

## NOTES ON INDIVIDUAL DEPARTMENTS AND POSTS

**Colonial Secretariat**

1. There are eight posts at present on a salary of \$5,400 (the salary of a director grade II or a deputy director grade I). Under our proposals, all directors receive a higher salary than all deputies and it is therefore for consideration which, if any, of these eight posts should receive the salary of a head of department.

2. We consider that the posts of Deputy Financial Secretary, Deputy Economic Secretary, Establishment Officer and Defence Secretary should be remunerated on point 5, which is the salary of heads of department in the main group.

3. We consider that the two Principal Assistant Colonial Secretaries should be remunerated on point 7, which is the salary point for some of the more senior deputies.

4. We have not assigned a salary to the Director of the Organizational Surveys Unit or the Banking Commissioner, since both these officers were recruited on contract. We have also not assigned a salary to the Political Adviser, who is on secondment from the Foreign Service and whose salary must presumably be determined with reference to the emoluments and conditions of service of that Service. We have no material comments on the other posts in the Colonial Secretariat.

**Secretariat for Chinese Affairs**

5. We gave particular attention to the position of the Secretary for Chinese Affairs and discussed the question with the S.C.A. We noted that the S.C.A.'s duties had been substantially reduced by the establishment in post-war years of the Labour Department, the Social Welfare Department, the Information Services Department and the Public Enquiry Service, and also by the appointment of a Political Adviser. It is also true that Government departments have in post-war years come into much closer touch with individual members of the public and with representative organizations, so that the bulk of Government business is transacted direct with the people without passing through the Secretariat for Chinese Affairs. But the Secretary for Chinese Affairs still remains an important channel of communication and advice, and his activities in certain fields have increased in scope and importance. His office is highly regarded by the bulk of the population and any apparent lowering of the status of the post by Government could be taken as an indication that Government was less receptive to public opinion. We consider that the Secretary for Chinese Affairs plays an important part in maintaining public confidence and we should be reluctant to do anything which would impair his personal status and influence. He also has a high personal responsibility as adviser to His Excellency the Governor and Executive Council. We accordingly do not recommend any change in the relative position of the three posts of Attorney General, Secretary for Chinese Affairs and Financial Secretary.

6. These considerations apply very largely to the post of Secretary for Chinese Affairs himself, and we have accordingly made a large differential between the Secretary and his Chief Assistant. But we consider that the post of Secretary for Chinese Affairs should be reassessed on the retirement of the present holder.

**Commerce and Industry Department**

7. We have not assigned salaries to the posts of Assistant Director of Commerce and Industry (London) and Assistant Director of Commerce and Industry (Brussels).

**Police Force**

8. We have placed the Assistant Commissioners of Police on a slightly higher salary than other Assistant Directors in recognition of their substantial responsibilities. We consider that this does not apply in equal measure to the post of Administrative Secretary, at present equated with Assistant Commissioners, and we have assigned a lower salary to it. But we consider that, despite this, the Administrative Secretary should maintain his present authority in respect of administrative matters.

**Public Works Department**

9. In paragraph 54 of our Report we have pointed out that the three P.W.D. deputies are in effect heads of large subsidiary departments. We have therefore recommended that they receive the same salary as heads of department in the main group. We have also recommended certain changes in the structure of the Public Works Department. In particular, we have moved the posts of Government Architect, Government Building Surveyor and Government Civil Engineer one point above the Government Electrical and Mechanical Engineer and the Assistant Director of Water Supplies, and we have raised the Superintendent of Crown Lands and Survey by two points. We have also raised the posts of Chief Quantity Surveyor and Chief Structural Engineer, and one of the four posts of Assistant Superintendent of Crown Lands and Survey; we suggest that the last may be known by the title of Principal Assistant.

## **Appendix C—Contd.**

### **Civil Aviation Department**

10. The Director recommended that the time-scale posts of Chief Operations Officer, Airport Commandant and Chief Telecommunications Officer be moved to the upperscale. This is outside our terms of reference and we referred the matter to the Colonial Secretary.

### **Education Department**

11. We have not assigned salaries to the two Senior Principals, since we understand that no appointments to this office have been made for some years.

### **Labour Department**

12. We consider that the personal responsibilities of the Commissioner of Labour warrant a high salary, but we do not consider that these responsibilities are reflected in the duties of his deputy. We consider that the post of Deputy Commissioner should more properly be equated with the assistants of other departments.

### **Marine Department**

13. We have assigned to the two Assistant Directors of Marine a rather higher salary than that of other assistant directors, taking into account the fact that there is no deputy in this department. We do not at present envisage the need for a deputy, and these new salaries are recommended on the understanding that a deputy will not be appointed.

### **Medical and Health Department**

14. We have given considerable thought to the position of the eight Senior Specialists who are at present on the same salary as the Deputy Director, and the 34 Specialists who are at present equated with the Assistant Directors. We have also considered the United Kingdom system of merit awards. On balance no arguments have been adduced to convince us of a need to disturb the present relationship. We recommend that the post of Principal Medical and Health Officer (Planning) be raised to Assistant Director status. Despite the very great importance of this large department, we were not convinced that it should be included in the top group.

### **Urban Services Department**

15. We were rather doubtful whether the responsibilities of the Manager of the City Hall, although substantial, properly equate with those of the two Assistant Directors, but we finally decided that there were sufficient reasons to maintain the present position. The post should however be re-examined when vacated by the present holder.

### **Agriculture and Forestry Department**

#### **Co-operative Development and Fisheries Department**

16. Our Report was nearly complete when we were informed that the amalgamation of these two departments had been completed. Rather than redraft portions of our report we decided to consider the new department later as a separate exercise.

### **Audit Department**

17. It does not appear to us that the Deputy Director of Audit is a true Deputy in all respects and we have therefore assigned a salary slightly below that of other deputy directors.

### **Broadcasting Department**

18. We have raised slightly the post of Assistant Director.

### **Fire Services Department**

19. The Director made a strong recommendation to us that three of his four District Fire Officers (Hong Kong, Kowloon, and Fire Prevention Bureau/Licensing) be upgraded from the senior time-scale to a post of Assistant Director. We consider that there is a good case for assigning to these three posts a salary on point 13, but as this falls outside our terms of reference we have not included the three proposed posts in our tables.

**Housing Division**

20. The Commissioner for Housing recommended that the Housing Architect (a time-scale post) be raised to the level of a Chief Architect in the P.W.D. This proposal, being outside our terms of reference, was referred to the Colonial Secretary. The legislature approved this proposal and in the current Estimates the Housing Architect is equated with Chief Architects.

**Immigration Department**

21. The Director recommended that the post of Assistant Director be upgraded. This is outside our terms of reference and the matter was referred to the Colonial Secretary.

**Inland Revenue Department**

22. The Commissioner recommended that one of his four assistants be upgraded to the post of deputy. We were impressed by the large number of appeals which the Commissioner has to hear personally, and we consider that he requires an additional officer at deputy level to assist him with the hearing of appeals or to deputize for him in order to give the Commissioner more time to hear appeals. But this falls outside our terms of reference.

**Royal Observatory**

23. The Director made certain recommendations concerning Scientific Officers which were outside our terms of reference and have been referred to the Colonial Secretary. The upgrading of one post of Scientific Officer to Senior Scientific Officer is a possible method of relieving the present promotion blockage and we recommend that this be further considered.

**Resettlement Department**

**Social Welfare Department**

24. These two departments are at present grade I departments. Having carefully studied the memoranda supplied by the directors and discussed with them the responsibilities of their posts, we have included them with the directors in the main group, since we do not consider that their duties and responsibilities, although of great importance, meet our criterion for elevation above the main group of departments. But we consider that the position of these two directors should be reviewed from time to time.

25. The Director of Social Welfare recommended that the post of Assistant Director (Professional) be raised to the status and salary of a deputy, but without becoming responsible to the Director for all aspects of the department's work. We do not consider that the duties warrant the title of deputy, but we have gone some way towards meeting the Director by placing the Assistant Director (Professional) on the same salary point as certain deputies in other departments.

**Statistical Planning Office**

26. We have not assigned a salary to the post of Commissioner of Census and Statistical Planning, the final duties and structure of which are not yet determined.