

本處檔號 Our Ref.: (11) in GLT/P/129/3/1 Pt.2

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Secretary General  
Joint Secretariat for the Advisory Bodies on Civil Service  
and Judicial Salaries and Condition of Service  
Room 701, 7<sup>th</sup> Floor  
Tower Two, Lippo Centre  
89 Queensway  
Hong Kong

Dear Secretary General,

### **Review of Civil Service Pay Policy and System**

I refer to the letter dated 25<sup>th</sup> April 2002 from the Chairman of the Task Force on Review of Civil Service Pay Policy and System inviting views on the consultation paper of their Phase I Study. As head of the general grades of Government Transport Manager (GTM), Transport Services Officer (TSO), Chauffeur, Special Driver (SD) and Motor Driver (MD) grades, I would like to offer my comments on the following two questions: -

- (a) Whether some or all of the current general grade/common grades staff should be departmentalized to facilitate department-based management (para. 3.51(c)); and
- (b) Whether there is scope to amalgamate existing grades within broader occupational categories and having flatter organizations with wider span of management control and fewer rank layers (para.3.51(e))

#### GTM and TSO Grades

GTMs and TSOs are deployed to work in various departments for the management of government transport resources. Their duties range from strategic planning of government transport services, formulation of policies and guidelines on the optimum use of resources to the frontline management of

vehicles and drivers. The TSO grade is a small grade with a total establishment of only 55. At present the Food and Environmental Hygiene Department (FEHD) has the largest establishment of 25 posts, the rest of the 30 posts are established in 14 other departments. Owing to the specific nature of their duties, normally only one or two TSO posts are created in a department with a sizeable vehicle fleet.

Most junior ranking TSOs are posted to front line depot management duties. They will be career posted to work under different working environments in different departments to gain experience. After a sufficiently long spell of frontline duties, those who show good potential for higher level duties will be posted to departments with higher-ranking TSO posts and larger departmental fleet for further development. Operational experience is important for officers of the grade in their career development. The nature of transport services is multi-facet, evolving around different aspects of vehicular fleet operation and transport personnel management. On the job training by posting in different working environment give them the necessary exposure and seasoning before they can assume a post in the managerial rank. From the career development point of view, there is strong argument against departmentalization for such a small grade. The same argument goes for the GTM grade which has only 4 posts in two departments.

Staff also express worry over the lack of promotion if the TSO grade is departmentalized. Given the small establishment in most departments apart from the FEHD and GLTA, there is little chance for any promotion should the grade be departmentalized.

We also see a need to study into the feasibility of merging the GTM and the TSO grades. Merging the two grades will streamline the existing structure and make for a continuum in the career development of the TSO grade. There are, however, differences in the entry requirements and work nature of these two grades and more study and staff consultation will have to be made on how to ensure a smooth merger.

#### Chauffeur, SD and MD grades

Chauffeurs are deployed mainly to perform personal driving service to senior ranking officials. As with other staff tasked to provide close personal service such as Personal Assistant, the posting of Chauffeurs are subject to the personal choice of the principals. On this basis, we are of the view that the Chauffeur grade should not be departmentalized in order to preserve the flexibility in cross-department postings.

The same cannot be said about the other two driver grades. The SD and the MD grades all perform general driving duties and there are no specific promotion linkages to any grades. It is suitable for these two grades to

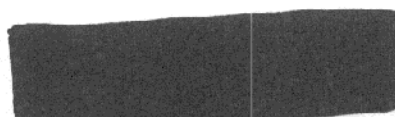
be departmentalized.

It is also possible to merge the two grades to simplify the structure. The difference in work nature between these two grades is that SDs are tasked to drive specialized vehicles which demanded higher driving skills, such as the case of articulated vehicles, large coaches of more than 30 seats, refuse collection trucks and street sweepers etc. The difference in remuneration between a SD and a MD reflects the requirement of the former to operate the on board equipment apart from merely performing the normal duty driving. Although greater driving skill is required for driving large vehicles, most MDs possess the necessary driving qualification for large vehicles and there are adequate previous cases of MDs acting as SDs. We are of the view that it is possible to amalgamate these two grades either to make it a two-rank grade or to abolish the SD grade by paying an allowance to MDs who are tasked to drive and operate specialized vehicles. Further studies and staff consultation will be necessary before a decision can be made.

To conclude, I believe that departmentalization and amalgamation of the MD and SD grades can achieve savings in staff resource in some areas and I support further studies into the possibilities. For the GTM and TSO grades, I see little merit in departmentalization but amalgamation of the two grades will help to streamline the career structure and should be considered. As to the Chauffeur grade, I propose status quo to be maintained due to the special nature of their service.

I do apologize for missing the consultation deadline.

Yours faithfully,



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Government Land Transport Administrator 