



## **Confirmation of Minutes (S.C. 7/2010 and S.C. 9/2010)**

The Minutes of the 35<sup>th</sup> Staffing Committee Meeting held on 9 March 2010 and Special Meeting held on 18 June 2010 had been circulated to Members and there were no requests for amendments. The Minutes were taken as read, confirmed and signed by the Chairman.

For the closed door session of the Special meeting, the Minutes were prepared and kept by the Innovation and Technology Commission (ITC).

## **II. 2010/11 Pay Review for HKPC Staff (S.C. 11/2010)**

7. Invited by the Chairman to report, said that the 2010/11 pay adjustment for Non-PPS staff would follow the same principle of the Civil Service, namely an increase of 1.6% for the top and senior level staff and 0.56% for the middle and general level staff. As regards staff under the Performance Pay System (PPS), they would be entitled to pay adjustment that reflected the market trend by reference to the pay trend surveys available in the market and the pay trend award of the Civil Service. The same mechanism adopted last year was applied for calculating the weighted average of salary adjustment for 2010 based on the actual pay adjustment data in the surveys and resulted in an increase of 1.36%, 1.5%, 1.26% and 1.11% for the top, senior, middle and general level staff respectively. Based on the current salary outlay for all staff, the cost of effecting the proposed pay adjustment for staff under the PPS and the Civil Service pay trend for the remaining staff was estimated to be HK\$2.2M and HK\$0.48M per annum respectively.

8. further elaborated that the survey period covered by the market survey of was different from the other 3 surveys. The effect of the financial tsunami was only reflected in its latest survey and therefore the pay trend increases recommended were the lowest amongst the 4 market surveys.

9. said that the integrity of the pay adjustment mechanism should be maintained despite the fact that the data in the

market survey by \_\_\_\_\_ was collected for the period July 2008 to June 2009 which reflected, belatedly, the impact from the global financial tsunami which had already been taken account of in the other 3 market surveys for last year's pay adjustment. In this connection, \_\_\_\_\_ and \_\_\_\_\_ suggested that the Management should consider reviewing the mix of market surveys, say every 5 years, to ensure representativeness of these market surveys as a basis for pay adjustment for staff under PPS.

10. Members approved the proposed 2010/11 pay adjustment for staff under the Civil Service pay trend and PPS with retrospective effect from 1 April 2010, as set out in paragraphs 4-7 of paper S.C. 11/2010.

### **III. Recruitment at the Branch Director Level (S.C. 12/2010)**

11. \_\_\_\_\_ introduced the paper and explained that, in the light of Members' comments at the last meeting, the Management had reviewed the recruitment policy at the Branch Director level. It was proposed that the current arrangement of giving internal recruitment a priority for vacancies up to and including the Branch Director level should be relaxed such that open recruitment should be adopted for vacancies at the Branch Director level. The proposal was based on the following considerations:

- (a) the Branch Director was a senior position for which strategic planning was heavily involved. From the corporate perspective, it was beneficial to have a wider pool of candidates to choose from to fill such a strategic position; and
- (b) in the final analysis, open recruitment would not affect the opportunity for an existing staff to fill any vacancy at the Branch Director level as both internal and external candidates were considered together. If all other things being equal, an existing staff should naturally be more competitive than an external candidate given his/her familiarity with the organization.

12. In reply to \_\_\_\_\_, \_\_\_\_\_ said that the terms and conditions of service for HKPC staff were set and tied to the individual pay points on HKPC's pay scale and there was little room for any changes to cater for particular circumstances. As such, any special cases requiring exceptional approval would be submitted to the Council

on recommendation of the Staffing Committee.

13. Members approved the proposal that open recruitment should be adopted for vacancies at the Branch Director level so that internal recruitment was not mandatory to precede any external recruitment.

#### **IV. Staffing Position of HKPC (S.C. 13/2010)**

14. Members noted the staffing position of HKPC as at 30 June 2010, with 607 staff in post against the total approved headcount of 701. On staff turnover, Members noted that the staff turnover rates for 2009/10 and the first quarter of 2010/11 were 8.1% and 4.2% respectively. The 2009/10 turnover rate was comparable to the market norm. Around 60% of the staff quoted better remuneration and career advancement as the reason for departure.

#### **VI. Any Other Business**

##### **(A) 7<sup>th</sup> One-Minute Staff Morale Index**

19. Invited by the Chairman to report, \_\_\_\_\_ said that the 7<sup>th</sup> survey of the One-minute Staff Morale Index was held in June 2010 and the response rate was 84%. Among the four surveyed areas, the satisfaction level of “Supervisor” was the highest. Staff generally were satisfied with the working relationship with their supervisors who shared with them the management directions and rationale of policy changes and corporate initiatives, stimulated team spirit among team members and treated the performance appraisal seriously. The satisfaction level of “Teamwork & Cooperation” recorded a slight increase in score while there was a slight drop of scores in the “Management” and “Work Aspects” areas.

20. Members noted the result and analysis of the 7<sup>th</sup> survey of the One-Minute Staff Morale Index.

### **(B) Terms of Reference of Staffing Committee**

21. Invited by the Chairman to report, \_\_\_\_\_ said that at the 35<sup>th</sup> Staffing Committee meeting held on 9 March 2010, Members opined that it was useful to conduct periodic review of the Terms of Reference (TOR) of the Standing Committees and their functional relationship with the Council. The Management had since conducted a review of the TOR of the Standing Committees. \_\_\_\_\_ said that the TOR of the Staffing Committee was broadly in line with the TOR of staffing and HR related committees in other organizations \_\_\_\_\_, covering the main areas of:

- recruitment and promotion of senior staff;
- staffing position and changes in staff requirement for budget purpose;
- HR development policies; and
- general terms and conditions of services.

22. Members supported the Management's proposal in principle but deliberated however on the issue of appointment of Branch Directors which currently was approved by the Staffing Committee in accordance with its TOR. Members agreed that the Branch Directors were very senior positions and appointment to these positions would necessarily have impact on succession planning for the organization. As such, Members advised that the Management should submit a proposal to the Council to amend the TOR of the Staffing Committee so that the appointment of Branch Directors would require approval by the Council instead of the Staffing Committee. This proposal was also supported by the Council Chairman who was in attendance at the meeting.

23. In response to the enquiry of \_\_\_\_\_, \_\_\_\_\_ said that, according to its TOR, the Staffing Committee was not a channel for individual staff complaints. However, its role was to provide a channel for consultation and communication between the Council and staff members only on matters of general terms and conditions of service if other consultation channels failed. Supplementing, \_\_\_\_\_ explained that the TOR did not provide for the handling of individual staff grievance and complaint cases which were covered by HKPC's Standard Practices on grievance handling, disciplinary actions and termination policy which set out clearly the handling mechanism and procedures.

The Staffing Committee as a channel for consultation and communication between the Council and staff was expressly restricted to grievances on the general terms and conditions of services applied to each grade of staff, as differentiated from individual staff complaints. In addition, as defined in the TOR, this channel should only be used if the said grievances could not be resolved after consultation with the Executive Director and the Staffing Committee.

**(C) Attendance Record**

24. Members noted their attendance record in 2010 tabled at the meeting.

**VII. Date of Next Meeting**

25. It was agreed that the next meeting was scheduled for 26 October 2010 at 2:30pm and the venue be left open.

26. There being no other business, the Chairman thanked Members for their attendance and the meeting was adjourned at 3:40p.m.