

16.8 SALARY ON PROMOTION

- 16.8.1 Promotion is classified as either “class-to-class” or “grade-to-grade” as per the following broad definitions:
- (i) “class-to-class promotion” means promotion to a rank which entails greater responsibilities of a **different nature** to those previously undertaken and performed; and
 - (ii) “grade-to-grade promotion” means promotion to a higher grade in the **same hierarchy** which entails greater responsibilities of the **same nature** to those previously undertaken and performed.
- 16.8.2 In our last Report, various provisions were revisited with a view to providing harmonious industrial relations for an efficient and effective service delivery. Since the publication of the 2021 PRB Report, several cases were submitted on an *ad hoc* basis to the Bureau mainly relating to interpretation of “class-to-class promotion” and “grade-to-grade promotion” and consequently determination of the number of increments to be granted upon promotion. A few similar cases were also examined by the Standing Committee on Implementation of PRB Recommendations at the MPSAR.
- 16.8.3 In their submissions, the Federations and Unions requested for the grant of three increments irrespective of the type of promotion, that is, whether “class-to-class” or “grade-to-grade”. Proposals were also received from the MPSAR and other quarters for consideration of a framework on salary on promotion and for increments on promotion to be exclusive of previous increments obtained by virtue of specific provisions, among others.
- 16.8.4 All the requests and their implications have been carefully examined by the Bureau. Moreover, during consultative meetings, Federations have been apprised of some likely unintended consequences of their proposals.
- 16.8.5 In the light of implementation issues faced by the Human Resource (HR) Cadre in interpreting “class-to-class” and “grade-to-grade” promotions, we are, hereunder highlighting some practices which are still valid:
- (i) “class-to-class promotion” should continue to be invariably made on the basis of selection; and
 - (ii) “grade-to-grade promotion” should continue to be determined on a case-to-case basis with the mode of promotion explicitly stated in the relevant schemes of service.
- 16.8.6 We hold that the definitions of the two types of promotion should continue to be as per paragraph 16.8.1 above. Though not exhaustive, we are bringing the following clarifications based on cases examined after the publication of the 2021 PRB Report:

- (i) though appointment to a higher grade is made by selection from a single lower grade, it should still be considered as a “class-to-class promotion” if the lower grade is from a **different** hierarchy and the nature of duties is different. It is to be highlighted that a grade may have different avenues of promotion and, therefore, the proper hierarchy should be identified;
- (ii) for an **entry grade**, where by virtue of the scheme of service or arrangement in force, recruitment is through open competition, that is, by selection from the market, this does not preclude serving officers to equally apply for the post. **Appointment of the serving officers in such cases should be considered as a “class-to-class promotion”;**
- (iii) appointment to a grade which carries the same top salary as the substantive position does not constitute a promotion in line with the definition of promotion in the PSC Regulations; and
- (iv) the grant of increments on appointment should be on the basis of provisions of PRB Reports in force at the time of appointment notwithstanding the fact that the selection exercise has been carried out at an earlier stage. Whenever recruitment is carried out in different batches with different dates, appointment in each batch should be governed by provisions of prevailing PRB Reports.

16.8.7 The existing provisions regarding salary on promotion are still valid and are therefore being maintained.

Recommendation 1

16.8.8 We recommend that:

- (i) for **Grade-to-Grade** promotion, an officer should join the initial salary or flat salary of the higher grade or be granted a maximum of three increments worth at the incremental point reached in the lower grade (to be read from the Master Salary Scale) whichever is higher, provided the total emoluments of the officer should not be more than the maximum salary of the higher grade; and
- (ii) for **Class-to-Class** promotion, officers should draw the initial salary of the higher grade or receive one increment if they were drawing the same salary point as the initial or more.

16.8.9 We also recommend that, subject to the above paragraphs:

- (a) the salary of an officer, who is promoted after having benefitted from the grant of Long Service Increment, should be adjusted by the grant of an aggregate not exceeding three increments, inclusive of the previous increment/s obtained for long service prior to his promotion, subject to the maximum salary of the higher grade;

- (b) an officer who has drawn the top salary for a year and has been allowed to move by either one or two or three increments in the Master Salary Scale after having consistently performed efficiently and effectively during the preceding two years, should, on promotion, be granted a maximum of three increments, inclusive of the previous increment/s earned for movement beyond top salary prior to his promotion, subject to the maximum salary of the higher grade; and**
- (c) notwithstanding paragraph 16.8.9 (a) and (b), officers who have moved incrementally beyond their top salary in the Master Salary Scale on account of specific provisions (e.g. obtention of additional qualifications, academic achievement through published research, teaching, administrative contributions and publications) should, on promotion, have their salary adjusted by a maximum of three increments, exclusive of the increment earned by virtue of the specific provisions, subject to the top salary of the grade.**

