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From: a [REDACTED].hk <[REDACTED]>
Date: 2002/04/27 Sat AM 11:07:50 CST
To: jsscs@jsscs.gov.hk
Subject: Consultation paper on the review of civil service pay policy and system

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I have the following comments on the paper:

- 1) I support a gradual change to the civil service pay system.
- 2) I support the idea of putting more emphasis on performance-pay. This can be done by grouping the existing 48 scales in the MPS into say eight ranges. Officers moving from one range to another range must be by a selection process (i.e. promotion). For example the Engineer grade can be divided into 3 ranks, e.g. Engineer I, Engineer II and Engineer III. All the ranks will be on combined establishment. This compares the salary structure of China where the salary is determined by both their rank and post.
- 3) The salary of each rank will be within a range (about five to six existing MPS pay levels). The fixed part is the minimum of the range. Each year, every bureau/department will be given a certain amount of variable salary for their heads to distribute to their staff. The distribution to individual officer will be based on his performance (or as a group) in the past year and will last for one year. This cannot exceed the maximum of the range. The range should be broader for higher rank and narrower for lower ranks.
- 4) I also support the clean wage policy. All existing benefits should be converted into cash or percentage of their salary. This can avoid a lot of administrative procedures and let the officers have their freedom to decide on how to use them.
- 5) I do not agree that senior civil servants nor disciplined services should be treated differently.
- 6) We should continue to conduct regular pay level and pay trend surveys.
- 7) I do not think Government's affordability to pay be an over-riding consideration in pay adjustment. Government overall financial situation should be tackled separately. There are other means to enhance Government's affordability, e.g. cutting services or raising taxes.
- 8) the existing pay administration should be decentralised. The size of CSB should be much reduced.
- 9) There are scopes for flatter organisations with wider span of management control and fewer levels (it can be more ranks if they occupy the same level).

For example D1 and D2, D3 and D4 can be combined. D5 and D7 should be deleted.

10) I strongly support the departmentalisation of general grade, especially the AO grade (the size of which should be much reduced). Transfer of some general staff (e.g. lower rank officers) across departments should be allowed to retain the flexibility, promotion prospect and individual needs.

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