

Dear Sir,

I would like to express some of my opinion regarding the new proposed pay scale of the civil servant. Personally, I fully support the reform that the salary of civil servant is going to hook up with their performance. However, I just found the reform too late for establishing a new culture under the existing conservative and bureaucratic system.

The implementation of such new pay structure will almost impossible without a fair and transparent appraising system. Conversely, it will foster the shoe polishing and circles culture. The answer is simple. When the supervisor is responsible for appraising his/her subordinate. It is O.K. when the supervisor is a good leader and has an open mind to listen to different voices. But what about if the supervisor is not a capable leader. The personal liking of the supervisor will overwhelm the actual ability of the staff. As a result, the subordinate will only listen to instruction regardless the nature of the instruction. They will not do anything more than they are told to do. No one is willing to pay the price for not listening to the boss but to protect the public interest or even uphold the law. No one will challenge the boss and the boss is the God.

As the size of civil servant is forced to trimming down, it can be anticipated that the chance for promotion especially for the working level is very little. It will reach a point that a lot of civil servant who meet the maximum salary point will have no incentive to contribute more to their jobs. A sense of socialism will be eventually built up in every department. In addition, experience tells that less effort result in less mistake and vise versa. Therefore, I am afraid that the proposed system may not able to upkeep the morale of the civil servant receiving maximum pay.

Regarding the staggered management structure, there is no doubt that the ratio of supervisors to staff should be revised. The lowest level always does most of the work in such super staggered management system. It results that some departments are not able to compete with the private sectors and waste incredible amount of resource. The most miserable thing is that the senior management controls the distribution of resource. It is very often that the interest of the working level will not be looked after.

Anyway, I am not trying to attack the existing appraisal system. I just hope the reform will bring up the morale of civil servant to serving the community and every civil servant is able to give full play of their ability and talent. Afterall, civil servant are well protected, they should always strive for excellence to fulfil the expectation of

the public and the community.



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