

Comment on " Consultation Paper on the Review of Civil Service Pay Policy and System"

1. There should not be a major overhaul of the pay policy and system. A major overhaul is very likely to undermine the stability of the Civil Service, particularly when emphasis is put on so called "performance-pay".
2. No civil servant should be subject to a different policy than others.
3. Disciplined services should not be treated differently in principle; but because of its history, it would not be desirable to change the current system.
4. The Government should of course continue to review the pay of the civil servants to reflect the market situation. The current pay level clearly is significantly different with those in the private sector. The methodology should be reviewed.
5. The Government's affordability should be considered, but it should not be the over-riding factor in the consideration of the pay adjustment.
6. The most important feature that should be retained is the pay scale system. If the Pay Range system is adopted, it means that the pay would depend on the "performance". It certainly creates a lot of chaos in the civil service. There is no perfect appraisal system in this world, and every appraisal contains a lot of subjective assessments. Office politics, taste of the boss, human relationships etc dominates. Having spent more than 19 years in the Government, I can say that the boss usually decides whom should get what first and then adjust others' reports in order to suit his aim. Others' reports would be downgraded before or after their appraisal reports are written up, so that everything looks perfect and cannot be challenged. Despite we can appeal in principle, but who dare? Everything is well planned in advance so there are little justifications. We perhaps don't mind if we don't get promotion, but we would certainly take the matter very seriously if money is physically taken out of our pockets because of this. What does the Government want to achieve through the Pay Range system? It certainly seriously affects the morale and staff relationship and undermines the stability of the Government. Those who have been sacrificed because of the boss's taste will further be

sacrificed. Perhaps then it would be necessary for the civil servants to take the matter on the street. Instead, It appears that the current problem in the civil service lies in the Management. The staff, however, always takes the blame. In the Government, there is generally on the Management side a lack of proper supervision on its staff and a lack of incentive for them to make the Department more efficient. In the past when problems occur (e.g. short pile incident), the Management always points their fingers to the staff. They never admit responsibility. Even today in the Mainland, the officials concerned do accept responsibility and have to resign in these cases. This Government is deteriorating. If there is anything to improve, the Management should improve themselves first. In 19 years I have been seeing a lot of unfairness, only a little of fairness. The appraised grades are usually decided before the appraisals. Our dissatisfaction would be enormous if our pay is linked to such objective assessment. If the boss has such power, shoe shining prevails and integrity of the civil service is at jeopardy.

7. Comparability of pay with the private sector should be made in more detail.
8. The pay in different Department for similar type of work should be the same to ensure mobility of staff among Departments.
9. Simplification of the allowance (or conversion to cash), and cancellation of some unreasonable allowance, are supported.


A senior professional