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Date: 2002/05/03 Fri AM 11:01:33 CST

To: jsscs@jsscs.gov.hk

CC: [REDACTED] 

Subject: Civil Service Reform

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Dear Sir,

I hope to express my view on the Review of Civil Servant Pay and System.

First of all, we have to accept the business operation of civil service for the public. The public agreed to assess of government performance by business operation result with profit or loss !

If we treat all of the government departments as groups company's subsidies. Then each department head is the company's' Managing Director. The Managing Director and management teams should have more responsibilities and returns in equal basis. The junior staffs may have same situation as private sectors. For examples, PCCW's lay off policy regarding the profit making in the previous year.

As we know, the Voluntary Retirements Policy attracted more than ten thousands civil servants left government. If more flexible Voluntary Retirements provided without limitation in length of service, age etc. I expected more than ten thousands civil servants will leave government in case of better economic environment. Then their positions can be filled by cheap temporary labors. The government deficit problems may be released at once.

Please change the whole government's position from public service to business role for providing the service to customers. Don't change part of operation as business mode with government's management style. It will make the civil servants and public confused. For examples, the Hospital Authority and KCRC are typical fail cases in business operations. The Hospital Authority used the private sectors pay structures with cash allowance (16% of the basic salary), mortgage loan allowance (half subsidiary of monthly mortgage loan repayment regardless the grades). It let to a big problem of unfair and unequal pay structures compared with civil servants. In KCRC cases, the uncontrollable situations may let the operations loss and uneven allocation of benefits to senior management.

It is not a easy way to achieve the target set by the perfect mind. The quick actions may let the failure and confusions (e.g. the policy of 85,000 flats a year, medical port, cyber port etc.) The history teaches us how to

prevent the mistakes in the future. The civil servants reform involved 180,000 civil servants with one month consultation period. I think the mistake was repeated. It will create confusions in the coming years.

My summaries for the consultation paper:

- We should reduce the emphasis on formal pay comparability with the private sector with affordability.
- The academic/professional qualifications and ability should be the important factors for pay adjustments.
- It is difficult to assess the one's ability in the junior level's route work.
- We should set up a fair pay adjustment method for different levels of civil servants.
- We should consolidate the allowances (housing, medical, educational etc ) into basic salary.
- The pay structures should be simplified to Master Pay Scale only for all civil servants to reduce the admin. cost.

Thank you for attention!



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