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To: jsscs@jsscs.gov.hk

Subject: Comment on 1st Stage Study on CS Fringe Benefits

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Dear Sirs,

With respect to the Part III of 1st Stage Study Report, I have the following comments;

1. I agree the linking of performance with the income (salary + bonus), i.e. fix salary plus a performance based bonus. However, it is hard to measure the performance in the Government since profit/production rate is not applicable. So performance would be very subjective of the supervisor, this would encourage the 'shoe brushing' in the government.
2. Career risk should not be encouraged in the executors of Government, whether the officers are senior, or junior. These officers should not bear the risk since they are not policy decision makers. These officers should have a stable career such that they can implement the government policy. However, beneficial competition should be enhanced in the Government to encourage self improvement.
3. Disciplinary force has its own special job nature, so special arrangement for them should exist.
4. Regular review is necessary but the labour market should not be used as the base of initiation of such review. The market change very fast and the market changing force is free, the government would waste time/resource in chasing those changes. Comparing the government with the private labour market is inappropriate because of the different in nature. However, competition (i.e., compete for resources, or bonus) among the civil servants makes more senses than comparing the government with the market.
5. Yes, but at the same time, the government should adopt a system that the salary of the CS is rather insensitive to the Government income such that the stability of the CS can be maintained. Even though bonus system is adopted, there should be a cap on its amount, only those top performers/top performing teams can get the bonus rather than sharing those bonus among all CS. This can enhance the competition among CS. To do this, the government should reduce the number of CS, but if the present structure does not changes, it is difficult to achieve, so reorganization of the whole government (merging of departments/bureau/public bodies) together with voluntary retirement should be implemented.
7. Fairness has different meanings in different time, so it is difficult to

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achieve the fairness. Instead, the government should concentrate on its own needs, i.e., stability of the CS team, keep the financial burden within its limit most of the time, high efficiency, little government, minimal interference to the business market, etc, to formulate a system rather than following the market (market influences the public perception on fairness).

8. See 1 above.

9. Agreed, but it should be based on competition/compariosn among CS rather than the assessment of individual supervisor.

10. Same as 9.

11. The fix salary should follow a system which is dictated by central government, but the bonus part should be delegated to department but not to individual supervisor. If a fix salary system does not exist, each group will have its own rules that will create more problems, such as manpower allocation, salary allocation etc.

12. Not agreed, instead, the government should merge all common ranks, such that the manpower allocation could be more flexible.

13. Not supported. Morale would be low.

14. Agreed, similar ranks should be combined. And department of similar nature should also be combined, there are quite a number of departments that could be combined easily (without great social impact) i.e., Drainage Services & Water Supplies, Highways & Transport, Civil Engineering & Territory Development, etc., this enable the use of common resources and the deletion of overlapping posts. This also conforms with the policy of reduction of the number of Bureau of the Government.

15. Central.

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