



Architectural Services Department
Landscape Architects Association (ArchSDLAA)

170

Our Ref. : Arch SD/LAA/GEN
Your Ref.: JS/CSP/TF

29th June 2002

Secretary General
Joint Secretariat for the Advisory Bodies
on Civil Service and Judicial Salaries and Conditions of Service

(Attn : Mr LEE Lap-sun)

Dear Sir,

Review of Civil Service Pay Policy and System

Below are the Architectural Services Department Landscape Architects Association's responses to the questions listed in the consultation paper on the captioned subject, enclosed in the letter from the Joint Secretariat for the Advisory Bodies on Civil Service and Judicial Salaries and Conditions of Service, ref. JS/CSP/TF dated 25 April 2002, following the numbering system in paragraphs 19 to 23 of the consultation paper.

19(a)

- Changes should take place gradually to avoid instability
- Thorough review and consultation is required to maintain openness and fairness in practice.
- Clean wage policy is supported. Benefits such as medical, death insurance & pension/retirement fund are fundamental rights of employees & all employers should provide these basics

19(b)

- It depends on job nature.

19(c)

- No views at this stage. But thorough review and consultation is required to maintain openness and fairness.

19(d)

- Yes.

19(e)

- No.
- If Government can't afford to pay for staff then what happens? If no or low salary then the best staff will leave the civil service leaving only the worst/no staff. This is the fundamentals of a free market system.

19(f)

- Agree that this is an important issue. Thorough review and consultation is required to maintain openness and fairness.
- Some important aspects are, recognition of experience (both in & outside of Government), career path, stable employment, and equity for staff. Otherwise why join the civil service as on the other hand there are many frustrations & hinderances to achieving good work.

20(a)

- No views at this stage. But thorough review and consultation is required to maintain openness and fairness.

20(b)

- Yes.
- Particularly if the system is not completely transparent. Mechanisms would be needed for appeal & review.

20(c)

- No views at this stage. But thorough review and consultation is required to maintain openness and fairness.

20(d)

- No views at this stage. But thorough review and consultation is required to maintain openness and fairness.

20(e)

- Changes are unavoidable if there is introduction of new system.
- More objective and transparent assessment systems would be required. Appeal systems should be more transparent.

20(f)

- Not necessarily. It depends on the individual, grade, level of responsibility, etc.
- Pay is not the only reward. More recognition & feedback is important to some people. Also there should be more opportunities for promotion and movement as some grades & professions have very limited opportunities to move up through the Government structure & to cross-over into management streams, no matter how brilliant and/or experience. There is a ceiling limiting the potential of some high performers.

21(a)

- Yes.

21(b)

- No views at this stage. But thorough review and consultation is required to maintain openness and fairness.

21(c)

- No strong views, but constructive changes are welcome.

21(d)

- No.

21(e)

- Thorough review and consultation is required to maintain openness and fairness.

22(a)

- It depends.

22(b)

- No views at this stage. But thorough review and consultation is required to maintain openness and fairness.

22(c)

- No.
- Difficult to apply fairly.

22(d)

- It depends on job nature rather than just the rank, and thorough review and consultation is required to maintain openness and fairness.
- It is always difficult to set fair performance measures as many factors are outside the control of individual officers, that may affect their performance achievement.

22(e)

- No views at this stage. But thorough review and consultation is required to maintain openness and fairness.
- Appraisal systems still need to be more transparent. Some departments, grades use quotas for assessment, which is not fair or flexible. Decisions & the reasons, if made at grade assessment panels, may not be logical & definitely not transparent enough.

23(a)

- No.

23(b)

- No views at this stage. But thorough review and consultation is required to maintain openness and fairness.

23(c)

- No strong views.
- This would perhaps build greater loyalty to departments, but on the other hand will be less flexible in the ability to move staff to different posts & departments.

23(d)

- No views at this stage. But thorough review and consultation is required, and clear guidelines and appeal system should be in place to maintain openness and fairness.
- Change should be undertaken on a step by step process.

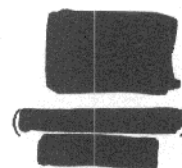
23(e)

- Yes. HK Civil Service has far too many grades. The message is often lost from the top to the one who actions it. There should be opportunities to move from various grades into management roles, but for some professions without a D1 post in the grade this is impossible.

23(f)

- No views at this stage. But thorough review and consultation is required to maintain openness and fairness.
- It is not sure what a job evaluation system exactly is and constitutes.
- Generally the principles & broad system should be set centrally but the details & operation left to the departments or grades to run it as these people know what works best for their situation.

Yours sincerely,

A redacted signature consisting of a solid black rectangular block.

Arch SD Landscape Architects Association