



Marine Officers Association

Room 2215, Harbour Building, Central, Hong Kong.

香港中環海港政府大樓2215室

Tel: 2852 4393

Fax: 2581 1765

檔號 : Our Ref.: (01) in MOA 02 - 04

日期 : Date : 29 June 2002

The Joint Secretariat for the Advisory Bodies
on Civil Service and Judicial Salaries
and Conditions of Services

Room 701, 7th Floor, Tower Two
Lippo Centre, 89 Queensway
Hong Kong

Dear Sirs,

Review of Civil Service Pay Policy and System **Public Consultation Phase I Study**

On behalf of Marine Officers Association, I would like to express our comments on the captioned study.

Firstly, the Association **does not support to have a major overhaul on the civil pay policy and system**, however, we have no strong view in trimming down some "trivial" allowances for the new entrants. We are of the view that existing system has been used for many years and is accepted by most civil servants. It is a simple and effective system, which should not be changed without agreeable reasons. Indeed, there is no evidence to indicate a significant flaw in the existing system. The trigger to review the system is merely a political pressure during economic downturn in Hong Kong and the Government is kowtowing to the political pressure.

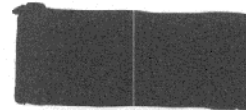
Secondly, the Association **does not support performance-pay policy**. The idea to hook performance with pay usually applies to workers whose performance in terms of productivity or objectives can be quantified or measured objectively. In fact, productivity of majority of the civil servants, especially in management level, cannot be measured or quantified objectively in simple terms. Furthermore, prevailing political pressures could unreasonably bias perception towards the performance of civil servants, resulting individual's rating may not truly reflect his/her performance. We are of the opinion that pay adjustment is only one of the many elements to enhance performance. For instance, disciplinary actions can have direct input on performance. Existing disciplinary procedure is too onerous and lengthy, it should be simplified so as to become an effective tool to deter growing of bad blood. We are of the view that performance-pay policy would lead into a situation of pay-driven performance, which would be disastrous to civil service.

Thirdly, we are of the view that **fixed pay scales should be applied to all ranks** within the civil service, as they are simple to apply and in an equal opportunity bases. Civil servants can concentrate their efforts in their duties rather than on ways to flattering their senior for better pay. Alternatively, we believe the pay ranges system is difficult to implement, as it is not easy to establish a fair and unbiased mechanism in determining the level of pay increment. Moreover, it will involve additional resources to determine what is a fair increment of pay, hence, this system is well known for being subjective and manipulative.

Fourthly, **we should adhere to the principle of broad comparability with the private sector and continue to conduct regular pay level, pay structure and pay trend surveys.** Equally, we have no strong view to review the current mechanism, but we object to the idea of linking fiscal constraints of the government to pay adjustment. Otherwise, civil service cannot retain its competitiveness when the overall economy blooming.

Finally, the Association **does not support the idea of pay administration being decentralized** to individual department, simply because the general grades in civil services can be transferred between departments and they would be subject of different pay systems and cultures.

Yours sincerely,



()

Chairman

Marine Officer Association

c.c. Director of Marine
Chairman, Senior Civil Service Council