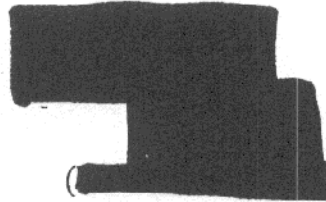


Staff Views

I enclose the views of my staff on the consultation paper collected through the Departmental Consultative Committee meeting for your reference.



for Commissioner for Innovation and Technology

c.c. Secretary for the Civil Service

(Attn : [redacted]) (Ref. : CSBCR/PG/4-085-001/30-1)

Encl.

公務員薪酬政策檢討

職方意見及關注

薪酬政策、薪酬制度及薪酬結構

- 推行新的制度必須得到受影響的員工的支持。近日一些公務員團體對公務員薪酬調整一事的看法與管方並不一致，因此職方對於日後能否順利推行新的制度表示關注。

以薪幅取代固定薪級

- 有員工對於政府能否公正地實施彈性薪幅制度表示關注。若由部門／職系首長決定給予員工增薪，則在不同部門的相同職系員工，其增薪可有差別，特別是部門首長需要在部門的財政資源內支付增薪的開支。
- 有員工詢問新的薪酬制度會否只適用於新聘人員；及在彈性薪幅制度下，如何給予新聘人員，或在職人員在轉職時按認可資歷及／或經驗作出薪酬調整。
- 由於在工作表現評核制度中，評核標準因人而異，因此彈性薪幅制度在推行上會有困難。建議公務員事務局訂下明確和客觀的指引，讓部門根據員工的表現調整薪酬。

薪酬調整制度和機制

- 現有的機制已確保職方要求、政府財政狀況及各方利益面取得平衡，外國政

府採用的機制，例如以財政限制為首要因素，未必適合香港。由於香港政府財政收入來源較少，若要增加稅率以支付增薪開支，則會在社會上造成分化。

- 有員工詢問，政府一方面要吸引優材，另一方面要受財政限制，會否因而產生矛盾。
- 研究中國家的稅率比香港高。這是否意味着政府會增加稅率，以支付新的薪酬調整制度的開支。

推行表現為本獎勵制度

- 公務員事務局推行的「以團隊為本的表現獎賞試驗計劃」，並非適用於所有部門，例如一些以項目形式運作的部門會較容易推行這種獎勵制度。而且，在部門不同組別公平地推行這種獎勵制度，是頗困難。

把薪酬管理工作精簡及下放

- 若要把一般職系員工部門化，便損失了一般職系現有的靈活調職安排。一般職系員工可從部門間的調職安排中，了解不同部門的工作，累積較廣泛的經驗。一般職系員工可藉調職安排獲得不少學習機會。
- 有員工對一般職系員工部門化，會否對該職系的招聘及晉升安排有影響表示關注。

Review of Civil Service Pay Policy and System

Views and Concerns raised by the Staff

(English Translation)

Pay Policies, Pay System and Pay Structure

- The new system must gain support from the staff affected. It is noted that there is divergence of views between staff associations and the Administration on the issue of pay adjustment for 2002/2003, staff are concerned if the new system can be implemented smoothly in the future.

Replacing Fixed Pay Scales with Pay Ranges

- There are concerns whether flexible pay ranges can be introduced in a fair way. Staff pointed out that if pay adjustments are determined by Heads of Departments/Grades, staff in the same grade but deployed in different departments, will be granted with different rates of adjustment, especially when the Head of Department concerned has to meet the expenses of pay adjustments within the departmental financial resources.
- Staff inquired whether the new pay system applies only to new recruits, and how will Incremental Credit of Experience be calculated for new recruits and serving officers on transfer to another civil service post if flexible pay ranges are introduced.
- It is pointed out that the subjectivity of the current performance appraisal system, and the various reporting standards adopted by different Appraising Officers, will pose difficulty in introducing flexible pay ranges. Staff has suggested that the Civil Service Bureau (CSB) to provide departments with clear and objective guidelines to assess staff's performance for granting pay adjustments.

Pay Adjustment System and Mechanism

- The current mechanism ensures a balance between requests from the staff

side, financial condition of the government and the interests of different parties. The mechanism adopted by overseas governments, such as those with financial constraints as major consideration, may not be suitable for Hong Kong. Given that the HKSAR Government has rather limited sources of finance, increasing the tax rate to meet the expenses for pay adjustments may be required, but this may arouse discontent in the community.

- While the government wants to attract more talents to join the civil service, it is, at the same time, under financial constraints. Staff are worried if the two ends are contradictory to each other.
- As the countries under study are having higher tax rate than Hong Kong, staff question if it means that the government will raise the tax rates to meet the expenses for the new pay adjustment system.

Introducing Performance-based Rewards

- The Pilot Scheme of Team-based Performance Rewards run by the Civil Service Bureau may not be suitable for every department. The scheme may be implemented more effectively in, say, project-oriented departments. Besides, it is difficult to run the scheme fairly in different sections even within the same department.

Simplification and Decentralisation of Pay Administration

- Staff are worried that if the general grade staff are to be departmentalised, the flexibility in posting arrangements will be lost. They considered that through inter-departmental transfer, staff can have better understanding of the job natures of different departments and accumulate broader experience. Besides, the current posting arrangements have provided general grades staff with more learning opportunities.
- There are also concerns on whether departmentalisation of general grades will bring adverse impacts on the recruitment and promotion of staff in the grades.