

Comments from staff of the Current Registration Section,  
Urban Registration Division of Land Registry

DRM/UR,

Comments on Civil Service Pay Policy & System

LROs & staff of CR have the following comments to the questions raised by the Task Force: -

1. a) Performance Pay Policy

- Not Acceptable.

- The principle is good, but it would be difficult to set up a system which is fair and acceptable by all parties concerned.
- Successful experience of private sector may not be applicable in the civil service.
- This policy is not **fully** adopted in the five selected countries. A more thorough study on their experience should be made.
- A pilot scheme on voluntary basis should be conducted.

b) Clean Wage Policy

- Not acceptable

- Including medical benefits in wages would result in an increase in taxable amount.
- Members of the public would have the misconception that this is an increase in salary for civil servants.

2. No. Civil servants should work as a team. Placing more award factors on the senior civil servants would damage the team spirit. Interest of junior ranks may not be taken care of when the senior civil servants strive for their own success. Also, the senior civil servants may concentrate on gaining immediate success rather than the long term achievements.

3. No. Difference in work nature has already been addressed in the different pay scale.

4. Yes. This is an established principle, which is acceptable by most people. It does not only ensure that civil service pay remains competitive, but also not much higher than the private sector.

### Translation of Comments from NR on Questions Asked by Task Force

- (1) We object to the performance-pay policy and do not support the clean wage policy. The former may lead to a flattery culture; staff may still need to pay on their own if "all cash wages" are paid in lieu of medical benefits in the latter case.
- (2) Senior civil servants should be subject to pay adjustment policy with more risk as well as award factors.
- (3) Most of us consider that disciplined services' pay should be treated differently as disciplined staff have to perform shift and riskier duties.
- (4) We object to conducting reviews of pay level, pay structure and pay trend in time of sluggish economy. While civil servants have not shared the achievements made when the economy was flourishing (such as bonus, double pay and various kinds of awards etc.), launching various reviews when the economic situation is bad is unfair to them.

In addition, unlike private sectors whose primary aim is to make profits, the objective of the government is to serve the community. As such, it is hard to compare the pay of staff in the private sectors with that in the civil service.

- (5) Government's pay affordability should be taken as one of the considerations but not an over-riding consideration in pay adjustments.
- (6) The stability of civil service can only be maintained by fixed pay scales. Flexible pay scales may lead to a flattery culture and possibly uproar and diversification among staff.

Comments from staff of the New Registration Section,  
Urban Registration Division of Land Registry

- (1) 反對薪效掛鈎，亦不贊成淨工資概念。前者恐導致擦鞋文化；後者恐怕若以現金取代醫療等福利，仍須自己補貼。
- (2) 高級公務員應承受薪金調整的較大風險，也有機會獲取較大的獎賞。
- (3) 大部份認為紀律部隊需輪更，工作危險性大，薪酬政策應該不同。
- (4) 反對在經濟低迷時檢討薪酬水平、結構、趨勢等。因在經濟蓬勃時，公務員並無共享成果(如花紅、雙糧、各類獎金等)。只在經濟差時作出種種檢討，對公務員並不公平。

此外，政府機構以服務市民為目標，並非如私人機構般以獲取利潤為大前提，所以政府部門與私人機構的員工薪酬難作比較。

- (5) 政府的負擔能力只可視作眾多考慮因素之一，不應成為首要考慮因素。
- (6) 固定薪級才能保持公務員的穩定性，彈性薪幅可能導致擦鞋文化，也有機會造成內哄、分化。
- (7) 市民當然認為不公平。從公務員角度來看，我們認為現行的薪酬調制度是公平的。
- (8) 有部份同事認為薪效掛鈎的精神是可取的，但是準則及推行方面會有困難。

其他同事認為弊多利少，如造成內部矛盾，分化及擦鞋文化，引起紛爭。

- (9) 應該，無分級別，一視同仁，以發揮合作精神。
- (10) 不應該，易造成分化。
- (11) 不應該，應由中央統一管理。若由個別部門制定，可能會有不同準則。
- (12) 不應該，因為應保留一般職系人員，方便調配人手。
- (13) 無意見 (因不贊成這種做法)。
- (14) 有部份同事認為職級合併，晉升機會大為減少。

另有部份同事認為目前有某些職系重疊，合併後可精簡組織架構，減低管理上的困難。

- (15) 有部份同事認為不應該推行太多改革，因為會打擊公務員的士氣及穩定性。