

## Review of Civil Service Pay Policy and System Major Issues to be Addressed

- |  | Yes | No |
|--|-----|----|
| 1. Should there be a major overhaul of the civil service pay policy and system, putting more emphasis on performance-pay, clean wage policy (i.e. paying "all cash" wages in lieu of allowances, housing and medical benefits, etc.), and building in more flexibility for adjustment? [3.23(a) & 3.36(c)] | 14  | 4  |

Comments: Detailed studies are required; Government should consult Trade Unions and Staff Consultative Councils.

---

- |  |    |   |
|--|----|---|
| 2. Should senior civil servants be subject to a pay policy which is different from that of the middle-ranking and junior ranks, placing more risk/award factors on the former? [3.23(b)] | 11 | 7 |
|--|----|---|

Comment:

---

- |  |   |   |
|--|---|---|
| 3. Should the disciplined services' pay be treated differently from the rest of the civil service? [3.23(c)] | 8 | 8 |
|--|---|---|

Comments: Government should consult Staff Consultative Councils; not advisable to change existing systems in the present political climate.

---

- |  |    |   |
|--|----|---|
| 4. Should we adhere to the principle of broad comparability with the private sector and continue to conduct regular pay level, pay structure and pay trend surveys to ensure that civil service pay remains competitive? [3.23(d)&3.36(a)] | 13 | 4 |
|--|----|---|

Comments: Government should consult Trade Unions and Staff Consultative Councils; should build in more elements for consideration to address the difference in the 2 sectors.

---

5. Or should Government's affordability to pay be an over-riding consideration in pay adjustments? [3.23(e)] 5      12

Comments: At most should only be one of the factors of  
\_\_\_\_\_ considerations.

6. Should flexible pay ranges be introduced into the Hong Kong civil service to replace fixed pay scales? If so, should they apply only to senior civil servants or the entire service, including both the civilian grades and the disciplined services? [3.30(c)&(d)] 7      9

Comments: Too complicated to apply; should apply to the  
\_\_\_\_\_ entire  
\_\_\_\_\_ service/only to senior ranks/civilian grades

7. Is the existing pay adjustment system still regarded as fair by both civil servants and the public which they serve? Would another mechanism serve this purpose just as well, or better? [3.36(b)] 12      4

Comments: Government should seek agreement with Staff  
\_\_\_\_\_ Consultative Councils prior to changes; there is the necessity to  
\_\_\_\_\_ review; no mechanism could serve well without changes and  
\_\_\_\_\_ adaptations.

8. Is there merit for elements of performance pay to be incorporated into civil service salaries? [3.44(a)] 12      6

Comments: enhance morale and motivation to perform; could  
\_\_\_\_\_ attract people of higher caliber to join the service.

9. Should team-based performance rewards be used and, if so, to which group (senior, middle, lower or all levels) should they apply and on what basis? [3.44(c)] 4      11

Comments: Should apply to all groups/specific jobs depending on the work nature; hard to decide because productivity in Civil Service is mostly unquantifiable while praise and complaint from customers are always a result of the policy or strategy decided by the organisation, or the result of poor performance of other offices; specialist remuneration consultants should advise on options for consideration by those affected (both employer and employee).

10. Should individual performance rewards be introduced and, if so, to which group (senior, middle, lower or all levels) should they apply and on what basis? [3.44(d)]

12

5

Comments: No objection in principle; should apply to all groups; specialist remuneration consultants should advise on options for consideration by those affected (both employer and employee).

11. Should consideration be given to introducing decentralization of civil service pay administration for a city like Hong Kong [3.51(a)]

4

12

Comments: No, too complicated to introduce; Yes, as it allows more flexibility, but provided that comparability with the private sector and between departments is maintained.

12. Should some or all of the current general/common grades staff be departmentalized to facilitate department-based management? [3.51(c)]

11

5

Comments: Yes, for all grades; no, the diversity of departments served will broaden knowledge base and experience of incumbents and benefit all departments in the end.

13. If civil service pay administration is to be decentralized, there may be a rather long transition period. How can the standard of service and staff morale be maintained during that period? [3.51(d)]

Comments: with a bonus/incentive scheme.

14. In terms of simplification, is there scope to amalgamate existing grades within broader occupational categories? Is there scope for having flatter organizations with wider span of management control and fewer rank layers? [3.51(e)]

10

4

Comments: For some grades only, may not be applicable to all; depends on many factors and different kinds of organisations.

15. Should a formal job evaluation system be introduced and, if so, should this be operated centrally or at department level? [3.51(f)]

10

4

Comments: at departmental level.