

Question Reference (Note 1)	Staff's Position			- Other comments / views
	Yes	No	No comment	
1	44%	17%	39%	
2	44%	13%	43%	
3	48%	8%	44%	
4	40%	13%	47%	<ul style="list-style-type: none"> - Regular pay trend surveys were considered necessary to ensure that civil service pay remains competitive. The result of the survey can indicate whether civil servants are over-/under-paid compared with the average in the job market. - Not necessarily. Civil servants are by nature different from private sector.
5	8%	23%	69%	<ul style="list-style-type: none"> - Staff considered it was unfair for civil servants to bear the deficit of the public accounts. - Financial Secretary, as manager of Government's finances should make sure Government has sufficient funds to meet its expenditure.
6	25%	29%	46%	<ul style="list-style-type: none"> - There was no consensus on whether the flexible pay should be applied to entire service or just restricted to senior ranks. - Some opined that the disciplined services' pay should be better than other civil services in view of the risk factors of the job nature.
7	19%	13%	68%	<ul style="list-style-type: none"> - It was considered that the existing pay adjustment was not fair. Pay for performance was suggested.

8	40%	12%	48%	- It is expected that performance pay can motivate staff's initiative. - Only if the elements can be incorporated fairly and simply.
9	13%	29%	58%	- Those who were in favour of team-based performance rewards considered the reward scheme should be implemented to all levels.
10	33%	10%	57%	- If individual performance rewards are introduced, it should be applied to all levels of staff.
11	8%	37%	55%	- There is a concern that pay will be dependent on personal relationships with the supervisor instead of performance once the civil service pay administration is decentralised.
12	15%	29%	56%	- The departmentalisation of general/common grades staff may be able to enhance the working efficiency because of their familiarity to the operations and procedures of the department.
13	0%	6%	94%	- In order to maintain the standard of service and staff morale during the transitional period of decentralisation of civil service pay administration, staff should be updated of the progress on a regular basis and consulted on any critical issues. Clear guidelines and instructions should be developed for pay administration if it is decentralised to ensure that the whole process is fair and transparent.
14	27%	13%	60%	- There is scope to reduce the rank layers. However, fewer layers will result in less promotion opportunities and may have adverse effect on staff's morale and motivation.
15	17%	15%	68%	- Those who were in favour of the introduction of a formal job evaluation system considered the system should be operated at departmental level.

Note 1: It refers to the reference number of the major questions listed in the Summary Pamphlet.