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**Task Force on Review of  
Civil Service Pay Policy and System**

The Task Force on Review of Civil Service Pay Policy and System has issued its interim report on the review (at [www.info.gov.hk/jsscs](http://www.info.gov.hk/jsscs)). As the review may have profound effects on the pay policy and system for the civil service in the future, you are encouraged to give views on the Task Force's interim report and on the questions raised in the consultation paper. The Treasury Grade Management is also keen to solicit your views on the consultation paper, **in particular in relation to the departmentalisation of the current general/common grades staff**. We have summarized the major questions in the paper at below and would be grateful to have your views on them and the reasons behind your view on Question 12, **on or before 5.6.2002**. You may either e-mail your reply or fax it to us on 2511 9926. You may also send your reply to the Joint Secretariat for the Advisory Bodies on Civil Service and Judicial Salaries and Conditions of Service direct, if you so wish (fax : 2877 0750, e-mail : [jsscs@jsscs.gov.hk](mailto:jsscs@jsscs.gov.hk)).

Please tick the appropriate box :

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| <p>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), etc., and building in more flexibility for adjustment?</p> <p><input checked="" type="checkbox"/> should      <input type="checkbox"/> should not      <input type="checkbox"/> no comment</p> <p>Other comments : _____</p> |
| <p>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?</p> <p><input checked="" type="checkbox"/> should      <input type="checkbox"/> should not      <input type="checkbox"/> no comment</p> <p>Other comments : _____</p>  |
| <p>3. Should the disciplined services' pay be treated differently from the rest of the civil service?</p> <p><input checked="" type="checkbox"/> should      <input type="checkbox"/> should not      <input type="checkbox"/> no comment</p> <p>Other comments : _____</p>  |
| <p>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?</p> <p><input checked="" type="checkbox"/> should      <input type="checkbox"/> should not      <input type="checkbox"/> no comment</p> <p>Other comments : _____</p>  |

5. Or should Government's affordability to pay be an over-riding consideration in pay adjustments?

should  should not  no comment

Other comments : \_\_\_\_\_

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?

should  should not  no comment

Other comments : provided that performance-pay is implemented

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?

Yes  No  no comment

Other comments : \_\_\_\_\_

8. Is there merit for elements of performance pay to be incorporated into civil service salaries?

Yes  No  no comment

Other comments : \_\_\_\_\_

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?

should  should not  no comment

Other comments : \_\_\_\_\_

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?

should  should not  no comment

Other comments : Performance reward should be an additional part to salary increment point. For example, if achieved grade "C" in appraisal, gain an increment point. If achieved higher than grade "C", gain a bonus part in addition to an increment point.

11. Should consideration be given to introducing decentralisation of civil service pay administration for a city like Hong Kong?

should  should not  no comment

Other comments : If decentralisation really takes place, should set up a range and guidance by the central, so that the variation will not be too great and unreasonable.

12. Should some or all of the current general/common grades staff be departmentalised to facilitate department-based management?

should       should not       no comment

Other comments: *If departmentalised, there will be ① the case that similar jobs with different pay scales; ② limitation of exposure for the staff and thus limited their development; ③ the career for the staff may become quite boring as they will have to perform the same job for a very very long period of time*

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13. If civil service pay administration is to be decentralised, there may be a rather long transition period. How can the standard of service and staff morale be maintained during that period?

no comment

Other comments: \_\_\_\_\_

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

no comment

Other comments: *strongly agreed that the organisations should be flatter. The layers of middle management should be reduced. Currently the scope of responsibility of middle management is far lesser than the*

15. Should a formal job evaluation system be introduced and, if so, should this be operated centrally or at department level?

should       should not       no comment

Other comments: *should operate centrally, particularly focuses on the jobs of middle management level.*

*counterpart in the private sector.*

Do you wish to attend a discussion forum on this subject if the Grade Management organises one at this stage?

Yes       No

Name: \_\_\_\_\_

Rank: AOII