

Comments on Review of
Civil Service Pay Policy and System

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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 : <u>A more flexible pay policy and system may likely meet current and future complex situations in the civil service.</u></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 type="checkbox"/> should <input checked="" type="checkbox"/> should not <input type="checkbox"/> no comment</p> <p>Other comments : <u>Only directorate ranks should be subject to more risk or award factors than other ranks. Those non-directorate senior civil servants should be treated the same as other ranks in a pay policy.</u></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 : <u>The job demands for the disciplined services are rather different from the rest of the civil service.</u></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 : <u>It is important to ensure that civil service pay remains competitive in the market for the recruitment and retention of high calibre staff.</u></p>
<p>5. Or should Government's affordability to pay be an over-riding consideration in pay adjustments?</p> <p><input type="checkbox"/> should <input checked="" type="checkbox"/> should not <input type="checkbox"/> no comment</p> <p>Other comments : <u>The ability to pay may not be a relevant factor to determine the civil service pay adjustment.</u></p>
<p>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?</p> <p><input checked="" type="checkbox"/> should <input type="checkbox"/> should not <input type="checkbox"/> no comment</p> <p>Other comments : <u>The change should apply to the entire service in order to establish new management system and working culture throughout the service.</u></p>

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 : A performance-based flexible pay mechanism may well better serve this purpose to both civil servants and the public.

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

Yes No no comment

Other comments : There are more incentives for civil servants to work better or more efficiently.

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 : Individual-based performance rewards are always better than team-based performance rewards. However, if it is extremely difficult or not cost effective to implement individual-based performance rewards, team-based performance rewards may be implemented for lower ranks of the civil service.

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 : Individual performance rewards should be introduced to all levels of the civil service. The basis should include qualitative, quantitative and 360 degree assessments.

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 : Decentralisation of civil service pay administration may not be cost effective for a city like Hong Kong.

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 : Departmentalisation of current general/common grades staff may adversely affect the skill development of the general/common grades. Thus the whole civil service will suffer.

