

Comment on "Review of Civil Service Pay Policy and System"

Pay Policies, Pay System and Pay Structure

1. It seems too early to determine on whether there should be a major overhaul of the civil service pay policy and system without carrying out a thorough study on the merits and demerits of the existing system and revisiting the basic principles of the existing system. It is undesirable to copy one or the combination of the models overseas without strong justification for such system. However, I fully support to place more emphasis on clean wage policy as it can eliminate unnecessary administration work in processing the allowances and seems more acceptable to all civil servants.
2. We should continue to conduct regular pay level, pay structure and in particular pay trend surveys to ensure that civil service pay is comparable with that of the private sector. Although there may not be any direct comparison for some civil services pay with that of the private sector, we can still make reference to the pay trend survey and the relativities of the pay scale.

Replacing Fixed Pay Scales with Pay Ranges

3. It is difficult to offer any constructive comments without a detailed proposal. I would suggest a fixed pay scale together with a flexible pay range of say, about 20% of the fixed pay to reward those whose performances are outstanding.

Pay Adjustment System and Mechanism

4. Though the existing pay adjustment system and mechanism is imperfect and there are criticisms on its efficacy, it has been working quite well and is acceptable to both Government and civil servants. Unless there is a better system which is acceptable to all stakeholders, I do not think we can disband it at least for the time being.

Introducing Performance-based Rewards

5. Apart from individual performance pay as mentioned in para.3, team-based performance rewards including all levels, like our existing scheme, should be

promoted to enhance the team spirit and collaboration to achieve the common goals.

Simplification and Decentralisation of Pay Administration

6. I fully support the decentralization of civil service pay administration to departments and departmentalization of general/common grades staff particularly in the trading fund operation environment. To begin with, the civil service pay administration of the junior ranks can be devolved to departments. However, additional resources should be allocated to departments to take up such extra duties from the central government.

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