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cc:

Subject: Comments on 公務員薪酬政策及制度

19. 關於薪酬政策、制度及結?

(a) 公??薪酬政策及制度?否?底改?, ??更著重新效?鉤、薪酬以?工資?算(即以現金?代房屋、醫?等各?津貼)?

19. 關於薪酬政策、制度及結構

(a) 公務員薪酬政策及制度應否徹底改變, 變為更 重新效掛 、薪酬以淨工資計算(即以現金取代房屋、醫療等各項津貼)?

**Absolutely yes! Master point increment is completely not necessary. Salary should not be attached to the Master Point Scale. This only keeps lazy people. Everyone's salary should be raised or deducted according to their performance. No matter they are AO or not. Some people not suitable for doing his/her current position should be immediately fired. No matter they are AO or not.**

(b) ?高?公???用的薪酬政策, ?否與中?和初?公??不同, 即前者既要承受薪酬調整的較大風險, 亦有??獲?較大的?賞?

(b) 對高級公務員採用的薪酬政策, 應否與中級和初級公務員不同, 即前者既要承受薪酬調整的較大風險, 亦有機會獲取較大的獎賞?

**Not necessary. The pay rate can be different but not the salary policy.**

**However, they should not just be subject to high variation of salary but may also be dismissed when their target cannot achieved.**

(c) ?理紀律部?薪酬的政策, ?否與其他公??不同?

(c) 處理紀律部隊薪酬的政策, 應否與其他公務員不同?

**Absolutely not necessary.**

(d) 我??否繼續定期??薪酬水平、薪酬結?和薪酬??, 以確保公??薪酬與私???保持相??

(d) 我們應否繼續定期檢討薪酬水平、薪酬結構和薪酬趨勢, 以確保公務員薪酬與私營機構保持相若?

**Actually, the government is slow, especially those policy maker i.e. AO besides Chief Executive. Every policy and law, not just allowance and salary policy, should be regularly reviewed. You should not wait until there is public pressure or complaints from the Audit Department. Maybe, all the AOs are too slow for our great leader, i.e. Mr. Tung.**

(e) 在現有薪酬政策及制度中有那些元素??保留, 以維持公??體制?定和?工士??

(e) 還是政府的負擔能力應成爲調整薪酬時的首要考慮因素?

**Reasonably attractive salary — since for working in government, one has sacrificed a lot. For example, recently the promotion chance is much poor in government than in private company. To retain good people, higher salary is necessary.**

**Some people in the public media may say for comparing two posts in private company and in government, the one in government has higher pay. It is not true. Since the promotion chance in government is less, the one in government usually got better experience and longer year of service in the same post/rank. There usually government officers should get higher pay in this perspective.**

**One point is: the government instead review the salary policy should also review the promotion policy. She should consider open examination and open recruitment for ALL ALL ALL posts in the government. In order to recruit the most suitable people for the most suitable post, internal transfer of civil servants should not be forced to change appointment term (i.e. from civil servant to non-civil servant) when changing post.**

20. 關於以薪幅?代固定薪?

(a) 以香港而言，引??性薪幅制度，?改良工作表現?賞制度和促進講求工作成效的文化?否有?助?

20. 關於以薪幅取代固定薪級

(a) 以香港而言，引入彈性薪幅制度，對改良工作表現獎賞制度和促進講求工作成效的文化會否有幫助?

Surely! Actually, many people in government are hard-working. However, after some years or later, they found that their hard-work are not rewarding to them since there are so many so-called senior people. So, they can be motivated by a more flexible salary policy.

(b) 引??性薪幅制度，?否在公???中造成分化?

(b) 引入彈性薪幅制度，會否在公務員當中造成分化?

Every policy will have adverse effect to some prospect of some people.

However, I believe a complete change of salary and promotion policy is good to the civil servant, government, and the society.

(c) ?性薪幅制度?適用於所有公??，?是只適用於管理??較重的高?公???

(c) 彈性薪幅制度應適用於所有公務員，還是只適用於管理職務較重的高級公務員?

The same policy to ALL civil servants.

(d) ?性薪幅制度，?否同?適用於文??系及紀律部??

(d) 彈性薪幅制度，應否同時適用於文職職系及紀律部隊?

The same policy to ALL civil servants.

(e) ?配合?性薪幅制度，現行?工作表現的衡量及評核?制是否要修改?

(e) 為配合彈性薪幅制度，現行對工作表現的衡量及評核機制是否要修改?

Even in the same rank, same post, different posting may have different requirement for the work. This should also be included in the appraisal.

Some common skills e.g. communication skills, English, Chinese, leadership, management skills, should be included in all posts!

For officers to get improved, their appraisal reports should be open to them. So, they can view a year later to see whether they have made the improvement as required.

The appraisal should besides appraised by the supervisor, should also be appraised by co-workers and their sub-ordinates. This can have a fuller picture of the officer's performance. For policy maker or principal officers, they should also be appraised by the public. It is an advantage.

Since when public people rate one as good, this can be a guideline for other principal officers and the media.

For policy maker or some other officer appraisal (whenever they have made a project, a policy, or something for > 1 year), the appraisal should not be just made annually but should be retracted back to many years ago.

(f) 直接把薪效?鉤，?促進講求工作成效的文化，是否最佳的方法?

(f) 直接把薪效掛，對促進講求工作成效的文化，是否最佳的方法?

Partially true, you also need to include accountability, promotion, punishment, etc.

21. 關於薪酬調整制度及機制

(a) 否繼續遵守“公??薪酬與私???大致相?”的原??

21. 關於薪酬調整制度及機制

(a) 應否繼續遵守 公務員薪酬與私營機構大致相若 的原則?

No. It should be higher than the "big private company".

(f) 薪酬調整?否?由中央管制、指引??是下放給部門，?各部門行使自主?、靈活運作??者之間，要?何平衡才適合香港??力下放多少才恰??

(e) 薪酬調整應否仍由中央管制、指引?還是下放給部門，讓各部門行使自主權、靈活運作?兩者之間，要如何平衡才適合香港?權力下放多少才恰當?

No opinion yet since we have to be careful.

22. 關於推行工作表現?賞制度

(a) 把薪效?鉤的元素引?公??薪酬制度?，是否?香港有利?

22. 關於推行工作表現獎賞制度

(a) 把薪效掛 的元素引入公務員薪酬制度內，是否對香港有利?

absolutely yes.

(b) 除引?與工作表現?鉤的薪幅制度外，我?是否?要考??用其他形式的工作表現?賞制度?

(b) 除引入與工作表現掛 的薪幅制度外，我們是否還要考慮採用其他形式的工作表現獎賞制度?

Promotion. Promotion. Promotion/

(c) ?否?施???賞制度??果??，??哪些??(高?、中?、低?或各?)?施??又?何?

(c) 應否實施團隊獎賞制度?如果應該，則對哪些級別(高級、中級、低級或各級)實施?準則又如何?

It is a very good idea but cant think of concrete examples yet.

(d) ?否引????賞制度??果??，??哪些??(高?、中?、低?或各?)?施??又?何?

(d) 應否引入個人獎賞制度?如果應該，則對哪些級別(高級、中級、低級或各級)實施?準則又如何?

The same policy to all ranks. No matter they are AO or not.

Regards,



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