

Dear Sir,

Comments on your research

I have read your research, but it seemed to be very narrow mind. The research only concentrate on the salary scale, but a remuneration also include other benefits; such as holidays, working hrs etc (the Americans work 5 days a week; the Europeans have 1 month summer holiday) but I can't see any information about that, so it is very difficult to compare. Also, you said different country have a different meaning of civil servant, so any example or details about this. When there is no such information, it is difficult to make a fair judgment. So what I can see is that the government only wants to cut the salary of the civil servant in order to reduce the cost of the government. This is very a short-term plan since this will affect the stability of HK. The Chief Executive only wants to do something to please the public. This research is very unfair to the civil servant, especially when it is now under economic recession where everybody is jealous against the civil servant having a stable reward. The instability of the civil service will finally affect the lives of the general public.

The below are my answers to your questions:

Q.1 A good remuneration package should include benefits other than money. This can create a loyalty to the employer. So the answer to your question is NO. Also the negative side of flexible is unorganized. And we need is a stable government. In the whole world only stable government can attract investment. Nobody wants to invest in place with riots and strikes.

Q.2. In the same manner, the remuneration package of the upper level should be stable too. Otherwise they will introduce policies to make 'balloons' in order to get higher salary increment, when the balloon explodes, they have already promote to another post or even retired.

Q.3 Since both the discipline and other civil servant are work for the government, they should be treated in the same manner. Actually the of discipline and the others already have a different scale, so cant see any reasons to change.

Q.4 There is now a 'salary trend' study each year. So it is already sufficient in considering the salary change of civil servant. Therefore the answer is yes.

Q.5 I don't think this is the main consideration. This is because the government should invest in long term and human resource is also a very important investment. Human resource is not a cost.

Q.6 As said before, stable is most important. The present scale is very good enough.

Q.7 The present salary package is quite fair. I don't think there are any plans that can make two systems complete equal. The most important point is you know the

regulations of the two systems before you choose a job. In the civil service, you get stable reward but you wont get rich while in the outside market, you can get promote and rich in a very short time but you may get lose everything in a very short time. This is the basic investment theory. I can remember that when the economic condition is good before 1997, everything body said it is foolish to work in the civil service, no year end bonus, low promotion opportunity and never get rich. But now they forget everything and jealous the civil servant. The civil servants only ask for stable reward, they have do nothing wrong. But anything change of the employment contract is unfair and cause flustration.

Q.8 I cant see any advantage when connecting these two points. Since it is very difficult to count on the performance, it is too abstract. The Chinese History tells us that there were many loyalties being executed by the Emperor. I believe better leadership and management should be introduce into the government instead of using money to control people.

Q.9&10 I don't think it is necessary to introduce any bonus to the civil servants, no matter they work in any department they are serving the community. It is hard to find a fair judgment on their performance.

Q.11 I cant find any reason to change. My answer is NO.

Q.12 I think the management of the general grades should not under the departmental grade since the duties of the general grades is a bit different from the departmental grade, it is not wise to mix them together.

Q.13 Actually good leadership and & management skill is always the key point to motivate subordinates.

Q.14 Some departments may be able to merge together, but carefully consideration should make before.

Q.15 I don't quite understand this questions, actually at present different grades/department have different salary points, why still need to change?

Conclusion: The remuneration package of the civil servant should also consider the labor turnover rate, cultural and historical background of the society. For example, the opinion of OVERTIME WORK is quite different between Chinese and Europeans, Europeans believes OT is due to too much work or poor qualities of staff while Chinese believes this is a method to exhaust the staff and make more money. However the research does not mention any of these. Also the present system has growth together with our economy and no big problem was found, so any sudden change of the system may not good to the society. To improve our present system, it is better to concentrate more on the management/leadership qualities. For example we can introduce a new appraisal system, the 'subordinate appraisal', that means the

subordinate can appraise the immediate supervisor. We can find this method in all management books and also used by some countries and large corporations. I am sure that this can improve the management qualities and best use the resources of the government. The moral and spirit of all civil servants will also be improved and better service will finally provided to the public.

Actually HK is a rather modern society, and one of the riches society in the world. It is even more competitive than many other countries. Its successful is not by chance but due to a stable government, and a stable government relies on a stable civil services. The problem we are facing these few years is not because of the civil services. What we need is a better management and leadership. Many procedures of the government operation is not up to date, they are wasting resource and should be neglected but not to reduce the salary to cover the wasted cost.

Yours faithfully

A thick black horizontal bar redacting the signature of the author.

(A citizen)