

 Read Message

[Previous](#)

[Next](#)

[Back to: Inbox](#)

From:  

Date: 2002/05/12 Sun PM 05:42:05 CST

To: jsscs@jsscs.gov.hk

Subject: Comments

[Reply](#)

[Reply All](#)

[Forward](#)

[Delete](#)

Move To:

Dear Sir,

I have the following comments to your "major questions to be addressed" section of the consultation document extract. For easy reference your no. of the question is used :

1. There should be an overhaul of the civil service pay policy and system in that currently there is no penalty for those non-performers. Putting more emphasis on performance-pay is not going to work as the non-performances are not worth the current salary. Delegating more power to departments to fire the non-performers is more-effective both in terms of management and getting value for money. We have too many non-performers in the government, especially after the voluntary retirement scheme as they will not choose the scheme - who else will employ them at their current salary ?
2. Senior civil servants should not be subjected to a different pay policy, as this will create "class conflict" in the civil service. Junior ranks will suspect a "hidden agenda" whenever a new initiative is to be introduced, say, it may lead to more awards for the senior ranks rather than it is for the good of the public. Senior civil servants's morale are not only tied to monetary awards.
3. No comment.
4. Yes.
5. No. Whether the government can afford to pay relates to a lot of factors not controllable by the civil servants, but depends on the priority of the Government. Government may decide to give concession on rates, or set up a lot of funds, or increase substantially the capital expenditure for a variety of reasons. If Government then said it cannot afford to pay the civil servants, how could it be fair ?
6. No, unless there is a system to tie "output " to "input" fairly and easily. It should apply to the whole service for fairness.
7. The existing system is comparatively less prone to argument, especially with 180,000 employees involved. The latest pay adjustment survey, however, did reflect its shortage in reflecting other factors

such as reduction in bonus and staff resources and should be revised accordingly.

8. There is merit but again there should be a fair system to tie performance with pay and that there must be a balance on the appeal system, though not an over-protective one like the current one.

9. and 10 No, civil servants' current pay is already high enough for them to perform, it is only the system which protects those non-performers and should be changed. What we now need is stick, not carrot.


11. No.


12. There is merit in rotation of staff. If staff are to be departmentalised, the department should be allowed to change/dismiss the staff if they are not performing up to standard.

13. Must have the buy-in of middle and senior management.

14. Yes, definitely.

15. Not sure what is the difference between this and the current appraisal system.

  
12-5-2002

[Reply](#) [Reply All](#) [Forward](#) [Delete](#) Move To:    
[Search Messages](#) [Previous](#) [Next](#) Back to: [Inbox](#)

[Help](#)