

To sum up, the brief overview of civil service pay arrangement in Five Selected countries, Singapore is good at pay polices, structure and system. Administration for the senior civil servants should be influential by central agencies. Pay adjustment should be compared by occupation (i.e. operation and policy making). Education /academic .qualification is an important for internal relativity. Operational overtime should be paid owing to actual working hour and cause exhausted with unbalance quality of life for specified work categories. Other causal helper with qualified standard, with other parameter can be set with guidelines, can be recruited for relieving.<sup>1</sup> Duty officer can schedule the causal helper in demand basis, which is not against Labor Ordinance 418 and within budget. The scale and pay range should be standardized within governance authority which is difference between private and public for financial budgeting and is fair to the general public.

Systems and mechanism for pay adjustment is more convincing for Canada policy. Since they emphasis on comparability and be within agreed budget.

Experience of introducing performance reward, since the PRP is departmental not justified the exact work performance with halo effects by old supervisor because of limited mobility of government post. Promotion and increment must be increased by review performance. 360 degree closed system for performance appraisal must be done and adjusted by job competence. 11 ranking with fixed number of post especially senior post within department is capable for good leader, not for promotion of senior staff.

Centralized grade staff is an effective and efficiency for administration and prevent from conflict of interest for recruitment. Since operational and executive work is different job. Clearly depend on education qualification is standard of recruitment to eliminate blur and grey area. Relevant working experience should be count for upgrade starting of new civil service staff. Especially part-time job should be investigated (under CCT). Recent fairness at Work Directive and the Working Time Regulation 1998.

Flatter organisation is easily control and effective in communication. Since the multi-level organisation seems a chopped signature and ineffective in communication. Policy and operation department must be well communication within a department.

New contract should not different from the old contract to prevent from dual pay system within a government. It will cause serious morale problem for new staff, since it is a long term policy for civil service pay. Since graduated in 1997, the fluctuation of policy cause a huge change in private and public sector, I am afraid that the existing situation will repeated any more.

Reference :

1. Flexible working in sport and recreation: current practice in Scottish public, not for profit and private leisure facilities. [REDACTED]