

民政事務總署聯絡主任協會

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Mr. Lee Lap-sun
Secretary General
Joint Secretariat for the Advisory Bodies on
Civil Service and Judicial Salaries & Conditions of Service
Rm.701 Tower Two, Lippo Centre
89 Queensway
Hong Kong

Dear Mr. Lee,

**Task Force on Review of
Civil Service Pay Policy and System**

I refer to the above Review and am pleased to forward our views.

Yours sincerely,

Chairlady

Association of Liaison Officers, HAD

Association of Liaison Officers, Home Affairs Department

**Views on the Consultation Paper – Phase I Study on
Review of Civil Service Pay Policy and System**

On Pay Policies, Pay System and Pay Structure

1. Should there be a major overhaul of the civil service pay policy and system, should more emphasis be put on performance-pay, clean wage policy (i.e. paying "all cash" wages in lieu of allowances, housing and medical benefits, etc.)?

No.

The present pay system has provided Hong Kong a stable, clean and efficient civil service. In this respect, we do not see there is a need for a major overhaul of the system. Changes should be advocated only when there is a genuine need. Paying "all cash" wages in lieu of all allowances and fringe benefits is not supported because it would give the public an impression that the civil servants are highly paid.

2. Should we continue to conduct regular pay level, pay structure and pay trend surveys to ensure civil service pay remains comparable with that of the private sector?

Yes.

We agree that the civil service pay remains comparable with that of the private sector.

3. Or should Government's affordability to pay be an over-riding consideration in pay adjustments?

No.

Other factors such as morale of civil servants, labour market condition, etc are also important.

4. What features of the existing pay policy and system should be retained to ensure stability and morale of the civil service?

The pay scales should be retained as they contain features of a fair, stable, simple and open pay system. Furthermore, it is accepted by all parties concerned.

On Replacing Fixed Pay Scales with Pay Ranges

5. Would the introduction of flexible pay ranges bring benefits in terms of better rewarding performance and enhancing a performance-oriented culture in the Hong Kong context?

The pay scale system provides Hong Kong a clean and efficient civil service. Under the existing system, officers with poor performance will be granted no increment. To enhance performance, the Government may introduce various forms of reward, e.g. free travel passage, overseas training, etc.

6. Would flexibility in pay progression lead to potential divisiveness among civil servants?

Yes.

It will undermine morale too.

On Pay Adjustment System and Mechanism

7. Should the principle of broad comparability with the private sector continue to be adhered to?

Yes.

This is because we do not have another system which could replace the present one.

On simplification and Decentralisation of Pay Administration

8. In terms of simplification, is there scope to amalgamate existing grades within broader occupational categories? Is there scope for having flatter organizations with wider span of management control and fewer rank layers?

We support a combination of grades to streamline structure and reduce overlapping of duties. However, consent from the staff is a pre-requisite for any amalgamation exercise.

General Comments

9. The overall objective of the review should aim at enhancing the quality of civil service. The review should not be used as a tool to cut the pay and benefit of the civil servants.
10. There have been changes within the Government, e.g. the implementation of the Principal Officials Accountability System. In this respect, changes to the civil service pay policy and system **must be gradual**. Please note that changes will bring about anxiety and uncertainty. Also too many changes at one time will adversely affect the stability of the civil service.