

## Comments Raised by Staff Representatives of the Printing Department

1. The five countries selected by the appointed consultant for analytical study (Australia, Canada, New Zealand, Singapore and United Kingdom) have similar background and process of development. To achieve a comprehensive study, the Task Force should take reference from some other countries with different models of civil service system.
2. As the needs and eligibility of receiving various types of allowances vary among civil servants, "clean wage policy" is not supported due to possible unfairness arisen.
3. The pay policy of the disciplined services should be treated differently from that of the rest of the civil service. Civil servants of senior, middle and junior ranks should share the same pay policy to avoid inequity and split off among different ranks of staff. Some staff saw the adoption of private sector pay policy to the civil service as a prelude to privatization of some government departments.
4. The affordability of the government should not be the primary consideration for civil pay adjustment as various expenditure items compete for resources with each other. Moreover, the civil service pay should be comparable with that of the private sector so as to maintain its attractiveness and competitiveness.
5. Implementation of flexible pay ranges is effective for stimulating the morale and drive of civil servants, but it should be handled with care in order to avoid promoting "shoe-shining" culture in the civil service. For incorporating the elements of performance pay into civil service salaries, the merits will be similar to those of flexible pay ranges provided that there is an established monitoring mechanism. However, this may not be applicable to staff who have already attained their maximum pay point.
6. Individual performance rewards has an edge over the team-based performance rewards. It is difficult to set the performance yardstick

for team-based achievement which would be affected by performance of individual staff. In addition, individual performance rewards will be a good incentive for staff who have reached the maximum salary point within their pay ranges as they can no longer earn any incremental credit.

7. Civil service pay administration should not be decentralized unless there is a proper departmental channel for appeal in case there are disputes. Different standards applied by individual department will lead to unfairness for staff of general / common grades.
8. The sense of belonging of general / common grades staff towards their serving departments may not be as much as that of departmental grades staff. However, departments benefit from general/common grades staff in their exposure and previous experiences gathered from other positions.
9. There is room for amalgamation of existing grades within broader occupational categories and decreasing rank layers, for the sake of streamlining of government structure and better use of resources. However, this should not be implemented by downsizing the establishment of middle and lower ranks staff only.
10. To achieve equality, formal job evaluation should be operated centrally with sufficient information provided by departments on the job descriptions of all the posts.