

From:

Date: 2002/05/07 02:32 PM

To:

cc:

Subject: Re: Review of Civil Service Pay Policy and System 

I have not read the report except as reported through the press. Nevertheless, pending a detailed study, I raise two fundamental issues:-

1. Just because other countries do things, it does not make them good, indeed judging by my experience in some listed examples, they would be better learning from Hong Kong.
2. Performance related pay just cannot work in the Hong Kong Civil Service context ... it would generally be immeasurable and if it were, the basis would more than likely be totally unreliable ... e.g. someone overworked by necessity (as many HD staff especially over recent years) would potentially be construed poor performers (especially by our press/public/legislators) when in fact they've done extremely well in formidable circumstances. Conversely, those who are underworked may be fortunate to present themselves in a glowing manner. Notwithstanding these arguments, it is a well known fact that the reporting system is unreliable with standards (whatever may be said to the contrary) varying considerably. How does one fairly quantify? Performance based pay is a very risky path to tread and will only lead to discontent.

I'm a sceptic on this whole issue and would not like to see one of Hong Kong's great success stories, namely its civil service, demoralised/degraded ... it's not the systems in other countries that is important, rather the results.