

MEMO

From	Chief Architect	To	Joint Secretariat for the Advisory Bodies on Civil Service and Judicial Salaries and Conditions of Service
Ref.	ASD51/93100/ADM/GEN	Attention	
Tel. No.	[Redacted] Fax No. [Redacted]	Your Ref.	
Date	10 May 2002	Dated	

Civil Service Pay Policy and System

Please find below observations on the Public Consultation Phase 1 Study with regard to the Questions using the same numbering system as the document.

- Part III
1. Yes to all items. The system can be simplified and existing ones phased out gradually or possibly immediately transferred subject to special single adjustment payments.
 2. There are already more risks for Senior Civil Servants. The aim should be how to improve performance without fear of decision making. Rewards and how to do this need to be carefully reviewed to avoid just doing what the boss wants. Sometimes professional issues may clash with political intentions especially when timing is involved.
 3. Partly agreed where ranks are similar but not in all cases. Different pay can be justified.
 4. A link is reasonable with regard to competitiveness but it is important to avoid job hopping. i.e. leaving Government when the Private Sector is better, and switching back when things get worse. This has happened before. If Government train staff, it is better to keep the trained assets as long as they are useful.
 5. Affordability should be considered as a part of the link in 4.
 6. A general move to flexible pay ranges is acceptable but some scales can remain fixed where appropriate.
 7. The existing system is a base for consideration of pay at present. It is not totally transparent due to what is or what is not revealed by the Private Sector. They have many hidden bonus schemes and also may wish to manipulate the system. A better system could be sought. It should only be a guideline rather than mandatory. It is also a misconception that all Civil Servants get increments. If at the top of the scale, adjustment should be different.
 8. Yes. The question is who decides on the merit and how? It cannot be expected but must be earned. If not given due to political or any other reason this can cause demoralisation and unrest. Any system should not be too administratively cumbersome or time consuming. ArchSD has some performance system under testing.

9. Yes, but difficult. Our multi disciplinary professional teams have technical support, therefore the team work is very broad. Needs much consideration especially if factors outside of direct influence affect the performance outcomes.
10. Similar answer to 8 above.
11. Yes, within a broad central framework.
12. Yes. This could improve some stability and enhance expertise. There should be the opportunity to also move between departments if considered appropriate with promotions, etc.
13. By good clear communication and a well thought out system. Also by getting, the key staff unions to work together to help develop the framework, so they have a sense of ownership. A strategic Value Management study might help.
- 14 & 15 Can also be discussed through a Value Management approach.

It is hoped the above comments are of assistance.

[REDACTED]

([REDACTED])

Chief Architect [REDACTED]

Architectural Services Department