Comments on Review of

Civil Service Pay Policy and System

1.	Should there be a major overhaul of the civil service pay policy and system, putting more emphasis on performance-pay, clean wage policy (i.e. paying "all cash" wages in lieu of allowances, housing and medical benefits, etc), etc., and building in more flexibility for adjustment?
	Other comments: A more flexible pay policy and system may likely meet current and future complex situations in the civil service.
2.	Should senior civil servants be subject to a pay policy which is different from that of the middle-ranking and junior ranks, placing more risk/award factors on the former?
	should x should not no comment
	Other comments: Only directorate ranks should be subject to more risk or award factors than other ranks. Those non-directorate senior civil servants should be treated the same as other ranks in a pay policy.
3.	Should the disciplined services' pay be treated differently from the rest of the civil service?
	x should not no comment
	Other comments: The job demands for the disciplined services are rather different from the rest of the civil service.
4.	Should we adhere to the principle of broad comparability with the private sector and continue to conduct regular pay level, pay structure and pay trend surveys to ensure that civil service pay remains competitive? X should
	Other comments: It is important to ensure that civil service pay remains competitive in the market for the recruitment and retention of high calibre staff.
5.	Or should Government's affordability to pay be an over-riding consideration in pay adjustments?
	should x should not no comment
	Other comments: The ability to pay may not be a relevant factor to determine the civil service pay adjustment.
5.	Should flexible pay ranges be introduced into the Hong Kong civil service to replace fixed pay scales? If so, should they apply only to senior civil servants or the entire service, including both the civilian grades and the disciplined services? x should no comment
Alleida	Other comments: The change should apply to the entire service in order to establish new management system and working culture throughout the service.

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7.	Is the existing pay adjustment system still regarded as fair by both civil servants and the public which they serve? Would another mechanism serve this purpose just as well, or better?
	x Yes No no comment
	Other comments: A performance-based flexible pay mechanism may well better serve this purpose to both civil servants and the public.
8.	Is there merit for elements of performance pay to be incorporated into civil service salaries?
	x Yes no comment
	Other comments: There are more incentives for civil servants to work better or more efficiently.
9.	Should team-based performance rewards be used and, if so, to which group (senior, middle, lower or all levels) should they apply and on what basis?
	should x should not no comment
	Other comments: <u>Individual-based performance rewards are always better than team-based performance rewards</u> . <u>However, if it is extremely difficult or not cost effective to implement individual-based performance rewards, team-based performance rewards may be implemented for lower ranks of the civil service.</u>
10.	Should individual performance rewards be introduced and, if so, to which group (senior, middle, lower or all levels) should they apply and on what basis?
	x should not no comment
-	Other comments: <u>Individual performance rewards should be introduced to all levels of the civil service</u> . The basis should include qualitative, quantitative and 360 degree assessments.
11.	Should consideration be given to introducing decentralisation of civil service pay administration for a city like Hong Kong?
	should x should not no comment
	Other comments: Decentralisation of civil service pay administration may not be cost effective for a city like Hong Kong.
12.	Should some or all of the current general/common grades staff be departmentalised to facilitate department-based management?
	should x should not no comment
	Other comments: Departmentalisation of current general/common grades staff may adversely affect the skill development of the general/common grades. Thus the whole civil service will suffer.

13.	If civil service pay administration is to be decentralised, there may be a rather long transition period. How can the standard of service and staff morale be maintained during that period?
	x no comment
	Other comments:
14.	In terms of simplification, is there scope to amalgamate existing grades within broader occupational categories? Is there scope for having flatter organisations with wider span of management control and fewer rank layers?
	Other comments: I believe that the management, after comprehensive study, may find out plenty of scope to amalgamate existing grades within broader occupational categories such as breaking down the boundary of grade (for example a post used to be held by administrative officer may well be held by engineer or accountant or vice versa if the officer possesses the right abilities and required experiences). I also believe that there is scope for having flatter organizations with wider span of management control and fewer rank layers. However, this may involve a fundamental change in the structure of the civil service. Before implementation of the change thorough studies and consultations must be carried out.
15.	Should a formal job evaluation system be introduced and, if so, should this be operated centrally or at department level?
	x should not no comment
	Other comments: The formal job evaluation system should be operated centrally with departmental inputs.
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