

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

The Task Force on Review of Civil Service Pay Policy and System has issued its interim report on the review (at [www.info.gov.hk/jsscs](http://www.info.gov.hk/jsscs)). As the review may have profound effects on the pay policy and system for the civil service in the future, you are encouraged to give views on the Task Force's interim report and on the questions raised in the consultation paper. The Treasury Grade Management is also keen to solicit your views on the consultation paper, in particular in relation to the departmentalisation of the current general/common grades staff. We have summarized the major questions in the paper at below and would be grateful to have your views on them and the reasons behind your view on Question 12, on or before 5.6.2002. You may either e-mail your reply or fax it to us on 2511 9926. You may also send your reply to the Joint Secretariat for the Advisory Bodies on Civil Service and Judicial Salaries and Conditions of Service direct, if you so wish (fax : 2877 0750, e-mail : [jsscs@jsscs.gov.hk](mailto:jsscs@jsscs.gov.hk)).

Please tick the appropriate box :

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?

should       should not       no comment

**Other comments : Including such allowances into cash wages can reduce administrative work in processing the allowances in particular the housing benefits. Employees are more flexible in using the lump-sum payment to satisfy their needs.**

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       should not       no comment

**Other comments : The majority of Treasury accountants or staff at rank above face no risk because they always refuse to take up responsibilities and delegate all work including accountabilities to their subordinates.**

3. Should the disciplined services' pay be treated differently from the rest of the civil service?

should       should not       no comment

Other comments : \_\_\_\_\_

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

should  should not  no comment

Other comments : **Otherwise, this may be vulnerable to manipulation under different motives**

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?

should  should not  no comment

Other comments : **Well-performed staff should be rewarded by basis fixed pay scales plus incremental points.**

6. 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?

Yes  No  no comment

Other comments :

7. Is there merit for elements of performance pay to be incorporated into civil service salaries?

Yes  No  no comment

Other comments : **Objective output / achievement should be defined and used as a benchmark to measure the performance. The subjective performance assessment by the supervisors should not be adopted.**

8. 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  should not  no comment

Other comments : **To middle and lower levels only. Because they do most of the work but do not get the rewards commensurate with their input.**

9. 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?

should  should not  no comment

Other comments: **Same as (9). Individual should also be rewarded for example by incremental points if he achieves qualification which is job related.**

