

**LIST OF QUESTIONS CONTAINED IN CONSULTATION PAPER  
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**On Pay Policies, Pay System and Pay Structure –**

- (a) Should there be a major overhaul of the civil service pay policy and system, should more emphasis be put on performance-pay, clean wage policy (i.e. paying “all cash” wages in lieu of allowances, housing and medical benefits, etc)?
- (b) 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?
- (c) Should the disciplined services’ pay be treated differently from the rest of the civil service?
- (d) Should we continue to conduct regular pay level, pay structure and pay trend surveys to ensure that civil service pay remains comparable with that of the private sector?
- (e) Or should Government’s affordability to pay be an over-riding consideration in pay adjustments?
- (f) What features of the existing pay policy and system should be retained to ensure stability and morale of the civil service?

**2. On Replacing Fixed Pay Scales with Pay Ranges –**

- (a) Would the introduction of flexible pay ranges bring benefits in terms of better rewarding performance and enhancing a performance-oriented culture in the Hong Kong context?
- (b) Would flexibility in pay progression lead to potential divisiveness among civil servants?

- (c) Should flexible pay ranges be applied to the entire civil service, or only to senior civil servants, who typically have heavier management responsibilities?
- (d) Should flexible pay ranges apply both to civilian grades and the disciplined services?
- (e) Would changes be required to the existing performance measurement and appraisal systems to support the introduction of flexible pay ranges?
- (f) Would a performance management system directly linked to pay be the most effective way of nurturing a performance culture?

**3. On Pay Adjustment System and Mechanism –**

- (a) Should the principle of broad comparability with the private sector continue to be adhered to?
- (b) 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?
- (c) Is there a need for changing or introducing more flexibility in the existing adjustment mechanism?
- (d) Should fiscal constraints be an over-riding factor in determining pay adjustments?
- (e) Depending on whether, and to what extent, pay administration should be decentralised to departments, what would be the right balance for Hong Kong in terms of central control/guidance versus autonomy/flexibility for individual departments?

4. **On Introducing Performance-based Rewards –**

- (a) Do we see the merit for Hong Kong to incorporate elements of performance pay in civil service salaries?
- (b) Apart from pay ranges which already have performance- related elements, do we need to consider other forms of performance-based rewards?
- (c) 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?
- (d) 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?
- (e) Some improvements to the staff appraisal system have been introduced in recent years. What further changes are needed to support the introduction of performance-related pay?

5. **On Simplification and Decentralisation of Pay Administration –**

- (a) Should consideration be given to introducing decentralisation of civil service pay administration for a city like Hong Kong?
- (b) If decentralisation of civil service pay administration is to be introduced, how much pay and grading responsibility should be devolved to departments?
- (c) Should some or all of the current general/common grades staff be departmentalised to facilitate department-based management?
- (d) 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?

- (e) 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?
  
- (f) Should a formal job evaluation system be introduced and, if so, should this be operated centrally or at department level?