

### 第三章：薪級檢討

#### 公務員入職薪酬檢討對紀律人員的影響

##### A. 當局提出的要求

3.1. 一九九九年七月二十日，當局寫信給我們，要求本委員會就公務員薪俸及服務條件常務委員會(薪常會)第三十六號報告書有關一九九九年公務員入職薪酬的檢討結果應否及如何適用於紀律人員的入職薪酬，提供意見。信中明確指出：

- (a) 當局明白到“紀律部隊與其他公務員有別”，而“這些不同之處必須詳加考慮”；以及
- (b) 目前的薪酬應按“‘現況’考慮，換言之，可能導致個別職系入職薪酬水平偏離基準水平的特殊因素，也應被視為適用於這次檢討。”

##### B. 諮詢紀律部隊

3.2. 在達致任何結論前，紀常會希望聽取紀律部隊管、職雙方的意見。為此，我們在一九九九年七月二十六日與紀律部隊管方會晤，並在八月三日與紀律部隊評議會、廉政公署職員協商委員會及警察評議會的職方舉行會議。我們其後又進行了一些非正式討論，並接獲多份意見書。

3.3. 現把有關意見摘述如下：

### CHAPTER 3 :

#### REVIEW OF PAY SCALES

#### Civil Service Starting Salaries Review - Implications for the Disciplined Services

##### A. *Advice Sought by the Administration*

3.1. The Administration wrote to us on 20 July 1999 requesting the Standing Committee to advise whether, and if so how, the results of the Standing Commission on Civil Service Salaries and Conditions of Service's Report No. 36 on the Civil Service Starting Salaries Review 1999 should be applied to starting salaries in the Disciplined Services. The letter made it clear that -

- (a) the Administration recognised “*that there are differences between the disciplined services and the rest of the civil service*” and that “*these must be considered carefully*”; and
- (b) current salaries should be looked at “*on an ‘as is’ basis : i.e. that special factors which may have resulted in entry levels for individual grades departing from benchmark levels should be taken to apply in the current Review.*”

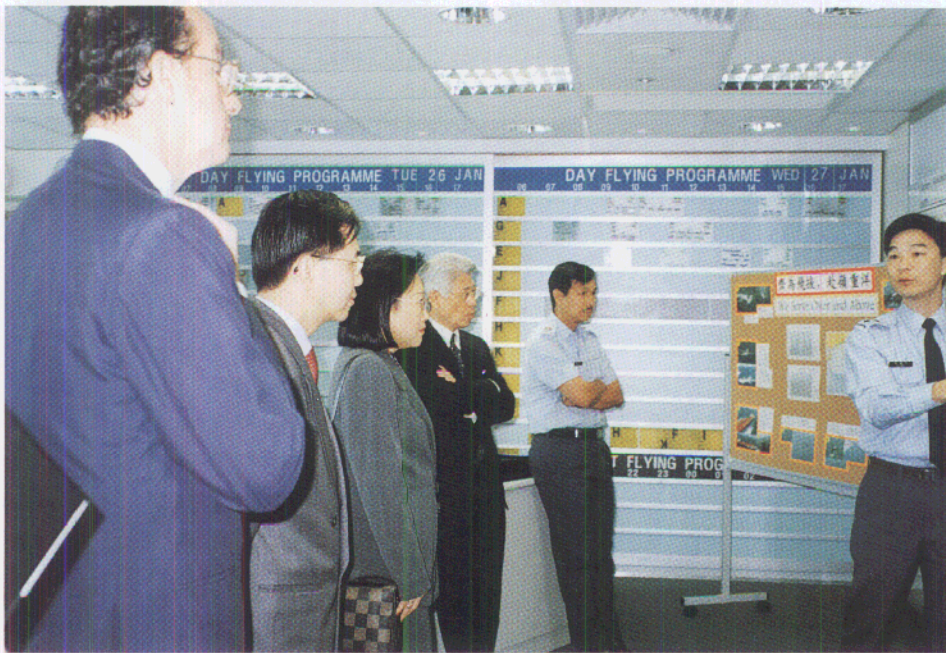
##### B. *Consultation with the Disciplined Services*

3.2. Before reaching any conclusions, the Standing Committee was anxious to listen to the views of the management and staff of the Disciplined Services. To this end we held meetings with the management sides on 26 July and the staff sides of the Disciplined Services Consultative Council, the ICAC Staff Consultative Committee and the Police Force Council on 3 August 1999. We later had some further informal discussions and received a number of written submissions.

3.3. The opinions expressed could be

summarized as follows -

- (a) 各方一般同意，鑑於薪常會第三十六號報告書所載的檢討結果及香港目前的經濟困難，倘若紀律部隊的入職薪酬維持不變，難以言之成理。但他們都強烈認為必須維持紀律部隊與其他公務員之間，以及七個紀律部隊之間現行的薪酬對比關係，而其中最重要的是，絕不應削弱紀律部隊薪酬中有關特殊／工作的考慮因素，不過，對於達到這個目標的最佳方法，則意見不一。
- (a) There was a general acceptance that it would be hard to justify leaving disciplined services starting salaries as they were in the light of the findings of the Standing Commission's Report No. 36 and against the background of the economic difficulties affecting the Hong Kong community. However, there was a strong desire to ensure that existing pay relativities were maintained - both between the Disciplined Services and the rest of the Civil Service and between the seven services themselves. Above all, it was considered absolutely essential that the element in disciplined services pay which took account of special/job factors should not be eroded. However, there was something of a difference of view on how this might best be achieved.



紀常會委員在赤鱘角政府飛行服務隊總部聽取匯報

*A briefing for Committee Members at the Government Flying Service Headquarters, Chek Lap Kok*

(b) 一般紀律部隊(懲教署、香港海關、消防處、政府飛行服務隊和入境事務處)的管方均反對依照薪常會的建議按比例調整薪酬，因為他們認為這樣未能反映有關的特殊因素。因此，他們要求進行另一次獨立檢討。不過，廉政公署和警務處則接納按比例調整的構思，但認為目前的對比關係必須維持。

(c) 紀律部隊評議會職方明確指出，他們認為學歷只是構成紀律部隊薪酬的其中一個因素，因此直接採用第三十六號報告書的建議並不恰當。一如管方，他們要求政府全面檢討紀律人員的入職薪酬，檢討範圍應涵蓋各相關因素，而非只是資歷基準。廉政公署職員協商委員會職方憂慮政府調整入職薪酬會損害員工的士氣及妨礙該署招聘高質素人員，但他們主要關注的問題是，如果調整入職薪酬事在必行，則廉政公署所獲的薪酬待遇不應遜於其他紀律部隊(特別是警隊)。警察評議會職方則希望現行的警務人員薪級表維持不變。他們認為當局根據學歷調低入職薪酬的做法，全盤應用於新聘警員和督察的入職薪酬上並不恰當。政府進行薪酬調整時，亦須考慮其他工作因素，並且有必要作出全面檢討。

(b) The management of the General Disciplined Services (Correctional Services Department, Customs and Excise Department, Fire Services Department, the Government Flying Service and Immigration Department) were opposed to a pro rata adjustment, extrapolated from the Standing Commission's recommendations, because they believed that this would not take account of the special factors. They therefore called for a separate, independent, review. The ICAC and the Police, though, were content with the concept of a pro rata adjustment, provided that existing relativities were maintained.

(c) The Staff Side of the Disciplined Services Consultative Council made it clear that they considered that academic qualifications were just one of the factors identified as components in the salaries of the Disciplined Services and that therefore any direct application of the recommendations of Report No. 36 would not be appropriate. Like their management side, they called for an overall review of disciplined services starting salaries, covering all relevant factors not simply qualification benchmarks. The ICAC Staff Consultative Committee Staff Side were worried that adjustments to starting salaries would undermine morale and hamper the recruitment of high quality staff, but their chief concern was that if, as seemed inevitable, there had to be adjustments then these should not leave ICAC at a disadvantage vis-à-vis the other disciplined services, particularly the Police. The Police Force Council Staff Side did not wish to see any changes to the existing Police Pay Scale. They considered that strict adaptation of salary reductions, based on academic qualifications, to the starting salaries of recruit PCs and Inspectors would not be appropriate. They believed that other job

- (d) 我們收集到的意見全都毫無保留地認為，如果助理小販管理主任的薪酬維持不變，紀律人員的入職薪酬也不應作出調整。

這些關注事項都是我們其後作出審議時考慮的重點。

### C. 其他因素

3.4. 本委員會於考慮如何應政府的要求提供意見時，須面對若干限制，包括：

- (a) 需要維持部門與部門之間的薪酬對比關係 — 所有七個紀律部隊一致堅持這點，但各紀律部隊薪級表(包括一般紀律人員、廉政公署人員及警務人員的薪級表)有別，加上這些薪級表上支薪點之間的差距不同，因此，要做到這點，實在知易行難。
- (b) 同時需要力求保持各部門的內部對比關係 — 但由於薪常會就大學入學試合格和中學會考證書兩個資歷組別建議的薪酬減幅相差頗遠，而這兩個組別分別是主任級和員佐級人員常用的參考支薪點，因此，要做到這點，實際上並不可能。
- (c) 與其他公務員的薪酬必須保持相若。
- (d) 有關薪酬調整只可影響薪級表上的基本入職薪點 — 以及政府要求我們“按‘現況’考慮現行的薪酬”。
- (e) 時間 — 當局要求我們在一九九九年九月底或之前提交建議。

factors had to be taken into account in any salary adjustment and that there was a case for a full-scale review.

- (d) There was a universal belief, expressed in the most trenchant terms, that the starting salaries of the Disciplined Services should not be adjusted if Assistant Hawker Control Officers' salaries remained unchanged.

These concerns were at the forefront of our minds during our subsequent deliberations.

### C. Other Factors

3.4. The Standing Committee faced a number of constraints when considering how to respond to the Administration's request for advice. These included -

- (a) The need to maintain inter-departmental relativities - all seven services had very strong views on this, but the different disciplined services pay scales (General Disciplined Services, ICAC and Police), with their different intervals between pay points, made it easier said than done.
- (b) The parallel need to try to preserve **internal** relativities, within departments, as far as possible - but this was practically impossible given the wide difference in the reductions recommended by the Standing Commission for the matriculant and school certificate qualification groups, which were the usual reference points for officers and rank and file respectively.
- (c) The importance of retaining 'broad comparability' with the rest of the Civil Service.
- (d) The requirement that adjustments ought only to affect basic entry points on the scales - and the Administration's request that we "look at current salaries on an 'as is' basis".
- (e) Time - the request that we submit our recommendations by the end of

September 1999.



紀常會委員登上水警的「達汶山貓型」高速追截船

*Committee Members aboard a Marine Police 'Cougartek' fast pursuit craft*

#### D. 方法

3.5. 關於當局提出薪常會的建議“應否”適用於紀律部隊的問題，我們確信有需要作出若干調整——傳統上紀律人員薪酬的變動大致跟整體公務員薪酬步伐一致，例如每年的薪酬調整，以及我們因應薪常會第二號報告書“一九八九年薪俸結構檢討”所引進的新基準而建議調整員佐級人員的薪酬。不過，薪酬調整應“如何”落實顯然是更為棘手的問題。

#### D. Methodology

3.5. In response to the Administration's question as to **'whether'** the Standing Commission's recommendations should be applied to the Disciplined Services, we were clear that some adjustments **would** be needed - disciplined services salaries had traditionally moved broadly in step with the Civil Service as a whole, for instance in the annual pay adjustment and in the case of the adjustments to rank and file pay which we recommended to take account of new benchmarks introduced following the Standing Commission's Second Report on the 1989 Salary Structure Review. However, it was plain that the question of **'how'** adjustments should be effected would be more difficult.

3.6. 我們專注在下列範圍研究“如何”落實的問題：

- (a) 任何調整應只限於紀律部隊薪酬中根據學歷基準釐定的部分；
- (b) 薪酬中反映特殊／工作因素的部分應保留不變(這與上文第3.1.(b)段所述的當局指示一致。)；以及
- (c) 計算方法應以兩個常用的參考支薪點(即適用於主任級的大學入學試合格支薪點和適用於員佐級的中學會考證書支薪點)為主，然後相應調整其他具備較高或較低學歷(例如高級文憑、學位和低於香港中學會考證書程度)的新聘人員的入職薪點。

3.7. 我們根據上述範圍和因素，訂定基本計算公式如下：

- (1) 現有薪酬－現行基準＝薪酬中與特殊／工作因素有關的部分(A)
- (2) A + 第三十六號報告書建議的新基準＝新的入職薪酬(與最接近的現行支薪點掛鈎)

3.8. 我們分別揀選警務督察和警員的薪點作為主任級和員佐級的參考支薪點，並對其他六個紀律部隊的主任級和員佐級入職薪酬作出調整，使其入職薪酬與參考支薪點趨於一致。計算公式如下：

- (1) (a) 警務督察(高級程度會考兩科合格及香港中學會考三科‘C’級)
  - (i) 30,050 元(現有薪酬)－15,160 元(現行基準)＝14,890元(與現時的特殊／工作因素有關的薪酬)(A)

3.6. We concentrated our examination of ‘how’ within the following parameters -

- (a) any adjustment should be confined to that element of disciplined services pay based on academic qualification benchmarks;
- (b) that element of pay which recognised the special/job factors should be preserved intact (in line with the Administration’s direction outlined in paragraph 3.1.(b)); and
- (c) the calculations should concentrate on the two usual reference pay points, i.e. Matriculation for officers and School Certificate for the rank and file, and other entry points for recruits with higher or lower academic qualifications (e.g. Higher Diploma, Degree, below HKCEE, etc.) should then be adjusted in step.

3.7. In the light of these parameters and the factors outlined above, we arrived at the following basic formula -

- (1) **Existing salary - existing benchmark = element of salary relating to special/job factors (A).**
- (2) **A + new benchmark recommended in Report No. 36 = new starting salary (pegged to the nearest existing pay point).**

3.8. We chose Police Inspector (IP) as the reference point for officers and Police Constable (PC) as the reference point for the rank and file and adjusted the starting salaries of the officers and rank and file of the other six services in line with them as follows -

- (1) (a) **Police Inspector (with 2A 30) :**
  - (i) **\$30,050 (existing salary) - \$15,160 (existing benchmark) = \$14,890 (salary relating to existing special/job factors) (A)**

(ii) A + 10,420 元 (新基準)  
= 25,310 元 (與最接近的支薪  
點掛鈎，即 25,580 元 (警務人  
員薪級表第 19 點))

(b) 警員 (香港中學會考五科合格) :

(i) 15,995 元 (現有薪酬) -  
9,785 元 (現行基準)  
= 6,210 元 (與現時的特殊  
／工作因素有關的薪  
酬)(A)

(ii) A + 9,180 元 (新基準)  
= 15,390 元 (與最接近的支薪  
點掛鈎，即 15,520 元 (警務人  
員薪級表第 2 點))

(2) 相若職系／職級 (例如消防隊長和消  
防員分別相當於警務督察和警員) 的  
入職薪酬按下列公式與最接近的支薪  
點掛鈎：

$$\text{警務人員的} \\ \text{新入職薪酬} \times \frac{\text{相若職級現有的} \\ \text{入職薪酬}}{\text{警務人員現有的} \\ \text{入職薪酬}}$$

(3) “非相若職級” (例如政府飛行服務  
隊飛機工程師) 的入職薪酬是根據上  
文第 3.7 段所載公式直接計算出來。

紀律部隊當時和建議的入職薪酬詳列於附錄  
K 的一覽表。

3.9. 我們認為上述計算辦法的優點  
是：

- (a) 薪金調整幅度盡量貼近現有的對比關  
係；以及
- (b) 紀律部隊相對於同等職級的文職人員  
所享有的薪酬優勢保持相若，入職薪  
酬中反映特殊／工作因素的部分並無  
受到影響，因此紀律部隊主要關注的  
問題可獲解決。

(ii) A + \$10,420 (new benchmark)  
= \$25,310 (\$25,580 pegged to  
the nearest pay point  
(PPS 19))

(b) **Police Constable** (with 5Es in  
HKCEE) :

(i) \$15,995 (existing salary) -  
\$9,785 (existing benchmark)  
= \$6,210 (salary relating to  
existing special/job factors)  
(A)

(ii) A + \$9,180 (new benchmark)  
= \$15,390 (\$15,520 pegged to  
the nearest pay point (PPS 2))

(2) The starting salaries of comparable  
grades/ranks (e.g. Station Officer in  
relation to IP and Fireman in relation to  
PC) were then derived from the following  
formula to the nearest pay point -

$$\text{New Police} \\ \text{starting salary} \times \frac{\text{Existing comparable} \\ \text{rank starting salary}}{\text{Existing Police} \\ \text{starting salary}}$$

(3) The starting salaries of ‘non-comparable  
ranks’ (e.g. Aircraft Engineer, GFS) were  
derived by a direct application of the  
formula in paragraph 3.7.

The then existing and the proposed starting  
salaries of the Disciplined Services are shown in  
the tables at *Appendix K*.

3.9. We believed the advantages of this  
approach were that -

- (a) the salary adjustments were brought as  
closely in line with existing relativities as  
possible; and
- (b) the dollar-value pay advantage which the  
Disciplined Services had over their  
civilian counterparts was broadly  
maintained - the element in starting  
salaries which recognised special/job  
factors having been left untouched, thus

我們當然知道，這些建議使紀律部隊薪酬中學歷和特殊／工作因素分別所佔的比重有所改變，但如果後者要維持不變(而且必須如此)，這個改變是無法避免的。我們也察覺到，在百分比率上，紀律部隊享有的薪酬優勢較文職資歷基準薪酬為高。

### E. 特殊情況

3.10. 出現一些特殊情況是無可避免的。我們對那些已知的特殊情況的處理方法載於附錄L。

### F. 內部對比關係的問題

3.11. 有些部門首長擔心，如果根據薪常會調查結果建議的薪酬調整幅度應用於紀律部隊，新聘主任級人員的薪酬減幅便會大大高於新聘的員佐級人員，但他們的相對責任卻並無改變。紀律部隊評議會和警察評議會職方對此同樣表示關注。

3.12. 其他公務員職系當然亦出現相同情況。例如，按照薪常會的調查結果，二級行政主任(持有學位)的入職薪酬會調低五個薪點，而助理文書主任(持中學會考證書)則只調低一個薪點，可是兩者承擔的相對責任在輕重方面絲毫不變。

3.13. 這個問題是由於私營機構的“供求問題”所引致，很難解決。我們曾研究多項方法，但無一真正可行。或者我們只能指出，紀律部隊必然遠較其他政府部門重視職級問題，因此，這個內部對比關係的問題最低限度也會帶來一些不易處理的情況。

addressing the principal concern the Services had expressed.

We were aware, of course, that our proposals changed the existing ratio between the academic qualifications element and the special/job factors element in disciplined services salaries, but this was unavoidable if the latter was to be maintained - which it had to be. We were also conscious that the pay advantage over civilian benchmark salaries was increased in percentage terms.

### E. *Anomalies*

3.10. Some anomalies inevitably came to light. Those we identified we addressed in the manner set out in *Appendix L*.

### F. *The Problem of Internal Relativities*

3.11. Some heads of department were worried that, if adjustments in line with the Standing Commission's findings were applied to the Disciplined Services, new officers' salaries would be reduced by much more than those of recruits to the rank and file, while their relative responsibilities remained unchanged. Their concern was shared by the Staff Sides of the Disciplined Services Consultative Council and the Police Force Council.

3.12. This of course applied with equal force in the rest of the Civil Service where, for instance, the Standing Commission's findings led to the starting pay of a (graduate) Executive Officer II falling by five points while that of a (school certificate) Assistant Clerical Officer fell by only one, although their relative levels of responsibility remained exactly the same.

3.13. It was hard to see a way round this problem, which was a product of 'supply and demand' in the private sector. Means to overcome it were examined, but none were really workable. We felt that perhaps all we could do was to point out that in the Disciplined Services, where ranks necessarily loomed larger



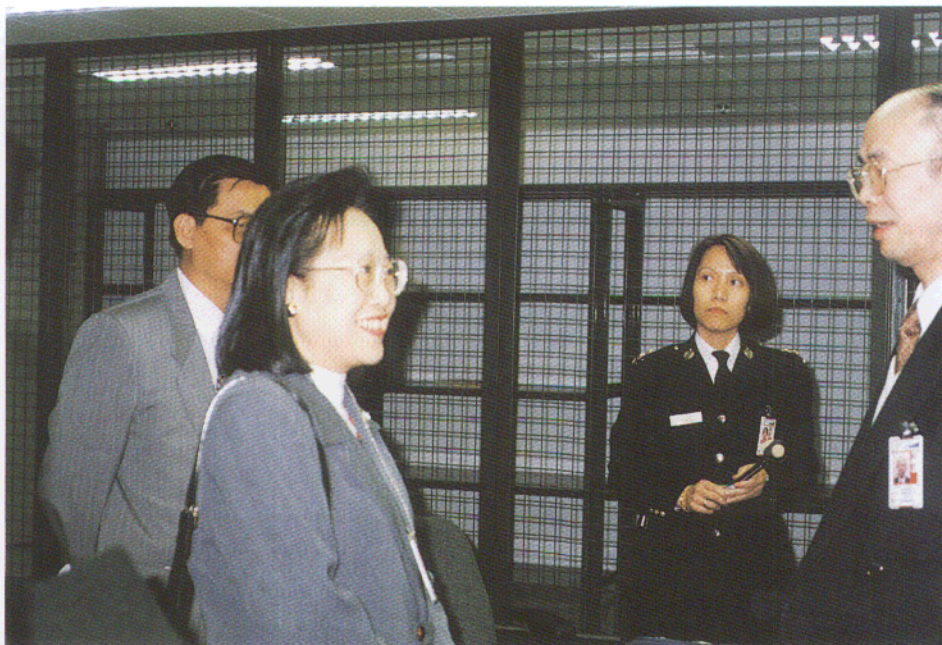
3.14. 如果新入職的主任級人員支取的薪酬較其新入職的下屬為低，更會有異於常規。我們已就一個可能出現這問題的情況建議作出調整(請參閱附錄L第(1)(b)段)。

3.15. 有些部門首長提出另一相關的問題，就是新入職的主任級人員會支取較在職資歷較深的員佐級人員(例如警署警長、消防總隊目等)的起薪點為低的薪酬。我們認為這個情況造成的問題較小。薪級重疊的情況目前已經存在，而且有經驗的“資深警佐人員”通常是較年輕的新入職主任級人員更為可貴。

than in the rest of the public service, this problem of internal relativities would, at very least, be the source of some awkwardness

3.14. What would have been more anomalous would have been to have a newly-joined officer drawing a lower salary than his newly-joined subordinate. In one case where this might have occurred we recommended adjustments to avoid it (paragraph (1)(b) of *Appendix L* refers).

3.15. The related question, raised by some heads of department, of **new** officers being paid less than the bottom point on the pay scale of **servicing** senior rank and file personnel (e.g. Police Station Sergeants, Principal Firemen, etc.) appeared to us to be somewhat less problematical. Overlaps already occurred on the pay scales, and, after all, an experienced ‘senior NCO’ was generally of more value than a newly-joined young officer.



紀常會委員訪問香港海關設於香港國際機場的辦事處

*Committee Members visit the Customs posts at Hong Kong International Airport*

### G. 日後的檢討機制

3.16. 我們認為，薪常會第三十六號報告書(第五章)建議的措施有不少優點，可確保新的資歷基準和入職薪酬日後能與私營機構相若資歷僱員的薪酬保持一致。這些措施包括：

- (a) 把資歷基準及入職薪酬與每年一度的薪酬趨勢調查及總薪級表脫鉤，免除薪酬趨勢調查對資歷基準及入職薪酬的影響；以及
- (b) 制定新的檢討機制，使資歷基準及入職薪酬的升降能與私營機構相類資歷的入職薪酬同步變動。

3.17. 我們原則上支持(a)和(b)項的建議。誠然，這個問題非常複雜，我們希望當局在徵詢職、管雙方的意見後制定有效的機制。有關機制尤應確保當私營機構的薪酬突然回升至超逾在職人員的入職薪酬水平時，這些人員的薪酬不會低於同職級的新聘人員。

3.18. 本委員會希望當局就新的檢討機制擬定建議後，會徵詢本會的意見。

### H. 轉職薪酬

3.19. 我們得悉，當局注意到在鼓勵在職人員在公務員架構內不斷求進的同時，亦有需要改善現有的轉職薪酬安排。我們認為，當局日後在這些安排上所作的任何修訂，均不應對在職人員有不利影響。多位部門首長和職方代表曾向我們表示對這方面的關注，而我們也知道當局已就這點作出保證。

### G. Future Review Mechanism

3.16. We saw the merits of the measures proposed in the Standing Commission's Report No. 36 (Chapter 5) to ensure that the new benchmarks and starting salaries stayed in line with private sector pay for similar qualifications in future, i.e. -

- (a) delinking the benchmarks and starting salaries from the effect of the annual pay trend survey and from the Master Pay Scale; and
- (b) establishing a new review mechanism to synchronize the movement of the benchmarks and starting salaries with entry pay in the private sector for similar qualifications.

3.17. We supported both (a) and (b) in principle. Of course, this was a very complex issue and we hoped that an effective mechanism could be devised in consultation with management and staff. The mechanism should ensure, in particular, that no serving officer would be worse off than a new recruit in the same rank if and when private sector pay suddenly rebounded above the level on which his own starting pay was based.

3.18. The Standing Committee indicated that we would wish to be consulted on the new review mechanism when proposals had been worked out.

### H. Salary on Transfer

3.19. We noted that the Administration saw a need to rationalise the existing arrangements for salary on transfer, while preserving the incentive for serving staff to advance through the civil service system. We believed that officers **then** serving should not be penalised by any future modifications to these arrangements. Concern had been expressed to us by a number of heads of department and staff representatives and we understood that the

### I. 助理小販管理主任

3.20. 薪常會第三十六號報告書建議助理小販管理主任的入職薪酬維持不變。雖然這些都是文職人員，不應與紀律部隊員佐級人員有直接比較，但小販管理主任職系的整個薪酬問題在過往確實非常具爭議性。紀律部隊管、職雙方均極為關注薪常會就這方面的調查結果，並向紀常會清楚表明，如果員佐級人員的入職薪酬被削減，而助理小販管理主任的薪酬則無須下調，那是絕對不能接受的。我們鑑於職權所限，只能夠指出這種令人遺憾的情況，而我們亦已另行去信公務員事務局局長，強調有關人士在這方面表現的強烈感受。

### J. 我們的意見

3.21. 我們得出的結論是：

- (a) 為了與其他公務員的入職薪酬保持大致相若，對紀律部隊新聘人員的入職薪酬作出一些調整是合理的；但
- (b) 紀律部隊享有能反映其“特殊因素”和“工作因素”的薪酬優勢，不應削減，而七個紀律部隊之間的薪酬對比關係也應盡可能保持。這一點至為重要。

因此，我們建議按附錄K表列的薪酬數字調整入職薪酬，而實施日期將為其他公務員按新入職薪酬支薪的日期。

Administration had given assurances on this point.

### I. *The Assistant Hawker Control Officer*

3.20. The recommendations of the Standing Commission's Report No. 36 left the starting salary of the Assistant Hawker Control Officer (AHCOS) unchanged. Though AHCOSs were civilians and there ought therefore to be no direct comparisons with the rank and file of the Disciplined Services, the whole issue of the pay of the Hawker Control Officer grade had, of course, proved very controversial in the past. Both the management and staff sides had homed in on this aspect of the Standing Commission's findings and had left the Standing Committee in no doubt that they would regard it as completely unacceptable if the pay of their rank and file were to be reduced but that of the AHCOSs was not. While it was beyond our remit to do more than highlight this potentially unfortunate situation, we wrote separately to the Secretary for the Civil Service to underline the strength of feeling on the matter.

### J. *Our Advice*

3.21. We concluded that -

- (a) in order to maintain a broad comparability with the rest of the Civil Service, some adjustment to the starting salaries of new recruits entering the Disciplined Services would be justified; but
- (b) it was essential that the pay advantage which the Disciplined Services enjoyed in recognition of 'special factors' and 'job factors' should not be reduced and that relativities between the seven services should be maintained as far as possible.

We therefore recommended that starting salaries should be adjusted as shown in the table at *Appendix K*, with effect from whichever date was selected for introducing new starting salaries in the rest of the Civil Service.

3.22. 我們於一九九九年九月底按上述結論向行政長官提交意見。

#### **K. 當局的反應**

3.23. 我們向行政長官提交意見後，當局隨即向各職工會及部門管方進行諮詢工作，直至一九九九年十一月中才完結。大致上來說，各方的反應都很好。當局其後制訂一套方案，並就該方案再諮詢我們。除了作出少許修訂外，當局接受了我們的整體意見(請參閱附錄M)。

3.24. 當局的建議，即調低在二零零零年四月一日或以後獲聘任的新入職公務員(包括文職及紀律人員職系)及內部轉任的在職公務員的入職薪酬，分別於二零零零年一月二十六日及二月十八日獲人事編制小組委員會及財務委員會通過。新的入職薪酬在二零零零年四月一日起生效。

3.22. We advised the Chief Executive along these lines in late September 1999.

#### **K. The Administration's Response**

3.23. Following the submission of our advice to the Chief Executive, the Administration conducted their own consultation exercise with the staff councils and departmental management. This exercise finished in mid-November 1999 and elicited generally positive views. The Administration then formulated their thinking on the way forward and, after some further discussion with us, accepted our overall recommendations with a few minor adjustments (see *Appendix M*).

3.24. The Administration's proposals, revising downward the starting salaries for recruits to the civilian and disciplined grades appointed on or after 1 April 2000 and serving staff on in-service transfer from that date, were endorsed by the Establishment Sub-Committee on 26 January 2000 and approved by the Finance Committee on 18 February 2000. The new starting salaries took effect on 1 April 2000.