



香港特別行政區政府行政主任協會
HKSAR Government Executive Grade Association

29 June 2002

Secretary General
Joint Secretariat for the Advisory Bodies on
Civil Service and Judicial Salaries and Conditions of Service
Room 701, 7th Floor
Tower Two, Lippo Centre
89 Queensway
Hong Kong

Dear Sir,

Review of Civil Service Pay Policy and System

We refer to the Consultation Paper issued in April 2002 by the Task Force on Review of Civil Service Pay Policy and System inviting views and comments on the findings and observations in its Phase I Study. We wish to offer the following views to facilitate the Task Force in formulating recommendations to the Administration in its final report.

Recent developments and practices in other countries and regions can only be taken as reference. Modifications and adaptations will need to be made before these can be applied in the HKSAR context. Practices that may work well in other countries may not be applicable in a small city like Hong Kong.

The present civil service pay policy and system certainly have much room for improvement. Changes, when implemented, should be made with care and incremental evolution is preferable. Major, abrupt changes can be problematic given the present social and economic situation.

Some degree of performance related pay could be implemented. It is, however, important that this be implemented with great care, given the

traditional culture of the Hong Kong civil service. Openness and fairness are essential to gain the trust of staff.

On the question of whether some or all of the current general/common grades staff should be departmentalized, we are sure the Director of General Grades and Heads of other General and Common Grades will be forwarding their views separately to you regarding grades under their charge. As far as the **Executive Officer Grade** is concerned, we are of the view that *departmentalization is not appropriate.*

There are just over 2,000 members in the Executive Officer Grade. They are now deployed in Bureaux and Departments to undertake a wide range of responsibilities in the management of systems, financial and human resources, project planning and development and public administration. They are subject to transfers from one department/bureau to another. Throughout their career, they gain wide exposure to, and hence experience in, different environments. Consequently, they are highly versatile to cope effectively with changes in job demands and situations.

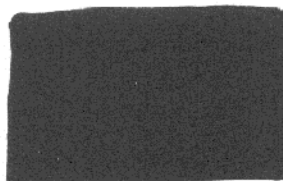
In the past, Executive Officers were called upon, sometimes at very short notice, to undertake special tasks to meet service needs. They were called to undertake driving test duties and district administration duties in the 1970s, and the review of refugee status of boat people in the late 1980s and early 1990s. More recently, they contributed a great deal in providing logistics support to the Legislative Council and District Council Elections, the Hand-over Ceremonies in 1997, the HKSAR Delegation to the Western Region of China in May 2001 led by the Chief Secretary for Administration, and the 14th General Meeting of Pacific Economic Cooperation Council held in Hong Kong in November 2001. Certainly, they will continue to play an important role in the forthcoming celebrations of the Fifth Anniversary of the Establishment of the HKSAR.

The Executive Officer Grade is one of the core management grades in the Hong Kong civil service that stands ready to provide service to the community whenever called upon, including special tasks and events. This

would not have been possible had the Executive Officer Grade been departmentalized and put under diverse management heads. The opportunities for career transfer among departments/bureaux and the wider exposure would have been deprived of and the valuable experience they now possess would not have been easy to accumulate and passed down to younger members of the grade.

We hence consider it is not advisable to attempt to departmentalize the Executive Officer Grade as it will not be beneficial to the members of the grade nor to the community they serve.

Yours faithfully,

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Chairman

HKSAR Government Executive Grade Association