

公務員薪酬政策和制度檢討專責小組
第一階段研究中中期報告諮詢論壇

Task Force on Review of
Civil Service Pay Policy and System
Consultation Forum on the Interim Report

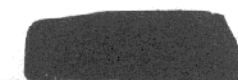
就上述的檢討，我的意見 / 提問如下：

My comments on / questions relating to the above Review are as follows :

- ① 就專責小組主席在開場白中提及，此番檢討在開始時，已得到一班關鍵人士所認同才正式舉行，但從沒有解釋此班關鍵人士是誰。假若它是有“強背景”的話，將來所得出的結論，又是否公平、公正呢？！
- ② 多年來，不論各大媒體、市民大眾都有公開指責公營機構，包括政府部門架構冗腫；但是從來卻沒有成立或召開專責小組來監察或平穩此類情況發生。
- ③ 既然此番成立專責小組已包括精簡架構，何不成立一個獨立如審計署的委員會，到每個部門作各層面接觸、甚查而作出個別報告、建議。

姓名

Name :



機構

Organization :

福利工作員分會

(Optional)



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Joint Secretariat for the Advisory Bodies
on Civil Service and Judicial Salaries and Conditions of Service
Room 701, 7/F., Tower 2,
Lippo Centre, 89 Queensway, Hong Kong.

27 May 2002

via Director of Social Welfare Department
(Attn. [REDACTED])

Task Force on Review of Civil Service Pay Policy and System

In response to the Task Force's Interim Report on the Pay System and Policy of Civil Services in the five countries recently, we have collected the views and opinions of our colleagues. With the process of analysis and discussion, comments and suggestions are come out as follows :-

1) Performance-pay System

Most of our colleagues support the rational design of 'Performance-pay System' primarily as it may motivate us to work harder and perform better than before.

To prevent the 'Flattering Culture' involves in the system, we suggested to establish an independent committee, which may consists of members of departmental conference committee - This independent Committee should directly responsible to departmental head. It would govern the implementation of 'Performance-pay system' and prevent the happening of the unexpected issues mentioned above.

In case of appeal, such committee will act as an agent to help both of the appraiser and appraisee to mediate the conflicts and elaborate the gray areas.

2) Team-based Performance Reward

To achieve the goal of implementation of departmental policies, performance and management of senior officials are very important. And it is easily seen on different aspects.

Despite the supervision of the senior officials, their subordinates have rendered sufficient assistance and efforts, and which should not be neglected. Their positive participation accelerating the progress of the programme, and even rendering solution to the difficulties they may face ahead. In the sense, we should not only render an individual prize to the unit head, but also issue to his/her subordinates, under a 'team-based' scheme.

3) Pay adjustment System

Meanwhile, the salary of local civil service has been adjusted regularly regarding the pay trend of the private companies in the former financial year. Somehow it is believed to be effectiveness.

Since the running of Civil Service is a unique operation, and which is different from private sector, we should have an independent and a systematic mechanism to measure our own salary.

Obviously, there is no strong evidence in supporting to wholly adopt the principles of pay system from private companies. Nobody would query why attractive salary would lead to the retention of professional staffs and their loyalty.

Regarding the measures to operate effectively, pay scale of private sector for reference and the financial affordability of our Government should be taken into consideration thoroughly.

4) Differentiation among Civil Services

It is no need to treat the disciplined services different from the rest of the civil service in pay as they have been provided relevant allowance regarding specialist job nature. If not, it would strengthen the differentiation among civil services.

Although flexible pay range may encourage or motivate colleagues to work harder and more efficiently, however, this reinforcement may diminish through time. Under such circumstances, we suggest not to replace the fix pay scales but also recommend the introduction of extra increments in 'one-off basis' to the colleagues with good performance in the past year.

5) **Grades combination**

In terms of simplification, it is necessary to amalgamate the existing grades with similar job nature within department by providing them appropriate courses, instead of developing fewer rank layers. Otherwise, it would obstacle the communication among staffs and which may lead to a bad service offered to the public at end.

Combination of common grades would eliminate the communication gap among staff, so as enhance and shorten the procedure of providing service to the public. People would no longer in need of approach of different offices and different workers for service within one department.

For further enquiry, please feel free to contact the undersigned at [REDACTED].

[REDACTED]
Chairman, The HKCCSA-Welfare Worker Branch

c.c. H.K.Chinese Civil Servants' Association