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Date: 2002/05/07 Tue PM 10:16:32 CST

To: &lt;jsscs@jsscs.gov.hk&gt;

Subject: Pay Review

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Dear Sir/Madam

I was reading the Pay review and as a Government servant I felt it was necessary to give my views.

#### 19. 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)?

Yes. I think Performance pay be implemented for all sectors of the Government. However, It should not be placed solely on the Yearly Report. This leaves it open to abuse. Therefore I suggest that meeting certain academic criteria along with a good report card should enable the GS to be promoted. Thus giving them an increase in wage. Housing should be removed and a clean wage policy given making govt. wages more transparent. Although I think Medical benefits should be still given to all GS Staff. In light of allowances none should be given unless a proven bill be produced. (i.e. transport..Taxi receipt for Senior GS or the cheapest route for Lower ranking GS)

- (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?

NO. This would break with continuity of the Civil service and lead to a Them and Us approach. This may lead to friction in the future.

- (c) Should the disciplined services' pay be treated differently from the rest

of the civil service?

Yes. However, they are already on a Military scale of pay but they should be treated differently and be paid according to the risk factor that they job creates.

- (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?

I think that GS should try to remain within reach of the private sector to maintain an acceptable talented workforce that will not defect to the private sector when the economy expands.

- (e) Or should Government's affordability to pay be an over-riding consideration in pay adjustments?

I think maintaining the stability in pay will attract more talent than an ever adapting pay scale to the local environment. Although this may create a slight financial burden in the short term in the long run the Govt. will be able to maintain a very competent and useful workforce.

- (f) What features of the existing pay policy and system should be retained to ensure stability and morale of the civil service?

Medical and Pay stability...

## 20. 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?

Yes. Those who study to improve themselves should be sponsored to do so. If they succeed then they should be allowed to benefit with either preferential treatment for promotion over the long term sitters or added points for each academic achievement they have attained. I.e. one extra point for gaining a degree and two for gaining a masters.

- (b) Would flexibility in pay progression lead to potential divisiveness among civil servants?

It would lead to more GS wanting to study to improve their knowledge of their chosen field and allow them to become more adept in dealing with problems occurring in their field.

- (c) Should flexible pay ranges be applied to the entire civil service, or only to senior civil servants, who typically have heavier management responsibilities?

NO. It should be given to all ranks so those who want to improve and to move upwards. Should be given the chance where has those who want to wait for promotion should be considered later. This will enable the all ranks to participate in self improvement which will benefit the government.

- (d) Should flexible pay ranges apply both to civilian grades and the disciplined services?


YES

- (e) Would changes be required to the existing performance measurement and appraisal systems to support the introduction of flexible pay ranges?

NO. Academic achievement linked to your work can be dealt separately from your Appraisal and can be linked to the Appraisal as a criteria for promotion to the next rank.

- (f) Would a performance management system directly linked to pay be the most effective way of nurturing a performance culture?

Yes by adding academic performance to the equation for promotion you will in effect require all GS to study to improve ones performance.

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## 21. On Pay Adjustment System and Mechanism -

- (a) Should the principle of broad comparability with the private sector continue to be adhered to?

Yes, but wage reduction should not be made but rather wage freezes, until they become in line with the private sector in bad economic times and freeze even when good economic times are made until the losses made in the Freeze are made up.

- (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?

At the moment NO as the private sector look at Academic achievement for promotion whereas GS looks at seniority.

- (c) Is there a need for changing or introducing more flexibility in the existing adjustment mechanism?

YES, you need allow for the flexibility of promoting educated staff with good reports to higher ranks and stop the seniority promotion exercise.

- (d) Should fiscal constraints be an over-riding factor in determining pay adjustments?

NO

- (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?

Centralisation is still the best method

## 22. On Introducing Performance-based Rewards -

- (a) Do we see the merit for Hong Kong to incorporate elements of performance pay in civil service salaries?

YES

- (b) Apart from pay ranges which already have performance-related elements, do we need to consider other forms of performance-based rewards?

NO rewards for GS come in having work recognised and attaining promotion

- (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?

NO as a weak team member may benefit from the hard work of a few individuals


- (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?

YES to all ranks especially the need for education

- (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?

The willingness towards further education and the need for personal improvement

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