

政府總部
公務員事務局
香港添馬添美道2號
政府總部西翼



**CIVIL SERVICE BUREAU
GOVERNMENT SECRETARIAT**
WEST WING
CENTRAL GOVERNMENT OFFICES
2 TIM MEI AVENUE, TAMAR
HONG KONG

本函檔號 Our Ref.: CSBCR/PG/4-085-001/57-59
來函檔號 Your Ref.:

電話號碼 Tel. No.: 2810 3112
傳真號碼 Fax No.: 2501 0669
電郵地址 E-mail Address: csbts@csb.gov.hk
網 址 Homepage Address: <http://www.csb.gov.hk>

Clerk to Panel on Public Service
Legislative Council
Legislative Council Complex
1 Legislative Council Road
Central, Hong Kong
(Attn: Ms Wendy JAN)

7 December 2017

Dear Ms JAN,

**Legislative Council Panel on Public Service
Letter from Dr Hon CHIANG Lai-wan**

I refer to your letter of 20 November 2017 to the Secretary for the Civil Service enclosing the letter of 10 October 2017 from Dr Hon CHIANG Lai-wan. I am authorised to reply to the matters raised by Dr Hon CHIANG as set out below.

Civil Service Pay Policy

The civil service pay policy is to offer sufficient remuneration to attract, retain and motivate staff of suitable calibre to provide the public with an effective and efficient service. The Government has implemented the Improved Civil Service Pay Adjustment Mechanism (“Improved Mechanism”) since 2007 to ensure that civil service remuneration is regarded as fair by both civil servants and the public whom they serve by maintaining broad comparability between civil service and private sector pay through the conduct of the annual Pay Trend Survey, the triennial Starting Salaries Survey and the six-yearly Pay Level Survey.

In the case of disciplined services grades, despite the absence of market comparators, the established practice is to apply the results of the regular surveys conducted under the Improved Mechanism to disciplined services grades on the basis of the internal relativities between disciplined services grades and civilian grades. This arrangement has been effective all along.

We understand the concern of the staff side of disciplined services grades about the difference between pay points in individual pay scales. As a matter of fact, there is no standardised increment size among different pay scales (including those applicable to civilian grades) or between a certain pay point and its next higher or lower pay point within the same pay scale. It is also not the Government's policy objective or a criterion for policy consideration to standardise the increment size between pay points. Moreover, any changes made to civil service pay scales and pay points may have implications on the internal relativities that exist among them, so they must be dealt with in a prudent manner. We note the concern raised by the staff side of disciplined services grades and will take into account their views.

Grade Structure Review

In 2008, the Government conducted a comprehensive grade structure review ("GSR") for the disciplined services and implemented a series of improvement recommendations. In 2009, the Chief Executive ("CE")-in-Council also decided that the conduct of a GSR in future should only be considered in the event of significant changes in the job nature and responsibilities, or proven and persistent recruitment and retention difficulties of a grade.

We have been adhering to the said criteria in handling the requests from different grades including the disciplined services grades and will conduct a GSR for the grades concerned where there are full justifications. For example, the Standing Commission on Civil Service Salaries and Conditions of Service ("Standing Commission") submitted a report to the CE in late October this year upon completion of a GSR for Marine Officer and Surveyor of Ships grades. In the report, the Standing Commission came up with various recommendations on how to address the serious recruitment problems faced by the two grades.

We must bear in mind that the GSR mechanism is not a panacea for all kinds of manpower-related issues. While there may be requests to

conduct GSRs for individual grades to address a variety of issues, we must examine whether such issues should actually be addressed through better human resource management, such as productivity enhancement, work re-prioritisation, process re-engineering, alternative modes of service delivery, targeted training and development, additional manpower resources where fully justified, improved communication with staff, etc.

The Civil Service Bureau will continue to make use of different platforms to maintain close contact with the management and staff sides of the disciplined services. We will listen to their views carefully, explore ways to help the departments make improvements in human resource management, and see whether there are sufficient justifications under the existing policy framework to conduct GSRs for individual grades.

Yours sincerely,



(Benjamin Mok)

for Secretary for the Civil Service

cc: Hon POON Siu-ping, BBS, MH
Chairman, Legislative Council Panel on Public Service