



第一階段研究最後報告 Phase One Final Report

向立法會公務員及資助機構員工

事務委員會簡介

Briefing to LegCo Panel on Public Service

2002-10-23

出席會議的因由？ What brought us here?

- ◆ 公務員事務局正進行公眾諮詢
CSB conducting public consultation
- ◆ 專責小組接受公務員事務局的邀請，出席向事務委員會解釋研究報告內容及解答相關問題
Task Force has accepted CSB's invitation to explain to the panel and answer questions on the Task Force report
- ◆ 不再重覆背景、範圍、經過等
Will not repeat background, scope, process, etc.

我們對制度的理想？ What we would like to see?

- ◆ 經詳細討論，勾劃理想公務員薪酬制度
After thorough discussion, we have painted vision for civil service pay
- ◆ 邁向理想制度，其中七項元素(第三章)
7 elements in vision of system going forward (Chapter 3)

我們對制度的理想？ What we would like to see?

- ◆ 其中兩項元素載於現有的政策聲明
2 elements from existing policy statement
 - (a) 足夠薪酬去吸引、挽留及激勵合適人才
Sufficient to recruit, retain and motivate
 - (b) 公務員本身及市民都認為公平
Considered fair by civil service and public

我們對制度的理想？ What we would like to see?

- ◆ 三項元素旨在處理制度僵化的問題：
3 elements which address system rigidity:
 - (c) 因時制宜，但仍有足夠的？定性
Evolve over time, but sufficiently stable
 - (d) 精簡但靈活
Simple yet flexible
 - (e) 能夠分辨優劣員工
Distinguish good / bad performance

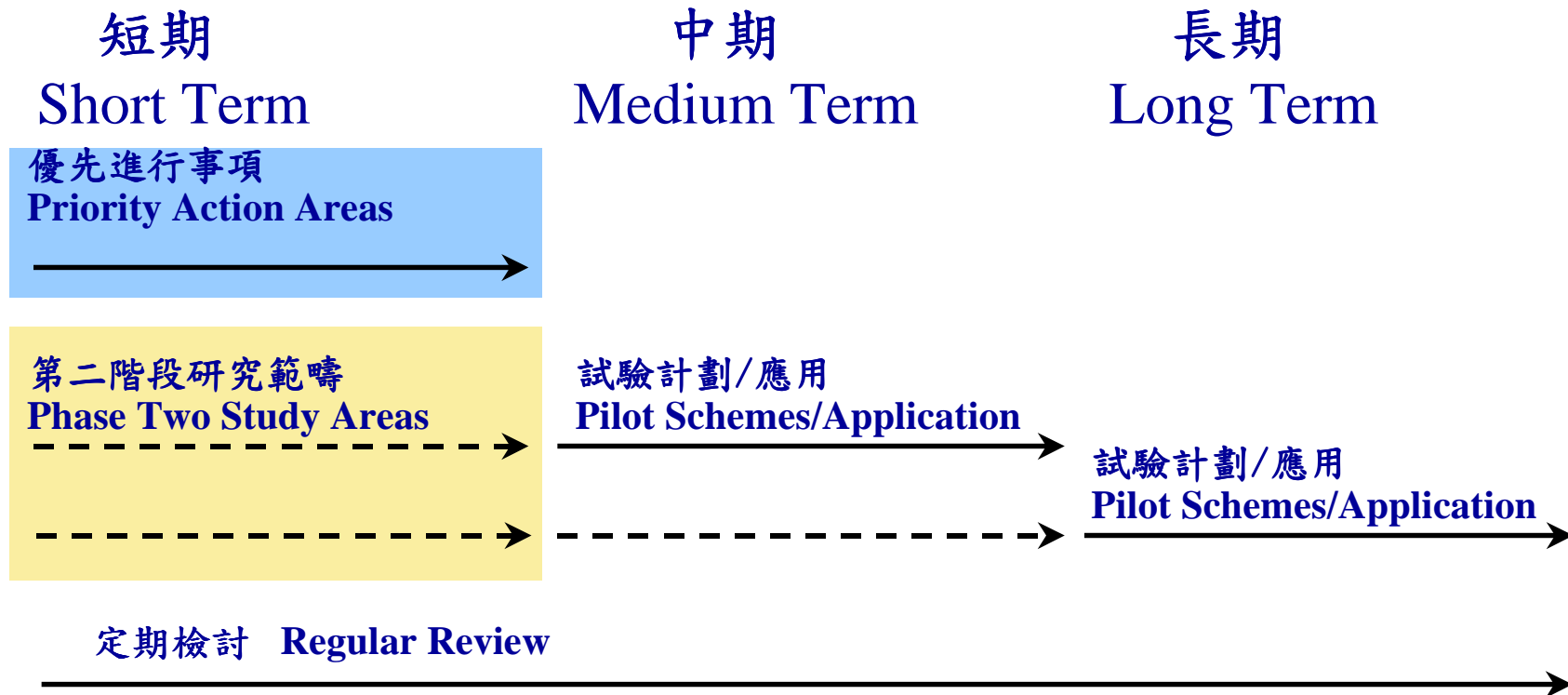
我們對制度的理想？ What we would like to see?

- ◆ 一項元素演繹賦權與承擔的概念：
1 element takes concept of empowerment/
ownership one step further:
 - (f) 賦權主管人員有效及靈活地管理人力資源
Empower managers to manage staff resources
effectively and flexibly
- ◆ 須改變思維
Mindset change required

我們對制度的理想？ What we would like to see?

- ◆ 另一元素確保制度與時並進
1 element to ensure keeping up with times
- (g) 定期檢討，參考國際最佳做法
System reviewed regularly vis-à-vis
international practice

如何邁向理想? Where our vision takes us?



如何邁向理想？

Where our vision takes us?

長期 In long term

- ◆ 考慮把薪酬管理工作下放(賦權與承擔)
Consider **decentralising** pay administration
(empowerment and ownership)
- ◆ 考慮精簡架構(簡單及靈活)
Consider **simplifying** structure (simple and flexible)
- ◆ 考慮將福利納入底薪內(簡單及靈活)
Consider **incorporating** benefits in base pay (simple and flexible)

如何邁向理想? Where our vision takes us?

中期 In medium term

- ◆ 考慮**彈性**薪幅(分辨優劣、賦權與激勵、平衡靈活與?定)
Consider **flexible** pay ranges (distinguishes performance, empowers / motivates, balances flexibility / stability)
- ◆ 考慮**績效?賞**(分辨優劣、賦權與激勵、平衡靈活與?定)
Consider **performance** pay (distinguishes performance, empowers / motivates, balances flexibility / stability)
- ◆ 考慮將津貼**納入**底薪內(簡單及靈活)
Consider **consolidating** allowances (simple and flexible)

如何邁向理想？

Where our vision takes us?

短期 In short term

- ◆ 制定薪酬水平調查的架構(足夠及公平)
Devise framework for **pay level survey** (sufficient and fair)
- ◆ 制定薪酬趨勢調查的方法(足夠及公平)
Devise **pay trend survey** methodology (sufficient and fair)



答問? Any questions?



- ◆ 樂意解釋我們如何達致結論，解答與報告有關的問題

Happy to explain how we came to our conclusions and answer questions relating to report