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協會檔號 OUR REF: (48) in SF(8) in SS/C 1/12 Pt. 12

來件編號 YOUR REF: CBI/PL/PS

29 September 2005

The Hon TAM Yiu-chung, GBS, JP
Chairman, Panel on Public Service,
Legislative Council,
Legislative Council Building,
8 Jackson Road, Central,
Hong Kong.

Dear Hon TAM,

**Appointment of the Watson Wyatt Hong Kong Limited
to Conduct the Pay Level Survey for the Civil Service**

I refer to your letter of 21 September 2005 and our previous letter of 2 September on the above subject. Regarding the appointment of Watson Wyatt Hong Kong, we have further points to raise.

The CSB are setting up a straw man when they focus on "conflict of interest". This is not the point the staff side is making. We are more concerned about the conflict of roles, and the impact this must inevitably have on Staff confidence in the outcome of the survey. While it may be true that the Government's procedures for the procurement of consultancy services may have been strictly followed, we do not feel that this absolves the Civil Service Bureau from certain moral obligations to the subjects of the consultancy – the civil servants themselves. In no way does the reply from CSB acknowledge the inherent unsuitability of Watson Wyatt to conduct the survey. The concentration by CSB on the issue of conflict of *financial* interest is proof that this problem has not been properly addressed.

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With a clear vested interest that the outcome of the survey should be both fair, and seen to be fair, the civil service staff associations and unions were not brought into the process of selecting the consultant at any stage. Indeed, the civil service staff side could argue that CSB has been paying only lip service to the Staff Side's demand for a proper consultation. This is evident in CSB's attempts to forge ahead with its plan for Phase II consultation despite the Staff Side's strong opposition from the outset.

Whatever methodology is employed in the survey is also irrelevant because ultimately someone must interpret the data to reach a finding. Watson Wyatt, through its previous involvement in the publication of misleading survey results in 2002, has demonstrated clearly its roles are in conflict. The company's business goals will certainly benefit from findings in the present survey that are consistent with their previous survey. The fact that CSB is happy that Watson Wyatt "confirmed that its involvement in the HKGCC survey ... does not directly or indirectly constrain...the upcoming pay level survey for the Government" is somewhat naïve.

In conclusion, the tendering procedure may be legally correct but that does not necessarily mean it is credible. Impartiality is seen by the staff side (and, we would suggest, the public) as an important element in the whole process. There will be a continuing doubt that perhaps the tender was written in such a way that only one company would win. At the very least questions will remain as to whether CSB were sufficiently diligent when appointing Watson Wyatt as a "neutral" consultant.

Yours sincerely,



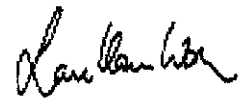
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c.c.
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