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Statistical figures in this annual report are shown on calendar basis.  
本年報內的統計數字以曆年計算。



*2002 was marked by two significant issues.*

The first relates to the Commission's advice on submissions from the Administration. The process has always been marked by a close and constructive working relationship which, in the more complex cases, has involved a robust exchange of views. On many occasions, the Administration has changed its recommendations following feedback from

the Commission whilst, in other instances, following clarification or additional justification, the Commission has been satisfied that the recommendations are in order. Nonetheless, *for the first time on record, the Administration chose not to accept the Commission's advice.* This related to the level of punishment that should be awarded in two related disciplinary cases. The episode was exceptional but its significance should be seen in its proper perspective - it has firmly demonstrated that the Commission does not rubber-stamp the Administration's recommendations whilst also underlying the fact that the Administration is not obliged, nor should it be, to accept the Commission's advice. I am confident that this in no way undermines our vital role - indeed, the Chief Executive has remarked that he fully values PSC's contribution as it provides the Administration with independent advice on matters pertaining to discipline as well as appointments and promotions.

The other major development relates to *the introduction of the new ministerial (accountability) system in July 2002.* This resulted in the Director of Bureaux posts no longer being within the civil service and, accordingly, their incumbents not being civil servants. Legal advice has confirmed, and the Commission is content, that under the Public Service Commission Ordinance, the appointment to, and holders of, these posts fall outside the purview of the Commission.

I continue to remain indebted to all Members of the Commission for their wise counsel and invaluable contribution.

**Haider Barma**  
Chairman

二零零二年有兩件重要的事值得注意。

第一件涉及委員會就政府所提建議而給予的意見。一直以來，在這個徵詢意見的過程中，雙方都保持着緊密而有建設性的工作關係，遇有爭議較多的個案，更積極地交換意見。很多時，政府在考慮委員會的意見後，會修訂他們的建議；有時，委員會在政府澄清或提出額外理據後，亦會認同政府原先的建議。然而，*有記錄以來，這是政府首次選擇不接納委員會的意見*，當中涉及兩宗相關紀律個案懲處的輕重。鑑於情況特殊，我們應該對事件的重要性採取以下的正確觀點：此事明確顯示出委員會並非就政府所提的建議，只作橡皮圖章，亦說明政府毋須，也不應一概接納委員會的意見。我確信委員會的重要角色不會因而被削弱，事實上，行政長官曾表明十分重視公務員敍用委員會的貢獻，指出委員會能夠就紀律事項及聘任與晉升等事宜，向政府提供獨立的意見。

另一個重要發展事項是關於二零零二年七月首次實施的部長（問責）制。此後，局長職位不再屬於公務員體制，任職者亦並非公務員。法律意見已確定，而委員會亦同意，根據《公務員敍用委員會條例》的規定，這些職位的聘任及任職者，均不屬於委員會的職權範圍。

委員會的各位委員建議精闢，貢獻良多，我謹此再致謝忱。



**鮑文**  
主席

The Commission was established in 1950 as an independent statutory body. The Public Service Commission Ordinance and its subsidiary regulations (Chapter 93 of the Laws of Hong Kong) stipulate our remit. Our fundamental role is to advise the Chief Executive on appointments, promotions and discipline.

Our advice on appointments and promotions relates only to the senior ranks of the public service. This covers posts with a maximum salary of \$33,940 (point 26 of the Master Pay Scale) a month or more, up to and including Permanent Secretaries, Heads of Department (HoD) and officers of similar status. At the end of 2002, the number of established civil service posts under the Commission's purview was 35 356.

The posts of Chief Secretary for Administration, Financial Secretary, Secretary for Justice, the Director of Audit as well as posts in the Judiciary, the Hong Kong Police Force and the Independent Commission Against Corruption have always fallen outside the purview of the Commission. With the introduction of the Accountability System on 1 July 2002, Ministers or Directors of Bureau are no longer civil servants and, therefore, the appointments to these posts also need not be referred to the Commission.

As for disciplinary cases, this covers all Category A officers<sup>1</sup> with the exception of exclusions specified in the Public Service Commission Ordinance. Notwithstanding this, the Commission has indicated its readiness to advise on disciplinary cases concerning probationers and agreement officers under the mechanism of the Public Service (Administration) Order.

委員會於一九五零年成立，是一個獨立法定機構，《公務員敍用委員會條例》及其附屬規例(香港法例第93章)訂明委員會的職權範圍。委員會的主要職責，是就公務員的聘用、晉升及紀律事宜，向行政長官提供意見。

委員會提出有關聘用及晉升的意見，僅限於高職級公務員，而所涵蓋的職位包括頂薪點達每月薪金33,940元(總薪級表第26點)或以上，至常任秘書長、部門首長級及職位相若的人員。截至二零零二年年底，在委員會職權範圍內的設定公務員職位共有35 356個。

一直以來，政務司司長、財政司司長、律政司司長、審計署署長，以及司法機構、香港警務處及廉政公署人員等職位，不在委員會的職權範圍內。自二零零二年七月一日推行問責制之後，各局首長或局長不再是公務員，因此，這些職位的聘任事宜亦無須交由委員會處理。

至於紀律事宜，除《公務員敍用委員會條例》訂明的人員外，所有甲類公務員<sup>1</sup>的紀律個案都經委員會處理。不過，委員會已表明樂於就《公務人員(管理)命令》機制下有關試用人員及合約人員的紀律個案，提供意見。

<sup>1</sup> Under the Pension Benefits Regulations, Cap. 99A of the Laws of Hong Kong, "Category A Officer" means an officer who is appointed to an established office and who occupied an established office at the time of his retirement or resignation from the service. This covers virtually all officers except those on probation, agreement and those remunerated on the Model Scale 1 Pay Scale. 根據《退休金利益規例》(香港法例第99A章)，"甲類公務員"指受聘擔任設定職位，並在退休或辭職時責任設定職位的人員。除了試用人員、合約人員和第一標準薪級人員外，實際上包括了所有公務員。

## Other Functions

The Commission's advice is also sought on the following matters :

- representations from officers on matters falling within the Commission's statutory responsibilities and in which the officers have a direct and definable interest;
- deferment/termination of probationary/trial service; and
- employment on agreement terms.

In addition the Commission is required to advise on any matter relating to the public service that may be referred to us by the Chief Executive.

## Advisory Role

The Commission's role is **advisory**. It has no executive powers. The Civil Service Bureau (CSB) and Government departments are responsible for conducting recruitment and promotion exercises as well as interviews and for putting their recommendations to the Commission for advice. The Commission however maintains a watching brief to ensure that the selection process is carried out fairly, meticulously and thoroughly. Departments are required to clarify or justify their recommendations in response to the Commission's observations. The Commission also draws departments' attention to deviations from established procedures/practices and staff management issues identified during the processing of submissions and, where appropriate, recommends measures to deal with these problems.

## 其他職責

委員會亦會就下列事項提供意見：

- 公務員在委員會法定權限內就其有直接和實際利益的事宜提出的申述；
- 延長 / 中止試用 / 試任服務；及
- 按合約條款聘任。

此外，委員會亦須就任何由行政長官轉介而與公務員有關的事宜，提供意見。

## 諮詢角色

委員會只擔任諮詢角色，並無執行權力。公務員事務局和政府各部門負責招聘、晉升和面試工作，並向委員會提交建議，徵詢意見。不過，委員會發揮監察作用，確保甄選程序公平、審慎及妥善進行。部門須回應委員會的意見，澄清或解釋所提建議。委員會審閱建議時，如果發現有偏離既定程序 / 做法的情況或人事管理問題，便會促請部門注意，並建議改善的方法。



Miss Eliza Chan, JP  
Member, Public Service Commission  
陳清霞小姐，JP  
公務員敍用委員會委員

*"The observations made by and the reports prepared by the Commission in relation to submissions from government departments and the CSB are thorough, fair and objective. I believe that by this process the high standard of appointments and conduct of the Civil Service can best be maintained."*

*「委員會就政府各部門及公務員事務局提交的資料而作出的評論及編製的報告，均屬透徹、中肯、客觀。我相信這個程序，最能把公務員的聘任和操守維持在高水平。」*

## Human Resource Management : Policy and Initiatives

The Commission continues to act as a “think tank” to the Secretary for the Civil Service (SCS). The Commission’s views are sought on policy and procedural issues pertaining to appointments, promotions and discipline as well as on a wide range of subjects relating to the review and development of Human Resource Management subjects.

During the year, the CSB consulted the Commission on proposals for the devolution of formal authority to Permanent Secretaries and HoD to make appointments, effect promotions and on other staff management issues. The devolution took effect on 1 November 2002. Notwithstanding this, officers in bureaux/ departments have been reminded that the exercise of the appointment and discipline authority in the civil service will continue to be subject to established procedures and criteria, regardless of whether the authority is exercised by the SCS, Permanent Secretaries or HoD. Moreover, this in no way dispenses with the need to seek the advice of the Commission.

## 人力資源管理：政策和措施

委員會繼續充當公務員事務局局長的“智囊團”，凡與聘用、晉升和紀律有關的政策和程序，以及與檢討和制定人力資源管理方法有關的事宜，政府都會徵詢委員會的意見。

年內，公務員事務局曾就有關將聘任、晉升及其他人事管理的正式權力下放給常任秘書長和部門首長的建議，徵詢委員會意見。下放權力由二零零二年十一月一日起實施。不過，各局／部門人員已獲提醒，公務員的聘任和紀律權力，不論是由公務員事務局局長、常任秘書長，抑或由部門首長行使，這項權力仍須按照既定程序及準則行使。再者，權力縱使下放，但絕不等於毋須諮詢委員會的意見。

## Mission and Performance Target

The Commission's mission is to safeguard the impartiality and integrity of appointment and promotion systems in the civil service and to ensure that recommendations for appointment and promotion are based on merit and are free from political patronage or pressure.

## 使命及工作目標

委員會的使命，是確保公務員的聘用及晉升制度公平公正，並且是以工作表現為依據，不受政治背景或壓力影響。



Mr Wilfred Wong  
Member, Public Service Commission  
王英偉先生  
公務員敍用委員會委員

*"I am happy to witness that more and more emphasis is being placed on meritorious performance rather than seniority in promotion exercises. As a member of the Commission, I undertake to perform the crucial monitoring role in order to ensure that no deserving candidates are passed over."*

*「看見晉升選拔工作愈來愈重視優秀表現而非年資，我深感欣喜。身為委員會委員，我承諾履行重要的監察職務，以確保所有值得晉升的人員，不會被人超越。」*

In 2002, the Commission advised on 1 262 submissions covering recruitment and promotion exercises, discipline cases and other appointment-related subjects. 410 submissions were queried, resulting in 189 re-submissions (46.1%) with recommendations revised by CSB and departments after taking into account the Commission Secretariat's observations. A statistical breakdown of these cases is given in *Appendix I*.

年內，委員會就1 262項建議提供意見，涵蓋範圍包括招聘和晉升工作、紀律個案和其他與聘用有關的事宜。委員會秘書處對其中410項建議提出疑問，公務員事務局和有關部門考慮秘書處的意見後，修訂其中189項（佔46.1%），並向委員會重新提交建議。有關個案的分項數字載於附錄1。

In dealing with recruitment, promotion and disciplinary cases, the Commission's target is to tender its advice or respond formally within four to six weeks upon receipt of departmental submissions. In 2002, 96.6% of the 1 262 submissions (compared with 93.9% in 2001) were dealt with within the pledged processing time. The other submissions related to large and complicated exercises which necessitated a longer processing time.

在處理招聘、晉升及紀律個案時，委員會的目標是在接獲建議後四至六個星期內，正式提供意見或作出回應。年內，在接獲的1 262項建議中，超過96.6%（二零零一年為93.9%）是在目標時間內處理。其餘大型和較繁複的建議，則需要較長時間處理。



In late 2002, Heads of Department/Grade were requested by CSB to confirm the permanency of vacancies in the context of the efficiency savings exercise before recommending substantive promotion. As a result, the advice from the Commission on recommendations of some promotion exercises which had been submitted to the Commission for advice before CSB's request had to be held in abeyance pending confirmation on the availability of the vacancies for substantive promotion.

二零零二年年底，公務員事務局要求部門／職系首長在提出實際升職的建議前，須確定該等空缺有長遠需要，從而配合節約效益的工作。因此，對於那些在公務員事務局提出要求前已提交委員會的晉升個案，委員會未能即時處理，須待有關部門確定可供實際升職的空缺數目，才可就有關建議提出意見。

The Public Service Commission Ordinance specifies that the Commission must comprise a Chairman and not less than two or more than eight members. All are appointed by the Chief Executive and have a record of public or community service. Members of the Legislative Council, the Hong Kong Civil Service and the Judiciary may not be appointed to the Commission. This restriction does not extend to retired officers.

《公務員聘用委員會條例》訂明，委員會須有一名主席，以及不少於兩名或多於八名委員。成員全部由行政長官委任，並有擔任公職或服務社會的經驗。立法會議員、香港公務員和司法機構人員不得加入委員會，但退休公務員則不在此限。

### Membership 成員名單

#### The membership of the Commission during 2002 was as follows :

二零零二年委員會成員名單如下：

Chairman 主席	Mr Haider Barma, JP 鮑文先生, JP	since August 1996 由一九九六年八月起
Members 委員	Mr Christopher Cheng Wai-chee, JP 鄭維志先生, JP	since July 1993 由一九九三年七月起
	Dr Thomas Leung Kwok-fai, BBS, JP 梁國輝博士, BBS, JP	since May 1994 由一九九四年五月起
	Mrs Ng Yeoh Saw-kheng, JP 黃楊素瓊女士, JP	since June 1995 由一九九五年六月起
	Mr Vincent Chow Wing-shing, JP 周永成先生, JP	since February 1998 由一九九八年二月起
	Mr Frank Pong Fai, JP 龐輝先生, JP	since February 1998 由一九九八年二月起
	Dr Elizabeth Shing Shiu-ching, JP 成小澄博士, JP	since June 1999 由一九九九年六月起
	Miss Eliza Chan Ching-har, JP 陳清霞小姐, JP	since December 2001 由二零零一年十二月起
	Mr Wilfred Wong Ying-wai 王英偉先生	since February 2002 由二零零二年二月起
Secretary 秘書	Mrs Lena Chan Chiu Gin-may 陳趙展眉女士	December 1995 to October 2002 由一九九五年十二月至二零零二年十月
	Mrs Stella Au-Yeung Kwai Wai-mun 歐陽桂慧敏女士	since November 2002 由二零零二年十一月起

Biographies of the Chairman and Members are at *Appendix II*.

主席及委員的簡介載於附錄 II。

The Chairman's appointment is on contract terms and he serves on a full-time basis. Other Members have hitherto been given a monthly honorarium in recognition of the voluminous paper work which requires their attention every week. However, in response to the Government's across-the-board review of honorarium for members of boards and committees, given the financial difficulties faced by the Government, Members voluntarily agreed to discontinue with the honorarium system with effect from 1 April 2002. The Administration acknowledged this with gratitude.

主席是按合約條款受聘的全職人員。其他委員則一直按月獲發酬金，作為每周處理大量文件的酬勞。不過，為響應政府因財政困難而全面檢討各個委員會的成員酬金事宜，各委員自願由二零零二年四月一日起終止酬金制度。當局對此深表感謝。



## Secretariat of the Commission

The Commission is served by a small and dedicated team of civil servants from the Executive Officer, Secretarial and Clerical grades. Submissions from the Civil Service Bureau and Government departments are meticulously vetted, with further clarification and justification obtained where necessary, before the advice of the Commission is sought. For easy reference, a flow chart illustrating the vetting process of promotion cases is at *Appendix III*.



Dr Thomas Leung, BBS, JP  
Member, Public Service Commission  
梁國輝博士, BBS, JP  
公務員聘用委員會委員

*“The day-to-day work of the Commission has always been handled with the greatest diligence and professionalism by PSC staff. To meet the challenges of Civil Service reform, the Commission continues to play a proactive role of providing input to the government, to ensure that a forward-looking and balanced view is maintained. This takes into consideration the opinions of the community and the staff.”*

「委員會職員一向以極其勤奮及專業精神，處理委員會日常工作。為配合公務員體制改革，委員會繼續扮演積極角色，向政府提供意見，確保經考慮社會及員工的意見後，維持一個既高瞻遠矚亦持平中肯的立場。」

## 委員會秘書處

秘書處由一小隊行政主任、秘書和文書職系人員組成，竭誠為委員會提供服務。接獲公務員事務局及政府部門提交的建議後，秘書處會先行詳細審議，如有需要，會要求有關方面進一步澄清及解釋，然後呈交委員會徵詢意見。為方便參考，現把說明晉升個案審議程序的流程圖載於附錄III。

During the year, the Chairman and Commission Secretariat continued to respond positively to the Government's Enhanced Productivity Programme by redistributing duties, streamlining work procedures, enhancing office automation and economising on the use of paper. Under the various initiatives, the Commission Secretariat has deleted a total of five posts over the past three years. The updated organisation chart of the Secretariat is at *Appendix IV*.

## Method of Work

Business is normally conducted through the circulation of files. Meetings are held when policy issues or cases which are complex or involve important points of principle have to be discussed. Senior management from departments are invited to the meetings to appraise the Commission on matters of concern so that the Commission will have a better understanding of the problems faced by departments.

年內，主席與委員會秘書處通過重新分配職務、精簡工作程序、加強辦公室自動化和節約用紙等措施，繼續積極響應政府的資源增值計劃。當實行這些措施後，委員會秘書處在過去三年共刪減了五個職位。秘書處的更新組織架構圖見附錄IV。

## 工作方式

委員會的工作通常以傳閱文件的方式進行。如須討論政策事宜、複雜的或涉及重要原則問題的個案，才會開會商議。委員會亦邀請部門的高級管理人員出席會議，陳述所關注的事宜，讓委員會多了解部門面對的問題。

## Homepage on the Internet

The Commission's homepage can be accessed through the Government Information Centre or at the following address :

<http://www.csb.gov.hk/hkgcsb/psc>

The homepage provides basic information on the Commission's role and functions, its current Membership, the way the Commission conducts its business and the organisation of the Commission Secretariat. Our Annual Reports (from 1996 onwards) can also be viewed on the homepage and can be downloaded. The 2001 Annual Report received an average of 110 visits each month<sup>2</sup>.

The total number of recorded visits to our homepage continued to increase substantially. This reflects an increasing interest in our work. A comparison of visits over the past three years is shown below –

## 在互聯網的網頁

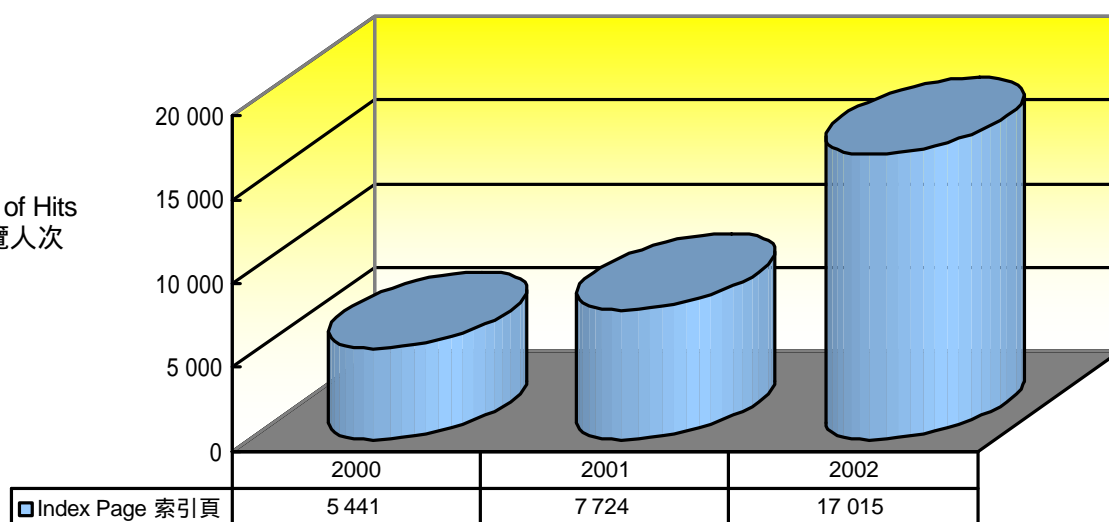
委員會網頁可透過政府資訊中心或在下列網址瀏覽：

委員會的網頁載有委員會的基本資料，包括其角色及職責、現有成員名單、執行職務的程序，以及秘書處的組織架構。此外，委員會年報(自一九九六年起)亦可在網頁上瀏覽及下載。二零零一年的年報每月平均有110人次瀏覽<sup>2</sup>。

瀏覽委員會網頁的總人次，持續大幅增加，反映出愈來愈多人關注委員會的工作。現將過去三年瀏覽人次的比較載於下圖：

## Statistics of PSC Homepage Visit Counts

### 瀏覽委員會網頁人次統計



<sup>2</sup> Hard copies of the Annual Report are also available in public libraries and District Offices. 公共圖書館和各區民政事務處亦有年報的硬複本供索閱。

### Homepage on the Central Cyber Government Office (CCGO)

Our homepage has also been uploaded onto the CCGO since January 2001. It provides an easily accessible alternate route for officers in departments and bureaux to grasp the Commission's general views and latest advice on procedural and policy aspects of appointment and disciplinary matters and thus, hopefully, help them in their work. This homepage has been well received by CCGO users and attracted a total of 3 792 visits last year.

### 在數碼政府合署的網頁

委員會的網頁自二零零一年一月起已上載至數碼政府合署，為部門及決策局人員提供另一個方便快捷的途徑，得悉委員會對聘用及紀律事宜的程序和政策的一般看法和最新意見，希望對他們的工作有所幫助。這個網頁深受數碼政府合署的使用者歡迎，去年共有3 792人次瀏覽。

### Recruitment

Recruitment is undertaken by the Civil Service Bureau and Government departments. The Commission is involved in the process through overseeing the procedural aspects and advising on vetting criteria and on recommendations for appointment. Advice on recruitment exercises takes up approximately 10% of the Commission's time.

In 2002, the Commission advised on the filling of 395 posts in 62 ranks by recruitment<sup>3</sup>. A statistical breakdown of these appointments is given below :

### 招聘

招聘工作由公務員事務局及政府各部門進行。委員會的職責，是監察有關程序，以及就審查準則和聘用建議提供意見。就招聘工作提供建議約佔委員會日常工作10%時間。

在二零零二年，委員會建議以招聘方式填補的職位空缺共有395個，分屬62個職級<sup>3</sup>。這些聘任的分項數字於下表列出：

#### Recruitment 2002 二零零二年招聘人數

	Number 人數
<b>New appointments through local press advertisements</b> 在本港報章刊登廣告後新聘用的人員	
on probation 試用	296
on agreement 合約	14
on transfer (between departments or grades) 轉職(部門或職系之間)	14
<b>New appointments by other means (e.g. in-service appointments, applications for long term vacancies)</b> 通過其他途徑新聘用的人員(例如內部轉職、申請長期懸空職位)	
on probation 試用	1
on agreement 合約	1
on transfer (between departments or grades) 轉職(部門或職系之間)	69
<b>Total 合計</b>	<b>395</b>
<b>Comparison with figures for previous years 與過去數年的數字比較：</b>	
<b>Year</b> 年份	<b>No. of New Recruits</b> 新招聘人數
2000	240
2001	776 <sup>4</sup>
2002	395

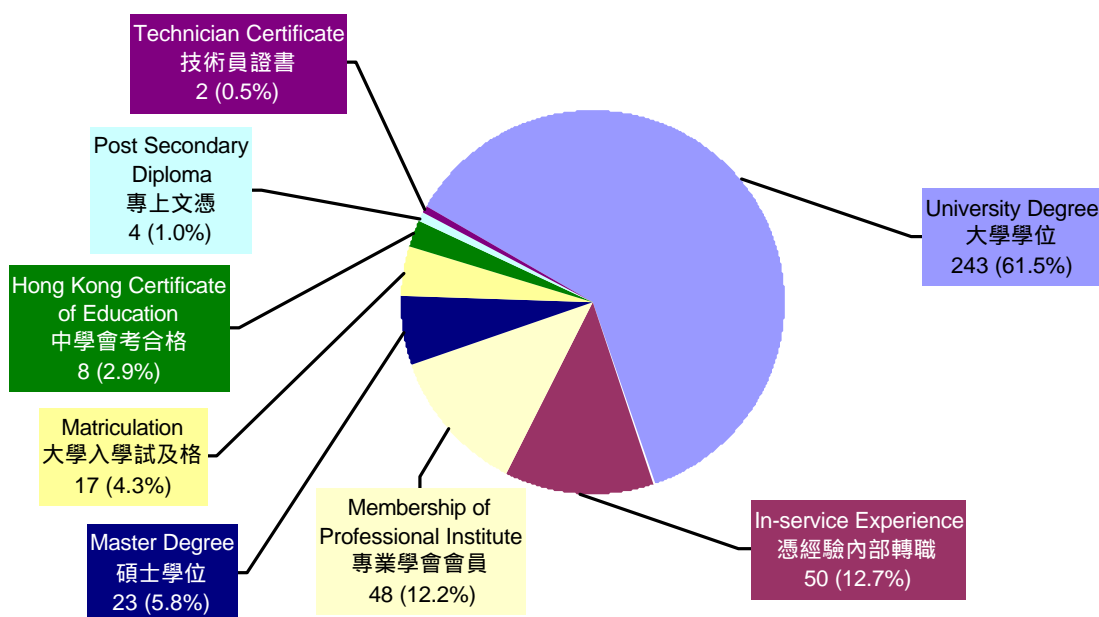
<sup>3</sup> The number of applications received in response to advertisements, which also requires the Commission's vetting, is manifold the number of new recruits shown above. For example, there were some 12 000 applications for a disciplined service grade and some 3 000 applications for a degree grade.  
招聘廣告刊登後收到的所有申請，皆須經委員會評審。申請人數並遠超上表顯示的新招聘人數，例如，一個紀律部隊職系的空缺有12 000多人申請，另一個學位職系的空缺亦有3 000多人申請。

<sup>4</sup> The number of new recruits increased substantially because the recruitment freeze was lifted on 1 April 2001.  
由於暫停招聘人手於二零零一年四月一日結束，新聘用人員的數目因而大增。

The following table shows the breakdown of qualifications held by successful candidates :

下圖列出獲錄用者的學歷分項數字：

### New Appointments in 2002 – By Qualifications 二零零二年按學歷列出的新聘人數



Since the establishment of the Hong Kong Special Administrative Region (HKSAR) Government in 1997, new appointees to the public service must be permanent residents of the HKSAR. However, professional and technical posts may be filled by non-permanent residents if there are no qualified or suitable candidates with permanent resident status (Article 101 of the Basic Law).

自香港特別行政區(特區)政府於一九九七年成立後，新聘用人員必須是特區永久性居民。然而，以專業及技術職位而言，假如永久性居民當中沒有合資格或合適的人選，則可招聘非永久性居民填補(《基本法》第101條)。

In 2002, the Commission advised on the filling of four vacancies by non-permanent residents, details of which are as follows :

在二零零二年，委員會建議由非永久性居民填補的職位空缺共有四個，詳情如下：

#### Vacancies Advised for Filling by Non-Permanent Residents in 2002

二零零二年建議由非永久性居民填補的職位空缺

**Agriculture, Fisheries and Conservation Department**  
漁農自然護理署

Veterinary Officer  
獸醫師  
Senior Veterinary Officer  
高級獸醫師

**Chief Secretary for Administration's Office**  
政務司司長辦公室

Principal Archivist  
首席檔案主任

**Education Department**  
教育署

Senior Assistant Director of Education  
高級助理署長

#### Comparison with figures for previous years 與過去數年的數字比較：

Year 年份	No. of Non-Permanent Residents Appointed 聘任非永久性居民人數
2000	1
2001	4
2002	4

The four vacancies required professionals with specialist knowledge. To widen the trawl of qualified candidates and to save time, the Commission agreed the vacancies could be advertised both locally and overseas simultaneously. Non-permanent residents were selected and offered appointment ultimately because no local qualified candidate was available.

上述四個空缺須由具備專門知識的專業人士填補。為擴闊合資格人選的招聘範圍及節省時間，委員會同意可在本地及海外同時刊登該等空缺的招聘廣告。由於未有本地合資格人選適合擔任該些職位，最後選擇聘用非永久性居民。

Serving overseas agreement officers in the civil service are retained primarily on operational and specialist grounds. They can apply for transfer to local terms subject to their obtaining permanent resident status and their satisfying language and other criteria.

目前在政府任職的海外合約公務員，主要是由於運作需要和他們的專業才能而得以留任。他們取得永久居留身分並符合語文和其他規定後，可以申請轉為按本地條款受聘。

#### Special Appointments

The Government has an extremely diversified range of functions to perform. Civil servants do not always have the expertise to carry out specialised functions; hence special appointments<sup>5</sup> are sometimes necessary. These appointees do not compete with the civil servants for promotion and the continued need for their employment is reviewed regularly.

#### 特別聘任

由於政府要執行的職務範圍極為廣泛，公務員未必具備所有專責職務所需的專門知識，因此有時需要特別聘任專才<sup>5</sup>。這些受聘者不會與公務員競逐晉升，當局亦定期檢討是否有需要繼續聘用他們。

<sup>5</sup> Such appointments do not occupy an established post in the civil service.  
該等聘任並不佔公務員的常額職位。



The Commission did not receive any submission recommending the offer of 'special appointment' in 2002.

### Promotion

During the year the Commission advised on 1 107 promotions to fill vacancies in 339 ranks<sup>6</sup>. These included 109 promotions to directorate vacancies which included 43 to the senior directorate ranks (see *Appendix V*).

The Commission has been particularly concerned that inconsistencies in standard of reporting do not result in an undeserving officer gaining promotion. As such, the Commission is pleased to see that, most departments have accepted the Commission's advice and have established assessment panels, preceding promotion boards, to comment on reports so as to achieve a consistent standard of reporting.

### Complaints/Appeals

During the year the Commission dealt with 18 representations/complaints relating to promotion or in-service recruitment exercises. After careful and thorough examination, the Commission was satisfied that all the appeals were unsubstantiated. Nevertheless, the Commission advised the departments concerned that representations arising from promotion exercises should be brought to the attention of the next promotion boards.

The Commission also received 12 complaints relating to the termination of the trial/probation bar, posting/acting arrangements, the staff appraisal system and alleged misconduct against individual officers. Nine of these complaints were unfounded. The other three cases related to :

二零零二年內，委員會並無收到任何特別聘任的建議書。

### 晉升

年內，共有1 107個職位空缺採用晉升方式填補，委員會對晉升建議提供意見。這些職位分屬339個職級<sup>6</sup>，其中109個是首長級空缺，包括43個高層首長級空缺(見附錄V)。

一直以來，委員會最關心的是評核準則的不一致，不會導致那些不值得擢升的人員獲得晉升。故此，委員會欣見大多數部門已接納委員會建議，在召開晉升選拔委員會之前，成立評核委員會，研究評核報告，務求評核準則一致。

### 投訴 / 上訴

年內，委員會處理18宗與晉升或內部招聘工作有關的申述 / 投訴。經詳細審查後，委員會認為所有投訴均不成立。不過，委員會亦建議有關部門，應把這類因晉升而引起的申述告知下一個晉升選拔委員會。

此外，委員會收到12宗投訴，涉及中止試用 / 試任關限、職位 / 署任安排、員工工作表現評核制度，與及個別人員不當行為的指控。當中九宗投訴不成立。其餘三宗個案則涉及：

<sup>6</sup> The number of eligible officers far exceeded the number of promotees. In a number of promotion exercises, over 300 candidates were shortlisted for detailed consideration by the board.

合資格人員的數目遠超獲得晉升的人數，在一些晉升選拔中，供晉升選拔委員會詳加考慮的合資格人員超過 300 名。

- (a) an appeal case relating to the termination of trial bar – the Commission was of the view that the officer on trial should be given another chance to prove her worth. This was accepted by the department;
- (b) a case concerning the performance appraisal system – the Commission's view was that the department could have handled the complainant's case better. The department later promised to implement new measures to improve transparency in the staff appraisal system; and
- (c) an officer's complaint against the undue delay in conducting performance counselling by the management – this was substantiated after a thorough examination by the Commission. The department was advised of the need to be more proactive in dealing with performance management issues and to avoid recurrence of a similar incident in future. The officer was pleased with the result and wrote a letter to acknowledge the efforts of the Commission :

*".....Your staff members' professionalism insight and fair judgment in handling my grievance make me regain the confidence on the integrity of the civil service. Undoubtedly, the integrity of the civil service is one of the most valuable assets of HKSAR, and surely you and your staff unremittently help the Chief Executive to maintain it."*

There were also five other complaints which related to matters outside the Commission's purview. These were referred to the relevant departments for follow-up action.

### Renewal/Extension of Agreement

The Commission advised on the renewal of contracts of 78 officers in 2002. They comprised 27 on overseas terms, 32 on local terms and 19 on common terms. In tendering advice, the Commission suggested that departments should remind officers on contract terms of their eligibility to apply for transfer to permanent and pensionable terms.

The Commission also advised on 64 cases of extension of agreement. These comprised 13 on overseas terms, 36 on local terms and 15 on common terms.

- (a) 一宗關於中止試任關限的上訴個案—委員會認為應給予該名試任人員另一次機會以證明她的才能。有關部門接納委員會的意見。
- (b) 一宗關於工作表現評核制度的個案—委員會認為，該部門對於投訴人的個案，其實可以處理得更好。該部門後來答應採取新措施，提高員工工作表現評核制度的透明度；以及
- (c) 一名人員投訴管方過度延誤進行工作表現輔導—委員會詳細調查後，認為投訴有理，於是建議該部門多些主動進行工作表現管理，以免類似事件再次發生。該名人員對此調查結果深感欣慰，並致函表揚本委員會的努力：

*“ 委員會的人員處理我的申訴時，目光如炬、判斷公正，使我對公務員的持正操守恢復信心。行事持正的公務員隊伍，無疑是香港特區政府最有價值的資產之一。確信你和屬下人員必定努力不懈，繼續協助行政長官維持這項資產。 ”*

此外，委員會收到另外五宗投訴，所涉事宜不屬於委員會的職權範圍，因此已轉交相關的部門跟進。

### 續約 延長合約

二零零二年，委員會就78名人員的續約事宜提供意見，其中27人按海外條款、32人按本地條款及19人按劃一聘用條款受聘。委員會在提供意見時，建議部門提醒有關合約人員，關於他們可以申請轉為按常額及可享退休金條款受聘的資格。

委員會亦就64宗延長合約的個案提供意見。其中13宗按海外條款、36宗按本地條款及15宗按劃一聘用條款延任。

### Extension of Service/Re-employment after Retirement

The Commission advised on 15 cases of re-employment after retirement under the Old Pension Scheme, which were all justified on operational grounds. One case of extension of overseas agreement beyond the normal retirement age of 60 was also approved in the year.

### Refusal/Deferment of Passage of Probation/Trial Bar

The Commission remains of the firm view that confirmation to the permanent establishment should not be “automatic” and thus continues to advocate the need for a more realistic assessment of the performance of probationers/officers on trial. It is reassuring that most departments have now adopted this approach and have made full use of the probationary/trial period to observe these officers' performance. Where there are adequate reasons to further test an officer on performance grounds, an extension period of 12 months has been widely adopted as the norm so as to allow sufficient time for the management to ascertain the progress made by the officer and his suitability for confirmation. The Commission has also been pleased to note that where the officers are clearly unsuitable, departments have taken the initiative to terminate the probationary/trial service without waiting till the full period is up.

In 2002, 23 officers were granted extension of probationary/trial service and 15 officers had their respective services terminated. A statistical breakdown is given below :

### 退休後延任 重行受僱

委員會曾就15宗申請根據舊退休金計劃退休後重行受僱的個案提供意見，全部都能證明因運作需要而提出申請。年內，委員會批准一宗要求在達到60歲正常退休年齡後延長海外合約的申請。

### 拒予通過 / 延長試用 / 試任關限

委員會堅決認為試用 / 試任人員不應“自動”獲確實聘任為常額編制人員，所以一向呼籲部門必須認真地評核試用 / 試任人員的工作表現。委員會樂見大部分部門已經這樣做，並在試用 / 試任期內盡量觀察這些人員的表現。如果有足夠理由證明須進一步測試這些人員的表現，慣常的做法是把試用 / 試任期延長12個月，以便管方有充裕時間確定該名人員是否有進步及適宜確實聘任。委員會亦樂於看到，部門當認為試用 / 試任人員顯然不稱職時，亦不再等試用 / 試任期屆滿，即主動中止其試用 / 試任。

二零零二年，共有23名人員獲延長試用 / 試任，另有15名人員被中止服務。分項統計數字如下：

Probationary/Trial Service 試用 / 試任	2000	2001	2002
extended for 6 months or less 延長6個月或以下	12	19	10 <sup>7</sup>
extended for 12 months 延長12個月	21	18	12
extended for 18 months 延長18個月	-	1	1
services terminated 遭中止服務	19	14	15
<b>Total 總數</b>	<b>52</b>	<b>53</b>	<b>38</b>

<sup>7</sup> Most of these officers' probationary/trial service were extended to cover their period of sick/maternity leave or allow the officer to obtain the requisite qualification. Hence the period of the extension was much shorter. 這些人員大部分因放取病假 / 分娩假或需要時間取得所需資格，所以需要延長試用 / 試任期，而延長的時間亦因而較短。

### Opening-up Arrangement

During the year the Commission advised on 19 cases under the opening-up arrangements whereby positions in promotion ranks occupied by agreement officers were opened up for competition between the incumbent officer and eligible officers one rank below. This arrangement applies to both overseas officers who are permanent residents and are seeking a further agreement on locally modelled conditions, or other agreement officers applying for a further agreement on existing terms.

### Localisation – Transfer to Local Permanent and Pensionable Terms

There were 64 officers seeking transfer from agreement terms to pensionable terms in 2002. These comprised 20 applications for transfer from local agreement terms, five from locally modelled agreement terms and 39 from common agreement terms.

*Appendix VI* shows a breakdown of appointments, promotions by salary group and related matters advised by the Commission in 2002.

### Section 12 of the Public Service (Administration) Order (PS(A)O) – Compulsory Retirement in the Public Interest

Compulsory retirement under section 12 of the PS(A)O is *not* a form of disciplinary action or punishment but pursues as an administrative measure in the public interest on the grounds of:

- (a) “loss of confidence” – the officer is initially interdicted from duty while proceedings are in progress because the management has lost confidence in the officer and cannot entrust him with public duties; and
- (b) “persistent substandard performance” – the officer is warned that action is being contemplated to retire him but is allowed to remain on duty during the observation period to assess whether his performance has improved to an acceptable standard.

### 開放職位安排

年內，委員會就19宗採用開放職位安排的個案提供意見。開放職位是指把合約人員本身所擔任屬於晉升職級的職位，開放給該名人員及其他低一級的合資格人員競逐。這項安排適用於本身是永久性居民而希望按本地模式條款續約的海外人員，以及申請按現行條款續約的其他合約人員。

### 本地化政策一轉為按本地常額及可享退休金條款聘用

二零零二年，共有64名公務員申請由合約條款轉為按可享退休金條款受聘，其中20名屬於本地合約制，5名本地模式合約制，其餘39名則屬於劃一合約制。

曾在二零零二年徵詢委員會意見的聘用和晉升個案(按薪俸組別列出)及有關事宜的分項數字，載於附錄VI。

### 《公務人員(管理)命令》第12條一着令為公眾利益着想而退休

根據《公務人員(管理)命令》第12條着令人員退休，並非紀律行動，也不是懲罰，而是為公眾利益着想，基於下列原因而採取的行政措施：

- (a) “失去信心”——有關人員在紀律程序進行期間會被停職，因為管方已對他失去信心，不能委派他執行公職；以及
- (b) “工作表現持續欠佳”——有關人員已遭當局警告，表示正考慮着令他退休，但准許他繼續執行職務，以便評估他在觀察期間的工作表現是否已改善至可接受的水平。

During the year, the Commission advised on 12 cases under section 12 of the PS(A)O. Four of these officers were retired because the management had lost confidence in them and the other eight officers were retired because of their substandard performance. The Commission has reminded departments that non-performers should be identified and to take appropriate follow-up action.

### Management Initiated Retirement (MIR) Scheme

The MIR Scheme provides for the retirement of directorate officers on the permanent establishment to facilitate organisational improvement and to maintain the high standards expected of the directorate. It can be invoked on management grounds if the approving authority has been fully satisfied that :

- (a) the retirement of an officer from his present office is in the interest of the organisational improvement of a department or grade; and
- (b) there will be severe management difficulties in accommodating the officer elsewhere in the service.

The officer concerned will be notified beforehand and given the opportunity to make representations. A panel chaired by the Secretary for the Civil Service will consider each case following which the Commission's advice will be sought on the recommendation to retire these officers. Last year, only one case was received and the Commission was satisfied that the recommendation should be supported and advised accordingly.

年內，委員會就12宗有關《公務人員(管理)命令》第12條的個案提供意見，其中四名人員因管方對他們失去信心而須退休，另外八名則因工作表現欠佳而須退休。委員會已提醒各部門留意表現欠佳的人員，並採取適當的跟進行動。

### 補償退休計劃

補償退休計劃是讓屬於常額編制的首長級人員提早退休，以便改善部門組織及維持首長級公務員應有的高水平表現。假如批核當局確信下列情況將會出現，便可根據管理的理由，實行此項計劃：

- (a) 有關人員從現任職位退休，有助所屬部門或職系改善組織；以及
- (b) 管理層難以把有關人員安置在其他政府工作崗位。

有關人員事前均會接獲通知及有機會申辯。一個由公務員事務局局長擔任主席的委員會，先逐一審議每宗個案，然後請本委員會就着令有關人員退休的建議，提供意見。去年，委員會只接獲一宗個案，經研究後認為有關建議應予支持，並據此提供意見。

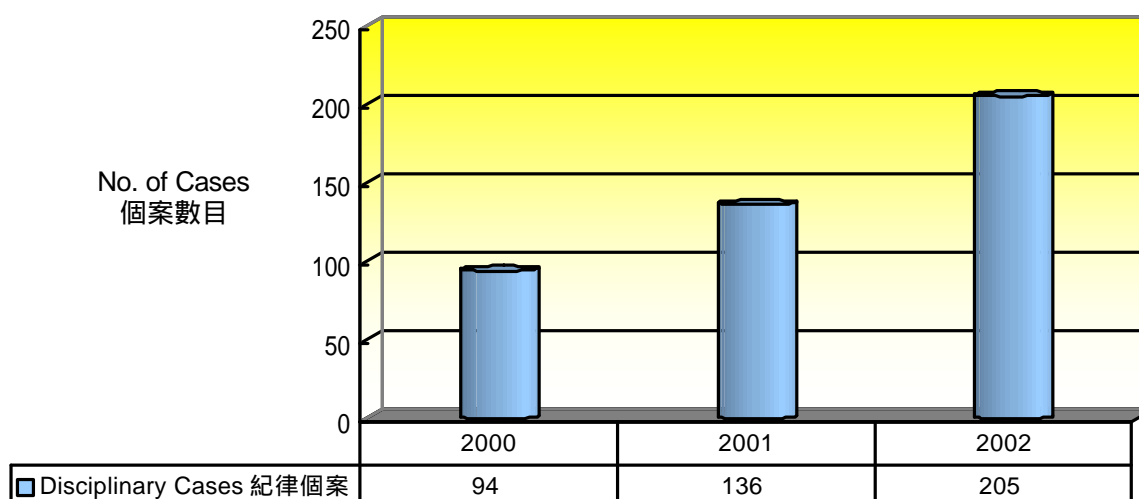
## Disciplinary Cases

The Commission is responsible for advising on disciplinary cases on all Category A officers in the public service with the exception of a small number of exclusions specified in the Public Service Commission Ordinance.

## 紀律個案

除《公務員任用委員會條例》訂明的少數人員外，涉及甲類公務員的紀律個案，均由委員會提供意見。

**Number of Disciplinary Cases Advised on from 2000 to 2002**  
二零零零至二零零二年獲提供意見的紀律個案數目



The Commission has continued to encourage the Administration to actively pursue misconduct cases. The increase in the number of cases is also attributable to management's determination to tighten up discipline by more readily initiating formal disciplinary action against defaulters as well as the Secretariat on Civil Service Discipline being able to reduce its processing time and refer more cases to the Commission for advice. The Commission's advice is based on the principles of equity and fairness, taking into account the nature and gravity of the misconduct involved in each case, the officer's service record, any mitigating or aggravating factors, whether there have been court proceedings, and the level of punishment in precedent cases.

委員會繼續鼓勵當局積極追究公務員的失當行為。個案數目增加的原因，是管方決心加強紀律，銳意對違紀人員採取正式紀律行動，以及公務員紀律秘書處能夠縮短處理時間，並把更多個案轉交委員會以提供意見。委員會提供意見時，是以公平公正為原則，並會考慮每宗個案失當行為的性質和嚴重程度、當事人的服務紀錄、懲罰加減的理由、是否涉及法律訴訟，以及以往案例的懲罰程度。



The increasing trend in the number of criminal conviction cases continued this year – 85 as compared with 52 in 2001, representing a growth of 63%. This is mainly attributable to an increase in traffic related offences.

The following tables provide an analysis of the type of misconduct cases and the level of penalties awarded during 2002 :

年內，因刑事罪名成立的紀律個案仍然有增無減，達85宗，比二零零一年的52宗上升了63%。這主要是因為違反交通規例的罪行有所增加。

下表列出二零零二年內違紀行為類別及懲處程度：

### Disciplinary Cases Referred to the Commission for Advice – Misconduct/Offences and Penalties Advised on During 2002

徵詢委員會意見的紀律個案 - 二零零二年內處理的違紀 / 刑事個案及建議的懲罰

Category of Misconduct/Offences 違紀 / 刑事個案類別

Penalties 懲罰	Corruption related offences 與貪污有關罪行	Theft 盜竊罪行	Traffic related offences 違反交通規例的罪行	Crimes not under columns 1, 2 and 3 第一、二、三欄以外的罪行	Abuse of official position, negligence, insubordination, loss of confidence, substandard performance 濫用職權、疏忽職責、不服從上級、失去信心、表現欠佳	Unpunctuality, unauthorised absence, abscondment 不守時、擅離職守、棄職潛逃	Others (accepting unauthorised loans, outside work, falsify claim of allowance, etc) 其他 (接受未經批准的借貸、外間工作、虛報津貼等)	Total 合計
Dismissal 撤職	1	4	-	12	1	8	7	33
Compulsory Retirement +Fine 迫令退休+罰款	-	-	-	2	1	2	-	5
Compulsory Retirement 迫令退休	-	2	-	7	15	6	4	34
Lesser Penalty 較輕微的懲罰	-	5	37	15	16	18	42	133
<b>TOTAL 合計</b>	<b>1</b>	<b>11</b>	<b>37</b>	<b>36</b>	<b>33</b>	<b>34</b>	<b>53</b>	<b>205</b> Note 註

Note 註: (a) 85 of the 205 cases followed upon conviction.

在205宗個案中，有85宗是當事人被法庭裁定刑事罪名成立後再予懲處。

(b) In 6 of the remaining 120 cases, the officers have absconded.

至於其餘120宗，有6宗所涉及的人員已棄職潛逃。

(c) The 205 cases include 10 in the Disciplined Services (including 2 from the Police Force and the Customs & Excise on seeking the Commission's informal advice).

在205宗個案中，委員會曾就10宗涉及紀律人員的個案(包括2宗涉及警隊和香港海關的個案)提供非正式意見。

(d) 12 cases under PS(A)O s.12 are included.

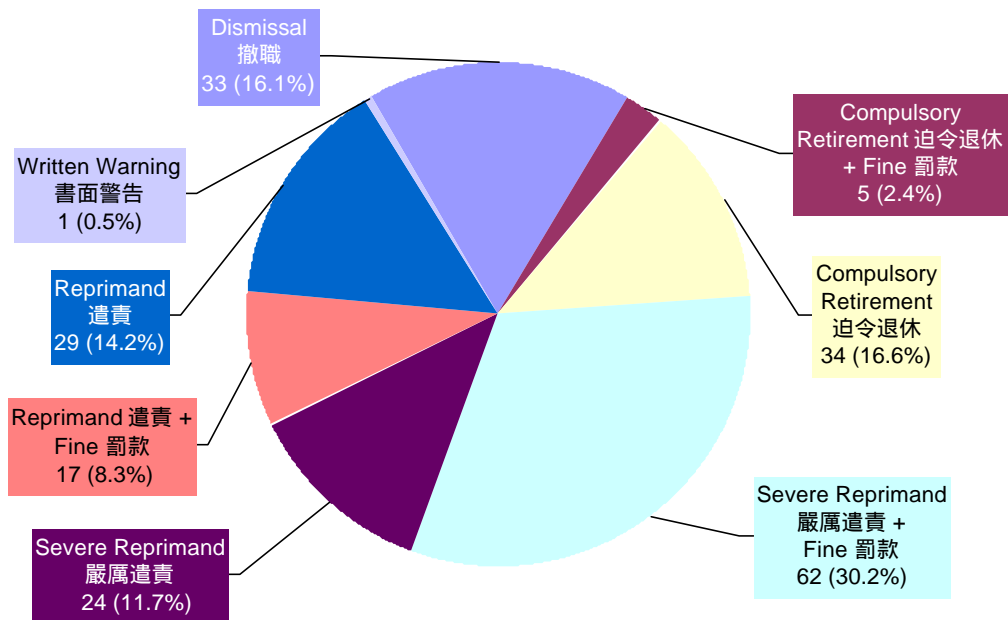
上表包括12宗根據《公務人員(管理)命令》第12條處理的個案。

**Penalties Advised on During 2002 – Breakdown by Salary Group**  
 二零零二年內建議的懲罰 – 按薪俸組別劃分的分項數字

Penalties 懲罰	Salary Group 薪俸組別		
	At or Below Master Pay Scale 13 or equivalent 總薪級表第13點 或以下或同等薪點	Master Pay Scale 14 to 33 or equivalent 總薪級表第14至33點 或同等薪點	Master Pay Scale 34 and above or equivalent 總薪級表第34點 或以上或同等薪點
Dismissal 撤職	17	11	5
Compulsory Retirement + Fine 迫令退休+罰款	1	1	3
Compulsory Retirement 迫令退休	10	21	3
Severe Reprimand + Fine 嚴厲譴責+罰款	34	23	5
Severe Reprimand 嚴厲譴責	12	9	3
Reprimand + Fine 譴責+罰款	17	-	-
Reprimand 譴責	18	7	4
Written Warning 書面警告	-	1	-
<b>Total</b> 合計	<b>109</b>	<b>73</b>	<b>23</b>

### Analysis of Penalties Advised on During 2002 二零零二年內所建議懲罰的分析

**Removal from service 解僱 : 35%**  
(Dismissal 撤職 + compulsory retirement 迫令退休)



The Commission fully supports the Administration's determination to uphold the highest standards of probity in the civil service and, where warranted, take disciplinary action expeditiously against civil servants who have misconducted themselves. In examining disciplinary cases, the Commission has always endeavoured to ensure that the level of punishment proposed is justified on the basis of the facts and evidence presented, taking into account the need to maintain service-wide consistency and parity in treatment.

While precedent cases provide useful benchmarks, the Commission is ever mindful of the need to set new standards to meet changing circumstances and the rising public expectations of the civil service. The Commission has therefore continued to review disciplinary policies and procedures in conjunction with the Civil Service Bureau (CSB) and the Secretariat on Civil Service Discipline. Indeed, many of the changes already implemented and some of the proposals now being studied arise from the Commission's initiatives. The Commission is pleased to note CSB's engagement of a legal advisor of the Department of Justice to assist in its continuing review of the disciplinary mechanism in the civil service. The Chairman held in-depth discussions with the legal advisor and the Commission will continue to render full support in the exercise.

The main comments, observations and recommendations in the discipline field made by the Commission in the past year are described in the ensuing paragraphs.

### Removal from service

Arguably, the most difficult aspect in dealing with disciplinary cases is not in deciding whether an officer is guilty of misconduct but rather, in determining the appropriate punishment that should be awarded. This particular dilemma is most acute in some cases which clearly justify **removal from service**: should this result in **compulsory retirement** or **dismissal**? The former enables an officer to retain pension benefits albeit on a deferred basis, whereas the latter results in a complete loss of all benefits. The Administration and the Commission have held different views on some such cases in the past and, bar one exception, a consensus has been reached following detailed deliberations.

當局決心維持公務員隊伍的崇高操守，並在有需要時對違紀人員迅速採取紀律行動，委員會對此十分支持。研究紀律個案時，委員會一向致力確保所建議的懲罰，是以呈交的案情和證供為依據，並且顧及到在全體公務員中，維持貫徹劃一做法的需要。

雖然以往的案例，可以提供有用的基準，但委員會一直認為有需要不時釐定新的標準，以配合不斷轉變的情況，以及市民對公務員愈來愈高的期望。因此，委員會經常與公務員事務局及公務員紀律秘書處，一同檢討紀律處分政策與程序。事實上，不少已經推行的改革，以及一些正在研究中的建議，都是委員會主動提出的。委員會欣悉，公務員事務局已委任律政司的一位法律顧問，協助檢討公務員紀律處分機制。主席曾與該位法律顧問深入討論，委員會亦會繼續全力支持該項檢討。

委員會年內在紀律範疇方面提出的主要評論、意見及建議，載於下文各段。

### 免職

處理紀律個案時的最大難題，可以說不在於裁定有關人員是否違紀，而是判處適當的懲罰。這個難題在處理一些顯然應予免職的個案時最為明顯：究竟應判處迫令退休，抑或撤職？前者可讓有關人員保留延付的退休金福利，而後者的結果是福利盡失。當局與委員會以往曾對部分這類個案持不同意見，但除兩宗相關的個案外，其他個案經詳細商議後都能達致共識。

It needs to be put on record that for the first and only time there were two related cases in which the Chief Executive ultimately decided not to accept the Commission's advice that the officers should be "compulsorily retired" but "dismissed" as recommended by the Administration. What is important is that these cases were exhaustively debated and that there was no disagreement whatsoever that the officers concerned had to be **removed from the service** because of the severity of their misconduct. It was a question of fine judgement as to what the appropriate level of punishment should be, and, indeed, these particular cases have highlighted the urgency to introduce additional tiers of punishment relating to a reduction of pension or stiffer financial penalties.

#### Compulsory retirement with reduced pension

Although an additional fine of up to two increments for 12 months has been imposed in a few cases in which the officers concerned were punished by compulsory retirement, the amount involved is insignificant when compared with the full loss of all pension benefits in dismissal cases. Notwithstanding the provision for reduced pension not exceeding 25% in the Pension Benefits Ordinance, this has never been invoked. The Commission has debated this matter on numerous occasions and has repeatedly urged CSB to include compulsory retirement with 25% of the pension benefits reduced as a punishment in cases bordering on dismissal. CSB continues to study this complex option, which needs to balance the need of maintaining a high standard of probity in the civil service without lowering the threshold of dismissal for the most serious misconduct cases.

須予記錄在案的是，在處理兩個相關的個案時，行政長官最終決定不接納委員會的“迫令退休”建議，而按照當局的建議，把有關人員“撤職”。這種情況是首次也是唯一一次出現。重要的是，這兩個個案已予深入討論，而由於違紀行為嚴重，雙方對有關人員須予免職一事，並無異議。至於什麼程度的懲罰才算恰當，涉及在判斷上微細的分別。事實上，這兩個特殊的個案，反映出當局急需增加懲處級別，例如扣減退休金，或更重的罰款。

#### 迫令退休兼扣減退休金

雖然在迫令退休的個案中，有小部分當事人被額外判處相當於扣減兩個增薪點達12個月的罰款，但所涉款額，與退休金福利盡失的撤職個案相比，實在微不足道。儘管《退休金利益條例》訂明當局可扣減不超過25%的退休金，但當局從未引用過這項條款。委員會曾多次辯論此事，並屢次促請公務員事務局對或可判處撤職的個案，以迫令退休兼扣減25%退休金作為處分。公務員事務局仍在研究這個複雜課題，以在保持公務員的崇高操守及不降低革職處分(就最嚴重的失當行為個案而言)的標準之間，取得平衡。



Mr Christopher Cheng, JP  
Member, Public Service Commission  
鄭維志先生, JP  
公務員聘用委員會委員

*"I unreservedly support 'removal from the service' in cases where officers have been found guilty of serious misconduct. However, apart from corruption related cases which justify total loss of pension and all benefits, I believe that in other cases, officers should retain some benefits earned through years of service. For this reason, the Administration should actively consider reduction in pension as one of the tiers of punishment which can be awarded."*

*「公務員如果證實行為嚴重失當，我絕對贊成予以免職。然而，除了與貪污有關的個案理應完全喪失退休金和所有福利外，我認為在其他個案中，公務員仍應保留多年來服務所積存的部分福利。故此，政府應積極考慮以扣減退休金作為其中一種懲處。」*

### Consistency in disciplinary principles and procedures throughout the service

Currently, as provided by the Public Service (Administration) Order (PS(A)O), the Commission only advises on formal disciplinary cases involving Category A officers, i.e., officers employed on permanent terms. This excludes Category B officers, viz., those who are on probation, agreement or remunerated on the Model Scale 1 Pay Scale. Under the new entry system, the number of Category B officers will increase due to the longer probation period and the ensuing appointment on agreement terms. Previously, formal disciplinary cases involving these officers would be subject to the Commission's advice once they have been confirmed to the permanent establishment after a two-year probation period. However, they now fall outside the purview of the Commission. Members believe that the same standards of conduct must apply to this group of officers and, to assist the Administration, have offered to provide "informal" advice on disciplinary cases that may arise. Similarly, as there is no reason to exclude only the Model Scale 1 Pay Scale staff from the Commission's purview, the Commission has also indicated that it would be happy to advise informally on such cases.

### 公務員隊伍採取一致的紀律原則及程序

根據《公務人員(管理)命令》，委員會現時只就有關甲類人員(即以常額條款聘用的人員)的正式紀律個案提供意見。這並不包括乙類人員，即試用人員、以合約方式聘用的人員或按第一標準薪級表支薪的人員。在新入職制度下，由於試用期較長及隨後須以合約方式續聘，乙類人員的數目勢將增加。以往，這類人員一旦經過兩年試用期並獲確實聘任為常額編制人員，有關他們的正式紀律個案就必須諮詢委員會的意見。但在新制度下，有關他們的個案並不在委員會的權限之內。委員認為相同的行為標準必須應用於這類人員。為協助當局，委員提議就這類人員的紀律個案，給予“非正式”意見。同樣，由於單把第一標準薪級人員摒於委員會權限之外，並無道理，委員會已表明樂於就這類個案提供非正式意見。



As for the disciplined services, the Commission accepts that acts of misconduct relating to operational matters should be dealt with immediately and that the respective Heads of Department should have the authority to take action in accordance with powers conferred on them by the relevant Ordinances.

### Consideration of the level of punishment

When deciding on the level of punishment, the disciplinary authority should consider various factors including the gravity of the misconduct/criminal offence; the officer's disciplinary and service records; any mitigating factors; and the customary level of punishment. Amongst these factors, the gravity of the misconduct/criminal offence must continue to be given the most weighting with other factors being secondary considerations. The Commission firmly believes that unsubstantiated charges should under no circumstances be taken into account to justify the imposition of a heavier punishment on an officer for the misconduct for which he has been found guilty.

### Speeding up the processing of disciplinary cases

To ensure due process and fair hearing, the Commission agrees that it is necessary to have a system which provides a good balance between the need to ensure fairness to the accused officer and the need to speed up the processing time for disciplinary cases. However, it is noted that such safeguards have sometimes been abused by unscrupulous officers. To cite an example, an officer had manipulated the system by continuously making excuses in seeking a deferment of the disciplinary proceedings against him under section 10 of PS(A)O. This stretched over a three-year period, and as a result the officer, who had been interdicted, was able to get 50% of his salary without performing any duties during the period preceding his final removal from the service. The Commission has pinpointed the need to resolve this problem.

對於在紀律部隊內與執勤事宜有關的不當行為，委員會認同應立即處理，而所屬部門首長應有權根據有關條例所賦予的權力，採取行動。

### 考慮處分水平

紀律處分當局在釐定處分水平時，應考慮各種因素，包括不當行為／刑事罪行的輕重、有關人員的紀律及服務記錄、是否具有減輕懲罰的理由，以及慣有的處分水平。當中仍須以不當行為／刑事罪行的輕重為最重要的因素，其餘次之。委員會堅信，無論任何情況下，也不應把不成立的指控，作為支持理據，然後以較重的處分懲罰有關人員的其他不當行為。

### 加快處理紀律個案

為確保處理程序不受延誤，以及聆訊的公允，委員會贊同有需要設立一個制度，從而在保障被告人員得到公平對待以及在加快處理紀律個案這兩者間，取得適當的平衡。不過，值得注意的是，現有的保障有時會遭有欠操守的人員濫用。舉例說，某名人員不斷借故拖延當局根據《公務人員(管理)命令》第10條而對他進行的紀律程序，從而不當地操控整個制度。此事拖延長達三年，結果該名遭停職人員，在最終被免職前的那段期間，居然可以毋須執行職務而照支半薪。委員會認為這個問題極須解決。



Mr Vincent Chow, JP  
Member, Public Service Commission  
周永成先生, JP  
公務員敍用委員會委員

*“From what I have seen, I think there is an urgent need to streamline the disciplinary procedure so as to shorten the processing time. Another need is to bridge the gulf between **dismissal** and **compulsory retirement**. There should be middle ground between the two extremes - the former destroys one’s reputation and results in total loss of the pension, the latter ends the job but leaves the pension intact.”*

*「就我一直觀察所得，我認為有迫切需要精簡紀律處分程序，以縮短處理時間。其次是縫合革職及迫令退休之間的鴻溝，兩極之間應設有一個中間點—前者令名聲受損及退休金盡失，後者却是退休金分毫不損，只是丟了工作而已。」*

### Policy on interdiction

Prolonged periods of interdiction with pay have attracted public criticism. The Commission has advised the Administration to explore limiting interdiction with pay to a fixed period or opting for immediate interdiction without pay subject to reimbursement if the charge against the officer is subsequently found unsubstantiated. In this regard, the Commission is pleased to note that one of the objectives of CSB’s review on the disciplinary mechanism is to reduce the duration of and public expenses related to interdiction cases.

### Non-duty-related traffic convictions

In accordance with section 11 of the PS(A)O, an officer may be punished following his conviction of a criminal offence, including traffic offences. The Commission is of the view that an officer who has been convicted of a traffic offence which is non-duty-related should not be subject to further disciplinary action unless drink-driving or other misconduct that is unbecoming of a civil servant, is involved. This has been accepted by CSB.

### 停職政策

有薪停職期過長的問題，已經引起公眾非議。委員會已建議當局，研究為有薪停職設定一個限期，或選擇即時停職兼停薪，但若其後證實指控不成立，可發還欠薪。關於這方面，委員會欣悉，公務員事務局在檢討紀律處分機制時，其中一個目的，是縮短停職期，及削減因停職而引致的公共開支。

### 與公職無關的交通違例判罪

根據《公務人員(管理)命令》第11條，被裁定觸犯刑事罪行(包括交通違例事項)的公務員，可能隨之受到處分。委員會認為，公務員如被裁定觸犯與公職無關的交通罪行，不應再受紀律處分，除非罪行涉及酒後駕駛或其他與公務員身分不符的不當行為。公務員事務局已接納這項意見。

Throughout the year, the Commission kept in close contact with bureaux and departments. The Chairman participated in major and difficult selection and promotion exercises and Members also attended such board meetings as observers on a selective basis. The staff of the Commission Secretariat also visited their departmental counterparts to discuss specific issues including disciplinary matters and other subjects of common concern. The Commission's approach is to work in partnership with the Administration to identify, develop and promote good practices in the management of the civil service.

In the course of vetting the submissions, the Commission has taken the opportunity to review policy as well as current rules and practices pertaining to appointment, promotion and discipline with a view to streamlining procedures. This approach has also enabled us to identify irregularities and shortcomings. These problematic areas are highlighted in the paragraphs that follow together with improvement measures or new initiatives suggested by the Commission to tackle these issues. Heads of Department and their Departmental Secretaries are encouraged to draw on the incidents so as to avoid similar mistakes in future submissions.

年內，委員會繼續與各局及部門保持密切聯絡。主席參加了重要而複雜的遴選及晉升選拔工作，各委員亦以觀察員身分列席個別會議。委員會秘書處職員亦探訪各部門的相關人員，討論一些特定問題，包括紀律處分事宜及其他共同關注的題目。委員會的方針是與政府維持夥伴式工作關係，一起尋找、發展及推廣公務員管理的優良規範。

委員會藉着審查所遞交的建議，檢討有關聘任、晉升及紀律的政策、現行的規則與規範，以便精簡程序。我們亦可藉此找出紕漏及不足之處。以下段落述明這些問題，並載列委員會為解決這些問題而建議的改善措施或新方法。委員會鼓勵各部門首長及其部門秘書參考有關個案，避免在日後遞交建議時，再犯類似的錯誤。



Mrs Ng Yeoh Saw-kheng, JP  
Member, Public Service Commission

黃楊素瓊女士，JP  
公務員敍用委員會委員

*"I have attended some selection interviews and promotion boards and am satisfied that most departments have been meticulous and thorough in these exercises. Where there have been slip-ups, staff of the Commission have reflected sensible observations and suggestions."*

*「我曾出席一些遴選面試及晉升選拔委員會，當中大部分部門都做得謹慎透徹。我對此表示滿意。遇有失誤，委員會職員亦已提出明智的意見和建議。」*

## Promotion

### *Effective date of promotion*

Some departments had recommended that substantive promotion took effect from the date when the promotion board concluded its deliberations, even though majority of the recommended officers had not commenced acting in the higher rank. Departments were reminded that this contravened CSR 125(1). Another aspect for departments to bear in mind is that the promotion date should not be earlier than the effective date of promotion of recommendees of the last board who were on with-a-view acting appointment. This is necessary as it ensures fairness to maintain staff morale and the relative seniorities of the officers concerned.

### *Prolonged board meetings*

The Commission noted with concern that in one exercise, a promotion board met on 14 occasions over a six-month period to deliberate the claims of 135 officers. This was unacceptable. The department was advised to schedule the promotion board dates properly to ensure that the promotion exercise was completed within a reasonable time frame.

### *Promotion boards for possible consequential vacancy*

There are sometimes cases when vacancies in a higher rank are competed for by officers from different ranks or grades. In one exercise, before a decision was made on the filling of the higher rank vacancy, the department convened promotion boards concurrently for the lower rank in two grades. As a result, the recommendation of one board had to be nullified when it turned out that the higher rank vacancy was filled by an officer from the other grade. Such an arrangement, which resulted in abortive work, is clearly unsatisfactory.

### *Filling of "surplus" vacancies by direct recruitment*

In one case, 17 vacancies were available with only 18 confirmed officers and one probationer in the lower rank in contention. As a result, some average officers were recommended for acting in the higher rank. The Commission's view is that the department should consider direct recruitment to fill the "surplus" vacancies with the caveat that the long term claims of officers for promotion should be borne in mind.

## 晉升

### *升職生效日期*

在有些部門，即使大部分獲晉升選拔委員會推薦升職的人員，尚未在其總結審議當日開始署任更高職級，部門仍建議，實際升職應在該日起生效。委員會提醒各有關部門，此舉與《公務員事務規例》第125(1)條有所抵觸。此外，各部門亦須留意，升職日期不應早於上一次獲晉升選拔委員會推薦署理以待實任人員的升職生效日期。為確保公平，並為維持員工士氣及有關人員的相對年資，此舉實屬必要。

### *晉升選拔委員會會期過長*

委員會關注到，在一項晉升選拔工作中，晉升選拔委員會竟在六個月內召開會議14次，以審議135名人員的晉升資格。這做法並不可取。委員會建議有關部門應妥善編排晉升選拔委員會的會期，以確保晉升選拔工作能在合理時間內完成。

### *為可能出現相應空缺而設的晉升選拔委員會*

較高職級的空缺，有時會由不同職級或職系的人員競逐。在一項晉升選拔工作中，有關部門在決定由誰填補一個較高級空缺前，同時為兩個職系的較低級人員召開晉升選拔委員會會議。結果，當該較高級空缺由其中一個職系的人員填補後，另一個職系的晉升選拔委員會建議便告無效。這樣安排徒增無謂工作，當然並不可取。

### *以直接招聘填補「過剩」空缺*

某個案中，空缺職位有17個，但在較低職級的人員中，只有18名實聘人員和一名試用人員競逐。結果，有些表現平平的人員獲薦署任較高職級。委員會認為，該部門宜考慮以直接招聘填補該等「過剩」空缺，但亦須謹記員工對晉升的長期訴求。

### ***Importance of accuracy in summary of performance records***

A non-recommendee in a promotion exercise discovered an error in the write-up of the board's summary of his performance which arose because the handwritten write-up in his staff report was wrongly transcribed. He lodged a complaint to the department and the Commission. Having reviewed the officer's claims in detail, the Commission was satisfied that the mistake did not in effect have any bearing on the original conclusions of the board, and that he lost out to the recommended officers on merit. The incident highlights the need for board secretaries to be meticulous in ensuring that summaries of performance records are accurately presented.

### ***Application of shortlisting criteria***

The Commission has long advocated that departments should be reasonable and flexible in applying shortlisting criteria in promotion exercises. In one case, the board shortlisted 13 out of 90 eligible officers, on the basis of their experience and performance, for consideration to fill 14 vacancies. This ratio was disproportionately low and the department was advised to adopt more realistic shortlisting criteria in future. In another case, a department substantially raised the service criterion for a promotion exercise from six to ten years to trim down the number of eligible officers. The department was advised to consider using additional "performance" criteria instead of relying solely on length of service to shortlist the eligible officers.

### ***Claims of officers recommended for acting appointments***

In two promotion exercises, the Commission noted that some recommendees of the last board had been asked to step down from their acting appointments and were replaced by other non-recommendees for no justifiable reason. In the Commission's view, such arrangements were inappropriate. Departments were reminded that officers selected for acting appointment by the previous board should be given every opportunity for testing in the higher rank, and that unless they fail to prove their worth, they should not be made to give way to other less deserving officers.

### ***表現記錄摘要務須準確***

在一次晉升選拔工作中，一名未獲推薦的人員發覺在晉升選拔委員會的報告中，其表現摘要裡有一個錯誤。原來是部門在撮寫他的員工評核報告時，不慎出現手民之誤。該人員於是向部門及委員會投訴。經詳細研究該人員的聲請後，委員會信納該錯誤並未對晉升選拔委員會的原本結論有任何影響，而該人員的確因表現遜於獲薦人員而落敗。然而，此事反映晉升選拔委員會的秘書須謹慎細密，確保表現記錄摘要準確無誤。

### ***遴選準則的應用***

委員會一向鼓勵各部門在進行晉升選拔工作時，須合理而靈活地應用遴選準則。在某宗個案，晉升選拔委員會按員工的經驗及表現，從90名合資格人員中遴選13名，以供考慮填補14個空缺。這個比率低得不成比例，委員會因此建議該部門日後宜採用較實際的遴選準則。在另一宗個案，有部門在晉升選拔工作中，將服務年資準則由6年大幅增至10年，務求減低合資格人數。委員會建議該部門在遴選合資格人員時，考慮採用其他「表現」準則，而不應單單倚靠服務年資。

### ***獲推薦署任的人員的訴求***

在兩項晉升選拔工作中，委員會發現有關部門在沒有合理原因下，要求在上一次獲晉升選拔委員會推薦的人員停止署任，並由其他並無獲薦的人員代替。委員會認為此舉並不恰當，因此提醒部門，應給予在上一次晉升選拔委員會獲選署任的人員一切機會，考驗他們在更高職級的表現。除非證實他們才拙力弱，否則不應要求他們讓位於其他較不值得署任的人員。



## Recruitment

### *In-service transfer of serving officers appointed under the new entry system*

The Commission noted that officers, who were appointed under the new entry system and were not yet confirmed to permanent terms, had to undergo another three-year probation on transfer to another grade. Coupled with the next three-year agreement, this could result in an officer having to serve nine years or more before he could be confirmed to permanent terms. The Commission considers that while new entrants should be put under stringent scrutiny before they are confirmed, the present arrangement should be fine-tuned for officers on transfer to another grade.

### *Board composition*

In one recruitment exercise, seven boards, involving 18 – 23 different board chairmen/members, were convened to interview about 100 candidates. While rotation of members and post-interview reviews were arranged to ensure consistency in selection standard, the Commission considers that for any one exercise, the number of boards should be limited to a realistic number.

## Performance Appraisal System

### *Late reporting*

Delay in completion of staff reports, usually of over three months, is still a concern. The Commission has always stressed that staff appraisal, as a performance management tool, should be completed promptly to provide timely feedback to appraisees. Late reporting is not conducive to staff morale and also has a knock-on effect on the convening of promotion boards. In one case, a board had been postponed five times due to the unavailability of staff reports. Departments should remind appraising and countersigning officers to complete staff reports in time, and that failure on their part reflects poorly on their supervisory and managerial skills and, hence, their own claims for advancement.

## 招聘

### *按新入職制度受聘的在職人員作內部轉職*

委員會留意到，根據新入職制度受聘而尚未按長期聘用條款轉為實任的人員，在轉職至另一職系時，須再經過三年試用期。加上另外三年合約期，有關人員可能要服務九年或以上才可以實任，轉為長期聘用制。委員會認為，雖然新聘人員應經過嚴格考核才實任，但對於轉職人員，現有安排應予改善。

### *遴選委員會的成員組合*

在進行某項招聘工作時，有關部門共設立了七個遴選委員會，內有18至23名遴選委員會主席／成員，為約100名應徵者進行面試。雖然該部門安排了成員輪流參與，以及在面試後進行覆檢，以確保遴選標準一致，但委員會認為，在同一次招聘中，遴選委員會的數目應該切合實際需要。

## 工作表現評核制度

### *過遲撰寫報告*

工作表現評核報告遲遲未見寫妥（通常遲逾三個月），依然是值得關注的問題。委員會不斷強調，工作評核報告是一種管理工作表現的工具，因此應從速寫妥，以便及時向受評人提出意見。遲寫報告，既有損員工士氣，亦影響晉升選拔委員會的召開日期。在一宗個案中，晉升選拔委員會因員工報告未能備妥而五度延期。部門應提醒評核和加簽人員依時填妥員工報告。如果不能辦到，在在反映他們督導不濟，管理欠佳，亦因此影響他們本身的晉升機會。



### Assessment panels

The Commission acknowledges departments' efforts in establishing assessment panels to undertake moderating and levelling of staff appraisals, and, indeed, more and more departments now have such panels. However, some departments have confused the role of the assessment panel with that of the promotion board or the Heads of Grade (HoG). In some cases, the assessment panel, in addition to reviewing staff appraisals, shortlisted a group of officers for consideration for promotion. This approach is tantamount to performing a pre-promotion board function, and should be discouraged. The Commission has also noted that a department amended the HoG's part in the report form to read the "Assessment Panel's assessment". This is wrong: it is the HoG's responsibility to assess the appraisees' fitness for promotion and long-term potential based on their overall track records.

Notwithstanding the useful role of assessment panels, departments should be pragmatic in setting them up. For instance, in a rank where there are only a small number of officers and whose appraisals are reviewed by the head and deputy head of the department, the reporting mechanism should be adequate without the need to set up a separate panel.

### Mid-year review

The Commission fully supports the practice of supervisors regularly reviewing the performance of staff under their charge. In this respect, mid-year reviews have been formalized in many grades and ranks. In one department where this system is in place, the supervisors completed full staff appraisal reports for the mid-year review but failed to counsel individual officers on their shortcomings, leaving this to the end of the annual reporting cycle. This defeated the very purpose of a mid-year review. The Commission considers that for effective staff management, it is important to provide prompt and timely feedback to appraisees on their performance and areas requiring improvement.

### 評核委員會

愈來愈多部門設有評核委員會，負責協調員工的評核報告。委員會贊同部門在這方面的努力。不過，有些部門把評核委員會的角色與晉升選拔委員會或職系首長的角色混淆。在一些個案中，評核委員會除覆核員工評核報告外，更選出一批人員，以作晉升考慮。此舉猶如在晉升選拔委員會召開前執行其工作，實不可取。委員會又留意到，某部門把評核報告表格內的職系首長填寫部分修改為“評核委員會的評語”。這是錯誤的。須知根據受評人的整體往績評核他們是否適宜晉升及其長遠潛質，是職系首長的責任。

雖然評核委員會有其作用，但部門在設立評核委員會時，應採取務實態度。舉例說，如果某個職級人數不多，而其評核報告又經部門首長和副首長覆核，這個評核機制應已足夠，毋須另設評核委員會。

### 年中檢討

委員會非常贊成督導人員定期檢討下屬的工作表現。就此，許多職系或職級已正式採用年中檢討的做法。不過，在其中一個已正式採用此做法的部門，有督導人員在年中檢討時撰寫了全面的員工評核報告，但未就個別人員的不足之處提供輔導，只留待周年評核期完結時才相告。這個做法完全破壞了年中檢討的原意。委員會認為，要有效管理員工的表現，迅速和及時告知受評人其工作表現和有待改善之處，至為重要。

### Role of countersigning/reviewing officer

Some supervisors are still found wanting in their staff report writing skills, which result in unfairness to the appraisees concerned. For example, in one case, the countersigning officer just put down “nil” with no comment/assessment made on the appraisee. As staff appraisals form the basis of career advancement and development, the countersigning and reviewing officers should provide assessments on the appraisee’s performance and long-term potential. If any part of the staff reports is considered to be over or under-rated, they should also make actual adjustments to the gradings and notify the appraisees so that they know where they stand.

### 加簽 / 覆核人員的角色

有些主管人員在撰寫員工報告方面仍然欠缺技巧，以致對有關受評人欠缺公允。舉例說，在某個案中，加簽人員只填寫“無”而沒有作任何評論。由於員工評核報告是事業晉升及發展的基礎，加簽和覆核人員應就受評人的表現和長遠潛質作出評核。如果認為工作表現評核報告內有任何部分，評級過高或過低，亦應對評級作實際調整並通知受評人，讓他們知悉所得評級。



Dr Elizabeth Shing, JP  
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成小澄博士，JP  
公務員銜用委員會委員

*“Overgrading of staff reports remains a thorny problem. Generosity in staff appraisals undervalues those officers who truly deserve a higher grading of their performance. It renders an accurate assessment of the relative merits of individual officers difficult. Honest reporting is important and supervisors must be persuaded to tighten up the reporting standard.”*

「員工評核報告出現評級過高的情況，仍然是個棘手問題。評核標準寬鬆會導致那些理應獲得較高評級的員工，得不到如實的反映，而個別人員的相對優劣，亦難以得到準確評核。故如實的評核報告乃十分重要，政府必須說服主管人員收緊評核標準。」

## Probation/Trial Bar Cases

### *Trial bars*

An officer on trial did not meet the performance standard for the grade and was refused passage over the trial bar. In examining the case, the Commission noted that the officer's performance in his parent grade prior to his trial appointment was not impressive with indications of his limited potential. The department was reminded to take a more stringent approach in such exercises and that, in particular, it should make reference to an officer's staff reports before an offer was made.

### *Granting back of increment for extension of trial bar with financial loss*

An officer on trial in another grade was bound over by the court for an alleged misconduct several years ago when he was with the parent grade but no disciplinary action was taken by the department. Arising from an appeal made to the court by the officer, the case was brought up for a review during his trial appointment. Despite satisfactory performance and conduct, his passage over the trial bar had to be extended with financial loss pending results of the review and further investigation on any possible misconduct. Given that this was the sole reason for extending his passage over the trial bar, the Commission suggested that he should be granted back his increment if he was eventually found innocent. The officer was eventually granted back his increment in retrospect with seniority reinstated.

## Performance Management

### *Close monitoring of substandard performer*

A persistent substandard performer under close monitoring slightly improved in performance during the first two quarterly reports. The countersigning officer therefore recommended that she should be put on half-yearly reporting for continued monitoring. However, it turned out that she was appraised only after a year at the end of the annual reporting cycle, during which her performance deteriorated again with notable deficiencies. The management was advised to be more vigilant of its responsibility in performance management and to ensure that an effective performance appraisal system is in place for regular monitoring of substandard performers.

## 試用 / 試任關限的個案

### *試任關限*

一名試任人員表現未達有關職系的要求水平，因此被拒通過試任關限。在研究該個案時，委員會注意到，其實該名人員在試任之前，其在原本職系的表現也未見出色，評核報告內亦顯示其潛質有限。委員會提醒有關部門，在進行這類遴選工作時，須採用較嚴格的標準，特別是在邀請某名人員試任之前，要先參閱其評核報告。

### *因延長試任關限導致財政損失而須補發增薪額*

某名在另一職系試任的人員，數年前當他仍在原本職系服務時，因被控行為不檢而被法院判以簽保，但部門並無因此對他施以紀律處分。由於該名人員向法院上訴，部門便在他試任期間覆核該案件。儘管他的表現和操守均令人滿意，但他的試任關限須予延長兼有財政損失，以待覆核結果及就任何可能的行為失當展開進一步的調查。鑑於這是延長他試任關限的唯一原因，委員會建議，日後一旦證實他清白，便應補發增薪額。該名人員最後獲得補發增薪額，並復得原有年資。

## 表現管理

### *密切監察表現欠佳的人員*

一名表現持續欠佳並須接受密切監察的人員，在首兩份季度評核報告中略有改善。故此，加簽人員建議以後每半年進行一次評核，繼續對她進行監察。然而，結果她在一年後的每年評核周期結束時，才再接受評核。期間她的表現再度逆轉，並有明顯的缺失之處。委員會建議管方，應時刻留意本身在表現管理方面的責任，並確保設有一套有效的表現評核制度，定期監察表現欠佳的人員。

## Discipline

### *Leniency in handling misconduct cases*

In the course of vetting a promotion exercise, the Commission noted that an officer who had misconducted himself on three occasions over the past three years was merely counselled by the management. In the Commission's view, this was too lenient and the department was invited to consider if disciplinary action should be taken.

The Commission considers it essential to maintain a high standard of integrity and probity in the civil service and has constantly reminded departments to take appropriate disciplinary action against officers who have misconducted themselves. This also sends a clear signal to other staff that a high standard of conduct is expected of them.

## Re-employment after Retirement

### *Succession planning for retiring officers*

A department recommended re-employment for a two-year term for an officer reaching normal retirement because of succession problems. As there was no strong justification to support the length of re-employment, the recommendation was subsequently revised, in response to the Commission's observation, to a nine-month extension. In processing the case, the Commission noted that the lack of systematic posting/development of staff had aggravated the problem of succession. The department was advised to draw up a staff development plan to make advanced planning to replace retiring officers.

## 紀律

### *處理行為失當個案過於寬大*

在審核一項晉升選拔工作期間，委員會注意到，管方對一名在過去三年內行為三度失當的人員，只是輔導了事。委員會認為此舉過於寬大，故促請有關部門考慮應否紀律處分。

委員會認為公務員必須維持高度的誠信和操守，因此經常提醒各部門，對行為失當的人員採取適當的紀律處分行動。此舉亦可儆醒其他人員，必須具有高水平的操守。

## 退休後重行受僱

### *退休人員接任計劃*

有部門以接任有困難為理由，建議重行僱用一名即將正常退休的人員，為期兩年。鑑於並無有力理據支持須重行僱用該員達兩年之久，部門經考慮委員會意見後，把原先的建議，縮短至9個月。處理該個案時，委員會注意到，該部門在員工的崗位安排及發展方面欠缺系統，接任問題因而加劇。委員會建議該部門制定一套員工發展方案，預先計劃如何安排接替退休人員。

In addition to the general observations and recommendations given in Chapter 5, the Commission believes that case studies will be of interest and help to departments in their on-going quest to enhance human resource management.

### Case A - Refusal of passage over probation bar

#### Background

A probationer belonging to a professional grade appointed under the new entry system, i.e., three-year probation, displayed substandard performance right from the beginning. Departmental management wished to terminate his probation after a brief period of observation.

#### Problems identified

While the Commission fully supports that prompt action should be taken to deal with substandard performers, it is noted that in this case no formal assessment on the officer's performance had been made and, moreover, he had yet to be advised of his shortcomings. On the Commission's suggestion, the department called for quarterly appraisals on his performance and rendered him due counseling and advice in the interim. After a further six months' observation, the department came to the conclusion that the officer lacked basic attributes and would not make the grade even if given further opportunities. Termination of his probation was then recommended which was considered in order by the Commission.

#### Conclusion

The Commission appreciates the swift action taken by the departmental management. The onus remains on probationers to prove their worth. However, the department must ensure that probationers are given sufficient and formal advice and counseling on their shortcomings. This should be properly documented. Thereafter, if there are clear indications of their general unsuitability to remain in the service, it is indeed appropriate for management to terminate their service even though the probationary period is not over.

除第五章載述的綜合意見及建議外，委員會認為對不斷渴求提升人力資源管理的部門而言，個案研究既值得注意，亦有所裨益。

### 個案壹—拒絕通過試用關限

#### 背景

某名按新入職制度(即三年試用期)聘用的專業職系人員，試用期一開始便表現欠佳，部門管方有意作短期觀察後便中止試用。

#### 問題所在

委員會雖然完全贊同採取迅速行動，處理表現欠佳的人員，但亦注意到，該部門一直沒有正式評估當事人的表現，更未曾就他的不足之處給予忠告。該部門遵照委員會建議，按季評核他的表現，期間更提供適當輔導及忠告。經再度觀察六個月，該部門的結論是當事人欠缺基本才能，即使再給予機會，也無法稱職。該部門隨後建議中止試用，而委員會認為做法妥當。

#### 總結

委員會讚賞部門管方行動迅速。試用人員有責任證明本身有才幹而值得留任。不過，部門必須確保試用人員就其不足之處，能夠得到充足而正式的忠告和輔導。這方面的文件記錄必須妥為備存。自此以後，管方如果認為有明確迹象證明他們整體上不適合留任，儘管試用期未屆滿而中止服務，亦屬恰當。



## Case B - Transfer to permanent and pensionable terms

### Background

An agreement officer, belonging to a professional grade, had a mediocre track record; with little appreciable progress even after more than seven years' service. Notwithstanding this, the department still supported his transfer to permanent employment terms.

### Issues to be re-considered

Having regard to the track record of the officer, the department was uncertain as to his long-term development potential. The assessment was that he would remain a mediocre officer. The department was therefore asked to critically review its recommendation. On further examination, the department accepted that an extension of service for one year was appropriate to provide a final chance for him to prove his worth.

### Observations

The Commission's view is that officers should not only prove their ability in the basic rank but should also demonstrate some potential for advancement before they could be confirmed to permanent terms. That the departmental management was unable to assess the officer's development potential given his long period of service is unusual and a cause for concern. The Commission also considers that this case has dragged on for too a long time and has asked the department to be more decisive in making a final decision on the officer's further employment beyond the extended period of service.

## 個案二—轉為常額及可享退休金條款

### 背景

一名專業職系的合約人員，一向表現平庸，服務七年多亦無多大進步。雖然如此，部門仍然推薦他轉為長期聘用制。

### 須予三思的問題

在考慮該名人員的表現紀錄後，部門對他的長遠發展潛質仍難作斷論。根據評核，他只會繼續表現平庸。委員會因此要求部門再作考慮。經檢討後，部門認同延長當事人的服務期一年，以給予他最後機會證明其才能。

### 觀察

委員會認為，任何人員不但需要在基本職級證明稱職，更應顯示有進展潛質，才可以獲得實任而轉為長期聘用。對於服務多年的人員，部門管方仍未能評估其發展潛力，此事並不尋常，亦值得關注。委員會又認為這宗個案已拖延多時，因此要求該部門在延任期過後，就是否續聘該員一事，必須作出果斷決定。



### Case C - Extension of agreement under CSR 280(1)

#### Background

A department informed the Commission of the non-renewal of an officer's agreement on account of his inefficient performance. Upon the officer's application to extend his current agreement by six months for personal reasons, the Director rejected the request but approved the extension of his agreement by 90 days under CSR 280(1) on compassionate grounds.

#### Problems identified

The performance of the agreement officer had been barely satisfactory over the past six years. Whilst there were totally justified grounds for not renewing the officer's current agreement, the department had been inconsistent in handling of the case by subsequently extending his agreement by 90 days despite his performance record. Moreover, the officer was given ample notice of non-renewal of his agreement (about ten months) and there was no compelling reason to give him a further extension on compassionate grounds.

#### Conclusion

The Commission is of the view that if an officer's performance is not up to the required standard, action should be taken to terminate his agreement by giving three months' notice in advance without waiting till the end of the current agreement. If pre-mature termination of agreement is not called for and the officer should be allowed to work until expiry of contract, it would be wrong to extend the agreement period and prolong the employment of a substandard performer. The Director's approval to extend the officer's agreement on compassionate ground was not entirely compatible with the spirit of CSR 280(1).

### 個案三 根據《公務員事務規例》 第 280(1) 條延長合約

#### 背景

有部門告知委員會，某名人員因工作效率差而不予續約。然而，當該人員以個人理由申請延長現行合約六個月時，部門首長雖然拒絕所請，但是基於恩恤考慮，最後決定根據《公務員事務規例》第 280(1) 條延長其合約 90 天。

#### 問題所在

該名合約人員過去六年的表現，僅屬差強人意。部門完全有理由不予續約，但其後居然不理會該人員的過去表現而延長其合約 90 天，令人有處理方法並不一致的感覺。再者，部門很早（約十個月前）已知會該員不予續約，因此以恩恤理由延長其合約，亦缺乏確切理據。

#### 結論

委員會認為，如果某人員的表現未達應有標準，部門便應採取行動，以三個月預先通知，中止其合約，而毋須等待現行合約結束。如果該人員表現不是差至要提早中止合約，而讓有關人員服務至合約屆滿，則不應延長其合約，拖長表現欠佳者的聘用期。該部門首長以恩恤理由批准延長該人員的合約，並不完全符合《公務員事務規例》第 280(1) 條的精神。

## Case D – Handling of a substandard performer

### Background

An officer with nine years' service was recommended by the department for retirement in the public interest under section 12 of the Public Service (Administration) Order (PS(A)O) on the grounds of his persistent substandard performance. This officer also had a very blemished disciplinary record of nearly 100 verbal/written warnings, covering lateness for duty; disappearance from his workplace; refusal to carry out his duties/instructions as assigned; and failure to carry out his work with due diligence. The case was further complicated by suspicions that the officer might be suffering from mental illness.

### Problems identified

In scrutinizing this case, the Commission noticed that except perhaps for the five-month period covered by his last probationary report, the performance of this officer had never been satisfactory since his first appointment in 1993. Despite his disappointing performance in three out of the four probationary reports, he was allowed to pass the probation bar in 1995 without even an extension of the probationary period to provide for a longer period of observation. He received "Moderate" and "Less than adequate" overall ratings in his 1996 and 1997 annual reports respectively, but his unsatisfactory performance was only brought to the attention of the Grade Management in June 1998. The Grade Management, in turn, took action on his substandard performance, i.e., calling special reports and issuing advisory letter, only in August 1999. The officer's performance remained unsatisfactory despite advice and warnings, and yet the department only recommended his retirement to the Civil Service Bureau (CSB) in 2002. Moreover, although the officer was clearly not deterred by verbal/written warnings and no formal disciplinary action was deemed appropriate because of the officer's suspected mental illness, his supervisors still continued to issue to him nearly 100 warnings during 1999 and 2002. Moreover, although much time had been spent by the department in trying to arrange a medical board for the officer under CSRs 940 and 485 in view of his suspected mental illness, no medical board could be convened because the officer had refused to attend or to release his medical records.

## 個案四 – 處理表現欠佳的人員

### 背景

某部門根據《公務人員(管理)命令》第12條，以表現一直欠佳為理由，建議一名服務九年的人員，為公眾利益而退休。該名人員的紀律記錄亦很差，以往接過近一百次口頭／書面警告，原因包括上班遲到、擅離職守、拒絕執行職務／指示，以及工作未見勤奮。此外，該部門懷疑當事人患有精神病，這使案情更加複雜。

### 問題所在

審核此個案時，委員會留意到該名人員除試用期內最後考勤報告所涵蓋的五個月外，自一九九三年初次聘用以來，表現從未見滿意。儘管在試用期內的四份考勤報告中有三份述及他表現未如理想，他居然於一九九五年獲准通過試用關限，甚至無需延長試用期以便有更長時間觀察他的表現。在一九九六年的年終考勤報告，他的整體表現評級是“可”；一九九七年是“未達水平”。雖然表現未見滿意，但職系管方直到一九九八年六月才注意到此事，並且到了一九九九年八月才就他表現欠佳的問題採取行動，要求撰寫特別考勤報告並發出勸誡信。當事人儘管收到了勸誡信和警告，但表現依然未見滿意，而部門到了二零零二年才向公務員事務局建議他退休。此外，以當事人而言，口頭／書面警告顯然毫無阻嚇作用，又鑑於當事人可能患有精神病，因此任何的正式紀律處分亦似乎不恰當。雖然如此，他的上司仍然在一九九九至二零零二年間，不斷向他發出近一百次警告。再者，該部門鑑於懷疑當事人患有精神病，耗費不少時間，嘗試根據《公務員事務規例》第940及485條，為他安排召開醫事委員會，但由於他不是拒絕出席便是拒交病歷，醫事委員會無從召開。

### Observations

The Commission was glad to note that CSB expressed concern regarding this case and asked the department to review their system for extending the probationary period of new recruits and to handle substandard performers in a more appropriate and timely manner. The Commission remains concerned that arrangements for medical boards can be frustrated by officers who do not comply. (Although CSR 485 allows Secretary for the Civil Service/Head of Department to require an officer to be examined by a medical officer, experience has shown that this regulation is not enforceable if the officer refuses to release his medical records.) To ensure that cases involving officers suspected to be mentally ill are fairly and expeditiously dealt with, the Commission has asked CSB to review the existing system/arrangements with the Hospital Authority.

### Conclusion

In this case, the management made many attempts to arrange a medical board since the officer repeatedly refused to attend, the Commission believes it is quite correct to retire him in the public interest under section 12 of the PS(A)O on grounds of his persistent substandard performance.

As for the issue of warnings, the Commission found it meaningless to bombard an officer with nearly 100 warnings that served no useful purpose. Formal disciplinary action should have been taken for repeated acts of misconduct.

### 觀察

委員會欣悉，公務員事務局對此事深表關注，並要求有關部門檢討延長新聘人員試用期的制度，及以更適當和省時方法，處理表現欠佳人員。委員會依然擔心，召開醫事委員會的安排，可能因當事人拒絕合作而受到阻礙。(儘管《公務員事務規例》第485條訂明公務員事務局局長／部門首長可以要求有關人員接受一位醫生的檢查，但根據經驗，如果當事人拒交病歷，此項規定便難以執行。)為確保公務員涉及懷疑患有精神病的個案得到公正及迅速處理，委員會已要求公務員事務局連同醫院管理局檢討現行制度／安排。

### 總結

以此個案而言，由於當事人屢次拒絕出席醫事委員會，而管方亦曾多番嘗試安排召開醫事委員會，因此委員會認為，根據《公務人員(管理)命令》第12條，以表現一直欠佳為理由而飭令他退休，尚算恰當。

關於發出警告的做法，委員會認為，以連珠炮發的方式向某人員發出近一百次沒有實效的警告，根本毫無意義。如果某人員屢有不當行為，部門應施以正式紀律處分。



Mr Frank Pong, JP  
Member, Public Service Commission  
龐輝先生，JP  
公務員僱用委員會委員

*"In this day and age, a change in the civil service management culture is essential to ensure that non-performance is not tolerated. I would like to see a greater effort being put in by the management to deal with substandard performers more expeditiously and effectively."*

*「今時今日，公務員管理文化勢須改變，以確保表現失準的公務員不會受到容忍。我盼望管方加強力量，以更迅速及更有效方法，處理表現欠佳的員工。」*

The Commission continued to maintain close ties with relevant overseas organisations/commissions. During the period covered by this Report, Mr Andrew Podger, Public Service Commissioner of the Australian Public Service Commission, and Mr David O' Leary, Consul-General of Australia visited the Commission on 12 December 2002. They were briefed on the role and functions of the Commission. Topics of mutual interests were discussed and views were exchanged.

委員會繼續與海外有關的機構 / 委員會保持密切聯繫。在本報告涵蓋期內，澳洲公務員絀用委員會會長Andrew Podger先生與澳洲總領事David O' Leary先生在二零零二年十二月十二日探訪委員會。我們向他們簡介委員會的角色及職能。雙方亦討論共同關注的課題，並交流意見。



(From left) Mrs Stella Au-Yeung, Secretary; Mr Vincent Chow, JP, Member; Miss Eliza Chan, JP, Member; Mr Haider Barma, JP, Chairman; Mr Andrew Podger, Public Service Commissioner of the Australian PSC; Mr David O' Leary, Consul-General of Australia.

(左起) 委員會秘書歐陽桂慧敏女士、委員會委員周永成先生, JP、委員會委員陳清霞小姐, JP、委員會主席鮑文先生, JP、澳洲公務員絀用委員會會長Andrew Podger先生、澳洲總領事David O' Leary先生。

The Commission actively participated in promoting good practices in human resource management. The Chairman attended the Seminar on Devolution of Human Resource Management Authority held by the Civil Service Bureau on 9 October 2002. The Commission Secretariat also assisted the General Grades Office in organising an Experience Sharing Session on Appointments Matters for Executive Officers working in this field in bureaux/departments. Two sessions were conducted on 12 July 2002 and both were well received by participants.

委員會積極參與推廣人力資源管理的優良規範。主席出席了二零零二年十月九日由公務員事務局舉辦的人力資源管理權力下放研討會，委員會秘書處亦協助一般職系處舉辦聘任事務經驗分享會。該聚會特為各局 / 部門專責此類事宜的行政主任而設。聚會在二零零二年七月十二日舉辦了兩場，大受參加人士歡迎。

The Commission would like to express its sincere gratitude to the Secretary for the Civil Service and his staff for their continued support and assistance in all areas of our work. The Commission also warmly acknowledges the ready co-operation and understanding shown by Heads of Department and their senior staff in responding to the Commission's queries and suggestions during the past year.

As always, the staff of the Commission Secretariat continued to provide unfailing support to the Commission by working most efficiently and maintaining a very high standard in vetting departmental submissions. The Chairman and Members of the Commission wish to place on record the appreciation of their work under the former Secretary, Mrs Lena Chan, who retired from the service during the year and Mrs Stella Au-Yeung, who took over the post of Secretary in November 2002.

公務員事務局局長及屬下職員不斷鼎力支持並協助委員會各方面的工作，委員會謹此衷心致謝。此外，各部門首長及高層人員對於委員會的提問和建議，給予衷誠合作和了解，委員會謹致謝忱。

一如以往，委員會秘書處職員繼續向委員會提供全力支援，在審核部門建議方面，效率奇佳，水平特高。主席及各委員藉此表揚他們在前任秘書陳趙展眉女士及現任秘書歐陽桂慧敏女士領導下的優秀表現。趙女士已於年內退休，桂女士於二零零二年十一月接掌秘書一職。



Submissions with Recommendations Revised following PSC Secretariat's Observations – 2002  
二零零二年委員會秘書處提供意見後曾作修訂的建議

Category 類別	Recruitment 招聘	Promotion 晉升	Renewal of Agreement/ Re-employment after Retirement 續約 / 退休後重行受僱	Discipline 紀律	Others* 其他
Number of 數目					
Submissions advised on 曾提供意見的建議	207	435	197	205	218
(a) Submissions queried 曾提出質疑的建議	46	208	51	33	72
(b) Submissions with revised recommendations following query 在提出質疑後作修訂的建議	21	119	5	18	26
<b>(b) / (a)</b>	<b>46%</b>	<b>57%</b>	<b>10%</b>	<b>55%</b>	<b>36%</b>

Comparison with Previous Years  
與過去數年的數字比較

Year 年份	2000	2001	2002
Total no. of submissions advised on 曾提供意見的建議總數	1 069	1 209	1 262
(a) Submissions queried 曾提出質疑的建議	430	380	410
(b) Submissions with revised recommendations following query 在提出質疑後作修訂的建議	181	211	189
<b>(b) / (a)</b>	<b>42%</b>	<b>56%</b>	<b>46%</b>

\* Submissions on review of acting appointments made to meet operational needs, passage of bar, opening-up, revision of terms and Guides to appointment, etc.  
這個類別的建議包括因運作需要而署任職位的檢討、通過關限、開放職位、修訂聘用條款及聘任指引等。





**Mr Haider Barma, JP**

*Chairman, Public Service Commission (appointed on 1 August 1996)*  
*Occupation : Chairman, Public Service Commission*  
*Qualification : B.A., HKU*

Mr Barma has been a career civil servant. He joined the Administrative Service in August 1966. Senior positions held prior to retirement include Deputy Secretary for the Civil Service (Appointments) (1986 - 1988), Director of Regional Services (1988 - 1991), Director of Urban Services (1991 - 1993) and Secretary for Transport (1993 - 1996).

**鮑文先生, JP**

*委員會主席(一九九六年八月一日獲委任)*  
*職業：公務員絛用委員會主席*  
*學歷：香港大學文學士*

鮑文先生終身為香港政府服務。他在一九六六年八月加入政務職系，退休前擔任的高級職位計有副銓絛司(聘任)(一九八六至八八年)、區域市政總署署長(一九八八至九一年)、市政總署署長(一九九一至九三年)及運輸司(一九九三至九六年)。



**Mr Christopher Cheng Wai-chee, JP**

*Member, Public Service Commission (appointed on 15 July 1993)*  
*Occupation : Chairman of Wing Tai Corporation Ltd. & USI Holdings Limited*  
*Qualification : BBA, MBA*

Mr Cheng is a steward of the Hong Kong Jockey Club and a Member of the Exchange Fund Advisory Committee of the Hong Kong Special Administrative Region Government. He is the Chairman of the Hong Kong General Chamber of Commerce, and a Member of the Council of the University of Hong Kong, the Court of the Hong Kong University of Science and Technology and the Town Planning Board.

**鄭維志先生, JP**

*委員會委員(一九九三年七月十五日獲委任)*  
*職業：永泰出口商有限公司及富聯集團有限公司主席*  
*學歷：工商管理學士、工商管理碩士*

鄭先生是香港賽馬會董事及香港特別行政區政府外匯基金諮詢委員會委員。他是香港總商會主席，並且是香港大學校務委員會、香港科技大學顧問委員會及城市規劃委員會的成員。



**Dr Thomas Leung Kwok-fai, BBS, JP**

*Member, Public Service Commission (appointed on 1 May 1994)*  
*Occupation : Chairman of Vision in Business Consulting Ltd.*  
*Qualification : Ph. D.*

Dr Leung is the Vice-Chairman of the Council of the Hong Kong Institute of Education and a Member of the Council of the Hong Kong University of Science and Technology. He also serves as a Member of the Barrister Disciplinary Tribunal and the Independent Commission on Remuneration for the Members of the Executive Council and the Legislature of the Hong Kong Special Administrative Region.

**梁國輝博士, BBS, JP**

*委員會委員(一九九四年五月一日獲委任)*  
*職業：泓略顧問有限公司主席*  
*學歷：哲學博士*

梁博士現任香港教育學院校董會副主席及香港科技大學校董會成員。他也是大律師紀律審裁組，以及香港特別行政區行政會議成員及立法會議員薪津獨立委員會的成員。



**Mrs Ng Yeoh Saw-kheng, JP**

*Member, Public Service Commission (appointed on 1 June 1995)*  
*Occupation : Director of several private companies in Hong Kong*  
*Qualification : MBBS (University of Singapore)*

Mrs Ng is a Member of the Diocesan Girls' School School Council.

**黃楊素瓊女士, JP**

*委員會委員(一九九五年六月一日獲委任)*  
*職業：香港多間私人公司的董事*  
*學歷：內外科醫學士(新加坡大學)*

黃楊素瓊女士是拔萃女書院家長教師會成員。



**Mr Vincent Chow Wing-shing, JP**

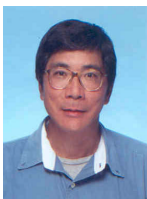
*Member, Public Service Commission (appointed on 1 February 1998)*  
*Occupation : Director & Group General Manager, Chow Sang Sang Holdings International Ltd.*  
*Qualification : B.Sc., M.Sc.*

Mr Chow is a Member of the Council of the City University of Hong Kong and the Chairman of the Academic Affairs Committee of the Council of the Hong Kong Academy for Performing Arts. He serves on the Board of Governors of the Hong Kong Philharmonic Orchestra and as the Chairman of the Hong Kong Repertory Theatre Ltd.

**周永成先生, JP**

*委員會委員(一九九八年二月一日獲委任)*  
*職業：周生生集團國際有限公司集團董事兼總經理*  
*學歷：理學士、理學碩士*

周先生是香港城市大學校董會成員，香港演藝學院校董教務委員會主席，也是香港管弦樂團監察委員會委員，並擔任香港話劇團有限公司主席。



**Mr Frank Pong Fai, JP**

*Member, Public Service Commission (appointed on 1 February 1998)*  
*Occupation : Executive Director, Shiu Wing Steel Ltd.*  
*Qualification : B.Sc., Fellow Member, HKIE, Fellow Member, the Chartered Institute of Transport in Hong Kong*

Mr Pong is a Member of the Court of the Hong Kong Polytechnic University and the Solicitors Disciplinary Tribunal.

**龐輝先生, JP**

*委員會委員(一九九八年二月一日獲委任)*  
*職業：紹榮鋼鐵有限公司常務董事*  
*學歷：理學士、香港工程師學會資深會員、香港運輸學會資深會員*

龐先生是香港理工大學顧問委員會和律師紀律審裁組的成員。



**Dr Elizabeth Shing Shiu-ching, JP**

*Member, Public Service Commission (appointed on 1 June 1999)*  
*Occupation : Director-General,  
Hong Kong Management Association*  
*Qualification : BA(Hons), MBA, DBA(Hon), FCMI*

Dr Shing is a Member of the Electoral Affairs Commission, the Advisory Committee on Post-retirement Employment, the Appeal Board on Closure Orders (Immediate Health Hazard) of the Public Health and Municipal Services Ordinance, the Consumer Council and the Management Committee of the Consumer Legal Action Fund.



**Miss Eliza Chan Ching-har, JP**

*Member, Public Service Commission (appointed on 1 December 2001)*  
*Occupation : Senior Partner of Bryan Cave in association with  
Jewkes Chan & Partners. Directorships in several  
companies*  
*Qualification : LL.B, B.Sc., Diploma in PRC Law*

Miss Chan is a Member of the Hospital Authority and the Chairman of its Public Complaints Committee, the Kowloon Hospital and the Hong Kong Eye Hospital. She is also a Member of the Hong Kong Examinations and Assessment Authority and an adjudicator of the Immigration Tribunal.



**Mr Wilfred Wong Ying-wai**

*Member, Public Service Commission (appointed on 1 February 2002)*  
*Occupation : Vice-Chairman of Shui On Holdings Ltd*  
*Qualification : B.Soc.Sc. (HKU), Dip in M.S. (HKCU),  
MPA (Harvard), Post-graduate Studies  
in Admin. Dev. (Oxford)*

Mr Wong is the Chairman of the Social Welfare Advisory Committee, the Deputy Chairman of the Court and Council of the Hong Kong Baptist University, and a Council Member of the Hong Kong University of Science and Technology. He is also a trustee of the Business and Professionals Federation of Hong Kong and the Vice-President of the Shanghai-Hong Kong Council for the promotion and development of Yangtze.

**成小澄博士, JP**

*委員會委員(一九九九年六月一日獲委任)*  
*職業：香港管理專業協會總幹事*  
*學歷：榮譽文學士、工商管理碩士、工商  
管理博士、英國特許管理學會會士*

成博士是選舉管理委員會、退休公務員就業申請諮詢委員會、公眾衛生及市政條例封閉令(對健康的即時危害)上訴委員會、消費者委員會及消費者訴訟基金管理委員會的成員。

**陳清霞小姐, JP**

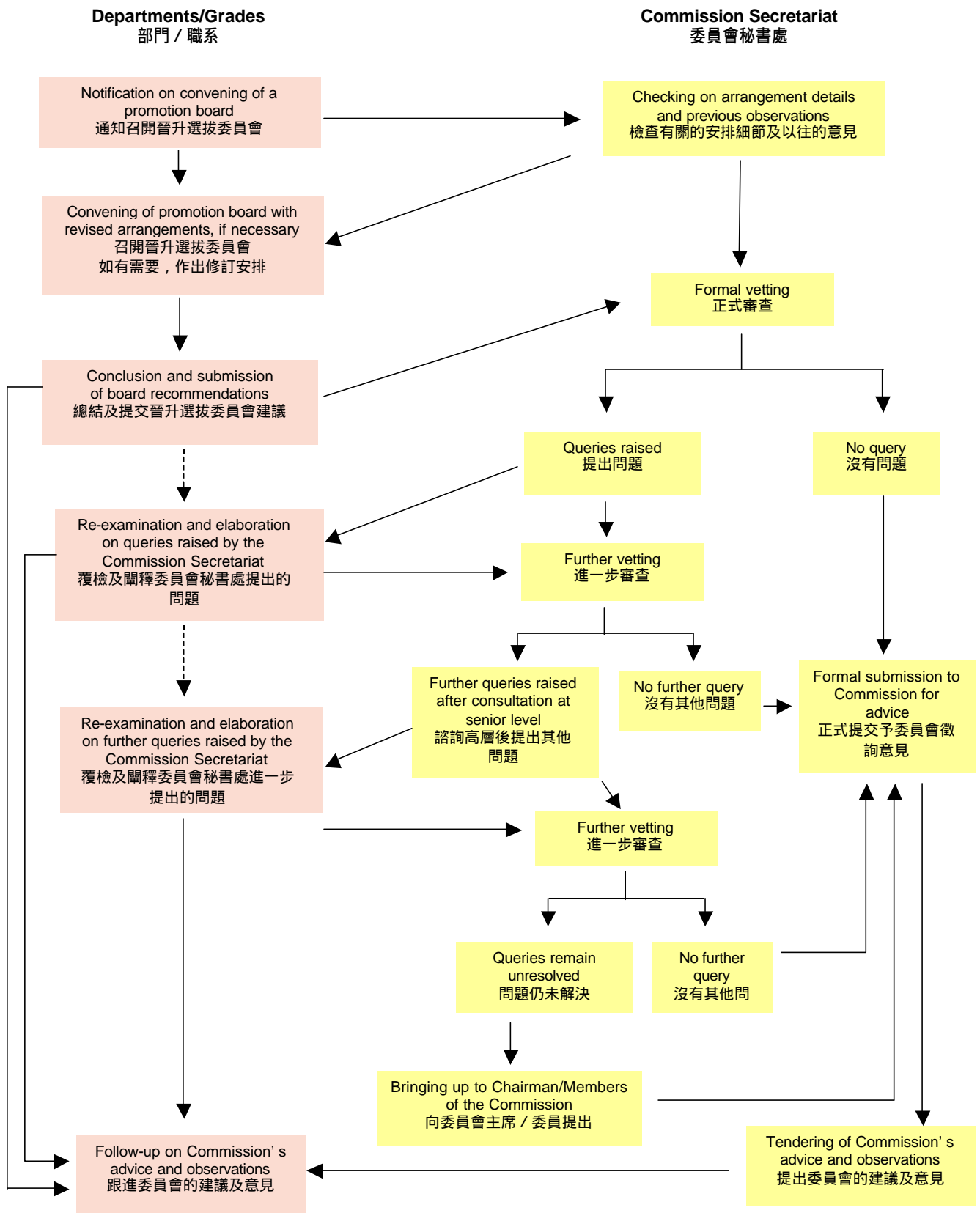
*委員會委員(二零零一年十二月一日獲委任)*  
*職業：博凱律師事務所暨祖偉仕律師行的高級  
合夥人、多間公司的董事*  
*學歷：法學士、理學士、中國法律文憑*

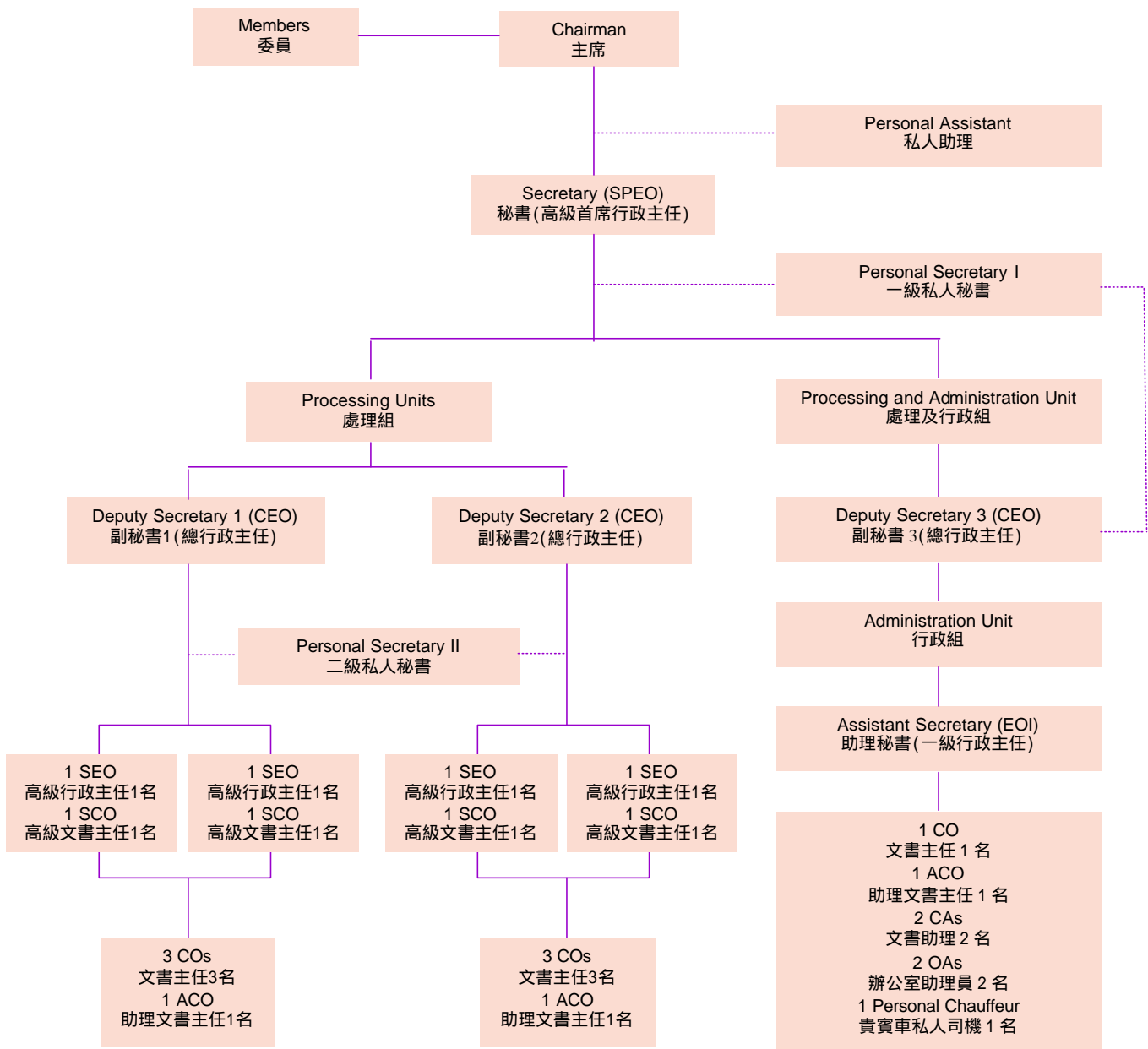
陳女士是醫院管理局成員兼其下的公眾投訴委員會主席，亦是香港眼科醫院及九龍醫院的主席。此外，她是香港考試及評核局成員，以及入境事務審裁處審裁員。

**王英偉先生**

*委員會委員(二零零二年二月一日獲委任)*  
*職業：瑞安集團有限公司副主席*  
*學歷：社會科學學士(香港大學)、管理學  
文憑(香港中文大學)、公共管理學  
碩士(哈佛大學)、行政發展研究課  
程(牛津大學)*

王先生是社會福利諮詢委員會主席、香港浸會大學諮議會及校董會副主席、香港科技大學校董會成員，並擔任香港工商專業聯會的信託委員及長江開發滬港促進會副理事長。





**Legend**

SPEO - Senior Principal Executive Officer  
CEO - Chief Executive Officer  
SEO - Senior Executive Officer  
EOI - Executive Officer I  
SCO - Senior Clerical Officer  
CO - Clerical Officer  
ACO - Assistant Clerical Officer  
CA - Clerical Assistant  
OA - Office Assistant

**Establishment 編制**

Directorate Executive Officer 首長級行政主任	1
Executive Officer Grade 行政主任職系	8
Clerical Officer Grade 文書主任職系	18
Secretarial Grade 秘書職系	3
Chauffeur Grade 貴賓車司機職系	1
	31

## Filling of Vacancies in Senior Directorate Advised by PSC – Breakdown by Pay Scale

徵詢委員會意見 – 填補的高層首長級職位空缺(按薪級列出)

Directorate Ranking Pay Scale 首長級薪級表	No. of Vacancies 空缺數目
D8	4
D6/C4	10
D5	6
D4	15
D3/DL3/C3	31
<b>Total 合計</b>	<b>66 #</b>

# Of the 66 vacancies, 43 were filled by promotion, 7 by acting appointment with a view for promotion, 5 by acting for administrative convenience, 2 by appointment, 3 by renewal/extension of agreement, 3 by re-employment after retirement, 1 by extension of secondment and 2 by the posting of Administrative Officer.

在66個空缺中, 43個由晉升方式填補, 7個由署理以待實任方式填補, 5個由為方便行政而署理的方式填補, 2個由任命方式填補, 3個由續約/延長合約方式填補, 3個由退休後重行受僱方式填補, 1個由延長借調方式填補, 以及2個由調派政務主任方式填補。

## Promotions/Appointments to Heads of Department Advised by PSC

徵詢委員會意見晉升/任命的部門首長

Post Title 職位名稱	Directorate Ranking Pay Scale 首長級薪級表
Director of Highways 路政署署長	D6
Commissioner of Correctional Services 懲教署署長	C4
Director of Fire Services 消防處處長	C4
Director of Immigration 入境事務處處長	C4
Director of Architectural Services 建築署署長	D5
Director of Civil Engineering 土木工程署署長	D5
Director of Drainage Services 渠務署署長	D5
Director of Government Supplies* 政府物料供應處處長*	D5
Director of the Hong Kong Observatory 香港天文台台長	D5
Director of Lands* 地政總署署長*	D5
Head, Efficiency Unit 效率促進組專員	D4
* Appointment from outside the departmental grade 任命部門職系以外人員擔任部門首長	

## Legend 註

C General Disciplined Services (Commander) Ranks 一般紀律人員(指揮官級)

D Directorate Group 首長級人員

DL Directorate (Legal) Group 首長級(律政人員)



Filing of Vacancies Advised by PSC – Breakdown by Salary Group  
徵詢委員會意見填補的職位空缺(按薪俸組別列出)

Vacancies Filled by 填補空缺方式	Salary Group 薪俸組別			
	Master Pay Scale Points 26-44 總薪級表 第26 - 44 點	Master Pay Scale Points 45-49 總薪級表 第45 - 49 點	Directorate 首長級薪級表	General Disciplined Services Pay Scale 一般紀律人員 薪級表
Appointments after local advertisement 在本港刊登廣告後聘用	180	6	1	137
Appointments by other means (e.g. in-service appointments, applications for long term vacancies) 通過其他途徑聘用(例如：內部轉職、申請 長期懸空職位)	21	3	5	42
Promotion 晉升	688	151	109	159
Renewal/Extension of agreement 續約 / 延長合約	132	3	7	-
Extension of service beyond retirement age/Re-employment after retirement 延長服務期至超逾退休年齡 / 退休後重行受僱	1	2	12	-
Opening-up arrangement 開放職位安排	8	8	3	-
Secondment 借調	-	-	4	-
Sub-total 小計	1 030	173	141	338
<b>Total No. of Vacancies Involved*</b> 所涉及的空缺總數*				<b>1 682</b>

Comparison with figures for previous years  
與過去數年的數字比較

Year 年份	No. of vacancies referred to PSC 徵詢委員會 意見的空缺數目	No. of vacancies advised to be filled by PR 建議招聘本港永久性 居民填補的空缺數目	No. of vacancies advised to be filled by non-PR 建議招聘非本港永久性 居民填補的空缺數目	Percentage of such vacancies 建議招聘非本港永久性 居民填補的空缺所佔的百分率
2000	1 522	1 521	1	0.07%
2001	2 209	2 205	4	0.18%
2002	1 682	1 678	4	0.24%

\* in a total of 1 262 submissions  
共接獲 1 262份建議

Other appointment-related matters referred to the Commission for advice during 2002 are set out as follows :  
二零零二年內曾徵詢委員會意見的其他與聘用有關的事項如下：

	No. of ranks 職級數目
Guides to appointment 聘任指引	67
	No. of cases 個案數目
Representations/complaints 申述書 / 投訴	35
	No. of officers 人員數目
Extension/Refusal of passage over 延長 / 不批准通過	20
Probation bar 試用關限	18
Trial bar 試任關限	
Revision of terms 修訂聘用條款：	
Transfer from local agreement terms to pensionable terms 由本地合約條款轉為可享退休金條款	20
Transfer from locally modelled agreement terms to pensionable terms 由本地模式合約條款轉為可享退休金條款	5
Transfer from common agreement terms to pensionable terms 由劃一合約條款轉為可享退休金條款	39
Promotion waiting list 晉升候補名單	50
Acting for administrative convenience 為方便行政而署理職位	1 902
Acting with a view to substantive promotion 署理以待實任	272
Acting with a view to substantive promotion waiting list 署理以待實任候補名單	5
<b>Total No. of Officers 合計人員數目</b>	<b>2 331</b>