

Contents | 目录

	Foreword . 2 序言
CHAPTER 1 第一章	The Public Service Commission Remit . 3 委员会的职权范围
CHAPTER 2 第二章	Membership and Secretariat of the Commission . 8 委员会成员及秘书处
CHAPTER 3 第三章	Recruitment, Promotion and Discipline . 12 招聘、晋升选拔及纪律
CHAPTER 4 第四章	Disciplinary Policy and Procedures . 24 纪律处分政策及程序
CHAPTER 5 第五章	General Observations and Recommendations by the Commission . 29 委员会的综合意见及建议
CHAPTER 6 第六章	Case Studies . 37 个案研究
CHAPTER 7 第七章	Visits and Events . 42 访问及其它活动
CHAPTER 8 第八章	Acknowledgements . 43 鸣谢
APPENDIX I 附录 I	Submissions with Revised Recommendations after the Commission Secretariat's Observations . 44 委员会秘书处提供意见后曾作修订的建议
APPENDIX II 附录 II	Biographies of the Chairman and Members of the Public Service Commission . 45 委员会主席及委员简介
APPENDIX III 附录 III	Flow Chart Illustrating the Vetting Process of Promotion Cases . 48 晋升选拔个案审查程序流程图
APPENDIX IV 附录 IV	Organisation of the Public Service Commission Secretariat . 49 公务员敕用委员会秘书处组织架构
APPENDIX V 附录 V	Promotions/Appointments to the Senior Directorate (D3 & above) in 2002 . 50 二零零二年高层首长级人员(D3或以上)的晋升/任命
APPENDIX VI 附录 VI	Breakdown of Appointments, Promotions (by Salary Group) and Related Matters in 2002 . 51 二零零二年聘用和晋升(按薪俸组别列出)及有关事宜的分项统计数字

Statistical figures in this annual report are shown on calendar basis.
本年报内的统计数字以历年计算。



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

二零零二年有两件重要的事值得注意。

第一件涉及委员会就政府所提建议而给予的意见。一直以来，在这个征询意见的过程中，双方都保持着紧密而有建设性的工作关系，遇有争议较多的个案，更积极地交换意见。很多时，政府在考虑委员会的意见后，会修订他们的建议；有时，委员会在政府澄清或提出额外理据后，亦会认同政府原先的建议。然而，*有记录以来，这是政府首次选择不接纳委员会的意见*，当中涉及两宗相关纪律个案惩处的轻重。鉴于情况特殊，我们应该对事件的重要性采取以下的正确观点：此事明确显示出委员会并非就政府所提的建议，只作橡皮图章，亦说明政府毋须，也不应一概接纳委员会的意见。我确信委员会的重要角色不会因而被削弱，事实上，行政长官曾表明十分重视公务员聘用委员会的贡献，指出委员会能够就纪律事项及聘任与晋升等事宜，向政府提供独立的意见。

另一个重要发展事项是关于二零零二年七月首次实施的部长（问责）制。此后，局长职位不再属于公务员体制，任职者亦并非公务员。法律意见已确定，而委员会亦同意，根据《公务员聘用委员会条例》的规定，这些职位的聘任及任职者，均不属于委员会的职权范围。

委员会的各位委员建议精辟，贡献良多，我谨此再致谢忱。



鲍文
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 officers¹ 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.

委员会于一九五零年成立，是一个独立法定机构，《公务员聘用委员会条例》及其附属规例(香港法例第93章)订明委员会的职权范围。委员会的主要职责，是就公务员的聘用、晋升及纪律事宜，向行政长官提供意见。

委员会提出有关聘用及晋升的意见，仅限于高级级公务员，而所涵盖的职位包括顶薪点达每月薪金33,940元(总薪级表第26点)或以上，至常任秘书长、部门首长级及职位相若的人员。截至二零零二年底，在委员会职权范围内的设定公务员职位共有35 356个。

一直以来，政务司司长、财政司司长、律政司司长、审计署署长，以及司法机构、香港警务处及廉政公署人员等职位，不在委员会的职权范围内。自二零零二年七月一日推行问责制之后，各局首长或局长不再是公务员，因此，这些职位的聘任事宜亦无须交由委员会处理。

至于纪律事宜，除《公务员聘用委员会条例》订明的人员外，所有甲类公务员¹的纪律个案都经委员会处理。不过，委员会已表明乐于就《公务人员(管理)命令》机制下有关试用人员及合约人员的纪律个案，提供意见。

¹ 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.

根据《退休金利益规例》(香港法例第99A章)，“甲类公务员”指受聘担任设定职位，并在退休或辞职时实任设定职位的人员。除了试用人员、合约人员和第一标准薪级人员外，实际上包括了所有公务员。

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.

其它职责

委员会亦会就下列事项提供意见：

- 公务员在委员会法定权限内就其有直接和实际利益的事宜提出的申述；
- 延长 / 中止试用 / 试任服务；及
- 按合约条款聘任。

此外，委员会亦须就任何由行政长官转介而与公务员有关的事宜，提供意见。

咨询角色

委员会只担任咨询角色，并无执行权力。公务员事务局和政府各部门负责招聘、晋升和面试工作，并向委员会提交建议，征询意见。不过，委员会发挥监察作用，确保甄选程序公平、审慎及妥善进行。部门须响应委员会的意见，澄清或解释所提建议。委员会审阅建议时，如果发现偏离既定程序 / 做法的情况或人事管理问题，便会促请部门注意，并建议改善的方法。



Miss Eliza Chan, JP
Member, Public Service Commission
陈清霞小姐，JP
公务员聘用委员会委员

"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."

「委员会就政府各部门及公务员事务局提交的资料而作出的评论及编制的报告，均属透彻、中肯、客观。我相信这个程序，最能把公务员的聘任和操守维持在高水平。」

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.

人力资源管理：政策和措施

委员会继续充当公务员事务局局长的“智囊团”，凡与聘用、晋升和纪律有关的政策和程序，以及与检讨和制定人力资源管理方法有关的事宜，政府都会征询委员会的意见。

年内，公务员事务局曾就有关将聘任、晋升及其它人事管理的正式权力下放给常任秘书长和部门首长的建议，征询委员会意见。下放权力由二零零二年十一月一日起实施。不过，各局/部门人员已获提醒，公务员的聘任和纪律权力，不论是由公务员事务局局长、常任秘书长，抑或由部门首长行使，这项权力仍须按照既定程序及准则行使。再者，权力纵使下放，但绝不等于毋须咨询委员会的意见。

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.

使命及工作目标

委员会的使命，是确保公务员的聘用及晋升制度公平公正，并且是以工作表现为依据，不受政治背景或压力影响。



Mr Wilfred Wong
Member, Public Service Commission
王英伟先生
公务员聘用委员会委员

"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."

「看见晋升选拔工作愈来愈重视优秀表现而非年资，我深感欣喜。身为委员会委员，我承诺履行重要的监察职务，以确保所有值得晋升的人员，不会被人超越。」

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*.

年内，委员会就1 262项建议提供意见，涵盖范围包括招聘和晋升工作、纪律个案和其它与聘用有关的事宜。委员会秘书处对其中410项建议提出疑问，公务员事务局和有关部门考虑秘书处的意见后，修订其中189项（占46.1%），并向委员会重新提交建议。有关个案的分项数字载于附录I。

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.

在处理招聘、晋升及纪律个案时，委员会的目标是在接获建议后四至六个星期内，正式提供意见或作出响应。年内，在接获的1 262项建议中，超过96.6%（二零零一年为93.9%）是在目标时间内处理。其余大型和较繁复的建议，则需要较长时间处理。

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.

二零零二年底，公务员事务局要求部门/职系首长在提出实际升职的建议前，须确定该等空缺有长远需要，从而配合节约效益的工作。因此，对于那些在公务员事务局提出要求前已提交委员会的晋升个案，委员会未能实时处理，须待有关部门确定可供实际升职的空缺数目，才可就有关建议提出意见。

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.

《公务员聘用委员会条例》订明，委员会须有一名主席，以及不少于两名或多于八名委员。成员全部由行政长官委任，并有担任公职或服务社会的经验。立法会议员、香港公务员和司法机构人员不得加入委员会，但退休公务员则不在此限。

Membership 成员名单

The membership of the Commission during 2002 was as follows : 二零零二年委员会成员名单如下：		
Chairman 主席	Mr Haider Barma, JP 鲍文先生, JP	since August 1996 由一九九六年八月起
Members 委员	Mr Christopher Cheng Wai-chee, JP 郑维志先生, JP	since July 1993 由一九九三年七月起
	Dr Thomas Leung Kwok-fai, BBS, JP 梁国辉博士, BBS, JP	since May 1994 由一九九四年五月起
	Mrs Ng Yeoh Saw-kheng, JP 黄杨素琼女士, 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 庞辉先生, 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 陈清霞小姐, JP	since December 2001 由二零零一年十二月起
	Mr Wilfred Wong Ying-wai 王英伟先生	since February 2002 由二零零二年二月起
Secretary 秘书	Mrs Lena Chan Chiu Gin-may 陈赵展眉女士	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 欧阳桂慧敏女士	since November 2002 由二零零二年十一月起
Biographies of the Chairman and Members are at <i>Appendix II</i> . 主席及委员的简介载于 <i>附录 II</i> 。		

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.

主席是按合约条款受聘的全职人员。其它委员则一直按月获发酬金，作为每周处理大量文件的酬劳。不过，为响应政府因财政困难而全面检讨各个委员会的成员酬金事宜，各委员自愿由二零零二年四月一日起终止酬金制度。当局对此深表感谢。

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
梁国辉博士, BBS, JP
公务员雇用委员会委员

“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.”

「委员会职员一向以极其勤奋及专业精神，处理委员会日常工作。为配合公务员体制改革，委员会继续扮演积极角色，向政府提供意见，确保经考虑社会及员工的意见后，维持一个既高瞻远瞩亦持平中肯的立场。」

委员会秘书处

秘书处由一小队行政主任、秘书和文书职系人员组成，竭诚为委员会提供服务。接获公务员事务局及政府部门提交的建议后，秘书处会先行详细审议，如有需要，会要求有关方面进一步澄清及解释，然后呈交委员会征询意见。为方便参考，现把说明晋升个案审议程序的流程图载于附录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.

年内，主席与委员会秘书处通过重新分配职务、精简工作程序、加强办公室自动化和节约用纸等措施，继续积极响应政府的资源增值计划。当实行这些措施后，委员会秘书处在过去三年共删减了五个职位。秘书处的最新组织架构图见附录IV。

工作方式

委员会的工作通常以传阅文件的方式进行。如须讨论政策事宜、复杂的或涉及重要原则问题的个案，才会开会商议。委员会亦邀请部门的高级管理人员出席会议，陈述所关注的事宜，让委员会多了解部门面对的问题。

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 month².

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 –

在互联网的网页

委员会网页可透过政府信息中心或在下列网址浏览：

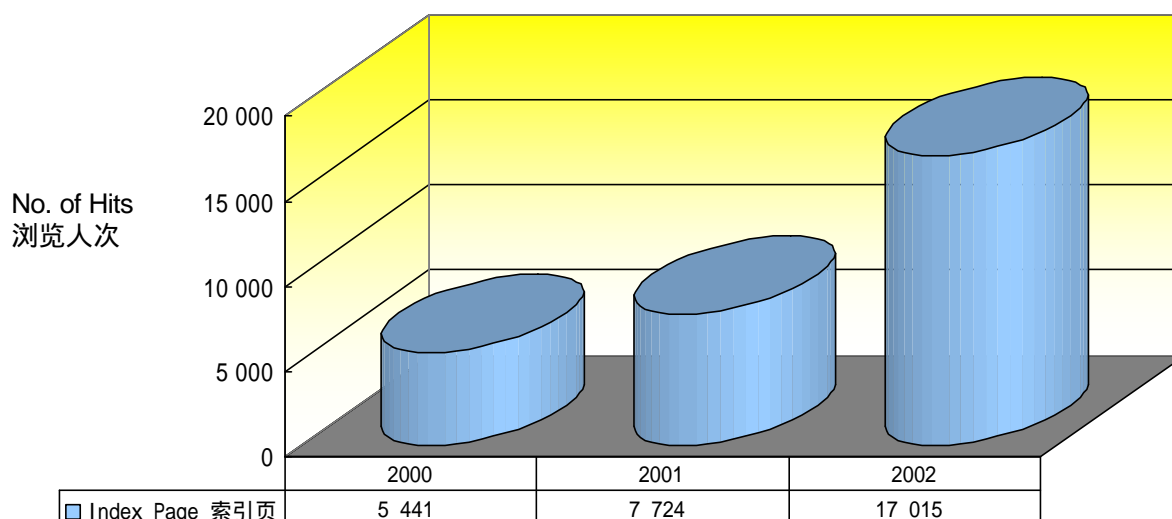
委员会的网页载有委员会的基本资料，包括其角色及职责、现有成员名单、执行职务的程序，以及秘书处的组织架构。此外，委员会年报(自一九九六年起)亦可在网页上浏览及下载。二零零一年的年报每月平均有110人次浏览²。

浏览委员会网页的总人次，持续大幅增加，反映出愈来愈多人关注委员会的工作。现将过去三年浏览人次的比较载于下图：

Index Page 索引页

Statistics of PSC Homepage Visit Counts

浏览委员会网页人次统计



² Hard copies of the Annual Report are also available in public libraries and District Offices.
公共图书馆和各区民政事务处亦有年报的硬复本供索阅。

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.

在数码政府合署的网页

委员会的网页自二零零一年一月起已上载至数码政府合署，为部门及决策局人员提供另一个方便快捷的途径，得悉委员会对聘用及纪律事宜的程序和政策的一般看法和最新意见，希望对他们的工作有所帮助。这个网页深受数码政府合署的使用者欢迎，去年共有3 792人次浏览。

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 recruitment³. A statistical breakdown of these appointments is given below :

招聘

招聘工作由公务员事务局及政府各部门进行。委员会的职责，是监察有关程序，以及就审查准则和聘用建议提供意见。就招聘工作提供建议约占委员会日常工作10%时间。

在二零零二年，委员会建议以招聘方式填补的职位空缺共有395个，分属62个职级³。这些聘任的分项数字于下表列出：

Recruitment 2002 二零零二年招聘人数

	Number 人数
New appointments through local press advertisements 在本港报章刊登广告后新聘用的人员	
on probation 试用	296
on agreement 合约	14
on transfer (between departments or grades) 转职(部门或职系之间)	14
New appointments by other means (e.g. in-service appointments, applications for long term vacancies) 通过其它途径新聘用的人员(例如内部转职、申请长期悬空职位)	
on probation 试用	1
on agreement 合约	1
on transfer (between departments or grades) 转职(部门或职系之间)	69
Total 合计	395
Comparison with figures for previous years 与过去数年的数字比较：	
Year 年份	No. of New Recruits 新招聘人数
2000	240
2001	776 ⁴
2002	395

³ 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.

招聘广告刊登后收到的所有申请，皆须经委员会评审。申请人数并远超上表显示的新招聘人数，例如，一个纪律部队职系的空缺有12 000多人申请，另一个学位职系的空缺亦有3 000多人申请。

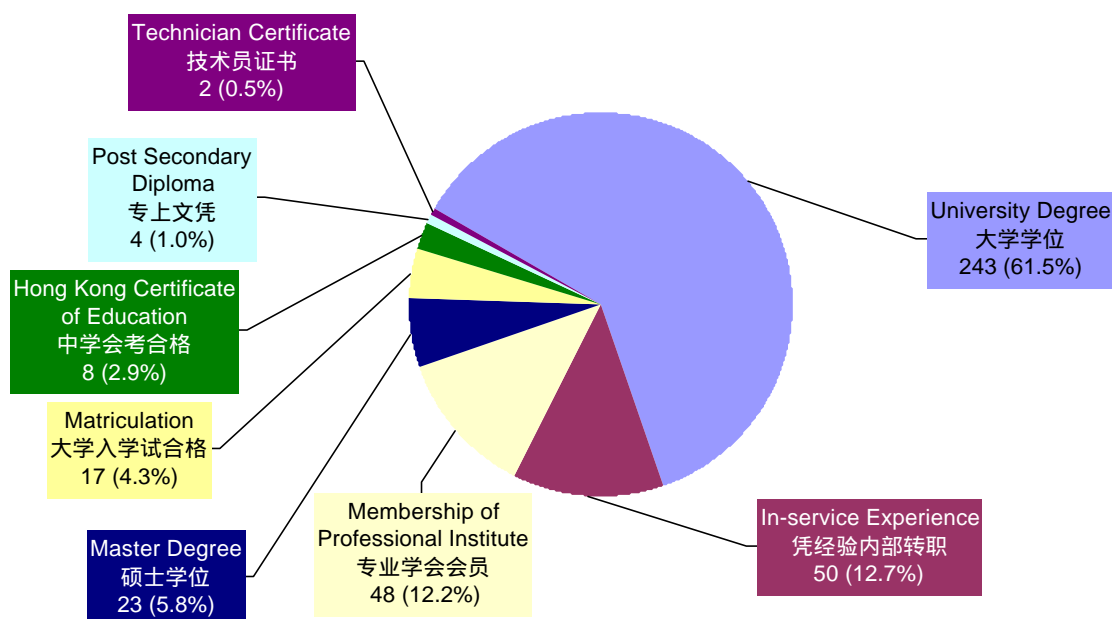
⁴ The number of new recruits increased substantially because the recruitment freeze was lifted on 1 April 2001.

由于暂停招聘人手于二零零一年四月一日结束，新聘用人员的数目因而大增。

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

下图列出获录用者的学历分项数字：

New Appointments in 2002 – By Qualifications 二零零二年按学历列出的新聘人数



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).

自香港特别行政区(特区)政府于一九九七年成立后，新聘用人员必须是特区永久性居民。然而，以专业及技术职位而言，假如永久性居民当中没有合格或合适的人选，则可招聘非永久性居民填补(《基本法》第101条)。

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，委员会建议由非永久性居民填补的职位空缺共有四个，详情如下：

Vacancies Advised for Filling by Non-Permanent Residents in 2002

二零零二年建议由非永久性居民填补的职位空缺

Agriculture, Fisheries and Conservation Department
渔农自然护理署

Veterinary Officer
兽医
Senior Veterinary Officer
高级兽医

Chief Secretary for Administration's Office
政务司司长办公室

Principal Archivist
首席档案主任

Education Department
教育署

Senior Assistant Director of Education
高级助理署长

Comparison with figures for previous years 与过去数年的数字比较：

Year 年份	No. of Non-Permanent Residents Appointed 聘任非永久性居民人数
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.

上述四个空缺须由具备专门知识的专业人士填补。为扩阔合格人选的招聘范围及节省时间，委员会同意可在本地及海外同时刊登该等空缺的招聘广告。由于未有本地合格人选适合担任该些职位，最后选择聘用非永久性居民。

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.

目前在政府任职的海外合约公务员，主要是由于运作需要和他们的专业才能而得以留任。他们取得永久居留身分并符合语文和其它规定后，可以申请转为按本地条款受聘。

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 appointments⁵ are sometimes necessary. These appointees do not compete with the civil servants for promotion and the continued need for their employment is reviewed regularly.

特别聘任

由于政府要执行的职务范围极为广泛，公务员未必具备所有专责职务所需的专门知识，因此有时需要特别聘任专才⁵。这些受聘者不会与公务员竞逐晋升，当局亦定期检讨是否有需要继续聘用他们。

⁵ Such appointments do not occupy an established post in the civil service.
该等聘任并不占公务员的常额职位。

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 ranks⁶. 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 :

二零零二年内，委员会并无收到任何特别聘任的建议书。

晋升

年内，共有1 107个职位空缺采用晋升方式填补，委员会对晋升建议提供意见。这些职位分属339个职级⁶，其中109个是首长级空缺，包括43个高层首长级空缺(见附录V)。

一直以来，委员会最关心的是评核准则的不一致，不会导致那些不值得擢升的人员获得晋升。故此，委员会欣见大多数部门已接纳委员会建议，在召开晋升选拔委员会之前，成立评核委员会，研究评核报告，务求评核准则一致。

投诉 / 上诉

年内，委员会处理18宗与晋升或内部招聘工作有关的申述 / 投诉。经详细审查后，委员会认为所有投诉均不成立。不过，委员会亦建议有关部门，应把这类因晋升而引起的申述告知下一个晋升选拔委员会。

此外，委员会收到12宗投诉，涉及中止试用 / 试任关限、职位 / 署任安排、员工工作表现评核制度，与及个别人员不当行为的指控。当中九宗投诉不成立。其余三宗个案则涉及：

⁶ 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.
合资格人员的数目远超获得晋升的人数，在一些晋升选拔中，供晋升选拔委员会详加考虑的合资格人员超过 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) 一宗关于中止试任关限的上诉个案—委员会认为应给予该名试任人员另一次机会以证明她的才能。有关部门接纳委员会的意见。
- (b) 一宗关于工作表现评核制度的个案—委员会认为，该部门对于投诉人的个案，其实可以处理得更好。该部门后来答应采取新措施，提高员工工作表现评核制度的透明度；以及
- (c) 一名人员投诉管方过度延误进行工作表现辅导—委员会详细调查后，认为投诉有理，于是建议该部门多些主动进行工作表现管理，以免类似事件再次发生。该名人员对此调查结果深感欣慰，并致函表扬本委员会的努力：

"... ..委员会的人员处理我的申诉时，目光如炬、判断公正，使我对公务员的持正操守恢复信心。行事持正的公务员队伍，无疑是香港特区政府最有价值的资产之一。确信你和属下人员必定努力不懈，继续协助行政长官维持这项资产。"

此外，委员会收到另外五宗投诉，所涉事宜不属于委员会的职权范围，因此已转交相关的部门跟进。

续约 延长合约

二零零二年，委员会就78名人员的续约事宜提供意见，其中27人按海外条款、32人按本地条款及19人按划一聘用条款受聘。委员会在提供意见时，建议部门提醒有关合约人员，关于他们可以申请转为按常额及可享退休金条款受聘的资格。

委员会亦就64宗延长合约的个案提供意见。其中13宗按海外条款、36宗按本地条款及15宗按划一聘用条款延任。

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 :

退休后延任 重行受雇

委员会曾就15宗申请根据旧退休金计划退休后重行受雇的个案提供意见，全部都能证明因运作需要而提出申请。年内，委员会批准一宗要求在达到60岁正常退休年龄后延长海外合约的申请。

拒予通过 / 延长试用 / 试任关限

委员会坚决认为试用 / 试任人员不应“自动”获确实聘任为常额编制人员，所以一向呼吁部门必须认真地评核试用 / 试任人员的工作表现。委员会乐见大部分部门已经这样做，并在试用 / 试任期内尽量观察这些人员的表现。如果有足够理由证明须进一步测试这些人员的表现，惯常的做法是把试用 / 试任期延长12个月，以便管方有充裕时间确定该名人员是否有进步及适宜确实聘任。委员会亦乐于看到，部门当认为试用 / 试任人员显然不称职时，亦不再等试用 / 试任期届满，即主动中止其试用 / 试任。

二零零二年，共有23名人员获延长试用 / 试任，另有15名人员被中止服务。分项统计数字如下：

Probationary/Trial Service 试用 / 试任	2000	2001	2002
extended for 6 months or less 延长6个月或以下	12	19	10 ⁷
extended for 12 months 延长12个月	21	18	12
extended for 18 months 延长18个月	-	1	1
services terminated 遭中止服务	19	14	15
Total 总数	52	53	38

⁷ 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.
这些人员大部分因放取病假 / 分娩假或需要时间取得所需资格，所以需要延长试用 / 试任期，而延长的时间亦因而较短。

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.

开放职位安排

年内，委员会就19宗采用开放职位安排的个案提供意见。开放职位是指把合约人员本身所担任属于晋升级别的职位，开放给该名人员及其它低一级的合资格人员竞逐。这项安排适用于本身是永久性居民而希望按本地模式条款续约的海外人员，以及申请按现行条款续约的其它合约人员。

本地化政策—转为按本地常额及可享退休金条款聘用

二零零二年，共有64名公务员申请由合约条款转为按可享退休金条款受聘，其中20名属于本地合约制，5名本地模式合约制，其余39名则属于划一合约制。

曾在二零零二年征询委员会意见的聘用和晋升个案(按薪俸组别列出)及有关事宜的分项数字，载于附录VI。

《公务人员(管理)命令》第12条—着令为公众利益着想而退休

根据《公务人员(管理)命令》第12条着令人员退休，并非纪律行动，也不是惩罚，而是为公众利益着想，基于下列原因而采取的行政措施：

- (a) “失去信心” — 有关人员在纪律程序进行期间会被停职，因为管方已对他失去信心，不能委派他执行公职；以及
- (b) “工作表现持续欠佳” – 有关人员已遭当局警告，表示正考虑着令他退休，但准许他继续执行职务，以便评估他在观察期间的工作表现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.

年内，委员会就12宗有关《公务人员(管理)命令》第12条的个案提供意见，其中四名人员因管方对他们失去信心而须退休，另外八名则因工作表现欠佳而须退休。委员会已提醒各部门留意表现欠佳的人员，并采取适当的跟进行动。

补偿退休计划

补偿退休计划是让属于常额编制的首长级人员提早退休，以便改善部门组织及维持首长级公务员应有的高水平表现。假如批核当局确信下列情况将会出现，便可根据管理的理由，实行此项计划：

- (a) 有关人员从现任职位退休，有助所属部门或职系改善组织；以及
- (b) 管理层难以把有关人员安置在其它政府工作岗位。

有关人员事前均会接获通知及有机会申辩。一个由公务员事务局局长担任主席的委员会，先逐一审议每宗个案，然后请本委员会就着令有关人员退休的建议，提供意见。去年，委员会只接获一宗个案，经研究后认为有关建议应予支持，并据此提供意见。

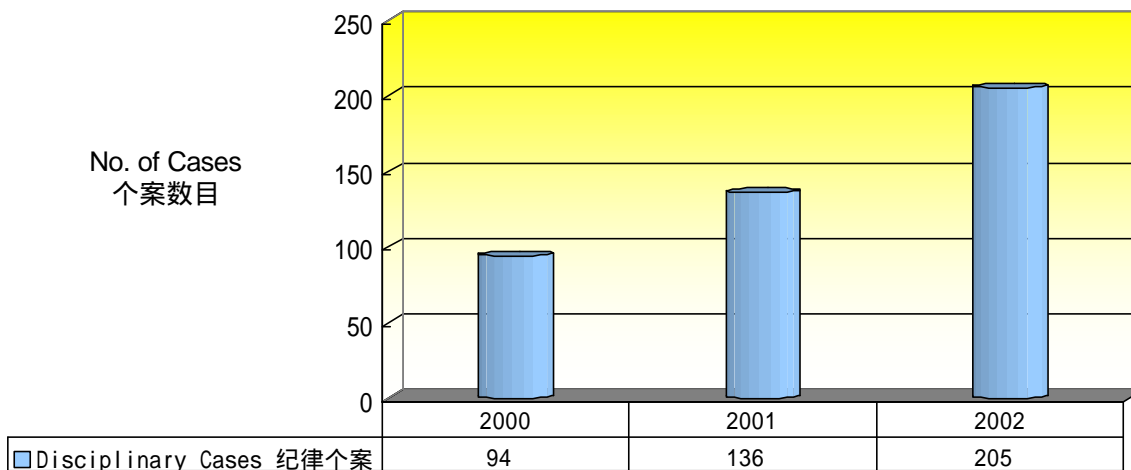
Disciplinary Cases

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.

纪律个案

除《公务员任用委员会条例》订明的少数人员外，涉及甲类公务员的纪律个案，均由委员会提供意见。

Number of Disciplinary Cases Advised on from 2000 to 2002
二零零零至二零零二年获提供意见的纪律个案数目



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.

委员会继续鼓励当局积极追究公务员的失当行为。个案数目增加的原因，是管方决心加强纪律，锐意对违纪人员采取正式纪律行动，以及公务员纪律秘书处能够缩短处理时间，并把更多个案转交委员会以提供意见。委员会提供意见时，是以公平公正为原则，并会考虑每宗个案失当行为的性质和严重程度、当事人的服务纪录、惩罚加减的理由、是否涉及法律诉讼，以及以往案例的惩罚程度。

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 :

年内，因刑事罪名成立的纪律个案仍然有增无减，达85宗，比二零零一年的52宗上升了63%。这主要是因为违反交通规例的罪行有所增加。

下表列出二零零二年内违纪行为类别及惩处程度：

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

征询委员会意见的纪律个案 -

二零零二年内处理的违纪 / 刑事个案及建议的惩罚

Category of Misconduct/Offences 违纪 / 刑事个案类别

Penalties 惩罚	Corruption related offences 与贪污有关罪行	Theft 盗窃罪行	Traffic related offences 违反交通规例的罪行	Crimes not under columns 1, 2 and 3 第一、二、三栏以外的罪行	Abuse of official position, negligence, insubordination, loss of confidence, substandard performance 滥用职权、疏忽职责、不服从上级、失去信心、表现欠佳	Unpunctuality, unauthorised absence, abscondment 不守时、擅离职守、弃职潜逃	Others (accepting unauthorised loans, outside work, falsify claim of allowance, etc) 其它 (接受未经批准的借贷、外间工作、虚报津贴等)	Total 合计
Dismissal 撤职	1	4	-	12	1	8	7	33
Compulsory Retirement +Fine 迫令退休+罚款	-	-	-	2	1	2	-	5
Compulsory Retirement 迫令退休	-	2	-	7	15	6	4	34
Lesser Penalty 较轻微的惩罚	-	5	37	15	16	18	42	133
TOTAL 合计	1	11	37	36	33	34	53	205 Note 注

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

在205宗个案中，有85宗是当事人被法庭裁定刑事罪名成立后再予惩处。

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

至于其余120宗，有6宗所涉及的人员已弃职潜逃。

(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宗个案中，委员会曾就10宗涉及纪律人员的个案(包括2宗涉及警队和香港海关的个案)提供非正式意见。

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

上表包括12宗根据《公务人员(管理)命令》第12条处理的个案。

Penalties Advised on During 2002 – Breakdown by Salary Group

二零零二年内建议的惩罚 – 按薪俸组别划分的分项数字

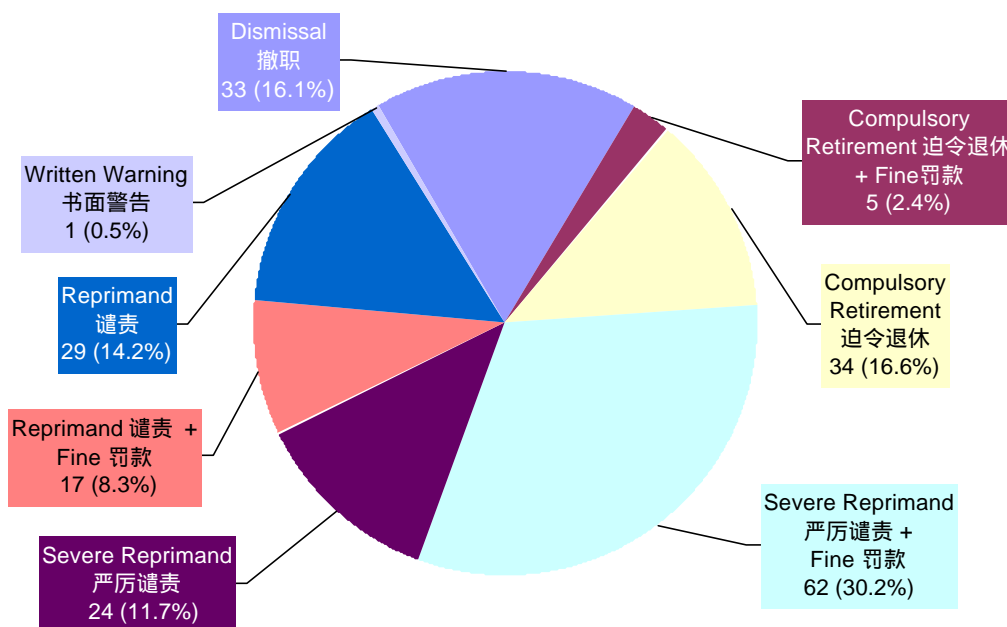
Penalties 惩罚	Salary Group 薪俸组别		
	At or Below Master Pay Scale 13 or equivalent 总薪级表第13点 或以下或同等薪点	Master Pay Scale 14 to 33 or equivalent 总薪级表第14至33点 或同等薪点	Master Pay Scale 34 and above or equivalent 总薪级表第34点 或以上或同等薪点
Dismissal 撤职	17	11	5
Compulsory Retirement + Fine 迫令退休+罚款	1	1	3
Compulsory Retirement 迫令退休	10	21	3
Severe Reprimand + Fine 严厉谴责+罚款	34	23	5
Severe Reprimand 严厉谴责	12	9	3
Reprimand + Fine 谴责+罚款	17	-	-
Reprimand 谴责	18	7	4
Written Warning 书面警告	-	1	-
Total 合计	109	73	23

Analysis of Penalties Advised on During 2002

二零零二年内所建议惩罚的分析

Removal from service 解雇 : 35%

(Dismissal 撤职 + 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.

当局决心维持公务员队伍的崇高操守，并在有需要时对违纪人员迅速采取纪律行动，委员会对此十分支持。研究纪律个案时，委员会一向致力确保所建议的惩罚，是以呈交的案情和证供为依据，并且顾及到在全体公务员中，维持贯彻划一做法的需要。

虽然以往的案例，可以提供有用的基准，但委员会一直认为有需要不时厘定新的标准，以配合不断转变的情况，以及市民对公务员愈来愈高的期望。因此，委员会经常与公务员事务局及公务员纪律秘书处，一同检讨纪律处分政策与程序。事实上，不少已经推行的改革，以及一些正在研究中的建议，都是委员会主动提出的。委员会欣悉，公务员事务局已委任律政司的一位法律顾问，协助检讨公务员纪律处分机制。主席曾与该位法律顾问深入讨论，委员会亦会继续全力支持该项检讨。

委员会年内在纪律范畴方面提出的主要评论、意见及建议，载于下文各段。

免职

处理纪律个案时的最大难题，可以说不在于裁定有关人员是否违纪，而是判处适当的惩罚。这个难题在处理一些显然应予免职的个案时最为明显：究竟应判处迫令退休，抑或撤职？前者可让有关人员保留延付的退休金福利，而后的结果是福利尽失。当局与委员会以往曾对部分这类个案持不同意见，但除两宗相关的个案外，其它个案经详细商议后都能达致共识。

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.

须予记录在案的是，在处理两个相关的个案时，行政长官最终决定不接纳委员会的“迫令退休”建议，而按照当局的建议，把有关人员“撤职”。这种情况是首次也是唯一一次出现。重要的是，这两个个案已予深入讨论，而由于违纪行为严重，双方对有关人员须予免职一事，并无异议。至于什么程度的惩罚才算恰当，涉及在判断上微细的分别。事实上，这两个特殊的个案，反映出当局急需增加惩处级别，例如扣减退休金，或更重的罚款。

迫令退休兼扣减退休金

虽然在迫令退休的个案中，有小部分当事人被额外判处相当于扣减两个增薪点达12个月的罚款，但所涉款额，与退休金福利尽失的撤职个案相比，实在微不足道。尽管《退休金利益条例》订明当局可扣减不超过25%的退休金，但当局从未引用过这项条款。委员会曾多次辩论此事，并屡次促请公务员事务局对或可判处撤职的个案，以迫令退休兼扣减25%退休金作为处分。公务员事务局仍在研究这个复杂课题，以在保持公务员的崇高操守及不降低革职处分(就最严重的失当行为个案而言)的标准之间，取得平衡。

"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."



Mr Christopher Cheng, JP
Member, Public Service Commission
郑维志先生, JP
公务员聘用委员会委员

「公务员如果证实行为严重失当，我绝对赞成予以免职。然而，除了与贪污有关的个案理应完全丧失退休金和所有福利外，我认为在其它个案中，公务员仍应保留多年来服务所积存的部分福利。故此，政府应积极考虑以扣减退休金作为其中一种惩处。」

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.

公务员队伍采取一致的纪律原则及程序

根据《公务人员(管理)命令》，委员会现时只就有关甲类人员(即以常额条款聘用的人员)的正式纪律个案提供意见。这并不包括乙类人员，即试用人员、以合约方式聘用的人员或按第一标准薪级表支薪的人员。在新入职制度下，由于试用期较长及随后须以合约方式续聘，乙类人员的数目势将增加。以往，这类人员一旦经过两年试用期并获确实聘任为常额编制人员，有关他们的正式纪律个案就必须咨询委员会的意见。但在新制度下，有关他们的个案并不在委员会的权限之内。委员认为相同的行为标准必须应用于这类人员。为协助当局，委员提议就这类人员的纪律个案，给予“非正式”意见。同样，由于单把第一标准薪级人员摒于委员会权限之外，并无道理，委员会已表明乐于就这类个案提供非正式意见。

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.

对于在纪律部队内与执勤事宜有关的不当行为，委员会认同应立即处理，而所属部门首长应有权根据有关条例所赋予的权力，采取行动。

考虑处分水平

纪律处分当局在厘定处分水平时，应考虑各种因素，包括不当行为 / 刑事罪行的轻重、有关人员的纪律及服务记录、是否具有减轻惩罚的理由，以及惯有的处分水平。当中仍须以不当行为 / 刑事罪行的轻重为最重要的因素，其余次之。委员会坚信，无论任何情况下，也不应把不成立的指控，作为支持理据，然后以较重的处分惩罚有关人员的其它不当行为。

加快处理纪律个案

为确保处理程序不受延误，以及聆讯的公允，委员会赞同有需要设立一个制度，从而在保障被告人员得到公平对待以及在加快处理纪律个案这两者间，取得适当的平衡。不过，值得注意的是，现有的保障有时会遭有欠操守的人员滥用。举例说，某名人员不断借故拖延当局根据《公务人员(管理)命令》第10条而对他进行的纪律程序，从而不当地操控整个制度。此事拖延长达三年，结果该名遭停职人员，在最终被免职前的那段期间，居然可以毋须执行职务而照支半薪。委员会认为这个问题极须解决。



Mr Vincent Chow, JP
Member, Public Service Commission
周永成先生, JP
公务员雇用委员会委员

*“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.”*

「就我一直观察所得，我认为有迫切需要精简纪律处分程序，以缩短处理时间。其次是缝合革职及迫令退休之间的鸿沟，两极之间应设有一个中间点—前者令名声受损及退休金尽失，后者却是退休金分毫不损，只是丢了工作而已。」

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.

停职政策

有薪停职期过长的问题，已经引起公众非议。委员会已建议当局，研究为有薪停职设定一个限期，或选择实时停职兼停薪，但若其后证实指控不成立，可发还欠薪。关于这方面，委员会欣悉，公务员事务局在检讨纪律处分机制时，其中一个目的，是缩短停职期，及削减因停职而引致的公共开支。

与公职无关的交通违例判罪

根据《公务人员(管理)命令》第11条，被裁定触犯刑事罪行(包括交通违例事项)的公务员，可能随之受到处分。委员会认为，公务员如被裁定触犯与公职无关的交通罪行，不应再受纪律处分，除非罪行涉及酒后驾驶或其它与公务员身分不符的不当行为。公务员事务局已接纳这项意见。

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.

年内，委员会继续与各局及部门保持密切联络。主席参加了重要而复杂的遴选及晋升选拔工作，各委员亦以观察员身分列席个别会议。委员会秘书处职员亦探访各部门的相关人员，讨论一些特定问题，包括纪律处分事宜及其它共同关注的题目。委员会的方针是与政府维持伙伴式工作关系，一起寻找、发展及推广公务员管理的优良规范。

委员会藉着审查所递交的建议，检讨有关聘任、晋升及纪律的政策、现行的规则与规范，以便精简程序。我们亦可藉此找出纰漏及不足之处。以下段落述明这些问题，并载列委员会为解决这些问题而建议的改善措施或新方法。委员会鼓励各部门首长及其部门秘书参考有关个案，避免在日后递交建议时，再犯类似的错误。



Mrs Ng Yeoh Saw-kheng, JP
Member, Public Service Commission
黄杨素琼女士，JP
公务员聘用委员会委员

"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."

「我曾出席一些遴选面试及晋升选拔委员会，当中大部分部门都做得谨慎透彻。我对此表示满意。遇有失误，委员会职员亦已提出明智的意见和建议。」

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.

晋升

升职生效日期

在有些部门，即使大部分获晋选拔委员会推荐升职的人员，尚未在其总结审议当日开始署任更高职级，部门仍建议，实际升职应在该日起生效。委员会提醒各有关部门，此举与《公务员事务规例》第125(1)条有所抵触。此外，各部门亦须留意，升职日期不应早于上一次获晋选拔委员会推荐署理以待实任人员的升职生效日期。为确保公平，并为维持员工士气及有关人员的相对年资，此举实属必要。

晋选拔委员会会期过长

委员会关注到，在一项晋选拔工作中，晋选拔委员会竟在六个月内召开会议14次，以审议135名人员的晋选拔资格。这做法并不可取。委员会建议有关部门应妥善编排晋选拔委员会的会期，以确保晋选拔工作能在合理时间内完成。

为可能出现相应空缺而设的晋选拔委员会

较高级别的空缺，有时会由不同职级或职系的人员竞逐。在一项晋选拔工作中，有关部门在决定由谁填补一个较高级别空缺前，同时为两个职系的较低级人员召开晋选拔委员会会议。结果，当该较高级别空缺由其中一个职系的人员填补后，另一个职系的晋选拔委员会建议便告无效。这样安排徒增无谓工作，当然并不可取。

以直接招聘填补「过剩」空缺

某个案中，空缺职位有17个，但在较低职级的人员中，只有18名实聘人员和一名试用人员竞逐。结果，有些表现平平的人员获荐署任较高级别。委员会认为，该部门宜考虑以直接招聘填补该等「过剩」空缺，但亦须谨记员工对晋选拔的长期诉求。

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.

表现记录摘要务须准确

在一次晋升选拔工作中，一名未获推荐的人员发觉在晋升选拔委员会的报告中，其表现摘要里有一个错误。原来是部门在撮写他的员工评核报告时，不慎出现手民之误。该人员于是向部门及委员会投诉。经详细研究该人员的声请后，委员会信纳该错误并未对晋升选拔委员会的原本结论有任何影响，而该人员的确因表现逊于获荐人员而落败。然而，此事反映晋升选拔委员会的秘书须谨慎细密，确保表现记录摘要准确无误。

遴选准则的应用

委员会一向鼓励各部门在进行晋升选拔工作时，须合理而灵活地应用遴选准则。在某宗个案，晋升选拔委员会按员工的经验及表现，从90名合资格人员中遴选13名，以供考虑填补14个空缺。这个比率低得不成比例，委员会因此建议该部门日后宜采用较实际的遴选准则。在另一宗个案，有部门在晋升选拔工作中，将服务年资准则由6年大幅增至10年，务求减低合资格人数。委员会建议该部门在遴选合资格人员时，考虑采用其它「表现」准则，而不应单单倚靠服务年资。

获推荐署任的人员的诉求

在两项晋升选拔工作中，委员会发现有关部门在没有合理原因下，要求在上一次获晋升选拔委员会推荐的人员停止署任，并由其它并无获荐的人员代替。委员会认为此举并不恰当，因此提醒部门，应给予在上一次晋升选拔委员会获选署任的人员一切机会，考验他们在更高职级的表现。除非证实他们才拙力弱，否则不应要求他们让位于其它较不值得署任的人员。

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

按新入职制度受聘的在职人员作内部转职

委员会留意到，根据新入职制度受聘而尚未按长期聘用条款转为实任的人员，在转职至另一职系时，须再经过三年试用期。加上另外三年合约期，有关人员可能要服务九年或以上才可以实任，转为长期聘用制。委员会认为，虽然新聘人员应经过严格考核才实任，但对于转职人员，现有安排应予改善。

遴选委员会的成员组合

在进行某项招聘工作时，有关部门共设立了七个遴选委员会，内有18至23名遴选委员会主席/成员，为约100名应征者进行面试。虽然该部门安排了成员轮流参与，以及在面试后进行覆检，以确保遴选标准一致，但委员会认为，在同一次招聘中，遴选委员会的数目应该切合实际需要。

工作表现评核制度

过迟撰写报告

工作表现评核报告迟迟未见写妥(通常迟逾三个月)，依然是值得关注的问题。委员会不断强调，工作评核报告是一种管理工作表现的工具，因此应从速写妥，以便及时向受评人提出意见。迟写报告，既有损员工士气，亦影响晋升选拔委员会的召开日期。在一宗个案中，晋升选拔委员会因员工报告未能备妥而五度延期。部门应提醒评核和加签人员依时填写员工报告。如果不能办到，在在反映他们督导不济，管理欠佳，亦因此影响他们本身的晋升机会。

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.

评核委员会

愈来愈多部门设有评核委员会，负责协调员工的评核报告。委员会赞同部门在这方面的努力。不过，有些部门把评核委员会的角色与晋选拔委员会或职系首长的角色混淆。在一些个案中，评核委员会除复核员工评核报告外，更选出一批人员，以作晋升考虑。此举犹如在晋选拔委员会召开前执行其工作，实不可取。委员会又留意到，某部门把评核报告表格内的职系首长填写部分修改为“评核委员会的评语”。这是错误的。须知根据受评人的整体往绩评核他们是否适宜晋升及其长远潜质，是职系首长的责任。

虽然评核委员会有其作用，但部门在设立评核委员会时，应采取务实态度。举例说，如果某个职级人数不多，而其评核报告又经部门首长和副首长复核，这个评核机制应已足够，毋须另设评核委员会。

年中检讨

委员会非常赞成督导人员定期检讨下属的工作表现。就此，许多职系或职级已正式采用年中检讨的做法。不过，在其中一个已正式采用此做法的部门，有督导人员在年中检讨时撰写了全面的员工评核报告，但未就个别人员的不足之处提供辅导，只留待周年评核期完结时才相告。这个做法完全破坏了年中检讨的原意。委员会认为，要有效管理员工的表现，迅速和及时告知受评人其工作表现和有待改善之处，至为重要。

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.

加签 / 复核人员的角色

有些主管人员在撰写员工报告方面仍然欠缺技巧，以致对有关受评人欠缺公允。举例说，在某个案中，加签人员只填写“无”而没有作任何评论。由于员工评核报告是事业晋升及发展的基础，加签和复核人员应就受评人的表现和长远潜质作出评核。如果认为工作表现评核报告内有任何部分，评级过高或过低，亦应对评级作实际调整并通知受评人，让他们知悉所得评级。



Dr Elizabeth Shing, JP
Member, Public Service Commission

成小澄博士，JP
公务员铨用委员会委员

“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.”

「员工评核报告出现评级过高的情况，仍然是个棘手问题。评核标准宽松会导致那些理应获得较高评级的员工，得不到如实的反映，而个别人员的相对优劣，亦难以得到准确评核。故如实的评核报告乃十分重要，政府必须说服主管人员收紧评核标准。」

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.

试用 / 试任关限的个案

试任关限

一名试任人员表现未达有关关系的要求水平，因此被拒通过试任关限。在研究该个案时，委员会注意到，其实该名人员在试任之前，其在原本职系的表现也未见出色，评核报告内亦显示其潜质有限。委员会提醒有关部门，在进行这类遴选工作时，须采用较严格的标准，特别是在邀请某名人员试任之前，要先参阅其评核报告。

因延长试任关限导致财政损失而须补发增薪额

某名在另一职系试任的人员，数年前当他仍在原本职系服务时，因被控行为不检而被法院判以签保，但部门并无因此对他施以纪律处分。由于该名人员向法院上诉，部门便在他试任期间复核该案件。尽管他的表现和操守均令人满意，但他的试任关限须予延长兼有财政损失，以待复核结果及就任何可能的行为失当展开进一步的调查。鉴于这是延长他试任关限的唯一原因，委员会建议，日后一旦证实他清白，便应补发增薪额。该名人员最后获得补发增薪额，并复得原有年资。

表现管理

密切监察表现欠佳的人员

一名表现持续欠佳并须接受密切监察的人员，在首两份季度评核报告中略有改善。故此，加签人员建议以后每半年进行一次评核，继续对她进行监察。然而，结果她在一年后的每年评核周期结束时，才再接受评核。期间她的表现再度逆转，并有明显的缺失之处。委员会建议管方，应时刻留意本身在表现管理方面的责任，并确保设有一套有效的表现评核制度，定期监察表现欠佳的人员。

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.

纪律

处理行为失当个案过于宽大

在审核一项晋升选拔工作期间，委员会注意到，管方对一名在过去三年内行为三度失当的人员，只是辅导了事。委员会认为此举过于宽大，故促请有关部门考虑应否纪律处分。

委员会认为公务员必须维持高度的诚信和操守，因此经常提醒各部门，对行为失当的人员采取适当的纪律处分行动。此举亦可提醒其它人员，必须具有高水平的操守。

退休后重行受雇

退休人员接任计划

有部门以接任有困难为理由，建议重行雇用一名即将正常退休的人员，为期两年。鉴于并无有力理据支持须重行雇用该员达两年之久，部门经考虑委员会意见后，把原先的建议，缩短至9个月。处理该个案时，委员会注意到，该部门在员工的岗位安排及发展方面欠缺系统，接任问题因而加剧。委员会建议该部门制定一套员工发展方案，预先计划如何安排接替退休人员。

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.

除第五章载述的综合意见及建议外，委员会认为对不断渴求提升人力资源管理的部门而言，个案研究既值得注意，亦有所裨益。

个案壹—拒绝通过试用关限

背景

某名按新入职制度(即三年试用期)聘用的专业职系人员，试用期一开始便表现欠佳，部门管方有意作短期观察后便中止试用。

问题所在

委员会虽然完全赞同采取迅速行动，处理表现欠佳的人员，但亦注意到，该部门一直没有正式评估当事人的表现，更未曾就他的不足之处给予忠告。该部门遵照委员会建议，按季评核他的表现，期间更提供适当辅导及忠告。经再度观察六个月，该部门的结论是当事人欠缺基本才能，即使再给予机会，也无法称职。该部门随后建议中止试用，而委员会认为做法妥当。

总结

委员会赞赏部门管方行动迅速。试用人员有责任证明本身有才干而值得留任。不过，部门必须确保试用人员就其不足之处，能够得到充足而正式的忠告和辅导。这方面的文件记录必须妥为备存。自此以后，管方如果认为有明确迹象证明他们整体上不适合留任，尽管试用期未届满而中止服务，亦属恰当。

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.

个案二一 转为常额及可享退休金条款

背景

一名专业职系的合约人员，一向表现平庸，服务七年多亦无多大进步。虽然如此，部门仍然推荐他转为长期聘用制。

须予三思的问题

在考虑该名人员的表现纪录后，部门对他的长远发展潜力仍难作断论。根据评核，他只会继续表现平庸。委员会因此要求部门再作考虑。经检讨后，部门认同延长当事人的服务期一年，以给予他最后机会证明其才能。

观察

委员会认为，任何人员不但需要在基本职级证明称职，更应显示有进展潜质，才可以获得实任而转为长期聘用。对于服务多年的人员，部门管方仍未能评估其发展潜力，此事并不寻常，亦值得关注。委员会又认为这宗个案已拖延多时，因此要求该部门在延任期过后，就是否续聘该员一事，必须作出果断决定。

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).

个案三 — 根据《公务员事务规例》第280(1)条延长合约**背景**

有部门告知委员会，某名人员因工作效率差而不予续约。然而，当该人员以个人理由申请延长现行合约六个月时，部门首长虽然拒绝所请，但是基于恩恤考虑，最后决定根据《公务员事务规例》第280(1)条延长其合约90天。

问题所在

该名合约人员过去六年的表现，仅属差强人意。部门完全有理由不予续约，但其后居然不理睬该人员的过去表现而延长其合约90天，令人有处理方法并不一致的感觉。再者，部门很早（约十个月前）已知会该员不予续约，因此以恩恤理由延长其合约，亦缺乏确切理据。

结论

委员会认为，如果某人员的表现未达应有标准，部门便应采取行动，以三个月预先通知，中止其合约，而毋须等待现行合约结束。如果该人员表现不是差至要提早中止合约，而让有关人员服务至合约届满，则不应延长其合约，拖长表现欠佳者的聘用期。该部门首长以恩恤理由批准延长该人员的合约，并不完全符合《公务员事务规例》第280(1)条的精神。

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.

个案四 — 处理表现欠佳的人员

背景

某部门根据《公务人员(管理)命令》第12条,以表现一直欠佳为理由,建议一名服务九年的人员,为公众利益而退休。该名人员的纪律记录亦很差,以往接过近一百次口头/书面警告,原因包括上班迟到、擅离职守、拒绝执行职务/指示,以及工作未见勤奋。此外,该部门怀疑当事人患有精神病,这使案情更加复杂。

问题所在

审核此个案时,委员会留意到该名人员除试用期内最后考勤报告所涵盖的五个月外,自一九九三年初次聘用以来,表现从未见满意。尽管在试用期内的四份考勤报告中有三份述及他表现未如理想,他居然于一九九五年获准通过试用关限,甚至无需延长试用期以便有更长时间观察他的表现。在一九九六年的年终考勤报告,他的整体表现评级是“可”;一九九七年是“未达水平”。虽然表现未见满意,但职系管方直到一九九八年六月才注意到此事,并且到了一九九九年八月才就他表现欠佳的问题采取行动,要求撰写特别考勤报告并发出劝诫信。当事人尽管收到了劝诫信和警告,但表现依然未见满意,而部门到了二零零二年才向公务员事务局建议他退休。此外,以当事人而言,口头/书面警告显然毫无阻吓作用,又鉴于当事人可能患有精神病,因此任何的正式纪律处分亦似乎不恰当。虽然如此,他的上司仍然在一九九九至二零零二年间,不断向他发出近一百次警告。再者,该部门鉴于怀疑当事人患有精神病,耗费不少时间,尝试根据《公务员事务规例》第940及485条,为他安排召开医事委员会,但由于他不是拒绝出席便是拒交病历,医事委员会无从召开。

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.

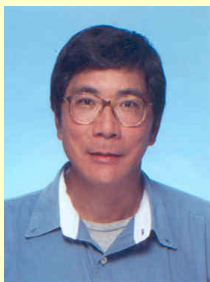
观察

委员会欣悉，公务员事务局对此事深表关注，并要求有关部门检讨延长新聘人员试用期的制度，及以更适当和省时方法，处理表现欠佳人员。委员会依然担心，召开医事委员会的安排，可能因当事人拒绝合作而受到阻碍。(尽管《公务员事务规例》第485条订明公务员事务局局长/部门首长可以要求有关人员接受一位医生的检查，但根据经验，如果当事人拒交病历，此项规定便难以执行。)为确保公务员涉及怀疑患有精神病的个案得到公正及迅速处理，委员会已要求公务员事务局连同医院管理局检讨现行制度/安排。

总结

以此个案而言，由于当事人屡次拒绝出席医事委员会，而管方亦曾多番尝试安排召开医事委员会，因此委员会认为，根据《公务人员(管理)命令》第12条，以表现一直欠佳为理由而饬令他退休，尚算恰当。

关于发出警告的做法，委员会认为，以连珠炮发的方式向某人员发出近一百次没有实效的警告，根本毫无意义。如果某人员屡有不当行为，部门应施以正式纪律处分。



Mr Frank Pong, JP
Member, Public Service Commission
庞辉先生, JP
公务员聘用委员会委员

"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."

「今时今日，公务员管理文化势须改变，以确保表现失准的公务员不会受到容忍。我盼望管方加强力量，以更迅速及更有效方法，处理表现欠佳的员工。」

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.

委员会继续与海外有关的机构 / 委员会保持密切联系。在本报告涵盖期内，澳洲公务员任用委员会会长Andrew Podger先生与澳洲总领事David O' Leary先生在二零零二年十二月十二日探访委员会。我们向他们简介委员会的角色及职能。双方亦讨论共同关注的课题，并交流意见。



(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) 委员会秘书欧阳桂慧敏女士、委员会委员周永成先生, JP、委员会委员陈清霞小姐, JP、委员会主席鲍文先生, JP、澳洲公务员任用委员会会长Andrew Podger先生、澳洲总领事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.

委员会积极参与推广人力资源管理的优良规范。主席出席了二零零二年十月九日由公务员事务局举办的人力资源管理权力下放研讨会，委员会秘书处亦协助一般职系处举办聘任事务经验分享会。该聚会特为各局 / 部门专责此类事宜的行政主任而设。聚会在二零零二年七月十二日举办了两场，大受参加人士欢迎。

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.

公务员事务局局长及属下职员不断鼎力支持并协助委员会各方面的工作，委员会谨此衷心致谢。此外，各部门首长及高层人员对于委员会的提问和建议，给予衷诚合作和理解，委员会谨致谢忱。

一如以往，委员会秘书处职员继续向委员会提供全力支持，在审核部门建议方面，效率奇佳，水平特高。主席及各委员藉此表扬他们在前任秘书陈赵展眉女士及现任秘书欧阳桂慧敏女士领导下的优秀表现。赵女士已于年内退休，桂女士于二零零二年十一月接掌秘书一职。

Submissions with Recommendations Revised following PSC Secretariat's Observations – 2002
二零零二年委员会秘书处提供意见后曾作修订的建议

Category 类别	Recruitment 招聘	Promotion 晋升	Renewal of Agreement/ Re-employment after Retirement 续约 / 退休后重行受雇	Discipline 纪律	Others* 其它
Number of 数目					
Submissions advised on 曾提供意见的建议	207	435	197	205	218
(a) Submissions queried 曾提出质疑的建议	46	208	51	33	72
(b) Submissions with revised recommendations following query 在提出质疑后作修订的建议	21	119	5	18	26
(b) / (a)	46%	57%	10%	55%	36%

Comparison with Previous Years
与过去数年的数字比较

Year 年份	2000	2001	2002
Total no. of submissions advised on 曾提供意见的建议总数	1 069	1 209	1 262
(a) Submissions queried 曾提出质疑的建议	430	380	410
(b) Submissions with revised recommendations following query 在提出质疑后作修订的建议	181	211	189
(b) / (a)	42%	56%	46%

* Submissions on review of acting appointments made to meet operational needs, passage of bar, opening-up, revision of terms and Guides to appointment, etc.
这个类别的建议包括因运作需要而署任职位的检讨、通过关限、开放职位、修订聘用条款及聘任指引等。



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).

鲍文先生, JP

委员会主席(一九九六年八月一日获委任)
职业: 公务员任用委员会主席
学历: 香港大学文学士

鲍文先生终身为香港政府服务。他在一九六六年八月加入政务职系, 退休前担任的高级职位计有副铨叙司(聘任)(一九八六至八八年)、区域市政总署署长(一九八八至九一年)、市政总署署长(一九九一至九三年)及运输司(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.

郑维志先生, JP

委员会委员(一九九三年七月十五日获委任)
职业: 永泰出口商有限公司及富联集团有限公司主席
学历: 工商管理学士、工商管理硕士

郑先生是香港赛马会董事及香港特别行政区政府外汇基金咨询委员会委员。他是香港总商会主席, 并且是香港大学校务委员会、香港科技大学顾问委员会及城市规划委员会的成员。



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.

梁国辉博士, BBS, JP

委员会委员(一九九四年五月一日获委任)
职业: 泓略顾问有限公司主席
学历: 哲学博士

梁博士现任香港教育学院校董会副主席及香港科技大学校董会成员。他也是大律师纪律审裁组, 以及香港特别行政区行政会议成员及立法会议员薪津独立委员会的成员。



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.

黄杨素琼女士, JP

委员会委员(一九九五年六月一日获委任)
职业: 香港多间私人公司的董事
学历: 内外科医学士(新加坡大学)

黄杨素琼女士是拔萃女书院家长教师会成员。



Mr Vincent Chow Wing-shing, JP

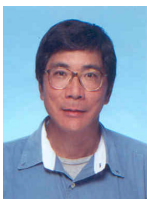
Member, Public Service Commission (appointed on 1 February 1998)
Occupation : Director & Group General Manager, Chow Sang Sang Holdings International Ltd.
Qualification : B.Sc., M.Sc.

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

委员会委员(一九九八年二月一日获委任)
职业: 周生生集团国际有限公司集团董事兼总经理
学历: 理学士、理学硕士

周先生是香港城市大学校董会成员, 香港演艺学院校董教务委员会主席, 也是香港管弦乐团监察委员会委员, 并担任香港话剧团有限公司主席。



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.

庞辉先生, JP

委员会委员(一九九八年二月一日获委任)
职业: 绍荣钢铁有限公司常务董事
学历: 理学士、香港工程师学会资深会员、香港运输学会资深会员

庞先生是香港理工大学顾问委员会和律师纪律审裁组的成员。



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

委员会委员(一九九九年六月一日获委任)
职业: 香港管理专业协会总干事
学历: 荣誉文学士、工商管理硕士、工商管理博士、英国特许管理学会会士

成博士是选举管理委员会、退休公务员就业申请咨询委员会、公众卫生及市政条例封闭令(对健康的实时危害)上诉委员会、消费者委员会及消费者诉讼基金管理委员会的成员。

陈清霞小姐, JP

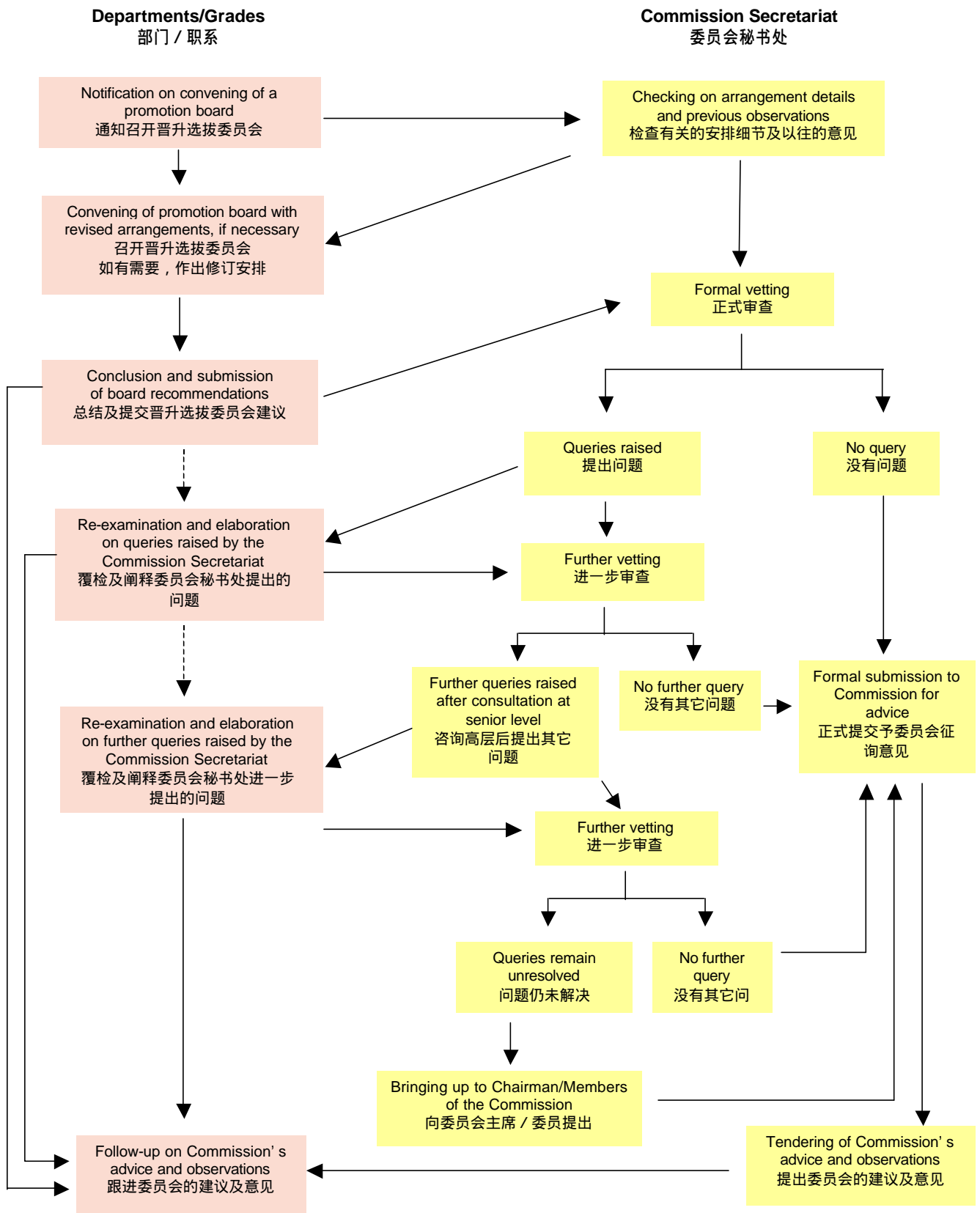
委员会委员(二零零一年十二月一日获委任)
职业: 博凯律师事务所暨祖伟仕律师行的高级合伙人、多间公司的董事
学历: 法学士、理学士、中国法律文凭

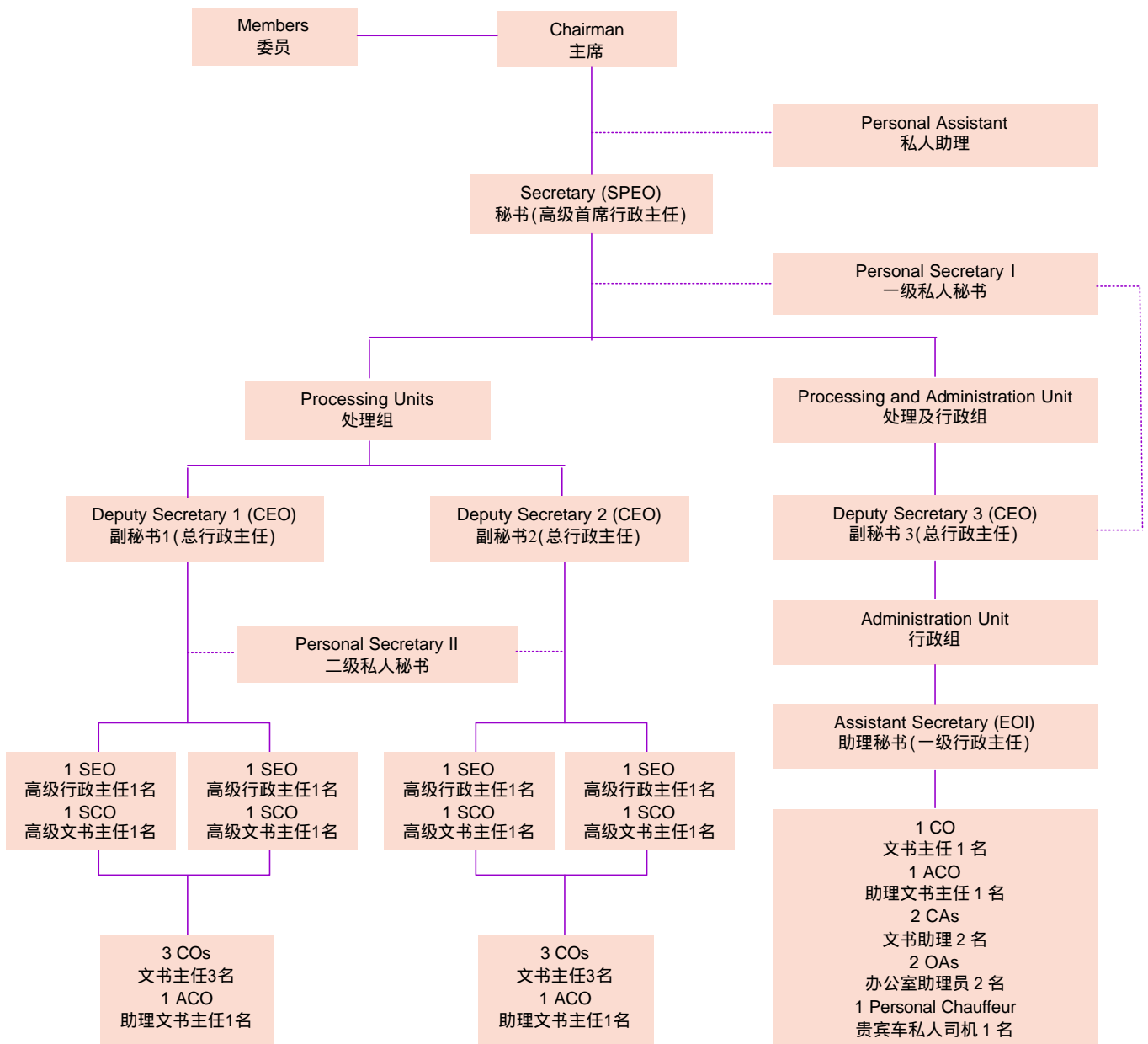
陈女士是医院管理局成员兼其下的公众投诉委员会主席,亦是香港眼科医院及九龙医院的主席。此外,她是香港考试及评核局成员,以及入境事务审裁处审裁员。

王英伟先生

委员会委员(二零零二年二月一日获委任)
职业: 瑞安集团有限公司副主席
学历: 社会科学学士(香港大学)、管理学文凭(香港中文大学)、公共管理学硕士(哈佛大学)、行政发展研究课程(牛津大学)

王先生是社会福利咨询委员会主席、香港浸会大学谘议会及校董会副主席、香港科技大学校董会成员,并担任香港工商专业联合会的信托委员及长江开发沪港促进会副理事长。





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 编制

Directorate Executive Officer 首长级行政主任	1
Executive Officer Grade 行政主任职系	8
Clerical Officer Grade 文书主任职系	18
Secretarial Grade 秘书职系	3
Chauffeur Grade 贵宾车司机职系	1
	31

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

征询委员会意见 – 填补的高层首长级职位空缺(按薪级列出)

Directorate Ranking Pay Scale 首长级薪级表	No. of Vacancies 空缺数目
D8	4
D6/C4	10
D5	6
D4	15
D3/DL3/C3	31
Total 合计	66 #

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个空缺中, 43个由晋升方式填补, 7个由署理以待实任方式填补, 5个由为方便行政而署理的方式填补, 2个由任命方式填补, 3个由续约/延长合约方式填补, 3个由退休后重行受雇方式填补, 1个由延长借调方式填补, 以及2个由调派政务主任方式填补。

Promotions/Appointments to Heads of Department Advised by PSC

征询委员会意见晋升/任命的部门首长

Post Title 职位名称	Directorate Ranking Pay Scale 首长级薪级表
Director of Highways 路政署署长	D6
Commissioner of Correctional Services 惩教署署长	C4
Director of Fire Services 消防处处长	C4
Director of Immigration 入境事务处处长	C4
Director of Architectural Services 建筑署署长	D5
Director of Civil Engineering 土木工程署署长	D5
Director of Drainage Services 渠务署署长	D5
Director of Government Supplies* 政府物料供应处处长*	D5
Director of the Hong Kong Observatory 香港天文台台长	D5
Director of Lands* 地政总署署长*	D5
Head, Efficiency Unit 效率促进组专员	D4
* Appointment from outside the departmental grade 任命部门职系以外人员担任部门首长	

Legend 注

C General Disciplined Services (Commander) Ranks 一般纪律人员(指挥官级)

D Directorate Group 首长级人员

DL Directorate (Legal) Group 首长级(律政人员)

Filing of Vacancies Advised by PSC – Breakdown by Salary Group
征询委员会意见填补的职位空缺(按薪俸组别列出)

Vacancies Filled by 填补空缺方式	Salary Group 薪俸组别			
	Master Pay Scale Points 26-44 总薪级表 第26-44点	Master Pay Scale Points 45-49 总薪级表 第45-49点	Directorate 首长级薪级表	General Disciplined Services Pay Scale 一般纪律人员 薪级表
Appointments after local advertisement 在本港刊登广告后聘用	180	6	1	137
Appointments by other means (e.g. in-service appointments, applications for long term vacancies) 通过其它途径聘用(例如:内部转职、申请 长期悬空职位)	21	3	5	42
Promotion 晋升	688	151	109	159
Renewal/Extension of agreement 续约/延长合约	132	3	7	-
Extension of service beyond retirement age/Re-employment after retirement 延长服务期至超逾退休年龄/退休后重行受雇	1	2	12	-
Opening-up arrangement 开放职位安排	8	8	3	-
Secondment 借调	-	-	4	-
Sub-total 小计	1 030	173	141	338
Total No. of Vacancies Involved* 所涉及的空缺总数*				1 682

Comparison with figures for previous years
与过去数年的数字比较

Year 年份	No. of vacancies referred to PSC 征询委员会 意见的空缺数目	No. of vacancies advised to be filled by PR 建议招聘本港永久性 居民填补的空缺数目	No. of vacancies advised to be filled by non-PR 建议招聘非本港永久性 居民填补的空缺数目	Percentage of such vacancies 建议招聘非本港永久性 居民填补的空缺所占的百分率
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
共接获 1 262份建议

Other appointment-related matters referred to the Commission for advice during 2002 are set out as follows :
二零零二年内曾征询委员会意见的其它与聘用有关的事项如下：

	No. of ranks 职级数目
Guides to appointment 聘任指引	67
	No. of cases 个案数目
Representations/complaints 申述书 / 投诉	35
	No. of officers 人员数目
Extension/Refusal of passage over 延长 / 不批准通过	20
Probation bar 试用关限	18
Trial bar 试任关限	
Revision of terms 修订聘用条款：	
Transfer from local agreement terms to pensionable terms 由本地合约条款转为可享退休金条款	20
Transfer from locally modelled agreement terms to pensionable terms 由本地模式合约条款转为可享退休金条款	5
Transfer from common agreement terms to pensionable terms 由划一合约条款转为可享退休金条款	39
Promotion waiting list 晋升候补名单	50
Acting for administrative convenience 为方便行政而署理职位	1 902
Acting with a view to substantive promotion 署理以待实任	272
Acting with a view to substantive promotion waiting list 署理以待实任候补名单	5
Total No. of Officers 合计人员数目	2 331