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本年报内的统计数字以历年计算

Foreword

序言



One of the key roles of the Commission is to ensure uniformity and consistency in the application of policies and procedures that pertain to appointments, promotions and discipline in the civil service. With the general recruitment freeze and implementation of the Voluntary

Retirement (VR) II Scheme, as well as the deletion of posts across the service arising from the Efficiency Savings Exercise during the year, special attention was called for.

The VR II scheme and the downsizing of the civil service necessitated a very careful assessment of vacancies for both recruitment and promotion. Departments were required to obtain prior approval from their respective policy bureaux and Civil Service Bureau for filling such posts. What this meant was that many posts could only be filled on a temporary basis pending the outcome of reviews on long-term projections on their staffing establishment. The Commission, in turn, provided valuable input in dealing with such submissions to ensure service-wide consistency. Indeed, the perception that reduction in the size of the civil service resulted in a lower workload for the Commission was totally unfounded because any one submission, regardless of the number of vacancies, required the same meticulous examination. Moreover, the lack of vacancies did not dispense with the need to review acting appointments to ensure that the most deserving continued to be offered such posts - such exercises involve the same volume of work as a promotion exercise.

The Commission also continued to focus on policy and procedures relating to discipline. We readily supported the Administration's determination to raise the standard of discipline, with new benchmarks set which resulted in stiffer penalties. Following brainstorming sessions with the Administration, procedures have been further streamlined to enable disciplinary cases to be dealt with in a shorter timeframe. The Commission continues to advocate for a new tier of punishment between compulsory retirement and dismissal. Whilst both result in removal from office, there is a pressing need to bridge the wide gap that now exists vis-à-vis the pension payable and total loss of all benefits in such cases.

Mr Christopher Cheng, senior Member, Dr Thomas Leung and Mrs Ng Yeoh Saw Kheng retired from the Commission during the year. I pay tribute to them for their many years of dedicated service, sterling support and invaluable advice. I also extend a warm welcome to Mr Simon Ip, our new Member.

Haider Barma
Chairman

委员会的主要功能之一，是确保公务员队伍施行一致的聘用、晋升和纪律政策和程序。年内，当局全面暂停招聘公务员，推行第二轮自愿退休计划，以及按增效节流计划删除各类公务员职位，凡此种种，都须关注。

由于推行第二轮自愿退休计划和缩减公务员编制，因此无论是招聘或晋升，都须小心评估是否确有职位空缺。各部门均须经所属决策局和公务员事务局事先批准，才可填补这些职位。换言之，许多职位只能以临时方式填补，等待长远人手编制推算检讨的结果。委员会就如何处理这类建议提供不少意见，力求确保公务员体系内的处理方法一致。其实，因公务员人数减少而认为委员会的工作量会减轻，是全无理据的想法，因为无论空缺数目有多少，委员会审阅任何一项建议时会同样细心谨慎。再者，即使职位空缺有限，仍有需要检讨署任安排，以确保继续委任最适合的人选署任职位。这方面的工作量不下于处理晋升事宜的工作。

委员会也会继续注视有关纪律的政策和程序。当局决心提高纪律标准，订定新的基准，惩处也因而加重，委员会对此全力支持。此外，当局与委员会以集思会的形式一起进行讨论后，已进一步精简程序，加快处理纪律个案。委员会还会继续倡议在迫令退休和革职之间，增设一个新的处分级别。虽然上述两者最终同样免去有关人员的职位，但前者令退休金分毫无损，后者则令所有福利尽失，中间差距甚大，亟需缩窄。

年内，资深委员郑维志先生、梁国辉先生和黄杨素琼女士离任。他们多年来竭诚服务，鼎力支持，提供不少宝贵的意见，本人谨此衷心致谢。同时，本人欢迎新成员叶锡安先生加入委员会。



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 (PSs), Heads of Department (HoDs) and officers of similar status. At the end of 2003, the number of established civil service posts under the Commission's purview was 34 419.

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 fall outside the purview of the Commission. In addition, following the introduction of the Accountability System on 1 July 2002, Ministers or Directors of Bureau are not civil servants and their appointments 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 (PS(A)O).

委 委

委员会于一九五零年成立，是一个独立法定机构，《公务员叙用委员会条例》及其附属规例(香港法例第93章)订明其职权范围。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。

委员会就聘用及晋升事宜提供的意见，其范围仅限于高职级公务员，包括顶薪点达每月薪金33,940元(总薪级表第26点)或以上的职位，至常任秘书长、部门首长和职位相若的人员。截至二零零三年年底，在委员会职权范围内的设定公务员职位共有34 419个。

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。此外，自二零零二年七月一日问责制推行之后，各局首长或局长已不是公务员，其聘任事宜亦无须交由委员会处理。

至于纪律事宜，除《公务员叙用委员会条例》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 I 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;
- employment on agreement terms which —
 - involves overseas agreements;
 - departs from the normal progression in the rank under the new entry system;
 - offers a shorter than normal duration on performance or conduct grounds;
 - requires selection or comparison of merit.

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.

其他职责

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本身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；
- 按合约条款聘任，而有关聘任：
 - 涉及海外合约；
 - 偏离新入职制度下的一般进程；
 - 基于工作表现或品行方面的理由，任期较正常为短；
 - 须经甄选或量才录用。

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。

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 submitting 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.

諮詢角色

委员会只担任諮詢角色，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，徵询意见。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。部门须回应委员会的意见，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。



Mr Wilfred Wong, JP
Member, Public Service Commission

王英伟先生，JP
公务员叙用委员会委员

"With the rising public demand for a quality civil service, it is crucial that the Commission ensures that the most suitable candidates are appointed and the most deserving officers are promoted whilst those committing misconduct are appropriately dealt with."

“公众对公务员质素的要求愈来愈高，委员会必须确保获得聘任的是最适合的人选，获得擢升的是最值得晋升的人员，以及如有公务员行为不当，都会妥为处理。”

Human Resource Management : Policy and Initiatives

The Commission continued 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.

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，政府都会徵询委员会的意见。

"The Commission has always served an important function to provide an unbiased external view to uphold the time-tested rules and regulations governing the management of the Civil Service. With the increasing demand for better service to the public, higher efficiency and greater transparency, the Commission has in recent years played the role as an advisor to public service reform.

This has been a challenge to the Commission and will continue to constitute one of our core contributions in the years to come. In this regard, I believe we have acted progressively, and at the same time, retained the trust and respect of the civil service."

“委员会向来肩负重任，提供不偏不倚的外界观点，促使有关管理公务员的规则和规例能一如以往，继续有效推行。鉴于社会大众日益要求更好、更有效和更高透明度的服务，委员会近年更就公营部门改革提供意见，出谋献策。

这对委员会来说是一项挑战，而在未来的日子，委员会会继续这方面的主要工作。我深信，我们的工作既可与时并进，又能保持公务员对我们的信任和尊重。”



Dr Thomas Leung, BBS, JP
Member, Public Service Commission

梁国辉博士，BBS，JP
公务员叙用委员会委员

During the year, the CSB consulted the Commission on the revised procedures for retiring an officer in the public interest on account of sub-standard performance under section 12 of the PS(A)O. The Commission has long advocated the need to streamline procedures and shorten the time required for such cases. We also pointed out that the fundamental prerequisite to make the new system work depended on senior management's determination to identify non-performers and pursue such cases. This, in turn, called for continuous efforts to tackle the undesirable practice of giving over-generous appraisal. We are pleased to record that SCS issued a personal appeal to all PSs and HoDs on the importance of frank and honest staff appraisals. The new procedures were implemented in late March 2003 and resulted in an increase in the number of section 12 cases compared to previous years. The relevant statistics are given in Chapter 3.

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.

In 2003, the Commission advised on 932 submissions covering recruitment and promotion exercises, discipline cases and other appointment-related subjects. Altogether 314 submissions were queried, resulting in 89 re-submissions (28%) with recommendations revised by CSB and departments after taking into account the Commission's observations. A statistical breakdown of these cases is given in *Appendix I*.

年内，公务员事务局曾就有关根据《公务人员(管理)命令》第12条为公众利益著令表现欠佳人员退休的修订程序，徵询委员会的意见。委员会向来倡议须精简这类个案的程序，缩短所需时间。我们并指出，新制度要行之有效，基本条件是高层管理人员须有决心辨别表现欠佳人员和跟进这类个案。为此，当局必须不断努力，纠正评核过于宽松的不良做法。我们欣悉公务员事务局局长曾亲自发函，吁请所有常任秘书长及部门首长重视真诚无欺的员工评核。新的程序于二零零三年三月底实施，程序推行后，引用第12条的个案，数目较往年有所增加。有关的统计数字载于第三章。

使命和工作目标

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。

年内，委员会就932项建议提供意见，涵盖范围包括招聘和晋升工作、纪律个案和其他与聘用有关的事宜。委员会总共对其中314项建议提出疑问，公务员事务局和有关部门考虑委员会的意见后，修订其中89项(占28%)，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 2003, a record high of 98.1% of the 932 submissions (compared with 96.6% in 2002) were dealt with within the pledged processing time. The remaining few 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回应。年内，在接获的932项建议中，有98.1%(二零零二年为96.6%)是在目标时间内处理，达标比率为历来最高。其余几项涉及大量工作和较繁复的建议，则需要较长时间处理。

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.

《公务员叙用委员会条例》订明，委员会须有一名主席和不少于两名或不多于八名委员。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，退休公务员则不在此限。

The membership of the Commission during 2003 was as follows :
二零零三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	July 1993 to July 2003 一九九三年七月至二零零三年七月
	Dr Thomas LEUNG Kwok-fai, BBS, JP 梁国辉博士，BBS，JP	May 1994 to April 2003 一九九四年五月至二零零三年四月
	Mrs NG YEOH Saw-kheng, JP 黄杨素琼女士，JP	June 1995 to May 2003 一九九五年六月至二零零三年五月
	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, JP 王英伟先生	since February 2002 由二零零二年二月起
Secretary 秘书	Mrs Stella AU-YEUNG KWAI Wai-mun 欧阳桂慧敏女士	since May 2003 由二零零三年五月起
Curricula vitae of the Chairman and Members are at <i>Appendix II</i> . 主席及委员的简介载于附录II。		

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 (CSB) 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*.

委员会秘书处

委员会秘书处由行政主任、秘书和文书职系等公务员所组成的专责小组提供服务。公务员事务局和政府部门所提交的建议，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和解释，然后向委员会徵询意见。为方便参考，现把晋升个案审议程序流程图载于 *附录 III*，以资说明。

"I have benefited from brainstorming sessions with the Secretary and her staff. They deserve full credit for their painstaking efforts in vetting departmental submissions. The succinct analysis provided has certainly helped me, and I daresay other Members, in dealing with case files and tendering our advice."

“我曾参加委员会的集思会，与秘书和职员作交流。秘书处人员尽心竭力，审查部门提交的建议，殊堪嘉许。他们深刻透彻的分析，不单对我，相信对其他委员来说，都大有帮助，让我们在处理个案和提供意见时，有所参考。”



Mr Christopher Cheng, JP
Member, Public Service Commission

郑维志先生，JP
公务员叙用委员会委员

During the year, the Chairman and Commission Secretariat continued to carry out efficiency savings measures by redistributing duties, streamlining work procedures and enhancing office automation. Under the various initiatives, two more posts were deleted in 2003, in addition to the five posts deleted under the Enhanced Productivity Programmes in 2000 - 2002. The updated organisation chart of the Secretariat is at *Appendix IV*.

年内，主席和委员会秘书处继续通过重新分配职务、精简工作程序和加强办公室自动化等措施，提高效率，节约开支。由于实行这些措施，继二零零零至二零零二年按资源增值计划删减五个职位后，二零零三年再删减两个职位。秘书处的最新组织架构图见 *附录 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. The CSB and 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.

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、复杂或涉及重要原则问题的个案，便会举行会议。公务员事务局和部门的高级管理人员会获邀出席会议，阐述委员会所关注的事宜，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 :

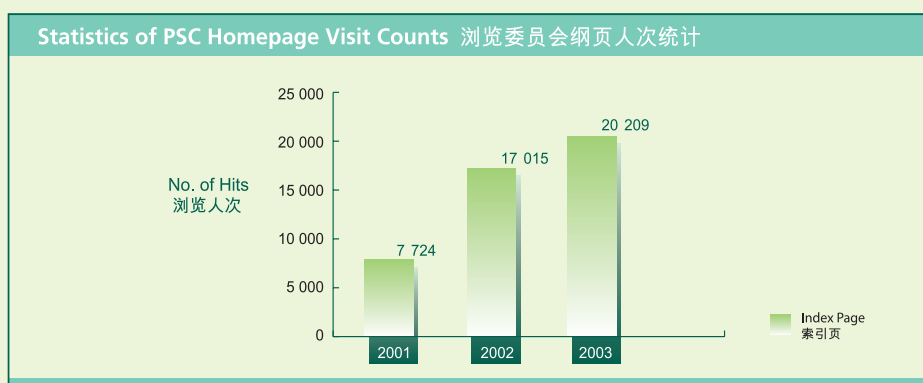
<http://www.csb.gov.hk/hkgcsb/psc>

互联网的网页

委员会网页可透过政府资讯中心或在下列网址浏览:

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, which are available in public libraries and District Offices, can also be viewed on the homepage and can be downloaded. The total number of recorded visits to our homepage continued to increase. This reflects the public's increasing interest in our work. A comparison of visits over the past three years is shown below —

委员会网页载有委员会的基本资料，包括角色和职责、现有成员名单、委员会执行职务的方式，以及秘书处的组织架构。委员会年报，可在公共图书馆和各区民政事务处索阅，亦可在网页上浏览和下载。根据记录，浏览委员会网页的总人次持续增加，反映了市民愈来愈关注委员会的工作。下图显示过去三年浏览人次的比较数字：



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 attracted a total of 1 799 visits last year.

数码政府合署的网页

委员会网页自二零零一年一月起已上载至数码政府合署，为各部门和各局人员提供另一个方便快捷的途径，藉以查阅委员会在聘用和纪律事宜的程序和政策方面的一般看法和最新意见，希望对他们的工作有所帮助。去年共有 1 799 人次浏览这网页。

Recruitment/In-service Appointment

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 normally takes up about 10% of the Commission's time except for the year of 2003.

招聘／内部聘任

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。除了二零零三年，就招聘工作提供建议通常约占委员会日常工作 10% 时间。



Mr Frank Pong, JP
Member, Public Service Commission

庞辉先生，JP
公务员叙用委员会委员

"I believe the Hong Kong Civil Service is still amongst the best in the world. Innovative thinking and the adoption of ideas would go towards maintaining our position."

“我深信，本港拥有的仍是世界上最优秀的公务员队伍之一。我们应以创新思维，采纳崭新概念，使我们的地位维持不变。”

The Administration adopted a service-wide recruitment freeze with effect from 1 April 2003. Exceptional approval was required for conducting an open recruitment exercise. This therefore resulted in a substantial reduction in the number of new recruits during the calendar year. In 2003, the Commission advised on the filling of 46 posts by open recruitment and seven posts through in-service appointment. Coupled with the down-sizing of the civil service and the deletion of vacancies at the recruitment rank, this represented a decrease of about 87% in the number of recruits compared with the previous year. A statistical breakdown of these appointments is given below —

由二零零三年四月一日起，当局全面暂停招聘公务员。只有在经特别批准的情况下，才能进行公开招聘。因此，在该历年内招聘人数大幅下降。二零零三年，委员会曾就以公开招聘方式填补的 46 个职位，以及以内部聘任方式填补的七个职位给予意见。由于公务员编制缩减，加上招聘职级空缺有所删除，招聘人数较去年减少约 87%。这些聘任的分项数字载于下表：

Recruitment/In-service Appointment in 2003 二零零三年的招聘／内部聘任人数	
	Number 人数
Recruitment after local press advertisements 在本港报章刊登广告后新聘用的人员	
- on probation 试用	22
- on agreement 合约	22
- on transfer (between departments or grades) 转职(部门或职系之间)	2
In-service appointment 内部聘任	
- on transfer (between departments or grades) 转职(部门或职系之间)	6
- on overseas terms 按海外聘用条款受聘	1
Total 合计	53
Comparison with figures for previous years : 与过去数年的数字比较 :	
Year 年份	No. of Officers 聘用人数
2001	776
2002	395
2003	53

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). No such appointments were made in 2003.

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

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居民。然而，就专业及技术职位而言，假如永久居民当中没有合资格或合适人选，则可招聘非永久居民填补(《基本法》第一百零一条)。二零零三年，当局并没有作出这类聘任。

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。他们在取得永久居留身分并符合语文和其他规定后，可以申请转为按本地条款受聘，而当局对此也是加以鼓励的。

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 appointments² are sometimes necessary. These appointees do not compete with the civil servants for promotion and the continued need for their employment is reviewed regularly.

The Commission did not receive any submission recommending the offer of 'special appointment' in 2003.

Promotions

During the year the Commission advised on 342 promotions to fill vacancies in 232 ranks³. These included 52 promotions to directorate vacancies which included ten to the senior directorate ranks (see *Appendix V*). The actual number of promotions advised fell by 69% from 1 107 in 2002 to 342 in 2003. *The Second Voluntary Retirement Scheme and the implementation of efficiency savings measures had a significant impact on the number of vacancies in promotion ranks that could be filled substantively as departments had to review their overall establishment and strength position.* Thus, in most promotion exercises in the year, departments resorted to recommending officers for acting for administrative convenience pending the confirmation of the vacancies in the long run. A more detailed analysis on how the service-wide review of manpower plans affected promotion exercises is given in Chapter 4.

² *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。

³ *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.*
合格人员的数目远超获得晋升的人数，在一些晋升选拔中，经筛选后供晋升选拔委员会详加考虑的合格人员超过 300 名。

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²。这些受聘者不会与公务员竞逐晋升，当局亦会定期检讨是否需要继续聘用他们。

二零零三年，委员会并没有收到任何特别聘任的建议书。

晋升

年内，共有 342 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 232 个职级³，其中 52 个是首长级空缺，包括 10 个高层首长级空缺（见附录 V）。获委员会提供意见的实际晋升宗数由二零零二年的 1 107 宗减至二零零三年的 342 宗，跌幅达 69%。推行第二轮自愿退休计划和增效节流措施，对以实任形式填补的晋升职位空缺数目影响很大，因为部门需要检讨整体编制和实际员额。因此，在年内进行晋升选拔时，部门大多建议员工以方便行政的方式署理职位，直至长远的职位空缺数目确定。第四章详述政府的全面人力计划检讨对晋升选拔工作的影响。

The Commission has remained particularly concerned that inconsistencies in standard of reporting do not result in an undeserving officer gaining promotion. The Commission is pleased to note that most departments continue to rely on 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 nine representations/complaints relating to the result of promotion or recruitment exercises. After careful and thorough examination, the Commission was satisfied that all the appeals were unsubstantiated.

The Commission also received ten complaints relating to non-confirmation to permanent and pensionable terms, belated processing of a promotion exercise, posting arrangements/the staff appraisal system and alleged misconduct on the part of officers recommended for promotion. Eight of these complaints were unfounded. The other two cases related to —

- (a) an appeal case relating to non-confirmation to permanent and pensionable terms after satisfactory completion of the probationary period - details of this case can be found in Case C in Chapter 7 "Case Studies"; and
- (b) a case concerning the belated processing of promotion exercise - the complainant expressed anxiety over the prolonged delay in the announcement of the promotion exercise. The department took over three months to respond to the Commission Secretariat's request for clarification on a certain

一直以来，委员会最关心的，仍是评核准则的不一致不会导致那些不该得到擢升的人员获得晋升。委员会欣悉大多数部门在召开晋升选拔委员会前，仍然会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，委员会处理了九宗与晋升或招聘结果有关的申述／投诉。经详细审查后，委员会认为所有投诉均不成立。

此外，委员会收到 10 宗投诉，涉及不获确实聘任为常额及可享退休金人员、延缓处理晋升选拔工作、职位调配安排／员工工作表现评核制度，以及获推荐晋升的人员行为不当的指控。当中八宗投诉不成立，其余两宗个案则涉及：

- (a) 一宗关于完成试用期而不获确实聘任为常额及可享退休金人员的上诉个案—详情请参阅第七章“个案研究”个案三；以及
- (b) 一宗关于延缓处理晋升选拔工作的上诉个案—投诉人对部门长期迟迟未公布晋升结果表示焦虑。委员会秘书处要求部门就某项疑点作出澄清。部门用了超过三个月的时间作出回应，再用了两个月的时间回应秘书处其后提出的疑问。上述延缓不但不利于人事管理，也有损员工士气。虽然有关的晋升选拔工作涉及

point of doubt and another two months to subsequent queries. Such delays were not conducive to good staff management and staff morale. While appreciating that a large number of eligible officers and a vacancy review were involved in this occasion, promptness in handling all promotion related cases was important. The department accepted the Commission's observation and undertook to implement necessary steps to strengthen the processing and monitoring of future promotion exercises.

The Commission takes its watching brief seriously and will not hesitate to thoroughly investigate matters in which officers have a direct and definable interest. It is encouraging that the Commission's efforts are acknowledged, as illustrated by the following comments from an individual officer —

"..... Your work raises my confidence towards the Government and I'll continue to serve the Government in future....."

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

大量合资格人员，其间部门又在进行职位空缺检讨，但委员会认为，从速处理所有与晋升有关的个案也很重要。部门接受委员会的意见，承诺采取必要步骤，以加强处理和监察日后的晋升选拔工作。

委员会十分重视其监察功能，对于与公务员有直接和实际利益关系的事宜，都会毫不犹豫地加以彻查。委员会的努力获得认同，令人深受鼓舞。以下某位公务员的表白，便可说明这点：

".....委员会的工作加强了我对政府的信心，我将继续为政府服务....."

委员会另外收到两宗投诉，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。

Renewal/ Extension of Agreement

In 2003, the Commission advised on 201 cases of renewal/ extension of contracts for officers employed under the old entry system. Among them, 75 officers had their agreements renewed, 83 had their agreements extended and 43 officers were not offered new agreements. A categorization of their terms of agreement is given below —

续约／延长合约

年内，委员会就 201 宗根据旧入职制度受聘人员的续约／延长合约个案提供意见，其中 75 名人员获得续约，83 名人员的合约获得延长，另有 43 名人员不获续约。按合约条款类别列出的分项数字如下：

	Renewal 续约	Extension 延长合约	Non-renewal 不获续约	Total 总计
Local Terms ⁴ 本地条款 ⁴	36	74	42	152
Locally Modelled Terms ⁵ 本地模式条款 ⁵	3	5	—	8
Overseas Terms 海外条款	15	3	1	19
Common Terms ⁶ 划一聘用条款 ⁶	21	1	—	22
Total 总计	75	83	43	201

⁴ The set of terms offered to local officers appointed before 1 January 1999.
“本地条款”适用于在一九九九年一月一日前受聘的本地公务员。

⁵ The set of terms offered to overseas officers appointed before 1 January 1999 who have applied to transfer to locally modelled conditions after becoming permanent residents.
“本地模式条款”适用于在一九九九年一月一日前受聘，并在取得永久居民资格后申请转以本地模式条款受聘的海外公务员。

⁶ The set of terms offered to officers appointed between 1 January 1999 and 31 May 2000.
“划一聘用条款”适用于在一九九九年一月一日至二零零零年五月三十一日期间受聘的公务员。

Further Appointment under the New Entry System

For officers employed under the new entry system⁷, the Commission approved the offer of further appointment on new agreement terms to 61 probationers who had performed satisfactorily during the probationary period. Nevertheless, 52 of them were only offered, as an interim measure, a one-year agreement instead of a three-year agreement under the normal progression of the grades because the departments concerned required more time to ascertain the permanency of the posts. The Commission also agreed to a recommendation that one probationer should not be offered further appointment on new agreement terms due to limited vacancies and his less meritorious performance.

Extension of Service/Re-employment after Retirement

The Commission Secretariat processed seven cases of re-employment after retirement over the age of 55 under the Old Pension Scheme. Six of them which were all justified on operational grounds were approved by the Commission and the remaining one was withdrawn by the department upon queries raised by the Secretariat. One case of a renewal of agreement on locally modelled terms beyond the normal retirement age of 60 was also approved.

根据新入职制度续聘

至于根据新入职制度⁷受聘的人员，委员会已批准按新合约条款续聘 61 名在试用期内表现良好的人员。不过，由于某些部门需要更多时间确定有关职位是否应长期设立，因此其中 52 名试用人员只获暂时续约一年，而非按个别职系的一般进程续约三年。此外，有部门基于一名试用人员表现未够理想，加上空缺有限，于是建议不按新合约条款续聘该员。该建议获得委员会接纳。

退休后延任／重行受雇

委员会秘书处曾处理七宗申请根据旧退休金计划在 55 岁退休后重行受雇的个案，其中六宗证明有运作需要的个案，获委员会同意，另有一宗在秘书处提出问题后由部门撤回。委员会也批准了一宗要求在达到 60 岁正常退休年龄后按本地模式条款续约的申请。

⁷ The new entry system was introduced on 1 June 2000. With effect from this date, new recruits to the basic ranks will normally be appointed on 3-year new probationary terms to be followed by 3-year new agreement terms before they are considered for appointment on new permanent terms.

新入职制度由二零零零年六月一日起实施。由该日起，新入职的基本职级人员一般会先按新试用条款聘用三年，继而按新合约条款聘用三年，然后方会获考虑按新长期聘用条款聘用。

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 we therefore continue to advocate the need for a 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 2003, 17 officers were granted extension of probationary/trial service and ten officers had their respective services terminated.

A statistical breakdown is given below —

Probationary/Trial Service 试用／试任	2001	2002	2003
extended for six months or less 延长6个月或以下	19	10 ⁸	7
extended for eight months 延长8个月	1	—	—
extended for 12 months 延长12个月	18	12	10
extended for 18 months 延长18个月	1	1	—
services terminated 遭中止聘用	14	15	10
Total 总数	53	38	27

⁸ Most of these officers' probationary/trial service was extended to cover their period of sick/maternity leave or to allow the officer to obtain the requisite qualification. Hence the period of the extension was much shorter.

这些人员大部分因为放取病假／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，延长的时间亦因而较短。

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，当部门认为试用／试任人员明显不称职时，也不再等试用／试任期届满，即主动中止其试用／试任。

二零零三年，共有17名人员须延长试用／试任，另有十名人员被中止聘用。分项统计数字如下：

Opening-up Arrangement

During the year the Commission advised on eight 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 18 officers seeking transfer from agreement terms to pensionable terms in 2003. Approval had been given to one application for transfer from local agreement terms and 15 applications for transfer from common agreement terms. Two applications for transfer from locally modelled agreement terms had to be rejected because of the lack of a long-term service need for the posts concerned.

Appendix VI shows a breakdown of appointments by salary group and related matters advised by the Commission in 2003.

开放职位安排

年内，委员会就八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所担任属于晋升职级的职位，开放给该名人员及其他低一级的合格人员竞逐。这项安排适用于本身是永久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他合约人员。

本地化政策 — 转为按本地常额及可享退休金条款聘用

二零零三年，共有 18 名人员申请由合约条款转为按可享退休金条款受聘。申请获批准的包括一名本地合约制和 15 名划一合约制的人员。两名本地模式合约制人员提出的申请被拒，因为有关职位并无长期运作需要。

在二零零三年内徵询委员会意见的聘用个案(按薪俸组别列出)及有关事宜的分项数字，载于附录 VI。

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 pursued as an administrative measure in the public interest on the grounds of -

- (a) "loss of confidence" — when the management has lost confidence in the officer and cannot entrust him with public duties (in such cases the officer is normally interdicted from duty until a decision is made on his case); and
- (b) "persistent substandard performance" — when the officer fails to reach the requisite level of performance despite having been given an opportunity, normally for a period of 12 months, to demonstrate his worth.

During the year, the Commission advised on 15 cases under section 12 of the PS(A)O. Three of these officers were retired because the management had lost confidence in them. The other 12 officers were retired because of their substandard performance.

《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”—— 管方已对有关人员失去信心，不能委派他执行公职(通常该员会被停职，直至当局就其个案作出决定)；以及
- (b) “工作表现持续欠佳”—— 尽管已给予机会(一般为期12个月)让有关人员证明其工作能力，但他的表现仍未能达到要求。

年内，委员会就15宗有关《公务人员(管理)命令》第12条的个案提供意见，其中三名人员因管方对他们失去信心而须退休，另外12名则因工作表现欠佳而须退休。

Number of Officers Compulsorily Retired under section 12 of PS(A)O

根据《公务人员(管理)命令》第12条着令人员退休

Reason 理由	2001	2002	2003
Loss of confidence 失去信心	2	4	3
Persistent substandard performance 工作表现持续欠佳	5	8	12
Total 总数	7	12	15

The Commission is pleased to note that departments have become conscientious in dealing with persistent substandard performance, in particular after the promulgation of the revised procedures in March 2003. It is important that departments keep up the momentum in identifying non-performers and taking appropriate follow-up action. In this respect, in the course of vetting staff appraisal reports in connection with promotion exercises, the Commission draws attention to possible section 12 cases for departmental action.

Management Initiated Retirement (MIR) Scheme

The MIR Scheme, first introduced in 2000, 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. In 2003, two cases were received and the Commission was satisfied that the recommendations should be supported and advised accordingly.

委员会乐见部门认真处理工作表现持续欠佳的人员，尤以在二零零三年三月修订程序公布后为然。各部门必须继续努力，留意表现欠佳人员，并采取适当的跟进行动。因此，委员会在审核关乎晋升选拔的评核报告时，格外留意或可根据第 12 条采取行动的个案，以便部门采取行动。

补偿退休计划

补偿退休计划在二零零零年首次推出，让属于常额编制的首长级人员提早退休，以便改善部门组织和维持首长级公务员应有的高水平表现。假如批核当局确信会有下列情况出现，便可根据管理的理由，实行这项计划：

- (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他政府工作岗位。

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。二零零三年，委员会接获两宗个案，经研究后认为有关建议应予支持，并据此提供意见。

During the year the Administration had reviewed the Scheme specifically and proposed the deletion of the ex-gratia payment element (calculated at the rate of six months of the officer's final substantive salary) from the retirement package of the Scheme. The Commission was consulted and was supportive of the proposal as the expenditure to be incurred in retiring an officer under the Scheme already included an enhanced pension payment.

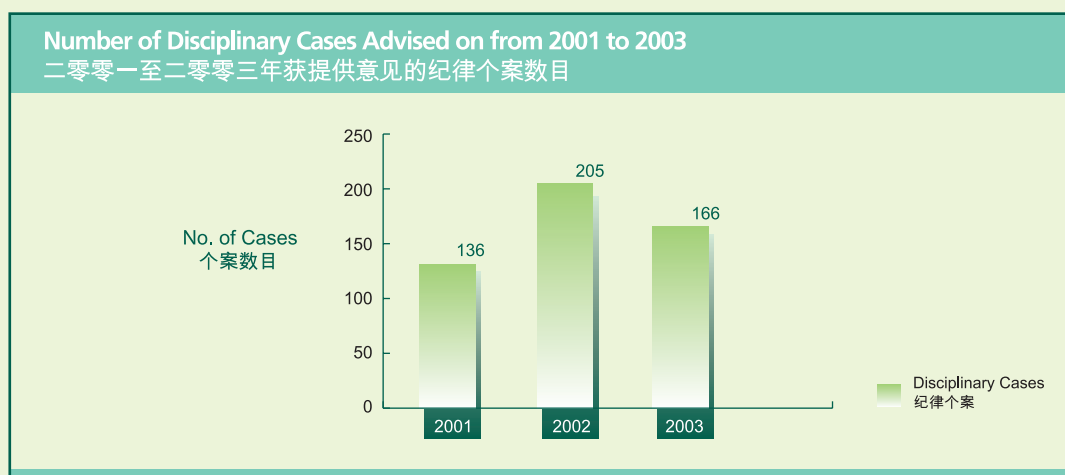
Disciplinary Cases

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. The number of disciplinary cases received from the Administration and advised by the Commission dropped by 19% from 205 in 2002 to 166 in 2003. This is mainly attributable to the decrease in traffic related offences and unauthorized loan cases from 37 and 20, respectively, in 2002 to 13 and 6 in 2003.

年内，当局仔细检讨了这项计划，并建议删除这计划的退休补偿方案中的特惠金部分（按有关人员的六个月最后实职薪金计算）。当局徵询委员会的意见，委员会对建议表示支持，因为根据计划着令公务员退休所引致的支出已包括一笔加额退休金。

纪律个案

除《公务员叙用委员会条例》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。当局向委员会徵询意见的纪律个案，数目由二零零二年的205宗减至二零零三年的166宗，减幅为19%。这主要由于违反交通规例的罪行和未经批准的借贷个案，分别由二零零二年的37宗及20宗，减至二零零三年的13宗及6宗。



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.

委员会是按公平公正的原则提供意见，并会考虑每宗个案所涉失当行为的性质和严重程度、当事人的服务记录、惩罚加减的理由、是否涉及法律诉讼，以及以往案例惩罚的轻重。



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

黄杨素琼女士，JP
公务员叙用委员会委员

"The Commission provides proactive input in advising on disciplinary cases to ensure that no civil servant would find it worthwhile to flunk work or to bring the service into disrepute. In so doing, I believe, the Commission contributes towards meeting public expectations of the civil service."

“委员会就纪律个案提供意见时，持积极主动的态度，确保不会有公务员漠视纪律，怠忽职守，或使政府声誉受损。委员会藉此促使公务员符合社会大众的期望，贡献良多。”

The following tables provide an analysis of the type of misconduct cases and the level of penalties awarded during 2003 —

下表列出二零零三年内违纪行为类别及惩处的轻重：

Disciplinary Cases Referred to the Commission for Advice —
Misconduct/Offences and Penalties Advised on During 2003
徵询委员会意见的纪律个案 —
二零零三年内获提供意见的违纪／刑事个案及相关惩罚

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, supervisory accountability, loss of confidence, substandard performance 滥用职权、疏忽职责、不服从上级、监督不力、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) 其他 (接受未经批准的借贷、外间工作、虚报津贴等)	Total 合计
Dismissal 撤职	2	2	—	11	3	12	—	30
Compulsory retirement + Fine 迫令退休+罚款	—	—	—	—	—	2	1	3
Compulsory retirement 迫令退休	—	—	1	4	19	5	3	32
Lesser Penalty 较轻微的惩罚	—	5	12	21	19	16	28	101
TOTAL 合计	2	7	13	36	41	35	32	166 (Note)(注)

- Note : (a) 58 of the 166 cases followed upon conviction.
注：在166宗个案中，有58宗是当事人被法庭裁定刑事罪名成立后再予惩处。
- (b) In 10 of the remaining 108 cases, the officers have absconded.
至于其余108宗，有10宗所涉及的人员已弃职潜逃。
- (c) The 166 cases include 18 in the Disciplined Services (including 6 from the Police Force, the Fire Services and the Correctional Services seeking the Commission's informal advice).
在166宗个案中，有18宗涉及纪律人员的个案(包括由委员会非正式地提供意见的6宗涉及警队、消防处和惩教署的个案)。
- (d) 15 cases under PS(A)O s.12 are included.
上表包括15宗根据《公务人员(管理)命令》第12条处理的个案。

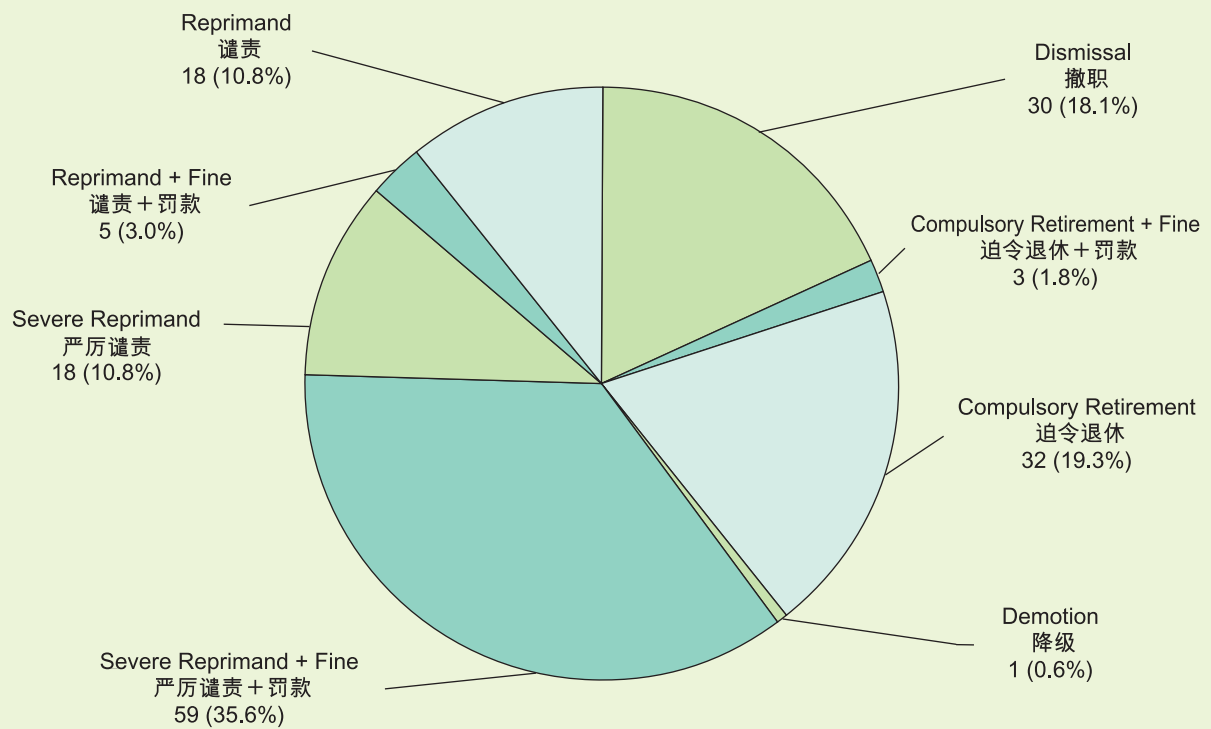
Penalties Advised on During 2003
Breakdown by Salary Group
二零零三年内建议的惩罚
按薪俸组别划分的分项数字

Penalties 惩罚	Salary Group 薪俸组别		
	At or Below Master Pay Scale 13 or equivalent 总薪级表第14至33点 或同等薪点	Master Pay Scale 14 to 33 or equivalent 总薪级表第13点 或以下或同等薪点	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	10	14	6
Compulsory Retirement + Fine 迫令退休 + 罚款	3	—	—
Compulsory Retirement 迫令退休	12	16	4
Demotion 降级	—	1	—
Severe Reprimand + Fine 严厉谴责 + 罚款	31	24	4
Severe Reprimand 严厉谴责	12	5	1
Reprimand + Fine 谴责 + 罚款	5	—	—
Reprimand 谴责	10	6	2
Total 合计	83	66	17

Analysis of Penalties Advised on During 2003
 二零零三年内所建议惩罚的分析

Removal from Service : 39.2%
(Dismissal + Compulsory Retirement)

解雇 : 39.2%
 (撤职 + 迫令退休)



A special issue in the year worth highlighting is the consequential reduction in the number or deferment of appointment/promotion cases arising from the service-wide review on manpower plans and the launching of the Second Voluntary Retirement (VR) Scheme. The following paragraphs give a detailed account of the issue.

Background

The Commission noted that the Administration had set out annual efficiency savings targets for bureaux/departments in August 2002, in addition to sounding out the possibility of a Second VR Scheme. In response to these initiatives, Permanent Secretaries/Heads of Department/Heads of Grade (PSs/HoDs/HoGs) commenced their manpower plan reviews and to allow for uncertainties in the vacancy position, some appointment/promotion recommendations were revised while others were held back pending the review results. These recommendations mainly involved the intake of new recruits as well as the continued appointment/substantive promotion of serving officers.

Intake of new recruits

To achieve the target of reducing the size of the civil service to around 160 000 by 2006-07, the Administration announced in January 2003 that a general recruitment freeze to the civil service was to be imposed with effect from 1 April 2003. Exemption would only be granted under very exceptional circumstances for the intake of new civil service recruits. At the start of 2003, there were 24 open recruitment and/or in-service appointment exercises which were in progress. Six exercises were later completed with offers made to new recruits before the recruitment freeze and five had resulted in the appointment of serving officers. The other

年内值得特别关注的事宜，是政府进行全面的人力计划检讨和推行第二轮自愿退休计划，聘用／晋升个案数目因而减少或有关工作因而延迟进行。下列各段详述有关事宜。

背景

委员会注意到，当局除了提出可能推行第二轮自愿退休计划外，还在二零零二年八月为各局／部门订下每年增效节流目标。各常任秘书长／部门首长／职系首长已作出回应，著手进行人力计划检讨。为顾及空缺职位的变动，有些聘用／晋升建议有所修订，另一些则暂缓实行，等待检讨的结果。这些建议主要涉及招聘新的公务员，以及现职人员的继续聘用／实际升职。

招聘新的公务员

当局的目标是在二零零六至零七年底，把公务员人数减至约160 000。为达到此目标，当局在二零零三年一月公布，由二零零三年四月一日起全面暂停招聘公务员，只在非常例外的情况下，才会批准招聘新的公务员。在二零零三年年初，有24项公开招聘及／或内部聘任工作在进行中，当中六项其后完成，并在全面暂停招聘生效前向新聘任人员发出聘书，五项则在完成后向现职公务

13 exercises had been aborted and not processed further. Since the recruitment freeze, only 12 in-service appointment and four open recruitment exercises were launched in the remainder of 2003. Of them, seven in-service recruitment exercises had been completed with recommendations favourably advised by the Commission while the four open recruitment exercises were still in progress at the end of 2003.

Further appointment of serving officers not on permanent terms

In line with the general policy to reduce civil service establishment, the Administration also asked, on a case by case basis, that bureaux/departments should critically examine the continued need for the posts occupied by agreement officers, and ensure that renewal of agreement would tally with the overall manpower plan of their policy bureau. For agreement officers who belong to a grade included under the VR Scheme, exceptional approval had to be sought from their PS and the Civil Service Bureau (CSB) for their further appointment on permanent terms. In the year, a total of 219 agreement officers had applied for further appointment: 16 had been transferred to permanent terms, of whom none belonged to VR grades; 158 were offered a renewal/extension of agreement; and 45 had their applications rejected.

As regards probationers or officers on trial in another grade, their further appointment or confirmation to permanent terms had also been adversely affected in some cases. Two officers on trial were reverted back to their former office due to the lack of vacancies. For probationers appointed under the new entry system, one was not offered further appointment on completion of probation, while 52 were each granted an agreement for a shorter than the normal tour of three years.

员提出聘任。其他 13 项工作则中止进行，没有继续下去。自实行暂停招聘公务员后，在二零零三年的馀下时间，政府只共进行了 12 项内部聘任和四项公开招聘工作，其中七项内部聘任工作已经完成，委员会并已同意有关部门所推荐人选；及至二零零三年年底，上述四项公开招聘工作仍在进行中。

并非按长期聘用条款受聘的在职公务员续聘事宜

此外，为配合缩减公务员编制的整体政策当局要求各局/部门逐一审慎研究是否有需要继续保留合约人员的职位，以及确保续约符合有关政策局的整体人力计划。如合约雇员属于已纳入自愿退休计划的职系，则须徵求所属常任秘书长和公务员事务局的例外批准，才可按长期聘用条款续聘。年内，共有 219 名合约人员申请续聘，其中 16 人转按长期聘用条款受聘，全都不属自愿退休职系；158 人获续订/延长合约；另 45 人的申请被拒。

此外，部分试用人员或在另一职系试任的人员，获得续聘或按长期聘用条款确实聘任的机会也受到影响。有两名试任人员，就是由于没有空缺而须调回原职。至于根据新的入职制度受聘的试用人员，有一人在试用期届满后不获续聘，另有 52 人所获提供的合约比一般的三年期为短。

Substantive promotion of serving officers

As regards the substantive promotion of serving officers, the Administration issued guidelines in December 2002 and further guidelines in February 2003 reminding PSs/HoDs/HoGs that before promotion boards were held or promotion recommendations implemented (for boards already concluded), they should assess and confirm with their PS the need for filling the vacancies substantively. For vacancies which belonged to one of the grades included under the VR Scheme or for grades which were anticipated to have staff surplus, they had to consider additionally if there was a change to the grade structure and present it to their PS and the CSB for prior agreement.

With uncertainties in the vacancy position in some grades, many departments withdrew their recommendations for substantive promotion and the recommendees concerned were instead put to act up for administrative convenience. However, 11 departments which had put up recommendations for substantive filling of vacancies in 21 cases, decided to hold the recommendations in abeyance meanwhile, pending endorsement of their original recommendations by the PS and/or CSB. These involved 115 recommendees for promotion and acting with a view (AWAV) to substantive promotion.

Apart from the cases described in the preceding paragraph, there were 49 officers who had already been appointed to act up in the higher rank on an AWAV basis before the guidelines were issued and later completed their acting appointment satisfactorily. Among them, 15 had to cease their AWAV appointment due to a lack of vacancy or uncertainties in the manpower position, but they were allowed to continue acting in the higher rank for administrative convenience. Since the non-implementation of their promotion was circumstantial and not related to their

在职人员的实际升职

至于在职人员的实际晋升，当局在二零零二年十二月发出指引，其后在二零零三年二月发出进一步指引，促请各常任秘书长／部门首长／职系首长注意，凡召开晋升选拔委员会或实行晋升建议(如已召开晋升选拔委员会)前，有关方面应评估和向所属常任秘书长证实确有需要以实任方式填补有关职位空缺。如果职位空缺属已纳入自愿退休计划的职系，或属预期有过剩人手的职系，更须额外考虑职系结构会否改变，并提请所属常任秘书长和公务员事务局事先批准。

由于某些职系的空缺数目不能肯定，不少部门撤回实际升职的建议，获推荐的人员改为署理较高职级以方便行政。有 11 个部门曾提出 21 宗实任职位的建议，但后来都决定暂时搁置有关建议，待所属常任秘书长及／或公务员事务局批准。这些个案所涉及获推荐晋升或署理以待实际升职的人员有 115 名。

除上述个案外，在有关指引发出前，有 49 名人员已获安排署理较高职级以待实际升职，其后完成署任期，工作表现良好。然而，由于缺乏空缺或人手情况不能肯定，其中 15 人须停止署理较高职级以待实际升职，但仍准予以方便行政的方式署理较高职级。由于他们未能晋升是环境所致，与工作

performance, the Commission had advised that the officers be duly counselled, and encouraged to sustain their good performance. The Commission had also suggested to the departments that a proper record should be made in their staff report files to reflect the reasons. For the other 34 AWAV recommendees, their acting appointment was extended while awaiting the necessary confirmation on the vacancy position.

Concerns arising from the withholding of processing promotion recommendations

The Commission acknowledged that cases regarding the in-take of new recruits and confirmation/substantive promotion of serving officers had been promptly resolved following the issue of guidelines from the Administration. The Commission also fully appreciated that before a substantive appointment could be made in both VR and non-VR grades, there was a need to ensure that permanent vacancies and funding resources were available. Yet from the human resource management angle, the Commission was mindful that the holding up of promotion recommendations for a prolonged period could result in —

- (a) staff morale problems, particularly with the 21 outstanding cases for which the formalities of promotion boards were concluded in 2002;
- (b) in some cases, fresh annual reports had become available and the validity of the recommendations based on earlier appraisals would require further review and affirmation;
- (c) candidates who should otherwise have been eligible for consideration under the '12-month active service' rule would now be disqualified; and

表现无关，委员会建议给予这些人员适当辅导，并勉励他们继续努力，保持工作水准。委员会并建议部门应在员工的评核报告档案中把有关原因记录在案。至于其余获推荐署理较高职级以待实际升职的34名人员，他们的署任获得延长，等待核实空缺情况。

暂缓处理晋升建议所引起的关注

委员会知悉，在当局发出指引后，有关新公务员招聘和在职公务员实任／实际晋升的问题已迅速得到解决。委员会也十分明白，无论是否已纳入自愿退休计划，各职系都必须肯定有长期空缺，也有财政资源可供运用，才可安排实任职位。然而，从人力资源管理角度来看，委员会注意到晋升建议若拖延日久，会引起下列问题：

- (a) 员工士气问题，特别是上述21宗未个案所涉人员，这些个案的晋升选拔委员会工作程序已经在二零零二年完成；
- (b) 在某些个案中，新的年度评核报告已经备妥，以致根据先前的评核提出的建议是否仍然适用，须再作检讨和确认；
- (c) 根据“尚有12个月实际服务期”规则原可获考虑的候选人，现在变得不符合资格；以及

(d) regular promotion/selection exercises due to be conducted in 2003 were held in abeyance, and the various acting appointments not promptly reviewed.

The Commission therefore invited the Administration to examine these related issues in a holistic manner to bring about an early resolution of the outstanding cases. The Commission Secretariat had also approached individual departments urging them to expedite action in handling the outstanding cases. After further consultation and discussion with the Commission Secretariat, the Administration issued further guidelines to PSs/HoDs/HoGs in July 2003 with a view to expediting departmental action in wrapping up those cases.

Resolution of the outstanding cases

In the guidelines issued in July 2003, the Administration stipulated that, subject to the necessary endorsement from their PS and CSB and taking into account the latest performance of the candidates, PSs/HoDs/HoGs could implement promotion recommendations but the effective date of promotion of an officer who belonged to a VR grade should be after the VR approval date. In addition, officers who had less than 12 months' active service, including VR takers, could not be promoted. In this connection, it is noted that the deferral of the effective date for promotion in VR grades has not deprived any candidate who is not a VR taker of his claim for substantive appointment.

Since the approval of VR applications on 24 July 2003, many PSs/HoDs/HoGs have been able to finalise their manpower plans and firm up their recommendations shortly afterwards. Of the 21 cases involving 115 promotion and AWAV recommendees, ten cases involving 40 officers had been successfully concluded

(d) 原应在二零零三年进行的常规晋升选拔/遴选工作，暂缓进行，而各项聘任安排也没有及时检讨。

委员会因此促请当局从整体角度来研究这些相关问题，以期及早解决这些未完个案。委员会秘书处也接触过个别部门，促请他们加快处理未完个案。经进一步咨询委员会秘书处，共同商讨后，当局在二零零三年七月向各常任秘书长/部门首长/职系首长发出进一步指引，以促使部门加快完成这些个案。

解决未完个案

当局在二零零三年七月发出的指引，订明只要取得所属常任秘书长和公务员事务局同意，并须考虑候选人最近期的工作表现，常任秘书长/部门首长/职系首长可以实施晋升建议，但属于自愿退休计划职系的人员，晋升的生效日期须订于自愿退休计划批准日期之后。此外，实际服务期少于12个月的人员，包括已参加自愿退休计划者，不可以获擢升。因此，自愿退休计划职系人员的晋升生效日期虽然延后了，但没有参加自愿退休计划的候选人并没因而失去实任机会。

自愿退休的申请在二零零三年七月二十四日获得批准后，很多常任秘书长/部门首长/职系首长都可以为入力计划定案，随而敲定晋升建议。在上述涉及115名人员获推荐晋升和署理较高职级以待实际升职的21宗个案中，有十宗涉及40名人员的个案，获委员会同意有关建议后，圆满了结。另有一宗涉及三名人员的建议，则遭撤回，

with favourable advice from the Commission. Recommendations on one exercise involving three officers were rescinded and revised to acting appointments. The remaining ten cases involving 72 officers were still unresolved as at the end of 2003. As regards the 34 AWAV recommendees whose acting appointment had been extended while awaiting the vacancy confirmation, 33 displayed satisfactory performance whilst one officer's AWAV appointment had been ceased due to misconduct unearthed during the extended period. Among the 33 officers, 28 eventually got promoted, while one had to cease his AWAV appointment due to the lack of substantive vacancy but was allowed to continue to act up for administrative convenience. For the remaining four officers, their AWAV appointments had been extended beyond the end of 2003 as their PSs/HoDs/HoGs were still in the process of confirming the vacancy position.

In addition to resolution of the outstanding cases, the Commission was pleased to note that PSs/HoDs/HoGs have resumed the conduct of regular exercises and strived to catch up with their annual promotion exercise schedules. In this regard, an upsurge in the number of promotion/selection boards conducted has been witnessed since August 2003 with 142 exercises held in the ensuing five months or so. The Commission acknowledged the good efforts made by PSs/HoDs/HoGs. The Commission also believed that staff morale would be enhanced with the resolution of outstanding cases and resumption of regular promotion/selection exercises. On our part, to expedite the processing of these cases, the Commission Secretariat has stepped up its efforts, and by the close of 2003, 146 out of 178 submissions received after 24 July 2003 had been advised by the Commission, with the remaining 32 cases being processed with further clarifications required of departments/bureaux.

该三名人员改为署任较高职级。其余涉及72名人员的十宗个案，在二零零三年年底仍悬而未决。至于原获推荐署理较高职级以待实际升职，但因需等候空缺核实结果而须延长署任期的34名人员，其中33名期间表现良好，而另一人期间被发现行为不当，结果被中止署任。在这33名人员之中，28人最终获得擢升，另一人由于缺乏实质空缺而须暂停署任较高职级以待实际升职，但仍准予继续以方便行政的方式署理较高职级。至于其余四名人员，他们署理以待实际升职的安排须延长至二零零三年年底之后，因为所属的常任秘书长／部门首长／职系首长仍在核实空缺情况。

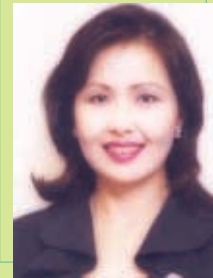
未完个案终告解决之余，委员会更欣悉常任秘书长／部门首长／职系首长已恢复常规的工作，并加快步伐，以求赶及按既定的时间安排进行每年的晋升选拔程序。自二零零三年八月起，晋升选拔委员会／遴选委员会召开数目骤增，在五个月内举行了142项选拔工作。对于常任秘书长／部门首长／职系首长所作的努力，委员会深表赞赏。委员会深信，在未完个案顺利解决，常规的晋升选拔／遴选工作又一一恢复后，员工士气可以大大提升。委员会秘书处也会竭尽所能，加快处理有关个案。在二零零三年七月二十四日后，委员会收到178宗建议，及至二零零三年年底已就其中146宗提供意见，其余32宗仍在处理中，有待部门／局澄清某些问题。

A proper and up-to-date disciplinary mechanism, and its effective operation, is the major key to upholding and implementing a high standard of conduct and discipline in the civil service. To maintain and ensure its efficacy and fairness, the Commission believes that the entire mechanism needs to be put under constant scrutiny and review.

要 促使公务员敦品励行、严守纪律，关键主要在于建立妥善而又切合时宜的纪律处分机制，并使之有效运作。为确保该机制行之有效和符合公平原则，委员会认为整个机制须定期监察和检讨。

"The Commission has reviewed and debated policies and procedures relating to the disciplinary mechanism. Indeed, we have worked closely with the Civil Service Bureau. Whilst headway has been made in shortening the time taken to process cases, the introduction of a new level of punishment between compulsory retirement and dismissal will provide more flexibility in dealing with difficult cases which justify punishment between those two layers."

“委员会仔细检讨和深入辩论有关纪律处分机制的政策和程序。事实上，我们与公务员事务局保持紧密合作。在缩短处理个案所需时间方面，工作已有进展，而另一项建议，即在迫令退休和撤职两类处分之间，增设一个新的处分级别，推行后可更灵活处理应得惩罚介乎两者之间的棘手个案。”



Miss Eliza Chan, JP
Member, Public Service Commission

陈清霞小姐，JP
公务员叙用委员会委员

The Commission has focused on this as an on-going process and has conveyed its observations and recommendations on disciplinary policy and procedures to the Administration continuously over the past years. Indeed, many of the fundamental changes implemented over the past few years and now being pursued arise from the Commission's initiatives. To recap —

(a) emphasis on the need to facilitate the prompt processing of disciplinary cases and ensure service-wide consistency in the level of punishment for comparable cases of misconduct has resulted in the setting up of the Secretariat on Civil Service Discipline in April 2000 to centrally process formal disciplinary cases under the Public Service (Administration) Order (PS(A)O);

委员会持续关注这方面的工作，多年来不断就纪律处分政策和程序向当局提出意见和建议。当局过去数年实施及现正推动的多项根本改革，都是源于委员会的意见。现把这些改革措施概述如下：

(a) 委员会强调必须加快处理纪律个案，并确保可比较的行为不当个案在公务员体系能有轻重一致的惩处。当局终于在二零零零年四月成立公务员纪律秘书处，按《公务人员(管理)命令》由中央处理正式的纪律个案；

(b) in November 2000 at the Commission's behest, the Civil Service Bureau (CSB) commenced a review of the disciplinary mechanism with the aim, among other things, to further speed up the processing of disciplinary cases and ensure consistency in disciplinary principles and procedures throughout the civil service. We have urged CSB to take action expeditiously to include the following suggestions we have made on previous occasions —

- to introduce additional tiers of punishment between compulsory retirement and dismissal to provide for reduced pension or stiffer financial penalties in cases bordering on dismissal;
- to add in the existing procedural system an in-built provision to allow the Commission and CSB to re-open a completed disciplinary case, if warranted; and to provide for a switch of action from one to another section of the PS(A)O during the disciplinary proceeding so as to provide for a higher level of punishment where warranted;
- to seek the Commission's informal advice on formal disciplinary cases involving Category B officers⁹ so as to maintain consistency in disciplinary principles and standards throughout the service; and
- to empower Heads of Department and other punishment authorities to impose a fixed-amount fine on Category A officers for certain types of minor misconduct without the need of going through formal disciplinary inquiries.

(b) 二零零零年十一月，公务员事务局按委员会的建议，展开纪律处分机制检讨，目的包括研究如何加快处理纪律个案，以及确保公务员整体的纪律处分原则和程序一致。委员会促请公务员事务局从速采取行动，落实委员会先前提出的下列建议：

- 在迫令退休和撤职这两者之间，增加惩处级别，为那些几可革职处分的个案订定扣减退休金或更重罚款的罚则；
- 在现有程序制度内加入规定，让委员会和公务员事务局在有需要时可能重开已完结的纪律个案；并订明在纪律研讯期间，可根据《公务人员(管理)命令》的不同条文而采取其他行动，以便在有需要时施予更重的处分；
- 就有关乙类人员⁹的正式纪律个案徵询委员会的非正式意见，以维持公务员体系一致的纪律处分原则和标准；以及
- 赋予部门首长和其他负责惩处工作的人员权力，判处干犯某几类轻微失当行为的甲类人员定额罚款，而无须进行正式的纪律研讯；

⁹ Currently, as provided by the PS(A)O, the Commission only advises on the Administration's recommendation for punishment of Category A officers, i.e. officers employed on permanent terms. This excludes Category B officers, namely those on probation, Model Scale 1 Pay Scale and agreement terms. Having regard to the implementation of the new "3+3" entry system which means that an officer would spend 6 years on probation cum agreement terms before becoming a Category A officer (as opposed to the previous 2-year probation), the size of Category B staff will grow significantly. The Commission believes there is a need to also cover probation and agreement officers with a view to ensuring consistency and parity in treatment. As there are no reasons to exclude only the Model Scale 1 Pay Scale staff from the Commission's purview, the Commission has indicated it would be happy to also examine and advise on these cases.

根据《公务人员(管理)命令》，委员会现时只就当局对惩处甲类人员(即以常额条款受聘的人员)的建议提供意见。这并不包括乙类人员，即试用人员、按第一标准薪级表支薪的人员或按合约条款受聘的人员。由于实施新的“三加三”入职制度，有关人员将按试用另加合约条款形式工作六年(以前则为试用两年)后，才可成为甲类人员，因此，乙类人员数目会大幅增加。委员会认为有需要把试用和合约人员包括在其权限内，以确保作出划一和公平的处理。由于没有理由只把第一标准薪级人员摒于委员会权限之外，委员会已表明乐于审核这类个案并提供意见。

(c) the need to look into the question of supervisory accountability when dealing with misconduct cases involving absenteeism and malpractices; and, if found lacking, to take disciplinary action against the officers concerned.

On more specific issues at the Commission's behest, the Administration has —

- (i) promulgated guidelines in June 2000 to help departments decide on the appropriate course of action in cases involving breaches of housing benefits rules to ensure that disciplinary action is pursued in cases which involved more than technical abuses of housing benefits rules;
- (ii) issued "Guidelines on Disciplinary Action Arising from Traffic Accidents/Offences" by the then Government Land Transport Administrator in April 2002 to ensure consistency amongst different departments in considering/taking disciplinary action against government drivers involved in traffic accidents or traffic offences; and
- (iii) agreed that an officer who has been convicted of a traffic offence which is non-duty-related would not be subject to further disciplinary action unless drink-driving or other misconduct unbecoming of a civil servant is involved.

(c) 处理涉及旷工和玩忽职守等不当行为个案时，须研究上司督导属员的责任问题；如发现未有克尽督导责任，须向有关人员施以纪律处分。

委员会就更多具体问题提出了建议，当局都采取了相应的行动：

- (i) 在二零零零年六月公布指引，以协助部门对有关违反房屋福利规则的个案决定采取何种适当的行动，确保对涉及并非单纯技术性违反房屋福利规则的个案采取纪律行动；
- (ii) 二零零二年四月，当时的政府车辆管理处处长发出《因应交通意外／违例事项采取纪律行动指引》，确保各部门遇有政府司机涉及交通意外／违例事项而考虑／采取纪律处分时做法一致；以及
- (iii) 同意如公务员被裁定触犯与公职无关的交通违例事项，无须再受纪律处分，除非其中涉及酒后驾驶或其他与公务员身分不符的不当行为。

Arising from a disciplinary case in the year, the Commission has requested CSB to give a clear policy guideline on the extent to which performance, subsequent to the misconduct committed by an officer, should be taken into account as a mitigating factor in determining punishment in disciplinary cases. This arose from the Commission's deliberation regarding a submission in which the department argued that exceptionally good performance of an officer, subsequent to his misconduct, should be a mitigating factor for retaining his service.

The Procedural Manual on Discipline indicates the factors that should be taken into consideration when determining the level of punishment include the gravity of the misconduct; whether the misconduct is duty related or not; the disciplinary and service records of the officers; mitigating factors; and the customary level of punishment in precedent cases. The Manual, however, does not go into detail as to whether or not service records include records of service subsequent to the misconduct and, if so, the weight to be attached to such records. CSB has emphasized that the gravity of the misconduct should remain the primary factor in determining the level of punishment; other factors, including the service records of the officer, should remain secondary considerations. Although they would not rule out the possibility of a punishment authority taking into consideration performance throughout the active service of the officer under consideration, it is considered only reasonable to look at such records in context, bearing in mind that the gravity of the misconduct should take precedence over other factors, service records being only one of them. Furthermore, as not every officer would have the same opportunity to put in good performance subsequent to an act of misconduct, CSB is of the view that disproportionate weight to performance records after the incident(s) of misconduct should be guarded against.

由于年内的一宗纪律个案，委员会已要求公务员事务局提供清晰政策指引，阐释在厘定纪律个案的处分时，人员在干犯不当行为后的表现可在多大程度上作为从宽处理的考虑因素。此事缘于委员会审议某部门的建议时，有关部门认为有关人员在干犯不当行为后工作表现优异，可作为从宽处理的理由，应可让该员保留公职。

《纪律处分程序指南》说明厘定惩处轻重应考虑的因素，包括不当行为的严重程度、不当行为是否与工作相关、有关人员的纪律和服务记录、从宽处理的理由，以及以往案例惯常的惩处轻重。不过，指南没有详述服务记录是否包括不当行为发生后的服务记录，也没有说明包括的话，则所占比重为何。公务员事务局强调，不当行为的严重程度应是厘定惩处轻重的主要考虑因素，服务记录等其他因素乃属次要。尽管不会排除负责惩处工作人员可能会顾及有关人员整段实际服务期的表现，公务员事务局认为事件属违纪行为，应据此来考虑有关服务记录。须紧记的是，不当行为的严重程度应凌驾于其他因素，而服务记录只是众多其他因素之一。再者，由于并非每名行为不当人员其后都有相同机会展示良好表现，公务员事务局认为宜慎防过分注重不当行为事件发生后的表现记录。

The Commission noted the above guiding principles spelt out by CSB and shares the view that the gravity of the misconduct should be given the most weighting. Indeed, it is pertinent that not every officer would have the opportunity to put in good post-misconduct performance. This, in turn, underlines the need to expedite action on disciplinary cases to ensure fairness.

Given the ever-increasing public expectations of an efficient and clean civil service, the Commission whole-heartedly supports the Administration's determination of raising the standard of conduct and discipline throughout the service. In this context, the Commission has suggested to the Administration the importance of publicising disciplinary cases and the level of punishment awarded, such as through the Civil Service Newsletter, so that staff are aware of the serious consequences of various acts of misconduct.

委员会留意到公务员事务局提出上述指导原则，并认同不当行为的轻重应是最主要的考虑因素。最为关键的是，并非每名行为不当的人员其后都有机会展示良好表现。于此可见，实有需要加快处理纪律个案，以确保公平。

市民对公务员的工作效率和廉洁操守，期望日高，当局决心提高公务员队伍的操守和纪律水平，委员会对此全力支持。这方面而言，委员会已建议当局应广为公布有关纪律处分个案和惩处轻重，例如登载于公务员通讯上，好让公务员明白到干犯各项不当行为的严重后果。

"Management must emphasise and demonstrate that misconduct will not be tolerated. To enhance the deterrent effect, I believe there is merit in publicizing selected disciplinary cases and the level of punishment awarded."

“管理层必须强调和表明，绝不姑息不当行为。公布部分纪律个案和处分轻重，当可收以儆效尤之效。”



Mr Vincent Chow, JP
Member, Public Service Commission

周永成先生，JP
公务员叙用委员会委员

The Commission firmly believes in working in partnership with the Administration to identify, develop and promote good practices in the management of the civil service. With this objective in mind, the Chairman participated in major and difficult selection and promotion exercises and Members also attended such meetings as observers on a selective basis. Furthermore, the Chairman and staff of the Commission Secretariat visited departments to discuss, with the Heads of Department (HoDs) and their Departmental Secretaries (DSs), specific departmental issues as well as disciplinary matters and other subjects of common concern. These visits have proved to be fruitful and constructive to both the Commission and departments.

In the course of examining 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 irregularities and shortcomings to be identified. The following paragraphs give an account of problematic areas together with improvement measures or new initiatives suggested by the Commission to tackle these issues. HoDs and their DSs are encouraged to draw on the experience so as to avoid similar irregularities and shortcomings in future submissions.

委员会深信，必须与当局紧密合作，维持伙伴关系，一起寻找、发展和推广优良的管理公务员方法。委员会主席秉持这个信念，参与了重要而又复杂的遴选和晋升选拔工作，各委员也以观察员的身分列席个别会议。委员会主席和秘书处职员也造访部门，与部门首长和其部门主任秘书讨论特定的部门事宜、纪律问题和其他共同关注的题目。这些探访对委员会和部门来说都大有裨益。

委员会在审研当局所递交的建议时，藉机检讨与聘任、晋升及纪律有关的政策、现行的规则与做法，以期精简程序。我们亦可藉此找出纰漏及不足之处。以下各段述明这些问题，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和其部门主任秘书借鉴有关经验，避免在日后递交建议时，出现类似的纰漏和不足之处。

“Impartiality and equity are the two pillars to preserve the integrity and effectiveness of the civil service performance management system. Management must establish and demonstrate to the staff an open, transparent and communicative management style and a system to enshrine these values. In this regard, the Commission has a vital role to play to provide independent advice and prevent any irregularities.”

“公平公正是保持公务员工作表现管理系统畅顺运作和行之有效的两大支柱。管理层必须奉行和展现公开、具透明度和促进沟通的管理风格，以及设立体现这些信念的制度。在这方面而言，委员会提供独立意见，杜绝纰漏，任重道远。”



Dr Elizabeth Shing, JP
Member, Public Service Commission

成小澄博士，JP
公务员叙用委员会委员

General

Authorisation of officers under the Public Service Commission (PSC) Regulations

In accordance with Regulation 2 of the PSC Regulations, only holders of specific posts in bureaux/departments and within the Civil Service Bureau (CSB) who had been duly authorised could seek the Commission's advice in performing appointments related duties under Regulations 3(1), 4 and 5 of the PSC Regulations. The Commission considered the practice to be archaic and the regular updating of the list of specific posts not time effective.

CSB was requested to review the arrangement in December 2002. In response, the bureau shared the views of the Commission and the Secretary for the Civil Service (SCS) made a general authorisation in April 2003 to allow for all officers not below the rank of Senior Executive Officer or equivalent in bureaux/departments, irrespective of posts, to perform the requisite duties.

一般事宜

根据《公务员叙用委员会规例》获得授权的人员

根据《公务员叙用委员会规例》第2条，只有局／部门及公务员事务局内担任特定职位并获授权的人，才可向委员会寻求意见，以执行规例第3(1)、4和5条所指明与聘任有关的职责。委员会认为这种做法不合时宜，而定期更新特定职位名单，也费时失事。

公务员事务局应要求在二零零二年十二月检讨这项安排。结果，该局认同委员会的看法。二零零三年四月，公务员事务局局长批给一般授权予各局／部门所有职级不低于高级行政主任或同等职级的公务员，让他们不论职位为何，都可执行有关职责。

Recruitment

Recruitment before freeze

A department had conducted recruitment exercises for two ranks in a grade which was later included under the Second Voluntary Retirement (VR) Scheme, and intended to offer appointment to successful candidates before the recruitment freeze took effect on 1 April 2003. The Commission was concerned about the implications for a VR grade to take in new staff while inviting serving ones to retire. On further review, the department withdrew its recommended appointment for the senior rank. It also clarified that the recruitment at the lower rank was confined to a few particular streams of the grade that did not have staff surplus and would be excluded from the VR scheme. Given the clarification, the Commission endorsed the recommendations.

Entry requirements

In the course of vetting a recruitment exercise conducted for a degree grade, the Commission prompted a review on its entry requirements which had become outdated with the increase in opportunities for further study in recent years. The original requirements were either (a) a first or second class honours bachelor degree; or (b) a postgraduate degree. A candidate could have obtained a recognized postgraduate degree under (b) but such qualification might not be regarded as an equivalent of (a). On re-examining this further, the Head of Grade agreed that the entry requirement should be tightened to the effect that the qualification under (b) when considered in totality should be comparable to that of (a).

招聘

暂停招聘生效前的招聘工作

某部门为某职系的两个职级进行招聘，但该职系后来纳入第二轮自愿退休计划，而部门拟在二零零三年四月一日全面暂停招聘公务员前，向获取录的应徵者提出聘用。委员会所关注的，是自愿退休职系既邀请在职人员退休，又同时招聘新员工，这样会有什么影响。经再加检讨后，部门撤回较高职级的聘任推荐。该部门并说明，较低职级的招聘，只限于该职系的数个分流，这些分流并无过剩人手，也没有纳入自愿退休计划。考虑过上述解释后，委员会批准所提建议。

入职要求

在审查一项涉及学位职系的招聘工作时，委员会鉴于近年进修机会增加，要求当局检讨过时的入职要求。原来的入职要求是：(a) 一级或二级荣誉学士学位；或(b) 学士以上的学位。应徵者如持有认可学士以上的学位，便可符合(b)项要求，但这个学历资格未必与(a)项学历资格同等。经再加研究后，有关职系首长同意，应收紧入职条件，规定(b)项所述的学历资格整体上须与(a)项相若。

Promotion

Non-implementation or delay in implementation of promotion board recommendations

There have been several cases where recommendations on promotion exercises, favourably advised on by the Commission, were not implemented; nor were these cases then brought to the attention of the Commission. In other cases, the subsequent promotion for some officers who were recommended for acting with a view (AWAV) appointments was delayed or not effected because of delays in completion of staff reports, uncertainty in the vacancy position, or doubts on their performance and conduct. If an extension or cessation of the AWAV appointment is warranted, this should be promptly submitted to the Commission for advice. To prevent the recurrence of undue delays or omissions in seeking the Commission's advice, the Commission Secretariat has since set up a system to monitor AWAV cases. Departments concerned have also been reminded to keep the Commission informed of the promotion of officers on AWAV appointment and to seek the Commission's views on non-implementation of any of the recommendations.

Adoption of stringent experience requirement for shortlisting purposes

In promotion exercises, some departments have specified service criterion to trim down the number of eligible candidates when there are limited vacancies. However, excessively stringent service criterion is not necessary in cases where the pool of candidates is small or where there are a large number of vacancies. In a promotion exercise, only five shortlisted officers were considered for two vacancies, resulting from the department's tightening of

晋升

晋升选拔委员会所提建议没有实行或延迟实行

在某些个案中，委员会已对部门晋升选拔委员会所提建议表示支持，但这些建议并没有实行，而有关部门又没有知会委员会。在另一些个案中，有些获推荐署理以待升职的人员，其后的升职受到拖延或没有实行，原因是评核报告迟迟未填写、空缺情况不明朗，或有关员工的表现和品行备受质疑。如果署理以待实际升职的安排需要延长或中止，应从速徵询委员会的意见。为免在徵询委员会的意见方面再出现不当的延迟或遗漏，委员会秘书处设立了一个监察这类个案的机制。各部门已获通知，署理职位以待实际升职的人员一旦获得擢升，便应通知委员会；如果所提建议没有实行，也须徵询委员会的意见。

拟备入选名单时采用严格的年资要求

在进行晋升选拔时，由于空缺有限，有些部门订明服务年资准则，以缩小合资格候选人的数目。然而，如果人选数目不多，或有大量的空缺，实不需订下过于严格的服务年资准则。在某项晋升选拔工作中，由于部门收紧服务年资准则，由在职级服务三年增至五年，以致只有五名人员初步入选，竞逐两个空缺。一名在上一次符合资格获得考虑的人员，今次也被淘汰出来。该部门提交另一项

the service criterion from three to five years of in-rank experience. An officer who was eligible for consideration in the last exercise was also screened out. In another promotion submission by the same department, the service criterion had been tightened from four to five years notwithstanding ample vacancies available resulting in a one to two ratio of recommendees to shortlisted officers. The Commission is of the view that the department should relax rather than tighten the service criterion in these two cases. The department has been advised to impose a reasonable service criterion in future exercises.

Attendance as observers

A promotion interview was conducted in a department for selecting the most suitable candidate to fill a higher rank vacancy. Due to another prior official engagement, an observer had to leave in the midst of an interview. The candidate concerned felt frustrated as he had not been advised of the observer's early departure beforehand. The Commission was satisfied that it was no more than a pure oversight, but appreciated that this could be disconcerting to the candidate concerned. The Commission has thus invited the Administration to issue a general reminder on this point to prevent such a recurrence.

Review of acting appointments recommended in the last exercise

Acting appointments recommended by the last board should be reviewed through a promotion/selection board when fresh annual reports are due. A department which failed to comply with the above requirement explained that they did not conduct a review in the past year as the acting list drawn up by the last board had

晋升建议，虽然涉及颇多的空缺，但仍把服务年资准则由四年收紧至五年，以致每两名入选人便有一人可获推荐。委员会认为，在上述两个情况下，部门应该放宽而不是收紧服务年资准则。委员会已促请该部门日后订定合理的服务年资准则。

以观察员的身分出席

某部门举行晋选拔面试，以选出最适合的人选，填补较高职级的空缺。面试时一名观察员另有公务而须提早离席。由于候选人事前并不知悉观察员会提早离席，因而甚感不快。委员会认同这只是一时疏忽，但也明白到会会影响候选人的情绪。委员会因此已请当局提醒各部门避免发生类似事件。

检讨上一次建议的署任安排

在新的年度评核报告到期时，便须再召开晋选拔委员会/遴选委员会，检讨上一次的委员会所推荐的署任安排。某部门并没有遵守这项要求，并解释说上一次的委员会所拟定的署任名单上仍有人选可用，因此过去一年没有进行检讨。这个说法不可接受，因为在新一轮的年度评核报告备妥后，旧有署任

not yet been exhausted. This, however, is not acceptable as the validity of the acting list should lapse when the fresh round of annual reports is available. The officers' performance and relative claims should have been reviewed through the normal procedures of a selection board. The department has been reminded to closely observe this requirement in future. In exceptional circumstances requiring the deployment of officers from the lapsed waiting list during the gap period, i.e. before approval is given for fresh recommendations, the management should ensure that the performance and conduct of the officers concerned still merit the acting appointment.

Appointment of officers to AWAV to substantive promotion

Some departments have not properly administered AWAV appointments as illustrated below —

- A department had recommended two officers to act up on an AWAV basis, notwithstanding the fact that their performance records had generated doubts on their readiness for the recommendation. The Commission's view is that AWAV appointments should only apply in cases where the slight residue doubt for substantive promotion of an officer could be cleared within a short period. On review, the department agreed that a longer observation on the two officers was required and the two officers were appointed to continue acting up in the higher rank for administrative convenience, pending a further review of their performance by the next board.
- Another department had recommended a further extension of an officer's extended AWAV appointment for six more months notwithstanding its projection of the unavailability of a vacancy for his substantive promotion at the end of the

名单便告失效。有关人员的表现和晋升机会，应透过遴选委员会的正常程序来评检。委员会已促请该部门日后严守这项要求。然而，在交替期间，即新一轮的建议仍未获得批准之时，如出现特殊情况，以致须按已失效的名单调配人员，管方应审视有关人员的表现和品行，确定是否值得让该员署任职位。

安排人员署理较高职级以待实际升职

若干部门在安排人员署理较高职级以待实际升职方面有欠妥善，详情如下：

- 有部门推荐两名人员署理较高职级以待实际升职，然而根据这两人的表现记录，却令人怀疑他们是否适合担任部门所推荐的署任职位。委员会认为，只在有关实际升职的少许疑问能经一段短时间观察便可消除的情况下，才适宜安排人员署理较高职级以待实际升职。经检讨后，该部门同意须为这两名人员安排更长的观察期。该两人被安排以方便行政的方式继续署理较高职级，等待下一次选拔委员会进一步检讨他们的表现。
- 另有部门建议，把一名人员原已延长了的署理较高职级以待升职的安排，再延长六个月。然而，该部门预计在延长期完结时，仍不会有空缺让该员实际晋升。委员会认为，在这情况下，把该员署理较高职级以待升职的安排再延长六

extended period. The Commission considered in the circumstances a further extension of his AWAV appointment not justified. On the Commission's advice, the department ceased his AWAV appointment but the officer has been allowed to continue acting for administrative convenience pending a further review of the vacancy position in the next annual exercise.

- In another case involving the extension of AWAV appointment for six months for a batch of officers due to an extensive grade review which would impact on the vacancy position of the rank concerned, it was found that the department had not complied with Civil Service Regulations (CSR) 170(c) which required staff reports to be completed at quarterly intervals for officers of AWAV appointment. The Commission reminded the department to comply with the requirement before seeking its advice on the proposed extension of the officers' AWAV appointment. It was through this reporting procedure prompted by the Commission that an officer's misconduct was unveiled following which his AWAV appointment was ceased without further extension. It is important for departments to continue to monitor the performance and conduct of the officers under extended AWAV appointment through regular staff reporting.

个月，并无充分理据支持。该部门接受委员会的意见，中止该员署理较高职级以待升职的安排，但仍让他以方便行政的方式署理较高职级，等待下一次年度选拔时，部门重新检讨空缺情况。

- 在另一宗个案中，有一批人员署理较高职级以待实际升职的安排须延长六个月，因为有关职系将进行全面检讨，会影响该职级的空缺情况。不过，该部门没有按《公务员事务规例》第170(c)条的规定，为署理较高职级以待实际升职的人员每三个月填写一份评核报告。委员会提醒该部门先完成有关规定，然后才就建议延长有关人员的署理安排一事徵询委员会的意见。经委员会提醒后，部门展开填写评核报告程序，从而发现一名人员曾经行为不当，该员的署理委任遂被中止，不获延长。在有关人员的署理委任延长期间，必须透过常规的员工评核，监察人员的表现和行为，这点不容忽视。

Performance Appraisal System

Appraisals of officers who were selected for long-term acting appointment

In processing promotion/selection exercises from departments, the Commission noted in some cases that although the officers concerned were appointed to act in the next higher rank for administrative convenience, their performance was still assessed in their substantive rank throughout the entire reporting period. The Commission considered that officers appointed for long-term acting should be appraised at the acting rank in all parts of the report and so stated in the appraisal form so as to facilitate the board's assessment of their capability in all respects for the higher rank in which they were being tested.

Use of annual report form

In vetting a departmental submission on a selection exercise, the Commission observed that the annual appraisal form had been used to assess officers covering a short period of one to two months, with the parts on rating the officers' performance on the individual responsibilities and their core competencies skipped. It would not be realistic for the appraising and countersigning officers to assess an officer's performance in such details for only a short period of time. The Commission drew the department's attention to the guidelines as set out in the relevant CSR that no report was required if staff changes took place within three months of the previous report and if any report was to be written, a memo or simplified form should be adopted. The department had subsequently come up with an abbreviated form to be used for performance appraisal in situations where full appraisal is not required.

表现评核制度

获选长期署任的人员的评核

在审查部门的晋升选拔/遴选工作时，委员会发现，在某些个案中，虽然有关人员获委任以方便行政的方式署理高一级的职级，但他们在整个评核期内的表现仍以其实职职级为准来评核。委员会认为，获委任长期署理职位的人员，应在评核报告的各个部分以其署任职级的表现来评核，并在评核报告中加以注明，以便选拔委员会衡量有关人员各方面的能力是否可以应付较高职级的考验。

使用年度评核表格

在审查某部门就一项选拔提出的建议时，委员会发现，部门使用年度评核表格，填写人员的一、两个月短期表现，而个别职责的表现和关键才能评分部分则留空不填。要评核人员和加签人员在这么短的时间内，详细评核人员的表现，并不切实际。委员会促请部门注意《公务员事务规例》的指引，即如果在上一个评核报告填写后的三个月内有人事变动，便无须填写评核报告；如须评核，则应使用便笺或简化的表格。该部门后来编制了简化的表格，供无须详细评核时使用。

Enhancements to appraisal forms

A department has introduced new appraisal forms to several grades under its ambit. The Commission, whilst appreciative of the department's efforts, has spotted two major areas which warranted enhancement. One area relates to the omission of an important section to assess the appraisee's performance in respect of his responsibilities and targets. As such the overall grading of his performance is not substantiated by his achievements during the period. The other area relates to the core competencies which are multifarious and could have been better consolidated, with clear delineation in the levels required for common items. The department has been asked to improve on the new forms.

Duty list in appraisal report

In a department the appraisees in several ranks only indicate their post titles and the sections/regions in which they are working under the section "description of duties" in the appraisal form. According to CSR 230(4), staff reports must include in sufficient details the duties of the appraisees during the reporting period. This is to enable the appraising officer to assess how well the appraisee has performed each of the duties (normally comprising no more than five or six items) listed. The Commission has invited the department to rectify the practice.

Review of staff reports by assessment panel

In tendering advice to a department on their recommendations of a selection exercise, the Commission pointed out that their assessment panel should review the staff reports of all officers at that rank and not just those who had satisfied the service criterion for consideration of promotion and with overall performance graded 'Outstanding' or 'Moderate' or below. It is the role of the assessment panel to moderate staff appraisals across the rank to maintain consistency of staff reporting and to make actual

改善评核表格

某部门为辖下的数个职系编制了新的评核表格。尽管委员会赞赏部门的努力，但发现了其中两大方面须予改善。其一是遗漏了有关受评人的职责和工作目标的表现评核这个重要部分，没有了这方面的评核，受评人整段期间工作表现的整体评分，并无具体的成绩用作佐证。另一项有待改善的地方是，关键才能流于繁琐，应予精简，一般项目也应清楚界定不同水平的要求。委员会已请该部门改进新的评核表格。

评核报告的职务表

某部门有不同职级的受评人员，都只在评核表格的“职责说明”一栏填上自己的职衔和任职的组/地区。根据《公务员事务规例》第230(4)条，评核报告应载列受评人在评核期间的职务详情，以便评核人员按每项列明的职责(通常列出不多于五至六项)评核受评人的表现。委员会已促请部门纠正有关做法。

由评核委员会检讨评核报告

委员会在就某部门完成遴选后所作建议给予意见时，指出评核委员会应检讨有关职级所有人员的评核报告，而非单单检讨符合服务年资条件而纳入考虑晋升之列的人员，以及整体表现被评为“优”、“可”或以下级别人员的评核报告。评核委员会的角色，是协调整个职系的员工评核，维持评核的一致；如

adjustments to the overall/individual gradings, where justified, to reflect more accurately the performance of the officers concerned.

Operation of assessment panels

A department proposed to set up assessment panels for moderating staff appraisals in a new grade which has recently been formed by merging two grades. Based on the proposed composition and operation of the panels, the Commission has suggested some fine-tuning amendments which have been accepted by the department. However, one of the issues raised would need further review, i.e., the exceedingly large size of the panels with two co-chairmen and seven to 13 members/observers. Though a large membership would ensure wide representation, the Commission was concerned that the operational efficiency of the panels would likely be compromised. While appreciating the department's endeavour to try this out first, the Commission has advised the department to conduct a timely review on the trimming down of the size of the panels after their first operation.

Adoption of appraisal forms

A department has adopted a rather confused arrangement of using different forms for assessing acting performance at the higher rank. That is, a form for the higher rank is used only for officers whose acting appointment has been endorsed by the Commission, while a form at the substantive rank is adopted for all other officers whose acting appointments are made without the Commission's advice in the first instance. Such an arrangement can cause shortlisting problems in a selection/promotion exercise as the two distinctly different forms may unfairly screen out those officers whose acting performance is assessed in the form for the substantive rank. To avoid confusion and ensure consistency, the Commission has advised the department to standardize the use of report forms.

有充分理由，应调整整体／个别评分，以便更准确地反映有关人员的表现。

评核委员会的运作

某部门建议设立评核委员会，协调某个新职系的员工评核报告。新职系是由两个职系不久之前合并而成。委员会建议就该评核委员会的拟议组合和运作略作改善。部门接纳了委员会的建议。然而，其中一项关于评核委员会人数过多的意见，则须进一步检讨。该评核委员会有两名主席和 7 至 13 名成员／观察员。成员较多虽然可确保较有代表性，但委员会关注到这样很可能影响运作效率。尽管委员会赞赏部门勇于尝试，但建议部门在评核委员会第一次运作之后适时进行检讨，看看是否需要减少该评核委员会人数。

采用评核表格

某部门为评核署理较高职级的人员使用不同的表格，造成颇为混乱的情况。凡人员的署任安排已获委员会批准，都会采用适用于较高职级的表格。至于署任安排未先获委员会批准的人员，则采用适用于实职职级的表格。这项安排会在遴选候选人时造成问题，因为这两类表格截然不同，正在署任但使用其实职职级表格来被评核的人员，或会被不公平地淘汰。为免引起混乱和确保连贯一致，委员会建议有关部门使用划一的评核表格。

Performance Management

Delay in deferring or stopping an annual increment of an officer with unsatisfactory performance

In considering a department's recommendation to terminate the probationary service of an officer, the Commission noted that the officer had been granted an annual increment despite his unsatisfactory performance. This was considered highly undesirable. The irregularity arose mainly due to the delay in action taken by the department to stop the increment. The Commission has reminded the department that an officer deserved an increment only when his performance is satisfactory, and that prompt action should be taken to stop/defer increments where warranted.

Passage of Probation/Trial Bar

Necessity of inviting representations from probationers/officers on trial in cases of termination of service due to insufficient vacancies

In considering the recommendation of a department for terminating the trial service of some officers due to insufficient vacancies, the Commission noted that the department had invited representations from the officers concerned in accordance with CSR 200(3). The provision for inviting representations also exists for probationers under CSR 186(3). The Commission is of the view that since the claims of the officers had been duly and fairly considered by a selection board on grounds of comparative merits, and that termination of their services was due to insufficient vacancies rather than their general unsuitability on performance and conduct grounds, it would not be necessary to invite representations from the officers in order to avoid raising false hopes. The Commission has invited CSB to consider issuing appropriate guidelines to departments.

表现管理

未有及时对表现欠理想的员工延期或暂停发放按年递加的增薪

在考虑某部门建议终止某员的试用时，委员会注意到，虽然该员表现欠理想，仍获得发放按年递加的增薪。委员会认为这样做极不可取。出现这种纰漏，主要是因为部门迟迟不采取行动，停止发放增薪。委员会已促请部门注意，只应在有关人员的表现理想时，才应发放增薪。如有需要，应从速采取行动，终止/延期发放增薪。

通过试用/试任关限

因职位空缺不足而终止聘任的试用/试任人员是否需要请他们提出申述

某部门因职位空缺不足建议终止若干人员的试任，委员会在考虑这项建议时，留意到该部门曾根据《公务员事务规例》第200(3)条邀请有关人员提出申述。《公务员事务规例》第186(3)条也有关于邀请试用人员提出申述的条文。委员会认为有关人员各个方面的优劣已获遴选委员会给予适当和充分考虑，而且终止聘任是职位空缺不足而非人员的整体表现和品行有问题所致，因此无须邀请有关人员提出申述，以免该员有不切实际的期望。委员会促请公务员事务局考虑向部门发出适当指引。

Passing standard for officers on trial

The performance of an officer appointed on trial was graded 'Moderate' in the second half of the trial period and several areas of deficiency were identified. However, his supervisors recommended his passage over the trial bar based on some slight improvements shown at the end of the trial period.

The Commission strongly advocates that in allowing an officer to pass the trial bar, a stringent standard had to be adopted and one had to prove beyond doubt his competence at the trial rank. It was not adequate for an officer to just meet the minimum acceptable standard towards the end of the trial appointment. He should deliver a positive performance and show potential to develop further in the grade. Against these considerations, the Commission viewed that the officer in question had not fully demonstrated his suitability for passing over the trial bar. In response to the Commission's comments, the officer concerned had his trial period extended by the department for 12 months with financial loss for further observation and monitoring.

Renewal/Extension of Agreement

Renewal/extension of agreement for officers with misconduct

An agreement officer was found to have misconducted himself and was served a written warning. With his agreement due to expire shortly, the department initially put up a recommendation for waiving the debarring effect and renewing his agreement for a normal tour. Though the misconduct was not very serious, the Commission considered it important that a high standard of probity was required of civil servants and a clear message should be sent to the officer and other staff in this regard. It had therefore

试任人员通过关限的标准

一名试任人员在试任期下半年的表现被评为“可”，并被指有若干不足之处。不过，该员的上司基于该员在试任后期表现稍有改善而建议让其通过试任关限。

委员会极力主张在准许员工通过试任关限时，须采用严格标准，并证明他确实胜任试任职级，无可置疑。仅在试任后期才达到可接受的最低标准，并不足够。他应有良好表现，并显露能在职系内进一步发展的潜质。基于这些考虑因素，委员会认为有关人员未能显示完全适合通过试任关限。有关部门因应委员会的意见，把该员的试任期延长 12 个月而使其蒙受金钱损失，以作进一步观察和监察。

续约／延长合约

续订／延长行为失当人员的合约

一名合约人员因行为失当而接获书面警告。该员的合约快将届满时，部门最初建议撤销书面警告的限制作用，与该员续订正常任期的合约。尽管当事人的不当行为并不十分严重，委员会仍认为公务员维持崇高操守至为重要，并应向该员和其他员工发出清晰的有关信息。因此，委员会建

suggested that a one-year extension for further observation of his performance and conduct should be more appropriate. The Commission's advice was accepted by the department.

New Entry System

Reduction of probation period for serving officers on in-service transfer under the new entry system

The Commission noted in its last annual report that officers who were appointed under the new entry system and not yet confirmed to permanent terms had to undergo another three-year probation on transfer to another grade. This could result in an officer in the most extreme case having to serve a maximum of nine years before he could be confirmed. Since there would be a significant disparity of in-service transfer arrangements between the new and old entry systems which would also result in a disincentive for probationers under the new system to apply for cross-grade transfer, the Commission has invited the Administration to consider refining the arrangements. On further review, the Administration agreed that the appointment authority may, having regard to the nature of the duties and other management considerations, consider reducing the probationary period in the new office in accordance with CSR 183(3), i.e. by no more than the probationary period or period of service the officer has served in the former office, and in any case by no more than half of the probationary period required for the new office. The related guidelines were promulgated by the Administration in June 2003. The Commission welcomed the new arrangements which allowed for flexibility in deciding on the appropriate duration of probation in the new office to facilitate cross-grade fertilization within the service.

议宜延长合约一年，进一步观察该员的表现和品行。委员会的意见获得部门接纳。

新入职制度

缩短按新入职制度作内部转职的在职人员的试用期

委员会在上一份年报提到，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。尤有甚者，当事人可能最多须服务九年才可以实任。由于新旧入职制度两者之间在内部转职安排会有重大差异，可能导致按新入职制度受聘的试用人员不愿申请转投其他职系，委员会因此促请当局考虑改善有关安排。经进一步检讨后，当局同意聘任机构可根据《公务员事务规例》第183(3)条，因应工作性质和其他管理上的考虑因素，考虑把新职位的试用期缩短，但缩短时间不得超过当事人在原有职位的试用期或已完成的服务期，而无论如何，也不得超过新职位规定的试用期的一半。当局在二零零三年六月公布相关指引。委员会欢迎新安排，因为能够灵活决定新职位适当的试用期，促进公务员队伍各职系之间的转职。

Alignment of arrangements in seeking the Commission's advice under the new and old entry systems

With the issue of guidelines on the further appointment of officers appointed under the new entry system in June 2003, the Commission's advice would have to be sought for termination/non-renewal of agreement or non-transfer to permanent terms on performance or conduct grounds or where a selection or comparison of merits was required. The Commission was, however, aware that a different arrangement had hitherto been adopted for agreement officers appointed under the old system in that only cases for renewal/extension of agreements and transfer to permanent terms were subject to the Commission's advice. For consistency, the Administration was invited to consider aligning the old arrangements with those under the new system. The Commission was pleased to note that the Administration found the proposal agreeable and in future only termination/non-renewal of agreement or non-transfer to permanent terms on performance or conduct grounds as well as cases involving selection or comparison of merits under both the old and new entry system would require the Commission's advice. Guidelines on the alignment of arrangements were issued in October 2003.

Further appointment on new agreement terms upon completion of probation

Under the new entry system, probationers will normally be offered a three-year agreement when they satisfactorily complete their probation. In considering the offer of further appointment on new agreement terms to the probationers, some departments were unable to offer three-year agreements due to uncertainties in the vacancy position of the rank/grade concerned. They proposed to offer a one-year agreement in the first instance with

根据新旧入职制度徵询委员会意见时采取一致安排

新入职制人员的续聘指引在二零零三年六月发出后，凡有人员因表现或品行理由而被终止／不获续订合约或不予转为长期聘用制，或部门有需要进行遴选或比较人选的优劣时，都要徵询委员会意见。委员会却留意到为旧制合约人员所作安排向来不同，只在续订／延长合约和转为长期聘用制时，才须徵询委员会意见。为求一致，委员会促请当局考虑划一新旧制的安排。委员会欣悉当局赞同这项建议，而将来不论新还是旧入职制，只是有关人员因表现或品行理由而被终止／不获续订合约或不予转为长期聘用制，以及部门进行遴选或比较人选优劣的个案，才会徵询委员会意见。关于划一安排的指引已在二零零三年十月发出。

试用期满以新合约条款续聘

根据新入职制度，试用人员试用期满，表现良好，通常会获续约三年。在考虑向试用人员提出以新合约条款续聘时，若部门因不能确定有关职级／职系的空缺情况而未能提供三年期合约，续聘与否，则视乎人手检讨结果／最终人力计划而定。这建议获公务员事务局批准，并获委员会同意。假如检讨后没

any further appointment subject to the outcome of the staffing review/finalization of the manpower plan. The proposal was approved by the CSB and favourably advised on by the Commission. In the event that there were insufficient vacancies to accommodate all officers upon review, the Commission considered that a selection board should be convened to examine the claims of all officers for further appointment.

Discipline

Debarring effect on appointment

In vetting a departmental submission on a selection exercise, the Commission noted that an officer was allowed to retire and be re-employed during the debarring period of a written warning given to him for his duty-related misconduct. The department failed to seek CSB's advice beforehand and explained that the officer's re-employment on agreement terms should not be construed as an appointment in the strictest sense. The Commission did not find the department's explanation acceptable in that the term "appointment" should be construed in the widest possible sense, including but not limited to acting appointment, further appointment, re-employment and appointment on transfer and passage of probation/trial bar. According to the Procedural Manual on Discipline, the debarring effect of informal and formal punishments imposed on an officer for promotion or appointment purposes should only be waived in exceptional circumstances after consultation with CSB. The Commission is of the view that the anomaly was the result of an oversight on the management's part and has advised the department to be more careful and stringent in handling similar cases in the future.

有足够职位空缺容纳所有人员，委员会认为应召开遴选委员会，研究哪些人员适宜续聘。

纪律

对聘任的限制力

在审查某部门进行遴选后所提交的建议时，委员会留意到某人员因干犯与工作有关的不当行为而接获书面警告，而在书面警告的限制有效期间，该员获准退休并重行雇用。部门事前没有徵求公务员事务局的意见，而据部门解释，当事人以合约条款重行雇用，严格来说不应视作聘用。委员会认为部门的解释不可接受，因为“聘用”一词应作广义诠释，范围包括但不局限于署任、续聘、重行雇用、转职聘任和通过试用/试任关限。根据《纪律处分程序指南》，非正式或正式处分对晋升或聘用的限制，只在特殊情况下，并经咨询公务员事务局后才可撤销。委员会认为事件处理欠善，是管方一时不察所致，并已促请部门日后处理同类个案时，须加倍小心谨慎。

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 — Objectivity in making recommendations on punishment

Background

A junior staff member who joined the service in 1984 was severely reprimanded, fined one increment for three months and cautioned on removal from the service in the event of further misconduct following his criminal convictions of "Theft" and "Failure to produce proof of identity on demand". In processing his case, the department discovered that he attended the criminal trial of his case in February 2000 without leave or permission. Moreover, the relevant notes of court proceedings revealed that he had a previous record of "Theft" in 1985 for which he was put on probation without a criminal conviction, and another conviction of "Theft" in 1990 for which he was fined \$1,000. The department therefore took disciplinary action under section 10 of the Public Service (Administration) Order (PS(A)O) against him for his (a) failure to report the criminal proceedings against him in 1985 and 1990; and (b) unauthorised absence for 2 hours 20 minutes to attend the court hearing of his "Theft" case in February 2000. The Inquiry Committee subsequently found him guilty as charged.

委员会认为，对不断渴求提升人力资源管理资源的部门而言，个案研究可资借鉴，亦有所裨益。

个案壹 — 提出有关惩处的建议时是否客观

背景

一名在一九八四年加入政府的初级人员，因“盗窃”和“未能在规定下出示身分证明文件”而被判刑事罪名成立，其后遭管方严厉谴责和罚款(扣减一个增薪点达三个月)，并予以告诫，如再犯不当行为便会遭撤职。部门着手处理这宗个案时，发现当事人未经请假或取得批准而在二零零零年二月出席有关其刑事案件的审讯。此外，有关法院法律程序纪要显示当事人分别在一九八五年曾犯“盗窃”案，当时被判接受感化而无须刑事定罪，及在一九九零年因“盗窃”而被定罪，罚款一千元。鉴于以上情况，有关部门根据《公务人员(管理)命令》第10条采取纪律行动，指控他：(a)没有呈报在一九八五年和一九九零年受到的刑事检控；以及(b)在二零零零年二月因“盗窃”案件出庭应讯而擅离职守达两小时二十分钟。研讯委员会其后裁定指控成立。

Development

The Secretariat on Civil Service Discipline (SCSD) originally recommended to the department that the officer should be punished by a severe reprimand, a fine of one increment for 12 months plus a caution on removal from the service. However, the department was of the view that the officer should be compulsorily retired because he had committed multiple acts of misconduct which were not minor in nature and his repeated misconduct had reflected badly on his integrity, trustworthiness and suitability for remaining in the service. After discussion with the Civil Service Bureau (CSB), SCSD showed support to the department and submitted the case to the Commission recommending that the officer should be compulsorily retired.

The punishment for failure to report criminal proceedings that are non-duty-related is usually a written warning. As for unauthorised absence of 2 hours 20 minutes, the punishment is normally a reprimand/severe reprimand plus a fine. Although the officer in question deserved a heavier punishment because he was found guilty of two counts of failure to report criminal proceedings brought against him and unauthorised absence, the Commission considered the recommended compulsory retirement overly harsh, particularly after taken into consideration the officer's junior position. Taking into account precedent cases and the department's concern that a heavy punishment was required to achieve the necessary deterrent effect in managing its large number of junior staff, the Commission advised that the officer should be punished by a severe reprimand, a fine of one increment for 12 months plus a caution on removal from the service in the event of further misconduct.

事情发展

公务员纪律秘书处原先向有关部门建议，当事人应被严厉谴责、罚款(扣减一个增薪点达12个月)，以及予以可遭撤职的告诫。不过，部门认为应迫令当事人退休，因他干犯多宗性质不轻的不当行为，而屡犯不改令人质疑他的品格和信用及他是否适合留任公职。经与公务员事务局商讨后，公务员纪律秘书处也支持该部门迫令当事人退休的建议，并把建议提交委员会，徵询意见。

没有呈报与工作无关的刑事检控，一般是以书面警告作处分；擅离职守达两小时二十分钟，一般是以谴责／严厉谴责加上罚款作处分。当事人两度没有呈报受到刑事检控兼且擅离职守，理应加重处分。然而，委员会认为迫令退休的建议过分苛刻，特别是考虑到当事人的初级职位。基于先例和有关部门考虑到要有效管理众多初级人员，有必要重罚以儆效尤，委员会建议当事人应被严重谴责、罚款(扣减一个增薪点达12个月)，并予以告诫，如果再度行为失当，即行撤职。

CSB then invited the Commission to re-consider the merits of the department's recommendation because they shared the department's view that, given the large number of junior staff under its charge, it was at times necessary for the departmental management to adopt a very strict standard to maintain staff discipline and order, even though the standard adopted might be a notch higher than the service-wide norm. Nevertheless, the Commission, upon review, considered that its original recommendation should stand.

Observations

Whilst fully supporting the Administration's determination to tackle misconduct and enhance discipline, the Commission considers it crucial that the actual punishment awarded should be commensurate with the gravity of the misconduct and that broad consistency be maintained in the service. Any recommended punishment should be weighed very carefully against the norm across the civil service for similar types of misconduct to ensure that the punishment awarded is fair by all standards. The Administration needs, therefore, to be thoroughly objective in vetting departmental recommendations on punishment, whether the proposed punishment is too harsh or lenient as the case may be, and must refrain from accepting departmental proposals simply for the sake of demonstrating support. If the Administration considers that new benchmarks should be set in the future in determining the level of punishment in relation to similar cases of misconduct, the enhanced punishment, if to be implemented, should be promulgated for uniform application by all departments.

其后，公务员事务局促请委员会重新考虑部门所提建议的理据，因为公务员事务局认同该部门的看法，即鉴于部门管辖的初级人员为数众多，部门管方有时须采用极为严格的标准，以维持员工的纪律和秩序，尽管所采用的标准比公务员体系整体标准为高。然而，委员会在检讨后，认为仍应维持原先的建议。

观察

委员会全力支持政府对付不当行为和提高纪律的决心，但认为同样重要的是，实际处分应与不当行为的轻重相符，并在公务员队伍普遍维持一致做法。建议施加任何处分时，都应参考同类行为失当个案在公务员体系的处分惯例，审慎衡量，从而确保以任何标准而论，处分都属公正。因此，当局审查部门的处分建议时，无论建议处分是否过于苛刻或宽大，都必须完全客观，并避免纯粹为表示支持而接纳部门的建议。假如当局认为日后应制定新标准，以厘定同类行为失当个案的处分轻重，便应把拟实施的加重处分公布，让所有部门统一施行。

Case B — Shortlisting for recruitment purposes

Background

A department launched a direct recruitment exercise for a promotion post that attracted less than 100 applications with only about 20 odd candidates (including some having doubtful qualifications requiring further clarification) meeting the entry requirements. The Commission's advice was sought on introducing shortlisting criterion in relation to post-qualification experience to reduce the number of qualified candidates for interview.

Development

After applying the proposed shortlisting criterion, the department considered that six candidates could satisfy the criterion for interview. However, the Commission Secretariat's vetting of the applications revealed that only two candidates fulfilled the requirements while the other four either had doubtful qualifications or were unqualified. Given the small number of qualified candidates, the Commission was concerned that by further imposing the shortlisting criterion, there was a risk of having too small a pool of candidates for selection. Another factor was that after applying the shortlisting criterion, the basic entry requirements that had been advertised were altered, making it unfair to those candidates who might have applied otherwise. Eventually, the department, on failing to devise any suitable shortlisting criterion, decided to interview all the 20 odd candidates.

个案二 — 招聘的筛选工作

背景

某部门为某个晋升职位进行直接招聘，接获申请不足 100 份，其中只有 20 多名应徵者（部分的资历有欠清骂，需作澄清）符合入职条件。部门拟采用取得有关资历后的工作经验作为筛选准则，以减少可获面试的合资格应徵者数目，于是徵询委员会的意见。

事情发展

经采用建议的筛选准则后，有六个应徵者符合面试的条件。不过，委员会秘书处在审核申请时发现，只有两名应徵者完全符合有关条件，其余四人不是资历含糊不清，就是不合格。鉴于合格的应徵者为数不多，委员会担心附加筛选准则，可能会令可供选择的应徵者的数目变得太少。另一项考虑因素是，附加筛选准则后，广告刊载的基本入职条件便有所改变，这会对入职条件如不同则可能会提出申请的人有欠公平。该部门由于未能制定合适的筛选准则，最终决定让全部 20 多个应徵者接受面试。

Observations

The department has taken a considerable time to deliberate on the shortlisting criterion without achieving any results. The Commission notes that as a general guideline, the number of candidates to be interviewed in a recruitment exercise should not normally exceed five for each vacancy. Yet a mechanical approach towards shortlisting should be avoided and the adoption of shortlisting criteria is only necessary when the size of qualified candidates is exceedingly large. In this case, there was no apparent need since the total number of qualified candidates, discounting those requiring verification of doubtful qualifications, is relatively small. Moreover, any shortlisting criteria proposed should be meaningful, effective and consistent with the advertised basic entry requirements.

Case C — Request for confirmation to permanent and pensionable terms after satisfactory completion of probationary service

Background

An officer was appointed as an assistant professional on probationary terms for five years in 1998. Her performance and conduct during her probationary period fully met the requisite standard. She had also acquired the requisite qualification and experience for passage of promotion step and probation bar for confirmation to the permanent establishment within the five-year probationary period in 2003. However, it was anticipated that there would be surplus staff in the grade. The department, after consulting the CSB, only offered further appointment on local agreement terms up to mid-2005. The officer lodged an appeal to the Commission as she considered that the offer of appointment on agreement terms instead of permanent terms was not fair as it was not in line with the terms stipulated in her Memorandum on Conditions of Service on appointment.

观察

该部门用了很长时间考虑筛选准则，但徒劳无功。委员会注意到，根据一般原则，进行招聘时，通常每个职位空缺的面试者不应多于五人。然而，部门应避免采用一成不变的筛选方式，除非合格人数太多，否则无须附加筛选准则。就这宗个案而言，撇除要核实资历的人员后，符合资格的应徵者已经很少，显然没有需要附加筛选准则。此外，任何建议的筛选准则均须具有意义和有效，并要与广告所述的基本入职条件一致。

个案三 — 圆满完成试用后要求按常额及可享退休金条款获确实聘任

背景

某人员在一九九八年按试用条款受聘为助理专业人员，为期五年。试用期内，她的工作表现和品行完全达到所需的标准，并于二零零三年取得通过试用关限可获确实聘用为常额人员和晋升所需的资格和经验。不过，该职系预计会出现人手过剩的情况。部门在谘询公务员事务局后，只按本地合约条款与该员续约至二零零五年年中。该人员向委员会提出上诉，她认为以合约条款而非常额聘用条款聘用她是不公平的，因为这是有违聘用她时的服务条件说明书列明的条款。

Issues of concern

In examining the officer's appeal, the Commission believed that the officer had a legitimate expectation of continuous employment on permanent terms on the satisfactory completion of her probationary service and attainment of professional qualification and questioned whether it was fair to deny her confirmation to permanent establishment. The Commission noted that the prevailing Civil Service Regulations (CSR) governing the passage over the probation bar and further employment were amended in July 2000 in connection with the implementation of the new entry system. The officer was appointed in 1998 and, at that point in time, there was no mention of service need as a criterion for passage of probation bar in the then CSR. The Commission therefore invited CSB to review the policy involved and re-consider the claims of the officer.

Conclusion

After re-examining the policy involved, CSB accepted that unlike officers appointed under the new entry system whose continuous employment service was at the discretion of the government and was subject to service need, the appellant was appointed to an established office on probationary and pensionable terms with a clear understanding of continued service on permanent terms in her Memorandum on Conditions of Service. The officer was finally allowed to pass the probation bar and be confirmed to the permanent establishment. The Commission is pleased with the outcome of the case.

关注事项

在研究该人员提出的上诉时，委员会相信，该人员对在圆满完成试用及考取专业资格后可按常额聘用条款获得续聘有合理期望，并质疑部门拒绝确实聘用她为常额人员是否公平。委员会知悉，《公务员事务规例》中关于通过试用关限和续聘的现行规定，是在二零零零年七月修订，以配合新入职制度的推行。该人员在一九九八年受聘，当时《公务员事务规例》的条文没有列明职务需要是通过试用关限的准则。因此，委员会请公务员事务局检讨有关政策，以及重新考虑该人员的诉求。

总结

在重新研究有关政策后，公务员事务局认同，虽然按新入职制度受聘的人员获续聘与否，是由政府酌情决定，同时亦须视乎职务需要，但上诉人与这些人员不同，她是按试用及可享退休金条款受聘担任设定职位，她的服务条件说明书清楚述明她可按常额聘用条款获得续聘。该员最后获准通过试用关限，并确实聘用为常额人员。委员会欢迎这个结果。

"As a recent appointee to the Commission, I have seen and am impressed by the important role of the Commission as an independent adviser on civil service appointments, promotions and disciplinary actions. The Commission ensures that decisions affecting the livelihood of members of the civil service are fair, reasonable and impartial and that due processes are observed. In turn, this helps to reduce grievances among affected members of the service and enhances morale generally. The Secretariat performs its duties with meticulous care."

“虽然我是最近才加入委员会，但目睹委员会发挥重要作用，就公务员的聘用、晋升和纪律行动提供独立的意见，深感欣慰。委员会确保影响公务员职业生生涯的决定是公平、合理和公正的，而且有关程序符合规定。这样有助减轻受影响的公务员的不满，提高整体士气。秘书处执行职务时，谨慎细心，殊堪表扬。”



Mr Simon Ip, JP
Member, Public Service Commission

叶锡安先生，JP
公务员叙用委员会委员

Case D — Termination of probationary service of an officer with impaired physical condition

Background

A probationer with impaired physical condition was allowed to remain in the service for eight years notwithstanding his persistent poor performance. On account of his substandard performance, there was a strong case of termination of his probationary service under CSR 186. However, such action had to be deferred pending the conclusion of medical boards to ascertain whether his poor performance was attributable to his impaired physical condition. Altogether ten medical boards had been convened over a period of five years. The delays were tolerated lest management be challenged on the grounds of the Disability Discrimination

个案四 — 终止一名残障人员的试用服务

背景

一名残障人员在试用期间尽管工作表现持续差劣，仍获准留任达八年之久。由于他表现欠佳，该部门有充分理由根据《公务员事务规例》第186条终止其试用服务，但必须待医事委员会得出结论，确定他表现差劣非因残障所致，才能采取行动。五年内就该个案共召开了十次医事委员会会议。该部门容忍延迟采取行动，是为免有人以《残疾歧视条例》为理由提出质疑。鉴于最终的医学意见认为该人员表现不符合要求并非健康状况所

Ordinance. Given the ultimate medical advice that his unsatisfactory performance was not attributable to his state of health, the department eventually terminated his probationary service on the Commission's advice.

Problems identified

In scrutinizing this case, the Commission noted that the need for a series of medical boards stemmed primarily from the inconclusiveness of the findings and advice of the initial medical boards. The Commission also noted that the unreasonably long time taken to arrange some of the medical boards contributed to the delay in reaching a definitive view of how best to tackle the officer's case. Despite the complications of the case, the retention of the officer on probation for eight years despite his unsatisfactory performance is unacceptable. Moreover, during the extended period of his probation, the management had failed to notify him in writing that he had yet to pass the probation bar. The department clarified that the officer had been told of his extended probation through the appraisal interviews but such records were not documented in the appraisal reports.

Observations

The Commission is of the view that the procedures for handling probationary cases that involve medical assessment of probationers with impaired physical/mental conditions should be streamlined/improved to enable early action under CSR 186. For example, the time required for arranging medical boards and provision of more conclusive/definitive comments by the boards should be accelerated. The Commission has asked the CSB to conduct a review and take the matter up with the Hospital Authority. As a result, guidelines on the appointment of medical boards have been issued to bureaux and departments to facilitate the reaching

致，部门便按照委员会的意见终止其试用服务。

问题所在

研究这宗个案时，委员会留意到，需要召开连串医事委员会，主要因为初期召开的医事委员会没有提供确定的结果和意见。委员会又留意到，安排召开部分医事委员会会议需时过长，毫不合理，以致该部门迟迟未能就处理该个案定出最佳的方法。尽管个案复杂，但该部门八年来不管该人员表现不符合要求而继续留他试用，这是不能接受的。况且，在延长他的试用期间，管方并没有以书面通知他仍未通过试用关限。部门澄清，在评核会见中已告知该人员延长试用期一事，但有关评核报告内并无将之记录在案。

观察

委员会认为，就对残障/精神不健全的试用人员进行医疗审定的个案，当局应精简/改善这类个案的处理程序，以便及早根据《公务员事务规例》第186条采取行动。举例来说，部门应加快安排医事委员会，并请医事委员会从速提供确定意见。委员会已要求公务员事务局进行检讨，并与医院管理局研究此事。其后有关方面已向各局和部门发出如何安排医事委员会的指引，务求及早就健康欠佳个案定出处理方法。委员会又建议该部门检讨有关的评核报告表格，以便加入有关通过试用关限建议的栏目。这样可把上司对

of an early conclusion on cases of infirmity. The Commission has also advised the department to review the relevant staff report form to include a section on recommendation on passage of probation bar. This would facilitate proper documentation of the supervisor's recommendation and provide a clear indication to the staff concerned.

Case E — Extension of probation period with financial loss

Background

Two probationers were involved in an Independent Commission Against Corruption case and were interdicted twice whilst still on probation. Formal charges had been laid against them but they were eventually acquitted of the charges. To make up for their absence on interdiction, their probation period had been extended twice without financial loss. Notwithstanding their acquittal, the department considered it necessary to investigate their cases to see if they had misconducted themselves. The Commission's covering endorsement for the third extension of their probation bar, with financial loss this time, was sought in early 2003, eight months after their second extension was due.

Problems identified

Incredible delays were noted in the department's handling of the second and third extensions of the two officers' probation period. The two officers were due to pass their probation after the first extension of their probation period came to an end in August 2001. However, no follow-up action was taken until 15 months later when their second and third extensions were handled in one go. Furthermore, the two officers were informed of the second extension only on the occasion when they were concurrently invited to submit representations on the proposed

有关通过试用关限的建议妥为记录，有关人员也可清楚知悉建议。

个案五 — 在有关人员蒙受金钱损失的情况下延长试用期

背景

两名试用人员涉及一宗廉政公署的案件，在试用期间两度被停职。他们被正式起诉，但最后获判无罪。为补偿停职期间的缺勤时间，他们在没有蒙受金钱损失的情况下两度获延长试用期。虽然两人被判无罪，但有关部门认为有需要调查其个案，以确定他们是否行为失当。在二零零三年年初，即两人第二次试用延期届满后八个月，该部门徵求委员会事后批准第三度延长他们的试用关限，而这次他们须蒙受金钱损失。

问题所在

该部门在处理两人员的第二次和第三次延长试用期时，极为迟缓。两人第一次延长的试用期于二零零一年八月底届满后，已到期通过试用关限，但部门并没有即时采取跟进行动，直到 15 个月后才一并处理第二次和第三次的延期事宜。此外，两人都是在同时接获管方通知就他们在蒙受金钱损失的情况下第三次延期一事提交申述时，才获悉第二次

third extension with financial loss. In other words, they had not been told of the deferment of their probation until some 15 months after the due date!

Furthermore, the department has mishandled the case from the very beginning since its processing of the two officers' first extension which should have been accompanied with financial loss as their conduct and integrity had obviously been called into question resulting in their being interdicted. The department had in fact consulted the CSB prior to the processing of the first extension and was told that the extension of probation period should be with financial loss unless the extension was required through no fault of the staff concerned, e.g. prolonged sick leave. However, the CSB's advice was not heeded and the two officers' first and second extensions were both not accompanied with financial loss.

Observations

The Commission is of the view that the undue delays reflect a gross oversight on the part of the departmental management which, in turn, raises the question of a lack of supervisory accountability that must be looked into. To avoid recurrence of similar problems in the future, the Commission has advised the department to put in place a proper system for regulating and monitoring probationary service. In response, the department has assured the Commission of the implementation of a strengthened monitoring mechanism whereby a parallel bring-up system for counter-checking of passage of probation/trial cases will be set up; all proposals on deferment/refusal of passage of probation/trial bars will be referred to the respective directorate officer for consideration; and the Head of Department's personal attention will be drawn to cases which have been outstanding for nine months (i.e. beyond the first six months' extension).

延期之事。换言之，他们是在到期日后约15个月才获告知试用期押后一事。

再者，该部门自处理两人第一次延长期限一事开始已有欠妥当。该次延长期限，本应附带金钱损失，因为两人的品行和操守明显令人怀疑，才导致被停职。该部门其实在处理第一次延期事宜前已咨询公务员事务局，并获告知延长试用期应附有金钱损失，除非延长期限并非因为有关人员的过错，例如放取长期病假等。可是，有关部门并没有听取公务员事务局的意见，而两人的第一次和第二次延期都没有附带金钱损失。

观察

委员会认为，不恰当延迟采取行动的做法，反映出部门管方严重疏忽，令人怀疑是否存在监督不力问题，亟须正视。为免日后再次发生类似问题，委员会已建议部门就试用服务订立一套适当的规管和监察制度。该部门回应时向委员会保证，会推行一个更严格的监察机制，并同时制定一套按时覆核通过试用／试任个案的制度；把所有押后／拒绝批准通过试用／试任关限的建议交予有关的首长级人员考虑；以及把已过了九个月(即超过了第一次的六个月延任期)的个案交由部门首长亲自审研。同时，当局已提醒各部门把所有延长试用／试任关限而无须有关人员蒙受金钱损失的个案提交委员会，徵询非正

Meanwhile the Administration has reminded departments to submit all cases of extension of probation/trial bar without financial loss to the Commission for informal advice, pending the next amendment of the Public Service Commission Regulations to formally require that this be done.

Case F — Renewal of local agreement

Background

A department recommended a full renewal of the agreement of an officer who was found to have misconducted herself and was punished by a severe reprimand plus a fine equivalent to reduction in salary by one increment for 12 months. The Commission's advice was subsequently sought by the department to extend the officer's agreement for one year to further observe her performance and conduct. The proposal was agreed by the CSB based on the department's suggested strong operational grounds to retain the service of the officer.

Development

When vetting the submission from the department, the Commission doubted the justifications for the further extension of the officer's agreement in view of her seriously blemished conduct record. Moreover, the views of the relevant Permanent Secretary (PS) should have been sought on whether the proposed extension would tally with the Bureau' overall manpower plan on reduction of the establishment as the grade to which the officer belonged had been included in the Second Voluntary Retirement (VR) Scheme.

式意见，以待《公务员叙用委员会规例》下次修订时正式就此作出规定。

个案六 — 续订本地合约

背景

有部门建议按原来的合约条款与一名行为失当的人员续订合约，该名人员曾受严厉谴责，且被罚款(相等于连续12个月从其薪酬中扣除一个薪点的数额)。该部门后来建议延长该人员的合约期一年，以进一步观察其表现和行为，并就建议徵询委员会的意见。让该人员留任的建议已获公务员事务局批准，该局是基于部门就运作需要所提出的强烈理由而准其所请。

事情发展

委员会在审查部门的建议书时，鉴于该名人员的行为记录甚差，质疑延长其合约期的理据。再者，该人员所属的职系已纳入第二轮自愿退休计划，部门应向所属的常任秘书长谘询，延长该员合约期的建议与局方削减编制的整体人力计划是否配合。

The bureau shared the concern of the Commission with regard to the adverse conduct record of the officer and also doubted that the expertise of the officer would in fact enhance the service of the department. In other words, there was no operational need to keep the officer in post and her agreement need not be further renewed or extended. Taking into account the bureau's clarification on the minimal operational justification for retention of the officer's service, CSB rescinded its earlier approval for extending the officer's agreement for one year. After much deliberation among the Commission, the Bureau, CSB and the department, a short extension of agreement was granted to the officer to provide for an adequate notice for her to seek employment outside the civil service.

Observations

The Commission considers that to safeguard the quality of the civil service, only deserving officers with a high standard of performance and probity should be retained. Any renewal or extension of agreement of an officer should be critically examined and well supported by his/her proven track record of both performance and conduct. A clear message should be sent across the service in this respect.

局方与委员会同样关注有关人员行为记录欠佳的问题，而且质疑该员的专长会否有助部门提升服务质素。换言之，在部门的运作上根本不需要该员留任，因此其合约也没有需要续订或延长。鉴于局方已澄清因运作需要而挽留该员的理据极不充分，公务员事务局遂撤销之前批准延长该员合约期一年的决定。委员会、局方、公务员事务局和有关部门经多番商议后，议决稍为延长该人员的合约期，以便给予足够时间的通知，让该人员在政府以外的机构另觅工作。

观察

委员会认为，为了维持公务员队伍的质素，政府只应让表现卓越，诚实公正的人员留任。凡属续订合约或延长合约期的个案，部门都必须严加审核，并查证有关人员过往的工作表现和行为记录是否良好。就这方面，政府应向全体公务员传递明确的信息。

Case G — A poorly handled acting-with-a-view (AWAV) to substantive promotion case

Background

In a promotion exercise, the department recommended an officer for a six-month AWAV appointment, taking effect from a date six months after the conduct of the board. However, being unaware of his deteriorating performance and misconduct since the conclusion of the promotion exercise, his AWAV appointment was effected. It was only when the officer's annual staff report and the first quarterly AWAV report were available that the Headquarters management was alerted to his poor performance and misconduct. Accordingly, the department recommended cessation of his AWAV appointment whilst disciplinary action was being taken against him.

The Commission supported the department's recommendation to cease the officer's AWAV appointment and, indeed following a disciplinary hearing regarding his misconduct, he was subsequently removed from the service under section 10 of PS(A)O.

Problems identified

The case reflected some serious shortcomings in the performance management system of the department. Notwithstanding the endorsement of his AWAV appointment, the officer should not have been allowed to take up such an appointment, given his deteriorating performance. However, there appeared to have been insufficient monitoring and a lack of dialogue and co-ordination between the regional office in which the appraising/countersigning officers were working and the Headquarters. Besides, no mechanism was in place to ensure that the officer's most recent performance and conduct had been considered before the AWAV appointment was effected.

个案七 — 处理不当的署理以待实际升职个案

背景

在一次晋升选拔中，有部门推荐一名人员署理六个月以待实际升职，署任安排的生效日期与晋升选拔委员会开会日期相距六个月。然而，该人员自晋升选拔工作完结后，工作表现每况愈下，且行为不当，但管方对此却毫不察觉，让该人员按原定安排署理六个月以待实际升职。总部管理层到接获该人员的周年评核报告和首份为期三个月的署任考绩报告后，才知悉该员表现欠佳、行为失当。部门因此建议中止其署任安排，同时向该人员采取纪律行动。

委员会赞同部门所提出有关中止该员署任安排的建议，而事实上，就该员行为不当而进行的纪律聆讯结束后，部门已按《公务人员(管理)命令》第 10 条的规定，将他解雇。

问题所在

这宗个案反映了部门的表现管理制度有严重不善之处。尽管有关人员的署任安排已获批准，但鉴于其表现每况愈下，部门不应让该人员署任职位。然而，部门似乎监管不力，而有关评核人员/加签人员所属的区办事处与总部之间看来也欠缺沟通，协调不足。此外，部门也没有设定机制，确保该人员的署任安排生效前，管方可一并考虑该员最近的表现和操守。

Observations

Arising from the case, the department was advised to strengthen the existing supervisory system and to enhance communication between regional offices and the Headquarters. In case of poor performance or doubt, prompt management action should be taken without waiting for the call of a report at the end of the normal appraisal cycle. A monitoring mechanism should also be in place to ensure that where an officer's acting appointment is to take place from a current date, his most recent performance and conduct still justify that appointment. The department has undertaken to implement related improvement measures.

Case H — Another poorly handled AWAV case

Background

The Commission advised favourably on a bureau's recommendation on a professional grade officer's AWAV appointment for six months back in 1997. Six years later in 2003, the bureau informed the Commission that the officer had not been promoted yet because his performance during the acting period was not up to par. His acting appointment was then ceased, but without the endorsement of the Commission, when he proceeded on a one-year no pay study leave in 2002. The bureau intended to hold a fresh promotion board in 2003 to fill the vacancy and accordingly sought the advice of the Commission.

观察

鉴于这宗个案，委员会建议该部门改善现有的监管制度，并加强区办事处与总部之间的沟通。遇有员工表现欠佳或有任何怀疑，管方应立即采取行动，而不应待正常的评核周期完结，接获有关人员的评核报告后才着手处理。部门更应设立监察机制，确保即将署任职位的人员，最近的表现和操守仍符合要求。该部门承诺实施相关的改善措施。

个案八 — 另一宗处理不当的署理以待实际升职个案

背景

某局在一九九七年建议让一名专业职系人员署理以待实际升职，署任期为六个月，委员会当时表示赞同。事隔六年，该局在二零零三年告知委员会，该人员尚未获得擢升，理由是他在署任期间的表现未能达到标准。该人员在二零零二年开始放取一年无薪进修假期时，被停止署任，但未事先获委员会同意。该局有意在二零零三年召开新的晋升选拔委员会以填补空缺，并就此徵询委员会意见。

Development

The Commission was gravely concerned with the way the officer's acting appointment was handled by the bureau. It advised and urged the bureau to firstly take expeditious action to conclude the outstanding acting appointment case in accordance with the proper procedures before convening the fresh board. The Commission's covering endorsement would need to be sought on the de facto extension of the officer's AWAV appointment from 1997 to 2002 and its cessation thereafter, to be justified by documented performance records and handled in accordance with the established procedures and regulations under the CSR 170 (d) to (f).

In view of the serious procedural lapse in the case, the attention of the CSB and personal attention of the relevant PS was also drawn to the case. After repeated reminders from the Commission Secretariat and urging from the PS and CSB, the bureau finally wrapped up the case seeking the Commission's advice in retrospect in relation to the cessation of the officer's AWAV appointment.

Observations

The inaction on the part of the bureau over the past six years to properly conclude the officer's AWAV appointment is totally unacceptable. Also the serious delays in completing the officer's staff reports in the last five years from 1997 to 2002, with completion of some parts of the reports as late as in 2003 despite reminders from the Commission, were entirely against the practice of good performance management. The officer should have been formally counseled in no uncertain terms regarding his deficiencies in performance and encouraged to improve where required. The recommendation on his promotion or stepping down should have been made after a reasonable period of observation.

事情发展

委员会深切关注该局对该人员署任的处理方式。委员会促请该局先行根据适当程序，迅速了结该宗未完的署任个案，然后才召开新的晋升选拔委员会。关于把该人员的署理以待实际升职安排，由一九九七年实际延长至二零零二年，继而终止其署任一事，当局须徵求委员会的事后同意，并须附上表现记录文件用作佐证，同时须根据《公务员事务规例》第 170(d)至(f)条的既定程序和规例处理。

鉴于事件的程序失当问题十分严重，委员会已促请公务员事务局加以注意，并请有关的常任秘书长亲自注意这个个案。经委员会秘书处一再催办，加上有关的常任秘书长和公务员事务局催促，该局最后就终止有关人员署理以待实际升职的安排向委员会事后徵求意见，有关个案终告完结。

意见

对于该局过去六年没有采取任何行动，妥善解决这宗署理以待实际升职的个案，是完全不可接受。再者，一九九七至二零零二年这五年内，该人员的评核报告迟迟未填写，情况严重。尽管委员会一再催办，这些报告的部分内容仍拖延至二零零三年才填妥，完全违反良好表现管理之道。该人员的工作表现如有不足之处，管方应给予明确的辅导，勉励他作出改善。合理的观察期过后，才应推荐该人员晋升或建议终止他的署任。

The mishandling of the case reflects the inexperience and lack of knowledge of the bureau on civil service performance management matters. A bring-up register should be initiated by departments/bureaux to ensure the proper administering of AWAV appointments as well as timely completion of staff appraisals. In cases of doubt the advice of the Commission and the CSB should be sought at an early stage to avoid unnecessary delays in the handling of problematic cases.

Case I — Effective date of promotion after AWAV appointment

Background

Two officers were offered AWAV appointment for six months on the Commission's favourable advice in late 2001. They had successfully proven their worth at the higher rank in mid-2002 after the trial period. However their promotion had not been effected on the due date because their staff appraisals were not completed until early 2003. Their promotion was subsequently complicated by the two sets of guidelines issued by the Secretary for the Civil Service (SCS) in late 2002 and early 2003 specifying that departments needed to obtain approval from their PS and the SCS to effect promotion in those grades that fall into the Second VR Scheme and that the effective date of promotion should not be earlier than the date when approval was given by them. Since the two officers belonged to one of the Second VR grades, their promotion was subject to the above requirements and the effective date of their promotion would have to be deferred from the original due date in mid-2002 to the latter half of 2003 when approval was received from the PS and SCS.

事件处理失当，反映该局对公务员表现管理工作缺乏经验和认识。各部门/局应准备一本按时呈阅的记录册，确保有关署理以待实际升职的安排处理得宜，员工评核报告也依时填写。如有疑问，应及早徵询委员会和公务员事务局的意见，以免棘手个案不必要地延误处理。

个案九 — 署理以待实际升职后的晋升生效日期

背景

在取得委员会的同意后，两名人员在二零零一年年底获安排署理以待实际升职，为期六个月。试任期在二零零二年年中结束，他们的表现证明足以胜任较高职级。尽管如此，他们的晋升却没有依期生效，原因是他们的员工评核报告到二零零三年年初才填妥。他们的晋升问题其后变得复杂，事缘公务员事务局局长在二零零二年年底和二零零三年年初发出两套指引，订明各部门如欲擢升属于第二轮自愿退休计划职系的人员，必须先取得所属常任秘书长和公务员事务局局长批准，而晋升生效日期也不得早于他们的批准日期。由于该两名人员属第二轮自愿退休计划其中一个职系的人员，晋升须遵守上述规定，晋升日期也须由二零零二年中原来的生效日期，延至二零零三年下半年，即获常任秘书长和公务员事务局局长批准后才生效。

Development

The department made several appeals to the SCS to backdate the officers' promotion to the original due date. The Commission shared the views of the department that the officers would have been promoted in mid-2002 if not for the belated reporting, which was through no fault of the officers concerned. The deferment of their promotion date is inequitable and results in a detrimental blow to staff morale.

After careful consideration, the SCS finally agreed to backdating the two officers' promotion to the original due date, i.e. at the end of the six-month AWAV period.

Observations

The Commission maintains that prompt and on time staff reporting, especially on officers who are under observation for whatever reasons, is of paramount importance and is integral to an effective staff management system. Any delay in reporting is not conducive to good staff management and will dampen staff morale and could cause serious consequences. Departments are reminded to draw on the lesson of this case to guard against future recurrence of similar cases.

事情发展

有关部门多次要求公务员事务局局长把两人的晋升日期追溯至原来的生效日期。委员会认同部门的看法，若非延误填写报告，两人早应在二零零二年年中晋升。延误又非他们的过失所致，押后晋升日期既欠公允，也大大打击员工士气。

公务员事务局局长经仔细考虑后，同意把两人的晋升日期追溯至原来的生效日期，即在为期六个月的署理以待实际升职的署任期结束之时。

意见

委员会向来强调，从速和依时完成员工评核报告(特别是就因各种理由接受观察的人员而言)，至为重要，也是有效的人事管理制度不可或缺的要害。任何延误都不利于良好的人事管理，也有损员工士气，后果严重。各部门应汲取此事的教训，以免日后再有同类事件发生。

Case J — Resignation versus unauthorised absence

Background

An officer tendered his resignation whilst on leave but did not enclose the requisite payment of one month's salary in lieu of notice in accordance with CSR 320. As he did not resume duty when his leave expired, his supervisor paid a home visit to his last known address and the department also sent a letter to him asking him to contact the department immediately. However, all efforts to locate the officer were unsuccessful.

Problem identified

The department had difficulties in determining whether this officer's resignation should take effect or not despite the fact that he had not given the requisite three months' notice or one month's salary in lieu. The case was therefore held in abeyance for more than two years.

Conclusion

As this officer's letter of resignation did not enclose the requisite payment of one month's salary in lieu of notice, it is not a letter of resignation under CSR 320. According to legal advice, if an officer does not resign in accordance with CSR 320, he remains in the service. Once this officer had been absent from duty without leave or permission for a period exceeding 14 days, action under section 10(3) of the PS(A)O should be taken against him. The officer in this case was eventually summarily dismissed and the department had been reminded of the proper procedures to be followed in handling similar cases in future.

个案十一 辞职与擅离职守

背景

有人员在放假期间递交辞职信，但却没有按《公务员事务规例》第320条的规定，缴付所需的一个月薪金以代替辞职通知。由于该人员在假期完结后没有回到工作岗位，其主管亲往该人员最后报称的住所了解情况，而部门也发信要求他立即与部门联络，但都徒劳无功，始终无法与该人员取得联系。

问题所在

虽然该名人员并没有按规定给予三个月的辞职通知，或缴付一个月的薪金以代替辞职通知，但部门仍难以决定该员的辞职应否生效。为此，这宗个案一直搁置了两年多。

结论

由于该名人员在递交辞职信时，没有缴付所需的一个月薪金以代替辞职通知，因此该信件不属于《公务员事务规例》第320条所指的辞职信。根据法律意见，一名人员假如没有按《公务员事务规例》第320条的规定提出辞职，则视为仍然在职论。倘若这名人员没有请假或取得批准而缺勤超过14天，则部门应根据《公务人员(管理)命令》第10(3)条的规定，向该员采取行动。这宗个案的当事人最终遭即时革职。委员会提醒该部门日后遇到同类个案时，须按照适当程序处理。

The Commission continued to maintain close ties with relevant organisations/commissions overseas and in the Mainland. During the period covered by this Report, a delegation of civil servants from the Shenzhen Government visited the Commission Secretariat on 3 September 2003. They were briefed on the role and functions of the Commission. Topics of mutual interests were discussed and views exchanged.

Moreover, the Commission actively participated in promoting good practices in human resource management. The Commission Secretariat took part to speak on disciplinary and sub-standard performance cases in the Workshop on Managing Problem Performance organised by the Civil Service Training and Development Institute for departmental managers on Points 34 to 39 of the Master Pay Scale. Three classes were conducted from October to December 2003 and all were well received by participants.

委员会继续与海外和内地的有关机构/委员会保持密切联系。在本报告涵盖期内，由深圳市政府公务员组成的代表团在二零零三年九月三日探访委员会秘书处。我们向他们简介委员会的角色及职能。双方也就共同关注的课题进行讨论，交流意见。

委员会积极参与推广人力资源管理的优良方法。公务员培训处为总薪级表第34至39点的部门主管人员开办“处理欠佳的工作表现”课程，委员会秘书处也有派员参与讲授，介绍纪律处分及工作表现欠佳的个案。课程在二零零三年十月至十二月期间共开办了三次，深受参加人士欢迎。

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 Permanent Secretaries, 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.



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。年内，各常任秘书长、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援，在审核部门建议方面，效率奇佳，水平特高。主席及各委员谨此表扬他们的优秀表现。

Submissions with Revised Recommendations after the Commission Secretariat's Observations

委员会秘书处提供意见后曾作修订的建议

Submissions with Recommendations Revised following PSC Secretariat's Observations — 2003 二零零三年委员会秘书处提供意见后曾作修订的建议						
Number of 数目	Category 类别	Recruitment/ In-service Appointment 招聘/ 内部聘任	Promotions/ Acting Appointments 晋升/ 署任职位	Appointment on Agreement Terms/ Re-employment after Retirement 按合约条款 聘用/退休后 重行受雇	Discipline 纪律	Others* 其他*
	Submissions advised on 曾提供意见的建议	49	316	271	166	130
	(a) Submissions queried 曾提出质疑的建议	9	144	97	7	57
	(b) Submissions with revised recommendations following queries 在提出质疑后作修订的建议	2	71	7	4	5
	(b)/(a)	22%	49%	7%	57%	9%
Comparison with Previous Years 与过去数年的数字比较						
Year 年份		2001	2002	2003		
	Total No. of submissions advised on 曾提供意见的建议总数	1 209	1 262	932		
	(a) Submissions queried 曾提出质疑的建议	380	410	314		
	(b) Submissions with revised recommendations following query 在提出质疑后作修订的建议	211	189	89		
	(b)/(a)	56%	46%	28%		

* Submissions on review of acting appointments made to meet operational needs, passage of probation/trial 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、通过试用/试任关限、开放职位、修订聘用条款及聘任指引等。

Curricula Vitae of the Chairman and Members of the Public Service Commission 委员会主席及委员简介



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：公务员叙用委员会主席

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 from 15 July 1993 to 14 July 2003)

Occupation : Chairman of Wing Tai Corporation Ltd. & USI Holdings Limited

Qualification : BBA, MBA

Mr Cheng is a Member of the Board of Stewards of the Hong Kong Jockey Club, a Member of the Exchange Fund Advisory Committee of the Hong Kong Special Administrative Region Government and a Non-Executive Director of the Securities and Futures Commission. He is the former 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(任期由一九九三年七月十五日至二零零三年七月十四日)

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、香港特别行政区政府外汇基金谘询委员会委员，以及证券及期货监察委员会非执行董事。他是香港总商会前主席，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 from 1 May 1994 to 30 April 2003)

Occupation : Chairman of Vision in Business Consulting Ltd.

Qualification : Ph. D.

Dr Leung is the Chairman of the Council of the Hong Kong Institute of Education. 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(任期由一九九四年五月一日至二零零三年四月三十日)

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主席。他也是大律师纪律仲裁组，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 from 1 June 1995 to 31 May 2003)

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(任期由一九九五年六月一日至二零零三年五月三十一日)

职业：香港多家私人公司的董事

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校董会成员。



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. 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，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 was 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.

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、公共卫生及市政条例封闭令(对健康的即时危害)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。



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.

陈清霞女士，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、多家公司的董事

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，也是九龙医院和香港眼科医院的主席。此外，她也是香港考试及评核局成员，以及入境事务审裁处审裁员。



Mr Wilfred WONG Ying-wai, JP

*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 the Yangtze.



Mr Simon IP Sik-on, D. Ed, JP

*Member, Public Service Commission
(appointed on 23 May 2003)*

Occupation : Senior Partner of Johnson Stokes & Master

Qualification : Solicitor of Supreme Court of Hong Kong

Mr Ip is a Member of the Board of Stewards of the Hong Kong Jockey Club, a Member of the Executive Committee and the Board of Directors of the Community Chest of Hong Kong, a Member of the Board of Trustees of the Sir Edward Youde Memorial Fund, the Council of the Queen Elizabeth Foundation for the Mentally Handicapped and the AIDS Foundation Advisory Board, Research Fellow of the Faculty of Law of Tsinghua University, Beijing, Honorary Fellow of the Management Society for Healthcare Professionals and an Honorary Legal Adviser to various organisations.

王英伟先生，JP

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会的信托委员及长江开发沪港促进会副理事长。

叶锡安先生，教育学博士，JP

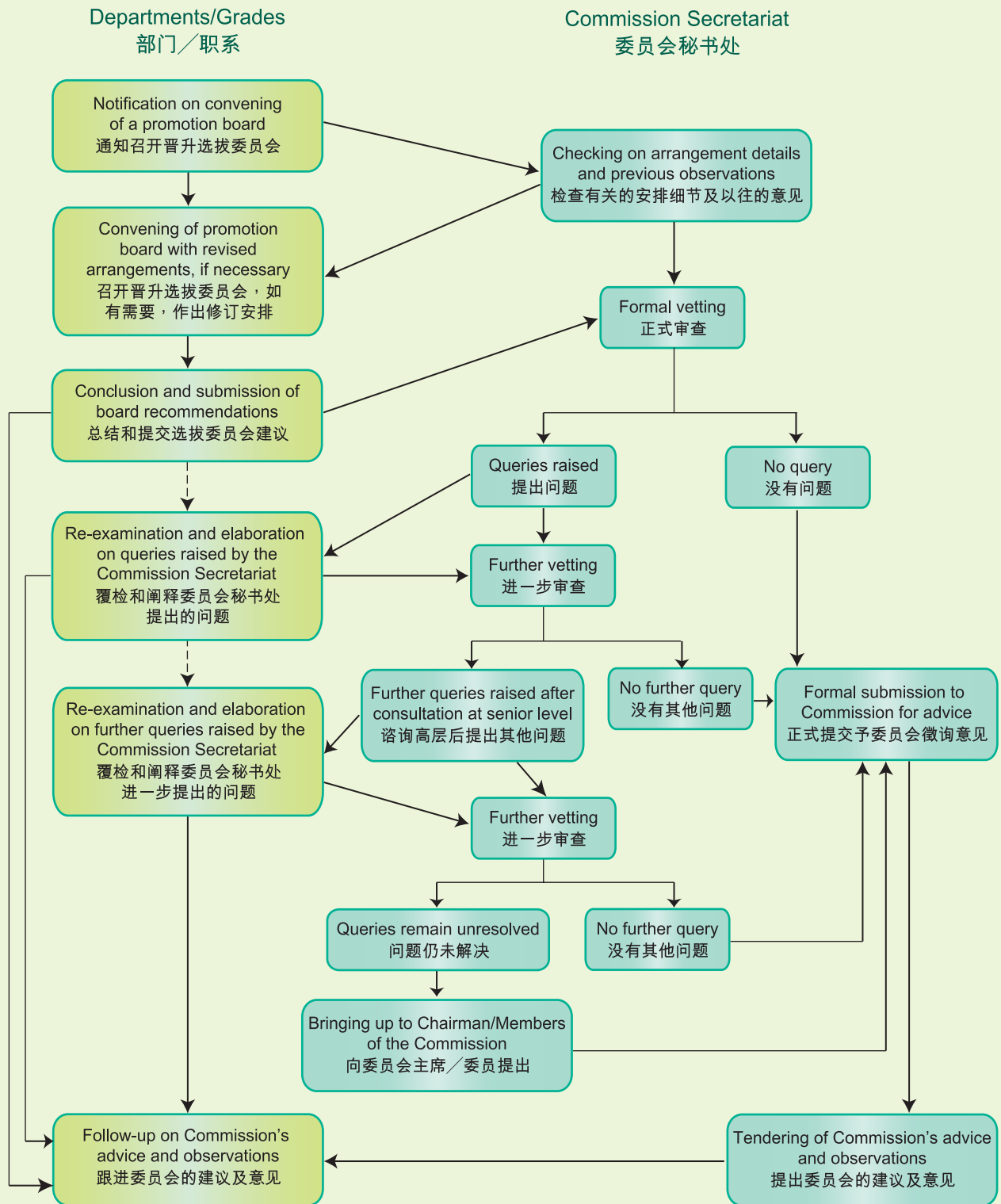
委员会委员(二零零三年五月二十三日获委任)

职业：孖士打律师行首席合伙人

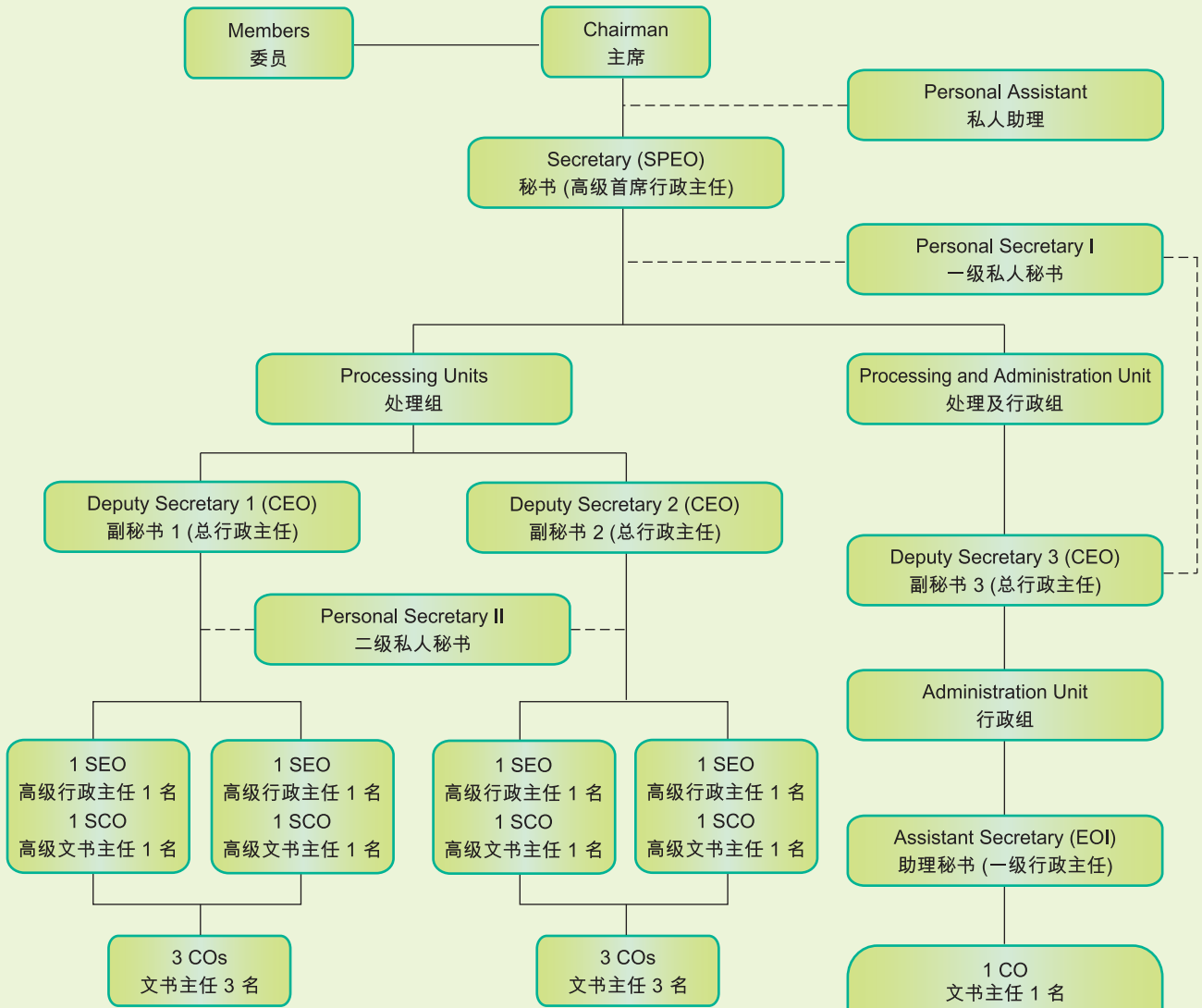
学历：香港最高法院律师

叶先生是香港赛马会董事，以及香港公益金执行委员会和董事会的成员。他并担任尤德爵士纪念基金信托委员会、伊利沙伯女皇弱智人士基金理事会，以及香港爱滋病基金会顾问委员会的成员。他也是北京清华大学法学院研究生及医疗管理学会资深会员。此外，他担任多个组织的义务法律顾问。

Flow Chart Illustrating the Vetting Process of Promotion Cases 晋选拔个案审查程序流程图



Organisation of the Public Service Commission Secretariat 公务员叙用委员会秘书处组织架构



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

Directorate Executive Officer	1
首长级行政主任	
Executive Officer Grade	8
行政主任职系	
Clerical Officer Grade	16
文书主任职系	
Secretarial Grade	3
秘书职系	
Chauffeur Grade	1
贵宾车司机职系	
29	

Appointments to the Senior Directorate (D3 & above) in 2003 二零零三年高层首长级人员 (D3 或以上) 的任命

Filling of Vacancies in Senior Directorate Advised by PSC Breakdown by Pay Scale 徵詢委員會意見 填補的高層首長級職位空缺(按薪級列出)	
Directorate Ranking Pay Scale 首長級薪級表	No. of Vacancies 空缺數目
D8	2
D6/DL6	4
D5	4
D4	19
D3/DL3/C3	28
Total 合計	57#

Of the 57 vacancies, 10 were filled by promotion, 10 by acting appointment with a view to substantive promotion, 28 by acting for administrative convenience, 3 by recruitment, 2 by renewal of agreement, 1 by re-employment after retirement and 3 by posting of Administrative Officer/other departmental grade officers.
在57个空缺之中，10个由晋升方式填补、10个由署理以待实际升职方式填补、28个由为方便行政而署理的方式填补、3由招聘方式填补、2个由续约方式填补、1个由退休后重行受雇方式填补，以及3个由调派政务主任／其他部门职系人员方式填补。

Appointments to Heads of Department Advised by PSC 徵詢委員會意見任命的部門首長	
Post Title 職位名稱	Directorate Ranking Pay Scale 首長級薪級表
Commissioner for Innovation and Technology* 創新科技署署長*	D6
Director of Health 衛生署署長	D6
Director of Accounting Services 庫務署署長	D5
Director of Architectural Services 建築署署長	D5
Director of Buildings* 屋宇署署長*	D5
Postmaster General 郵政署署長	D5
Government Economist 政府經濟顧問	D4
Secretary General, University Grants Committee 大學教育資助委員會秘書長	D4
Director of General Grades * 一般職系處長*	D3

* Appointments from outside the departmental grade.
任命部門職系以外人員擔任部門首長

Legend
注

- C General Disciplined Services (Commander) Ranks
一般紀律人員(指揮官級)
- D Directorate Group
首長級人員
- DL Directorate (Legal) Group
首長級(律政人員)

Breakdown of Appointments (by Salary Group) and Related Matters in 2003

二零零三年聘用 (按薪俸组别列出) 及有关事宜的分项统计数字

Filling of Vacancies Advised by PSC Breakdown by Salary Group 徵詢委員會意見填補的職位空缺 (按薪俸組別列出)					
Vacancies Filled by 填補空缺方式	Salary Group 薪俸組別				
	Master Pay Scale Below Points 26 總薪級表第26點以下	Master Pay Scale Points 26-44 總薪級表第26-44點	Master Pay Scale Points 45-49 總薪級表第45-49點	Directorate 首長級薪級表	General Disciplined Services Pay Scale 一般紀律人員薪級表
Recruitment after local advertisement 在本港刊登廣告後聘用	—	20	2	2	22
In-service Appointments 內部聘任	—	1	3	3	—
Promotion 晉升	—	134	53	52	103
Renewal/Extension of agreement 續約／延長合約	17	133	4	3	1
Further appointment under new entry system 根據新入職制度續聘	32	29	—	—	—
Extension of service/ Re-employment after retirement 退休後延任／重行受僱	—	1	1	5	—
Opening-up arrangement 開放職位安排	—	3	2	3	—
Secondment 借調	—	—	—	2	—
Sub-total 小計	49	321	65	70	126
Total No. of Vacancies Involved 所涉及的空缺總數					631

Other Appointment-related Matters in 2003 二零零三年其他与聘用有关事项					
Other appointment-related matters referred to the Commission for advice during 2003 are set out as follows : 二零零三年内曾徵询委员会意见的其他与聘用有关事项如下 :					
Guides to Appointment 聘任指引	No. of ranks 职级数目 2				
Representations/complaints 申述书/投诉	No. of cases 个案数目 21				
Extension/Refusal of passage over 延长/不批准通过 <table style="display: inline-table; vertical-align: middle; margin-left: 20px;"> <tr> <td style="font-size: 2em;">{</td> <td>Probation bar 试用关限</td> </tr> <tr> <td style="font-size: 2em;">}</td> <td>Trial bar 试任关限</td> </tr> </table>	{	Probation bar 试用关限	}	Trial bar 试任关限	No. of officers 人员数目 16 11
{	Probation bar 试用关限				
}	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)	1				
(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)	2				
(Transfer from common agreement terms to pensionable terms) (由划一合约条款转为可享退休金条款)	15				
Promotion waiting list 晋升候补名单	19				
Acting for administrative convenience 为方便行政而署理职位	1 843				
Acting with a view to substantive promotion 署理以待实际升职	60				
Acting with a view to substantive promotion waiting list 署理以待实际升职候补名单	8				
Total no. of officers 合计人员数目	1 975				