

## Head 143 — GOVERNMENT SECRETARIAT: CIVIL SERVICE BUREAU

**Controlling officer:** the Permanent Secretary for the Civil Service will account for expenditure under this Head.

**Estimate 2023–24** ..... **\$829.6m**

**Establishment ceiling 2023–24** (notional annual mid-point salary value) representing an estimated 650 non-directorate posts as at 31 March 2023 rising by 36 posts to 686 posts as at 31 March 2024..... **\$543.6m**

In addition, there will be an estimated 23 directorate posts as at 31 March 2023 rising by four posts to 27 posts as at 31 March 2024.

### Controlling Officer’s Report

#### Programmes

- |  |   |
|--|---|
| <b>Programme (1) Director of Bureau’s Office</b>   | This programme contributes to Policy Area 27: Intra-Governmental Services (Secretary for the Civil Service).              |
| <b>Programme (2) Human Resource Management</b>   | These programmes contribute to Policy Area 26: Central Management of the Civil Service (Secretary for the Civil Service). |
| <b>Programme (3) Translation and Interpretation Services and Use of Official Languages</b> |   |
| <b>Programme (4) Civil Service Training and Development</b>                                |   |

#### Detail

##### Programme (1): Director of Bureau’s Office

	2021–22 (Actual)	2022–23 (Original)	2022–23 (Revised)	2023–24 (Estimate)
Financial provision (\$m)	8.6	8.8	8.9 (+1.1%)	<b>9.1</b> (+2.2%)
				(or +3.4% on 2022–23 Original)

#### *Aim*

- 2 The aim is to ensure the smooth operation of the Office of the Secretary for the Civil Service.

#### *Brief Description*

3 The Office of the Secretary for the Civil Service is responsible for providing administrative support to the Secretary for the Civil Service in carrying out his duties. The work includes the planning, co-ordination and implementation of all arrangements for the Secretary’s public, media and community functions.

##### Programme (2): Human Resource Management

	2021–22 (Actual)	2022–23 (Original)	2022–23 (Revised)	2023–24 (Estimate)
Financial provision (\$m)	424.1	415.4	421.8 (+1.5%)	<b>440.3</b> (+4.4%)
				(or +6.0% on 2022–23 Original)

#### *Aim*

- 4 The aim is to foster a dynamic, visionary and knowledge-based civil service which delivers quality service to the community through a clean, trustworthy and fulfilled work-force.

### *Brief Description*

- 5 The main responsibilities of the Bureau under this programme are to:
- recruit and retain persons of integrity and of a high calibre;
  - adopt and promote good human resource management practices to improve efficiency and quality of service; and
  - foster stable and amicable relations between management and staff.
- 6 In 2022–23, the Bureau:
- reviewed and updated the assessment content of the Basic Law Test for civil service recruitment, and introduced the Basic Law and National Security Law Test for assessment of all candidates' knowledge on both the Basic Law and the National Security Law;
  - provided support to the Standing Commission on Civil Service Salaries and Conditions of Service (SCCS) for the conduct of the Pay Level Survey (PLS);
  - enhanced the mobilisation protocol by introducing a “government-wide mobilisation” level to ensure that civil servants can be mobilised promptly for quick response during major incidents requiring considerable manpower support;
  - reviewed the rules relating to leave calculation and deduction in the Civil Service Regulations (CSRs);
  - continued to run various commendation schemes, including the Secretary for Civil Service's Commendation Award Scheme and the Civil Service Outstanding Service Award Scheme, to encourage civil servants to provide quality public service and recognise officers with a high standard of performance;
  - continued to adopt a zero tolerance approach in dealing with civil servants who have misconducted themselves or broken the law, leading to, for example, the removal of 50 officers in the first nine months of 2022–23; and
  - organised experience sharing seminars, workshops and visits to consolidate and reinforce departmental efforts in the promotion of occupational safety and health in the civil service.

### *Matters Requiring Special Attention in 2023–24*

- 7 During 2023–24, the Bureau will:
- review and update the Civil Service Code to ensure civil servants uphold the same set of core values and guiding principles and to assist civil servants in understanding their responsibilities, and guide their daily work, decision-making and conduct;
  - launch the Chief Executive's Award for Exemplary Performance to recognise meritorious and exemplary teams or individuals in the civil service on a regular basis;
  - continue to monitor the implementation of various flexible measures for extending the service of civil servants, including the Post-retirement Service Contract Scheme, the adjusted further employment mechanism, and the revised arrangements for final extension of service;
  - continue to keep the size of the civil service establishment under control, while maintaining effectiveness to support the Government in taking forward initiatives and ensuring steady development of the civil service;
  - identify measures to improve the efficiency and effectiveness of handling disciplinary cases, with a view to enhancing the civil service disciplinary mechanism;
  - identify measures to improve the efficiency and effectiveness of managing sub-standard performers, with a view to strengthening the management of sub-standard performers;
  - continue to collaborate with the Independent Commission Against Corruption in sustaining and strengthening an ethical culture in the civil service under the Ethical Leadership Programme;
  - continue to promote occupational safety and health in the civil service;
  - continue to maintain and enhance the morale of the civil service, and encourage fuller use of various commendation schemes to recognise and motivate exemplary performance;
  - continue to provide support to the SCCS for the conduct of the PLS and keep in view the progress of the PLS;
  - continue to monitor the progress of the Grade Structure Review (GSR) for the Medical and Health Officer grade by the SCCS and follow up the recommendations of the SCCS upon completion of the GSR in consultation with the relevant bureau/department and staff sides; and
  - update the rules relating to leave calculation and deduction in the CSRs.

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### Programme (3): Translation and Interpretation Services and Use of Official Languages

	2021–22 (Actual)	2022–23 (Original)	2022–23 (Revised)	2023–24 (Estimate)
Financial provision (\$m)	146.5	144.4	151.9 (+5.2%)	<b>162.1</b> (+6.7%)
				(or +12.3% on 2022–23 Original)

#### *Aim*

8 The aim is to support the Government's official languages policy by ensuring the efficient and effective provision of translation and interpretation services to bureaux and departments, and by providing other language-related support to facilitate the effective use of both official languages within the civil service.

#### *Brief Description*

9 The main responsibilities of the Bureau under this programme are to:

- provide translation and interpretation services to bureaux and departments;
- advise civil servants on the use of the two official languages and vet drafts in Chinese and English;
- manage the Official Languages Officer, Simultaneous Interpreter and Calligraphist grades;
- advise bureaux and departments on the use of official languages in the civil service. This includes giving advice on language usage and providing input into language training programmes; and
- facilitate the effective use of both official languages within the civil service by providing a wide range of support services. These include operating telephone hotlines to answer enquiries on language usage; compiling reference materials such as writing aids and electronic glossaries; and organising activities for civil servants to enhance their interest in language and culture.

10 In 2022, the demand for simultaneous interpretation, translation and draft-vetting services was met. The Bureau continued to facilitate the effective use of Chinese and English in official business. It compiled reference materials such as writing aids and electronic glossaries; published Word Power, a quarterly thematic publication on language and culture; took part in the work related to the Hong Kong Supplementary Character Set and ISO 10646 Standard to facilitate accurate electronic communication in Chinese; and organised language-related activities for civil servants.

11 The key performance measures in respect of interpretation, translation and draft-vetting services are:

#### *Indicators*

	2021 (Actual)	2022 (Actual)	2023 (Estimate)
simultaneous interpretation service provided (no. of meetings) .....	1 098	1 107	<b>1 140</b>
translation service provided (no. of words).....	8 764 370	7 686 240	<b>8 200 000</b>
vetting service provided in respect of drafts, mostly in Chinese, prepared by civil servants (no. of words) .....	6 404 600	6 565 320	<b>6 500 000</b>

#### *Matters Requiring Special Attention in 2023–24*

12 During 2023–24, the Bureau will continue to:

- ensure the delivery of efficient and effective interpretation, translation and draft-vetting services to bureaux and departments;
- facilitate the effective use of Chinese and English in official business by providing a wide range of support services; and
- advise on the use of official languages in the civil service.

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### Programme (4): Civil Service Training and Development

	2021–22 (Actual)	2022–23 (Original)	2022–23 (Revised)	2023–24 (Estimate)
Financial provision (\$m)	144.4	176.5	162.5 (–7.9%)	218.1 (+34.2%)
				(or +23.6% on 2022–23 Original)

#### *Aim*

13 The aim is to formulate training policies and to render support to bureaux and departments in training matters so that civil servants will be equipped with the necessary mindset, knowledge and skills to serve the community.

#### *Brief Description*

14 The main responsibilities of the Bureau under this programme are to:

- formulate and implement training policies which support central policy and human resource management initiatives;
- formulate training regulations which facilitate both management of and participation in training activities;
- provide and co-ordinate training programmes to civil servants in areas such as national studies and senior management development;
- provide consultancy and advisory services to departments on human resource development; and
- promote a culture of continuous learning in the civil service.

15 Following the establishment of the Civil Service College (CSC) in December 2021, a series of actions have been taken to enhance training for civil servants. In 2023–24, the CSC under the Bureau will undergo a process of re-organisation to build its capacity for training civil servants' leadership capabilities, understanding of national development, and building a people-oriented service culture. The performance indicators have thus been revised as from 2023 to reflect the changes. The Bureau will continually review programme offerings to meet service-wide training needs and adjust as necessary the performance indicators.

16 The key performance measures in respect of civil service training and development up to 2022 are:

#### *Indicators@*

	2021 (Actual)	2022 (Actual)	2023 (Estimate)δ
E-learning Programmes			
no. of learning resources .....	2 320	2 400	—
no. of page views .....	6 289 800	6 310 000	—
visits to Cyber Learning Centre Plus .....	844 300	680 000	—
Classroom Training and Follow-up			
senior leadership development			
trainees .....	2 400	2 100	—
trainee-days .....	4 400	3 800	—
national studies			
trainees .....	24 500	29 200	—
trainee-days .....	11 300	19 800	—
management courses			
trainees .....	35 300	35 000	—
trainee-days .....	39 600	33 800	—
languages courses			
trainees .....	18 900	16 600	—
trainee-days .....	22 100	19 000	—
Departmental Services			
consultancies conducted.....	250	250	—
advice rendered to departments.....	1 580	1 600	—
Learning projects and schemes .....	21	20	—

@ Include training provided by the CSC, the Administrative Service Division (for Administrative Officer Grade staff) and the General Grades Office (for Executive Officer, Clerical and Secretarial Grades staff). The financial provision for training under the General Grades Office is included under Programme (2).

δ The key performance measures in respect of civil service training and development from 2023 onwards are set out at paragraph 17.

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17 The key performance measures in respect of civil service training and development from 2023 onwards are set out below. Programmes refer to a variety of learning activities such as courses, seminars, visits, exchanges and attachments.

### *Indicators*

	2021 (Actual)	2022 (Actual)	2023 (Estimate)
Enhancing governance and leadership capabilities§			
no. of programmes .....	—	—	26
trainees .....	—	—	2 600
trainee-days .....	—	—	10 000
Understanding the constitutional order, national development and strategies‡			
no. of programmes .....	—	—	28
trainees .....	—	—	20 000
trainee-days .....	—	—	32 000
Building a people-oriented service cultureΔ			
no. of programmes .....	—	—	20
trainees .....	—	—	9 600
trainee-days .....	—	—	6 800
Strengthening professional competenceΦ			
no. of programmes .....	—	—	100
trainees .....	—	—	30 500
trainee-days .....	—	—	37 900
Promoting a culture of continuous learning			
no. of new e-learning resources .....	—	—	70
no. of e-learning access .....	—	—	700 000

§ Examples include training on leadership competencies, public policy, international perspectives, community engagement, media and crisis communication to nurture promising officers of the civil service for effective governance.

‡ Examples include training, held both locally and on the Mainland, on the constitutional order of the Hong Kong Special Administrative Region (HKSAR), national security and the country's development and strategies, to strengthen civil servants' sense of national identity and awareness of safeguarding national security.

Δ Examples include training on service enhancement and team collaboration to unite the civil service to serve the public with assiduity.

Φ Examples include training on general management, innovation and technology application, language and communication, and human resources management in the civil service to strengthen civil servants' professional competence.

### *Matters Requiring Special Attention in 2023–24*

18 In 2023–24, the Bureau will:

- take forward the various initiatives as set out in the 2022 Policy Address to enhance training for the civil service, particularly to enhance their understanding of the constitutional order of the HKSAR and the country's development and strategies, reinforce the patriotic spirit and the people-oriented service culture of civil servants;
- establish the School of Public Sector Leadership and the School of Professional Development to strengthen training for civil servants in governance, leadership, and public policy-making, and to enhance their professional development;
- establish a systematic training framework and designate training programmes for mandatory attendance by officers of different levels;
- continue to work closely with other relevant bureaux and departments to take forward the Kwun Tong composite development project which will, among others, provide the long-term accommodation for the CSC; and
- continue to enhance the provision of e-learning to promote a culture of continuous learning.

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### ANALYSIS OF FINANCIAL PROVISION

Programme	2021–22 (Actual) (\$m)	2022–23 (Original) (\$m)	2022–23 (Revised) (\$m)	2023–24 (Estimate) (\$m)
(1) Director of Bureau’s Office .....	8.6	8.8	8.9	9.1
(2) Human Resource Management .....	424.1	415.4	421.8	440.3
(3) Translation and Interpretation Services and Use of Official Languages .....	146.5	144.4	151.9	162.1
(4) Civil Service Training and Development .....	144.4	176.5	162.5	218.1
	723.6	745.1	745.1 (—)	829.6 (+11.3%)
				(or +11.3% on 2022–23 Original)

#### Analysis of Financial and Staffing Provision

##### Programme (1)

Provision for 2023–24 is \$0.2 million (2.2%) higher than the revised estimate for 2022–23. This is mainly due to the increased provision for personal emoluments.

##### Programme (2)

Provision for 2023–24 is \$18.5 million (4.4%) higher than the revised estimate for 2022–23. This is mainly due to a projected increase in personal emoluments for the net increase of 11 posts in 2023–24.

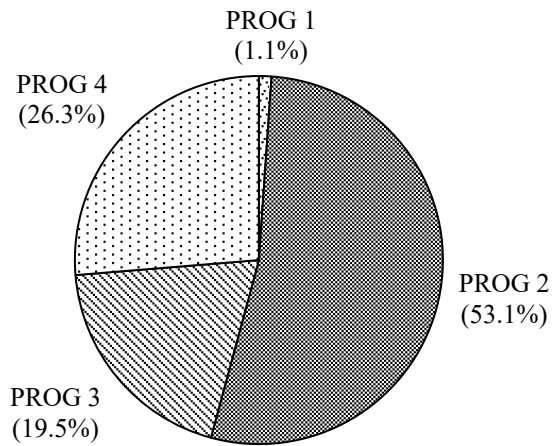
##### Programme (3)

Provision for 2023–24 is \$10.2 million (6.7%) higher than the revised estimate for 2022–23. This is mainly due to the increased provision for salaries in 2023–24.

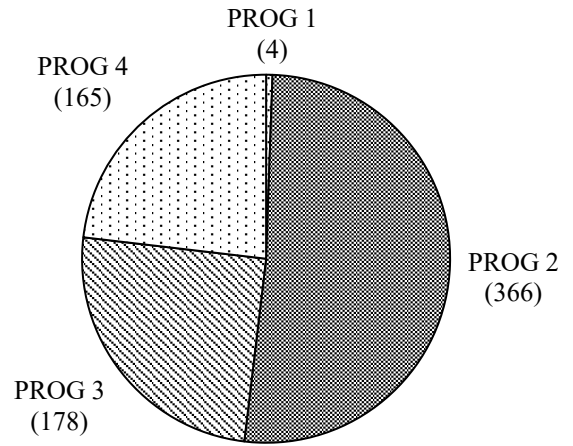
##### Programme (4)

Provision for 2023–24 is \$55.6 million (34.2%) higher than the revised estimate for 2022–23. This is mainly due to a projected increase in personal emoluments for the net increase of 29 posts in 2023–24 and the increased provision for training expenses.

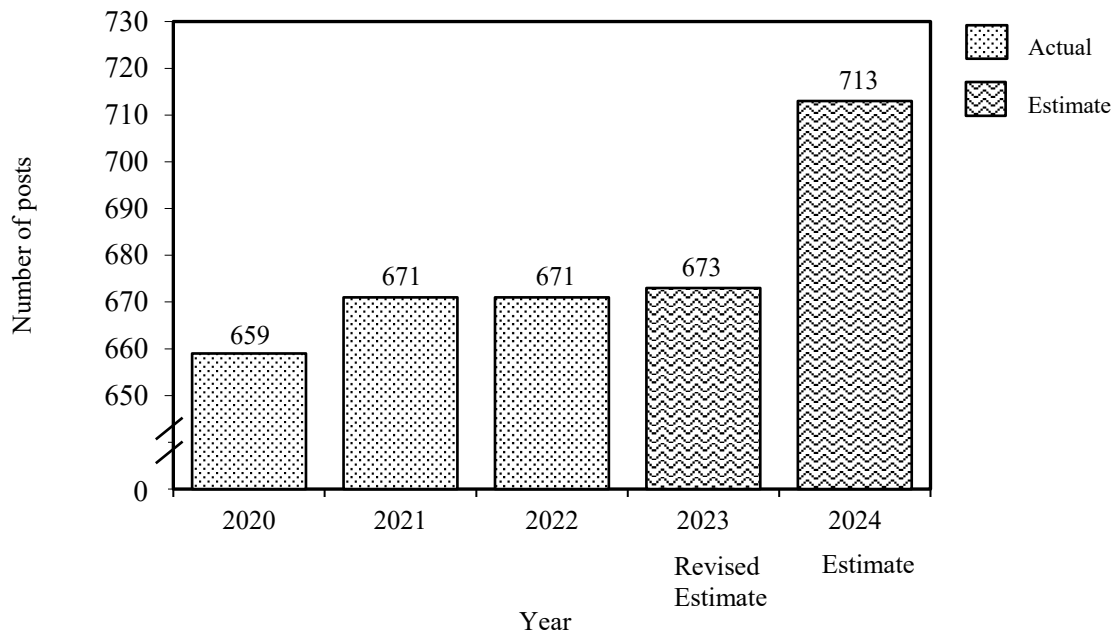
*Allocation of provision to programmes (2023-24)*



*Staff by programme (as at 31 March 2024)*



*Changes in the size of the establishment (as at 31 March)*



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Sub-head (Code)	Actual expenditure 2021–22	Approved estimate 2022–23	Revised estimate 2022–23	<b>Estimate 2023–24</b>	
	\$'000	\$'000	\$'000	<b>\$'000</b>	
<b>Operating Account</b>					
Recurrent					
000	Operational expenses .....	723,584	745,093	745,093	<b>829,564</b>
	Total, Recurrent.....	723,584	745,093	745,093	<b>829,564</b>
	Total, Operating Account .....	723,584	745,093	745,093	<b>829,564</b>
<hr/>					
	Total Expenditure .....	723,584	745,093	745,093	<b>829,564</b>
		<u>723,584</u>	<u>745,093</u>	<u>745,093</u>	<u><b>829,564</b></u>



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### Details of Expenditure by Subhead

The estimate of the amount required in 2023–24 for the salaries and expenses of the Civil Service Bureau is \$829,564,000. This represents an increase of \$84,471,000 over the revised estimate for 2022–23 and \$105,980,000 over the actual expenditure in 2021–22.

#### *Operating Account*

#### Recurrent

2 Provision of \$829,564,000 under *Subhead 000 Operational expenses* is for the salaries, allowances and other operating expenses of the Civil Service Bureau. It represents an increase of \$84,471,000 (11.3%) over the revised estimate for 2022–23. This is mainly due to a net increase of 40 posts in 2023–24 and the increased provision for training expenses.

3 The establishment as at 31 March 2023 will be 673 permanent posts. It is expected that there will be a net increase of 40 posts in 2023–24. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2023–24, but the notional annual mid-point salary value of all such posts must not exceed \$543,553,000.

4 An analysis of the financial provision under *Subhead 000 Operational expenses* is as follows:

	2021–22 (Actual) (\$'000)	2022–23 (Original) (\$'000)	2022–23 (Revised) (\$'000)	<b>2023–24 (Estimate) (\$'000)</b>
Personal Emoluments				
- Salaries .....	498,044	492,442	516,761	<b>560,814</b>
- Allowances .....	12,870	13,903	15,302	<b>16,052</b>
- Job-related allowances.....	65	2	185	<b>2</b>
Personnel Related Expenses				
- Mandatory Provident Fund contribution .....	817	729	752	<b>645</b>
- Civil Service Provident Fund contribution .....	25,566	28,566	29,658	<b>37,569</b>
Departmental Expenses				
- Training expenses.....	49,459	88,019	71,015	<b>95,462</b>
- General departmental expenses .....	136,763	121,432	111,420	<b>119,020</b>
	723,584	745,093	745,093	<b>829,564</b>