

Head 143 — GOVERNMENT SECRETARIAT: CIVIL SERVICE BUREAU

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

Estimate 2026–27 **\$928.7m**

Establishment ceiling 2026–27 (notional annual mid-point salary value) representing an estimated 673 non-directorate posts as at 31 March 2026 reducing by 16 posts to 657 posts as at 31 March 2027..... **\$569.3m**

In addition, there will be an estimated 27 directorate posts as at 31 March 2026 and 31 March 2027.

Controlling Officer’s Report

Programmes

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

Detail

Programme (1): Director of Bureau’s Office

	2024–25 (Actual)	2025–26 (Original)	2025–26 (Revised)	2026–27 (Estimate)
Financial provision (\$m)	9.3	9.4	9.3 (–1.1%)	9.4 (+1.1%)
				(or same as 2025–26 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 her 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

	2024–25 (Actual)	2025–26 (Original)	2025–26 (Revised)	2026–27 (Estimate)
Financial provision (\$m)	445.1	551.6	475.5 (–13.8%)	487.9 (+2.6%)
				(or –11.5% on 2025–26 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 2025–26, the Bureau:
- worked on the draft of subsidiary legislative provisions to empower the Public Service Commission (PSC) to undertake Tier II investigation under the Heads of Department Accountability System, with a view to having the provisions take effect in 2026–27;
 - worked on enhancement measures to develop a more rigorous civil service performance appraisal system for differentiating staff performance more effectively, with a view to introducing the enhanced measures in 2026–27;
 - worked on amendments to the Public Service (Administration) Order (PS(A)O) and Public Service (Disciplinary) Regulation (PS(D)R) for streamlining the civil service disciplinary procedures and enhancing the interdiction arrangements with a view to implementing the revised provisions in 2026;
 - exercised strict control on the establishment of the civil service, resulting in a reduction of over 8 000 posts by 1 April 2026 over the establishment of 2021–22 when the zero-growth policy commenced;
 - publicised good stories of civil servants to showcase and promote their achievements at work and their dedication to serving the community;
 - streamlined the civil service recruitment process through the adoption of technology, including introducing the Digitalised Basic Law and National Security Law Test (BLNST) and mandating electronic applications for all recruitments;
 - introduced childcare leave for government employees to support families with newborns and create an environment conducive to childcare;
 - 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;
 - continued to implement the streamlined mechanism of retiring officers with persistent sub-standard performance in the public interest, with a view to strengthening the management of sub-standard performers;
 - continued to adopt a zero-tolerance approach in dealing with civil servants who have misconducted themselves or violated the law, leading to, inter alia, the removal of 32 officers in the first nine months of 2025–26;
 - continued to implement enhancement measures to improve the efficiency and effectiveness of bureaux/departments' handling of disciplinary cases, organise workshops and online training for enhancing departmental managers' skills and capability in conducting investigation of disciplinary cases;
 - continued to run various commendation schemes, including the Chief Executive's Award for Exemplary Performance and the Secretary for the Civil Service's Commendation Award Scheme to recognise officers with a high standard of performance, as well as the Civil Service Volunteer Commendation Scheme to recognise those with outstanding performance and contributions in volunteerism;
 - continued to collaborate with the Independent Commission Against Corruption (ICAC) in sustaining and strengthening an ethical culture in the civil service under the Ethical Leadership Programme;
 - continued to promote civil service jobs through career fairs and other avenues in order to attract talents of various backgrounds to join the civil service;
 - continued to conduct year-round recruitment for the posts of Assistant Clerical Officer, Clerical Assistant and Personal Secretary II at the Recruitment Centre, General Grades Office (GGO) to recruit talents on a continuous basis and provide greater convenience to job seekers;
 - continued to issue the electronic result certificates for the Common Recruitment Examination and BLNST (Degree/Professional Grades); and
 - enhanced the arrangement of compassionate leave for government employees by expanding the definition of "family members" to include siblings, so as to better cater for the family needs of employees.

Matters Requiring Special Attention in 2026–27

- 7 During 2026–27, the Bureau will:
- complete the legislative process of empowering the PSC to undertake Tier II investigation under the Heads of Department Accountability System;
 - introduce enhancement measures to develop a more rigorous civil service performance appraisal system for differentiating staff performance more effectively;

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- complete the amendment process of the PS(A)O and the PS(D)R for streamlining disciplinary procedures, enhancing interdiction arrangements and implement the revised arrangements;
- continue to exercise strict control on the establishment of the civil service with a view to achieving a cumulative deletion of over 10 000 posts within this term of Government by 1 April 2027 through streamlining work processes, adopting technologies to save manpower where appropriate and reprioritising different items of work;
- continue to implement the enhancement measures to improve the efficiency and effectiveness of bureaux/departments' handling of disciplinary cases, and organise workshops and online training for departmental managers;
- issue a booklet on the civil service disciplinary mechanism to civil servants to raise their awareness of compliance with the civil service rules and discipline requirements;
- continue to oversee and encourage departments to make good use of the streamlined mechanism of retiring officers with persistent sub-standard performance in the public interest;
- continue to join hands with the ICAC to implement the Ethical Leadership Programme;
- continue to maintain and enhance the morale of the civil service, encourage fuller use of various commendation schemes and publicise good stories of civil servants to recognise and motivate exemplary performance as well as promote volunteerism in the civil service;
- continue to promote career development opportunities in the civil service and tell the good stories of civil servants;
- continue to provide Digitalised BLNST (Degree/Professional Grades) at the Recruitment Centre, GGO; and
- continue to promote occupational safety and health in the civil service.

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

	2024–25 (Actual)	2025–26 (Original)	2025–26 (Revised)	2026–27 (Estimate)
Financial provision (\$m)	158.3	171.8	164.8 (–4.1%)	172.4 (+4.6%)
				(or +0.3% on 2025–26 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;
 - 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 and compiling reference materials such as writing aids and electronic glossaries; and
 - enhance civil servants' interest in language and culture through the organisation of related activities.

10 In 2025, 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.

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

Indicators

	2024 (Actual)	2025 (Actual)	2026 (Estimate)
simultaneous interpretation service provided (no. of meetings)	904	845	760
translation service provided (no. of words).....	8 318 540	8 163 830	8 250 000
vetting service provided in respect of drafts, mostly in Chinese, prepared by civil servants (no. of words)	6 615 160	6 638 910	6 650 000

Matters Requiring Special Attention in 2026–27

12 During 2026–27, 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.

Programme (4): Civil Service Training and Development

	2024–25 (Actual)	2025–26 (Original)	2025–26 (Revised)	2026–27 (Estimate)
Financial provision (\$m)	221.3	255.1	241.6 (–5.3%)	259.0 (+7.2%)
				(or +1.5% on 2025–26 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 training programmes to civil servants in areas such as understanding the constitutional order, national development and strategies, senior leadership development, and building a service culture;
- provide consultancy and advisory services to departments on human resource development; and
- promote a culture of continuous learning in the civil service.

15 The Civil Service College (CSC) has continued to strengthen training for civil servants to nurture their patriotism and awareness of national security, and enhance their understanding of national development and strategies. CSC is also committed to deepening civil servants’ understanding of the changing international environment and equipping them with the knowledge and perspectives to support Hong Kong in leveraging its strengths to connect our country with the world.

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

Indicators@

	2024 (Actual)	2025 (Actual)	2026 (Estimate)
Enhancing governance and leadership capabilities§			
no. of programmes	27	32	32
trainees	3 000	3 000	3 000
trainee-days	11 800	11 900	12 600

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	2024 (Actual)	2025 (Actual)	2026 (Estimate)
Understanding the constitutional order, national development and strategies‡			
no. of programmes	29	30	30
trainees	23 400	20 500Ψ	17 500Ω
trainee-days	44 700	37 800Ψ	33 000Ω
Building a people-oriented service cultureΔ			
no. of programmes	21	21	21
trainees	12 400	12 900	11 700Ω
trainee-days	8 800	9 300	8 400Ω
Strengthening professional competenceΦ			
no. of programmes	100	100	100
trainees	34 600	32 300Ψ	31 200Ω
trainee-days	40 800	36 900Ψ	36 000Ω
Promoting a culture of continuous learning			
no. of new e-learning resources	70	70	70
no. of e-learning access	737 000	766 000	770 000

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

§ 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, national security and the country's development and strategies, to strengthen civil servants' sense of national identity and awareness of safeguarding national security.

Ψ The decrease in trainees and trainee-days in 2025 was attributed to the significant drop in new recruits of the civil service leading to reduced demand for induction programmes.

Ω The decrease in the estimated figures for 2026 is attributed to the declining demand for induction programmes. The actual figures in the prior years were higher as the CSC has been intensively arranging induction training for all officers on probation. As the drop in recruitment figures is expected to persist, the demand for induction programmes will decline correspondingly.

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 2026–27

17 During 2026–27, the Bureau will:

- collaborate with the Digital Policy Office on the provision of Artificial Intelligence (AI) training to enable civil servants to better grasp relevant knowledge and to apply AI wider in public service;
- continue to strengthen governance capabilities of the civil service including implementing the Governance Talents Development Programme;
- continue to strengthen training for civil servants in governance, leadership, public policy-making, and international perspectives, and to enhance their professional development;
- continue to enhance 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

	2024–25 (Actual) (\$m)	2025–26 (Original) (\$m)	2025–26 (Revised) (\$m)	2026–27 (Estimate) (\$m)
Programme				
(1) Director of Bureau’s Office	9.3	9.4	9.3	9.4
(2) Human Resource Management.....	445.1	551.6	475.5	487.9
(3) Translation and Interpretation Services and Use of Official Languages	158.3	171.8	164.8	172.4
(4) Civil Service Training and Development.....	221.3	255.1	241.6	259.0
	834.0	987.9	891.2 (-9.8%)	928.7 (+4.2%)
				(or -6.0% on 2025–26 Original)

Analysis of Financial and Staffing Provision

Programme (1)

Provision for 2026–27 is \$0.1 million (1.1%) higher than the revised estimate for 2025–26. This is mainly due to the increased provision for personal emoluments.

Programme (2)

Provision for 2026–27 is \$12.4 million (2.6%) higher than the revised estimate for 2025–26. This is mainly due to the increased provisions for personal emoluments and training expenses. There will be a net decrease of eight posts in 2026–27.

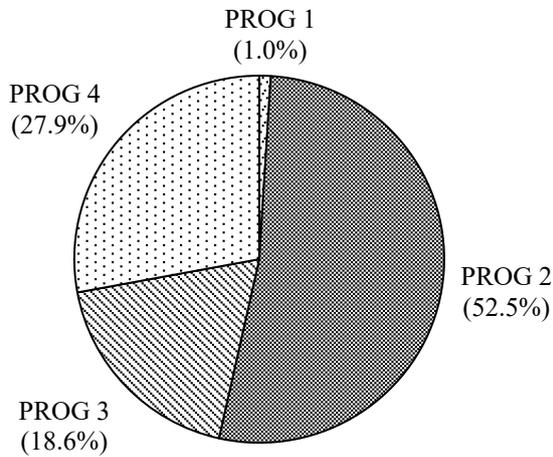
Programme (3)

Provision for 2026–27 is \$7.6 million (4.6%) higher than the revised estimate for 2025–26. This is mainly due to the increased provisions for personal emoluments. There will be a net decrease of five posts in 2026–27.

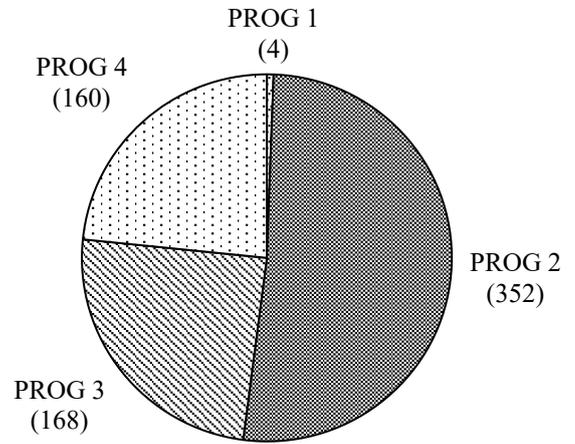
Programme (4)

Provision for 2026–27 is \$17.4 million (7.2%) higher than the revised estimate for 2025–26. This is mainly due to the increased provisions for personal emoluments and training expenses. There will be a net decrease of three posts in 2026–27.

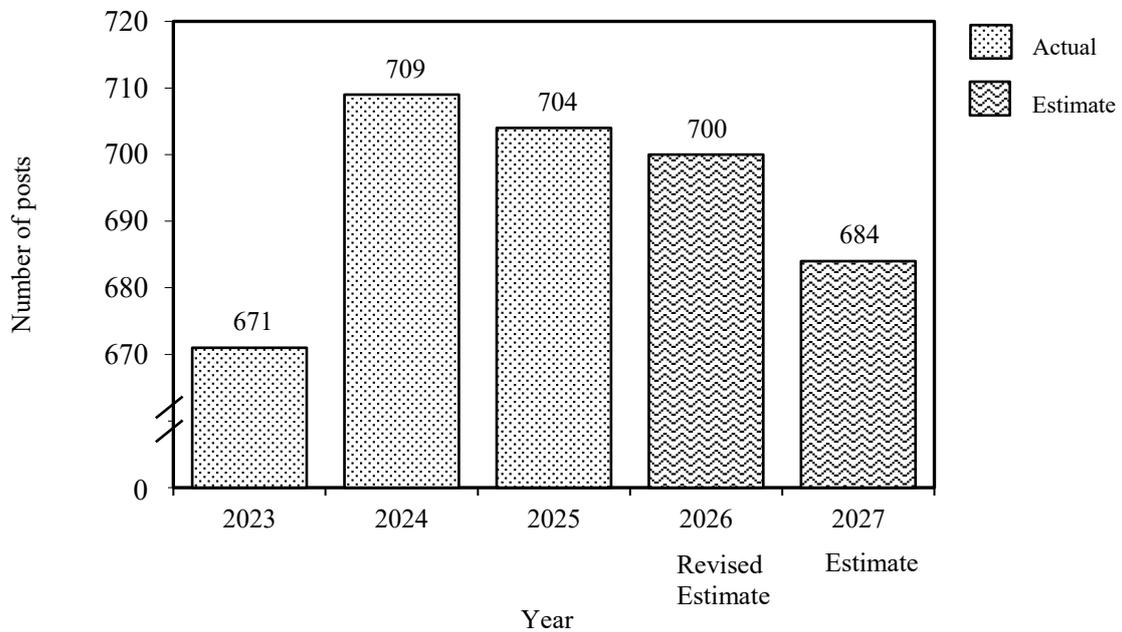
Allocation of provision to programmes (2026-27)



Staff by programme (as at 31 March 2027)



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



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Sub-head (Code)	Actual expenditure 2024–25	Approved estimate 2025–26	Revised estimate 2025–26	Estimate 2026–27	
	\$'000	\$'000	\$'000	\$'000	
Operating Account					
Recurrent					
000	Operational expenses	833,991	987,857	891,181	928,735
	Total, Recurrent.....	833,991	987,857	891,181	928,735
	Total, Operating Account	833,991	987,857	891,181	928,735
<hr/>					
	Total Expenditure	833,991	987,857	891,181	928,735
		<u>833,991</u>	<u>987,857</u>	<u>891,181</u>	<u>928,735</u>

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Details of Expenditure by Subhead

The estimate of the amount required in 2026–27 for the salaries and expenses of the Civil Service Bureau is \$928,735,000. This represents an increase of \$37,554,000 over the revised estimate for 2025–26 and \$94,744,000 over the actual expenditure in 2024–25.

Operating Account

Recurrent

2 Provision of \$928,735,000 under *Subhead 000 Operational expenses* is for the salaries, allowances and other operating expenses of the Civil Service Bureau.

3 The establishment as at 31 March 2026 will be 700 posts. It is expected that there will be a net decrease of 16 posts in 2026–27. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2026–27, but the notional annual mid-point salary value of all such posts must not exceed \$569,330,000.

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

	2024–25 (Actual) (\$'000)	2025–26 (Original) (\$'000)	2025–26 (Revised) (\$'000)	2026–27 (Estimate) (\$'000)
Personal Emoluments				
- Salaries	562,972	595,886	579,919	604,918
- Allowances	16,341	16,235	16,888	16,838
- Job-related allowances.....	1	2	6	2
Personnel Related Expenses				
- Mandatory Provident Fund contribution	734	737	750	606
- Civil Service Provident Fund contribution	42,632	47,260	48,634	53,014
Departmental Expenses				
- Training expenses.....	103,817	131,448	121,138	131,397
- General departmental expenses	107,494	196,289	123,846	121,960
	833,991	987,857	891,181	928,735