

**For discussion
on 20 April 2009**

Legislative Council Panel on Public Service
Retention of One Supernumerary Post of
Administrative Officer Staff Grade C
in the Secretariat to the Commission on Strategic Development

PURPOSE

This paper seeks Members' views on the proposal to retain one supernumerary post of Administrative Officer Staff Grade C (AOSGC) (D2) as Assistant Secretary to the Commission on Strategic Development (CSD) for three years with effect from 1 July 2009 to 30 June 2012 in the CSD Secretariat within the Central Policy Unit (CPU).

BACKGROUND

Role and Operation of the CSD

2. In his Policy Address on 12 October 2005, the Chief Executive (CE) stated that he looked upon the CSD as the most important advisory body to the Government. The CSD provides a platform for all sectors of the community to explore with the Government major issues pertaining to the long term development of Hong Kong. It serves to gauge a wide range of community views on various strategic issues at an early stage to facilitate the subsequent formulation of relevant government policies.

3. Chaired by the CE, the CSD consists of a total of 66 non-official members and four official members (Chief Secretary for Administration (CS), Financial Secretary (FS), Director, Chief Executive's Office and Head/CPU). Members of the CSD come from a broad range of sectors including the academia, the commercial sector, the professional sector, the media, think tanks, the welfare sector and political parties. The terms of reference of the CSD are at Enclosure 1.

4. The CSD holds regular meetings to discuss important issues relevant to the long-term development of Hong Kong. It has also set up four task groups to study specific issues with strategic significance, including attracting talents, helping the disadvantaged family, national education, and constitutional development. The task groups, each convened by an official member¹, are composed of the CSD members, senior representatives of concerned bureaux and departments (B/Ds) and experts of relevant fields.

5. The CSD has provided a useful forum for the Government to canvass views from prominent members of the community on strategic issues straddling different policy areas. It also helps forge consensus on some contentious issues within the community. Ideas and suggestions from the CSD members are channelled to the relevant policy B/Ds for follow-up.

6. The importance attached to the work of the CSD and the setting up of task groups with specific terms of reference have significantly increased the complexity and diversity of work of the CSD Secretariat. In order to provide the CSD with effective and efficient support, the CSD Secretariat has been strengthened at the directorate level with the provision of one supernumerary post of AOSGC as Assistant Secretary to the CSD since May 2006 (vide EC(2006-07)2) which was extended for two years in July 2007 (vide EC(2007-08)3).

7. The supernumerary post will lapse on 1 July 2009. The Administration has critically reviewed the work of the CSD Secretariat in the light of actual operational experience. In anticipation of the increasing complexity and the substantial workload of the CSD, the Administration considers it essential to retain the post in order to maintain a high quality service to the CSD.

JUSTIFICATIONS

Substantial Workload and Complexity of Work in the CSD Secretariat

8. The CSD is the most important advisory body to the Government personally chaired by the CE and attended by both the CS and the FS. To support the effective operation of the Commission, the CSD Secretariat is responsible for initiating and conducting in-depth policy researches as well as preparing discussion papers on various strategic issues pertaining to the long-term development of Hong Kong. The work of the CSD Secretariat is complex and the workload is substantial. From 1 July 2007 to 28 February 2009, the CSD Secretariat has organised 20

¹ Head/CPU has chaired 3 task groups and CS has chaired the Task Group on Constitutional Development during current term of the CSD so far.

meetings, 7 workshops, and 8 informal meetings. Issues discussed by the CSD and its task groups include the opportunities and challenges of Hong Kong's long term development, Hong Kong's relationship with the Mainland, economic development of the northeast region of the Mainland and opportunities for future cooperation with Hong Kong, strengthening Hong Kong's role as a bridge in the cooperation between the Mainland and the Association of Southeast Asian Nations (ASEAN), promoting employment in Hong Kong, the Government budget, attracting talents, national education, helping the disadvantaged families and constitutional development. A full list of issues discussed at the CSD and its task groups is at Enclosure 2. As at 28 February 2009, the CSD Secretariat has processed a total of 43 papers for discussion by the CSD including reports of 3 task groups, as well as 41 written submissions from members expressing their views on strategic issues of their concern. Detailed statistics on the CSD meetings held and documents issued are summarised in the tables at Enclosure 3.

9. To raise the community's awareness of the CSD's discussions and maintain the transparency of the Commission's work, the Secretariat publishes press releases outlining issues to be discussed before the CSD meetings, and arranges media briefings after each meeting to inform the public of the gist of discussion. All agenda, discussion papers and summaries of views expressed at the CSD meetings are made available to the public through the CSD website.

Task Force on Economic Challenges

10. In response to the global financial tsunami, the CE established the Task Force on Economic Challenges (TFEC) in October 2008 to continually monitor and assess the impact of the financial tsunami and propose specific options for the Government and business community to address the challenges. As the Secretary to the CSD also serves as the Secretary to the TFEC, the CSD Secretariat has been providing secretariat support to the TFEC, including conducting researches, preparing discussion papers, and providing logistical support to the meetings. The CSD Secretariat also assists in gathering and consolidating views from the public for the TFEC's consideration through monitoring of written submissions and organisation of discussion sessions. As at 28 February 2009, the TFEC has held three meetings and five discussion sessions. The Secretariat has processed over 100 public submissions for the TFEC's consideration.

Future Tasks of the CSD

11. The current term of the CSD will end on 30 June 2009. Looking ahead, the CSD will continue to operate in its existing structural format with a membership size broadly comparable to the current level. It will also remain the most important advisory body to the CE and a platform for the Government and various sectors of

the community to jointly discuss various long-term strategic issues from a macro prospective. In addition to the Commission's on-going responsibilities detailed in paragraphs 8 – 9 above, it is expected that, in view of the growing importance of regional development to the long-term development of Hong Kong, the CSD will step up its efforts in studying and discussing issues central to the subject, such as regional cooperation, the National 12th Five-Year Plan, the development of Pearl River Delta Region, and cooperation between Hong Kong and Guangdong in its coming term. The in-depth discussion of these subjects by the CSD are planned with a view to enabling Hong Kong to have greater involvement in both regional economic planning and national strategic positioning, and to identify economic opportunities for Hong Kong in keeping with the Pan Pearl River Delta region's efforts to upgrade its industries. The CSD Secretariat will assist the CSD's deliberations in these important issues by organising additional focused discussion sessions with experts, initiating policy research studies, and possibly commissioning studies and organising field trips or visits to aid the discussion process.

12. In the light of the above, adequate support at the directorate level at the CSD Secretariat is crucial to sustain its efficient and effective operation. We propose to retain the supernumerary AOSGC post for three years from 1 July 2009 to 30 June 2012 to support the aforementioned work of the CSD.

Existing Directorate Establishment of the CSD Secretariat

13. All secretariat service and support to the CSD are currently provided by the CSD Secretariat led by the Secretary to the CSD at the rank of Administrative Officer Staff Grade B (D3), with support at the directorate level by the Assistant Secretary to the CSD (supernumerary AOSGC) and a Government Town Planner (GTP) (D2). As deputy to the Secretary to the CSD, the Assistant Secretary to the CSD is responsible for providing directorate support in such areas as mapping out the direction of discussion and proposing topics of strategic importance for CSD's discussions with a view to enhancing the long term international and regional competitiveness and socio-economic development of Hong Kong, preparing papers for discussion, preparing briefs and speeches for the Chairman of the CSD, serving as secretary to task groups of the CSD, handling publicity arrangements, providing support to CSD members, overseeing the logistical support for the CSD and its task group meetings, and overseeing the administration of the CSD Secretariat. He also undertakes and coordinates complex policy researches and analyses and prepares a wide range of important discussion papers on strategic issues. Examples in the latter include national education, enhancing governance and the international competitiveness of Hong Kong, and strengthening Hong Kong's role as a bridge in the cooperation between the Mainland and the ASEAN. The GTP, on the other hand, provides the Secretary to the CSD as well as the Head/CPU with professional and technical support in studying the global, regional and Mainland development trends

which have significant impact on Hong Kong. He also undertakes complex policy researches and analyses in relation to population policy and other strategic development issues.

Encl.4, 14. The organisation chart of the CSD Secretariat is at Enclosure 4. The
5 & 6 job descriptions of the Assistant Secretary to the CSD and the GTP are at Enclosures 5 and 6 respectively.

15. In the light of the operational experience of the CSD Secretariat in the past two years, and having regard to the complexity and volume of the Commission's work in its coming term, we consider it crucial to retain the AOSGC post to provide the necessary leadership, analytical input and support at the directorate level for the effective functioning of the CSD. Moreover, with the added responsibilities of the CSD Secretariat in supporting and following up the work of the TFEC, the Assistant Secretary to the CSD will continue to assist the Secretary to the CSD in monitoring and processing public submissions for the TFEC's consideration. The updated job description of the Assistant Secretary to the CSD is at Enclosure 5.

Non-directorate Establishment of the CSD Secretariat

16. Currently, the CSD Secretariat comprises 11 non-directorate supporting staff, namely two Senior Administrative Officers, two Executive Officers I, three Personal Secretaries I, one Personal Secretary II, one Clerical Officer and two Assistant Clerical Officers. They provide general support to the CSD Secretariat including logistical arrangements for meetings, general research work, administrative support, and handling enquiries.

Alternatives Considered

Encl.7 17. We have critically reviewed whether the other directorate staff at D2 level within the CPU, i.e. the Research Director (RD) and the GTP, can absorb the duties of the Assistant Secretary to the CSD. An organisation chart showing the CPU's directorate staff is at Enclosure 7. The work of the CSD and the CPU is completely independent of each other. The RD is responsible for assisting the Deputy Head in preparing the Policy Address. He coordinates and provides input into research work in CPU, and is also responsible for the overall administration of CPU as well as the Unit's Part-time Members' Programme. As regards the GTP who works under the Secretary to the CSD, he is responsible for providing professional input to development trends and demographic issues, and assisting in the work of the Pan Pearl River Delta Panel of CPU from a professional perspective. As both the RD and the GTP are already fully occupied with their existing duties and responsibilities, we consider it operationally not possible for them to take up the duties of the Assistant Secretary to the CSD without adversely affecting the effective discharge of their own

duties. In addition, the work of the CSD Secretariat is expected to remain very complex and heavy due to the social and economic challenges ahead. Hence, the retention of the supernumerary post of AOSGC is crucial to the CSD Secretariat in discharging its duties satisfactorily. If this supernumerary post could not be retained, the support and service to the CSD at the directorate level would be substantially weakened, to the detriment of the efficient and effective operation of the CSD.

FINANCIAL IMPLICATIONS

18. The additional notional annual salary cost of the proposed supernumerary AOSGC post at mid-point is \$1,518,000; and its full annual average staff costs, including salaries and staff on-cost, is \$2,144,000.

ADVICE SOUGHT

19. Members are invited to give their views on this paper and indicate support for the proposal to retain the supernumerary directorate post of AOSGC as Assistant Secretary to the CSD for three years from 1 July 2009 to 30 June 2012 in the CSD Secretariat. Subject to Members' views, we shall proceed to seek the approval of the Establishment Subcommittee / Finance Committee.

Central Policy Unit
April 2009

Commission on Strategic Development

Terms of Reference

1. To advise the Chief Executive on Hong Kong's long-term development needs and goals with particular reference to the direction and strategy of social, economic and political developments for Hong Kong;
2. To conduct reviews and studies on Hong Kong's long-term strategic development issues such as a progressive view of development, alleviating poverty through job creation, raising the quality of life, optimising demographic structure, enhancing governance and promoting political development, etc., with a view to enhancing the international competitiveness and the socio-economic development of Hong Kong; and
3. To form task groups or working groups as and where necessary to study specific strategic issues for consideration of the Commission.

List of Issues Considered by the Commission on Strategic Development
and its Task Groups
(from 1 July 2007 to 28 February 2009)

Commission on Strategic Development

1. An overview of the opportunities and challenges of Hong Kong's long term development
2. Strategic issues that may be discussed at future meetings
3. Hong Kong's relationship with the Mainland
4. 2008-09 Budget consultation
5. Report of the Task Group on Attracting Talent
6. Report of the Task Group on National Education
7. Economic development of the northeast region of the Mainland and opportunities for future cooperation with Hong Kong
8. Healthcare reform consultation
9. Report of the Task Group on Supporting the Family in Helping its Disadvantaged Members
10. Strengthening Hong Kong's role as a bridge in the cooperation between the Mainland and ASEAN
11. 2008-09 Policy Address consultation
12. An overview of the opportunities and challenges of Hong Kong's long term development
13. 2009-10 Budget consultation
14. An overview of promoting employment

Task Group on Attracting Talents

1. Policies and practices for attracting talents
2. Policies and practices of selected economies in attracting talents
3. Initial thoughts on enhancing the admission of talents to Hong Kong
4. Initial findings of the questionnaire survey on Mainland students studying in local tertiary institutions

Task Group on Constitutional Development

1. Method for electing the Chief Executive in 2012 – size and composition of the Election Committee and the nominating arrangements
2. Method for forming the Legislative Council in 2012

Task Group on National Education

1. National education in Hong Kong
2. Promotion of national education in schools
3. Promotion of national education outside schools
4. National identity and national education in France, the United States and Australia

Task Group on Supporting the Family in Helping its Disadvantaged Members

1. Policies and practices for alleviating poverty
2. Asset building of low-income family – supporting early childhood development and nurturing of children after school
3. Initial thoughts on supporting low-income families

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- 4. Macro-issues related to adopting a family perspective in helping its disadvantaged members – “A Cross-National Comparison of Family Policy”
- 5. Initial findings of “A Study on International Experience of Selected Countries in Supporting the Low-income Family in Helping Its Members and Their Applicability to Hong Kong”

**Statistics on the Number of Meetings Held,
Discussion Papers Issued and Submissions Received**

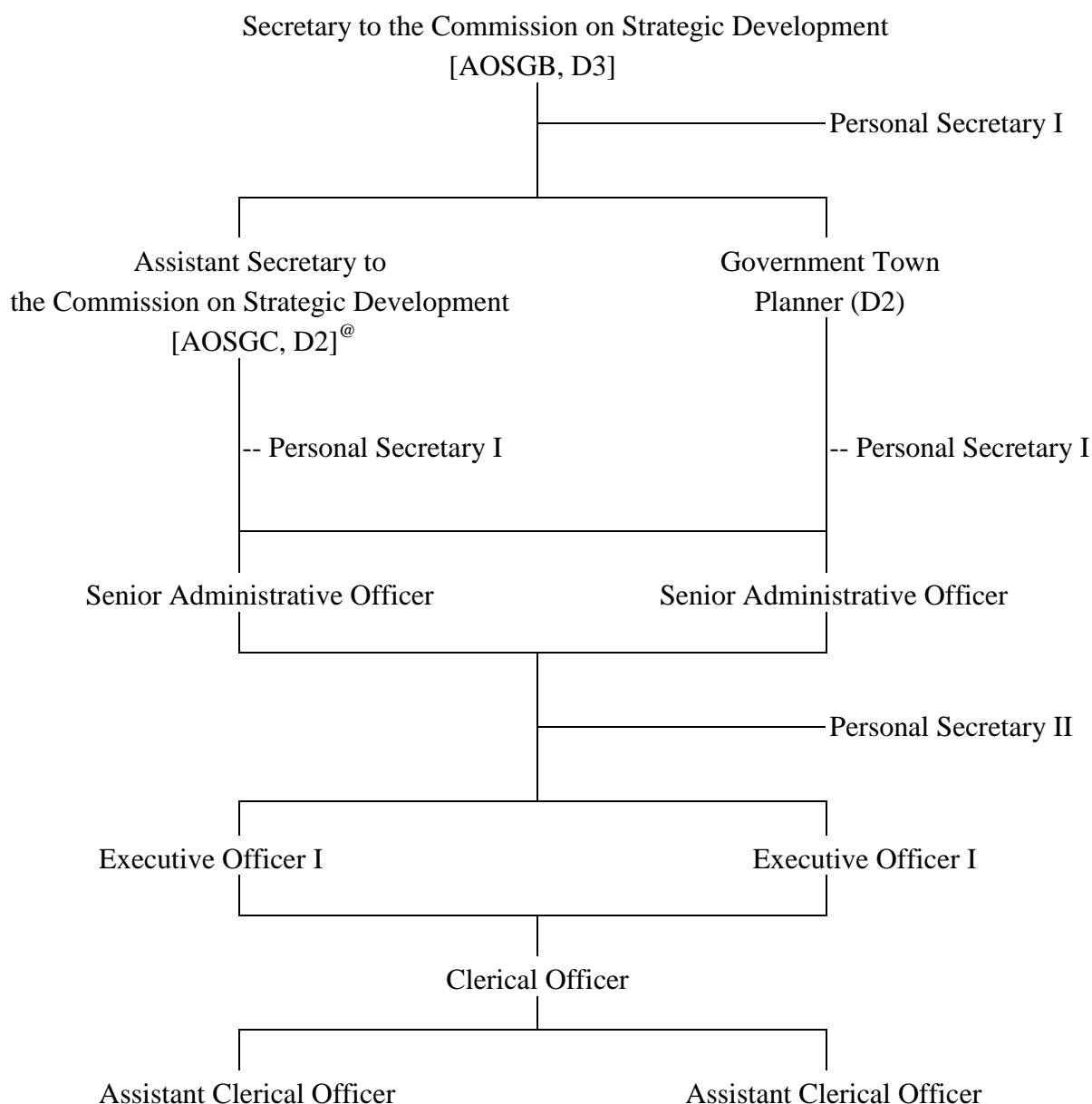
Table 1 Statistics on Meetings Held
(from 1 July 2007 to 28 February 2009)

Title	Number of Meetings	Number of Workshops	Number of Special Consultative Sessions/ Informal Meetings
CSD	6	1	3
Task Group on Attracting Talents	3	1	1
Task Group on Constitutional Development	4	1	--
Task Group on National Education	3	3	1
Task Group Supporting Families in Helping its Disadvantaged Members	4	1	3
Total	20	7	8

Table 2 Statistics on Discussion Papers and Submissions Received
(from 1 July 2007 to 28 February 2009)

Title	Number of Discussion Papers Issued	Number of Written Submissions Received from Members
CSD	14	25
Task Group on Attracting Talents	8	--
Task Group on Constitutional Development	6	11
Task Group on National Education	7	3
Task Group Supporting Families in Helping its Disadvantaged Members	8	2
Total	43	41

**Existing Organisation Chart of the
Secretariat to the Commission on Strategic Development**
(as at 28 February 2009)



(A total of 14 officers)

Legend

AOSGB Administrative Officer Staff Grade B

AOSGC Administrative Officer Staff Grade C

@ Existing supernumerary post proposed for retention

Job description
Assistant Secretary to the Commission on Strategic Development

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Secretary to the Commission on Strategic Development (AOSGB)(D3)

Major Duties and Responsibilities

As deputy to the Secretary to the CSD, the Assistant Secretary to the CSD is responsible for the following duties–

- (a) To support the Secretary to the CSD in mapping out the direction of discussion and proposing topics of strategic importance for CSD's discussions with a view to enhancing the long term international competitiveness and socio-economic development of Hong Kong;
- (b) To coordinate and prepare papers for the CSD, follow up their advice and recommendations, and prepare reports on the work of the CSD;
- (c) To undertake and coordinate policy researches and analyses as directed by the CSD;
- (d) To provide secretariat and other support services to the CSD, including the logistics of meetings and record keeping, etc;
- (e) To prepare briefs and speeches for Chairman of the CSD;
- (f) To liaise and coordinate with government bureaux and departments and other organisations on issues for discussion by the CSD and follow-up their advice and recommendations;
- (g) To handle publicity arrangements for the CSD and ensure transparency of the work of the CSD;
- (h) To monitor and process public submissions to the Task Force on Economic Challenges;
- (i) To monitor the implementation of the 207 specific measures proposed at the "Economic Summit on China's 11th Five-Year Plan and the Development of Hong Kong";

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- (j) To assist the Secretary to the CSD in administering the Secretariat to the Commission.

Job description
Government Town Planner (Commission on Strategic Development)

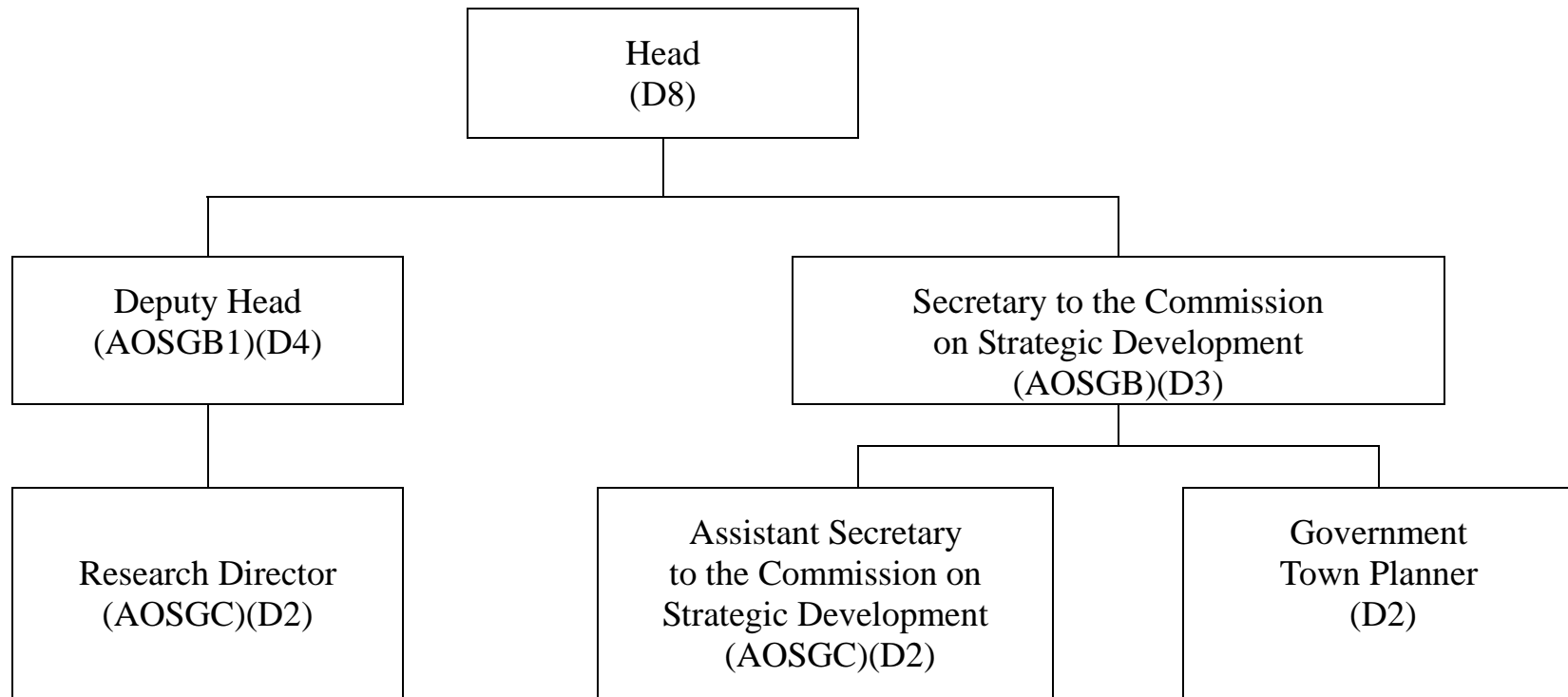
Rank : Government Town Planner (D2)

Responsible to : Secretary to the Commission on Strategic Development (AOSGB)(D3)

Major Duties and Responsibilities

- (a) To undertake policy researches and analyses in relation to population policy, Mainland-related development, and other strategic development issues.
- (b) To provide expert and professional inputs in preparing discussion papers for the CSD, follow up their advice and recommendations, and prepare reports.
- (c) To assist the Secretary to the CSD in preparing study briefs and research papers on global, regional and Mainland development trends with significant impact on Hong Kong's development.
- (d) To assist the Secretary to the CSD in liaising with government bureaux and departments, and other organisations in providing inputs regarding strategic development issues.
- (e) To assist in liaising with interested parties outside the Government, in respect of the studies initiated by the CSD.
- (f) To assist the Secretary to the CSD in preparing consultancy briefs and papers to facilitate the commissioning of consultancy projects initiated by the CSD.
- (g) To assist the Secretary to the CSD in monitoring the progress of consultancy projects and provide steer to consultants.
- (h) To undertake any specific tasks as directed by the Secretary to the CSD.

Directorate Staff of the Central Policy Unit



Legend

AOSGB1 Administrative Officer Staff Grade B1

AOSGB Administrative Officer Staff Grade B

AOSGC Administrative Officer Staff Grade C