

For discussion
on 23 September 2026

LEGISLATIVE COUNCIL PANEL ON PUBLIC SERVICE

Policy Measures of Civil Service Bureau in the First Five-Year Plan for Economic and Social Development of the Hong Kong Special Administrative Region (2026-2030) and the Chief Executive's 2026 Policy Address

Purpose

This paper outlines the policy initiatives relating to the Civil Service Bureau ("CSB") featured in the First Five-Year Plan for Economic and Social Development of the Hong Kong Special Administrative Region (2026-2030) ("Hong Kong's First Five-Year Plan"), as well as the Chief Executive's 2026 Policy Address ("Policy Address") and the Policy Address Supplement.

Policy Measures

2. Hong Kong's First Five-Year Plan is a forward-looking, strategic and directional guiding document for Hong Kong, a blueprint for the city's economic and social development over the next five years. The Policy Address is an annual report on the Chief Executive's implementation of Hong Kong's First Five-Year Plan and sets key policy priorities for the year having regard to actual circumstances.

3. As the backbone of the Government, civil servants play a pivotal role in the effective implementation of Government policies. The Chief Executive stated in Hong Kong's First Five-Year Plan the need to persistently take forward reforms to the civil service system, with a view to building a team of civil servants that is professional, highly efficient and with patriotic fervour and love for Hong Kong. Hong Kong's First Five-Year Plan also sets out plans to enhance the civil service system, including

putting the “patriots administering Hong Kong” requirement into practice, enhancing governance structure and performance management, as well as striving to build an efficient government. To realise the blueprint set out in Hong Kong’s First Five-Year Plan, the Chief Executive has proposed various measures in the Policy Address to further strengthen the civil service system.

Further Strengthening the Civil Service System and Enhancing Governance Efficacy

4. Further enhancing governance and improving the civil service management system are policy highlights of the current-term Government. They are also our future direction. On civil service system, one of the priorities as set out in Hong Kong’s First Five-Year Plan is to enhance our governance structure and performance management. The current-term Government has introduced a number of major initiatives over the past four years, and the coming five years will be a period of advancement and consolidation of these measures, including the Heads of Department Accountability System (“HoD Accountability System”), the enhanced civil service performance appraisal system, promoting a civil service management system that is fair in giving out rewards and meting out punishments, and duly recognising civil servants who have strong sense of commitment, embrace innovation, and excel in performance.

Implementing the HoD Accountability System and the Tier II investigation of the Administrative Responsibility Two-Tier Investigation Mechanism

5. The Chief Executive’s 2025 Policy Address announced the establishment of the HoD Accountability System to strengthen administrative accountability and enhance work effectiveness and efficiency of departments by clearly spelling out and institutionalising that the Heads of Department (“HoDs”) have to be accountable for their departments’ work. The CSB has written to HoDs, setting out in detail the key aspects of their responsibility for proactive leadership and the actions they should take to fulfil this responsibility. In support of the implementation of the HoD Accountability System, the Civil Service College (“CSC”) organised the inaugural sharing session of the HoD

Fellowship in August this year, with the aim of strengthening proactive leadership mindset and enhancing departmental management capabilities. The Fellowship also serves as a platform for departments to exchange experience and jointly explore and promote best practices in leadership and management. The CSC will continue to organise sharing sessions and advanced leadership and management programmes. In the coming five years, we will strive to instill a sense of administrative accountability and proactive leadership within the civil service with a view to strengthening departments' management effectiveness and execution capacity, enabling continuous improvement in the quality of services provided to the public, benefiting the entire community.

6. To confer on the Public Service Commission ("PSC") the new investigative function to conduct Tier II investigation under the Administrative Responsibility Two-Tier Investigation Mechanism, the Public Service Commission (Investigation) Regulation ("the Regulation"), made under section 14 of the Public Service Commission Ordinance, took effect on July 17. The CSB has issued an internal memorandum to all bureaux and departments ("B/Ds") to announce the commencement of the Regulation, introduce the new investigative function of the PSC, specify the cooperation required from B/Ds under the operational system of the new investigation mechanism, and remind staff of the core principles of administrative accountability of the civil service. The memorandum also sets out in detail the operation of the new investigation mechanism as well as the relevant personnel deployment arrangements. The CSB is also working with the PSC to devise the operational system and manpower deployment arrangements for the independent investigations conducted by the PSC. As departments' management effectiveness and execution capacity continue to be strengthened through the implementation and consolidation of the HoD Accountability System, we do not anticipate the need for frequent activation of Tier II investigations. However, whenever the need arises, our arrangements will enable investigations to proceed smoothly, thereby achieving the objective of clarifying administrative accountability.

Enhancing performance appraisal system for civil servants

7. The overall efficacious performance of civil servants is fundamental to the effective operation of government departments. In this regard, the CSB has introduced the Performance Appraisal Enhancement Scheme for Civil Servants (Phase I) in 2026 so as to enhance the civil service performance appraisal mechanism to reflect and differentiate the performance levels of civil servants more effectively. This will give a clearer basis for rewards and punishments, boosting the morale of outstanding civil servants and encouraging them to strive for excellence at work. At the same time, it will enable the management to handle staff deployment, promotion and counselling matters in a more targeted manner. The effective support to the departmental management in human resources management can help build a high-performing team, and continuously elevate the overall efficacy of departments. Enhancing the overall performance of the civil service and boosting the efficiency of government departments will help support Hong Kong's high-quality development under the National 15th Five-Year Plan.

8. The Performance Appraisal Enhancement Scheme for Civil Servants (Phase I) will be implemented in 100 grades responsible for the major policy functions or services of departments, starting from the reporting cycles commencing on or after 1 October 2026. The CSB will review the effectiveness of the Scheme after completing two reporting cycles. We anticipate that it will be extended to more grades in the coming five years.

Improving the efficiency and effectiveness of handling disciplinary cases

9. The Government attaches great importance to the conduct and integrity of civil servants. For individual officers who have breached the law or misconducted themselves, the Government will, in accordance with the civil service disciplinary mechanism, handle them in a fair and impartial, as well as timely manner; inflicting corresponding disciplinary punishments on them. In the past five financial years from 2021-22 to 2025-26, a total of 1 250 civil servants were punished with formal disciplinary action for serious misconduct or criminal conviction, and another 2 780 with summary disciplinary action for misconduct of less serious nature. Among those who were punished with formal disciplinary

action during the above period, 251 were removed from the service. In the 2025-26 financial year, 48 officers were removed from the service.

10. Since 2023, the CSB has been progressively rolling out various measures for enhancing the civil service disciplinary mechanism, including requiring departments to report on a half-yearly basis to their senior management as well as the CSB on the progress of their handling of disciplinary cases; requiring departments to strengthen the monitoring of summary disciplinary actions imposed on officers on probationary or trial terms; introducing in end-2025 the online course of “Civil Service Disciplinary Mechanism”, with a view to enhancing managerial staff’s understanding of their roles in handling disciplinary cases, thereby enhancing their knowledge of the civil service disciplinary mechanism and skills in handling disciplinary cases, so that cases may be handled in a timely manner with appropriate punishment made. As of end-August 2026, over 63 000 managerial staff have completed the online course. In addition, the Secretariat on Civil Service Discipline has been organising six workshops in 2026 for training departmental managers on the skills and capabilities required in conducting investigation of disciplinary cases. We will continue to implement the above measures in 2027.

11. To further enhance the civil service disciplinary mechanism, we will complete the amendments to the Public Service (Administration) Order (“PS(A)O”) and the Public Service (Disciplinary) Regulation in the fourth quarter of 2026 to streamline disciplinary procedures and extend the interdiction arrangements, thereby improving the efficiency and effectiveness of handling disciplinary cases. We will also issue a booklet on Knowing More about Civil Service Disciplinary Mechanism to all civil servants and other government employees within this year for introducing the disciplinary mechanism and sharing of disciplinary cases to raise their awareness of compliance with civil service rules and discipline requirements.

12. Over the next five years, we will continue to review whether there is room to further strengthen the enhanced disciplinary mechanism. We will also continue to provide training to civil servants at all ranks to ensure that civil servants clearly understand the standards expected of them in integrity and discipline, and that managerial staff understand the

disciplinary mechanism so that they can handle disciplinary cases efficiently when the need arises.

Strengthening management of civil servants with sub-standard performance

13. The Government attaches great importance to the performance management of civil servants, and will take resolute actions against staff with persistent sub-standard performance to maintain the morale and overall performance of the civil service. In September 2023, the CSB implemented the streamlined mechanism of retiring civil servants in the public interest on the ground of persistent sub-standard performance under section 12 of PS(A)O (hereinafter referred to as “Section 12 action”). Over the past three years, as of end-August 2026, a total of 33 officers were issued with notifications advising them that Section 12 action would be taken unless their performance is improved to the acceptable standard within a specified observation period (hereinafter referred to as “Section 12 Notifications”). Among these officers, five were ordered to retire due to persistent sub-standard performance; two resigned upon receipt of the Section 12 Notifications; six had their Section 12 action suspended as their performance improved to the acceptable standard during the observation period; and the cases of the remaining 20 officers are ongoing. Compared to the yearly average of 2.4 persons receiving Section 12 Notifications before the implementation of the streamlined mechanism, the number has increased notably. The average processing time has also reduced significantly from 31 months to around 11 months. In addition, some officers had resigned before the commencement of the observation period when they were informed of the departments’ intention to initiate Section 12 action against them. The CSB will continue to encourage departments to terminate the employment of civil servants with persistent sub-standard performance in a timely manner by making good use of the streamlined mechanism.

14. In the coming five years, with the progressive implementation of the Performance Appraisal Enhancement Scheme for Civil Servants, departments will be able to identify officers whose performance falls short of the required standard, or specific competencies of individual staff that do not meet the required standards, at an earlier stage and with greater

accuracy. This enables more timely intervention such as providing guidance, training and posting, or taking “Section 12 action”. Outstanding performers will also be more readily identified and provided with appropriate training and opportunities to broaden their horizons and experience, and with promotion opportunities. We will continue to monitor departments’ follow-up work on outstanding performers and sub-standard performers, ensuring that the enhanced performance appraisal system and sub-standard performers management mechanism function to their fullest extent.

Civil service commendation schemes

15. To encourage civil servants to strive for excellence and continuous improvement, we launched the Chief Executive’s Award for Exemplary Performance in 2023 and enhanced the Secretary for the Civil Service’s Commendation Award Scheme in 2024 by lifting the service length requirement for an awardee to be granted the travel award. In 2026, the Government organises the Civil Service Outstanding Service Award Scheme to recognise departments for providing exemplary services, and to promote a public service culture that is “people-oriented”, values teamwork, and strives for innovation and improvement.

16. We will continue to encourage B/Ds to make good use of various commendation schemes for recognising and rewarding staff who display a strong sense of responsibility and commitment; act bravely to promote changes and innovation; and demonstrate outstanding performance (including those with shorter service) in order to serve as an encouragement and make them role models to others. We will also continue our efforts in publicising the good stories of the award-winning individuals/teams under various civil service commendation schemes.

Raising civil servants’ self-awareness of safeguarding national security

17. National security is the cornerstone of national stability. Being part of the executive authorities, civil servants are duty-bound to safeguard national sovereignty, security and development interests. Under the updated Civil Service Code promulgated in June 2024, “upholding the constitutional order and national security” is the first and the most

important core value of the Code. The Government strives to ensure that civil servants accurately understand the requirements through publicity and training (e.g. briefings by HoDs, incorporating the content of the Code into training programmes of all levels), such that civil servants could translate the relevant core value and standards of conduct into actual and conscious actions, thereby implementing “patriots administering Hong Kong”.

18. The CSC will continue to enhance national security training through induction training for new recruits, Mainland national studies programmes, thematic seminar series and e-learning, thereby deepening civil servants’ understanding of the holistic approach to national security and enhancing their awareness and sense of responsibility in consciously safeguarding national security. For thematic seminars, the CSC will continue to collaborate with the China Institutes of Contemporary International Relations and the Center for a Holistic Approach to National Security, inviting their experts to deliver talks for the “Holistic Approach to National Security” seminar series.

Improving the Civil Service Training Management System

19. Hong Kong’s First Five-Year Plan sets out the plan to formulate government-wide training requirements, set up regular cooperation mechanism for civil service training with relevant Mainland units, and maintain close exchanges with relevant Mainland authorities, with a view to strengthening the sense of “loving the country and Hong Kong” among civil servants, establishing the “people-oriented” philosophy of governance, deepening civil servants’ understanding of national strategies and broadening their international perspectives. The vision is to build a civil service that is highly committed, dares to innovate, and moves with the times. The current-term Government has laid a solid foundation for civil service training over the past four years, and will build upon that foundation to deepen and solidify our work on training in the next five years.

Patriotic education and “people-oriented” service culture

20. The CSC continually enhances patriotic education of civil servants. Over the next five years, we will strengthen collaboration with relevant Mainland training institutes, enabling more civil servants to gain first-hand understanding of national policies and the country’s development in various aspects such as socio-economic development, high-tech industries, and environmental management through training programmes held on the Mainland. The CSC will also continue to organise seminar series on various aspects of the country, such as diplomacy, soft power, and its role in the rise of the global south. On the basis of existing programmes, we will deepen civil servants’ understanding of the country’s political system and operational realities, thereby enhancing civil servants’ understanding of and identification with the country. In parallel, training also focuses on strengthening civil servants’ grasp of the overall national development and international landscape, with a view to supporting Hong Kong’s proactive alignment with the national strategies. The CSC will also continue the Thematic Study Programme on Modern Chinese History, and hold thematic training on major anniversaries (such as the 30th anniversary of Hong Kong’s return to the Motherland and the 80th anniversary of the founding of the People’s Republic of China) to explore the country’s modernisation process and Hong Kong’s contribution to it.

21. The CSC strives to promote a service culture centred around the “people-oriented” principle. This service ethos is infused into different training programmes, including induction, management, leadership, as well as functional and skills-based training at all levels so as to reinforce, throughout the career of civil servants, the essential mindset and sense of mission to serve the public. The CSC will continue with this training methodology, and at the same time deepen civil servants’ understanding of the Mainland’s experience in regional governance, learning from the “people-oriented” governance philosophy on the Mainland.

22. Whether it is patriotic education or the “people-oriented” governance philosophy, the CSC will continue to place a significant emphasis on mindset building and organise training activities around relevant core values and concepts, striving to inculcate in civil servants a

sense of national identity and patriotism and a shared commitment to serve our country and Hong Kong. We believe that with the correct mindset, civil servants will seize every opportunity to contribute their knowledge and professional competence to provide quality services to the public.

The Governance Talents Development Programme

23. The CSC is actively taking forward the Governance Talents Development Programme to build a talent pool for the Government. Between February and August 2026, the CSC arranged seven in-depth learning activities for the first cohort of 40 participants from various departments and professions, including high-level thematic seminars, dialogues with experts and government officials, and a study tour to Shenzhen to deepen understanding of the country's policies and developments, and broaden participants' perspectives and leadership capabilities. The CSC will continue to provide training for the participants and strive to nurture governance talent dedicated to serving the country and Hong Kong.

GovCPD Scheme

24. The CSC launched the GovCPD Scheme in July 2026, setting continual learning requirements for directorate and senior civil servants. Participants are required to attain the prescribed learning credits each year in each designated subject category, including (i) Leadership and Governance, Global, National and Local Affairs; (ii) Constitutional Order, National Development and Strategies; and (iii) Innovation and Technology. If participants fail to complete the learning requirements, this will be reflected in their performance appraisals and may have an impact on promotion. We anticipate that the requirement to attain the prescribed learning credits under the Scheme will be extended to middle managers in two years' time.

The United Nations Junior Professional Officer Programme

25. With the support of the Central People's Government, we have sent two batches of 17 young public officers from the HKSAR who were recommended by the Ministry of Foreign Affairs ("MFA") to join the United Nations ("UN") Junior Professional Officer Programme since 2019,

with a view to enriching civil servants' experience in taking part in the affairs of international organisations. The two batches of officers have all completed their tenure, and their performance was highly commended by the UN side. This year, the MFA recommended the third batch of 16 HKSAR young public officers for secondment to take up different positions at the UN Headquarters and offices in Geneva of Switzerland, Vienna of Austria and Nairobi of Kenya as Chinese personnel for a term of two years. The third batch of officers come from the Financial Services and the Treasury Bureau; the Agriculture, Fisheries and Conservation Department; the Census and Statistics Department; the Civil Engineering and Development Department; the Hong Kong Customs and Excise Department; the Department of Justice; the Electrical and Mechanical Services Department; the Hong Kong Observatory; the Hong Kong Police Force; the Intellectual Property Department; the Lands Department and the Independent Commission Against Corruption of the HKSAR Government. They will start to depart from September 2026. In the next five years, we will continue to seek support from the Central People's Government for sending more young civil servants to the UN for secondment.

Enhancing training facilities

26. We are pressing ahead with the construction of the new CSC building in the Kwun Tong Composite Development Project. The new building is expected to commence operation in the second half of 2027 upon completion of internal installations. It will provide more training venues and better equipped facilities to strengthen CSC's training capabilities.

Enhance Occupational Safety and Health ("OSH") Awareness

27. The Government attaches great importance to the safety and health of staff. The CSB has all along been promoting OSH for civil servants. B/Ds are encouraged through various channels to establish and implement their own safety management system, having regard to their specific operational needs and circumstances, to ensure the safety of their staff. To further enhance civil servants' awareness of OSH, apart from continuously organising thematic seminars, training courses and roving exhibitions, we will enrich the webpage on "Occupational Safety and Health for the Civil Service" by uploading video recordings of key OSH

seminars starting from the fourth quarter of 2026, allowing staff to review the materials anytime. Adopting a hybrid online-and-offline training model not only offers staff greater flexibility in their participation but also helps deepen the dissemination and reinforcement of OSH knowledge, demonstrating the high priority we accord to fostering a culture of workplace safety.

Building an Efficient Government

28. Hong Kong's First Five-Year Plan sets out the plan to encourage talent with aspirations and commitment to join the Government through active recruitment and publicity. It also proposes to further entrench the people-oriented service ethos in the civil service and gear our civil servants up for undertaking a "dual role", that is, while discharging their duties conscientiously, they should also be able to swiftly respond to major incidents by providing crucial support for cross-departmental response teams. Over the past four years, we have introduced a number of family-friendly employment measures and enhanced civil service medical and dental benefits. Going forward, we will continue to balance civil service welfare with efficiency and prudent use of public money to provide civil servants with reasonable family care capacity and appropriate medical and dental benefits, with a view to maintaining the attractiveness of civil service posts to attract and retain talent.

Attracting talent to join the Government

29. The Government has been enhancing the attractiveness of civil service jobs, and actively publicising the diverse career opportunities available in the civil service, including organising career fairs at local universities, participating in the Education and Career Expo, stepping up promotional efforts on the Mainland and overseas, in order to enhance job seekers' understanding of and interest in government jobs, and to encourage talent with aspirations and commitment to join the Government, thereby enhancing governance capabilities.

30. In addition, the CSB coordinates the provision of diversified internship opportunities for young people by B/Ds annually to cultivate the

enthusiasm of young people for serving the community. Building on previous successful experience, the Government and public organisations will offer around 3 600 short-term internship placements in 2026-27. Students who aspire to pursue a career in public service may take the opportunity to broaden their horizons and better plan for their future career development. We will continue to review the format and effectiveness of the internship programmes with a view to enhancing young people's understanding of government jobs and enabling various grades to recruit high-calibre young talent, contributing to building a professional, efficient, flexible, lean, energetic and motivated civil service that ensures public services can keep pace with the evolving needs of the times.

Enhancing family-friendly employment measures for government employees

31. As a good employer, the Government has all along been committed to creating a family-friendly working environment to enable its employees to better cope with both work and family commitments, with a view to attracting and retaining talent as well as enhancing work efficiency and morale.

32. The current-term Government has introduced three types of leave related to meeting family needs for government employees, including the provision of marriage leave and compassionate leave starting from April 2024, enabling employees to take up to three days off on each occasion of their marriage or the death of their family members; and the provision of childcare leave from April 2025, enabling employees to take up to three days off each year in respect of each child under the age of three. In 2025, there were approximately 3 200 cases of marriage leave and 9 700 cases of compassionate leave approved. During the first six months of 2026, there were approximately 1 500 cases of marriage leave and 5 000 cases of compassionate leave approved. During the 15 months since the introduction of childcare leave in April 2025 and up to June 2026, there were approximately 15 600 cases of childcare leave approved. The Government also provides eligible government employees with maternity leave and paternity leave benefits that are more favourable than the statutory requirements. Moreover, the Government has all along been promoting five-day week to improve the quality of civil servants' family life. Currently, more than 85% of civil servants are working on a five-

day week pattern. The Government has also, since January 2025, enhanced the special work arrangements on festivals or their eves with a view to further facilitating staff in taking care of their family needs during working days on specific festivals.

33. To further foster a family-friendly working environment, the Government plans to provide family care leave to government employees starting from 2027, allowing employees to be temporarily released from work under specific circumstances to attend to family needs, such as accompanying family members to medical appointments or attending school activities of their children. Family care leave may be granted on an hourly basis to provide greater flexibility for employees while striking a proper balance with the operational needs of the departments. Upon the formulation of the detailed implementation arrangements, the CSB will consult the staff side before implementation.

Continued enhancement of civil service medical and dental benefits

34. According to the terms of appointment for civil servants, the Government, as the employer, has an obligation to provide medical and dental benefits for civil service eligible persons (“CSEPs”), currently more than 570 000, through the Hospital Authority (“HA”) and the Department of Health (“DH”) within the public healthcare system. Services so provided under the public healthcare system are comprehensive, covering outpatient services, inpatient and diagnostic services, allied health services, general and specialist dental services, Chinese medicine services, etc. The current-term Government has continuously been enhancing the quality and quantity of civil service medical and dental benefits through flexible use of resources.

35. On medical benefits, the Tseung Kwan O Families Clinic has in August 2026 commenced provision of Integrated Care Programme and Stable Drug Use Programme services to better cater to the needs of patients with chronic diseases through more comprehensive allied health services. Starting from October 2026, Family Medicine Clinics (“FMCs”) under HA that offer civil servant discs during the evening session will also increase to four, respectively located in Tuen Mun, Wan Chai, Yau Ma Tei and Sha Tin, with a view to enhancing services for serving civil servants in need.

Furthermore, as the new families clinic in Kwun Tong is expected to commence service gradually from the fourth quarter of 2027, the number of families clinics will increase to seven.

36. On dental benefits, under the Pilot Scheme on Dental Services (Dental Scaling) and the Pilot Scheme on Dental Services in Shenzhen launched by the current-term Government in the form of public-private partnership, around 290 000 CSEPs have received services as at end of July 2026. In the meantime, DH has strengthened its recruitment efforts to hire a total of over 90 dental officers (including Contract Dentists) between September 2024 and September 2026. With dental manpower shortage of DH eased and dental clinics reopened, DH has gradually arranged more CSEPs to return to DH dental clinics in a timely manner to receive scaling services. The average waiting time of old consultation cases for the next scaling service has been significantly shortened from about 29 months during its peak to about 15 months. Furthermore, two new dental clinics in Kwun Tong and Chai Wan are expected to commence service gradually in 2028.

37. On Chinese medicine services, subsequent to the increase of a total of 5 000 annual service quotas in the Civil Service Chinese Medicine Clinics in 2024 and 2025 which brought the total number of relevant quotas to over 110 000, the Government has also commenced provision of designated services for CSEPs at The Chinese Medicine Hospital of Hong Kong from July 2026, with 5 000 service quotas focusing on primary healthcare in each of the first two years (totalling 10 000). The services comprise general outpatient consultation (including Western medicine consultation to be provided as necessary), general outpatient intervention and outpatient integrated allied health services, so that CSEPs may receive more diversified Chinese medicine services.

“Government-wide mobilisation” level under the mobilisation protocol

38. The current-term Government has implemented the enhanced mobilisation protocol to strengthen the Government’s emergency response capabilities and introduced the “government-wide mobilisation” level in 2022, aiming to institutionalise the principle of “early planning and early intervention” in handling emergency situations through setting up a

command system, a rostering system and a mobilisation mechanism. In the past four years, the Government has on multiple occasions mobilised civil servants to handle the emergency relief work following the passage of super typhoon and torrential rain, and participate in the emergency support operations after the fire at Wang Fuk Court in Tai Po. To ensure the smooth commissioning of major infrastructure projects, the Government has mobilised civil servants to participate in the large-scale drills prior to the commissioning of the Kai Tak Sports Park as well as the opening of the Huanggang Port, so as to facilitate the testing of crowd-control and traffic arrangements. The mobilisation operations have achieved the intended purposes and demonstrated the Government's efficiency, flexibility and resilience in facing major incidents.

39. We will draw on the experience gained from the mobilisation operations and continue to conduct drills under the "government-wide mobilisation" level when appropriate. This will further strengthen the people-oriented service ethos across the civil service and enhance their emergency responsiveness, ensuring that while focusing on their primary duties, civil servants are also able to respond swiftly to major and unexpected incidents and serve as a crucial support force for cross-departmental response teams.

Leveraging Technology to Optimise Deployment of Manpower Resources

40. It is stated in Hong Kong's First Five-Year Plan that we will continue to enhance the use of manpower resources and build a more versatile and streamlined civil service. This includes exercising strict control over the civil service establishment, leveraging process digitalisation and application of artificial intelligence ("AI"), so that the existing workforce will focus on high-value strategic decision making and businesses, with a view to optimising the deployment and efficiency of manpower resources.

Optimising the use of civil service manpower resources

41. To ensure sustainability of public finances and optimise utilisation of manpower resources, the Government will continue to strictly contain the size of the civil service, and the civil service establishment will

be further reduced by two percent in 2027-28 based on the establishment of the preceding financial year. A cumulative total of over 10 000 posts are expected to be deleted within this term of Government.

42. With the development of society and the advancement of technology, we will continuously encourage departments to adopt new modes of work to gradually replace labour-intensive tasks in the coming five years. Through management measures, digitisation and the application of AI in response to changes in service and operational needs, existing manpower can focus on making high-value strategic decisions. This will streamline the manpower structure, enhance the effectiveness of human resources deployment, and bring high-quality public services to the citizens.

AI training

43. At the same time, the Government is actively strengthening training for civil servants in the application of AI. Apart from providing general AI training courses and online learning resources, the CSC has also enhanced the AI application elements in its leadership programmes, enabling leaders to assume leadership responsibilities in guiding their departments to optimise information technology systems and harness AI to innovate public services. The CSC has also supported the Digital Policy Office in launching a series of AI online courses covering commonly used AI tools, application cases and the latest development trends. These online courses are designed to meet the needs of civil servants at different ranks, with all civil servants on Master Pay Scale Point 14 or above, or equivalent, required to complete the prescribed learning requirements.

Conclusion

44. The CSB will continue to enhance the governance efficacy of civil servants and thoroughly implement the various reforms according to the directions laid out in Hong Kong's First Five-Year Plan and the policy initiatives proposed in the Policy Address.

Advice Sought

45. Members are invited to note the content of this paper.

Civil Service Bureau
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