

第三章

CHAPTER 03

# 行政總部

ADMINISTRATION  
BRANCH



### 職責

行政總部協助廉政專員履行《廉政公署條例》(第 204 章)所訂明的職責，負責廉政公署(廉署)的一般行政，包括：

- 修訂及執行《廉政公署常規》；
- 財政管理；
- 人力資源管理；
- 職員關係與福利；及
- 編製《廉政公署年報》。

此外，行政總部亦負責如下工作：

- 傳訊及傳媒事務；
- 國際聯絡培訓；
- 物料供應及採購；
- 辦公室策劃及管理；
- 總務；
- 翻譯服務；
- 檔案管理；及
- 環境管理。

### 策略

行政總部支援執行處、防止貪污處和社區關係處的工作，同時確保廉署內部嚴格遵守政府的管理及行政規例和程序。

### 組織

行政總部的組織見圖表 3-1。

### DUTIES

The Administration Branch (ADM) assists the Commissioner in exercising his statutory duties under the Independent Commission Against Corruption (ICAC) Ordinance (Cap 204), including matters relating to:

- Revision and execution of the Commission Standing Orders;
- Control of finance and estimates of expenditure;
- Human resource management;
- Staff relations and welfare; and
- Publication of *ICAC Annual Report*.

Other administrative matters include:

- Communications and media relations;
- International liaison and training;
- Procurement and supplies of goods and services;
- Office accommodation management;
- General office support;
- Translation;
- Records management; and
- Green management.

### STRATEGIES

ADM serves the three functional departments, and oversees the consistent application of and compliance with government regulations and procedures in processing management and administrative matters within the ICAC.

### STRUCTURE

The organisation of ADM is shown in Figure 3-1.

圖表 3-1：行政總部組織圖  
Figure 3-1: Organisation of the Administration Branch



### 財務事宜

廉署的經費以一個獨立開支總目支付。廉署每年的開支預算，須由貪污問題諮詢委員會審核，然後根據《廉政公署條例》第 14(1) 條的規定呈交行政長官審批。廉署的帳目須按照一般政府的規例和程序辦理，並如其他政府部門的帳目一樣，受審計署署長審核。

### 人力資源管理

廉署在二零一九年年底的編制及在職人數列載於圖表 3-2。年內，共有 55 位部門職系及 31 位一般及支援職系人員離職，總流失率為 6.1%。

廉署所有人員通常以合約方式聘用，合約期滿後可獲約滿酬金，當中約 76% 屬廉署特有職系，按廉署人員薪級表支薪，他們的薪酬及服務條件都是根據紀律人員薪俸及服務條件常務委員會所提供的意見而訂定；其餘的人員則屬一般及支援職系，他們的薪酬與同等職級的公務員相同。

### FINANCE MATTERS

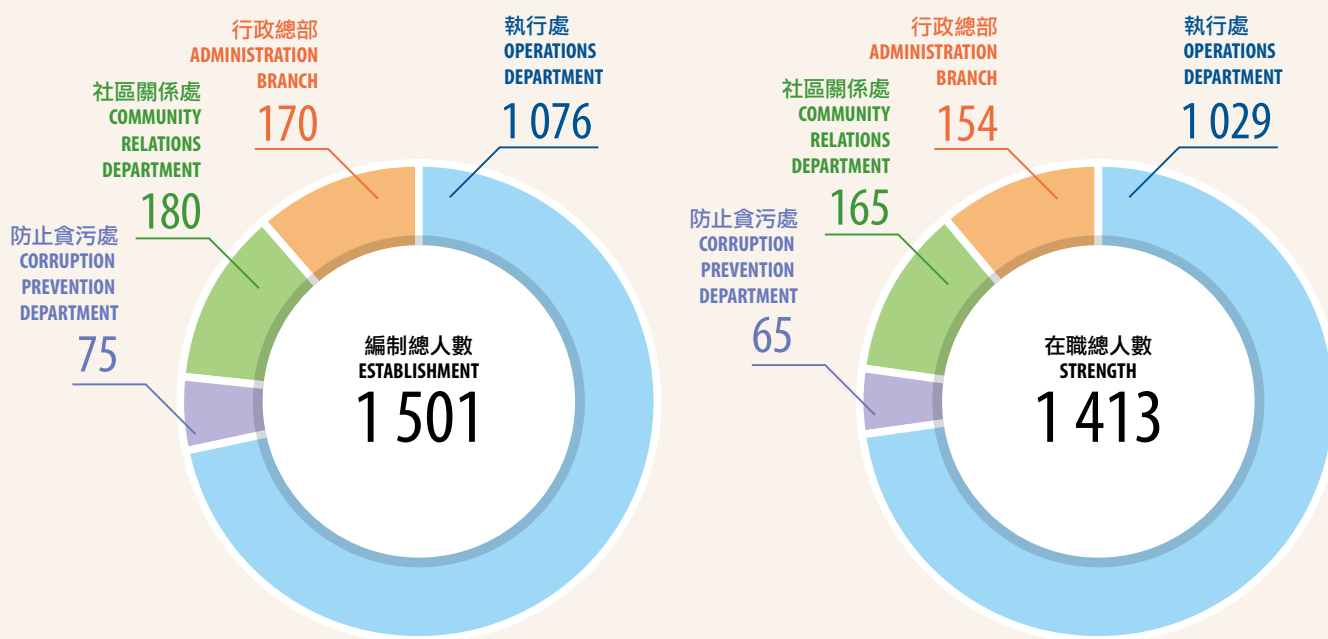
The ICAC is financed from a single head of expenditure. Its annual estimates are considered by the Advisory Committee on Corruption, before submission to the Chief Executive for approval in accordance with section 14(1) of the ICAC Ordinance. The ICAC's accounts are administered according to government regulations and procedures and are subject to examination by the Director of Audit in the same way as the accounts of other government departments.

### HUMAN RESOURCE MANAGEMENT

The establishment and staff strength of the ICAC as at 31 December 2019 are shown in Figure 3-2. During the year, 55 departmental grades officers and 31 general and support grades officers ceased service with the ICAC, resulting in an overall wastage rate of 6.1 per cent.

ICAC staff are normally appointed on gratuity-bearing agreements. Some 76 per cent of the staff are employed in grades special to the ICAC and are remunerated on the ICAC Pay Scale. Their pay and conditions of service are subject to the advice of the Standing Committee on Disciplined Services Salaries and Conditions of Service. The remaining staff members belong to general and support grades and are paid the same salaries as their counterparts in the Civil Service.

圖表 3-2：廉政公署的編制及在職人數  
Figure 3-2: Establishment and staff strength of the ICAC



廉政公署人員參與各類培訓課程

ICAC officers attending different training courses



**培訓及發展**

人力資源發展小組負責為社區關係處、防止貪污處和行政總部部門職系人員，以及廉署所有一般和支援職系人員提供培訓及發展課程，亦為執行處人員安排非職業培訓；並且負責管理各項培訓設施，包括學習資源中心、訓練營、多用途訓練館、健身室及網上學習中心。

**TRAINING AND DEVELOPMENT**

The Human Resource Development Section is responsible for the training and development of officers from the Community Relations Department, the Corruption Prevention Department, ADM and the General and Support Grades, as well as arranging non-professional training for officers of the Operations Department. The Section also manages the training facilities of the ICAC, including the Learning Resources Centre, the ICAC Training Camp, multi-purpose hall, gymnasium and the Cyber Learning Centre.

於二零一九年，小組舉辦了多個專業培訓課程、管理課程、領導才能及抗逆力講座、語文課程、專題講座和國情研習班，協助同事了解其專業領域內最新的發展，提升其專業技能，以及管理、語文和工作技巧。

In 2019, various professional development programmes, management courses, leadership and resilience building seminars, language training, thematic seminars and national studies courses were organised to help officers keep abreast of the latest trend in their related fields and further enhance their professional, management, language and job skills.

課程名稱 Course Title	參與人數 Number of Participants
從不同角度建立創意概念講座、虛擬實境及擴增實境講座、設計思維講座 Seminars on Development of Creative Concepts from Different Perspectives, Virtual Reality and Augmented Reality and Design Thinking	117
知識分享講座，包括國家監察體制改革與監察法要義、企業管治及公共工程項目管理 Knowledge Sharing Seminars on National Supervisory Reform in the Mainland, Corporate Governance and Managing Public Works Projects	377
專業技能課程，包括設計思維、於工作中應用調解技巧處理投訴、如何處理刁難者、溝通及專業禮儀及形象 Professional Skills Training on Design Thinking, Application of Mediation Skills in Complaint Handling in Workplace, How to Deal with Difficult People, Communication and Professional Etiquette and Image	169
領導才能及抗逆力系列講座 Leadership and Resilience Building Series	413
管理技巧課程，包括情緒智商管理及人際關係溝通技巧、影響及勸說技巧、虛擬實境建立團隊及寂靜的對話體驗 Management Skills Training on Emotional Quotient Management and Interpersonal Communication Skills, Influencing and Persuasion, Team Building through Virtual Reality Experience and Dialogue in the Silence Experience	107
手機保安簡介會及軟件應用課程 Briefings on Mobile Phone Security and Software Applications Training	934

課程名稱 Course Title	參與人數 Number of Participants
<p>語文寫作課程，包括公文寫作及校訂技巧、專業語文寫作、英文宣傳材料寫作課程及公文語法進階課程</p> <p>Courses on Effective Writing and Editing Skills, Professional English Writing, Writing English Promotional Materials and Advanced Chinese Grammar</p>	71
<p>行政事務及檔案管理課程</p> <p>Briefing on Administrative Matters and Records Management</p>	123
<p>國情研習班及普通話課程</p> <p>National Studies and Putonghua Courses</p>	143
<p>部門職系人員和一般及支援職系人員入職課程，內容包括法律知識、管理技巧、工作實務技巧和署內的相關知識</p> <p>Departmental and General Grades Officers Induction Courses covering legal knowledge, management skills, job skills and organisational knowledge</p>	31
<p>部門職系人員和一般及支援職系人員提升職能課程，內容包括法律知識應用、督導技巧、建立團隊及溝通技巧</p> <p>Enhancement Training for Departmental and General Grades Officers covering legal knowledge applications, supervisory skills, team building and communication skills</p>	79
<p>由公務員培訓處、其他政府部門／公共機關及外間培訓機構所舉辦的課程</p> <p>Trainings Provided by Civil Service Training and Development Institute, other government departments / public bodies and external training providers</p>	1 194

## 職員關係與福利

職員關係小組負責處理廉署人員的職員關係和福利事宜。小組與廉署職員康樂會不時合辦康體及福利活動，向廉署人員及其家屬提倡建立健康的生活模式，以平衡工作與生活。小組亦負責增強管理人員與同事之間就員工關注事宜的溝通，照顧同事的福祉，並就員工的需要作出支援。

## STAFF RELATIONS AND WELFARE

Staff Relations Section is responsible for overseeing staff relations and welfare matters in the ICAC. It supports the ICAC Staff Club to organise sporting, recreational and social activities regularly for staff and their family members to promote healthy life style and work-life balance. The Section is also responsible for enhancing communication between management and staff members on subjects of staff concerns, looking after the staff's wellness and providing support to staff in need.

舉行 **10** 次職員協商委員會會議

Staff Consultative Committee – **10** meetings conducted

透過定期會議，員工可就有關服務條件、福利及共同關注的事宜表達意見。

To allow staff to directly express their views on matters relating to conditions of service, welfare and issues of common concern.

透過 **9** 次福利探訪與 **65** 位同事會面

**9** Welfare visits involving **65** staff members

加強管方與前線同事就福利事務的溝通，並推動關懷文化。

To enhance communication between the management and frontline officers on welfare matters and foster a caring culture in the ICAC.

職員康樂會共舉辦 **36** 項康體及聯誼活動

**36** Sporting, recreational and social activities organised by Staff Club

向同事推廣健康生活模式，促進工作與生活間的平衡。

To promote a healthy life style and work-life balance among staff.

**102** 位同事出席 **2** 項生活理財策劃講座

**2** Seminars on financial management attended by **102** staff members

鼓勵同事盡早定立目標，更有效利用資源規劃未來生活。

To encourage staff to plan ahead for retirement and wiser corresponding use of resources at various stages of life.

職員建議書計劃收到 **45** 份建議，當中 **15** 份獲獎

**45** Staff proposals received via Staff Suggestions Scheme resulting in **15** awards

鼓勵同事就善用資源、改善工作效率及保護環境等範圍提出建議。

To encourage staff to contribute improvement suggestions on making the best use of resources, enhancing work efficiency and promoting green management, etc.

儲蓄互助社擁 **816** 名社員，**1.5** 億元存款

Credit Union registering **816** members and total savings of **\$150** million

根據《儲蓄互助社條例》(第 119 章) 鼓勵社員儲蓄，並為社員提供貸款服務。

To promote thrift and provide credit facilities to its members in accordance with the Credit Unions Ordinance (Cap 119).



廉政公署人員參加廉政公署長跑競賽

ICAC officers participating in the ICAC Road Race



同事及家人參加獨木舟海上旅程

Staff and family members joining the kayak sea trip



廉政專員及各部門首長到賀廉政公署儲蓄互助社40周年會慶

Commissioner and heads of department attending the celebration dinner of the ICAC Credit Union 40th Anniversary



同事參加廉政公署內部籃球比賽

Staff competing for championship at the Inter-Branch Basketball Competition



同事及家人參加兒童聖誕聯歡會

Staff and family members attending the Children Christmas Party



## 職業安全健康

廉署致力為員工提供安全和健康的工作間，署內有 92 名職安健主任，負責在其所屬部門內，支援各項有關職安健的計劃和措施，包括顯示屏幕設備評估和工作間安全檢查計劃。為了讓新任命的職安健主任具備應有的知識以進行相關的風險評估，過去一年廉署安排了 10 名新任命的職安健主任參加顯示屏幕設備評估合格證書課程。

年內，廉署為 278 名人員提供了各類職安健培訓課程，包括建立情緒抗逆力講座、颱風處理課程、體力處理操作、安全使用顯示屏幕設備及一般辦公室安全課程。為推廣職安健，廉署曾在廉署總部大樓內展出有關“工作壓力的管理”的展板，讓員工了解更多工作間的職安健。廉署亦會定期透過內聯網發放及更新辦公室職安健的資訊。

## OCCUPATIONAL SAFETY AND HEALTH

The ICAC is committed to providing and maintaining a safe and healthy work environment for all staff. A total of 92 officers are now serving as occupational safety and health (OSH) managers in different units to assist in the implementation of various OSH initiatives and measures, such as Display Screen Equipment Assessment and Office Safety Inspection. To equip the newly appointed OSH managers with the knowledge for carrying out risk assessment in workstations, the ICAC had arranged 10 newly appointed OSH managers to attend the Certificate of Competence in Display Screen Equipment Assessment Course.

During the year, 278 officers were provided with various OSH training including Seminar on Emotional Resilience Building, Typhoon Handling Course, Safety Talk on Manual Handling, Display Screen Equipment and General Office Safety. To promote the awareness of OSH, panel exhibition on "Work Stress Management" had been displayed in the ICAC Building. The ICAC also updated and disseminated OSH information through intranet regularly.



廉政公署人員參與建立情緒抗逆力講座(上圖)及颱風處理課程(下圖)

Officers attending the Seminar on Emotional Resilience Building (top) and Typhoon Handling Course (bottom)



## 環境管理

廉署致力提倡環保文化，確保辦公室環境和運作合乎環保原則。由助理處長（行政）領導的環境管理工作委員會在部門環保經理的協助下，專責檢討和監察廉署推行環保工作的進展。委員會除負責收集有關環境管理工作的意見和建議外，亦會積極研究各項新的環保措施。在二零一九年，委員會繼續推行以下各項環保措施及舉辦相關活動。

## GREEN MANAGEMENT

The ICAC is committed to promoting an environmentally friendly culture and integrating green measures into our office operation and environment. A dedicated Environmental Management Committee, headed by the Assistant Director (Administration) and assisted by a team of Departmental Green Managers is tasked to review and monitor the ICAC's environmental performance. The Committee also analyses feedback and suggestions on green management and actively identifies new green initiatives. In 2019, the ICAC continued to implement and organise the following green measures and activities.



廉政專員於廉政公署第七屆國際會議會見傳媒

Commissioner meeting the media at the 7th ICAC Symposium

## 傳訊及傳媒事務

傳訊及傳媒事務組為廉署的高層管理人員就傳媒策略提供建議、落實媒體工作，以及提供傳媒支援服務。透過與傳媒保持良好溝通和聯繫，讓市民了解廉署的工作概況，提升廉署的透明度及透過不同媒體宣傳廉潔信息。

## COMMUNICATIONS AND MEDIA RELATIONS

The Communications and Media Relations Office advises the senior management on the formulation of media strategies, implements the media plans and provides corporate media support service as required. Through maintaining effective communications and close rapport with the media, the Office strives to keep the public abreast of ICAC's anti-corruption initiatives and enhance its transparency, as well as to promote probity messages through various media platforms.

該組年內發出共 198 份新聞稿，向市民大眾公布廉署的主要動向、法庭案件及防貪教育活動，並適時回應媒體關注的議題。除了與傳媒的日常聯繫外，該組年內處理約 240 項傳媒查詢。

During the year, the Office issued a total of 198 press releases on ICAC's major activities, court cases and preventive education initiatives. Timely responses were also delivered to address issues of media concern. Apart from regular day-to-day liaison, the Office handled about 240 enquiries from the media in 2019.



廉政公署人員向傳媒介紹二零一九年開放日的主要活動

An ICAC officer briefing the media on highlights of the 2019 Open Day

廉政公署人員接受電台現場訪問，宣揚廉潔選舉

An ICAC officer attending a live radio interview to promote clean election



該組年內先後舉行約 20 次新聞簡報會及媒體訪問，由廉署人員介紹不同範疇的廉政工作。此外，該組亦不時與本地報刊和網上媒體合作，為廉署活動及計劃刊載專題文章及宣傳，例如廉署四十五周年活動、廉政公署第七屆國際會議和廉潔區議會選舉等。

ICAC officers from different departments and units gave a total of about 20 press briefings and interviews on various anti-corruption initiatives during the year. In addition, the Office regularly collaborated with local newspapers and online media to run feature articles and publicity campaigns in relation to various events and programmes, such as the ICAC 45th Anniversary, the 7th ICAC Symposium as well as the Clean District Council Election Campaign.

該組亦協助四個負責監察廉署工作的諮詢委員會主席舉行周年新聞簡報會，向傳媒闡釋委員會於年內的工作。

The Office also coordinated an annual press briefing for chairmen of the four advisory committees overseeing ICAC's work to review their job during the year.



廉政公署新聞簡報會講述涉及剋扣工資的貪污案件及相關反貪工作

The ICAC hosting a press briefing on bribery cases involving wage exploitation and related anti-corruption initiatives



海外反貪人員參與廉政公署在香港舉辦的能力提升培訓課程

Overseas graft fighters participating in various modules of the capacity building programmes organised by the ICAC in Hong Kong

## 國際聯絡培訓

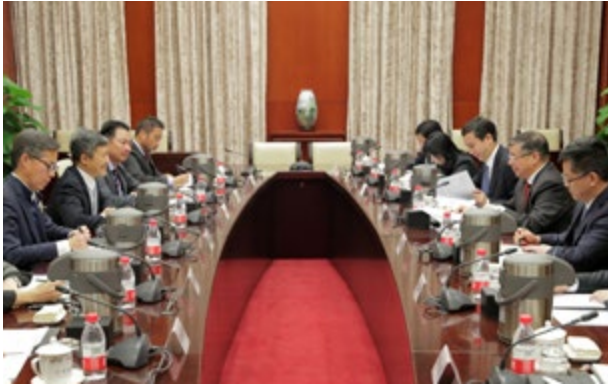
國際聯絡培訓組主要負責統籌與執法行動無關的國際聯絡工作和向國際社會宣傳廉署工作、提供國際反貪能力建設和諮詢服務，以及進行反貪研究。

就廉署在《聯合國反腐敗公約》框架下向其他司法管轄區的反貪機構提供能力提升培訓及諮詢，國際聯絡培訓組的合作網絡遍及該條約下的 50 多個締約國。年內，廉署派員到訪亞洲（不丹、印尼、老撾、蒙古國及菲律賓）及歐洲（波斯尼亞和黑塞哥維那、保加利亞、摩爾多瓦、羅馬尼亞及塞爾維亞）多國，實地了解當地的貪污情況及反貪工作，及探討反貪能力建設協作的可行方案。此外，國際聯絡培訓組為海外反貪機構一共舉辦了九個量身訂造的反貪培訓課程，包括在摩爾多瓦、塞爾維亞及東帝汶舉辦四個培訓課程，及在香港為孟加拉國、印尼、蒙古國、新加坡及越南舉辦五個培訓課程，共 160 名海外反貪人員受惠。

## INTERNATIONAL LIAISON AND TRAINING

The International Liaison and Training Group (ILT) is responsible for co-ordinating non-operational international liaison and promoting ICAC's work in the global arena, providing international anti-corruption capacity building and consultancy service, and conducting anti-corruption research and analysis.

On offering training assistance and consultancy service to anti-corruption agencies of other jurisdictions within the framework of the United Nations Convention against Corruption (UNCAC), the ILT has established connections with over 50 countries which are States Parties of the UNCAC. In the year, field studies were conducted in Asia (Bhutan, Indonesia, Laos, Mongolia and the Philippines) and Europe (Bosnia and Herzegovina, Bulgaria, Moldova, Romania and Serbia) to study their corruption situations and anti-corruption regimes, and explore possible capacity building collaborations. Nine tailor-made capacity building programmes were conducted, including four outreach training programmes in Moldova, Serbia and Timor-Leste, and five training programmes in Hong Kong for Bangladesh, Indonesia, Mongolia, Singapore and Vietnam, with a total of 160 participants.



廉政專員訪問內地及澳門的反貪機構

Commissioner paying visits to anti-corruption authorities in the Mainland and Macao



與內地聯繫方面，廉政專員於四月前往北京到訪國家監察委員會及公安部，就合作打擊跨境貪污交流意見。就《粵港澳大灣區發展規劃綱要》公布後，廉政專員於四、五月率團訪問澳門、廣州及深圳的反貪機構，商議加強廉政機制協同、致力構建公平營商環境和加強廉潔文化建設。廉署、廣東省監察委員會及澳門廉政公署同意定期舉行會議，以促進三地合作。

國際聯絡培訓組繼續向國際社會推廣香港最新的廉潔環境以及有效的反貪制度，包括透過廉政公署主網頁的“國際視點”網上平台、電子通訊及訪問計劃加強有關宣傳。三月時，透明國際主席到訪廉署，親身了解香港的反貪工作和廉潔文化。五月時，適逢廉政公署第七屆國際會議，國際聯絡培訓組安排 World Justice Project 執行總監訪問廉署，以及在會議舉行期間與 35 個來自世界各地和國際機構的代表團會面，交流反貪經驗和探討合作。

廉政專員和資深廉署人員先後在不同國際活動中介紹廉署的反貪模式，包括在新西蘭舉行的打擊詐騙及貪污會議、在瑞士舉行的國際管理發展學院世界競爭力研究中心三十周年會議、在加拿大舉辦的 TRACE 賄賂及經濟罪行國際峰會、在日本舉行的聯合國

On Mainland liaison, the Commissioner visited the National Commission of Supervision and the Ministry of Public Security in Beijing in April to enhance cross-boundary cooperation in the fight against corruption. Following the release of the *Outline Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area*, the Commissioner led a delegation to visit counterparts in Macao in April, and Guangzhou and Shenzhen in May to discuss collaboration on strengthening synergy in anti-corruption mechanism, ensuring level playing field for business and enhancing the clean culture in the Greater Bay Area. The ICAC, Guangdong Provincial Commission of Supervision and Commission Against Corruption of Macao agreed to meet regularly to advance the tripartite cooperation.

The ILT continued to update the international community on Hong Kong's latest integrity environment and robust anti-corruption regime through the online platform "International Perspective" on the ICAC's corporate website, electronic newsletters and visit programmes. In March, the Chair of the Transparency International visited the ICAC to observe first hand Hong Kong's robust anti-corruption work and probity culture. Taking the opportunity of the 7th ICAC Symposium in May, a visit programme was organised for the Executive Director of the World Justice Project, and 35 bilateral meetings were held with overseas delegations and international organisations to exchange experience and explore cooperation.

To share with the international community Hong Kong's anti-graft model, the Commissioner and senior officers of the ICAC spoke at various international events overseas and locally, including the Fraud and Corruption Conference in New Zealand, the IMD World Competitiveness Centre 30th Anniversary Conference in Switzerland, the TRACE Bribery and Economic Crime Summit in Canada, the 22nd United Nations Asia and Far East Institute for the

亞洲及遠東預防犯罪和罪犯待遇研究所《聯合國反腐敗公約》培訓課程、在香港舉行的第 32 屆亞太法律協會年會，以及由韓國反貪及國民權益委員會舉辦的培訓課程。

國際聯絡培訓組亦負責統籌和進行各項反貪研究以支援國際反貪培訓及諮詢事宜。該組管轄的圖書館繼續提供各類與廉政建設有關的學術和法律書籍及期刊，供海內外學者及反貪專家進行反貪研究時使用。

Prevention of Crime and the Treatment of Offenders – UNCAC Training Programme in Japan, the 32nd LAWASIA Conference in Hong Kong, and a training course for graft-fighters organised by the Anti-Corruption and Civil Rights Commission of the Republic of Korea.

The ILT coordinated and conducted research projects on different subjects to support the anti-corruption training and consultancy services. With a library having a collection of books, journals, literature and legal publications, the ILT continued to provide local and overseas academia and practitioners with useful resources for anti-corruption studies.

廉政專員和處長級人員與獲頒授香港廉政公署卓越獎章、香港廉政公署榮譽獎章及行政長官公共服務獎狀的廉政公署人員合照

Group photo of the Commissioner and senior directorates with the awardees of the Hong Kong ICAC Medal for Distinguished Service, the Hong Kong ICAC Medal for Meritorious Service and the Chief Executive's Commendation for Government/Public Service



## 獎章和嘉許狀

二零一九年，廉署有兩名人員獲頒授香港廉政公署卓越獎章、三名人員獲頒授香港廉政公署榮譽獎章、一名人員獲頒授榮譽勳章、一名人員獲頒授行政長官公共服務獎狀。130 名人員亦獲頒授長期服務獎項。此外，有一名人員獲頒授廉政專員嘉許狀，以及 14 名人員獲頒授部門首長嘉許狀。

## AWARDS AND COMMENDATIONS

In 2019, two officers were awarded the Hong Kong ICAC Medal for Distinguished Service, three officers were awarded the Hong Kong ICAC Medal for Meritorious Service, one officer was awarded the Medal of Honour, one officer was awarded the Chief Executive's Commendation for Government/Public Service. One hundred and thirty officers also received long service awards. In addition, one officer received the ICAC Commissioner's Commendation and 14 officers received the ICAC Heads of Department's Commendations.

### 境外訪客

作為國際社會中具領先地位的反貪機構之一，廉署經常與各國機構分享打擊和預防貪污的經驗。年內，廉署接待了來自 19 個國際組織和 63 個國家和地區的 2 653 名訪客。

### NON-LOCAL VISITORS

As one of the leading anti-corruption agencies in the world, the ICAC regularly shares its experience in fighting and preventing corruption with organisations from all over the world. In the year, 2 653 persons from 19 international organisations and 63 countries and territories visited the ICAC.