



廉政公署

INDEPENDENT COMMISSION AGAINST CORRUPTION

行政總部 Administration Branch

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Your Ref: CB2/PL/SE

Our Ref: ICAC ADM CR 1-55/6/2(C) Pt 5

Tel No: 2826 3118

3 May 2018

Clerk to the Panel on Security
(Attn: Mr Raymond LAM)
Legislation Council Complex
1 Legislative Council Road
Central
Hong Kong

Dear Mr LAM,

Panel on Security
Management succession in
the Independent Commission Against Corruption

I refer to your letter of 18 April 2018 and give at *Annex* ICAC's response (in both English and Chinese) on management succession in ICAC.

Yours sincerely,

(Ms Sally KWAN)
for Commissioner

Independent Commission Against Corruption

Management Succession in Independent Commission Against Corruption

The Independent Commission Against Corruption (ICAC) has put in place a sound mechanism for its long-term succession planning, including a five-year management succession plan which is subject to an annual review. With a robust appraisal system to assess staff performance, the Commission also places due emphasis on meeting the training needs of individual officers with potential for advancement to the management level in order to further strengthen their core competencies. These officers are also deployed to different postings within their own or across departments, to take up special tasks to broaden their work experience and horizons for career development purposes.

2. The ICAC, among the disciplined services, has a relatively small establishment. Hence, the number of officers available for consideration of promotion in each rank is relatively limited. This limitation coupled with a contract system of appointment inevitably makes it difficult to project the unnatural wastage and poses challenges to succession planning. Nevertheless, if there is no suitable officer ready for promotion when a vacancy arises, the Commission will not make any premature decision on promoting an officer just to fill the vacant post hastily. The Commission considers it appropriate to arrange for an officer with good performance and potential to act in the vacant post for a period of time with a view to observing whether he/she meets the full requirements of the post concerned.

3. The Civil Service Bureau has laid down clear rules and guidelines on staff promotions and acting appointments. To ensure strict compliance with this well established system, the ICAC approves only the promotion of officers who meet the full requirements of the posts concerned. The arrangement of acting appointments for administrative convenience does not only serve to maintain operational viability, but also provides officers on acting appointments a chance

to further test and strengthen their core competencies. In the meanwhile, the appointment authority can carefully observe the performance and development of the acting officers and assess whether they can fully meet with the requirements of the acting posts.

4. As the highest ranking officer in charge of the Operations Department, the Head of Operations is responsible for steering all corruption investigations and playing a vital role in upholding a clean society by fighting corruption effectively. Before appointing an officer to fill the post substantially, it is necessary to ascertain whether the officer to be appointed has fully satisfied the requirements of the post.

5. In the ICAC, the Commissioner leads the Heads of Departments in formulating and implementing policies for the effective operation and long-term development of the Commission. In the past two years, Hong Kong has continued to achieve higher rankings in a number of international surveys on probity. According to the findings of the ICAC annual surveys, the number of respondents who considered keeping Hong Kong corruption-free important and that the ICAC deserved their support consistently stood high at over 96 per cent, which proved that filling individual senior management posts either by acting or substantive appointments has not affected the overall operation and development of the ICAC.