



**香港可持續發展研究中心**

HONG KONG SUSTAINABLE DEVELOPMENT RESEARCH INSTITUTE

**Research Report:**

# **The Transition of Hong Kong Administrative Officer Grade and Its Mismatch with the Public Expectation**

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**Erik Chan Kai-cheung**

**Ivan Chu Siu-lun**

**Felix Choi Pak-hei**

## Foreword

Administrative Officer (AO) Grade has been a critical team in the Hong Kong government. The Civil Service Bureau (CSB) of Hong Kong Special Administrative Region (HKSAR) claimed the grade is “a cadre of multi-skilled professional administrators who play a key role in the Government of HKSAR”. However, the handover of Hong Kong has led to the change of regime and administration. Being the top management of the civil servants, AO Grade has gone through changes and transition, namely the launch of Principal Officials Accountability System (POAS) and the emergence of the civil society. This article aims to comprehend the two transitions after the handover. The two transitions have altered the job nature of AOs and the policy formulation process, which eventually created a mismatch between the unchanged AO Grade and the new public expectation towards the Grade. This paper will first assess comprehensively the development of the civil society and the POAS of Hong Kong, together with the analysis of how the two transitions have affected the AO Grade. Interviewing current and former AOs would provide empirical basis to testify the arguments. The findings aim to shed light on the roots of the mismatch to better explain the situation of the AO Grade in today’s SAR Government.

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## CONTACT US



Address : Room 2608, China Resources Building, 26 Harbour Road, Wan Chai, Hong Kong

Tel : (852) 3678 8817      Fax : (852) 3005 4326      Email : [info@hksdri.org](mailto:info@hksdri.org)

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