

## “Enhanced Productivity Programme : 2001-02” Booklet

### Report on EPP Savings -- Customs and Excise Department

Total value of EPP savings in 2001-02: **\$35.891m**, equivalent to **2.0%** of total recurrent baseline expenditure in that year that is subject to EPP. Total EPP savings (as a percentage of recurrent baseline expenditure subject to EPP) achieved by 2001-02 on a **cumulative** basis is **3.0%**.

Category	Savings (\$m)	EPP Measures in 2001-02	Safeguards for Quality Service
<b>PE/PRE</b>	1.061	<ul style="list-style-type: none"> <li>● Streamline the procedure for processing over-payment, under-payment and reconciliation of account after full implementation of the Trade Declaration Sub-system of the Electronic Data Interchange System for the lodging of trade declarations.</li> </ul> <p><i>Savings :</i> Deletion of the following posts in 2001-02–</p> <p><u>Accounts Section, Office of Financial Administration</u></p> <ul style="list-style-type: none"> <li>1 Clerical Officer</li> <li>2 Assistant Clerical Officer</li> <li>3 Clerical Assistant</li> </ul>	We have compiled a set of comprehensive, detailed and clear accounting procedure for the staff to follow. We have also provided sufficient briefing to the staff on the procedure to ensure that they fully understand it. Supervisors will also monitor the compliance of the procedure by the staff.
	2.704	<ul style="list-style-type: none"> <li>● Civilianise and reduce the size of the crew for two Customs harbour launches by replacing 12 Senior Customs Officer and 16 Customs Officer posts with eight Senior Launch Master (SLM) and 16 Launch Assistant (LA) posts; and transfer the crew from Marine and Land Enforcement Command (MLEC) to Ship Search and Cargo Command (SSCC), the main user of the harbour launches. As a result, one Senior Inspector post in MLEC responsible for the supervision and deployment of the crew can be deleted.</li> </ul>	Despite the downsizing of the crew, there will be sufficient manpower to operate the two harbour launches 24 hours a day throughout the year at a manning scale of one SLM and two LAs per vessel per shift. This is confirmed by Marine Department to be appropriate. Upon transfer to SSCC, the crew will be given adequate supervision by the existing Senior Inspector of SSCC. There will be no deterioration in the quality of service.

Category	Savings (\$m)	EPP Measures in 2001-02	Safeguards for Quality Service
	5.292	<p><i>Savings :</i> Deletion of the following posts in 2001-02-</p> <p><u>Marine Enforcement Division, MLEC</u> 1 Senior Inspector 12 Senior Customs Officer 16 Customs Officer</p> <p><i>Additional requirements :</i> Creation of the following posts in 2001-02-</p> <p><u>Ship Search and Cargo Command</u> 8 Senior Launch Master 16 Launch Assistant</p> <p>• Transfer prosecution work in respect of court cases at magistracy level to Court Prosecutors of the Department of Justice (D of J) .</p> <p><i>Savings :</i> Deletion of the following posts in 2001-02-</p> <p><u>Prosecution Group, Office of Management Services</u> 5 Senior Inspector 1 Workman II</p> <p><u>Trade Controls Prosecution Division, Trading Standards Investigation Bureau</u> 2 Senior Trade Controls Officer</p> <p><u>Prosecution Unit, Intellectual Property Investigation Bureau</u> 1 Inspector 3 Customs Officer</p>	<p>We shall maintain a downsized Prosecution Group to provide logistical support (including compilation of court documents) and advice on policy/ procedural issues to Court Prosecutors of D of J, to oversee all working arrangements between the Department and Court Prosecutors, to monitor the progress of the cases and to evaluate the case results.</p>

Category	Savings (\$m)	EPP Measures in 2001-02	Safeguards for Quality Service
	0.635	<ul style="list-style-type: none"> <li>Streamline work process to allow for merging of the Investigation Unit and Intelligence and Support Unit, each headed by one Senior Inspector, in the Customs Drugs and Investigation Bureau.</li> </ul> <p><i>Savings :</i> Deletion of 1 Senior Inspector post in 2001-02.</p>	<p>As a result of streamlining work process and merging of the Investigation Unit and the Intelligence Support Unit, the investigation team will receive better intelligence support and their efficiency and effectiveness will be enhanced. We consider that the remaining Senior Inspector will be able to supervise the combined unit in an effective manner.</p>
	5.516	<ul style="list-style-type: none"> <li>Rationalise the establishment of various formations to match changing operational requirements.</li> </ul> <p><u>Typing Pool and General Registry, Office of Departmental Administration</u></p> <ul style="list-style-type: none"> <li>As a result of office automation, the demand for typing service has lessened. The demand for mass duplication of circulars, orders and reports, etc., for circulation has also been reduced significantly as circulation of these documents is now done through the computer network. Hence, we can reduce the manpower of the Typing Pool and the General Registry.</li> </ul> <p><i>Savings :</i> Deletion of the following posts in 2001-02-</p> <p>1 Senior Typist 2 Office Assistant</p>	<p>We have critically examined the workload of the divisions/sections/units concerned and concluded that their effectiveness and efficiency will not be affected by the deletion of the posts in question. Where necessary, we shall re-distribute duties among the remaining staff to achieve optimal utilisation of manpower resources.</p>

Category	Savings (\$m)	EPP Measures in 2001-02	Safeguards for Quality Service
		<p><u>Excise Control Division, Office of Dutiable Commodities Administration</u></p> <p>As a result of the closure of a number of bonded warehouses, two Inspector posts and 13 Customs Officer posts created for stationing in the warehouses to supervise the movement of dutiable commodities can be deleted. Part of the savings resulting from the deletion of the posts will be used for the creation of an Accounting Officer I post for the implementation of an Open Bond system (OBS) which aims at removing the requirement for customs attendance at the warehouses. The post has to be created in January 2001 to assist in the launching of a pilot scheme on the OBS and preparation work for the full implementation of the OBS in 2002.</p> <p><i>Savings:</i> Deletion of 2 Chief Customs Officer posts in 2000-01.</p> <p>Deletion of the following posts in 2001-02-</p> <p>2 Inspector 11 Chief Customs Officer</p> <p><i>Additional requirements :</i> Creation of 1 Accounting Officer I post in 2000-01.</p>	

Category	Savings (\$m)	EPP Measures in 2001-02	Safeguards for Quality Service
		<p><u>Non-textiles Origin Fraud Investigation Division, Trade Investigation Bureau</u></p> <p>As a result of a sustained decrease in the number of applications for various types of certificate of origin for non-textile goods, the workload of the Non-textiles Origin Fraud Investigation Division has dropped since 1998. In view of this, we deleted one of the four investigation units in the division in 1999 comprising one Senior Trade Controls Officer (STCO) post and six Trade Controls Officer (TCO) posts. We deleted the STCO post and five of the six TCO posts in that year to finance our new initiatives. The remaining TCO post was temporarily retained and redeployed within the Division. As we have recorded a further decrease in the workload of the Division, we consider that the post can be deleted.</p> <p><i>Savings :</i> Deletion of 1 Trade Controls Officer post in 2001-02.</p> <p><u>Investigation Support Unit, Customs Intelligence and Liaison Bureau</u></p> <p>Originally, Customs Intelligence and Liaison Bureau (CILB), Customs Drugs Investigation Bureau (CDIB) and Intellectual Property Investigation Bureau (IPIB) were co-located in Rumsey Street Multi-storey Carpark Building.</p>	

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		<p>Manual labour duties in the three Bureaux used to be undertaken by two Workmen II in the Investigation Support Unit (ISU) of CILB. As a result of the removal of IPIB to Kai Tak Government Offices in 1999, the workload of the two Workmen II in ISU has decreased significantly. We can therefore afford to delete one of the two Workman II posts.</p> <p><i>Savings :</i> Deletion of 1 Workman II post in 2001-02.</p> <p><u>New Territories Inspection Division, Trade Inspection and Verification Bureau</u></p> <p>Following the use of the Electronic Data Interchange (EDI) System for the application of export licenses and certificates of origin, referrals from Trade and Industry Department (TID) for consignment checks and factory inspections can now be made through the EDI System. One Office Assistant post responsible for the collection and delivery of papers and documents in connection with such referral from and to TID can therefore be deleted.</p> <p><i>Savings :</i> Deletion of 1 Office Assistant post in 2001-02.</p>	

Category	Savings (\$m)	EPP Measures in 2001-02	Safeguards for Quality Service
	0.113	<ul style="list-style-type: none"> <li>● Re-schedule cargo examination work at the cargo examination compound of the River Trade Terminal to achieve a more optimal distribution of work. With this arrangement, the duty of assisting in the loading/unloading and packing/unpacking of cargoes at the cargo examination compound can be absorbed by the existing two Workmen II and one Workman II post will be deleted in 2001-02.</li> </ul> <p><i>Savings :</i> Deletion of 1 Workman II post in 2001-02.</p>	Through careful scheduling and prioritising cargo examination work with the traders/forwarding agents, the quality of customs clearance service at the River Trade Terminal will not be affected.
	0.773	<ul style="list-style-type: none"> <li>● Rationalise the operational strategy and practice of the Weights and Measures Unit of the Consumer Protection Division of Trading Standards Investigation Bureau. Currently, there are two weights and measures teams in the Unit. One Trade Controls Officer (TCO) providing logistic support will be deleted from each team. The two teams will be arranged to conduct operations simultaneously at two shops within the same vicinity and hence the need for logistic support of the two TCOs can be compensated for.</li> </ul> <p><i>Savings :</i> Deletion of 2 Trade Controls Officer in 2001-02.</p>	By rationalising the operational strategy and practice, we shall be able to improve the productivity of the Weights and Measures Unit without affecting the quality of service of the Unit.

Category	Savings (\$m)	EPP Measures in 2001-02	Safeguards for Quality Service
	2.124	<ul style="list-style-type: none"> <li>● Streamline work and re-distribute duties to allow for merging of the two Trade Declaration Verification Units of Trade Licensing Investigation Bureau, each headed by one Senior Trade Controls Officer (STCO) assisted by one Trade Controls Officer (TCO), into one unit and the replacement of 11 Assistant Trade Controls Officer posts by 9 Assistant Clerical Officer posts for verification of information provided in the trade declarations and related documents.</li> </ul> <p><i>Savings :</i> Deletion of the following posts in 2001-02-</p> <p style="padding-left: 40px;">1 Senior Trade Controls Officer 1 Trade Controls Officer 11 Assistant Trade Controls Officer</p> <p><i>Additional requirements :</i> Creation of 9 Assistant Clerical Officer posts in 2001-02.</p>	<p>As a result of the streamlining of work, one STCO, assisted by TCO, will be sufficient to provide effective supervision to the combined unit.</p> <p>We shall provide on-the-job training and sufficient guidance to the Assistant Clerical Officers to ensure that they can carry out the verification work effectively. We shall also re-distribute duties among the remaining ATCOs to achieve an even distribution of work.</p>
	1.621	<ul style="list-style-type: none"> <li>● Redistribute duties to achieve optimal utilisation of manpower resources.</li> </ul> <p><u>Lok Ma Chau Division, Control Points Command</u></p> <p>At present, there are two Inspectors on duty at the Passenger Hall of Lok Ma Chau Control Point in both a.m. and p.m. shifts, with one supervising the Incoming Passenger Processing Team and the other supervising the Outgoing Passenger Processing Team. We shall delete one Inspector from each shift and task the remaining</p>	<p>We have critically examined the workload of the Inspectors in question and concluded that one Inspector will be sufficient to supervise both Incoming Passenger Processing Team and Outgoing Passenger Processing Team in an effective manner.</p>



Category	Savings (\$m)	EPP Measures in 2001-02	Safeguards for Quality Service
		<p>Inspector to supervise both Incoming Passenger Processing Team and Outgoing Passenger Processing Team.</p> <p><i>Savings :</i> Deletion of 2 Inspector posts in 2001-02.</p> <p><u>Air Cargo (Import) Division, Airport Command</u></p> <p>Previously, we used to have three Inspectors on duty at the Express Centre of Chek Lap Kok Airport in each of the a.m., p.m. and overnight shifts, each supervising a Patrol, Escort and Guard Team, a General Cargo Team and a Cargo Breakdown Team working at the Express Centre.</p> <p>With a view to optimising the utilisation of our human resources, we have since January 2000 removed the Inspector responsible for supervising the Patrol, Escort and Guard Team from each shift. Through re-distribution of duties, we have since tasked the remaining two Inspectors in each shift to provide supervision to the Patrol, Escort and Guard Team as well. With this arrangement, we are able to give up four Inspector posts. Two of the four posts were deleted to finance a new initiative of the Department. The remaining two posts will be deleted in 2001-02 to yield EPP savings.</p> <p><i>Savings :</i> Deletion of 2 Inspector posts in 2001-02.</p>	<p>We have critically reviewed the duties and workload of the duty Inspectors at the Express Centre before coming up with the decision to remove the Inspector responsible for supervising the Patrol, Escort and Guard Team from each shift. We have closely monitored the new arrangement since its implementation and noticed that the quality of customs service provided at the Express Centre has not been affected.</p>

Category	Savings (\$m)	EPP Measures in 2001-02	Safeguards for Quality Service
	0.559	<ul style="list-style-type: none"> <li>• Improve productivity through office automation and application of information technology.</li> </ul> <p><u>River Trade Terminal Division Ship Search and Cargo Command</u> As a result of office automation and computerisation of record keeping, the clerical duties performed by one Assistant Clerical Officer and one Clerical Assistant in the general office of the River Trade Terminal Division can be absorbed by one Clerical Assistant. The Assistant Clerical Officer post can be deleted.</p> <p><i>Savings :</i> Deletion of 1 Assistant Clerical Officer post in 2001-02.</p> <p><u>Drug Proceeds Assessment Office and Financial Intelligence Support Unit of the Financial Investigation Group, Customs Drugs Investigation Bureau</u> With the aid of information technology, the efficiency of the Drugs Proceeds Assessment Office has been enhanced and one Accounting Officer I post and one Clerical Assistant post can be deleted. Part of the savings resulting from the deletion of the two posts will be used for the creation of two Confidential Assistant posts to meet the need of the Financial Intelligence Support Unit for additional manpower for the handling of increased volume of suspicious transaction reports relating to the investigation of money laundering.</p>	<p>We have critically examined the nature and volume of the clerical duties in the general office of the River Trade Terminal Division and concluded that the remaining Clerical Assistant will be able to manage these duties effectively.</p> <p>We have critically examined the manpower of the Drugs Proceeds Assessment Office and concluded that with the improvement in productivity through the application of information technology, the efficiency and effectiveness of the Office will not be affected by the deletion of the two posts in question.</p>

Category	Savings (\$m)	EPP Measures in 2001-02	Safeguards for Quality Service
		<p><i>Savings :</i> Deletion of the following posts in 2001-02-</p> <p>1 Accounting Officer I 1 Clerical Assistant</p> <p><i>Additional requirements :</i> Creation of 2 Confidential Assistant posts in 2001-02.</p> <p><u>Trade Controls Administration and Training Division, Trade Controls Headquarters</u></p> <p>As a result of office automation and computerisation of personal data and posting records, the duties performed by two Assistant Clerical Officers and one Clerical Assistant in the Trade Controls Administration and Support Unit of the Trade Controls Administration and Training Division can be absorbed by one Assistant Clerical Officer and one Clerical Assistant. One Assistant Clerical Officer post can be deleted.</p> <p><i>Savings :</i> Deletion of 1 Assistant Clerical Officer post in 2001-02.</p>	<p>We have critically examined the nature and volume of clerical duties in the Trade Controls Administration and Support Unit and concluded that it is within the capacity of the remaining Assistant Clerical Officer and Clerical Assistant to manage these duties.</p>
0.405	•	<p>Streamline work process for the system administration and maintenance of the Electronic Data Interchange Sub-systems for the application and processing of Dutiable Commodities Permits (the EDI-DCP Sub-system) and the submission of manifests (the EDI-EMAN Sub-system). Savings in manpower could be achieved by deletion of 1 Inspector post for the administration and maintenance of</p>	<p>With the accumulated knowledge and experience in the administration and maintenance of other EDI Sub-systems already implemented, we shall be able to streamline the work process to achieve the required standard of effectiveness in the administration and maintenance of the EDI-DCP and EDI-EMAN Sub-systems with reduced manpower.</p>

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		<p>the EDI-DCP Sub-system. The Inspector post and Customs Officer post for the administration and maintenance of the EDI-EMAN Sub-system will be tasked to look after the EDI-DCP Sub-system as well.</p> <p><i>Savings :</i> Deletion of 1 Inspector post in the Office of Information technology.</p> <p>• Streamline work procedure to allow for the right-sizing of the support staff of the Supplies Section of the Office of Financial Administration</p> <p><i>Savings :</i> Deletion of the following posts in 2001-02-</p> <p>1 Clerical Assistant 2 Workman II</p> <p>• Re-distribute duties to allow for the downgrading of one Trade Controls Officer (TCO) post to Assistant Trade Controls Officer (ATCO) post in the Trade Controls Intelligence Unit of Trade Controls Headquarters.</p> <p><i>Savings :</i> Deletion of 1 Trade Controls Officer post in 2001-02.</p> <p><i>Additional requirements :</i> Creation of 1 Assistant Trade Controls Officer post in 2001-02.</p>	<p>Through streamlining of work procedures, the efficiency of the Supplies Section has been enhanced. We can afford to delete one Clerical Assistant and two Workman II. The remaining one Clerical Assistant and two Workman II can provide adequate support to the whole Section.</p> <p>Upon downgrading of the TCO post, the existing duties of the TCO relating to the preparation of statistics on prosecution cases and seizure will be taken up by the new ATCO. We have critically examined these duties and are fully convinced that an ATCO is capable of performing these duties. Appropriate guidance and supervision will be given to the ATCO to ensure that the efficiency and effectiveness of the Trade Controls Intelligence Unit will not be affected by the downgrading of the TCO post.</p>
	0.367		
	0.134		

Category	Savings (\$m)	EPP Measures in 2001-02	Safeguards for Quality Service
	1.008	<ul style="list-style-type: none"> <li>● Streamline work procedure and re-distribute duties to allow for the right-sizing of the Hong Kong Inspection Division of Trade Inspection and Verification Bureau.</li> </ul> <p><i>Savings :</i> Deletion of 4 Assistant Trade Controls Officer posts in 2001-02.</p>	<p>We have critically examined the workload of the Division and concluded that through streamlining of work procedure and re-distribution of duties, the data verification and miscellaneous inspection work performed by the four Assistant Trade Controls Officers can be absorbed by the remaining Assistant Trade Controls Officers. The effectiveness and efficiency of the Division will not be affected.</p>
	1.216	<ul style="list-style-type: none"> <li>● Amalgamate four Ship Search Teams of the River Trade Terminal Division of Ship Search and Cargo Division into one team to allow for greater flexibility in the deployment of staff to carry out search duties on river trade vessels. Currently each Ship Search Team is led by one Inspector. Through amalgamation of the teams, three Inspector posts can be deleted.</li> </ul> <p><i>Savings :</i> Deletion of 3 Inspector posts in 2001-02.</p>	<p>At present, there are one SI post, four I posts, four SCO posts and 16 CO posts in the Ship Search Unit which are divided into four teams. We have enhanced the intelligence collection and development work on smuggling activities relating to river trade vessels. This will enable the Ship Search Teams to shift from a labour-intensive mode of operation to an intelligence-based mode to enhance their enforcement capability. To match with this change, we need to be able to deploy our personnel in the Ship Search Teams in a flexible manner so that we can carry out ship search operations promptly in response to intelligence. The existing arrangement of four Ship Search Teams operating on a three-shift-per-day basis does not provide for the required flexibility in deployment and thus has to be changed. We believe that with the change in mode of operation, we can afford to delete three Inspector</p>

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	0.405	<ul style="list-style-type: none"> <li>Delete one investigation team in General Investigation Division of Customs Intelligence and Liaison Bureau. The team, which was originally composed of one Inspector, one Senior Customs Officer and six Customs Officers, was deleted in June 1999. The Senior Customs Officer and Customs Officer posts have been redeployed to the Special Task Force. The Inspector post, which has been left vacant since then, will be deleted in 2001-02.</li> </ul> <p><i>Savings :</i> Deletion of 1 Inspector post in 2001-02.</p>	<p>posts without affecting the efficiency of the Unit.</p> <p>With the enhancement of our intelligence collection, the efficiency and effectiveness of the investigation teams of the General Investigation Division have been enhanced. Hence, we can reduce the number of investigation teams in the Division from seven to six. The effectiveness of the Division has been maintained after the deletion of the team.</p>
	1.216	<ul style="list-style-type: none"> <li>Rationalise manpower deployment of Air Cargo (Import) Division of Airport Command at the Mini-shipment Centre of Super Terminal One of Chek Lap Kok Airport.</li> </ul> <p>Originally, we have four Small Shipment Teams, each composed of one Inspector and one Customs Officer, to provide customs clearance service at the Mini-shipment Centre round the clock on a 3-shift basis. As most of the small shipment cargoes were claimed during office hours, the service of the Small Shipment Team had been under-utilised at the other hours of the day. In view of this, we have since June 1999 deleted three of the four Small Shipment Teams and retained only one team to provide service during office hours with a</p>	<p>We have since the deletion of the three Small Shipment Teams tasked the Cargo Examination Unit, which operates round the clock at Super Terminal One, to provide customs clearance service for small shipment cargoes claimed outside normal office hours. With this arrangement, we have maintained 24-hour customs clearance service for small shipment cargoes. There is therefore no deterioration in our service to the public. On the other hand, as the number of small shipment cargoes claimed outside office hours is small, the Cargo Examination Unit is able to absorb the additional workload.</p>

Category	Savings (\$m)	EPP Measures in 2001-02	Safeguards for Quality Service
	1.591	<p>view to eliminating the unnecessary waste of manpower. The three Customs Officer posts of the three deleted teams have been redeployed to the Special Task Force since June 1999. The three Inspector posts have been left vacant and will be deleted in 2001-02.</p> <p><i>Savings :</i> Deletion of 3 Inspector posts in 2001-02.</p> <ul style="list-style-type: none"> <li>• Delete three raiding teams in the Special Task Force.</li> </ul> <p>As a result of the vigorous enforcement operations conducted by the Special Task Force against pirated optical disc retail outlets since its establishment in June 1999 along with the high level enforcement actions against underground factories and distribution centres conducted by the Intellectual Property Investigation Bureau (IPIB), piracy activities have diminished to a very great extent, with the number of retail outlets dropped to 100 with less than 100 000 pirated optical discs in circulation in the market (98 per cent reduction compared with 1 000 outlets with some 5 000 000 pirated discs at the height of the piracy problem in 1998). Consequent to the reduction in the demand for pirated discs, underground factories with high production capacity are being phased out. With the reduction in high-level piracy activities, IPIB is able to deploy resources to take up enforcement actions against retail</p>	<p>Despite the deletion of three raiding teams in the Special Task Force, we shall maintain the same level of raiding operations against pirated optical disc retail outlets with IPIB's back-up support to conduct frequent and repeated raids in order to prevent revival of the problem.</p>

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		<p>outlets. Hence, we can delete three raiding teams of the Special Task Force.</p> <p>Under the existing structure of the Special Task Force, there are 15 teams under the supervision of three Senior Inspectors, each supervising five teams. Following the deletion of three teams we shall delete one Senior Inspector (SI) post and place the remaining two teams under the supervision of the remaining two SIs. The three teams consist of three Chief Customs Officer (CCO) posts, three Senior Customs Officer (SCO) posts and 24 Customs Officer (CO) posts. The three CCO posts will be deleted together with the SI post. The three SCO posts, which are redeployed from other formations, will be returned to their parent formations. The 24 CO posts were created through the temporary deletion of 11 Inspector posts in various formations earmarked for deletion under the EPP in 2001-02. Upon deletion of the three raiding teams, the 11 Inspector posts will be released for deletion under the EPP in 2001-02 as covered in the other part of this report.</p> <p><i>Savings :</i> Deletion of the following posts in 2001-02 -</p> <p>1 Senior Inspector 3 Chief Customs Officer</p>	



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	2.028	<ul style="list-style-type: none"> <li data-bbox="419 241 951 432">• Achieve savings in allowance payment by tightening control over the administration of disciplined service overtime allowance.</li> </ul>	<p data-bbox="967 241 1442 510">By carefully re-scheduling duty hours, reshuffling duties and prioritising the payment of overtime allowance with reference to the nature of work, the quality of service will not be affected.</p> <p data-bbox="967 562 1442 1384">We have all along encouraged our staff to voice their opinions on the EPP plan, and have briefed staff representatives on a regular basis, through the Departmental Consultative Committee and meetings with staff associations, on the EPP plan and collected their views. We have also announced the EPP plan in our departmental newsletter "Customs News" for the information of our staff. Based on the feedback received, our EPP plan is generally supported by our staff. We shall continue to monitor the sentiments among our staff and address their concerns in order to gain their co-operation in the implementation of the plan.</p> <p data-bbox="967 1435 1442 1704">Where there are changes to the mode of operation or work arrangements, we shall provide sufficient guidance, training and/or refresher courses to the staff concerned to ensure that they can adapt to the changes.</p>

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			For departmental grade staff currently occupying the posts to be deleted/ downgraded, we shall be able to redeploy them to other vacant posts in the Department and no staff redundancy will arise. For general grades posts, we have obtained the agreement of the respective Heads of Grades on the deletion of the posts.
<i>Subtotal</i>	28.768		
<b>DE/OC</b>	1.122	<ul style="list-style-type: none"> <li>Strictly control the purchase of furniture, office equipment and other equipment.</li> </ul>	Through careful planning and effective resource management, we shall be able to achieve the target savings under DE/OC without affecting the quality of service.
	0.507	<ul style="list-style-type: none"> <li>Economise on the use of resources for training and overseas duty visits.</li> </ul>	
	5.191	<ul style="list-style-type: none"> <li>Control critically the addition/replacement of uniforms and specialist supplies items.</li> </ul>	
	0.035	<ul style="list-style-type: none"> <li>Economise the use of paper by promoting green management measures.</li> </ul>	
	0.268	<ul style="list-style-type: none"> <li>Economise on the use of other General Departmental Expenses.</li> </ul>	
<i>Subtotal</i>	7.123		
<b>Total</b>	<b>35.891</b>		

PE : Personal Emoluments

i.e. Staff salaries and allowances

PRE : Personnel Related Expenses

i.e. Costs related to the employment of staff other than pay and allowances e.g. pensions, staff housing

DE: Departmental Expenses

i.e. The day to day operating expenses of departments e.g. fuel, travelling expenses and furniture

OC: Other Charges

i.e. Significant expenditure peculiar to a particular department's operation

Subventions

i.e. Recurrent payment to non-government bodies in support of their on-going expenses