

Management of the Civil Service

Policy Objective and Key Result Areas

MANAGEMENT OF THE CIVIL SERVICE

Our Policy Objective is to ensure that the Civil Service is honest, trustworthy, efficient and provides high quality service to the public.

Overall Targets

Our targets this year in pursuing this Policy Objective are –

- that the Civil Service remains and is seen by the public to be honest and trustworthy
- that the Civil Service meets community needs for quality service in an efficient manner

Progress

In 1999-2000, we have taken forward a comprehensive framework of initiatives to modernise the management of the Civil Service in line with proposals set out in the Civil Service Reform Consultation Document. These include implementing a new entry system to make the recruitment of civil servants more flexible, revising the starting salaries and fringe benefits package in line with the private sector, streamlining the disciplinary procedures, implementing a Voluntary Retirement Scheme for 59 designated grades where there is an identified or anticipated staff surplus, taking forward the Management-Initiated Retirement Scheme to support improvements in the government organisation, and strengthening guidelines on performance management and the granting of increments.

We achieved the following progress in five Key Result Areas (KRAs).

1 Modernise the policy and practice applicable to the management of the Civil Service

We implemented a new entry system and fringe benefits package for all recruits to the Civil Service with effect from 1 June 2000 to provide a flexible system for departments and grades to recruit civil servants according to their operational needs.

We have taken forward and formulated a Management-Initiated Retirement Scheme to provide for the early retirement of directorate officers where necessary and justified to facilitate improvement in the government organisation.

As part of our efforts to modernise the civil service allowance policies, we have reviewed the overtime and related allowances and consulted staff sides on the outcome.

Following up on the proposal in the Civil Service Reform Consultation Document, we commissioned a consultancy study on the proposed Civil Service Provident Fund scheme in January 2000.

2 Equip staff with the skill, knowledge and ability to deliver an efficient service to the community

We launched a Cyber Learning Centre in March 2000 to provide online training to civil servants, covering a range of subjects in management, information technology, language and China Studies. We have also introduced training through a video-conferencing system to cater for different training needs more effectively and flexibly.

We are enhancing leadership development and change management training for civil servants at all levels. This includes the Leadership in Public Sector Programme; the Leadership Enhancement and Development Programme conducted by the John F Kennedy School of Government of Harvard University; and the Leadership Forums on Change Management and Enhancing Organisation Competence. We also continued to reinforce induction training programmes to inculcate core civil service values amongst civil servants.

We promoted the exchange of ideas and experiences with the private sector and other governments through seminars and conferences on a range of topics. We stepped up training to support Civil Service Reform and Enhanced Productivity Programme initiatives and organised training on customer service, performance management and stress management. We continued to strengthen contacts between Mainland and Hong Kong government officials through work, visits and training courses. The second Advanced China Studies Programme course was organised in collaboration with the National School of Administration in May 2000.

In parallel, the Official Languages Agency has continued to work with bureaux/departments to facilitate the use of official languages.

3 Promote a culture focused on achieving results

A total of 7 512 staff have attended customer service training courses over the 12 months from October 1999 to September 2000. We have allocated \$3.1 million to assist departments with their initiatives aimed at enhancing a customer focused culture. A service-wide Customer Service Award Scheme was introduced in 1999 to recognise staff achievements in customer service and further promote this culture in the Civil Service. The Efficiency Unit has also published a Step-by-Step Guide to Performance Measurement, and is organising a series of facilitated workshops to assist departments to use the Guide and to put in place their performance measurement frameworks.

We continued to provide support to departments conducting Human Resources Management (HRM) reviews and initiatives. We met the senior management in departments regularly to discuss HRM initiatives. Our aim is to help develop and promote a customer-based service culture in the public sector and achieve greater openness and accountability in Government.

4 Uphold the integrity of the Civil Service

We worked closely with the Independent Commission Against Corruption (ICAC) and Heads of Departments to promote anti-corruption practices. In December 1999, we conducted a survey on business and public service ethics to take stock of our past efforts and to help us plan further initiatives. To sustain efforts to promote civil service integrity, the Civil Service Bureau and ICAC jointly organised a two-day international conference “Ethical Leadership Forum 2000” in March 2000 which was well attended by business leaders and government officials. In addition, we have issued a handbook on “Ethical Leadership in Action” providing handy reference for senior managers to strengthen ethical values among their staff and to guard against corruption in their organisations.

5 Promote staff well-being

We are committed to consulting staff on any major changes which affect their conditions of service. We met regularly with the four Central Consultative Councils to ensure effective communication with staff. We also promoted direct communication with the senior management of departments through regular gatherings.

We continued to enhance awareness of occupational safety and health in the Civil Service. We launched a homepage in July 2000 to provide updated and useful information on occupational safety and health for civil servants. We organised six talks, nine workshops and an exhibition on “Good Housekeeping” to promote the importance of safety and health of staff in work places.

To promote the Safety Management System, we hired consulting services to provide guidance and assistance for some government departments to develop the system. Over 70% of government departments have started to implement the system. We will introduce an auditing service on the Safety Management System to encourage continuous improvements.

Phase one of the two-year pilot scheme to provide professional counselling services to help staff cope with stress was successfully completed. Some 30 000 staff working in 13 departments had access to the services for nine months from June 1999 to February 2000. During the period 157 staff were given counselling services. At the end of phase one, 147 cases (94%) were successfully concluded. The ten users who still required counselling at the end of phase one were referred to other services as appropriate for follow-up. We will expand phase two of the scheme to cover all civil servants except those who have access to in-house counselling services. Some 120 000 staff in 81 bureaux/departments will have access to counselling services provided by a professional agency for six months commencing September 2000.

Progress on each previously announced initiative under the above KRAs is set out in the “Detailed Progress” section of this report.

Looking Forward

To achieve our overall targets this year, we will undertake the following initiatives and targets under each of the KRAs for the coming year.

1

Modernise the policy and practice applicable to the management of the Civil Service

To maintain a cost-effective Civil Service which is capable of meeting community needs for quality service, we need to ensure that our management policies and practices are constantly reviewed and improved in line with present day circumstances.

We will assess our performance in respect of this KRA against the following indicator –

- Extent to which the management of the Civil Service may be enhanced through implementation of revised policies and new initiatives. Our target is to implement smoothly the outcome of recent policy reviews in the areas of appointment, performance management, pay, conditions of service, discipline and training.

We will pursue the following initiative and targets to deliver results in this area –

Initiative *	Target
To strengthen training and development programmes to support the Civil Service Reform Initiatives, including training of staff for redeployment <i>(Civil Service Bureau/ Civil Service Training and Development Institute)</i>	To launch a three-year programme from 2001-2002 to 2003-2004 to help civil servants to – <ul style="list-style-type: none">● develop a self-development and learning culture to cope with the rapid changes associated with a knowledge-based and technology-oriented society and to keep in step with the enhanced service culture in the Civil Service Reform

* the bracketed information denotes the agency with lead responsibility for the initiative

Initiative	Target
	<ul style="list-style-type: none"><li data-bbox="582 183 1002 279">● develop the necessary skills and knowledge to meet the latest service requirements<li data-bbox="582 295 952 391">● cope with job transition and redeployment for staff in individual grades

2

Equip staff with the skill, knowledge and ability to deliver an efficient service to the community

Civil servants need to have the skills, knowledge and ability to provide to the community the range and level of services which it expects. The Civil Service Training and Development Institute (CSTDI) together with departmental training schools provide extensive training and development programmes and advisory services.

We will assess our performance in respect of this KRA against the following indicator –

- Extent to which the Civil Service has been trained to meet service requirements. Our targets are:
 - (a) to conduct 80 updated and new training courses and schemes; and
 - (b) to enable 8 800 officers to benefit from these updated and new courses and schemes.

We will pursue the following initiative and target to deliver results in this area –

Initiative	Target
To develop an Internet version of the Electronic English-Chinese Glossary of Terms commonly used in government departments for use by civil servants and the public <i>(Official Languages Agency)</i>	To complete the project by September 2001

3

Promote a culture focused on achieving results

In order to serve the community effectively, the Civil Service must adopt a client-based and outcome-oriented approach to service provision. We consider that dedicated civil servants who have served the community well should become role models for the Civil Service at large. We therefore will promulgate the contributions made by these civil servants through the production and broadcasting of a TV series. This will help promote a positive spirit in that all civil servants will be encouraged to give their best in serving the community.

We will assess our performance in respect of this KRA against the following indicator –

- Extent to which the customer-focused culture may be enhanced. Our target is to encourage civil servants to provide quality services to members of the public.

We will pursue the following initiative and target to deliver results in this area –

Initiative	Target
To produce a 13-part TV series on dedicated civil servants serving the community <i>(Civil Service Bureau)</i>	To launch the TV series in late 2001

4

Uphold the integrity of the Civil Service

An honest, trustworthy and impartial Civil Service is a cornerstone of our society. We are committed to upholding the highest standards of honesty and integrity throughout the Civil Service.

We will assess our performance in respect of this KRA against the following indicators –

- Number of programmes organised to promote good conduct in the Civil Service. Our target is to organise 46 programmes.
- Extent to which disciplinary cases can be handled within prescribed timeframes. Our target is to shorten the processing time of disciplinary cases by up to three months.

We will pursue the following initiative and targets to deliver results in this area –

Initiative	Target
To promote civil service integrity jointly with the Independent Commission Against Corruption (ICAC) by assisting government departments to implement departmental integrity programmes <i>(Civil Service Bureau)</i>	<ul style="list-style-type: none">● To set up an electronic information and resource centre to facilitate departmental managers to access ethics development materials such as rules and regulations on integrity management in 2001-2002● To organise in conjunction with the ICAC workshops or experience sharing sessions for departmental managers on common integrity issues in 2001-2002

5

Promote staff well-being

A safe and healthy working environment is conducive to staff well-being and will enhance team spirit. We recognise that we must actively promote the safety and health of staff at work.

We will assess our performance in respect of this KRA against the following indicators –

- Extent to which injuries and accidents at work can be reduced through better awareness of health and safety issues. Our target is to organise at least four promotional activities in 2001.
- Extent to which Safety Management Systems are being introduced in the Civil Service. Our target is to provide support and assistance to all departments in the implementation of Safety Management Systems.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
<p>To organise a series of experience sharing activities to encourage continuous improvement and to promote a culture on safety and health at work</p> <p><i>(Civil Service Bureau (CSB))</i></p>	<p>To organise experience sharing activities on a quarterly basis in 2001</p>
<p>To provide assistance to government departments for implementation of Safety Management Systems in the Civil Service</p> <p><i>(CSB)</i></p>	<p>To assist all government departments to implement and promote Safety Management Systems through the provision of consulting services, promotional activities and training in 2001</p>