

Management of the Civil Service

Detailed Progress

1

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

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative *	Target #	Present Position +
<p>To develop a Civil Service Provident Fund scheme as a new retirement benefits system for recruits to the Civil Service</p> <p><i>(Civil Service Bureau (CSB))</i></p>	<ul style="list-style-type: none"> To complete a consultancy study on the design of a Civil Service Provident Fund scheme 	<ul style="list-style-type: none"> We commissioned a consultancy study on the proposed Civil Service Provident Fund scheme in January 2000. The consultancy is to be undertaken in two stages — Stage 1 on study and design (6 months in duration), followed by a period of consultation with interested parties before proceeding to Stage 2 on implementation (4 months in duration). Stage 1 of the study has slipped owing to unforeseen complexity in the actuarial study of the existing pension schemes. We aim to complete the Stage 1 study within 2000.

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

the bracketed information denotes the year in which the target was set

+ the bracketed information denotes the status of the target

Initiative	Target	Present Position
	<ul style="list-style-type: none"> ● To take forward a Civil Service Provident Fund scheme for recruits <i>(1999)</i> 	<ul style="list-style-type: none"> ● Depending on the outcome of the consultation, we plan to commence Stage 2 of the study not later than the third quarter of 2001 for the scheme to be in place for recruits who have been offered appointment since June 2000. <i>(Action in Progress: On Schedule)</i>
<p>To modernise the appointments policy by introducing greater flexibility in the entry system <i>(CSB)</i></p>	<ul style="list-style-type: none"> ● To complete consultations on the new entry system and appointment terms for recruits in different grades and departments <i>(1999)</i> 	<ul style="list-style-type: none"> ● We have completed the first stage consultation on Civil Service Reform on our initial proposals for the reform of the civil service entry and exit system in March to June 1999. We have also completed second stage consultation on Civil Service Reform on the detailed proposals for reforming the civil service entry system from August 1999 to February 2000. <i>(Action Completed)</i>

Initiative	Target	Present Position
	<ul style="list-style-type: none"> To formulate and promulgate guidelines and criteria for use of the new entry system and appointment terms <i>(1999)</i> 	<ul style="list-style-type: none"> We have implemented the new entry system for recruits with effect from 1 June 2000. This provides for a more flexible appointment system and appointment terms as well as greater flexibility for individual departments and grades. We have formulated guidelines and criteria for implementation of the new entry system and for departments and grades to seek flexibility under the system. We will continue to develop more detailed guidelines on individual areas. <i>(Action in Progress: On Schedule)</i>
	<ul style="list-style-type: none"> To complete a comprehensive review of the policy on the offer of pensionable, agreement and temporary terms by 1999 and to implement the proposed changes gradually, beginning from 1999 <i>(1998)</i> 	<ul style="list-style-type: none"> We have reviewed the policy on employment of temporary and short-term staff in late 1998 and promulgated a set of guidelines on the employment of non-civil service staff in January 1999 to provide greater flexibility to Heads of Departments to meet their service needs. <i>(Action Completed)</i>

Initiative	Target	Present Position
<p>To review the exit arrangements to meet present day circumstances (CSB)</p>	<ul style="list-style-type: none"> ● To formulate guidelines, criteria and mechanism for the Management-Initiated Retirement and the appropriate retirement packages ● To develop voluntary retirement arrangements ● To streamline the procedures for the removal of non-performers (1999) 	<ul style="list-style-type: none"> ● We have formulated and completed consultation on the proposed criteria, mechanism and retirement package for the Management-Initiated Retirement Scheme, and promulgated the detailed procedures for the scheme in September 2000. <i>(Action Completed)</i> ● A Voluntary Retirement Scheme was launched in July 2000 to invite eligible civil servants belonging to 59 designated grades where there is an identified or anticipated staff surplus to retire voluntarily with pension benefits and compensation. The Scheme is a one-off exercise with no pre-set quota on the number of applications to be approved. Officers who retire under the Scheme will leave the service from end-December 2000 onwards. <i>(Action Completed)</i> ● We have reviewed the existing procedures and drawn up streamlining proposals on the removal of non-performers. We will consult the staff sides on the proposals before implementation. <i>(Action in Progress: On Schedule)</i>

Initiative	Target	Present Position
<p>To update the policy and practices governing the payment of various job-related allowances and overtime and related allowances</p> <p><i>(CSB)</i></p>	<p>To complete a review and implement any changes</p> <p><i>(1999)</i></p>	<p>The CSB reviewed the overtime and related allowances and consulted staff sides on the outcome. The Standing Commission on Civil Service Salaries and Conditions of Service and the Standing Committee on Disciplined Services Salaries and Conditions of Service have also completed a review on civil service job-related allowances in June 2000. We will study the recommendations and consult staff and departmental management.</p> <p><i>(Action in Progress: On Schedule)</i></p>
<p>To ensure entry salaries and remuneration packages for recruits remain broadly comparable with those offered in the private sector</p> <p><i>(CSB)</i></p>	<ul style="list-style-type: none"> ● To introduce new mechanisms to ensure broad comparability between Civil Service and private sector entry pay ● To develop a new fringe benefits package for recruits <p><i>(1999)</i></p>	<ul style="list-style-type: none"> ● We have implemented the new starting salaries for both civilians and disciplined grades with effect from 1 April 2000. The new salaries now apply to all recruits and serving staff on transfer. ● On 1 June 2000 we introduced a new fringe benefits package for recruits to bring us more in line with the private sector. <p><i>(Action completed)</i></p>

Initiative	Target	Present Position
<p>To develop a strategy to streamline the provision of clerical services within Government (CSB)</p>	<ul style="list-style-type: none"> ● To develop a strategy by March 1999 ● To implement the strategy with effect from 2000 ● To assess regularly the effectiveness of the new strategy in meeting departments' needs for clerical services from 2000 (1998) 	<ul style="list-style-type: none"> ● We have developed a strategy in 1999 to streamline the provision of clerical services with a view to enhancing productivity and achieving savings of staff resources. <i>(Action Completed)</i> ● Through the streamlining of office practices and procedures, we have deleted some 250 clerical posts in 1999-2000, resulting in salary savings of \$41 million per annum. <i>(Action in Progress: On Schedule)</i> ● As part of the effort to reduce the civil service establishment by 10 000 over three years, some 600 vacancies/funded posts in the clerical grades have been identified for deletion/non-creation in 2000-2001. We anticipate further opportunities for achieving savings and streamlining the provision of clerical services when we have a clearer picture of the response to the Voluntary Retirement Scheme.

Initiative	Target	Present Position
		<ul style="list-style-type: none"> ● General Grades Consultative Committees (GGCC) have been set up in over 20 departments. The GGCCs have proved to be a very effective communication channel between staff and the management. We will continue to make the best use of this avenue to foster better staff relations and communications. <p><i>(Action in Progress: On Schedule)</i></p>
<p>To ensure that existing entry benchmarks are still comparable to those of the private sector</p> <p><i>(CSB)</i></p>	<p>To review in 1998 the system of qualification benchmarks</p> <p><i>(1997)</i></p>	<ul style="list-style-type: none"> ● We have accepted recommendations from the Standing Commission on Civil Service Salaries and Conditions of Service (the Standing Commission) to delink benchmarks from the annual pay adjustment and that benchmark reviews should be conducted every three to four years to ensure the benchmarks are kept in line with private sector pay in future, with an annual updating in the interim. ● We have already commissioned the Standing Commission to undertake the first annual updating exercise in June 2000.

Initiative	Target	Present Position
		<ul style="list-style-type: none"> ● In addition, to ensure the continued broad comparability in starting salaries between the Civil Service and the private sector, we have commissioned the Standing Commission to conduct a review of the Qualification Group (QG) groupings with a view to simplifying them by doing away with those QGs that consistently have had no comparisons with the private sector. The revised QG groupings have been in place since May 2000. <p><i>(Action Completed)</i></p>
<p>To set up a review board to advise the Chief Executive on certain representations addressed to him relating to appointment, dismissal and discipline of civil servants as he thinks fit</p> <p><i>(CSB)</i></p>	<p>To establish the framework for the review board in 1998</p> <p><i>(1997)</i></p>	<p>We have formulated the basic framework for the review board. We are now reviewing the framework in the light of the streamlined disciplinary procedures with a view to taking it forward after appropriate modifications.</p> <p><i>(Action in Progress: Under Review)</i></p>
<p>To develop a multi-skilled general support service to enable more effective deployment of staffing resources</p> <p><i>(CSB)</i></p>	<p>To develop a multi-skilled general support service in 1998</p> <p><i>(1997)</i></p>	<ul style="list-style-type: none"> ● Over 2 600 officers from Typist and Office Assistant grades had been appointed to fill Clerical Assistant (CA) posts. All Typist posts in general offices have been regraded to CA.

Initiative	Target	Present Position
		<ul style="list-style-type: none"> ● Some 2 100 personal computers and 2 200 software packages have been allocated to clerical and secretarial grades staff to facilitate effective delivery of supporting service. ● Over 22 000 computer training places have been offered to the clerical and secretarial grades staff. We will continue to provide new and advanced training courses to enhance their skills and ability in performing IT-related duties. ● 4 100 clerical staff have attained the requisite standard in English and/or Chinese word-processing skills for the award of incremental credit. <p><i>(Action Completed)</i></p>

2

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

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
<p>To facilitate bureaux/ departments to use more Chinese in their daily business</p> <p><i>(Official Languages Agency (OLA))</i></p>	<p>To provide Chinese samples of frequently used documents in daily administrative and personnel matters to bureaux/departments by September 2000</p> <p><i>(1999)</i></p>	<p>Some 100 samples have been provided to bureaux/ departments.</p> <p><i>(Action Completed)</i></p>
<p>To introduce greater diversification in training methods</p> <p><i>(Civil Service Training and Development Institute (CSTDI))</i></p>	<ul style="list-style-type: none"> ● To launch five web-based learning programmes for 5 000 trainees by September 2000 ● To install a video-conferencing system by September 2000 <p><i>(1999)</i></p>	<ul style="list-style-type: none"> ● Five web-based learning programmes have been launched through the Cyber Learning Centre for 8 000 trainees. ● A video-conferencing system was installed in November 1999, with three video conferences successfully conducted in December 1999, March and June 2000 respectively. <p><i>(Action Completed)</i></p>
<p>To enhance the capacity of the Civil Service to manage change, to cope with pressure and accept supervisory accountability</p> <p><i>(CSTDI)</i></p>	<ul style="list-style-type: none"> ● To organise programmes on change management for 1 500 participants by September 2000 	<ul style="list-style-type: none"> ● Change management programmes organised for 1 931 trainees.

Initiative	Target	Present Position
	<ul style="list-style-type: none"> ● To organise programmes on stress management for 1 500 participants by September 2000 ● To organise management training courses with emphasis on supervisory accountability for 2 500 participants and to publish a pamphlet on good practices for the manager by September 2000 <p>(1999)</p>	<ul style="list-style-type: none"> ● Stress management programmes organised for 1 602 trainees. ● Management training with emphasis on supervisory accountability organised for 3 871 trainees. A pamphlet on Good Practices of Effective Managers issued in September 2000. <p>(Action Completed)</p>
<p>To help departments set up a mechanism to chart and review progress in using Chinese in official business</p> <p>(OLA)</p>	<ul style="list-style-type: none"> ● To complete a full round of visits to departments by September 1999 to encourage and assist them to set up the mechanism ● To have 50% of departments implemented the mechanism by September 2000 <p>(1998)</p>	<ul style="list-style-type: none"> ● A full round of visits to all departments has been completed. ● Over 70% of departments have implemented the mechanism. <p>(Action Completed)</p>
<p>To enrich induction training programmes to instil Civil Service values</p> <p>(CSTDI)</p>	<ul style="list-style-type: none"> ● To design a new training package by April 1999 	<ul style="list-style-type: none"> ● A basic training package covering the Basic Law, core Civil Service values and government structure has been developed.

Initiative	Target	Present Position
	<ul style="list-style-type: none"> ● To introduce new packages to 3 000 trainees in 1999-2000 <p><i>(1998)</i></p>	<ul style="list-style-type: none"> ● A train-the-trainer package on core values has been piloted in April 1999 and the package has been launched in mid-1999. The induction training package was introduced to 5 359 trainees. <p><i>(Action Completed)</i></p>
<p>To organise more exchanges with the private sector and other governments on management and public administration</p> <p><i>(CSTDI)</i></p>	<p>To organise three large-scale seminars with international speakers and participants from the private sector and other governments in 1999-2000</p> <p><i>(1998)</i></p>	<p>Four seminars on Comparative Human Resources Management/ Human Resources Development Practices in the Public Sector were organised in January 1999, and a conference on leadership development with a Workshop on Change Management were organised jointly with the Hong Kong Institute of Human Resources Management in September 1999. Both events involved speakers from overseas and participants from private and public sectors.</p> <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To institutionalise the Secretariat attachment training scheme to provide better development opportunities for officers throughout Government</p> <p><i>(Civil Service Bureau)</i></p>	<ul style="list-style-type: none"> ● To complete a review of the current arrangement by early 1999 ● To promote the scheme to all departments in 1999-2000 <p><i>(1998)</i></p>	<ul style="list-style-type: none"> ● A review was conducted in February 1999. ● In 1999-2000, we have promoted the scheme to all departments and have arranged 18 departmental staff to work in different bureaux under the attachment scheme. We will continue to promote the scheme. <p><i>(Action Completed)</i></p>

3

Promote a culture focused on achieving results

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
<p>To introduce progressively elements of a performance-based reward system into the Civil Service</p> <p><i>(Civil Service Bureau (CSB))</i></p>	<p>To initiate trial schemes in selected departments and grades</p> <p><i>(1999)</i></p>	<p>Feedback at the first stage of the consultation suggests that our current increment system already provides the basis to reward good performers and identify under-performers. Thus, as a first step, we have asked department/grade management to be vigilant in the application of Civil Service Regulations in the granting of increments. We have also issued a circular to department/grade management to encourage them to adopt various performance management tools already in use elsewhere in the Civil Service. We are now actively considering introducing progressively elements of performance-based rewards into our system.</p> <p><i>(Action in Progress: On Schedule)</i></p>

Initiative	Target	Present Position
<p>To enhance professionalism in Human Resources Management (HRM) (CSB)</p>	<p>To enhance the HRM capacity of departments by engaging outside HRM experts in pilot departments by mid-2000 (1999)</p>	<ul style="list-style-type: none"> ● Pilot scheme on engaging outside experts in selected departments has been launched. ● A HRM expert was appointed in September 2000. <p><i>(Action Completed)</i></p>
<p>To publish more thematic guide books on key HRM issues including appointments, staff relations and staff motivation (CSB)</p>	<p>To publish three more guide books in 1999-2000 (1998)</p>	<ul style="list-style-type: none"> ● The guide books on staff relations and staff motivation have been published. ● Drafting of the guide book on appointments in 1999-2000 was put on hold pending the finalisation of the entry system for new recruits under the Civil Service Reform. ● We will review the drafting of the guide book on appointments with a view to publishing it in 2001. <p><i>(Action in Progress: Under Review)</i></p>
<p>To introduce a “Customer Service Award” scheme to further promote a quality service culture (CSB)</p>	<ul style="list-style-type: none"> ● To develop and publicise the scheme in mid-1999 ● To present the awards in late 1999 <p>(1998)</p>	<ul style="list-style-type: none"> ● The scheme was launched in August 1999. ● The awards were presented to winners and winning teams in January 2000. A Quality Service Enhancement Award Scheme will be introduced in 2000-2001. <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To promulgate a new performance measurement framework with the emphasis on achieving results</p> <p><i>(CSB/Efficiency Unit)</i></p>	<ul style="list-style-type: none"> ● To issue a guide on performance measurement by end-1998 ● To promote the new framework in 1999 and to get departments to adopt the new framework by 2000-2001 <p><i>(1998)</i></p>	<ul style="list-style-type: none"> ● A best practice guide on performance measurement was made available in the website of the Efficiency Unit in February 1999. <p><i>(Action Completed)</i></p> <ul style="list-style-type: none"> ● A Step-by-Step Guide to Performance Management was launched and issued to civil service managers in January 2000. We are implementing a programme of activities including organising facilitated workshops to assist managers to use the Guide. <p><i>(Action in Progress: On Schedule)</i></p>

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
<p>To streamline the processing of disciplinary cases in the Civil Service</p> <p><i>(Civil Service Bureau (CSB))</i></p>	<p>To set up an independent Standing Secretariat comprising dedicated and experienced officers to process disciplinary cases under the Public Service (Administration) Order 1997</p> <p><i>(1999)</i></p>	<p>An independent standing secretariat (Secretariat on Civil Service Discipline) was set up in April 2000 to centrally process disciplinary cases under the Public Service (Administration) Order.</p> <p><i>(Action Completed)</i></p>
<p>To conduct the second phase of the Civil Service Integrity Programme</p> <p><i>(CSB)</i></p>	<ul style="list-style-type: none"> ● To approach the remaining 46 departments and help them review or develop, where appropriate, their departmental guidelines on avoidance of conflict of interest in 2000-2001 ● To provide advice and support to the Independent Commission Against Corruption (ICAC) and Heads of Departments and Grades in organising training seminars on avoidance of conflict of interest in 2000-2001 <p><i>(1999)</i></p>	<ul style="list-style-type: none"> ● Seventeen Civil Service Bureau Circulars relating to conflict of interest and related Civil Service Regulations are currently under review for issue of updated guidelines in 2001. Meanwhile, visits to the remaining 46 departments to assist in reviewing or developing departmental guidelines are in progress. ● Eighty training seminars have been organised in departments as at end of September 2000. <p><i>(Action in Progress: On Schedule)</i></p>

Initiative	Target	Present Position
<p>To assist departments to draw up guidelines on the avoidance of conflict of interest situations (CSB)</p>	<ul style="list-style-type: none"> ● To reach out and help 20 departments review or develop their departmental guidelines on avoidance of conflict of interest in 1999-2000 ● To provide advice and support to the ICAC and Heads of Departments and Grades in organising 300 training seminars for staff on avoidance of conflict of interest in 1999-2000 <p>(1998)</p>	<ul style="list-style-type: none"> ● Twenty departments have reviewed/ developed departmental guidelines. Assistance to the remaining departments is being provided. ● Seven hundred and sixty-five training seminars for departments have been organised. <p>(Action Completed)</p>
<p>To review the integrity checking system to improve its transparency (CSB)</p>	<p>To complete the review on the integrity checking system by end-1998 (1997)</p>	<p>The review has been completed. We have formulated detailed guidelines and procedures with a view to putting them into practice to improve transparency. (Action Completed)</p>

5

Promote staff well-being

To achieve results in this area, various initiatives have been undertaken in the past year. Details are set out below –

Initiative	Target	Present Position
To build an Internet homepage on Occupational Safety and Health <i>(Civil Service Bureau (CSB))</i>	To build the homepage to provide updated information on the subject in mid-2000 <i>(1999)</i>	The homepage was launched in July 2000. <i>(Action Completed)</i>
To provide auditing service on Safety Management Systems implemented by departments <i>(CSB)</i>	To introduce the auditing service in 2000 for the purpose of encouraging continuous improvement <i>(1999)</i>	Departments are being invited to participate in the programme. <i>(Action in Progress: On Schedule)</i>