

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 strengthen training and development programmes to support the Civil Service Reform Initiatives, including training of staff for redeployment</p> <p><i>(Civil Service Bureau (CSB)/Civil Service Training and Development Institute)</i></p>	<p>To launch a three-year programme from 2001-2002 to 2003-2004 to help civil servants to –</p> <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 	<ul style="list-style-type: none"> ● A series of activities/initiatives have been launched since April 2001 to develop a continuous learning culture in the Civil Service, including <ul style="list-style-type: none"> – the organisation of a service-wide Symposium cum Exhibition to promote continuous learning in April 2001 – the introduction of the Training Incentive Scheme to provide financial incentives to civil servants to embark on self-initiated and employment-related external studies

* 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"> ● develop the necessary skills and knowledge to meet the latest service requirements ● cope with job transition and redeployment for staff in individual grades <p>(2000)</p>	<ul style="list-style-type: none"> – the upgrading of CSTD I Cyber Learning Centre (CLC) to offer various new features to an increasing number of users – the provision of financial assistance and advisory services to bureaux/ departments to strengthen their learning infrastructure, and related training facilities <ul style="list-style-type: none"> ● Seventy training seminars/courses have been organised. ● A total of 270 seminars/ courses have been organised to prepare staff affected by the Voluntary Retirement exercise to cope with job transition and redeployment. <p><i>(Action in Progress: On Schedule)</i></p>

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>(CSB)</i></p>	<ul style="list-style-type: none"> ● To complete a consultancy study on the design of a Civil Service Provident Fund scheme ● To take forward a Civil Service Provident Fund scheme for recruits <p><i>(1999)</i></p>	<ul style="list-style-type: none"> ● The consultancy study has been separated into two stages, focusing on broad design parameters and options as well as implementation details. We completed Stage 1 of the consultancy study and conducted the consultation in early 2001. ● We have finalised the design principles of the Civil Service Provident Fund scheme having regard to suggestions and views received during the consultation exercise and our established objectives of setting up the scheme. We shall embark on Stage 2 of the study to work out the implementation details of the scheme. Our target is to have the scheme in place in 2003. <p><i>(Action in Progress: On Schedule)</i></p>
<p>To modernise the appointments policy by introducing greater flexibility in the entry system</p> <p><i>(CSB)</i></p>	<p>To formulate and promulgate guidelines and criteria on the new entry system and appointment terms</p> <p><i>(1999)</i></p>	<p>The new entry system for new recruits has been introduced since 1 June 2000. It has enabled departments and grades to seek variations to the basic entry system to meet their needs and circumstances.</p> <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To review the exit arrangements to meet present-day circumstances (CSB)</p>	<p>To streamline the procedures for the removal of non-performers (1999)</p>	<p>We have completed a review of the existing procedures for the removal of non-performers. We will consult the staff sides on the streamlining proposals before implementation. (Action in Progress: On Schedule)</p>
<p>To update the policy and practices governing the payment of various job-related allowances and overtime and related allowances (CSB)</p>	<p>To complete a review and implement any changes (1999)</p>	<p>The CSB reviewed the overtime and related allowances and implemented changes. The Standing Commission on Civil Service Salaries and Conditions of Service and the Standing Committee on Disciplined Services Salaries and Conditions of Service also completed a review on civil service job-related allowances in mid-2000. We will consult staff and departmental management on the job-related allowances. (Action in Progress: On Schedule)</p>
<p>To develop a strategy to streamline the provision of clerical services within Government (CSB)</p>	<ul style="list-style-type: none"> ● To implement the strategy with effect from 2000 	<ul style="list-style-type: none"> ● Through the streamlining of office practices and procedures, we have deleted some 400 clerical posts in 2000-2001, resulting in salary savings of \$63 million per annum

Initiative	Target	Present Position
	<ul style="list-style-type: none"> ● To assess regularly the effectiveness of the new strategy in meeting departments' needs for clerical services from 2000 <p>(1998)</p>	<ul style="list-style-type: none"> ● We have maintained close liaison with the departmental management through briefings on manpower planning and goodwill visits and regular attendance at meetings of 30 General Grades Consultative Committees to promote the development of a more flexible and effective clerical workforce. We have deleted a further 600 clerical posts as a result of implementation of computerisation, re-organisation and re-engineering projects. We have also mapped out a comprehensive training programme to upgrade the computer capability of clerical staff and to enhance staff skills in human resources management, language proficiency as well as to inculcate culture and mindset change to prepare them to meet the changing demands of their jobs. <p><i>(Action in Progress: On Schedule)</i></p>

Initiative	Target	Present Position
<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 are reviewing the framework in the light of the streamlined disciplinary procedures and the nature of representations from civil servants to the Chief Executive. We aim to complete the review and work out appropriate measures to take it forward.</p> <p><i>(Action in Progress: Under Review)</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, the following initiative has been undertaken in the past year. Details are set out below –

Initiative	Target	Present Position
<p>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</p> <p><i>(Official Languages Agency)</i></p>	<p>To complete the project by September 2001</p> <p><i>(2000)</i></p>	<p>The 21 volumes of glossaries under the series “An English-Chinese Glossary of Terms Commonly Used in Government Departments” have been uploaded onto the website of the Official Languages Agency. Civil servants and members of the public may browse the glossary terms which are arranged in alphabetical order on the Internet.</p> <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
To produce a 13-part TV series on dedicated civil servants serving the community <i>(Civil Service Bureau (CSB))</i>	To launch the TV series in late 2001 <i>(2000)</i>	Radio Television Hong Kong has been commissioned to produce the series. Shooting of the series has started. <i>(Action in Progress: On Schedule)</i>

Initiative	Target	Present Position
<p>To introduce progressively elements of a performance-based reward system into the Civil Service</p> <p><i>(CSB)</i></p>	<p>To initiate trial schemes in selected departments and grades</p> <p><i>(1999)</i></p>	<p>We announced in October 2000 our plan to introduce a pilot scheme on team-based performance rewards. Departments are invited to participate in the scheme on a voluntary basis. For the first phase of the scheme, we have focused on six departments. With the assistance of consultants, these six departments have drawn up or are in the process of drawing up their reward schemes to suit their operational and staffing situation.</p> <p><i>(Action in Progress: On Schedule)</i></p>
<p>To publish more thematic guide books on key Human Resource Management issues including appointments, staff relations and staff motivation</p> <p><i>(CSB)</i></p>	<p>To publish three more guide books in 1999-2000</p> <p><i>(1998)</i></p>	<ul style="list-style-type: none"> ● The guide books on staff relations and staff motivation have been published. ● Following the finalisation of the entry system for new recruits under the Civil Service Reform in June 2000, we have finalised the drafting of the guide book on appointments for publication in 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>	<p>To promote the new framework in 1999 and to get departments to adopt the new framework by 2000-2001</p> <p><i>(1998)</i></p>	<p>A Step-by-Step Guide to Performance Management was launched and issued to civil service managers in January 2000. Workshops were organised to assist managers to use the Guide. Additional workshops will be organised where necessary.</p> <p><i>(Action Completed)</i></p>

4

Uphold the integrity 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 promote civil service integrity jointly with the Independent Commission Against Corruption (ICAC) by assisting government departments to implement departmental integrity programmes</p> <p><i>(Civil Service Bureau (CSB))</i></p>	<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 <p><i>(2000)</i></p>	<ul style="list-style-type: none"> ● An electronic information and resource centre on civil service integrity management will be set up by the end of 2001 to facilitate departmental managers to access ethics development materials. ● The seminar cum workshops jointly organized with ICAC for departmental managers will be held in November 2001. <p><i>(Action in Progress: On Schedule)</i></p>

Initiative	Target	Present Position
<p>To conduct the second phase of the Civil Service Integrity Programme (CSB)</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 ICAC and Heads of Departments and Grades in organising training seminars on avoidance of conflict of interest in 2000-2001 <p>(1999)</p>	<ul style="list-style-type: none"> ● We have visited all the remaining 46 departments and provided assistance to them in reviewing or developing departmental guidelines on avoidance of conflict of interest. ● Nine hundred training sessions have been organised in departments in 2000-2001. <p>(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
<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><i>(2000)</i></p>	<p>Experience-sharing seminars on driving safety, violence at work and implementation of Safety Management Systems in government departments are organised on a quarterly basis in 2001. So far, 12 seminars have been held and three are being planned for the next quarter.</p> <p><i>(Action Completed)</i></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> <p><i>(2000)</i></p>	<p>Assistance has been provided to two government departments to engage consultancy services to develop their Safety Management Systems. One department has successfully developed a system and the other is expected to complete the project by end-2001. The experience and knowledge acquired by the two departments will serve as useful reference to other departments in the implementation of Safety Management Systems.</p> <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To provide auditing service on Safety Management Systems implemented by departments <i>(CSB)</i></p>	<p>To introduce the auditing service in 2000 for the purpose of encouraging continuous improvement <i>(1999)</i></p>	<p>Auditing service on Safety Management Systems implemented by departments is provided. Promotional efforts will continue. <i>(Action Completed)</i></p>