

**LegCo Panel on Public Service
Follow-up to Meeting on 17 January 2005**

**Request for information on
Training Programmes open to civil servants
at different levels**

Background

At the meeting of the Legislative Council Panel on Public Service held on 17 January 2005, a Member requested for information on the training programmes open to civil servants at different levels when the Panel discussed the paper "Civil Service training : an updated overview" (LC Paper No. CB(1) 684/04-05 (04)). This paper sets out the information requested.

Introduction

2. Training and development programmes are provided to civil servants for the purpose of enhancing their performance and efficiency so that the government as a whole can provide quality services to the public.
3. Training programmes open to civil servants may be broadly categorized into two types: vocational and generic training.
4. Vocational training (designed to meet the work requirements and job-specific needs of a certain grade of staff) is provided primarily by departments. Examples include training on policing work for police officers; professional training for medical staff; and training on workmanship and technical know-how for different streams of front-line staff, etc. Vocational training output contributes to over 70% of the total trainee-days.
5. Generic training (designed to meet common training needs related to the general personal effectiveness of staff at a certain level, who may be from different departments or in the same grade(s) but posted to different departments) is provided by the departmental/grade management or the Civil Service Training and Development Institute ("CSTDI"), CSB. Examples include training on management, languages, use of information technology, leadership skills. National studies programmes also fall under this category. The generic training provided by CSTDI account for about 10 to 12% of the total trainee-days.
6. Staff are nominated to attend different types of training on the basis of their vocational job needs or developmental needs, subject to resource

availability and exigencies of service.

7. The provision of vocational training to staff is based primarily on operational requirements to develop knowledge and skills needed for delivery of quality services to the public or to enhance job performance. Each type of vocational training is usually open to all staff in the same grade who are or may be assigned to do a certain type of work which require technical/professional know-how.

8. Staff are nominated to attend generic training on the basis of job needs and/or developmental needs. Generic training programmes on language, use of IT and general management concepts are open to all staff. For generic training provided to meet developmental needs (i.e. training aimed at developing or preparing staff for heavier management responsibilities), the officers' performance, potential for advancement and remaining length of service may be taken into consideration in the nomination/selection process.

Training programmes open to staff at different levels

9. The training programmes open to staff at different levels are illustrated in paragraphs 10 to 14 below. For obvious reasons, the examples provided are not exhaustive.

10. Training programmes open to **senior managers and directorate officers** are illustrated below:

(a) *Vocational training*

- ♦ job specific training provided by departments on different professional practices, for example :
 - Building a New Culture of Hygiene and Safety for the Construction Industry
 - IRCA Registered QMS Internal Auditor Training Course
 - System Management in the Construction Industry
 - Workshop on Sha Tin Treatment Plant Re-provisioning Project
 - Aircraft Maintenance Licence Training for Chief / Senior Aircraft Engineer
 - Workshops for Value Management Facilitators
 - International Regulations and Manufacturing Quality Systems for Medical Device

(b) *Management development*

- ♦ leadership development, for example :
 - Leadership Enhancement and Development Programme
 - Leadership in Action programme
- ♦ management workshops/seminars, for example :
 - Media communication
 - Crisis management
 - Stress management
 - Leading and managing change
- ♦ attachment to Bureaux and external organisations
- ♦ overseas advanced management programmes at renowned overseas universities

(c) *National studies programme*

- ♦ mainland programmes, for example :
 - Advanced National Studies Programme at the National School of Administration
 - National Studies Programme at the Tsinghua University and Peking University
- ♦ local seminars to enhance understanding of national development and the Basic Law, for example :
 - Latest development in the Civil Service Reform
 - Basic Law and constitutional development in Hong Kong
- ♦ staff exchange programmes with Shanghai, Beijing, Hangzhou and Guangdong

(d) *Information technology*

- ♦ workshops/seminars on new development and applications, IT management, for example :
 - Wireless and Mobile services and Technology
 - E-government and related managerial issues
- ♦ PC software application, for example :
 - Lotus Notes
 - Excel

(e) *Languages and communication*

- ♦ Putonghua from elementary to advanced level
- ♦ English and Chinese writing, for example :
 - Seminar on modern Chinese usage
 - Managing other people's writing

- ♦ communication skills, for example :
 - Presentation skills
 - Strategies of communication

11. Training programmes open to **middle managers** are illustrated below:

(a) *Vocational training*

- ♦ job specific training provided by departments on different professional practices, for example :
 - Internal Quality System Audits Workshop
 - Emergency and Survival Training for Pilot I
 - IT Security Training
 - Systematic Risk Management
 - Providing Solutions to Contractual Remedies
 - On-line Journalism Workshop

(b) *Management development*

- ♦ leadership development, for example :
 - Leadership skills
 - Team leadership
- ♦ management seminars/workshops, for example :
 - Process management
 - Management Development
- ♦ personal effectiveness, for example :
 - Decision making and problem solving
 - Effective Influencing and negotiation skills

(c) *National studies programmes*

- ♦ seminars to enhance understanding of national affairs and the Basic Law, for example :
 - Seminar on interacting with mainland officials
 - Seminar on the Basic Law

(d) *Information technology*

- ♦ workshops/seminars on new development and applications, IT management, for example :
 - Managing IT outsourcing
 - IT security management
- ♦ PC software application, e.g. Powerpoint presentation, Access

(e) *Languages and communication*

- ♦ Putonghua from elementary to advanced level
- ♦ English and Chinese writing, for example :
 - Effective report writing in Chinese
 - Performance appraisal report writing
- ♦ communication skills, for example :
 - Chairing meetings
 - The language of effective team leaders

12. Training programmes open to **junior managers and front-line supervisors** are illustrated below:

(a) *Vocational training*

- ♦ job specific training provided by departments, for example :
 - Certified Worker Working in Confined Spaces
 - Brief on Construction Safety Legislation for Works Departments
 - Presentation on Waterproofing and Leakage Repair Materials
 - Quality Assurance for Slope Maintenance
 - Emergency and Survival Training for Pilot II
 - Managing Labour Disputes in Construction Projects
 - Vocational Training on Indoor Air Quality
 - Vocational Training on Sustainable Building Designs

(b) *Management/supervisory skills*

- ♦ supervisory skills/management seminars/workshop, for example :
 - Supervisory management course
 - Leadership and communication
 - Performance management
- ♦ personal effectiveness, for example :
 - Stress management
 - Performing through EQ

(c) *National studies programmes*

- ♦ seminars, for example :
 - Fundamental course on Contemporary China
 - The Basic Law and Civil Servants

(d) *Information technology*

- ♦ workshops/seminars on new development and applications, IT management, for example :
 - E-office and Workflow
 - E-government overview
- ♦ PC software application, for example
 - Access
 - Lotus 123

(e) *Languages and communication*

- ♦ Putonghua from elementary to advanced level
- ♦ English and Chinese writing, for example :
 - Basic course on Chinese official correspondence
 - Writing minutes of meeting
- ♦ communication skills, for example :
 - Saying it right and well
 - The competent communicator

13. Training programmes open to **front-line staff** are illustrated below:

(a) *Vocational training*

- ♦ job specific training provided by departments, for example :
 - Construction Industry Safety Card Course
 - Tailor Made Safety Course for Works Supervisors
 - Aircraft Maintenance Licence Training for Aircraft Technician
 - Emergency and Survival Training for Aircraft Technician
 - Training on Supervising Demolition Works
 - Computer Graphics Design Workshops for Technical Grade Officers
 - Introduction to Di-beta Camera
 - Parks and Playgrounds Management
 - Refresher Course on Fixed Penalty (Public Cleanliness Offences) Ordinance
 - Workshop on Customer Service Excellence

(b) *Supervisory skills*

- ♦ supervisory skills seminars/workshop, for example :
 - Supervisory management for clerical grades
 - performance management
- ♦ personal effectiveness, for example :
 - Applying EQ to customer service
 - Seminar on AQ

(c) *National studies programmes*

- ♦ Fundamental course on contemporary China
- ♦ Basic Law courses

(d) *Information technology*

- ♦ PC software application, for example :
 - Internet Fundamentals
 - Chinese Input Methods

(e) *Languages and communication*

- ♦ Putonghua from elementary to advanced level
- ♦ English and Chinese writing, for example :
 - Writing performance appraisal reports in Chinese
 - Chinese writing skills – An overview
- ♦ communication skills, for example :
 - Customer service skills on the telephone

14. Training programmes open to **Non civil service contract staff** are illustrated below:

(a) work related training provided by departments, including :

- ♦ induction training – to introduce the department’s mission, structure, and work processes
- ♦ job-specific training such as operation of computer systems, work-related professional and legal knowledge
- ♦ general training such as occupational safety and health, PC software applications, customer service and language

b) generic training provided by the Civil Service Training and Development Institute, Civil Service Bureau, including:

- ♦ language and communication
 - ♦ performance management
 - ♦ national studies and Basic Law
- c) e-learning resources provided by the Civil Service Training and Development Institute, Civil Service Bureau, on a broad range of subjects as described in paragraph 15-16 below.

E-learning

15. All serving government employees (including Non Civil Service Contract Staff) may pursue learning through the Cyber Learning Centre Plus (“CLC Plus”).

16. CLC Plus is an Internet learning portal. It provides a one-stop access to a wide range of learning resources, including (a) online courses; (b) jobs aids and reference materials; and (c) department-specific learning materials.

Online Courses

17. Over 100 online courses on the following areas are available on CLC Plus:

(a) *Chinese Language*

- ♦ Courses on official writing skills and Putonghua.

(b) *English and Communication*

- ♦ Courses on reading, writing and communication skills which include reports and minutes writing, appraisal reports and editing writing, persuasion, negotiation and presentation skills.

(c) *Information Technology*

- ♦ Courses on IT skills and knowledge, e.g. MS Office Application catering to the needs of diverse users, from the novice to the sophisticated.

(d) *Management*

- ♦ Courses on leadership, staff management, service management,

resource management and personal effectiveness.

(e) *National Studies*

- ♦ Courses on Basic Law and the political and administrative systems of the Mainland.

Job Aids and Reference Materials

18. In addition to the web courses, there are useful tips on English usage, IT software and hardware application, Putonghua, customer service as well as templates and samples of common official writing. Some job aids providing useful tips and reference materials are described below :

(a) *Leaders' Corner*

- ♦ Provides online learning resources in areas such as public policy, leading change, leadership and communication for senior officers.

(b) *China Update*

- ♦ Provides a wide range of information about the Mainland including the latest trend of political and economic development.

(c) *Health and Well-Being*

- ♦ Offers practical ways to relieve stress, enhance emotional intelligence (EQ), maintain work-life balance and keep the mind and body healthy.

Department-specific Learning materials

19. Some departments (such as the Hong Kong Police Force, Customs and Excise Department, Electrical and Mechanical Services Department and Lands Departments) have developed their own e-learning resources and made them available via CLC Plus. Some vocational training courses are restricted to officers of that particular department whereas courses of a general nature are open to all CLC Plus users.

20. Some departments (such as the Social Welfare Department, Housing Department, Independent Commission Against Corruption, and Correctional Services Department) also have their own departmental e-learning portal/centre that provides vocational learning resources for their staff.

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