

**Replies to supplementary questions raised by Finance Committee Members in  
examining the Estimates of Expenditure 2009-10**

**Director of Bureau : Secretary for the Civil Service  
Session No. : 1**

<b>Reply Serial No.</b>	<b>Question Serial No.</b>	<b>Name of Member</b>	<b>Head</b>	<b>Programme</b>
<a href="#">S-CSB01</a>	SV001	NG Margaret	143	Civil Service Training and Development
<a href="#">S-CSB02</a>	SV002	NG Margaret	143	Civil Service Training and Development
<a href="#">S-CSB03</a>	SV003	NG Margaret	143	Civil Service Training and Development
<a href="#">S-CSB04</a>	SV004	NG Margaret	143	Civil Service Training and Development

Examination of Estimates of Expenditure 2009-10  
**CONTROLLING OFFICER'S REPLY TO  
SUPPLEMENTARY QUESTION**

Reply Serial No.

**S-CSB01**

Question Serial No.

SV001

Head: 143 - Government Secretariat: Civil Service Bureau Subhead (No. & title):

Programme: (4) Civil Service Training and Development

Controlling Officer: Permanent Secretary for the Civil Service

Director of Bureau: Secretary for the Civil Service

Question:

Please explain whether the Administration would learn from other jurisdictions' relevant developments and practices, and instill changes in civil servants' core values, mindset and culture as required in keeping with the changing demands of the community.

Asked by: Hon. NG Margaret

Reply:

The Administration would, from time to time, draw reference from other jurisdictions' relevant developments and practices in instilling changes in civil servants' values, mindset and culture as required in keeping with the changing demands of the community. Through the Civil Service Training and Development Institute ("CSTDI") and the Efficiency Unit, seminars and workshops that feature prominent overseas experts and practitioners are organised on an on-going basis. The training provided by these two organisations includes change management, and enhancement of specific competencies that are critical for upholding the core values of the civil service and the effective delivery of public service. CSTDI also provides overseas training for civil servants, and arranges visits and exchange programmes for civil servants to network with and learn from their overseas counterparts.

Signature \_\_\_\_\_

Name in block letters \_\_\_\_\_

Andrew HY WONG

Post Title \_\_\_\_\_

Permanent Secretary for the Civil Service

Date \_\_\_\_\_

27 March 2009

**CONTROLLING OFFICER'S REPLY TO  
SUPPLEMENTARY QUESTION**

Reply Serial No.

**S-CSB02**

Question Serial No.

SV002

Head: 143 - Government Secretariat: Civil Service Bureau Subhead (No. & title):

Programme: (4) Civil Service Training and Development

Controlling Officer: Permanent Secretary for the Civil Service

Director of Bureau: Secretary for the Civil Service

Question:

Please explain -

- (a) the role and establishment, including the grades of officers involved, of the Civil Service Training and Development Institute ("CSTDI"), the criteria which CSTDI adopts in ascertaining the training needs of civil servants and evaluating the effectiveness of its training courses in facilitating civil servants to discharge their duties in a satisfactory manner; and
- (b) whether an independent third party has been/will be engaged to assess the effectiveness or shortcomings of training programmes organized by CSTDI.

Asked by: Hon. NG Margaret

Reply:

- (a) The Civil Service Training and Development Institute ("CSTDI") provides generic training that addresses the common needs of all civil servants, while departments and respective grade management provide job-related training and grade specific management training respectively. CSTDI has four core service areas: senior executive development, national studies programmes, human resource management consultancy service and promotion of a continuous learning culture. It is headed by a civil servant remunerated on Directorate Pay Scale D2, and 52% of its establishment are members of the Training Officer grade (i.e. 54 Training Officers).

CSTDI frequently meets with the management of bureaux and departments, and conducts surveys and focus group meetings with civil servants at all levels to ascertain their training needs with reference to central policy initiatives, specific departmental requirements and customers' feedback. In evaluating the effectiveness of training programmes and consultancy service, participants/bureaux/departments will provide feedback on the relevance of the course/service concerned, the applicability of the learning in the workplace, the performance of the speakers/facilitators, etc.

- (b) CSTDI offers more than 1 000 training programmes every year, about 70% of which are outsourced to external organisations. CSTDI and the concerned external organisations will evaluate the effectiveness of every programme in accordance with the mechanism outlined in (a) above. If need be, CSTDI will also engage an independent consultant to assess its programmes with a view to achieving further enhancement.

Signature \_\_\_\_\_

Name in block letters Andrew HY WONG

Post Title Permanent Secretary for the Civil Service

Date 26 March 2009

Examination of Estimates of Expenditure 2009-10  
**CONTROLLING OFFICER'S REPLY TO  
SUPPLEMENTARY QUESTION**

Reply Serial No.

**S-CSB03**

Question Serial No.

SV003

Head: 143 - Government Secretariat: Civil Service Bureau Subhead (No. & title):

Programme: (4) Civil Service Training and Development

Controlling Officer: Permanent Secretary for the Civil Service

Director of Bureau: Secretary for the Civil Service

Question:

Please explain the mechanism in place to fortify a culture of continuous learning in the civil service, and to arouse civil servants' interest in attending staff development programmes.

Asked by: Hon. NG Margaret

Reply:

The Civil Service Training and Development Institute ("CSTDI") encourages civil servants to engage in continuous learning through its e-learning portal "Cyber Learning Centre Plus". It also requests bureaux and departments to draw up annual training plans in support of departmental and central initiatives, and put in place personal development plans for staff and to monitor the implementation of such plans.

CSTDI monitors the feedback from civil servants on its programmes and works closely with the management of bureaux and departments to ensure that its programmes are of sufficient interest for the target civil servants and will meet their needs. It also provides a wide variety of programmes covering different themes to cater for the needs of civil servants and to achieve the best training results.

Signature \_\_\_\_\_

Name in block letters Andrew HY WONG

Post Title Permanent Secretary for the Civil Service

Date 26 March 2009

Examination of Estimates of Expenditure 2009-10  
**CONTROLLING OFFICER'S REPLY TO  
SUPPLEMENTARY QUESTION**

Reply Serial No.

**S-CSB04**

Question Serial No.

SV004

Head: 143 - Government Secretariat: Civil Service Bureau Subhead (No. & title):

Programme: (4) Civil Service Training and Development

Controlling Officer: Permanent Secretary for the Civil Service

Director of Bureau: Secretary for the Civil Service

Question:

Please explain whether the Administration would, in response to public expectations on civil servants' performance in general and in specific areas such as racial equality, invite experts from both local and overseas countries to give talks in training programmes to facilitate civil servants to have a better understanding of the various topics related to their jobs.

Asked by: Hon. NG Margaret

Reply:

The Civil Service Training and Development Institute ("CSTDI") regularly invites local experts and those from other jurisdictions to give talks to civil servants so as to enable the latter to have a better understanding of the various topics related to their jobs. Recent topics covered by these talks include judicial review, complaint handling, service enhancement, streamlining of administrative and regulatory procedures, etc. In the specific area of racial equality, CSTDI provides training on the Race Discrimination Ordinance (Cap. 602) with the assistance of the Equal Opportunities Commission ("EOC"). Since November 2008, six seminars have been held with the EOC. CSTDI will continue to organise training programmes in this area and will look out for suitable speakers, both local and overseas, to enrich our programmes.

Signature \_\_\_\_\_

Name in block letters \_\_\_\_\_

Andrew HY WONG

Post Title \_\_\_\_\_

Permanent Secretary for the Civil Service

Date \_\_\_\_\_

26 March 2009