

LEGISLATIVE COUNCIL PANEL ON PUBLIC SERVICE

Leadership and Management Training for the Civil Service

Purpose

This paper presents an updated overview of the provision of leadership and management training by the Civil Service Bureau (CSB).

Summary

2. The Administration is committed to providing civil servants with training opportunities that would equip them with the skills, knowledge and mindset necessary for providing quality service to the public.

3. In general, vocational training for meeting work requirements and job-specific needs is provided by bureaux and departments (B/Ds). For example, to cope with the changes in land administration policies, guidelines and work procedures, the Lands Department has organised a series of training on “valuation assessment”, “vetting of building plans”, etc for its Survey Officers (Estate). To support the implementation of the new Government Financial Management Information System, the Treasury has provided staff with training on “internal audit control”, “accounting application and payment systems” and other professional subjects.

4. CSB, through the Civil Service Training and Development Institute (CSTDI), focuses on meeting the common training needs of all civil servants in terms of developing their leadership and management skills. In 2010-11, CSB has budgetted \$46 million for the provision of leadership and management training. In the year of 2010, CSTDI organised programmes, seminars and workshops on leadership and management for over 39 000 civil servants, conducted 250 consultancy projects on training and human resource management for B/Ds, and recorded over 260 000 visits to the e-learning portal.

5. The following paragraphs provide a summary of the training activities organised by CSTDI, other than the national studies and the Basic Law programmes which were presented to Members in January 2010 vide LC

paper No. CB(1)860/09-10(04) and October 2010 vide LC Paper No. CB(1)49/10-11(01).

Leadership and management training programmes

6. CSTDI offers leadership and management programmes for civil servants at different levels, and refines these programmes from time to time to meet the changing needs of B/Ds.

(i) Local training programmes

7. We provide an *Advanced Leadership Enhancement Programme* for around 40 directorate civil servants each year to enhance their core leadership and management competence. Comprising two modules each lasting for four days, the programme is led by professors from the School of International and Public Affairs of the Columbia University and the Richard Ivey School of Business of the University of Ontario. Through case studies, panel discussions, guest talks and simulations, the programme seeks to enhance participants' knowledge in public sector leadership, accountability, crisis management, public engagement and people management.

8. We offer a three-week *Leadership In Action* programme for around 70 senior professionals (in two classes) each year. The programme covers formulation and implementation of public policies, media and communication skills, stress management, leadership and change management. We offer a two-week *Innovative Managers Programme* for around 105 middle managers (in three classes) each year. The programme covers fundamentals of public policy, human resource management, team leadership and interpersonal skills. While local scholars and experts will facilitate different discussion sessions, guest speakers from relevant fields are invited to share their personal experiences and insights during the programmes.

9. We also offer a series of *Advanced Management Workshops* for senior civil servants on a wide range of topics. Led by distinguished scholars and subject experts, the workshops usually last for one to two days covering topics such as accountability, public engagement, media and communication strategy, negotiation and people management. About 300 civil servants attended these workshops in 2010. Regular short seminars for senior civil servants are also delivered by prominent speakers and experts on topical subjects, such as judicial review, executive health and environmental leadership. About 2 200 civil servants attended such seminars in 2010.

(ii) Overseas training programmes

10. To assist B/Ds to groom and develop their staff, CSTDI sponsors selected civil servants to attend executive development programmes at renowned overseas institutions, such as Harvard John F. Kennedy School of Government in USA, London Business School in UK and INSEAD in France. Most of these programmes last for four weeks. About 20 civil servants attended various overseas training programmes in 2010.

(iii) Attachment programmes

11. We arrange a variety of attachment programmes for senior civil servants to gain wider exposure and develop broader perspectives. These include attachments to policy bureaux, public organisations in Hong Kong such as the Hospital Authority, regional and international public bodies overseas such as the European Commission, the Organisation for Economic Co-operation (OECD) Secretariat and the Asian Development Bank. Attachment to bureaux normally lasts for six months. About 20 civil servants attend these attachment programmes each year.

Other training and learning opportunities

12. We actively encourage civil servants at all levels to pursue continuous learning for enhancing their capabilities and meeting higher performance standards. Diversified training and learning opportunities are made available to different grades and ranks of civil servants. A brief account of these training activities undertaken by CSTDI is given below.

(i) Training and development programmes in support of service-wide and departmental initiatives

13. CSTDI provides advisory and training services to B/Ds in formulating and rolling out training plans in support of their policy/departmental initiatives. The following are some examples of services provided -

- (a) workshops and seminars with the Constitutional and Mainland Affairs Bureau and the Equal Opportunities Commission to update civil servants on new ordinances, guidelines and codes of practices on cultural diversity, disability discrimination and gender related issues;
- (b) seminars on use of new social media and other forms of E-engagement in conjunction with the Office of the Government

Chief Information Officer;

- (c) civil service-wide and department-specific courses for frontline staff and junior managers on handling public complaints and enhancing the quality of customer service;
- (d) workshops for middle managers on supervisory accountability as well as coaching and counselling skills to strengthen their leadership capability; and
- (e) induction training for new recruits, covering equal opportunities, integrity and core values of the civil service, in addition to other job-specific orientation classes provided by B/Ds.

(ii) Enhanced E-learning resources

14. We continue to expand the e-learning opportunities for civil servants. The enhanced Cyber Learning Centre Plus (CLC Plus) website now offers about 1 900 items of learning resources which include web courses, articles, video clips, CSTDI library collection information, learning tips, e-books and publications, guidelines and best practices as well as course reference materials. About 80% of the CLC Plus users are civil servants remunerated below Point 34 of the Master Pay Scale. Eighteen departments have also made use of our platform and hosted training materials of their own disciplines on our CLC Plus website. More learning resources will be added in 2011-12 and the functionalities of the portal will be further enhanced to increase its user friendliness.

(iii) Encouraging continuous learning through financial sponsorship

15. Since 2005, we have offered the External Training Sponsorship Scheme to front-line staff who wish to pursue learning through external courses. Under the Scheme, civil servants remunerated on or below MPS 16 or equivalent, including MOD I staff, may apply for reimbursement of course fees for self-arranged studies. The sponsorship ceiling is \$6,000 per applicant per year for a maximum of three courses, all to be pursued outside office hours. Up to the end of 2010, about \$8.6 million was granted to about 3 500 civil servants.

Consultancy support to B/Ds in human resource management

16. To facilitate B/Ds to devise plans and implement their organisation goals, CSTDI provides consultancy services and assistance to them in conducting training needs analysis, developing departmental training and

development plans, as well as designing and organising tailor-made classes and activities for their staff. CSTDI also provides facilitators to help B/Ds to review or formulate business strategy, build team spirit and strengthen communication with staff through workshops and retreats.

17. CSTDI also assists B/Ds to develop and implement competency-based performance management systems as well as provides advisory services on related performance management and appraisal matters. We help to disseminate best practices in training and human resource management through experience-sharing sessions. We also provide advice on ways to groom promising officers and formulate long term human resource development plans. Where necessary, we provide funding to support their training and human resource management initiatives.

Way Ahead

18. We will continue to strengthen and diversify the range of training opportunities for all civil servants. In addition to continuing with the existing programmes and services, we will work closely with B/Ds to explore new training opportunities and to provide targeted support to meet changing demands and challenges ahead.

Civil Service Bureau
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