



Training and development for civil servants

Figure 1 – Number of civil servants, FY2000-FY2018

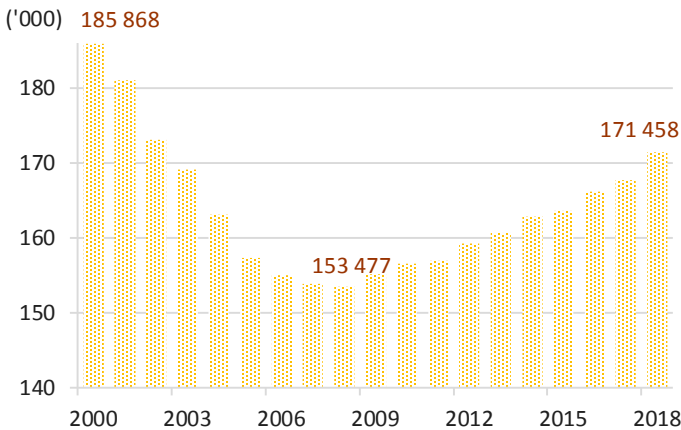
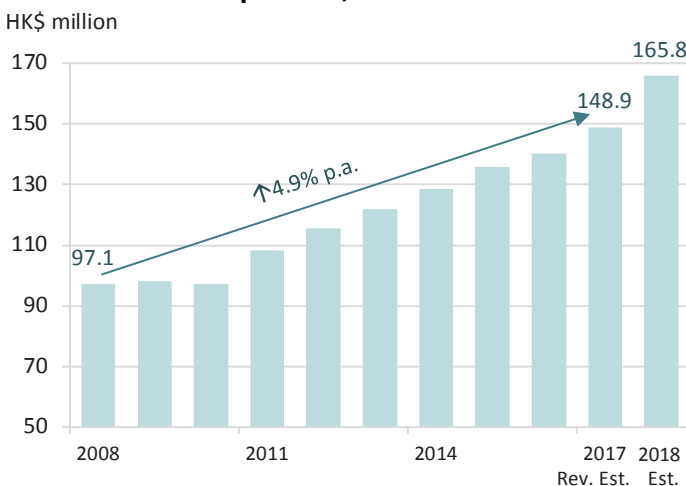
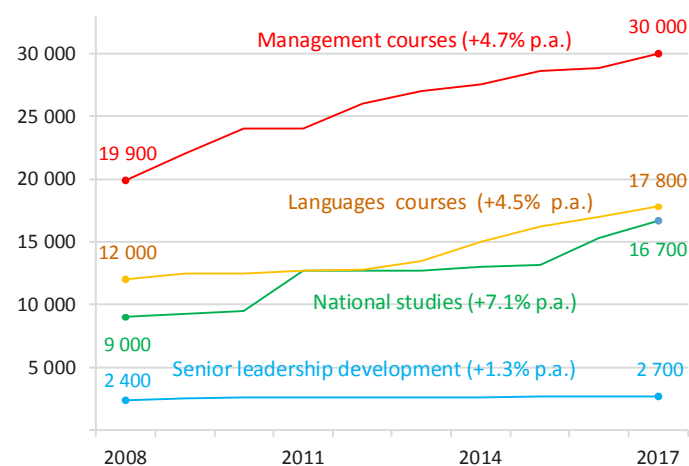


Figure 2 – Expenditure on civil service training and development*, FY2008-FY2018



Note: (*) Including salaries, expenditures on training programmes and activities, and operating expenses.

Figure 3 – Number of trainees for classroom training, 2008-2017



Highlights

- The turn of millennium witnessed a down-sizing of the civil service through enhanced efficiency drives, voluntary retirement schemes, and six years of open recruitment freeze starting 1999. In recent years, the much-improved fiscal position has allowed the civil service to grow steadily to meet the demand for new or improved public services (**Figure 1**).
- In tandem with the growth of the civil service establishment, the Government has provided increased training opportunities for civil servants through individual bureaux/departments ("B/Ds") and the Civil Service Training and Development Institute ("CSTDI") of the Civil Service Bureau ("CSB").
- CSTDI is tasked with formulating training policies and providing support to B/Ds in training and development matters. The expenditure incurred by CSTDI on civil service training and development increased by an annual average of 4.9% during 2008-2017, and is budgeted to increase by a higher 11.3% in 2018 (**Figure 2**). According to the latest figure available, nearly half of the expenditure incurred during the past seven years was related to (a) the provision of various training programmes, including senior leadership development, national studies, management and languages courses; and (b) other training expenses such as those related to the e-learning and financial sponsorship.
- There has been a visible increase in the participation in the CSTDI training courses in the past decade, except for senior leadership development training that is only open to civil servants at Master Pay Scale ("MPS") Point 45 or above (**Figure 3**). Management courses were the most popular in terms of the number of participants. In 2017, 30,000 trainees attended a wide spectrum of management courses to enhance their skills on financial management, decision making, problem solving, coaching and communication. As to the growth of course participants, national studies training had the largest increase averaging 7.1% per annum in the past decade (**Figure 3**).

Training and development for civil servants (cont'd)

Figure 4 – Expenditure on classroom training, FY2011-FY2018

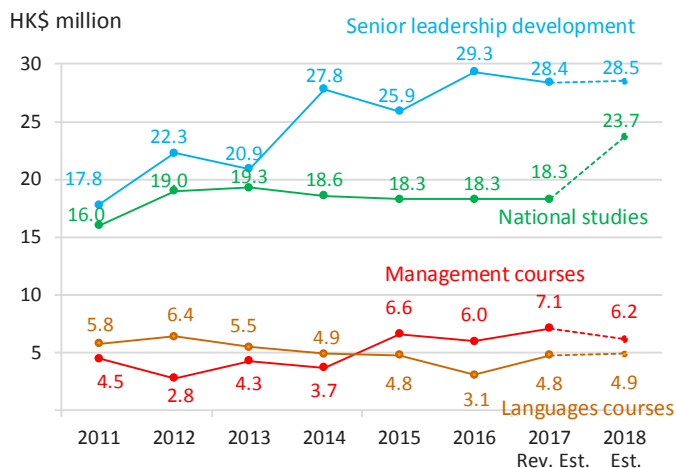


Figure 5 – E-learning portal, 2010-2018

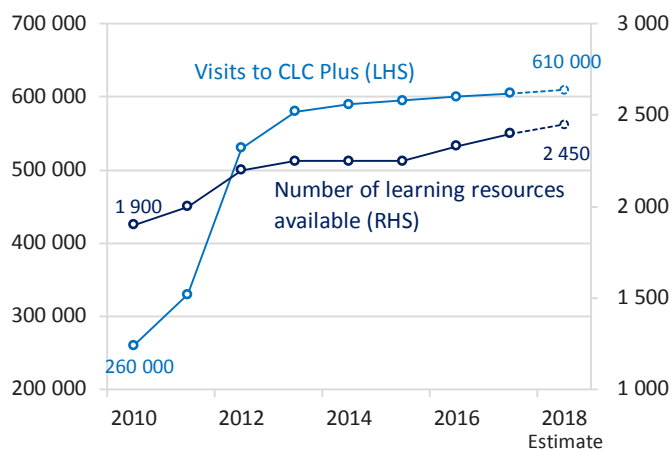
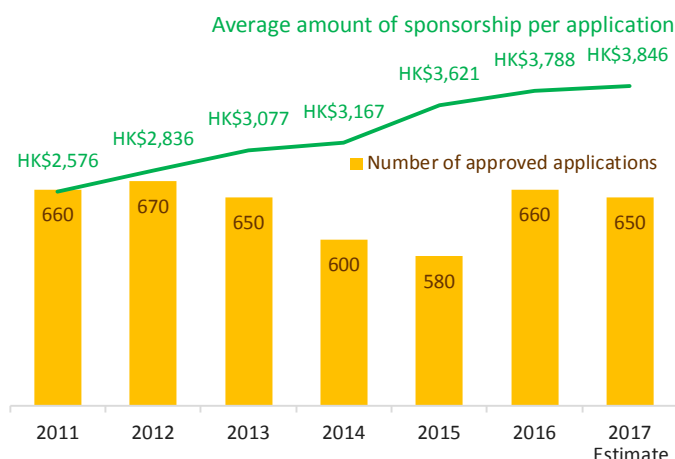


Figure 6 – Training Sponsorship Scheme for frontline staff, FY2011-FY2017



Highlights

- Despite having the smallest number of trainees, senior leadership development programme incurred the most expenditure among all CSTDI training courses (**Figure 4**). This could be partly attributable to the overseas programmes provided for senior civil servants that usually attract higher costs than the local programmes.
- CSTDI has been promoting the use of e-learning as a means to sustain civil servants' learning beyond classroom. The variety and number of the training materials available through CSTDI's e-learning portal, CLC Plus, have been on the rise after the major enhancement of the portal in 2010 (**Figure 5**). This helps to sustain the number of visits to the portal at around 600 000 in recent years.
- In addition to training services, CSTDI offers financial sponsorship to eligible frontline staff at MPS Point 16 or below, in a move to promote life-long learning among civil servants. Yet, not more than 700 applications had been approved under the Training Sponsorship Scheme in the past seven years (**Figure 6**). Notwithstanding the low participation rate, the Scheme will be extended to cover all officers at MPS Point 49 and below from 2018 onwards. The annual sponsorship ceiling per applicant will also rise from HK\$6,000 to HK\$10,000.
- Looking ahead, CSB plans to upgrade the existing CSTDI and establish a new civil service college. CSB will continue to strengthen training for different levels of civil servants through CSTDI, while the new civil service college will place emphasis on deepening civil servants' understanding of the Mainland's development and the relationship with the central authorities.

Data sources: Latest figures from the Civil Service Bureau and the Census and Statistics Department.

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