

## **ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE**

### **HEAD 143 – GOVERNMENT SECRETARIAT : CIVIL SERVICE BUREAU**

### **HEAD 29 – CIVIL SERVICE TRAINING AND DEVELOPMENT INSTITUTE**

#### **Subhead 000 Operational expenses**

Members are invited to recommend to Finance Committee the following proposals to facilitate the incorporation of the Civil Service Training and Development Institute into the Civil Service Bureau with effect from 1 April 2004 –

- (a) the deletion of the post, grade and rank of Director, Civil Service Training and Development (D3) (\$127,900 - \$135,550); and
- (b) redeployment of the remaining directorate posts in the Civil Service Training and Development Institute and redistribution of duties among the directorate posts in the Civil Service Bureau.

#### **PROBLEM**

We consider that there is scope for rationalizing the way the Civil Service Training and Development Institute (CSTDI) delivers its services. We also see room for further streamlining the organisational structure of Civil Service Bureau (CSB) and CSTDI to achieve better efficiency and economy in operation.

**/PROPOSAL .....**

**PROPOSAL**

2. We propose that, with effect from 1 April 2004 –
  - (a) CSTDI be subsumed under CSB;
  - (b) the post of Director, CSTDI (D, CSTDI) (D3) (\$127,900 - \$135,550) and consequently, the grade and rank of D, CSTDI, which is a one-rank grade, be deleted; and
  - (c) the remaining directorate posts in CSTDI be redeployed and duties among the directorate posts in CSB be re-distributed upon incorporation of CSTDI.

**JUSTIFICATION**

3. The Government is committed to providing civil servants with training programmes that would equip them with the skills and knowledge necessary for providing quality service to the public. We advocate a continuous learning culture and encourage civil servants to continuously acquire new knowledge.

4. In 1994, the Government started to devolve training responsibilities to bureaux/departments, with a view to encouraging Heads of Departments to take ownership of training and staff development. With departments responding positively to the devolution process, CSTDI has assumed the role of a facilitator and advisor, apart from being a direct service provider in training. With the increase in emphasis placed by departments and CSTDI in promoting training and development (T&D) in the service, the amount of resources spent on training has increased steadily over the years. At present, the civil service as a whole spends about \$1,020 million per year on T&D activities, compared with less than \$600 million before 1996. As a result of the devolution process, about 87% of the resources now spent on training are directly controlled by bureaux/departments. The remaining 13% is funded by CSTDI.

5. At present, vocational training (i.e. training designed to meet the job-specific needs of staff of certain grade or department) takes up about \$640 million each year, of which 98% are provided by bureaux/departments. On the other hand, generic training on languages, use of information technology (IT) and general management aiming at enhancing the general personal effectiveness of staff takes up about \$380 million per year. About two-thirds of such training are provided by bureaux/departments.

Encl. 1 6. The present key responsibilities of CSTDI are set out in Enclosure 1. Earlier this year, we have conducted a review of CSTDI's operations. We have critically looked at past developments, present-day circumstances, and the changing training needs of the civil service with a view to –

- (a) defining clearly the core areas that CSTDI should focus on in future;
- (b) rationalizing the way CSTDI delivers its services; and
- (c) examining whether the structure of CSB and CSTDI could be further streamlined.

In brief, the strategic aim of our review is to ensure that the resources we spend on training and development are utilized in the most cost-effective manner and best meet the needs of the community we serve.

### **Proposed core activities**

7. We propose that CSTDI, following reorganisation, should focus on the following four core areas.

#### ***(a) Senior executive development***

8. To meet the ever-rising public demands for an effective, efficient and responsive Government, the importance of leadership development in the civil service could not be over-emphasized. We consider that T&D programmes at the senior level should best be provided centrally for strategic and economic reasons. In addition to on-going investment on programmes for senior directorate officers, CSTDI will bring in new elements to enhance the training programmes for junior and would-be directorate officers to ensure that they are given adequate support in acquiring new skills, in finding best practices, and in seeking new ideas for meeting the challenges ahead. CSTDI will also offer advisory service to bureaux/departments on appropriate training associated with directorate succession planning.

#### ***(b) National studies programmes***

9. CSTDI will continue to place emphasis on national studies programmes, including staff exchange programmes with the Mainland. On top of the current programmes offered by the Tsinghua University and the National School of Administration, we will also commission the Peking University to organise programmes for senior civil servants starting from 2004. CSTDI will also

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put more resources on training programmes in support of Hong Kong's closer economic integration with the Mainland in general and the greater Pearl River Delta region in particular. Where appropriate, CSTDI will invite more Mainland academics, professionals, officials, etc. to speak at seminars on national affairs.

*(c) Consultancy services to departments on human resources management (HRM) initiatives*

10. In support of bureaux/departments taking on more responsibilities in both staff and financial management, CSTDI will expand its role of providing consultancy and advisory services to bureaux/departments for enhancing the latter's HRM capacity.

11. Emphasis will be placed on helping bureaux/departments to make the best use of human resources and to develop a workforce that is highly adaptive to demands for change. Services to be rendered by CSTDI include promoting good HRM practices; facilitating bureaux/departments in rolling out and managing change initiatives; developing competencies required of different grades and ranks; reviewing and designing performance management systems; conducting training need analysis; and promoting learning at the workplace.

12. To encourage departments to think and plan ahead so that departmental corporate goals could be more effectively supported by T&D activities, sustained efforts have been made in the past to promote the formulation of departmental T&D plans. By 2002-03, all departments and grades have drawn up their own detailed T&D plans. The support services that are to be provided by CSTDI in paragraph 11 above will help heads of departments and grades to derive more benefits from the annually rolled forward T&D planning process.

*(d) Promotion of a continuous learning culture in the civil service*

13. For some years, the Government has been actively encouraging civil servants to pursue continuous learning to build up their resilience and capabilities at times of change. The promotion of a culture of continuous learning in the civil service will remain a core business of CSTDI in future. Efforts will be spent on promoting the culture and spirit, as well as the development of the infrastructure and content which facilitate continuous learning. On the former, we will promote a management culture which places emphasis on learning and rewards staff who upgrade their skills and enhance their capacity. We will also track the input and effectiveness of T&D on a service-wide and departmental level to assist management to adjust their plans (paragraphs 20 to 21 below). On the latter, we

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will encourage wider use of the e-learning mode. Building on the cyber-learning infrastructure that has been put in place since 2000 (paragraph 14 below), CSTDI will further enrich its online training resources and raise its number of users from 34 000 to over 60 000 in 2005-06. CSTDI will continue to offer its web-based portal for departments to offer department-specific learning resources and assist departments in building up departmental e-learning platforms.

14. The Cyber Learning Centre was launched in March 2000, and upgraded in September 2002 to a web-based learning portal to become the Cyber Learning Centre Plus. It now comprises a comprehensive e-learning management system, discussion forum, and other search functions, offering some 90 web courses on different subjects, more than 65 items of job-related reference materials, and numerous linkages with other websites. Learning resources on languages, communication, IT and government practices are available for enhancing the effectiveness of staff at all levels. For middle managers, interactive courses are provided to develop their managerial competencies. There is also a Leaders' Corner which offers a one-stop resource centre for directorate officers to pursue continuous learning.

15. In the years ahead, more and more of CSTDI's training programmes will be delivered to end-users through the e-learning mode, away from the traditional classroom mode.

### **Interface between Bureaux/Departments and CSTDI as Training Providers**

16. To better align the resources under CSTDI's disposal with its core business in future, the way in which CSTDI delivers its services and the interface with bureaux/departments will undergo some changes after the proposed reorganisation.

#### ***(a) Vocational training***

17. As a result of the devolution of training responsibilities to bureaux/departments since 1994, 98% of the resources now spent on vocational training are provided by bureaux/departments direct. The devolution has reached the stage where we feel CSTDI should cease its direct involvement in providing vocational training for departmental staff. After all, bureaux/departments are best placed to address the job-specific training needs of their staff. Instead, CSTDI will focus on enhancing its support services to bureaux/departments, such as offering training to departmental trainers, assisting them in the formulation of departmental T&D plans, assisting them in sourcing/selecting suitable training providers, etc.

*/(b) .....*

***(b) Generic training***

18. At present, bureaux/departments are responsible for organising about two-thirds of the training programmes on generic subjects, such as language, IT and management, with the remaining one third provided by CSTDI, mainly in the classroom mode. This sharing of responsibilities between CSTDI and bureaux/departments in terms of proportion will be maintained after the reorganisation. However, considering the fact that training in these areas has reached a fairly mature stage, CSTDI in future will endeavour to provide it mainly through the e-learning mode or, where appropriate, a blended mode of e-learning and classroom instruction. As e-learning enables us to benefit more staff at lower costs, helps ease the staff release problem, and offers the advantage of allowing officers to learn at their own pace, this change in the mode of service delivery will allow us to get more out of the resources we spend on training and at the same time provide civil servants with sufficient training opportunities. At the same time, bureaux/departments may still organise classroom sessions to supplement if they see specific needs arise.

19. We will maintain close liaison with bureaux/departments with a view to ensuring that the generic training programmes offered by CSTDI and bureaux/departments to civil servants would continue to complement each other.

**Management information system**

20. We will also put in place a robust management information system that would enable CSB to maintain a good overview of the service-wide training scene and provide timely and useful input for CSB and bureaux/departments to further improve training programmes, thereby meeting the changing training needs of the civil service in the most cost-effective manner.

21. It is all the more important that we have such a management information system in place given the following backdrop: (a) the further devolution of training responsibilities to bureaux/departments; (b) migration to e-learning as a mode of service delivery; and (c) the emphasis that would persistently be placed on continuous learning and enhanced skills/productivity in the civil service.

**The existing structures of CSB and CSTDI**

22. At present, there are a total of 22 civil service directorate posts in CSB and CSTDI –

/(a) .....

- (a) for CSB, there are 19 directorate posts, comprising the Permanent Secretary for the Civil Service (Administrative Officer Staff Grade (AOSG) A1) (D8), three Deputy Secretaries (one AOSGB1 (D4) and two AOSGB (D3)), one Director of General Grades (D3), eight Principal Assistant Secretaries (PAS) (AOSGC) (D2), one AOSGC (D2)/non-civil service position at D2-equivalent post as Administrative Assistant to the Secretary for the Civil Service, two Senior Principal Executive Officers (D2), two Principal Executive Officers (D1), and one Principal Official Languages Officer (D1); and
- (b) for CSTDI, there are three directorate posts comprising the Director, CSTDI (D3); the Assistant Director (Principal Training Officer (PTO) (D2)) and one Assistant Principal Training Officer (APTO) (D1).

Encls. 2 & 3      The existing organisation charts of CSB and CSTDI are at Enclosures 2 and 3 respectively.

### **Organisational changes**

23.            In the interest of layering and to achieve better efficiency, we propose to institute the following changes to the structure of CSTDI –

- (a) subsume CSTDI under CSB. Following reorganisation, CSTDI will be placed under Deputy Secretary (Civil Service)3 (AOSGB) (D3). This directorate officer is responsible for overseeing, as part of his current duties, policies on staff training and development. The officer will become the Head of the Training Officer (TO) grade. The existing and proposed job descriptions of Deputy Secretary (Civil Service)3 are at Enclosures 4 and 5; and
- (b) streamline CSTDI's structure by deleting 47 posts from the current establishment of 154 by 2005-06. These include the post of D, CSTDI (D3); 26 TO grade posts; and 20 other non-directorate posts. At the same time, eight non-directorate posts will be transferred to the General Grades Office which in future will be responsible for the training and development matters of general grades staff direct.

Encls.  
4 & 5

24.            When dealing with T&D matters, Deputy Secretary (Civil Service)3 will be underpinned by the PTO (D2), currently the Assistant Director of CSTDI and the APTO (D1). The Assistant Director post will be retitled as PAS (Training and Development) (PAS(TD)). The post-holder will be responsible for both the formulation and implementation of T&D and HRM policies. The proposed new

/structure .....

Encl. 6 structure of CSTDI is at Enclosure 6. The existing job description of the Assistant  
Encls. 7 Director post of CSTDI and the proposed job description of PAS(TD) are at  
& 8 Enclosures 7 and 8. With the top echelon of CSTDI being more closely involved in  
CSB's policy deliberations, the future CSTDI should be better placed to roll out  
training and development programmes in close support of HRM initiatives  
launched by the centre.

25. Taking into account the number of existing vacancies, the number of  
officers retiring under the second Voluntary Retirement Scheme and natural  
wastage from now to 2006-07, the reorganisation proposal will not lead to forced  
redundancy.

### **Proposed changes to the structure of CSB**

Encl. 9 26. The proposed new organisation chart of CSB following the proposed  
incorporation of CSTDI into CSB on 1 April 2004 is at Enclosure 9. To help  
formulate measures to contain the size of the civil service and to share out the  
heavy workload of the Appointments Division of CSB, the original post of  
PAS(TD) (AOSGC) (D2) will be retitled as PAS (Manpower) to help devise  
measures to contain the size of the civil service and take up part of the current  
duties of PAS (Appointments) relating to Non-Civil Service Contract Staff  
Scheme. The new PAS (Manpower) will report to Deputy Secretary (Civil  
Service)<sup>1</sup> (AOSGB1) (D4). The existing job descriptions of PAS (Appointments)  
Encls. and PAS(TD), and the proposed job descriptions of PAS (Appointments) and  
10 - 13 PAS (Manpower) are at Enclosures 10 to 13.

27. Following the reorganisation of CSTDI, the total number of  
directorates posts in CSB and CSTDI will be reduced by one to 21, as a result of  
the deletion of the D, CSTDI post.

### **Consultation**

28. We have consulted the staff sides of CSTDI. They understand the  
need to re-position CSTDI in order to better meet the changing training needs of  
civil servants. They also agree in general that CSTDI should in future focus on the  
four core business areas. We will continue to work with the staff sides in finalizing  
the implementation details and the necessary measures to prepare them for the  
change.

29. We have also briefed bureaux/departments on the reorganisation  
proposals. Close liaison with bureaux/departments will be maintained to ensure  
that the services to be provided by CSTDI in future and the training programmes  
organised by bureaux/departments would continue to complement each other.

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## FINANCIAL IMPLICATIONS

30. The proposed deletion of the post of D, CSTDI (D3) will bring about savings of \$1.58 million in notional annual salary cost at mid-point. The reorganisation proposal as a whole will bring about net savings of about \$34.1 million in full annual average staff cost, including salaries and staff on-cost, from 2006-07. The amount of training and departmental expenses that may be saved as a result of the re-prioritisation of services and the change in the mode of service delivery are estimated to be about \$13 million per annum.

31. Following the proposed incorporation of CSTDI into CSB, Head 29 – CSTDI will be deleted. The establishment of non-directorate posts under this Head will be placed under Head 143 – Government Secretariat: CSB starting from 1 April 2004. Subject to Finance Committee's endorsement of the reorganisation proposals, set out in this paper, we will reflect the transfer of the financial provision under Head 29 – CSTDI to Head 143 – Government Secretariat: CSB in the 2004-05 Estimates.

## ESTABLISHMENT CHANGES

32. The establishment changes in CSB and CSTDI for the past two years are as follows –

Establishment (Note)	Number of posts		
	Existing (as at 31 December 2003)	As at 1 April 2002*	As at 1 April 2001*
<b>CSB</b>			
A	19 <sup>#</sup>	20+(1)	20+(1)
B	161	176	178
C	340	358	383
<b>Total</b>	<b>520</b>	<b>554+(1)</b>	<b>581+(1)</b>
<b>CSTDI</b>			
A	3 <sup>#</sup>	3	3
B	51	51	51
C	100	103	109
<b>Total</b>	<b>154</b>	<b>157</b>	<b>163</b>

Note:

A – ranks in directorate pay scale or equivalent

B – non-directorate ranks the maximum pay point of which is above MPS point 33 or equivalent

C – non-directorate ranks the maximum pay point of which is at or below MPS point 33 or equivalent

( ) – number of supernumerary directorate posts

\* Includes posts of the then Official Languages Agency, which was subsumed under CSB on 1 July 2003, for comparison purpose.

# As at 31 December 2003, there is no unfilled directorate post in CSB and one unfilled Director post (D3) in CSTDI.

/CONSULTATION .....

**CONSULTATION WITH LEGISLATIVE COUNCIL PANEL**

33. We have briefed the Legislative Council Panel on Public Service on 15 December 2003 on the reorganisation proposals.

**ADVICE OF THE STANDING COMMITTEE ON DIRECTORATE SALARIES AND CONDITIONS OF SERVICE**

34. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the posts would be appropriate if the posts were to be redeployed under the incorporation proposal.

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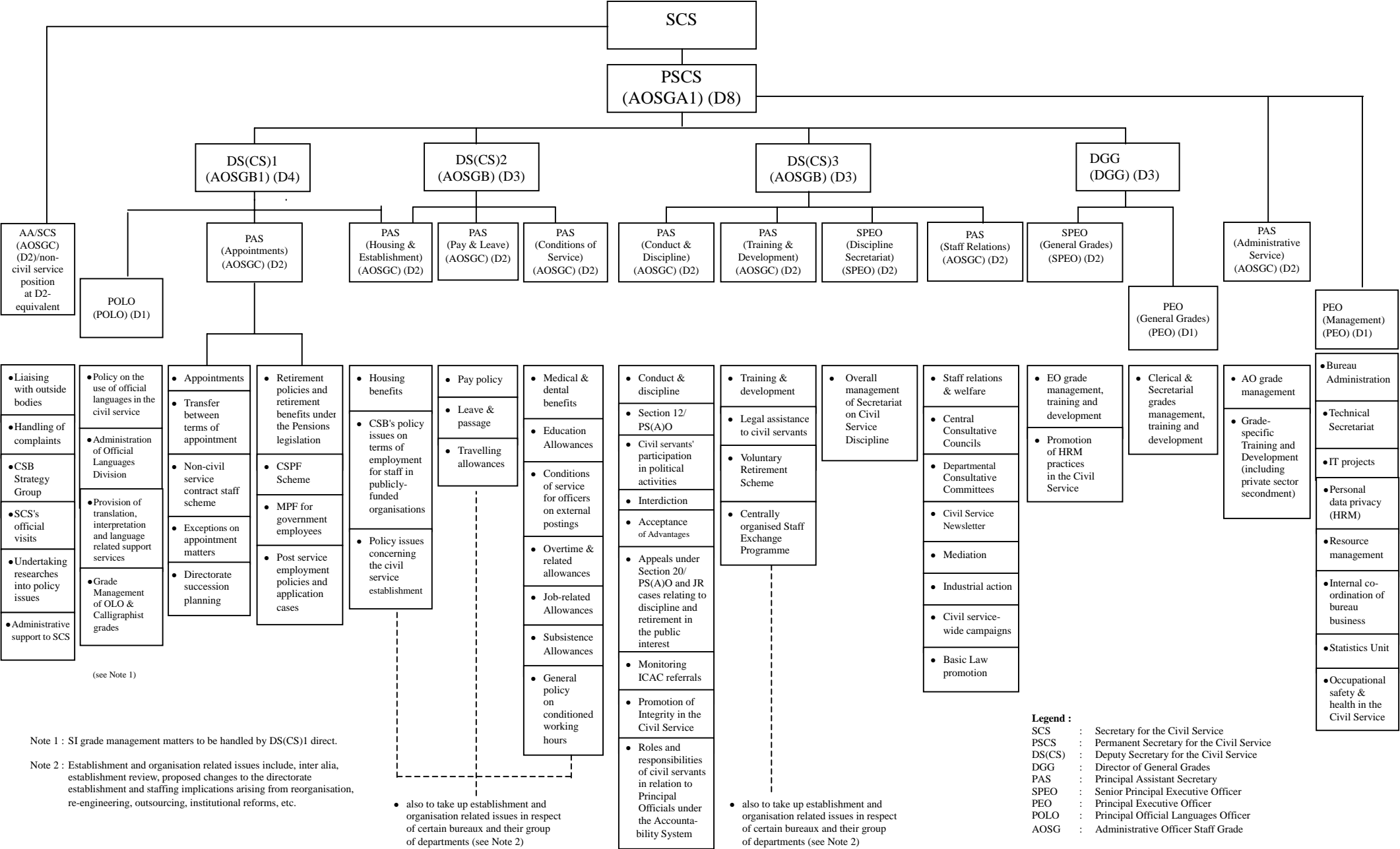
Civil Service Bureau  
December 2003

**Key Responsibilities of Civil Service Training and Development Institute**

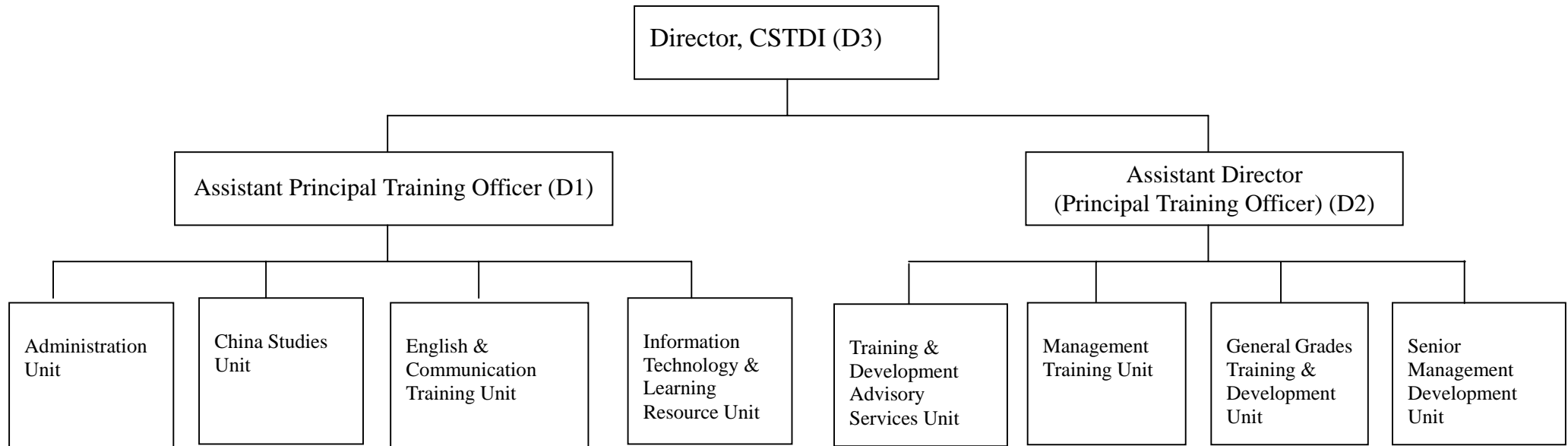
The Civil Service Training and Development Institute (CSTDI) was set up on 1 April 1996 by bringing together the then Civil Service Training Centre (CSTC) and the Senior Staff Course Centre (SSCC). Both the CSTC and SSCC were offices set up under the then Civil Service Branch. Being the central training and development agency under the policy responsibility of CSB, CSTDI has the following key responsibilities –

- (a) assisting the Secretary for the Civil Service to formulate and implement training policies and regulations for the civil service;
- (b) providing bureaux/departments with advisory and consultancy services on human resource training and development;
- (c) providing training support to implement and roll out central policy and reform initiatives;
- (d) providing and administering management development courses and seminars for senior civil servants; and
- (e) organising general training programmes on national studies, languages, human resource management and information technology for improving the efficiency and performance of the civil service.

Existing Organisation Chart of the Civil Service Bureau



Existing Organisation Chart of CSTDI



**Existing Job Description  
Deputy Secretary (Civil Service)3**

**Rank** : Administrative Officer Staff Grade B (D3)

**Responsible to** : Permanent Secretary for the Civil Service

**Main Duties and Responsibilities –**

1. providing policy steer on conduct and discipline;
2. providing policy steer on the promotion of integrity in the civil service;
3. providing policy steer on training and development;
4. overseeing policy matters on legal assistance to civil servants;
5. overseeing policy matters on occupational health and safety in the civil service;
6. overseeing policy matters on staff relations and welfare; and
7. overseeing establishment and organisation related issues in respect of certain bureaux and their group of departments.

**Proposed Job Description (with effect from 1 April 2004)  
Deputy Secretary (Civil Service)3**

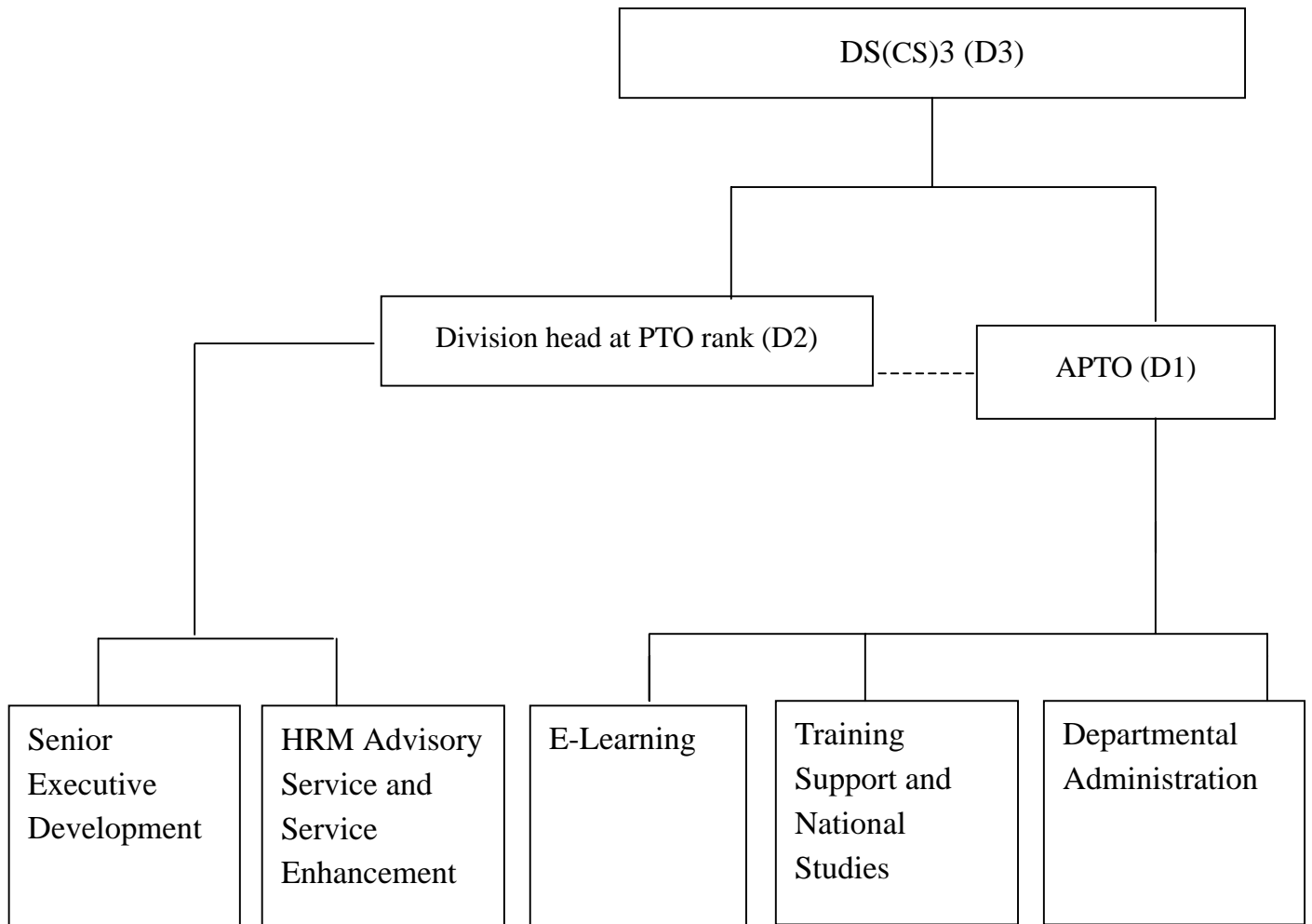
**Rank** : Administrative Officer Staff Grade B (D3)

**Responsible to** : Permanent Secretary for the Civil Service

**Main Duties and Responsibilities –**

1. providing policy steer on conduct and discipline;
2. providing policy steer on the promotion of integrity in the civil service;
3. providing policy steer on training and development;
4. overseeing policy matters on legal assistance to civil servants;
5. overseeing policy matters on occupational health and safety in the civil service;
6. overseeing policy matters on staff relations and welfare; and
7. serving as Head of the Training Officer grade.

**Proposed Organisation Chart of the Reorganised CSTDI**



**Legend:**

DS - Deputy Secretary

PTO - Principal Training Officer

APTO - Assistant Principal Training Officer



**Existing Job Description  
Assistant Director, CSTDI**

**Rank** : Principal Training Officer (D2)

**Responsible to** : Director, CSTDI (D3)

**Main Duties and Responsibilities –**

1. assisting D,CSTDI in the strategic planning of CSTDI's business, particularly in the training and development for all ranks of management and general grades, as well as in the provision of advisory services on human resources management for bureaux/departments;
2. supervising and managing the following four units: the Senior Management Development Unit, Management Training Unit, General Grades Training & Development Unit, and Training and Development Advisory Services Unit of CSTDI;
3. assisting in the formulation and implementation of civil service training policy;
4. monitoring trends and development in training and advising bureaux/departments on relevant training and development practice;
5. serving as secretary to the Civil Service Training & Development Advisory Board and maintaining and expanding network with local and overseas professionals, counterpart organisations, academics and leading personalities in human resources and other fields relevant to CSTDI's business; and
6. overseeing the reorganisation of CSTDI.

**Proposed Job Description (with effect from 1 April 2004)**  
**Principal Assistant Secretary (Training and Development)**

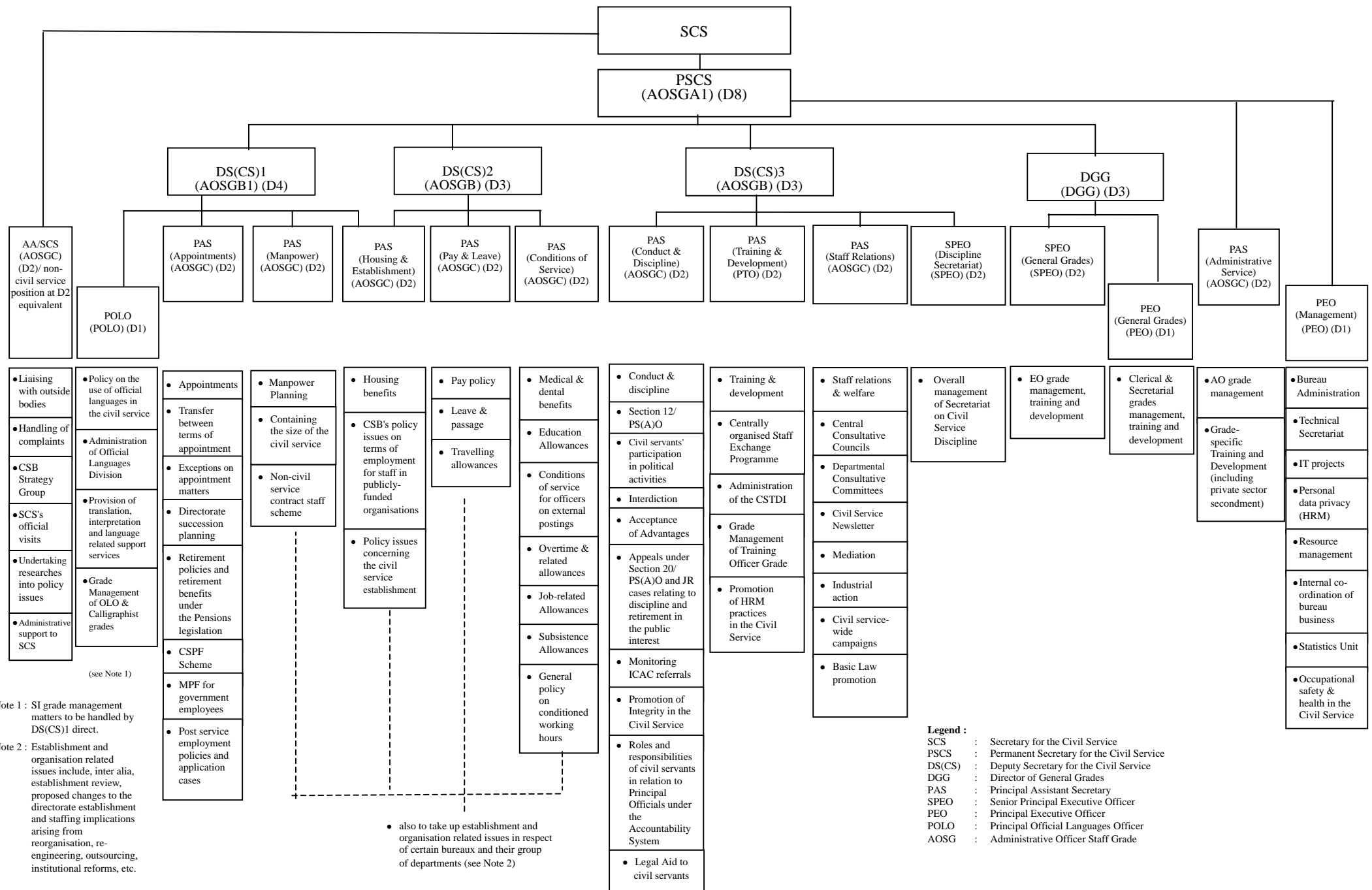
**Rank** : Principal Training Officer (D2)

**Responsible to** : Deputy Secretary (Civil Service)3 (AOSGB) (D3)

**Main Duties and Responsibilities –**

1. assisting in policy matters on training and development of civil servants;
2. assisting in policy matters on centrally organised Staff Exchange Programme;
3. overseeing the administration of CSTDI;
4. assisting in matters on grade management of the Training Officer Grade; and
5. assisting in the promotion of human resources management practices in the civil service.

# Proposed Organisation Chart of the Civil Service Bureau (with effect from 1 April 2004)



**Existing Job Description  
Principal Assistant Secretary (Appointments)**

**Rank** : Administrative Officer Staff Grade C (D2)

**Responsible to** : Deputy Secretary (Civil Service)1 (AOSGB1) (D4)

**Main Duties and Responsibilities –**

1. assisting in policy matters on appointments and promotion of civil servants and processing related cases involving directorate officers;
2. assisting in policy matters on transfer between terms of appointments of civil servants;
3. assisting in policy matters on non-civil service contract staff scheme;
4. assisting in matters concerning directorate succession planning;
5. assisting in policies on retirement and retirement benefits under the Pensions legislation;
6. assisting in matters concerning Civil Service Provident Fund Scheme;
7. assisting in matters concerning Mandatory Provident Fund for government employees; and
8. assisting in policy matters on post-service employment.

**Existing Job Description**  
**Principal Assistant Secretary (Training and Development)**

**Rank** : Administrative Officer Staff Grade C (D2)

**Responsible to** : Deputy Secretary (Civil Service)<sup>3</sup> (AOSGB) (D3)

**Main Duties and Responsibilities –**

1. assisting in policy matters on training and development of civil servants;
2. assisting in policy matters on centrally organised Staff Exchange Programme;
3. assisting in policy matters on voluntary retirement schemes;
4. assisting in policy matters on legal assistance to civil servants; and
5. overseeing the establishment and organisation related issues in respect of certain bureaux and their group of departments.

**Proposed Job Description (with effect from 1 April 2004)**  
**Principal Assistant Secretary (Appointments)**

**Rank** : Administrative Officer Staff Grade C (D2)

**Responsible to** : Deputy Secretary (Civil Service)1 (AOSGB1) (D4)

**Main Duties and Responsibilities –**

1. assisting in policy matters on appointments and promotion of civil servants and processing related cases involving directorate officers;
2. assisting in policy matters on transfer between terms of appointment of civil servants;
3. assisting in matters concerning directorate succession planning;
4. assisting in policies on retirement and retirement benefits under the pensions legislation;
5. assisting in matters concerning the Civil Service Provident Fund Scheme;
6. assisting in matters concerning Mandatory Provident Fund for government employees; and
7. assisting in policy matters on post-service employment.

**Proposed Job Description (with effect from 1 April 2004)**  
**Principal Assistant Secretary (Manpower)**

**Rank** : Administrative Officer Staff Grade C (D2)

**Responsible to** : Deputy Secretary (Civil Service)1 (AOSGB1) (D4)

**Main Duties and Responsibilities –**

1. assisting in policy matters on manpower planning, including the development of measures to facilitate bureaux/departments to contain their establishment;
2. assisting in policy matters on the non-civil service contract staff scheme; and
3. overseeing the establishment and organisation related issues in respect of certain bureaux and their group of departments.

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