

立法會
Legislative Council

LC Paper No. CB(1)534/11-12(05)

Ref: CB1/PL/PS

Panel on Public Service
Meeting on 19 December 2011

Background brief on training and development for civil servants

Purpose

This paper provides background information on training and development (other than the national studies and the Basic Law programmes) for civil servants, and summarizes the major views and concerns expressed by the Panel on Public Service (the Panel) on the subject in past discussion.

Background

2. The Government 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. In general, vocational training for meeting work requirements and job-specific needs is provided by individual Bureaux/Departments (B/Ds). The Civil Service Bureau (CSB), through the Civil Service Training and Development Institute (CSTDI), focuses on meeting the common training needs of all civil servants. These include training on leadership, general management, human resource management, languages, communications, information technology and customer service.

Senior executive development programmes

3. CSB provides directorate and senior non-directorate staff with adequate support in acquiring leadership skills, in developing new ideas, and in learning the best management practices to meet current and future challenges. To achieve this purpose, CSB offers different programmes for senior staff at different levels, and review/refine the programmes from time to time to match the changing needs of B/Ds and their officers. Apart from local training programmes on leadership and management, attachment programmes and

overseas programmes are arranged for senior officers to gain wider exposure and develop broader perspectives.

Training and learning opportunities for junior and front line staff

4. CSB actively encourages civil servants at all levels, in particular junior and front line staff, to pursue continuous learning to enhance their capabilities and versatilities at times of change and to meet increasing demands from the public for higher performance standards. In this connection, diversified training and learning opportunities are offered to civil servants of different grades and ranks to support them in meeting new challenges and enable them to provide better services to the community. For example, workshops on communication and presentation skills, courses on handling public complaints and induction training for new recruits have been organized. Enhanced e-learning resources are made available on the Cyber Learning Centre Plus website. Two training sponsorship schemes are also offered to civil servants to encourage them to pursue learning through external courses.

Consultancy support to B/Ds in human resource management

5. To assist B/Ds to plan ahead so that departmental corporate goals could be supported more effectively by training and development activities, CSTDI provides consultancy services to B/Ds by carrying out training needs analysis, developing and implementing departmental training and development plans, as well as designing and organizing tailor-made classes and activities for civil servants. Facilitators are provided to B/Ds in conducting workshops on team building and organizing retreats to review and formulate business strategy.

6. CSTDI also assists B/Ds in developing and implementing competency-based performance management systems, and provides advisory services on related performance management and appraisal matters. Best practices in training and human resource management are disseminated amongst B/Ds through experience-sharing sessions. Where necessary, funding will also be provided to B/Ds to support their training and human resource management initiatives.

Major views and concerns expressed by the Panel in past discussion

7. The Panel has discussed the subject of training and development (other than the national studies and the Basic Law programmes) for civil servants at its meeting held on 16 April 2007. Major views and concerns expressed by Panel members are summarized below.

Enhancing publicity and promotion

8. Some Panel members expressed concern whether the low participation of front-line staff in the two training sponsorship schemes was due to the lack of encouragement and/or support from B/Ds to facilitate their staff in pursuing continuous learning. Members suggested conducting a survey to identify the reasons for the low participation, and urged the Administration to enhance publicity to promote staff participation in the training activities.

9. The Administration explained that CSB had publicized the two training sponsorship schemes to civil servants through B/Ds and staff associations. The number of participants had increased from 200 in 2005-2006 to close to 400 in 2006-2007. Efforts were also made to encourage more civil servants to apply for the sponsorships by broadening the scope of the schemes, increasing the financial provision for the schemes and enhancing publicity of the schemes. Furthermore, a number of work-specific and work-related courses for civil servants to update and enhance their work knowledge and skills had been organized.

Provision of material incentives

10. Some Panel members suggested providing material incentives, such as training leave or more flexible working hours, to encourage civil servants to apply for training sponsorship. Members were of the view that the Government, in setting a good example to the private sector, should explore more training opportunities for civil servants and facilitate them to attend training courses through more flexible arrangements of duties and working hours.

11. The Administration responded that whilst B/Ds would consider special requests made by civil servants regarding their working hours sympathetically, there were practical constraints for individual B/Ds to entertain each request to the satisfaction of all parties concerned.

Provision of financial assistance

12. Given the increase in the financial provision for the two training sponsorship schemes and the relatively low salaries of the civil servants joining the schemes, some Panel members requested the Government to consider increasing the reimbursement of course fees from up to 75% to at least 90% or full reimbursement so as to encourage more civil servants to join the schemes.

13. The Administration was of the view that personal commitment of civil servants was integral to the success of the training sponsorship schemes, and civil servants were more concerned about expanding the coverage and eligibility of the schemes than increasing the amount of course fee reimbursement. In this connection, eligibility for sponsorship had been extended from officers in the Model Scale I Pay Scale and those earning a salary between Point 0 and 10 in the Master Pay Scale to officers at Point 16 or below.

Council question

14. Hon Paul CHAN Mo-po has raised a question at the Council meeting on 9 June 2010 about the resources and the provision of e-learning programmes for civil servants in the past five years from 2005-2009. The question together with the Administration's response is attached at **Appendix I** for members' reference.

Latest development

15. The Administration has proposed to update the Panel on training and development for civil servants at the Panel meeting on 19 December 2011.

Relevant papers

16. A list of relevant papers is set out in **Appendix II**.

LCQ10: Civil servants' e-learning platform

Following is a question by the Hon Paul Chan Mo-po and a written reply by the Secretary for the Civil Service, Miss Denise Yue, in the Legislative Council today (June 9):

Question:

In reply to my question on the estimates of expenditure of this year, the Government indicated that the expenditure for all e-learning programmes (including Internet-related training) in 2009-2010 was about \$3 million. It has been learnt that the sum was mainly spent on the Cyber Learning Centre Plus, a web-based self-learning portal for civil servants. In this connection, will the Government inform this Council:

(a) of the resources allocated by the Government for providing e-learning programmes for civil servants in the past five years, as well as a tabulation, of the name, content, number of persons enrolled, number of persons who completed the programme, number of persons who were awarded the certificate of attendance and number of view rates in respect of each of the programmes organised;

(b) which ranks and grades of civil servants are required to enrol in e-learning programmes, and the number of civil servants involved; whether any user target has been set for e-learning programmes, so as to ensure that a certain number of civil servants will receive training; and

(c) apart from the aforesaid programmes, what other programmes on Internet technology application are provided by the Government for civil servants, the resources involved and how it assesses the cost effectiveness of such resources?

Reply:

President,

For part (a) of the Question, the Civil Service Bureau has allocated an average of about \$3 million annually in the past five years to the Civil Service Training and Development Institute to purchase and develop e-learning resources, and to manage and update the e-learning platform "Cyber Learning Centre Plus" (CLC Plus) for the purpose of promoting continuous learning among civil servants. The wide variety of learning resources cover web courses, articles, video clips, library collection information, learning tips, e-books and publications, guidelines and best practices as well as course reference materials.

On the CLC Plus platform, the above learning resources are divided into 14 categories, amounting to some 1,900 items and covering various subjects. A brief description of the content of each category is set out below:

Learning Resource Category	Content
English Corner	Articles on English writing skills, grammar, pronunciation, and web courses and reference materials.
Chinese Language Corner	Resources on Chinese writing skills and Putonghua, which include web courses, reference tools, templates of official writing.
National Studies	Latest updates on Mainland development, with articles and information on the political system, economic development, legal system and civil service system.

Basic Law	Information about the Basic Law, promotional activities and self-assessment. Major topics in the Basic Law are captured in the Basic Law Modular Web Course.
Legal Corner	An overview of various provisions of laws, ordinances and conventions relating to work, e.g. United Nations Convention and Disability Discrimination Ordinance.
IT Zone	Tips, guidelines and references on software usage and application, and web courses on information technology security and Internet application.
Induction Resources	Articles and video clips on guidelines on code of conduct, introduction to government structure and practices, as well as references and links to the Basic Law, information technology, green management and occupational safety.
Management	Articles, web courses and video clips to enable civil servants to address communication and management issues in daily work. Other topics include project management, resource management and knowledge management.
Human Resource Management	Articles on principles, guidelines and best practices and information on human resource management.
Quality Service	Learning resources to facilitate the promotion of quality service and a people-based service culture in the civil service. Topics include customer service, work improvement, human resource management and development, the Civil Service Outstanding Service Award Scheme, performance pledges, public engagement.
Leaders' Corner	Articles and video clips on interviews and seminars on various topics for directorate officers, e.g. leadership skills, public policy, change management and communication skills.
Work-life Balance	Information on work-life balance, such as improving the quality of life, enhancing work efficiency, relieving stress, as well as activities to keep one's body and mind in good shape.
Books and Media	Information on books and journals available in the Learning Resource Centre of the Civil Service Training and Development Institute, book summaries, links to magazines and news channels.
Departmental Resources	Learning resources supplied by other departments (e.g. Civil Aviation Department, Customs and Excise Department, Labour and Welfare Bureau) for viewing by officers in the department concerned and/or general users of CLC Plus.

The majority of the learning resources on the CLC Plus platform are job-related reference materials (e.g. guidelines, best practices, articles, learning tips) aimed at facilitating civil servants' continuous work improvement. Web courses account for a relatively small proportion among the various types of resources. The web courses are normally divided into different modules. Users would select the most relevant modules that suit their needs. As the objective of e-learning is to provide timely and practical knowledge or skills, we measure the e-learning utilisation by the number of hits rather than course completion. The hits of learning resources in the past five years are tabulated below:

Year	Hits of learning resources
2005	534,600
2006	949,679
2007	950,000
2008	987,500
2009	1,100,000

For part (b) of the question, all civil servants can access the learning resources on the CLC Plus platform for continuous learning anytime anywhere. A civil servant is not required to enrol in any e-learning programme. As mentioned in paragraph 3 above, the CLC Plus platform mainly offers information and quick tips for the users' timely reference according to their specific needs. As such, no mandatory user targets are set for e-learning.

For part (c) of the question, the Civil Service Training and Development Institute of the Civil Service Bureau provides courses on Internet technology application through contractors of the PC-related Training Services Contract to cater for various training needs. Courses include "Introduction to the Internet", "Workshop of Effective Use on Internet", "Enjoying Free Internet Services for Communication and Storage" and "Introduction to Internet Security", etc. Some 5,800 civil servants attended around 350 courses on Internet technology application organised in 2009, costing about \$1 million, which meant that the average cost of each participant was about \$170.

To ensure the effective use of resources, we have defined the quality requirements of the courses in the contract. A course will only be considered up to standard when 80% of the trainees rate its overall effectiveness as "Outstanding" or "Very Effective" (i.e. the top two rankings on a five-point scale). All trainees are invited to evaluate the courses on their scope and coverage, suitability and job applicability. In 2009, about 90% of the trainees attending courses on Internet technology application rated their overall effectiveness as "Outstanding" or "Very Effective".

Wednesday, June 9, 2010

Training and development for civil servants

List of relevant papers

Date of meeting of the Panel on Public Service	Minutes / Paper	LC Paper No.
16.4.2007	Administration's paper on "An Overview of Training and Development for Civil Servants" Minutes of meeting	CB(1)1255/06-07(05) http://www.legco.gov.hk/yr06-07/english/panels/ps/papers/ps0416cb1-1255-5-e.pdf CB(1)1588/06-07 http://www.legco.gov.hk/yr06-07/english/panels/ps/minutes/ps070416.pdf