

For discussion  
on 19 December 2016

## **LEGISLATIVE COUNCIL PANEL ON PUBLIC SERVICE**

### **An Overview of Training and Development for Civil Servants**

#### **Purpose**

This paper provides an overview of the provision of training and development for civil servants by Civil Service Bureau (“CSB”).

#### **Overview**

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

3. While bureaux and departments (“B/Ds”) offer vocational training to meet job-specific requirements, the Civil Service Training and Development Institute (“CSTDI”) under CSB focuses on training programmes that fulfill the common training needs of civil servants, such as leadership and management, language and communication, national affairs and the Basic Law. CSTDI also formulates policies on training and performance management, provides consultancy services to B/Ds on human resource management and promotes a culture of continuous learning in the civil service.

4. In 2016-17, CSB has budgeted \$65.3 million for the provision of training programmes and services. By the end of 2016, CSTDI expects that it would have organised programmes, seminars and workshops for about 63 300 civil servants, conducted around 270 consultancy projects on training and human resource management for B/Ds, and attracted about 600 000 visits to the e-learning portal - Cyber Learning Centre Plus (“CLC Plus”). A summary of the main activities carried out by CSTDI is set out below.

#### **Leadership and Management Development**

5. CSTDI helps B/Ds draw up leadership development strategies and identify suitable training opportunities, and forges partnership with universities and institutions in organising management programmes for civil servants.

## *Leadership Development Programmes*

6. CSTDI organises a series of flagship courses to develop the leadership capabilities of middle and senior-level managers in the civil service. This includes a nine-day “Advanced Leadership Enhancement Programme” for directorate officers, a three-week “Leadership In Action Programme” for senior officers at Master Pay Scale (“MPS”) Point 45 to 49, a 13-day “Innovative Leadership Programme” for officers at MPS Point 38 to 44 and a 10-day “Leadership Essentials Programme” for officers at MPS Point 27 to 37. The core elements of these programmes include public sector leadership, policy formulation and implementation, public engagement strategies, communication with the Legislative Council and District Councils, public service innovation, as well as media communication and managing change. In addition, we will introduce new topics (such as new media, Brexit, and renewable energy) in the upcoming programmes to keep civil servants abreast of the latest development of international social and economic issues and their potential impacts on Hong Kong.

7. CSTDI also arranges senior professionals and directorate officers to attend leadership development programmes organised by renowned local and overseas institutions, such as the “Leadership and Public Policy Executive Education Programme Series” offered by the Hong Kong University of Science and Technology, and the leadership programmes offered by the Booth School of Business of the University of Chicago in Hong Kong.

8. In addition, CSTDI organises different workshops led by distinguished scholars and experts. These workshops are normally for up to two days and they cover topics such as public sector accountability, social innovation, people management, negotiation and crisis communication. In 2016, we introduced a new workshop on “Positive Leadership” led by the Ross School of Business of the University of Michigan, and conducted experience sharing sessions on the use of social media and seminars on “Big Data” to provide civil servants with an overview of the latest developments in these areas.

9. We expect that about 2 650 civil servants would have attended the above leadership development programmes by the end of 2016.

## *Attachment and Overseas Exposure*

10. Apart from classroom instruction, we also arrange attachments for senior civil servants to broaden their perspectives in policy bureaux and regional/international bodies like the Asia-Pacific Economic Co-operation Secretariat and the Financial Action Task Force. CSB also sponsors senior civil servants to attend different executive development courses at renowned

institutions such as Harvard University, University of Oxford, University of London and University of California, Berkeley. These courses range from one week to a year. We expect that about 60 civil servants would have attended these courses by the end of this year.

### *Management and Communication Courses*

11. CSTDI offers a wide spectrum of management and communication courses for staff at different ranks. Some examples are outlined below -

- (a) induction training for new recruits covering integrity and core values of the civil service;
- (b) training on legislation and guidelines on equal opportunities, gender, race and cultural sensitivity, disability discrimination and barrier-free access initiatives;
- (c) workshops for enhancing managerial competencies including financial management, supervisory accountability, coaching skills and effective work habits;
- (d) courses on performance management and promotion of good practices within the civil service;
- (e) courses for managers and front-line staff in enhancing customer service, handling public complaints, managing conflicts and verbal violence, coping with stress and maintaining emotional well-being; and
- (f) courses and seminars on English, Chinese, Putonghua and communication. In 2016, we have updated these programmes by introducing different new courses such as spoken English for frontline staff and effective Putonghua telephone skills to cater for the job-specific requirements of different B/Ds.

We expect that about 45 400 civil servants would have attended the above management and communication courses by the end of this year.

### **National Studies and Basic Law Training**

12. The increasing influence of China in the world stage and its subtle interplay with major trading partners of Hong Kong compel us to remain conversant with macro developments in the country. Meanwhile, closer interface heralded by cross-boundary infrastructure projects and coordinated regional initiatives call for broader engagement and mutual understanding.

Our appeal to foreign talents and investments lies not only in geographic advantage and institutional strengths, but also the all-round ability to function as an effective platform for entrepreneurs and investors seeking venture in a market with fast pace of growth and promising potential.

13. Against this setting, it is necessary for civil servants to keep abreast of social and economic issues in the Mainland so as to equip themselves with updated knowledge on national social and economic strategies and blueprints that might impact on Hong Kong. To maintain our competitive edge against neighbouring cities, empowering civil servants through acquisition of exposure on the ground through dialogue and immersion is vital to upholding our status as a premier business centre and opening up new frontiers to propel long-term economic growth.

#### *Mainland Programmes on National Studies*

14. CSTDI joins hands with renowned institutions and universities in the Mainland to run national studies programmes that range from seven to 17 days, and comprise of tutorials supplemented by site visits. Directorate officers will mainly attend lectures at the Chinese Academy of Governance, and senior staff at MPS Point 45 or above are catered for by Tsinghua University or Peking University. In respect of officers at MPS Point 34 to 44, we have secured the assistance of Jinan University, Nanjing University and Zhejiang University to run a one-week course for them. In addition to classroom training, these national studies programmes also include visits to different institutions, such as local community centres, government bodies and business enterprises. China Foreign Affairs University also runs a nine-day course on international relations and foreign affairs for officers at MPS Point 45 or above, particularly for those who may be posted to economic and trade / liaison offices outside Hong Kong. We expect that about 650 civil servants would have attended the above national studies programmes by the end of this year.

#### *Local Seminars on National Studies*

15. Furthermore, we collaborate with institutions in Hong Kong and the Mainland in organising local seminars on issues that include “the Belt and Road Initiative”, “Qianhai development”, “the current international landscape” and “China’s foreign affairs”. We expect that about 7 000 civil servants would have attended these seminars on national studies by the end of this year.

#### *Thematic Visits and Staff Exchange Programmes*

16. Every year, we organise two thematic visits for officers at MPS Point 34 and above. In 2016, we featured Chongqing and Xinjiang, two important regions of “the Belt and Road Initiative”, and the thematic visits

covered a wide range of topics such as intermodal transportation system, economic development of the concerned regions and cultural preservation. That aside, an exchange programme has been operating since 2002 for officers at MPS Point 45 to 49 and their Mainland counterparts at division director/deputy director level to share experience on inherent constraints, endemic problems and prevailing practices on service delivery concerning city planning, traffic management, public housing, health and food safety, trade and commerce, information technology, culture and arts, etc. We expect that about 50 civil servants would have attended these programmes by the end of this year.

### *Basic Law Training*

17. We provide Basic Law training for civil servants at different stages of their career. Starting from 2016, Basic Law foundation courses on key concepts and provisions are provided to all new recruits. As officers progress further to the middle managers level, they would have access to more advanced courses and thematic seminars. For example, we organised a series of thematic seminars in 2016 for middle and senior level officers on court cases related to the Basic Law which provided more in-depth analysis of the Basic Law. Tailor-made Basic Law programmes are also provided for individual B/Ds to meet their specific needs. We expect that about 7 500 civil servants would have attended these courses by the end of this year. Besides classroom training, online resources such as web courses, seminar recordings, and articles on various Basic Law issues are also available at our CLC Plus e-learning portal.

### **Consultancy Services on Human Resource Management**

18. CSTDI provides consultancy services and technical support on training needs analysis, formulation of training and development plans, design of mentorship programmes as well as organising customised activities for individual clients. We host workshops and retreats for B/Ds to crystallise their vision and mission, draw up business strategy, forge team spirit and strengthen internal communication.

19. On performance management, we assist B/Ds to map out and implement competency-based systems, disseminate the latest practices on human resource management and organise experience sharing sessions. We also counsel on ways to groom talents and execute succession plans.

### **Other Initiatives**

20. Civil servants are encouraged to pursue continuously enhancement of their capabilities and attain higher performance standards by taking advantage of diversified learning opportunities.

### *E-learning Resources*

21. We offer e-learning through CLC Plus which contains some 2 300 items of web courses, articles, video clips, library collections, learning tips, book summaries and publications, guidelines and good practices as well as reference materials. In 2016, we revamped several theme-based portals on CLC Plus with new user interfaces and contents, including the “Leaders’ Corner” and the “National Studies Portal”. We are working closely with other B/Ds to launch a dedicated portal on climate change to provide civil servants with latest information on the subject and different government initiatives in addressing issues related to climate change. We also support B/Ds in using e-learning as part of their training and development plans. Some 26 B/Ds have made use of our e-learning portal to provide training materials to their staff.

### *Financial Sponsorship*

22. In addition to training programmes organised by CSTDI and B/Ds, all civil servants can apply for reimbursement of fees after attending courses of operational relevance at their own spare time, and a total sum of \$6.5 million for this purpose was incurred in 2015-16. In addition, CSTDI has concocted the Training Sponsorship Scheme to promote life-long learning among junior staff whose starting salary is at MPS Point 16 or below. With sponsorship capped at \$6,000 for up to three courses per applicant each year, about \$2 million has been earmarked for 550 applications in 2016-17.

### **Way Forward**

23. We will keep our training programmes under constant review against changing circumstances and strengthen our consultancy support for B/Ds to meet new demands and emerging challenges.

**Civil Service Bureau  
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