

**For discussion  
on 4 May 2020**

**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 the Civil Service Bureau (“CSB”).

**Overview**

2. The Government is committed to providing civil servants with learning opportunities that will help them develop a forward-looking perspective and an innovative mindset in pursuit of service excellence, in order to get prepared for various challenges and perform the Government’s roles as a “service provider”, “regulator”, “facilitator” and “promoter”.

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 that fulfills the common training needs of civil servants, such as leadership and management, innovation and technology application, language and communication, national studies 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. CSTDI originally plans to organise various training programmes, seminars and workshops for about 81 700 civil servants, conduct around 270 consultancy projects on training and human resource management for B/Ds, and attract about 630 000 visits to the e-learning portal – Cyber Learning Centre Plus (“CLC Plus”) in 2020. However, in line with the government efforts in response to the COVID-19 situation, CSTDI has since February 2020 postponed various training programmes for civil servants in order to reduce social contacts and the risk of the spread of the novel coronavirus, and made use of the multi-media learning platform to conduct certain programmes. CSTDI will closely keep in

view the development and gradually resume its training courses once the situation becomes stable. The major work programmes of CSTDI are summarised below.

## **Leadership and Management Development**

5. In keeping with the new style of governance of the current-term Government and having regard to the various challenges of Hong Kong's development, CSTDI helps B/Ds draw up leadership development strategies and forge partnership with different universities and institutions in organising programmes for civil servants to enhance their leadership and management skills. The leadership development courses organised by CSTDI are set out below.

### *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 10-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 5-day "Leadership Essentials Programme" for officers at MPS Point 27 to 37. The core elements of these programmes include leadership, policy formulation and implementation, media and public communication strategies, public service innovation, as well as change management.

7. CSTDI also organises different seminars or workshops conducted by distinguished scholars and experts, covering topics such as strategic innovation, people management and crisis management. About 2 900 civil servants attend these programmes every year.

### *Overseas Exposure and Attachment Programmes*

8. CSB also arranges for middle and senior-level civil servants with potential to attend executive development courses at renowned institutions (such as the Harvard University, the University of Oxford, the University of London and the University of California, Berkeley). The duration of these courses ranges from one week to a year. Besides, we arrange attachments to regional and international organisations, such as the United Nations, the Asian Development Bank, the Asia-Pacific Economic Co-operation Secretariat and the Financial Action Task Force, for civil servants to broaden their perspectives.

CSB also arranges professional grade officers nominated by their departments to attach to policy bureaux to enhance their exposure to the work of policy areas. About 70 civil servants participate in these overseas training or attachment programmes every year.

### *Training on Innovation and Technology Application*

9. CSTDI continues to enhance training on innovation and technology (“I&T”) application for various levels of civil servants to support the implementation of the Smart City Blueprint for Hong Kong by the Government. The focus of programmes for directorate officers and senior managers is to enhance their ability to harness the potentials of new technology so as to devise strategies for service innovation. Topics like leadership and innovation, strategies for new technology application, digital government, smart city, design thinking and social media application have been incorporated into relevant leadership development programmes. Visits to I&T start-ups and exchanges with their representatives are also arranged for participants. In addition, we partner with overseas and local universities and professional institutions (such as the Hong Kong University of Science and Technology, the Royal College of Art in the United Kingdom and the University of Western Ontario in Canada) to organise workshops on I&T strategies. Thematic seminars are also held on a regular basis where expert scholars, practitioners and government officials are invited to introduce the latest I&T developments and share experiences. New programmes and seminars include “Big Data Applications: Opportunities, Challenges, and Strategies”, “Communication Strategies in Digital Age” and “Smart City and Technology Applications”.

10. CSTDI also organises suitable programmes for middle managers to enhance their ability to implement service innovation as well as practical knowledge and techniques required for managing digital services. For example, more workshops on “Design Thinking Fundamentals”, “Big Data Analytics”, as well as seminars on technology themes and related corporate visits are organised regularly. Moreover, elements of innovative culture are added to the training for new recruits at officer rank.

11. To help all civil servants to acquire basic knowledge and techniques for the new digital era, CSTDI will further enhance the CLC Plus, which includes setting up a learning portal on “Innovation · Technology”, uploading more updated information on innovative trends, application of technology, internet security and protection of personal data privacy and providing more learning

resources on modern software applications such as tools for analysing database, techniques for producing infographics and video clips, etc.

12. CSTDI organises I&T training programmes for about 4 000 civil servants at various levels every year. In addition, B/Ds will also provide advanced I&T training for staff to meet their respective operational needs. Examples of these training programmes include robotics application, artificial intelligence, big data analytics, blockchain and cloud computing, digital simulation in surgical operations, information technology project security management and digital marketing for cultural services. About 60 000 officers receive such training every year in the whole Government.

### *Management and Communication Courses*

13. CSTDI also offers a wide spectrum of management and communication courses for staff at different ranks and individual departments. Some of the courses are outlined below –

- (a) induction training for new recruits covering basic knowledge on the functions and structure of the Government, civil service values, integrity of the civil service, major regulations, protection of personal data privacy, equal opportunities and cultural sensitivity;
- (b) various programmes for enhancing managerial competencies including financial management, supervisory management, decision making, presentation skills, as well as negotiation and coaching skills;
- (c) courses for front-line staff in enhancing customer service, handling public complaints, managing conflicts and verbal violence, coping with stress and maintaining physical and psychological well-being;
- (d) courses on performance management and promotion of good practices within the civil service;
- (e) courses and seminars on written English and Chinese, Putonghua and communication, including those on English writing and editing for managerial staff, writing in response to complaints and effective Putonghua telephone skills to cater for the job-specific requirements of different B/Ds; and

- (f) other training on different themes such as the Disability Discrimination Ordinance, barrier-free access facilities and services, and basic sign language.

About 56 000 civil servants attend the above management and communication courses every year.

### **National Studies Training**

14. Under the principle of “one country, two systems”, civil servants of the Hong Kong Special Administrative Region should have an accurate understanding of the constitutional order established under the Constitution of the People’s Republic of China and the Basic Law. There are also practical operational needs for civil servants to enhance their understanding about the systems and developments, as well as the social and economic situation in the Mainland, and to keep abreast of the national strategies and plans and the latest information that may affect Hong Kong, so as to complement our country’s development. CSTDI actively provides civil servants with training in relation to the development of the Guangdong-Hong Kong-Macao Greater Bay Area, and invites local and Mainland expert scholars to speak on the development and opportunities of the Greater Bay Area from various perspectives such as integration among Guangdong, Hong Kong and Macao, I&T development, financial services as well as transport infrastructure. In addition, we also organise thematic visits to cities in the Greater Bay Area to enable civil servants in Hong Kong to have a deeper understanding of the latest development in the Greater Bay Area.

15. CSTDI has in recent years enhanced substantially national studies training for civil servants, including arranging more civil servants to attend national studies programmes in the Mainland and join thematic visits to the Mainland, and organising more local seminars on national affairs. For example, we have engaged two more universities, the Wuhan University and the Sun Yat-sen University, to run national studies courses since 2018, substantially increasing the number of training places for middle-ranking civil servants to attend training programmes in the Mainland from 280 in the past to around 660 each year now. A summary of the major training courses and exchange programmes organised by CSTDI is given below.

### *Mainland Programmes on National Studies*

16. CSTDI works with various institutions and universities in the Mainland of China to run national studies programmes, comprising lectures and site visits, that last for five to 12 days. Directorate officers and Administrative Officers will mainly attend lectures at the National Academy of Governance, and senior staff at MPS Point 45 or above will attend programmes at the Tsinghua University or the Peking University. The 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. In respect of officers at MPS Point 34 to 44, we have engaged the Zhejiang University, the Nanjing University and the Wuhan University to run a one-week course for them. We have also extended the national studies programmes conducted by the Jinan University and the Sun Yat-sen University to civil servants at MPS Point 28 to 33 since 2018. The above nine Mainland institutes provide national studies training to about 1 000 middle and senior-level civil servants every year.

### *Thematic Visits and Staff Exchange Programmes*

17. Every year, we organise thematic visits for officers at MPS Point 34 and above to help them understand the economic situation, development of industries, culture preservation etc. in different regions of our country. Starting from 2019, four-day thematic visits to the Greater Bay Area have been organised by CSTDI for officers to learn the latest development of the Greater Bay Area cities in I&T and smart city development. The cities visited last year included Shenzhen, Dongguan, Huizhou, Guangzhou, Foshan and Zhongshan. In addition, there are exchange programmes organised jointly with various Mainland cities for Hong Kong civil servants and their Mainland counterparts to share work experience and challenges, and exchange views on policies and practices with regard to public service delivery in areas such as city planning, traffic management, public housing, health and food safety, trade and commerce, information technology, and culture and arts. About 100 civil servants attend the above training programmes every year.

### *Local Seminars on National Studies*

18. We organise various local seminars on the latest national policies and trends, and training programmes to enhance civil servants' understanding of our country's history and culture. These seminars/programmes cover topics such as

the Belt and Road Initiative, the development in the Guangdong-Hong Kong-Macao Greater Bay Area, international landscape and China's foreign affairs, as well as the origins of Chinese civilisation. About 8 000 civil servants attend the above local seminars every year.

19. In addition, B/Ds will arrange for their staff to attend national studies programmes or join thematic visits to the Mainland to cater for their job-specific requirements. About 10 000 civil servants receive national studies training each year by attending different Mainland and local courses arranged by various B/Ds and CSTDI.

### **Basic Law Training**

20. In recent years, CSTDI has significantly enhanced the Basic Law training for civil servants. For example, starting from 2016, we have arranged all new recruits to attend the Basic Law foundation course within three years after joining the service. Also, Basic Law training for middle and senior-level officers has been strengthened, including the launch of a new local training course on the Basic Law for middle-ranking civil servants in 2019 to enable officers to better understand the relationship between the Constitution of the People's Republic of China and the Basic Law, the principle of "one country, two systems", etc. The number of civil servants receiving Basic Law training each year has increased substantially from 7 500 in 2016 to the target number of 13 000 now.

21. To encourage civil servants' continuous learning on the Basic Law, we have been adopting a multi-pronged approach by organising regular training courses and thematic seminars, as well as providing various types of multi-media learning resources through our e-learning platform of the Basic Law Portal on the CLC Plus, including web courses, video clips, Basic Law Bulletin, podcasts, seminars' recording and online quizzes. In 2020, CSTDI will organise training and promotional activities on the 30th anniversary of the promulgation of the Basic Law, including thematic seminars and a dedicated webpage.

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

22. CSTDI provides consultancy services for individual B/Ds, such as analysis of staff training needs, formulation of training and development plans and hosting workshops and retreats to help B/Ds crystallise their vision and mission, draw up business strategy, forge team spirit, and strengthen internal communication. We also assist B/Ds in developing and implementing

competency-based performance management systems, organise experience sharing sessions and advise on how to nurture talents and conduct succession planning.

### **Other Initiatives to Promote Continuous Learning**

23. We encourage civil servants to strive for continuous enhancement of their skills and service quality by making use of a wide range of learning opportunities.

#### *E-learning Resources*

24. CSTDI offers web-based learning tools through its e-learning portal – the CLC Plus, which contains some 2 450 items including web courses, articles, video clips, library collections, learning tips, book summaries and publications, guidelines and good practices, as well as reference materials. We have redesigned or launched a number of theme-based portals, such as “A Video Clip Series on Positive Way of Living to Combat the Virus”, “Innovation · Technology” website, etc. We also keep on enriching the contents of the “New Recruits’ Avenue” website to provide useful information on topics such as administrative practices of the Government, official writing, management skills and service innovation for new recruits to help them get familiar with their work as soon as possible and provide quality services to the public.

25. CSTDI also supports the efforts of B/Ds to include e-learning as part of their training and development plans. At present, some 27 B/Ds are making use of the CLC Plus to provide training information or learning materials to their staff. We will keep improving the user interfaces of the CLC Plus to facilitate the use of various e-learning resources through smartphones and tablets.

26. Since February 2020, most of the training programmes have been postponed due to the epidemic situation. During the period, CSTDI continues to provide civil servants with multi-media learning resources at the CLC Plus. E-newsletters are issued regularly to provide updates on the e-learning resources, covering topics like innovation and technology, performance management, language and communication, national studies, physical and psychological well-being, as well as information on fighting the virus.



## *Financial Sponsorship*

27. In addition to training programmes organised by CSTDI and B/Ds, all civil servants can apply for reimbursement of fees after attending work-related courses in their own spare time. In 2018-19, an overall expenditure of about \$11.4 million was incurred by B/Ds for this purpose. CSB also implements the Training Sponsorship Scheme to encourage civil servants to pursue lifelong learning. The Scheme covers all officers at MPS Point 49 or below with a sponsorship ceiling of \$10,000 per applicant each year.

## **Establishment of a Civil Service College**

28. The Government has identified a “Government, Institution or Community” site near the Kwun Tong MTR Station for composite development using the “single site, multiple uses” model. We plan to construct two buildings in the site, namely a high block and a low block. The high block will mainly house the civil service college and other civil service supporting facilities, while the low block will mainly provide social welfare facilities, including a centre for enhanced integrated vocational and skills training for persons with disabilities, a gerontechnology exhibition centre, a care professions training institute, an art gallery for artists with disabilities, a district health centre, a public transport interchange, etc. We also plan to include elevated walkways, public open space and a landscaped deck in the composite development to further enhance the connectivity of the surrounding areas.

29. The new college will be equipped with new and additional facilities for civil service training which are not currently available due to existing physical constraints of CSTDI, including larger auditoria, more flexible classrooms and training activity rooms, modern information and communication technology equipment, training venues for media responses, crisis management and mock council meetings, etc. A learning resource centre will also be set up in the new college. Upon completion, the college will become a lifelong learning hub for serving and retired civil servants, thus encouraging the transfer of experiences. These facilities will help the Government enhance training for civil servants in different areas such as leadership development, stakeholder engagement, communication with the public, cultural sensitivity, innovation and application of technology, understanding of our country’s development and the relationship between the Central Authorities and the Hong Kong Special Administrative Region, awareness of international affairs among civil servants, exchanges with

civil servants in other places on the development trends in public service and sharing of management experience.

30. The Government consulted the Kwun Tong District Council on the initial planning of the project in May 2019. District Council members attending the meeting generally supported or did not object to the construction of the civil service college at the site concerned, but expressed different views on the composite development project as well as the planning and facilities in the vicinity. Their suggestions are being considered by the relevant policy bureaux and departments. We will conduct relevant studies on the establishment of the civil service college in accordance with established procedures for public works, and will submit a funding proposal to the Legislative Council after the completion of the relevant studies. If everything goes smoothly, the civil service college is expected to be completed in 2026.

### **Government Short-term Internship Programmes**

31. In order to encourage and assist young people to make better planning and preparation before entering the job market, the Government offers different short-term internship opportunities to students every year. As announced earlier, the Government will substantially increase the number of internship places to almost 5 000 in 2020-21, including inviting public organisations to provide internship places so as to increase the diversity of the programme and the choices for students. The initiative will provide students with more internship opportunities, thereby enabling young people to gain work experience and, at the same time, deepen their understanding and knowledge of government operations and different areas of work of the public service. Regarding training offered to the interns, the recruiting departments will in general provide them with basic training and on-the-job guidance to help them handle the tasks required of the internship posts. In addition, CSTDI will create CLC Plus accounts for the interns concerned to facilitate their access to different learning resources and information through the e-learning platform in a more flexible manner during the course of their internships.

**Civil Service Bureau**  
**May 2020**