

**For discussion  
on 23 July 2021**

**EC(2021-22)11**

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

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

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

Members are invited to recommend to Finance Committee the creation of the following in the Civil Service Bureau with immediate effect upon approval of the Finance Committee –

A new one-rank grade and 1 permanent post of Head of the Civil Service College  
(D6) (\$265,150 – \$273,000)

### **PROBLEM**

To tie in with the Government's plan to establish the Civil Service College in 2021, the Civil Service Bureau (CSB) needs a senior directorate post to lead the College to take forward its mission in enhancing civil service training.

### **PROPOSAL**

2. We propose to create a new one-rank grade post of Head of the Civil Service College at D6 level with immediate effect upon approval of the Finance Committee (FC), so as to enable the College to plan and implement various measures and initiatives as soon as possible to strengthen, widen and deepen civil service training. It is our target to launch an exercise as soon as possible to identify a suitable candidate for appointment to the post by Q1 of 2022.

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## JUSTIFICATION

### Establishment of the College as a major undertaking by the Government

3. The establishment of the Civil Service College is a major undertaking by the HKSAR Government to enhance training for civil servants, which is currently delivered by the Civil Service Training and Development Institute (CSTDI) under CSB. The Government first proposed to establish a new civil service college in the 2017 Policy Address. In the 2018 Policy Address, the Chief Executive (CE) announced that a site in Kwun Tong had been identified for a composite development project, including the construction of a long-term accommodation for the College. The College is expected to deepen civil servants' understanding of our country's development, our constitutional order, and the relationship between the Central Authorities and the HKSAR, as well as to enhance civil service training in various areas, including leadership development, interaction and communication with the public, innovation and technology applications, etc. At the same time, the College would need to enhance civil servants' awareness of international affairs and promote exchanges with civil servants of other places.

4. Since the announcement of the proposal, the Government has been pressing ahead with the preparation work on various fronts, mainly –

- (a) on the hard-ware front, we have been taking forward the Kwun Tong Composite Development (KTCD) project in accordance with established procedures for public works, and making preparations to seek funding approval for the project from the Legislative Council (LegCo) as early as possible, with a view to enabling commencement of construction works in 2022 and completion of the project by phases starting from end of 2026; and
- (b) on the soft-ware front, the Government set up in November 2019 the Civil Service Training Advisory Board (the Advisory Board), comprising prominent leaders in the business, professional and academic fields and government officials, to give guidance on training programmes for the civil service and its long-term development strategy, and to prepare for the development of the College. The Advisory Board has set up working groups to examine four key areas of training for civil servants in a focused manner. These four areas are, namely, national studies and the Basic Law, leadership development, innovation and technology applications, and international collaboration. The working groups will finish their work shortly, and will map out the way forward for enhancing training in the respective areas.

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5. While the construction of the long-term accommodation for the College takes time, the Government announced in February 2021 its plan to expedite and establish the College in 2021 by upgrading CSTDI's existing facilities in North Point Government Offices, so as to enable the premises to be used as the College's interim accommodation. The Government attaches great importance to the KTCD project and the on-going development of the College, and will pro-actively press ahead with the relevant work.

### **Time-criticalness for early creation of the proposed post**

6. With its early inception in 2021, the College will kick off early its mission in enhancing civil service training. Our objective is to enable the College to implement various measures and initiatives as soon as possible to strengthen, widen and deepen civil service training. To this end, we see an imminent need to create a new post at D6 level, as Head of the College, to strengthen leadership at its helm right from its commissioning, steer further planning and development of the College, and drive the efforts of developing and delivering various initiatives on the front of civil service training. As mentioned in paragraph 2 above, subject to FC's approval, it is our target to identify a suitable candidate for appointment to the post by Q1 of 2022.

### **Scope and Responsibilities of the Civil Service College**

7. The imminent need to enhance civil service training has been emphasized by CE and the Government on many occasions. Strong leadership at a senior level would be required for the College to enhance planning at a strategic level, steer and deliver various initiatives, and drive closer collaboration with the senior management of various Bureaux/Departments (B/Ds). At the same time, the business of the College would cover a wide range of training and development activities in different areas for the civil service. Apart from running training programmes in Hong Kong for civil servants, the College will also need to arrange training programmes in the Mainland and overseas and, in particular, plan, manage and enhance the training programmes, thematic visits and exchange activities in the Mainland for civil servants. Last but not least, the College will need to capitalise on the current trend and make better use of on-line platforms and e-learning programmes in delivering its services.

8. Aside from training programmes, the College will enhance the functions in providing advisory services for B/Ds on human resources management (HRM), and in encouraging them to strive for service excellence through activities such as the Civil Service Outstanding Service Award Scheme (currently taken up by CSTDI). The Head of the College will also need to take up the management of the Training Officer (TO) grade, including succession planning, which will become more complicated as the grade grows with civil service training being enhanced<sup>Note</sup>.

### **Role of the Head of the College**

9. In view of the importance attached to the College's work and the wide span and complexity of its business, and the breadth and complexity of the portfolio, the post of the Head of the College would need to be pitched at a sufficiently senior level. The Head of the College is required to have the professional background, experience, vision and commitment to lead the College staff in mapping out and implementing training strategies in support of the overall Government directives and priorities, strengthening the civil service values among civil servants, networking with local, Mainland and overseas training institutions (including tertiary education institutions), devising training plans and programmes, ensuring results and engaging stakeholders in the delivery of training programmes. The person should also stay on top of the latest global developments, understand national affairs and international relations and their implications to Hong Kong, and have the foresight to identify challenges and opportunities for civil servants and the related training needs and solutions. The person should also have the level of expertise and status so as to enable him/her to be the Government's adviser on training and development and the point of contact with professionals/experts in external training/academic institutions at senior levels as well as government officials of the Mainland and other places to explore room for collaboration.

10. Since the Head of the College is responsible for the management of the College, the officer holding the post is also required to have the experience and capability in resources and operation management to ensure good governance. For the inaugural Head of the College in particular, he/she is expected to review and map out any new modus operandi, structure and manpower/resources requirements for the College to make sure that it has the necessary foundation to accomplish the new missions and meet up with expectations. Given the qualifications and expertise

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<sup>Note</sup> The TO Grade has an establishment of 100 posts (as at 30 June 2021) in five ranks, including two directorate ranks at D1 and D2 level respectively. Among these 100 posts, 69 of them (including one D1 post and one D2 post) are in CSTDI, whereas the remaining 31 (including one D1 post) are in other B/Ds.

required for the incumbent, we consider it appropriate for the post to be pitched at the D6 level, so as to enable the Government to draw suitable talents for the post. The senior level of the post is commensurate with the scale, breadth and complexity of the operation of the College, and will also ensure that there is sufficient depth and foresight to meet the training needs of senior directorate officers.

- Encl. 1      11.            The job description of the proposed post is at Enclosure 1. The post would report to the Permanent Secretary for the Civil Service (PSCS), and through PSCS, to the Secretary for the Civil Service.

### **Review on the Directorate Structure of the College**

- Encl. 2      12.            The business of CSTDI has been growing rapidly in recent years. In 2019, it delivered classroom training to 81 700 trainees, 1 750 consultancies/advice to departments and 21 learning projects, and recorded 627 500 visits to its E-learning portal. CSTDI has an establishment of 132 posts, comprising 69 posts in the TO Grade, including two directorate officers at the rank of Principal Training Officer (D2) and Assistant Principal Training Officer (D1), and 63 posts of other general grades. CSTDI operates through four streams of training units (namely the HRM Advisory Units, the Senior Management Development Units, the National Studies and Training Services Units and the E-Learning Unit), one administration support unit and one special duty unit. The existing organisation chart of CSTDI is at Enclosure 2.

- Encl. 3      13.            The College is envisaged to inherit the organisation structure from CSTDI during the initial period upon its establishment in 2021. The organisation chart of the College showing the position of the proposed post is at Enclosure 3. It is, however, necessary and foremost to strengthen leadership for the College at the directorate level, as the two directorate staff in CSTDI have been over-stretched to a critical extent. The current establishment of only two posts at the directorate level will not be adequate for the College to cope with the anticipated increase in the quality, quantity and diversity of its services. We consider it important for the inaugural Head of the College to review the organisation structure and map out a full-fledged plan on the manpower requirements, including that at the directorate level, to enable a healthy and on-going development of the College. It is important for the post holder to be sufficiently senior so as to have the necessary outlook and vision to work out the most suitable structure for the College and inspire staff to work along the new direction.

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**Need for Creating a New One-Rank Grade for the Post**

14. In view of the senior ranking required of the proposed post, we propose to create a new one-rank grade for the post so as to allow more flexibility for the post to be filled by a civil servant or by an outside candidate, so that the Government can benefit from sourcing the right person from a wider pool of potential candidates with the necessary qualifications and expertise. While the long-term organisation structure of the College (including the manpower requirements at the directorate level) is subject to review as mentioned in paragraph 13 above, such development would not affect the need for the post at the new one-rank grade for the College.

**Implications on other Directorate Posts in CSB**

15. At present, CSTDI is overseen by Deputy Secretary (Civil Service) 3 (DS(CS)3), an Administrative Officer Staff Grade B post at the D3 rank. Apart from CSTDI, there are three other divisions under his charge (namely Staff Relations Division, Conduct and Discipline Division, and Secretariat on Civil Service Discipline). Upon creation of the proposed D6 post to head the College and filling of the post, duties related to training and development matters will be off-loaded from DS(CS)3, allowing him to devote more of his time to the other duties in his portfolio which are also increasingly demanding and taxing. Going forward, CSB will revisit the division of work among officers at the Deputy Secretary level (or equivalent) in the bureau, with a view to rationalising the distribution of their work to make the most optimal use of the bureau's human resources at the senior level.

**ALTERNATIVES CONSIDERED**

16. In view of the Government's high priority to strengthening training in the civil service in a more strategic approach, the existing operating arrangement for CSTDI to be overseen by DS(CS)3 (or alternatively by another officer of comparable ranks in CSB) as part of his/her portfolio, among many other duties, is inadequate in meeting the enhanced responsibilities tasked to the College and reflecting the importance the Government attaches to civil service training. Stronger and more dedicated leadership for the College is imminently needed to take it forward to a new milestone. Having considered the enhanced responsibilities ahead and the existing manpower constraint, the absence of a dedicated post to head the College will gravely affect the capability of the College in carrying out its mission.

**/FINANCIAL .....**

## FINANCIAL IMPLICATIONS

17. The proposed creation of the post of Head of the Civil Service College will involve a notional annual salary cost at mid-point of \$3,276,000. The full annual average staff cost of the proposal, including salaries and staff on-cost, is \$4,755,000. In addition, this proposal will necessitate the creation of one permanent non-directorate post of Senior Personal Secretary at a notional annual mid-point salary cost of \$613,140 and the full annual average staff cost, including salaries and staff on-cost, is of \$876,000. We have earmarked sufficient provision to meet the cost of the two posts concerned.

## PUBLIC CONSULTATION

18. We consulted the LegCo Panel on Public Service on the above proposal on 21 June 2021. Members supported the submission of this proposal to the Establishment Subcommittee.

## ESTABLISHMENT CHANGES

19. The establishment changes under CSB in the last two years are as follows –

| Establishment<br>(Note) | Number of Posts                    |                       |                       |                       |
|-------------------------|------------------------------------|-----------------------|-----------------------|-----------------------|
|                         | Existing<br>(As at<br>1 July 2021) | As at<br>1 April 2021 | As at<br>1 April 2020 | As at<br>1 April 2019 |
| A                       | 21 <sup>#</sup>                    | 21                    | 21                    | 21                    |
| B                       | 226                                | 225                   | 220                   | 212                   |
| C                       | 425                                | 425                   | 418                   | 410                   |
| <b>Total</b>            | <b>672</b>                         | <b>671</b>            | <b>659</b>            | <b>643</b>            |

Note –

A - ranks in the directorate pay scale or equivalent

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

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

# - there was no supernumerary directorate posts or unfilled directorate posts

/ADVICE .....

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

20. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the Head of the Civil Service College would be appropriate.

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Civil Service Bureau  
July 2021



**Proposed Job Description of  
Head of the Civil Service College**

**Post Title** : Head of the Civil Service College

**Rank** : One-rank grade post at D6

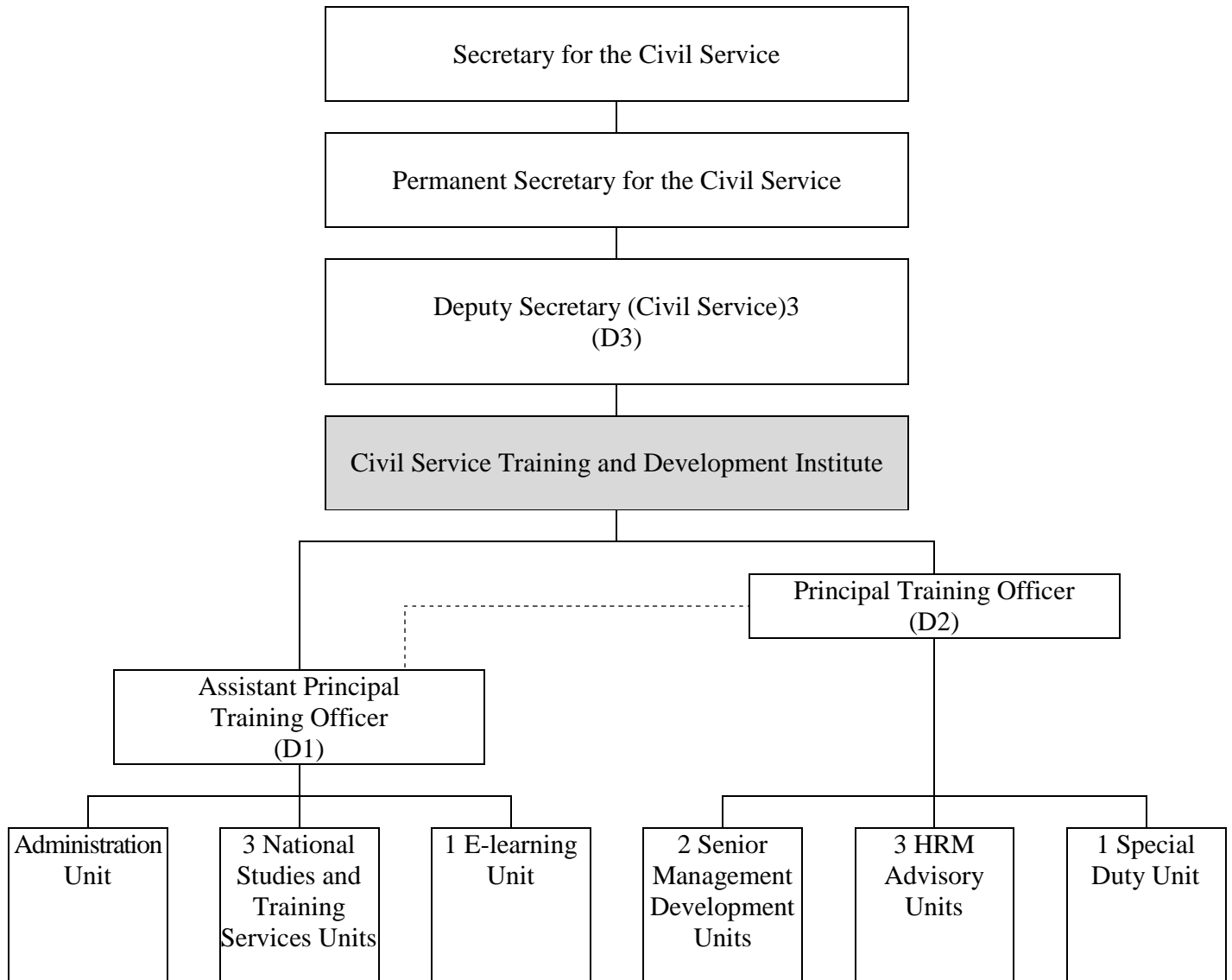
**Responsible to** : Permanent Secretary for the Civil Service

**Duties and Responsibilities –**

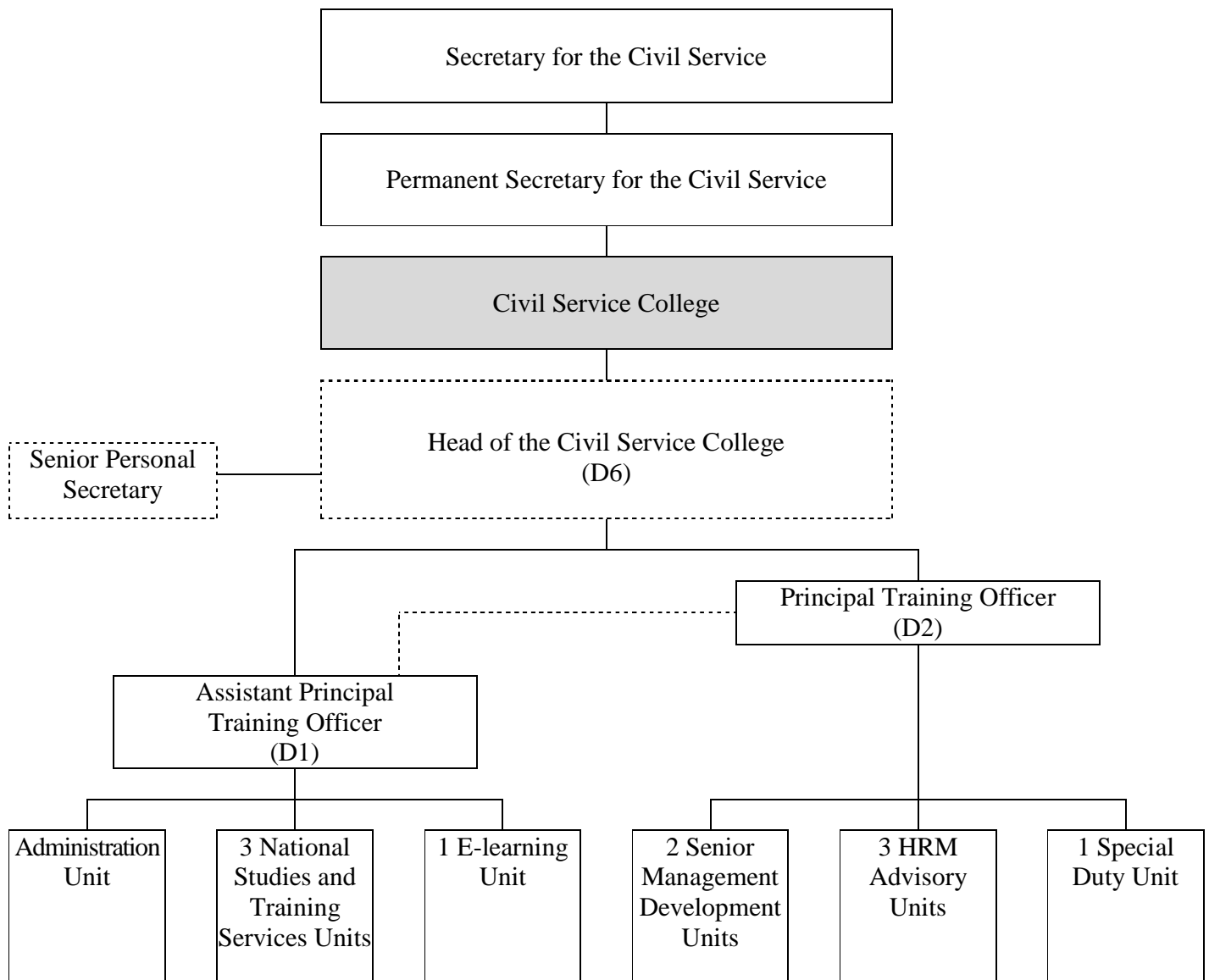
- (1) To head the Civil Service College, and formulate and spearhead the policy and strategy in delivering and enhancing civil service training.
- (2) To formulate training-related policy and rules for service-wide application.
- (3) To tender advice and recommendations to the Secretary for the Civil Service and the Permanent Secretary for the Civil Service, and to bureaux/departments, on training and development matters, including training and development for succession management, and to implement various training-related initiatives.
- (4) To oversee the secretariat support to the Civil Service Training Advisory Board, and oversee the implementation of its recommendations as appropriate.
- (5) To serve as the focal point of contact with counterparts on civil service training and development, particularly professionals and experts in relevant fields, and relevant institutions in the Mainland and other places, in promoting connections and exploring collaboration.
- (6) To serve as Head of the Training Officer Grade, and oversee the administration and resource management of the College to ensure its efficient and effective operation.

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**Existing Organisation Chart of the Civil Service Training and Development Institute  
(as at July 2021)**



**Proposed Organisation Chart of the Civil Service College  
upon its Initial Commissioning in 2021  
(Showing the Proposed Posts)**



 Posts to be created