

立法會
Legislative Council

LC Paper No. CB(4)499/20-21(05)

Ref: CB4/PL/PS

Panel on Public Service

Meeting on 17 February 2021

Background brief on establishing the Civil Service College

Purpose

This paper provides background information on the establishment of the Civil Service College and provision of training and development opportunities for civil servants by the Civil Service Bureau ("CSB"). It also summarizes the major views and concerns expressed by members when the subject was discussed at meetings of the Panel on Public Service ("the Panel").

Background

2. The Government provides civil servants with learning opportunities that would equip them with the skills, knowledge and mindset necessary for providing quality service to the public. Whilst individual bureaux/departments ("B/Ds") provide vocational training to meet job-specific needs, 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.

3. Brief descriptions of the various training programmes and activities organized by CSTDI are set out in the Administration's paper (LC Paper No. CB(4)506/19-20(05)) for the Panel meeting on 4 May 2020. For the financial year 2020-2021, the estimated financial provision for CSB for its work on civil service training and development is \$170.4 million.¹

¹ Source: <https://www.budget.gov.hk/2020/eng/pdf/head143.pdf>

4. The Administration has identified a site in Kwun Tong for setting up the Civil Service College in a composite development. It plans to construct two buildings, including 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. The composite development will also provide elevated walkways, public open space and a landscaped deck to enhance the connectivity of the surrounding areas. The Civil Service College is expected to be completed in 2026. Besides, the Civil Service Training Advisory Board comprising professionals and government officials was set up in November 2019 to prepare for the development of the Civil Service College and give guidance on training programmes for the civil service and its long-term development strategy.

Deliberations of the Panel

5. The major views and concerns expressed by Panel members in previous meetings and the Administration's responses are summarized below.

National studies and Basic Law training

6. Some members suggested enhancing civil servants' comprehensive knowledge of national studies and the Basic Law, including the principles behind the drafting and interpretation of the Basic Law, the relationship between the Constitution of the People's Republic of China and the Basic Law, the policy changes on the Mainland and the social and economic developments of the Mainland that might have impacts on Hong Kong. Some members were of the view that the Administration should deepen civil servants' sense of the rule of law, sense of national identity and their understanding of the history of the Mainland and Hong Kong.

7. The Administration pointed out that it had been devoting training resources to enhance civil servants' understanding of the Basic Law and the "one country, two systems" principle, and the Basic Law formed an integral and important part of training for civil servants. The Administration would arrange national studies training programmes and visits to the Mainland to deepen civil servants' understanding of the Mainland's development and the relationship between the Central Government and Hong Kong. CSTDI arranged Mainland and local programmes/seminars on national studies for around 9 000 civil servants each year. The target number of civil servants receiving Basic Law training had already increased to 13 000 per year.

8. In response to some members' view that the Mainland programmes on national studies should only be arranged for those civil servants who had close

working relationship with the Mainland authorities, the Administration advised that priority for these programmes would be given to civil servants who had more direct work contacts with the Mainland. In fact, only about 700 senior and middle ranking civil servants were selected each year to attend the Mainland programmes on national studies and thematic visits organized by CSTDI.

Training on the use of innovation and technology

9. Noting that it was the Administration's policy to build Hong Kong into a world-class smart city, many members had expressed concerns about the breadth and depth of the training relating to the use of innovation and technology ("I&T") and big data, creativity and design thinking, smart city and new technological trends and application that would be provided to civil servants.

10. The Administration responded that CSTDI and B/Ds organized I&T training programmes for about 60 000 officers each year, and CSTDI planned to provide relevant training to around 18 700 civil servants at various levels in the five years from 2019 to 2024. In designing the training programmes on the use of I&T, CSB would consult the Innovation and Technology Bureau together with the Innovation and Technology Commission, both of which had a very close connection with the trade. Each year, CSTDI and the Office of the Government Chief Information Officer arranged training programmes on big data analytics/applications, innovative technology, artificial intelligence, design thinking, smart city, information technology security management, the use of social media and cloud computing etc., where experts, scholars, practitioners and government officials were invited to introduce the latest I&T developments and share their experiences.

Training on management and communication

11. In view of increased number of public confrontations with frontline civil servants, question was raised as to whether CSTDI would organize courses to equip civil servants with the necessary skills to manage conflicts and to cope with stress arising from these conflicts. Some members suggested that the Administration should enhance civil servants' training on media and public communication strategies, so that they would firmly explained the Administration's policies when facing groundless accusations and verbal abuse from some members of the public.

12. The Administration advised that CSTDI had organized courses for enhancing the quality of customer service, handling public complaints, managing conflicts and verbal violence, coping with stress and maintaining

physical and psychological well-being, and efforts in this regard would be stepped up.

Civil Service College

13. Regarding member's enquiry about the mission of the Civil Service College, the Administration advised that it aimed to further enhance training for civil servants with the upgraded training facilities and more training space to be provided in the Civil Service College.

14. To ensure a smooth planning and implementation of the project for establishing the Civil Service College, a member called on the Administration to gauge views from the Kwun Tong District Council and relevant stakeholders regarding the facilities to be provided in the composite development and the interface with the transport network in the area. The Administration assured members that it would consult Kwun Tong District Council on the composite development project during the planning process. The Administration consulted the Kwun Tong District Council on the proposed facilities to be included in the composite development in May 2019. District Council members attending the meeting generally supported the construction of the Civil Service College at the site concerned.

Training for non-civil service contract staff

15. Some members asked about the provision of training for non-civil service contract ("NCSC") staff. The Administration advised that relevant training programmes, including orientation programmes and job-related training, were provided to NCSC staff to better equip them to discharge their duties. Local training activities held in Hong Kong were generally open to NCSC staff. However, leadership and management training would generally be provided only to civil servants, who would have a life-long career in the civil service and who might be required to shoulder heavier responsibilities upon promotion in due course.

E-learning resources

16. In response to members' enquiry about the impact on the provision of training for civil servants brought about by the outbreak of the Coronavirus Disease 2019, the Administration advised at the Panel meeting on 4 May 2020 that, since February 2020, most of the local and overseas training programmes had been postponed due to the epidemic. During the period, CSTDI offered web-based learning tools through its e-learning portal, Cyber Learning Centre Plus ("CLC Plus"). The Administration added that some 27 B/Ds were using

CLC Plus to provide training information or learning materials to their staff, and there were some 2 450 learning resources available on CLC Plus.

Relevant question raised/motion passed at Council meeting

17. A Council question on the national studies and the Basic Law training for civil servants was raised on 20 March 2019 and a motion was passed by the Council at the meeting on 5 June 2019 on, among other things, improving the continuing education and training of civil servants. The wording of the motion is in **Appendix I**. Hyperlinks to the question/motion and the Administration's responses are in **Appendix II**.

Latest position

18. The Administration will update the Panel on the establishment of the Civil Service College and provision of training for civil servants at the Panel meeting on 17 February 2021.

Relevant papers

19. A list of relevant papers is in the Appendix II.

(Translation)

**Motion on
"Improving the employment terms of civil servants,
enhancing the efficiency of policy implementation and
promoting creativity and innovation"
moved by Hon Tony TSE
at the Council meeting of 5 June 2019**

Motion as amended by Hon HO Kai-ming and Hon Charles Peter MOK

That as the civil service will face the peak period of civil servants' retirement, the problem of manpower shortage in the civil service will gradually surface; in this connection, this Council urges the Government to adopt effective measures to improve the employment terms, manpower, working environment and continuing education and training of civil servants, so as to attract and retain talents; raise the Government's efficiency of decision-making, decision execution and vetting and approval process, and strengthen inter-bureau and inter-departmental cooperation and coordination; and enhance middle and senior civil servants' creative mindset and capacity to manage changes, and promote the application and research and development of innovative technology in various government departments; specific measures to improve the employment terms and manpower problem of civil servants are as follows:

- (1) increasing the number of permanent posts to attract more people to join the civil service;
- (2) reviewing the deduction of payroll cost of increments arrangement under the pay adjustment mechanism of the civil service;
- (3) extending the option to extend service to civil servants under the old scheme, so that they can choose to retire at the age of 65 (for civilian grades) or 60 (for disciplined services grades);
- (4) comprehensively implementing five-day week to enable the remaining 20% of civil servants who have yet to work on a five-day week pattern to expeditiously benefit from the measure;
- (5) increasing the number of annual leave days of civil servants under the new scheme;
- (6) expeditiously providing Chinese medicine services for all civil servants;
and

- (7) providing post-retirement medical and dental benefits for civil servants under the new scheme and their eligible dependants;

Other specific measures include:

- (8) training civil servants to effectively use new technology to address the changes in the demand for and expectations of government services in the community, so as to deliver better public services to the people in a more efficient and innovative way;
- (9) improving the establishment of civil servants, including exploring the inclusion of the information technology ("IT") profession in the list of civil service professional grades and reviewing afresh the arrangement of employing IT staff through the "body-shopping" contract (i.e. "T-contract"), so as to raise the professional status of IT staff; and
- (10) drawing reference from overseas places such as the United Kingdom and Singapore to provide courses for frontline civil servants on data analytics and science, artificial intelligence, user-oriented design, agile delivery, etc., so as to systematically train civil servants' capacity to use innovative technology.

List of relevant papers

Meeting	Date of meeting	Paper
Panel on Public Service	19 December 2016	<u>Administration's paper</u> <u>Updated background brief prepared by the Legislative Council Secretariat</u> <u>Minutes</u>
	21 May 2018	<u>Administration's paper</u> <u>Updated background brief prepared by the Legislative Council Secretariat</u> <u>Minutes</u>
	20 May 2019	<u>Administration's paper</u> <u>Updated background brief prepared by the Legislative Council Secretariat</u> <u>Minutes</u> <u>Administration's follow-up response to issues raised at the Panel meeting</u>
	4 May 2020	<u>Administration's paper</u> <u>Updated background brief prepared by the Legislative Council Secretariat</u> <u>Minutes</u>
Council meeting	20 March 2019	<u>Question raised by Dr Hon Priscilla LEUNG on "National studies and the Basic Law training for civil servants"</u>

Meeting	Date of meeting	Paper
	5 June 2019	<u>Record of Proceedings Page 223 – 346 (motion raised by Hon Tony TSE and the amendments to the motion moved by Hon HO Kai-ming, Hon Charles Peter MOK, Hon Jeremy TAM and Hon Holden CHOW)</u>