

Civil Service Outstanding Service Award Scheme 2009

Scheme Details

Introduction

It is the Administration's on-going commitment to promote a citizen-centric service culture and encourage the pursuit of excellence in the delivery of public service. In this connection, CSB has launched a service award scheme since 1999. The objectives are to:

- promote a culture of quality service and citizen-centric approach in the civil service;
- recognise the efforts and achievements of departments in the pursuit of service excellence; and
- motivate departments and their staff to pursue continuous improvement in the delivery of public service.

Level of Awards

The award will be given out at the **departmental level** and **team level** as follows:

Departmental Level

Entries for the "**Service Enhancement Award**" will be assessed under two groups. Departments with more than 1000 staff members will be placed in the large department category, while the rest will be placed in the small department category (please see the section "Assessment Criteria" below).

The "**Best Performance Pledges Award**" will go to the departments that have incorporated best practices in implementing and continuously improving their performance pledges.

The "**Partnership Award**" will go to the departments that have succeeded in achieving notable service enhancement through collaboration with other department(s). These collaborative services/projects may cover for example: one-stop service, joint problem solving, emergency operations, environmental enhancement works, integrated systems, and enhancing communication with the public on service delivery.

The "**Best Public Image Award**" will go to the three departments receiving the highest number of votes from the members of the public (selected by random sample) and all members of the Legislative Council and District Council. (**Note:** Departments which have submitted entries for the Service Enhancement Award, Best Performance pledge Award, Partnership Award or the team award categories will automatically be included as contestants for the "Best Public Image Award").

Team Level

Departments may nominate a team/teams, with a team size of not fewer than three staff members, to take part in the following four categories:

- **Specialised Service** – services to special groups of customers. Examples include services during search and rescue operations over land and at sea, casualty evacuation, services to airlines and cargo operators, probation and rehabilitation services.
- **Internal Service** – services provided to other government officers both within or outside the department which lead ultimately to better services to the public. Examples include departmental administration unit, finance office, IT support, training, internal audit or quality control units.
- **Regulatory/Enforcement Service** – regulatory, inspection or enforcement services such as hawker control, licensing, land control, labour inspection, enforcement of fixed penalty ordinance, administration of estate management marking scheme in public housing estates.
- **General Public Service** – services delivered to the public by other means apart from those stated above. Examples include front-line or counter services, telephone hotlines, museums and exhibitions, road and drainage works, healthcare, housing management.

The assessment criteria for the team awards are set out in the section “Assessment Criteria” below.

Assessment Criteria

The assessment criteria for the departmental awards and team awards are as follows:

Departmental Awards

Service Enhancement Award	(Appendix 1)
Best Performance Pledges Award	(Appendix 2)
Partnership Award	(Appendix 3)

Team Awards

Specialised Service Award	(Appendix 4)
Internal Service Award	(Appendix 5)
Regulatory/Enforcement Service Award	(Appendix 6)
General Public Service Award	(Appendix 7)

Prizes

Each winning bureaux/department/team will receive a trophy and the following prizes:

Departmental Level

(in the form of allocation to the Departmental Staff Welfare Fund)

	Service Enhancement Award	Best Performance Pledge Award	Partnership Award <i>(to be shared by collaborating departments)</i>	Best Public Image Award
Champion	\$20,000	\$20,000	\$50,000	Trophies will be awarded
First Runner-up	\$10,000	\$10,000	\$30,000	
Second Runner-up	\$6,000	\$6,000	\$20,000	
Merit Award <i>(up to 2 awards)</i>	\$3,000	\$3,000	\$10,000	--

Team Level

(in the form of gift coupons to be shared by all the team members)

	Specialised Service	Internal Service	Regulatory/ Enforcement Service	General Public Service
Champion	\$20,000	\$20,000	\$20,000	\$20,000
First Runner-up	\$10,000	\$10,000	\$10,000	\$10,000
Second Runner-up	\$6,000	\$6,000	\$6,000	\$6,000
Merit Award <i>(up to 2 awards)</i>	\$3,000	\$3,000	\$3,000	\$3,000
Special Citations	\$2,000	\$2,000	\$2,000	\$2,000

Adjudication Process

The adjudication for Service Enhancement Award, Best Performance Pledges Award, Partnership Award and Team Awards is as follows:

Stage One - Initial screening

CSB has engaged the Hong Kong Management Association (HKMA) as the co-organiser of the 2009 Award. The Association will set up the Boards of

Examiners consisting of experts and practitioners from the relevant fields to conduct the initial screening as follows:

- The Boards of Examiners to conduct short interviews with bureaux/departments/teams and draw up a shortlist for each award.
- Shortlisted bureaux/departments/teams to provide written submissions.
- The Boards of Examiners to study the submissions and recommend finalists to enter the final adjudication.

Stage Two - Final adjudication

- Short-listed bureaux/departments/teams will nominate colleagues to give a short presentation to the Adjudication Panel and answer questions on their entries. The Adjudication Panel comprising Legislative Councilors and District Councilors, representatives from professional bodies and staff sides of the Central Consultative Councils, and senior directorate officers of CSB.

Submission of Entries

Each bureau/department may submit one entry for the “Service Enhancement Award”, one entry for the “Best Performance Pledge Award” and one or more entries for the “Partnership Award”. For team awards, there is no restriction on the number of entries from bureaux/departments. Also, each team may submit more than one entries provided that the projects/services concerned are different. Those who have submitted entries for the Service Enhancement Award, Best Performance Pledge Award, Partnership Award (including collaborating bureaux/departments) or the Team Awards will automatically be included as contestants for the “Best Public Image Award”.

Prize Presentation Ceremony and Promotional Activities

A prize presentation ceremony is tentatively scheduled for September 2009 as a finale to the Award Scheme. A publicity strategy to ensure extensive coverage for the 2009 Award Scheme will be implemented. Activities include newspaper supplements, TV programmes and short videos to showcase the exemplary services of government departments.

Deadline for Entries

Deadline for making entries is 12 December 2008.

All entries should be forwarded to:

Civil Service Training and Development Institute
Civil Service Bureau
5/F, North Point Government Offices
333 Java Road, North Point, Hong Kong
(Attn: Ms Flora Lo)
Email: flora_lo@csb.gov.hk

Timetable

The timetable for the 2009 Award Scheme is as follows:

Key activities	Time
Deadline for making entries	12 Dec 2008
Adjudication	Feb to Jun 2009
Prize presentation ceremony	Sep 2009

Enquiries

Miss Wendy DAN (Tel: 2231 3984)

Ms Flora LO (Tel: 2231 3935)

Fax Number: 2572 0277

E-mail: wendy_dan@csb.gov.hk or flora_lo@csb.gov.hk

Notes

- The decisions of the Adjudication Panels will be final and binding.
- Interpretation of the rules rests with the Civil Service Bureau.
- The Civil Service Bureau reserves the right to make any changes to the arrangements of the Scheme without prior notice.
- The winning bureaux/departments should, when invited, attend interviews by the media and other publicity activities.
- The Civil Service Outstanding Service Award Scheme does not replace departmental activities aimed at awarding staff/team(s) with outstanding performance in service provision. Bureaux/Departments are encouraged to continue to organise these activities while supporting the Scheme.

Service Enhancement Award Judging Criteria

Assessment Criteria	Scores
<p>1. Service Enhancement Strategy and Objectives</p> <ul style="list-style-type: none"> ▪ What are your department's service enhancement strategy and objectives? ▪ What is the rationale behind? How does the department solicit and analyze customer feedback when formulating the service enhancement strategy and objectives? 	10
<p>2. Service Enhancement Initiatives and Results</p> <p>Please cite up to three service enhancement initiatives implemented over the past two years and elaborate on the following:</p> <ul style="list-style-type: none"> ▪ How does the department design and implement the service enhancement initiatives? ▪ Are the service enhancement objectives achieved? ▪ Any evidence of improved customer / public satisfaction? ▪ What is the return on investment? (including quantitative and qualitative evidence)? 	50
<p>3. Fostering a Service Enhancement Culture</p> <ul style="list-style-type: none"> ▪ What efforts does the department make in fostering a service enhancement culture to enable staff members to proactively suggest ways to improve the service? ▪ In implementing different service initiatives, what are the measures used to promote staff engagement and team spirit? What are the benefits to the civil service? 	20
<p>4. Boosting the Department's / Government's Image</p> <ul style="list-style-type: none"> ▪ What are the promotional/educational efforts undertaken to enhance public and the media's understanding of the department's new/enhanced services? ▪ Any other measures to promote the department's / government's image? 	20
Total:	100

Best Performance Pledges Award Judging Criteria

Assessment Criteria	Scores
<p>1. Objectives in Formulating Performance Pledges</p> <ul style="list-style-type: none"> ▪ Have the performance pledges covered major service areas of the department? ▪ Has the department developed any performance pledges in response to the enquiries and complaints from the public? ▪ How does the department solicit and analyze customer feedback when formulating the performance pledges? 	25
<p>2. Achievement of Performance Pledges</p> <ul style="list-style-type: none"> ▪ Are the performance pledges met? Any quantitative or qualitative evidence? ▪ What is the evidence of improved customer satisfaction towards the department? ▪ What concrete plan does the department have to further enhance its performance pledges? 	25
<p>3. Implementation and Monitoring</p> <ul style="list-style-type: none"> ▪ What are the effective measures undertaken to ensure that the performance pledges can be met? ▪ What are the follow-up and improvement measures undertaken on the performance pledges that cannot be met? ▪ What effective mechanism does the department have in place to review, monitor and enhance the performance pledges? 	25
<p>4. Effective Communication</p> <ul style="list-style-type: none"> ▪ What ways/channels does the department use to announce the targets and achievement of its performance pledges to the public? ▪ What effective communication channels, such as customer liaison groups, does the department use to enhance understanding and solicit feedback from the public (including complaints) to adjust/continuously improve their performance pledges? ▪ What effective communication channels does the department have in place to engage staff in providing feedback to adjust / continuously improve the performance pledges? ▪ What are the promotional/educational efforts undertaken to strengthen public understanding of the performance pledges? 	25
Total:	100

Partnership Award Judging Criteria

Assessment Criteria	Scores
<p>1. Service Strategy and Objectives</p> <ul style="list-style-type: none"> ▪ How do the partnering departments solicit and analyze customer feedback when formulating the service strategy and objectives? ▪ How do the partnering departments develop a shared vision and mission for the service project? ▪ How specific, measurable and achievable are the service objectives? 	10
<p>2. Service Design</p> <p>2.1 <u>Efficient, user-friendly and effective Service</u></p> <ul style="list-style-type: none"> ▪ How to ensure efficiency, user-friendliness and effectiveness of the service? ▪ How to capitalize on the strengths of the partnering departments and create synergy to maximize service impact? <p>2.2 <u>Innovation</u></p> <ul style="list-style-type: none"> ▪ What are the innovative elements incorporated in service design? ▪ How to make full use of the innovative ideas from different departments? <p>2.3 <u>Cost effectiveness</u></p> <ul style="list-style-type: none"> ▪ How to make effective use of resources from the partnering departments to ensure cost-effectiveness? 	30 10 10 10
<p>3. Service Implementation</p> <p>3.1 <u>Staff Communication and Training</u></p> <ul style="list-style-type: none"> ▪ What are the effective communication channels and staff training in place to foster a culture of inter- departmental collaboration among staff members to ensure effective service delivery? <p>3.2 <u>Difficulties and Challenges</u></p> <ul style="list-style-type: none"> ▪ What are the complications in service delivery? How to overcome these difficulties and challenges? ▪ How did the partnering departments handle different opinions and potential conflicts in service delivery? <p>3.3 <u>Education and Promotion</u></p> <ul style="list-style-type: none"> ▪ How to utilize the educational/communication channels among the partnering departments to enhance customers' understanding and to ensure effective use of the service? <p>3.4 <u>Continuous Improvement</u></p> <ul style="list-style-type: none"> ▪ What monitoring mechanism does the partnering departments have in place to proactively respond to customer feedback for continuous improvement? ▪ How to enhance collaboration among the partnering departments? What are the measures in place for conducting regular reviews and for continuous improvement in service delivery? 	30 5 10 5 10

Partnership Award Judging Criteria (Continued)

<p>4. Results</p> <ul style="list-style-type: none"> ▪ Has the service project achieved its objectives? ▪ What are benefits of the service to the partnering departments, service recipients and the general public? ▪ What is the evidence of improved customer satisfaction as reflected in customer opinion surveys or other channels for soliciting customer feedback? ▪ What is the return on investment? (including quantitative and qualitative evidence)? ▪ What are the benefits of the service to the partnering departments or to other government departments in terms of enhancing inter-departmental collaboration? (e.g. in fostering a culture of inter-departmental collaboration among civil servants) 	<p>30</p>
<p>Total:</p>	<p>100</p>

Team Award (Specialised Service) Judging Criteria

Assessment Criteria	Scores
1. Service Strategy and Objectives <ul style="list-style-type: none"> ▪ How does the team solicit and analyze customer feedback when formulating the service strategy and objectives? ▪ How is the service aligned with the department's vision and mission? ▪ How specific, measurable and achievable are the service objectives? 	10
2. Service Design <p>2.1 <u>Efficient, User-friendly and Effective Service</u></p> <ul style="list-style-type: none"> ▪ How to ensure efficiency, user-friendliness and effectiveness of the service? ▪ How are customer and staff opinions solicited and analyzed in service design? ▪ Is the service safe, reliable and adhering to professional/ industry/ international standards? <p>2.2 <u>Innovation</u></p> <ul style="list-style-type: none"> ▪ What are the innovative elements incorporated in service design? <p>2.3 <u>Cost effectiveness</u></p> <ul style="list-style-type: none"> ▪ How to ensure effective use of resources to ensure cost effectiveness? 	30 10 10 10
3. Service Implementation <p>3.1 <u>Staff Communication and Training</u></p> <ul style="list-style-type: none"> ▪ What are the effective communication channels and staff training in place to ensure effective delivery of service? <p>3.2 <u>Difficulties and Challenges</u></p> <ul style="list-style-type: none"> ▪ What are the complications in service delivery? How to overcome the difficulties and challenges? <p>3.3 <u>Education and Promotion</u></p> <ul style="list-style-type: none"> ▪ What are the promotional/educational efforts undertaken to enhance customers' understanding and to ensure effective use of the service? <p>3.4 <u>Continuous Improvement</u></p> <ul style="list-style-type: none"> ▪ What monitoring mechanism does the team have in place to solicit and analyze staff and customer feedback for continuous improvement? <p>3.5 <u>Teamwork</u></p> <ul style="list-style-type: none"> ▪ How to optimize teamwork in service delivery? 	35 5 10 5 10 5

Team Award (Specialised Service) Judging Criteria (Continued)

4. Results <ul style="list-style-type: none">▪ Has the service achieved its objectives?▪ What are the benefits of the service to the department, service recipients and the general public?▪ What is the evidence of improved customer satisfaction as reflected in customer opinion surveys or other channels for soliciting customer feedback?▪ What is the return on investment? (including both quantitative and qualitative evidence)	25
Total:	100

Team Award (Internal Service) Judging Criteria

Assessment Criteria	Scores
1. Service Strategy and Objectives <ul style="list-style-type: none"> ▪ How does the team solicit and analyze customer feedback when formulating the service strategy and objectives? ▪ How is the service aligned with the department's vision and mission? ▪ How specific, measurable and achievable are the service objectives? 	10
2. Service Design <p>2.1 <u>Efficient, User-friendly and Effective Service</u></p> <ul style="list-style-type: none"> ▪ How to ensure efficiency, user-friendliness and effectiveness of the service? ▪ How are customer and staff opinions solicited and analyzed in service design? <p>2.2 <u>Innovation</u></p> <ul style="list-style-type: none"> ▪ What are the innovative elements incorporated in service design? <p>2.3 <u>Cost effectiveness</u></p> <ul style="list-style-type: none"> ▪ How to ensure effective use of resources to ensure cost effectiveness? 	30 10 10 10
3. Service Implementation <p>3.1 <u>Staff Communication and Training</u></p> <ul style="list-style-type: none"> ▪ What are the effective communication channels and staff training in place to ensure effective delivery of service? ▪ What are the effective communication channels in place to enhance customers' understanding and use of the service? <p>3.2 <u>Difficulties and Challenges</u></p> <ul style="list-style-type: none"> ▪ What are the complications in service delivery? How to overcome the difficulties and challenges? <p>3.3 <u>Continuous Improvement</u></p> <ul style="list-style-type: none"> ▪ What monitoring mechanism does the team have in place to solicit and analyze staff and customer feedback for continuous improvement? <p>3.4 <u>Teamwork</u></p> <ul style="list-style-type: none"> ▪ How to optimize teamwork in service delivery? 	35 10 10 10 5

Team Award (Internal Service) Judging Criteria (Continued)

<p>4. Results</p> <ul style="list-style-type: none"> ▪ Has the service achieved its objectives? ▪ What are the benefits of the service to the department, service recipients and the general public? ▪ What is the evidence of improved customer satisfaction as reflected in customer opinion surveys or other channels for soliciting customer feedback? ▪ What is the return on investment? (including both quantitative and qualitative evidence) 	<p>25</p>
<p>Total:</p>	<p>100</p>

Team Award (Regulatory/Enforcement Service) Judging Criteria

Assessment criteria	Scores
1. Service Strategy and Objectives <ul style="list-style-type: none"> ▪ How does the team solicit and analyze stakeholders' feedback when formulating the service strategy and objectives? ▪ How is the service aligned with the department's vision and mission? 	10
2. Service Design	30
2.1 <u>Efficient, User-friendly and Effective Service</u> <ul style="list-style-type: none"> ▪ How to ensure efficiency, user-friendliness and effectiveness of the service? ▪ How are stakeholders' feedback solicited and analyzed in service design? 	10
2.2 <u>Innovation</u> <ul style="list-style-type: none"> ▪ What are the innovative elements incorporated in service design? 	10
2.3 <u>Cost effectiveness</u> <ul style="list-style-type: none"> ▪ How to make effective use of resources to ensure cost effectiveness? 	10
3. Service Implementation	35
3.1 <u>Staff Communication and Training</u> <ul style="list-style-type: none"> ▪ What are the effective communication channels and staff training in place to ensure effective service delivery? 	5
3.2 <u>Difficulties and Challenges</u> <ul style="list-style-type: none"> ▪ What are the complications in service delivery? How to overcome the difficulties and challenges? 	10
3.3 <u>Education and Promotion</u> <ul style="list-style-type: none"> ▪ What are the promotional/educational efforts undertaken to handle stakeholders' concerns and avoid potential conflicts? ▪ What are the promotional/education efforts undertaken to secure public support for the service? 	5
3.4 <u>Continuous Improvement</u> <ul style="list-style-type: none"> ▪ What monitoring mechanism does the team have in place to solicit and analyze stakeholders' feedback for continuous improvement? 	10
3.5 <u>Teamwork</u> <ul style="list-style-type: none"> ▪ How to optimize teamwork in service delivery? 	5

Team Award (Regulatory/Enforcement Service) Judging Criteria (Continued)

<p>4. Results</p> <ul style="list-style-type: none">▪ Has the service achieved its objectives?▪ What are the benefits of the service to the department, service recipients and the general public?▪ What is the evidence of improved satisfaction as reflected in opinion surveys or other channels for soliciting stakeholders' feedback?▪ What is the return on investment? (including both quantitative and qualitative evidence)	<p>25</p>
<p style="text-align: right;">Total:</p>	<p>100</p>

Team Award (General Public Service) Judging Criteria

Assessment Criteria	Scores
1. Service Strategy and Objectives <ul style="list-style-type: none"> ▪ How does the team solicit and analyze customer feedback when formulating the service strategy and objectives? ▪ How is the service aligned with the department's vision and mission? ▪ How specific, measurable and achievable are the service objectives? 	10
2. Service Design <p>2.1 <u>Efficient, User-friendly and Effective Service</u></p> <ul style="list-style-type: none"> ▪ How to ensure efficiency, user-friendliness and effectiveness of the service? ▪ How are customer and staff opinions solicited and analyzed in service design? <p>2.2 <u>Innovation</u></p> <ul style="list-style-type: none"> ▪ What are the innovative elements incorporated in service design? <p>2.3 <u>Cost effectiveness</u></p> <ul style="list-style-type: none"> ▪ How to ensure effective use of resources to ensure cost effectiveness? 	30 10 10 10
3. Service Implementation <p>3.1 <u>Staff Communication and Training</u></p> <ul style="list-style-type: none"> ▪ What are the effective communication channels and staff training in place to ensure effective delivery of service? <p>3.2 <u>Difficulties and Challenges</u></p> <ul style="list-style-type: none"> ▪ What are the complications in service delivery? How to overcome the difficulties and challenges? <p>3.3 <u>Education and Promotion</u></p> <ul style="list-style-type: none"> ▪ What are the promotional/educational efforts undertaken to enhance customer' understanding and to ensure effective use of the service? <p>3.4 <u>Continuous Improvement</u></p> <ul style="list-style-type: none"> ▪ What monitoring mechanism does the team have in place to solicit and analyze staff and customer feedback for continuous improvement? <p>3.5 <u>Teamwork</u></p> <ul style="list-style-type: none"> ▪ How to optimize teamwork in service delivery? 	35 5 10 5 10 5

Team Award (General Public Service) Judging Criteria (Continued)

<p>4. Results</p> <ul style="list-style-type: none"> ▪ Has the service achieved its objectives? ▪ What are the benefits of the service to the department, service recipients and the general public? ▪ What is the evidence of improved customer satisfaction as reflected in customer opinion surveys or other channels for soliciting customer feedback? ▪ What is the return on investment? (including both quantitative and qualitative evidence) 	<p>25</p>
<p>Total:</p>	<p>100</p>