

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

### **Civil Service Outstanding Service Award Scheme 2009**

#### **Purpose**

This paper briefs Members on the Civil Service Outstanding Service Award Scheme 2009 (the 2009 Scheme).

#### **Background**

2. The Administration is committed to upholding high standards of performance and conduct in the Civil Service. Maintaining a clean, effective and dedicated Civil Service is essential in ensuring the continued stability and prosperity of Hong Kong. To maintain an environment in which civil servants are motivated to deliver quality service that meets the rising expectations of the community, we need a fair commendation system that would help induce proactive and sustained exemplary performance from civil servants.

3. Since 1999, the Civil Service Bureau (“CSB”) has been organising the Civil Service Outstanding Service Award Scheme on a biennial basis. It is one of the four commendation schemes applicable to civil servants<sup>1</sup>. It is organised on a department/team basis, while the other three schemes award deserving individual civil servants. The objectives of the Scheme are to recognise the efforts of those departments and teams which provide excellent service, to promote a customer-focused culture in the civil service, and to inspire other departments and civil servants to emulate the best practices of award-winning departments and teams for continuous improvement in the delivery of public services.

#### **The 2009 Scheme**

4. Launched in late 2008, the 2009 Scheme elicited a very positive response with 141 entries from 51 (out of 73) bureaux and departments. This

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<sup>1</sup> The other three commendation schemes are: the Honours and Award System of the HKSAR with awards granted by the Chief Executive to individual civil servants with exceptional merits; the Secretary for the Civil Service (“SCS”)’s Commendation Award Scheme with SCS giving recognition to individual civil servants with outstanding performance; and the Commendation Letter Scheme with commendation letters issued by Heads of Department to individual civil servants with meritorious service.

demonstrated a high awareness of continuous enhancement in service quality and wide support for the Scheme in the civil service. Awards under the Scheme were presented at three levels, namely –

- inter-departmental Partnership Award for quality services to the public through collaboration among departments;
- departmental awards, comprising the Service Enhancement Award, the Best Public Image Award, and the newly-introduced Best Performance Pledges Award;
- team awards, comprising the Specialised Service Award, Internal Service Award, General Public Service Award and the newly-introduced Regulatory/Enforcement Service Award;

## **Public Engagement**

5. The 2009 Scheme continued to emphasize the participation of the private sector as well as public and community leaders in the organisation of the Scheme and the adjudication process.

6. The 2009 Scheme was co-organised with the Hong Kong Management Association. More than 30 seasoned private sector managers from different fields, including finance, hospitality, transportation, property management, etc. accepted our invitation to serve on the boards of examiners. These boards helped to conduct the first stage assessment which included screening of written submissions and interviews with participating departments. Their involvement enhanced the objectivity of the assessment process and facilitated benchmarking with the private sector. It also helped to promote interaction between the public and the private sectors on quality customer service and related standards.

7. Four Members of the Legislative Council<sup>2</sup> participated in the adjudication as Chairpersons of the four Final Adjudication Panels. The membership of these Panels comprised District Council members, representatives from professional organisations<sup>3</sup>, staff side members of Central Consultative Councils<sup>4</sup> and senior officials from CSB. Their key tasks were to meet representatives of the short listed bureaux and departments for

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<sup>2</sup> They were the Hon Lee Cheuk-yan, Dr the Hon Margaret Ng, the Hon Tam Yiu-chung and the Hon Mrs Regina Ip Lau Suk-ye.

<sup>3</sup> These professional organisations included the Hong Kong Institute of Human Resource Management, the Hong Kong Management Association and the Hong Kong Association of Customer Service Excellence.

<sup>4</sup> These Consultative Councils were the Disciplined Services Consultative Council, the Model Scale 1 Staff Consultative Council and the Senior Civil Service Council.

presentations and questions, and to decide on the merits of the participants. In addition, to decide on the winner for the Best Public Image Award, a sample of more than 2,400 members of the public and all Members of the Legislative Council and District Councils were invited to vote in a survey to select three departments with the best image.

8. The list of winners of the 2009 Scheme is at the Annex.

### **Publicity and Dissemination**

9. In order to underline the importance of quality service, to give recognition to the outstanding achievements by the winning teams and departments and to inform the public of these achievements, a prize presentation ceremony was held at the Hong Kong Convention and Exhibition Centre in September 2009. The ceremony was attended by over 600 guests and civil servants. The event attracted widespread media coverage and helped to enhance the community's understanding of the work of civil servants. To let the public know more about the exemplary performance of the winning departments and teams, a one-hour TV documentary was produced by RTHK and broadcasted on television, and supplements were published in three newspapers.

10. As a means to encourage emulating the best practices of the winners of the Scheme, seminars will be held in February and March 2010 for the winning teams and departments to share their experience and good practices with other departments and fellow civil servants. Practitioners from the private sector will also be invited to speak at these seminars to promote cross-fertilization of ideas.

11. In addition, the factors contributing to the success of the winners are being developed into training and self-learning materials for further dissemination in the civil service. A video series capturing the lesser-known, behind-the-scene efforts and commitment of civil servants who participated in the Scheme has been produced. The videos will be broadcasted through different channels, including government websites, the Internet and public waiting areas in government venues and schools etc, to help the public better understand the work of civil servants.

### **Review and Way Forward**

12. A review of the 2009 Scheme was conducted in November 2009 via focus group meetings and a questionnaire to all government departments. The feedback received was very positive. The respondents generally considered that the Scheme had served the important purpose of promoting a people-based service culture, boosting staff morale and recognising the efforts

of civil servants in continuously improving their service to the public. They were particularly appreciative of the honour of receiving the prizes on stage and the public recognition gained through publicity activities to help enhance their image and increase public awareness of their work. The respondents supported continuation of the Scheme.

13. The Scheme will be held again in 2011. CSB will build on the momentum that the 2009 Scheme has created and continue to invite participation from the Legislative Council, the business sector and the community.

Civil Service Bureau  
December 2009

**Civil Service Outstanding Service Award Scheme 2009  
List of Award Winners**

**(I) Partnership Award**

Champion	Immigration Department, Customs and Excise Department, Hong Kong Police Force  Boundary Joint Command Centre
First Runner-up	Leisure and Cultural Services Department, Architectural Services Department, Fire Services Department, Marine Department  Preservation and Display of Fireboat Alexander Grantham
Second Runner-up	Transport Department, Electrical and Mechanical Services Department  Contemporary Wireless Traffic Surveillance System
Merit Awards	Fire Services Department, Education Bureau  Enhanced Smart Teen Project
	Hong Kong Observatory (and 39 government departments)  Science in the Public Service

**(II) Departmental Service Enhancement Award****(A) Large Department**

Champion	Fire Services Department
First Runner-up	Immigration Department
Second Runner-up	Water Supplies Department
Merit Awards	Housing Department
	Leisure and Cultural Services Department

(B) Small Department

Champion	Hong Kong Observatory
First Runner-up	Land Registry
Second Runner-up	Companies Registry
Merit Awards	Efficiency Unit
	Radio Television Hong Kong

(C) Best Performance Pledges Award

Champion	Inland Revenue Department
First Runner-up	Water Supplies Department
Second Runner-up	Immigration Department
Merit Award	Hong Kong Police Force

(D) Best Public Image Award

Champion	Fire Services Department
First Runner-up	Home Affairs Department
Second Runner-up	Hongkong Post

**(III) Team Awards**

(A) General Public Service Award and Internal Service Award

	General Public Service Award	Internal Service Award
Champion	Drainage Services Department Intercepting Drains at Queen's Road Central	Housing Department Business Process Support Unit
First Runner-up	Housing Department Project Sections & P&TSS, Development & Construction Division	Hong Kong Post Sung Wong Toi Annual Report Processing Centre

Second Runner-up	Housing Department Estate Services Unit	Transport Department TEAM TIS
Merit Awards	Hong Kong Observatory Lightning Information Service Team	Hong Kong Observatory Weather Buoy Deployment Team
	Leisure and Cultural Services Department The Next Generation Library	Housing Department Training and Development Centre
Special Citation (Innovation)	Hong Kong Observatory Lightning Information Service Team	Hong Kong Police Force Savior of Mountain
Special Citation (Cost Effectiveness)	Hong Kong Housing Authority Twin Water Tank Design	Water Supplies Department Asset Management Unit

B. Regulatory/Enforcement Service Award and Specialised Service Award

	Regulatory/Enforcement Service Award	Specialised Service Award
Champion	Electrical & Mechanical Services Department Smart Electrical Safety Regulator	Government Flying Service GFS Sichuan Disaster Relief Operation
First Runner-up	Housing Department Tenancy Management Policy Unit	Hong Kong Observatory Airport Thunderstorm and Lightning Alerting System Development
Second Runner-up	Efficiency Unit Be the Smart Regulator Team	Hong Kong Observatory Equestrian Weather Service Team

Merit Awards	Agriculture, Fisheries and Conservation Department Special Duties Division (Inspection and Quarantine Branch)	Electrical & Mechanical Services Department Olympic Equestrian Special Duty Team
	Electrical & Mechanical Services Department Best of the Gas	Social Welfare Department Psychosocial Services Team of Medical Social Services Unit of Princess Margaret Hospital
Special Citation (Innovation)	Efficiency Unit Be the Smart Regulator Team	Hong Kong Observatory Airport Thunderstorm and Lightning Alerting System Development
Special Citation (Cost Effectiveness)	Electrical & Mechanical Services Department Smart Electrical Safety Regulator	Food and Environmental Hygiene Department FEHD Public Health Team