

***Service Directory 2011  
of CSTDI, CSB***

# Contents

## Vision, Mission and Values of CSB

## Message from the Deputy Secretary for the Civil Service (3)

## One-stop Service Approach

## Advisory/Consultancy Services

- (A) Developing Leaders
- (B) Managing Change
- (C) Enhancing Service
- (D) Managing and Enhancing Performance

## E-learning

### Learning Resources

- (A) Legal Corner
- (B) Basic Law
- (C) Chinese Language Corner
- (D) English Corner
- (E) Leaders' Corner
- (F) National Studies
- (G) IT Zone
- (H) Management
- (I) Work-Life Balance
- (J) Induction Resources
- (K) Quality Service
- (L) Human Resource Management
- (M) Departmental Resources
- (N) Books and Media



### CLC Plus as an Information Portal

### User Registration

### Services Offered For Promoting and Adopting E-Learning

## Programmes

- (A) Leadership
- (B) National Studies and the Basic Law

- (C) Management and Communication
- (D) Language
- (E) Information Technology

**Other Learning Resources**

- (A) Learning Resource Centre
- (B) CSTDI Self-learning Packages/Videos

**Annex — List of Account Managers**

## Vision, Mission and Values of CSB

### Vision

To be one of the leading public service training and development institutes in the Asia Pacific region.

### Mission

- To provide high quality training and development programmes and consultancy services for enhancing individual and organisational performance
- To facilitate and advise on central and departmental human resource development
- To help drive central policy initiatives through training and development programmes
- To help develop leaders in the civil service
- To promote and sustain a culture of continuous learning in the civil service

### Values

Professionalism

Entrepreneurship

Customer focus

Teamwork

## Message from the Deputy Secretary for the Civil Service (3)

Welcome to the Service Directory 2011. This is a handy publication on all the training programmes and services run by the Civil Service Training and Development Institute (CSTDI), Civil Service Bureau.

As the central learning institute for the public service, CSTDI aims to formulate training policies and to render support to bureaux/departments in training matters so that civil servants will be equipped with the necessary knowledge, skills and abilities to serve the community.

CSTDI works in close partnership with government departments in managing change, developing leaders, managing performance, and enhancing service. In addition, the institute offers programmes and thematic study tours on national studies, and programmes on the Basic Law.

To make our services more customer-focused, the institute has adopted a one-stop approach for client departments. Departmental training managers can now contact their account managers in the institute to obtain all the required expertise and services.

In 2011, CSTDI will continue to enhance the variety and contents of the training resources available through the e-learning portal, thereby enabling more civil servants to sustain their learning beyond classroom, and to pursue learning anytime, anywhere and at their own pace.

We hope that this Service Directory will help you identify the type of services and training programmes which best meet your needs in 2011. Colleagues in the CSTDI stand ready to assist you in planning and organising training activities, enhancing your training capacity and promoting a culture of continuous learning in your department. We look forward to serving you.

## **One-stop Service Approach**

To be more customer-focused, CSTDI has assigned account managers to provide one-stop HRM/HRD services to individual bureaux/departments (B/Ds). A list of the account managers and client departments under their respective charge is in the Annex.

You are welcome to contact our account managers, who will be happy to assist you and discuss with you the services and support you may need.

## **Training and Consultancy Services**

To help B/Ds enhance organisational performance and meet challenges on all fronts, CSTDI works in close partnership with client departments. We offer a comprehensive range of training and consultancy services on human resource management/human resource development and partner with departments to translate training needs into learning solutions.

Our services cover four theme areas: “Developing Leaders”, “Managing Change”, “Enhancing Service” and “Managing and Enhancing Performance”.

### **(A) DEVELOPING LEADERS**

We support senior civil servants in leading their B/Ds to better serve the community through:

- learning events that help them keep up with emerging trends and needs;
- development activities that support succession planning of senior staff;
- programmes for enhancing the competencies and continuous development of senior managers; and
- forums for networking and sharing of good public policy and management practices.

### **OUR CORE ACTIVITIES AND PROGRAMMES INCLUDE**

- public policy and executive development programmes for senior professionals and directorate staff – they include three major flagship programmes:
  - The Advanced Leadership Enhancement Programme (ALEP) for D1 officers and above
  - The Leadership in Action Programme (LIA) for D1 officers and officers on MPS 45 – 49 (or equivalent)
  - The Innovative Managers Programme (IMP) for officers on MPS 34 – 44 (or equivalent)
- The Advanced Management Workshop series on leadership, people management, negotiation, persuasion and influencing, public speaking, media communication, accountability, public engagement and political communication, which is specially designed for directorate officers (and selected workshops for officers on MPS 45 – 49 or equivalent);

- overseas training programmes – to support succession planning in B/Ds, we sponsor directorate officers for overseas thematic seminars/workshops and executive development programmes at top business schools or institutions;
- national studies and the Basic Law programmes – we provide Basic Law training and offer residential courses at Tsinghua University, Peking University, the National School of Administration and China Foreign Affairs University, and organise thematic study tours to different Mainland cities to enhance senior staff's understanding of the latest developments in the Mainland;
- staff exchange programmes – to facilitate better understanding and closer partnership, we arrange exchange programmes with the Shanghai, Beijing, Hangzhou and Guangdong Municipal/Provincial Governments for officers to be attached to the government departments of their counterparts for a period of four to eight weeks;
- Secretariat Attachment Scheme – promising departmental officers are placed on attachment to policy bureau for exposure and development;
- e-learning resources – our Leaders' Corner, a website designed to support the learning pursuits of senior officers, contains useful tips and tools, executive book reviews, management articles, information and feedback from officers about leadership programmes and overseas courses, seminar highlights, etc.; and
- consultancies to help departments groom senior officers for succession planning.

## **(B) MANAGING CHANGE**

We partner with client departments to address organisational and people issues in the pursuit of service excellence. To help departments develop effective strategies for communicating and implementing change, we offer the following services:

- facilitate strategy formulation – we lead and assist in management retreats, brainstorming sessions, focus groups, strategic planning workshops, alignment workshops;
- develop and implement change strategies – we help organise activities and workshops to enhance staff's capacity to adapt to change and to lead change;
- enhance communication between management and staff – we facilitate communication sessions, staff consultation sessions, management briefings and staff opinion surveys;
- identify and meet staffs development needs – we offer advice on the formulation and implementation of training policies, and lend support to training and development committees, including the conduct of surveys on training needs;

- help drive work-life balance and stress management initiatives – we help develop strategies to enhance staff's resilience and design workshops that help staff to manage stress effectively;
- create a supportive working environment for implementing change initiatives – we conduct teambuilding and team effectiveness training, facilitate mentoring/partnering schemes, culture change programmes; and
- disseminate good practices for managing change – we help organise discussion forums to facilitate experience sharing among departments and with the private sector.

### **(C) ENHANCING SERVICE**

Modern public administration is demanding. We support B/Ds in their efforts to enhance their service quality through the following services:

- advice on developing service enhancement strategies, support in organising customer service training, and facilitation in work process review and improvement. We conduct reviews in work processes and service environment, surveys on staff attitude and skills, and assist in the implementation of service enhancement plans and sourcing of consultants; and
- identification of training needs, developing training materials, conducting training programmes and sourcing consultants.

### **(D) MANAGING AND ENHANCING PERFORMANCE**

Public agencies can deliver excellent service only if public servants are effective, efficient and professional in what they do. We assist departments in managing and enhancing the performance of their staff through:

- identifying the key knowledge, skills and abilities contributing to effective performance at various ranks and grades and helping to devise strategies/programmes for staff to acquire/enhance these competencies;
- designing and reviewing performance management systems for planning, managing and appraising performance effectively;
- sharing and recommending knowledge management systems and practices for capturing

and leveraging workplace knowledge;

- devising appropriate workplace learning initiatives (e.g. mentoring, experience sharing) to facilitate on-the-job learning and sharing; and
- researching and disseminating best practices in human resource management/human resource development and facilitating sharing/learning amongst departments.

## E-learning

E-learning has dramatically expanded the capability of the training function. It allows for swift updating of information, flexible access to learning resources and, through features like discussion forums and e-tutoring, fosters online interaction and collaboration. E-learning is a global trend which has been widely adopted by major organisations across the world.

CLC Plus is our Internet learning portal which enables all government employees to enjoy one-stop access to a wide spectrum of learning resources anytime, anywhere. It also serves as an effective information portal by providing the latest training and development information to support continuous learning culture.

The screenshot displays the CLC Plus website interface, titled 'Civil Service Training and Development Institute, Civil Service Bureau'. The page features a search bar at the top right and a navigation menu on the left. The main content area is organized into several sections:

- English Corner:** Includes 'Problem Phrases in Business Writing', 'Non-English Words and Phrases', and 'Gobbledygook'.
- Chinese Language Corner:** Includes '普通話傳意應用 (第二輯)', '普通話傳意應用 (第一輯)', and '普通話漢語拼音擂台'.
- Work-life Balance:** Includes '預防及處理大型流感網上課程 Pandemic I...', '積極人生A至I (完整版)', and '積極人生A至I (快速下載版)'.
- Basic Law:** Includes '《基本法》天地', '《基本法》核心課程最新資訊', and '《基本法》網上單元課程'.
- Legal Corner:** Includes 'United Nations Convention/Disability DI...', 'Enhancing Gender Awareness', and 'Valuing Diversity'.
- National Studies:** Includes 'HKSAR Info Station', '《基本法》', and 'Geography and Natural Resources'.
- Leaders' Corner:** Includes 'Seminar Highlights', 'Leadership', and 'Executive Programmes'.
- Quality Service:** Includes 'Civil Service Outstanding Service Award ...', 'Performance Pledges in the Civil Service', and '答問環節'.
- Books & Media:** Includes 'CNN', 'BBC', and 'Commercial Radio'.
- Management:** Includes 'CSTDI Staff Corner', 'Learning that Powers our Leaders (Issu...', and 'Thriving on Change (Issue No.2)'.

Additional features include a 'What's New' section with '新會員獎賞 Souvenir for New Members', a 'Performance Management Guide' with 'Key Principles', 'Best Practices', and 'FAQs', and a 'My Favourite' section with 'Enrolled Course' including 'Towards Better Pronunciation', '《基本法》網上單元課程', '中國政治及行政體制', '公文語意邏輯', '數據保護 III 之防止資料外泄', '法律與語言講座系列二', '資訊保實語你知', and '(Ended) Resolving Written Complaints'.

Highlights of the wealth of learning resources available on CLC Plus and details about this information portal are as follows:

### LEARNING RESOURCES

#### (A) LEGAL CORNER

Resources include the overview, basic concepts and guidelines of various provisions of laws, ordinances and conventions relating to work.

#### *Content*

- United Nations Convention/Disability Discrimination Ordinance

- Enhancing Gender Awareness
- Handling Sexual Harassment
- Race Discrimination Ordinance
- Prevention of Bribery Ordinance

## **(B) BASIC LAW**

Provides learning resources on the Basic Law. “The Basic Law Corner” includes basic information of the Basic Law, updated course information, programme highlights, promotional activities and self tests. The web courses provide an interactive and interesting mode to learn the Basic Law.

## **(C) CHINESE LANGUAGE CORNER**

One-stop access to learning resources in Chinese Language and Putonghua. Resources include web courses, Chinese net, references, templates of official writing, on-line quizzes, Putonghua job aids and online dictionaries.

## **(D) ENGLISH CORNER**

A collection of courses, articles, tips and quick references on English usage, grammar, pronunciation and speech, and various English communication skills; other useful resources include self-assessment exercises, templates and links to dictionaries.

## **(E) LEADERS' CORNER**

Training and development information for senior officers including training programmes, change management, communication and leadership skills.

**LEADERS' CORNER**  
online learning resources for directorates

*To Stay ahead,  
always have your next idea waiting in the wings.*  
- Rosabeth Moss Kanter

- Executive Programmes
- Seminar Highlights
- Leadership
- Directorate Leadership Guide
- Public Policy
- Leading Change
- Communication
- Executive Health
- Managers' Toolkit
- Online Learning
- Reading Circle
- Useful Resources

駐粵經濟貿易辦事處的興隆思維

Twitter及新媒體的興起

Year Planner 2010  
Senior Management Development Programme

Seminar Highlights

Directorate Leadership Guide

CLC Online Learning Centre Plus

Feedback Comment

SEARCH  go

## (F) NATIONAL STUDIES

Useful information on national affairs, i.e. political system, economic development, legal system, civil service, as well as updated news.



## (G) IT ZONE

Provides a range of handy tips, guidelines and references on using software. It also keeps you updated about trends and developments in managing IT in government workplace.

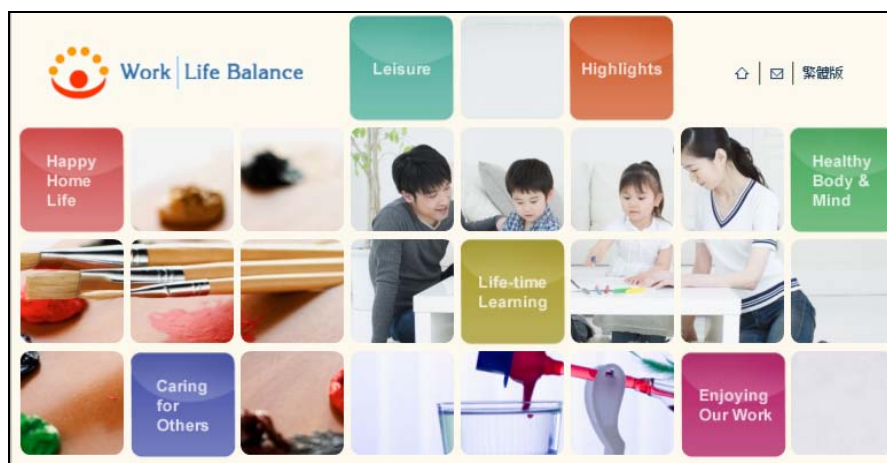


## (H) MANAGEMENT

Variety of resources addresses the management and communication issues and challenges that civil servants face every day in workplace. Other topics include contract management, project management, resource management and knowledge management, etc...

## **(I) WORK-LIFE BALANCE**

Introduces resources on work-life balance, which include up keeping of a healthy and happy mind, improving the quality of life, increasing of work efficiency and satisfaction, and ways to relieve stress and enhance one's Emotional Quotient (EQ), as well as exercises and activities to keep one's mind and body in good shape.



## **(J) INDUCTION RESOURCES**

Resources for new appointees including guidelines on code of conduct, introduction to government structure and practices, as well as references on Basic Law, information technology, green management and occupational safety and health.

## **(K) QUALITY SERVICE**

It gives an overview of the trends and driving forces of quality service in the civil service and promotes a people-based approach to quality service. Topics include customer service, work improvement, HRD/HRM, Civil Service Outstanding Service Award Scheme, Performance Pledges in the Civil Service and Public Engagement, etc.

## **(L) HUMAN RESOURCE MANAGEMENT**

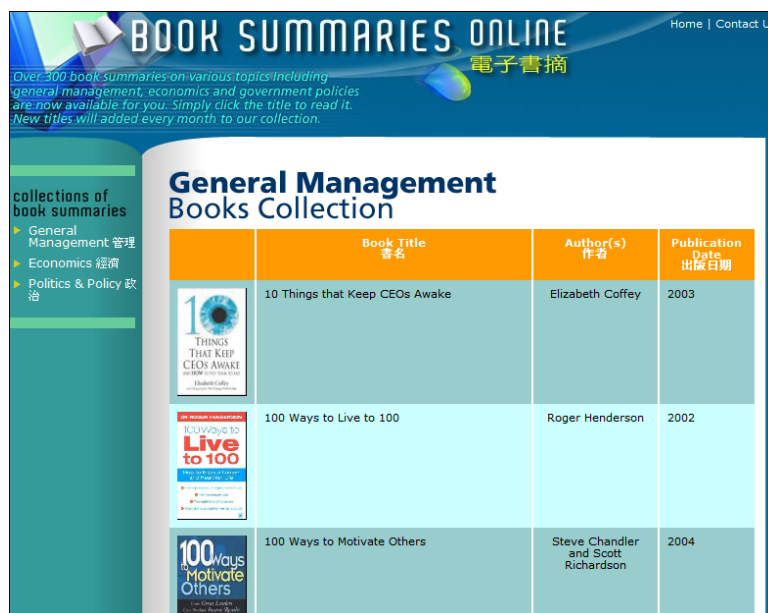
Principles, guidelines and best practices in performance management and other Human Resource management.

## **(M) DEPARTMENTAL RESOURCES**

Learning resources supplied by departments. Some cater for vocational training needs of specific target audience in departments concerned while others are open to all users.

## (N) BOOKS AND MEDIA

Inventory of useful resources covering information on books and journals available at the Learning Resource Centre, book summaries, and links to magazines, newspapers and news channels.



## CLC PLUS AS AN INFORMATION PORTAL

As an effective training and development information portal, CLC Plus provides information on CSTDI Services as follows:

- Details of CSTDI Seminars and Programmes
- Details of PC-related Training Services Contract, including course schedules and enrolment form
- CSTDI Service Directory
- Performance Pledges
- Booking of CSTDI Training Venues
- Details on CSTDI Events/Schemes, e.g. Civil Service Outstanding Service Award Scheme and External Training Sponsorship Scheme for Frontline Staff
- Updates and documentations of CSTDI Training Systems, e.g. Training Information and Administration System (TIAS) and Generic Training Administration System (GTAS)

### *User Registration*

All government full-time employees can register online as users of CLC Plus at <http://www.csb.gov.hk/clc>.

## **SERVICES OFFERED FOR PROMOTING AND ADOPTING E-LEARNING**

### **(A) ADVISORY SERVICE**

Advice on design and production of departmental e-learning resources could be provided. We can also conduct presentations to management or T&D committee for improving the understanding of the benefits and applications of e-learning and arrange briefings or demonstrations to staff on CLC Plus.

### **(B) HOSTING SERVICE**

We welcome B/Ds to make use of CLC Plus to host their departmental web resources for wider access and ease of tracking. A number of B/Ds have used the portal to disseminate department-specific resources to their staff. B/Ds can also make use of this platform to post publicity information on their up-to-date business matters.

#### ***Enquiries***

Ms Elaine Law

Tel: 2231 3855

Fax: 2116 0812

e-mail: elaine\_law@csb.gov.hk

Ms Carmen Wong

Tel: 2231 3977

Fax: 2116 0812

e-mail: carmen\_km\_wong@csb.gov.hk

## Programmes

### (A) LEADERSHIP

#### General Objective

We organise leadership development programmes to enhance senior officers' competencies. They range from programmes run by top-ranking universities in the world to local seminars and workshops on topical issues.

#### Flagship Programmes

##### 1. Advanced Leadership Enhancement Programme (ALEP) for Directorate Officers

###### *Overview*

The Advanced Leadership Enhancement Programme (ALEP) is a public sector leadership programme for further developing the governance capabilities of directorate officers. It consists of two interconnected modules, namely "Module I - Policy & Governance" and "Module II - Leadership & Public Service Delivery".

###### *Aims and Benefits*

The programme imparts practical knowledge and skills in public administration and leadership. Specifically, ALEP aims to:

- enhance directorate civil servants' core leadership and management competence,
- empower them to think strategically and engage stakeholders tactfully and effectively, and
- enable participants to have a broader perspective of effective governance and management.

The programme adopts multiple training methodologies and is highly interactive. Mini-lectures, case studies, panel discussions and guest talks are used. Participants should participate actively in various discussion sessions in order to apply what they have learnt in their daily work.

###### *Programme Leaders and Speakers*

The residential module on "Policy & Governance" is led by professors from the School of International and Public Affairs of the Columbia University, USA. The non-residential module on "Leadership & Public Service Delivery" is led by professors from the Richard Ivey School of Business, University of Western Ontario. In addition, respectable local

speakers such as renowned scholars, senior government officials, public service leaders, experts and top executives will be invited.

### ***Target Participants***

Participants should:

- (a) be at D1 level or above; and
- (b) have at least 3 years of active service before normal retirement

### ***Duration***

8 days (in two 4-day modules)

### ***Content***

**Module I - Policy & Governance** examines key issues and challenges in policy formulation and implementation against a broad, international perspective, and generates practical insights and strategies for enhancing their respective roles in public governance. Major topics include:

Public management challenges in the new era

- External challenges (global and local economic, social and political landscape)
- Internal challenges (inherent issues of government machinery)
- Judicial review on administrative actions

Accountability and new mode of governance

- Accountability systems and practices of different jurisdictions
- Managing government performance

Building community support on government policies

- Policy development and marketing
- Communication in the new information age
- Alternative dispute resolution in the public sector

Environmental leadership

- Understanding Environmental Policy
- Leadership in combating the environmental problem

Crisis management

- Crisis detection and handling strategies
- Experience sharing on some major crises and reforms aftermath

**Module II - Leadership & Public Service Delivery** aims to sharpen directorate officers' capabilities in making the B/Ds they serve a better performing organization for delivering services to the public. Taking the perspective of being the head of a government department, the module discusses key challenges in leading the organization and generates practical ideas in dealing with the issues. Major topics include:

Leading a high performance organization

- Developing reliable and practical performance indicators
- Challenges in leading for performance

Personal leadership capabilities

- Understanding ones' leadership style and effectiveness
- Persuasion, influencing and coaching techniques
- Practical strategies and tools in leading change

Managing talents for building organization capacity and culture

- Employee engagement strategies in people management and succession planning
- Conflict management and negotiation strategies

Managing public image and media relationship

- Branding strategies for government organization
- Tactics in working with media

### ***Participants' Feedback***

- “The training programme was well thought-out and designed. Good mix of overseas cases and local issues. Applications of concepts and techniques were well demonstrated.”
- “Salient portrayal of the emergence of new media and the opportunities for marketing of government policies and shaping public opinions.”
- “It is absolutely fantastic to be able to line up seasoned media executives from different types of media to share their perspective of how media works and their expectations to the class.”
- “Great opportunity for networking among colleagues and listening to the great lectures/speeches from remarkable academics and government officials.”

### ***Enquiries***

Ms Casslie Chung

Tel: 2231 3880

## **2. Leadership in Action (LIA) Programme**

### ***Overview***

The LIA Programme is designed specifically to prepare senior professionals and junior directorates for their leadership role before they move up the leadership ladder.

### ***Aims and Benefits***

The programme aims to offer a rewarding learning experience that will help participants to :

- broaden their strategic horizons by interacting with distinguished module leaders, guest speakers and peers from different B/Ds;
- increase their understanding of the new challenges facing the public sector and the development and communication of policies to respond to these challenges;
- learn powerful strategies and skills for leading change, media and crisis communication, influencing people, effective presentation and stress management; and
- understand their own strengths and weaknesses, and develop plan for continued learning and professional growth; and
- establish network with fellows from different B/Ds for continuous career and personal support.

This is a practitioners' course with exercises, debates, role plays, and experience sharing to facilitate practical learning. Participants also work on group projects relating to public policy issues and present their analysis and recommendations at the end of the programme. We use 360° questionnaires and psychometric tests to help participants understand individual leadership style and competencies. Module leaders will work with the participants to consolidate learning and address personal development needs.

### ***Programme Leaders and Speakers***

The Programme uses a diverse group of local and overseas consultants, each being a recognised expert in his/her own field and possesses good experience of working with the civil service. The Programme also invites distinguished guest speakers to share their valuable insights and experience. Guest speakers who have been invited in past programmes include LegCo members, representatives from civil societies, and government officials, etc.

### ***Target Participants***

Officers at MPS 45 – 49 or D1 who have a good record of performance and clear potential to advance, and have at least five years of service before retirement. Each programme will take in a few senior executives from public and private organisations to facilitate exchange of views. Interested organizations are welcome to contact CSTDI.

### ***Duration***

3 weeks

### ***Content***

- Leading high performing teams
- Public policy development and management
- Leadership in the changing environment
- Strategies of communication with different stakeholders
- Personal effectiveness and learning
- Team projects on public policy

### ***Participants' Feedback***

- “It prompts me to think deeply about leadership and how to develop myself in this aspect.”
- “The 360 degree assessment helps me get a better understanding of myself, particularly in communication skills.”
- “It offers us a good opportunity to share our views among colleagues of different departments and private firms. Excellent opportunity for networking.”

### ***Enquiries***

Mr Daniel Leung

Tel: 2231 3900

e-mail: [man\\_leung@csb.gov.hk](mailto:man_leung@csb.gov.hk)

Website: <http://www.csb.gov.hk/clc> > Leaders' Corner > Executive Programmes > LIA

## **3. The Innovative Managers Programme (IMP)**

### ***Overview***

Management is always an on-going challenge. This is particularly true for middle managers in the public sector who need to develop a range of capabilities in managing changing expectations from community members they are serving as well as from supervisors and staff

members. Innovation is always needed by managers, in doing things better and in achieving results, through new knowledge, work practices, resources and tools.

IMP intends to enhance participants' knowledge, ability, skills, and sensitivity in understanding the changing needs of the community, in managing innovations, and hence ensuring excellent quality of services provided to the public.

### **Programme Objectives**

This programme aims to equip managers with a broad range of innovative ideas by :

- widening participants' perspectives on public administration and policy implementation;
- enhancing participants' leadership and communication skills; and
- strengthening participants' abilities in human resource management, fostering organizational alignment, and playing the role as a change driver.

### ***Module Leaders and Speakers***

The module leaders are recognized experts in the relevant fields and possess good experience of working with the civil service.

Guest speakers with substantial experience will also be invited to share their valuable insights with the participants.

### ***Target Participants***

Course participants are expected to share their experience with others, participate actively in discussions and activities and bring in new perspectives, and work on team projects to study public policy and human resources management issues. Nominees should be middle managers at MPS Point 34-44 or equivalent identified as high potentials for further advancement. They should have at least five years of active service before normal retirement.

### ***Duration***

12 working days

### ***Programme Contents***

- Interpersonal Skills for Managers
- HRM, Managing Change and Organizational Alignment
- Public Policy and Policy Implementation
- Leading Teams
- Issue Management and Handling Media

- Team Projects on Public Policy and HRM

### *Special Features*

- Interactive practice for enhancing interpersonal skills;
- Case studies and talks by experts/ practitioners on HRM and change management;
- Analysis of topical policy issues and studies on judicial review cases related to the Basic Law;
- Simulation on issue management and handling media;
- Residential module with challenging experiential leadership activities for enhancing leadership capabilities;
- Group projects for applying the learning to real situations.

### *Enquiries*

Mr. Recerio Lau

Tel. 2231 3882

E-mail: [recerio\\_lau@csb.gov.hk](mailto:recerio_lau@csb.gov.hk)

## **4. Advanced Management Workshop Series**

### *Overview*

The Advanced Management Workshop aims to enhance specific competencies that are critical for directorate officers (and selected workshops for officers on MPS 45 – 49 or equivalent). The programme comprises a series of one to two day workshops on leadership, people management, negotiation, communication and public governance issues. Subject experts and professors from world renowned institutions are invited to design and lead the classes.

### *Aims and Benefits*

The workshops are highly interactive, providing participants with practical and rewarding learning experience through:

- case studies that delve into real-life situations;
- simulations and role plays that help see solutions; and
- valuable experience sharing and interflow among speakers and participants of diverse backgrounds.

### ***Target Participants***

Directorate officers (and selected workshops for officers on MPS 45 – 49 or equivalent)

### ***Duration***

1 or 2 days

### ***Workshops for 2010***

- Public Speaking
- Persuasion & Influencing
- People Management in the Public Sector
- The Art and Science of Negotiation
- Accountability and Public Engagement
- Political Communication
- Media Communication

### ***Previous Programme Leaders/Facilitators***

- Prof Jeffrey Gandz, Richard Ivey School of Business, University of Western Ontario
- Mr Mark Loasby, Connect Communication Limited
- Prof Stephen Nason, Hong Kong University of Science & Technology Business School
- Prof Thomas Axworthy, Queen's University, Canada

### ***Participants' Feedback***

- “The case simulation and follow up discussion provided good insight into the do's and don'ts of strategies to address the communication challenge.”
- “Different groups came up with different solutions to address the problem. It gave me new angles to look at a problem.”
- “The role play by participants and the useful evaluation of the role play immediately afterwards sharpened our presentation and public speaking skills.”

### ***Enquiries***

Miss Wendy Dan

Tel: 2231 3984

e-mail: [wendy\\_dan@csb.gov.hk](mailto:wendy_dan@csb.gov.hk)

Website: <http://www.csb.gov.hk/clc> > Leaders' Corner > Executive Programmes > AMW

## **5. Overseas Seminars and Executive Development Programme**

### ***Overview***

To support succession planning in departments, we sponsor a number of directorate officers for week-long thematic seminars/workshops and executive development programmes lasting two to four weeks at renowned institutions overseas every year. The programmes cover topics/issues on public administration and/or leadership and management. Invitations will be sent to heads of relevant B/Ds for nominations. We also provide advisory services to assist departments in making the arrangement for identified officers under departmental funding.

### ***Target Participants***

Nominees should be directorate officers with potentials for further advancement and have at least five years of active service before normal retirement.

### ***Programme Arrangements***

CSTDI will assist the selected officers in identifying suitable overseas training courses, taking into consideration their training history, job requirements, training needs, interest and personality type, etc. Officers selected for overseas training are required to complete and submit a learning log and evaluation report to CSTDI within one month after training. They are also expected to share their learning experience with other colleagues on the Leaders' Corner.

### ***Advisory Services from CSTDI***

Apart from the officers centrally sponsored by CSTDI, individual departments may want to sponsor other officers for overseas executive development programmes under departmental funding. CSTDI is happy to offer advice on selection of courses, matching of officers with institutions/programmes and placement, etc.

### ***Enquiries***

Mrs Polly Shuen

Tel: 2231 3955

e-mail: [polly\\_my\\_shuen@csb.gov.hk](mailto:polly_my_shuen@csb.gov.hk).

Information on overseas programmes and learning insights from past participants can be found on the Leaders' Corner of CLC Plus (<https://www.csb.gov.hk/clc> > Leaders' Corner > Executive Programmes > Overseas Programmes).

## **6. Secretariat Attachment Scheme**

### ***Overview***

To support succession planning in departments, we operate the Secretariat Attachment Scheme whereby promising departmental officers are given the opportunity to work as a principal assistant secretary / assistant secretary in a policy bureau. Through projects or assignments which may be outside the attachees' professional scope, the Scheme helps to broaden their horizon and stretch their limits. Officers on attachment may also have the opportunity to acquire hands-on experience in handling policy and legislative matters at the central government level.

### ***Target Participants***

Officers at MPS 45 or above who are identified for succession grooming. Officers at their mid career (MPS 34-44 or equivalent) with potential for taking up directorate posts in the future may also be considered.

### ***Duration***

Six months maximum. Exact duration and timing is subject to agreement with releasing B/Ds.

### ***Attachment Opportunities and Matching***

While departments are encouraged to identify suitable officers to take up secretariat attachments, we welcome interested bureaux to offer attachment opportunities for departmental officers. CSTDI will facilitate the matching of attachee and liaise with all parties concerned to draw up orientation programme and work areas/assignments that best suit the attachee's development needs and the policy bureau's requirements.

### ***Enquiries***

Mrs Polly Shuen

Tel: 2231 3955

e-mail: polly\_my\_shuen@csb.gov.hk

## Full List of Leadership Programmes

Learning Programmes	Target Participants					Mode of Delivery (C=Classroom; W=Web-based)
	D3 and above	D2	D1	MPS 45-49 or equivalent	MPS 34-44 or equivalent	
Advanced Leadership Enhancement Programme (ALEP) for Directorate Officers 高層領導培訓課程	✓	✓	✓			C
Leadership in Action (LIA) Programme 公共行政領袖實踐課程			✓	✓		C
Advanced Management Workshop Series 進階管理研討課程系列	✓	✓	✓	✓		C
Seminars for Senior Managers and Directorate Officers 高級公務員及首長級人員研討會	✓	✓	✓	✓		C
* The Innovative Managers Programme 創意管理人員課程					✓	C

For details of the programmes, please visit CLC Plus > CSTDI Training Information at <http://www.csb.gov.hk/clc>

General enquiries: Ms Lilian Lam  
Tel: 2231 3079  
e-mail: [lilian\\_l\\_lam@csb.gov.hk](mailto:lilian_l_lam@csb.gov.hk)

\*For enquiries on the Innovative Managers Programme, please contact Mr Recerio Lau at 2231 3882 (e-mail: [recerio\\_lau@csb.gov.hk](mailto:recerio_lau@csb.gov.hk))

## **(B) NATIONAL STUDIES, THE BASIC LAW AND LEGAL SERIES**

### **General Objective**

National Studies programmes are organised to enable civil servants at various levels to acquire knowledge and in-depth understanding of developments in the Mainland. The programmes also aim to equip participants with the skills required for effective interaction with Mainland officials. Basic Law programmes aim to deepen civil servants' understanding and knowledge of the Basic Law, and to enable them to bring in a Basic Law perspective in their work where appropriate. To further equip civil servants with a better knowledge of the application of the Basic Law and key legal principles, the Legal Series is organized.

### **1. One-week Study-cum-Visit Programme at the Chinese Academy of Governance (for senior directorate officers)**

#### ***Overview***

This programme provides in-depth and theme-based studies on contemporary issues and developments in the Mainland.

#### ***Aims and Benefits***

The course aims to

- enhance participants' understanding of contemporary national issues and policies;
- deepen participants' understanding of the latest developments in the Mainland; and
- promote contact and understanding between Mainland and Hong Kong officials.

#### ***Content***

- China's macro-economic situation and development planning
- Political reform in the Mainland
- International relations and foreign policy
- Social policies
- Religions and ethnics groups in China
- China's Constitution, legal system, and the Basic Law
- Visits to government departments in Beijing or a neighbouring city

#### ***Target Participants***

- Nominees should be at D3 or above.

***Duration***

7 days

***Enquiries***

Miss Joanne Lee

Tel: 2231 3974

e-mail: joanne\_lee@csb.gov.hk

**2. Advanced National Studies Course at the Chinese Academy of Governance*****Overview***

This programme provides in-depth and theme-based studies on contemporary issues and developments in the Mainland.

***Aims and Benefits***

The course aims to

- enhance participants' awareness of contemporary national issues and policies;
- deepen participants' understanding of the latest developments in the Mainland; and
- promote contact and understanding between Mainland and Hong Kong officials.

***Content***

- Political reform and legal system of the Mainland
- International relations and foreign policy
- Economic developments and reforms
- Issues on people's livelihood
- Visits to government departments

***Target Participants***

- Nominees should be at D1 or D2

***Duration***

13 days

***Participants' Feedback***

- "The speaker is candid in discussing current national issues, which gives us an in-depth understanding of China's entry into the WTO and foreign affairs."

- “The speaker has highlighted the aims and details of the ‘Go West’ project in a lively manner. The analysis of the problems encountered and the challenges ahead is also very systematic.”
- “There is frank sharing between the class and senior officials in the Chinese Academy of Governance. Our friendly exchange of views on the differences between the Mainland and Hong Kong enhances the understanding between civil servants in the two places.”

### ***Enquiries***

Miss Joanne Lee

Tel: 2231 3974

e-mail: joanne\_lee@csb.gov.hk

Website: <http://www.csb.gov.hk/clc> > Leaders’ Corner > Executive Programmes > Chinese Academy of Governance

## **3. National Studies Courses at Tsinghua University and Peking University**

### ***Overview***

The courses give a comprehensive analysis of the Mainland’s political, economic, social, cultural and legal systems, and update the participants on the latest developments.

### ***Aims and Benefits***

The courses aim to

- enhance the participants’ awareness and understanding of the latest developments in the political, social, economic and legal systems in the Mainland; and
- promote contact and understanding between Mainland and Hong Kong officials.

### ***Content***

- Modern and contemporary Chinese history
- Foreign affairs
- Political and legal systems
- Civil service system
- Economic and financial systems
- Current social issues
- Visits to Government organisations
- Visits to major enterprises and infrastructure in a region/city away from Beijing
- Discussion forums

### ***Target Participants***

Nominees should be at MPS 45 or above

### ***Duration***

17 days (including several days of visit to another city in the Mainland towards the end of the course)

### ***Participants' Feedback***

- “The course has given me a deeper understanding of national affairs, and enriched my knowledge of the open and reform policies in the Mainland.”
- “The course is not only substantial but also comprehensive. I especially treasure the opportunity to exchange views with more than 20 experts—academics, government officials.”

### ***Enquiries***

Miss Joanne Lee / Mr Daniel Leung

Tel: 2231 3974/ 2231 3900

e-mail: joanne\_lee@csb.gov.hk / man\_leung@csb.gov.hk

Website: <http://www.csb.gov.hk/clc> > Leaders' Corner > Executive Programmes > Tsinghua University / Peking University

## **4. Residential National Studies Courses at Shenzhen Graduate School of Peking University and Sun Yat-sen University**

### ***Aims and Benefits***

This course aims at strengthening participants' understanding of the socio-economic, political and legal systems in the Mainland and enhancing their understanding of the latest economic and other crucial developments in the Pearl River Delta region.

### ***Content***

- The ruling philosophy and issues of concern of Mainland's political leaders
- Public administration and policy implementation in Mainland's central and provincial governments
- The development and reform of Mainland's civil service system
- Macro-economic reform in the Mainland
- The legal system of Mainland China
- Structural changes in the economic development of the Pearl River Delta region

- Visits to enterprises, major economic and new technology zones in Guangdong

### ***Target Participants***

Nominees should be at MPS 34 - 44 with clear potential to advance further. They should be fluent in Putonghua, or have completed the intermediate Putonghua course (equivalent to 100 hours of study). CSTD I will arrange for Putonghua proficiency tests for applicants.

### ***Duration***

5.5 days

### ***Participants' Feedback***

- “This residential programme significantly enhances participants’ understanding of the core Mainland issues, is highly recommended to other civil servants.”
- “We benefited a lot from the experts’ excellent presentation and in-depth analysis.”
- “The programme is well designed. The combination of lectures and visits helps participants gain very good understanding of the latest developments in Guangdong.”

### ***Enquiries***

Mr S Y Cheng

Tel: 2231 3899

e-mail: sy\_cheng@csb.gov.hk

## **5. Foreign Affairs Studies Programme at China Foreign Affairs University**

### ***Overview***

The programme organized by China Foreign Affairs University in Beijing focuses on China’s relations and foreign affairs with other countries, and techniques in interacting with foreign officials/guests.

### ***Aims and Benefits***

The course aims to:

- deepen participants’ understanding of China’s foreign affairs;
- familiarize participants with the techniques in interacting with foreign officials/guests;  
and
- promote contact between Mainland and Hong Kong officials.

### ***Content***

- Relations and affairs with foreign countries
- Latest development of diplomatic relations in China
- Negotiation and conclusion of international agreements
- Techniques in interacting with foreign officials / guests
- Visits to the Ministry of Foreign Affairs

### ***Target Participants***

Nominees should be at MPS 45 or above. Preference will be given to officers whose duties are related to international trade relations / negotiations / events.

### ***Duration***

8 days

### ***Participants' Feedback***

- “It is a rewarding course and I have gained a better understanding of China’s foreign policies from various perspectives within such a short time. ”
- “Now I am able to appreciate the complexity and interactivity of foreign affairs, and have a deeper understanding of Mainland’s development. ”

### ***Enquiries***

Mr Daniel Leung

Tel: 2231 3900

e-mail: man\_leung@csb.gov.hk

Website: <http://www.csb.gov.hk/clc> > Leaders’ Corner > Executive Programmes > China Foreign Affairs University

## **6. Thematic Study Programme in the Mainland**

### ***Overview***

This is a visit programme organised to enhance participants’ general understanding of the Mainland system. Each delegation of about 25 members is drawn from various grades and B/Ds.

### ***Content***

Each programme will focus on a specific theme, and comprise discussion sessions, meetings and visits. The delegation will meet with officials of provincial / municipal governments,

visit state-owned and private enterprises and infrastructure related to the theme subjects.

### ***Target Participants***

Nominees should be at MPS 34 or above.

### ***Duration***

6 days

### ***Participants' Feedback***

- “An eye-opening experience. We witnessed the progress of the economic development in Southeast China and also learnt about the coming strategies.”
- “The visits were well structured and showed good planning. We were impressed by the enterprises' management and the city's development.”

### ***Enquiries***

Ms Casslie Chung

Tel: 2231 3880

e-mail: [casslie\\_chung@csb.gov.hk](mailto:casslie_chung@csb.gov.hk)

Website: <http://www.csb.gov.hk/clc> > Leaders' Corner > Executive Programmes > Thematic Study Programme

## **7. Staff Exchange Programme**

### ***Overview***

The Hong Kong Special Administrative Region Government has entered into agreements with the Shanghai, Beijing, Hangzhou, Guangdong Municipal / Provincial Governments. Under the agreements, middle to senior ranking officers from Hong Kong or the Mainland may be attached, to the governments of the other side.

### ***Aims and Benefits***

The programme aims to:

- widen the exposure of the participating staff;
- facilitate the sharing of experience and expertise; and
- help foster closer partnership and communication between the two sides.

### ***Target Participants***

Officers on MPS 45 or above

### ***Duration***

4 to 8 weeks

### ***Participants' Feedback***

- “I have gained a more in-depth understanding of the operation, structure and policy implementation of the Mainland government. I have also gained first-hand knowledge of mainland officials' working style and citizens' life. I have benefited a lot from the attachment.”
- “We have established closer ties with our counterparts through the programme. This certainly boosts our cooperation.”

### ***Enquiries***

Programme with Guangdong Provincial Government and Shanghai Municipal Government:

Mr Daniel Leung

Tel: 2231 3900

e-mail: man\_leung@csb.gov.hk

Programmes with Beijing and Hangzhou Municipal Governments:

Miss Joanne Lee

Tel: 2231 3974

e-mail: joanne\_lee@csb.gov.hk

Website: <http://www.csb.gov.hk/clc> > Leaders' Corner > Executive Programmes > Staff

Exchange Programme

## **8. Thematic Seminars on National Studies**

### ***Aims and Benefits***

The seminars aim at enhancing participants' understanding of a range of topical issues facing the Mainland and the HKSAR.

### ***Content***

Contemporary issues concerning the political, economic and social situations, civil service system and cultural phenomena are covered. Examples include:

- Mainland political leaders' governing principles
- The enactment of Real Right Law and its implication on the development of a harmonious society in the Mainland
- Development of stock markets in the Mainland and the role of Hong Kong
- The development of CEPA and its impact on Hong Kong

### ***Target Participants***

Civil servants of various ranks

### ***Duration***

0.5 day

### ***Participants' Feedback***

- “Excellent analysis of the “Development of stock markets in the Mainland” which is a much discussed topic.”
- “The Enactment of Real Right Law Seminar significantly enhanced my understanding of the latest developments in the legal system in the Mainland.”
- “The speaker presented ‘Mainland Political Leaders’ Governing Principles’ in a very systematic and succinct manner and significantly enhanced my understanding of the policy directions in the Mainland.”

### ***Enquiries***

Ms Connie Cheung

Tel: 2231 3931

e-mail: [connie\\_cheung@csb.gov.hk](mailto:connie_cheung@csb.gov.hk)

## **9. Module on National Studies for New Recruits**

### ***Aims and Benefits***

It aims to strengthen participants' understanding of developments in the Mainland. The Module of National Studies for New Recruits will be incorporated in their induction programme.

### ***Content***

The module will include:

- The political system of the Mainland
- Structure of the Central Government, the civil servants system and policy formulation
- Economic development and challenges
- International relations and foreign policy
- The Constitution and legal system

### ***Target Participants***

Civil servants (degree and professional grades) employed since 2008 at MPS Point 14 to 33 or equivalent

### ***Duration***

0.5 day

### ***Enquiries***

Mr SY Cheng

Tel: 2231 3899

e-mail: [sy\\_cheng@csb.gov.hk](mailto:sy_cheng@csb.gov.hk)

## **10. Core Programmes on the Basic Law**

### ***Aims and Benefits***

This series aims to enhance participants' understanding of the key concepts and provisions of the Basic Law. The three core programmes are the Introductory Course for New Civil Service Appointees; Intermediate Course for Middle Level Civil Servants; and Advanced Course for Senior Level Civil Servants.

### ***Content***

#### **Introductory Course**

- The importance of the Basic Law to civil servants
- The “One Country, Two Systems” principle and the enactment of the Basic Law
- Relationship between the Central Government and the HKSAR
- Political structure of HKSAR and the “Executive-led” principle
- Interpretation and amendment of the Basic Law
- The rights and obligations of Hong Kong residents under the Basic Law

#### **Intermediate Course**

- China's Constitution and the Basic Law

- Relationship between “One Country” and “Two Systems”
- The authority conferred upon HKSAR by the Central Government
- The Chief Executive and the executive-led principle
- The rights and obligations of civil servants under the Basic Law
- The Basic Law and the economic development of HKSAR
- Analysis of the NPC’s interpretation of the Basic Law and related court cases
- Constitutional development under the Basic Law

#### Advanced Course

- Central Government’s established basic policies regarding Hong Kong
- The Basic Law in the legal systems of China and HKSAR
- The Basic Law and the systems previously in force in Hong Kong
- The rights and obligations of Hong Kong residents under the Basic Law
- Political structure of the HKSAR and the relationship between the executive, legislature and judiciary
- Principles on the interpretation of and revision to the Basic Law
- Constitutional development of the HKSAR
- Similarities and differences between the two Systems

#### ***Target Participants***

Introductory Course: New civil service appointees who are employed since 2006

Intermediate Course: Officers on MPS 34 – 44

Advanced Course: Officers on MPS 45 - 49 and directorate officers

#### ***Duration***

0.5 day

#### ***Participants’ Feedback***

- “The analysis of cases and examples enhances my understanding of the provisions and principles of the Basic Law.”
- “The review of the implementation of the Basic Law in the past ten years increased my knowledge about the importance of the Basic Law to the developments in Hong Kong.”
- “I know the “One Country Two Systems” principle better.”

#### ***Enquiries***

Mr Stephen Chan

Tel: 2231 3901

e-mail: stephen\_chan@csb.gov.hk

## **11. Thematic Seminars on the Basic Law**

### ***Aims and Benefits***

The seminars aim at enhancing the participants' understanding of a range of topics relating to the Basic Law, and hence increase their knowledge of the provisions of the Basic Law and its implementation.

### ***Content***

Previous topics include:

- Common Law, Continental Law and the Basic Law
- The Basic Law and Human Rights

### ***Target Participants***

Civil servants of various ranks

### ***Duration***

0.5 day

### ***Participants' Feedback***

- "I gain a better understanding on the relationship between the Central Government and the HKSAR Government in the Basic Law context."
- "The seminar analyses Continental Law, Common Law and the Basic Law. This facilitates us to understand the uniqueness of Basic Law."
- "The seminar is not only substantial but also inspiring."

### ***Enquiries***

Mr Raymond Chu

Tel: 2231 3933

e-mail: raymond\_wm\_chu@csb.gov.hk

## **12. The Basic Law Modular Web Course**

### ***Aims and Benefits***

To enhance users' knowledge on the Basic Law through interactive E-learning

### ***Content***

The web course is divided into different modules covering the following themes:

- The “One Country, Two Systems” principle and the enactment of the Basic Law
- Relationship between the Mainland and the HKSAR, i.e. “One Country” and “Two Systems”, the authority conferred upon HKSAR by the Central Government
- Political structure of the HKSAR and the executive-led principle
- The rights and obligations of Hong Kong residents under the Basic Law
- Interpretation of and revision to the Basic Law

### ***Target Participants***

Civil servants of all levels

### ***Remarks***

Participants will get an e-certificate by completing the course and passing the end-of-course quiz. For new civil service appointees on MPS 0 – 33 who are employed since 2006, it will exempt them from attending the Basic Law Introductory course.

### ***Duration***

75 minutes

### ***Enquiries***

Mr Raymond Chu

Tel: 2231 3933

e-mail: raymond\_wm\_chu@csb.gov.hk

## **13. Legal Series**

### ***Overview***

The Legal Series aims to provide participants with general knowledge of the legal environment, key legal principles and their applications in the workplace. It comprises of three courses: “*Hong Kong Legal System and Legislative Process*”, “*Contract Law and Tort Law in the Workplace*” and “*Administrative Law and Judicial Review*”. Academic experts and experienced practitioners in the legal field are invited to deliver the courses. The courses are practical and relevant to work. Ample cases and examples related to the Government will be quoted for illustration.

#### **i. Hong Kong Legal System and Legislative Process**

### ***Aims and Benefits***

The course aims to provide participants with an overview of the Hong Kong legal system,

examine the sources of law, the legislative process and approaches to statutory interpretation through illustration of practical cases and examples. It helps solidify participants' knowledge of legal implications in the workplace.

### ***Content***

- Sources of the Hong Kong law
- The Hong Kong courts system and the legislative institutions
- Enactment of an ordinance
- Subsidiary legislation and statutory interpretation
- Arbitration and mediation

### ***Target Participants***

Officers on MPS Point 28 (holding degree or professional posts) to MPS Point 44 (or equivalent)

### ***Duration***

0.5 day

### ***Participants' Feedback***

- "The course is very useful and informative."
- "I learn about the different perspectives and considerations in formulating legislation and policies."

### ***Enquiries***

Ms Judy Chung

Tel: 2231 3960

e-mail: judy\_chung@csb.gov.hk

## **ii. Contract Law and Tort Law in the Workplace**

### ***Aims and Benefits***

This course aims to enable participants to:

- understand the key legal principles of Contract Law and Tort Law
- appreciate the legal traps and pitfalls in contract negotiations and enforcement
- be aware of the remedies available in case of breach of contract
- appreciate the Government's duty of care to members of the public

### ***Content***

- Basic principles and concepts of Contract Law and Law of Tort

- Analysis of relevant cases, including cases involving the government
- Applications of the underlying legal principles to day-to-day management decisions

### ***Target Participants***

Officers on MPS Point 28 (holding degree or professional posts) to MPS Point 44 (or equivalent)

### ***Duration***

0.5 day

### ***Participants' Feedback***

- “I find the course enlightening. It enhances my awareness of legal implications in handling contractual matters.”
- “Clear and in-depth illustrations on legal points.”
- “The course is rich in contents. The speaker presents the cases in an appealing approach.”

### ***Enquiries***

Ms Judy Chung

Tel: 2231 3960

e-mail: judy\_chung@csb.gov.hk

## **iii. Administrative Law and Judicial Review**

### ***Aims and Benefits***

This course aims to enable participants to:

- understand the nature of administrative power, administrative processes and judicial review
- appreciate the various grounds of judicial review
- understand the impact of judicial review on administrative processes and practices
- be aware of the court's approaches and concerns in reviewing administrative decisions

### ***Content***

- Nature of Administrative Law and Judicial Review
- Essential principles and application for Judicial Review
- Good governance and Administrative Law
- Case studies and interactive discussions

***Target Participants***

Officers on MPS Point 28 (holding degree or professional posts) to MPS Point 44 (or equivalent)

***Duration***

1 day

***Participants' Feedback***

- “The seminar is very fruitful. It includes concepts which are essential to government officers in making administrative decisions.”
- “The case studies which illustrate the principles and applications of legal theories in real life are particularly useful.”
- “The seminar is well designed to suit participants with various levels of experience.”

***Enquiries***

Ms Judy Chung

Tel: 2231 3960

e-mail: [judy\\_chung@csb.gov.hk](mailto:judy_chung@csb.gov.hk)

### Full List of National Studies, the Basic Law and Legal Programmes

Learning Programmes	Target Participants								Mode of Delivery (C=Classroom; W=Web-based)
	D3 or above	D1 or D2	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 10 - 15	MPS 0 - 9	
One-week Study-cum-Visit Programme at the Chinese Academy of Governance (for senior directorate officers) 為高層首長級公務員專設國家事務研修課程	✓								C
Advanced National Studies Course at Chinese Academy of Governance, Beijing 國家行政學院進階國家事務研習課程		✓							C
National Studies Course at Tsinghua University and Peking University 清華大學及北京大學國家事務研習課程	✓	✓	✓						C
Residential National Studies Courses at Shenzhen Graduate School of Peking University and Sun Yat-sen University 北京大學深圳研究生院、中山大學國家事務研習課程				✓					C
Foreign Affairs Studies Programme at China Foreign Affairs University 中國外交學院外交事務研習課程	✓	✓	✓						C

Learning Programmes	Target Participants								Mode of Delivery (C=Classroom; W=Web-based)
	D3 or above	D1 or D2	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 10 - 15	MPS 0 - 9	
Thematic Study Programme in the Mainland 內地專題考察團	✓	✓	✓	✓					C
Thematic Seminars on National Studies 國情專題研討會	✓	✓	✓	✓	✓	✓	✓	✓	C
Module on National Studies for New Recruits 國家事務研習單元					✓	✓	✓		C
Introductory Course on the Basic Law 基本法入門課程					✓	✓	✓	✓	C
Intermediate Course on the Basic Law 基本法中級課程				✓					C
Advanced Course on the Basic Law 基本法進階課程	✓	✓	✓						C
Thematic Seminars on the Basic Law 基本法專題研討會	✓	✓	✓	✓	✓	✓	✓	✓	C
The Basic Law Modular Web Course 《基本法》網上單元課程					✓	✓	✓	✓	W

Learning Programmes	Target Participants								Mode of Delivery (C=Classroom; W=Web-based)
	D3 or above	D1 or D2	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 10 - 15	MPS 0 - 9	
A Simple and Handy Guide to the Basic Law 簡明有道基本法					✓	✓	✓	✓	W
Basic Law Web Course 基本法自學網頁					✓	✓	✓	✓	W
Political and Administrative Systems of the PRC 中國政治及行政體制					✓	✓	✓	✓	W
Hong Kong Legal System and Legislative Process 香港的司法律制度及立法程序				✓	✓				C
Contract Law and Tort Law in the Workplace 公務常用的合約同法及侵權法				✓	✓				C
Administrative Law and Judicial Review 行政法與司法覆核				✓	✓				C

For details of the programmes, please visit CLC Plus at <http://www.csb.gov.hk/clc>

For enquiries on Thematic Seminars on National Studies and National Studies Course for Middle Managers:

Mr S Y Cheng

Tel: 2231 3899

e-mail: [sy\\_cheng@csb.gov.hk](mailto:sy_cheng@csb.gov.hk)

For enquiries on Legal Series:

Ms Judy Chung  
Tel: 2231 3960  
e-mail: judy\_chung@csb.gov.hk

For enquiries on Courses and Thematic Seminars on the Basic Law:  
Mr Stephen Chan  
Tel: 2231 3901  
e-mail: stephen\_chan@csb.gov.hk

## **(C) MANAGEMENT**

### **General Objective**

To support departments in their initiatives of dealing with change, developing leaders, enhancing service, sharpening communication and interpersonal skills and boosting staff performance, we offer learning programmes and activities that aim to

- develop and implement change strategies
- reinforce a supportive working environment for implementing change initiatives
- support work-life balance initiatives and build up staff's resilience and capacity to face change in a positive way
- enhance both individual and organisational performance through central or customised courses on general management, resource management, and human resources management

### **1. Workshop on Coaching and Counselling**

#### ***Aims and Benefits***

Upon completion of the course, participants should be able to:

- understand coaching and counselling
- acquire skills in coaching and counselling in helping staff perform better

#### ***Content***

- Coaching skills
  - Skills in helping staff learn and grow
  - Giving constructive feedback
- Counselling skills
  - Role of managers in counselling
  - Principles of counselling
  - Coping with emotions

#### ***Target participants***

Officers on MPS Points 34 - 49 (or equivalent)

***Duration***

1 day

***Enquiries***

Mr Recerio Lau

Tel: 2231 3882

e-mail: recerio\_lau@csb.gov.hk

**2. Managing Conflicts in the Workplace**

***Aims and Benefits***

Upon completion of the course, participants should be able to:

- identify sources of conflict in the workplace
- manage organizational processes to minimize conflict
- apply effective skills in resolving conflicts

***Content***

- Conflict – a friend or a foe
- Management actions for minimizing conflicts between their staff
- Skills in resolving conflicts

***Target participants***

Officers on MPS Points 34 – 49 (or equivalent)

***Duration***

1 day

***Enquiries***

Mr Recerio Lau

Tel: 2231 3882

e-mail: recerio\_lau@csb.gov.hk

### **3. Effective Negotiation Skills**

#### ***Aims and Benefits***

Upon completion of the course, participants should be able to:

- adopt effective strategies and tactics to achieve desired results
- manage negotiation processes to create favourable climate
- use effective communication skills to influence others

#### ***Content***

- The meaning of negotiation
- Identification of needs and negotiation opportunities
- Selecting effective negotiation strategies and tactics
- Choice of appropriate negotiation styles
- Adopting effective communication skills
- Handling deadlocks

#### ***Target participants***

Officers on MPS Points 34 - 49 (or equivalent)

#### ***Duration***

2 days

#### ***Enquiries***

Mr Recerio Lau

Tel: 2231 3882

e-mail: [recerio\\_lau@csb.gov.hk](mailto:recerio_lau@csb.gov.hk)

### **4. Managing Public Complaints for Middle/Senior Managers**

#### ***Aims and Benefits***

Upon completion of the course, participants should be able to:

- Adopt more effective management practices for handling complaints
- Align their management practices with the best practices in complaint handling

- Acquire knowledge on ways to enable staff handle complaints more effectively
- Sharpen their skills in handling difficult clients

***Content***

- Complaint handling in the context of public services
- The preventive side: characteristics of an effective complaints handling system
- Golden rules for complaints investigation
- Learning from complaints
- Skills in handling difficult clients

***Target participants***

Officers on MPS Point 34 - 49 (or equivalent)

***Duration***

1 day

***Enquiries***

Mr Recerio Lau

Tel: 2231 3882

e-mail: recerio\_lau@csb.gov.hk

**5. Human Resource Management and Organizational Communication  
– An Overview (1 day)**

***Aims and Benefits***

Upon completion of the course, participants should be able to:

- appreciate the evolution of management thinking and the implications on management practices in the civil service
- understand the role of line managers in HRM
- utilize organizational communication channels effectively
- understand the contribution of T&D and staff engagement in enhancing organizational effectiveness

### ***Content***

- Evolution of management thinking and HRM
- The role of line managers in HRM
- Middle manager as the essential link in the formation and promulgation of organizational objectives
- Facilitating organizational communication
- Enhancing organizational effectiveness through people development and staff engagement

### ***Target participants***

Officers on MPS Points 34 - 44 or equivalent

### ***Duration***

1 day

### ***Enquiry***

Ms Louise Lo

Tel: 2231 3959

e-mail: [louise\\_lo@csb.gov.hk](mailto:louise_lo@csb.gov.hk)

## **6. Supervisory Management Course: Fundamental Skills**

### ***Aims and Benefits***

This workshop aims to equip participants with fundamental concepts and skills on effective self and task management. It helps participants recognize their roles and functions as a manager; understand the importance of communication; develop leadership and team building skills; and adopt a problem solving approach in work situations.

### ***Content***

- Managerial Styles
- Effective Communication
- Time Management
- Leadership & Teamwork
- Problem Solving & Making Decision

### ***Target Participants***

MPS 16–33 (or equivalent)

### ***Duration***

2 days

### ***Participants' Feedback***

- “The course gives me very comprehensive supervisory management skills. Applying them in the workplace will help me work more effectively.”
- “A course with a good mix of activities and theories. Interesting and enlightening all the way.”
- “Lively and engaging instructors who relate theories to real life cases, making it easy to understand the content.”

### ***Enquiries***

Ms Priscilla Suen

Tel: 2231 3970

e-mail: priscilla\_my\_suen@csb.gov.hk

## **7. Workshop on Preventing and Resolving Customer Complaints**

### ***Aims and Benefits***

This workshop aims to equip participants with concepts and skills on prevention and handling of complaints from their clients

### ***Content***

- Guidelines from Efficiency Unit's booklet on Handling Complaints
- The importance of quality service
- Tips on prevention and resolving of client complaints
- Ways to deal with difficult clients
- Skills in resolving stress from handling complaints

### ***Target Participants***

Front line staff, or front line supervisors on MPS 16–33 (or equivalent)

### ***Duration***

1 day

### ***Enquiries***

Mr Micheal Kwan

Tel: 2231 3965

e-mail: micheal\_kwan@csb.gov.hk

## **8. Performance Management Series: Writing Performance Appraisal Reports (Writing Skills in English/Chinese)**

### ***Aims and Benefits***

The courses aim to develop participants' skills in writing performance appraisal reports. Participants will learn how to write objectively and use words that will accurately reflect staff performance.

### ***Content***

- Principles of performance appraisal
- Common pitfalls in writing performance appraisals
- A systematic approach to commenting on staff performance
- Effective language for writing clear and accurate appraisals

### ***Target Participants***

English Writing Skills Workshop: MPS 14 – 49 (or equivalent)

Chinese Writing Skills Workshop: MPS 0 – 33 (or equivalent)

### ***Duration***

English Writing Skills Workshop: 1.5 days

Chinese Writing Skills Workshop: 2 days

### ***Participants' Feedback***

- “Very practical, I am more confident now to write reports in a proper way.”
- “The systematic approach to writing appraisals provided in the course is very useful.”
- “All officers who need to write appraisal reports should take this course.”
- “I have learnt the concept of performance management and the skills of writing performance appraisal.”

### ***Enquiries***

Ms Judy Chung (English Writing Skills Workshop)

Tel: 2231 3960

e-mail: judy\_chung@csb.gov.hk

Mr Stephen Chan (Chinese Writing Skills Workshop)

Tel: 2231 3901

e-mail: stephen\_chan@csb.gov.hk

## **9. Performance Management Series: Performance Appraisal Interview**

### ***Aims and Benefits***

This workshop is designed for officers who wish to enhance and develop their communication skills for conducting effective appraisal interviews.

### ***Content***

- Purposes of and preparation for the appraisal interview
- The 3-stage approach in conducting the appraisal interview
- Critical steps in discussing performance
- Providing constructive feedback through essential verbal and non-verbal communication skills
- Handling different types of interviewees

### ***Target Participants***

Supervisors on MPS 16–49 (or equivalent)

### ***Duration***

1 day

### ***Participants' Feedback***

- “A valuable training course which enables me to put up better performance in doing appraisal interviews.”
- “The part on handling difficult interviewees is particularly useful.”
- “I especially like the session on effective communication skills in conducting appraisal interviews. It is both informative and stimulating.”

### ***Enquiries***

Miss Catherine Lam

Tel: 2231 3917

e-mail: catherine\_lam@csb.gov.hk

## **10. Presentation Skills for Occasional Speakers**

### ***Aims and Benefits***

This course aims at equipping officers with skills in giving effective presentations or talks to

their colleagues or members of the public. The training focuses on practice and critique.

At the end of the course, participants should be able to better

- identify contributing factors of effective presentations; and
- apply skills learnt in their presentations.

### ***Content***

- Contributing factors of effective presentation
- Using visual aids
- Handling Q&A sessions
- Presentation practice and critique

### ***Target Participants***

MPS 28 – 44 (or equivalent)

### ***Pre-requisite***

Have completed the web course ‘Speak with Impact’ on CLC Plus.

### ***Duration***

1.5 days

### ***Participants’ Feedback***

- “The course has provided much insight into presentation skills.”
- “I have learnt something very useful for my future presentations.”
- “I have learnt many tips for improving my presentation from the feedback on the participants’ presentation practice. The discussions on handling the Q&A session are also very useful.”

### ***Enquiries***

Ms Gina Chui

Tel: 2231 4057

e-mail: gina\_chui@csb.gov.hk

## **11. Performance Management Series: Focus on PM Best Practices for Middle/Senior Managers**

### ***Aims and Benefits***

The course aims to enhance participants' understanding of the best performance management (PM) practices in the civil service.

At the end of the course, participants should be able to better:

- understand Performance Management as an integral part of HRM;
- understand the cycle of Performance Management and know how to apply the techniques of performance planning; and
- understand the best PM practices.

### ***Content***

- Be the owner of Performance Management issues
- Objectives of Performance Management System
- An overview of the Performance Management cycle
- Best Performance Management Practices
- An overview of the competency-based approach

### ***Target Participants***

MPS 34–49 (or equivalent)

### ***Duration***

1 day

### ***Enquiries***

Ms May Li

Tel: 2231 4022

e-mail: may\_li@csb.gov.hk

## Full List of Management Programmes

Learning Programmes	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
<b>Managing and Developing People</b>							
5-minute Online Videos on Management 網上 5 分鐘管理培訓短片		✓	✓	✓	✓		W
Coaching and Counselling 啓導及輔導工作坊		✓	✓				C
Conducting Selection Interview 進行選拔面試		✓	✓				C
Effective Ways to Motivate Staff 激勵員工有辦法		✓	✓	✓	✓		W
Good Practices of Managers 傑出英明的領導奧秘		✓	✓	✓	✓		W
Introductory Course for HRM 人力資源管理入門課程				✓	✓	✓	W
Human Resource Management and Organizational Communication– An Overview 人力資源管理與組織溝通 – 概覽(一天課程)			✓				C
Leadership Skills 成爲領導典範			✓	✓	✓	✓	W

Learning Programmes	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Mentoring at Work 啓導員工的安排		✓	✓	✓			W
Managing Conflicts in the Workplace 處理工作上的衝突		✓	✓				C
Effective Negotiation Skills 談判技巧		✓	✓				C
Performance Management Series: The Fundamentals 工作表現管理課程系列：基本理念				✓	✓		C
Performance Management Series: Focus on PM Best Practices 工作表現管理課程系列： 聚焦最佳做法		✓	✓				C
Supervisory Management Course: Fundamental Skills 督導管理課程：基本管理技巧				✓	✓		C
Performance Management Series: Writing Performance Appraisal Reports (in Chinese) 工作表現管理課程系列：評核報告(中文)的撰寫技巧				✓	✓	✓	C
Performance Management Series: Performance Appraisal Writing (in English) 工作表現管理課程系列：評核報告(英文)的撰寫技巧		✓	✓	✓	✓		C
Performance Management Series: Performance Appraisal Interview 工作表現管理課程系列： 評核面談技巧		✓	✓	✓	✓		C

Learning Programmes	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Supervisory Management Course: People Skills 督導管理課程：人和管理技巧				✓	✓		C
Teambuilding Workshop (Customised Training) 團隊建立工作坊（專設培訓）			✓	✓	✓	✓	C (Plus Outdoor Training)
Performance Management Case Study 提昇員工表現妙法 – 個案分析		✓	✓	✓	✓		W
<b>Managing Resources</b>							
Financial Management Course: The Fundamentals 財務管理課程：基本理念				✓	✓		C
Financial Management Course: Capital Works Expenditure 財務管理課程：基本工程開支		✓	✓				C
Financial Management Course: Capital Non-Works Expenditure 財務管理課程：非工程資本開支		✓	✓				C
Financial Management Course: The Fundamentals 財務管理課程：基本理念		✓	✓				C
Financial Management Course: The Fundamentals 財務管理課程：基本理念		✓	✓				W
Financial Management Course: Management and Accrual Accounting 財務管理課程：管理及應計制會計		✓	✓				C

Learning Programmes	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Financial Management: The Know-how 財政管理守則		✓	✓	✓	✓		W
<b>Enhancing Organisational Performance</b>							
The Gateway to Quality Excellence 優質管理入門		✓	✓	✓	✓		W
Leading Change 領導變革		✓	✓				C
Tools for Process Improvement 流程改善好幫手			✓				W
<b>Personal Effectiveness</b>							
Managing Public Complaints for Middle/Senior Managers 管理公眾投訴 - 高級及中級管理人員		✓	✓				C
Workshop on Preventing and Resolving Customers Complaints 預防及化解顧客投訴工作坊				✓	✓		C
Managing Change 變革管理			✓	✓	✓	✓	W
Effective Influencing and Negotiation Skills 發揮影響力和談判技巧				✓	✓		C
Emotional Intelligence in Action 情緒智慧的應用			✓				C

Learning Programmes	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Excellent Customer Service for Frontline Staff 前線服務人員 – 卓越服務			✓	✓	✓	✓	W
Executive Health - Stress Management 行政人員的身心健康 – 處理壓力的技巧			✓				C
Managing Change 處理變革		✓	✓				W
Performing Through EQ EQ 顯績效				✓	✓		C
Putting Stress into Perspectives 與壓力同行			✓	✓	✓	✓	W
Stress Management 戰勝壓力，提升表現工作坊				✓	✓		C
Work Smart with EQ 情緒智慧 活學活用		✓	✓	✓	✓		W
<b>Government Practices</b>							
Administrative Practices of the Hong Kong SAR Government 認識政府行政實務課程				✓	✓	✓	W
Civil Servants' Guide to Government Practices 廉潔奉公-公務員良好行為概覽			✓	✓	✓	✓	W

Learning Programmes	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Integrity Management of Public Officers 公職人員的良好行爲與紀律	✓	✓	✓	✓	✓	✓	W
Administration of the Civil Service 公務員管理制度	✓	✓	✓	✓	✓	✓	W
Structure of the HKSAR Government 香港政府架構				✓	✓	✓	W
<b>Train-the-Trainer Series for Workplace Learning</b>							
Fundamental Skills for New Trainers 基本培訓技巧			✓	✓	✓		C
Course Design Laboratory 課程設計實驗室			✓	✓	✓		C
<b>Communication</b>							
Presentation Skills for Occasional Speakers 演講技巧基礎課程			✓	✓			C
Chairing Meetings 主持會議的技巧		✓	✓	✓			C
Workshop on Impromptu Talk 即興演說工作坊			✓				C
Customer Service Skills on the Telephone 電話上的顧客服務技巧					✓	✓	C

Learning Programmes	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Meeting for Results 開會有成		✓	✓	✓			W
Effective Communication in the Workplace 有效的人際溝通				✓	✓	✓	W
Speak with Impact 演講魔術師		✓	✓	✓	✓		W

For details of the programmes, please visit CLC Plus > CSTD I Training Information at <http://www.csb.gov.hk/clc>

For enquiries on Chinese Appraisal Writing Workshop:

Mr Stephen Chan

Tel: 2231 3901

e-mail: [stephen\\_chan@csb.gov.hk](mailto:stephen_chan@csb.gov.hk)

For enquiries on English Appraisal Writing Workshop:

Ms Judy Chung (English Writing Skills Workshop)

Tel: 2231 3960

e-mail: [judy\\_chung@csb.gov.hk](mailto:judy_chung@csb.gov.hk)

For enquiries on Appraisal Interview Workshop:

Miss Catherine Lam

Tel: 2231 3917

e-mail: [catherine\\_lam@csb.gov.hk](mailto:catherine_lam@csb.gov.hk)

For enquiries on Supervisory Management Courses:  
Ms Priscilla Suen  
Tel: 2231 3970  
e-mail: [priscilla\\_my\\_suen@csb.gov.hk](mailto:priscilla_my_suen@csb.gov.hk)

## **(D) LANGUAGE**

### **General Objective**

We offer a full range of Chinese and English communication courses to help officers of different levels polish the skills required for communication at workplace.

Our Putonghua classes range from elementary to advanced levels, providing systematic training from the introduction of the pronunciation system to enhancement of oral and listening proficiency.

### **1. Replies to Enquiries/Complaints (in Chinese)**

#### ***Aims and Benefits***

The course aims to equip participants with skills for answering letters of enquiries and replying to complaints in Chinese.

#### ***Content***

- How to present positively in letters of refusal and reply to complaints
- Overcoming writer's block
- Analysing and arranging information logically
- Identifying problem words and phrases
- Using tentative or certain tone

#### ***Target Participants***

MPS 16 - 44 (or equivalent)

#### ***Duration***

2 days

#### ***Participants' Feedback***

- “I have learnt how to write replies to complaints in a polite and proper way.”
- “Provided practical exercises and relevant samples.”
- “Understand the proper tone of writing letters of refusal.”

#### ***Enquiries***

Mr Stephen Chan

Tel: 2231 3901

e-mail: stephen\_chan@csb.gov.hk

## **2. Basic Course on Chinese Official Correspondence (in Chinese)**

### ***Aims and Benefits***

The course aims to equip participants with basic writing skills. After attending the course, they will be able to use the appropriate format and style in writing Chinese official correspondences.

### ***Content***

- Types and formats of official writing
- Writing skills of official writing
- Useful expressions for Chinese official correspondence

### ***Target Participants***

MPS 0 - 33 (or equivalent)

### ***Duration***

1 day

### ***Participants' Feedback***

- “I have learnt the skills on writing Chinese official correspondences.”
- “Provided practical exercises and relevant samples.”

### ***Enquiries***

Mr Stephen Chan

Tel: 2231 3901

e-mail: stephen\_chan@csb.gov.hk

## **3. Workshop on Syntax in Chinese Official Correspondence (in Chinese)**

### ***Aims and Benefits***

The course aims to enhance participants' awareness and understanding of the grammatical aspects in Chinese official writing. At the end of the course, they will be able to detect common grammatical errors and to write clearly and accurately in daily correspondence.

### ***Content***

- The structure of simple and compound sentences
- Analysis of common syntactic errors
- The adverse influence of English on modern Chinese writing
- Syntactic comparison between Cantonese and Putonghua

### ***Target Participants***

MPS 16 - 44 (or equivalent)

### ***Duration***

2 days

### ***Participants' Feedback***

- “The course enhanced my knowledge on Chinese syntax.”
- “I have learnt how to avoid syntactic errors .”
- “I understand the difference of syntax between Cantonese and Putonghua.”

### ***Enquiries***

Mr Stephen Chan

Tel: 2231 3901

e-mail: stephen\_chan@csb.gov.hk

## **4. Elementary Putonghua**

### ***Aims and Benefits***

This course aims to introduce the Hanyu Pinyin System and basic vocabulary in Putonghua.

At the end of the course, participants should be able to better

- pronounce Chinese characters using Hanyu Pinyin;
- understand everyday Putonghua conversations; and
- communicate in simple Putonghua in working contexts.

### ***Content***

- Hanyu Pinyin system
- Conversations on everyday topics
- Common vocabulary / expressions in the civil service

***Target Participants***

MPS 0 or above (or equivalent)

***Pre-requisite***

Have not attended the Elementary / Intermediate / Advanced course offered by CSTDI

Have operational needs to attend the programme

***Duration***

42 hours (Twelve 3.5-hour weekly sessions)

***Participants' Feedback***

- “The course is rich in content.”
- “The course is worth the participation of all people.”
- “The teaching is very lively.”

***Enquiries***

Mr Stephen Chan

Tel: 2231 3901

e-mail: [stephen\\_chan@csb.gov.hk](mailto:stephen_chan@csb.gov.hk)

**5. Intermediate Putonghua*****Aims and Benefits***

This course aims to raise participants' standard of Putonghua by enriching their Putonghua vocabulary and enhancing their oral and listening proficiency. At the end of the course, participants should be able to better communicate in Putonghua at work and in social situations.

***Content***

- Different pronunciations/tones of words
- Unstressed syllable and retroflexion of finals
- Comparison of Cantonese and Putonghua vocabulary and sentence structures
- Conversation on HKSAR Government policies and social issues
- Discussion on the Basic Law
- Presentation skills

Target Participants  
MPS 0 or above (or equivalent)

***Pre-requisite***

Have completed the Elementary Putonghua Course (or equivalent)  
Have operational needs to attend the programme

***Duration***

56 hours (Sixteen 3.5-hour weekly sessions)

***Participants' Feedback***

- “My Putonghua has improved significantly.”
- “The course allows a lot of practices.”
- “I learnt many useful expressions.”

***Enquiries***

Mr Stephen Chan  
Tel: 2231 3901  
e-mail: stephen\_chan@csb.gov.hk

**6. Advanced Putonghua**

***Aims and Benefits***

The course aims to help participants master fluent and accurate Putonghua. At the end of the course, participants should be able to use Putonghua to better deliver speeches; participate in meetings and discussions; and explain the work of the government.

***Content***

- Speech delivery skills
- Correction of pronunciation
- Contrastive analysis between Cantonese and Putonghua
- Discussion on Mainland and HKSAR Government policies and social issues

***Target Participants***

MPS 16 or above (or equivalent)

***Pre-requisite***

Have completed the Intermediate Putonghua Course (or equivalent)

Have operational needs to attend the programme

***Duration***

52.5 hours (Fifteen 3.5-hour weekly sessions)

***Participants' Feedback***

- “A very useful course, it helps me enhance my Putonghua proficiency.”
- “The course is well designed and very lively.”
- “The course is rich in content and very practical”

***Enquiries***

Mr Stephen Chan

Tel: 2231 3901

e-mail: stephen\_chan@csb.gov.hk

**7. Elementary Putonghua Refresher Course*****Aims and Benefits***

This condensed refresher course aims to revisit with participants the basic pronunciation and phonics of Putonghua.

***Content***

- Consonants, vowels and tones in Putonghua
- Rules in the Hanyu Pinyin System
- Tonal modifications, unstressed syllables and retroflexion of finals
- Discussion on public affairs and the Basic Law

***Target Participants***

MPS 0 - 44 (or equivalent)

***Pre-requisite***

Have completed the Elementary Putonghua Course (or equivalent)

***Duration***

17.5 hours (Five 3.5-hour weekly sessions)

### ***Participants' Feedback***

- “Very rich course contents.”
- “The course is very useful to participants with elementary Putonghua standard.”
- “The teaching is lively and the content is substantial”

### ***Enquiries***

Mr Stephen Chan

Tel: 2231 3901

e-mail: stephen\_chan@csb.gov.hk

## **8. Putonghua Refresher Course for Senior Civil Servants**

### ***Aims and Benefits***

This course aims to consolidate and raise senior civil servant's standard of Putonghua. The programme is pitched at two levels, the foundation level and advanced level, catering for participants at different levels of oral and listening proficiency in Putonghua. At the end of the course, participants should be able to better communicate in Putonghua at work and in social situations.

### ***Content***

#### ***Foundation Course***

- Chinese characters pronunciation using Hanyu Pinyin
- Unstressed syllable and retroflexion of finals
- Tips to pronouncing difficult sounds
- Listening exercise
- Everyday Putonghua conversations
- Discussion on current affairs and the Basic Law

#### ***Advanced Course***

- Correct pronunciation
- Public speaking and delivery skills
- Discussion on Mainland and HKSAR Government policies and social issues
- Discussion on current affairs and the Basic Law

### ***Target Participants***

MPS 45 or above (or equivalent)

### ***Duration***

Foundation Course: 24.5 hours (Seven 3.5-hour weekly sessions)

Advanced Course: 21 hours (Six 3.5-hour weekly sessions)

### ***Participants' Feedback***

- “ I am very satisfied with the course and the tutor’s instructions”
- “ This course is worth recommending to others.”
- “The “impromptu role-play” is very useful for practising how to handle different situations.”

### ***Enquiries***

Mr Stephen Chan

Tel: 2231 3901

e-mail: stephen\_chan@csb.gov.hk

## **9. Building Image through Writing (in English)**

### ***Aims and Benefits***

This course introduces to middle and senior managers the concepts and skills in projecting the desired image through their English writing. At the end of the course, participants should be able to better project an appropriate image for their departments through English writing, in terms of the language used and style of expression.

### ***Content***

- Areas and levels for projecting image
- Writing styles for projecting image
- Drafting publicity materials

### ***Target Participants***

MPS 34 – 49 (or equivalent)

### ***Duration***

2 days

### ***Participants' Feedback***

- “I like the interactive mode of training in this course. Discussions and sharing are very enlightening.”
- “The course is interesting and informative.”
- “A very useful course which helps us improve.”

### ***Enquiries***

Ms Judy Chung

Tel: 2231 3960

e-mail: judy\_chung@csb.gov.hk

## **10. Professionals as Effective Writers**

### ***Aims and Benefits***

This course aims to help professionals including engineers enhance their writing skills so that their readers, professionals or laymen, are enticed to finish reading their writing and proceed with actions. Upon completion of the course, participants should be able to produce business expository texts that are clear, logical, easy to understand and visually appealing.

### ***Content***

- The Single Objective of Writing for Professional Business
- Deciding Who You are Writing for
- The Difference between Talking and Writing Professional Expository Information
- Getting Your Way with the Right Tone
- Giving Your Writing a Good Shape
- The Unchanging Report Format and Report Summary

### ***Target Participants***

MPS 27 – 44 (or equivalent)

### ***Duration***

2 days

### ***Participants' Feedback***

- “Sharing of classmates' work is excellent.”
- “The course is well-structured and interactive.”

- “I have got a lot from two lessons and will recommend my colleagues to participate in this course.”

### ***Enquiries***

Ms Judy Chung

Tel: 2231 3960

e-mail: judy\_chung@csb.gov.hk

## **11. English Writing Skills for New Recruits: An Overview**

### ***Aims and Benefits***

The course is designed to provide new recruits with an overview of basic English language skills to handle daily writing tasks at work. Upon completion of the course, participants should have a general understanding of the following writing skills:

- identify the writer’s objective and reader’s needs;
- present information in a systematic way;
- write clearly, correctly and concisely; and
- use appropriate tone in writing.

### ***Content***

- Format of Government Correspondence
- Effective Communication
- Selection of Information
- Organisation of Information
- Language for Effective Writing
- Presenting Unpleasant Messages

### ***Target Participants***

MPS 14 – 33 (or equivalent)

### ***Duration***

1 day

### ***Participants’ Feedback***

- “Content is appropriate. Practices are useful.”
- “The course is very comprehensive.”
- “Very practical and clear.”

***Enquiries***

Mr Andrew Ho

Tel: 2231 3903

e-mail: [andrew\\_ko\\_ho@csb.gov.hk](mailto:andrew_ko_ho@csb.gov.hk)

## Full List of Language Programmes

Chinese Writing Courses	Target Participants						Mode of Delivery (B=Blended C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Customised Job-related Writing Courses 職務寫作課程		✓	✓	✓	✓	✓	C
Effective Report Writing in Chinese 工作報告的撰寫技巧				✓	✓		C
Basic Course on Chinese Official Correspondence 常用公文的寫作通則				✓	✓	✓	C
Semantic Logic in Chinese Official Writing 公文語意邏輯			✓	✓	✓		C
Writing Minutes of Meetings in Chinese 會議記錄的撰寫技巧				✓	✓		C
Workshop on Chinese Speech Writing 演講稿的撰寫技巧			✓	✓			C
Style and Tone in Chinese Official Correspondence 公文的修辭技巧			✓	✓	✓		C

Chinese Writing Courses	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Workshop on Syntax in Chinese Official Correspondence 公文語法研習			✓	✓	✓		C
Replies to Enquiries/Complaints 拒絕信及覆投訴信的撰寫技巧			✓	✓	✓		C
Chinese Writing Skills - An Overview 公文寫作初探				✓	✓	✓	C
The Influences of English on Modern Chinese Writing 五種常見英式中文問題	✓	✓	✓	✓	✓		W
Proper Use of Words and Phrases 詞必達意 – 詞語運用		✓	✓	✓	✓	✓	W
Detecting & Correcting Grammatical Errors in Chinese Official Writing 公文病句修改工場			✓	✓	✓	✓	W
Understanding Common Mistakes in Writing Chinese Characters 知錯能改 – 認識錯別字			✓	✓	✓	✓	W

Chinese Writing Courses	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Semantic Logic in Chinese Official Writing 公文語意邏輯		✓	✓	✓	✓		W
Chinese Official E-mail Writing Skills 公務電郵的寫作技巧		✓	✓	✓	✓	✓	W
Basic Course on Chinese Official Correspondence 常用公文寫作通則		✓	✓	✓	✓	✓	W

For details of the programmes, please visit CLC Plus at <http://www.csb.gov.hk/clc>

General enquiries: Mr Stephen Chan

Tel: 2231 3901

e-mail: [stephen\\_chan@csb.gov.hk](mailto:stephen_chan@csb.gov.hk)

Mr Bernard Leung

Tel: 2231 3907

e-mail: [bernard\\_leung@csb.gov.hk](mailto:bernard_leung@csb.gov.hk)

English Training Courses	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Customised Written Communication Courses 職務寫作課程		✓	✓	✓	✓		C
Building Image through Writing 形象建立的寫作技巧		✓	✓				C
Professionals as Effective Writers 專業人員在職書寫課程			✓	✓			C
Say It Right and Well for Frontline Staff 「說得對，說得好」 - 前線人員必備會話技巧					✓	✓	C
English Writing Skills for New Recruits: An Overview 新入職人員英文撰寫技巧概說				✓	✓		C
Brush It Up – Editing Your Subordinates’ Writing 潤色生輝 - 修改下屬文稿的技巧		✓	✓	✓	✓		W
Proposal and Report Writing Skills Workshop 建議書及工作報告撰寫技巧工作坊				✓	✓		C

English Training Courses	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Effective Report Writing 有效的報告撰寫技巧			✓	✓	✓		W
Effective Writing for Committee Secretaries 會議記錄的撰寫			✓	✓	✓		W
Performance Appraisal Writing : Painting a Substantiated Pen Picture 撰寫內容充實的評核報告		✓	✓	✓	✓		W
Successful Memo and Letter Writing I 有效的公文撰寫技巧(單元一)				✓	✓		W
Successful Memo and Letter Writing II 有效的公文撰寫技巧(單元二)				✓	✓		W
The Art of Word Choice 選詞用字之道			✓	✓	✓		W
Towards Better Pronunciation 英語正讀				✓	✓		W
Trim Your Writing 如何書寫簡潔英文				✓	✓	✓	W

English Training Courses	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
What's Right to Write 英語正寫漫遊				✓	✓	✓	W
Grammar Guru I: The Time Express 語法大師：時光隧道					✓	✓	W
Grammar Guru II: Achieving Coherence 語法大師：承上啓下				✓	✓		W
Grammar Guru III: Propositions 語法大師：活用前置詞					✓	✓	W

For details of the programmes, please visit CLC Plus at <http://www.clcplus.cstdi.gov.hk>

For general enquiries:

Ms Judy Chung

Tel: 2231 3960

e-mail: [judy\\_chung@csb.gov.hk](mailto:judy_chung@csb.gov.hk)

Miss Polly Law

Tel: 2231 3885

e-mail: [polly\\_ky\\_law@csb.gov.hk](mailto:polly_ky_law@csb.gov.hk)

Putonghua Courses	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Elementary Putonghua 初級普通話		✓	✓	✓	✓	✓	C
Intermediate Putonghua 中級普通話		✓	✓	✓	✓	✓	C
Advanced Putonghua 高級普通話		✓	✓	✓	✓		C
Elementary Putonghua Refresher Course 初級普通話複修課程			✓	✓	✓	✓	C
Advanced Putonghua Refresher Course for Senior Civil Servants 高級公務員進階普通話複修課程	✓	✓					C
Foundation Putonghua Refresher Course for Senior Civil Servants 高級公務員基礎普通話複修課程	✓	✓					C
Seminar Series on Workplace Putonghua 公務普通話研討會系列			✓	✓	✓		C

Putonghua Courses	Target Participants						Mode of Delivery (C=Classroom; W=Web-based)
	D1 and above	MPS 45-49 or equivalent	MPS 34-44 or equivalent	MPS 28-33 or equivalent	MPS 16-27 or equivalent	MPS 15 and below	
Techniques in Handling Telephone Calls in Putonghua 普通話電話接聽的技巧					✓	✓	C
Practical Putonghua Workshop for Frontline Staff 前線員工實用普通話工作坊					✓	✓	C
Putonghua Pin Yin Tong 普通話拼音通	✓	✓	✓	✓	✓	✓	W
Putonghua Web Course for Frontliners 前線員工網上普通話課程				✓	✓	✓	W
Practical Putonghua Web Course for Civil Servants 公務員實用普通話課程				✓	✓	✓	W
Putonghua Tool Box 普通話工具箱	✓	✓	✓	✓	✓	✓	W

For details of the programmes, please visit CLC Plus at <http://www.csb.gov.hk/clc>

General enquiries: Mr Stephen Chan  
Tel: 2231 3901  
e-mail: [stephen\\_chan@csb.gov.hk](mailto:stephen_chan@csb.gov.hk)

Mr Joe Cheng  
Tel: 2231 3905  
e-mail: [joe\\_kw\\_cheng@csb.gov.hk](mailto:joe_kw_cheng@csb.gov.hk)

## **(E) INFORMATION TECHNOLOGY**

### **General Objective**

A wide range of IT learning resources and classroom programmes are available. Catering for the needs of different levels of users, they give users helpful tips for:

- learning how to use IT applications at work to increase efficiency and meet job requirements;
- keeping abreast of the latest IT technologies to improve office operations and efficiency; and
- managing IT in the organisation e.g. data security.

### **1. IT Web Resources in CLC Plus**

You will find a variety of web-based learning resources in the “IT Zone” in CLC Plus with the aim to equip users with knowledge and skills related to PC operation, common application software and data security.

Our popular resources are as follows:

- a. Office applications  
e.g. web courses on Chinese MS Word / Excel / PowerPoint, Changjei Chinese Input Method, desktop tips on using MS Word / Excel / PowerPoint / Access
- b. Security Corner  
e.g. the web courses “Data Security I”, “Data Security II” and “Data Security III-Prevent Data Leakage”, the Information Security Animations series covering topics like Spam Email, Zombies, Phishing and Man-in-the-Middle Attack and short videos that introduce the government security guidelines (especially those related to USB flash drive, wireless LAN and choice of passwords) through interesting drama.
- c. IT Knowledgebase  
e.g. Practical tips on photo editing and manipulation
- d. IT Management  
e.g. recommended external links/articles featuring the latest IT trend, news and updates.

### **2. PC-related Training Courses**

#### ***Aims and Benefits***

CSTDI has arranged for service providers to offer a variety of microcomputer software

training to all civil servants nominated by departments. They also provide free-of-charge hotline services on the contents covered in the courses for all trainees for up to 12 months after completion of the courses.

### ***Target Participants***

All the serving government employees who have training needs on microcomputer software.

### ***Content***

Ten categories of courses are offered:

- Basic Skills and Operating Systems  
e.g. MS Windows, Introduction to Linux, Lotus Notes
- Word Processing  
e.g. MS Word
- Spreadsheet  
e.g. MS Excel
- Database Management  
e.g. MS Visual FoxPro/Access
- Programming  
e.g. MS Visual C++ Programming
- Graphic/Desktop Publishing/Presentation  
e.g. Corel Draw, MS Visio, MS PowerPoint, PageMaker, PhotoShop
- Chinese Input Method  
e.g. Cangjie/Quick/Q9 Input Method
- Systems Support and Administration  
e.g. MS Server, LAN Administration, Linux Server
- Intranet/Web Applications  
e.g. MS FrontPage, Javascript
- Other Software Applications  
e.g. Lotus Organiser, MS Project, Norton Utilities

### ***How to Apply***

Subject to the availability of funds, departments may acquire this service direct from the service providers. For course schedules and enrolment forms, please access CLC Plus (CSTDI Information > PC-related Training Services Contract).

*Enquiries*

Ms Cass Sin

Tel: 2231 4036

e-mail: [cass\\_my\\_sin@csb.gov.hk](mailto:cass_my_sin@csb.gov.hk)

Mr Eros Chan

Tel: 2231 3898

e-mail: [eros\\_chan@csb.gov.hk](mailto:eros_chan@csb.gov.hk)

## Other Learning Resources

### (A) Learning Resource Centre (LRC)

The Centre, located on the 3/F of North Point Government Offices, is equipped with a range of up-to-date resources that include printed and multi-media self-learning materials. The Centre contains:

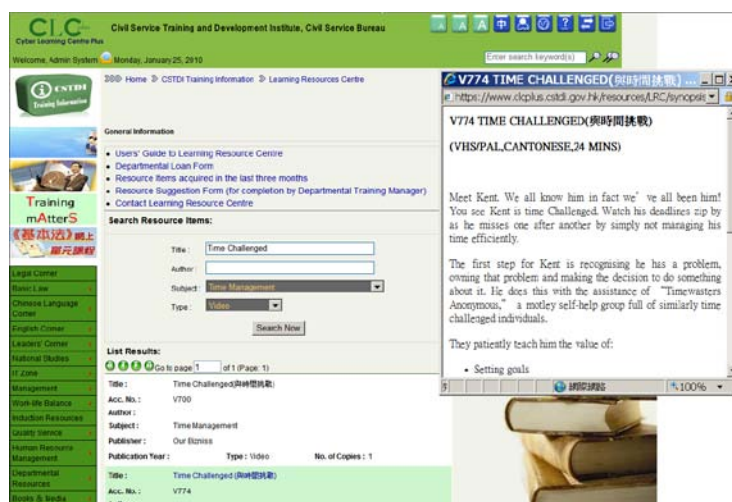
- a library with over 8,000 titles covering leadership, management, language, information technology and national studies, as well as selected magazines, journals and periodicals;
- training packages including video tapes, multimedia CD-ROM & DVD-ROM learning manuals and resource kits;
- CSTDI publications and self-learning packages;
- a collection of video tapes/VCDs on CSTDI directorate seminars, best practices seminars and presentations (e.g. quality service, learning culture, talent management and civil service reform); and
- a collection of video tapes/VCDs on keynote speeches/presentations from conferences/seminars and Executive Video Series from Harvard University and Stanford University.

Some of the above resources are available for loan to B/Ds. For a full list of the titles, please go to <http://www.csb.gov.hk/clc> > CSTDI Training Information > Learning Resource Centre.

### *Enquiries*

LRC Circulation Counter  
Ms Shirley Lo / Ms Pearl Choi  
Tel: 2231 3993

LRC Supervisor  
Ms Cass Sin  
Tel: 2231 4036  
Fax: 2116 0812  
e-mail: [lrc@csb.gov.hk](mailto:lrc@csb.gov.hk)



(B) Self-learning Packages/Videos produced by CSTDI, CSB

1. 中華人民共和國香港特別行政區基本法及其他有關文件
2. 普通話電話接聽技巧少林寺互動光盤 Handling Telephone Calls in Putonghua for Front-line Staff (CD-ROM)
3. 「賞心樂業、服務卓越」：政府部門如何提供顧客服務 Booklet on Customer Service Skills for Frontline Staff
4. 公文寫作指南 A Guide to Written Communications in the Civil Service
5. 傑出領導·卓越服務－督導人員自學課程（電腦光碟）Leading for Service Excellence for Frontline Supervisors (CD-ROM)
6. 面對傳媒 Facing the Media
7. 又到評核會見的時候 Performance Appraisal Interviewing Skills
8. 因才選聘，傷健同勝 Employment of People with Disability
9. Coaching for Better Performance
10. 勝算誰屬？非我莫屬！ Who's the Champ? I am!
11. 行政實務知識 Administrative Practices of the Government (CD-ROM)
12. 公務員管理制度 Administration of the Civil Service (DVD)
13. 香港政府架構 Structure of the HKSAR Government (DVD)
14. The Able Manager
15. 腦由心生 From Brain to Heart (CD-ROM)
16. Management of Public Finances (CD-ROM)
17. 公務員基本培訓套件 Basic Training Package for Civil Servants
18. 工作表現管理自學套件 Performance Management Self-Learning Package
19. 持續學習教材套件
20. 《基本法》與新入職公務員 Basic Law for New Recruits (CD-ROM)
21. 作息均衡培訓套件 Work-life Balance Training Toolkit
22. 「以民為本 公務同心」 Video Cases of Exemplary Service (DVD)
23. 「傑出部門群英會 2010」 Video Cases of Exemplary Service (DVD)

## Annex – List of Account Managers

(附件 – 客戶經理名單)

You are most welcome to contact our account managers who will be happy to answer your questions and discuss with you the services and support you may need.

歡迎與客戶經理聯絡。我們十分樂意解答問題，並討論客戶所需的服務及支援。

Bureau/Department	Account Manager
CE's Office 行政長官辦公室 CS's & FS's Office (excluding EU) 政務司司長 辦公室/財政司司長辦公室（不包括效率促 進組） ENB (SDD) 環境局（可持續發展科） HD 房屋署 LegCo Secretariat 立法會秘書處	Mrs Philomena Ng 吳鄭蘊珍女士 Chief Training Officer 總訓練主任 Tel: 2231 3853 email: philomena_ng@csb.gov.hk
AFCD 漁農自然護理署 CAD 民航處 C&ED 香港海關 GPA 政府產業署 ICAC 廉政公署 LAD 法律援助署 MD 海事處	Mr Wilkins Wong 黃明輝先生 Senior Training Officer 高級訓練主任 Tel: 2231 4037 email: wilkins_wong@csb.gov.hk
Aud C 審計署 CR 公司註冊處 DoJ 律政司 ORO 破產管理署 Plan Dept 規劃署 Try 庫務署	Ms Kitty Chu 朱其嫦女士 Senior Training Officer 高級訓練主任 Tel: 2231 3875 email: kitty_chu@csb.gov.hk
C&SD 政府統計處 FEHD 食物環境衛生署	Miss Fiona Chan 陳少玲女士 Senior Training Officer 高級訓練主任 Tel: 2231 3881 email: fiona_chan@csb.gov.hk

<b>Bureau/Department</b>	<b>Account Manager</b>
DH(including civil servants in Hospital Authority) 衛生署 (包括醫院管理局的公務員) HKO 香港天文台 ISD 政府新聞處 Labour Dept 勞工處 SWD 社會福利署	Ms May Li 李瑞美女士 Senior Training Officer 高級訓練主任 Tel: 2231 4022 email: may_li @csb.gov.hk
CEDB 商務及經濟發展局 Govt Lab 政府化驗所 Hongkong Post 香港郵政 Invest HK 投資推廣署 Land Registry 土地註冊處 OFTA 電訊管理局	Miss Evelyn Lai 賴淑儀女士 Senior Training Officer 高級訓練主任 Tel: 2231 3958 email: evelyn_lai@csb.gov.hk
All Bureaux (except CEDB, EDB and SDD of ENB) 各決策局 (不包括商務及經濟發展局、教育局及環境局的可持續發展科) AMS 醫療輔助隊 JSSCS 公務及司法人員薪俸及服務條件諮詢委員會聯合秘書處 PSC 公務員絨用委員會 REO 選舉事務處 SCIOCS 截取通訊及監察事務專員秘書處 SFAA 學生資助辦事處 CS's Office(EU)政務司司長辦公室 (效率促進組) Lands Dept 地政總署 TD 運輸署	Ms Michelle Choy 蔡婉儀女士 Senior Training Officer 高級訓練主任 Tel: 2231 3956 email: michelle_yy_choy@csb.gov.hk
CEDD 土木工程拓展署 E&MSD 機電工程署 FSD 消防處 GFS 政府飛行服務隊 TID 工業貿易署 RTHK 香港電台	Ms Louise Lo 羅鳳齡女士 Senior Training Officer 高級訓練主任 Tel: 2231 3959 email: louise_lo@csb.gov.hk

Bureau/Department	Account Manager
ArchSD 建築署 BD 屋宇署 CAS 民眾安全服務隊 CSD 懲教署 DSD 渠務署 GLD 政府物流服務署 HyD 路政署 WSD 水務署	Ms Gina Chui 徐淑菁女士 Senior Training Officer 高級訓練主任 Tel: 2231 4057 email: gina_chui@csb.gov.hk
HAD 民政事務總署 HKMA 香港金融管理局 IPCC 投訴警方獨立監察委員會 IRD 稅務局 HKPF 香港警務署 RVD 差餉物業估價署 T&ELA 影視及娛樂事務管理處 UGC 大學教育資助委員會	Miss Catherine Lam 林美芬女士 Senior Training Officer 高級訓練主任 Tel: 2231 3917 email: <a href="mailto:catherine_lam@csb.gov.hk">catherine_lam@csb.gov.hk</a>
EDB 教育局（包括職業訓練局的公務員） EPD 環境保護署 ImmD 入境事務處 IPD 知識產權署 Judiciary 司法機構 LCSD 康樂及文化事務署	Mr Recerio Lau 劉君業先生 Senior Training Officer 高級訓練主任 Tel: 2231 3882 email: recerio_lau@csb.gov.hk