

**For discussion
on 20 May 2019**

**LEGISLATIVE COUNCIL PANEL ON PUBLIC SERVICE
An Overview of Training and Development for Civil Servants**

Purpose

This paper provides an overview of the provision of training and development for civil servants by the Civil Service Bureau (“CSB”).

Overview

2. The Government is committed to providing civil servants with learning opportunities that will help them develop a forward-looking perspective and an innovative mindset in pursuit of service excellence, in order to get prepared for various challenges and perform the Government’s roles as a “service provider”, “regulator”, “facilitator” and “promoter”.

3. While bureaux and departments (“B/Ds”) offer vocational training to meet job-specific requirements, the Civil Service Training and Development Institute (“CSTDI”) under CSB focuses on training that fulfills the common training needs of civil servants, such as leadership and management, innovation and technology application, language and communication, national studies and the Basic Law. CSTDI also formulates policies on training and performance management, provides consultancy services to B/Ds on human resource management and promotes a culture of continuous learning in the civil service.

4. CSTDI plans to organise programmes, seminars and workshops for about 77 000 civil servants, conduct around 280 consultancy projects on training and human resource management for B/Ds, and attract about 620 000 visits to the e-learning portal – Cyber Learning Centre Plus (“CLC Plus”) in 2019. A summary of the main activities of CSTDI is given below.

Leadership and Management Development

5. In keeping with the new style of governance of the current-term Government and having regard to the various challenges of Hong Kong's development, CSTDI helps B/Ds draw up leadership development strategies and forge partnership with different universities and institutions in organising programmes for civil servants to enhance their leadership and management skills. The leadership development courses organised by CSTDI are set out below.

Leadership Development Programmes

6. CSTDI organises a series of flagship courses to develop the leadership capabilities of middle and senior-level managers in the civil service. This includes a 10-day "Advanced Leadership Enhancement Programme" for directorate officers, a three-week "Leadership In Action Programme" for senior officers at Master Pay Scale ("MPS") Point 45 to 49, a 13-day "Innovative Leadership Programme" for officers at MPS Point 38 to 44 and a 5-day "Leadership Essentials Programme" for officers at MPS Point 27 to 37. The core elements of these programmes include public sector leadership, policy formulation and implementation, public engagement strategies, communication with the Legislative Council and District Councils, public service innovation, as well as media communication and change management.

7. CSTDI also organises different workshops conducted by distinguished scholars and experts. These workshops last for one to two days and cover such topics as strategic innovation, people management and crisis management. It is estimated that there will be about 2 900 civil servants attending the above programmes in 2019.

Overseas Exposure and Attachment Programmes

8. CSB also arranges middle and senior-level civil servants with potential to attend executive development courses at renowned institutions (such as the Harvard University, the University of Oxford, the University of London and the University of California, Berkeley). The duration of these courses ranges from one week to a year. Besides, we arrange attachments to regional and international organisations, such as the Asia-Pacific Economic Co-operation Secretariat, for civil servants to broaden their perspectives. CSB also arranges professional grade officers nominated by their departments to attach to policy bureaux to enhance their exposure to the work of policy areas. There are about

80 civil servants participating in these overseas training and attachment programmes every year.

Training on Innovation and Technology Application

9. CSTDI continues to enhance training on innovation and technology (“IT”) application for various levels of civil servants to support the implementation of the Government’s Smart City Blueprint for Hong Kong. The focus of training for directorate officers and senior managers is to enhance their ability to harness the potentials of new technology and to devise strategies for service innovation. Topics including leadership and innovation, strategies for new technology application, digital government, smart city, design thinking and social media have been incorporated into relevant leadership development programmes. Visits to IT start-ups and exchanges with their representatives are also arranged for participants of the training programmes. In addition, we partner with overseas and local universities and professional institutions (such as the Hong Kong University of Science and Technology, the Royal College of Art in the United Kingdom and the University of Western Ontario in Canada) to organise workshops on IT strategies. We also invite experts, scholars, practitioners and government officials to conduct thematic seminars on a regular basis to introduce the latest IT developments and to share their experiences. New programmes in 2019 include “Workshop on Big Data Applications” and “Seminar Series on Design Thinking for Public Service”.

10. CSTDI also organises relevant programmes for middle managers to enhance their ability to implement service innovation as well as practical knowledge and techniques required for managing digital services. Regular programmes include “Workshop on Design Thinking Fundamentals”, “Workshop on Big Data Analytics”, seminars on technology themes and related corporate visits. Moreover, elements of innovative culture are added to the training for new recruits at officer rank.

11. To help all civil servants to acquire basic knowledge and techniques for the new digital era, CSTDI will further enhance the CLC Plus, which includes setting up a learning portal on “Innovation · Technology”, uploading more updated information on innovation trends, application of technology, internet security and protection of personal data privacy and providing more learning resources on modern software applications such as tools for analysing database, techniques for producing infographics and video clips, etc.

12. It is expected that about 3 400 civil servants at various levels will participate in the IT training programmes organised by CSTDI in 2019. A list of these programmes is presented in Appendix. In addition, B/Ds will provide IT training for staff to meet their respective operational needs, which covers topics including innovative design, trends of new technology applications, big data analytics, information technology project management and security, etc. It is expected that about 43 000 officers in the Government will receive such training in 2019.

Management and Communication Courses

13. CSTDI also offers a wide spectrum of management and communication courses for staff at different ranks from different departments. Some of the courses are outlined below –

- (a) induction training for new recruits covering integrity and core values of the civil service;
- (b) training of different themes including legislation and guidelines on equal opportunities, gender, race and cultural sensitivity, Disability Discrimination Ordinance, barrier-free access facilities and services, and basic sign language;
- (c) programmes for enhancing managerial competencies including financial management, decision making, problem solving and coaching skills;
- (d) courses on performance management and promotion of good practices within the civil service;
- (e) courses for front-line and supervisory staff in enhancing customer service, handling public complaints, managing conflicts and verbal violence, coping with stress and maintaining physical and psychological well-being; and
- (f) courses and seminars on written English and Chinese, Putonghua and communication, including those on English writing and editing for managerial staff, writing in response to complaints and effective Putonghua telephone skills to cater for the job-specific requirements of different B/Ds.

It is estimated that there will be about 53 700 civil servants attending the above management and communication courses in 2019.

National Studies and Basic Law Training

14. There are practical needs for civil servants to understand the social development and economic situation in the Mainland in performing their duties. To keep abreast with the latest development in the Mainland, civil servants should equip themselves with updated knowledge of the national strategies and plans that could affect Hong Kong. With our country's announcement of the Outline Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area, CSTDI actively provides civil servants with related training, and invites local and Mainland expert scholars to give talks on the development and opportunities of the Greater Bay Area from the perspectives of integration among Guangdong, Hong Kong and Macao, IT, and financial services, etc. In addition, we also organise thematic visits to cities in the Greater Bay Area to enable Hong Kong civil servants to have a deeper understanding of the latest development in the Greater Bay Area.

15. In 2019-20, CSTDI will continue to enhance national studies training for civil servants, including providing more training places for middle-ranking civil servants to attend the national studies programmes and join the thematic visits to the Mainland, and organising more local seminars on national affairs. A summary of the major courses and exchange programmes is given below.

Mainland Programmes on National Studies

16. CSTDI joins hands with various institutions and universities in the Mainland to run national studies programmes, comprising lectures and site visits, that last for five to 12 days. Directorate officers and Administrative Officers will mainly attend lectures at the Chinese Academy of Governance, and senior staff at MPS Point 45 or above are catered for by the Tsinghua University or the Peking University. The China Foreign Affairs University also runs a nine-day course on international relations and foreign affairs for officers at MPS Point 45 or above, particularly for those who may be posted to economic and trade/liaison offices outside Hong Kong. In respect of officers at MPS Point 34 to 44, we have secured the assistance of the Zhejiang University, the Nanjing University and the Wuhan University to run a one-week course for them, and will continue to increase the number of these officers attending national studies courses in the Mainland in 2019. We have extended the national studies programmes offered

by the Jinan University and the Sun Yat-sen University to civil servants at MPS Point 28 to 33. It is estimated that there will be about 1 000 participants attending the above national studies programmes organised by CSTDI in 2019.

Local Seminars on National Studies

17. We organise local seminars of various themes on the latest national policies and trends from time to time and enhance civil servants' understanding of our country's history and culture. The seminars held in 2018 cover topics such as the Belt and Road Initiative and the development in the Guangdong-Hong Kong-Macao Greater Bay Area, international landscape and China's foreign affairs, and the origins of Chinese civilisation. In 2019, we will organise seminars on the theme of "70th Anniversary of the Founding of the People's Republic of China: Retrospect and Prospect". It is estimated that there will be about 7 500 civil servants attending these local seminars this year.

Thematic Visits and Staff Exchange Programmes

18. Every year, we organise thematic visits for officers at MPS Point 34 and above to help them understand the economic situation, development of industries, culture preservation etc. in different regions of our country. In 2019, CSTDI will organise two one-week visits to Zhejiang Province and Chongqing Municipality respectively. Two four-day thematic visits to the Greater Bay Area will also be organised this year for officers to learn the latest development of the Greater Bay Area cities in relation to IT as well as smart city development. They can also learn through exchanges with relevant officials, experts and practitioners in the fields during the visits. In addition, there are exchange programmes organised jointly with various cities in the Mainland for officers at MPS Point 45 to 49 and their Mainland counterparts at division director/deputy director level to share work experience and challenges faced by their cities, and prevailing policies and practices with regard to public service delivery in areas such as city planning, traffic management, public housing, health and food safety, trade and commerce, information technology, and culture and arts. It is estimated that there will be about 120 participants attending these training programmes in 2019.

Basic Law Training

19. CSTDI has kept enhancing the Basic Law foundation course for civil servants and Basic Law training for middle-level officers. These programmes cover topics such as the relationship between the Constitution of the People's

Republic of China and the Basic Law and the principle of “one country, two systems”, etc. We also regularly organise thematic seminars on the Basic Law for civil servants at different levels. It is estimated that about 12 000 civil servants will receive Basic Law training in 2019.

20. Civil servants may also enhance their understanding of the Basic Law through our e-learning platform. The Basic Law Portal on the CLC Plus provides various types of multi-media learning resources, including web courses, video clips, Basic Law Bulletin, audio clips, past seminars and online quizzes, to update civil servants’ knowledge of the Basic Law.

Consultancy Services on Human Resource Management

21. CSTDI provides consultancy services for individual B/Ds, such as analysis of staff training needs, formulation of training and development plans and hosting workshops and retreats to help B/Ds crystallise their vision and mission, draw up business strategy, forge team spirit, and strengthen internal communication etc. We also assist B/Ds in developing and implementing competency-based performance management systems, organise experience sharing sessions and advise on how to nurture talents and conduct succession planning.

Other Initiatives to Promote Continuous Learning

22. We encourage civil servants to strive for continuous enhancement of their capabilities and service quality by making use of diversified learning opportunities.

E-learning Resources

23. We offer web-based learning tools through our e-learning portal – CLC Plus, which contains some 2 450 items including web courses, articles, video clips, library collections, learning tips, book summaries and publications, guidelines and good practices as well as reference materials. In 2018, we redesigned or launched a number of theme-based portals, such as “Innovation . Technology” and “Climate Change”, to provide civil servants with the latest updates on these subjects. We also launched the “New Recruits’ Avenue” to provide useful information on topics such as administrative practices of the Government, official writing and management skills for new recruits to help them

get familiar with their work as soon as possible and provide quality services to the public.

24. We also support the efforts of B/Ds to include e-learning as part of their training and development plans. At present, some 25 B/Ds are making use of our CLC Plus to provide training information or learning materials to their staff. We will keep on improving the user interfaces of CLC Plus to facilitate the use of various e-learning resources through smartphones and tablets.

Financial Sponsorship

25. In addition to training programmes organised by CSTDI and B/Ds, all civil servants can apply for reimbursement of fees after attending work-related courses in their own spare time. In 2017-18, an overall expenditure of about \$10 million was incurred by B/Ds for this purpose. CSB implements the Training Sponsorship Scheme to encourage civil servants to pursue lifelong learning, and since 2018, has further extended the scheme to cover all officers at MPS Point 49 or below, and raised the sponsorship ceiling from \$6,000 to \$10,000 per applicant each year.

Establishment of a Civil Service College

26. The Chief Executive announced in the 2018 Policy Address that a “Government, Institution or Community” site with an area of about 11 000 square metres in Kwun Tong had been identified for redevelopment. In addition to the civil service college, the Government will make good use of the development potential of the site through a more systematic overall planning and development. The development will also provide other community facilities for the local community, with a view to enhancing the accessibility and city landscape of the concerned district.

27. We propose to carry out a composite development project on the site by adopting the principle of “single site, multiple uses” and plan to construct two buildings including a high block and a low block. The high block will be used mainly for the civil service college and other civil service training facilities whereas the low block mainly for social welfare facilities. We also plan to build a green walkway and a public open space, and to study different options on enhancing the pedestrian accessibility (including connection to Kwun Tong MTR station) within the district, in order to further improve the connectivity of the district for greater synergy.

28. The new civil service college will replace the existing CSTDI at the North Point Government Offices. The new college will be equipped with new facilities for civil service training, which include auditoriums, more flexible classrooms and training activity rooms. Some additional facilities which are not currently available due to physical constraints of the existing CSTDI will also be provided, such as modern information and communication technology equipment, training venues for mock responses to the media, crisis management and mock council meetings, etc. A learning resource centre will also be set up in the new college. Upon completion, the college will become a lifelong learning hub for serving and retired civil servants, thus encouraging the transfer of experiences. These facilities will help the Government to enhance training for civil servants in different areas such as leadership development, stakeholder engagement, communication with the public, cultural sensitivity, innovation, application of technology, understanding of our country's development and the relationship between the Central Authorities and the HKSAR, awareness of international affairs among civil servants, exchanges with civil servants in other places on the development trends in public service and sharing of management experience. All these are aimed at grooming the civil service into a more forward-looking, visionary and innovative workforce capable of tackling different challenges and delivering outstanding performance in the Government's roles as a service provider, regulator, facilitator and promoter. The proposed new college will also provide facilities for retired civil servants to encourage them to pursue lifelong learning and share experiences with serving officers, thus facilitating the transfer of knowledge.

Civil Service Bureau
May 2019

**Local Training Programmes on
Innovation and Technology Application
Organised by the Civil Service Training and Development Institute in 2019**

Programme	Themes
Leadership Development	
<ul style="list-style-type: none"> Advanced Leadership Enhancement Programme for Directorate Officers 	Smart city development, big data, artificial intelligence, strategies for innovation and technology application, use of social media to interact with the public
<ul style="list-style-type: none"> Leadership in Action Programme 	Impact of technological transformation on public policy, social innovation and addressing social issues with design thinking
<ul style="list-style-type: none"> Innovative Leadership Programme 	Design thinking, development trends and application of new technology, use of digital media for promotion of public services
Innovation and Design Thinking	
<ul style="list-style-type: none"> Workshop on Winning Strategies for New Services and Initiatives 	Strategies for launching new services and initiatives
<ul style="list-style-type: none"> Workshop and Seminar on Curiosity and Innovative Leadership in Disruptive Times 	Trends on new technology and innovative leadership
<ul style="list-style-type: none"> Workshop on Leading Innovation and Change 	Effective strategy for promoting innovation and implementing change
<ul style="list-style-type: none"> Workshop on Design Thinking Fundamentals 	Basic concepts and practical skills of design thinking
<ul style="list-style-type: none"> Seminar Series on Design Thinking for Public Service 	Application of design thinking in public services

Programme	Themes
<ul style="list-style-type: none"> • Seminar on Innovative Culture for New Recruits at Officer Ranks 	Understanding the principles of government services and innovative culture
Development and application of new technologies	
<ul style="list-style-type: none"> • Seminar Series on Smart City and Technology Applications 	Exploring smart cities and application of technologies
<ul style="list-style-type: none"> • Seminar Series on Technology and Innovation 	Understanding the development of innovation and technology, and the rise and expansion of telecommunications industry in China
<ul style="list-style-type: none"> • Seminar Series on New Technology Development and Applications 	Understanding the latest development of innovation and technology industries in Hong Kong, and the application of scientific research through interacting with local start-ups
Analysis and application of big data	
<ul style="list-style-type: none"> • Leadership and Public Policy Programme 	Using big data to create public value: opportunities, challenges and strategies
<ul style="list-style-type: none"> • Workshop on Big Data Applications: Opportunities, Challenges, and Strategies 	Application of big data: opportunities, challenges and corresponding strategies
<ul style="list-style-type: none"> • Workshop on Big Data Analytics 	Basic concepts and application of big data analytics
<ul style="list-style-type: none"> • Seminar on Open Data 	Current status and opportunities of open data
<ul style="list-style-type: none"> • Seminar on Personal Data Protection in the Era of Big Data and Innovative Business Models 	The era of big data and protection of personal data privacy

Programme	Themes
Social Media	
<ul style="list-style-type: none"> • Workshop on Crisis Management 	<p>Communication with the public through conventional and social media during crisis</p>
<ul style="list-style-type: none"> • Seminar on Social Media Campaigns 	<p>Application and strategies of social media</p>
<ul style="list-style-type: none"> • Seminar on Engaging the Public with Compelling Stories 	<p>Mastering the skills of storytelling, including the strategies of using new media</p>

Mainland National Studies Programmes
Organised by the Civil Service Training and Development Institute in 2019
with Innovation and Technology Topics Added and
Site Visits and Exchange Activities Incorporated

Programme	Themes
<ul style="list-style-type: none"> • Dedicated Courses for Directorate Officers/ Administrative Officers at the Chinese Academy of Governance 	<p>Visits or lectures on the theme of “innovation and technology/smart city”</p>
<ul style="list-style-type: none"> • National Studies Courses at the Peking University/Tsinghua University 	<p>Lectures on the planning and implementation of smart cities; visits to the innovation and technology enterprises and digitalised urban management centres in Qingdao, Jinan, Fuzhou, Zhengzhou and Xuchang, and the creative industrial park and irrigation works projects in Yangzhou, etc.</p>

Programme	Themes
<ul style="list-style-type: none"> National Studies Courses at Wuhan University/ Nanjing University/ Zhejiang University 	<p>Lectures on topics such as cloud computing and application of big data for computer operation in smart cities, town planning and construction, conservation of cultural heritage, the planning and economic development strategies for “Yangtze River Delta” Region, etc.; visits to the Wuhan’s National Innovation Demonstration Zone; tours to innovation and technology enterprises including the depot of the urban rail cars in Nanjing, e-commerce in Hangzhou, urban informatisation, new energy and energy-saving technology, smart security monitoring systems, etc.; exchange forums with the leaders of communications technology companies</p>
<ul style="list-style-type: none"> National Studies Courses at Jinan University/ Sun Yat-Sen University 	<p>Lectures on topics such as the opportunities brought about by the development of the Guangdong-Hong Kong-Macao Greater Bay Area, and public governance in the big data era; visits to the Nansha Free Trade Zone in Guangzhou to better understand the co-operation between Guangdong and Hong Kong and the development of new high-tech industry, cultural, technological and network setup enterprises in Guangzhou</p>

Programme	Themes
<ul style="list-style-type: none"> • Thematic Study Programmes <ul style="list-style-type: none"> ➤ Innovation and Technology Development in the Greater Bay Area (Shenzhen, Dongguan and Huizhou) ➤ Technological development and Smart City Planning in the Greater Bay Area (Guangzhou, Foshan and Zhongshan) ➤ Infrastructure Development and City Planning in Chongqing ➤ Data Application and Development of Innovative Technology in Zhejiang 	<p>Visits to various sectors such as innovation and technology enterprises, precision equipment production, smart rural villages, City Data Resources Administration, healthcare technological platform, internet finance projects, new energy industry, rail transport industry, robotic industry, green architecture, big data service industry, high-end equipment and artificial intelligence projects, application of technology in environmental governance, development of e-Government services and livelihood service platform, passenger-carrying autonomous drone, smart unmanned aircraft control system, high-tech innovative products and cultural industry, etc.</p>