

LEGISLATIVE COUNCIL PANEL ON PUBLIC SERVICE

An Overview of Training and Development for Civil Servants

Purpose

This paper presents an updated overview of the provision of training and development by the Civil Service Bureau (CSB).

Summary

2. The Administration is committed to providing civil servants with learning opportunities that would equip them with the skills, knowledge and mindset necessary for providing quality service to the public.

3. While bureaux and departments (B/Ds) provide vocational training to meet job-specific needs, CSB, through the Civil Service Training and Development Institute (CSTDI), focus mainly on training programmes which are best provided by a central training agency such as leadership and management, language and communication, national studies and the Basic Law. In addition, CSTDI provide consultancy services to departments on human resource management, and promote a culture of continuous learning in the civil service.

4. In 2011-12, CSB has budgeted \$53 million for the provision of these training programmes. In 2011, CSTDI organised programmes, seminars and workshops for 52 000 civil servants, conducted 250 consultancy projects on training and human resource management for B/Ds, and recorded 330 000 visits to the e-learning portal.

5. The following paragraphs provide a summary of the training and development activities organised by CSTDI, other than the national studies and the Basic Law programmes which were presented to Members in November 2011 vide LC Paper No. CB(1)321/11-12(03).

Central training and development programmes

6. CSTDI offers training and development programmes for civil servants at different levels, and refines these programmes from time to time to match the changing needs of B/Ds.

(i) Local leadership and management development programmes

7. To enhance the leadership and management skills of directorate civil servants, we organise an *Advanced Leadership Enhancement Programme* every year for around 40 directorate civil servants. Comprising two modules each lasting for four days, the programme is led by professors from the School of International and Public Affairs of the Columbia University, the Richard Ivey School of Business of the University of Ontario, and the University of Hong Kong. The programme aims at enhancing participants' knowledge in public sector leadership, accountability, crisis management, public engagement and people management through case studies, panel discussions, guest talks and simulations.

8. For senior professionals, we provide a three-week *Leadership In Action* programme. This programme is organised twice a year with around 70 participants each year. The content of the programme includes formulation and implementation of public policies, media and communication skills, stress management, leadership and change management. For middle managers, we offer a two-week *Innovative Managers Programme* for around 105 civil servants (in three classes) each year. The programme covers fundamentals of public policy, human resource management, team leadership and interpersonal skills. Besides engaging local scholars and experts to facilitate different discussion sessions, guest speakers from relevant fields are also invited to share their personal experiences and insights during the programmes. We are in the process of designing a seven-day *Leadership Essentials Programme* for junior managers. The programme covers basic management skills on communication, team building, problem solving and personal effectiveness. Participants will be involved in case studies, team building activities and group projects. The pilot class is planned to be launched in March 2012.

9. We also offer a series of *Advanced Management Workshops* for senior civil servants on a wide range of topics. Led by distinguished scholars and subject experts, the workshops usually last for one to two days covering topics such as accountability, public engagement, negotiation and media communication skills. About 400 civil servants attended these workshops in 2011. Regular short seminars for senior civil servants are also delivered by

prominent speakers and experts on topical subjects, such as executive health, social media and global economic issues. Over 2 100 civil servants attended these seminars in 2011.

10. Other than classroom training activities, we also arrange a variety of attachment programmes for senior civil servants to develop broader perspectives. These include attachments to policy bureaux, regional and international public bodies overseas such as the Asia-Pacific Economic Cooperation (APEC) Secretariat. Attachment to bureaux normally lasts for six months. About 20 civil servants attend these attachment programmes each year.

(ii) Overseas executive development programmes

11. To assist B/Ds to groom and develop their staff, CSTDI sponsors selected civil servants to attend executive development programmes at renowned overseas institutions, such as Harvard John F. Kennedy School of Government in USA, London Business School in UK and INSEAD in France. Most of these programmes last for four weeks. About 25 civil servants attended various overseas training programmes in 2011.

Other learning opportunities

12. We actively encourage civil servants at all levels to pursue continuous learning for enhancing their capabilities and meeting higher performance standards. Diversified training and learning opportunities are made available to different grades and ranks of civil servants. A brief account of these training activities undertaken by CSTDI is given below.

(i) Training and development programmes in support of service-wide and departmental initiatives

13. CSTDI provides advisory and training services to B/Ds in formulating and rolling out training plans in support of their policy/departmental initiatives. The following are some examples of services provided:

- (a) workshops and seminars with the Labour and Welfare Bureau and the Equal Opportunities Commission to update civil servants on

new ordinances, guidelines and codes of practices on disability discrimination and gender related issues; training workshops and experience sharing sessions for Access Coordinators and Access Officers for implementing Free Access initiatives in government premises;

- (b) workshops on communication and presentation skills, managing change and committee paper writing with the Home Affairs Bureau and Home Affairs Department;
- (c) workshops for middle managers on supervisory accountability as well as coaching and counseling skills to strengthen their leadership capability;
- (d) civil service-wide and department-specific courses for frontline civil servants and junior managers on handling public complaints; handling conflicts and enhancing the quality of customer service;
- (e) courses on basic, intermediate and advanced level Putonghua and refresher workshops; Chinese and English writing and related seminars; and
- (f) induction training for new recruits, covering equal opportunities, integrity and core values of the civil service, in addition to other job-specific orientation classes provided by B/Ds.

(ii) Enhanced E-learning resources

14. We continue to enhance e-learning opportunities for civil servants. The enhanced Cyber Learning Centre Plus (CLC Plus) website now offers about 2 000 items of learning resources which include web courses, articles, video clips, CSTDI library collection information, learning tips, e-books and publications, guidelines and best practices as well as course reference materials. About 80% of the CLC Plus users are civil servants remunerated below Point 34 of the Master Pay Scale. Eighteen departments have also made use of our platform and hosted about 100 pieces of training materials of their own disciplines on our CLC Plus website. In 2011, the e-learning portal was further upgraded to enable Mobile Learning and enhance its user friendliness.

(iii) Encouraging continuous learning through financial sponsorship

15. Since 2005, we have offered the External Training Sponsorship Scheme to front-line staff who wish to pursue learning through external courses. Under the Scheme, civil servants remunerated on or below MPS 16 or equivalent, including MOD I staff, may apply for reimbursement of course fees for self-arranged studies. The sponsorship ceiling is \$6,000 per applicant per year for a maximum of three courses, all to be pursued outside office hours. Up to November 2011, about \$9.8 million was granted to about 4 100 civil servants.

Consultancy support to B/Ds in human resource management

16. To facilitate B/Ds to devise plans and implement their organisation goals, CSTDI provides consultancy services and assistance to them in conducting training needs analysis, developing departmental training and development plans, as well as designing and organising tailor-made classes and activities for their staff. CSTDI also provides facilitators to help B/Ds to review or formulate business strategy, build team spirit and strengthen communication with staff through workshops and retreats.

17. CSTDI also assists B/Ds to develop and implement competency-based performance management systems as well as provides advisory services on related performance management and appraisal matters. We help to disseminate best practices in training and human resource management through experience-sharing sessions. We also provide advice on ways to groom promising officers and formulate long term human resource development plans. Where necessary, we provide funding to support their training and human resource management initiatives.

Way Ahead

18. We will continue to strengthen and diversify the range of training opportunities for all civil servants. In addition to continuing with the existing programmes and services, we will work closely with B/Ds to explore new training opportunities and to provide targeted support to meet new demands and challenges ahead.