

For discussion on
16 June 2025

LEGISLATIVE COUNCIL PANEL ON PUBLIC SERVICE

Latest Progress of the Civil Service College's Work in Enhancing Training

Purpose

This paper briefs Members on the latest progress of the work in enhancing training by the Civil Service College (CSC) under the Civil Service Bureau (CSB).

Background

2. The quality and capability of the civil service has a direct bearing on the effective governance and administration of Hong Kong. Since its establishment, the CSC has strived to enhance training for civil servants, with a view to building a civil service that is patriotic and loves Hong Kong, and is united, virtuous and competent, professional and responsive to the needs of the public, thereby enhancing the governance capability of the Hong Kong Special Administrative Region and implementing the principle of “patriots administering Hong Kong”.

3. In the past two years, the CSC has strengthened its internal organisation structure¹ and enhanced its capability. It has instilled the philosophy of **mindset building** into civil service training, so as to reinforce civil servants’ national identity, patriotism and people-oriented service ethos. The CSC also continually strengthens **training in innovation and technology applications**, equipping civil servants to promote and implement digitalisation of public services. At the same time, the CSC has been actively developing a new **learning management portal** to better support its implementation of new training initiatives and consolidation of training data, and support civil servants in both online and face-to-face learning.

¹ The CSC has operated under a new structure since November 2023 in support of its long-term development. It has set up the School of Public Sector Leadership and the School of Professional Development to enhance the leadership, governance and public policy-making capabilities of civil servants, cultivate in them holistic views, to ensure they fully and faithfully implement the principle of “One Country, Two Systems”. It has also set up the Centre for Research and Development to conduct case studies and public policy researches to inform the CSC’s curriculum and support the building of institutional knowledge on good governance.

As for hardware enhancement, we are constructing a **new CSC building** for the provision of more suitable venues and facilities for the CSC's future training. The latest progress on the above-mentioned training and related work of the CSC is set out below.

Mindset Building as the Core of Civil Service Training

4. To equip the civil service for effective governance, building the right mindset and culture is of utmost importance. As such, training provided by the CSC places a significant emphasis on **mindset building**. All training activities focus on the core values and service ethos of the civil service. Through an interactive and exploratory approach, we enhance the emotional impact of programmes for participants to understand the country's governance philosophy, policy development, history and culture, as well as Hong Kong's role in the national rejuvenation, so as to develop a **sense of national identity** among civil servants and their **shared commitment to serve the country and Hong Kong**. We strongly believe that with the right mindset, civil servants will proactively seize every opportunity to make the best use of their professional knowledge and competence for enhanced services to the public.

5. On the basis of mindset building, the CSC has spared no effort in actively promoting patriotic education and launching various new initiatives to enhance civil service training. To illustrate its progress and effectiveness in mindset building, a few examples are set out in detail below:

Training for new recruits to the civil service

6. Currently, all new recruits are required to complete within the probationary period a foundation training. Officers of degree or professional grades are also required to take part in advanced training upon confirmation to the permanent establishment. The content covers the understanding of "One Country, Two Systems", the Constitution, the Basic Law, the safeguarding of national security, as well as the civil service's core values and public service culture. Following the implementation of the Safeguarding National Security Ordinance, the CSC has incorporated relevant contents in the training to strengthen participants' awareness and concept of a holistic approach to national security. The CSC has also deepened training on the Constitution and the Basic Law, exploring the brief history of the Constitution and the development of the nation. Through a film session in the programme, young civil servants are guided to experience the

historical moment of Hong Kong's Return to the Motherland, fostering an emotional connection and reinforcing their sense of national identity and the constitutional responsibilities they must uphold as civil servants. Since the implementation of the new induction training initiative in July 2022, around 26 500 civil servants have completed the training.

Thematic Study Programme on Modern Chinese History

7. The CSC launched the Thematic Study Programme on Modern Chinese History in 2024. Through five seminar sessions, the programme thoroughly examines the endeavours and evolution of our country over the past century in the aspects of politics, economics, society and foreign relations, enhancing civil servants' understanding of the history of our country's endeavours over the past century and Hong Kong's role and contribution to our national rejuvenation. The programme adopts an exploratory teaching mode which is non-traditional and aligns with the CSC's belief in mindset inculcation. With the use of songs, videos, stories of historical figures and case analyses, the programme guides participants through the country's difficult journey from the decline of the late Qing Dynasty to its rise after the founding of the People's Republic of China, and enables them to appreciate the resilient spirit of the Chinese nation, thus fostering a broader perspective and a correct understanding of history. The total attendance of middle and senior-level civil servants at the inaugural programme was about 1 500.

8. For evaluation of effectiveness, participants are awarded certificates after completing the entire programme and passing an assessment. The assessment takes the form of writing a learning report in which participants are required to elaborate on their learning insights, how the programme has inspired their understanding of the role and mission of a civil servant, and suggestions on applying the learning to their work. In addition, the CSC conducts pre- and post-course surveys to gauge if the programme has brought about positive changes to the participants' understanding and mindset. Feedback from the first cohort of participants has been encouraging. They expressed that they had gained a deeper understanding of modern Chinese history, and their recognition of the connection between modern Chinese history and their identity as civil servants had significantly increased.

9. The survey results also showed that the programme enabled participants to re-examine history with a positive mindset and reflect on the importance of reform and rejuvenation. Participants deeply appreciated the dedicated efforts made by their predecessors for the country and the close ties between the country and Hong Kong, feeling a sense of pride in their Chinese identity. Having gained a deeper understanding of the unique roles and positioning of Hong Kong, they felt obliged to keep abreast of the national policies and development directions, assess situations with a broad perspective and consider the bigger picture when discharging their duties for safeguarding the interests of the Chinese nation and contributing to the prosperity and development of the Motherland. The programme has effectively promoted the patriotic sentiments of civil servants and inspired them to further explore modern Chinese history and the national development. It will run on a long-term basis to ensure that more officers at different levels can benefit.

“Presenting China to the World” seminar series

10. Given the complex and volatile international situation nowadays, the development of a country hinges not only on its own national conditions, but also on the international environment, including the international public opinion environment. Global influence is present everywhere, particularly in the Internet era. As the world’s understanding of China has always been deliberately distorted by certain forces, every civil servant needs to learn how to present China to the world through cultural soft power. In view of this, the CSC has launched a new **seminar series on “Presenting China to the World”²**. Through analysing China’s development and challenges from the cultural, technological, economic and other perspectives, civil servants learn about the real stories of our country, and are equipped to better leverage the role of Hong Kong as a bridge between our country and the world in their respective fields, as well as to promote mutual understanding, exchange and co-operation. The first seminar held in June this year explored how our country showcased the rich heritage of the Chinese culture

² The concept of the “Presenting China to the World” seminar series originates from the book of the same title by Zhao Qizheng, former Director of the State Council Information Office. Zhao Qizheng proposes that China should be presented to the world through authentic and compelling stories in ways that are understandable to foreigners/overseas readers, so that the world can gain a correct understanding of China. It is the joint responsibility of the government, social organisations and the general public to present China to the world.

to the world through pop culture (such as the recent popular cultural creations “Ne Zha” and “Black Myth: Wukong”) to promote the innovation and vibrancy of the Chinese culture.

“80th Anniversary of Victory in the War of Resistance” thematic talks

11. Furthermore, to commemorate **the 80th anniversary of victory in the War of Resistance**, the CSC will launch thematic talks in September this year for civil servants to learn about the revolutionary history and development of the War of Resistance against Japanese Aggression. Through the talks, they will gain a deeper appreciation of Chinese people’s perseverance and spirit of continuous improvement as well as the importance of safeguarding national security, thereby strengthening their national identity and patriotism. The talks will explore how the Chinese nation withstood attacks in the War of Resistance against Japanese Aggression, reformed itself in times of hardship and advanced the progress of national modernisation, as well as review the role and contribution of Hong Kong in the War of Resistance.

Mainland training programmes and study tours

12. The CSC continues to arrange for middle and senior-level and directorate officers to attend national studies programmes at nine Mainland institutions (namely the National Academy of Governance, Tsinghua University, Peking University, China Foreign Affairs University, Zhejiang University, Nanjing University, Wuhan University, Sun Yat-sen University and Jinan University) at different stages of their career. These programmes introduce the national governance policies and macro development strategies of our country so as to help participants develop holistic views and strengthen their patriotic spirit and leadership skills. Apart from lectures, Mainland training programmes emphasise **on-site teaching** where specially-designed background briefs are included prior to visits to key national facilities, enterprises and community development projects, etc., to guide participants to conduct exploratory site visits and discover the answers themselves. This enables participants to enhance their understanding of the national policies with an inquisitive mind and gain deeper insights into the development of society and economy, new and advanced technologies, environmental governance, etc. on the Mainland.

13. Participants expressed that visiting different Mainland cities in person not only enabled them to learn about the history of the Chinese nation's endeavours, but also witness the extraordinary achievements of the country's development, which effectively enhanced their sense of belonging to the country. In 2024, participants of the Mainland programme visited the 1954 Constitution Archives Exhibition Hall in Hangzhou, where they gained a deeper understanding of their predecessors' aspirations in formulating the Constitution and the difficulties in preparing the Constitution. Their understanding of the Constitution went beyond the provisions of the Constitution per se, which inspired in them a stronger sense of patriotism. Senior civil servants visited the Memorial Hall of the Red Detachment of Women in Hainan Province, where they learnt from the stories of the heroines' dedication to the revolution and witnessed their fearlessness and spirit of defending the country and self-sacrifice during the war years. Apart from history and culture, participants also witnessed the country's strength in the field of innovation and technology. They took a ride on the "Optics Valley Photon" smart monorail train in Wuhan, the first of its kind in the country, to better understand the national strategy and achievements in promoting high-quality development with cutting-edge technology.

Training on Innovation and Technology

14. The CSC will continue to **enhance the elements of technology application in civil servants' leadership training**, enabling departmental leaders to appreciate the impact of technological development on the formulation and implementation of public policies, and equipping them to undertake the leadership responsibilities to guide their departments in effectively adopting technology, including constructing and enhancing departmental information technology systems, better leveraging big data and artificial intelligence (AI) for public service innovation, and arranging relevant training for departmental staff. The **leadership programmes** provided by the CSC cover the opportunities and potential of technology applications, policies and strategies on innovation and technology, the development and future of AI, and the mindset and methods for public service innovation. The CSC also collaborates with the Digital Policy Office to provide training on technology application for civil servants, including co-organising regular **seminar series specifically designed for senior directorates**, deepening their understanding of topics such as information technology, data management, and cybersecurity.

15. With the rapid development of AI technology, AI has become a core driver of innovation. The CSC will organise **programmes focused on the application of AI**, inviting experts, scholars, industry representatives and government officials to share insights on AI and industrial innovation, generative AI, and robotics technology, encouraging departmental leaders to explore the application of AI in different scenarios. Additionally, the CSC has launched a **new “Data Leadership Workshop”**, emphasising the critical role of senior leaders in data analysis, data communication, and building of a data culture, and strengthening their ability to lead organisations in effectively adopting big data and AI.

16. Departments will also, based on their operating environments and specific needs, arrange suitable training on innovation and technology for their staff of different levels, so as to effectively promote and implement technology applications for enhanced services. The CSC focuses on providing generic training for officers at managerial levels to enable them to understand the opportunities opened up by new technology and the potential of leveraging technology applications to improve public services. The CSC provides **foundation courses, thematic seminars and online learning resources** to introduce new trends and application scenarios in technology development, raising civil servants’ awareness of applying technology in their work. Examples of the courses include the “Workshop on Emerging Technology”, which explains the basic principles and applications of AI, block chain, cloud computing, and big data; the “Workshop on Big Data Analysis”, which introduces the basic concepts and tools of big data analysis technology; and the “Innovation and Technology Application” seminar series, which explores new trends in technologies such as AI, the opportunities and success stories in public services, and the development and application of various fields of innovative technologies in the country. The CSC also offers a wealth of online learning resources, including new online courses, seminar highlights, videos, and book summaries, covering digital transformation, as well as the concepts, technological developments, and application examples of AI, allowing more civil servants at different levels to continuously learn and stay abreast of the latest knowledge.

Learning Management Portal

17. Apart from face-to-face programmes and on-site teaching, the strengthening of e-learning is also an important part of the CSC’s strategy to enhance civil service training. In order to effectively take forward various civil

service training and development initiatives, the CSC also needs to have a better grasp of training data in various aspects.

Purpose of developing the portal

18. The existing “Cyber Learning Centre Plus” (CLC Plus) has been in use for more than 20 years. The CSC is now launching a **new one-stop Learning Management Portal (LMP)** to provide enriched learning resources and more advanced functions, thereby enabling training to achieve a wider reach and greater flexibility, and fostering a culture of continuous learning among civil servants. In addition, the LMP can consolidate the training data currently stored in different systems for the CSC to effectively keep track of the situation regarding civil servants’ training, including the face-to-face and online courses completed by individual trainees, the areas that require strengthening and the learning progress, which in turn helps the CSC implement a **more systematic training framework**. Besides, the LMP can be integrated with personnel management to support the long-term development and promotion of staff.

Features and functions

19. The user interface of the LMP is **learning resource-oriented** and easy to use. It has a **filter function** that allows trainees to search for the required resources in one step according to the level, field of study, topic, number of learning hours and type of resources, etc., to facilitate learning, and cultivate their interest in self-directed learning. The LMP has a **recommendation function** that recommends a series of popular resources to trainees. Based on the browsing history of each trainee, the LMP will also recommend suitable courses and resources according to his/her training needs through data analysis for a balanced exposure to various areas. The LMP will also set out the face-to-face courses of the CSC and related information, allowing trainees to select and enrol in suitable courses on the website. In addition, the LMP is also equipped with a **learning buddies function**, which conveniently connects trainees and facilitates interactive learning and cross-departmental experience sharing. At the technical level, the LMP aligns with industry standards and enables linkage with outside resources, thus promoting exchanges between the CSC and external institutions and organisations, and providing trainees with enriched e-learning resources.

20. The LMP is supported by a powerful computer system that can consolidate each trainee's records of face-to-face training and online learning. The CSC can set up different learning pathways for specific civil servant groups (such as civil servants of different departments, grades and ranks) to promote learning **in the mode of continuous professional development**. For example, trainees may be required to take certain e-learning courses covering different topics each year, or to complete certain face-to-face courses before advancing to specific ranks (such as directorate ranks). The LMP system can accurately **monitor the learning progress of trainees**, who can also see their own learning records at a glance on the LMP interface to make better planning of their learning direction and progression.

Learning content

21. Resources on the LMP are systematically categorised, covering such areas as the Constitution, the Basic Law and National Security; the Country's Latest Development; Core Values and Service Culture for Civil Servants of the New Age; Public Leadership and Management; International Perspectives and Collaboration; Innovation and Technology; and Languages and Communication, which meet the needs of junior, middle, senior-level and directorate officers in aspects of their mindset, work and personal development. Diversified resources on the LMP include web courses, thematic webpages, short videos, audio clips, articles and book summaries, etc. Interactive question-and-answer sessions and quizzes will be included as well. We hope that the vivid content and lively format will encourage trainees to pursue self-directed learning in a relaxed manner. The CSC will continually enrich the learning resources on the LMP by uploading videos of key seminars, collaborating with outside organisations, generating learning resources with artificial intelligence (such as those on the latest development of innovation and technology applications), etc., so that trainees can have access to up-to-date knowledge in various fields.

Launch schedule

22. The first phase of this new-generation LMP was launched in March 2025, with some of the e-learning resources being made available to new recruits joining in 2025 for trial use. The second phase will be rolled out in the second quarter of 2025 for use by all government staff. By then, trainees will be able to enrol in the face-to-face programmes of the CSC through the LMP and set up specific trainee

groups on the LMP for easier interactions and exchanges. The third phase will be launched in the third quarter of 2025 with all functions fully operational and covering more e-learning resources. The CLC Plus will cease operation by then.

Kwun Tong Composite Development Project

23. While striving to launch different initiatives, the CSC also requires a long-term accommodation with suitable training facilities to cater for various training enhancements. The construction of the new CSC building is progressing at full speed.

Project overview

24. The Government announced in the 2018 Policy Address that a site in Kwun Tong had been identified for composite development, including the construction of the CSC and other facilities, based on the principle of “single site, multiple uses”. The site of the Kwun Tong Composite Development Project (the Project) is close to the MTR Kwun Tong Station and occupies an area of approximately 11 000 square metres. The CSC building is a major part of the Project and the long-term accommodation for the CSC. The Project also includes the construction of community and welfare facilities, and will enhance the pedestrian connectivity in the area.

Facilities of the CSC

25. The CSC is a place where civil servants from different departments and grades gather and learn. It is designed to create a learning ambience of vibrancy and energy and a sense of belonging to the place, fuelling their passion for service excellence through proactive learning and innovation. Moreover, the CSC’s facilities will incorporate various **smart elements** for more effective training support. This will serve as an example for civil servants to embrace and make good use of innovation and technology.

26. The CSC currently occupies three floors of the North Point Government Offices. The space, design and facilities are far from adequate for meeting the present and future needs. For example, the existing auditorium can only accommodate 140 persons, making it necessary to source external venues for seminars with a larger audience. The new CSC building will be larger and better

equipped to support the CSC's training enhancement. Highlights of the salient features are set out below.

Higher capacities

27. The new CSC building will provide more training venues, including two auditoria with a seating capacity of 300 and 400, larger classrooms which can be flexibly partitioned or combined, team cubicles and multi-purpose areas to cater for the needs of different classroom activities. This will provide participants with a more advanced and better learning environment, while addressing the issue of inadequate and scattered training facilities.

Technology application

28. The new building will be equipped with smart facilities, including high speed broadband to support teaching modes with higher network requirements (such as virtual reality, online training). Some training venues will also be equipped with simulcast facilities for enhancing real-time exchanges and interactions in cross-venue classes with a large audience.

Diversified training

29. There will be specialised training venues in the new building for conducting training in areas such as media communication, crisis management, council meeting simulation, innovation and technology application. A multimedia production studio will also be provided for producing different types of training materials such as short videos to enhance learning effectiveness.

30. The new building will also provide residential facilities that can accommodate 90 persons to support training on team collaboration and leadership development, etc. There will also be dining facilities to support various training modes and activities, and enable the better use of time for enhancing training and work efficiency for the staff and trainees.

Progress of the works project

31. The Kwun Tong Composite Development Project received funding approval from the Finance Committee of the Legislative Council in October

2021, and is expected to be completed in phases in five to six years after the funding approval. Following the tendering process, the construction works commenced in the third quarter of 2022. The government team and the contractors have been working closely together to actively implement the works project. Despite the impact of rainfall in recent years, the overall progress of the works project is satisfactory at the present stage. The new building is expected to be operational in the first half of 2027 after the completion of internal installations.

Way Forward

32. Looking ahead, the CSC will strive to integrate its beliefs in mindset building and continuous learning into the hardware and software design of civil service training. It will steadfastly nurture a civil service that is patriotic and loves Hong Kong, and is people-oriented, professional and efficient, with a view to delivering quality service to the community, playing an active role in building Hong Kong and contributing to the country.

Advice Sought

33. Members are invited to note the content of this paper.

Civil Service Bureau
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