

MESSAGE

The Hong Kong Civil Service is a cornerstone for maintaining Hong Kong's stability and prosperity.

We are firmly committed to ensuring that the Civil Service is honest, trustworthy, efficient, and provides high quality services to the public.

Since the issue of the consultation document on Civil Service Reform in March 1999, we have worked closely with departmental management and the staff sides in formulating the Reform initiatives.

We consider the Reform both timely and reasonable. It is timely because we are in an unprecedented and rapidly changing age which is knowledge-based and technology-oriented. The Civil Service must be able to deliver its services more flexibly and efficiently. We therefore need to improve the existing Civil Service systems of recruitment, training and salary structure.

The Reform is reasonable because the Government has given a firm undertaking that no serving officer will be subject to forced redundancy or will have his or her pay and conditions of service reduced under the pretext of reform.

We have implemented many major Civil Service Reform measures. For example, new starting salaries for all recruits and serving staff on transfer were implemented with effect from 1 April 2000. The Secretariat on Civil Service Discipline was formally set up on 17 April 2000 to streamline the processing of disciplinary cases in the Civil Service. A new set of employment terms and fringe benefits for recruits was introduced on 1 June 2000 to provide greater flexibility in the civil service appointment system.

We will continue to implement other Reform measures in the coming year. But we will take full account of the views of civil servants and the community in the process.



We have set out in this booklet five Key Result Areas which we aim to achieve through the action plans drawn up under six new initiatives.

We welcome your comments and suggestions on our Policy Objective and initiatives.

A handwritten signature in black ink, appearing to read 'W P Wong', with a period at the end.

(Joseph W P Wong)
Secretary for the Civil Service

Management of the Civil Service

Policy Objective and Key Result Areas

MANAGEMENT OF THE CIVIL SERVICE

Our Policy Objective is to ensure that the Civil Service is honest, trustworthy, efficient and provides high quality service to the public.

Overall Targets

Our targets this year in pursuing this Policy Objective are –

- that the Civil Service remains and is seen by the public to be honest and trustworthy
- that the Civil Service meets community needs for quality service in an efficient manner

Progress

In 1999-2000, we have taken forward a comprehensive framework of initiatives to modernise the management of the Civil Service in line with proposals set out in the Civil Service Reform Consultation Document. These include implementing a new entry system to make the recruitment of civil servants more flexible, revising the starting salaries and fringe benefits package in line with the private sector, streamlining the disciplinary procedures, implementing a Voluntary Retirement Scheme for 59 designated grades where there is an identified or anticipated staff surplus, taking forward the Management-Initiated Retirement Scheme to support improvements in the government organisation, and strengthening guidelines on performance management and the granting of increments.

We achieved the following progress in five Key Result Areas (KRAs).

1 Modernise the policy and practice applicable to the management of the Civil Service

We implemented a new entry system and fringe benefits package for all recruits to the Civil Service with effect from 1 June 2000 to provide a flexible system for departments and grades to recruit civil servants according to their operational needs.

We have taken forward and formulated a Management-Initiated Retirement Scheme to provide for the early retirement of directorate officers where necessary and justified to facilitate improvement in the government organisation.

As part of our efforts to modernise the civil service allowance policies, we have reviewed the overtime and related allowances and consulted staff sides on the outcome.

Following up on the proposal in the Civil Service Reform Consultation Document, we commissioned a consultancy study on the proposed Civil Service Provident Fund scheme in January 2000.

2 Equip staff with the skill, knowledge and ability to deliver an efficient service to the community

We launched a Cyber Learning Centre in March 2000 to provide online training to civil servants, covering a range of subjects in management, information technology, language and China Studies. We have also introduced training through a video-conferencing system to cater for different training needs more effectively and flexibly.

We are enhancing leadership development and change management training for civil servants at all levels. This includes the Leadership in Public Sector Programme; the Leadership Enhancement and Development Programme conducted by the John F Kennedy School of Government of Harvard University; and the Leadership Forums on Change Management and Enhancing Organisation Competence. We also continued to reinforce induction training programmes to inculcate core civil service values amongst civil servants.

We promoted the exchange of ideas and experiences with the private sector and other governments through seminars and conferences on a range of topics. We stepped up training to support Civil Service Reform and Enhanced Productivity Programme initiatives and organised training on customer service, performance management and stress management. We continued to strengthen contacts between Mainland and Hong Kong government officials through work, visits and training courses. The second Advanced China Studies Programme course was organised in collaboration with the National School of Administration in May 2000.

In parallel, the Official Languages Agency has continued to work with bureaux/departments to facilitate the use of official languages.

3 Promote a culture focused on achieving results

A total of 7 512 staff have attended customer service training courses over the 12 months from October 1999 to September 2000. We have allocated \$3.1 million to assist departments with their initiatives aimed at enhancing a customer focused culture. A service-wide Customer Service Award Scheme was introduced in 1999 to recognise staff achievements in customer service and further promote this culture in the Civil Service. The Efficiency Unit has also published a Step-by-Step Guide to Performance Measurement, and is organising a series of facilitated workshops to assist departments to use the Guide and to put in place their performance measurement frameworks.

We continued to provide support to departments conducting Human Resources Management (HRM) reviews and initiatives. We met the senior management in departments regularly to discuss HRM initiatives. Our aim is to help develop and promote a customer-based service culture in the public sector and achieve greater openness and accountability in Government.

4 Uphold the integrity of the Civil Service

We worked closely with the Independent Commission Against Corruption (ICAC) and Heads of Departments to promote anti-corruption practices. In December 1999, we conducted a survey on business and public service ethics to take stock of our past efforts and to help us plan further initiatives. To sustain efforts to promote civil service integrity, the Civil Service Bureau and ICAC jointly organised a two-day international conference “Ethical Leadership Forum 2000” in March 2000 which was well attended by business leaders and government officials. In addition, we have issued a handbook on “Ethical Leadership in Action” providing handy reference for senior managers to strengthen ethical values among their staff and to guard against corruption in their organisations.

5 Promote staff well-being

We are committed to consulting staff on any major changes which affect their conditions of service. We met regularly with the four Central Consultative Councils to ensure effective communication with staff. We also promoted direct communication with the senior management of departments through regular gatherings.

We continued to enhance awareness of occupational safety and health in the Civil Service. We launched a homepage in July 2000 to provide updated and useful information on occupational safety and health for civil servants. We organised six talks, nine workshops and an exhibition on “Good Housekeeping” to promote the importance of safety and health of staff in work places.

To promote the Safety Management System, we hired consulting services to provide guidance and assistance for some government departments to develop the system. Over 70% of government departments have started to implement the system. We will introduce an auditing service on the Safety Management System to encourage continuous improvements.

Phase one of the two-year pilot scheme to provide professional counselling services to help staff cope with stress was successfully completed. Some 30 000 staff working in 13 departments had access to the services for nine months from June 1999 to February 2000. During the period 157 staff were given counselling services. At the end of phase one, 147 cases (94%) were successfully concluded. The ten users who still required counselling at the end of phase one were referred to other services as appropriate for follow-up. We will expand phase two of the scheme to cover all civil servants except those who have access to in-house counselling services. Some 120 000 staff in 81 bureaux/departments will have access to counselling services provided by a professional agency for six months commencing September 2000.

Progress on each previously announced initiative under the above KRAs is set out in the “Detailed Progress” section of this report.

Looking Forward

To achieve our overall targets this year, we will undertake the following initiatives and targets under each of the KRAs for the coming year.

1

Modernise the policy and practice applicable to the management of the Civil Service

To maintain a cost-effective Civil Service which is capable of meeting community needs for quality service, we need to ensure that our management policies and practices are constantly reviewed and improved in line with present day circumstances.

We will assess our performance in respect of this KRA against the following indicator –

- Extent to which the management of the Civil Service may be enhanced through implementation of revised policies and new initiatives. Our target is to implement smoothly the outcome of recent policy reviews in the areas of appointment, performance management, pay, conditions of service, discipline and training.

We will pursue the following initiative and targets to deliver results in this area –

Initiative *	Target
To strengthen training and development programmes to support the Civil Service Reform Initiatives, including training of staff for redeployment <i>(Civil Service Bureau/ Civil Service Training and Development Institute)</i>	To launch a three-year programme from 2001-2002 to 2003-2004 to help civil servants to – <ul style="list-style-type: none">● develop a self-development and learning culture to cope with the rapid changes associated with a knowledge-based and technology-oriented society and to keep in step with the enhanced service culture in the Civil Service Reform

* the bracketed information denotes the agency with lead responsibility for the initiative

Initiative	Target
	<ul style="list-style-type: none"><li data-bbox="582 183 1002 279">● develop the necessary skills and knowledge to meet the latest service requirements<li data-bbox="582 295 952 391">● cope with job transition and redeployment for staff in individual grades

2

Equip staff with the skill, knowledge and ability to deliver an efficient service to the community

Civil servants need to have the skills, knowledge and ability to provide to the community the range and level of services which it expects. The Civil Service Training and Development Institute (CSTDI) together with departmental training schools provide extensive training and development programmes and advisory services.

We will assess our performance in respect of this KRA against the following indicator –

- Extent to which the Civil Service has been trained to meet service requirements. Our targets are:
 - (a) to conduct 80 updated and new training courses and schemes; and
 - (b) to enable 8 800 officers to benefit from these updated and new courses and schemes.

We will pursue the following initiative and target to deliver results in this area –

Initiative	Target
To develop an Internet version of the Electronic English-Chinese Glossary of Terms commonly used in government departments for use by civil servants and the public <i>(Official Languages Agency)</i>	To complete the project by September 2001

3

Promote a culture focused on achieving results

In order to serve the community effectively, the Civil Service must adopt a client-based and outcome-oriented approach to service provision. We consider that dedicated civil servants who have served the community well should become role models for the Civil Service at large. We therefore will promulgate the contributions made by these civil servants through the production and broadcasting of a TV series. This will help promote a positive spirit in that all civil servants will be encouraged to give their best in serving the community.

We will assess our performance in respect of this KRA against the following indicator –

- Extent to which the customer-focused culture may be enhanced. Our target is to encourage civil servants to provide quality services to members of the public.

We will pursue the following initiative and target to deliver results in this area –

Initiative	Target
To produce a 13-part TV series on dedicated civil servants serving the community <i>(Civil Service Bureau)</i>	To launch the TV series in late 2001

4

Uphold the integrity of the Civil Service

An honest, trustworthy and impartial Civil Service is a cornerstone of our society. We are committed to upholding the highest standards of honesty and integrity throughout the Civil Service.

We will assess our performance in respect of this KRA against the following indicators –

- Number of programmes organised to promote good conduct in the Civil Service. Our target is to organise 46 programmes.
- Extent to which disciplinary cases can be handled within prescribed timeframes. Our target is to shorten the processing time of disciplinary cases by up to three months.

We will pursue the following initiative and targets to deliver results in this area –

Initiative	Target
To promote civil service integrity jointly with the Independent Commission Against Corruption (ICAC) by assisting government departments to implement departmental integrity programmes <i>(Civil Service Bureau)</i>	<ul style="list-style-type: none">● To set up an electronic information and resource centre to facilitate departmental managers to access ethics development materials such as rules and regulations on integrity management in 2001-2002● To organise in conjunction with the ICAC workshops or experience sharing sessions for departmental managers on common integrity issues in 2001-2002

5

Promote staff well-being

A safe and healthy working environment is conducive to staff well-being and will enhance team spirit. We recognise that we must actively promote the safety and health of staff at work.

We will assess our performance in respect of this KRA against the following indicators –

- Extent to which injuries and accidents at work can be reduced through better awareness of health and safety issues. Our target is to organise at least four promotional activities in 2001.
- Extent to which Safety Management Systems are being introduced in the Civil Service. Our target is to provide support and assistance to all departments in the implementation of Safety Management Systems.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
To organise a series of experience sharing activities to encourage continuous improvement and to promote a culture on safety and health at work <i>(Civil Service Bureau (CSB))</i>	To organise experience sharing activities on a quarterly basis in 2001
To provide assistance to government departments for implementation of Safety Management Systems in the Civil Service <i>(CSB)</i>	To assist all government departments to implement and promote Safety Management Systems through the provision of consulting services, promotional activities and training in 2001

Management of the Civil Service

Detailed Progress

1

Modernise the policy and practice applicable to the management of the Civil Service

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative *	Target #	Present Position +
<p>To develop a Civil Service Provident Fund scheme as a new retirement benefits system for recruits to the Civil Service</p> <p><i>(Civil Service Bureau (CSB))</i></p>	<ul style="list-style-type: none"> To complete a consultancy study on the design of a Civil Service Provident Fund scheme 	<ul style="list-style-type: none"> We commissioned a consultancy study on the proposed Civil Service Provident Fund scheme in January 2000. The consultancy is to be undertaken in two stages — Stage 1 on study and design (6 months in duration), followed by a period of consultation with interested parties before proceeding to Stage 2 on implementation (4 months in duration). Stage 1 of the study has slipped owing to unforeseen complexity in the actuarial study of the existing pension schemes. We aim to complete the Stage 1 study within 2000.

* the bracketed information denotes the agency with lead responsibility for the initiative

the bracketed information denotes the year in which the target was set

+ the bracketed information denotes the status of the target

Initiative	Target	Present Position
	<ul style="list-style-type: none"> ● To take forward a Civil Service Provident Fund scheme for recruits (1999) 	<ul style="list-style-type: none"> ● Depending on the outcome of the consultation, we plan to commence Stage 2 of the study not later than the third quarter of 2001 for the scheme to be in place for recruits who have been offered appointment since June 2000. (Action in Progress: On Schedule)
<p>To modernise the appointments policy by introducing greater flexibility in the entry system (CSB)</p>	<ul style="list-style-type: none"> ● To complete consultations on the new entry system and appointment terms for recruits in different grades and departments (1999) 	<ul style="list-style-type: none"> ● We have completed the first stage consultation on Civil Service Reform on our initial proposals for the reform of the civil service entry and exit system in March to June 1999. We have also completed second stage consultation on Civil Service Reform on the detailed proposals for reforming the civil service entry system from August 1999 to February 2000. (Action Completed)

Initiative	Target	Present Position
	<ul style="list-style-type: none"> ● To formulate and promulgate guidelines and criteria for use of the new entry system and appointment terms <i>(1999)</i> 	<ul style="list-style-type: none"> ● We have implemented the new entry system for recruits with effect from 1 June 2000. This provides for a more flexible appointment system and appointment terms as well as greater flexibility for individual departments and grades. We have formulated guidelines and criteria for implementation of the new entry system and for departments and grades to seek flexibility under the system. We will continue to develop more detailed guidelines on individual areas. <i>(Action in Progress: On Schedule)</i>
	<ul style="list-style-type: none"> ● To complete a comprehensive review of the policy on the offer of pensionable, agreement and temporary terms by 1999 and to implement the proposed changes gradually, beginning from 1999 <i>(1998)</i> 	<ul style="list-style-type: none"> ● We have reviewed the policy on employment of temporary and short-term staff in late 1998 and promulgated a set of guidelines on the employment of non-civil service staff in January 1999 to provide greater flexibility to Heads of Departments to meet their service needs. <i>(Action Completed)</i>

Initiative	Target	Present Position
<p>To review the exit arrangements to meet present day circumstances (CSB)</p>	<ul style="list-style-type: none"> ● To formulate guidelines, criteria and mechanism for the Management-Initiated Retirement and the appropriate retirement packages ● To develop voluntary retirement arrangements ● To streamline the procedures for the removal of non-performers (1999) 	<ul style="list-style-type: none"> ● We have formulated and completed consultation on the proposed criteria, mechanism and retirement package for the Management-Initiated Retirement Scheme, and promulgated the detailed procedures for the scheme in September 2000. <i>(Action Completed)</i> ● A Voluntary Retirement Scheme was launched in July 2000 to invite eligible civil servants belonging to 59 designated grades where there is an identified or anticipated staff surplus to retire voluntarily with pension benefits and compensation. The Scheme is a one-off exercise with no pre-set quota on the number of applications to be approved. Officers who retire under the Scheme will leave the service from end-December 2000 onwards. <i>(Action Completed)</i> ● We have reviewed the existing procedures and drawn up streamlining proposals on the removal of non-performers. We will consult the staff sides on the proposals before implementation. <i>(Action in Progress: On Schedule)</i>

Initiative	Target	Present Position
<p>To update the policy and practices governing the payment of various job-related allowances and overtime and related allowances</p> <p><i>(CSB)</i></p>	<p>To complete a review and implement any changes</p> <p><i>(1999)</i></p>	<p>The CSB reviewed the overtime and related allowances and consulted staff sides on the outcome. The Standing Commission on Civil Service Salaries and Conditions of Service and the Standing Committee on Disciplined Services Salaries and Conditions of Service have also completed a review on civil service job-related allowances in June 2000. We will study the recommendations and consult staff and departmental management.</p> <p><i>(Action in Progress: On Schedule)</i></p>
<p>To ensure entry salaries and remuneration packages for recruits remain broadly comparable with those offered in the private sector</p> <p><i>(CSB)</i></p>	<ul style="list-style-type: none"> ● To introduce new mechanisms to ensure broad comparability between Civil Service and private sector entry pay ● To develop a new fringe benefits package for recruits <p><i>(1999)</i></p>	<ul style="list-style-type: none"> ● We have implemented the new starting salaries for both civilians and disciplined grades with effect from 1 April 2000. The new salaries now apply to all recruits and serving staff on transfer. ● On 1 June 2000 we introduced a new fringe benefits package for recruits to bring us more in line with the private sector. <p><i>(Action completed)</i></p>

Initiative	Target	Present Position
<p>To develop a strategy to streamline the provision of clerical services within Government (CSB)</p>	<ul style="list-style-type: none"> ● To develop a strategy by March 1999 ● To implement the strategy with effect from 2000 ● To assess regularly the effectiveness of the new strategy in meeting departments' needs for clerical services from 2000 (1998) 	<ul style="list-style-type: none"> ● We have developed a strategy in 1999 to streamline the provision of clerical services with a view to enhancing productivity and achieving savings of staff resources. <i>(Action Completed)</i> ● Through the streamlining of office practices and procedures, we have deleted some 250 clerical posts in 1999-2000, resulting in salary savings of \$41 million per annum. <i>(Action in Progress: On Schedule)</i> ● As part of the effort to reduce the civil service establishment by 10 000 over three years, some 600 vacancies/funded posts in the clerical grades have been identified for deletion/non-creation in 2000-2001. We anticipate further opportunities for achieving savings and streamlining the provision of clerical services when we have a clearer picture of the response to the Voluntary Retirement Scheme.

Initiative	Target	Present Position
		<ul style="list-style-type: none"> ● General Grades Consultative Committees (GGCC) have been set up in over 20 departments. The GGCCs have proved to be a very effective communication channel between staff and the management. We will continue to make the best use of this avenue to foster better staff relations and communications. <p><i>(Action in Progress: On Schedule)</i></p>
<p>To ensure that existing entry benchmarks are still comparable to those of the private sector</p> <p><i>(CSB)</i></p>	<p>To review in 1998 the system of qualification benchmarks</p> <p><i>(1997)</i></p>	<ul style="list-style-type: none"> ● We have accepted recommendations from the Standing Commission on Civil Service Salaries and Conditions of Service (the Standing Commission) to delink benchmarks from the annual pay adjustment and that benchmark reviews should be conducted every three to four years to ensure the benchmarks are kept in line with private sector pay in future, with an annual updating in the interim. ● We have already commissioned the Standing Commission to undertake the first annual updating exercise in June 2000.

Initiative	Target	Present Position
		<ul style="list-style-type: none"> ● In addition, to ensure the continued broad comparability in starting salaries between the Civil Service and the private sector, we have commissioned the Standing Commission to conduct a review of the Qualification Group (QG) groupings with a view to simplifying them by doing away with those QGs that consistently have had no comparisons with the private sector. The revised QG groupings have been in place since May 2000. <p><i>(Action Completed)</i></p>
<p>To set up a review board to advise the Chief Executive on certain representations addressed to him relating to appointment, dismissal and discipline of civil servants as he thinks fit</p> <p><i>(CSB)</i></p>	<p>To establish the framework for the review board in 1998</p> <p><i>(1997)</i></p>	<p>We have formulated the basic framework for the review board. We are now reviewing the framework in the light of the streamlined disciplinary procedures with a view to taking it forward after appropriate modifications.</p> <p><i>(Action in Progress: Under Review)</i></p>
<p>To develop a multi-skilled general support service to enable more effective deployment of staffing resources</p> <p><i>(CSB)</i></p>	<p>To develop a multi-skilled general support service in 1998</p> <p><i>(1997)</i></p>	<ul style="list-style-type: none"> ● Over 2 600 officers from Typist and Office Assistant grades had been appointed to fill Clerical Assistant (CA) posts. All Typist posts in general offices have been regraded to CA.

Initiative	Target	Present Position
		<ul style="list-style-type: none"> ● Some 2 100 personal computers and 2 200 software packages have been allocated to clerical and secretarial grades staff to facilitate effective delivery of supporting service. ● Over 22 000 computer training places have been offered to the clerical and secretarial grades staff. We will continue to provide new and advanced training courses to enhance their skills and ability in performing IT-related duties. ● 4 100 clerical staff have attained the requisite standard in English and/or Chinese word-processing skills for the award of incremental credit. <p><i>(Action Completed)</i></p>

2

Equip staff with the skill, knowledge and ability to deliver an efficient service to the community

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
<p>To facilitate bureaux/ departments to use more Chinese in their daily business</p> <p><i>(Official Languages Agency (OLA))</i></p>	<p>To provide Chinese samples of frequently used documents in daily administrative and personnel matters to bureaux/departments by September 2000</p> <p><i>(1999)</i></p>	<p>Some 100 samples have been provided to bureaux/ departments.</p> <p><i>(Action Completed)</i></p>
<p>To introduce greater diversification in training methods</p> <p><i>(Civil Service Training and Development Institute (CSTDI))</i></p>	<ul style="list-style-type: none"> ● To launch five web-based learning programmes for 5 000 trainees by September 2000 ● To install a video-conferencing system by September 2000 <p><i>(1999)</i></p>	<ul style="list-style-type: none"> ● Five web-based learning programmes have been launched through the Cyber Learning Centre for 8 000 trainees. ● A video-conferencing system was installed in November 1999, with three video conferences successfully conducted in December 1999, March and June 2000 respectively. <p><i>(Action Completed)</i></p>
<p>To enhance the capacity of the Civil Service to manage change, to cope with pressure and accept supervisory accountability</p> <p><i>(CSTDI)</i></p>	<ul style="list-style-type: none"> ● To organise programmes on change management for 1 500 participants by September 2000 	<ul style="list-style-type: none"> ● Change management programmes organised for 1 931 trainees.

Initiative	Target	Present Position
	<ul style="list-style-type: none"> ● To organise programmes on stress management for 1 500 participants by September 2000 ● To organise management training courses with emphasis on supervisory accountability for 2 500 participants and to publish a pamphlet on good practices for the manager by September 2000 <p>(1999)</p>	<ul style="list-style-type: none"> ● Stress management programmes organised for 1 602 trainees. ● Management training with emphasis on supervisory accountability organised for 3 871 trainees. A pamphlet on Good Practices of Effective Managers issued in September 2000. <p>(Action Completed)</p>
<p>To help departments set up a mechanism to chart and review progress in using Chinese in official business</p> <p>(OLA)</p>	<ul style="list-style-type: none"> ● To complete a full round of visits to departments by September 1999 to encourage and assist them to set up the mechanism ● To have 50% of departments implemented the mechanism by September 2000 <p>(1998)</p>	<ul style="list-style-type: none"> ● A full round of visits to all departments has been completed. ● Over 70% of departments have implemented the mechanism. <p>(Action Completed)</p>
<p>To enrich induction training programmes to instil Civil Service values</p> <p>(CSTDI)</p>	<ul style="list-style-type: none"> ● To design a new training package by April 1999 	<ul style="list-style-type: none"> ● A basic training package covering the Basic Law, core Civil Service values and government structure has been developed.

Initiative	Target	Present Position
	<ul style="list-style-type: none"> ● To introduce new packages to 3 000 trainees in 1999-2000 <i>(1998)</i> 	<ul style="list-style-type: none"> ● A train-the-trainer package on core values has been piloted in April 1999 and the package has been launched in mid-1999. The induction training package was introduced to 5 359 trainees. <i>(Action Completed)</i>
<p>To organise more exchanges with the private sector and other governments on management and public administration <i>(CSTDI)</i></p>	<p>To organise three large-scale seminars with international speakers and participants from the private sector and other governments in 1999-2000 <i>(1998)</i></p>	<p>Four seminars on Comparative Human Resources Management/ Human Resources Development Practices in the Public Sector were organised in January 1999, and a conference on leadership development with a Workshop on Change Management were organised jointly with the Hong Kong Institute of Human Resources Management in September 1999. Both events involved speakers from overseas and participants from private and public sectors. <i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To institutionalise the Secretariat attachment training scheme to provide better development opportunities for officers throughout Government</p> <p><i>(Civil Service Bureau)</i></p>	<ul style="list-style-type: none"> ● To complete a review of the current arrangement by early 1999 ● To promote the scheme to all departments in 1999-2000 <p><i>(1998)</i></p>	<ul style="list-style-type: none"> ● A review was conducted in February 1999. ● In 1999-2000, we have promoted the scheme to all departments and have arranged 18 departmental staff to work in different bureaux under the attachment scheme. We will continue to promote the scheme. <p><i>(Action Completed)</i></p>

3

Promote a culture focused on achieving results

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
<p>To introduce progressively elements of a performance-based reward system into the Civil Service</p> <p><i>(Civil Service Bureau (CSB))</i></p>	<p>To initiate trial schemes in selected departments and grades</p> <p><i>(1999)</i></p>	<p>Feedback at the first stage of the consultation suggests that our current increment system already provides the basis to reward good performers and identify under-performers. Thus, as a first step, we have asked department/grade management to be vigilant in the application of Civil Service Regulations in the granting of increments. We have also issued a circular to department/grade management to encourage them to adopt various performance management tools already in use elsewhere in the Civil Service. We are now actively considering introducing progressively elements of performance-based rewards into our system.</p> <p><i>(Action in Progress: On Schedule)</i></p>

Initiative	Target	Present Position
<p>To enhance professionalism in Human Resources Management (HRM) (CSB)</p>	<p>To enhance the HRM capacity of departments by engaging outside HRM experts in pilot departments by mid-2000 (1999)</p>	<ul style="list-style-type: none"> ● Pilot scheme on engaging outside experts in selected departments has been launched. ● A HRM expert was appointed in September 2000. <p><i>(Action Completed)</i></p>
<p>To publish more thematic guide books on key HRM issues including appointments, staff relations and staff motivation (CSB)</p>	<p>To publish three more guide books in 1999-2000 (1998)</p>	<ul style="list-style-type: none"> ● The guide books on staff relations and staff motivation have been published. ● Drafting of the guide book on appointments in 1999-2000 was put on hold pending the finalisation of the entry system for new recruits under the Civil Service Reform. ● We will review the drafting of the guide book on appointments with a view to publishing it in 2001. <p><i>(Action in Progress: Under Review)</i></p>
<p>To introduce a “Customer Service Award” scheme to further promote a quality service culture (CSB)</p>	<ul style="list-style-type: none"> ● To develop and publicise the scheme in mid-1999 ● To present the awards in late 1999 <p>(1998)</p>	<ul style="list-style-type: none"> ● The scheme was launched in August 1999. ● The awards were presented to winners and winning teams in January 2000. A Quality Service Enhancement Award Scheme will be introduced in 2000-2001. <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To promulgate a new performance measurement framework with the emphasis on achieving results</p> <p><i>(CSB/Efficiency Unit)</i></p>	<ul style="list-style-type: none"> ● To issue a guide on performance measurement by end-1998 ● To promote the new framework in 1999 and to get departments to adopt the new framework by 2000-2001 <p><i>(1998)</i></p>	<ul style="list-style-type: none"> ● A best practice guide on performance measurement was made available in the website of the Efficiency Unit in February 1999. <p><i>(Action Completed)</i></p> <ul style="list-style-type: none"> ● A Step-by-Step Guide to Performance Management was launched and issued to civil service managers in January 2000. We are implementing a programme of activities including organising facilitated workshops to assist managers to use the Guide. <p><i>(Action in Progress: On Schedule)</i></p>

4

Uphold the integrity of the Civil Service

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
<p>To streamline the processing of disciplinary cases in the Civil Service</p> <p><i>(Civil Service Bureau (CSB))</i></p>	<p>To set up an independent Standing Secretariat comprising dedicated and experienced officers to process disciplinary cases under the Public Service (Administration) Order 1997</p> <p><i>(1999)</i></p>	<p>An independent standing secretariat (Secretariat on Civil Service Discipline) was set up in April 2000 to centrally process disciplinary cases under the Public Service (Administration) Order.</p> <p><i>(Action Completed)</i></p>
<p>To conduct the second phase of the Civil Service Integrity Programme</p> <p><i>(CSB)</i></p>	<ul style="list-style-type: none"> ● To approach the remaining 46 departments and help them review or develop, where appropriate, their departmental guidelines on avoidance of conflict of interest in 2000-2001 ● To provide advice and support to the Independent Commission Against Corruption (ICAC) and Heads of Departments and Grades in organising training seminars on avoidance of conflict of interest in 2000-2001 <p><i>(1999)</i></p>	<ul style="list-style-type: none"> ● Seventeen Civil Service Bureau Circulars relating to conflict of interest and related Civil Service Regulations are currently under review for issue of updated guidelines in 2001. Meanwhile, visits to the remaining 46 departments to assist in reviewing or developing departmental guidelines are in progress. ● Eighty training seminars have been organised in departments as at end of September 2000. <p><i>(Action in Progress: On Schedule)</i></p>

Initiative	Target	Present Position
<p>To assist departments to draw up guidelines on the avoidance of conflict of interest situations (CSB)</p>	<ul style="list-style-type: none"> ● To reach out and help 20 departments review or develop their departmental guidelines on avoidance of conflict of interest in 1999-2000 ● To provide advice and support to the ICAC and Heads of Departments and Grades in organising 300 training seminars for staff on avoidance of conflict of interest in 1999-2000 <p>(1998)</p>	<ul style="list-style-type: none"> ● Twenty departments have reviewed/ developed departmental guidelines. Assistance to the remaining departments is being provided. ● Seven hundred and sixty-five training seminars for departments have been organised. <p>(Action Completed)</p>
<p>To review the integrity checking system to improve its transparency (CSB)</p>	<p>To complete the review on the integrity checking system by end-1998 (1997)</p>	<p>The review has been completed. We have formulated detailed guidelines and procedures with a view to putting them into practice to improve transparency. (Action Completed)</p>

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Promote staff well-being

To achieve results in this area, various initiatives have been undertaken in the past year. Details are set out below –

Initiative	Target	Present Position
To build an Internet homepage on Occupational Safety and Health <i>(Civil Service Bureau (CSB))</i>	To build the homepage to provide updated information on the subject in mid-2000 <i>(1999)</i>	The homepage was launched in July 2000. <i>(Action Completed)</i>
To provide auditing service on Safety Management Systems implemented by departments <i>(CSB)</i>	To introduce the auditing service in 2000 for the purpose of encouraging continuous improvement <i>(1999)</i>	Departments are being invited to participate in the programme. <i>(Action in Progress: On Schedule)</i>