

MESSAGE

Hong Kong's aim is to become Asia's world city which requires a transformation in the way we manage and deliver public services.

When opening a conference on "A Civil Service for Asia's World City" for senior civil servants earlier this year, the Chief Secretary for Administration underlined the Government's commitment to this transformation. She defined a clear vision of the way in which Government would manage and deliver public services by say 2005, that embraced four key elements - excellent customer service, managing for results by results, securing joined-up government, and achieving world-class productivity.



The Efficiency Unit (EU) co-ordinates and resources a programme of work to help deliver this vision. Although primary responsibility rests with policy secretaries, heads of departments and senior management across Government for the necessary improvements in services and productivity, the EU is committed to supporting all those involved in change with ideas, experience and practical assistance.

The last year has seen many of EU's programmes and initiatives come to fruition, thus moving forward the Serving the Community agenda. We have ensured that the second phase of the Enhanced Productivity Programme addresses the required step jump in Government performance. At the same time, Government is making increasing use of clear objectives, measures and targets to focus its efforts and resources on delivering defined outcomes for the community. Looking forward, exploiting technology (including the Internet) and leveraging private sector involvement will be priorities for the EU in the coming year.

A handwritten signature in black ink, appearing to read "Colin Sankey". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

(Colin Sankey)
Head, Efficiency Unit

Continuous Improvement in Public Services

**Policy Objective
and
Key Result Areas**

CONTINUOUS IMPROVEMENT IN PUBLIC SERVICES

Our Policy Objective is to promote a measurable transformation in the management and delivery of public services so that community needs are met in the most effective and efficient manner.

Overall Targets

In pursuing this objective, we target overall improvements in Government's customer service and productivity. We continued to work to develop overall measures which can be used to track improvements.

In the meantime, we have set targets in terms of the progress of the Serving the Community agenda, which include –

- Providing managers with the necessary tools, support and research of best practice to enable them to:
 - develop clear objectives, targets and performance measures
 - maintain high standards of customer service
 - optimise private sector involvement
 - exploit the potential of information technology
- Working with resource bureaux to increase the authority and flexibility to enable them to maximise the value from resources expended
- Building support across Government for the Serving the Community Programme

Progress

In drawing up this year's Policy Objective, we have reviewed the four Key Result Areas (KRAs) in the 1999 booklet, and have re-defined them to form three KRAs. This rationalisation presents a clearer flow of the work undertaken by the Efficiency Unit (EU). We have also incorporated appropriate initiatives on private sector involvement and corporatisation as

we have taken on these responsibilities from the Business and Services Promotion Unit (BSPU) now grouped under the Commerce and Industry Bureau.

We have continued to progress improvements in public services through our key programmes with particular success in respect of performance measurement. This has led to managers focusing much more on outputs and outcomes in a drive for productivity improvement and an increasing use of customer feedback to improve the quality of service.

We have also secured funding approval to proceed with a call centre project for environmental hazards and cleanliness. This project will target significant improvements in the quality and productivity of customer enquiries and complaints handling. The longer term vision is to expand this approach across Government. Many other smaller projects and enhancements have been implemented during the year and these are covered in more detail under the various KRAs and initiatives described in this booklet.

We also achieved the following progress in our three KRAs.

1 Identify opportunities

We continued to search for opportunities to increase public sector productivity in order to release more resources to meet community needs. To do this, we focused on three elements: opportunities to redirect resources to best effect in delivering Government's key policies and priorities; opportunities to re-engineer front line services to exploit new technologies and processes; and opportunities to draw lessons from the private sector and other governments on how to secure best value from support services.

We continued to expand our database of best practice in each area and are using EU's Internet web page as an effective interactive tool for collecting and disseminating information.

We hosted the Eastern Regional Organization for Public Administration (EROPA) Hong Kong Conference in October 2000, which was well attended by local and overseas participants in the Asia-Pacific region. The Conference provided a useful forum to share best practice in the management and delivery of public services. It allowed us to spread the Public Sector Reform (PSR) messages to the

Hong Kong civil servants attending and to build further contacts with other governments.

We have identified a number of opportunities to bring together new technology and private sector involvement, including corporatisation, as a means of transforming the way we deliver services. We also continue to explore with the Information Technology and Broadcasting Bureau a wide range of e-Government opportunities now being opened up by technology. The potential for significant further improvement by applying such emerging techniques is large and exciting.

2 Develop proposals and secure support

Three Fundamental Expenditure Reviews (FERs) have been completed with EU's support. These have taken a top down policy-driven approach, focusing on what Government is really trying to achieve in each area, and the most effective strategies and resource allocation to maximise results. Such reviews have revealed significant opportunities to redirect resources to better effect and more are planned in future.

Feasibility studies were conducted into the benefits of institutional change for a number of departments as well as the opportunities for increasing the visibility of full costs within Government as a tool to help managers maximise value for money. We will continue to focus on increasing the visibility of costs to departments particularly in respect of support services and accommodation.

We have also assisted a number of departments in developing proposals to facilitate greater private sector participation in the delivery of services. We will continue to support and encourage departments to explore outsourcing options to enhance productivity and service quality.

Effective communications to build awareness of the need for improvement, and support for PSR, remain a key element of EU's programme. This year we used the outcome of an earlier communications review as the basis for developing a structured Government-wide Communications Programme. The programme, to be applied to all projects launched by the EU, helps us to target our efforts in terms of objectives, messages, audiences and media. The conference on "A Civil Service for Asia's World City" in the first week of the new millennium was a major element of our

communications effort. We were also able to use the EROPA Hong Kong Conference in October 2000 to great effect.

3 Implement programmes and monitor results

The ultimate measure of success for this KRA is evidence that the proposals we have implemented have led to an improvement in customer service and productivity, and thus contributed to the achievement of the overall Policy Objective. One way in which we seek to measure this success is to conduct post-implementation review of various improvement initiatives to see if planned improvements have filtered through into practice.

Last year we reviewed bureaux' and departments' response to the Target-based Management Process (TMP) and the Performance Review System and were pleasantly surprised at the extent to which both approaches are now being filtered into day-to-day management practice. Obviously there is still some way to go but it is clear that Government's thinking has moved much more towards setting objectives in output and outcome terms and monitoring performance against targets. We will continue to refine these systems in the light of feedback from users with a view to developing an Executive Information System.

We also started to roll out a user-friendly computer model to support departments in measuring customer satisfaction. Already eight departments are implementing the system and feedback is encouraging.

The conference on "A Civil Service for Asia's World City" was held in January 2000, followed by a series of seminars. All events were well attended and the key message of the need for a transformation in the management and delivery of public services was successfully communicated to departments.

We also issued a Step-by-Step Guide to Performance Measurement which has been well received by departments and are now in the process of following up with a range of seminars and workshops to lock in best practice.

On the wider front, the EU has assisted a number of departments in exploiting technologies in the delivery of services, including helping the Post Office to develop a public key infrastructure. This led to the Certification Authority coming into effect in end-January 2000.

In respect of the specific targets set in 1999 for various performance indicators, we are pleased to report that they have all been achieved. For major programmes that post-implementation reviews were conducted, 70% of bureaux and departments have rated our services as effective and helpful in improving the management and delivery of public services. Feedback on other projects has also been positive. In addition, more than 70% of bureaux and departments we worked with in the past year have either agreed to implement our recommendations; or have instituted other improvement measures in the light of our recommendations. Over 80% of our projects were completed on time and over 90% of them completed within budget.

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

Identify opportunities

The Efficiency Unit (EU) focuses its efforts on issues of particular concern to the community. We identify problems and opportunities by collecting information on current performance through surveys, through membership of high level groups, through a network of contacts across Government, and by responding to requests for assistance from policy bureaux and departments.

These opportunities and challenges whilst different from those facing the private sector and other governments, nonetheless have parallels in these sectors. The EU therefore monitors developments both within and outside Hong Kong, identifying approaches that have worked well and those that have not in order to assess what might work best in Hong Kong.

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

- Evidence of an active investigation of opportunities and a programme of proposed developments. Our target is to identify three new opportunities during 2001.

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

Initiative *	Target
To scope the potential of an Executive Information System to provide a hierarchy of performance information from Policy Objectives to departmental initiatives <i>(Efficiency Unit (EU))</i>	To complete study by June 2001

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

Initiative	Target
<p>To formulate a strategy for private sector involvement for the most efficient and effective delivery of services</p> <p><i>(EU)</i></p>	<p>To formulate strategy by March 2001</p>
<p>To work with the Information Technology and Broadcasting Bureau (ITBB) to formulate a strategy for the innovative use of technology to radically improve the way services are managed and delivered</p> <p><i>(ITBB/EU)</i></p>	<p>To formulate strategy by March 2001</p>
<p>To identify further opportunities to improve customer service and raise public sector productivity through best practice and stocktaking studies</p> <p><i>(EU)</i></p>	<p>To conduct three studies during 2001</p>

Having identified problems and opportunities, and reviewed the potential application of best practices, the next step is to develop the broad direction and specific proposals to further improve public services. This requires the EU to demonstrate what can be achieved, how it can be achieved, and ensure that line management can take ownership of the project.

The EU also needs to ensure that more general levels of enthusiasm for public sector reform are maintained by communicating well with bureaux and departments, and by ensuring that appropriate support is available.

To achieve continuous improvement in the management and delivery of public services, the following programmes of work have been developed –

- **Managing for Results** : to clarify objectives and priorities, focus on results, ensure delivery of outcomes for the community, and measure performance
- **Enhanced Productivity Programme** : to achieve a lasting improvement in civil service productivity
- **Customer Service Programme** : to better understand customers' needs and improve the quality and timeliness of response
- **Private Sector Involvement Programme** : to optimise the private sector's contribution to service delivery to meet community needs
- **A Government-wide Communications Programme** : to build and maintain levels of enthusiasm and support the **Serving the Community Programme**

The EU acts as lead or facilitator for these programmes under high-level sponsorship, managing progress and piloting solutions before wider roll out. This ensures that the proposals are workable in practice, and that we have the hands-on experience to achieve successful implementation.

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

- Evidence of successful proposals leading to both immediate change and wide adoption of the current initiatives. Our target is to develop three proposals with potential for broader application.
- Evidence of the public sector being aware of and understanding the change programme. Our target is to confirm through reviews and surveys that there is general acceptance of the need for change.

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

Initiative	Target
To support the on-going programme of Fundamental Expenditure Reviews (FERs) of Policy Objectives to identify savings and re-deployment opportunities <i>(Efficiency Unit (EU))</i>	To support three further FERs by end-2001
To work with the Finance Bureau (FB) to develop proposals for transforming Government’s internal support services and to increase the visibility of costs to maximise value for money <i>(FB/EU)</i>	To develop two proposals by end-2001
To work with the FB and the Civil Service Bureau (CSB) to develop proposals for introducing institutional change and more management flexibility <i>(FB/CSB/EU)</i>	To develop three proposals by end-2001

Initiative	Target
<p>To work with the Information Technology and Broadcasting Bureau (ITBB) to develop e-Government proposals pursuing business applications</p> <p><i>(ITBB/EU)</i></p>	<p>To develop the first group of proposals by mid-2001</p>
<p>To develop proposals to extend the call centre concept beyond environmental hazards and cleanliness issues as a key driver to provide a life event (one-stop shop), customer-centric approach to service delivery</p> <p><i>(EU)</i></p>	<p>To develop proposals by end-2001</p>
<p>To develop a mechanism to assess public sector productivity to provide high level measures and targets</p> <p><i>(EU)</i></p>	<p>To develop mechanism by end-2001</p>
<p>To develop a mechanism for collection and collation of data on public sector productivity and community and customer satisfaction to provide an up-to-date picture on Government's performance</p> <p><i>(EU)</i></p>	<p>To develop mechanism by end-2001</p>
<p>To carry out surveys to assess the level of understanding and support for Public Sector Reform (PSR)</p> <p><i>(EU)</i></p>	<p>To complete surveys by end-2001</p>

Initiative	Target
<p>To develop new models and approaches for transforming the way the public and private sectors work together to deliver services</p> <p><i>(EU)</i></p>	<p>To develop two proposals during 2001</p>
<p>To develop outsourcing/contracting out proposals to optimise private sector involvement with a view to help containing the size of the civil service</p> <p><i>(EU)</i></p>	<p>To develop a range of proposals during 2001</p>

Successful implementation begins with developing sound solutions and building support and commitment. The Efficiency Unit (EU) has found its programme management approach to be most effective in terms of planning and implementation. Within each programme we have a mix of projects at scoping, development and implementation stages, brought together under clear objectives and accountability for delivery, and top level sponsorship within Government. Each project is delivered by a mixed project team including staff from the EU, the Management Services Agency and, where appropriate, consultant resources. The teams work in close partnership with respective policy bureaux and departments.

Our highest priority for implementation in the coming year will be the call centre, as well as following through proposals emerging from the earlier stages of the Enhanced Productivity Programme, and the Private Sector Involvement and the Managing for Results programmes. There are also a number of customer service initiatives being implemented during the year.

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

- Evidence of developed proposals being adopted. Our target is to ensure that 80% of such proposals are adopted.
- Evidence of proposals achieving the intended results. Our target is to evaluate all major proposals to confirm that the intended results are broadly achieved.

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

Initiative	Target
<p>To implement the communications strategy to build and maintain enthusiasm and support for continuous improvement in public services</p> <p><i>(Efficiency Unit (EU))</i></p>	<p>To apply the strategy to all programmes launched in 2001</p>
<p>To provide support to policy bureaux in refining performance measures and targets</p> <p><i>(EU)</i></p>	<p>To provide assistance to all seeking help in time for the 2001 Policy Address</p>
<p>To improve performance measurement across Government departments through a series of workshops</p> <p><i>(EU)</i></p>	<p>To organise six workshops by December 2001</p>
<p>To continue to implement models for measuring community and customer satisfaction</p> <p><i>(EU)</i></p>	<p>To extend the models to cover another 12 bureaux and departments by December 2001</p>
<p>To implement the Integrated Call Centre for Environmental Hazards and Cleanliness</p> <p><i>(EU)</i></p>	<p>To have the Call Centre operational for the first tranche of services by mid-2001 and fully operational by mid-2002</p>
<p>To promote awareness of and support for the Serving the Community Programme</p> <p><i>(EU)</i></p>	<p>To organise a Serving the Community Week by December 2001</p>

Initiative	Target
<p>To promote and recognise improvements in service quality and productivity through an awards scheme</p> <p><i>(EU)</i></p>	<p>To organise the second Performance Pledge Awards by June 2001</p>
<p>To set up a help desk to assist departments in undertaking outsourcing</p> <p><i>(Management Services Agency/EU)</i></p>	<p>To set up the service by March 2001</p>
<p>To take forward corporatisation of the Survey and Mapping Office</p> <p><i>(Lands Department/EU)</i></p>	<p>To introduce into the Legislative Council a bill on the corporatisation of the Survey and Mapping Office in 2001</p>
<p>To support the implementation of outsourcing projects</p> <p><i>(EU)</i></p>	<p>To implement a range of projects by end-2001</p>
<p>To continue to implement improvements in EU's Internet web page as a mechanism for promoting best practice in the management and delivery of public services</p> <p><i>(EU)</i></p>	<p>To achieve 10% increase in the number of hits to the web page</p>

Continuous Improvement in Public Services

Detailed Progress

1

Identify opportunities

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

Initiative *	Target #	Present Position +
To identify further opportunities to improve customer service and raise public sector productivity through best practice and stocktaking studies <i>(Efficiency Unit (EU))</i>	To conduct at least six best practice/ stocktaking studies <i>(1999)</i>	Six studies were conducted into accommodation, private sector involvement opportunities, e-Government, management assurance and audit, Government's storage and distribution functions. <i>(Action Completed)</i>
To identify suitable candidates for corporatisation <i>(EU)</i>	To identify two potential candidates within 2000 <i>(1999)</i>	Two potential candidates were identified. <i>(Action Completed)</i>
To launch a network to share best practice in the management and delivery of public services with selected governments across the Asia-Pacific <i>(EU)</i>	<ul style="list-style-type: none"> ● To inaugurate an active exchange through an Asia-Pacific Forum by mid-1999 ● To conduct benchmarking and best practice studies on at least three topics a year from 1999-2000 <i>(1998)</i>	<ul style="list-style-type: none"> ● We decided to bid for hosting the Eastern Regional Organization for Public Administration (EROPA) Conference which would be an ideal forum to share best practice on public sector management with other governments in the Asia-Pacific region.

* 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"> <li data-bbox="703 180 1002 767">● We hosted the EROPA Hong Kong Conference in October 2000. The Conference entitled “Developing Asia’s Public Services: Sharing Best Practice” explored the practical issues facing governments of the region as they seek to develop public services to meet the needs of their citizens. The event was well attended by both overseas and local participants including government officials, academia and practitioners of public administration. <li data-bbox="703 786 1002 1077">● Six studies have been conducted into accommodation, private sector involvement opportunities, e-Government, management assurance and audit, Government’s storage and distribution functions. <p data-bbox="703 1096 916 1125"><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To design and conduct surveys of satisfaction with public services (EU)</p>	<ul style="list-style-type: none"> ● To establish a range of surveys across Government and a mechanism for aggregating them by end-1999 ● To make available an up-to-date picture of community views from early 2000 (1998) 	<ul style="list-style-type: none"> ● The pilot studies to measure community satisfaction and customer satisfaction were completed and the survey processes have been refined for broader application. ● The mechanism for aggregating community and customer feedback has proved to be difficult, and we are exploring the best approach in providing an up-to-date picture of community views on Government's performance. ● This subject has been re-defined and included as an initiative in 2000 under KRA 2. <i>(Action Completed)</i>

2

Develop proposals and secure support

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 proposals for increasing the visibility of full costs within Government as a tool to help managers maximise value for money <i>(Efficiency Unit (EU))</i></p>	<p>To develop proposals by mid-2000 <i>(1999)</i></p>	<ul style="list-style-type: none"> ● Feasibility studies were conducted into the opportunities for increasing the visibility of full costs, particularly in respect of support services and accommodation. ● This subject will be followed up as an initiative in 2000 under KRA 2. <p><i>(Action Completed)</i></p>
<p>To examine Government-wide management information needs and develop proposals to improve knowledge management <i>(EU)</i></p>	<p>To develop proposals by mid-2000 <i>(1999)</i></p>	<ul style="list-style-type: none"> ● The development of proposals has been withheld pending a review of the scope and potential of an executive information system. ● This subject has been re-scheduled and included as an initiative on “Executive Information System” in 2000 under KRA 1. <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To support the on-going programme of Fundamental Expenditure Reviews (FERs) of Policy Objectives to identify savings/redeployment opportunities</p> <p>(EU)</p>	<ul style="list-style-type: none"> ● To complete three FERs by end-1999 ● To conduct three further FERs in 2000 <p>(1999)</p>	<ul style="list-style-type: none"> ● The first three FERs, with respect to planning and lands, tourism, and youth, were completed on schedule. ● Further candidates will be agreed. ● This subject will be followed up as an initiative in 2000 under KRA 2. <p>(Action Completed)</p>
<p>To develop programmes of work to transform Government's internal support services</p> <p>(EU)</p>	<p>To identify 10% savings/redeployment opportunities in each area reviewed</p> <p>(1999)</p>	<p>A number of studies were completed and the results presented to management. Significant scope for savings/redeployment was identified.</p> <p>(Action Completed)</p>
<p>To develop and pilot proposals for institutional change as a mechanism to sharpen accountability and increase resource management flexibility</p> <p>(EU)</p>	<p>To pilot institutional change in three departments/agencies by end-2000</p> <p>(1999)</p>	<ul style="list-style-type: none"> ● A number of feasibility studies were conducted into the benefits of institutional change for departments. We are progressing with three of them. ● This subject will be followed up as an initiative in 2000 under KRA 2. <p>(Action Completed)</p>

Initiative	Target	Present Position
<p>To review and consider the outcome of the consultancy study on options for efficient and cost-effective delivery of water supply services</p> <p><i>(Works Bureau/EU)</i></p>	<p>To complete the review and decide on the broad strategy by March 2000</p> <p><i>(1999)</i></p>	<p>In view of the complexity of the subjects concerned, more time is needed before a view can be taken on a long term strategy involving organisational change. Meanwhile, the Water Supplies Department is drawing up plans to improve its services and cost efficiency. Surplus staff identified will be retained and redeployed into growth areas.</p> <p><i>(Action in Progress: Behind Schedule)</i></p>
<p>To study the feasibility of greater private sector participation in the ticketing, promotion and venue booking of sports, cultural and performing arts events</p> <p><i>(Home Affairs Bureau/EU)</i></p>	<p>To complete the study within 2000</p> <p><i>(1999)</i></p>	<p>The study was completed. The Leisure and Cultural Services Department will phase out the government ticketing system in two stages. The first stage will be launched in October 2000.</p> <p><i>(Action Completed)</i></p>
<p>To conduct a feasibility study on corporatisation of the Survey and Mapping Office</p> <p><i>(Lands Department/EU)</i></p>	<p>To complete the study within 1999</p> <p><i>(1999)</i></p>	<p>The study was completed in 1999. Government is now taking forward the corporatisation proposal of the Survey and Mapping Office.</p> <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To put forward a specific proposal on corporatisation of a government department/unit <i>(EU)</i></p>	<p>To introduce the proposal within 2000 <i>(1999)</i></p>	<p>Government is now taking forward the corporatisation proposal of the Survey and Mapping Office. <i>(Action Completed)</i></p>
<p>To develop the EU's Internet web page as a mechanism for promoting best practice in the management and delivery of public services <i>(EU)</i></p>	<ul style="list-style-type: none"> ● To develop and promote the EU website more as an interactive tool by Spring 2000 ● To achieve 20% increase in number of hits to the best practices websites in 2000-2001 <p><i>(1999)</i></p>	<ul style="list-style-type: none"> ● The website was revamped in May 2000. ● The monthly average number of hits in 1999-2000 is 1 680. After the revamp in May 2000, the monthly average is 2 020, representing an increase of 20%. ● We will continue to monitor the number of hits, and has included a new target in the initiative in 2000 under KRA 3. <p><i>(Action Completed)</i></p>
<p>To promote innovation in the management and delivery of public services, including improved productivity through an awards scheme <i>(EU)</i></p>	<ul style="list-style-type: none"> ● To organise the second awards scheme by early 2001 ● To secure entries from a majority of departments <p><i>(1999)</i></p>	<ul style="list-style-type: none"> ● The Productivity Achievement Award Scheme was organised with more than 70 entries from 33 bureaux and departments. Results of the competition will be announced shortly, and presentation of the awards will be held later in the year. <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
	<ul style="list-style-type: none"> ● To have an awards scheme in place by end-1999 ● To secure at least ten entries to the awards scheme in the first year ● To devise a scale of improvements identified by projects entered into competition and develop a target for future years <p><i>(1998)</i></p>	<ul style="list-style-type: none"> ● The Awards for Performance Pledges 1999 were organised with the participation of all 63 departments publishing performance pledges. ● Progress on the Productivity Achievement Award Scheme is reported under the 1999 target above. <p><i>(Action Completed)</i></p>
<p>To publish information leaflets about transfer of public service and corporatisation</p> <p><i>(EU)</i></p>	<p>To publish the leaflets in 2000</p> <p><i>(1999)</i></p>	<p>A short guide on Private Sector Involvement in the Delivery of Public Services and information on corporatisation of the Survey and Mapping Office were published.</p> <p><i>(Action Completed)</i></p>
<p>To develop a structured EU communications strategy with bureaux/ departments</p> <p><i>(EU)</i></p>	<ul style="list-style-type: none"> ● To develop a clear strategy for communications by early 2000 ● To implement the strategy by mid-2000 <p><i>(1999)</i></p>	<ul style="list-style-type: none"> ● A full communications strategy was developed. ● The broad framework of the strategy is in place for adoption whenever a programme is launched. ● This subject will be followed up as an initiative in 2000 under KRA 3. <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To organise a seminar for middle and senior managers on transfer of services <i>(EU)</i></p>	<p>To conduct the seminar within 2000 <i>(1999)</i></p>	<p>A seminar was conducted for middle and senior managers in early 2000 with very encouraging response and active participation. <i>(Action Completed)</i></p>
<p>To develop and test improved models for the role, operation and resources of Resource Management Units (RMUs) in policy bureaux <i>(EU)</i></p>	<p>To develop and pilot the revised RMU role, operation and resources by July 1999 <i>(1998)</i></p>	<p>A pilot was successfully completed in one bureau, which showed the way forward for enhancing the effectiveness of RMUs. Model terms of reference have been drafted and promulgated to all bureaux. <i>(Action Completed)</i></p>
<ul style="list-style-type: none"> ● To organise seminars to encourage support and understanding of the improvement agenda amongst departmental directorate and staff ● To organise, promote and run a conference on continuous improvement in public services <i>(EU)</i> 	<ul style="list-style-type: none"> ● To organise seminars on a regular basis on the four key programmes to achieve continuous improvement in public services. Four seminars will be organised in 1999 ● To organise the conference in Autumn 1999 <i>(1998)</i> 	<p>The conference on “A Civil Service for Asia’s World City” was held in January 2000, followed by four seminars. The events were well attended by departmental directorate and staff and feedback has been very positive. <i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To organise and promote a second Serving the Community week (EU)</p>	<ul style="list-style-type: none"> ● To organise and run the events in Autumn 2000 ● To promote at least 80 linked events ● To have over 50 000 visitors attend the events <p>(1998)</p>	<ul style="list-style-type: none"> ● To ensure sufficient manpower support for organising the Eastern Regional Organization for Public Administration Hong Kong Conference which we hosted in October 2000, we decided to defer the event to 2001. ● This subject has been re-scheduled and included as an initiative in 2000 under KRA 3. <p>(Action Completed)</p>
<p>To promote greater private sector participation in the provision of elderly care services (Social Welfare Department/EU)</p>	<p>Completion within 1999 (1998)</p>	<p>The Enhanced Bought Place Scheme (EBPS) introduced in 1998 has proved successful in providing incentive for private residential care homes for the elderly to raise quality of service. The Department has purchased 3 250 places, 2 478 of which are under EBPS. The Department shall continue to purchase more places under the EBPS in future to augment the subvented residential care places.</p> <p>(Action Completed)</p>

Initiative	Target	Present Position
<p>To secure private sector participation in the licensing of drivers and vehicles</p> <p><i>(Transport Department/ EU)</i></p>	<p>Completion by 2001</p> <p><i>(1998)</i></p>	<p>The Department has undertaken a thorough review of the licensing operations with a view to enhancing efficiency and improving customer convenience. As a first step, the Department completed a Business Process Re-engineering study in July 2000. The study points to the need for an enhancement of information technology support. During the process, the Department will explore the possibility of a web-based open access computer model which will enable private sector participation.</p> <p><i>(Action in Progress: On Schedule)</i></p>

3

Implement programmes and monitor 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 implement an Integrated Call Centre for Environmental Hazards and Cleanliness <i>(Efficiency Unit (EU))</i></p>	<ul style="list-style-type: none"> ● To have the Call Centre operational by end-2000 ● To have the improved customer service processes fully in place by end-2001 <p><i>(1999)</i></p>	<ul style="list-style-type: none"> ● The time-table for the implementation of the Centre has been adjusted taking into account the time spent in seeking clearance of the proposal. The Centre will start operation to provide its first tranche of services by mid-2001, and will become fully operational by mid-2002. ● This subject has been re-scheduled and included as an initiative in 2000 under KRA 3. <p><i>(Action Completed)</i></p>
<p>To conduct a review of the implementation of the Target-based Management Process (TMP) to identify lessons learnt and inform planning for on-going support <i>(EU)</i></p>	<ul style="list-style-type: none"> ● To complete review by end-1999 ● To plan on-going support by end-1999 <p><i>(1999)</i></p>	<p>A post-implementation review of the TMP was completed. Issues raised in the review report were addressed.</p> <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To conduct a review of the implementation of the Performance Review System (PRS) and inform planning for on-going support</p> <p><i>(EU)</i></p>	<p>To complete review and plan on-going support by end-1999</p> <p><i>(1999)</i></p>	<p>A post-implementation of the PRS was completed. We have introduced some enhancements to the system and will continue to keep in view feedback from users on other improvement needs.</p> <p><i>(Action Completed)</i></p>
<p>To implement proposals arising from the review of the Management Services Agency (MSA)</p> <p><i>(MSA)</i></p>	<p>To implement proposals by mid-2000</p> <p><i>(1999)</i></p>	<p>The proposals have been implemented.</p> <p><i>(Action Completed)</i></p>
<p>To provide support to bureaux and departments in implementing changes emerging from the Enhanced Productivity Programme (EPP)</p> <p><i>(EU)</i></p>	<p>To provide support to 20 bureaux and departments</p> <p><i>(1999)</i></p>	<p>We have supported over 20 bureaux and departments in implementing changes.</p> <p><i>(Action Completed)</i></p>
<p>To outsource the meal preparation and delivery service for the elderly</p> <p><i>(Social Welfare Department/EU)</i></p>	<p>To implement the proposal within 2000</p> <p><i>(1999)</i></p>	<p>The Department has outsourced the meal service in nine districts. Initial assessment indicates that the outsourced services have adopted clear quality standards and are provided at lower per unit cost.</p> <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To outsource the maintenance of portable fire fighting equipment in government premises</p> <p><i>(Fire Services Department/EU)</i></p>	<p>To implement the proposal within 2000</p> <p><i>(1999)</i></p>	<p>The Department has contracted out the maintenance service with effect from April 2000.</p> <p><i>(Action Completed)</i></p>
<p>To design and implement a series of surveys to provide feedback on the Government's achievements against its stated Policy Objectives</p> <p><i>(EU)</i></p>	<p>By October 2000, to develop measures and collect data to allow community views, customer satisfaction and public sector productivity to be assessed across Government</p> <p><i>(1998)</i></p>	<ul style="list-style-type: none"> ● The pilot study measuring community satisfaction covering two Policy Objectives was completed. We are working with a number of bureaux and departments on extending the process to cover their Policy Objectives. We will follow this up as an initiative in 2000 under KRA 3. ● A model on measuring customer satisfaction has been implemented in eight departments. ● The development of measures on public sector productivity has proved to be difficult, and we have re-scheduled and included it as an initiative in 2000 under KRA 2. <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To promote and implement a model for measuring and improving customer service</p> <p><i>(EU)</i></p>	<p>To have at least eight departments adopting the model by mid-2000</p> <p><i>(1998)</i></p>	<ul style="list-style-type: none"> ● Eight departments are now implementing the model. ● Action is in hand to extend the model to cover more services in these departments and roll it out to more departments in 2001. ● This subject will be followed up as an initiative in 2000 under KRA 3. <p><i>(Action Completed)</i></p>
<p>To produce a practical step by step guide to performance measurement for departments</p> <p><i>(EU)</i></p>	<ul style="list-style-type: none"> ● To issue the guide by end-1998 ● To have at least 15 departments making active use of the guide by end-1999 <p><i>(1998)</i></p>	<ul style="list-style-type: none"> ● The Step-by-Step Guide to Performance Measurement was launched and issued to civil service managers in January 2000. About 30 bureaux and departments have indicated interest to attend the facilitated workshops which are designed to assist managers in using the Guide. ● This subject will be followed up as an initiative in 2000 under KRA 3. <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To re-focus MSA's effort on efficiency studies to support the EPP <i>(MSA)</i></p>	<p>To support Policy Secretaries and relevant departments in achieving targeted productivity improvements <i>(1998)</i></p>	<p>MSA has re-focused its efforts to support the EPP initiatives after discussion with bureaux and departments. <i>(Action Completed)</i></p>
<p>To transfer appropriate activities in the Intellectual Property Department to the private sector <i>(Intellectual Property Department/EU)</i></p>	<p>Completion by 2001 <i>(1998)</i></p>	<p>The Department has decided to outsource the functions of information technology management and electronic commerce. Tenders will be invited in October 2000 and it is hoped to award a contract in 2001. <i>(Action in Progress: On Schedule)</i></p>