

## *Civil Service Bureau*

In the past year, we have been working on 39 pledges, of which :

- we have completed 18;
- we are on schedule with ten; and
- we are pressing ahead with 11 on-going commitments.

The following sets out the detailed report for each main programme area.

### Management of the Civil Service

<i>Year</i>	<i>Pledge</i>	<i>Present Position</i>
<b>Action Completed</b>		
1997	1. To revise the structure and format of the Common Recruitment Examination in 1998 to enable better assessment of candidates, more effective use of resources, and to streamline the recruitment process.	The revised structure was introduced in the 1997 Common Recruitment Examination which has improved our effectiveness and efficiency in the screening of candidates.
1997	2. To step up efforts to employ the disabled in the Civil Service by conducting seminars and carrying out promotional visits to departments in 1998.	Seminars on management of disabled employees were organised in November and December 1997. Promotional visits to 30 departments have also been conducted in the past 12 months.
1997	3. To review in 1998 the mechanisms for the revision of the rate of allowance for the various housing benefits, and the need to retain some of the minor housing-related benefits.	The annual adjustment dates for the Home Purchase Allowance and Home Financing Allowance have been synchronised with effect from 1 April 1998. The review of Furniture and Domestic Appliances Allowances, the Air Conditioning Allowance and other minor housing-related allowances has been completed.

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| 1997 | 4. | To implement in 1998 an updated policy on the provision of school and leave passages.   | A new basis for revising the rates of Leave Passage Allowance was introduced on 1 January 1998. A School Passage Allowance was implemented on 1 July 1998 to replace the School Passage Ticketing System upon the termination of the Air Passage Agreement with the two airlines. |
| 1997 | 5. | To review the system on the declaration of interest and investments in 1998 to improve existing guidelines.                           | The review has been completed and detailed rules for implementation finalised. A circular announcing the revised system was issued in September 1998.   |
| 1997 | 6. | In 1998, to work with the Independent Commission Against Corruption (ICAC) to promote anti-corruption practices in the Civil Service. | A seminar jointly organised with the ICAC on “Maintaining Integrity in the Civil Service” for Heads of Departments and their directorate officers which was held in May 1998 was attended by some 300 senior officers.  |
| 1997 | 7. | To produce guide books on specific human resource management themes, including staff appraisal and discipline, in 1998.               | Two guide books, one on Staff Performance Management and the other on Civil Servants’ Guide to Good Practices have been produced and will be published by end 1998.   |
| 1997 | 8. | To provide for the on-line access to the Civil Service Regulations through the Government’s Local Area Network system in 1998.        | A data base was prepared and uploaded onto the Government’s Local Area Network on 1 January 1998.   |
| 1996 | 9. | In 1997-1998, to promote awareness of occupational safety and health in the Civil Service.  | Various promotional programmes including a fun day and exhibitions were held.   |

- 1995 10. To improve the staff appraisal system within the Civil Service by drawing on the experience of the core competencies appraisal system recently introduced for the Administrative Service.
- In the past 12 months, 18 grades or ranks have adopted the core competency based performance appraisal system. A total of 37 grades or ranks have adopted the system since 1995.

### Action in Progress : On Schedule

- 1997 11. To start to implement a new common set of terms of appointment and conditions of service for the Civil Service in 1998 to remove the existing differences between local and overseas terms of appointment, in line with present day circumstances.
- Staff have been consulted and are in support of proposals to implement the new common terms of appointment and conditions of service to new recruits. The new common terms will be implemented before the end of 1998.
- 1997 12. To review in 1998 the system of qualification benchmarks to ensure that existing entry benchmarks are still comparable to those of the private sector.
- The Standing Commission on Civil Service Salaries and Conditions of Service will be invited to conduct the benchmark survey before the end of 1998.
- 1997 13. To review in 1998 the policy on the suspension of pension for retired civil servants taking up post-retirement jobs in public organisations.
- The review has been completed and options for modifying the policy on the suspension of pension are being developed.
- 1997 14. To review the integrity checking system in 1998 to improve its transparency.
- Transparency measures are being developed. The review will be completed before the end of 1998.
- 1997 15. To set up in 1998 a review board to advise the Chief Executive (CE) on certain representations addressed to him relating to appointment, dismissal and discipline of civil servants as he thinks fit.
- Staff have been consulted. We have worked out a basic framework for the Review Board and the formulation of directions by the CE for the operation of the Board will be taken forward within 1998.

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| 1997 | 16. To develop a multi-skilled general support service in 1998 to enable more effective deployment of staffing resources.   | Up to the end of September 1998, over 2 300 officers had been appointed to fill Clerical Assistant (CA) posts regraded from Typist and Office Assistant grades. It is envisaged that all Typist posts in general offices will be regraded to CA by the end of 1998.<br><br>A three-year programme to equip and train most of the clerical staff to perform word-processing and computing duties was launched in April 1998 and up to the end of September 1998, 400 sets of computers and 4 000 computer training places had been provided. |
| 1997 | 17. To improve the performance measurement system within the Government in 1998 to make it more target and result-oriented.   | A pilot consultancy study on performance measurement has been completed and a best practice guide on performance management is nearing completion.  |
| 1995 | 18. To commission consultants to help selected departments develop their training programmes, improve their performance management systems and enhance career development of their staff. | Human Resources Management (HRM) reviews in the Immigration and Social Welfare Departments have been completed. The Transport Department and the Official Receiver's Office started work with the consultant in September 1998.   |

Good progress has been made with the following commitments in the past year. We will continue to work on them on an on-going basis.

- | <i>Year</i> | <i>Pledge</i>   |
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| 1995        | 19. To meet the senior management in each department regularly to review human resource management initiatives.   |
| 1995        | 20. To encourage home ownership amongst civil servants in order to promote a stable Civil Service and, at the same time, reduce the Government's long-term expenditure on housing benefits. |

- 1995 21. To monitor staff wastage, and assist and guide Heads of Departments in staff succession planning through half-yearly reviews to ensure that the staffing of departments is maintained at an optimal level.
- 1995 22. To refine recruitment requirements through such measures as giving wider recognition to non-Hong Kong degrees obtained by Hong Kong residents.
- 1995 23. To update the conditions of service to keep them in tune with modern practices.
- 1994 24. To delegate more authority to Heads of Departments.
- 1994 25. To introduce greater flexibility in the use of contract terms.
- 1992 26. To develop a customer-based service culture in the public sector and to achieve greater openness and accountability in the Government.

### Civil Service Training and Development

<i>Year</i>	<i>Pledge</i>	<i>Present Position</i>
<b>Action Completed</b>		
1997	1. To organise in 1998 a new high level leadership enhancement programme for senior officers to expand leadership and strategic management capacity.	The Leadership Enhancement and Development Programme conducted by the John F Kennedy School of Government of Harvard University was delivered in May 1998.
1997	2. To develop more customised training programmes on Chinese writing and Putonghua in 1998.	Customised courses on Chinese writing and Putonghua for about 2 600 and 900 trainees respectively have been provided in the 12 months ending 30 September 1998, compared to 2 300 and 740 trainees for the 12 months period ending September 1997.

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| 1997 | 3. | To intensify Chinese training for non-Chinese speaking officers in 1998 to enable them to use Chinese as a working language.   | 457 trainee places on courses on Cantonese and Chinese characters were provided in 1998. The Zhongshan University has been commissioned to organise a residential course for non-Chinese speaking officers in September 1998.   |
| 1997 | 4. | To supplement and reinforce classroom training with computer based training methodology and more use of the Internet in 1998.  | Ten self-learning booths have been set up and the self-learning package on the Basic Law has been redesigned as a computer based package.   |
| 1997 | 5. | To organise more China studies courses in 1998.  | Six courses at Tsinghua University have so far been organised in 1998 as compared with three within the whole year of 1997. 7 000 trainees, an increase of 700 more as compared with 1997, attended Civil Service Training and Development Institute (CSTDI) courses and seminars on China studies. |
| 1996 | 6. | Starting from 1997, to sponsor about 50 senior departmental officers a year to attend China studies training courses organised by local universities and institutions in addition to courses offered by the CSTDI. | 53 senior officers have been sponsored to attend China studies training courses organised by local institutes in the past 12 months.  |

Good progress has been made with the following commitments in the past year. We will continue to work on them on an on-going basis.

- | <i>Year</i> | <i>Pledge</i>  |
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| 1996        | 7. To improve human resource management among junior members of the Civil Service by stepping up training courses provided by the CSTDI. |
| 1994        | 8. To provide seminars on leadership skills and the management of change for management staff.   |
| 1993        | 9. To build up more contacts between Mainland and Hong Kong Government officials through work, visits and training courses.              |

<b>Use of Official Languages</b>
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<i>Year</i>	<i>Pledge</i>	<i>Present Position</i>
<b>Action Completed</b>		
1997	1. To launch in 1998 an experimental out-reach programme led by Chinese Language Officers to assist departments in their promotion of wider use of Chinese.	The out-reach programme was launched in five departments in the past 12 months. We will continue to explore other means to assist departments in their promotion of wider use of Chinese.
1997	2. In 1998, to develop and maintain a common Chinese character set for personal computer systems for use in the Civil Service to help electronic interchange of Chinese document files.	A common Chinese character set has been developed and criteria for acceptance of user-defined characters have been laid down.
<b>Action in Progress : On Schedule</b>		
1997	3. To translate the Civil Service Regulations into Chinese in 1998 to enable civil servants at all ranks to have a good understanding of the Regulations.	Translation of the main text and annex has been completed. Vetting will be completed in October for promulgation by the end of 1998.
1995	4. To start a three-year programme to provide the computer hardware, software and training necessary to facilitate the use of Chinese in communications with the public and in official business.	1 050 sets of equipment and 8 600 training places have been provided in the past 12 months. The three-year programme will conclude on 31 March 1999.