

4

Management of the Civil Service

Detailed Progress

I 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 †
To study and explore the feasibility of developing a new medical and dental benefits scheme for new recruits (Civil Service Bureau (CSB))	To complete the feasibility study by early 2003 (2001)	(Action in Progress : On Schedule)
To review the implementation of the Voluntary Retirement Scheme (CSB)	To complete the review by mid-2002 (2001)	(Action Completed)
To explore the feasibility of widening the use of a common language examination by different grades which recruit degree holders (CSB)	To complete the feasibility study by mid-2002 (2001)	(Action Completed)

* 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
<p>To strengthen training and development programmes to support the Civil Service Reform Initiatives, including training of staff for redeployment</p> <p><i>(CSB/Civil Service Training and Development Institute)</i></p>	<p>To launch a three-year programme from 2001-2002 to 2003-2004 to help civil servants to —</p> <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 ● develop the necessary skills and knowledge to meet the latest service requirements ● cope with job transition and redeployment for staff in individual grades <p><i>(2000)</i></p>	<p><i>(Action in Progress : On Schedule)</i></p>
<p>To develop a Civil Service Provident Fund scheme as a new retirement benefits system for recruits to the Civil Service</p> <p><i>(CSB)</i></p>	<ul style="list-style-type: none"> ● To complete a consultancy study on the design of a Civil Service Provident Fund scheme ● To take forward a Civil Service Provident Fund scheme for recruits <p><i>(1999)</i></p>	<p><i>(Action in Progress : On Schedule)</i></p>

Initiative	Target	Present Position
<p>To review the exit arrangements to meet present-day circumstances</p> <p>(CSB)</p>	<p>To streamline the procedures for the removal of non-performers</p> <p>(1999)</p>	<p><i>(Action in Progress : On Schedule)</i></p>
<p>To update the policy and practices governing the payment of various job-related allowances and overtime and related allowances</p> <p>(CSB)</p>	<p>To complete a review and implement any changes</p> <p>(1999)</p>	<p><i>(Action in Progress : On Schedule)</i></p>
<p>To develop a strategy to streamline the provision of clerical services within Government</p> <p>(CSB)</p>	<ul style="list-style-type: none"> ● 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 <p>(1998)</p>	<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>(CSB)</p>	<p>To establish the framework for the review board in 1998</p> <p>(1997)</p>	<p>The existing appeal channels are operating effectively and there is no immediate need to establish a standing review board. We shall keep the matter under review.</p> <p><i>(Action in Progress : Under Review)</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 year. Details are set out below —

Initiative	Target	Present Position
<p>To promulgate guidelines for departments and grades to draw up their annual training and development plan</p> <p><i>(Civil Service Bureau (CSB)/Civil Service Training and Development Institute (CSTDI))</i></p>	<p>To assist departments and grades to draw up their training and development plans by developing and promulgating a Guide on Formulation of Annual Training and Development Plan, and organising workshops and experience-sharing sessions in early 2002</p> <p><i>(2001)</i></p>	<p><i>(Action Completed)</i></p>
<p>To publish a Directorate Personal Development Guide to encourage directorate officers to draw up their Personal Development Plan so that they can lead by example the culture of continuous learning in the Civil Service</p> <p><i>(CSB/CSTDI)</i></p>	<p>To distribute a Personal Development Guide to all directorate officers by early 2002</p> <p><i>(2001)</i></p>	<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
To review civil service rules and procedures with a view to identifying further scope for delegation of authority on civil service management matters from the Civil Service Bureau to other bureaux/departments and for simplification/streamlining of procedures <i>(Civil Service Bureau (CSB))</i>	To complete the review in 2002 <i>(2001)</i>	<i>(Action Completed)</i>
To organise a “Customer Service Excellence Award” Scheme to further promote a quality service culture in the Civil Service <i>(CSB)</i>	To organise an award presentation cum exhibition in early 2002 <i>(2001)</i>	<i>(Action Completed)</i>
To produce a 13-part TV series on dedicated civil servants serving the community <i>(CSB)</i>	To launch the TV series in late 2001 <i>(2000)</i>	<i>(Action Completed)</i>

Initiative	Target	Present Position
<p>To introduce progressively elements of a performance-based reward system into the Civil Service</p> <p>(CSB)</p>	<p>To initiate trial schemes in selected departments and grades</p> <p>(1999)</p>	<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>Together with the Independent Commission Against Corruption (ICAC), to provide assistance to government departments to sustain a culture of probity through the civil service integrity management programme</p> <p><i>(Civil Service Bureau (CSB)/Independent Commission Against Corruption)</i></p>	<ul style="list-style-type: none"> ● To organise jointly with the ICAC a forum on current integrity challenges for senior government officials in 2002 ● In collaboration with the ICAC, to assist departments, through training programmes and publicity efforts in 2002 and 2003, to reinforce the culture of probity among civil servants <p><i>(2001)</i></p>	<p><i>(Action in Progress : On Schedule)</i></p>
<p>To explore the scope for further shortening the processing time of disciplinary cases</p> <p><i>(CSB)</i></p>	<p>To complete the review and implement further streamlined procedures in 2002</p> <p><i>(2001)</i></p>	<p><i>(Action Completed)</i></p>
<p>To review the existing performance management and disciplinary rules and introduce measures to enhance management responsibility at the supervisory level in the Civil Service</p> <p><i>(CSB)</i></p>	<p>To complete the review and implement measures in 2002</p> <p><i>(2001)</i></p>	<p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To promote civil service integrity jointly with the Independent Commission Against Corruption (ICAC) by assisting government departments to implement departmental integrity programmes</p> <p>(CSB)</p>	<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 <p>(2000)</p>	<p>(Action Completed)</p>

5 Promote staff well-being

To achieve results in this area, the following initiative has been undertaken in the past year. Details are set out below —

Initiative	Target	Present Position
To strengthen promotional programmes and training to enhance awareness of the importance of safety and health of staff at work <i>(Civil Service Bureau)</i>	To organise a series of seminars and exhibitions to enhance staff's awareness of job-related hazards and promote implementation of precautionary measures against potential hazards at work in 2002 <i>(2001)</i>	<i>(Action in Progress : On Schedule)</i>