

<b>Doc Type</b>	DC
<b>Paper No</b>	4/97
<b>Title</b>	Management Enhancement Programme Progress Report
<b>CONTENTS</b>	<p>DC 4/97</p> <p>THE HONG KONG HOUSING AUTHORITY</p> <p>Memorandum for the Development Committee</p> <p>Management Enhancement Programme Progress Report</p> <p>PURPOSE</p> <p>To inform Members of the progress of the Management Enhancement Programme (MEP) in the Housing Department (HD).</p> <p>BACKGROUND</p> <p>2. The Housing Authority (HA) endorsed the MEP Master Action Plan (MAP) and gave full support to its implementation at the meeting on 2 January 1997. In addition to sending a copy of the HA Paper on the MEP-MAP and an Executive Summary of the MAP to all HA Committee Members, a short presentation has been made at meetings of the Building, Commercial Properties, Management and Operations, Home Ownership, Human Resources and Finance Committees to brief members on actions being taken and to highlight the important role which each of the Committees has in delivery of the MEP.</p> <p>3. To mark the commencement of this unprecedented reform programme in HD, a launching ceremony was held at the HD Staff Club's Annual Dinner on 14 January 1997 which was officiated by the Chairman of the Housing Authority and the Director of Housing (D of H). About 1000 staff and guests, including HA and its Committee members, attended the function.</p> <p>MEP CO-ORDINATING COMMITTEE (MEPCC)</p> <p>4. To steer the reform exercise within the Department, the Management Enhancement Programme Co-ordinating Committee (MEPCC) was formed in January 1997 comprising representatives from various branches/divisions under the chairmanship of the D of H. Its composition and terms of reference are at Annex A. Under the MEPCC, 11 working groups with cross-disciplinary teams have been set up and details of their scope of work are set out in Annex B. The MEPCC meets regularly to steer and guide the work of these working groups and to ensure that the various initiatives move forward in the same direction.</p> <p>CASCADING OF HD's VISION, MISSION AND CORE VALUES</p> <p>5. Recognising the importance of "buying-in" staff, the directorate and senior professional officers of HD have through their attendance at a series of workshops obtained a shared understanding of HD's vision, mission and core values and the messages underlying them. A department-wide programme is now in progress to cascade the same message to each and every staff in the Department. This is done through a series of briefings by some 180 presenters selected from various divisions/sections/units. All presenters have been given guidance on how to customise the briefing materials to suit the circumstances in their set-up and use examples to illustrate their staff's participation in and contribution to the MEP. The presenters are also required to collect feedback from their staff after each briefing session. Publicity items like calendars, tent-cards, memo pads, posters and videos are also used to help promote the staff's awareness of the MEP. In parallel, we are continuing to explore further ways to strengthen staff feedback and involvement at all levels in the Department to the reform exercise.</p> <p>SUBMISSION TO HA COMMITTEES</p> <p>6. The working groups are working intensively on their respective reform initiatives and will progressively submit proposals to the MEPCC for deliberation after which they will be put to the relevant HA Committees for consideration. For example, draft financial objectives were put to the Finance Committee on 6 March 1997 for discussion; the draft HRM plan and strategic plan are expected to be ready for submission to the Human Resources Committee and Development Committee respectively around mid-1997.</p>

INFORMATION

7. This paper is presented for Members' information.

--0--0--0--

File Ref : HD/MEP/18

Date : 13 March 1997