

**THE HONG KONG HOUSING AUTHORITY**

**Memorandum for the Human Resources Committee**

**A Competency Framework for HRM in Housing Authority  
— An Update**

**PURPOSE**

The purpose of this paper is to report on the progress of competency development and applications in Housing Authority to-date.

**BACKGROUND**

2. At the HRC meeting held on 3 April 97, (Paper No. HRC 18/97) members endorsed a 7-phase and 3-stage approach for the competency framework for HRM in HA. 7 exercises are in progress/have been completed since. These are -

<u>Project</u>	<u>Grades</u>	<u>Progress</u>	<u>Date of Completion</u>
(1)	Housing Manager grade	Completed both core & functional competency profiling. <b>(Appendix I)</b>	Completed in 9/96 & 4/98
(2)	Directorate officers (AD and above)	Core competency profile developed. <b>(Appendix II)</b>	Completed in 2/97

(3)	Works professional grades	Core competency profile developed. <b>(Appendix III)</b> Functional competency profiling for selected grades (Civil Engineer/ Geotechnical Engineer/Land Surveyor/Quantity Surveyor)	Completed in 8/97  In progress
(4)	General & front-line staff	A customer service core competency profile was created to help staff focus on customer service skills. <b>(Appendix IV)</b>	Completed in 6/97
(5)	Site and supervisory staff	Core competency profiles for site staff (Works Supervisor and Technical Inspector grades) have just been completed and endorsed by Head of Grade and HBB. <b>(Appendix V)</b>	Completed in 11/98
(6)	Housing class (other grades)	Completed core competency profiling for junior grades. <b>(Appendix VI)</b>	Completed in 9/98
(7)	Other grades	To be determined	~

3. For each of the exercises, a 3-stage approach is adopted for competency development and applications -

stage I - creating core competency profiles  
creating functional competency profiles

stage II - applications in:  
recruitment & selection  
training & development

stage III - other areas of applications, including:  
performance management  
career development  
succession planning

4. The initial exercise was conducted by an external consultant, and the rest of projects were taken over and facilitated by staff of the T&D Centre. The methodologies used included a combination of job analysis methods, focus groups, and interviews with staff and their supervisors. Because of the special needs of different grades, there is slight variation in methods and applications for each exercise. The starting point is usually to brief/train-up the task-forces to study the job tasks to be performed by the respective incumbents, taking into consideration existing and future job needs, and to create competency profiles which reflect the key job skills and abilities required for effective discharge of the job roles and particular functions. Grade representatives have opportunities to provide input to these exercises and target staff are briefed and informed of different stages of development. The approved profiles are also communicated to staff on completion of each exercise.

## APPLICATIONS

5. Details of the applications to-date are highlighted hereunder -

Application Areas	Progress To-Date	Next Step
1. Recruitment & Selection	<ul style="list-style-type: none"><li>• Competency-based recruitment has been introduced to Housing Officer (HO) recruitment since 7/96. A validation exercise was held in 4/98 to review the results of competency-based recruitment of HOs. Interview ratings were found to correlate significantly with job performance ratings, indicating that competency-based interview is a valid predictor of competence on the job.</li><li>• Provided development assistance to particular functions on request. The functional profiles for Project Manager/ Deputy Project Manager were developed and a “Competency-based Interview Guide” for DPM selection was produced.</li></ul>	<ul style="list-style-type: none"><li>• In view of the favourable results, competency-based assessment will continue to be used for recruitment of HOs.</li><li>• Guidelines and training on competency-based approach will continue to be provided on a need basis.</li></ul>

<p>2. Training &amp; Development</p>	<ul style="list-style-type: none"><li>• Competency-based training needs analysis and programme design are being adopted to ensure that training will focus on enhancing the required job competencies. The training &amp; development programmes for staff are planned in accordance with the competency-based training roadmaps created for them. The core management and supervisory training programmes have been reviewed and revised accordingly.</li><li>• “A Guide to Competency-based Development” has been developed to assist staff in self directed development, facilitated by their supervisors.</li></ul>	<ul style="list-style-type: none"><li>• The Guide to Competency-based Development is being distributed in batches to the target staff groups with brief/briefing sessions for staff. This will complement the range of training programmes planned for them through the T&amp;D Centre.</li><li>• Briefings for HOs are planned to take place in staff seminars to be held in October to December 98</li></ul>
<p>3. Performance Management</p>	<ul style="list-style-type: none"><li>• The competency profiles for Directorate staff have been incorporated into a new Performance Management &amp; Development System (PMDS) for them.</li><li>• A pilot scheme for 6 directorate staff using the 360 degree feedback</li></ul>	<ul style="list-style-type: none"><li>• The PMDS for directorate staff will be reviewed after one year of implementation.</li><li>• The system would be introduced to directorate staff on a</li></ul>

	<p>system was launched in 11/97 aimed at helping directorate staff to identify development needs. A review of the project has also been completed in 3/98.</p> <ul style="list-style-type: none"> <li>• Briefing/training was launched in conjunction with the introduction of the new PMDS and competency-based development guide. Briefing sessions for directorate staff held in 9/98.</li> </ul>	<p>voluntary basis. Will continue to roll out the 360 degree feedback system on a voluntary basis.</p>
<p>4. Career Development &amp; Succession Planning</p>	<ul style="list-style-type: none"> <li>• The competency profiles developed for directorate officers are being promoted as reference to identify staff's short and long term potentials.</li> <li>• A "Career Development Guide" is under planning for staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to use profiles as reference in staff planning and succession planning exercise.</li> </ul>
<p>5. Staff Communications</p>	<ul style="list-style-type: none"> <li>• Consultation sessions for task forces were conducted in profiling stage. Briefing sessions for respective staff groups on approved profiles were held.</li> <li>• Articles and up-dated</li> </ul>	<ul style="list-style-type: none"> <li>• Will continue to organize various communication sessions to keep staff informed of stages of development and intended applications.</li> </ul>

	<p>news on the competency profiles were introduced in HRM Newsletters, as and when profiles are ready for announcement to staff.</p> <ul style="list-style-type: none"><li>• A brief on the profiles of HM grade was produced for staff communication in view of its large establishment.</li></ul>	
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## **FUTURE FOCUS**

6. Competency development involves the identification and drawing up of job profiles, highlights the desirable behaviours required for effective performance in various job roles, and provides means to ensure that staff are competent in current and higher job roles. The competency profiles developed will provide a dynamic tool and link-pin for human resource management. In HA, the main focus is on recruitment & selection, training & development, and performance management.

7. For posts selected for competency-based recruitment, the selection of suitable appointees will give regard to competencies required in those positions.

8. Training programme design will be competency-based, whenever appropriate, to enable staff to develop required knowledge, skills and abilities for effective performance. The major areas of application in training & development include -

(i) Competency-based training needs analysis -

Training & development will be based on the competency framework with regular assessment of staff's training needs against the competency profiles set for their grades. The results will be generated by identifying performance gaps against competency profiles created.

(ii) Building blocks for staff training and development -

Training review will be conducted from time to time, having regard to competency requirements for staff in different job roles. By refining training roadmaps of different levels, the review facilitates the development of appropriate training strategies and implementation programmes for staff as well as for resource planning and allocation.

9. The design of the new PMDS is based on objective setting and competency-based assessment. To assist the first launch of this new system for directorate officers and to promulgate key competencies, T&D Centre will continue to organize workshops for the target staff groups on writing work targets and using competencies for performance enhancement and staff development. For the preparation of the roll out of PMDS to other grades, the work target and competency-based assessment approach is being introduced in the in-house training courses to help staff understand the benefits of the new system.

10. In view of various changes in the HA external and internal environment, we will draw up a list of critical competencies for staff to enable them to focus on dimensions critical to the success of the grades and the organizations in the coming two years. Work has already started in this regard.

**ADVICE SOUGHT**

11. Members are invited to note the progress of development and applications to-date in regard to the competency framework for HRM in HA. Further reports will be made to the HRC based on progress of applications and HR and business results.

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**Competency Profiles for**  
**HM Grade**

## I. Core Competency Dimensions

Personal Skills	<ol style="list-style-type: none"> <li>1. Leadership</li> <li>2. Planning &amp; Organizing</li> <li>3. Problem Solving</li> <li>4. Decision Making</li> <li>5. Communication (Verbal &amp; Written)</li> <li>6. Social Skills</li> <li>7. Influence</li> <li>8. Initiative</li> <li>9. Motivation</li> </ol>
Task Skills	<ol style="list-style-type: none"> <li>10. Professional/Technical Knowledge &amp; Skills</li> <li>11. Resource Management</li> <li>12. Customer Service</li> <li>13. Information Management</li> <li>14. Budget Planning &amp; Control</li> <li>15. Crisis Management</li> </ol>
Organizational Alignment Skills	<ol style="list-style-type: none"> <li>16. Change Management</li> <li>17. Commitment</li> <li>18. Customer Focus</li> <li>19. Caring &amp; Sharing</li> </ol>

## II. Functional Competency Dimensions for

## (i) Estate Management Functions:

- |  |
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| <ol style="list-style-type: none"> <li>1. Tenancy Control &amp; Enforcement</li> <li>2. Property Management / Maintenance &amp; Improvement</li> <li>3. Environmental Management</li> <li>4. Community Building</li> </ol> |
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## (ii) Non-Estate Management Functions:

Common Dimensions	<ol style="list-style-type: none"> <li>1. Business Management</li> <li>2. Marketing / Promotion</li> <li>3. Policy Review &amp; Procedures Development</li> <li>4. Cross Discipline Co-ordination</li> </ol>
for AHO Division	<ol style="list-style-type: none"> <li>1. Housing Allocation</li> <li>2. Conveyancing Knowledge &amp; Skills</li> </ol>
for O&R Division	<ol style="list-style-type: none"> <li>1. Land Development &amp; Control</li> </ol>
for CP Division	<ol style="list-style-type: none"> <li>1. Contract Administration</li> <li>2. Building Design/Development</li> </ol>
for CSMP Division	<ol style="list-style-type: none"> <li>1. Information Technology Development</li> <li>2. Community Development</li> <li>3. Managing Outsource Services</li> </ol>

**Competency Profile for  
Directorate Staff (AD and above)**

## Core Competency Dimensions

Leadership & Direction	1. Leadership 2. Strategic Management
Managing Service and Operation	3. Professional & Multi-functional Competence 4. Objective Setting & Execution 5. Business Awareness
Change Management	6. Managing Change 7. Foresight & Planning 8. Decision Making 9. Crisis Management
Results & Performance Orientation	10. Responsibility & Accountability 11. Performance & Results Focus
Concern for Quality & Service	12. Concern for Service 13. Continuous Improvement 14. Innovation & Creativity
Managing Relationship & Teamwork	15. Communication (Verbal) 16. Communication (Written) 17. Political & External Awareness 18. Teamwork 19. Influence & Conflict Management
Managing Self & Use of Expertise	20. Personal Effectiveness 21. Resilience & Tenacity
Managing Resources	22. Resource Management 23. Managing Information Technology
Managing People	24. Staff Management 25. Staff Development
	26. Commitment 27. Customer Focus 28. Caring & Sharing

**Competency Profile for  
Works Professional Grades**

Core Competency Dimensions

Personal Skills	<ol style="list-style-type: none"> <li>1. Leadership</li> <li>2. Planning &amp; Organizing</li> <li>3. Problem Solving &amp; Decision Making</li> <li>4. Communication</li> <li>5. Time Management</li> <li>6. Innovation, Creativity &amp; Change Management</li> </ol>
Task Skills	<ol style="list-style-type: none"> <li>7. Professional &amp; Functional Competence</li> <li>8. Project Management</li> <li>9. Financial Management / Resource Management</li> <li>10. Staff Management</li> </ol>
Organizational Alignment Skills	<ol style="list-style-type: none"> <li>11. Team Work</li> <li>12. Concern for Quality</li> <li>13. Commitment</li> <li>14. Customer Focus</li> <li>15. Caring</li> </ol>

**Competency Profile for  
General & Front-Line Staff**

Core Competency Dimensions

1. Professional Spirit (專業精神)
2. Task Management (工作處理)
3. Problem Solving (解決問題)
4. Communication - Verbal (溝通技巧 - 說話)
5. Communication - Written (溝通技巧 - 書寫)
6. Crisis / Emergency Management (危機及緊急情況處理)
7. Continuous Improvement (不斷改進)
8. Motivation (積極進取)
9. Leadership (領導才能)
10. Teamwork (團隊精神)
11. Staff Management \* (管理下屬) \*
12. Commitment (盡心為本)
13. Customer Focus (顧客為本)
14. Caring (關懷為本)

\* Apply to staff with supervisory responsibilities.

**Competency Profiles for  
Site Staff (Works Supervisor and Technical Inspector Grades)**

Core Competency Dimensions for Works Supervisor Grades

Personal Skills	<ol style="list-style-type: none"> <li>1. Professional Spirit</li> <li>2. Technical Competence</li> <li>3. Problem Solving</li> <li>4. Teamwork</li> <li>5. Communication Skills</li> </ol>
Task Skills	<ol style="list-style-type: none"> <li>6. Concern for Quality</li> <li>7. Emergency Handling</li> <li>8. Task Management</li> </ol>
Organizational Alignment Skills	<ol style="list-style-type: none"> <li>9. Commitment</li> <li>10. Customer Focus</li> <li>11. Caring</li> </ol>

Core Competency Dimensions for Technical Inspector Grades

Personal Skills	<ol style="list-style-type: none"> <li>1. Leadership</li> <li>2. Staff Supervision</li> <li>3. Technical Competence</li> <li>4. Problem Solving</li> <li>5. Teamwork</li> <li>6. Communication</li> </ol>
Task Skills	<ol style="list-style-type: none"> <li>7. Concern for Quality</li> <li>8. Emergency Handling</li> <li>9. Task Management</li> <li>10. Resource Utilization</li> </ol>
Organizational Alignment Skills	<ol style="list-style-type: none"> <li>11. Commitment</li> <li>12. Customer Focus</li> <li>13. Caring</li> </ol>

**Competency Profile for  
Housing Class (Other Grades)**

## Core Competency Dimensions

Personal Skills	<ol style="list-style-type: none"> <li>1. Professional Spirit (專業精神)</li> <li>2. Leadership (領導才能)</li> <li>3. Communication (溝通技巧)</li> <li>4. Interpersonal Skills &amp; Teamwork (人際及團隊關係)</li> </ol>
Task Skills	<ol style="list-style-type: none"> <li>5. Task Management (工作處理)</li> <li>6. Decision Making &amp; Problem Solving (判斷及解決問題)</li> <li>7. Emergency Handling (突發事件處理)</li> <li>8. Handling of Tools &amp; Stores (工具及物料處理)</li> </ol>
Organization Alignment Skills	<ol style="list-style-type: none"> <li>9. Commitment (盡心為本)</li> <li>10. Customer Focus (顧客為本)</li> <li>11. Caring (關懷為本)</li> </ol>