

**THE HONG KONG HOUSING AUTHORITY**

**Memorandum for the Human Resources Committee**

**Development of Human Resource Management  
Key Performance Indicators**

**PURPOSE**

The purpose of this paper is to seek Members' endorsement of the proposed key performance indicators (KPIs) developed for the Human Resource Management (HRM) Plan Update for 1998/1999 and 1999/2000 (the Plan).

**BACKGROUND**

2. At the HRC meeting held on 7 May 1998, Members endorsed the Plan which aimed to provide focus for HRM planning and development in HA for 1998/1999 and 1999/2000. It was then agreed that specific HRM performance indicators should be developed for monitoring progress in implementing the initiatives under the six driver programmes of the Plan.

3. This paper sets out the proposed KPIs for the HRM initiatives in the Plan which will be used to monitor and measure our HR efforts.

**DEVELOPMENT OF KEY PERFORMANCE  
INDICATORS FOR THE HRM PLAN UPDATE**

4. Specific HRM performance indicators are developed as part of the evaluation framework to provide clear and practical methods for monitoring the progress and results of the Plan. Development of good performance indicators is integral to the implementation of the Plan, to ensure that the HRM initiatives being implemented are on course and that the target objectives are met. The following considerations are central to the selection of performance indicators -

- (a) they should be simple and the information so required should be easy to collect; and
- (b) they should, preferably, measure the intended results and outcome of the initiatives.

5. Using the above guiding principles, we have derived KPIs for the HRM initiatives of the six driver programmes. They broadly fall into four major categories as follows -

- (a) the HRM initiatives are developed/reviewed/completed and approved by our stakeholders e.g. HRC or Heads of Branches;
- (b) the HRM initiatives are implemented/accomplished according to planned objectives, targets and schedule;
- (c) the HRM initiatives that have been undertaken e.g. no of good-will visits; training or briefing sessions; meetings with staff etc; and
- (d) stakeholders'/staff's level of satisfaction or feedback by survey.

(a), (b) and (c) are measures of input, process and output respectively; and (d) presents the results and impact as represented by stakeholders' and staff's views of the usefulness and effectiveness of the HRM initiatives.

6. A table showing the proposed KPIs for the major HRM initiatives is at **Annex**.

## **MONITORING PROGRESS**

7. The success of the Plan will depend very much on structured implementation and regular review of the HRM initiatives. Under the planning process of the Plan, half-yearly reports will be produced for the HRC on the progress against each HRM initiative in the Plan and review achievements relating to the performance indicators. The next progress review will be the subject of a separate HRC paper to be submitted to Members at the next meeting in October 1998.

**ADVICE SOUGHT**

8. Members are invited to comment on and endorse the proposed KPIs for the HRM initiatives, as outlined in this paper.

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