

Enhancement of Performance Management and Staff Development

Performance management and staff development are two important aspects in managing and retaining employees and are central to the development of a competent, dedicated and performance-oriented work-force. With the trend of wider employment of contract staff in the organisation, we see the need to step up effort to improve the existing arrangements in these two areas.

I. Performance Management

2. The Department largely follows the civil service practices in administering performance management issues on contract staff. However, with the increasing number of contract staff employed by the Authority and given that the civil service procedures tend to be restrictive, and in some cases, long and cumbersome, we see the need to draw up a set of separate but simplified guidelines for the HA contract staff, encompassing staff supervision and guidance, performance appraisal, and management of sub-standard performance and discipline. Some of the key initiatives are listed below -

- (a) to introduce a new staff appraisal schedule for HA contract staff to complement the proposed introduction of a probationary requirement for all new appointees (see **Annex A**);
- (b) to draw up guidelines for handling cases of sub-standard performance with focus on extension of probation period and termination of service;
- (c) to introduce competency-based assessment approach in the performance management system to identify appraisees' potential for advancement and skill enhancement needs; and
- (d) to develop guidelines and administrative arrangements in dealing with disciplinary offences.

II. Staff Development

3. Given the fact that wider employment of contract staff in HA has already been in place, we see the need to look after the development interest of contract staff and to uphold their career equity. Our objective is to obtain the best of individuals through maximising their potential and in enhancing their productivity. Some of the key staff development initiatives include -

- (a) to develop posting guidelines and work out schedules of job rotation for various ranks of HA contract staff as appropriate;

- (b) to examine the career paths for those HA grades with established promotion links and arrange career-postings for the grade members to widen their exposure to different domains within their profession and thus enhance their advancement opportunities;
- (c) to step up job enrichment programme through posting and transfer, on-the-job training, special assignments/projects, and job-related training; and
- (d) to provide training and development programmes for contract staff in similar ways as for existing civil service staff so as to meet operational and job requirements.