

THE HONG KONG HOUSING AUTHORITY

Memorandum for the Human Resource Committee

Housing Authority Orientation Programme - Revised Programme Contents and Arrangements

PURPOSE

The purpose of this paper is to inform Members of the revised Orientation Programme for the newly joined staff of the Housing Authority (HA).

BACKGROUND

2. Since March 1997, the Training and Development Centre (T&DC) of HA has been organizing a one-day Orientation Programme for the newly joined staff (which include HA contract staff and seconded staff from other departments) with the objectives of helping them to know more about the Housing Authority and to instill the Values and Vision of HA into new comers. The contents of existing programme focus on HA Visions, Missions, Core Values; Structure of HA/HD, Businesses or Functions of the various Branches/Sections/Units; Human Resource Management Framework, Training and Development Opportunities; and Conditions of Service of HA contract staff. Up to February 2000, 78 classes of Orientation Programme were organized with around 1500 participants.

3. In addition to the one-day programme, newly recruited Housing Officers, Customer Service Assistants, Works Supervisors II, Technical Officers (AS) also attend grade-specific Vocational Induction Programmes (normally within one month from their joining date) which cover the essential vocational skills and knowledge needed to perform the job. Details of the above Vocational Induction Programmes are at **Appendix I**.

Deficiencies of Existing Programme

4. With the wider employment of HA contract staff who mostly have no civil service experience since late 1998, T&DC considers that the existing programme contents (as described in paragraphs 2 & 3 above) have not covered all the essential information a newly appointed HA staff should know. Currently staff serving the HA are in the main civil servants and therefore the existing Civil Service Rules and Regulations, Administrative Practices and Formats of Government Correspondences are still in use in handling the operations of the HA. Newly appointed officers therefore need to observe some of the above mentioned rules, regulations and practices. As the present contents of the Orientation Programme have not covered these aspects, supervisors of the new staff have to spend a lot of time to coach and orientate them with these basic information.

5. Another area of deficiency is the time for the newly appointed staff to attend the Orientation Training Programme. At present, the date of reporting for duty of HA new staff differs. Staff normally have to wait for about two months from their joining date before they can attend the programme as it is not cost-effective to organize a class with less than 20 new recruits. Thus, new staff cannot get the basic need-to-know information about HA as soon as they join the organization.

6. T&DC therefore proposes to revise the present Orientation Programme and the related arrangements in order to address the deficiencies mentioned above and the needs of different categories of staff.

THE REVISED ORIENTATION PROGRAMME

Learning Objectives

7. To enable the new staff to acquire all the essential information as soon as possible, we recommend revamping the programme into 5 modules to provide them with information in the following areas -

- Basic knowledge on the History, Business, Core Values and Properties of HA , etc ;
- Basic knowledge on Administrative Practices in Government which includes Types of Files, Filing Practices/Procedures, Government Security, Government Regulations and Administrative Support;

- Formats of Government/Departmental Correspondence and the basic Written Communication Skills; and
- Oral Communication on HA Job-related Putonghua.

The Revised Orientation Programme Contents

8. The details of the 5 modules are described below –

Module One :

General Orientation on HA through Self-learning mode (CD Rom or Web-based/3 hours)

This module is designed for all the newly joined staff. It is an interactive self-learning programme, which requires about 3 hours to go through it. It enables the new staff to know the history, business, structure, core values and properties of HA, the conditions of service, the human resource management framework, the training and development opportunities available, the various communication channels in HA and the persons to contact concerning these areas. Types of government regulations and brief introduction of the structure, the values, the basic law and the official languages policy of the HKSAR Government are also included in this programme.

Module Two :

Government Administrative Practices through Self-learning mode (CD Rom or Web-based/3 hours)

This module is designed for new staff on MPS 15 or below and with no previous civil service experience. It is an interactive programme produced by Civil Service Training Development Institute which aims to introduce to the new staff the basic job skills required for providing effective administrative support service to their supervisors. Contents include –

- Types and Format of Government Correspondence;
- Types of Files and Filing Practices/Procedures;
- Government Security when Handling Correspondence (in line with the Private Data Protection Ordinance); and

- Administrative Support Service to supervisors.

Module Three :

Communication on a) Written English and b) Chinese Government Correspondence (2 half-day classroom training)

This module is designed for new staff on MPS 16 or above and with no previous civil service experience. As HA is using the formats of Government Correspondence for inter and intra departmental communication, this module is to provide new staff with an overview of the different types and formats of government correspondences they may have to handle at work and to introduce the basic written communication skills. The classroom training sessions enable staff with the opportunities to have some writing practices and chances for discussion on written samples. It comprises two sub-modules –

- English Government Correspondence (half-day) and
- Chinese Government Correspondence (half-day)

Contents include –

- Types and Format of Government Correspondence;
- Government Security when Handling Correspondence;
- Principles of Effective Writing; and
- Writing Exercises.

Module Four :

Oral Communication on HA Job-related Putonghua through Self-learning mode (CD Rom or Web-based /24 hours)

This module is designed for new staff with such job needs. It is an interactive self-learning programme to enhance staff members' communication at work with our increasing Putonghua speaking customers/clients. This programme will only be distributed to new staff with operational needs and users have to be registered for programme monitoring and record purposes.

Contents include –

- Introduction of HA & HD;
- Selling our Businesses/Products in Putonghua;
- Estate Management Work Scenario Conversation with our customers;
- Frequently used expressions in Estate Management;
- Standard Telephone Putonghua;
- Work Jargons & Terminology;
- Review on Hanyu Pinyin; and
- Comparison between Putonghua & Cantonese Expressions, etc.

Module Five :

Orientation Review Session (half-day classroom training)

This module is designed for the newly joined staff . This session provides an opportunity for new staff to communicate with each other, raise questions after going through the Orientation Self-learning programmes and to meet the Management of HA to clarify concerned issues.

Contents include –

- Meeting the Management Representatives;
- Q and A session on Employment Terms & Conditions;
- Q & A session on Contents of Orientation CD-ROMs;
- Case studies on HA Core Values;
- Reinforcement on Customer Service Skills; and
- Q & A on Training and Development Opportunities.

————— (A summary table is at **Appendix II**)

Orientation Arrangements

9. After reporting for duty at the Appointment Section, new staff would then be sent to the T&DC where they would be briefed on their Orientation Programme and would be given the dates for those classroom training modules they need to attend. For self-learning modules, the usage, the target completion dates and the evaluation methods would also be explained to the new staff. The new staff are expected to complete satisfactorily within a specified duration the end-of-programme assessment exercises and return the assessment records to T&DC for consolidation and record purposes.

10. Following the briefing by T&DC, new staff will use the facilities provided at the T&DC at Headquarters to go through the self-learning module on HA Orientation Programme. After completion of this module, new staff will then report for duty to their respective Branches/Units.

11. On top of the revised Orientation Programme, line managers are expected to provide coaching and mentorship to their new staff in order to assist them to adjust and integrate into the new working environment.

— (Tables illustrating the arrangements are at **Appendix III**)

BENEFITS

12. With the implementation of the revised Orientation Programme, it will provide new staff and their supervisors with the following benefits -

- By going through the HA Orientation module on the first day, new staff will be able to acquire the basic knowledge on HA instantly and do not need to wait for one to two months to attend the Orientation Programme under the existing arrangement . New staff can also get hold of other need-to-know information on the day they report for duty. There are immediate benefits in time and speed for programme delivery;
- This self-learning mode of HA Orientation Programme is in line with our future trend of training that goes beyond classroom by using web-based mode or self-learning CD. This will save the training mandays in releasing staff to attend the training programmes and can be treated as an EPP initiative;

- It saves line-managers' time in briefing or training their new staff on basic information as a copy of the self-learning Orientation Programme would be given to every new officer; and
- New HA staff can know more about the Administrative Practices in Government and Formats of Government Correspondences. Acquiring such knowledge will enable them to take up their work quickly and discharge their duties more effectively and efficiently.

RECOMMENDED IMPLEMENTATION DATE

13. We propose to launch the revised Orientation Programme on 1 April 2000.

ADVICE SOUGHT

14. Members are invited to note the proposed revised Orientation Programme for the newly joined staff of HA as described in this Paper.

---0---0---0---

File Ref. : HD/TDC 3/125

Date : 9 March 2000

Grade-specific Vocational Induction Programmes

Target Participants	Duration	Brief Course Outline
Housing Officers	12.5 days	Module 1 - The HA's Vision, Mission and Core Values (*) - Human Resource Management in HD (*) - Housing Management Duties - Building Technology Module 2 - Customer Service Skills Workshop Module 3 - Hands-on Computer Training
Customer Service Assistants	2 days	- Organization and Work of Management Branch, Estate Office, Building Maintenance Staff and Estate Management Maintenance Section - Responsibilities of CSA - Customer Service at Counter and Over the Telephone - Behavioural Standards and Skills in Dealing with Customers - Common Building Materials and Terminology
All Staff Newly Posted to Works Divisions	1 day	- HD Policy - Mission and Objectives on Quality Assurance Management System - ISO 9001 Quality System Requirements - Quality System in Housing Department
Works Supervisors I & II (Construction)	5 days	- The Duties of WS and Working Relationship with others - Contract Administration - Site Activities, Rules and Safety Aspects - Building Defects: Causes, Effects and Remedies
All Newly Recruited Works Supervisors (Building Services)	9 days	- Pump and Plumbing - Air-conditioning - Code of Practice for Electricity (Wiring) Regulations - Circuit Protection

Technical Officers (Architectural)	4 days	<ul style="list-style-type: none"> - Organization Structure of the Development & Construction Branch and the Management Branch - Roles and Duties of a Technical Officer (Architectural)/ Technical Officer Trainee (Architectural) - Site Activities - Relevant Quality System Manuals
---------------------------------------	--------	---

(*) Remarks : These contents can be deleted after the implementation of the proposed revised Orientation Programme and the course duration might then be shortened in future.

Revised Programme Modules	Target Trainees	Methodology	Content Outline
Module One : General Orientation on the Housing Authority	All new staff	Self-learning by using CD/Web (workstations with multi-media facilities would be available at T&DC)	<ul style="list-style-type: none"> - HA/HD History/Business, Structure, Core Values & Properties - Customer & Quality Concepts - HRM Framework, T&D Opportunities in HA - Communication Channels in HA - Conditions of Service in HA - Brief information on Types of Government Regulations , the Structure , Values, Basic Law & the Official Languages Policy of the HKSAR Government
Module Two : Government Administrative Practices	New staff on MPS 15 or below & with no previous civil service experience	Self-learning by using CD/Web	<ul style="list-style-type: none"> - Types & Format of Government Correspondence - Types of Files , - Filing Practices & Procedures - Government Security when handling Correspondence - Administrative Support Service to supervisors

<p>Module Three: Communication on</p> <p>a) Written English Government Correspondence</p> <p>b) Written Chinese Government Correspondence</p>	<p>New staff on MPS 16 or above and with no previous civil service experience</p>	<p>2 half-day classroom training</p>	<ul style="list-style-type: none"> - Types & Format of Government Correspondence - Government Security when Handling Correspondence - Principles of Effective Writing & Writing Exercises
<p>Module Four: Oral Communication on HA Job-related Putonghua</p>	<p>New staff with such job needs</p>	<p>Self-learning by using CD/Web</p>	<ul style="list-style-type: none"> - Introduction of HA & HD - Selling our Business/ Products in Putonghua - Estate Management work Scenario - Conversation with our customers - Frequently used expressions in Estate management - Standard Telephone Putonghua - Work Jargons & Terminology - Review on Hanyu Pinyin - Comparison between Putonghua & Cantonese Expressions

<p>Module Five : Orientation Review Session</p>	<p>All new staff</p>	<p>Half-day classroom training</p>	<ul style="list-style-type: none"> - Meeting the Management - Q&A session on Employment Terms & Conditions - Q&A session on contents of HA Orientation CD Rom - Case Studies on Core Values - Reinforcement on Customer Service Skills - Review of T&D Opportunities - Review session to reinforce/refresh & clarify their learning on HA
---	----------------------	--	--

Tables illustrating Revised Orientation Programme Arrangements

Planned Activities for New Staff on the First Day they report for duty –	
●	Report for duty at the Appointment Section
●	Go to T&DC and to be briefed on the Orientation Programme
●	Receive the Orientation Programme Schedule (listing the dates of classroom training modules they need to attend and the target completion dates of self-learning modules)
●	Collect those self-learning modules (be briefed on the usage, evaluation method and completion dates)
●	Go through the self-learning HA Orientation Programme at facilities provided at the T&DC/Headquarters. After completion of this module, new staff will then report for duty to their respective Branches /Units

Orientation Programme Module Timetable

Module	Target Completion Date
I General Orientation on HA	Self-learning on first joining date
II Government Administrative Practices	Self-learning within 2 weeks from joining date. Expected to send back the evaluation assignment to T&DC after 2 weeks
III Communication on Written a)English & b)Chinese Government Correspondence	Arranged to attend within 2 months from joining date
IV Oral Communication on HA Job-Related Putonghua	Self-learning within 3 months from joining date. Expected to send back the evaluation assignment to T&DC after 3 months
V Orientation Review Session	Arranged to attend within 2 months from joining date