THE HONG KONG HOUSING AUTHORITY

Memorandum for the Human Resource Committee

**Human Resource Management Information System to Replace the
Personnel and Training Information System**

PURPOSE

To inform Members of the development of the new Human Resource Management Information System (HRMIS) which is to replace the existing Personnel and Training Information System (PATIS).

BACKGROUND

2.	PATIS was set up in May 1990 to provide a centralized information system on personnel and training records for about 15,000 staff in the Department. The existing system serves as a record maintenance and retrieval system for the following information –

- Personal Particulars
- Establishment & Strength Information
- Postings and Appointments History
- Disciplinary and Staff Appraisal Report Information
- Housing Benefit, Allowance and Staff Awards Information
- Agreement/Contract Information
- Training Information

SYSTEM DEFICIENCIES AND PROBLEMS OF PATIS

3.	Although subsequent enhancements have been made to PATIS by the Computer Division since its set up, users have, in their daily operation, encountered various problems and system deficiencies which cannot be solved by system enhancements. These include –

(a)	the current system is merely a record keeping system, incapable of performing analysis on information it keeps to facilitate senior management in planning and making decisions on human resource issues;

(b)	the non-graphical interface of the current system is not user-friendly. It also lacks a user-friendly and easy-to-use system navigator for ad hoc data retrieval and reports generation. Structured Query Language (SQL) commands which are complicated and hard to learn for non-computer professionals have to be used to retrieve specific groups of data and generate special reports. This has deterred users from fully using the system in their daily work;

(c)	the current system has very limited expandability on interfacing or merging with other related computer systems in the Department, resulting in data inconsistency amongst these databases and duplication of efforts in data inputting and updating; and

(d)	the current system does not support Chinese characters and imaging function. With the latter deficiency, it is incapable of incorporating staff's photos and records of documents which are not in electronic format.

4.		It is our aim to be a leading public organization in human resource management with the best practices and systems in place to facilitate the management of our people asset. The Department is planning to develop an integrated HRM information system which can make better use of information technology to provide a higher range and scope of information for performing human resource management functions including enhancing personnel and training services, and facilitate the use of a workflow approach for future HRM development. The new HRMIS will overcome the existing limitations of PATIS, provide greater capacity for data handling and analysis, and facilitate manpower planning, succession planning, performance management and staff training and development. A new HRMIS is required to cater for additional HR related user requirements and meet new scope of human resource management and service needs and provide a shared platform to manage HR information over a secured Web.

DELIVERABLES

5.		We expect the HRMIS to be able to provide new/enhanced features and functions which include –

(a)	keeping the competency profiles of individual officers so that some analysis like comparison against the competency profiles of individual grade and special jobs and functions can be made, hence allowing the management to access to information on the training need of a particular grade or staff group;

(b)	allowing the management to manage performance of staff by identifying weakness and deficiency in the performance or competency level of staff as compared with the competency profiles of their jobs thus facilitating career planning for the officers concerned. It will also provide linkage for staff to access to relevant training information available in the Department;

(c)   facilitating manpower and succession planning by identifying potential candidates for key positions in the Department with reference to age, experience, posting history and the competency profiles of individual officers and staff groups. It will also provide "what if" scenario analysis on all the staff affected for the planned successions provided;

(d)   performing analysis of training output by various dimensions, say by training type, staff grades, Branches and Divisions, trends over the years to facilitate the management to draw up training plans for individual grades and to better allocate training resources; and

(e)   automating office workflow and procedures by forwarding and bringing up cases requiring action to the action officers electronically. Typical fields of work which may make use of the feature include administration matters for new recruits and officers leaving the Department, course enrollments and training class scheduling, and processing of acting appointments, leave applications of contract and temporary staff and disciplinary cases.

PROJECT IMPLEMENTATION PLAN

6.   We have set out a project implementation plan at **Annex A**. The project will be implemented in stages and the first stage is expected to commence in December 2000, with a post-implementation review to be conducted in February 2001. A 5-year time frame (Up to 2005) has been set for the full implementation of the HRMIS. In a smooth transition between the HRMIS and PATIS, the new system will be adopted by phases, first in HAHQ Offices (Corporate Services Branch, Finance and Accounting Branch, Corporate Strategy Unit, the Director's Office) and the Development and Construction Branch, before implementation in other Business Branches.

FINANCIAL IMPLICATIONS

7. It is estimated that the total five-year costs for implementation of a brand-new system are $20M, representing a non-recurrent cost of $14.2M (including the first year recurrent cost) and an annual recurrent cost thereafter of $1.5M. The actual cost of acquiring the proposed system and services will depend on the result of the open tender exercise. A break-down of the cost estimates is at **Annex B**.

PROJECT STEER AND MANAGEMENT

8. The development of the HRMIS will be jointly owned by the Computer Division and Administration Division of Corporate Services Branch under the steer of a Project Steering Committee and a Project Management Working Group. The project will be open to tender.

THE WAY FORWARD

9. An open tender inviting external contractors for the design and implementation of the new HRMIS to replace the PATIS will be issued in November 1999. The first stage implementation is expected to complete in around February 2001.

INFORMATION

10. This paper is issued for Members' information.

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