

## **THE HONG KONG HOUSING AUTHORITY**

### **Memorandum for the Human Resources Committee**

#### **Human Resource Management Plan Update 1998/1999 - 1999/2000**

#### **PURPOSE**

The purpose of this paper is to seek Members' endorsement of an updated version of Housing Authority's (HA) Human Resource Management (HRM) Plan which aims to provide focus for HRM planning and development in the next two years (1998/1999 to 1999/2000).

#### **BACKGROUND**

2. At the HRC meeting held on 10 July 1997, Members endorsed the first HA HRM Plan (the Plan) covering five years from 1997/1998 to 2001/2002. The Plan aims to help HA to achieve its mission and objectives through systematic design and implementation of HRM programmes. It also provides a focus on future HRM direction and major activities.

3. There have been substantial changes in the external and internal environment of HA during the development stage of the HRM Plan and since July 1997. We are facing new HR challenges with the announcement of the Chief Executive's (CE) housing pledges; the Tenants Purchase Scheme (TPS) and new management models which have substantial implications on HRM planning. Accordingly, Members endorsed at the last meeting on 5 February 1998 that we should review, up-date and prioritise the programmes included in our HRM Plan to take account of the latest organisational development and external challenges and to provide a close link with the business plans.

## **HRM OBJECTIVES**

4 The HRM objectives set out in the original Plan remain unchanged in this update but the focus of the initiatives will be sharpened on-

- a) Developing HRM systems and enhancing management processes that facilitate organisational restructuring, business orientation, and management effectiveness which will strengthen HA's ability to respond proactively to the changing external environment.
- b) Developing a customer-focused and people-oriented culture through devolution of suitable HRM functions to Business Branches, and better people management and development through line managers.
- c) Preparing the Department for change through better performance management, continuous improvement and learning, and improved staff communication.
- d) Developing staff competencies to sustain motivation and contribution, and align their performance towards change and meeting the corporate objectives.

## **THE CHANGING ENVIRONMENT**

5. The updated programmes have taken into account the following challenges in the external and internal environment of HA-

- a) The progress made in designing and implementing the HRM programmes and initiatives since the development of the HRM Plan.
- b) The CE's housing pledges, stepped up housing development programmes and the need to increase the production of new flats for both purchase and rental purposes.
- c) The implementation of TPS and the changing role of HA from tenancy management to home ownership and facilitator of housing services.
- d) Organisational changes since last year including the amalgamation of estate management and maintenance functions and the re-organisation

of the senior directorate to adopt a business and process management approach.

- e) The need to develop HR initiatives to enhance the organisational effectiveness and specifically enable the business branches to achieve their business objectives as laid down in the respective business plans.
- f) The changing job demands on staff with increasing need for skills in managing, facilitating, and coping with change and new job requirements.
- g) The concern of staff members to face change issues on different fronts.

## **IMPLICATIONS OF THE CHANGES**

6. Given the above-mentioned challenges, the updated programmes in the HRM Plan have placed emphasis on the need for the following-

- a) Better and more flexible manpower planning so that staff complement, structure and skills can reflect the changing work nature of HA.
- b) Improved change management and more importantly leadership for change capability so that enhancements can be made in strategic and business management, leading and facilitating change, and steering process/system and people alignment for change.
- c) Developing staff's continuous improvement, customer focus and team work competencies that emphasise result orientation.
- d) A performance management and development system which clearly links corporate objectives with individual objectives and which also systematically enhance organisational capability.
- e) Training that provides a strategic fit between business objectives and corporate direction and is an integral part of various Business and Supporting Services Branches' roll-out programmes for staff members.
- f) An internal communication system that effectively promotes corporate messages, involves line managers in direct communication with staff and provides active feedback from staff to senior management.

## **THE UPDATED HRM PLAN FOR 1998/99 AND 1999/2000**

7. An updating exercise has since been conducted along the above lines. The following six HRM programme areas which were endorsed at the last HRC meeting in February 1998 as the future priority of work will be the driver programmes in the next two years-

- (1) Strategic HRM Planning;
- (2) Change Management and Leadership for Culture Change;
- (3) Core Competency Development;
- (4) Performance Management;
- (5) Strategic Training; and
- (6) Staff Communication.

The updated Plan, which includes an overview, the programme description and key initiatives, is at **Annex**.

## **IMPLEMENTATION AND MONITORING**

8. The updated Plan forms the basis for continuing development and implementation of a range of new initiatives for HA in the light of further challenges that lie ahead. It is a living document and is subject to continuous review. Under the planning process and planning cycle of the Plan, half-yearly reports will be prepared for the HRC on the progress of the programmes and initiatives in the Plan. Specific HR performance indicators will be developed as part of the evaluation framework in order to provide a clear and practical method for measuring progress in implementing the Plan as well as each of the six driver programmes. This will be the subject of a separate HRC paper to be submitted for Members' consideration at the next meeting in July 1998.

## **STAFF COMMUNICATION**

9. The updated HRM Plan will be communicated to staff through various channels including the HR staff at corporate and branch levels, staff associations, grade management visits and meetings, HRM Newsletters etc. Copies of the updated Plan will be issued to all senior professionals and above. Individual HRM Plan programmes will incorporate an in-built staff communication process.

## **ADVICE SOUGHT**

10. At the HRC meeting to be held on 7 May 1998, Members will be invited to endorse the HRM Plan Update at **Annex**, having regard to the recent organisational development and emerging issues.

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