

THE HONG KONG HOUSING AUTHORITY

Memorandum for the Human Resources Committee

Human Resources Management Plan

PURPOSE

The purpose of this paper is to seek Members' endorsement of the draft Human Resources Management Plan (the Plan) of the Housing Authority (HA) at **Annex** and the HRM principles, objectives and strategies stated therein.

BACKGROUND

2. At the meeting held on 23 January 1997, Members endorsed a framework proposed in Paper No. HRC 3/97 for the development of an HRM Plan for the HA. Development of an HRM Plan is a major initiative identified in the Authority's Management Enhancement Programme (MEP) Master Action Plan (MAP).

3. An HRM Working Group to develop the HRM Plan was formed under the auspices of the MEP Co-ordinating Committee which is responsible for coordinating the implementation of the MAP in the Department.

THE PLAN

4. This is the first HRM Plan of HA. It will be a single document to which staff can make reference to the HA's initiatives on human resources management. The Plan sets out the HRM principles, objectives and strategies, and programmes and initiatives, we propose to carry out in 1997/98 and for the following four years up to 2001/02. It aims to help HA to achieve its Vision, Mission and Core Values and objectives through systematic design and

implementation of HRM programmes. The Plan is a living document and will be subject of continuous review.

5. As this is the first time that a strategic plan is formulated to set direction on people management, comprehensive information on guiding principles, objectives and strategies are laid down to provide a framework for focused attention.

A. HRM Principles, Objectives and Strategies

6. The HRM principles, objectives and strategies are set out in Pages 9 to 11 of the Plan. They were developed by the HRM Working Group having regard to HA's Vision, Mission and Core Values, the LTHS and the Department's strategic objectives which have also been set out in Pages 6 to 8 of the Plan.

B. Planned Programmes

7. A comprehensive list of the planned programmes is also included in the Plan. A large number of programmes is necessary given that the organization is undergoing an era of management enhancement and requires many related initiatives to support the change programmes. The following key driver programmes are highlighted:

Strategic HRM Planning (Page 17 & 18)

- (i) To develop a 5-year Corporate HRM Plan, ie this Plan (Initiative 1.1)
- (ii) To restructure Senior Directorate, set up open discipline project management teams, set up a Corporate Strategic Unit, and amalgamate estate management and maintenance functions (Initiative 1.5)
- (iii) To develop and strengthen grade management structure (Initiative 1.4)

Culture Change (Page 19 & 20)

- (i) To develop and promulgate Core Values competency profiles and incorporate in the new performance management and development system (Initiative 2.2.)
- (ii) To develop and launch orientation and induction programmes for staff alignment (Initiative 2.3)
- (iii) To develop customer service framework and implement training programmes (Initiative 2.4)
- (iv) To develop role of managers as ‘Coach’ (Initiative 2.6)

Leadership Development & Management Training (Pages 21, 28 & 29)

- (i) To develop leadership competency profiles for target staff groups (Initiative 3.1)
- (ii) To plan and implement leadership development, team building and strategic T& D programmes (Initiative 3.2)
- (iii) To develop role of managers in competency-based staff development and coaching (Initiative 7.3)

Performance Management and Development (Page 22 & 23)

- (i) To develop a performance management and development system incorporating the good practice of objective-setting, mid-year review, regular monitoring of performance, open assessment, feedback and development planning (Initiative 4.2.)
- (ii) To review existing performance appraisal system (Initiative 4.1)

- (iii) To develop and promote incentive schemes to recognise performance (Initiative 4.9) (Paper No. HRC 31/97 for discussion at this meeting)
- (iv) To review the existing disciplinary procedures (Initiative 4.11)

Core Competency Development (Page 24 & 25)

- (i) To develop competency profiles for major grades in planned stages (Initiative 5.1)
- (ii) To implement core competence profiles in areas of recruitment and selection, training and development, performance management, career development and succession planning. (Initiative 5.2)

Staff Relations and Communication (Page 34 & 35)

- (i) To review staff consultation and staff communication strategies (Initiative 10.1 & 10.2)
- (ii) To develop role of line managers in staff relations and communication.(Initiative 10.3)

8. Members are invited to note that some strategic issues relating to the Long Term Housing Strategy have yet to be determined, e.g. sale of flats to sitting tenants. The Plan will be modified to include programmes to attend to such HR issues as realignment of manpower requirement and staff capability to meet changing service needs arising from these strategic decisions.

EVALUATION OF THE PROGRAMMES

9. It is hoped that the programmes collectively will bring about a new culture and new profile for the organization over time. HA will become a customer-focused and people-oriented organisation. It will be Mission-driven

and more strategy and policy focused. It will also become more quality, service and process focused. Partnership, team work, commitment and performance driven will be the new culture which could all be evaluated against customers' satisfaction on our service. Specific Key Performance Indicators will be developed to assess the effectiveness of the Plan.

COMMUNICATION AND OWNERSHIP

10. As implementation of the programmes in the Plan requires the commitment and support of managers and staff, they will be facilitated for their respective roles (as set out in Pages 12 to 15 of the plan) by -

- (i) the issue of the HRM Plan as a guide for managers;
- (ii) the issue of an HRM booklet (a condensed version of the HRM plan) for staff;
- (iii) series of HRM articles in the staff newsletter; and
- (iv) HRM programmes/workshops/briefings to increase understanding and develop related skills for implementing the Plan.

Strategic initiatives have also been included within the programme areas to promote and devolve responsibility for people management to line managers. Training will be provided to support staff to undertake these responsibilities.

STAFF REACTIONS & STAFF CONSULTATION

11. Staff at the directorate level have been consulted on the draft Plan. Briefing sessions have also been arranged for senior professional staff as well as staff associations. Staff in general welcome the Plan. When the Plan is issued,

briefing sessions will be arranged to ensure that the Plan and the programmes included therein are clearly understood particularly by the line managers.

RESOURCE IMPLICATIONS

12. The Plan provides a framework for people management in HA. Work targets and action steps will be specified in detail in individual action plans when these are developed. As such, it is only possible to include broad indications on the resource requirements which are obvious even at this stage. These indications add up to about \$7.5 Mn. This figure does not include expenses for training related programmes which will be contained within the planned target of 3% of payroll which Members' endorsement had been obtained at the meeting on 23 January 1997 vide Paper No. HRC 4/97. Additional resource requirements arising from these programmes will be acquired through the normal budgetting process.

ADVICE SOUGHT

13. At the HRC meeting to be held on 10 July 1997, Members will be invited to endorse the HRM principles, objectives and strategies and the programmes and initiatives set out in the Plan.

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

File No.: HD 23/656/96

Date : 4 July 1997