

## **THE HONG KONG HOUSING AUTHORITY**

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

#### **Progress Report on Human Resource Management Plan Implementation**

#### **PURPOSE**

The purpose of this paper is to inform Members of the progress of implementation of the programmes and initiatives included in the Housing Authority's (HA) Human Resource Management (HRM) Plan Update (1998/1999 to 1999/2000).

#### **BACKGROUND**

2. HRM Plans are designed to be living, dynamic documents and are subject to continuous review to reflect the ever-changing internal and external environments. At the meeting on 10 July 1997, Members endorsed HA's first HRM Plan covering the five years from 1997/1998 to 2001/2002. Having regard to the emerging issues and changing circumstances since July 1997, Members endorsed, at the meeting on 7 May 1998, the first update of the HRM Plan (HRM Plan Update) which aims to provide focus for implementation and continuing development of a range of targeted HRM initiatives for HA from 1998/1999 to 1999/2000. In accordance with the planning process, half-yearly reports will be submitted to the Human Resources Committee (HRC) on the progress and the achievement made of the initiatives included in the six driver programmes of the HRM Plan Update.

#### **PROGRESS OF IMPLEMENTATION OF PLANNED PROGRAMMES**

3. All initiatives set out in the HRM Plan Update have been implemented according to planned objectives, targets and schedules. Major achievements over the past six months include -

- a) development of the manpower strategy for HA<sup>1</sup>;
- b) development of HRM key performance indicators (please see paragraph 4 below);
- c) development of strategy and framework for leadership for change;
- d) development of grade management strategies;
- e) development of competency profiles for Housing Manager Grade, professional grades and junior grades in housing class;
- f) development of a pilot Training and Development (T&D) Intranet Information System;
- g) stepping up publicity for the Staff Suggestions Scheme; and
- h) publishing of the HRM Plan Update (1998/1999 to 1999/2000), the T&D Handbook and the Guide to Competency-based Development.

## **MONITORING PROGRESS**

4. HRM key performance indicators (KPIs) endorsed by HRC at the meeting on 30 July 1998 have been used as part of the evaluation framework for monitoring and measuring progress/performance in implementing the initiatives included in the HRM Plan Update. The KPIs have been applied to monitor our HRM efforts except for that on stakeholders' and staff's views, the data of which will only be made available through reviews and/or surveys to be conducted at a later date upon completion of the respective initiatives. The up-to-date position of the major initiatives vis-à-vis their KPIs are highlighted at the **Annex**.

## **EVALUATION OF THE DEVELOPMENT OF THE PROGRAMMES**

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<sup>1</sup> The proposed manpower strategy for HA comprising initiatives on wider employment of HA contract staff, outsourcing, business process re-engineering, redeployment and training/retraining opportunities was endorsed by HRC at the meeting on 30 July 1998.

5. An annual evaluation of the overall development of the HRM programmes in the HRM Plan Update will be carried out in December 1998 and the findings of which will be the subject of a separate HRC paper to be submitted for HRC's consideration at the next meeting in February 1999.

## **INFORMATION**

6. This paper is issued for Members' information.

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