

**Up-to-date Position of the Implementation of Major Initiatives
in the HRM Plan Update**

All initiatives included in the HRM Plan Update have been/are being implemented smoothly as planned. The up-to-date position of the major initiatives are highlighted as follows:

Strategic HRM Planning

| Major Initiatives | Target Completion of the Initiative | Key Performance Indicators | Up-to-date Position |
|--|--|---|---|
| Strengthen grade management functions | 2Q 99/00 (Review progress) | <ul style="list-style-type: none"> • No. of goodwill visits, seminars, focus group discussions on grade development and career interviews with grade members • Staff's and management's feedback obtained by survey | <ul style="list-style-type: none"> • 90 goodwill visits and 7 meetings with the staff associations on grade management. |
| Enhance incentive and motivation schemes to recognise performance that is valued | 4Q 98/99 | <ul style="list-style-type: none"> • Implementation of programmes according to plan • Increase in number of suggestions received • Staff feedback obtained by survey | <ul style="list-style-type: none"> • "Customer service" is the theme for staff award programmes for 1998/99. In the year 1 corporate award programme and 15 branch award programmes have been organised. • 23 suggestions have been received from October 1998 to March 1999. |

| Major Initiatives | Target Completion of the Initiative | Key Performance Indicators | Up-to-date Position |
|--|-------------------------------------|--|--|
| Step up manpower planning and develop staff structures | 3Q 98/99 | <ul style="list-style-type: none"> • Manpower strategy developed • Manpower plan completed on schedule • Review of the terms and conditions of employment of HA staff completed on schedule | <ul style="list-style-type: none"> • Recruitment of HA contract staff at recruitmer ranks in progress; phasing-out programme being jointly worked out with Heads of Grade for gradual return of general grades and seconded staff to parent departments. • Review report on employment and management of HA contract staff completed. Recommendations of the review will be submitted for HRC's consideration in May 1999. • The opening up arrangements (to departmental disciplines) and a modified promotion mechanism for D3 and D2 posts in the four business branches were endorsed by HRC on 11 February 1999. |
| Devolution of HRM functions to Business Branches | 1Q 99/00 | <ul style="list-style-type: none"> • Shortening of process time /steps achieved after the setting up of BASs, e.g. in terms of man-days, turnaround time, no. of steps saved • Satisfaction level of customers to the services provided by BASs assessed by survey | Full devolution of training administration and responsibilities to business branches has been implemented with effect from 1 April 1999. |
| Monitor and evaluate implementation programmes | 4Q 98/99 and 4Q 99/00 | <ul style="list-style-type: none"> • Evaluation framework developed • The HR systems evaluation framework is applied annually | Annual evaluation of the current level of development and implementation of the HRM programmes was conducted by an external Consultant between December 1998 to January 1999. Findings of the evaluation reported to HRC in February 1999. |

Change Management and Leadership for Culture Change

| Major Initiatives | Target Completion of the Initiative | Key Performance Indicators | Up-to-date Position |
|--|-------------------------------------|--|--|
| Develop leadership for change strategy and change management and launch training for target staff groups | 4Q 99/00 (Review progress) | <ul style="list-style-type: none"> • No. of training programmes on leadership development for change management • Programme evaluation and effectiveness ratings | <ul style="list-style-type: none"> • Six leadership programmes to support change management have been developed. Scheduling for other leadership programmes is in progress |
| Roll out customer service programmes to Business Branches | 4Q 99/00 (Review progress) | <ul style="list-style-type: none"> • No. of programmes for front-line staff • No. of programmes for supervisors • Customer service resource kit developed and implemented • Customers' and stakeholders' feedback on programmes/projects | <ul style="list-style-type: none"> • In-house customer service workshops for middle managers, junior grades of Housin Class and clerical staff have been developed and delivered. Customer service training programme will continue to roll out to the target groups to address specific needs. • A "Service Enhancement Guide" will be developed to help service leaders and providers to enhance service awareness and master skills and techniques in promoting and delivering good service to the customers. |
| Develop new initiative to promulgate Core Values | 3Q 99/00 (Review progress) | <ul style="list-style-type: none"> • No. of new initiatives on core values • Staff's understanding and commitment to core values assessed by survey | <ul style="list-style-type: none"> • Core values are regularly promoted and promulgated at branch and corporate level through internal communication channels. • The production of the second episode of the staff relations video magazine completed and distributed in February 1999. • A new module of in-house supervisor management courses on customer service (on our Core Values) has been developed as a regular programme. |

| Major Initiatives | Target Completion of the Initiative | Key Performance Indicators | Up-to-date Position |
|--|-------------------------------------|--|--|
| Develop road shows to communicate change | 4Q 99/00 (Review progress) | <ul style="list-style-type: none"> • No. of communication programmes and briefing sessions • Managers' and staff's feedback obtained by survey | <ul style="list-style-type: none"> • Change messages are constantly built into workshops and seminars to communicate the change vision. • To facilitate cultural change, rationale of corporate planning has been cascaded to all levels of staff through the established communication channels and on-going outreach efforts made in the context of the Management Enhancement Programme (MEP). |
| | | | <ul style="list-style-type: none"> • To keep staff promptly abreast of developments of the consultancy study on Review of Private Sector Involvement (PSI) in estate management and maintenance services, an expanded communication plan was adopted in disseminating information about the consultancy report. These include video shows, issuing to each staff an information pack, uploading of the report on HA/HD Intranet, convening two open forum sessions, regular response to common questions and concerns raised through the weekly "Message from Director". • A new module of in-house supervisor management courses on "Supervisor as an Effectiveness Communicator" has been developed to support culture change and management transformation. |

| Major Initiatives | Target Completion of the Initiative | Key Performance Indicators | Up-to-date Position |
|---|--|---|--|
| Continue the launch of orientation and induction programmes for staff alignment | 3Q 98/99 | <ul style="list-style-type: none"> • Orientation resource kit for new staff developed • No. of orientation and induction programmes conducted • No. of new staff who understand the corporate direction and core values of HA assessed by survey | <ul style="list-style-type: none"> • Orientation resource kit has been complete and distributed to new staff members on their first day of reporting duty. • 22 orientation and inductions programme were held since 1 October 1998. |

Core Competency Development

| Major Initiatives | Target Completion of the Initiative | Key Performance Indicators | Up-to-date Position |
|---|-------------------------------------|---|--|
| Continue development of competency profiles for departmental grades | 1Q 99/00 | <ul style="list-style-type: none"> • Competency profiles developed for target staff groups • Validation, evaluation study and report on progress and applications | <ul style="list-style-type: none"> • The core competency profiles for Technicians and Survey Officers are being drafted and validated. |
| Implement competency-based assessment and development process in Performance Management and Development System (PMDS) | 4Q 99/00 | <ul style="list-style-type: none"> • No. of implementation programmes • Satisfaction level of managers and staff on competency-based PMDS assessed by survey | <ul style="list-style-type: none"> • To prepare for the roll out of PMDS to departmental officers at senior professional and professional levels for the reporting cycle starting from January 2000, work target and competency-based assessment approach have been covered in the in-house supervisor management and management development courses. |
| Develop communication initiatives to support application and development of key competencies | 3Q 98/99 | <ul style="list-style-type: none"> • No. of articles and briefings • Satisfaction level of staff on communication initiatives assessed by survey | <ul style="list-style-type: none"> • A “Guide to Competency-based Development” has been produced to help staff understand the competency-based development process for performance enhancement and self-development. A condensed Chinese version of the Guide is being prepared for junior grades of the Housing Class and Work Supervisor Grade. |

Performance Management

| Major Initiatives | Target Completion of the Initiative | Key Performance Indicators | Up-to-date Position |
|--|-------------------------------------|--|---|
| Launch and review Performance Management and Development system (PMDS) for departmental directorate officers | 1Q 99/00 | <ul style="list-style-type: none"> • Directorate staff develop work targets in PMDS • Production of an overall review report on the new PMDS, representing best practices • Staff's support and reaction to the new PMDS assessed by survey | <ul style="list-style-type: none"> • To prepare for the roll out of PMDS to departmental officers at senior professional and professional levels, "Management B Objective" and "Key Performance Indicators" concepts have been instilled in in-house management courses. • A brief on "Objective Setting and Competence Assessment" has been developed to facilitate senior professionals/managers to bridge over to the new PMDS concept. |
| Tackle problem of over assessment and under-performance | 1Q 99/00 (Step up training) | <ul style="list-style-type: none"> • Reduction in the number of under-performers • Decrease in over-assessment rating compared with previous years • No. of briefing/training sessions on performance management and coaching for supervisors | <ul style="list-style-type: none"> • 130 focus group discussions on performance management issues conducted. • Pre-assessment meeting to decide on maximum of 10% outstanding rating on the staff appraisal reports of the rank will be introduced in the Housing Manager rank in the reporting cycle ending 31 May 1999. • Performance management, coaching and feedback have been emphasised in in-house supervisory and management courses. |
| Implement succession planning process for senior directorate | on-going | <ul style="list-style-type: none"> • No. of individually planned career development programmes for selected officers | <ul style="list-style-type: none"> • Overseas and local management development programmes are being arranged for senior staff based on the recommendations of the succession plan. |

Strategic Training

| Major Initiatives | Target Completion of the Initiative | Key Performance Indicators | Up-to-date Position |
|---|-------------------------------------|--|---|
| Complete training review and needs analysis for target groups | 3Q 98/99 | <ul style="list-style-type: none"> • No. of training reviews • No. and range of new training and development (T&D) programmes developed | <ul style="list-style-type: none"> • A departmental training plan has been developed based on corporate strategies; training needs of departmental staff groups are a priority of respective business branches. |
| Plan and implement strategic training programmes to support corporate initiatives | 4Q 99/00 (Review progress) | <ul style="list-style-type: none"> • No. of training programmes supporting corporate and business objectives • Post-training applications and awards • Customised programmes for Business Branches and training evaluation by participants and stakeholders | <ul style="list-style-type: none"> • Training programmes are being provided to meet business needs and co-ordinate cross branch requirements. |
| Launch team building workshops to support amalgamation of estate management and maintenance functions | 3Q 99/00 | <ul style="list-style-type: none"> • No. of team building programmes to support Business Branches • Staff's and stakeholders' feedback on teamwork | <ul style="list-style-type: none"> • The third phase of the programme has been launched in December 1998 for Housing Officers, site staff and technical staff. The programme will be completed by late April 1999. |
| Step up supervisory development | 4Q 99/00 (Review progress) | <ul style="list-style-type: none"> • No. and range of new T&D programmes implemented • Training evaluation by participants | <ul style="list-style-type: none"> • Over 870 staff have attended the supervisor development programmes since April 1998. |

| Major Initiatives | Target Completion of the Initiative | Key Performance Indicators | Up-to-date Position |
|--|--|---|---|
| Develop role of line managers in competency-based staff development and coaching | 4Q 98/99 | <ul style="list-style-type: none"> • Coaching guide for managers developed • Managers' understanding and commitment to staff development and coaching | <ul style="list-style-type: none"> • 96 focus group discussion sessions have been held with 664 line managers to promote their role in coaching and staff development. • Supervisory, counselling, coaching and feedback skills continued to be the foci of in-house supervisory and management courses. • A "Guide to Coaching for Improved Performance" is being developed for staff at assistant professional level and above to support managers' role as coach. |
| Facilitate self-directed learning for performance enhancement and career development | 1Q 99/00 (Monitor progress) | <ul style="list-style-type: none"> • Training resources and self learning materials enhanced • Annual T&D Handbook produced | <ul style="list-style-type: none"> • The pilot T&D INTRANET was launched in January 1999. More than 3,000 staff now have access to the T&D information and learning system. |
| Review and enhance T&D administration system | 4Q 99/00 (Review progress) | <ul style="list-style-type: none"> • Pilot INTRANET T&D system implemented • Stakeholders' and users' satisfaction level of T&D system assessed by survey | <ul style="list-style-type: none"> • "Training and Duty Visit Administrative Guide" has been produced to tie in with the devolution of training administration to business branches. |

Staff Communication

| Major Initiatives | Target Completion of the Initiative | Key Performance Indicators | Up-to-date Position |
|--|--------------------------------------|---|---|
| Develop action plans to improve staff communication | 3Q 99/00 (Evaluate effectiveness) | <ul style="list-style-type: none"> • Staff communication programme developed and implemented for each major change issue • Staff's level of satisfaction assessed by survey | <ul style="list-style-type: none"> • Staff communication strategy has been developed for each major change issue. • A survey was originally scheduled to be launched in mid 1999 to measure the staff views in the Department after the introduction of MEP and on certain important issues. In view of recent staff sentiments on the PSI, it is not considered opportune to conduct staff survey at this point in time. The appropriate time for the staff survey will be reviewed in 2Q 99/00. |
| Develop role of line managers in staff relations and communication | 4Q 98/99 | <ul style="list-style-type: none"> • Line managers' understanding of their role in staff relations and communication assessed by survey | <ul style="list-style-type: none"> • The third module of in-house supervisor courses on Managers as Communicators has been piloted since December 1998. • A guide on the "Competent Communicator Resource Kit" to improve communication at work has been developed and distributed to staff at professional level. |

| Major Initiatives | Target Completion of the Initiative | Key Performance Indicators | Up-to-date Position |
|---|--|---|--|
| Improve information dissemination in the organisation | 2Q 99/00 (Review) | <ul style="list-style-type: none"> • Study of IT support and programmes completed on schedule • Receipt and despatch system enhanced • User's level of satisfaction assessed by survey | <ul style="list-style-type: none"> • Use of e-mail/intranet to distribute circulars is confirmed technically feasible. Wider use of information technology will be arranged where all unit heads and above are provided with e-mail/intranet facilities. • A revised workflow to improve the receipt and despatch (R&D) service for the HAH Building has been adopted. • The cost-effectiveness of outsourcing the R&D service to provide door-to-door service to the outstation offices is being examined. |