

**Year-end Performance Review for
Corporate Services in 1998/99****Human Resources and Administration Services**

	Key Initiatives	Position as at 31.3.1999	Status
1	Update HRM Plan	The updated HRM Plan for 1998/99 - 1999/2000 which includes an overview, programme descriptions and key initiatives under six driver programme areas was endorsed by HRC on 7 May 1998.	Action completed
2	Formalize the re-organization of the Management Branch arising from combining estate management & maintenance functions	Re-organization of the Management Branch arising from combining estate management and maintenance functions completed.	Action completed
3	Develop and recommend for implementation a manpower strategy to meet changing needs of HA	Having deliberated the staff/staff associations' views and comments, senior management of the Department has given green light in October 98 to implement immediately the new manpower strategy as endorsed by HRC on 30 July 98. Recruitment of contract staff to fill vacancies in basic ranks in progress.	Action completed
4	Review & recommend changes to HA terms & conditions and existing management system for HA staff in the light of the latest organizational changes	The review has been completed and draft review report being prepared. Recommendations of the review will be submitted to HRC for endorsement on 14 May 99.	On schedule

	Key Initiatives	Position as at 31.3.1999	Status
5	Implement succession planning for senior staff and conduct annual exercise	Annual exercise completed.	Action completed
6	<p>Enhancement of staff training and development</p> <ul style="list-style-type: none"> • Step up management development for managers and supervisors in areas of leadership development, team building and change management • Expand and extend training programmes to junior grades in Housing Class • Revise and expand the WS Trainee (Con) Scheme to take account of changes in manpower needs • Develop and implement project management programme and launch construction site safety training courses for works staff 	<ul style="list-style-type: none"> • Training continues - team building programmes for Management Branch staff continued in March/April 99. Management Development Programmes (MDP)/ Supervisory Management Courses (SMC) are run regularly per month, touching on change management and leadership. A total of 93 programmes involving 3113 staff were provided. • Training programmes for junior grades in Housing Class launched on schedule in accordance with training review implementation reports. A total of 30 programmes for 6 junior grades in Housing Class were provided. • Review completed. There is no need to expand the Scheme after examination of the manpower needs. • Project management strategy developed and programme implemented. Site safety strategy developed and training implemented. About 50% of work staff trained. 	<p>On schedule and on-going</p> <p>On schedule</p> <p>Action completed</p> <p>On schedule</p>

	Key Initiatives	Position as at 31.3.1999	Status
7	<ul style="list-style-type: none"> • Launch and facilitate customer service training and improvement programmes for Business Branches 	<p>Customer service workshops for junior grades have been developed :-</p> <ul style="list-style-type: none"> - 360 Chief Estate Assistants, Senior Estate Assistants, Sr Foreman, Foreman have been trained. - 926 Welfare Officers, Workmen, Estate Assistants etc have been trained. 	On schedule and on-going
8	<p>Enhancement of staff relations and communication including :</p> <ul style="list-style-type: none"> • Develop resource/information kits for orientation programmes, facilitation and coaching skills for managers • Step-up inter-staff association and individual branch activities to promote communication and understanding among staff 	<p>Effective Communication Guide developed and launched.</p> <p>Communication meetings with the staff associations and the Alliance of the HD Staff Unions are held to promote understanding and communication with staff. Briefings on specific issues were arranged for the staff unions and representatives of Departmental Consultative Committee. Further social functions such as spring reception and tea reception parties were organised to enhance staff relations.</p>	<p>Action completed</p> <p>On schedule and on-going</p>
9	Design & implementation of programmes to support introduction of new performance management and development system (PMDS)	PMDS and the concept of performance management were introduced in Management Development Programme and Supervisory Management Course courses which were run regularly each month.	

	Key Initiatives	Position as at 31.3.1999	Status
	<ul style="list-style-type: none"> • Design and implement training for introduction of new PMDS • Implement competency-based guide for managers' development. 	<ul style="list-style-type: none"> • Brief on objective setting and competency-based assessment guide developed for Senior Professional/Managers and distributed in February 99. • A Guide to competency-based development was completed and distributed to staff of Directorates, Housing Manager Grade and Professional Grade. 	<p>On schedule</p> <p>Action completed</p>
10	Develop functional competency profiles for major professional grades and core competency profiles for site, technical and surveying staff.	Core competency profiles for site staff developed. Core competency profiles for Survey Officers and Technical Officers, and functional competency profiles for professional grades being developed.	On schedule
11	Review and launch 1998/99 staff award programmes to help achieving corporate objectives	Assessment on activities launched in 1997/98 was completed in April 1998. In general, staff were very supportive of the Staff Incentive Scheme and welcomed its continuation in subsequent years. For the year 1998/99, one corporate award programme and 15 branch award programmes have been organized and they are well-received by the staff.	Action completed

	Key Initiatives	Position as at 31.3.1999	Status
12	<p>Enhancement of Administration Services</p> <ul style="list-style-type: none"> Review R&D services for outstation offices and strengthen the building management services at HAHQ Building. Extend the office improvement programme to outstation offices (other than Estate Management Offices and District Maintenance Offices) to improve the working environment for these offices. Review of Library Services 	<p>Review of the R&D routes to outstation offices completed. 9 additional pick up points were introduced to improve delivery service. The set-up of the HAHQ Building Management Team has been reviewed and one-point contact has been provided to Floor Managers to speed up delivery of service.</p> <p>Regular reviews are being conducted to identify outstation offices for office improvement programme. As extensive office reshuffling exercises will take place on completion of accommodation projects at Wang Tau Hom and Homantin, no large scale improvement programme has been proposed. We will take into account the need to improve work environment when relocating these outstation offices.</p> <p>A review study has been conducted to examine the feasibility of upgrading our library into a resource centre (RC) and to determine the scope of services to be included in the RC. Additional space has been reserved in the new HAHQ Building at Homantin South (HMTS) Phase 4 Development to house the RC. Detailed requirements for the RC will be concluded shortly for policy approval and for inclusion in the HMTS projects which is scheduled for completion by December 2000.</p>	<p>Action completed</p> <p>On schedule and on-going</p> <p>On schedule</p>
	Key Initiatives	Position as at 31.3.1999	Status
13	<p>Promotion of wider use of Chinese including stepping up Chinese word processing training for staff</p>	<ul style="list-style-type: none"> The review report on the Extension Programme on Wider Use of Chinese was endorsed by senior management of the Department in February 99. It was decided that the Co-ordinating Committee on Wider Use of Chinese and its 	<p>On schedule and on-going</p>

		<p>Branch Working Groups should continue to operate to co-ordinate and monitor the progress of the use of Chinese in the Department. Another review will be made by the end of 1999/2000.</p> <ul style="list-style-type: none">• By end of 4th Quarter 98/99, 2034 training places in Chinese computing courses were provided.	<p>On schedule and on-going</p>
14	<p>Introduce a revised framework for MEP with linkage to the planning process of the Department</p>	<p>The revised MEP framework was adopted by MEP Coordinating Committee in February 98 which included, among other things -</p> <ul style="list-style-type: none">• the accountability for co-ordinating overall MEP performance be taken over by the Heads of Branches;• Business / Service Directors to take possession of MEP as part and parcel of the development of their businesses; and• management issues of a softer nature and issues cutting across Business Branches be co-ordinated at the corporate level by the MEP Office.	<p>Action completed</p>

	Key Initiatives	Position as at 31.3.1999	Status
		The linkage of MEP with corporate/business planning has been established.	Action completed

Computer Services

	Key Initiatives	Position as at 31.3.1999	Status
1	Complete consultancy study on development of a Departmental Information Technology Strategy	Awaiting consultant's final report. More time has been taken than expected to work with the consultants to refine the report. Final report expects to be ready by June 99.	Behind schedule
2	Commission the IT Disaster Recovery Center Service	The Centre is now in operation.	Action completed
3	Issue service tender to conduct conversion exercise of programmes/systems identified as being Yr 2000 incompatible	Service tender was concluded and the service provider is now on board.	Action completed
4	Continue to roll out E-mail and internet service to include more users where required	Approaching 1100 & 500 e-mail & internet users respectively. To conclude a new e-mail which is Yr 2000 compatible in April 99.	On schedule and on-going
5	Produce news bulletins on latest IT developments in HD	The "CD EXPRESS" , an IT newsletter, is now issued regularly.	On schedule and on-going
6	Regular visits by CD staff to user offices to exchange views	Several user offices were visited.	On schedule and on-going

Community Relations, Publicity and Promotion Services

	Key Initiatives	Position a at 31.3.1999	Status
1	Set up new hotline on home ownership	A new 24-hour interactive automatic 'Purchase Hotline' (買屋熱線) on HOS, TPS, and PSPS, etc. has become operational since 31 August 98.	Action completed
2	Disseminate quarterly complaints statistics to media	Quarterly complaints statistics have been disseminated to media since 1st Quarter 98.	On schedule
3	Provision of more detailed analytical statistics on public complaints to Branches	Analytical Report on Complaints Statistics has been issued on a quarterly basis since 1st Quarter 98/99.	On schedule and on-going
4	Implementation of Corporate Publicity Plan	Regular and ad hoc corporate functions were carried out smoothly. Activities related to Clean Neighbourhood Campaign, 45th Anniversary, HK-Guangzhou Housing Seminar, CHA's consultation meeting series and Int' 1 Year of Older Persons were implemented as planned.	On schedule
5	CHA's informal gathering with tenants	Achieved through CHA's visits to estates, and publicity functions.	On schedule
6	Conduct customer satisfaction survey	Time spent on pre-survey preparatory work and vetting of tenders has been longer than expected. Having received written clarifications from the 3 shortlisted tenderers, the survey project was awarded on 1 April 99. Design of questionnaire and field work will start in late April 99 with the survey findings to be ready in September 99.	Behind schedule

Legal Services

	Key Initiatives	Position as at 31.3.1999	Status
1	Review of the management of the panel of solicitors for HOS/PSPS/TPS	New arrangement to appoint solicitors approved by HOC on 4.2.1999 and	On schedule

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	conveyancing	implemented for the appointment of TPS Phase 2 solicitors. The new arrangement is being reviewed and proposals will be made to apply it to BRO and HOS cases.	
2	Creating HA's own form of works contract	This initiative is shelved because the value of this initiative is not substantial and priority cannot be accorded to this initiative. This initiative is replaced by an initiative to develop a departmental dispute review committee to tackle disputes arising from works contracts. This new initiative will promote a more transparent and accountable methodology in resolving disputes and should reduce time and costs in dealing with disputes. The initiative will be implemented in mid-June.	On schedule
3	Issue of 1st Publication of summary of relevant legal decisions, development, and new law and practices	Behind schedule as priority could not be accorded to this initiative because of competing demand for the resources of the Division. Aim to issue 1st publication in June 1999.	Behind schedule
4	Establishing formal links with relevant statutory bodies and Departments to set up network to exchange information	To revise the initiative as "Establishing an effective network for the exchange of information of mutual interests with other statutory bodies and authorities." This is achieved through informal meetings with relevant bodies and authorities.	In progress
5	To review the internal process/ procedures of seeking and giving legal advice with a view to ensuring legal advice is sought at an appropriate time	Review is almost complete and a report will be ready by end-May 1999.	On schedule
6	Initiate a more proactive approach in discussing legal matters with customers through relevant staff from each Branch	Staff are taking a more proactive approach and this approach is a norm in the work ethics of staff of the Division and efforts will be made to maintain this approach.	Action completed

Committee Services

	Key Initiatives	Position as at 31.3.1999	Status
1	Set up database on appeal cases	Appeal cases from April 94 onwards have been input into the database.	Action completed
2	Simplification of format of minutes of HA/Committee	Minutes of several HA's committees such as Building Committee, Complaints Committee and Commercial Properties Committee have been simplified to such an extent that they record only a summary of discussion and decision.	On schedule and on-going
3	Pilot scheme on distribution of meeting papers by e-mail	Pilot scheme completed. Enhancement to distribution of HA papers by e-mail being considered.	Action completed