Guide on Developing a HRM Plan

Civil Service Branch

June 1996

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Introduction

The purpose of this guide is to provide practical help to departments in their effort to develop a Human Resource Management (HRM) Plan. This guide outlines the conceptual model adopted, describes the procedures to be followed and illustrates the procedures by examples from departments.

What is a HRM Plan?

HRM is a strategic and systematic approach to managing people in a way that would maximise their motivation and contribution towards meeting the organisation's objectives. A HRM Plan is a departmental document which sets out what programmes are required in the following few years to practise HRM in the department. The aim of a HRM Plan is to help the department to achieve its mission and objectives through a systematic design and implementation of HRM programmes.

Critical Success Factors for Developing the HRM Plan

Whether the HRM Plan can achieve its desired purpose depends on:

- Top management commitment to the philosophy that people are the key to the success in achieving the objectives of the organization.
- Strategic linkage of the department's HRM programmes to its mission and objectives.
- Line management's ownership of the HRM Plan.

A Shift in Mindset

Developing a HRM Plan calls for a shift in the way people are managed in the department : from administering people to achieving departmental strategic objectives through people. The following table illustrates this shift :

Administrative Focus	HRM Focus
Administering personnel policies	Helping to achieve strategic goals through people
Stand alone programmes in management of people	HRM programmes integrated with business plans
Priorities in managing people often linked to the latest management concepts and ideas	HRM priorities linked to business priorities
Personnel units responsible for management of people	Line managers and personnel units share joint responsibility for HRM

The HRM Plan in Context

Both departments and the Civil Service Branch have a role to play in the development of HRM Plans.
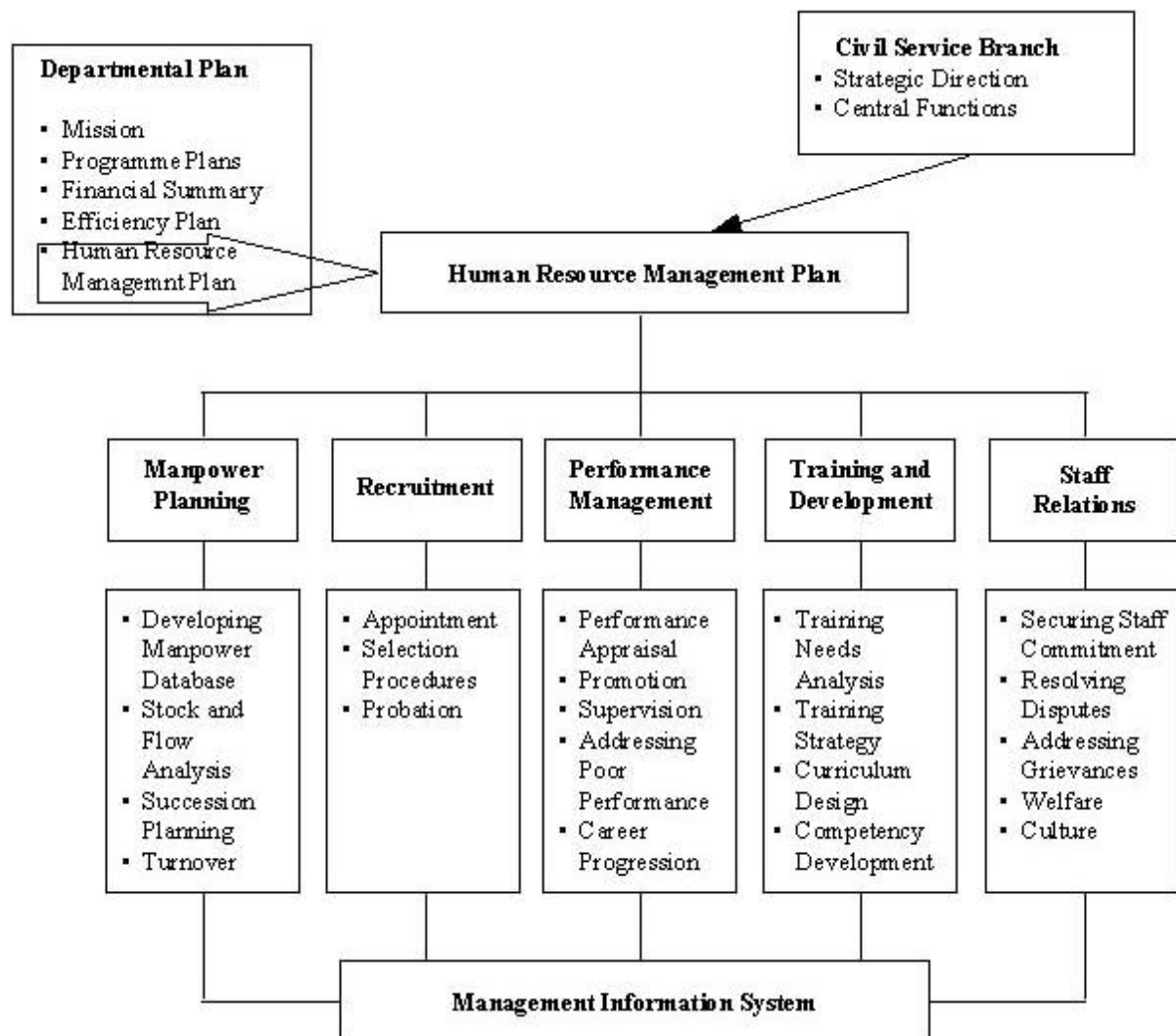
Civil Service Branch:
Strategic Direction : To develop and promote service-wide policies, standards and good practices in the management of human resource.
Central Functions : To advise departments on the implementation of policies and on the development of their HRM Plans.
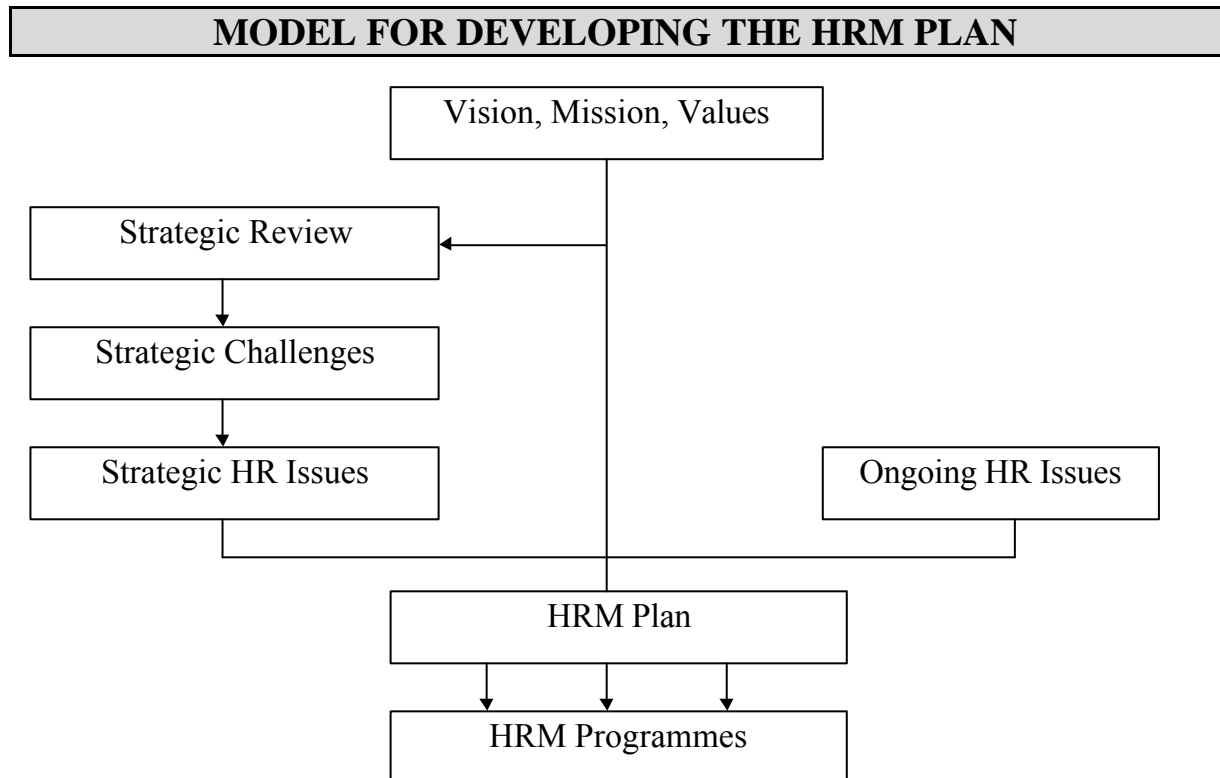
Departments :
To develop the department's HRM Plan

Departmental Plan
- Mission
- Programme Plans
- Financial Summary
- Efficiency Plan
- Human Resource Managemnt Plan

Civil Service Branch
- Strategic Direction
- Central Functions

Human Resource Management Plan

Manpower Planning
- Developing Manpower Database
- Stock and Flow Analysis
- Succession Planning
- Turnover

Recruitment
- Appointment
- Selection Procedures
- Probation

Performance Management
- Performance Appraisal
- Promotion
- Supervision
- Addressing Poor Performance
- Career Progression

Training and Development
- Training Needs Analysis
- Training Strategy
- Curriculum Design
- Competency Development

Staff Relations
- Securing Staff Commitment
- Resolving Disputes
- Addressing Grievances
- Welfare
- Culture

Management Information System

Model for Developing the HRM Plan

The HRM Plan is built upon an understanding of the department's vision, mission, values, and strategic programmes and challenges. Developing the HRM Plan this way links the HRM programmes to business plans and helps prioritize HRM programmes according to business priorities.

MODEL FOR DEVELOPING THE HRM PLAN

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Developing A HRM Plan - A Step-by-Step Approach

The model for developing the HRM Plan is carried out through 5 steps. While these steps can apply to any department, the duration and complexity of each step varies from one department to another depending on the department's unique situation. The development of the HRM Plan can be facilitated either by an internal team or outside consultants. In either case, participation of top management and staff representatives is required to ensure the HRM Plan meets the needs of the department, is supported by both the management and staff, and can be implemented within the constraints of the department.

5 Steps in Developing a HRM Plan

1. *Conduct a departmental strategic analysis:* The results of this step are an understanding of the department's vision, mission, values; a strategic review of the department; and understanding of the challenges facing the department.

2. *Identify strategic HR issues arising from the strategic analysis:* Building on the results of step one, the outcome of this step is an analysis of the strategic HR issues facing the department.

3. *Identify ongoing HR issues:* In addition to the strategic HR issues identified in step two, the ongoing HR issues impacting the department's effectiveness must also be identified.

4. *Prioritize the strategic and ongoing HR issues and determine actions:* Once all the HR issues have been identified through steps two and three, they should be prioritized and key actions required in respect of each issue identified with input from the department's top management.

5. *Draw up the HRM Plan:* Once the department's top management has given their input into the HR priority issues and key actions to be taken in step four, the HRM Plan and its associated programmes are ready to be formulated.
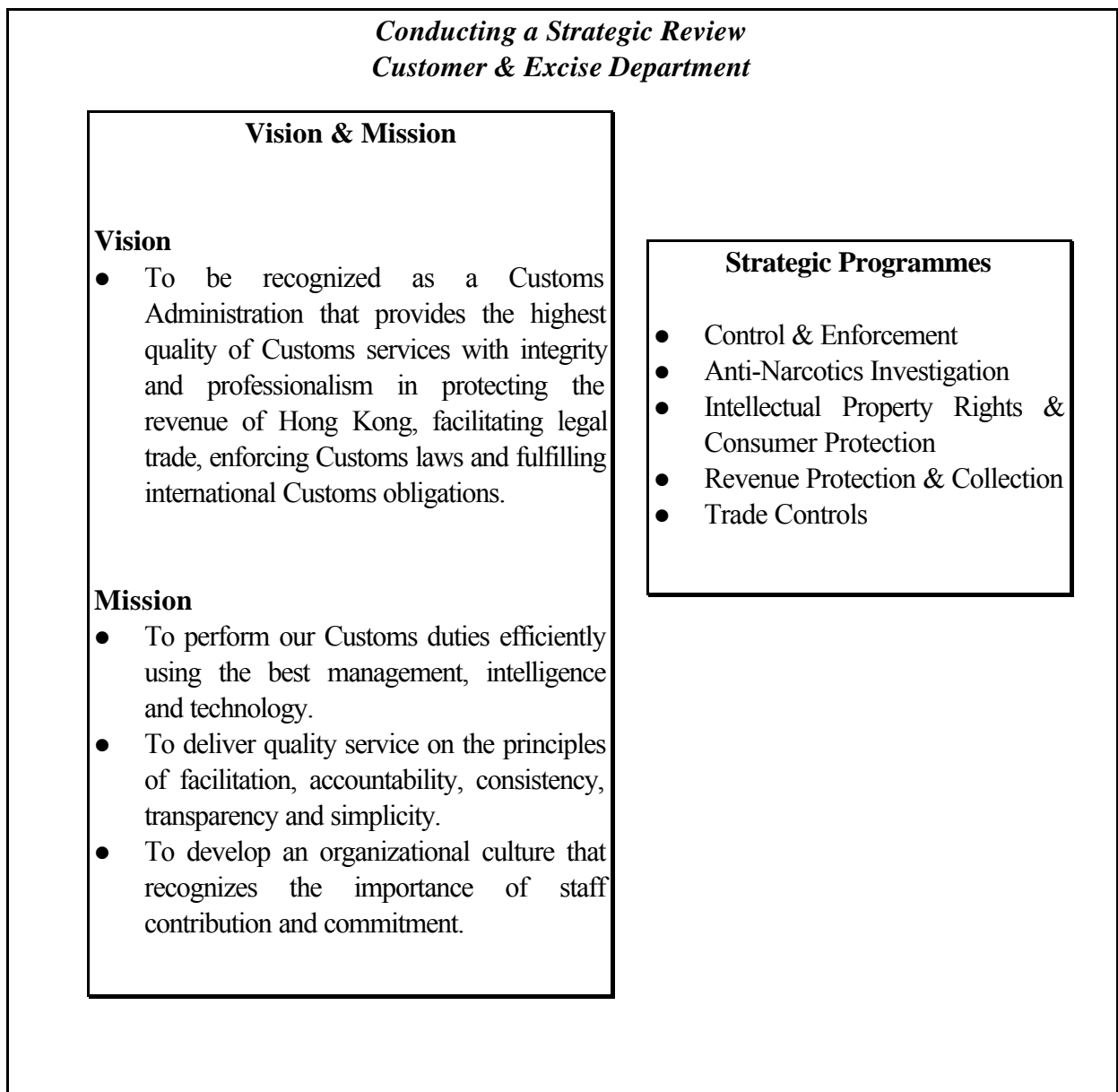
Step 1 - Conduct a Departmental Strategic Analysis

The goal of the HRM Plan is to support and reinforce the department's objectives and programmes. The first step in developing the Plan is to obtain a clear understanding of the department's objectives, programmes and key challenges. This understanding can be obtained by conducting a strategic analysis.

What to Do

- Conduct a strategic review of the department including strategic objectives, direction and critical success factors.
  - Strategic objectives are departmental objectives which are usually articulated through the vision, mission, values, corporate business plans and strategic programmes. If the department's vision, mission and values have not been articulated, it is recommended that the opportunity be taken to articulate them as seen in the Drainage Services Department case.
  - Strategic direction is where the department, and the services it plans to provide in the future, are heading towards.
  - Critical success factors are the factors that will determine whether the strategic objectives will be achieved, e.g. if customer satisfaction is an objective, then delivering services that meet customer expectations is a critical success factor.

Example :

Conducting a Strategic Review
Customer & Excise Department

Vision & Mission

Vision
- To be recognized as a Customs Administration that provides the highest quality of Customs services with integrity and professionalism in protecting the revenue of Hong Kong, facilitating legal trade, enforcing Customs laws and fulfilling international Customs obligations.

Mission
- To perform our Customs duties efficiently using the best management, intelligence and technology.
- To deliver quality service on the principles of facilitation, accountability, consistency, transparency and simplicity.
- To develop an organizational culture that recognizes the importance of staff contribution and commitment.

Strategic Programmes

- Control & Enforcement
- Anti-Narcotics Investigation
- Intellectual Property Rights & Consumer Protection
- Revenue Protection & Collection
- Trade Controls

- Identify strategic challenges. Strategic challenges consist of both internal challenges such as internal organizational issues and external challenges such as responding to changing public expectations.

Example :

Strategic Challenges
Customs & Excise Department

- Move to Chap Lap Kok Airport
- Continuous expansion of passenger and cargo traffic at Hong Kong-China border
- Addition of consumer protection responsibilities
- Increasing public expectations for service quality

How

- Review key departmental documents. These include the department's vision, mission, and values, programmes, and other strategic documents. If the department has not yet formulated its vision, mission and values, it would be useful to have them worked out.

- Interview senior departmental staff to obtain their views on the department's direction, critical success factors and challenges.

- Interview key departmental stakeholders, e.g. members of staff and customers of the department's service to determine their expectations of the department.

Case Study

Drainage Services Department
Development of its Vision, Mission, and Values

Drainage Services Department (DSD) had already formulated a number of strategic programmes. The staff were very clear about the scope of their job and responsibilities. However, the Department was still in need of a vision and mission, as well as a set of values to guide and unify the efforts of the whole Department to meet departmental objectives. The DSD senior management team decided to develop its statements of vision, mission, and values as a key precursor to its departmental HRM Plan.

DSD initiated the process by examining and discussing the future desired state of the Department amongst the senior management team in a workshop facilitated by the consultant. During the workshop, the management team was divided into three groups. Each group drafted vision and mission statements which were presented and discussed in the workshop. The team was able to reach consensus on a draft after the half day workshop. Several focus groups were held to consult staff on the draft vision, mission and value statements. As a result of suggestions from staff, the original drafts were modified.

This process of soliciting and incorporating feedback from different groups of staff will continue until the majority of staff have been consulted. The statements will then be finalized, translated into Chinese and publicized throughout the Department.

With its vision and mission formulated, DSD was able to identify what changes were required in the way the Department managed its human resources so that the Department would be better able to achieve its vision and mission.

Draft Vision, Mission, Values
Drainage Services

Vision

- To develop and maintain world-class drainage systems to keep our community healthy and safe.

Mission

We are committed to -

- improving our drainage systems to treat wastewater and dispose of rainwater in an environmentally responsible manner;
- providing safe, healthy and rewarding working environment for our staff;
- delivering an efficient, cost-effective and courteous service; and
- fostering good working relationships with our clients, consultants and contractors.

Values

- Commitment
- Teamwork
- Professionalism

Customer Satisfaction

Step 2 - Identify Strategic HR Issues

Once a clear understanding of the department's objectives, direction and key challenges is established, the next step in formulating the HRM Plan is to identify the department's strategic HR issues. These are the key HR issues that will affect the department's ability to achieve its strategic objectives. The HRM Plan will need to address how to manage these issues.

What to Do
- Assess the HR implications of the findings of the strategic analysis.

- Identify the department's strategic HR issues.

Examples of Strategic Challenges and Strategic HR Issues	
Customs & Excise Department	
Strategic Challenges	**Strategic HR Issues**
• Move to Chek Lap Kok Airport	• Increase in manpower requirements • Heavy demand for training for new recruits • Officers required to spend more time on recruitment exercises
• Continuous expansion of passenger and cargo traffic at Hong Kong-China border	• Increase in manpower requirements
• Addition of consumer protection responsibilities	• Training to develop new skills
• Increasing public expectations for service quality	• Need to communicate new service standards and assessment methods • Training on improving service quality

How

- Review the findings of the strategic analysis and list out potential HR implications. (Some of the key HR issues will naturally become apparent during the strategic analysis.)
- Review the following checklist to determine if there are any additional HR issues tied to the department's strategic objectives, direction and challenges.

Identifying the HR issues Arising from the Strategic Analysis

✓ Do people have the competencies to meet the strategic objectives? What new competencies are required?

✓ How are superior performers differentiated from average performers? What systems are in place to track their performance?

✓ How can below standard performers be guided/developed to upgrade their performance?

✓ Are people being developed to meet the challenges of the future? What improvements need to be made?

✓ Are people motivated to meet the current and future challenges? What is impacting their motivation?

✓ Are the right people being attracted and retained to meet the future challenges? If not, what can be done to attract people of the right calibre?

✓ Is the current culture aligned with the vision, mission, and values of the department?

✓ Where is the misalignment?

✓ Is the manpower level sufficient to meet the future business requirements?

Case Study

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Education Department
Strategic Challenges Pose HR Implications

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In the past, the Education Department focused on supplying the right quantity of service to the people of Hong Kong. In recent years, the Department has shifted its focus from quantity to quality. The Department has been making this shift by undertaking new initiatives aimed at raising the quality of education.

The Department is facing several challenges as it prepares to meet the future. These challenges arise from both external and internal forces. External forces such as political and social changes are putting more pressure on the education system than ever before. The Department is also in the process of implementing several challenging initiatives such as the School Management Initiative, Target Oriented Curriculum, Quality Assurance of Teaching and Learning in Schools, etc.

These strategic challenges pose many HR implications which must be identified and addressed when developing the HRM Plan.

Example: Target Oriented Curriculum

The Target Oriented Curriculum (TOC) initiative aims at providing schools, parents, and students with better indicators of student progress and achievement. The TOC is in the early stage of implementation and still has a long way to go for full implementation. The initiative poses a number of HR implications for the Department in the implementation process in the ensuing years:

- *Increased workload for teachers* - each student will require individualized assistance in setting targets;
- *New skills required for teachers* - in setting targets and giving personalized feedback to students on performance against target; and
- *More teachers required* - the increased workload means more teachers are required to handle the same number of students.

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Step 3 - Identify Ongoing HR Issues

In addition to the strategic HR issues identified in the previous step, the department's key ongoing HR issues (general HR issues not linked to specific strategic objectives or issues) must be identified. The HRM Plan must address the key ongoing HR issues, otherwise these issues may eventually escalate, impacting the morale and effectiveness of the department.

What to Do

● Identify the ongoing HR issues facing the department. Ongoing HR issues may relate to manpower planning, recruiting, performance management, training & development, and staff relations.

How

● Conduct interviews. Interviews are a good way for the team developing the HRM Plan to begin to identify the ongoing HR issues facing the department. Topics to be covered in interviews include current HR issues in the areas of : manpower planning, recruiting, performance management, training & development, and staff relations.

● Conduct employee focus groups. Focus groups are a good technique for identifying, probing, and prioritising HR issues with different groups of staff. To help ensure all participants will feel comfortable contributing during the focus group, the focus groups should be led by trained facilitators and the composition of the focus groups should be carefully planned ahead of time.

● Conduct staff opinion surveys. Staff opinion surveys demonstrate the department's commitment to soliciting everyone's input on the HRM Plan, provide an objective way to evaluate staff attitude towards the department, and the results can serve as a measurable benchmark for improvement. When considering undertaking a staff opinion survey, keep in mind that it is typically more time-consuming and resource intensive than other feedback mechanisms such as interviews and focus groups.

Case Study

When the Auxiliary Medical Service (AMS) undertook to develop a departmental HRM Plan it involved its volunteers and employees in the process. Focus groups were conducted to elaborate on the strategic analysis performed through interviews and review of key documents. The focus groups were also used to identify ongoing HR issues perceived by the staff and volunteers. Four focus groups were conducted :

❏ Senior ranking volunteers
❏ Junior ranking volunteers
❏ Departmental staff
❏ Administrative staff (general grades)

These four groups were identified because it was felt they shared common issues and would feel most comfortable expressing themselves within their particular grouping.

The results of the focus groups were powerful. Each group had new insights to add to the understanding of the ongoing HR issues facing the AMS. Some of the issues identified were the following :

❏ Senior ranking volunteers : Ongoing enhancement of volunteer training

❏ Junior ranking volunteers : Promotion prospects for volunteers

❏ Departmental staff : Training and development of departmental staff

❏ Administrative staff : Sense of belonging within the department

Step 4 - Prioritise the HR Issues and Determine Actions

Up to this point, the strategic and ongoing HR issues facing the department have been compiled. Not all the issues will be of equal importance or urgency. They need to be prioritised with the input of the top management team. Prioritising the issues helps ensure that the HRM Plan focuses on the department's most critical issues.

What to Do

● Involve the department's top management team in confirming and prioritizing the issues compiled to date. The top management team should also give input on the actions that should be taken to address the key issues.

Top management involvement in prioritising HR issues and identifying actions is critical because it:
- ❏ reinforces the line management role in human resource management.
- ❏ helps ensure that HRM recommendations are actionable within the constraints of the department.
- ❏ develops top management commitment to and ownership for the HRM Plan implementation.

How

● Collate the research findings up to this point. Analyze them critically with a view to articulating the strategic objectives and direction, critical success factors and strategic challenges.

● Compile a preliminary list of the HR issues identified and group according to logical categories, e.g. training, recruitment. etc.

● Conduct a top management strategic HRM workshop.

The objectives of the workshop are to:
- ❏ present findings on the strategic challenges and HR issues.
- ❏ prioritise the HR issues.
- ❏ develop action to address the current and future HR issues.
- ❏ prepare the ground work for structuring the HRM Plan.

The key activities in the workshop are to:
- ❏ discuss, confirm and prioritie the HR issues (identified from the findings of the strategic analysis and those ongoing HR issues). The HR issues should be prioritised according to their :
  - ➢ relative importance to the effectiveness of the department

➢ urgency
➢ resources required
❏ brainstorm recommended actions to address the priority issues.

Strategic HRM Workshop Agenda

I.   Introduction

          Workshop Objectives

          Agenda

II.   Overview of Strategic Direction & Challenges

III.   Presentation of Strategic / Ongoing HR Issues

IV.   Group Discussion

          Prioritisation of HR Issues

          Develop Strategic Responses to Address HR Issues

V.   Develop Action Plans

Case Study

Lands Department
Strategic HRM workshop a key turning point in achieving line management ownership of HRM

As part of its HRM Plan development process, the Lands Department conducted a top management strategic HRM workshop. The workshop was conducted after all the preliminary research for the HRM plan was completed.

The workshop accomplished the following :
❏ provided an opportunity for managers to share views and better understand each other's concerns and constraints;
❏ reinforced line managers' essential accountabilities and responsibilities in HRM; and
❏ obtained collective endorsement on the direction of the HRM Plan.

The results of the workshop were very powerful for the management team. While many members of the team were aware of the strategic issues facing the department, the workshop provided the opportunity for the management team to prioritize the issues and develop a consensus on the priorities for action. The discussions were very open and frank. Utilizing a trained facilitator from outside the department helped facilitate the open discussion and consensus building.

The management of the Lands Department considered the openness and action-oriented style of the workshop so positive that they decided to cascade similar workshops to the next level of mangers. The objectives of these workshops were to :
❏ include senior staff's opinions in the HRM Plan;
❏ address one of the top priority issues "urgent need to improve communication vertically and horizontally, to better understand staff concerns and convey management constraints and decisions";
❏ start the new "open communication and involvement culture"; and
❏ transfer ownership of the HRM responsibilities from the top team to every line manager.

Over 100 senior managers from different functions were involved in the cascading exercise.

Step 5 - Draw up the HRM Plan

Once the HR issues have been prioritised and the top management team have given their input into the direction of the HRM Plan, the Plan is ready to be drawn up. The Plan is unique and specific to the department. It represents the top management team's collective view on how the identified HR issues are to be addressed.

What to Do

● Develop the HRM Plan consisting of several key programmes. Each programme should represent one of the key HR areas that needs addressing, e.g. training, staff relations, etc. Each department's set of programmes will be unique based on their own set of issues. Each programme within the plan should contain the following information :
  ❏ Strategic importance of the programme: Describe the background of the programme, why it is included as one of the programmes within the HRM Plan.
  ❏ Programme objectives: List out the aims of the programme. Be as specific as possible in terms of what the programme will achieve for the department.
  ❏ Programme recommendations: Develop the specific set of actions within the programme that will be carried out. The actions of the programmes, taken together, should be designed to achieve the programme objectives.

How

● After obtaining management's input on how to address the HR issues, make additional recommendations, if any, to address the identified and prioritised HR issues.

● Group the recommendations into approximately 5-10 programme headings, e.g. training, staff relations, etc.

● Draw up various HRM programmes which taken together will form the HRM plan. Each programme should be approximately 2-3 pages. Each programme should contain an explanation of its strategic importance, objectives, and recommendations.

● Prepare a summary list of HRM programmes covering the programme headings and their key objectives for easy reference.

● Circulate the HRM Plan to concerned parties for comments.

● Incorporate comments and finalise the HRM Plan.

● Upon finalisation of the Plan, departments may like to consider identifying a "driver programme" in implementing proposals in the Plan. A "driver programme" is one

of the HRM programmes that if implemented will have a major impact on helping the department achieve its strategic objectives. The programme may also serve as the platform for implementing and reinforcing the other related HRM programmes, e.g. performance management can "drive" the development of competencies, identification of training and development gaps, career development and succession plans.

Case Study

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Auxiliary Medical Services
Volunteer Retention as the Driver Programme

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Volunteer retention is a strategic issue for the Auxiliary Medical Services (AMS). The organization's success is dependent on having a capable, sizeable volunteer force ready to respond in times of emergency and able to fulfil the regular duties taken on by AMS.

While the annual wastage rate for the volunteer force as a whole is not high, AMS is looking towards the future. It wants to maintain a stimulating environment that will foster retention of the right volunteers for its future requirements.

AMS decided to implement a volunteer retention programme as the driver programme in its HRM Plan. As the driver programme, Volunteer Retention will help drive other HRM programmes. An effective volunteer retention programme will :

❏ help focus recruitment efforts;

❏ improve volunteer participation; and

❏ improve volunteer and departmental staff relations.

The aim of the programme is to :

❏ better understand the make-up of AMS's volunteer force;

❏ identify the right of volunteers to meet AMS's aims;

❏ develop strategies that promote retention of volunteers who actively contribute to AMS; and

❏ reduce the effort spent on recruiting.

The programme recommendations included:
❏ Conduct a survey of volunteers. The purpose of the survey is to determine the :
  ➢ different major groups of volunteers, e.g. young, old, professional, etc.;
  ➢ motivating factors for different groups of volunteers, e.g. camaraderie, allowances, community service, status; and
  ➢ the extent that their expectation or needs are met.

❏ Develop strategies to maintain or achieve the desired mix of volunteer groups, e.g. add more interest groups to increase the retention of young people.

❏ Conduct regular exit interviews when volunteers leave to determine follow-up actions, and develop statistics on departing volunteers regarding reasons for leaving.

Samples of a Summary List of HRM Programmes and a HRM Plan Programme

A few samples of the following are attached:
- ❏ Summary list of HRM programmes for a department
- ❏ HRM Plan programme

Sample Summary List of HRM Programmes	
Auxiliary Medical Services	
Programme	**Key Objective**
Volunteer	
1. Volunteer Retention	To promote volunteer retention and job satisfaction
2. Volunteer Recruitment	To ensure AMS makes recruitment decisions that best fit the needs of the AMS
3. Communication & Volunteer Relations	To increase the efficiency and effectiveness of communication channels
4. Volunteer Participation	To promote volunteer participation in activities and ensure that volunteer resources are sufficient to carry out AMS's commitments to its clients
5. Volunteer Training	To ensure volunteers have the skills to perform the duties within their area of responsibility and that the training is interesting for volunters
6. Volunteer Career Development*	To expand career development opportunities, engage supervisors in developing the careers of their staff, and demonstrate AMS's commitment to volunteer career development
Departmental	
7. Departmental Training and Development	To expand the expertise of departmental staff in both technical and people management competencies and to promote understanding and buy-in to internal customer service concepts
8. Departmental Workflow Simplification	To ensure that the Department's limited human resources are utilised in the most efficient and effective manner
9. Departmental Promotion Planning	To evaluate promotion opportunities within the Department and develop a promotion plan

* Career development refers to promotion and professional development within the volunteer hierarchy.

Sample of a HRM Plan Programme

Auxiliary Medical Services

VOLUNTEER RECRUITMENT

AMS does not experience any recruitment problem. Volunteer recruitment, however, is a strategic programme of the Human Resource Management Plan for the following reasons:

❏ Turnover among newer volunteers is much higher than older volunteers. More of those likely to leave should be screened out at the recruiting stage.

❏ Since more citizens seek to be AMS volunteers than vacancies are available, AMS can be more selective in the new recruits it selects.

❏ AMS is increasingly performing more regular duties. It needs to ensure that it is recruiting a volunteer force that can cope with this demand.

Aim of the Volunteer Recruitment Programme

❏ The Volunteer Recruitment Programme aims to :

❏ Ensure that AMS makes volunteer selection decisions that best fit the future needs of AMS and are based on job competency requirements.

❏ Improve retention by recruiting persons most likely to remain with AMS.

❏ Reduce the effort spent on recruiting.

Programme Recommendations

❏ Develop a target number of new recruits for each volunteer segment-those committed to regular duties, medical professionals, etc.

❏ Revise recruiting promotional material to give a clearer picture of the type of volunteer work expected to be carried out by volunteers.

❏ Identify desired competencies of volunteer recruits.

❏ Revise recruitment criteria: use competencies as a template for selection to ensure consistently high calibre candidates are selected.

❏ Revise recruiting interview procedures to ensure that a clear picture of the volunteer work is described to volunteers.

❏ Train interviewers regarding the new recruitment approach, e.g. setting candidates' expectations (to explain the challenges as well as the pluses), using competencies to assess the candidate, identifying candidates that are particularly in demand, i.e. those interested in performing regular duties.

Sample of a Summary List of HRM Programmes

Education Department

Programme	Key Objective
1. Performance Management	To increase the effectiveness of the appraisal process, and to strengthen the development aspect of performance management using the competency-based approach to training and career development
2. Career Development	To expand career development opportunities, engage supervisors in developing the careers of their staff, and demonstrate Department's commitment to staff career development
3. Training and Development	To establish management development curriculum based on the competency assessment of the target group, and to provide training and development required to bridge identified competency gaps
4. Promotion / Succession Planning	To communicate clear promotion criteria; to create and implement a succession plan
5. Change Management	To develop the mindset and necessary skills to manage and deal with change effectively
6. Adjustment to New Policies/ Procedures	To communicate clearly and introduce new policies and procedures more smoothly
7. Staff Culture	To develop effective working relationships among all staff and promote Department's core values
8. Recognition of Performance	To establish systems to recognize staff's performance and reward their contributions
9. Staff Retention/ Manpower Planning	To promote staff retention and job satisfaction; to include the training reserve in the manpower estimates
10. Recruitment	To ensure the Department makes hiring decisions that best fit the needs of the Department
11. Management of Information	To make optimal use of existing technology for management of information to assist decision making and enhance communication

Sample of a HRM Plan Programme
Education Department

CAREER DEVELOPMENT PROGRAMME

Career development is included as one of the critical programmes in the HRM Plan for several reasons :

❏ The current departure of some experienced Teaching Grade staff has heightened the necessity and urgency for succession planning to ensure potential candidates are specifically groomed for career progression to assume important positions.

❏ There has been less emphasis on career development in the past.

❏ Staff strongly indicated that desire for more transparent career development activities and career options so that they could receive equal opportunities in career progression.

❏ The Department and professional staff are both seeking to expand career pathing/options.

Aim of the career Development Programme

The career Development Programme aim to:

❏ Engage supervisors in the career development of their staff.

❏ Expand the career development opportunities especially for the Teaching and Inspectorate grades early in their careers.

❏ Enhance the performance appraisal process to include staff career development.

❏ Demonstrate the Department's commitment to staff career development.

Programme Recommendations

❏ Expand the role of supervisors to include identification of talented staff for suitable postings in other job streams early in their career (e.g. between 30-35) to increase their exposure to different roles.

❏ Expand the career pathing/options and make them known to staff.

❏ Add "Staff Development Needs" and "Staff Career Aspiration" discussions to the appraisal process and include in the staff report.

❏ Formally through the performance appraisal process, supervisors recommend next postings for staff.

❏ Train supervisors on coaching skills.

❏ Implement staff development activities: inclusion in work groups, assignment of special duties; secondment across functions or to external organizations.

❏ Establish a Career Development Function/ Manager to improve career development counselling.

Questions on the contents of this Guide may addressed to the Human Resource Management Advisory Unit 1, Civil Service Training and Development Institute, Civil Service Bureau.