Message from the Hong Kong Council of Social Service

It has always been a major aim of the Council in coordinating the Joint Business Improvement Projects (BIP) to make available to and share with the local social welfare agencies the management tools developed from the BIPs, for agencies' reference or further adaptation to individual use. In this regard, the Council has published this Human Resources Management Manual and is very pleased to share it with the interested agencies.

Human Resources Management

Human Resources Management was one of the four Core Areas of the 2nd Joint BIP involving 22 agencies under the coordination of HKCSS successfully completed in March 2005. It divides into "core competencies", "performance management system", and "reward system" and aims to help NGOs develop an effective mechanism for managing human resources in their organizations. With the consultant team's professional service and active inputs of the sixteen participating agencies, a set of management tools on Human Resources Management were developed at the end of the BIP. The tools are grouped together into a tool package – **Human Resources Management Manual.**

Human Resources Management Manual

The HRM Manual provides an objective and systematic framework and a set of tools to assist agencies (staff and management) in their shifts from a rank and rule-based personnel administrative system to a competency and performance-based approach to recruit, manage and reward staff in areas of "core competencies", "performance appraisal system", and "reward system".

Contents:
- Core Competency Initiative
- Core Competency Templates on 2 generic and 5 functional competencies
- Performance Management Guide
- Guidance Notes on Performance Appraisal
- Sample Forms on Performance Appraisal
- Design Framework on Performance Related Reward System
- Reference Guide for Contract Employees Management