

## **LegCo Panel on Education**

### **Personnel Information Management System (PIMS)**

#### **PURPOSE**

This paper is to inform Members of the proposal to set up a Personnel Information Management System (PIMS) in the Education Department (ED) to support its human resources management (HRM) functions.

#### **BACKGROUND**

2. ED and the Information Technology Services Department commissioned a consultant to conduct a feasibility study (FS) in May 1999 to ascertain the need for a computerised personnel information management system in ED. The study was completed in 2000 and it was confirmed that such a system was necessary.

#### **JUSTIFICATION**

3. At present, ED keeps the personnel data of its staff (around 6 500) manually or on separate computers in different divisions/ sections. These standalone database computers are inefficient. Due to limitation in functions and capacity, they cannot generate ready management reports necessary to support the Department's HRM functions, namely, manpower planning, performance management, recruitment and staff development and training. The required information, which is scattered in different divisions/sections, has to be compiled and updated manually. The process is very time consuming, and often involves laborious searches into a large number of paper files and repeated checkings to ensure data accuracy. For example, information on individual officers' competency profile, work performance, training record and posting history has to be gathered from different divisions/sections for a manpower/succession planning strategy to be mapped out. Furthermore, because there is no central database of personnel information in ED, and

given the Department's large organisation structure, individual divisions and sections are maintaining their own personnel records to facilitate the day-to-day personnel functions. This results in duplication of efforts and may give rise to data inconsistency. There is therefore a pressing need to implement a comprehensive computerised personnel information system to capture all essential personnel information to support the HRM functions of recruitment, manpower planning, performance management, and staff development and training. The benefits brought about by PIMS will contribute towards enhancing the Department's overall operational efficiency and effectiveness.

## **THE PROPOSED SYSTEM**

4. Taking into account the findings of the FS, the system will make use of a commercial off-the-shelf computer application software which will be cheaper than a tailor-made package. It will be a software readily available on the market, pre-fabricated to address typical user requirements and customised for the Department's use. The proposed PIMS will capture the personnel data of all staff in ED (such as personal particulars, pay point and benefits, posting history, training records, performance appraisal records and disciplinary records). It aims to provide accurate, up-to-date and comprehensive personnel information to support the Department's day-to-day personnel activities (e.g. approving leave/allowances/benefits and making changes in personnel particulars) and HRM functions (e.g. performance management, manpower planning, staff training and development). Implementation of the system will also facilitate streamlining of HRM activities among different divisions and sections (such as those related to staff training) and compilation of necessary statistical returns (e.g. staff wastage, number and profile of staff in various grades and of officers re-employed after retirement).

## **USERS**

5. PIMS will be used initially by about 240 users. They include all directorate staff, professional/ executive/ clerical staff in the Administration Division/ Training and Development Unit/ Government Schools Section and 120 Section Heads. They need access to the centralised data afforded by PIMS to perform their staff management duties effectively.

## **FUNCTIONS OF PIMS**

6. PIMS will comprise the following major sub-systems: personnel sub-system, recruitment sub-system, performance management sub-system, training sub-system and establishment sub-system. They will perform the following functions:

- (a) maintain a personnel database containing comprehensive, up-to-date and accurate personnel particulars of 6 500 staff;
- (b) facilitate short-listing of candidates for recruitment/promotion exercises;
- (c) support performance management by capturing the assessment of staff performance, hence facilitating a better understanding of staff training and development needs and enabling a moderation of appraisal standards;
- (d) maintain staff posting histories and training records to facilitate staff posting/development and succession planning;
- (e) maintain establishment related information to support manpower planning; and
- (f) generate standard/ad-hoc analysis and statistical reports for various purposes.

## **BENEFITS**

7. Implementation of PIMS would result in realisable annual staff savings of \$2.76 million (to be achieved by deletion of one Senior Executive Officer, two Clerical Officer and two Assistant Clerical Officer posts). In addition, a notional annual saving of \$7.96 million will be achieved (through a one percent efficiency gain of the staff concerned, avoidance of costs which would otherwise be required for employment of additional staff to help with various HRM functions, fragmented staff savings as a result of the streamlined work processes, and savings in office space resulted from the deletion of posts).

8. We anticipate that the system will break even in 2005-06.

9. PIMS will form the backbone to all HRM functions in ED. It will facilitate sharing of information among users, who will have immediate access to updated, comprehensive, actively inter-related and accurate information on personnel matters. Since personnel data are readily available on-line, users can generate statistical and management reports to facilitate decision-making. With a centralised system put in place, data integrity and consistency can be achieved. Work processes can also be streamlined using the system's workflow management function. The system will also contribute towards a more effective monitoring of work quality, better co-ordination among divisions/sections, and above all, the Department's overall efficiency and effectiveness.

10. Without PIMS, the Department has to continue to rely on manual updating of personnel data and compilation of information in carrying out its HRM functions. As described in paragraph 3 above, this mode of operation is inefficient and inadequate. If the implementation of PIMS is not allowed to proceed, the enhancement to ED's HRM, as set out in paragraph 4 above, and other benefits as described in paragraphs 7 to 9 above cannot be achieved.

## **FINANCIAL IMPLICATIONS**

11. The estimated non-recurrent cost of PIMS is \$21.1 million, of which \$16.6 million is capital expenditure and \$4.5 million is staff cost. ED is prepared to absorb the non-recurrent staff cost by its existing manpower resources. Hence, the cashflow requirement for PIMS is \$16.6 million.

12. The estimated annual recurrent cost of PIMS from 2004-05 onwards is \$2.67 million. This includes \$2.33 million for system support and maintenance, application software licence and outsourced system administration, etc. and \$0.34 million staff cost for day-to-day management of the system; the latter will be absorbed by existing manpower resources through internal re-deployment and productivity enhancement.

## **FUNDING APPLICATION**

13. It is intended to seek funding approval from the Finance Committee in July 2001. Subject to the funding approval, the system will be fully implemented in March 2003. An implementation plan is at **Enclosure**.

Education Department  
May 2001

**Implementation Timetable for PIMS**

<b>Activity</b>	<b>Expected commencement date</b>	<b>Expected completion date</b>
Funding approval	-	July 2001
Acquisition of project management service	July 2001	September 2001
Acquisition of project implementation service	October 2001	June 2002
System implementation	June 2002	December 2002
System rollout	January 2003	January 2003
System nursing	February 2003	March 2003