Introduction
Staff is the most valuable asset in the corporation, it is our main key to success. Human Resources Department of the Cluster supports all rounded HR functions in hospitals with a macro focus on major areas such as recruitment and personnel administration but may rely mainly the department head on micro HR management such as individual staff development, staff competency bank building, team building and so on. Supporting Services Department of KWH and WTSH have a large team over 500 staff including both in-house and contract-out staff, whilst service scopes of SSD are complex but yet interlinked with all administrative and clinical departments. Owing to the low professional skill required and low salary band, staff turnover and vacancies of the department are high. In order to gap the deficiency, People Management Team was set up in Supporting Services Department to investigate and establish staff company bank, personal development strategies, training and team building plans through the identification of staff seeds and so as to bloom up potential staff to face the succession targets.

Objectives
-To create career prospects for staff and boost motivation, team building and loyalty -To enhance workforce sustainability and improve service quality

Methodology
Stage 1: Personnel and training database development -Specialists from Human Resources Management field were invited to study training needs in connection with different service scopes in the department during the Annual Summer Student Internship programme to develop competency bank -Potential staff seeds were recruited to join the scheme -Individual communication was carried out with potential staff to enrich our staff profile (i.e. Academic background, Working experience, Self-interest, Personality and Competencies and etc). -Training program collection and classification to develop a database corresponding to supervisory level and specialties. Stage 2: Analysis of training needs -Training need analysis, Gap Analysis was carried out to identify performance gap for individual staff. -Performance Appraisals were considered to identify staff competencies. Stage 3: Adoption and Promotion -Review of organizational structures and job descriptions (JD) was carried out to increase supervisory opportunities. -Job matching and best fit the potential staff according to their competency. -SDR was reviewed with specific, measureable, achievable, realistic and time-bound outcomes according to their new JD. -Short term job attachment to other major acute hospitals as career exposure. -Enhance deputizing arrangement to frontline staff.

Result
Apart from the training programme provided by Hospital Authority, potential supervisors and senior
supervisors are encouraged and nominated to attend professional training courses such as strategic crisis management, leadership and supervisory skills organized by outside training institutions. Specialized-streamed supervisors were nominated to attend the specific training program such as tree risk assessment, workplace violence handling and etc. On top of that, programme of "train to trainer" was organized in 2013 to train up potential supervisors for the effective delivery of messages and information from management to frontline staff. Besides, potential staff were invited to take up supervisory duties or deputizing appointments to apply and experience what have been acquired. Recognition presentation was given to appreciate staff to share additional duties for continuous sustainable departmental and personnel development. In 2014, 28.6% of the selected potential supervisors were promoted; among of them, 22.9% promoted within hospital and 5.7% promoted to other hospitals. The start up of People-oriented approach and strategy was introduced within the department. In light of this, a positive and competitive working environment was set up to assist our staff to build their career and future prospects to develop working accomplishments.