

Service Quality Standard (SQS)

服務質素標準

標準 Standard 5

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香港社會服務聯會
服務質素標準 5

人力資源的政策及指引

執行單位

1. 政策目的

- 1.1. 確保本會備有人力資源管理制度，在現有資源下甄選及聘用合適人選，為本會服務。
- 1.2. 確保本會各職級職員認識及了解人力資源、政策、角色及任務和清楚相關程序。
- 1.3. 確保機構有計劃地制訂「人力資源政策」，讓員工在人力資源政策管理下，得到適當激勵、輔導和發展。
- 1.4. 確保機構的政策及處理程序符合香港特別行政區之有關法例，如：僱傭條例或個人資料(私隱)條例的要求，確保職員及應徵者的基本權益及個人資料得以保障。

2. 理念

- 2.1 以公平、公正及良好僱主的理念設計一套人力資源管理制度，提供聘用、新職員之就職及導引、培訓及發展、督導、表現評估與紀律行動，為職員提供提升及發展技能的機會，都是為服務使用者提供優質服務的必要條件。
- 2.2 以公平，公正及有透明度的人力資源管理，讓社會人士選擇申請公開招聘的職位。

3. 政策

- 3.1 本會管理層代表本會，以良好僱主的原則管理本會的人力資源。本會應以靈活、關懷及鼓勵的態度去管理員工，並帶出群策群力及信任的合作模式，推動群體合作的精神。
- 3.2 人力資源管理是所有管理人員的職責。
- 3.3 員工是本會人力資源的主要財富，本會有責任鼓勵員工積極承擔工作，各展所長，推動本會工作，以願意承擔的態度完成工作計劃，達成使命。
- 3.4 制訂一套有系統的人力資源管理，提供具問責的招聘工作及恰當的職員調配晉升的措施，使本會員工能有效發揮其積極性及潛能，增強各人在工作崗位上的發展及成就感。

- 3.5 制訂新職員入職導向訓練，督導及定期工作表現審核，鑑別職員在工作上所需的持續訓練及發展機會，以改善職員表現，為服務使用者提供優質服務。
- 3.6 制訂紀律處分的程序，確保對職員採取紀律行動時要有清晰及公平的處理。
- 3.7 制訂終止或延續職員聘用合約的政策，確保員工知悉相關的程序及安排。
- 3.8 本會在招聘工作中，不會因應徵者的性別、年齡、家庭狀況、宗教信仰、殘障、國籍或性傾向而以歧視或不公平的態度處理有關人士的申請。

4. 執行情序

社聯屬下單位因職位空缺或工作需要，會填補或增聘長期、合約、臨時及兼職職員協助推行服務。填補或增聘職位，可以招聘、調派或晉升方式進行。

4.1 招聘

- 4.1.1 當個別單位有需要招聘職員時，須徵得所屬業務總監及行政總裁批准，並透過行政部集中處理招聘事宜。批文送達行政部時，將進行招聘工作。
- 4.1.2 公開招聘由行政部執行。招聘及甄選程序請參照職員手冊 6.1 項。
- 4.1.3 招聘短期及臨時職員，請參照臨時員工(casual worker)的聘用政策和相關措施及短期員工(casual worker)的聘用政策和相關措施(職員手冊第 6.9 及 6.10 項)
- 4.1.4 在甄選申請人過程中，以應徵者的能力，資格為甄選準則，不會有任何涉及種族、宗教、性別、殘障、國籍或性傾向等歧視條件，也以不違反法律及公平原則作篩選。
- 4.1.5 所有招聘之職位，合符資格的現職職員均有權申請。
- 4.1.6 在甄選過程中，評審人員若與申請人有任何親屬關係或非因工作關係而認識者，須主動申報，避免有利益衝突。
- 4.1.7 招聘程序一般三個月內完成。其他申請人資料，在完成招聘後六個月銷毀。部份資歷合適的申請人，其個人資料可被保存十二個月後銷毀。在保存期間，確保個人資料得以保密。
- 4.1.8 以上程序之主要負責人為高級經理(人力資源及行政)。

單位主管

人力資源單位

人力資源單位

4.2 調派

- 4.2.1 為確保知人善任，本會在有需要時有權調派職員出任其他同職級、職系的崗位。(請參閱 6.1.15)
- 4.2.2 制訂職員的調派由行政總裁及有關業務總監議訂，經行政總

- 裁確認，交由行政部負責執行。調派程序一般三個月內完成。
- 4.2.3 處理任何調派的工作，被調派的職員對有關調派有知情權。若有不滿或建議，本會有途徑讓職員提出申訴(見職員手冊第6.6項)
- 4.3 晉升
- 4.3.1 表現優異的職員有晉升的機會。
- 4.3.2 為確保公平、公正的聘用原則，表現優異的職員均有平等機會申請可晉升之職位。而職員申請晉升的職系，均可免除第一階段之面試，直接進入第二階段之篩選。在有需要的情況下，職員可被要求進行筆試的甄選程序，再進入第二階段之篩選。
- 4.3.3 所屬單位主管可提出申請，直接晉升表現優異的職員。申請需以書面提出，連同推薦職員之績效評核表及理據，透過核心業務總監向行政總裁申請。
- 4.3.4 職員獲晉升後，本會以新合約與職員重新釐訂僱傭關係。
- 4.3.5 職員晉升由有關業務總監建議，經行政總裁批核，由高級經理(人力資源及行政)轄下之人力資源組負責執行。晉升程序一般三個月內完成。
- 4.4 制訂職員聘用合約
- 4.4.1 制訂具約束力合約，使僱傭雙方恪守合約精神。
- 4.4.2 合約應列明聘用細則，包括職員職位、職權與職責、直屬上司、薪酬、工作條件、職員福利等，並以不違反《僱傭條例》為原則，制訂合適聘用條款。
- 4.4.3 合約須由職員及本會代表(行政總裁)/(業務總監)雙方簽訂始為有效，合約共簽兩份，一份由本會存案，另一份予僱員保存。
- 4.4.4 本會備有各項職員工作細則，聘用政策及條款、僱員福利等資料(可參閱職員手冊 6.1 -6.10)
- 4.4.5 終止合約須根據《僱傭條例》之要求，確保僱傭雙方得到合法之保障(見職員手冊 6.1.11 至 6.1.14)
- 4.4.6 合約制訂由高級經理(人力資源及行政)轄下之人力資源組負責執行，由行政總裁簽核作實。
- 4.5 紀律處分
- 4.5.1 本會要求員工有良好的工作態度及操守。當職員在工作表現或行為上違反聘用合約或香港特別行政區法例時，本會有權執行紀律處分(見職員手冊 6.1.13)
- 4.5.2 在執行紀律處分之前，每個情況都要作出適當調查，該職員之直屬上司須即時提交報告及建議予行政總裁裁決，若該直

單位主管 /
業務總監 /
人力資源單位

人力資源單位

- 屬上司出現角色或利益衝突，行政總裁需委任其他人士處理。在採取任何紀律行動前，確保有關直屬上司已向該員工提供所需的協助與輔導。在未有改善的情況下，才決定作出處理方案。在嚴重的情況下，行政總裁有權作出即時的決定。
- 4.5.3 任何紀律處分應符合合約條款及《僱傭條例》之規定，負責上司應提交有關報告予業務總監，而業務總監經研究個案後，向行政總裁提出申請，經裁決後，以清晰及公平的程序知會有關職員。
- 4.5.4 有關工作的執行，由所屬業務總監及高級經理(人力資源及行政)共同負責。
- 4.5.5 員工對決定的紀律行動如有不同意，均有上訴的權利。上訴機制詳情見職員手冊第 6.6 項。
- 4.6 終止或延續職員聘用合約
- 4.6.1 確保員工能知悉終止或延續職員聘用合約的安排。
- 4.6.2 本會或員工均可於聘用合約期完結前提出終止合約/約滿不續約，離職通知期可參考個別聘用合約及職員手冊第 6.1 項。
- 4.6.3 直屬上司會根據員工表現、機構需要及財務情況以考慮終止或延續聘用合約。如員工聘用合約滿一年，直屬上司需要為員工進行週年績效評核，並口頭通知員工有關續約/終止合約/約滿不續約的決定。績效評核報告由行政總裁/業務總監批核後，人力資源小組會準備正式通知函件，由行政總裁/業務總監簽署發出。
- 4.6.4 如因工作表現未如理想、其他特殊原因或即時解僱的個案，直屬上司需與業務總監及人力資源小組商討終止聘用合約的安排。
- 4.6.5 如延續聘用合約，直屬上司需於合約完結前口頭通知有關員工，並經業務總監向行政總裁建議續約安排。一經批核，人力資源小組會準備正式通知函件，由行政總裁/業務總監簽署發出。
- 4.6.6 如就處理聘用合約方面有不滿，本會有途徑讓職員提出申訴(見職員手冊第 6.6 項)
- 4.7 新職員入職導向訓練政策及程序
- 4.7.1 政策
- 提供入職導向指引及訓練，縮短新職員認識本會運作的時間，儘快投入新的工作環境。
- 4.7.2 程序
- 新職員入職當日，由主任(人力資源)負責為新職員提供入職介紹，使其認識本會基本運作。

人力資源單位

- 為新職員舉行入職跟進會面，由主任(人力資源)負責統籌，每月舉行一次(如適用)。
- 搜集新職員對入職導向訓練的意見，按需要調整。
- 搜集新職員入職後對機構及工作環境/條件的意見，按需要作出改善。

4.8 督導及工作表現審核政策及程序

4.8.1 政策

為職員提供定期的督導和工作表現評檢，對盡責和有貢獻的職員給予鼓勵和讚許，對工作有不足之處的職員，給予指導和清晰的工作要求，從而提升職員及本會服務質素。

4.8.2 程序

- 定期由直屬上司作督導，有不足之處，給予指導和要求，對盡責和表現優異者給予讚許。
- 完成試用期作試用期終結評核，由行政總裁/業務總監批核後，發出正式聘用函件。
- 每年四月進行週年績效評核。
詳情請參閱職員績效評核須知
(File: P:\ResourcesSharing\HR\Staff Rank Structure & Performance Management) 及職員手冊 6.5
- 對工作表現不符合要求的員工，上司應清楚向員工提出不足之處，提出清晰要求，並建議改良方法，並於彼此接受的時段，再作檢討，務求員工的工作表現有所提升。
- 於每年十月，上司可因應工作需要，與下屬修訂工作目標，以切合實際情況，於年終時評核下屬的工作表現。

4.9 職員持續訓練和發展

4.9.1 政策

本會鼓勵職員主動提升和發展技能，為服務使用者提供優質服務的必要條件。

4.9.2 程序

- 本會備有新職員入職導向指引，提高新職員對新工作環境的適應能力。
- 本會設職員發展資助計劃，鼓勵職員積極學習，自我增值(見職員手冊 6.4.40-6.4.45 及 6.7.12 至 6.7.19)
- 本會設定期專題研討，為職員提供分享經驗及擴闊視野的機會。

4.10 利益衝突

若在招聘上，申請人與本會職員有任何親屬關係，雙方均需向人力資源組申報。本會接納所有合資格人仕申請本會的空缺職位，而負

責選拔之職員如屬利益申報者，應於面試中保持緘默。在甄選的過程，該職員亦盡量不影響其他選拔者的決定，以免引致利益衝突。

4.11 僱用殘疾人士政策

本會制訂此僱用殘疾人士政策，目的為適合受聘職位要求的殘疾人士提供優先就業機會，讓他們在平等的機會下得以貢獻所長，投身工作：(2007年2月1日生效)

- 歡迎殘疾人士申請本會職位。
- 殘疾人士如達到有關職位的基本入職要求，均獲邀參與遴選面試，投身工作。
- 確定本會僱用殘疾人士的指標為不少於總僱員人數的百分之二。

5. 檢討及修訂

本政策於2002年4月制訂，目的為配合服務質素標準5在本會落實執行。政策經行政總裁審核後正式生效。本政策文件存放於本會的工作手冊內。所有現職或新入職的職員，均須閱讀及依據有關政策提供服務。本政策及有關措施的內容，將適時進行檢討。

* 各級別的職員績效評核表格可於 P:\ResourcesSharing\HR\Staff Rank Structure & Performance Management\Performance Planning & Appraisal Form (3rd Edition)內下載。



**Performance Management System
Operation Guide
(4th Edition)**

The Hong Kong Council of Social Service

April 2013

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Introduction

Performance Management is a planned system to communicate business and service strategies to all employees and to align unit / team / individual objectives with organization goals and priorities. It is concerned with improving individual and team performance through a self-renewing cycle. By improving the performance and developing the capabilities of individuals and teams, it will contribute to achieve the overall objectives and goals of the organization. The primary purpose is to establish accountability for results that leads to performance improvement. When implemented effectively, Performance Management brings motivation to individual and team's performance, develops staff potential, communicates expectations and aligns individual / team goals with corporate business strategies. The time required to achieve the set goals in Performance Management will in fact lead to a considerable workload to the management, however, in view of the growth and benefits of their teams / subordinates, such is worth contributing in the process of work.

In planning for the Council's performance management, various system linkages have been considered and properly managed, such as the Council's business planning process, various aspects of human resources management, induction training and development, as well as reward and staff support system etc.

The following is a focused description on the Performance Management for individual staff members, while other areas in relation to Performance Management in a broad sense will be separately dealt with through other aspects of HR Management or organizational performance management.

Objectives of the HKCSS Staff Performance Management System

Performance Management System is a regular plan-act-monitor-review management cycle to gear work progress towards the agreed objectives, it enhances communication between individual staff and the supervisor to assess the individual staff's performance basing on results, attitude and behavior and to identify rewards to recognize their performance with a performance-based reward system.

Achieving the alignment of organization and Core Business / Unit strategies, mission and values through enhancing individual performance

Performance management process can be used to communicate and reinforce the organization's strategies, missions and values, and to integrate individual and team objectives with the organization's business goals. The process starts with the identification of results needed, measures of effectiveness or efficiency (outcomes or output) toward the goals, and means (through-put) to achieve the goals. The alignment of individual accountability with organization goals will eventually be enhanced.

Getting results and the best from staff members

Staff members who are motivated to work better and harder, the emphasis will not only lie on work attitude and work behavior, but also on work results. Performance reviews, either formal or informal, will focus more on the results expected. Staff members are encouraged to develop their abilities, enhance their job satisfaction and achieve full potential to their own benefit and to the organization.

Building up an open and transparent sharing culture, enhancing mutual understanding and support through interaction and ongoing process between supervisees and supervisors, developing a basis for communication

Performance Management System sets the stage for both supervisees and supervisors to express their expectation on the objectives set and provide feedback on each side's involvement and performance throughout the process. Pointing out strengths and weaknesses in an open and transparent manner is a coaching function for the supervisors; receiving feedback and acting upon it is a motivational experience for the supervisees. While supervisors evaluate the competencies of the supervisees and provide coaching and counseling whenever necessary, supervisors also get feedback on how well they have managed the process and if they have given appropriate guidance and support to their supervisees. Through continuous

interaction, constructive and open relationships can be developed between individuals and their supervisors.

Preparing and documenting for the performance of staff members, providing support for staff development decisions

Documents generating from the process of performance management system can be served as bases for Human Resources decisions, to promote outstanding performers, to provide necessary support for low performance, to train and develop, transfer, or discipline others and to justify merit increases and other reward measures. A good system will help to explain to both senior management and other stakeholders what has been done and why they are accomplished in such ways.

Facilitating organizational and individual development

Throughout the Performance Management process, several organizational, or perhaps more specifically human resources activities are achieved. These include, specification of objectives and performance standards, identification of necessary skills to be considered when hiring and training needs across work units. Moreover, a clearer organizational requirement of ability is developed to discriminate effective from ineffective performers. The system provides basis for major Human Resources activities and facilitates the development of the organization. The system also seeks to assess individual staff's performance basing on results, attitude and behavior and to identify rewards to recognize their performance with a performance-based reward system.

Performance Management's link with other HR Functions

1. Training and Development
 - 1.1 Training and development needs are identified through the performance management process.
 - 1.2 Training and development aids in the facilitation of job requirement and level of performance.
2. Manpower Planning
 - 2.1 Strengths and weaknesses, personal interest and career aspiration of staff members are reflected through performance management process that can help facilitate better job matching.
 - 2.2 Better performance can be expected if employees are assigned with appropriate jobs and properly set objectives.

3. Recruitment

3.1 Competencies requirement identified during the performance management process sets the yardstick for sourcing new recruits.

3.2 Quality of applicants being recruited determines performance standards that are achievable.

4. Staff Relations

4.1 More interaction between supervisors and supervisees results in improved working relations.

4.2 Clarified expectations and job goals leads to improvement in performance.

Purpose of the Operation Guide

This guide aims to provide an outline on the major principles and process of a Performance Management System. It is intended for those who are responsible for administering the Performance Management System, provide practical advice for Appraisees and Appraising Officers in performance appraisal.

Overview of the Performance Management System

Performance Management is a systematic process for building business and professional strength by:

- Translating business strategy and organization goals into individual targets and standards through performance planning;
- Monitoring and measuring individual / teams' performance by providing regular feedback on performance;
- Recognizing and rewarding excellence
- Curing and preventing performance problems and
- Optimizing the matches between individual development and organization need

Phase 1 Performance Planning

In the stage of performance planning, performance agreements will be worked out. It defines expectations, what the individual has to achieve in the form of objectives / standards of performance, how performance will be measured and the indicators and competencies needed to deliver the required results.

Personal development plan, it sets out the actions people intended for development to extend their knowledge and skills, increase their levels of competencies and to improve their performance in specified areas, this is suggested to be worked out in this stage.

Phase 2 Performance Coaching and Review

Performance Management is a continuing process of the individual's day-to-day work and providing feedback and coaching on performance, conducting informal progress reviews, updating objectives and dealing with performance problems is fundamental to the system. Feedback in the performance management should be made positive and aim at identifying ways for further development and improvement, not simply informing the individuals what they have done wrong (negative feedback). On the other hand, feedback must report on failures as well as successes, although failings should not be dwelt on as matters for blame. Instead, they should be treated as opportunities for learning to prevent future occurring. Coaching is best to be conducted on a one-on-one approach. Every time a supervisor delegates a new task, a coaching is created to help the individuals learn new skills or competencies needed to accomplish the job assigned. Coaching should provide motivation and effective feedback. Hence, performance management is an enabling and empowering process.

Phase 3 Performance Appraisal

It is the formal evaluation stage when a review on staff's performance over a period takes place, covering achievements, progress and problems for a revised performance agreement and personal development plan. It entails performance ratings. The performance review discussion provides the means through which the 5 key elements of performance management will be achieved:

1. Measurement – assessing results against agreed objectives and performance standards.
2. Feedback – giving individuals information on how they are doing.
3. Positive Reinforcement – emphasizing what has been done well so that it will be done even better in the future, making constructive criticisms, and pointing to ways of achieving improvements at work.
4. Exchange of views – ensuring that the discussion involves an open and honest exchange of views about what has been

achieved, what needs to be done to achieve more and what individuals think about their work, the way they are guided and their aspirations. Performance and development reviews provide the opportunity to reflect on past performance as a foundation for making development and improvement plans. Reaching agreement about what should be done in the future is what it is all about. The performance review should take the form of a dialogue, not a top-down interview.

5. Agreement – reaching an agreement on action plans to be implemented by individuals with the support of the supervisors whenever required.

Reward System linked to Performance Appraisal

The new Reward System is introduced in April 2007. It directly links to annual performance appraisal that differentiate reward will be provided for various levels of staff performance. It includes two parts :

1. Maintains the existing practice of annual incremental point to staff members who are below maximum of pay range at achieving “Effective” performance or above ; staff members at maximum of pay range is not eligible.

2. Provides a “one-off reward” to all staff members at achieving “Very Effective” and “Outstanding” Performance on condition that the annual financial and service target have been achieved. *(ceased from 2012/2013 onwards)*

The amount of the one-off reward will have to be scaled down if the Council has failed to achieve the relevant financial target. *(ceased from 2012/2013 onwards)*

Both salary adjustment and one-off reward *(ceased from 2012/2013 onwards)* will be made in end June of each year with back payment to April of the year.

Target Group and Their Roles and Responsibilities

This PMS is designed for all staff members and their supervisors, the roles and responsibilities of those involved are:

Appraisee

1. Share and understand the mission and objectives of the Council and understands that everything that one does at work at any level contributes to achieving the overall goals of the organization.
2. Ready to get involved in agreeing with your supervisors on what you need to do and how to do it well. Ready to initiate suggestions on ways of achieving the set objectives.
3. Be able to demonstrate competencies to achieve what is required from you and ready to give feedback on what is difficult to accomplish and seeks support or advice from your Appraising Officer.
4. Document the agreed performance objectives / measurement standards and self-assessed achievements in the reviewing process.
5. Take responsibility for your own continuous performance improvement and development.
6. Seek feedback from Appraising Officer and is open to suggestions for continuous improvement.

Appraising Officer

1. Communicate the organization and business objectives with the team members and help to link their performance to the stated objectives.
2. Enable the Appraisee to possess a clear understanding of what is expected from him/her and ensure that the expectations carry reasonable qualities and quantities of the output and outcome.
3. Document the agreed performance objectives and measurement standards of the Appraisee and the beginning of the appraisal period, keep a written interim record for any changes made and document the performance review made.
4. Provide in-time coaching and feedback to recognize good performance and get those below expectation performance back on track.
5. Identify the Appraisee's effort and improvement areas and monitor progress.

6. Conduct annual performance review with the Appraisee, assess the Appraisee's performance in a fair and equitable manner, identify development priorities and action plan and discuss on the Appraisee's career aspirations and potential.
7. Be transparent to all comments made towards the Appraisee with recommended areas and means of improvement. The process is more important than the ratings.
8. Be ready to share your good practices with other teams in any sharing sessions requested by the management.

Chief Officer / Business Director

1. Countersign on the agreed performance objectives for the Appraisee and any modification thereafter.
2. Make comments on the appraisal.
3. Indicate his/her views on the Appraisee's suitability / fitness for advancement / promotion.
4. Recommend need for any type of remedial action to be taken when the Appraisee's performance falls below an acceptable level.
5. This role can be skipped if the Appraising officer happens to be the Chief Officer / Business Director.

Chief Executive

1. Assess the Appraisee's fitness for promotion and future potential as he/she has access to information on the Appraisee's performance over a number of years and an overall view of other staff members operating at the same level.
2. Endorse the need for any type of remedial action to be taken if the Appraisee's performance falls below an acceptable level. He/She should also monitor the standards of appraisal and advise where these are considered below standard.

Administration Department

1. Be responsible to follow up any recommendations / decisions upon the appraisal results and should inform the Appraisee of the actions to be taken.
2. Identify good practices and conduct sharing sessions for the Appraising Officers to improve their coaching and appraisal skills.

The Performance Management System will apply to all staff for which the Planning and Appraisal cycle will be applied as far as possible. Staff members on project-base will have their performance cycle arranged according to the project duration; appraisals will normally be conducted once every 12 months for projects of over 1 year or by the end of the contract if it falls within a period of 12 months.

The same Performance Management forms will be used to assess staff on probation.

The normal planning and appraisal cycle will work as follows:

<u>February/March</u>	Executive Committee and Standing Committees to endorse the Annual Business Plans
<u>April</u>	Performance Planning – to set and agree upon the performance objectives with deliverables/ / results.
<u>April/May</u>	Commencement of appraisal period <i>Performance appraisal of the past year</i>
<u>June</u>	Salary Increment dated back to April
<u>Year round</u>	Modification on performance objectives as and when appropriate.

Appeal System

The Appeal System under the Performance Management System of the Council will take the following steps:

1. In case an individual staff as the Appraisee undergoing a performance appraisal, disagrees with the assessment, comments or recommendation made by the Appraising officer, he/she may make an appeal with indication in Section VII of the Performance Planning and Appraisal Form.
2. The Business Director will conduct a case review on the appeal; but in the case that Business Director is the Appraising Officer, the Chief Executive will conduct the case review.
3. The Chief Executive/Business Director may request the Appraisee to supply further details relating to his/her appeal in writing, and the Appraising Officer to submit a written report on the case.
4. The Chief Executive/Business Director will inform the Appraisee the case review result within one month from the date the Appraisee has made the appeal.
5. In case the Appraisee disagrees with the result of the case review conducted by Business Director, he/she may make an appeal in writing to the Chief Executive within two weeks from the date the result is known to him/her; in case the Appraisee disagrees with the result of the case review conducted by the Chief Executive, he/she may make an appeal in writing directly to the Chairperson of the Executive Committee within two weeks from the date the result is known to him/her.
6. In case the appeal is involving the Chief Executive as the Appraising Officer, the Chairperson of the Executive Committee will conduct the case review on the appeal.

System Review

An overall review on the first-year run of the new PMS was conducted in June – December of 2005 and subsequently some amendments were made to be implemented in April 2006. On-going assessment and review will be made in the first few years to polish the system toward desirable outcomes.