

# Staff and Support Services

員工及支援服務







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In the same way the 60<sup>th</sup> Anniversary of the Housing Society marks an ongoing commitment to the Hong Kong community, a natural extension of this core philosophy is the well-being of our staff and the focus on providing them with opportunities for skills training and holistic development. Over the six decades as we have evolved from being successful property managers to a diversified “housing laboratory”, we continue to recruit and train staff to deliver and excel in our comprehensive services.

Total headcount at the end of March 2008 was 1,066, an increase of 26 over the previous year. Additional staff growth can be mainly attributed to the expansion of our Building Management and Maintenance Scheme (BMMS), which has helped strengthen our services to promote proper management and maintenance for private buildings.

The annualised staff turnover rate for the year was 13.01 per cent. While our staff attrition rate remains below the market average, we are satisfied with our ability to attract new talents, and in doing so continue to enliven the depth of our services.

房協六十周年標誌著我們對香港社群持續的服務承諾，這個核心理念亦同樣延伸到對員工的關懷和為他們提供技能訓練及全方位發展的機會。過去六十年，房協的業務由專業的物業管理，發展至一所多元化的「房屋實驗室」，我們將繼續招聘及培訓員工，以提供全面的優質服務。

截至二零零八年三月底，房協的員工總人數為一千零六十六人，較上一年增加二十六人。增聘員工主要是配合擴展「樓宇管理維修綜合計劃」，以助我們加強對私人樓宇的服務，推廣妥善的大廈管理及維修。

年內，我們的員工流失率為百分之十三點零一，較市場的平均數字為低，同時我們亦能招攬新的人才，繼續深化我們的服務。



## Staff Progression, Learning and Development

At the Housing Society, innovation and team work form a strong platform for delivering our range of enterprising services. Therefore, during our anniversary year we stepped up our team building efforts by introducing a tailor-made programme incorporating different elements of innovation and quality. The corporate-wide programme was attended by more than 90 per cent or 992 members of staff.

In total, 12 two-day and five one-day classes were organised and were designed to elevate the concept of innovation and the pursuit of quality through experiential learning. Positive feedback indicated participants enjoyed the content of the programme and appreciated the opportunity to share ideas and mingle with colleagues across different divisions and service areas.

Reflecting the aim of the Housing Society to help staff and management to develop as individuals and provide them with opportunities that will assist their career development, the Housing Society launched a series of People Management Programmes for management and supervisory staff.

## 員工晉升、學習及發展

創意及團隊合作是房協提供各種企業服務的強大基礎，因此，在慶祝周年紀念的同時，我們特別設計和推出一項培訓計劃，揉合創意及追求卓越的概念，以進一步提升團隊精神。房協上下共有九百九十二人，即超過百分之九十的員工參與了此項計劃。

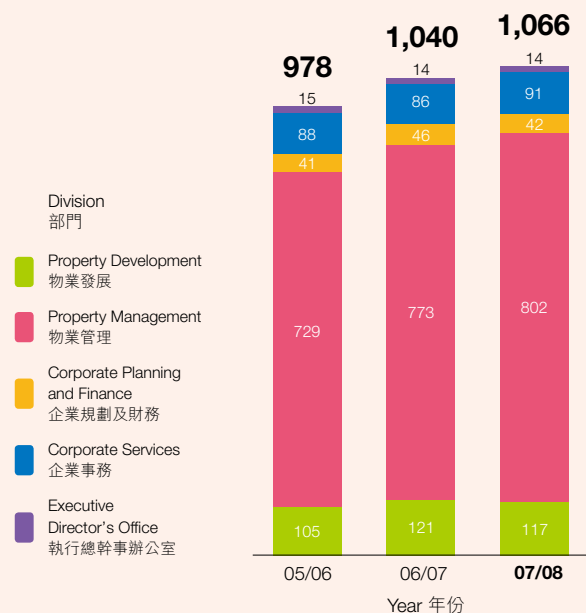
這項計劃共舉辦了十二次兩天的課程和五次一天的課程，透過體驗學習，提升員工的創意和鼓勵他們追求卓越。參加者的反應熱烈，並讚賞計劃的內容，而且很高興能藉此機會與不同部門及服務範疇的同事相處及分享意見。

房協為管理層及主管推出一系列的「人事管理培訓計劃」，藉以加強員工及管理人員的個人技能，並提升他們的事業發展機會。

### Headcount by Division 各部門員工人數

(as at 31 March 2008)  
(截至二零零八年三月三十一日止)

No. of Staff  
員工數目



The Team-building Experiential Camp aims to inspire staff's creativity  
「『鑽』出新意戶外體驗營」旨在啟發員工的創意

Concentrating on transformational leadership and innovation, two programmes were introduced for management at the executive level. In addition, five classes of “Achieving Results through Others” were arranged for more than 120 supervisory staff to enhance their leadership and management capabilities. To further strengthen the concept of leadership, Situational Leadership and Myers Briggs Type Indicator tools were introduced. Overall, about 300 staff with supervisory responsibilities also took part in briefing sessions on employment, performance management, compensation and benefits and how to effectively communicate with members of the younger generation. On average, each staff participates in 4.7 days of training last year, representing nearly 5,000 training days in total across the organisation.

Keeping the channels of communication flowing is another positive objective the Housing Society believes in upholding. In addition to our senior managers holding regular briefing sessions with staff at various levels, we have also beefed up the online portals that allow staff to log on to the latest news on corporate activities and development.

As a “housing laboratory” with a strong focus on sustainability and developing talent for the future, we are fully aware of the need for ongoing innovation. In a further move to encourage employees to share their views and opinions, the Housing Society recently launched a user-friendly online Intranet Employee Suggestion Scheme. From the enthusiastic response the scheme has generated, we believe the initiative will continue to produce substantial benefits including the

針對變革型領導和啟發新思維，房協為行政管理人員推出了兩項培訓課程。此外，逾一百二十名主管參加了共五班的「管理達至最佳成效」的課程，以加強他們的領導及管理能力。房協亦引進了「情境領導技巧」和「麥爾·碧瑞斯性格類型指標」等工具，以強化領導概念。整體而言，約三百名具主管責任的員工參加了有關聘用、工作表現管理、薪酬和福利，以及如何和年青一代有效溝通等簡介課程。在過去一年，房協平均為每位員工提供四點七天培訓，總培訓日數接近五千天。

我們重視與員工的溝通，除高級管理層定期向各階層員工舉行簡布會外，我們並加強了內聯網內容，讓員工了解房協的最新動態及發展。

作為「房屋實驗室」，我們深明須要不斷創新，故此持續發展及培育人才是我們的重點。房協最近在內聯網推出了簡明易用的「員工意見計劃」，進一步鼓勵員工分享他們的觀點和意見。此計劃相信能為房協在尋求創新思維、鼓勵創意及加強員工投入感等方面帶來持續效益，而員工對此計劃的反應亦非常熱烈。這是



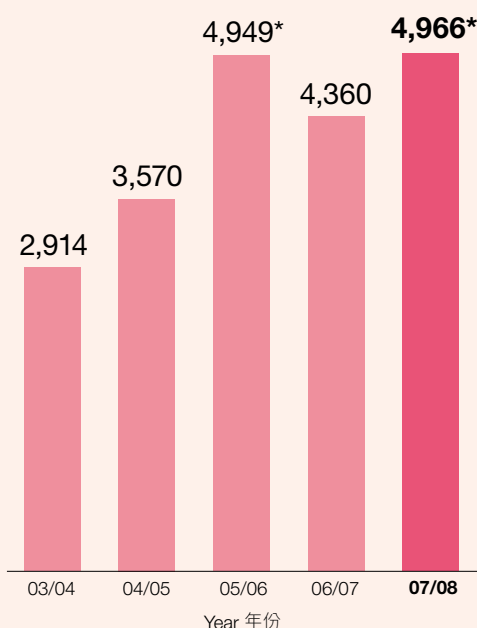
*Different types of training are organised for staff at all levels  
為各階層員工舉辦多元化的培訓課程*

## Total Training Man-days

### 員工培訓總日數

(as at 31 March 2008)  
(截至二零零八年三月三十一日止)

Day  
日數

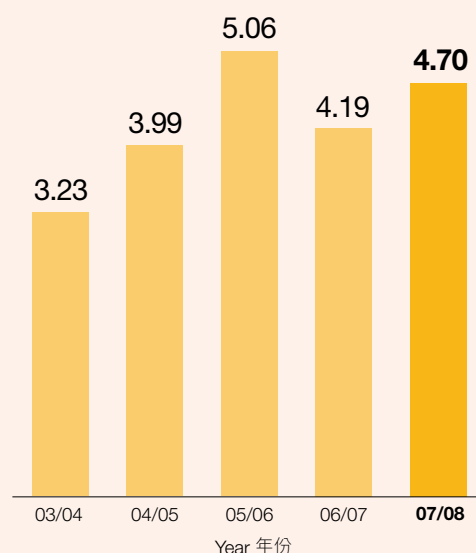


\* including the corporate-wide team building exercise organised during the year  
包括為全體員工舉辦的戶外團隊訓練營

## Training Man-days per Staff

### 每位員工培訓日數

Day  
日數



ability to harness innovation, encourage creativity and increase staff participation in the ever widening activities of the Housing Society. The process is the latest addition to a series of processes designed to strengthen communication and working relationships among staff as information cascades through different levels of the Housing Society.

Talent management is the key to success for a lot of organisations. As part of our senior management succession plan, the first seven participants in our tier-one Accelerating Development Scheme (ADS-1) successfully completed the three-year curriculum launched in 2005. The second tier with 10 managers and senior officers rolled out in 2006 was still underway.

房協一系列活動中的新嘗試，旨在加強員工溝通和工作關係，促進房協內不同階層的資訊傳遞。

良好的人才管理是不少機構成功的主要因素。作為房協高層管理人員繼任計劃的一部分，七名參加第一線「發展促進計劃」的員工已成功完成了自二零零五年推出的三年計劃。參加了在二零零六年推出的第二線計劃的十名經理及高級主任則仍在接受培訓。

The ADS curriculum has been designed to nurture holistic development for the participants. In addition to offering consortium programme conducted by reputable universities, which is aimed at strengthening knowledge and contemporary management skills, individual development plan with guidance from executive coaches has also been formulated. In addition, regular meetings with senior management are organised to help broaden the horizons of the ADS participants.

To evaluate the impact of the ADS, a formal review of the programme was conducted by the Housing Society Directorate, which declared the programme a success. The effectiveness of the ADS has been further amplified through knowledge sharing sessions involving ADS participants and fellow managers.

### Staff Care

At the Housing Society, it has always been a prime focus to treat health and safety issues seriously. For instance, staff involved in BMMS and urban renewal activities are provided with extensive training to ensure they are able to handle every aspect of the job. The scope of training includes aspects ranging from legal and risk issues, dealing with difficult people and situations, to self-defense in the unlikely event that staff find themselves in a dangerous situation. Across all of our activities, we have carried out comprehensive job hazard analysis to assess the potential risks of different occupations.

Not simply content with assessing risk, we proactively promote ways of avoiding risk through organising workshops that tackle topics like “Managing Personal Risk”. A Safety Day was also organised to promote occupational safety and health among staff and contractors.

「發展促進計劃」的課程內容是為培養參加員工的全面個人發展而設。除安排同事參加由著名大學舉辦的綜合課程，增強他們的知識及現代管理技巧外，我們亦為每位參加者制訂個人發展計劃，由專業導師輔導。此外，參加者更會定期與高層管理人員會面，以助擴闊視野。

為評估「發展促進計劃」的成效，房協的行政職員對此計劃進行了正式檢討，結果令人鼓舞。參加「發展促進計劃」的員工亦透過分享會，與其他經理分享他們的知識，深化計劃的成效。

### 關懷僱員

注重員工的健康及安全是房協一貫的重點，例如我們為參與「樓宇管理維修綜合計劃」及市區重建有關業務的員工提供多方面的培訓，確保他們在各工作範疇上皆能勝任。培訓涵蓋法律及風險事故、衝突處理及解決問題的技巧，以至當員工遇上危險情況時的基本自衛方法等。我們亦已就業務上不同的職位進行全面的工作風險評估。

在評估風險之餘，我們更透過舉辦如「管理個人風險」工作坊，積極推廣防範風險的方法，並為員工及承建商舉辦「安全日」，宣揚職業安全及健康。



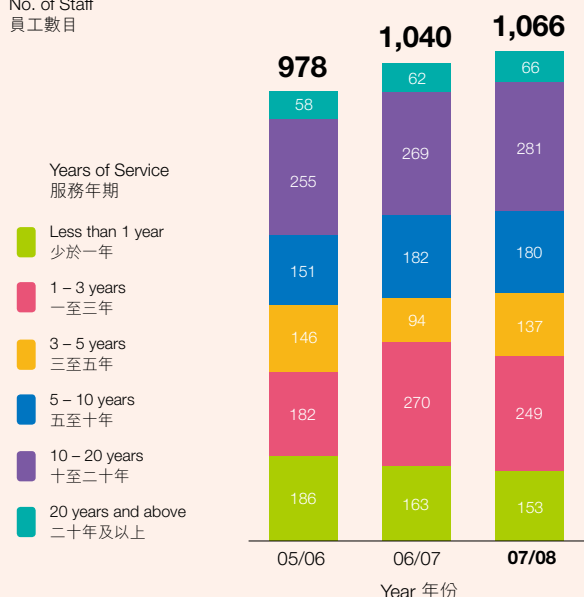
Workshops are held regularly to enhance work safety awareness  
定期舉辦工作坊，提升員工工作安全意識



## Staff's Years of Service 員工服務年期

(as at 31 March 2008)  
(截至二零零八年三月三十一日止)

No. of Staff  
員工數目



The Housing Society Intranet provides health information for all staff  
房協內聯網為員工提供健康資訊

Believing that healthy people are happy people and therefore perform better at their jobs, we launched a Safety Management System website to provide one-stop information about health and safety in the workplace. Taking this one step further, our online “Health Corner” offers tips on maintaining a healthy and balanced lifestyle. Adding further depth to our work-life balance efforts and acknowledging the importance of family unity, we introduced three days of paternity leave for our male employees on 1 April 2008. We believe this initiative reflects our commitment to being a responsible employer.

Recognising that health insurance issues are becoming increasingly important, we have introduced a Portable Medical Scheme to provide more comprehensive health coverage. The scheme allows anyone that reaches retirement age to continue with their healthcare coverage. Under the scheme, participants retain the medical coverage by making their own contributions. This also applies to staff who decide to change career or move to another company.

我們相信健康就是快樂，而快樂的員工有助提升工作表現。因此，我們推出了「安全管理系統網站」，為員工提供與職安健有關的一站式資訊。此外，我們的「房衛網」也登載了有關保持均衡及健康生活模式的資料。房協明白家庭的重要，致力協助員工平衡工作及個人生活，遂於二零零八年四月一日為男性僱員推出了三天的產假，進一步履行我們作為負責任僱主的承諾。

隨著健康保障日益重要，我們推出了「持續醫療計劃」，讓參加的員工在到達退休年齡時，只須自行供款，便可繼續享受醫療保險。此計劃亦適用於轉職的員工。



Depending on the years of service, and provided a staff member has been in service for more than five years, the Housing Society has introduced a scheme to increase the amount of employer contribution to the Mandatory Provident Fund (MPF), from the basic five per cent up to eight per cent. While not directly benefiting staff's monthly remuneration, the concept of receiving the benefit upon reaching retirement age is very much in line with our mission to care for the long-term well-being of our colleagues.

Where, on occasion, staff suffer from stress or personal difficulties, they have access to a confidential external hotline number from which they can seek independent professional advice or counselling without any involvement from the Housing Society.

We try to contribute to the well-being of our staff through different social and sports activities for staff and their families. To tie in with the 60<sup>th</sup> Anniversary celebrations, our Family Fun Day at the Ocean Park was attended by about 2,000 staff and family members. During the year, outings, an Annual Dinner and events to celebrate traditional festivals are organised to strengthen team spirit and cohesion. We also firmly uphold environmentally-friendly practices in our offices and operations and encourage staff to contribute to a greener and cleaner environment. Our efforts to maintain a healthy work environment has been supported with "Good Class" Standard in Indoor Air Quality Certification for both our World Trade Centre Head Office and Dragon Centre Regional Office.

年內，房協亦為服務滿五年的員工增加強制公積金僱主部分的供款。視乎員工的年資，僱主供款額將由法例規定的百分之五，增至達百分之八。這安排秉承房協照顧員工長遠福利的宗旨，在非直接提高月薪的情況下，加強員工的退休保障。

為有可能遇上個人問題或各種壓力的員工，我們亦設有保密的輔導熱線，透過第三者機構，讓同事直接接受獨立的專業意見或輔導。

年內，我們為照顧員工及其家人的身心健康，舉辦了各式各樣的康樂及體育活動，並一同慶祝六十周年。約二千名員工和家眷出席了在海洋公園舉辦的「家庭同樂日」。此外，我們並舉辦其他活動如郊遊、「周年晚宴」及傳統節日的慶祝活動，以加強員工之間的團隊精神及凝聚力。我們亦在辦公室及工作安排上繼續積極推行環保措施，並鼓勵員工為綠化及清潔的環境作出貢獻。我們在維持健康工作環境的努力亦得到確認，位於世界貿易中心的總部及龍濤苑地區辦事處均取得了「室內空氣質素檢定計劃」的「良好級」評級。



Over 2,000 staff and their families and friends took part in the Family Fun Day held at Ocean Park  
逾二千名員工及親友參加於海洋公園舉行的「家庭同樂日」



Property Management Division adopts 5-S System to maintain tidiness and safety of the working environment  
物業管理部採用「五常法」，令工作環境整潔及安全

## Information Technology

As an efficiency-focused organisation operating in today's increasingly interconnected world, the Housing Society attaches great importance to the development and implementation of information technology to provide better services to the public.

Over the last two years, the Housing Society has adopted the ISO 20000 quality framework on our Information Technology Service Management System. Following a systematic introduction of best practices, the frequency of IT negative incidents and system interruptions have been reduced by more than half, significantly boosting the overall productivity levels of about 950 Housing Society IT users.

In December 2007, the Housing Society broke new ground when it became the first non-vendor company in Hong Kong to obtain the ISO 20000-1:2005 Certification. As the implementation of ISO 20000 best practices involved substantial changes of IT internal processes and further cultivation of customer-focused mind-set among the IT support staff, the project was also awarded the IT Excellence Award in Best Change Management by the Managing Information Strategies Asia Journal and earned the recognition of the IT industry.

The readiness of the Housing Society to implement new technology was also recognised by the internationally-renowned Computerworld Magazine, when the Management Information System (MIS) of the Society was selected as one of the 200 finalists from 2,000 worldwide entries. The competition aims to evaluate the contribution made by IT applications in the areas of social, economic and educational development.

## 資訊科技

現今資訊連繫日形重要，作為一家重視效率的機構，房協致力開發及採用資訊科技，為公眾提供最佳的服務。

過去兩年，我們的「資訊科技服務管理」系統已逐步採用了ISO 20000品質標準。在有系統地引入此準則後，資訊科技事故及系統故障減少超過一半，大大提高約九百五十名使用資訊科技的房協員工的生產力。

房協於二零零七年十二月率先成為香港首家非資訊科技供應公司獲得ISO 20000-1:2005認證。採用ISO 20000最佳準則涉及重大的內部資訊科技程序的重組，並須進一步提高資訊科技支援員工的顧客服務意識。有關計劃亦使房協獲得了Managing Information Strategies Asia Journal期刊頒發的「最佳變革管理——傑出資訊科技獎」，得到資訊科技界的認同。

房協積極引進新科技亦得到國際知名的Computerworld雜誌的認同。我們的「管理資訊系統」在其舉辦的「資訊科技應用系統比賽」中，在全球二千個參賽的電腦系統中獲選為二百名入圍之一。這個比賽是以資訊科技應用系統對社會、經濟及教育方面的貢獻作為評審準則。



The Information Technology Service Management System achieved international certification  
房協資訊科技服務管理取得國際認證

## Investment in Information Technology 資訊科技投資

(as at 31 March 2008)  
(截至二零零八年三月三十一日止)

(HK \$ Million)  
(港幣百萬元)

