



Staff and Support Services

員工及支援服務



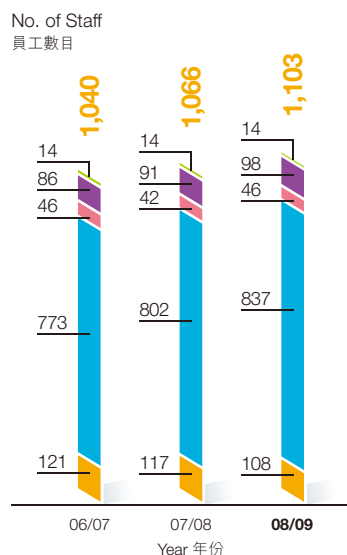
Staff and Support Services

員工及支援服務

Headcount by Division

各部門員工人數

(as at 31 March 2009)
(截至二零零九年三月三十一日止)



While the Housing Society strives to be a world-class housing solution provider, we do not lose sight that it is our staff that play a key role in delivering the core values and supporting our guiding principles of providing quality housing and services.

Recognising that today's employees are looking for more than a financial reward when choosing an organisation to which they will contribute their time and talents, at the Housing Society we aim to help our staff achieve their career ambitions with a choice of relevant and meaningful programmes. For example, the Housing Society continuously implements tailor-made programmes that focus on both career and holistic development. We also continue to introduce new initiatives that improve occupational health and look after employees' well-being. Through our commitment to provide a diverse range of staff support services, we aim to recruit, develop and guide new staff while at the same time retain our experienced staff who continue to deliver exemplary services to our customers.

Total headcount at the end of March 2009 was 1,103, an increase of 37 over the previous year. Additional staff growth is mainly due to the new business initiatives consigned by the Government such as the Building Maintenance Grant Scheme for Elderly Owners (BMGSEO) and related supporting services. Meanwhile, the increase in headcount has been offset by realigning some of our human resources from the downsizing of our Urban Renewal Team. The annualised turnover rate for the year was 13.09 per cent which is lower than the market average.

房協致力提供優質房屋及相關服務，以達致世界水平，當中員工發揮著非常重要的功能。透過他們的努力，我們才能實踐機構的核心價值。

房協明白今天的員工選擇工作時，不單只著眼於金錢回報。他們亦會考慮多方面的因素，然後才決定為值得投放時間和精神的機構服務。因此，房協特別著重員工培訓，針對不同崗位及配合全面發展需要，推行各項計劃，協助員工在工作中實踐理想，並關顧他們的身心發展及提升職安健意識。房協在招聘、培訓及輔導新員工的同時，亦繼續為經驗豐富的員工提供支援，進一步深化優質服務。

二零零九年三月底的員工總人數為一千一百零三人，較上一年增加三十七人。員工人數增長的主要原因，是由於房協受政府委託推行新的業務計劃，包括「長者維修自住物業津貼計劃」及相關支援服務。同時，我們已藉著縮減市區重建隊伍的人手，重新調配部分人力資源，以抵銷員工人數增長。年內，我們的員工流失率為百分之十三點零九，低於市場平均數。



ADS was specially tailored for senior management staff
「發展促進計劃」特別為管理層同事而設



“Cares for the Silver Hair” Programme enabled staff to learn more about the needs of the elderly
「關愛銀髮一族」課程協助員工了解長者需要

Staff Progression, Learning and Development

In an increasingly talent-dependant environment, developing and retaining the right people within an organisation has become more critical than ever. Building on the success of our senior management succession plan launched in 2005, the second tier of our Accelerating Development Scheme (ADS-2) has been rolled out for nine ADS-2 members.

The ADS-2 curriculum includes a consortium programme conducted by a reputable university, an individual development plan, regular group coaching meetings with senior management and group action learning project on elderly housing. The programme, which has been reviewed and endorsed by the Housing Society Directorate, is designed to run as and when needed to ensure readiness of internal competence to cater to business needs.

In acknowledging the needs of our ageing tenant population, the first series of “Cares for the Silver Hair” Programme involving 25 estate colleagues were organised. Upon completion, business partners, namely the Hong Kong Association of Gerontology, the Agency for Volunteer Service and the Hong Kong Occupational Therapy Association, attended the graduation ceremony held in December 2008 and provided feedback on the programme.

員工晉升、學習及發展

現今的企業越來越重視培訓及保留人才。在二零零五年，房協為管理層及主管人員推出第一線「發展促進計劃」，為繼任安排作好準備。其後，房協再進行第二線的「發展促進計劃」，合共有九名同事參加。

第二線「發展促進計劃」的內容包括著名大學的綜合管理課程，制定個人發展計劃，定期與高層管理人員會面及小組應用學習項目等。經檢討後，房協管理層同意繼續推行有關計劃，確保隨時有足夠的人才配合房協的發展。

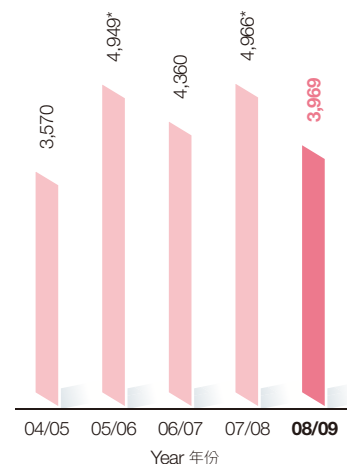
為配合長者住戶的需求，房協首次推出「關愛銀髮一族」課程，合共有二十五名來自各個屋邨的同事參加。畢業典禮於二零零八年十二月舉行，房協特別邀請各夥伴機構出席，包括香港老年學會、義務工作發展局及香港職業治療學會，並聽取他們對計劃的意見。

Total Training Man-days

員工培訓總日數

(as at 31 March 2009)
(截至二零零九年三月三十一日止)

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



“Career Development Programme” enhanced the property management skills of the frontline staff
「職業發展課程」提升前線員工物業管理技能

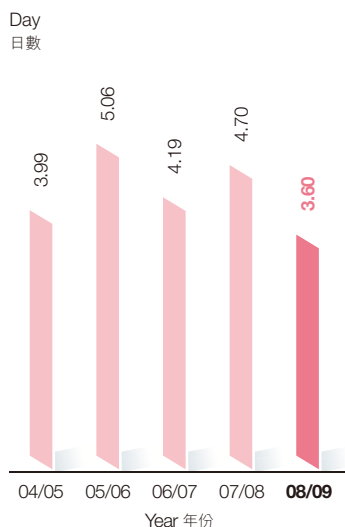


“Engaging Employees” programme boosted understanding among colleagues
「三代同堂」工作坊促進同事之間的了解

Training Man-days per Staff

每位員工培訓日數

(as at 31 March 2009)
(截至二零零九年三月三十一日止)



Upon reviewing the feedback, the curriculum has been revised to eight modules with the Federation of Medical Societies of Hong Kong invited as a new partner. The second phase of the programme was rolled out in November 2008 and joined by six colleagues from the Housing Authority. Complementing the “Cares for the Silver Hair” theme, a one-day tailor-made programme involving 24 front-line manual staff was developed and delivered in February 2009.

Furthermore, the Housing Society also introduced a “Career Development Programme” tailor-made for individual property management colleagues to help them achieve their aspirations and career goals. In addition to boosting individual skills, our property management colleagues also add value at the estate level.

Noting that in the modern workplace, employees may include members from different generations, the Housing Society has also introduced a management training programme that looks at the way individuals may subscribe to different values, practise different work habits, or seek different goals. During the year, new leadership programmes on managing the “Emerging Generation” was conducted for 38 senior management staff. The concept of understanding cross generation dynamics was then cascaded to the middle management through an in-house “Engaging Employees” programme to more than 200 middle and front-line managers.

經檢討後，我們於二零零八年十一月推出第二輪課程，同時加入新夥伴香港醫學組織聯會。是次課程分八個單元進行，除房協員工外，房屋委員會亦有派出六名同事參加。同時，房協亦針對前線員工所須，以「關愛銀髮一族」為主題，於二零零九年二月份推出全日課程，合共有二十四人參加。

此外，房協亦因應個別物業管理同事不同工作崗位的需要，設計一項「職業發展課程」，以協助他們發揮所長及實踐抱負。在提升個人技能之餘，亦為屋邨服務增值。

鑑於我們的工作間包括來自不同年齡組別的員工，房協特別推出一項管理培訓計劃，探討不同年代的員工在價值觀、思維方式及工作模式方面的差異。年內，房協為三十八名高層管理人員提供有關「管理新世代」課程，隨後再推出「三代同堂」工作坊，向超過二百名中級及前線管理人員灌輸跨代互動的概念。



The Annual Dinner was enjoyed by staff
員工熱烈參與「周年晚宴」



ICAC representative explained anti-corruption knowledge to Housing Society staff
廉政公署代表向房協員工講解防貪知識

Staff Care

As an inherited culture, the Housing Society has been sustaining a work environment founded on dignity and respect for all employees. While cultivating the full potential of all employees, we also promote a work-life balance. This is supported not only through compensation, benefits, policies and practices, but also off-work programmes.

Throughout the year, the Housing Society organised and encouraged different sports and social activities. These varied from the celebration of traditional festivals to family fun days and events that raise environmental awareness. A particular highlight of the year was the Housing Society Annual Dinner held in September at the Hong Kong Convention and Exhibition Centre, which was attended by more than 700 staff members.

To embrace the work-life balance concept, the Housing Society organised a series of programmes to enhance the physical and psychological well-being of our staff. These included workshops on “Building a Happy Workplace” and a video to promote stretching exercise at workplace.

關懷僱員

房協竭力建立機構關懷文化，以實際行動令員工感到備受重視。我們透過提供津貼及福利、推行政策措施及舉辦工餘活動，鼓勵員工發揮潛能，並提倡平衡工作及生活的概念。

年內，房協籌辦及推廣多項康體及社交活動，包括傳統節日慶祝、家庭同樂日，以至宣揚環保信息的活動，而其中一個重點項目為九月在香港會議展覽中心舉行的房協周年晚宴，當日有超過七百名員工出席。

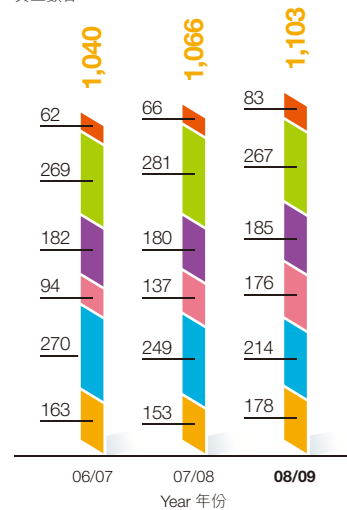
為推廣工作及生活平衡的概念，房協舉辦一系列促進員工身心健康的活動，包括「快樂工作間」工作坊，以及製作短片，介紹在工作間的伸展運動。

Staff's Years of Service

員工服務年期

(as at 31 March 2009)
(截至二零零九年三月三十一日止)

No. of Staff
員工數目



Years of Service
服務年期



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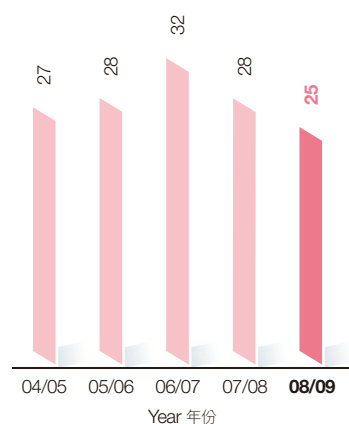


Talks and activities were held regularly to arouse health awareness among staff
定期舉辦講座及活動提升員工健康意識

Investment in Information Technology 資訊科技投資

(as at 31 March 2009)
(截至二零零九年三月三十一日止)

HK\$ Million
港幣百萬元



To help staff perform their duties more effectively, the Housing Society invited representatives from the Independent Commission Against Corruption and the Office of the Privacy Commissioner for Personal Data to speak at seminars on anti-corruption and privacy. Ordinances were explained and case studies were used to enhance staff awareness on integrity and professional ethics.

Information Technology

In an increasingly knowledge-based and interconnected environment, the Housing Society constantly adopts up-to-date relevant technology. For instance, since 2007, the Housing Society has implemented the ISO 20000 best practices for information technology service management framework to enhance the customer-oriented culture of IT services for our customers and business operations. As a result, the organisation can optimise its resources as well as continuously enhance the quality of services delivered to the customers.

為協助員工更有效地履行職務，房協邀請廉政公署及個人資料私隱專員公署代表主持防貪及私隱講座，透過個案研究及法例闡釋，加強員工廉潔的意識及提升專業操守。

資訊科技

配合知識為本及互動聯繫的營運環境，房協不斷提升相關科技，例如自二零零七年起，我們採用 ISO 20000 資訊科技服務管理準則，強化以客為本的服務，進一步善用資源，提升營運效率。



Through better utilising information technology resources, IT incidents have been reduced by more than half. Response time to IT incidents and service requests has been shortened by 60 per cent and productivity has been boosted. Furthermore, with comprehensive up-to-date information and timely reports, housing officers and managers at the frontline can respond faster and better to customers' requests on tenancy, repairs as well as maintenance plans.

For the outstanding performance of our information technology service management processes that greatly enhances customer satisfaction and productivity, the Housing Society was awarded the Silver Prize for Best Professional Development (Service) at the Hong Kong ICT Awards 2008 Presentation Ceremony organised by the British Computer Society (Hong Kong Section).

由於妥善管理資訊科技資源，我們在這方面的事故大大減少超過一半，而在處理資訊科技事故及回應服務要求方面，所須時間亦縮短六成，工作效率隨之亦有所提升。全面的資訊及適時的匯報，更令前線工作人員及房屋經理有效及迅速地回應有關租務、維修及保養方面的要求，提供更優質的客戶服務。

年內，房協在資訊科技服務管理方面取得卓越成績，包括於英國電腦學會(香港分會)主辦的「二零零八年香港資訊及通訊科技獎」中，獲頒「最佳專業發展(服務)銀獎」，反映我們的資訊科技服務不但令顧客稱心滿意，亦大大提升機構生產力。