



Staff and

Support Services

員工及支援服務





Staff and Support Services 員工及支援服務

Attracting and retaining high calibre staff is a matter of vital importance for the Housing Society if we wish to operate and be recognised as a world-class provider of housing and related services.

Through the variety of training programmes, career advancement opportunities and employee benefits we offer, we have been successful in providing a workplace that our staff find fulfilling and satisfying.

This is reflected in our 2009 Employee Opinion Survey (EOS) conducted from late March to early April 2009. With a high response rate of 98%, the survey indicated that 72% of our staff were satisfied with the Housing Society as a place to work, which was 15% higher than the norm for Hong Kong.

Follow-up actions to the survey included our “Results to Action” workshop, post-survey focus group and briefing session, as well as the publication of EOS Bulletin to ensure prompt communication of the results to staff members.

We also experienced a lower than market turnover rate of 8.25%. This compares favourably with the latest 2009 turnover rate of 15.6% and 11.3% quoted by global management firms Hay Group and Towers Watson respectively.

房協致力提供房屋及相關服務，以達致世界級水平。因此，吸引和挽留優秀人才極為重要。

我們提供的多元化培訓計劃、晉升機會及員工福利，成功締造理想的工作環境，為員工帶來滿足感。

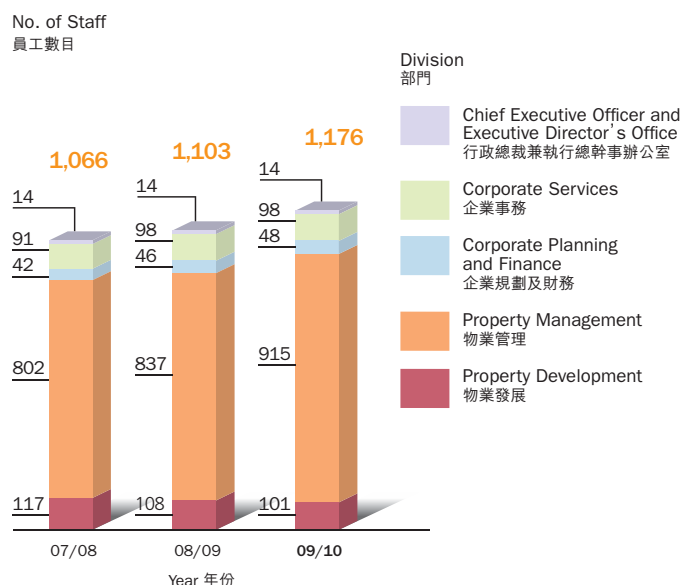
這在「二零零九年員工意見調查」中得到引證。調查於二零零九年三月下旬至四月初進行，回應率高達九成八。當中七成二的員工表示樂於在房協工作，比香港的基準高出百分之十五。

調查完成後，房協採取了連串的跟進行動，包括舉辦跟進結果工作坊、核心小組會議及簡報會，並刊發「員工意見調查」專訊，儘早讓員工知道調查結果。

房協的員工流失率為百分之八點二五，較市場為低。環球管理公司Hay Group及韋睿惠悅香港有限公司的數據顯示，二零零九年的市場僱員流失率分別為百分之十五點六及百分之十一點三。

Headcount by Division 各部門員工人數

(as at 31 March 2010)
(截至二零一零年三月三十一日止)



The Employee Opinion Survey conducted in 2009

於二零零九年進行的「員工意見調查」

Total headcount at the end of March 2010 was 1,176, a slight increase of 6.6% compared with that of 1,103 last year. The growth in staff numbers was mainly due to the extension of “Operation Building Bright” programme and other related supporting services.

Staff Care

Recognising the value of work-life balance, we provide a programme that enables our employees to experience a sense of achievement and enjoyment in both their professional and personal lives.

During the year, we introduced a work-life balance programme that focuses on stress management to help staff deal with the pressures of work. We also participated in the “Work-Life Balance Day 2009” organised by Community Business.

Other activities that encouraged work-life balance included two promotional events, three talks and an outing in which some 400 staff members participated.

We also place great emphasis on the health of our staff. In addition to a series of in-house health talks during the year, we launched a revamped online Health Corner in order to share health information and tips from new partners such as the Hospital Authority, the Mental Health Association of Hong Kong, the Hong Kong Anti-Cancer Society and Ming Pao. The content was enriched to include topical health issues, nutritious recipes, and information on internal and external health-related programmes.

於二零一零年三月底，員工總人數為一千一百七十六人，較去年一千一百零三人微升百分之六點六。員工人數增加，主要是應付「樓宇更新大行動」的擴張及其他相關支援服務所需。

關顧員工

房協明白平衡工作及生活的重要，因此透過不同活動，讓員工在工作及生活當中找到滿足感及樂趣。

年內，房協推出一項平衡工作與生活的計劃，幫助員工紓緩工作壓力。此外，房協亦參與由公益企業舉辦的「工作生活平衡日2009」。

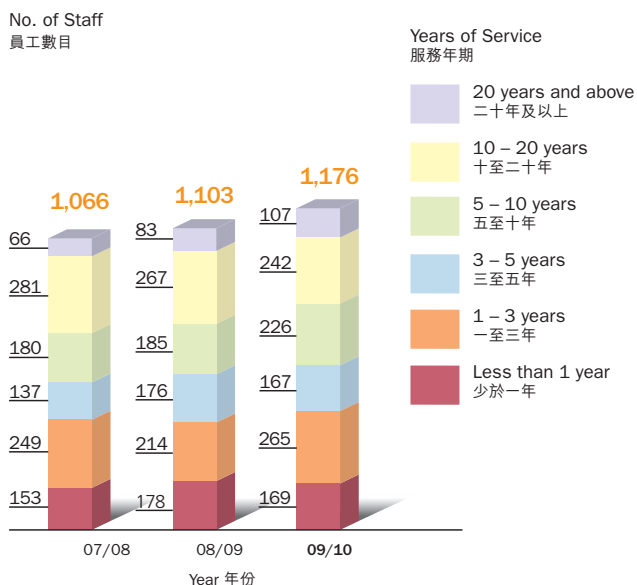
為鼓勵工作與生活平衡，我們於年內舉辦了兩項推廣活動、三次講座及一項遠足活動，吸引約四百名員工參加。

房協非常重視員工的健康。年內，我們舉辦了多次健康講座，並更新「房衛網」的網頁內容，上載由醫院管理局、香港心理衛生會、香港防癌會及明報等新夥伴機構提供的健康資訊及提示。為了令網頁的內容更豐富，我們加入了熱門的健康話題、營養食譜，以及與身心健康相關的活動資訊。

Staff's Years of Service

員工服務年期

(as at 31 March 2010)
(截至二零一零年三月三十一日止)



Introducing healthy recipes to staff in the “Healthy Eating Seminar”

「食得健康」講座為員工介紹健康食譜



Staff and Support Services 員工及支援服務

As we become increasingly conscious of the need for a healthy workplace, we have made great strides in improving working conditions for our staff. During the year, we carried out a feasibility study and made a number of improvements at our Head Office that resulted in the attainment of the “Excellent Class” standard under the Indoor Air Quality Certification Scheme of the Environmental Protection Department.

We also made a strong effort to engage our staff through a variety of communications channels, such as the online staff portal, so that they could more easily understand the strategic direction of the Housing Society and our Key Performance Indicators.

Staff Development

Professional development has been a cornerstone of the success of the Housing Society, which is widely acknowledged for the high standard of services provided to the customers.

Now that the Housing Society is becoming more focused on the elderly, we are placing greater importance on understanding the needs of the seniors. This is the aim of developing “Cares for the Silver Hair” curriculum which was launched last year in partnership with the Federation of Medical Societies of Hong Kong, Hong Kong Association of Gerontology and Agency for Volunteer Service. This year, we enhanced the curriculum and extended the programme to non-frontline officers and managers in other departments.

由於我們對健康工作間的意識不斷提高，因而積極為員工改善工作環境。年內，我們在房協總部辦公室進行了可行性研究，並作出多項環境改善措施，獲環境保護署頒發室內空氣質素檢定證書「卓越級」。

此外，我們亦透過不同的渠道加強與員工的溝通，例如提供員工網上平台等，讓他們更容易掌握房協的策略方向及企業目標。

員工發展

我們提供的高水平顧客服務，得到廣泛認同；而員工的專業發展，正是房協成功的基石。

目前，房協的業務逐漸以長者為主，因此我們特別重視了解長者的需要。為此，房協與香港醫學聯會基金、香港老年學會及義務工作發展局於去年推展「關愛銀髮一族」課程。今年我們加強課程內容，並將課程伸延至各部門的非前線員工及經理。



“Tung Ping Chau cum Tap Mun Rock Appreciation Trip” brought staff close to nature in their leisure time
「東平洲暨塔門賞石之旅」讓員工利用工餘時間接觸大自然



The Annual Dinner showed the other talents of staff
「周年晚宴」讓員工一展工作以外的才華

A total of 88 staff members participated in the programme with an overall satisfactory rating of 4.23 on a 5-point scale. The programme enables us to explore the possibility of having an internal capability for serving the needs of the elderly who are increasingly becoming a prime target audience of our services.

Another programme we developed and launched during the year was our new Management Development Curriculum for front-line managers. Two modules were launched in the year. The first module, “From Positive Psychology to Positive Leadership”, focused on developing positive front-line leaders. The second module, “Show Your Positive Leadership by Coaching Conversation”, was developed for cultivating a positive working environment. The programmes were delivered to a total of 190 staff members, covering 92% of all front-line managers.

To continue cultivating a favourable working environment, the Engaging Employees Programme was developed and delivered to all managers last year, aiming to improve the people management skills through fostering “cross-generation” understanding. This year, we further cascaded the programme to over 350 officer grade staff.

該課程合共有八十八名員工參加，整體滿意程度達四點二三分（以五分為滿分）。由於長者逐漸成為房協的主要服務對象，這課程有助我們檢視內部潛能，看看能否勝任這方面的工作。

房協於年內為前線管理人員制訂及推出的「管理發展課程系列」，共有一百九十名員工參加，佔全體前線管理人員百分之九十二。這項新課程去年開展了兩個單元，首個單元為「從正向心理學到積極領導」工作坊，重點培訓積極的前線領導；而第二個單元為「以輔導技巧發揮積極領導」工作坊，目的為建立積極的工作環境。

房協於去年為全體管理人員開辦「三代同堂」工作坊，促進跨代互動共融，從而提升人事管理的技巧。今年，房協進一步將這課程推展至超過三百五十名主任級員工。



The Housing Society is concerned about the office air quality
房協關注辦公室的空氣質素



“Cares for the Silver Hair” Programme was held again for estate staff to pick up elderly care skills
為屋邨員工再度舉辦「關愛銀髮一族」課程，學習護老技巧



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In order to attract and retain vulnerable staff in the Property Management Division during the year, a series of programme have been devised with focus on four key areas: “Attraction of Talent”, “Assimilation of New Joins”, “Motivation for Performance” and “Enhanced Career Progression”.

As part of our business continuity planning, we held a corporate-wide call-tree testing in July 2009 and office drill in early September 2009 for relocating to an alternate remote office during a crisis.

此外，為了招攬及保留物業管理部較易流失的員工，房協去年制訂了一系列的計劃，特別針對四個主要範疇，包括招攬人才、協助新同事融入機構文化、推動工作表現及提升晉升階梯。

作為推動業務持續發展的一環，房協於二零零九年七月展開全面的通報系統測試，並於二零零九年九月初進行演習，模擬在發生緊急事故時，利用遙距辦公室繼續運作。

Information Technology

During the year, we continued to make appropriate levels of investment in information technology in order to support the operations of our new business initiatives and further improve the overall efficiency and effectiveness.

This involved the successful upgrading of the Integrated Property Management System. In the meantime, we continued to implement “Server Virtualisation” for reducing electricity consumption and hardware maintenance costs for 12 production servers. Meanwhile, the overall availability of IT services for the year was further enhanced to 99.7%.

資訊科技

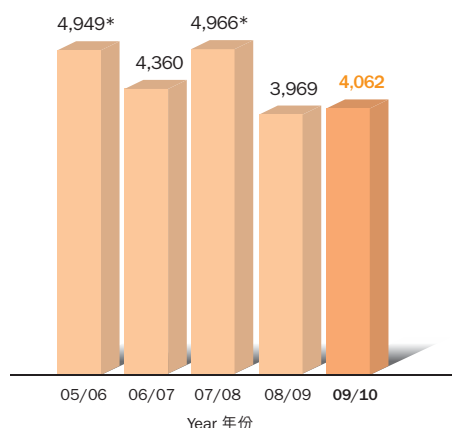
年內，房協繼續投放適量的資源發展資訊科技，以支援我們的業務新發展，並進一步改善整體的工作效率和效益。

這些改善措施包括成功提升「綜合物業管理系統」，並繼續採用「伺服器虛擬化技術」，減省十二台伺服器的耗電量及硬件維修成本。資訊科技服務的整體使用率，亦於年內進一步提高至百分之九十九點七。

Total Training Man-days 員工培訓總日數

(as at 31 March 2010)
(截至二零一零年三月三十一日止)

Day
日數

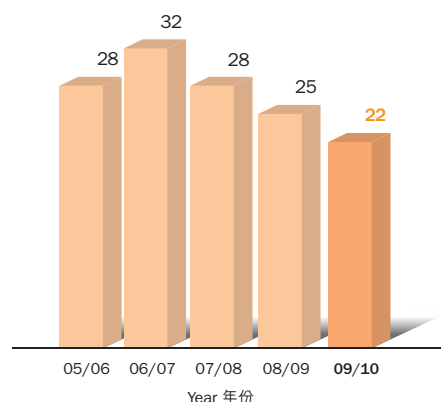


* including the corporate-wide team building exercise organised during the year
包括為全體員工舉辦的戶外團隊訓練營

Investment in Information Technology 資訊科技投資

(as at 31 March 2010)
(截至二零一零年三月三十一日止)

HK\$ Million
港幣百萬元



The work of the IT Section was honoured during the year with the “Special Achievement in GIS (SAG) Award”. This award was presented to the Housing Society at the 2009 ESRI International User Conference in San Diego, California, for the application of the Geographic Information System (GIS) technology in our Building Management and Maintenance Scheme.

Developed in 2007 and implemented at the end of 2008 to support the planning, operation and promotional work of the Housing Society Property Management Advisory Centres, this system provides basic information including the location of buildings and demographic statistics such as distribution of income and age group of the population. With this technology in place, we can quickly identify those who need our assistance.

資訊科技組成功將地理資訊系統科技應用於「樓宇管理維修綜合計劃」，因而於年內獲加州聖地牙哥舉行的二零零九年「ESRI國際使用者會議」頒發「地理資訊系統特別成就獎」。

房協於二零零七年開發有關系統，並於二零零八年底推行，支援房協「物業管理諮詢中心」的策劃、營運及推廣工作。該系統可提供基本資料，包括樓宇位置、人口收入分佈及年齡組別等統計數據。透過這項技術，我們可迅速鎖定目標，為有需要人士提供協助。



Award goes to the Geographic Information System technology for the Building Management and Maintenance Scheme
「樓宇管理維修綜合計劃」的應用地理資訊系統科技獲殊榮