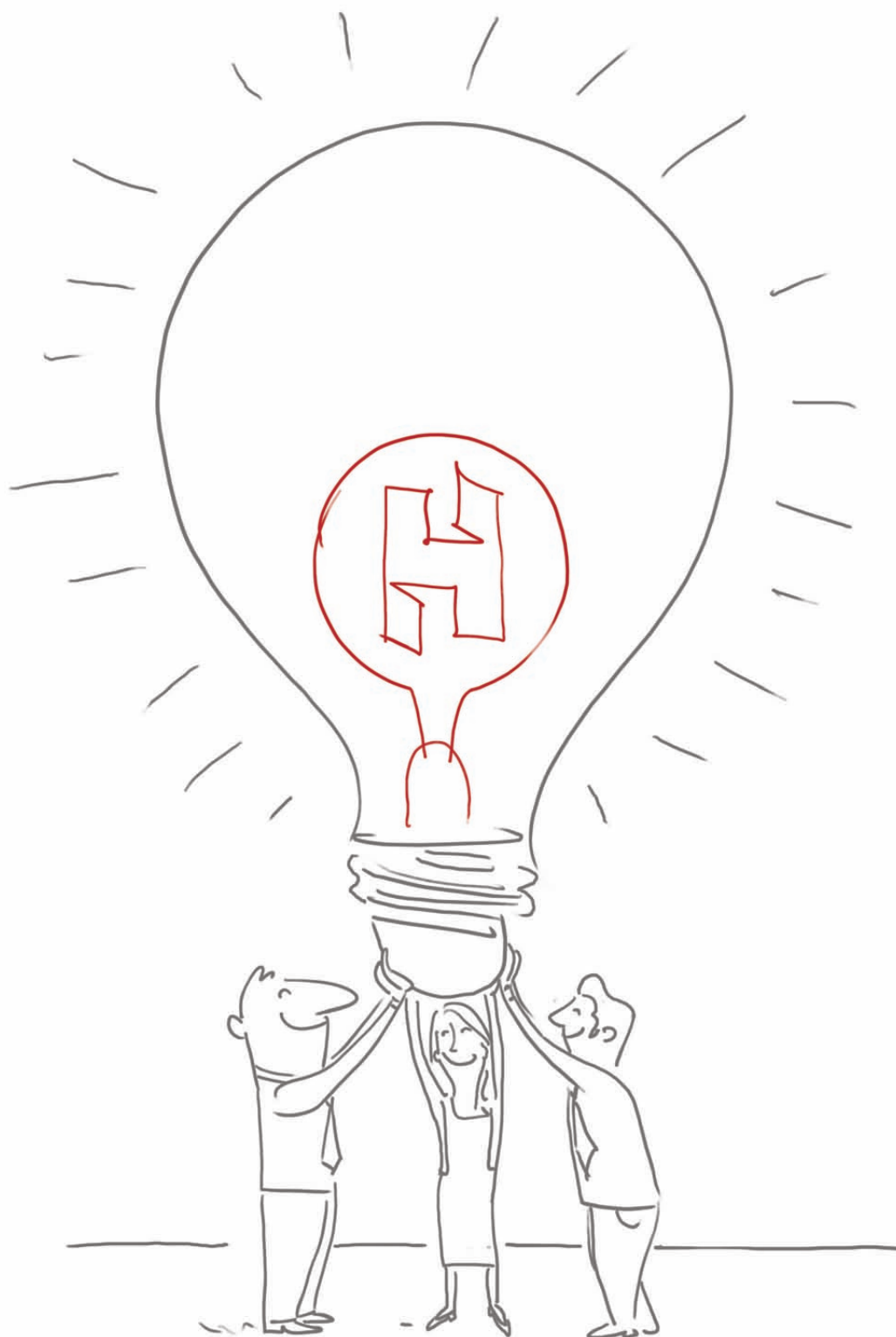


FOSTERING TEAM SPIRIT,
INVESTING IN
QUALITY MANAGEMENT
投資優質管理 發揮團隊力量

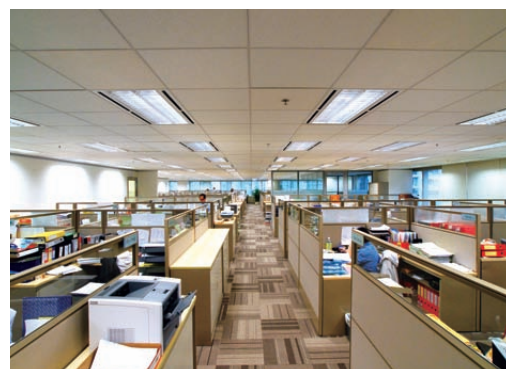


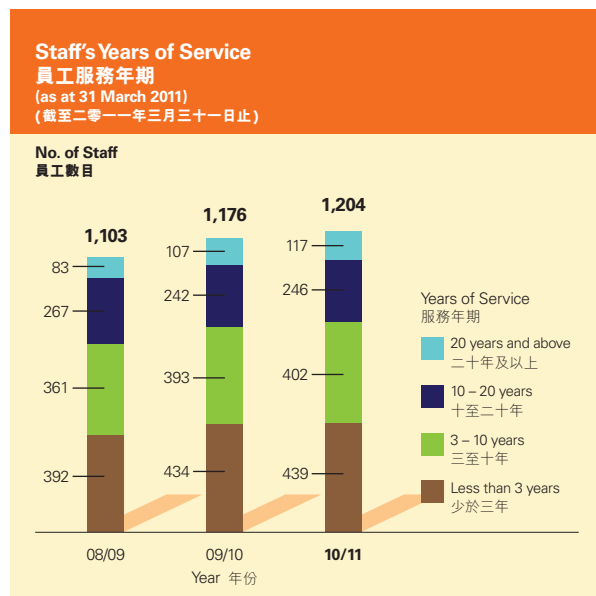
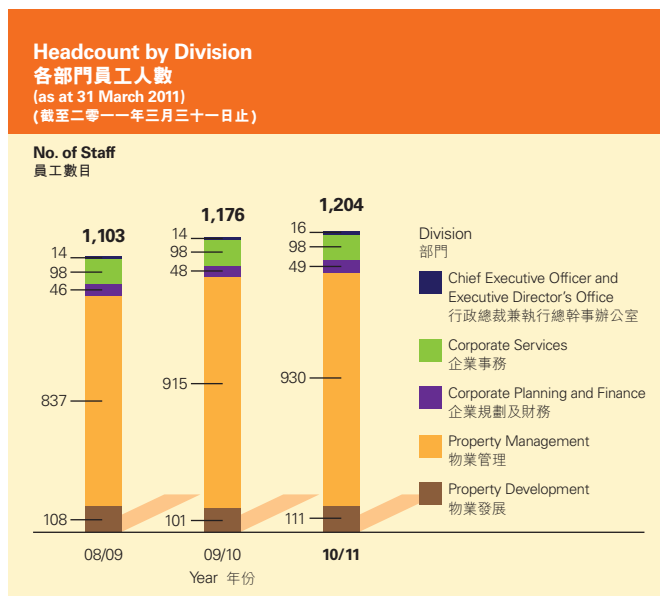
STAFF AND SUPPORT SERVICES 員工及支援服務

1. The Housing Society encourages staff's children to excel in studies
房協鼓勵員工子女爭取學業佳績
2. Time for fun and relaxation at the Annual Dinner
同事熱烈歡度周年晚宴
3. Property Management staff performed site safety exercise at the Golden Bauhinia Square
物業管理部的同事於金紫荊廣場進行工地健康操



4. Staff and family members were brought together on Family Fun Day
員工及親屬共歡「家庭同樂日」
5. The Managerial Decision Making and Leadership Workshop was designed for management staff
為管理層同事安排的「企業決策思維」工作坊
6. The Quality Enhancement Team aims to promote quality culture and foster work relations
「卓越圈」有助推動優質文化和增進工作關係
7. The new office at 1063 King's Road provides an enhanced working environment for staff
位於英皇道1063號的新辦公室，為員工提供良好的工作環境





The success of the strategic focus on quality of the Housing Society depends on our staff. To equip them with the skills they need, we continued to put staff training as a key element in attracting, developing and retaining high quality employees.

As at end of March 2011, the total headcount of the Housing Society was 1,204, an increase of 2.38% over the previous year. The annualised turnover rate of 12.77% was below that of the property management sector at 16.2% (as reported by Towers Watson). Staff costs were contained at HK\$408 million.

Staff Care

Maintaining an office environment that is safe, comfortable and healthy for our staff remained an important priority for us during the year.

To improve the air quality in our offices, we cleaned and sanitised the air-conditioning systems on a regular basis. Our World Trade Centre Head Office attained the Excellent Class standard under the Indoor Air Quality (IAQ) Certification Scheme of the Environmental Protection Department both in April 2010 and March 2011. We also maintained Good Class standard in our office at Dragon Centre and 1063 King's Road.

房協以「優質為尚」作為業務策略，其成功取決於我們的員工。房協著重對員工的培訓，作為招攬、培育及留用優秀人才的重要一環，令他們掌握所需技能，從而發揮所長。

於二零一一年三月底，房協員工總人數為一千二百零四人，較去年增加百分之二點三八。年內，員工流失率為百分之十二點七七，低於物業管理業的百分之十六點二（根據韋爾遜諮詢有限公司報告）。員工開支維持在四億八千萬元的水平。

關顧員工

年內，房協繼續為員工提供安全、舒適及健康的辦公環境，並以此作為首要任務之一。

為改善辦公室的空氣質素，我們定期為空調系統清洗和消毒。位於世界貿易中心（世貿中心）的總辦事處於二零一零年四月及二零一一年三月，在環境保護署的室內空氣質素檢定計劃中獲得「卓越」的評級，而位於龍濤苑及英皇道1063號的辦公室亦獲「良好」評級。



The Housing Society organises courses that promote healthy living for staff
房協為員工舉辦促進健康生活的課堂

In the new office at 1063 King's Road in Quarry Bay, we had a number of environmental-friendly green features in place, including a re-locatable partition system, an under-floor power track system and energy-efficient LED lighting and lighting control sensors.

We also held a number of programmes and activities that helped promote the caring culture of the Housing Society. During the year, we arranged a series of health talks for staff, and organised a Family Fun Day that brought together around 1,300 staff and their families. To promote work-life balance, we held a Work-Life Balance Day presenting an Acupoint Massage Therapy Workshop during which a registered physiotherapist and Chinese medicine practitioner demonstrated to attending staff how to alleviate chronic pain, improve posture and use basic accupoint massage skills.

Another highlight was our Annual Dinner, held for around 800 staff and members at the Hong Kong Convention and Exhibition Centre on 1 September 2010. On the occasion, 78 staff were awarded Long Service Awards, including six who had been with the Housing Society for 30 years.

Staff care at the Housing Society extends not just to our staff, but also to their families. In 2006, we established a Scholarship/Bursary Award to encourage pursuit of academic studies by children of our employees. This year, two awardees were presented with scholarships in recognition of their outstanding performance while 48 were granted bursaries.

房協位於鯉魚涌英皇道1063號的新辦公室採納了多項環保設施，包括可靈活調動的屏風間格、置地台下式的電力導軌系統、節能發光二極管照明及開關感應器。

為推廣房協的關懷文化，我們於年內安排了多項計劃及活動，包括一系列的員工健康講座，並舉辦「家庭同樂日」，吸引約一千三百名員工及家屬參加。在提倡平衡工作及生活方面，房協響應「工作生活平衡日」而舉辦了「上班族按穴療法」工作坊，由註冊物理治療師及註冊中醫向員工示範紓緩痛症的方法和改善姿勢，並教授基本的穴位按摩技巧。

另一項重點活動是房協的周年晚宴，於二零一零年九月一日假香港會議展覽中心舉行，共有近八百名同事及委員出席。晚宴上共有七十八名同事獲頒「員工長期服務獎」，其中六名同事更已服務房協三十載。

除了本身的員工外，房協亦關顧他們的家人。房協於二零零六年推行「獎／助學金計劃」，鼓勵員工的子女積極向學。今年有兩名員工的子女考獲優異成績而獲頒獎學金，另外四十八名員工的子女亦獲發助學金。



Innovative ideas were sparked off through group activities in the brainstorming session for management staff
於集思會中，管理層同事透過小組活動啟發新思維



The Projects Division held a Quality Alignment Workshop among colleagues
工程組為同事舉行「品質對焦」集思會

Staff Development

To reinforce the quality initiative of the Housing Society among staff, the Projects Division held a Quality Alignment Workshop in April 2011 to integrate quality into all development projects based on customer expectations. During another brainstorming session, staff reviewed the existing project quality assurance and control system, made suggestions on how to improve quality control practices and discussed ways to reinforce quality in all of the future projects of the Housing Society.

Throughout the year, we continued to offer a variety of development programmes to ensure our staff are capable, competent and up-to-date with the professional and technical skills required to perform their jobs. This year, our learning and development activities focused on three areas: management development, accelerated individual development and development of support staff on top of our regular curriculum for staff.

Recognising the importance of leadership, we held the Lead 2.0 Workshop which was built on the Engaging Employees Workshop last year to equip managers with the skills and knowledge they need to coach Generation Y staff. Another workshop, Managerial Decision Making and Leadership, was held in conjunction with The Hong Kong University of Science and Technology for our middle to senior management staff.

員工培育

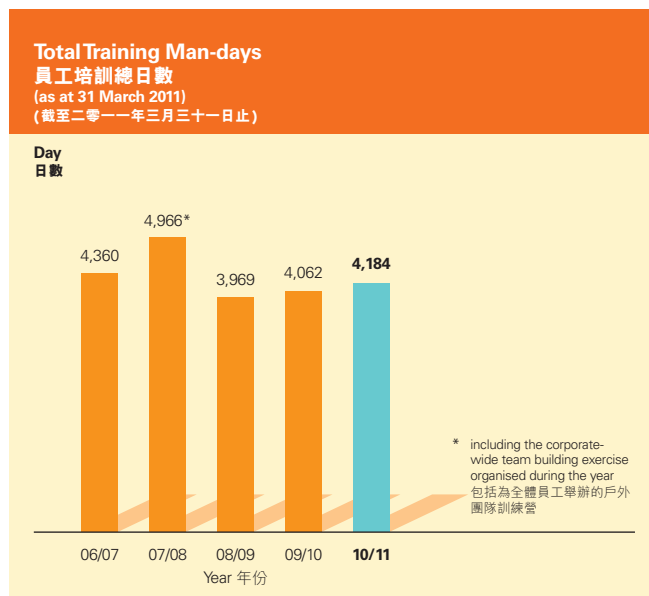
為加強員工對「優質」的信念，工程策劃部於二零一一年四月舉行了一次「品質對焦」的集思會，以顧客的期望作為出發點，把「優質」的概念融入每個發展項目當中。在另一次集思會中，員工檢視了現行的工程品質保證及監控制度，提出優化及加強現有品質監控的建議，並討論如何提升房協日後所有工程的質素。

年內，房協繼續為員工提供多項發展課程，讓他們掌握所需的最新專業技能，以執行其職務。除了一般為員工而設的常規課程外，今年房協的培訓及發展活動主要集中三方面：管理層培育、個人躍進發展及為事務級員工而設的培訓課程。

我們確認領導才能的重要，因此汲取去年「三代同堂工作坊」的經驗，舉辦「Lead 2.0工作坊」，向管理人員灌輸指導Y世代員工的技巧和知識。另外，房協亦聯同香港科技大學，為中至高層管理人員安排「企業決策思維」工作坊。



The Lead 2.0 Workshop brushed up the leadership skills of the managers
「Lead 2.0 工作坊」提升經理級同事的領導才能



We also set up a Staff Exchange programme with the Housing and Development Board of Singapore (HDB) to expose our staff to external working environments and establish a benchmark for regional best practices. Two of our managers were selected for a two-week attachment to the HDB.

To ensure the long-term sustainability of the Housing Society, we continued the Accelerating Development Scheme for eight selected senior staff members. Under this scheme, customised programmes have been developed to suit the development needs of individual member. Programmes include a 10-day consortium programme, a 2-week comprehensive executive development programme, a 5-day Leading for Success programme, and a 2-day joint venture and strategic alliances programme with top-tier business schools.

For support staff, we developed a structured development curriculum which includes core and elective programmes. Five new programmes were added to the curriculum during the year.

房協亦與新加坡建屋發展局推行一項「員工交流計劃」，讓他們體驗海外的工作環境，並確立房協在區域上的最佳常規基準。年內，兩名管理人員獲派往新加坡建屋發展局參與為期兩周的考察活動。

為確保房協可以長遠持續發展，我們繼續推行「發展躍進計劃」，選出八名管理人員，特別針對他們的個人發展需要選擇合適的課程，當中包括參與由頂尖的商學院舉辦為期十天的綜合管理課程、兩周的行政人員發展課程、五天的領袖訓練班，以及兩天的合資企業與策略性聯盟的管理課程。

在輔助員工方面，房協為他們提供有系統的培訓課程，包括核心及選修課程，而年內亦增設了五個新的培訓課程。



The 'Making Housing Society Your Home' Day Camp provides an orientation for new staff

「房協是我家」迎新日營讓新同事融入房協的大家庭

We also developed a new structured development curriculum for new recruits to the Housing Society as well as newly-promoted managers. The two-year learning curriculum covers core knowledge of the Housing Society and managerial and operational mastery and delivered by way of classroom training, on-line learning and mentoring.

To assimilate new recruits into the Housing Society, we held the 'Making Housing Society Your Home' event in April 2010. Organised in the form of a day camp at Lake Egret Nature Park in Tai Po, the camp gave participants a better understanding of our organisation and corporate culture. Since its launch last year, the programme has helped assimilate more than 60 new staff members.

Our Apprenticeship Programme which began in 2007 in collaboration with the Vocational Training Council entered its fourth year. This is the first programme of its kind for the Housing Society and is part of our social mission to promote knowledge sharing. We are pleased that one of our apprentices was awarded Outstanding Apprentice at the 2010 Outstanding Apprentice and Trainee Awards hosted by the Office of the Director of Apprenticeship.

房協亦為新加入的員工及剛晉升的管理人員開辦新的組合發展課程。為期兩年的培訓課程，以課堂、線上學習及導師指導的形式，向學員灌輸房協的基本知識，以及管理及營運的技巧。

另外，房協於二零一零年四月舉辦了一項「房協是我家」的活動，協助新加入的員工融入房協。我們透過在大埔白鷺湖互動中心舉行的日營，加深參加者對機構業務及企業文化的了解。自去年推出以來，我們已協助超過六十名新同事認識房協。

房協自二零零七年起，與職業訓練局合作開辦「屋宇設備技工學徒計劃」，至今已踏入第四年。該計劃為房協首次推出的同類項目，作為履行知識分享的社會責任。我們很高興其中一名學徒於學徒事務署主辦的「2010年度傑出學徒／見習員獎勵計劃」中，獲選為「傑出學徒」。

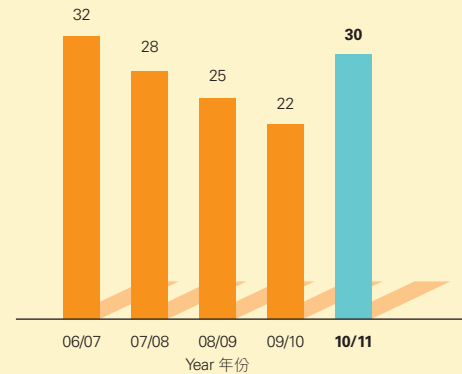
Investment in Information Technology

資訊科技投資

(as at 31 March 2011)

(截至二零一一年三月三十一日止)

HK\$ Million
港幣百萬元



Information Technology

The IT systems of the Housing Society underwent a major upgrade during the year in order to meet the increasing demand on our network bandwidth for both data and voice traffic. In January 2011, the existing network equipment purchased nine years ago was replaced with the latest models. The new equipment will increase the throughput of the corporate network by 10 times.

During the year, we have also successfully implemented the Oracle Identity Management solution and built a new Information Security Framework that centralises control over user provisioning and de-provisioning while providing access authorisation for IT application systems. The new framework enables us to manage the provisioning process for various IT applications within just a few minutes.

To further enhance IT service availability and business continuity, fast data backup and recovery solution was deployed and 5 terabyte additional hard disk was installed to meet the increasing need of storage for electronic documents. The overall availability of IT services for the year was raised to 99.85%.

資訊科技

為配合數據及語音流量網絡頻寬不斷增加的需求，房協年內大規模提升了資訊科技系統。於二零一一年一月，房協將九年前購置的網絡設備換上最新的型號，令機構網絡的處理能力提升十倍。

年內，房協亦成功採用了甲骨文身分管理軟件，建構新的資訊保安框架，集中控制資訊科技應用系統存取授權時的用戶使用權，並能於數分鐘內處理多個資訊科技應用系統的開通程序。

為進一步令資訊科技服務及業務延續營運得到更大的保障，房協採用了快速的數據備份及復原方案，並裝上5TB的外置硬碟機，以配合電子文件儲存日益增加的需求。資訊科技服務的整體使用率，於年內提升至百分之九十九點八五。