

財務管理

本年度內，房協繼續檢討財務和成本控制兩方面的效益。除財務會計、內部監控和匯報程序方面的檢討工作外，房協亦加強控制成本和預算的工作。房協經檢討後，已經委聘新的核數師，並全面覆核現有的會計政策。隨著貸款工作增加，房協亦已經重整會計和資訊科技兩方面的架構和人手編配，以配合新增的工作。同時，貸款管理系統的第二階段亦已展開，預計可在一九九九年六月完成。

房協一直自行管理現金儲備，而截至一九九九年三月三十一日，由基金經理代管的儲備則共有十七億八千萬元。本年度內，房協已經全面檢討基金管理方面的安排，而有關工作亦已於一九九八年底完成，目前正考慮參考顧問報告的建議，委聘獨立的托管人，代管基金並進行投資。

資訊科技

在資訊科技方面，房協集中處理電腦公元二千年的數位問題，以確保各電腦系統可正常運作。同時，亦專注發展支援系統，以配合貸款和其他業務的發展需要。

房協內部資訊技術系統的可靠程度和功能不斷提升，其中可靠程度方面更一直維持在百分之九十九點八的高水平。為防範電腦公元二千年的數位問題，房協在一九九八年十二月已完成電腦系統測試，確定大部分的系統已經達到要求，至於若干尚未符合標準的系統，

Financial Management

The Housing Society continues to plan its finances and control its costs efficiently and effectively. Financial accounting, internal controls and reporting duties progressed smoothly during the year, with extra emphasis on cost and budgetary controls. A review of the Housing Society's external audit arrangements culminated in the appointment of new auditors and a comprehensive review of accounting policies and practices. As a result of the expansion in loan operations, the Housing Society has reviewed the structure and manpower of our accounting and information technology support functions so as to cope with the demand. At the same time, the second phase of the loan administration system has been commissioned and it will be completed in June 1999.


As at 31 March 1999, the Housing Society had HK\$1.78 billion in reserves placed with external fund managers while its cash reserve was managed internally. An overall review of fund management arrangements was completed by the end of 1998. At the recommendation of the consultants, the Housing Society is considering appointing an independent custodian bank to provide safe custody and investment services for these funds.

Information Technology

Developments in information technology have focused on ensuring the Housing Society's systems meet Year 2000 compliance requirements and give us the support necessary to cope with the expansion of loans and other operations.

The reliability and functions of information technology services have been progressively improved and system availability has been maintained at a high level of 99.8 per cent. Under the Year 2000 compliance programme, tests were completed in December 1998 and a





“ 奪取獎項全賴同事間的
群體合作。

Winning this award is a team effort. ”

房協亦正修復有關部分，預計有關工作可在一九九九年中完成。目前，房協正制定應變計劃，以免一些重要的日常運作系統受到影響，預計有關工作可於一九九九年第三季完成。

本年度內，工程管理、維修組和屋邨辦事處已經設置「電腦繪圖管理系統」，以電子化方式存取建築和有關圖則。此外，房協的內聯網亦正式啟用，共有六個部門自設網頁，至於以介紹房協工作和服務為主的互聯網頁，亦不斷更新內容，以加強對外溝通。

員工架構

房協為配合營運方式的轉變，在人力資源方面亦作出相應安排，包括檢討架構和人手管理的安排。

本年度內，房協積極建立對外關係，透過參考市場上廣泛應用的做法和標準，制定內部人力資源準則。經全面檢討人手需求後，房協的整體人手增長，維持在低於百分之一的水平，而物業管理方面亦採用新的人手安排。與此同時，房協亦重新設計若干職位的職責範圍，並在適當情況下，採用合約制或以臨時形式聘請員工，令人力資源安排更為靈活且合乎成本效益。

房協一直秉持「服務至上、品質優良、意念創新和群體合作」的工作信念。為達致不同的工作目標，在本年度內特別舉辦多個講述品質、創意思考和客戶服務的工作坊，希望激發員工的創作潛能，以及培養以客為本的工作文化。



high level of compliance was achieved across all divisions of the Housing Society. Remedial action was identified for a few non-compliant systems and work on these was scheduled to be completed by mid 1999. A contingency plan is being developed for all essential systems which are critical to operations and the plan is expected to be completed by the third quarter of 1999.

The CAD drawing management system was established for the project management team, maintenance section and estate offices, enabling the electronic handling of all record drawings. Intra-net services were introduced during the year and six functions within the Housing Society have established their own home pages. The Housing Society's web site, which contains information on our operations and services, is constantly upgraded to enhance external communications.

Organisation and Staffing

In response to the change in operations, the directions of some human resources initiatives have shifted. Organisation review and manpower management are cases in point.

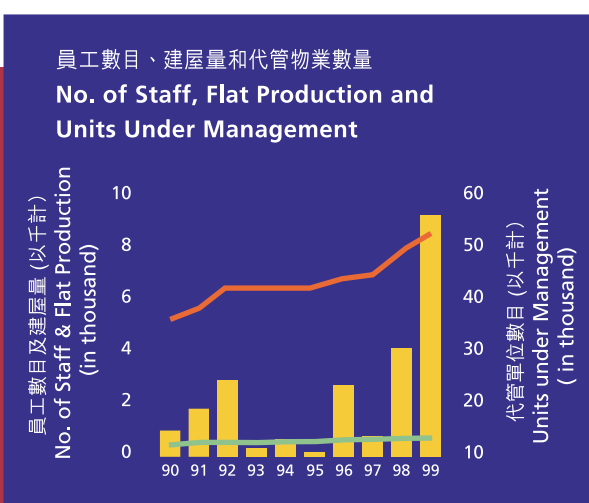
Greater emphasis has been put on establishing external relationships and conducting benchmarking exercises to tap good market practices and established standards. The increase in staff numbers was kept at less than 1% and a new property management structure was piloted after an overall review of manpower needs was completed. Positions were re-designed and enlarged and, where necessary, more cost-effective employment terms, such as the use of contract and temporary staff, were developed.

在培訓方面，房協鼓勵員工主動學習，並以多元化的自學途徑，逐步替代傳統的培訓方式。新的培訓策略自推行以來，參與自學計劃的員工較去年增加一倍，另外更有百分之五的員工曾經參加自學管理培訓系列課程。

除上述安排外，房協亦積極透過溝通、探訪和舉辦活動，提高員工的工作士氣。除「創建獎」外，房協更推出「感謝咭」和「醒目獎」，希望藉此鼓勵員工就機構業務、運作程序，以及工作環境等各方面提出創新建議，從而加強他們的歸屬感，並提高工作的積極性。

投入社群 服務社會

房協作為社會的一分子，經常竭盡所能，在業務上的每一環節為環保盡一分力。本年度內，更成立環境工作小組，定下「建設環保新社會」的工作目標，為保護環境與社會共同努力。



- 每年建屋量
Annual Flat Production
- 代管單位數目
Units under Management
- 員工數目
Number of Staff

Core values of service, quality, innovation and teamwork continue to drive the work of the Housing Society and our staff. A series of workshops on quality, creative thinking and customer service were conducted to unveil initiatives and instill a clear customer service culture in all aspects of our operations.

In the area of staff development, the Housing Society has moved away from traditional training methods towards a multi-learning approach with emphasis on self-learning. Participation increased 100% over the previous year. In addition, five percent of our staff have taken part in a new self-learning management series.

Managing staff morale through communication, out-reach and staff relations programmes is equally important. With this in mind, a Thank You Card programme and a SMART Award were introduced to complement the Super Brains Award. All of these programmes aim to encourage suggestions, innovations and improvements to office and workplace routines, and more importantly, motivate staff participation in day-to-day operations.

Working for the Community

As a responsible organisation, the Housing Society has made special efforts in environmental protection across the full spectrum of our work. An Environmental Conservation Task Force was set up during the year and "Help Build an Environmentally-Friendly Community" has become our objective in environmental conservation.

In addition to innovative designs and the allocation of space for landscaping and recreational facilities and opportunities, architectural consultants are also encouraged to follow initiatives on environmental conservation set out by the Housing Society.

在房屋設計方面，房協除著重創新意念，提倡園林綠化和提供足夠的休憩設施外，亦非常重視空氣和水的質素、噪音管制和廢物處理，更就這些項目制定指引，讓建築顧問在設計和建築時作參考。同時，亦積極向員工灌輸環保意識，包括在內聯網上設立環保網頁，以及在員工雙月刊《房協脈搏》內加入「綠色園地」專欄，講述環保工作的重要。在屋邨方面，居民更在房協的安排下，參與不同類型的環保活動，例如「廢物循環再造比賽」和「植樹日」等，積極傳揚保護環境的訊息。

房協一直致力服務社群，以滿足社會的需要為己任。一九九八年十月，位於堅尼地道的房協金禧樓正式

Guidelines have been established on air and water quality, noise control and waste management. Internally, great efforts have also been made to promote growing environmental awareness among staff members. An intranet homepage on environmental conservation and a "Green Column" in the staff publication, Pulsar, were introduced during the year. A series of activities on environmental protection, including a Waste Recycling Competition and Tree Planting Day, were held on estates to promote environmental friendly messages among tenants.



啟用。該座樓高十層的社會服務大樓，是為特定社群而設，內有年長者居所和露宿者之家。自落成後，該大樓已經出租予聖雅各福群會和香港露宿救濟會使用。

在社會服務方面，房協的員工亦不遺餘力，組成愛心隊為志願機構和居民服務。愛心隊自成立以來，曾經參與環境保護運動委員會的嘉年華活動，並為寶石大廈的長者舉辦康樂活動，讓他們舒展身心。

促進溝通

房協在一九九六年設立二十四小時電話資料熱線，方便公眾人士查詢不同的房屋計劃和服務資料，期間，更不斷加強內容，並在一九九九年三月加設普通話熱線，配合原有的粵語版本，令服務更為完備。同時，房協亦透過聘請客戶服務主任，解答市民和買家的物業查詢。本年度內，更就「服務承諾」進行檢討，表現令人滿意。

We are committed to the community of the Hong Kong SAR and continue to help meet the needs of the less fortunate members of society. In October 1998, the 10-storey Housing Society Golden Jubilee Building in Kennedy Road was opened. The building has been designed to serve the community and specified target groups, which include elderly people and street sleepers. It has been leased to St. James' Settlement and the Street Sleepers' Shelter Society Trustees Incorporated since its completion this year.

Community commitment lies at the heart of the Housing Society as an organisation. Staff members formed a community services team to organise activities for the voluntary agencies and our tenants, including the Environmental Conservation Committee and the elderly in Bo Shek Mansion.

為加強對外溝通，房協透過發行《房協動態》季刊，介紹機構近況、工作進展，以及未來大計和各項政策，同時，亦定期為轄下屋邨印製《屋邨通訊》，讓業主和居民得悉所屬屋邨的近況。

社會環境瞬息萬變，廣大市民的期望亦不斷提升。為配合社會步伐，房協積極反思本身的角色和形象，期望尋求突破。本年度內，房協擴大企業傳訊組的陣容，希望進一步提高機構的透明度，以表明房協致力服務社會的決心，回應社會人士對提高公共機構問責性的期望。



堅尼地道房協金禧樓

Housing Society Golden Jubilee Building, Kennedy Road

Fostering Communications

A 24-hour Hotline established in 1996 for the convenience of the general public seeking information on the products and services offered by the Housing Society has been improved over the year. In March 1999, the Hotline service was expanded to cover Putonghua as well as Cantonese. At the same time, customer service officers are being trained to handle inquiries from the public and purchasers of our properties. During the year, the Society's Performance Pledge was reviewed and the results were found to be satisfactory.

Our quarterly newsletter "Housing Society Today" is widely distributed to the general public with updates on corporate moves, business, plans and policies while estate newsletters, tailor-made for owners and tenants, are published on a regular basis.

Changes in Hong Kong's social environment and public expectations have caused us to rethink our corporate identity and image. To demonstrate our commitment to the community, our corporate communications function was restructured with the aim of increasing the Housing Society's transparency at a time when the community is seeking greater accountability from public organisations.