



Island South Property Management Limited
南盈物業管理有限公司



Company Background

Island South Property Management Limited (ISPML) has established an enviable quality system to ensure that reliable, efficient and professional services are provided at the Bel-Air development.

Leadership

The ISPML's Vision, Mission and Value are ingrained with strong emphasis on core values. A clear framework is adopted to communicate the values to the workforce. Commitment to legal and ethical behavior is shown via focusing on integrity.

The organization provides a comprehensive training program to nurture corporate industrial talents and thus creates a sustainable model. Also, senior leaders participate in internal communication training and mentoring scheme.

Management transparency is enhanced through bi-monthly Owners' Committee meeting. In addition, ethical behavior is emphasized in tendering process and staff handbook.

Through partnering with various green organizations and charity bodies, the ISPML shows good support for key communities and strong corporate social responsibility. Compliances with ISO14001, ISO9001 and OHSAS18001 are attained.

Strategic Planning

The ISPML has annual strategic planning supported by SWOT analysis, with clear process involving all department heads. Strategic objectives are well defined via the strategy matrix with considerations on values, stakeholders, longer-term and short-term action plans.

The action plans are developed with mutual agreement between ISPML and Owners' Committee. The Company has a detailed 3-year action plan covering external and internal communications.

Key workforce plans are in place to support the strategic objectives. Identified KPIs and regular meetings are adopted to track the achievement and the effectiveness of the action plans.

Customer Focus

Multiple channels are established to interact with customers e.g. website, hotline, mobile apps, email, satisfaction survey, newsletters, and Owners' Committee meetings. The ISPML responds and identifies new services from residents' opinions and suggestions.

公司背景

南盈物業管理有限公司（「南盈」）設立了一套高質素管理系統，為貝沙灣提供可靠、有效率和專業的服務。

領導才能

南盈的目標、使命和理念與公司核心價值互為表裡，有一套明確的溝通架構向員工介紹公司的企業價值，通過著重員工及其企業品格，充分展示出南盈物業對守法和道德的承諾。

南盈提供全面的培訓計劃以培育專業人才，高級管理層亦會參加內部溝通訓練與督導計劃，以達致可持續發展經營模式。

透過每兩個月舉辦的業主委員會議，強化管理透明度。此外，南盈物業亦在投標過程及員工手冊中強調道德的重要性。

南盈有強烈的企業社會責任，積極關心社區，經常與不同的環保與慈善組織合作，亦獲得 ISO14001、ISO9001 和 OHSAS18001 等認證。

策略性規劃

南盈利用 SWOT 分析輔助制定年度策略規劃，過程透明度高，所有部門主管亦會全程參與規劃過程，策略目標符合企業價值、不同持份者、長期及短期目標。

南盈的策略規劃是在業主委員會一致同意下制訂，其中包括一份經過內外討論的三年詳細計劃。

主要員工規劃是根據策略目標而訂定，並以明確的主要指標和定期會議以追蹤計劃成果和效果。

客戶焦點

南盈利用不同渠道如網站、熱線電話、手機程式、電郵、滿意度調查、電子月刊以及業主委員會會議等與顧客進行互動，細心聽取住戶的意見和建議，並從中發現新的需求。



Glitch report and complaint handling procedures are in place. The Company works closely with its Owners' Committee and various sub-committees for improving services and engagements.

There is evidence on its success in resident engagement such as paintings for club house decoration from its residents.

Measurement, Analysis, and Knowledge Management

The ISPML conducts Customer Satisfaction Survey and Home Visit to measure, analyze, and review its organizational performance. A systematic complaint handling approach is embraced, with the Community Relations Department as a monitoring party to track the progress of performance improvement. Performance measurement and review data are used to develop improvement plans in alignment with management targets and Owners' Committee Mission Statement.

To spur inter-departmental cooperation and fully exploit organizational expertise, special working committees are set up in major operation areas encompassing participants from relevant units. Staff training and workshops in a range of areas are scheduled in the yearly plan and conducted regularly. Staff bulletin board, internal publications, and online server are in place to share and transfer workforce knowledge and best practices.

Workforce Focus

The ISPML focuses on creating a risk-free and protective working environment. Clear ethical standard is shared. For example, a note is sent to all employees one month before Chinese New Year to remind them of the declaration requirement of "lai see" or other gifts.

The Company has conducted employee satisfaction survey to determine key elements that affect workforce engagement, and developed follow up actions accordingly. Clear career plan with various benefits and staff engagement activities are used. Annual performance system is applied.

Training programmes and drill plans are implemented. The ISPML allows staff to make certain decisions that relating to workforce environment such as the design of canteen.

Operations Focus

Systems are in place to determine key work processes and services requirements by taking into consideration the inputs from key stakeholders including residents, owners, visitors, and workforce.

南盈具備完善的處理投訴及彙報程序，與業主委員會及其各個附屬委員會密切合作，以共同改善各項服務與承諾事項。

住戶參與度有名顯改善，例如由住戶在節日為會所提供相應裝飾設計。

評估、分析和知識管理

南盈透過顧客滿意度調查和家訪來評估、分析和檢討工作表現，同時採取系統性的方法處理客戶投訴，並由社區關係部門擔任監督角色以追蹤表現。工作表現評估及相關數據將用於發展符合管理目標與業主委員會聲明的改進計劃。

為促進部門間的合作並善用組織資源，因此在主要營運項目下設立特別工作小組，並有來自相關單位的員工參與。每年會定期安排不同員工培訓和各類小組，員工公告欄、內部刊物以及網路伺服器可以讓員工分享不同的工作知識及經歷。

工作團隊焦點

南盈致力營造一個沒有風險並安全的工作環境，亦清楚訂明員工道德標準，例如所有員工會於農曆年前一個月收到通知，提醒有關利是或其它禮品的申報規定。

員工滿意度調查亦是為南盈了解員工工作投入程度的主要渠道，亦有明確的工作發展規劃包括各種福利及活動，同時亦設有年度工作表現評估，並按以上所有數據制定往後的員工政策。

南盈為員工提供各種不同培訓及實習計劃，亦會讓員工就工作環境如員工餐廳提供意見並參與決策。

營運焦點

南盈建立各種不同系統，並把主要持份者如住戶、業主、訪客和員工等的意見包含在制定服務操作流程及改善表現中。

南盈制定服務補救流程及可持續發展計劃，以有



Service Recovery Process and Business Continuity Plan are available to improve services and performance and to reduce variability. KPIs in various operational areas, including customer service management and human resources management, are identified for the control and improvement of work processes.

The ISPML uses Vendor/Contractor Assessment Form and Mystery Shopper Survey as in-process tools to measure supplier service performance and to provide feedback for improvement.

Results

The ISPML is certified under the standards of ISO9001, ISO14001 and OHSAS18001. OHSAS18001 is adopted in governing occupational safety and health management with low level of injury cases noted. Trend analysis of injury cases is reviewed periodically to identify appropriate preventative measures.

To ensure operational performance, a structural Vendor/Contractor Performance Assessment is in place with a scoring system in key aspects and disciplinary actions for non-compliance issues if needed.

Good KPI results in customer satisfaction survey are shown with improving results in 2014. Survey design, reporting, and recommendations are comprehensive. Hotline service and customer satisfaction survey results are recognized by external ISO auditors. Positive auditor feedback is found on its ISO audit report.

Reduction in customers' complaints is noted between 2012 and 2014. Trend data is reviewed and key areas of focus are identified and included in "Bel-Air 3-Year Plan" for action and monitoring. Besides, increased year-over-year compliment and improved figures for most attributes in its Customer Satisfaction Survey are noted. The decreasing trend from injury sick leave between 2011 and 2014 indicates an improvement in workplace safety management.

Both in-house and external training modules are offered to staff each year in accordance with its training plan. KPIs are available in measuring workforce capability and employee development.

Good environmental protection results are recorded. Effective carbon emission reduction is achieved between 2011 and 2015. The company obtained various corporate social responsibility awards and engaged in a number of community campaigns. Furthermore, good financial competitiveness is noted and more than 25% of its revenue is reinvested to improve life experience at residence.

效改善服務表現及減少失誤，亦透過如顧客服務管理及人力資源管理等的主要指標分析，以在不同層面上改進表現。

南盈利用供應商／承包商評估計劃及神秘顧客調查作為評估供應商服務表現，並提供改善建議。

業績

南盈獲得 ISO9001、ISO14001 與 OHSAS18001 認證，並採用 OHSAS18001 來統籌職業安全和健康管理，因而工傷案例也相對較少，亦會定期檢討工傷案例趨勢，以便找出適當的預防措施。

南盈為了保持良好表現，就供應商／承包商設計了表現評分系統，針對重大違規的行為可進行處分。

在 2014 年的顧客滿意度調查中，南盈在主要指標上均表現良好。調查設計、報告與建議一應俱全。專線電話服務和顧客滿意度調查結果已獲外部 ISO 審核人員認可，審查結果詳情可參考 ISO 審查報告。

2012 和 2014 年間，顧客投訴情況明顯減少，相關數據及分析已列入「貝沙灣三年計劃」中以便落實計劃及監督。在顧客滿意度調查中，逐年增加的正面評價和有改善的項目亦有包括在內，在 2011 年到 2014 年間員工病假的次數減少，亦顯示出工作場所安全管理已有所改進。

南盈每年都會為員工提供內部及外部的培訓機會，並透過主要指標以評員工工作能力及發展潛能。

南盈在保護環境的成效亦表現良好，在 2011 到 2015 年間，已有效降低碳排放，不僅榮獲各類企業社會責任獎項，亦積極參與社區活動。南盈在公司年度收入的 25% 投資在改善住宅生活品質，展示了穩健的財務基礎。