

Excellence Award – Hong Kong Housing Society

卓越獎 – 香港房屋協會

Report from the Board of Examiners

Being an independent, non-government and non-profit organization, Hong Kong Housing Society (HKHS) provides quality housing for the Hong Kong people and has implemented various housing schemes to meet the needs of niche markets. Its Vision ‘to be a world-class housing solution provider and innovator with leadership in quality, value for money and management’ and its Mission and Values are well defined and incorporated into its corporate strategy.

With respect to leadership, members in the Executive Committee are proven and experienced leaders in the field who have a strong sense to promote compliance with legal and ethical behavior. Both the Executive Committee and the Supervisory have clearly defined roles to cope with the ever-changing business environment, with the latter reporting to the former. Corporate governance reviews are regularly conducted to determine its effectiveness and to ensure that management needs are satisfied and industry and community’s changing demands are met. A comprehensive risk management system is also incorporated into the existing corporate and governance structure.

In terms of strategy development, a structured 3-step system (Planning, Monitoring, and Review) is formulated and supported by relevant KPIs and periodic review, and a long-term Five-Year Focus and a 10-year master development programme are also in place. To address customer needs, a series of customer relationship and care programmes have been launched to foster neighbourhood cohesion and enhance customer satisfaction. In concurrence, customer satisfaction surveys and compliant management systems are used to collect and respond to the voices of customers. Efforts have also been invested in benchmarking good market practices.

KPIs are set at the corporate, project and departmental level, and a 2-tier traffic light system is in place for performance monitoring: GREEN denotes ‘smooth’, while RED indicates ‘behind schedule’. A feedback loop system is also embedded into the system to convert organization performance to future Five-Year Focuses, corporate performance review and master development programme.

For data management, cloud technology is deployed. Privacy impact assessments are conducted by the Information Technology Section, and all newly established cloud systems are individually awarded the ISO27001:2013 (Information Security Management) certification. Audit on IT control and data information security are also performed both externally and internally.

評審委員會報告

作為一個獨立的非政府及非牟利機構，香港房屋協會（房協）為香港市民提供優質居所。房協發展了不同的房屋計劃，配合市場的特別需要。房協的目標致力解決住屋問題和不斷創新，以達致世界水平，並在質素、物值及管理方面佔領導地位。房協亦把明確的宗旨和信念，納入其企業策略。

在領導力方面，執行委員會成員的實力和經驗在該行業中獲得肯定，並且擁有遵守合規的法律和道德行為的強烈意識。執行委員會和管理層的角色都已明確界定，後者須向前者報告，務求應付瞬息萬變的業務環境。房協會定期就企業管治進行檢視，以釐定成效，並確保能夠滿足其管理要求，以達到業界和社區不斷轉變的需求。房協亦將全面的風險管理系統引入到現有的企業管治結構中。

在策略發展方面，房協以相關關鍵績效指標和定期審查作支援，並進行五年工作目標及十年整體發展的長遠規劃，制定出結構性三步體系（規劃、監督和檢視）。為滿足客戶的需求，房協推出各種客戶關係和關懷項目，以促進鄰里凝聚力並提升客戶滿意度。同時，房協會收集有關客戶滿意度的問卷調查和合規管理系統的數據，並會回應客戶的意見。不僅如此，房協亦致力對良好的市場實踐進行基準測試。

房協就企業、項目和部門級別設定關鍵績效指標，並引入雙色交通燈信號系統來監控表現：綠燈表示「順暢」，紅燈則表示「進度落後」。該系統還包含反饋循環系統，將組織表現轉化為未來五年工作目標、企業表現檢視及整體發展規劃。

房協於數據管理方面運用雲端處理技術。由資訊科技部門進行個人隱私衝擊分析，所有新建立的雲端系統均獲得 ISO27001:2013（資訊安全管理系統認證），對資訊科技控制和數據信息安全的審核也在外部及內部進行。

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The Human Resources Section (HRS) under the Board and the Human Resources Committee is guided by the objective to be an effective strategic business unit in fostering a harmonious, productive, and effective work environment. A 'HS Wellness' platform has been established since 2020 to promote staff wellness. A continuous cycle of performance discussion and review is implemented in 4 major stages: Planning Performance, Managing Performance, Reviewing Performance and Rewarding Performance, alongside with a comprehensive T&D curriculum.

HKHS has developed 92 projects under 10 product/service categories as of March 2021. In response to the COVID-19 outbreak, a Business Continuity Plan has been launched since January 2020. Many environmental protection initiatives are also pushed forward, covering various areas including green procurement, electricity saving measures, water saving measures, promotion on environmentally friendly and energy saving construction methods (e.g. MiC).

In conclusion, the processes, systems, and results of HKHS are well implemented and measured. The strong leadership and comprehensive quality management system enables the organization to tackle changes and challenges such as COVID-19 and achieve even better results in the years to come.

董事會和人力資源委員會旗下的人力資源部門 (HRS) 的目標是成為具效率的戰略業務部門，以營造和諧、高生產力以及高效能的工作環境。自 2020 年起，房協建立「HS Wellness」的平台，從而促進員工的身心健康。房協於四個主要階段 (規劃表現、管理表現、評核表現及獎勵表現) 不斷地作出評估，並進行全面的 T&D 課程。

截至 2021 年 3 月，房協經已在 10 個產品／服務類別下發展了 92 項計劃。為應對新冠疫情，房協自 2020 年 1 月啟動了業務持續性計劃，亦進一步採取多項環境保護措施，當中涵蓋綠色採購、節約水電措施、推廣環保理念，以及節約能源建築方法 (如「組裝合成」)。

總括而言，香港房協的流程、系統和成效經過良好的評估和執行，而且擁有強大的領導力，及具備全面優質管理系統，這些都使房協能夠面對新冠疫情下的轉變及挑戰，並在來年實現更好的佳績。