

## **THE HONG KONG HOUSING AUTHORITY**

### **Memorandum for the Human Resources Committee**

#### **Report on Staff Incentive Scheme**

#### **PURPOSE**

This paper reports for Members' information various programmes organised under the Staff Incentive Scheme (SIS) during the financial year 1997/98 and the planned programmes for 1998/99.

#### **BACKGROUND**

2. Members were informed in July 1997 vide Paper No. HRC 31/97 of a new SIS to be launched for 1997/98 in addition to the service-wide staff incentive programmes initiated by the Central Government. The SIS initiatives aim to help improve individual and organisational performance, support a culture of quality and continuous improvement, increase commitment, and promote team work.

3. A Departmental Staff Motivation Committee (DSMC), chaired by the Director Corporate Services with representatives from each of the Business and Supporting Branches as Members, was formed in April 1997. The Committee is tasked with implementing SIS programmes at the corporate level and endorsing proposals to be launched at branch level.

#### **PROGRESS**

##### **Launching ceremony for the Staff Incentive Scheme**

4. A launching ceremony for the SIS was held in August 1997 during a MEP open forum. The ceremony was jointly officiated by the Chairman of the Human Resources Committee and the Director of Housing. Branch Directors were each presented with a launching certificate carrying the message

‘Motivating Staff is Every Supervisor’s Responsibility’ at the ceremony. The certificate serves as a reminder to all staff that their participation and commitment are vital to the success of the Scheme.

### **SIS programmes launched at corporate level**

5. Two programmes, namely the SIS Logo Design Competition and the ‘Name it for 3Cs’ Awards, were organised in 1997/98. The winning entry of the Logo Design Competition has been adopted for use in publicity materials for the SIS. A golden lapel pin featuring the logo has also been produced for presentation to awardees under the Scheme. For the ‘Name it for 3Cs’ Awards, colleagues were invited to group themselves into teams and submit suggestions on how the three core values of the Department, namely ‘Caring, Customer-focused and Committed’, could be exemplified in their daily work. Many good ideas were submitted and awards were presented to ten winning teams at the Housing Department Annual Dinner held in January 1998.

### **SIS programmes launched at branch level**

6. In addition to corporate initiatives, SIS programmes, as shown in ANNEX A, had been launched at branch level in 1997/98. These programmes aim to recognise staff efforts in providing quality service and motivate them to contribute more in giving suggestions for improvement.

### **Publicity of the awardees**

7. Prize presentation ceremonies were organised for winners of the staff award programmes at both corporate and branch levels. Prizes were presented by the top management in the presence of the awardees’ fellow colleagues and supervisors. For some award programmes, opportunity was taken for the awardees to share their insight and experience with their counterparts. All these were also published in the ‘House Talk’ and the respective branch newsletters to further boost staff morale.

## **ASSESSMENT OF THE 1997/98 PROGRAMMES**

8. Feedback on activities launched in 1997/98 have been obtained through various channels, including staff response on the scene, informal discussions with staff and line managers, and directorate visits to outstation offices. In general, the SIS programmes are well-received by the staff. They see the SIS as management's efforts to motivate them to strive for better services and also as management's recognition of contribution made by individual staff or offices. They are very supportive of the SIS and welcome its continuation in subsequent years.

9. Moreover, the launching of the SIS programmes has, on the whole, achieved the intended objectives of-

- (a) ***improving individual and organisation performance and supporting a culture of quality and continuous improvement*** through the 'Name it for 3C' Awards, which promoted the three core values of 'Caring, Customer-focused and Committed' organised at corporate level; and through various awards for quality services performed by individual staff or working teams at branch level; and
- (b) ***enhancing commitment and promoting team work*** through the 'Name it for 3C' Awards which drove staff to group themselves together for brainstorming ideas for achieving the 3Cs; and through activities organised at branch level, such as 'the Best Team Work Award' in Allocation and Marketing Branch, 'Best Working Team Award' in Commercial and Services Branch, and 'Best Estate Office Award' in Management Branch. All these have provided an opportunity for fostering commitment and improving co-operation and communication among different sections in working towards a common goal i.e. providing quality service to our customers.

10. The year 1997/98 was the first time when the Department launched a series of staff award programmes under the SIS. The programmes organised have been built on a number of themes to harness initial participation and interests of staff, as well as involvement of the Branch Heads. As the SIS gains its place in the organisation, the DSMC will sharpen the focus to build further commitment and alignment of staff towards a common goal through theme-based staff awards.

11. The ultimate goal for developing the SIS is to recognise staff efforts and to strive for quality service. To assess the effectiveness of the SIS in this regard, we intend to conduct an evaluation of the scheme in the context of the next staff satisfaction survey to be carried out in 1999.

## **PLANNED PROGRAMMES FOR 1998/99**

12. For 1998/99, the DSMC proposes to adopt a central theme, namely, 'customer service' for SIS awards. The theme will cover both internal and external customers. This ties in well with the respective branch business or service plans for 1998/99, which include a number of customer service initiatives. This linkage would enable staff to know more about the business or service plans of their branch, and more importantly, put across the message that their contribution is vital to the success of the plans.

13. SIS programmes for 1998/99, be they at corporate or branch level, will therefore echo the theme 'customer service' and be planned around initiatives set out in their respective business or service plans, where appropriate. The ultimate goal would be to steer staff towards contributing to corporate mission and objectives.

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14. Respective business and service branches have drawn up staff award programmes for the year. The programmes are listed at **ANNEX B**. The DSMC is now mapping out details on the programmes to be launched at corporate level. Consideration will be given to allow for convergence and a pyramid system to recognise the best performers. Reference will also be drawn from other government departments and private organisations for events that build excitement and high impact.

15. While due recognition has been given to awardees of various staff award programmes organised during 1997/98, there is merit to further enhance such impact by keeping Members of the Housing Authority and the public at large informed of the staff award initiatives in the Department. Some possible thoughts include using the opportunities of HA functions to present awards, or even organising a special presentation ceremony for awardees (and possibly their families) to create a memorable event that signifies commitment, achievement and recognition of staff, and providing a grand occasion for them to share their honour with colleagues and family members.

## **FINANCIAL AND STAFFING IMPLICATIONS**

16. About \$180,000 had been spent in 1997/98 on the awards presented to winners of the SIS programmes. Of this sum, \$30,000 was funded by Central

Government and the balance from HA funds. Manpower involved in organising these programmes was absorbed within the existing resources.

17. The programmes for 1998/99 will continue to be funded through donations<sup>1</sup> and HA funds (no further funds from Central Government will be received due to change in policy). The estimated expenses for 1998/99 will be about \$300,000. No additional staffing resources are required to implement the programmes in 1998/99.

### **ADVICE SOUGHT**

18. Members are invited to note the progress of SIS initiatives launched for 1997/98 in paragraphs 4 to 7 above and the planned programmes for 1998/99 as mapped out under paragraphs 12 to 15 above.

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<sup>1</sup> including \$10,000 from Mrs Fanny Law, the former DD/HM W and \$1000,000 from the Staff Club

**Housing Department Staff Incentive Scheme  
Programmes launched at Branch Level in 1997/98**

**Business Branches**

***Allocation and Marketing Branch***

- Best Services Staff Award
- Best Team Work Award
- Best MEP Slogan for AMB Award
- Striving for Better Efficiency Award

***Commercial and Services Branch***

- Outstanding Staff Award
- Best Working Team Award
- Outstanding Service to the Public Award

***Development and Construction Branch***

- Branch Logo Design Competition
- Best Attendance Award
- Project Commendation
- Best Suggestions for Staff Incentive Awards

***Management Branch***

- Best Estate Office Award
- Outstanding Staff Award

## **Services Branches**

### *Corporate Services Branch*

- Quality Services Award

### *Finance and Accounting Branch*

- Industrious Staff Award
- Long Service Award

## **ANNEX B**

### **Housing Department Staff Incentive Scheme**

#### **Programmes to be launched at Branch Level during 1998/99**

## **Business Branches**

### *Allocation and Marketing Branch*

- Best Services Staff Award (External Customers)
- Best Services Staff Award (Internal Customers)
- Award for Suggestions to enhance Customer Service in AMB
- Best Team Work Award

### ***Commercial and Services Branch***

- Best Services Staff Award in CS Division
- Most Creative Staff Award in CSMP Division
- Best Service to Customers Award in CP Division
- Best Working Team Award in CS Division
- Brilliant Service Team in CSMP Division

### ***Development and Construction Branch***

- Most Committed Staff Award
- Best Services Staff Award
- Best Project Team Award

### ***Management Branch***

- Best Services Staff Award
- Customer-focused Management Team Award

### **Services Branches**

#### ***Corporate Services Branch/Finance and Accounting Branch and Corporate Strategy Unit***

- Best Quality Services Award