

英國特許房屋經理學會亞太分會 Chartered Institute of Housing Asian Pacific Branch



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Chairman's Report 主席報告



The year of 2009 was extraordinary for the Branch. Not only did it start with the outbreak of the global financial tsunami, but it was also a very busy and encouraging year for all of us. Despite the gloomy economic situation, we did achieve a number of breakthroughs in our membership service and promotion of professionalism in housing management. On behalf of the Executive Committee, I am much pleased to report what we accomplished during the year.

After the Executive Committee of the Branch was elected in January, a brainstorming session was organised in February to debate and plan for our priorities of the year. We concluded to focus on (i) continuing and strengthening our professional development efforts locally and in surrounding regions especially Mainland China, Taiwan and Macao; (ii) developing further our membership and related services; and (iii) enhancing the Branch profile locally and in the Region.

Administration and Services

We have consolidated the Branch's administration and planned for improvement of the membership services early this year. Our Branch website (www. cih.org.hk) was further revamped with more userfriendly and useful features like "Events Update", "Job Opportunity" and "Event Calendar". We are now able to communicate with members through bulk emails. This facilitates prompt dissemination of information and helps to protect the environment. Besides, members will soon be able to update their personal profile online. 對於亞太分會而言,2009年是非凡的一年。今年不單由全 球金融海嘯的陰影下開始,而且對大家來說更是既忙碌又 鼓舞的一年。雖然去年大部份時間均籠罩在低迷的經濟狀 況下,但是亞太分會亦能在會員服務及推動房屋管理專業 領域取得突破。本人感到非常欣慰能夠代表執行委員會向 各位匯報在年內我們努力爭取的成果。

執行委員會於一月選出後,立即於二月份組織了集思會辯 論及規劃好整年的優次任務。我們總結好以下三個重點工 作:(一)繼續及強化在區內外,尤其是中國大陸、台灣及 澳門的專業發展工作:(二)進一步發展會員及相關服務; 及(三)促進亞太分會在本地及亞太區的知名度及專業地位。

行政及服務

於年初,我們開始將內部行政工作鞏固及改善會員服務。 本會網頁經修改後為使用者加入多項更方便及更有用的特 點,例如「活動剪影」、「就業機會」及「消息與活動日誌」。 現時本會已可透過大量電郵方式,與會員直接聯系,從而 促進訊息的發佈及加強環保意識。此外,會員亦很快便可 在網上更新大家的個人資料。

The Annual Yearbook 2009 and two issues of "Housing Express" were published with in-depth analysis and professional input from Hong Kong and overseas authors. Our headquarters in United Kingdom reviewed the entrance and subscription fees for new members. And I am glad to inform that the entrance fee would be waived and the subscription fees for the first year would be charged proportionally on monthly basis from the month of admission; both measures will be effective from January 2010.

We continued to validate appropriate local and overseas courses. The Head of Education from CIH headquarters visited Taiwan in May and conducted the validation exercise for the property management degree course, organized by Hwa Hsia Institute of Technology. This is the first course validated by CIH in Taiwan.

As concluded in our brainstorming session, we aimed to enhance the Branch profile promoting our reputation and professional status. Reciprocal publicity arrangements were arranged with professional allies and organizations. Press releases have also been made to gain media exposure for major events and functions.

Linkage with Professional Counterparts

Locally, we maintained a close partnership with allies in the Hong Kong Professional Property Services Alliance, namely The Hong Kong Association of Property Management Companies (HKAPMC), The Hong Kong Institute of Housing (HKIH) and the Hong Kong Institute of Real Estate Administrators (HIREA). We jointly participated in the Urban Renewal Strategy Review exercise with active response from members of the allies in the Engagement and Concluding Forum held in May and November respectively, the tour to Taiwan in September with visit to the Taipei County Government and related development projects, and the on-going consultation on the proposed licensing of professional property management companies and housing managers in Hong Kong. In addition, we coorganized legal talks, technical visits, seminars and annual dinner with The Hong Kong Institute of Housing during the year.

本會今年出版了年刊及兩期《房管專訊》,內容包括更多深 入分析及由本地和海外作者提供的專業意見。英國總會於 年內檢討了新會員入會及隨後的年費,本人很高興可向各 位報告由2010年1月開始,本會將取消新會員的入會費, 而首年的年費將以正式入會的月份按比例收取。

我們繼續為合適的本地和海外課程進行評審工作。英國總 會教育部主管今年五月到訪台灣,並首次為台灣華夏技術 學院的物業管理學位課程進行評審。

就如在集思會所想,我們旨在提高本會的知名度和專業地 位。在各專業盟友及機構之間,我們相互安排了宣傳推廣 措施。本會更積極為各項重要活動發出新聞稿,藉此加強 宣傳會務。

與專業友好的聯系

本會與香港房地產專業服務聯盟繼續保持緊密聯系,其他 盟友包括香港物業管理公司協會、香港房屋經理學會和香 港地產行政師學會。專業聯盟共同主辦「市區重建策略」檢 討工作,其間得到各盟友會員先後於五月及十一月份舉辦 論壇時的積極參與和討論;於九月份一起走訪了台灣縣政 府及相關發展項目;以及投入本地擬就專業物業管理公司 及房屋經理發牌制度的諮詢工作。再者,本會更與香港房 屋經理學會共同舉辦法律講座、技術參觀、專題研討會及 週年晚宴。



We also explored new linkage with The Society of Operations Engineers (Hong Kong Region) and The Hong Kong Institute of Facility Management with a view to promoting common objectives of best management practices and environmental protection. Furthermore, I attended The Southern African Housing Foundation International Conference and Exhibition in Cape Town of South Africa in October, on "Spotlight on Housing for 2010", to maintain the relationship with that part of the world.

During the Presidential Visit to Mainland China in November, we tightened our ties with different government bodies and officials as well as the property management institutes in Hong Kong, Beijing, Shanghai and Macao; especially with The Trade Association of Shanghai Property Management.

The Breakthroughs

In early January, the Branch visited Hanoi of Vietnam for the first time to familiarize with their local economic situation and status of housing provision. We were glad that we were received by the Vice Minister of Construction and related officials, as well as some leading developers of Vietnam.

The Branch had, for the first time, organized an International Housing Conference in Taipei in late February on "New Opportunities of Housing Management under Economic Recession" with guest speakers from United Kingdom, Hong Kong, Taiwan, Macao and Mainland China. It was the first step to foster closer relationship with our members in Taiwan and to provide a forum for experience sharing between housing professionals from all over the world. We organized the Summit Forum in Shenzhen in late July on "Property Management and Asset Management" of this nature for the first time. In addition, we held a property management seminar at the Wuhan University with our President. Mr Howard Farrand, and Director of Scotland, Mr Alan Ferguson, as the keynote speakers for students during the Presidential Visit in November.

To consolidate our established partnership with Hwa Hsia Institute of Technology in Taiwan, the Branch signed a cooperation and friendship agreement with the Institute in April in Hong Kong with the presence of the President of the Institute and Chairman of their Graduate Institute of Property Management. 亞太分會今年更與營運工程師學會(香港分會)及香港設施管理學會開展新的交流,共同促進良好管理模式及環 保概念。本人於十月份出席在南非開普敦舉行由南非房屋 基金主辦的國際會議及展覽,會議主題為"Spotlight on Housing for 2010",藉此加強與世界各地的聯系。執行委 員會陪同了英國總會會長於十一月訪問了香港和中國大陸, 促進了本會與國內不同城市(除香港外,還包括北京、上海 和澳門)的政府房管官員及物業管理相關機構的溝通和瞭 解,特別是我們趁此機會重新與上海市物業管理行業協會 加強聯系。

新的突破

執行委員會一行約十人於一月初訪問了越南河內,藉此體 驗和加深認識當地經濟情況和房屋供應現狀。我們很榮幸 得到越南中央政府建設部副部長及相關官員和一些當地著 名開發商的親切接待。

亞太分會首次於二月下旬在台灣主辦題為《經濟衰退下房屋 管理的新契機》的國際房屋會議。主講嘉賓來自英國、香 港、台灣、澳門及內地的行業翹楚。是次活動提供了難得 機會給本會在台灣的會友相互瞭解和與世界各地來賓交流 專業房屋管理心得。本會亦於七月在深圳主辦了《物業管理 及資產管理》高峯論壇。再者,本會藉著英國總會會長夏孝 維先生及蘇格蘭分會總幹事傅國誠先生訪問武漢時,在武 漢大學舉行與該校物業管理學位課程學生的座談會。

為進一步鞏固與台灣華夏技術學院的伙伴關係,本會於四 月份與該學院在港簽署了交流合作及友好協議。該學院校 長及其資產與物業管理系暨研究所所長兼系主任均專程來 港出席簽署儀式。

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With the strenuous effort committed by my predecessors and previous Executive Committee members, we finally established the professional platform for the region so called the Four Places on Both Sides of the Strait, namely Hong Kong, Macao, Taiwan and Mainland China, when the Branch conferred the first batch of corporate membership in Mainland China. I was much honoured to deliver the membership certificates to these members in Shenzhen on 31 July 2009, following our corporate membership firstly conferred to members of Macao and Taiwan in 2007.

Honorary Advisors

We are privileged to appoint Miss LC Wong and Mrs Julia Wong as our Honorary Advisors this year. With the wealth of their professional knowledge, commitment and passion to the industry, I believe the Branch will be benefited tremendously under their guidance and advice.

Final Remarks

I am proud to be the Chairman of the Branch witnessing so many important milestones and achievements we had this year and glad to be able to provide a report full of excitement and happiness. I have to reiterate my sincere gratitude to all the Committee members and staff of the administration office. Without their active participation and contribution, the Branch could not have accomplished what I have reported in the above.

As I mentioned in the Chairman's message at the beginning of the year, I will count on every member to help shaping an better future of the Branch all the times. I also believe that our Executive Committee of the coming year will continue to serve you with devotion and passion.

> Sanford Poon Chairman December 2009

過去多年來得到多屆主席及執行委員會眾多委員不辭勞苦 及努力下,亞太分會今年招收了第一批中國內地的專業會員,從而構建起包括兩岸四地(即香港、澳門、台灣及內 地)的房屋管理專業平台。我非常榮幸能夠代表英國特許房 屋經理學會於本年7月31日在深圳頒授了第一批專業會員 證書,這是繼本會於2007年首次在澳門及台灣頒發專業會 員證書的另一個里程碑。

名譽顧問

本會非常高興得到王麗珍女士及黃吳詠琪女士出任名譽顧 問。以兩位前輩豐富的專業經驗,對房管行業過去的奉獻 及熱誠,我相信本會在其指導下,定必獲益良多。

結語

本人甚感驕傲能夠出任亞太分會主席和親身見證我們共同 努力所取得的多項重要里程碑及成就,並向各位提交了這 份充滿刺激和歡欣的報告。本人必須重申我對所有執行委 員會委員及行政工作人員的衷心感謝。相信沒有他們積極 的參與和貢獻,亞太分會不能完成上述報告中的各項任務。

正如我在年初「主席的話」所述,我倚賴每一位會員共同攜 手構建一個更美好的亞太分會。而我更相信,來年每位執 委會成員將以其無私及充滿熱誠的態度繼續為各位服務。

> 主席 潘源舫 2009年12月

About CIH & APB 關於英國特許房屋經理學會及亞太分會

About CIH & APB 關於英國特許房屋經理學會及亞太分會

About CIH & APB

The Chartered Institute of Housing, with its headquarters in the United Kingdom, is a professional organization for people practicing in housing. The Institute offers training and education, provides professional advice and disseminates up-to-date technical information to housing practitioners. At the same time it also serves as a useful forum for its members and a platform for national and local speakers through its 13 branches in the United Kingdom and overseas to discuss housing issues. Its 22,000 members of various grades work in local housing and related authorities, housing associations, educational bodies, private sector and nongovernment organizations. Its membership is open to those with interest to pursue enhancement in housing practice.

The Hong Kong Branch of the Institute was first established in 1966 as a society under the Societies Ordinance. It was then registered under the Companies Ordinance as an overseas representative office of the Institute in 1988. The Branch was renamed as the Asian Pacific Branch in 2001. It has now a membership of over 2000.

The Branch assists the Institute Head Quarters in validating academic courses that allow the graduates of such courses to become corporate members of the Institute after they have completed the Practical Experience Requirements of the Institute. Since 1968, the Branch has been actively involved in professional courses run by the University of Hong Kong, City University of Hong Kong, Hong Kong Polytechnic University, Institute of Vocational Education in Hong Kong as well as Wuhan University in Mainland China.

The Branch continues to expand its services and project its image as a hub in the Asian Pacific Region. It is active in extending its professional links as well as fostering friendship and connections with China and other Asian Pacific Rim cities and countries through visits and information exchange.

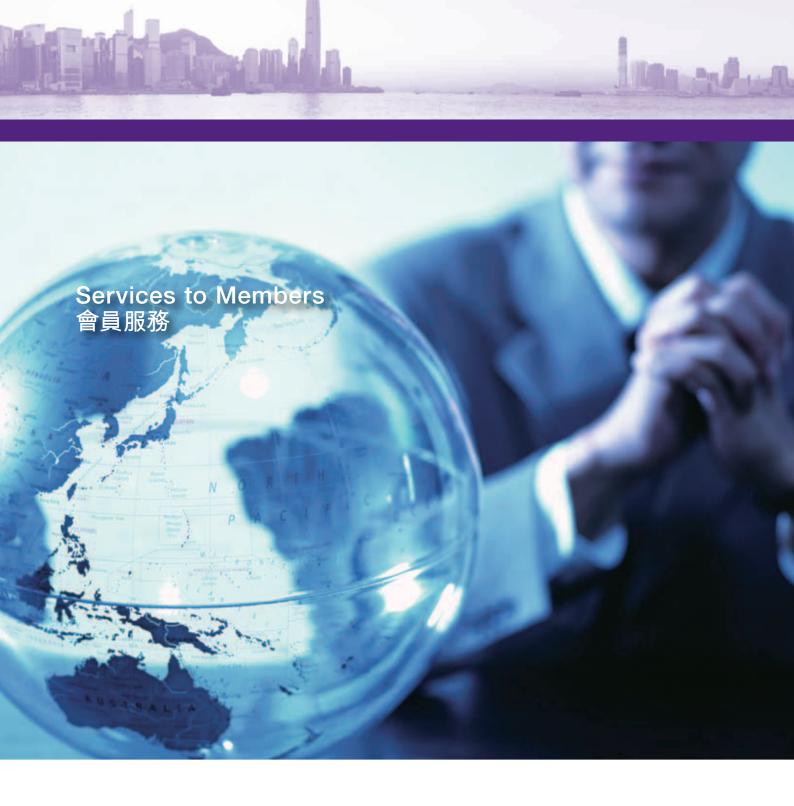
關於英國特許房屋經理學會及亞太分會

英國特許房屋經理學會是一個房屋管理的專業團體,學會 的總部設於英國。學會積極推廣房屋管理同業的良好專業 操守,教育及培訓房屋管理人材,以至專業發展等。學會 同時給予會員專業指導及資訊,透過英國和海外十三個分 會為各地會員提供平臺,交流房屋管理的知識和經驗。現 時學會有不同類別的會員約二萬二千名,為不同的公營房 屋管理機構、教育團體、私人機構及非政府團體服務。學 會的會籍公開予有志從事房屋管理實務的人士申請。

英國特許房屋經理學會香港分會於一九六六年根據社團條 例成立,在一九八八年根據公司條例註冊為學會海外代表。 香港分會於二零零一年改稱亞太分會,現時分會有會員約 二千名。

分會協助總會為專業課程進行認證。考試合格的學員經完 成實習經驗後可申請為專業會員。亞太分會亦積極參與房 屋的專業訓練,自一九六九年起,學會參與了香港大學、 香港城市大學、香港理工大學、香港專業教育學院及武漢 大學,台灣華夏技術學院的房屋管理課程認證。

亞太分會積極推廣服務至亞太地區,提升分會成為亞太地 區專業服務中心的形象。分會先後透過友好訪問,積極促 進學會與亞太地區專業團體的學術交流及擴闊相互聯繫網 絡。



Services to Members 會員服務

CIH member's services include:

- CIH Members Bulletin (e-zine)
- The APB Housing Express magazines
- Careers and Professional Development Service
- Practice Online
- Housing Law Services
- Members Credits
- CIH Yearbook and Membership Directory
- Events and seminars
- A searchable online directory of CIH members and a facility for members to update their details online
- Discounts on a range of products and services

會員服務包括:

- 會員電子期刊
- 亞太分會房屋專訊
- 職業及專業發展服務
- 網上實習
- 房屋法律服務
- 會員特許權益
- 年報及會員通訊錄
- 研討會及活動
- 網上查閱及更新會員資料
- 產品及服務優惠



The Executive Committee 執行委員會

The Executive Committee 執行委員會



Chairman Mr POON Yuen Fong, Sanford 主席 潘源舫先生



Vice Chairman Mr CHIU Pak Lung 副主席 趙伯龍先生



Immediate Past Chairman Mr CHOW Chiu Hung, Victor 前任主席 周超雄先生



CIH Council Member Mr CHAU Fu Keung, Edmond 英國總會諮議會委員 周富強先生



Honorary Secretary Ms KWOK Pik King, Theresa 義務秘書 郭碧琼女士



Honorary Treasurer Mrs LI Lam Chin Ching, Rita 義務司庫 李林展青女士





Training Officer Mr NG Kwong Ming, Paul 培訓主任 吳光銘先生



Membership Officer Mr NG Mei Chuen, Frederick 會籍事務主任

^{曾 稍 争 例 主 任} 吴美全先生



Chair of Activities Committee Ms WONG Siu Ling, Linda 活動委員會主委





Chair of External Affairs & Public Relations Committee Mr LUK Wai Lun, Stanley 對外事務及公共關係委員會主委 陸偉倫先生



Chair of Professional Practice Committee Mr HO Chun Nin, Edwin 專業實務委員會主委 何春年先生



Chair of Information Technology Committee Mr FUNG Ping Yan 資訊科技委員會主委 馮炳欣先生



Chair of Publications Committee Dr YIP Ngai Ming

刊物委員會主委 葉毅明博士



Chair of Professional Development Committee Dr YUEN Wai Kay, Ricky 專業發展委員會主委 阮偉基博士



Co-opted Member Mr CHAN Wai Kong, Frankie

增選委員 陳偉光先生

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Co-opted Member Mr CHEUNG Shu Yan, Edmond 增選委員 張樹仁先生



Co-opted Member Ms FAN Chui King, Agnes 增選委員 樊翠琼女士



Co-opted Member Mr PUN Lai Tun, Raymond

增選委員 潘禮敦先生



Co-opted Member Mr CHIANG Yee Lung, Calvin 增選委員

增選委員 姜宜龍先生



Co-opted Member Mr CHIU Sin Hung, Bonny 增選委員 趙善雄先生



Co-opted Member Mr LAI Yuk Tim, Tim 增選委員 黎玉添先生

Co-opted Member

Mrs SO Tam Kit Ying, Susanna

增選委員 蘇譚潔瑩女士





Co-opted Member Mr LEE Kwok Man, Calvin 增選委員 李國民先生



Co-opted Member Mr WAI Chun Sing, Terence

增選委員 衛振聲先生





Co-opted Member Mr WONG Ying Kit, Romulus 增選委員 黃英傑先生



Co-opted Member Mr WONG Kam Tong, Vincent

增選委員 黃錦棠先生

| Honorary Legal Advisors 名譽法律顧問 | Mr CHUNG Pui Lam, O.B.E., J.P. 鍾沛林先生 Mr LAM Kin Hung, Patrick 林健雄先生 |
|--|--|
| Honorary Advisors 名譽顧問 | Mr CHAN Ping Woon, S.B.S., M.B.E., J.P. 陳炳煥先生 |
| | Mr LEE King Chi, Joesph, B.B.S. 李敬志先生 |
| | Mr LI Pak Ho, M.B.E., J.P. 李百灝先生 |
| | Mr TSAI Chin Lung 蔡錦隆先生 |
| | Mrs Wong Ng Wenh Ky, Julia 黃吳詠琪女士 |
| | Miss WONG Lai Chun, B.B.S. 王麗珍小姐 |
| General Manager (Professional Development) 總經理(專業發展) | Mr WONG Hin Nang 黃顯能先生 |
| Administrative Officer 行政主任 | Ms YUNG Po Kwan, Patsy 翁寶君女士 |
| Administrative Assistant 行政助理 | Ms KWOK Yik Che, Elise 郭亦芝女士 |



Activities Committee 活動委員會

| Chairperson | 1 | Ms | Linda WONG |
|------------------|---|-----|---------------|
| Vice-chairperson | 1 | Mr | Edmond CHEUNG |
| Members | ÷ | Mr | FUNG Ping Yan |
| | | Mr | Eddy MAK |
| | | Mr | Mason MAK |
| | | Mrs | Rita LI |
| | | Ms | Theresa KWOK |
| | | Mr | Romulus WONG |

- Mr Edwin HO
- Mr Stanley LUK

Our Missions

To arrange logistics and support on local & overseas Conferences / Seminars / Talks / Study Tours and Technical Visits for members and Executive Committee.

Achievements of the Year Overseas

- Study tour to Hanoi, Vietnam in January
- International Housing Conference in Taiwan in February
- Harrogate Conference & Exhibition in June
- Housing Conference on Property Management in Shenzhen in July
- Study tour to Taiwan with HKPPSA in September
- Presidential visit to Beijing / Shanghai in November
- Housing Forum in Wuhan in November

Local

- Branch Annual General Meeting 2009
- Branch Executive Committee Brain Storming session in February
- Monthly Branch Executive Committee Meeting
- Joint Annual Dinner with HKIH in October
- Receiving Mainland and overseas visitors
- Various seminars / talks / workshops / local visits organized by External Affairs & Public Relationship Committee and Professional Practice Committee



| 主委 | : | 王小玲女士 |
|-----|---|--------|
| 副主委 | : | 張樹仁先生 |
| 委員 | : | 馮炳欣先生 |
| | | 麥兆鴻先生 |
| | | 麥日豐先生 |
| | | 李林展青女士 |
| | | 郭碧琼女士 |
| | | 黄英傑先生 |
| | | 何春年先生 |
| | | 陸偉倫先生 |

工作目標

負責管理委員會及會員在本港及海外研討會、講座、訪問 交流團等場地及後勤安排。

年內完成的工作

海外

- 1月訪問越南河內
- 2月台灣房屋研討會
- 6月參加英國 Harrogate 房屋會議及展覽
- 7月深圳物業管理會議
- 9月聯同香港房地產專業服務聯盟訪問台灣
- 11月總會會長訪問北京及上海
- 11月武漢房屋研討會

本港

- 1月分會週年大會
- 2月管理委員會集思會
- 分會管理委員會月會
- 10月香港房屋經理學會聯合週年晚宴
- 接待內地及海外同業
- 支援外事及公關委員會、專業發展委員會舉辦之研討 會、講座、工作坊、本港訪問交流團



External Affairs & Public Relations Committee 對外事務及公共關係委員會



| Chairperson |
|------------------|
| Vice-Chairperson |
| Members |

- : Mr LUK Wai Lun Stanley : Mr WONG Ying Kit Romulus
- : Dr YIP Ngai-ming
 - Mr CHIU Pak Lung
 - Mr CHIU Sin Hung Bonny
 - Mr HO Chun Nin Edwin
 - Ms KWOK Pik King Theresa
 - Mr LAI Yuk Tim Tim
 - Mr NG Kwong Ming Paul
 - Mr NG Mei Chuen Federick
 - Ms TAM Kit Ying Susanna
 - Mr TONG Edmond
 - Ms WONG Siu Ling Linda

Our Missions

External Affairs and Public Relations Committee shall endeavor to expand and maintain links with relevant housing, academic and professional institutes in the Asian Pacific Region to promote the Art and Science of Housing Management. The Committee will continue to work and coordinate with other committees to achieve the vision of CIH APB and support the branch to enhance the professionalism of Housing Practitioners in the region.

- Explore and build up links with relevant housing, academic and professional institutes in the Asia Pacific Region especially in the Greater China Region to promote the Art and Science of Housing Management;
- Maintain the well-established links with our counterparts in the region;
- Foster closer ties with counterparts in the region to enhance CIH membership enrolment;
- Coordinate with Activities Committee to organize functions and activities to promote the APB professionalism image to housing practitioners;
- Coordinate with Professional Practice Committee and Training & Education Committee to arrange joint training and educational opportunities for housing practitioners.

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Achievements of the Year

With joint efforts from associate committees, series of conference, forum and social events in Mainland China, Taiwan, Macau and Vietnam were organized in the year.

- January Vietnam Technical Visit. Visited the Vietnam Ministry of Construction and meet with the Vice Director of Construction and related officials of Housing Department of Hanoi.
- February Taiwan International Housing Conference Jointly organized an International Housing Conference with Hwa Hsia Institute of Technology, with speakers from UK, Mainland China, Macau, Taiwan and Hong Kong.
- April Housing Study Tour from Scotland Received a technical tour from CIH student members led by Mr Paul Diggory from North Wales.
- April Technical Tour from UK Conducted technical tour to public housing estate of Hong Kong Housing Authority for CIH – UK members group led by Ms Marjoire Cuthbert.
- June CIH International Housing Conference at Harrogate An international delegate from Taiwan and Hong Kong attended the annual housing conference officiated by the Minister of Housing.

August – Macau Property Management Course Macau Housing Bureau, Macau Labour Bureau and Macau Property Management Business Association jointly organized the first professional property management training course for senior executives in the property management trade. APB was appointed as supporting institute for all five training courses and has attended the graduation ceremonies.

September – HKPPS Tour to Taiwan

APB joined the technical tour orgainsed by the Hong Kong Professional Property Service Alliance to Taiwan and meet with the Minister and related official of the Executive Yuan of Taiwan.

October – CIH Annual Dinner Joint annual dinner with HKIH held in October with the Under Secretary for the Environmental as the officiating guest.

November – Wuhan Housing Conference CIH President Mr Howard Farrand attended a housing conference jointly held by APB and WuHan University. Mr Howard Farrand, Mr Alan Ferguson Director, CIH Scotland and Ms Rita from APB have addressed the conference.

November – Macau Technical Visit CIH President and APB Chairman led a delegate to visit Macau Housing Bureau and meet with the President of Housing Dr Chiang to exchange experience in housing management.

To sum up, it is necessary to express gratuity for fellow committee members who endeavour to contribute toward accomplishing the mutual objective of promoting professional housing management practice locally in Hong Kong and Asian Pacific countries at large.



| 主委 | : | 陸偉倫先生 |
|-----|---|-------|
| 副主委 | : | 黃英傑先生 |
| 委員 | : | 葉毅明博士 |
| | | 趙伯龍先生 |
| | | 趙善雄先生 |
| | | 何香年先生 |
| | | 郭碧瓊女士 |
| | | 黎鈺潻先生 |
| | | 吳光銘先生 |
| | | 吳美全先生 |
| | | 譚潔瑩女士 |
| | | 湯穎豪先生 |
| | | 王小玲女士 |
| | | |

工作目標

對外拓展及維繫與亞太地區各房屋,學術及專業團體之聯 繫。推廣房屋管理之專業藝術及科學。

對內與各工作委員會持續緊密聯繫及協調。促進亞太地區 房屋管理從業員之專業精神及CIH亞太分會之專業地位。

- 拓展與亞太地區各房屋、學術及專業團體的關係並著 重於大中華區推動房屋管理學問;
- 維繫與亞太地區各團體的良好聯繫;
- 促進與亞太地區各團體的緊密關係並達致提高會員人 數。
- 與活動委員會合作安排活動,提升分會形象及房管人員之專業形象;
- 與專業發展委員會與教育與培訓委員會合作,為會員
 舉辦教育與培訓活動。

活動撮要

- 一月: 越南考察及技術交流 探訪越南中央政府及河內市政府房產建設部,交 流公共房屋發展及物業管理之工作經驗。
- 二月: 台灣房屋管理國際會議 與華廈技術學院聯辦一個國際性房屋管理會議。 演講嘉賓分別來自英國,中國大中華,澳門,台 灣及香港。

四月: 蘇格蘭房管學習團

接待來自蘇格蘭由 Mr. Paul Drggory 帶領的英國 CIH 學生會員房管學習團。

英國房管考察團

接待及安排由Ms. Marjoire Cuthvert帶領之英國 房屋管理考察團參觀香港房屋委員會之公共屋村 及考察公屋重建個案。

六月: 英國 CIH 週年會展

委派亞太分會代表參與英國CIH總會於英國 Harrogate主辦之週年房屋管理會議及房管運作系 統設施展覽。

八月: 澳門物業管理課程

澳門政府房屋局,勞工局,與澳門物業管理業商 會聯辦首個物業管理專業文憑課程。亞太分會獲 邀先後協辦五屆課程並參與歷屆課程結業典禮。

九月: 台灣專訪交流團

參與香港房地產專業聯盟主辦之台灣房地產管理 交流團。與台灣政府行政院院長及有關官員會面。

十月: 香港CIH 週年晚宴

亞太分會與香港房屋經理學會聯合週年晚宴。香 港政府環境保護局副局長潘潔博士為主禮嘉賓。

十一月: 武漢房屋管理會議

英國 CIH 總會會長 Mr. Haward Farrand 參與亞太 分會與武漢大學聯辦之房屋管理會議,並作為主 講嘉賓。

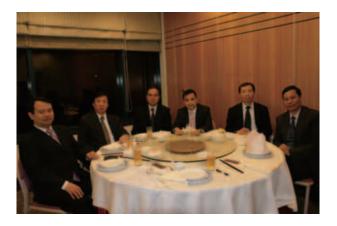
澳門房屋管理交流團

英國CIH總會會長Mr. Haward Farrand與亞太分 會會長潘源舫先生帶領房管交流團,探訪澳門房 屋局,與鄭國明局長會面及交流三地房屋管理經 驗。

總結過去一年,得到各工作委員會協辦及支援,得以成功 於亞太地區,中國各地,臺灣,澳門,越南,及香港本地 先後舉辦房管論壇,會議及交流會。

亦藉此機會嘉許及表揚各委員之積極支持及努力工作,使 委員會工作達至順利完成使命及目標。我們將與其他委員 會持續合作進一步推廣專業房管及房管人員之專業地位。

Information Technology Committee 資訊科技委員會



Chairperson: Vice Chairperson: Members:

Mr FUNG Ping Yan

Vice Chairperson: Mr CHIU Sin Hung, Bonny

- Mrs Mrs SO Tam Kit Ying, Susanna
- Mr MAK Siu Hung, Eddy
- Mr NG Mei Chuen, Frederick
- Mr PANG Kwok Wah, Derek
- Mr SHAM Wai Man, Raymond
- Mr SZE Wing Luen, Wesley
- Mr WONG Kam Tong, Vincent

Our Missions

- To uphold and promote the professional image of the Chartered Institute of Housing Asian Pacific Branch (CIHAPB);
- 2. To leverage the use of Information Technology and the Branch website to strengthen our communications with our members, housing professionals and practitioners, Government officials and the public;
- To provide IT support to CIHAPB; and production of promotional materials to facilitate housing professionals in Asia Pacific area, Government officials and the public to have a better understanding of CIHAPB.

Achievements in the Year

This year, with the dedication and support of the Committee Members, we have been keeping on promoting the use of email and website to communicate with our members. Furthermore, content of the website are updated regularly to keep members abreast of the latest development of the Branch. Members may be aware of a new function "Job Opportunity" that has been created in the website early this year. This function is created to facilitate members and other housing professionals in seeking new jobs opportunities.

In mid of the year, we has also developed a new software to facilitate the Branch sending out emails to members in English, Chinese, and even photographs and animations. It greatly shortens the time in sending large quantity of email. In the coming future, the Branch will gradually reduce the mailing out of notices and publications to members and increase the utilization of electronic message so as to advocate environmental protection.

In September, the Branch had also created a new function, named "Event Calendar" in the website to facilitate members viewing the past occurrences of the Branch and the upcoming events.

To facilitate members updating their personal profile in the website, a new software is now under construction. Upon completion of the software, members can update their personal profile at the website themselves. It is expected that this new features would be launched in early 2010.

In the middle of the year, the Committee had also produced a DVD to record the development and achievements of CIHAPB for the past four decades and the International Housing Conference held in Taiwan in February 2009. The DVD had been sent out to all members in September together with the Housing Express, and content of the DVD had also been uploaded onto our website.

Our website is an important means of communication between the Branch Office and its members. It provides an excellent platform of communication and dissemination of information to the members and the public. Members are encouraged to visit the website of the Branch at www.cih.org.hk.



| 主席: | 馮炳欣先生 |
|------|--------|
| 副主席: | 趙善雄先生 |
| 委員: | 蘇譚潔瑩女士 |
| | 麥兆鴻先生 |
| | 吳美全先生 |
| | 彭國華先生 |
| | 沈偉民先生 |
| | 史永聯先生 |
| | 黃錦棠先生 |
| | |

使命

- 確立及提升英國特許房屋經理學會亞太分會之專業形 象及地位;
- 透過資訊科技及分會網站,加強與各會員,物業管理 從業員,政府及公眾人士之聯繫;及
- 對分會提供資訊科技支援,並協助製作多媒體宣傳材料,增強政府、專業團體、業界及公眾人士對本會的認識。

年內完成之工作

過住一年,在各委員的支持下,我們繼續透過電郵和分會 的網站,加強分會與會員的聯繫。本年初,我們在分會網 站內,加設『職位空缺』一欄,提供有關物業管理職位的空 缺,供各會員及物業管理從業員參考和申請。為進一步改 善及強化分會發放電郵的效率和功能,分會在年中設計了 一套新的電郵發放軟件,以便發放中英文電郵和圖片,和 縮短發放大量電郵所需的時間。日後,分會將會陸續減少 郵寄通告和刊物,並以電郵代替,進一步推動環保。本年 九月,我們亦於分會網站內,增加了『活動日誌』一欄,以 便會員掌握分會過往進行了的活動,和預報即將舉行的活 動和事項。與此同時,我們亦不斷豐富學會網站的內容, 報導分會最新動態及會員的活動。

為方便各會員更新個人資料,我們現正製作一套新的軟件, 以便會員在分會網站呈報及更新個人資料。新的電腦軟件 預計於明年首季推出,給會員使用。

此外,本年六月,我們亦製作了一套短片,介紹分會過住 四十多年來的發展,和分會於本年二月在台北主辦的國際 性房屋管理會議。該套短片已於本年九月,郵寄予各會員 和上載於學會的網站內。

Membership Committee 會籍事務委員會



| Chairperson Vice Chairperson | | | NG Mei Chuen, Frederick TANG Sau Ching, Regina |
|---------------------------------|---|--|--|
| Members | : | Mr Mr Ms Mr Ms Ms Mr Mr Mr | AU Wah Tat, Christine CHAN Wai Kong, Frankie CHIU Pak Lung CHIU Sin Hung, Bonny FAN Chui King, Agnes FUNG Ping Yan KAN Wai Si, Silvia LI Man Chi, Wendy LIU Wing Tai, Harvey SHAM Wai Man, Raymond SO Tam Kit Ying, Susanna TAM Wai Po, Jerry TONG Wing Ho, Edmund |

Achievements in the Year

1. Membership Recruitment

We recruit local members and, with Training & Education Committee, introduce CIH to recognized course students. We participate in membership drive in Mainland China, Taiwan and Macao together with the Professional Development Manager of our branch office.

2. Processing Applications

We vet and endorse new and re-instatement applications. Moreover, we also vet applications for Direct Final (DF) / Distinguish Professional Route (DPR) etc and make recommendations for endorsement by CIH headquarters. Honorary Member will also be recommended for endorsement by CIH headquarters. During the year, about 200 applications have been vetted and approved; including 1 Honorary Member from Mainland, 63 DF (1 from local, 36 from Mainland, 26 from Taiwan), 3 DPR from Macao and 6 student members from Mainland.

3. Development of Membership Drive

With a view to promoting the CIH and recruiting more members, the Committee is working closely with the Professional Practice Committee and the Professional Development Manager in exploring suitable courses leading to CIH membership. CIH headquarters resolved to charge membership fee on pro-rata basis wef 1 May 2009 and waive the entrance fee for all categories wef 1 January 2010.

4. Membership Services

We have been cooperating with the IT Committee in creation of user friendly platform so that communications with our members can be enhanced. In this regard, members are encouraged to surf the web site and make necessary amendment to their particulars whenever required. We take the opportunity to appeal for members' cooperation to pay their membership fee timely to show their support. Those who fail to fulfill their obligation in fee settlement will be struck off from the members list.

5. Membership Update

With the concerted effort of CIHAPB and the Membership Committee members, the total member has exceeded 2,000 which comprising local members, members from Mainland China, Macao and Taiwan. We look forward to recruiting more members from different cities of the Asia Pacific region in the coming years.



| 主委 | : | 吳美全先生 |
|-----|---|--------|
| 副主委 | 1 | 鄧秀清女士 |
| 委員 | 1 | 區華達女士 |
| | | 陳偉光先生 |
| | | 趙伯龍先生 |
| | | 趙善雄先生 |
| | | 樊翠琼女士 |
| | | 馮炳欣先生 |
| | | 簡惠詩女士 |
| | | 李敏芝女士 |
| | | 廖永泰先生 |
| | | 沈偉民先生 |
| | | 蘇譚潔瑩女士 |
| | | 譚偉葆先生 |
| | | 湯穎豪先生 |

小組工作

1. 會員招募

我們招收本地會員,並聯同培訓及教育委員會向認可 課程學員介紹英國特許房屋經理學會,小組亦與分會 專業發展經理於國內、台灣及澳門等地推動會員招募 工作。

2. 處理會籍申請

小組審閱及批核各會籍申請,對於直接途徑 / 卓越 途徑的申請,小組會作出審閱及向英國總會推薦及確 認;另外亦有向總會推薦適合人士成為榮譽會員。年 內己審核約200宗申請個案,其中包括1位榮譽會員 (國內)、63宗經直接途徑申請(本港1宗、國內36宗、 台灣26宗)、3宗經卓越途徑申請(澳門)、6宗學生會 員申請(國內)。

3. 推動會籍進展

小組與專業實務委員會及專業發展經理緊密合作尋求 舉辦適合課程,藉此宣揚會務及招募更多會員。英國 總會於年中通過由2009年5月1日起按月份比例形式 收取會費,同時亦會由2010年1月起豁免入會費用。

4. 會員服務

小組聯同資訊科技委員會建立網上平台以加強與會員 的溝通,會員可隨時瀏覽網頁獲取資訊及更改個人資 料。在此呼籲各會員準時繳付會費,我們會將未有繳 費的會員從會員名冊中剔除。

5. 會籍滙報

在亞太分會及會籍小組會員共同努力下,現時會員人 數已超逾2,000人,除本港會員外,亦有來自國內、 澳門及台灣的會員:我們期望日後能在亞太區更多不 同城市招收更多會員。

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Professional Development Committee 專業發展委員會



Chairperson Members

- : Dr Ricky YUEN : Mrs Susanna SO
 - Mr Sanford POON
 - Mr P.L. CHIU
 - Mr Frederick NG
 - Mr Frankie CHAN
 - Mr Calvin CHIANG
 - Mr Edwin HO
- Mr Stanley LUK Ms Agnes FAN

Our Missions

- To promote the professionalization of housing management
- To advance the membership base of CIH in the Asia Pacific Region
- To enhance the professional image of CIH APB

Achievements in the Year

In the past year, Professional Development Committee concluded a number of remarkable achievements in promoting professionalism of housing management in the region.

Mainland China

Following the successful completion of the bespoke course, submission of thesis and professional interview, application for membership through Direct Final route was approved for 35 managers of Vanke, the largest developer in China. The recruitment of first batch Corporate Members marks a milestone of CIH's growth and prosperity in Mainland China.

A Property Management Seminar jointly organized by APB and Shenzhen Property Management Association was held in July. It was the first event of its kind ever held in Mainland China thereby further establishing CIH's relationship with our counterparts in China.

In supporting the Property Management Degree Programme by the Wuhan University, a seminar was organized in the University in November with Mr Howard Farrand, CIH President, and Mr Alan Ferguson, Director of CIH Scotland, as keynote speakers. The Seminar was successful in enriching the students' understanding of housing management practice, painting a rosy picture for their career prospect in China, and reinforcing CIH's commitment to support their professional development.

Taiwan

An International Housing Conference was held in Taiwan with Taiwan Property Managers Association as co-organizer in February. It was the first event held by APB in Taiwan.

In May 2009, a delegation of CIH panelists conducted the first validation exercise for the Property Management Degree Course held by Taiwan Hwa Hsia Institute of Technology.

Over 120 property management practitioners were enrolled in the Train-the-trainers Course in July. The event was jointly organized by APB and Taiwan Hwa Hsia Institute of Technology and it was the first programme of such nature ever held with an academic institution outside Hong Kong. In light of the emerging demand for high caliber housing managers, the programme aims at training the middle-to-senior position housing practitioners to become independent and competent housing managers. A number of participants are qualified for professional membership of the Institute and their applications are being processed.

Macau

The fifth intake of the Professional Diploma Course in Property Management for housing practitioners in Macau has taken place. Accredited by APB, the course is jointly organized by the Macau Housing Bureau and Labour Bureau. There were over 150 graduates from the past four intakes.



主委 : 阮偉基博士 委員 : 蘇譚潔瑩女士 潘源舫先生 趙伯龍先生 吴美全先生 姜宜龍先生 何春年先生 陸偉倫先生

陳偉光先生

樊翠琼女士

工作目標

- 推動房屋管理專業化
- 推廣亞太區會籍
- 提升學會專業形象

年內完成的工作

過去一年,專業發展委員會完成多項任務,在亞太區成功 推動房屋管理專業化進程。

中國大陸

隨着特別培訓課程的完成, 遞交論文及專業面試, 35名隸 屬國內最大發展商 — 萬科公司物業部的高級行政人員成功 以「最後直接」渠道取得本會專業會員資格。這首批專業會 員的成功招募標誌著CIH 在中國大陸業務發展的里程碑。

亞太分會與深圳市物業管理協會合辦的「物業管理高峰論 壇」於七月份在深圳舉行。這次活動是本分會在國內的首次 同類型活動,亦標誌着我會與國內友好行業組織的關係進 一步發展。

為要支持武漢大學物業管理學位課程,本分會與武漢大學 於十一月在武大舉辦「物業管理論壇」,並邀請CIH會長夏 考維先生及蘇格蘭分會總幹事傅國誠先生為主題講者。是 次活動成功地豐富了武大學生們對物管專業實務的認識, 讓他們對物管在內地發展的前景感到樂觀,及再一次重申 CIH 大力支持國內發展專業房管的承諾。

台灣

本年2月,本分會與台灣物業管理經理人協會聯合舉辦「國際房屋會議」。這是本分會在台灣的首次同類型活動。

本年5月,本分會聯同總會幹事認證了台灣華夏技術學院的 物業管理課程。

超過120個台灣物業管理從業員在7月份參加了本分會與華 夏技術學院聯合舉辦的「種子教師」課程。因應台灣對高質 素專業房屋經理的需求,此課程是專為中層物管從業員而 設,希望他們可以通過培訓,成為獨立及專業的房屋經理。 其中有部份學員有資格成為CIH會員,我們正在處理他們的 會藉申請。

澳門

第五屆澳門「物業管理技術人員專業文憑」課程經已開課。 此課程為CIH,澳門房屋局及勞工局共同認證,為澳門現時 唯一官方認可物業課程。過往四屆已有超過150名學員畢 業。

Professional Practice Committee 專業實務委員會



Chairperson Members

- : Mr HO Chun Nin, Edwin
- : Mr CHAN Wai Kong, Frankie
- Mr CHIU Pak Lung
- Mr NG Mei Chuen, Frederick
- Mr PUN Lai Tun, Raymond
- Mr CHEUNG Shu Yan, Edmond
- Mr LUK Wai Lun, Stanley
- Mr NG Kwong Ming, Paul
- Ms FAN Chui King, Agnes
- Mr CHIU Sin Hung, Bonny
- Mr LAM Kin Hung, Patrick
- Mr CHIANG Yee Lun, Calvin
- Mr WAI Chun Sing, Terence
- Dr YIP Ngai Ming

Our Missions

To promote professional and high quality housing management in Hong Kong and Asian Pacific Region and strengthen the professional image of the Institute:

- To exchange best housing management practices with counterparts in Asian Pacific Region.
- To provide professional comments to various government authorities on housing policy and related issues.
- To promote good housing management by actively participating in government and local community activities.
- To collaborate with relevant professional bodies and other committees of the Institute for organizing workshops and seminars on topics relating to housing management.

Achievements in the Year

In the year of 2009, with the support and enthusiasm of committee members, we maintained an active role on housing professionalism. Through the linkage and participation with relevant housing, academic and professional institutes in the Asian Pacific Region, we promoted the continuous development on housing practice in the following different areas.

- Actively participated in forums and discussions on Urban Renewal Strategy and reflected our professional opinions.
- In March, co-organized with The Hong Kong Institute of Housing and City University of Hong Kong, a legal talk on Public Liability and Recent Court Cases in Building Management with solicitor, Mr K.Y. Kwok as speaker.
- In April, invited Mr Yen Shih-Li to deliver a talk on Housing Management in Taiwan and Dr R.Y. Chen to deliver a legal talk on Law of Property Rights in China.
- A study tour and visiting the facilities of Cathay City was organized in June.
- Co-organized with The Hong Kong Institute of Housing, a study tour to the Hong Kong Science Park was conducted in September.
- Co-organized with The Hong Kong Institute of Housing and City University of Hong Kong, a legal talk in October on Recent Court Decisions Concerning Maintenance of Buildings, with solicitor, Mr K.Y. Kwok as speaker.
- In November, co-organized a talk on Stress Management in November with The Hong Kong Institute of Housing with the speaker Mr Alex Cheung.
- Co-organized with The Hong Kong Institute of Housing, a talk on 心、水、物業管理 in November with the speaker Mr Mingo Kwan.
- Co-organized with The Hong Kong Institute of Housing, a talk on Mediation Practice and Application in Property Management in December with speaker from Hong Kong Mediation Centre.



| 主委 | 1 | 何春年先生 |
|----|---|-------|
| 委員 | : | 陳偉光先生 |
| | | 趙伯龍先生 |
| | | 吳美全先生 |
| | | 潘禮敦先生 |
| | | 張樹仁先生 |
| | | 陸偉倫先生 |
| | | 吴光銘先生 |
| | | 樊翠琼小姐 |
| | | 趙善雄先生 |
| | | 林健雄先生 |
| | | 姜宜龍先生 |
| | | 安且龍儿工 |
| | | 衛振聲先生 |
| | | 葉毅明博士 |
| | | |

工作目標:

在香港及亞太地區推動專業及優質房屋管理服務:

- 與亞太區同業交流最佳房屋管理實務經驗
- 向政府部門提供有關房屋政策的專業意見
- 積極參與政府及社區活動藉以推動優質房屋管理
- 與相關專業團體及本會其他委員會聯系推動香港專業
 房屋管理

年內完成的工作

- 積極參與有關「市區重建策略」諮詢論壇並反映專業意見。
- 在3月與香港房屋經理學會及香港城市大學合辦邀請 郭冠英律師主講有關物業管理公眾責任及法庭案例。
- 在4月邀請顏世禮先生主講有關台灣房屋管理概況及 陳俐茹法學博士主講有關中國物權法。
- 在6月安排會員參觀香港國際機場國泰城各項設施。
- 在9月與香港房屋經理學會合辦參觀香港科學園各項 設施。
- 在10月與香港房屋經理學會及香港城市大學合辦邀請 郭冠英律師主講有關大廈保養之最新法庭案例。
- 在11月與香港房屋經理學會合辦邀請張國維先生主講 有關壓力管理之問題。
- 在11月與香港房屋經理學會合辦邀請關仕明先生主講 心、水、物業管理。
- 在12月與香港房屋經理學會合辦邀請香港和解中心主 講有關物業管理之調解工作。

Publications Committee 刊物委員會



Chairperson Members

: Dr YIP Ngai Ming

- Vice Chariperson : Mr PUN Lai Tun Ravmond : Mr CHUNG Pui Sang, Edmund
 - Ms KWOK Pik King, Theresa
 - Mr I Al Yew Cho
 - Mr LAI Yuk Tim, Tim
 - Mr LEE Kwok Man, Calvin
 - Mr WONG Kam Tong Vincent
 - Mrs WONG Ng Wenh-ky, Julia
 - Mr WONG Ying Kit, Romulus
 - Mr WONG Yun Chuen
 - Mr WU Kit

Our Missions

- Disseminate best management practice to the Asia Pacific Region
- Promote more readership of e-publications (Housing Express and yearbook)
- Assist the Professional Development Manager in the production of promotion materials

Achievements in the Year

- The May 2008 issue of Housing Express reports on the International Housing Conference: New Opportunities of Housing Management under Economic Recession which is the first international conference organised by CIH APB with the support of the HKSAR Government as well as our sister organisations in Taiwan. The issue records the speeches on the conference which covers housing management and related development in UK, Macau, Hong Kong, Taiwan and the Mainland.
- The September 2008 issue of Housing Express features "Mediation in Housing management". It offers an introduction on how mediation can be employed to resolve conflicts in housing management.

- Both issues of Housing Express have introduced recent update of housing and housing management development of our close partners in Asia-Mainland China, Macau, Taiwan and Korea
- The Publications committee also takes the responsibility of producing this 2008 Year Book and updating of publicity materials of the Branch.
- Upon the request of the Executive Committee, a task force was set up to review the Chinese translation used in the publications of APB.

| 主委 | : | 葉毅明博士 |
|-----|---|--------|
| 副主委 | : | 潘禮敦先生 |
| 委員 | 1 | 鍾沛生先生 |
| | | 郭碧琼女士 |
| | | 黎耀祖先生 |
| | | 黎玉添先生 |
| | | 李國民先生 |
| | | 黃錦棠先生 |
| | | 黃吳詠琪女士 |
| | | 黃英傑先生 |
| | | 黃潤泉先生 |
| | | 胡傑先生 |

工作目標

- 於亞太區推廣國際頂尖房屋管理經驗
- 向會員推廣亞太分會電子刊物
- 協助專業發展經理製作亞太分會宣傅刊物

年內完成的工作:

- 2008年5月份房屋專訊以國際房屋會議《經濟衰退下 房屋管理的新契機》為主題,該會議是亞太分會首次 在台灣舉行的大型國國際會議,並獲得香港政府的贊 助及台灣相關機構的幫助,房屋專訊轉載了分別來自 英國,香港,澳門,台灣及大陸有關房屋管理於相關 業務的文章。
- 2008年9月份房屋專訊重點介紹調解在房屋管理的應 用,詳述調解在房屋管理的應用及最新發展。
- 兩期房屋專訊均分別報導亞太分會的幾個重要亞太區 夥伴:中國大陸、台灣、澳門及韓國房屋官理的最新 發展。
- 應執行委員會的要求,成立了檢討亞太分會刊物中文 用詞的工作小組。
- 刊物委員會亦於年內出版2009年報及亞太分會宣傳 單張。



Training and Education Committee 培訓及教育委員會



Chairperson : Mr Vice Chairperson : Mr Members : Dr

- : Mr NG Kwong Ming, Paul
 - Mr LAU Ping Wah, Steve
- : Dr YIP Ngai Ming
 - Mr CHIU Pak Lung
 - Mr FUNG Ping Yan
 - Mr KWAN Sze Ming, Mingo
 - Mr CHEUNG Shu Yan Edmond
 - Mrs LI Lam Chin Ching, Rita
 - Mr LUK Wai Lun, Stanley
 - Mr MAK Siu Hung, Eddy
 - Mr SO Shun Wa, Stanley
 - Mrs SO Tam Kit Ying, Susanna
- Mr WONG Ying Kit, Romulus

Missions

- To implement educational and training policies formulated by the Institute's headquarters in UK.
- To assist the Institute in validating / re-validating housing / property management courses.
- To liaise and work with the universities and other academic / vocational institutions in the provision of housing / property management courses.
- To arrange / assist educational and training activities with other committees and institutions as and where required.

Achievements in the Year

- Participating in the Academic Committees of the following courses:
 - Master of Arts in Housing Studies, Department of Public and Social Administration, City University of Hong Kong (City U)
 - Professional Diploma in Housing Management, School of Professional and Continuing Education (SPACE), The University of Hong Kong (HKU)
 - Bachelor of Arts with Honours in Housing Studies, Department of Public and Social Administration, City U
 - Diploma in Property Management, School of Continuing and Professional Education (SCOPE), City U
 - Bachelor of Arts in Housing Management, School of Professional and Education and Executive Development (SPEED), The Hong Kong Polytechnic University (Poly U)
- Participating in the selection on admission of students to:
 - Professional Diploma in Housing Management by HKU SPACE.
- Briefing of Practical Experience Requirements (PER) to students of the following courses and vetting of PER Booklets:
 - Master in Housing Management (Professional Stream), HKU
 - Master of Arts in Housing Studies Programme, Department of Public and Social Administration, City U
 - Bachelor of Arts with Honours in Housing Studies, Department of Public and Social Administration, City U
 - Professional Diploma in Housing Management, HKU
 - Diploma in Property Management, SCOPE, City U
 - Bachelor of Arts in Housing Management, SPEED, Poly U
 - Higher Diploma in Real Estate Management, IVE (Morrison Hill)

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- Liaising/meeting with academic and other institutions on validation/re-validation of the following:
 - Master of Housing Management (Professional Stream) Faculty of Architecture Department of Urban Planning and Design School of Professional and Continuing Education
 - Master of Arts in Housing Studies Programme, Department of Public and Social Administration, City U
 - Bachelor of Arts (with Honours) in Housing Studies, Department of Public & Social Administration, City U
 - Bachelor of Arts in Property Management, Hwa Hsia Institution of Technology in Tai Wan
- 主席 : 吳光銘先生
- 副主席 : 劉炳華先生
- 委員 : 葉毅明博士
 - 趙伯龍先生 馮炳欣先生 關仕明先生 張樹仁先生 李林展青女士 陸偉倫先生 麥兆鴻先生
 - 蘇振華先生 蘇譚潔瑩女士 黃英傑先生

工作目標

- 執行由英國總會所制訂的教育及培訓政策
- 協助總會評核及重核房屋 / 物業管理課程
- 與大學及其他教育 / 職訓機構聯絡,協助提供房屋 / 物業管理課程
- 與相關專業團體及本會其他委員會聯系推動香港專業
 房屋管理課程
- 於須要時與分會其他委員會及其他機構安排 / 協助安 排教育及培訓課程

年內完成的工作

- 出席下述課程的學務會議:
 - 香港城市大學房屋學文學碩士
 - 香港大學房屋管理專業文憑
 - 香港城市大學房屋學榮譽文學士
 - 香港城市大學物業管理文憑
 - 香港理工大學房屋管理學文學士
- 出席 / 參與下述課程的新生入學申請篩選:
 香港大學房屋管理專業文憑
- 向下述課程的學生簡報"實習經驗需要"及核對手冊:
 - 香港大學房屋管理碩(專業課程)
 - 香港城市大學房屋學文學碩士
 - 香港城市大學房屋學榮譽文學士
 - 香港大學房屋管理專業文憑
 - 香港城市大學物業管理文憑
 - 香港理工大學專業進修學院房屋管理學文學士
 - 香港專業教育學院(摩利臣山分校)產業管理高 級文憑
- 與教育及其他機構聯絡及會面,處理課程評核及重核 下列課程:
 - 香港大學房屋管理碩士(專業課程)
 - 香港城市大學房屋學文學碩士
 - 香港城市大學房屋學榮譽文學士
 - 台灣華廈技術學院物業管理學位課程



Speech by Howard Farrand, President of CIH, at the Joint Annual Dinner 總會會長夏孝維演辭



Good evening ladies and gentlemen and thank you for your very kind invitation to say a few words at your prestigious dinner this evening. I am delighted to have already met Mr Henry Chan, President of the Hong Kong Institute of Housing; Mr Sanford Poon, Chairman of the Chartered Institute of Housing Asian Pacific Branch; Dr Kitty Poon, Under Secretary for the Environment.

It is a huge honour for me to be here this evening and to be able to have spent the last few days learning about housing across the Asia Pacific area. I have been truly impressed with all that I have seen and I have only been here in Hong Kong 24 hrs. I love the energy of your city, the friendliness of your people and the professionalism with which you address what surely must be some of the most concentrated housing management demands to be found anywhere.

Of course, many of the issues I have seen are also concerns back in the UK – and, indeed all over the world. At home CIH is working hard to press for a continued supply of affordable homes – both to rent and buy – a task made so very much harder by the credit crunch and recession. Our house building sector has been badly damaged in recent months with development work coming to a virtual standstill across much of the country. Work on sites across the UK stopped almost overnight causing our major house builders to lay off construction workers in their



thousands – all the result of buyers losing confidence in the market and finding themselves unable to secure mortgage finance as banks and building societies stopped lending.

House prices have fallen by about 20-25% — not necessarily a bad thing – as they were largely unaffordable before the credit crunch – but the overall impact of the drying up of housing finance and of the global recession has meant that our efforts to boost the supply of affordable housing has been severely undermined.

The UK government has worked hard to minimise the worst of these credit crunch impacts – for example, by introducing a mortgage rescue scheme to try and ensure that those people already in an owner occupied home – don't lose it. It has also brought forward a significant amount of public expenditure in the form of a housing stimulus package in order to try and keep the construction of social and affordable housing going. Both initiatives have had some success but still the levels of house repossessions and homelessness have been increasing whilst the numbers of new homes built or started has been decreasing.

Our inability to build enough housing of all kinds to meet the needs of an increasing population is an issue that we share with many countries around the world. In such circumstances the temptation to build quantity rather than quality is huge but, in the UK we have lived with the consequences of doing this for the last 40 years. In the 1960s and 70s in particular we threw up large numbers of poor quality high rise blocks of flats which proved dreadful to live in and expensive to maintain. Our government-funded programme to make all social housing reach a minimum level of decency has helped to tackle these problems but it has proved an expensive legacy.

Of course when we built those houses - and, indeed when we built huge numbers of terraced homes from

brick in the early part of the last century – we had no idea about global warming. Today we know that a massive 27% of the CO2 emissions in the UK come from our housing stock – and so a huge amount of work and money is needed to make our new and existing homes carbon neutral. Exciting technologies now exist to help us with this huge task but this is another area in which I hope we can share learning from around the world.

Despite all these problems CIH continues to support housing professionals both at home in UK and across the world to be the best that they can be. Record numbers of students have been studying on CIH accredited courses around the world – including here in Asia Pacific where there have been eight courses of different levels launched by Honk Kong Institutions.

A Degree level course launched by Wuhan University, China; and a Degree course launched by Hwa Hsia Institute of Technology, Taiwan – this commitment to encouraging career-long learning remains at the heart of what CIH stands for. As part of this commitment we have also been looking at new ways in which we can support learning and I'm really proud of our new e-learning methods which allow students to learn and share via the internet rather than necessarily having to go to classrooms. Whilst I have been here in Hong Kong I have been talking to my colleagues in CIH Asia Pacific about the opportunities for expanding our distance learning programmes in this area and am hopeful that this will soon be possible.

I'm also proud that our membership continues to grow – both at home and across the world and I have had/will have the opportunity to welcome new members whilst I am here. Speaking of which it is my great pleasure to present Mr Li Jia Lin, Chairman of Shenzhen Property Management Association with his Certificate of Honorary Membership.

I see global membership as being absolutely fundamental to our collective ability to work together to share experiences and learning – enabling us to better tackle the significant problems we all face in providing enough affordable housing for everyone to enjoy.

So, Chairman, thank you again for your very kind invitation to share your dinner this evening. I have had a fantastic time and met some great people I hope I will be able to stay in contact with.



Speech of Dr Kitty Poon, Under Secretary of the Environment

環境局副局長潘潔博士於聯合周年晚宴的講話



各位嘉賓:

大家好!我很榮幸今晚獲邀出席香港房屋經理學會及英國 特許房屋經理學會亞太分會的聯合晚宴。物業管理業界是 我們推動環保事業的重要夥伴,我感謝業界一直在你們的 專業範疇推動環保,也希望業界繼續支持我們所推行的節 能措施,共同為香港環保工作出一分力。

能源效益

香港與世界各地一樣,正面對氣候變化帶來的挑戰。要應 對這個挑戰,就要提高能源效益,特別是大廈的能源效益。 大家知道,香港平均每年約有500至700座新大廈落成。在 2008年12月香港共有41,000座大廈,其中新落成大廈共 有754座,而建築物用電佔香港電力的九成。因此,提高大 廈能源效益,可以有效地減少因發電而產生的溫室氣體排 放,紓緩氣候變化帶來的影響。

為此,我們在今年四月在「環境及自然保育基金」下推出共4 億5千萬元的「建築物能源效益資助計劃」,以一元對一元形 式,資助商業、住宅及工業建築物公用地方進行能源及二 氧化碳排放綜合審計,以及在公用地方進行提升能源效益 工程。兩項資助計劃自四月推出以來,獲得建築物業主及 物業管理業界的支援,我們至今已收到超過800份申請。我 希望在座未參加計畫的房屋經理,能積極鼓勵你們服務的 大廈業主,考慮參與這項個既能省錢又有造福社會的工作。 事實上,加強能源效益是各個國家積極進行的工作。特區 政府目前正草擬強制實施《建築物能源效益守則》的新法例, 以提升新建及現有建築物的能源效益表現。我們期望在今 年年底將條例草案提交立法會審議。在建議的立法框架下, 新建樓宇內的所有屋宇裝備裝置都需符合《建築物能源效益 守則》的基本能源效益要求。此外,現有及新建樓宇在進行 主要裝修工程時,亦需符合相關的能源效益要求。我們亦 會要求商業大廈每十年進行一次能源審核,通過檢視樓宇 使用能源的情況,發掘改善能源效益的空間。

隨著未來政府提升對建築物能源效益的要求,業主更需要 物業管理業界的支援及協助。我們將於法例正式生效前, 為物業管理業界人士提供簡報及資料,以加強大家對《建築 物能源效益守則》及有關法例規定的認識。

廢物回收

另一項大家可以參與的環保工作是廢物回收。廢物回收再 造可以減低對香港堆填區的壓力。環保署於2005年1月開 始在全港推行「家居廢物源頭分類計劃」。截至2009年9月 底,已有1,250個屋苑參加計劃,涵蓋約67%的人口。在 該計劃及其他減廢措施的實行下,家居廢物回收率已由 2004年的14%大幅提升至2008年的31%。而2008年的 家居廢物棄置量亦較2007年下降了4%,成績令人鼓舞。

環保署亦已於2007年10月推行「工商業廢物源頭分類計 劃」,以提高工商業廢物的回收量。我們會繼續努力,透過 各項計劃,推動廢物分類的重要訊息。我們會繼續招攬更 多屋苑參加計劃,目標是在2010年年底前將計劃推廣至全 港80%的人口。我亦鼓勵物業管理業界在你們轄下的建築 物內設立「源頭分類」的機制。我希望在座各位能積極參與 這項工作。

最後,我再一次感謝房屋經理業界一直以來對環保的支持, 讓我們共同努力,建設一個綠色香港。多謝各位。

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What Motivate the Property Management Practitioners Stay in the Market

What Motivate the Property Management Practitioners Stay in the Market?

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From left to right — LAM Chi Lap, Patrick, WONG Kai Yin, Francis, Dr Kitty POON, CHAU Yau Kong, Alvin

Introduction

The property management business is a different or somehow strange business when compared to other businesses- it serves their customers but sometimes has more autonomy over their customers; the business is claimed to be a profession governed by a government ordinance but there is no sound and solid public acknowledgement. And, withdrawal from the industry is prescribed as relatively low while high mobility among different companies is frequent and common practice. The management companies, however at the same time, are less likely to keep up a constant team but seemingly encourage the mobility. Based on the conceptual framework of several theories on motivation and job satisfaction and multidimensional approach on organisational commitment, the hidden causes for the two phenomena mentioned above - the high mobility of the practitioners and the low intention of the employers to retain their staff, are looked into this project.

Literature Review

Motivation is considered as the driving force within individuals by which they attempt to achieve some goals so as to satisfy some needs or expectation (Mullins, 1993). Content theories try to identify the needs that people will strive to satisfy and to direct people to work. Four of the well-known content theories namely Maslow's hierarchy of needs, Alderfer's ERG theory, Herzberg's two-factor theory and McClelland's achievement theory are thus focused.

Maslow's Hierarchy of Needs

Maslow's theory (Maslow, 1943 & 1954) stated that people have five types of needs including Physiological, Safety, Social, Esteem and Selfactualization needs in a hierarchical manner. Unlike other traditional works stressed on economic rewards and work conditions (Taylor, 1947), it mentions the existence and importance of higher-order needs in work situations. It has drawn the attention of administrators to the psychological aspects of needs (Westwood, 1992).

But the Maslow's theory has limited empirical support. Schneider and Alderfer (1972) found it difficult to operationalise Maslow's categories of needs in organisations in their empirical studies because the initial orientation of Maslow's theory was not specifically aimed towards organisational settings. Hall and Nougaim (1968) also found that there was only a low statistical significance between need strength and need satisfaction in their longitudinal study whereas suggested that needs changed because of developing career concern instead. And Mullins (1993) opined that some people do not necessarily satisfy their higher level of needs through their work. An individual could have no interest in his job but could only work for security or social affiliation but not for self-actualisation in Maslow's high level of hierarchical needs

Besides, self-actualization reflects the individualism of Western cultures to some extent (Westwood, 1992) but may not for different cultures and value system. Ouchi (1981) mentioned that Japanese companies were more concerned with psychological aspects of employees, social affiliation and high priority on collectivism than American companies. Therefore, the Maslow's theory is culture-bound and may not be suitable in the Hong Kong culture.

Alderfer's ERG theory

Alderfer (1972) then modified the Maslow's model and proposed ERG theory, which includes Existence, Relatedness and Growth needs.

Their major difference is that Maslow's needs occur in a hierarchical manner and the ERG needs are not necessarily activated in any specific order. While the Maslow's theory stresses that a person focuses on one need at a time, the ERG theory contends that more than one need may be activated at the same time. The ERG theory suggests that lower level needs do not have to be satisfied before a higher level need emerges, which are more a continuum than hierarchical levels.

Herzberg's Motivation-Hygiene Theory

Herzberg's Motivation-Hygiene theory (Herzberg, et al., 1959) makes another way. It categorises two different sets of factors affecting work motivation: hygiene factors and motivators. Job dissatisfaction is caused by absence of Hygiene factors; and Motivators, if present, lead to work satisfaction and better performance. It suggests that administration should give attention to both motivating factors and hygiene factors to ensure effective management, and importantly, improvement in hygiene factors such as salary and work conditions would not lead to a more highly motivated working team. Sergiovanni (1967) made use of it and found that Motivators tended to focus on the work itself and hygiene factors tended to focus on work conditions. Armstrong (1971) discovered that satisfaction with content factors (i.e. recognition, responsibility, advancement, achievement and work itself) made the greatest contribution to the overall job satisfaction.

However, there are some criticisms towards the Herzberg's theory. House and Wigdor (1967) concluded that the Herzberg's theory oversimplified the sources of job satisfaction and dissatisfaction. And Mullins (1993) criticized that Herzberg's theory applied least to people with unskilled jobs or monotonic work who made more concerned with works as a mean of earning to support and secure their livings. Hoy and Miskel (1991) suggested that the most fruitful approach to the Herzberg's theory was to rather use the knowledge to develop better conceptualisations than accept or reject it totally.

McClelland's Achievement Theory

McClelland (1961 & 1988) developed the achievement theory, which differentiates four types of needs: affiliation, power, achievement and avoidance which correspond roughly to Maslow's love, esteem and selfactualisation needs respectively.

Hofstede (1984), however pointed out that the word "achievement" was hardly translatable into many languages other than English and was not universal. Hofstede indicated that countries (e.g. Anglo-American countries) with strong masculinity and weak uncertainty avoidance followed the high achievement motivation pattern and vice versa (e.g. Chile and Portugal).



Three Organisational Commitments

Other than the traditional studies on motivations, more recent researches had reported a significant association between organisational commitment and turnover intention (Ferris and Aranya, 1983; Mowday, Steers and Proter, 1979; Steers, 1977). Other studies on comparing the organisational commitment between public and private employees found out that public sector managers express lower organisational commitment than managers from private sector (Perry and Rainey, 1988; Rainey, 1979) that we observed that housing management staff somehow alike. This applies that public managers expressed weaker identification with the goals of their organisation than private sector employee. This unique situation can be examined through multi-dimensional organisational commitment and other aspects since "the relationship between any component of commitment and behaviour will be complicated by the fact that all three components can exert independent effects on particular behaviour" (Allen & Meyer, 1990, 68).

In order to conceptualise the ideas of organisational commitment, they can be referred as different approaches such as value, identification, effectiveness, continuance, etc. The relationships of these theories somewhat piece together and form a sound and solid explanation to the grand picture of organisational commitment scenario as commented by Allen and Meyer (1991) as well as O'Reilly and Chatman (1986).

The three components model of organisational commitment consists of Affective, Continuance and Normative Commitment.

The Affective Commitment is generally accepted as the basic attachment to the organisation as Kanter defines this commitment as "the willingness of social actors to give energy and loyalty to the organisation" (1986, 499) and "the attachment of the individual's fund of affectivity to the group" (1986, 507). Stable job position indicates another notion of positive relationship to the affective commitment. Morris and Sherman (1981) interpret the similar findings as the employee will become committed to the organisation to certain extent provided that their job status is stable and has growth.

The meaning of Becker's (1960) "side-bet" theory of Continuance Commitment is the investment which employee contributes in the organisation such as time and effort. This will ultimately lead to further development and involvement of current workplace and constitute sunk costs that decrease the attractiveness of external employment alternatives. The assumptions for the continuance commitment are based upon two factors: the magnitude and the number of investment each employee makes and the also lack of alternatives (Meyer and Allen, 1990). The essence of this hypothesis is those employees are investing their time and effort in their field so that they will be paid off some day. The lack of employment alternatives also increased the opportunity with leaving the organisation (Farrel and Rusbult, 1981).

And Normative Commitment can be defined as the degree to which the individual is psychologically attached to the organisation, which is a sense of obligation, through internationalisation of its goal, values and missions. When compared to affective commitment, normative commitment shows employee's sense of duty but not emotional attachment to the organisation. By hypothesis, it is logical for employee to behave in such organisation goals that meet with their expectation since they believe that it is right and normal to carry out such action.

In order to hypothesise this model into housing management area, it suggested employees with strong and positive affective commitment will choose to remain in the organisation since he or she will exert effort to the organisation when compared to the others with relatively weak affective commitment.

In order to compare the turnover rate in this field, it is possible to conceptualise and measure three distinct forms of organisational commitment. To further address the situation, questionnaire was drafted based on the concepts from these aspects. The questionnaire designed for collecting the practitioners' opinion was divided into 5 sections: Demographic

Data, Employment History, Elements to stay in the Current Employment, For a Good Career and For considering the Future Employment. Those elements are categorised as Motivators and Hygiene Factors as Herzberg suggested. A total of 17 questions were asked and 600 questionnaires were dispatched to the practitioners and 130 questionnaires returned. Some Year-two students and Year-one students of this Master Degree course and their colleagues were the interviewees through snowball sampling.

Analysis

The High Mobility of the Practitioners

For the high mobility of the practitioners, the frequency and habit of the practitioners to move are gathered from data comparisons on different categories and some findings are highlighted:

- in the last 5 years, 43.85% of the samples changed their jobs twice, only 1.54% didn't change their jobs in the period;
- on the duration of their employments for the current jobs and the last two jobs, the same result of "Above 1 year up to 3 years" sought;
- in their last two employments, only 18 persons, or 14.17% of the samples left the field for some time. For the reasons they left, the "Better monetary reward" and the "Difficult working relationship with team-mates" got most of the votes;
- choices of a "Good Career" are consistent with the reasons that the "Good salary package" scored the first rank while the "have a competent supervisor", "pleasant work peers" scored the second;
- a same trend that the "salary package" for all samples is mostly chosen that it scored the first rank for a "Good Career", and is the most concerned item for "factors considering leaving the current job";

- for the factors mostly concerned for staying in the current job, however, the "Good relationship with your peers" had the first rank and the "Good Remuneration package" only counted the fifteenth place;
- 48 persons from the sought samples considering leaving their current jobs chose "Good salary package" the highest score for a Good Career, and the "Poor Salary package" is also mostly concerned for factors; while the "Working Relationship" is less important that only got from the fifth and the twelfth place.

The low retention of the employers to retain their staff

The data of retention from their previous employers are compared that:

- 60 samples or 46.88% from the findings showed their employers did try hard to retain them from leaving; while 68 samples or 53.13% showed their employers did not try hard to retain them from leaving;
- depends on "Age", the age groups of 25-30 counts 54.39% and the age group of 35-40 counts 53.85% are more likely to have been retained;
- depending on "Educational Level", those who were from the "University or above" are more likely to have been retained, whom counts 45.00%;
- depending on "Frequency on changed jobs", those who changed their jobs twice within the last 5 years are more likely to have been retained, whom counts 52.63%.

To sum up, Lee (2008) had commented that the average employment tenure of the Real estate industry in U.S. is 3.5 years. In this study, most of the practitioners (over 70%) changed their jobs twice or three times within five years and their job duration is



mostly fallen between "Above 1 year up to 3 years". Thus their employment tenure should be less than 3.5 years in general. The practitioners themselves at the same time are fond of changing their employments that only 1.54% of interviewees didn"t change their jobs in the last five years. The mobility of the field practitioners is, therefore, HIGH.

Moreover, over a half, i.e. 53.13% of the collected samples was not experienced a keen effort from their employers to retain them. Though the cost of staff turnover is relatively expensive, indeed, as stated in some Human Resources studies (Bernthal and Wellins, 2001), the intention of staff retention in our study is still LOW.

Discussion

The model of the organisational commitment (Allen and Meyer, 1990) did explain some of the situation regarding the turnover rate of housing management industry. Affective commitment did rise out the issue of the peer cohesion and relationship of subordinate. The peer cohesion scores the highest among the others, which indicates the high degree of interaction and makes subordinates feel responsibility within the members of the organisation (Welsch and LaVan, 1981). The relationship with supervisor and subordinates also scores the second highest. This suggests a good relationship also enhances the employee's affective attachment to the organisation.

In housing management field, alternatives are the main factors which affect an employee to switch as the costs associated with leaving is relatively low. Finally, the lack of the evidence upon the normative commitment widens the gap between the theory and empirical evidence, thus there is a need to further analysis of normative commitment.

Low normative commitment could be reflected by their employer's low intention to retain them. It is true for over 50% of the samples. This may be the fact that the post usually is not entertained conscientiously. The findings suggest that normative commitment is very weak in the field of housing management. The findings only indicate more realistic approaches upon the issues such as salary package and promotional prospect. There is no association with cultural congruence. The lack of cultural congruence leads to weak moral obligation, however, this may vary by other factors like, organisation structure, career advancement and personal achievement.

In reality, the deliberation of unwillingness to retain operation staff was also one of the company strategies commonly practiced in Hong Kong property management sector. As from our interview with a senior and experienced practitioner from CITIC Pacific, the labour supply for the industry is never a problem and on-job training performed by the site superiors is a usual practice. Company size does matter but not the retaining of a constant team who requires more monetary rewards than the new comers.

The general prediction for this hypothesis on continuance commitment is that each individual makes it more difficult to leave his job and may build the employee's psychological attachment to the organisation (Mowday, 1982). The differentiation of continuance commitment in housing management field may lead to another availability of the alternatives, nearly 43.85% of the samples changed their jobs twice and the mobility is moderate in this field of work. Thus increase in job opportunities would lead to negative attitudes to the organisation because the perceived costs associated with leaving the organisation decrease accordingly (Farrel and Rusbult, 1981; Mowday, 1982). Lack of data for those aged 35 and above could not let us interpret the relationship for the mature employees who may perceive that they have less employment opportunities than the younger competitors and thus the cost of leaving their organisation is high for them.

Other factor addressed in the findings is the 'Feel of accomplishment from work' that accomplishment will increase the commitment, sense of recognition as well as self esteem of the employee. Furthermore, employee may also have better understand the

association between their performance and the rewards they most desire (Moorhead and Griffin, 1995).

Conclusion

This study indicates that employee dissatisfaction with various aspects of their jobs forms parts of the major driving force behind turnover and makes some recommendations for the management to consider.

Reward seems to be a critical factor. This finding supports those previous research studies (Porter and Steers, 1973; Price, 1977; Lai, 1988) that there is direct link between pay and turnover. There is no significant difference in rewards to good and bad performed property practitioner, in general. Laser (1980) and Mok and Finley (1985) reported that rewarding employees in an equitable manner and competitive salary scale is an effective and valuable tool in promoting employee commitment and reducing turnover. The Hong Kong employees value cash rewards as an important role (Chau, 1977; Lai, 1988). Management efforts should be made to ensure that the pay schemes are fair and competent.

Supervisory skills and fairness were the other areas of concern as expressed by the leaving group. The employees who have supervisors high in human relations ability are less likely to leave, and there is a negative relationship between satisfaction with superiors and turnover (Skinner, 1969; Fleishman and Harris, 1962). It was generally felt in property management by the practitioners that supervisors were not fair enough and had no clear measurement criteria to perform. In other words, the cohesion force is weak amongst practitioners. Since most of the practitioners are young and modestly educated to at least secondary level, they expect to have more than simple work instruction.

Lack of promotion opportunities and career development was another reason for practitioners to

leave their jobs. Pettman (1975) reported that poor promotion opportunities were associated with high rates of turnover. Davis and Luthans (1979) indicated that effective training programs designed to help employees develop their career were considered as important. In property management, it may be able to change if a series of on-job-training procedure can be revised so that the importance of the mentor system can be largely reduced so that it would not rely solely upon the mentor but a rather systematic training program.

Flippo (1984) stated that a career is a sequence of separate but related work activities that provides continuity, order, and meaning to a person's life. Kanter (1977) also noted that employees who see few opportunities for upward mobility tend to be less committed to the organisation and may be more likely to leave. The availability of external alternatives of new work sites has been developed to provide job opportunities, together with the management does not discuss much with staff members on their future career paths, which resulted in employees lower intention to stay.

The often inadequate estate facilities are sources of frustration for all staff and a wasted opportunity. Previous studies (Mowday, 1984; Mok, 1988) concluded that there is a significantly negative association between the working environment and turnover. A small amount of investment in facilities or amenities for staff rest room like air purifier, foot massager, microwave, fridge, toaster, tissue etc could provide a much more positive atmosphere for staff members to relax in and meet their needs, which could result in disproportionately large increase in staff morale and thus fewer turnovers.

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Should a Home Ownership Policy be Re-introduced to Hong Kong

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From left to right - LAi Wing Yin, Dr. Kitty Poon

Introduction

During the past decade, the Hong Kong Government's policy on promoting home ownership has gone through dramatic changes. In 1997, the Government believed that home ownership was good for both the community and individual and also helps to foster social stability and a sense of belonging. The government had encouraged wider home ownership through expanding the Home Ownership Scheme (HOS), launching the Tenants Purchase Scheme (TPS) and providing loans to home buyers. Its target was to increase the home ownership rate from 52% that time to 70% by 2007.

The economic conditions in Hong Kong had become worsened and the housing market was also adversely affected after the Asian Financial Turmoil in 1997. Housing prices had dropped significantly starting from 1998 to 2003. With the drop in housing prices together with the problems of negative equity and unemployment, people were reluctant to become home owners. As private housing units became affordable in 2002 to 2003, the demand for HOS flats plummeted. The downward price adjustments in the private residential flats in these few years caused the overlapping of the HOS and private residential market, which made HOS flats become less attractive. Pressure from the major property developers and the public to revive the property market by halting the HOS schemes had led to the re-positioning of housing policy in 2002. The Government believed that it should focus its resources on providing subsidized rental housing for lower income families and should withdraw from its role as property developer by halting the production and sale of HOS flats. Subsequently, the Government halted the TPS scheme and home purchase loan schemes. All these were thought to be measures to boost the property market in order to recover the economy of Hong Kong.

With the recovery of the economy starting from 2005, the property market became active again and the housing prices had been increasing until the global economy was hit by the financial tsunami in late 2008. The sale transactions of residential units in 2007 had increased sharply and the vacancy rate had also been dropped. With the sharp drop in negative equity and low interest rate, people's desire to become home owners were much stronger in the past couple of years. The prices of private housing in 2007 had increased to twice as much from the bottom in 2003. Private housing prices became less affordable and the public urged the Government to relaunch the HOS policy. The demand for HOS could be referred to the sales of the first 3 phases of surplus HOS flats in 2007 and 2008 which all recorded high over-subscription rates.

Although Hong Kong economy was hit by the financial tsunami in late 2008 and the private housing prices in Hong Kong dropped about 20-30% from the peak in early 2008, the needs for subsidized home owning is still considerable. It is of great interest to evaluate the situation and the reintroduction of subsidized home owning policy in Hong Kong since home-owning has always been a controversial issue in Hong Kong.

Goal

The goal of this study is to critically review the reintroduction of a home ownership policy by the Government and to make recommendations.

Literature Review

Benefits of Home Ownership

Benefits of home ownership to individual housing users include financial benefits, physical and psychological well-being, and increased life chances. Home ownership can lead to wealth accumulation and home owners can gain access to less expensive credit through home equity loans. Home-owning also provides security after retirement as homeowners usually have paid off all their mortgages before retirement. Home owners usually have a stronger sense of ontological security since home owners usually have more control over their home than renters. It also helps to build the personal identity and provides perceived status. Home owners usually take more care of their homes than renters and enhance the physical quality of the home environment, which in turn has positive effects on both physical and psychological health and hence positive effects on residential satisfaction.

From the societal point of view, home ownership helps to foster a greater sense of belonging among citizens. It brings neighborhood stability through homeowners' social participation in and attachment to the local community and helps to foster socially desirable behaviours among both adults and youth.

Disbenefits of Home Ownership

For individual housing users, home ownership can lead to heavy financial burden of repaying mortgage. Home owners, who have financial difficulties to repay mortgage or maintain their homes, may have negative psychological impact. They also have to face the risk of suffering from capital loss due to falling housing prices. In addition, home ownership may restrict individual mobility and stunt the ability of home owners to escape neighbourhood of poor quality. From social perspective, the decreased mobility associated with home ownership may perpetuate the kinds of social problems in distressed neighbourhoods. Home ownership may imply negative connotations towards renting and exacerbate an existing social class separation on the basis of tenure resulting in widening divisions among people in the society. Moreover, scarce resources may be shifted toward assisting home ownership rather than rental assistance. This may also reduce yields on other financial investments and home owners may stay highly leveraged in their home, increasing household risk profiles that led to rising default rates.

Choice of Housing Tenure

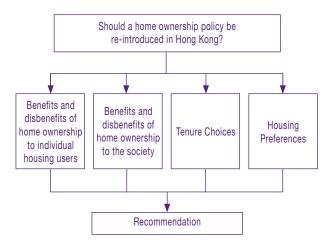
Housing tenure choice is a very complex decision and housing preferences are an important element of housing tenure choice (Cirman, 2006). Cirman (2006) quoted from literature that housing tenure preferences are multi-dimensional construct influenced by feasible choices and constraints on those choices, and general cultural norms and characteristics of the social, economic and political environments affect preferences for a specific tenure. He proposed several factors which would influence housing tenure choices. For example, household's family and financial stability can influence housing preferences. Variables that measure family stability usually include age, marital status and the number of dependent children in the household while variables measuring financial stability include income and job security. Moreover, household wealth also plays an important role in a housing tenure decision. He suggested that when households forming their preferences, they weigh up the characteristics of renting and owning and consider the constraints that apply to them due to the characteristics of the property and financial market and their own economic position.

Housing Affordability

Housing affordability is one of the most important factors that affect the decision on housing tenure. Three approaches for the measurement of housing affordability were identified by Lau (2001), namely the normative, behavioural and subjective approaches. Normative measurement defines the limits or norms of housing affordability in terms of certain threshold values. Rent-to-income ratio (RIR), mortgage-toincome ratio (MIR) and housing-cost-to-income ratio (affordability ratio) are the commonly used indicators for measuring housing affordability. For behavioural approach, one way is to focus on normal housing decisions (i.e. how many households choose to spend on housing with their respective incomes and characteristics). In subjective approach, survey is used to collect the subjective evaluation of the respondents' own affordability situation and such qualitative assessments are checked against their financial positions as well as other quantitative indicators of the respondents for any anomalies between the subjective assessments and objective evaluations of affordability. The subjective assessment data is used to determine the threshold level of their housing affordability.

Methodology and Data Collection

In order to achieve the goal of this study (i.e. to critically review the re-introduction of a home ownership policy by the Government and to make recommendations) an analytical framework was drawn out as shown in Figure 1.



The benefits and disbenefits of home ownership to both individual housing users and the society in Hong Kong will be investigated to see whether the Hong Kong government should be responsible for helping people to become home owners. Factors affecting the choices of tenure in Hong Kong including demographic factors, financial factors and bundle of services will also be investigated to see what the most important factors in determining tenure choices in Hong Kong are and whether the Government can offer assistance in these areas. Moreover, the housing preferences of Hong Kong people will also be investigated to see what kind of housing they prefer and their opinions on home ownership subsidy.

Primary data from a questionnaire survey and secondary data from government statistics will be adopted to analyze the different benefits and disbenefits discussed in the literature review. The housing tenure choices and housing preferences of Hong Kong people will be obtained from the questionnaire survey. Normative approach (mortgageto-income ratio) will be used to measure housing affordability in Hong Kong and the actual views from people on housing affordability will also be obtained from the survey to complement the results from the normative approach.

Analysis

Perceived Benefits and Disbenefits of Home

Ownership to Individual Housing Users in Hong Kong The benefits from home ownership as stated in the literature always applied to Hong Kong and were agreed by the respondents in the questionnaire survey. Wealth accumulation due to house price appreciation, security after retirement provided by home-owning, stronger sense of ontological security by home owners, building personal identity through home ownership and greater control over homes by home owners were benefits of home ownership agreed by the majority of the respondents in the questionnaire survey. All these benefits of home ownership were directly related to the psychological well-being of home owners or could benefit home owners financially. They could be easily recognized and were usually experienced by the respondents.

Figure 1. Analytical Framework

Majority of the respondents agreed that heavy financial burden of repaying mortgage, negative psychological impact of repaying mortgage and risk of suffering capital loss due to falling housing prices were the disbenefits of home ownership in Hong Kong. All these disbenefits of home ownership in Hong Kong are related to the financial aspect of home ownership and can usually be seen during economic downturns.

In Hong Kong, heavy financial burden of repaying mortgage is directly related to the high housing prices in the private housing market. However, renters in the private rental sector in Hong Kong also faced heavy financial burden due to the high rental costs. Thus, heavy financial burden on housing expenses is not a disbenefit restricted to home owners only but also to renters in Hong Kong. Besides, renters did not enjoy wealth accumulation through homeowning while house price appreciation in the past two decades in Hong Kong had created substantial wealth to many home owners. Moreover, renters cannot enjoy the psychological benefits such as greater sense of ontological security, higher perceived status and building of personal identity and may lead to decreased residential satisfaction. In addition, the disbenefits of negative psychological impact of repaying mortgage and risk of suffering capital loss due to falling housing prices are usually associated with economic downturns. During the past two decades except the economic downturns in 1997, 2003 and 2008, housing prices in Hong Kong were generally in an upward trend. If the effect of the financial tsunami and economic situation is not as worse as predicted, the economic situation and housing market in Hong Kong may start to recover soon. The disbenefits of negative psychological impact of repaying mortgage and risk of suffering capital loss due to falling housing prices may be have a much less impact on the home owners in Hong Kong.

Perceived Benefits and Disbenefits of Home

Ownership to the Society in Hong Kong

As discussed in some literature, home ownership can bring both benefits and disbenefits to a society. From the survey, just about half of the respondents thought that home ownership helped to foster a sense of belonging among the public and brought neighborhood stability through homeowners' social participation in and attachment to the local community. This may be explained due to the ideas of these two benefits are quite abstract and not as concrete as those individual benefits such as wealth accumulation and security after retirement provided by home-owning, the respondents might not see the relationship between them and home ownership as stated in the literature and so not many respondents considered them as benefits to the society in Hong Kong. In addition, just a minority of the respondents considered home ownership helped to foster socially desirable behaviours among both adults and youth a benefit of home ownership to the society in Hong Kong. However, secondary data of crime rates and home ownership rates in different districts in Hong Kong showed the opposite. Higher ownership rates are correlated to lower crime rates in Hong Kong and suggested that home ownership helps to foster socially desirable behaviours among both adults and youth in Hong Kong.

In the survey, about half of the respondents believed that home ownership reduced yields on other financial investments - a disbenefit of home ownership to the society in Hong Kong. However, most of them did not agree that home ownership would imply negative connotations towards renting and exacerbate an existing social class separation on the basis of tenure resulting in widening divisions among people in the society. The majority of them did not think that the decreased mobility associated with home ownership would perpetuate the kinds of social problems in distressed neighbourhoods in Hong Kong. This showed that the disbenefits of home ownership to the society in other countries like the U.S. were actually not found or as serious as in Hong Kong, Moreover, secondary data showed that promoting home ownership through the sale of HOS flats did actually generated revenue for the Housing Authority and this can help to sustain its large expenditure on providing public rental housing. Besides, we can see that the delinquent mortgage is not a serious problem in Hong Kong as compared with the United States and the home ownership rate does not have a direct relationship to the delinquency ratio.

We can see that most of the disbenefits of home ownership to the society in other countries as argued in the literature are not found in Hong Kong or have quite little effect to the society in Hong Kong. Although the benefits of home ownership to the society in Hong Kong are not very obvious, I would argue that home ownership do benefit the society in Hong Kong in the long run. Home-owning is a very good longterm investment tool and home owners usually enjoy wealth accumulation due to house price appreciation. In Hong Kong, house prices were always in an upward trend in the past two decades except during the economic downturns and many home owners in Hong Kong did benefit from house price appreciation. With increased wealth and security provided by home owning, home owners usually have a greater sense of belonging and this will foster social stability. Apart from this, the promotion of the formation of Owners' Corporation by the HKSAR Government in recent years increases home owners' social participation in their local community and brings neighbourhood stability. Besides, Lee (2003) also argued that in the absence of a comprehensive social security system, Hong Kong stood to gain from a mature HOS system since a stable HOS system did provide middle-income groups with a long-term asset which could be liquidated in old age for retirement. He suggested that HOS could be used to counteract the irrationality of the imperfect private housing market in Hong Kong. Chiu (2003) also argued that home ownership scheme could intensify the rationalization of housing subsidies through the provision of more opportunities to PRH tenants to move to home ownership. Housing resources can be more rationalized since well-off tenants in PRH are encouraged to move to subsidized sale flats and the recovered PRH units can be allocated to people in need.

Housing Tenure Choices and Housing Preferences

Housing Tenure Choices

In the questionnaire survey, majority of the respondents considered home owning as the preferred type of housing tenure. Financial factors such as economic situation, housing prices and affordability are the most important ones that affect their decisions to become home owners or not. The respondents also expressed that the private housing in Hong Kong was difficult to afford and the private housing price in Hong Kong should be decreased by 20% or more to become reasonable to purchase. They also expressed that the reasonable percentage of household income spent on repaying mortgage should be around 21% to 30%. However, statistics from the government showed that the average mortgage-to-income ratios in 2009 were about 64%, 47% and 38% for flats in Hong Kong Island, Kowloon and the New Territories respectively far exceeding the desired level as expressed by the respondents. Besides, the house price-to-income ratio in Hong Kong was quite high. This reflected that the private housing in Hong Kong is very unaffordable, especially to the lower to middle income families.

From the findings, most of the people in Hong Kong preferred owning to renting. One of the most important concerns to housing users in Hong Kong when they decided their type of tenure was housing affordability. However, the high housing prices in Hong Kong have made housing become unaffordable, especially to the lower income families. Without the subsidized home ownership policies, it becomes much more difficult for the lower to middle income families to become home owners. The benefits of home ownership bring to both the housing users and the society in Hong Kong. As discussed previously, the Hong Kong Government should consider bringing back the subsidized home ownership policies to help these lower to middle income families to fulfill their aspirations for home ownership.

Housing Preferences

From the result of the questionnaire survey, private housing was the preferred type of housing in Hong Kong and the general public did agree that the government should provide housing subsidy for home ownership. They would like to have home purchase loans from the government to buy flats in the private housing market. However, due to the financial constraints, some may choose subsidized sale flats as the preferred form of subsidy for home ownership over home purchase loans. If the Hong Kong Government is going to re-introduce home ownership policy, it should make a balance between providing home purchase

loans for home buyers and building subsidized sale flats. This should be very cautious since re-introducing home ownership policy, both in the form of home purchase loans and subsidized sale flats, could have certain impact on the private housing market, thus in turn to the overall economy in Hong Kong.

Conclusion and Recommendations

Conclusion

Home ownership is the preferred type of housing tenure as discussed by the authors in some literature. It can bring benefits both to individual housing users and society. Although the costs of home ownership may sometimes be of great impact on both the individual users and the society, these disbenefits are usually associated with economic downturns due to falling house prices. In Hong Kong, home ownership is also the preferred type of housing tenure among the public. Financially, home ownership can bring wealth and provide security after retirement to home owners. It can also benefit home owners psychologically with a stronger sense of ontological security and personal identity. The greater control over homes by home owners can increase their residential satisfaction and improve their physical and psychological health directly and indirectly. Satisfaction from home owners can lead to a stronger sense of belonging among the public, and can enhance social stability and socially desirable behaviours among both adults and youth.

After the change of sovereignty in 1997, the HKSAR Government recognized the benefits of home ownership and promoted home ownership as means to foster social and political stability. However, the prolonged economic downturn after the Asian Financial Crisis had made worse the private housing market. Private housing prices continued to drop in the period from 1997 to 2003 and this diminished the advantage of HOS. The HKSAR Government ceased the HOS in late 2002 and redirected its housing policy in a hope to rescuing the housing market and general economy in Hong Kong. In the past few years, the economy and housing market in Hong Kong has been gradually recovering and house prices have again become unaffordable to many lower to middle income families. Their dreams of becoming home owners are once again became hard to reach for and may lie in the hands of the HKSAR Government to provide assistance for home ownership. Their desires to own are attributed to the benefits brought by home ownership and can be seen from the requests for bringing back HOS by the public in the past couple of years.

Having seen the situation in Hong Kong, we can argue that the negative impacts of home ownership brought to both the housing users and the society in Hong Kong are not so obvious as compared with other countries such as the United States. In view of this and the benefits of home ownership brought to Hong Kong together with the housing market situation, reintroduction of a home ownership policy by the HKSAR Government to assist the lower - to middle - income families fulfilling their aspirations of becoming home owners is favourable.

Recommendations

In the present situation, it is recommended that a home ownership policy should be re-introduced to Hong Kong by the HKSAR Government. However, the re-introduction of home ownership policy by the HKSAR Government should be proceeded with great caution as the housing market is a major pillar to Hong Kong economy and a home ownership policy will definitely have impact on the housing market. The HKSAR Government should implement a home ownership policy having minimum negative impact on the housing market.

From the past experience, the approach of providing HOS flats for sale has an effect to counteract the irrationality of the housing market (Lee, 2003) and prevent the housing market from going uncontrolled. However, this approach may dampen the development of housing market and affect the economy in Hong Kong if there is an oversupply of subsidized sale flats. The HKSAR Government should use an approach that can maximize both the public and private sectors to promote home ownership. This can be done by re-launching the sale and production of HOS flats together with the provision of home purchase loans for eligible households to buy flats in the private market. However, the target families of these two schemes

should be in different strata to achieve a better performance. The HOS should be targeted to families with lower income, who are not eligible for public rental housing to provide an opportunity for them to fulfill their home ownership aspiration while the home purchase loans scheme should be targeted to middle income families that are marginal to enter the private housing market on their own. Moreover, the quantity of the HOS flats for sale should be kept in an optimal level to avoid oversupply which may have a negative impact on the private housing market.

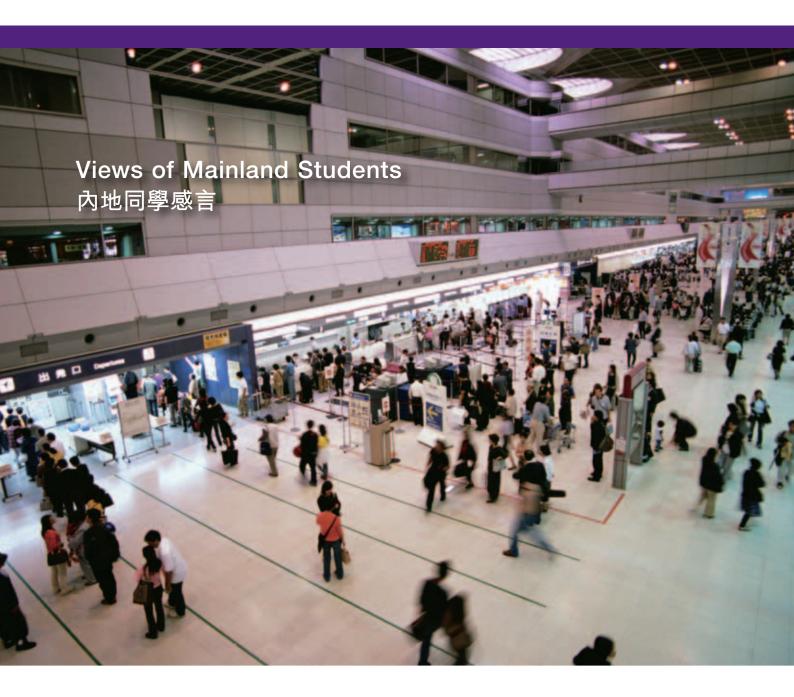
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物業服務人員工作幸福感及其與社會支持 關係的研究

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1. 問題的提出

我們知道,物業服務行業在中國大陸起步較晚,遠落 後於英國、香港等發達國家和地區。而隨著城市化進 程的加快,中國房地產業迅速發展,人們生活水平和 整體素質的不斷提高,對優質的物業服務的渴求度 不斷增強,而物業服務企業提供的服務參差不齊,這 就造成了現階段物業服務糾紛層出不窮。再加上物業 服務企業多處於微利或者虧損狀態,物業服務人員的 收入相對偏低,整體素質也不高。近年來人本管理的 思想深入人心,企業不僅要關心員工的工作績效,而 且要關心員工的情緒、態度以及心理健康。所以對物 業服務人員進行工作幸福感的調查,有很大的現實意 義。

2. 研究目的和意義

國內有關工作幸福感的研究很少,而針對物業服務 人員這個群體的工作幸福感調查則更少了。本研究 採用文峰編製的工作幸福感問卷以及Shumaker & Brownaell (1984)編製的社會支持量,以考察人口變 量對他們工作幸福感的影響以及社會支持對工作幸福 感的影響。本研究的意義主要體現在以下兩方面:

- (1) 通過對物業服務人員進行工作幸福感的調查, 可以進一步驗證這個量表的信度和效度,達到 推廣這個量表的目的。
- (2) 可以給物業服務企業一些借鑒意義,有助於物 業服務企業瞭解員工的工作幸福感,更好的實 踐人本主義管理的思想,提高員工的工作士氣 和相關績效。

3. 人口變量分析結果討論

性別對研究變量的影響分析

從調查的結果來看,除在自主性維度上,物業服務人 員的工作幸福感總體上不存在性別差異。這可能是因 為男性不太願意表露自己,對個人的私密空間和自我 決定的權利看得更重,不需要外界過多的干涉;女性 則更情緒化,更喜歡表露自己內心的想法,相對缺乏 主見,對「自主性」顯得並不那麼在意。有關幸福感的 性別差異的研究結果並不一致。Mroezek等的研究表 明幸福感具有顯著的性別差異;一些國內的研究發現 幸福感不存在顯著的性別差異。本研究發現,在福利 待遇維度上,女性得分高於男性。這方面可能是因為 傳統社會觀念中人們對男女角色的期望不同,人們總 是期望男性有成功的事業,而對女性這方面的期待較 低;另一方面,男性扮演著「養家餬口」的角色,而女 性可以依靠男人過活,所以男性對福利待遇看得比較 重,對這方面的期待比較高,而女性相對來說更能接 受低福利待遇的狀況。物業服務行業本身是個微利的 行業,員工的福利待遇在眾行業中相對偏低,所以一 定程度上不能滿足男性福利待遇上的期待。本研究還 發現,在人際關係這個維度上女性得分高於男性,這 可能是因為女性天生更具有親和力,感情細膩,成就 動機較低,在人們的「刻板印象」裡處於弱勢群體,所 以更容易獲得社會支持,她們在社會交往中也更願意 表露自己,所以會獲得較好的人際關係。本研究發 現,在工作價值、發展前景、環境駕馭、自我接受四 個維度上男性得分高於女性,這方面的解釋與前面類 似,男性的成就動機更強,對自身的工作價值、發展 前景更為重視。

年齡對研究變量的影響分析

從本研究的調查結果來看,不同年齡的被試在工作幸 福感的所有七個維度上,都是40歲以上被試得分最 高,21-29歲的被試得分最低。這可能是因為40歲以 上的員工在工作上取得了一定的成就,事業、情感、 家庭各方面都比較穩定,有了相對穩定的交往圈,來 自外界的干擾較小,處理事情更為穩健,也更為懂得 如何去調節自身的壓力;另一方面,他們在工作上駕 輕就熟,明白自身的價值和工作定位,對發展前景的 看重不再顯得迫切,他們的福利待遇已經達到一定的 水準,所以並不是很困擾他們。相反,在各個維度上 的得分21-29歲的被試都是最低。這可能因為21-29 歲的被試都是80後出生的,現階段他們處在「成家立 業」的階段,面臨著戀愛、組建家庭等各方面的壓力, 他們對自身的期望較高,渴望能事業有成,渴望獲得 尊重和一定的社會地位。然而投身於物業服務這個行 業,讓他們感到迷茫,繁瑣無趣的工作任務,較低的 福利待遇,有點遙遠的發展前景,這些都影響著他們 在工作幸福感各個維度上的表現。

婚姻狀況對研究變量的影響分析

本研究發現,不同婚姻狀況的被試在工作幸福感的 工作價值、環境駕馭、自主性、福利待遇、自我接 受、人際關係這六個維度上,都是已婚被試得分高於 未婚被試,但只有工作價值、環境駕馭、自主性這三 個維度存在顯著差異。這可能是因為已婚的物業服務 人員有較高的情感支持,對自我的認識與肯定都要強 於未婚人士。而且物業服務人員的未婚人士基本是 在21-29這個年齡段,接受的教育程度大多為專科和 高中以下,福利待遇也不甚理想,這一定程度上影響 了他們尋找一個滿意的伴侶,從而影響他們對自我的 認同。另一方面,福利待遇、自我接受、人際關係這 三個維度不存在顯著,可能是因為已婚人士需要兼顧 家庭,照顧妻子和孩子;有了家庭後生活圈子相對更 小,一定程度影響人際關係,這與已婚人士獲得更多 情感支持相平衡,所以在這三個維度上的差異就沒那 麼顯著了。本研究還發現,在發展前景這個維度上, 未婚被試的得分高於已婚的被試。這可能是因為已婚 的被試面臨著更多家庭方面的壓力,而妻子更希望丈 夫有很成功的事業,很好的發展前景,這影響了已婚 被試在發展前景維度上的表現。而未婚人士相對沒有 這方面的負擔。

文化程度對研究變量的影響分析

從本研究的調查結果來看,不同文化程度的被試在工 作幸福感的發展前景、自主性這兩個維度上存在顯著 差異,且都是大專文憑的被試得分最高,本科生和高 中及以下文憑的被試得分互有高低。也許按常規理 解,本科及以上文憑的被試理應在各個維度上表現更 好才是,因為他們更有可能得到高薪和晉陞的機會。 但在物業服務行業,因為整體從業人員的素質偏低, 本科生很少,且物業行業沒有太大的技術含量,本科 生並不一定會顯示出能力上的差異,工作表現未必會 比低學歷的員工要好,另一方面,本科文憑的被試接 受過高等教育,家庭、社會和自己對自身的期望值較 高,所以他們對福利待遇和發展前景方面都看得比 較重,從而影響了他們在工作幸福感各個維度上的表 現。高中及以下文憑的被試因沒有受過高等教育,多 從事保安、電工、維修清潔人員、客服人員等職位, 看不到太多工作前景、收入也較低,所以得分普遍低 於大專文憑。但同時他們對自身的期望值不高,只求 温飽,可以養家餬口,所以在各個維度上的得分與本 科文憑被試不相上下。大專文憑處於這兩者之間,在 物業服務行業中的從業人員最多,工作幸福感的各個 維度上的得分都最高,所以也許可以這樣說,在目前 階段專科生從事物業服務行業最為合適。當然,我們 應該看到物業行業廣闊的發展前景,相信以後物業服 務人員的整體素質一定會不斷提高,對高學歷、高素 質人才的需求量一定會增加,從而改變現階段這種尷 尬的局面。

工作職位對研究變量的影響分析

本研究發現,在物業服務行業,越高層的人員,在各個維度上的表現往往越好,其中在工作價值、自主性、發展前景這三個維度上表現非常顯著。這可能是因為職位越高,有一定的社會地位,薪酬福利也要高於一般員工,他們對自身的認同感更高,會覺得自己的工作是有價值有意義的,他們也能更好的看到發展前景,所以工作對他們來說也許並不算苦差事。另一方面,社會比較理論認為,與幸福的人比較(向上比較)會降低工作幸福感,與不幸的人比較(向下比較) 會提高工作幸福感¹⁷,所以職位越高的人向下比較的 機會越多,他們也更加容易感到滿足。



收入對研究變量的影響分析

本研究發現,不同收入水平的被試在工作幸福感的工 作價值、自主性、福利待遇、發展前景、環境駕馭、 自我接受六個維度上都存在顯著差異,這說明收入是 影響物業服務人員工作幸福感的重要因素。而在人際 關係這個維度上不存在顯著差異,這可能是因為人際 關係更多與個人的人格特質有關,而且公司基本上實 施收入保密的原則,員工之間不知道對方的工資水 平,這樣就降低了因為收入比較而帶來的不公平感。 所以收入對人際關係維度的影響並不明顯。本研究還 發現,在物業服務行業,基本上符合收入越高,各個 維度得分越高的規律。傳統的經濟學家認為,財富對 幸福有直接的影響,因為高收入能為個體提供更有利 的機遇和選擇,因此增加財富就能增加幸福¹⁶。心理 學家在這個問題上則顯得更加謹慎。本研究的發現似 乎印證了傳統經濟學家的觀點,收入越高,物業服務 人員的幸福感越強。我想這是與物業服務行業發展的 階段有關,物業行業在大陸發展並不成熟,從業人員 也不是高收入群體,很多基層員工處在溫飽線附近, 物業服務行業的高收入群體還沒有達到「高處不勝寒」 的境界, 並沒有體驗到「有財富而沒有朋友」的痛苦。 相反,他們的收入越高,所獲得認同和社會地位也會 越高,會更有能力去應付生活在這個社會上面臨的各 種壓力,所以收入越高,物業服務人員的工作幸福感 越高是可以理解的。

4. 本社會支持與工作幸福感之間的關係討論

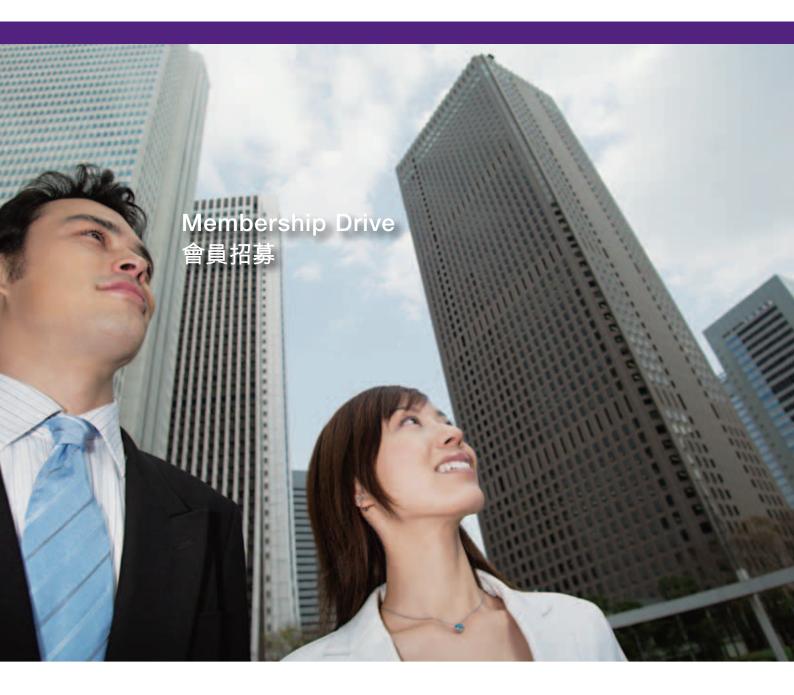
本研究發現,社會支持對工作幸福感的工作價值、人 際關係、福利待遇、發展前景、環境駕御五個維度上 都存在顯著影響。這說明社會支持對物業服務人員的 工作幸福感影響很大。這可能與物業服務人員的特殊 心理品質有關。物業服務人員對個人的耐心、熱情、 溝通能力要求較高,擁有這一特質的群體更願意去交 朋友,更願意去表露自己的內心想法,以獲得更多的 社會支持和情感支持。另一方面,當他們獲得的社會 支持越多,他們就會體驗到愉悦的情緒,會覺得自己 的工作是有價值的,他們對福利待遇、發展前景的關 注程度也會降低,這就有助於物業服務人員提高工作 幸福感。這證明了物業服務人員獲得的社會支持越 高,工作幸福感越高的假設。

5. 結論

第一,調查表明,人口統計學變量如性別、年齡、婚 姻狀況、文化程度、工作職位、收入水平等都對物業 服務人員的工作幸福感存在影響。

第二,物業服務人員獲得的社會支持對他們的工作幸 福感有積極的影響,物業服務人員獲得的社會支持越 高,工作幸福感越高。

編者按:楊志榮為武漢大學管理科學與工程系物業管 理專業第一屆畢業生,本文是楊同學畢業論文的撮 要,該論文的指導老師為張可莉講師。





Wuhan University Students Placement Programme

Dr Ricky Yuen

Chairperson, professional Development Committee



Following on last year's successful experience, six third year students from the Wuhan University Property Management Degree Course attended their summer placement in Hong Kong in the month of August. The programme was again sponsored by APB, the Hong Kong Housing Society and Funing Property Management Ltd.

The Wuhan University Degree Course is the first of its kind in China and is fully accredited by the Ministry of Education of China and CIH. Its graduates are recognized to have attained the level of professional knowledge and qualification for admission to corporate membership of the Institute on satisfactory completion of the Practical Experience Requirements (PER).

During their three weeks' stay in Hong Kong, the students were stationing at different properties for internship training under the careful mentorship of experienced housing managers. The aim of this programme was to orientate and expose the students to the diversified aspects of property and facility management in Hong Kong. The students were arranged to visit a portfolio of properties ranging from up-market office buildings and residential estates to rental housing; from the Small Claims Tribunal to university campus. The students also attended serial lectures and forums facilitated by members of APB on topics of interest to enrich their knowledge of the profession.

In the closing ceremony, the students expressed their heartfelt gratitude towards their sponsors in organizing this internship programme which they found to be extremely valuable. They described themselves as having been liberalized from the ivory tower of their university to the frontier of the most advanced property management practice in the world. The internship programme had proven to be an "eye-opener" for this group of young and promising property management students.

Mr Howard Farrand, CIH President and Mr Alan Ferguson, Director of CIH Scotland, together with a delegation from the APB attended a property management forum organized by the Wuhan University on 9 November 2009. The delegation was warmly welcomed by the senior management of the University. Both parties pledged to further collaborate in order to attract more students to the property management degree course.

香港實習感言





編者按:武漢大學物業管理專業六位同學2009年8月在香港實習了三個星期,以下是他們實習後的一些感受。

或許,一生可以來香港好多次;或許,一生可以有實習 好幾次;或許,一生會和物業有無數的交集;但是,在 學生時代,能來香港參與物業管理相關實習的機會卻僅 有一次!這21天,我們收穫的不僅是專業知識的擴充, 更有視野見識的拓展,思想層次的提升,深厚友誼的開 端,團隊意識的萌發。

因為緣分,我們一路認識了那麼多熱心的朋友;因為幸 運,我們得到了那麼多朋友熱心的幫助。每到一處,總 會是充滿著溫馨,瀰漫著感動。我們的記憶裏定格了這 段歷程,我們的人生裏記下了這一筆!

魏巍







我們帶著滿心的好奇與興奮到達香江邊上,我們留下忙 碌的腳印和身影在高樓大廈裏,我們與屋邨的同事建立 普通但深刻的友誼,我們帶著全新的知識和感動離開這 座美麗的城市。相隔千里,思念萬里長,我們在珞珈山 懷念銅鑼灣的繁華街道和小巷裏的雲南米線店,依然滿 懷感激那些熱情接待我們的各個單位的好心人,並對翠 塘花園的可愛的同事們日思夜想。只歎我們身在此地, 無法去重新體會那些美好的時刻了,但我們有信念,有 動力,那就是為了物業管理,此生不倦。

白明

There're amazing history and attractive scenery here, there're kind-hearted people and advanced culture here, there's simple but excellent property management here. We have gained practical experience, decisive confidence and greater team spirit from the cherished placement, we're equipped better for our future development and the property management of Mainland China. Thanks a million !

Gong Man

短暫的經歷,永恆的回憶。我原以為香港要麼是夢想中 的[天堂],要麼是磨練人的[地域],一如許多人曾經對 紐約的評價。可當我走進香港,穿行其中時,我發現整 個城市的平和:清潔的街道、有條不紊的隊列、恭謙的 笑容、熱心的幫助……一次難得的機會,讓我走進了香 港;三個平凡的禮拜,讓我見識了香港;許多熱情的笑 容,讓我瞭解了香港——一個不需要在乎他人的議論, 各種風格都可以並存的城市。

李偉瑜

忘不了初到香港時的興奮激動 忘不了百德新街上那匆忙的腳步 忘不了香港地鐵上那感人的一幕幕 忘不了和Eric、Maggie一起吃飯的溫馨 忘不了在各個物業參觀所受到的熱情接待及那些沉甸甸 的收穫 忘不了在麗城花園管理處實習那短暫卻豐富多彩的日子 忘不了維港邊上的把酒臨風,與鍾先生等開懷暢談,聆 聽人生的經驗,忘不了海洋公園裡的挑戰自我,挑戰極 限,那些的放肆呼喊 忘不了實習總結時各位前輩對我們的指點及期望 忘不了離別時那不捨的擁抱及眼神 忘不了的香港,忘不了的經歷

吳恆河

香港之行,使我們六個人,與其説明確了定位,不如説 重塑了方向。實習,堅定地使我們這些原本物業管理的 局外人搖身一變,成了一個個名副其實的局內人。物業 管理也開始像一個愛人一樣,讓你不停地牽腸掛肚;它 也像一眾魂魄,使你著魔,使你張嘴必是它,聊天必是 它,也總少不了「我學物業管理」。

盲目地自豪以及樂觀都是不可取的,於是我試圖解釋這 種強烈的行業自豪感,可是無果。在一步步地將自己對 專業的專一以及熱愛投入行動的過程中,我逐漸嘗試到 艱辛和不易。於是,我在認真定制自己的人生規劃的同 時,開始從深一層次思考行業的發展。

雖然業內人士的決心、信心、努力不可缺,但是內地的 物業管理,仍在匍匐前進。就像我在學校網站的宣傳中 提到的,一個行業的發展,不能脱離社會這個大環境。 目前,大家還不習慣用法律法規條例解決問題,還不習 慣政府放手房屋管理給市場,也不習慣其他很多市場化 的東西。不過,物業管理的普及是發展的必然,只不過 它需要配之以整個第三行業的壯大、人們生活水平的提 高以及內地執法體系的完善。

同時,我們行業的發展,跟其他國家和地區相比,還少 點什麼。寫字樓、商場物業備受親睞的同時,住宅物業 尤其是較為低檔的社區管理,卻在逐漸被廣大物業企業, 尤其是比較大的物業企業忽略或冷落。雖然說企業要創 收、要盈利,但是社會是一個整體,局部的發展壯大總 是不夠的。服務業並不低級,住宅物業的管理也不是沒 有前途。沒有優秀的住宅管理,社會的小風浪就不會休 止,物業管理也不能算成功。避重就輕只能解決暫時的 問題,長遠來看,根本的才是最重要的。當下,一個企 業只有勇於承擔社會責任,才能更易於得到社會的認可, 我們行業也是同樣的道理。

一切在潛移默化中轉變,人才在積累,發條在增加,市 場在一步步做大,行業也在一天天壯大。我們不能急不 能躁,更不能懷疑和退卻。總有一天,人們居住的社區 公寓,上班的寫字樓,出門乘搭的地鐵,銷品購物的地 方,都少不了物業管理的影子;總有一天,不管是大都 市,還是新農村,都不能沒有物業管理的運作;也總有 一天,物業管理的從業人員,都成為和諧社會構建不可 或缺的角色。而我,會一直為「那麼一天」的到來而努力 奮鬥。

孫寧華





Courses to Membership 學會認證課程

| Institution | Programme | Duration | Completion of Practical Experience Requirements | Type of Membership |
|---|---|---|--|--|
| 院校 | 課程 | 年期 | 完成「實務訓練」 | 會籍類別 |
| School of Professional and Continuing Education (SPACE), The University of Hong Kong (HKU) | Professional Diploma in Housing Management | 3 years (Part-time) | Compulsory for membership | Corporate Member |
| 香港大學專業進修學院 | 房屋管理專業文憑 | 3年(兼讀) | 入會必須條件 | 專業會員 |
| Centre of Urban Planning and Environmental Management and SPACE, HKU 香港大學城市規劃及環境管 理中心及香港大學專業進修 | Master of Housing Management (Professional Stream) 房屋管理碩士(專業課 程) | 2.5 years (Part-time) 2.5年(兼讀) | Compulsory for membership 入會必須條件 | Corporate Member 專業會員 |
| 學院 | | | | |
| Department of Public and Social Administration, City University of Hong Kong | Bachelor of Arts with Honours in Housing Studies | 4 years (Part-time) | Compulsory for membership | Corporate Member |
| 香港城市大學公共及社會行 政學系 | 房屋學榮譽文學士 | 4年(兼讀) | 入會必須條件 | 專業會員 |
| Department of Public and Social Administration, City University of Hong Kong | Master of Arts in Housing Studies | 1 year (full-time) 2 years (Part-time) | Compulsory for membership | Corporate Member |
| 香港城市大學公共及社會行 政學系 | 房屋學文學碩士 | 1年(全日制) 2年(兼讀) | 入會必須條件 | 專業會員 |
| School of Professional Education and Executive Development, The Hong Kong Polytechnic University | Bachelor of Arts in Housing Management | 1.5 years (Full-time) | Compulsory for Membership (i) completion of attachment type of PER during study (ii) completion of two years on the job PER after graduation | (i) Housing Practitioner(ii) Corporate Member |
| 香港理工大學專業進修學院 | 房屋管理學文學士 | 1.5年(全日制) | 入會必須條件 (i) 完成在學時「外派學習」式「實務訓練」 (ii) 於畢業後完成二年的在職「實務訓練」 | (i) 房屋從業員(ii) 專業會員 |
| School of Continuing & Professional Education, City University of Hong Kong | Diploma in Property Management | 1 years (Part-time) | Compulsory for membership | Housing Practitioner |
| 香港城市大學專業進修學院 | 物業管理文憑 | 1年(兼讀) | 入會必須條件 | 房屋從業員 |

| Institution | Programme | Duration | Completion of Practical Experience Requirements | Type of Membership |
|--|---|---|--|--|
| 院校 | 課程 | 年期 | 完成「實務訓練」 | 會籍類別 |
| Hong Kong Institute of Vocational Eduction — Morrison Hill, Vocational Training Council 香港專業教育學院 應利医地公校 | Professional Diploma in Property Management for Practitioners, Macao 澳門物業管理專業技 | 310 hours — about 7 months 310 小時 — 約7個月 | Compulsory for membership | Housing Practitioner |
| 摩利臣山分校 | 術人員課程 | 310小时 — 約7 個月 | 入會必須條件 | 房屋從業員 |
| Hong Kong Institute of Vocational Eduction — Morrison Hill, Vocational Training Council | Higher Diploma in Real Estate Management | 3 years (Full-time) 1.5 — 6 years (Part-time) | Compulsory for membership | Housing Practitioner |
| 香港專業教育學院 摩利臣山分校 | 產業管理高級文憑 | 3年(全日制) 1.5— 6年(兼讀) | 入會必須條件 | 房屋從業員 |
| Department of Management Science and Engineering, School of Economics and Management, Wuhan University, China | Bachelor in Housing Management Studies | 4 years (Full-time) | Compulsory for membership (i) completion of attachment type of PER during study (ii) completion of two years on the job PER after graduation | (i) Housing Practitioner(ii) Corporate Member |
| 中國武漢大學經濟及管理學 院管理科學及工程系 | 房屋管理學學士 | 4年(全日制) | 入會必須條件 (i) 完成在學時「外派學習」式「實務訓練」 (ii) 於畢業後完成二年的在職「實務訓練」 | (i) 房屋從業員 (ii) 專業會員 |
| Graduate School and Department of Assets and Property Management, Hwa Hsia Institute of Technology, Taiwan | Bachelor of Commerce in Housing Management | 4 Years (Full time) | Compulsory for membership (i) completion of attachment type of PER during study (ii) completion of two years on the | 入會必須條件 (i) Housing Practitioner (ii) Corporate Member |
| 台灣華夏技術學院資產與物 業管理系暨研究所 | 房屋管理商學士 | 4年(全日制) | job PER after graduation 入會必須條件 (i) 完成在學時「外派學 習」式「實務訓練」 (ii) 於畢業後完成二年的 在職「實務訓練」 | (i) 房屋從業員 (ii) 專業會員 |



A Message from the Council Member 總會諮議會委員報告

Edmond Chau Fu-keung CIH Council Member 2007-2010



The Chartered Institute of Housing (CIH) is the professional body for people involved in housing and communities. It is a registered charity and not-for-profit organization. CIH has a diverse and growing membership of over 22,000 people – both in the public and private sectors – living and working in over 20 countries on five continents across the world. CIH exists to maximize the contribution that housing professionals make to the wellbeing of communities.

A key objective in CIH's Business Plan is to "Unite a Global Housing Community" and CIH is extending its activities overseas to work with partners across the world to promote and facilitate shared learning and international co-operation. The aim is to improve CIH's own organizational knowledge and develop support for, and appeal to, new international members. Through the development of strong and effective international partnerships CIH will also support the professional development of housing in countries seeking assistance. In 2009, CIH's governing Council is delighted to see that the Asian Pacific Branch has extended membership in China, Macao and Taiwan. The election of new members is achieved mainly through the Direct Final route. It is anticipated that membership in the region will continue to grow through training programmes for those working in the industry.

Being the Council Member representing the Branch, I have confidence and so briefed the Council that our targets and efforts in serving the region and housing people are closely adhered to the principles of "Open to All; Close to Prejudice".

The CIH is currently undergoing a major review of its governance arrangements. This is important and may well result in changes being introduced to reshape and refocus decision making within the Institute.

During the year, there have been discussions on a proposed National Business Unit model between Head Office and the Branch Executive Committee on better performance and exploring resources. The Institute has given the Branch flexibility to identify proposals for the change. I believe that there will be an appropriate way to achieve this goal.

The Branch Executive Committee will continue to do it's very best to deliver excellent services for members in the region, and we hope that you will continue to "Learn with us, Improve with us, Influence with us".



Activity Snapshots 活動剪影

Study Tour to Vietnam 越南考察

2009年1月1-5日 1-5 January 2009



Asian Pacific Branch Annual General Meeting 2008 亞太分會二零零八年度會員周年大會

2009年1月15日 15 January 2009



The Spring Cocktail Reception2009 of The Hong Kong ProfessionalProperty Services Alliance香港房地產專業服務聯盟二零零九年新春酒會6

2009年2月6日 6 February 2009



2009 Branch Executive CommitteeBrain Storming Session執行委員會集思會

2009年2月22日 22 February 2009





International Housing Conference in Taiwan "New Opportunities of Housing Managmenet under Economic Recession" 台灣國際房屋會議《經濟衰退下 房屋管理的新契機》

2009年2月27日 27 February 2009



Delegates from Chong Qing 重慶同業到港考察 2009年3月26日 26 March 2009



Seminar on Joint Legal Talk on Public Liability and Recent Court Cases in Building Management 法律講座 - 《公共責任及最新法庭案例》

2009年3月28日 28 March 2009



Signing of Memorandum of Cooperation and Exchange with Hwa Hsia Institute of Technology, Taiwan 2009年4月17日 與台灣華夏技術學院簽訂合作交流意向書 17 April 2009



Seminar on Housing Management in Taiwan and Real Right Law of PRC 台灣房屋管理概況暨《台灣國際房屋會議》 2009年4月25日 簡報及《物權法》的介紹

25 April 2009



Forum on Urban Renewal **Strategy Review** 專題論壇 -《市區重建策略》

2009年5月9日 9 May 2009



Seminar on "Operation Building Bright" 2009年5月11日 研討會 -《樓宇更新大行動》 11 May 2009



Validation of Undergraduate and Master Degree Programmes of City University of Hong Kong 總會及亞太分會代表評審香港城市大學 2009年5月20-21日 物業管理學士及碩士課程 20-21 May 2009





Roundtable forum on ["]IT and Property Management" 《IT 與物業管理》圓桌研討會

2009年5月22日 22 May 2009



Validation of Degree Programme of Hwa Hsia Institute of Technology in Taiwan 總會及亞太分會代表評審台灣華夏技術 學院物業管理學士課程

2009年5月1日 1 May 2009



Chartered Institute of Housing Annual Conference & Exhibition 2009 2009英國特許房屋經理學會 周年會議及展覧

2009年6月16-18日 16-18 June 2009



SOE HK Symposium 2009 運營工程師學會香港分會學術會議 2009

2009年6月20日 20 June 2009



Visit to Cathay City 参觀香港國際機場國泰城

2009年6月20日 20 June 2009



"Property Management and Asset Services" Summit Conference in Shenzhen 深港《物業管理及資產管理》高峰論壇

2009年6月24日 24 July 2009



Property ManagementTrain-the-Trainers Course,Hwa Hsia Institute of Technology,Taiwan2009華夏技術學院物業管理種子教師培訓班1、

2009年7月1日 1 July 2009



Graduation Ceremony of Property Management Training Course in Macau 2009年8月7日 澳門物業管理專業技術人員培訓課程結業禮 7 August 2009





Science Park Visit 香港科學園學術參觀團

2009年9月26日 26 September 2009



Joint Legal Talk on ["]Recent Court Decisions Concerning Maintenance of Buildings" 法律講座 - 《有關建築物維修保養的 近期案例》

2009年10月10日 10 October 2009



International Housing Conference -Cape Town, South Africa 國際房屋會議及展覽會 - 南非開普敦

2009年10月11日 11 October 2009



Joint Annual Dinner 2009聯合周年晚宴

2009年10月30日 30 October 2009



NLP in Transforming "Stress" into "Motivational Energies" 身心語言程式學(NLP) - 轉化壓力為動力

2009年11月5日 5 November 2009



Seminar on the "water" and "heart" of Property Management 心•水•物業管理

2009年11月7日 7 November 2009



Urban Renewal Strategy -Concluding Forum 《市區重建策略》總結論壇

2009年11月28日 28 November 2009



The President in Shanghai 總會會長訪問上海 2009年11月5-7日 5-7 November 2009





The President in Wuhan 總會會長訪問武漢 2009年11月8-9日 8-9 November 2009



The President visits the Hong KongHousing Society2009年11月12日總會會長訪問香港房屋協會12 November 2009





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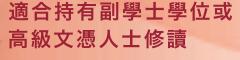
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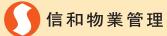




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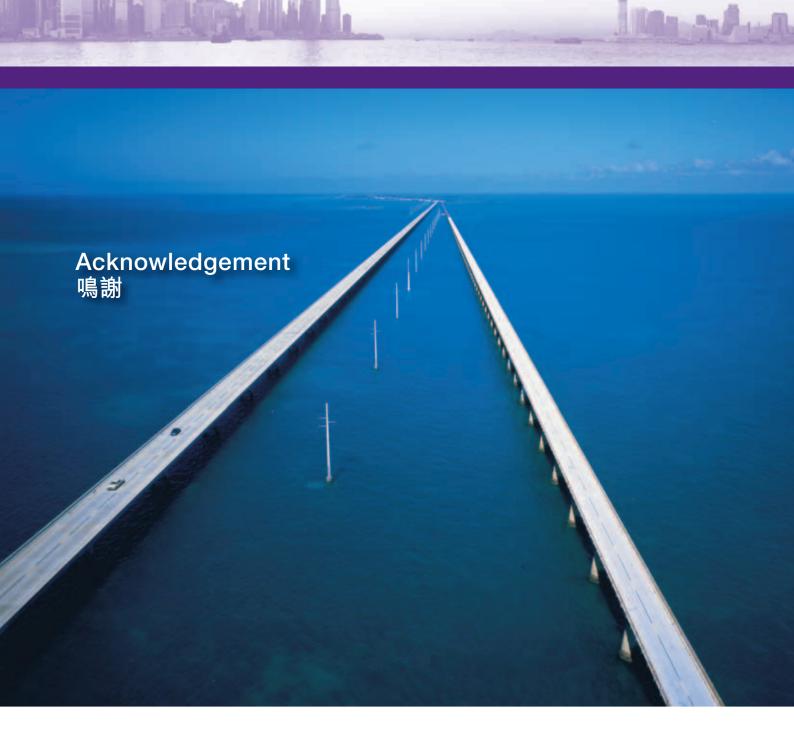
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