

Human Resources

RIGOROUS WORKFORCE PLANNING

As at 31 December 2002, we have a total of 550 staff members. 128 are head office asset management teams and supporting units; 422 are building management, technical and security services staff. In the light of our corporate strategy, specific job functions, including property services with an emphasis on customer relations, were expanded. This is achieved by developing and re-deploying our staff as well as bringing in new people. Senior executives in town planning and property services also joined the Group.

Amidst the challenging business environment, our human resources strategy continues to focus on ensuring that we have the right number of employees with the right skills and attitude to serve our customers and to achieve our corporate objectives. This was achieved by strengthening performance management, developing our talent pool, and fostering staff commitment.

PERFORMANCE MEASUREMENT AND REWARD

We continued our efforts to strengthen our performance management system. As in past years, clear corporate and individual objectives were set. Communications of corporate objectives, including formal and informal briefings by top management, were stepped up; all towards ensuring alignment of corporate and individual objectives.

The appraisal system is further enhanced, emphasizing the need for ongoing and specific feedback.

Hysan has always rewarded our staff based on performance. We further tightened the link between individual performance and reward during the year.

TALENT DEVELOPMENT

We have been broadening our training and development activities across the Group to ensure that we maximise the potential of all our employees and help them achieve their own as well as the Group's business objectives:

- employee involvement – we actively involve our staff in developing our training programmes. Staff representatives are involved in designing the Company-wide customer service enhancement programme. Special cross-departmental task forces were formed in developing new service levels and concierge training. Staff are also involved in the delivery stage, through a “train-the-trainer” approach that we adopt.
- ongoing measurement – effective measurements after training sessions were emphasised. We conducted a series of audit programmes including telephone and client-handling skills audits, the results of which were satisfactory. These were followed up by appropriate feedback and improvement steps.
- Graduate trainee programme – our two-year graduate trainee programme is designed to develop our talent pool through



structured job rotations and project assignments. The programme is now in its fourth year, and the results are encouraging.

- A learning culture – in addition to organizing in-house training courses, the need for individual initiative to learn and develop is stressed and encouraged.

COMMUNICATION AND COMMITMENT

We understand that effective communication is crucial to foster staff commitment to the Group. This is particularly critical in the context of a challenging business environment.

We continue to develop our employee communication programme. This is currently achieved in a number of ways, through formal and informal presentations to employees, updates and publications of result announcements and other important corporate developments, regular newsletters, and gatherings involving senior management.