

“CARING FOR CUSTOMERS: EMBRACING CHANGE” PROJECT MANAGEMENT – EXPERIENCE OF THE HONG KONG HOUSING AUTHORITY

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The Hong Kong Housing Authority is one of the largest public sector clients, providing affordable quality homes for a third of Hong Kong’s population. This paper presents a holistic perspective of our project management experience from feasibility to project completion and beyond. In striving to make the best use of available resources to provide quality housing, we work in partnership with our stakeholders, nurture a people-oriented culture in delivery of our services, and explore innovations in business opportunities, which will benefit the users or enhance our service.

INTRODUCTION

Sparked off by a tragic fire in 1953, it has been more than half a century since the first public housing estate was built and its development since then has been an integral part of Hong Kong’s history. Committed to providing affordable quality rental housing to families in genuine need, the Hong Kong Housing Authority (HKHA) implements public housing programmes within the Government’s overall housing policy framework, from planning and building right through to managing and maintaining public housing estates and ancillary facilities.

We have come a long way from emergency housing for fire victims, through quality housing for caring communities, to sustainable housing for harmonious society. Indeed, Hong Kong has a public housing programme as our society’s pride. In 2006, more than 650,000 families with about two million people, or one third of Hong Kong’s population, enjoy the benefit of living in our public rental housing flats. In spite of these numbers, we still have more than 90,000 applicants on the waiting list. We have been striving to reduce the average waiting time for a public rental flat, by increasing housing production and encouraging upward mobility among existing tenants. We have successfully achieved an average waiting time of less than three years.

Our Vision has always been “to help all families in need gain access to adequate and affordable housing”, and our Mission is–

- To provide affordable quality housing, management, maintenance and other housing related services to meet the needs of our customers in a proactive and caring manner.
- To ensure cost-effective and rational use of public resources in service delivery and allocation of housing assistance in an open and equitable manner.
- To maintain a competent, dedicated and performance-oriented team.

In terms of built quality, we have been making recognizable improvements to the design and construction of affordable public housing. Working in partnership with our stakeholders and making the best use of available resources, we re-engineered our

work process, adopted a series of initiatives to portray the quality roadmap, build smarter and more efficiently, promote sustainability throughout the entire life cycle of public housing developments, inculcate a partnering mindset and nurture a people-oriented culture in our service delivery process.

We motivate contractors towards continuous improvement on productivity and built quality as we partner for change – changing the quality culture and changing the mindset, as we embrace change in tune with the changes of society and people’s aspirations.

REFOCUSING OUR FUTURE DIRECTION

The Housing Department (HD), as the executive arm of the HKHA, is committed to meeting the housing aspirations of the community in managing housing projects. We refocus our direction in tandem with Government’s housing policy to serve the public. We care for our customers as we embrace change.

Repositioned Housing Policy

In November 2002, the Government announced its revised Statement on Housing Policy, which spelt out clearly the future role to be played by the Government in the provision of housing. Under the repositioned housing policy framework, the Government has decided to cease the production and sale of all subsidised flats¹, withdraw from its role as a property developer so as to minimise intervention in the market, reassured that the Government would continue to provide public rental housing to those who cannot afford private rental housing, and endeavoured to keep the average waiting time at three years².

The cessation of the production and sale of subsidised flats affected the financial position of the HKHA, facing a substantial decline in funds available for maintaining a sustainable housing development programme. We had to refocus our future direction and re-align our strategic objectives. To ensure rational use of housing resources, we have taken the following measures -

- Exploring ways to strictly control the construction and management costs;
- Striving to improve its work processes, thus enhancing its efficiency and saving;
- Streamlining the departmental structure;
- Undertaking a review of its Domestic Rent Policy to recommend a rent structure that is affordable, more rational and flexible, and helps to promote long-term sustainability of the public housing programme³; and
- Taking steps to divest its retail and car-parking facilities, on breaking new grounds for additional income.

In face of these changes, we continue with further re-engineering so as to make the best use of available resources to provide quality services to the public. In the ensuing paragraphs, we will walk through our processes and examine how we embrace

¹ The cessation of the production and sale of subsidised flats include Home Ownership Scheme (HOS), Tenants Purchase Scheme (TPS) after the previously announced Phase 6.

² As at 2005/06, the average waiting time for Public Rental Housing is about two years while single elderly applicants only had to wait a year for their allocations.

³ The review will also examine the existing allocation policies of public rental housing, including ways to expedite allocation, lower the vacancy rate, and tighten up on our policies concerning well-off tenants.

change, from initial stage of feasibility studies, master layout, detailed design, tender, construction, completion to management and maintenance.

THE ROADMAP OF PROJECT MANAGEMENT

The Development and Construction Division, being the “project manager” for capital works projects, ensures with reasonable endeavours to achieve the goals of the client. The project manager is to lead, plan, organize and exercise budgetary, time and quality management over the project from start to finish and to deliver the project objectives.

Apart from these typical functions, project management also means risk management, value management and change management. Risk management help identify potential threats to the value, time and quality of the project and take measures to minimise the impact. At crucial milestones, value management assessments may help ascertain the best value of money to evaluate options. Depending on the complexity of the housing project, the lead time from inception to completion ranges from 54⁴ to 66 months⁵. Longer time⁶ is essentially to cater for design and construction complexities arising from transfer structures, building on podium and special site conditions. Over such a long period of time, changes are inevitable. Change management therefore becomes the daily life of a project manager.

In face of major change in policy entailing the fundamentals, the project manager may have to revert to the initial stage and start all over again.

Client Requirements, Feasibility Studies & Conceptual Layout

First and foremost we formulate a client brief together with the planning and development parameters. This requires approval from both internal and external client parties. “Who is our client?” and “Who is our customer?” are frequently asked questions. First we have “internal clients” being HKHA’s various Committees, together with other business divisions of the Department. Next we have “external clients” being other Government Departments that have specific requirements on the proposed housing development and associated premises, as well as potential tenants, local concern groups, District Councillors etc. Consultations and approvals are required throughout the feasibility, master layout, scheme design and detailed design stages.

When changes warrant revisions to the client brief, planning and development parameters, re-submissions will be required, such as revising the carparking and retail provisions by making the best use of spare capacities in nearby estates. So we start again at the very beginning.

Partnership through Teamwork and Community Involvement

Throughout this stage, embracing our 4-C core values of being “caring, customer-focused, creative and committed”, we strive to foster closer partnership with them to address and resolve issues, be they technical, environmental or social. We prepare the feasibility studies by drawing up a project development programme and parameters (including planning and client’s requirements), arrange for interdepartmental

⁴ Based on standard block design with contractors’ design for foundation

⁵ Based on non-standard design with transfer plate and podium structures.

⁶ For development in Scheduled Areas, 2 additional months should be allowed in design and documentation.

circulation, seek public consultation via the District Council of the feasibility study⁷, undertake and monitor other associated tasks⁸. At this stage, the design is still very fluid, and we generate options for evaluation in order to achieve an optimized solution to secure better value for money.

Upon resolving issues arising from consultation, the feasibility studies stage will be completed by obtaining approval to the development proposal comprising development parameters, conceptual layout, cost estimate, development cost ceiling, project programme and financial viability assessment, as well as having the planning parameters endorsed by the District Planning Conference (DIPCON).

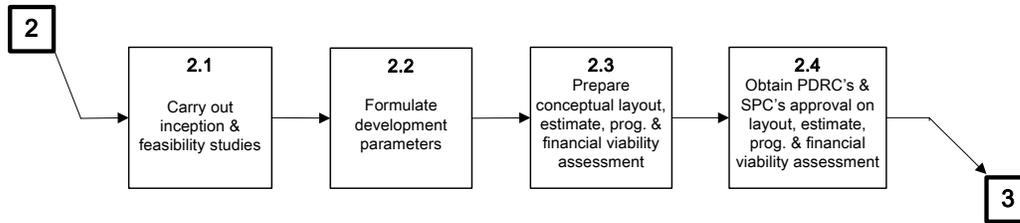


Figure 1: Work flow – Feasibility Study and Conceptual Layout

MASTER LAYOUT TO DETAILED DESIGN

To make the best use of human resource and professional expertise, we share experience in taking forward design development from master layout to detailed design stages. Looking for ways to build smarter and in a more cost-effective manner, we explore innovative design concepts and construction technology. The spirit of innovation, partnering and teamwork is reinforced throughout the process, in search of sustainable development. Micro-climate studies and foundation studies help refine the design, affording better natural lighting, natural ventilation, enhancing liveability and comfort, as well as achieving economies in construction. We develop the scheme design and project budget for approval⁹.

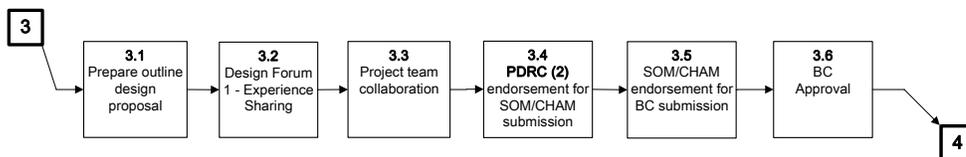


Figure 2: Work flow – Master Layout and Project Budget

⁷ Depending on the complexity of the sites, sensitivities analysis in terms of traffic impact assessment, environmental assessment studies and resumption / rezoning etc. are to be carried out. Value management study may also be conducted for complicated case to determine the optimum development option.

⁸ Other tasks undertaken may include the following:

- Liaise with other departments and utilities undertakers on availability of services and infrastructure;
- Consider phasing of the development;
- Advise outsourcing, if required, such as procurement of professional services at later stages;
- Confirm on requirement for resumption and rezoning, if applicable;
- Commission a tree survey to identify the needs of preservation or transplanting;
- Kick start ground investigation to ascertain geotechnical conditions of the site;
- Arrange for site possession; and
- Tap comments on the architectural and engineering designs from the Architectural Advisory Panel (AVP) and the Engineering Advisory Panel (EAP)

⁹ In conjunction, viability testing for shopping centre, based on the Master Layout Plan vetted by PDRC2 will be submitted to Commercial Properties Committee (CPC) for approval.

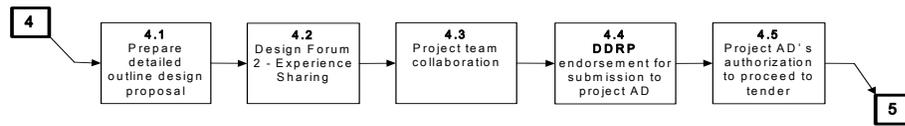


Figure 3: Workflow – Detailed Design and Specification

Following approval by the HKHA’s Building Committee, we develop the detailed design for approval¹⁰ and obtain authorisation to proceed to tender. Quality and sustainability are our prime concerns in serving our community. Here we embrace change and build smart, through a train of initiatives.

Sustainable Design

We develop and translate innovative concepts to pilot studies and then project application. We adopt the sustainable construction strategy balancing social, economic and environmental needs with a view to -

- Promoting healthy living, green environment and sustainable development.
- Continuing to explore various means of energy-efficient design in our projects.
- Adopting Life Cycle Assessment and Costing to select the construction materials that give the best long-term benefits for sustainable design.

Functional and Cost Effective Design

We follow through the concept of “functionality and cost-effectiveness”, optimise the design and enhance cost-effective delivery of service by adopting the following measures -

- To utilise shared and surplus resources in the vicinity;
- To review development densities and catchment areas for community facilities;
- To re-examine standards and building provisions in light of technology advancements to optimize design, construction practices and choice of materials, including a revised system for refuse handling.

Buildability

We use typical flat modules to facilitate mechanized construction even with non-standard design. This allows the use of large panel formwork, pre-casting and prefabrication techniques to improve workmanship of finished concrete, reducing typical cycle time and construction waste. These are not only conducive to improved construction quality, but also better site safety, environmental protection, cost effectiveness and buildability.

We venture into applied R&D for pilot projects if conditions are suitable. For one pilot project, we extend pre-casting technology from facades, staircases and slabs to prefabricated bathrooms, kitchens and structural walls, and increase the use of precast concrete from a normal level of 20% to 65%.

¹⁰ For project with shopping centre, if the results of the financial viability test fail to meet the specified internal rate of return (IRR) threshold, and if the department proposes to proceed with the project, special approval by the CPC has to be obtained before the building tender.

Serving Special Needs in the Community

We care for the needs of the elderly and the disabled, and make every effort to enhance accessibility and provision of facilities¹¹ to enable them to “age in place” as well as caring for the visually impaired. We allow build-in flexibility of internal layout to enable tenants to shape their homes as they see fit, implement “universal design” to cater for tenants regardless of their age and physical conditions.

Response to Heritage and Neighbourhood in Community Housing

We nurture a sustainable community in a redevelopment project. Amongst other environmentally responsible measures, efforts have also been made to-

- Revitalize the old neighbourhood and improve quality of living;
- Enhance community involvement in the planning process and participation of local resident organizations in heritage conservation and community art design; and
- Provide quality and affordable public housing for the target population.

Specification

Pivotal to our quality drive, we have enhanced our performance based Specification Library (2004 edition) to become more user-friendly, with its technical contents being enriched and launched as a web-based system allowing easy navigation.

Regulatory Submissions

We ensure regulatory compliance for our developments, and submit to the Independent Checking Unit (ICU) for checking with standards and practices modelled on those of the Buildings Department.

TENDER

Translating design into reality, we need business partners who are expert builders. Following drawing production and tender documentation, we invite tenders for foundation and building, evaluate tenders and award the contracts. Throughout the tender preparation process, we establish the tender programme concurrent with carrying out or overseeing other tasks¹². Anticipating, accommodating, accepting changes, allowing flexibility, choosing the best procurement route requires proficiency and ingenuity during this stage.

¹¹ Special facilities like tactile guide paths, voice synthesizer inside lift cars, tactile marking and braille letters on call buttons inside lift cars and letter boxes, enhanced lighting at strategic locations, contrasting colours in bollards and thresholds etc. cater for the needs of visually impaired.

¹² Other tasks include a combination of the following:

- Prepare specification;
- Check site availability before tender out;
- Obtain tender estimate
- Determine the form of tender
- Appraise whether pre-qualification or selective tender will be required and for approval, if affirmative;
- Appraise whether technical consideration will have to be enhanced in light of the complexities and project specific requirements, and build in such assessment framework into the tender evaluation process where necessary.

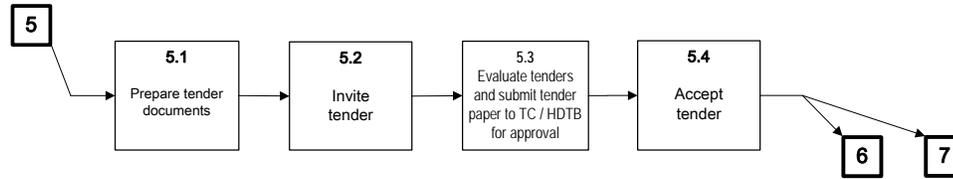


Figure 4: Work flow – Tender

Procurement Principles

We operate a strategic procurement cycle as one of the key processes in ensuring effective delivery of public housing – starting with design and construction through to management and maintenance. We are firmly committed to high quality of works at a fair price, and securing competent, reliable and long-term business partners through equitable procurement operations. In managing the relationships with our business partners, we adopt the six procurement core principles, as follows-

- Safeguard the open and fair competition in the market place;
- Partner in a fair, reasonable and ethical manner;
- Provide effective administration which is accountable and transparent;
- Obtain value for money;
- Incorporate risk management on a holistic basis; and
- Maintain continuous improvement.

Measures to Sustain Quality Performance and Service Improvements

We provide incentives to drive quality; we set a transparent and objective performance and list management system to enable business partners to sustain continuous improvements in both quality of works and delivery of services. Henceforth, the Authority established its own list of Building Contractors in 1990. We provide more tendering opportunities to those who perform better. To this end, we have introduced the following measures -

- Performance Assessment Scoring System (PASS) since 1991;
- Preferential Tender Award System since 1999;
- Strategic Partnering schemes since 2001; and
- Specify value objectives to suit project needs.

All these measures earmark not only our commitment to quality, but also serve as the major vehicles to drive continuous improvements in performance achievements in the long run.

Performance Assessment Scoring System (Building PASS and BSPASS)

We use Building PASS and BS PASS as an objective tool to measure and monitor the performance of contractors and building services nominated subcontractors, in tandem with enhancements of specifications. We establish the ranked score league for conferring tendering opportunities according to their performance track records. With the operation of a reward and penalty mechanism, PASS and its family of Assessment

Systems for different types of contractors like Maintenance, Laboratories, Property Services etc, provides incentive for contractors to do better¹³.

Preferential Tender Award System

We assess tenders not only on the price but performance and technical capability as well. Since 1999, we have been assessing building tenders based on a combined consideration of tender price and performance. By doing so, outstanding performers with higher scores in PASS/BSPASS have a better chance of winning a bid. In 2005, we further enhance the system by adding another component of corporate score, so that contractors would strive hard to achieve good performance all round in order to secure a successful bid.

Strategic Partners

We give recognition to our strategic partners in the pursuit of quality, and we have established the Premier League Scheme for new works contractors since 2001. Contractors with consistently proven records of outstanding performance, solid corporate profile, and a strong commitment to partnering would ascend to the League. This also provides incentive for them to upgrade their professional and technical competency and to invest new technologies. For Maintenance Works, we also operate the Quality Maintenance Contractor Scheme for strategic partners.¹⁴

Alternative Procurement Mode

We have been adopting a traditional design-tender-build system, which has served us well for many years. To enable integration of contractor's expertise and innovation, in 2005/06 we pilot an alternative procurement mode, the Modified Guaranteed Maximum Price/Open Book Contracting model. The contracting model also provides cost saving incentives on the basis of a shared-saving concept and supports better control of subcontracting.

Information Technology System for Counterparty Management

We also embrace the use of Information Technology in a spate of change. We have established our Counterparty Management Information System (COMIS), a web-based platform for managing the departmental procurement process including listing, tendering, performance monitoring as well as contract administration either through direct data input or by interface with other IT systems, such as HOMES. Featuring centralized counterparty database, workflow management engine, document management system and e-communication module, it also serves as a "Housing-to-Business" platform for the interaction among department staff and business partners.

¹³ PASS has been extended to cover nominated building services sub-contracts since 2003. Apart from PASS and BSPASS, which drive the preferential tendering opportunities of new works contractors, we have other monitoring systems for maintenance, namely the Maintenance Assessment Scoring System (MASS) and services contracts, i.e. Property Services Agent Performance Assessment System (PSAPAS).

¹⁴ The Quality Maintenance Contractors Scheme is an advanced pre-qualification exercise promulgated since 2000 to select only those better performing contractors to deliver property maintenance services to the Housing Authority's tenants. The companies in this scheme are recognized as being the Housing Authority's "strategic partners", in pursuit of continuous improvement in customer services, on enhancing maintenance service, workmanship standard and sub-contractor management. Contractors in the scheme enjoy a higher share of workload and greater tendering opportunities in the Housing Authority's annual procurement schedule.

CONSTRUCTION

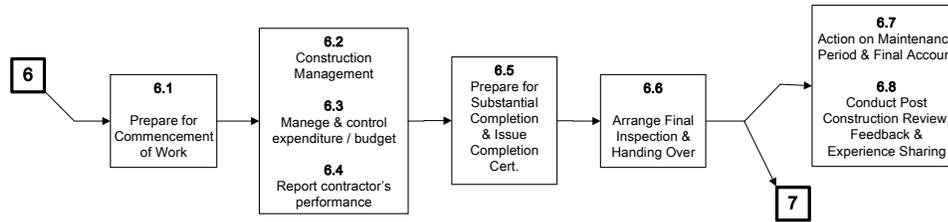


Figure 5: Work flow – Construction of Foundation

The construction stage commences with acceptance of tender. The key objectives at the Construction stage are –

- To arrange for signing of contract;
- To order commencement of work and handover of site;
- To ensure compliance of statutory requirements / ICU instructions;
- To administer the contract according to the terms of the contract;
- To ensure quality of the works;
- To ensure implementation of environmental protection safety measures
- To monitor and control expenditure of the contract;
- To assess variations and to prevent expenditures from exceeding the contract sum;
- To process liquidated damages, as need arises;
- To report the contractor’s performance to the Contractors Performance Review Committee to facilitate counterparty list management, and bonus consideration;
- To ascertain compliance of works with the contract with the contract requirements;
- To administer the terms of the building contract relating to completion of the works;
- To obtain Occupation Permit from ICU; and
- To handover the works to the client body.

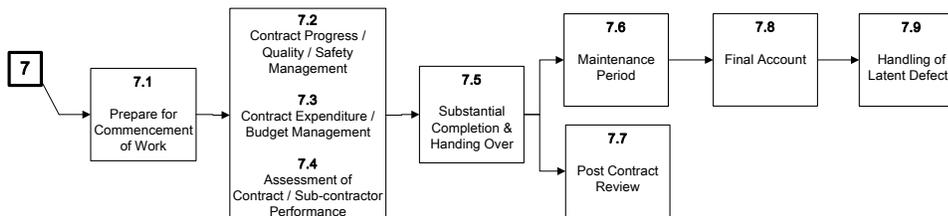


Figure 6: Work flow – Construction of Building

“Coming together is a beginning. Keeping together is progress. Working together is success.”¹⁵ The management of our construction projects is essentially the art and science of managing people and managing change. We adopt a partnership approach with stakeholders in developing and launching new initiatives. We foster a common sense of purpose, a mutual commitment to quality, safety and environmental protection, and the goal to avoid or resolve disputes.

At the contract level, we hold partnering workshops with contractors and stakeholders at contract commencement, with a view to enhancing communication and establishing problem solving mechanisms. Extending this approach, we encourage proactive and strengthen collaboration in avoiding and resolving contract disputes. Following successful application of the Dispute Resolution Advisor System (DRAd) to two pilot projects, we introduced the DRAd as a standard provision in all our building and foundation tenders from April 2004 onwards. The DRAd helps improve communication and address issues promptly, preventing problems from being turned into contractual disputes.

Driving Improvements through Continuous Assessment

We use PASS¹⁶ to benchmark performance of the main contractors, and this can be cascaded to their subcontractors and workers. The comprehensive performance assessments throughout the project help reinforce the quality messages and drive the building contractors including their sub-contractors to improve their performance.

Site Safety

Keeping all construction sites to be safe workplaces is a pre-requisite to enable workers to perform efficiently and productively. It is also an important duty of care undertaken by the HKHA. We believe that quality construction can only be sustained if the Authority's sites are kept safe for work. To this effect, we adopt a site safety strategy, under the five focus areas –

- Accident analyses;
- Tenders and Contracts;
- Sanctions and Incentives;
- Site Related Safety Culture and Safety Systems; and
- Organisations' Safety Culture and Safety Systems.

¹⁵ The quote from Henry Ford, the inventor of automobile mass production.

¹⁶ We operate PASS with an unfolding programme, making improvements incrementally. Throughout the years, PASS has driven effective improvements in works quality, safety and environmental conditions on site, site management and works progress. In response to the ever-changing context, PASS has gone through several rounds of re-engineering to improve its operational efficiency.

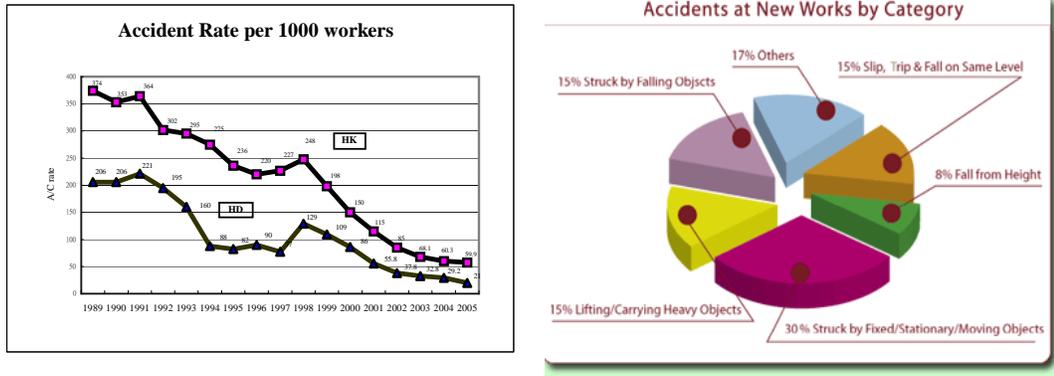


Figure 7: Trend of accident rate indicates continuous improvements in site safety performance on HKHA construction sites

We have been implementing the various initiatives and promoting a safety culture on site for more than a decade with an incremental approach. To improve safety management and safety awareness, especially aligning top management and site management in upholding safety standards, we have specified –

- the Requirement of Green Card/ Silver Card and Trade Tests for workers since 1994 and 1995 to enhance safety training;
- the Safety Plan and Independent Safety Audit for safety management since 1996;
- the Pay for Safety Scheme in all building, foundation, demolition and civil engineering contracts since 2000 with an aim of removing site safety considerations from competitive tendering; and
- the Extension and revision of the Pay for Safety Scheme to become a more comprehensive “Pay for Safety, Environment and Hygiene Scheme” in October 2003 by incorporating aspects related to environmental protection and site hygiene.

Housing Construction Management Enterprise System (HOMES)

Seeking for furthering enhancement of information flow and project logistics management, we have developed our Housing Construction Management Enterprise System, HOMES. It provides versatile tools for monitoring of our housing programme and day-to-day project management like project schedule, progress, budget and expenditure. Besides, the web based IT system provides a knowledge management platform which can facilitate exchange of information and experience sharing.

COMPLETION, MANAGEMENT AND MAINTENANCE

The key objectives of the Project Manager at this stage are –

- To arrange formal handover of the works to the client body;
- To analyse the management and construction of the project, and to evaluate the performance;
- To settle and sign the Final Account; and
- To rectify all latent defects and handle complaints promptly.

In enhancing post completion service, we use a customer-oriented approach to evaluate our performance, which is in turn used as a pointer for our future improvements. Bearing in mind our Core Values and the Mission to provide management / maintenance services to meet the needs of our customers in a proactive and caring manner, we make every effort to create caring community, promote service-oriented management and maintenance practice, foster green living concept and establish a clean living culture.

A Customer-oriented Process

At project completion, the contract team would submit feedback on design improvements and better site management. We also involve our residents in surveys to collect their feedback on newly completed estates, and these statistical data will be useful for our review of flat mix, spatial standards, general estate facilities, domestic flats and communal areas. The process of the surveys is customer-oriented, the database collected provides a gap analysis mapping out design provisions against users' expectations and also serves as an objective basis for analysis and future improvements, essentially laying solid foundation in face of change.

We use the survey findings together with project-based defects reports, media/public complaints and joint site visits as the four keystones for the Post Completion Reviews (PCRs), to diagnose strengths and weaknesses of the completed project, in terms of design, construction quality, maintainability, manageability and functional performance aspects etc. The findings of the PCRs will provide a vehicle for us to identify areas for improving the design and construction management .

Creating Caring Communities

With the establishment of the Estate Management Advisory Committee (EMAC) in 1995, we have provided a platform for tenants' participation in estate management. Each committee consists of the Estate Manager, a District Councillor and representatives from Mutual Aid Committees and residents' associations. It provides a forum to discuss matters of common concerns to tenants, improvement works cum funding and local functions etc. We have made a bold step to bridge the gaps and foster partnership with all stakeholders through the EMAC.

Provision of a Services-oriented Management and Maintenance Service

To instil the sense of quality and commitment to customer services, we are developing a new service-oriented scheme featuring customer focus approach in the implementation of maintenance programmes, to tackle emergencies and enhanced service to tenants' requests for repair, including –

- Implementing a comprehensive Publicity and Tenant Education Plan to educate tenants on proper use of fittings inside flats and public area, motivate tenants' participation in home caring and reporting defects;
- Launching the Total Maintenance Scheme to carry out inspections and maintenance works in all public rental flats;
- Provision of "In-flat Ambassadors" under the Total Maintenance Scheme to provide one-stop and proactive service for in-flat maintenance issues;
- Drawing up Estate Improvement Programmes for major maintenance works to sustain the aged public housing estates which are identified structurally safe;

- Setting up Maintenance Hotline to improve the efficiency in handling maintenance requests and complaints;
- Assigning customer service coordinators to handle public and media enquires promptly and positively; and
- Closely monitoring Property Service Agents and Maintenance Contractors to assure quality service.

These measures will also assist us to manage and maintain our assets with a view to maximising their economic life span and contribution.

Fostering Green Living Concept

Environmental protection is a long-term mission that requires our sustained efforts and residents' full support and active participation. We have been involving the community and our service providers in the promotional activities, such as Green Delight in Estates, the yearly Green Property Management Award and household products design competition, recycling mooncake boxes, waste reduction on World Environment Day, mural painting, green carnivals and Green Trail Walk etc.

Establish a Clean Living Culture

With a view to fostering a clean living culture in estates, we organise yearly Clean Neighbourhood Campaigns in estates and have introduced a Marking Scheme for Tenancy Enforcement against tenants who have caused damage to the environmental hygiene. We have also appointed Drainage Ambassadors to carry out inspections and maintenance for the drainage systems in public housing flats.

KEY SUCCESS FACTORS

Given an overview of our project management experience throughout all work stages, we believe that the effectiveness of our service delivery processes would invariably hinge on the agglomeration of the following key success factors in managing change -

- Partnering through teamwork
- Creating better value in service delivery
- Focusing on sustainability, in alignment with the supply chain
- Providing incentives to service providers to sustain continuous improvements
- Improving quality performance through benchmarking
- Promoting community involvement
- Training and education
- Applying the use of Information Technology

Looking Ahead

The scarcity of land for development and limited resources has already posed a unique challenge to all of us in shaping a quality living environment for our future generations. Our future goals and initiatives will all be based on the principles of sustainable development, which will be applied in policy-making as well as the planning, design, building and management of our work projects – as we embrace change.

In order to create better value in our service delivery, we have to inculcate a true partnership mindset among stakeholders, bridging the gaps between visionary statements and field practice, nurturing a people-oriented culture in all the services that we render, continuing to uphold and improve our performance to meet society's aspirations, and look for innovations which will benefit the users or enhance the process.

We will be striving to make the best use of available resources to provide quality housing and services to the public. On the premise of maintaining our operational efficiency, we will continuously look for opportunities to create value for money in our procurement cycle, facilitate efficient construction, enhance our service quality, and ensure low maintenance and effective operation in the long run.

We continue to embrace change in all our endeavours in project management, with our commitment, creativity and care for customers.

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