

# 署長的話

## MESSAGE FROM THE DIRECTOR

機電工程署(機電署)的規管服務和營運服務在2015/16年度的整體表現理想。在規管服務方面，涉及機電安全的事故持續處於低水平，而推廣能源效益的工作亦有不俗進展。營運服務的總收入為57.64億港元，收入回報率輕微下調至4.8%，符合我們「微利營運」的原則。

Both Regulatory Services and Trading Services under the Electrical and Mechanical Services Department (EMSD) saw remarkable performance in 2015/16. Our Regulatory Services recorded a continuously low level of E&M incidents while good progress was made in promoting energy efficiency. Our Trading Services posted HK\$5,764 million in total revenue, and its return on revenue saw a slight decrease to 4.8%, which was consistent with our “slim-profit” principle.

陳帆太平紳士

Mr Chan Fan, Frank, JP

機電工程署署長

機電工程營運基金總經理

Director of Electrical and Mechanical Services

General Manager, Electrical and Mechanical Services Trading Fund



### 與時並進 安全至上

我們一直致力提升本港的機電安全，務求市民安全安心。各類機電安全的事故數目持續下降，反映規管服務過往積極向各界宣傳安全信息的努力奏效。近年，我們開展不同形式的活動和計劃，期望提升機電安全之餘，亦同時促使業界改善機電服務的質素，達到兩者相互益彰的效果。去年，我們推出「優質升降機服務認可計劃」及「車輛維修工場自願註冊計劃」，得到各界鼎力支持，成績令人鼓舞。

鐵路安全是規管服務去年的另一項重點工作。隨着多個新鐵路項目相繼進入完工階段，審批和巡查的工作量日益增加，而鐵路安全亦逐漸成為市民關注的議題。規管服務轄下鐵路科已在去年增加人手，包括開設兩個首長級職位，為迎接新挑戰作準備。鐵路科將繼續與本港、內地及海外的鐵路機構保持聯繫，掌握鐵路安全標準的最新發展，做好把關工作，讓市民安心享受鐵路新里程。

縱使本港整體的機電安全表現良好，但經濟、科技以至文化轉變所衍生的風險依然不容忽視。年內，我們修訂《電力(線路)規例工作守則》，旨在配合最新的技術及安全要求，提升電力安全。去年的黃大仙車房爆炸事故，引起市民對石油氣車輛維修的關注。有鑑及此，我們已加大力度，全面監察市面石油氣燃料缸的維修及覆檢情況。規管服務將密切留意行業生態及社會文化等轉變，適時調整規管策略。

### KEEPING UP WITH THE TIMES PUTTING SAFETY FIRST

We have always endeavoured to enhance E&M safety in Hong Kong to bring peace of mind to the public. Efforts by our Regulatory Services over the years to promote E&M safety to the community have proved effective, evidenced by the continued decline in the number of E&M incidents. A diverse range of activities and programmes have been launched in recent years, not only to enhance E&M safety but also encourage the trades to improve their E&M service quality, achieving “win-win” for all. Last year we launched the Quality Lift Service Recognition Scheme and the Voluntary Registration Scheme for Vehicle Maintenance Workshops, both greeted with overwhelming support from many sectors in the community. The results are most encouraging.

Another focus of Regulatory Services last year was railway safety. Multiple new railway projects approaching completion has brought us increasing workload in vetting and inspection, while railway safety has also become a subject of increasing scrutiny by the public. To get ready for these challenges, the Railways Branch under Regulatory Services has stepped up its manpower last year, including the addition of two directorate posts. The Railways Branch will continue to stay in close touch with railway organisations in Hong Kong, the Mainland and overseas to keep abreast of the latest developments in railway safety standards. It also strives to become an ever more effective gatekeeper so that the public may enjoy a safe journey as a new chapter of railway development in Hong Kong unfolds.

Though Hong Kong performs well in overall E&M safety, we should not overlook the potential risks from economic, technological and cultural shifts and changes. During the year, we revised the Code of Practice for the Electricity (Wiring) Regulations to comply with the latest technology and safety requirements and enhance electrical safety. The explosion last year at a vehicle maintenance workshop in Wong Tai Sin triggered considerable public concern about the maintenance of LPG vehicles, and we have promptly stepped up our work to monitor the overall maintenance and revalidation work of LPG cylinders on the market. The Regulatory Services will continue to keep track of changes in the trade's practices and shifts in social trends, so as to adjust our regulatory strategies in a timely manner.



## 署長的話

## MESSAGE FROM THE DIRECTOR

## 相濡廿載 共創價值

2016年，機電工程營運基金踏入20周年。憑藉前人的帶領，同事的拼勁，營運基金能夠走到今天，我們感恩。自營運基金成立那一刻開始，我們便踏上逆境求存的旅程。我們的業務組合沒有專營權，亦不受保護，市場上提供同類服務的公司多不勝數。物競天擇，適者生存。求存路上，我們毅然改變個人心態、思維，以至企業文化。今天，我們視工作為業務，工作增加等同業務增長；我們視客戶為伙伴，以專業、謙卑的態度去提供服務。

經歷多年的洗滌沉澱，我們建立以人為本、以公眾價值為前提的信念。以往，營運基金曾視回報率為營運指標，但其後我們明白，若從客戶的錢包多取分毫，客戶就少了經費，市民也就少了服務。因此，我們近年採納「微利營運」的方針，讓客戶保留更多資源投放其核心服務。微利營運猶如航空母艦在淺水區作業，營運基金所有人員將必須保持警覺，積極控制成本，持續提升生產力。

當下科技迅速發展，營運基金生存的方程式亦不再一樣，我們正探求以更科學化的管理方法應對挑戰。年內，我們推出「知識群體網站」方便員工網上知識共享，並着手建立員工才能矩陣，提升同事的專業能力。我們開展「顧客為本電子平台」的籌備工作，運用流動資訊科技持續優化客戶服務。我們亦繼續協助客戶為其機電設施取得ISO 55001資產管理認證。營運基金將深化新科技的應用，例如綜合樓宇管理系統、建築信息模擬技術等，務求進一步提升服務水平，為營運基金的下一個20年做好準備。

## CREATING VALUE TOGETHER — 20 YEARS ON

2016 marks the 20th anniversary of the Electrical and Mechanical Services Trading Fund (EMSTF). We are thankful for everything that has enabled us to become what we are today, which would not have been possible without the leadership of our predecessors and the commitment of our colleagues. Ever since the establishment of the EMSTF, we have embarked on a journey of struggles to survive adversity. Our portfolio of services is not franchised, nor is it protected. What stands before us is fierce competition from numerous companies offering similar services. Knowing that only the fittest survive, we have promptly and resolutely transformed our attitude, mindset and corporate culture. Today, increase in workload bears a positive meaning of business growth. Clients are regarded as partners, to whom we serve with professionalism and humility.

Years of deep reflection and immersion in such a culture has enabled EMSTF to build a people-oriented belief on the basis of creating public value. There was a time when we regarded the rate of return as EMSTF's primary target, only to realise later that a dollar taken from our clients was a dollar less for the clients' provision of services for the public. We have therefore changed course in recent years to adopt a "slim-profit" model to enable our clients to retain more resources for their core services to the public. Running an operation with the slim-profit model is very much like steering an aircraft carrier in shallow waters. It is a manoeuvre that demands our full attention, we must strive to control operating cost and continuously raise productivity.

Rapid technological advancements these days means that EMSTF must adopt more scientific management methods to address impending challenges. During the year, we launched the "Knowledge Communities" website to facilitate online information sharing among colleagues and have begun to establish our Staff Competency Matrix to enhance staff professional capacity building. We have also commenced the preparatory work to set up a new "Customer-Centric e-Platform" which aims to improve customer service through the use of mobile information technology. We have continued to assist our clients in certifying their E&M facilities to ISO 55001 standard. The EMSTF will further promote the application of new technology, such as integrated Building Management System and Building Information Modelling technology, in a bid to take its services to a higher level and pave the way for its next 20 years.

## 節能減碳 續建綠城

部門去年的能源效益推廣工作饒有成果。我們推出《建築物能源效益守則》及《能源審核守則》修訂版，冀能進一步減少建築物的耗電量。「強制性能源效益標籤計劃」的新評級標準亦已正式實施，收緊三類電氣產品的能源效益要求，鼓勵市民選用更節能的電器。適時提升標準和修訂守則，均有助我們的節能策略與世界接軌。

我們支援環境局推行「全民節能」運動，舉辦多項大型青少年活動宣揚節約能源的訊息。以「慳電熄一熄青年獎」為例，超過2 000名青少年組隊參加，並聯同家人一起節能，而入圍隊伍更獲邀分享他們的節能妙法。另一活動「新能源、新世代」太陽能車設計比賽吸引逾百名中學及大學生參加，親自設計、製作和駕駛太陽能車，相信他們可從中獲得寶貴的經驗和啟迪。

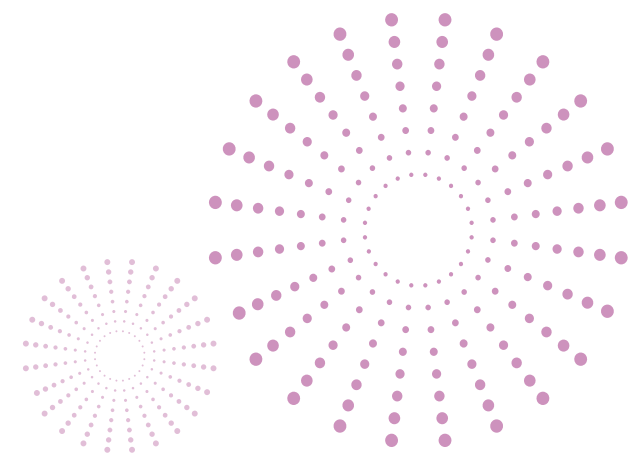
聯合國氣候變化大會確認落實《巴黎協定》，195個國家允諾共同遏止全球暖化，為應對氣候變化邁出了歷史性的一步。作為國際城市，香港的能源強度雖然已較許多歐盟和亞太地區為低，但面對全球性的氣候變化問題，香港亦不能放緩節能的步伐。我們會繼續推廣節能，朝着減少能源強度的目標進發，為香港構建低碳宜居的環境。

## ON WITH OUR COURSE TO A GREEN COMMUNITY

Our Department's work in promoting energy efficiency was fruitful last year. We published the revised Building Energy Code and Energy Audit Code with a view to further reducing electricity consumption of buildings. To encourage consumers to use more energy-efficient electrical appliances, we implemented new grading standards under the Mandatory Energy Efficiency Labelling Scheme to tighten the energy efficiency requirements of three types of electrical products. Reviewing the codes and standards in a timely manner is important to help align our energy saving strategies with global trends.

We supported the Environment Bureau in launching its "Energy Saving for All" Campaign via large-scale youth activities to publicise energy saving. Take for example our Youth Energy Saving Award, which attracted over 2 000 young people to team up and work hard on energy saving projects with their family, and shortlisted teams were invited to share their energy saving insights. Another featured activity, the New Energy New Generation Solar Car Competition, attracted more than 100 secondary and tertiary students to participate. Having designed, produced and drove their own solar cars, the participants should have gained a valuable and inspiring experience.

The United Nations Climate Change Conference has adopted the Paris Agreement where 195 countries have committed themselves to limit global warming, a historic step in combating climate change. As an international city, Hong Kong's energy intensity is low compared to many of our counterparts in the EU and Asia-Pacific, yet in the face of global climate change, there is no reason to ease our pace of energy saving. We shall continue to promote energy saving and move towards the goal of reducing energy intensity, with a view to creating a low-carbon and livable environment for Hong Kong.



## 署長的話

## MESSAGE FROM THE DIRECTOR

## 薪火相傳 延續傳奇

去年是機電署技術人才培訓計劃60周年紀念，標誌着本地機電業發展邁進重要里程。自1955年以來，我們一直肩負培訓機電人才的使命，為有志投身機電業的年青人提供學習、實踐、發展事業以至追尋夢想的機遇。歷屆畢業生在社會不同崗位，默默守護機電設備，令東方之珠得以閃耀璀璨。他們的奮鬥故事是香港發展歷程的寫照。

2016年年初的「教育及職業博覽」中，我們伙同業界及其他政府部門，以「機電大街」的展覽方式宣傳機電業的培訓計劃，除了鼓勵年青人入行外，亦希望增進社會對機電業的認識。未來五年，我們計劃動用超過六億港元，培育千多名機電技術員，配合業界及社會的長遠發展。自然資源匱乏的香港成功在於優秀的人力資源，而讓技術和知識承傳亦正是長流不息的工作，任重而道遠。

自七十年代起，香港經濟騰飛，大量基礎建設相繼落成。時至今日，不少機電設備已經使用超過40年，妥善維護和適時更新這些設備，對香港的可持續發展尤為重要。展望將來，香港正邁向低碳、智慧型都市進發，為我們帶來機遇和挑戰。我們的發揮空間會變得寬廣，但肩上的擔子亦同時變得沉重。無論如何，我們定必毋忘初衷，緊抱信念，繼續以專業及勇於承擔的態度，持續優化機電資產管理，推動社會發展，延續香江傳奇。

## PASSING THE TORCH TO FURTHER THE LEGACY

Last year was the 60th anniversary of EMSD's Apprentice Training Scheme, an important milestone in the development of the E&M industry in Hong Kong. Ever since 1955, we have acted on our mission to train E&M talent by providing opportunities for young people interested in the E&M trade to learn and practise, and to pursue their careers and dreams. Over the years the graduates have devoted themselves to maintaining E&M facilities in their respective roles in the community, so that the Pearl of the Orient might continue to flourish and shine. Their stories capture the history of Hong Kong.

At the Education & Career Expo held in early 2016, we partnered with the E&M trade and other government departments to promote E&M training schemes using the "E&M Street" theme. In addition to encouraging young people to join the E&M industry, it is our hope that the public could better understand the trade. We also earmarked HK\$600 million in the next five years to train over a thousand E&M technicians to meet the long-term development of the trade and the community. Lacking natural resources, Hong Kong's success hinges on its quality human capital, and the effective transfer of skills and knowledge is in fact an important, never-ending task.

Hong Kong's economy took off in the 70s, and major infrastructure have come on stream ever since. Today, most of the city's E&M facilities have been in service for over 40 years. Their proper maintenance and timely upgrading are crucial to the sustainable development of Hong Kong. Looking ahead, Hong Kong is now on the course of transforming itself into a low-carbon smart city, bringing both opportunities and challenges. With a broader horizon for our future development comes greater responsibilities. In any case, we must not forget our original mission. We must hold on to our conviction and values, and continue to enhance E&M asset management with professionalism and commitment. We shall keep working to promote social progress and further the city's legacy.

## 致謝

我謹此向市民、客戶、業界、員工和各持份者致以衷心謝意。我亦十分感謝各政策局及政府部門給予的支持，以及傳媒、立法會議員及公眾人士對我們的持續監察。我們將繼續盡心竭力，以行動回應客戶和市民的期望。



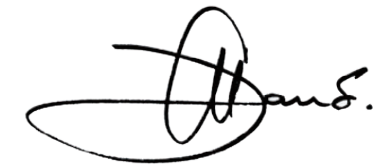
## 陳 帆

機電工程署署長

機電工程營運基金總經理

## VOTE OF THANKS

We would like to express our sincere thanks to the public, our clients, the trades, our staff and all stakeholders. Our appreciation also goes to various policy bureaux and other departments for supporting our work. We must also thank the media, the lawmakers and the public for their ongoing scrutiny. We shall endeavour to meet the expectations of our clients and the public via outstanding performance.



## Chan Fan, Frank

Director of Electrical and Mechanical Services

General Manager, Electrical and Mechanical Services Trading Fund





## 署長與年青同事對話

## DIALOGUES BETWEEN THE DIRECTOR AND OUR YOUNG STAFF



**署長：**  
**Director:** 身為公務員，代表了……  
Being a civil servant means ...

**年青人：**  
**Young people:** 我們對部門有歸屬感及負責任，時刻警惕自己必須公正、廉潔，盡心盡力為市民提供服務。  
We have developed a sense of belonging and responsibility towards the Department, and we must always keep in mind that we should discharge our duties fairly, justly and with integrity while serving the public.

**署長：**  
**Director:** 最能鼓勵年輕職員的是……  
Young staff is best motivated by ...

**年青人：**  
**Young people:** 上司衷心讚賞，最能鼓勵年輕職員。團體活動，例如訓練營、體育及康樂活動等，亦能鼓勵年輕職員。  
Praise from supervisors is always the best. Group activities like training camps, sports and recreational activities are useful as well.

**署長：**  
**Director:** 你對十年後的機電署、自己有什麼願景？  
Visualise EMSD and yourself, ten years from now ...

**年青人：**  
**Young people:** 在市民眼中，我們這一代思想較開明。我們定能帶領機電署做得更好，而機電署將更為市民所認同，亦有更大的發展空間。  
To the public, we are the generation who is more open-minded, so we should be able to lead EMSD to do better. EMSD will be more widely accepted by the public and enjoy more rooms for development.



**年青人：**  
**Young people:** 機電署的未來發展是……  
What will EMSD be like in the future?

**署長：**  
**Director:** 過往規管服務憑藉清晰目標，經歷了不少風浪，未來應能平穩發展。營運基金方面，我們持續加強人才培訓，提升生產力，應付日益增長的業務。  
With well-defined objectives, our regulatory services went through many ups and downs and challenges in the past years. Its future development is expected to be stable. For EMSTF, we have been working on capacity building, as well as increasing productivity, to cater for the growth in business.

**年青人：**  
**Young people:** 若營運基金業務持續增長，可如何處理？  
What is our plan if EMSTF's business keeps growing?

**署長：**  
**Director:** 除了增聘更多公務員外，我們亦增加見習技術員，確保人才供應穩定。員工退休後的職位空缺，亦迅速填補。我們亦會靈活運用市場力量，萬一業務有所流失，營運基金可以將外判服務轉化內部處理作為緩衝。  
Apart from recruiting more civil servants, we have increased the Technician Trainee intake so that there is a steady stream of new blood. Vacancies from retirees are also filled up promptly. We would be more flexible in using resources available in the market. Instead of outsourcing, we may use in-house staff to provide services as a buffer to deal with fluctuations in business.

**年青人：**  
**Young people:** 如何令員工深入理解部門的服務信念？  
How to strengthen colleagues' appreciation to the Department's service value?

**署長：**  
**Director:** 事實上，各部別的職責範圍甚廣，要概括一個適用於各部別的信念實在不易。若我們能有一套容易讓員工秉承及理解的服務信念，那將更加理想。  
In fact, our portfolio is diverse so it is not easy to come up with a service value that applies to all. Ideally, we hope to develop a set of service values that can be easily related to and comprehended by our staff.

