



營運廿載 源於心 役於人
機電未來 續創新 惠及民

Serving with Care and Innovation
20 Years and Beyond

政務司司長 於2016年9月15日機電工程營運基金20周年感恩典禮致辭

SPEECH BY THE CHIEF SECRETARY FOR ADMINISTRATION AT EMSTF 20TH ANNIVERSARY THANKSGIVING CEREMONY ON 15 SEPTEMBER 2016

很高興出席機電工程營運基金20周年慶典，祝賀基金邁向新里程。

我與機電工程營運基金甚有淵源。在九十年代我任職財政科(即現時的庫務局)，負責策劃公營服務改革政策，見證營運基金的成立。當時我們引進「營運基金」的概念，是希望針對某些有商業運作性質的公營服務，以更貼近市場的模式營運，加強部門的自主和靈活性，改善工作效率和服務質素。

轉眼間，機電工程營運基金已成立20年。在這20年裏，基金曾經面對業務流失的風險，經歷2003年「沙士」的衝擊，但仍能夠成功協助特區政府舉辦一些重要大事，包括2006年世貿部長會議和2008年奧運馬術項目，也與其他部門合力完成了多項基建項目，包括近年順利投入運作的郵輪碼頭、北大嶼山醫院和消防及救護學院等。自2002年起，各政府部門可自行決定是否繼續使用營運基金的服務，或選用其他服務供應商。這改變雖然進一步引入競爭，但基金憑藉盡責、可靠、專業的一站式服務，已成為客戶部門最信賴的伙伴。

機電營運基金20年來的財務表現一直符合財政司司長所釐定的指標。業務亦一直保持穩步發展，範圍更推展至節能技術等領域。儘管基金的人手編制由1996年的5 000多人調整至2016年約4 300人，但基金總收入在2015/16年度達57億元，較1996/97年度的25億元，增長超過一倍。更令人感到鼓舞的，是基金近年的客戶意見調查，客戶滿意指數達到等於以100分為滿分的81分，這個歷史新高，比基金成立初期高出三成。近年的員工滿意度調查結果，比起1997年時亦提升了20%。這些不同表現數據，反映基金不斷提高生產力及客戶服務的成果，亦顯示出員工上下一心，為業務持續發展而努力。

機電工程營運基金靈活創新，多年來透過持續改善管理策略，不斷提高生產力和服務質素，使公共資源得以有效運用。機電工程署能夠成為第一個政府部門獲得品質、環保和職安綜合管理系統的企業認證，也是首個政府部門贏得香港管理專業協會的「優質管理金獎」，可說實至名歸。另外，機電工程署在工程技術發展方面，先後取得有關機電設施保養技術的專利，以及建造業議會建築信息模擬(簡稱BIM)的創新建造獎，現時正為BIM應用於機電設施保養的相關技術申請專利。



在環保與持續發展方面，機電工程營運基金一直在轄下辦公地方進行設施和系統優化。機電署總部大樓成為首幢政府建築物獲得「綠建環評」鉑金評級，為實踐綠色作業起示範作用。與此同時，基金的專業人員積極協助客戶節能減排，多年來為各政府部門，合共節省多達16%的耗電量。基金今年再為客戶部門建議引入更多高能源效益的機電設備，配合政府新一輪減少5%耗電量的政策。

機電工程營運基金雖然以商業模式運作，但仍以公眾利益為先。現時政府推行「0-1-1」的財政節約方案，並不包括營運基金，但機電工程營運基金主動於2016/17年度下調收費，將提高生產力的成果回饋客戶，讓客戶保留更多資金加強核心服務。除此之外，基金更計劃在未來五年動用超過六億元，培育1 000多名機電人才，配合香港的長遠發展。

基金現時聘用超過200名殘疾人士，佔基金全體員工達4%，體現「傷健共融」。我身旁的咖啡店，是基金去年特別騰出空間，讓社會企業經營的，為殘疾人士提供工作機會，協助他們融入社會。由此可見，基金除了專注於業務之外，亦以關懷共濟的精神，致力履行企業社會責任。

機電工程營運基金經過20年的努力，蛻變成為客戶的可靠伙伴，不斷改善效率及提升服務質素，達到政府當初建立營運基金的目的。我期望基金繼續以靈活創新、持續發展和關懷共濟的信念，為社會的進步共融作出貢獻。

在此祝願機電工程營運基金今後發展更上層樓，各位同事工作愉快。

今天適逢中秋佳節，祝各位闔家安康，人月兩圓。

林鄭月娥
政務司司長

機電工程署署長 於2016年9月15日機電工程營運基金20周年感恩典禮致辭

SPEECH BY THE DIRECTOR OF ELECTRICAL AND MECHANICAL SERVICES AT EMSTF 20TH ANNIVERSARY THANKSGIVING CEREMONY ON 15 SEPTEMBER 2016

感謝大家在百忙中抽空出席機電工程營運基金20周年感恩典禮。感謝大家對我們的愛護、支持。感謝張局長，韓秘書長對我們的信任、指導。特別感謝林鄭司長多年來對我們的關懷、勉勵。

憑藉前人的帶領，同事們的拼勁，機電工程營運基金能夠走到今天，我們感恩。回顧當年很多同事都反對推行營運基金，甚至質疑背後動機。在疑惑不安的陰霾下，我們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的是，物競天擇，適者生存。從此，我們從個人心態、思維，以至企業文化都變得不一樣。我們視工作為業務，工作增加變成業務增長；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，我們也曾以回報率作為營運表現的指標。但我們明白到：如果我們從客戶的錢包多取分毫，客戶就會少了經費，市民大眾就會少了服務。現時，我們採納「微利營運」的方針，讓客戶保留更多資源投放其核心服務，利惠市民。營運基金以微利營運猶如航空母艦在淺水區作業，基金所有人員都必須時刻保持警覺，積極控制成本，持續提升生產力。微利營運雖然有擱淺風險，但我們願意接受挑戰，為社會創造公眾價值。

作為公營部門，追逐盈利從來都不是我們的目的。廿年來，營運基金整體生產力提升超過30%。我們將成果回饋客戶，緩減服務收費上調對客戶帶來的財務壓力。每當客戶出現周轉困難，我們都會靈活應對。當年為奧運馬術比賽提供技術支援，我們在分毫未收的情況下，調動資源全力以赴。當救護車隊因老化影響救援服務，我們不計成本為車隊更新配件，與客戶患難與共。當財政預算案遭遇拉布，我們不但暫緩收費，更退還已收款項，與客戶共渡時艱。

營運基金的存在價值是透過服務，提升市民生活質素。機電服務與市民生活息息相關，涵蓋全港公共設施。因應不同的服務，我們的業務單位有各自的服務信念，讓同事清楚明白服務背後所蘊含的意義和使命，付諸實踐。在醫院產房的同事致力確保醫療設備精準可靠，讓充滿期盼的父母安然迎接小生命的來臨；在展覽場館的同事會盡一切努力讓市民在舒適環境下欣賞展品，同時嚴格監控溫度、濕度和燈光，確保珍貴的展品不受損害；支援紀律部隊的同事，首要任務是確保所需裝備時刻待命、不容有失。為了不負使命，我們日夜守護機電設備，用行動回應客戶和公眾期望。

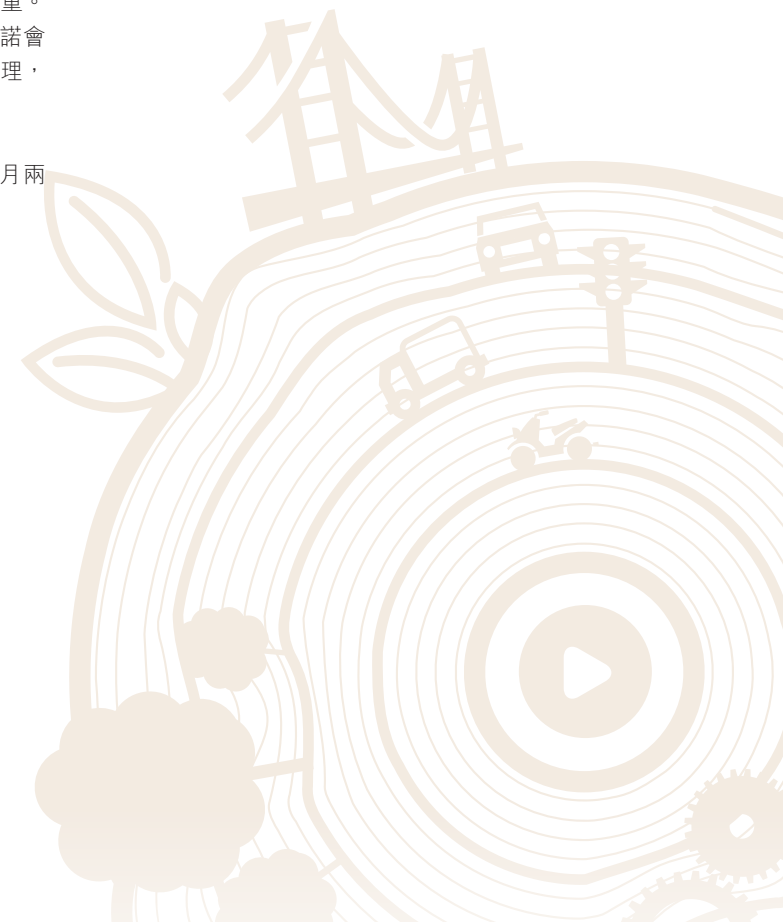


香港自七十年代騰飛，大量基礎建設相繼落成。時至今日，不少機電設備已經年過40。妥善維護及適時更新，對香港的可持續發展尤其重要。展望將來，香港正邁向低碳、智慧型都市進發，為營運基金帶來機遇和挑戰。我們的發揮空間會變得寬廣，但同時肩上的擔子亦變得沉重。但無論如何，我們定必毋忘初衷，緊抱信念。我們承諾會繼續以專業、勇於承擔的態度，持續優化機電資產管理，推動社會發展，延續香江傳奇。

今日適逢中秋佳節，我衷心祝願各位家庭幸福，人月兩圓！

多謝各位。

陳帆
機電工程署署長
機電工程營運基金總經理



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OUR FIRST 20 YEARS: MILESTONES

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前機電工程署署長

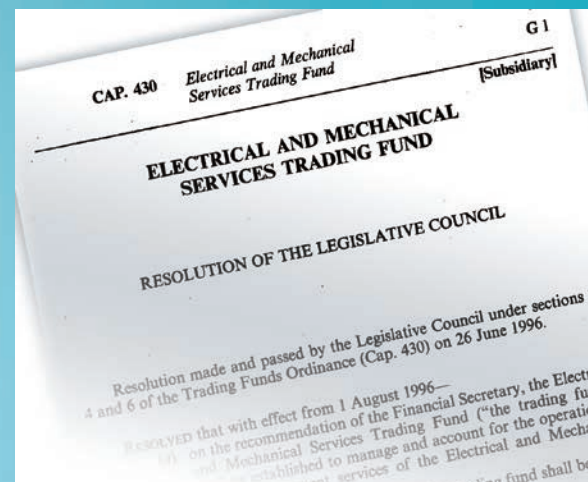
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機電工程營運基金的員工
EMSTF STAFF

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機電工程營運基金的客戶
EMSTF CLIENTS



1996

機電工程營運基金隨着《營運基金條例》於1996年6月通過而成立，以自負盈虧的方式為政府決策局、部門及自主機構提供機電工程服務。

The Electrical and Mechanical Services Trading Fund (EMSTF) was established following the enactment of "Trading Funds Ordinance" in June 1996, to provide E&M services to government bureaux, departments and autonomous bodies on a self-financing basis.

首度20載：里程碑

OUR FIRST 20 YEARS: MILESTONES

1997

由獨立市場調查公司進行首次調查，了解客戶及員工的需要。調查後來成為定期「客戶意見調查」及「員工滿意度調查」，促進提升我們的服務質素。

Commissioned independent market research firms to conduct first survey on clients' and staff's needs. The survey was later developed into regular "Customer Opinion Survey" and "Staff Satisfaction Survey" to facilitate our further service improvement.

.....



1998

成為首個獲得香港服務業生產力獎的政府部門。

The first government department to win the Hong Kong Award for Services (Productivity).



1999

成為首個獲得ISO 9001品質管理系統企業認證的政府部門。

The first government department to obtain the Corporate Certification for ISO 9001 Quality Management System.

.....



2000

成為首個獲得ISO 14001環境管理系統企業認證的政府部門。

The first government department to obtain the Corporate Certification for ISO 14001 Environmental Management System.

2001

建立「抱負、使命與信念」，以配合長遠策略目標，更適切地反映企業文化，以及為日後的營運和發展提供指引。

Developed Vision, Mission and Values to align with its longer-term strategic goal, better reflect the corporate culture and guide future operation and development.

在職安健管理方面有顯著進步，獲得OHSAS 18001職業健康及安全管理系統認證。

Obtained the OHSAS 18001 Occupational Health and Safety Management System Certification for its significant improvement in occupational health and safety management.

首度20載：里程碑

OUR FIRST 20 YEARS: MILESTONES

2002

全面開放市場，完成自1999年起逐步與客戶脫鉤。

Opened up market fully after phased untying of customers from 1999.



2003

與客戶緊密協作，對抗「沙士」。

Worked closely with clients to combat SARS.



2004

成為首個採用嶄新企業管理電腦系統的政府部門，進一步加強財務管理、日常營運和客戶服務。

The first government department to adopt a new Corporate Computer System to further enhance its financial management, daily operation and customer service.



2005

遷進九龍灣總部，大樓配以嶄新設施結合先進環保技術，提高內部溝通和運作效率。

Relocated to the New Kowloon Bay Headquarters Building equipped with environmental protection technology, enhancing internal communications and operational efficiency.



2006

成為首個政府部門奪得香港管理專業協會優質管理獎金獎，優質服務獲得表揚。

The first government department to win the Hong Kong Management Association Total Quality Management Gold Award in recognition of its high-quality services.

2007

營運基金如期完成深港西部通道多種機電裝備測試工作，以慶祝香港回歸祖國十周年。

Commissioned the E&M installations of the Hong Kong-Shenzhen Western Corridor timely to celebrate the 10th anniversary of Hong Kong's return to Chinese sovereignty.



2008

為2008北京奧運馬術賽事提供「零瑕疵」項目管理和全面的通訊科技服務。

Supported the Equestrian Events of the 2008 Beijing Olympics with "zero-defect" project management and comprehensive information and communication technology (ICT) services.

2009

逾230位營運基金員工為香港東亞運動會提供專業支援。

Provided engineering support to Hong Kong East Asian Games with more than 230 EMSTF Staff.



2010

新小蠔灣數據中心的資訊保安管理系統達到世界標準，取得ISO 27001認證。

Obtained the ISO 27001 certificate for the world-class information security management system of the new Siu Ho Wan Data Centre.

修訂「抱負、使命與信念」宣言，致力提供優質機電工程服務，精益求精，以提升市民的生活質素。

Revised the Vision, Mission and Values statements with a view to improving the quality of life for the community through continuous enhancement of our E&M engineering services.

2011

為水警總區研發的中央指揮系統，贏得「2011香港資訊及通訊科技獎」的全年大獎、最佳公共服務應用大獎及最佳公共服務應用（電子轉化）金獎。

Won the Award of the Year, Best Public Service Application Grand Award and Best Public Service Application (Transformation) Gold Award at the Hong Kong ICT Awards 2011 for the Central Command System developed for the Marine Police.

2012

透過成立香港機電業推廣工作小組向年青一代推廣機電行業。

Set up the Hong Kong E&M Trade Promotion Working Group to promote electrical and mechanical engineering career to the young generation.

2013

與香港機場管理局共同設計的跑道燈固定電流調節器測試平台榮獲專利。

Obtained a patent on the constant current regulator testing platform jointly developed with Airport Authority Hong Kong.



2014

成功為不同的機電設備取得ISO 55001資產管理標準認證，加強資產管理的能力。

Obtained the ISO 55001 certificates for various E&M systems to further enhance our asset management competence.



2015

取得ISO 50001能源管理系統認證，顯示能源管理工作獲得認可。

Obtained the ISO 50001 Energy Management System Certification for its efforts in energy management.



2016

機電署總部大樓獲得香港綠色建築議會所頒的「綠建環評既有建築」的最終鉑金級認證，以及「綠建環評社區」先導評估的鉑金級認證。

The EMSTF Headquarters Building was awarded BEAM Plus Existing Buildings Final Platinum Rating and a Platinum rating for the BEAM Plus Neighbourhood pilot-assessment from the Hong Kong Green Building Council Limited.

前機電工程署署長

FORMER DIRECTORS OF ELECTRICAL AND MECHANICAL SERVICES



傅立新先生
Mr Hugh Phillipson

機電工程署署長
(1993至1998年)
Director of Electrical
and Mechanical Services
(1993–1998)

1993

1996年，傅立新先生以時任署長的身分監督機電工程營運基金的成立及當中的過渡工作。他印象最深刻的是機構文化的轉變。當時署方做了大量工作，例如進行培訓和重組架構等，讓員工為轉變作好準備。同事因而變得更加以客為本，並加強與客戶的溝通。

他猶記得員工協會最初對改革感到非常憂慮，各級員工包括專業人員也很抗拒，並有很多激烈的討論。後來政府承諾不會有員工因營運基金的成立而遭遣散，才令員工安心，最終改變態度，令其後各種改革措施得以順利推行，發展至今天的營運基金模式。

傅立新先生表示：「我一直十分欣賞營運基金為香港不同範疇提供多元化和重要的服務支援。許多同事都盡心竭力，令改革得以落實。即使以世界等級來看，營運基金確實是獨一無二的。」

As the department head who oversaw the setting up of EMSTF in 1996 and the transition process, Mr Hugh Phillipson was most impressed by the shift in corporate culture. Much work was done to prepare staff for the change, like training and organisational restructuring. Colleagues became more customer-oriented and there was more communication.

He recalled that staff associations were initially very concerned about the change and there was resistance by staff at all levels, including professionals. Discussion on this issue heated up, but what triggered their eventual change of mind was the Government's undertaking that there would be no redundancy as a result of becoming a trading fund. This gave staff the peace of mind that was essential for the implementation of subsequent change initiatives and developments in the organisation which shaped EMSTF as we know it today.

"I have always been impressed by the great variety and importance of all the work EMSTF does to support Hong Kong in so many ways. Many colleagues gave their best to make the change possible," he said. "It is indeed a unique department, even in world ranking."



黎仕海先生
Mr Lai Sze-hoi, Roger

機電工程署署長
(2001至2006年)
Director of Electrical
and Mechanical Services
(2001–2006)

2001

黎仕海先生回想在他任內，機電工程營運基金在成本效益和服務質素方面都取得很大進步，而且預留了更多可投放於培訓和機構發展的資源，讓整個營運基金能更好地服務市民。他亦大力推行「品質之旅」，經過三年的努力，營運基金於2006年成為首個贏得香港管理專業協會優質管理獎金獎的政府部門。

營運基金的工作對他個人而言也產生了很大影響。他表示：「我本來對技術工作較有興趣，但營運基金驅使我閱讀更多關於管理的書籍和思考許多管理上的問題，而且很多時須與持不同意見的同事溝通，讓我明白要先了解對方的要求和憂慮，以誠待人，才能展開更好的交流。」

「沙士」期間，黎先生曾向全體同事發出通告，引用「養兵千日，用在一朝」這句成語帶出危難當前，同僚必須繼續盡心服務市民的信息。他表示當年同事日以繼夜為醫院提供服務，盡力為醫院加裝抽氣扇，最終協助醫院順利渡過難關。

Reflecting on his years as Director of Electrical and Mechanical Services, Mr Lai Sze-hoi said EMSTF had made great strides in cost effectiveness and service quality with more resources set aside for investment in training and organisational development, hence enabling EMSTF as a whole to serve the public better. He also promoted EMSTF's "quality journey" with great enthusiasm. After three years of hard work, EMSTF became the first government department to win the Gold Award of the Hong Kong Management Association Quality Award in 2006.

Working at EMSTF had made a significant personal impact on him as well. "I was initially more interested in technical matters, but my duties at EMSTF prompted me to read more widely on the subject of management and think through many management issues. It also gave me plenty of opportunities to talk to colleagues with differing views. The experience made me realise that one must first understand others' wishes and concerns and treat people with sincerity to forge better communication," he said.

"Training an army for a thousand days to use it for one morning," Mr Lai quoted the Chinese idiom in a memo issued to all staff during the SARS epidemic, saying that extensive preparations would eventually pay off. His message was to urge all colleagues to continue serving the public wholeheartedly in the face of a daunting crisis. He recalled that in those days, many colleagues worked hard round the clock to provide services and retrofit ventilation fans for hospitals, which ultimately helped them through the crisis.



何光偉先生
Mr Ho Kwong-wai

機電工程署署長
(2006至2009年)
Director of Electrical
and Mechanical Services
(2006–2009)

2006

何光偉先生認為他任內最大的成就，是2008年為北京奧運在港舉辦的馬術項目提供全面的資訊科技服務。為應付這項極具挑戰性的工作，機電工程營運基金成立了內部專責團隊負責長達兩年的籌備工作。賽事最終順利完成，客戶對我們的服務十分滿意，讚揚我們的服務達到「零瑕疵」的水平。

何先生表示：「營運基金的強項是員工富有團隊精神，彼此視作一家人，每次遇到難關也能迎刃而解，即使在『沙士』肆虐期間面對高危情況，仍本着服務市民的精神去完成工作。」他當年也見證了機電署引入營運基金概念初期的「震盪」日子，這段經歷使他深受啟迪：「遇到突變時，必須保持開放態度和靈活思維，才可以應付轉變。」

他憶述退休時，營運基金已運作了十多年，無論服務質素和財政狀況都已達到目標和預期成效，證明當初轉型的決定確是明智之舉。

Mr Ho Kwong-wai noted that EMSTF's biggest achievement during his years as Director of Electrical and Mechanical Services was providing comprehensive information technology services to the 2008 Beijing Olympic Equestrian Events held in Hong Kong. To take on this highly challenging task, EMSTF set up a dedicated internal team which worked on the job for two years. The event was successfully completed, and the client was highly satisfied with our services, praising our services as "zero defect".

"The strength of EMSTF is that its people have a great sense of team spirit, working like a family. Together we can resolve any difficulty. Even during the SARS outbreak when the risk was high, we were able to complete our tasks with the spirit of serving the public," he said. Mr Ho also witnessed the days of "turmoil" when the trading fund concept was first introduced, a very inspiring experience for him too. "When there is a sudden change, one must be open-minded and flexible in order to cope with the change," he said.

He recalled that he retired at a time when EMSTF had been operating for more than ten years. At that point EMSTF had already achieved its objectives and intended results in service quality and financial performance, proving that the original decision for the transformation was wise.



陳鴻祥先生
Mr Chan Hung-cheung, Stephen

機電工程署署長
(2009至2011年)
Director of Electrical
and Mechanical Services
(2009–2011)

2009

在陳鴻祥先生任內，機電工程營運基金的發展相對穩定，故此有空間讓他優化和精簡架構，為長遠發展作好準備。舉例來說，他減少非公務員合約僱員的數目但增加公務員職位，令非公務員合約僱員有更多機會投考公務員職位。他亦倡議善用市場機制，透過將二線工作外判，讓員工能集中處理更高增值的服務。

他表示，營運基金的工作極具挑戰，能磨練自己，令他活得精彩，不枉此生，同時亦令他明白「迎難而上」的意義：面對的困難越多，學到的東西就越多，信心亦更加增強。他亦學會「困難總有解決的辦法」這個道理，所以每當遇到挑戰時，他絕不退縮，只會積極面對。

他指出：「營運基金總能順利應對每項轉變和挑戰，原因在於同事願意接受轉變，並且明白只有轉變才會帶來進步，因此他們都敢於迎接每項重大轉變和克服每項挑戰。」

The development of EMSTF was relatively stable during the years when Mr Chan Hung-cheung was Director of Electrical and Mechanical Services, giving him room to fine-tune and streamline the organisation to prepare for longer-term development. For instance, the number of non-civil service contract (NCSC) staff was reduced while the number of civil service (CS) posts was increased, thus creating more opportunities for NCSC staff to apply for CS posts. He also advocated the better use of market mechanism via contracting out work of secondary importance, so that EMSTF staff could focus on higher value-added services.

He recalled that working at EMSTF was very challenging and could train him up and made him feel living a "fulfilled life". EMSTF made him realise what it means to strive hard in the face of difficulties: the more difficulties there are, the more one can learn and raise one's confidence. He also learnt that for any problem, there is always a solution. The insight gave him the courage to tackle challenges upfront with enthusiasm and never run away from them.

"EMSTF has been able to emerge successfully from every change and challenge. The reason is that our colleagues are willing to accept changes. They understand that only changes can bring progress. Therefore, they have the confidence to embrace every major change and beat every challenge," he said.

機電工程營運基金的員工

EMSTF STAFF

方武先生 Mr Fong Mo



2015年退休的方武先生，於1971年參加前工務司署的學徒訓練計劃，並於1976年被派往機電署前身的「機電處」工作，退休前為管理值班工程師。

他最難忘的經歷是2003年爆發的「沙士」疫症。當時他是機電署進入淘大花園收集塵埃樣本供政府化驗所化驗的三人小組成員之一。當天，他和其他政府部門的同事穿着全套防護衣物在現場工作十多小時。他表示：「在那段日子，連物料供應商也不敢進入醫院，只將貨物放在路口。那時我們與醫護人員的合作非常緊密，互相依賴信任。」回望過去，他仍然十分感謝當年與他並肩作戰，一起對抗「沙士」疫症的同事。

Retired in 2015, Mr Fong Mo joined the Apprentice Training Scheme of the then Public Works Department in 1971 and was posted to the then E&M Office, forerunner of EMSD, in 1976. He was the Shift Charge Engineer before retirement.

His most unforgettable experience is the SARS epidemic in 2003. Mr Fong was one of the three members of an EMSD team that went inside Amoy Gardens to collect dust samples for testing by the Government Laboratory. Clad in full protective gear, he and other government colleagues worked for some ten hours there. "In those days, however, even goods suppliers dared not go inside the hospitals. They would only leave the goods at the road entrance. At that time, we had very close collaboration with the medical staff. We really only had each other to trust and depend on," he recalled. Looking back, Mr Fong is still very grateful to those colleagues who worked side by side with him to fight SARS.

李民正先生 Mr Li Man-ching



李民正先生於1970年參加學徒訓練計劃，並在機電署服務至2013年退休。他退休前為管理值班工程師。

1996年營運基金成立時雖然風高浪急，但憑藉大家上下一心，最後都能安然渡過巨變，他為此而很感恩。他表示：「在營運基金進入開放市場初期，為開拓業務，我開始為醫院管理局（醫管局）提供一站式服務。『沙士』期間，更因應醫管局的要求，臨時提供建築維修保養、加建、改建及改善工程等服務，直至2012年才將服務交回醫管局。能為客戶帶來『全盤服務方案』，我也感到自豪。」

Mr Li Man-ching joined the Apprentice Training Scheme in 1970 and retired from EMSD in 2013. He was the Shift Charge Engineer before retirement.

Mr Li is grateful that though it was an eventful and turbulent time back in 1996 when EMSTF was first established, everyone in EMSTF was united as a team and eventually rode out the storm of change. "During the early stage of EMSTF's full entrance into the open market, I started to provide one-stop services to the Hospital Authority (HA) as a way to explore business opportunities. Temporary building maintenance services as well as addition, alteration and improvement works were also provided at HA's request during SARS until these services were handed over to HA in 2012. I feel proud for being able to deliver 'full-service solutions' to clients," he said.

李家聲先生 Mr Lee Kar-sing, Christopher



李家聲先生於1970年參加首屆技工學徒訓練計劃，2002年調往綜合工程部，至2015年退休。他退休前為管理值班工程師。

李先生表示，2014年政府總部（政總）被佔領期間，營運基金同事所展現的使命感令他印象深刻。當年12月1日上午，政總被示威者圍堵，政府和承辦商人員均無法入內上班，行政署長於是宣布政總暫停開放，有關員工當日上午無須返回工作地點。然而，營運基金同事仍然盡力工作，幾經波折終能進入政總操作系統，繼續為身處政總執行緊急職務的政府同事及在該處工作的警務人員，提供所需的空調、機電和屋宇裝備服務。他憶述：「我們更有同事自願在辦公時間前到坐滿示威者的廣場巡視，確保政總的電力設施不會超出供電負荷。」

Mr Lee Kar-sing joined the first Craft Apprentice Training Scheme in 1970. He was posted to the General Engineering Services Division in 2002 and retired in 2015. He was the Shift Charge Engineer before retirement.

Mr Lee said that he was impressed by the commitment shown by EMSTF colleagues when the Central Government Offices (CGO) were occupied in 2014. On the morning of 1 December, due to the blockage of CGO by protesters, both government and contractor staff could not go into CGO for work. The Director of Administration announced that CGO was to be closed temporarily and that the concerned staff were not required to report for duty that morning. However, for the benefit of those government colleagues performing emergency duties and police officers working in CGO, EMSTF colleagues still made great efforts and finally managed to enter CGO to continue operating the air-conditioning, E&M and building services systems there. He recalled, "Some of our colleagues even volunteered to walk around the square filled with sit-in protestors before office hours, with a view to ensuring that CGO's electric power loading was not exceeded."

梁淦章先生 Mr Leung Kam-cheung



梁淦章先生於1983年加入機電署工程策劃部，2016年年初退休。他退休前為高級工程師。

2008年，梁先生在香港協辦的奧運馬術項目中，負責資訊及通訊科技系統和設施的總體策劃、統籌及操作。他表示：「可能營運基金在2005年為世貿香港部長級會議擔任資訊科技及通訊系統和設施項目管理十分成功，所以再次獲委託參與奧運馬術項目的工作。」事實上，在2006至2008年期間，他長駐香港奧運馬術公司，除了定期向北京奧組委作出匯報外，還經常與奧組委磋商技術細節及工程進度。

Mr Leung Kam-cheung joined the Project Division of EMSD in 1983 and retired in early 2016. He was the Senior Engineer before retirement.

Mr Leung was responsible for the overall planning, co-ordination and operation of information and communication technology systems and facilities for the 2008 Olympic Equestrian Events held in Hong Kong. He said, "EMSTF was successful in providing project management of information technology and communication systems and facilities for the World Trade Organisation Hong Kong Ministerial Conference in 2005. This probably led to EMSTF being entrusted again with the task of participating in the Olympic Equestrian Events." In fact, he was stationed full-time at the Equestrian Company of Hong Kong from 2006 to 2008, reporting regularly to the Beijing Olympic Organising Committee and having frequent discussions on technical details as well as project progress with the Committee.

機電工程營運基金的員工 EMSTF STAFF

梁德民先生 Mr Leung Tak-man



梁德民先生於1980年參加學徒訓練計劃，至1993年調往啟德機場，1998年轉到赤鱗角新香港國際機場服務至今，現為機電署區域經理/機場工程。

梁先生表示：「在營運基金成立初期，雖然高層管理人員有向員工講解營運基金的概念，但大家並不太清楚其運作模式及這種模式會帶來的轉變詳情。直至實行後，大家才開始發現轉變很大，我們需要有客戶意識，而營運基金亦涉及商業運作元素。後來，營運基金與機場管理局的合作模式有所改變。部分同事為自己變成了判頭而感到不開心，但我們以『客戶伙伴』的概念去改變他們的看法。現在營運基金已運作了20年，同事已經完全適應這種運作模式。」

Mr Leung Tak-man joined the Apprentice Training Scheme in 1980. He was posted to the Kai Tak Airport in 1993, and in 1998 to the new Hong Kong International Airport at Chek Lap Kok where he still works today. He is the Regional Manager/Airport Sector of EMSD.

Mr Leung recalled, "During the early days of EMSTF, though senior management had explained at length the concept of trading fund to staff, nobody was really clear about its operational mode or the detailed changes it would bring. Not until implementation began did we start to realise how enormous the changes were: there had to be customer awareness, and elements of commercial operation were also involved. Later on, the mode of co-operation between EMSTF and the Airport Authority also changed. Some of our teammates were unhappy as they felt that they had become a sub-contractor. However, we tried to change their mindset with the concept of 'partnership with clients'. Now that EMSTF has been operating for 20 years, our colleagues are totally adapted to this kind of operational mode."

馮劍青先生 Mr Fung Kim-ching



馮劍青先生自1971年參加學徒訓練計劃至今，在部門已經服務了45個年頭，現為機電署高級機械督察/車輛。

他坦言，以營運基金模式運作對車輛工程分部的衝擊很大，故此同事在營運基金成立初期，對車輛工程分部能否與市場上的代理商競爭感到非常擔憂，因為車輛工程分部不可像市場上的車輛代理商般，以售賣零件的收入彌補提供車輛維修服務帶來的虧蝕。不過，經過高層管理人員多番努力解釋，同事最終明白「唯一的出路是自我完善、配合改變，與部門共同發展，凡事多走一步。」他表示：「經過上上下下同事的辛勤努力，近年車輛工程分部終於做到收支平衡並錄得微利。」

Mr Fung Kim-ching joined the Apprentice Training Scheme in 1971 and this is his 45th year at the Department. He is the Senior Mechanical Inspector/Vehicle of EMSD.

He frankly said that the Vehicle Engineering Sub-division (VESD) was dealt a heavy blow in the early stage of its transition to a trading fund operation as colleagues were deeply worried about whether VESD could compete against other vehicle dealers in the market. That was because VESD could not, like the vehicle dealers in the market, use the revenue from selling parts and components to compensate for the loss incurred from providing vehicle maintenance services. However, after painstaking effort by the senior management to explain the situation, colleagues eventually realised that "the only way out is to improve ourselves, adapt to changes, grow together with the Department, and always go the extra mile in everything we do." "Today, VESD has finally broken even and managed to make a small profit. This is the outcome of the hard work by all our colleagues at every level," he said.

機電工程營運基金的客戶 EMSTF CLIENTS

李浩天先生 Mr Lee Hoo-tin

路政署高級工程師/上坡設施
Senior Engineer/PHL,
Highways Department



機電工程營運基金為路政署道路工程項目的機電設施提供工程策劃、工程監督、維修保養等服務。李浩天先生印象最深的，是2014年營運基金工程策劃部為路政署的升降機系統工程項目提供的服務。當時，工程策劃部提出優化建議，把原先在每部升降機安裝空調系統的設計，改為安裝同樣舒適但更省電環保的機械通風系統。新設計效果理想，一直沿用至今。

他以「非常滿意和專業」來評價營運基金的服務。他表示：「他們熟悉政府運作和採購程序，而且勇於承擔及事事精益求精，這兩方面的表現均非常突出。我們的工程牽涉很多公眾諮詢工作，他們都竭力盡心提供協助，令我們得以順利完成各項工程。大家是緊密的工作伙伴。」

EMSTF provides project planning, site supervision, maintenance services, etc. for the E&M facilities in the road projects of the Highways Department (HyD). Mr Lee Hoo-tin was most impressed by the services provided by EMSTF's Project Division (PD) for HyD's lift installation projects during 2014. PD's advice was to improve the original design, where each lift would be installed with an air-conditioning system, by replacing it with a mechanical ventilation system that would provide similar comfortable environment for users but more energy-saving and environment-friendly. The new design worked well and is still in use today.

He described EMSTF's services as "highly satisfactory and professional". "They are familiar with the government operation and procurement procedures. They are committed and willing to go the extra mile, and perform really well in both aspects. Our works involve a lot of public consultation, and they make strenuous efforts to assist us so that we can finish our tasks smoothly. We are close working partners," he said.

馬信昌先生 Mr Ma Shun-cheong

消防處救護總區車隊管理組
救護監督
Superintendent, Fleet Management
Unit, Ambulance Command,
Fire Services Department



營運基金為消防處提供救護車採購及維修保養服務。馬信昌先生憶述約十年前，救護車機件故障事件引起社會高度關注。營運基金大力支援消防處，加強救護車的採購及維修保養服務，使救護車車隊的表現經常維持在最佳狀態，為市民提供緊急救護服務。近年營運基金更為消防處引進了救護車的國際標準，以改善本地救護車的設計。這些新設計的救護車快將投入服務。

馬先生表示：「我對營運基金非常滿意。」他補充：「營運基金團隊具有專業知識，經驗豐富，提供穩健可靠的優質服務。我們之間有緊密而優良的伙伴關係。」

EMSTF provides ambulance procurement and maintenance services to the Fire Services Department (FSD). Mr Ma Shun-cheong recalled that about ten years ago, mechanical breakdowns in ambulances caused much concern in the community. EMSTF provided great support to FSD to enhance ambulance procurement and maintenance services so that ambulance fleet performance could always be maintained at an optimal level, in order to provide emergency ambulance services to the public. In recent years, EMSTF has also introduced international standards for ambulances to FSD so as to enhance the design of local ambulances. Ambulances with new designs will soon be operational.

"I am highly satisfied with EMSTF," he said. "With professional expertise and rich experience, the EMSTF team provides reliable and quality services. We have a close and excellent partnership," he added.

機電工程營運基金的客戶 EMSTF CLIENTS

陳偉杰先生
Mr Chan Wai-kit, Thomas

旅遊事務署高級經理(旅遊) 41
Senior Manager (Tourism) 41,
Tourism Commission



陳偉杰先生表示，營運基金自2010年開始為啟德郵輪碼頭(郵輪碼頭)提供服務，包括海邊前沿區工程設施、五條乘客登船橋、岸上食水供應與污水收集系統，以及郵輪碼頭大樓內的電子器材和設施的設計工作。自2013年起，營運基金開始為乘客登船橋、各個機電、空調和屋宇裝備系統，以及電子和工程設施，提供操作及維修保養服務。

陳先生認為營運基金同事樂於合作、專業及具有優良的團隊精神。他最難忘的是郵輪碼頭啟用初期，營運基金同事主動協助登船橋運作，特別是當「海洋水手號」在2013年6月首次泊岸時，有賴營運基金同事協助登船橋運作，遊客離船登岸的過程非常暢順。他補充：「我們非常滿意營運基金的服務，他們不但迅速回應客戶的要求，而且每每都能提出具成本效益的方案。營運基金是郵輪碼頭的一個重要『組件』，沒有他們，郵輪碼頭難以運作。」

Mr Chan Wai-kit said that EMSTF had started providing services for the Kai Tak Cruise Terminal (Terminal) since 2010, including the design of seaside apron facilities, the five seaport passenger boarding bridges (SPBBs), onshore fresh water supply and sewerage system as well as electronic equipment and facilities in the terminal building. Starting from 2013, EMSTF began to provide operation and maintenance services for the SPBBs, the various E&M, air-conditioning and building services systems as well as electronic and engineering facilities.

Mr Chan said that EMSTF colleagues were highly co-operative, professional and had excellent team spirit. He was most impressed by EMSTF colleagues' proactive assistance in the operation of the SPBBs during the initial operation stage of the Terminal. In particular, it was thanks to the assistance of EMSTF colleagues in operating the bridges that during the inaugural berthing of "Mariner of the Seas" in June 2013, all passengers disembarked very smoothly. "We are very satisfied with EMSTF's services. They respond promptly to our requests and always come up with cost-effective solutions. EMSTF is a vital 'component' of the Terminal. The Terminal can hardly operate without them," he added.

梁錦沛先生
Mr Leung Kam-pui

建築署總物業事務經理/2
Chief Property Services
Manager/2, Architectural
Services Department



梁錦沛先生表示：「我們很滿意機電工程營運基金的服務。」他指出：「最值得欣賞的是他們提供的一站式服務，既專業又可靠。」他形容彼此的伙伴關係好比「刀與叉」——大家需要互相配合才可順利完成工作。

營運基金為建築署的建業中心及其他場地提供機電系統操作及維修保養服務，也為該署物業事務處負責的工程提供全面的機電工程顧問服務。梁先生猶記得在營運基金運作初期，建築署與營運基金的服務協議內容曾出現一些灰色地帶，後來經雙方磋商後達成共識，為日後長遠合作奠下良好基礎。

"We are very satisfied with EMSTF's services," said Mr Leung Kam-pui. "What we appreciate the most is its one-stop, professional and reliable services," he said. He described their partnership as that between "fork and knife" – one needs to complement the other to complete the work successfully.

EMSTF provides O&M services for the E&M systems of the Architectural Services Department (ArchSD) in its APB Centre and other venues. It also provides comprehensive E&M consultancy services for the works undertaken by the Property Services Branch of ArchSD. Mr Leung recalled that during the initial operation stage of EMSTF, there were some grey areas in its service agreement with ArchSD. After discussions made by both parties, a consensus was reached which laid a good foundation for their subsequent long-term co-operation.

溫慧玲女士
Ms Wan Wai-ling, Randa

康樂及文化事務署高級經理
(大會堂)
Senior Manager (City Hall),
Leisure and Cultural Services
Department



營運基金為康樂及文化事務署(康文署)轄下各市政文娛設施及圖書館提供電氣、空調、屋宇裝備和電子系統的維修保養服務，也為該署表演場地的燈光及舞台設施提供操作和維修保養服務。多年來，溫慧玲女士先後在伊利沙伯體育館、香港中央圖書館、香港文化中心及香港大會堂與營運基金合作。

要數一件她與營運基金一起經歷而又最深刻的事，應是發生於去年6月的事故。當時政府總部附近一條連接大會堂製冷系統的地下海水喉管破損，令大會堂部分設施的冷氣供應中斷，幸得營運基金同事採取一系列應變措施和提供緊急支援，並於短短兩天內為大會堂找來臨時大型製冷系統應急，使大會堂的服務不受事故影響。溫女士表示：「我對營運基金非常滿意。他們可靠、物有所值、經驗豐富和專業，而且非常了解我們的場地和運作，並能維護我們場地的利益，讓我們能為市民提供更優質的服務。」

EMSTF provides maintenance services for the electrical, air-conditioning, building services and electronic systems at various municipal and cultural facilities as well as libraries under the Leisure and Cultural Services Department (LCSD). It also provides O&M services for lighting and stage facilities in LCSD's performance venues. Over the years, Ms Wan Wai-ling has worked with EMSTF at the Queen Elizabeth Stadium, the Hong Kong Central Library, the Hong Kong Cultural Centre and the City Hall.

The most memorable experience she shared with EMSTF took place in June last year, when an underground sea water pipe near the Central Government Offices for a chiller plant at the City Hall was damaged, causing suspension of air-conditioning supply at some facilities of the venue. Fortunately, thanks to the EMSTF staff who provided a series of contingency measures and emergency support and managed to deploy a large makeshift chiller system for the City Hall within merely two days, services at the City Hall were not affected by the incident. "I am very satisfied with EMSTF. They are reliable, good value for money, experienced and professional. They know our venues and operation very well and always work in the best interest of our venues, so that we can enhance the quality of our services to the public," she said.

劉楚釗醫生
Dr Lau Chor-chiu

醫院管理局港島東醫院聯網總監
Cluster Chief Executive,
Hong Kong East Cluster,
Hospital Authority



營運基金為東區尤德夫人那打素醫院(東區醫院)提供機電、冷氣、電子、屋宇裝備及醫療設備的維修保養及大型工程項目管理服務，雙方多年來合作無間。最教劉楚釗醫生難忘的是「沙士」期間，營運基金與東區醫院同事共同研發出一套供高危護理區使用的獨特負壓通風系統，以減低醫護人員互相傳染的風險。另一「驚險」情節，是當時營運基金緊急為東區醫院建造了醫院管理局第一個備有負壓通風系統的手術室，讓外科部門能為一名懷疑感染「沙士」的病人進行緊急手術。

劉醫生表示：「我們很慶幸能與營運基金這樣具承擔、使命感和理念相似的團隊合作。」他補充：「他們反應很快，總能提供完美的維修保養及工程方案。他們亦是醫院團隊的一員，與我們出生入死，互相信任，我們的合作關係絕不止於一紙服務合約那麼簡單。」

EMSTF provides maintenance services for the E&M, air-conditioning, electronic, building services systems and medical equipment as well as project management services for major engineering projects at the Pamela Youde Nethersole Eastern Hospital (PYNEH). Both parties have worked together closely over the years. For Dr Lau Chor-chiu, the most unforgettable experience was during the SARS period when EMSTF and PYNEH colleagues jointly developed a unique negative pressure ventilation system to be used in high-risk clinical areas to reduce the risk of cross-infection among medical staff. Another "nerve-wracking" experience was that EMSTF urgently constructed the first operating theatre with negative pressure ventilation system for PYNEH under the Hospital Authority, which enabled the hospital's surgical department to conduct an emergency surgery on a suspected SARS patient.

"We are grateful to have EMSTF as our highly committed partner, with their sense of mission and values similar to ours," he said. "They respond fast, and always provide perfect maintenance and engineering solutions. They are a member of our hospital team, and together we have gone through life-and-death situations. We trust each other. Our partnership goes way beyond a mere service contract," he added.

感謝 Thank You



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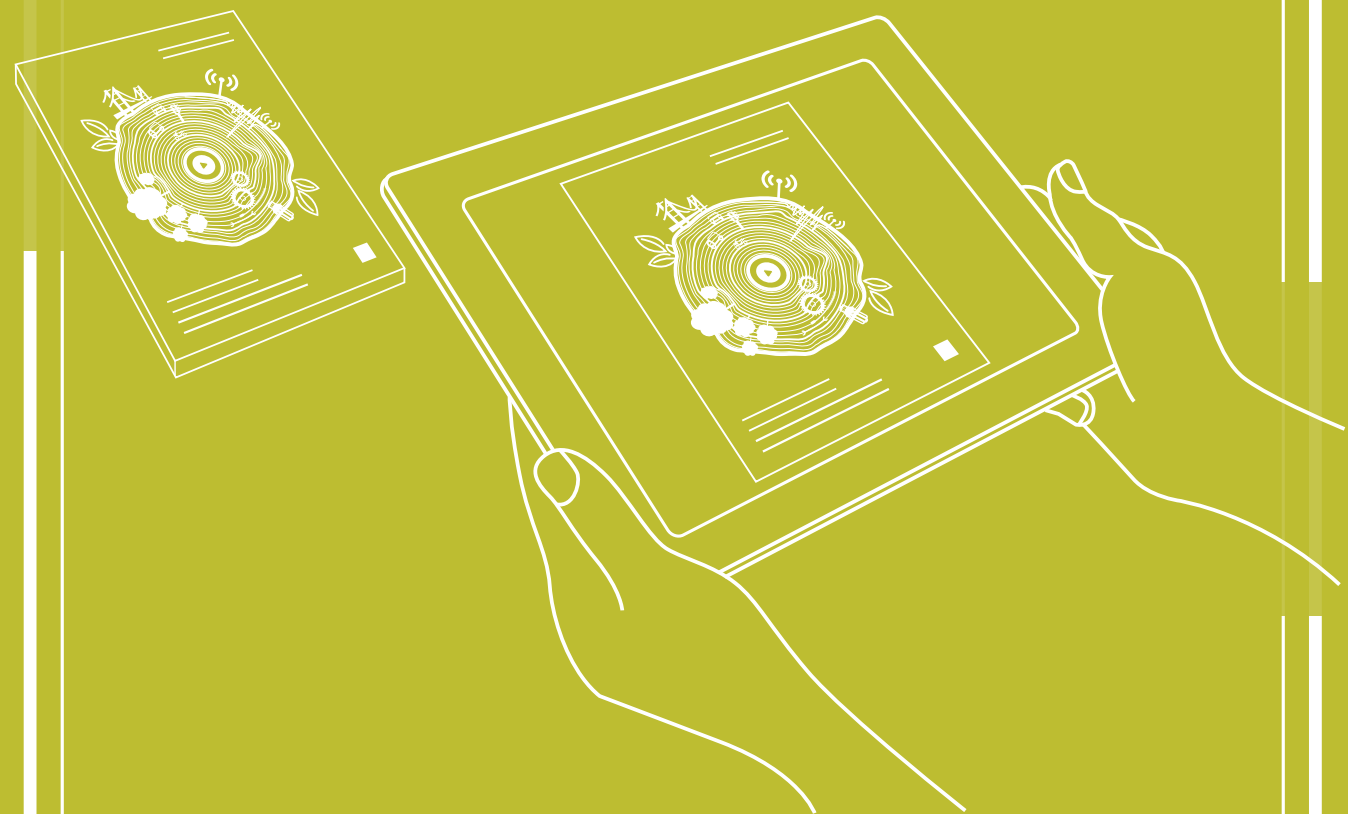
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