



機電工程營運基金報告

Electrical and Mechanical Services Trading Fund Report



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抱負 VISION

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。

To improve the quality of life for our community through continuous enhancement of our electrical and mechanical engineering services.

使命 MISSION



客戶 **CUSTOMER**

提供優質的工程方案，以滿足客戶的需要。
Providing quality engineering solutions to satisfy our customers' needs.

員工 **STAFF**

建立一支卓越的員工隊伍，並維持和諧的工作環境。
Developing a competent workforce and maintaining a harmonious environment.

部門 **ORGANISATION**

掌握科技發展和流程改善，以提供更佳服務。
Keeping pace with technology development and process improvement for service enhancement.

信念 VALUES

誠信 **INTEGRITY**

我們秉持誠信，維持良好道德操守。
We uphold honesty and integrity to embrace an ethical culture.

出色服務 **SERVICE EXCELLENCE**

我們提供安全可靠、高效率、具成本效益和優質的服務。
We provide safe, reliable, efficient, cost-effective and quality services.

關懷 **CARING**

我們關懷員工、客戶和市民大眾，並重視環保。
We care for our staff, customers, community and the environment.

以客為本 **CUSTOMER FOCUS**

為滿足客戶的各種需要，我們盡心竭力，積極提供工程方案，以贏取客戶的信任和 support。
We focus on the needs of our customers and provide engineering solutions in a proactive and responsible manner to win their trust and support.

承擔 **COMMITMENT**

我們言行一致，信守承諾。
We do what we promise.



主席 Chairman



韋志成太平紳士
Mr Wai Chi-sing, JP
發展局常任秘書長(工務)
Permanent Secretary for Development
(Works)

成員 Members



林天星太平紳士
Mr Lam Tin-sing, Enoch, JP
發展局副秘書長(工務)2
Deputy Secretary for Development (Works) 2



陳帆太平紳士
Mr Chan Fan, Frank, JP
機電工程營運基金總經理(機電工程署署長)
General Manager, EMSTF
(Director of Electrical and Mechanical Services)



胡建明太平紳士
Mr Woo Kin-ming, JP
機電工程署副署長/營運服務
Deputy Director/Trading Services, EMSD

秘書 Secretary



周楚添先生
Mr Chow Chor-tim
機電工程署主任秘書
Departmental Secretary, EMSD

管理委員會 Management Board



主席 Chairman

1. 陳帆太平紳士
Mr Chan Fan, Frank, JP
機電工程營運基金總經理
(機電工程署署長)
General Manager, EMSTF
(Director of Electrical and
Mechanical Services)

成員 Members

2. 胡建明太平紳士
Mr Woo Kin-ming, JP
機電工程署副署長/營運服務
Deputy Director/Trading
Services, EMSD
3. 張丙權太平紳士
Mr Cheung Ping-kuen, JP
機電工程署助理署長/1
Assistant Director/ 1, EMSD

4. 張國輝先生
Mr Cheung Kwok-fai
機電工程署助理署長/2
Assistant Director/ 2, EMSD

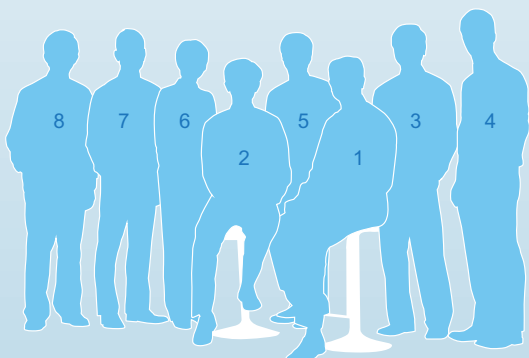
5. 戴德謙太平紳士
Mr Tai Tak-him, JP
機電工程署助理署長/3
Assistant Director/ 3, EMSD

6. 羅雪芬女士
Ms Law Suet-fan, Rebecca
機電工程署財政經理
Finance Manager, EMSD

7. 羅福基先生
Mr Law Fuk-ki
機電工程署員工關係主任
Staff Relations Officer, EMSD

秘書 Secretary

8. 周楚添先生
Mr Chow Chor-tim
機電工程署主任秘書
Departmental Secretary, EMSD





胡建明太平紳士
Mr Woo Kin-ming, JP
機電工程署副署長/營運服務
Deputy Director/Trading Services, EMSD

機電工程營運基金在2012/13財政年度的表現良好，收入為46.43億元，增長率達7.5%，按稅後運作盈利計算的收入回報率為6.9%。除財政表現令人鼓舞外，我們的客戶服務亦獲得創紀錄的滿意度。根據獨立顧問對75個政府機構進行的客戶意見調查結果，在以8分為滿分的準則下，我們的客戶滿意度由2010年的6.01分躍升至2012年的6.12分。

迎接挑戰

雖然表現理想，但我們不能掉以輕心，仍要沉着應對未來挑戰。隨着新場地和各項系統裝置相繼落成，客戶對我們的操作和維修保養服務需求將日益殷切，而預期我們在客戶未來的基建工程中也會承擔更多項目管理職責。面對服務需求不斷增加，我們必須限制人手增長及以較低利潤營運，並提升服務質素和成本效益。我們亦須改變運作模式，以新思維、新的知識本位角度和更廣闊的工程服務視野，以及新的營運文化和新方案，為客戶提供服務。這不單是轉捩點，也是我們需要邁向的發展新台階。

因此，我們在2012年的「策略制訂工作坊」訂定新五年企業目標——「透過與客戶的伙伴關係，創造公眾價值惠市民」，並透過實施五大策略來實踐上述目標，這五大策略分別是：1.) 透過優化外判安排和合約管理等措施提供更優質服務；2.) 成為業界典範；3.) 建立員工才能與關懷文化；4.) 優化知識管理；及5.) 持續綠色作業。

在未來數年，營運基金將秉持這個企業目標和相關五大策略，邁進另一新階段。

向前邁進

為持續提供優質服務，我們會把常規性的簡單工作外判，集中處理高公眾價值的工作，逐步邁向監管者的角色。在2012/13年，我們把300輛一般用途車輛的維修保養外判，承辦商人員在我們的九龍灣廠房工作，由我們現場直接監督。我們亦把油麻地戲院的機電、空調和舞台設備服務外判，由承辦商人員負責日常工作，我們派員駐場監督，這是我們第一次以這種模式，外判為表演場地提供的服務。我們基於所取得的成功經驗，把這種新外判模式推廣至歌連臣角火葬場及和合石火葬場，並同時計劃外判中環至半山自動扶梯和步行道系統以及總部大樓的操作及維修保養工作。





The Electrical and Mechanical Services Trading Fund performed well with a revenue of HK\$4,643 million in 2012/13. Revenue growth achieved 7.5% and return on revenue based on operating profit after tax was 6.9%. On top of these financial results, we prided ourselves in excelling at customer service and scoring an all-time high customer satisfaction rating. On an independently conducted customer opinion survey of 75 government organisations, customer satisfaction increased from 6.01 in 2010 to 6.12 in 2012 on an eight point scale.

EMBRACING THE CHALLENGE

Notwithstanding with such level of performance, we understand we cannot be complacent. We know there are challenges ahead. As new venues and additional installations of our clients are completed, demand for our operation and maintenance services will continue to grow. With some clients' infrastructure projects in the pipeline, we are expected to take on greater project management roles and responsibilities. Against these increasing service demands, we have to constrain the growth of our staff, operate at a lower profit margin, and enhance the quality and cost-effectiveness of our services. Our business model will need changes too. We require a new staff mindset, a new knowledge based platform, a new broader view of engineering services, a new operating culture and a new approach to delivering services to our clients. We see this as a turning point and a new era in our development.

To this end, during the Strategy Formulation Workshop in 2012, we formulated the new five-year corporate goal of "creating public value for community betterment through partnership with our clients". This corporate goal is to be achieved through the implementation of five strategies, namely: (1) delivering service excellence through measures such as enhancing outsourcing and contract management; (2) becoming a trade model; (3) building staff capacity and a caring culture; (4) enhancing knowledge management; and (5) sustaining green operation.

The corporate goal and associated five strategies will guide our work in the coming years with a view to bringing EMSTF to new heights.

BUILDING UP THE MOMENTUM

On delivering service excellence, our new mode of service delivery comprises focusing on work of high public value and outsourcing mundane tasks, while we are moving towards a supervisory and management role. In 2012/13, we outsourced the maintenance services for 300 general purpose vehicles, under which the contractor works at our Kowloon Bay Depot under our direct supervision. For the first time in a performing arts venue, we let out a contract providing services for the electrical, mechanical, air-conditioning and stage equipment at the Yau Ma Tei Theatre. In-house supervisory staff are deployed on site, with the daily operations outsourced to a contract team. Riding on these successes, we extended this new mode of outsourcing to Cape Collinson Crematorium and Wo Hop Shek Crematorium, whereas outsourcing of the operation and maintenance services for the Central-Mid-Levels Escalator and Walkway System and our headquarters is underway.

為達致成為業界典範的目標，我們致力推廣機電行業。在2012/13年，我們聯同機電業相關機構舉辦了「機電人力資源論壇」，探討如何吸引年青人參加技術員訓練計劃和加入機電業。我們又成立香港機電業推廣工作小組及協辦「香港機電業（技術人員）—就業及發展活動」，吸引新血加入機電業。有關宣傳活動吸引超過2,700人入場參觀。

員工是我們最珍貴的資產，為此我們特別投放大量資源，貫徹建立員工才能與關懷文化的策略。我們的培訓預算，由2011/12年度約400萬元增至2012/13年度的600萬元，這方面的支出預期將持續增長。為提高員工處理事故的能力，我們舉辦兩次「事故和傳媒管理論壇」，討論真實個案，分享經驗。另外，為加強與員工的聯繫溝通，我們進行更多員工探訪和與員工代表會晤，革新員工通訊《群聲》讓內容更以員工為本，同時開始舉辦榮休聯歡會。

此外，我們亦實施多項措施吸引年青人加入技術員訓練計劃。除於2012年將學徒改稱見習技術員外，我們在2013年推出為期四年的二級見習技術員訓練計劃，吸引從未接受技術訓練的中學畢業生報考。我們亦把見習技術員的薪酬調升約30%，並到學校推廣有關計劃，印製宣傳單張及與業界統籌舉辦職業展覽。我們預期訓練計劃的申請者將較2012年多，因此會在2013年開設約多一倍訓練名額，至約180個。

在優化知識管理方面，我們籌備成立群體網站，為員工提供一站式搜尋、檢索和分享工程知識的平台，藉此發展和推廣分享與學習文化，這是我們為知識承傳及建立專業才能踏出的第一步。我們同時鼓勵員工參與由總工程師領導的睿智小組及匯智論壇等公開平台。

我們亦致力持續綠色作業。在2012/13年，於總部大樓召開的會議開始採用平板電腦，以實現無紙化會議和減少紙張消耗。另外，我們正籌劃改造總部大樓，使其符合最新的綠色建築標準，為行業樹立榜樣。我們的改造工程會根據建築環境評估法的要求進行，並以取得鉑金級認證為目標。

為未來積極奮進

在五年計劃和2012/13年的工作基礎下，未來一年我們會按五大策略更廣泛推展各項措施。例如，在提供優質服務方面，我們將繼續優化外判安排和合約管理，探討更廣泛採用先進科技如綜合樓宇管理系統，同時透過對服務項目實施資產管理和優化品質管理，進一步提升服務效率和可靠性。我們將竭誠工作，致力貫徹就每項策略制訂的措施，實踐我們的企業目標——透過與客戶的伙伴關係，創造公眾價值惠惠市民。

在2012/13年，我們收到約160封客戶嘉許信。客戶鼓勵是我們進一步改善的動力，對此我們深表謝意。我們亦由衷感謝所有員工、客戶、持份者和常務委員會對我們的支持、意見、信任和承諾，讓營運基金在年內取得豐碩成果。



胡建明
機電工程署副署長/營運服務



As part of our efforts in becoming a trade model, we promote the electrical and mechanical industry. In 2012/13, we organised the “Electrical and Mechanical Manpower Forum” in collaboration with other organisations in the E&M industry to explore ways to attract young students to join the technician training scheme and the industry. We convened the Hong Kong E&M Trade Promotion Working Group and organised the “Hong Kong E&M Trade (Technical Personnel) – Career and Development”, a joint publicity function attracting young blood for the industry, which was well received by 2,700 visitors.

In line with the strategy of building staff capacity and a caring culture, we invested heavily in developing our most valuable asset – our staff. Our training budget increased from about \$4M in 2011/12 to \$6M in 2012/13, and the expenses in staff development would continue to grow. We enhanced our staff’s incident responsiveness by conducting two Incident and Media Handling Forums in which real cases were examined and with experience shared. In addition, we strengthened staff communications with more visits and meetings, revamped the employee Group Voice newsletter with an employee-oriented style, and started organising farewell tea parties for retirees.

Moreover, a number of measures were put in place to attract more young people to join our technician training scheme. Further to changing the post title from apprentice to technician trainee in 2012, we launched a new four-year technician trainee II programme in 2013. It targeted at secondary school leavers without prior technical education. We increased the salary of trainees by about 30%, promoted the scheme during school visits, published leaflets and coordinated with trades to organise career exhibitions. Compared with the preceding year, a higher number of applications is expected and we will offer about 180 training places in 2013 which is about twice of that of 2012.

On enhancing knowledge management, we were establishing a community portal as a single access point to search, retrieve and share engineering knowledge. This was our first step to developing and promoting a sharing and learning culture for knowledge transfer and building up expertise. We were also encouraging staff participation in open platform interest groups and forums led by chief engineers.

We are committed to sustaining green operation. In 2012/13, we commenced using tablet computers at meetings in our headquarters for achieving paperless meeting environment and reducing paper consumption. Moreover, to set an industry example of converting an existing building to a green building meeting the latest standard, we started planning to transform our headquarters with latest green building technologies for Building Environment Assessment Method (BEAM) Plus certification with the target to obtain Platinum grade.

LOOKING FORWARD WITH ENTHUSIASM

Noting that it is a five-year plan and building on the work in 2012/13, we will see wider and greater implementation of the five strategies in the coming year. For example, on delivering service excellence, while we will continue to enhance outsourcing and contract management, we will explore the application of new technologies like integrated building management system (iBMS), implementation of asset management system for our services and enhancement of our quality management system to improve service efficiency and reliability. Various initiatives on each strategy are in the pipelines. After all, we will strive to work towards our corporate goal, to create public value for community betterment through partnership with our clients.

In 2012/13, we received some 160 appreciation letters from our clients. We cannot thank them enough for their encouragement, giving us impetus to driving for further improvement. Our sincere thanks go also to all of our staff, clients, stakeholders and Executive Board members for their support, advice, trust and commitment, without which EMSTF will not be of such success.



Woo Kin-ming

Deputy Director/Trading Services, EMSD



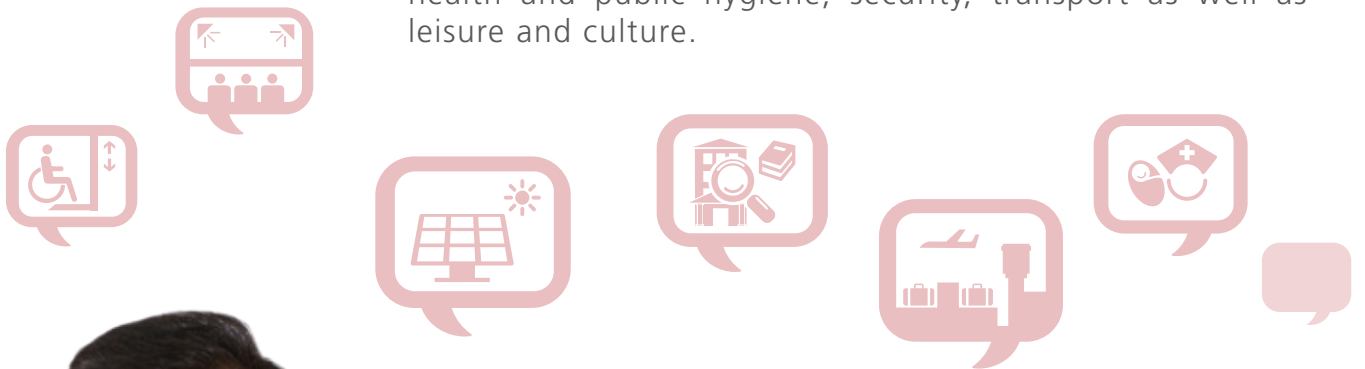


創造公眾價值

Creating Public Values

我們提供的機電工程服務，主要包括操作和維修保養服務及特定項目管理服務，在不同領域創造公眾價值利惠市民，包括醫療與公共衛生、保安、運輸，以及康樂與文化。

Our electrical and mechanical engineering services cover mainly operation and maintenance as well as specific project management. These services create public value for community betterment in different domains, including health and public hygiene, security, transport as well as leisure and culture.



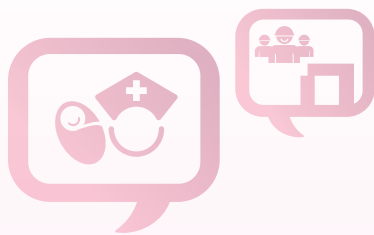
創造公眾價值 Creating Public Values



2012/13 年是我們與醫院管理局五年服務水平協議的第一年。我們維修保養手術室內大部分工程設備，確保手術得以暢順進行。
The year 2012/13 marked the renewal of our five-year SLA with the Hospital Authority. We maintain most of the engineering equipment in operating theatres to ensure surgery can be carried out smoothly.



我們協助菲臘牙科醫院設立中央消毒物品供應系統，令主要消毒程序能有效地根據最新標準進行。
We assisted the Prince Philip Dental Hospital in setting up a new Central Sterile Supplies System. Major sterilisation processes can be carried out more effectively while meeting the latest standards.



醫療與公共衛生

2012/13年見證了我們持續支援公共醫療的承諾，這年是我們與醫院管理局（醫管局）簽訂新一份為期五年服務水平協議的第一年。協議內容涵蓋我們為醫管局轄下醫院的機電、空調、屋宇裝備、電子和生物醫學等設備提供操作和維修保養服務。年內醫管局更委託我們為新北大嶼山醫院提供維修保養服務。隨着這項新設施的建成，大嶼山日漸增加的人口、旅客和機場員工，都無需長途跋涉，即可得到全面的醫療照顧。

除操作及維修保養服務外，我們亦從操作、維修保養和用家角度出發，繼續為醫管局提供專業意見，以支持他們興建新醫院，包括天水圍醫院和兒童專科卓越醫療中心，以及提升現有設施，如擴建基督教聯合醫院、重建瑪麗醫院和葵涌醫院。

另外，繼過去數年支援醫管局轄下首批醫院取得澳洲醫療服務標準委員會認證後，我們會繼續協助醫管局轄下其他醫院推展認證計劃。我們也協助東區尤德夫人那打素醫院設立新的腎科中心，負責中心內各種工程設施的設計、供應、安裝、測試與校驗工作。新的腎科中心裝設了無紙化的病人資料管理系統以簡化臨床程序，該中心將有助舒緩市民對腎科服務日益殷切的需求。我們亦協助菲臘牙科醫院設立中央消毒物品供應系統，集中處理院內消毒程序。透過引入先進自動化設備，主要消毒程序能有效地根據最新標準進行。新設備不但提升處理消毒物品的能力，而且透過實施新工作流程，已消毒與尚未消毒的器具能完全分隔，有效減少交叉感染機會。



我們維修保養醫管局轄下醫院的照明、空調和消防系統，為市民和醫護人員提供安全及舒適的環境。
We maintain the lighting, air-conditioning and fire service systems in hospitals under the Hospital Authority to provide a safe and comfortable environment for citizens and health care workers.



我們為政府醫院提供 24 小時維修保養服務，配合醫院的救急需要。
We provide round-the-clock maintenance services for government hospitals to aid emergency needs.

HEALTH AND PUBLIC HYGIENE

The year 2012/13 highlighted our continued commitment to public health. It marked the renewal of our five-year Service Level Agreement (SLA) with the Hospital Authority (HA). The SLA covered the operation and maintenance (O&M) of the electrical, mechanical, air-conditioning, building services, electronic and biomedical systems in HA hospitals. During the year, HA further entrusted us to provide O&M services for the new North Lantau Hospital, which enables the island's growing population, tourists and airport workers to gain access to a comprehensive medical facility in closer proximity.

Apart from delivering O&M services, we will continue to provide HA with professional advices (from O&M and users' perspectives) to facilitate their development projects such as the new Tin Shui Wai Hospital and the new Centre of Excellence in Paediatrics, as well as the upgrading of existing facilities such as the expansion of United Christian Hospital, and the redevelopment of Queen Mary Hospital and Kwai Chung Hospital.

In the past few years, we have been supporting HA in the successful accreditation by the Australian Council on Healthcare Standards for phase I hospitals. We will continue to assist HA hospitals in the accreditation programme for the remaining phases and the revalidation process. Furthermore, we assisted Pamela Youde Nethersole Eastern Hospital in setting up the new renal centre. We helped them manage the design, supply, installation, testing and commissioning of various engineering facilities. Equipped with paperless patient information management system for streamlining clinical process, the new renal centre aims to cope with the increasing demand of renal service in the community. We also assisted the Prince Philip Dental Hospital in setting up a Central Sterile Supplies System for centralising the sterilisation service in the hospital. With the introduction of advanced automatic facilities, major sterilisation processes can be carried out more effectively while meeting latest standards. The new system not only improves the throughput, but also minimises the chance of cross contamination through implementation of the new work flow system that completely segregates the clean and dirty equipment.



我們於口岸添置熱像系統，協助衛生署加強防疫能力。
We assisted the Department of Health in strengthening its port health enforcement capability through installation of thermal imaging systems.

在公共衛生方面，為保障大眾免受禽流感及中東呼吸綜合症候群等威脅，我們於邊境口岸添置熱像系統，協助衛生署加強監控能力。我們並把醫管局及衛生署轄下隔離病房和流感門診的工程系統重新調整至處理大型流感模式，以為醫治可能出現的患者作準備。

此外，我們為食物環境衛生署轄下火葬場提供操作及技術支援，以確保火葬過程能莊嚴得體地進行。火葬服務需求亦會在農曆新年前一段日子大增，為此我們特別加強支援，以應付需求。

In terms of public hygiene, to safeguard the public from threats such as Avian Influenza and Middle East Respiratory Syndrome, we assisted the Department of Health (DH) in strengthening its port health enforcement capability through installation of additional thermal imaging systems. We also reactivated the engineering systems in the isolation wards and fever clinics in HA and DH to prepare for the possible intake of patients.

In addition, we have been providing operational and technical support to crematoria under the Food and Environmental Hygiene Department to ensure that cremation is carried out in a dignified and comforting manner. Furthermore, we rendered strengthened support during the period shortly before the Lunar New Year to cope with the drastic increase in demand for cremation service.

客戶的鼓勵 CUSTOMERS ENCOURAGEMENT



你們的工程團隊負責為衛生防護中心五樓的三座大樓進行翻新工程，全部工程於短短七個月內分三個階段完成，我們感到非常滿意。幸好有你們的能幹領導、團隊成員的專業精神及付出的努力，令工程得以完成。

我們很高興能與你們的團隊成員一起工作，對於他們的奉獻精神和工作態度，我們留下十分深刻的印象。衷心期待着你們的持續支援。

The project team of your department has been responsible for the renovation works of three blocks at the fifth floor of the Centre for Health Protection, which were completed in three phases over a period of less than seven months to our entire satisfaction. This would not have been possible without your able leadership and the team members' professionalism and tremendous hard work.

We are glad to have worked with your team members and we are highly impressed by their devotion and working attitude. We look forward to continued support from your team.

醫院管理局高級經理（行政）
黃慶華先生

Mr Benny Wong,
Senior Manager (HO Administration), Hospital Authority



對營運基金同事為香港紅十字會輸血服務中心提供的特別支援服務，以協助出入控制系統的維修工作，我深表感謝。

你們作出適當的安排和緊急支援，為我們更換了控制電纜，好讓出入控制系統服務供應商得以維修出現問題的系統。我們感謝團隊成員穩妥可靠的支援，相信你們未來會繼續支持本中心的服務。

I would like to convey my deepest appreciation to EMSTF colleagues for the ad hoc support service provided to the Hong Kong Red Cross Blood Transfusion Service to facilitate the access control system repair work.

With the kind arrangement and urgent support from your colleagues, the control cable was replaced and the problem could then be fixed by the access control system service provider. We thank you for the unfailing support provided by your team members and we trust that your department would continue to support our service.

香港紅十字會輸血服務中心醫務及行政總監
連智傑醫生
Dr Lin Che-kit,
Chief Executive & Medical Director,
Hong Kong Red Cross Blood Transfusion Service



在2013年農曆新年前的一段日子，我們得到營運基金的鼎力支持，提供操作及技術支援，於富山火葬場及葵涌火葬場特別增設了相當數量的加班火化時段。你們的團隊積極投入工作，充分彰顯出你們的專業及承諾，而這些公認的特質正是兩個場地有效率運作的關鍵所在。藉此機會，我向你們工作團隊表達誠摯的謝意，你們的持續支援，無疑是極其重要，為公眾提供優質的火化服務，造福市民，僅此衷心致謝。

With the strenuous operational and technical support of EMSTF, a considerable number of the overtime cremation sessions were specifically provided by both the Fu Shan Crematorium and the Kwai Chung Crematorium during Pre-Lunar New Year period 2013. It is recognised that the professionalism and the commitment have been fully exhibited by your devoted work teams and these are definitely a key to the efficient and effective operation of both venues. I would like to take this opportunity to express our sincere gratitude and heartfelt appreciation to your work teams for the continuing support, which are undoubtedly of the vital importance in the provision of the quality cremation service to cater for the overriding public interest.

食物環境衛生署新界區高級衛生督察（墳場及火葬場）
郭明幹先生
Mr Kwok Ming-gon,
Senior Health Inspector (Cemeteries & Crematoria) New Territories,
Food and Environmental Hygiene Department



我們也為香港海關引進流動 X 光車輛掃描系統，以應付邊境車輛流量的急速增長。該流動系統可按運作需要，靈活調配至任何邊界管制站執行偵測走私貨品的工作。

We supported the Customs and Excise Department to meet rapid boundary vehicular traffic growth by introducing into Hong Kong a mobile x-ray vehicle scanning system. The system can be flexibly deployed as and when needed to any boundary control points to search for smuggling goods.



保安

年內，我們開始為香港海關的無線電通訊系統和消防處的數碼集群無線電系統提供維修保養服務。我們確保這兩套採用陸地集群無線電技術的新系統能提供全天候話音清晰、有效使用頻譜，及話音和數據傳送加密的服務，令有關公職人員更有效調撥資源以應對突發事件。我們亦與警務處簽訂為期六年的服務水平協議，提供包括項目管理以及警務車輛、偵察車速攝影機、衝紅燈攝影機、無線電發射站和其他機電系統的維修保養。這些車輛及系統都是警務處在維持社會秩序時不可或缺的裝備。

此外，為支援警務處縮減邊境禁區範圍以騰出可開發土地配合本港經濟發展，我們設計及安裝了一個現代化的圍網保安系統。新的圍網保安系統配備高速中央處理系統、新的非法闖入感測導線網絡和高強度影像分析系統，以加強邊境禁區的保安監控和提高偵測非法闖入者的效率。我們也為香港海關引進流動 X 光車輛掃描系統，以應付邊境車輛流量的急速增長。該流動系統可按運作需要，靈活調配至任何邊界管制站執行偵測走私貨品的工作。



我們設計及安裝了一個現代化的圍網保安系統，以支援警務處縮減邊境禁區範圍以騰出可開發土地配合本港經濟發展。

We designed and built a modern fence protection system for the Hong Kong Police Force to support the reduction of the Frontier Closed Area for releasing lands for other uses to cope with the economic development in Hong Kong.



營運基金工程師正在測試用作監控掃描過程和實時檢視掃描影像的精密儀器。彩色 X 光影像可清楚顯示被掃描車輛內的不同物料。
An EMSTF engineer is testing the sophisticated equipment for control and monitoring of the scanning process and real time image display. A colored x-ray image shows clearly different materials in the scanned vehicle.



九龍政府合署及其他地方已安裝消防處數碼集群無線電系統的天線，以提升無線電覆蓋範圍及通訊效率。
Antennas for Fire Services Department's Digital Trunked Radio System were installed at various locations, for example the Kowloon Government Offices, to enhance radio coverage and communication efficiency.

SECURITY

During the year, we took on the maintenance of the Digital Radio Communication System and the Digital Trunked Radio System from the Customs and Excise Department (C&ED) and the Fire Services Department (FSD) respectively. We ensured that the two systems equipped with Terrestrial Trunked Radio (TETRA) technology could at all times offer high voice quality, effective bandwidth utilisation and encrypted communication for secure voice and data transmission. Our services empowered frontline public officers better manage resources to cope with emergency situations. We also renewed a six-year SLA with the Hong Kong Police Force (HKPF). Services covered include project management, as well as maintenance of police vehicles, speed enforcement cameras, red light cameras, radio sites and other engineering systems, which are indispensable to HKPF in maintaining public order.

Moreover, we designed and built a modern fence protection system for HKPF to support the reduction of the Frontier Closed Area (FCA) for releasing lands for other uses to cope with the economic development in Hong Kong. The new fence protection system provides a high speed central processing system, new intrusion sensor cabling network and powerful video analytic system that enhance security control and detection of intruders at FCA. We also supported C&ED to meet rapid boundary vehicular traffic growth by introducing into Hong Kong a mobile x-ray vehicle scanning system, which can be flexibly deployed as and when needed to any boundary control points to search for smuggling goods.



年內，我們開始為消防處的數碼集群無線電系統提供維修保養服務。我們確保系統能有效運作，令消防員更有效調撥資源以應對突發事件。
During the year, we took on the maintenance of the Digital Trunked Radio System from Fire Services Department. We ensure the system operate efficiently so firefighters can better manage resources to cope with emergency situations.

在2012/13年，我們為消防處救護車隊取得了PAS 55資產管理認證。PAS 55是一種專業資產管理模式，涵蓋資產「從生產到廢置」的整個運作周期。我們透過應用這種管理模式，為救護車的採購、維修保養和改裝工作提供妥善服務。另外，我們受消防處委託，為將軍澳新消防訓練學校提供項目管理服務，裝設一系列實火場景模擬事故訓練設施。設施將包括與大廈、飛機和鐵路站等實景相當的模擬場景，消防訓練導師可透過電腦模擬各種火災和救援情況，為消防員提供既像真又安全的訓練環境。

In 2012/13, our services for FSD's ambulance fleet successfully obtained PAS 55 Asset Management Certification. We leveraged on the PAS 55 "Cradle to Grave" asset management to excel our services in ambulance procurement, maintenance and modifications. We were also entrusted by FSD to provide project management services for the construction of a range of live fire simulators at the new Tseung Kwan O Fire Services Training School. These simulators will include full-size mock-ups specifically constructed to resemble fire and rescue situations in places such as high-rise buildings, aircrafts and railway stations. Firefighting instructors will be able to set up training scenarios in the simulators through computer controlled systems, thereby enabling firefighters to train in a realistic but safe environment.



懲教署一直與機電工程營運基金緊密合作，並建立了良好的工作關係。機電工程營運基金在提供全面和高水準的機電及顧問服務上聲譽良好。我們深信營運基金在安裝羅湖懲教所的綜合保安系統工程方面具備實際的專業知識，對營運基金團隊的工作很有信心。

安裝工程進行期間，機電工程營運基金團隊與我們充分合作，並能配合我們要求的工作方案，令工作流程非常順暢。保安是懲教署首要關注的事項。在整個過程中，機電工程營運基金團隊完全了解我們的關注，並遵循我們為確保保安監控而提出的所有要求。這方面往往涉及額外的工作和資源。對我們來說，這是最令人印象深刻的。

Correctional Services Department (CSD) has long been working closely with the EMSTF and the working relationship is well-established. The EMSTF has a track record for providing comprehensive and high standard electrical and mechanical services and consultancy. We believe EMSTF has the technical know-how for this Integrated Security System project at Lo Wu Correctional Institution, and we have confidence in the EMSTF team's work.

The EMSTF team gave us full cooperation and matched up with our required work programmes, achieving very smooth workflow during the installation work. Security is the CSD's paramount concern. Throughout the process, the EMSTF team fully understood our concern and complied with all our requirements for the safeguard of security control, which often involved extra work and resources. We were most impressed by these extra contributions.

懲教署高級監督（工程及策劃）

鍾子綸女士

**Ms Chung Chi-lan,
Senior Superintendent (Works and Planning), Correctional Services Department**

客戶的鼓勵

**CUSTOMERS
ENCOURAGEMENT**



機電工程營運基金對監察消防處的第三代調派系統內多個子系統及數碼集群無線電系統的表現，不遺餘力。

鑑於消防處須全天候24小時應付任何緊急事故，因此，這類關鍵系統無間斷的運作對消防處的服務非常重要。備有電子工程專門技術的機電工程營運基金最能確保系統的高效率運作，亦是一個稱職的維修保養承辦商。最重要的是，機電工程營運基金的團隊對緊急事故的搶修，貫徹反應敏捷。

The EMSTF has contributed great effort to monitor the performance of most of the sub-systems in Third Generation Mobilising System and the Digital Trunked Radio System in Fire Services Department (FSD).

As FSD will round the clock respond to any emergency incident, the incessant operation of these mission critical systems is so crucial to the operation of the Department. The EMSTF, with affluent electronic engineering expertise, is a competent maintenance contractor to ensure effective and efficient operation of these mission critical systems at all times. It is very important that the EMSTF team always attends quickly to any critical emergency maintenance.

消防處高級消防區長（資訊科技管理組）
麥國森先生

**Mr Mak Kwok-sum,
Senior Divisional Officer (Information Technology Management Unit),
Fire Services Department**



在香港特別行政區政府15周年慶祝活動期間，一支保養妥善及準備就緒的車隊，對執勤人員的效率及安全來說十分重要。營運基金的人員為此在背後默默耕耘，確保前線人員達成目標。由此可見，你們的團隊專業，知識廣博，對工作盡忠職守，無從置疑。

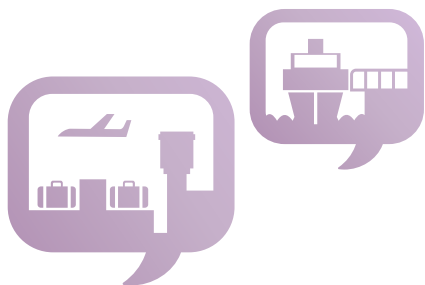
作為大嶼山區指揮官，我感到非常安心，因為有你們這支堅毅及盡忠職守的團隊與警隊一起工作。

Having a well-maintained and operationally ready fleet of vehicles was critical to the efficiency and safety of the officers involved during the HKSAR 15th Anniversary Celebrations. It is clear that EMSTF staff worked relentlessly behind the scenes to enable the front line to achieve these objectives. This achievement is testimony to your collective professionalism, resourcefulness and dedication to duty.

As Lantau District Commander, I feel assured that I have colleagues of your determination and dedication working alongside the Police Force.

香港警務處大嶼山區前任指揮官
郭蔭庸先生

**Mr Kwok Yam-yung, Frank,
the then District Commander (Lantau), Hong Kong Police Force**



運輸

機場方面，我們於2012年透過投標奪得機場重要基礎設施的維修保養合約，涵蓋助航燈、行李處理、污水處理和空調等系統維修保養服務。我們負責助航燈系統內包括11,000多盞跑道燈和滑行道燈的維修保養，在2012年為352,000架次航機，提供清晰明確的目視指引。我們也為每小時處理分送16,000件行李的行李處理系統提供全年365天的駐場故障維修服務。我們奪得這些維修保養合約，證明了我們的優質與絕對可靠的服務得到客戶機場管理局的信賴，為香港市民和訪客帶來無可比擬的機場體驗。另外，隨着位於機場島的民航處新總部於2013年全面投入運作，我們亦開始為大樓提供全方位操作和維修保養服務，以支援航空安全。



我們在控制室內檢視行李處理系統，確保行李處理過程暢順而有效率。
We closely monitor the performance of the baggage handling system to ensure the smooth and efficient process of luggage.



營運基金為行李處理系統提供全年 365 天的駐場故障維修服務，旅客對系統處理行李的效率感到滿意。
Travellers are satisfied with the efficiency of the baggage handling system, for which we provide a 365-day on site fault attendance service.



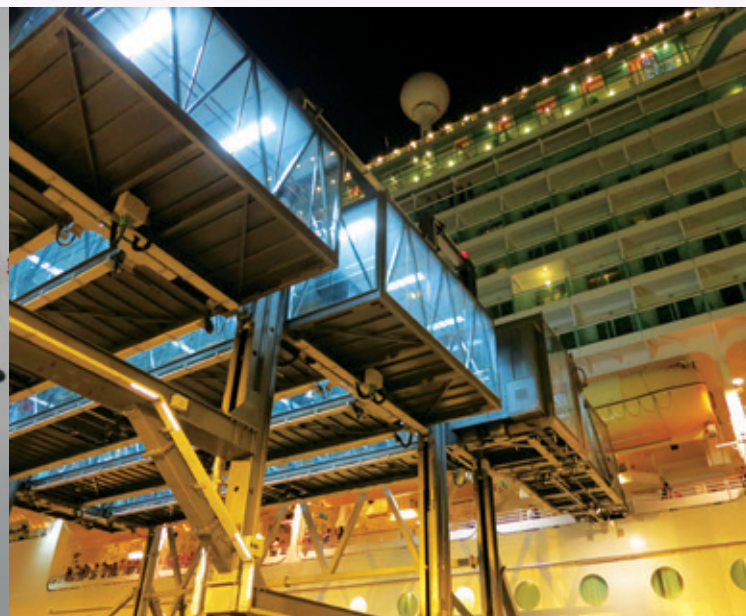
我們維修保養機場空調系統，為旅客提供舒適環境。
We maintain the airport air-conditioning system to give travellers a comfortable environment.

TRANSPORT

For the airport, we won in 2012 through tendering for critical airport infrastructure maintenance contracts, including airfield ground lighting, baggage handling, wastewater treatment and air-conditioning systems. The airfield ground lighting system which we maintained comprises over 11,000 runway lighting and taxiway lighting and provided clear and robust visual guidance for 352,000 air traffic movements in the airport in 2012. The baggage handling system for which we provided a 365-day on site fault attendance service, maintained a destination flow of 16,000 bags per hour. Our winning of these maintenance contracts reinforced our service quality and impeccable reliability together with the trust of our client, Airport Authority, bringing Hong Kong's public and visitors an unparalleled airport experience. Moreover, we played a part in enhancing aviation safety and began to provide comprehensive operation and maintenance service to the new Civil Aviation Department Headquarters on Airport Island as it became fully operational in 2013.



在新啟德郵輪碼頭，我們的工作人員透過船橋內的控制屏測試及校驗登船橋的操作。
At the new Kai Tak Cruise Terminal, our staff conducts testing and commissioning of the Seaport Passenger Boarding Bridge operation through a control console inside the Bridge.



我們的工程服務在建設海上運輸基建上也有所進展。年內，我們為新啟德郵輪碼頭負責的工作，包括乘客登船橋的安裝能按時圓滿完成，為迎接2013年6月「海洋水手號」郵輪首泊作好準備。登船橋由五條走廊通道組成，全長約90米，是現時世界上最大型的活動橋。隨着郵輪碼頭於2013/14年全面投入服務，我們亦開始替旅遊事務署為碼頭的工程系統提供維修保養服務。另外，年內我們與海事處簽訂服務水平協議，為更換和提升船隻航行監察服務系統（航監系統）提供項目管理服務。相較現時 5,000 個船隻目標的處理量，新航監系統可偵測及追蹤多達10,000 個船隻目標，當系統在2016/17年投入服務時，海事處為訪港船隻提供可靠航監服務的能力將進一步增強。

至於陸上運輸基建，為確保隧道內的道路使用者可以享用無間斷的數碼聲音廣播服務，至2012年12月，我們已在四條政府隧道安裝數碼聲音轉播系統。駕車人士在隧道內，可透過先進的數碼聲音廣播系統享用無間斷的電台廣播服務。這套廣播系統更具備話音插播功能，可在出現緊急情況時，於數碼廣播節目中插播須向駕車人士發布的實時交通及安全資訊。另外，我們為運輸署提供更換獅子山隧道送風系統的項目管理服務，亦於2012年12月完成，為安全高效的隧道營運提供穩定可靠的送風系統。

在行人交通方面，我們與運輸署簽訂服務水平協議，由2012年4月起，我們繼續為中環至半山自動扶梯系統提供一站式操作及維修保養服務。這系統連接德輔道中和干德道，由18條自動扶梯、3條自動行人道和有蓋行人道組成。特別在每天繁忙時間，該系統是當區行人不可或缺的交通工具。

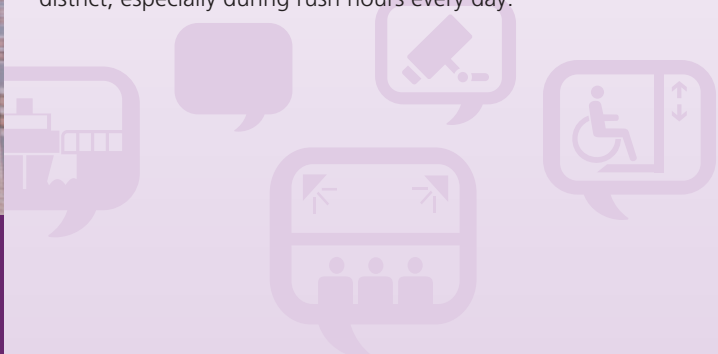


我們為中環至半山自動扶梯系統提供一站式操作及維修保養服務。這系統連接德輔道中和干德道，是當區行人不可或缺的交通工具。
We provide a one-stop-shop operation and maintenance service to the Central-Mid-Levels Escalator and Walkway System. Connecting Des Voeux Road Central and Conduit Road, the system has been indispensable in serving pedestrians travelling in the district.

Besides, our engineering services made progress in the development of sea transport infrastructure. During the year, at the new Kai Tak Cruise Terminal, we ensured the timely completion of our work, including the installation of the Seaport Passenger Boarding Bridges (SPBBs) on the apron, in preparation for the inaugural berthing of the Mariner of the Seas in June 2013. These SPBBs, each with five tunnel segments with a total length of 90 meters, were the largest movable SPBB ever manufactured in the world. With the full operation of the cruise terminal in 2013/14, we will begin providing maintenance services for the engineering systems at the terminal for the Tourism Commission. Furthermore, we signed a SLA with the Marine Department (MD) during the year for the replacement and upgrading of the Vessel Traffic Services (VTS) System. The new VTS system can detect and track up to 10,000 vessels, as compared to the existing capacity of 5,000 vessels. When it is completed in 2016/17, the new VTS system will strengthen MD's capability in providing reliable vessel traffic services for vessels visiting Hong Kong.

As for land transport, to ensure tunnel road users can enjoy uninterrupted Digital Audio Broadcasting (DAB) services, we completed the implementation of DAB re-broadcasting system at four government tunnels by December 2012. These re-broadcasting systems will provide seamless radio services to motorists inside tunnels and allow voice break-in messages to be broadcast through DAB programme channels in emergency cases when real-time traffic and safety information needed to be conveyed. Also, to ensure a stable and reliable tunnel ventilation system for safe and efficient tunnel operation, we provided project management services to the Transport Department (TD) to replace the tunnel ventilation supply fan system in the Lion Rock Tunnel. The project was completed in December 2012.

In terms of pedestrian traffic, with the renewal of a SLA with TD that commenced in April 2012, we continued to provide a one-stop-shop operation and maintenance service to the Central-Mid-Levels Escalator and Walkway System. With 18 escalators, 3 travellers and covered walkways connecting Des Voeux Road Central and Conduit Road, the system has been indispensable in serving pedestrians travelling in the district, especially during rush hours every day.



客戶的鼓勵
CUSTOMERS
ENCOURAGEMENT



機電工程營運基金派駐在郵輪碼頭工作的隊伍所表現的專業態度和責任心，令我們印象特別深刻。記得當郵輪碼頭今年6月首次啟用時，機電工程營運基金的維修保養隊伍自願留下隨時候命，提供全面的支援及協助「海洋水手號」的船長快速及安全地駛進碼頭停泊，令到郵輪上的乘客有一個愉快的旅遊體驗。事實上，郵輪碼頭啟用首日，我們的確在操作乘客登船橋時，遇到一些小問題，幸好有機電工程營運基金工作人員在場，他們協助我們迅速解決問題，最終沒有影響到乘客上落的流程。

We were particularly impressed with the professional attitude and the strong sense of responsibility shown by the EMSTF staff working at the Cruise Terminal. When it was inaugurated in June this year, the EMSTF maintenance team volunteered to be on standby to provide full support and help the captain dock the vessel, Mariner of the Seas, quickly and safely, ensuring a joyful travelling experience for the cruise passengers. As a matter of fact, we were spared some moments on the berth inaugural occasion where we encountered some problems operating the passenger boarding bridge door. Thanks to the on site EMSTF team that the hiccup was resolved quickly and the passenger flow was not affected.

商務及經濟發展局旅遊事務署高級經理（旅遊）
陳偉杰先生

Mr Thomas Chan,
Senior Manager (Tourism), Tourism Commission,
Commerce and Economic Development Bureau



<http://www.emsd.gov.hk/emsd/EMSTFar/1213/v1.html>

訪問短片 手機即看
Shoot and view our video



機電工程營運基金團隊的成員，憑藉其專業的知識及寶貴的經驗，克服種種困難，以及技術、時間上的限制，協助我們安裝數碼聲音廣播系統的轉播設備。我很高興該系統已通過測試，並在第一期工程的四條政府隧道內啟用。

由工程規劃、招標、安裝以至系統啟用的整個過程中，我們與營運基金團隊一起工作，實是樂事。我期待在不久的將來能再度合作，並繼續享用你們的優質服務。

The EMSTF team members, by deploying their excellent professional expertise and valuable experience in overcoming various hurdles, technical and time constraint, have assisted us in setting up the Radio Re-broadcasting System for Digital Audio

Broadcasting. I am glad to learn that the system has been successfully tested and put into operation for four government tunnels in the first phase of the project.

It has been a pleasure to work with your team throughout the project period from planning, tendering, installation to operation. I look forward to working with your colleagues again in the coming future, in anticipation of their continuous quality services.

運輸署總運輸主任/新界西南
阮康誠先生

Mr Yuen Hong-shing, Honson,
Chief Transport Officer/NT South West, Transport Department



在新屏山水圍公共圖書館，一位男孩把所借書籍放入特快還書箱。這本書之後會由營運基金設計和安裝的書籍分揀系統處理。
At the new Ping Shan Tin Shui Wai Public Library, a young boy is returning his borrowed book by dropping it into the express check-in box. The book will then be handled by the book sorting machine designed and installed by EMSTF.



有效率的書籍分揀系統能在短時間內把各類書籍整理歸類，方便市民閱覽。
An efficient book sorting machine enables books to be made available for library patrons quickly.



康樂與文化

從位於西營盤的中山紀念公園游泳池到位於屯門的新屯門西北游泳池，我們為全港公眾游泳池提供包括過濾系統的機電系統維修保養服務。這顯示我們不斷致力透過工程服務，為全港市民，不分年齡、性別和種族，打造現代化的世界級康樂設施。

新屏山水圍公共圖書館的書籍分揀系統，是我們致力配合市民需要的另一例子。該系統不但縮短了市民在繁忙時段的輪候時間，也讓圖書館得以在更短時間內整理和分揀大量歸還的書籍。此外，我們向康樂及文化事務署（康文署）提出改善圖書館空調系統的建議，為圖書館進一步改善室內空氣質素。



我們為剛啟用的屯門西北游泳池提供工程服務。這個游泳場館環境舒適，市民可盡享游泳樂趣。
The newly established Tuen Mun North West Swimming Pool where we contributed our engineering services offers a pleasant swimming experience to the public.

LEISURE AND CULTURE

At public swimming pools across the city, from the Sun Yat Sen Memorial Park Swimming Pool in Sai Ying Pun to the new Tuen Mun North West Swimming Pool in Tuen Mun, we provided maintenance services to the pools' electrical and mechanical systems, including the filtration systems. These are examples where our engineering services are contributing to the enjoyment of top class leisure facilities by Hong Kong's residents of all ages, genders and race.

The new Ping Shan Tin Shui Wai Public Library book sorting machine was our response to the community's request to reduce waiting times during peak periods. The machine also facilitated a larger number of books returned for clearing and sorting within a shorter period. In addition, we made proposals to the Leisure and Cultural Services Department (LCSD) for possible enhancement of air-conditioning systems at libraries with a view to improving air quality.



屏山天水圍公共圖書館職員正在使用書籍分揀系統分揀書籍。系統根據電腦條碼將書籍按類別放進不同的箱子。
A librarian at the Ping Shan Tin Shui Wai Public Library is using the book sorting machine. Using bar codes, the machine will sort books into different boxes according to the category of each book.



我們的專業人員為新屯門西北游泳池的過濾系統進行定期檢查。
Our professional staff is conducting regular inspection of the filtration system at the new Tuen Mun North West Swimming Pool.

在2012年，康文署為慶祝香港特別行政區成立15周年，分別在香港文化博物館和香港歷史博物館舉辦了名為「畢加索 — 巴黎國立畢加索藝術館珍品展」及「一統天下：秦始皇帝的永恆國度」兩項重要展覽活動。於展覽舉行期間在會場內為各項珍貴展品保持適當溫度和濕度，是我們的首要任務。此外，由於兩所展館的現有空調系統在設計上可能不足以應付預計的入場人潮，我們為康文署提供廣泛支援，提升及改裝展館的現有空調系統。讓市民能夠在舒適的環境下欣賞展品，正是我們的工作價值所在。

規劃署就展城館推出的互聯網互動服務，是我們與客戶部門攜手協作服務市民的又一例子。規劃署的構思，是透過互聯網科技，向市民發布展城館的最新展覽及活動資訊。我們就此為展城館開發了一個流動應用程式和饒富趣味的網站，為市民提供更便捷的途徑與展城館聯繫。

To commemorate the 15th Anniversary of the Establishment of the Hong Kong Special Administrative Region, LCSD presented two major events titled "PICASSO – Masterpieces from Musée National Picasso, Paris" and "The Majesty of All Under Heaven: The Eternal Realm of China's First Emperor" in 2012 at the Hong Kong Heritage Museum and the Hong Kong Museum of History respectively. It was a prime concern to maintain suitable temperature and humidity for holding invaluable relics on display. Moreover, as the design of existing air-conditioning systems in the two galleries would not be sufficient to cope with the anticipated crowd, we provided extensive supports to LCSD in upgrading and modifying the existing air-conditioning systems. The value of our work was to provide a comfortable environment for the public to appreciate the exhibits.

We collaborated with the Planning Department on its initiative in exploiting internet technology to let the public obtain latest information of the City Gallery exhibitions and events. We constructed a mobile application and an interesting website to encourage smoother public interaction with the City Gallery.



我們受規劃署委託研製流動應用程式和饒有趣味的網站介紹展城館，為市民提供更為便捷的途徑與展城館聯繫。
We were entrusted by the Planning Department to implement a mobile application and an interesting website to introduce City Gallery to encourage smoother public interaction with the gallery.

客戶的鼓勵 CUSTOMERS ENCOURAGEMENT



我對營運基金轄下團隊為中山紀念公園游泳池提供的專業支援和維修服務，致以衷心的感謝。團隊的專業意見及大力支持，對系統的維修策略及運作暢順，有莫大貢獻。

你們在緊急維修工作中付出的努力及提供的專業協助，使中山紀念公園游泳池能夠時刻為中西區居民提供優質卓越的服務。

I would like to express our sincere gratitude for the provision of professional support and maintenance services by EMSTF team for the Sun Yat Sen Memorial Park Swimming Pool. The team's expertise advice and generous supports contributed much to the maintenance strategies and smooth operation of the system.

Your esteemed professional assistance and the efforts delivered for the urgent maintenance work is indeed an engraftment of the best, excellent and quality swimming pool services to members of the public in Central and Western District.

康樂及文化事務署中西區助理康樂事務經理
蕭琇瓊女士

Ms Siu Sau-king, Michelle,
Assistant District Leisure Manager (Central & Western),
Leisure and Cultural Services Department

參與
Participation



智識
Knowledge

關懷
Caring

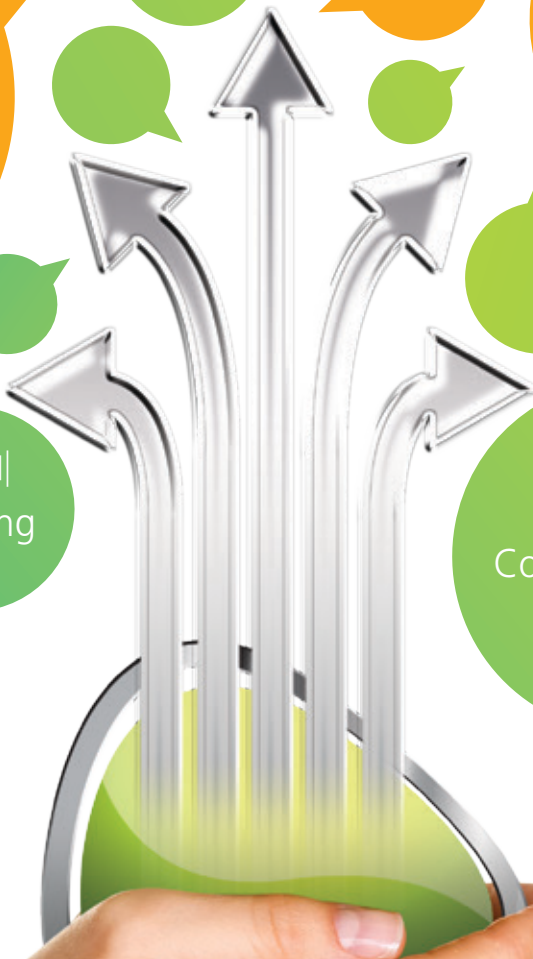
安全
Safety



支援
Support

溝通
Communications

培訓
Training



企業管理

Corporate Stewardship

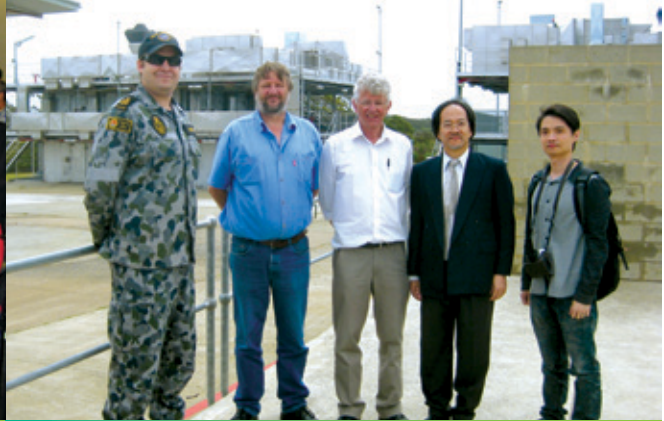
我們在2012年秋天，舉行了一系列「策略制訂工作坊」，並訂定「透過與客戶的伙伴關係，創造公眾價值利惠市民」為新的五年企業目標。我們將通過實施五大策略，分別是：提供優質服務、成為業界典範、建立員工才能與關懷文化、優化知識管理及持續綠色作業，以實踐上述目標。

In the fall of 2012, we conducted a series of strategy formulation workshop to define the new five-year corporate goal of "creating public value for community betterment through partnership with our clients". We will achieve this goal through the implementation of five strategies, namely: delivering service excellence, becoming a trade model, building staff capacity and a caring culture, enhancing knowledge management, and sustaining green operation.





在 2013 年 1 月，逾 200 名員工參加了兩次綜合樓宇管理系統講座，探討更廣泛地利用該技術提供優質服務。
In January 2013, over 200 staff attended two seminars on integrated building management system to explore wider adoption of technology to achieve service excellence.



營運基金工程師參觀澳洲先進的實火模擬設施，為消防處將軍澳新消防訓練學校提供項目管理服務作準備。
EMSTF engineers visited state-of-the-art real fire simulators in Australia in preparation for project management services to be provided to Fire Services Department's new Tseung Kwan O Fire Services Training School.

提供優質服務

在2012年由獨立顧問進行的客戶意見調查，結果顯示客戶滿意度穩步提升，在以8分為滿分的準則下，2012年得分由2010年的6.01分躍升至6.12分。無疑，我們也找出有待改善的地方。

年內我們成立了一個由總工程師帶領的工作小組，制訂改善客戶服務的行動計劃。為了加強與客戶溝通，我們增加了客戶通訊《機電傳聲》的出版期數，由一年兩期增至四期。我們也開始將員工通訊《群聲》派發到客戶所屬的部門，藉此與客戶建立更密切關係。在加強承辦商監督方面，我們現正開發一個網上平台，以便更有效地監察由承辦商進行的維修工程進度。我們預計在2013年底便可以測試這個平台。我們亦優化工程合約的技術審計及擬備工程監督和合約管理指引，給我們提供服務的部別參考並加以應用。另外，我們也成立了兩個由助理署長擔任主席的工作小組，主要檢討外判工程合約，加強對工程質量的監察和承辦商的監督。

此外，我們正積極探討更廣泛地採用可在工作效率及可靠性方面提供優質服務的技術。在2013年1月，我們舉辦了兩場綜合樓宇管理系統講座，並邀請九位供應商與我們逾200名員工分享他們的經驗。隨後，我們選定了22個場地作試點，在未來幾年建立綜合樓宇管理系統。我們亦於2月舉辦講座，探討應用流動技術優化工作彙報。我們也重新審視資訊服務中心流程，改善與客戶溝通。

成為業界典範

為了吸引青少年加入機電行業，我們重新將2012年入職學徒定名為見習一級和二級技術員（前身為技術員學徒及技工學徒），同時由2013年起調升兩者薪酬。在2013年，我們將推出一個在薪酬及福利均具競爭力，為期四年的見習技術員訓練計劃，吸引從未接受技術訓練的中學畢業生。此外，在2012年中，我們與17個工會、商會及公共機構成立了香港機電業推廣工作小組，並於2013年3月合辦香港機電業（技術人員）— 就業及發展活動，吸引新血加入這個行業。有關宣傳活動吸引超過2,700人入場參觀。



在 2013 年初，我們成立了香港機電業推廣工作小組，並合辦「香港機電業（技術人員）— 就業及發展」活動，吸引新血加入這個行業。
In early 2013, we set up the E&M Trade Promotion Working Group and organised a joint publicity function "Hong Kong E&M Trade (Technical Personnel) – Career and Development" to attract new blood to join the industry.

DELIVERING SERVICE EXCELLENCE

The result of the 2012 customer opinion survey conducted by an independent consultant revealed a steady improvement for customer satisfaction, recording a score of 6.12 out of 8, up from 6.01 in 2010. Nevertheless, we also identified some areas for improvement.

A working group chaired by a chief engineer was formed during the year to formulate action plans for customer service improvement. To reinforce communication with clients, we increased the publication frequency of our client newsletter, VoiceLink, from two to four times a year. We also started to distribute our staff newsletter, Group Voice, to client departments to foster a closer relationship. As for strengthening contractor supervision, we are developing an online platform to better monitor the progress of maintenance tasks done by the contractor. A pilot use of this platform is expected in late 2013. Technical audits of works contracts were enhanced and guidelines for work supervision and contract management were prepared as reference for service divisions to develop. Moreover, two working groups chaired by assistant directors were established to review our outsourcing contract documents with a view to enhancing contract work quality and supervision.

Furthermore, we are actively exploring the wider adoption of technology to achieve service excellence in terms of efficiency and reliability. In January 2013, we organised two seminars on integrated building management system (iBMS). Nine suppliers were invited to share their experience to an audience of over 200 staff. Subsequently, we identified 22 sites for pilot implementation of iBMS in the coming years. We also organised a seminar on mobile technology application in February for enhanced job reporting. Moreover, we reviewed our information service centre operation for better customer communication.

BECOMING A TRADE MODEL

To attract more teenagers to join the E&M trade, we renamed our apprentice to technician trainee I and II for our 2012 intakes (formerly technician apprentice and craft apprentice respectively) with substantial salary increases from 2013. In the 2013 intake, a new four-year technician training scheme with competitive salary and fringe benefits will be launched to target secondary school leavers without prior technical education. Moreover, in mid-2012, we set up the E&M Trade Promotion Working Group comprising 17 related trade organisations and major utilities companies. We organised a joint publicity function "Hong Kong E&M Trade (Technical Personnel) – Career and Development" in March 2013 to attract new blood to join the industry. The function was well received with over 2,700 attendees.



我們根據過去事故所汲取的經驗和教訓，設計了一些以安全為主題的動畫推廣安全意識。
We designed a number of animations on lessons learned from past accidents to promote safety awareness.





我們首次舉辦家庭競技同樂日，來自不同部別的員工與家人一起組成隊伍參加十項遊戲，現場氣氛輕鬆愉快。
The Family Gala 2013 was a new initiative this year, where staff from different divisions, together with their family members, formed teams to participate in a total of ten games in a fun and relaxing atmosphere.

在加強工作安全方面，我們發起零意外事故獎勵計劃，並根據過去事故所汲取的經驗和教訓，設計了一些以安全為主題的動畫。年內，我們還推出一項活動，目的在識別及顯示在不同場地可能出現的「最常見的安全威脅」和減低相關危險的措施。對於承辦商，我們實施一系列安全警剔措施，例如派出首長級同事視察高危工地、分享事故經驗、審查承辦商的安全守則和工作程序以及監察被我們職安健督導委員評定為安全表現欠佳的承辦商。此外，我們亦成立了一個提高工程合約中機電安全的工作小組。

建立員工才能與關懷文化

員工是我們最寶貴的資產，因此我們重點投放大量資源於員工培訓。我們的培訓預算從2011/12年度的400萬元增至2012/13年度約600萬元。我們鼓勵員工參加本地或海外舉行的會議、講座和課程，從中學習新工程技術和創新的技術解決方案。此外，在2012年4月，我們舉辦了一個管理論壇，探討企業如何做到投訴有門，讚賞有道。四位重量級嘉賓應邀分享他們處理和管理投訴的經驗。我們在2012年6月和7月亦分別舉辦兩場論壇，並邀得營運基金管理層作演講嘉賓，分享他們對處理事故和傳媒管理的心得。另外，因應在2013年1月實施的新修訂《建造業工人註冊條例》及《建造業議會條例》，我們為約1,000位前線員工申請成為註冊建造業工人。



在家庭競技同樂日的遊戲中，我們的員工奮力衝線。
Our colleague sprinted to the finish line in a game at Family Gala 2013.

在推動關懷文化方面，我們更多探訪員工和與員工代表會晤，並革新我們的員工通訊，讓內容更以員工為本。另外於2013年1月及3月，我們分別為412名員工和37名退休員工舉辦長期優良服務獎頒獎典禮及榮休聯歡會，兩項活動均獲管理層出席，並在員工家屬面前，親自感謝員工在過去數十年所作的貢獻。此外，在同年3月，我們首次舉辦家庭競技同樂日，來自不同部別的500名員工與家人一起組成隊伍參加十項遊戲，現場氣氛輕鬆愉快。一如以往，我們在2012年11月舉行了年度署長簡報會，約有1,800名員工出席。簡報會為管理層提供平台，向員工扼要介紹部門方向及最新發展，而員工亦藉此機會直接向管理層提出他們關注的問題及意見。



In the area of enhancing work safety, we initiated a zero accident award scheme, and designed a number of safety animations on lessons learned from past accidents. We also conducted a programme to identify and display “top safety risks” and the associated mitigation measures at various venues during the year. For our contractors, we implemented safety vigilance initiatives. Examples included dedicated directorate officer safety visits to high risk sites, sharing lessons learned for accidents, reviewing contractor safety plans and work procedures and monitoring contractors with unsatisfactory safety performance under our Steering Committee on Occupational Safety and Health. Furthermore, a working group was formed for enhancing E&M safety in works contracts.

BUILDING STAFF CAPACITY AND A CARING CULTURE

We invested heavily in developing our staff, our most valuable asset. The training budget in 2012/13 was about \$6M, up from \$4M in 2011/12. We encouraged our staff to learn new engineering technologies and innovative technical solutions by attending conferences, seminars and courses, local and overseas as appropriate. Furthermore, in April 2012, we organised a management forum on how organisations could turn complaints into compliments. Four heavy-weight speakers were invited to share their experience on complaint

handling and management. Moreover, in June and July 2012, two forums were organised where EMSTF senior management was invited as speakers to share their insights on incident and media handling. Also, with the amendment of the Construction Workers Registration Ordinance and the Construction Industry Council Ordinance came into operation in January 2013, we arranged about 1,000 of our frontline staff to become Registered Construction Workers.

In terms of fostering a caring culture, we conducted more visits and meetings with staff representatives and revamped our staff newsletter with a more employee-oriented style. Moreover, in January and March 2013, we organised a long and meritorious service award presentation ceremony and a farewell tea party for 412 staff and 37 retiring staff respectively. Attended by senior management, these parties were our way to thank the staff, at the presence of their family members, for their contributions made in the past decades. Also, another new initiative took place in March the same year. This was the organisation of the first Family Gala, where 500 staff and family members from different divisions formed teams to participate in a total of ten games in a fun and relaxing atmosphere. As usual, we organised our yearly Director’s Briefing in November 2012. With about 1,800 staff attended, this briefing provided a platform for top management to brief staff on the direction and recent developments of the department, and for staff to raise their concerns and opinions directly to top management.



在「品質及安全日 2012」活動中，最佳職安健改善個案比賽得獎隊伍以生動有趣形式演繹他們的得獎個案。
The winning team for the Best OSH Enhancement Project Competition shared its project in a lively manner at the Quality and Safety Day 2012.



管理層與退休員工家人一起出席榮休聯歡會，感謝退休員工在過去數十年所作的貢獻。
Attended by senior management, the farewell tea party was our way to thank retiring staff, together with their family members, for their contributions made in the past decades.

優化知識管理

為了促進部門內不同職級及不同工程專業同事互相學習和交流，在2012/13年度，我們特別投放資源整合以往各知識管理渠道，籌備在部門成立知識群體。我們目標是在2013年4月推出知識群體的第一期，旨在為員工提供一站式網上搜尋、檢索及分享和工作相關機電知識的平台。此外，為支持知識群體，我們還會成立睿智小組及匯智論壇，並由總工程師領導，以鼓勵員工利用這些公開平台分享知識。另一項在籌劃中的知識管理措施是彙編政策手冊，目的是促進員工對政策的理解和闡釋政策的依歸。手冊安排於2013年年中發布。

此外，機電工程署的2012品質及安全日已於2012年11月舉辦。兩位應邀的演講嘉賓以安全、品質、客戶服務和環保為主題，分享他們的心得。其後，八隊於最佳改善個案比賽、最佳客戶參與個案比賽、最佳職安健改善個案比賽和最佳綠色個案比賽中勝出的隊伍獲邀在台上以生動有趣的形式演繹他們得獎個案。這次活動空前成功，有超過160名員工參加。

持續綠色作業

我們透過節約、環保和改善計劃，實踐我們持續綠色作業的承諾。例如，無紙化營運是全球趨勢。我們在2012/13年開始試行無紙會議系統，並以首長級人員率先成為我們第一批用戶。我們會根據試行結果優化該系統。

同時，我們正籌劃改造總部大樓，使其符合最新的綠色建築標準，為行業樹立榜樣。為此，我們委託顧問根據建築環境評估法的要求進行差距分析。



ENHANCING KNOWLEDGE MANAGEMENT

To foster a culture of learning and sharing among staff of different ranks and engineering expertise, we devoted resources in 2012/13 to consolidate our past efforts on knowledge management in setting up the Knowledge Communities (KC) in the department. Targeted to be launched in April 2013, the first phase of KC aims to provide a single access point online for staff to search, retrieve and share E&M knowledge relevant to their work. Furthermore, in support of KC, interest groups and forums led by chief engineers are being established to encourage staff sharing in an open platform. Another knowledge management initiative in the pipeline is the compilation of a policy manual, which provides ready references to promote staff's understanding and rationale of policies. The manual is scheduled to be published in mid-2013.

Moreover, the EMSD Quality and Safety Day 2012 was organised in November 2012. With safety, quality, customer care and environmental protection as its theme, two speakers were invited to share their insights on the subjects. Afterward, eight winning teams from the Best Improvement Project Competition, Best Customer Engagement Project Competition, Best OHS Enhancement Project Competition and Best Green Project Competition were invited on stage to share their projects in a lively manner. With over 160 staff attended, the event was a success.

SUSTAINING GREEN OPERATION

We sustain green operation through conservation, protection and improvement programmes. For instance, there is a world-wide trend towards paperless operation. We trial ran a paperless meeting system in 2012/13, with directorate officers taking the lead as our first group of users. The system will be upgraded based on the feedback of the trial.

Furthermore, we are planning to transform our headquarters to meet the latest green building requirements in order to set an example to the industry. Thus, we conducted a consultancy study on gap analysis based on the requirements of Building Environment Assessment Method (BEAM) Plus certification.



為促進部門內不同職級及工程專業同事互相學習和交流的文化，我們在2012/13年特別投放資源籌備成立「知識群體」，目標是在2013年4月推出。

Much effort was devoted in 2012/13 in the setting up of the Knowledge Communities (KC). Targeted to be launched in April 2013, the goal of KC was to foster a culture of learning and sharing among staff of different ranks and engineering expertise.



年內我們試行無紙會議系統，以實踐我們持續綠色作業的承諾。We set up a trial paperless meeting system during the year as part of our commitment to sustain green operation.

