

部門簡介及架構

Organisational Profile and Structure

機電工程署提供兩大服務，分別是規管服務及營運服務，後者由機電工程營運基金（營運基金）負責執行。

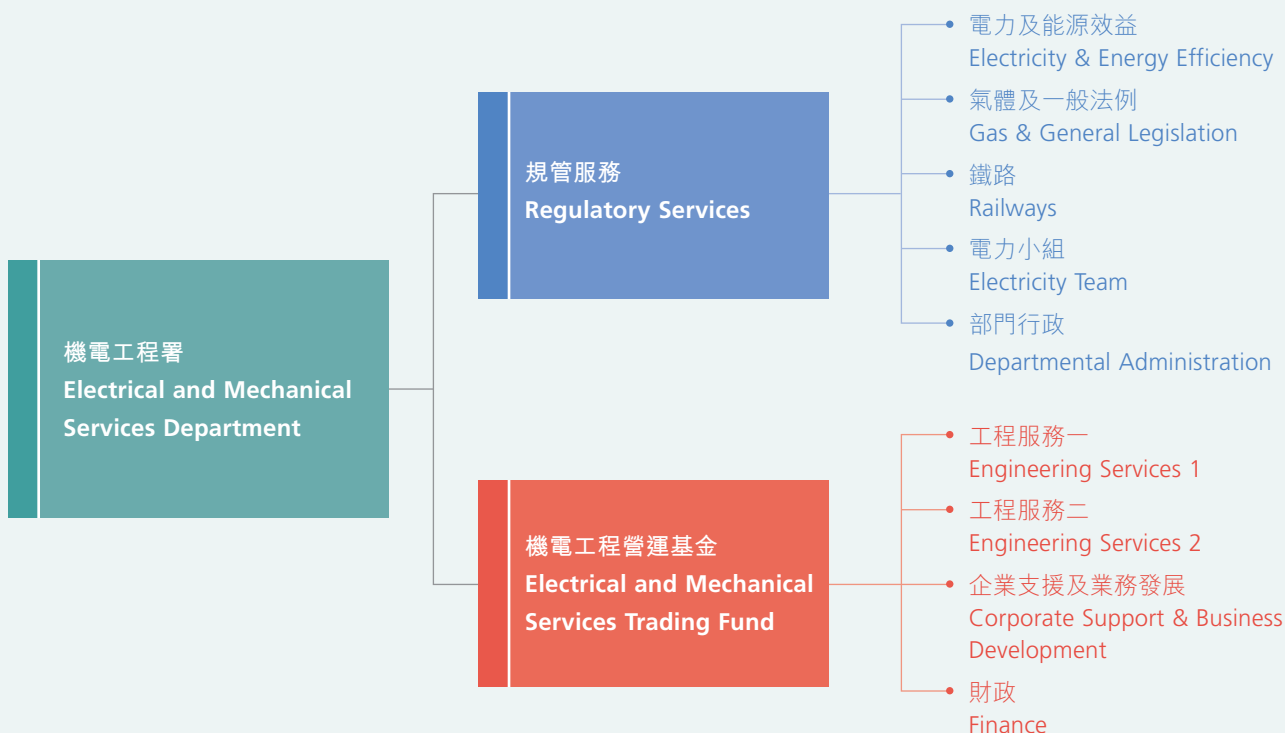
規管服務的職能，是以規管活動及服務，確保本港機電安全和推廣能源效益。具體工作是透過執行法例和推動公眾教育，以規管電氣、機械及氣體安全、鐵路安全及推廣能源效益。此外，規管服務也根據「管制計劃協議」，監管電力公司的技術表現及發展計劃。我們也時常為政府的多種安全和環保工作，提供專業及技術支援。

營運基金為本港政府部門及公營機構提供電氣、機械、電子工程及屋宇裝備服務。我們透過一站式的工程和維修增值服務，讓本港公營部門的電氣、機械、電子及屋宇裝備系統能暢順有效及節能環保地運作。我們的客戶包括為機場、醫院、學校、紀律部隊、運輸及公路、港口及海港、政府合署及法院大樓、公眾文娛康樂提供服務的政府部門和機構，所以我們的服務與市民息息相關，我們以提升全港市民的生活質素為最終目標。

The Electrical and Mechanical Services Department (EMSD) provides two distinct services: Regulatory Services (RS) and Trading Services (TS). The latter is delivered via the Electrical and Mechanical Services Trading Fund (EMSTF).

Our RS ensures E&M safety and promotes energy efficiency in the community via its regulatory activities and services. Specifically, RS regulates electrical, mechanical and gas safety, railway safety, as well as energy efficiency, via law enforcement and public education. It also monitors the technical performance and development plans of the electricity supply companies under the Scheme of Control Agreements, and gives professional and technical support to the Government's wide range of safety and environmental initiatives from time to time.

EMSTF delivers services in electrical and mechanical (EM), electronic engineering (EE) and building services (BS) to government departments and public institutions in Hong Kong. We provide one-stop value-added engineering and maintenance services for the EM, EE and BS systems in the public sector to operate effectively, efficiently and in an energy efficient and sustainable manner. We serve diverse customer departments and organisations which provide services covering the airport, hospitals, schools, security forces, transport and highways, port and harbour, government offices and law court buildings as well as public recreation and leisure, with the ultimate goal of improving the quality of life for everyone in Hong Kong.



署長及總經理的話 Message from the Director and General Manager



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

我們謹此欣然報告機電工程署規管服務和營運服務年內在經濟、社會及環保方面的表現和成績。本年報的目的，是讓持份者更了解我們的工作和重點優次，並藉此加強溝通，也歡迎大家提供寶貴意見。

規管服務

隨着近年各項新條例相繼實施，如《升降機及自動梯條例》及《建築物能源效益條例》，我們的同事已做了大量工作，確保業界與其他持份者都充分了解其法定責任，以在條例生效後即可妥善遵行。

措施透明

我們透過各項行政措施，協助業界改善表現和提高公眾對業界的信心，「註冊升降機及自動梯承辦商表現評級」制度就是一個好例子。評級制度於2013/14年度全面優化後，繼續保持高度透明，

讓傳媒和公眾可隨時在網上輕易查閱個別承辦商的安全和服務表現，而相關資料更會按季在機電工程署網站更新。

安全表現更佳

規管服務一直致力促進本港的機電安全和能源效益，務求市民安全安心。我們很高興指出，2013年內的氣體事故與第三者損毀供電電纜事故數目均創新低，分別為218宗及60宗，顯示我們的機電安全工作取得滿意成績。在目前各大基建工程進行得如火如荼之際，事故數目趨降尤其令人鼓舞，但我們不會自滿。未來數年，本港建造工程仍會十分興旺，事故風險亦會持續高企，故此我們務須繼續努力，盡量減低事故數字。

提高能效標準

推廣能源效益的工作去年有不少進展。我們的團隊在《建築物能源效益條例》及「強制性能源效益標籤計劃」的框架

下，不斷致力提升本港的能效表現，並為此展開新一階段的工作，即定期檢視現行各項計劃的評級標準，考慮最新科技發展及公眾期望不斷上升等因素，推出能效要求更高的新評級標準。

啟德發展區區域供冷系統年內也有重要進展。第一及二期工程均已完成，並如期於2013年6月，即啟德郵輪碼頭投入服務時，開始為郵輪碼頭供應冷水。第三期工程進展良好，到2015年，供冷系統將會接駁至啟德發展區內的其他樓宇和設施。

營運服務

機電工程營運基金的五年企業目標，是要做到「透過與客戶的伙伴關係，創造公眾價值利惠市民」，這目標仍舊不變，也是貫串營運基金一切活動的精神。財務方面，營運基金在2013/14年度表現持續穩定，完成所有目標。

We are pleased to report the performance of our Regulatory Services and Trading Services in terms of our economic, social and environmental responsibilities. The report aims to help our stakeholders better understand our work and priorities, and invite feedback and communication.

REGULATORY SERVICES

With the enactment of various new legislation in recent years, such as the Lifts and Escalators Ordinance and the Buildings Energy Efficiency Ordinance (BEEO), our colleagues put great effort into seeing to it that the trades and other stakeholders were fully aware of their statutory duties so as to facilitate a high level of compliance as soon as the laws came into operation.

Transparent Measures

We have deployed various administrative measures designed to help the trades enhance their performance and boost public confidence in them. A good example is the Registered Lift and Escalator Contractors' Performance Rating System. Newly revamped in 2013/14, it continues to be highly transparent and gives the media and the public easy online access to information about the safety and service performance of individual contractors, updated every quarter on the EMSD website.

Better Safety Performance

Our Regulatory Services strives to achieve "safety and peace of mind" for the public by enhancing E&M safety and energy efficiency. We are glad to report satisfactory performance in our work on E&M safety in the year 2013, as seen in the record low of 218 gas incidents and another record low of 60 incidents

of third-party damage to electricity supply lines. The downward trend is particularly encouraging as it coincides with an intensification of infrastructure works in Hong Kong. Even so, we are not complacent. With construction likely to continue to boom in coming years, the risk of incident remains high, and so we must continue to work to contain incident numbers.

Energy Efficiency Upgrades

Much progress was made last year in our energy efficiency drive. Our team has been working to upgrade Hong Kong's energy performance under the BEEO and the Mandatory Energy Efficiency Labelling Scheme. This ushers in a new phase of our work, namely the regular review and upgrade of energy efficiency grading standards in existing schemes, taking into account current technology developments and increasing public expectations.

The Kai Tak District Cooling System reached a milestone during the year. Phases I and II were completed and commenced supplying chilled water as scheduled to the Kai Tak Cruise Terminal upon its opening in June 2013. Phase III works are making good progress and will connect more buildings and facilities at Kai Tak Development to the system by 2015.

TRADING SERVICES

Our five-year goal for the Electrical and Mechanical Services Trading Fund is to "create public value for community betterment through partnership with our clients". This goal remains unchanged and is the common thread weaving through all EMSTF activities. In terms of financial performance, EMSTF continued to be stable and achieved all its targets in 2013/14.

Channelling Resources to the Community

Our revenue in 2013/14 was HK\$5,020 million which slightly increased over the preceding year, attributable to increased client service needs. In line with our aim to operate with minimal profit so as to enable clients to retain more funds and better their services for the community, our return on revenue was abated to 5.3%.

Becoming a Trade Model

I am grateful for the various accomplishments in becoming a trade model for the E&M industry – one of the five strategies to help us achieve our five-year corporate goal. Initiatives such as launching the TV series "Engineering, Life and Dreams" in collaboration with Radio Television Hong Kong, enhancing remuneration for our technician trainees and encouraging contractors to improve wages and working conditions for E&M engineering staff have worked well with the trade in promoting its status and attracting talent. We shall further our efforts on this front.

THE DEPARTMENT AS A WHOLE

EMSD has made impressive headway in stakeholder engagement. For EMSTF, engaging with customers is a key activity, and the best proof of success is the record high Customer Satisfaction Index of 6.22 on a scale of 8 in the latest EMSTF Customer Opinion Survey. The good rating is certainly the result of staff's increased understanding of service value and commitment to service excellence. For Regulatory Services, a focused and risk-based approach towards stakeholder communication, such as the stepping up of safety education for electrical workers, has already led to better safety performance.

把資源投向社會大眾

營運基金2013/14年度的收入是50.2億港元，較上年度略升，這是因為客戶的服務需求有所增加。另一方面，鑑於我們的目標是只以微利營運，好讓客戶保留更多資金以加強公共服務，營運基金2013/14年度的收入回報率因而下降至5.3%。

成為業界典範

年內，營運基金在致力成為業界典範方面，做出多項成績，謹此感謝同事的努力。成為業界典範，是我們貫徹五年企業目標的策略之一，具體工作包括協同香港電台推出電視連續劇《機電夢飛翔》，提高機電工程署見習技術員的薪酬，以及鼓勵承辦商改善機電工程人員的薪酬和工作環境等。這些措施對提高機電業的地位和吸引新血入行，都取得良好成效。我們會繼續推展這方面的工作。

部門縱覽

機電工程署在維繫持份者的工作方面取得極佳進展。對營運基金而言，與客戶保持聯繫溝通是十分重要的工作。根據最新的客戶意見調查，我們的客戶滿意指數，以8分為滿分計，創下6.22分的新高，這是營運基金成功維繫客戶的有力證明，也反映員工對服務價值的深刻了解，及對提供卓越服務的堅持。至於規管服務，由於以更聚焦和風險為本的方式與持份者聯繫溝通，例如加強電業工程人員的安全教育，安全表現也見提升。

維繫持份者的工作已見成效

內部方面，我們維繫員工的工作亦見成效。部門的團隊氣氛加強，合作精神也更好。以部門的員工康樂會為例，不但員工參與程度比以前高，推出的活動也更加多元化，更緊貼時代潮流。作為管理高層，我們鼓勵同事除了工作和家庭，也應培養其他興趣，例如體育運動和參

加工會等。我們也欣見員工投訴數目減少，而年內員工濫用病假更錄得零個案。員工的各種問題，現時都能以既定渠道和機制去處理。感謝有關單位和同事的共同努力，部門維繫員工的工作已取得相當成績。

我們與本地傳媒的良好關係也值得一提。在處理傳媒關係方面，我們已更為敏銳及積極主動，務求做到更透明及與記者適時聯繫溝通。因此，公眾現時對我們在不同範疇上的規管責任與觀點，都有更清晰的了解，而部門公信力和聲譽也見提升。香港是個開放社會，我們明白傳媒捍衛公眾利益的重要性，正因如此，我們更有動力去持續改善部門的表現。

我們與受規管的業界，也主動進行有系統的溝通工作。我們與業界對具體問題的看法，雖然往往不同，但雙方已建立了交流意見的渠道和機制，可以坦率討論。最重要的，是大家都有共同目標，就是使公眾安全安心。

「公眾價值」觀念植根

我們樂見員工變得更有活力，不同層級的同事，現時在日常工作中都會不時談到「公眾價值」，足見「公眾價值」的觀念已在同事心中植根。這點至為重要。

所謂「公眾價值」，是指透過有創意的工作及卓越的工程服務，為提升市民的生活質素和福祉作出貢獻，並在過程中充分掌握提供服務的真義。為鞏固這企業文化，我們力求在部門內更佳闡釋「服務價值」的涵意，同時協助同事將其「服務價值」化為日常運作的一部分，以便每天都能透過具體工作落實「公眾價值」。長遠來說，希望這會變為部門服務文化的一部分。

前瞻

展望將來，為能緊貼時代和社會步伐，我們必須謀事以智，在下列範疇進行更多工作。

知識管理

我們目前的知識管理，主攻工程技術，軟技巧則較少。諸如批判思考、公關、溝通和危機處理等軟技巧，對處理重大事故其實十分重要。這類軟技巧現時在部門內只有幾位經驗豐富的同事拿捏得到，而非客觀地以文字記錄下來，這有礙知識的承傳與轉移。我們的挑戰，是如何更有系統地承傳與轉移知識。


我們的知識管理工作，將來也可能需要加入程序管理的部分，俾能更佳配合部門的運作需要。

預防與處理問題

部門同事必須對表面看似微不足道，但對社會可能有巨大影響的重要問題，提高敏感度。舉例說，當某個新工程系統投入服務時，或會引起公眾對安全問題或生活質素會否受影響的疑慮。如果我們先知先覺，把問題一早處理好，這些疑慮根本就不會出現。同事近年在處事上雖已更為靈活創新，但對重要問題的敏感度，及適時而有系統地對問題作出預防與處理的技巧，則仍有進一步改善的餘地。

致謝

機電工程署有幸身兼多重角色，並與不同的持份者聯繫溝通。多年來，各方持份者對部門高度信任、積極支持和提供意見，我們銘感於心。我們的員工是部門的骨幹，全因為員工的誠信、承擔和出色服務，我們才會有今天的成績。只要得到大家繼續支持，我深信部門的獨特價值和服務文化，必能更上層樓。



陳 帆

機電工程署署長

機電工程營運基金總經理

Stakeholder Engagement Yields Results

Internally, staff engagement has also yielded results. There is a stronger sense of teamwork and spirit of cooperation. An example is the EMSD Staff Club, which now has a higher participation level and offers a wider range of activities that are more in tune with the times. As senior management, we also encourage staff to cultivate interests on top of work and family, such as sports or union activities. We are also delighted to report fewer staff complaints and zero abuse of sick leave this year, and to see that staff issues were resolved via existing channels and mechanisms. Thanks to the hard work of all parties concerned, staff engagement is in good shape.

Our good relationship with local media is also noteworthy. We have become more discerning in our media relations, making a proactive effort to be more transparent and to communicate with journalists in a timely manner. This means that the public now has a clearer picture of our responsibilities and perspectives on various issues. The department's goodwill has also improved. In an open society like Hong Kong, we are well aware of the importance of the media as a guardian of public interest, and this motivates us to improve continuously.

We also engage proactively and systematically with the regulated trades so that, although we may not always see eye to eye with them on specific issues, we have nonetheless established channels and mechanisms for the exchange of views and candid discussion. The key is that we share the common goal of ensuring safety and peace of mind for the public.

"Public Value" Sinking In

Above all else, we are happy to see a more energised workforce, where colleagues at every level of the organisation now talk about "public value" in the course of their work. This is a tell-tale sign that the concept of "public value" has sunk in.

By "public value", we mean to focus on contributing to people's quality of life and well-being through innovative work and best engineering practices, with an understanding of the true meaning of service. To reinforce the culture, we are working within the Department to better define and operationalise our staff's "service values", so that they can translate "public value" into action in the context of their day-to-day operations. Hopefully, this will evolve over time as part and parcel of our service culture.

LOOKING AHEAD

To keep pace with the times and social development, we need to work harder and smarter on the following fronts.

Knowledge Management

Our current knowledge management tends to focus on engineering skills rather than soft skills. Soft skills, such as critical thinking, public relations and communication as well as crisis management, are essential for handling a major incident. Currently these soft skills often reside in a few experienced officers, rather than in an objective, documented form, which impedes the transfer of knowledge. Our challenge is to make knowledge transfer more systematic.

Our knowledge management may also have to evolve in due course to add a process management dimension, so that it can better align with our operational needs.

Pre-empting and Managing Issues

It is important that our colleagues become more sensitive to seemingly small but critical issues that may have major impact on the community. For instance, the approval or operation of a new system may trigger fears that the public's safety or quality of life could be compromised, when such concerns need not have arisen if the issues had been foreseen and managed in good time. Despite the fact that our staff have become more innovative in recent years, we can still enhance our sensitivity to critical issues, and our skills, to pre-empt and manage issues in a timely and systematic manner.

VOTE OF THANKS

EMSD is privileged to have many roles and to be connected to diverse stakeholders. We are grateful to all of them for giving us trust, support and advice over the years. Our staff, of course, are the backbone of our operations, and our achievements are only possible through their integrity, commitment and outstanding service. With their support, we have no doubt the Department's unique value and service culture will scale new heights.



Chan Fan, Frank

Director of Electrical and Mechanical Services

General Manager, Electrical and Mechanical Services Trading Fund