





機電工程營運基金報告

EMSTF REPORT

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支持。
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.

常務委員會

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Permanent Secretary for Development (Works)



陳志明太平紳士

Mr Chan Chi-ming, 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)



戴德謙太平紳士

Mr Tai Tak-him, JP

機電工程署副署長/營運服務
Deputy Director/Trading Services, EMSD

秘書 Secretary



羅肇嫻女士

Ms Lo Siu-han, Cynthia

機電工程署主任秘書
Departmental Secretary, EMSD

* 薛永恒太平紳士出任機電工程署副署長/營運服務至2014年10月2日
Mr Sit Wing-hang, Alfred, JP was Deputy Director/Trading Services,
EMSD up to 2 October 2014

* 周楚添先生出任機電工程署主任秘書至2014年7月13日
Mr Chow Chor-tim was Departmental Secretary, EMSD up to 13
July 2014

管理委員會 MANAGEMENT BOARD



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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)

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2 戴德謙太平紳士 Mr Tai Tak-him, JP

機電工程署副署長/營運服務
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6 羅雪芬女士 Ms Law Suet-fan, Rebecca

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Finance Manager, EMSD

7 羅福基先生 Mr Law Fuk-ki

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Staff Relations Officer, EMSD

秘書 Secretary

8 羅肇嫻女士 Ms Lo Siu-han, Cynthia

機電工程署主任秘書
Departmental Secretary, EMSD

* 薛永恒太平紳士出任機電工程署副署長/營運服務至2014年10月2日

Mr Sit Wing-hang, Alfred, JP was Deputy Director/Trading Services, EMSD up to 2 October 2014

* 何世景太平紳士出任機電工程署助理署長/1至2014年12月29日

Mr Ho Sai-king, JP was Assistant Director/1, EMSD up to 29 December 2014

* 戴德謙太平紳士出任機電工程署助理署長/3至2014年10月5日

Mr Tai Tak-him, JP was Assistant Director/3, EMSD up to 5 October 2014

* 周楚添先生出任機電工程署主任秘書至2014年7月13日

Mr Chow Chor-tim was Departmental Secretary, EMSD up to 13 July 2014

機電工程營運基金在2014/15年度有穩定表現。這年度是我們為實踐企業目標推行五年策略計劃的第二年，年內營運基金已達到所有財務指標，而在其他主要營運範疇，包括提高客戶及員工滿意度等，皆有進展。

The Electrical and Mechanical Services Trading Fund delivered steady performance in 2014/15. In the second year of our five-year strategic plan to achieve our corporate goal, EMSTF met all its financial targets while working further in key operational areas, including customer and staff satisfaction.

戴德謙太平紳士

Mr Tai Tak-him, JP

機電工程署副署長/營運服務

Deputy Director/Trading Services, EMSD



整體表現

2014/15年度，營運基金的收入回報率為5.3%（2013/14年度為5.3%），總收入為54.92億港元（2013/14年度為50.2億港元）。收入上升，主要是由於服務規模擴大、新接收場地增加及通脹，但大部分收入增幅已被開支增長抵銷，尤其是不斷上升的承辦商費用。至於收入回報率則與上年度相同。未來數年，我們會繼續以微利營運，讓客戶節省更多開支以為市民提供更好的服務。

OVERALL PERFORMANCE

Return on revenue (ROR) in 2014/15 was 5.3% (2013/14: 5.3%), with total revenue of HK\$5,492 million (2013/14: HK\$5,020 million). The revenue increase is mainly attributed to increased scale of services and the new venues we are now servicing, plus inflation, though its impact is largely offset by increased expenditure, particularly rising contractor cost. The ROR is same as that of the previous year. We will maintain the slim-profit model in coming years so that clients may save more to serve the community better.

自從營運基金在2012/13年度把企業目標定為「透過與客戶的伙伴關係，創造公眾價值惠市民」，全體同事都朝著這清晰目標努力，調校工作優次，大家可於稍後章節了解我們年內的工作重點。總的來說，我們欣然報告營運基金的努力方向是正確的，而且建基於客戶高度滿意的堅實基礎上。2014年的客戶意見調查，以8分為滿分計，我們的客戶滿意指數就創下6.22分的歷史新高。

調查確認服務物超所值

根據2014年客戶意見調查，大部分客戶都視營運基金為首選的機電服務供應商，並認為我們的價格具競爭力，服務也物超所值。在所有受訪客戶中，有75%以營運基金為首選的機電服務供應商，較2012年的調查上升18%。受訪客戶表示，他們繼續選用營運基金工程服務的主要原因，首要是「服務可靠」，其次是「技術才能」和「服務質素」，而「價格水平」並非客戶的主要考慮因素。整體來說，受訪客戶評定營運基金的服務競爭力指數為6.19分，較2012年的5.87分高。這些數字，是我們多年來持續改進服務質素及為客戶創造價值的最佳證明。

2014年4月發表的審計署署長報告書曾提出多項營運基金須予改善的事項，當中包括有關員工逾時工作的事宜，及營運基金定價的問題。為審視報告書中就營運基金定價所提的意見，我們委託德勤企業管理諮詢（香港）有限公司於2014年進行一項獨立研究。研究發現，我們現時採用「成本附加」定價策略，「以確保機電工程服務定價合理，前後一致」，這意味原則上「營運基金的價格應與市場交易價格大致相符」。

員工開心 客戶稱心

客戶與員工是我們服務社群的價值鏈中相互緊扣的重要一環。我們相信，只要為員工提供良好工作環境讓他們發揮所長和盡展潛能，並給予正面鼓勵，員工自會有更好的表現，客戶便會因員工的優質服務而讚賞員工。當員工的努力獲肯定後，自信便會增加，推動他們做得更好。所以說員工開心，才能使客戶稱心。根據我們的最新員工滿意度調查，以10分為滿分計，員工滿意指數為6.4分。其實這個指數在過去數年一直維持在6.3至6.6分之間，反映員工滿意度大致平穩，不過當然也有改進的空間以達至我們的目標。

Since adopting the new corporate goal of “creating public value for community betterment through partnership with our clients” in 2012/13, all of us at EMSTF have been aligning our efforts and priorities with this clear focus. Readers will find highlights of our work in the following chapters. Overall, we are happy to report that our efforts are in the right direction with the solid foundation of a record-high overall score of 6.22 out of 8 on the Customer Satisfaction Index, per the 2014 Customer Opinion Survey.

SURVEY CONFIRMS VALUE-FOR-MONEY SERVICES

The 2014 customer survey reported that a majority of clients regarded EMSTF as their preferred E&M service provider with competitive services that deliver value for money. Of all respondents, 75% considered that EMSTF was their “most preferred E&M service provider”, which was 18% higher than the number in the 2012 survey. Respondents chose “reliability”, followed by “technical competency” and “service quality”, as the key factors driving them to continue to choose EMSTF’s services. Price was not our clients’ top consideration. Overall, survey respondents gave EMSTF a Service Competitiveness Index rating of 6.19, as compared to 5.87 in 2012. These figures are the best proof of our continuous improvements over the years and of the value we create for clients.

The release of the Director of Audit’s Report in April 2014 revealed several areas for EMSTF to improve, including the overtime issue for staff and concerns about our pricing strategy. To address the EMSTF pricing issue raised in the report, we commissioned an independent study by Deloitte Consulting (Hong Kong) Limited in 2014. The study found that EMSTF’s current cost-plus pricing strategy was “to ensure that the price of its E&M services is reasonable and consistent over time”, and it meant that in principle “its prices should be in broad alignment with, and comparable to, market transaction prices”.

HAPPY STAFF, HAPPY CUSTOMERS

Customers and staff are very important links in our value chain to serve the community. Our belief is that if we give staff a good environment for them to excel, develop their potential and motivate them to do well, they will perform better. Clients will therefore be happier with the quality service received and be more appreciative and this will, in turn, enhance the self-esteem of staff members and motivate them to do even better. It is true that happy staff is essential to make customers happy. Our latest Staff Satisfaction Survey saw us achieve the Staff Satisfaction Index of 6.4 on a scale of 10. In fact, this Staff Satisfaction Index has held steady within a range of about 6.3 to 6.6 for the past few years, indicating a consistent level of staff satisfaction but certainly there is room for improvement to meet our goals.

2014/15年度亮點

年內我們做了不少工作，致力分析和構想不同方法滿足客戶的需要。對內方面，我們集中釐清營運基金的各個策略，並就各個策略向不同層級的員工詳加闡釋，以深化員工的了解，確保大家方向一致。

年內我們推出多項新措施處理一些存在已久的問題，例如在多次客戶意見調查中反映，有需要讓客戶更清楚知悉工作進度。我們相信最徹底的解決方案，是革新我們現有的工作管理系統，並優化工作程序，讓工作的分配和進度追查變得更透明更有效率。我們希望這樣的一套新系統能於2017/18年度推出，屆時經全面革新的客戶服務中心亦將運用電子平台，主動為客戶提供適時的工作進度報告，並更有效處理客戶查詢。此外，我們會陸續引入先進科技，幫助客戶優化工程系統的性能。

年內，我們著手研訂員工的才能矩陣，以找出員工的培訓需要，以便就員工的培訓和發展作出更妥善的籌劃和安排，最終目的是提升員工的專業水平。例如，我們已優化了技術員訓練計劃的內容，注入更多技能元素。新的訓練計劃將於2015年9月的新學年開展。此外，為提升合約管理能力，我們制訂了清晰的部別指引以管理及監察合約項目，作為其中一項加強監察承辦商表現的措施。

客戶及員工滿意度：訂下未來目標

年內我們也打破慣例，為客戶及員工滿意度訂下未來目標。我們希望客戶滿意指數在2017/18年度能達到6.3分，到2019/20年度達到6.5分（目前為6.22分）；員工滿意指數方面，則希望在2016/17年度達到6.8分，到2018/19年度達到7分（目前為6.4分）。常言道，凡事要量度才會有進步，訂下清晰可量度的目標，可令大家專注朝著目標努力；而各個策略業務單位，也會每年為其單位進行策略性規劃，讓每個部別都擁有專為其客戶及員工而設的改善措施。我們也檢視並整理了營運基金的主要表現指標，以符合最新的「全面優質管理」理念架構，使量度機制更有效。

2014/15 HIGHLIGHTS

Much effort went into analysing and developing means that meet client needs during the year. Internally, we focused on clarifying and communicating EMSTF's strategies at every level of the organisation to deepen staff understanding and alignment.

2014/15 also saw the launch of initiatives that aim to tackle some long-term issues, one of which is the need to keep customers better informed of work progress, as reflected in several Customer Opinion Surveys. We believe the ultimate solution is to overhaul our current job management system and introduce major process improvements so that job assignment and its progress tracing will become more transparent and efficient. Our aim is to roll out the new system in 2017/18 alongside a totally revamped Customer Service Centre operating on an e-platform. This will enable us to give clients pro-active, timely updates of work progress and help us to handle client enquiries more effectively. Moreover, we have continued to introduce more advanced technologies to optimise plant performance for our clients.

Another initiative in 2014/15 was developing a staff competency matrix which aimed to enhance the professionalism of our staff by identifying their needs for better planning of staff training and development. For instance, we enhanced the content of our Technician Trainee Programme so that it becomes more skill-based. The new programme will be implemented for the new cohort in September 2015. Also, we enhanced our contract management capability, and one of the step-up measures we took was to have clear divisional guidelines to manage and supervise contract.

CUSTOMER AND STAFF SATISFACTION: FUTURE TARGETS SET

During the year we also took the unusual step to set future targets for customer and staff satisfaction. The aim is to achieve a Customer Satisfaction Index of 6.3 in 2017/18 and 6.5 in 2019/20 (from the current 6.22), and a Staff Satisfaction Index of 6.8 in 2016/17 and 7 in 2018/19 (from today's 6.4). As the saying goes, "nothing measured, nothing gained". A clear and measurable target will keep people focused and commit them to act. Accordingly, each Strategic Business Unit now goes through an annual strategic planning process so that there is Divisional ownership of improvement initiatives tailored for its clients and colleagues. We have also reviewed and refined EMSTF's Key Performance Indicators to align them with the latest Total Quality Management model and achieve more effective performance measurement.

綠色作業為2015/16年度及往後的重點

展望將來，由於環境局要求所有政府大樓必須以2014年為基準，於2020年節省5%的耗電量，因此協助客戶持續進行綠色作業將相當重要。近年我們為客戶更換能效較佳的設備，有關工作已接近完成，未來重點將是協助客戶提升工程系統的能效表現。就此，我們提升設備的運作，例如監察和讀取運作數據來加以分析，以及與客戶分享我們在整體系統能源模擬方面的知識。

我們也須繼續提升優質服務的標準。我們曾以「包搞掂」為目標，後來我們將重點由維修故障轉至預防故障，即「包無事」。然後我們把目標提高至「包滿意」。現在的目標是「包智能」，即是協助客戶以智能方法去管理機電資產，提升工程系統的表現。我們目前的表現跟「包智能」這要求較高的優質服務目標尚有距離，我們的團隊仍須努力以達成目標。

為與客戶一起面對「0-1-1」計劃的挑戰，我們會繼續實踐微利營運，並透過多種提高生產力的措施及採用先進科技，範疇包括資訊科技、各項監察和流動通訊科技、知識管理，為客戶提供優質服務。

致謝

最後，我要向一直支持我們的客戶及表現出色的員工衷心道謝。目前還有很多挑戰，例如市場人手短缺及要以有限資源完成更多工作等，都是需要大家共同面對，但建基於與客戶的緊密伙伴關係，我們必能共同克服挑戰，為社會提供更優質服務。

我們也衷心感謝常務委員會的指引和寶貴意見，也多謝承辦商、顧問公司和業界的支持，期望來年也見到豐碩的成果。



戴德謙

機電工程署副署長/營運服務

GREEN OPERATIONS AS KEY FROM 2015/16 ONWARDS

Looking ahead, helping clients sustain green operations will be important in response to the Environment Bureau's requirement for all government buildings to reduce electricity consumption by 5% by 2020 from a 2014 baseline. As the upgrading of equipment to more energy efficient models has largely been completed in recent years, we should now focus on helping clients find new ways to optimise the energy performance of their systems. In this regard, we shall carry out optimisation of plant operation via, for example, monitoring and capturing operation data for further analysis, and share our knowledge of whole-system energy modelling.

Similarly, we must continue to raise the bar in service excellence. We used to be content with "guaranteed done", but when our focus shifted from fault rectification to fault prevention we progressed to "guaranteed no breakdowns". Then we aimed higher with "guaranteed satisfied". Our latest goal is "guaranteed smart", meaning we help clients manage their E&M assets in an intelligent way to optimise system performance. There are still gaps between our current performance and the higher levels of "guaranteed smart" excellence, and our team is striving to close them.

To meet the challenge of the "0-1-1" envelope saving programme together with our clients, we will continue to operate with the slim-profit model and deliver quality service to our clients through various productivity improvement measures and adopting advanced technologies. These include areas of information technology, various monitoring and mobile technologies and knowledge management.

APPRECIATION

In closing, I would like to share our heart-felt appreciation for the support we receive from clients and for the outstanding service our staff provide. Current issues, such as tight manpower supply and the need to do more with less, are common challenges for us all, yet we believe our strong partnership with clients puts us in a good position to overcome our obstacles together to better serve the community.

Our appreciation also goes to the Executive Board for its guidance and advice. We also thank our contractors and consultants and the trades for their support. We look forward to another fruitful year in 2015/16.



Tai Tak-him

Deputy Director/Trading Services, EMSD







機電工程營運基金事事以人為先，意思是我們非常關心客戶、員工和社會的需要。我們時刻提醒自己，營運基金工作的最終目的，是為了讓市民有安全和美好的體驗，享受更優質的生活。這就是「創造公眾價值」。

透過三千多人的團隊，營運基金為本港的百多個政府客戶部門和公營機構，提供全天候的專業機電工程服務。我們的服務範圍非常廣泛，觸及市民生活的每個層面，有些更可能是你從未想過。

為了讓大家了解營運基金去年怎樣透過支援客戶、裝備同事，來服務香港市民，我們請來機電工程署的幾位同事，帶大家看看營運基金去年的工作亮點。

People are our top priority. For us at the Electrical and Mechanical Services Trading Fund, this means that we care for our clients, our staff and our community. We always keep in mind that the very reason for everything we do is to give people safe and pleasant experiences that contribute to their quality of life. We call this "creating public value".

Our 3 000-plus staff team provides professional E&M services to over 100 client departments and public bodies all year round. Indeed, we provide such a wide variety of services that we touch every aspect of your life – perhaps in ways that you have probably never imagined.

To show you how we have, by supporting our clients and equipping our staff, served the people of Hong Kong over the past year, our colleagues will walk you through the key areas of our work.



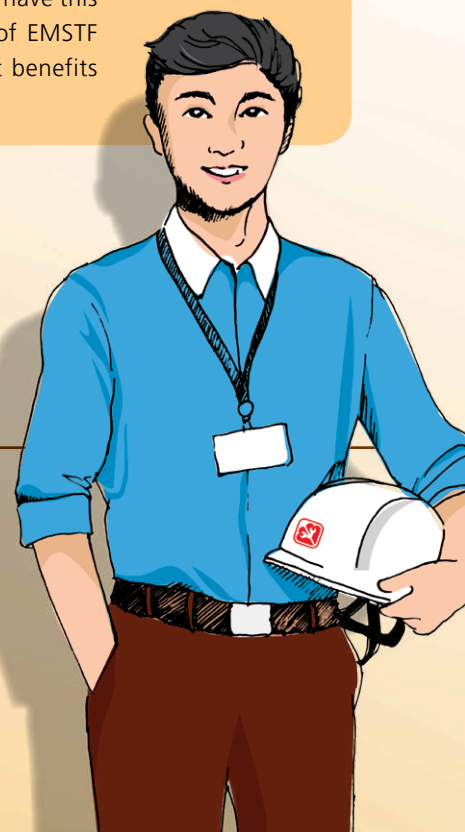
諺有謂：「一幅圖片勝過千言萬語。」我很高興有機會以相片和文字，和大家分享機電工程營運基金去年的工作概況，闡釋我們工作如何重要、如何惠及市民。讓我們的旅程現在開始吧！

It is often said that a picture is worth a thousand words. I am delighted to have this opportunity to share some photos and stories that illustrate the work of EMSTF over the past year. I will explain why our work is important and how it benefits everyone in Hong Kong. Shall we begin?

以人為先 PUTTING PEOPLE FIRST

阿駿是部門其中一位工程師，今次他會當我們的「導賞員」，介紹營運基金在2014/15年度如何支援客戶，為香港每位市民提升生活質素。

Tommy, one of our engineers working at EMSD, will be your guide as we look at how EMSTF has supported clients in 2014/15 to raise the quality of life for everyone in our community.

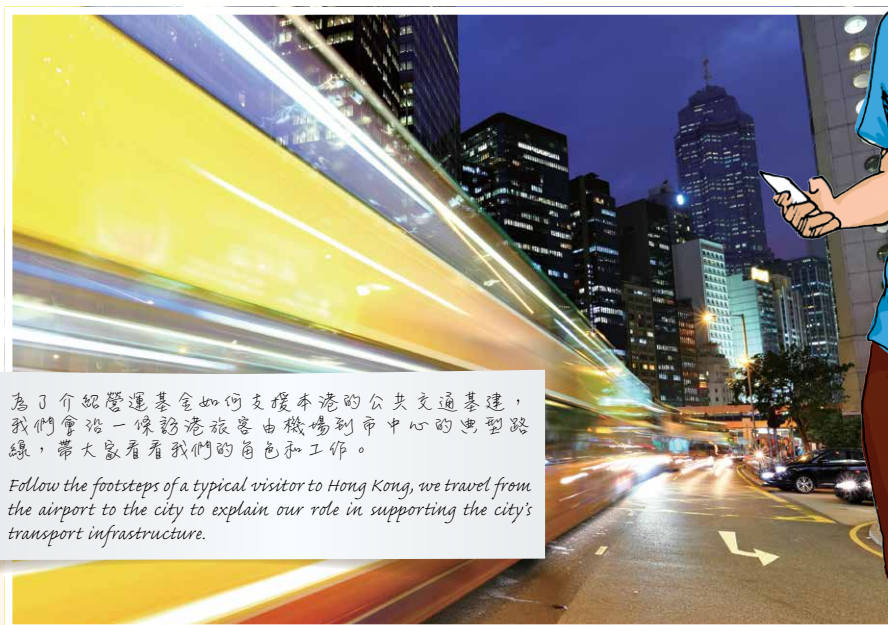


運輸設施安全 交通體驗暢快

GIVING US A SAFE AND PLEASANT JOURNEY

我們的公共交通網絡一向以高效馳名，每天都有過百萬人使用，誠然是香港的命脈。營運基金對交通基建的各方面都提供支援，務求令市民享受安全和舒適的旅程，準時抵達目的地。

Used by millions of people each and every day, the city's public transport network is well-known for its efficiency, and is truly the lifeblood of Hong Kong. We support many different aspects of the transport infrastructure with a key objective in mind – to let the public enjoy their safe and pleasant journey while arriving at the destinations on time.



為了介紹營運基金如何支援本港的公共交通基建，我們會沿一條訪港旅客由機場到市中心的典型路線，帶大家看看我們的角色和工作。

Follow the footsteps of a typical visitor to Hong Kong, we travel from the airport to the city to explain our role in supporting the city's transport infrastructure.

旅程始於機場

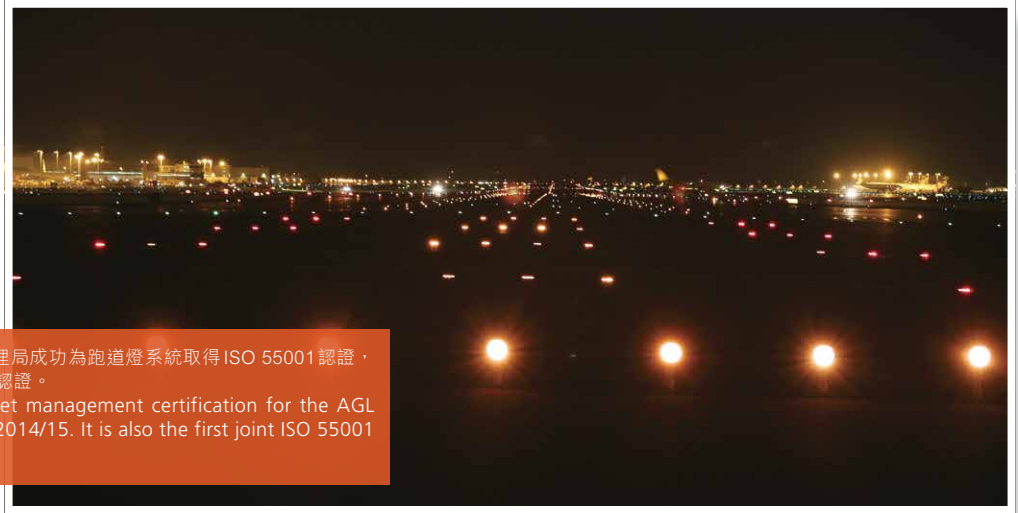
我們先由香港國際機場——大多旅客抵港的大門開始，為大家介紹營運基金2014/15年度的工作。去年，我們除了為機場主要機電工程系統提供操作及維修保養服務之外，也開展了改善跑道燈供電系統工程，以應付不斷增加的航班。我們更與機場管理局（機管局）聯手，為跑道燈系統取得ISO 55001認證，從而完善資產管理，這是香港首次由兩家機構攜手合作取得該認證。我們很高興能與機管局團隊合作，讓旅客有更愉快的機場體驗。

年內，我們也為民航處總部內的航空交通管制中心大樓，成功取得ISO 55001認證，亦在政府飛行服務隊總部引進了綜合樓宇管理系統，加強對設施的監察。

THE JOURNEY BEGINS AT THE AIRPORT

Our journey of the highlights of our work in 2014/15 starts at the Hong Kong International Airport, the gateway to Hong Kong for most visitors. In addition to providing operation and maintenance (O&M) services for major airport E&M systems last year, we also commenced key projects to improve electrical power supply of the Airfield Ground Lighting (AGL) system in anticipation of the ever increasing air traffic. Together with the Airport Authority (AA), we obtained ISO 55001 certificate for the AGL as part of our asset management initiative. This is the first joint certification in Hong Kong between two organisations. EMSTF is delighted to be partnered with the AA team in improving the experience for airport users.

Also related was our joint certification on ISO 55001 for the Air Traffic Control Building of Civil Aviation Department (CAD) Headquarters with CAD, as well as our introduction of the integrated Building Management System at the Government Flying Services Headquarters for better monitoring of facilities.



在2014/15年度，我們聯同機場管理局成功為跑道燈系統取得ISO 55001認證，是次認證是香港首個聯合資產管理認證。
We obtained the ISO 55001 asset management certification for the AGL jointly with Airport Authority in 2014/15. It is also the first joint ISO 55001 certification in Hong Kong.

隧道與交通監察

離開機場，大部分乘搭公共交通工具前往目的地的旅客沿途看見不少公共交通建設。香港有多條24小時不停暢順運作的行車隧道、海底隧道和大橋，背後都有由我們為運輸署設計、安裝和維修保養的最新監察系統及機電設備，當中包括剛於2014/15年度更新的城門隧道交通控制及監察系統和正在進行更新的香港仔隧道照明系統。旅客也許會留意到很多主要的住宅和商業中心，都設有公共運輸交匯處。去年我們的工作之一，就是為十個公共運輸交匯處改裝和重新設計鮮風及抽氣系統，加強通風，達至令人滿意的改善空氣質素成效。

海港妙韻

旅客沿著海濱前進，沿途不但讚嘆維多利亞港的美麗，而且驚訝海面上船隻頻繁卻秩序井然的往返。維多利亞港的交通竟然可以這麼暢順，海事處的船隻航行監察服務系統可謂居功至偉。在2014/15年度，我們繼續支援及優化這個歷時數載的系統更新及提升項目，完成後可以向在本港水域參與該系統的船隻，提供更多的船隻航行資訊、更完善的交通安排和導航援助服務。我們為船隻航行監察服務系統進行的設計工作進展良好，將於2015年第三季展開安裝工程，預計整個項目於2016/17年度完成。

TUNNELS, MONITORING AND SURVEILLANCE

Leaving the Airport, most visitors commute to their destinations through public transport will see much of the city's transport infrastructure along the way. Hong Kong's various road tunnels, the cross harbour tunnels and bridges operate smoothly round the clock, supported by state-of-art monitoring and surveillance systems and E&M systems that we design, install and maintain for the Transport Department. Examples are the traffic control and surveillance system at Shing Mun Tunnels, newly replaced in 2014/15, and the tunnel lighting system at Aberdeen Tunnel, being replaced in progress. Visitors may also notice the many Public Transport Interchanges (PTIs) that serve Hong Kong's major residential and commercial complexes. One of our tasks last year was to reconfigure the air intake and exhaust systems at ten PTIs to improve ventilation for users, with satisfactory air quality improvement results.

HARMONY IN THE HARBOUR

Visitors who travel along waterfront will be captivated by the beauty and busyness of Hong Kong's bustling waterway, Victoria Harbour, and the fact that so many vessels navigate so smoothly and efficiently in one of the busiest harbours in the world. This is made possible by the Marine Department's Vessel Traffic Services (VTS) System. During 2014/15, we continued to work on the major multi-year project to replace and upgrade the VTS system to raise its capabilities in providing vessel traffic information, traffic organisation and navigational assistance services to all VTS-participating vessels in Hong Kong waters. Our work on the system design was in good progress and installation of the VTS system will be commenced in the third quarter of 2015, with anticipated project completion in 2016/17.



在2014/15年度，我們為天后（左）及鑽石山（右）公共運輸交匯處，完成了抽風系統改善工程，讓市民有更舒適的候車環境。
To better the environment for citizens queuing up at terminals in Public Transport Interchanges (PTI), works to improve ventilation systems at the Tin Hau PTI (left) and Diamond Hill PTI (right) were completed in 2014/15.



我們為運輸署交通燈維修建立了一個結合交通燈資產管理系統的地理資訊平台，系統已於2014年11月投入服務，能實時監察1 800個路口的交通燈。

We developed a new Geographic Information System integrated with an asset management system to support the maintenance of traffic lights for the Transport Department. Beginning service in November 2014, it monitors traffic lights live at 1 800 road junctions.

交通燈結合地理資訊系統

乘搭陸路交通工具的旅客必會留意路面交通十分繁忙，而交通燈也起了指揮作用，疏導交通。營運基金為運輸署提供安裝和維修保養全港交通燈的服務，並於2014/15年度踏出了重要的一步，把交通燈監察系統與地理資訊系統結合，大大提升了系統的能力。現在如交通燈發生故障，我們能透過這監察系統實時找出準確的地理位置，迅速進行維修。

類似的遙距監察裝置，也已安裝在全港約250條地下行人及行車隧道的抽水系統，以監察及預防水浸。展望未來趨勢，把遙距監察設備與地理資訊系統整合，以提高實時監察成效和加快修理工作，是我們為客戶維修保養交通設施的策略。

行人通道以人為本

香港政府近年推出「人人暢道通行」計劃，提倡無障礙通行。當中計劃包括現正在全港多處行人通道安裝300多部新升降機；落成之後，我們維修保養的升降機和自動扶梯數目將增加一倍。我們在有關的設計和建造過程中，為客戶部門提供技術支援和顧問服務，以及日後的維修保養服務，確保使用者感受到真正的無障礙體驗。

WHEN TRAFFIC LIGHTS MEET GIS

Visitors using road transport will certainly notice the steady flow of heavy road traffic, well directed by traffic lights, as they arrive downtown. As the service provider responsible for installing and maintaining all traffic lights in Hong Kong for the Transport Department, we took a major step in 2014/15 to integrate the city's traffic light monitoring system with the Geographic Information System (GIS) platform. With this new capability, we can have a consolidated geographical view of faulty traffic lights at their exact locations in real time. This allows for prompt rectification of problems.

Similar remote monitoring devices have also been installed on pumping systems in about 250 pedestrian and vehicle subways to monitor water levels and alert our team to prevent or mitigate flooding. Indeed, GIS-integrated, real-time monitoring and fault rectification is the way forward for our transport maintenance strategy for clients.

A HUMAN TOUCH TO WALKWAYS

Related to public transport is the city's focus on barrier-free access under the Government's Universal Accessibility Programme. Under the programme, more than 300 new lifts are now being installed at various walkways, which will double the number of footbridge lifts and escalators we maintain. We provide technical support and advisory services to client departments during design and construction stages, as well as the subsequent maintenance of the new systems. We are ensuring via these services that walkways fitted with lifts give users a truly barrier-free experience.

綠化政府車隊

旅程中，旅客或會留意到路面有不少掛著特別車牌的政府車輛，包括一般用途車輛、警車、救護車、流動圖書館、洗街車及垃圾收集車等，而這些也只是政府車隊一部分而已。這支龐大的政府車隊約有5 800輛車，其中有200多部電動車。我們就是負責政府車隊的採購、改裝和維修保養工作。

為了提倡更廣泛使用電動車，我們一直支援客戶部門，採購更多具高效能車載充電器的電動車，包括一款可連接32安培掛牆盒式電源充電設施並於四小時內完全充電的最新型號電動車。同時，我們也幫助客戶於政府停車場內安裝這類充電設施。此外，為推動可持續發展，我們正協助客戶部門，逐漸淘汰政府車隊中的歐盟三型車輛，以更低排放的歐盟五型以至最新的歐盟六型取代。

GOVERNMENT FLEET GOES GREEN

Visitors may also have a chance to notice our active government fleet with special licence plates comprising general purposes vehicles, police vehicles, ambulances, mobile libraries, street washing vehicles and refuse collection vehicles, to name just a few. Our team helps the Government procure, modify and maintain this fleet of around 5 800 vehicles, of which more than 200 are electric vehicles (EVs).

To help promote the use of EVs, we have been assisting client departments in acquiring more EVs with built-in high capacity charger, including a latest model that can be fully recharged within four hours by connecting to a 32A wall box, and installing such charging facilities in government car parks. With sustainability in mind, we are assisting client departments to phase out Euro 3 vehicles in the government fleet and replace them by lower-emission Euro 5 or the latest Euro 6 models.



為響應政府的環保政策，改善路邊空氣質素和減少溫室氣體排放，我們於政府停車場陸續加裝了電動車充電設施，並為政府車隊引入有較高充電能量系統的最新電動車型號。

To support Government's green policies to improve roadside air quality and reduce greenhouse gas emissions, we have installed EV charging facilities at government car parks and introduced to the government fleet the latest EV models with higher-capacity charging systems.



我們為路政署於連接九龍灣港鐵站的行人天橋上安裝了輪椅升降台，並提供維修保養服務，為輪椅使用者締造無障礙通道。
We installed and maintain a stair lift for the Highways Department at a footbridge connecting to the MTR Kowloon Bay Station, providing barrier-free access for wheelchair users.



協助紀律部門 市民安全安心

HELPING MAKE OUR CITY SAFE AND SECURE

我們為紀律部隊的客戶部門提供一貫的優質服務，讓他們繼續發揮專長，為每位市民、旅客帶來安穩的生活環境。

We maintain the quality of our services for clients of disciplinary forces, who will in turn maintain a safe and stable living environment for every citizen and visitor.



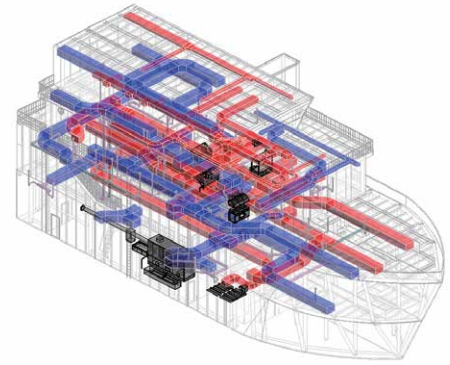
電子工程師可兒(右)負責懲教署各種工程項目，為懲教署職員提供協助，使懲教所暢順運作，以維護本港治安。

Joyce (right) is an electronics engineer in charge of projects for the Correctional Services Department (CSD) which will help their officers to operate correctional institutions smoothly and maintain law and order in general.

阿駿特別走訪了可兒，了解營運基金去年如何協助紀律部隊維護本港治安。讓我們跟可兒看看她和她團隊幕後的工作情況。

To find out more about how we help our clients of disciplinary forces to keep Hong Kong safe in the past year, Tommy visits Joyce for an insider's look.





我們為消防處將軍澳消防訓練學校繼續建造第二期項目的多個實景模型，協助提升模擬消防訓練的質素。(右) 採用建築資訊模型技術設計的模擬船隻事故訓練設施。
Our construction of live fire simulators continued for Phase Two of the Fire Services Department's Tseung Kwan O Fire Services Training School, to help enhance the quality of fire training. (Right) Ship Fire Simulator design adopting Building Information Modelling.

由保安系統至消防設施

我們在2014/15年度為紀律部隊客戶完成了多個重要工程項目，包括為懲教署於羅湖懲教所安裝電鎖保安系統，為海關於國泰航空貨運站安裝的航空集裝箱檢查系統，而為警務處於打鼓嶺段設置的邊境圍網保安系統也已完成，提升了邊境保安。

懲教署對電鎖保安系統很滿意，並要求我們把系統擴展至大欖女懲教所，而有關的設計也於年內完成。懲教署另一新項目，是更新及擴展於赤柱監獄現有的閉路電視系統，以全面提升系統的監察能力。此外，上述為海關打造的航空集裝箱檢查系統，在應用技術上有多个突破，讓關員可更快捷有效地檢查貨物。

另外，我們同事繼續為現正籌建中的消防處將軍澳消防訓練學校的各種實火模擬事故訓練設施提供機電工程支援。項目的第二期包括現正建造中的實物原大的飛機、船隻和火車實景模型。這些設施會為消防員提供高度像真的培訓環境，幫助消防隊伍在日後救援行動中有更佳表現，市民安全更有保障。

FROM SECURITY SYSTEMS TO FIRE SERVICES INSTALLATIONS

Our colleagues completed several major projects for our clients of disciplinary forces in 2014/15, including the Electric Locks Security System (ELSS) at the Lo Wu Correctional Institution for CSD and the Palletised Cargo Inspection System at the Cathay Pacific Cargo Terminal for the Customs and Excise Department (C&ED). The new border fence protection system for the Hong Kong Police Force (HKPF) at the Ta Kwu Ling sections was also completed, gearing up border security.

We were happy to see that CSD was so satisfied with the ELSS and it has further asked us to extend the system to the Tai Lam Centre for Women, the design of which was completed during the year. Another new task for CSD is to replace and expand the existing Closed-Circuit Television (CCTV) system in Stanley Prison on a major scale to step up its surveillance capability. Besides, the Palletised Cargo Inspection System marks multiple breakthroughs in technology application and helps C&ED inspect cargo faster and more effectively.

Our colleagues continue to provide E&M support to the Fire Services Department (FSD) as it builds specialised live fire training simulators at its Tseung Kwan O training school. Phase Two of the project, which includes the construction of full-size mock-ups of an aircraft, a ship and a train, is well underway. These facilities will provide a more realistic setting for drills, helping our fire fighters perform better in future rescue operations to make our community safer.



我們為香港海關於落馬洲管制站的車輛自動清關支援系統，提供維修保養服務，確保清關過程順暢快捷。
We help the Customs and Excise Department to maintain the Automatic Vehicle Clearance Support System at Lok Ma Chau Control Point, to ensure smooth and efficient clearance operation.

邊境的X光挑戰

陸路邊境交通日趨頻繁，加重了邊境關卡運作，也延長了跨境貨車輪候待檢的時間。為解決這問題，海關希望更新現有的固定X光檢測系統，我們現正協助海關擬定新系統的設計和採購規格，以增加車輛檢測流量和改善檢測影像清晰度。

路政署委託機電工程營運基金，為港珠澳大橋香港口岸過境設施提供技術支援服務。香港第一台門架式固定X光車輛檢查系統，將會在香港口岸過境設施區安裝使用，其他邊境口岸預期會陸續加設類似的設施。新系統能夠提升檢測速度和影像質素，令清關工作更流暢，對客戶、物流業和社會都帶來好處。

THE BORDER X-RAY CHALLENGE

Growing border traffic is increasing cross-border operations and lengthening wait times for cross-border truck inspection. To tackle the issue, C&ED has asked us to upgrade the existing fixed X-ray inspection system. We are now setting design and procurement specifications in order to increase inspection throughput and improve image resolution of the new system.

The Highways Department has entrusted EMSTF to provide technical services for the Hongkong-Zhuhai-Macao Bridge Hong Kong Boundary Crossing Facilities. The first new Gantry Type X-ray Vehicle Inspection System will be installed at the Hong Kong Boundary Crossing Facilities and will likely be introduced to other border points later. It will greatly improve inspection speed, image quality and the overall efficiency of the customs clearance to benefit our clients, the logistics industry and the community.



我們負責香港海關於機場的機電設備維修保養工作。(右) 職員用布揩抹可疑行李表面，再把抹布放進爆炸及毒品痕量檢測器，偵測違禁毒品。
Our team is responsible for the maintenance of E&M equipment for the Customs and Excise Department at the airport. (Right) Staff wipes the surface of suspected luggage, and puts the wiping cloth to the Explosives and Narcotics Trace Detector to detect any contraband drugs.



我們為香港海關的流動X光車輛提供維修保養服務，確保有關車輛能無間斷地偵測走私貨品。
We provide maintenance service to the Customs and Excise Department for their mobile X-ray vehicles so as to ensure the uninterrupted searching of smuggling goods.

科技、通訊與能源效益

去年我們也為民安隊完成了一套新的電子人力資源管理系統，以優化其員工工時記錄和編更系統，並協助他們由舊有的模擬流動通訊系統，轉換及加入聯合數碼通訊平台，並可以與該平台的其他政府部門使用者進行聯網通訊。

我們也用各種方法，讓同事能適時回應客戶有關其工程項目進展的查詢，比如為前線同事提供智能電話，與客戶在網上溝通，並正研發一套專用的加密即時訊息軟件名為「項目聯繫」，預計可於2015/16年度初推出。

一如其他政府政策局和部門，我們的紀律部隊客戶部門也須應環境局要求，在未來五年減少5%的能源消耗量。因此，我們除了提升同事在能源審核方面的合約管理，也開始檢視客戶目前應用的一些節能技術的整體生命週期效益，尤其在照明及空調方面作出檢視，希望為客戶長遠節省更多能源。

操作及維修保養服務

除了工程項目管理服務，我們也繼續為紀律部隊提供機電設施的操作及維修保養服務，範圍之廣，涉及機電、電子及屋宇裝備服務等系統。在2014/15年度，我們在資產管理及預防性維修保養方面更大力度，並將我們的綜合樓宇管理系統擴大應用範圍至更多紀律部隊的設施和場地，並更嚴格執行營運基金的「維修外判合約表現監察系統」，務求改善外判承辦商的表現。

我們相信這些措施，能讓我們為紀律部隊的客戶部門提供一貫的優質服務，讓他們繼續發揮專長，為每位市民、旅客帶來安穩的生活環境。

TECHNOLOGY, COMMUNICATION AND ENERGY EFFICIENCY

The past year also saw us complete a new electronic Human Resources Management System for the Civil Aid Service to upgrade its staff work time record and roster system, and helped it convert its analogue mobile communication system to the Unified Digital Communications Platform for the interoperability with the users from other government departments.

We have also been helping our colleagues improve their ability to keep clients informed on progress of project works. We provide frontline staff with smartphones for online communication and are developing a dedicated encrypted instant messaging system called "Project Link" that is to be launched in early 2015/16.

Like other government bureaux and departments, our clients of disciplinary forces are also required by the Environment Bureau to reduce energy consumption by 5% in the next five years. Hence, in addition to enhancing our contract management of energy audits, we have also started reviewing the overall lifecycle benefits of certain energy-saving technologies, in particular in lighting and air-conditioning, so that we can help clients save more energy in the long run.

O&M SERVICES

In addition to our project management, we also continue to provide O&M services for the disciplinary forces, covering a wide range of E&M, electronic and building services systems. During 2014/15, we stepped up efforts in asset management and preventative maintenance, extended our integrated Building Management System to more facilities and venues for clients of disciplinary forces, and improved the performance of contractors by more rigorous implementation of our Performance Monitoring System for Maintenance Contracts.

We trust that these initiatives will allow us to maintain the quality of our services for clients of disciplinary forces, who will in turn maintain a safe and stable living environment for every citizen and visitor.

市政設施精益求精

IMPROVING OUR EXPERIENCE WITH MUNICIPAL FACILITIES

營運基金的同事每天都思考如何為客戶部門改善市政工程設施。他們致力協助客戶確保每個市政場地提供可靠、無間斷服務，以及良好的環境，讓市民生活更方便、更愉快。

At EMSTF, the team is always looking for ways to improve municipal facilities for client departments. They help clients ensure that everyone enjoys reliable, uninterrupted services and a pleasant environment at every municipal facility, thereby making everyone's life more convenient and enjoyable.



阿駿跟每位香港市民一樣，都受惠於香港的出色市政設施。他亦明白營運基金在背後下了很多功夫，令市政設施更臻完善。

Tommy, like every citizen of Hong Kong, benefits from the city's outstanding municipal facilities. He also knows how hard EMSTF works to perfect them.

綜合樓宇管理系統帶來更好經驗

很多市民每天一早就去街市購物，如果街市燈光明亮、自動扶梯穩定可靠，大家購物也會更開心、更享受。同樣道理，對街市攤販，尤其那些賣鮮貨的，無間斷電力、可靠的保安設施及自動扶梯系統也一樣重要。

因此，我們在2014/15年度開始引進新科技，加強用以監察市政設施操作情況的綜合樓宇管理系統，例如引進閉路電視以監察保安、配電、空調、升降機和自動扶梯系統，以採取及時的行動。

IBMS DELIVERS A BETTER EXPERIENCE

To those who start the day with shopping at a municipal market, a well-lit environment and reliable escalators contribute to a pleasant experience. Similarly, reliable electricity supply as well as dependable security and escalator systems are vital to stall operators, especially those who sell fresh products.

That is why we began to enhance our integrated Building Management System (iBMS) with new technologies in 2014/15. Our iBMS helps us continuously monitor the operating status of municipal facilities. For example, it uses CCTVs to monitor security, power distribution, air-conditioning and lift and escalator systems for timely actions.

綜合樓宇管理系統除了幫助我們快速偵測故障，也能讓我們遙距調校系統的運作參數，例如調校空調系統的溫度設定，提供舒適的環境。在偵測故障方面，系統會把故障或預警以智能手機通知同事，我們亦可透過手提電話馬上取到數據和觀察實時情況。這些措施大大提升了我們的故障維修效率，減少市政服務中斷對公眾帶來的不便，尤其在那些非長駐場地，系統能提供無間斷的遙距監察服務，更形重要。未來三年，我們會把綜合樓宇管理系統，陸續推至街市以外的其他主要市政場地。

Besides helping us quickly detect failures, iBMS helps us remote adjusting of operational parameters such as adjusting temperature setpoints to maintain comfort environment for air-conditioning systems. For detecting failures, the iBMS will alert us of alarms and faults via smartphones, and we can immediately acquire related data and real time images from our smartphones. The new measures significantly boost our efficiency in repair work to minimise service interruption to the public. They are particularly valuable at unattended venues, where they allow continuously remote monitoring. The iBMS will be extended to other major municipal venues over the coming three years.

為提高市政設施空調供應的穩定性，我們於香港仔市政大廈引進了綜合樓宇管理系統，監察空調系統的操作情況。系統讓我們可透過員工的手提電話，實時接收故障訊息或預警，提升維修效率及減少服務中斷情況。

To make air-conditioning supply more reliable at municipal facilities, we apply iBMS to monitor the operation status of air-conditioning system at the Aberdeen Municipal Services Building. The system enables us to receive alarms or fault reports via staff's mobile phones in real time, which boosts efficiency and minimises service interruptions.



我們接收到故障訊息或預警後，即時到香港仔市政大廈檢查空調系統。
Staff checking the air-conditioning system at Aberdeen Municipal Services Building immediately after receiving alarms or fault reports.



我們提供專業的一站式火葬服務，包括在哥連臣角火葬場的小禮堂及四台新重置火化爐的操作及維修保養工作。
We provide professional one-stop cremation services, including O&M services for a chapel and the four re-provisioned cremators for the client at the Cape Collinson Crematorium.

莊嚴順暢的火葬服務

我們的火葬服務對死者及其摯愛親朋都十分重要。由於這是一種莊嚴的服務，我們對系統的操作和維修都非常嚴謹，務求提供可靠和暢順的運作服務。我們的火葬系統除了需要符合國際環保標準，還需要滿足不斷增加的火葬服務需求。我們的目標，是提供專業的一站式火葬服務，包括提供小禮堂的機電支援，讓死者家屬有安靜的環境進行追思儀式。

2014/15年度一個工作重點，是根據哥連臣角火葬場計劃第一階段，完成接收四台重置的新火化爐，加上將於2015/16年度完成第二階段，屆時全港將會有六台新的火化爐，大大加強了火化設施的容量。這不但縮短了市民輪候的時間，還讓我們可以騰出空間試驗新技術，例如試用生物柴油、及試行在海外如德國等已證實有效的24小時火化爐運作。我們相信這些改善工作會加強效率，從而讓死者家屬在痛失親人之餘，也能較暢順地處理火葬事宜。

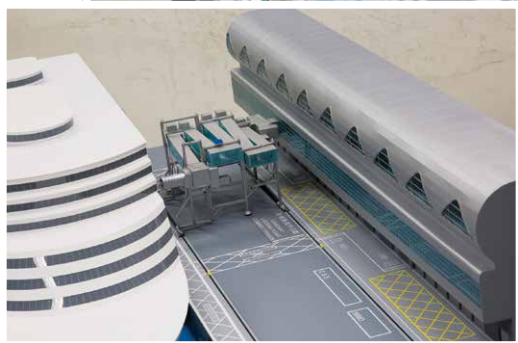
DIGNIFIED CREMATION SERVICE

Our cremation service is of great importance to the deceased and their loved ones. It is also a dignified service area where we must ensure reliable and smooth cremation service delivery by taking extra care on the O&M of the cremation system. Also, our system needs to satisfy rising service demand and keep pace with international environmental standards. Our aim is to provide professional one-stop cremation services, including providing E&M support to a chapel for families to hold memorial services in a peaceful environment.

A major initiative in 2014/15 was completing the takeover of four re-provisioned cremators under the Cape Collinson Crematorium Phase One programme. With Phase Two following in 2015/16, six new cremators will be added to boost the city's cremation capacity significantly. This will shorten waiting time and give us the extra cremator capacity we need to explore new technologies, such as the use of bio-diesel, as well as new concepts like 24-hour cremator operation which has proved effective in Germany and elsewhere. These improvements will enhance our efficiency, which in turn will ensure a smooth experience for the families of the deceased during a difficult time in their lives.



我們利用為啟德郵輪碼頭特別訂造的一座模型，協助訓練技術員有關乘客登船橋（左下）的運作。
A tailor-made Kai Tak Cruise Terminal model demonstrating the operation of Seaport Passenger Boarding Bridge (bottom left) to facilitate training to our technicians.



員工於西營盤正街街市維修機電設備。營運基金團隊不分晝夜提供維修保養服務，讓市民享用可靠、方便的市政設施。
Staff repairing E&M equipment at Centre Street Market in Sai Ying Pun, one of the many services the EMSTF team provides round the clock to make municipal facilities reliable and convenient to users.

整合服務以持續改善

我們的市政服務團隊去年除了做出上述成績外，還積極整合手上的工作，務求以更少資源做得更多，例如重新調配員工、運用科技使本來長駐場地變為非長駐場地，又於2015年2月開展了ISO 55001資產管理認證工作，目標是把所有街市的空調系統認證，並於2015/16年度把認證工作擴至所有街市的自動扶梯，到2016/17年度，則為所有街市的機電設施進行認證。

由於這類新任務需要更緊密的團隊合作，我們年內舉行了兩次前線人員團隊工作坊和16場經驗分享會，以加強員工溝通和合作技巧。

香港市民能享受暢順無縫的市政服務，實在是種福氣。我們也對在幕後默默工作、協助客戶為市民不斷改善服務的所有同事致敬。

CONSOLIDATE FOR CONTINUOUS IMPROVEMENT

While achieving these improvements over the last year, our municipal services team also actively sought opportunities to consolidate related tasks and do more with fewer resources. Some staff were redeployed, and some attended venues became unattended venues through better use of technology. The team also embarked on an ISO 55001 asset management certification programme, starting in February 2015 with air-conditioning systems in all markets. Certification work will be extended to all market escalators in 2015/16, then all market E&M facilities in 2016/17.

Our new initiatives called for better teamwork, hence two frontline teambuilding workshops and 16 experience-sharing sessions were held during the year to promote communication and collaboration among staff.

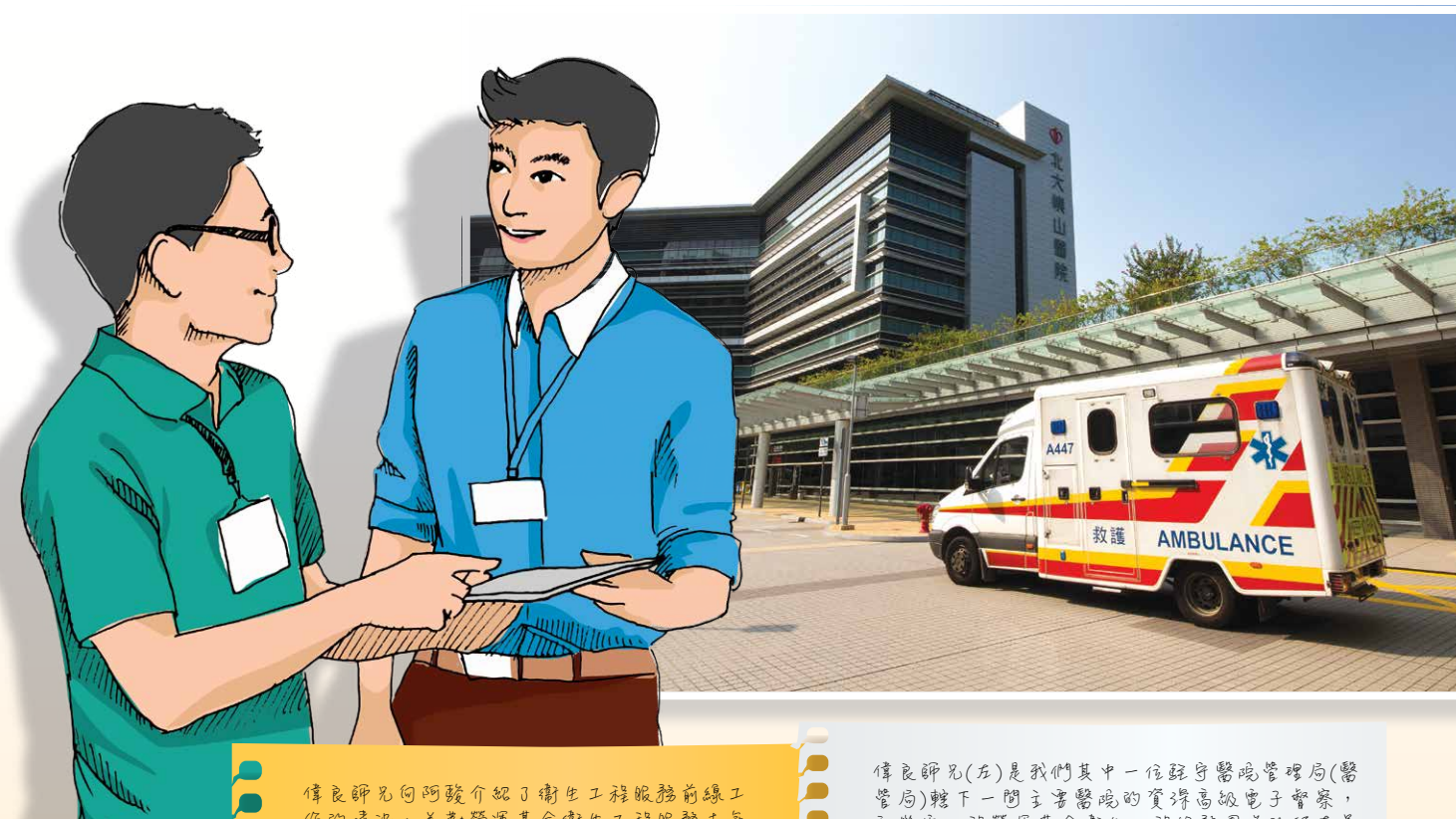
It is a privilege for us to be able to enjoy our city's seamless municipal services. At the same time, we appreciate our colleagues who work behind the scenes to help our clients continuously improve their services for all of us in Hong Kong.

維護市民健康

SAFEGUARDING OUR HEALTH

我們相信，客戶的管理層和前線員工都對我們全面一站式的醫療設施與器材維修保養服務放心安心。

We are confident that our clients can trust our comprehensive one-stop-shop O&M services for medical facilities and equipment, providing peace of mind for management and frontline staff.



偉良師兄向阿駿介紹了衛生工程服務前線工作的情況，並對營運基金衛生工程服務去年工作的亮點作了簡介。

WL shows Tommy what it's like to be on the front line of health engineering services, and takes him through EMSTF's health engineering services highlights last year.

偉良師兄(左)是我們其中一位隸屬醫院管理局(醫管局)轄下一間主要醫院的資深高級電子督察，和機電工程營運基金衛生工程服務團隊的所有員工一樣，偉良師兄致力在工作中實踐他的服務信念，支援客戶的醫療團隊，讓病人在一個安全舒適的環境下獲得有效的治療。

WL (left) is one of our experienced senior electronics inspectors at a major hospital under the Hospital Authority (HA). As with all EMSTF staff in health engineering services, WL is dedicated to practice the service value of supporting clients' medical staff so that patients receive effective treatment in a safe and comfortable environment.



將軍澳醫院

Tseung Kwan O Hosp



我們秉持「以人為本」的精神，於醫院內推行全新的客戶探訪計劃，藉以收集如臨床工作人員等的用家意見，提高服務質素及加強與客戶的溝通。

Consistent with our people-oriented principle, we have launched the new "client visit" programme in hospitals to collect feedback from end-users such as clinical staff for quality improvement and strengthen communication between end-users and EMSTF.

親善探訪醫護員工活動

首先要介紹的是我們為了聆聽前線醫護人員的聲音，而在2014年推出的一個以瑪嘉烈醫院和將軍澳醫院為先導的客戶探訪計劃。

相信大家明白與前線醫護人員保持緊密溝通對我們工作的重要性。為了繼續提供滿足客戶需要的優質服務，我們必須確切了解醫護人員在日常臨床工作中的需要和要求。

客戶探訪先導計劃的推行可讓我們在日常的工作接觸以外，與前線醫護人員定期作更緊密的交流和聆聽他們的聲音。為此，我們特別委任了馮弘女士作為我們的客戶服務代表，和醫院的駐場同事一起對病房進行探訪活動。在探訪中，馮女士和同事們收到了大量的客戶回應和改善建議。

這探訪客戶活動不但可以使我們的服務更人性化，而且它為醫護人員提供了一個新的渠道，向我們反映他們在運作和維修上所遇到的問題，使這些問題可以得到更妥善和迅速的處理。我們很高興看到這先導計劃有助我們在2014年的客戶意見調查中取得好的評分。我們計劃於2015/16年度把探訪計劃進一步推展至醫管局轄下的各主要醫院和其他衛生工程服務客戶的場地。

積極提供增值服務

醫院認證有助醫療服務機構保持和持續改善其服務質素，而透過認證過程更可為其服務建立相關的標準和加強醫療服務的安全。去年我們很榮幸可以支援瑪嘉烈醫院和東華東院成功取得澳洲醫療服務標準委員會認證，並與醫管局聯手為其腎科儀器的維修保養取得ISO 55001資產管理系統認證。

CLIENT VISITS POPULAR WITH CLINICAL STAFF

Let me begin with a new initiative we introduced in 2014: a new "client visit" programme that we piloted at Princess Margaret Hospital and Tseung Kwan O Hospital to hear the voice from the clinical frontline.

I believe you can understand how important it is to closely contact with frontline clinical staff. To continue providing quality services that satisfy client needs, we need to understand clinical staff about their requirements and needs in their daily clinical operations.

The "client visit" pilot programme is a regular programme developed to keep closer contacts with the clients and listen to their voice on top of our routine work communication. We recruited a new customer service colleague, Ms Rebecca Feng, to visit hospital wards with our frontline colleagues serving the hospital. During the visits, Ms Feng and her visiting team received a lot of feedback and suggestions from the clients.

This ambassadorial approach puts a human face on our service and provides a new channel of communication for clinical staff to raise O&M issues and have their concerns addressed in a more effective and quicker manner. We are happy to see that the pilot programme helped us earn good marks in the 2014 Customer Opinion Survey! We are extending the programme to other major HA hospitals and venues of our clients of health service in 2015/16.

PROACTIVE IN VALUE-ADDED SERVICES

Hospital accreditation is a useful means by healthcare providers to sustain and improve the quality for their healthcare services. The accreditation is also a process that can set the relevant standards and enhance patient safety. We were delighted to support Princess Margaret Hospital and Tung Wah Eastern Hospital in their successful bids to the accreditation from the Australian Council on Healthcare Standards last year. We have also obtained a joint certificate of the asset management system ISO 55001 with HA for the maintenance of its renal equipment.



我們為員工設計的「生物醫療工程技術員證書課程」，旨在鞏固員工對醫療電子儀器的知識，為公營醫療機構提供更卓越的服務。
Our in-house Certified Biomedical Engineering Technician course is designed for our staff to consolidate their knowledge in medical electronic equipment, so as to raise the quality of service to public healthcare institutions.



我們於威爾斯親王醫院為技術員提供無油磁浮式製冷機的檢修訓練，目的是提高員工的專業知識和技術水平，傳承我們的核心技術。
Oil-free chiller training at Prince of Wales Hospital for our technical staff aims to enhance their O&M knowledge and technological capabilities, thereby passing on our core expertise.

與客戶維持緊密伙伴關係

我們相信，客戶的管理層和前線員工都對我們全面一站式的醫療設施與器材維修保養服務放心安心。我們很高興在2014/15年度與衛生署成功延續五年服務水平協議，而我們亦成功投得年內由公立醫院發出的全部四份維修保養招標合約。這些成果顯示了我們在市場中的競爭力，以及客戶對我們服務質素和表現的認同。與此同時，我們會繼續努力不懈，以超越客戶對我們服務質素持續提升的期望。

以培訓和科技提升員工能力

我們希望透過培訓和科技提升員工能力，為客戶提供更優質和更具效率的服務。生物醫療科技發展一日千里，我們內部自行設計並推出了一套「生物醫療工程技術員證書課程」，以提高營運基金員工對現今生物醫療工程技術的掌握，和加強員工在臨床環境下支援客戶的技能。年內，我們正進行相關工作，將課程於香港的資歷名冊註冊，並探討進一步把課程向外推展的可行性，讓本地生物醫療工程從業員亦能報讀，從而促進生物醫療工程業界的發展。

為提高員工工作效率，我們通過為前線人員配備的平板電腦，把所採集的機房儀錶數據即時上載至機電署總部的伺服器。此外，透過遙距流動監察技術的使用，我們正在加強數據採集和處理的能力，為發展一套以客為本、互動的綜合客戶服務平台鋪路。

STRONG CLIENT PARTNERSHIPS CONTINUE

We are confident that our clients can trust our comprehensive one-stop O&M services for medical facilities and equipment, providing peace of mind for management and frontline staff. We are delighted to have successfully renewed the five-year Service Level Agreement with the Department of Health in 2014/15, and to have won all our four O&M tender bidding from public hospitals. This is an encouraging indication of our service competitiveness in the market and the clients' trust on our quality and performance, but we must also continue to work hard to exceed their ever-rising expectations.

BUILD STAFF CAPACITY VIA TRAINING AND TECHNOLOGY

We aim to strengthen our workforce through training and technology in order to provide better and more efficient services. To keep pace with fast-developing biomedical technology, an in-house designed-and-delivered Certified Biomedical Engineering Technician course was launched to upkeep our staff proficiency in prevailing technology in biomedical engineering, as well as skills for supporting clients in a clinical environment. During the year, we are working towards registration of the programme under the Hong Kong Qualifications Register, and exploring ways to open up the programme for the local biomedical engineering trade to benefit society at large.

To help our colleagues work smarter, we equip our frontline staff with tablet computers for plant room meter-reading to facilitate them to immediately upload data to servers at EMSD Headquarters. Through the use of remote monitoring mobile technology, we are strengthening our data capturing and processing capability with a view to develop a comprehensive client-oriented, interactive customer service platform in future.



我們的團隊為北大嶼山醫院的氣動輸送系統，提供了創新的預防性保養方案，既可檢測輸送管的內部情況，確保藥物、文件和樣本能迅速地輸送至目的地，又不會影響系統的正常運作。Our team came up with an innovative solution for preventive maintenance of the Pneumatic Tube Transport System in North Lantau Hospital, which checks the internal condition of the pipelines to ensure efficient transportation of drugs, documents and specimens without disrupting the normal operation of the system.

主動提高服務質素

我們也常主動提出故障修理以及預防性維修保養和設施監察等各種改善建議，讓客戶的工程系統恆常保持最佳狀態。其中一個例子，就是在去年度為醫院的氣動輸送系統提出的監察輸送管內狀態的創新方法。

氣動輸送系統是應用於醫院的自動輸送系統，它大大提高了物料文件的輸送效率。但其管道封閉的設計同時也對我們的保養檢查和尋找故障造成了一定困難，所以我們的團隊充分利用了員工在機電冷、屋宇裝備、電子和生物醫療方面的專長，為客戶設計了一套可在管道內部進行錄影監察而不影響其運作的檢查保養方案。方案不但獲客戶讚賞，亦可應用於其他醫院的氣動輸送系統。

為未來打造更環保可靠設施

放眼未來，我們會應用科技，持續優化對機電設施的維修保養服務，加強對設施狀況的監察，務求將事故或設施故障對客戶的影響減至最低。

我們亦會與客戶共同探討長遠綠色作業的措施、高效節能科技的應用，為保護環境、節能減排盡一分力。

PROACTIVE FOR BETTER SERVICE QUALITY

We take a proactive approach to ensure that clients' engineering systems are in good working condition, from fault rectification to preventive maintenance and monitoring. An example in 2014/15 was an innovative solution to monitor the interior condition of the Pneumatic Tube Transport System (PTTS) in hospital.

PTTS is an automated, efficient materials transport system used in hospitals, but its closed transmission pipelines design poses difficulties for our maintenance team to have preventive checking and fault-finding to its interior. Riding on our full range of electrical, mechanical, air-conditioning, building services, electronics and biomedical expertise, our team devised a solution that enables video-recorded, in-line assessment of PTTS without impeding its operation. The client is appreciative and the method is applicable to other hospital PTTSs.

WAY FORWARD WITH GREENER, MORE RELIABLE FACILITIES

Going forward, we shall strive to apply technologies, continuously improve our maintenance services for E&M facilities and equipment, and enhance monitoring of plant and equipment condition so that we can minimise impact to clients when there is incident or equipment failure.

We shall also work with clients to identify long-term green operation initiatives and application of energy efficient technologies so as to contribute in protecting the environment and saving energy.

政府大樓設施 智能綠化並重

SHOWCASING OUR INTELLIGENT AND GREEN GOVERNMENT BUILDINGS

機電設施管理的最佳作業方式，加上日新月異的科技，讓營運基金的團隊有更大發揮空間，使政府大樓和設施以更具智能、更環保的方式運作，讓客戶和公眾得益。

Best practice and new technology are creating opportunities for us to make government buildings and facilities smarter and greener to benefit clients and the public.



廖師兄(右)是營運基金其中一位資深的助理屋宇裝備督察，負責主要政府大樓的機電設施操作和維修保養服務，以確保客戶能為員工和公眾提供安全、健康和舒適的環境，讓市民在政府大樓和場地享用無間斷的服務。

Mr Liu (right) is one of our experienced assistant building services inspectors overseeing the O&M of E&M facilities at major government buildings. His job is to ensure that clients provide a safe, healthy and comfortable environment for their staff and members of the public, and thus helping citizens enjoy uninterrupted services in government buildings and venues.

跟很多市民一樣，阿駿對政府大樓和場地如何運作很有興趣。廖師兄今天就充當導遊，帶大家去幕後看看。

Like many of us, Tommy is curious about how our government buildings and venues work. Mr Liu takes him on a behind-the-scenes tour to find out.

資訊科技結合環保設施

政府大樓對香港其他建築物有示範作用。政府大樓糅合了最新的資訊和環保設施，務求帶領改善本港建築環境的質素。以我們的綜合樓宇管理系統為例，很多政府大樓和部分法庭現已採用，其特色是系統與數據網絡及流動通訊系統互相連結，有助我們全天候不停監察客戶的機電設施。用了綜合樓宇管理系統之後，一旦機電設施發生故障，系統就會透過手提電話即時向前線員工發出訊息，減少客戶設施中斷服務的時間，讓市民享受更可靠的服務。

WHERE IT MEETS GREEN FEATURES

In Hong Kong, our government buildings are a showcase for combining information technology and green features to improve the quality of our built environment. Take our integrated Building Management System (iBMS) for example. Now being extended to many government office buildings and some law courts, it links to a data network and mobile communication system to help us monitor E&M facilities round the clock. Using iBMS enables our frontline staff to be immediately alerted to faults via mobile phone, minimising the equipment downtime. The end result is more reliable services for the public.



機電工程署總部大樓於2014年展開了「建築資訊模型—資產管理」先導計劃，以提高大樓的設施操作及維修保養效率，及加強大樓的資產管理。

The BIM-AM pilot project at EMSD Headquarters, launched in 2014, aims to enhance operation and maintenance efficiency of its facilities and improve asset management of the building.



我們積極為機電署總部大樓增添更多綠色設施，為公眾樹立環保榜樣。位於大堂的綠化植物牆便是其中一例。

EMSD took the initiative to add more green features to its headquarters to set a good environment-friendly example to the community. The new "green wall" at the lobby foyer is one of the examples.

建築資訊模型技術在建造業已十分流行，特點是以智能的數據模型去改善建築物設計和數據存檔。去年機電工程署總部大樓進行了一個有關建築資訊模型技術的先導計劃，透過產業管理系統與建築資訊模型融合，從而有效地與現有的樓宇管理系統及新設計和安裝的電子系統，如射頻識別、閉路電視、實時定位系統相配合，應用在流動裝置上。結果顯示這技術有助改善操作及維修保養的工作流程，使維修故障和事故處理更有效率，更有助工程資產管理。我們已陸續與客戶分享經驗，協助他們的建築項目採用這個新技術。

市民也日漸留意到，政府近年積極在公眾建築物推行綠色設施，而機電署的總部大樓在這方面更是不甘後人，希望發揮領導角色。雖然我們的總部大樓已使用了一段日子，但去年一連串翻新工程，確令大樓變得更環保、更具能源效益，比如在大堂安裝一個5.45米闊、5.6米高的全新植物牆，即一個垂直綠化系統，並翻新幾個主要會議室和圖書館，加強天然採光。在2015年2月，總部大樓成功通過審核，取得ISO 50001能源管理系統認證，並成為首幾幢獲ISO 50001認證的政府大樓之一，亦確認了機電署在能源管理方面的努力。

作為一幢高水平的綠色建築物，機電署總部大樓已於2014/15年度，獲得由香港綠色建築議會發出的「綠建環評」之「既有建築」鉑金級暫定認證，而最後階段的認證評估也將於2015年稍後進行。與此同時，我們已開始協助其他政府大樓籌備參加「綠建環評」認證的工作，使更多客戶能享受節省成本的效益，也為員工和公眾提供更佳的环境。

我們也為客戶的建築物安裝其他節能設施，包括無油磁浮式製冷機、新一代LED照明裝置、和用以灌溉植物的雨水收集系統等。

Popular in the construction industry, Building Information Modelling (BIM) uses intelligent digital models to improve building design and documentation. A pilot scheme held at EMSD Headquarters with integration of asset management (AM) system last year. The integration of AM with BIM can effectively interface with the existing Building Management System and some newly designed and installed electronic systems, such as Radio Frequency Identification system, CCTV system, and Real-Time Location System, on the mobile device. It showed that BIM-AM could also help us improve O&M workflow, repair faults and handle incidents faster and enhance asset management. We are now sharing our experience to help clients adopt BIM in their buildings.

The people in Hong Kong are increasingly aware that the Government is very active in adding green features to public facilities. In this regard, the EMSD Headquarters takes the lead. Though the building has been used for some time, it became greener and more energy efficient last year through various transformations. These include the installation of a new 5.45m-long-by-5.6m-high "green wall", or vertical greening system, in the lobby foyer, and the renovation of key conference rooms and the library to make better use of natural light. In February 2015, the headquarters building successfully passed the ISO 50001 audit and got the energy management system accreditation. It was one of the first few government buildings obtaining the ISO 50001 accreditation, which also recognised our effort in energy management.

As a high-quality green building, EMSD Headquarters received provisional BEAM Plus Platinum Rating for Existing Building certification from the Hong Kong Green Building Council in 2014/15, with the final assessment due to take place later in 2015. In the meantime, we are already helping other government buildings prepare for BEAM Plus certification so that more clients can enjoy cost savings and provide a better environment for staff and the public.

We also helped clients install energy-efficiency measures in their buildings, including oil-free chillers, next-generation LED lighting installations, and rainwater harvesting systems for the watering of plants.



我們為啟德的新工貿大樓的保安系統和機電設施，提供操作和維修保養服務，確保有關設施運作順暢，讓用戶感到安全舒適。
We provide O&M services for the new Trade and Industry Tower at Kai Tak to ensure smooth operation of its security system and E&M facilities for the safety and comfort of users.

機電工程署總部大樓的主要會議室，已換上全新的玻璃幕牆，採納更多自然光線。
Key conference rooms in EMSD Headquarters have been renovated to feature new glass curtain walls that direct more natural light inside.



新大樓 新意念

新大樓總帶來很多可能性，令人期待。比方在啟德發展區新落成的工業貿易大樓（工貿大樓），當完成大樓機電設施測試之後，我們便會開展操作及維修保養服務。工貿大樓是具示範作用的最新政府建築物，內有最先進的節能及綠色設施，例如熱能回收系統、升降機能源再生系統、其他各種再生能源設施、大樓外牆垂直綠化設施及自動垃圾收集系統等，都是我們協助客戶設計和安裝的。在稍後階段，當完成機電設施測試後，工貿大樓將會採用啟德發展區區域供冷系統，進一步提升節能的能力。至於新落成的九龍城政府辦公大樓，我們去年也接收了其機電設施操作及維修保養工作，而大樓亦已為該區居民順利展開服務。

富歷史價值的建築物翻新後，也會展開新一頁，比如舊最高法院大樓，就已重新啟用成為新的終審法院。新大樓內的電子及保安系統由營運基金安裝，系統用上了最新科技及具靈活性的設計。我們現已接收大樓的機電設施，以提供操作和維修保養服務。由於大樓受《古物及古蹟條例》規限，對大樓內的機電設施如何安裝和維修保養有嚴格限制，包括限制大樓的負重和不得影響其文物價值等。雖然面前挑戰很大，但這大樓代表香港的法治傳統，我們很高興能為這歷史價值深厚的建築物提供服務。

NEW BUILDINGS BRING NEW POSSIBILITIES

A new building is always exciting. The Trade and Industry Tower at Kai Tak is the latest for which we will be providing O&M services, once the testing and commissioning of E&M facilities is complete. As a showcase government building, the new tower comes with state-of-the-art energy-saving and green features such as a heat recovery system, a lift power regeneration system, renewable energy installations, vertical greening on the building facade and an automatic refuse collection system that we helped design and install. The tower will also be running on the District Cooling System in Kai Tak at a later stage upon the completion of testing and commissioning of E&M facilities, which will further boost its energy saving capacity. The E&M facilities of the Kowloon City Government Office Building were also handed over to us for O&M last year, and the building has been serving the local community well.

Giving a historic building a new lease on life, the Old Supreme Court Building reopens as the new Court of Final Appeal. We installed the electronic and security systems employing the latest technologies and resilient configuration, and take over the building's E&M facilities. This will be particularly challenging as the building is bound by the Antiquities and Monuments Ordinance, which restricts how E&M facilities can be installed and maintained, including a stringent loading limit and no tolerance on heritage impact on the building. Even so, we are happy to serve this historic building as it continues to stand for the rule of law in Hong Kong.



由於新終審法院的建築物已有逾百年歷史，我們必須以靈活性方法設計及安裝大樓內的新電子系統，減低對這文化遺產的影響。
Since the building of the new Court of Final Appeal is over 100 years old, we had to install the new electronic systems with resilient configuration to minimise the impact on its cultural heritage.

政府大樓肩負社會責任

另一富挑戰性的工作，是我們為機電署總部大樓進行的「綠建環評」社區評估計劃。這是一套全新的工具，用以在社區層面提倡可持續發展。實際上是要求發展商及業主不單著眼本身的建築物，更要顧及建築物外圍500米內的各種支援設施，如巴士站和花園的位置等，目的是為社區提供更好的支援。這計劃的重點，是強調在建築物的設計階段，已需和周邊社區的各方人士積極溝通。

我們會繼續為客戶的建築物進行能源審核，尋找更多節能機會。我們也計劃為整幢政府辦公大樓的所有機電設施，一次過取得ISO 50001認證，並進一步改善操作及日常作業方法，節省更多能源。

透過機電設施管理的最佳作業方式，加上日新月異的科技，讓營運基金的團隊有更大發揮空間，使政府大樓和設施以更具智能、更環保的方式運作，讓客戶和公眾得益。我們期待為大家做得更好。

GOVERNMENT BUILDINGS WITH SOCIAL RESPONSIBILITY

Also challenging is our work on a pilot of the new BEAM Neighbourhood assessment scheme at EMSD Headquarters. The new tool is a means of promoting sustainable development on a community scale. In practical terms, it asks building developers and owners to look 500 metres beyond their building boundary to better plan supporting facilities such as bus stops and gardens. Talking to different parties in the neighbourhood to gauge their needs at the design stage is important to the process.

We continue to help clients conduct energy audits at their venues to identify where additional energy savings can be made. We also have plans to certify whole-building E&M facilities to ISO 50001 standard and to help clients save more energy by further improving operations and housekeeping practices.

Best practice and new technology are creating opportunities for us to make government buildings and facilities smarter and greener to benefit clients and the public. We look forward to serving them better.





我們一向以人為本，並致力關懷客戶、員工及社會大眾，用心為他們服務。為了達到機電工程營運基金「透過與客戶的伙伴關係，創造公眾價值利惠市民」的企業目標，我們推出了五年計劃，2014/15年度就是落實計劃的第二年，並取得長足進展，突顯了我們的企業服務與行政團隊，有效地為營運基金策略業務單位提供種種支援，以滿足員工和客戶需要，及至惠及公眾。本文將作重點介紹。

As always, people are our first priority and we continued to take good care of our clients, our staff, as well as members of the public. Our five strategies to achieve EMSTF's corporate goal of "creating public value for community betterment through partnership with our clients" gained further progress in the second year of implementation. The results also underscored the work of our various corporate service and administrative teams supporting the strategic business units in addressing our staff's and our client's needs, which in turn benefits the public. We are happy to report the highlights in this chapter.

企業管理

CORPORATE STEWARDSHIP



「最佳改善個案比賽」及「最佳職安健改善個案比賽」的其中兩隊得獎隊伍，正與同事分享改善個案經驗。這類比賽，是員工主動為客戶提供優質服務及解決方案的例子之一。
A couple of the winning teams of the Best Improvement Projects and Best Occupational Health and Safety Enhancement Projects Competitions sharing their improvement projects experiences with colleagues. These competitions are parts of the proactive efforts by our staff to provide excellent service and solutions to clients.

五大策略續有進展

提供優質服務

我們於2014年的客戶意見調查，以8分為滿分，創出6.22分的客戶滿意指數新高。這佳績激勵我們精益求精，希望日後的指數能再創新高。年內，我們也委託了德勤企業管理諮詢（香港）有限公司進行研究，檢視營運基金的定價機制。研究的結論是，在原則上營運基金的價格應與市場交易價格大致相符。我們也籌劃由2015/16年度起，擴大現時的每月客戶電話意見調查，把覆蓋人數由每月的210個，增至逾兩倍的460個，務求搜集更多客戶對營運基金維修保養服務的意見。

為了進一步縮短我們回應客戶查詢的時間，我們的資訊服務中心在年內也籌備推出一連串改善措施，日後當中心收到客戶來電查詢維修進度時，系統會隨即發出手機短訊，通知負責的同事和高層管理人員。新措施將於2015/16年度實行，屆時中心也會同時推出優化版的網上事故報告表格，讓客戶更感方便。

此外，我們也嘗試為客戶提供更貼心的服務，以滿足他們的需求。如2014/15年的「品質、環境及生產力推廣計劃」，部門就收到近100份「最佳改善個案」及「最佳職安健改善個案」，證明同事在提升客戶服務質素及改善工程方案方面的努力。另外，部門三位員工榮獲2014/15年度公務員事務局局長嘉許狀，他們的傑出服務受到表揚。

善用新科技、為客戶進行精明的資產管理及有效管理外判商，都是我們優化客戶服務的方法。正如本報告在較早的章節提到，我們在客戶場地已陸續推出綜合樓宇管理系統，為各種機電系統進行遙距監察，並配合前線員工的手機程式，更快地報告故障，也更有效率地讓客戶知悉其工程進度。

THE FIVE STRATEGIES MAKING PROGRESS

Deliver Excellent Service

The record high Customer Satisfaction Index of 6.22 out of 8 in 2014 Customer Opinion Survey has prompted us to keep up our improvements for achieving higher target. In addition, we commissioned an independent study by Deloitte Consulting (Hong Kong) Limited to review EMSTF's pricing mechanism. The study found that our prices should in principle comparable to market transaction prices. We also made preparations to more than double the coverage of our monthly telephone survey of customers, from 210 calls to 460 calls every month, to gather more feedback from clients on EMSTF's maintenance services starting from 2015/16.

To further reduce response time to our clients, preparations were made by our Information Services Centre (ISC) to alert the responsible officer and senior management via mobile phone text messages as soon as ISC receives client calls seeking repairing works progress updates. The feature will be introduced in 2015/16, together with enhancements in the ISC web-based fault reporting form for added convenience to our clients.

Furthermore, we tried every attempt to better serve our clients and satisfy their needs. In 2014/15, we received nearly 100 submissions of Best Improvement Projects and Best Occupational Health and Safety Enhancement Projects from staff under the Quality, Environmental and Productivity Promotion Programmes, demonstrating our effort to provide excellent service and solutions to our clients. Also, outstanding services from three of our staff were recognised by getting the Secretary for the Civil Service's Commendation Award 2014/15.

We make smart use of new technology, good asset management and effective contractor management to deliver excellent service to our clients. As reported in previous chapters, the integrated Building Management System, alongside smartphone apps used by frontline staff, has been increasingly deployed in client venues for remote monitoring of E&M systems, faster fault reporting and keeping clients better informed of work progress.

就2014年於機電工程署總部大樓在融合建築資訊模型與產業管理系統先導計劃的發展成果，我們與客戶分享經驗，並協助他們在其建築物採用這技術，以加強客戶部門的資產管理、提高維修保養服務的成效並降低成本。同時，為了完善資產管理，我們也與部分客戶就其建築物與重要資產，聯手取得ISO 55001認證，日後我們也將繼續協助其他客戶進行這方面的認證工作。

年內我們委託了顧問公司進行可行性研究，探討營運基金應否就機電合約採用「新工程合約」的形式。我們將會採納顧問公司的若干建議，試行有關的合約形式。我們已舉辦一連串工作坊，讓同事掌握有關「新工程合約」的知識。年內我們也全面實施了「維修外判合約表現監察系統」，加強管理外判商表現。

成為業界典範

營運基金矢志成為業界典範，包括為機電業牽頭，建立一個溝通交流的平台，好讓機電從業員能分享在營運操作和維修保養方面的最佳做法，並維持高水平的職業安全標準，以及推廣機電行業，尤其著重向年青人進行推廣工作。我們繼續在由19家機電機構組成的香港機電業推廣工作小組中發揮領導角色，帶領組織各項活動，以提升機電業的形象。此外，我們也與香港機電工程師聯合成立了一個平台，就一些對本港機電業有長遠發展影響的課題進行溝通交流。我們與業界攜手合作，為社會謀福祉。

After a successful development of the pilot scheme in integrating Building Information Modelling (BIM) with asset management system at EMSD Headquarters in 2014, we have been sharing our BIM experiences with clients to help them adopt it in their buildings for better asset management and for more efficient and cost-effective O&M services. As part of our asset management initiative, we have obtained ISO 55001 joint certifications with some of our clients for their buildings and critical assets, and we shall continue to assist other clients in such work.

With a view to enhancing collaboration and contract management, a feasibility study on whether EMSTF should adopt the New Engineering Contract (NEC) forms for E&M contracts was conducted by our consultant. We will try the NEC forms with some of the consultant's recommendations taking onboard. A series of NEC workshops has been held subsequently to help colleagues acquire the requisite knowledge. Meanwhile, the Performance Monitoring System for Maintenance Contract has been implemented in EMSTF during the year to step up our contractor performance management.

Become a Trade Model

EMSTF's efforts to become a trade model include taking the lead in building a platform to share best practices in operation and maintenance with other E&M practitioners, maintain high standards of work safety, and promote E&M trade to the community particularly the younger generation. We also continued to lead the Hong Kong E&M Trade Promotion Working Group comprising 19 related E&M organisations and which runs many activities to promote the trade's image. An E&M trade forum with the Hong Kong Federation of Electrical and Mechanical Contractors Limited had been established for liaising and exchanging views with the EMSTF on major issues which might have long term impact to the development of the E&M trade in Hong Kong. Together with the trade, we make our community better.



獲頒2014/15年度公務員事務局局長嘉許狀的機電工程署員工與家人出席典禮。
Awardees of EMSTF and their family members attended the awards presentation of the Secretary for the Civil Service's Commendation Award 2014/15.

我們成立了高層機電業界研討會，以促進與業界的密切交流，比如定期舉行會議，討論範圍包括安全、科技發展和人力資源等，以助業界的長遠發展。
We have established a high level E&M trade forum to foster closer communication with the trade, such as holding regular meetings on aspects including safety, technology development and manpower, to facilitate the long-term development of the trade.



為吸引更多新人入行，我們與香港機電業推廣工作小組聯手，首次參與了香港貿易發展局於2015年2月舉行、為期四天的2015年教育及職業博覽。我們的攤位展出了「見習工程師訓練計劃」、「技術員訓練計劃」和「機電青少年大使計劃」，吸引了一萬多位訪客參觀，包括學生及公眾人士。年內我們也為中學生在部門總部大樓舉辦了一個「工作影子日」，以提高機電業在年青一代心中的形象。

為了向業界樹立良好榜樣，提供更安全及健康的工作環境，我們就需要在高處進行的特定機電工作，發出了新的安全指引；並要求在假天花內進行的新工程實施工作許可證制度。此外，我們舉辦機電工作安全科技研討會及安全設備展覽，希望透過科技應用，推動機電工作的最佳職安健實務做法。

建立員工才能與關懷文化

建立員工的技術才能與其他軟技能，對我們達至企業目標、以至每位員工的個人成長都十分重要。在這過程中，我們也必須培養一種互相關懷、互相扶持的工作文化，凡事都以人為本。

年內，我們為優化「技術員訓練計劃」做了大量籌備工作，並更新了我們的培訓手冊，更配合現今的業務需要。由2015年9月起，我們將會為技術員提供更有系統的訓練課程，讓他們接受主要機電系統的核心維修保養技術訓練。我們旨在培訓技術職系員工，為進一步提升營運基金的服務作好準備。此外，我們也訓練了一支技術員團隊，參加「2014香港青年技能大賽」。

To attract new blood to the trade, we and the Hong Kong E&M Trade Promotion Working Group participated for the first time in the four-day Education and Careers Expo held by the Hong Kong Trade Development Council in February 2015. Our booth promoted “Engineering Graduate Training Scheme”, “Technician Trainee Scheme” and “E&M Young Ambassador Programme” to more than 10 000 visitors including students and members of the public at the Expo. A “job shadow” day was also held for secondary students at our headquarters for promoting the E&M trade’s image to the young generation in Hong Kong.

In order to set a good example for the trade in providing a safe and healthy working environment, we have issued new guidelines for specific E&M work at height, and kicked off the permit-to-work system for ceiling void works. Also, the Work Safety Technology Seminar in conjunction with the Safety Equipment Exhibition were held to promote the best Occupational Safety and Health practices in E&M works through the application of technology.

Build Capacity and Caring Culture

Building staff capacity in both technical skills and soft skills is vital to our ability to attain our corporate goal, and to the personal growth and development of all staff. In doing so, we must also cultivate a caring and supportive work environment so that people remain the focus of everything we do.

During the year we also prepared the Technician Trainee Scheme with many enhancements. We also updated our Training Handbook so that the syllabus is more in tune with current business needs. Starting from September 2015, we will provide a more systematic training system for our trainees to equip themselves with core O&M skills of key E&M systems. We aim to equip our technical staff to take EMSTF’s service quality to a new level. We also coached a team of technician trainees to participate in the WorldSkills Hong Kong Competition 2014.



為了吸納年輕人加入機電業，我們參與了由香港貿易發展局於2015年2月舉辦的「2015教育及職業博覽」，向訪客介紹機電署提供的就業機會、晉升階梯和培訓計劃。

To attract youngsters to the E&M trade, we participated in the “Education and Careers Expo 2015” held by the Hong Kong Trade Development Council in February 2015 to show visitors the job opportunities, career path and training programmes offered by EMSD.

年輕人是未來社會棟樑，我們必須不斷培育新一代的機電精英，例如為中學生舉辦「工作影子日」，介紹我們的日常工作，激發他們對機電行業的興趣。
As youngsters are the future pillars of society, we must continuously nurture the next generation of E&M practitioners. For example, a “job shadow” day was held for secondary students to give them an overview of our daily work and attract them to the E&M trade.





我們與非政府機構合作，於2015年年初在機電署總部大堂開設小型咖啡店。這由社會福利署資助的社企，為員工及訪客提供更多食物和飲料選擇，更為弱勢社群創造就業。

We collaborate with an NGO to set up a small coffee shop at our headquarters lobby in early 2015. Funded by the Social Welfare Department, this social enterprise provides more food and beverage choices for our staff and visitors, and creates jobs for the disadvantaged.

我們的見習技術員於2014香港青年技能大賽中大顯身手，發揮出色的職業技能。

Our technician trainees excelled themselves in the WorldSkills Hong Kong 2014. The contest provided them with a platform to demonstrate their excellent vocational skills.



至於虛擬實境的應用方面，我們一直與職業訓練局協作，開發一個虛擬實境場地訓練工具，創造出像真度極高的模擬訓練環境，讓學員在安全及受控的環境下進行培訓。

In view of the value of virtual reality applications, we have been collaborating with the Vocational Training Council to develop a Virtual Reality and Augmented Reality Assisted Training Project, a training tool to create simulated training environments for highly realistic but a safe and controlled environment for trainees.

在2014/15年度，我們為來年設立在主要客戶場地的卓越中心暨優才訓練基地，建立堅固的基礎。卓越中心暨優才訓練基地旨在建立及提升內部員工的專業技能，以緊貼科技的急速發展及業界的最佳作業方式，並成為其他場地的典範。卓越中心暨優才訓練基地為前線員工及技術員提供在職訓練，把主要機電系統的操作及維修保養技術與經驗承傳下去，以維持一支精銳的員工團隊。

In 2014/15, we also laid the groundwork for setting up various Centres of Excellence (CoEs) at major client venues in the coming year. These CoEs for in-house O&M of major E&M systems aim to build up and sharpen in-house expertise and become a trade model for other venues. They provide an on-job training ground for frontline staff and trainees to sustain in-house competency.

卓越中心暨優才訓練基地由特定的專業職系同事及管理人員監督，而中心的日常運作則由督察級別的同事負責。這些中心不但作為營運基金的技術員培訓中心，而且更展示我們核心的機電維修保養技術，日後成為業界基準。透過建立員工才能，我們能為客戶提供優質服務。

CoEs are supervised by dedicated professional staff and line management while the CoEs' day-to-day operations are manned by inspectorate staff. CoEs not only serve as training hubs for EMSTF's technicians, but they also serve as showcases of our core O&M capabilities and a benchmark for the trade in due course. By building up staff competence, we provide quality service to our clients.

營運基金的關懷文化更惠澤社區。年內，我們積極探討各種與非政府機構合作的機會，希望僱用更多弱勢社羣及肢體傷殘人士，並努力克服種種困難，讓社會企業能在部門大樓內運作。我們很高興見到「另一咖啡店」於2015年年初在總部大樓的大堂開業。

Our caring culture also means caring for the community. In 2014/15, we explored every opportunity to collaborate with non-governmental organisations (NGOs) for enhancement of employing the disadvantaged and physically disabled in the community. We worked to overcome the difficulties in allowing social enterprises to operate in our premises. We are happy to see the opening of "another Cafe" in our headquarters lobby in early 2015.

我們也邀請了一個非政府機構，以先導計劃的方式，為部分工作單位提供文書服務，以支援社企，及為弱勢社羣增加就業機會。先導計劃成效令人滿意，我們已決定再續行兩年。這計劃規模雖小，但也惠及社會，我們很高興能略盡綿力。

We have also engaged an NGO to provide clerical support to some of our units as a pilot scheme, in order to support social enterprises and provide more job opportunities for the disadvantaged. In view of the satisfactory results of the pilot scheme, we plan to continue the scheme for another two years. We are happy that EMSTF can help, even in a small way.

營運基金十分重視員工，並主動推行各種措施，確保管理層聆聽員工意見。年內我們舉辦了不少讓管理層與員工互動的活動，比如探訪、工作坊、論壇、團隊工作活動和各種經驗分享會等。

We value our staff and take pro-active measures to ensure their views are heard. Numerous interactions were held in the year to facilitate exchange of views between management and staff such as visits, workshops, forums, teambuilding activities and experience sharing sessions.

值得一提的，是我們年內也加強了營運基金員工的「工作表現獎勵計劃」，增添兩個新的獎勵評估準則，即「提高生產力」和「為政府節省開支」。這些改變，將進一步激勵同事有更佳工作表現。

Also worth noting was that we enhanced the Performance Incentive Scheme for EMSTF staff to include two new incentive parameters of "productivity enhancement" and "contributions to Government's saving". The change would bring additional motivation to our colleagues to excel ourselves.



員工康樂會在2015年1月舉辦「加路連山道總部惜別晚會」活動，員工聚首一堂，緬懷往昔的日子。The activity of "Farewell Ceremony for Former EMSD Headquarters" was held in January 2015 by our Staff Club to bring staff together to cherish the memory of the old days.

自2013年年底開始，我們委託了香港家庭福利會為部門員工提供輔導服務。我們舉行了多個由輔導員帶領的壓力管理及危機處理工作坊，以照顧員工的身心健康。

此外，我們定期舉辦社交活動，如長期優良服務獎頒獎典禮、員工遊藝會，以及其他特別的活動，如「加路連山道總部惜別晚會」及「機電九龍灣總部大樓落成十周年誌慶盆菜宴」等，讓員工聚首一堂，促進部門的關懷文化。

鑑於營運基金年內上述種種努力，加上一貫的關懷文化，部門已於2015年3月參加了香港社會服務聯會的「商界展關懷」計劃。這是對我們在關懷社區、員工及環保方面成績的認同，也證明我們的方向是正確的。

優化知識管理

為強化員工的工程知識讓客戶受惠，並促進彼此之間的學習及分享文化，我們在2014/15年度檢視了「知識管理網站」，並計劃於下年推出優化版本，進一步促進網上知識分享群體的設立和個人化的知識管理。新平台可方便員工更易接觸部門的知識庫，並使知識分享變得更有趣，更方便使用和更互動，也鼓勵同事之間在工作上更多協作。

在2014/15年度，我們審視了「機電知識區」，嘗試找出可供改善的地方及增加更多知識區。我們也根據最新的「全面優質管理」理念架構，檢視了2013年出版的《機電工程營運基金政策手冊》，並作出相應的結構修訂。該手冊對員工了解部門各種政策背後的理念有很大幫助，並有助員工為客戶提供更佳服務。

Since end of 2013, we have been commissioning the Hong Kong Family Welfare Society to provide counselling services to all EMSD staff. Workshops on stress management and group crisis intervention by counsellors were also held for the well-being of staff.

Furthermore, we organise regular social events such as the long and meritorious service award presentation ceremony, staff funfair, and other special events like "Farewell Ceremony for Former EMSD Headquarters", and "poon choi gathering for celebration of the tenth anniversary of EMSD Headquarters Building at Kowloon Bay" to bring staff together and foster a caring culture in EMSD.

With all these efforts and our established caring culture, EMSD joined the "Caring Company Scheme" under the Hong Kong Council of Social Service in March 2015. This was a recognition of our achievements in caring for the community, employees and the environment, and shows that our work is in the right direction.

Enhance Knowledge Management

To enhance staff engineering knowledge for the benefit of clients and foster a stronger learning and sharing culture among staff, we reviewed our Knowledge Management (KM) Portal in 2014/15 and planned to launch an enhanced portal in the coming year for better facilitating the set-up of virtual knowledge sharing communities and personalised view of KM contents. The new platform will better connect staff to our knowledge base and make knowledge sharing more fun, user-friendly and interactive. It will also encourage work collaboration among colleagues.

In 2014/15, we also examined the Knowledge Areas and tried to identify room for improvement as well as expansion. We also reviewed the EMSTF Policy Manual published in 2013 against the latest Total Quality Management framework and revised its structure accordingly. The Policy Manual helps staff better to understand the rationale of our various policies for facilitating better service delivery.

知識管理是持續的工作，也須與時並進，順應科技發展，以確保我們有穩固的知識基礎，提升員工能力和維持優質服務。我們希望來年在這方面有更大進展。

持續綠色作業

這策略也是基於我們「以人為本」的原則，因為綠色作業的得益者，最終也是大自然和每一個人。我們為機電工程署總部大樓落實「綠建環評」之「既有建築」鉑金級認證的評估工作，有關的暫定認證已於2014年12月發出，並且預計最終評估將於2015年內完成。我們在2015年2月，就機電工程署總部大樓的能源管理系統，也取得ISO 50001認證。上述兩項佳績，都是我們環保旅程的里程碑。

環保採購方面，具備相關的參考資訊十分重要，以確保部門同事和外判商採購的所有材料和物資，都符合環保要求。為此，我們根據2014/15年度的所有投標和報價單資料，制訂了一份「部門綠色產品名單」，並已上載至部門的內聯網供同事參考。

營運基金年內也舉辦了一系列活動和措施，持續推行綠色作業，例如在個人層面，於日常工作盡量慳紙慳電，以至進行大規模工程項目，如更換較節能的製冷機組，此外還有各種提醒同事的「綠色」行為小貼士，像在辦公室和工場提倡各種節省天然資源的內務實用方法等，實無法在此一一盡錄，足見我們推動綠色作業不遺餘力。

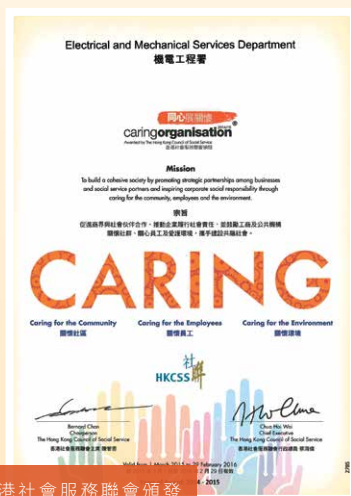
Knowledge management is ongoing and must evolve with time and technology to make sure that we have a strong knowledge foundation on which to build staff capacity and maintain our service excellence. We look forward to further progress in this regard next year.

Sustain Green Operation

This strategy is also based on our “people first” principle, as green operations ultimately benefit the mother nature and people. With regard to our work to certify the EMSD Headquarters Building to the BEAM Plus - Existing Buildings, the provisional certification for platinum rating was awarded in December 2014 and final assessment is scheduled for completion in 2015. We also got the award of ISO 50001 certification on the Energy Management System of EMSD Headquarters Building in February 2015. Both are milestones in our “green” journey to become more environment-friendly.

“Green” procurement reference information is vital to ensure that all materials and supplies we and our contractors use are environment-friendly. Our colleagues have compiled a Departmental Green Products List, using data from various tender and quotation results in 2014/15, which has been uploaded to our Intranet for sharing.

There are other activities and initiatives within EMSTF to sustain green operations which are too numerous to list here. These range from the daily saving of paper and electricity at an individual level to macro projects such as replacement of more energy-efficient chillers, not to mention frequent “green” reminders of good housekeeping practices to conserve natural resources in the office and workshop. These are all examples of how we strive to achieve green operations.



我們於2015年3月榮獲由香港社會服務聯會頒發2014/15年度的「同心展關懷」標誌，嘉許我們長期履行企業社會責任。
We are happy to be awarded the 2014/15 Caring Organisation Logo by the Hong Kong Council of Social Service in March 2015, in recognition of our continuous commitment to corporate social responsibility.



機電署總部大樓的各項能源管理工作都符合ISO 50001能源管理系統的要求。我們將進一步提升能源效率，以保護環境。
The energy management work at EMSD Headquarters is compliant with the requirements of ISO 50001 energy management system. We shall make further efforts to maximise energy efficiency to protect the environment.