



企業支援、業務發展及部門支援服務
**Corporate Support, Business
Development and Departmental
Support Services**

專業團隊支援 加強業務管理
EXPERT TEAMS SUPPORT SBU AND
MANAGEMENT EFFICIENCY



企業支援、業務發展及部門支援服務 Corporate Support, Business Development and Departmental Support Services



企業支援及業務發展科策劃的「未來之路」營運基金前瞻工作坊2011，探索營運基金的未來方向。

The EMSTF Way Forward Workshop 2011 was organised by the Branch to explore future directions of EMSTF.

企業支援及業務發展科透過多項專業服務，協助策略業務單位提升客戶服務質素。該科也為高層管理人員提供意見，確保各項具成效的營運方式都得到落實，並協助進行策略性規劃以進一步精簡營運基金的運作，在長遠方面提升營運效率。此外，也有3個部門支援單位負責執行一般行政、財務及員工關係等事務，協助營運基金暢順運作。

企業支援及業務發展科有9個分部和組，職能包括業務規劃、業務支援、物料供應、電腦服務、品質管理、部門安全、員工培訓、合約行政和顧問支援。

進行遠期規劃是企業支援及業務發展科最重要的策略性功能之一。在2011/12年度，該科除舉辦每年一度的營運基金策略制定工作坊以開展策略業務單位的規劃周期外，亦舉辦了「未來之路」營運基金前瞻工作坊。這個特設工作坊讓營運基金回顧成立15年來的運作情況，反思過去，吸取經驗，探索未來的發展路向。此外，隨着2012年度客戶意見調查的準備工作展開，我們亦開始定期檢視客戶滿意度及實施改善措施。年內，企業支援及業務發展科的業務支援隊從不同方面支援策略業務單位的工作，包括編製各類企業刊物、籌辦活動以慶祝營運基金十五周年，以及透過管理研究，協助策略業務單位加強監察人手調配計劃。

暢順的專業工程服務，有賴妥善的物料供應管理。繼於2010/11年度為機電工程署推出第一套物料供應程序手冊後，企業支援及業務發展科現已制訂相關的配對流程圖、核對表和範本，並就最新產品和價格協助進行市場研究，務求提供更其效率的採購及庫存管理，讓策略業務單位為其客戶服務。

電腦服務為營運基金資訊系統的發展、保養及運作提供重要支援，對我們的服務可靠度和效率具關鍵作用。在2011/12年度，企業支援及業務發展科研發了電子合約管理系統，就策略業務單位的合約管理工作收集主要資料，同時偵察任何不當和不符規定的情況，能及時作出糾正，保障客戶利益。此外，機電工程署的內聯網和各策略業務單位的網頁亦已更新和改良，令知識分享更為便捷。企業管理電腦系統也同時持續得到改善。

Offering a range of professional services, the Corporate Support and Business Development Branch helps the Strategic Business Units (SBUs) deliver better client service. The Branch also advises senior management to ensure that efficient and effective operational practices are followed and assists in strategic planning to further streamline EMSTF operations and achieve greater efficiencies in the longer term. In addition, three departmental support units also provide general administration, finance and staff relations functions to facilitate the smooth operation of EMSTF.

The Branch comprises nine sub-divisions and units. It performs functions in business planning, business support, supplies, computer services, quality, safety, training, contract administration and advisory support.

Forward planning is one of the Branch's most important strategic functions. During 2011/12 the Branch held the annual EMSTF Strategy Formulation Workshop to facilitate the SBUs' planning cycle, as well as the EMSTF Way Forward Workshop. This special workshop was an opportunity for EMSTF to reflect on its 15 years in order to learn from past experiences and explore future directions. Besides, regular measurement of customer satisfaction level and implementation of improvement measures were initiated with the preparation of Customer Opinion Survey 2012 being kicked off. Throughout the year, the Branch's business support team contributed to the SBUs' work by producing various corporate publications, organising activities to celebrate the EMSTF 15th anniversary, and conducting management studies to help the SBUs better monitor their manpower deployment plans.

The efficient management of stores and supplies is fundamental to the provision of professional engineering services. Having published EMSD's first Supplies Procedural Manual in 2010/11, the Branch has now produced matching flowcharts, checklists and templates and also assisted in conducting market research on the latest products and prices, making procurement and stores management more effective for SBUs for delivering services to their clients.

Computer services provide essential support on the development, maintenance and operation of EMSTF's information systems, making a vital contribution to our service reliability and efficiency. During 2011/12 the Branch developed an electronic Contract Administration System



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Corporate Support, Business Development and Departmental Support Services



「品質及安全日」與會嘉賓和我們的管理層合照。
Guest speakers of the Quality & Safety Day and our management team.

品質、生產力、安全和培訓都是優質服務的基礎。年內，我們繼續舉辦「品質及安全日」，就品質和安全改善方面，促進同事與業界的經驗分享。而透過品質改善的標竿借鑑研究，品質隊伍得以就本港其他大機構的品管運作模式與營運基金作出比較。此外，為提高營運基金策略業務單位的應急能力，我們亦制訂了機電工程署營運服務的危機預防、應變與處理計劃。這些措施，都旨在讓各業務單位掌握更多方法以進一步提升服務質素，當事故發生時有更充分的準備。



更好的培訓，更好的服務：「2011年學徒訓練計劃」畢業生準備就緒，全力以赴。
Better trained to better serve – graduates of the Apprenticeship Training Scheme 2011 are geared to serve.

我們的安全工作在2011/12年度取得長足進展，內部意外數字為19宗，而涉及承辦商的則有9宗，為10年以來的新低。這全賴年內採取多管齊下的措施，加強工作場地安全，包括舉辦各項職業安全及健康比賽、由署內的安全專家經常進行實地視察及舉行員工簡報會，以及規定所有前線員工參加強制性安全訓練。透過上述措施，全體員工的安全得以改善，停機次數有所減少，令客戶和市民受惠。

(e-CAS) to capture key information and detect any irregularities and non-compliances in SBUs' contract management, thus enabling timely rectification in the interest of clients. In addition, the EMSD intranet and various SBU homepages have been revamped and improved to facilitate knowledge sharing, while the corporate computer system has undergone continuous improvement.

Quality, productivity, safety and training are essential to service excellence. During the year, as an effective way for experience sharing with the industry on quality and safety aspects, Quality and Safety Day was conducted again with great success. The quality team also conducted a quality improvement study to benchmark EMSTF with other leading local organisations. As a quality organisation, our capability to promptly respond to critical incident is important. We therefore formulated the EMSD Trading Services Crisis Prevention, Response and Management Plan. The aim of these initiatives was to equip the Trading Fund SBUs with more tools to further enhance service quality and to better incident preparedness.

Our safety work made big strides in 2011/12 as in-house and contractor accident numbers reached a decade low of 19 and nine respectively. This was the result of a multi-pronged approach to enhancing workplace safety that included various occupational safety and health competitions, frequent site visits and staff briefings by our in-house safety experts, and mandatory safety training for all front-line supervisors. This will improve safety for all personnel and reduce downtime, thus benefiting clients and the community at large.

The Branch has always aimed to help build staff capacity by providing training that is aligned with client and community needs. Our training team not only administers the Hong Kong Institution of Engineers (HKIE) Scheme "A" Training for engineering graduates, as well as the Apprenticeship Training Scheme, but also reviews the Schemes from time to time for improvement. It also encourages trainees to participate in awards for broader exposure. During 2011/12, two young engineers were honoured to join the HKIE President's Protégé Scheme, while three apprentices were recognised in the 2011 Vocational Training Council Outstanding Apprentice/Trainee Awards, boosting EMSD's image and staff capabilities.

2011年度署長簡報會喜見員工踴躍參與，加強了管理層與員工的有效溝通。

The DEMS Briefing 2011, well attended by EMSD staff, facilitates effective communication between management and staff.



企業支援及業務發展科一直以來的目標，是協助員工發展才能，為員工提供切合客戶及市民需要的培訓。我們的訓練隊不但執行見習工程師的「香港工程師學會工程畢業生培訓計劃」及學徒訓練計劃，更不時檢討該兩項計劃以作出所需改善。我們亦鼓勵學員參與不同比賽以擴闊視野。在2011/12年度，有兩名年輕工程師獲選加入香港工程師學會的「師傳薈」計劃，另有三名學徒亦在職業訓練局的「2011年度傑出學徒/見習員獎勵計劃」中獲獎。這些殊榮不但提升了機電工程署的形象，亦有助員工加強專業才能。

合約管理是我們的核心工作之一。企業支援及業務發展科的合約行政組和合約顧問組為各策略業務單位研訂多項加強合約管理成效的措施。機電工程項目管理手冊和電子合約管理系統已分別於年內推出。策略業務單位的人員可透過上述手冊提升合約管理技巧，再加上電子合約管理系統，便可更易監察合約進度，在網上取得主要數據，從而加強與客戶的聯繫。我們亦已檢視內部承辦商名單及相關的行政程序，並且公布檢討後的加入承辦商名單要求和行政程序，以提高承辦商的工程和服務質素。

正如其他機構一樣，機電工程署的行政和財務隊伍，為其他管理服務提供堅穩可靠的基礎支援。年內，部門的行政隊伍為各策略業務單位提供一般行政支援，妥善管理總部大樓的設施，執行人事及員工福利、員工招聘及晉升等事務，提供翻譯服務及落實能源效益計劃等，使策略業務單位和總部得以暢順運作。財務隊伍則提供範圍廣泛的支出、發單、財政預算和成本方面的會計支援服務，擬備財務報表和資料，制訂營運基金的5年財務計劃，以及提供財務上的意見。內部審計組進行審計檢查，確保既定的財務程序及規則均予遵行，令營運基金的運作得到妥善規管。

作為關懷員工的僱主，我們非常重視員工關係及與員工的溝通。部門員工關係組在年內執行廣泛的員工關係及溝通活動，促進管理層與員工的有效雙向溝通，並提升員工的滿意度。該組與工會和部門協商委員會的員工代表緊密聯繫，對員工的感受及關注有所掌握。該組亦繼續促進部門就重要事項諮詢員工。

展望2012/13年，企業支援及業務發展科的各個分部和單位，以及部門支援隊伍，將會繼續透過日常支援、研訂新措施、檢討及簡化工作程序，以及提出創新方案，協助各策略業務單位提升服務質素。企業支援及業務發展科亦會協助高層管理人員探討營運基金的長遠整體策略發展路向。



我們舉辦各項比賽和探訪，致力提高員工的職安健意識。圖為海報設計比賽得獎作品。

We are committed to raising staff awareness of occupational safety and health through competitions and visits. These are winning designs of the poster competition.

Contract management is a core part of our work. The Branch's contract administration and contract advisory teams provide various tools to help SBUs manage contracts more effectively. During the year, the Project Administration Handbook for Electrical and Mechanical Engineering Works was launched, as was e-CAS. The Handbook enables the SBUs to enhance their contract management skills, and, together with e-CAS, is making it easier to monitor contract progress and to capture key data online for better communication with clients. We have also reviewed the in-house contractors list and the associated administration procedures. The reviewed admission requirements and administration procedures were also promulgated with a view to enhancing the quality of contractors' works and services.

As in other organisations, the EMSD administration and finance functions provide the bedrock for other management services. During the year, the departmental administration team provided general administrative support, facilities management for our headquarters building, personnel and staff welfare services, manpower recruitment and promotion, and translation services, as well as energy efficiency project work, thus contributing to the smooth running of the SBUs and our headquarters. The finance team provided a wide range of accounting support services in payment, billing, budgeting and costing, prepared financial statements and information, as well as the five-year financial plan for EMSTF, and provided financial advice. The internal audit unit carried out audit inspections to ensure compliance with established financial procedures and regulations, contributing to good governance of EMSTF operations.

As a caring employer, we attach great importance to staff relations and staff communication. The departmental staff relations team has undertaken a wide range of staff relations and communication activities during the year to facilitate effective two-way communication between management and staff and enhance staff satisfaction. The team has maintained close liaison with staff unions and staff representatives of the departmental consultative committees to gauge staff sentiments and concerns. The team has also continued to promote and facilitate consultation with staff on important issues.

Looking to 2012/13, the Branch's sub-divisions and units, as well as the departmental support teams, will continue to provide day-to-day support, develop new tools, review and streamline procedures, and create innovative new solutions to help SBUs deliver better services. The Branch will also assist senior management in exploring the longer term strategic direction of EMSTF as a whole.