

“總括來說，營運基金的業務在年內穩健發展，讓我們可以在良好的基礎上作出微調，力臻完善。”

機電工程營運基金2009/10年度的業績良好，收入有接近雙位數字的增長。年內，營運基金的收入為41.3億元，較上年度增加9.8%。收入回報率為11.8%，2008/09年度則為9.7%。

年內，我們除了繼續為客戶部門的日常運作及機電項目提供支援外，亦協助政府推行各項發展基建及低碳經濟的政策措施。我們的團隊正處理多個大型基建、節能、能源及二氧化碳排放綜合審計及機電資產更換項目，而「學校環保午餐計劃」也是我們的服務範疇之一。

總的來說，營運基金的業務在年內穩健發展，讓我們可以在良好的基礎上作出微調，力臻完善。

### 精益求精

我們現正進行的微調，是經仔細分析營運基金的核心強項及在社會擔當的角色後，決定作出的調整，以進一步優化我們的服務。

秉承營運基金的工程專業知識和經驗與拼搏進取的精神，我們的團隊提供獨特的人才組合，包括具備廣泛技能的專業和技術人員，且能靈活運用，在人力資源調配方面，務求做到最好。與此同時，市場也可為我們隨時提供技術和專業人才以作補足。此外，我們也時刻緊記，在為客戶提供服務的同時，也要為社會整體創造價值。

成本效益方面，我們現正檢討營運基金服務的成本結構，確保在市場上保持競爭力。至於提供服務方面，我們會衡量和評估為客戶以至社會整體提供的服務價值。這套營運信念，有助我們更妥善地定出日後的路向，為客戶和社會提供最好的服務。



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**“Overall, the EMSTF business was stable and healthy during the year, giving us a good basis on which to make adjustments and fine-tuning.”**

The Electrical and Mechanical Services Trading Fund performed well in 2009/10 with a near double-digit growth in revenue. In the year, EMSTF recorded revenue of \$4,130 million, up 9.8% on the previous year. Return on revenue was 11.8%, compared to 9.7% in 2008/09.

During the year, we continued to support client departments in their daily operations and E&M projects, in addition to assisting the Government in its policy initiatives to develop Hong Kong's infrastructure and develop a low-carbon economy. Our team has been working on major infrastructure projects, energy efficiency projects, carbon-cum-energy audits and E&M asset replacement projects. The "green lunch in schools" initiative is also part of our services.

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### **Adjustments and Fine-tuning**

The small adjustments we are making to optimise our performance are a natural extension of our analysis of EMSTF's core strengths and its role in the community.

Building on EMSTF's engineering expertise and experience and "can-do" spirit, our team also offers a unique combination of professional and technical staff with a broad range of skills, and has the flexibility to ensure the most advantageous human resource deployment. At the same time, the market is at our full disposal as a source of supplementary skills and expertise. Finally, we have never lost sight of the fact that while providing service to

our clients, we do ought to create value not only for our clients but the community as a whole.

In terms of cost effectiveness, we are reviewing the cost structure of our service to ensure that it will continue to be competitive in the market. In terms of service offerings, we will consider and assess the value of our services to both our clients and the community at large. This operational philosophy will guide us in better setting our future directions to provide the best service to our clients and the community.

Our Strategic Business Units (SBUs) will also take a critical look at their human resource deployment to make sure that different types of services are performed by the best mix of staff expertise with support from contractors. They will also harness market forces and better utilise contractors for greater efficiency and flexibility. This also provides excellent opportunities to further enhance our staff's supervisory and management capabilities.

### **Steps in Continuous Improvement**

Consistent with our principle of continuous improvement, various adjustments have been introduced throughout the year on an incremental basis. The new internal structure which was discussed in my report last year, took effect from April 2010. Our clients now enjoy a single point of contact at the senior management level for greater convenience and efficiency. As a result of the restructuring, our corporate support units are now able to focus exclusively on functions such as strategic planning, marketing, training and development to support the SBUs.



營運基金的策略業務單位會認真審視其人力資源的調配，務求以最佳的員工組合，並配合承辦商的支援，為客戶提供不同類型的服務。各策略業務單位也會充分借助市場力量和更佳運用承辦商，以提高效率和增加靈活性，並趁此良機進一步加強員工的督導和管理能力。

### 不斷求進

我們貫徹不斷求進的原則，在年內逐步作出多項調整。去年的總經理報告提到的新內部架構，已於2010年4月開始運作。客戶現可透過營運基金高級管理層的單一聯絡人，更輕易快捷地和我們溝通。進行重組後，我們的企業支援單位現已專注策略規劃、市場推廣、培訓及發展等工作，為各策略業務單位提供支援。

營運基金在2010年年初發布了經修訂的「抱負、使命及信念」宣言。新「抱負」宣示了營運基金今後將致力服務客戶和廣大市民的承諾；「使命」則加上詳盡闡釋，更為清晰易明；「信念」大致維持不變。我們保證會繼續為客戶提供優質服務，而上述調整可讓我們的團隊更能清楚掌握重點優次，朝着正確的方向精益求精。

### 獎項及嘉許

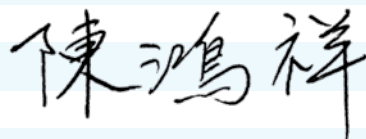
我欣然向大家報告，營運基金的多位員工憑着傑出的工作表現，屢獲嘉許。佳績之一是為2009年12月舉行的「香港2009東亞運動會」提供完善的機電支援服務，200多位營運基金員工，憑著卓越的表現，獲民政事務局嘉許。我們與運輸署共同開發的「新一代無線交通監察系統」，也奪得2009年公務員優質服務獎勵計劃部門合作獎季軍。此外，我們的小蠔灣數據中心，也於2010年年初以優秀的資訊保安管理取得ISO 27001認證。其他獎項會在本報告的相關章節逐一概述。

各同事以竭誠服務和卓越表現獲得嘉獎，我謹衷心祝賀。憑着員工拼搏進取、追求卓越的精神，營運基金才得以茁壯成長，穩步發展。

### 前景穩定

展望將來，營運基金在2010/11年度及其後數年的業務會持續平穩發展，並有所增長。我們也會努力提升生產力和服務質素。

營運基金有幸有一支勇於承擔、表現卓越的團隊，我特此向全體員工致意，深切感謝他們過去一年的貢獻。我也謹此感謝常務委員會的支持和領導。最後，我謹向客戶致以由衷的謝意，客戶多年來的信任，推動我們不斷求進，時刻提供優質服務。



陳鴻祥

機電工程營運基金總經理



A revised EMSTF Vision, Mission and Values statement came into effect in early 2010. The new Vision captures our renewed focus on customers and the broader community. The Mission is elucidated in more detailed terms for easier understanding. The Values basically remain the same. Whilst customers may rest assured that they will continue to enjoy quality services, these adjustments help our team understand our priorities so that continuous improvements can be made in the right direction.

### **Awards and Recognition**

I am glad to report that our staff have been recognised for outstanding work. The successful provision of E&M services to the Hong Kong 2009 East Asian Games held in December 2009 is an example of such work, with over 200 EMSTF staff members commended by the Home Affairs Bureau for their achievements. The Contemporary Wireless Traffic Surveillance System, jointly developed with the Transport Department, was named second runner-up in the Partner Award in the Civil Service Outstanding Service Award Scheme 2009, while our Siu Ho Wan Data Centre achieved ISO 27001 certification for information security management in early 2010. Other awards have been outlined in subsequent chapters of this publication.

I congratulate all our winning staff members for their commitment and outstanding service. It is their "can-do" spirit and quest for excellence that will keep EMSTF on the trail of growth and development.

### **Stability Ahead**

Barring unforeseen circumstances, EMSTF business will continue to be steady in 2010/11 and the next few years. There will be some business growth, and we shall work hard to achieve productivity and service improvements on a continuous basis.

EMSTF is fortunate to have a committed and outstanding staff team, and I thank them heartily for their contribution in the past year. I also wish to thank the Executive Board for its support and guidance. Finally, our sincere thanks go to our customers for their trust over the years, without which our services and improvements would not be possible.

### **Stephen H C Chan**

*General Manager*

*Electrical and Mechanical Services Trading Fund*

