



### Hongkong Post 香港郵政



Hongkong Post was established in 1841. Since August 1995, after operating as a trading fund, it has gradually been changing from a traditional and operationally focused government department to a forward-looking, customer-focused and market-oriented organization. The leadership and vision of its management has contributed significantly to the evolution of this organization with more than 7,000 employees.

#### Leadership

Hongkong Post has established very clear Purpose, Vision, Mission and Values, and has systematically communicated them to its staff. To live up to their PVMV, the management actively encourages the 12 behaviours that form the cornerstones of its corporate culture. There is strong leadership demonstrated by the Postmaster General to balance the interests of all key stakeholders. Hongkong Post strives for excellence in meeting its social obligation of providing postal deliveries to all addresses in Hong Kong. In addition, it also aims to meet the postal needs of Hong Kong's business community and fulfil its international postal obligations by providing reliable, efficient and universal postal services at reasonable and affordable prices.

#### Strategic Planning

Hongkong Post adopts a very systematic and dynamic process for drafting its Annual Business Plan and its five-year Medium Range Corporate Plan. Based on a SWOT analysis, all directorates and managers work together to come up with strategies to grow business, improve customer service, enhance productivity, ensure process quality and develop alternative or new products. Moreover, a well-structured process for development, communication and deployment of action plans is in place. Balanced scorecards are used to measure performance and transformed into reports for performance management and improvements.

#### Customer and Market Focus

Hongkong Post prides itself on the excellence of its customer service. Clear customer segments are identified and contact strategies are formulated respectively. Different approaches, including external and internal, and proactive and passive,

香港郵政於1841年成立，自1995年起改以營運基金方式運作，逐步由只專注內部運作的傳統政府部門，轉化為高瞻遠矚、以客為尊、市場為本的機構。全憑管理層的領導才能和遠見，方能帶領香港郵政旗下七千多名員工更上一層樓。

#### 領導才能

香港郵政訂立了非常明確的宣言、抱負、使命和信念，並且有系統地傳達至所有員工。為實現這些理念，管理層積極鼓勵員工貫徹十二項守則，奠定本身的企業文化。郵政署長亦展示了卓越領導才能，平衡各方面的利益。香港郵政秉持精益求精的態度，為全港市民提供郵遞服務，完成本身的社會責任。此外，香港郵政亦致力滿足本港商界的郵務需要，以合理和低廉的收費，提供可靠、高效率、貫通全球的郵政服務，履行對外的國際責任。

#### 策略性規劃

香港郵政設有高度系統化和靈活的程序，制訂每年業務規劃（Annual Business Plan）和五年中期企業規劃（Five-year Medium Range Corporate Plan）。所有總監和經理會根據SWOT分析法，合力制訂策略，藉以發展業務、改善客戶服務、提高生產力、確保工作程序有效，以及發展更多全新產品。此外，香港郵政亦設有架構完善的程序，以制訂、公佈和部署行動計劃，並且採用平衡計分卡評估業務表現，然後撰寫報告，用以管理和改進機構表現。

#### 顧客及市場焦點

香港郵政素以優質客戶服務自豪，清楚界定了不同的客戶類別，配以合適的聯繫策略。為聆聽客戶的需要，香港郵政更採納了不同的方針，包括對內和對外、主動和被動的方式。此外，香港郵政透過各種渠道，包括多達二千二百名兼任前線「推



are used to listen to customers' needs. Customer and market knowledge are collected through various channels, including the very powerful 2,200 outbound delivery staff acting as front line "sales persons". Senior management also set good customer relationship building examples by paying regular visits to key accounts.

### Measurement, Analysis, and Knowledge Management

Based on the balanced scorecard approach, Key Performance Indicators for different business areas are used to track daily operations and overall organizational performance. Comprehensive benchmarking exercises are done locally and internationally to enhance the business and improve quality. Proven mechanisms and well-established channels are developed to make information accessible to employees, suppliers, partners and customers. Organizational knowledge is properly managed and transferred to employees to enhance their work capability, and due recognition is given to encourage knowledge sharing.

### Human Resource Focus

Hongkong Post invests in providing excellent working conditions, developing effective teamwork, recognizing contributions and achievements, and offering training at all levels to build a highly committed and skilled workforce to deliver best-in-class customer service. Specifically, efforts are taken to make jobs more interesting and meaningful to staff through job enlargement, job rotation and job enrichment. The "Be the leader in your own field" culture and the encouragement of supervisors and managers to take on the "Trainer" role in developing their subordinates are effective in motivating the employees. It has conducted staff perception surveys since 1996 and staff members are informed of the findings through the publication of "Pledges to Colleagues".

### Process Management

The key value creation processes are explicitly defined with clear value drivers – low cost, on-time delivery, and reliable and convenient service. Key performance measures, in-process measures and the likes are systematically reviewed to monitor the process performance. An activity-based costing system is

銷員」的外勤郵遞員，收集客戶和市場資料。高級管理層亦會定期造訪主要客戶，務求以身作則，與客戶建立良好關係。

### 評估、分析和知識管理

香港郵政根據平衡計分卡，為不同業務範疇制訂了主要表現指標，用以監察日常運作和整體表現，同時會進行全面的比較調查，與本地和國際機構互相比較，藉以加強業務和改善服務素質。香港郵政並設有成效顯著的機制和完善的渠道，確保員工、供應商、業務夥伴和客戶均能取得所需資訊。此外，機構的知識資料均經妥善管理，然後傳達至所有員工，務求改善他們的工作能力。香港郵政更鼓勵內部知識共享，並會表揚在這方面表現出色的員工。

### 人力資源焦點

香港郵政積極投資，以營造理想的工作環境、培養團隊精神、表揚員工的貢獻和成就，以及提供各方面的培訓，務求建立一支精幹盡心的工作隊伍，為客戶提供最佳服務。香港郵政更特別採取職責擴大、職位輪調和職務充實的方針，令工作更有趣味和有意義。香港郵政並建立了「領導自我工作範疇」的文化，鼓勵主管和經理擔任「教練」的角色，悉心培訓下屬，成功提升員工士氣。香港郵政自1996年起進行職員觀感調查，並會透過內部刊物「對同事的承諾」，讓員工得知調查結果。

### 程序管理

香港郵政清楚界定了主要增值程序，輔以明確的增值方向——低成本、準時投遞，以及方便可靠的服務。為監察運作程序的表現，香港郵政會有系統地檢討主要表現數據、程序數據及其他相關數字。香港郵政並採用一套以工作為本的成本計算制度，確定成本因素和可減省成本的目標範疇。



employed to identify cost drivers and target areas where cost can be reduced. Moreover, it enables Hongkong Post to bid for new business that it could not compete for previously because of its relatively costly structure. In addition, an "Internal Client" culture is encouraged and a number of internal service pledges are developed to ensure quality deliverables for internal customers, and ultimately for external customers.

### Business Results

It is very impressive that Hongkong Post has been ranked the second most outstanding service organization in Hong Kong for the last four years. In addition, many new and improved services have been introduced since Hongkong Post transformed into a Trading Fund Operation, and a positive trend is reported in revenue generation. In comparison with other countries/cities, its 98 percent next day territory-wide delivery standard for local letters is the highest in the world. At the same time, postage rates are amongst the lowest in the industrialized world. Further, Hongkong Post received numerous awards for staff training and development, customer service and sales, productivity and quality, and occupational safety and health, reflecting the brilliant results obtained in these areas.

這套制度亦有助香港郵政擺脫以往成本較高的架構，爭取全新的業務機遇。此外，香港郵政亦提倡「內部客戶」的文化，制訂了多項內部服務承諾，確保能為內部客戶提供有水準的服務，最終令外部客戶稱心滿意。

### 業績

過去四年，香港郵政一直名列全港最佳服務機構第二位，令人留下深刻印象。此外，香港郵政轉以營運基金方式運作後，推出了不少嶄新和改良服務，收入亦穩步上揚。相比其他國家或城市，香港郵政的本地郵件翌日送達標準高達98%，比率屬全球最高，同時郵費位先進國家最低之列。香港郵政更於員工培訓和發展、客戶服務和銷售、生產力和優質服務，以及職業安全和保健方面屢獲殊榮，反映出香港郵政於上述範疇的超卓表現。