



With strong commitment and leadership from its senior executives, the Electrical and Mechanical Services Trading Fund (EMSTF) has successfully transformed itself from a conventional government department into a competitive, market-driven and customer-focused organization. EMSTF's ability to adopt innovative approaches continuously has resulted in its facility to meet challenges in a competitive and dynamic operating environment. As a consequence of its leaders' efforts, the entire organization has been able to work as a team and materialize its vision – To be Hong Kong's most-favoured electrical and mechanical engineering service provider.

Leadership

Through a solid demonstration of leadership, EMSTF has been able to maintain accountability consistently at all levels. The senior management's determination to take innovations, together with its commitment to deliver the best, have helped fulfill the organization's visions and missions. In keeping its operations fully transparent, the management has been able to produce satisfied results appreciated by both customers and employees.

Strategic Planning

Being highly focused on strategic thinking has been its key ingredient for success. Through careful considerations of development and deployment, the organization's strategic outlooks are kept up-to-date with reference to business needs and challenges. To identify its needs and challenges, it has established a number of Strategic Business Units that are tasked to devise long-term and short-term action plans with specific focuses. The organization has also put in place an Action Plan

機電工程營運基金（營運基金）的高層管理人員憑著勇於承擔的精神和出色的領導才華，成功把營運基金由一個傳統的政府部門，轉型為一個具競爭力、市場主導，及以客為本的機構。營運基金採用創新的手法，在競爭劇烈、變幻莫測的經營環境中克服挑戰。領導層的努力使整個機構團結一致，並且實現了營運基金的抱負，成為香港最受歡迎的機電工程服務供應商。

領導才能

營運基金的管理層展示出超卓的領導才能，要求各級員工貫徹問責態度。管理層果敢推行改革，加上事事精益求精，促使機構的抱負和使命得以實踐。此外，管理層致力於令機構的營運更公開、透明，從而締造了令人滿意的業務成果，深受客戶和僱員欣賞。

策略性規劃

領導層對業務策略的慎重考慮，是達致成功的主要因素。透過悉心的發展與部署，營運基金對前景的策略和規劃，能夠緊貼實際業務的需要和挑戰。為了釐清業務需要和營運挑戰，營運基金成立了多個業務策略部門，各自針對不同的重點而制訂長期與短期的行動計劃。營運基金亦設有一套完善的行動計劃檢討系統，以確保行動計劃得以貫徹執行。執行業務時，營運基金遵循「計劃、指導、協調、監察」四項重要步驟，以確保達到卓越成績。藉著這方法，營運基金營造了一個鼓勵員工互相

Review System to ensure successful implementations of the action plans. To ensure best results, it consistently maintains the four key steps of planning, guiding, coordinating and monitoring throughout its operations. As a result, an environment that encourages mutual understanding among staff as well as their participation and contribution is created.

Customer and Market Focus

EMSTF maintains well-researched and carefully-defined customer segmentations to provide good quality and efficient customer service. Bearing in mind the business service wisdom, "customer always come first," EMSTF has adopted a "listen and learn" approach to ensure that customers will always receive the full attention they deserve and that resolution of issues will always be conducted through a two-way communication portal. On a frequent basis, the organization conducts surveys and customer visits to measure satisfaction levels in order to develop action plans in a timely manner.

Measurement, Analysis, and Knowledge Management

A Triple Bottom Line performance measurement system is established to measure the organization's performance in strategic, managerial and operational fronts. All current and past performance results are made available to all levels of staff for their benefit. Moreover, a web based Balanced Scorecard System is maintained for data collection, and a comprehensive analysis is conducted to identify gaps for improving actions in the future. EMSTF has also developed a knowledge management model to provide multiple channels for staff to capture and share best practices and knowledge.

了解、積極參與，進而為機構作出貢獻的環境。

顧客及市場焦點

營運基金對客戶進行詳細的分析，又細心地把客戶劃分為不同類型，以便針對其特定需要而提供優質、有效的客戶服務。營運基金秉承「以客為先」的服務精神，採用聆聽及理解的方式，確保客戶的需要得到充份的關注，而客戶的問題，亦會透過雙方的有效溝通而解決。營運基金經常進行客戶調查，並主動訪問客戶，藉此了解客戶對服務的滿意程度，並及時制訂行動計劃。

評估、分析和知識管理

營運基金建立了一套「三重考量」的表現評估系統，以衡量其在策略、管理、運作等各方面的表現。該些表現的成績，無論是現時還是過往的，都公開給各級員工隨時查閱，希望他們能從中獲益。此外，營運基金設立了一套網上平衡計分卡系統，用於收集數據並進行全面分析，找出有待改進的地方。營運基金亦開發了一套知識管理模式，為員工提供多個渠道，藉以學習和分享最佳處理實務的經驗與知識。

人力資源焦點

人力資源是任何服務行業的成功關鍵，為此，營運基金決心培養員工彼此關懷和學習的文化。營運基金成功建立了一系列員工管理系統，例如表現管理系統、員工評

Human Resource Focus

Since human capital is the key to success for any servicing business, EMSTF is determined to foster a caring and learning culture for its staff. A series of staff management systems, such as the Performance Management System, the Staff Appraisal System, and a Departmental Training and Development Plan have been well established to boost work incentives. Through a sponsorship scheme for continuing education, job rotation, and exchanges of experience among staff, a culture of lifelong learning is promoted. At the same time, EMSTF has implemented OHS18001 to ensure health, safety, contingency and disaster recovery. To measure staff performance, it has developed a Staff Satisfaction Survey that is conducted on a biennial basis.

Process Management

EMSTF has established a set of very comprehensive procedures to validate processes and this involves the participation of all business units concerned. Following these procedures, value-creation processes are first identified, and then applied throughout the Plan-Do-Check-Act cycle, which is then sustained by five clusters of key support processes. To measure product and service outcomes, a variety of key indicators are adopted to ensure that all service attributes have achieved above-average performance. EMSTF continues to improve particularly in the area of customer satisfaction, and as a result, the organization is able to maintain a 100 per cent client retention rate with extended duration of service level agreements and zero legal non-compliance rating.

Business Results

As far as financial and market results are concerned, the

核系統，以及部門訓練與發展計劃，都有助激勵員工士氣。營運基金並透過持續進修資助計劃、工作輪調、員工經驗交流等，推廣終身學習文化。同時，營運基金執行 OHS18001 認證標準，確保機構符合健康、安全、緊急應變、災難復原等方面的要求。營運基金亦制訂了一項每兩年進行一次的員工滿意程度調查，以評估員工對機構的滿意程度。

程序管理

營運基金具有一套完善的程序，確保業務運作過程無誤，並且要求全部相關的部門共同參與。根據這套程序，各部門會先認清機構的價值觀，然後將之應用於「計劃 執行 檢查 改善」的循環之中，並由五組主要支援流程支持運作。為了測量產品與服務的成績，營運基金採用了多項重要指標，確保所提供的服務均在平均水準之上。營運基金竭力提升客戶的滿意度，至今達到百分之百的客戶保留率，並且延長了雙方的服務協議期，而營運基金亦未曾違反任何法例規定。

業績

至於財務和市場表現方面，機電工程營運基金是現時政府五個營運基金之中，表現最優秀的，回報亦最優厚。事實上，營運基金自二零零二年開始，收入回報和平均固定資產淨值回報，均大幅超越投資目標。新服務方面，亦因為設施管理服務的推出，而令收入顯著增長。營運基金維持

organization is now the best performer amongst the five government Trading Funds that now have the highest returns. As a matter of fact, EMSTF's revenue return and return on average net fixed assets have both exceeded target by wide margins since 2002. The new services revenue has also increased significantly through the offer of facility management. Lastly, EMSTF maintains its own corporate culture and performance indices to ensure that the organization fully complies with the Framework Agreement as well as the Trading Funds Ordinance. The organization is a keen supporter of environmental protection through its promotion of energy efficiency schemes.

了本身的企業文化和表現指標，以確保完全符合體制契約和營運基金條例。營運基金亦藉由推廣能源效益計劃，熱心支持環保事業。