



The Electrical and Mechanical Services Trading Fund (EMSTF) was established on 1 August 1996 by a Legislative Council resolution. We have since lived the trading fund spirit which requires us to operate on commercial principles of financially self-supporting and facing competition, despite our government department identity.

Our team of 4,500 devoted and competent employees coupled with our partners offer one-stop engineering support and peace-of-mind services including 24-hour emergency response to over 100 government departments and public organizations in Hong Kong. Our services cover project consultancy and management, operation and maintenance services in electrical, mechanical, air-conditioning, building services, electronics, Information Technology (IT) infrastructure and vehicle engineering.

Each of our six Strategic Business Units operates regional servicing centres, in addition to resident teams at key venues, such as major hospitals and the Hong Kong International Airport, to take good care of over a million systems and equipment at 7,000-plus locations scattered all over the territory.

Guided by our mission, we strive to support our customers for their better serving the community. Capitalized on the latest technologies, we create values for our customers as in the case of the WTO Hong Kong Ministerial Conference as well as to enhance our productivity. We have our own data centre, departmental network and a recently commissioned Enterprise Resources Planning System. Our Headquarters building, featuring a number of the latest energy efficiency technologies and the largest

機電工程營運基金(營運基金)於一九九六年八月一日成立，是一個須要按照自負盈虧、面對市場競爭等商業原則營運的政府部門。

營運基金的「客戶」是全港逾百個政府部門和公共服務機構。為他們服務的，是我們四千五百多名克盡厥職和表現卓越的員工。連同我們的合作伙伴，營運基金一直致力提供一站式，讓客戶可安心信賴的工程服務，當中包括二十四小時緊急支援。服務範疇涵蓋工程項目顧問和管理，電氣、機械、空調、屋宇裝備、電子、資訊科技設施的操作和維修，以及車輛工程等。

我們共有六個策略業務單位，每個單位除派員進駐各主要場地(如各大醫院和香港國際機場)外，也在各區設有維修中心，以便操作及維修分布全港逾七千個場地內，數以百萬計的系統和設備。

在竭誠為客戶提供支援，協助他們為社會提供更佳服務的前題下，我們積極利用各項新技術為客戶創造價值(從世界貿易組織香港部長級會議這項盛事便可見一斑)及提升自己的生產力。我們建立了自己的數據中心和部門網絡，最近更用了企業資源規劃系統。而總部大樓採用了多項最新的節能技術，及設有全港最大的光伏板裝置，是可持續發展的模範。

領導才能

營運基金的發展是一個尋求改革的故事。

photovoltaic installation in Hong Kong, is an excellent example of sustainable development for the community.

Leadership

The story of EMSTF is a story of change. In nine short years we have re-invented ourselves from a conventional government department to a market-driven organization with a customer-focused culture. Our cultural change has all the elements for a successful change management: vision and commitment from top leaders, good communications, motivation and reinforcement for staff to sustain change efforts, and the institutionalization of changes into organizational systems, culminating in TQM.

Ever since the inception of the EMSTF, our senior leaders have always had a blueprint in mind about the intended organizational identity. They have initiated a number of quality initiatives including Total Quality Management and proactively communicate with staff to ensure that an agile, innovative and socially responsible organization is built and sustained.

Strategic Planning

Our operating environment is competitive and dynamic. Since 2002, we have enriched our service offerings with IT and Facility Management services, after strategic analysis of the market and customer needs. The new services have provided us with impetus for innovation and growth, and represent another breakthrough in exceeding customer expectations.

Our strategic planning process is market driven. Since 1996, we have conducted annual planning to develop a rolling

在短短九年間，我們便由一個傳統的政府部門蛻變成一個由市場主導的機構，並建立以客為本的工作文化。我們的改革具備了革新管理的關鍵元素：最高領導的抱負和承擔；良好的溝通；激勵員工持續推行改革，以及將各項改革融入機構的系統，並推行全面優質管理為改革再創高峰。

自營運基金成立以來，高層領導已就建立理想機構制訂藍圖。他們進行了多項提升服務質素的工作，並主動與員工溝通，確保建立一個持續地具靈活性、勇於創新，和對社會負責的機構。

策略性規劃

我們身處競爭激烈和瞬息萬變的營運環境。經過對市場及客戶需求進行策略性分析，營運基金自二零零二年起將服務範圍擴大，加入資訊科技和設施管理服務。新服務為我們帶來創新及發展的動力，亦為我們超越客戶期望帶來新的方向。

因要面對競爭，我們的策略規劃過程是以市場為主導。基於對部門往後發展的重視，自一九九六年開始，我們每年都進行策略規劃，制訂五年期的發展計劃。為確保整個機構所有員工都明白及認同部門的發展方向，我們銳意讓員工參與策略規劃過程。

顧客及市場焦點

不論是顯性還是隱性的客戶需求，我們必須在客戶指明的時間和地點完成。我們

5-year plan exercise, as we are serious about charting our course for future growth. To ensure that the future directions are understood and shared throughout the organization, we maintain a good level of involvement of staff in the strategic planning process.

Customer and Market Focus

Both explicit and tacit customer needs must be satisfied at the specified times and places. We provide both “hard” services such as plant maintenance as well as “soft” services such as energy saving talks via reaching out to customers to create extra value to customers, resulting in win-win for all.

Limited by the defined pool of public sector customers under the Trading Fund Ordinance, our core strategy in customer and market is to retain all existing customers and business, to regain any business loss through improvement, and to develop new services appealing to existing customers.

Measurement, Analysis, and Knowledge Management

We strongly believe that people have enormous potential in innovation and productivity enhancement, given the right environment. Ever since 1991, we have adopted a series of measures to unleash this potential in our staff, including Staff Suggestion Scheme, the Process Improvement Schemes, Technology Day and TQM Days, all in the spirit of “Quality Improvement through Team Work”.

We are a firm believer in “what gets measured gets done”. The core of our performance measurement is a fact-based Balanced Scorecard (BSC) system encompassing

同時提供「硬件」(例如機器維修)和「軟件」服務(例如為客戶舉辦節能講座),以為客戶創造更多價值,從而達致雙贏的局面。

鑑於《營運基金條例》規限了我們只能服務公營機構的客戶群,我們的核心策略,是留住現有客戶和業務,並積極求進以重奪失去的業務,以及開拓切合這類客戶群需要的新服務。

評估、分析和知識管理

我們深信若為員工提供一個合適的環境,他們在創新和生產力方面的潛力便能得以發揮。從一九九一年起,我們推行了一連串措施,好讓員工發揮潛能。這包括員工建議書計劃、業務流程改善計劃、科技日,以及全面優質管理日。全部措施均與「藉團隊、求進取」的精神相符。

我們堅信「有人量度的事情方會有人去做」。因此,我們採用以事實為基礎的「平衡計分卡系統」作為衡量業績的核心,這個系統包含了全面優質管理模式中六個主要業績範疇。我們廣泛使用先進的電腦硬件和軟件工具,這不但有助管理數據和資料,更對知識管理大有裨益。

人力資源焦點

營運基金薈萃多個不同專業職系的人員,當中包括公務員和非公務員合約僱員。雖然如此,我們已將有關系統妥善協調,確保公平處理不同的人力資源範疇。多項員

the six key result areas in the TQM Model. We use advanced computer tools extensively to manage data and information, and also our knowledge.

Human Resource Focus

EMSTF is a melting pot for staff of different professional skills, with a good mix of civil servants and non-civil service staff. Despite the diversity, we have orchestrated a well-coordinated system to ensure the equity and good care of different human resources aspects, implementing staff appraisal systems to gauge staff performance and career development potential.

We believe that our staff would readily contribute when they are given a chance to learn and grow. Despite the constraints of the governmental bureaucracy, we are committed to be flexible and innovative to groom and utilize our people; and to create incentive schemes within the system to reward high performance. We are determined to foster a caring and learning culture for enhancing the agility of both our organization and our staff.

Process Management

Commitment, one of our core values, is practised by our staff everyday to secure customers' total reliance for equipment availability and uninterrupted service.

We adopt the Plan-Do-Check-Act (PDCA) Cycle and the Integrated Management System which comprises ISO9001, ISO14001 and OHSAS18001 to manage our processes. We encourage our staff to employ new technologies and exploit their innovation, and also to adopt process benchmarking to foster continuous improvement.

工評核制度亦已建立，以評核員工的工作表現和發展其潛能。

我們相信如果給予員工學習及發展機會，他們定能為部門作出貢獻。儘管營運基金面對不少政府制度規限，我們仍致力靈活創新地培養及善用人才，並建立獎勵計劃，嘉許表現出色員工。我們在機構內培養關懷和不斷學習的工作文化，藉此加強整個機構和員工的動力。

程序管理

承擔是我們的核心信念之一。我們的員工每天都實踐對客戶的承諾，確保設備的應用及服務不會被中斷，讓客戶得以完全信賴。

我們採用計劃、執行、檢查及改善 (PDCA) 循環和綜合管理系統(當中包括 ISO9001、ISO14001及OHSAS18001)作流程管理。同時亦鼓勵員工應用各種新技術、發揮創意，以及採用流程借鑑，務求精益求精。

業績

我們的業績成果，可用下述幾點概括描繪出來：財政收益超乎目標、極高的服務水平、服務水平協議年期的延長、為客戶節流，以及客戶和員工的滿意程度持續上升。這證明我們的策略行之有效，既達致經營目標，亦為相關機構和人士創造持續的價值。

我們的抱負、使命和信念宣言，概述了營

Business Results

Our business results are characterized by above-target financial returns, high standards of service, longer contract period of Service Level Agreements, tangible savings for customers and consistently rising trends in both customer and staff satisfaction levels. The results demonstrate our effective strategies in meeting our business objectives and creating sustaining value for our stakeholders.

Everything that EMSTF has set out to accomplish and accomplished in the past few years is encapsulated in our Vision, Mission and Values. The VMV sets the scene for our cultural change and is the common thread weaving through all of our management initiatives. We treasure the EMSTF that we have built today and are pleased to see that our management and staff are devotedly marching towards the accomplishment of our Vision - the most-favoured E&M engineering service provider in Hong Kong.

運基金過去幾年每一項成績和現在矢志完成的目標。這宣言推動我們改革工作文化，更是我們各項管理措施所依據的準則。我們對營運基金今天取得的成績感到十分自豪，而各同事為實現營運基金成為香港首選的機電工程服務機構這抱負竭力盡心，表現出色，更令我們欣慰。