



# Report from The Board of Examiners

(Bronze Award)

## 評審委員會報告

(銅獎)



Chun Wo Development Holdings Ltd began its business in 1968 as a sole proprietorship undertook small-scale construction works in Hong Kong and successfully evolved into a local base development group which undertakes both large-scale construction projects and the property development, security and property management services.

### Leadership

A clear vision as an acclaimed contractor and developer in Asia with dynamic and sustainable growth is established. A Vision-Mission-Values Committee is set up where 7 C's core values (Commitment, Concern, Care, Collaboration, Credit, Courage and Continuity) has spelled out to align different levels of staff members to fulfill their duties and goals.

A strong commitment to legal and ethical environment is demonstrated through different practices, e.g. publication of staff handbook, ethical talks, ethical cases discussed openly with senior managers.

To foster an open 2-way communication culture, a comprehensive internal communication programme is also formulated to enhance communication channels with senior management and different levels of staff members.

### Strategic Planning

The strategic planning process is structured and involves all levels of management. In particular, Executive Board, Construction Executive Board and Project Executives work in close hand to lead strategic planning.

Key Performance Indicators (KPIs) have been set to track the performance outcomes. Annual planning is conducted to devise divisional specific strategic action. Specifically, workforce plans are in place to cater for both short- and longer-term strategic objectives.

### Customer Focus

Based on the core value, Chun Wo places high priority on identifying and meeting the requirements, expectations and

俊和發展集團有限公司創立於一九六八年，一開始是一間從事小規模建築工程的獨資企業，隨後成功發展為立足本地的開發集團，承接大型建築工程、房地產開發、保安及物業管理服務。

### 領導才能

俊和願景明確，要保持活力和可持續增長，成為飲譽亞洲的承包商和開發商。公司還成立了願景-使命-價值委員會，確立了“7C”核心價值：「承諾•互信」、「安全•環保」、「用心•可靠」、「團結•創造」、「人才•獎勵」、「勇氣•策略」及「持續•卓越」，促使各個層級員工專心致志，努力完成任務、實現目標。

通過制定員工手冊、進行德育對話、高層領導公開討論行業操守案例，俊和努力營造遵紀守法的企業環境。

公司建立全面內部溝通機制，促進高層領導與不同級別員工之間的溝通，營造開放的雙向溝通文化。

### 策略性規劃

策略性規劃流程結構化，涉及各個級別的管理人員，其中執行委員會、施工執行委員會和項目管理人員更是合作緊密，共同制定策略規劃。

公司有一系列關鍵績效指標，跟進績效成果。年度計劃確定各部門的具體策略行動，員工團隊規劃配合長、短期的策略目標。

### 客戶焦點

根據公司核心價值，俊和十分注重瞭解和



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perception of their customers and markets.

Different customer-centered support channels are engaged. For professional service segment, Chun Wo seeks customer voices during the contract period and use the feedback to project next tendering for property development segment, Chun Wo seeks customer feedback through defect list.

Quarterly performance rating is adopted in comparing performance against competitors in construction field. Independent team is set up to handle customer complaints.

### **Measurement, Analysis, and Knowledge Management**

The company established a new Technical Department in end of 2010 to help deploy knowledge management on construction segment, depicting a strong commitment on information management.

Knowledge Management System (KMS) has been developed where a KMS committee with members from different departments has formed to share and transfer best-practice and lesson learned. Such KMS could be accessible anytime by staff members at different work stations through internet services.

The KPI system also links to bonus incentive schemes and performance appraisals, ensuring continuous improvement and work group deployment

### **Workforce Focus**

ISO accredited workplace with KPI set up particularly for workplace safety, and supported by rigorous safety related training programmes.

Various innovative recruitment practices have been implemented to attract talents. Benefit policies have been reviewed regularly and changed to echo with the philosophy of investing in staff. Various bonus or incentive scheme have been implemented to reward staff according to the performance.

滿足客戶及市場的需求、期待和感觸。

公司建立不同客戶支援管道。在專業服務領域，俊和在合約期內細心聆聽客戶各方面的要求，回饋意見用以規劃下次投標安排。在房地產開發領域，俊和則利用缺陷表獲取客戶回饋。

季度績效評級主要是與建築業界同行比較績效；另設立獨立小組，處理客戶投訴。

### **評估、分析和知識管理**

公司著重資訊管理，在二零一零年底開設新技術部門，落實建築業的知識管理。

知識管理系統包括來自各部門成員組成的知識管理系統委員會，可以分享和傳遞最理想作業模式和心得。不同崗位的員工可在任何時間通過互聯網登入該系統。

關鍵績效指標系統與獎金激勵機制和績效評價相聯繫，確保員工不斷進步和工作團隊的調配合適。

### **工作團隊焦點**

國際標準組織鑒定俊和的工作場所安全情況達標，並提供各類安全培訓支援課程。

俊和採取創新招聘方法吸納英才。定期檢討、革新激勵政策，反映投資在員工的主導思想。公司有各種獎勵機制，根據績效獎勵員工。

俊和在二零一零年開始實施工廠人員配置計畫，促進施工現場與總部人員的溝通。各支援部門的主管或代表在不同的



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Site Placement Programme has been implemented in 2010 to facilitate communication between construction site and head office. Department heads or delegates from the supporting departments will be stationed at different construction sites for a month to understand the need of staff in the construction site.

### Operations Focus

Design of work systems based on organizational core competence key work system requirements are developed into General Management System (GMS) which links with the long term leadership and strategic planning and Project Management System (PMS) which serves as a vital check point to implement Quality, Environmental, and Safety & Health Management System.

ISO framework for work process design and requirements is in place. Process requirements are well defined in different levels, including policy, objectives, manuals, procedures, directives and plans for setting direction for staff members to achieve specific outcomes.

### Results

Chun Wo has exhibited a good trend results in financial return. The organization performed well above industrial average, particularly in construction segment. A comparatively low accident rate was recorded in the construction industry. Good Mission and Organization Learning result under Denison Model Survey in 2011.

The success of the operation is indicated by full compliance in the Code on Corporate Governance Practices. A satisfactory improvement in cashflow and gearing in 2010 and 2011 was observed.

The organization showed increasing trend of revenue overall from 2009 to 2011 after impact from financial tsunami in 2008.

施工現場駐紮一個月，瞭解現場員工的需求。

### 營運焦點

工作流程系統依據機構的核心能力設計，結合長期領導、策略規劃及項目管理系統，成為整體管理系統的一部分，也是落實品質、環保與安全健康管理系統的監測點。

ISO 的工作流程設計要求已落實。不同級別的流程要求也已確定，包括各種政策、目標、守則、程式、指令與計畫，為員工確立工作方向，實現具體成果。

### 業績

俊和的財務趨勢良好。公司的整體表現遠遠超過業界平均水準，特別是建築業方面。建築領域的事故率偏低。根據二零一一年的丹尼森模型調查，俊和在機構使命和組織學習方面表現優異。

俊和營運十分成功，有賴致力遵守《企業管治常規守則》。公司於二零一零和二零一一年的現金流和財務槓杆得到有效改善。

在二零零八年金融海嘯影響之後，公司於二零零九至二零一一年的整體收入還是在增長。