



Employed with more than 2,000 working associates, Kum Shing (KS) is a Hong Kong engineering and construction business group with expertise in the provision of services for power system, electrical, building, civil, mechanical and lighting works. "Aspire to play a leading role in the management, operation, construction and maintenance of the city's critical infrastructure to enable sustainable development of Hong Kong" is the current vision of KS. With its presence in Hong Kong for 50 years, the key values of KS's business operations lie in its ability to deliver a wide range of value-added technical and client-centred services.

Leadership

KS has developed and refined corporate culture for various stages of company development in past 50 years. To deploy the Vision-Mission-Values (VMV) to the relevant stakeholders effectively, different policies have been set including code of discipline, safety and health, environmental and quality and equal opportunities. The three core values (Integrity, Sincerity, Commitment) are reiterated in internal and external communication channels to align different levels of staff members to fulfil their duties and goals as well as the sub-contractors.

Group Executive Management Committee (GEMC) meets every six weeks to review the company's performance and the achievement in terms of mission and strategic objectives. A Corporate Social Responsibility Unit (CRU) is established to set up the direction and strategy on implementing the environment, community, education and charity initiatives.

A well structured governance system is also in place to achieve high ethical behavior. Regular review mechanism on succession planning is also in place to ensure the supply of talents in different levels.

Strategic Planning

KS demonstrates strong commitment to strategy planning, with well-executed strategy development and deployment. The strategic planning process is structured and involves all levels of management. Different committees/working groups are set up to determine the long and short term priorities and action plans. In particular, the Group Executive Management Committee (GEMC), Strategic Steering Committee (SSC) and Business Plan Task Force (BPTF) work in close hand to lead strategic planning.

Key Performance Indicators (KPIs) have been set to track the performance outcomes. These indicators are developed based on balanced scorecard together with safety, health and environmental perspectives. The strategies

金城營造集團是一家本地工程建築集團，有逾2,000合作夥伴，提供專業的動力系統、電機、建築、土木工程、機械和照明工程服務。金城的理念是「致力在本土關鍵基礎建設的管理、運營、建築以及維護中扮演積極角色，與香港一起保持可持續發展」。立足香港50年，金城業務的核心價值在提供一系列高技術增值和以客戶為中心的專門服務。

領導才能

成立50年，見證金城的企業文化在不同階段的演變和調整。公司制定不同政策，包括紀律、安全與衛生、環境與品質，以及平等機會等規定，務求在不同持份者中落實金城的「願景-使命-核心價值」。公司重複使用內、外溝通管道，不斷重申「誠信」、「誠意」、「承擔」三個核心價值，要求各級員工和分包商貫徹履行其職責，實現目標。

每隔六個星期，集團管理委員便會檢討公司的使命和策略目標的表現和成績。金城專門成立企業社會責任小組，為公司履行環境、社區、教育及慈善活動制定指引和實施策略。

公司的管治系統組織完善，確保落實專業操守，並定期檢討繼承規劃，確保各級人才供應源源不絕。

策略性規劃

金城着重策略規劃，策略發展和部署成效顯著。集團的策略規劃過程非常有系統，不同級別的管理人員都介入其中。各種各樣的委員會和工作小組可決定公司的長、短期優先次序和行動方案。集團管理委員會、策略指導委員會和業務規劃工作組緊密合作，帶領策略規劃，獲特別稱許。



and business objectives are well communicated to the workforce and various stakeholders, enabling the company to manage its performance with great agility.

Customer Focus

KS adopts the Customer Management System to engage the customers actively for long term and market place success. The information obtained from various means is well-recorded and distributed to relevant staff for follow-up and recovery actions.

Its customer service strategies inculcate a customer-focused culture, fostering customer engagement and positive customer experience. In particular, a yearly customer satisfaction survey is conducted with appointment of a Customer Account Representative (CAR) per each customer to collect the survey questionnaire. A Product and Service Offering Matrix has clearly illustrated the customer segmentation and requirements. A set of standard procedures for handling complaints has been established with a well-defined time frame to take follow-up action.

A Corporate Image Committee (CIC) has established to analyze the data obtained from the satisfaction survey and report the findings to senior management for review. Different relationship activities are organized to build and maintain the relationship with customers, Innovative methods are in place to reduce the public disturbance and dissatisfactions such as tree-protector, no-dig method and hoarding decoration.

Measurement, Analysis, and Knowledge Management

KS has developed a Key Performance Indicator (KPI) Measuring System based on 5 Balanced Scorecard perspectives, namely Financial, Customer, Process, Learning & Growth, and Safety, Health, Environment aspect. Corporate KPI manual and Operations KPI manual are developed respectively to ensure the successful deployment. For performance tracking and analysis, KPI processes are reported in a Dashboard format with an automatic alert function. Regular meetings are organized to review and formulate improvement actions.

KS demonstrates outstanding capability in its IT application. Information is available to the workforce and other stakeholders via a number of tailor-made platforms and portals. Business continuity plans and various drills are in practice to ensure the emergency availability of information resources and technology.

關鍵績效指標在平衡計分卡、安全、衛生以及環保等基礎上發展，有效地跟進集團績效成果。集團的策略和業務目標都清晰無誤地傳達給員工及不同持份者，使公司管理更具彈性。

客戶焦點

金城的客戶管理系統促使客戶積極參與其中，有利公司實現長遠和業務上的成功。從不同管道獲取的資訊，會妥善記錄、分發，讓相關員工跟進和處置。

集團的客戶服務策略孕育聚焦客戶的企業文化，提高客戶參與度和增強其正面感受。值得一提的是一年一度的客戶滿意度調查，公司會指派社區關係大使與每一個客戶進行問卷調查。公司的產品與服務矩陣圖清晰展示客戶的分類和訴求。處理投訴方面，金城有指定的程式和明確的跟進期限。

企業形象委員會會分析客戶滿意度調查所得資料，彙報高層管理作檢討之用。此外，積極組織各類活動，以建立和維護與客戶之間的關係。為減少公眾困擾和不滿，不斷採取創新性措施，例如保護樹木、不挖掘方法以及圍板裝飾等，減少滋擾。

評估、分析和知識管理

金城在平衡計分卡的五個層面上，建立關鍵績效指標測量系統。五個層面分別是：財務、顧客面、內部運作流程、學習與成長面、以及安健環。為保證系統的成功運作，製作了企業關鍵績效指標手冊和關鍵績效指標操作手冊。核心績效指標過程都在一副具備自動警報功能的儀錶盤上公布，方便跟蹤績效和分析。定期舉行檢討會，制定改善方案。

金城的IT應用表現突出。相關員工和持份者可



A well advocated Knowledge Management Tools - Knowledge Mapping, has been adopted to identify and categorize Key Knowledge within KS. Three core knowledge aspects, People, Customer, Operation have been selected to become the framework for the development of Knowledge Map. A Knowledge Management Committee composed of KM representatives from different departments to derive the continual improvement and facilitate the implementation of the KM system.

Workforce Focus

Workforce resources needs are closely linked to the strategic planning process to balance short term and long term plan. KS has established a comprehensive working procedure of manpower planning to work out the current staff level and forecast the future manpower needs.

Various innovative recruitment practices have been implemented to attract talents. A new comer caring program is in place to reduce staff resignation and increase level of staff engagement. A special caring program has been established to take care of the ethnic minority workers. Employee Experience Survey is conducted to analyze the staff engagement and satisfaction level. Different staff awards and recognitions are in place to encourage good performance.

Benefit policies are 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.

Workplace security is achieved by implementing a comprehensive set of controls, including policies, processes, procedures, software and hardware functions. In particular, security manual, security reporting process, periodical checking and inspections are in place.

A wide range of learning & development activities, including coaching by peers, mentorships, learning subsidy are organized to address both short and long term business needs,

Operations Focus

KS has implemented ISO 9000, 14000 and 18000 quality management systems as a basis to ensure work system is systematically captured and implemented. The work system is monitored and managed through series of management meetings at various levels.

Process requirements are well defined in different levels, including policy,

從一系列定制的平台和埠獲取所需資訊。還有業務連貫保障計劃和各種演習，確保在緊急情況下都能獲取必須的資訊和技術。

在知識管理方面，金城的知識測繪配對軟體工具備受歡迎，可以把內部核心知識識別和分類。「人力資產」、「客戶」和「營運」三個核心知識領域是構建公司知識地圖的框架。知識管理委員會的成員是不同部門的知識地圖代表，負責知識地圖系統地持續改善和應用。

工作團隊焦點

由於人才需求緊扣策略規劃，所以長、短期的人力資源需要均得以照顧到。金城全面的人力規劃工作程式足以衡量當前員工人數的需要，以及預測未來的人力需求。

集團不拘一格的招募方法，能廣泛招攬人才。新人入職輔導計劃可減少新員工辭職率，增加員工參與度。此外，公司還有特殊關懷計劃，照顧少數族裔員工；員工感受調查可以分析員工的參與度和滿意度；各種員工獎勵嘉許表現突出的員工。

公司定期檢討福利政策，呼應公司投資在員工的管理方針。各種分紅及獎勵計劃，貫徹論功行賞的原則。

完善的監控系統，確保工作場所安全，其中包括政策、流程、程式、軟體及硬體功能。公司還有詳盡的安全手冊、安全彙報流程以及定期核查制度。

此外，一系列員工學習和拓展活動，包括夥伴輔導、師徒制和學習津貼等，充分滿足公司長、短期業務需要。



objectives, manuals, procedures, directives and plans for setting direction for staff members to achieve specific outcomes.

Two tier cost (individual project cost & corporate overheads management) control is carried out across different projects. Application of innovative approaches, such as use of CCTV at site, use of KS portal and in house Smart phone Interface to share site photos and use of Global Positioning System for excavator monitoring etc which helps to bring down the inspection cost of the projects.

A comprehensive Emergency Preparedness & Handling Procedure is established with focus on the provision of specific guideline on emergency handling and communication procedure.

Results

KS has exhibited a good trend results in financial return. Its measured indicators, relating to customer satisfaction, workforce satisfaction and service quality etc all show upward trends.

For product and process outcomes, there is an outstanding result for safety and health and environmental achievement. The organization performed well above industrial average. A comparatively low accident rate was recorded in the construction industry.

The success of the operation is indicated by full compliance in the Code on Corporate Governance Practices.

KS has clearly demonstrated its strong commitment to quality, balanced and supported the interests of its stakeholders, and more importantly, to realize its vision to play a leading role in the management, operation, construction and maintenance of the city's critical infrastructure to enable sustainable development of Hong Kong.

營運焦點

金城的ISO 9000、ISO 14000及ISO 18000等品質管制系統，保證公司的作業系統有效地構想和履行。各級管理會議有助監控和落實整個作業系統。

各級工作流程要求已在企業的政策、目標、員工手冊、程式、指令以及行動計劃中清楚界定，員工充分掌握企業的方向和期望所達致的具體成果。

各種項目均採用二級成本（個別項目成本與企業經常開支）監控方法。項目的監察成本則用多種新技術來降低，包括地盤閉路電視系統、金城專用埠，定制室內智慧手機介面分享現場照片，全球定位系統實現挖掘監控。

公司有全面的緊急籌備與處理常式，具體說明緊急事故的處理和溝通程式。

業績

金城發展趨勢優異，財務回報理想。客戶滿意度、員工滿意度及服務品質等客觀指標均在上升。

產品、流程成果顯著，安全、衛生與環保境方面都表現突出，遠高於行業的平均指標。在建築領域，事故發生率相對較低。

公司運營成功，是因為完全遵守企業管治常規守則。

金城營造集團清楚地展現堅定的品質承諾，平衡與維護各持份者的利益，對執意實現「致力在本土關鍵基礎建設的管理、運營、建築以及維護中扮演積極角色，與香港一起保持可持續發展」的願景，更是難能可貴。