

Merit Award – Lik Kai Engineering Company Limited 優異獎 – 力佳工程有限公司



Report from the Board of Examiners

Lik Kai Engineering Company Limited is a wholly owned subsidiary of Sun Hung Kai Properties Limited. The company was founded in 1982 and started its business as an Electrical and Mechanical maintenance contractor. With continuous improvement, it has become an engineering company providing a wide range of services including electrical and mechanical engineering, air-conditioning, fire protection, plumbing and drainage, energy management and building works. The growth of the company is supported by key factors including visionary management and dedicated staff.

The Vision, Mission and Values (“VMV”) of Lik Kai is well integrated into the daily work of its employees. The Key Performance Indicator System implemented by the company is an enabling factor for the integration. The KPI is set up in three tiers: strategic objectives, overall organizational performance and daily operations. Through this system, management can cascade the substances of VMV while the employees can master the essence and work together towards achieving the same goal. The company has also established an in-house Twelve Governance System as a monitoring and control system to ensure its legal and ethical compliance in daily operations.

The company recognizes the importance of qualified and competent workforce. Comprehensive training schemes and succession plans have been in place for long-term human capital development with respect to organization’s strategic plans and business needs. During 2012 to 2016, the number of staff in Lik Kai has grown 47%, while its engineers and graduate engineers/engineering assistants have grown 57% and 132% respectively. Lik Kai provides comprehensive training programs for engineering professions including Engineering Graduate Training (Hong Kong Institution of Engineers Scheme A) and the Vocational Training Council Apprenticeship Training Scheme.

Lik Kai is also making good use of modern technologies in different work areas, such as the use of Building Information Modeling in building design, construction and management. It facilitates project management from end to end. Time and cost is under control and more importantly, quality of work is well monitored.

Senior management of Lik Kai successfully transformed the company from a process driven, reactive and functionally focused traditional company into a proactive, professional and systematic engineering organization. A sustainable organization culture is built which aligns with the values of operational efficiency and professionalism. The company demonstrates effective and systematic approaches to the overall requirements of the Malcom Baldrige criteria. The success of the company is fully exemplified by its growth figures. The net profit after tax in 2016 increased more than thirteen fold since 2006.

評審委員會報告

力佳工程有限公司為新鴻基地產有限公司之全資附屬公司。公司於1982年成立，作為機電維修承辦商。力佳經過多年來不斷完善技術和服務，現時提供機電工程、空調、消防、供水及渠務、能源管理、建築工程等多項服務的工程公司。力佳管理層具有遠見，員工專業敬業，是帶動業務不斷擴大的關鍵因素。

力佳採用關鍵績效指標系統，將願景、使命和核心價值與員工的日常工作融為一體。關鍵績效指標分為三個層面：策略目標、公司整體表現和日常運作。通過這個系統，管理層可以串連願景、使命和核心價值的基本因素，讓員工可以掌握實質重點，全公司共同努力實現同一目標。公司為內部建立「十二道監控」的治理系統，作為一個監測和控制系統，以確保公司在日常業務中遵守法律和道德。

公司明白到一支有質素和有能力的團隊乃至關重要。在公司策略規劃和業務需求方面，力佳已經為長期人力資本發展建立綜合培訓計劃和繼任計劃。於2012年至2016年，力佳員工人數增長47%，其中工程師和見習工程師／工程助理人員分別增長了57%和132%。力佳提供工程專業綜合培訓課程，包括香港工程師學會「見習工程師培訓計劃」和職業訓練局「學徒培訓計劃」。

力佳在不同的工作領域充分善用現代科技，如在建築設計、施工和管理中使用建築信息模擬，有助管理項目各個階段。建築信息模擬能夠更有效控制時間和成本，更重要的是，力佳可以完美監控工作質量。

力佳高級管理層成功將公司從以執行為本的傳統公司轉變為一個集主動、專業和系統化於一身的工程公司。力佳建立可持續公司文化，符合公司營運效率和專業精神價值觀。公司採取有效和有系統的管理方法，符合鮑德里奇準則的整體要求。力佳的除稅後淨利潤在2006至2016年間增長十三倍以上，其增長數字印證公司經營成功。