

Grand Award – Hong Kong Air Cargo Terminals Limited

大獎 – 香港空運貨站有限公司

Report from the Board of Examiners

Hong Kong Air Cargo Terminals Limited (hereafter, Hactl) was founded in 1971 and has been in full service since 1976. The company was established to support the import and export of air cargo in Hong Kong and is the sole independent operator in the industry in Hong Kong.

Hactl's vision and values are well-articulated. ("Remaining as leading air cargo terminal in Hong Kong and worldwide" through "Trust, Respect, Professional, Integrity, and Team Spirit.") The company demonstrates forward-looking leadership, being able to prepare and lead the company to meet challenges, with a focus on "Safety, Security, and Customer Service." It adopts innovative technology, develops industry best practices, and trains its staff well. It is an excellent example of the use of the Baldrige Excellence Framework,

Hactl has established an effective and efficient quality management system, including PDCA (plan-do-check-act) cycle for continuous improvement; annual review of direct critical suppliers' performance by Senior Management; weekly meetings of Department Heads to review business progress, industry and market developments; and a quality assurance team to monitor compliance, operational quality, safety and security. Audit results are published on "HACTL+," an intranet platform to further optimize decision-making and improvement planning. The company's rate of cargo mishandling is among the lowest among global cargo terminal operators.

The company upgrades its infrastructure regularly for increased efficiency and quality. Its automated Super Terminal One supports Hong Kong's ranking as the world's number one in international air cargo throughput, a position held for 11 of the past 12 years. The new integrated HACTL Control Centre provides centralized monitoring and control of all processes and resources. Aero Engine Handling Centre streamlines procedures. E-commerce Fulfilment Centre enhances value-added services. Customer Relationship Management System logs all customer enquiries and complaints for regular analysis.

Hactl provides excellent customer service by engaging its staff and teams. It is strong in anticipating customer demands and upgrading service quality by encouraging pro-active recommendations from staff, which are reviewed monthly by the Operations Committee; and by facilitating collaborative effort to capture new business opportunities, for example, crew transportation services and special cargo such as pharmaceuticals, perishables and live animals. Direct communication between customers and Senior Management is encouraged.

評審委員會報告

香港空運貨站有限公司於1971年成立，是本地航空貨運業的主要營運商，也是香港唯一獨立空運貨站營運商，不從屬任何一家航空公司，1976年開始營運，為香港機場之出入口及轉口空運貨物提供專業服務。

香港空運貨站的高效部署及數據化管理發展，充分體現出鮑德里奇國家優質管理獎標準。公司願景是「致力成為世界級空運貨站，維持在港領先地位」，管理層時刻保持前瞻性思維，勇於投資創新科技，定期舉辦企業風險管理論壇檢視公司政策及服務流程。公司有三大要素：「安全、安保、客戶服務」；五大核心價值：「互信、尊重、專業、誠信、團隊精神」。

公司通過「計劃-執行-查核-行動」四部曲持續改善績效，將貨運失誤率嚴控至環球貨運站中的最低水平。高層每年檢視質量管理系統，包括主要供應商表現，然後制定質量保證計劃，確保法規、運作水平、安全及安保到位，再交由內部質量保證小組把關，排除不利因素及潛在風險。質量審計結果會在內聯網平台「HACTL+」上發布，是未來決策及持續改善計劃的基石。

部門主管每星期舉行策略性會議，共同審視業務進程及市場發展，每月向營運委員會提交報告，確保優質服務水平超越客戶期望。香港空運貨站視客戶為業務夥伴，以客戶的明日需求訂立公司今日的服務標準，設立專門處理特殊貨件的航空發動機處理中心、動物處理中心、鮮活貨物處理中心；新增藥物通道；提供機組人員接載服務，迎接新機遇之餘，亦提升行業領先地位。客服管理系統詳細記錄每一位客戶的查詢及投訴，每季安排高層與客戶對話，制定策略，與客戶共同締造貨運成就。

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Hactl places great emphasis on its staff. On Training & Development, the company nurtures a strong learning culture by offering best-in-class training programmes and operating a training centre equipped with virtual reality (VR) technology. On Occupational Health and Safety, proactive schemes are in place to protect staff from Covid. The company's success is evidenced by its workforce demographics. More than half its workforce has been with the company for over 10 years and 50% of all management is homegrown, signifying high levels of loyalty and stability. High team spirit and efficiency were demonstrated during crises. For example, the company was able to maintain normal operations and services during super-typhoon Mangkhut in 2018 and the recent peak Covid periods when a number of staff were in quarantine.

The company practises sustainable community and corporate social responsibility by partnering with local non-profit organizations to provide job opportunities for the disadvantaged. For example, the company currently employs more than ten university students with physical disabilities and special education needs.

Hactl has made a name for itself in quality management. It has achieved excellent operational efficiency and effectiveness through value-added businesses, new technologies, and continuous process improvement. The company has a solid customer base, with some clients walking through history with Hactl for nearly half a century. It is, indeed, an admirable example of quality management.

公司重視職安健及人才培訓，每年提供大量常規培訓計劃，其中包括虛擬實境(VR)培訓，以及為期18個月的「營運實習生計劃」。專業團隊忠誠且穩定度高，約半數員工服務超過10年，平均超過50%管理及領導階層由內部升遷，有助增強公司文化。新冠疫情高峰期間，部分員工需要隔離，團隊發揮守望相助精神，自動補位。在關顧社區發展方面，公司跟非牟利組織合作，至今招聘逾10位傷健或有特殊教育需要的大學生。

香港空運貨站通過開拓物流增值業務、持續研發新科技、改善服務流程，達至最高營運效益。過去12年間，香港空運貨站有11年奪得世界第一空運站的領導位置，將願景化為事實，在專業團隊及「超級一號貨站」的配置下，貨機處理量穩定上升，風險處理表現卓著，無論面對2018年超級颱風「山竹」，還是2020年初疫情嚴峻期航班增加但人手短缺的挑戰，依然無損其處貨量及世界級服務水平。客群基礎穩健，有老客戶由開業首年同行至今，更是企業優質管理的佳話。