2004 HKMA Quality Award

Hongkong Post
香港郵政

Hongkong Post 香港郵政
Linking people Delivering business
傳心意 遞商機

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此報告摘要由香港郵政提供

Linking People, Delivering Business

Hongkong Post, established in 1841, is one of the oldest government departments in the territory. Since August 1995, it has been operating as a trading fund. This new status provides the management with a high degree of financial autonomy, enabling the organization to operate in a more commercial manner with management accountable for the performance of its operations. It also presented to the organization the challenge to undergo a fundamental transformation of its traditional, operationally-driven culture into one that is forward-looking, customer-focused and market-oriented.

With a highly diverse and committed workforce of over 7,000 staff, Hongkong Post provides a wide spectrum of modern and high quality service from the traditional core postal services to electronic services. Equipped with advanced technologies and facilities, Hongkong Post is handling about 3.5 million pieces of mail each day.

Hongkong Post operates in a very competitive environment characterised by aggressive global competition, increasing use of electronic communication, and rapidly changing market demand and customer needs. The corporate strategies are encapsulated in its purpose statement, "Linking People, Delivering Business" which defines its twin responsibilities:

- To fulfil the public service obligation of providing an affordable and universal service linking people throughout Hong Kong and the world through the delivery of correspondence and merchandise.
- To create added value to the economy of Hong Kong by delivering business solutions to the different sectors and maintaining the viability of Hongkong Post through diversification into new business areas.

Leadership

The Vision, Mission and Values (VMV) of Hongkong Post were formulated in 1996 through a series of seminars and workshops, involving the directorate team, all managerial staff and staff representatives to ensure alignment. They were further refined in 2001 as follows:

傳心意 • 遞商機

香港郵政成立於1841年，是香港歷史最悠久的政府部門之一。自1995年8月轉以營運基金模式運作以來，香港郵政享有高度財政自主，令運作更趨商業化；不僅管理層須為運作表現負責，對機構本身而言，亦帶來了新挑戰：把傳統的運作主導文化徹底改變為高瞻遠矚、以客為本、市場主導的文化。

香港郵政共有逾7,000名盡心盡力的員工，為各界提供優質服務，由傳統的核心郵政服務到電子服務一應俱全。配合先進科技的應用，現時每日處理約350萬件郵件。

面對着本地和海外經營者激烈的競爭、電子通訊成為通訊主流、市場情況和顧客需要瞬息萬變等營商環境，要在市場中穩佔一席，實非易事。香港郵政的宣言—傳心意 • 遞商機—正好包涵了我們對社會的兩項責任：

- 履行作為公營服務機構的社會責任，為各界提供價格相宜和全面的服務，透過派遞書信和貨品把香港和世界聯繫起來。
- 通過為工商各界提供商業解決方案，藉以協助我們的夥伴提高競爭力，促進香港的經濟發展；另又積極開拓新業務，使香港郵政持續取得良好業績。

領導才能

香港郵政在1996年制定抱負、使命和信念。過程中，邀請領導層、管理層和員工代表參與，確保部門上下的意見都能兼收並蓄。部門其後於2001年將抱負、使命和信念修訂為：

我們的抱負

- 成為香港公認出色的服務機構
- 成為全球公認卓越的郵政機關

Our Vision

- To be recognized in Hong Kong as an outstanding service organization
- To be recognized worldwide as an outstanding postal service

Our Mission

- To be a totally committed and valued workforce
- To achieve consistently the highest levels of customer satisfaction
- To be a viable business with sufficient resources to invest in our future
- To anticipate changes and respond proactively

Our Values

- To care about our customers and our colleagues
- To excel through development, teamwork and innovation

The leadership team guides the organization through a set of 12 Behaviours derived from its Purpose, Vision, Mission and Values (PVMV) -

Through leading by example and intensive communication efforts, the senior leadership team has succeeded in articulating these shared values and get the whole organization adopting these 12 Behaviours under the following 10 strategic areas through specific committees all chaired by the Postmaster General:

- World Class People
- Customer-focused organization
- Sustained Profitability
- Sustained Competitive Advantage
- World Class Facilities
- Modern Business Management Systems
- Commercialize the Post
- World Class IT
- Innovate for the Future
- Leading Postal Administration

Strategy Planning

Hongkong Post adopted three overarching strategies:

- **To consolidate locally** by sharpening our competitive edge for core services, enhancing yet further our customer service and our productivity. Capitalising on our extensive retail and delivery network, we are expanding our service and building up our logistics capabilities.
- **To attack globally** through maintaining closer ties with overseas postal administrations to improve and expand our international

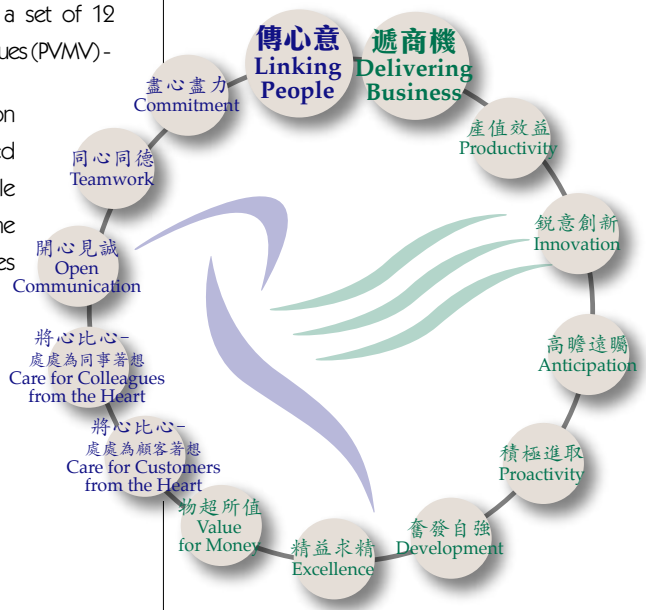
我們的使命

- 擁有一支盡心盡力、備受器重的工作隊伍
- 時刻竭盡所能，提供最佳服務令顧客稱心滿意
- 取得良好業績，儲備足夠資源以投資未來
- 高瞻遠矚，積極進取

我們的信念

- 處處為顧客及同事着想
- 奮發自強、同心同德；銳意創新、精益求精

香港郵政的領導層帶領機構上下實踐由理念、抱負、使命、信念 (PVMV)引申出來的12韜訣：



透過以身作則和積極溝通，高層管理人員成功把以上一切融入下列十項策略範疇：

- 培訓世界級人才
- 確立以客為本的機構
- 維持盈利能力
- 維持競爭優勢
- 配備世界級設施
- 採納現代化的商業管理制度
- 採取商業化運作

business and further strengthen our competitiveness in the global market. In particular, by leveraging Hong Kong's excellent flight connections and our Air Mail Centre's world-class facilities, we will promote Hong Kong as a transit mail hub in Asia and compete for a greater share of the cross-border mail market.

- **To invest in the future** through diversification of services and to invest in human resources.

The strategy planning processes starts with the Annual Business Plan for the following year and a five-year Medium Range Corporate Plan. The formulation of the plans involves the whole management team, taking into consideration the market situation, the resource implications and the interest of our various stakeholders, that is, the customers, the policy bureaux of the Government and our staff.

Customer and Market Focus

Hongkong Post is committed to achieving consistently the highest levels of customer satisfaction and pledge to provide on time, reliable, convenient and outstanding value for money service to customers.

Placing the customers at the epicentre of all business models and practising " Customer Care from the Heart" and the philosophy : "A Complaint is a Gift" have driven the organization to cultivate close relationship with them. Hongkong Post proactively listens to customers. We gather market information and product feedback through the Customer Liaison Groups, PostalPlus for SME, hotlines, account management, research and benchmarking studies, various surveys and over 3,000 frontline staff engaged in counter and delivery work. We act on the feedback received to ensure continuous improvement of services.

Measurement, Analysis, and Knowledge Management

At Hongkong Post, we are meticulous in our use of data, measurement and analysis leading to the creation of information and knowledge. There is a comprehensive set of Key Performance Indicators (KPI) to enable the management team to keep abreast of the updated performance information in a wide range of management and business areas including staff, customer, corporate image, quality of service, work efficiency and business

- 應用世界級資訊科技
- 創新進取
- 成為首屈一指的郵政機關

策略性規劃

香港郵政的整體營運策略可歸納為以下三點：

- **鞏固本地優勢**—加強顧客服務，提高產值效益，確保主要業務的優勢得以增強；另善用現有龐大的門市和派遞網絡，擴大服務的內容，逐步穩固物流服務方面的基礎。
- **進軍海外市場**—與海外郵政機關保持緊密合作，藉以加強並拓展國際業務，從而提升我們在環球市場的競爭力。另借助香港航班接達全球的優勢，配合空郵中心世界級的設施，全力對外推廣香港成為亞洲的郵件轉運中心，以期增加我們在跨境郵件市場上的佔有率。
- **投放資源　發展未來**—業務作多元發展之餘，積極培育人才。

整體營運策略的規劃流程分為，每年業務規劃，以及五年中期企業規劃。計劃由全體管理層人員制定，考慮的因素包括市場情況、資源運用的影響，以及各界（即顧客、政府政策局和我們的僱員）的利益。

顧客及市場焦點

香港郵政一向以客為本，並透過「將心比心•顧客稱心」和「聞過則喜」的理念加強我們與顧客之間的聯繫；更透過不同的渠道，包括顧客聯絡小組、中小企業郵務協進會、熱線、客戶管理、市場導向和基準研究、問卷調查，以及逾3000名櫃位和派遞的前線員工，主動聆聽顧客的意見，收集市場資訊，以及作出跟進行動，確保服務水平得以提升。

評估、分析和知識管理

香港郵政制訂了一套完備的關鍵績效指

viability. Monthly updates on a total of 42 KPI figures with trend analysis and forecasts enables the management team to respond effectively to changes in market situation and operational needs.

Building on the capability of the internal Office Automation System, Hongkong Post has developed the "Corporate Memory" through the setting up of the Knowledge Management System (KMS) to facilitate the sharing of knowledge and information across the organization.

Human Resource Focus

To fulfil our purpose of "Linking people and Delivering business", we need a highly committed and skilled workforce to deliver world class service to all our customers. We invest in providing excellent working conditions, developing effective teamwork, recognizing contribution and achievement, and training for all levels of the organization. This has resulted in a high level of staff satisfaction, as assessed in annual staff perception surveys.

With civil servants and contract staff performing largely identical roles but paid at different salary levels, to achieve work harmony and instill team spirit is not easy. We promote team work by drawing analogy to a soccer team where all players are dedicated to achieving a common goal irrespective of their positions, background and remuneration package. We call ourselves the *Hongkong Post Soccer Team* or the *Hongkong Post Family*.

We are committed to building a learning culture. The annual Training and Development Plan sets out the programmes geared toward learning at individual, team and organizational levels.

Process Management

"Fulfilling customer needs and exceeding their expectations" are the driving forces for our continuous strive for quality improvement and service excellence. The 3Rs (Re-prioritize, Re-engineer and Re-organize) and 1M (Market) are the core principles in process management.

Apart from the setting up of the Productivity Improvement Section overseeing the efficiency of all operational processes, we also adopted a staff participation approach by opening up a "bottom-up" channel for 23 Service Excellence Teams, each

標（KPI），以掌握企業管理和業務發展的最新表現。這些指標包括員工、顧客、企業形象、服務質素、工作效率、業務前景等一共42項，不但每月更新，而且會作出趨勢分析和預測，使管理團隊能夠對市場狀況和營運的轉變作出及時的反應。

透過辦公室自動化系統，我們建立起以知識管理系統為基礎的「企業記憶」，推動知識的交流。

人力資源焦點

要實踐「傳心意 • 遞商機」的宣言，我們必須有一支盡心盡力的工作隊伍，為顧客提供優質服務。為此，我們不斷投資創造一流的工作環境，鼓勵團隊合作，肯定員工的成就，並提供全面的培訓；而職員觀感調查亦一再顯示，員工對工作非常滿意。

公務員和合約員工大致上同工不同酬，因此要灌輸團隊精神，推動和諧共事並不容易。為解決這個難題，我們以足球隊作比喻，強調每一位球員都必須各司其職向共同目標奮力作賽。故此，我們自喻為「香港郵政足球隊」或「郵政大家庭」。

此外，我們大力推動學習文化，每年都會針對不同層次（個人、團隊和組織）的發展需要而制訂培訓及發展計劃。

程序管理

「滿足顧客需要，遠超顧客期望」正是香港郵政不斷提升服務水平的動力，而3R（重新制訂服務優次、重新檢討部門架構、重整工作程序）1M（充分利用市場）則是我們程序管理的核心原則。

除了設立生產力促進組，我們又成立了23個優質服務小組。這些主要由前線員工組成的小組，往往能夠就改善服務和產品

representing a major work unit of the organization. The teams mainly comprise front-line staff empowered to come up with practical solutions on improving services and products.

Business Results

Through concerted efforts of the whole organization, Hongkong Post is able to achieve very impressive results. Since operating as a trading fund in 1995, it has made payment to Government (in the form of dividend, loan interest and tax) which exceeds the initial capital injection.

According to annual public perception surveys, we have been rated as the second best service organization in Hong Kong for four years in a row, reflecting a remarkably high level of customer satisfaction in our services. We achieved very good results in the annual customer service awards organized by the Hong Kong Association for Customer Service Excellence. We are also the overall champion of the Customer Service Award organized by the Civil Service Bureau for government departments since 2001.

We are achieving the highest delivery standards in the World. Our 98% next day territory-wide delivery standard for local letters is the highest in the world. On Speedpost Service, we have achieved the Gold Award 2002 in the Express Mail Service organized by the Universal Postal Union. In the relatively new area of electronic services, Hongkong Post is the first public Certification Authority in Hong Kong and the first economy in the world to issue mobile e-Cert for community-wide adoption.

The annual staff survey perception survey revealed that staff satisfaction and morale are high. Compared with the last two years, the morale indices for civil servants and contract staff went up from 77% to 96% and from 74% to 94% respectively.

Conclusion

In today's increasingly competitive market, Hongkong Post will continue to leverage its extensive retail and distribution network and reputable brand, to provide a wide and comprehensive range of services in the logistics supply chain, and diversified into new markets. We are committed to serving the community of Hong Kong through " Linking People and Delivering Business".

質素提出切實可行的方案。

業績

香港郵政上下一心，取得可喜的業績，自1995年開始以營運基金模式運作以來，通過分紅、貸款利息和利得稅的方式向政府繳交的款額，已超過最初注入的資本。

香港郵政在全港最佳服務機構排名榜上，連續四年名列次席；同時，亦在香港優質顧客服務協會主辦的優質服務大獎上取得驕人成績；自2001年起，更一直是公務員事務局主辦的傑出顧客服務獎的總冠軍。

派遞服務正邁向國際最高水平。本地信件有98%可於投寄後翌日成功派遞，這是全球最高數字。特快專遞方面，我們奪得了萬國郵政聯盟特快專遞服務合作組2002年優質金獎。至於電子服務，更是香港首家認可公共核證機關，而香港亦成了全球首個全面向公眾人士簽發流動電子證書的經濟體系。

一年一度的職員觀感調查顯示，員工的滿意程度和士氣都相當高。與過去兩年相比，公務員和合約員工的士氣指標分別由77%和74%上升至96%和94%。

總結

雖然市場競爭越趨激烈，但香港郵政將繼續善用龐大的零售、派遞網絡以及良好的商譽，為物流供應鏈提供多元而全面的服務，同時向新市場進軍。香港郵政承諾以「傳心意 • 遞商機」的精神，致力服務香港社會。