



VISION 管略

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Nurture Technology Start-ups, Enhance Industry's Edge
培育科技初创企业 加强业界竞争力

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Article Contributions 歡迎投稿

VISION encourages article submissions. Submitted articles should include both printed and soft copy in Word or Rich Text format. Contributions should reach the Chief Editor by fax: (852) 2202 9222 and e-mail: vision@hkqaa.org.

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《管略》為香港品質保證局定期出版之通訊，所有刊登于本通訊的文章版權為本局所有。本刊所載專文，未必代表香港品質保證局之意見。如欲轉載本刊內容，請致電(852) 2202 9111 與本刊總編輯聯絡。

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Fostering Innovation and Technology

Innovation and technology are key drivers of success in today's commercial world. As stated in a recent edition of *Harvard Business Review*, "technology" is one of the most important business trends of the early decades of the twenty-first century. The report, from Boston Consulting Group, also revealed that the top five "Most Innovative Companies 2014" were all technology-driven businesses influential in the global market. Innovation and technology definitely add value, productivity and competitiveness to the economy and society.

To strengthen Hong Kong's competitive edge in the region, the Government is placing great emphasis on promoting technological entrepreneurship and fostering an innovation and technology culture. As stated in the 2015-16 Budget of the Government, a corporate venture fund will be set up to help technology start-ups to develop their businesses and attract investors. Start-up companies have to face many challenges during their inception. To help them come through this difficult stage, the Government offers them a comprehensive range of support services, such as training, management support and investment matching.

To echo the Government's strategic direction of developing innovation and technology, HKQAA strives to work with the industries and organisations to assist technology start-ups to enhance their management performance and achieve long-term success. Using our professionalism and network, we help them enhance competitiveness and explore more business opportunities through providing assurance, sharing knowledge, transferring technology and business matching.

We believe the joint efforts of different sectors will contribute to the sustainable growth of the start-ups, enabling them to deliver more innovative products and services, so as to create economic value and social benefits for the region.

促進創新科技發展

在現今商業社會，創新科技乃邁向成功關鍵之一。近年《哈佛商業評論》發表的文章便指出，「科技」是廿一世紀上旬其中一個最重要的商業趨勢；而在另一份波士頓諮詢公司的報告中，2014年創新企業排名的首五位，均是在全球市場深具影響力的科技企業。毋庸置疑，創新科技大大提升了生產力和競爭力，同時為社會經濟締造了可觀的價值。

為巩固香港于區內的競爭優勢，政府積極促進科技創業，培養創新與科技風氣；更于2015-16年度的財政預算案中，公布設立「科技企業投資基金」，協助科技初創企業發展業務，吸引投資者。誠然，初創企業在起步階段需面對不少困難，政府一直致力幫助它們渡過此艱難時期，透過培訓、管理支援及投資配對，提供全面的支援予這些企業。

為配合政府之創新科技發展方向，香港品質保證局亦積極與業界機構攜手合作，協助科技初創企業提升管理表現，以取得持續成功。我們將利用自身的專業知識及商業網絡，透過提供保證、分享知識、轉移技術和商業配對等方式，幫助它們提高競爭力，造就更多商機。

我們深信在各界的共同努力下，將有助初創企業持續發展，開發更多創新產品與服務，為區內創造更大經濟效益，惠及整個社會。

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Nurture Technology Start-ups, Enhance Industry's Edge 培育科技初创企业 加强业界竞争力

Strategic Partnership with Hong Kong Science and Technology Parks Corporation

To nurture and support local technology start-ups, Hong Kong Quality Assurance Agency (HKQAA) signed a Memorandum of Understanding (MOU) with Hong Kong Science and Technology Parks Corporation (HKSTP) in March 2015. This collaboration aims to strengthen the support and network for technology companies, helping them develop innovative business, fostering knowledge transfer and boosting their competitiveness.

The signing ceremony was held at the Science Park, Hong Kong, on 24 March 2015. Dr Michael Lam, Chief Executive Officer of HKQAA and Mr Allen Ma, Chief Executive Officer of HKSTP signed the MOU on behalf of the two organisations. The Graduation Ceremony of HKSTP Incubation Programmes 2014/15 was held on the same day and was presided over by Mr Johann Wong, Deputy Commissioner for Innovation and Technology, HKSAR Government. The strategic partners of HKSTP, including representatives from HKQAA, Hong Kong Computer Society and Airport Authority Hong Kong, shared their experience of helping in the development of start-up companies.



HKQAA and HKSTP signed the Memorandum of Understanding. In the photo (first row from left to right): Mr Allen Yeung and Mr Allen Ma, Chief Corporate Development Officer and CEO of HKSTP; Dr Michael Lam and Mr P.C. Chan, CEO and COO of HKQAA

本局与香港科技园签订合作备忘录。图中第一排由左至右为：香港科技园首席企业发展总监杨德斌先生、行政总裁马锦星先生；本局总裁林宝兴博士、运营总监陈沛昌先生。

与香港科技园公司缔结策略夥伴关系

为培育及支援本地科技初创企业，香港品质保证局与香港科技园公司（香港科技园），于今年3月正式签订合作备忘录，携手扩阔科技公司的创业支援网络，协助它们创造更多发展业务的机会，并带动知识及技术转移，提升竞争力。

签署仪式于2015年3月24日假香港科学园进行。当日，本局总裁林宝兴博士与香港科技园行政总裁马锦星先生，代表双方机构正式签署备忘录。香港科技园亦于同日举行2014/15年度「创业培育计划」毕业典礼，并由香港特别行政区创新科技署副署长黄宗殷先生主礼。典礼上，多个香港科技园的策略夥伴，包括香港品质保证局、香港电脑学会和香港机场管理局的代表在台上交流分享，探讨如何各展所长，为培育创新企业出力。

发挥协同效应 巩固初创企业经营优势

随著社会对科技的渴求越趋炽热，创新科技行业亦成了政府重点发展的项目之一。数百间初创企业透过参与香港科技园之「创业培育计划」，获得技术、业务发展、宣传及津贴支援。

Generates Synergy to Strengthen Start-ups' Operational Advantages

With the growing desire for advanced technology, the innovation and technology industries have become key areas which the HKSAR Government is committed to developing. Hundreds of companies benefit from the technical, operational, promotional and financial support available from the HKSTP Incubation Programmes.

Mr Allen Ma said, 'As one of the advocates to steer Hong Kong's innovation and technology industry, HKSTP is excited to see our incubatees grow and flourish





through the Incubation Programmes. Over the years, we are dedicated to providing diversified support services through the Incubation Programmes and help people realise their dreams through innovation and technology. In recent years, we witness the start-up circle in Hong Kong getting vigorous. We will continue to nurture talents and create a vibrant innovation ecosystem, driving the development of the industry and developing Hong Kong into a knowledge-based economy.'

HKQAA shares the same idea with the vision as HKSTP – to bring economic and social advantages to industry. As one of the leading organisations providing conformity assessment services in the region, HKQAA aims to help enterprises enhance management performance and competitiveness through providing assurance, sharing knowledge and transferring technology. We introduce international advanced management systems to assist organisations to keep pace with global trends. We are also taking the lead to promote sustainability, developing schemes such as Social Responsibility Index, Carbon Disclosure e-Platform and Barrier Free Accessibility Management System, to benefit industry as well as society as a whole.

The cooperation between HKQAA and HKSTP covers an array of programme, such as business matching, quality assurance mechanisms for start-up companies and knowledge transfer seminars. With HKQAA's expertise and connections, the incubatees can build professionalism and enhance their competitiveness.

Dr Michael Lam noted, 'We are delighted to partner with HKSTP to contribute to the Incubation Programmes. HKSTP offers comprehensive support to the incubatees during their inception stage while HKQAA promotes international advanced management concepts to them to enhance their management performance. This collaboration will generate synergy that fosters local start-up development and improves industry competitiveness in the long run.'

HKQAA will continue to work closely with HKSTP. The joint effort will help start-ups achieve remarkable performance, bringing social and economic benefits to the city in the near future.

马锦星先生表示：「作为推动香港创新及科技发展的重要机构之一，香港科技园十分高兴见证众多培育公司茁壮成长。多年来，我们致力透过培育计划，为有志之士提供多元化的支援，助他们以创新及科技实现理想。近年，香港的创业圈发展非常活跃，我们将继续为业界培育人才，营造充满活力的创新科技生态圈，推动产业发展，引领香港迈向知识型经济。」



HKSTP's strategic partners shared their insight in the Graduation Ceremony of Incubation Programmes. Mr P.C. Chan (left 2) joined the session on behalf of HKQAA.

香港科技园的策略夥伴代表在创业培育计划毕业典礼上交流分享。陈沛昌先生(左二)代表本局参与此环节。

同样地，香港品质保证局亦竭力为工商界创优增值，从而惠及社会，正与香港科技园之目标相辅相成。作为区内领先的合格评定机构，本局积极透过提供保证、分享知识及转移技术，提升机构的管理表现和竞争力，协助他们紧贴市场趋势，同时大力推动可持续发展，率先推出各种相关服务，如社会责任指数、减碳标签、无障碍管理体系认证等，让商界及社会受惠。

本局与科学园将就是次合作展开一连串活动，包括商业配对、为初创企业建立品质保证机制，以及知识转移研讨会等。期望透过这些活动，加上本局的

专业知识和网络，协助初创公司建立专业形象，提升竞争力。

林宝兴博士对是次合作充满期望：「本局非常荣幸今次能与香港科技园合作，支持『创业培育计划』。香港科技园为初创公司在起步阶段，提供全面的支援，而本局则通过引进国际先进的管理概念，帮助他们持续提升管理水平。此合作将可发挥协同效应，扶助并促进本地初创企业的健康发展，长远地加强业界的竞争力。」

未来，本局将与香港科技园保持紧密关系，为业界缔造充满朝气的营商环境。相信在双方共同努力下，定可帮助本港的初创企业实现丰硕成果，为社会及经济带来更大效益。



The graduates showcased their inventions to the public. 毕业公司向公众展示其发明。

Bringing New Blood into the Innovation and Technology Industry 为创新科技界注入新力军

Interview with Mr Peter Mok, Head, Incubation Programmes, Hong Kong Science and Technology Parks Corporation

专访香港科技园公司科技创业培育计划主管莫伟轩先生



Sustainable and diversified economic growth is essential to the development of Hong Kong, and advances in innovation and technology have played an important role to it. Technological advances also help Hong Kong businesses enhance their competitiveness in China and international markets. To nurture technology start-ups, Hong Kong Science and Technology Parks Corporation (HKSTP) has been operating 'Incubation Programmes', to assist start-ups in their vulnerable inception stages, enabling them to grow and flourish.

VISION interviewed the Head, Incubation Programmes, HKSTP, Mr Peter Mok, about the 'Incubation Programmes' and the collaboration with Hong Kong Quality Assurance Agency (HKQAA) in supporting start-up companies.

Programmes Support Technology Start-ups

'Our "Incubation Programmes" include the "Incu-App Programme" for web and mobile technology start-ups, the "Incu-Tech Programme" for technology start-ups and the "Incu-Bio Programme" for biotechnology start-ups,' Mr Mok explained. 'They aim to encourage innovation-based entrepreneurship by providing diversified assistance and support.'

All incubatees benefit from subsidised office spaces at the Science Park and financial aid-packages to facilitate their research and development. HKSTP provides a comprehensive range of support services, including marketing and promotions, training and talent development, and business plan consultancy services, as well as investment matching events to connect angel investors and venture capitalists.

Programmes Outcome

The 'Incubation Programmes' have successfully nurtured about 350 start-ups since its establishment, nearly 75% of which are still in operation today. Incubatees come from a variety of background: some are university graduates, others are academics and technology sector veterans. Four incubatees even went IPO. 'We have been committed to creating a unique platform to connect angel investors with technology enterprises so that the enterprises can scale up,' said Mr Mok. 'In 2014/15, the incubatees raised in total more than HK\$200 million in investment capital from angel investors and venture capital firms. The amount is many times more than the previous year,' Mr Mok said.

One of the recent Incu-Tech members raised a total of US\$845,139 for its app-controlled coffee machine in 30 days, via the crowdfunding platform Kickstarter. It ranks first in terms of the amount raised among all Hong Kong related companies on Kickstarter since the platform launched.

Another incubatee from the Incu-Bio Programme, launched first-in-the-world fish embryo toxicity testing technologies. Its 'transgenic medaka' and 'zebrafish' technologies have transformed scientific testing and raised global product safety testing standards. The technologies can be applied to product safety testing of food and beverages, pharmaceuticals, cosmetics and water quality. The company was funded with HK\$10 million from angel investors and the HKSAR Government. Recently it completed a financing deal with a venture capital firm. The founder

可持持续及多元化的经济对香港长远发展至关重要，创新与科技同时扮演重要角色，有助本地企业增强竞争力，在中国及国际市场争一席位。为培育本地的科技初创企业，香港科技园公司主理「创业培育计划」，协助初创企业度过关键的起步阶段，让他们得以蓬勃发展。

今期《管略》很荣幸专访香港科技园科技创业培育计划主管莫伟轩先生，介绍「创业培育计划」，以及与本局的合作关系，携手扶助初创企业发展。

计划支援科技初创企业

莫先生道：「『创业培育计划』可分为三个不同部分——『网动科技创业培育计划』、『科技创业培育计划』及『生物科技创业培育计划』，分别为从事互联网与智能手机科技、科技及生物科技的新成立公司而设，旨在透过提供全方位支援，鼓励创意为本的创业者。」

透过计划，培育公司可以优惠租金租用科学园办公室，并获资金津贴以协助科研发展。香港科技园还提供全面的支援服务，包括市场推广、人材培训、业务计划书咨询与投资配对活动，让培育公司有机会认识天使投资者、创业基金或企业投资者。

计划成果

「创业培育计划」自成立以来，成功培育约350家初创企业，至今近75%企业仍然营运中。培育公司来自不同背景，包括大学毕业生、学术教授及具丰富科技行业经验人士，当中更有四家公司成功上市。莫先生高兴地分享计划成果：「我们一直致力创造投资配对平台，将投资者与科技企业联系起来，协助后者寻求资金，扩充业务。2014/15年，培育公司共获得天使投资者及创投基金注资逾港币2亿元，投资金额较去年增长数倍。」

「科技创业培育计划」孕育了不少成功例子。其中一家公司通过群众集资平台Kickstarter，为其流动软件操控咖啡机集资，在30天内筹得845,139美元资金，成为自Kickstarter推出以来，集资最多的香港初创企业。

另外，一家参与「生物科技创业培育计划」的公司，首创全球独家的「转基因鳊鱼」及「斑马鱼」胚胎毒理测试技术，全面革新现行化学检测，提高食品食品安全检测基准，并可用于食物、饮料、药品、化妆品与水体环境的安全测试。该公司获得港币1,000万元天使投资和政府启动资金，最近更获创业投资机构注资，并由该机构创办人兼董事长出任主席。其技术已获欧洲、中国、香港等地之政府相关部门、学术研究单位、跨国化妆品集团及食品集团等认可与采用。



and chairman of the venture capital firm has also become the chairman of the incubatee, whose technology is widely recognised and has been adopted by government bodies, academic research institutions and multinational cosmetics companies, as well as food companies in Europe, China and Hong Kong.

‘Throughout the past years, HKSTP has built a critical mass of innovative companies that deliver inventions addressing societal needs. With this critical mass, we go further to connect the dots and reach out to all stakeholders in the community, driving for stronger momentum of growth amongst industries that get stronger through innovation and technology. Our strategy is encapsulated in 3Cs – Connect, Collaborate, Catalyse,’ Mr Mok explained.

Third Party Assessment Enhances Competitiveness of Start-ups

To enhance market confidence in start-up companies, HKSTP is cooperating with HKQAA to assist start-ups to attain recognition and boost confidence for further business growth. In the long run, the third party assessment will set a benchmark for the start-ups, helping them build professionalism.

Mr Mok said, ‘HKQAA is a leading organisation providing conformity assessment services in Asia. We believe our cooperation will bring invaluable benefits to the incubatees. Riding on the expertise, knowledge and network of both parties, we hope the cooperation can help the start-ups grow and prosper, contributing to the building of a strong innovation ecosystem in Hong Kong.’

Looking ahead, Mr Mok said, ‘The success of our “Incubation Programmes” depends upon the joint support of industry, professional and investment communities. We will continue to foster collaboration between companies, universities and research institutes to create an inspiring and energising environment. We connect start-ups with government funding and investors, helping them establish networks with different industries. We encourage passionate, young individuals to develop their entrepreneurial spirit. If the number of quality start-ups increases, we are able to help build a strong base of SMEs for them to capture new dynamic opportunities and facilitate impactful growth for our society.’

「经过多年来的努力，香港科技园已成功凝聚大量创新企业，发挥所长，以崭新发明应对社会需要。基于这个强大稳固的基础，我们进一步联系各方，共同推动各行各业利用创新科技发展业务。我们的发展策略精髓可透过3C精神—连接（Connect）、协作（Collaborate）与促进（Catalyse）展现。」莫先生说。

第三方评审提升初创企业竞争力

为增加市场对初创企业的信心，香港科技园透过引进香港品质保证局作为第三方评审，协助初创企业获得认同，赢取客户信心，发展业务。长远来说，第三方评审也为他们树立良好标准，有助建立专业形象。

莫先生表示：「香港品质保证局是亚洲区内具领导地位的第三方合格评定机构，我们深信这次合作，将为培育公司带来众多益处。期望在是次合作中，大家各自贡献专长、知识和网络，协助初创企业不断成长及发展，促进香港建立强大的创新生态系统。」

展望「创业培育计划」的发展，莫先生说：「计划的成功取决于业界、专业团体和投资界的支持。我们将继续推动企业、大学和科研机构之间的跨技术合作，创建一个充满灵感及活力的环境；把初创企业与政府资助基金和投资者连接，让他们跟不同行业建立网络。我们鼓励更多充满热诚的年轻人，一展创业精神。当优秀的初创企业数目倍增，我们将能为中小企建立一个庞大基地，让他们灵活应对千变万化的新机遇，促进社会的重大发展。」



ISO Publishes New Standard on Outsourcing - ISO 37500

国际标准化组织出版外判新标准—ISO 37500



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Chairman, ISO Technical Subcommittee on Quality Systems (ISO/TC 176/SC2)
倪国夫博士
香港品质保证局技术总监
国际标准化组织质量体系技术委员会 (ISO/TC176/SC2) 主席

Back in the year 2000, when the last major revision to ISO 9001 was published, the practice of outsourcing (transferring work to external companies) was not widespread, and ISO's Technical Sub-Committee TC176/SC2 included the concept of "outsourced processes" into ISO 9001:2000 almost as an afterthought. Subsequent guidance documents have been made available on the ISO website (http://www.iso.org/iso/05_guidance_on_outsourced_processes.pdf) to explain the concept further, and how it applies to a quality management system.

Since that time, outsourcing has become much more widespread. Although in many organisations the initial focus was on back-office processes or noncritical services (such as cleaning, transportation, maintenance, etc), outsourcing now encompasses strategic functions, with some companies off-loading entire segments of their value chain. In principle the idea of outsourcing can be beneficial, by allowing organisations to concentrate on their core businesses, but the introduction of an external third party can also backfire and result in lower quality, more complicated interactions, slower turnaround times and unhappy customers and employees.

The continually evolving trend towards outsourcing stimulated ISO to develop a standard that could be useful for both organisations that are seeking to outsource some of their activities and to the outsourced service providers themselves. The result was the publication in October 2014 of ISO 37500:2014 – "Outsourcing" which aims to provide a common vocabulary and general guidance on outsourcing for any organisation in any sector. It includes typical outsourcing concepts to improve the understanding of all stakeholders, by providing a set of practices that can be used to manage the outsourcing life cycle. It is intended for those organisations that have already made the decision to outsource, focusing on the common processes and best practices for success, putting governance at the heart of the standard.

Application of ISO 37500

ISO 37500:2014 covers the main phases, processes and governance aspects of outsourcing, independent of size and sectors of industry and commerce. It is intended to provide a good foundation to enable organisations to enter into, and continue to sustain, successful outsourcing arrangements throughout the contractual period.

ISO 37500 is intended to relate to any outsourcing relationship, whether this involves outsourcing for the first time or not, using a single-provider or multi-provider model and agreements based on detailed specifications for the services to be provided or in more general terms of expected outcomes. The standard starts with the assumption that the organisation has already established a sourcing strategy and concluded that outsourcing might be a beneficial approach. It addresses the risks involved in outsourcing that enable mutually beneficial collaborative relationships, and includes topics related to the flexibility in outsourcing arrangements, in order to accommodate changing business requirements. The standard can be tailored and extended to industry-specific needs to accommodate international, national and local laws and regulations (including those related to the environment, labour, health and safety, etc), the size of the outsourcing arrangement and the type of industry.

ISO 37500 starts by providing a detailed set of definitions that will facilitate communications between organisations and outsourcing service providers, thereby minimizing the risk of ambiguity or confusion. It explains that the business

国际标准化组织 (ISO) 在 2000 年出版 ISO 9001 修订版时，外判 (指将工作转移给外部的供应商) 做法尚未普及，当时 ISO 技术委员会 TC176/SC2 也是在后期才将外判流程的概念编入 ISO 9001:2000，并于其网页 (http://www.iso.org/iso/05_guidance_on_outsourced_processes.pdf) 上提供指引文件，解释外判概念和如何于品质管理体系上应用。

时至今日，外判做法已变得相当普遍。承判商的服务范围亦由当初的清洁、运输和维修等办公室后勤或非关键性工作，逐渐扩展至策略性工作，甚至构成个别机构价值链的一整部分。虽然外判可让机构专注于发展核心业务，但引入外部第三方可能带来潜在负面影响，如素质下降、沟通繁琐、所需工作时间拖长、令员工及顾客不快等。

为回应社会上持续增加之外判趋势，ISO 决定发展一套标准，同时让有意使用外判服务的机构及外判服务供应商采用，并于 2014 年 10 月出版 ISO 37500:2014—外判指引。这标准为社会上不同机构，提供有关外判的常用词汇与一般指引，当中包括一套管理外判生命周期的做法，以增加持份者对外判概念的理解。ISO 37500 适用于已决定使用外判服务的机构，透过采取普遍及良好做法达至成功，并在推行标准时将管治放在首位。

ISO 37500 之应用

综合外判的各个主要阶段、流程和管治环节，ISO 37500:2014 能为不同大小和行业的机构提供一个稳健外判基础，帮助机构成功开展外判项目，并在合约期内确保工作持续顺利。

ISO 37500 适用于任何使用单一的或多个供应商的外判关系，以及详细列明服务规格或概述预期效果之合约，不论这是否首次的外判安排。其大前提是机构必须已制订采购策略，并确定外判工作是一个具效益的方案。为了让机构与供应商能建立互惠的合作关系，此标准列出了涉及外判的风险，以及弹性处理外判安排之议题，以应对持续改变的业务需求。以 ISO 37500 为基础的外判安排，可个别地定制和扩展来满足特定行业的需求，以适应国际、国家及本地的法律法规要求 (包括环境、劳工、健康和安等)、不同的外判规模与行业类型。

为方便机构跟服务供应商进行沟通，ISO 37500 提供一套有关外判概念的详细定义，减低歧义和含混之风险。标准要求商业理据须交代外判原因和项目的目标，并须包含投资回报率 (ROI) 概要或成本/ 利益分析、表现特点、项目的主要风险和机会。商业理据须在较高层次上表达该项目所期望达到的商业需要，包

case should explain why outsourcing is required for the business and what the product or service is going to be. It should include an outline of the return on investment (ROI), or a cost/benefit analysis, the performance characteristics, major project risks and opportunities. The business case addresses, at a high level, the business needs that the outsourcing project seeks to meet. It includes the reasons for outsourcing, the expected business benefits, the options considered with reasons for rejecting or carrying forward each option, the expected costs of the outsourcing project, a gap analysis and the expected risks.

Four-phase Outsourcing Life Cycle

The standard then describes a four-phase outsourcing life cycle built from effective governance practices. It describes each of these phases in detail, setting out the processes to be established or activities to be completed during the phase and, for each process or activity, the typical inputs, outputs, and critical success factors. There is an emphasis throughout the phases on identifying the risks involved in outsourcing, preserving the flexibility of outsourcing arrangements and accommodating changing business requirements.

• Phase 1 - Outsourcing strategy analysis

- ▶ understanding what business processes may be appropriate for outsourcing
- ▶ assessing the organisational impact of outsourcing
- ▶ defining the outsourcing strategy
- ▶ developing the initial business case(s) for outsourcing
- ▶ evaluation and decision-making
- ▶ setting-up the outsourcing project

• Phase 2 - Initiation and selection

- ▶ how to describe the services required
- ▶ detail of the outsourcing model
- ▶ definition of the agreement requirements and structure
- ▶ identification of potential providers
- ▶ shortlisting of providers
- ▶ developing outline agreements
- ▶ negotiating and establishing agreements

• Phase 3 - Transition

- ▶ establishing the transition project team
- ▶ establishing governance
- ▶ refining the delivery frameworks and transition plan
- ▶ refining the needs for knowledge acquisition
- ▶ transition of knowledge, people, processes and technology
- ▶ deployment of the quality, risk, audit and compliance frameworks
- ▶ deployment of the asset and knowledge management framework
- ▶ deployment of the delivery frameworks
- ▶ testing the service delivery capability
- ▶ pilot and handover

• Phase 4 - Delivering Value

- ▶ service delivery
- ▶ ongoing monitoring and review of service performance
- ▶ managing and resolving problems
- ▶ delivering and managing changes
- ▶ innovation (optional)
- ▶ delivering business transformation (optional)
- ▶ managing finances
- ▶ managing relationships
- ▶ managing the contractual agreement
- ▶ value and business case assurance
- ▶ preparation for continuation or end of agreement

There are also several informative annexes including guidance on Governance Structure, Risk Assessment, Requests for Proposal, Innovation Management and Life Cycle Exit strategies.

括外判原因、预期商业利益、弃用或采用各选项之原因、项目预期成本、差异分析及预期风险。

外判生命周期之四个阶段

ISO 37500 阐明外判生命周期之四个阶段，建基于有效的管治做法。该标准对每阶段作出详尽描述，列出各阶段所须建立的流程或须完成的活动，以及在每项过程或活动中所需的输入、输出和主要成功因素。而在整个外判生命周期中，识别外判风险、保持弹性的外判安排和因应业务需求而改变，均是当中的重点。



• 第一阶段 – 外判策略分析

- ▶ 了解可能适合外判的业务流程
- ▶ 审视外判对机构的影响
- ▶ 定义外判策略
- ▶ 制定外判商业理据
- ▶ 评估及决定
- ▶ 建立外判项目

• 第二阶段 – 起步与挑选

- ▶ 如何描述所需服务
- ▶ 外判模式细节
- ▶ 定义合约的要求和结构
- ▶ 识别潜在供应商
- ▶ 列出供应商
- ▶ 制定合约概要
- ▶ 商讨与订立合约

• 第三阶段 – 过渡

- ▶ 建立过渡项目团队
- ▶ 建立管治
- ▶ 微调服务框架及过渡计划
- ▶ 微调知识获取的需要
- ▶ 知识、人员、流程和技术之过渡
- ▶ 部署品质、风险、审核和规例框架
- ▶ 部署资产和知识管理框架
- ▶ 部署服务框架
- ▶ 测试提供服务能力
- ▶ 试行及交接

• 第四阶段 – 价值实现

- ▶ 提供服务
- ▶ 持续监察及检视服务表现
- ▶ 管理及解决问题
- ▶ 实践及管理转变
- ▶ 创新（额外选项）
- ▶ 业务转型（额外选项）
- ▶ 财务管理
- ▶ 关系管理
- ▶ 合同管理
- ▶ 确认价值与商业理据
- ▶ 准备合约或终止合约

除了上述资料，标准亦提供了其他补充资讯，如管治架构、风险评估、建议书要求、创新管理及生命周期终结策略等指引。

International 国际

ISO 9001: 2015 Enters the Final Stages of Preparation

The formal ISO ballot on the DIS (Draft International Standard) for ISO 9001 was approved in October 2014 with a majority of close to 90%. The working group responsible for the revision process met in November 2014, and again in February 2015 in order to address the various comments received during the balloting process, and the text for the Final Draft International Standard ("FDIS") will be sent to ISO for editing and formatting in early May 2015. The last stage of the consensus process (the "FDIS Ballot") will begin when the FDIS is formally published by ISO in July and, assuming that this is approved, then the new ISO 9001: 2015 is expected to be available in mid-September 2015. ISO and the International Accreditation Forum (IAF) have already agreed that there will be a three-year transition period during with organisations currently certified to ISO 9001:2008 can make the necessary adaptations to their quality management system. The formal Transition Plan is now available for free download from the IAF website (www.iaf.nu).

Industry Sector Standards Aligning to ISO 9001: 2015

After much speculation, the International Automotive Task Force has confirmed that it will be revising its sector standard (currently ISO/TS 16949:2009) to align with the new structure and content of ISO 9001:2015. Other important industry groups that have already begun work on updating their standards include the QuEST Forum, responsible for the ICT sector standard TL 9000, and the International Aerospace Quality Group, responsible for the AS 9100 standard.

Guidance Documents already Available on ISO Website for ISO 9001: 2015

Useful guidance on the structure, content and some of the new requirements of ISO 9001:2015 can be downloaded free of charge from the ISO website (<http://isotc.iso.org/livelink/livelink/open/tc176SC2public>). These include:

- A summary presentation on the ISO 9001 revision
- A powerpoint presentation on ISO 9001 and Risk Based Thinking
- A paper on ISO 9001 and Risk
- Transition Planning Guidance for ISO 9001: 2015
- ISO 9001:2008 and ISO/DIS 9001 correlation matrices

Work Continues on the Final Draft International Standard (FDIS) for ISO 14001: 2015

ISO's Technical Subcommittee TC207/SC1 met in Tokyo in February 2015 to address the comments received during the DIS ballot process. They will meet again in London in April, after which it is hoped that the text of the Final Draft International Standard ("FDIS") will be agreed. The standard is scheduled for publication towards the end of 2015.

Hong Kong Hosts the 2015 Plenary Meeting of ISO/TC176

The Innovation and Technology Commission of the Government of HKSAR will be hosting the 31st Plenary Meeting of ISO's Technical Committee TC176 (responsible for Quality Management) from November 20th – 28th 2015 inclusive. It is expected that over 300 delegates representing around 100 countries will participate.

ISO 9001: 2015筹备工作进入最后阶段

ISO 9001 国际标准草案已于2014年10月进行投票，以接近90%大比数通过。工作小组分别在2014年11月及2015年2月就改版召开会议，讨论投票过程期间收到的各项意见，而最终草案内容将于2015年5月上旬提交予ISO编订。当ISO于7月正式出版最终草案时，相关的投票亦告展开；若草案获通过，预计全新的ISO 9001: 2015将于今年9月中旬正式推出。ISO与国际认可论坛(IAF)已同意现有的ISO 9001: 2008认证客户可在三年过渡期内，就其质量管理体系作出所需更新。正式的过渡期计划现已上载至IAF网站(www.iaf.nu)，供公众免费查阅。

配合ISO 9001: 2015的行业标准

经过反覆思量，国际汽车工作小组确认将根据ISO 9001: 2015之新结构及内容，修改其行业标准(现为ISO/TS 16949: 2009)。其他重要行业组织，包括负责资讯及通讯科技业标准TL 9000的电讯业优质供货商领导人论坛，以及负责AS 9100标准的国际航空业质量组织，均已开始更新有关标准。

ISO 9001: 2015的指引文件已上载至ISO网站

有关ISO 9001: 2015之结构、内容及个别新要求的有效指引，可在ISO网站(<http://isotc.iso.org/livelink/livelink/open/tc176SC2public>)免费下载，内容包括：

- ISO 9001 改版摘要
- ISO 9001 与风险管理思维简报
- ISO 9001 与风险之文件
- ISO 9001: 2015 过渡计划指引
- ISO 9001: 2008 与 ISO/DIS 9001 之相关矩阵

ISO 14001: 2015最终草案工作正进行中

今年2月，ISO技术委员会TC207/SC1于东京召开会议，讨论草案投票期间所收到的意见。他们将于4月时伦敦再次开会，期望届时可就最终草案内容达成共识。该标准计划于2015年尾出版。

ISO/TC176全体会议将于香港举行

香港特区政府创新科技署将于今年11月20至28日主持ISO技术委员会TC176(负责质量管理)的第31次全体会议，预计逾300位来自约百个国家的代表，将会出席会议。

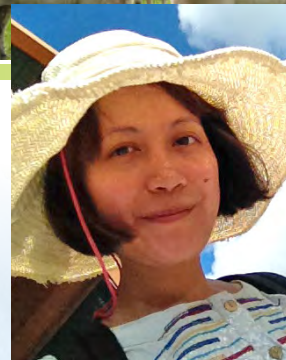
Sharing of Good Practice of Sustainability Projects in Australia (2) 分享澳洲可持续发展项目的良好做法(二)

Ms Caroline Ma

Sustainability project volunteer supported by HKQAA BCS Fund

马咏欣小姐

HKQAA 企业社区支援基金资助的可持续发展项目义工



The term “permaculture” comes from the terms “permanent agriculture” and “permanent culture” and is an Australian idea related to organic farming. It means a viable ecological design strategy suited to anyone’s backyard – or even to a front yard, rooftop, balcony, neighbour’s garden, school garden or community garden. Instead of relying on backbreaking work, fertilizers, herbicides and pesticides, the permaculture gardener uses methods that build healthy soil, smother weeds and promote plant life, while recycling waste products from the garden. Permaculture can be interpreted as “do-nothing farming”.

One of the members of Willing Workers On Organic Farms (WWOOF) practices permaculture on its farm, which is located at Launching Place, Victoria. This farm was originally set up as a bio-dynamic hobby farm, and the farmers are slowly developing it as an organic, self-sustainable lifestyle and health retreat. The farmhouse is very small, built on a low budget using recycled materials, and uses a solar off-grid power system. Daily operations on the farm include building, gardening, weeding, digging, chopping wood, painting and pruning.



永续栽培(permaculture)一字源自永续农耕(permanent agriculture)及永续文化(permanent culture)，为澳洲的有机耕种概念，意指适用于任何后院，甚至前院、屋顶、露台、邻居花园、学校花园或社区花园的生态设计策略。永续栽培园丁将废物循环再用，用于培养肥沃土壤，清除杂草和提升植物素质，而不需再依赖繁重的工序、肥料、除草剂与杀虫剂。因此，永续栽培可被视为「无为耕种」。

其中一间位于维多利亚州 Launching Place 的有机农庄义务工作者(WWOOF)成员，便在其农场实行永续栽培。此农庄原是采用生物动力自然法的悠闲农场，现在农夫们正逐渐实践有机、自给自足及休养生息的生活。他们的屋子很小，利用循环再造物料及太阳能独立供电系统，以降低建设成本。农庄的日常工作包括建筑、园艺、除草、收割、伐木、髹漆及修剪树枝。



此农庄为示范永续栽培的好例子。农夫建造多间小屋，并以栏门分隔放养鸡只及种菜的区域。鸡只饲养在第一间屋子数月后，屋内的土地便变得肥沃。此时，农夫将它们迁到第二间屋，然后把第一间屋转为温室种植菜苗。当蔬菜收成后，温室又再变为鸡屋，以培养土壤，过程不断重复。因此，农夫无需在菜园花太多工夫，只需偶尔混合一下泥土和鸡粪。

This farm is a good example of permaculture. The farmers built some small houses, with gates between them, to house free range chickens and grow vegetables. In the beginning, the chickens were led to the first house and stayed there for a few months nourishing the soil. After a few months, the chickens were taken to the second house, and the farmer turned the first house into a hot house for growing vegetable seedlings. When the vegetables are harvested, the hot house becomes the chicken house again, and the process repeats. As a result, the farmers do not have to put too much effort into the vegetable garden, only mixing the soil and chicken manure together from time to time.

By the end of the service in on the farm, volunteers have been taught 12 guiding principles of permaculture. They are:

- Observe and interact;
- Catch and store energy;
- Obtain a yield;
- Apply self-regulation and respond to feedback;
- Use renewable resources;
- Produce no waste;
- Design from pattern to details;
- Integrate rather than segregate;
- Use small and slow solutions;
- Use and value diversity;
- Use the edges; and
- Creatively use and respond to change.

完成此农庄的工作后，义工可学到 12 项永续农耕指引原则，分别是：

- 观察与互动；
- 获取与储存能源；
- 获得产能；
- 自我调节与回应他人意见；
- 使用再生资源；
- 不产生废物；
- 由模式到细节进行设计；
- 以整合代替分隔；
- 采用小及慢的解决方案；
- 利用及重视多样性；
- 利用边缘效应；及
- 创意地利用与回应改变。

Collaboration with Macao Association of Environmental Protection Industry 与澳门环境保护产业协会成为合作夥伴

HKQAA signed a Memorandum of Understanding (MOU) with Macao Association of Environmental Protection Industry on 26 March 2015 to jointly promote management systems and sustainability concepts in Macao. Dr Michael Lam, Chief Executive Officer of HKQAA and Mr S.K. Mak, President, Board of Directors of Macao Association of Environmental Protection Industry signed the MOU on behalf of the two organisations.

The signing ceremony took place during the 2015 Macao International Environmental Co-operation Forum and Exhibition which was initiated by the Government of the Macao SAR. It aims to nurture environment-related business, technology and information exchange between the Pan-Pearl River Delta Region in Southern China and international markets.

In the signing ceremony, 25 co-operation projects were signed, involving parties from mainland China, Hong Kong, Macao, Vietnam, Singapore, Malaysia and the Netherlands, and covering collaboration in green transportation and technology, environmental projects and agencies for green products.

香港品质保证局与澳门环境保护产业协会于今年3月26日签订策略合作意向书，共同向澳门业界推广管理体系及可持续发展的概念。本局总裁林宝兴博士与澳门环境保护产业协会理事长麦瑞权先生，代表双方正式签署意向书。

仪式于2015年澳门国际环保合作发展论坛及展览上举行。活动由澳门特别行政区政府主办，旨在促进泛珠三角地区与国际市场间的环保商务、技术及资讯的交流。

签约仪式上共签署了25份项目，内容涉及环保资讯交流和技术合作、环保项目合作及环保产品代理等，签约单位来自中国内地、香港、澳门、越南、新加坡、马来西亚及荷兰等地。



Commitment to Nurturing Young Generation 全力培育年轻新一代

HKQAA attaches a great deal of importance to the community, and is committed to social responsibility work. HKQAA Business and Community Supporting Fund (BCS Fund) has been set up to subsidise sustainable development and increase competitive advantage in the society. To help the growth of youngsters, BCS Fund recently awarded scholarships to outstanding students from Hang Seng Management College, encouraging them to develop to their full potential and contribute to society. The presentation ceremony recognising the 2013/14 awardees' academic performance was held at Hang Seng Management College in March 2015.

本局一直心系社区，积极履行社会责任，更成立HKQAA企业社区支援基金（BCS基金），支持社会可持续发展，提升竞争力。为培育下一代发展，BCS基金向成绩优异的恒生管理学院学生授予奖学金，以鼓励他们继续发挥潜能，回馈社会。颁授典礼已于2015年3月假恒生管理学院举行，表扬2013/14年度获奖学生的学术表现。



New Certified Clients 新认证客户

November 2014 to January 2015
2014年11月至2015年1月

Memorable Moments 纪念一刻



Hong Kong Quality Assurance Agency (HKQAA) has been helping industrial and commercial bodies to develop effective management systems to achieve organisational and business goals since 1989.

From November 2014 to January 2015, we have been pleased to welcome 33 organisations to our community. Among them, they have obtained 39 certificates of ISO 9001, ISO 14001, OHSAS 18001, ISO 22000, ISO 50001, ISO 55001, HKQAA HACCP, SA8000, SQM-ES and TL-H 5.5/5.0. We believe the new members will contribute to the overall success of the brand that adds values to stakeholders.

香港品质保证局自1989年成立以来，致力协助工商界实施管理体系，有效地达至机构和营商目标。

由2014年11月至2015年1月期间，香港品质保证局共颁发39张证书，包括ISO 9001、ISO 14001、OHSAS 18001、ISO 22000、ISO 50001、ISO 55001、HKQAA HACCP、SA8000、SQM-ES、TL-H 5.5/5.0。在此谨祝贺33家机构加入获认证的行列。本局深信，新成员的加入将可为我们的品牌和持份者带来更大的裨益。



特订服务

Customised Services

We Customise Services to your Needs 致力开发创新服务 切合客户独特需要

As one of the leading and most trusted conformity assessment bodies in the region, HKQAA keeps developing and introducing innovative services to meet the needs of the market and individual organisations. We are pleased to tailor a wide range of services to satisfy specific client requirements, including verification, assessment, certification, registration, survey, research, training and other professional services.

Contact our Business Team for customised services that focus on your specific business goals.























作为亚太区内最具规模及领导地位的合格评定机构之一，香港品质保证局持续开发及推出不同类型的创新服务，以回应市场及个别机构的需求。我们乐意为你度身制订各种服务，范围遍及验证、评审、认证、注册、培训、调查、研究及其他专业服务。

请与我们的业务部联络，我们会竭诚为你制订切合业务需要的服务。

Tel : (852) 2202 9111 | E-mail : hkqaa@hkqaa.org

Mainland China 中国内地

May - Aug 2015 2015年5月至8月

Course Title 课程名称	Duration (Day) 课程长度 (天)	Fee (per head) RMB 收费 (每人) 人民币	Course Code & Date 课程编号及日期			
			May 五月	Jun 六月	Jul 七月	Aug 八月
Quality 质量						
ISO 9001:2008 Quality Management Systems - Understanding & Application ISO 9001:2008 质量管理体系－理解与应用	 1	RMB 600	VM1P/SH-05A SH 18 VM1P/GZ-05A GZ 20	VM1P/GZ-06A GZ 29		VM1P/SH-08A SH 18 VM1P/GZ-08A GZ 05
ISO 9001:2008 Quality Management Systems - Internal QMS Auditor Training ISO 9001:2008 质量管理体系－内部质量管理体系审核员培训	 2	RMB 1,200	VM3P/SH-05A SH 19-20 VM3P/GZ-05A GZ 21-22	VM3P/SH-06A SH 11-12 VM3P/GZ-06A GZ 30	VM3P/GZ-07A GZ 01	VM3P/SH-08A SH 12-13 VM3P/GZ-08A GZ 06-07
Environment 环境						
ISO 14001:2004 Environmental Management Systems – Understanding & Application ISO 14001:2004 环境管理体系－理解与应用	 1	RMB 600	EMS2P/SH-05A SH 11	EMS2P/SH-06A SH 04 EMS2P/GZ-06A GZ 15	EMS2P/GZ-07A GZ 22	EMS2P/SH-08A SH 11 EMS2P/GZ-08A GZ 24
ISO 14001:2004 Environmental Management Systems – Internal EMS Auditor Training ISO 14001:2004 环境管理体系－内部环境管理体系审核员培训	 2	RMB 1,200	EMS3P/SH-05A SH 12-13	EMS3P/SH-06A SH 08-09 EMS3P/GZ-06A GZ 16-17	EMS3P/GZ-07A GZ 23-24	EMS3P/SH-08A SH 12-13 EMS3P/GZ-08A GZ 25-26
Occupational Health and Safety 职业健康和安全						
OHSAS 18001:2007 Occupational Health and Safely Management Systems – Understanding & Application OHSAS 18001:2007 职业健康和安全管理体系－理解与应用	 1	RMB 600	OHS8P/SH-05A SH 25 OHS8P/GZ-05A GZ 04		OHS8P/SH-07A SH 08 OHS8P/GZ-07A GZ 01	OHS8P/SH-08A SH 25 OHS8P/GZ-08A GZ 10
OHSAS 18001:2007 Occupational Health and Safely Management Systems – Internal OHS Auditor Training OHSAS 18001:2007 职业健康和安全管理体系－内部职业健康和安全管理体系审核员培训	 2	RMB 1,200	OHS9P/SH-05A SH 26-27 OHS9P/GZ-05A GZ 05-06		OHS9P/SH-07A SH 15-16 OHS9P/GZ-07A GZ 02-03	OHS9P/SH-08A SH 26-27 OHS9P/GZ-08A GZ 11-12
Integrated Management Systems 综合管理系列课程						
Integrated Management Systems (ISO 9001 / ISO 14001 / OHSAS 18001) - Internal Auditor Training 综合管理体系IMS (ISO9001/ISO14001/OHSAS18001) 内审员培训	 4	RMB 3,500	IMS4P/GZ-05A GZ 26-29	IMS4P/GZ-06A GZ 08-11		IMS4P/GZ-08A GZ 17-20
Indentification of EHS Factors and Risk Assessment EHS因素识别与风险评价	 2	RMB 1,800		EH01P/GZ-06A GZ 18-19 EH01P/SH-06A SH 23-24	EH01P/GZ-07A GZ 30-31	EH01P/GZ-08A GZ 27-28
Social Accountability 社会责任						
SA8000:2008 Social Accountability Management Systems - Internal Auditor Training SA8000:2008 社会责任管理体系－内部审核员培训	 2	RMB 1,800	SA01P/SH-05A SH 28-29	SA01P/GZ-06A GZ 11-12	SA01P/SH-07A SH 13-14 SA01P/GZ-07A GZ 20-21	SA01P/SH-08A SH 27-28 SA01P/GZ-08A GZ 11-12
BSCI (Business Social Compliance Initiative) Understanding Training BSCI倡议商界遵守社会责任之条文解读	 1	RMB 780	BS02P/SH-05A SH 22 BS02P/GZ-05A GZ 15			BS02P/SH-08A SH 21 BS02P/GZ-08A GZ 05
Telecommunications and Information Service 电讯和资讯服务						
Understanding the Essence of TL 9000 Requirements Handbook R5.5 TL 9000 R5.5 质量管理体系要求手册改版精要	 1	RMB 1,300	TL03P/SH-05A SH 21 TL03P/GZ-05A GZ 13		TL03P/GZ-07A GZ 08	TL03P/SH-08A SH 20
TL 9000 R5.5/R5.0 Quality Management Systems - Internal Auditor Training TL 9000 R5.5/R5.0 质量管理体系－内部审核员培训	 3	RMB 3,800			TL04P/SH-07A SH 20-22	
TL 9000 R5.5/R5.0 Quality Management Systems - Auditing TL 9000 R5.5/R5.0 质量管理体系审核课程 (QuEST论坛认可课程)	 3	RMB 9,600	TL04P/GZ-05A GZ 27-29 TL02P/GZ-05A GZ 20-22	TL04P/GZ-06A GZ 15-17 TL02P/GZ-06A GZ 23-25	TL04P/GZ-07A GZ 27-29 TL02P/GZ-07A GZ 21-23	TL04P/GZ-08A GZ 26-28 TL02P/GZ-08A GZ 11-13
EHS 管理系列课程						
Handling Dangerous Chemicals 危险化学品管理	 1	RMB 1,200	EH04P/GZ-05A GZ 22	EH04P/GZ-06A GZ 18	EH04P/GZ-07A GZ 06 EH04P/SH-07A SH 15	EH04P/GZ-08A GZ 06
Effective Safety Inspection 高效安全检查	 1	RMB 1,200	EH05P/GZ-05A GZ 15 EH05P/SH-05A SH 14	EH05P/GZ-06A GZ 23	EH05P/GZ-07A GZ 07	EH05P/GZ-08A GZ 04 EH05P/SH-08A SH 14
Management Tools and Skills 管理工具和技能						
Raising Quality Awareness in Middle to Top Management Level 中高层 (非质量) 管理人员质量意识提升	 2	RMB 3,000	ES14P/GZ-05A GZ 18-19	ES14P/GZ-06A GZ 16-17	ES14P/GZ-07A GZ 16-17	
Achieving Excellence in Service Quality Management 卓越服务管理质量提升	 2	RMB 2,000	ES06P/GZ-05A GZ 13-14	ES06P/GZ-06A GZ 23-24	ES06P/GZ-07A GZ 23-24	
BenchMark Management Tool - Quantifying Your Management Level BenchMark管理工具－教您如何量化自身的管理水平	 2	RMB 3,000	ES13P/GZ-05A GZ 11-12	ES13P/GZ-06A GZ 24-25	ES13P/GZ-07A GZ 27-28	
Comprehensive Quality Promotion Of Management 管理干部综合素质提升	 2	RMB 2,000	MT37P/GZ-05A GZ 20-21 MT37P/SH-05A SH 19-20	MT37P/GZ-06A GZ 03-04	MT37P/GZ-07A GZ 06-07	MT37P/GZ-08A GZ 12-13 MT37P/SH-08A SH 18-19
The Internal Structure and Core Strengths of Leaders 领导者的内在架构和核心力量	 1	RMB 3,000	ES23P/GZ-05A GZ 18			ES23P/GZ-08A GZ 25
Communication and Influencing Skills of Leaders 领导者的沟通力和影响力	 1	RMB 3,000		ES24P/GZ-06 GZ 25		
Staff Coaching and Team Building 员工辅导和团队建设	 1	RMB 3,000			ES25P/GZ-07A GZ 21	

For registration and enquiry
报名及查询

Hong Kong Office 香港办事处 • Tel 电话: (852) 2202 9111 • Email 电邮: training@hkqaa.org

HKQAA Certification (Shanghai) Ltd. 标准认证服务(上海)有限公司 • Tel 电话: (86 21) 6876 9911

HKQAA Certification (Shanghai) Ltd. Guangzhou Branch 标准认证服务(上海)有限公司广州分公司 • Tel 电话: (86 20) 8383 3777

For training course details and online registration, please visit HKQAA website 详细课程资料及网上报名, 请浏览香港品质保证局网页 <http://www.hkqaa.org>

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Course Title 课程名称	Duration (Day) 课程长度 (天)	Fee (per head) HKD 收费 (每人) 港币	Course Code & Date 课程编号及日期			
			May 五月	Jun 六月	Jul 七月	Aug 八月
Quality and Integrated Management Systems 质量和综合管理						
ISO 9001:2008 Quality Management Systems - Understanding & Application ISO 9001:2008 质量管理体系－理解与应用	 1	HKD 1,500	VM1C/HK-05A 06	VM1C/HK-06A 02	VM1C/HK-07A 06	VM1C/HK-08A 03
ISO 9001:2008 Quality Management Systems - Internal QMS Auditor Training ISO 9001:2008 质量管理体系－内部审核员培训	 2	HKD 3,200	VM3C/HK-05A 20-21	VM3C/HK-06A 08-09	VM3C/HK-07A 21-22	VM3C/HK-08A 27-28
ISO 9001:2008 Quality Management Systems Documentation ISO 9001:2008 质量管理体系文件	 1	HKD 1,600/ HKD 1,500*		QMS4C/HK-06A 15		
The Must-know Essentials for Quality System Management Representative 质量管理体系－管理者代表的重要须知	 1	HKD 1,600/ HKD 1,500*	MT23C/HK-05A 07			
ISO 9001:2008 Quality Management Systems - Advanced Internal Auditing Techniques ISO 9001:2008 质量管理体系－进阶内部审核技巧	 2	HKD 3,500/ HKD 3,300*				QMS5C/HK-08A 13-14
ISO 9001:2015 Interpretation - A Workshop based on DIS (IRCA Registration No.C17779)	 1	HKD 1,900			S181C/HK-07A 07	
Quality Management Systems Auditor/Lead Auditor Training Course (IRCA Registration No. A17399) 质量管理体系－主任审核员证书培训课程 (IRCA 注册号 #A17399)	 5	HKD 11,500/ HKD 11,000*		QMS/IRCA/06 08-12		
Integrated Management Systems Set Up & Audit Approach 综合管理体系－建立与审核方法	 2	HKD 3,500/ HKD 3,300*			IMS2C/HK-07A 27-28	
Environmental Conservation 环境保育						
ISO 14001:2004 Environmental Management Systems - Understanding & Application ISO 14001:2004 环境管理体系－理解与应用	 1	HKD 1,650/ HKD 1,550*	EMS2C/HK-05A 11		EMS2C/HK-07A 03	
ISO 14001:2004 Environmental Management Systems - Internal EMS Auditor Training ISO 14001:2004 环境管理体系－内部环境管理体系审核员培训	 2	HKD 3,300/ HKD 3,200*		EMS3C/HK-06A 04-05		EMS3C/HK-08A 03-04
ISO 14001:2004 Environmental Management Systems - Implementation and Documentation ISO 14001:2004 环境管理体系－实施及文件指引	 1	HKD 1,600/ HKD 1,500*			EMS8C/HK-07A 20	
ISO 14001:2015 Interpretation - A Workshop based on DIS (IRCA Registration No.C17778)	 1	HKD 1,900	S182C/HK-05A 12		S182C/HK-07A 08	
Environmental Management Systems Auditor/Lead Auditor Training (IRCA Registration No. A17400) 环境管理体系－主任审核员证书培训课程	 5	HKD 11,500/ HKD 11,000*			EMS/IRCA/07 06-10	
ISO 50001:2011 Energy Management Systems - Understanding & Application ISO 50001:2011 能源管理体系－理解与应用	 1	HKD 1,200/ HKD 1,080*		EM07C/HK-06A 29		EM07C/HK-08A 05
ISO 50001:2011 Energy Management Systems - Internal Auditor Training ISO 50001:2011 能源管理体系－内部审核员培训	 2	HKD 3,500/ HKD 3,300*			EM08C/HK-07A 29-30	
ISO 50001:2011 Energy Management Systems Auditor/Lead Auditor Training Course ISO 50001:2011 能源管理系统－主任审核员证书培训课程	 5	HKD 9,000/ HKD 8,000*			EM10C/HK-07A 27-31	
ISO 50001:2011 Energy Management Systems Auditor/Lead Auditor Conversion Training ISO 50001:2011 能源管理系统－主任审核员转证证书培训课程	 3	HKD 6,000/ HKD 5,500*			EM11C/HK-07A 27-29	
GreenHouse Gas Verifier Training 温室气体验证员	 2	HKD 3,500/ HKD 3,300*		EM09C/HK-06A 15-16		
Occupational Health and Safety Management 职业健康和安全管理						
OHSAS 18001:2007 Occupational Health and Safety Management Systems - Understanding & Application OHSAS 18001:2007 职业健康和安全管理－理解与应用	 1	HKD 1,650/ HKD 1,550*	OHS8C/HK-05A 06		OHS8C/HK-07A 09	
OHSAS 18001:2007 Occupational Health and Safety Management Systems - Internal OHS Auditor Training OHSAS 18001:2007 职业健康和安全管理－内部审核员培训	 2	HKD 3,300/ HKD 3,200*		OHS9C/HK-06A 18-19		OHS9C/HK-08A 06-07
OHSAS 18001:2007 Occupational Health and Safety Management Systems Auditor/Lead Auditor Training Course OHSAS 18001 职业健康和安全管理－主任审核员证书培训课程	 5	HKD 9,000/ HKD 8,000*	OH6C/HK-05A 07-09 & 11-12			
Risk Assessment for Safety Management Implementation 安全管理之风险评估及措施	 1	HKD 1,600/ HKD 1,500*			OH04C/HK-07A 24	
Hygiene, Food Safety & Wine Storage 卫生、食品安全及酒贮存						
Implementing HACCP for Food Businesses Programme 实践食物安全重点控制课程	 2	HKD 3,700/ HKD 3,500*		HA10C/HK06A 01-02		
ISO 22000:2005 Food Safety Management Systems - Understanding and Application ISO 22000:2005 食品安全管理体系－理解与应用	 1	HKD 1,600/ HKD 1,500*	HA5C/HK-05A 26			
ISO 22000:2005 Food Safety Management Systems Implementation Course ISO 22000:2005 实施食品安全管理体系课程	 2	HKD 3,700/ HKD 3,500*			HA9C/HK-07A 13-14	
FSSC 22000 Auditor/Lead Auditor Course (IRCA Reg.#17512) FSSC 22000 主任审核员证书培训课程 (IRCA 注册编号 A17512)	 5	HKD 11,500/ HKD 11,000*		IRCA/FSMS/06 15-19		
Hygiene Control System - Understanding & Implementation 卫生监控系统－理解与实施	 1	HKD 1,600		GP02C/HK-06A 01		
Personal Enrichment & Certification 个人提升和专业资格						
Breakthrough in Mind and Self Awareness - Level 1 - The Law of Change (ISNS Certified Coaching Essential) 掌管人生的法则－改变的法则	 2	HKD 1,100/ HKD 980*	PC14C/HK-05A 10 & 17	PC14C/HK-06A 13-14		PC14C/HK-08A 07-08
彼得·德鲁克 Peter Drucker 管理课程系列－经理人与组织	 1 or 2	HKD 2,400/ HKD 4,800*		PC49C/HK-06A 23 & 26		
彼得·德鲁克 Peter Drucker 管理课程系列－创新与领导变革	 1 or 2	HKD 2,400/ HKD 4,800*	PC50C/HK-05A 01-02			PC50C/HK-08A 22 & 29
Hogan Assessment Certification Workshop 2015	 2	HKD 18,500		PC06C/HK-06A 03-04		
Leadership Workshop for Senior Executives – Advanced Leadership Development with Action Learning	 1	HKD 2,300/ HKD 1,800*				PC31C/HK-08A 14
Neuroleadership Workshop	 1	HKD 2,300	PC35C/HK-05A 04			
ServSafe® Food Safety Training Program	 2	HKD 3,900/ HKD 3,500*		PC32C/HK-06A 18-19		
Beyond Compliance to Excellence - Creating Positive Changes with Appreciative Internal Auditing	 1	HKD 4,000/ HKD 3,600*	PC36C/HK-05A 07-08			
MATRIZ - Innovation Idea Generation Method Certified Practioner Level 1	 3	HKD 4,200/ HKD 3,900*		PC51C/HK-06A 25 Jun, 2 & 9 Jul		
Law and Legislation (Hong Kong, Macau & China)						
内地劳动法、劳动合同法简介	 14:00-17:30	HKD 800/ HKD 700*			PC53C/HK-07A 23	
如何处理工伤意外个案	 1	HKD 1,400/ HKD 1,150*				PC55C/HK-08A 27

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Strategic Management of Megatrends to Achieve Sustained Success 管理大趋势 · 迈向持续成功

Morning Session 上午专题环节 (9:15am-12:00pm)

Language: English
语言: 英语

- Striking the Balance between Urban Development and Environmental Conservation
城市发展与环境保育的平衡
- Water Footprint Management: Utilization of "Blue Gold"
水足迹管理: 善用「蓝色金脉」
- Latest Development of Green Building Initiatives
绿色建筑倡议的最新发展
- Hong Kong Carbon Performance Survey Results 2014
香港碳表现调查结果2014
- Impact Investment: Creating Social Impact along with Financial Returns
影响力投资: 同时缔造社会价值与财务回报
- A New Perspective of Environmental Management, the Upcoming Changes to ISO 14001
环境管理的新思维 — 新版ISO 14001的转变

Afternoon Session 下午专题环节 (2:00-4:45pm)

Language: English/ Putonghua
语言: 英语/ 普通话

- Managing Risks and Opportunities in the Digital Economy
管理数字经济的风险与机遇
- Leveraging Big Data for Strategic Management (Putonghua)
充分运用大数据的策略性管理 (普通话)
- Technology & Innovation for Management in Future (Putonghua)
创新技术 — 为未来的管理领航 (普通话)
- Innovative Business Incubation - Foster the Growth of Technology
培育创新企业 · 促进科技发展
- Keys to Inherited Business: Maintaining Family-owned Companies through the Generations
从跨代管理家族生意 · 分析传承业务的成功关键
- Path to Continuous Improvement: the Latest Development of ISO 9001, ISO 45001 and IMS
迈向持续进步 — ISO 9001、ISO 45001及IMS的最新发展

29/05/2015

9:15am - 4:45pm

7/F, Langham Place Hotel,

Mongkok, Hong Kong

香港旺角朗豪酒店七楼朗豪厅

Speakers 演讲嘉宾

- **Ir Shirlee Algire 郝雪丽女士**
Executive Manager, Sustainability, Hong Kong Jockey Club
香港赛马会持续发展高级经理
 - **Dr Michael Chan Yue Kwong 陈裕光博士**
Chairman of Cafe de Coral Holdings Limited, Honorary Chairman of Legacy Academy
大家乐集团有限公司主席、传承学院荣誉主席
 - **Dr Nigel H Croft 倪国夫博士**
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