



VISION 管 略

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**Farsighted Management Strategies in
an Unpredictable World**
前瞻管理策略・應對世界萬變

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與社會同步邁進的ISO標準

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**Importance of Water Resource Management in
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水資源管理對經濟發展的重要性

HKQAA
HONG KONG QUALITY ASSURANCE AGENCY
香港品質保證局

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Risk-based thinking in today's management practices

The 21st century has begun with a turbulent environment for business because of the rapid growth in technology and globalisation. There is also concern over public expectations of enterprise's role in environmental protection and sustainable society. We have been living in a business world full of uncertainty. Large and small crises make the news daily, including European debt problems, mass protests, strikes, hacking attacks, scarcity of resources, nuclear accidents, pandemics, climate change and natural disasters. Today, it is not surprising that business leaders around the world are more focused on managing risks facing their organisations than ever before.

These uncertainties have impelled businesses to consider new directions, positions and strategies. Many far-sighted leaders are aware that maintaining a traditional business style is becoming more difficult in today's ever-changing and complicated marketplace. To anticipate new and unpredictable risks, it is crucial for an organisation to adopt a variety of unconventional management approaches to strengthening business resilience. This is also in line with the risk-based thinking of upcoming new and revised ISO standards.

With the mission of encouraging enterprises to develop good management systems by introducing advanced management concepts and knowledge, HKQAA launched its first Symposium in 2001. Every year since, hundreds of business leaders have attended this annual flagship event to explore contemporary topics that provide enterprises with the latest thinking. This year, we will bring together acclaimed local and overseas speakers from different sectors to discuss how enterprises can use various types of management strategies to address uncertainties and challenges.

Topics will include the upcoming strategic changes to ISO standards and a spectrum of approaches to managing business continuity, cloud security, water resources, carbon emissions, energy, relationship contracting and building sustainability. We believe our speakers' valuable perspectives will provide decision-makers and businessmen with potential strategies to improve their business and risk management performance.

The overriding philosophy of risk management is being proactive. We hope this year's Symposium will bring visionary and illuminating insights to Hong Kong's enterprises, stimulating them to explore more new strategic directions so as to prepare for the future.

風險為本的現代管理思維

踏入21世紀，營商環境變得風高浪急；不但科技急速發展，市場亦邁向全球化。與此同時，社會的訴求日益廣泛，公眾對商界的期望又越來越高，促使企業無論在環保或社會可持續發展方面，都需要擔起重大的角色。自2008年的金融海嘯後，市場氣候更加變幻莫測，充滿陰霾暗湧。每天的新聞都充斥著不同的危機和威脅，諸如歐債危機、示威罷工、黑客入侵、資源短缺、核輻射洩漏、大規模疫症、氣候變化和自然災害等。面對重重變數，世界各地的商界領袖，都比以前加倍重視企業的風險管理。

這些不明朗因素，亦促使商界尋找新的發展方向、角色定位和經營策略。不少高瞻遠矚的領袖，都已察覺到傳統的營商手法，難以應付今天複雜多變的市場。面對層出不窮、萬變難測的風險，企業必須採用嶄新的管理模式來增強各方面的應變能力。事實上，即將修訂和新推出的一系列ISO標準，都會包含風險管理的思維，與這股發展趨勢可謂一脈相承。

「香港品質保證局專題研討會」作為本地業界的年度盛事，一直致力引入世界先進的管理概念和技術，推動工商發展優良的管理體系。研討會自2001年舉行以來，每年都匯集各界精英，分享精闢見解和新知俾見，共同拓闊視野。今年，來自本地及海外的專家講者，將一起探討如何透過不同的管理策略，應對各種風險和挑戰，講題包括ISO標準未來的策略性轉變，以及有關營運持續、雲端安全、水資源、碳排放、能源、關係合約和樓宇可持續發展的管理方式。相信他們的獨到見解和寶貴經驗，有助決策者和企業家提升業務與風險管理的表現。

「居安思危、未雨綢繆」可說是風險管理的核心哲學。希望今年的專題研討會，能夠為香港企業帶來具前瞻性的觀點和倡議，啟迪各界探索新的策略方向，攜手作好準備，迎接未來的機遇和挑戰。

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Prelude to HKQAA Symposium 2012 香港品質保證局專題研討會2012前奏

Farsighted Management Strategies in an Unpredictable World 前瞻管理策略 · 應對世界萬變

Our annual flagship event, the HKQAA Symposium, will be held on 30 November this year. The Symposium provides a forum where industry practitioners can explore and discuss the latest developments in good management, both theoretical and practical.

This year's Symposium will feature industry and subject experts who will discuss the latest challenges and management strategies in today's turbulent business environment. In order to prepare our readers to get the most out of attending the Symposium, this issue of *VISION* gives the background to some topics which will be covered – **strategic changes to ISO's management system standards, business continuity management and water resource management**.

香港品質保證局每年一度的旗艦活動——「香港品質保證局專題研討會」將於今年11月30日舉行，為企業提供一個互動的平台，與管理決策者一起探討良好管理方案的發展和趨勢。

今屆研討會將邀請業界的知名人士及專家講者，分享在現今複雜多變的營商環境下，有甚麼最新挑戰和管理策略。為了讓大家對專題研討會的議題有初步了解，今期《管略》將率先探討**ISO管理體系標準的策略性發展、營運持續管理和水資源管理**三個題目。

The Role of ISO Standards in the Ever-changing World 與社會同步邁進的ISO標準

Dr Nigel H. Croft
Associate Technical Director, HKQAA

Unfortunately, for some people, the first thing that comes to mind when management system standards are mentioned is the outdated (and near-sighted) philosophy of “write down what you do, then do what you wrote” that was associated with the first versions of ISO 9001 (and its predecessor BS5750) in the late 1970's and 1980's. This created a mentality that management systems should focus on documented procedures for everything and provide evidence in the form of records.

Many argued that innovation and organisational agility were incompatible with “ISO 9000” and quite often changes were not implemented by using the excuse “our ISO system will not allow us to do that!” Nothing could be farther from the truth! If the management system (whether it is a quality, environmental, health and safety, information security or any other system) is properly implemented and is truly being put to good use by the organisation, it should promote and facilitate innovation and change in a structured, disciplined and agile manner.

The changing world

In 1979 (when the first true quality management system standard BS 5750 was published) global warming and climate change were not on the radar screen, and it was only in 1987 (the year ISO 9001 was born) that the landmark Brundtland Report *Our common future* was published. Formally known as the World Commission on Environment and Development (WCED), the Brundtland Commission's had the mission of uniting countries in the pursuit of sustainable development.

According to ISO's Secretary-General Rob Steele, long before it became fashionable to be “sustainable”, ISO had already begun preparing the ground by setting up Strategic Advisory Groups, organising international conferences, and devoting its 2005-2010 Strategic Plan to the theme of sustainable development. In the last two decades, ISO's portfolio of standards has not only increased to foster growth, support innovation and provide a solid base for economic sustainability, but also to broaden the scope of its work in the area of social and environmental performance, translating the global desire for a sustainable world into practical actions that achieve positive results.

Today, ISO's portfolio of approximately 19,000 standards provide business, government and society with solutions in all three dimensions of sustainable development – economic, environmental and societal.

倪國夫博士
香港品質保證局技術總監

一提到「管理體系標準」，很多人總會聯想到「按章行事、循規蹈矩」這種落伍又短視的管理哲學。事實上，這套在70年代末至80年代，由ISO 9001初版（及其前身——BS 5750）引申而來的概念，使人誤以為管理體系就是事無大小訂立程序，然後記錄存照云云。

很多人以為實施了ISO 9001管理體系，便會把機構的創新和靈活性扼殺，任何改變皆受到制肘。此言實在差矣！實際上，一套管理體系（不管是質量、環境、職安健、資訊安全或是其他管理體系）只要能正確地實施，並好好運用，更能幫助機構有條不紊、乾脆利落地革新、蛻變。

營商環境瞬息萬變

在1979年（世上第一套正式的質量管理體系標準——BS 5750出版的年份），全球暖化和氣候變遷的危機尚未出現在大眾的意識中；直至1987年（ISO 9001誕生的年份），布倫特蘭委員會（正式名稱爲「世界環境與發展委員會」）發表具代表性的布倫特蘭報告——《我們的共同未來》，宣告致力團結世界各國，尋求全球的可持續發展。

國際標準化組織(ISO)秘書長Rob Steele曾表示，早在可持續發展成爲一股「熱潮」之前，ISO已就這個題目進行了一連串準備工作，包括成立相關的策略顧問小組、舉辦跨國會議，以及將可持續發展定爲2005至2010年策略計劃的主題。在過去二十年，ISO標準的內容已經從支持經濟的可持續發展和進步，擴大至社會與環保的層面，將大眾對可持續發展的期望付諸實行，成績有目共睹。

時至今日，ISO已編寫了約19,000套標準，涵蓋經濟、環境及社會三大可持續發展的範疇，為企業、政府及民間提供有力的支援。

Economic growth 經濟增長

On the economic side, ISO 9001 is widely used as a starting point for the development of most management systems and is extensively utilised to facilitate world trade. The old “documented procedures demonstrated by records” approach was replaced in the year 2000 version of ISO 9001 by a more pragmatic “process approach” whereby organisations need to understand and manage their processes in order to achieve the desired results. ISO 9001 is of course complemented by ISO 9004, which provides guidance to organisations about how they can use their quality management system to ensure sustained success in the long term. This includes the need for greater efficiency, and the organisational agility to respond to change.

As times change, so technologies improve, and this of course leads to new opportunities. The risks associated with these new technologies also need to be considered, however, along with the threats that may be inherent to them. ISO/IEC 31000 describes the principles and guidelines on which an effective risk management system should be based.

As an example, improvements in information technology, wireless communications and cloud computing bring a whole range of technological opportunities that could only be dreamed of twenty years ago, but also imply new challenges in terms of information security, cyber-terrorism and business continuity in the event of service outages or other adverse events. ISO is keeping pace with these changing times through the publication of standards such as the traditional ISO/IEC 27001 (“Information security management systems – Requirements”), the recently-published ISO 22301 (“Societal security — Business continuity management systems — Requirements”) and the new ISO 10008 (“Guidelines for business-to-consumer electronic commerce transactions”), which will be published shortly.

在經濟方面，《ISO 9001 質量管理體系》最常用作發展其他管理體系的第一步，亦已成為促進國際貿易的重要一環；而舊版中「訂立程序、記錄存照」的取向，已為2000年版中更為務實的「過程方法」所取代，要求實施管理體系的機構對自身的營運過程進行理解及管理，以達至理想的效果。至於ISO 9004 (ISO 9001的補充標準)則協助機構透過質量管理體系，提升工作效率和應對環境變遷的靈活性，讓營運績效能夠持久成功。

科技日新月異，除了帶來新的發展機會，亦衍生了各種危機和威脅。針對這個問題，ISO/IEC 31000提供了實施風險管理體系的原則和指引。

就像近年興起的資訊科技、無線通訊和雲端運算，所帶來的機遇是二十年前的人想也想不到的，但同時亦產生了資訊安全、黑客、因停電或其他危急事故而導致營運中斷等新問題。為了與時並進，ISO出版了《ISO/IEC 27001 信息安全管理体系》和最近的《ISO 22301 社會安全營運持續管理——要求》，以及即將出版的《ISO 10008 質量管理：客戶滿意度——商戶對消費者電子商貿交易指南》。

Environmental integrity 環境保護

On the environmental side of things, the core ISO 14001 standard on Environmental Management systems is now complemented by a whole suite of standards that address factors such as greenhouse gas emission, product life-cycle analysis and many more topics. The recently-published ISO 50001 on Energy management and ISO 20121 (Event sustainability management) also address ongoing environmental concerns.

在環保方面，除了核心的《ISO 14001 環境管理體系》外，亦有一系列專門針對溫室氣體排放、產品周期分析及其他範疇的輔助標準。最近出版的《ISO 50001 能源管理體系》和《ISO 20121 可持續發展活動管理體系》等，均回應了近年各界關注的環保議題。

Social equity 社會公正

The final component of the “triple bottom line” approach to sustainable development is, of course, addressed not only in ISO 26000 (“Guidance on Social Responsibility”) but also in many other ISO standards that have an impact on societal well-being. These include the food safety management system standards (ISO 22000), standards for water quality (ISO 24510, 24511 and 24512) and others.

而對於可持續發展的「三大底線」中最後一環，除了《ISO 26000 社會責任指南》外，亦有一連串促進社會穩健發展的標準，如《ISO 22000 食品安全管理体系》和有關於水質的標準(ISO 24510、ISO 24511、ISO 24512)。

Innovation and change

Far-sighted management strategies also need to address innovation and change. In his book *Innovation Generation*, Peter Merrill explains that, contrary to popular belief, the secret of a successful innovation strategy is a structured and disciplined process that involves many people within the organisation, effectively supported by a management system.

As mentioned in ISO 9004 “Managing for the sustained success of an organisation — A quality management approach”, innovation can be applied at all levels within an organisation, through changes in:

- technology or product (such as innovations that not only respond to the changing needs and expectations of customers or other interested parties, but also anticipate potential changes in the organisation's environment and product lifecycles)
- processes (such as innovation in the methods for product realisation, or innovation to improve process stability and reduce variance)
- the organisation (such as innovation in the organisation's constitution and structure)
- the organisation's management system (i.e. to ensure that competitive advantage is maintained and new opportunities are utilised, when there are emerging changes in the organisation's business environment)

These few examples show that, if a management system is implemented in a sensible way, focusing on helping the organisation to achieve its long-term strategies, it can help, rather than hinder, the changes and innovations that are needed to keep pace with an ever-changing and unpredictable world.

創新與變革

能重視機構的創新與變革，才是具遠見的管理策略。Peter Merrill在其著作《Innovation Generation》中，指出了與一般人認知相反的概念——能有效地透過管理體系的支持，讓一大群人井然有序地參與機構營運，才是創新策略的真諦。

根據《ISO 9004 機構持續成功管理——質量管理方法》，管理層可透過以下幾方面，於機構內的任何層面體現創新思維：

- 技術或產品（除了迎合顧客或其他相關團體的需要和期望外，亦可預先應付營商環境和產品周期的變遷）
- 營運過程（如在改善產品開發的方法，或提升程序穩定性、降底產品差異等過程中，加入創新思維）
- 機構本身（如機構的章程和架構）
- 管理體系（以確保在營商環境轉變時，能維持機構的競爭力，並掌握新浮現的機會）

從以上的舉例可見，只要能把管理體系運用得宜，以長遠的策略為依歸，不僅不會妨礙機構的步伐，更可與瞬息萬變的營商市場同步邁進。

How can We Ensure Business Continuity in a Turbulent Market?

市場危機四伏，如何確保營運持續？

Ms Grace Lao
Business General Manager, HKQAA

Financial crises, hacking attacks, strikes, boycotts, natural disasters, supply chain failures and civil disorders – these unpredictable events might threaten or even disrupt business operations. Many local enterprises have come to realise the importance of responding to crises and keeping their business running when problems arise, especially after the two financial meltdowns and the SARS epidemic.

The Business Continuity Management System (BCMS) is a management tool that is receiving increasing attention world-wide. Its purpose is to allow organisations to ensure continued operation during major crises or disasters, so that they can resume normal service quickly.

BCMS helps an organisation to establish the framework and processes for business continuity management. One of them is **risk assessment**, in which the organisation identifies and defines the weaknesses in their assets and critical business functions (such as power supply, water supply, transportation system and customer database), as well as the threats they face. It then evaluates the probabilities of those threats and their impact so as to find out the likelihood of causing business disruption (for example, through natural disasters, blackouts and equipment breakdown). Based on this assessment, the organisation can establish appropriate acceptable levels of risk, risk treatment strategies and action plans.

In addition to risk assessment, the organisation is required to conduct a **business impact analysis** to identify its critical business functions and their minimum acceptable levels. It assesses the impact of disruption (such as additional costs, loss of income, reputation and competitive advantage) and the acceptable time it will take to resume to certain operational levels.

Based on the above outputs, the organisation determines its business continuity strategy according to the continuity priorities so as to **prevent or reduce risks**. For example, an electric company may need to prepare alternative energy and establish an incident and disaster response mechanism.

After that, the organisation establishes **business continuity plans** to define roles and responsibilities for people and teams having authority during and following an incident. The plans will contain procedures for responding to a disruptive incident, contingency plans and recovery procedures. The procedures will be exercised and tested, audited, reviewed and evaluated at planned intervals to ensure conformity and effectiveness, in accordance with the latest organisational conditions.

BCMS is applicable to all types and sizes of organisation. It is especially relevant for organisations which operate in high risk environments, such as construction, utilities, finance, telecommunications, transport and the public sector, which are usually expected by government, customers, stakeholders and the public to operate continuously. Organisations that have implemented BCMS can increase the confidence of customers and stakeholders by demonstrating their preparedness. They will also be able to keep their market share by ensuring the continuity of supply in a crisis, thus safeguarding the organisation's income and reputation.

The International Organization for Standardization published the related international standard, ISO 22301, in mid-2012. Hong Kong Quality Assurance Agency (HKQAA) will provide certification, training and other related services for ISO 22301 in order to further promote BCMS.

勞麗靈小姐
香港品質保證局業務總經理

金融危機、黑客入侵、罷工罷買、自然災害、供應鏈大規模中斷及政治騷亂等難以預測的突發事件，每每打擊甚至中斷企業的運作；而相信本港企業在經歷過兩次金融風暴、SARS疫潮等事件之後，也深刻體會到面對突發事故時，有效地應付危機及維持營運的重要性。

營運持續管理體系便是近年在國際上備受注目的管理工具，用以確保企業在面臨重大危機或災難時仍能持續運作，並盡快回復至正常狀態。

該體系有助企業制訂營運持續管理的架構及步驟。當中，透過**風險評估**，企業可識別和界定其在資產、關鍵營運功能（如供電、供水、運輸系統或客戶資料庫）等方面的弱點，以及所面對的威脅，並評估其發生的機率和帶來的衝擊，以掌握可能令營運中斷的危機（如天災、停電、設備故障等），以便制訂可接受的風險程度、相關的風險管理策略及行動計劃。

此外，企業亦要透過**營運衝擊分析**，識別其關鍵營運功能及最低營運程度，評估功能中斷對企業造成的傷害，例如額外開支、收入損失、商譽損失、喪失競爭優勢等；以及復原至一定運作水平所需的可接受時間。

經風險評估和衝擊分析後，企業可針對風險之優先順序，定下策略來**預防或減低風險**。就以供電機構為例，具體方案可以包括尋找替代能源發電、設立意外及災難應變機制來預防或減低風險。

此外，企業亦要制訂**營運持續計劃**，釐清員工的權責，以確保在關鍵營運功能中斷或故障後，可以在必要的時間內恢復運作。計劃包括緊急應變程序、後備方案及復原程序等，並須接受定期測試演練、審查、更新和重新評估，以確保計劃符合企業最新的狀況及持續有效。

這套管理體系適用於任何機構，尤其是較高風險的行業，例如能源、金融、通訊、運輸及公共服務等；因為不論政府、客戶、持份者及社會大眾，均對這類機構的營運持續能力要求很高。已實施管理體系的機構，可向顧客及持份者展示機構早有應變措施，提升他們對機構的信心；亦可災難發生之時，仍可持續作出供應，維護市場份額，並保障機構的收入及聲譽。

國際標準化組織已於今年中推出相關的ISO 22301國際標準，本局亦將提供ISO 22301的認證、培訓及其他相關服務，相信可以進一步推動營運持續管理邁向普及化。

Importance of Water Resource Management in Driving Economic Growth

水資源管理對經濟發展的重要性

Summarised from *Exploring the links between water and economic growth*, a report prepared by Frontier Economics for HSBC Water Programme

摘錄自 Frontier Economics 為滙豐水計劃編撰的「探索水資源與經濟增長之間的聯繫」報告

The water challenge

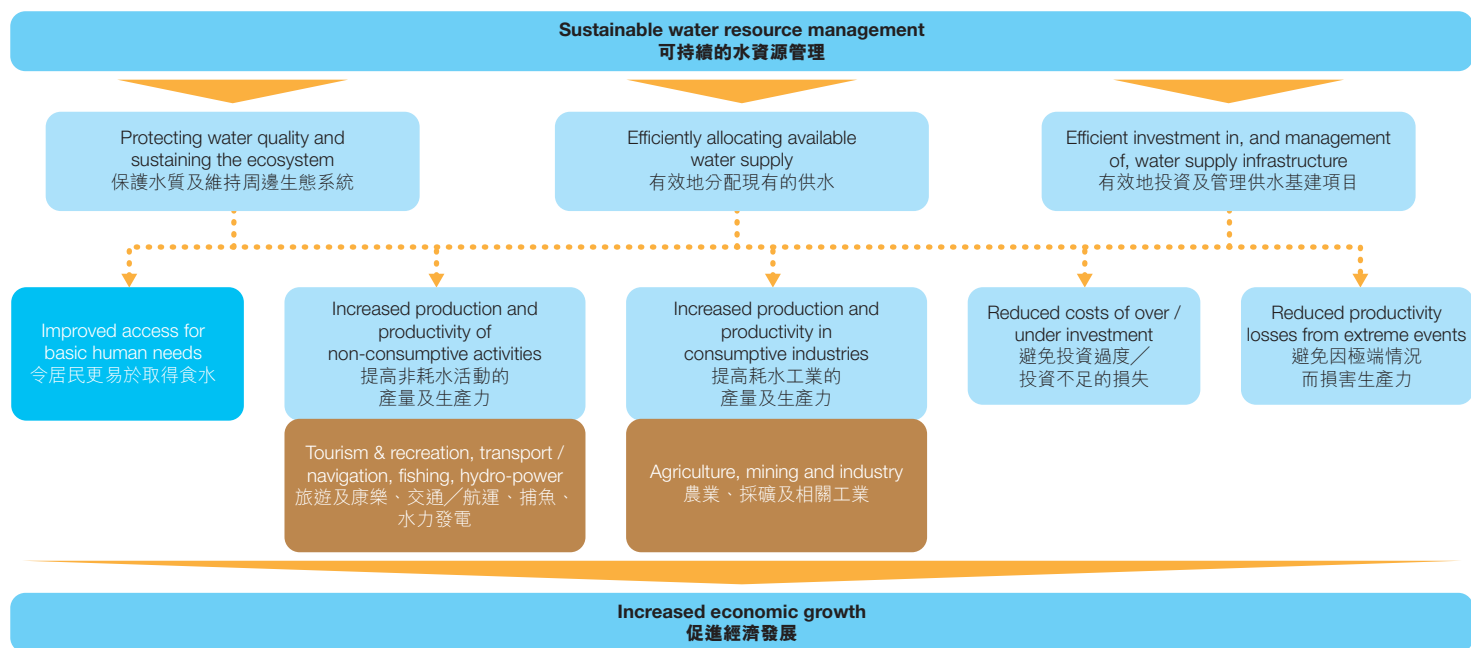
In many countries, pressure on water resources is increasing, with demand for water exceeding availability. Water quality in many water bodies is also deteriorating. Countries that fail to tackle these issues effectively may find their future growth constrained. This water challenge is the focus of attention of many stakeholders worldwide, from governments and international organisations, to multinationals, environmental groups, academia and NGOs.

A sustainable water resource management (WRM) framework needs to address both water quantity and quality considerations in order to provide a safe, secure and environmentally sustainable supply of water. It uses a combination of planning, and market-based and regulatory instruments to sustain water-dependent ecosystems, industries and populations that depend on them. This will ultimately drive productivity improvements and hence future economic growth.

全球水資源挑戰

越來越多國家正面對水資源供不應求，以及水體的質素下降問題，如不及早對症下藥，很可能妨礙這些地區的發展。「水資源挑戰」牽連之廣，乃全球政府、國際組織、跨國企業、環保團體、學術界以至非政府機構等眾多持份者均需關注的議題。

一個可持續的水資源管理架構，需要透過規劃、市場及監管措施的配合，建立一個水源充足、水質優良，並且來源可靠穩定，又不損害環境的淡水供應，以支持周邊的生態、工業和人口；長遠來說，更可提升生產力，促進經濟發展。



The economic relevance of ten river basins

A new report from Frontier Economics reveals that in 2010, the ten most populated river basins in the world were home to more than a quarter of the world's population. It is forecast that almost a quarter of global GDP could be generated in these basins by 2050, which would then be as large as the economies of the United States, Japan and Germany combined.

However, it is also forecast that by 2050, without any improvement in water resource management, seven of these basins will face unsustainable water consumption, meaning at least 30% of the natural water run-off will be consumed. This could mean that the expected GDP growth in the river basins would not materialise. In addition, the ecosystems could be permanently damaged, affecting the ability of communities and businesses to thrive.

十大河流域的經濟關聯性

Frontier Economics 為滙豐編撰的一份新報告指出，於 2010 年，世界十大人口最稠密的河流流域佔全球人口超過四分之一。預測到了 2050 年，這十大流域將會創造全球國內生產總值的四分之一，超越美國、日本及德國的未來經濟體系的總和。

然而報告亦預測，到了 2050 年，如水資源管理的情況沒有任何改善，其中七個流域將面對不能持續的耗水量，即耗用了 30% 以上的天然徑流。這樣的話，所預期的國內生產總值增長可能無法實現，而周邊的生態系統更會受到永久性損害，影響社區及企業的發展能力。

World GDP share of ten most populated river basins 十大人口最稠密河流域分佔的全球國內生產總值

River 河流	Country/Region 國家／地區	Population in 2010 2010年的人口		Basin GDP in 2010 2010年的流域國內生產總值		Basic GDP in 2050 2050年的流域國內生產總值	
		(million) (百萬)	(% world) (佔全球百分比)	(billion USD) (十億美元)	(% world) (佔全球百分比)	(billion USD) (十億美元)	(% world) (佔全球百分比)
Ganges 恒河	India, Bangladesh, Nepal 印度、孟加拉國、尼泊爾	528	7.7%	690	1.1%	5,776	3.0%
Yangtze (Chang Jiang) 長江	China 中國	407	5.9%	1,796	2.9%	14,810	7.8%
Indus 印度河	India, China, Pakistan 印度、中國、巴基斯坦	254	3.7%	281	0.5%	1,522	0.8%
Nile 尼羅河	Northeastern Africa 非洲東北部	207	3.0%	304	0.5%	3,035	1.6%
Huang He (Yellow River) 黃河	China 中國	170	2.5%	751	1.2%	6,187	3.3%
Huai He 淮河	China 中國	103	1.5%	457	0.7%	3,766	2.0%
Niger 尼日爾河	West Africa 非洲西部	100	1.4%	105	0.2%	753	0.4%
Hai 海河	China 中國	96	1.4%	426	0.7%	3,511	1.9%
Krishna 奎師那河	India 印度	89	1.3%	126	0.2%	1,052	0.6%
Danube 多瑙河	Central & Eastern Europe 中歐及東歐	81	1.2%	1,305	2.1%	6,432	3.4%
Total 總計		2,036	29.5%	6,240	10.1%	46,844	24.7%

Source 資料來源：Frontier Economics¹

¹ Data sources: World Bank (GDP), United Nations (Population), Water Footprint Network Database (Population in river basins); Assumptions: GDP per head per river basin equal to average GDP per capita in country where largest share of river basins is located; River basin population as share of country population remains constant at 2005 levels

數據來源：世界銀行（國內生產總值）、聯合國（人口）、Water Footprint Network Database（河流域人口）；假設：每個河流域的人均國內生產總值等於全國的人均國內生產總值平均值，而所選國家為河流域所佔比例最大的一個；河流域人口佔全國人口維持於2005年的水平

Integrated water resource management

An integrated WRM approach is necessary to manage future water scarcity and should focus on maximising economic efficiency in water use in response to increasing water demands, on equity in access to water resources, and on environmental and ecological sustainability, which translates into managing water systems so as not to undermine their ecosystem services.

In particular, an integrated WRM will need to manage and balance the benefits to be obtained from water resources rather than simply managing the water resource itself. This is so given that ecosystems typically provide multiple services, and different sectors (e.g. people, agriculture, industry) have differing ecosystem service needs.

An important aspect of an integrated WRM strategy at basin level is the monitoring of hydrological conditions. Effective WRM requires some level of monitoring to establish water availability for allocation or to assess risks to communities and ecosystems (e.g. groundwater level fluctuations). Local community-based institutions (e.g. water user committees, local councils, local government) can help establish operating principles for water use and be part of an integrated WRM at basin level.

綜合水資源管理

綜合水資源管理的目標，是在用水量上升、水資源日益匱乏下，仍可創造最大的經濟效益；維持居民生活基本所需的食水供應；以及不損害水源的生態系統，以達致環境及生態的可持續性。

一個生態系統可為人類提供很多益處，而不同的活動（如生活起居、農業、工業）對生態系統的需求也不同。因此，綜合水資源管理並不只是管理水資源而已，而是需要管理和平衡從水資源所得的益處。

在流域進行綜合水資源管理，其中的重要一環便是監察流域的水文狀況，記錄可用水量，以便對社區及生態系統進行水的分配及風險評估（如地下水位變動）；至於當地社區的組織（如用水戶的委員會、民間團體、地區政府），則可制訂用水的操作原則。

The USD100 million Water Programme

In mid-2012, HSBC launched the 5-year, USD100 million HSBC Water Programme in partnership with three expert NGOs — WaterAid, WWF and Earthwatch. The programme aims to provide water, sanitation and hygiene to communities in need; protect key river basins vital to communities and business around the world; and promote the value of water to HSBC's community of employees through learning and volunteering.

In the future, HSBC will continue to share the findings from its Water Programme research with policymakers, NGOs and businesses worldwide, so that it can play a part in tackling one of the greatest challenges of our time.

1億美元的水資源計劃

在2012年中，滙豐與三個知名環保組織——世界自然基金會、WaterAid及守望地球組織——合作，推出了為期五年及投放1億元的「滙豐水資源計劃」，計劃將為有需要的社區提供飲用及衛生所需的食水；保護全球多個對社區及企業有所貢獻的河流域；以及透過教育及義工活動，向滙豐的員工推廣水的重要性。

於未來，滙豐將會繼續分享計劃的研究成果，與世界各地的決策者、非政府組織和企業，攜手應對這個全球性的龐大挑戰。

Congratulations to Ir Dr W. K. Lo on His Election to LegCo 祝賀盧偉國副主席當選立法會議員



Ir Dr Hon W. K. Lo, BBS, MH, JP
盧偉國議員, BBS, MH, 太平紳士

We would like to extend our warmest congratulations to Ir Dr W. K. Lo, HKQAA's Deputy Chairman, who was elected to Hong Kong's Legislative Council in the Engineering Functional Constituency in the 9th September elections.

Dr Lo was President of the Hong Kong Institution of Engineers in 2007/08 and was a Sha Tin District Councillor for many years. He is currently a member of the Town Planning Board, the Council for Sustainable Development, the Advisory Council on the Environment, the Building and Tender committees of the Housing Authority, the Hong Kong Science Park Board of Directors, and the Hong Kong Certification and Testing Council.

Dr Lo's expertise and areas of service cover infrastructure, town planning, environment, housing, technology, industry, education and community service. He has over 30 years of experience in engineering, industrial management, technology innovation and market development. He has also worked as Asia-Pacific president of a multinational technology group and deputy chairman of a listed electronics enterprise. He was voted one of the "Ten Outstanding Young Persons" in Hong Kong and "Young Industrialist" of the year in 1992.

HKQAA believes that, with his rich professional knowledge and experience in community service, Dr Lo will continue to contribute significantly to the industry and society in his term of office of Legco.

2012年9月9日立法會選舉完滿結束，本局謹此祝賀副主席盧偉國博士工程師，當選工程界功能界別議員。

盧博士為香港工程師學會2007至2008年度會長，曾出任沙田區議員多年。現任城市規劃委員會委員、可持續發展委員會委員、環境諮詢委員會委員、香港房屋委員會建築小組及投標小組委員會委員、香港科技園公司董事局成員、香港檢測和認證局委員等。

盧博士的專業歷練和社會服務，遍及基建、規劃、環境、房屋、科技、產業、教育、社區等。具三十多年跨地域的工程專業、產業管理、科技創新及市場開拓經驗。曾任跨國科技集團亞太區總裁、上市電子企業副主席等。現任多所大學和院校的榮譽院士或客座教授，於1992年獲頒「香港十大傑出青年」和「香港青年工業家獎」。

相信盧博士憑藉豐富的專業知識及社會服務經驗，定能在新一屆立法會中，為業界及社會帶來更大貢獻。

Caring for Community 實踐社責 支持社區發展

From 19 to 25 September 2012, delegates from HKQAA, including Dr Michael P. H. Lam, CEO, and Ms Bess Choi, Assistant Director (Corporate Finance), visited Gansu, Ningxia and Inner Mongolia. They exchanged with local charity and volunteer groups about their aid programmes for education and health care, and learned more about the livelihood of local communities in these places. Through supporting the development in poor areas, HKQAA hopes to promote the organisation's values, such as social responsibility.

On 5 July, Ms Jorine Tam, Assistant Director (Strategic Business) of HKQAA, presented scholarships to the outstanding students on the 2011/12 Youth College Scholarship Presentation Ceremony. The Youth College is a member of VTC Group and offers an interactive learning environment for young people above Secondary 3 to acquire knowledge and skills to prepare them for further studies or employment.



今年9月19至25日，本局總裁林寶興博士與財務助理總監蔡少芳小姐代表本局，探訪了甘肅、寧夏、內蒙古等地區，與當地慈善團體及義工交流有關教育和醫療的支援工作，加深了

解當地民情。本局希望透過支持貧困地區的發展，讓本局「社會責任」的共同價值觀得以宣揚。

而在7月5日，本局策略業務助理總監譚玉秀小姐代表本局，出席青年學院2011/12年度獎學金頒獎典禮，頒贈獎學金予成績優異的學生。青年學院是VTC機構成員之一，為中三以上程度的青少年提供通用技能及專業課程，為將來升學及就業作好準備。



The 5th My Dream Home Contest Awards Ceremony

第五屆「理想家園」比賽頒獎典禮

The 5th HKQAA “My Dream Home” Writing, Photo, Drawing and Poster Design contest was brought to a close at an Awards Ceremony-cum-Variety Performance at Sheung Wan Civic Centre on 13 July 2012.

This year's contest was jointly promoted by the Education Bureau and the Guangzhou Youth Cultural Exchange Center, and was the second to involve Guangzhou and neighbouring regions. More than 4,000 submissions were received and the award list is now on HKQAA's website.

HKQAA hopes to help young people establish a sense of responsibility towards society at an early age. “My Dream Home” encourages primary and secondary school students to communicate their expectations of their ideal living place through visual arts and writing, thus nurturing their commitment to civic responsibility.



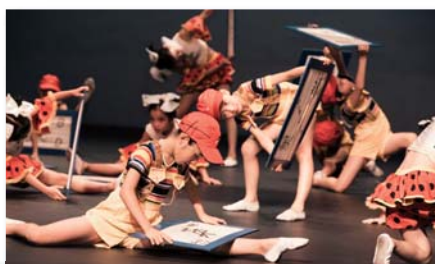
香港品質保證局連續第五年舉辦的「理想家園徵文、攝影、繪畫及海報設計比賽」，已於2012年7月13日晚上假上環文娛中心劇院舉行的頒獎禮暨綜藝晚會上圓滿結束。

今屆比賽為連續第二年邀請廣州及鄰近地區參與，在香港教育局及廣州市團校廣州市青年對外文化交流中心的攜手推動下，反應踴躍，收到逾四千份作品，得獎名單已於本局網站公布。

本局期望幫助社會未來的棟樑——年青人從小建立對社會的責任感。「理想家園」比賽讓中、小學生透過視覺藝術及文字，表達對理想家園的憧憬，從而培養履行公民義務和責任的精神。

▶ Three participating schools from Hong Kong and Foshan city were invited to perform music, dance and martial arts, and they received enthusiastic applause

仁濟醫院王華湘中學、佛山同濟小學、佛山城南小學於典禮上表演音樂、舞蹈及武術，贏得現場不少掌聲



▲ Mr Prof. Peter K. W. Mok, Chairman of HKQAA, encourages the schoolchildren

本局主席莫國和教授工程師在台上勉勵一眾莘莘學子



▲ Winners of the 5th contest with guests and the panel of judges
第五屆「理想家園」比賽的得獎者與眾嘉賓及評判團合照



▲ Mr Dr Hon W. K. Lo and Mr C. S. Ho, Deputy Chairmen of HKQAA, present certificates to awardees

本局副主席盧偉國議員及何志誠工程師向同學頒發獎狀



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Other Highlights 其他亮點

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International 國際

Publication of ISO 20121 for Event sustainability management

ISO has recently released a new standard that aims to help organisers of major events to integrate sustainability issues into their planning and other activities. ISO 20121:2012 ("Event sustainability management systems – requirements with guidance for use") can be used for all types of events ranging from local celebrations such as concerts to international events such as the Olympics. It is relevant to all types of organisations that are involved with the event, including, for example, event managers, caterers and other suppliers.

The standard provides a framework for identifying the potential negative social, economic and environmental impacts of events and mitigating them through better planning. Members of the sustainability team for the London Organising Committee of the Olympic and Paralympic Games provided input to the development of this standard.

ISO 20121 is another standard in ISO's suite of management system standards that has adopted the new "High Level Structure" and "common text" that will be used for ALL future management system standards, including the revision to ISO 9001 and ISO 14001 that are currently underway.

UNIDO, CNCA and the IAF begin new project in China for ISO 9001

UNIDO (United Nations Industrial Development Organization), CNCA (the Certification and Accreditation Administration of the People's Republic of China) and the IAF (International Accreditation Forum) are initiating a collaborative one-year project to assess the economic impact and effectiveness of ISO 9001 Quality Management System Certification in China. This follows the publication by UNIDO of the results of an earlier extensive survey carried out in other Asian developing countries (see <http://www.unido.org/index.php?id=o6397>).

The project was launched at official ceremonies in Beijing and Hangzhou at the end of September, and will include the following key activities:

- Survey of major purchasing organisations, to assess their level of satisfaction with the performance of their ISO 9001-certified suppliers.
- A survey of approximately 5,000 certified organisations, to evaluate their reasons for implementing a quality management system; choice of and use of consultants; costs of implementation; choice of certification body and experiences during the certification process, among other topics.
- A series of "market-surveillance" visits to a sample of approximately 1,000 certified organisations in China to assess the level of confidence that can be derived from their ISO 9001 certification. This will use the recently-published IAF guidance "IAF ID 4:2012 Market Surveillance Visits to Certified Organisations" which was developed based on the results of the earlier UNIDO project in Asia.

《ISO 20121 可持續發展活動管理體系》正式出版

國際標準化組織 (ISO) 最近出版了《ISO 20121 可持續發展活動管理體系——要求及使用指南》，旨在協助機構在籌辦大型活動時，引入可持續發展的要素；任何類型的活動，小至如演唱會等的地區慶祝項目，大至如奧運會的國際盛事，均可適用。認證範圍可涉及所有參與活動的機構，如活動策劃公司、膳食及其他供應商等。

此標準能提供一個框架，幫助機構在籌備活動時，找出可能損害社會、經濟及環境的地方，並透過規劃去根除問題。ISO在草擬體系標準時，獲得了倫敦奧運及殘奧會的籌備委員會提供意見。

ISO 20121 是以「高階架構」及「相同文本」兩個新方式編寫。ISO 出版的所有新國際標準，包括現正進行修訂的 ISO 9001 及 ISO 14001，將會採用此方式編寫。

UNIDO、CNCA、IAF 在中國開展 ISO 9001 項目計劃

UNIDO (聯合國工業發展組織)、CNCA (中國國家認證認可監督管理委員會)、IAF (國際認可論壇) 正合力開展一項為期一年的項目計劃，評審《ISO 9001 質量管理體系》認證在中國實施的經濟效益和效用。此前，UNIDO 曾發表一項在亞洲其他發展中國家進行的深入調查 (可參閱 <http://www.unido.org/index.php?id=o6397>)。

此計劃已於9月尾分別在北京和杭州舉行的官方典禮上宣布開展，其主要內容包括：

- 調查各大採購商，了解他們對已獲 ISO 9001 認證之供應商的滿意度。
- 調查約 5,000 間獲認證機構，了解他們實施質量管理體系的原因、顧問的選擇和使用情況、實施體系的成本、認證機構的選擇情況、認證過程的體驗等。
- 對約 1,000 間獲認證機構進行一連串的「市場監察」訪問，了解其 ISO 9001 認證所能產生的信心程度。調查過程會根據 IAF 最近出版的《IAF ID 4:2012 獲認證機構的市場監察訪問》指南進行 (該指南參考 UNIDO 早前在亞洲的調查結果編寫)。

New Certified Clients 新認證客戶

May 2012 to July 2012 | 2012年5月至2012年7月



Memorable Moments 紀念一刻

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 May to July 2012, we have been pleased to welcome 50 organisations to our community. Among them, they have obtained 64 certificates of ISO 9001, ISO 14001, ISO 22000, ISO 50001, OHSAS 18001, HCS, HKQAA HACCP, HKQAA-WSMS-COMM, HKQAA-WSMS-FINE, HKQAA-WSMST-COM, HKQAA-WSMST-FIN, SA8000:2008, SQM-ES and TL-H 5.0/4.5. We believe the new members will contribute to the overall success of the brand that adds values to stakeholders.

香港品質保證局自1989年成立以來，致力協助工商界實施管理體系，有效地達至機構和營商目標。

由2012年5月至7月期間，香港品質保證局共頒發64張證書，包括ISO 9001、ISO 14001、ISO 22000、ISO 50001、OHSAS 18001、HCS、HKQAA HACCP、HKQAA-WSMS-COMM、HKQAA-WSMS-FINE、HKQAA-WSMST-COM、HKQAA-WSMST-FIN、SA8000:2008、SQM-ES及TL-H 5.0/4.5。在此謹祝賀50家機構加入獲認證的行列。本局深信，新成員的加入將可為我們的品牌和利益相關方面帶來更大的裨益。





























Hong Kong 香港

Course Title 課程名稱		Duration (Day) 課程長度 (天)	Fee (per head) HKD 收費 (每人) 港幣	Course Code & Date 課程編號及日期			
				Nov 十一月	Dec 十二月	Jan 一月	Feb 二月
Quality Management Systems 質量管理體系							
ISO 9001:2008 Quality Management Systems – Introduction ISO 9001:2008 質量管理體系 – 入門		9:00am-12:00 noon Half-day	HKD 100/ HKD 150*		QMS1C/HK-12A 3	QMS1C/HK-01A 10	
ISO 9001:2008 Quality Management Systems – Understanding & Application ISO 9001:2008 質量管理體系 – 理解與應用		1	HKD 1,450/ HKD 1,480*	VM1C/HK-11A 1	VM1C/HK-12A 4	VM1C/HK-01A 7	VM1C/HK-02A 1
ISO 9001:2008 Quality Management Systems – Internal QMS Auditor Training ISO 9001:2008 質量管理體系 – 內部審核員培訓		2	HKD 3,000	VM3C/HK-11A 26-27	VM3C/HK-12A 13-14	VM3C/HK-01A 21-22	VM3C/HK-02A 27-28
ISO 9001:2008 Quality Management Systems Documentation ISO 9001:2008 質量管理體系文件		1	HKD 1,500		QMS4C/HK-12A 20		
The Must-know Essentials for Quality System Management Representative 質量管理體系 – 管理者代表重要須知		1	HKD 1,500			MT23C/HK-01A 4	
Quality Management Systems Auditor/Lead Auditor Training Course (IRCA Reg# A17071) 質量管理體系 – 主任審核員證書培訓課程 (IRCA 註冊號 A17071)		5	HKD 10,500/ HKD 10,000*	QMS/IRCA/11 5-9			
Energy / Environmental Management Systems 能源及環境管理體系							
ISO 14001:2004 Environmental Management Systems – Understanding & Application ISO 14001:2004 環境管理體系 – 理解與應用		1	HKD 1,500/ HKD 1,400*	EMS2C/HK-11A 30		EMS2C/HK-01A 11	
ISO 14001:2004 Environmental Management Systems – Internal EMS Auditor Training ISO 14001:2004 環境管理體系 – 內部環境管理體系審核員培訓		2	HKD 3,000/ HKD 2,900*		EMS3C/HK-12A 6-7		EMS3C/HK-02A 25-26
ISO 50001:2011 Energy Management Systems – Understanding & Application ISO 50001:2011 能源管理體系 – 理解與應用		1	HKD 1,500		EM07C/HK-12A 17		
GreenHouse Gas Verifier Training 溫室氣體驗證員		2	HKD 3,000			EM09C/HK-01A 24-25	
Occupational Health and Safety Management 職業健康和安全管理							
OHSAS 18001:2007 Occupational Health and Safety Management Systems – Understanding & Application OHSAS 18001:2007 職業健康和安全管理體系 – 理解與應用		1	HKD 1,500/ HKD 1,400*	OHS8C/HK-11A 29		OHS8C/HK-01A 18	
OHSAS 18001:2007 Occupational Health and Safety Management Systems – Internal OHS Auditor Training OHSAS 18001:2007 職業健康和安全管理體系 – 內部職業健康和安全管理體系審核員培訓		2	HKD 3,000/ HKD 2,900*		OHS9C/HK-12A 10-11		OHS9C/HK-02A 4-5
Risk Assessment for Safety Management Implementation 安全管理之風險評估及措施		1	HKD 1,500		OH04C/HK-12A 3		
OHSAS 18001:2007 Occupational Health and Safety Management Systems Auditor/Lead Auditor Training OHSAS 18001 職業健康和安全管理體系 – 主任審核員證書培訓課程		5	HKD 10,500/ HKD 10,000*	OH06E/HK-11A 19-23			
OHSAS 18001:2007 Occupational Health and Safety Management Systems Auditor/Lead Auditor Conversion Training OHSAS 18001 職業健康和安全管理體系 – 主任審核員轉證培訓課程		3	HKD 6,700/ HKD 6,200*	OH11E/HK-11A 19-21			
Food Safety & Wine Storage 食物安全及酒貯存							
ISO 22000:2005 Food Safety Management Systems Auditor/Lead Auditor Course (IRCA Reg#17289) ISO 22000:2005 食品安全管理體系 – 主任審核員證書培訓課程 (IRCA 註冊號 17289)		5	HKD 10,500/ HKD 10,000*	IRCA/FSMS/11 12-16			
Implementing HACCP for Food Businesses Programme 實踐食物安全重點控制課程		2	HKD 3,500/ HKD 3,200*			HA10C/HK-01A 8-9	
Understanding and Application of HKQAA Wine Storage Management Systems Specifications 建立優良存酒設備 – 理解與應用		2:00pm-6:00pm Half-day	HKD 900/ HKD 820*			QM01C/HK-01A 10	
Integrated Management Systems 綜合管理							
Integrated Management Systems Set Up & Audit Approach 綜合管理體系 – 建立與審核方法		2	HKD 3,200			IMS 2C/HK-01A 28-29	
Corporate Social Responsibility 企業社會責任							
How to Prepare Corporate Sustainability Report? 如何撰寫企業持續發展報告		1	HKD 1,500			SR01C/HK-01A 14	
An in-depth Understanding of ISO 26000 – What Does Social Responsibility Mean to Your Organization? 深入剖析 ISO 26000 – 社會責任對機構的意義		2	HKD 3,500/ HKD 3,200*		SR03C/HK-12A 11-12		
Management Tools, Skill for Improvement 管理工具和技能							
ISO 31000:2009 Principles and Guidelines for Risk Management – Understanding & Application ISO 31000:2009 風險管理的原因及指引 – 理解與應用		1	HKD 1,500	MT41C/HK-11A 28			
Managing Organizational Change 企業改革的管理		1	HKD 1,700/ HKD 1,600*	MT48C/HK-11A 5			
The Art of Mediation : A Powerful Management Tool of Conflict Resolution 和解的藝術 : 工作間的衝突管理		1	HKD 1,500		EW33C/HK-12A 10		
Lean Sigma Green Belt 精益六西格瑪綠帶		4	HKD 8,600			EW31C/HK-01A 7-8 & 14-15	
Overview of ISO 22301 Business Continuity Management System (BCMS) ISO 22301 營運持續管理體系概覽		2:00pm-5:30pm Half-day	HKD 1,000	MT52E/HK-11A 2			
ISO 22301 Business Continuity Management System (BCMS) – Understanding & Application ISO 22301 營運持續管理體系 – 理解與應用		1	HKD 1,800				MT51C/HK-02A 22
Telecom and Information Service Management 電訊及訊息安全服務管理							
ISO 27001:2005 Information Security Management Systems Auditor/Lead Auditor Course (IRCA Reg.#17321) ISO 27001:2005 信息安全服務管理 – 主任審核員證書培訓課程 (IRCA 註冊號 A17321)		5	HKD 12,000/ HKD 11,000*	ISE6E/HK-11A 29 Oct - 2 Nov			
ISO/IEC 20000 IT Service Management Auditor Course ISO/IEC 20000 信息技術服務管理審核員培訓		2	HKD 5,800			IS03C/HK-01A 15-16	
HKQAA Sustainable Building Index (HKQAA SBI) 香港品質保證局樓宇可持續發展指數							
HKQAA Sustainable Building Index (HKQAA SBI) – Understanding & Verification 樓宇可持續發展指數 – 理解與驗證		1	HKD 1,450		SBI1C/HK-12A 18		SBI1C/HK-02A 21

Remarks
備註

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Mainland China 中國內地

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			
				Nov 十一月	Dec 十二月	Jan 一月	Feb 二月
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/GZ-11A GZ 12 VM1P/SH-11A SH 21		VM1P/GZ-1A GZ 9 VM1P/SH-1A SH 16	VM1P/SH-2A SH 26
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/GZ-11A GZ 13-14 VM3P/SH-11A SH 22-23		VM1P/GZ-1A GZ 10-11 VM1P/SH-1A SH 17-18	VM1P/SH-2A SH 27-28
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	RMB 980		MT23P/GZ-12A GZ 7 MT23P/SH-12A SH 7	MT23P/GZ-1A GZ 14	
ISO 9001:2008 Quality Management Systems Documentation Training ISO 9001:2008 质量管理体系文件课程		1	RMB 780		QMS4P/GZ-12A GZ 6		
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-11A SH 8 EMS2P/GZ-11A GZ 19		EMS2P/GZ-1A GZ 2	
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-11A SH 9-10 EMS3P/GZ-11A GZ 20-21		EMS3P/SH-1A SH 29-30 EMS2P/GZ-1A GZ 3-4	
IECQ HSPM QC080000 – Internal Auditor Training IECQ HSPM QC080000 – 内部审核员培训		2	RMB 1,500		IE01P/GZ-12A GZ 4-5		
Occupational Health and Safety 职业健康和安全							
OHSAS 18001:2007 Occupational Health and Safety 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/GZ-12A GZ 24 OHS8P/SH-12A SH 10		OHS8P/GZ-2A GZ 25
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/GZ-12A GZ 25-26 OHS9P/SH-12A SH 11-12	OHS9P/SH-1A SH 9-11	OHS8P/GZ-2A GZ 26-27
Wine Sector 酒贮存							
Understanding and Application on Implementation of Excellent Wine Storage Management Systems 如何运营优良存酒设备		1	RMB 1,200	QM03P/GZ-11A GZ 9			
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/GZ-12A GZ 20-21		
WRAP (Worldwide Responsible Accredited Production) Understanding Training WRAP 环球可信社会责任生产组织之条文解读课程		1	RMB 780		WR01P/GZ-12A GZ 10		
An in-depth Understanding of ISO26000 – What Does Social Responsibility Mean to Your Organization? 深入剖析 ISO26000—社会责任对机构的意义		2	RMB 2,500	SP03P/GZ-11A GZ 12-13			
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-11A SH 23 BS02P/GZ-11A GZ 21		BS02P/SH-1A SH 15	BS02P/SH-2A SH 2 BS02P/GZ-2A GZ 25
Management Tools and Skills 管理工具和技能							
Manufacturing workshop Management practices – Group Leader Management 制造车间管理实战—班组长工作篇		1	RMB 980		MT33P/GZ-12A GZ 18		MT33P/GZ-2A GZ 27
Crisis Management Workshop 突发事件应急管理工作坊		2	RMB 1,800	MT34P/GZ-11A GZ 23-24			
Comprehensive Quality Promotion Of Management 管理干部综合素质提升		2	RMB 1,800	MT37P/GZ-11A GZ 15-16			
6S Site Management and 8D Technique 6S 现场管理及 8D 手法		1	RMB 980	MT39P/GZ-11A GZ 9		MT39P/GZ-1A GZ 14	
Lean Production 精益生产		2	RMB 1,800		MT40P/GZ-12A GZ 17-18		
How to construct and manage the sales team 如何建设和管理销售队伍		1	RMB 980			MT49P/GZ-1A GZ 8	
Enhance customer satisfaction management workshops 提升客户满意度管理工作坊		1	RMB 1,200	MT50P/GZ-11A GZ 7			
Telecommunications and Information Service 电讯和资讯服务							
Understanding the Essence of TL 9000 Requirements Handbook R5.0 TL 9000 R5.0 质量管理体系要求手册改版精要		1	RMB 1,280	TL03P/GZ-11A GZ 15 TL03P/SH-11A SH 30			TL03P/SH-2A SH 1
Understanding the Essence of TL 9000 Measurements Handbook R4.5 TL 9000 R4.5 质量管理体系测量手册改版精要		1	RMB 1,280		TL05P/GZ-12A GZ 18		
TL 9000 R5.0/R4.5 Quality Management Systems – Internal Auditor Training TL 9000 R5.0/R4.5 质量管理体系—内部审核员培训		3	RMB 3,800		TL04P/GZ-12A GZ 18-20 TL04P/SH-12A SH 5-7	TL04P/SH-1A SH 23-25	TL04P/GZ-2A GZ 25-27
TL 9000 R5.0/R4.5 Quality Management Systems – Auditing TL 9000 R5.0/R4.5 质量管理体系审核课程 (QuEST 论坛认可课程)		3	RMB 9,600	TL02P/GZ-11A GZ 5-7		TL02P/GZ-1A GZ 15-17	
Six Sigma 六西格玛							
Introduction of Six-Sigma 6 Sigma 倡导者课程—入门级		1	RMB 1,800		EW04P/GZ-12A GZ 19		

For registration and enquiry
報名及查詢

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For training course details and online registration, please visit HKQAA website 詳細課程資料及網上報名, 請瀏覽香港品質保證局網頁

<http://www.hkqaa.org>

香港品質保證局
專題研討會2012

前瞻管理策略 應對世界萬變

2012年11月30日(星期五) 報名查詢

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- **倪國夫博士 (Dr Nigel H. Croft)**
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- **陳志誠先生 (Mr Rick Truscott)**
中華電力有限公司發電業務部總監
- ...及其他集團企業的高層管理人員

* 更多講者有關資料請瀏覽我們的網頁

焦點專題

上午專題環節(早上9時15分至中午12時正) 七樓朗豪廳

- 機構風險的系統化管理
- 企業碳管理 — 碳足跡規劃、交易和補償
- 食水短缺對商界的潛藏風險
- 雲端安全 — 新興技術的風險管理
- ISO 管理體系標準未來的策略性轉變

下午專題環節(下午2時正至4時45分) 七樓朗豪廳

- 香港樓宇可持續發展調查結果
- 推動樓宇可持續發展的策略性管理
- 提升管理績效的「關係合約」策略
- 香港最高建築 — 環球貿易廣場之能源管理
- 怎樣為最壞情況作準備：營運持續管理的良好個案分享

分場環節(下午3時正至4時正) 八樓山東廳

- HKQAA-HSBC 企業社會責任先導者標誌頒發典禮暨發布會
(只限獲邀請人士)

HKQAA Symposium 2012

Farsighted Management Strategies in an Unpredictable World

30 November 2012 (Friday)

Langham Place Hotel,
555 Shanghai Street, Mongkok, Kowloon

Enquiries:

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(852) 2202 9111 (General Line)

Speakers:

- **Mr Alfred Sit, JP**
Acting Director, Electrical & Mechanical Services Department, The Government of the HKSAR
- **Mr Antony Ma**
Chairman, Cloud Security Alliance Hong Kong & Macau Chapter
- **Mr Chan Siu Tack**
Assistant Director (Estate Management), Housing Department, The Government of the HKSAR
- **Ms Connie Sham**
Senior Manager of Strategic Business, HKQAA
- **Ms Debra Tan**
Director, China Water Risk
- **Mr Jeff Huang**
Managing Director for Greater China, IntercontinentalExchange
- **Mr John Lamond**
General Manager, Safety, Security and Business Continuity, Airport Authority Hong Kong
- **Mr Lewis Lam**
Assistant General Manager, Kai Shing Management Services Limited
- **Mrs Mimi Cunningham**
Director of Human Resources and Sustainability, The Hong Kong Jockey Club
- **Dr Nigel H. Croft**
Chairman, ISO Technical Subcommittee on Quality Systems (ISO/TC176/SC2)
- **Mr Rick Truscott**
Director – Generation, CLP Power Hong Kong Limited
- ...and Senior Executives from other leading companies and organisations

* Please visit our website for full speaker list

Programme:

Morning Session (9:15am – 12:00pm) **Ballroom, 7/F**

- Systematic approach to managing organisational risks
- Corporate carbon management – footprint planning, trading and offsetting
- Fresh water scarcity: hidden risks to business
- Cloud security – risk management of the rising technology
- Upcoming strategic changes to ISO's management system standards

Afternoon Session (2:00 – 4:45pm) **Ballroom, 7/F**

- Findings of Hong Kong building sustainability research
- Drive building sustainability via strategic management
- Relationship contracting: a strategy for performance improvement
- Energy management of ICC – the tallest skyscraper in Hong Kong
- How to prepare for the worst: good practices in business continuity management

Breakout Session (3:00 – 4:00pm) **Shantung Room, 8/F**

- HKQAA-HSBC CSR Advocate Mark Presentation Ceremony 2012 and Press Conference
(by invitation only)

Farsighted Management Strategies in an Unpredictable World

前瞻管理策略·應對世界萬變

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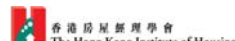
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