



# VISION 管 略

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

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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，所有刊登於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。

## Keep pace with emerging management trends

First published in 1987, ISO 9000 has consistently been one of the most popular standards in the world. This universally recognised standard of quality has proven to be an effective management tool for organisations of almost every type and size. It has also formed the basis for the development of other management systems, in areas such as the environment, energy and food safety.

The astonishing growth of information technology, globalisation and social changes have had a significant impact on numerous organisations in the second decade of the 21st century. To keep pace with such trends, the ISO standards need periodic revision, to ensure they are continually applicable to our ever-changing world. ISO will therefore release an extensive revision of its flagship ISO 9001 in 2015. There will also be some other new - or new versions of - standards in the coming years, such as ISO 45001, occupational health and safety, and ISO 14001, environmental management systems requirements. Many far-sighted management philosophies and implementation methodologies are continually evolving to cope with emerging trends, providing new directions for organisations to achieve quality and business aims in today's marketplace.

HKQAA is committed to introducing state-of-the-art management systems to local organisations, and to sharing the latest knowledge and management technology. This year, we will organise a series of seminars and workshops to keep organisations abreast of the latest developments in ISO standards and innovative management practices.

An upcoming seminar will be presented by the renowned W. Edwards Deming Institute. An institute expert will share guidelines from the management philosophy of Dr W. Edwards Deming, the Father of Quality. He will talk about how understanding these guidelines can help senior executives remove barriers to quality brought about by traditional leadership practices, and achieve optimisation of their overall organisation.

In this issue of VISION, we are pleased to feature an interview with Mr Kevin Edwards Cahill, the Deming Institute's President and Executive Director, about the Deming Management Method and its synergy with quality management systems. Additionally, Dr Nigel H. Croft, the Chairman of the ISO Technical Subcommittee on Quality Systems (ISO/TC176/SC2), gives readers first-hand information about the development of ISO 9001:2015.

We believe our knowledge-sharing channels bring valuable expertise and inspiring insights to local organisations, stimulating them to think ahead and explore more management strategies, so as to proactively seize business opportunities and handle future challenges.

## 緊貼最新管理趨勢

ISO 9000自1987年首次推出以來，一直是全球最受歡迎標準系列之一。不同規模及行業的機構，均採用這個備受國際認同的質量標準及公認有效的管理工具。此外，ISO 9000亦為環境、能源和食品安全等其他管理體系標準，提供了制訂基礎。

不過，踏入二十一世紀第二個十年，資訊科技一日千里，全球一體化及社會急速變遷，已對無數機構帶來深遠的影響。面對瞬息萬變的營商環境，ISO標準亦須定期修訂，方可持續迎合市場的需要。

因此，國際標準化組織(ISO)將於2015年推出旗艦標準ISO 9001的修訂版，並於未來幾年陸續推出其他全新或新版的標準，如ISO 45001職業健康及安全及ISO 14001環境管理體系標準等，務求令各個標準切合現時的營商和社會環境。誠然，不少具前瞻性的管理哲學和實踐方法，均已因應新興趨勢逐漸演化，為機構提供新的策略性方向，以達至質量及營商目標。

香港品質保證局致力為本地機構引入先進的管理體系，分享專業知識和轉移管理技術。今年，我們將舉辦一系列講座和工作坊，讓業界了解ISO標準的最新發展，緊貼國際上高瞻遠矚的管理思維。

即將舉行的其中一個講座，將由國際知名的戴明學院(W. Edwards Deming Institute)的專家主講。他會分享「質量管理之父」戴明博士(Dr W. Edwards Deming)的管理哲學如何有助高層管理人員以新思維領導團隊，摒除傳統做法為質量管理帶來的種種障礙，令機構整體達致最優化水準。

今期《管略》很高興邀請了戴明學院的主席兼行政總裁Mr Kevin Edwards Cahill接受訪問，淺談「戴明管理方法」與質量管理體系的協同效應。另外，ISO質量體系技術委員會(ISO/TC176/SC2)主席倪國夫博士，亦會為讀者帶來ISO 9001:2015草案的第一手資訊。

本局深信透過這些分享渠道，可為本地機構帶來寶貴的專業知識，啟迪它們發掘更多管理策略，積極把握商機，迎接未來挑戰。

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# A Sneak Peek at the New Draft of ISO 9001:2015

## 新版 ISO 9001:2015 草案率先解構

**Dr Nigel H. Croft**  
**Associate Technical Director, HKQAA**  
**Chairman, ISO Technical Subcommittee on Quality Systems (ISO/TC 176/SC2)**  
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**國際標準化組織質量體系技術委員會 (ISO/TC176/SC2) 主席**



The next version of *ISO 9001 (Quality Management Systems – Requirements)* will soon proceed to the DIS (Draft International Standard) stage, after a significant vote of approval of the Committee Draft that was circulated for ballot and comment among ISO Member Bodies in 2013. The Working Group responsible for the revision process met in November 2013 and again in March 2014 to address the various comments received, and the DIS is expected to be published in May this year. The DIS still does not represent the final version of the new standard, however, which will undergo at least one more round of comment and voting within the ISO consensus-building process, but it does signify the first time that the draft has been made available for access by all users outside of the ISO technical community.

### More in line with modern business practices

As Chair of ISO/TC176/SC2, the ISO subcommittee responsible for ISO 9001 and ISO 9004 (among other standards), I am very excited about this revision, which aims to update ISO's flagship standard to be more in line with modern business practices. Some of the improvements that are being incorporated are as follows:

- ISO 9001:2015 will use the new harmonised High Level Structure that has been developed by ISO's Joint Technical Coordination Group, and published in Annex SL of the ISO Directives (available for free download from <http://www.iso.org/sites/directives/directives.html>). This will make life easier for organisations that choose to have a single ("integrated") management system to meet the requirements of multiple standards such as ISO 9001 (Quality), ISO 14001 (Environmental), ISO 27001 (Information Security) and the future ISO 45001 for Health and Safety Management Systems (which is expected to replace OHSAS 18001), among others.
- We are placing much more emphasis on the service sector, by making the overall language of the standard more user-friendly for service organisations, and adapting some of the traditional clauses to focus more on the needs of the service sector. Not only have we given more attention to requirements related to service design and development, and "measuring equipment" as it relates to the service sector, but the standard will now specifically use the terminology "products and services" instead of just "products", as before.
- We are maintaining a strong emphasis on the "Process Approach" that has been so successful in the 2000 and 2008 versions of the standard, whereby an organisation needs to manage its processes in order to achieve the desired outcomes (which, in the case of ISO 9001, means providing customers with "consistent, conforming products").
- Interwoven into the new standard is a focus on "risk-based thinking", whereby an organisation needs to identify the risks (and opportunities!) associated with its activities, and take actions to mitigate the risks of generating non-conforming products (including, of course, services). All processes needed for the quality management system have to be managed using the Plan-Do-Check-Act cycle, but some need a higher degree of control than others if they are to contribute to the organisation's ability to meet its objectives. It is not the intention of ISO 9001:2015 to require all organisations to adopt formal risk management methodologies, but rather to provoke a mentality of "risk-based thinking". Put simply, this means considering risk qualitatively (and, depending on the organisation's context, quantitatively) when defining the rigour and degree of formality needed when planning and controlling individual activities and processes.

過去一年，ISO（國際標準化組織）已為新版本《ISO 9001 質量管理體系——要求》的「委員會草案」完成各單位的傳閱及意見收集，並取得投票通過；而負責改版的工作小組亦分別於去年 11 月及今年 3 月舉行會議，討論收集到的建議。預計「國際標準草案」將會於 5 月出版，標誌著新版本將初次向全球用家亮相。其後，最快只要再經過多一輪意見收集和投票，得到 ISO 內部各界的共識，最終的新版本便能正式出台。

### 與今日營商模式更為接軌

經過修改後，新版本的 ISO 9001 與今日的營商模式更為接軌。作為專責 ISO 9001 及 ISO 9004 等標準的 ISO/TC176/SC2 技術委員會主席，本人對此實深感振奮。以下列出一些修訂的重點：

- 新修訂版的 ISO 9001 將會以 ISO 聯合技術協調小組編寫的「高階架構」及「相同文本」方式編寫，並作為《ISO 指引》中的「附件 SL」出版（可在此免費下載：<http://www.iso.org/sites/directives/directives.html>），更方便機構能透過實行一個綜合管理體系，同時達到多個標準（包括《ISO 9001 質量管理體系》、《ISO 14001 環境管理體系》、《ISO 27001 信息安全管理体系》、將取代 OHSAS 18001 的《ISO 45001 健康和安全管理體系》等）。
- 為了讓服務業更易掌握，新版本對相關的詞彙和內容進行修改，例如補充了「服務設計及開發」和「量度工具」的要求，以及把「產品」一詞擴闊為「產品及服務」等。
- 更強調「過程方法」的實行。「過程方法」即透過管理過程以取得理想的效果（在 ISO 9001 中，即為客戶提供「質素穩定和合格的產品」），其應用在 ISO 9001 的 2000 和 2008 年版本取得了顯著的成效。
- 將「風險管理思維」貫通整個管理體系，要求機構了解其活動所涉及的風險（及機遇），並儘可能降低生產出不合格產品（及服務）的風險。雖然，現時質量管理體系的所有過程已按「策劃—執行—檢查—行動」的模式執行，但為了達到更高的目標，某些過程應受到更嚴謹的監控。其實新版 ISO 9001 並非要求所有機構實行正式的風險管理措施，而是推廣「風險管理思維」，即「質性」地管理風險（某些機構則是「定量」地管理），並在規劃及監控個別活動及過程的時候，調整風險管理的力度和形式。



## Structure of the new version

The structure of the new version of ISO 9001 will follow the following overall “Annex SL” sequence:

<b>1. Scope 範圍</b>	<b>7. Support 支援</b> <ul style="list-style-type: none"> <li>Resources 資源</li> <li>Competence 員工能力</li> <li>Awareness 員工意識</li> <li>Communication 溝通</li> <li>Documented information 文件記錄</li> </ul>
<b>2. Normative references 引用標準</b>	
<b>3. Terms and definitions 詞彙和定義</b>	
<b>4. Context of the organisation 機構環境</b> <ul style="list-style-type: none"> <li>Understanding the organisation and its context 了解機構及其環境</li> <li>Needs and expectations of interested parties 相關利益團體的需求和期望</li> <li>Determining the scope 決定管理體系的範圍</li> <li>Management System 管理體系</li> </ul>	<b>8. Operation 營運</b> <ul style="list-style-type: none"> <li>Operational planning and control (This is where most of the requirements of the current Clause 7 of ISO 9001:2008 will be incorporated) 營運規劃與監控 (舊版中「條文7」的大部分內容將會轉移至此)</li> </ul>
<b>5. Leadership 領導</b> <ul style="list-style-type: none"> <li>Leadership and commitment 領導與承擔</li> <li>Policy 方針</li> <li>Roles, responsibility and authority 職能、職責與權限</li> </ul>	<b>9. Performance evaluation 績效評估</b> <ul style="list-style-type: none"> <li>Monitoring, measurement, analysis and evaluation 監察、測量、分析與評估</li> <li>Internal audit 內部審核</li> <li>Management review 管理評審</li> </ul>
<b>6. Planning 規劃</b> <ul style="list-style-type: none"> <li>Actions to address risks &amp; opportunities 應對風險和機會的措施</li> <li>Objectives and plans to achieve them 目標和計劃實行</li> </ul>	<b>10. Improvement 改進</b> <ul style="list-style-type: none"> <li>Non conformity and corrective action 不符合項與糾正措施</li> <li>Continual Improvement 持續改進</li> </ul>

## 新修訂版的章節結構

新修訂版 ISO 9001 是按照「附件 SL」所列的章節結構編寫，詳細如下：

## Other important revisions

### • No specific requirement in ISO 9001:2015 for a “Management representative”

Of course this does not mean that all Management Representatives will need to start looking for a new job! Their role in coordinating the deployment of the system between the various functions and levels of the organisation will remain an important one. In the past, though, we have found that the top management of some organisations have effectively abdicated their responsibility for the providing leadership regarding the quality management system to the “MR”. ISO 9001:2015 will place more requirements on “top management”, with a focus on ensuring *they* provide leadership at all levels throughout the organisation. ISO 9001:2015 will provide some flexibility in the way in which top management may choose to delegate *some* of the responsibilities for the system and reporting back on its performance, whilst at the same time maintaining overall responsibility for themselves.

### • No more requirement for a “Quality Manual”

Many organisations today have their quality management systems housed on their company intranet, and integrated with other components such as environmental or health and safety management. ISO 9001:2015 will therefore no longer require a specific “Quality Manual”, though in some economic sectors this may continue to be a customer or sector-specific requirement. Equally, if some organisations find it to be of benefit to maintain their Quality Manuals, because of their own specific context, they will be perfectly entitled to do that.

### • No more separate clause on “Preventive action”

This change was made intentionally, and should not be taken to imply that preventive action is no longer important – quite the contrary! The overall focus of a quality management system should be on preventing problems and this idea is now incorporated throughout the standard in the “risk-based thinking” approach mentioned earlier, whereby risks should be taken into consideration on an ongoing basis, and subject to mitigation wherever necessary to prevent nonconforming products or services. We have also noticed in the past that there is a poor understanding in many organisations about the difference between “correction”, “corrective action” and “preventive action”, and the wording of ISO 9001:2015 has been simplified to try to address this. In Clause 10 of the new standard, the organisation will be required to:

- react to the nonconformity, and as applicable:
  - take action to control and correct it and deal with the consequences
- evaluate the need for action to eliminate the causes of the nonconformity, in order that it does not recur or occur elsewhere, by
  - reviewing the nonconformity
  - determining the causes of the nonconformity, and
  - determining if similar nonconformities exist, or could potentially occur

Finally, there will be time for users to make any adjustments necessary to their quality management system – a three-year transition period has already been agreed with ISO/CASCO and the IAF, after publication of the new version, during which certifications to ISO 9001:2008 will continue to be recognised.

## 其他重要修訂

### • 不再需要指定的「管理者代表」

當然，現時的管理者代表不會因此失業的！他們仍需要於各部門維持管理體系的運行，只是在舊有的模式中，我們發現某些機構的領導層把管理體系的責任交給管理者代表全權處理，較少領導他們的工作；而新修訂版則對領導層有更多要求，確保他們領導機構各階層推行工作。不過，新修訂版會容許領導層將部分責任委託給其他人員，但仍須承擔機構整體的監督和領導工作。

### • 不再需要「品質手冊」

現今許多機構已將質量管理體系的資料上傳至公司內聯網，並融入環保或職安健管理等其他元素，因此新修訂版不再要求機構製作一本實質的「品質手冊」。當然，某些機構基於行業、客戶或個別的需要，仍可選擇製作。

### • 不再有「預防措施」的獨立條文

這並非說預防措施不再重要！相反，「如何預防問題發生」已經成為新修訂版ISO 9001的焦點，而「預防措施」則融入「風險思維」的概念中，要求機構在整個管理體系均加入風險的考量，並儘可能避免生產出不合格產品及服務的情況。另外，過去我們發現不少機構會把「糾正」、「糾正措施」、「預防措施」等詞彙混淆，因此新修訂版已把這些詞彙簡化了。以下是新版中「條文10」所列出的要求：

- 如發生不符合項，應進行處理；必要時應：
  - 進行控制及糾正措施，並處理其引致的後果
- 評估是否需要消除「不符合項」的問題根源，以防止問題再次發生或導致更多其他問題。所需程序包括：
  - 審視不符合項的細節
  - 判斷發生的原因
  - 判斷是否存在或有可能出現其他類似的不符合項

最後，ISO 合格評定委員會 (ISO/CASCO) 及國際認可論壇 (IAF) 已通過新版推出後的三年過渡期，在此期間，2008年版的證書仍然有效，讓機構擁有充足的時間調整其管理體系。



# Deming's Management Philosophy and Its Synergy with QMS

## 戴明管理哲學——與質量管理體系相輔相成

Interview with Kevin Edwards Cahill,  
President and Executive Director of The W. Edwards Deming Institute®  
——戴明學院院長兼行政總裁 Kevin Edwards Cahill 專訪

The W. Edwards Deming Institute® was founded by Dr W. Edwards Deming (1900-1993), known as the Father of Quality. An eminent scholar and teacher of a wide range of subjects including statistical variance and systems thinking, he inspired and guided the spectacular rise of Japanese industry after World War II, and the resurgence of the American automobile industry in the late 1980s. The PDSA (plan-do-study-act) principle made popular by Dr Deming has become the basis of quality management systems including the ISO 9001 standard.

VISION interviewed Mr Kevin Edwards Cahill, President and Executive Director of The W. Edwards Deming Institute, on the application of the Deming Management Method (DMM) and its benefits.

威廉·愛德華茲·戴明博士 (1900-1993) 被譽為「質量管理之父」，他是統計方差、系統思維及其他許多不同領域的傑出學者和老師，在生前創立了「戴明學院」。他的學說啟導了日本工業在二次大戰後的強勢崛起，以及美國汽車工業在 80 年代末的復甦；此外，他提倡的 PDSA (「策劃—執行—調查—行動」) 原則，成為日後 ISO 9001 等質量管理體系的基礎。

今期《管略》很榮幸訪問戴明學院的院長兼行政總裁 Kevin Edwards Cahill 先生，暢談「戴明管理法」的應用和助益。



### VISION (V): Can you briefly introduce Dr Deming's philosophy and the Deming Management Method (DMM)?



**Kevin (K):** The Deming Management Method evolved from Dr Deming's keen insights into how systems/organisations actually need to function to achieve the greatest effectiveness (doing the right things) and efficiency (doing the right things in the right ways).

The use of quality tools was one aspect of the biggest game-changing insights that Deming brought forth: **quality and productivity can actually improve together, even as we are lowering costs.** Of course, many people thought Deming was crazy because the status-quo thinking in 1980 was that if you wanted to

increase quality you would also be increasing your costs. Deming turned that notion upside-down and completely changed the way the world thought about quality. Since then, many organisations have embraced control charts, Pareto Charts, Fishbone charts, scatter plots and dozens of other tools and made a big difference in improving quality while decreasing costs.

### The four distinct areas of knowledge

However, this was only about 20% of Deming's body of work related to quality and management. The most potent part of that work, about 80%, was about how to manage organisations at a senior leadership level (vs. at a shop floor or service delivery level) for ever greater effectiveness. By 1981 when he published *Out of the Crisis*, he had developed the now famous '14 Points for Management', which he later incorporated into four distinct areas of knowledge. He called the four distinct areas – and all that they represent – 'The Deming System of Profound Knowledge', which is often referred to as 'The Deming Management Method'. The principles aim at achieving increased speed to market, customer satisfaction and loyalty, increased innovation, reduced stress, reduced waste, increased effectiveness, and hard-to-copy competitiveness; and, as always with everything related to Deming, productivity increases while costs decrease. Dr Deming urged us to accomplish win/win outcomes for owners, employees, customers, suppliers, and communities. And last but not least, he talked about the importance of pride and joy in work – and how to achieve them through genuine means, not through artificial manipulation. The DMM brings it all together in a smooth, consistent, practical, real world and integrated way.

### V: How does DMM improve the performance of an organisation?

**K:** There are numerous benefits that result from implementing the DMM. Allow me talk about this in two ways:

- The first is philosophical: we cannot make an apple or apple tree, but we can create the conditions so the apple tree can grow. The Deming Management Method guides senior leaders to **create the right conditions to optimise the organisation so it can grow.** Through four simple principles – and

### 管略(管): 可否簡介戴明博士的管理哲學和「戴明管理法」?

**Kevin (K):** 戴明博士生前熱心鑽研機構和體系可以怎樣達到最高的效益(做正確的事)和效率(用正確的方法)，「戴明管理法」油然而生。

戴明其中一個最顛覆傳統的主張，便是透過利用質量工具，**即使成本降低，也能同時提高質量和生產力。**事實上，上世紀80年代的思維認為，如要提升質量，成本必須相應增加；而戴明提出了這一個當時被視為瘋狂的思想，並將「管制圖」、「排列圖」、「魚骨圖」、「散佈圖」及其他質量工具，推廣予全球的機構使用，成功扭轉了傳統對質量與成本的迷思。

### 知識體系的四大基石

不過，這還只是戴明畢生研究的兩成內容。他佔了八成的工作，是研究怎樣在領導的層面（而非前線對客的層面）進行管理，以提升機構的營運效益。他在1981年的著作《轉危為安》中，提出了現今為人熟悉的「管理十四法」，這十四點其後歸納為「戴明淵博知識體系」的四大基石，目的在於提升機構對市場的靈活性、增加顧客評價及忠誠度、刺激創新思維、減少壓力和浪費、提升營運效益和難以被複製的競爭力；而最重要的是，提高生產力的同時降低成本。

戴明囑咐我們，要致力為企業、員工、顧客、供應商，以至給整個社會謀求共贏；他亦強調對工作感到自豪及樂趣的重要性，以及如何透過自然、不刻意操作的方式去取得這些滿足感。戴明的管理方法，便是讓機構能順利、穩定、切實、有效地達到這些目標。



### 管: 「戴明管理法」如何提升機構的營運績效?

**K:** 實行「戴明管理法」的好處很多，主要可分為兩個層面：

- 首先是理論層面。我們不能製造出一顆蘋果或一棵蘋果樹，但我們可以創造一個讓蘋果樹生長的环境。「戴明管理法」正是透過四大簡單原則，讓管理人員**創造出讓**



their implementation – the DMM transforms organisations to a higher level of capability and success.

- The second is real world results. Within a few months, managers will measure and observe:
  - Better financial results, cash flow, and profits relative to conditions. Better resource allocation and forecasting – and **a more predictable profit engine**
  - Improved sales, customer relations and vendor relations – along with **decreased cost of sales**
  - Enthusiastic and realistic innovation – and **more targeted marketing**
  - Improved productivity in services and products**, including greater outputs from fewer inputs, improved supply chain and sub-contractor relationships
  - Reduced overheads**, including increased employee motivation (without increasing costs), lower costs in human resources activities/people management, faster and better budgeting, improved cross-departmental collaboration

#### V: How can we make use of DMM to upgrade a company's management system in tandem with ISO 9001?

**K:** The Deming Management Method and ISO 9001 can be quite complementary although their focus may be different in actual practice.

ISO 9001 is a Quality Management System (QMS) that provides a structure for the implementation of achieving the measurable criteria associated with quality products and services. It includes policies, procedures and processes which help to plan for – and execute – quality that is repeatable, and improvable. This is an important function to be able to consistently and reliably produce high quality products and to deliver high quality services, hence achieving technical quality.

#### Removing barriers to quality brought about by traditional leadership practices

As for the DMM, it is about insightful, efficient and effective leadership practices. It aims at removing barriers to quality brought about by traditional leadership practices and replaces them with easier and more effective ways to manage – that also increase everyone's joy in work.

Actually, almost every experienced person who is implementing QMS will tell you the biggest barriers to reducing costs while increasing quality and productivity are the traditionally accepted leadership and management practices. Why? There are many reasons. Here are just three: traditional leadership practices cause unhelpful internal competition, pit departments against one another for resources, and create dashboard metrics which help one department but unintentionally harm another.

The DMM provides the framework and methods for senior leaders to use as they guide the company forward, make strategic decisions, and manage day-to-day issues. And, there is one other key element, and perhaps the most important – and Dr Deming pointed it out time and again – the DMM guides leaders to achieve optimisation of the overall organisation.

It is the insights that senior leaders gain from learning the DMM that makes organisations really 'hum smoothly', and be ever more competitive and innovative.

機構成長、獲得競爭力和成功的條件。

- 在實際層面，管理者在實行「戴明管理法」數月後，便會發現以下進展：
  - 與機構條件相關的財政表現、資金周轉、利潤表現有所改善；更容易調配資源及作出預測——**建立更可預測的利潤引擎**
  - 銷售額上升，與顧客和供應商的關係改善，同時**節省銷售成本**
  - 激發員工提出實用的創新思維，**讓市場推廣目標更集中**
  - 提升服務和產品的生產力**，事半功倍；與供應商及外判商建立良好關係
  - 透過激發員工的動力（而不用增加開支）、減少人事管理項目的開支、開支預算更快更準、改善部門間的合作關係，從而**降低間接成本**

#### 管：對於已實施 ISO 9001 的機構，如何透過「戴明管理法」進一步提升機構營運水平？

**K:** 「戴明管理法」和 ISO 9001 在操作重點上有分別，但兩者又可互相補充。

ISO 9001 是一套質量管理體系，以優質的產品和服務為目標，給機構營運提供一個可量度的框架；其包含一系列程序與過程，以幫助管理者計劃和實現可重複和可改善的質量目標。質量管理體系可以幫助機構穩定地輸出高質素的产品和服務，達到技術上的質量要求，故此十分重要。

#### 消除傳統領導模式為質量帶來的障礙

而「戴明管理法」則是一套著重分析、效率和效果的管理手法，旨在消除傳統領導模式為質量管理所帶來的種種障礙，用更輕鬆和有效的方式進行管理，讓管理者和員工都能在工作中得到樂趣。

事實上，很多推行質量管理體系多年的管理者都會體會到，提升質量及效率和減低成本的最大障礙，便是傳統固有的領導模式；其可能存在的問題包括：導致惡性的內部競爭、促使部門互相爭奪資源、訂出有益公司但對個別部門不利的目標等。

而「戴明管理法」則提供管理框架與方法，幫助管理者推動公司發展，作出策略決定，管理日常事務。最重要的是，「戴明管理法」引導管理者對機構的整體進行優化。透過「戴明管理法」，管理者可學習到如何讓機構運行得更暢順、更具競爭力和創造力。



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## The Deming Management Method for Owners and Executives 經營者及行政人員應用「戴明管理法」

By The W. Edwards Deming Institute® 由戴明學院提供

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In this 2.5-day seminar of being engaged in hands-on learning, senior executives recognise and experience the power of the DMM and what it could mean for them and for their organisations. A number of real world case examples will be provided to expose senior leaders to a variety of different ways to implement the DMM. 此課程歷時兩天半，旨在為管理人員提供「戴明管理法」的實戰培訓，並透過企業實踐個案，學習執行「戴明管理法」的各種方法。

Date & Time 日期及時間: 12-13 / 6 / 2014 (9:30 – 17:30); 14 / 6 / 2014 (9:30 – 12:30) | Language 語言: English 英語

Fee 費用: HK\$13,000 / HK\$ 11,800 (HKQAA Alumni Club members) | Number of seats available 名額: 60

Registration & Enquiry 報名及查詢 | Mr Anson Wong 王先生 EMAIL: anson.wong@hkqaa.org TEL: 2202 9395 / 2202 9111 (General Line 總機)



## International 國際

### ISO Project Committee PC278 makes progress on Anti-Bribery management system standard

Experts from 22 countries have developed a working draft of the new ISO 37001 requirements standard for Anti-bribery management systems. Development of this standard was stimulated in part by the publication of the 2010 UK Bribery Act (published in 2011), which has placed a strong focus on the crimes of bribery, being bribed, the bribery of foreign public officials, and the failure of a commercial organisation to prevent bribery on its behalf. A commercial organisation commits a new offence under the Bribery Act 2010 if a person associated with it bribes another person, intending to obtain or retain business, or an advantage in the conduct of business, for the commercial organisation. This includes, for example an employee, a third-party agent or, in some circumstances, a subsidiary company.

The new ISO 37001 standard will help organisations to demonstrate confidence, both internally and to external stakeholders that they have robust anti-bribery practices in place and that these are being implemented adequately. This will not only help to prevent bribery, but will also serve as a defense if corrupt practices are alleged.

### Global Food Safety Initiative meets in Anaheim, California

The 2014 Global Food Safety Conference was held in Anaheim, California, on 26–28 February 2014. Topics addressed covered all aspects of the theme “One World, One Safe Food Supply”, reflecting the increasingly complex supply chain “from farm to fork”. Of particular interest is the joint effort between GFSI and UNIDO (United Nations Industrial Development Organization) aimed at helping food producers in developing economies (with an emphasis on Small and Medium Enterprises) to address basic food safety issues, and to be able to progress along clearly defined development paths, specified in the GFSI “Global Markets Initiative” until they achieve full conformity with one of the GFSI benchmarked standards. There are several such initiatives underway in Asia.

Prior to the conference, the GFSI Technical Working Groups met to discuss, among other things, Accreditation Oversight of Food Safety Certification Bodies and Auditor Competence.

### Revision of ISO 14001

The latest meeting of the ISO technical committee (ISO TC 207/SC 1) Working Group 5 revising the environmental management system standard ISO 14001 took place in Padua, Italy, in February 2014. The main purpose of the meeting was to review comments from the consultation of the committee draft, revise the text, as applicable, and to prepare a Draft International Standard for vote and comments in mid-2014. Liaison activities between ISO/TC207/SC1 and ISO/TC176/SC2 (the ISO Committee responsible for the development of ISO 9001:2015) are intended to ensure that these two key standards are aligned as far as possible, beyond the alignment imposed by the new ISO harmonised structure for management system standards. This is expected to benefit those users who wish to address quality and environmental topics within a single, integrated system.

### ISO PC278項目委員會在反賄賂管理體系標準上取得進展

來自超過22個國家的專家，已為反賄賂管理體系制訂了新的ISO 37001標準要求草案。此標準是受到2010年英國反賄賂法案(2011年出版)的影響而制訂，主力針對行賄、受賄、賄賂外國公職人員的罪行，以及商業機構未能預防賄賂罪行的情況。如機構的相關人員包括僱員、第三方代理或(在某些情況下的)附屬公司，為機構獲得業務或保留某種商業利益而賄賂他人，該商業機構也將觸犯2010年反賄賂法案的條例。

ISO 37001為全新標準，協助機構向內外持份者展示其強而有力而且適切地實行的反賄賂措施，給予他們信心。這不但有助防止賄賂，亦可於被指控時作為辯護理由。

### 全球食品安全倡議加州阿納海姆會議

全球食品安全倡議(GFSI)於2014年2月26日至28日，在美國加利福尼亞州阿納海姆舉行週年會議，主題是「一個供應安全食品的世界」，討論在「從農場到餐桌」之間，近年日趨複雜的供應鏈問題。其中特別值得

關注的，是GFSI與聯合國工業發展組織(UNIDO)共同致力為發展中經濟體之食品生產商提供協助，以解決基本的食品安全問題，以及推動它們隨著GFSI「全球市場倡議」所定下的發展道路向前邁進，直至

完全符合GFSI其中一個基準標準；當中尤以中小型企業為重點協助目標。亞洲內亦有這類倡議正在進行中。

在是次年會舉行前，GFSI的技術工作小組亦召開過多次會議，討論食品安全認證機構及審核員能力的認可資格監督。

### 修訂ISO 14001標準

國際標準化組織的技術委員會(ISO TC 207/SC 1)第5工作小組，已於2014年2月在意大利帕多瓦舉行會議，討論ISO 14001環境管理體系標準的修訂工作。是次會議主要檢討由委員會草案諮詢所收集到的意見，以及為2014年中舉行的「國際標準草案」投票及諮詢作準備。

ISO/TC207/SC1與ISO/TC176/SC2(負責發展ISO 9001:2015的委員會)技術委員會亦保持密切溝通，以確保兩個標準除了依從新ISO標準的「相同文本」外，內容也能夠互相配合。相信，這樣有助單一或綜合管理體系的用家應對品質和環境議題。





## Introduction of New Council Members

### 新董事局成員介紹



**Mr Daniel Fung**  
**馮文傑先生**

Mr Fung obtained his Bachelor of Engineering Degree in Industrial Engineering from The University of Hong Kong and Master of Information Systems Degree from The Hong Kong Polytechnic University. He joined The Hong Kong and China Gas Co Ltd (Towngas) as Graduate Trainee in 1987. In the

past 26 years, Mr Fung has extensive experiences in customer service, marketing, business development and corporate investment. He is Head of Corporate Affairs of Towngas, responsible for developing corporate strategy and leading the Managing Director's office in fostering business and working relations with internal and external parties. Mr Fung is a Chartered Engineer (UK) and Corporate Member of The Institution of Gas Engineers & Managers of the United Kingdom. He is the member of the Federation of Hong Kong Industries (FHKI) General Committee and Vice Chairman of group 6: Energy and Power, and also member of the Dangerous Goods Standing Committee of Hong Kong Fire Services Department.

馮先生畢業於香港大學的工業工程系，及擁有理工大學資訊系統碩士學位。於1987年加入香港中華煤氣有限公司成為見習行政人員。在過往26年，曾參與煤氣公司不同部門的運作，包括客戶服務、市務、項目發展及企業投資等方面。現時為煤氣公司的企業事務總監，同時帶領團隊為常務董事辦公室處理企業對內及對外之有關工作。現為英國認許工程師及英國燃氣專業學會會員。馮先生是香港工業總會理事及第6組：能源及動力副主席，亦是香港消防處危險品常務委員會委員。



**Dr Bengie Kwong, JP (Aust)**  
**鄭敏恆博士，太平紳士（澳洲）**

Kwong Man-Hang, Bengie, J.P. (Aust) is an Executive Program Graduate of the Graduate School of Business, Stanford University, also a graduate of Senior Executive Program on Negotiation (PON) at Harvard Law School, Harvard University, an MBA and Doctorate holder. He was formerly the chief

executive of Hong Kong Quality Assurance Agency. He has more than 30 years' senior management experience in the field of computer and electronics industry with multi-national organisations. Mr Kwong has fellowships in various professional institutions, and has been appointed as vice president of the Institution of British Engineers – England, and fellow of the Institute of Directors (Royal Charter) U.K. Mr Kwong is the Executive Director and President of WKK Int. (Holdings) Ltd. since 1996.

鄭敏恆 J.P. (Aust.) 持有工商管理碩士學位、博士學位及參與史丹福大學－工商業研究之行政人員培訓課程。彼亦參與哈佛大學法學院談判程序 (PON) 高級行政人員培訓課程。彼為前任香港品質保證局行政總裁。彼為資深行政人員，在亞太及歐美跨國公司有逾三十年電腦及電子工業管理經驗。鄭先生為歐美專業學會資深院士，並獲委任為英國工程師學會副總裁，及英國公司董事學會特許院士。彼自一九九六年出任王氏港建（集團）有限公司董事及總裁。



**Mr Lam Kin Wing Eddie**  
**林健榮先生**

Mr Eddie Lam is a Professional Construction Manager, Registered Professional Surveyor and BEAM Pro. He also holds a Master Degree in Business Administration (Executive) and another in Fire Engineering and Safety. Mr Lam has been the Managing Director of Techoy Construction Co. Ltd. with over

36 years of experience in construction industry. Eddie has extensive experience in planning, operating and management of various sizes and nature of construction projects. In recent years, he advocates the adoption of Green Building material for construction usage and encourage to explore an opportunities for youngers to develop careers in construction industry. Mr Lam has also been actively involved in serving the community and reciprocates his expertise to the industry, for which he is currently the member of VTC Building & Civil Engineering Training Board, Vice President of HKICM, and Vice Deputy Hon Treasurer of HKCA.

林健榮先生是資深營造師、專業工料測量師及綠建專才，亦同時擁有工商管理（行政）及消防及安全工程雙碩士學位。現為德材建築工程有限公司董事長。在建築行業工作超過36年，並對規劃、營運、管理於不同類形及大小不同的工程擁有豐富的經驗。近年，他積極參與提倡使用綠色建築物料及鼓勵提供年青人在建造業就業機會。林先生積極服務社會如職訓局土木工程及建築訓練委員、香港營造師副會長及香港建造商會副義務司庫。





**Mr Ronald Y. F. Lau**  
**劉耀輝先生**

Mr Lau Yiu Fai, Ronald is currently the Vice President of Hong Kong Food Council, Vice Chairman of Hong Kong Food Hygiene Administrators Association, Member of Chinese Medicine Council of Hong Kong and Applied Science Discipline Committee Member of the Hong Kong Institute of Vocational Education (Chai Wan) and an Honorary Fellow of the Vocational Training Council of Hong Kong. He had served as Member of Hong Kong SAR Government Advisory Council on Food Hygiene and Safety and Appeal Board Member of Qualifications Framework in Hong Kong SAR Government Education Bureau.

Mr Lau has served in the Food Industry for over twenty years with dedicated training in food safety. Over the past years Mr Lau has also been associated with Hong Kong, Macau, China and Oversea food organisations, training institutions, assessment and certification bodies in gathering international updated industry information for local food industry. Furthermore, Mr Lau has also assisted in introducing international qualifications and certifications for practitioners in the food industry in upgrading their professional standard.

劉耀輝先生現任職香港食品業總會副會長、香港食品衛生管理人員協會副主席、香港中醫藥管理委員會成員、香港教育專業學院(柴灣)應用科學學系委員會成員，亦為香港職業訓練局榮譽院士；此外，劉先生亦曾任香港特區政府委任食物及環境衛生諮詢委員會成員、香港特區政府教育局資歷架構上訴委員會成員。

劉耀輝先生為食品業界服務已逾二十年，致力推動食品安全培訓工作，多年來更與香港、澳門、中國及國際的食品機構、大專院校及認證機構有緊密聯繫，將不同國家的行業資訊給食品同業參考，並引入多個國際認可的資格讓同工考取，提升同工個人的專業地位。



**Ms Candy L. C. Tam**  
**譚麗轉女士**

Candy Tam has close to 30 years experience in creative, culture and communication industries, including Hill & Knowlton (Asia) Ltd. and Ogilvy & Mather Advertising. She was board member of Ogilvy & Mather Hong Kong (1996 to 2002) and General Manager of its subsidiary Redworks Hong Kong Ltd. Candy served as Chairman of Graphic Arts Association of Hong Kong from 2005 to 2008, as director of charities and advisor to educational institutions.

Giving back is an important value for Candy. She set up Candyfoon Infinity as a volunteer workshop to serve non-profit organisations and social enterprises in 2007 when she stepped down from the commercial world.

Candy currently sits on over 10 Government, Education, Professional and NGO panels, including Governing Committee of Special Education & Rehabilitation Service of Hong Kong Red Cross and Advisory Committee for Social Enterprises of Home Affairs Bureau.

Candy holds a Master of Cultural Studies from Lingnan University.

Candy Tam 從事創作、傳播文化等工作近30年，服務機構包括國際知名的Hill and Knowlton (Asia) Limited及奧美廣告(Ogilvy & Mather Advertising)，主職行政及營運管理。並於1996至2002年獲邀為奧美廣告香港董事局成員。

譚女士於2007年退隱商界(退隱前為Redworks Hong Kong Ltd. 總經理——奧美廣告附屬機構)，其後成立Candyfoon Infinity 義務工作室，以其多年工作經驗及人際網絡去服務慈善、非牟利、社會企業等組織，視此為另類的事奉工作。

譚女士歷年擔任多項公職，包括專業學會主席、慈善團體董事、教育機構和政府諮詢及撥款委員會成員；現時參與公職逾10多項，包括香港紅十字會特殊教育及復康服務管治委員會和民政事務署社會企業諮詢委員會。

譚女士為嶺南大學文化研究系碩士。



**Miss Catherine Yan**  
**甄瑞嫻小姐**

Miss Catherine Yan has been working in the environmental services industry for 28 years. She is well known for her contributions to the environmental services industry. She actively unites participants in the industry and fosters expertise training to upgrade professional skills as well as occupational safety and health conditions, so as to promote service quality and public image of the industry.

Miss Yan has taken up the following voluntary posts for many years, sparing no efforts to better the business conditions and upgrade the professional standards of the environmental services industry:

- Convener of Environmental Services Contractors Alliance (Hong Kong)
- President of Environmental Contractors Management Association
- President of Hong Kong Pest Control Management Association
- Honorary President of Hong Kong Cleaning Association
- Convener of Environmental Hygiene Industry Working Group, "Skills Upgrading Scheme Plus", Employees Retraining Board

甄瑞嫻小姐從事環境衛生行業二十八年，積極團結業界，致力培育人才，提升專業技能、職安健條件、服務質素和公眾形象，貢獻良多。

甄小姐多年來一直兼任以下義務工作，為改善環境衛生業的營商環境和推動行業的專業化，不遺餘力：

- 香港環境衛生業界大聯盟召集人
- 環保工程商會會長
- 香港殺蟲業協會會長
- 香港清潔商會榮譽會長
- 僱員再培訓局「新技能提升計劃」環境衛生行業小組召集人



## Introduction of New Council Members

### 新董事局成員介紹



**Mr Emil C. O. Yu**  
**于健安先生**

Mr Emil Yu is the General Manager and Director for Keystone Electric Wire & Cable and has been with Keystone for over 20 years in the manufacturing business, especially the manufacturing of electric cable and telecommunication cable.

Being educated in North America with a Master Degree in Mechanical Engineering, he returned to Hong Kong in 1989. Together with business partner, Phelps Dodge International Corporation (PDIC), a subsidiary of General Cable USA, Keystone had expanded its manufacturing operations in Hong Kong, China and Singapore. Besides Mr Yu's family businesses, he holds several directorships in different PDIC Joint Ventures in Asia.

Mr Yu is an active participant in Electrical & Mechanical Trade. He is the Life Honorary President of Hong Kong & Kowloon Electrical Trade Association, Chairman of Hong Kong Electrical Contractor's Association, Vice President of The Hong Kong Federation of Electrical and Mechanical Contractors Limited and Council member of Hong Kong Electrical Safety Advisory Council. In addition, he is an employer member of Hong Kong Labour Advisory Board, Vice Chairman of Industry and Technology Committee of the Hong Kong General Chamber of Commerce, and a member of Yantai Municipal People's Political Consultative Committee in Shangdong Province.

于健安先生現職啟東電線電纜有限公司董事及總經理，從事生產工作超過二十多年，主要生產電力電纜及通訊電纜。

于先生在北美洲取得機械工程師碩士學位後，於一九八九年回港加入啟東電線電纜有限公司。在過去二十年，連同合作夥伴美國菲爾普斯導奇國際有限公司（菲導）（現為美國通用電纜附屬公司）一同擴展生意業務。現時啟東在香港、廣東省、山東省及星加坡均有生產基地。于先生除了家族生意外，亦身兼菲導東南亞多間公司之非執行董事。

公職事務方面，于先生積極參與機電行業服務。他是現任的港九電業總會永遠名譽會長，香港電器工程商會主席，香港機電工程商聯會副會長及香港電氣安全諮詢會委員。他亦是香港勞工顧問委員會（僱主代表），香港總商會工業及科技委員會副主席，也是山東省煙台市政協委員。

### 本局快訊 HKQAA Updates

## Chairman Visits HKQAA Guangzhou Office

### 盧主席到訪廣州辦公室

HKQAA's Chairman, Ir Dr Hon. Lo Wai Kwok, visited the Guangzhou office of the Agency's subsidiary in mainland China, HKQAA Certification (Shanghai) Ltd. During the visit, Dr Lo learned more about the business of the Agency on the mainland and talked with staff about the direction of future developments.

HKQAA Certification (Shanghai) Ltd has established offices in both Shanghai and Guangzhou. Our mainland team, which has extensive knowledge and experience of working in the industry in China and internationally, delivers professional conformity assessment services to clients. HKQAA believes that with the leadership of the new Chairman, the Agency will continue to provide clients with far-sighted and value-adding services.



本局主席盧偉國議員博士工程師於3月12日到訪本局的附屬機構——標準認證服務（上海）有限公司的廣州辦公室，了解本局在內地的業務情況，並向員工闡述機構的未來發展方向。

標準認證服務（上海）有限公司在中國上海及廣州均設有辦事處。本局在內地的精銳

團隊，多年來憑著豐富的國際及行業知識和經驗，致力為客戶提供專業的合格評定服務，相信在盧主席的帶領下，本局定當再接再勵，繼續提供具前瞻性的多元化服務，為各行各業創優增值。



# HKQAA CSR Index Plus – FAQs

## 「香港品質保證局社會責任進階指數」— 答問篇

The HKQAA CSR Index enters its sixth year in 2014, and the HKQAA CSR Index Plus scheme was recently launched and received a great response. In this issue of VISION, we answer some frequently asked questions about the Index.

### 1. What are the benefits of participating in the HKQAA CSR Index Plus scheme?

Participating in the HKQAA CSR Index Plus helps an organisation:

- Learn more about what it needs to operate sustainably and responsibly with internationally recognised practices
- Easily understand its sustainability performance and identify areas which need improvement through on-site assessments and instant communication, as well as feedback on the individual performance report issued
- Showcase and formally recognise its achievements in sustainability using the HKQAA CSR Plus Mark
- Benchmark itself against more than 700 listed companies in the HKSAR and PRC on sustainability and social responsibility performance, as the Index is based on the same proprietary sustainability performance assessment methodology as Hang Seng Corporate Sustainability Indexes rating and research

### 2. How can we differentiate between the HKQAA CSR Advocate Index and the HKQAA CSR Index Plus?

The HKQAA CSR Advocate Index and the HKQAA CSR Index Plus are designed to cater to companies with different aims with regard to social responsibility:

「香港品質保證局社會責任指數」踏入第六年，為回應參與機構的訴求，本局最近推出指數進階版，獲得熱烈迴響。今期《管略》歸納了一些常見的查詢問題，供機構作參考。

### 1. 參加「香港品質保證局社會責任進階指數」有甚麼好處？

參加「香港品質保證局社會責任進階指數」有助機構：

- 認識在國際上廣受應同的可持續發展和社會責任做法
- 透過現場評審、即時溝通，以及個別收到的表現報告，瞭解自身的可持續發展表現及可改善之處
- 透過展示「香港品質保證局社會責任進階標誌」，彰顯機構在可持續發展的成就
- 由於進階版採用與「恒生可持續發展企業指數系列」同樣的評定方法，因此參加機構可透過指數與香港及中國內地的七百多間上市企業進行評比

### 2. 「香港品質保證局社會責任先導者指數」和「香港品質保證局社會責任進階指數」有甚麼分別？

兩項指數是為配合機構達至不同的社會責任目標而制訂：

		
Launch year 推出年份	2008	2014
Nature of participation 參與性質	Voluntary 自願參與	
Suitable for 適合對象	Organisations that: <ul style="list-style-type: none"> <li>• wish to demonstrate commitment to integrating and systematically managing social responsibility in the organisation</li> </ul> 持以下目標的機構： <ul style="list-style-type: none"> <li>• 銳意向公眾展示將社會責任融入機構營運中並系統化地管理的承諾</li> </ul>	Organisations that: <ul style="list-style-type: none"> <li>• strive to integrate and systematically manage their social responsibility more comprehensively</li> <li>• wish to be evaluated on their sustainability performance as a whole</li> <li>• wish to benchmark against more than 700 listed companies</li> </ul> 持以下目標的機構： <ul style="list-style-type: none"> <li>• 致力更全面地將社會責任融入機構營運中並系統化地管理</li> <li>• 期望全方位地評估機構的可持續發展表現</li> <li>• 與七百多間上市企業進行評比</li> </ul>
Reference Standards 參考標準	ISO 26000	ISO 26000, GRI G4, AA 1000
Coverage 涵蓋範圍	Key social responsibility issues 主要社會責任議題	Comprehensive approach to management of social responsibility issues 廣泛覆蓋社會責任議題
Scoring approach 評分準則	PDCA (plan-do-check-act) management system maturity 「策劃—執行—檢查—行動」管理體系成熟度	<ul style="list-style-type: none"> <li>• PDCA (plan-do-check-act) management system maturity 「策劃—執行—檢查—行動」管理體系成熟度</li> <li>• Accountability 責任承擔表現</li> <li>• Country risk and industry risk 國家和行業風險表現</li> <li>• Media watch ratings 媒體監察評分</li> </ul>
Scoring evidence 評分根據	On-site verification and documented evidence 現場審核及文件資料	
Subjects for assessment 評審項目	7 subjects with 40 elementary questions 七大指標：共 40 條問題	7 subjects with 30 basic, 4 desired (industry-specific) and 6 voluntary questions 七大指標：共 30 條基本問題、4 條行業相關問題及 6 條自願回答問題



### 3. After successful enrollment in the HKQAA CSR Index Plus, what is the verification process?

### 3. 成功報名參加後，需要經過甚麼審核程序？

#### Step 1: Self-evaluation 自我評審

The participating organisation should conduct a self-evaluation based on the scoring criteria for the CSR Plus Practices and then submit a self-assessment survey form to HKQAA, which will conduct a desktop review.

參與機構須先根據指數的評分標準，填寫自我評審報告，並將報告遞交本局進行文件審閱。

#### Step 2: On-site Verification 現場審核

HKQAA will then conduct on-site verification to validate the objective evidence, agree the scores for individual CSR Plus practices with the participating organisation and talk with the organisation's representative to identify further improvement areas.

本局會進行現場審核，搜集客觀證據作核實，並與參與機構就個別項目取得共識，以及討論可以改善的地方。

#### Step 3: Individual Performance Report 個別表現評估報告

An Individual Performance Report will be prepared to confirm the scores and offer comments on the strengths and weaknesses of the organisation's system so as to promote better sustainability and CSR performance.

本局會為參與機構編製個別表現評估報告，定出最終的評分，並指出機構的管理體系的各項強弱，以改善可持續發展及社會責任的表現。

#### Step 4: Summary Report 綜合報告

Based on the analysis on the scores of individual organisations, HKQAA will prepare a summary report so that organisations can benchmark themselves against other participating organisations and identify best practices.

本局會根據眾多參與機構的分數，定期編寫綜合報告，方便參與機構作出比對參考，持續改進。

### 迎新天地 Welcome on Board

## New Certified Clients 新認證客戶

November 2013 to January 2014  
2013年11月至2014年1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 November 2013 to January 2014, we have been pleased to welcome 40 organisations to our community. Among them, they have obtained 48 certificates of ISO 9001, ISO 14001, OHSAS 18001, ISO 20000, ISO 22301, ISO 50001, BFA MS, HCS, HACCP, PAS 55, QSPSC, SA8000, SQM, SQM-ES and WSMS-FINE. 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2013年11月至2014年1月期間，香港品質保證局共頒發48張證書，包括ISO 9001、ISO 14001、OHSAS 18001、ISO 20000、ISO 22301、ISO 50001、BFA MS、HCS、HACCP、PAS 55、QSPSC、SA8000、SQM、SQM-ES及WSMS-FINE。在此謹祝賀40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持份者帶來更大的裨益。





## Mainland China 中国内地

May to Aug 2014 2014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	<div>VM1P/GZ-06A GZ 23 SH 08</div>	<div>VM1P/SH-06A SH 18</div>	<div>VM1P/SH-07A SH 10</div>	<div>VM1P/GZ-08A GZ 27 VM1P/SH-08A SH 20</div>
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	<div>VM3P/GZ-06A GZ 24-25 SH 08-09</div>	<div>VM3P/SH-06A SH 19-20</div>	<div>VM3P/SH-07A SH 10-11</div>	<div>VM3P/GZ-08A GZ 28-29 VM3P/SH-08A SH 21-22</div>
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	<div>MT23P/GZ-06A GZ 09</div>		<div>MT23P/SH-07A SH 14</div>	
ISO 9001:2008 Quality Management Systems Documentation Training ISO 9001:2008 质量管理体系文件课程	 1	RMB 780	<div>QMS4P/SH-05A SH 21</div>	<div>QMS4P/SH-06A SH 28</div>	<div>QMS4P/GZ-07A GZ 01</div>	
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	<div>EMS3P/GZ-05A GZ 28 SH 14</div>	<div>EMS3P/SH-06A SH 16</div>	<div>EMS3P/GZ-07A GZ 02</div>	<div>EMS3P/SH-08A SH 20</div>
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	<div>EMS3P/GZ-05A GZ 29-30 SH 15-16</div>		<div>EMS3P/GZ-07A GZ 03-04</div>	
IECQ HSPM QC080000 - Internal Auditor Training IECQ HSPM QC080000 - 内部审核员培训	 2	RMB 1,500	<div>IE01P/SH-05A SH 12-13</div>			<div>IE01P/SH-08A SH 07-08</div>
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	<div>OHS8P/GZ-05A GZ 12</div>	<div>OHS8P/SH-03A SH 16</div>		<div>OHS8P/GZ-08A GZ 28 OHS8P/SH-08A SH 20</div>
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	<div>OHS8P/GZ-05A GZ 13-14 SH 15-16</div>	<div>OHS8P/SH-06A SH 17-18</div>	<div>OHS8P/SH-07A SH 21-22</div>	<div>OHS8P/GZ-08A GZ 29-30 OHS8P/SH-08A SH 21-22</div>
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	 1	RMB 1,800	<div>SA01P/GZ-05A GZ 29-30</div>	<div>SA01P/SH-06A SH 05-06</div>	<div>SA01P/GZ-07A GZ 17-18 SA01P/SH-07A SH 24-25</div>	
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		<div>SP03P/GZ-06A GZ 11</div>		<div>SP03P/GZ-08A GZ 14</div>
BSCI (Business Social Compliance Initiative) Understanding Training BSCI 倡议商界遵守社会责任之条文解	 1	RMB 780	<div>BS02P/GZ-05A GZ 27 SH 19</div>	<div>BS02P/SH-06A SH 23</div>	<div>BS02P/GZ-07A GZ 25</div>	
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	<div>MT33P/GZ-05A GZ 18</div>		<div>MT33P/GZ-07A GZ 09</div>	
Crisis Management Workshop 突发事件应急管理工作坊	 2	RMB 1,800	<div>MT34P/GZ-05A GZ 24-25</div>		<div>MT34P/GZ-07A GZ 20-21</div>	
Comprehensive Quality Promotion Of Management 管理干部综合素质提升	 2	RMB 1,800	<div>MT37P/GZ-05A GZ 06</div>		<div>MT37P/GZ-07A GZ 08</div>	
Lean Production 精益生产	 2	RMB 1,800		<div>MT40P/GZ-06A GZ 14-15</div>		<div>MT40P/GZ-08A GZ 21-22</div>
How to construct and manage the sales team 如何建设和管理销售队伍	 1	RMB 980	<div>MT49P/GZ-05A GZ 12</div>		<div>MT49P/GZ-07A GZ 28</div>	
Enhance customer satisfaction management workshops 提升客户满意度管理工作坊	 1	RMB 1,200		<div>MT50P/GZ-06A GZ 27</div>		<div>MT50P/GZ-08A GZ 06</div>
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	<div>TL03P/GZ-05A GZ 09</div>	<div>TL03P/GZ-06A GZ 09</div>		<div>TL03P/GZ-08A GZ 08</div>
Understanding the Essence of TL 9000 Measurements Handbook R5.0 TL 9000 R5.0 质量管理体系测量手册改版精要	 1	RMB 1,280		<div>TL05P/SH-06A SH 23</div>	<div>TL05P/SH-07A SH 25</div>	
TL 9000 R5.0/R5.0 Quality Management Systems - Internal Auditor Training TL 9000 R5.0/R5.0 质量管理体系—内部审核员培训	 3	RMB 3,800	<div>TL04P/GZ-05A GZ 14-16</div>	<div>TL04P/GZ-06A GZ 09-11</div>	<div>TL04P/GZ-07A GZ 09-11 SH 29-30</div>	<div>TL04P/SH-08A SH 13-15</div>
Six Sigma 六西格玛						
Introduction of Six-Sigma 6 Sigma 倡导者课程—入门级	 1	RMB 1,800		<div>EW04P/GZ-06A GZ 30</div>		<div>EW04P/GZ-08A GZ 22</div>

For registration and enquiry  
報名及查詢

Hong Kong Office 香港辦事處 • Tel 電話: (852) 2202 9111 • Email 電郵: training@hkqaa.org

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



























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以普通話授課GZ Guangzhou  
廣州SH Shanghai  
上海MU Macau  
澳門

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>



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			
				May 五月	Jun 六月	Jul 七月	Aug 八月
Quality and Integrated Management Systems 質量和綜合管理							
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 200	QMS1C/HK-05A 07		QMS1C/HK-07A 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 1,500	VM1C/HK-05A 09	VM1C/HK-06A 06	VM1C/HK-07A 11	VM1C/HK-08A 04
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 3,200	VM3C/HK-05A 22-23	VM3C/HK-06A 19-20	VM3C/HK-07A 21-22	VM3C/HK-08A 14-15
ISO 9001:2008 Quality Management Systems Documentation ISO 9001:2008 質量管理體系文件		1	HKD 1,600/ HKD 1,500*		QMS4C/HK-06A 09		
The Must-know Essentials for Quality System Management Representative 質量管理體系 — 管理者代表重要須知		2	HKD 1,600/ HKD 1,500*		MT23C/HK-06A 16		
ISO 9001:2008 Quality Management Systems - Advanced Internal Auditing Techniques ISO 9001:2008 質量管理體系 — 進階內部審核技巧		2	HKD 3,500/ HKD 3,300*			QMS5C/HK-07A 28-29	
Integrated Management Systems Set Up & Audit Approach 綜合管理體系 — 建立與審核方法		2	HKD 3,500/ HKD 3,200*	IMS2C/HK-05A 14-15			IMS2C/HK-08A 25-26
ISO 9001:2008 Quality Management Systems - Auditor/Lead Auditor Training Course ISO 9001:2008 質量管理體系 — 主任審核員證書培訓課程		5	HKD 11,000/ HKD 10,000*	QMS/IRCA/05 12-16			
Environmental Conservation 環境保育							
ISO 14001:2004 Environmental Management Systems - Understanding & Application ISO 14001:2004 環境管理體系 — 理解與應用		1	HKD 1,600/ HKD 1,500*	EMS2C/HK-05A 21		EMS2C/HK-07A 07	
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 3,200/ HKD 3,000*		EMS3C/HK-06A 10-11		EMS3C/HK-08A 20-21
ISO 14001:2004 Environmental Management Systems - Auditor / Lead Auditor Training ISO 14001:2004 環境管理體系 — 主任審核員證書培訓課程		5	HKD 11,000/ HKD 10,000*		EM01C/HK-06A 16-20		
ISO 50001:2011 Energy Management Systems - Understanding & Application ISO 50001:2011 能源管理體系 — 理解與應用		1	HKD 1,600/ HKD 1,500*				EM07C/HK-08A 08
ISO 50001:2011 Energy Management Systems - Internal Auditor Training ISO 50001:2011 能源管理體系 — 內部審核員培訓		2	HKD 3,500/ HKD 3,300*		EM08C/HK-06A 26-27		
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 1,600/ HKD 1,500*		OHS8C/HK-06A 17		OHS8C/HK-08A 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 — 內部審核員培訓		2	HKD 3,200/ HKD 3,000*	OHS9C/HK-05A 12-13		OHS9C/HK-07A 07-08	
OHSAS 18001:2007 Occupational Health and Safety Management Systems - Auditor/ Lead Auditor Training Course OHSAS 18001:2007 職業健康和安全管理體系 — 主任審核員培訓		5	HKD 11,000/ HKD 10,000*		OH06C/HK-06A 24-28		
Risk Assessment for Safety Management Implementation 安全管理之風險評估及措施		1	HKD 1,600/ HKD 1,500*		OH04C/HK-06A 18		
職業健康及頸肩綜合症訓練簡介會		2:00am-5:00 pm Half-day	HKD 600	S165C/HK-05A 15			
Hygiene, Food Safety & Wine Storage 衛生、食品安全及酒貯存							
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-08A 28-29
ISO 22000:2005 Food Safety Management Systems - Understanding and Application ISO 22000:2005 食品安全管理體系 — 理解與應用		1	HKD 1,600/ HKD 1,500*	HA5C/HK-05A 19			
ISO 22000:2005 Food Safety Management Systems - Internal FSMS Auditor Training ISO 22000:2005 食品安全管理體系 — 內部審核員課程		2	HKD 3,500/ HKD 3,300*		HA7C/HK-06A 12-13		
ISO 22000:2005 Food Safety Management Systems Implementation Course ISO 22000:2005 實施食品安全管理體系課程		2	HKD 3,700/ HKD 3,500*			HA9C/HK-07A 17-18	
ISO 22000:2005 Food Safety Management Systems Auditor/Lead Auditor Course ISO 22000:2005 食品安全管理體系 — 主任審核員證書培訓課程		5	HKD 11,000/ HKD 10,500*	IRCA/FSMS/05 26-30			
Foundation of HKQAA Wine Storage Management Systems Specifications 建立優良存酒設備 — 基礎		2:00pm-6:00pm Half-day	HKD 900/ HKD 820*	QM04C/HK-05A 07		QM04C/HK-07A 10	
Personal Enrichment & Certification 個人提升和專業資格							
The 7 Habits of Highly Effective People Signature Program		2	HKD 9,630				PC01C/HK-08A 07-08
教練學 (Coaching) 證書課程國際認可教練 (Coaching Essentials & Genius) 資格		8	HKD 13,800	PC03C/HK-05A 01, 03-04, 06, 10-11, 24-25 & 31			
Hogan Assessment Certification Workshop 2014 Hogan 測評系統證書課程		2	HKD 18,500			PC06C/HK-07A 23-24	
Business innovation – Thinkertoys Master Class Workshop		2	HKD 5,900	PC10C/HK-05A 08-09			
The Deming Management Method for Owners and Executives 經營者及行政人員應用「戴明管理法」		3	HKD 13,000/ HKD 11,800*		PC09E/HK-06A 12-14		
Management Tools, Skill for Improvement 管理工具和技巧							
Implementation of HKQAA 5S in the Workplace Operation 實施HKQAA 5S在工作間的營運		1	HKD 1,500			GP03C/HK-07A 10	
An Introductory Guide To Mediation (Commercial Contract) 調解簡介指引 (商業合同)		1	HKD 1,900	EW46C/HK-05A 20			
Building a Likeable Brand with Social Media 善用社交媒體建立超讚品牌		1	HKD 1,900		EW48C/HK-06A 05		
Dancing with the Media 與傳媒共舞		1	HKD 1,900				EW47C/HK-08A 27
Business Continuity Management, Risk and Crises Management 營運持續管理體系、風險及危機管理							
ISO 22301 Business Continuity Management Systems - Understanding & Application ISO 22301 營運持續管理體系 — 理解與應用		1	HKD 1,600	MT51C/HK-05A 16			
ISO 22301 Business Continuity Management Systems Implementation Course ISO 22301 實施營運持續管理體系		3	HKD 6,000/ HKD 5,800*			MT54C/HK-07A 24-25 & 28	
Psychological Support for Crises Situations 應對災難情緒支援		1	HKD 1,900				RM05C/HK-08A 13
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 1,600				MT41C/HK-08A 15



## Hong Kong 香港

May to Aug 2014 2014年5月至8月

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			
			May 五月	Jun 六月	Jul 七月	Aug 八月
Customer Service: From Good To Great 顧客服務：邁向卓越						
ISO 10002:2004 Customer Satisfaction - Guidelines for Complaints Handling - Understanding & Application ISO 10002:2004 客戶滿意度 — 投訴處理指引 — 理解與應用	C 1	HKD 1,600/ HKD 1,500*	MT14C/HK-05A 08			
ISO 10002:2004 Customer Satisfaction - Guidelines for Complaints Handling - Internal Auditor Training ISO 10002:2004 客戶滿意度 — 投訴處理指引 — 內部審核員課程	C 2	HKD 3,200/ HKD 3,000*			MT56C/HK-07A 08-09	
Corporate Social Responsibility 企業社會責任						
Corporate Sustainability Training Workshop: Report Writing 企業可持續發展工作坊 — 報告撰寫課程	E 2	HKD 4,800/ HKD 4,500*			SR05E/HK-07A 03-04	
Telecommunications, Information Security and Management 電信、資訊保安與管理						
ISO/IEC20000 IT Service Management Auditor Course ISO/IEC20000 信息技術服務管理審核員培訓	C 2	HKD 6,200/ HKD 5,800*	IS03C/HK-05A 26-27			IS03C/HK-08A 11-12
ISO 27001:2013 Information Security Management Systems - Understanding & Application ISO 27001:2013 信息安全管理体系 — 理解與應用	C 1	HKD 1,600/ HKD 1,500*			ISE3C/HK-07A 18	
ISO 27001:2013 Information Security Management Systems - Internal Auditor Training ISO 27001:2013 信息安全管理体系 — 內部審核員課程	C 2	HKD 3,200/ HKD 3,000*	ISE7C/HK-05A 26-27			
Implementation of ISO 27001:2013 Information Security Management Systems 實踐 ISO 27001 信息安全管理体系	C 3	HKD 5,100/ HKD 4,800*		ISE5C/HK-06A 11-13		
ISO 27001:2013 Information Security Management Systems Auditor / Lead Auditor Course ISO 27001 信息安全管理体系 — 主任審核員證書培訓課程	C 5	HKD 13,000/ HKD 12,000*	ISE6C/HK-05A 20-24			
TL 9000 R5.5/R5.0 Quality Management System Auditing (QuEST Forum Sanctioned Training) TL 9000 R5.5/R5.0 質量管理体系審核課程 (QuEST Forum 認可課程)	E 3	HKD 9,700/ HKD 9,100*		TL02E/HK-06A 03-05		

Remarks  
備註

\* Please refer the early bird payment deadline to our website 請於本局網頁參看優先報名之付款詳情  
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For enquires, please contact our Training Service Unit at Tel: 2202 9111

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Last Updated Date: 11 April 2014



## Business Innovation



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- Date 日期 8 - 9 / 5 / 2014
- Time 時間 9:00am - 6:00pm
- Course Fee 費用 HK\$5,900
- Class Size 名額 Max 20

## Enquiry &amp; Registration 報名及查詢

**Mr ANSON WONG**

EMAIL: [anson.wong@hkqaa.org](mailto:anson.wong@hkqaa.org)

TEL: 2202 9395 / 2202 9111 FAX: 2202 9198





# HKQAA CSR Index Plus

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## 香港品質保證局社會責任進階指數

與七百多間上市企業評比

### Highlights 研討會內容

- From current HKQAA CSR Advocate Index to New HKQAA CSR Index Plus  
從「社會責任先導者指數」到「社會責任進階指數」
- Overview of HKQAA CSR Index Plus assessment methodology and process  
簡介「社會責任進階指數」評審準則與程序
- HKQAA CSR Index Plus assessment and other local and international sustainability initiatives  
介紹「社會責任進階指數」與其他本地及國際的可持續發展倡議
- CSR and sustainability performance assessment  
討論社會責任和可持續發展表現的評審

### Speaker 講者

**Ms Connie Sham** Head of Audit, Strategic Business, HKQAA  
**沈小茵小姐** 香港品質保證局策略業務審核主管

### Date 日期

**20 / 5 / 2014 (Tue)**

### Time 時間

**3:00 pm - 5:00 pm**

### Venue 地點

**Scope Lecture room, UR8, 8/F, United Centre, Admiralty**  
**金鐘統一中心8樓香港城市大學專業進修學院UR8演講室**

### Language 語言

**Cantonese 廣東話**

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Contact Person 聯絡人 Mr Kent Wong 王先生  
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