VISION 管略

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Nurture Technology Start-ups, Enhance Industry's Edge
培育科技初創企業 加強業界競爭力

ISO Publishes New Standard on Outsourcing - ISO 37500
國際標準化組織出版外判新標準 — ISO 37500

ISO 9001:2015 Enters the Final Stages of Preparation
ISO 9001:2015 籌備工作進入最後階段

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。

From the Editor 編者的話

Fostering Innovation and Technology

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

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

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

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

促進創新科技發展

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

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

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

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

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Nurture Technology Start-ups, Enhance Industry's Edge
培育科技初創企業 加強業界競爭力

Strategic Partnership with Hong Kong Science and Technology Parks Corporation

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

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

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

本局與香港科技園簽訂合作備忘錄。圖中第一排由左至右為：香港科技園首席企業發展總監楊德斌先生、行政總裁馬錦星先生；本局總裁林寶興博士、運營總監陳沛昌先生。

Generates Synergy to Strengthen Start-ups' Operational Advantages

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

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

與香港科技園公司締結策略夥伴關係

為培育及支援本地科技初創企業，香港品質保證局與香港科技園公司（香港科技園），於今年3月正式簽訂合作備忘錄，攜手擴闊科技公司的創業支援網絡，協助它們創造更多發展業務的機會，並帶動知識及技術轉移，提升競爭力。

簽署儀式於2015年3月24日假香港科學園進行。當日，本局總裁林寶興博士與香港科技園行政總裁馬錦星先生，代表雙方機構正式簽署備忘錄。香港科技園亦於同日舉行2014/15年度「創業培育計劃」畢業典禮，並由香港特別行政區創新科技署副署長黃宗殷先生主禮。典禮上，多個香港科技園的策略夥伴，包括香港品質保證局、香港電腦學會和香港機場管理局的代表在台上交流分享，探討如何各展所長，為培育創新企業出力。

發揮協同效應 鞏固初創企業經營優勢

隨著社會對科技的渴求越趨熾熱，創新科技行業亦成了政府重點發展的項目之一。數百間初創企業透過參與香港科技園之「創業培育計劃」，獲得技術、業務發展、宣傳及津貼支援。

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

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

HKSTP's strategic partners shared their insight in the Graduation Ceremony of Incubation Programmes. Mr P.C. Chan (left 2) joined the session on behalf of HKQAA.
香港科技園的策略夥伴代表在創業培育計劃畢業典禮上交流分享。陳沛昌先生(左二)代表本局參與此環節。

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

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

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

馬錦星先生表示:「作為推動香港創新及科技發展的重要機構之一,香港科技園十分高興見證眾多培育公司茁壯成長。多年來,我們致力透過培育計劃,為有志之士提供多元化的支援,助他們以創新及科技實現理想。近年,香港的創業圈發展非常活躍,我們將繼續為業界培育人才,營造充滿活力的創新科技生態圈,推動產業發展,引領香港邁向知識型經濟。」

同樣地,香港品質保證局亦竭力為工商界創優增值,從而惠及社會,正與香港科技園之目標相輔相成。作為區內領先的合格評定機構,本局積極透過提供保證、分享知識及轉移技術,提升機構的管理表現和競爭力,協助他們緊貼市場趨勢,同時大力推動可持續發展,率先推出各種相關服務,如社會責任指數、減碳標籤、無障礙管理體系認證等,讓商界及社會受惠。

本局與科學園將就是次合作展開一連串活動,包括商業配對、為初創企業建立品質保證機制,以及知識轉移研討會等。期望透過這些活動,加上本局的專業知識和網絡,協助初創公司建立專業形象,提升競爭力。

林寶興博士對是次合作充滿期望:「本局非常榮幸今次能與香港科技園合作,支持『創業培育計劃』。香港科技園為初創公司在起步階段,提供全面的支援,而本局則通過引進國際先進的管理概念,幫助他們持續提升管理水平。此合作將可發揮協同效應,扶助並促進本地初創企業的健康發展,長遠地加強業界的競爭力。」

未來,本局將與香港科技園保持緊密關係,為業界締造充滿朝氣的營商環境。相信在雙方共同努力下,定可幫助本港的初創企業實現豐碩成果,為社會及經濟帶來更大效益。

The graduates showcased their inventions to the public.
畢業公司向公眾展示其發明。

Bringing New Blood into the Innovation and Technology Industry
為創新科技界注入新力軍

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

專訪香港科技園公司科技創業培育計劃主管莫偉軒先生

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

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

Programmes Support Technology Start-ups

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

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

Programmes Outcome

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

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

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

可持續及多元化的經濟對香港長遠發展至關重要，創新與科技同時扮演著重要角色，有助本地企業增強競爭力，在中國及國際市場爭一席位。為培育本地的科技初創企業，香港科技園公司主理「創業培育計劃」，協助初創企業度過關鍵的起步階段，讓他們得以蓬勃發展。

今期《管略》很榮幸專訪香港科技園科技創業培育計劃主管莫偉軒先生，介紹「創業培育計劃」，以及與本局的合作關係，攜手扶助初創企業發展。

計劃支援科技初創企業

莫先生道：「『創業培育計劃』可分為三個不同部分—『網動科技創業培育計劃』、『科技創業培育計劃』及『生物科技創業培育計劃』，分別為從事互聯網與智能手機科技、科技及生物科技的新成立公司而設，旨在透過提供全方位支援，鼓勵創意為本的創業者。」

透過計劃，培育公司可以優惠租金租用科學園辦公室，並獲資金津貼以協助科研發展。香港科技園還提供全面的支援服務，包括市場推廣、人材培訓、業務計劃書諮詢與投資配對活動，讓培育公司有機會認識天使投資者、創業基金或企業投資者。

計劃成果

「創業培育計劃」自成立以來，成功培育約350家初創企業，至今近75%企業仍然營運中。培育公司來自不同背景，包括大學畢業生、學術教授及具豐富科技行業經驗人士，當中更有四家公司成功上市。莫先生高興地分享計劃成果：「我們一直致力創造投資配對平台，將投資者與科技企業聯繫起來，協助後者尋求資金，擴充業務。2014/15年，培育公司共獲得天使投資者及創投基金注資逾港幣2億元，投資金額較去年增長數倍。」

「科技創業培育計劃」孕育了不少成功例子。其中一家公司通過群眾集資平台Kickstarter，為其流動軟件操控咖啡機集資，在30天內籌得845,139美元資金，成為自Kickstarter推出以來，集資最多的香港初創企業。

另外，一家參與「生物科技創業培育計劃」的公司，首創全球獨家的「轉基因鯖鰭魚」及「斑馬魚」胚胎毒理測試技術，全面革新現行化學檢測，提高食用品安全檢測基準，並可用於食物、飲料、藥品、化妝品與水體環境的安全測試。該公司獲得港幣1,000萬元天使投資和政府啟動資金，最近更獲創業投資機構注資，並由該機構創辦人兼董事長出任主席。其技術已獲歐洲、中國、香港等地之政府相關部門、學術研究單位、跨國化妝品集團及食品集團等認可與採用。

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

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

Third Party Assessment Enhances Competitiveness of Start-ups

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

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

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

「經過多年來的努力，香港科技園已成功凝聚大量創新企業，發揮所長，以嶄新發明應對社會需要。基於這個強大穩固的基礎，我們進一步聯繫各方，共同推動各行各業利用創新科技發展業務。我們的發展策略精髓可透過3C精神—連接（Connect）、協作（Collaborate）與促進（Catalyse）展現。」莫先生說。

第三方評審提升初創企業競爭力

為增加市場對初創企業的信心，香港科技園透過引進香港品質保證局作為第三方評審，協助初創企業獲得認同，贏取客戶信心，發展業務。長遠來說，第三方評審也為他們樹立良好標準，有助建立專業形象。

莫先生表示：「香港品質保證局是亞洲區內具領導地位的第三方合格評定機構，我們深信這次合作，將為培育公司帶來眾多益處。期望在是次合作中，大家各自貢獻專長、知識和網絡，協助初創企業不斷成長及發展，促進香港建立強大的創新生態系統。」

展望「創業培育計劃」的發展，莫先生說：「計劃的成功取決於業界、專業團體和投資界的支持。我們將繼續推動企業、大學和科研機構之間的跨技術合作，創建一個充滿靈感及活力的環境；把初創企業與政府資助基金和投資者連接，讓他們跟不同行業建立網絡。我們鼓勵更多充滿熱誠的年輕人，一展創業精神。當優秀的初創企業數目倍增，我們將能為中小企建立一個龐大基地，讓他們靈活應對千變萬化的新機遇，促進社會的重大發展。」

ISO Publishes New Standard on Outsourcing - ISO 37500
國際標準化組織出版外判新標準—ISO 37500

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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

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

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

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

Application of ISO 37500

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

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

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

國際標準化組織(ISO)在2000年出版ISO 9001修訂版時，外判(指將工作轉移給外部的供應商)做法尚未普及，當時ISO技術委員會TC176/SC2也是在後期才將外判流程的概念編入ISO 9001:2000，並於其網頁(http://www.iso.org/iso/05_guidance_on_outsourced_processes.pdf)上提供指引文件，解釋外判概念和如何於品質管理體系上應用。

時至今天，外判做法已變得相當普遍。承判商的服務範圍亦由當初的清潔、運輸和維修等辦公室後勤或非關鍵性工作，逐漸擴展至策略性工作，甚至構成個別機構價值鏈的一整部分。雖然外判可讓機構專注於發展核心業務，但引入外部第三方可能帶來潛在負面影響，如質素下降、溝通繁瑣、所需工作時間拖長、令員工及顧客不快等。

為回應社會上持續增加之外判趨勢，ISO決定發展一套標準，同時讓有意使用外判服務的機構及外判服務供應商採用，並於2014年10月出版ISO 37500：2014—外判指引。這標準為社會上不同機構，提供有關外判的常用詞彙與一般指引，當中包括一套管理外判生命週期的做法，以增加持份者對外判概念的理解。ISO 37500適用於已決定使用外判服務的機構，透過採取普遍及良好做法達至成功，並在推行標準時將管治放在首位。

ISO 37500 之應用

綜合外判的各個主要階段、流程和管治環節，ISO 37500：2014能為不同大小和行業的機構提供一個穩健外判基礎，幫助機構成功開展外判項目，並在合約期內確保工作持續順利。

ISO 37500適用於任何使用單一的或多個供應商的外判關係，以及詳細列明服務規格或概述預期效果之合約，不論這是否首次的外判安排。其大前提是機構必須已制訂採購策略，並確定外判工作是一個具效益的方案。為了讓機構與供應商能建立互惠的合作關係，此標準列出了涉及外判的風險，以及彈性處理外判安排之議題，以應對持續改變的業務需求。以ISO 37500為基礎的外判安排，可個別地定制和擴展來滿足特定行業的需求，以適應國際、國家及本地的法律法規要求(包括環境、勞工、健康和安全等)、不同的外判規模與行業類型。

為方便機構跟服務供應商進行溝通，ISO 37500提供一套有關外判概念的詳細定義，減低歧義和含混之風險。標準要求商業理據須交代外判原因和項目的目標，並須包含投資回報率(ROI)概要或成本/ 利益分析、表現特點、項目的主要風險和機會。商業理據須在較高層次上表達該項目所期望達到的商業需要，包

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

Four-phase Outsourcing Life Cycle

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

- **Phase 1 - Outsourcing strategy analysis**
  - understanding what business processes may be appropriate for outsourcing
  - assessing the organisational impact of outsourcing
  - defining the outsourcing strategy
  - developing the initial business case(s) for outsourcing
  - evaluation and decision-making
  - setting-up the outsourcing project
- **Phase 2 - Initiation and selection**
  - how to describe the services required
  - detail of the outsourcing model
  - definition of the agreement requirements and structure
  - identification of potential providers
  - shortlisting of providers
  - developing outline agreements
  - negotiating and establishing agreements
- **Phase 3 - Transition**
  - establishing the transition project team
  - establishing governance
  - refining the delivery frameworks and transition plan
  - refining the needs for knowledge acquisition
  - transition of knowledge, people, processes and technology
  - deployment of the quality, risk, audit and compliance frameworks
  - deployment of the asset and knowledge management framework
  - deployment of the delivery frameworks
  - testing the service delivery capability
  - pilot and handover
- **Phase 4 - Delivering Value**
  - service delivery
  - ongoing monitoring and review of service performance
  - managing and resolving problems
  - delivering and managing changes
  - innovation (optional)
  - delivering business transformation (optional)
  - managing finances
  - managing relationships
  - managing the contractual agreement
  - value and business case assurance
  - preparation for continuation or end of agreement

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

括外判原因、預期商業利益、棄用或採用各選項之原因、項目預期成本、差異分析及預期風險。

外判生命週期之四個階段

ISO 37500闡明外判生命週期之四個階段，建基於有效的管治做法。該標準對每階段作出詳盡描述，列出各階段所須建立的流程或須完成的活動，以及在每項過程或活動中所需的輸入、輸出和主要成功因素。而在整個外判生命週期中，識別外判風險、保持彈性的外判安排和因應業務需求而改變，均是當中的重點。

- **第一階段 – 外判策略分析**
  - 了解可能適合外判的業務流程
  - 審視外判對機構的影響
  - 定義外判策略
  - 制定外判商業理據
  - 評估及決定
  - 建立外判項目
- **第二階段 – 起步與挑選**
  - 如何描述所需服務
  - 外判模式細節
  - 定義合約的要求和結構
  - 識別潛在供應商
  - 列出供應商
  - 制定合約概要
  - 商討與訂立合約
- **第三階段 – 過渡**
  - 建立過渡項目團隊
  - 建立管治
  - 微調服務框架及過渡計劃
  - 微調知識獲取的需要
  - 知識、人員、流程和技術之過渡
  - 部署品質、風險、審核和規例框架
  - 部署資產和知識管理框架
  - 部署服務框架
  - 測試提供服務能力
  - 試行及交接
- **第四階段 – 價值實現**
  - 提供服務
  - 持續監察及檢視服務表現
  - 管理及解決問題
  - 實踐及管理轉變
  - 創新（額外選項）
  - 業務轉型（額外選項）
  - 財務管理
  - 關係管理
  - 合同管理
  - 確認價值與商業理據
  - 準備合約或終止合約

除了上述資料，標準亦提供了其他補充資訊，如管治架構、風險評估、建議書要求、創新管理及生命週期終結策略等指引。

International 國際

ISO 9001: 2015 Enters the Final Stages of Preparation

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

ISO 9001: 2015籌備工作進入最後階段

ISO 9001國際標準草案已於2014年10月進行投票，以接近90%大比數通過。工作小組分別在2014年11月及2015年2月就改版召開會議，討論投票過程期間收到的各項意見，而最終草案內容將於2015年5月上旬提交予ISO編訂。當ISO於7月正式出版最終草案時，相關的投票亦告展開；若草案獲通過，預計全新的ISO 9001: 2015將於今年9月中旬正式推出。ISO與國際認可論壇(IAF)已同意現有的ISO 9001: 2008認證客戶將可在三年過渡期內，就其質量管理體系作出所需更新。正式的過渡期計劃現已上載至IAF網站(www.iaf.nu)，供公眾免費查閱。

Industry Sector Standards Aligning to ISO 9001: 2015

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

配合ISO 9001: 2015的行業標準

經過反覆思量，國際汽車工作小組確認將根據ISO 9001: 2015之新結構及內容，修改其行業標準(現為ISO/TS 16949: 2009)。其他重要行業組織，包括負責資訊及通訊科技業標準TL 9000的電訊業優質供商領導人論壇，以及負責AS 9100標準的國際航空業質量組織，均已開始更新有關標準。

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

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

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

ISO 9001: 2015的指引文件已上載至ISO網站

有關ISO 9001: 2015之結構、內容及個別新要求的有用指引，可在ISO網站(http://isotc.iso.org/livelink/livelink/open/tc176SC2public)免費下載，內容包括：

- ISO 9001改版摘要
- ISO 9001與風險管理思維簡報
- ISO 9001與風險之文件
- ISO 9001: 2015過渡計劃指引
- ISO 9001: 2008與ISO/DIS 9001之相關矩陣

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

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

ISO 14001: 2015最終草案工作正進行中

今年2月，ISO技術委員會TC207/SC1於東京召開會議，討論草案投票期間所收到的意見。他們將於4月時倫敦再次開會，期望屆時可就最終草案內容達成共識。該標準計劃於2015年尾出版。

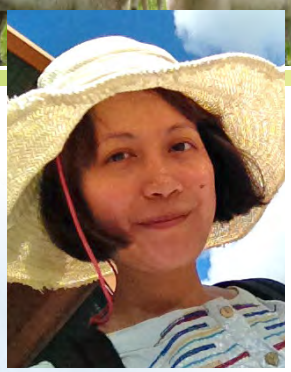
Hong Kong Hosts the 2015 Plenary Meeting of ISO/TC176

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

ISO/TC176全體會議將於香港舉行

香港特區政府創新科技署將於今年11月20至28日主持ISO技術委員會TC176(負責質量管理)的第31次全體會議，預計逾300位來自約百個國家的代表，將會出席會議。

Sharing of Good Practice of Sustainability Projects in Australia (2)
分享澳洲可持續發展項目的良好做法(二)



Ms Caroline Ma
Sustainability project volunteer supported by HKQAA BCS Fund
馬詠欣小姐
HKQAA企業社區支援基金資助的可持續發展項目義工

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

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

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

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

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

永續栽培(permaculture)一字源自永續農耕(permanent agriculture)及永續文化(permanent culture),為澳洲的有機耕種概念,意指適用於任何後院,甚至前院、屋頂、露台、鄰居花園、學校花園或社區花園的生態設計策略。永續栽培園丁將廢物循環再用,用於培養肥沃土壤,清除雜草和提升植物質素,而不需再依賴繁重的工序、肥料、除草劑與殺蟲劑。因此,永續栽培可被視為「無為耕種」。

其中一間位於維多利亞州Launching Place的有機農莊義務工作者(WWOOF)成員,便在其農場實行永續栽培。此農莊原是採用生物動力自然法的優閒農場,現在農夫們正續漸實踐有機、自給自足及休養生息的生活。他們的屋子很小,利用循環再造物料及太陽能獨立供電系統,以降低建設成本。農莊的日常工作包括建築、園藝、除草、收割、伐木、髹漆及修剪樹枝。

此農莊為示範永續栽培的好例子。農夫建造多間小屋,並以欄門分隔放養雞隻及種菜的區域。雞隻飼養在第一間屋子數個月後,屋內的土地便變得肥沃。此時,農夫將牠們遷到第二間屋,然後把第一間屋轉為溫室種植菜苗。當蔬菜收成後,溫室又再變為雞屋,以培養土壤,過程不斷重複。因此,農夫無需在菜園花太多工夫,只需偶爾混合一下泥土和雞糞。

完成此農莊的工作後,義工可學到12項永續農耕指引原則,分別是:

- 觀察與互動;
- 獲取與儲存能源;
- 獲得產能;
- 自我調節與回應他人意見;
- 使用再生資源;
- 不產生廢物;
- 由模式到細節進行設計;
- 以整合代替分隔;
- 採用小及慢的解決方案;
- 利用及重視多樣性;
- 利用邊緣效應;及
- 創意地利用與回應改變。

Collaboration with Macao Association of Environmental Protection Industry
與澳門環境保護產業協會成為合作夥伴

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

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

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

香港品質保證局與澳門環境保護產業協會於今年3月26日簽訂策略合作意向書，共同向澳門業界推廣管理體系及可持續發展的概念。本局總裁林寶興博士與澳門環境保護產業協會理事長麥瑞權先生，代表雙方正式簽署意向書。

儀式於2015年澳門國際環保合作發展論壇及展覽上舉行。活動由澳門特別行政區政府主辦，旨在促進泛珠三角地區與國際市場間的環保商務、技術及資訊的交流。

簽約儀式上共簽署了25份項目，內容涉及環保資訊交流和技術合作、環保項目合作及環保產品代理等，簽約單位來自中國內地、香港、澳門、越南、新加坡、馬來西亞及荷蘭等地。

Commitment to Nurturing Young Generation
全力培育年輕新一代

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

本局一直心繫社區，積極履行社會責任，更成立HKQAA企業社區支援基金（BCS基金），支持社會可持續發展，提升競爭力。為培育下一代發展，BCS基金向成績優異的恒生管理學院學生授予獎學金，以鼓勵他們繼續發揮潛能，回饋社會。頒授典禮已於2015年3月假恒生管理學院舉行，表揚2013/14年度獲獎學生的學術表現。

New Certified Clients
新認證客戶

November 2014 to January 2015
2014年11月至2015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 2014 to January 2015, we have been pleased to welcome 33 organisations to our community. Among them, they have obtained 39 certificates of ISO 9001, ISO 14001, OHSAS 18001, ISO 22000, ISO 50001, ISO 55001, HKQAA HACCP, SA8000, SQM-ES and TL-H 5.5/5.0. We believe the new members will contribute to the overall success of the brand that adds values to stakeholders.

香港品質保證局自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2014年11月至2015年1月期間，香港品質保證局共頒發39張證書，包括ISO 9001、ISO 14001、OHSAS 18001、ISO 22000、ISO 50001、ISO 55001、HKQAA HACCP、SA8000、SQM-ES、TL-H 5.5/5.0。在此謹祝賀33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。

We Customise Services to your Needs
致力開發創新服務 切合客戶獨特需要

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

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

作為亞太區內最具規模及領導地位的合格評定機構之一，香港品質保證局持續開發及推出不同類型的創新服務，以回應市場及個別機構的需求。我們樂意為你度身制訂各種服務，範圍遍及驗證、評審、認證、註冊、培訓、調查、研究及其他專業服務。

請與我們的業務部聯絡，我們會摯誠為你制訂切合業務需要的服務。

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

Mainland China 中国内地

May - Aug 2015 2015 年 5 月至 8 月

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

For registration and enquiry 報名及查詢

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HKQAA Certification (Shanghai) Ltd. Guangzhou Branch 標準認證服務（上海）有限公司廣州分公司 • Tel 電話：(86 20) 8383 3777

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

Hong Kong 香港

May - Aug 2015 2015 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
Quality and Integrated Management Systems 質量和綜合管理							
ISO 9001:2008 Quality Management Systems - Understanding & Application ISO 9001:2008 質量管理體系－理解與應用	C	1	HKD 1,500	VM1C/HK-05A **06**	VM1C/HK-06A **02**	VM1C/HK-07A **06**	VM1C/HK-08A **03**
ISO 9001:2008 Quality Management Systems - Internal QMS Auditor Training ISO 9001:2008 質量管理體系－內部審核員培訓	C	2	HKD 3,200	VM3C/HK-05A **20-21**	VM3C/HK-06A **08-09**	VM3C/HK-07A **21-22**	VM3C/HK-08A **27-28**
ISO 9001:2008 Quality Management Systems Documentation ISO 9001:2008 質量管理體系文件	C	1	HKD 1,600/ HKD 1,500*		QMS4C/HK-06A **15**		
The Must-know Essentials for Quality System Management Representative 質量管理體系 - 管理者代表的重要須知	C	1	HKD 1,600/ HKD 1,500*	MT23C/HK-05A **07**			
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	C	2	HKD 3,500/ HKD 3,300*				QMS5C/HK-08A **13-14**
NEW 最新課程 ISO 9001:2015 Interpretation - A Workshop based on DIS (IRCA Registration No.C17779)	C	1	HKD 1,900			S181C/HK-07A **07**	
Quality Management Systems Auditor/Lead Auditor Training Course (IRCA Registration No. A17399) 質量管理體系 － 主任審核員證書培訓課程（IRCA 註冊號 #A17399）	E	5	HKD 11,500/ HKD 11,000*		QMS/IRCA/06 **08-12**		
Integrated Management Systems Set Up & Audit Approach 綜合管理體系 － 建立與審核方法	C	2	HKD 3,500/ HKD 3,300*			IMS2C/HK-07A **27-28**	
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	C	1	HKD 1,650/ HKD 1,550*	EMS2C/HK-05A **11**		EMS2C/HK-07A **03**	
ISO 14001:2004 Environmental Management Systems - Internal EMS Auditor Training ISO 14001:2004 環境管理體系 － 內部環境管理體系審核員培訓	C	2	HKD 3,300/ HKD 3,200*		EMS3C/HK-06A **04-05**		EMS3C/HK-08A **03-04**
ISO 14001: 2004 Environmental Management Systems - Implementation and Documentation ISO 14001:2004 環境管理體系 - 實施及文件指引	C	1	HKD 1,600/ HKD 1,500*			EMS8C/HK-07A **20**	
NEW 最新課程 ISO 14001:2015 Interpretation - A Workshop based on DIS) (IRCA Registration No.C17778)	C	1	HKD 1,900	S182C/HK-05A **12**		S182C/HK-07A **08**	
Environmental Management Systems Auditor/Lead Auditor Training (IRCA Registration No. A17400) 環境管理體系 － 主任審核員證書培訓課程	E	5	HKD 11,500/ HKD 11,000*			EMS/IRCA/07 **06-10**	
ISO 50001:2011 Energy Management Systems - Understanding & Application ISO 50001:2011 能源管理體系 － 理解與應用	C	1	HKD 1,200/ HKD 1,080*		EM07C/HK-06A **29**		EM07C/HK-08A **05**
ISO 50001:2011 Energy Management Systems - Internal Auditor Training ISO 50001:2011 能源管理體系 － 內部審核員培訓	C	2	HKD 3,500/ HKD 3,300*			EM08C/HK-07A **29-30**	
NEW 最新課程 ISO 50001:2011 Energy Management Systems Auditor/Lead Auditor Training Course ISO 50001:2011 能源管理系統 － 主任審核員證書培訓課程	C	5	HKD 9,000/ HKD 8,000*			EM10C/HK-07A **27-31**	
NEW 最新課程 ISO 50001:2011 Energy Management Systems Auditor/Lead Auditor Conversion Training ISO 50001:2011 能源管理系統 － 主任審核員轉證證書培訓課程	C	3	HKD 6,000/ HKD 5,500*			EM11C/HK-07A **27-29**	
NEW 最新課程 GreenHouse Gas Verifier Training 溫室氣體驗證員	C	2	HKD 3,500/ HKD 3,300*		EM09C/HK-06A **15-16**		
Occupational Health and Safety Management 職業健康和安全							
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	C	1	HKD 1,650/ HKD 1,550*	OHS8C/HK-05A **06**		OHS8C/HK-07A **09**	
OHSAS 18001:2007 Occupational Health and Safety Management Systems - Internal OHS Auditor Training OHSAS 18001:2007 職業健康安全管理體系 — 內部審核員培訓	C	2	HKD 3,300/ HKD 3,200*		OHS9C/HK-06A **18-19**		OHS9C/HK-08A **06-07**
Occupational Health and Safety Management Systems Auditor/Lead Auditor Training Course OHSAS 18001 職業健康和安全管理體系 — 主任審核員證書培訓課程	C	5	HKD 9,000/ HKD 8,000*	OH6C/HK-05A **07-09 & 11-12**			
Risk Assessment for Safety Management Implementation 安全管理之風險評估及措施	C	1	HKD 1,600/ HKD 1,500*			OH04C/HK-07A **24**	
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	C	2	HKD 3,700/ HKD 3,500*		HA10C/HK06A **01-02**		
ISO 22000:2005 Food Safety Management Systems - Understanding and Application ISO 22000:2005 食品安全管理體系 － 理解與應用	C	1	HKD 1,600/ HKD 1,500*	HA5C/HK-05A **26**			
ISO 22000:2005 Food Safety Management Systems Implementation Course ISO 22000:2005 實施食品安全管理體系課程	C	2	HKD 3,700/ HKD 3,500*			HA9C/HK-07A **13-14**	
FSSC 22000 Auditor/Lead Auditor Course (IRCA Reg.#17512) FSSC 22000 主任審核員證書培訓課程（IRCA 註冊編號 A17512）	E	5	HKD 11,500/ HKD 11,000*		IRCA/FSMS/06 **15-19**		
Hygiene Control System - Understanding & Implementation 衛生監控系統 - 理解與實施	C	1	HKD 1,600		GP02C/HK-06A **01**		
Personal Enrichment & Certification 個人提升和專業資格							
最新推介 Breakthrough in Mind and Self Awareness - Level 1 - The Law of Change (ISNS Certified Coaching Essential) 掌管人生的法則 － 改變的法則	C	2	HKD 1,100/ HKD 980*	PC14C/HK-05A **10 & 17**	PC14C/HK-06A **13-14**		PC14C/HK-08A **07-08**
NEW 最新課程 彼得．德魯克 Peter Drucker 管理課程系列 - 經理人與組織	C	1 or 2	HKD 2,400/ HKD 4,800*		PC49C/HK-06A **23 & 26**		
NEW 最新課程 彼得．德魯克 Peter Drucker 管理課程系列 - 創新與領導變革	C	1 or 2	HKD 2,400/ HKD 4,800*	PC50C/HK-05A **01-02**			PC50C/HK-08A **22 & 29**
NEW 最新課程 Hogan Assessment Certification Workshop 2015	C	2	HKD 18,500		PC06C/HK-06A **03-04**		
NEW 最新課程 Leadership Workshop for Senior Executives – Advanced Leadership Development with Action Learning	C	1	HKD 2,300/ HKD 1,800*				PC31C/HK-08A **14**
NEW 最新課程 Neuroleadership Workshop	C	1	HKD 2,300	PC35C/HK-05A **04**			
ServSafe® Food Safety Training Program	C	2	HKD 3,900/ HKD 3,500*		PC32C/HK-06A **18-19**		
最新推介 Beyond Compliance to Excellence - Creating Positive Changes with Appreciative Internal Auditing	C	1	HKD 4,000/ HKD 3,600*	PC36C/HK-05A **07-08**			
NEW 最新課程 MATRIZ - Innovation Idea Generation Method Certified Practioner Level 1	C	3	HKD 4,200/ HKD 3,900*		PC51C/HK-06A **25 Jun, 2 & 9 Jul**		
Law and Legislation (Hong Kong, Macau & China)							
NEW 最新課程 內地勞動法、勞動合同法簡介	C	14:00-17:30	HKD 800/ HKD 700*			PC53C/HK-07A **23**	
NEW 最新課程 如何處理工傷意外個案	C	1	HKD 1,400/ HKD 1,150*				PC55C/HK-08A **27**

Hong Kong 香港

May - Aug 2015 2015 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
Management Tools, Skill for Improvement 管理工具和技巧							
NEW 最新課程 Business Process Management - Lean Sigma and Business Management Process Green Belt	C	5	HKD 9,000/ HKD 8,300*			PC65C/HK-07A **09,10,16,17 & 24**	
NEW 最新課程 Waste Reduction & Lean Application in Office Environment Workshop	C	1	HKD 1,700/ HKD 1,500*			PC67C/HK-07A **15**	
NEW 最新課程 Writing Skills for Sales Professionals	E	1	HKD 1,400/ HKD 1,150*		PC60C/HK-06A **13**		PC60C/HK-08A **06**
Implementation of HKQAA 5S in the Workplace Operation	C	1	HKD 1,600			GP03C/HK-07A **10**	
Workshop on Performance Management through KPI Setting	C	1	HKD 1,080/ HKD 980*	PC21C/HK-05A **11**		PC21C/HK-07A **09**	
Workshop on Developing Supervisory Skills & Leadership Charisma	C	1	HKD 1,080/ HKD 980*		PC22C/HK-06A **13**		
Workshop on Business Process Improvement	C	1	HKD 1,080/ HKD 980*		PC24C/HK-06A **27**		
Workshop on Effective Performance Appraisal	C	1	HKD 1,080/ HKD 980*	PC26C/HK-05A **18**			PC26C/HK-08A **07**
Workshop on Effective Account Management and Selling Skills	C	1	HKD 1,080/ HKD 980*		PC27C/HK-06A **01**	PC27C/HK-07A **17**	
NEW 最新課程 Workshop on Time Management	C	1	HKD 1,080/ HKD 980*		PC52C/HK-06A **27**		
NEW 最新課程 Exceeding Job Satisfaction – Creating a Positive Workplace that Energizes and Engages People	C	1	HKD 2,300/ HKD 1,800*	PC33C/HK-05A **28**			
NEW 最新課程 Strength-based Strategic Planning – Moving Your Business Forward in Positive Momentum	C	1	HKD 2,300/ HKD 1,800*			PC34C/HK-07A **22**	
Women In Leadership - Leadership Breakthrough's For Women	E	1	HKD 1,100/ HKD 980*		PC17E/HK-06A **22**		
NEW 最新課程 TRIZ Introduction Workshop – Innovative Ideas Generation Method	C	1	HKD 1,100/ HKD 980*	PC15C/HK-05A **18**	PC15C/HK-06A **18**		
NEW 最新課程 Workshop on Effective Communication & Influencing Skills	C	1	HKD 1,100/ HKD 980*			PC37C/HK-07A **11**	
NEW 最新課程 成功管理人員必經的培訓師之路	C	1	HKD 1,800/ HKD 1,600*	PC39C/HK-05A **02**	PC39C/HK-06A **13**		PC39C/HK-08A **22**
NEW 最新課程 晉升管理層思維及行為轉化之路	C	1	HKD 6,300/ HKD 5,800*			PC64C/HK-07A **10-11 & 17-18**	
NEW 最新課程 Workshop on Optimizing Maintenance Decisions (NTTS training grant of HKD 3,000**)	C	3	HKD 7,500#			PC40C/HK-07A **20 & 27 Jul & 02 Aug**	
NEW 最新課程 From Services to sales Workshop 由服務走向銷售	C	1	HKD 1,100/ HKD 980*				PC43C/HK-08A **20**
NEW 最新課程 Professional Presentation Workshop 專業演講技巧	C	1	HKD 1,100/ HKD 980*	PC44C/HK-05A **28**		PC44C/HK-07A **10**	
NEW 最新課程 Business Negotiation Workshop 高效商業談判	C	1	HKD 1,100/ HKD 980*		PC45C/HK-06A **18**		
NEW 最新課程 Service Excellence Workshop 邁向卓越服務	C	1	HKD 1,100/ HKD 980*		PC46C/HK-06A **19**		
NEW 最新課程 Corporate Sales Workshop 企業銷售培訓	C	1	HKD 1,100/ HKD 980*				PC48C/HK-08A **05**
NEW 最新課程 Public Security and Crowd Control Management 公眾保安與人潮控制管理	C	1	HKD 4,000/ HKD 3,600*		MT30C/HK-06A **03**		
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	C	1	HKD 1,600	RM01C/HK-05A **08**			
NEW 最新課程 Business Continuity Planning and Management	C	3	HKD 6,000/ HKD 5,800*	RM03C/HK-05A **06-08**			
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	C	1	HKD 1,600		RM04C/HK-06A **03**		
Customer Service: From Good To Great 顧客服務：邁向優越							
ISO 10002:2014 Customer Satisfaction - Guidelines for Complaints Handling - Understanding & Application ISO 10002:2014 客戶滿意度 - 投訴處理指引 - 理解與應用	C	1	HKD 1,200	MT14C/HK-05A **18**			
NEW 最新課程 Effective Compliant Handling and Risk Management in the Customer Service Centre 高效投訴管理技巧及客戶服務中心風險管理	C	1	HKD 1,900		EW53C/HK-06A **05**		
NEW 最新課程 Complaints Handling Workshop 有效處理難纏客戶及投訴	C	1	HKD 1,100/ HKD 980*			PC47C/HK-07A **16**	
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	C	1	HKD 1,600			SR01C/HK-07A **31**	
Telecommunications, Information Security and Management 電信、資訊保安與管理							
NEW 最新課程 ISO/IEC 20000:2011 Information Technology Service Management Systems - Understanding & Application ISO/IEC 20000:2011 信息技術服務體系 - 理解與應用	C	1	HKD 1,600/ HKD 1,500*	ISE9C/HK-05A **29**			
ISO 27001:2013 Information Security Management Systems - Understanding & Application ISO 27001:2013 信息安全管理體系 – 理解與應用	C	1	HKD 1,600/ HKD 1,500*	ISE3C/HK-05A **29**			
NEW 最新課程 Implementation of ISO 27001:2013 Information Security Management Systems	C	3	HKD 5,100/ HKD 4,800*	ISE5C/HK-05A **13-15**			
TL 9000 R5.5/R5.0 Quality Management System Auditing (QuEST Forum Sanctioned Training) TL 9000 R5.5/R5.0 質量管理體系審核課程 (QuEST Forum 認可課程)	E	3	HKD 9,700/ HKD 9,100**			TL02E/HK-07A **13-15**	
HKQAA Sustainable Building Index 樓宇可持續發展指數 (HKQAA SBI)							
HKQAA Sustainable Building Index (HKQAA SBI) - Understanding & Verification 樓宇可持續發展指數 – 理解與驗證	C	1	HKD 1,550				SBI1C/HK-08A **31**

Remarks 備註

\# NTTS approved course with course fee reimbursement 為NTTS認可課程，可享收費回贈

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Organisations contracted HKQAA as their management system certification service providers have no obligation to enroll in any HKQAA training services 聘用本局管理體系認證服務的機構並無義務參加本局所舉辦的培訓課程

C Conducted in Cantonese 以廣東話授課 | E Conducted in English 以英語授課 | P Conducted in Putonghua 以普通話授課 | GZ Guangzhou 廣州 | SH Shanghai 上海 | MU Macau 澳門

HKQAA SYMPOSIUM

2015 HKQAA Symposium
香港品質保證局專題研討會

Strategic Management of Megatrends to Achieve Sustained Success
管理大趨勢 · 邁向持續成功

Morning Session 上午專題環節 (9:15am–12:00pm)

Language: English
語言：英語

- Striking the Balance between Urban Development and Environmental Conservation
  城市發展與環境保育的平衡
- Water Footprint Management: Utilization of "Blue Gold"
  水足跡管理：善用「藍色金脈」
- Latest Development of Green Building Initiatives
  綠色建築倡議的最新發展
- Hong Kong Carbon Performance Survey Results 2014
  香港碳表現調查結果2014
- Impact Investment: Creating Social Impact along with Financial Returns
  影響力投資：同時締造社會價值與財務回報
- A New Perspective of Environmental Management, the Upcoming Changes to ISO 14001
  環境管理的新思維 — 新版ISO 14001的轉變

Afternoon Session 下午專題環節 (2:00–4:45pm)

Language: English/ Putonghua
語言：英語／普通話

- Managing Risks and Opportunities in the Digital Economy
  管理數碼經濟的風險與機遇
- Leveraging Big Data for Strategic Management (Putonghua)
  充分運用大數據的策略性管理 （普通話）
- Technology & Innovation for Management in Future (Putonghua)
  創新技術 — 為未來的管理領航 （普通話）
- Innovative Business Incubation - Foster the Growth of Technology
  培育創新企業・促進科技發展
- Keys to Inherited Business: Maintaining Family-owned Companies through the Generations
  從跨代管理家族生意，分析傳承業務的成功關鍵
- Path to Continuous Improvement: the Latest Development of ISO 9001, ISO 45001 and IMS
  邁向持續進步 — ISO 9001、ISO 45001及IMS的最新發展

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HKQAA
SYMPOSIUM

29/05/2015
9:15am - 4:45pm
7/F, Langham Place Hotel,
Mongkok, Hong Kong
香港旺角朗豪酒店七樓朗豪廳

Speakers 演講嘉賓

- **Ir Shirlee Algire 郝雪麗女士**
  Executive Manager, Sustainability, Hong Kong Jockey Club
  香港賽馬會持續發展高級經理
- **Dr Michael Chan Yue Kwong 陳裕光博士**
  Chairman of Cafe de Coral Holdings Limited, Honorary Chairman of Legacy Academy
  大家樂集團有限公司主席、傳承學院榮譽主席
- **Dr Nigel H Croft 倪國夫博士**
  Chairman, ISO Technical Subcommittee on Quality Systems
  國際標準化組織技術委員會主席
- **Mr Wilson Fung Wing Yip 馮永業先生**
  Executive Director, Corporate Development, Airport Authority Hong Kong
  香港機場管理局企業發展執行總監
- **Prof Ho Kin Chung, BBS, JP 何建宗教授，銅紫荊星章，太平紳士**
  Dean of School of Science and Technology, Programme Leader in Environmental Studies and Applied Sciences, The Open University of Hong Kong
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