



如何管理承辦商及分判商的職安健表現

Management on Contractors and Subcontractors' OSH performance

引言

承辦 / 分判的制度在香港某些行業實行了頗長時間，其實承辦 / 分判制度若應用得宜是有助節省成本，提高產品和服務質素兼具靈活變通的好處。然而，如果管理不善，則會導致服務和產品的質素下降，工人不受控制，公司還可能因職安健表現欠佳而導致人力資源及經濟損失，商譽亦會受損。所以一間公司整體的職安健表現與它在評選及管控承辦商 / 分判商方面，肯定有很大的關係。

「縱橫」為此專訪了香港機場管理局(下稱機管局)及瑞安建業有限公司(下稱瑞安)兩間機構的有關負責人，分享他們在這方面的心得和經驗。

Introduction

Contracting/subcontracting systems have existed for a long time in some industries in Hong Kong, which give rise to issues of quality control and occupational safety and health (OSH) problems. In fact, with its flexibility, if the system is properly implemented, production costs can be saved and the quality of products and services can be assured. On the other hand, however, poor management can lead to a decline in service and product quality, and employees may be out of control, and as a result a company will suffer losses in the areas of human resources, finance and goodwill. Consequently, assessing and managing contractors and subcontractors is significant to such a company's overall OSH performance and has to be taken care of properly.

In view of the above concerns, the OSH Link has interviewed the respective officers of the Airport Authority Hong Kong (AA) and Shui On Construction and Materials Limited (Shui On) so as to share their experiences with our readers.

安全繫我心 —— 機管局專訪

Feature on Airport Authority

Safety is the Heart of our Business

在「縱橫」中，暢談機管局在管理承辦商職安健方面的心得和經驗的是機場安全高級經理（安全、保安、環境及規劃事務）劉克華先生及機場工程管理經理（技術及採購事務）何廣添先生。



何廣添先生(左)和劉克華先生(右)
Mr. Edmund K. T. Ho (left) and Mr. H. W. Lau (right)

當提到機管局怎樣確保承辦商僱員在機場工作時的安全，劉先生表示機管局對承辦商僱員在機場工作的安

全，不論人數多寡，均一視同仁，並有一套措施來管理各承辦商的運作。

於挑選承辦商方面，機管局會就其經驗、技術、財務及安全等方面作出審核，承辦標書必須在以上幾方面完全符合機管局的要求，才會考慮。機管局明確要求投標者需於標書內列明其安全管理系統的目標、計劃、組織架構、風險評估及執行政程、跟進和改善的方法，以及文件存檔等，以便機管局評核篩選。機管局十分重視安全與健康，所以每年都會與承辦商商討及訂下安全指標，對職安健的要求十分認真和嚴格。

監管方面，何先生則指出，機管局會以改變慣性行為及自發性為考慮，與承辦商攜手共同處理安全管理問題，教育承辦商及其員工，以期改變他們舊有的想法。希望他們時常提高警覺，減少意外。不少承辦商及其僱員初時不了解機場特有的環境，會把一貫的工作模式帶到機場裡。所以在展開工作

Mr H. W. Lau, Senior Manager, Airport Safety (Safety, Security, Environmental & Planning Service) and Mr Edmund K. T. Ho, Works Management Manager (Technical Services & Procurement) of the Airport Authority (AA) shared their experiences in managing their contractors and subcontractors' OSH matters with us.

When being asked how to ensure the safety of contractors' employees at the airport, Mr Lau said that work safety contractors were all treated equally irrespective of the number of people working there. Moreover, a safety management system (SMS) was implemented to help monitoring the operations of contractors.

Regarding the selection of a tender, the AA assesses potential candidates in respect of their experience, technical ability, financial health and the quality of their safety measures. The AA will only consider those contractors, which have fulfilled the required criteria. In addition, the SMS's targets, plans, safety committee structure, risk assessment procedures, implementation, follow-up actions and improvement procedures, as well as document-filing regime, should be clearly stipulated in the tenders submitted for the AA's selection. The AA pays special attention to the safety and health of people working there, so it sets strict safety guidelines for its contractors to follow each year.

Mr Ho pointed out that the AA takes the fact of changing habitual practices and voluntary acts into consideration, and co-operates with the contractors in tackling safety management issues. The AA educates its contractors and their staff to change their mindset in the hope of raising their standard of safety awareness and minimizing the recurrence of accidents. When starting to work for the AA, initially contractors and their employees have little knowledge of the characteristics of the airport's environment and bring with them to the airport their habitual working practices. Being aware of this, before contractors and their staff have started working, the AA will brief them about the airport's specific environment, which is a unique place where hazards may occur without their anticipation. At first contractors and subcontractors often feel that the AA has imposed overly severe discipline on them, but subsequently they come to recognize that their previous working

前，機管局會預先給他們認識機場的環境，使他們時刻警覺機場環境的獨特性，明白到很多危害未必能預見。初時他們會覺得機管局要求過高，但不久，他們便會知道以前的做法，會因快得慢，或因減得加，機管局有這樣的要求是必要的。

劉先生繼續指出，機管局的工作安全策略是主動訂立目標及進行評估風險，鼓勵承辦商提出創新意念，改善安全表現。又設立多個安全委員會，加強與承辦商的溝通，評估需要改善的地方，並商討有效實行的方法及每月監察他們的表現，若不能達至要求，他們須呈交改善安全系統的報告，而機管局則會定期審查及巡察，以確保有關之改善計劃已經妥善執行。機管局亦有一個扣分計劃，以管制個人及公司兩方面的安全表現，個人若不遵守安全規則，會被扣分。公司亦因其員工犯規而會被扣分，目的是希望承辦商注意其安全措施及執行情況。此外，實施強制匯報意外計劃，規定所有意外必須匯報和提交有關報告，追查意外的根源。機管局主動幫助承辦商確認危害，並跟承辦商及其僱員商討控制的方法。

機場環境特別，因此，機管局根據機場環境及意外記錄確定了六種高危的工作性質：即高溫工作、高空工作、電力工作、處理危險品、密閉空間工作及進行封路措施。機管局要求承辦商提交這些工作的詳細風險評估，並審核其處理方法及以往記錄。負責安全的同事則要審核該系統及檢查其安全情況，看看承辦商是否依足標書去做，若有不足之處，予以適當的處理。

何先生指出，機管局現已有一套名為 "Back to Basic" 關於安全態度的培訓影帶，任何申請禁區工作證者都要觀看，讓觀眾思考自己是否對工作的每一步驟都已經完全了解。影帶亦說及機場各處的一般安全措施要求。機管局現正製作一套專為承辦商而設有關於機場的安全工作制度的影帶，仔細列明於上述六種高危工作時，及需採取的步驟，並借助影像加深觀眾的印象。影帶推出後，對承辦商員工會進行

practices would only have caused delay and high costs, so such safety requirements can be seen to work to the mutual benefit of all parties.

The AA's work-safety strategy consists mainly of working-up its targets and risk assessments and motivating its contractors to put in innovative ideas for the further enhancement of their safety performances. Various safety sub-committees are set up to communicate with the contractors to further strengthen their safety awareness, and for finding ways and means for the further improvement of safety, Mr Lau continued. Each committee monitors contractors' performances on a monthly basis, if a contractor is not up to the required standard, it should submit a safety system enhancement report. The AA also reviews contractors' performances regularly to ensure that any enhancement programmes have been carried out effectively. There is also a Point Deduction Scheme, designed by the AA, which is divided into individual and corporate categories, which are operated simultaneously. If a person does not comply with the safety regulations, points will be deducted from him/her and his/her employer, thus as a result of an individual's misbehaviour, his/her company can experience a point deduction as well. The rationale behind this scheme is to draw the attention of the contractors to safety measures and implementation procedures. A mandatory accident-reporting scheme is implemented to avoid any prevarication and a written report explaining the root cause of an incident is demanded. Moreover, the AA continues to help contractors to voluntarily identify potential hazards and discuss it with their staff in order to find solutions pertinent to an airport environment and a culture of safety and responsibility.

The airport's environment is unique, and so far the AA has identified 6 categories of high-risk work, namely hot work, working at height, electrical work, handling hazardous goods or materials and working in confined spaces and road-closure work, that based on the airport's environment and past accidental records. The AA requires contractors occupied in these categories of work to submit a detailed risk assessment, and will closely review their methods of handling such situations, as well as examining past records. The AA's safety officer has to study the system carefully and to carry out a safety inspection to see whether the contractor has reached the standards required by the specification of the tender. If the contractor fails to perform satisfactorily, appropriate follow-up actions will be made.

The AA has a video on work safety attitudes entitled "Back to Basics". Any person who is applying for a working permit in the restricted area will have to watch this video first so that they can carefully consider whether they have achieved a thorough understanding of the required work procedures. The video also covers the general safety requirements

確認計劃，獲確認的員工才獲禁區工作證。亦會考慮實施扣分及考牌制度，加強工作安全意識，工作人員如未能符合要求，會要求上進修課程，如進度未如理想，則可能會被除牌。另一方面，承辦商也可能會推行發牌制度，員工犯過，僱主需負責，加強承辦商的安全意識。

劉先生指出，他們的目標要使香港國際機場是全球最安全的機場。他們曾定期會舉辦各種各樣的推廣活動，提高工作安全意識，例如每年舉辦「停機坪安全及健康運動」；「二零零三機場消防安全標語設計比賽」；「行李處理大堂安全運動」；「扶手電梯及自動行人道安全運動」；「承辦商安全運動」；「旅客安全運動」；「合作伙伴安全表現確認計劃」及「危害報告計劃」等。開辦培訓課程及設立賞罰制度，賞罰均可影響日後能否再獲中標的機會。每年五月，機管局行政總裁都會頒發各項最佳安全表現獎予有關承辦商，並且在《機場安全專訊》予以表揚及鼓勵。與承辦商合作舉辦停機坪安全大使運動，由承辦商提名自己員工，或員工自願成為安全大使，機場安全是為每一個人，是為整體社會的。提高安全意識，減少意外，減省成本，因此機管局強調安全有利業務。它可以建立良好的商譽、降低保險費，以及使營運更見效率。



of the airport. The AA is in the course of producing another video, which stipulates the detailed appropriate safety work systems that have to be applied to the 6 high-risk work categories identified at the airport, which will be specifically aimed at the current generation of working contractors. With the greater effectiveness of having a visual impact, it is expected that the work safety awareness of the audience will be strengthened by this new video, which should be launched this May. Soon after the release of the video, an accreditation will take place and only those who qualify will be issued with working permits for the restricted area. The AA is also considering implementing a point reduction and a licensing scheme, with a view to enhancing the safety alertness of workers. If a worker fails to meet the requirement, he will be required to attend a refresher course, and if his progress is below standard he may be disqualified. Such a licensing system may be introduced for contractors as well, in the hope that employers will be responsible for their employees' misbehaviour, and so in turn they will monitor their staff more closely.

It is the AA's earnest aspiration that Hong Kong International Airport should become the safest airport in the world, added Mr Lau. To achieve this goal, the AA has been organizing various activities and campaigns. Such events include: the annual "Ramp Safety Campaign", and the "Airport Fire Safety Slogan Competition 2003", Baggage Hall Safety Campaign, Lift and Escalator Safety Campaign, Contractor Safety Campaign, Passenger Safety Campaign, Business Partners Safety Recognition Scheme, Hazard Reporting Scheme. The AA will also continue with the setting-up of training courses and the establishment of a merit and demerit system, within which points will be added if a contractor's safety performance has reached high standards...or vice versa. This will determine whether the tender will be given to the same applicant. In May each year, the CEO of the AA presents a number of awards for best safety performances to the respective contractors, and these awards are also acknowledged and encouraged through the Airport Safety Bulletin. In addition, the AA jointly organizes an "Ramp Safety Ambassadors Campaign" with its contractors, who may either nominate a safety ambassador, or allow their staff to volunteer themselves to be safety ambassadors. This is done on the understanding that airport safety is everyone's responsibilities, and to a larger extent, is the business of the whole community. High standards of safety awareness can help avoid casualties and reduce operating costs, therefore, the AA stresses that safety is beneficial to business operations. Safety can also enhance the goodwill of a corporation and insurance premiums, thus resulting in a more effective operation.

瑞安精神

安全第一

Shui On's "safety first" spirit

「縱橫」專程到瑞安建業有限公司(下稱瑞安)做了一次訪問，跟安全健康及環保高級經理唐俊華先生及安全健康及環保助理經理韋國傑先生會面，分享瑞安在承判商職安健管理方面的經驗和心得。



唐俊華先生(左)和韋國傑先生(右)
Mr. Peter Tong (left) and Mr. K. K. Wai (right)

瑞安現約有一百家承判商，他們的表現對公司整體工傷數字絕對是關鍵一環。瑞安對承判商的管理是透過夥伴關係而促成的，他們不時向承判商灌輸安全意識，並積極協助承判商提升職安健水平，讓其融入機構的安全文化當中。

瑞安十分關注和重視承判商在投標工程時在職安健方面所作出的承諾，而承判商過往的安全表現和記錄亦是甄選的重要條件之一。若承判商是首次投標並沒有記錄可尋，則他們須根據由瑞安訂下的26類工種之基本安全要求，編寫他們的標書並計算有關成本方可入標。瑞安會就標價是否合理、投標者能

Links conducted an interview with Mr. Peter Tong Senior Manager Health Safety and Environment and Mr. K. K. Wai Assistant Manager Health Safety and Environment, Shui On Construction and Materials Ltd ("Shui On"), so as to share with our readers their valuable experience in managing the occupational safety performance of subcontractors.

At present, Shui On has nearly 100 subcontractors. The performance of these subcontractors has significant influence on the rate of increase and decrease of the company's overall rate of accidents. Forming partnerships with subcontractors is Shui On's key method of subcontractor management. In addition, in order to make its subcontractors understand its safety culture, Shui On actively disseminates information on safety to subcontractors on a regular basis, thus assisting them in raising their occupational safety levels.

Shui On takes very seriously the commitments on OSH that made by its subcontractors when they submitted their tenders. The subcontractors' past track records and their safety performances are also key criteria for the selection of a tender. If a subcontractor submits its maiden tender and there is no past record for reference, it has to prepare a tender, that fulfils the basic safety requirements set out for 26 trades by Shui On, and calculate the related costs involved in the project before submitting its tender. Prior to awarding the tender, Shui On contemplates the fairness of the tender price, the feasibility of whether the subcontractor can implement its safety measures successfully, and even takes other, smaller, details into consideration, such as whether the site-in-charge of a subcontractor has obtained safety supervisor training certificate, etc. As a result, the winning bidder may not be the one who can offer the lowest bid.

否落實其安全措施，甚至一些細節如該承判商的駐地盤負責人有否持有安全督導員課程之證書等作為考慮因素，故此，投標並不一定是價低者得。

其實，瑞安早於 1981 年便推行安全管理制度，而政府則在 1986 年才推出地盤安全督導計劃，由此可見瑞安十分重視職安健。瑞安從 1987 年開始每年舉辦指標研討會，達標的承判商在會上獲得嘉許。此外，瑞安亦定期舉辦承判商安全工作坊，除分享彼此的經驗外，還表揚在工作安全方面有良好表現的承判商。

唐先生提到瑞安很重視群策群力的團隊合作精神，這份精神建基於夥伴之間的坦誠溝通。實際上，有不少出色的職安健新構思，是在不同的安全會議內透過承判商建議和參與所獲得的。例如以往工地一般在外圍釘上木板作為圍欄，然而釘木板的工人往往因為要拆除木板進行下一個工序而影響了工程進度。現在工地則採用了一個新方法，用鐵通配件在方位上先做一個 U 位，然後把鐵通架上作為圍欄。這個方法免去了釘及拆除木板的工序，既方便又快捷。

瑞安以「賞罰分明」的原則管理承判商。他們每月以清單評分方式，評核承判商的安全表現。若承判商連續兩個月未能達至某些特定項目的分數指標，便須親自向該項目的經理解釋及商討改善辦法，並會以兩個月為觀察期。若觀察期後仍未見改善，公司便會向該承判商發出警告信，未見改善的承判商甚至會被暫停 3 至 6 月的投標資格。

瑞安重視安全，若有意外發生，該項目經理會馬上召見有關承判商的負責人了解成因，並盡快跟進及改善。

Shui On recognizes the importance of occupational safety and health, and launched its safety management system in 1981, well before the government put forward its "site safety monitoring programme" in 1986. From 1987 onwards, Shui On has organized an annual HSE Target Seminar, and it gives recognition to those subcontractors who can achieve the seminar's targets. Shui On also holds Sub-contractors Safety Workshops from time to time, for experience sharing and it will commend those subcontractors that can present an outstanding record in occupational safety.

Mr Tong pointed out that Shui On values team spirit, which builds on mutual trust and wholehearted communication amongst partners. Sometimes, subcontractors may suggest constructive and innovative OSH ideas during safety meetings. For instance, in the past, wooden barriers were used for fencing. However, this delays the progress of the project, since workers have to remove these wooden barriers before moving to the next procedure. Workers can now adopt a new method. They use metal parts to form U-shaped supports, and then put up iron pipes on these supports as guardrails. This fast and efficient method can save time, compared with the previous method of erecting and moving the clumsy wooden barriers.

In managing its subcontractors Shui On employs a strict set of rules for both reward and punishment. It employs a sub-contractor's HSE performance evaluation method to evaluate the safety performance of subcontractors every month. If a subcontractor fails to meet the specific rating for two consecutive months, the subcontractor itself has to give reasons to the relevant project manager and discuss methods for improving its performance. Subsequently, the subcontractor will be under observation for two months. If there is no improvement after the observation period, Shui On will send a warning letter to that subcontractor. If the subcontractor fails to make any improvement thereafter, it will lose its eligibility to tender for 3 to 6 months.

Shui On regards safety as top priority. If an accident occurs, the relevant project manager will investigate the root cause of the accident with the subcontractor's responsible person for immediate follow-up action and safety enhancement work.

瑞安設有獨立稽核小組，負責安全健康及環保的稽核工作。小組成員會定期與承判商及其員工會面，收集他們對公司安全文化的意見。此外，稽核小組成員亦會就業內行情及工序進行研究，以便收集多方面的訊息、不斷改進。他們並會向安全健康及環保部主管匯報行業的最新消息，以便在會議上進行討論及跟進。這項措施實行了一段時間，效果頗佳。

瑞安非常重視與承判商建立的夥伴合作關係。在安全工作坊上，瑞安協助承判商推行安全管理模式，把有關資料燒錄在光碟上供派發，並協助他們填寫安全管理所需的資料。此外，瑞安規定所有承判商駐地盤負責人必須持有安全督導員課程證書，若有負責人未能報讀，瑞安會特別開辦一個訓練課程給他們，令每位駐地盤的工作人員都持有有關資格。此外，瑞安每年均舉辦承判商安全工作坊，藉此回顧過去一年承判商在職安健的表現，並訂下來年計劃，每個承判商駐地盤的負責人均需出席。



分判的層數愈多，管理就愈要嚴謹。瑞安採取了適當的措施去控制分判的層數，例如承判商每次分判必須得到瑞安的批准，令他們能掌握實際的施工情況以便管理。

Shui On has its own independent audit team responsible for the assessment of safety, health and the environment of its projects. Members of the audit team regularly research on working procedures and survey on good trade practices to gather information for further improvement. The group will report in meetings the latest news to the department head of Health Safety and Environment for discussion and for the planning of follow-up actions. This programme has been running for some time with satisfactory results.

Shui On treasures the partnership relation established between subcontractors and it. In the past Subcontractors Safety Workshop, Shui On has provided assistance to subcontractors in implementing safety management system and supplies them with a compact disc containing relevant information, as well as helping them to fill in the required safety management information. In addition, Shui On stipulates that the site-in-charge of each subcontractor is required to possess a safety supervisor training certificate. If a subcontractor's site-in-charges fails to enrol on any such courses, Shui On will offer them a special training course in order that the subcontractors' site-in-charge can be qualified to work on its sites. At the same time, to evaluate the HSE performance of subcontractors over the past year, Shui On organizes annual Subcontractors Safety Workshop for subcontractors at which it sets out its target for the following year. Each subcontractor's site-in-charge is required to attend the workshop.

A stringent management method has to be employed if the number of layers of subcontractors increases. To control the number of layers of sub-contracting, Shui On has adopted certain measures. For example, subcontractors have to seek Shui On's approval before further sub-contracting, so that Shui On can keep track of the operation of the whole project.

Some trades, such as the plastering, have many such sub-contracting strata. In view of this, Shui On has adopted the following management strategy:

Five years ago, Shui On established its own plastering division and started employing its plasterer directly. It provided specific training

此外，一些經常有多層分判的行業，以泥水為例，瑞安便採用了以下方法進行管理：

5年前，瑞安開始直接聘請泥水工人，成立泥水部門及提供有關泥水工序的訓練，使工人詳細了解每一個工序，並從中找出可改善作業工具的辦法。例如，他們自行製造了一些鋁質工作凳作為墊高工人做「批盪」之用，這樣工人便不需就地取材用一些磚頭墊高工作，避免工作時站在磚頭上滑倒等意外的發生。此外，以往在混合英泥沙漿時，工人不時會弄至滿地沙漿；現在，工地採用了可開摺的鐵盤進行混合英泥沙漿工序，不但改善了工地整潔，還避免絆倒等意外發生。現時，泥水工程仍有部份進行外判，這可使外判的承判商能與瑞安的直屬泥水部互相借鏡，從而產生良性的推動作用，有助提高質量及安全的表現。

瑞安自從實施安全管理，以及將工作安全意識推廣到每位工人後，嚴重事故的發生已大大減少。去年12月，瑞安推行安全行為修養計劃，希望透過計劃改善工人的安全意識，以便進一步減低輕微事故至每年10宗以下。計劃推行以來深受工人支持，除派發安全行為守則給工人，讓他們可依從守則工作外，有關方面還派員到各地盤視察，並邀請工人現身說法，期間亦送贈餅咭及貼紙等以示鼓勵。

瑞安的工傷率，由1993年的每千工人中128宗下降至2003年的每千工人中19宗，保險費用因而得以下調，營運成本亦節省了不少。現今社會對職業安全日趨重視，工程並不純粹由標價決定，以瑞安過往的安全表現，實具競爭條件。

on plaster-related topics to workers, so that they could have a better and thorough understanding of each working procedure. The workers also instigated improvements in the tools. For example, they designed some aluminium working benches for themselves so that they can step on those stands while plastering. With these aluminium-working benches, workers can avoid using piled bricks to increase the height of the working platform, and this improvement in turn can prevent accidents from happening. In the past, the plaster would spill while workers were mixing it, but the use of a foldable iron basin, when mixing the paste, not merely helps to prevent the plaster from spilling, it can also keep the site clean and tidy, and so can prevent workers from stumbling. At present, still some plastering jobs are being outsourced. These can help with the collaboration between Shui On's plastering operation and the subcontractors from outside and the synergy results in the enhancement of safety at work.

With Shui On's implementation of safety management and its continuous efforts in promoting safety awareness to each worker, the recurrence of fatal accidents has been reduced significantly. In December last year, Shui On launched a "Workers safe behavior programme", which aims at raising workers' safety awareness and further decreasing the number of minor casualties to 10 cases per year or fewer. The programme has been widely accepted by workers since its inception. Besides distributing safety mottos to workers, staff from other departments also visits the site regularly. They give out cake-shop coupons and stickers to safe workers as minor incentives and invite the workers to share their experiences with others.

Shui On's accident rate has decreased from 128 cases per 1000 workers in 1993 to 19 cases per 1000 workers in 2003, and thus the insurance premiums have been reduced - which further reduces operating costs.

An awareness of occupational safety is increasingly important nowadays and the success of a tender for a project is not merely determined by tender price. Shui On has become highly competitive as a result of all these measures and its historical and ongoing safety performance.

九巴職安健探秘之旅

Safety Visit to KMB's Shatin Depot

九巴乃香港主要的公共運輸機構之一，員工共有一萬三千多人。九巴除致力提供優質巴士營運服務給市民之外，亦十分重視環境保護及員工安全及健康事宜。故此，一班綠十字會會員於2004年4月30日在九巴職員陪同下，參觀了九巴沙田車廠的運作情況及安全和健康措施。

沙田車廠乃九巴其中一個車廠，每日負責龐大車隊的例行維修及保養工作。車廠為保障員工的工作安全及健康，早已建立一系列行之有效的安全措施及程序。例如設有為防止唧車時發生翻車的程序，防止維修期間意外啟動車輛或倒車事故的安全程序，以及防止維修人員墮入車坑的安全措施等。

此外，由於每晚有眾多巴士停泊在車廠以待檢查或維修，故此如何妥善排放車輛廢氣是一大問題，為

此車廠便專門設有喉管處理巴士排出的廢氣，確保廠內空氣清新。



As the largest bus operator in Hong Kong with a total number of 13,000 staff, the Kowloon Motor Bus Company (KMB) has made tremendous efforts in providing quality bus services while dedicating itself to environmental conservation as well as the occupational safety and health of its valued staff. Thus, a delegation of Green Cross Group members, accompanied by KMB staff, visited KMB's Shatin Depot on 30 April 2004 to find out the efforts it has made.

Shatin Depot is just one of KMB's bus depots, and is responsible for its part in the daily maintenance of a huge bus fleet. In order to safeguard maintenance workers' safety, the depot has adopted various safety measures and installed relevant safety equipment in its workplaces. For instance, it has working procedures to prevent a bus from turning over whilst it is being jacked up, thus avoiding the possibility of workers being injured by the bus falling over. It also has safety procedures preventing workers from falling into vehicle inspection pits.

There is more, since lots of buses are driven back to the depot at night for safety and maintenance checks, KMB has installed a specific extraction system to pipe the vehicle exhaust fumes away so as to keep the air fresh for the depot's workers.

另一方面，車廠還設有一套避免人力提舉的安全措施，防止員工進行搬運工作時受傷。例如拆卸重達200磅的巴士車胎時，若無輔助工具以減少人力提舉意外，便很易導致員工受傷。在焊接安全方面，員工亦須按規定穿戴防灼傷及強光的保護裝備。此外，廠內對易燃物件的存放及電池房高危化學品的處理，亦有一套既定的安全程序，防止意外的發生。

隨後，各會員又參觀了九巴車長訓練學校，了解訓練車長安全駕駛的程序及設施。據悉，九巴更設有一套系統機制監察車長的健康狀況，預防車長因過勞而造成交通意外。更重要是，九巴設有安全委員會，搜集員工及市民的意見後制定相應的政策，以消除安全隱患及建立安全文化。

透過是次參觀活動，各會員了解到九巴在提供可靠及舒適的服務背後，還致力維持了一系列的安全管理系統，確保乘客的生命及員工的工作安全得到保障。

KMB also mandates safe lifting procedures to prevent workers from accidentally injuring themselves. For instance, workers are vulnerable to injury if, without special equipment to help them, they attempt to lift and carry the bus tires, which weigh over 200 pounds each. To prevent injuries arising from welding, workers are required to put on personal protective equipment during their work. What's more, there are strict safety procedures to prevent accidents arising from storage and handling of inflammables and other dangerous chemicals.

Afterwards, the Green Cross Group members also toured around the depot's Bus Captain Training School. This gave them an excellent opportunity to discover how bus captains are trained to drive safely and politely. KMB has also established a mechanism to monitor bus captains' health conditions, so as to avoid accidents caused by over-work. Most importantly, KMB has established a Safety Committee to gather opinions from both staff and citizens about how to simultaneously eliminate safety pitfalls and promote a safety culture.



During the visit, the group members came to realise that KMB not only provides reliable and comfortable bus services, but also maintains a safety management system to make sure passengers have a safe ride and workers have a safe day.

職安健夥伴計劃簡介會

Briefing Session on The Safety and Health Improvement Partnership Scheme (SHIPS)

綠十字會的成立，旨在幫助有志不斷改善職業安全健康的機構進行標準借鑑。

為了進一步協助會員更有效地實踐企業的最佳實務，提高職安健水平，職業安全健康局現正推出「職安健夥伴計劃」，旨在鼓勵綠十字會員通過夥伴合作模式與職安局一起共同推行策略性的職安健改善項目，改善工作環境，提升企業的職安健水平。

為了讓會員機構更瞭解此項計劃的內容及申請方法，綠十字會將舉辦簡介會，歡迎會員機構派員參加。

The Green Cross Group was established by the Occupational Safety and Health Council in 1998 to promote and facilitate benchmarking among organizations for continual improvement in occupational safety and health. To further assist member organizations towards the goal of achieving best practices and sharing of experiences, the Green Cross Group is pleased to present the Safety and Health Improvement Partnership Scheme (SHIPS) for all member organizations. Under the SHIPS, the Council and the member organization will work as strategic partner for launching improvement projects to reduce hazards at work, and to enhance the safety management system.

To let you know more about the Scheme, a briefing session will be held for member organizations to attend:

機構名稱 Name of Organization : _____ 會員編號 Membership No : _____

業務性質 Nature of Business : _____ 聯絡人姓名 Contact Person : _____

電話 Tel : _____ 傳真 Fax : _____ 電郵 Email : _____

以下僱員將代表本機構參加簡介會 (由於座位有限，每間機構祇可派 2 名僱員參加):

The following employees will represent our organization to attend to briefing session (As seats are limited, only 2 representatives from each organization can be enrolled):

1. 僱員姓名 Name of Delegate : _____ 聯絡電話 Tel : _____

2. 僱員姓名 Name of Delegate : _____ 聯絡電話 Tel : _____

日期 Date : 5.8.2004 (星期四 Thur)

時間 Time : 4:00pm

地點 Venue: 觀塘鴻圖道 1 號地下 1 室職安健訓練中心演講室 A

Seminar Room A, Unit 1, G/F, 1 Hung To Road, Kwun Tong, Kowloon

請填寫以上資料，然後傳真回 2739 9779 Please complete the form and fax back 2739 9779.

查詢 Enquiries : 2739 9377

會員活動 Activities for Members

實地考察作經驗交流是標準借鑑其中一個有效的方法，為了讓各會員機構深入了解如何實踐職安健，綠十字會將於7月舉辦參觀活動，歡迎相關行業的機構參加：

參觀香港華特迪士尼幻想工程 - 香港迪士尼主題樂園
座落於香港北大嶼山，佔地126公頃的全球第五個迪士尼主題樂園 - 香港迪士尼主題樂園於2003年1月正式展開建築工程，並於2005/2006年開幕。主題樂園於兩年興建期間批出15至35個大型及專門項目；在工程高峰期，估計將有4,000名工人於工程地盤內興建主題樂園度假區。華特 迪士尼幻想工程是華特 迪士尼旗下公司，專責總規劃、創作、設計、工程、製作和項目管理等，而保障參與工程中龐大員工的職業安全健康也是他們首要任務之一。綠十字會將參觀 香港迪士尼主題樂園的建築工程，主要讓會員認識香港華特迪士尼幻想工程對管理承建商/次承建商方面所採取的管理策略和方法，分享其在職安健方面的經驗。此外，會員也可透過這次參觀，彼此之間互相交流有心得，有助促進對承建商的職安健管控。

日期：2004年7月30日(星期五)

時間：下午2時至5時30分

費用：\$50 (包括交通及保險費用)

名額：30

Study mission is one of the effective ways of benchmarking. To provide opportunities on understanding the implementation of OSH best practices. Green Cross Group will organize a benchmarking visit in July welcoming your participation:

Visit to Walt Disney Imagineering Hong Kong - Hong Kong Disneyland

The project of Hong Kong Disneyland, Disney's fifth theme park destination in the world, was announced in November 1999. Walt Disney Imagineering Hong Kong, which is the project management arm of the Walt Disney Company, had begun construction activities in early 2003 with the project scheduled to open in 2005/06. At the peak of construction approximately 4,000 workers will be on site to help build the theme park resort. In total, the project will award 15 to 35 contracts for large-scale and specialty work. To ensure the safety and health of such extensive workforce in this project is the top priority of Disney. This visit will focus on the management strategy/skills of Walt Disney Imagineering Hong Kong for the occupational safety and health performance of contractors, even subcontractors. Please don't hesitate to join this visit for benchmarking good practice of contractor/subcontractor management in respect of safety at work.

Date : 30.7.2004 (Friday)

Time : 2:00p.m. - 5:30p.m.

Fee : \$50 (including transportation fee and insurance premium)

Quotas : 30

有興趣機構，請填妥下列報名表 Interesting members can fill in the following enrolment form:

報名表 Enrolment Form

(於2004年7月20日前傳真回2739 9779 Please fax back 2739 9779 before 20 July 2004)

參觀香港迪士尼主題樂園(2004年7月30日)

Visit to Hong Kong Disneyland (30 July 2004)

機構 Organization : _____ 參加者姓名 Name : _____ 職銜 Title : _____

身份証號碼 HKID No.: _____ 年齡 Age : _____ (購買保險之用 Information for Insurance Coverage)

電話 Tel : _____ 傳真 Fax : _____ 電郵 Email : _____

授權人簽署及公司蓋印 Authorized Signature and Company Chop

日期 Date

註：1. 如參加人數多於所定名額，將以抽籤形式定出參加者名單
2. 如參加者於2004年7月23日前未獲通知，即代表申請不成功。

Note: 1. If nominees are exceeding the allowed quotas, lottery will be held.
2. Candidates should consider their application fail if they are not notified by 23 July 2004.

讀者意見調查 Reader's Feedback

你對本期通訊的文章意見如何？請 ✓ 出適當評語，並傳真回編輯部。

How interesting do you find these articles? Please ✓ the appropriate comment and return to the Editor.

(傳真 Fax: 2739 9779)

文章 Article		
非常有興趣 Highly Interested	普通 Interested	不感興趣 Not Interested

『縱橫』乃是職業安全健康局編印之雙語期刊，其中的訪問文章內容，並不代表職業安全健康局之意見，本局恕不承擔任何責任。

"OSH Link" is a bilingual newsletter published by the Occupational Safety & Health Council. The Council accepts no responsibility for any views expressed in any articles published in the "OSH Link".