



本函檔號: ED-2019022

香港中區  
立法會道 1 號  
立法會綜合大樓  
立法會政府帳目委員會秘書  
朱漢儒先生

朱先生：

**政府帳目委員會**  
**考慮審計署署長第七十三號報告書**  
**香港生產力促進局提供顧問、研發和培訓服務的工作**

就十二月十三日來信(來函檔號: CB4/PAC/R73)要求提供資料，現附上三組電子檔案列出有關資料並詳列如下：

(一) “File A”：列表顯示由 2014-2015 至 2018-19 年度的所需項目的要求資料，請知悉：

在 12 月 13 日首次帳委會聆訊會議後，生產力局詳細查看了所有 141 個計算入顧問項目的「製造支援顧問項目」的細節。惟發現當中有 55 個項目的服務費金額低於港幣 5,000 元，並未達到分類標準，沒有根據 2018 年 7 月的管理會議上只計算「服務費金額超過港幣 5,000 元」的分類指示，錯誤把該批項目計入其中，相信因為與前線同事溝通不足，以及未有及時更新一般員工當作分類指引的《標準守則》所致。生產力局認為該 55 個錯誤輸入的項目應從「製造支援顧問項目」剔除，由 141 減至 86；而「所接受的顧問項目數目」數字由 944 調整至 889。

此情況已經即時向創新科技署及理事會主席報告。為防止同類事件再次發生，生產力局在重新審視所有主要績效指標時將一併更新《標準守則》，期望能於明年 3 月前落實新的主要表現指標定義和目標，並提交創新科技署及生產力局理事會審批。


(二) “File B” (B1, B2 + B3)：2018 年 7 月由生產力局總裁主持的管理會議會議紀錄的複印本 (只有英文版本，與此事件無關的資料經已遮蓋)；

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HKPC Building, 78 Tat Chee Avenue, Kowloon, Hong Kong  
香港九龍達之路78號生產力大樓

(三) “File C” (C1+C2)：發出給生產力局員工有關顧問項目的定義和把製造支援項目分類為顧問項目的指引及實行的審批和檢討機制以確保適當的項目分類。

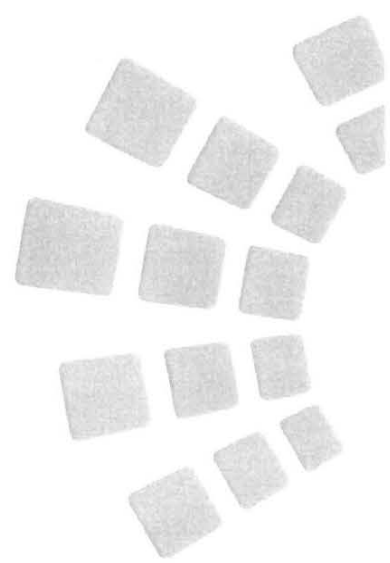
就上述提供的資料，如有疑問，歡迎聯絡本人。



香港生產力促進局總裁  
畢堅文先生

副本送： 創新及科技局局長  
創新科技署署長  
財經事務及庫務局局長  
審計署署長 (經辦人：高級審計師盧逸恒先生)

二零一九年十二月十六日



File A

(a) 服務費用超過港幣 5 千元的製造支援項目數字：

	製造支援項目 – 不包含顧問元素	包括顧問元素的製造 支援項目	製造支援項目總和
	項目數字	項目數字	項目數字
2014-15	51	-	51
2015-16	44	-	44
2016-17	40	4	44
2017-18	51	20	71
2018-19	36	86	122
	<b>222</b>	<b>110</b>	<b>332</b>



**Action List for Monthly Management Meeting**

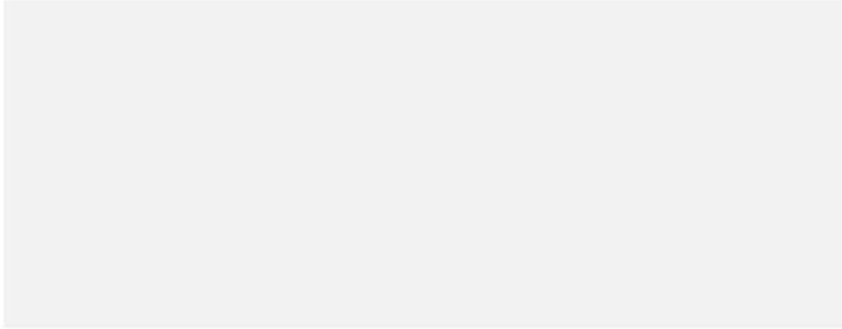
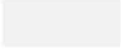
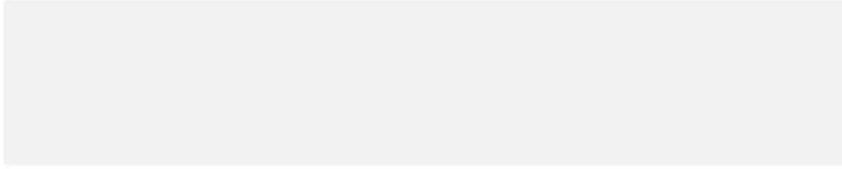
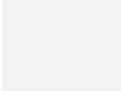
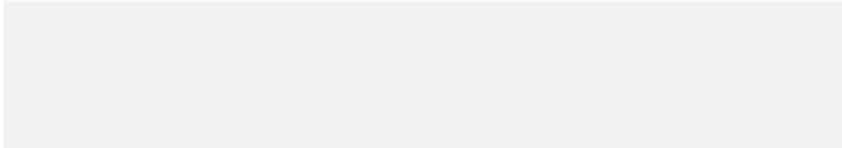
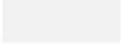
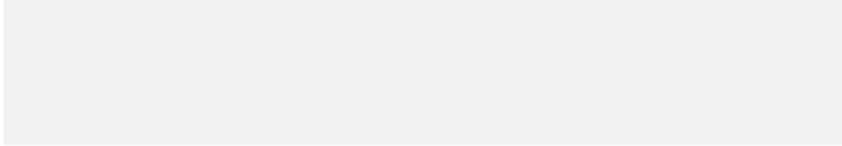
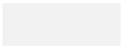
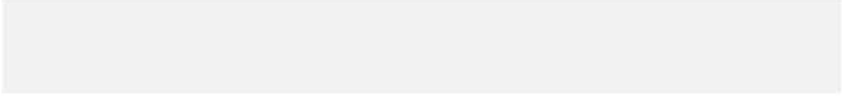
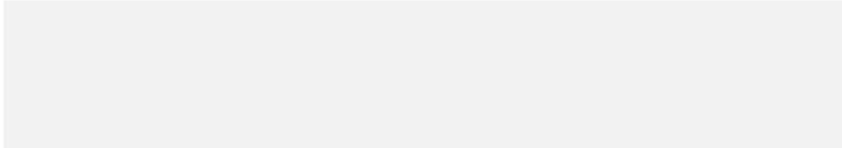
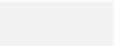
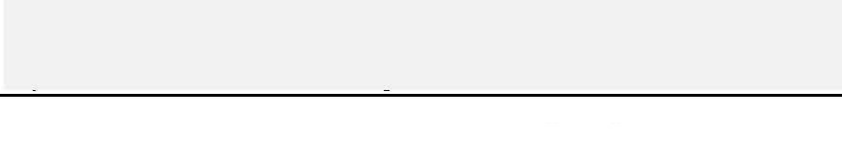
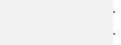
Date: 19 July 2018 (9.30 am – 12.30 pm)

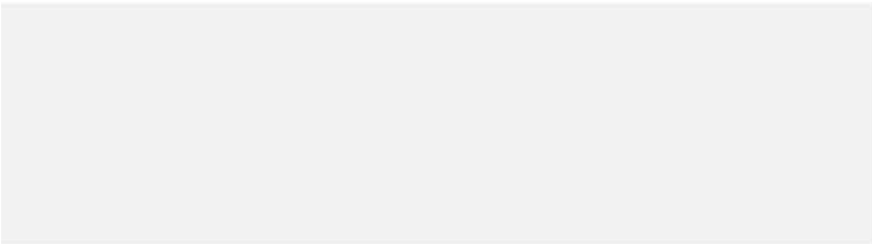
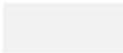
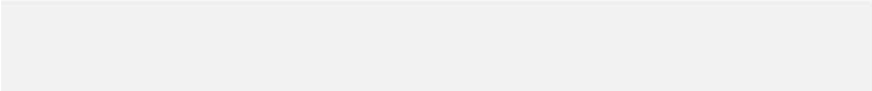
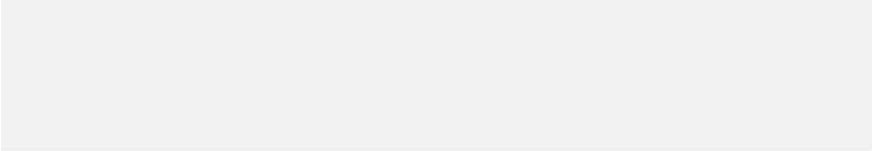
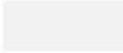
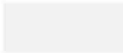
Venue: Board Room, 2/F

Present: ED, BDs, GMs, H/AR, DGM/RAU, DGM/I4U, G. Luk, R. Ko  
(agenda items 2-4), K. Suen (agenda item 12), J. Chow  
(agenda item 15-17)

The meeting received presentations/verbal reports on the following items by the responsible parties as set out in the agenda. The actions to be taken are recorded below.

Actions to be Taken	Action Party
<p><b>(1) <u>Matters Arising</u></b></p> <p><u>Annual Dinner</u></p> <p>(a) [Redacted]</p>	<p>[Redacted]</p>
<p><b>(2) <u>Financial Performance Review June 2018 (for HKPC)</u></b> <b>(MMM 48/2018)</b></p> <p>(a) [Redacted]</p> <p>(b) [Redacted]</p> <p>(c) [Redacted]</p>	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>

Actions to be Taken	Action Party
(d) 	
<b>(3) <u>WFOE Financial Report June 2018</u></b> (MMM 49/2018)	
(a) 	
<b>(4) <u>2019/20 Budget Assumptions</u></b>	
(a) 	
(b) 	
<b>(5) <u>Q1 Scorecard</u></b> (MMM 50/2018)	
	
<b>(6) <u>Cross Selling and Cross-divisional Collaboration Initiatives</u></b> (MMM 51/2018)	
(a) 	
(b) 	

Actions to be Taken	Action Party
(c) 	
<p data-bbox="272 573 1203 658"><b>(7) <u>Business List for New Opportunities Business Development</u> (MMM 52/2018)</b></p> <p data-bbox="272 719 1203 958">(a)  (b) </p>	 
<p data-bbox="272 1016 906 1055"><b>(8) <u>KPI Catch up Plan</u> (MMM 53/2018)</b></p> <p data-bbox="272 1115 1203 1294">(a) To further consider the proposed catch up measures as to whether any inconsistencies would be created among the related KPIs and the potential impact on other KPIs before implementation.</p> <p data-bbox="272 1312 568 1350">[Post meeting notes:</p> <ol data-bbox="272 1361 1203 1986" style="list-style-type: none"> <li data-bbox="272 1361 1203 1794">1. The morning prayer on 25/7/2018 agreed that as a measure to improve our performance under the KPI of “newly accepted consultancy projects”, divisions could consider opening CG-type project (i.e. consultancy – professional manufacturing supporting service) for manufacturing support service of consultancy nature and with value of over \$5,000. Such CG-type projects would be counted under the said KPI with a remark indicating their number in future reports (ref: GM/SM’s email of 25/7/2018).</li> <li data-bbox="272 1805 1203 1986">2. The morning prayer on 7/8/2018 supported that, for the KPI of “income from training”, divisions could consider opening TA-type project for public seminars or training courses with income from a single source, as in the case of a company or</li> </ol>	GM/SM, GM/MC

Actions to be Taken	Action Party
organization providing the total fee and collaborating with HKPC to organize such seminar or training course to the public.]	
<p><b>(9) <u>Updates on Annual Leave Days – Old Entitlement</u></b></p> <p>(a) [REDACTED]</p>	[REDACTED]
<p><b>(10) <u>Verbal Report by Simplification Taskforce</u></b></p> <p>[REDACTED]</p>	
<p><b>(11) <u>Information Security Awareness Programme Result (MMM 54/2018)</u></b></p> <p>[REDACTED]</p>	
<p><b>(12) <u>Monthly Safety Report (MMM 55/2018)</u></b></p> <p>(a) [REDACTED]</p>	[REDACTED]
<p><b>(13) <u>Tracking of Government Funding Proposals Supported at Internal Vetting (MMM 56/2018)</u></b></p> <p>(a) [REDACTED]</p> <p>(b) [REDACTED]</p>	[REDACTED]
<p><b>(14) <u>Division Highlights - Verbal Report by Business</u></b></p>	



Actions to be Taken	Action Party
<p><b><u>Divisions</u></b></p> <p>[Redacted]</p>	
<p><b>(15) <u>Corporate Calendar</u> (MMM 57/2018)</b></p> <p>(a) [Redacted]</p> <p>(b) [Redacted]</p> <p>(b) [Redacted]</p>	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>
<p><b>(16) <u>Marketing Action Plan</u> (MMM 58/2018)</b></p> <p>[Redacted]</p>	
<p><b>(17) <u>Verbal Report on Major Upcoming Events in Jul-Sep 2018</u></b></p> <p>[Redacted]</p>	
<p><b>(18) <u>Any Other Business</u></b></p> <p><u>華南理工</u></p> <p>(a) [Redacted]</p> <p><u>Per Diem</u></p> <p>(b) [Redacted]</p> <p><u>Report on Projects with Potential Overspending/Delay</u></p>	<p>[Redacted]</p>

<b>Actions to be Taken</b>	<b>Action Party</b>
(c) [REDACTED]	[REDACTED]

12/8/2018

**KPIs Performance Improvement Task –  
No. of Consultancy Projects**

MMM 53/2018

**Issue:** 2017/18 Target – 968, Actual – 699 (*shortfall by 269*)

**Status:** 2018/19 Target – 935, Actual (YTD) ~ 145

**Proposed Action:** Open a separate **CG Type Project** for a potential client of a **SA Type Project** if the service amount exceeds **\$5,000**

**Note:**

**CG Type Project: Consultancy** – Professional Manufacturing Supporting Service such as testing, machining, professional supporting services, etc., with consultancy advisory to a client

**SA Type Project** – Professional Manufacturing Supporting Services such as testing, machine, professional supporting services to a client or multiple clients

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\* 委員會秘書附註：本文件只備英文本。

**From:** K. Lee  
**Subject:** Re: KPI on No. of Consultancy Projects  
**Date:** 25 July 2018 at 10:37 AM  
**To:** A. Ng, M. Chau, A. Wong, K. Fung, K. Liu, P. Pang, H. Lee, J. Chan, T. Choy, B. Chan, W. Lo  
**Cc:** G. Lo, L. Cheung, E. Lai, R. Mun, S. Suen, F. Lai, C. Fung, Y. Ko, W. Wong, R. Shan, R. Fong, M. Ge, L. Poon, C. Li, V. Lin, G. Luk, K. Cheng

TL

Dear all,

After today's Morning Prayer Meeting, it was resolved that all of us have to try our best to achieve the KPI on No. of Consultancy Projects with the following measure to be implemented:

- Try to open a separate CG type project for a potential client of a SA type project if the service amount exceeds \$5,000 (note that if the service amount is less than \$5,000, it will not be justified to open a separate CG project because of the additional project admin work)

Note:

The above measure can increase the total no. of consultancy projects but will not affect another KPI – Income from Manufacturing Support Projects

For a CG type project with amount less than \$100K and service duration less than 3 months, you may:

- Follow a simplified SAP project open route
- Replace the Standard Agreement with a client-signed quotation (please send your sample of quotation to our In-house Legal Counsel, Mr. Ken Cheng for review first and you may ask Ruby to obtain some samples of quotation from SMD for reference)
- Ask your respective GM to waive for deposit payment if necessary

I would update the Number of Acceptance Project, similar as follow, for your quick reference on the discrepancy of the targets to be achieved on a monthly-basis.

Division - Number of Acceptance Project 1/4/18-19/6/18								
Division	KPI Target 18/19	Unit	CA	CB	CE	CF	CG	
CDD	0	1502	1		1			
EMD	160	0713	1					
		4101	7		2	7		
		4103	7				6	
		4104	3					
I4U	50	0711	2	1		2		
ITD	135	5001	6	1				

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		5006	2					
		1605	1					
		2215	2					
MCD	400	2202	43					
		2211	2		1	5		
		2213	7			1		
		3803	4		1			
AED	80	3804	5					
		3805	2				3	
		3807	4					
RAU	50	0715	6	3				
SMD	60	0714	1					
		3808				5		
Total :	935		106	5	5	20	9	

Should you have any query or need any further support, please contact me directly or via my secretary, Ruby.

**Best Regards,**

**K. Lee**

**General Manager 總經理**

**Smart Machinery & Surface Technology Division 智能機械及表面處理科技部**

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**Extract from HKPC Standard Practice F3 on Project Management and Guideline Notes**

HKPC staff select the most appropriate project type based on the Guideline Notes in the HKPC Standard Practice.

**STANDARD PRACTICE**

Standard Practice No.:	F3
Subject:	Project Management
Prepared by:	Finance and Procurement Division
Date issued: (dd/mm/yyyy)	11/01/2017
Supersedes that issued on:	21/12/2015

**Policy**

1. The Council strives to exhibit quality project management meeting the expectation of corporate governance and management efficiency.

**Objective**

2. The Standard Practice depicts the principle and guidelines on project management so as to ensure the project initiation, planning, execution, controlling and completion processes are properly carried out.
3. Timely and accurate project management in a transparent and documented manner help alert project managers and the management to the Council's business operations and financial performance.

**Principle**

4. As the Council engages in projects of very diverse nature, the system and process stipulated herewith on project management serves to provide broad guidance only. Staff, particularly project managers, should exercise their professionalism and due judgment reasonably in managing details connected with overall project management even if those details are not explicitly stated in the Standard Practice.
5. Project managers (who must be at Consultant rank or Senior Project Officer rank or above) are responsible for the overall relevance, accuracy and timeliness of the project activities related information contained in the Council's enterprise resources planning (ERP) system.

**Regulations**

6. Details required for project management are set out in the "Guidance Notes on Project Management".

**\* 委員會秘書附註：本文件只備英文本。**

## Guidance Notes on Project Management

### Classification of Project Type

1. HKPC has a duty to report on the kinds of activity it engaged and so project is classified according to its nature. Project has to be set up according to its Type, or Business Area, in ERP system.
2. Definitions and details reference on Business Areas are listed in Appendix A (“Project Definition”) of this Guidance Notes.

Code	Project Type	Project Nature	Major Activities	Core Resources	Project Fee	Income Recognition
CA	Consultancy - Advisory Service	Project relied on the domain knowledge of consultant(s) to provide professional help and advice to the client	<ul style="list-style-type: none"> <li>- Project master plan preparation</li> <li>- Consultancy team formation</li> <li>- Onsite visit / Client interview</li> <li>- Information collection / Fact finding</li> <li>- Situation analysis / Problem diagnosis</li> <li>- Improvement areas identification</li> <li>- Advice / Solution recommendation</li> <li>- Consultancy report submission / Presentation to client</li> </ul>	Subject expert / Consultancy team	Charged by fixed amount as per agreement	Based on billing and percentage of completion

CG	Consultancy – Professional Manufacturing Supporting Service	Project providing multiple testing / machining / professional supporting services with consultancy advisory to a client	<ul style="list-style-type: none"> <li>- Service scope and schedule confirmation</li> <li>- Service team formation / booking</li> <li>- Design, engineering and precision fabrication</li> <li>- Laboratory / Equipment booking and setup</li> <li>- Service provision and delivery</li> <li>- Post-service evaluation</li> <li>- Deliveries include analysis report / consultancy advice</li> </ul>	<ul style="list-style-type: none"> <li>- Service team</li> <li>- Laboratory assistant</li> </ul>	Charged by service fee or fixed amount as per agreement	Based on billing and percentage of completion
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Code	Project Type	Project Nature	Major Activities	Core Resources	Project Fee	Income Recognition
SA	Professional Manufacturing Supporting Service (without Consultancy Element)	Project providing testing / machining / professional supporting services to a client or multiple clients	<ul style="list-style-type: none"> <li>- Service scope and schedule confirmation</li> <li>- Service team formation / booking</li> <li>- Laboratory / Equipment booking and setup</li> <li>- Service provision and delivery</li> <li>- Post-service evaluation</li> </ul>	<ul style="list-style-type: none"> <li>- Service team</li> <li>- Laboratory assistant</li> </ul>	Entire Amount Booked As Income	Based on billing and project deliverables

**生產力局對顧問項目及製造支援項目分類納入顧問項目的員工指引，以及生產力局為確保項目分類得宜的審查和檢察機制。**

根據生產力局的《標準守則》，在指引定義不同類別的項目包含顧問元素，以及歸類為顧問項目的「製造支援項目」。《標準守則》相關部份如下：

根據《標準守則》F3，生產力局有責任去報告工作活動的種類，以及項目根據其性質分類。在企業資源計畫系統內，項目需根據其類型或是業務範疇去制定，參照《標準守則》內的定義。項目經理有責任去管理項目以及維護在企業資源計畫系統的項目資料，包括類型或是業務範疇。項目經理輸入經總經理或以上管理層（根據每個項目的審核權）核准初步的項目財務資料，以及財務及採購部核對的相關財務資料於企業資源計畫系統內，例如項目總和、項目成本等。

如果客戶接納建議書，項目經理需要在企業資源計畫系統中上載和輸入資料，包括已簽署的協議、項目工作分解結構、收費時間表、員工成本和其他成本。項目經理應該提交項目到總經理或以上管理層取得許可，以及在企業資源計畫系統中經財務及採購部核對。

*\*中文為翻譯版，中英文版本如有歧異，概以英文版本為準。*