

BRIDGING VISION WITH ACTION 群思獻策



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翱翔天地

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HKIA PASSENGER VOLUME HITS THE 70 MILLION MARK

機場客運量突破7 000萬

Hong Kong International Airport (HKIA)'s annual passenger throughput soared past the 70 million mark in 2016, topping its previous record of 60 million passengers set just two years ago. To commemorate the milestone, the airport held a welcome ceremony for its 70 millionth passenger who arrived at HKIA from Bangkok on 29 December, 2016.

During the ceremony, Airport Authority (AA) Chairman Jack So highlighted the significance of the feat. "The AA is delighted to witness this strong growth momentum. We expect that all three traffic categories – passenger, cargo and flight movement – will set new annual records in 2016," he noted. "I am particularly grateful to the over 73,000 airport



AA Chairman Jack So (left) presents gifts to the 70 millionth passenger of HKIA. 機管局主席蘇澤光(左)向機場第7 000萬名旅客贈送禮物。

community, whose concerted efforts have helped maintain efficient operations to receive an ever-rising amount of passengers whilst providing a pleasant travel experience for our guests."

香港國際機場2016年客運量衝破7 000萬人次，超越兩年前創下的6 000萬人次紀錄。第7 000萬名旅客於12月29日從

泰國曼谷抵港，機場管理局於當天舉行歡迎儀式，慶祝機場再創佳績。

機管局主席蘇澤光在儀式上表示，這新里程對機場而言意義重大，他說：「我們很高興見證這強勢增長，預期2016年的三大航空交通量—客、貨運量和飛機起降量將刷新紀錄。我特別感謝機場社區逾73 000名員工，發揮群策群力精神，使機場得以維持高效運作，接待愈來愈多旅客，並為他們帶來愉快的旅遊體驗。」

3RS PROJECT PROCEEDS FULL STEAM AHEAD

三跑道系統工程全面推進

Construction on the Three-runway System (3RS) project officially kicked off on 1 August, 2016. The project entails reclamation of

approximately 650 hectares of land north of the existing airport island, of which approximately 40% is comprised of contaminated mud pits. To minimise environmental impact arising from the project during the construction stage, non-dredge methods such as deep cement mixing (DCM) will be used for land formation. Exclusively for this purpose, a fleet of DCM barges has recently arrived in Hong Kong.

The DCM method involves slowly injecting and mixing cement slurry into the soft mud of the contaminated mud pits to form cement clusters. This increases the stiffness of the mud, allowing it to serve as a stable foundation for land formation. This is the first time the DCM technique has been used in Hong Kong to improve the ground conditions of land formation areas.

香港國際機場三跑道系統項目建造工程於2016年8月1日正式啟動。項目將在現有機場島以北填海拓地約650公頃，鑑於其中約四成面積位於污染泥料卸置坑之上，機管局採用深層水泥拌合法等免挖方法填海，將工程進行期間可能對環境造成的影響盡量減至最低。特別為進行這項工程的多艘深層水泥拌合作業躉船，早前已抵達香港。

深層水泥拌合法是以類似攪拌的方式，慢慢將水泥注入污泥坑的軟泥內，形成水泥柱，增強污泥的硬度，形成穩固的地基以進行拓地工程。這是香港首次採用相關技術，以改良拓地範圍的地質狀況。

AA Chairman Jack So (first from left) and CEO Fred Lam (first from right) are briefed on the construction progress and latest timeline of the 3RS aboard a DCM barge. 機管局主席蘇澤光(左一)與行政總裁林天福(右一)登上一艘深層水泥拌合作業躉船，了解三跑道系統項目工程進度及最新時間表。



KEEP IT SIMPLE, 簡約之道 STRAIGHTFORWARD

In today's world where technology advances like greased lightning, going back to basics can be useful in devising effective solutions. However, keeping things simple can often be quite a challenge. A case in point is a team of four Airfield Department colleagues who came up with an idea of streamlining the airbridge docking guidelines, which won them the inaugural Work Improvement Team (WIT) Grand Award.

The WIT Programme was introduced in April 2016 with an aim to empower frontline staff to strive for service excellence and continuous improvement through identifying operational challenges in their workplace and implementing improvement measures. Some 138 Airport Management Division colleagues formed 25 teams in the first phase of the programme. An award presentation ceremony hosted by Airport Authority (AA) Chairman Jack So was held on 4 January during the AA's annual

dinner. Six teams were awarded the Certificate of Excellence to recognise their creativity and dedication to enhance the service standard in various areas including customer service, efficiency, safety and resources utilisation. Amongst them, Team Fishing has garnered the "WIT Grand Award" for their extraordinary efforts and outstanding performance.

For Chu Ping-sun, Peter Pang, Tam Yat-ming and Teddy Wong, the four members of Team Fishing, a question had been lingering – the docking guidelines for airbridges were getting increasingly complicated, as new aircraft models and configurations were introduced over the years.

"The existing docking guidelines have been in use for years, and when there are new aircraft models we add new markings to the guidelines," said Tam Yat-ming, who has been working at the airport since the Kai Tak years.

"As a result, there were three sets of different docking guidelines for three passenger concourses in a myriad of colours for about 20 different types of aircraft. This presents a lot of information for airbridge operators to remember."

The team got down to work and tried to reduce the number of markings to as few as possible to simplify the system, without compromising safety. This may sound easy and obvious, but it is actually more complicated than it appears. "As there is no existing standard from aircraft makers or airbridge manufacturers that we can refer to, we are basically inventing a standard uniquely for HKIA," Teddy explained.

To start, the team measured the dimensions of the different aircraft doors and airbridges, inputting every data in a spreadsheet. "The measuring can only take place





[1]
Team Fishing receives the WIT Grand Award from AA Chairman Jack So (middle).
「釣魚郎」團隊獲機管局主席蘇澤光(中)頒授「創益先鋒卓越大獎」。

[2]
Chu Ping-sun (first from right), Tam Yat-ming (second from right) and Teddy Wong (second from left) have worked in the airport since the Kai Tak years, while Peter Pang (first from left) joined the AA two years ago.
朱秉申(右一)、譚溢明(右二)及王國雄(左二)自啟德年代已於機場工作，而彭俊傑(左一)則於兩年前加入機管局。

[3]
The new docking guidelines for inner airbridge (left) is reduced to one, from four (right).
新的內機橋靠泊指示線由之前的四條(右)簡化至一條(左)。

[4]
Red (shown by arrow) is chosen for its visibility during all light conditions.
靠泊指示線採用紅色(箭咀示)，以方便在不同的光線環境下均能清晰可見。

during midnight when the airport is less busy. It took us about one month to get all the dimensions for all the airbridges and aircraft doors of each aircraft model,” said Peter.

It took another month for the team to process and calculate the data which allowed them to significantly reduce the number of docking guidelines to only one (for inner airbridge) and three (for outer airbridge), from four to six respectively.

The team couldn't wait to put the new system to trial, which was met with very positive feedback. “Feeling uncertain at first about how well the system really works, the airbridge operators were all amazed by how simple and foolproof the new marking is once they tried it out. They just love it so much as the simplified system is so easy to follow,” Teddy added.

“We are enthused that our efforts have made a real difference for airbridge operators and what's more, it also helps improve the service standard at HKIA as it facilitates faster and easier airbridge parking. This ultimately brings greater convenience to our passengers,” said Ming.

現今科技發展日新月異，重回基本或許更有助制訂有效解決方案。然而保持簡約，往往要面對很多挑戰。機場管理局飛行區運作部的四位同事便是一個好例子，他們想出了新方法將登機橋靠泊指示線的系統簡化，因而奪得首屆「創益先鋒卓越大獎」。

「創益先鋒計劃」於2016年4月推出，旨在鼓勵前線員工追求卓越，精益求精，

透過識別日常運作上的挑戰，提出相應的解決方案。計劃首階段有138位機場運行處的同事組成25個團隊參與。計劃的頒獎典禮於1月4日的機管局周年聚餐上舉行，典禮上機管局主席蘇澤光向六隊得獎隊伍頒發「創益先鋒優秀表現獎」，以表揚他們在提升顧客服務、效率、安全水平及資源運用等方面的創意及努力。當中「釣魚郎」隊伍更憑藉其積極投入及出色表現奪得「創益先鋒卓越大獎」。

組成「釣魚郎」團隊參加計劃的朱秉申、彭俊傑(Peter)、譚溢明及王國雄(Teddy)，一直面對一個問題：隨著更多新飛機型號和系統裝置面世，登機橋靠泊指示線便愈趨複雜。

譚溢明自啟德年代已於香港國際機場工作，他表示：「現有的靠泊指示線沿用多年，當出現新飛機型號時，我們便在指示線上加上新標記。因此三個客運廊各自有一組登機橋靠泊指示線，每組都有多種顏色對應約20種不同型號的飛機。換言之登機橋操作員須要記得不少資料。」

於是他們四人一起商討，嘗試找出可盡量減少標記數量的方法簡化系統，但又不影響運作安全。這項看似簡單不過的任務，事實上卻是十分複雜。Teddy解釋：「由於飛機製造商和登機橋生產商並沒有關於靠泊登機橋的準則可作參考，基本上我們要

制定一套專為香港國際機場而設的準則。」

他們首先在機場量度不同飛機門及登機橋的尺寸，然後將數據輸入試算表。Peter表示：「量度尺寸的工作只能在沒有那麼繁忙的深夜進行，單是為所有登機橋及各種機型的飛機門度尺已花上差不多一個月時間。」

團隊其後再用約一個月時間分析及計算數據，最後成功將內機橋及外機橋靠泊指示線數目，分別由四條減至一條，以及由六條減至三條。團隊隨即試行新系統，並得到相當正面的反應。Teddy說：「起初部分登機橋操作員對新系統感到不確定，但在親身試用後，均認為新標誌極為簡潔易用，因此大受歡迎。」

譚溢明補充：「對於我們的努力能夠為登機橋操作員的日常工作帶來真正改變，我們感到相當鼓舞。同時，這改變亦讓飛機更快捷、更容易地停靠登機橋，有助提高機場服務水平，最終為旅客帶來更大的方便。」



In addition to Team Fishing, five other teams from the Airfield Department and Customer Services unit were also highly appreciated by AA senior management and awarded with the Certificate of Excellence to honour their innovative ideas. This issue of *HKIA News* will take you through the projects by Team Voices Club and Team Genki Group, both from the Customer Services unit. **The other three cases will be featured in the next issue.**

除了「釣魚郎」外，另外五個來自飛行區運作部及顧客服務小組的隊伍均獲得機管局高級管理層讚賞，頒授「創益先鋒優秀表現獎」，以表揚他們的創新思維。今期《翱翔天地》將為大家介紹當中兩個來自顧客服務小組的隊伍「聲聲同事會」及「Genki Group元氣」。下一期將介紹其餘三隊，敬請密切留意。

Results of 2016 Work Improvement Team (WIT) Programme 2016年創益先鋒計劃獲獎名單

Award 獎項	Team Name 隊伍名稱	Department 部門
WIT Grand Award 創益先鋒卓越大獎	Fishing 釣魚郎	Airfield 飛行區運作部
Certificate of Excellence 創益先鋒優秀表現獎	Voices Club 聲聲同事會	Terminal 1 一號客運大樓運作部
	同事入倉 No More! (Checking stock level at your fingertip)	Terminal 1 一號客運大樓運作部
	Genki Group 元氣	Terminal 1 一號客運大樓運作部
	A4	Airfield 飛行區運作部
	Red Blue (紅藍線)	Airfield 飛行區運作部
Best Presentation Award 最佳演繹獎	Fishing 釣魚郎	Airfield 飛行區運作部
	A4	Airfield 飛行區運作部

Voices Club 聲聲同事會

Members: Percy Tong, Au Siu-yan, Sally Ching, Celia Man, Jenny Mok, Tsui Cheuk-kan
成員：唐景初、歐少茵、程杏樹、文靖瑤、莫瑞娟、徐卓勤



The Telephone Response Centre (TRC) is a busy unit at the Integrated Airport Centre (IAC) providing a 24/7 hotline service for the public. The business nature of the TRC requires new hires to learn the ropes in the shortest time possible from the more experienced staff. Team Voice Club responded to this challenge by setting up the first voice library for the TRC to archive case studies calls on a common drive accessible by all TRC staff. The knowledge sharing platform successfully reduced

coaching time for supervisors and sped up the training for new TRC staff.

位於機場中央控制中心的電話查詢中心是一個非常繁忙的單位，一星期七天每天24小時運作，為公眾提供電話熱線服務。基於其運作模式，電話查詢中心的新入職員工須在最短時間內向較資深的同事學習，掌握竅門。有見及此，「聲聲同事會」團隊為中心設立了首個錄音檔案庫，將電話查詢個案儲存在共用的電腦硬盤上，供中心內所有同事參考。這個經驗分享平台成功縮短主管的指導時間，並加快新入職員工的培訓進度。

Genki Group 元氣

Members: Paul Yeung, Rainie Lai, Angela Ho, Gigi Kong, Trista Cheung
成員：楊偉業、黎穎瑜、何婉嫻、江佩姿、張滌文

Airport leaflets provide useful information for passengers of HKIA but disposal of it and regular updates may lead to wastage. Team Genki Group tackled the issue by encouraging passengers to use electronic leaflets – which are sent to their mobile devices through Apple AirDrop conveniently. This little twist in operation does not involve any additional cost,

but helped reduce the reliance on paper leaflets and avoid wastage.

機場派發的小冊子為旅客提供有用資訊，然而在棄置及定期更新小冊子時可能會造成浪費。「Genki Group元氣」團隊為解決這個問題，透過Apple的AirDrop功能直接發送電子檔案至旅客的流動裝置，藉此鼓勵旅客使用電子版本的小冊子。這個小改動既不需要任何額外成本，更能減少依賴印刷品，避免浪費。



1 OUTSTANDING CORPORATE GOVERNANCE CREDENTIALS

卓越企業管治

Excelling in its corporate governance has long been top of the Airport Authority's (AA) list of priorities, and these efforts were recognised at the recent 2016 Best Corporate Governance Awards. The AA was given the Platinum Award in the Public Sector/Not-for-profit category at the awards, which are organised by The Hong Kong Institute of Certified Public Accountants (HKICPA).

The judges particularly noted the clear way in which Hong Kong International Airport's (HKIA) 2015/16 Annual Report illustrated the organisation's corporate governance structure and internal control system. The AA's commitment to transparency in the area of sustainability also received a well-deserved acknowledgment at the awards, where its 2014/15 Sustainability Report was given a Special Mention in the Public Sector/Not-for-profit category.

維持良好的企業管治一直是機場管理局的重要工作之一，其努力最近在香港會計師公會主辦的「2016年最佳企業管治大獎」中得到肯定，獲頒發公營／非牟利機構組別的白金獎。

評審團讚揚香港國際機場2015/16年報清楚說明機管局的企業管治架構及內部監控制度。此外，機管局致力提高在可持續發展方面的資訊透明度而獲得表揚，其2014/15年度可持續發展報告在同一個組別中得到特別嘉許。

Best Corporate Governance Awards 最佳企業管治大獎 2016



2 TAKING A TOUR

訪問機場

A delegation from the UK Parliament's All Party Parliamentary China Group (APPCG) paid a visit to HKIA on 11 January. The group was welcomed by AA CEO Fred Lam, Executive Director, Airport Operations C K Ng and Executive Director, Third Runway Kevin Poole, and was given an informative presentation on the latest developments at HKIA.

英國跨政黨國會中國事務小組 (All Party Parliamentary China Group) 的代表團於1月11日到訪香港國際機場，機管局行政總裁林天福、機場運行執行總監吳自淇及三跑道項目執行總監潘嘉宏到場迎接，並向代表團簡介機場最新發展。

3 MANDATORY VEHICLE TRACKING SYSTEM IMPLEMENTED

強制實施車輛追蹤系統

The safety and efficiency of HKIA's Airside Restricted Area (ARA) are of paramount importance to airport operations, and the AA has been taking measures to ensure that they are subject to stringent standards. Since November 2015, it has been phasing in its new vehicle tracking system for motorised vehicles and ground support equipment operating airside. As of 1 January, the system has become mandatory for all vehicles entering the ARA.

香港國際機場禁區的安全和效率對機場運作尤關重要，因此機管局一直採取措施，確保安全及效率合乎嚴格標準。自2015年11月起，機管局逐步為禁區內使用的機動車輛及地勤支援設備增設新車輛追蹤系統。於1月1日，機管局已強制所有進出禁區的車輛安裝有關系統。



4 SAFETY FIRST

安全至上

The AA has encouraged workplace health and safety amongst its franchisees with a new On-spot Safety Training Programme. The programme offers on-site training in good working practices, safe handling procedures and potential workplace hazards to members of staff at various franchisees, including cargo terminal operators, air caterers, base maintenance services operators and ground support equipment maintenance services operators. To date, there have been nine training sessions under the programme, attended by over 335 franchisee staff, who are also given safety quizzes to test their knowledge.

機管局推出新的實地安全培訓計劃，向專營商推廣工作間的安全和健康。這個計劃為航空貨運站營運商、航膳供應商、基地維修服務營運商及地勤支援設備維修服務營運商等不同專營商的員工，提供有關最佳工作實務、安全處理程序及工作場所的潛在危險等在職培訓。至今，這個計劃已舉辦九個培訓課程，並透過安全常識測驗，考驗超過335名參與計劃的專營商員工對職業安全與健康的認識。



5 PUBLIC SERVICE EXCELLENCE

卓越公營服務

The dedication of two AA staff was rewarded with recognition at the Ombudsman's Awards 2016, which are organised by the Office of the Ombudsman of the Hong Kong SAR government. AA Manager, Road Traffic Management Weslie Chan and AA Senior Operation Officer, Customer Services Jasmine Lam were named among the recipients of the awards which honour excellence in public service.

兩名機管局員工獲頒授「2016年申訴專員嘉許獎」，以表揚他們的優秀表現。獎項由香港特別行政區政府申訴專員公署舉辦，機管局道路交通管理經理陳旭暉及顧客服務高級營運主任林冬梅憑藉卓越的公共服務而奪得獎項。

6 SEASON OF GIVING CONTINUES

佳節送暖活動

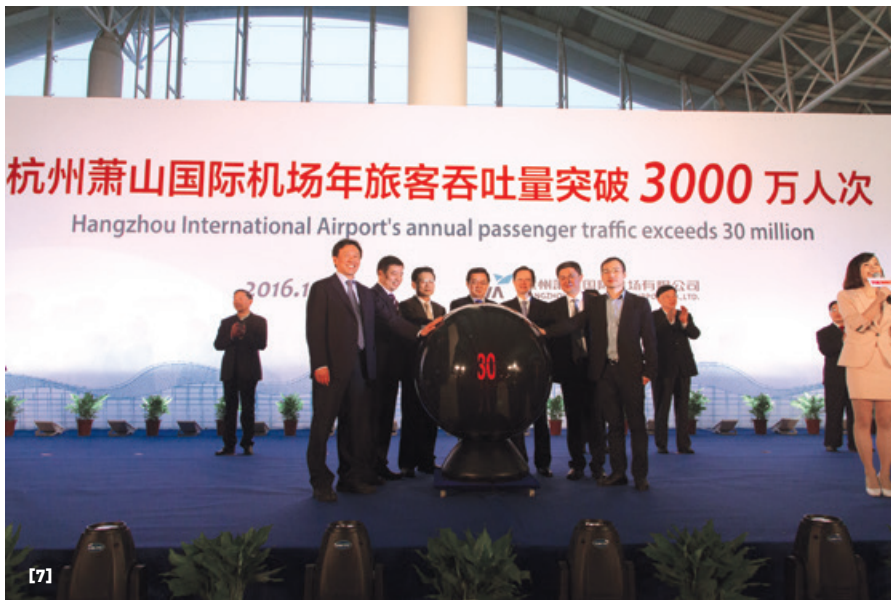
The festive season is a time for celebration, but it is also a time for us to ponder those who are less fortunate than we are. In this spirit, HKIA helped to bring happiness to the underprivileged children through its Gift Donation campaign 2017.

The Gift Donation campaign, organised in partnership with Link Asset Management Limited and the Salvation Army Hong Kong and Macau Command, is now in its fourth year. For the campaign, collection boxes were set up at HKIA Terminal 1, 10 Link REIT shopping centres and The Salvation Army Headquarters from 3 to 22 January.

每逢佳節，除了與摯愛親朋共聚慶祝外，我們亦應關心弱勢社群。本着這種精神，機管局通過「禮物捐贈活動2017」將歡樂帶給有需要的兒童。

「禮物捐贈活動」由機管局與領展資產管理有限公司及救世軍港澳軍區合辦，今屆已是第四年舉行。活動於1月3日至22日期間，在香港國際機場一號客運大樓、領展旗下十個商場及救世軍總部設置禮物捐贈箱。





9 ADDRESSING CYBERSECURITY AT THE AIRPORT

確保機場網絡安全

Cybersecurity is a key issue for business integrity nowadays and in view of the trend, the AA has recently organised a briefing session on the theme of "Security 2020 - The Future of Cybersecurity" exclusively for members of the airport community. Representatives from 13 companies of the airport community including airlines and aviation logistic service providers attended the event, which included a presentation on the outlook of cybersecurity and a roundtable discussion.

今時今日，網絡安全是維持企業操守的重要課題。有見及此，機管局近日特別為機場同業舉辦以「2020年安全議題——網絡安全的未來」為主題的簡報會，共有13家包括航空公司及航空物流服務供應商等機場同業公司派代表出席，參與演講及討論關節，探討網絡安全的前景。



[9] AA Chief Information Officer Andy Bien delivers opening remarks during the event.
機管局首席資訊主管卞家振在活動上致開幕辭。

7 HANGZHOU AIRPORT SETS NEW RECORD

杭州機場創下新紀錄

It was one for the record books when Loong Air flight GJ8888 landed at Hangzhou Xiaoshan International Airport (HXIA) on 13 December, marking the airport's 30 millionth passenger of 2016. HXIA, which is connected to 140 destinations worldwide, became the tenth airport in mainland China to handle more than 30 million passengers a year, having passed 20 million in 2013 and 10 million in 2007.

隨着長龍航空編號GJ8888航機於去年12月13日抵達杭州蕭山國際機場，標誌着杭州機場2016年客運量達到3 000萬人次，超越於2013年及2007年分別錄得的2 000萬人次及1 000萬人次客運量。杭州機場的航空網絡接達全球140個航點，成為中國內地第十個年客運量超過3 000萬人次的機場。

8 AVIATION ICONS

航空業典範

The excellence of the Hong Kong Business Aviation Centre (HKBAC) was recognised at the recent 2016 Icons of Aviation Awards. HKBAC received the award for Best Fixed-base Operator at the event, while the company's General Manager Madonna Fung was named Woman of the Year. The awards, which celebrate achievements in business aviation, are organised by the Asian Business Aviation Association, a professional body that represents more than 100 aviation organisations.

香港商用航空中心的優秀服務近日在「2016 Icons of Aviation Awards」中獲得表揚，獲頒發「最佳固定基地服務營運商」(Best Fixed-base Operator) 獎項，其總經理馮慧儀獲選為「年度女性」(Woman of the Year)。獎項由超過100家航空界機構組成的專業組織亞洲商務航空協會 (Asian Business Aviation Association) 舉辦，旨在嘉許商務航空業界的傑出表現。

SAY CHEESE!

歡欣笑臉



Hong Kong International Airport (HKIA) welcomed 2017 with beaming smiles as it launched a “Keep Smiling” campaign headlined by the charming Mr. Men & Little Miss (MMLM) characters to evoke a cheerful and positive atmosphere at the terminals.

The unique characters which are named after human traits and features have been bringing smiles to people across the globe since 1971. Adding to the MMLM family, the campaign has also introduced an exclusive Mr. HK Airport character which personifies the unique characteristics of our favourite airport.

From now until the end of April, a series of amusing activities at the terminals will keep travellers entertained, such as colourful decorations at Terminal 1, meet and greet sessions with the MMLM characters, an interactive campaign website and more.



為迎接2017年，香港國際機場舉辦「齊來微笑」活動，展出一系列《奇先生妙小姐》(Mr. Men & Little Miss) 的趣緻卡通角色，讓客運大樓洋溢溫馨歡樂氣氛。

《奇先生妙小姐》角色以各種人類性格及特徵命名，自1971年以來一直為世界各地的人們帶來歡笑。除了一眾經典角色外，今次活動亦推出特別為香港國際機場而設的「Mr. HK Airport」，將機場深受大眾喜愛的獨特一面透過角色呈現。

由即日起直至4月底，客運大樓將舉行連串精采活動，與眾同樂，包括一號客運大樓將換上七彩繽紛的裝飾，《奇先生妙小姐》家族會在機場各處迎接旅客，以及推出網上互動活動等等。



[2]



[1]

Mr. Happy and Little Miss Sunshine making their appearance in the 2017 Gift Donation campaign. 「快樂先生」及「陽光小姐」於機場「禮物捐贈活動2017」中亮相。

[2]

Mr. HK Airport is an exclusively designed character for our beloved airport. 「Mr. HK Airport」是專門為大家最喜愛的香港國際機場設計的全新角色。

[3]

Colorful decorations of MMLM characters can be seen around different areas at HKIA. 機場的不同角落均可見到《奇先生妙小姐》系列鮮艷奪目的卡通角色蹤影。



[3]



PERSPECTIVES FROM AFAR

互換角度看機場

The two airports may be geographically half a world apart, but their similarities and shared challenges have drawn them closer together in their recent collaboration.

雖然相隔半個地球之遙，但香港國際機場及倫敦希斯路機場卻有不少相似地方，而且亦面對同樣挑戰，促使它們在近日的交流合作中走得更近。

In March last year, Hong Kong International Airport (HKIA) and Heathrow Airport signed a collaborative partnership to ramp up innovation and deliver world-class passenger services across the two airports. As a key component of the collaboration, seasoned staff from each side are seconded to the other airport to learn new skills and share experiences. Between October and December 2016, the Airport Authority (AA) welcomed two new faces from the first batch of the

HKIA-Heathrow Staff Development Exchange Programme: Tim Bennett and Clive Jones from Heathrow.

Tim is Heathrow Airport's Head of Operations-Security Terminal 3 and Clive is Head of Service Transformation, Baggage before coming to Hong Kong.

"We have been in exchange programmes with other European airports before, but they usually lasted for only a few days," said Tim, who was attached to the AA's Airfield Department for more than

two months. "It was actually the first time that we travelled to an Asian airport for an extended exchange programme like this," he added.

Clive, who spent 10 weeks with the Terminal 1 Department of the AA, said the two airports are strikingly similar in many aspects. "Both HKIA and Heathrow Airport are big aviation hubs that facilitate the operations of an expansive network of airlines, have similar passenger expectations of world class service, and are experiencing capacity constraints."



He said he was impressed by the efficiency and high service standards of HKIA. "HKIA is essentially one big terminal designed fantastically well with excellent access to service - from the in-town check-in service at Hong Kong and Kowloon stations all the way to the boarding gate," said Clive. "The AA has done an excellent job in ensuring that the contractors, like those on cleaning, are hitting their target. There is definitely a lot that Heathrow Airport can learn from HKIA," he added.

Tim agreed with Clive. "As for airfield operations such as baggage delivery, Hong Kong has performed well especially in terms of connection."

"Although their airfield sizes are similar, at Heathrow Airport we have four separate terminals with its own baggage system of varying ages. This creates a constant challenge for us to deliver a consistent service level across the terminals," Tim added.

The workplace was not the only thing foreign to our British friends as the living environment in Hong Kong is quite distinct from that in London, which the two enjoyed a lot. "It is a very unique city, with skyscrapers surrounded by mountains and a long seashore. If you like shopping, dining, socialising and hiking, you are going to love this place," said Clive, whose impression of the city was echoed by Tim.

"I like the fact that you can be in a really busy city centre and within an hour, you can go to the top of the hill, looking down at the city. A couple of hours away you can even hit the country park or the Maclehoose Trail," he said. The two spent their free time in Hong Kong hiking and going on outings, including trekking up Lantau Peak alongside their AA colleagues, as well as joining the 2016 HKIA Feet of Fire 10km race last December.

OPPOSITE PAGE 左頁
(Left 左): Clive Jones
(Right 右): Tim Bennett

ABOVE 上圖
Clive and Tim during the HKIA Technovation Conference and Exhibition in November last year. Clive and Tim 參與了去年11月舉行的香港國際機場科技創新研討會暨展覽會。

RIGHT 右圖
The two trek up to the top of Lantau Peak with AA colleagues 二人和機管局同事登上鳳凰山頂。



去年3月，香港國際機場與希斯路機場簽署夥伴合作協議，攜手推動雙方的創新發展，為旅客提供世界級機場服務。合作的重要一環是雙方的資深員工借調到對方機場，學習新技巧及交流經驗。於2016年10月至12月期間，機場管理局接待了「香港國際機場與希斯路機場員工發展交流計劃」的首批參加者——來自希斯路的Tim Bennett及Clive Jones。

在來到香港前，Tim是希斯路機場三號客運大樓運作保安主管，而Clive則是行李服務轉型主管。

獲安排到機管局飛行區運作部工作超過兩個月的Tim指出：「我們都曾參與和其他歐洲機場合辦的交流計劃，但通常只是維期數天。遠赴亞洲機場作如此長時間交流，對我們來說還是首次。」

Clive在機管局一號客運大樓運作部交流十個星期，了解到兩地機場相似之處觸目皆是：「香港國際機場及希斯路機場均是擁有龐大航空網絡的樞紐，有多家航空公司營運；兩地旅客均期望我們提供世界級的服務，而兩者亦同時面對容量限制問題。」

他表示香港國際機場的效率及服務水平之高，讓他留下深刻印象：「機場基本上以一個偌大的客運大樓為中心，設計完善且周全。由機場快綫香港站及九龍

站的市區預辦登機設施一直至登機門口均提供非常便利的交通接達與服務。」他補充說：「機管局在管理清潔公司等承辦商方面十分出色，確保承辦商的服務達標，故此有不少方面確實值得希斯路機場借鏡。」

Tim表示贊同，他指出：「香港國際機場在行李運送等飛行區運作上做得很好，確保行李準確運送的表現尤其突出。」他補充說：「雖然兩個飛行區面積相近，但由於希斯路機場有四個獨立的客運大樓和各自的行李處理系統，而且投入服務的時間各異，因此要確保各個客運大樓貫徹一致的服務水平從來都不容易。」

除了工作外，香港的生活環境亦與倫敦大相逕庭，對這兩位來自英國的朋友來說相當新鮮，他們更從中找到樂趣。Clive說：「香港是一個很獨特的城市，高樓大廈被群山圍繞，亦有着連綿的海岸線。喜愛購物、飲食、社交或遠足的人定會愛上這個地方。」Tim亦有同感：「我很喜歡的一點是，這一刻你可能還身處繁忙的市中心，但不消一小時你便可以登上山頂俯瞰整個城市，甚至只需要數小時便可抵達郊野公園或麥理浩徑等地方。」兩人在工餘時間不忘四出遠足及探索，更與機管局同事一同登上鳳凰山及參加去年12月的香港國際機場翱翔活力10公里長跑比賽。

Meanwhile, Herman Chung and Michelle Ho of the Airfield Department, who represented the AA in the exchange programme, returned from London with a lot of fond memories and valuable experiences.

“Though I expected them to welcome us to their airport, their hospitality and open-mindedness far exceeded my expectations,” enthused AA Assistant General Manager, Baggage Handling Herman Chung.

Herman spent his first two weeks at Heathrow Airport working at the Airport Operations Centre (APOC), the heart of its operations and the counterpart to HKIA’s Integrated Airport Centre (IAC). At APOC, he shared his extensive experience managing the IAC as a former Airport Duty Manager. He was then attached to Heathrow Airport’s Airfield Department where he was involved in various projects including preparations for a new baggage handling system at Heathrow’s Terminal 2.

“They were very open in sharing their experience, both successful and unsuccessful ones, and they valued tremendously our experiences as well. Their determination to learn and improve was very clear,” he said. “They always want to think out of the box and apply innovative ideas and concepts in all possible areas of operation. It was amazing especially considering the long history of the airport,” he added.

Michelle, on the other hand, who is AA Manager, Standards and Service Delivery, joined Heathrow Airport’s Business Continuity Department. She also saw innovation as key to the airport’s sustainable development. “Heathrow Airport is currently operating at 98% of its capacity and with a limited window of operations, every small innovation can lead to a difference,” she explained.

“It is quite fascinating to know that the challenges in airfield operations of the two airports are so similar, such as capacity constraints, manpower and communication

with service providers,” she noted.

The two were impressed that both Heathrow and HKIA share the same business development direction, i.e. operating not only as a facilities manager but also a holistic passenger service provider.

They believe that there will be ample opportunities for future collaboration between the two airports. “The striking similarities between HKIA and Heathrow Airport mean that our knowledge and experience are applicable to one another, thus creating a win-win situation for our two world-class airports,” Herman pointed out.

Equipped with new skillsets and perspectives gained through the exchange programme, the duo is certainly ready to contribute innovative ideas to make HKIA an even better and more efficient airport. The next batch of exchange programme staff will follow, who will be selected based on their skills and experiences.



**OPPOSITE PAGE 左頁**

Herman Chung (left) and Michelle Ho (right)
鍾浩文 (左) 及何淑婷 (右)

LEFT & BELOW 左圖/下圖

The two have a lot of fond memories during the exchange.
二人在希斯路機場交流期間留下不少珍貴回憶。



另一方面，代表機管局參與交流計劃的飛行區運作部鍾浩文及何淑婷從倫敦帶着很多寶貴的回憶及新經驗返港。

機管局行李處理助理總經理鍾浩文雀躍地道：「雖然預期希斯路團隊會歡迎我們到其機場交流，但他們好客和思想開放的程度，實在是出乎意料。」在希斯路機場的首兩周，鍾浩文到機場運作中心 (Airport Operations Centre, APOC，相當於香港國際機場的機場中央控制中心) 交流，分享他從前擔任機場值勤經理管理機場中央控制中心的各種經驗。他其後獲調派至希斯路機場的飛行區部門參與不同項目，包括機場二號客運大樓新行李處理系統的籌備工作。

「無論是成功或失敗經驗，希斯路機場的同事都非常樂意與我們分享。他們亦很重視我們分享的經驗，可看出他們勇於學習、不斷求進的決心。」他補充道：「他們經常跳出傳統框架去解決問題，並且嘗試在所有可行範圍內應用創新意念及方法，對於一個歷史悠久的機場來說，實屬難得。」

另一方面，機管局運作標準經理何淑

婷則前往了希斯路機場的企業持續部，感受到創新是當地機場可持續發展的重要元素。她解釋說：「希斯路機場的飽和度已達到98%，其運作時間亦受到限制，因此每個細微的創新意念都有可能帶來改變。」

她亦指出：「我很驚訝兩地機場在飛行區運作範疇上均同時面對如容量限制、人力資源及與服務供應商溝通等相似的挑戰。」

他們認為希斯路機場與香港國際機場的業務發展方向並無二致，不單是一個設施管理者，更旨在為旅客提供全面的服務，相信兩者日後會有很大的合作空間。鍾浩文指出：「雙方明顯地有不少共通點，意味着各自的知識及經驗可應用在對方的運作上，這將為兩個世界級機場締造雙贏的局面。」

隨着在交流計劃中吸收了新技巧及開拓視野，他倆已準備就緒，為香港國際機場帶來創新概念，務求令機場提供更優秀及更具效率的服務。機管局未來亦會根據員工的專長及經驗，挑選合適的人才參與交流計劃。

A TOAST TO THE AIRPORT'S FUTURE

祝願機場 迎向光輝未來



[1]

As the Airport Authority (AA) gears up to face an exciting year in 2017,

staff also got a chance to peer into the future as well as celebrate the past year of achievements with a series of fun-filled activities during a sci-fi themed AA 2017 annual dinner. More than 1,400 AA staff attended the event at the Hong Kong Convention and Exhibition Centre on 4 January, dressing up to its theme of Party to the Future with a variety of vibrant high-tech outfits.

Attendees were welcomed to the event's opening cocktail reception by some suitably futuristic friends, in the shape of a Transformer and a robot, while they were able to entertain themselves at the reception with games that included Space Hockey and Flying Comets, as well as taking photos in front of a sci-fi themed backdrop.

Highlights during the dinner included musical performances by talented AA staff as well as enthralling dance performances by

staff members, including a Tron dance featuring glowing LED costumes.

There were also interactive games with attractive prizes on top of a Grand Lucky Draw. Meanwhile, staff who had a passion for fashion took home best costume awards including the Party King, Party Queen and Best Dressed Department.

In addition, much consideration went into the dinner menu, which was shark-free and featured sustainable seafood to reflect the airport's commitment to environmental protection. Surplus food from the dinner was also donated to the underprivileged through charity programme Food Angel.

The hard work of AA staff was also given due recognition during the event. Accolades handed out included the Work Improvement Team Programme Awards, Outstanding Team Award, Outstanding Employee Award, Long Service Award, Jack So Scholarship and Ombudsman's Awards 2016.

踏入2017年，機場管理局已準備就緒展開豐盛的一年。機管局2017年周年聚餐於1月4日假香港會議展覽中心舉行，超過1 400名機管局員工出席，部分員工更悉心打扮，穿上切合「時空派對」科幻主題的服飾。當晚精采節目連場，機管局員工一起歡聚，慶祝過去一年取得的卓越表現，展望新的一年攜手再創佳績。

在聚餐前酒會，機管局在會場接待處安排了變形金剛及機械人等來自未來的朋友迎賓，並設有「太空曲棍球」和「飛行彗星」等遊戲供賓客與員工參與，而他們亦可在特設的科幻主題布景前留影。

當晚焦點落在數個環節，包括由多才多藝的機管局員工呈獻聲色俱備的音樂及舞蹈表演，有表演者穿上裝有發光二極管燈的服裝表演「光電舞」。席間除了舉行幸運大抽獎，亦進行互動遊戲，送出多份豐富獎品。同時大會亦向打扮最別出心裁的員工頒發「派對之王」、「派對之后」及「部門最佳服裝大獎」。

此外，晚宴的菜單亦落足心思，剔除魚翅及提供以環保海鮮炮製的菜式，以配合香港國際機場的環保承諾。同時，晚宴的剩餘食物亦透過慈善計劃惜食堂轉贈給有需要人士。

當晚，機管局亦表揚盡心竭力工作的員工，頒發「創益先鋒計劃」大獎、「傑出隊伍獎」及「傑出員工獎」、「長期服務獎」、「蘇澤光獎學金」及「2016年申訴專員嘉許獎」。



[2]

[1]
AA Chairman Jack So (centre), Acting Financial Secretary Professor K C Chan (left) and AA CEO Fred Lam (right) officiate at the event with humanoid robot Pepper. 機管局主席蘇澤光(中)、署理財政司司長陳家強教授(左)及機管局行政總裁林天福(右)與人形機械人Pepper一起為周年聚餐主禮。

[2&3]
Talented AA staff astound the audience with exciting stage performances. 才藝出眾的機管局員工為觀眾呈獻精采吸引的表演。

[4&5]
AA staff dress in various futuristic and sci-fi outfits befitting of the annual dinner's theme. 機管局員工穿上充滿未來科幻風格的服飾，配合周年聚餐主題。



[4]



[3]

OUTSTANDING TEAM AWARD RECIPIENTS 傑出隊伍獎得獎者

Vehicle Tracking System (Phase I) Implementation Team
車輛追蹤系統(第一階段)推行團隊

SkyPier-Mission Possible
海天客運碼頭SkyPier-Mission Possible

SKYCITY Event Organizing Team
SKYCITY航天城活動統籌團隊

3RS Endowment Funds Team
三跑道系統改善海洋生態及漁業提升基金團隊

Technovation Team
科技創新項目團隊

OUTSTANDING EMPLOYEE AWARD RECIPIENTS 傑出員工獎得獎者

Adrian Law 羅允聰 Manger, Airfield
飛行區運作經理

Alex Chan 陳展暉 Assistant Manager, Customer Service,
Terminal 1
一號客運大樓運作顧客服務助理經理

Anna Kong 江詩薇 Manager, Organisation Development,
Human Resource & Administration
人力資源及行政組織發展經理

Isaac Ching 程皓傳 Operation Officer,
Market and Connectivity Development
市場及交通網絡拓展營運主任

Jack Liu 廖明剛 Operation Officer, Terminal 1
一號客運大樓運作營運主任

Mandy Luk 陸家鳴 Senior Operation Officer,
Baggage Handling, Airfield
飛行區運作行李處理高級營運主任

Vincent Lui 呂榮淳 Manager, Media Relations,
Corporate Communications
企業傳訊傳媒關係經理

Ombudsman's Awards 2016 Recipients 2016年申訴專員嘉許獎得獎者

Weslie Chan 陳旭暉 Manager, Road Traffic Management,
Market and Connectivity Development
市場及交通網絡拓展道路交通管理經理

Jasmine Lam 林冬梅 Senior Operation Officer,
Customer Services, Terminal 1
一號客運大樓運作顧客服務高級營運主任



[5]



CHAMPIONING CARBON REDUCTION 減碳菁英

The Airport Authority's (AA) efforts to contribute to a greener future was recently recognised during the Hong Kong Green Awards 2016. Organised by the Green Council, the award scheme encourages companies and organisations to ramp up their environmentally-friendly initiatives in their operations and management processes.

On 9 December 2016, the AA was presented with the Corporate Green Governance Award – Management Systems during an award ceremony for integrating environmental considerations and monitoring into their corporate governance policy and operations. This was one of the five major awards of the scheme, while in total around 85 companies were recognised.

Meanwhile, the AA was awarded the CarbonCare® Label from Carbon Care Asia for the second year running. It commends the AA for proactively addressing climate change issues and attaining carbon reduction by measuring, reducing and offsetting its carbon footprint.

機場管理局對建設綠色未來不遺餘力，近日在「香港綠色企業大獎2016」中獲得肯定。這個獎項由環保促進會舉辦，旨在鼓勵企業及機構在其營運及管理過程中增加環保措施。

在2016年12月9日舉行的頒獎典禮上，共有約85間機構獲得表揚，機管局獲頒授五項大獎之一——「企業綠色管治獎」中的「管理系統」獎項，以表揚機管局在其企業管治政策及營運中加入環境考慮因素及監察措施。

與此同時，機管局連續第二年獲低碳亞洲頒發「低碳關懷標籤」。這個組織讚揚機管局透過計算、減少和抵銷碳排放，積極應對氣候變化問題，實現碳減排。

CARBON OFFSET POLICY IN FULL FORCE

全面實施碳抵銷政策

In taking another green step forward, the AA recently established a corporate policy to offset carbon emissions arising from AA events and overseas business travel (OBT) of its staff. Carbon offsetting is the practice of compensating for greenhouse gas (GHG) emissions generated by a company's activities by purchasing credits from accredited projects that reduce GHG emissions.

Under the policy the AA purchases Gold Standard carbon credits for carbon emissions arising from the OBT of its staff and events hosted by the AA with more than 150 attendees and involve the participation of external parties.

Most recently, during its 2017 Annual Dinner the AA purchased carbon credits for projects that support biomass power generation in Xinjiang and micro-hydropower in Guangxi. The dinner also served up sustainable seafood, while surplus food was donated to the underprivileged through Food Angel.

為進一步推動環保，機管局最近訂立企業政策以抵銷所舉行的活動及員工到海外公幹時衍生的碳排放。碳抵銷是透過購買碳補償，支持減低溫室氣體排放的認可項目，抵銷企業活動產生的溫室氣體。

政策規定機管局員工到海外公幹，以及舉行的活動有超過150名出席者並有外界參與時，便須購買符合「黃金標準」的碳補償，以抵銷活動所衍生的碳排放量。

機管局近日就其2017年周年聚餐購買支持新疆生物質發電項目及廣西水力發電項目的碳補償。當晚宴會更選用採用環保海鮮的菜式，而剩餘食物則透過惜食堂，轉贈給有需要人士。



ABOVE & RIGHT 上圖及右圖

Carbon credits were purchased during 2017 AA Annual Dinner to support the biomass power generation project in Xinjiang (above) and the hydropower project in Guangxi (right).

機管局最近就其2017年周年聚餐購買碳補償，支持新疆生物質發電項目（上）及廣西水力發電項目（右）。





CRAFT YOUR GIFT

巧手顯心思

The AA Staff Club previously organised a handicraft workshop, teaching staff how to master the fine art of decoupage. The art form involves giving objects a makeover by gluing paper cut-outs on it and decorating it with paint or other creative elements. AA staff brought their favourite paint and art material to decorate wooden drawers and got to bring home their masterpieces just in time for Christmas to give as meaningful gifts to their loved ones.



機管局職員康樂會早前舉辦教授拼貼藝術的蝶古巴特 (decoupage) 工作坊，讓員工學習這種手工藝。蝶古巴特藝術是從紙張剪出圖案，用膠水轉貼在其他物品上，塗上顏色或添加其他創意元素裝飾。工作坊參加者帶同他們喜愛的圖案及工藝材料來裝飾木抽屜，正好作為聖誕禮物送給摯愛親朋，別具心思。

GETTING A REFRESHING BOOST

醒一醒神

As a little treat to staff, the AA recently started offering free soft drinks in its office on a trial basis. AA staff can now easily enjoy a cool beverage from the vending machines that have been installed at the workplace.

機管局最近試行為員工提供免費汽水，作為一點小獎勵。員工現可從機管局辦公室內的自動售賣機輕鬆享用冰涼飲料。



STEPPING UP FOR CHARITY

為慈善登上高峰

A team of AA runners scaled daunting heights as they climbed up the International Commerce Centre during the “SHKP Vertical Run for Charity – Race to Hong Kong ICC” on 4 December. The race kicked off on the 8th floor of Hong Kong’s tallest building with more than 1,700 participants climbing up over 2,100 steps to reach the finish line at the sky100 Hong Kong Observation Deck on the 100th floor.

The annual event was launched in 2012 to promote a healthy lifestyle and a culture of caring and giving.

Its popularity has led it to become an international event as the grand finale of the Vertical World Circuit.

於2016年12月4日，機管局健兒組成隊伍參加「新地公益垂直跑一勇闖香港ICC」，登上全港最高的建築物環球貿易廣場。比賽吸引超過1 700名人士參加，由環球

貿易廣場八樓起步，跨過逾2 100級樓梯，到達位於100樓的「天際100香港觀景台」衝線。

這項活動自2012年起每年舉行，旨在宣揚健康生活及樂善好施的美德。活動深受歡迎，現已成為國際賽事「垂直馬拉松世界巡迴賽」的終點站。



**DID
YOU
KNOW?**
你知道嗎?

TRACING HEATHROW'S ROOTS

Heathrow Airport's name is derived from the ancient agricultural village of Heath Row, located on the outskirts of what is now Greater London. During World War II, the British government requisitioned land in and around Heath Row to build a base for long-distance military aircraft bound for the Far East. However, by the time the airfield was nearing completion, the war had already ended. The government continued to develop the airfield as a civil airport and opened as London Airport in 1946, it was later renamed to Heathrow Airport in 1966. The first aircraft to take off from Heathrow was a converted Lancaster bomber called Starlight that flew to Buenos Aires, Argentina.

希斯路機場的由來

倫敦希斯路機場的名字，源自位處現今大倫敦地區近郊的古老農村Heath Row。在二次世界大戰期間，英國政府徵用這條村莊及附近土地，為飛往遠東的長途軍機建造空軍基地，然而當接近建成時，二戰已結束，政府遂將這飛機場發展成民用機場，設施於1946年以倫敦機場的名義啟用，其後於1966年改名為希斯路機場。從希斯路機場起飛的首班航班名為星光（Starlight），由蘭卡斯特（Lancaster）轟炸機改裝而成，飛往阿根廷布宜諾斯艾利斯。



OUR GROWING HKIA FAMILY

機場大家庭

Yeung Pak Yin 楊柏弦

3 months

3個月

Mother: Holly Lai

母親：黎皓而

Corporate Development

Department

企業發展部



Horace Chan 陳俊希

5 months

5個月

Mother: Virgini Fung

母親：馮詩朗

Corporate Communications

Department

企業傳訊部

Airport Authority colleagues can submit their wedding or new born baby photos and stand a chance to receive an HKIA cash coupon valued at HK\$200.

The selected images will be published in the next issue of *HKIA News*.

機場管理局同事提交他們的結婚或新生嬰兒照片，即有機會獲得200港元的香港國際機場現金券。獲選照片將於下期的《翱翔天地》刊登。