

## ***PRESIDENT'S VIEW***

As I write this, the introduction to the final Newsletter of the year, the Board is nearing conclusion of its nominations for the 2006/2007 Chapter year.

It has been an immensely successful year for the Chapter, although one which has seen our membership base decrease, albeit by the smallest of percentages. It is nevertheless a decrease and not something that I wanted to see at the outset of my term as President. The 05/06 Board ambitiously set down a strategic plan at the beginning of the year and whilst we have achieved much of what we set out to do, the slight fall perhaps reflects the areas where we have not been able to deliver against that plan.

Part of the strategic plan involved making a commitment myself to stand for two consecutive terms. Subject to this being ratified at the AGM, I will follow through on that commitment and hope that in a year's time I will be able to report that gaps have been filled.

As President, my highlights for the year have been the development of the newsletter and quality of communications sent by the Chapter, together with the quality and diversity of professional development. At a Board level, we have also worked extremely hard to develop closer ties with IFMA HQ. This has involved two trips to US based events; one by myself and the other by our Vice President, Ms Arnald Ng. We have also held regular early morning teleconferences with HQ to improve the flow of information.

Nominations for the new Board for the forthcoming year will be issued in our mid month e-mail, together with a reminder of the details of the AGM. I urge Members to attend to hear where the Chapter is financially, what plans are proposed for the year ahead and to take part in the voting process. Non-Chapter members are welcome to attend the lunch for what is always one of the best networking events of the year and also to listen to an excellent speaker, John Bowdon, who will be talking about something close to all of our hearts – the threat to the harbour through reclamation.

As ever, spaces are limited, so please refer to our website to sign up for the AGM and/or lunch. Details are also outlined in this newsletter.

To give us some indication of how much the Board achieved in 05/06, a membership satisfaction survey will be carried out shortly, following up on the one which took place around this time last year. I would like to encourage all members to share their views with us in order that we can adjust next year's plan if necessary.

This survey should not be confused with a survey which was recently issued by IFMA HQ, seeking views on your satisfaction with IFMA in general. This survey was issued to assist an Asian Working Party which has been set up by HQ to help guide them in their planning for the future in this region.

Next year sees an important milestone for the Hong Kong Chapter - our 15th anniversary.

I think it is well known that we have some very dedicated members of the FM profession supporting us in various ways. Many of the founding members of the Chapter still play an active role, or take an active interest, in our affairs and I am sure they will all agree that one of the key players in helping the Chapter to thrive in recent years has been Arnald Ng.

With a regional job that takes me out of Hong Kong frequently, I have had to rely on Arnald during my first term of President to a great degree. It therefore comes as a great disappointment, from an institutional perspective, to let you know that Arnald will not be standing for re-election on next year's Board. However, for everyone who has turned to Arnald for assistance or guidance in Chapter matters, I am pleased to say that she has kindly offered to remain in the background and assist us as far as possible.

I should also express my thanks here for the efforts and time spent by both our Directors and Committee members. Without them, the Chapter would not be possible.

Finally, I thought I would end my final column of the year with an amusing FM story from the UK which was reported in a national newspaper recently, under a title asking how many BBC people it took to change a light bulb. It would appear from the article that the main sign at the corporation's headquarters has been out of order for over a month and the job of replacing it has generated a great deal of confusion and spiraling costs.

Two contractors have been hired: one to set-up scaffolding to reach the sign 50 feet up and the other to evaluate the damage. The article states the process costs the corporation nearly US\$2000 each time this is done, but doesn't reveal how many times this has happened. Staff at the BBC believe the sign would previously have been fixed within a matter of hours by in-house technicians.

A BBC spokesman commented that it was not merely a matter of fixing an electrical problem and that they were now looking at re-wiring or replacing the sign.

I just hope that the FM team involved has not posted a hand written notice beneath the sign explaining the failure

*Brian Crockford MRICS, CFM  
President*

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## **NEWS AND VIEWS**

### **What will happen to the workplace and FM in the next 10 years?**

In mid-May, more than 100 CEO's representing many of the world's leading companies met at the Microsoft Headquarters in Redmond, Washington to discuss technological trends. As technology features in IFMA's definition of what FM is, FM-ers should be interested in what went on at the summit.

The keynote speech was delivered by Microsoft's Chairman and Chief Software Architect, Bill Gates. Believing there is a tendency to overestimate how much things will change in the next 2 years and underestimate how much will change in the next 10 years; Mr. Gates thought there were a number of things that can be said with a reasonable degree of certainty.

He believed this includes:

- networks getting faster,
- computer processing increasing in accordance with

Moore's Law (taken from an empirical observation in 1965 by Gordon E Moore, a co-founder of Intel, that the complexity of integrated circuits, with respect to minimum component cost, doubles every 24 months)

- data storage continuing to fall in price
- high definition screens becoming cheaper, lighter and more portable
- mobile phones rivaling today's desktop PCs for power and storage.

Most importantly, according to Mr. Gates, the software that ties all this together will become increasingly sophisticated in its ability to understand the way people work and increasingly streamlined and intuitive in the ways it is used.

The idea of "search" will give way to the notion of seamless access to knowledge as people begin to utilize tools that let them interact with computers in

plain English, Chinese, Spanish, French or Russian to instantly link to the information or people they need.

In this new world of work, repetitive, uninteresting tasks will be automated and employees will focus much more of their time and creative energy on work that generates real value and growth.

Think about the potential implications for the FM and the workplace...!

*Brian Crockford MRICS, CFM  
President*

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## **Jones Lang LaSalle bid to become first CRE services company to adopt Six Sigma**

Invented at Motorola, Inc. as a quality measure, Six Sigma has evolved into a business improvement system at many high-performing organizations, where it has been proven that defining and measuring performance enables fact-based decision making and fulfilment of customer needs. The Six Sigma approach defines measures and improves quality solely from the customer's point of view, based on critical requirements.

Prior to improvement administrative and service processes, such as those in CRE, range from an efficiency of 50 to 90 percent; representing a stunning number of failures and incalculable cost in dollars, time and dissatisfied customers. Best practices are an integral component of a high-performance operating model for CRE. Continuously refined processes lead to innovation, superior execution, breakthrough results and strategic wins.

Fully implemented, Six Sigma is likely to yield a 15 to 20 percent reduction in total occupancy costs, procurement costs and labour costs. No less tangible are the operational profits produced when existing CRE processes are freed from delays, waste and error to be performed as intended.

However because of the repercussive impact of its results, how you apply Six Sigma in your organization

is just as critical as where it is applied. Once the correct view and intentions are in place, CRE senior leaders should themselves undertake the Six Sigma training as it requires sustained and invigorating leadership to face the resistance from your own personal biases and organizational attitudes. Resistance to Six Sigma is more likely to rest in covert rationales, mental barriers and patterned thinking.

Jones Lang LaSalle is committed to becoming the first real estate services company to fully adopt Six Sigma practices and training throughout its organization. Read their rationale for this commitment in FM Essentials.

*Contributed by Jones Lang LaSalle*

[www.joneslanglasalle.com](http://www.joneslanglasalle.com)

## **Work-Integrated Education at the Polytechnic University**

This month your Chapter has received a letter from the Department of Building and Real Estate of the Hong Kong Polytechnic University inviting us to "provide placements for their students and work hand in hand to build the betterment of the future of Hong Kong and China by educating and training the young people". This is a laudable idea but one that the Chapter itself is unable to assist with, so we thought we would enlist the support of our members and friends on behalf of the University. The concept of work-integrated education is best set out by the University President, Professor Poon Chung-kwong, GBS, PhD, DSc, JP, at the Second Session of the Eleventh Congregation held on the 3rd December 2005, where he said:

"On the subject of teaching, we will adhere to our policy of two integrations, which consist in firstly, "integrating across disciplines", and, secondly, "integrating theory and practice". In terms of the 'theory and practice' integration, we will do our best to arrange placement opportunities for our students to gain invaluable work experience in various industries and businesses, which is in line with our "work integrated education" philosophy. Although such a philosophy is nothing new, as society progresses, the value of practical experience has come to receive increasing focus from

educationalists. What is important is to “walk the talk” and to “apply what you have learnt”. Work integrated education today centres on allowing students to experience first-hand what they have learnt at school, so that they can achieve true mastery of the skills and knowledge already learnt. It is also intended that they will take the initiative to find practical solutions to the problems they encounter in the process, and hence their creativity can be improved. This education philosophy has been practised in the West for years with excellent results. I have full confidence in putting this philosophy into practice here on our campus so that we can groom more highly creative graduates equally well versed in theory and practice.”

The department identifies 4 areas where providing work placements for students during the summer break can help your organisation:

- Filling temporary manpower shortage with quality persons
- Providing technical hands and minds to support projects
- Injecting new ideas or energy into your team
- Recruiting young people with quality for your organisation in the long run

You can obtain more details from Janice Lau Student Placement Officer on (852) 2766 5885.

*Contributed by Tony Garland  
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## EC Harris in Hong Kong wins FM award

International consultants EC Harris’s Hong Kong branch has received an FM award for its management of the HSBC Centre building in Kowloon, Hong Kong.

The award of “Best Managed Property” was made at this year’s “2005 Election of the Property Management Award” on April 13 at the Police Recreation Club in Kowloon.

The event was jointly organized by the Hong Kong Police Regional Crime Prevention Unit, Security Bureau, and the Hong Kong Association of Property Management Companies. EC Harris provides facilities management and project management services to HSBC for more than 100 retail branches, six major buildings, 14 offices, and over 250 residential properties.

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## THE INTERVIEW



We continue our series of interviews with people within the FM industry by interviewing Charles Doyle, Manager Property and Services at Cathay Pacific.

The people covered by this section of the newsletter will vary, from senior and well-known members of the industry to graduates just starting in the industry. The intention is to provide information on a cross-section of the industry covering how they first became involved in the industry, what they do, how they relax etc. The interviews are conducted and reported by Santa Raymond for the Hong Kong Chapter of IFMA.

**Q: What do you consider describes the job you do?**

**A:** My primary role is to protect the company’s interest in ensuring that the facilities support the business.

My portfolio consists of five sections, each with its manager reporting to me. The largest section, in terms of both time and money, is property – that is running our headquarters, Cathay City, at the airport, and being responsible for leasing and fitting-out of property in Hong Kong and abroad.

The Environmental section is critical for a company that runs on carbon fuel and we must, therefore, employ the latest engine technology in our aircraft fleet. It is also concerned with energy conservation, waste and recycling. The Commercial Stores receives and distributes (but does not procure) all the daily basics that are used on aircraft, with the exception of food. The Uniform section receives, stores and distributes uniforms for 2000 pilots, approximately 7000 cabin crew and 2,000-3000 ground staff. Finally, the Sports and Recreation section runs the Sports Recreation Club and sporting activities generally, including competitions for staff worldwide.

Cathay City has a built area of approximately 2,000,000 sq.ft and has four main areas of operation as follows: offices that serve 2500 permanent staff, plus 1600 operational staff who pass through the building each day; a staff hotel with 501 rooms; a flight training centre with 14 simulator bays, and a commercial stores building. The complex brought together staff from 19 separate locations, when Cathay Pacific moved to the new airport from Kai Tak, and this integration has made us much more efficient.

**Q: What is your background?**

**A:** I started my working life as an apprentice electrical engineer at the Ministry of Defense in the UK. At 21 years of age I joined the Merchant Navy. During five years as an engineer at sea, two of these were based in Hong Kong in the late 60's. Upon leaving the Merchant Navy I spent five years as a project manager working for Philips Electrical in Zambia, Central Africa before returning to Hong Kong in 1978 as Electrical Manager for HK United Dockyards, part of the Swire Group. After four years I moved on to become Building and Engineering Manager at the Royal Hong Kong Jockey Club (as it then was), ending up 16 years later as Property Controller in charge of all the Club's facilities.

**Q: Why did you apply for your current job?**

**A:** In March 1998, I was offered my current position with Cathay Pacific (also a part of the Swire Group). I considered this to be a challenging position as it started by running down Cathay Pacific's facilities at Kai Tak, ready for the move to the new airport. We left at midnight on 5 July 1998, and were operational at Chek Lap Kok by 6am on 6 July.

**Q: What are your current key projects?**

**A:** In December I am due to retire, so my nemesis and swan song is working on the construction of a Cathay Pacific Museum to commemorate the history of the airline which celebrates its sixtieth anniversary in September of this year. The steering committee for the project represents the different operations, and we now have our 'story-line' and 'flow' agreed so that the architects, Pico, can commence design.

Working for an airline is dynamic and fast moving with a diversity of projects. It is, however, always difficult for facilities managers to persuade general management that one of their biggest assets is their facilities. As a general rule, owner-occupiers do view it much more significantly than developers. In my view, property should always be available for its intended use, and that should be the major goal for facility management teams

**Q: What do you see as the future for FM?**

**A:** Outsourcing is the future of FM, but the building owner must have a professional team to interface with the provider. We outsource the operation of plant, equipment, security and cleaning to Jones Lang LaSalle, catering to Maxims, and the hotel to Accor.

Building design is very important – its not 'glitz' but 'guts' that is important. FM's must be included in the building design, otherwise they spend the first three years rectifying design problems.

**Q: What do you do to relax?**

**A:** After living in Hong Kong for thirty years, my major passion is still sailing, and I have been Commodore of the Aberdeen Boat Club for the past three years.

I enjoy hiking with my wife, Linda, in Hong Kong's country parks. We also enjoy scuba diving, adventure trekking and golf.

**Q: If you didn't work with facilities, what would you like to do?**

**A:** I would like to sail a yacht around the world – and might still do so. Retiring at sixty, my main aim is to keep physically and mentally active. This may include taking on some consultancy work. I'd like to work for owner-occupiers who operate property to support their business and need the right brief and systems so that their buildings are well designed and can be operated effectively.

*Contributed by Santa Raymond RIBA*  
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## Professional Development and Networking

The Hong Kong Chapter of IFMA organises many events during the year to enhance your networking opportunities and to further your professional development. We also provide information to members on events organised by other bodies that are closely linked to facility management.

Below we list those events that are confirmed with some of the details for the event. To obtain full details of those events with a venue confirmed, go to the web site to download the associated Acrobat document or to sign up directly for IFMA Chapter events. For those events without a confirmed venue, we will update the web site as soon as details are available and inform you via the monthly or mid-monthly newsletter e-mails.

<b>Event Title</b>	Asian Building Technologies 2006 The 7th Asian International Showcase for Building Automation and Management Systems, Featuring Asian Facilities Management and HVAC & R Show
<b>Major Sponsor</b>	Hong Kong Exhibition Services Ltd
<b>Date</b>	7th - 9th June 2006 (Wednesday to Friday)
<b>Time</b>	All Day
<b>Venue</b>	Hong Kong Convention & Exhibition Centre

<b>Event Title</b>	West Kowloon Mega Tower
<b>Major Sponsor</b>	Hong Kong Chapter of IFMA
<b>Date</b>	13th July 2006 (Thursday)
<b>Time</b>	12:30 to 14:00
<b>Venue</b>	HKUST College of Lifelong Learning Room A, 3/F, Far East Finance Centre, Admiralty

<b>Event Title</b>	Annual General Meeting and Chapter Networking Lunch. "So Where is the Harbour Now?"
<b>Major Sponsor</b>	Hong Kong Chapter of IFMA
<b>Date</b>	22th June 2006 (Thursday)
<b>Time</b>	11:00 to 14:00
<b>Venue</b>	Club Lusitan, 23/F, 16 Ice House Street, Central