

# THE ConStructor



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- How the QS Can Create Values in the Procurement of Construction Works in Hong Kong
- Visit to Hong Kong University Tunnel Reservoir • Technical Site Visit to Stonecutters Cable Stayed Bridge



Dear Members,

During the past months, we had met with the China Construction Industry Association in Beijing and visited the Ministry of Construction Examination Board in Guangzhou. A conference is being organized with the China Construction Industry Association to create more exchange opportunity with the leaders of the Ministry of Construction for our members.

A letter was sent to the Construction Industry Council to highlight to the importance of construction managers and recommended that legislation shall be introduced for the recognition of the professional construction managers.

This year, our Institute is honored to be the chairing organization for the Quality Building Award. Thanks to our many Council Members to take part in all levels of the organizing committee. For the first time, there will be an oversea award to be given out this year.

We are also in progress of initiating a HKICM Construction Innovation Award for people in the Construction management who has initiated innovation initiatives in their construction process.

We, at the HKICM, are here to serve our members. It is more importantly that we need your support and participation in order for us to serve you better.

Yours sincerely,



Raymond H.M. Leung  
President

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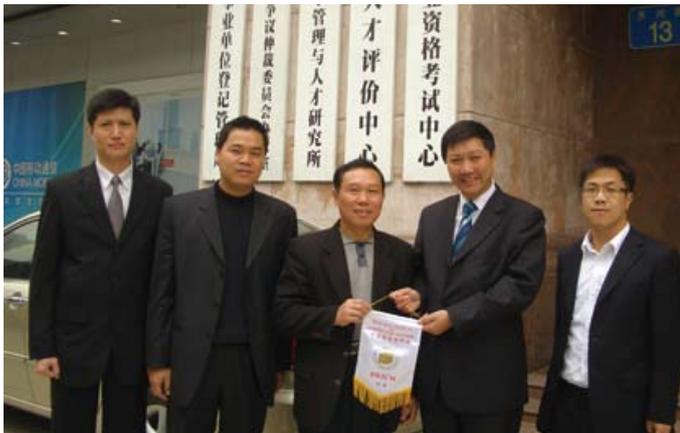
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## Meeting with China Construction Industry Association



Our President Raymond Leung and Chairman of China and International Link Workgroup Mr. Paul Chung met with China Construction Industry Association officials at CGCC on 31/1/08. ■



## Visited GuangDong Professional and Technical Personnel Assessment Centre

President Raymond Leung together with China & International Link Work Group visited the Centre on 22/2/08. ■

## CPD Event held

Mr. Y.K. Lau at “Current Practices on Stabilising Existing and New-formed Slope” Seminar on 27/1/08. ■



# Technical site visit to Stonecutters Cable Stayed Bridge

By Mr. Lee, Fook Pui Billy

On 23 February 2008, a technical site visit to Stonecutters Cable Stayed Bridge where over 30 members participated in the visit.

The visit started with a presentation by Mr. Mark Derisley-Technical Manager of the Main Contractor, Joint Venture of Maeda, Hitachi, Yokogawa and Hsin Chong. The main features of the cable stayed bridge including concept design, steel fabrication from various overseas countries, site erection procedures of back span steel decks around tower. Mr. Mark Derisley further briefed our members of the background of the project:

Stonecutters Bridge is an important element of Route 8 between Tsing Yi and Shatin together with the existing section of Route 8 from Tsing Yi to Airport, Route 8 will form a new east-west strategic route linking the eastern part of the new Territories to the Airport on the Lantau Island. This new highway will provide direct access to Container Terminal 8 (CT8) & Container Terminal 9 (CT9) which will further enhance



Hong Kong as an important international logistics and transportation hub. Stonecutters Bridge, when completed, will be one of the longest span cable-stayed bridges in the world.

The giant towers with an overall height of approximately 300 meters are mono-tower structures, each with an oval shape of 18 meters by 24 meters at ground level and +175mPD to enhance durability. Stainless steel skins are provided for the upper tower to form a composite structure.

The back spans are 289 meter long of which 240 meters is concrete deck. They are supported monolithically by 70 meter high concrete piers. All piers are constructed by means of climb-forms and the decks are supported by a falsework system with a combination of steel trusses and temporary precast post-tensioned concrete columns. Initially, a number of heavy duty crawler cranes were used as the main lifting equipment for the falsework system. Then the construction of the concrete deck can start. On which the





tower cranes would be erected. Subsequently, all the vertical transportation of material will rely on these erected tower cranes.

After the presentation, all our members were able to have a valuable opportunity to make a field visit to the site around the tower in Tsing Yi side and also a visit to the portion of the elevated bridge deck that +70mPD to view the site operations and engineering features. During the technical visit, Mr. Mark Derisley answered many questions for our members related to the engineering principles, construction management and progress of this project.

As a result of this technical visit, members had gained special knowledge from the Stonecutters Cable Stayed Bridge. On behalf of all participating members as well as the HKICM, I would like to express our sincere gratitude to Mr. Mark Derisley of the Main Contractor Joint Venture of Maeda, Hitachi, Yokogawa and Hsin Chong for their hospitality. ■

### Stonecutters Bridge Data \*

<b>Overall bridge length (m)</b>	<b>1596</b>
<b>Main Span (m)</b>	<b>1018</b>
<b>Navigation channel (m)</b>	<b>900</b>
<b>Minimum Structural soft level (mPD)</b>	<b>73.5</b>
<b>Stay cables</b>	
Number of cables	224
Weight of stayed cables (tonnes)	7000
Length of the longest cable (m)	540
Weight of the longest cable (tonnes)	72
<b>Structural steel</b>	
Number of deck segments	65
Structural steel for deck segments (tonnes)	35,500
Stainless steel skins or upper tower (tonnes)	16,000
Structural steel for anchorage boxes (tonnes)	1,000
<b>Concrete</b>	
Towers (M3)	57,800
Back Span (M3)	50,300

\*Data extracted from Stonecutters Bridge, August 2007 of Highways Department

## CPD Event Coming Up

Date	Topic	Speaker(s)
Thursday, 5 June 2008	Some Macau legal issues concerning Hong Kong parties	Mr. Damon So
Wednesday, 25 June 2008	The Emerging Technology – Building Information Modeling (BIM) to Business Information Management (BIM)	Mr. Elvis Li
To be advised	Improvements to Productivity – A Matter of Mindset	Mr. Scott Adams

# Interview with Ir Prof. John Chan

## 專訪本會榮譽會長 — 工程師陳國煌教授

進營社室委員李志豪先生於2008年4月9日訪問了Ir Prof. John Chan。以下是訪問內容。



### 小檔案

Ir Prof. John Chan (陳國煌工程師) 1967年畢業於香港大學，於大學時選修建築科目，因而產生興趣進入建築行；他首份工作是在當時的工務局 PWD 任職工程師，之後，曾任職建築則樓公司、土木工程建築公司，及新昌營造廠有限公司。轉瞬間已從事此行業有40年，也沒有離開及放棄此行業，並獲得多個工程專業資格及學會資歷。工餘時參與多個專業學會事務，更曾任HKIE建築分部會長，HKICM 及 AIB會長、YMCA及香港華人基督教聯會要職。他認為人越早有宗教信仰，對人生、思維、行為發展有所裨益，也不會太重視物質。他在每天8小時工作裏，嘗試做不同職份，這樣使用時間會更有意義。

### 工作分享

Ir Prof. John Chan 入行已40年，見證建築業的變遷，有高峯期，低潮期；高

峯期曾達致最高，也是一個週期的循環，其個人的成就，他很謙虛地說：「並沒有特別，也稱不上有甚麼成就。」再者，他認為建築行業是團隊的工作和人際關係的領域，尤以人際關係的溝通為重，若果這方面處理不好，或者個人不夠成熟，也直接影響整個團隊的工作。

在同一時間他差不多身兼數位，如總監、工程師、講師，他認為多參與不同領域和範疇的職位，最是能夠令人視野廣寬。年青的工程人員，應嘗試不同崗位，如建築商、工程顧問，參與公營項目(房署、房協工程)，業主及地產商等工作。他亦鼓勵建築商及其他僱主，應該讓其員工於不同的時間、階段多參與不同的工種，獲得多方面工作上的技能知識，使他們在工作上有所裨益，也能促進公司機構的發展，也可鼓勵年青一代從事此行業多求變化，不要局限某

一項工種，同時此行業不是單一隊工工作，祇顧自己團隊，而是與其他機構員工相處、合作，若沒有誠信或處理不好會破壞別人對自己的形象。

### 前景的看法

他認為前景是充滿信心的，肯定是一年比一年好；地價高，物業也跟隨高昇，「其實，建築業是較傳統的工業，在科技上的實質變化不大，最重要的成功管理因素是做好人際關係。」

每個地區都需要建築業，大型工程多半是由國際公司承包，中小型工程則由本土承建商營造。中小型公司，應該多加注意樓宇維修及裝修等，以多元化的工程服務來拓展市場的空間。他最欣賞的大廈設計是「中國銀行大廈」，認為最為有創意、生動感，沒有屏風效應，不花巧，具有環保視覺。

他覺得政府對建築的監管太嚴格，如條例太多、公務員系統膨脹太大、監管太多……，影響建築業的發展，反觀，歐美等地在建築條例的監管較為恰當。

### 培育下一代

從事建築業，經營的利潤雖然不算高，但最重要懂得理財投資，這樣才可以致富。另外，他鼓勵專業人士，可在大學兼教，把行業知識及實況，傳授給新一代，使他們能掌握及吸收實際的行業經驗，更有效地貢獻社會。 ■

## Career Conference



Left: Mr. Anthony Lai, right: Mr. C. H. Lee

### 10/3/08 Career Conference at the Hong Kong Polytechnic University

HKICM as the co-organizer with Career Times, Chun Wo C&E Ltd., Mott Connell Ltd., Hong Kong Polytechnic University, HKIE, CIOB and AES. Purpose of the conference aims to explore the career opportunities available for the professionals in the local region, Mainland China and overseas including Dubai, Abu Dhabi etc. ■

## 中山新地木製品有限公司 套裝門生產廠考察日後記

—— 零零八年三月一日，香港營造師學會進營社及香港工程師學會仲會員事務委員會共同合辦了一個參觀套裝門生產廠的生產過程。由原材料至成品出貨的整個工作流程。生產廠位處內地中山市火炬開發區，一眾會員乘專

車到達廠房，得到廠方代表陳偉明先生詳細講解整個套裝木門之生產過程，各項程序之品質檢測標準，原材料的篩選及剩餘材料之運用等，均能使各會員深入理解整個木門生產之品質控制要求，生產流程，以至出貨運送至地盆之準備

及安排。及後進營社代表及香港工程師仲會員代表誌送紀念品給廠方代表以表謝意，更拍下大合照，兩會代表均表示這次合作舉辦是次活動非常滿意，望可見未來有更多機會共同協辦其他活動。 ■



# 香港大學水塘建築工程工地考察日後記

—— 零零八年三月十五日，一眾進營社會員參與了  
—— 香港大學為水務署重署的一個在隧道內興建水塘的建築工程工地考察。本會榮譽會長譚景良工程師，作為香港大學在這項工程的項目經理，除為各會員講解整項工程的施工技術、建築管理、設計、施工困難，還即時解答各會員之問題，使各會員能深切理解整個建築工程的設計理念及對隧道工程的特質有進一步的認識。及後承建商「金門建築有限公司」駐地盆代表帶領一眾會員進入隧道範圍內詳細解釋工程進度，挖掘隧道所用的鑽探機器，如「Jumbo」、「Bigger」等等。承建商更為這項設計及興建工程，作出多項環保建設，如太陽能熱水器，環保休息花園，供各員工閒時享用。各會員均對整項工程有深入了解，也提高他們對環保設計的意識，實為獲益良多。最後，進營社代表致送紀念旗給譚景良工程師及承建商代表杜兆祥先生以表謝意。 ■



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土木工程證書 / 文憑  
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Civil Engineering

課程參照 BTEC International Syllabus 有關的培訓要求而編訂。採用全新教學理念，以實務培訓為基礎、輔以習作為評審基準，藉以減輕「死背書」和「考試」的壓力，特別適合在職人士。

會充分考慮學員的背景，給予曾修讀相關科目的豁免，讓學員在進修途中不須「走回頭路」。

開課日期：第1期：2008年8月26日（文憑）  
第7期：2008年7月22日（證書）  
第13期：2008年8月11日（高級證書）  
第13期：2008年8月15日（高等文憑）

學費： \$4,500 x 4期（文憑）  
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開課日期：第26期 - 2008年7月12日  
學費： \$8,000



致好評  
精闢輔導

Some recent feedbacks of the AS Workshop Learners:



Dear CM,

I enjoyed your workshop. The structure of the material that you put together is clear and concise, and the way that you delivered the critical aspects did point us to the issue.

I think the course would be beneficial not just for preparation of the interview, but should be appreciated by all supervisory staff.

Thanks for your special class arrangement and your effort.

from: Ir Tang (the Executive Director of a public-listed construction firm)



Dear CM,

I have much pleasure to inform you that I have passed my interview at BD and am now an Authorized Signatory for my company. I would like to express my appreciation for the valuable information you've taught me in your course which I found most useful for people like us applying the AS. I will recommend anyone who is planning to apply for AS to attend your most informative course and once again thanks for your knowledge and experience you have passed to me and many more.

from: Mr. Chang (the Project Manager of a contractor)



Dear Ho Sir,

Mr. Hui and I both passed the interview. Thank you for your teaching.

from: Mr. Hui and Mr. Lau (the Managing Director and Project Manager of a building contractor)



何Sir,

非常多謝你的教導，我已成功考取RGBC-AS資格。這段考試的日子，令我畢生難忘，在此再說聲多謝！

由：李先生（建築公司董事）

# How the QS Can Create Values in the Procurement of Construction Works in Hong Kong

Hubert HIEW and Peter NG (Beria Consultants Ltd.), Hong Kong SAR, China

**Key words:** quantity surveying, procurement, values, benefits, strategic services, contractors, commercial skills, marketing

## SUMMARY

**T**he role of the Quantity Surveyor (QS) in a typical construction project is very passive in Hong Kong. His value in the project team seems to be merely taking up the role of an estimator, measurer, document compiler and contract administrator.

The QS must, first of all, improve his basic services due to common complaints about his basic role. He needs to transform his estimating role from a compiler of past cost data to an analyst and a forecaster in the construction market. He needs to rely more on the market knowledge and supply chain and be more innovative to re-assert his value in his estimating and accounting roles.

To create extra values, it is not sufficient that the QS expands the range of services, but he needs to be able to drive and influence the team at a more strategic level to achieve better results, by commercial and other skills and approaches, particularly early involvement in the upstream activities and design matters. He needs to re-package and market his services, which must cater to the market needs, and relate them to the benefits for the client.

The evolution of the QS profession in UK in recent years show that the QS there has attained the role of a lead consultant and key adviser at strategic levels of organizations and still has to keep re-inventing to maintain his position. There are major challenges ahead for the QS to create values in Hong Kong. He should build on his counterparts' experience in UK to become similarly the lead consultant and key adviser for projects in the construction and other industries in Hong Kong and Mainland China.

## 1. INTRODUCTION

*“For which of you, intending to build a tower, does not first sit down and estimate the cost, to see whether he has enough to complete it? Otherwise, when he has laid a foundation and is not able to finish, all who see it will begin to ridicule him, saying, ‘This fellow began to build and was not able to finish.’”*

The above quote is taken from Jesus' teaching in Luke 14:28-30 of the Bible (New Revised Standard Version). The role of what we know today as the QS is not new; as far back as more than 2000 years ago, there is a need for

the function of forecasting the cost of a construction project. Please note the emphasis by Jesus on estimating. This we consider is the most important and basic function of the QS and we would further add that it is the *raison d'être* of the QS.

To reinforce the above statement, we would like to share this with you. During our preparation for this paper, a chief architect of a large construction client organisation in response to our question on what are the values he would be looking for from the QS, stated that the most important value was, to our surprise, an accurate and reliable

estimate. He went on to complain that the various QS consultants employed by them never got it right! Not even the pre-tender estimates!

We were quite embarrassed that as QS ourselves, if the QS cannot even do his basic job right, how can we talk about the QS creating values in the procurement of construction works in Hong Kong? Hence, in this paper we need to address what we call the basic values first before discussing creating extra values.

At this juncture, let us refer to the Hong Kong Institute of Surveyors (HKIS) definition of Quantity Surveyors as “professionals who have been trained as construction cost consultants. They possess expert knowledge of costs, values, finance, contractual arrangements and legal matters pertaining to the construction field.” Does this really tell the reader what the QS actually does?

The Institute further lists out the principal services of Quantity Surveyors as follows:

- Cost Planning
- Life Cycle Costing
- Value Management
- Value Engineering
- Project Management
- Preliminary Cost Advice
- Procurement Methods
- Contractual Advice
- Tendering
- Valuation of Construction Work
- Cost Control & Financial Management
- Financial Claims & Programme Analysis
- Dispute Resolution
- Insurance Advice

An impressive list! But so what? It tells us perhaps a little bit of what the QS does, but it does not adequately relate

to the whole picture of the procurement process nor highlight the values and benefits to the client.

This paper sets out to re-visit the QS basic services, how they can be improved to reinforce his basic values and then deals with other services and ways which can create more values and thus benefits to the client.

The Cambridge Advanced Learner's Dictionary defines "value" as "the importance or worth of something for someone". To be of value, one has to examine what he does (services); how he does it (with know-how, tools, skills) and to relate (by marketing) how his services are important (values) and bring benefits to the client.

According to Steele and Court (1996), value to the organization is realized as the difference between the benefit of the output (usually sales turnover) and the expenses needed to run the business, which will include, among other factors, the cost of acquiring the goods and services.

This paper sets out to link what the QS does and what more he can do, to the values and benefits created for the client.

## 2. BASIC FUNCTIONS & VALUES

The basic or traditional functions of the QS are estimating, evaluation of variations and finalizing of accounts. Coincidentally, though not surprisingly, the services of the QS with which the above-mentioned chief architect was not satisfied, fall under these three functions.

We will discuss in detail below what the problems are and how these can be overcome or mitigated so that the basic values in these three areas can be achieved.

### 2.1 Estimating & Forecasting

#### 2.1.1 Forecasting the future

Normally the QS qualifies that his estimate does not include for any price fluctuation between the time the estimate is prepared and when the tender is returned. Does this not exclude a very important element of the purpose of estimating, viz. forecasting the future? Remember in Jesus' teaching quoted above, the purpose of sitting down and estimating the cost? Get it wrong and

the client (and the QS) will be ridiculed! That is how serious it is. In government departments or other large bureaucratic organizations, budgets are somewhat cast in stone because for the responsible staff to revert to senior management or the board for extra funding, somehow there is a fear that it would impair their career, promotion- or security-wise!

Estimating without forecasting the future simply means using past cost data and updating it to the present. It is akin to driving a car using only the rear view mirror, or investing in a company based on its past performance only.

In spite of the fact that not many can accurately predict the future, we still find proliferations of fund managers and financial gurus making a good living. Why? It is because they know their market and use their knowledge to confidently make some intelligent guess albeit with qualifications. We believe QSs should do likewise, purporting to forecast future trends in the construction industry, without being afraid of hitting the bull's eye spot on!

We consider that the following will assist the QS to forecast the future more accurately, thus improving the reliability of his estimates.

#### 2.1.2 Basic Tools and Good Practices

We will not deal with the basic tools and good practices for estimating, but just list below what we consider to be necessary to improve the reliability of estimates:

- assessment and anticipation of the scope and extent of work
- adequate and reliable cost data and quotations
- cost plan and cost control with estimate updating at critical stages

#### 2.1.3 Purchasing Skills

We have mentioned above that just as the fund managers and financial gurus are knowledgeable in the financial market, the QS should also be knowledgeable at least in the construction market and industry in order to be able to make intelligent guess of the future, using what we refer to as Purchasing Skills listed below as his additional tools:

- market intelligence
- supply chain analysis
- strategic purchasing

Large scale construction projects are increasingly getting more complicated and diverse in nature or characteristics due to the advance of new technology, the need for sustainability, sophisticated client's and other stakeholders' requirements. Nowadays, stakeholders of large projects would likely include environmental and political interest groups. All of these factors will have a bearing on the cost of the project. Without the above knowledge and skills, how can the QS expect to make a reasonable stab at the estimated cost of the project?

### 2.2 Evaluation of Variation Orders

Under a strict cost control regime, the minute a variation order is issued, or more preferably even before that, the cost implication should be known so that the budget is updated instantly at all times. Often, such cost implications are known at a late stage or during the preparation of the final account, by which time not much can be done to improve the budget situation such as by resorting to cheaper alternatives.

In some organizations, such estimate of cost increase resulting in additional funding, must be available for approval before the variation order is issued. However, with the unacceptable length of time taken by the QS to prepare the cost implication, either the issue of the variation order is delayed or the contractor unofficially carries out the work in advance at his own risk.

The QS needs to improve his skill in estimating in ballpark figures which must be done fairly quickly and at the same time be reliable. To do this, apart from having a good knowledge and experience in estimating, he needs to have a better understanding and knowledge of the supply chain and the market, a good network of sources of information and market intelligence and be able to apply Pareto's 80-20 Rule.

### 2.3 Preparation of Final Accounts

It is not uncommon to hear that a final account is still left unsettled ten years after completion of the project. Most common reasons are lack of records and receipts; unclear scope or details of variation orders; contractual claims not being settled; and priority given to other tasks.

Often the blame is on the QS for not telling the contractor at the time of issue of the variation order to provide the required records and receipts. Surely, the contractor does not need to be told if he adopts good practices in recording, filing and storing information. The contractor (as well as the QS for that matter) should adopt the mindset that his files are going to be audited and that they can be followed through by someone picking up the job halfway into the project.

Perhaps the QS should consider alternative solutions. Should "actual" cost in the form of receipts be the right approach? The "actual" cost shown on the receipt might not be the actual amount of money paid to the contractor, his supplier or sub-contractor and it may not necessarily be the market price.

The QS should also learn and apply effective negotiation skills, as opposed to confrontational debates, in settling variation and contractual claims. The focus is to generate movement rather than to be stuck in a deadlock for a long period of time, and to settle on a figure ideally with a perceived win-win result for both parties.

### 3. CREATING EXTRA VALUES

Having then achieved values in the basic or traditional functions, we can now think about what extra values the QS can create. The services offered by QS firms are normally presented more or less as listed in the HKIS principal services above. The range of services as listed is quite comprehensive, including those extra services which many QS firms purport to offer nowadays. The descriptions are generally quite broad and thus not as specific or focused as they should be whilst for other items they seem to give the impression that the services are very much low-level with not much added values.

The article "The QS Transformation" in RICS Business, March 2006 stated that UK Quantity Surveyors today service new industries and offer a wider spread of services to a wider spread of clients. These may well include facilities management and development appraisals. This paper does not examine what the extra services are but rather the extra values that the QS can create.

Some of the "services" discussed below are actually tools and techniques and the ways in which the QS should approach the procurement process; they may be services which he is already offering in some form or other. It is a matter of how to re-align and re-package these services so as to create values which can be seen and appreciated by the client. We call these "pro-active driving services".

#### 3.1 Getting Involved in Design and Upstream Activities

The QS must get involved more and pro-actively in upstream activities, i.e. prior to contract award, as early as possible, because by the time the contract is awarded, most issues such as strategies, design and specification are firmed up already resulting in limited scope for making an impact by the QS or any others in the downstream activities. The impact of the QS role in downstream activities is comparatively minimal. Downstream activities are commonly fire-fighting in nature, or are the consequence of inadequate, poor or wrong planning,

design, specification and/or contract formulation. On the other hand, if upstream activities have been adequately and properly carried out, resources input required for downstream activities would be minimized.

Time spent on strategies and market analysis has proved to have a greater impact on a project as illustrated in **figure 1** (Activity Cost Versus Business Impact) below (Holder et al 1998).

Furthermore, the QS must also get involved in design issues because as illustrated in **figure 2** (Who Casts the Biggest Shadow?) below, the designers and specifiers, though costing the company only 5% of sales turnover, have a 70% influence on the cost of the contract, e.g. by specifying cost-effective 'fit for purpose' requirements (Holder et al 1998).

Increasingly, QSs are taking up the role of the project managers and that is a good start because through that role the QS will be able to get involved very early in the procurement cycle especially in design, specification and contract strategies.

#### 3.2 Supply Positioning

Based on Pareto Principle (80-20 Rule), it is essential that time is not spent on insignificant activity; rather the focus should be on where the resources can create the most value. However, Pareto Principle does not give any guide on how.

The Supply Positioning tool shown in **figure 3** (Supply Positioning) allows review and categorization of commodities, services, works, contractors and suppliers on the

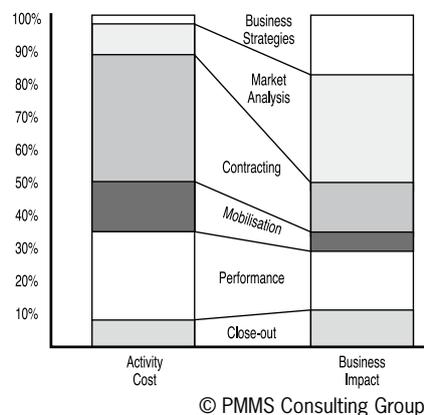


Figure 1. Activity Cost Versus Business Impact

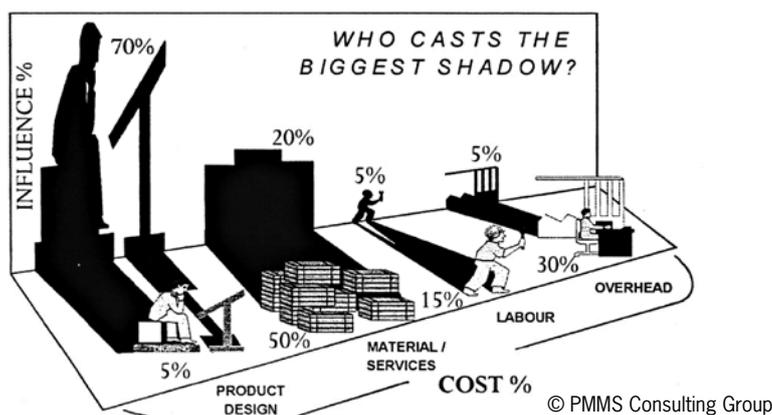


Figure 2. Who casts the biggest shadow?

basis of the relative importance of the spend, compared to the company's risk/exposure in the market. It is a tool for developing specific strategies with respect to each category of purchases.

For example, if the spend on a project is high and, because there are many contractors in the market capable of carrying out the works, the risk in the market for the client is relatively low.

Hence the client can "drive profit", as indicated in the lower right quadrant (Tactical Profit), by getting the best price from competitive tendering. On the other hand, projects in the upper right quadrant (Strategic Critical), are those which can be carried out by only one or two contractors and such projects are critical to the business. In this scenario, a partnering approach with cost targets and sharing of benefits obtained from value engineering incorporated into a contract with a joint-venture company may be the course of action to take.

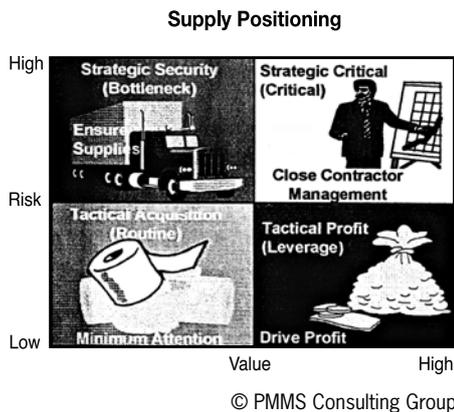


Figure 3. Supply Positioning

### 3.3 Supplier Preferencing

The Supplier Preferencing technique, as illustrated in **figure 4** (Supplier Preferencing), shows how contractors segment their customer base and how they are likely to react in a given set of circumstances. Based on this technique, if the contractor, for example, is in the upper right quadrant (Core), i.e. treating the client company as the core of his business portfolio, the client will find it easier to obtain a high level of services and attention from this contractor.

This technique then becomes even more powerful when it is combined with the Supply Positioning tool into what is known as the "Market Management Matrix" in managing the market forces,

such as creating strategic alliances, taking commercial caution, etc. As an example, the QS would recommend a term contract (outline agreement) for ground investigation works (Tactical Acquisition) to be established with any contractors in the upper quadrants, viz. "Develop" or "Core".

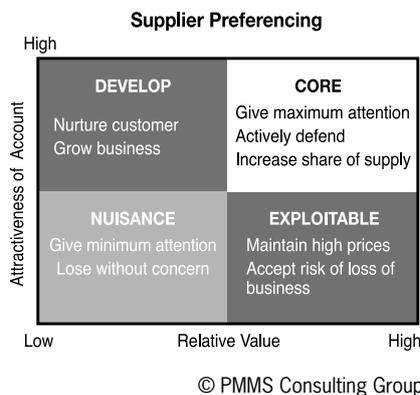


Figure 4. Supplier Preferencing

### 3.4 Sourcing and Selection of Contractors

It is amazing how sometimes tenderers are selected casually. Considering the fact that the contractor to be appointed is one of the two main parties to a construction contract, the success or failure of the contract very much depends on whether or not the right contractor has been selected, not unlike the situation in a marriage! The QS should take the lead in sourcing and selecting contractors as described below.

#### 3.4.1 Sourcing

Apart from the list of contractors, mostly from the projects in which he has been involved, the QS should also be actively sourcing others from the local and overseas market so as to have an adequate list for each of the various categories of projects.

#### 3.4.2 Pre-qualification

Normally a tenderer's capability or other aspects should have been assessed prior to tendering and is therefore deemed to be qualified to carry out the works once he has been invited to bid. If a tender is rejected because the tenderer is found to be unsuitable on technical or other non-price issues, then he should not have been invited to bid in the first place. Therefore the QS should ensure tenderers invited are contractors of known integrity with adequate

financial strength; acceptable safety, health & environmental performance; proven workmanship; and competent management and technical skills. To do that, tenderers should be pre-qualified based on the following:

- reputation
- experience
- reliability (history on claims and disputes)
- resources
- technical and logistical capability
- financial strength
- management quality
- safety and environment performance
- company policies
- quality of and relationship with subcontractors
- other relevant aspects

It is worth noting that the need for and the importance of visits to a prospective contractor's office, workshop and existing sites, interviewing some key staff and finding information from other sources, should not be under-estimated because they can reveal a lot about the contractor.

#### 3.4.3 Advice on the Optimum Number of Tenderers

From time to time, there will always be clients or their advisors including the architects/engineers who believe the more the number of bidders, the more the chance of getting the lowest possible bid. The QS needs to convince them that more number than the optimum would result in:

- tenderers being less keen to bid, resulting in higher bids and/or poor performance later
- increase in contractors' overheads (arising from having to bid more jobs) being passed onto the client when they finally get the contract

- waste of time and resources such as papers and manpower, both for the client, his consultants and the tenderers

#### 3.4.4 Evaluation of Bids by Weighted Technical and Commercial Offers

The QS's favourite phrase is "value for money" and whenever it is appropriate, he should advocate an evaluation model for selection of the best contractor based on a combination of technical and commercial offers. Typically the ratio of technical to commercial offers in a

“build only” project model will be 40:60. Government and quasi-government clients have already adopted this kind of evaluation model.

The model should reflect the business needs and objectives of the client and be tested with sensitivity calculations and analysis. The QS should ensure that the evaluation by the project team is done objectively but discretely enough to differentiate the quality of the different tenderers and their offers; otherwise the evaluation would boil down basically to price comparison only.

### 3.5 Incorporating Contract Provisions for Incentives for Continuous Improvements

Having appointed the best possible contractor is only half of the story. What about the contract? Is the contract right? Is it fair? Does it give any incentive for the contractor to excel and better still to make continuous improvements?

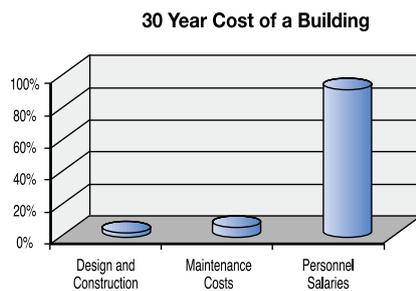
Regular assessment of the contractor's performance during the contract period should be incorporated into the contract and be linked to bonuses and penalties, although the latter may need to be handled with care in a collaborative environment. Incentives should also be considered to motivate the contractor to complete the job earlier so as to create benefits to both parties. Sharing of cost savings should also be considered to encourage the contractor to be innovative in exploring and adopting cheaper and more economical alternatives.

An assessment of his performance at the end of the contract will be useful for future references.

### 3.6 Application of Life-Cycle Cost Analysis (LCCA)

This tool has been around for some time already, but its importance is increasingly relevant in today's world of sustainability. Life-cycle cost analysis (LCCA) is a method for assessing the total cost of facility ownership. It takes into account of all costs of acquiring, owning and disposing of the facility (Fuller 2007).

Viewed over a 30 year period, initial building costs account for approximately just 2% of the total, while operations and maintenance costs equal 6%, and personnel costs equal 92% (Romm 1994). See **figure 5** (Life-Cycle Costs) right.



Source: Sustainable Building Technical Manual

**Figure 5. Life-cycle Costs**

As initial building costs amount to 2% only, surely the remaining costs cannot be treated lightly for any meaningful cost advice in a building project, particularly with reference to our theme “Affordable and Sustainable Development”. The task ahead is gargantuan. In Hong Kong, the Architectural Services Department is studying to establish life-cycle cost data pertaining to government buildings such that they can be used for estimating the total cost of ownership of future government buildings.

### 3.7 Managing the Buyer-Supplier Interface

The “supplier” in the purchasing field includes suppliers, contractors and other service providers. “Buyer”, in our context, is meant to be mainly the QS, but it could be anyone other than the QS from the project team procuring the construction works on behalf of the client, e.g. the architect, the client or any of his advisers or representatives. In the situation where the buyer is other than the QS, the QS should guide the buyer in skillfully managing the buyer supplier interface. The ideal arrangement would be for the QS to lead and manage the procurement team and process.

Normally, a supplier's sales person starts influencing the buyer very early on in the interactive procurement process. The buyer needs to learn a few tricks here, to manage the buyer-supplier interface, lest all the good work done previously could be negated. On the other hand, if it is well-managed, the buyer could be getting a much better deal for the client. Steel and Court (1996) give a comprehensive guide on purchasing skills for counter acting the seller's conditioning of the buyer; keeping the seller selling; and conditioning the

seller. Here are some which are relevant to the procurement of construction works and can enhance the values that the QS can create.

#### 3.7.1 Counteracting the Seller's Conditioning of the Buyer

Salespeople have a variety of ways to condition or influence the buyer, some of which are:

##### (a) The Price List

Suppliers know that if they present their price lists, especially if they are well printed and in glossy or laminated paper, their asking prices would appear to be very legitimate and as if they cannot be challenged. The QS should be prepared to challenge all price lists presented to him, e.g. by investigating the real cost and the market price vis-à-vis the current and future market conditions.

##### (b) Discount

Normally there are discount offers off the price list, either printed in the list or presented separately. Coupled with flattering words like “special offer” or “only for you”, buyers are conditioned to think they are getting extra value and hence will not question the price further. The QS similarly should be prepared to challenge the so called discounted price.

##### (c) Volume Discount and Price Break

This ploy works both ways. It could make the buyer order more than necessary and divert the focus on discussion about the price. The buyer should examine the absolute price and how it is affected by bulk purchase and mass production.

##### (d) Special Deal or Offer

Some deals may be genuine but more often than not they are just normal business under the guise of so-called special deal or offer. Some of the common explanations given by the seller are: breaking into the new market; disposal of surplus stock; and having obtained very competitive prices from their suppliers. These shouldn't be accepted at face value and further probing is required to establish the validity of his statements.

##### (e) Claiming Limited Authority

Sellers sometimes claim they have limited authority in giving further discounts over what they have already

offered, leading to the buyer not pursuing any further in the negotiation for further reduction in price. A good way to respond to this kind of technique is to request to meet the person with that authority

*(f) Claiming Low Profits*

This is a very common way of the contractor conditioning the QS. All claims about low or no profitability should be treated with caution and not be accepted without further investigation. For example, a 3% profit as presented to the QS could mean profit on sales prices whereas it might be a 30% return on investment.

*(g) Friendly Interest*

Salespersons are trained to take a friendly interest in the buyers, including their hobbies and families. Taking them out for lunch is a very common custom here in Hong Kong. Such friendly interest aims to influence the buyers. So buyers should be aware of this ulterior motive and there is no reason why buyers should not do the same with the aim of obtaining the best deal from the sellers.

*(h) Entertainment and Gifts*

Whilst these should not be frowned upon, as they are part of the normal business relationships which benefit both parties, excessive or frequent entertainment and gifts should be avoided or refused. Buyers should from time to time reciprocate the seller's hospitality as appropriate. In one project, after the project manager upon the suggestion by the buyer, had taken the contractor QS and other site staff out for a *dim sum* lunch, the contractor never again pursued the claims he made previously.

*(i) Talking to Clients and Management*

Talking to the top people is one sure way of getting the business. Either the top management may have been influenced or when the seller talks to the buyer, the seller may be making reference to his talk to the top management subtly implying the buyer is merely being obstructive. This ploy needs to be treated with care as upsetting the top management is the last thing one wants. One way to respond to this will be to investigate further what sort of commitment has been made.

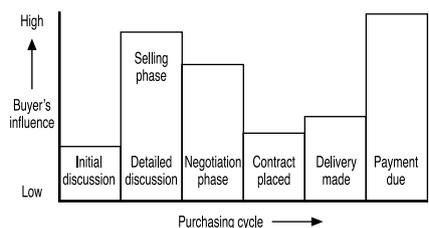
Another is to remind the seller of the need for the buyer to go through the company procedure and channel for approval of the purchase.

3.7.2 Keeping the Seller Selling

Merely reacting to the seller's conditioning is not good enough. The buyer should take control of the interface with the seller.

The most important thing for the buyer to bear in mind is to keep the seller selling as long as possible so that the seller keeps on granting more concessions before he reconsiders that the deal is made. In one project, during the negotiation meeting with the lowest tenderer, when the buyer mentioned about the possibility and hence the benefit of combining four projects into one contract, the contractor, without even the buyer asking, automatically offered a discount on the total of his tender prices for the four projects.

The second point for the buyer to note is that there are certain phases in the procurement process in which the seller's interest will be greater than in other phases. Steel and Court (1996) illustrate this by reference to the relationship between the buyer's influence and the procurement cycle as shown in **figure 6** (Supplier's Interest Cycle) below. It is quite commonly known that whatever changes are to be made after a tender has been issued, it is better that they are treated as tender addendum before the contract is awarded, rather than as variations to the contract after the contract is placed. This is because the supplier interest will drop dramatically after he has got the contract in his hand. Contrary to common belief, the supplier's interest is minimal during the initial discussion with the buyer because he may feel that he is being used by the buyer to get information or any purpose other than giving him some business opportunities.



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**Figure 6. Supplier's Interest Cycle**

Thirdly, the buyer should be aware of the ways and remarks which can increase and decrease the supplier interest and which can stop the supplier selling. They are outlined below.

*(a) Increasing Supplier Interest*

Remarks which increase supplier interest will encourage the seller selling and include:

- We are interested to hear more about your recent project...
- We are aware of your good reputation...
- We would like to explore with you how you can help us in ...

*(b) Decreasing Supplier Interest*

Remarks which decrease supplier interest will discourage the seller selling and include:

- We are just checking you out...
- We have been talking to your competitor...
- We are very satisfied with our existing contractors....

*(c) Stopping Suppliers Selling*

The buyer should aim to keep the seller selling as long as possible and to keep him away from the negotiation phase. Sellers will stop selling if there is any indication that they have

- got the deal
- no competition
- the lowest bid
- the best offer.

3.7.3 Conditioning the Seller

Apart from keeping the seller selling, the buyer should also be taking control of the interface by conditioning the seller with the aim of getting a better deal out of him.

Some of the ways are:

*(a) Concealing Certain Information*

The buyer should conceal certain information until such time when it is appropriate to release it, if at all. Examples are:

- if there is no other competitors
- the number of tenderers
- the budget available (this may well include project and contract contingencies)
- the estimated cost of the project

- the buying company's decision making machinery

*(b) Varying Buying Methods*

Varying buying methods will make it difficult for the seller to condition the buying organization. For some companies, there is always a negotiation after the tender is submitted, which obviously results in tenders not being at the best offers when first submitted – this is a classic predictable buying method. One of the standard conditions of tendering used by one of our clients actually states that the client may negotiate with a tenderer if there is room for the tenderer to improve his offer after submitting his bid. We consider that there is more downside to including this condition than being silent about it.

*(c) Avoiding Deadlines*

Deadlines should be checked if they are genuine, or if they can be changed. Deadlines should not be revealed to the seller as the party working under a deadline is under pressure to accept whatever is offered by the other party. Thus if the buyer reveals the deadline that he has to work to and there is no time left for the buyer to negotiate or to find alternatives, the seller will stand firm on his price and terms.

*(d) Claiming Limited Authority*

Just as the seller using this technique to discourage further reduction in price, the buyer should also use this to discourage the seller from increasing his price or imposing other conditions which would require the buyer to seek further approval from a higher level or a committee. However, this should be used discreetly as it might result in the seller requesting for the right person to speak to. It is therefore better to relate the seller to the company's buying machinery such that it is not possible to identify the decision-maker.

**4 BENEFITS FOR THE CLIENT**

Whatever services are offered or values created in the procurement of construction works, the most important thing in the client's mind is "What's there for me?". We know that the bottomline is his profit margin or, in the case of a non-profit making organization, the maximization of the output of a project.

We need to convey to the client the benefits more specifically, relating to his business and interest.

Referring to the HKIS list of principle services of the QS and the range of services as listed in most QS consultants' brochures, the client can legitimately ask "so what?" or "what's there for me?"

Whatever the services are offered, they should be, as far as possible, related or linked to the values or benefits which the client will receive. For example, cost planning will ensure the project will be completed not only within budget but with the best value for money. Depending on the business nature of the client, some of the benefits may include or relate to the following:

- Projects being delivered on time, at the lowest sustainable cost and to the required quality
- Effective and efficient utilization of assets, facilities and resources
- Protection of the client's interests from risks, claims and budget over-runs
- Integrity, transparency and accountability in business processes and transactions

**5 DEVELOPMENT IN UK**

The article "The QS transformation" gives a good picture of the development and evolution of the QS profession in the UK and other places where UK QS practices have carried out their assignments. This is outlined below:

- Quantity surveyors have become key advisers on construction and development strategy, giving strategic advice at a much higher level than before.
- Apart from offering traditional services, they service new industries and offer a wider range of services which cater to the clients' needs.
- They have become the lead consultant, partly due to the fact that many architects prefer to do what they are best at, viz. designing.
- They have developed more sophisticated electronic information management systems.
- They nevertheless have to fend off competitions from other professions such as purchasing professionals, accountants

and management consultants.

- There is a possibility that there will not be enough quantity surveyors to cater for oncoming mega projects; some firms are actively working with education institutions to review university course contents and to promote the QS career to school leavers and career advisers.

There is a need to keep on re-inventing themselves in order to remain as the lead consultants and as the key advisers.

The development in UK shows the possibility of what the future can be for QSs in Hong Kong. We should grasp the opportunity of learning from our UK counterparts.

**6 CHALLENGES AHEAD**

For the QS to create values in the procurement of construction works in Hong Kong, as discussed in this paper, there are going to be major challenges ahead.

**6.1 Prevalent Practice of Appointment of QS for Non-Strategic Services**

Clients in Hong Kong generally appoint QS consultants for non-strategic services, i.e. estimating, production of bills of quantities, interim payment valuations and preparation of final accounts. They would rather use their own in-house expertise which may include quantity surveyors to plan their contract and procurement strategies.

The HKIS, as well as the Hong Kong branch of the RICS, needs to help to market the more strategic aspects of the QS services. QS consultants will need to review how they describe, present and market their services, which may well include re-packaging their services and fees.

**6.2 Lack of Separation of Duties of the QS in Civil Engineering Contracts**

Civil Engineering contracts normally are much larger in value and therefore that is where the potential lies, in respect of the impact of the values created by the QS. Unfortunately, in civil engineering contracts, with the QS working under the Engineer, there will be a limited scope for the pro-active and driving services.

The HKIS and RICS Hong Kong Branch

should continue to fight for separation of the QS appointment from the Engineer so that the role of the QS can be independent from that of the Engineer.

### 6.3 Bidding of Fees and Basis of Award

The bidding of consultancy fees and the basis of the award of consultancy contracts purely on price consideration will limit the scope for the QS to create values. This is particularly prevalent where the client is a government or quasi-government department or a large corporation.

### 6.4 Pre-occupation with Mainland China Jobs

QS consultants are increasingly relying more on Mainland China projects for their turnover.

Clients, similar to those in Hong Kong, are more interested in the non-strategic services. As the demand for QS services is potentially increasing exponentially, QS consultants are going to be pre-occupied with merely churning out bills of quantities and other non-strategic services. Great effort is required to upgrade the QS services and re-package them to influence the market.

### 6.5 Review of Education & Training for Qs

The QS needs to be more commercially minded and trained in purchasing and management skills. Existing curriculums for quantity surveying or other similar courses need to be reviewed accordingly. Graduates and even qualified Qs should consider joining the Chartered Institute of Purchase and Supply and their talks, seminars and workshops.

### 6.6 Traditional Leading Role of the Architect and Engineer

The traditional role of the architect or engineer as head of the project team will be a great challenge to the QS if he is to carry out his proactive and driving services. Clients are now beginning to appreciate the value of Qs as project managers. The QS needs to market more of his project manager role and to prove his worth as clients will be convinced only when they see the results or benefits.

### 6.7 Culture of Covering Oneself

To be able to perform the above-mentioned pro-active and driving services and especially to overcome those challenges outlined above, there is a need to deal with the culture of covering oneself which is prevalent in government departments and large corporations.

## 7 CONCLUSION

The QS can create values in the procurement of construction works in Hong Kong but must improve his services in his traditional role to re-assert his basic value. Creating extra values involves not just a wider spread of services, but participation in the project at the earliest stage of the procurement cycle and at more strategic level, using commercial and other skills and approaches. Re-packaging and marketing his services related to the client's benefits will greatly enhance his value to the client.

Development in UK gives the QS in Hong Kong a vision of what is to come and what is possible; the QS in Hong Kong should build on UK experience to become the lead consultant and key adviser for projects in the construction and other industries in Hong Kong and Mainland China.

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## Biographies



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Director of Beria Consultants Limited, Peter has over 25 years of working experience in the construction industry. Before joining Beria Consultants Limited in 1995, he worked for contractors and the infrastructure project division of a transportation company. Besides his responsibility for establishing strategies for the company, he specializes in cost management, property development and contractual advice and is an expert witness in arbitration and litigation proceedings. He has worked in Australia gaining valuable experience in an overseas environment.



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began his career in England and was recruited to Hong Kong for an infrastructure project. He has more than 25 years of experience working for consultants, infrastructure project division of a transportation company, real estate developer and a power utility company. He joined Beria Consultants Limited in 2005 and therefore brought with him a wealth of diverse experience in the construction industry. He is also a member of the Chartered Institute of Purchasing and Supply and provides strategic procurement services. He specializes in engineering projects and services contracts and develops courses for and lectures in construction procurement related subjects.

# Improving the Competency of Local Project Managers in Managing Mega Infrastructure & Construction Projects in the Mainland

## FIVE ONE-DAY TRAINING COURSES

**Date** : 7, 8, 14, 15 & 21 June 2008  
**Venue** : Room 751, 7/F., VTC Tower, 27 Wood Road, Wanchai, Hong Kong

### OBJECTIVE

The objective of this training course series is to improve the competency of Hong Kong project managers who are prepared to participate in the increasingly popular mega-scale joint-venture infrastructure and construction projects in Mainland China. We are honoured to have so many prominent local, Mainland and international scholars and practitioners to speak on topics related to novel project management approaches, international construction contract, joint-venture arrangement, funding models, and dispute resolutions techniques.



### PROGRAMME

Date & Time	Topic	Speaker
<b>"Novel Project Management Approaches"</b>		
7 June 2008 (Saturday) Day 1	0830 – 0900	Registration
	0900 – 1030 1045 – 1215	<b>Project Management - From Collaborative Approach to Project Success</b> [Medium of Instruction: Cantonese]
	1345 – 1515	<b>Experience on Project Management in China Hotel Development</b> [Medium of Instruction: Cantonese]
	1530 – 1700	<b>Partnering - A Novel Approach to Manage Construction Projects</b> [Medium of Instruction: Cantonese]
		<b>Mr. MA, Tony</b> Program Director (Transnational) Project Management School of Natural & Built Environments, University of South Australia, Australia
		<b>Mr. TING Wah</b> Vice President, Project Development Marco Polo Hotels
		<b>Prof. CHAN, Albert</b> Associate Head Department of Building and Real Estate The Hong Kong Polytechnic University

Date & Time	Topic	Speaker
<b>"International Construction Contract"</b>		
8 June 2008 (Sunday) Day 2	0830 – 0900	Registration
	0900 – 1030 1045 – 1215	<b>Risk Allocations in FIDIC Model Contracts</b> [Medium of Instruction: Mandarin]
	1345 – 1515 1530 – 1700	<b>PRC Construction Law: Interesting Differences from Hong Kong Construction Law</b> [Medium of Instruction: Cantonese]
		<b>Dr. ZHANG Shuibao</b> Professor of Construction Management School of Management, Tianjin University, China
		<b>Mr. CHAN, Geoffery</b> Partner JSM

Date & Time	Topic	Speaker
<b>"Joint Venture Arrangement"</b>		
14 June 2008 (Saturday) Day 3	0830 – 0900	Registration
	0900 – 1030 1045 – 1215	<b>Joint Venture Companies for Construction Activities in Hong Kong</b> [Medium of Instruction: Cantonese]
	1345 – 1515 1530 – 1700	<b>Managing International Construction Joint Ventures: Nuts and Bolts</b> [Medium of Instruction: English]
		<b>Ir LAU, Paul</b> Director China State Construction Engineering (Hong Kong) Ltd.
		<b>Prof. Dr. BROCKMANN, Christian</b> Chair for Construction Engineering, Management and Economics University of Applied Sciences, Bremen, Germany

Date & Time	Topic	Speaker
<b>"Funding Models"</b>		
15 June 2008 (Sunday) Day 4	0830 – 0900	Registration
	0900 – 1030 1045 – 1215	<b>Financial Business Models for Transport Infra-structure Projects</b> [Medium of Instruction: English]
	1345 – 1515	<b>How to Structure an Attractive Project for Funding</b> [Medium of Instruction: Cantonese]
		<b>Prof. SMITH, Nigel</b> Professor of Project & Transport Infrastructure Management School of Civil Engineering, University of Leeds, UK
		<b>Ir WONG, King</b> Barrister-at-law & Chartered Civil Engineer
		<b>Mr. LOK, Aaron</b> Former Investment Director HSBC NF Investment Advisers Limited

Date & Time	Topic	Speaker
<b>"Dispute Resolutions Techniques"</b>		
21 June 2008 (Saturday) Day 5	0830 – 0900	Registration
	0900 – 1030 1045 – 1215	<b>Disputes Resolutions Methods and Techniques</b> [Medium of Instruction: Cantonese]
	1345 – 1515 1530 – 1700	<b>Arbitration in Mainland China</b> [Medium of Instruction: Cantonese]
		<b>Ir Prof. YEUNG Ming Tai</b> Barrister-at-law
		<b>Mr. TO, Christopher</b> Secretary General Hong Kong International Arbitration Centre

**Organiser** : HONG KONG INSTITUTE OF PROJECT MANAGEMENT

**Funding Organisation** : COMMERCE AND ECONOMIC DEVELOPMENT BUREAU THE GOVERNMENT OF THE HONG KONG SPECIAL ADMINISTRATIVE REGION

**Co-organisers** : DEPARTMENT OF CIVIL ENGINEERING, THE UNIVERSITY OF HONG KONG

DEPARTMENT OF BUILDING AND CONSTRUCTION, CITY UNIVERSITY OF HONG KONG

DEPARTMENT OF BUSINESS ADMINISTRATION, HONG KONG INSTITUTE OF VOCATIONAL EDUCATION (CHAI WAN)

### APPLICATION FORM

Category	Registration Fee	Note
Training Course on 7 June 2008	<input type="checkbox"/> HK\$ 200 / person	The registration fee includes a set of course handout & refreshment, but does not include lunch.
Training Course on 8 June 2008	<input type="checkbox"/> HK\$ 200 / person	
Training Course on 14 June 2008	<input type="checkbox"/> HK\$ 200 / person	
Training Course on 15 June 2008	<input type="checkbox"/> HK\$ 200 / person	
Training Course on 21 June 2008	<input type="checkbox"/> HK\$ 200 / person	
All Five Days	<input type="checkbox"/> HK\$ 750 / person	
Member of Supporting Organisations, please tick:	<input type="checkbox"/> HK\$ 160 x ____ day(s)	
7 June 2008	<input type="checkbox"/>	
8 June 2008	<input type="checkbox"/>	
14 June 2008	<input type="checkbox"/>	
15 June 2008	<input type="checkbox"/>	
21 June 2008	<input type="checkbox"/>	

Name (Mr./Mrs./Ms./Prof./Dr.): \_\_\_\_\_

First Name: \_\_\_\_\_ Family Name: \_\_\_\_\_

Company: \_\_\_\_\_

Position: \_\_\_\_\_

Address: \_\_\_\_\_

Tel: \_\_\_\_\_

E-mail: \_\_\_\_\_

(For confirmation of registration)

Professional Institution: \_\_\_\_\_

#### Remarks:

- The training courses are designed for CPD accreditation, which have already been accredited by ACEHK, CIOB, HKICM and HKIPM. For other professional institutions, please contact relevant professional institutions for arrangement. An attendance certificate will be issued upon completion of each training course.
- The organiser reserves the right to cancel or reschedule the training courses at its discretion.
- No refund will be made for cancellation of registration but the organiser may allow the registered candidate to nominate a substitute upon request.

\*Any opinions, findings, conclusions or recommendations expressed in this material / any event organized under this Project do not reflect the views of the Government of the Hong Kong Special Administrative Region or the Vetting Committee for the Professional Services Development Assistance Scheme.

### SUPPORTING ORGANISATIONS



#### By Cheque

Please complete the registration form and return it together with a crossed cheque made payable to "Hong Kong Institute of Project Management Ltd." addressed to:

Project Secretariat:  
Creative Consulting Group  
Room 2704, C. C. Wu Building,  
302-308 Hennessy Road, Wanchai, Hong Kong.  
Attention : Ms Penn Leung

#### Enquiries

For enquiries, please contact the Project Secretariat:  
Ms Penn Leung / Ms Kate Kwan  
Tel: (852) 2372 0090  
Fax: (852) 2372 0490  
E-mail: penn@creativegp.com

Project Website: [www.psdas-hkipm.com](http://www.psdas-hkipm.com)



## MSc/PgD in Construction Law and Dispute Resolution

Programme Code: 04001 (*Mixed-mode programme*)

Stream Code : LFM for MSc (Full-time) ; LFP for PgD (Full-time) ;  
LPM for MSc (Part-time) ; LPP for PgD (Part-time)

### Features

- Mixed mode gives students a choice of enrolling full-time or part-time
- Offered by the Faculty of Construction and Land Use
- Supported by visiting practitioners, including Lawyers, Arbitrators, Mediators, experts from China & senior construction professionals.
- Some of our subjects are approved for Continuing Education Fund.



### Programme Aims

- Integrate the necessary knowledge in construction management and law for the needs of construction professionals.
- Cut through discipline barriers by integrating the various skills and strengths of the different professions to produce a specialized contribution to the construction industry.
- Apply theory to practice by providing training on key dispute resolution skills offered by approved trainers leading to accredited mediator qualification.
- Attract construction graduates and lawyers who wish to specialize in construction law and alternative dispute resolution.

### Entry Requirements

- Bachelor's degree in a construction-related discipline or equivalent (including recognized professional qualifications) plus relevant work experience (preferably at least 2 years) ; or
- Qualified lawyer.

### Professional recognition

- The PgD/MSc programme has full accreditation for membership (AHKIArb) from the Hong Kong Institute of Arbitrators
- Those students who opt to complete the mediation workshop of the programme will be exempted by various professional institutions in Hong Kong and overseas as achievement of approved mediation course leading to membership
- The MSc programme is accredited by the Royal Institution of Chartered Surveyors [RICS] as meeting their academic requirements

### Programme Structure

Information related to the programme structure is available from the website ([http://www.bre.polyu.edu.hk/frameset/frameset\\_course.html](http://www.bre.polyu.edu.hk/frameset/frameset_course.html)) or from the Programme Leader, Prof. Edwin H. W. CHAN (tel: 27665800, email: [bsedchan@inet.polyu.edu.hk](mailto:bsedchan@inet.polyu.edu.hk)).

### Enquiries and Application

Online application website :  
<http://www.polyu.edu.hk/study>

Enquiry Tel.: 2766 5807 Connie Yap (Dept. of BRE) or 2333 0600 (Academic Secretariat)

# Set No Boundary for Quality Building

## The Milestone in Quality Building Award 2008



Skill, experience and commitment are all integral parts of the Professional project teams that go into quality building in Hong Kong. Skillful and experienced building professionals diligently work together to build the quality building gained worldwide recognition. Because of the contribution by our professionals, it boosts the flourishing development of quality building and demonstrates the affluence of Hong Kong. This year, the new theme "Set No Boundary for Quality Building" shows the expanding of QBA, nominations of any quality projects are welcome from all over the world. For the IVth QBA (QBA 2008), 39 projects in total was nominated, which is a real milestone this year. Such significant increase demonstrates that the award is highly recognized in the industry.

### About QBA

The first QBA (QBA 2002) launched since year 2001, is co-organized by 9 professional organizations in Hong Kong, including: the Hong Kong Construction Association, the Hong Kong Institute of Architects, the Hong Kong Institute of Construction Managers (Alternate Chair), Building Division, Building Services Division and Structural Division of the Hong Kong Institution of Engineers, the Hong Kong Institute of Housing, the Hong Kong Institute of Surveyors, the Hong Kong Quality Assurance Agency, the Hong Kong Chapter of International Facility Management Association and the Real Estate Developers Association of Hong Kong.

There are 3 categories of QBA, which are Non-Residential, Residential and Special Award. 4 sub-categories are under Special Award categories, i.e. Heritage, Innovation, Sustainability and Project outside Hong Kong.

Nomination of QBA 2008 was closed on 31 December last year. After first screening and assessment and 2-days site visit in late March, 22 projects are shortlisted. Finalist presentation was completed on 28 April & 30 April 2008.

### The highlights of QBA 2008 : Conference and Award Presentation Ceremony

The highlights of QBA 2008 is the QBA 2008 conference on 27 and 28 June, the aim of the conference is to provide a forum for finalist project teams to share their experiences and expertise in completing high quality projects under partnering spirit. Members of QBA co-organizers are welcome to join the conference and 4 CPD hours is accredited for participation.

Award Presentation Ceremony and Banquet of QBA 2008 will be held at the Ballroom of Island Shangri-la Hotel on 4 July 2008. We are honored to have Mr. C.Y. Leung as the guest of honor and jurors attending the banquet.

With the overwhelming support from the industry, we believe the "Quality Building Award" would become more successful and fruitful.

### Quality Building Award 2008 (QBA 2008)

Date	Details
1 Jul 2007	Nomination opens
31 Dec 2007	Nomination closed
Jan 2008	First Screening
Mar 2008	Site Visit to the shortlisted projects
May 2008	Finalist presentation to Jury Panel
27 Jun (pm) and 28 Jun (am) 2008	QBA 2008 Conference
04 Jul 2008	Award Presentation Ceremony and Banquet

#### QBA 2008 Secretariat

Tel : 2372 0090  
Fax : 2372 0490

For updated QBA news, please visit : [www.QBA.com.hk](http://www.QBA.com.hk)

### Finalists of QBA 2008

#### Non-Residential Category

- Enterprise Square / MegaBox
- Hong Kong Science Park Phase 2
- AIG Tower
- Independent Commission Against Corruption Building
- The Landmark
- Stanley Municipal Services Building
- Four Seasons Hotel and Four Seasons Place

#### Residential Category

- The Grandville
- The Arch
- Residence Bel-Air Phase 1
- No. 8 Clear Water Bay Road
- Kwai Chung Estate

#### Special Award Category

##### Heritage

- Dr. Sun Yat-sen Museum
- J Residence
- Leung Ancestral Hall

##### Innovation

- Union Hospital Extension

##### Sustainability

- Hong Kong Science Park Phase 2
- Independent Commission Against Corruption Building
- Stanley Municipal Services Building

#### Project outside Hong Kong

- National Swimming Centre
- Sands Macau Casino
- Citycrossing Phase 1



photo of past QBA winning projects



QBA2008  
Alternate Chair 協理主席

IFMA (HK Chapter)  
國際物業設施管理協會  
香港分會

REDA  
地產發展商協會

# Set No Boundary for Quality Building

The Milestone in Quality Building Award 2008



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photo of past QBA winning projects

[www.QBA.com.hk](http://www.QBA.com.hk)



HKCA  
香港建築師學會



HKIA  
香港測量師學會



HKICM  
香港測量師學會  
QBA2008  
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HKIE  
香港工程師學會



HKOH  
香港測量師學會



HKIS  
香港測量師學會



HKQAA  
香港品質管理協會



IFMA (HK Chapter)  
國際物業管理協會  
香港分會



REDA  
香港地產發展協會