



工程和物業管理 安全研討會2024

創毅物業服務顧問有限公司
鄧兆康先生



保安及清潔服務的 風險管理技巧



- ◆ 職安健康資源網
- ◆ 員工培訓及安全巡查
- ◆ 關懷員工
- ◆ 風險管理技巧

系統認證

ISO 45001:2018 職業安全健康管理制度認證



職業安全健康資源網

將內容有系統分類，讓中層管理人員掌握最新職安健資訊

Filename

- 01 Safety Policy 安全政策
- 02 Organization Chart 組織架構
- 03 Safety Training 安全訓練
- 04 In-house Safety Rules 內部安全守則
- 05 Safety Inspection 安全巡查
- 06 Personal Protective Equipment (PPE) 個人防護裝備
- 07 Accident, Incident Investigation 意外事故調查
- 08 Emergency Preparedness 緊急情況的應變準備
- 09 Selection, Evaluation & Control of Sub-contractor 承判商的選擇、評核及管控
- 10 Safety Committee 安全委員會
- 11 Job Hazard Analysis 工作危害分析
- 12 Safety Promotion 安全推廣
- 13 Process Control Programme 過程控制計劃
- 14 Health Assurance Programme 健康保障計劃
- 15 ISO & OHSAS 管理認證

職業安全健康資源網

將內容有系統分類，讓中層管理人員掌握最新職安健資訊
工作危害分析

工序	危害	危害程度			機會率	指數	預防措施			危害程度	機會率	指數	涉及			
		機	人	物			人	機	物				人	機	物	環
5. 清潔玻璃	- 背傷及肌肉受傷 - 被化學品所傷 - 工人從高處墮下	B	3	2	-	-	體力處理操作評估 體力處理操作訓練 安全訓練 安全標籤 使用個人防護裝備 提供合規格工作台	A	2	1	-	-	體力處理操作 危險物質 高空工作 提供合適的個人防護裝備 (如:保護手套、護耳罩和護眼罩)	-	-	-

危機評估紀錄

Work Sequence 施工步驟	Hazard 危害	Affect Situation 受影響情況			RR 危機等級	Priority 次序	CONTROL MEASURES 控制措施	RESIDUAL RISK RATING 餘餘危機等級 = LR(Residual) x SR(Residual)	ACTION BY 負責人	FOLLOW UP 日常跟進
		LR 可能性等級	SR 嚴重性等級	RR= LR x SR						
2. 清潔工作	人體下墜	W, P	3	4	1 st		使用工作平臺； 設圍欄高度: 高圍欄 900-1150mm 中圍欄 450-600mm； 使用全身式安全帶並扣於穩固裝置上； 設合適上落通道；	4	物業主管/ 维修經理/ 合資格人士/ 老總	
	物體下墜		2	2	4 th		設危護板高度 200mm；	2		
	臨時工作台倒塌		2	4	8 th		每 14 天需有合資格人士檢驗及簽署表格五；	4		
	扭傷		2	3	6 th		以正確姿勢清潔/搬運； 使用手推車進行搬運；	3		
	跌倒		2	3	6 th		穿著安全鞋； 平整地面；	3		
	摔倒		2	3	6 th		通道沒有物料阻塞；	3		
	撞傷		2	2	4 th		通道沒有反光衣； 穿著安全鞋；	2		
	跌傷		2	3	6 th		切勿急速行走；	3		
	爆炸 (使用化學物品)		1	4	4 th		切勿亂摸化學物品；	4		
	吸入有害物質 (使用化學物品)		1	3	5 th		配戴合適口罩；	3		

員工培訓

安全健康環保督導員(物業管理業)

Safety and Health Supervisors (Property Management)

- 安排中層管理人員接受「職業安全健康局」的「安全健康環保督導員(物業管理業)綜合證書」培訓
- 加強員工在工作場所推行有關工作安全及健康事宜及對環境影響的認識
- 並積極參與職業安全訓練局舉辦的網上講座



員工培訓

註冊安全主任提供職業安全培訓，充實員工職業安全知識，有效地減低發生工作意外的機會。

安全訓練資料

安全使用可移動的梯具



- 只可供1人使用
- 如沒有任何安全底也裝置，工人須使用有圍欄的工作平台(功夫凳/梯台)，如有需可加配安全帶及尾繩扣於穩固點
- 如沒有穩固點，工人勿過份伸展身體於工作台外及倚靠在圍欄上



定期進行安全訓練



員工培訓

培訓類別及次數

- ◆ 加強職業安全知識
- ◆ 操作職業安全裝備
- ◆ 防治蟲/蚊/鼠的專業知識(培訓管工)
- ◆ 一般潔淨服務知識
- ◆ 加強員工環保意識

每個屋邨每年培訓總次數平均達18次
(*公司會按照實際需求增加個別培訓項
目的次數，助員工充份掌握相關知識)



安全巡查

每星期兩次實地巡查(自發增加巡查次數，高於房屋署的合約要求)

Good Practice ✓



The chemical substances were stored properly.

Good Practice ✓



The safety helmet is valid date.

Good Practice ✓



The working platform ladder is good in condition.

Good Practice ✓



有警告提示及上鎖

Good Practice ✓



有效期內

Good Practice ✓



The refuse chute has been locked with warning sign.

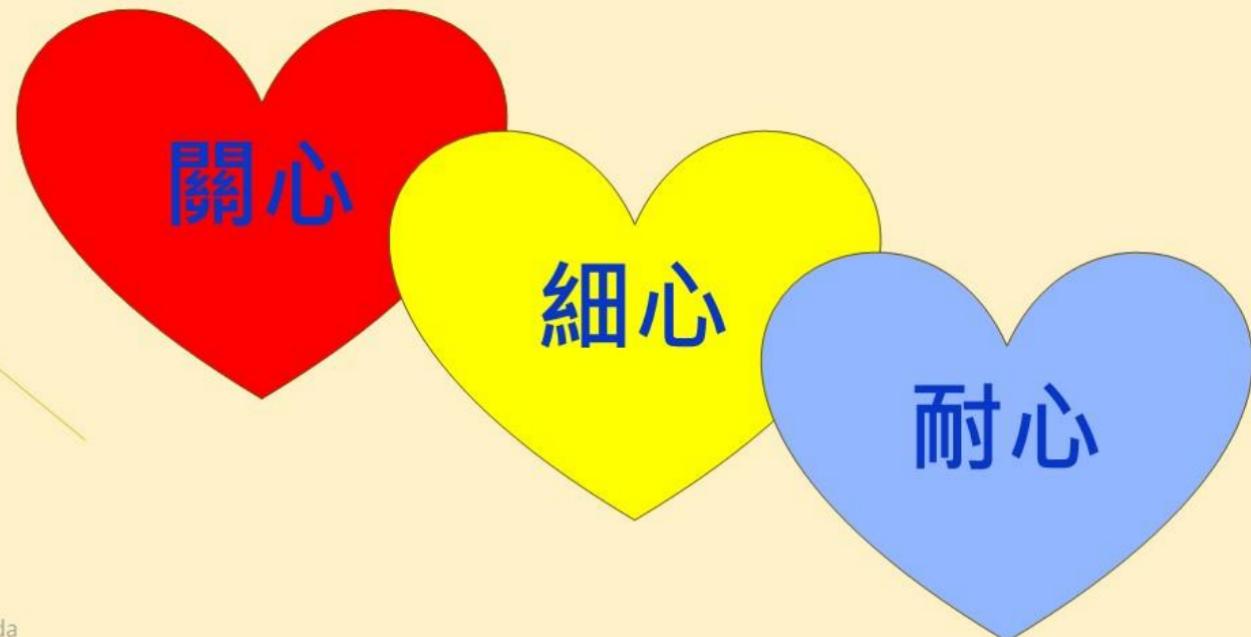
Bad Practice ✗



The refuse chute was not locked.

Warning signs were displayed at egress and access of canopy.

風險管理的技巧



護心計劃

參與職安局及勞工處合辦的「護心計劃」，鼓勵員工建立健康生活習慣



酷熱環境下工作

關注員工身心健康，公司會提供掛腰風扇、太陽傘、長手袖、潤邊帽等裝備，以減低前線員工在酷熱天氣下工作中暑的風險



*公司會提供折購/資助等誘因，鼓勵員工配備健康鞋防滑鞋，減少滑倒受傷的機會，保護好雙腳

風險管理的技巧

- ◆ 主管要多留意員工的工作細節，傳授工作心得，確保員工有足夠的知識及認知，能在安全情況下完成任務
(*新入職員工更應安排有經驗的員工從旁指導，助他們熟習工作環境)
- ◆ 主管應個別評估員工的工作能力，在委派工作時需做到知人善任、因才施教、安排能力以內的工作，才能減少工傷發生
- ◆ 對於風險較高的工作，例如：高空工作、清理斜坡等，公司會安排安全主任作實地評估，制定合適的安全措施及施工程序，在給予現場指導後，才會安排施工，以保障員工安全

知人善任

因材施教

細心



風險管理的技巧

員工過份輕視安全的重要性



- ◆ 經常分享行內工傷個案的相關資訊，警惕員工多加小心
- ◆ 透過分享悲劇個案，突顯職安健的重要性，會比較容易入腦
- ◆ 在分享過程中觀察員工的反應及表現，特別留意態度消極或輕浮的員工，再加以輔導，並會觀察其工作時的安全意識及表現後，作出適當跟進及處理。

由2019開始，連續5年獲得最佳物業服務公司(安全管理): 金獎



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獎項 -屋邨管理服務承辦商大獎 2023

- 最佳物業服務公司(公共屋邨): 金獎
- 最佳物業服務公司(堅實應對極端天氣): 金獎
- 最佳物業服務公司(安全管理): 金獎
- 最佳物業服務公司(居屋及綠置居計劃屋苑): 金獎
- 最佳潔淨服務承辦商: 金獎
- 最佳護衛服務承辦商: 金獎
- 最佳公共屋邨(物業服務)大型公共屋邨: 金獎(清河邨)
- 最佳屋邨經理(物業服務): 金獎(顧禮文, 美田邨)
- 最佳員工(保養): 金獎(李月池, 美田邨)
- 最佳護衛員工: 金獎(吳漢祥, 耀東邨)
- 最佳潔淨員工: 金獎(李麗怡, 天悅邨)
- 最佳公共屋邨(物業服務)
- 小型公共屋邨: 銀獎(祥龍圍邨)
- 最佳公共屋邨(物業服務)
- 大型公共屋邨: 銅獎(石籬(二)邨)
- 最佳屋邨經理(保養): 銅獎(羅棨元, 彩園邨)
- 最佳員工(物業管理): 優異獎(柯皓維, 寶達邨)
- 最佳員工(保養): 優異獎(樊俊明, 石籬(二)邨)
- 最佳員工(保養): 優異獎(黎家豪, 梨木樹邨)
- 最佳員工(潔淨): 優異獎(蘇其潤, 石籬(二)邨)
- 最佳員工(護衛): 優異獎(楊瑞蓮, 石籬(二)邨)
- 最佳物業管理員工(堅實應對極端天氣): 優異獎(萬國光, 富東邨)
- 最佳物業管理員工(堅實應對極端天氣): 優異獎(陳弘業, 石籬(二)邨)
- 最佳物業管理員工(堅實應對極端天氣): 優異獎(何沛思, 彩園邨)
- 最佳護衛員工(直管邨): 優異獎(梁志堅, 大窩口邨)





Thank You

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This is a clip from the 31 July 2024 recording of the

Hong Kong Housing Authority

“Safety Forum 2024 for Works and Property Management Services”

The speaker on stage is Mr Danny Tang

Head of Cleaning Department, Creative Property Services Consultants Limited

His topic is

“Risk Management Techniques for Security and Cleansing Services”

(00:24)

Hello everyone, distinguished guests and fellow industry members

I am Danny Tang from Creative Property Services Consultant Limited

Today I will introduce some techniques for managing frontline risks

I am in charge of cleaning services

so the content will focus more on cleaning

We have an occupational safety and health resource network

What is this resource network for?

It is an intranet for sharing information

allowing our middle management

to easily access the company's internal data

Middle management plays a vital role in frontline supervision

During safety training on site

they can access information in real-time using their mobile phone

to achieve the desired training outcomes

This also makes it easier to provide relevant information to colleagues

Our intranet features analyses of workplace hazards

The safety officer has performed a thorough evaluation

and established preventive measures
making it easier for them to grasp key work points
We also arrange for our middle management
join OSHC's training courses
and online seminars to enhance their knowledge
This will enable them to fully understand
the information and skills related to the frontline work environment
improving their training effectiveness
Safety officers also conduct safety assessments

On the frontline, they will perform on-site training
to help colleagues grasp the key work points
This is Step Platform training
The categories of our work training program
include enhancing occupational safety knowledge
Skills for operating occupational safety equipment
professional knowledge on pest and rodent control
This training is aimed at foremen
and includes sessions to strengthen employees' environmental awareness
Currently we conduct
an average of 18 training sessions per housing estate each year
Based on the environment of the housing estate
and the workers' skill levels
we will increase the number of training sessions
to ensure their work operates more smoothly
and safely

I also personally conduct many site inspections
During inspections I check

whether tools are placed neatly

whether safety equipment is expired

whether equipment is in good condition

I also inspect high-risk areas

to see if they are locked

and if there are any risk loopholes

Training will be conducted based on above situations

In addition to providing training

I also want to share

how to make colleagues implement safety information

after effectively communicate it

It is essential to ensure that frontline staff are willing to accept the information received

and follow the practices promptly

Being attentive is very important

The cleaning industry is facing an ageing workforce

and serious labour shortages

How can we strengthen management

while ensuring staff retention

How can we encourage workers to take on more

despite tough work conditions, without triggering high turnover

This is really important

and achieving this balance is quite challenging

Our first step will be

to show more care for our colleagues

As mentioned by the guest speakers earlier

being attentive is very important

We want them to feel our care

We have put in some effort
and all our housing estates have participated
in the "Heart Caring Campaign" co-organized by the Occupational Safety and Health Council
and the Labour Department
Hoping in addition to work
we can also pay attention to our colleagues' health
enabling them to have a healthy body to do their jobs well
At each housing estate, we have set up
equipment to measure their health indices
Health ambassadors will assist in recording the data
If they find that someone's health index is not ideal
they will provide suggestions and practical tips
to help them pay attention to their health
The working environment in hot weather
has been a challenge recently

Our company provides some waist-mounted fans, sun umbrellas
long sleeves and wide-brimmed hats
In the future, we will also provide cooling towels and cooling vests for our colleagues to use
In this regard, we not only comply with legal requirements
but also continuously seek to understand our colleagues' needs
We hope to do better
by providing them with more equipment
to make their working environment safer
I believe it is important to pay more attention to the work details of our colleagues on site
Sharing work insights is essential
especially for new colleagues
They need guidance from foremen or middle management
to help them become familiar with the working environment

Supervisors will also assess the individual work abilities of colleagues and assign tasks accordingly to reduce the risk of injury

For higher-risk tasks

For example, for work on slopes or at heights we will arrange for safety officers to conduct risk assessments before work begins

We need to address a crucial issue
frontline workers often underestimate the importance of safety

So what can we do

When I communicate with colleagues on-site

they react differently

If I say too much, some foremen walk away

What should I do

Should I stop the work

When I talk to them on-site

I have found if we show more care

and understanding the difficulties they face can help

By addressing their specific challenges

and offering suggestions or solutions

they gradually become more receptive

Additionally, the "Heart Caring Campaign" mentioned earlier is a caring initiative

that can be felt by colleagues

When they feel our care

they are more willing to accept supervisory tasks

or they are more willing to follow

complex workflows

Whether you are simply focused on completing the work
or genuinely caring for their well-being

I believe if you are sincere, colleagues can feel it

Therefore, it is essential to show our sincerity
especially among management and middle management
to communicate effectively with frontline employees

If we can demonstrate our sincerity, it is indeed very important

For five consecutive years

Creative has received the Safety Management Gold Award from the Housing Authority

We hope to continue progressing together with the industry
and strive to do even better

Thank you all

Thank you for watching

(09:18)