

NATURAL-BORN LEADER

Sr T T Cheung has been described as a visionary due to his talent for identifying emerging opportunities ahead of others and leading the profession in its drive to achieve goals that have had a far-reaching impact not only on the profession in Hong Kong but also overseas.

Wilson Lau



“Success means never feeling tired,”

Cheung could be described as a natural leader. Since early childhood he has taken up many leadership roles. He was class representative at primary school, a college prefect and house captain at secondary school, the resident hall students' association chairman and student senator at university and then the leader of local and international professional associations. “Leadership qualities can be cultivated from childhood. In life, we need to compete with others for survival and to stand out,” notes Cheung, who was HKIS President from 2004-2005.

His dedication to the surveying sector has motivated him to expand the local profession, particularly quantity surveying, taking it out of Hong Kong and winning global recognition. Cheung was Chairman of the Pacific Association of Quantity Surveyors from 2001-2003 and is Chairman-elect of the International Cost Engineering Council for 2016-2018. In the 1990s, he was pivotal in introducing international practices to the mainland quantity surveying profession.

The traits of a leader include vision, mission and charisma, says Cheung. “A leader's vision should be identified with by others. Driven by his mission, he sets a clear plan of action to realise his vision.”

On top of these traits is perseverance. While President of HKIS, Cheung created the Property and Facility Management Division because he agreed with the vision of some pioneer surveyors on the potential of this specialised field opened to surveyors. “The creation of a new division at HKIS requires a referendum because it involves amendment to the constitution. Our proposal was not passed on the first attempt,” Cheung recalls.

It took considerable lobbying in the second attempt. “I led the preparation work and with much effort, eventually we got the new division established. It has been more than 10 years since and the division has been doing well. Although I was not the only one working on its establishment, as president I led it. I motivated the others with my vision, mission and charisma. This has had a long-lasting impact on the industry. It is not just an additional division at HKIS. It has helped those outside the sector recognise that surveyors can deliver high-quality property and facility management services.”

Cheung is also among the field's leading lights, helping the local profession gain national and international exposure and tapping business opportunities. Under the Closer Economic Partnership Arrangement between the mainland and Hong Kong, some local professional service providers can deliver their services across the border. On behalf of HKIS, Cheung negotiated with government officials and their mainland counterparts. “Because it concerned national-level policy issues, initially it was a challenge and involved numerous meetings in Beijing. We encountered resistance from our mainland counterparts. It's tough for us to get the mutual recognition from them. Eventually the HKIS Quantity Surveying Division, which I represented, signed a mutual recognition agreement with the China Engineering Cost Association (CECA), the national body representing the cost profession in China, in 2005 in Beijing. This was accomplished partly because of my deep personal relationship with CECA,” he adds. “Our relationship has been built on great mutual trust. We always have cordial discussions and I have helped them with many improvements.”

Back in the early 1990s, there was no concept of quantity surveying on the mainland because engineers led the estimation of building costs. Cheung was among the individuals who helped set up meaningful exchanges between CECA leaders and scholars from Hong Kong Polytechnic University, he notes. “We helped them set up advanced research on practices of international quantity surveying. HKIS can take some credit for helping shape the current professional cost engineering practices in China.”

Cheung has been involved with CECA for 20 years. “I've been one of the three specially-invited national-level committee members (who are not mainland Chinese) for 12 years. I've helped bridge the Chinese association with

HIGH FLYER SURVEYOR

international ones and bring Chinese regulations in line with international standards,” he notes. As the Pacific Association of Quantity Surveyors Vice-chairman, Cheung led a delegation to the mainland in 1999. “At that time, Chinese officials wanted to align domestic practices with international ones. These visits facilitated exchanges that had far-reaching impact.”

Cheung’s effort and vision came to fruition in 2005 when the first batch of 200 members of the HKIS Quantity Surveying Division received mutual recognition on the mainland, which allowed them to practice there. “We were the first profession to achieve this amongst architects, engineers and other surveying disciplines” he adds.

“The impact on Hong Kong’s quantity surveying field has been profound. This recognition equals professional mainland qualifications. It means HKIS Quantity Surveying members can handle projects on the mainland upon registration. These days, over 50 per cent of the existing projects in the portfolios of most Hong Kong quantity surveying firms are in China.”

In the international arena, Cheung has helped raise the profile of Hong Kong surveyors. He was the PAQS Chairman from 2001 to 2003 and introduced significant changes to the association. He helped the association set up a research committee to build on its international profile. He advocated reforms requiring those who attend the annual meeting to only be current leaders of member associations, so that it would not turn into a ‘social club’. “This has helped ensure that the meeting will have meaningful exchanges on the latest important developments in different regions,” he notes. “I also attached great importance to nurturing young surveyors and cultivating their global perspective, hence the ‘Young Quantity Surveyors Group’ was established. I also helped form the Council of Advisors to tap into the expertise and vast experience of past council members. I have remained the convenor of this council.”

Cheung’s international contributions to the profession will peak when he is elected Chairman of ICEC for 2016 to 2018. He will be the first Chinese to assume that position. He has been the association’s Asia-Pacific Director for eight years. ICEC has over 40 member countries and regions representing more than 120,000

project cost management professions over the world. It is recognised by other international associations such as PAQS and the International Federation of Surveyors (FIG). Cheung says he aims to strengthen the association by capitalising on its global platform.

The right attitude in life is what has driven Cheung throughout his successful career and he advises young professionals to adopt the same. “We should have passion for what we do. Diligence is key. The world is fair because everyone has 24 hours a day and we need professionalism and motivation for a lifetime of learning.” Cheung began studying law when he was 47 and now he has a Juris Doctor degree in addition to his first class honour BSc degree in QS from HKU and MSc degrees in UCL and other professional qualifications.

Coming from a grassroots background, Cheung’s studies, local & overseas, were supported by multiple scholarships, bursaries, grants and loans. “That’s given me a passion for community services. To show my gratitude for the support I received in my younger days, I am willing to pay back society by taking up public offices and contributing to charities,” notes Cheung, who sits on many government committees such as the Housing Authority, the Hospital Authority, the ICAC, Construction Industry Council, Construction Workers Registration Authority, Licensing Appeals Board, Appeal Board Panel (Town Planning), just to mention a few..

He has also been involved with the Duchess of Kent Children’s Hospital for over 20 years and is Vice-chair on the board of the Society for the Relief of Disabled Children. Since 2008, Cheung has co-organised the “Kids on the Block” puppet show with the Hong Kong Society for Rehabilitation. The show teaches primary school children about the harmonious integration of the disabled into society. Around 200 performances are held at schools each year and over 300,000 students have seen the show since 1995.

Cheung has been recently appointed by the Housing Authority as chairman of the Review Committee on quantity assurance issues relating to fresh water supply of public housing estates. Cheung seems to have never ending energy. His motto is “Success means never feeling tired”

The article is published courtesy of Classified Post.

天生領袖

張達棠測量師為人高瞻遠矚，往往快人一步洞悉先機，帶領業界完成一個又一個的目標，對香港以至海外同業影響深遠。

Wilson Lau

張先生可謂天生的領袖人物，童年時已擔任不同的領袖角色：小學時當班長、中學時當風紀兼社長、大學時擔任宿舍會主席兼學生委員，其後更成為本地及國際專業團體的領袖。曾任 2004-2005 年度香港測量師學會會長的張先生說：「領導才能可從小培育。人生在世，物競天擇，適者生存，要脫穎而出，方能出類拔萃。」

張先生對測量業滿懷熱誠，因而驅使他積極拓展本地測量界，帶領本地工料測量技術衝出香港，贏得國際認同。張先生曾任 2001 至 2003 年度太平洋工料測量師協會主席，在九十年代更是把國際工料測量標準作業引進中國內地的關鍵人物。目前，他是 2016 至 2018 年度國際造價工程聯合會候選主席。

張先生認為領袖必須目光遠大、心懷使命，並具備個人魅力等特質。「身為領袖，其願景應足以引起他人共鳴，並須肩負起使命，制訂清晰的計劃實踐願景。」

除了這些特質外，領袖最重要是具備堅毅不屈的精神。張先生出任香港測量師學會會長時，贊同一些測量師的前瞻觀點，認為物業設施管理是有待測量師拓展的專業領域，因此創立了物業設施管理組。他憶述：「創立新組別的過程涉及修訂香港測量師學會章程，必須在會員大會投票通過，但議案在提交第一次投票時卻遭到否決。」

為了第二次表決，張先生費盡力氣四出游說。「我帶頭負責籌備工作，經過多番努力，終於順利創立物業設施管理組。該組別成立至今超過十年，一直表現良好。固然，順利成立物業設施管理組並非單憑我個人努力，但身為會長，我要帶領整個團隊，以自己的理想、使命和魅力感染隊員，鼓勵他們發揮幹勁。成立物業設施管理組對業界影響深遠，它不單是香港測量師學會的新組別，更讓業外人士認識到測量師也可提供優質的物業設施管理服務。」

張先生是業界先驅之一，帶領本地測量師進軍國內及國際市場，拓展商機。目前，在「內地與香港更緊密經貿關係安排」下，一些本地測量服務公司可提供跨境服務。回想當年，張先生代表香港測量師學會與兩地官員商討安排。「由於關乎國家政策，有關工作一開始便挑戰重重，須於北京舉行多次會議。礙於內地方面諸多制肘，要達成資格互認制度殊非容易。猶幸在 2005 年，我所代表的香港測量師學會工料測量組，終與中國建設工程造價管理協會在北京簽訂了互認協議。能夠成功簽訂協議，部份原因仰賴中國建設工程造價管理協會與我的深厚關係。」張先生續說：「我們的關係建基於互信，我們經常進行友好協商，而我也曾多次為該會的改進工作提供協助。」

早於九十年代初，內地的建築成本估價由工程師主導，因此全無工料測量的概念。當年，張先生有份促成中國建設工程造價管理協會理事成員與香港理工大學學者交流。他說：「當時，我們協助該會深入研究國際工料測量作業。如今，國內掌握了專業的工程造價方法，香港測量師學會可算是有點功勞。」



張先生與中國建設工程造價管理協會往來廿載，他說：「該會特別邀請了三位（非內地人）擔任全國特邀理事，我是其中之一，至今已有一十二個年頭。期間，我致力協助中國建設工程造價管理協會與國際協會交流，提升內地的相關規例至國際水平。」於 1999 年擔任太平洋工料測量師協會副主席期間，張先生率領代表團到訪內地。「當時，中國當局希望國內的測量技術與國際水平看齊，而多次的訪問會談正可促進兩地交流，影響深遠。」

張先生多年來的努力終於 2005 年取得成果。當年，香港測量師學會工料測量組首批 200 名會員取得內地的互認資格，獲准於內地執業。「工料測量師是首個獲得內地執業許可的專業，比建築師、工程師和其他測量組別快，」張先生補充說。

「這深深影響了香港整個工料測量界。有了這項認可資格，就等同具備內地的專業資格，意味香港測量師學會工料測量組成員經註冊後可負責處理內地的工程。如今，觀乎香港多家具規模的工料測量公司，有過半數工程均來自內地。」

此外，張先生亦把香港測量師在國際舞台提升知名度。他於 2001 年至 2003 年出任太平洋工料測量師協會主席期間，為協會引進了多項重大革新措施，既協助成立研究委員會以建立協會的國際聲望，又提倡改革，只准屬下協會領導層參與年度會議，以免年會淪為「社交俱樂部」。「此舉有助確保會議內容更為充實，就近期不同區域的重大發展交流意見。」他指出：「此外，我非常著重培育年輕一代的測量師，望能培養他們的國際視野，因此成立了『工料測量青年組』，並協助成立顧問委員會，讓新一代測量師借鑑前委員會成員的專業知識和寶貴經驗。目前，我仍是顧問委員會的召集人。」

張先生將於 2016 至 2018 年度成為國際造價工程聯合會主席，將會是第一位華人擔當此重要職位。相信他在國際社會上對業界的貢獻將可再創高峰。張先生曾出任國際造價工程聯合會亞太區理事八年，國際造價工程聯合會目前擁有逾 40 個成員國/地區，代表全球逾十二萬工料測量從業人員，並獲太平洋工料測量師協會及國際測量師聯合會等國際組織認可。張先生矢志借助國際造價工程聯合會的國際平台，進一步加強聯合會的實力。

有感正確的人生態度是開創事業成就的動力，張先生建議年輕同業應立定正確的人生態度。「我們對工作要有熱誠，勤勉不懈自是不二法門。這個世界很公平，每個人每天都只有 24 小時。我們必須保持專業和上進態度，活到老，學到老。」張先生 47 歲開始修讀法律，不但擁有香港大學工料測量一級榮譽理學士學位、倫敦大學學院建築管理理碩士學位及其他專業資格，現時更取得法律博士學位。

張先生來自草根家庭，多年來全靠獲取獎學金、助學金、學費減免及貸款來完成在本地及海外學業。「這些歷練使我熱心投入社會服務。很感激社會在我年少時給予幫助，沒有這些幫助我便沒有今天。因此我很樂意擔任公職事務，支持慈善活動，回饋社會。」張先生現為多個政府委員會的委員，包括房屋委員會、醫院管理局、廉政公署、建造業議會、建造業工人註冊委員會、牌照上訴委員會、上訴委員會（城市規劃）等。

此外，張先生亦服務了大口環根德公爵夫人兒童醫院超過 20 年，現時為香港弱能兒童護助會副主席。張先生自 2008 年起，代表香港弱能兒童護助會與香港復康會合辦「街坊小子木偶劇場」，教導小學生何謂傷健共融的社會。「街坊小子木偶劇場」每年在本地中、小學演出約 200 場，自 1995 年至今已逾 300,000 名學生觀賞表演。

張先生最近更獲房屋委員會委任，出任公共屋邨食水供應問題品質保證檢討委員會主席。即使身負多項重任，張先生仍似有無窮精力，他的座右銘是「成功永不言倦」。

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