

# A Faithful Servant

*HKIS President Sr Thomas K K Ho has been involved in a range of key Hong Kong projects in a career spanning almost four decades. He is of the firm opinion that diverse work experience and volunteer work in the community are key to forming great professionals.*

Kit M Yip



Photo: SCMP

“Some people are motivated by money and others by close relationships and sincerity. The principle is to provide the best outcome for each party and increase their joint gain.”

Though Sr Thomas K K Ho, President of the Hong Kong Institute of Surveyors (HKIS) humbly says he may not really qualify as a “high flyer”, his rich and comprehensive portfolio is concrete proof that he flies far, high and wide.

Having entered the University of Hong Kong in the mid-1970s, Ho graduated with BA in Architectural Studies and B Building, acquiring a broad-based training and a specialisation that led to a career as a quantity surveyor. He started out at Levett & Bailey (presently known as Rider Levett Bucknall Limited) in 1979 and rose through the ranks over three decades at leading civil engineering consultancy firms, including Montgomery Watson, Maunsell, Scott Wilson and Mott Connell until he joined TLS & Associates Ltd as Managing Director ten years ago.

While building a successful career, he acquired two Masters degrees, in Construction Project Management and Arbitration and Dispute Resolution, the former winning him the Building Management Prize which was awarded to the best student of the course and the latter a distinction with an impressive A+ grade for his dissertation.

As a Fellow of China Engineering Cost Association, Chartered Institution of Civil Engineering Surveyors and The Hong Kong Institute of Surveyors and a member of The Royal Institution of Chartered Surveyors, Ho is also an accredited mediator and a Fellow of The Chartered Institute of Arbitrators. His public service portfolio ranges from mutual aid in public housing, leadership training and development for youth to fighting for workers’ rights and, of course, his various posts at the HKIS for more than a decade.

Ho’s professional profile includes a compilation of milestone projects in Hong Kong. Among the multi-million to multi-billion dollar projects he has worked on was the Stanley Area Sewerage and Sewage Treatment Project in the early 1990s, the first instance in Hong Kong where rock caverns were utilised to accommodate sewage treatment facilities — a practice now being advocated by the Chief Executive in the latest Policy Address. The Central Reclamation Phase 2 Project supplying land for Tamar where the central government offices are now located, United Christian Hospital

Extension, Yan Chai Hospital Extension, Container Terminal 9, the River Trade Terminal and Lok Ma Chau Terminus are just some of the projects for the public good Ho has been involved in. As for preserving the city’s history, Ho was involved in the revitalisation of major historical buildings including the previous Legislative Council Building (now the Court of Final Appeal Building) and the Flagstaff House Museum of Tea Ware.

The HSBC Main Building, at the time of its construction the world’s most expensive building, and a signature building cementing Hong Kong’s position as a global financial centre, was also one of the projects which Ho was proudly involved in. “The building has a unique and innovative conceptual design involving tailor-made building components and materials, and thus extremely complicated measurements and valuation,” he says.

These are but a part of his accomplishments over a career of close to 40 years, in which he has handled hundreds of projects.

“I am glad that my university education with fellow architects gave me the skills to communicate with practitioners of related industries,” says Ho. “My training in building, project management and quantity surveying suits my interests in science, mathematics, measurements, contract administration, tendering and documentation, as well as handling conflicts.” As a committed professional, he studies project management, arbitration and relevant laws. “I like to expand my knowledge base to cover all aspects of my surveying work whenever possible.”

Having conducted award-winning research on leadership skills for his MSc in Construction Project Management, Ho shares his insights in relation to construction. Both autocratic and democratic leaders can be successful, he says, as long as there is a “best fit” approach — meaning that the leader, subordinates, tasks and environment are aligned to achieve the best results. Applying this to the construction industry, a leader can have different styles in different situations, such as being democratic in the pre-contract stage and autocratic in post-contract stage, or assuming a directive role with external subordinates and having a participative style when engaging internal subordinates.

## MEET THE SURVEYOR

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“Similarly, the ‘best fit’ approach applies to negotiation: some people are motivated by money and others by close relationships and sincerity. The principle is to provide the best outcome for each party and increase their joint gain. Things to remember include being easy on people but tough on problems, focusing on interests and inventing options for mutual gain,” comments Ho, whose research for his MA in Arbitration and Dispute Resolution is highly regarded. In construction, he says that a combination of collaboration and competition are used by project leaders to different degrees during the pre-contract, tendering and post-contract stages to efficiently achieve desired outcomes.

Practising what he preaches at work, Ho has resolved disputes between employees by identifying respective interests and misunderstandings, reaching common ground, discussing disputes in both private and joint sessions, encouraging both parties to express concerns and grievances, and using a relaxed environment to resolve the conflict. Most importantly, he says, mutual trust needs to be built all along.

“Leadership and negotiation skills are all interrelated and applicable to our profession,” Ho notes. Referring to Hong Kong’s current environment, he thinks surveyors can help sway the public about viable ways of increasing land and housing supply by presenting facts and figures, correcting inaccurate and negative messages to counterbalance extreme points of views, including the misconception that many practitioners are involved in bid rigging.

As well as facilitating a better social environment for surveyors to do their jobs, Ho as the current HKIS President is keen on building the Institute’s brand and accentuating the industry’s voice. He also aims to nurture young professionals, substantiate industry research, expand the Institute’s membership and explore ways of securing a permanent office for it.

One of his key missions is to leverage global, mainland and local opportunities for the profession. “With global visions, China connections and international accreditations, surveyors in Hong Kong have plenty of opportunities. The vibrant

property market and construction industry keeps us busy. This is especially so as Belt and Road opens markets for us, and as local ageing blocks call for renovation and urban renewal.”

As an assessor for Assessment of Professional Competence and a former specialist lecturer in surveying, Ho gives advice to young surveyors. “Broaden your knowledge and experience beyond your core competence, so that you know how to handle emergency situations. We encourage aspiring professionals to work at companies that provide exposure to diverse experiences, rather than becoming too specialised in one aspect too early.”

Ho demonstrates depth and width with his own experience. He acquired aptitude and leadership skills not just from school, but through a wide scope of community services from a young age. They range from being a Venture Scout and serving as Vice-Chairman of Tin Wan Estate’s Mutual Aid Committee during adolescence, to Chapter President of Junior Chamber International Hong Kong as a young professional where he drafted community care plans to deal with youth, elderly and social problems. As Chairman of the Resident Site Staff Association in 2005, he played a pivotal role in protecting workers’ rights and in successfully fighting against Type C Terms of employment (non-civil service contract terms) and the delinking proposal from government master pay scales. Currently, he is a member of the Aviation Development and Three-runway System Advisory Committee and co-opted member of the Committee on Construction Procurement of Construction Industry Council.

“Young people should reach out, serve the community and seek what is best for their industries. It is also from here that one learns to communicate with people from different walks of life and with varying points of view — these are crucial to our jobs as surveyors,” Ho reiterates.

*The article is published courtesy of Classified Post.*



「有些人著重金錢利益，有些人則看重人際關係，與人坦誠相對。問題是如何迎合各方，達至雙贏。」

# 服務社會

香港測量師學會會長何國鈞測量師在過去近 40 年曾參與香港多個主要工程項目。在他看來，優秀人才不單要具備豐富的工作經驗，更要多參與義務工作，為社區服務。

Kit M Yip

香港測量師學會會長何國鈞測量師自謙不是「傑出人物」，但他閱歷深厚，見多識廣，言談間更分享了不少實用的知識。

何國鈞於 1970 年代中期入讀香港大學，修讀建築學文學士及建造學學士課程，期間接受全面培訓，累積專業知識，畢業後投身工料測量行業。他於 1979 年加入利比建築工料測量師有限公司（現名為利比有限公司），其後 30 多年間，先後任職環協、茂盛、偉信及萬隆等多間著名土木工程顧問公司，並在十年前加入達置行擔任董事總經理。

工作以外，何國鈞修畢了兩個碩士學位課程，分別是建築管理學，以及仲裁及爭議解決學。在修讀建築管理學期間，他被選為最優秀學生，獲頒建築管理獎。他的仲裁及爭議解決學畢業論文被評為 A+ 級，以優異等級成績畢業。

何國鈞是中國建設工程造價管理協會、英國特許土木工程測量師學會及香港測量師學會的資深會員，以及英國皇家特許測量師學會的會員，同時身兼認可調解員及英國特許仲裁員學會資深會員。他積極參與公共服務，曾加入公共屋邨互助委員會，參加青年團體協助培訓及發展青少年領導才能，並加入工會為勞工爭取權益，他在過去十多年還先後擔任香港測量師學會的多個職位。

何國鈞曾參與香港多個重要工程項目，不少項目的建設費用更高達數億至幾十億元，1990 年代初推行的赤柱污水處理廠及排污工程便是其中之一。有關計劃見證香港首次在岩洞內建造污水處理設施，行政長官於最新一份《施政報告》中亦提倡這種興建污水處理設施方法。此外，何國鈞參與的工程項目還包括：為現時政府總部提供添馬區土地的中環填海工程第二期，以及基督教聯合醫院擴建工程、仁濟醫院擴建工程、九號貨櫃碼頭、內河貨運碼頭及落馬洲東鐵總站等，這些項目為社會貢獻良多。他亦投身重要歷史建築物的活化工作，包括舊立法會大樓（現時的終審法院大樓）及茶具博物館，為保育香港的歷史遺產盡一分力。

滙豐總行大廈是當時全球最昂貴的建築物，標誌著香港的環球金融中心地位，何國鈞為能參與此項工程感到驕傲。他說：「滙豐總行大廈設計概念非常獨特及創新，以特製建築組件及材料興建，所以量度及估值工作極為複雜。」

回顧近 40 年的工作生涯，何國鈞曾處理數以百計的工程項目，上述例子只是冰山一角。

他表示：「讀大學時，我與其他建築師一同上課，提升了我的溝通技巧，我學會如何與相關行業人士交流。我對科學、數學、測量、合約管理、處理權

書及文件，以及化解衝突有興趣，所以建築、項目管理及工料測量方面的訓練正好適合我。」何國鈞敬業樂業，對項目管理、仲裁及相關法律亦有研究，「我喜歡汲取新知識，全面了解測量學」。

何國鈞修讀建築管理學理科碩士課程時，研究內容包括領導技巧，並因而獲頒獎項。談到建築與領導技巧的關係，何國鈞認為知人善任是成功領袖的必要條件，不論是專制或民主的領袖，只要上司、下屬、工作及環境能互相配合，便可達致最佳效果。若果將這個原則應用在建造業，意思就是領袖可因應不同情況，去調整領導策略，例如在設計期可多聆聽意見，施工期則果斷地下達指令；或對外指示工作，同時鼓勵內部員工參與決策。

何國鈞亦有修讀仲裁及爭議解決學文學碩士課程，他在這方面頗有研究心得，他說：「以上原則同樣適用在談判。有些人著重金錢利益，有些人則看重人際關係，與人坦誠相對。問題是如何迎合各方，達至雙贏。關鍵是要待人從寬，處事從嚴，重視各方利益，尋求互利共贏的局面。」以建造業為例，項目負責人在設計、招標及施工階段，若以不同程度的合作和競爭模式與團隊工作，則有效達致理想成果。

何國鈞積極實踐理念，也成功調解過不少員工之間的問題。他的方法是了解各方利益，釐清誤解，凝聚共識，與涉事員工單獨及集體討論問題，鼓勵各方表達意見及不滿，在輕鬆的氣氛下化解衝突。更重要的是，要在過程中建立互信。

他說：「領導才能和談判技巧相輔相成，兩者都適用在我們的專業工作。」考慮到香港現時環境，何國鈞認為測量師有助說服公眾接納增加土地及房屋供應的政策，包括向公眾展示實例及數據、糾正不實及負面訊息，平衡各種意見，例如有許多從業員參與圍標這種誤解。

除了打造有利測量師工作的社會環境外，何國鈞作為現任香港測量師學會會長，同時致力提升學會形象，為業界發聲。此外，他亦不忘培育年輕人才，支持業內研究，增加學會會員人數，並積極為學會購置永久辦事處尋求方案。

何國鈞另一項重要工作是為業界爭取在全球、內地及本地的發展機遇。「香港測量師身具全球視野、中國人脈和受國際認可的專業資格，這些優勢都為他們帶來大量機遇。樓市發展及建造業興旺為業界提供許多工作機會，而『一帶一路』亦有助開拓市場，本地舊樓活化及市區重建工作也增加了測量師的工作量。」

作為專業評核試評核員及前測量學講師，何國鈞建議年青測量師：「增進自己工作範圍以外的知識及經驗，能助你如何應對緊急情況。我們鼓勵年輕專才選擇一些能夠提供多元化工作機會的公司，毋需太早專注在單一專業範疇。」

何國鈞閱歷豐富，不但在學校學習知識和領導技巧，還自小積極參與社區服務。例如他年青時曾參加資深童軍，擔任田灣邨互助委員會副主席和國際青年商會香港總會的分會會長，並於當時草擬社區關懷計劃，處理青少年、長者及社會問題。他在 2005 年擔任駐地盤人員協會主席，積極保障工人權益，並成功解決 Type C 聘用條款（非公務員合約條款）及政府「薪酬脫鈎」方案的問題。他現為航空發展與機場二跑道系統諮詢委員會成員及建造業議會建造採購專責委員會增補委員。

何國鈞：「年輕人應投身社會，服務公眾，為業界爭取最大利益。他們亦可從中接觸不同背景的人士，聽取他們的意見，學習與他們溝通，這些技巧有助他們應付測量師的工作。」

本文由《Classified Post》撰文。

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