

Managing expectations

In a career spanning more than 25 years, HKIS Senior Vice-President Sr Dick Kwok has worked on a range of important projects and has long striven for the well-being of Hong Kong society. He is also a passionate advocate of property management, which he says is going to become an increasingly vital aspect of the property sector in the city.

Kit M Yip



Photo : SCMP / Lau Wai

“ I changed my specialisation within surveying since the first day I joined the workforce. As an outgoing person, I can apply my social skills in property management where I work with plenty of people. ”

Sr Dick Kwok, HKIS Senior Vice-President, joined the surveying industry more than a quarter of a century ago when the industry was just beginning to take off in Hong Kong. Today, as the Senior Director of Savills Property Management and Deputy Managing Director of Guardian Property Management of the Savills group, he is happy that the industry is being recognised by official bodies and the general public alike.

“Back then, it was difficult for people to imagine degree holders joining the field of property and facility management. Today, with the Building Management Ordinance being strengthened and the setting up of the Property Management Services Authority, property and asset management has gained wide respect,” says Kwok.

Having had a keen interest in drawing since childhood, Kwok was always attracted to fields related to building and architecture. He earned a BSc in Building from what is now the City University of Hong Kong, specialising in construction and technology, to prepare for a career in building surveying and quantity surveying. Upon graduation, he joined what was then Jones Lang Wootton as an Assistant Management Surveyor though, interestingly, he instead engaged in property and facility management, which was then considered part of general practice surveying. “I changed my specialisation within surveying since the first day I joined the workforce. As an outgoing person, I can apply my social skills in property management where I work with plenty of people.”

While acquiring a Diploma in Surveying (General Practice) from UK’s College of Estate Management, Kwok moved to Savills in 1993 and thus began his career in the group, a career now spanning more than two decades.

The combination of building surveying and quantity surveying education, on-the-job training in general practice surveying and property

and facility management, coupled with his people and management skills, has given him a head start in the industry. “Technical training prepares me for the workforce in terms of daily operations, problem-solving, familiarity with contracts and so on, whereas my soft skills and management exposure help me understand and meet clients’ needs to ensure deliverables and client satisfaction,” Kwok says.

At Savills, Kwok has worked on a number of signature projects for the public and private sectors, non-government organisations, as well as managing portfolios in relation to property assets of trustees.

One of his most remarkable achievements involved a comprehensive and foolproof plan for the three government buildings in Wan Chai North during a protest by South Korean farmers against the World Trade Organisation’s ministerial conference in December 2005. “The unprecedented high level of risk could be compared to Y2K, SARS and anti-terrorist measures all rolled into one. The Wan Chai Immigration Tower, the Law Courts and the Inland Revenue Office – sites for crucial government functions with thousands of employees and daily visitors – had daily operations which need to continue as usual despite the extreme actions of the protesters. Working closely with the Security Bureau and the Government Property Agency, we devised contingency plans months before. Two massive fire drills, involving close to 10,000 people, were conducted, which were reported by the media even during the preparation stage,” Kwok recalls.

The massive plan took into consideration potential events related to fire, terrorist attacks, the suspension of water and electricity supplies, ad-hoc attacks using brick paving, and even the possible intrusion of a “spider-man” who might attempt to climb the exterior of buildings. “We tried to speculate the most likely locations from which a ‘spider-man’ might start climbing, in order to strengthen security patrols there.”

MEET THE SURVEYOR

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Evacuation was also a problem, since the open space between the buildings could not accommodate thousands of people simultaneously. “We devised a rare practice in fire drills: people had to evacuate in small groups at the assembly point, rather than wait till the entire population arrived.”

As a result of meticulous planning and implementation, the three buildings remained entirely untouched despite the protests. Needless to say, its asset management won applause from government authorities.

This is, of course, not the only contribution of surveying. “Surveying is closely related to society’s well-being, people’s livelihoods and solutions to Hong Kong’s imminent housing and land problems. Though it is concerned with ordinary everyday life, it is also about wealth creation – since the vast majority of high-net-worth people’s assets is about properties. Give it twenty years, and you will see the huge difference between properties with superb management and those without. So I think ‘asset management’ is a more proper term,” Kwok explains.

Aside from his professional commitments, Kwok contributes to public services with his expertise through the Chinese Temple Committee. “While hardware in temples can be enhanced and modernised with systematic and documented methods, it is equally important to take into consideration the spiritual aspect and heritage when we preserve the culture of temples,” Kwok says.

Kwok’s voluntary and sporting activities have also led him to participate in long-range cycling events for charity in Hokkaido and Okinawa, as well as cycling around Taiwan to raise funds for A Drop of Life, a charity dedicated to improving the supply and quality of drinking water in China’s western mountainous areas.

As the Senior Vice-President and Past Chairman of the Property and Facility Management Division, he is pleased that HKIS’ six-divisional structure has genuinely reflected the entire

life cycle of real estate development. “Before properties are built, land surveying, planning and development are needed. For land search and valuation, general practice surveyors are needed. The building stage keeps quantity surveyors, project managers and building surveyors busy. When building is completed, Building and Property & Facility Management Surveyors will be involved in the handover. Property and facility management, as well as maintenance and building surveying are essential when the building is in use. Years later, when old buildings are reaching the end of their life cycle and need to be pulled down, general practice surveyors are involved again in land resumption. The cycle then starts all over again during reconstruction,” he elaborates. “Property and facility management, which was once a part of general practice surveying in the HKIS, has become a stand-alone division which truly reflects the importance of the specialisation.”

Preparing to take up greater challenges at the HKIS in the future, he envisions that the Institute, while contributing to the betterment of Hong Kong, should also embrace the world and the region including Greater China to maintain both depth and breadth. “The Belt and Road initiative, encompassing countries with systems totally different from ours, presents exceptional chances for surveyors to both contribute to and learn from. There may not be immediate results, but to ensure a foothold in these countries in future, we need to prepare and act now. We do this for future generations of surveyors,” Kwok says.

Kwok speaks highly of young surveyors, finding them intelligent, knowledgeable, passionate, open-minded and community-conscious. He nevertheless finds it important that young surveyors build strong inner qualities to distinguish truth from falsehood among masses of information, and in so doing nurture sound professional judgment. “Ultimately, our value lies in our service, professional judgment and integrity,” Kwok concludes, with some meaningful advice for the next generation.

The article is published courtesy of Classified Post.

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平衡各方期望

香港測量師學會高級副會長郭岳忠測量師縱橫業界逾 25 年，曾參與多個重要項目，一直為香港社會的福祉默默耕耘。郭岳忠熱心推動物業管理發展，深信物業管理將是本港房地產不可或缺的一環。

Kit M Yip

香港測量師學會高級副會長郭岳忠測量師投身測量業逾四分一世紀，當時本地測量業還是起步階段。時至今日，他已是第一太平戴維斯物業管理的資深董事，同時身兼集團旗下佳定物業管理的副董事總經理。對於物業設施管理測量專業逐漸得到官方及社會大眾廣泛認可，以及公眾對行業認識有所提升，郭岳忠深感欣慰。

他表示：「以前社會很難接受大學畢業生會從事物業及設施管理工作。但隨著政府進一步修訂及落實《建築物管理條例》，以及成立物業管理業監管局，物業及資產管理工作已獲社會廣泛認同。」

郭岳忠自小已喜愛繪畫，一直有志投身與樓宇及建築相關的行業。他入讀香港城市理工學院（香港城市大學前身），並取得建築理學士學位，主修建造與技術，為從事建築測量和工料測量打好基礎。郭岳忠畢業後加入當時的仲量行，任職助理測量師，從事物業及設施管理。物業及設施管理當時仍是產業測量的一部分。「打從第一天上班開始，我已改變了發展路向。我性格外向，而物業管理需要經常與人接觸，這份工作讓我充分發揮自己的社交技巧。」

在修讀英國房地產管理學院的測量（產業）文憑期間，郭岳忠轉職至第一太平戴維斯，當時是 1993 年。至今他在該集團已工作超過 20 年。

郭岳忠擁有建築測量與工料測量的教育背景，又曾接受產業測量與物業及設施管理的在職培訓，加上本身的待人處事和管理技巧，這些都成為他發展事業的有利條件。郭岳忠表示：「技術訓練有助我處理日常工作、解難、理解一般合約條款等，而我的人際技巧和管理經驗，有助我明白和滿足客戶需要，提供令客戶滿意的服務。」

郭岳忠在第一太平戴維斯先後參與了多個公共和私人機構，以及非政府組織的重點項目，也為信托人管理多個與物業資產相關的投資組合。

而他其中一項最出色的成就涉及就 2005 年 12 月的世界貿易組織部長級會議作出應變計劃。當時會議在香港舉行，大批韓國農民到場示威。他負責為灣仔北三座政府大樓制定全面的應變計劃。他憶述：「項目涉及的風險前所未見，情況等同要同時應付千年蟲、沙士和恐襲威脅。灣仔入境事務大樓、區域法院和稅務大樓，都是政府重要的辦公場所，每天出入的職員和訪客數以千計；即使示威者採取激烈行動，各大樓仍須繼續如常運作。我們與保安局和政府產業署緊密合作，早在會議舉行前數月便制定應變計劃。期間一共舉辦了兩次大型火警演習，參與人數近一萬人。傳媒亦有廣泛報導相關籌備工作。」

制訂大型應變計劃時，要考慮的突發情況包括火災、恐怖襲擊、水電供應暫停、有人用行人路地磚突襲，甚至有「蜘蛛俠」沿建築物外牆爬行等。「我們評估『蜘蛛俠』最有機會攀爬的地方，多派人手在這些地方巡邏。」

疏散也是一大問題，因為建築物之間的空地無法同時容納數以千計的人群。「有別於一般火警演習，我們指示人群到達集合地點後立即點名分批疏散，而非等待整座大廈人員到達才疏散。」

由於計劃完善，三座大樓在示威期間如常運作。大樓的資產管理工作也贏得政府當局嘉許。

計劃的成功當然不能只歸功於測量業界。郭岳忠指：「測量與社會福祉、民生和香港的住屋和土地問題息息相關。測量不但涉及日常生活，也與創造財富有密切關係，這是因為大部分高淨值人士的資產都與物業有關。只要用 20 年的時間作比較，物業得到優質管理與缺乏適當管理，兩者的差異便會顯露出來。因此我認為用『資產管理』來形容我們的工作更為適合。」

郭岳忠在工作以外亦不忘善用個人專業知識，透過華人廟宇委員會參與公共服務。他說：「我們雖然可透過有系統和有紀錄的方法提升和更新廟宇的硬件，但在保育廟宇文化時，我們需要同時兼顧宗教精神及古蹟保育等問題。」

郭岳忠熱衷參與義務工作和體育活動，先後遠赴北海道和沖繩參加慈善長途單車活動，也曾到台灣參加環島單車活動，為慈善組織「點滴是生命」籌募善款，致力改善中國西部山區居民的食水供應及品質。

郭岳忠現為香港測量師學會的高級副會長，之前亦曾出任物業設施管理組主席，他認為學會的六個專業組別能覆蓋房地產發展的整個周期。他表示：「物業興建之前需要進行土地測量、規劃及發展。土地查冊和估值工作則需要交由產業測量師負責。建築階段是工料測量師、項目經理及建築測量師最忙碌的時候。建築物落成後，建築測量師和物業設施管理測量師便要參與交付樓宇的工作。建築物使用期間，物業及設施管理、保養和建築測量十分重要。當建築物變舊至生命周期完結，需要清拆時，收地過程又再需要產業測量師提供服務。在重建過程中，又會重覆以上周期。」他續指：「物業及設施管理曾經是香港測量師學會產業測量組的一部份，但現在已自立門戶，充分反映了這門專業的重要性。」

展望將來，香港測量師學會將面對更大挑戰。郭岳忠期望學會為香港的未來發展作出貢獻，同時積極參與全球及地區（包括大中華地區）事務，保持香港的發展優勢。郭岳忠指：「『一帶一路』沿線國家所採用的體制與我們不同，為測量師帶來不可多得的发展機遇與學習機會。雖然未必可以即時見到成果，但我們仍需要把握時間裝備自己，付諸行動，確保日後可以在這些國家佔有市場地位。這些工作都是為了年輕一代測量師鋪路。」

郭岳忠讚揚一眾年輕測量師，認為他們聰明、知識豐富、熱心、接受新思維，而且關心社會。他建議年輕測量師應提升內涵，吸收正確的資訊，培養良好專業的判斷力。郭岳忠寄語生力軍：「我們的服務、專業判斷和誠信最終反映出測量業的價值。」

本文由《Classified Post》撰文。



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