



Quality Improvement &
Experience Sharing Convention
優質改善經驗交流會
2008

展現優質 再創高峰 Taking Quality to New Heights

優質改善經驗交流會2008的主題，是「展現優質 再創高峰」——以運動員在維港上持杆跳躍，象徵我們攀登高峰的決心。自1997年首次舉辦優質改善經驗交流會以來，各籌辦機構互相支持，力求提高質素和改善服務。經過十一年的歲月，各機構都曾經籌辦過這一年一度的盛事。今年，煤氣公司為大家展開新一輪的交流會，讓我們共同努力，不斷提高優質服務水平。

The design theme of the Quality Improvement & Experience Sharing (QIES) Convention 2008 shows an athlete pole vaulting above Hong Kong, symbolising the determination to reach new heights. Since the establishment of QIES in 1997, the organizers have strongly supported each other in attempts to improve quality and service. After 11 years, we have come full circle in terms of hosting our annual get-togethers. So this year, Towngas leads the way into a new cycle of QIES, as the organizers continue to raise the bar on quality standards to even higher levels.



Taking Quality to New Heights
展現優質 再創高峰



Quality Improvement &
Experience Sharing Convention
優質改善經驗交流會
2008

主辦機構：
Organizer:



協辦機構：
Co-Organizers:



優質改善經驗交流會的背景及歷史

Background and History of the Quality Improvement and Experience Sharing Convention

為了面對顧客日益轉變的需求，今天，有許多商業機構都著重保持及提高品質服務水平為成功的重要元素。除了發展及應用有效的品質管理系統之外，機構會鼓勵他們的員工成立品質改進小組或品質圈，就日常運作定期提出改善建議，以達致顯著、實質及配合營運政策的成效，從而提升生產力及員工能力。

目標 | 締造互惠互利的雙贏效果，令各參與者均獲裨益。

方式 | 分享成功品質改進小組或品質圈個案的經驗。

1997年，六間機構首次攜手舉辦第一屆優質改善經驗交流會，以體現上述目標。是項交流會其後得到其他機構的支持及響應，繼九廣鐵路公司主辦首屆交流會，十家機構分別於1998年至2007年期間主辦是項交流會。

優質改善經驗交流會主辦機構(1997-2008)

1997 | 九廣鐵路公司
1998 | 香港中華煤氣有限公司
1999 | 屯門醫院
2000 | 新昌管理服務有限公司
2001 | 香港郵政
2002 | 富士施樂(香港)有限公司
2003 | 香港賽馬會
2004 | 地鐵有限公司
2005 | 機電工程署
2006 | 維他奶國際集團有限公司
2007 | 電訊盈科
2008 | 香港中華煤氣有限公司

香港中華煤氣有限公司主辦2008第十二屆優質改善經驗交流會，新昌管理服務有限公司將於2009年主辦是項活動。

In an ongoing effort to meet the changing needs of customers and maintain a competitive edge, many businesses are focusing today on sustaining and enhancing quality service as an important element of success. In addition to developing and applying effective quality control systems, they are encouraging their staff to set up Quality Improvement Teams (QITs) or Quality Control Circles (QCCs). These teams regularly put forward suggestions for improvements in daily operations, and have achieved substantial and tangible results concordant with operational policies that enhance both productivity and staff capabilities.

Vision | Enable win-win situation where all parties can benefit.

Method | Experience sharing sessions of successful case studies on QITs/QCCs.

The vision was first realized in 1997, when the first QIES Convention was organized. The Conventions have received strong support from other organizations thereafter and, following the first convention, which was hosted by Kowloon-Canton Railway Corporation, ten other organizations have acted as convention host between 1998 and 2007.

Host organizers of the QIES Convention(1997-2008)

1997 | Kowloon-Canton Railway Corporation
1998 | The Hong Kong and China Gas Company Limited
1999 | Tuen Mun Hospital
2000 | Synergis Management Services Limited
2001 | Hongkong Post
2002 | Fuji Xerox (Hong Kong) Limited
2003 | The Hong Kong Jockey Club
2004 | MTR Corporation Limited
2005 | Electrical and Mechanical Services Department
2006 | Vitasoy International Holdings Limited
2007 | PCCW
2008 | The Hong Kong and China Gas Company Limited

The Hong Kong and China Gas Company Limited is honoured to host the 2008 Convention, the twelfth in the series, while Synergis Management Services Limited will host the event in 2009.



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節目程序 Programme Rundown

下午/pm		
1:45	接待嘉賓	Reception
2:00	入場及開幕儀式	Admission and Opening Ceremony
2:25	香港中華煤氣有限公司 常務董事陳永堅先生 致開幕辭	Opening Speech by Mr Alfred W K CHAN, Managing Director The Hong Kong and China Gas Company Limited
2:45	香港中華煤氣有限公司 致送紀念品予協辦機構	Souvenir Presentation to Co-organizers by The Hong Kong and China Gas Company Limited
2:55	維他奶國際集團有限公司 發佈提案	Presentation by Vitasoy International Holdings Limited
3:08	香港鐵路有限公司 發佈提案	Presentation by MTR Corporation Limited
3:21	電訊盈科 發佈提案	Presentation by PCCW
3:34	富士施樂(香港)有限公司 發佈提案	Presentation by Fuji Xerox (Hong Kong) Limited
3:50	中場休息	Break
4:00	新昌管理服務有限公司 發佈提案	Presentation by Synergis Management Services Limited
4:13	香港房屋協會 發佈提案	Presentation by Hong Kong Housing Society
4:26	機電工程署 發佈提案	Presentation by Electrical and Mechanical Services Department
4:39	香港賽馬會 發佈提案	Presentation by The Hong Kong Jockey Club
4:52	香港中華煤氣有限公司 發佈提案	Presentation by The Hong Kong and China Gas Company Limited
5:05	投票時間	Vote Casting
5:07	香港中華煤氣有限公司 頒發獎項及致送紀念品	Prize and Souvenir Presentation by The Hong Kong and China Gas Company Limited
5:22	香港中華煤氣有限公司 企業人力資源部總監 鄭羅蕙芬女士 致閉幕辭	Closing Remarks by Ms Margaret W F CHENG, Head - Corporate Human Resources, The Hong Kong and China Gas Company Limited
5:27	優質改善經驗交流會交接儀式及 下屆主辦機構新昌管理服務有限公司 代表致辭	Convention Hosting Transfer Ceremony and Speech by the Next Organizer, Synergis Management Services Limited
5:35	節目完結	End of Programme

大會司儀 Master of Ceremony
 文嘉誠先生 Mr Jack Man
 香港中華煤氣有限公司 The Hong Kong and China Gas Company Limited
 陳敏施小姐 Ms Christina Chan
 新昌管理服務有限公司 Synergis Management Services Limited

香港中華煤氣有限公司

常務董事 陳永堅先生 演辭



香港中華煤氣有限公司
常務董事
陳永堅先生

歡迎各位蒞臨「2008優質改善經驗交流會」，今年是第十二屆的交流會，我們又再次聚首一堂，觀摩各機構出色的改善提案。過去十一年，各參與機構先後輪流主辦過這每年一度的盛事。今天，香港中華煤氣有限公司非常榮幸第二次成為交流會的主辦單位，同時亦標誌著「優質改善經驗交流會」自1997年舉辦以來，進入了一個新的循環階段。

十一年並不是短的日子，而十一年來一直堅持向更優質水平邁進更是值得尊重。時光飛逝，今日環顧四周，我見到很多熟悉的朋友和伙伴，過去十一年在優質旅程上不斷改進，一直帶領著品質管理的團隊。今天，我更高興看到2008年的交流會有眾多新面孔。在此，我代表交流會熱烈歡迎香港房屋協會的加入。房屋協會過去是交流會的觀察員機構，而今年就成為協辦機構之一，與我們一起推動優質革新。新成員的加入，代表著追求優質的能量正不斷地增強，實在可喜可賀。

持續改革無疑是企業發展和生存之道。煤氣公司一直致力追求卓越的品質，並不斷改進，在安全、服務、和環境保護三個範疇中獲得不少的成果和進步。

在安全方面，自2000年起，煤氣公司引進防腐蝕的塗層料，配合技術和管件，令大廈外牆的煤氣立管更能

抵禦，8年過後，效果令人滿意；另外，同事們又設計出「起井蓋車」，提高沙井檢查的效率之餘，又能保障同事和大眾的健康和安全。實施這些改善項目，既可提高公司安全水平，亦令優質文化進一步在公司鞏固。2007年煤氣公司成為亞洲首家獲取國際認可PAS55資產管理認證的燃氣供應企業，由煤氣廠房以至煤氣錶都達到要求的標準。

在服務方面，創意思考令我們有更多新意念提升服務質素。1995年開始的定期安全檢查服務，提高了爐具的安全性和耐用性，亦減少客戶對維修服務的需求；前線員工開發「無塵鑽孔」工具，減少技術員安裝爐具時鑽牆所產生的灰塵，而「無影線」裝置則讓我們安裝煤氣熱水爐時毋須另再安裝電線，大大減少對客戶造成的不便。2008年，我們將2002年開設的名氣廊(Towngas Avenue)銅鑼灣店重新裝潢，為客戶引入更多優質產品，提供更齊全的煮食設施，讓客戶得到餐廳/零售/烹飪一站式服務的方便，點燃優質生活。

在環境保護方面，我們推出「點廢成金」項目，免費回收客戶家中的舊燃氣爐具，再拆件作循環再造，對環境保護作出貢獻的同時，亦為客戶帶來方便。此外，我們又利用堆填區沼氣作製氣燃料，為公司節省部分製氣成本，亦減少香港的溫室氣體排放，創造雙贏局面。

這些優質改善項目的誕生皆來自煤氣公司對優質改善理念的堅持、實踐、和推動。這使公司能夠不斷提高安全水平，令客戶更稱心滿意，開拓環保事業，展現公司對社會的承擔，從而有助公司長遠的持續發展。

持續改善不單為現有的運作模式帶來好處，持續改善的



文化也同時幫助我們開闢新業務。自2005年，煤氣公司涉足一個新的業務範疇——水務。優質改善的文化帶給我們勇於求進的精神，憑藉多年經營公用事業的知識、燃氣水務的協同效應，讓我們在水務市場開拓出一片新天地，服務國內超過五十萬個客戶。我們亦將燃氣行業的思維引進水務行業，提出建設「五十年不漏」水管的概念以改善水資源利用，降低漏水情況，帶領水務行業的發展。能夠不斷進步，發展新的業務，這些就是優質改善文化和過程所帶來的成果。

要優質改善的進程成功，管理層和前線員工的響應和配合是不可或缺的。煤氣公司透過「持續革新」和「優質服務計劃」，讓各階層的員工都可積極參與，針對日常工作的環境和流程提出改善方案。

過去十年，煤氣公司的「優質服務小組」已經研究了超過700個提案，為公司節省了超過港幣二億元。藉着我們在優質改善方面的經驗及穩固基礎，自2001年起，我們把香港推行已久的「優質服務計劃」逐步推展至內地的合資公司。現在，超過一半的合資公司都已開展他們的優質之旅。透過交流研討、互相影響，無論香港和國內的員工都能在「優質服務計劃」這一個創意外平台發揮創造力，讓個人、團隊、和公司都獲益不少。今天，煤氣公司在香港和國內有超過3,800位優質服務小組成員。隨著公司的規模和合資公司數目繼續增長，在未來的日子將會有越來越多的同事加入優質改善這個大家庭。

最近大家都見證了國際舞台上的一件大事。奧巴馬當選為美國歷史上第一位黑人總統，相信很多支持他的選民，都期望他的當選能夠為美國帶來「改變」。從以前的黑人奴隸時代，到今天黑人能夠入主白宮的總統辦公室，奧巴馬的當選本身已經是美國史上一個突破，而且這個結果也代表許多美國人，渴望「改變」現時的經濟、社會民生等狀況。這正正是「改變」或者「改善」的原動力。所謂「沒有最好，只有更好」，我們這個優質改善經驗交流會的參與機構也是秉持這種不斷改進的態度，鼓勵前線員工留意工作流程的細節，與時並進地作出改變，達致更好的服務質素。

世界在我們面前不停轉變，鞭策我們以迅速和嶄新的方式去迎接未來的挑戰。「優質改善經驗交流會」的團體力量給予我們莫大的優勢，驅動我們繼續把優質的理念融入生活，使我們每家機構都能持續不斷地提高優質服務水平。最後，祝願「優質改善經驗交流會」在未來的日子繼續「展現優質、再創高峰」！

香港中華煤氣有限公司 常務董事
陳永堅先生

Keynote Speech by

Mr. Alfred W K CHAN,
Managing Director of
The Hong Kong and China Gas Company Limited



the convention for the 2nd time, marking 2008 as the beginning of a new cycle for QIESC since its inception in 1997.

Time flies. As I look around and see several familiar faces, I know that you, as well as myself and our teams, have faced many challenges as we have travelled the quality route since those early days, but we are still here to tell the tale – and that in itself is something to be proud of. Challenges are there to be overcome, and we are the living proof that this is possible!

Today, I am especially happy to offer warm greetings on behalf of QIESC to the Hong Kong Housing Society whose role has changed this year from one of observer to that of co-organizer of our conference. I do believe this is a very significant step, because it shows how the pursuit of quality is growing in strength across a whole range of institutions within Hong Kong who only a short time ago may never have even considered they had a part to play in this quest for excellence.

Vigilance and continuous improvement must remain our watchwords for survival. I am pleased to say that in following this maxim, Towngas has made great strides forward in 3 key areas in the past few years, namely safety, customer services and environmental protection.

Welcome to the Quality Improvement and Experience Sharing Convention (QIESC) 2008. This is our 12th gathering to celebrate different companies' excellent improvement projects. After 11 years, we have come full circle in terms of our annual get-togethers. So today, The Hong Kong & China Gas Co. Ltd. is very honoured to host

Since 2000, staff ideas to strengthen above ground gas pipes with an epoxy coating that resists corrosion and design a device to quickly open heavy manholes to speed up inspections and enhance health and safety of engineers and public alike, have both moved us substantially forward on our quality journey. A more recent result to emerge from creating a broader quality culture throughout the company has been that Towngas has become the first gas utility in Asia to receive the internationally recognized PAS55-1:2004 certification covering everything from gas production plants to gas meters.

Creative thinking has also led to the rise of our service quality. Towngas' Regular Safety Inspection has been phenomenally successful since its launch in 1995 bringing welcome enhancement to the safety and durability of gas appliances as well as a cut-back in maintenance requests. Frontline staff have also used their hands-on knowledge to design a "Dust-free Wall Opening Device" to reduce dust when drilling walls and a "Wireless Remote Control" signal to control gas water heaters without the need for electrical wire installation. We are always aware however, that quality products and quality service should not be viewed in isolation and are very much part and parcel of a more holistic, better quality of living that our customers aspire to – and which we as a company seek to fulfill. That is why in 2008, we also revamped our Towngas Avenue - Causeway Bay branch so as to offer our customers a much more convenient one-stop service outlet that includes a host of catering, culinary and retail aspects.

Environmentally, we also continue to make headway. Our project for "Turning Waste into Value" is now thriving, disposing of and recycling gas appliances and their parts in the most environmentally-way possible. And we are also very proud of extending our use of landfill garbage to generate energy for the gas production process as this has not only reduced costs, but also the emission of greenhouse gases - a win-win situation all round.

Continuous improvement in quality not only brings benefits in current operations, but also assists in the exploration and development of new businesses. Quality demands that we



look beyond the now to what also might be, for therein lies the future. For example, in 2005, Towngas diversified into a new business – that of water supply. By building on that spirit to reach out, improve, and capitalize on our utility supply knowledge we are now serving over 500 thousand customers and can look forward to a continually expanding water market. This diversification also led us to think creatively about how we could apply our gas industry expertise to that of the water sector. In so doing we came up with the idea for a high quality water pipe that will last for at least 50 years. Such are the synergies of quality improvement cultures and processes.

Towngas employees now automatically pro-actively respond to both society's as well as customers' needs using their honed capabilities to exploit their technical expertise and tease out the root cause of problems and solve them creatively.

In the past 10 years, teams from our Superior Quality Service (SQS) programme have considered over 700 cases and saved the company more than HK\$200 m. Riding on our experience, and with our strong background in quality improvements, we have been equally successful in implementing a similar SQS programme in our mainland JVs since 2001. As I speak, more than half of our JVs have now joined us on our quality journey. Today, Towngas is proud to have over 3,800 SQS members in both Hong Kong and the mainland and I fully expect that number will continue to rise. Through interaction and experience-sharing, this is proving fruitful for everyone as SQS is keeping Towngas at the forefront of its industry and offers staff a creative forum for ideas that in less quality-inclined organizations may go undetected.

Recently we witnessed one of the most remarkable elections in the western world. Barack Obama has become the first African-American President in the history of the United States. I think many people who voted for him are expecting that he will bring "change" to America. Obama's history and background already herald a breakthrough the likes of which we have never seen before. The voting result suggests many Americans are eager to see a transformation in the economy, in society, indeed even in their own lifestyles. The President-elect epitomizes an ethic that seems to say "we can get better", "we do have the capabilities to improve things", "but these will not happen because of me, nor because of you, but because of us". In other words it's all about teamwork. Members of QIESC well know that teamwork can fire up enormous potential. They know the impact that continuous improvement can make and this encourages them to deliver and create ever higher standards of quality service.

The world is changing before our eyes and demands fast and more ground-breaking responses to address challenges that may lie ahead. Our strong allegiance in QIES gives us untold advantages, not least the drive and energy to continually apply and improve quality schemes enabling us all to raise the bar and take quality to new heights within our companies!

The Hong Kong and China Gas Company Limited
Mr. Alfred W K CHAN,
Managing Director

大會顧問及評判 Advisory Panel & Panel of Judges

機構 Organization	大會顧問 Advisory Panel	大會評判 Panel of Judges
維他奶國際集團有限公司 Vitasoy International Holdings Limited	齊松先生 Mr. Charles CHYI 香港行政總裁 Chief Executive Officer, HK Operation	羅志聰先生 Mr. William LO 集團高級總監(財務及行政) Group Senior Director, Finance & Administration
香港鐵路有限公司 MTR Corporation Limited	陳富強先生 Mr. William CHAN 人力資源總監 Human Resources Director	陳國偉先生 Mr. Weller CHAN 署理基建維修經理 — 港島及將軍澳線 Acting Infrastructure Maintenance Manager - ISL&TKL
電訊盈科 PCCW	陳紀新先生 Mr. Tom CHAN 董事總經理, 個人客戶業務 Managing Director, Consumer Group	陳紀新先生 Mr. Tom CHAN 董事總經理, 個人客戶業務 Managing Director, Consumer Group
富士施樂(香港)有限公司 Fuji Xerox (Hong Kong) Limited	胡應明先生 Mr. Danny WU 生產型系統業務總監 Head, Production Systems Group	劉金蘭小姐 Ms. Katherine LAU 優質管理及顧客滿意經理 Manager, Quality & Customer Satisfaction
新昌管理服務有限公司 Synergis Management Services Limited	周永平先生 Mr. Steve CHOW 人才資源總監 Human Resources Director	游淑眉小姐 Ms. Brenda YAU 董事 Director
機電工程署 Electrical and Mechanical Services Department	何光偉太平紳士 Mr. HO Kwong-wai, JP 機電工程署署長 Director of Electrical and Mechanical Services	陳帆太平紳士 Mr. CHAN Fan, JP 助理署長/業務發展 Assistant Director/ Business Development
香港房屋協會 Hong Kong Housing Society	黃傑龍先生 Mr. WONG Kit Loong 副行政總裁 Deputy Chief Executive Officer	谷國融先生 Mr. Peter KUK 企業傳訊總管 Head of Corporate Communications
香港賽馬會 The Hong Kong Jockey Club	伍上果先生 Mr. Peter NG 電話投注事務部主管 Head of Telebet Services	伍上果先生 Mr. Peter NG 電話投注事務部主管 Head of Telebet Services
香港中華煤氣有限公司 The Hong Kong and China Gas Company Limited	陳永堅先生 Mr. Alfred W K CHAN 常務董事 Managing Director	鄭羅蕙芬女士 Ms. Margaret W F CHENG 企業人力資源總監 Head - Corporate Human Resources

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2008

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Ms Noel LAU



縮短豆腐線清洗時間

Shorten the Clean In Place (CIP)
time on Tofu production line



透過團隊合作，解決水壓問題及加快各流程，提高了產能和效率
To solve the water pressure problem and enhance the work efficiency through cross departmental and cross team cooperation

團隊背景 Background of the team

小組名稱 豆腐挑戰者
成立日期 2008年5月9日
所屬部門 品質管制部, 生產部
促進員 吳振峰
組長 葉源基
小組成員 黎明慧 姚泰安 余卓文

Team Tofu Challenge
Date of formation 9 MAY 2008
Composition Quality Control Department,
Production Department
Team facilitator Paul NG
Team leader YIP Yuen Kee
Team member Catherine LAI,
YIU Tai On,
YU Cheng Man

維他奶國際集團有限公司

Vitasoy International Holdings Limited



提案背景

豆腐生產線於2007年4月開始投產以來，豆腐及豆腐花銷量日益增長，為提高產能以配合銷量，我們成立了一個小組，研究怎樣可進一步提高產能。小組從現時的中央清洗系統出發，希望可加快清洗時間，從而加長生產時間及提高產能。

問題成因

現時豆腐線共有七組中央清洗線路系統，但由於水壓會有波動問題，因而引致兩邊機械設施不能同時運作。每次只可清洗一組，而每組的個別清洗時間亦需要43至100分鐘不等。清洗整個豆腐生產線的時間大概需要5至7小時。

Background of the project

Since the operation of the Tofu production line began in April 2007, there has been significant growth in the sales volume of Tofu products. In order to keep up with the sales volume, we have to increase the productivity of the Tofu production line. With this aim, an improvement team was set up, focusing mainly on how to increase the efficiency of the Clean in Place (CIP) so as to prolong the production time that leads to enhancement in productivity.

Cause of the problem

The Tofu production line consists of seven routes of Clean In Place (CIP) system, but they are unable to be operated simultaneously due to the instability of the water pressure.

The system can only be operated once at a time and it takes around 43 to 100 minutes per CIP circuit to complete the cleaning process.

It requires around five to seven hours for cleaning the whole CIP system after Tofu production.



○ 運用不同的分析及解決問題技巧，加上團隊合作精神，從而提高豆腐生產線的效率
Team based application of problem solving skills and analytical skills in enhancing the productivity of the Tofu production line

解決方案

小組先實地考察有關情況，從每一清洗系統內各線路作出深入探討。

制定可行方案及進行相關測試，針對加快各流程而作出改善，最後制定三項主要改善措施：

- 改善供水系統，在供水的位置加裝穩壓泵，從而穩定自來水的水壓，讓每組清洗系統可同時運作，減少等候時間。
- 改善每組的清洗流程，加強沖水效果。
- 在改善過程中，不斷就各組清洗系統的表現進行檢測及評估，以確保生產質數不受影響。

Solution

The Team studied on-site and monitored the performance of each CIP system.

The Team formulated an action plan and conducted several trials on the improvement process. Three main focused improvement areas were identified as below:

- To install a constant pressure pump to stabilize the water supply pressure, which enables the 7 CIP circuits to be worked simultaneously, so as to shorten the waiting time on cleaning.
- To enhance the effects of water rinsing by improving the workflow quantity.
- Performing various kinds of quality inspections so as to ensure that the effectiveness of CIP system and the high quality of the tofu product can be continuously maintained.

成果和效益

- 減少等候時間：每月平均減少7%
- 減少沖水時間：每日平均減少8.6%
- 減少用水量 8 - 9%
- 可提高每日供貨量及為顧客提供更多不同種類的豆腐和不同口味的豆腐花產品。
- 加強了生產部及品管部同事彼此間的了解及互助精神。

Achievement & benefit

- Reduce the waiting time: less 7 % on average per month.
- Reduce the water rinsing time: less 8.6 % on average per day.
- Reduce the usage of water: less 8-9 %.

Increase the customer satisfaction by providing sufficient types and quantities of Tofu products in the market.

Enhance team spirit and mutual understanding by means of cross team and cross-departmental cooperation between the QC and Production Department.



○ 持續優質理念，為消費者提供質優味美的山水豆腐
To continue practicing the quality concept by producing high quality San Sui Tofu

改善鋁熱焊接物料於危險倉的可存貨量問題

Improvement in the storage capacity problems of Thermit welding materials



齊步團團員圖
Come With Me Circle

團隊背景 Background of the team

小組名稱 齊步團
成立日期 1992年
所屬部門 香港鐵路有限公司 一 倉務部
促進員 梁建德
組長 黎融修
小組成員 方建新 勞文朗 黃明偉 鄭秉源
馮德銘 夏明安 翟煥強 張紀青
王集博 梁榮然 黃廣發

Team Come With Me Circle
Date of formation 1992
Composition Stores Department,
MTR Corporation Limited
Team facilitator LEUNG, Ivan Kin Tak
Team leader LAI, Vincent Yung Sau
Team member FONG, Sunny Kin Sun,
LO, ML Man Long,
WONG, Eddie Ming Wai,
KWONG, Hamise Bing Yuen,
FUNG, Raymond Tak Ming,
SHA, Samson Ming On,
CHAK, Vincent Woon Keung,
CHEUNG, Rebecca Kee Ching,
WONG, Rick Chap Pok,
LEUNG, KY Kai Yin,
WONG, Duncan Kwong Fat

提案背景

鋁熱焊接物料是港鐵軌道組所用其中一件不可或缺的存貨，用於晚上維修路軌期間在現場連接兩條路軌。近年，隨著需求上升及貯存方法的限制，多次出現即將缺貨的情況。此提案目標為將物料的最高可存貨量增加50%。經詳細分析後，最有效的解決辦法為把物料現有包裝一分為二。此方案最終將最高可存貨量增加100%，超出預期目標。

問題成因

每套物料包括一袋消防處法例界定為第六類危險品的焊沙，因此整套物料須存於危險倉內。

牌照規限了危險倉能儲存焊接物料的最高可存貨量，其涵蓋率（即供應）受影響，加上近年不斷上升的需求，因此出現多次即將缺貨的情況，嚴重影響定期維修及日常鐵路運作的安全及可靠性。

若有額外緊急需求，即時補貨需昂貴空運費用。（一般需求採用海運）

Background of the project

Thermit welding kit is an important device used by MTR Permanent Way Section in connecting two rails at the site during night maintenance. Following with the increase in demand in recent years and limit in the storage method, imminent shortage had occurred. The target of our project was to raise the maximum stock level of the kits by 50%. Problem analysis suggested that breaking down the existing packing into two would be the most cost-effective solution. Subsequently the maximum stock level of the kits was raised by 100%, which exceeded the original target.

Cause of the problem

The kit, including a bag of Thermit portion classified as DG Category 6 under the Dangerous Goods Regulations by Fire Services Department, has to be stored in Dangerous Goods (DG) Store.

The license caps the quantity of kits to be stored in DG Store and restricts its stock coverage. Due to the increasing demand of the kits in recent years, imminent shortage was resulted, affecting regular maintenance as well as the safety and reliability of railway service.

Urgent demand for this critical item implies high additional air freight costs.



○ 鋁熱焊接物料的所有部件
Contents of the Themit welding kit

解決方案

小組尋找改善方法之初，曾考慮興建一個新的危險倉，以容納更多物料套裝。但由於興建成本昂貴，所以採用另一個更加有效及更具成本效益的解決方法。

小組和基建維修部軌道組的用家根據香港危險品法例，重新檢視物料裏所有部件，並要求消防處再次界定其危險品的屬性，然後主動建議供應商將現有包裝一分為二，屬於危險品的部件會存進危險倉，其他的會存進重型倉。

有鑑於現在包裝所用的物料不夠堅固，搬運時容易損壞，小組主動建議供應商加強包裝物料及改善整個包裝的設計。

Solution

One of the possible and direct solutions was to build a new DG Store in order to store more kits, but considering the high construction cost, the team decided on a more efficient and cost effective solution.

The team reviewed all of the contents in the welding kit and requested the Fire Services Department to redefine the nature of dangerous goods. The team then proposed to the supplier to break down and repack the materials into 2 kits. Only the DG content would be kept in the DG Store while the remaining to be kept in the Main Store.

As the existing packing material was not strong enough and often damaged during physical handling, suggestion was also made to the current supplier to reinforce the packing material and improve the overall packing.

成果和效益

有形得益

在運用最少資源下，物料的最高可存貨量增加100%，超出目標 50%。

總共節省五十萬一千八百二十港元，包括：

- 工時及每年緊急空運費約十萬一千八百二十港元及
- 興建一個新危險倉成本約四十萬港元

無形得益

- 以創新方法提高同事的職業安全
- 精益求精，為部門及公司樹立良好可靠的專業形象
- 提高團隊合作性及工作效率，符合公司信念

Achievement & benefit

Tangible Benefits

Within limited resources, maximum stock level of the kits was increased by 100%, which is 50% above target.

Total savings achieved: HK\$501,820

- man-hours saved and urgent air freight costs each year: HK\$101,820
- construction cost of a new DG Store: HK\$400,000.

Intangible Benefits

- Enhanced occupational safety
- Maintained a reliable and professional image at the departmental and corporate level through continuous improvement
- Improved teamwork and work efficiency, achieved Corporate Core Values.



○ 儲存鋁熱焊接物料的第六類危險品倉
The Cat. 6 DG Store in which the Themit welding kits are stored.



○ 改善後：儲存於危險倉的物料體積縮小了一半，最高可存貨量則增加了100%。
After improvement: The size of the kit is reduced by 50%, together with a 100% increase in the maximum stock level.

電訊盈科 PCCW



籃train靈

Gotta be Respectable



籃train靈組員
Members of Internal Affairs

團隊背景 Background of the team

小組名稱 籃train靈
成立日期 2007年12月10日
所屬部門 電訊盈科個人客戶業務直銷部
促進員 陳志偉
組長 張妙玲 黃樂施
小組成員 徐力仁 莫珮筠 王寶欣 鄧欣欣
麥偉光 陳柏麟

Team Internal Affairs
Date of formation 10 DEC 2007
Composition Direct Sales, Consumer Group, PCCW
Team facilitator Adonis CHAN
Team leader Fiona CHEUNG, Jamie WONG
Team member Alex CHUI,
Amber MOK,
Connie WONG,
Dorothy TANG,
Gareth MAK,
Keith CHAN

提案背景

基於生活環境及文化教育的改變，大眾普遍認同新一代的青少年對禮貌的意識日趨薄弱。作為一間重視服務質素及負社會責任的公司，電訊盈科特別設計了一系列針對性的培訓，希望藉此提高前線銷售人員的禮貌意識，並為提升香港服務業整體的禮貌水平出一分力，發揚中國作為禮儀之邦的精神。

問題成因

- 新一代的青少年對禮貌的意識日趨薄弱，當他們投身社會工作，對公司的形象及服務質素有機會造成負面影響。
- 由於前線同事以年輕人佔大多數，而他們是直接與客人接觸的一群。因此，他們的言行舉止會直接影響市民對公司的信心。
- 由於公司的產品及服務多元化，所以在培訓上往往偏重產品知識教授。

因此，最根本的解決方法便是強化同事們的禮貌意識，這才可以為顧客提供優質的客戶服務，從而為公司建立良好的形象。

Background of the project

Due to social, educational and cultural changes, the public generally have an impression that the awareness of politeness and courtesy of new generation is gradually weakened. As PCCW highly values on service quality and concerns about social responsibility, a tailor-made training aims at raising the awareness on politeness and courtesy of our frontline salesmen is designed. The training may eventually influent the service industry in Hong Kong and elevate the standard of politeness and courtesy of Hong Kong society as a state of ceremonies.

Cause of the problem

- Teenagers with relatively lower awareness of politeness and courtesy will eventually become the workforce of the society, who may adversely affect services quality and, hence, image of the company.
- As young staff contribute a major part of the frontline staff and they are the one who serve customers face-to-face, their behavior will directly affect customers' confidence towards the company.
- Product training was the main focus among trainings provided to frontline staff due to great variety of products and services.

Therefore, reinforcing the importance of politeness and courtesy is the foundation of providing premium customer service and establishing a good image for the company.



導師教授前線員工一些日常禮貌用語
Tutor teaches frontline staff about politeness phrases.

解決方案

透過調查得悉市民評價我們的基本準則包括服飾儀容，站立姿勢和適常用詞，加上員工的禮貌意識水平還有待提高，因此我們設計了一系列針對性的培訓，藉以改善問題。培訓內容包括：

- 設計團體遊戲，證明禮貌氣氛能提升團體表現。
- 從個案討論中，發掘缺乏禮貌及服務質素的問題所在。
- 嘉賓分享，道出缺乏禮貌的後果。
- 強調實踐，教授箇中技巧並設神秘顧客測試成效。

Solution

According to research and survey, grooming, verbal expression and posture are the three common standards that public used to assess the level of politeness and courtesy of PCCW staff. As the three aspects of our staff have rooms for improvement, therefore, we have designed a training program aiming at improving the situation.

The contents of training include:

- Games - To demonstrate a polite atmosphere can improve team performance.
- Case studies - To identify problems that lower the level of politeness and courtesy.
- Guest sharing - To introduce the negative effect of being impolite.
- Real practice - To apply skills and techniques. At the same time, mystery shopper program will be launched to measure effectiveness of the program.

成果和效益

實施此計劃後，取得了以下的成果：

- 培訓提升了大眾對前線員工的正面形象，不但使電訊盈科的形象得以提升，更增加大眾對前線員工的信任，令銷售成績持續上升。
- 前線員工的禮貌指數獲得大幅提升，尤其在服飾儀容、站立姿勢和適常用詞三方面。同事提升對禮貌的意識後，有助建立一個有禮貌的工作環境和氣氛，同事間的關係亦較以前更為和諧。
- 前線員工有助向香港青少年傳播有關禮貌的文化。

Achievement & benefit

After the launch of the training program:

- Public perception towards company image, and hence the trustworthiness, is enhanced. Sales performance is greatly increased due to the positive image that the program created.
- The awareness of frontline staff towards politeness is raised, especially on the aspect of grooming, posture and verbal expression. By creating an atmosphere of politeness, the inter-relationship among frontline staff is greatly improved.
- Frontline staff spread the culture of politeness among Hong Kong teenagers.



優質客戶服務由禮貌開始
Politeness is the beginning of excellent service.



維修服務監控提升計劃 Work Control Enhancement Project



平衡圈組員
Members of Balance Team

團隊背景 Background of the team

小組名稱 平衡圈
成立日期 2007年7月3日
所屬部門 富士施樂(香港)有限公司
客戶服務及支援部(維修服務監控小組)
促進員 梁茱莉
組長 金艾興
小組成員 余慧敏 古秀明 謝雅蕊

Team Balance Team
Date of formation 3 JUL 2007
Composition Fuji Xerox (Hong Kong) Limited
Department of Customer Service
& Support (Work Control)
Team facilitator Julie LIANG
Team leader Kelvin KAM
Team member Wendy SHEA,
Queenie KU,
Tobe TSE

富士施樂(香港)有限公司 Fuji Xerox (Hong Kong) Limited



提案背景

客戶滿意是我們富士施樂的首要任務，但有部份客戶未能獲得準時的維修服務。維修服務監控小組是專責平均分配維修服務要求以務求迅速為客戶提供服務，該小組每日需要花費很多時間去編制多份有關維修服務的監控報告，才可以將客戶的維修服務要求盡速傳送至我們的維修服務員以作跟進。

但由於編制多份監控報告及維修服務要求傳送的過程需時，往往導致回應維修服務時間延誤。因此，我們成立品質改善小組研究問題成因及制定解決方法。

Background of the project

Customer satisfaction is always the top priority in Fuji Xerox, but there are some on-site services without timely response. Work Control is a team to manage and balance the service calls everyday. In daily practice, Work Control team members have to spend plenty of time for generating a number of reports and then consolidate altogether, in order to dispatch the service calls efficiently to our available engineers to deliver on-site service timely.

Nevertheless, the time-consuming process of report generation and dispatching call would lead to further delay for the service response time. Hence, our Kaizen team is set up to identify the root causes and resolve the issue by establishing system to provide instant management.

問題成因

- 由於大量繁複的數據需靠人手從不同的系統編制及篩選後，才能整理成Excel格式的報告，但即使各Excel 報告使用共用程式，但有關數據亦不能同時被多人更新，更有機會導致資料錯誤。
- 因為各程式不能互相兼容，同事需要花費更多時間才能完成報告編制。此外，因Excel的容量只能保留65,500 的記錄，所以Excel 未能有效處理不斷膨脹的數據量，因而容易出現誤差。

Cause of the problem

- Many complex data need to be consolidated and required manual work to filter out the useless information. As all reports are generated from different systems to MS Excel format, the data cannot be updated by more than one user simultaneously, even although by using the Excel Share Workbook function that will also cause the inconsistent data.
- These systems are not compatible each other, so generating report is a time-consuming process. Besides, capacity is a constraint of Excel that can only hold 65,500 records as maximum records. Hence, Excel is not able to manage on such fast-growing data and errors may easily be introduced consequently.



● 維修服務監控中心
Work Control Centre



● 向尊貴客戶簡介我們的服務承諾
Our Service pledge to our customers



● 定期向維修服務主管簡介最新的顧客服務趨勢
Regular customer satisfaction briefing to our Service Supervisor

解決方案

- 維修服務監控小組選用Microsoft Access來建立一個資料庫系統，來儲存所有服務資料以應付日常工作需要。使用維修服務監控系統的好處是可以資料重複儲存，以及建立一個有效和清晰架構的平台來管理數據。此系統通過了內部測試，並顯示該系統的容量和負荷量足以應付公司未來五年的增長。
- 因為維修服務監控系統的特別設計是可以接合公司現有的系統，所以除了可減少現時編制報告的時間，更能任何時候編制報告。新系統不但解決了編制報告的延誤，並提高了資料的準確度，從而同事們更能有效地分配資源及安排工作。

Solution

- Work Control uses the software of Microsoft Access as a key database to capture all service information and customize it to meet our work requirements. The Work Control Access System can eliminate storage of duplicate data and organize data into an efficient and logical structure. This system passes our internal testing about its capacity and loading and proves that is able to cater the business growth in future 5 years.
- This Work Control Access System is customized to interface with our existing programs, therefore, a number of Work Control reports can be generated instantly with less effort. This program not only solves the time delay report generation, but also able to show a number of accurate indicator for Work Control team to allocate appropriate resource and tasks efficiently.

成果和效益

有形得益

透過改善編制報告的工作流程，減少了繁複的工序，除節省了每日編制報告的時間，並縮短了維修服務員到達客戶時間達12.5%。

根據定期的顧客滿意度調查顯示，縮短維修服務員到達客戶時間以致客戶滿意度提高，現有顧客的忠誠度亦相對地上升。從節省工時成本及忠誠顧客的再次選購所賺取的全年利潤高達約港幣七百萬元。

Achievement & benefit

Tangible Benefits

By simplified the report generating process, the daily work hour is reduced and hence shortened the average service response time by 12.5%.

According to our regular survey, it shows that the customer satisfaction on response time has been increased and correlated with the increased loyalty of our existing customers. Approximately HK\$ 7M has been generated from manpower saving and revenue gained from repeated purchase of our loyal customers.

無形得益

有效率地對客戶的要求作出回應提高了我們的客戶滿意度，除減少了被投訴的情況，並增強了應付特別問題的能力。因此，提升了公司的競爭力及形象。

建立了一個持續改善的企業文化，不但加強了員工對解決問題和品質工具運用的能力，而且提升了整個小組的員工的工作滿足感。

由於縮短了編制報告及工作流程的時間，提升了維修服務監控小組員工的工作滿足感，他們更準確地提供資料給予維修服務員，從而與維修服務員們建立更好的溝通關係，亦提高了各人對客人實際情況的需要和了解。

Intangible Benefits

Customer satisfaction increased by quicker response to customer service request. The number of complaints is reduced, so that more time can be utilized in handling problem tasks. Finally, company competitiveness and image is enhanced.

Building up the culture of continuous improvement, it strengthens knowledge in Problem Solving and Quality Tools of team members, as a result of enhancing the sense of achievements of the whole team.

Employee satisfaction in Work Control improved by shortening the information searching time, so that the team can provide more accurate information to engineers. Hence, it develops a better communications and understanding of customers' needs.

新昌管理服務有限公司 Synergis Management Services Limited



提案背景

運頭塘邨管業處在日常工作中經常使用雪糕筒及安全藍白圍帶，用以圍起工程範圍或其他會構成危險的地方，以防止住戶或行人進入而釀成意外。不過，安全藍白圍帶容易被風吹至捲曲，影響公司的形象。

雖然管業處可以改用鐵馬代替，但鐵馬較重，保安員搬運鐵馬時，很容易引致工傷。同時，鐵馬亦會佔用較大貯存空間。

問題成因

- 風力驟變，令安全圍帶出現捲曲
- 因搬運鐵馬，而增加工傷事故
- 天氣惡劣情況下搬運鐵馬易生危險

Background of the project

Safety bands are widely used in the daily operation of Wan Tau Tong Estate. In order to avoid accidents, the Estate Management Office will use safety bands to identify construction or dangerous areas to stop residents or passers-by from entering. However, these safety bands are easily twisted under strong wind and affect the corporate image. Although metal fences can serve similar purposes, repeated transportation of these heavy items increases the risk of work injury and their large size requires considerable storage space.

Cause of the problem

- Safety bands are easily twisted under strong wind.
- Increased work injury cases due to transportation of metal fences.
- Increased danger during transportation of metal fences under bad weather condition.

神奇圍帶 Magic Belt



運頭塘圍組員
Members of Wan Tau Tong Circle

團隊背景 Background of the team

小組名稱 運頭塘圍
成立日期 2001年4月1日
所屬部門 運頭塘邨管業處
促進員 謝志華
組長 黃國輝
小組成員 黃健勝 方嘉傑 符子昌 廖彩霞
徐譚月 翁振東

Team Wan Tau Tong Circle
Date of formation 1 APR 2001
Composition Management Office of Wan Tau Tong Estate
Team facilitator Lawrence C.W. TSE
Team leader Dennis K.F. WONG
Team member Bray K. S. WONG,
K. K. FONG,
Dick T. C. FU,
Idy C. H. LIU,
T. Y. CHUI,
C. T. YUNG



○ 神奇圍帶。
Magic Belts.

解決方案

- 改善公司形象
- 減低工傷事故
- 改善捲曲情況
- 減少屋苑開支
- 減低保安員工作壓力
- 夜燈裝置提示晚歸住戶留意

Solution

- Improved corporate image.
- Decreased work injury cases.
- Decreased likelihood of safety band twisting.
- Cost saving.
- Reduced work pressure of security guards.
- Lighting device makes it more visible to residents.

成果和效益

- 節省人手搬運鐵馬及運作時間，令工作更有效率。
- 安全藍白圍帶可平穩地自由伸縮，解決捲曲的問題。
- 晚間有提示居民留意的作用。
- 減少工傷。
- 減少浪費安全藍白圍帶，支持環保。
- 提升屋苑之管理質素及公司專業形象。

Achievement & benefit

- Saves manpower and time for metal fence transportation and increases work efficiency.
- Solves the problem of twisted safety band by its adjustable characteristics.
- A lighting device is installed to increase visibility at night.
- Reduces work injury cases.
- In line with environmental policy as safety bands are reusable.
- Improves quality of management and corporate image.



○ 神奇圍帶可自由伸縮，解決捲曲問題。
Its adjustable characteristics can solve the problem of twisted safety band.



○ 夜燈裝置可提示晚歸住戶留意。
Lighting device makes it more visible to residents.

香港房屋協會 Hong Kong Housing Society



起排骨渠蓋車 Smart Channel Cover Lifter



寶石圈組員
Members of Diamond Circle

團隊背景 Background of the team

小組名稱 寶石圈
成立日期 2002年
所屬部門 寶石大廈管理處
促進員 余楊佩雯
組長 朱張錦霞
小組成員 黃麗娟 黃海燕 羅梁美雲 林錫榮
黎思強 黎偉明 關逸華

Team Diamond Circle
Date of formation 2002
Composition Bo Shek Mansion Estate Office
Team facilitator YU YEUNG Pui Man
Team leader CHU CHEUNG Kam Har
Team member WONG Lai Kuen,
WONG Hoi Yin,
LAW LEUNG Mi Wan,
LAM Sik Wing,
LAI Yan Keung,
LAI Wai Ming,
KWAN Yat Wah

提案背景

清理渠道是物業管理員的重要工作，但一個排骨渠蓋可重達20公斤，加上渠蓋之間緊密連接，所以往往需要兩名員工合力才能拉起渠蓋。而在拉起渠蓋時員工亦感十分困難，甚至引致受傷。為增加工作效率及確保員工在提升排骨渠蓋時的個人安全，香港房屋協會卓越圈團隊（寶石圈）透過創新意念，設計了操作簡易又兼具經濟效益的工具——「起排骨渠蓋車」。

問題成因

沒有合適的工具協助 - 員工清理時容易受傷；

清理去水渠需至少兩名員工合力拉起渠蓋 - 除增加清潔成本外，亦降低工作效率。

Background of the project

Cleaning surface channel is an essential task for property management staff. However, surface channel covers may reach 20kgs each and they are tightly trapped. Very often, two staff are required for lifting up the cover during which staff feel difficulty and are prone to injuries. Aiming at improving efficiency as well as ensuring staff's safety, the members of Diamond Circle Team thus designed an innovative, economical and easy-operated tool --- Smart Channel Cover Lifter.

Cause of the problem

Staff prone to injuries - lack of proper lifting device.

Inefficiency - at least two staff are required to lift up one surface channel cover as it is heavy.



○ 每個排骨渠蓋可重達20公斤，加上渠蓋之間緊密連接，令員工拉起渠蓋時感到十分困難，甚致容易引致受傷。
Surface channel covers may reach 20kgs each and they are tightly trapped. It is therefore hard for the staff to lift up these heavy surface channel covers while they are easily prone to injuries.

解決方案

香港房屋協會注重員工之工作安全，一直致力推廣安全工作的文化；

每屋苑均成立「卓越圈」，以改善工作之流程，從而提升工作的效率及安全的文化；

「寶石圈」成員就問題成因，集思廣益，利用思考激盪、魚骨圖分析問題所在，並以槓桿原理中的力點、支點及重點設計出既方便且實用的工具---「起排骨渠蓋車」。並從有形效益及無形效益兩方面作分析。現時屋苑員工使用該工具揭起渠蓋時不單輕鬆且更

Solution

Emphasis has been laid by the Hong Kong Housing Society in providing a safe working environment for its employees as work safety has been brought to prime importance.

Quality Enhancement Team (QET), aiming at better workflow, is formed by site staffs in each section with main focus laid on work efficiency and work safety.

By brain-storming, Diamond Circle members from Bo Shek Mansion applied the Fishbone Diagram for analyzing the problems. Stimulated by the Lever Theory, members arrived at designing an economical and easy-operated tool---Surface Channel Cover Lifter. To operationalize the creative idea and design, both tangible and intangible benefits of the tool were further studied and the tool was finally run for daily operation in an easier and safer manner.

成果和效益

有形得益

- 成本便宜：設計簡易，容易推廣及普及化；
- 提升工作效率：每次只需一名員工便可輕易拉開渠蓋。
- 節省人力及時間：-75%

無形效益

- 減少員工受傷機會 - 員工不必直接用手拉起渠蓋；
- 改善環境衛生 - 工序簡化，增加渠道清潔效率，改善淤塞情況。

Achievement & benefit

Tangible Benefits

- Minimal cost : simple idea, easy to be standardized.
- Improved efficiency : only one staff is required to lift up the channel cover.
- Manpower and time saving : -75%

Intangible Benefits

- Reduced risk in causing injuries to staff - staff are not required to lift the channel covers directly.
- Improved sanitary condition - working procedures simplified. Efficiency of cleansing works and silty condition of surface channel are enhanced and improved.



○ 有了「起排骨渠蓋車」的助力，揭渠蓋就輕鬆及安全得多了。
With the Smart Channel Cover Lifter, channel covers can be easily lifted up in an easier and safer manner.

機電工程署

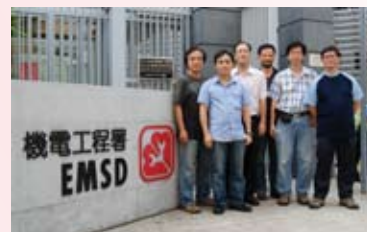
Electrical and Mechanical Services Department

機電工程署
EMSD



為電子行人過路發聲裝置調校器 設計紅外線反射器

Devising Infrared Reflector for
Handheld Terminal Used for
Adjusting Sound Level of
Electronic Audible Traffic Signal



進取組組員
AGGRESSIVE Team Members

團隊背景 Background of the team

小組名稱 進取組
成立日期 2006年3月15日
所屬部門 機電工程署 -
運輸、保安及中央工程部
促進員 李永潤
組長 許志剛
小組成員 伍鵬洋 林漢文 楊積偉
溫偉成 吳耀平

Team Aggressive
Date of formation 15 MAR 2006
Composition Transport, Security and Central
Services Division of Electrical
and Mechanical Services Department
Team facilitator LEE Wing-yun
Team leader HUI Chi-kong
Team member NG Pang-pun,
LAM Hon-man,
YEUNG Chik-wai,
WAN Wai-shing,
NG Yiu-ping

提案背景

電子行人過路發聲裝置的輸出音量可因應環境噪音自動調節，日間和夜間可以有不同的音量設定。然而員工仍須不時因應相關人士的意見，調較發聲裝置的音量設定。過程中員工會使用一個手提式紅外線調校器，執行一系列的步驟向發聲裝置發出指令以更改設定。安裝於較高位置的發聲裝置，加上現場環境的限制，往往對調校工作構成不便。

問題成因

- 在調校時，手提調校器與發聲裝置須形成一直線作紅外線傳送。
- 對於安裝於較高位置的發聲裝置，員工須要借助梯子或其他方法去完成調校。
- 現場環境限制可引發梯上工作或在行車道上工作的安全風險，及導致重複舉手及抬頭所帶來的職業健康問題。

Background of the project

The output of the Electronic Audible Traffic Signals (eATS) is capable of responding automatically to the ambient noise level. Moreover, there are separate output settings to cater for the day and night conditions. Nonetheless from time to time, the staff needs to adjust the sound level settings based on the opinions received from concerned parties. In the process, the staff will use a handheld terminal to transmit instructions through infrared beam to the eATS in a number of steps. For the eATS installed at high level, inconvenience is experienced in directing the infrared signals to eATS due to site constraints.

Cause of the problem

- Line of sight needs to be maintained from the handheld terminal to the eATS during infrared signal transmission.
- Ladders or other means need to be used for programming eATS installed at high level.
- Site constraints may give rise to safety hazards arising from staff working at height or on the carriageway, and occupational health problems arising from repeated lifting actions of the arm and head.



現場環境的限制對調校工作構成不便
Inconvenience Experienced Due to Site Constraints

解決方案

- 改善的目標在於讓員工在一個安全的位置進行調校工作。
- 探究的方向包括採用光纖引導、潛望鏡反射和鏡面反射，將調校器發射的紅外線導向發聲裝置。
- 前兩個方法比較複雜而所涉成品礙於攜帶，於是便着手對後者進行試驗。
- 紅外線強度因距離增加而減弱，要令數據可靠地傳送，需要解決很多技術問題。從實驗所得，選用凹面銀色電鍍材料效果最好和最可靠。
- 方案經過反覆測試，效果良好。

Solution

- It is aimed to devise a method to enable the staff to carry out the adjustment at a safe position.
- The use of optical fibre, periscope or reflection mirror as possible ways of channeling the infrared beam from handheld terminal to eATS have been explored.
- The use of reflection mirror is experimented for its simplicity.
- Improvement based on the concept leads to the use of a silver-electroplated concave mirror to concentrate the infrared beam after reflection for sufficient intensity.
- The solution is tested with satisfactory result.

成果和效益

- 員工利用反射器，可以在一個安全的位置進行調校工作，去除梯上或行車道上工作的風險。
- 進行調校工作時，員工不須重覆舉手及抬頭，促進職業健康。
- 工時顯著省卻 33%。

Achievement & benefit

- With the use of the device, staff can work at safe position without the need to work on ladder or on carriageway.
- The need for lifting arm and head repeatedly is eliminated, thus enhancing occupational health.
- Working time is saved by 33%.



使用改良的手提調校器
Programming with Improved Handheld Terminal



裝有紅外線反射鏡的手提調校器
Handheld Terminal with IR Reflector

香港賽馬會
The Hong Kong Jockey Club



香港賽馬會
The Hong Kong Jockey Club

馬會兼職員工培訓計劃 - 「幻化凝聚力」



Going Beyond the Call of Duty for Telebet Part-time Supervisors

嘉賓與畢業生齊聚參與「The Magic of We」
Honorable guests and graduates gather to share "The Magic of We"

團隊背景 Background of the team

小組名稱 幻化凝聚力
成立日期 2007年11月
所屬部門 電話投注處
促導員 謝雅儀, 陳漢良, 周子盈, 黃國平
組長 阮家華
小組成員 電話投注兼職事務組長

Team Magic of We
Date of formation NOV 2007
Composition Telebet Services
Team facilitator Fion TSE,
Herman CHAN,
Katherine CHOW,
Colin WONG
Team leader Nicholas YUEN
Team member Telebet Part-time Supervisors

提案背景

電話投注部為香港賽馬會其中一個服務渠道，為顧客提供賽馬、足球及獎券之高質素博彩娛樂。為應付五個電話中心之運作，電話投注部擁有超過9,000名員工的團隊。近年，電話投注部經歷重要之管理挑戰，以應付顧客及員工因業務不斷拓展所帶來之期望。

問題成因

- 新顧客階層急速增長
- 延長至二十四小時的服務
- 運作流程的廣泛轉變
- 前線兼職員工急劇的增加

Background of the project

The Telebet Services Department is one of service channels of the Hong Kong Jockey Club in providing quality horse racing, football and lottery betting entertainment in Hong Kong. It employs a huge workforce of over 9,000 staff in five call centres. In recent years, this service channel has been experiencing significant management challenges in meeting new and elevating expectations from both customers and staff as a result of rapid business expansion.

Cause of the problem

- Exponential growth in new customer segments
- Extension to 24-hour service
- Extensive changes in operational processes
- Rapid increase in the number of frontline part-time staff



● 學員參與員工輔導工作坊
Participants participated at the coaching workshop

解決方案

開展特別設計之「幻化凝聚力」培訓計劃，以加強前線組長之能力，提高電話中心之管理質素及加強內部溝通。

此計劃包括以下之單元：

- 達到部門目標之統一策略
- 其他服務渠道之培訓及神秘顧客計劃
- 優質服務及員工輔導之工作坊
- 嶄新營運之訓練

每位成功完成計劃之參加者皆獲香港賽馬會及香港管理專業協會聯頒的證書

Solution

A special programme, called the "Magic of We: Going Beyond the 'Call' of Duty for Telebet Part-time Supervisors", was developed to upgrade the call centre management and communication by strengthening the capability of all frontline supervisory staff.

This programme comprised different modules including:

- Strategic alignment session for departmental objectives
- Job attachment to other service channels and mystery shopping projects
- Quality service and employees coaching workshops
- Advanced operations training

Each participant was granted a certificate issued jointly by The Hong Kong Jockey Club and The Hong Kong Management Association after successful assessment.

成果和效益

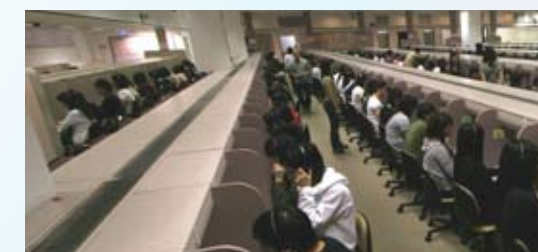
從 Donald Kirkpatrick's Four Levels of Evaluation 層面，該培訓計劃得到欣喜結果。

- 第一層面：參加者對課程之接受度
 - 學員都認同課程能提升其個人工作能力
- 第二層面：個人理解
 - 有百分之九十八點五的學員獲得資格，並提升至服務領袖之職位
- 第三層面：個人之工作應用
 - 部分兼職電話投注事務組長已獲分派管理工作並參與策劃及執行不同的服務改善計劃
- 第四層面：業務效益
 - 顧客滿意程度大大增加了百分之十二
 - 顧客滿意調查年報顯示，顧客對職員表現的滿意程度達百分之八十八，是有史以來最佳的成績

Achievement & benefit

The training programme has achieved very favorable results in all Donald Kirkpatrick's. Four Levels of Evaluation:

- Level 1 - Programme Acceptance by participants
 - The majority of participants agreed that the programme had enhanced their personal competency.
- Level 2 - Individual Understanding
 - 98.5% of participants were certified in the programme and assigned roles of service leaders.



● 電話投注中心
Telebet Centre

- Level 3 - Individual's work application, and
 - Some Telebet part-time supervisors have been assigned management roles and participate in the planning and execution of different service enhancement projects.
- Level 4 - Business Impact
 - 12% increase in customer satisfaction rating towards Telebet services
 - Record high rating of 88% on operators' performance as shown from the annual customer satisfaction survey.

香港中華煤氣有限公司 The Hong Kong and China Gas Company Limited



使用輕巧的電子手帳存取日常使用資料



電子手帳小組成員
Members of PDA

Using PDA to store and retrieve frequently used information

團隊背景 Background of the team

小組名稱 電子手帳
成立日期 2007年1月10日
所屬部門 客戶維修部
聯絡人 譚健華
促進員 吳劍峰
小組成員 蔣偉權 朱國基 何明輝 金發初
郭雁雄 李祺光 譚英雄 黃樂思

Team PDA
Date of formation 10 JAN 2007
Composition Customer Maintenance Department
Co-ordinator TAM Kin Wah
Team facilitator Harris NG
Team member CHIANG Wai Kuen,
CHU Kwok Key,
HO Ming Fai,
KAM Fat Chor,
KWOK Ngan Hung,
LEE Ki Kwong,
TAM Ying Hung,
WONG Lok See

提案背景

因日常執行工作的需要，前線技術員處理維修時要帶備不同的文件。這些文件包括後備零件冊、產品目錄、銷售推廣計劃、爆炸圖、完成工作編碼冊等。從前，技術員會用塑膠檔案夾把以上文件整齊放好，不過，始終紙張是容易破損的，同事要找尋或者更新資訊都不方便。

問題成因

- 文件種類數量繁多，技術員攜帶及使用時都很不便
- 需要以人手在眾多文件夾中找尋所需資料，十分費時
- 沒有統一處理文件的更新，令技術員帶備的資料未必顯示到最新的資訊。

Background of the project

Due to the operational need, the frontline technicians were required to bring different paper documents during their maintenance services. The documents included Spare Part List Booklet, Catalogue, Sales Plan, Exploded Diagram, Work done Code Booklet etc. In order to keep the documents in a good order, they kept the documents in a plastic document folder. However, the documents will be torn easily and were not efficient to retrieve and update the information.

Cause of the problem

- Various documents were bulky to carry and were inconvenient to retrieve information by technicians.
- Technicians needed to find the information manually, which was time-consuming.
- No house-keeping practice led to out-dated information carried by technicians.



● 技術員使用電子手帳向客戶推介煤氣爐具產品
The technician used PDA to promote the gas appliance to the customer

解決方案

為了使技術員的服務水平更進一步，客戶維修部使用思考激盪、力場分析及其他改善工具，選擇以電子手帳取代慣用的塑膠檔案夾，除了因其攜帶方便外，電子手帳還備有以下功能：

- 電子手帳安裝了為同事的工作度身設計的搜尋器。
- 透過電影功能展示產品的安裝過程。
- 全球定位系統為技術員指示前往目的地的方法及路線。
- 系統為技術員提供道路安全資訊、路面情況等。

Solution

To achieve a higher standard of service, Customer Maintenance Department used brainstorming, force field analysis and other improvement tools in this project. They decided to use PDA instead of the plastic document folder. Besides its portable characteristic, PDA also includes the functions below:

- Tailor-made searching engine.
- Movie function showing installation procedure of gas appliances.
- Global Position System (GPS) providing guide for technician to reach the destination of orders.
- GPS giving technicians some road safety tips, road condition and so on.

成果和效益

有形得益

因使用電子手帳令營業額上升、用紙成本減少，再扣回電子手帳的成本後，公司仍得到每年 HK\$1,309,614 的有形得益。

無形得益

- 減輕工具箱重量，工作更安全。
- 傳遞安全使用和保養爐具訊息，以及為司機提供道路安全的資訊。
- 提升技術員專業形象。
- 縮短更新資料時間。
- 配合環保意念 (減少砍伐 2,300 棵樹)。

Achievement & benefit

Tangible Benefit

After deducting the cost of PDA, Towngas still gains tangible benefit of HK\$1,309,614 per year by increased sales and reduce of paper usage.

Intangible Benefit

- Reduce the weight of tool bag making work safer.
- Safety message delivered on maintaining and operating of gas appliances and on the road condition for drivers and technicians.
- Enhanced professional image of company.
- Immediate updating of information (on-line).
- Environmental goal achieved (equivalent to saving 2,300 trees).



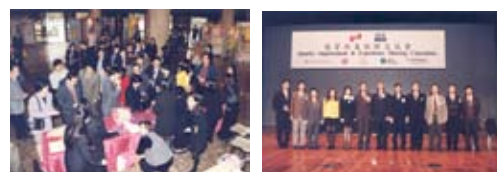
● 電子手帳協助司機到達目的地
PDA navigates the driver to reach the destination



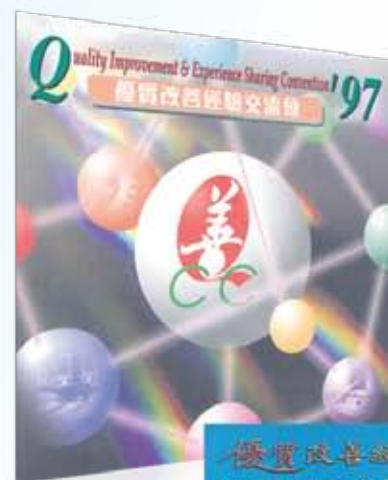
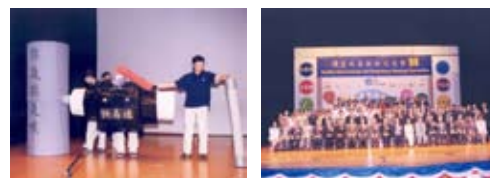
● 在改良前，技術員使用塑膠檔案夾存放常用文件
The plastic document folder was used by the technicians before the improvement

過往交流會資料 Past Conventions

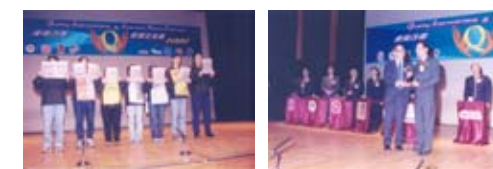
1997



1998



2000



1999



過往交流會資料 Past Conventions

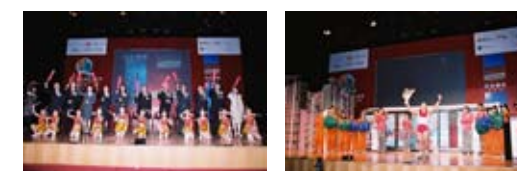
2001



2002



2004



2003



過往交流會資料 Past Conventions

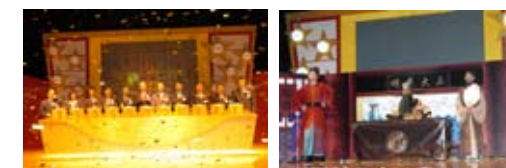
2005



2006



2007



2007 發佈提案 2007 Past Presentation List

地鐵有限公司
MTR Corporation Limited
狂網圈 Madnet Circle
改善大堂服務台的工作效率、減少用紙及增加收入。
To enhance efficiency of Customer Services Counter, minimize use of paper and generate extra income.

新昌管理服務有限公司
Synergis Management Services Limited
鳳鑽圈 Fung Chuen Circle
易存妥多用途儲水膠喉。
Multi-functional Water Storage Plastic Tube.

香港中華煤氣有限公司
The Hong Kong and China Gas Company Limited
新俊網絡 NT Network
確定煤氣管道有否穿越地下水道。
Identification of Gas Pipe Crossing Inside Decked Nullahs / Box Culverts.

維他奶國際集團有限公司
Vitasoy International Holdings Limited
服務圈 Services Circle
建立學校小食部合約資料庫。
Create the Electric Database for School Tuck Shop Contract.

香港賽馬會
The Hong Kong Jockey Club
「飛」常任務 Ticket Mission
提高場外投注處的彩票使用率。
Improvement of the ticket usage rate at Off-Course Betting Branches.

香港郵政
Hongkong Post
Kaizen Team
品質管理優化計劃。
Productivity and Quality Management System.

九廣鐵路公司
Kowloon-Canton Railway Corporation
西鐵節能圈 West Rail Energy Saving Circle
節省西鐵車站能源及開支。
Implementing Measures to Save Energy and Costs at West Rail Stations.

屯門醫院
Tuen Mun Hospital
抗生素指導小組 Antibiotic Stewardship Team (AST)
跨部門抗生素指導計劃。
Multidisciplinary Antibiotic Stewardship Programme.

機電工程署
Electrical and Mechanical Services Department
精氣組 Ching Hei Team
改良更換空調凍水機壓縮器潤滑油方法。
Improvement in the chiller compressor lubricating oil replacement process.

富士施樂(香港)有限公司
Fuji Xerox (Hong Kong) Limited
「專線達人」訓練圈 Training Program for Hotline "Tatsu Jin"
客戶專線訓練大躍進。
CAC Training Program Enhancement.

電訊盈科
PCCW
封密錄查 SWAT
審結系統
Staff Management and Resource Tracking Systems (SMARTS)

鳴謝 Acknowledgement

類別 Type

飲品
Drinks

嘉賓美點供應
Food for VIP Corner

大會司儀
Master of Ceremony

攝影及錄像
Photography and Video Shooting

來賓款待
Reception and Guest Escorts

舞台監督
Stage Management

對講機支援
Walkie-Talkie Support

計時器及網頁寄存服務
Timer and Web Hosting Service

投票表格收集、點算及核數服務
Vote Collecting, Counting and Auditing Service

意見調查
Opinion Survey

贊助機構 Sponsor



維他奶國際集團有限公司
Vitasoy International Holdings Limited



香港中華煤氣有限公司
The Hong Kong and China Gas Company Limited



香港中華煤氣有限公司
The Hong Kong and China Gas Company Limited



新昌管理服務有限公司
Synergis Management Services Limited



香港鐵路有限公司
MTR Corporation Limited



香港中華煤氣有限公司
The Hong Kong and China Gas Company Limited

策劃及工作委員會成員
Members of Organizing Committee



香港中華煤氣有限公司
The Hong Kong and China Gas Company Limited



香港鐵路有限公司
MTR Corporation Limited



機電工程署
Electrical and Mechanical Services Department



新昌管理服務有限公司
Synergis Management Services Limited



香港房屋協會
Hong Kong Housing Society



香港賽馬會
The Hong Kong Jockey Club

策劃及工作委員會成員
Members of Organizing Committee



富士施樂（香港）有限公司
Fuji Xerox (Hong Kong) Limited

優質活動聯絡資料

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Synergis Management Services Limited



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鄭文智先生 Tel: 2579 8095
Mr Frankie CHENG Frankie.cheng@synergis.com.hk

January

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	
			新曆新年 初七	初八		
4	5	6	7	8	9	10
初九	小寒	十一	十二	十三	十四	十五
11	12	13	14	15	16	17
十六	十七	十八	十九	二十	廿一	廿二
18	19	20	21	22	23	24
廿三	廿四	大寒	廿六	廿七	廿八	廿九
25	26	27	28	29	30	31
三十	春節	初二	初三	初四	初五	初六

February

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
初七	初八	初九	立春	十一	十二	十三
8	9	10	11	12	13	14
十四	十五	十六	十七	十八	十九	二十
15	16	17	18	19	20	21
廿一	廿二	廿三	雨水	廿五	廿六	廿七
22	23	24	25	26	27	28
廿八	廿九	三十	二月	初二	初三	初四

March

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
初五	初六	初七	初八	驚蟄	初十	十一
8	9	10	11	12	13	14
十二	十三	十四	十五	十六	十七	十八
15	16	17	18	19	20	21
十九	二十	廿一	廿二	廿三	春分	廿五
22	23	24	25	26	27	28
廿六	廿七	廿八	廿九	三十	三月	初二
29	30	31				
初三	初四	初五				

April

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	
		初六	初七	初八	清明	
5	6	7	8	9	10	11
初十	十一	十二	十三	十四	耶穌受難	十六
12	13	14	15	16	17	18
十七	復活節	十九	二十	廿一	廿二	廿三
19	20	21	22	23	24	25
廿四	穀雨	廿六	廿七	廿八	廿九	四月
26	27	28	29	30		
初二	初三	初四	初五	初六		

May

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
					勞動節	佛誕
3	4	5	6	7	8	9
初九	初十	立夏	十二	十三	十四	十五
10	11	12	13	14	15	16
十六	十七	十八	十九	二十	廿一	廿二
17	18	19	20	21	22	23
廿三	廿四	廿五	廿六	小滿	廿八	廿九
24	25	26	27	28	29	30
五月	初二	初三	初四	端午節	初六	初七
31						
初八						

June

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
	初九	初十	十一	十二	芒種	十四
7	8	9	10	11	12	13
十五	十六	十七	十八	十九	二十	廿一
14	15	16	17	18	19	20
廿二	廿三	廿四	廿五	廿六	廿七	廿八
21	22	23	24	25	26	27
夏至	三十	閏五月	初二	初三	初四	初五
28	29	30				
初六	初七	初八				

July

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	
		回歸日	初十	十一	十二	
5	6	7	8	9	10	11
十三	十四	小暑	十六	十七	十八	十九
12	13	14	15	16	17	18
二十	廿一	廿二	廿三	廿四	廿五	廿六
19	20	21	22	23	24	25
廿七	廿八	廿九	六月	大暑	初三	初四
26	27	28	29	30	31	
初五	初六	初七	初八	初九	初十	

August

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
						十一
2	3	4	5	6	7	8
十二	十三	十四	十五	十六	立秋	十八
9	10	11	12	13	14	15
十九	二十	廿一	廿二	廿三	廿四	廿五
16	17	18	19	20	21	22
廿六	廿七	廿八	廿九	七月	初二	初三
23	24	25	26	27	28	29
處暑	初五	初六	初七	初八	初九	初十
30	31					
十一	十二					

September

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
		十三	十四	十五	十六	十七
6	7	8	9	10	11	12
十八	白露	二十	廿一	廿二	廿三	廿四
13	14	15	16	17	18	19
廿五	廿六	廿七	廿八	廿九	三十	八月
20	21	22	23	24	25	26
初二	初三	初四	秋分	初六	初七	初八
27	28	29	30			
初九	初十	十一	十二			

October

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	
			國慶日	十四	中秋節	
4	5	6	7	8	9	10
十六	十七	十八	十九	寒露	廿一	廿二
11	12	13	14	15	16	17
廿三	廿四	廿五	廿六	廿七	廿八	廿九
18	19	20	21	22	23	24
九月	初二	初三	初四	初五	霜降	初七
25	26	27	28	29	30	31
初八	重陽節	初十	十一	十二	十三	十四

November

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
	十五	十六	十七	十八	十九	立冬
8	9	10	11	12	13	14
廿二	廿三	廿四	廿五	廿六	廿七	廿八
15	16	17	18	19	20	21
廿九	三十	十月	初二	初三	初四	初五
22	23	24	25	26	27	28
小雪	初七	初八	初九	初十	十一	十二
29	30					
十三	十四					

December

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
		十五	十六	十七	十八	十九
6	7	8	9	10	11	12
二十	大雪	廿二	廿三	廿四	廿五	廿六
13	14	15	16	17	18	19
廿七	廿八	廿九	十一月	初二	初三	初四
20	21	22	23	24	25	26
初五	初六	冬至	初八	初九	聖誕節	十一
27	28	29	30	31		
十二	十三	十四	十五	十六		

意見調查表 Questionnaire

多謝您參加今次交流會！為了精益求精，不斷改善，我們極需要您的寶貴意見，請就以下所列的項目，選出您的滿意程度及發表您的意見。

Thank you for attending this convention! Striving to excellence and continuous improvement, we need your valuable comments. Based on the following items, please indicate your satisfaction level by ticking the number and sharing your comments with us.

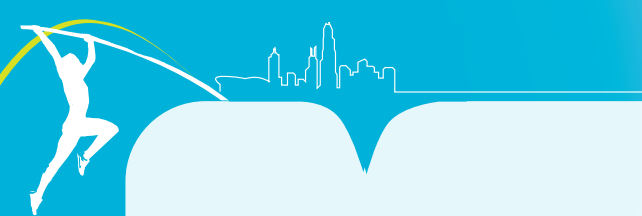
I. 項目的重要性 Importance

請把以下四個成功的交流會之元素依重要性排列，請在最重要的項目寫上“1”，在第二重要的項目寫上“2”，如此類推。

Please rank the following elements in the order of importance that a successful convention must consist. Please put a “1” beside the most important element, a “2” beside the second most important element and so on for the remaining elements.

- A. 交流會的場地(場地設施、場地佈置)
Setting (facilities, decoration of venue) _____
- B. 行政安排(日期、入場安排)
Administration arrangement (date, admission) _____
- C. 內容(節目程序、發佈隊伍的表達形式)
Content (program rundown, presentations) _____
- D. 大會氣氛營造(開幕典禮)
Atmosphere of convention (opening ceremony) _____

2009



II. 交流會表現 Convention Performance

	Very Satisfied 非常滿意				Very Dissatisfied 非常不滿意
A. 交流會的地點 Setting					
1. 場地設施 Facilities of the venue	⑤	④	③	②	①
2. 場地佈置 Decoration of the venue	⑤	④	③	②	①
B. 行政安排 Administration arrangement					
1. 入場安排 Admission arrangement	⑤	④	③	②	①
2. 接待安排 Reception arrangement	⑤	④	③	②	①
3. 座位安排 Seating arrangement	⑤	④	③	②	①
C. 內容 Content					
1. 交流會的時間長度 Duration of the event	⑤	④	③	②	①
2. 發佈隊伍表達形式 Presentations format					
a. 適當長度(10分鐘) Duration of each presentation(10 mins)	⑤	④	③	②	①
b. 內容有趣 Interesting	⑤	④	③	②	①
c. 內容清晰 Clarity	⑤	④	③	②	①
d. 內容有用 Informative	⑤	④	③	②	①
e. 內容吸引 Attractiveness	⑤	④	③	②	①
4. 場刊內容及編排 Content & arrangement of program book					
a. 場刊設計 Design & format	⑤	④	③	②	①
b. 場刊內容有用 Informative	⑤	④	③	②	①
D. 大會氣氛營造 Atmosphere of the convention					
1. 開幕典禮 Opening ceremony	⑤	④	③	②	①
2. 我最喜愛的發佈隊伍選舉 Selection of My Favourite Presentation Team	⑤	④	③	②	①
E. 對大會的整體滿意程度 Overall satisfaction of this convention	⑤	④	③	②	①
F. 您從什麼宣傳途徑得知此交流會 Channel of knowing this convention	<input type="checkbox"/> 1. 邀請卡 Invitation card <input type="checkbox"/> 2. 網頁 Website <input type="checkbox"/> 3. 其他 Others (請列出 Please state: _____)				
G. 改善建議(如：對明年交流會之期望) Suggestion for improvement (e.g. expectation on the next convention)	<hr/> <hr/>				