



# 優質改善經驗交流會 2012

Quality Improvement & Experience Sharing Convention

## 用心聽做 優質之道

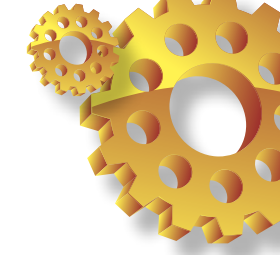
Quality Excellence through Proactive Listening and Responding

主辦機構  
Organizer



協辦機構  
Co-organizers





# 關於優質改善經驗交流會

## About Quality Improvement & Experience Sharing Convention

### 背景及歷史

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，並視之為成功的重要元素。除了發展及應用有效的品質管理系統之外，機構亦鼓勵他們的員工成立品質改善小組或品質圈，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。本著和其他機構交流切磋、互惠互利的宗旨，一個舉辦優質品質改善個案分享會的念頭誕生了。

第一屆優質改善經驗交流會由六間機構於 1997 年攜手創辦，其後得到其他機構的支持及響應，交流會成為了一年一度的品質圈盛事，並由各機構輪流主辦。

### History and Background

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 - which is regarded as an important element of success. In addition to developing and applying effective quality control systems, they encourage 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. With an aim to sharing and learning together to reach a win-win situation among businesses, the idea to organize experience sharing conventions for successful quality improvement cases was initiated.

The first Quality Improvement & Experience Sharing Convention was instituted in 1997 by 6 participating organizations. With strong support from other organizations thereafter, the Convention has become an annual major quality event with participating organizations taking turns to host.

### 標誌

此標誌是特別為優質改善經驗交流會而設計，並於 2001 年起沿用至今。標誌上的人頭和引號代表各優質機構彼此間的分享和交流，併構成的「Q」凸顯其優質管理的成就。整個標誌亦象徵優質改善經驗交流會提供了互相交流的平台，讓各優質機構分享其卓越改進的經驗及其優質管理的美好成果。



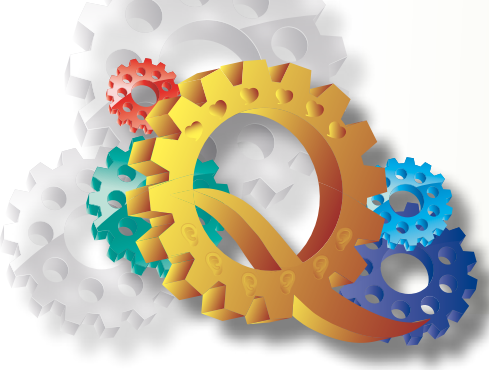
### The Logo

This logo is especially designed for the Quality Improvement and Experience Sharing Convention and has been used since 2001. The silhouetted heads and the inverted commas not only symbolize the sharing among the quality organizations, but also form a letter “Q” highlighting their quality achievements. This logo also represents that the Convention has established a learning platform for sharing their improvement experience and their achievements of quality management.

## 歷屆主辦機構

### Host Organizers

九廣鐵路公司	1997 (1st)	Kowloon-Canton Railway Corporation
香港中華煤氣有限公司	1998 (2nd)	The Hong Kong and China Gas Company Limited
屯門醫院	1999 (3rd)	Tuen Mun Hospital
新昌管理服務有限公司	2000 (4th)	Synergis Management Services Limited
香港郵政	2001 (5th)	Hongkong Post
富士施樂 ( 香港 ) 有限公司	2002 (6th)	Fuji Xerox (Hong Kong) Limited
香港賽馬會	2003 (7th)	The Hong Kong Jockey Club
港鐵公司	2004 (8th)	MTR Corporation
機電工程署	2005 (9th)	Electrical and Mechanical Services Department
維他奶國際集團有限公司	2006 (10th)	Vitasoy International Holdings Limited
電訊盈科有限公司	2007 (11th)	PCCW Limited
香港中華煤氣有限公司	2008 (12th)	The Hong Kong and China Gas Company Limited
新昌管理服務有限公司	2009 (13th)	Synergis Management Services Limited
富士施樂 ( 香港 ) 有限公司	2010 (14th)	Fuji Xerox (Hong Kong) Limited
香港賽馬會	2011 (15th)	The Hong Kong Jockey Club
港鐵公司	2012 (16th)	MTR Corporation



## 目錄

Table of Contents

關於優質改善經驗交流會 .....	1
About Quality Improvement & Experience Sharing Convention	
目錄.....	2
Table of Contents	
節目程序.....	3
Programme Rundown	
開幕演講辭 .....	4
Opening Keynote Speech	
大會顧問及評判 .....	6
Advisory Panel & Panel of Judges	
策劃及工作委員會 .....	7
Organizing Committee	
提案專頁 .....	
Project Summaries	
香港房屋協會 .....	8
Hong Kong Housing Society	
電訊盈科有限公司 .....	10
PCCW Limited	
維他奶國際集團有限公司 .....	12
Vitasoy International Holdings Limited	
新昌管理服務有限公司 .....	14
Synergis Management Services Limited	
香港中華煤氣有限公司 .....	16
The Hong Kong and China Gas Company Limited	
富士施樂 ( 香港 ) 有限公司.....	18
Fuji Xerox (Hong Kong) Limited	
香港賽馬會 .....	20
The Hong Kong Jockey Club	
港鐵公司 .....	22
MTR Corporation	
閉幕辭 .....	24
Closing Remarks	
鳴謝 .....	26
Acknowledgement	
優質活動聯絡資料 .....	27
Company Representatives for Quality Activities	

## 節目程序

Programme Rundown

時間 Time	節目 Event
1:15pm	接待嘉賓 Reception
1:45pm	入場 Admission
2:00pm	開幕儀式 Opening Ceremony
2:10pm	致送紀念品予協辦機構 Souvenir Presentation to Co-organizers
2:15pm	開幕演講：港鐵公司行政總裁韋達誠先生 Opening Keynote Speech by Mr. Jay H. Walder, Chief Executive Officer, MTR Corporation
提案發布 ( 第一節 ) Project Presentation (Part I)	
2:30pm	香港房屋協會發布提案 Presentation by Hong Kong Housing Society
2:43pm	電訊盈科有限公司發布提案 Presentation by PCCW Limited
2:56pm	維他奶國際集團有限公司發布提案 Presentation by Vitasoy International Holdings Limited
3:10pm	中場休息 Break
提案發布 ( 第二節 ) Project Presentation (Part II)	
3:30pm	新昌管理服務有限公司發布提案 Presentation by Synergis Management Services Limited
3:43pm	香港中華煤氣有限公司發布提案 Presentation by The Hong Kong and China Gas Company Limited
3:56pm	富士施樂 ( 香港 ) 有限公司發布提案 Presentation by Fuji Xerox (Hong Kong) Limited
4:09pm	香港賽馬會發布提案 Presentation by The Hong Kong Jockey Club
4:22pm	港鐵公司發布提案 Presentation by MTR Corporation
4:35pm	投票時間 Vote Casting
4:45pm	分享環節 Sharing Session
4:57pm	頒發紀念品予發布隊伍 Souvenir Presentation to Presentation Teams
5:07pm	頒發獎項予得獎隊伍 Prize Presentation to Winning Teams
5:12pm	致閉幕辭：港鐵公司人力資源總監張少華先生 Closing Remarks by Mr. Morris Cheung, Human Resources Director, MTR Corporation
5:17pm	交接儀式 Handover Ceremony
5:30 pm	節目完結 End of Programme

### 大會司儀 Masters of Ceremony

#### 港鐵公司

車曉敏小姐  
耿詩薇小姐  
黃禮明先生

#### 維他奶國際集團有限公司

許桂林先生

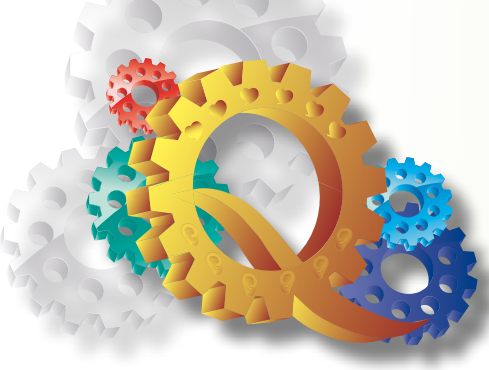
#### MTR Corporation

Ms. Winnie Che  
Ms. Melissa Kang  
Mr. Alex Wong

#### Vitasoy International Holdings Limited

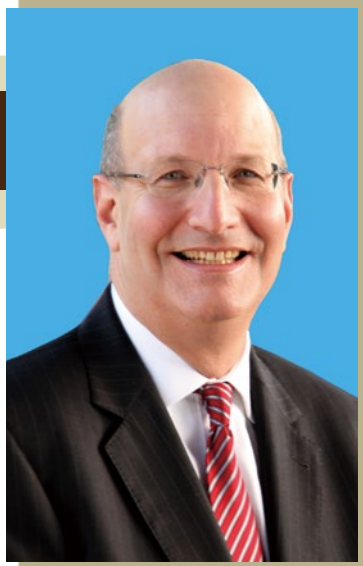
Mr. Jacky Hui





## 開幕演講辭

Opening Keynote Speech



各位嘉賓、各位友好

歡迎各位今天蒞臨優質改善經驗交流會，見證八間合辦機構藉此平台分享和拓展彼此的專業知識，強化彼此的成功之道，攜手共建更美好的香港。

我感激各贊助機構的大力支持和發布隊伍付出寶貴時間，為大家展現豐富而深入的見解，亦感謝策劃及工作委員會付出無比辛勞，精心籌備今天的交流會。

我們不斷追求卓越，為的不只是拓展業務，更重要的是為我們的顧客、持份者以至廣大的社群創造價值。

環顧全球，不少機構都在不斷求進，竭力提升顧客的滿意度。無論在本地或海外市場，那些不吝投資而能預先掌握持份者需要的國際品牌，往往都能在競爭激烈的環境中取勝。那麼，怎樣才能做到？今次交流會的主題 – 「用心聽做，優質之

道」正好引領我們去找到答案。

今天我們分享的種種創見都有很大的發展潛力，協助我們改善營運及盈利，亦對我們服務的大眾帶來更廣大而正面的影響。優質改善經驗交流會代表著一個「互助圈」，我們八間機構都與香港的發展唇齒相依。雖然我們在不同領域提供服務，但各自和這城市建立起一種獨特、互為依靠的關係。這共通點把我們連在一起，我們既促進彼此的進步，又令這城市進步，最後，這個良性循環亦會為我們的業務帶來得益。

在生活節奏急促的 21 世紀，我們不能再固步自封——被動地給予回應；相反，我們必須主動尋求改善。顧客既要求我們不斷創新，又期望與我們建立全新的互動關係。我們必須關注這些需要，才能向前邁進。

無庸置疑，港鐵是全球最先進及最高效率的鐵路公司之一，這從排行榜上高達 99.9% 的服務準時程度可見一斑。然而，如何能令目前的成就更上一層樓？如何提供最佳的服務？

答案已經在我們每天所服務的顧客那裡，他們提出的服務要求正是我們行動的最佳指引。我們仔細聽，便能發現成功的端倪。

在港鐵，我們廣開渠道，用心聆聽持份者——包括股東、同事、顧客的

心聲，分析他們的訴求，致力滿足他們的期望。我們作出的任何改善旨在滿足真正的訴求，這是關鍵所在。能滿足市場的要求是企業的致勝之道，而港鐵的「用心聽·用心做」計劃正是這基本商業原則的延伸。結果是顧客獲得更好的體驗，忠誠度亦大大提高，更重要的是，正面的影響將擴展至整個社區。

今屆優質改善經驗交流會的八間機構都成就非凡；然而，有些時候成功令我們過於專注自己做事的方式，而可能忽略了顧客期待我們做事的方式。聆聽殊不容易，但只要我們找著門徑，就能給我們的顧客和香港帶來更多裨益。

優質不只是一個目標，也是一段旅程。我們在追求優質的路上邊聽邊回應，最後成果豐碩，而我們所服務的社會亦會同樣受益。

讓我們來一起承諾，永不輕言滿足，常常虛懷若谷、不斷求進。我謹此祝願八間優秀的機構在追求優質改善的旅程中成果豐碩、萬事順遂！

多謝各位。

**港鐵公司行政總裁  
韋達誠**

Honourable guests and quality friends

I am proud to welcome you all today to the convention of Quality Improvement and Experience Sharing (QIES). This is a platform for the eight co-organizing companies to expand their knowledge, heighten their success and help each other to build a better Hong Kong.

I am grateful to all the sponsors for their support and to the presentation teams for taking the time to compose and share their insight. We should also thank the organizing committee for their hard work preparing this convention.

Today we devote ourselves to excellence. We want to grow our businesses while offering greater value to our customers, our stakeholders and the broader community.

Around the world, companies are learning to deliver higher and higher levels of customer satisfaction. Those international brands, which invest in improvements to anticipate stakeholders' needs, are the ones to win in competitive environments - in their domestic markets and on a global scale. So how do we get there? The theme of this convention "Quality Excellence through Proactive Listening and Responding" can show us the way.

The ideas we share here today have great potential. They can help us improve operations and profitability as well as affect a wider, positive impact on the community. What QIES represents is

a 'circle of support'. Our eight companies all have close ties to Hong Kong. We serve different sectors but each of us has a special, symbiotic relationship with this city. That commonality is a bond between us; anything we do to strengthen each other also strengthens our community, which ultimately brings benefits back to our businesses.

In life's fast-paced, 21st-century journey, we cannot afford to stand still - to remain passive or reactive. We have to proactively seek improvement. Our customers are clamouring for innovation and for new ways to interact with our companies. We have to embrace those needs if we want to move forward.

Without a doubt, MTR is one of world's most technologically advanced and efficient mass-transit companies. That is what our league tables tell us - 99.9% on time service. But how do we take that kind of success and build upon it? How can we do more?

The people we serve everyday already have those answers. And the services they ask for point to our best course of action. If we listen, the clues to success are there.

At MTR we have opened our ears; we listen to stakeholders - to our shareholders, to our colleagues and to our customers. We analyse their requests and strive to cater to their wishes. It is critical that any improvements we introduce address

real needs. Filling market demands is how companies win. MTR's own "Listening and Responding" program is an extension of that fundamental business rule. The result is a better customer experience and a more loyal customer base. But the positive effects ripple throughout the community.

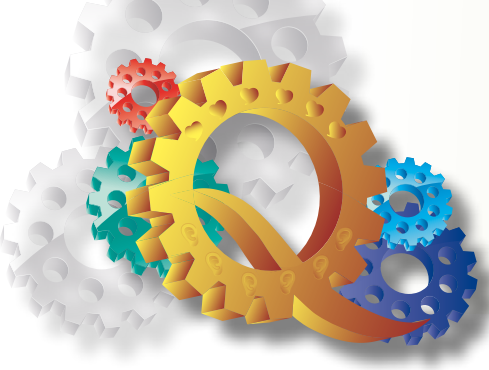
The eight companies of the QIES convention are all successful businesses. But sometimes success can lead us to become too focused on the way we do things; and there is a risk we lose sight of how customers want things done. It is not always easy to listen. But that doorway is there and when we recognize it, we can bring more to our customers and more to Hong Kong.

Quality is not just a destination; it is a journey. And when we pursue it, listening and responding along the way, we gain, and so do the communities we serve.

So let's make a promise to never settle for second best, to stay hungry and to keep improving. I wish all eight of the great companies here today all the best as we each embark on a journey to reach higher quality.

Thank you.

**Jay H. Walder**  
Chief Executive Officer  
MTR Corporation



## 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
	韋達誠先生 行政總裁 Mr. Jay H. WALDER Chief Executive Officer	陳國偉先生 副纜車車務主管 昂坪 360 有限公司 Mr. Weller CHAN Deputy Head of Cable Car Operations Ngong Ping 360 Limited
	陳詠新女士 總監 (企業規劃及財務) Mrs. Margaret CHAN Director (Corporate Planning and Finance)	谷國融先生 企業傳訊主管 Mr. Peter KUK Head of Corporate Communications
	林榮執先生 工程部董事總經理 香港電訊有限公司 Mr. Peter LAM Managing Director, Engineering HKT Limited	鄧艷玲小姐 工程部商業客戶服務副總裁 香港電訊有限公司 Ms. Shirley TANG Vice President, Commercial Customer Service Engineering HKT Limited
	陳曾淑苹博士 集團技術總監 Dr. Joanna CHEN Group Technical Director	周家碧小姐 採購總監 Ms. Amy CHOW Purchasing Director
	馬金泉先生 高級經理 - 品質管理 Mr. James MA Senior Manager - Quality Assurance	鄭文智先生 助理經理 - 品質管理 Mr. Frankie CHENG Assistant Manager - Quality Assurance
	孫淑貞小姐 企業資訊科技總監 Ms. Susanna SHEN Head - Corporate Information Technology	杜永明先生 中華煤氣工程學院總監 Mr. James TO Head - Towngas Engineering Academy
	伍雪芬小姐 人力資源部總監 Ms. Eliza NG Director, Human Resources	劉金蘭小姐 企業優質及可持續部總經理 Ms. Katherine LAU General Manager, Corporate Quality & Sustainability
	葉華信先生 人力資源發展部主管 Mr. Barry IP Head of Human Capital Development	朱靜儀小姐 人事事務經理 Ms. Henrietta CHU Human Resources Manager (Event Management and Training)

## 策劃及工作委員會

### Organizing Committee

**主席**  
**Chairman**  
**港鐵公司**  
**MTR Corporation**  
  
卓振益先生  
Mr. Chris CHEUK

### 成員

### Members

#### 港鐵公司

#### MTR Corporation

何朗秋先生      馮萬年先生      馮順才先生  
Mr. Charles HO      Mr. Daniel FUNG      Mr. George FUNG

#### 香港房屋協會

#### Hong Kong Housing Society

黃英傑先生      梁婉娜小姐      何雅詩小姐      何志光先生  
Mr. Romulus WONG      Ms. Bella LEUNG      Ms. Alice HO      Mr. Jackson HO

#### 電訊盈科有限公司

#### PCCW Limited

王愛愛小姐  
Ms. ONG Ai Ai

#### 維他奶國際集團有限公司

#### Vitasoy International Holdings Limited

葉偉明先生      莫文照先生  
Mr. Chris IP      Mr. MOK Man Chiu

#### 新昌管理服務有限公司

#### Synergis Management Services Limited

鄭文智先生      談韻儀小姐  
Mr. Frankie CHENG      Ms. Stephanie TAM

#### 香港中華煤氣有限公司

#### The Hong Kong and China Gas Company Limited

劉淑媛小姐  
Ms. Noel LAU

#### 富士施樂 (香港) 有限公司

#### Fuji Xerox (Hong Kong) Limited

陳承志先生      吳佩雯小姐  
Mr. Henry CHAN      Ms. Man NG

#### 香港賽馬會

#### The Hong Kong Jockey Club

區覺仁先生      金詠詩小姐  
Mr. Alan AU      Ms. Gloria KAM



## 引蛇入洞

### Inductive Device for Hi-Jet Drain Cleaning

#### 團隊背景

##### Background of the Team

小組名稱 Team name	求奇圈 Circle Ki Ki
成立日期 Date of formation	2002
所屬部門 Composition	真善美村辦事處 Chun Seen Mei Chuen Estate Office
促導員 Team facilitator	余碧儀 Agnes YU
隊長 Team leader	江麗容 Ivy KONG
小組成員 Team members	王婷、許振霖、李詠欣、馮汝成、潘國璋、 羅惠成、陳俊武、劉燦明 Tina WONG, Hugo HUI, Rebecca LI, FUNG Yu Shing, POON Kwok Cheung, Simon LAW, CHAN Chun Mo, LAU Chan Ming



求奇圈組員  
Members of Circle Ki Ki



#### 背景

地下污水主渠淤塞的情況時有發生，然而污水渠出口往往位於地下的沙井深處，技工進入沙井進行通渠工作前，必須進行安全評估。

#### Background

Blockage at underground sewage main pipe is common. However, sewage drain is usually located at manhole bottom. Safety & Risk Assessment is required before tradesman enters the manhole.



#### 問題剖析

- 沙井屬密閉空間，應避免在內工作。
- 技工要在沙井外將高壓通渠機的軟喉及噴咀導入沙井底部之污水渠位，在操控上具有相當的難度。

#### Problem Analysis

- Work at manhole should be avoided where possible as it is a confined space.
- It is difficult for a tradesman staying outside manhole to fix nozzle and hose of high pressure jet cleaner properly into a drain at manhole bottom.



#### 解決方案

- 在進入沙井工作前，必須進行風險評估。
- 為安全起見，應盡量使用工具或機械設備協助，以減低在高危的地下沙井環境下工作。
- 利用硬身膠喉做成引導管，並於末端加上喉曲，在彎曲位置開一個缺口將高壓通渠機原有的軟喉放在硬膠喉管內。技工便可於地面上更穩妥地將軟喉放進污水渠中通渠。同時，較易控制通渠機的喉管及喉咀。

#### Solutions

- Risk assessment is required before entering underground manhole.
- For safety, it is better to use tools or equipment to perform works inside the underground manhole in order to reduce risk.
- With assistance of an inductive device made of uPVC pipe to support hose and nozzle of high pressure jet cleaner, it is easier for tradesman to fix the hose and nozzle freely and properly into the underground drain.



#### 成果及效益

- 成本極低，設計簡易，適合其他屋苑使用。
- 改善工作程序，減少風險。
- 提升工作效率，減省時間。

#### Achievements and Benefits

- Low cost, simple design and applicable in different estates.
- Improve work procedure. Lower risk.
- Increase work efficiency. Save time.



引蛇入洞  
Inductive device for Hi-Jet drain cleaning



高壓通渠簡易到位  
It is easy to fix nozzle and hose to blocked underground sewage drain



## 建立智能核對清單系統，為前綫及後排同事提示重要資料

### Developing a System for Providing Alert Messages to Frontline Staff and Support Staff

#### 團隊背景

##### Background of the Team

小組名稱 Team name	我們是一家 We are ONE Team
成立日期 Date of formation	2012 年 3 月 21 日 21st March 2012
所屬部門 Composition	香港電訊工程部 – 商業客戶服務優質改善小組 HKT Quality Improvement Team (QIT), Commercial Customer Services / Engineering
促進員 Team facilitator	馬敬偉 Pirro MA
隊長 Team leader	羅嘉輝 Kaffee LO
小組成員 Team members	胡文強、馮燕妮、冼卓盈、陳慧詩、鍾靜文、 顏巧英、何麗妮、麥婉玲、林雅菁、彭兆緯、 呂灝漩、王寬榮、蔡進源 Vincent WOO, Rebecca FUNG, Cherry SIN, Coco CHAN, Kammy CHUNG, Idy NGAN, Lily HO, Mandy MAK, Nga Ching LIN, Ben PANG, Philip LUI, Dennis WONG, Ryan CHOI



電訊盈科 – 香港電訊 QIT 團隊  
PCCW-HKT QIT team



#### 背景

在處理「ONE Communications」的訂單時，前綫及後勤同事經常因資料不正確而需要退回訂單，重新跟進及處理，費時失事。

「ONE」是中小企熱賣的產品，由電訊盈科 - 香港電訊集團之四網服務（固網、寬頻、多媒體及流動通訊）組成，其工程單亦相當複雜，尤其是對新入職的銷售同事來說，他們或未能一次過把客人的要求正確地向後勤同事匯報，造成資料不詳或錯誤，於是後勤同事要退回工程單予前綫同事與客戶再跟進，從而產生很多不必要且重覆的工作及客戶查詢；更甚者，這影響工程部未能預先安排資源及人力分配，以致未能配合客戶的業務需要而延遲提供服務，令客人感覺不良，員工的工作壓力亦大增。此外，在回覆客戶的確認信件時，亦需以人手從不同的系統中抽取相關資料進行整合，十分費時。

#### Background

In processing the orders of “ONE Communications”, order rejections for re-processing were common due to incorrect information communication between frontline and back-end staff, resulting in inefficiency and unpleasant customer experience.

“ONE” is a very popular product for the SME sector, comprising the PCCW-HKT Group's quadruple-play of Broadband, Fixed-line, Multi-media and Mobile services. The ordering system for ONE is therefore highly complex. New salespersons in particular might encounter difficulties in filling in the ordering forms correctly, risking rejection by back-end teams due to inadequate or wrong information. This would then trigger additional workload in order re-taking and customer enquiries. Even worse, we could not appropriately plan our network resources to accommodate customers' business needs, resulting in possible delay in service provision. All in all, the problem would create poor customer experience and undue stress on colleagues. In addition, service order confirmation letters to customers currently are generated from different systems, which is also time consuming.

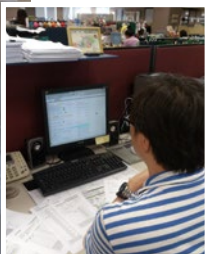
##### QIT 成員利用魚骨圖去找出問題成因

QIT members applied the Ishikawa methodology to identify and explore the possible causes of the problem



##### 成員正在測試自行研發的「智能核對清單系統」

A team member was testing the in-house “Intelligent Quality Control System”



#### 問題剖析

- 產品複雜及多元化，銷售部同事在填寫客戶工程單的過程中很容易出錯。

#### Problem Analysis

- Complex service offers and application forms increase the risk of errors especially for new sales staff when placing orders.



#### 解決方案

- 運用魚骨圖協助找出問題所在，然後從各種可行的改善方案中揀出最有效的去實行。
- 為銷售部同事編寫了「智能核對清單系統」程式，無須 IT 設計成本。
- 「智能核對清單系統」得到市務部的支持，成為銷售部同事一件必備的工具，幫助他們正確地搜集客戶要求。
- QIT 隊伍亦跟進使用這工具的同事的意見，從而不斷改良。

#### Solutions

- By applying the Ishikawa (Cause and Effect) methodology to identify the problems and possible causes, we selected the most effective and efficient solution from all feasible options.
- We developed an in-house “Intelligent QC System” for salespersons to use (without incurring additional IT team resources).
- With the support from Product Marketing, salespersons made use of the Intelligent QC System as a standard tool to collate customer needs accurately.
- The QIT was keeping track of users' feedbacks for continuous improvement.



#### 成果及效益

來自不同部門的成員，憑著相同的目標和理念，為 ONE 服務訂單的核心問題進行分析，共同研究出一個對公司、前綫員工及後勤同事都簡單而有效的系統。過程當中，各人對不同部門都加深了認識及包容，明白到各自面對的困難，認識到各部門好比鐘錶的齒輪，需要互相協調和配合才能發揮最好的效果。包容及配合，是我們今次 QIT 最大的得著。

以下是這次 QIT 的獲益：

- 訂單業務操作：在額外跟進工序方面，每月減省了 924.5 個工時。
- 環保：每月節省了 6,872 張 A4 紙張。
- 專業形象提升：銷售員工能一次過準確地取得客戶所有要求，並如期完成信件回覆及向客戶提供服務，專業形象得到提升。
- 客戶感受：客戶要求得到全面反映，安裝工程如期進行，客戶對工程進度的查詢亦隨之減少。
- 員工士氣：工序更加流暢，同事工作更有效益。
- 公司收入：安裝服務能準時完成，公司便可盡快啟動服務收費，且節省重做訂單工序的成本。

#### Achievements and Benefits

Team members gathered together from different departments of the company with a common goal to improve the ONE service ordering process. During the process of identifying the root cause of the problems, we had the opportunity to understand the work of colleagues in other departments and learn about the issues they encountered. We aimed at developing a simple yet effective system which would benefit everyone. We realized that various departments were like different parts of a watch of which the movement must be synchronized. The key to success of this system is coordination and collaboration.

The followings are the main benefits of the QIT process:

- Operational effectiveness: Incorrect orders and fallout cases have been substantially reduced, saving 924.5 man-hours per month.
- Environmental protection: 6,872 pieces of paper were saved per month with fewer fallout cases.
- Professional image: Sales staff are able to collate customer requirements effectively in the first place. Service confirmation letters and service provision are timely delivered to meet customer expectations.
- Customer experience: Customer requirements are properly communicated and therefore service installations can be delivered timely. Customer inquiries about order progress updates have also dropped.
- Staff satisfaction: With smoother and more effective operational process, staff efficiency and morale has been enhanced.
- Revenue to company: Billing can commence once service installation is completed timely. In addition, with fewer fallout orders, there are savings in the costs of order re-processing.



## 改機無難度

### Quick Changeover

#### 團隊背景

##### Background of the Team

小組名稱 Team name	變形盒 V Transformers V
成立日期 Date of formation	2012 年 2 月 February 2012
所屬部門 Composition	生產及工程部 Production & Engineering Department
促導員 Team facilitator	朱瑞榮 Andrew CHU
隊長 Team leader	蔡智添 Timmy CHOI
小組成員 Team members	溫子威、鄭東勇、梁振華、劉漢健、殷漪雯、 張家傑 Raymond WAN, T.Y. CHENG, Z.H. LIANG, H.K. LAU, Florence YAN, Gary CHEUNG



維他奶智勝星系能源行動 – 變形盒 V 成員  
VIHL WIN Planet Solar Action – Transformers V members



#### 背景

為配合客戶需要，我們的保鮮產品會採用不同種類的包裝。然而，每次轉換包裝，工程部的同事都要在保鮮生產線的包裝機器上更改工件及設定，這不單耗時，有時甚至會造成產品耗損，影響生產效率。故此，本提案的目的是要提出優化現有工序流程的改善方案。

#### Background

Vitasoy commits to keeping continuous efforts in satisfying our clients' needs. So, we have provided our clients with fresh products in different package sizes, but it is time consuming for changing the packing machine setting. In addition, it may also cause product damage and affect the production efficiency. Therefore, this project aims to enhance the efficiency of existing work processes.



#### 問題剖析

雖然重設包裝機的程序中部分涉及機器高精準微調，然而卻未有標準化程序提供。故此，對於新入職經驗不足的同事來說，要進行包裝機重設會有一定難度，且所需的時間會比較長。如果調校不準確，於開機生產時部件就會出現移動，有機會導致包裝損壞。而事後需要進行清理和翻工再調校，所花時間就更長。

#### Problem Analysis

Although part of the processes of changeover may require highly accurate settings and adjustments, no standard procedure was provided. So, for the newly employed technicians, they may take more time to complete the processes as it is too difficult for them. In addition, if there is any deviation in the adjustments, some parts of the machines may be moving during the production, causing to packing damages. And it sure will prolong the production time due to cleaning and re-setting.



紙盒機邊夾由 6 件改成 1 件。安裝由 2 分鐘減到 30 秒以內。

The machine parts are simplified from 6 pieces to 1 piece. The installation time can reduce from 2 minutes to 30 seconds.



#### 解決方案

利用「精益六西格瑪」來分析問題，及應用「六十秒即時換模」概念來優化重設包裝機的程序，當中包括：

- 將工作流程標準化，減少非增值項目，務求讓重設工序簡化、穩定，及所需時間縮短。
- 加裝氣壓選擇掣，將推包器的氣壓設定範圍標準化，降低微調率。
- 採用新設計的導軌及夾包旁欄，將多件旁軌整合成一件，令需要拆除及安裝的部件數目減少。

#### Solutions

Various quality management tools and methodologies, including Lean Six Sigma technique, Single Minute Exchange of Die (SMED) concept, have been applied to optimise the changeover process, including:

- Standardise the working procedures and reduce the non value-added activities in order to simplify and stabilize the procedures as well as shorten the cycle time.
- Install an air pressure selector to standardize the range of air pressure inputting by the pusher, reducing the necessity of fine-tuning.
- Adopted the newly designed conveyor guides to make the combined infeed guides to be an individual one, so the number of changeover machines parts was decreased.



#### 成果及效益

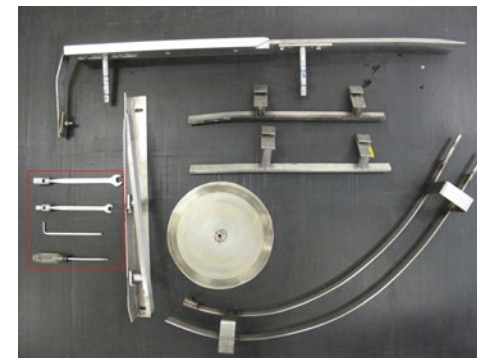
- 標準化的工作流程能協助一般員工或經驗較淺的技術員更容易地掌握及明白重設包裝機的工作。
- 重設包裝機的時間減少，由平均 13 分鐘減少到 7 分鐘，即減少了 46%，有助提升產能及每年收益。
- 加裝了氣壓選擇掣，不但能令不同包裝的氣壓設定更為精準及穩定，亦由於推包器的氣壓設定範圍得以標準化，微調率由原來的 60% 減至完全不用微調，有效地避免了在生產中出現氣壓微調而引致產品損壞，有效地降低產品損壞率。
- 採用新設計的導軌及夾包旁欄後，需要拆除及安裝的部件數目由 13 件減至 6 件，既能減少安裝錯誤的機會，又能減少所需工具，而部件存放在生產工廠的空間亦減少，改善工場管理。

#### Achievements and Benefits

- With the standardized working procedures, workers or less experienced technicians can easily understand and pick up the changeover work.
- The average changeover time has been reduced by 46% from 13 minutes to 7 minutes. It helps enhance the productivity and the annual revenue of the company.
- The accuracy and stability of inputting air pressure in different types of packing has been enhanced after installing the air pressure selector. The necessity of fine-tuning during production has been minimized as the ranges for air pressure given by the pusher was standardized. The fine-tuning rate was reduced from 60% to 0%. As a result, the product damage rate has been reduced too.
- Having adopted the newly designed conveyor guides, the numbers of parts to be dismantled and re-installed was reduced from 13 pieces to 6 pieces. It can eliminate the risk of wrong installation, reduce the tools required for changeover, and save the space for infeed guides' storage in the production area, enhancing the workplace management.



改善前需安裝 13 件零件及使用 9 件工具。  
Thirteen parts and 9 tools are required for the changeover before the modification.



改善後，使用零件減至 6 件而工具只需 4 件。  
After the modification, the parts and tools have been reduced to 6 and 4 respectively.





## 索油一 Take 過 Oil Barrel Trolley

### 團隊背景

#### Background of the Team

小組名稱 Team name	電力圈 Power Circle
成立日期 Date of formation	2011 年 4 月 April 2011
所屬部門 Composition	設施管理團隊 Facility Management Team
促導員 Team facilitator	Petra PRONAY
隊長 Team leader	陳競平 Marco CHAN
小組成員 Team members	伍煒鏗、黃淑玲、張詠儀、李經裕、 鍾國文、劉君儀、嚴邵琪、陳嘉儀、 Julian NG, Connie WONG, Winnie CHEUNG, K.Y. LI, Man CHUNG, Phoebe LAU, Niki YIM, Carrie CHAN



電力圈團員

The team members of Power Circle



### 背景

新昌管理為中華電力發電廠提供設施管理服務，當中一項工作是運送棄置機油到指定收集站。一個盛滿棄置機油的油罐重約 200 公斤，每次收集機油時均消耗相當人力及時間，工作效率低之餘亦存在因錯誤提舉產生工傷事故的風險。

### Background

Synergis has provided facilities management services for CLP Power Stations. Collecting used oil barrels is one of the routine tasks but it requires lots of manpower and time as each fully filled oil barrel weighs about 200 kg. The manual handling process also poses the risk of work injuries.



### 問題剖析

組員就有關問題進行討論後，發現問題主因是欠缺適當的操作工具協助：

- 搬運重達 200 公斤的油罐時，不單要花費大量人手和時間，更容易導致工傷。
- 一般的手推車亦不適用於長距離運送，稍有不慎，油罐便會傾倒，或令油污溢出，濺落主排水渠裡，引起法律責任。

### Problem Analysis

Having had the discussion, the group found that the main cause of the problem is lack of appropriate tools for operation:

- It caused to more manpower required and very time consuming in moving the oil barrels weighted 200 kg.
- It also increased the risk of injuries in work. In addition, the standard trolley was not suitable for long-distance delivery that imposed high risks of turning over or oil leakage to the drains along the road, involving legal liability.



### 解決方案

透過不同品管工具的應用，電力圈成功以低成本設計出一部既美觀又實用的運油罐手推車，其特點為：

- 前端設有防傾倒裝置，減低運送途中油罐傾倒風險。
- 底部以鐵通置滾筒，方便運送較重油罐。
- 用飛機帶以槓桿原理收集油罐。
- 員工能夠獨自完成運油工作。

### Solutions

Through the application of a number of QC tools, Power Circle has designed a useful tool for oil barrel delivery at low cost with the following characteristics:

- Install a front plate to prevent the oil barrels from falling down during delivery.
- Install rollers at the bottom to facilitate delivery of oil barrels.
- Use a belt as a lever to collect large oil barrels.
- Staff could handle the delivery works individually.



### 成果及效益

這為公司及客戶提供一個既省時又安全的雙贏方案：

- 有適當的工具輔助，員工能於指定時間內將所有油罐收集妥當，令客戶滿意。
- 員工因搬運重物而引致工傷事故的風險減低。
- 員工能夠獨自完成運油工作，節省人手。
- 公司能履行社會企業責任，避免廢油於運送途中翻倒至雨水渠，減少對自然生態的影響。
- 提升員工的團隊精神及士氣，為員工提供一個安全及舒適的工作環境。
- 透過品質圈的應用和訓練，提升圈員解決問題的能力。

### Achievements and Benefits

It provided a win-win solution to both the company and the client.

- The oil barrels can be collected on schedule by the assistance of appropriate tools.
- The risk of injuries caused by manual handling can be reduced.
- Staff can handle the delivery works individually and thus reduce manpower required.
- Corporate social responsibility can be fulfilled by minimising the risks of oil leakage, preventing pollution caused.
- Team spirit and staff morale can be enhanced by creating a safe and comfortable working environment.
- All members can understand more about the Quality Tools by participating in the Quality Circle, thus enhancing their problem-solving skills.



運油車輕巧易用

A handy and useful oil barrel trolley



員工能獨自使用運油車完成運油工作

Staff can handle the oil delivery work individually with the oil barrel trolley

## 聚乙烯管切割口不平滑的解決方案

### Solution for the Problem of Choppy Cutting Edge of PE Pipe

#### 團隊背景

##### Background of the Team

小組名稱 Team name	旭日 Rising Sun
成立日期 Date of formation	2011 年 4 月 21 日 21st April 2011
所屬部門 Composition	中華煤氣工程學院 Towngas Engineering Academy
促進員 Team facilitator	陳義 CHAN Yee
隊長 Team leader	陳義 CHAN Yee
小組成員 Team members	黃偉傑、劉志康、陳志偉、何轉昌、鄒啟明、郭奇豹 WONG Wai Kit, LAU Chi Hong, CHAN Chi Wai, HO Chuen Cheong, CHOW Kai Ming, KWOK Kee Pao



「旭日」小組成員  
Team members of "Rising Sun"



#### 背景

要解決聚乙烯管切口不平滑及工序耗時的問題，平均每個切口需要用 10 分鐘切割及 10 分鐘修正。

#### Background

We need to solve the problems of choppy cutting edge and long work processing time when cutting the PE pipes, which required 10 minutes to cut the pipe and another 10 minutes to rectify the edge.



#### 問題剖析

- 切割管的過程產生推力，導致管道彎曲卡住鋸片。
- 用旋轉管切刀來切割厚的管壁需時較長。
- 高速鋸管會導致鋸片過熱，使管材熔解。
- 缺乏適當的鋸管導引器會令切口不成直角及不平滑。

#### Problem Analysis

- The induced force made the pipe bending, leading to saw blade jamming.
- Cutting the thick pipe wall by traditional rotary pipe cutter was time consuming.
- High speed sawing heated up the saw blade causing to pipe materials melting.
- Sawing without a proper guiding could not give a square and smooth edge.



#### 解決方案

利用電風車鋸和現有的聚乙烯電熔套筒結合，研製高效可靠的切割工具 - 「套筒切管器」。

#### Solutions

To make use of the electric circular saw machine and existing PE coupler to produce a high efficiency and reliable "Coupler-assisted Pipe Cutter".

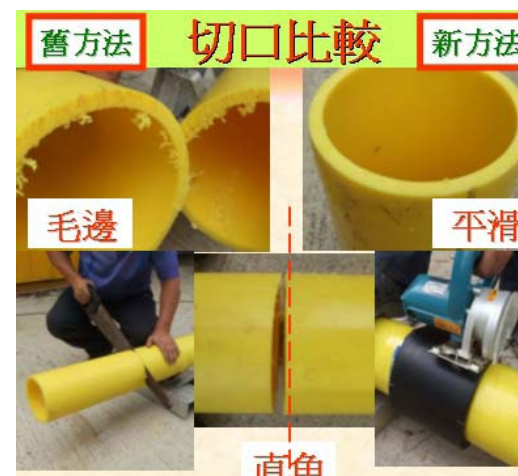


#### 成果與效益

- 操作簡易、安全，能提升效率。
- 百分百切口平直，減少耗材，達至減廢、環保。
- 預計首年節省 184,600 港元。
- 加強企業智力資本。

#### Achievements and Benefits

- Simple and safe operation can improve work efficiency.
- Smooth cutting edge is 100% achieved, facilitating environmental protection by reducing wastage.
- An estimated saving in the first year is HK\$184,600.
- It can strengthen the Corporate Intellectual Capital.



新舊方法做成的切口比較  
Comparison of the cutting edges by new and old methods



自行研製切割工具「套筒切管器」  
Self-developed "Coupler-assisted Pipe Cutter"



## 網上支援平台 iSupport

### 團隊背景 Background of the Team

小組名稱 Team name	商贏圈 i-Win-Win
成立日期 Date of formation	2011 年 6 月 1 日 1st June 2011
所屬部門 Composition	客戶服務及支援部 Customer Services & Support
促導員 Team facilitator	周偉明 WM CHOW
隊長 Team leader	余慧敏 Wendy SHEA
小組成員 Team members	陳頌恩、陳錦佳、鍾永賢、金啟賢、古秀明、 黎翠玲、王譽臻、黃志堅、袁國棟 Joanne CHAN, KK CHAN, Jason CHUNG, Ivan KAM, Queenie KU, Jess LAI, Ben WONG, Matthew WONG, Eric YUEN



商贏圈成員  
Team members of i-Win-Win



### 背景

富士施樂香港一向鼓勵簡化流程、提升生產力，達至持續改善，又致力以更具效率的流程全面配合及服務客戶。以往，客戶服務以回應客戶要求作主要的支援模式，既被動又容易出錯，有時會因為客戶與員工的溝通誤會，令雙方作業時間流失及效率下降。改善小組計劃突破傳統的支援模式，透過積極及具前瞻性的網上平台，主動為客戶提供無憂的文件方案體驗。

### Background

Fuji Xerox Hong Kong encourages continuous improvement for process simplification and productivity enhancement so that we can serve our customers with a more efficient process. Our previous service mode was mainly customer-request-based that miscommunication may sometimes happen leading to time and efficiency loss of both parties. In view of this, our Kaizen team has planned to make a breakthrough out of the traditional service mode. They used the advanced iSupport Platform to serve customers responsively and proactively, hence customer experiences improved.



過往每當影印用量及費用出現爭議，客戶支援小組需要派員到客戶公司以人手方式抄錄咪錶讀數，增加員工的工作負擔，亦未能完全杜絕問題再次發生。

Before the launch of iSupport Platform, Customer support team needed to send an engineer to customer's office to record meter readings by hand if there were issues regarding meter usage and charges. This required extra effort from engineers and issues may be recurrence.



### 問題剖析

傳統客戶服務及支援模式：

- 當耗材用完時，客戶需要致電我們安排技術人員上門跟進。
- 客戶需要每月準時及準確地記錄所使用的咪錶讀數以計算影印用量收費。
- 客戶如需了解服務及文件器材的使用方法，便要致電客戶熱線。

### Problem Analysis

Traditional customer services and support issues:

- Customers are required to replenish the consumables by making a phone call to us.
- Customers are required to report meter readings on time and accurately but complaint may be raised if the meter readings and charges cannot be reflected accurately.
- Customers are required to contact our hotline centre for gaining our service or device application.



### 解決方案

提升網上支援平台，包括以下 4 個項目：

- 遙距管理：為客戶提供有關設備的使用量、賬單數據、維修服務記錄，以及能源消耗、紙張使用量與二氧化碳排放量等為環境帶來影響的資料。
- 遙距監察：咪錶讀數可自動報上網上平台；遙距監察系統為客戶監察使用情況。當耗材數量降至某一水平，服務團隊會透過網上平台接到警示，並即時安排耗材補充，讓客人維持無間斷作業。
- 網上資料庫：提供簡便易用的自助式產品知識庫，協助客戶從多個方法處理問題。
- 遙距修復：支援團隊透過網上平台了解客戶設備運作情況，檢視、分享，及在有需要時操控客戶工作，以更快診斷和解決技術問題。

### Solutions

iSupport Platform is enhanced to provide comprehensive customer services including:

- eAdmin: Provide information to customers on usage, billing data, service history, and eco impacts such as power consumption, paper consumption, and the CO2 emission of devices.
- eMonitor: Retrieve and report meter readings automatically; monitor any anomalies of the devices by Proactive Fault Alert. Once consumables reach pre-determined level, customer support team will received alert from iSupport Platform and hence replacement can be arranged to ensure customer's operation continuity.
- eKnowledge: Provide the User-friendly self-help product knowledge base to assist customers to trouble-shoot from multi-channels.
- eRecovery: Customer support team can analyse the operation status of customers' devices via iSupport Platform. Customer workstations are viewed, shared and controlled on request for faster diagnosis and resolution of technical issues.



iSupport 主動為客戶監控所有設備，當發現潛在問題時，會即時安排遙距或上門修復，把問題對客戶造成的影響減到最低。iSupport Platform analyses the customer operation status via internet. Once issue is detected, eRecovery or on-site support service will be arranged so as to minimize the impact on customers.



### 成果及效益

有形效益：

- 透過提升網上平台，為客戶提供更具有效率的支援服務，協助客戶迅速解決疑難，從而大幅提升生產力。
- 配備完善的管理工具，取代以往修復突發問題的做法，使運作更快速、更順暢。
- 提升報告咪錶讀數的效率，讓客戶更準確評估用量、環保表現及安排付款，減少客戶的行政工作。

無形效益：

- 透過可靠及便捷的網上平台，與客戶建立信任，成為客戶信賴的合作夥伴。
- 為客戶提供高科技及無憂的文件方案體驗，成為領導業界的品牌。

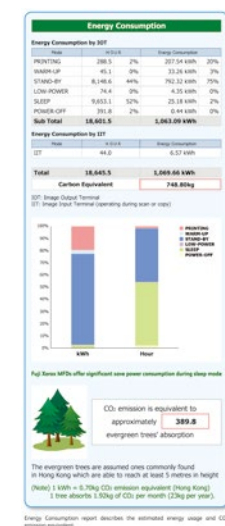
### Achievements and Benefits

Tangible Benefits:

- The enhanced iSupport Platform provides the more efficient support services and assists customers to resolve problems quickly, in order to maximize the productivity.
- iSupport replaces ad-hoc fixes with a comprehensive suite of device management tools to enable quicker and smoother operation of customers.
- Effective meter reporting process leads to a more accurate usage counting and environmental-friendly performance, in order to enhance payment arrangement and reduce the administration work.

Intangible Benefits:

- The reliable and convenient iSupport Platform contributes to the relationship building, letting us to be the trusted-partner of customers.
- The brand of industry leadership is established through delivering an excellent customer experience of high technology and "Peace of mind" service.



網上支援平台設有綠色環保報告功能，包括功能用途報告、生態報告及維修服務報告。客戶可有效監察打印用途、現有設備對環境的影響及維修服務記錄。

iSupport Platform enables Green Reporting including function usage report, eco report and service report. Customers can effectively monitor print usage, environmental impact of their devices and service history.

## 職安健 齊伸展 Workplace Stretching Exercises

### 團隊背景 Background of the Team

小組名稱 Team name	職安健先鋒 OSH Heroes
成立日期 Date of formation	2011 年 4 月 April 2011
所屬部門 Composition	人事部 Human Resources Department
促導員 Team facilitator	李永佳 W.K. LEE
隊長 Team leader	吳樹煒 Peter NG
小組成員 Team members	黎詠雯、葉梓達、何銘銓、周俊傑、區君豐、余慧恩、甄城鋒、鄭金棉、李嘉媛、丘翠婷、梁夏盈、黃耀昌、許僑彬、李瓊詩 Winnie LAI, Andrew IP, Kevin HO, Wallace CHAU, Zico AU, Yannis YU, Jovi YAN, Grace CHENG, Jill LI, Debbie YAU, Daisy LIANG, Andy WONG, Melvin HUI, Rita LI



香港賽馬會職安健先鋒。  
The Hong Kong Jockey Club's team of OSH Heroes.



### 背景

香港賽馬會是全球規模最大的賽馬機構之一，成就傲視同儕；除依靠嚴謹的制度，還有賴二萬六千名員工緊守崗位。馬會致力提供健康和安全的工作環境，從不同方面關顧員工的身心發展。近年，香港的勞動人口出現職業性肌肉筋骨勞損問題日益增加，馬會主動採取預防措施，檢討並減低不同工種的潛在風險。新成立「職安健先鋒」小組，積極找出容易引致肌肉筋骨勞損的工作類別，同時推行「職安健 齊伸展」計劃，鼓勵同事多做伸展運動，以預防及減少筋肌勞損。

### Background

As one of the world's top sporting and charitable organisations, The Hong Kong Jockey Club attaches great importance to the support of its 26,000-strong workforce. The Club has a well-defined occupational safety and health (OSH) framework in place to provide a working environment conducive to staff and enhance their well-being. Recognising Hong Kong's rising trend of occupational musculoskeletal disorders, the Club has proactively taken preventive measures. The new "OSH Heroes" team has not only helped identify job categories that carry most risk of inducing musculoskeletal disorders, but also launched a Club-wide "Workplace Stretching Exercise" to prevent or relieve such problems.



### 問題剖析

- 部分新同事其職安健知識及安全意識不足。
- 部份工種需要重複某些身體動作。
- 不正確的姿勢及欠缺運動導致肌肉筋骨勞損。

### Problem Analysis

- Some newly-recruited employees may lack sufficient knowledge and understanding of occupational safety and health.
- Some jobs may require repetitive body movements.
- Improper working postures and lack of regular exercises may lead to musculoskeletal disorders.



伸展運動遊戲攤位，寓學習於娛樂。  
Participants could learn more about stretching exercises while having fun at the game booths.



### 解決方案

- 舉辦香港賽馬會安全日推廣「職安健 齊伸展」，以提升同事對預防肌肉筋骨勞損的認識。參與者均獲贈精美實用的急救包，以及印有伸展運動示範圖的文件套。
- 由註冊物理治療師教授所有全職員工正確的伸展運動。
- 為鼓勵同事注重健康，多做伸展運動，特別於員工休息區設立「伸展運動專區」。員工可在專區取得與伸展運動相關的資訊，包括單張、小冊子和光碟等。
- 製作伸展運動示範影片，安排在「伸展運動專區」內播放，並放置在公司內聯及互聯網，讓員工按個人需要學習合適的伸展動作。員工亦可透過智能手機或平板電腦，掃描 QR 代碼下載和觀看示範影片，隨時隨地與家人和朋友分享。

### Solutions

- The Club launched a Corporate Safety Day to promote Workplace Stretching Exercises, arousing staff's awareness of preventing musculoskeletal disorders. All participants received an attractive and practical first aid kit as a souvenir, together with a folder illustrating stretching exercises.
- A registered physiotherapist was invited to teach all full time staff stretching exercises.
- For enhancing staff's awareness of their physical health and encouraging them to do more exercises, "Stretching Zones" were set up in staff resting areas. Staff could perform stretching exercises there as well as obtain useful information including leaflets, booklets and DVDs.
- Home-made videos of stretching exercises were shown in the "Stretching Zones" and also posted on the Club's intranet and website. Staff could practice the exercises according to their needs by following the video demonstrations. Besides, they could download the exercise videos to their smart phones or tablets by scanning a QR code, sharing it with their family and friends at any time.



### 成果及效益

「職安健 齊伸展」計劃在員工及機構方面均能創造價值，是個多贏的方案：

#### 個人效益

- 減少筋肌疲勞，促進關節靈活，降低受傷機會。
- 提升身心健康及工作效率。
- 對職安健的認知增加，並將訊息推廣至其他同事。

#### 馬會效益

- 減少由肌肉筋骨勞損及受傷所產生的職業安全風險，並由此衍生的相關成本。
- 減少工傷個案及員工申放病假日數。
- 展現馬會良好的僱主形象，讓顧客、持份者和社會人士加深認識馬會對員工身心發展和職業安全的關顧。

### Achievements and Benefits

The project has provided a multiple-win solution for both individual staff and the Club:

#### Individual benefits:

- Can reduce muscle fatigue, increased flexibility of joints and lessened chances of injury.
- Can enhance physical and mental health, and improve work efficiency.
- Can heighten the awareness of the importance of OSH to themselves and their co-workers.

#### HKJC benefits:

- Can reduce occupational health risks arising from musculoskeletal disorders and injuries and the cost associated with them.
- Can decrease the numbers of work-related injury and sick leave days.
- Can reinforce reputation as a responsible, safe and well-managed organisation among customers, stakeholders and the community.



參加職安攤位遊戲的同事均獲贈精美實用的紀念品，包括急救包及印有伸展運動示範圖和影片 QR code 的文件夾。

Staff members participating in the OSH activities received a first aid kit and folders with stretching exercise postures and instructions as well as the QR code for downloading the stretching exercise videos.



## 提高車站助理、保潔、保安的工作效率

### Enhancing the Working Efficiency of Station Assistants, Cleaning Workers and Security Staff

#### 團隊背景

##### Background of the Team

小組名稱 Team name	紅山圈 Hongshan Circle
成立日期 Date of formation	2011 年 8 月 August 2011
所屬部門 Composition	運營站務部 Operating – Station
促導員 Team facilitator	胡雨果 Hugo HU
隊長 Team leader	史志芬 Stephy SHI
小組成員 Team members	劉宇、高銘憶、李永堅、周燕珊、吳娟娟、 吳美苑、丘婷婷、屈敬凱、鄭浩、方浩明、 鄒俊明 LIU Yu, GAO Mingyi, LI Yongjian, ZHOU Yanshan, WU Juanjuan, WU Meiyuan, QIU Tingting, QU Jingkai, ZHENG Hao, FANG Haoming, ZOU Junming



紅山圈成員  
Members of Hongshan Circle



#### 背景

提高車站助理、保潔、保安的工作效率和服務水準，能直接提高乘客的滿意度，進而提升公司形象。本提案提出了各種能提升服務水準的方法，還可以節省人力成本，更有助改善承辦商與港鐵之間的文化差異。

#### Background

Improvement of the work efficiency of station assistants, cleaning workers and security staff has directly enhanced the satisfaction of passengers and the corporate image. This project has suggested various ways for improving customer services, saving labour cost and has effectively narrowed the cultural gap between the contractors and MTR.



#### 問題剖析

- 車站助理、保潔、保安工作的有效性直接影響車站的安全運作和顧客服務。目前，他們的工作積極性和責任感仍有改善空間。
- 承辦商與港鐵之間存在一定的文化差異，承辦商需要時間瞭解並逐步融入港鐵不斷改善、追求卓越的文化之中。

#### Problem Analysis

- Assistants, cleaning workers and security staff have direct impact upon the station safety and customer services. Until now, there is still room for improvement of their motivation and sense of responsibility at work.
- To overcome the cultural gap between the contractors and MTR (SZ), regular communication with the contractors is required in order to lead them to meet our requirements and seek continuous improvements as characterised in our culture.



#### 解決方案

- 通過制訂崗位職責要求，並由值班站長講解和強調重點，讓車站助理、保潔、保安明確了解自己的工作職責，並在日常工作中貫徹。
- 建立嚴格監督、獎罰分明的制度，督促車站助理、保潔、保安提升工作表現。
- 通過每月召開的管理會議，加強工作的溝通和交流，也向承辦商灌輸港鐵的要求和文化。
- 通過組織車站聚餐、登山等聯誼活動，並邀請承辦商一起參加車站工作總結會，增強車站助理、保潔、保安的歸屬感和責任感。

#### Solutions

- We defined the job responsibility of each position and arranged the station controllers to brief the station assistants, cleaning workers and security staff directly.
- We established a strict supervision system by the means of penalty and reward, aiming to motivate the station assistants, cleaning workers and security staff to strive for improvement.
- We arranged monthly management meetings with the contractors for maintaining our communication and educating them by living examples from our culture.
- For enhancing the sense of belonging and morale of the contractors, we organised recreational activities, such as dinner gathering and mountaineering, and invited the contractor management to join the station working meetings.



#### 成果和效益

- 由於工作效率提高，在不影響乘客服務的前提下節省了人手，公司一年可以節省 48,000 元人民幣（約 58,536 港元）。
- 車站服務水準提升，有利於公司形象。
- 承辦商對港鐵不斷改善、追求卓越的文化有更多瞭解，並逐步融入其中。
- 車站助理及保安等也得到一些與車站運作相關的訓練，長遠為車站儲備可用的人才。
- 增加車站助理、保潔、保安承辦商的生產力，達到雙贏的效果。

#### Achievements and Benefits

- As a result of improved work efficiency, manpower is saved without affecting customer service. An annual cost saving of RMB¥48,000 (around HK\$58,536) can be achieved.
- The customer services are improved and thereby the corporate image is enhanced.
- With better understanding of our culture, the contractors are now too striving for continuous improvement in search for excellence.
- Different kinds of trainings related to station operation are too provided to the station assistants and security staff. A talent pool is prepared in the long-term.
- The contractors have also been benefited by this project as their productivity is also increasing.



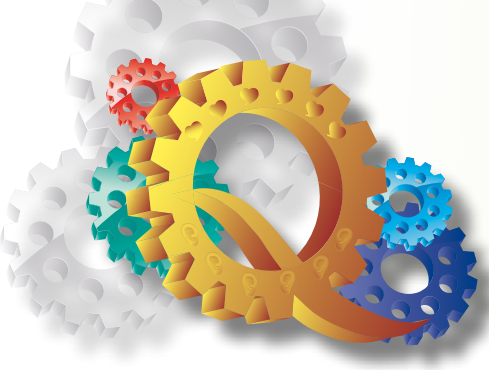
保安為乘客提供協助  
A security staff was providing assistance to a passenger



車站助理幫助乘客使用自動收費機  
A station assistant was assisting a passenger to use the AFC machine



保潔員工在車站大堂進行清掃工作  
A cleaning worker was conducting cleaning works in concourse



## 閉幕辭 Closing Remarks



各位嘉賓、各位友好

大家好！

參與本屆優質改善經驗交流會的八間機構，在各自的業務範疇中都是首屈一指的企業。今日，他們以一個個出色的提案傳達了彼此對優質的堅持和實踐，亦再次證明了增加效率、提升服務、節省成本、強化產品等品質改善之道，是各行各業追求優質的共同語言。八支發布隊伍精彩的演出各具創意、各有特色，對品質工具的應用更是得心應手，為本屆交流會帶來連串的亮點。我祝賀各得獎的隊伍，亦請大家把掌聲再一次獻給所有發布隊伍。

港鐵公司行政總裁韋達誠先生致開幕辭時，一再提到今年主題「用心聽做，優質之道」對持份者的重要性。事實上，對所有追求優質的機構來說，注重品質不僅是一個業務目標，更應已內化為機構的核心價值。這一年一度的交流會，正好讓我們有機會「聽」到不同機構的改善提案，彼此分享經驗，然後「用心」把優質改善的構思和方案「做」出來。這種「同場切磋、各見所長」的交流，既能令參辦機構的友好獲益，也能令他們服務的香港市民一同受惠。

港鐵公司能夠成功主辦今屆的優質改善經驗交流會，實在有賴各協辦機構的支持和合作，亦全靠策劃及工作委員會一眾成員的努力和付出，我謹此衷心致謝。現在，我代表大會將主辦活動的重任交棒予下一屆主辦機構——維他奶國際集團有限公司。我有信心維他奶國際集團有限公司明年舉辦的優質改善經驗交流會將會更加出色。

多謝大家今日的蒞臨，明年再會！

港鐵公司人力資源總監  
張少華

Honourable guests and quality friends

Good afternoon.

The eight organizations joining the QIESC this year are all leading enterprises in their respective industries. Today, they have demonstrated their persistence and quality excellence through different outstanding projects. Once again they proved that improvements such as enhancing efficiency, strengthening services, saving cost and upgrading products have become the lingua franca of all trades in their pursuit of quality excellence. The eight presentation teams gave stellar performances which showcased their creativity and characters, while displaying their prowess using quality tools. They certainly added sparkles and zest to the Convention. Congratulations to all the winning teams. Let's give them another round of applause.

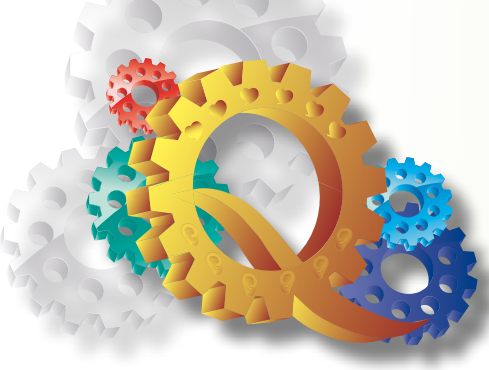
Our CEO Mr. Jay H. Walder reiterated the importance of "Quality Excellence through Proactive Listening and Responding" to stakeholders. Indeed, all quality-seeking organizations should have embraced the pursuit of quality as their core value, instead of just seeing it as a business goal. This annual gathering gives us the chance to "listen" to the improvement projects of various organizations and share our experience, to which we will "respond" by putting these quality ideas and proposals into practice. By exchanging our experience and learning from each other's strengths, our friends in the co-organizing organizations will be benefited, as will the Hong Kong people whom they serve.

MTR Corporation owes the success of hosting this Quality Improvement & Experience Sharing Convention to the support and collaboration of all co-organizers, as well as the hard work and devotion of all members of the Organizing Committee. I hereby extend my heartfelt thanks to them. Now, on behalf of the Organizing Committee, I will pass the important task of organizing the next event to Vitasoy International Holdings Limited. I'm sure that Vitasoy will bring us an even better QIESC next year.

Thanks for coming and see you next year!

Morris Cheung  
Human Resources Director  
MTR Corporation





## 鳴謝

### Acknowledgement

承蒙下列單位 / 人士的鼎力協助和支持，2012 年優質改善經驗交流會得以圓滿舉行，謹此衷心致謝。

We would like to express our sincere thanks to the following parties / individuals for their dedicated efforts and generous support in making the Quality Improvement & Experience Sharing Convention 2012 a tremendous success.



以下機構為本活動提供額外贊助，專此鳴謝。

Special thanks to the following organizations for the sponsorship they provided for the event.



全場飲品  
Drinks



美點供應  
Refreshment



意見調查及分析  
Opinion Survey and Analysis

致意

With Compliments

主辦單位  
Organizer



策劃及工作委員會全體成員  
Members of Organizing Committee

## 優質活動聯絡資料

### Company Representatives for Quality Activities

#### 港鐵公司

##### MTR Corporation

馮萬年先生  
香港九龍灣德福廣場港鐵總部大樓  
Mr. Daniel FUNG  
MTR Headquarters Building, Telford Plaza, Kowloon Bay, Hong Kong

Email : [dfung@mtr.com.hk](mailto:dfung@mtr.com.hk)  
Tel : 2993 3986  
Website : <http://www.mtr.com.hk>

#### 電訊盈科有限公司

##### PCCW Limited

王愛愛小姐  
香港鰂魚涌太古坊電訊盈科中心 2303 室  
Ms. ONG Ai Ai  
2303 PCCW Tower, Taikoo Place, Quarry Bay, Hong Kong

Email : [ai-ai.ong@pccw.com](mailto:ai-ai.ong@pccw.com)  
Tel : 2888 1286  
Website : [www.pccw.com](http://www.pccw.com)

#### 新昌管理服務有限公司

##### Synergis Management Services Limited

鄭文智先生  
九龍觀塘偉業街 107-109 號新昌中心 5 樓  
Mr. Frankie CHENG  
5/F, Hsin Chong Center, 107-109 Wai Yip Street, Kwun Tong, Kowloon

Email : [frankie.cheng@synergis.com.hk](mailto:frankie.cheng@synergis.com.hk)  
Tel : 25798095  
Website : <http://www.synergis.com.hk>

#### 富士施樂 (香港) 有限公司

##### Fuji Xerox (Hong Kong) Limited

陳承志先生  
香港鰂魚涌太古城中心第三期 8 樓  
Mr. Henry CHAN  
8/F, Cityplaza 3, 14 Taikoo Wan Road, Quarry Bay, Hong Kong

Email : [Henry.chan@hkg.fujixerox.com](mailto:Henry.chan@hkg.fujixerox.com)  
Tel : 2513 2338  
Website : [www.fujixerox.com.hk](http://www.fujixerox.com.hk)

#### 香港房屋協會

##### Hong Kong Housing Society

黃英傑先生  
香港銅鑼灣告士打道 280 號世界貿易中心 29 樓  
Mr. Romulus WONG  
29/F, World Trade Centre, 280 Gloucester Road, Causeway Bay, Hong Kong

Email : [romulus@hkhs.com](mailto:romulus@hkhs.com)  
Tel : 2839 7888  
Website : <http://www.hkhs.com>

#### 維他奶國際集團有限公司

##### Vitasoy International Holdings Limited

葉偉明先生  
香港新界屯門建旺街一號  
Mr. Chris IP  
No.1 Kin Wong Street, Tuen Mun, N.T. Hong Kong

Email : [chrisip@vitasoy.com](mailto:chrisip@vitasoy.com)  
Tel : 2468 9282  
Website : <http://www.vitasoy.com>

#### 香港中華煤氣有限公司

##### The Hong Kong and China Gas Company Limited

劉淑媛小姐  
香港北角渣華道 363 號 18 樓  
中華煤氣工程學院 – 持續革新辦公室  
Ms. Noel LAU  
TEA – CT Office, 18/F, 363 Java Road, North Point, Hong Kong

Email : [noel.lau@towngas.com](mailto:noel.lau@towngas.com)  
Tel : 2963 2937  
Website : <http://www.towngas.com>

#### 香港賽馬會

##### The Hong Kong Jockey Club

區覺仁先生  
香港跑馬地體育道 1 號  
Mr. Alan AU  
One Sports Road, Happy Valley, Hong Kong

Email : [alan.ky.au@hkjc.org.hk](mailto:alan.ky.au@hkjc.org.hk)  
Tel : 2966 8228  
Website : <http://www.hkjc.com>

