



優質改善經驗交流會2010

Quality Improvement & Experience Sharing Convention

主辦機構
Organizer



協辦機構
Co-Organizers



持續優質 貫徹如一

Sustainable Success
Through Quality



優質改善經驗交流會2010

Quality Improvement & Experience Sharing Convention

持續優質

Sustainable Success

20

優秀盡現 無懼挑戰 2009

彰顯卓越 締造非凡 2007

無限創意 2005

優質團隊 2003

同心協力 創造優勢 2001

優質服務 1997 19

貫徹如一

Through Quality

10

2008 展現優質 再創高峰

2006 卓越服務攜手創

2004 優質服務創新機

2002 優質主導

2000 攜手共拓美好天地

98 1999 優質服務





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2009年期間主辦是項交流會。

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 2009.

優質改善經驗交流會主辦機構(1997-2010)

HOST ORGANIZERS OF THE QIES CONVENTION (1997 - 2010)

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 電訊盈科有限公司

2008 香港中華煤氣有限公司

2009 新昌管理服務有限公司

2010 富士施樂(香港)有限公司

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 Limited

2008 The Hong Kong and China Gas Company Limited

2009 Synergis Management Services Limited

2010 Fuji Xerox (Hong Kong) Limited

富士施樂(香港)有限公司主辦2010第十四屆優質改善經驗交流會，香港賽馬會將於2011年主辦是項活動。

Fuji Xerox (Hong Kong) Limited is honoured to host the 2010 Convention, the fourteen in the series, while The Hong Kong Jockey Club will host the event in 2011.



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VITASOY INTERNATIONAL HOLDINGS LIMITED
- 14 電訊盈科有限公司
PCCW LIMITED
- 16 新昌管理服務有限公司
SYNERGIS MANAGEMENT SERVICES LIMITED
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節目程序 PROGRAMME RUNDOWN

大會司儀 MASTER OF CEREMONY

李偉行先生
Mr. Hirivs Lee

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

唐嘉儀小姐
Ms. Catherine Tong

香港賽馬會
The Hong Kong Jockey Club

- 1:15 PM 接待嘉賓 RECEPTION
- 1:45 PM 入場及開幕儀式 ADMISSION AND OPENING CEREMONY
- 2:15 PM 致開幕辭 富士施樂(香港)有限公司董事總經理余樹章先生
OPENING SPEECH by Mr. Joseph Yu, Managing Director Fuji Xerox (Hong Kong) Limited
- 2:30 PM 致送紀念品 富士施樂(香港)有限公司致送紀念品予協辦機構
SOUVENIR PRESENTATION Souvenir Presentation to Co-organizers by Fuji Xerox (Hong Kong) Limited
- 2:40 PM 香港賽馬會 發佈提案
PRESENTATION by The Hong Kong Jockey Club
- 2:53 PM 香港寬頻網絡有限公司 發佈提案
PRESENTATION by Hong Kong Broadband Network Limited
- 3:06 PM 維他奶國際集團有限公司 發佈提案
PRESENTATION by Vitasoy International Holdings Limited
- 3:19 PM 電訊盈科有限公司 發佈提案
PRESENTATION by PCCW Limited
- 3:32 PM 中場休息 BREAK
- 3:50 PM 新昌管理服務有限公司 發佈提案
PRESENTATION by Synergis Management Services Limited
- 4:03 PM 香港中華煤氣有限公司 發佈提案
PRESENTATION by The Hong Kong and China Gas Company Limited
- 4:16 PM 機電工程署 發佈提案
PRESENTATION by Electrical and Mechanical Services Department
- 4:29 PM 香港房屋協會 發佈提案
PRESENTATION by Hong Kong Housing Society
- 4:42 PM 港鐵公司 發佈提案
PRESENTATION by MTR Corporation
- 4:55 PM 富士施樂(香港)有限公司 發佈提案
PRESENTATION by Fuji Xerox (Hong Kong) Limited
- 5:08 PM 投票時間 VOTE CASTING
- 5:10 PM 頒發獎項 富士施樂(香港)有限公司頒發獎項及致送紀念品
PRIZE PRESENTATION Prize and Souvenir Presentation by Fuji Xerox (Hong Kong) Limited
- 5:25 PM 致閉幕辭 富士施樂(香港)有限公司
CLOSING SPEECH by Fuji Xerox (Hong Kong) Limited
- 5:30 PM 交接儀式
優質改善經驗交流會交接儀式及下屆主辦機構香港賽馬會代表致辭
TRANSFER CEREMONY
Convention Hosting Transfer Ceremony and Speech by the Next Organizer, The Hong Kong Jockey Club
- 5:35 PM 節目完結 END OF PROGRAMME

富士施樂（香港）有限公司

董事總經理余樹章先生演辭

FUJI XEROX (HONG KONG) LIMITED

KEYNOTE SPEECH BY MR. JOSEPH YU

各位嘉賓 各位優質管理盟友

你們好！首先代表「2010年度優質改善經驗交流會」籌備委員會歡迎各位參加今年的交流會。交流會從1997年起成立至今已屆第十四年，我們很高興見到各機構一直熱衷參予優質的改善提案、互相學習，並且分享優質改善為我們帶來的成果，從而將優質管理的理念推廣至社會。

富士施樂(香港)有限公司從2002年起加入優質改善經驗交流會，能夠第二次成為交流會主辦單位，實在感到非常榮幸。今年活動得以順利展開，亦有賴各機構的鼎力支持和協助，以及各位的參與。在此，本公司對各協辦機構，包括香港賽馬會、香港寬頻網絡有限公司、維他奶國際集團有限公司、電訊盈科、新昌管理服務有限公司、香港中華煤氣有限公司、機電工程署、香港房屋協會及港鐵公司參與是次活動，致以由衷的謝意。

交流會今年的主題是「持續優質，貫徹如一」。在這近十年間，我相信我們各機構亦經歷過無數考驗，但我們深信貫徹如一地推行優質革新，不但可使企業能夠迅速回應瞬間幻變的市場及顧客的需要，而且可以使企業實踐其可持續發展的方針，即使面對不同的嚴峻考驗，我們仍然可以屹立不倒，這個理念是企業成功的不二法門。

以富士施樂作例子，我們成功的其中一個關鍵，就是採用「優秀企業概念」的哲學。這項概念源於一九九二年，旨在把公司的三種特質「強大」、「友好」及「有趣」推而廣之。

「強大」一是指我們具備良好的管理及持續改善的平台，藉以發揮卓越的表現來滿足客戶的需求，並不斷為我們的股東們創優增值。「友好」一我們對環境保育、商業道德及企業的公民責任尤其重視，並為社會作出貢獻。「有趣」一我們積極建立一個和諧有趣的工作環境，讓員工得以發揮創意及革新的手法辦事。我們明白要推動「優秀企業概念」的成功，企業的優質文化是最為重要的元素，因為優質文化能推動及提升我們的員工的素質，並於「強大、友好及有趣」這三方面有更好的發揮及實踐，從而達到卓越企業品質的遠景。

至於業務方面，隨著現代科技一日千里，我們重新奠定業界常規，將文件管理的概念，從硬件轉為解決方案。這個革命性的轉變，帶領文件管理系統的水平 and 效率邁向新境界。這不僅為業界開創新紀元，還為我們揭開業務方向新一頁，標誌著公司提倡綠色的企業使命，推展企業可持續發展的方向，致力履行企業公民的責任。

今年的主題是「持續優質，貫徹如一」。在這近十年間，我相信我們各機構亦經歷過無數考驗，但我們深信貫徹如一地推行優質革新，不但可使企業能夠迅速回應瞬間幻變的市場及顧客的需要，而且可以使企業實踐其可持續發展的方針，即使面對不同的嚴峻考驗，我們仍然可以屹立不倒，這個理念是企業成功的不二法門。

This year, our theme of this Convention is "Sustainable Success through Quality". In this decade, I believe that most of our corporations are facing various challenges in this economy. With our persistent effort on quality innovation, our corporations are able to have timely response to the dynamic market and customer requirements, in order to demonstrate the corporate sustainability as our business principle.

為配合我們客戶不同的需要，維持我們的競爭力，我們深信優質管理及不斷求進是企業可持續發展的基石。我們積極鼓勵員工成立品質改進小組，並對日常營運及策略提出改善建議，至今已超過二十年。我們並於二零零九年的香港工商業獎中榮獲生產力及品質大獎，以表揚公司內的優質流程、服務及產品對香港社會發展的貢獻和認同。因此，我們十分高興可以藉此交流會及各隊優質改善隊伍的經驗和知識的分享，互相交流學習，讓各參與的企業在社會上繼續推動優質文化。

最後，我謹代表富士施樂香港再次向籌備委員會、各合辦機構及各位嘉賓致謝。我相信今日的交流會必定可以提升我們對「持續優質」的決心及「貫徹如一」地為客戶服務。

多謝各位！

富士施樂(香港)有限公司
董事總經理

余樹章先生



富士施樂（香港）有限公司
董事總經理余樹章先生
FUJI XEROX (HONG KONG) LIMITED
MANAGING DIRECTOR - MR. JOSEPH YU

HONOURABLE GUESTS AND QUALITY ALLIANCES

On behalf of the organizing committee, it is my great pleasure to welcome you all joining "Quality Improvement and Experience Sharing Convention 2010". Since its inception in 1997, this convention has been established for 14 years. I am especially happy to see different companies implementing the quality improvement projects passionately, so that we do not only learn from each other and share the fruitful success through our quality commitment, but also promote quality to the society.

Fuji Xerox (Hong Kong) Limited has joined this quality family since 2002. We are honored to host the convention for the second time. With the full support and hard work from all related parties, it brings this year's convention success. Furthermore, I would like to take this opportunity to extend my heartfelt appreciation for the passionate support of the nine co-organizers: The Hong Kong Jockey Club, Hong Kong Broadband Network Limited, Vitasoy International Holdings Limited, PCCW, Synergis Management Services Limited, The Hong Kong and China Gas Company Limited, Electrical and Mechanical Services Department, Hong Kong Housing Society and MTR Corporation.

This year, our theme of this Convention is "Sustainable Success through Quality". In this decade, I believe that most of our corporations are facing various challenges in this economy. With our persistent effort on quality innovation, our corporations are able to have timely response to the dynamic market and customer requirements, in order to demonstrate the corporate sustainability as our business principle.

As taking Fuji Xerox Hong Kong as an example, one of the keys to the achievement in Sustainability is the adoption of a philosophy that calls the "Good Company Concept." Inaugurated in 1992, the concept promotes three attributes aimed at keeping the company's, "Strong," "Kind" and "Interesting."

"Strong" – our corporation contains a well-established management system and platform for continuous improvement in order to deliver excellent services that satisfy customers and reward its shareholders on

In meeting the changing needs of our customers as well as maintaining our competitive edges, we are fully aware that sustaining and enhancing our quality services is the key to our success. We have encouraged our staff for over 20 years, to actively participate and set up "Kaizen" to put forward suggestions for improving daily operations and business strategy deployment. Fuji Xerox Hong Kong has again proven it is second to none when it comes to business excellence by winning the coveted Productivity and Quality Grand Award at the latest Hong Kong Awards for Industries in 2009, which recognizes of our commitment on continually improving our process, product and service in a quality way. Moreover, we are glad to share the experience and knowledge on quality improvement among us through this convention. We do not only learn from each other, but also promote the quality culture through our excellent practices.

On behalf of Fuji Xerox Hong Kong, let me express my sincere gratitude once again to the organizing committee, co-organizers and to all our distinguished guests. Let us uphold our quality spirit for continuous improvement and live out the mission of "Sustainable Success through Quality".

Thank you!

Joseph Yu

Managing Director
Fuji Xerox (Hong Kong) Limited

an ongoing basis. "Kind" – our corporation contributes to the local and global communities, in terms of environmental conservation, business ethics and corporate responsibility. "Interesting"- our corporate devotes to develop an interesting and harmony work environment in order to allow our employee work out of their potential. We also understand the corporate quality culture is the key success factor for the deployment of the "Good Company Concept". As quality culture would promote and enhance our staff competence and would also enhance the effectiveness of execution in the aspects of "Strong" "Kind" "Interesting" with greater extend, this would facilitate our corporation to reach our vision of excellent Corporate Quality.

As a good corporate citizen, Fuji Xerox Hong Kong is determined to harmonize with environment and community. Being a Caring Company for years, we shall keep our passion on contributing to the society with main focus on establishing sustainable environment for nursing our future generation.

For the business aspect, Fuji Xerox Hong Kong is redefining the rules of the industry with the introduction of the advanced technology innovation, moving from a box mentality to a solution perspective and, in the process, raising the bar for excellence and effectiveness in multifunctional device management. This does not only mark a new era for the industry, but also sets out a new business direction of the company, fulfils our green objectives and demonstrates our commitment in social sustainability as a responsible corporate citizen.



大會顧問及評判 ADVISORY PANEL & PANEL OF JUDGES

機構

ORGANIZATION

香港賽馬會
The Hong Kong Jockey Club

香港寬頻網絡有限公司
Hong Kong Broadband Network Limited

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

電訊盈科有限公司
PCCW Limited

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

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

機電工程署
Electrical and Mechanical Services Department

香港房屋協會
Hong Kong Housing Society

港鐵公司
MTR Corporation

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

大會顧問

ADVISORY PANEL

鄭敏霞小姐
Ms. Iris Cheng
人事經理(企業人才培訓)
Human Resources Manager
(Corporate People Development)

盧瑞麟先生
Mr. S. L. Lo
企業事務總監
Director- Corporate Affairs

方利雲小姐
Ms. Friendly Fong
財務監督
Financial Controller

陳紀新先生
Mr. Tom Chan
個人客戶業務 董事總經理
Managing Director
Consumer Group

馬金泉先生
Mr. James Ma
高級品管經理
Senior Manager
Quality & Support Services

敖少興先生
Mr. Simon Ngo
總經理 - 網絡
General Manager - Network

陳鴻祥太平紳士
Mr. Chan Hung-cheung Stephen, JP
機電工程署署長
Director of Electrical and
Mechanical Services

潘源舫先生
Mr. Sanford Poon
總經理 物業管理
General Manager
Property Management

陳富強先生
Mr. William Chan
人力資源總監
Human Resources Director

余樹章先生
Mr. Joseph Yu
董事總經理
Managing Director

大會評判

PANEL OF JUDGES

潘國輝先生
Mr. Poon Kwok Fai, Andy
人事經理
Human Resources Manager

楊志豪先生
Mr. Henry Yeung
網絡發展副總監
Associate Director-
Network Development (Local Network)

黃國雄先生
Mr. Marco Wong
供應鏈營運科主管
Division Head, Supply Chain

余健欽先生
Mr. Kin Yue
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Consumer Group

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Mr. Frankie Cheng
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Assistant Quality Manager

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Ms. Susanna Shen
資訊科技總監
Head - Information Technology

胡建明先生
Mr. Woo Kin-ming
助理署長 企業支援及業務發展科
Assistant Director
Corporate Support and Business Development Branch

張國強先生
Mr. Daniel Cheung
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Senior Manager
Learning and Development

陳國偉先生
Mr. Weller Chan
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Planning Manager - Engineering

劉金蘭小姐
Ms. Katherine Lau
企業優質及可持續部總經理
General Manager,
Corporate Quality & Sustainability



策劃及工作委員會 ORGANIZING COMMITTEE

主席 CHAIRMAN

富士施樂(香港)有限公司
Fuji Xerox (Hong Kong) Limited
陳承志先生
Mr. Henry Chan

成員 MEMBERS

香港賽馬會
The Hong Kong Jockey Club
楊天蘭小姐
Ms. Tina Yeung

香港寬頻網絡有限公司
Hong Kong Broadband Network Limited
楊志豪先生 楊昭源先生 周子龍先生
Mr. Henry Yeung Mr. Kenny Yeung Mr. Thomas Chow

維他奶國際集團有限公司
Vitasoy International Holdings Limited
梁麗潔小姐 莫文照先生
Ms. Kitty Leung Mr. M.C. Mok

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PCCW Limited
陳寶珠小姐 鄭雅詩小姐
Ms. Pauline Chan Ms. Venus Cheng

新昌管理服務有限公司
Synergis Management Services Limited
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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 唐月娥小姐
Ms. Noel Lau Ms. Eva Tong

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Electrical and Mechanical Services Department
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Mr. Raymond Poon Mr. Sunny Ng

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Hong Kong Housing Society
黃英傑先生 何雅詩小姐 曹可欣小姐
Mr. Romulus Wong Ms. Alice Ho Ms. Daphne Cho

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

富士施樂(香港)有限公司
Fuji Xerox (Hong Kong) Limited
黃德恩小姐
Ms. Kerri Wong



團隊背景 BACKGROUND OF THE TEAM

小組名稱 -
成立日期 2010年5月
所屬部門 持續發展組
促進員 陳雲茵
隊長 周雯雯
小組成員 -

Team	E-waste Task force
Date of formation	May 2010
Composition	Sustainability Team
Team facilitator	Winnie Chan
Team leader	Shelley Zhou
Team member	Sam Tseng, Victor So, C M Sit, Andy Au, Frances Tam, Simon Ho, Arthur Fung, Stephen Chung



E-waste Task force



提案背景 BACKGROUND OF THE PROJECT

香港賽馬會致力承擔社會責任，除在業務營運上推行環保措施外，馬會同時加強員工的環保意識，致力推動可持續發展。其中馬會舊投注機循環再造計劃正是一個好例子，不但減少對環境的負面影響，亦同時為低學歷青年提供就業機會，支持社會企業營運。

The Hong Kong Jockey Club is committed to conducting its businesses in an environmentally responsible manner, instilling environmental values in all employees, and focusing on sustainable growth. This commitment has been strongly reflected in the Club's Betting Terminal Phase-out Project in which 3,800 old betting terminals were disposed of in a way that not only protects the environment by reducing its negative impact but also benefits a social enterprise by preserving job opportunities for young people with low education levels.



問題成因 CAUSE OF THE PROBLEM

- 3,800部舊投注機數量多而且體積龐大，棄置它們是一大考驗。
- 投注機儲存了敏感及機密資料，資訊保安工序必須嚴謹執行，確保資料在棄置時已被永久清除或拆毀。
- 投注機部份組件含化學物質，棄置時須以特別步驟處理，以避免危害環境。
- 3,800 betting terminals occupied much space in the Club and put pressure on storage.
- The terminals once contained confidential and sensitive data which needed to be removed or destroyed upon disposal for security reasons.
- The terminal parts might contain chemicals that required special procedures to dispose of them in an environmentally-friendly way. Disposing the betting terminals directly to the landfill would cause environmental hazard and increase landfill load.



馬會的捐贈為香港明愛電腦工場帶來就業機會
Provide job opportunities for the Caritas Hong Kong



3,800部舊投注機
3,800 betting terminal



馬會委託香港明愛電腦工場負責循環再造工作
Contract Caritas Hong Kong as the recycler to handle the disposal



解決方案 SOLUTION

- 送贈投注機予香港明愛電腦工場，並委託他們負責循環再造工作；
- 在棄置及循環再造工作上均設嚴謹監察程序；
- 制定一套符合法例及環境標準的電子化學廢物處理指引及守則以供日後參考。
- Contract and arrange a non-disclosure agreement with the social enterprise - Caritas Computer Workshop as the recycler to handle the disposal project.
- Sign agreement on the mechanism for monitoring the disposal process.
- Develop E-waste management guidelines and an E-waste book-keeping system to ensure the disposal complies with applicable legal and environmental requirements.



成果與效益 ACHIEVEMENT AND BENEFIT

馬會舊投注機循環再造計劃是一個三贏的方案：

社會福利

- 馬會的捐贈為在香港明愛電腦工場的low學歷青年帶來就業機會；
- 投注機內有用的電腦零件，經重新組合(砌機)後再以廉價賣給有需要人士，提供學習機會；
- 提高社會對化學/電子廢物處理的意識。

環境效益

- 解決棄置舊投注機的問題；
- 計劃體現馬會跨部門的合作性；

環境效益

- 解決棄置舊投注機的問題；
- 計劃體現馬會跨部門的合作性；
- 與香港明愛電腦工場建立橋樑，有利於處理日後電子廢物。

The project has created a 3-win solution:

Social Benefits

- Provide job opportunities for the youth of low education at Caritas Computer Workshop.
- Provide learning opportunities - rebuilt computers are given to the needy free or at an affordable rate.
- Raise public awareness of proper E-waste disposal methods.

Environmental Benefits

- Reduce electronic waste.
- Reduce pressure on landfills.

HKJC Benefits

- Solve the disposal problem in a meaningful way.
- Enhance connection within the organisation through the formation of a cross sectional working group.
- Build a channel with Caritas-HK Computer Workshop to handle E-waste.

優化維修保養流程

Optimization of Repair & Maintenance Flow



團隊背景

BACKGROUND OF THE TEAM

小組名稱 易維修密碼
成立日期 2010年4月9日
所屬部門 行政部
促進員 周子龍
隊長 區美珊
小組成員 張慧燕 李桂芬

Team	The Yi Weishou Code
Date of formation	9 th April 2010
Composition	Administration
Team facilitator	Thomas Chow
Team leader	Peggy Au
Team member	Nikita Cheung, Fanny Lee



易維修密碼
The Yi Weishou Code



提案背景

BACKGROUND OF THE PROJECT

維修及保養對維持一個理想的工作環境是十分重要的。我們深信透過向人才提供一個理想的工作環境，將會大大提高他們的工作效率。為達到這個目標，我們認為有必要透過下列四項措施進一步優化現行的維修保養流程。

Repair and maintenance are both important in keeping our office as an ideal workplace. By providing an ideal workplace to our talents, we believe that talents' productivity could be greatly enhanced. In order to achieve this goal, it is necessary to optimize the existing repair and maintenance flow by the four measures below.



問題成因

CAUSE OF THE PROBLEM

- 使用紙張紀錄大大增加遺失資料的機會；
- 缺乏有系統的資料紀錄導致當同事翻閱資料時，需要耗用很多的時間；
- 物料缺乏明確的標記，影響行政部同事與使用者之間的溝通。
- Keeping record with hard copies greatly increases the chance of information loss.
- Lack of a systematic record leads to a waste of time in searching for necessary information.
- The absence of clear labels on materials affects the communication between users and talents of Administration Department.



為物料貼上附有編碼的標貼，方便日後查找。
To facilitate information search in future, materials are labeled with specific coding.



2010年度集團跨部門比賽—「工作改善小組」勝出人才隊伍！
Winning talents of our Group's yearly competition- "W"ork "I"mprovement "T"eam in 2010!



為加快確認維修保養項目，於物料標貼上的編碼法則。
The coding method on labels of materials for identifying repair and maintenance cases more easily.

解決方案 SOLUTION

- 建立有系統的編碼制度；
- 為物料貼上附有編碼的標貼；
- 建立一個系統化的資料庫；
- 配合現時行政部的電子工作票系統，處理每個保養維修個案。

- To set up a systematic coding method for categorizing locations of materials.
- To label materials with specific coding.
- To establish a systematic and standardized database.
- With the help of the existing Admin Ticket System, to handle every repair and maintenance case.

成果與效益 ACHIEVEMENT AND BENEFIT

- 成功建立一個系統化的資料庫，方便日後資料查找；
- 快速確認維修保養項目，提高工作效率；
- 以電腦存檔，減少資料遺失；
- 運用系統化的資料庫方便作出分析，減少不定期維修；
- 成功建立庫存管理系統，為物料進行定期補給。

- More convenient search for information with a systematic database built.
- Efficiency is greatly raised as easier to identify repair and maintenance cases.
- Information loss is highly prevented with backup in soft copies.
- Irregular repairs are reduced as easier to do analysis with the systematic database.
- Materials are replenished regularly with a steady inventory control.

原稿檔案庫的建立

Central Artwork Library



團隊背景

BACKGROUND OF THE TEAM

小組名稱 天馬行者
成立日期 2009年8月1日
所屬部門 市場部 及 資訊科技部
促進員 梁少佳 李大科
隊長 黃嘉玲
小組成員 李婉君 李海倫 石楚謙

Team Creative Walker
Date of formation 1st August 2009
Composition Marketing Dept. & IT Dept.
Team facilitator Leung Siu Kai, Lee Tai For
Team leader Sophie Wong
Team member Emily Lee, Ken Lee, Gary Shek



天馬行者
Creative Walker



提案背景

BACKGROUND OF THE PROJECT

公司不斷研發新產品，以及經常將一些深入民心的產品重新包裝，令消費者有耳目一新的感覺。因此，市場部經常面對繁重的宣傳及推廣工作，並要經常聯繫對外合作公司及對內部門有關產品包裝設計圖、宣傳物品設計圖及廣告設計圖等。但由於公司沒有一個集中平台統一存檔，這些設計圖大部份都存於不同的設計公司，因而導致以下問題：

- 由於產品繁多，版本多樣，當要尋找最新的設計圖時，都要花費一段時間；
- 因宣傳物品仍在保密階段，在傳遞上會承受保安風險；
- 因設計方面多樣化，在設計的過程中需要更新改正的情頻密，導致在傳遞過程中有機會用錯舊設計版本。

The Company is continuing to develop new products, and at the same time, is repackaging the classical products so as to create new images for consumers. In this case, the Marketing department has to face a heavy workload for undertaking promotional activities, and needs to maintain close contact with external agencies and internal departments regarding artwork design for new packaging and posters. The Company has no central art library for storing the artwork, and the artworks are kept at various agencies, and a number of disadvantages of this situation have been experienced.

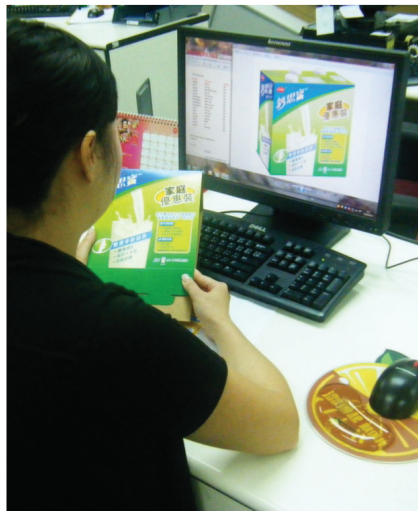
- Since there are various versions of pack designs, it is time consuming to search for the latest version.
- Since the marketing material should be kept confidential before the launching of promotional activities, using external ftp is risky.
- Due to the high frequency of redesigning the promotional products based on continuous improvement, there is a high risk that out-dated marketing material might inadvertently be used.



問題成因

CAUSE OF THE PROBLEM

- 由於圖樣照片的設計檔案十分大，不可以利用電子郵件傳送。在讓內外部門核對設計資料時，若人手傳送就更加費時；
- 欠缺中央平台統一存檔，方便有關部門存取檔案；
- 由於考慮設計圖樣要保密，在對外對內的聯絡時，一般的資料共用平台，未能符合保安要求。
- Since the files mostly consist of artwork and photos, they are too large to be transferred by e-mail; besides, it is time consuming to deliver them by hand to internal & external parties for proof reading.
- The absence of a central platform and storage area for filing has led to considerable inconvenience when attempting to retrieve and store files.
- Since the designs need to be kept confidential before commencement of promotional activities, it is not safe to transfer the information via the ordinary information sharing platform.



建立安全的設計圖資料的存取連線，在有權限控制下，讓內外用家使用。

Creating the ftp link with security control for the design layout and information, and assigned designated authority for the internal and external users.



新的平台 能提供穩定、方便和安全的模式去收集和保管市場推廣的物資，增加工作效率。

The new platform provides a stable, convenient and secure mode for collecting and storing marketing artwork.



解決方案 SOLUTION

在保安方面，特別建立了安全的設計圖資料的存取連線 (FTP link)，在有權限控制下，讓內外用家使用：

- 架設有系統及受監控的中央平台，統一流通資料；
- 設置不同的存取權給內外使用者，避免資料外洩。

在效率方面，建立原稿檔案庫，增加工作的效率和確切性：

- 內部同事簡易提取資料，避免傳遞上的費時失事；
- 加強設計版次的管理和控制，避免混淆出錯。

To improve security, we created the ftp link with security control for the design layout and information, and assigned designated authority for the internal and external users:

- We constructed a structured and controllable platform for centralizing and monitoring information.
- We set access rights for the marketing team, external designers and agencies, so as to avoid the leakage of information.

To improve efficiency, we create a new central platform for file sharing, so as to enhance the effectiveness and accuracy of the approval process:

- We enabled easy access for the internal parties and avoided the problems arising regarding the transmission process.
- We ensured the correct version management of the marketing materials.



成果與效益 ACHIEVEMENT AND BENEFIT

- 增加工作效率：新的平台 能提供穩定、方便和安全的模式去收集和保管市場推廣的物資，增加工作效率；
- 提高工作品質：提供營銷、公關和市場推廣部門同事一個方便和可靠的資訊平台，去更新產品及市場推廣資訊，從而提升全公司的工作效能，並提升顧客服務的質素；
- 優化版次控制：由於有統一的存檔，版次的編排有序，避免出錯；
- 強化知識管理：在工作效率和釐定 策方面，更能適時回應需求；
- 加強在職培訓：良好的資料保存，有助工作輪替的在職培訓，加強同事在新崗位上的學習；
- 節省人力支出：由於在工作效率上有大改善，在人力傳遞方面節省約 \$25,800。

• Enhancing efficiency: the new platform provides a stable, convenient and secure mode for collecting and storing marketing artwork.

• Enhancing the work quality: provides a convenient and reliable information sharing platform for the staff in sales, marketing and public relations departments, so as to allow updating of marketing information in real time, leading to enhancements in the efficiency and effectiveness of promotional work and customer service.

• Better version control: the centralized platform with proper version management can eliminate the risk of mistakes.

• Enhancing knowledge management: it helps to accelerate the decision making process and facilitate a timely response to customer needs.

• Enhancing on-the-job training: the information can help in the training-up of new staff through on-the-job training.

• Reducing the cost of manpower: the improvements in work efficiency help in manpower saving, amounting to about \$25,800 per year.

兼職員工服務改善計劃 - 「訊」心工房 Part-time Staff Service Quality Improvement Program



團隊背景 BACKGROUND OF THE TEAM

小組名稱 「訊」心工房
成立日期 2009年12月1日
所屬部門 電訊盈科個人客戶業務 - 直銷部
促進員 冼綺如
隊長 陳富和 李翔
小組成員 馬國健 陳嘉儀 劉寶馨 方增明
洪明熙 吳楚恩 陳學斌

Team	Quality Workshop
Date of formation	1 st December 2009
Composition	Direct Sales, Consumer Group, PCCW
Team facilitator	Cyndi Sin
Team leader	Michael Chan, Travis Lee
Team member	Henry Ma, Chloe Chan, Kylie Lau, Vincent Fong, Harvey Hong, Cecilia Ng, Simon Chan



「訊」心工房
Quality Workshop



提案背景 BACKGROUND OF THE PROJECT

電訊盈科作為一間重視優質服務亦同時肩負社會企業責任的機構，一直以來致力提升香港的顧客服務水平。基於對員工服務水平的高要求，電訊盈科特別為兼職員工作出一系列措施，令來自不同背景的兼職員工的服務質素得以提升，為每位顧客提供優質及貼心的服務。

As a socially responsible organization, PCCW is committed to continuously improving its customer service quality. In order to ensure that our overall standards are of the highest quality, the Company considers it very important that even part-time staff are able to deliver excellent customer service. The Company has put in place initiatives to develop the ability of part-time colleagues to achieve this key corporate objective.



問題成因 CAUSE OF THE PROBLEM

- 前線直銷工作的工時及工作環境的變化都較為頻密，兼職同事或需較長時間去適應，影響服務質素，流失率亦因而上升；
- 兼職同事普遍對工作的認知程度不深，加上忙於正職，故在工作上未能盡顯所能；
- 較短的工作時間導致兼職同事與管理層之間的雙向溝通效率下降。
- Part-time colleagues usually require a longer period of time to achieve consistently high service standards because of the irregular working hours and frequently changing working environment. This adversely affects their job satisfaction and results in higher turnover.
- By their very nature, part-timers have fewer opportunities to learn about their job. Furthermore, commitment to their full-time job is likely to hamper their ability to fully develop their potential in the part-time positions.
- Irregular and shorter shifts of part-time positions increase the difficulty in establishing effective, quality communication between the part-time colleagues and their supervisors.



資深員工教導兼職同事各種技巧
Experienced, full-time staff act as mentors to help their part-time counterparts.



導師為員工度身訂造相應的培訓課程
Tailor-made training program for part-time staff



加強歸屬感及溝通，有助提高員工士氣
Improve morale and staff bonding



解決方案 SOLUTION

「訊」心工房計劃主要從兼職同事的產品知識、對公司的歸屬感及溝通渠道三方面入手，藉以提升兼職同事的整體服務水平。其針對性措施包括

- 為兼職同事度身訂造培訓課程，幫助同事熟習公司的多元化產品服務；
- 提供朋輩計劃，由資深全職員工，以亦師亦友的角色輔助兼職同事，協助解決疑難及提升歸屬感；
- 設立網上平台，提供溝通渠道以增強雙向溝通。

The “Quality Workshop” was designed to raise the overall service quality of part-timers by enhancing their product knowledge, strengthening their sense of belonging and improving staff-management communications. The specific measures included

- Tailor-made training to enable part-time staff of different backgrounds to effectively and quickly acquire the necessary knowledge regarding the Company’s diversified range of products;
- A “Buddy Program” whereby experienced, full-time staff will act as mentors and friends to help their part-time counterparts resolve problems and develop a stronger sense of belonging; and
- A web-platform to encourage two-way communication between part-timers and management.



成果與效益 ACHIEVEMENT AND BENEFIT

- 針對性的培訓加強了兼職員工的產品知識及服務水平，不但令銷售業績持續上升，更增加顧客對前線員工的滿意程度；
- 朋輩之間的互相幫忙有助建立良好的銷售氣氛及員工士氣，更令兼職員工對公司的歸屬感得到大幅提升，減低員工流失率；
- 網上平台有助公司及員工互相了解，公司更能透過前線員工接收更多市場資訊，提供更貼心的客戶服務。

- Significant improvement in product knowledge and service quality, leading to better sales performance and greater customer satisfaction.
- Improved morale and working atmosphere as a result of a stronger bonding among all staff. A greater sense of belonging has led to a substantially lower turnover rate of part-timers.
- The easier communication channel increases mutual understanding. Management can also obtain more up-to-date market information from frontline staff and therefore deliver more desirable customer service.

掃油器 Paint Spraying Container



團隊背景 BACKGROUND OF THE TEAM

小組名稱 金基圈
成立日期 2008年4月1日
所屬部門 金基工業大廈
促進員 方錫雄
隊長 周偉哲
小組成員 曾益村 林瑞明 周寄韻 梁穎嫻
陸群英 賴靄兒 郭錦茵

Team Gold King Circle
Date of formation 1st April 2008
Composition Gold King Industrial Building
Team facilitator Fong Shek Hung
Team leader Keith Jau
Team member Stanley Tsang, Jackey Lam, Candy Chow,
Winnie Leung, Phoebe Luk, Fion Lai,
Venus Kwok



金基圈
Gold King Circle



提案背景 BACKGROUND OF THE PROJECT

翻鬆停車場車位格線、車路標記及公眾地方牆身是屋苑的日常維修工作。工程人員在掃油時需經常搬動工具和材料，除了容易打翻油漆桶外，更有可能引致肌肉勞損甚至受傷。

Painting parking space lines, carriageway markings and public walls are the major maintenance works in our daily operations. Technicians need to move the tools and paint materials frequently when carrying out the maintenance works. The paint container might be easily turned over during transportation. Our Technicians may even experience muscle strains or injuries.



問題成因 CAUSE OF THE PROBLEM

- 工序繁複影響工作效率；
- 員工長期維持蹲下的姿勢鬆油，容易導致身體受傷；
- 不停於容器內灌滿油漆，消耗大量體力；
- 油漆桶打翻會引致絆倒的意外。
- Complicated procedures lower work efficiency.
- Keeping the squat position for a prolonged period of time may cause work injury.
- Repeatedly refilling the paint container will increase energy consumption.
- The slanted paint container can cause stumbling.



掃油器
Paint Spraying Container



使用掃油器翻新牆身
Using "Paint Spraying Container" for painting wall



以站立姿勢工作，減低工傷事故
Perform the task in standing position and reduce injury case



解決方案 SOLUTION

透過多個品管工具的應用，金基圈成功以低廉的成本，設計出一個既美觀又實用的掃油器。

- 設計簡單易用，增加工作效率；
- 新設計的掃油器令工程人員可以站立姿勢工作，減低工傷事故。

Through the application of a number of QC tools, Gold King Circle has designed a useful tool, "Paint Spraying Container" at low cost.

- "Paint Spraying Container" is easy to operate, which increases work efficiency.
- The newly designed container allows our technicians to conduct painting works in standing positions, thus reduce work injury case.



成果與效益 ACHIEVEMENT AND BENEFIT

有形得益

- 減輕體力消耗及避免肌肉筋骨勞損；
- 有效地控制油漆的份量，使漆油能平均覆蓋表面；
- 提升工作效率；
- 餘下油漆可保存再用。

Tangible Benefits

- Reduce energy consumption and prevent muscle strains.
- Effective control of the paint flow rate facilitates quality painting work.
- Enhance work efficiency.
- The leftover paint can be stored for future consumption.

無形得益

- 提升屋苑管理質素；
- 得到法團及租戶認同，促進雙方溝通及信任。

Intangible Benefits

- Uplift management quality and corporate image.
- Strengthen the relationship with the Incorporated Owners and tenants as the result of "Paint Spraying Container" is widely recognized.

自行設計製造聚乙烯管及電熔套筒切割工具

Self-develop tailor-made PE pipe cutting and coupler separation tools



團隊背景

BACKGROUND OF THE TEAM

小組名稱 旭日
成立日期 2009年3月2日
所屬部門 中華煤氣工程學院
促進員 陳義
隊長 黃偉傑
小組成員 黃偉傑 何轉昌 陳志偉 劉志康 郭奇豹

Team Rising Sun
Date of formation 2nd Mar 2009
Composition Towngas Engineering Academy
Team facilitator Chan Yee
Team leader Wong Wai Kit
Team member Wong Wai Kit, Ho Chuen Cheong,
Chan Chi Wai, Lau Chi Hong,
Kwok Kee Pao



旭日
Rising Sun



提案背景

BACKGROUND OF THE PROJECT

由2008年起改用400mm聚乙烯管作訓練用途後，用於切管及切電熔套筒工序需多用約900工時。

After the change of using 400mm diameter PE pipe as the designated size for training in 2008, the additional time required in cutting and coupler separation processes is around 900 working hours.



問題成因

CAUSE OF THE PROBLEM

- 用手提風車鋸速度快，但危險性高。
- 傳統方法切管，時間長及切口不齊整。
- 市場上售賣的切割機並非完全適用及價格昂貴。

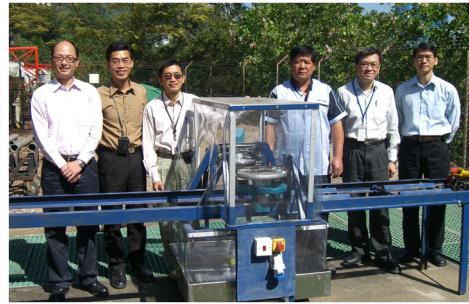
- Existing high-speed manual saw is of high-risk.
- Pipe cutting is time-consuming with existing tool, resulting in ragged edge.
- Existing pipe cutting machines in the market cannot meet the purpose and are expensive.



電熔套筒分割器
PE Coupler Separator



PE管切割器
PE Pipe Cutter



小組成員與完成品合照
Team members with their finished product



解決方案 SOLUTION

- 確認問題後，小組成員以魚骨圖分析各種成因。
- 成員透過思考激盪提出改善建議的方案。
- 以品質管理工具(如優先次序網、力場分析等)選擇最佳解決方案。
- 小組決定自行設計及製造工具改進工作流程。
- 小組開始開發工具，並試行新工具，再加以改良。
- 加設安全裝置以提高安全水平。

- After identifying the problem, team members used fish-bone diagram to analyze various causes.
- Members used brainstorming to raise solution proposals.
- Decision was made by quality improvement tools such as priority grid and force-field analysis.
- Team decided to self-develop tailor-made cutting tools to improve work flow.
- Team started to develop the tools and carried out trial implementation to seek improvement.
- Safety devices are added to enhance safety standard.



成果與效益 ACHIEVEMENT AND BENEFIT

- 毋需購買新切割機，並節省每年保養、運作、工時支出及物料運輸支出等費用，有形得益共達HK\$353,033。
- 提升專業形象。
- 增加有關的工作經驗。
- 加強工作安全。
- 為日後改良訓練工具及機械建立良好基礎。
- 增加工作滿足感。

- Cost saving for not purchasing the new cutting tools, annual maintenance, operating fees, working hours and material transportation fees, the total tangible benefit is HK\$353,033.
- Raise the professional image.
- Increase the related working experience.
- Strengthen the work safety.
- Establish a good foundation for future improvement of training tools and equipment.
- Increase the work satisfaction.



入境大樓沖廁水供應系統改善工程

Improvement of Flush Water Supply for Toilets at Immigration Tower

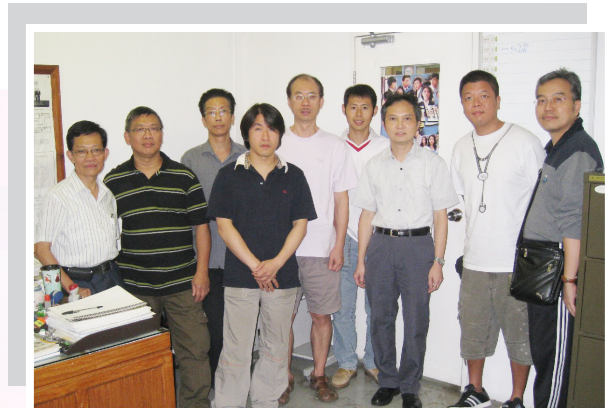


團隊背景

BACKGROUND OF THE TEAM

小組名稱 衝刺組
成立日期 2007年09月03日
所屬部門 綜合工程部
促進員 鄭輝雄
隊長 周啟榮
小組成員 陳喜 蔡明禮 吳少芳 陳廣良
何貴樂 梁志恆 田嘉良 潘子恆

Team -
Date of formation 03rd September 2007
Composition General Engineering Services Division
Team facilitator Cheng Fai Hung
Team leader Chow Kai Wing
Team member Chan Hei, Choi Ming lai, Ng Siu fong,
Chan Kwong leung, Ho Kwai lok,
Leung Chi hang, Tin Ka leung,
Poon Tze hang



衝刺組



提案背景

BACKGROUND OF THE PROJECT

整座48層入境大樓的沖廁水供應系統，是由中央冷氣散熱後的海水，用10個分層的水缸，由最低層一個傳送一個的方法，把海水輸送到每一層的廁所使用。如果低層廁所的使用頻繁或低層的水缸有故障，而令傳送往上層的供水不足，便會導致骨牌效應，上層的水缸也會繼續沒有水供應。

The flush water for the 48-storey Immigration Tower is supplied from the condensing sea water from the chiller system through 10 water tanks located at different levels, one by one from the lower level to the upper level and then supplied to toilets on each level. In case that the utilization at lower levels are high or there is fault at the lower level water tank, there will be insufficient flush water supply to the upper levels and the domino effect will cause the shortage of flush water supply to upper level water tanks and also the toilets thereon.



問題成因

CAUSE OF THE PROBLEM

- 沖廁水水缸的水位由防水浮波控制，經常發生浮波互相纏繞而導致沖廁系統發生問題；
- 系統發生問題時員工沒法即時得悉，而要待用戶通知才發現，延誤了維修工作；
- 員工不能即時確定發生問題的水缸，要費時逐一尋找。
- The water level of flush water tank is controlled by float switch control system but the float valves are easily tangled and resulted in flush water supply problems.
- There is no immediate alarm on flush water supply problem and repair works are delayed because actions can only be taken when problems are notified by users.
- Staff cannot easily identify the faulty water tank and it is time consuming to check each tank to search for the faulty one.



PVC筒導管
PVC ducts



原有問題裝置
Existing problem installation



鞮鞮式水銀制
Swing type mercury switches



解決方案 SOLUTION

- 更換防水浮波裝置，改用固定位置的鞮鞮式水銀制，更準確地控制系統；
- 以PVC筒作導管，避免纏繞問題導致故障；
- 安裝警報裝置，於系統出現問題時即時發訊號到管理處及機房。
- Replace the float valves with fixed swing type mercury switches for more accurate control and operation.
- Use PVC duct to guide the switch cables so as to eliminate the tangling problem.
- Install sensors and fault reporting system and panel so that immediate fault alarm signal can be monitored at the management office and plant room.



成果與效益 ACHIEVEMENT AND BENEFIT

- 遇上低水位情況或系統故障時，員工可以即時及準確得悉需要維修的水缸樓層；
- 無需時常更換浮波配件，節省成本；
- 由以往的每個月平均二十宗故障，減少至現在的每個月一至兩宗；
- 由故障至恢復供水的時間由三小時縮短到半小時。
- Whenever there are cases of system failure or low water level at flush water tanks, staff can identify accurately the water tank with problems and prompt repair actions can be taken accordingly.
- Cost saving can be achieved because the frequency of float valve replacement is much lower.
- The average number of fault calls in a month has been reduced from twenty to one or two calls only.
- The downtime for repair work has been reduced from three hours to half an hour.

天羅地網鉗 Magical Pliers



團隊背景 BACKGROUND OF THE TEAM

小組名稱	滿FUN圈
成立日期	2007年
所屬部門	滿樂大廈辦事處
促進員	陳敏儀
隊長	黃兆威
小組成員	王錦珍 許振霖 許國志 陳偉新 陳啟昌 陳永棠 蔣漢民 黃宏富

Team	Moon Fun Circle
Date of formation	2007
Composition	Moon Lok Dai Ha Estate Office
Team facilitator	Chan Man Yee
Team leader	Wong Siu Wai
Team member	Chan Kai Cheong, Wong Kam Chun, Hui Chun Lam, Hui Kwok Chi, Chan Wai Sun, Chan Ngai Kei, Chan Wing Tong, Cheung Hon Man Wong Wang Fu



滿FUN圈
Moon Fun Circle



提案背景 BACKGROUND OF THE PROJECT

在日常屋邨管理工作上，索帶是一種經常使用來固定物件的物料。當剪掉索帶尾或剪除用完的索帶時，索帶碎片散落地面或可能回彈傷及員工，故員工須要額外清理地上碎片及帶上保護眼罩。為提升工作效率及職安健，「滿FUN圈」利用簡單的物料，設計了製作簡易、成本極低又實用的工具-「天羅地網鉗」。

In daily estate management, nylon strip is commonly used for fixing objects. When cutting the remaining strip ends or cutting them off after use, they will spring over onto the ground or may spring back to hurt workers' eyes. As such, subsequent cleaning work and eye-protection are required. With a view to improving efficiency and enhancing occupational safety, Moon Fun Circle uses simple material to design a practical, economical and easy-to-use tool - Magical Pliers.



問題成因 CAUSE OF THE PROBLEM

- 使用索帶懸掛高物或移除索帶時，須一手穩住身體，一手操作剪鉗剪斷索帶。剪鉗無法抓著索帶尾部，索帶碎片不單散落地面，更有機會擊中員工；
- 須時清理四散的碎片，減低工作效率。
- When using nylon strips for fixing objects at height or removing them, worker needs one hand for balance. The strip tails or used strips will fly off or spring back to hit worker;
- It takes time to clean up the scattered strips and lowers efficiency.



利用天羅地網鉗懸掛物件時，不單輕鬆，且更安全
Using Magical Pliers for daily operation in a more efficient and safer manner



天羅地網鉗
The Magical Pliers



同時剪斷及抓緊索帶多餘部份
Cut and grab nylon strip ends simultaneously

解決方案 SOLUTION

- 香港房屋協會關注員工的工作安全，一直致力推廣安全工作文化；
- 每個屋苑均成立「卓越圈」，以改善工作之流程，從而提升工作的效率及安全的工作文化；
- 「滿FUN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，並從有形效益及無形效益兩方面作分析，以極低成本改做現有工具，設計出實而不華的「天羅地網鉗」。現時屋苑員工使用該工具懸掛物件時，不單輕鬆，且更安全。
- Emphasis is laid by the Hong Kong Housing Society in providing a safe working environment for its employees as work safety has been accorded prime importance;
- Quality Enhancement Team (QET), aiming at better workflow, is formed by estate staff with main focus on work efficiency and work safety;
- Through brain-storming, members of Moon Fun Circle from Moon Lok Dai Ha applied Fishbone Diagram for analyzing the problems and designed an economical and easy-to-use tool --- Magical Pliers. To implement the idea and design, both tangible and intangible benefits of the tool were further studied and the tool was finally used for daily operation in a more efficient and safer manner.

成果與效益 ACHIEVEMENT AND BENEFIT

有形得益

- 成本極低 - 製作簡易，可推廣至不同屋苑及行業；
- 改善職業安全 - 避免索帶尾彈傷員工；
- 提升工作效率 - 一次過剪斷及抓緊索帶碎，減省清理的時間。

無形效益

- 有助提升團隊合作精神；
- 增加員工歸屬感；
- 顯現關心員工文化。

Tangible Benefits

- Low cost - simple design and applicable in different properties or even different trades;
- Occupational Safety improved - prevent nylon strip ends from hitting worker;
- Efficiency improved - cut and grab nylon strip tails in one-go to save cleaning time.

Intangible Benefits

- Team spirit enhanced;
- Increased sense of belongings;
- Employee caring illustrated.

杜絕因開關架空電綫時出錯而引發的直流電斷路器跳脫事故

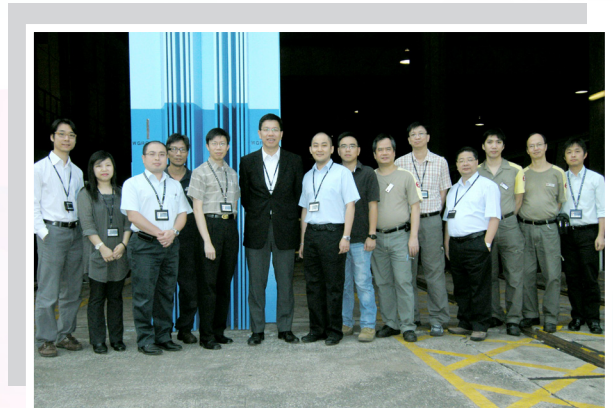
Total Elimination of DC Circuit Breaker Tripping Cases due to Human Errors in Overhead Line Switching Process



團隊背景

BACKGROUND OF THE TEAM

小組名稱	三思圈			
成立日期	2008年1月15日			
所屬部門	16位			
促進員	梁志強			
隊長	黃偉			
小組成員	陳伯良	鄭觀樹	梁鈺階	徐錦泉
	李懷恩	林耀榮	姚文傑	鄭玉龍
	黃家強	溫志明	翟文泰	鄭麗兒
Team	Think Thrice Circle			
Date of formation	15 th January 2008			
Composition	16 Members			
Team facilitator	Quentin Leung			
Team leader	Nelson Wong			
Team member	Clement Chan, Cheng Koon Shu, Leung Yuk Kai, Chui Kam Chuen, Leslie Chan, Li Wai Sze, Lam Yiu Wing, Yiu Man Kit, Leo Cheng, Yeung Chi Wing, Wong Kar Keung, Wan Chi Ming, Chat Man Tai, Apple Cheng			



三思圈
Think Thrice Circle



提案背景

BACKGROUND OF THE PROJECT

開關架空電綫是車廠內其中一項極講求高度安全的工序。一旦發生意外，員工有可能會觸電致死，性命攸關，故曾被列為最高風險級別。由於工序繁複，員工執行任務時必須保持高度專注力，否則很容易出現人為失誤，令設備受損或增加發生意外的機會。

Overhead Line switching is a safety critical task and was rated the highest risk level. Any error could cause fatal accident. Due to the complexity of the process, high degree of concentration is required to avoid human errors or it could cause damages to the equipment or even accidents.



問題成因

CAUSE OF THE PROBLEM

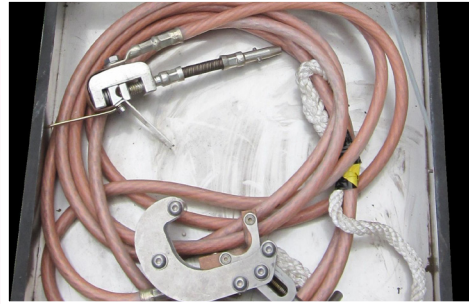
- 過去的意外事故，往往因為員工在繁複的工序上犯錯而發生；
- 發生意外的主要因素，往往出於“人為失誤”和“專注力不足”所引致；
- 經過深入的分析，開關架空天綫時，如發生意外，有導致“觸電致死”的風險存在。所以在潛在風險發生前，一個妥善的解決方案是刻不容緩的。
- Past Overhead Line Switching Process had incidents which were associated with maintenance staff missed steps in a tediously set up process.
- Human error; a momentarily elapse of memory, had been the main root to the incident.
- Through engineering analysis, it was further revealed that there was a possible scenario that a risk of staff electrocution would occur. It was not a safe task. Before the occurrence of this risk, a definitive solution is imminently required.



所有相關的工序都妥為聯鎖，杜絕了人為出錯，可更安全有效率地完成的工作
Proper interlocking helps prevent human errors and enables safer and more efficient work



架空天纜的開關系統加裝接地纜聯鎖
The New Castell-Interlock was integrated into OHL Mast



接地纜和接地棒分別儲存以便和架空電天纜的開關系統進行聯鎖
Earthing rods and cables are now separated for interlocking with OHL switching system.



解決方案 SOLUTION

- 利用FMECA和魚骨圖法進行分析後，圈員為有關的問題找到解決的方法；
- 把有關的接地線和架空電線的開關系統進行聯鎖，可有效杜絕意外發生的機會；
- 設計及裝配合乎成本效益的設備，例如：聯鎖，托架和儲存箱，並把此改善方案應用於所有五個市區綫車廠。
- By applying an integrated Failure Mode and Effects and Criticality Analysis and the Fish-bone Diagram, the team worked out a "Total Solution" to resolve problem.
- Earthing cables are interlocked with respective Overhead Line switching systems to eliminate hazard.
- Additional locks, brackets and storage boxes were designed and fabricated for project implementation in all 5 Urban Line Depots to standardize the design and process.



成果與效益 ACHIEVEMENT AND BENEFIT

有形得益

實效可靠的工序

- 所有有關的工序都妥為聯鎖，員工可迅速而安全地完成開關架空電線的工作，無需擔心因錯漏而導致意外。

減省維修成本

- 大大省卻了需維修損毀設備的成本。

安全的工作環境

- 減少了人為失誤的機會，成功為員工提供“零”意外的安全工作環境。

無形得益

- 鐵道車輛維修部全體員工衷誠合作，解決有關的問題，從而提升了員工之間的團隊精神；
- 員工因執行這項工作而擔心出錯的壓力大減，工作和安全表現得以提升，士氣自然大大提高；
- 在“零”意外/事故環境下，減少發生損失工時意外的風險和可導致的損失。

Tangible Benefits

Work efficiency improved

- Since all the core steps are properly interlocked, staff can now work efficiently without having to worry about their safety due to missing steps in the switching process.

Maintenance cost saved

- The cost of corrective maintenance due to equipment fault was greatly reduced.

Safety at work

- Human errors were minimized, creating a working environment of "zero" incident.

Intangible Benefit

- Rolling Stock Maintenance Department staff at all levels worked together to resolve this problem, hence enhancing the team spirit across the department.
- The stress of making errors at work was relieved while enabling better work and safety performance, hence boosting staff morale.
- LOST TIME INJURY has been improved through achieving "zero" accident / incident.

提升配送服務的客戶滿意度

Improving customer satisfaction on delivery service



團隊背景

BACKGROUND OF THE TEAM

小組名稱	物流奇兵			
成立日期	2009年6月1日			
所屬部門	綜合供應鏈部 - 訂單處理組			
促進員	鍾永賢			
隊長	袁國棟			
小組成員	朱可怡	金啟賢	容偉國	江麗萍
	劉爾珊	俞安健	梁嘉倫	潘紫琪
	莊佩佩	劉嘉敏		黃慧寶
	張秀英			
Team	Logistics Circle			
Date of formation	1 st June 2009			
Composition	Integrated Supply Chain Department – Order Fulfillment Team			
Team facilitator	Jason Chung			
Team leader	Eric Yuen			
Team member	Elaine Lau, Brenda Chu, Ivan Kam, Willy Yung, Kinki Kwong, Pinky Chong, Angela Yu, Karen Leung, Vicky Poon, Doris Wong, Ivy Cheung, Carmen Lau			



物流奇兵
Logistics Circle



提案背景

BACKGROUND OF THE PROJECT

以往傳統運輸配送的流程極依賴個別員工的經驗，並且產生大量文件以作記錄。面對公司之客戶業務日益倍增，運輸配送的速度及需求亦相對提高，但繁複瑣碎的工序拖慢了整體的服務效率，並可能影響客戶的滿意度。因此，我們成立品質改善小組研究如何精簡作業流程並減少浪費，以達到提升營運效率及客戶滿意度。

The efficiency of distribution process highly relies on staff experience and requires tons of documents for record. With a rapid growth in our business, the delivery process is required to be more timely and responsive. However, the current delivery process is complicated and tedious, which impacts on the overall service efficiency and the customer satisfaction.

Hence, Kaizen team has been formed to reengineer the delivery process with minimal waste so as to improve the operation efficiency, and customer satisfaction.



問題成因

CAUSE OF THE PROBLEM

- 現時處理訂單流程依賴人手及文件分類於不同文件夾中，但過程繁複並容易引致錯誤。
- 以人手制定配送路線極需依賴員工經驗並頗為費時，如有關員工缺勤或離職亦甚影響流程效率。
- 面對客戶特別配送要求或現場環境的特別狀況，如：樓梯、升降機的承載限制、停車場開放時間等的資訊，若未能有系統地收集及記錄，將令到運送員工沒有合適工具及足夠人手處理此特別狀況，不但影響對客戶的服務承諾，並容易引致工傷。
- The current ordering process is mainly based on manual filing for order classification, but this procedure is quite tedious and more likely to make mistakes.
- The daily delivery schedule is established by staff experience, and hence, staff absence or turnover would impact on the schedule quality.
- The current process is unable to capture the premise information such as: stairs, restriction on cargo lift, availability of car park, etc. Without this information, delivery crew could not prepare proper tools and sufficient labor to manage such situation. It is not only fail to meet our service promise to customer, but also cause work injury.



部門須要安排適合工具及足夠人手處理現場環境之特別狀況

The department has to prepare proper tools and sufficient labor to manage the special premise environment.



富士施樂配送車隊

The distribution team of Fuji Xerox (Hong Kong) Limited



以往處理訂單流程依賴人手及文件分類於不同文件夾中

The ordering process is mainly based on manual filing for order classification in the past.



解決方案 SOLUTION

- 以公司資源管理系統為基礎延伸發展一套物流配送系統，訂單資料可自動分類予有關部門處理，節省了流程處理及時間。
- 系統內存有全港街道及大廈資料，並根據載入之訂單資料及特定配送要求自動編排配送路線。
- 大廈的特別現場環境可記錄於此系統的資料庫，當再有配送要求到同一大廈時，系統能自動作出相關提示以便作出最合適的安排。
- Transportation planning system is a module extension from the Enterprise Resources Planning System, which would classify the delivery to related parties. This reduces the processing time and eliminates the manual work.
- This system contains detail information of Hong Kong buildings and streets, and is able to automatically assign the delivery route for the sales order.
- Special customer premise information can be recorded in the database of this system, so that better delivery would be arranged for same premise with the system alert.



成果與效益 ACHIEVEMENT AND BENEFIT

有形得益 - 簡化流程及編排配送路線自動化，可減省員工於配送安排之工作量並且減少錯誤引致的修改及損失，另節省員工加班時間，折算約為港幣七十萬元。

無形得益

- 提升客戶滿意度，客戶對於整體配送服務的讚揚顯注增加。
- 提升員工滿意度及對於品質改善的認同。
- 減少紙張的使用及碳排放，配合公司的環保方向。
- 所有配送相關資訊被紀錄於系統，有助於編制報告分析以作持續改善。
- Tangible benefit - With streamlining the process and the automation of delivery route arrangement, this would not only reduce staff workload and eliminate the cost caused by process non-conformance, but also minimize the staff overtime work. Hence, this project saved around HK\$700K.
- Intangible Benefit
- Enhance the customer satisfaction with significant increasing number of compliments on the delivery service.
- Enhance the employee satisfaction and inculcate the mindset of continuous improvement within team.
- Reduce the consumption of paper and CO2 emission, aligning with our corporate direction of environmental reservation.
- Delivery related information can be recorded in this system. This would assist on analysis from the reports for continuous improvement.



鳴謝 ACKNOWLEDGEMENT

類別 TYPE

大會司儀
Master of Ceremony

飲品
Drinks

嘉賓美點提供
Food for VIP Corner

來賓款待
Reception and Guest Escorts

攝影及錄影
Photography and Video Shooting

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

進場紀念品
Welcome Gifts


贊助機構 SPONSOR

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


 香港賽馬會
The Hong Kong Jockey Club

 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

 富士施樂(香港)有限公司
Fuji Xerox (Hong Kong) Limited
策劃及工作委員會成員
Members of Organizing Committee

 MTR 港鐵公司
MTR Corporation

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


 MTR 港鐵公司
MTR Corporation


 機電工程署
Electrical and Mechanical Services Department

 電訊盈科有限公司
PCCW Limited

 香港寬頻網絡有限公司
Hong Kong Broadband Network Limited

 香港房屋協會
Hong Kong Housing Society
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

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

 香港房屋協會
Hong Kong Housing Society

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

 香港寬頻網絡有限公司
Hong Kong Broadband Network Limited

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COMPANY REPRESENTATIVES FOR QUALITY ACTIVITIES

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JANUARY

SUN	MON	TUE	WED	THU	FRI	SAT
						01 元旦
02 廿八	03 廿九	04 十二月 初二	05 初三	06 小寒	07 初四	08 初五
09 初六	10 初七	11 初八	12 初九	13 初十	14 十一	15 十二
16 十三	17 十四	18 十五	19 十六	20 大寒	21 十八	22 十九
23 二十	24 廿一	25 廿二	26 廿三	27 廿四	28 廿五	29 廿六
30 廿七	31 廿八					

FEBRUARY

SUN	MON	TUE	WED	THU	FRI	SAT
		01 廿九	02 年三十	03 正月	04 立春	05 初三
06 初四	07 初五	08 初六	09 初七	10 初八	11 初九	12 初十
13 十一	14 十二	15 十三	16 十四	17 十五	18 十六	19 雨水
20 十八	21 十九	22 二十	23 廿一	24 廿二	25 廿三	26 廿四
27 廿五	28 廿六					

MARCH

SUN	MON	TUE	WED	THU	FRI	SAT
		01 廿七	02 廿八	03 廿九	04 三十	05 二月
06 驚蟄	07 初三	08 初四	09 初五	10 初六	11 初七	12 初八
13 初九	14 初十	15 十一	16 十二	17 十三	18 十四	19 十五
20 十六	21 春分	22 十八	23 十九	24 二十	25 廿一	26 廿二
27 廿三	28 廿四	29 廿五	30 廿六	31 廿七		

APRIL

SUN	MON	TUE	WED	THU	FRI	SAT
					01 廿八	02 廿九
03 三月	04 初九	05 清明節	06 初四	07 初五	08 初六	09 初七
10 初八	11 初九	12 初十	13 十一	14 十二	15 十三	16 十四
17 十五	18 十六	19 十七	20 穀雨	21 十九	22 耶穌受難節	23 耶穌受難節
24 廿二	25 復活節	26 廿四	27 廿五	28 廿六	29 廿七	30 廿八

MAY

SUN	MON	TUE	WED	THU	FRI	SAT
01 勞動節	02 勞動節翌日	03 四月	04 初二	05 初三	06 立夏	07 初五
08 初六	09 初七	10 佛誕	11 初九	12 初十	13 十一	14 十二
15 十三	16 十四	17 十五	18 十六	19 十七	20 十八	21 小滿
22 二十	23 廿一	24 廿二	25 廿三	26 廿四	27 廿五	28 廿六
29 廿七	30 廿八	31 廿九				

JUNE

SUN	MON	TUE	WED	THU	FRI	SAT
			01 三十	02 五月	03 初二	04 初三
05 初四	06 端午節	07 初六	08 初七	09 初八	10 初九	11 初十
12 十二	13 十三	14 十四	15 十五	16 十六	17 十七	18 十八
19 十八	20 十九	21 二十	22 夏至	23 廿一	24 廿二	25 廿三
26 廿五	27 廿六	28 廿七	29 廿八	30 廿九		

JULY

SUN	MON	TUE	WED	THU	FRI	SAT
					01 香港回歸日	02 初二
03 初三	04 初四	05 初五	06 初六	07 小暑	08 初八	09 初九
10 初十	11 十一	12 十二	13 十三	14 十四	15 十五	16 十六
17 十七	18 十八	19 十九	20 二十	21 廿一	22 廿二	23 大暑
24 廿四	25 廿五	26 廿六	27 廿七	28 廿八	29 廿九	30 三十
31 七月						

AUGUST

SUN	MON	TUE	WED	THU	FRI	SAT
	01 初二	02 初三	03 初四	04 初五	05 初六	06 初七
07 初八	08 立秋	09 初十	10 十一	11 十二	12 十三	13 十四
14 十五	15 十六	16 十七	17 十八	18 十九	19 二十	20 廿一
21 廿二	22 廿三	23 處暑	24 廿五	25 廿六	26 廿七	27 廿八
28 廿九	29 八月	30 初二	31 初三			

SEPTEMBER

SUN	MON	TUE	WED	THU	FRI	SAT
				01 初四	02 初五	03 初六
04 初七	05 初八	06 初九	07 初十	08 白露	09 十二	10 十三
11 十四	12 中秋節	13 中秋節翌日	14 十七	15 十八	16 十九	17 二十
18 廿一	19 廿二	20 廿三	21 廿四	22 廿五	23 秋分	24 廿七
25 廿八	26 廿九	27 九月	28 初二	29 初三	30 初四	

OCTOBER

SUN	MON	TUE	WED	THU	FRI	SAT
					01 國慶日	
02 初六	03 初七	04 初八	05 重陽節	06 初十	07 十一	08 寒露
09 十三	10 十四	11 十五	12 十六	13 十七	14 十八	15 十九
16 二十	17 廿一	18 廿二	19 廿三	20 廿四	21 廿五	22 廿六
23 廿七	24 霜降	25 廿九	26 三十	27 十月	28 初二	29 初三
30 初四	31 初五					

NOVEMBER

SUN	MON	TUE	WED	THU	FRI	SAT
		01 初六	02 初七	03 初八	04 初九	05 初十
06 十一	07 十二	08 立冬	09 十四	10 十五	11 十六	12 十七
13 十八	14 十九	15 廿一	16 廿二	17 廿三	18 廿四	19 廿五
20 廿六	21 廿七	22 廿八	23 小雪	24 廿九	25 十一月	26 初二
27 初三	28 初四	29 初五	30 初六			

DECEMBER

SUN	MON	TUE	WED	THU	FRI	SAT
				01 初七	02 初八	03 初九
04 初十	05 十一	06 十二	07 大雪	08 十四	09 十五	10 十六
11 十七	12 十八	13 十九	14 二十	15 廿一	16 廿二	17 廿三
18 廿四	19 廿五	20 廿六	21 廿七	22 冬至	23 廿九	24 三十
25 聖誕節	26 聖誕節翌日	27 初三	28 初四	29 初五	30 初六	31 初七



優質改善經驗交流會2010
Quality Improvement & Experience Sharing Convention

持續優質 貫徹如一
Sustainable Success Through Quality

2011
CALENDAR

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(音響/燈光, 場地佈置)
Setting (Audio / Lighting, Decoration of venue)
- B. 行政安排(入場安排)
Administration Arrangement (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)

II. 交流會表現 CONVENTION PERFORMANCE

非常滿意
Very Satisfied

非常不滿意
Very Dissatisfied

	5	4	3	2	1
A. 交流會的場地(音響/燈光, 場地佈置) Setting (Audio / Lighting, Decoration of venue)					
1. 音響/燈光 Audio / Lighting	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. 入地安排 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. 發佈隊伍表達形式 Presentation Format					
a. 內容清晰 Clarity	5	4	3	2	1
b. 內容有用 Informative	5	4	3	2	1
c. 內容吸引 Attractiveness	5	4	3	2	1
2. 場刊內容與及編排 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 Favorite 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. 改善建議(如:對明年交流會之期望) Suggestion for improvement (e.g. Expectation on the next convention)					



此標誌是特別為優質改善經驗交流會而設計，並於二零零一年起沿用至今。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，以此併構成“Q”來代表機構從各方面凸顯其優質管理成就。整個標誌亦象徵了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。

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

優質改善經驗交流會2010的主題是「持續優質，貫徹如一」—以連續不斷的階梯，象徵我們以卓越優質的精神邁向成功。自1997年舉辦優質改善經驗交流會開始，各籌辦機構建立了緊密的合作關係並於社會上推廣卓越優質管理的理念。經過十四年的光陰，各籌辦機構於優質管理的旅程上仍堅持其信念並取得不俗的成就。今年，各籌辦機構透過緊密互動，讓我們共同努力，一起追求企業的卓越優質成就。

The design theme of the Quality Improvement & Experience Sharing (QIES) Convention 2010 shows an endless staircase, representing the determination to achieve sustainable success through quality spirit. Since its inception in 1997, the organizers with a close bonding to each other aim to promote quality in society. In 14-year time, we keep walking along the quality journey in term of our commitment and achievement. This year, we jointly pursue excellent corporate quality to business success through our closely interaction.



持續優質 貫徹如一
Sustainable Success Through Quality