



四十五年齊臻善 創新蛻變展佳績

Continuous improvement for 45 years Innovate, Transform for greater success

臻善圈 決賽隊伍 提案摘要

PROJECT SUMMARIES OF WIT FINALISTS



營運及服務組 Operations and Service Delivery Team

“成功在望的90” — 引入跨職能臻善圈達致績效改善 “On-track to 90” - Implement A Cross Work Improvement Team to Achieve Performance Improvement

成立日期
Date of Team Formation 09/2023

圈長
Team Leader James LINLEY

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問題剖析

- 中央營運區段(COS)於2022年5月投入服務，並於2023年5月更改為全日行車。隨著列車數量的顯著增加並提供端對端服務，我們的營運表現遇上很多問題。
- 這些問題包括西部路線的鐵路基礎設施不完善、新列車車隊(345s)的可靠度問題，以及因乘客患病或不適所造成的延誤事故。
- 我們在移動年度平均值(MAA)的表現下降至88%，低於合約所訂的95%目標。
- 由於造成營運表現問題的成因眾多，為應對這挑戰，我們組成一個跨職能的臻善圈，讓各部門都參與其中，並推動“成功在望的90”計劃以提升表現。

改善方法

- 營運表現與策劃 — 與MTREL、Network Rail、Rail for London及其他業界夥伴舉行表現檢討會議，就提升表現、分析載客量及列車位置等資料訂立優次行動，以提升團隊應對突發事件的表現。
- 工程 — 升級行車軟體，以解決駕駛操作相關問題；對車門的設定和線路進行修改，以改善車門性能及列車重置的效率；以及對洗車兩刷系統作預防性改善工作。
- 顧客體驗 — 改進在列車上處理患病或不適乘客的流程，並鼓勵乘客將垃圾丟進垃圾桶，以避免垃圾被車門夾住。
- 司機與控制 — 制定聯合服務恢復專案，包括利用「司機控制管理工具(CDMT)」在服務中斷期間提供協助，及在主要車站安排列車員工協調員(TCC)。

總結成果

有形得益

- 我們在過去五個評估周期的平均表現已提升至91.76%。
- 我們的單日表現更創下99.6%的記錄。
- 我們對表現的堅定承諾使伊莉莎白線成為英國最可靠的鐵路之一。

無形得益

- 我們追求優質服務的承諾驅使我們不斷改進和創新。
- 在信任、共同承諾和互相尊重的基礎上，加強不同團隊和職能之間的合作。
- 提高不同團隊的投入程度和責任感，以克服種種難題。
- 重建客戶(倫敦交通局)對我們的信任和信心，為我們競投伊利沙伯線的新特許經營權奠定堅實的基礎。
- 貫徹港鐵的四大核心價值：優質服務、互敬互重、創造價值及勇於進取的精神，並體現港鐵「讓城市繼續前行」的宗旨。



Problem Analysis

- Following the opening of the Central Operating Section (COS) in May 2022 and the move to the full timetable in May 2023 with a significant uplift in trains and an end to end service, we experienced a range of performance issues.
- The issues included poor Network Rail infrastructure on the Western route, reliability issues with the new train fleet (345s) as well as disruption events caused by ill passengers.
- Our performance on Moving Annual Average (MAA) dropped to 88%, which is below our contracted performance target of 95%.
- As the performance problem was caused by a multitude of causes, a cross functional Work Improvement Team, involving each department was implemented to address this challenge and the 'On-track to 90' programme was introduced to improve performance.



Improvement Methods

- Performance and Planning – conducted performance review meetings with MTREL, Network Rail, Rail for London and other industry partners to prioritise performance improvement activity, analyse data, passenger loadings and train location data to improve the response to disruption.
- Engineering – fleet software upgrade to resolve in-cab issues, on-train door set up and wiring modification to improve door performance and trains resetting, preventive improvement work on the wash wiper system.
- Customer Experience – developed an improved process for managing Passengers Ill on Trains (PIOTs), and encouraging customers to 'bin' their litter to avoid it becoming trapped in train doors.
- Drivers and Control – developed a joint service recovery improvement project which included a Control Driver Management Tool (CDMT) to assist during disruption and the implementation of Train Crew Coordinators (TCC) at key stations.



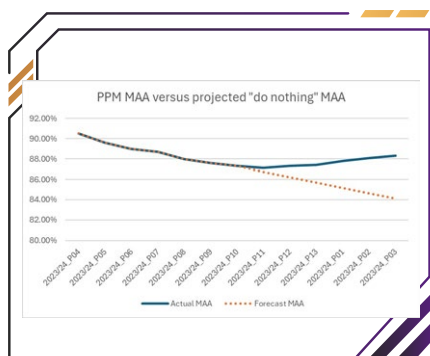
Summary of Achievements

Tangible Benefits

- Our performance has improved to an average of 91.76% periodical performance over the last five periods.
- We achieved a record day's performance of 99.6%.
- Our strong commitment to performance has seen the Elizabeth line becoming renowned as one of the Britain's most reliable railways.

Intangible Benefits

- Our commitment to excellent service drives improvement and innovation.
- Increased collaboration among different teams and functions based on trust, joint commitment and respect.
- Greater level of engagement and sense of ownership among different teams to overcome obstacles.
- Rebuild trust and confidence from our Client (Transport of London) which lays a strong and solid foundation for our bidding for the new concession of the Elizabeth line.
- Demonstrate our alignment to MTR's four core values of Excellent Services, Mutual Respect, Value Creation and Enterprising Spirit, and exemplify our purpose to Keep Cities Moving.



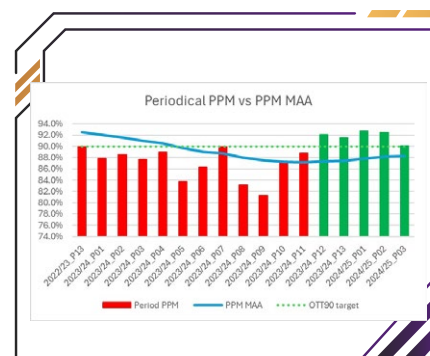
在工作改善小組活動開始時的公開績效評量 (PPM)，以及假設沒有採取任何行動的績效預測。

The Public Performance Measure (PPM) at the beginning of the Work Improvement Team initiative/activities and the forecast of performance, if we didn't take any action.



同事在應急管理工作坊進行因果圖練習。

Colleagues undertaking an Ishikawa exercise as part of a disruption management workshop.



「公共績效指標」(PPM)在實施邁向績效軌道及臻善圈活動後的改善情況。

Improvement in Public Performance Measure (PPM) following the implementation of the On Track To Performance, Work Improvement Team activities.