



# 港鐵公司董事局轄下工程委員會 項目管理過程和程序的檢討

Review conducted by the MTR Board's Capital Works Committee on  
Processes and Procedures of the Project Management System

立法會交通事務委員會  
鐵路事宜小組委員會  
Legislative Council Panel on Transport  
Subcommittee on Matters Relating to Railways

2019年3月29日  
29 March 2019

# 工程委員會進行的檢討

## Review conducted by the MTR Capital Works Committee (CWC)

- 董事局轄下之工程委員會所委聘的顧問，已提交中期報告及提出建議，並獲董事局接納  
The external consultant appointed by the Board's CWC to undertake the review has submitted an interim report with a number of recommendations which the Board has accepted
- 建議涵蓋六大範疇，對企業架構及新項目工程合約方面的處理，有長遠及策略性的影響  
The recommendations cover six aspects. Some of which are strategic in nature with long term implications on the organisation set-up and contract strategy for future projects
- 公司已即時跟進報告內中至短期的建議，以配合沙中綫工程品質管理的需要  
Already taking actions for short-to-medium term recommendations that can fulfil the continuing need of the SCL in quality management

# 正落實六大範疇建議

Recommendations under these six areas being implemented

1

## 加強項目管理 Strengthening project management

- 檢討「項目綜合管理系統」  
Review of Project Integrated Management System in progress
- 設立「不合規格通知書」電子中央資料庫  
Digital central database of “Non-conformance Reports”

2

## 重整團隊架構 Organisation revamp

- 將品質保證團隊納入另一處別，以保持獨立性  
Re-organise the Quality Assurance team under another Division to maintain its independence

3

## 商業及合約策略 Commercial and contract strategy

- 記錄及分析承建商的施工表現，作為日後招標的參考  
Record and analyse quality performance of contractors and allow performance to be fed back to subsequent procurement process

# 正落實六大範疇建議

Recommendations under these six areas being implemented

4

## 人力資源及能力 People and capability

- 為工程團隊提供特定的質量管理培訓  
Specific training on quality management for site teams underway

5

## 質量規劃及匯報 Quality planning and reporting

- 檢討及改善「關鍵檢查點」的規劃及「質量控制檢查點」的安排  
Review and enhance the planning for “hold point” and “quality control point” arrangements

6

## 科技應用 Tools & technology

- 電子化工地管理和監督資料，如引入特定智能電話應用程式，提供更嚴謹的系統，方便追溯記錄  
Digitalisation of site supervision and inspection, e.g. smartphone applications to provide more robust traceability and governance

# 展望

## Way Forward

- 港鐵公司歡迎調查委員會中期報告的建議，當中大部分與上述工程委員會及其外聘顧問的建議相類似

The Corporation welcomes the recommendations in the Commission of Inquiry's interim report, many of which are in line with the review findings of the CWC

- 已成立專責小組監督落實上述建議的進度

A special taskforce to monitor implementation progress of the above recommendations

- 公司管理層會以落實所需的改善措施為首要工作，並須持續改善，以重建公眾及持份者的信心

The management team takes the necessary improvements as a top priority, so that we can move forward and regain the trust of the public and our stakeholders

多謝  
Thank You