

# 項目管理靈活應變 獲申訴專員嘉許

## Ombudsman's Award for High Flexibility and Responsiveness in Project Management

機電署專業團隊時刻想客戶和市民所想，急他們所急，並以積極和專業的態度協助他們解決各項問題，為九龍城街市更換自動梯便是其中一個例子。雖然面對種種限制，但團隊仍然努力不懈，尋求適切的解決方案，並靈活協調各方的訴求和需要，令更換工程最終順利完成，更獲得申訴專員的嘉許。

就九龍城街市老化的自動梯，我們與食物環境衛生署(食環署)商討有關的更換工程事宜。當我們與食環署、街市商戶商議更換工程的動工日期時，接獲對施工期間和圍板安排的投訴。經了解有關問題及受工程影響商戶的憂慮後，我們提出解決方案，調動工程工序，務求把更換工程對商戶和市民造成的影響減至最低。新方案可縮短商戶的停業時間，獲食環署和商戶一致贊成。然而，在工程開展後不久，承辦商位於屯門的倉庫因受旁邊倉庫起火波及，導致所存放的新自動梯被焚毀。我們於是立即作出跟進，要求製造商加快製造一台新的自動梯及盡早運送到港，並臨時拆除圍板和填封舊自動梯的地台，以重新開放有關空間從而減低對街市運作造成的影響。我們亦加緊督促承辦商進行自動梯抵港前的預備工作，並在自動梯運抵本港後安排人手在晚間工作以加快完成更換工



更換工程後的九龍城街市自動梯。  
The escalator at Kowloon City Market after the replacement.

程，好讓市民及商戶能盡早享用新的自動梯。

為達至有效溝通，我們經常與商戶會面和商討，並輔以圖像解釋施工程序。這個工程項目的最大挑戰，是如何在保持項目質素的情況下，以靈活變通的方法滿足商戶的訴求，並尋找能令持份者和市民滿意的

方案，最終達到「三贏」的局面。

在整個過程中，我們與區議員、立法會議員代表、食環署和商戶保持恆常溝通。在團隊的努力下，我們以靈活多變的項目管理手法為客戶和市民解決各種難題，贏得持份者的讚賞。此外，該工程項目的工程師更獲頒「申訴專員嘉許獎」，以示表揚。



我們發揮專業精神，令市民及客戶滿意自動梯更換工程的安排。該工程項目的工程師更獲頒「申訴專員嘉許獎」，以示表揚。  
Thanks to our professionalism, our client and the public were satisfied with the arrangements of the escalator replacement works, and the engineer responsible for the project was presented with the Ombudsman's Award as recognition of our performance.

Our professional team always shares the concerns of our clients and the public and addresses their pressing needs, as well as helping them solve their problems with proactiveness and professionalism. The replacement of escalators at Kowloon City Market is one of the examples. Despite numerous constraints, we relentlessly searched for suitable solutions and addressed the needs and requests of different parties with flexibility. The project was finally completed successfully and earned us an Ombudsman's Award.

We worked with the Food and Environmental Hygiene Department (FEHD) on the replacement works for the aged escalators at Kowloon City Market. In the course of our discussion with FEHD and the tenants about the project

commencement date, we received complaints concerning the project duration and the hoarding arrangement. Having looked into the issue and understood the concerns of the affected tenants, we proposed a solution by rearranging the work processes in order to minimise the impact on the tenants and the public. The new plan could shorten the business cessation period and was well accepted by both FEHD and the tenants. However, shortly after the commencement of the project, a fire broke out in the neighbouring warehouse of our contractor's warehouse in Tuen Mun and destroyed the new escalator being stored there. We immediately took follow-up action by requesting the manufacturer of the escalator to expedite the production of a new

escalator for delivery to Hong Kong as early as possible. Meanwhile, the hoarding was temporarily removed and the platform of the previous escalator was backfilled in order to reopen the area as a way to minimise the impact on market operation. We also urged the contractor to complete all the preparatory work before the new escalator was delivered. Upon its arrival, additional night shifts were scheduled to speed up the replacement works for early use by the tenants and the public.

To achieve effective communication, we frequently met and discussed with the tenants and explained to them the working procedures with the aid of charts and diagrams. The biggest challenge of this project was to maintain work quality while flexibly addressing tenants' requests and finding out solutions that could satisfy all the stakeholders and the public in order to ultimately achieve a "win-win-win" situation.

Throughout the entire process, we maintained constant communication with the District Councillors, the representatives of Legislative Councillors, FEHD and the tenants. With the team's dedicated effort and flexibility in project management, we succeeded in solving the problems faced by our client and the public and earning commendations from all the stakeholders. The project engineer was presented with the Ombudsman's Award as recognition of our performance.