

Chairman's Message

Since the COVID-19 outbreak, most of the economic activities had been forced to halt. The world was in general at its lowest energy state. In the beginning of 2023, it seems that everything returned to normal. Most of the Governments are aiming at economic resurgence. People has come back to retaliatory consumption and travel.

HKQMA would not wait and stay still. We have planned to catch the recovery momentum. We are active and promising for going forward. We edited and issued our HKQMA introduction leaflet for promotion. We designed new logo for our 40th anniversary. We made badges for different membership categories of our members. We will be launching the first RPQE course, RQM e-learning courses and free technical seminars. We promote Student Membership with academic institutes in Hong Kong. We joined the Global Business Exchange trip to Foshan, Guangdong in March. We are planning local company visit in May and companies visits in Greater Bay Area later this year. We will be applying Government fundings for Greater Bay Areas Homeland Youth Community Foundation etc.... All these just happened in these few months. I certainly hope that these events and activities will benefit our members.

In this new issue, I thank for the efforts made by the Editor and all the participants who contributed articles and joined the interviews. I hope this issue will increase the interest of members/non-members to know more about HKQMA and contribute to Improvement and Innovation - Journey on Quality. Good read to readers.



Dr. Frankie Lam
Chairman



Editor's Note

To celebrate the 40th Anniversary of the Association, our newsletter is refreshed with a brand-new look along with our 40th Anniversary logo. In this issue, we are honored to have an interview with Pauline M.W. Ng who was the founding Honorary Secretary of the Association. In addition, we are delighted to have a featured article from Dr. Aaron Tong, who is our national quality expert. We are also exciting to announce the availability of the HKQMA suit badges which allow our members to demonstrate their HKQMA spirit.



Ir Trevor Tang
Director of Publication

With the lift of all the epidemic measures in Hong Kong, we are looking forward to see our activity photos with a lot of smiling faces in the future issues. I wish everyone good health!

Interview with Ms. Pauline M.W. Ng, the Founding Honorary Secretary

1. Why was the Association established 40 years ago? What was your role at that time and who was the Chairman appointed?

During the late 70s and early 80s, the industrial sector, especially the manufacturing sector was flourishing with a shortage of skilled labour and trained line-leaders. Quality of products was uncertain and it was difficult to compete with countries like Japan, Singapore, etc. The Hong Kong Industrial Relations Association (subsequently renamed as Hong Kong People Management Association conducted a conference on Quality Circles in early 1980s with a view to bringing in new concepts of management to the middle management and workers. Many of the participants in the conference were personnel managers and trainers in the private and public sectors.



Ms. Pauline M.W. Ng
Founding Honorary
Secretary

They got together after the conference and found the concept of Quality Circle highly effective in bringing managers and workers together to solve specific problems they faced in the production. Under the leadership of Dr KK Tse, a working group (including me, Mr KF Choy, Peter Lau and many members of the Industrial Relations Association) was formed. This working group set up the Hong Kong Quality Circles Association and Dr KK Tse became the Founding Chairman and I the Founding Honorary Secretary. Our objective was to promote the concept of quality circles among all managers and workers. We particularly focused on the training of line-managers, in Cantonese. Dr Tse was chairman for the first term or so and he was succeeded by Mr KF Choy. I continued to serve as Honorary Secretary for many years. After Mr Choy and I left the Board some years later, the name of the Association was changed to the current name. Both Mr Choy and I have served as Honorary Advisers for many years.

2. What is the deepest impression you have in HKQMA?

The members of HKQMA (and former HKQCA) are very devoted to the training of all levels of staff in an organisation. During our early days, we conducted workshops during weekends and the participation was most enthusiastic despite sacrificing family time. At first the participants had no knowledge or concept of management and team building. We saw how they changed from the first year as they came back year after year. We witnessed how they progressed to become leaders of the work team and subsequently managers and even senior managers. They shared with us their successful stories and cases. We were all so motivated.

3. Do you think the mission set up at the very beginning had been achieved?

Our attention was drawn more to the manufacturing sector but with the migration of the industry to the north, the need to provide training to staff diminished. We did move to the service industry but it was difficult to apply the methodology used in Quality Circles to the service sector without modification. However with the rise of IT in recent years, I believe a lot must have been done to carry on the mission we first had.

4. What change from the association do you wish to see in the future?

One of the main clients in our early days was MTRC and a lot of work was done in ensuring the quality of service and safety in the infrastructure and vehicles. It is more effective to provide training on a company-by-company basis as we need the managers and staff (from the top to the bottom) to work together with the same mind and method to improve the quality of work. Many companies are facing the ageing of infrastructure and equipment. It is all the more important that those involved in a work team can work systematically and scientifically to solve problems. The association may need to tailor its resources and training programmes to meet the needs of individual companies.

5. As one of the founding members of HKQMA, what messages would you like to pass to the new members?

We are all here to serve the public who are the end users of all products and services. It is only when Hong Kong can continue to uphold its name in producing quality work that Hong Kong can have a future as an international city and the window of China to reach out to the international world. There is a lot that members of the Association can do.

NEW

HKQMA Badges

HKQMA suit badges are now available for members. The badges come with three different colours, namely black, gold and silver, for different membership types. All members will receive a badge for free by mail after next membership renewal.

- Black**
 - ❖ Platinum Corporate Members
 - ❖ Fellow Members
 - ❖ All professional grades (i.e. PRQE, RQM, RQE)
- Gold**
 - ❖ Corporate Members
 - ❖ Ordinary Members
- Silver**
 - ❖ Associate Members
 - ❖ Student Members



Featured Article

-QA:減法質量保證如何打破「三元悖論」？

唐偉國博士：2017「中國杰出質量人」
(National Quality Expert of China)

中國杰出質量人獎項旨在表彰對我國質量事業有突出貢獻的企業家、質量專家以及質量工作推進者。中國質量協會、中華全國總工會經過嚴格評選，評選出2017年“中國質量專家”和“中國質量工匠”。唐偉國博士是「中國杰出質量人」截止至當年在深港乃至大灣區的唯一得獎者（每年獲獎者10人，2017年實則僅8人獲此殊榮）。



「他是質量管理的推動者和布道者。他率先將美國和日本的質量管理模式引入香港。在為各機構提供卓越的質量管理服務的同時，他創造性地提出了「-QA:減法質量保證」的概念並付諸實踐，為推進先進的質量管理做出了突出貢獻。」

「中國杰出質量人」部分獲獎者

2017	李玉琪	大連船舶重工集團有限公司副總工程師 中國第一代及第一艘航空母艦遼寧號質量管理負責人
2018	潘銀生	大亞灣核電運營管理有限責任公司黨委書記、總經理
2018	董明珠	珠海格力電器股份有限公司董事長
2018	雷軍	小米科技有限責任公司董事長

「-QA:減法質量保證」如何打破「三元悖論」

根據多年的顧問經驗，唐博士總結出「-QA:減法質量保證」來做到立竿見影的質量提升，「-QA:減法質量保證」有以下幾個重點：

1. 不強調檢測愈多品質愈好，強調找出最佳的檢測的方法
2. 不盲目檢測，認清檢測目標，針對檢測目標而設計有效的檢測方法
3. 在源頭開展質量措施的實施，強化供方控制

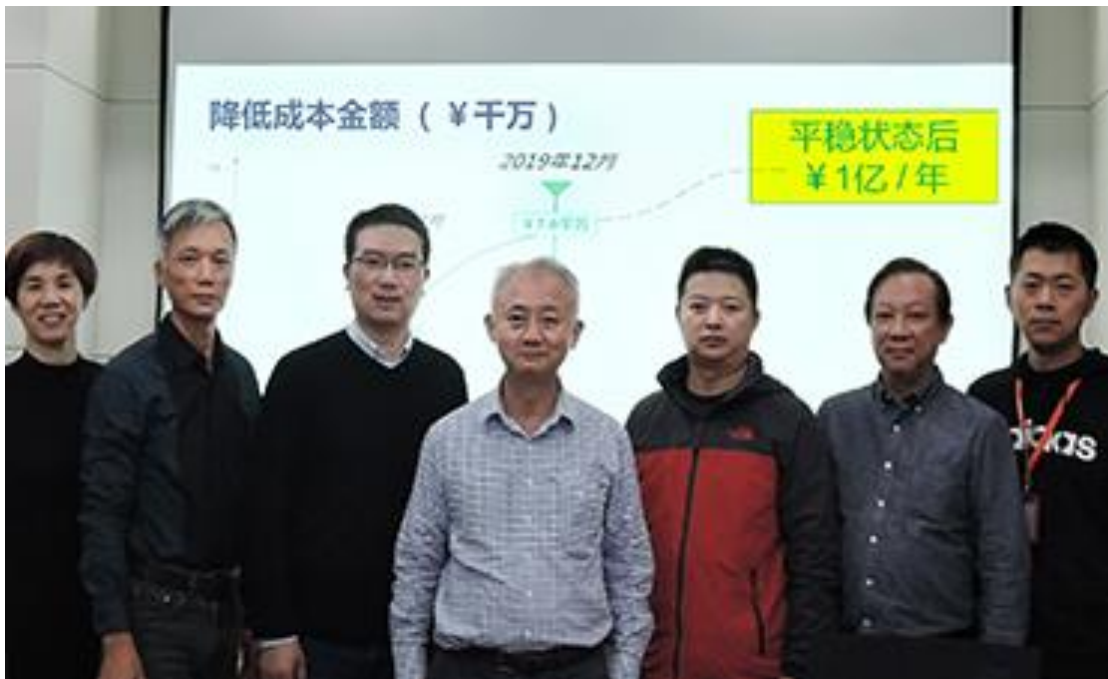
案例

浙江蘇泊爾股份有限公司（蘇泊爾）是中國最大、全球第二的炊具研發製造商，旗下生產的炊具及生活家電產品銷往全球41個國家和地區。為改善產品質量、降低返修率、提升客戶使用體驗，2015年開始唐博士領隊為蘇

泊爾實施改善項目。唐博士將「-QA:減法質量保證」灌注入蘇泊爾，推行了一系列精準改善項目。包括為蘇泊爾完善產品追溯及市場售後數據分析系統，通過加強供應商管理，要求其利用HASS把控產品組件/零部件的質量。同時，通過篩選供應商，引導其嚴格仿照國際標準要求，提升工藝水平，建立“品質為先”的跨企業團隊，只用了1年，就將產品售後不良率成功降低50%以上。12個月內售後返修率從3%降至1.5%，降低了50%。之後18個月，售後返修率再從1.5%降至0.9%。正是「-QA:減法質量保證」，得以使質量改善見效時間快而持續。

是次項目中，有幾大領域的改善成果尤為顯著，突顯了「-QA:減法質量保證」模型改善見效時間快、質量更可靠、節約成本等優勢。

- 引入獨特果因分析法，查明返修電飯鍋接頭受潮氧化原因，取代原本更換配件的做法，將接頭挪至乾燥位置，從而將解決方案的時間從5-12個月縮短至1個月；
- 模塊化電子電路集成化 (IC) 的設計方案，應用高加速壽命試驗(HALT) / 高加速應力篩選(HASS)快速完成IC產品質量的驗證，保證可靠性；
- 指導供應商實施HALT & HASS，從源頭上保證產品質量，降低在線不良率，進而降低售後返修率；
- 在維護客戶良好使用體驗的前提下，突破工藝瓶頸，優化產品設計，節能省料簡化工藝工序，實現了既優化功能，又大幅減少成本，每年節省成本並增加利潤約¥1億元

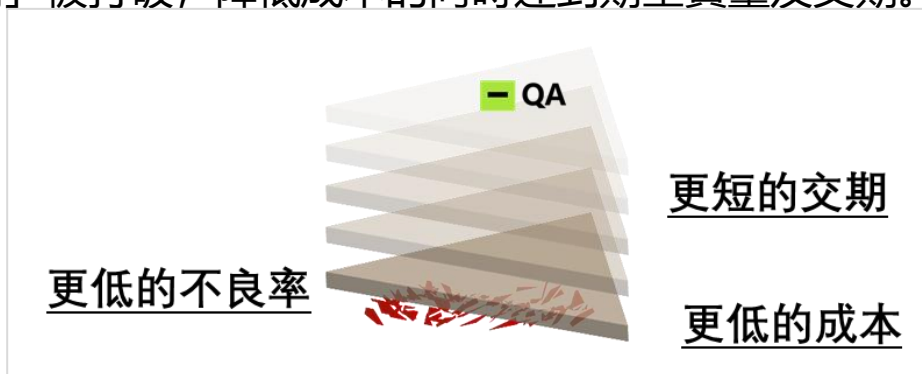


TQM 首席顧問 唐偉國博士工程師 (中) 與 蘇泊爾管理高層



TQM 首席顧問 唐偉國博士工程師出席蘇泊爾供應商日並 發表重要演講

傳統供應鏈管理認為低不良率、短交期及低成本三者絕不可能共存，由此可見，供應鏈管理中的「三元悖論」就是低不良率、短交期及低成本。透過「-QA:減法質量保證」模型，唐博士幫助蘇泊爾順利攻克這一難題，將時間、質量和成本保持在最佳水平。供應鏈管理中看似堅不可摧的「三元悖論」被打破，降低成本的同時達到期望質量及交期。



「-QA:減法質量保證」：打破「三元悖論」

結語

上述實例只是「-QA:減法質量保證」打破「三元悖論」成就的冰山一角。「-QA:減法質量保證」在各行業的成功運用，充分驗證了只需精準鎖定檢測目的、尋找最佳檢測方法、從源頭（即供方）便實施質量控制，即可實現“低不良率、短交期及低成本”三者的共存。「三元悖論」在供應鏈管理中體現的矛盾，在質量人不斷的努力下，已經逐漸被解決。在工業4.0進入中德合作的新時代，「-QA:減法質量保證」在這一“利用信息化技術促進產業變革”的大潮中，將在供應鏈管理以外的更多領域，繼續得以運用和推廣。

Executive Committee 2022-2023

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About HKQMA


Established in 1983, the Hong Kong Quality Management Association (HKQMA) has been actively promoting a better understanding of quality management methods in Hong Kong. Over 40 years of development, HKQMA has extended its service to offer a wide range of professional services including quality management training, focus group seminar, consultancy service, company visit and organizational experience sharing activities to its members. HKQMA also maintains good relationship with various sectors such as government departments and semi-official organizations, universities and education institutions, renowned companies across manufacturing, service, engineering, construction and public services etc.



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