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# 香港航空
# 航班正常性工作探討
# Hong Kong Airlines
# On Time Performance (OTP) Work
# 2018.5.24

HONGKONG AIRLINES
香港航空

V19

# 香港航空現況簡介
## Hong Kong Airlines Introduction

香港航空每日執行航班數量為120班左右，航線網絡覆蓋包括東南亞，北美洲，歐洲及大洋洲共39個航點。

HKA operates around 120 sectors per day with a total of 39 destinations covering Southeast Asia, North America, Europe and Oceania

香港航空以空中巴士營運，現有37架飛機，平均機齡約五年，將陸續接收共21架A350客機。

HKA operates a total of 37 Airbus in the fleet with an average fleet age around 5 years. A total of 21 A350 aircrafts will be joining the fleet gradually.


### 現時香港航空機隊規模
### Current HKA Fleet

| 型號 (Aircraft) | 現有數量 (Quantity) |
|---|---|
| A330-300 | 10 |
| A330-200 | 10 |
| A320 | 11 |
| A350-900 | 4 |
| A330-200F (貨機) | 2 |
| 總數 | 37 |

# 香港航空現況簡介
## Introduction to Hong Kong Airlines (HKA)

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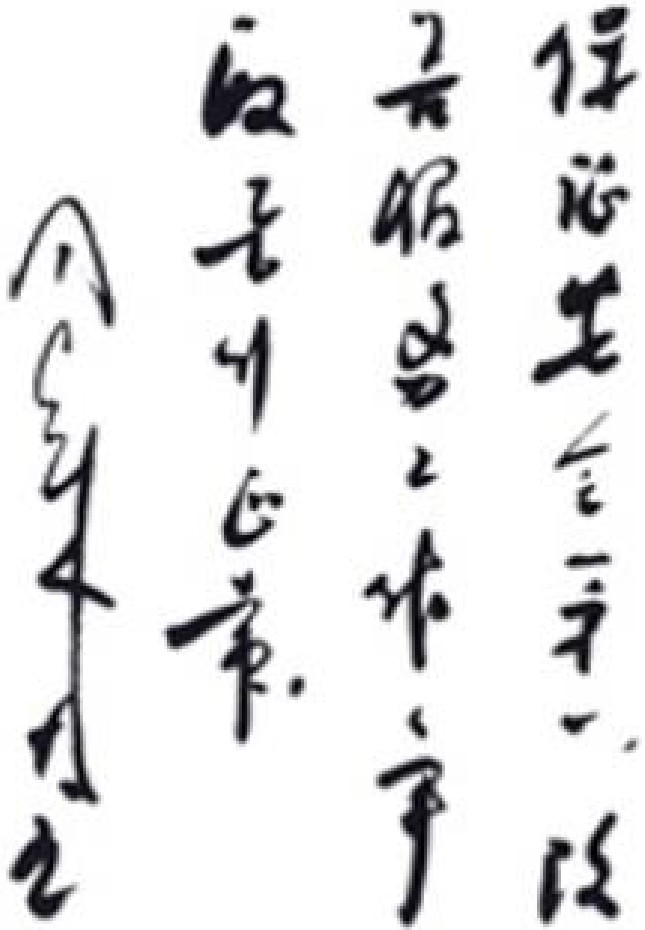
**公司至高運行標準:**
**The Highest Operation Standards in HKA:**

保證安全第一
改善服務工作
爭取飛行正常

**Safety is Always the No. 1 Priority;**
**Continuously Improve Service Standards;**
**Strive for Excellent Operations Quality**



周恩來總理
Zhou Enlai, Premier
1957年10月5日 5th October, 1957

# 正確認識處理安全，正常和服務之間的關係
## Relationships between Safety, OTP and Service Quality

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**安全和正常 Safety and OTP:**

航空安全与正常性服務並不矛盾，航班正常率能促進公司提供安全服務。 我們經常用抓安全的工作方法如閉環管理模式和案例分析來提升營運質量。

On Time Performance (OTP) does not contradict with safety, yet, it assists to enhance the operation safety. We often improve operations quality by adopting safety management methodology such as closed loop management and case study analysis.

**正常 和 服務 OTP and Service:**

OTP是對旅客最基本的服務承諾和服務體驗。作為負社會責任的企業，我們重視航班延誤對旅客的影響。

To our passengers, OTP is a basic service commitment and customer experience. As a responsible company, we value our passenger and care the impact to the passengers caused by flight delays.

# 影響正常性的因素
## Factors Affecting On-Time Performance

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## 外部因素 External Factors

- 空域繁忙 Busy Airspace
- 天氣影響 Weather Influence
- 機場資源 Airport Resources

## 內部因素 Internal Factors

- 航線結構與旅客中轉 Route Structure & Transit Pattern
- 公司快速發展 Rapid Company Expansion
- 公司運行管理體系 Overall Operating Management System

# 目標：持續提升運行品質

## Goal: Continuously Improve Operations Quality

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香港航空運行管理體系(OMS)包括以下元素：

HKA Operation Management System (OMS) includes below elements.

- 以旅客體驗為主導的運行決策體系 (VOC-Driven Operating Decision Making System) **(VDOM)**
- 抓根源 - 合理安排航班及機組計劃 (Root Cause Approach – Better Planning on aircraft & crew rotation plan)
- 重點解決運行難點（4大重點工作, 六西格瑪）(4 Key Areas, Six Sigma Projects)
- 抓细节 – 每個運行環節精益求精 (PTS) (Key Flights, WeChat Groups, PTS, QTT, Appraisal)
- 提升系統支持和員工整體服務意識 (Flight Disruption Pax Protection System (**FDPPS**), **A+** Proactive Service products and Spirit)

# 以旅客體驗為主導的運行決策體系
## VOC-driven Operating Decision Making System

香港航空在OTP方面曾有過深刻的教訓，2016年前與先進航空公司比較存在較大差距。因此，香港航空把**航班準點率優先**定為公司戰略定位，充分考慮旅客感受，構建全員準點服務意識。

「眼睛向內」，查找問題，尋解決方案，持之以恒，死磕細節。

A lesson earned is a lesson learned. There is a significant gap between us and other industry-leading companies. As such, **OTP-oriented** was identified to be a strategic positioning of HKA in order to take passengers' experience into first priority.

Self-reflection is what HKA is always doing. We continuously dig problems out, solve the problems, review the effectiveness and focus on every single detail.

# 以旅客體驗為主導的運行決策體系 – 責任劃分
# VOC-driven Operating Decision Making System - Responsibilities

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## 董事會層面 Board of Directors Level

- 董事長領導董事會對公司運行品質提升工作提出總體要求，制定長期發展戰略，敦促人、財、物投入，監督指導各項工作落實 With the leadership of the Chairman, the senior management team has instructed all operation departments to enhance the overall operation quality and formulate a long-term strategic development plan with the support of resources.

## 公司領導層面 Senior Management Level

- 總裁和首席運營官領導公司運行管理團隊對航班正常性工作進行統一組織領導，制定實施策略，推動運行品質體系建設，統籌公司各部門組織實施改進措施 President and COO lead the operations management team to work closely on the operations quality and the formulation of strategic plans in order to boost the development of the quality assurance system.

## 運行管理中心層面 Operations Management Center Level

- 運行管理中心對公司的運行品質及正常率進行實時監控、動態管理 Operations Control Center responsible for Company's operations quality and OTP monitoring
- 確定航班過站工作單 Set Precision Time Schedule (PTS)
- 以科學化 (LSS) 的方法解決問題 Address the issue in a scientific way
- 主持工作組會議，監控各項工作落實 Host meetings and monitor working group tasks and implementation process
- 為每條航線設立工作指標(KPI) Set Key Performance Indicator for each route
- 訂立年度及季度獎懲制度 Set Annually and Quarterly Reward and Penalty System in order to provide more incentives
- 公司正常性管理的總控功能 A corporate-wise central monitoring function on OTP

## 跨部門OTP工作組層面 Inter-departmental Work Force Level

- 航班準點率 – 設立公司重要工作指標，提升航班靠橋率，並以關艙門時間為主要考核指標
  Flight OTP Rate – Establish Company performance indicators, increase frontal bay rate, and use door close time as standard
- 安全 – 在不影響航班營運安全的情況下，利用科學化的方法簡化工作流程，並提升效率
  Safety – Simplify procedures and enhance efficiency by adopting a scientific approach while complying to safety operations
- 服務 – 以旅客VOC為中心，建構運行決策體系(VODM)，並推出不正常航班旅客支援系統(FDPS)Service – Passengers' VOC driven, establish VODM and implement Flight Disruptions Passengers Supporting System

# 以旅客體驗為主導的運行決策體系 – 董事會職責
## VOC-driven Operating Decision Making System – Board of Directors


### 董事會層面 Board of Directors Level

- **提出總體要求 Set Target**
  - 研判形勢，科學決策
    Evaluate the situation and make scientific decision
- **制定長期發展戰略 Formulate a long-term strategic development plan**
  - 決定組建HAGSL、收購SATS、投資PAPAS
    Establish HAGSL, Purchase SATS and Invest PAPAS
- **保障人、財、物投入 Allocate Resources**
  - 推進機隊建設，增加備份運力 Expand the fleet and increase the standby resources
- **監督指導各項工作落實 Monitor the execution of tasks**
  - 跟踪檢查各項工作指標 Follow up with various departments about the performance

# 以旅客體驗為主導的運行決策體系 – 公司管理層職責
## VOC-driven Operating Decision Making System – Senior Management


*Top-Down Management Approach*

### 公司管理團隊層面 Senior Management Level

- **統一組織領導 Centralized Management**
- **制定實施策略 Strategic Planning**
- **推動運行品質體系建設 Building up a Ops Quality Management System**
  1. 人員引進與培訓 Manpower & Training
  2. 保障資源 Protection Resources
  3. 完善的運行程序 Comprehensive SOP
  4. 應急處理、不正常航班處理 Disruption & Emergency Handling (e.g. FDPS & A+ Service Philosophy)
  5. 高效的運行決策機制 Efficient Decision Making Mechanism (e.g. VODM)
  6. 檢查、監察機制 Investigation & Monitoring
  7. 科學化的管理方法 Scientific Management
- **統籌公司各部門組織實施改進措施 Leading all departments to improve continuously**

# 以旅客體驗為主導的運行決策體系 – 運行管理中心職責

## VOC-driven Operating Decision Making System – Ops Management Center


*Top-Down Management Approach*

### 運行管理中心層面 Operations Management Center

- **訂立重點工作 Regulate Key Tasks**
  - 成立並主持工作組，與不同部門協同，制定具體工作項目，並執行運行及計劃安排的閉環管理機制
    Formulate and lead a task force including different departments for coordinating different tasks and maintain a closed loop management cycle
  - 以地面運行部(GOP)為主體，成立運行管理中心(OMC)，並配合服務部、飛行部和工程部。透過收集運營有關的數據，發現問題，並分析問題成因。最後與各部門和外站合作，提升航班正常率
    Operations Management Center is responsible for lining up Service Delivery Dept, Flight Ops Dept, Engineering Dept in order to analyze all operational data and work out with the root causes of problems in order to enhance the overall operations quality.
  - 確立重點監控航班及其通報機制，要求站長於起飛後30分內提交航班報告，延誤分析以及解決辦法，確保有關舉措可於下個航班即時實施。如需投入額外資源或修改SOP等立即通報OMC建立工作單並於週四OTP管理例會通報及評估。
    Establish key flights and its monitoring mechanism. Station Managers have to submit flight report within ATD+30 min with delay analysis and quick-fix solutions, ensure that the actions can be implemented before next flight. OMC will step in in case extra resources and modification of SOP are needed. Regular reviews and reports will be conducted in the Weekly OTP Meeting on every Thursday.

# 以旅客體驗為主導的運行決策體系 – 跨部門工作組責任
## VOC-driven Operating Decision Making System – OTP Project Group


## 工作組層面 Project Group Level

- **落實重點工作**
  **Implementation of key tasks**
  1. 始發航班 Originating Flights
  2. 長航線保障 Long Haul Routes Protection
  3. 重點航班監控 Key Flights Monitoring
  4. 航班長延誤應對及處理 Long Delay Handling

# 航班正常性管理體系 – 實施
## OTP Management System– Implementation

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President / COO

OMC

Lean Six Sigma Project

**OTP Work Group**

SDD – Catering
SDD – Ground Services
SDD – Cabin Crew
FOP – Fleet / Flight Crew
COM – Airline Planning
ENG – Maintenance
ENG – Cleaning
GOP – Ramp Operations
IT – Application Development
HAGSL – Station Control

**Case Investigation**

Airports
- HKG
  - SDD → HAGSL Pax Ops
  - FOP → Flight Crew
  - GOP → JATS / SATS
  - ENG → PAPAS
  - HAGSL → Station Control
- Outstations → Station Managers

**Key Flights Monitoring**

OMC
Analyze historical performance data
- QC Related
- Flights with poor OTP Records

**Key Flights** (Report in Wechat Group)
- IOCC → Aircraft Deployment
- Ramp → Turnaround Activities
- Airport → Pax Boarding
- Station Control → Bay Assignment QTT

Any failure will result in investigation

**Investigation Result**

Change of Procedures / Process
- Effective → Standardize as SOP
- Ineffective → Review again

# 抓根源 – 合理安排航機及機組計劃
## Root Cause Approach – Optimization of Aircraft and Crew Rotation Plan

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- 定期評估航季計劃及新開航線計劃
  Evaluate the seasonal schedule and the new route development plan
- 安排合適的備份運力，根據評估每日安排半架330作為運行備機
  Arrange 0.5 A330 aircraft daily standby aircraft as operations protection
- 對於計劃安排的不合理性進行匯總並優化
  Summarize and optimize all unreasonable schedule with Commercial Team
- 定期分析機組銜接及航班銜接，減少相關延誤
  Analyse crew and aircraft rotation pattern periodically in order to reduce delays
- 重點分析航段時間
  Analyze the block hour of new route periodically
- 地面過站時間及轉機產品
  Ground Time and Connection Products

# 重點解決運行難點 – (1) 始發航班
## Key Tasks – (1) Originating Flights

工作項目: 1. 針對PVG的始發航班 (HX231 & HX235), 落實執行不同工作
Key Task: 1. Focus on originating flights from PVG (HX231 & HX235) and implement various works

- 具體工作 Specific Work Tasks:

成立微信浦東航班保障群組: 監察航班運作, 調查延誤原因
Create PVG Flights Protection WeChat Group: Monitor flight status and investigate delay reasons

監察計劃的靠橋率與實際靠橋率的差別
Monitor the difference between planned and actual frontal bay rate


定立獎罰機制
Establish Reward and Penalty System

- 成效 Results:
  1. PVG始發航班準點率外航第一名
     PVG Originating Flights OTP Ranked first place among other non-base carriers
  2. 航班準點率由2016年44.7%提升到73.8%
     OTP Rate increased from 44.7% in 2016 to 73.3% in 2017

# 重點解決運行難點 – (1) 始發航班
## Key Tasks – (1) Originating Flights

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### 過站保障工作單 (PTS)
### Precision Time Schedule (PTS)

除了以傳統的標準去考核各站航班的準點率之外，關艙門時間正正就是我們用以考核各站的過站航班保障能力的重要因素。

Apart from using the Actual Time of Departure to measure our on-time performance, door close time is another essential factor to examine the turnaround performance of our stations.

**Precision Timing Schedule for A330 (ex HKG)**

**Addition Quick Turnaround Time (QTT) to 50minutes**

| Job Functions | Originating (75 minutes) | Turnaround (60 minutes) |
|---|---|---|
| Flight Open for Check-in | -150 minutes | -150 minutes |
| Final Load of Cargo / Mail | - 90 minutes | - 90 minutes |
| Last Cargo & Mail received for loading | - 60 minutes | - 60 minutes |
| Cockpit Crew / Cabin Crew Report ABO | - 75 minutes | - 75 minutes |
| Aircraft on Ramp / On Blocks | - 75 minutes | - 60 minutes |
| Ground equipment in position | - 60 minutes | - 58 minutes |
| Cockpit and Cabin Crew Departs ABO | - 55 minutes | - 55 minutes |
| Passengers Disembark | - | - 59 minutes |
| Offloading commenced | - | - 59 minutes |
| Passenger disembarkation completed | - | - 49 minutes |
| Cabin cleaning / Catering commenced | - 60 minutes | - 49 minutes |
| Cockpit and Cabin Crew onboard | - 50 minutes | |
| Check aircraft status with Engineer / Cabin Crew | - 49 minutes | |
| Check Boarding time | - 47 minutes | |
| Flight closed | - 40 minutes | |
| Offloading completed | - | |
| On loading commenced | - 60 minutes | |
| Final passenger load passed to cockpit / cabin crew | - 33 minutes | |
| Cabin cleaning / Catering completed | - 40 minutes | |
| Security check completed | - 37 minutes | |
| Passengers board to aircraft | - 37 minutes | |
| Fuelling completed | - 20 minutes | |
| Loadsheet, NOTOC & documents on board | - 15 minutes | |
| Locate Missing passenger / bags | - 20 minutes | |
| Push Back truck / tug and staff in position | - 10 minutes | |
| Boarding Gate Closed | - 10 minutes | |
| Locate Missing passenger / bags completed | - 7 minutes | |
| All passengers onboard | - 7 minutes | |
| Loading completed | - 7 minutes | |
| Cargo door closed | - 7 minutes | |
| Passenger door closed | - 7 minutes | |
| Step Driver / PBB Operator in position | - 7 minutes | |
| Steps / Aerobridge removed | - 6 minutes | |
| Aircraft Off Block | 0 minute | |

**Precision Timing Schedule for A350 Flight (ex HKG)**

| Job Functions | Originating (75 minutes) | Turnaround (65 minutes) |
|---|---|---|
| Flight Open for Check-in | -150 minutes | -150 minutes |
| Final Load of Cargo / Mail | - 90 minutes | - 90 minutes |
| Last Cargo & Mail received for loading | - 60 minutes | - 60 minutes |
| Cockpit Crew / Cabin Crew Report ABO | - 75 minutes | - 75 minutes |
| Aircraft on Ramp / On Blocks | - 75 minutes | - 65 minutes |
| Ground equipment in position | - 65 minutes | - 64 minutes |
| Cockpit and Cabin Crew Departs ABO | - 55 minutes | - 55 minutes |
| Passengers Disembark | - | - 63 minutes |
| Offloading commenced | - | - 63 minutes |
| Passenger disembarkation completed | - | - 53 minutes |
| Cabin cleaning / Catering commenced | - | - 53 minutes |
| Cabin Crew onboard | - 50 minutes | - 50 minutes |
| Cockpit Crew onboard | - 50 minutes | - 50 minutes |
| Check aircraft status with Engineer / Cabin Crew | - 49 minutes | - 49 minutes |
| Check Boarding time | - 47 minutes | - 47 minutes |
| Flight closed | - 40 minutes | - 40 minutes |
| Offloading completed | - | - 37 minutes |
| On loading commenced | - 60 minutes | - 35 minutes |
| Final passenger load passed to cockpit / cabin crew | - 33 minutes | - 33 minutes |
| Cabin cleaning / Catering completed | - 55 minutes | - 36 minutes |
| Security check completed | - 37 minutes | - 33 minutes |
| Passengers board to aircraft//Boarding signal release | - 37 minutes | - 33 minutes |
| Fuelling completed | - 20 minutes | - 20 minutes |
| Loadsheet, NOTOC & documents on board | - 15 minutes | - 15 minutes |
| Locate Missing passenger / bags | - 20 minutes | - 18 minutes |
| Push Back truck / tug and staff in position | - 10 minutes | - 10 minutes |
| Boarding Gate Closed | - 10 minutes | - 10 minutes |
| Locate Missing passenger / bags completed | - 7 minutes | - 5 minutes |
| All passengers onboard | - 7 minutes | - 5 minutes |
| Loading completed | - 7 minutes | - 5 minutes |
| Cargo door closed | - 7 minutes | - 5 minutes |
| Passenger door closed | - 7 minutes | - 5 minutes |
| Step Driver / PBB Operator in position | - 7 minutes | - 5 minutes |
| Steps / Aerobridge removed | - 6 minutes | - 4 minutes |
| Aircraft Off Block | 0 minute | 0 minute |

| | |
|---|---|
| Passenger Door Closed | Originating -7 minutes |
| Passenger Door Closed | Turnaround -5 minutes |

# 重點解決運行難點 – (2) 長航線保障
## Key Tasks – (2) Long Haul Flights Operations

工作項目:提高長航線的運營品質

Enhance the Operations Quality of Long Haul Services

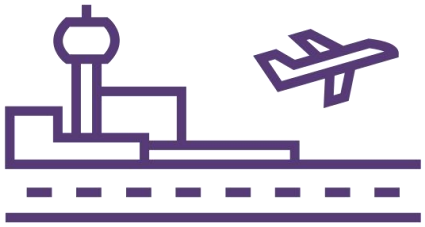
截止目前 As of Now:

長航線的正常率保持在88%以上。包括新開階段。

Long Haul Routes (including new routes) OTP Rates maintained at 88% or above

**徹查每一班延誤的航班**

**Close investigation on every delayed flight**



航班延誤分析

Flight Delay Analysis

每個航班出港後均需進行個案分析，查找問題，解決困難。

Identifying and solving problems are compulsory for every single flight after departure.

關艙門延誤分析

Late Door Close Analysis

定立標準，要求提前十分鐘關艙門。即使航班正常，遲關艙門亦需徹查。

Setting standards requiring to close cabin door 10 minutes prior to departure. Case study is still required for late door close case even the flight is on-time.

# 重點解決運行難點 – (2) 長航線保障
## Key Tasks – (2) Long Haul Flights Operations

| | 2016年11月 – 2017年2月<br>Nov 2016 – Feb 2017 | 2017年 3-6月<br>March - June 2017 |
|---|---|---|
| 航班準點率 OTP Rate | 37.9% | 79.3% |

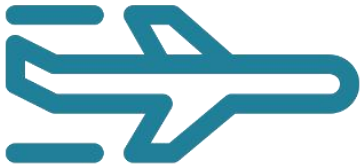
**航班廷誤所引致的問題:**

**Problem caused by Flight Delay:**

HX022 (AKL – HKG) 晚到引致旅客不能中轉到AI315

Misconnection of AI315 due to late arrival of HX022 (AKL-HKG)

加長輪檔時間15分鐘
Extended Block Hours by 15 Minutes



向飛行部提出加快飛行速度
Proposed FOP to increase the flying speed

調整了香港及奧克蘭航班的起飛及到達時間
Adjusted the departure time and Arrival Time of Hong Kong and AKL

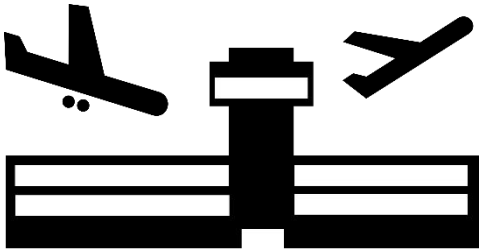
調整了香港及奧克蘭航班的起飛及到達時間
President went to AKL to discuss the concerned issue

# 重點解決運行難點 – (3) 重點航班監控
## Key Tasks – (3) Key Flights Monitoring

針對重點航班保障創建微信群組：監察航班運作，調查延誤原因
Create WeChat Group for Key Flight Monitoring: Monitor flight status and investigate delay reasons

根據過往運行數據，把過往正常率及QC納入考慮因素，評估出每季的重點監控航班。
Evaluate the historical operational data and QC effects to identify key flights

綜合運行控制中心每天把飛機及機組運行情況在群組向各工作單位報告。
IOCC reports the aircraft/crew rotation to all departments in the group every day.



機場現場各個航班保障單位在群組中匯報告各個航班的保障情況 （包括但不限於機組上機時間，登機時間，關艙門時間）。
Departments report to the WeChat group timely about the turnaround activity of these key flights.

運行管理中心牽頭對延誤個案進行調查分析並防止同類事件再次發生。
OMC initiates investigation and analysis against all delay cases and work out possible corrective plans.

# 重點解決運行難點 – (3) 重點航班監控
## Key Tasks – (3) Key Flights Monitoring

使用科學化的方法找問題
Applied scientific methods to identify problems

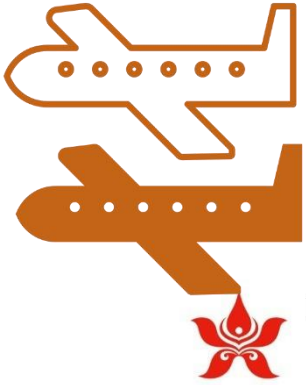
**2017 年航班延誤因素分析**
**Delay Reasons in 2017 Analysis**

首五位 (Top 5)：

| | |
|---|---|
| 天氣因素及空中流量管制<br>ATC and Weather | (56%) |
| 減載遲到旅客<br>Offload Late Show Passengers | (11%) |
| 機件故障<br>Technical Reasons | (9%) |
| 等待轉機旅客/機組<br>Awaiting Transit Pax/Crew | (8%) |
| 航班時刻計劃問題<br>Insufficient Block Time / Ground time | (6%) |

旅客晚到
Late show of passengers

擺渡車不足
Inadequate shuttle bus



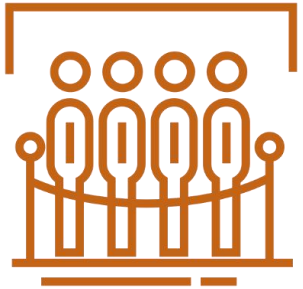
等转机旅客
Awaiting transit passengers

HONGKONG AIRLINES
香港航空

# 重點解決運行難點 – (3) 重點航班監控
## Key Tasks – (3) Key Flights Monitoring

設立過站保障標準流程時間表
Set Up Precision Time Schedule for turnaround

使用雙通道加快登機速度
Use double channels for boarding



提前排隊候機
Advance the time of queuing at boarding gate

提前爭取擺渡車
Advance the time of requesting shuttle bus

制定轉機產品時考慮正常率因素
Consider OTP factors when proposing transit products

# 重點解決運行難點 – (4) 長延航班處理及服務
## Key Tasks – (4) Handling and Service Delivery for Long Delay Flights

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- 工作項目: 1. 建立運行決策體係並為旅客提供支援
  Item: 1. Build up operations decision systems for passengers' support

**雪中送炭遠比錦上添花重要 – 旅客感受驅動運行決策**
**(VOC Driven Decision Making Model)**

- 具體工作:
  Work Tasks

### VODM

以旅客VOC為中心，建立運行決策體系(VODM) Established an operating decision making system (VODM) with focus on Voice of Customers.

- 提前進行風險評估並製定運行預案 Evaluation of typhoon assessment and established operations plans in advance.
- 安排前線人員直接收集航班延誤後的旅客需求，最大限度的提供延誤的補班航班 Arrange frontline staff to collect the feedback and needs of passengers about flight delay, and at best arranged compensating flights

針對颱風及不正常航班，建立標準化的處理程序(SOP)及持續優化部門手冊, 2017年共更新部門手冊9次
Establish standardized operating procedures for Typhoon and irregular flights and continuous enhance department manuals. In 2017, 9 revisions were made to the manual.

### FDPS

推出**不正常航班旅客支援體系**(FDPS)
Launched **Flight Disruption Passengers Supporting System** (FDPS)

- 旅客航班自查行程管理 Passengers self-helped itinerary checking service
- 不正常航班期間旅客自助改簽 Passengers self-services during irregular flights
- 旅客自動保障和通知 Passengers automatic protection and notification

# 重點解決運行難點 – (4) 長延航班處理及服務

## Key Tasks – (4) Handling and Service Delivery for Long Delay Flights



以旅客VOC為中心，建立運行決策體系(VODM) Established an operating decision making system (VODM) with focus on Voice of Customers.

- 提前進行風險評估並製定運行預案 Evaluation of typhoon assessment and established operations plans in advance.
- 安排前線人員直接收集航班延誤後的旅客需求，最大限度的提供延誤的補班航班 Arrange frontline staff to collect the feedback and needs of passengers about flight delay, and at best arranged compensating flights


利用網站資源，讓旅客可以在他們抒援他們緊張不安的心情，並得要適當的保障

Making use of online resources to relief passengers' uncertainty and ensure a swift and appropriate protection

# 抓細節 – 精益求精 - 旅客提示

## Detail-oriented – Strive for Excellence – Reminder to Passengers

港航的航班由2016年末起已全面搬至香港國際機場中場客運廊運營，旅客在T1完成值機手續後需要較長時間前往閘口。Since 2016, HKA flights are operating at Midfield Concourse of HKIA where passengers may require longer time to proceed to gate from T1 check-in counters.

因此，我們特此與機管局合作，印製一份彩色單張於值機時發給旅客，包括了一些在中場客運廊的商戶優惠券以及機場平面圖。

Therefore, with the co-operations with AAHK. A color-printed booklet including shopping coupons from shops at MFC with airport floor plan illustrating the travelling time from check-in counters was distributed to passengers upon check-in.

# 抓細節 – 精益求精 - 旅客提示
## Detail-oriented – Strive for Excellence – Reminder to Passengers

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### 成效 Effectiveness

- 讓旅客提前抵達中場客運廊購物，避免逗留在一號客運大樓忘了時間抵達登機口登機
  Passengers can arrive at MFC earlier for shopping instead of rendering around at Terminal 1.

- 亦可以讓值機員更確切地告訴旅客如何前往中場客運廊登機。
  Check-in staff can explain to passengers the way to MFC more precisely

- 實施此舉措後，我們每天需要找遲到旅客行李的航班量因此而降低了42%。而因此而受到延誤的航班更由每天平均約七班航班(佔總體13.46%)下降至只有兩次航班(佔總體3.85%)，跌幅逾百分之七十。
  After taking this move, the number of flights requiring to locate late show up passengers' baggage was reduced by 42%. As such, the number of delays caused by this reason was reduced from 7 sectors per day (13.46%) to 2 sectors per day (3.85%).

# 抓細節 – 精益求精 – 優化機組登機程序
## Detail-oriented – Strive for Excellence – Boarding of Crew Members

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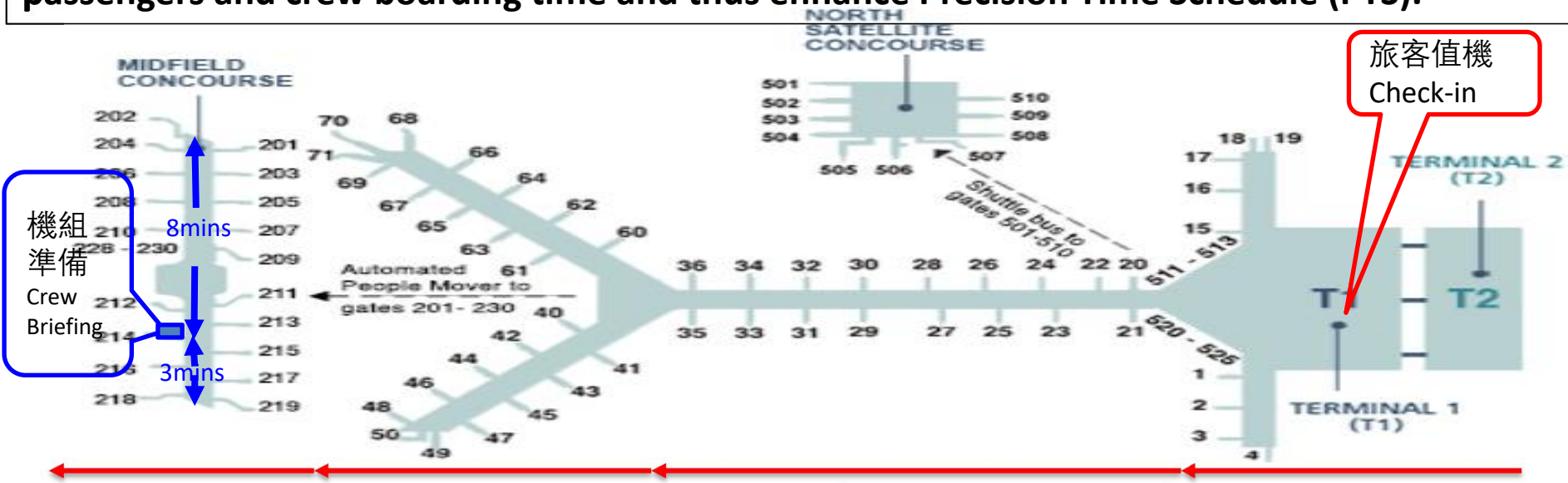
**現場步行測量時間，以評估旅客、機組登機時間，進而優化過站時間表。Estimate passengers and crew boarding time and thus enhance Precision Time Schedule (PTS).**




旅客步行 (Walk):
3 min (8 mins MAX)

MFC

機場交通(APM):
3 mins

Gate
40 -80

機場交通(APM):
3 mins
步行 (Walk):
15 mins

Airside

安檢、移民局:
Immigration & Security
15 mins

T1

機組登機時間評估：經現場測量，3分鐘到8分鐘，75%為5分鐘以內。確定機組登機時間為5分鐘。
旅客登機時間評估：經現場驗證，單通道為10人/分鐘，雙通道為20人/分鐘，從2015年開始所有航班執行雙通道登機。
機組飛機內準備時間：2015年底執行13分鐘（經程序優化後）

# 抓細節 – 精益求精 – 雙通道登機
## Detail-oriented – Strive for Excellence – Dual Boarding Channels

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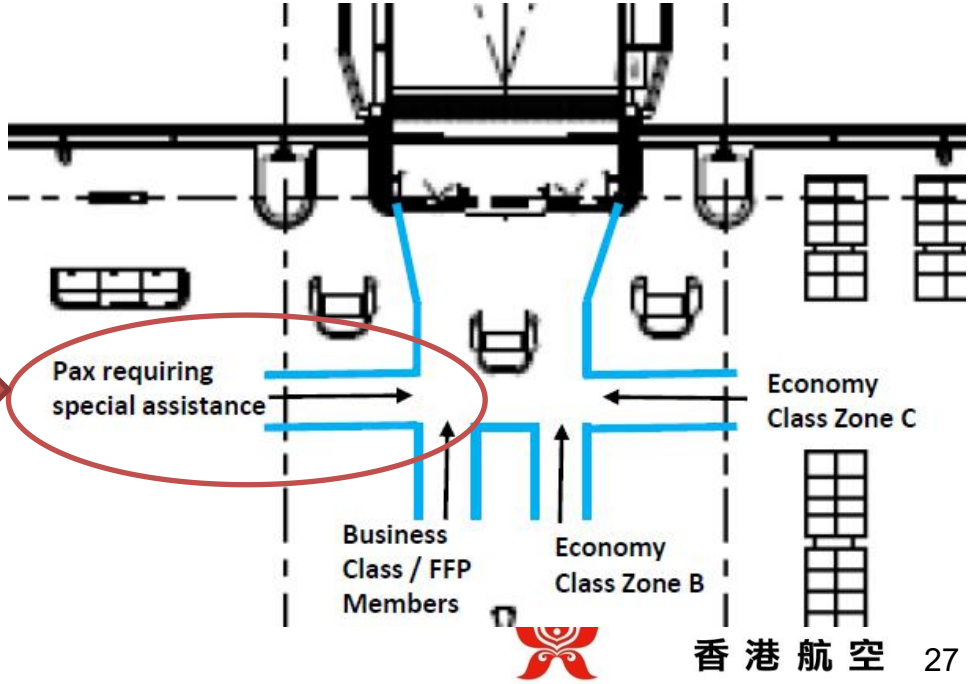
我們亦找到了有其中一個問題是本來的單通道登機會對於機艙的登機時間產生浪費。因此，本來的單通道登機變為雙通道登機。即是於商務艙旅客登機完成後，不把商務艙登機橋丟空，而同時用作普通旅客的登機。經改良後，服務部設立了關懷專區，讓老弱幼婦同行旅客優先於商務艙登機橋登機，以抒援經濟艙通道的登機程序。

From the ordinary single-queue boarding transforming to double-queue boarding can help to reduce the time used for boarding during a turnaround. After boarding of business class pax, the jet-bridge for business class will not be emptied and at the same time be used to board economy class passengers. SDD further adjusted the flow a bit and turned it to be a **Family Zone Boarding Queue**.



# 抓細節 – 精益求精 – PTS(QTT) 的使用及監控
## Detail-oriented – Strive for Excellence – Precision Timing Schedule (QTT)

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**Precision Timing Schedule for A330 AKL/YVR Flight (ex HKG)**

| Job Functions | Originating (90 minutes) | Turnaround (90 minutes) | QTT (80 minutes) |
|---|---|---|---|
| Flight Open for Check-in | -150 minutes | -150 minutes | -150 minutes |
| Final Load of Cargo / Mail | - 90 minutes | - 90 minutes | - 90 minutes |
| Last Cargo & Mail received for loading | - 60 minutes | - 60 minutes | - 60 minutes |
| Cockpit Crew / Cabin Crew Report ABO | - 90 minutes | - 90 minutes | - 90 minutes |
| Aircraft on Ramp / On Blocks | - 90 minutes | - 90 minutes | - 80 minutes |
| Ground equipment in position | - 60 minutes | - 88 minutes | - 78 minutes |
| Cockpit and Cabin Crew Departs ABO | - 60 minutes | - 60 minutes | - 60 minutes |
| Passengers Disembark | - | - 89 minutes | - 79 minutes |
| Offloading commenced | - | - 89 minutes | - 79 minutes |
| Passenger disembarkation completed | - | - 77 minutes | - 68 minutes |
| Cabin cleaning / Catering commenced | - 60 minutes | - 77 minutes | - 68 minutes |
| Cockpit and Cabin Crew onboard | - 53 minutes | - 53 minutes | - 53 minutes |
| Check aircraft status with Engineer / Cabin Crew | - 45 minutes | - 45 minutes | - 45 minutes |
| Check Boarding time | - 45 minutes | - 45 minutes | - 45 minutes |
| Flight closed | - 40 minutes | - 40 minutes | - 40 minutes |
| Offloading completed | - | - 59 minutes | - 49 minutes |
| On loading commenced | - 60 minutes | - 58 minutes | - 48 minutes |
| Final passenger load passed to cockpit / cabin crew | - 33 minutes | - 33 minutes | - 33 minutes |
| Cabin cleaning / Catering completed | - 43 minutes | - 40 minutes | - 38 minutes |
| Security check completed | - 40 minutes | - 37 minutes | - 35 minutes |
| Passengers board to aircraft//Boarding signal release | - 40 minutes | - 37 minutes | - 35 minutes |
| Fuelling completed | - 20 minutes | - 20 minutes | - 20 minutes |
| Loadsheet, NOTOC & documents on board | - 17 minutes | - 17 minutes | - 17 minutes |
| Locate Missing passenger / bags | - 20 minutes | - 20 minutes | - 20 minutes |
| Push Back truck / tug and staff in position | - 15 minutes | - 15 minutes | - 15 minutes |
| Boarding Gate Closed | - 10 minutes | - 10 minutes | - 10 minutes |
| Locate Missing passenger / bags completed | - 10 minutes | - 10 minutes | - 10 minutes |
| All passengers onboard | - 10 minutes | - 10 minutes | - 10 minutes |
| Loading completed | - 10 minutes | - 10 minutes | - 10 minutes |
| Cargo door closed | - 10 minutes | - 10 minutes | - 10 minutes |
| Passenger door closed | - 10 minutes | - 10 minutes | - 10 minutes |
| Step Driver / PBB Operator in position | - 10 minutes | - 10 minutes | - 10 minutes |
| Steps / Aerobridge removed | - 9 minutes | - 9 minutes | - 9 minutes |
| Aircraft Off Block | 0 minute | 0 minute | 0 minute |

ming Schedule for A330 (ex HKG)

k Turnaround Time (QTT) to 50minutes

| | Originating (75 minutes) | Turnaround (60 minutes) | QTT (50 minutes) |
|---|---|---|---|
| | -150 minutes | -150 minutes | -150 minutes |
| | - 90 minutes | - 90 minutes | - 90 minutes |
| | - 60 minutes | - 60 minutes | - 60 minutes |
| | - 75 minutes | - 75 minutes | - 75 minutes |
| | - 75 minutes | - 60 minutes | - 50 minutes |
| | - 60 minutes | - 58 minutes | - 49 minutes |
| | - 55 minutes | - 55 minutes | - 55 minutes |
| | - | - 59 minutes | - 49 minutes |
| | - | - 59 minutes | - 49 minutes |
| | - | - 49 minutes | - 41 minutes |
| | - 60 minutes | - 49 minutes | - 41 minutes |
| | - 50 minutes | - 45 minutes | - 40 minutes |
| Crew | - 49 minutes | - 44 minutes | - 39 minutes |
| | - 47 minutes | - 42 minutes | - 37 minutes |
| | - 40 minutes | - 40 minutes | - 40 minutes |
| | - | - 29 minutes | - 23 minutes |
| | - 60 minutes | - 28 minutes | - 23 minutes |
| in crew | - 33 minutes | - 33 minutes | - 26 minutes |
| | - 40 minutes | - 33 minutes | - 26 minutes |
| | - 37 minutes | - 30 minutes | - 23 minutes |
| | - 37 minutes | - 30 minutes | - 23 minutes |
| | - 20 minutes | - 20 minutes | - 20 minutes |
| | - 15 minutes | - 15 minutes | - 15 minutes |
| | - 20 minutes | - 17 minutes | - 13 minutes |
| | - 10 minutes | - 10 minutes | - 10 minutes |
| | - 10 minutes | - 10minutes | - 10 minutes |
| | - 7 minutes | - 5 minutes | - 3 minutes |
| | - 7 minutes | - 5 minutes | - 3 minutes |
| | - 7 minutes | - 5 minutes | - 3 minutes |
| | - 7 minutes | - 5 minutes | - 3 minutes |
| | - 7 minutes | - 5 minutes | - 3 minutes |
| | - 7 minutes | - 5 minutes | - 3 minutes |
| | - 6 minutes | - 5 minutes | - 2 minutes |
| | 0 minute | 0 minute | 0 minute |

king bay lately, the ground staff should handle process accor ng to Quick

在2017年，完成率達72%。而在2018年，公司要求各站**必須完成最少75%**的快速過站作為各站之考核標準。

The completion rate in 2017 is 72%.

In 2018, all stations are required to complete at least 75% as their performance target.

| 机型 Aircraft | 正常过站 Turnaround | 快速过站 QTT |
|---|---|---|
| A320 | 50 min → | 40 min |
| A330 | 60 min → | 40 min |
| A350 | 70 min → | 55 min |

當有航班延誤抵達，下一段離港航班的過站時間將依照快速過站時間表進行過站，其所有的時間將會比正常過站時間縮短十分鐘，此舉是為了縮短首段航班所造成的延誤而導致的雪球效應。

In case of late arrival of inbound aircraft causing shortage of ground time, the station will need to turnaround the aircraft according to the Quick Time Turnaround Schedule, which is 10 minutes less than the original turnaround time. This is to reduce the snowball effect caused by the first delayed sector.

# 以旅客體驗主導的運行決策系統 - 實例
## VOC-Driven Operations Decision Making Model - Case

**Background (背景):**

- Sapporo is a travel hot spot for Hongkongers.
- There was a strong snowstorm attacked Hokkaido.
- Situation almost got out of hand when a heavy snowstorm hard hit Sapporo in December 2016.
- 北海道札幌向來是香港人的旅遊熱點，於2016年12月一次非常嚴重的雪災導致札幌機場的運作中斷。

**Date (日期):**

- 22Dec 2016 – 28Dec2016

**5 HKA flights cancelled**

**1500 HKA passengers were trapped in the airport**

**共5次航班取消，一共1500名旅客滯留札幌機場**

HONGKONG AIRLINES
香 港 航 空

# 以旅客體驗主導的運行決策系統 - 實例
## VOC-Driven Operations Decision Making Model - Case

## 常規化準備工作 Constantly Preparatory Work

- 恆常性地安排合適的備份運力，根據評估每日安排後備飛機及機組
  Constantly arrange 0.5 A330 aircraft daily standby aircraft and standby air crew as operations protection
- 定期分析機組銜接及航班銜接，減少相關延誤
  Analyse crew and aircraft rotation pattern periodically in order to reduce delays
- 航務部及其綜合運行控制中心於新航線開航前定立不正常航班應對預案，並聯合各相關運行部門進行聯合演練工作坊。
  Ground Operations Department and the IOCC will established a Flight Irregularity Contingency Plan before the inauguration of new routes. IOCC will also line up different operations department to conduct a inter-departmental contingency plan workshop.

# 以旅客體驗主導的運行決策系統 - 實例
## VOC-Driven Operations Decision Making Model - Case

### 事前工作 Before

- 綜合運行控制中心不時留意當地天氣狀況並定時通報運行部門及管理層
  IOCC keeps monitoring the weather condition and reports timely to operations department and management team as a heads-up.
- 綜合運控中心召開應急會議，公司管理團隊亦參與有關的決策，實時機場運行狀況並作出合適的決定
  IOCC calls for an emergency response meeting with the involvement of management team and makes appropriate and timely decision according to the actual operations status of the airport.

# 以旅客體驗主導的運行決策系統 - 實例
## VOC-Driven Operations Decision Making Model - Case

## 保障工作 Protection Work

- 綜合運控中心在機場停止運作期間每天召開應對會議，實時報告場站回報的現場情況，旅客滯留及保障情況，飛行部對現況進行運行分析，服務部在旅客情緒及保障方面提供意見，集體進行分析並作出適時的決定。
  IOCC keeps calling daily assessment meeting and reports all the information given from the respective station, passengers status and the current protection plans. FOP will conduct operational analysis. SDD will offer their advise about passengers' emotions and their status. Combining all professional comments will then come up with a timely decision.

- 各運行部門需按照不正常航班保障工作單的要求及時限完成有關工作，並適時匯報總部綜合運控中心有關資訊。
  All operational departments have to take action according to the requirements and time limits as stated in the VODM Checklist and report back to IOCC timely.

# 提升整體服務意識及水平
## Overall Improvement on Service Philosophy and Standards

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- 在16年北海道大雪事件發揮效用，利用預先安排的機組，在機場重開後，第一時間安排補班將滯留旅客接回，比其他公司提前半天安排了補班航班，最早完成滯留旅客回港。體現了公司高效運行的運行品質並得到機場當局的肯定及公眾媒體上的讚揚
- In the event of Sapporo heavy snow, arranged a compensating flight right after the reopen of the airport by the arranging readily available crew. The flight arranged was earlier than other airlines by half of the day. This indicated the operations quality of the Company and was recognised by the Airport as well as broadcasted by the media


新聞稿

「優質顧客服務計劃」表揚超過 950 名機場員工卓越服務

（香港，2017 年 6 月 14 日） – 旅客出門時偶爾會遇上飛機延誤、取消、生病等這些意料之外的不幸事情。為了令旅客享有更愉快暢順的旅程，香港國際機場的員工致力在任何情況下提供卓越的顧客服務，務求帶來更理想的機場體驗。

來自香港航空及香港航空地面服務有限公司的 13 名員工獲頒發「合作團隊卓越獎－年度最佳顧客服務」殊榮，以表揚他們優秀的應變能力。2016 年 12 月日本北海道受大風雪侵襲，致使札幌新千歲機場暫停運作四天。香港航空及香港航空地面服務有限公司派遣員工前往札幌協助滯留旅客，兩名正在當地度假的員工亦自發到場提供支援。儘管因滯留旅客不滿的情緒令現場氣氛愈來愈緊張，但他們以專業態度細心服務旅客，最終令現場情況穩定下來。

HONGKONG AIRLINES 香港航空

# 提升整體服務意識及水平
## Overall Improvement on Service Philosophy and Standards

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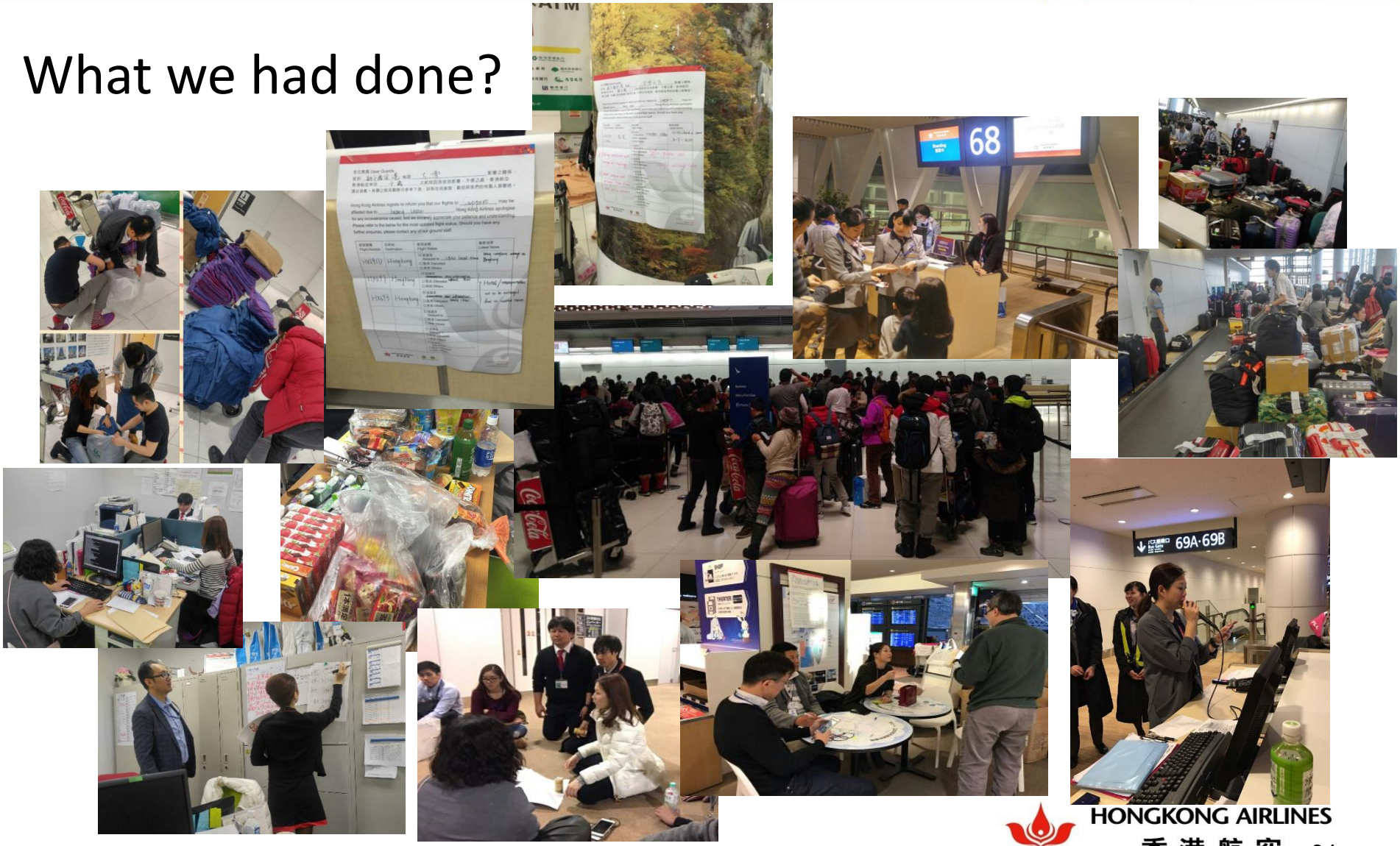
What we had done?




HONGKONG AIRLINES 香港航空

# 提升整體服務意識及水平

## Overall Improvement on Service Philosophy and Standards

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### 讚賞及旅客認同

### Praises and Recognitions


# 提升整體服務意識及水平
## Overall Improvement on Service Philosophy and Standards

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除此之外，香港航空還把旅客的聲音和特有的A+服務理念結合在一起，開發出一系列獨特的服務產品，體現了「以旅客體驗為主導的運行決策體系」。

Apart from all the above, HKA integrates both the voice from our customers and the A+ Service Philosophy to be a series of service delivery products. This completely exemplifies the “VOC-Driven Operating Decision Making Model”.


# 提升整體服務意識及水平
## Overall Improvement on Service Philosophy and Standards

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**漏左個相機係飛機[複製鏈接]**

發表於 11-2-10 23:46 | 只看該作者 | 倒序

好唔開心呀.....

呀女跟公公去旅行今日由哈爾濱返港,到港後發現唔現左部相機,呀女話漏左係哈爾濱去北京果程機上面....

唉...我想問下有機會搵返嗎?我又可以點做??

最新

**"服務熱情"**

5天前已評論

當天在飛機上掉了sim卡, 三位空服員很努力在地上幫忙尋找, 即使沒找到, 還留了公司行李組的電話給我, 說她們會跟清潔人員交待如果有找到, 將會送到行李組, 請我到香港時再確認, 相當熱情客氣.

HONGKONG AIRLINES 香港航空

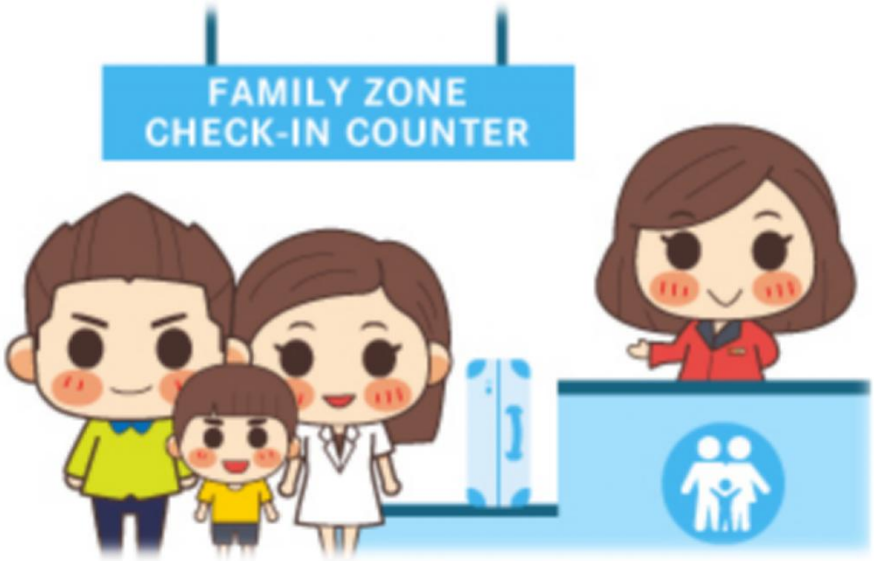
預訂與管理 | 最新優惠 | 旅遊資訊 | 我們的服務 | 飛行常客

### 機上失物查詢

若您搭機時，於客艙遺留個人物品，可以使用本系統查詢拾獲物，本系統僅供於機上已拾獲隨身物品之查詢。

| 拾獲日期 | 城市/機場 | 拾獲物類別 | |
|---|---|---|---|
| 06/01/2018 | 香港(HKG) | 所有類別 | 查詢 |

# 提升整體服務意識及水平
## Overall Improvement on Service Philosophy and Standards




**Family Zone 家庭值機專區**

WHY?

To cater the needs of all family passengers and those requiring special assistance.
貼心地照顧家庭旅客以及需要特別協助的旅客的

HOW?

- For passengers travelling with child, infant, elderly or pregnancy, they can check-in at the designated Family Zone comfortably and conveniently.
  為年老，幼年，孕婦以及需要特別協助的旅客提供一個更舒適的值機環境
- Priority seats close to the boarding gate
  登機閘口附近特設關愛座
- Enjoy priority boarding 優先登機

# 總結
# Conclusion

Fresh+ very HongKong 很年輕 好香港

## 針對香港航空運行特點的一系列提升措施 - 帶動公司運行品質持續提升

## Improvement Plans Taylor-made for HKA's Operational Features

**- A Key to Bring HKA Another Height -**

1. 以旅客體驗為主導的管理體系，高度重視並進行高投入
   VOC-Driven Operations Decision Making System (VDOM) highly focuses on passenger's experience and satisfaction.
2. 抓根源 - 合理安排航班及機組計劃 Optimization of Aircraft/Crew Rotation
3. 重點解決運行難點（四大重點工作, 六西格瑪）Key Areas / Six Sigma Projects
4. 抓細節 – 每個運行環節精益求精 Key Flights,WeChat Group,PTS,QTT,Appraisal
5. 提升系統支持和員工整體服務意識
   Flight Disruption Pax Protection System (FDPPS) including Pax Self- Booking System and Pax Notification System, A+ Proactive Service products and Spirit

持之以恆、不管改進監控工具，實時監控的信息化手段進一步提升正常性及運行品質。

**Continuously improving our means and tools and proactively monitoring is the way to achieve better operations quality.**

# 鳴謝
## Compliments & Appreciation

- **旅客的感受是我們最大的動力。**
  **Passenger experience motivates us the most.**
- 香港航空上下視航班安全和正點運行為公司運行的重要指標，高管下發嚴格的指標，在管理層的高度重視和工作層的努力下，不斷努力地持續抓細節，並提升運行效率達致最高效。
  All levels at Hong Kong Airlines put Safety as No. 1 priority and placed OTP as one os the most important operations KPI of the Company.
- 香港航空亦感謝香港民航處，香港機場管理局，中國民航局，香港及各地機場的空管單位以及各通航機場單位的支持及領導，使到香港航空能夠在其運行品質上做得更積極，不斷追求佳績。
  Hong Kong Airlines sincerely appreciates the support and leadership from HKCAD, HKAA, CAAC and ATC in Hong Kong and other airports.
- 最後亦有賴各地權威機構對航班數據的分析及報告。我們努力做好航班安全準點並不是為了榮譽，而我們更注重的是旅客的體驗和感受，在今後的日子裡我們會更加努力切實地做好航班安全正點的工作。
  Thanks for the data analysis conducted by different evaluation organizations. We strived for the outstanding operations quality is not for the honour we gained, but a real customer-focus spirit, the HKA Spirit! We shall continue focus on passengers' experience in future by continuously improving our operations quality!

# *Thank you*

HONGKONG AIRLINES
香港航空