

# 精益求精

## Enhancing Our Competencies

本署致力培育一支出色的管理團隊，同時推行工作場地計劃，藉以提升在所有供水環節供應優質食水的能力。

**The Department is dedicated to the development of a strong managerial leadership team while at the same time initiating workplace programmes to improve competencies that involve all phases of providing high quality water supplies.**

### 培訓

水務署已培育一支富有才幹和竭誠服務的工作隊伍，並安排他們在本署各級部門任職。我們為4,446名員工安排深入培訓計劃，確保我們能持續滿足用戶的需要和超越他們的期望。本年度，我們繼續參與名為「工程師講座」的跨部門知識分享會聯合計劃。我們每星期向各部門（即土木工程拓展署、路政署、渠務署、運輸署及水務署）的工程組員工提供講座。講者包括具備專業知識、經驗或在特定或專業領域受過特別培訓的專業人員、退休公務員或專家。這項統一計劃能促進知識分享、建立知識社群及激發員工的興趣。

### Training

WSD has nurtured a talented and highly dedicated workforce that extends across the entire range of the Department's operations. We scheduled in-depth training schemes for our (4,446) staff members to make sure that we continue to meet and exceed the needs and expectations of our customers. This year, we continue to participate in a jointly instituted programme of inter-departmental knowledge-sharing sessions entitled – "ENGINEER Talks". These meetings were delivered to staff members from: Works Group of departments viz. Civil Engineering and Development Department (CEDD), Highways Department, Drainage Services Department, Transport Department and WSD on a weekly basis. The speakers included professionals, retired officers or experts with valuable knowledge, experience or special training in their particular or specialised areas. This centralised programme facilitates knowledge sharing, while building up a knowledge community and arousing staff members' active interests.

我們會繼續提供培訓，以加強或提升員工的技術知識和管理能力，尤其是與濾水、水安全及資訊科技相關的知識和技能。

於二零一六／一七年度，我們已提供共8,356個培訓日，成本達230萬港元。在減低工作地點意外方面，統計數字顯示，水務工程合約意外率一直處於較低水平。事實上，我們的意外率遠低於政府就工務工程合約所定的安全上限。

We continue to provide training programmes to enhance or upgrade the technical knowledge and managerial skills of our staff members, particularly in the area of water treatment, safety and information technology.

In 2016/17, we conducted a total of 8,356 training days at a cost of HK\$2.3 million. With respect to reducing workplace accidents, statistics show that we are maintaining a consistently low rate of cases on waterworks contracts. In fact, we are well below the safety limits designated by the Government for public works contracts.



## 培育一支盡心盡力的工作隊伍

我們亦已在本署各級管理層與員工之間建立強而有效的溝通渠道。為此，部門協商委員會及轄下小組委員會提供多個有效平台，供全體員工就共同關切的事項交換意見。除定期會議外，本署亦就員工關切的事項安排與工會舉行臨時會議及協商簡報會，而高級管理人員亦定期到訪各辦事處及工作場地，向員工通報部門重要事項及解答員工關切的主要問題，提升士氣。本署期望所有主管人員在履行職責時以提高生產力及改善服務作為第一要務。為此，本署已推出多項激勵計劃，鼓勵員工出謀獻策，務求改善服務及提升工作效率。提出的創新建議經試行、試驗及實施後，明顯提升了我們的服務質素和運作效率。

## Fostering a Committed Workforce

We have also established strong and effective communications channels between managers and staff within the Department. In this regard, the Departmental Consultative Committee and its sub committees have provided useful forums to create an open exchange of ideas on issues of common concern for all staff members. Apart from regular meetings, the Department also holds ad-hoc meetings and consultative briefings with staff unions on issues of concern to staff members. Senior management personnel also make regular visits to individual offices and work sites to help boost staff morale while updating staff on key departmental issues and addressing major staff concerns. As part of their duties, all supervisors are expected to make productivity enhancements and service delivery improvements a top priority. To this end, the Department has introduced a number of motivation schemes to encourage

staff to contribute their ideas and opinions on how to improve service delivery and foster greater operating efficiency. The result is that new innovative ideas are being tried, tested and implemented, significantly helping us achieve impressive service and operational improvements.





## 向合作伙伴學習

我們與多間頂尖學術機構一同研究及發展多個項目，從而加強了雙方在技術發展和新技術應用方面的合作。本署積極及致力在整個部門內培養創新文化。年度內，員工為協助全面提升本署運作達致卓越表現而提出許多意見和建議，本署亦已仔細考慮有關建議，並在可行情況下付諸實行。

### 濾水廠技術轉移工作坊和培訓小組

於二零一零年，本署設立技術轉移工作坊及培訓小組，以提高員工對水處理最新發展的認識。我們舉辦研討會及技術考察，涉及設計、合約管理、濾水工藝和濾水廠的運作。年度內，200名員工參加了三場培訓小組知識分享會，分別是大埔濾水廠擴展工程一二號水道的水處理工藝設計和建造、將軍澳海水淡化廠一項目推行、水處理工藝及能源效益，以及海水化淡技術轉移工作坊。本署的工程顧問及承建商會繼續與員工分享先進的技術知識。

### 為主要濾水廠前線員工安排實地培訓

由於濾水廠運作本質上屬於非常專業的範疇，而且各濾水廠的濾水工藝及設備各有不同，因此本署在濾水廠為前線員工安排特別的實地培訓，以傳授各濾水廠設備的運作經驗及技術。

## Learning from Partnerships

We have formed a great many partnerships with academic institutions on research and development projects. This has led to strengthened collaborative relationships on technological developments and newly developed applications. The Department actively cultivates and work hard to achieve a culture of innovation throughout the organisation. The large number of ideas and suggestions submitted by staff during the year that will help raise the overall excellence of our operations have been carefully considered and, where feasible, these ideas will be implemented.

### Update on the Technology Transfer Workshop and Training Group on Water Treatment Works

In 2010, the Department formed a technology transfer workshop and training group to help increase knowledge about the latest developments in water treatment. We held seminars and technical visits on design, contract management, treatment processes and treatment plant operations. During the year, 200 staff participated in knowledge-sharing at three seminars of the training group, namely Expansion of Tai Po Water Treatment Works – Treatment Process Design and Construction of Stream II, Tseung Kwan O Desalination Plant – Project Implementation, Treatment Processes and Energy Efficiency, and Desalination Technology Transfer Workshop. Our engineering consultants and contractors will continue to share their advanced technical knowledge with staff.

### On-site Training for Frontline Operators at Major Water Treatment Works

Since the operation of water treatment works is by nature very specialised, and the treatment process and the plants of each water treatment works are different, we arrange special on-site training for frontline staff at our water treatment works in order to facilitate the transfer of experience and technical know-how on how each facility operates.

## 部門職位互調計劃

自二零零九年起，水務署參與「自願性職位互調計劃」，將本署的工程師調派至土木工程拓展署等工程部門，以擴闊他們的視野和工作經驗。「自願性職位互調計劃」成效顯著，現已踏入第八年，成功互調41對工程師。本署所有部門的工程師都可申請職位互調，一般為期兩年。基於「自願性職位互調計劃」的經驗所得，水務署及土木工程拓展署亦自二零一四年十一月起，向二零零八年起獲聘任的工程師實施部門指令職位互調，一般為期三年。本署深信職位互調經驗有利於員工的事業發展，並為他們提供一個全新的環境，讓他們展現主動性和個人才能。

## 建立團隊精神

為令員工維持工作與生活的平衡，並且讓本署員工與發展局及各部門的同事建立友誼、培養團結精神，水務署過去一年舉行了各式各樣的體育活動，吸引超過380名員工參與其中。本署亦鼓勵員工參與各種外間的體育活動，例如由建築業議會舉辦的「建造業2017開心長跑暨嘉年華」和「2016建造業運動會暨慈善同樂日」、「香港街馬@九龍2017」、跨部門高爾夫球友誼杯、「樂施毅行者2016」及其他各種活動。以上各項活動均有助員工建立更堅實的團隊精神之餘，亦有助加強政府部門之間的聯繫，以及促進員工培養健康的生活習慣。



本署員工參與各種外間的體育活動。  
Staff members of WSD participate in different kinds of external sports events.

## Departmental Cross Postings

Since 2009 under the Voluntary Cross Posting Scheme (VCPS), engineers from our Department are seconded to CEDD's group of departments in order to expand their overall exposure and broaden their work experience. This successful scheme, now in its eighth year, has teamed up 41 pairs of engineers. Engineers from all sections of our Department can apply for cross-posting for a term which normally spans two years. Based on the experience gained from VCPS, WSD and CEDD have since November 2014 implemented a Management Initiated Cross Posting (MICP) for engineers appointed since 2008. To date, postings for nine pairs of engineers have been realised under the MICP. The duration of each MICP is normally three years. The Department believes strongly that this cross-posting experience helps staff members with their career development and offers a fresh new environment for colleagues to display their personal initiative and individual capabilities.

## Team Building

To foster a better work-life balance and promote friendship and solidarity among staff members and colleagues of the Development Bureau and various departments, the Department held a series of diversified sports events with over 380 participants over the past year. The Department also encouraged staff members to participate in different kinds of external sports events, such as the "Construction Industry 2017 Happy Run cum Carnival" and "Construction Industry Sports Day cum Charity Fun Day 2016" organised by the Construction Industry Council, Hong Kong Streetathon@Kowloon 2017, the Inter-departmental Golf Friendship Cup, Oxfam Trailwalker 2016 and many others. These events have greatly contributed to building a stronger *esprit de corps* among staff members and strengthening the bonds between government counterparts and the Department as well as fostering healthier life styles for everyone.





## 義務工作

本署人員一如既往積極參與義務工作，履行對社會的承諾及展現對社會的關懷。於年度內，我們的義工參加了超過70項慈善活動，當中包括籌款活動、探訪老人院及協助殘疾人士。員工的社區服務時數合計達4,930小時。有23名員工獲得個人金、銀、銅嘉許狀，其服務社區的貢獻獲得嘉許。

## Voluntary Work

Staff volunteers showed their on-going commitment and concern for the community by taking part in more than 70 charity events during the year. These included fund raising efforts, visiting the homes of the elderly and assisting the disabled. A total of 4,930 community service hours were spent and 23 staff received individual Gold, Silver and Bronze awards in recognition of their dedication to voluntary work for the community.



本署員工熱心參與義務工作。  
Staff volunteers of WSD are enthusiastic in voluntary work.

## Awards and Recognition

本署在本港及國際均獲得多項殊榮。我們在服務、創新及人力發展方面的工作皆獲得肯定。

## Awards and Recognition

The Department has received a number of awards, both locally and globally, that recognise our work in the areas of service, innovation and manpower development.

本署於二零一六／一七年度獲得的獎項包括：

The awards received by the Department in 2016/17 include:

1. 二零一六年度申訴專員嘉許獎公職人員獎

1. The Ombudsman's Awards 2016 for Officers of Public Organisations



2. 綠建環評新建建築(1.2版)暫定金級—上水維修廠

2. BEAM Plus Scheme (Provisional Gold rating) – Sheung Shui maintenance depot

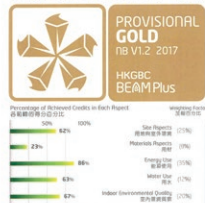


hereby certifies that 特此證明

### Sheung Shui Maintenance Depot 上水維修廠

30 Fu Tai Ru Road, Sheung Shui, New Territories  
上水虎地崗道30號

has achieved Provisional Gold rating under BEAM Plus V1.2  
獲得綠建環評新建建築(1.2版)暫定金級



4 Credits  
Sustainability and Resilience  
Sir Wong Kam  
Chairman  
Hong Kong Green Building Council Limited  
香港綠色建築議會有限公司 主席  
黃江輝 謹啟  
6 February 2017





3. AEC Excellence Awards 2016 – 最佳小型項目獎      3. AEC Excellence Awards 2016 – Small Project Winner



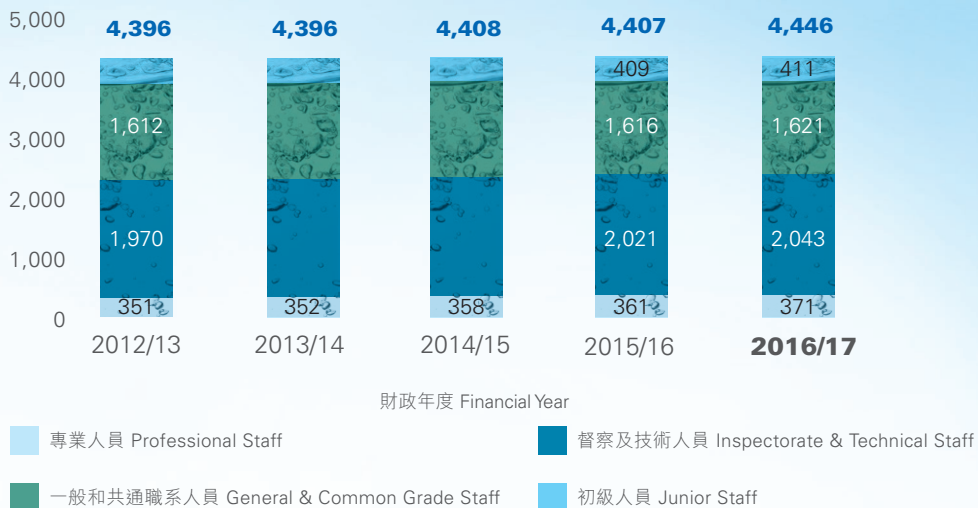
4. Autodesk香港建築信息模擬設計大獎 2016 – 榮譽嘉許      4. Autodesk Hong Kong BIM Awards 2016 – Honorable Mentions



5. 二零一六至一七年度香港公益金「僱員募捐計劃」：  
— 政府部門最高籌款獎第三名      5. The Community Chest's Employee Contribution Programme 2016/17:  
— CARE Scheme (Civil Service Category) – 3<sup>rd</sup> Highest Donation

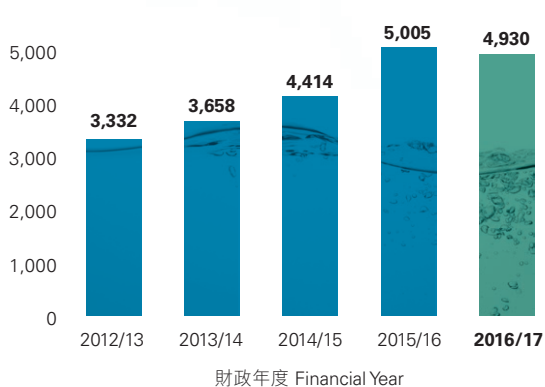
## 員工編制

### Staff Establishment



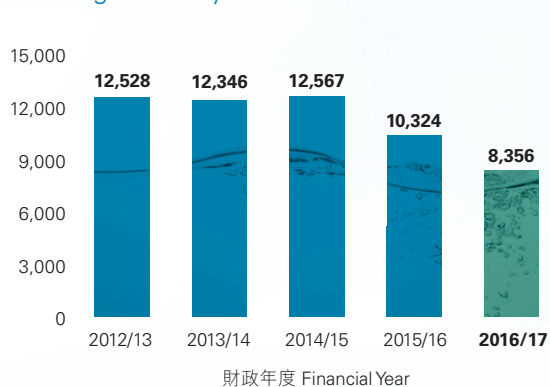
## 水務署義工工時數目

### No. of Man-hours for WSD Volunteers



## 培訓工日

### Training Man-days



## 二零一六／一七年度水務工程合約意外率

### Accident Rate for Waterworks Contracts 2016/17

