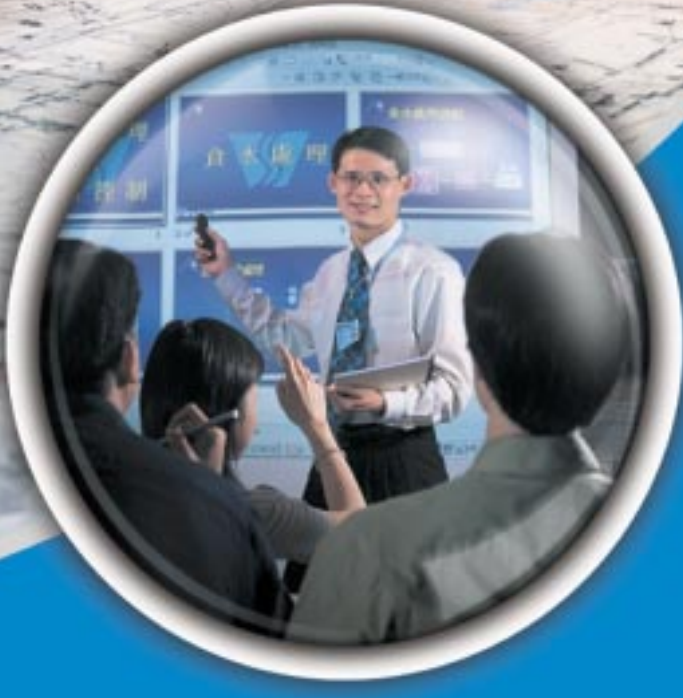


HUMAN RESOURCE MANAGEMENT

人力資源管理

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任何機構要有上佳的表現，良好的員工關係是不可或缺的一環。這句話對提供公共服務的機構如水務署來說尤其重要，我們務求在提供客戶服務及提高生產力方面有卓越的表現。為此，我們不遺餘力地促進各階層員工之間的合作與溝通。

加強員工關係

我們成立已久的部門協商委員會及其轄下的多個小組委員會，定期為管職雙方召開正式與非正式的專責會議，在加強員工關係方面扮演了重要角色。

年內，管方亦與 5 個部門職工會舉行定期會議，解決各項問題並就共同關注的事宜交換意見。



高層管理人員到濾水廠進行親善訪問並與負責運作的前線員工傾談。

Senior management team member discussing with operation staff during an Ambassador Visit to a water treatment works.

親善訪問

為加強與前線員工的溝通，高層管理人員定期到各分區及外設辦事處進行親善訪問，這些訪問旨在提高士氣、向員工匯報各項主要事宜的最新情況，並即場解答員工關注的事宜。年內，親善大使在 86 個地點進行約 140 次此類「面對面」的訪問，員工的反應十分熱烈。

激勵員工計劃

我們努力尋求提高效率及服務水平的各種方法，員工建議書計劃是重要的一環。年內，我們收到多份建議書，其中 6 份最佳建議書獲發現金獎，而其他建議書則獲頒發嘉許狀。

作為激勵員工積極工作計劃的一部分，本署舉辦了 12 項有關客戶服務、工作表現、節約能源及環境保護的內部比賽。

為善用人力資源，我們推行「自行駕車執勤獎勵計劃」，以自願形式成立了 25 支員工自行駕車隊以接載員工往工地，而無須僱用全職司機。

康體活動

本署定期為員工舉辦各項體育賽事，促進員工的身心健康及培養團隊精神。除了參與這些體育賽事外，我們的員工在地政及工務部門舉辦的賽事中亦表現出色，贏得男子和女子隊際賽事及水運會全場最佳部門獎。



水務署健兒與獲頒的地政工務部門水運會獎項。
WSD staff with the trophies of the Lands and Works Group Swimming Gala.

Good staff relations are crucial for effective performance of any organization. It is particularly true for a public service provider like WSD, which is committed to striving for excellence in customer services and productivity improvement. To this end, we spare no efforts in fostering cooperation and communications between all levels of staff.

REINFORCING STAFF RELATIONS

Our long-established Departmental Consultative Committee and its various sub-committees play a significant role in reinforcing staff relations by regularly bringing together staff and management for formal and informal ad-hoc meetings.

Regular meetings were also held during the year with the five departmental staff associations to resolve problems and exchange views on issues of common concerns.

AMBASSADOR VISITS

To strengthen communication with front-line staff, senior management team members regularly visit regional offices and out-stations. Such 'Ambassador Visits' serve to boost morale, update staff on key issues and deal with staff concerns on the spot. Some 140 such 'face to face' visits were made in 86 locations during the year and were well received.

INCENTIVE SCHEMES

Staff suggestions constitute an integral part of our effort to find ways to improve efficiency and service standards among other things. Of the numerous suggestions submitted this year, six were awarded with cash grants according to merit. In other cases, certificates of commendation were awarded.

As part of the Staff Motivation Scheme, 12 internal competitions were held on customer service, work performance, energy savings and environmental protection.

For better utilization of staff resources, we launched the 'Self-drive Incentive Scheme' in which 25 staff self-drive teams were formed on a voluntary basis to take staff to work sites without the need for a dedicated driver.

SPORTS AND RECREATION

To promote staff health and to foster team spirit, departmental sports events are regularly held. Apart from engaging in these departmental sports activities, our staff have also done well in competitions organized by the Lands and Works Group. WSD emerged as the Best Department in both men and ladies team events as well as in the Swimming Gala.

REWARD AND RECOGNITION

In recognition of staff's long and meritorious service and achievements in sports events, some 700 awards were presented at the annual presentation ceremony this year.

獎勵及嘉許

在本年度水務署周年頒獎典禮上頒發了大約 700 個獎項，以表揚長期服務及表現優異的員工，以及各項體育賽事的優勝者。

員工編制

在二零零二年四月，水務署的編制共有 5 323 名員工，較一九九七年高峰時的 6 083 名員工差不多減少了 12.5%，而同期內客戶數目則增加逾 15%。上述的編制當中，有 358 名為專業人員、2 086 名為督察及技術人員，而 2 086 名為一般及共通職系人員，以及 793 名初級員工。二零零二年四月的在職公務員人數約為 5 085 名。

自願退休

有 540 名員工參加了政府推出的自願退休計劃在年內自願退休。因應這項計劃騰出的財政資源，已轉作促進效率及生產力措施的節省或調配用作提供其他服務。



水務署週年頒獎典禮。
WSD Annual Presentation Ceremony.

合約僱員

聘用一些合約僱員可更靈活地調配人員，以應付不斷轉變的需要和工作量。年內，我們約聘用了 390 名合約僱員，從事行政、資訊科技、會計、客戶服務、地盤管理以至景觀美化及環境保護等不同的工作。

福利基金及儲蓄互助社

水務署福利基金由部門管理，為有需要的員工提供免息貸款、補助金及其他援助。為鼓勵員工儲蓄，並提供信貸服務，本署員工分別在七十及八十年代成立了兩個以非牟利合作組織形式運作的儲蓄互助社。

員工培訓

年內，員工培訓計劃著重推廣優質客戶服務，並為員工轉用一套以客為本的新電腦系統作好準備。我們為逾 370 名前線員工提供特別設計的培訓課程，以改進他們的服務態度及溝通技巧。

此外，我們亦為技術及專業職系人員制定培訓及發展計劃，以便更能配合部門及員工的需要。

年內，培訓的開支稍逾 300 萬元，而培訓的總額有 11 300 人工作日。

培訓的總人工作日數 Total Training Man-Days	
財政年度 Financial Year	
01/02	11,305
00/01	12,934
99/00	15,241

財政年度 = 由每年四月一日起至翌年三月三十一日止
Financial Year = 1 April to 31 March

員工編制 Staff Establishment

財政年度 Financial Year	專業人員 Professional Staff	督察及技術人員 Inspectorate & Technical Staff	一般職系及共通職系人員 General & Common Grades Staff	初級人員 Junior Staff	
2001/02	358	2,086	2,086	793	5,323
2000/01	363	2,180	2,246	899	5,688
1999/00	374	2,287	2,357	1,044	6,062
1998/99	375	2,275	2,359	1,061	6,070
1997/98	367	2,226	2,359	1,104	6,056
1996/97	363	2,209	2,376	1,135	6,083
1995/96	350	2,190	2,356	1,114	6,010
1994/95	324	2,116	2,237	1,099	5,776
1993/94	309	2,014	2,201	1,093	5,617
1992/93	300	1,927	2,183	1,107	5,517

財政年度 = 由每年四月一日起至翌年三月三十一日止 Financial Year = 1 April to 31 March

註：編制資料按每個財政年度三月三十一日的數字列出。

Note: Establishment position as at 31 March of each financial year.

STAFF ESTABLISHMENT

Staff establishment of WSD stood at 5 323 in April 2002, a decline of almost 12.5 per cent from the all-time high of 6 083 in 1997. During the same period, the number of customer accounts increased by more than 15 per cent. The posts were made up of 358 from professional grades, 2 086 from inspectorate and technical grades, 2 086 from general and common grades as well as 793 junior staff. The staff strength in April 2002 was 5 085.

VOLUNTARY RETIREMENT

In response to the government offer, 540 staff voluntarily retired from service during the year. Financial resources released from this were given up as savings under the 'Efficiency and Productivity Improvement Initiatives' or deployed to other services.

CONTRACT STAFF

Employment of some non-civil service contract staff allows greater scope for deployment to meet changing needs and workload fluctuations. 390 contract staff were employed during the year in various fields of work ranging from administration, information technology, accounting, customer services, site management, to landscaping and environmental conservation.

WELFARE FUND AND CREDIT UNIONS

A Waterworks Welfare Fund managed by the Department provides interest free loans, grants and other assistance to staff in need. For promoting saving among staff and providing a source of credit, two credit unions were established in the 1970's and 1980's in the form of co-operative and non-profit making associations.

職業安全及健康

我們向以員工安全為首要關注事項。為此，我們定會全面遵照職業安全及健康條例與規例，以及工廠及工業經營條例及其附屬法例下的規定。

本署的安全組於一九八二年成立，專責在水務設施、辦事處及工地進行定期安全檢查，藉以確保署內員工進行建築工程時的安全事項，並負責所有職業健康和安​​全事宜。安全組又會就署內員工的安全訓練需要提供意見。

安全管理

本署已將職業安全及健康的事宜納入職員協商委員會及其小組委員會所有會議的議程。本署安全組的顧問會出席各項會議，直接處理會上提出的相關事宜。

我們參加了公務員事務局所舉辦的安全管理制度試驗計劃，在若干組別推行有關制度，管職雙方會定期舉行安全會議。

安全施工

年內，安全組曾就工地安全施工方面進行逾 490 次的工地安全檢查，並出席了約 410 次工地安全管理會會議。

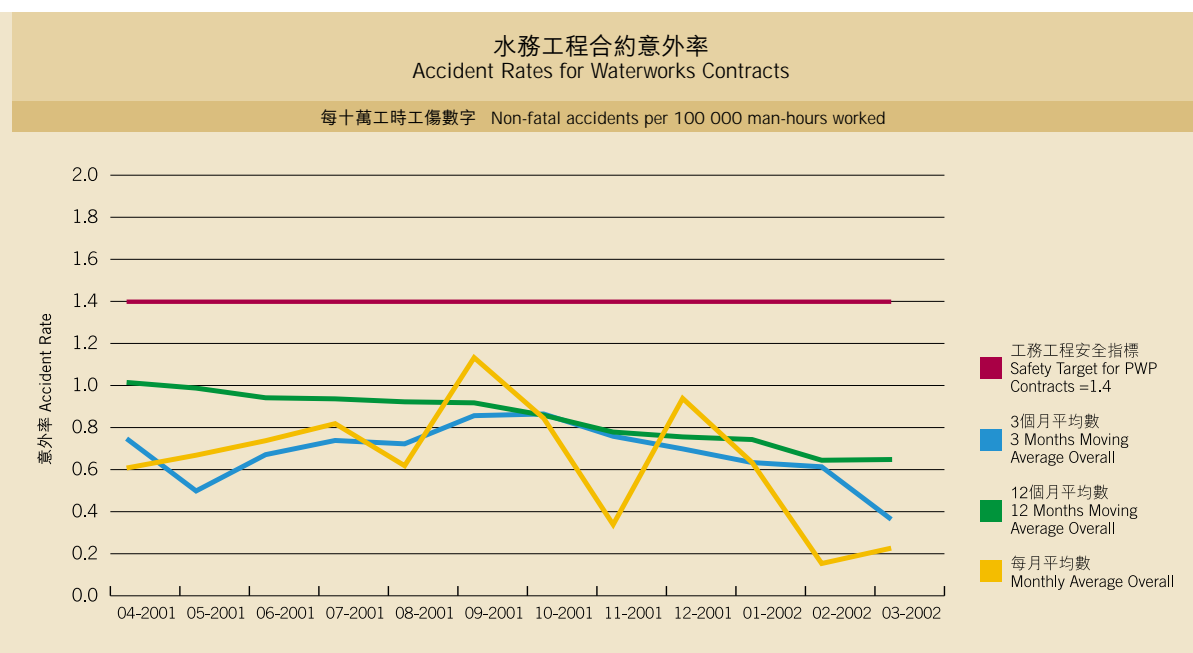
此外，我們亦引入一套新的系統，以監察個別水務工程合約的意外統計資料，並對意外率偏高的承建商採取行動。

本處已將 56 份水務工程合約納入安全獎勵計劃內。當中，有 5 份建造合約列入工務局頒布的獨立安全稽核計劃內。

除支持工務局釐定新的施工安全措施及政策外，本署繼續設法就建造工程各階段的職業健康、安全及福利事項，改善整體管理及協調。

內部安全

年內，安全組曾在水務設施及工作場地進行逾 320 次安全檢查，務求找出安全性不足和違規之處，避免意外發生。



STAFF TRAINING

Our staff training programme in the year placed great emphasis on promoting quality customer service and preparing staff for the changeover to the new customer-oriented computer system. More than 370 front-line staff were given special training designed to better their service manner and communication skills.

Additionally, a training and development plan for technical and professional grades has been formulated to better meet the needs of the department and staff.

Training expenditure for the year was slightly in excess of \$3 million, and the total training man-days came to 11 300.

OCCUPATIONAL SAFETY AND HEALTH

Staff safety concerns are given the highest priority they deserve. Towards this end, we comply fully with provisions of the Occupational Safety and Health Ordinance and Regulations and the Factories and Industrial Undertakings Ordinance and subsidiary legislations.

Our Safety Unit set up in 1982 is responsible for all safety matters of construction work and the occupational health and safety of in-house staff through regular safety inspections of waterworks installations, offices and construction sites. The Unit also offers advice on safety training requirements for in-house staff.

SAFETY MANAGEMENT

The subject of occupational safety and health is included for discussion in all meetings of the Departmental Consultative Committee and sub-committees. The adviser from the departmental Safety Unit is present at the meetings to deal first hand with relevant matters raised.

Safety management system has been implemented in the participating sections under the pilot scheme organized by the Civil Service Bureau. Regular safety committee meetings between the management and staff in these sections were held.

CONSTRUCTION SAFETY

For construction site safety, the Safety Unit conducted more than 490 site safety inspections and attended some 410 Site Safety Management Committee Meetings during the year.

We also introduced a new system of monitoring accident statistics for individual waterworks works contracts and have taken actions against contractors with high occurrence of accidents.

A total of 56 waterworks contracts were included under the 'Pay for Safety Scheme'. Among these, five construction contracts were also included under the Independent Safety Auditing Scheme as promulgated by the Works Bureau.

Apart from supporting the Works Bureau in formulating new initiatives and policies on construction safety, we have been continuing with our efforts to improve the overall management and coordination of health, safety and welfare throughout all stages of a construction project.

IN-HOUSE SAFETY

The Safety Unit made over 320 safety inspections to waterworks installations and workplaces in the year for identifying safety deficiencies and malpractices.