



12:00

可泡製一杯美味可口的綠茶。
Preparing a nice cup of freshly brewed green tea.



客戶服務

CUSTOMER SERVICE

水是生命
之源
Water's
Life

- 新客戶服務系統
New Customer System
- 以客為本的組織架構及文化
Customer-focused Structure
and Culture
- 改善服務
Improvements of Services
- 處理投訴及查詢
Handling of Complaints
and Enquiries
- 客戶意見調查
Customer Surveys
- 客戶聯絡小組
Customer Liaison Group



為提供卓越的客戶服務，我們
一向奉行以客為本的工作方
針，並重整組織架構和策略，
以符合客戶日益提高的期望和需求。

To excel in services for our customers,
we have always put them at the core of
our work and have been reshaping our
organizational structure and strategies
to meet their growing expectations
and needs.

客戶服務 CUSTOMER SERVICE



「客戶電話諮詢中心」移交「客戶服務科」管理。
Customer Telephone Enquiry Centre being handed over to Customer Services Branch.



「同心會」是由「客戶服務科」員工組成的非正式員工聯誼會。
Members of the "Trust and Caring Club", an informal staff club formed by Customer Services Branch staff.

新客戶服務系統

新的「客戶服務及發單系統」，是本署提供卓越客戶服務的整體策略的關鍵環節，有關合約已在二零零三年二月批出，設計工作亦已隨即展開。這套系統現正分三期研製，預計於二零零四年年底完成。首兩期的工作包括安裝硬件及網絡、系統開發、文件轉移、分析和設計業務運作流程、數據轉換等，這些工作現正同步進行。

「電子文件管理系統」是上述客戶系統第一期的核心部分，由二零零三年十二月起將與現有的客戶數據庫一併使用。當第二期工作在二零零四年七月完成後，「客戶服務及發單系統」便可全面投入服務，提供嶄新的綜合客戶數據庫和流動電腦功能。第三期的工作是加設數據倉、數據開採等功能，將於二零零三年十一月展開，二零零四年年底完成。

以客為本的組織架構及文化

為使新的客戶服務系統充分發揮功能和效益，我們對組織架構及文化進行重大改革，以提高服務效率和質素。我們重整了業務運作流程，在提供切合客戶需求的服務方式上，作出了基本的改變。在二零零二年九月，我們成立新的「客戶服務科」，使組織架構與新系統和業務運作流程相配合。

「客戶服務科」負責所有客戶服務事宜，包括客戶帳務、抄錶及發單工作、處理投訴及查詢，以及「客戶電話諮詢中心」和客戶諮詢中心的日常運作。

為弘揚以客為本的文化和配合「客戶服務及發單系統」的推行，「客戶服務科」實行了多項新措施，包括：

- 參照該科所有員工的意見，定下新的抱負。



為「客戶服務科」員工主辦的集思會。
Brainstorming workshop for Customer Services Branch staff.



員工於集思會上積極表達意見。
Staff eagerly expressing views at the brainstorming workshop.

NEW CUSTOMER SYSTEM

As a critical component of our overall strategy to achieve excellent customer services, the contract for the new Customer Care and Billing System (CCBS) was awarded and commenced in February 2003. The CCBS is being developed in three phases and is scheduled for completion by the end of 2004. Work on the first two phases is being carried out concurrently and includes installation of hardware and network, system development, document migration, business process analysis and design, data conversion, etc.

The Electronic Document Management System (EDMS), being the central part of phase I, will be used with the existing customer database by December 2003. With the completion of phase II in July 2004, CCBS will be fully operational and provide a new and integrated customer database as well as mobile computing capabilities. Work on additional features such as data warehouse and data mining under phase III will begin in November 2003 for completion by the end of 2004.

CUSTOMER-FOCUSED STRUCTURE AND CULTURE

To realise the full potential and benefit of the new customer care system, we have embarked on major reforms in our structure and culture to improve

the efficiency and quality of our services. We have made fundamental changes in the ways of meeting our customers' needs by business process reengineering. We aligned our organizational structure with the new system and business processes by creating a new branch, Customer Services (CS) Branch, in September 2002.

The CS Branch oversees all customer service functions including customer account matters, meter reading and billing, handling of complaints and enquiries, and day-to-day operations of the Customer Telephone Enquiry Centre and Customer Enquiry Centres.

In an effort to reinforce our customer-oriented culture and tie in with the roll-out of the CCBS, the CS Branch has implemented many new initiatives including:

- Setting a new vision for the CS Branch with input from all staff in the Branch.
- Adopting a new set of targets and objectives.
- Forming an informal staff club and publishing a branch newsletter to foster internal communications.

- Entering into Service Level Agreements with its internal customers.
- Conducting change management workshops and training for all levels of staff to meet the major challenges brought about by the new system, processes, structure and culture.



由「客戶服務科」出版的員工通訊「飛越彩虹」。
Staff newsletters issued by Customer Services Branch.

客戶服務 CUSTOMER SERVICE

- 採用一套新的目標和指標。
- 成立一個非正式的員工聯誼會並印製該科通訊，以加強內部溝通。
- 與本署內部客戶協定服務水平。
- 為各級員工舉辦變革管理工作坊及培訓課程，以迎接新系統、運作流程、架構及文化帶來的重大挑戰。
- 我們已重新設計水務署網頁，使網頁成為以客為本、方便易用的一站式工具，為客戶提供多元化的網上服務。
- 客戶可通過政府提供的「地址更改」服務，在網上更新他們向本署及其他政府部門登記的地址。
- 在本署網頁提供名為「模擬計算下次水費」的程式，供客戶使用。

我們正穩步朝著提供卓越服務的目標邁進，並期望在新「客戶服務及發單系統」於二零零三年年底開始分期投入運作後，服務質素和效率都會顯著提升。

改善服務

年內，本署推出下列改善服務的措施：

- 客戶諮詢中心可處理截斷供水後重新安裝水錶的申請，並即時向客戶發出繳款通知單和接受繳款。
- 購置額外的流動水箱，以改善食水供應中斷時的臨時供水安排。
- 精簡向持牌水喉匠發出新樓宇所用水錶的程序，藉以縮短為新客戶供水所需時間。
- 以往，承建商只可把流動水錶攜往北角辦事處，以核證水錶讀數，現時他們亦可前往本署其他分區辦事處辦理此事。

處理投訴及查詢

為進一步提高處理投訴及查詢的水準與效率，本署已按照ISO 9001:2000標準推行一套質量管理系統，並進行內部審核、系統保養審核及客戶意見調查，務求不斷改良這套系統。此外，我們也成立多個改善小組，檢討多方面的業務運作流程，例如有關水費高昂、水質、水管噪音、水錶故障的投訴的處理程序，以及申請供水的程序等。此舉有助提高服務效率和客戶的滿意程度。

客戶意見調查

我們定期進行調查，了解客戶對本署服務的意見，以確保能夠滿足客戶的需要。這些調查的結果一致肯定，我們的工作獲得市民高度的評價。二零零二年七月就整體供水服務進行的最新調查顯示，絕大多數客戶(佔99%)對我們的服務感到滿意。下次同類調查將於二零零四年進行。



為訂立「客戶服務科」抱負進行小組討論。
Group discussion for setting the vision of Customer Services Branch.



展板上放滿於集思會上員工所提出的意見和建議。
Display of staff views and suggestions after brainstorming session.



員工全情投入討論如何改善客戶服務。
Enthusiastic discussion on ways to improve customer services.

We are well on track to achieve excellence in service provision and expect a quantum leap in improvement of service delivery and efficiency gain when the new CCBS is rolled out in phases from the end of 2003.

IMPROVEMENTS OF SERVICES

Improvements of services introduced during the year included:

- Applications for refixing of water meters after disconnection can now be processed at Customer Enquiry Centres and demand notes are issued to customers for payment immediately.
- Additional portable water tanks have been acquired for improving temporary water supply arrangement at times of supply interruptions.
- The lead time required for providing water supply to new customers has been reduced by streamlining the procedures for issue of water meters to licensed plumbers for their installation in new buildings.
- Previously only limited to the North Point Office, contractors can now bring their portable meters to other WSD Depots for confirmation of meter readings.
- The WSD homepage has been redesigned and transformed into a one-stop shop, customer-focused

and user-friendly vehicle for providing diverse range of online services to customers.

- Customers can update their address online with WSD and other government departments through the "Easy Change of Address" service provided by the government.
- An online programme entitled "Estimate My Next Bill" has been provided on our homepage for customers.

HANDLING OF COMPLAINTS AND ENQUIRIES

In a bid to further improve the quality and efficiency of handling complaints and enquiries, a Quality Management System has been introduced in compliance with the ISO 9001:2000 standard. Internal audits, maintenance audits and customer opinion surveys are conducted to provide continuing improvement of the system. In addition, improvement teams have been formed to review a number of business processes such as handling of complaints on high charges, water quality, noise from pipes and meter defects as well as application procedures for water supply. This has helped to enhance service efficiency and customer satisfaction.

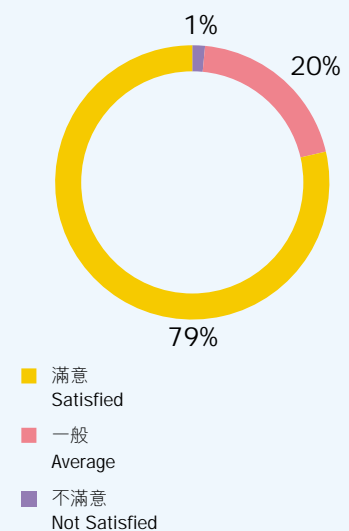
CUSTOMER SURVEYS

We keep up with customer opinion of our services by conducting regular surveys to ensure that we do what

客戶意見調查 Customer Opinion Survey Results

整體供水服務 Water Supplies Services

百分比 Percentage



customers want. Results of these surveys consistently reaffirm the high public recognition for our work. The latest survey on overall water supplies services carried out in July 2002 showed that most of our customers (99 per cent) are satisfied with our services. The next such survey is scheduled for 2004.

PERFORMANCE PLEDGE

We continue to improve our standards of service, ever since we published the first annual Performance Pledge in 1993 to set out clearly what the public can expect of us. For the year 2003/04, four existing targets have been enhanced and two new targets added.

客戶服務 CUSTOMER SERVICE

服務承諾

本署在一九九三年開始公布每年的服務承諾，清楚闡明市民可期望獲得的服務，此後一直努力不懈，力求提升服務水平。在二零零三至零四年度，我們除提高4項現有目標外，更新增了兩項服務目標。

客戶聯絡小組

由副署長擔任主席的「客戶聯絡小組」成立10年以來，在本署與客戶溝通方面，一向擔當重要角色。該小組有30

位成員，包括以隨機方式抽選的18名住宅客戶和7名工商業客戶，以及5名物業管理公司代表和政府部門代表。該小組每4個月召開一次會議，會議時間通常在一月、五月和九月一個星期五工作天的晚上。

客戶諮詢中心

遍及全港不同地區的6間客戶諮詢中心為客戶直接提供各項服務，其中包括解答查詢、處理用戶轉名、水錶測試和重新接駁供水申請及簽發釣魚牌



「客戶聯絡小組」會議。
Customer Liaison Group Meeting.

照。由於客戶目前可通過電話、互聯網、香港郵政署等渠道，方便快捷地獲得各類服務和採用各種方法繳款，因此，我們將由二零零四年四月起關閉一間位於荃灣客流較少的中心，以節省營運開支。

客戶電話諮詢中心

「客戶電話諮詢中心」自一九九九年啟用以來，一直就供水及客戶帳務提供24小時電話熱線服務，並處理更改通訊地址或終止註冊用戶資格的申請。年內，「客戶電話諮詢中心」共處理逾100萬宗電話查詢，而首次來電便可解決問題的個案所佔比率，更高達96%。

申訴專員嘉許獎2002

年內，本署「客戶電話諮詢中心」經理黃家權先生獲頒申訴專員嘉許獎2002，以表揚他處理客戶投訴所表現的專業精神。



「客戶電話諮詢中心」經理黃家權先生接受申訴專員嘉許獎2002。
Mr WONG Ka Kuen, Call Centre Manager of CTEC, receiving the Ombudsman Award 2002.

CUSTOMER LIAISON GROUP

In the ten years since it was established, our Customer Liaison Group (CLG), chaired by the Deputy Director, has become a central element of our public communications programme. The thirty-member CLG consists of 18 domestic customers and 7 trade customers selected at random, and 5 representatives from property management companies and government departments. Meetings are held regularly every four months, usually on a working Friday evening in January, May and September.

CUSTOMER ENQUIRY CENTRES

Our six Customer Enquiry Centres (CECs) located in different areas of the territory offer a wide range of direct services to customers. These include answering enquiries, handling applications for change of consumerships, meter tests, reconnection of supplies, as well as issuance of fishing licences. Through the convenience of a suite of services and payment methods available on telephone and Internet as well as provided by the Hong Kong Post Office, it will be possible for us to close the less frequented centre in Tsuen Wan from April 2004 for saving operating costs.

CUSTOMER TELEPHONE ENQUIRY CENTRE

The Customer Telephone Enquiry

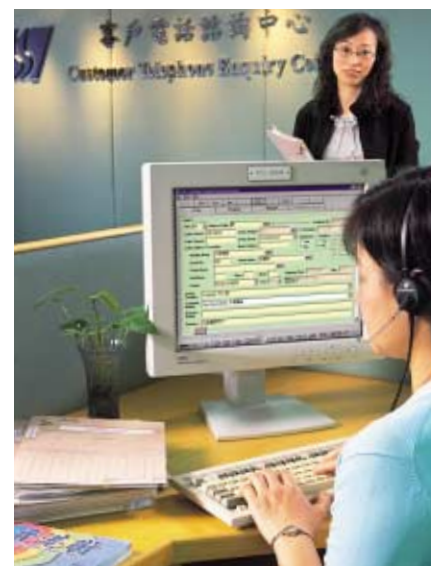


煥然一新的灣仔客戶諮詢中心。
Newly renovated Wan Chai Customer Enquiry Centre.

Centre (CTEC) has been providing a 24-hour hotline service on water supply and account matters ever since it began operations in its present mode in 1999. It also processes applications for changes of mailing address and termination of consumership. This year CTEC dealt with more than one million calls and the percentage of calls resolved in the first call was 96 per cent.

OMBUDSMAN AWARD 2002

In recognition of the professionalism in handling public complaints, Mr Wong Ka Kuen, Call Centre Manager of the CTEC, was presented with an Ombudsman Award for the year.



客戶電話諮詢中心。
Customer Telephone Enquiry Centre.