



手術前保持清潔衛生。  
Ensuring cleanliness before surgery.

02:00



# 人力資源管理

## HUMAN RESOURCE MANAGEMENT

水是生命  
之源  
Water's  
Life

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一支具備專業技能並富使命感的工作隊伍，是本署不斷邁步向前，致力提高效率及改善客戶服務的重要支柱，因此，我們十分著重加強職管雙方的溝通，以及為員工提供



適切的培訓。

As a skilled and committed workforce is central to our continual drive for improvements in efficiency and customer service, we have placed significant emphasis on strengthening communications between the management and staff and providing targeted staff training.

## 人力資源管理 HUMAN RESOURCE MANAGEMENT



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



署長和水務署龍舟隊健兒與獲頒的龍舟邀請賽冠軍獎杯。  
Director and WSD dragon boat team with Champion trophy after winning an invitational tournament.

### 員工關係

本署的職員協商主委員會及其轄下8個小組委員會，繼續在我們貫徹與員工維持良好關係的整體方針上擔當重要角色。各委員會定期召開的會議，是職管雙方就各項共同關注的事宜，坦誠而有建設性地交換意見的主要途徑。此外，我們亦就影響整個部門的事宜，廣泛徵詢本署7個職工會的意見。

### 親善訪問

本署在二零零零八月開始推行親善大使計劃，由高層管理人員定期前往各分區及外設辦事處進行親善訪問。這類訪問已成為本署員工關係政策的一個重要環節，不但對提高員工士氣大有幫助，而且讓管方有機會深入體察前線員工所關注的問題，並即時加以

處理。年內，管方共在97處地點進行了32次親善訪問。

### 員工建議書及激勵計劃

本署行之已久的員工建議書計劃，旨在鼓勵並嘉許員工在改善工作效率及服務方面發揮創意和作出貢獻。年內，有5份建議書獲發現金獎，其餘則獲頒嘉許狀。此外，在激勵員工積極工作計劃下，我們亦舉辦了14項推廣卓越客戶服務及工作表現的內部比賽。

### 康體活動

本署定期為員工舉辦各項體育賽事，包括籃球、足球及羽毛球等比賽，以促進員工的身心健康和培養團隊精神。年內，本署員工在兩項龍舟競渡

錦標邀請賽中分別贏得冠軍和季軍，並在二零零二年十一月參加了長春社在港舉辦的「第一屆香港環保大追蹤」，以表示對環保的支持。

### 周年頒獎典禮

周年頒獎典禮是員工嘉許計劃的一環，在本年度的典禮上，本署頒發了大約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。

### 自願退休

年內，有176名員工參加了政府推出的第二輪自願退休計劃，並會在二零零三年八月至二零零四年年初離任。因員工自願退休而懸空的職位，將會全部刪除。

## STAFF RELATIONS

The Main Departmental Consultative Committee and the eight sub-committees continue to be the key component of our comprehensive strategy to maintain good staff relations. Regular committee meetings form a crucial platform for honest and fruitful exchange of views between the staff and management on various issues of common interests. We also hold extensive consultations with the seven staff associations on matters of departmental-wide implications.

## AMBASSADOR VISITS

Introduced in August 2000, the regular "Ambassador Visits" by senior management team members to regional offices and out-stations have become another key element of our staff relations strategy and have greatly contributed to boosting staff morale. Such visits provide the management with an insight into the front-line staff's concerns and

immediate steps can be taken to address them. During the year, 32 visits were made to 97 locations.

## SUGGESTION AND MOTIVATION SCHEMES

Our long-established Staff Suggestion Scheme aims to encourage and recognize staff's innovation and contribution to efficiency and service improvements. In the year, five submitted suggestions were awarded cash grants while other submissions were issued certificates of commendation. In addition, 14 internal competitions for promoting excellence in customer service and work performance were held under the Staff Motivation Scheme.

## SPORTS AND RECREATION

Various in-house sports events including basketball, soccer and badminton are held regularly to foster staff health and team spirit. During the year, WSD staff also won

the champion and second runner-up respectively in two dragon boat invitational tournaments. In support of environmental protection, our staff took part in the First Eco-Race organized in Hong Kong in November 2002 by the Conservancy Association.

## ANNUAL PRESENTATION

As part of our staff recognition scheme, some 700 awards were presented to the staff at the annual



署長與參加水務署春節兒童聯歡會的員工子女合照。

Director with staff children at WSD Chinese New Year Children's Party.



水務署管理層於聖誕聯歡會上向員工祝酒。  
WSD senior staff proposing a toast at Christmas Party.



水務署春節兒童聯歡會中的醒獅表演。  
Lion dance at WSD Chinese New Year Children's Party.

## 人力資源管理 HUMAN RESOURCE MANAGEMENT

### 員工編制

在二零零三年四月，水務署的編制有 5 133 名員工，比一九九七年高峰期的 6 083 名員工減少了 16%。上述的編制當中，有 353 名為專業人員、2 018 名為督察及技術人員、2 000 名為一般和共通職系人員，另有 762 名則為初級員工。二零零三年四月，本署的在職公務員人數為 4 932 名。

### 合約僱員

為靈活應付不斷轉變的需要和工作量，我們聘用了 363 名合約僱員（比去年減少 7%），從事行政、資訊科技、會計、客戶服務、景觀美化及環境保護等各類工作。

### 福利及信貸

由部門管理的水務署福利基金，為僱員提供免息貸款、補助金及其他形式的援助。此外，署內亦有兩個以非牟利合作組織形式運作的員工儲蓄互助社，向員工提供信貸服務和鼓勵他們儲蓄。

### 義工隊

為響應政府推行的公務員義工計劃，我們在二零零二年組成了一支有 30 名義工的工作隊，推行探訪護老院及公屋長者單位等社區服務。

### 員工通訊

為加強與員工的溝通，本署每季都出版一份名為「點滴」的中英雙語通訊，專門報道員工普遍關心的活動和事宜。這份通訊亦上載互聯網，供市民瀏覽。

### 慈善工作

本署員工一向鼎力支持有意義的公益活動，除捐款外，也付出心力。香港公益金舉辦各類籌款活動，他們定必樂於捐助。年內，本署員工獲頒香港公益金「僱員募捐計劃」的優異獎，並在「僱員樂助計劃」的政府部門組別中，取得最高籌款獎的第三名。此外，對於在嚴重急性呼吸系統綜合症爆發期間設立的「護幼教育基金」，本署員工也迅速響應，慷慨解囊，幫助在疫症中因失去雙親而需要援助的兒童。

### 員工培訓

年內，本署的員工培訓計劃一如以往，仍着重於改善客戶服務，並協助員工工作好準備，以便轉用一套以客為本的新電腦系統。

我們也舉辦變革管理工作坊，作為重整業務運作流程計劃的一個主要部分，以協助督察及技術人員適應部門架構及文化上的轉變。年內，我們在員工培訓方面耗資約 300 萬元，培訓總額達 13 533 人工作日。



一位本署義工隊成員於探訪護老院期間作太極拳示範表演。

Tai-chi demonstration by a member of WSD's volunteer team during a visit to an elderly care home.

### 培訓的總人工作日數 Total Training Man-Days



presentation ceremony to recognize their long and meritorious service and achievements in sports activities.

## VOLUNTARY RETIREMENT

A total of 176 staff joined the Second Voluntary Retirement Scheme offered by the government during the year and will leave the service from August 2003 to early 2004. All posts left vacant by the retirements will be deleted.

## STAFF ESTABLISHMENT

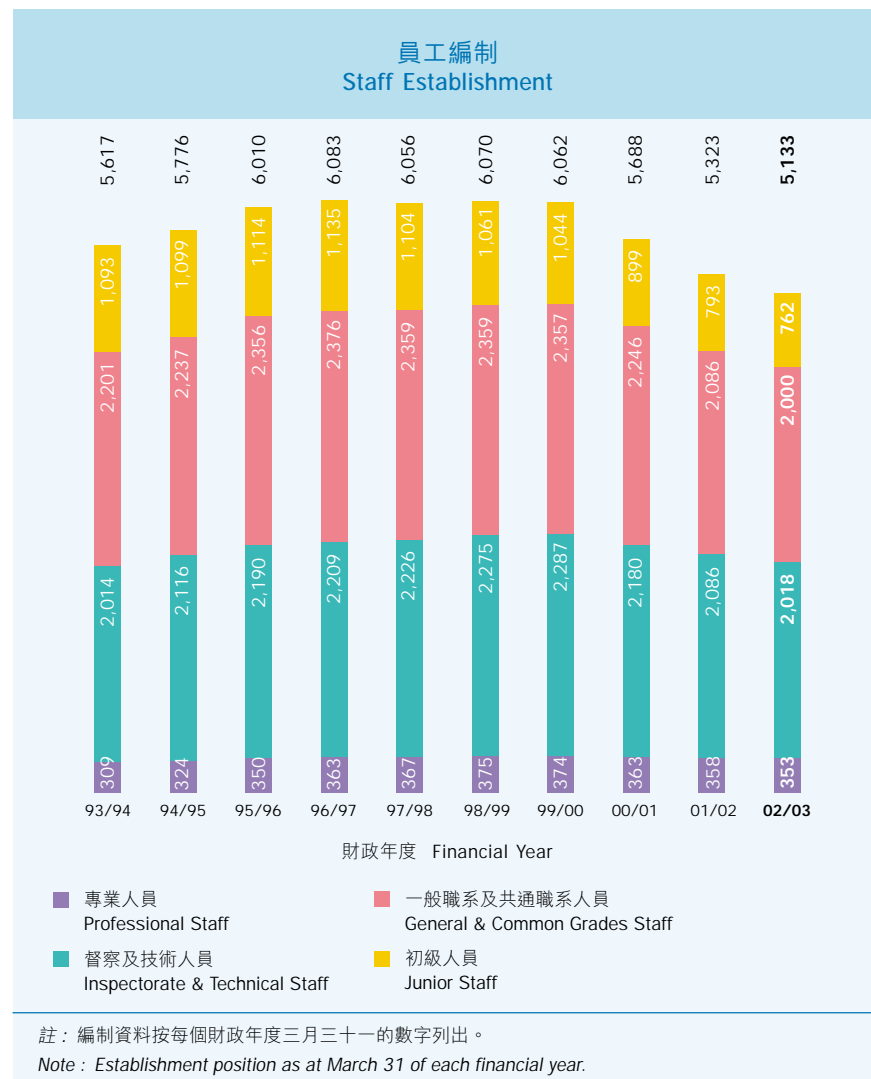
There was a 16 per cent decline in WSD staff establishment from the all-time high of 6 083 in 1997 to 5 133 in April 2003. The posts were made up of 353 from professional grades, 2 018 from inspectorate and technical grades, 2 000 from general and common grades and 762 junior staff. The staff strength in April 2003 was 4 932.

## CONTRACT STAFF

To cope flexibly with changing needs and workload fluctuations, 363 contract staff, seven per cent less than previous year, were employed in various fields of work, such as administration, information technology, accounting, customer services, landscaping and conservation.

## WELFARE AND CREDIT

Interest free loans, grants and other



forms of assistance are offered to the staff by a Waterworks Welfare Fund managed by WSD. Two Staff Credit Unions, in the form of co-operative and non-profit associations, provide credit services and promote savings among staff.

## VOLUNTEER TEAM

In support of the government's Civil Service Volunteer Work Programme,

a work team of 30 volunteers was established in 2002 to provide community service including visits to care homes and the elderly units in public housing estates.

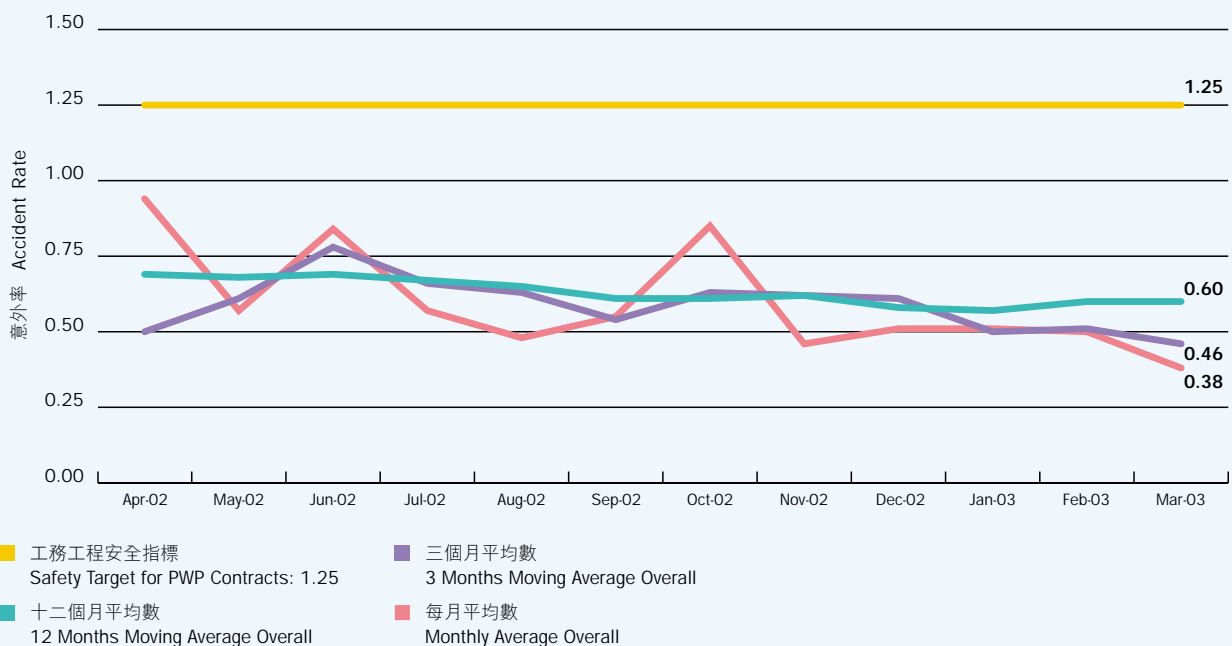
## STAFF NEWSLETTER

Aimed at reinforcing staff communications, the bilingual departmental newsletter 'Droplet' is published quarterly to report on the

## 人力資源管理 HUMAN RESOURCE MANAGEMENT

### 2002/2003年度水務工程合約意外率 Accident Rates for Waterworks Contracts 2002/2003

每十萬工時工傷數字 Non-fatal accidents per 100 000 man-hours worked



## 職業安全及健康

對於屬下員工和參與水務合約工程的所有人士的職業安全及健康，我們極為重視，絕不掉以輕心，因此，我們已竭盡所能，確保《職業安全及健康條例》與有關規例的各項規定，以及《工廠及工業經營條例》及其附屬法例訂明的安全及健康標準，都全面獲得遵守。

所有職業安全及健康事宜，均由本署的專責安全組負責。該組定期在水務設施、其辦事處及工地進行安全檢查和調查。就意外發生率而言，本署去

年的安全工作表現保持穩定，遠低於環境運輸及工務局設定的基準。

## 安全管理

本署已把職業安全及健康事宜納入職員協商委員會所有會議的議程內，以便處理員工在這方面所關注的問題，而安全組的員工亦會出席各項會議，提供專業意見。

本署轄下有5個組別參加了公務員事務局舉辦的安全管理制度試驗計劃，並在二零零二年十月獲頒發第二級證書。

## 安全施工及內部安全

在安全施工方面，本署繼續支持環境運輸及工務局釐定和推行新措施及政策。本署已把52份水務工程合約納入安全獎勵計劃內，當中有7份合約列入獨立安全稽核計劃，另外4份合約亦訂有條文，以推行環境運輸及工務局頒布的工地安全循環計劃。年內，我們進行了485次工地安全檢查，並出席逾400次工地安全管理會議。

至於內部安全方面，我們曾在加氯廠房和其他水務設施進行約350次安全檢查。

events and matters of general interest. The newsletter is also available to the public on the Internet.

## CHARITY WORK

WSD staff are big supporters of worthy causes by giving in both cash and effort. As regular contributors to the various events organized by the Community Chest, they gained in the year the 'Outstanding Award' under the Employee Contribution Programme and third place in Highest Donation Award in the Civil Service category of the CARE Scheme. They also responded promptly with generous contributions to the 'We Care Education Fund' organized during the SARS outbreak to assist needy children whose parents were SARS victims.

## STAFF TRAINING

During the year, our staff training programme continued to focus on improving customer service and on the changeover to the new customer-oriented computer system.

Forming a key part of the business process reengineering programme, change management workshops were conducted to help inspectorate and technical staff to cope with organizational and cultural changes. Some \$3 million was devoted during the year to staff training and the total training amounted to 13 533 man-days.

## OCCUPATIONAL SAFETY AND HEALTH

WSD is uncompromising in its commitment to the safety and health of its staff and all persons engaged in waterworks contracts. We therefore take pains to ensure full compliance with all the provisions of the Occupational Safety and Health (OSH) Ordinance and Regulations as well as the Safety and Health standards prescribed by the Factories and Industrial Undertakings Ordinance and subsidiary regulations.

All OSH issues are under the jurisdiction of our dedicated Safety Unit, which carries out regular safety inspections and surveys of waterworks offices, installations and construction sites. Our safety performance in terms of accident rate last year remained stable and was well below the benchmark set by the Environment, Transport and Works Bureau (ETWB).

## SAFETY MANAGEMENT

The OSH matters are included in the agenda of all Departmental Consultative Committee Meetings to address staff concerns on work safety and an adviser from the Safety Unit attends the meetings to provide expert advice.

Five sections from WSD participated in the pilot Safety Management Scheme organized by the Civil



助理水務署長／發展古志眾先生代表本署接受公益金「僱員樂助計劃」的政府部門組別最高籌款獎第三名獎項。

Mr C C Ku, Assistant Director/Development, receiving the Third Highest Donation Award in the Civil Service category of the CARE Scheme on behalf of WSD.

Service Bureau and were awarded Level 2 certificate in October 2002.

## CONSTRUCTION AND IN-HOUSE SAFETY

As for construction safety, the Department continues to support the ETWB in formulating and implementing new initiatives and policies. Fifty-two waterworks contracts were included under the Pay for Safety Scheme and seven of them were included under the Independent Safety Auditing Scheme. Four contracts also included provision for implementation of the Site Safety Cycle as promulgated by the ETWB. During the year, 485 site safety inspections were conducted and more than 400 Site Safety Management Committee meetings were attended.

For in-house safety, some 350 safety inspections were carried out at chlorination plants and other installations.