

# 工作場地及社區 Workplace and the Community

年內本署個別員工和團隊所獲得的成就獎項及表揚，充分反映有關員工與我們的夥伴、客戶和社區互動的能力。

The ability of staff to interact with our partners, customers and the community is reflected in the achievement awards and accolades made during the year to individual staff members and teams.



## 實例 Living Example

本署員工隨時都作好準備，因此往往能在困難的情況下迅速回應，在六月暴雨橫掃香港期間，大嶼山大澳的食水供應中斷，在通宵維修水管時，本署有效調配船隻為區內居民提供臨時食水供應。

Staff members are ready to react quickly under often difficult conditions, as witnessed during the heavy rainstorms that lashed Hong Kong in June, disrupting water supplies to Tai O, on Lantau. WSD deployed a vessel to provide a temporary water supply to residents of the district while repairs to the water mains were carried out overnight.



部門秘書  
Departmental Secretary

李尹璇先生  
Mr LI Wan Suen, Clement

## 工作場地及社區 Workplace and the Community.....

**本**署及其員工繼續以積極方式回應各項挑戰，成功為香港社會各階層提供優質供水。與此同時，該團隊透過規劃及落實多項計劃，採取適用於日後的策略方針，以保證長期供水不受影響。這一方針亦得到強大的客戶服務理念支持。

### 投入的團隊

我們相信，我們的員工，和他們能夠與合作夥伴、客戶及社區相互配合的才能，是我們最寶貴的資產。

在過去一年，我們的員工編制總數仍然維持在4 482人。我們的管理層繼續專注於制定未來發展方向。全面水資源管理策略文件在洞悉未來供水需求、服務目標及效率上，取得切實可見的成果。

**T**he Department and its staff continue to respond positively and successfully to the challenges of providing a quality water supply to all sectors of Hong Kong society. At the same time, the team has taken a strategic approach to the future by planning and implementing programmes that will guarantee a long term supply that is supported by a strong ethos of customer services.

### Staff Commitment

We believe our staff and their ability to interact with our partners, customers and the community are our greatest asset.

Over the past 12 months, our staff establishment has remained at 4 482. Our senior staff management team has continued to focus on future direction. The Total Water Management Strategy document is a tangible outcome in terms of identifying future water supply needs and service targets and efficiencies.

## 有效溝通

我們已在各階層建立了強大的雙向溝通渠道，確保員工能夠了解本署的目標及策略。水務署署長及其他高層員工會定期探訪分區辦事處及外設辦事處，確保前線員工得知我們的最新發展。

我們的員工理解到他們在工作中面對的挑戰包括有：提高運作效率的壓力、修理及修復老化的水管、以及面對節約寶貴水資源的全球性訴求。我們已舉行有特定目標主題的工作坊，以識別問題的解決方案，並制定可以在香港執行的最佳實踐措施。

## Effective Communication

Strong two-way communication channels have been established at all levels to make certain the Department's goals and strategies are understood. The Director of Water Supplies and other senior staff visit regional offices and outstations on a regular basis to ensure that front line employees are kept informed of the development of the Department.

Our staff recognise the challenges they face in their work, which include, inter alia, pressure to increase operational efficiency; the repair and rehabilitation of aging water mains; and the global demand for conservation of valuable water resources. Goal specific workshops have been held to identify solutions to problems and to develop best practice initiatives that can be implemented in the Hong Kong context.

### 員工編制 STAFF ESTABLISHMENT



- 初級人員  
Junior Staff
- 一般和共通職系人員  
General & Common Grade Staff
- 督察及技術人員  
Inspectorate & Technical Staff
- 專業人員  
Professional Staff



功績獎勵計劃中獲獎的員工與署長合照。  
*The director and the staff honoured with Hong Kong Waterworks Merit Award.*



《點滴》是水務署內部員工編輯及傳閱的一份季度刊物。  
*'Droplet' is an internal quarterly newsletter edited by and distributed among WSD's staff.*

員工對本署理念作出的承諾，可見諸於員工建議計劃中提出的建議。有關建議專注於改善客戶服務及提高整體生產力的方法，並有21名來自不同部門和工作領域的員工因提供有參考價值的建議而獲得嘉獎。一位高級工程師更因盡心盡力向公眾人士提供優質服務，並以其專業知識處理投訴而獲頒發申訴專員嘉許獎。

## 著眼於營運

在過去三年，一個工作小組一直研究用於本署運作及服務的最理想組織架構。該小組曾經研究與維修工作領域有關的現行做法及資源配置、濾水廠的管理及運作，以及處理水管破裂的方法。研究進行期間已提出多項臨時改善措施，而最終建議亦已提出並正在逐步實施。工作流程得以精簡，而服務水準亦得以提升。

The commitment made by staff members to the Department's ethos is illustrated by the suggestions put forward under the Staff Suggestions Scheme. Suggestions were diversified on ways to enhance customer services and general productivity, with 21 staff members from a range of divisions and work areas receiving awards for the value of their suggestions. A senior engineer was honoured with the Ombudsman's Award for his dedication in providing quality service to the public and his professionalism in handling complaints.

## Focussing on Operations

Over the past three years, a working group has been studying an optimum organisation structure for the Department's operations and services. The group has looked at existing practices and the deployment of resources in areas concerned with the maintenance work, the management and operation of water treatment works and the way teams deal with pipe bursts. Interim improvement measures have been introduced as the study progresses and recommendations are being progressively made and implemented. Work flow has been streamlined and service delivery standards improved.



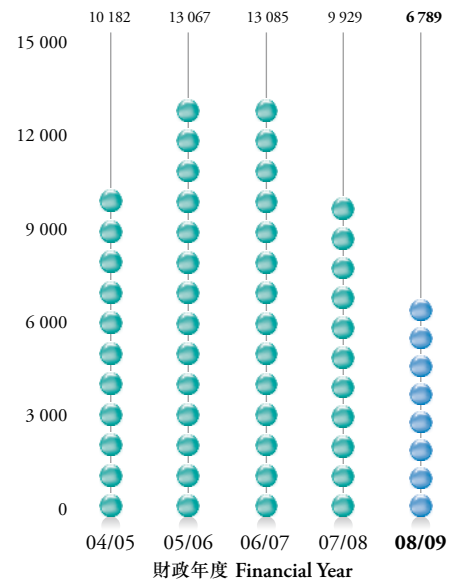
大廈優質食水認可計劃證書分為三個級別，以確認業主妥善維修樓宇水管系統及鼓勵他們持續參與該計劃。

*There are three grades of certification in our Quality Water Recognition Scheme for Buildings for recognising the owners' proper maintenance efforts for their plumbing systems and encouraging their continuous participation in the scheme.*



透過不同的培訓課程，新招聘的專業人才更為了解本署的核心工作。  
*Various training programmes familiarise the newly recruited professionals with the core functions of the Department.*

員工培訓日數  
 TRAINING MAN-DAYS



我們成功加強了本署的品質管理系統，以覆蓋供水服務的流程，包括從原水收集、食水處理及向客戶配水。於二零零八年，我們獲得ISO (International Organisation for Standardisation) 9001:2000認證，顯示我們在所有工作層面上，都要求達到最高水平的決心。我們將會繼續研究能進一步提升品質水準的措施。

We have successfully enhanced our quality management system to cover the provision of water supply services from raw water collection through to the treatment and then distribution of water to customers. The award of the ISO (International Organisation for Standardisation) 9001:2000 certificate in 2008 signalled our determination to apply the highest standards to all aspects of our work. We will continue to look at measures that further develop our quality standards.

### 知識為本的培訓

### Knowledge-based Training

本署理解員工培訓的重要性。在過去一年內，員工培訓日數共計為6 789人日，投資預算達230萬元。員工培訓著重提升或改善員工的技術知識及管理技巧。本署舉行的各類研討會，課題包括與供水及配水網絡有關的滲漏管理、更換及修復工程，以增進員工的知識。透過特別安排的計劃，我們讓新招聘的專業人才熟悉本署的核心職能，例如滲漏管理、客戶服務及不同濾水廠的運作，這項計劃非常成功，令新員工全面了解我們的工作。我們亦安排講解有關可靠供水的專門培訓課程，以提高濾水廠及抽水站的效能及維修水平。

The Department recognises the importance of staff training. Over the past year a total of 6 789 training man-days with a budget of \$2.3 million were invested on enhancing or upgrading technical knowledge and management skills. Seminars on topics such as leak management and replacement and rehabilitation projects in the supply and distribution network enriched staff knowledge. Programmes introduced to familiarise newly recruited professionals with core functions such as leak management, customer services and the operations of various treatment works proved successful in giving these new staff members a holistic view of our work. Specific training courses on reliability were arranged to highlight major factors for improvement of the efficiency and maintenance of water treatment works and pumping stations.

## 客戶服務

我們不時就本署提供的服務進行調查。本署採用了一系列工具，以核對及綜合整理客戶的反饋意見，並就意見設計合適的措施以提升服務。

我們設有一個客戶聯絡小組，並與本署高級人員每四個月會面一次。在過去一年內，小組討論的問題包括申訴專員調查有關水務署多收水費的指控。小組成員獲悉，申訴專員報告所列的個案已經妥善解決，本署亦正在採取積極措施以提高水錶讀數及水費帳單的準確度。目前修理及修復老化水錶的工作，將有助防止水錶的錯誤讀數。此外，本署亦改善了帳單錯誤稽核機制。

了解客戶的具體需要，對於建立適當的服務水準至關重要。我們透過聽取公眾人士意見、客戶論壇及與發展商、建築商及水管工人等專業團體會面，定期收集公眾意見。在過去一年內，我們改善了客戶發票的內容排

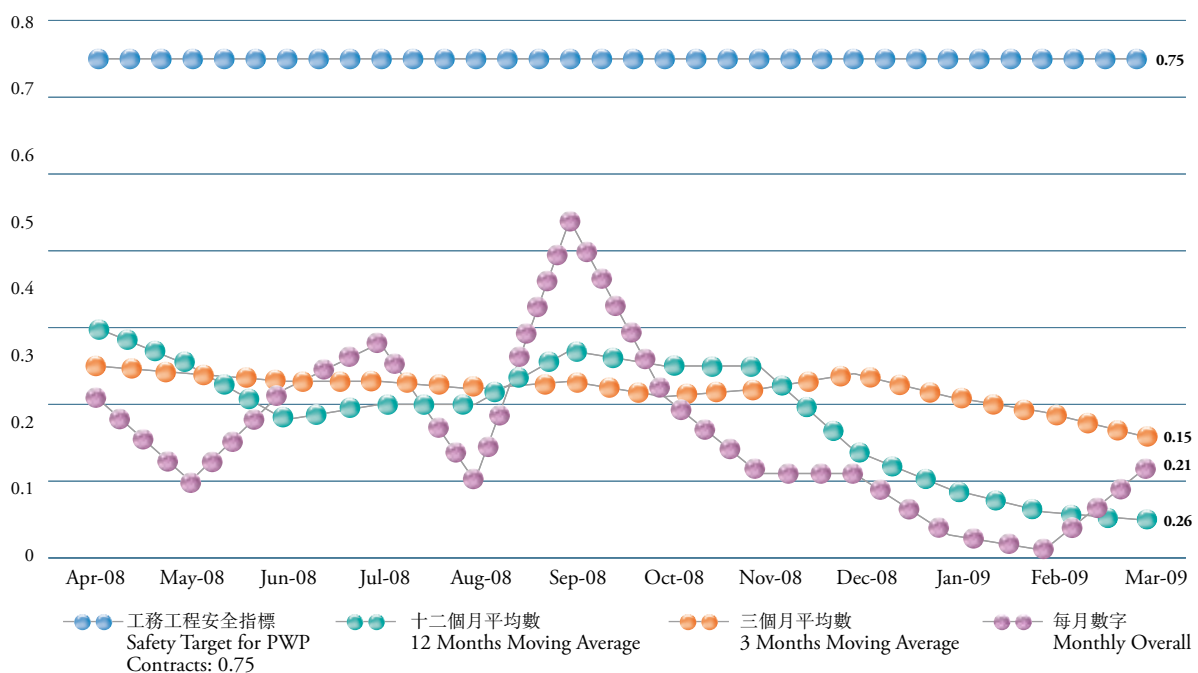
## Customer Services

Surveys regarding our services are conducted from time to time. The Department uses a range of tools to check and correlate customer feedback and to design appropriate improvements to its services.

We have an active Customer Liaison Group that meets with senior officials of the Department every four months. Issues covered over the past 12 months include the Ombudsman's investigation into alleged overcharging of water bills. Members were told that all cases listed in the Ombudsman's report had been properly resolved and proactive measures are being taken to enhance the accuracy of water consumption readings and accounts. The current programme for replacement of aging water meters will also help prevent false readings and an account fault checking mechanism has been improved.

Understanding the specific needs of our customers is integral to creating appropriate standards of service. We regularly gauge public opinion through public opinion surveys, consumer forums and meetings with specific groups such as developers, builders and plumbers. Over the past year, we have enhanced the presentation of customer bills so that they offer greater clarity and we have added

二零零八／零九年度水務工程合約意外率  
ACCIDENT RATES FOR WATERWORKS CONTRACTS 2008/09





本署在客戶聯絡小組的協助下與客戶保持直接聯繫。  
*Direct contact with the public is maintained with the help of the Customer Liaison Group.*



我們細心了解客戶的需要。  
*We pay much attention in understanding the specific needs of our customers.*

列方式，令其內容更加清晰明確。我們亦在本署的電子服務中加入了帳單資訊元素。客戶可以瀏覽本署的網頁 <http://www.esd.wsd.gov.hk> 登記使用這些已加強的電子服務。自二零零九年三月起，自動轉帳戶口持有人亦可以登記電子帳單，取代以郵寄方式寄出發票。

account information elements to the Department's electronic services. Customers can visit the Department's web site <http://www.esd.wsd.gov.hk> to sign up to use these enhanced electronic services. Starting in March 2009, autopay account holders can also register for e-billing to replace bills that are sent by post.

### 與社區結成夥伴

### Partnering with the Community

於二零零九年一月，我們在全港小學開展「節約用水 從家開始」的保護水資源活動。我們堅信，鼓勵兒童參與節約用水非常重要，原因是兒童會將自己在課室接收到的節約用水訊息帶回家中。這項以比賽形式進行的活動旨在培養學生及其家人節約用水的習慣。參與活動的學生需要提交最近兩期的家庭用水量作比較，本署會表揚用水量減少得最顯著的學生，委派他們成為校內的保護水資源大使。為支持此次活動，本署亦在參與的學校舉行巡迴講座，教導學生水是一項珍貴的商品，並為他們提供一些節水的方法。巡迴講座亦會重點介紹香港供水的歷史和發展。

In January 2009, we launched a new water conservation campaign – 'Water Conservation Starts from Home' – in Hong Kong's primary schools. We firmly believe in the importance of encouraging water conservation by involving children who, in turn, take their classroom water conservation messages back their homes. This competition-based campaign is designed to help students and their families develop water saving habits. Participating students are required to provide their latest two consecutive water bills for comparison. The Department will commend students who have achieved the biggest savings and appoint them as Water Conservation Ambassadors in their schools. The campaign is supported by road shows that visit participating schools, educating students about water as a scarce commodity and giving them water saving tips. The road shows also highlight the history and development of Hong Kong's water supply.



本署一年一度的供水研討會於二零零九年六月在沙田舉行，參加者有來自物業管理公司、業主立案法團、酒店及學術機構的代表。講者的討論集中於水質、配水系統及水資源安全計劃。這次研討會為廣泛交換意見及構思提供平台。

我們一直在濾水廠舉行開放日。公眾人士對這項活動的反應令人鼓舞，證明他們對我們供水及配水服務的興趣並無退減。我們打算繼續舉行這些開放日，並將開放日定於世界善用食水日、或與全球或本地活動相關的日子舉行。世界善用食水日的目的是幫助提高對水資源的供應及保護的意識。為配合二零零九年三月世界善用食水日的全球主題，我們以標題「共享水源 共享機遇」於多份報章刊登特刊。特刊文章重點講解水資源短缺、香港的全面供水設施及水質監控系統。我們也藉此機會介紹政府長遠的全面水資源管理策略。



我們積極推廣保護水資源的訊息，並提供一些節水的方法。

*We actively promote the message of water conservation, and provide some water saving tips.*



本署二零零七至零八年度年報贏得「第二十三屆國際年報比賽」銀獎。

*WSD's 2007/08 annual report won the silver award of the 23rd International ARC Awards.*

Our annual public water supplies seminar was held in Sha Tin in June 2009. It drew representatives from property management companies, owners corporations, hotels and academic institutions. Speakers focused on the quality of water, distribution systems and water safety plan. The seminar offered a platform for a broad exchange of views and ideas.

We have continued to hold open days at our water treatment facilities. The public turnout for these events is encouraging and testifies to the on-going interest in our water supplies and distribution services. We intend to continue holding these open days, aligning them with World Water Day and other related global and local events where appropriate. World Water Day continues to help raise the awareness of water sources, supplies and protection and, to coincide with its global observance in March 2009, we published newspaper supplements headlined 'Shared Water - Shared Opportunities'. The articles focussed on the scarcity of water resources and Hong Kong's comprehensive supply facilities and quality control systems. We also took the opportunity to promulgate the Government's long term Total Water Management Strategy.

## 顯現我們的關懷

我們對社區的責任感並不限於本署的工作範疇。我們許多的員工在工餘時間更以自願性質參與社區工作。本署的義工小組在今年內參與了48項慈善活動，其中包括籌款活動、探訪老人院、定期致電或親身探訪獨居長者，並替他們義務打掃及粉飾住所。本署連續三年獲得社會福利署頒發的義務工作嘉許銀狀。與此同時，本署亦有四名員工獲頒發個人嘉許銅狀。

本署積極參與社區服務，更獲得香港社會服務聯會的認同，並向本署頒發「同心展關懷」二零零八／零九年度標誌。

## Showing We Care

Our sense of responsibility towards the community extends beyond the work of the Department. Many of our staff members participate on a voluntary basis in community work outside working hours. The Department's team of volunteers participated in 48 charity activities during the year. These activities included fundraising events, visits to homes for the elderly, regular individual visits and telephone calls to the elderly who are living alone as well as voluntary home cleaning and painting. For the third consecutive year, the Department was awarded a Silver Award for Volunteer Service by the Social Welfare Department. Four staff members also received individual bronze awards.

Our active participation in community service was also recognised by the Hong Kong Council for Social Service which awarded the Department its Caring Organisation 2008/09 logo.



本署義工隊積極參與各項社區服務。  
Our volunteer team is actively participating in different community services.

水務署義工工時數字  
NO. OF MAN-HOURS FOR WSD VOLUNTEERS

