

## 發揮潛能，各盡所長

## Bringing out the Best in People



### 職員意見調查

自1999年起，我們每年都向運輸署內所有職員進行調查，讓他們有機會就部門、工作、上司、培訓機會、部門內的溝通，以及其他對他們在本署的職務有影響的問題表達意見。該項調查包括10個這類項目，每個項目包括大約10條問題。我們根據調查所得結果，找出須改善之處及表現出色的地方，以便制訂我們日後的策略。

除10個具體項目外，我們亦請同事表示是否同意以下三個整體評語，藉此向運輸署給予評分：

- 我感到在運輸署工作時士氣高昂
- 我的工作給予我極大的滿足感
- 我感到備受運輸署的重視

下表顯示在過去4年同事對這3項評語作出正面回應的百分比：

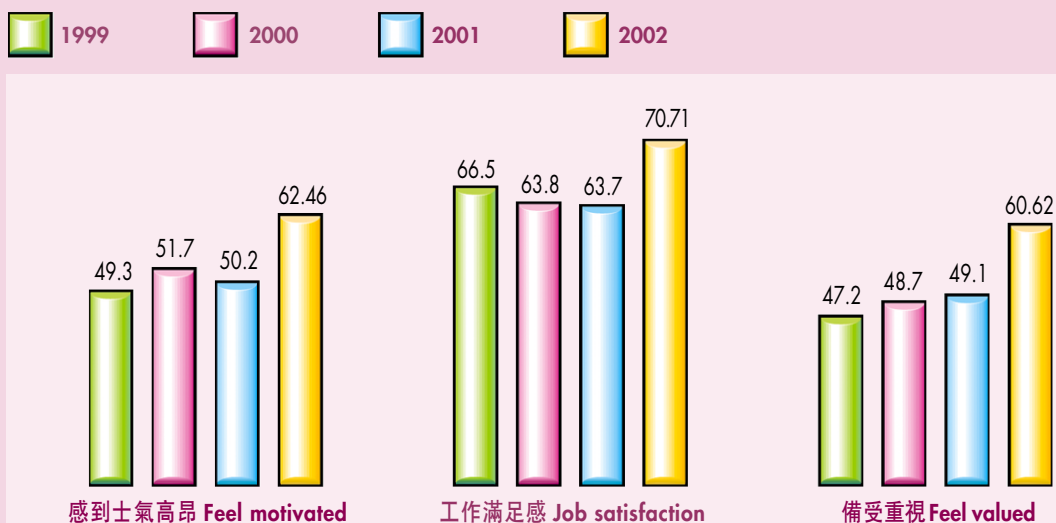
### Staff Perception Survey

Since 1999, we have carried out an annual survey of all TD's staff to give them the opportunity to say how they feel about the Department, their job, their bosses, their training opportunities, communication within the Department and other factors affecting their role in TD. The survey included 10 such topics and around 10 questions within each topic. The results have been used to identify those items which need improvement as well as those which we already do well, to help map out our strategy for the future.

In addition to the 10 specific topics, staff were also asked to rate TD in terms of whether they agree with three general statements :

- I feel motivated to do my best for Transport Department
- My work gives me a high level of job satisfaction
- I feel valued by Transport Department

The percentage of positive responses to these statements for the last four years is shown in the following table :



雖然首 3 年的評分一直維持在頗為平穩的水平，但 2002 年的調查結果有顯著的進步。從調查內所顯示有所改善的範疇，可見所有同事所付出的努力。過去一年，我們為跟進職員意見調查，曾舉辦一些專為針對同事特別關注的問題而設的工作坊。我們會繼續撥出時間及資源，聽取同事的意見，並致力解決同事所關注的問題。只有確保員工士氣高昂、工作有效率、有成效及感到愉快，才可達致我們提供世界上最優良的運輸系統的目標。

While the scores have remained quite constant over the first three year period, there were significant improvements in the 2002 survey result. The efforts all colleagues made in enhancing improvement areas as identified in the survey is beginning to be seen. This year, we conducted tailor-made workshops as a follow up of the survey to address specific concerns. We will continue to dedicate our time and effort to listening to and addressing the concerns of colleagues. It is only by ensuring that staff are well motivated, efficient, effective and happy, that we can realise our objective of providing the world's best transport system.



同事愉快地投入職員周年晚宴。  
Colleagues having fun in Department's Annual Staff Dinner.

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同事熱烈響應「開心之旅」心臟健康推廣活動。  
The Heart Health at Work Programme is warmly received.

- 繼續透過聘請專業人士提供 24 小時輔導電話熱線服務，以照顧同事的心理健康，並舉辦一系列個人發展工作坊；
- 舉辦四次「開心之旅」心臟健康推廣活動；
- 邀請香港眼科醫院的專業人士主持眼睛保健講座；
- 展開一系列與健康有關的活動，例如情緒智商工作坊及午餐錄映節目欣賞會，從而向同事推廣健康的生活方式；
- 添置新的辦公地方，並翻新現有的辦公室，為員工提供更佳的工作環境；
- 舉辦職員周年晚宴；
- 在香港會議展覽中心舉行五次「創造心靈價值」部門研討會。超過 900 名同事參與，學習如何給予以及獲取心靈價值；
- 舉辦心靈價值卡設計比賽及推行心靈價值卡計劃，鼓勵同事互相為對方值得嘉許的行動表示感謝；
- 製作「全心全意・以誠待人」金襟針，給予同事心靈價值；

- continued to take care of the psychological well being of colleagues through engaging professionals in running the 24-hour hotline counselling service and a series of personal development workshops;
- conducted four Heart Health at Work Programme;
- engaged professionals from the Hong Kong Eye Hospital to run the Eye Protection Seminar;
- initiated a series of health-related activities like EQ workshops and video lunches to promote a healthy lifestyle;
- acquired new office accommodation and renovated existing offices for better working environment;
- held an Annual Staff Dinner;
- **organised five departmental seminars on "Creating Psychic Income" at the Hong Kong Convention and Exhibition Centre with the participation of well over 900 colleagues where they learnt how to give and get psychic income;**
- launched and implemented the Psychic Income Card Design Competition and Scheme to involve colleagues in recognising each other's work;
- produced the "Hearts" gold pin to give psychic income;



- 推行團隊嘉許獎勵計劃，對團隊為服務社會所付出的努力予以嘉許；以及
- 通過致力展開及舉辦各項活動，推行「全心全意 • 以誠待人」運動。



「團隊嘉許獎勵計劃」嘉許同事為服務社會所付出的努力。  
Colleagues' hard efforts are recognised.

### 「創造心靈價值」研討會

這個部門研討會的目的是創造與發掘同事的「心靈價值」，特別是與「全心全意 • 以誠待人」的主旨有關的「心靈價值」。

這個研討會包括四個主要元素：

- 分享成就
- 激勵同事(心靈價值)
- 取得團隊增效作用
- 控制情緒

同事均對研討會有良好反應。我們計劃在2003年舉辦第二輪研討會。

### 團隊嘉許獎勵計劃

- 在2002年1月推出的團隊嘉許獎勵計劃，目的是對傑出的團隊工作和貢獻予以嘉許，給予同事一點心靈價值。
- 獲獎的準則包括該團隊在服務社會方面的貢獻，以及能否充分發揮「全心全意 • 以誠待人」及運輸署的四項策略(創新、提高效率、發揮團隊優勢和夥伴關係)的精神。
- 由評審小組(成員包括管方及員方代表)選出表現優秀的團隊。

同事對此項計劃表示歡迎，並且感到所作貢獻受到重視。他們特別珍惜向部門內最優秀的團隊借鏡的機會，以及獲得的「全心全意 • 以誠待人」金襟針和心靈價值。

- launched the Team Recognition Award to recognise team efforts in serving the community; and
- contributed towards "Putting our Hearts into It" campaign through our dedicated efforts in initiating and organising events.

### Creating Psychic Income Seminars

This departmental seminar aimed to create and explore the "psychic income" of our colleagues; with specific reference to the central theme of "Putting our Hearts into It."

It was designed to cover four key elements :

- Achievement Sharing
- Motivation (psychic income)
- Building team synergy
- Mastering emotions

Feedback from colleagues was positive and a second round is planned for 2003.

### Team Recognition Award

- The Team Recognition Award which was introduced in January 2002 aims at providing psychic income to teams for their excellent team work and contributions.
- The success criteria included the team's contribution in serving the community, the extent to which it fulfilled the spirit of "Putting our Hearts into It" and the four TD Strategies (Innovation, Managing for Results, Teaming up for Excellence and Partnership).
- The outstanding teams were selected by the adjudicating panel comprised of both management and staff representatives.

Feedback has been positive and colleagues felt valued for their contributions. They particularly treasured the opportunity to benchmark best team practices within the department, and the "Hearts" gold pin and the psychic income received.



### 26. 訓練

我們透過不同的方式管理部門內有關學習的事宜，以提升員工的能力，這些方式包括鼓勵個人學習、提供資源支持個人學習、在職系及分部的層面推動員工進行自發性的訓練及發展，和提供優質的訓練及發展計劃。在2002年，我們採取的主要行動包括：

- 制訂及推行人力資源發展計劃，以提高部門各職系的專業能力；
- 向每一位員工派發個人持續發展指南；
- 在旺角政府合署設立學習資源中心，該中心設有聯機圖書館目錄系統；
- 將學習資源上載於運輸署內聯網；
- 為技術服務科的專業人員推行電子論壇試驗計劃；
- 為各分部舉辦 29 次建立團隊精神工作坊，以提高團隊效能，參與這些工作坊的人員共 979 名；
- 為牌照事務組的所有人員提供有關處理轉變的訓練；以及
- 為專業人員舉辦 12 次經驗交流會，讓他們分享知識和經驗。

### 26. Training

Learning in the Department was managed through encouraging individual ownership of learning, providing resources to support individual learning, driving training and development initiatives at grade and divisional levels, and providing quality training and development programmes to enhance staff competence. Our main actions taken in 2002 have :

- developed and implemented Human Resource Development Plans to enhance professional competence for each departmental grade;
- provided to all staff a Guide on Continuous Personal Development;
- set up a learning resource centre at Mong Kok Government Offices with an on-line library catalog system;
- made available learning resources in the TD Intranet;
- piloted e-discussion forum for professional officers in Technical Services Branch;
- conducted 29 teambuilding workshops for divisions to enhance team effectiveness with 979 staff attending these workshops;
- provided training to all staff in Licensing Section on managing change; and
- organised 12 experience sharing sessions for professional officers to share knowledge and experience.



提升團隊精神的訓練。  
Training to enhance team spirit.

本署員工全情投入，互相扶持，以達致部門的使命。  
TD staff strives to fulfill the department's mission through dedicated efforts and mutual support.

