

## 年內的重要事項 Highlights of the Year

2002



助理處長 / 新界陸汝均介紹配合地鐵將軍澳支綫啟用的公共交通計劃。  
AC/NT Mr Peter Luk introduces the public transport plan for MTR Tseung Kwan O Line opening.

在本署的「抱負、使命及信念」中，「使命」的首句是「在規劃、監管、服務及管理各方面追求卓越成就」，而「信念」的首句是「發揮潛能，各盡所長」。我們在整年的工作與本署的「抱負、使命及信念」互相配合。為了突出這點，在這份運輸署年報本節，即「重要事項」，以及下一節，即「運輸署的工作」，我們將各項工作及成就劃分為五個範疇，即「規劃」、「監管」、「服務」、「管理」及「發揮潛能，各盡所長」。

### 規劃

要達到提供世界上最優良運輸系統這一目標，作出良好規劃是基本要素，而備有最新及可靠的規劃資料數據，則是進行良好規劃的基本所需。2002年，我們完成有關全面交通習慣調查的數據收集工作。該項調查向全港30 000戶家庭及其他組別人士(包括殘疾人士及遊客)收集了有關的資料數據。

在2002年年底，我們亦展開一項類似的調查，就貨車的行駛習慣收集最新資料。我們會就所有這些資料進行分析，並在進行預測的過程中應用，使我們能更了解市民乘搭交通工具及貨運的需要，並提供服務以配合這些需要。

策略性公路工程檢討系統在確定主要公路工程項目的興建需要、工程範疇及實施時間方面，證實十分有用。我們在2002年內根據最新的人口、土地用途和運輸資料，以及社會經濟數據，完成了第二次檢討。我們嚴謹及有系統地重新評估本港的主要公路工程項目，確保以最有效的方式規劃及實施這些工程項目。

有關環保的規劃工作方面，我們已進行第二輪的策略性環境監察、審查及檢討工作，就策略性公路工程所訂立的有關政策對環境所造成的影響，進行監察及更新資料。該項工作顯示我們所推行的管制措施，包括轉換石油氣的士、於巴士採用超低含硫柴油及安裝柴油催化轉換器等，均對改善我們的環境狀況，尤其是本港的空氣質素，大有幫助。

運輸署道路安全及標準研究部的人員在4月舉行了一個工作坊，並制訂了一項抱負——「使本港的道路系統更趨安全，不斷致力減少意外數字，以『零』交通意外為目標」。我們以此為方針，通過道路安全議會，致力研究如何制訂可供全港相關利益機構及人士採用的抱負及策略。

我們繼續進行有關鐵路的規劃工作，使之成為運輸系統的環保骨幹。在2002年，我們的規劃過程中其中一項與此有關的成果，是地鐵將軍澳支綫啟用。8月18日，這條新支綫由行政長官董建華先生主持正式啟用儀式。現時該支綫為將軍澳新市鎮的居民提供快捷及具效率的運輸系統，連接市區及全港各地。該支綫全長12.5公里，在寶琳、坑口、將軍澳、調景嶺及油塘均設有車站。該新市鎮大部分居民前往車站，只需7至8分鐘的步行路程。為了盡可能向居民提供最佳選擇，運輸署制訂並實施了一項全面公共交通計劃，讓新的鐵路服務與其他公共交通工具加以配合。

The first Mission Statement, forming part of our VMV, is to "excel in our key roles of planner, regulator, service provider and manager", whilst the first of our VMV Values is "Bringing out the Best in People". Our work throughout the year has aligned with our VMV and in this "Highlights" section of our Annual Report, and in the following section on "TD in Action", the various tasks and achievements have been grouped under the headings of "Planning", "Regulation", "Services", "Management" and "Bringing out the Best in People" in order to emphasise this alignment.



轉換石油氣的士對改善空氣質素大有幫助。  
Conversion to LPG taxis helps improve air quality.

## Planning

Good planning is the basic building block needed for the provision of the world's best transport system and the availability of up-to-date reliable planning data is a basic need for good planning. In 2002 we completed the data collection exercise of a comprehensive Travel Characteristics Survey. The survey collected data from 30 000 households in the territory as well as from other groups including people with disabilities and tourists.

A similar survey to collect up-to-date information on the characteristics of goods vehicle movement was commenced at the end of 2002. All of this information will be analysed and fed into our forecasting process, so that we can better understand and provide for the needs of both the travelling public and the movement of goods.

The Strategic Highway Project Review (SHPR) System has proven

to be extremely useful in confirming the need, scope and timing of strategic highway projects. We completed the second round of the Review in 2002 based on the most up-to-date information on demographic, land use, transport as well as socio-economic data. We critically and systematically re-assessed our major highway projects to ensure they would be planned and implemented in the most effective manner.

On the environmental planning front, we undertook the second round of the Strategic Environmental Monitoring, Auditing and Review exercise to monitor and update the environmental implications associated with the strategic highway programme and policies concluded in the SHPR. The exercise shows that the imposition of control measures such as the conversion to LPG taxis, the use of ultra low sulphur diesel by buses and the installation of diesel catalytic converters, helps considerably in improving our environmental conditions particularly in respect of the territory's air quality.

In April our Road Safety and Standards Division staff held a workshop which developed the vision "To make our road transport system forever safer by continuously reducing accidents towards a zero goal". This has provided the inspiration to pursue, through the Road Safety Council, how we can develop a vision and strategy which can be adopted by all the stakeholders in the territory.

We continue to carry out our planning work with railways providing the environmentally friendly backbone to the transport system. As such, we welcome the successful outcome to part of the planning process in 2002 with the commissioning of the MTR Tseung Kwan O Line. The new line was officially opened by the Chief Executive, Mr Tung Chee Hwa on August 18 and now provides a fast and efficient transport link for the residents of Tseung Kwan O New Town to access the urban areas and the rest of the territory. The 12.5-km line has stations at Po Lam, Hang Hau, Tseung Kwan O, Tiu Keng Leng and Yau Tong which are within seven to eight minutes walk of most of the new town residents. To provide the best possible choice to residents, TD developed and implemented a comprehensive public transport plan to integrate the new railway service with other modes of public transport.

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二〇〇二年的士司機嘉許計劃。  
Taxi Driver Commendation Scheme 2002.

### 規管

本港的公共交通工具每日接載乘客約達一千一百萬人次，佔所有交通工具的乘客總人次90%。作為一個公共交通監管機構，運輸署擔當重要的角色，確保盡可能向公眾提供最優質的服務。

年內，我們繼續推行巴士與巴士及巴士與鐵路的轉乘計劃。我們亦繼續重整尖沙咀、中環、灣仔及銅鑼灣的專營巴士服務。透過採取各項措施，包括取消路線、改道、縮短路線、調整服務及重整巴士站，使交通網絡的效率及繁忙巴士走廊的交通情況得以改善。至於非專營巴士方面，我們繼續改善有關的規管及管制，並重整屋邨巴士服務。同時，我們亦展開一系列的措施，透過為業內人士舉辦免費講座及印製通訊，幫助業界提高服務質素。

在的士服務方面，運輸署與優質的士服務督導委員會合作推行多項計劃，包括2002年的士司機嘉許計劃、設立優質的士服務督導委員會網頁、設計新的的士司機證托架、在的士站裝設乘客資訊電子螢幕顯示屏和的士服務資訊牌、印製供在機場派發的的士服務資訊單張及出版的士通訊。

我們完成了對地鐵有限公司的服務表現進行檢討，留意到該公司在2001年1月1日至12月31日期間，符合所有服務表現基準。經考慮檢討結果、顧客調查結果及新計劃的影響等因素後，我們為2002年訂定了新的表現基準。我們繼續對地鐵公司的服務表現進行檢討，並因應不斷轉變的情況訂定新的基準。

### Regulation

Around 11 million trips per day representing 90% of all passenger trips are made on public transport. Our role as public transport regulator is vital to ensure the best possible service to the travelling public.

In 2002 we continued to promote bus-bus and bus-rail interchange schemes. We also maintained momentum in rationalising franchised bus services in Tsim Sha Tsui, Central, Wan Chai and Causeway Bay through a combination of measures including bus route cancellation, diversion, truncation, service adjustment and bus stop rationalisation to improve network efficiency and traffic conditions in the busy bus corridors. For non-franchised buses we continued to improve on their regulation and control and to rationalise residents' services. At the same time we launched a package of measures to help the trade to enhance its quality of service through holding free seminars for trade members and publication of newsletters.

On taxis, TD, in cooperation with the Quality Taxi Services Steering Committee (QTSSC), instigated various projects including the Taxi Driver Commendation Scheme 2002, launching of QTSSC homepage, implementing a new design for taxi driver identity plates, erection of LED passenger information display panels and taxi information plates at taxi stands, publication of taxi fare flyers for distribution at the Airport and publication of taxi newsletters.

We completed a review of MTRCL's service performance and noted that they had met all the performance requirements for the period between January 1 and December 31, 2001. New performance requirements for 2002 were established taking into account the results of the review, findings of customer surveys and impact of new projects. We continued to review MTRCL's service performance and set new requirements to take account of changing circumstances.



穿著新制服的牌照事務處人員。  
Licensing staff members in brand new uniform.

## 服務

年內，我們在牌照事務組轄下設立了過境服務分組，從入境事務處接辦為過境車輛及司機簽發封閉道路通行許可證的責任。過境服務分組亦負責與內地有關當局商討配額管制措施，以規管跨境車輛交通。由於本港與內地之間的跨境交通日趨重要，本署需要實施更妥善的管制，以維護各方面的利益。

我們繼續致力提升本署的「車輛牌照及駕駛執照綜合資料電腦系統」，向我們的顧客提供更優質的服務。新的系統計劃於2004年推出。

我們在2002年9月推出新的駕駛改進計劃，目的是透過加強司機對本身的駕駛態度及行為的了解，提高他們的道路安全及守法意識。參與計劃的司機需修讀一項短期課程，如成功完成該課程，可從其違例記分記錄中扣除3分。

## Services

In 2002, we established a new Cross Boundary Unit (CBU) under the Licensing Section to take over, from Immigration Department, the responsibility of issuing closed road permits for cross boundary vehicles and drivers. The CBU is also responsible for discussing with the Mainland Authorities quota control measures to regulate cross boundary vehicular traffic. As the cross boundary traffic between Hong Kong and the Mainland takes on ever increasing importance, TD needs to exercise better control, to the benefit of all.

We continued to pursue the upgrading of our "Vehicles and Drivers Licensing Integrated Data" (VALID) system to provide a better service to our customers and we plan to have the new system ready by 2004.

In September of 2002 our new Driver Improvement Scheme (DIS) was launched with the aim of promoting more road safety conscious, law-abiding drivers through giving them a better understanding of driving attitude and behaviour. Under the scheme, drivers attend a short course and, on successful completion, they may have 3 demerit points deducted from their record.

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### 管理

在2002年，我們展開了有關在總部設立交通控制中心的顧問研究工作。該交通控制中心會綜合提供各項交通控制系統，包括荃灣、沙田、大埔及北區的區域交通控制系統；計劃在新的策略性公路設置的交通管制及監察設施；青馬管制區的交通監察系統；以及事故管理及處理設施。該交通控制中心計劃在2003年年底/2004年年初啟用，預計全面改善全港交通控制系統的運作及管理效率。

為失明人士而設的電子響號交通燈。  
Electronic audible traffic signals installed for the visually impaired.



為向視覺受損人士提供更妥善的服務，我們已批出一份關於在全港所有交通燈控制的行人過路處供應及安裝電子響號交通燈的合約。電子響號交通燈的其中一項功能，是因應外界聲浪水平調校所發出的聲量。在晚間，當周圍環境較為寧靜時，響號交通燈會自動調校聲量至較低水平，因而可減低對附近居民所造成的影響。預計電子響號交通燈可成為折衷的解決方法，既可滿足殘疾人士團體的需求，也可解決區內居民所關注的問題。

在2002年，我們亦開始建造行車時間顯示系統，使駕駛人士在使用3條過海隧道由港島前往九龍時，可在獲得較充分的資訊後才作出選擇。

運輸署緊密監察主要道路的交通。  
TD closely monitors traffic at major roads.



### Management

In 2002, we commissioned a consultancy assignment to undertake the implementation of a Traffic Control Centre (TCC) at our Headquarters. The TCC will provide co-location of various traffic control systems including the Area Traffic Control Systems for Tsuen Wan, Sha Tin, Tai Po and North Districts, the traffic control and surveillance facilities which are planned for new strategic highways, the traffic monitoring system for the Tsing Ma Control Area and the incident management and handling facilities. The planned commissioning of the TCC in end 2003/early 2004 is expected to bring overall improvement in the operation and management efficiency of our traffic control systems in the territory.

To provide a better service to the visually impaired, we awarded a contract for the supply and installation of electronic audible traffic signals (eATS) at all signalised pedestrian crossings in the territory. eATS has the capability to adjust its output sound volume in response to the ambient noise level. At night time, when the environment is relatively quiet, the eATS will automatically adjust its output to a lower level, thus reducing its impact to the nearby residents. The eATS is expected to provide a compromise solution to meet the demand of the disabled group whilst also addressing the concern of the local residents.

In 2002, we also commenced the construction of the Journey Time Indication System, which will help motorists make a more informed choice when travelling from Hong Kong Island to Kowloon via the three cross-harbour tunnels.

## 發揮潛能，各盡所長

我們堅定相信，必須讓員工發揮潛能，各盡所長，才能向市民提供他們應得的優質服務。因此，我們會繼續透過在「運輸署的工作」部分所述的多項措施，致力進行人力資源管理及發展工作。

在2002年，我們進行了第四次員工意見調查，以量度員工對於工作士氣、工作滿足感及備受重視這幾方面，以及在涵蓋其他10個項目的多條問題的滿意程度。我們首次提供員工意見調查的內聯網版本，為同事在填寫問卷方面提供更靈活的選擇。調查結果顯示，本署在人力資源方面的努力大致上取得好成績，但有某些地方我們仍須多加努力，以進一步作出改善。「全心全意•以誠待人」計劃鼓勵員工締造一個以客為本、以結果為主導、靈活公平及細意關懷的文化，是人力資源管理在年內的重點。

在由公務員事務局舉辦的卓越顧客服務獎中，本署成為得分最高的8支隊伍之一。為此，我們為每位同事製備「全心全意•以誠待人」雨傘，以表揚大家在顧客服務方面的貢獻。

我們會繼續透過提供全面的優質培訓，以便在部門內各階層的同事之間推動學習文化，從而讓同事發揮潛能，盡展所長。

## Bringing out the Best in People

We firmly believe that only by bringing out the best in our staff can we offer the quality of service to the public which they deserve. We have continued to focus therefore on human resource management and development through numerous initiatives described in the TD in Action Section.



In 2002 we conducted our 4th annual Staff Perception Survey to measure the level of staff satisfaction in the aspects of motivation, job satisfaction and feeling valued, and on questions covering 10 other topics. For the first time, an intranet version of the Survey was also introduced to provide added flexibility to colleagues. The survey results indicated that in general our human resources efforts had paid off but it also identified areas where more effort could best be channelled for further improvement. The "Putting Our Hearts Into It" programme supports our staff in developing a culture that is customer focused, results driven, flexible, fair and caring and has been the focus for our HRM during the year.

The Department was amongst the top eight teams in the Customer Service Excellence Award organised by the Civil Service Bureau. A "Hearts" umbrella was produced for every member of staff to acknowledge their contributions in customer service.

We continued to bring out the best in people also by providing comprehensive good quality training aimed at fostering a learning culture amongst staff at all levels throughout the Department.

團隊精神訓練。  
A team building exercise.

