

Management of stores

物料管理

主席：

繼續今日的公開聆訊，有關審計署署長報告書第30號第2章，關於物料管理。邀請出席證人包括：政府物料供應處處長薛明先生、資訊科技署署長劉錦洪先生、資訊科技署總系統經理王錫泉先生、警務處處長許淇安先生、庫務局局長俞宗怡女士、保安局局長葉劉淑儀女士、保安局首席管理參議主任楊劉秀清女士。由於審計署署長報告書第30號早在半年前完成，根據昨天聆訊經驗，在此期間會有新進度和新資料可以提供，導致聆訊時間相應延長。為使聆訊更有效率，所以我已通知薛明先生，如有任何補充資料可以書面提交委員會，他亦已就此提供一份新的補充資料，現首先請薛明先生補充報告書或補充資料內沒有載述的新進度及資料。薛先生。

Mr Nigel C L Shipman, Director of Government Supplies (DGS):

I think, by and large, Mr Chairman, the answers given in response to the Director of Audit's report which are published in that report still remain true. To take the various matters in turn. On the stock turnover rate, I would just like to mention that the benefits of a higher stock turnover rate have already been felt in a lower level of stock-holding and that at the end of November 1998 the value of stock held in the Government Logistics Centre was \$87.7 million, which was some 24 per cent below the figure at the start of the financial year.

Regarding the stock discrepancies, the response, as reported in paragraph 22 of the report, remains generally valid. I do accept that it would have been desirable if we had been able to fully verify and check stock immediately before moving over to GLC, rather than some months in advance. However, the removal process had to operate within a very tight time-frame and, given the scale of any complete stock verification exercise which involves counting more than 26 million unit items, it was felt that it would not be possible to do this at the same time as completing outstanding orders, packing, and other preparations for removal.

The intention, therefore, was to verify stock balances immediately following removal and to make a physical count of the stock which could then be compared with the stock records when the Goodsman system was available. However, because of the difficulty of locating stock, in the absence of Goodsman records, it was found impossible to make the actual physical count.

I believe staff concerned did their best to abide by the spirit of stores regulations in the difficult circumstances that prevailed. At the same time, they were endeavouring to meet other objectives, in particular, arranging for delivery of urgent stores and resumption of normal services.

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Regarding the writing off of discrepancies, we did not immediately proceed to take on charge the surplus items and to seek authority for write-off discrepancies because we did not consider that realistic discrepancies had been identified. The unreliability of these findings was demonstrated by the rechecking exercise we did in November 1997, where some of the deficient items were shown as surplus and other deficient items were found to tally exactly with the stock records.

If I had asked the Secretary for Treasury to write off deficiencies identified in the November 1996 exercise and taken the surplus items on charge, then stock records would no longer be reliable. Instead, we undertook a further 100 per cent stock verification exercise in April 1998. This was the suitable time to conduct the exercise, when normal services are suspended while the final year-end balances are compiled. The report on this exercise, which has been made available to members, has shown that the true extent of deficiencies was not \$8.78 million but \$616,000. This amounts to 0.53 per cent of stock value. Likewise, most of the surplus items identified in the earlier check were accounted for and the surplus was not \$8.39 million, it was \$1.25 million or 1.09 per cent of stock value.

These discrepancies have been attributed to system bugs, to mislocation of goods and to counting and issuing errors. The stock records have now been adjusted to take account of these discrepancies and they are now subject to progressive checking by rotation in accordance with SPR1015B1.

主席：

Thank you, Mr Shipman，我們已獲告知最新之資料，現在請吳亮星議員展開發問。

吳亮星議員：

多謝主席，審計署署長報告書內指出政府物料供應處有多處地方須予以改善，即儲貨周轉率、存貨差異、新貨倉管理系統的推行而採用的電腦軟件問題及延遲推行新貨倉管理系統的協定違約金問題等四方面。首先討論儲貨周轉率的問題，根據報告書第14頁第11段，當局對審計署關於儲貨周轉率的回應，剛才薛處長曾提及，會盡量令八千多萬剩餘價值的貨款使周轉率提至最高，最後之分段提及，自1998年起，目標儲貨周轉率已由每年三次，增至每年四次。此外，政府物料供應處在1998年2月通知庫務局局長，表示該處擬對服務承諾作出一些修訂，其中包括由1999年起，將通用物品的儲貨周轉率增加至每年五次。請問儲貨周轉率需要增至多少次才會在實質上提高效率、對儲貨價值的使用最能產生作用？

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Chairman :

Mr Shipman.

DGS:

I think stock turnover rates differ enormously according to the different type of store. A store engaged in serving the manufacturing industry, which was simply taking components into a production line, could achieve a very high stock turnover rate if it was operating efficiently, as high as 25. On the other hand, for a spare parts store, even a turnover of 1 per year would not be exceptional. What we try to do is balance achieving a progressively higher stock turnover rate with maintaining other objectives, in particular, maintaining a low incidence of stock out. That is non-availability of the goods that departments require. We try and keep this below 5 per cent. At present, we have got it averaging about 4.45 per cent.

Secondly, we try to maintain our ability to supply departments with a wide range of common user items, rather than simply limiting our stock to those items for which there is the most rapid turnover or the greatest demand. We try to provide a comprehensive service. Thirdly, we try to avoid increases in total costs that might arise if we were to require suppliers to make more frequent deliveries than they were prepared to manage without additional charges.

主席 :

吳亮星議員。

吳亮星議員 :

請問處長，指稱所謂「通用物品」的定義是甚麼，那些是通用物品？這類的通用的新物品要相隔多久才列入存貨系列，使部門知道其類別？

主席 :

薛處長。

DGS:

Common user, of course, it is a kind of general description. What we aim to

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take into storage and deliver are those items which are required by several different Government departments. They include items such as stationery, which all Government offices require, cleaning materials, household goods, electric lights, photocopying paper. These are some examples. There are also more specialist items, such as the common generic pharmaceuticals and medical supplies.

We do constantly review the list. Where demand for a particular item is low, then we would delete it from our inventory list. Where there is demand for other items that is rising and reaching high volumes and where it would be convenient to departments to have them delivered as part of our service, then we take these additional items on.

主席：

朱幼麟議員。

Mr David CHU:

Turnover rates. Has the Government considered the application of just in time delivery arrangement or concept with the suppliers?

DGS:

Just in time, Mr Chairman, as I understand it, is primarily a concept that is used in the manufacturing industry. It was pioneered, as we know, by Toyota, where their component manufacturers are located in proximity to their factory in Osaka. We are dealing with a general store. We are essentially providing end-users with final products and of course many of our sources of manufacture are some distance away from Hong Kong. We don't see the concept as readily applicable, as it would be in various kinds of manufacturing industry.

We do, however, use other tools to try and achieve the optimum ordering rates, in particular, we have regard to economic order quantities. One of the benefits of Goodsman is that it can generate this information. We don't blindly follow it but we take account of that, together with other considerations, in determining appropriate stock levels.

Mr David CHU:

Just a short follow-up comment. In view of the information technology and also very speedy delivery services, I think stock-outs are less costly than before now and, for some of the high volume items, I think the Government can well consider at least trying to negotiate with the suppliers to achieve a degree of just in time delivery concept. Just a comment.

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DGS:

I will take account of that comment.

主席：

吳亮星議員。

吳亮星議員：

第11段提到政府物料供應處自96年11月採用新貨倉管理系統後，有254種貨品基於過時作廢、需求偏低或存貨標準化的原因，而從所持有的一系列存貨中刪除。請問，處方會多久才會對這類過時物品作出處理？

主席：

薛處長。

DGS:

We regularly review the list of supplies that we maintain in our Government Logistics Centre with a view to not reordering items for which there is limited demand and which can easily be obtained by departments through their own purchasing authorities. That is an ongoing process.

主席：

吳亮星議員。

吳亮星議員：

是否有周期性地，例如一年一次，或是多久才作一次過時物品的刪除？

主席：

薛處長。

DGS:

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We are continually doing that. It isn't just left to a once a year cycle. When they observe the demand for items is low or when there are other factors that would indicate that it is no longer valuable in being retained as part of our unallocated stock, then it could be deleted. This can be done at any time of the year.

吳亮星議員：

我希望能節省時間，我想轉到另一個題目，這是一個主要範圍，就有關於1996年11月搬往柴灣新貨倉。報告書第18頁第19及20段，提及在97年11月，政府物料供應處就30項在96年11月及12月存貨查核工作中出現盤虧的主要存貨項目完成複查，複查結果顯示，有10項物料量無誤，另有8項總值超過10萬元的盤盈物料及12項總值超過20萬元的盤虧物料。處方的結論是複查結果不可靠，及這段期間的存貨紀錄可以不理。進行了一個這樣的檢查，竟然結論為不可靠。請問處方是否有權自行將有關盤虧物料註銷和不需要向庫務局局長提出申請？因為第21段最後的小段是提到如須庫務局局長批准方可註銷在存貨查核中發現的盤虧物料，盡早根據《物料供應及採購規例》申請註銷。

主席：

薛處長。

DGS:

I am obliged to seek the Secretary for the Treasury's approval to write off stock deficiencies above a certain value. I can only seek this kind of correction to stock records when I am satisfied that the discrepancy is genuine. The purpose of the recheck that was done in November 1997, which only covered 30 items where serious deficiencies had been found in the earlier stock verification exercise, was to provide evidence on whether this earlier exercise was reliable or not. It showed that it was not reliable. What we then proceeded to do was to arrange for a 100 per cent stock verification exercise as soon as the time was right to do that. That was in April 1998.

It was in fact only in January 1998 that the stock counting function of the Goodsman system was finally accepted as being without error and reliable. It was only then that we had all the tools that we needed to do accurate stock verification. April was also a good time because there is a suspension of normal services at the close of the financial year. Following the April exercise, which found that the true level of deficiency was \$616,000, we made application to the Secretary for the Treasury to write off this amount and she has given this approval. Our stock records have now been adjusted to a figure that is accurate and reflects the true stock balances.

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主席：

吳亮星議員。

吳亮星議員：

在1997年11月作出之複核工作結論是，1996年11月及12月進行的存貨查核工作結果是否可靠，而這段時間的存貨記錄，可以不理。請解釋為何會這樣作出複核的決定，而為何又在1998年4月進行之全面存貨查核中又否定複核的結果？

主席：

薛處長。

DGS:

In November 1996 what was done was an attempt at a complete stock verification. The further partial check was done to establish or disprove whether it was reliable or not. It wasn't intended as an exercise that would lead to write-off in stock. Before we did that, we felt we should have a comprehensive stock-checking exercise done in the best possible conditions and that took place in April 1998. Now, some of the totals that were established in April 1998 would not correspond with the partial check on the 30 items done in November 1997. We feel that what we have asked the Secretary for the Treasury to write off is the best possible and most accurate stock count that we can manage.

主席：

吳議員，可否容我就此點作少許跟進？

吳亮星議員：

好。

主席：

我明白在進行盤點工作時，電腦系統及有關貨物的 Stock movement 紀錄並未齊全，以一個不齊全的紀錄，與盤點出來的數據相比對，根本是不可能，故進行盤點而結果有差異，一點也不出奇。所以另找機會進行另一次盤點，我是理解的。第二

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段我希望與你研究一下跟進的方法，雖然你不可以倚靠不準確的Stock record，但當時若秉承政府物料供應處的守則，你是否應該即時向庫務局局長報告這情況？與她共同商討跟進的工作會否比較穩妥？但你卻不理會《物料供應及採購規例》，隔了很久時間在完成另一次盤點後才作出報告。這種呈交報告安排是否太寬鬆？這點是否有改善的餘地？先聽薛處長的解釋，然後請俞宗怡局長回應。

DGS:

I take that point, Mr Chairman. All I could have reported in November 1997 was that we were not able at present to establish the true extent of any stock discrepancy. I wouldn't have been able to provide her with an accurate account of the stock balance and how far this matched the actual physical count.

Chairman:

But you would be able to give her reasons and explain the reasons and also would be able to propose to the Secretary of the Treasury what remedial action you were going to take and when? That is possible in your report, isn't it?

DGS:

I could have advised her of that situation but it seemed appropriate for me, as controlling officer, to proceed as soon as I could to provide a reliable stock balance and then to proceed to seek write-off of any deficiency.

主席：

庫務局局長。

庫務局局長俞宗怡女士：

多謝主席，我認為這是一個運作的問題。在《物料供應及採購規例》上並沒有要求政府物料供應處處長應於何時通知庫務局局長有關查核存貨時的任何差異。我認為政府物料供應處處長是在一個最理想的位置去判斷應於何時將問題向我呈交。聽到處長的解釋後，我亦有所補充。其實政府物料供應處內部高層的管理人員，至97年4月才知道96年11月和12月進行的存貨查核工作的結果。相信當時負責查核工作的工作人員，自己也百思不得其解，為何會有極大的存貨差異？所以嘗試尋求解決的方法，直至97年4月才將結果告之高層人員。在這方面，或許處長可以研究有何步驟和程序，在今後資料傳達方面，可使下層員工更快呈交上層，使上層的管理人員可盡快瞭解問題和尋求補救方法。

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主席：

以會計師為例，一年有很多需要進行盤點的工作，不用說是兩年，若在兩星期內沒有一個清楚的報告，相信已立即被解僱。這就是當中的分別，處理問題的速度及時間性是相當重要。當然，我並非要求處長需要如此快捷地處理，但第一時間向庫務局局長作出交代，我認為是很重要的。吳亮星議員。

吳亮星議員：

在報告書第22(g)段提及政府物料供應處處長認為在搬遷物料前即時進行全面存貨查核的做法，並不可行。這個決定影響到政府物料供應處在其後的日子就存貨的紀錄查核產生很大困難，原因是沒有進行搬遷前全面存貨查核。請問處長是基於何種原因而認為在搬遷物料前即時進行全面存貨查核的做法，並不可行？

主席：

薛處長。

DGS:

They did attempt a 100 per cent stock verification exercise. That took place between 1 July and 10 December. Audit's point was that this was done too far in advance and various other transactions took place since then. I agree that it would have been preferable to have done stock verification immediately before removal. Then one would have had a more accurate idea of the true close of stock upon the closure of the Impact balance.

However, because of all the other things that needed to be done at the time when service was temporarily suspended in order to facilitate removal, outstanding orders from Impact had to be fulfilled. Goods had to be packed and other arrangements for removal carried out. The feeling of the staff was that to have also done a full 100 per cent stock verification check at that particular time would have caused delay and would have prolonged the period during which the delivery service had to be suspended. Their intention was to do the 100 per cent check immediately upon goods being relocated in the GLC.

If of course the major functions of Goodsman had been made available on time - they were supposed to have been ready by August 1996 - then the stock records could have been transferred from Impact to Goodsman prior to removal, physical stock could have been

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checked against those records, and Goodsman could have given complete visibility of stock during the move. I think the problems arose from not having in place the computer system that was necessary to manage stock at GLC and to do stock verification in that new area.

主席：

吳亮星議員。

吳亮星議員：

即使無電腦、只用人手點倉或舊式的點倉方法，應可實行全面點倉，你是否認為若電腦系統不存在，則無法進行全面存貨查核，要待搬遷後，新貨倉管理系統裝置後才能進行。這是否合理？你只是等待新電腦系統。

Chairman:

Can I ask a question? It is a very valid question. Numerous organisations stock-take all the time and not all of them have a sophisticated computer to help them. It is all really about proper management of how to conduct a stock-take and anticipating a reliable result. It is from that aspect. Merely saying that the Goodsman is not delivered on time causes the problem, it is a bit difficult I think for Mr Ng and certainly for me to accept?

DGS:

Perhaps I could explain a bit more. Prior to the removal, stores were in fixed locations and of course we did have the former computer system of Impact that would have assisted any 100 per cent stock check. The problem was that when we moved to the new warehouse, because we didn't have in Goodsman the stock location function, then it was very difficult to locate stock whereabouts.

The intention of stock-holding at the Government Logistics Centre was that it would be by random allocation system. One type of goods would not be in one fixed place. They could be scattered all over the place, according to storage positions that were available. Not having the stock records to locate those goods, it was found to be very, very difficult to identify the whereabouts of all stock when this further post removal check was made.

Chairman:

I can discuss with you all day how to manage your stock-take, but I won't do it. It is not our job. I think I understand your problem. Mr Ng and I are just explaining our position.

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吳亮星議員：

我不想再糾纏在這點上，我很難接受你剛才的解釋，現在我們討論第32段關於推行新貨倉管理系統的招標問題，根據《物料供應及採購條例》第350條，各部門應確保所擬訂的投標規格符合政府的採購原則，即維持公開和公平的競爭。但在第33段載述是次的招標，「招標文件是按照顧問的建議，訂明承辦商只可採用套裝軟件A或套裝軟件B進行調校，而不是請投標者提出最佳方案」，審計署認為在招標文件訂明只可採用套裝軟件A或套裝軟件B進行調校，會令政府不能通過公開和公平競爭，達致最物有值的原則。究竟你是否應該以顧問的建議抑或以公開、公平的競爭原則為主要的考慮因素？薛處長。

主席：

投標要徵詢資訊科技署署長的意見，但最後決定應該是由政府物料供應處處長作出。請 Mr Shipman 和資訊科技署署長分別回應。

DGS:

The remit of the consultancy was to identify which kind of package would be best suited to the Government's requirements. They came up with these two particular packages. The expectation was that both would be available, although it was only at the time when tenders were received that we learned that only one of the packages could be brought forward in tender.

I note the Audit's point that we should have added "all equivalent". It certainly is the normal tendering practice to specify that equivalent features can be acceptable. However, in this case, when time was short, the view was that to have a further search for alternatives could have caused delay. Although we would have welcomed greater competition, we felt that the only offer that was made in response to tender invitation was capable of meeting our needs, as we have explained in paragraph 38 of the Audit report. We also felt that the price was reasonable. It was within the estimate and it was also reduced from the tendered amount through subsequent negotiation.

主席：

吳議員。

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吳亮星議員：

在第33段第一小段中，提及「顧問已在可行性研究報告內指出，所需版本的套裝軟件A或會未能及時推出」，既然套裝軟件A還未能在市場推出使用，那麼訂明只可採用套裝軟件A或套裝軟件B的決定的根據何來？

主席：

劉錦洪署長。

資訊科技署署長劉錦洪先生：

多謝主席。實際上套裝軟件A在市場上已有一個版本在應用中，不過使用的平台並非開放式，只限於應用在一種硬件上。政府內所採用的，如中型電腦用的Unix，是一個開放式系統，根據當時所得資料，套裝軟件A在我們投標時，已會有一個開放式系統的版本，而供應商亦表示有興趣參與投標，這就是為何我們把套裝軟件A亦包括在投標書內。我們既參考顧問報告的建議，並須考慮時間的限制，而在當時我們並不認為要重新建立一個系統，而是希望用一個在市場上經多方面應用過的系統，在短期內修改成適合政府物料供應處使用。因此，我們招標時，在業界尋找系統整合的承建商，替我們設計硬件、環境和平台等及推行、修改的方法，希望合約承建商可以替我們辦到。

吳亮星議員：

但根據報告書第33段第一小段，提及套裝軟件A仍未推出，剛才答覆表示市面已應用中，這點請作出澄清。

資訊科技署署長：

主席。套裝軟件A的貨倉管理系統在某個牌子的平台上，已有一個版本可以應用，若我們使用這個版本，我們一定要採購該牌子的平台。市場上存在著很多不同牌子的平台，而軟件A的供應商希望在市場上擴充，所以他們表示會將版本實行部分作適當調整，使該版本可以在其他類別的硬件、軟件平台也可以運作，而在當時與他們商討這問題時，他們表示該開放平台版本已經進行極多的測試工作，很快便可以推出市場，而他們是有興趣參與投標。

吳亮星議員：

即有用家採用，但未在市場上推出，希望在投標過程中爭取更多用家。

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資訊科技署署長：

主席，即現時有部分蘋果Macintosh的軟件，在普通IBM PC未必可行，但已可在蘋果電腦應用一樣。

主席：

吳議員。

吳亮星議員：

我想繼續跟進第34段有關整個顧問報告提出的問題。顧問認為，由於不大可能找到較其建議的套裝軟件A、或套裝軟件B更優勝的方案，而更重要的是，採購工作所需的時間，會影響可否把貨倉遷往柴灣，因此公開招標採購其他電腦軟件，不會有甚麼作用。但政府物料供應處和資訊科技署並沒有向顧問查明，把建議的套裝電腦軟件調校至符合政府物料供應處的要求，所涉及的實際工作量。有關部門是否低估了在調校方面的工作量？

主席：

劉署長，你似乎曾進行評估工作。

資訊科技署署長：

是。主席，我們曾進行評估工作。但在能力上，我們對軟件的內容、編寫等不認識，我們是需要有軟件規格的知識，才能評訂在調校方面的工作量。這方面我們惟有信任顧問所進行的研究及建議，所以並無進行詳細審核，但以當時所掌握的資料來考慮，我們認為大致上是合理。

主席：

吳議員。

吳亮星議員：

資訊科技署的工作是協助政府物料供應處取得有關軟件，既然你們表示沒有能力處理有關工作，只是聽取顧問公司意見辦事，這樣我亦無法繼續發問下去。現轉

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至最後的議題，關於這個系統引起的協定違約金問題。根據報告書第33頁第47段，審計署建議，資訊科技署署長和政府物料供應處處長應制定清楚的指引，供評估電腦化計劃的協定違約金，確保政府不會因此而有所損失。資訊科技署署長在第48段最後第二小段的回應中指出：「在設定協定違約金上限時，必須取得平衡，如若不然，則會令合約價格加添巨額的附加費用。」但這次的違約金上限，按審計署署長報告書指出，引致政府未能取回的協定違約金估計金額為1,045萬元，違約金只取回232萬元。而在註13，「審計署認為，只要完成計劃的時間表定得合理，把協定違約金的上限刪除或提高，在公開競投的情況下，應該不會促使投標者將投標價格大幅提升。」你們與審計署的觀點為何不同？

主席：

我想補充一點，我察覺到劉署長在答覆吳亮星議員剛才詢問第34段時，並沒有否定審計署署長認為，你們是低估了調校工作量的講法，我希望 take note 這點。回到剛才的問題，請劉署長作答。似乎你與審計署署長在設定協定違約金上限對價格的影響方面持不同意見。

資訊科技署署長：

主席。關於協定違約金的上限，以我們與承建商討論合約的多年經驗發現，若是大數額，他們會與我們協議，盡量減低數額。我們察覺他們較容易接受約10%的數額，所以我們的感覺是，若提高或刪除上限，第一、與他們簽定協議的時間會較長及會有很多反建議；第二、他們會因這方面而在合約成本上加上保險費用，因此令合約的投標價有所增加。這是我們過去在不同合約、不同承建商所得到的經驗。對我們來說，提高或刪除違約金上限並不是不可攀越的問題，但可能需要較長時間訂定合約和令成本提高。

主席：

吳議員。

吳亮星議員：

上述的情況只是你們推想出來的，抑或是你們與有關承辦商討論時，他們要求較巨額的附加費，所以你們才卻步，而放鬆上限之要求？

主席：

劉署長。

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資訊科技署署長：

主席。我們的經驗是若我們提出較高的上限，承建商通常是會向我們提出反建議，與我們討價還價，把上限減低才肯簽約，這是我們在訂定合約方面的經驗。

吳亮星議員：

以這合約來說，你們並沒有嘗試把協定違約金的上限提高？

資訊科技署署長：

我們在標準合約上提出10%的協定違約金上限的準則。

吳亮星議員：

即是說你們先提出10%的上限準則，你們並非首先強調沒有上限。

資訊科技署署長：

是的。這是我們提出的準則。

吳亮星議員：

好的，多謝。

主席：

我補充一個簡單的問題，似乎爭拗點是給予承建商完成計劃的工作時間是否定得合理，現在看來並不太合理，因為事實上承建商是延遲了很多才能完成工作，若所定的時間太緊時，承建商定會十分緊張，因被罰會蒙受損失。你們所定的完工時間是否單單依靠顧問提供的意見，抑或是需要使用的時間，你們有沒有考慮承辦商是否能完成工作，及若不能完成工作，會以甚麼方法強迫承辦商去完成工作？劉署長。

資訊科技署署長：

主席。在我們研究整個完成計劃時間是否合理時，只能根據當時所擁有的資料，和顧問報告內的資料及建議來作評估。因這個軟件不是我們編寫的，亦不熟悉軟件的規格等，我承認我們無法肯定調校軟件所需要的時間和人力。

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主席：

多謝署長的坦白。但尚有一個疑問，你們依靠顧問處理這宗合約，顧問亦不會是有關軟件的專家，你不熟識，他們亦可能不熟識。第一、請問為何顧問的評估比你們的更為可靠；第二、若這事項由你們署內人員處理，而不假手於顧問，結果會否這樣糟糕？

資訊科技署署長：

主席。我們當時知道顧問曾與軟件的供應商作研究，探討處理方法，若由署內人員處理，亦會採用同樣的處理程序，如參觀軟件的示範，了解處理事項的情況、在示範過程中有甚麼改動及系統的實際狀況等。而我們亦曾與有關的軟件供應商研究及商討，了解改變的範圍及作評估。我不敢說若由部門內的人員處理，定能避免發生此事。但我有信心若由部門內的人員處理，按時完成的機會率會較高。

主席：

希望你能理解一點，就是若你不理解或不同意，請在現時表示。政府帳目委員會一向的態度是，有關部門聘用顧問，若顧問未能作出監管或出錯，我們認為責任仍在聘用顧問的部門和技術部門身上，不可以因為聘用了顧問，而把責任推卸給顧問，這觀點你有沒有意見？

資訊科技署署長：

在這方面我認同部門是有責任。事實上在聘用顧問時，我們是選擇該等在專業上能達至高水平的，有某些事項我們亦須相信顧問能達到這種程度，否則，若我們對顧問的建議，採取完全不信任的態度，我們何需選擇聘用顧問。

主席：

處長有沒有補充，因問題亦適用於你，你是負責決策的部門。

DGS:

In my department, clearly, we are not expert at various types of computer software. I am aware that there are various warehouse management systems in use in Hong Kong. I think the limiting factor here was the desirability of having an open platform. That tended to restrict the choice. As I have said, we were satisfied with the

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consultant -- at least we felt that the system that the consultant had recommended was suitable for our purposes. On the question of liquidated damages -- do you want to talk about that?

Chairman:

I am really just saying that the engaging department does have a responsibility. If they fail to supervise the consultant that they hire, I think they would have to share that responsibility. If the consultants do not deliver the right kind of quality and right kind of work, I think they would have to accept responsibility as well. That was my earlier comment. I think that would affect perhaps the way we consider our conclusion in the Committee.

DGS:

I accept that point, sir. We were concerned at a recommendation which unduly limited competition in the tendering process, although the extent of that was not apparent to us until the tender results came in. We did, right up until the tender time -- and I support the Director of Information Technology's point that it was not apparent that the supplier of package A would not be able to tender. I went to a demonstration before issue of tender at which this company demonstrated their package and were giving assurances that the various requirements about open package would, they hoped, be met in time for them to tender.

主席：

梁劉柔芬議員，最後一條問題。

梁劉柔芬議員：

主席，只是跟進你的問題。有關物資的管理在1980年代已開始，不是新的概念。請問資訊科技署署長是否認為顧問未能充分掌握你們用家方面的要求，導致發生現時的問題？

主席：

劉署長。

資訊科技署署長：

主席。在我們選擇軟件時，是參考了全部資料，證明在運作上和所提供的功能可以滿足政府物料供應處的要求，現時的問題是在軟件調校時需要的工作時間較顧問估計的多出很多，若針對政府物料供應處對系統要求的功能等，現時採用的軟件是

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沒有問題的，只是改動所需時間較長。

主席：

梁劉柔芬議員。

梁劉柔芬議員：

我並不太同意，若對用家的需求已是十分清晰，軟件能配合的比率是直接影響改動的幅度範圍，這裏是存有問題的，不知署長的意見是怎樣？

主席：

署長剛才的答覆是技術上需求的提供，安裝完備後提供的服務是沒有問題的，但對評估所需時間和事件的複雜性，他承認在評估方面有錯誤。意思是否這樣？

資訊科技署署長：

是的。

主席：

劉慧卿議員。

劉慧卿議員：

雖然時間十分緊迫，但我希望就報告書第二部分詢問關於香港警務處的部門物料管理，審計署署長認為有需要就委派一名高級警司及一名警司掌管物料統籌科所持的理據作出檢討，以及研究這兩個職位應否改由物料供應職系人員擔任。處長經常講述警察人數不足，報告書中許處長亦答應會作檢討，請問許處長是否同意部分警察職位在物料統籌科應轉由物料供應職系人員擔任，及是否需要這樣高級的警務人員處理這些工作？

主席：

許淇安處長。

警務處處長許淇安先生：

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主席。我應是沒有講述警察人數不足。

劉慧卿議員：

你是否說過沒有足夠警察在街上巡邏？

警務處處長：

這是幾年前的情況，而不是近期。

劉慧卿議員：

現時已經有所改善？

警務處處長：

有關的高級警司和警司兩個職位，在1993年進行警察編制檢討時，已作過詳細考慮和作出報告，劉議員或會記得我們曾向當時的立法局提交42個報告，而立法局亦已審視有關報告。當時我們的決定是，一名高級警司、一名警司和一名總督察這三個職位應該繼續維持不變，因需要具備警務知識和經驗才能辦到，如購買槍械、彈藥、制服、器材和設備等常識。但並不是完全不能改變，所以在1997年5月，由總督察擔任的職位已轉由一名總物料供應主任擔任。現時我們將與政府物料供應處商討，看餘下來的兩個職位是否能再作改變，特別是現時正推行資源增值計劃，在每一部分我們均需要節省開支，所以就是審計署署長不提出來，我亦會研究有關資源的分配情況。

主席：

劉慧卿議員。

劉慧卿議員：

主席。處長說警員人數已足夠，若這兩個職位決定由其他人員擔任後，有關的警務人員會否變成冗員？

警務處處長：

可能會。需要考慮安排甚麼工作給他們。

劉慧卿議員：

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你即是說未能想到有甚麼工作可安排給有關的警務人員負責？

警務處處長：

可能會影響有些人員的晉升機會。

主席：

劉江華議員。

劉江華議員：

似乎處長純粹從升遷方面考慮問題，請問若真的由政府物業供應處的非紀律部隊的公務人員擔任有關工作，會存在甚麼危險性？

警務處處長：

不是說有危險性，現時已有一百九十多位物料管理人員在警察部擔任這些工作，是絕對沒有危險性的。但我認為有關的兩個職位需要擁有警務的知識，如槍械、彈藥和設備等。

主席：

劉慧卿議員。

劉慧卿議員：

主席。報告書內亦有提及其他的紀律部隊，他們與警務處不同，並不是安排部門內的高級人員負責有關工作，只是由政府物料供應處負責，警務處和其他的紀律部隊為何有這樣的分別？

主席：

政府物料供應處現時亦有管理醫療物品和電子用品，但亦未有需要醫療人員或電子工程師負責管理，這是提供給處長考慮，我知道他正進行檢討。這只是一點意見。

警務處處長：

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我同意。若說有甚麼分別，其他的紀律部隊人員的總和亦沒有警務處人員那麼多，這是第一點；所需要的設備和槍械亦不及警務處。我認為在部門內決定由誰人負責那一個職位，應由部門首長作最後決定。

主席：

劉慧卿議員。

劉慧卿議員：

主席。相信我們並不著重於工作人員的數量，若比較員工數量，定不及警務處。我們着重的是處事的內容。

警務處處長：

其他紀律部隊，沒有那麼複雜和那麼多的數量。

主席：

處長仍在進行檢討有關情況，若有建議可供他參考，不妨提出，我想在他仍未完成檢討前，很難有即時的答案。

劉慧卿議員：

主席。不知需要多少時間進行檢討？

主席：

許處長。是否有檢討的時間表？

警務處處長：

我只可說盡快。

主席：

這樣吧，若檢討結果可在本委員會報告書之前完成，希望處長可提供給我們，因這能幫助我們在報告中作出結論，我們的報告書約在明年2月中提交立法會。多謝各位出席。

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