

**Information technology projects,  
staff productivity and central registration of documents**

**資訊科技計劃、員工生產力及文件中央註冊**

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**主席：**

各位同事，我們開始第二天的帳目委員會公開聆訊。今天第一個題目是第31號報告書第8章，有關資訊科技計劃、員工生產力及文件中央註冊。請來的證人包括土地註冊處處長高傑博先生、土地註冊處業務經理麥詠琴女士、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及公務員事務局副局長王倩儀女士。我們先請朱幼麟議員，為我們展開公開聆訊。

**Mr David CHU:**

I have questions in three areas, namely staff productivity, central registration and also the management of information technology projects. May I start with my question on staff productivity?

**主席：**

好的。

**Mr David CHU:**

Thank you. Regarding staff productivity, it is quite clear that the decline in productivity starting in late 1997 is due to a very drastic drop in demand. Property transactions were much fewer because of the Asian financial crisis. This is well understood.

In view of your sensitivity to demand, what is your planning in the future years or what is your strategy in facing fluctuating demand as well as technological improvements? Obviously technological improvements in terms of computerisation and automation will improve your productivity, but on the other hand the demand will fluctuate in the future years. What is your staffing strategy in view of these two major factors?

**Chairman:**

Thank you. Mr Cooper?

**Mr A G Cooper, Land Registrar (LR):**

Mr Chairman, the Director of Audit recommends that we analyse the mix of our staff basis between permanent and temporary staff, and we accept this recommendation. In fact, we've already done it to a certain extent. But I think the Director of Audit's recommendation is that we should pursue it more vigorously. This we will do and we will

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be assisted by a new measure which is under consideration in the Civil Service Bureau (CSB) at the moment, which would give heads of department more flexibility in hiring non-Government staff.

There is one point I should make, though, concerning productivity, and I would invite Members to look at Figure 5 on Page 22 of the Director of Audit's report. As the Honourable Member said we are subject to substantial fluctuations in our business and, whilst this is illustrated in a negative sense in the chart on Page 22, I can illustrate the figures which I have already tabled to Members that show it in a more positive light.

For example, although the number of deeds registered per quarter was 282,000 in September '97 and dropped to 142,000 in March '98, leading the Director of Audit to question productivity, since then there has been a substantial improvement in productivity in part due to these fluctuations in demand. So that, for example, in September '98 the number of deeds registered per quarter returned to 153,000, which was the same level that was registered in September '94. But in September '94 our staff quota was 214 compared to 144 now, which indicates an increase in productivity of 30 percent.

Another point, if I may, to illustrate the difficulties we face because of fluctuating demand. In November, and taking for example one of the items that we register, agreements for sale and purchase, the level in November was 96 percent higher than it was for the previous month. So, at the moment we are faced with really quite a difficult problem.

And we do respond as flexibly as we can by moving staff, not only within the division. Say in the New Territories where we have eight offices, if one office is suddenly inundated with registrations and it is a bit quieter in another office, we will move staff between them. We also move staff sometimes from the headquarters to our outlying offices to help with demand, and that boosts productivity as well.

The other difficulty, of course, is as I have mentioned in the report, the need to agree with CSB on the transfer back to the Government Secretariat any surplus staff that we have, and that does take time. And also we must be careful that, as a customer service organisation, the general grades that we do retain are up to standard, because we give our general grade staff training that they wouldn't get in a vote-funded department.

**主席：**

多謝處長。朱幼麟議員。

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*Mr David CHU:*

Yes, Mr Chairman, the Registrar did not comment on the effect of automation and also computer technology on the productivity. Because currently our definition of productivity is rather narrow. It only measures the ratio between the number of deeds processed versus the number of staff, but on the other hand I think the definition in time should be widened to include all resources employed versus the output. "All resources" means the hardware as well. I mean, theoretically we can buy a \$1 billion computer and only need two staff to operate the computer, but that doesn't mean it is economically efficient and that doesn't mean the productivity is higher simply because there is no or fewer number of staff involved. So, I would like to hear the Registrar's comments regarding automation and also fixed asset investments.

*Chairman:*

Mr Cooper?

*LR:*

I agree entirely, Mr Chairman, and that is why beginning last year we started a strategic change plan review of the department. And the object of that review is to see how we could deliver our services as cost-effectively and efficiently as possible.

I think our annual reports which are tabled in this Council and to some extent the comments of the Director of Audit indicate that we already have a fairly efficient service, but we are not complacent about that. We do feel that there are ways in which we can deliver those services better and therefore we have a strategic change plan for which we now have policy approval, and for which we are now seeking to appoint consultants and staff to carry it forward. The thrust of that change plan is central registration and a land title system and a review of the IT services that we currently have.

The IT services in the Department were designed in the early 80's and there have been substantial developments since then and we feel we can probably coordinate our IT services and deliver them better but cheaper. But to do that we need a proper professional study and we have put a paper to CSB proposing an information strategy strategic study, and we hope to start that early next year and the results will be available by September.

**主席：**

吳亮星議員。

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**吳亮星議員：**

多謝主席。審計署署長提出按每人日的註冊契約數目計算的員工生產力水平的起跌很大，在九三年九月的季度內每人日註冊13.04張契約下降至九四年十二月季度內的8.08張契約，下降了接近40%的生產力，起跌的情況比較明顯。而在九七年九月的季度內每人日註冊17.10張契約下降至九八年三月的季度內每人日註冊10.61張契約的幅度差不多。報告書第24頁第38段載述，「他不可隨意把文書及支援人員調往和調離土地註冊處。除了因為事先須與公務員事務局就這類調職事宜進行商討外」。註冊業務減少，但職員數目卻由九三年九月的200多人增至九四年的210多人，到九五年初才減了少許，請問土地註冊處處長，有甚麼機制與公務員事務局靈活性地安排人手調配？

**Chairman :**

Mr Cooper.

**LR:**

Yes, Mr Chairman. I think the figures quoted by the Member are once again rather extreme ones because staff productivity now has returned to 15.1 in September '98, so that really makes it look a little bit better than the figure on Page 21.

As far as productivity is concerned, probably the best solution is to, as the Director of Audit suggests, have a look at the mix between permanent and temporary staff. Although I am sure CSB will make it easier for us to return and, if necessary, obtain permanent staff, it is always going to take a little longer than it would take to deploy or obtain or reduce the numbers of temporary staff. So we should probably look at increasing the numbers of temporary staff.

That said, to try to improve on our productivity, because of the downturn in the property market, what we have done over the last few months is actually to reduce the numbers of our temporary staff because that's the most expedient thing to do. And in fact I think we have reduced the levels of temporary staff by about 64 percent. So, that would have helped our productivity.

And as I mentioned just now, CSB are looking at arrangements whereby heads of department can recruit temporary staff or non-Government staff more easily than they have in the past. So that should facilitate our staffing situation. But we will always need a core of permanent staff.

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**主席：**

吳亮星議員。

**吳亮星議員：**

報告書第38段亦提到，土地註冊處的一般和支援人員是受過特別訓練的。土地註冊處今後在訓練方面，會否簡化有關程序和操作方法，縮短受訓內容和時間？

**Chairman:**

Mr Cooper?

**LR:**

I don't think so, Mr Chairman. The reason is we are a customer service organisation. We have literally thousands of requests for our service every day either remotely through the DAS or person-to-person at the public service counters that we have. We try to maintain a very high level of customer service, the same sort of levels that you would expect from the utilities or from perhaps a tourist organisation. So we take this very seriously. We don't want the public to come in and feel they are not getting a good service.

Another way of illustrating this is, although we are trying to save money because as a trading fund we have to operate on commercial grounds, we have not reduced the money we spend on training. I made a deliberate decision not to do that because we think it is very, very important.

**主席：**

劉慧卿議員。

**劉慧卿議員：**

多謝主席。報告書第32段載述削減臨時職員的數目，剛才處長提到減了64%，但我們看到這裏載述由九七年十二月至九八年三月削減了77名，只削減了36%。是否我剛才聽錯了？如果是削減了64%，是那一段時間？另外，既然工作量減了這麼多，為何不能再減少臨時職員的數目？

**Chairman:**

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Mr Cooper?

**LR:**

The figures I quoted, Mr Chairman, refer to the latest figures. In view of the lesser work volume, we have reduced our temporary contract staff from 137 in August '97 to 49 in October '98, which is a reduction of 64 percent. I suppose that we could reduce our numbers a little further and this is what we are actively doing. At the moment the general policy is that we will have about fifteen percent of our staff on a temporary basis. The Director of Audit says we should review that mix and we are going to do so.

One of the dangers of driving the levels of staff down to the absolute numbers is that if you have a sudden up-take in registrations, and I quoted figures for last month where we had a 96 percent increase over the previous month, it still takes time to get those staff back in and up to speed, and during that time the level of service we provide is going to fall. So, it is a balance of whether you drive the service down to the absolute minimum or whether you accept the additional costs that maintain a very high level of service. Our policy so far is the latter.

**Miss Emily LAU:**

Chairman, I don't really quite understand this policy of having a fifteen percent temporary staff. I certainly can understand the need to have people there to handle the work that needs to be done. Can the Registrar inform us how much time it would require for you to acquire the staff and get up to speed, that means with the training and all that, so that they are ready to help out? Are we talking about weeks or months or days?

**Chairman:**

Mr Cooper?

**LR:**

We are talking about weeks, Mr Chairman, because we have to have adverts to hire them. Some of them are contract staff, some of them are on day-to-day terms. It depends on what jobs that they fill, but by and large I would say it takes weeks.

**Miss Emily LAU:**

Chairman, I still don't understand. Could the Registrar explain a bit more about this fifteen percent as a policy? Why fifteen? Why not ten, five, twenty?

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**Chairman:**

Mr Cooper?

**LR:**

The fifteen percent is a figure that is just generally accepted between us and the Government Secretariat.

**Miss Emily LAU:**

They pluck them from the air?

**LR:**

I inherited this, Mr Chairman, and we have already agreed that we would review this mix to see if we can come up with a more cost-effective ratio.

**劉慧卿議員：**

Yes, Chairman, I think we definitely need more justification. Can I just ask one more question of the Deputy Secretary for Civil Service? 主席。報告書第39段提到一般職系人員重新安排職位，剛才處長亦提到困難所在，部門現正檢討文書及秘書職系人員的組合。請問王副局長，政府以合約形式聘用公務員，這種形式安排會否延展至這類職系？

**主席：**

王副局長。

**公務員事務局副局長王倩儀女士：**

多謝主席。公務員事務局在資源增值計劃中，一直有考慮給部門首長較多彈性，因應其部門的運作需要，譬如一些短期或因工作量隨着市場的活動而更改的工作，聘請一些非公務員或合約制人員，這由部門首長自行決定，譬如這類文書職系人員，可採取此類非公務員聘用的形式。

**劉慧卿議員：**

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主席。請問副局長，部門首長在考慮採用合約形式聘請員工時，有甚麼須要考慮？他們是否有很大的自由度？是否可即時實行？

**主席：**

王副局長。

**公務員事務局副局長：**

多謝主席。我們目前正研究指引給予部門首長作參考，但基本的目標及構思是部門首長有絕對的自由度。最重要的考慮因素是，工作本身是否需要一個永久性的工作人員擔當，如只需短期運作的工作，或不一定要公務員擔當的工作，他們可以考慮使用非公務員聘用形式。

**劉慧卿議員：**

何謂短期需要的工作？剛才說的那類，是否可以合約形式聘請？

**主席：**

王副局長。

**公務員事務局副局長：**

應該可以。

**劉慧卿議員：**

指引可於何時完成？

**公務員事務局副局長：**

現在我們在研究的階段，我相信很快便可以完成。

**主席：**

妳未能正面回答劉慧卿議員的問題。我想劉慧卿議員剛才提及的個案與你剛才所答的有少許不同。這個個案是全職職系的人員因需求的問題有起落，你答的只是工作性質，而不是整個架構，只是因應工作性質可以非全職人員代替，就是發出了指



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引，對這個案的幫助似乎也不大。其實劉慧卿議員的提問很直接，在這類需求有上落的情況下，你的指引是否能給予協助？

**公務員事務局副局長：**

研究中的指引將更有幫助。目前，土地註冊處已有聘用臨時員工，因其工作性質在工作量的高峰期需要多些人手。在現行機制下，他們可以聘用臨時員工。而研究中的指引，將會給更多彈性和幅度予各部門首長聘請臨時員工。報告書第39段指出要吸納受影響人員的實質限制，已聘為永久編制的公務員職位，我們須與有關部門互相協調，若要刪除和收縮本身已有的常額編制時，當然可以刪除職位。但一般職系的人手調派須向公務員事務局的一般職系處聯絡，我們便會在其他部門找尋合適空缺作出調派的安排。其實在這方面，公務員事務局與土地註冊處已有相當緊密的聯絡，由九七年四月開始至九八年十月為止，調離土地註冊處的有十六個常額職員。

**主席：**

劉慧卿議員。

**劉慧卿議員：**

主席。刪除的職位可調往其他有空缺的部門，這是其中一個做法。處長現時招聘的是臨時員工，而我們說的是合約僱員，兩者是否有分別？我們想知道現時處長的自由度可到甚麼程度？若處長想靈活些，以合約形式聘請屬下員工，是否先得申請刪除職位或作出調動，是否有很多複雜的程序？抑或是指引發出後，便可以合約聘請員工？

**主席：**

王副局長，合約是否等於你所說的臨時工？

**公務員事務局副局長：**

多謝主席。現時土地註冊處聘請的臨時員工，剛才Mr Cooper也提過，有以日計，亦有以合同形式聘請的。第二點，現時我們研究的是包括合約制度，即可以短期合約聘請工作人員應付短期或非永久性的工作需要。第三點，關於現有職位的刪除及人員的調派，當然是由部門首長考慮其長遠運作的需要，永久編制的職位是否需要保留或刪除？如他們認為有這樣的需要，便要和我们一起研究公務員調職的安排，第三點就是要和我们聯絡及統籌。

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**主席：**

李華明議員。

**李華明議員：**

主席。剛收到土地註冊處有關員工超時工作的最新資料，發覺很奇怪的現象，請參閱席上的圖表，九八年二月，每日平均收到的土地註冊契約是1,604份，員工的超時工作是1,377.5小時，三月份增至1,896份，超時工作反跌至648.5小時，契約多了，超時工作卻少了很多。接着的四月，契約的數目增至2,473份，但超時工作只是微增至930小時。到五月時，契約數目沒有太大分別，是2,415份，但超時工作的時數卻由900多小時跳升至2,006.5小時。我不明白為何工作量與超時工作的關係沒有依照正常的邏輯，我希望處長能作出解釋。

**主席：**

處長。

**LR:**

Not an easy question to answer, Mr Chairman. I think the daily demand on our services will depend on if there are any public holidays in a month or whether for some particular reason within the month there were spikes. The number of documents for the overall month may be down from the previous months but there may be several days in that month where they spike quite high compared to the previous days.

For the division concerned to meet its productivity targets, it would probably have to do some overtime. Without a more thorough research into it, that's ...

**主席：**

我們可以書面方式跟進有問題的幾個月。

**李華明議員：**

其實接着的數個月，情況都是大致相若，不明白為何超時工作時數與工作量脫鉤。

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**主席：**

我想給處長多些考慮的時間，使他提供更充份的紀錄及資料。

**李華明議員：**

我同意。我想問一個原則性的問題。是否應假設因工作量太多應付不來，才需要員工加班？

**主席：**

處長。

**LR:**

Can I just add one thing to my last answer, if I may Mr Chairman? And that is that our staff, of course, are not only concerned with registration of documents. There are other activities that go on in the department and some of the overtime may have been associated with those activities, but I would have to look into that. Sorry, I have forgotten the other question.

**李華明議員：**

土地註冊契約佔你們部門工作量的多少百分比？

**LR:**

We leave the division heads to decide for themselves whether they are going to deploy staff on overtime. Division heads have productivity targets and they have budgets which they must meet. Within those criteria I let the division heads operate fairly flexibility. Of course every month we monitor the financial position for the trading fund, and if there is an unusual amount of overtime in one area then we will notice it and we will look into it.

**主席：**

你是否想跟進比例的問題？

**李華明議員：**

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是的，剛才處長提到土地註冊契約不是部門的全部工作，請問所佔的百分率是多少？

**主席：**

如根據支出，是百分之五十五。處長是否有其他補充？

**LR:**

That's right, Mr Chairman.

**主席：**

劉江華議員。

**劉江華議員：**

主席。根據報告書第37段，審計署署長建議指標應恢復至九七年九月的水平，處長認為是否合理，及如何可以達到這指標？

**主席：**

處長。

**LR:**

No, I don't think it is reasonable, Mr Chairman. I think it would be like asking a hotel to maintain the occupancy rates it has over the Christmas or the Chinese New Year period or to ask Cathay Pacific to keep the number of flights in the air that it does over very busy holiday areas.

Because that period of 17.1 was an extremely busy period for us, I think it would be impossible to operate at that level permanently. But we are not currently at the level indicated in Appendix 1 of the papers before Members, i.e., down to 10.61 deeds registered a day. We are back to 15.1, which I think shows a substantial increase in productivity and I think it also reflects a fairly productive workload.

**劉江華議員：**

既然你覺得這不是太合理的指標，你認為圖四那一個指標會較適合你們的運

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作？將來你們又會按那個指標調整員工數目？

**主席：**

圖四是指報告書英文版第21頁。處長。

**LR:**

Well, as I said in the report, Mr Chairman, the only way we could really go back to the position in September '97 was if the property market returned to that position, although I suppose we could reduce the staff even further. But as I have been at some pains to point out, we have already reduced our staff substantially; and with the programmes we have in hand, we propose to reduce our staff even more substantially in future. All this is going to create, I hope, enhanced productivity.

**主席：**

劉江華議員。

**劉江華議員：**

我想問公務員事務局，你們是否同意和如何監察剛才他提的標準？

**主席：**

王副局長。

**公務員事務局副局長：**

主席。在人手調配方面而言，特別是因為營運基金，我們會盡量與土地註冊處緊密聯絡，考慮他們未來的工作計劃，在彈性聘用人手後，他們若需要調整本身編制，我們會看看如何安排現職土地註冊處的同事的調職安排。

**劉江華議員：**

我的問題是，你是否全部接受處長提出生產力的指標，作為公務員事務局，你們是按甚麼標準接受這個指標？

**主席：**

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王副局長。

**公務員事務局副局長：**

多謝主席。以營運基金而言，就營運效率，土地註冊處與庫務局有合約協議，訂出固定資產的回報率數額的指標，而人手編制已包括在營運支出的一部分，所以當土地註冊處處長需要訂出指標，或有任何更改，庫務局及公務員事務局會以其整體營運情況及固定資產的回報率作為考慮。

**主席：**

基於你們的人手需求變動很大，你們亦計劃將地區註冊處架構精簡，將資源集中中央及在資訊科技的投資階段中，這都會令你們的生產力提高及在編制上有影響。在報告書第46段，審計署認為你們應擬定一套能達致最高生產力水平的標準，雖然你覺得會有很多困難，但基本上你是同意這說法。請問處長，你是否確實同意應擬定及甚麼是最高的生產力標準？每名員工可以達致理想的標準是多少？是在假設各區土地註冊處的運作集中處理之後抑或之前？你是否已假設將各區土地註冊處的運作架構精簡至最有效率的階段？你會否假定資訊投資已達致一個成熟的階段？你訂立此目標後，可否將時間表提交予我們？處長。

**LR:**

Yes, Mr Chairman, the central registration system, which is the first change driver in the strategic change plan, envisages that we will be able to reduce our staff by 71 percent saving \$23.56 million a year. And we will reduce our accommodation costs by \$13.8 million a year. These are substantial savings on our current operation costs. To get to that point we do need to do a thorough IT study, as I mentioned earlier. We have already put a paper proposing this study to CSB and we are awaiting their results now. We hope to start it in April and have the results in September. The cost of that study we estimate to be about \$8 million. Funds are available and we hope that will be money well spent because it will drive these changes and efficiencies that I have mentioned.

**Chairman:**

But in that study you would also be developing a productivity standard of the whole-of-LR basis, i.e., per worker, a standard per worker?

**LR:**

Yes, I take the Director of Audit's point there. It would be very difficult, I feel,

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for the reasons I have explained in the report, for us to do it at the moment but we will do it when the strategic change plan is implemented. And we will make that productivity standard a part of our regular reporting features.

**主席：**

好的，多謝處長。我亦想向王副局長提出一個問題，就是在聆訊時所接觸的部門，給我的感覺是他們需要維持一些額外工作容量以達到服務指標，另外也要保持多於實際需要的人手，因他們擔心若需要額外人手，要再招聘或於部門內部調配會缺乏彈性和需要多個星期才能辦到，縮減及增加人手也有同樣情況，雖然妳提到彈性處理人手問題，但若每個部門均保留一些額外的人力資源，對整個政府而言，似乎是很浪費。你們會如何處理？王副局長。

**公務員事務局副局長：**

多謝主席。就人手編制而言，我們一直提醒部門在決定一些常額永久編制時，一定要考慮及確實這些工作有長期的需要。隨着工作量的更改和需要的不同，我們理解人手調動的彈性及靈活性是很重要，我們現正構思給各部門首長自行彈性聘請合約員工，希望增加這方面的靈活性。

**主席：**

如部門預留資源以應付未知或未出現的需求，基本上是否符合政策？

**公務員事務局副局長：**

我們並不鼓勵他們這樣做。

**主席：**

不鼓勵，即不希望他們這樣做？

**公務員事務局副局長：**

每個部門在訂立編制時，必須向庫務局及公務員事務局爭取資源，他們須確定他們的工作量有永久性的需要，然後才制訂一個常額編制。現在的問題可能是常額編制已穩定，但內部的工作量有所更改，關於這方面，部門應不停檢定本身的編制，然後作內部的調配。

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Mr Cooper.

**LR:**

I am a trading fund, Mr Chairman, so I am not subject to some of these arrangements. I think those are general Government policies. My arrangements as a trading fund for staff below the directorate level, I can create and delete posts as I feel necessary, but I have to advise CSB that I have done it.

**主席：**

委員會最少可以知道政府在這方面的政策。朱幼麟議員。

**Mr David CHU:**

My second area is central registration. It is quite clear that central registration is desirable and obviously it should be an important goal for the Registry. But in achieving this goal we encountered delay in the past, and the target date for completion now has moved to the year 2001.

Now, this delay showed, as far as I can see, two major problems. One is the cooperation between the Land Registry and Information Technology Services Department (ITSD). I mean, if you look at Table 1 of the Audit Commission's report on Page 33, it took exactly two years in order to get a request justification study done. And various exchanges outlined in Table 1 clearly indicate there is some problem in the cooperation between the two departments.

The second reason for the delay, as far as I can see, is because the Land Registry included an additional target. In addition to central registration, the Land Registry is proposing a new system of land title registration, which I think is a good idea. When you are doing central registration, you might as well make sure all the sub-systems are updated at the same time. So, the new target date, inevitably since the last deadline has already passed, is year 2001.

Now, my question is: can the Registrar give us some confidence that this new target date can be reached? If not, what are the obstacles and what we can do to help? Thank you, Mr Chairman.

**主席：**



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處長。

**LR:**

I am confident, Mr Chairman, that as things stand at the moment, the target can be reached but there are issues beyond my control, and I can list those. I cannot introduce the strategic change plan unless I have the appropriate staff to do it. At the moment I don't have it. I need one or two additional directorate staff. We are in the process of creating those posts at the moment but I don't need to tell this Council what the procedures are, but it is slightly out of my control.

The other element of the strategic change plan, apart from central registration, is the land title system. That requires a bill that will complete the legislative basis of the Land Registry. This is a major exercise and it is the Government's intention to table that bill in the Legislative Council on the 31st of March next year. The passage of that bill, of course, will also have an effect on the timing.

**主席：**

朱議員，他將會申請撥款及提交法案，我們將會有很多機會跟進及追問這問題。

**LR:**

Sorry, Mr Chairman, we won't be asking for funding. We will be asking for approval of posts. As a trading fund, I already have the funds.

**主席：**

好的。劉江華議員。

**劉江華議員：**

主席。根據報告書第57段的時間表，預期兩年完成的工作，拖延至六年才能完成。而在(k)和(l)段即研究評估部分，本來可以五個月完成的，卻花了兩年時間討論且仍未開始工作，這明顯出現了問題。審計署建議類似工作可以外判。外判的速度是否應加快？而其他部門認為就此情況，外判的效果是否比較好？

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**主席：**

處長。

**LR:**

Yes, Mr Chairman, the events in Table 1 pre-date me. The relationship between the Land Registry and ITSD are now excellent. Whilst we believe the service level agreement between the Land Registry and ITSD is not the way to go, we accept the Director of Audit's recommendation that we examine out-sourcing. We were ahead of him in this respect. We have already put a proposal to CSB for precisely that.

**主席：**

資訊科技署署長，你是否想作出回應？似乎你也是同意這處理手法的。

**資訊科技署署長劉錦洪先生：**

主席。我們和土地註冊處現時的關係非常良好。關於服務水平協議，由於我們是政府撥款部門，而他們是營運基金部門，比較之下，我們的靈活性較小。舉例來說，我們不可能有一個協議的價錢以提供服務，我們要取回成本，亦要經過庫務局的批准。有關圖表上的初步要求聲明書及評估要求研究的事宜，我們需要資料以決定是否可以豁免評估要求研究。在97-98年度，我們共有89個初步要求的聲明書，但基於人手資源的問題，實際上我們只做了15個評估要求的研究，大部分也豁免了。我們很着重成本效益的考慮，究竟應用資訊科技是否最好的工序，抑或其他工序的考慮。在我們要求多些資料以決定可否豁免的情況下多用了時間。

**主席：**

你們也承認在推行整個計劃時有延誤？

**資訊科技署署長：**

我們在等待資料時花了很多時間，我們認為在整件事來說是可以加快步伐，所以在今年的改革計劃內我們引進了新的做法，將評估要求研究和可行性研究同時進行，以縮短整個程序所花的時間。

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劉江華議員。

**劉江華議員：**

劉署長是否同意這是很官僚和沒效率的商討，五個月便可完成的研究評估工作，卻花了兩年時間討論。你是否同意外判會更好？如果外判是好的，你們部門的存在價值又怎樣？第二點想跟進的是，資訊科技日新月異，在一九九七年希望做到的事，要待二零零一年才可做到。二零零一年和一九九七年的資訊科技已相差很遠。早一、兩星期前，我們在事務委員會提出現時Internet已很普及，但他們仍未考慮到至二零零一年科技可能又已大大不同。你們數月來的研究和兩年的爭拗到時是否又是白廢呢？

**主席：**

劉署長。

**資訊科技署署長：**

主席。我們當時要求資料的出發點就是想考慮豁免研究。我們的目的不是想做這研究，正如我指出當年有89個申請，我們只選擇了15個。我們所要求的是一些資料以決定可否豁免研究，雖然結果是遲了。另外，外判會否加速完成這事的問題，土地註冊處是以營運基金運作，外判在程序方面會快過政府撥款的部門。至於二零零一年新的中央註冊系統，土地註冊處處長回應審計署署長時提到，這是一個新系統的考慮，並不是我們原來所想的中央註冊系統，這並非原本的構思，而是從整體考慮，更能增加效率，所以在這段時間我們對新系統的考慮範圍是多了和廣闊了。

**主席：**

各位同事，我們今天的時間有限，我希望可以讓朱幼麟議員問最後的議題，朱議員。

**Mr David CHU:**

Thank you, Mr Chairman. My last question is regarding the management of information technology projects by the Land Registry. The Audit Commission's report has clearly shown that two quite avoidable mistakes were made. I emphasise that "avoidable"

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mistakes were made in the management of IT projects.

The first is the gross under-estimation of the amount of conversion documents required, resulting in a \$13 million penalty payment. The other is regarding the mistake made regarding documents imaging service, that is whether various sizes of paper can be scanned which also resulted in a significant cost. For example, six million pages of documents had to be photocopied because of this mistake or error in judgment.

Now, these two mistakes can be avoided. I mean these are major, arithmetic errors made, and can be avoided with a very simple checking.

My question is: the person or department responsible for these mistakes, were they reprimanded in some way, and who is responsible for these two fairly major mistakes resulting in the loss of taxpayers' money?

**Chairman:**

Mr Cooper?

**LR:**

Mr Chairman, the bill for \$13 million was on my desk when I arrived in the department. It wasn't a great start to the day. I refused to pay it. This then led to us seeking legal advice from the Legal Department who said we should pay it. I refused to pay it and the Legal Department sought further advice from an outside practitioner. He advised that we should pay it. I refused to pay it and we started negotiations with the company, and those went on until the company threatened to take us to court. At that point we reached a settlement. That settlement saved at least \$10 million.

**Chairman:**

Yes, I think what Mr CHU is really trying to get to is, is it the sole responsibility of the Registrar or is it any other senior staff?

**LR:**

No, it is the Registrar's responsibility.

**Chairman:**

And solely his?

**LR:**

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Yes.

**Chairman:**

Or the former Registrar, I think that is the way you put it?

**LR:**

Well, the Land Registrar is the general manager of the trading fund and he is responsible for the operations of the department and its accounts.

**Chairman:**

And he has clearly not been in any way censured or reprimanded or had, in any way, been disciplined for this oversight?

**LR:**

I am not aware of what discussions there have been with my predecessor, if any.

**Chairman:**

And if any, that discussion should be carried out between him and the policy head. Is it the Bureau Secretary?

**LR:**

I would imagine so, yes. What we are trying to do to ensure that this doesn't happen again is to get into the department an IT manager so that we can have much closer day-to-day overview of our IT services than the present system allows us to have. We are also trying to boost our legal coverage so that whenever we enter contracts, and because of the strategic change plan we will be entering some substantial IT contracts, they can be vetted far more thoroughly.

**主席：**

朱議員，似乎我們要在聆訊之外或另一個聆訊才可跟進此問題。多謝今天出席的幾位證人。

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