

IV

PERFORMANCE MEASUREMENT

衡量工作表現

In the Registry's first Corporate and Business Plan agreed with the Government, targets were set to cover service standards, productivity & efficiency and finance.

本處與政府協議的首個公司業務計劃，經已就所提供服務的標準、效率及財務等多方面訂立目標。

The actual results of the review period compared with the targets are as shown below:-

以下是財政期內實際表現及與所訂目標的對比情況：

Service Standards 服務標準	Target (to be achieved by 1994/95) 目標 (預算在1994/95年度達到)	Actual 實際表現
1. Incorporation of new companies 註冊成立新公司	7 days(日)	7 days(日)
2. General registration of local companies 登記本地公司文件	6 days(日)	16.5 days(日)
Microfilming 微型縮影	14 days(日)	16.5 days(日)
3. Searches (Express Counter) 查冊 (特快櫃枱)	20 minutes(分鐘)	22 minutes(分鐘)
4. Photocopying 影印	10 minutes(分鐘)	10 minutes(分鐘)
5. Registration of charges 登記抵押文件	14 days(日)	12 days(日)

Efficiency/Productivity standards 效率/生產力 標準	Targets 目標	Actual 實際表現
1. Efficiency - unit costs 效率 — 單位成本		
(a) Registration of charges 登記抵押文件	\$376	\$318
(b) General registration 登記公司文件	\$ 40	\$ 38
(c) Incorporation of new companies 註冊成立新公司	\$329	\$387
(d) Microfilming and searches 微型縮影及查冊	\$ 29	\$ 25
2. Productivity 生產力	+ 5%	—

Financial standards 財務標準	Target/Budget 目標／預算	Actual 實際表現
Return on ANFA for period 期內固定資產平均淨值回報率	5.0%	6.2%

在以營運基金運作的第一財政期內，本處所提供的服務水平，有部分並未達到一九九四／九五年度的目標水平。

值得鼓舞的是，登記抵押文件的服務，一般均在目標時間範圍內完成，並達致所要求的效率。至於新公司註冊服務，若以向客戶提供服務而言，經已達到目標水平，但整體效率則因財政期間申請數量減少而受影響。

差強人意的是，公司文件登記及微型縮影的服務，雖然效率略有提高，但整體上因員工短缺，明顯地較預期目標為慢。特快服務柜台查冊所需的時間，特別是在接近財政期末，略低於目標，在加聘臨時職員後，情況經已改善。

本處以營運基金運作的頭兩年，預期生產力可提高5%，但可惜沒有同性質數字可供比較。訂立是項目標旨在鼓勵改善服務，而衡量改善程度時必要與前期的狀況加以對比。事實上，本處目前的組織結構始於一九九三年五月一日，而本處前身是經已解散的註冊總署部份架構，當時的結構與今不同，故不可能將現時的業績與當時作出有意義的比較。

The first period of Trading Fund operation has given rise to some standards of performance which are at variance with the levels targeted for achievement by 1994/95.

On the positive side, the registration of charges was effected within the target time frame and with efficiency. Incorporations were achieved within their target levels as far as service to customers was concerned, but the overall efficiency of the Incorporation Section suffered due to the down-turn in volume of activity during the review period.

On the adverse side, general registration and microfilming were quite significantly slower than planned, due to staff shortages, but a slightly increased level of efficiency was achieved. Search time at the Express Counter was slightly worse than the target, particularly towards the end of the review period, but this has now been improved as the availability of temporary staff has increased.

No figures are available to compare with an anticipated productivity improvement of 5% that was set as the target for the first two years of the Registry operating as a Trading Fund. As the target is for an improvement, the measurement involves a comparison with a previous period. The current staffing organisation of the Registry became effective only on 1 May 1993, and it has been found to be impossible to make a meaningful comparison with the results of its predecessor organisation which, as part of the now defunct Registrar General's Department, had a structure which was somewhat different from the present.