

人力 源資

Human Resources

摘要

- 截至2010年3月31日，本處共聘用了597名員工，當中包括456名常額人員和141名合約人員。
- 部門周年培訓計劃是規劃及安排員工培訓的藍圖，旨在為員工提供職務技巧以至專業發展的培訓，有助提升員工表現，以提供卓越服務。
- 我們透過舉行定期會議、出版刊物及安排員工福利活動，與全體員工保持有效溝通。
- 本處員工均積極履行良好企業公民的責任。
- 我們提倡環保管理，並繼續探討在日常工作中減少資源消耗的方法。

(a) 部門編制

土地註冊處致力維繫一支訓練有素、具靈活性的員工團隊。公務員屬本處的核心員工，能確保部門的架構以至客戶服務的質素保持穩定。非公務員合約人員則可以協助核心員工，使本處能以最具成本效益的方式回應運作或業務不斷轉變的需求。

截至2010年3月31日，本處共僱用了456名常額人員和141名非公務員合約人員。常額職位員工分布於不同職系，包括土地註冊主任、律師、庫務會計師、系統分析／程序編製主任及一般職系人員等。這些職系亦兼聘非公務員合約人員，包括土地註冊行政助理、律師、會計助理、資訊科技人員及合約文員等。本處會定期檢視人手編制狀況，並調整非公務員合約人員的數量，以切合運作需要。

(b) 員工培訓

員工培訓是促進本處人力資源發展的重要元素。我們致力鼓勵並給予全體員工契機以發揮其潛能。因此，部門為員工舉辦一系列精心策劃和優質的培訓計劃，以增添員工的工作信心，加強團隊合作，竭力優化服務，從而令員工以至整個部門的表現持續提升。

人力資源 Human Resources

HIGHLIGHT

- The total number of staff as at 31 March 2010 was 597, including 456 permanent staff and 141 contract staff.
- The annual departmental training plan provides a blueprint for planning and arranging staff training ranging from job related skills to professional development in order to enable all staff to perform well and to render excellent service.
- Effective communication with staff at all levels is maintained through regular meetings, publications and staff welfare functions.
- Our staff are dedicated in supporting good corporate citizenship.
- We advocate green management and will continue to explore ways to reduce resources consumption in our operation.

(a) Staffing

The Land Registry maintains a well-trained, highly flexible team of staff. Civil servants form the core staff of the Land Registry to ensure stability in the organisation and quality of service to customers. Non-civil Service Contract (NCSC) staff are employed to supplement the core staff thus enabling the department to respond to changes in operational or business needs in the most cost-effective manner.

As at 31 March 2010, the Land Registry employed 456 permanent staff and 141 NCSC staff. The permanent staff comprise officers in various grades including LROs, Solicitors, Treasury Accountants, Analyst/Programmers and general grades staff. They are supplemented by NCSC staff including Land Registration Executives, Solicitors, Accounting Executives, IT staff and contract clerks. The Land Registry reviews its staffing position and adjusts the number of NCSC staff regularly to meet operational needs.



(b) Staff Training

Staff training is a critical component to facilitate the human resource development of the Land Registry. We strive to provide opportunities and encouragement for staff at all stages of their career to realise their potential. To this end, we have developed a series of well-planned and quality training programmes that helped staff to work with confidence, strengthen teamwork and commitment to service excellence, and support continuous improvement in individual and departmental performance.

人力資源 Human Resources

年內，我們以多種形式舉辦了超過3,300天、包含不同範疇的培訓。2009/10年度的培訓活動概述如下：

員工發展主題培訓課程

主題培訓是員工發展課程的主要元素，加強員工對部門的歸屬感和促進團隊精神。本處因此以「同心攜手，共創新猷」作為2009/10年度員工發展培訓課程的主題。該課程以一天體驗工作坊的形式進行，並選取遠離辦公室的幽靜郊區環境作為上課地點，18個工作坊共有超過500名涵蓋所有職系和各級別的員工參加。



專業、管理及語言培訓

年內，部門舉辦了不同系列的培訓課程，以提升員工的主要工作技能。

我們為主任職級人員舉辦了《合約法》法律培訓課程，讓他們加深了解與土地和物業相關的基本法律概念和原則。

為讓新入職的主任職級人員掌握有效管理所需的知識和技巧，本處特為他們設計了「監督管理」和「撰寫評核報告及進行評核會晤」課程。

本處亦舉辦了多個普通話和英語課程，以提升員工與客戶進行雙語溝通的信心。

此外，本處定期為高級人員安排參與由其他政府部門及私人界別的業務伙伴主持的講座和簡報會，以增廣他們對土地事務、政府政策及時事議題等知識。

自我增值

除了安排傳統的課堂培訓外，本處亦鼓勵員工透過網上學習進行自我增值。所有員工均獲安排一天的網上學習，於辦公時間在部門的學習資源中心選取感興趣的不同課程自行進修。

人力資源 Human Resources



In the year, we arranged over 3,300 days of training on a wide spectrum of subjects and through various modes. Highlights of training activities arranged in 2009/10 are as follows:

Theme Training

Theme training has been a core element of our staff development programme to promote organisational alignment and solidarity among staff members. The theme for 2009/10 was "Aligned in One Goal, Ahead We All Go".

The one-day experiential training for over 500 staff members at all ranks and grades spreading over 18 workshops were conducted in a secluded training environment away from the workplace.

Professional, Management and Language Training

Throughout the year, the department organised a wide range of training courses to enhance the core competencies of staff members.

A legal training course on "Law of Contract" was arranged for the Officer Grades staff to reinforce their understanding on basic legal concepts and principles relating to land and property.

To equip newly recruited Officer Grades staff with the knowledge and skills required for effective management, we organised tailor-made courses on "Supervisory Management" and "Performance Appraisal Writing and Interview".



Putonghua and English courses were provided to enhance staff's confidence in communicating with customers in both Chinese and English.

We also regularly arranged talks and briefing sessions by other Government departments and business partners in the private sector to broaden our senior staff's knowledge and exposure on land-related subjects, Government policies and topical issues.

Self-learning

In addition to conventional classroom training, the Land Registry encourages self-learning through e-learning programme. All staff are granted one day e-learning whereby they are free from their office work to pursue self-learning of various interested topics at our Learning Resource Centre.

人力資源 Human Resources

(c) 員工發展及管理創議

為擴闊員工視野，使他們能預計及迎接新挑戰，加強他們的溝通和表達技巧，以及發展政策規劃和領導才能，本處在2009/10年度安排了一系列的員工發展活動，包括：

- 1位總土地註冊主任獲安排參加「暫調政策局實習計劃」，在發展局進行半年交流實習；
- 5位高級土地註冊主任參加由香港科技大學舉辦的「管理發展課程」；以及
- 1位高級系統經理出席在新加坡舉行的「GovTech 2010會議」。

(d) 鼓勵和嘉許員工

作為致力追求卓越客戶服務的營運基金部門，我們十分注重對員工的鼓勵和嘉許。

員工建議書計劃

部門員工建議書審核委員會自1993年成立，目標是在員工之間推動有建設性的合作和團隊文化，以獲取更高的工作效率和成績。

年內，委員會共收到15份員工建議書，建議範疇包括改善服務質素、部門運作、環境保護、資訊科技保安、聖誕卡設計，以及節約能源等，並就此頒發多項獎勵。



最優秀員工選舉

「最優秀員工選舉」周年獎勵計劃在1997年首次推出，旨在激勵員工士氣、提高工作熱忱，以及表揚作出卓越貢獻的優秀員工。

我們在2009年11月邀請員工投票選出他們當中的「最優秀員工」，3名獲選者已獲頒獎項。

長期服務獎勵計劃

「長期服務獎勵計劃」在1999年首度舉行，是表揚長期服務及表現優良的員工的另一周年獎勵計劃。

在2009年，共有9位服務年資已達25年或以上的同事獲此獎項。這個獎勵計劃自推出以來，獲獎人數合共136人。

最佳前線員工獎勵計劃

為提倡優質客戶服務的文化，本處於2007年4月推出最佳前線員工獎勵計劃，以表揚員工在客戶服務方面的傑出表現和成績。

是項獎勵計劃按季舉行，在季內獲客戶嘉許最多的個別員工和團隊便可得獎。獲獎的員工和團隊名單會在客戶服務中心及新界查冊中心張貼，並會透過本處的主要溝通途徑公布。

(c) Staff Development and Management Initiatives

To broaden staff's perspectives so that they can anticipate and meet new challenges, strengthen their communication and presentation skills and develop policy formulation and leadership capacities, a wide spectrum of staff development activities have been arranged. In 2009/10,

- one Chief Land Registration Officer was arranged to work in the Development Bureau for six months under the Secretariat Attachment Programme;
- five Senior Land Registration Officers had attended the "Management Development Programme" at The Hong Kong University of Science and Technology; and
- one Senior Systems Manager had attended the GovTech 2010 Conference in Singapore.

(d) Staff Motivation and Recognition

As a Trading Fund department, we put great emphasis in staff motivation and recognition as part of our pursuit of excellence in customer services.

Staff Suggestions Scheme

The Staff Suggestions Committee was set up since 1993 with the objective of promoting constructive cooperation and team effort among staff to achieve better efficiency and productivity.

Fifteen staff suggestions on various issues including improvement of service quality, operation, environmental protection, IT security, Christmas card design and efficient use of resources were received in the year and awards were granted.

Best Staff of the Year Award Scheme

The annual award scheme "Best Staff of the Year", first introduced in 1997, aims to motivate staff, promote work commitment and give recognition to staff with remarkable contributions.

In November 2009, the Land Registry's staff were invited to vote among themselves the "Best Staff". Three prizes were awarded.

Long Service Appreciation Award Scheme

The Long Service Appreciation Award Scheme, launched in 1999, is another annual award to give recognition to staff with long and meritorious service.

In 2009, nine staff with 25 or more years of service were awarded, making a total of 136 awards since the Scheme was first introduced.

Best Frontline Staff Award Scheme

The Land Registry launched its Best Frontline Staff Award in April 2007 to foster a culture of good customer service and to recognise quality performance and achievements of staff.

Individual staff members and teams receiving the highest number of commendations from our customers each quarter are awarded. The name of the winning staff members and teams are posted at the Customer Centre and NTSOs, and announced through our major communication channels.

人力資源 Human Resources

(e) 員工關係

本處深明職管雙方的有效溝通，是確保優質客戶服務的關鍵。本處致力提供合適的環境，透過定期的員工關係會議、親善探訪、部門刊物及員工福利活動等，以促進各級員工之間的溝通。

部門協商委員會

本處的「部門協商委員會」共有14名來自各個員工組別的代表，每季舉行一次會議，以促進員工與管理層之間的了解和合作。



土地註冊處員工通訊

《土地註冊處員工通訊》是一份由員工定期編製的部門刊物，編輯委員會的成員來自不同部組。這份刊物深受同事歡迎，對培養團隊精神和加強員工對部門的歸屬感亦有所裨益。

土地註冊處員工康樂會

「土地註冊處員工康樂會」由本處的同事以義務形式管理。在2009/10年度，該會舉辦了多項社會及康樂活動，包括部門周年員工聯歡晚宴、聖誕聯歡會、義工服務、興趣班及郊遊活動等。

(f) 安全的工作環境

一個安全及合適的工作環境，對促進員工職業健康和工作效率至為重要。我們為同事提供合適的辦公室家具和設備，確保同事的職業健康。我們亦定期檢查防火系統及滅火設施，並每年進行火警演習。此外，我們委任環保職安主任進行定期檢查，確保同事工作間的安全。



(g) 知識管理

「知識管理系統」已在不同階段進行擴充，涵蓋各主要運作範疇的相關工作知識。部門全體員工均可進入這個電子平台進行知識和經驗交流。員工每天透過這個系統檢索逾200項案例和參考文件，以輔助他們的日常工作。

(h) 企業公民

(i) 支持社會服務

土地註冊處義工隊與約十多個其他政府部門合力推動「義工服務協作計劃」。在2009/10年度，我們的義工隊籌辦了21項義工活動，並參加了由其他部門籌辦的兩項義工活動。

在2010年3月，我們獲香港社會服務聯會頒授「同心展關懷」證書，以表揚我們年內付出的努力。

(ii) 鼎力募捐

本處一貫支持由慈善團體組織的募捐活動，並鼓勵員工捐助或參與有關善舉。除支持公益金的各種活動外，我們自2002年起也參與香港渣打馬拉松賽事。

人力資源 Human Resources

(e) Staff Relations

The Land Registry recognises that effective communication between management and staff is essential for the provision of quality service to customers. We are committed to providing an environment that promotes communication among staff at all levels through regular staff relations meetings and goodwill visits, departmental publication, and staff welfare functions.

Departmental Consultative Committee

The Committee comprising 14 representatives of various staff groups meets quarterly to promote better understanding and cooperation between staff and the management.

Staff Magazine

The Staff Magazine is a departmental publication issued periodically under an editorial board comprising staff of various divisions. It is popular among staff and has helped to promote team spirit and a sense of corporate identity.

Staff Recreation Club

The Staff Recreation Club is run by staff on a voluntary basis. In 2009/10, it organised a number of social and recreational activities for staff, including the Land Registry's annual dinner, Christmas party, volunteer social services, interest classes and outings.

(f) Safe Workplace

A safe and comfortable work environment is an important factor to enhance staff's occupational health and efficiency. The Land Registry provides suitable office furniture and equipment to staff to enhance occupational health. Fire prevention system and fire fighting equipment are inspected regularly and fire drills are arranged annually. Environment and Safety Executives are appointed to conduct regular inspections to ensure that workplaces are free from safety hazards.

(g) Knowledge Management

The Knowledge Management System has been expanded by phases to cover the work-related knowledge of all major operations areas. This electronic platform of sharing knowledge and experience is accessible by all staff members of the Land Registry. Everyday over 200 precedent cases and reference documents are looked up from the system by colleagues for reference in their daily work.

(h) Corporate Citizenship

(i) Supporting Social Services

The Land Registry Volunteer Team has joined hands with some ten other Government departments to run a "Crossover Volunteer Project" programme. In 2009/10, the Volunteer Team organised 21 volunteer activities and participated in two volunteer activities coordinated by other departments.

In recognition of our contribution, the Hong Kong Council of Social Service awarded the "Caring Organisation" certificate to the department in March 2010.

(ii) Encouraging Donations

The Land Registry is supportive of donation drives organised by the charities by encouraging staff to donate or participate in their events. Apart from supporting various activities of the Community Chest, we have also participated in the Standard Chartered Marathon since 2002.

人力資源 Human Resources

(iii) 平等機會

本處秉持平等兼容的原則聘用了不同類別的弱能人士。我們亦參與社會福利署的「陽光路上」培訓計劃及勞工處的「展翅•青見計劃」，為有需要人士提供培訓實習機會。

(iv) 加強關懷員工

在2009/10年度，本處為員工安排了共42個關於職業安全與健康事宜的講座，主題包括急救訓練、使用顯示屏幕設備的職業健康錦囊、辦公室僱員的職業健康、預防筋肌勞損和壓力管理等。

(v) 綠色管理和環境改善

我們承諾確保部門各項業務和日常運作的程序均符合環保原則，當中包括：



- 制定環保政策，確定須進行環保工作的重點範疇；
- 採取良好的環保措施，以減少耗用紙張和能源、循環再用辦公室物資，以及以環保產品取代辦公室消耗品；以及
- 到部門各個辦公室進行環保巡視和突擊檢查，以推動同事持續注重環境保護。

公眾人士可到本處的網頁閱覽2009年管制人員環境報告，了解我們的環保成果。

(i) 未來計劃

(i) 員工發展

本處在下個年度會繼續安排員工參與本地的管理人員專業培訓課程及由公務員事務局中央統籌的培訓課程。透過參加這些專業發展和培訓課程，員工可加強技能，從而為部門的發展作出更全面和高效的貢獻。

(ii) 環境管理

本處的業務運作對環境的影響主要在於紙張和電力的耗用。我們會繼續設法減少這兩方面的消耗，包括移除辦公室內非必要的照明、擬推行儲存標準條款文件(此舉可大幅減省按揭文件的紙張數目)、進一步推廣使用電子註冊摘要表格，以及探討雙面列印土地文件的可行性。

人力資源 Human Resources

(iii) Equal Opportunities

The Land Registry is committed to eliminating discrimination by employing staff with different degrees of disability. We also participated in the Social Welfare Department's Sunnyway Programme and the Labour Department's Youth Pre-employment Training – Workplace Attachment Programme to offer training placements for people in need.

(iv) Promoting Care for Employees

In 2009/10, 42 seminars on occupational safety and health related issues, such as first aid care, health tips on the use of computer monitors, occupational health for office workers, prevention of musculoskeletal disorders and stress management, etc. were arranged for staff.

(v) Green Management and Environmental Improvement

The Land Registry is committed to ensuring its business and daily operations are conducted in an environmentally responsible manner by:

- formulating an environmental policy and setting out key areas for actions;
- adopting good environmental practices in reducing the consumption of paper and energy, reusing office materials and replacing office consumables with environmental friendly products; and
- conducting environmental audit inspections and surprise checks to various offices of the department to upkeep the momentum in environmental protection.



The Controlling Officer's Environmental Report 2009 with detailed environmental performance is available from the Land Registry's website.

(i) Future Plan

(i) Staff Development

The Land Registry will continue to arrange officers to attend local executive development programmes and centrally organised training programmes of the Civil Service Bureau in the coming year. Through the development and training programmes, officers will be better equipped to make full and effective contribution to the development of the department.

(ii) Green Management

The major impact of the Land Registry's business operations on the environment is the consumption of paper and energy. We will continue with our efforts to reduce consumption in these areas. These include the removal of non-essential lighting in offices, the proposal to allow the filing of standard terms documents (which can substantially reduce the volume of mortgage documents), further promotion of the use of e-Memorial Form and exploration of the feasibility of double-side printing of land documents.