

# 人力資源管理

## Human Resources Management

查冊服務  
Search Service

領取土地紀錄 - 1號櫃位  
Collect Land Records - Counter No.1

查冊服務 - 2號至6號櫃位  
Search Service - Counter Nos.2 to 6

收契服務  
Deeds Lodgement Service

其他收費服務 - 7號櫃位  
Miscellaneous Payment Service - Counter No. 7

暫止註冊契約服務 - 8號櫃位  
Stopped Deeds Service - Counter No. 8

收契服務 - 9號至23號櫃位  
Deeds Lodgement Service - Counter Nos. 9 to 23







### 摘要

- 截至2011年3月31日，本處共聘用了591名員工，當中包括446名常額人員和145名合約人員。
- 部門周年培訓計劃是員工持續發展的藍圖，有助員工提供卓越的服務。我們亦實行知識管理，培養知識共享及互相學習的機構文化。
- 我們透過定期會議、部門刊物及員工福利活動，與全體員工保持緊密溝通。
- 我們十分重視員工的表現，並透過各種鼓勵和嘉許計劃，推動員工不斷求進，以提供優質服務。

## (a) 員工發展

### (i) 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2011年3月31日，本處共僱用了446名常額人員和145名非公務員合約人員。常額職位員工屬於不同職系，包括土地註冊主任、律師、庫務會計師、系統分析／程序編制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人數，以切合運作需要。

### (ii) 員工培訓

員工培訓是促進本處人力資源發展的重要元素。我們致力給予員工機會和鼓勵，讓他們發揮全面的職業發展潛能。因此，我們開展部門的培訓計劃，並舉辦優質的培訓活動，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。

### Highlight

- The total number of staff as at 31 March 2011 was 591, including 446 permanent staff and 145 contract staff.
- The annual departmental training plan provides a blueprint for continuous staff development in rendering excellent service. We foster knowledge sharing and build a learning organisation through knowledge management.
- We closely communicate with staff at all levels through regular meetings, publications and staff welfare functions.
- We value the contribution of staff and motivate them towards continuous improvement in pursuit of service excellence through various staff motivation and recognition schemes.

## (a) Staff Development

### (i) 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 2011, the Land Registry employed 446 permanent staff and 145 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.

### (ii) Staff Training

Staff training is a critical component to facilitate 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 departmental training plan and organised quality training programmes which help staff work with confidence, strengthen teamwork and reinforce commitment to service excellence, and support continuous improvement in individual and departmental performance.



年內，我們以多種形式舉辦了超過2,700天、涵蓋不同範疇的培訓。2010/11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。我們2010/11年度的培訓便以「與轉變共舞・踏出新領域」為主題，旨在提升員工自信，讓他們更能靈活適應和帶領工作環境的轉變。該課程在2010年11月至2011年2月期間以一天體驗工作坊的形式進行，18個工作坊共有超過560名涵蓋所有職系和各級別的員工參加。



#### 全面性培訓

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。

我們為土地註冊主任職系人員及所有土地註冊行政助理安排了關於《土地註冊條例》的覆修培訓課程，以增進他們對條例的認識和了解。

為讓主任職級人員掌握有效管理所需的知識和技巧，我們特為他們設計了「員工管理」和「項目管理」課程。

我們繼續為不同級別的員工舉辦普通話課程，提高他們以普通話溝通的能力。我們亦為主任職級人員舉辦「有效英語寫作工作坊」，以提升他們的書面溝通技巧。此外，本處在年內為員工提供各類電腦課程，以提高他們對資訊科技應用的知識。

我們更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的知識。

#### 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。

In the year, we arranged over 2,700 days of training on a wide spectrum of subjects and through various modes. Highlights of training activities arranged in 2010/11 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. To build up staff's confidence and increase their flexibility in adapting to and leading changes in workplace, the theme for 2010/11 was "Dancing with Change". Over 560 staff members at all ranks and grades participated in one-day training workshops (18 workshops in total) held between November 2010 and February 2011.

### *Organisation-wide Training*

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

An in-house refresher training course on Land Registration Ordinance was arranged for the Land Registration Officer Grade staff and all Land Registration Executives to enrich and update their knowledge and understanding of the Ordinance.

To equip Officer Grades staff with the knowledge and skills for effective management, we organised tailor-made courses on "Staff Management" and "Project Management".

To strengthen staff's proficiency in Putonghua, we continued to organise relevant courses at different levels for all staff. An Effective English Writing workshop was run for Officer Grades staff to enhance their written communication skill. Various computer courses were provided for staff throughout the year to equip them with updated knowledge on IT applications.



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.

### (iii) 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2010/11年度安排了一系列的員工發展活動，包括：

- 3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」；
- 1位庫務會計師修讀中山大學舉辦的「中層管理人員國情研究課程」；以及
- 1位律師修讀北京大學舉辦的法律學習課程。

### (iv) 鼓勵和嘉許員工

作為不斷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*

自1993年成立的「部門員工建議書審核委員會」旨在推動員工之間的團隊合作，以取得更高的工作效率和成績。

年內，委員會共收到9份員工建議書，建議範疇包括提升服務質素、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2010年11月邀請員工投票選出他們當中的「最優秀員工」，3名員工獲頒獎項。

### (iii) 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 had been arranged. In 2010/11,

- three Senior Land Registration Officers attended the "Management Development Programme" at The Hong Kong University of Science and Technology;
- one Treasury Accountant attended the "National Studies course for Middle Managers" at Sun Yat-sen University; and
- one Solicitor attended a Legal Study Programme at the Beijing University.

### (iv) Staff Motivation and Recognition

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

#### *Staff Suggestions Scheme*

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

Nine 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 2010, Land Registry's staff were invited to vote among themselves the "Best Staff". Three prizes were awarded.



#### 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2010年，共有13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149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，以茲表揚。

### (v) 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和管理層的代表，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。通訊內容涵蓋不同範疇，包括專題故事、最新業務資訊、社區事務、員工消息與活動剪影、環境保護、保健貼士及語文知識等。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裨益。

#### *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 2010, 13 staff with 25 or more years of service were awarded, making a total of 149 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 in each quarter are awarded. To give due recognition, names of the winning staff members and teams are posted at the Customer Centre and NTSOs.

### **(v) Staff Relations**

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

#### *Departmental Consultative Committee*

The Committee comprising 14 representatives of various staff groups and representatives of the management. It 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 covers a wide range of topics including featured stories, business updates, community involvement, staff news and activity snapshots, environmental protection, health tips and language knowledge, etc. It is popular among staff and has helped promote team spirit and a sense of corporate identity.

#### 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2010/11年度，該會為部門同事及其家屬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。



#### (vi) 知識管理

本處設立了「知識管理系統」，以促進部門內部知識管理和分享。該系統包含超過5,000份參考文件和案例。員工每天檢索超過200項的系統資料，以作日常工作參考。

#### (b) 未來計劃

本處在下個年度會繼續提供優質的培訓活動、安排員工參與本地的管理人員專業發展課程及由公務員事務局中央統籌的培訓課程，以推展部門的學習文化。透過參加這些專業發展和培訓課程，員工可更妥善地裝備自己，面對未來轉變，從而為部門的發展作出貢獻。



#### *Staff Recreation Club*

The Staff Recreation Club is run by staff on a voluntary basis. In 2010/11, it organised a number of social and recreational activities for staff and their families, including the Land Registry's annual dinner, Christmas party, volunteer social services, interest classes and outings.

#### **(vi) Knowledge Management**

The Land Registry has set up a Knowledge Management System to facilitate systematic management and sharing of knowledge across the department. The system contains over 5,000 reference documents and precedent cases. Everyday over 200 searches were made by our staff for reference in their daily work.

#### **(b) Future Plan**

The Land Registry will continue to foster its organisational learning culture by providing quality training programmes and arranging suitable 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, staff members will be better equipped to prepare for changes and contribute to the future development of the department.