

人力資源管理

Human Resources Management



人力資源

員工發展

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，能確保部門及客戶服務質素的穩定。非公務員合約人員則可以協助核心員工，促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2012年3月31日，本處共僱用了459名常額人員和126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數目，以切合運作需要。

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，讓他們在不同的職業階段全面發揮及發展潛能。為此，我們制定部門年度培訓計劃，舉辦優質的培訓活動，旨在增加員工的工作信心，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。

年內，我們以多種形式舉辦了超過2,100天、涵蓋不同範疇的培訓。2011/12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，有助加強員工對部門的歸屬感和促進團隊精神。為加強員工對「客戶服務」的概念以作為其個人責任及集體信念，2011/12年度的培訓主題是「重質管，求質優」。我們在2011年12月至2012年2月期間為超過550名各個職級和職系的人員安排了18個培訓工作坊。

STAFF DEVELOPMENT

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 department and quality of service to customers. Non-civil Service Contract (NCSC) staff are employed to supplement the core staff, facilitating the department to respond to changes in operational or business needs in the most cost-effective manner.

As at 31 March 2012, the Land Registry employed 459 permanent staff and 126 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. We regularly review our staffing position and adjust the number of NCSC staff to meet operational needs.

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. In this regard, we develop a departmental training plan on an annual basis and organise quality training programmes for colleagues. The ultimate objective is to help staff work with confidence, strengthen teamwork and reinforce commitment to service excellence, and support continuous improvement in individual and departmental performance.

In the year, we arranged through various modes over 2,100 days of training on a wide spectrum of subjects. Highlights of training activities arranged in 2011/12 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 reinforce the ownership mindset of "Customer Service" as both an individual responsibility and a collective vision, the theme for 2011/12 was "Pursuing Quality Management, Pledging Service Excellence". A total of 18 training workshops were organised for over 550 staff members in all ranks and grades between December 2011 and February 2012.



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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。

本處於2012年3月為部門的主任級人員就業權註冊的發展安排了簡介會，從法律及運作角度闡釋《土地業權條例》，並概述其最新的發展。

維持公務員隊伍的廉潔、誠信及問責對獲取市民的信任十分重要。為加強員工的誠信觀念及對誠信管理的認知，廉政公署於2012年1月為本處主任級人員舉辦了有關誠信管理的講座。

為讓主任級人員掌握有效管理所需的知識和技巧，我們特別為他們設計了「工作表現管理」和「領導才能」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。除普通話外，我們亦舉辦「中文公文寫作工作坊」及「職務英語寫作工作坊」，以提升員工的書面溝通技巧。此外，本處在年內為員工提供各類電腦課程，使其獲得資訊科技應用的最新知識。

我們更定期為高級人員安排參加由其他政府部門及私人界別的業務伙伴舉辦的講座和簡報會，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。

2011/2012年度培訓需求調查

本處在2011年11月進行了內部培訓需要調查。是項調查的主要目的旨在釐定員工的培訓需要和意願，以確保本處的培訓計劃和活動配合員工及部門的發展需要。調查的結果會成為日後制訂培訓計劃的依據。

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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 briefing on Title Registration Development was arranged in March 2012 for Officer Grades staff to provide an overview of the LTO and updates on the latest development from the legal and operational perspectives.

Maintaining a clean, honest and accountable civil service is vital to sustaining public trust. To strengthen our staff's awareness of integrity and refresh their knowledge on ethical management, talks on integrity management by the Independent Commission Against Corruption were delivered to Officer Grades staff in January 2012.

To equip officers with the knowledge and skills for effective management, we organised tailor-made courses on "Performance Management" and "Leadership".

To strengthen staff's proficiency in communicating in Putonghua, we continued to organise Putonghua courses at different levels for all staff. Apart from Putonghua, workplace Chinese and English writing workshops were conducted to enhance written communication skills. 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.

Training Needs Survey 2011/2012

An in-house department-wide training needs survey was conducted in November 2011. The main purposes are to identify the training requirements and aspirations of staff and to ensure that our training initiatives and activities align with the development needs of our staff and the department. The findings of the survey form the basis for formulating the future Training Plans.

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員工發展及管理創議

為擴闊員工視野，使他們能夠迎接新挑戰、加強溝通技巧，以及發展政策規劃和領導才能，本處在2011/12年度安排了一系列的員工發展活動，包括：

- 安排一位首長級人員參加公務員培訓處舉辦的「高級領導才能提升課程」；
- 安排一位高級土地註冊主任參加香港科技大學舉辦的「管理發展課程」；
- 安排一位政務主任參加北京大學舉辦的國情研究課程；以及
- 安排一位律師修讀北京大學舉辦的法律學習課程。

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，我們繼續注重對員工的激勵和嘉許。

員工建議書計劃

本處在1993年成立「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21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、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2011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。

長期服務獎勵計劃

「長期服務獎勵計劃」在1999年首度推行，是表揚在本處長期服務及表現優良的員工的另一周年獎勵計劃。

在2011年，共有33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182人。

最佳前線員工獎勵計劃

為提倡優質客戶服務文化，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。

是項獎勵計劃每半年舉辦一次，期間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。

Staff Development and Management Initiatives

To broaden staff's perspectives so that they can meet new challenges, strengthen their communication skills and develop policy formulation and leadership capacities, a wide spectrum of staff development activities had been arranged. In 2011/12,

- one directorate staff attended the "Advanced Leadership Enhancement Programme" of the Civil Service Training and Development Institute;
- one Senior Land Registration Officer attended the "Management Development Program" at The Hong Kong University of Science and Technology;
- one Administrative Officer attended National Studies course at Peking University; and
- one Solicitor attended a Legal Study Programme at Peking University.

Staff Motivation and Recognition

As a Trading Fund department, we continue to put strong emphasis on staff motivation and recognition for the 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 greater efficiency and productivity.

A total of 21 staff suggestions on various issues including improvement of service quality, operation, environmental protection, 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 2011, Land Registry's staff were invited to vote among themselves for 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 the department.

In 2011, a total of 33 staff with 25 or more years of service were honoured with the award, making a total of 182 awards since the introduction of the Scheme.

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 laudable performance and achievements of staff.

Individual staff members and teams receiving the highest number of commendations from our customers in each half-year are awarded. To give due recognition, the names of the winning staff members and teams are posted at the Customer Centre and NTSOs.

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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、部門刊物及員工福利活動等，促進各級員工之間的溝通。

公務員事務局局長到訪

公務員事務局局長俞宗怡女士在2011年11月蒞臨本處作親善訪問。我們向俞局長簡介了本處的工作及日常提供的服務，並闡述了各個發展項目和業權註冊制度的最新進展情況。俞局長並與本處的員工代表就彼此關注的事宜進行了親切對話。

部門協商委員會

「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。



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2011/12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，包括部門的周年員工聯歡晚宴、聖誕聯歡會、義工服務、興趣班及郊遊活動等。

知識管理

本處設立了「知識管理系統」，以促進部門內部的知識管理和分享。該系統包含超過5,300份參考文件和案例。員工每天檢索超逾230項的系統資料，以作日常工作參考。

未來計劃

本處在來年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。透過參加這些培訓及發展課程，員工可更妥善地裝備自己，面對未來的轉變，為部門的發展作出貢獻。

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, departmental publications and staff welfare functions.

Visit by the Secretary for the Civil Service

Miss Denise YUE, GBS, JP, the Secretary for the Civil Service paid a goodwill visit to the Land Registry in November 2011. Miss YUE was briefed on our work, daily provision of services and the latest progress on various projects and implementation of the title registration system. Miss YUE also had a cordial dialogue with our staff representatives on issues of mutual interests.

Departmental Consultative Committee

The Committee comprising 14 representatives of various staff groups and representatives of the management 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.

Staff Recreation Club

The Staff Recreation Club is run by staff on a voluntary basis. In 2011/12, it organised various social and recreational activities for staff and their families, including the department's annual dinner, Christmas party, volunteer social services, interest classes and outings.

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 5,300 reference documents and precedent cases. Everyday, over 230 searches were made by our staff for reference in their daily work.

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 training and development programmes, staff members will be better equipped to prepare for changes and contribute to the future development of the department.