



人力资源管理

Human Resources Management

员工发展

人员编制

土地注册处致力维持一支训练有素及具灵活性的员工团队。公务员是本处的核心员工，以确保部门及客户服务质素的稳定性。我们亦聘用非公务员合约人员，以灵活回应运作或业务不断转变的需求。

截至2013年3月31日，本处共雇用了461名常额人员和157名非公务员合约人员。常额人员包含不同职系的人员，包括土地注册主任、律师、库务会计师、系统分析/程式编制主任及一般职系人员等。非公务员合约人员则包括土地注册行政助理、律师、会计助理、资讯科技人员及合约文员等。本处会定期检视人员编制状况，并因应运作需要的改变而调整非公务员合约人员的数目。

员工培训

员工培训是人力资源发展的重要组成部分。我们给予员工机会和鼓励，协助他们在不同职业阶段全面发挥及发展潜能。为此，我们制定部门年度员工培训计划，并按照计划举办各项培训活动，旨在增加员工的工作信心、加强团队合作、竭力优化服务，从而令员工以至整个部门的表现持续提升。

在2012/13年度，我们举办了超过2,600天的培训，所提供的培训涵盖不同课题，并以多种形式进行。

员工发展主题培训课程

一年一度的主题培训是本处员工发展课程的核心组成部分。2012/13年度的培训主题是「决策解难展智慧」，目的是向员工提供最新的现代策划模式、概念及应用，以及提升其以创意解决问题的技巧。在2013年1月至3月期间，我们为超过600名不同职级和职系的员工安排了20个培训工作坊。

STAFF DEVELOPMENT

Staffing

The Land Registry maintains a well-trained and highly flexible team of staff. The core group of staff are civil servants to ensure stability of the department and quality of service to customers. Non-civil Service Contract (NCSC) staff are also employed to give flexibility to the department for responding to changes in operational or business needs.

As at 31 March 2013, the Land Registry employed 461 permanent and 157 NCSC staff members. Our permanent staff comprise officers of various grades including LROs, Solicitors, Treasury Accountants, Analysts/Programmers and general grades. Our NCSC staff include Land Registration Executives, Solicitors, Accounting Executives, IT staff and contract clerks. We regularly review our staffing position and adjust the number of NCSC staff in the light of changes in operational requirements.

Staff Training

Staff training is a critical component of human resource development. We provide opportunities and encouragement for staff at all stages of their career to help them realise their potential. To achieve this, we develop annual departmental staff training plans and organise training programmes in accordance with the plans. The ultimate objective is to enable staff to work with confidence, strengthen teamwork, reinforce commitment to service excellence and support continuous improvement in individual and departmental performance.

In 2012/13, we arranged over 2,600 days of training in various modes on a wide spectrum of subjects.

Theme Training

Annual theme training has been a core element of our staff development programme. To update staff on contemporary models, concepts and application of strategic planning and to enhance their creative problem solving skills, the theme for 2012/13 was “Smart Decision; Smart Solution”. A total of 20 training workshops were organised for over 600 staff members of all ranks and grades between January and March 2013.



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其他培训

年内，部门举办了不同系列的培训课程，以提升员工的主要工作技能。

我们为主任级同事安排了「了解Y世代员工研讨会」，让其更了解时下年轻工作人员的思维方式及价值观，以便在日常工作中建立更佳的员工沟通技巧。

为使主任级人员具备有效的管理知识和技巧，我们特别举办了「处理和化解工作间冲突」、「工作表现管理」及「压力管理」工作坊。

我们继续为所有员工举办不同级别的普通话课程，提高他们以普通话沟通的能力。除普通话课程外，我们亦举办了「职务英语写作工作坊」，以提升员工的书面沟通技巧。此外，本处为员工举办各类电脑课程，使其获取资讯科技应用的最新知识。

我们亦定期安排高级人员参加由其他政府部门及私人界别的业务伙伴主办的讲座和简报会，以扩阔他们的知识和视野。

自我增值

除安排课堂培训外，本处亦鼓励员工透过网上学习进行自我增值。所有员工均获安排一天的网上学习，于办公时间在部门的学习资源中心选取感兴趣的不同自修课程。

员工发展

我们安排了员工发展课程以扩阔员工的视野，使他们能够迎接新挑战、加强沟通技巧，以及发展政策规划和领导才能。在2012/13年度，本处人员参加了公务员培训处举办的「公共行政领袖实践课程」及「领导才能基要课程」。

鼓励及嘉许员工

作为不断追求卓越客户服务的营运基金部门，我们十分注重对员工的鼓励和嘉许。

员工建议书计划

本处在1993年推出员工建议书计划，目的是鼓励所有员工就不同事宜如提升服务质素、部门运作及环境保护等提出建议。

我们在2012年8月就该计划举办了标语设计比赛，以倡导员工诚信，并在10月举办了电子圣诞卡设计比赛。优胜者除获颁发奖品外，其设计亦获部门采用。

Other Training

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

A seminar on “Understanding Young Workforce from Generation Y” was arranged for Officer Grade staff to enable them to better understand the mindset and values of today’s young workforce and develop better staff communication skills in their daily work.

To equip Officer Grade staff with the knowledge and skills in effective management, we organised tailor-made courses on “Staff Management”, “Performance Management” and “Personal Effectiveness”.

To enhance staff’s proficiency in communicating in Putonghua, we continued to organise Putonghua courses at different levels for all staff. Apart from Putonghua, workplace English writing workshops were conducted to enhance staff’s written communication skills. Various computer courses were also organised to enable them to update their knowledge in IT applications.

We also regularly arranged talks and briefing sessions by other Government departments and business partners in the private sector for broadening our senior staff’s knowledge and exposure.

Self-learning

In addition to classroom training, the Land Registry encourages self-learning through e-learning programmes. All staff are allowed to undertake one day’s e-learning during which they are free from their office work to pursue self-learning of various interested topics at our Learning Resource Centre.

Staff Development

We arrange staff development programmes to broaden staff’s perspectives so that they can meet new challenges, strengthen their communication skills and develop policy formulation and leadership capacities. In 2012/13, our staff attended the “Leadership in Action Programme” and the “Leadership Essentials Programme” of the Civil Service Training and Development Institute.

Staff Motivation and Recognition

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

Staff Suggestions Scheme

The Staff Suggestion Scheme was introduced in 1993 to encourage all staff to make suggestions on various issues including improvement of service quality, operation and environmental protection.

Under the Scheme, we organised a slogan design competition for promoting staff integrity and an electronic Christmas card design competition in August and October 2012 respectively. Winners received awards and their designs were adopted for use by the department.

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最优秀员工选举

「最优秀员工选举」周年奖励计划在1997年首次推出，旨在激励员工士气、提高工作热忱，以及表扬对部门作出卓越贡献的优秀员工。

在2012年11月，我们邀请所有员工投票选出「最优秀员工」，3名员工获颁奖项。

长期服务奖励计划

「长期服务奖励计划」在1999年推出，是表扬在本处长期服务而表现优良员工的另一项周年奖励计划。

在2012年，共有21位服务年资达25年或以上的同事获此奖项。

最佳前线员工奖励计划

为提倡优质客户服务文化，以及表扬员工在客户服务方面的杰出表现和成绩，本处于2007年4月推出「最佳前线员工奖励计划」。

是项奖励计划每半年举办一次，期间获客户嘉许次数最多的个别员工和团队便可得奖。获奖的员工和团队名单会在客户服务中心及新界查册中心张贴，以作表扬。

员工关系

本处深明职管双方有效沟通对提供优质客户服务极为重要。我们致力提供合适的环境，例如透过定期举行的员工关系会议、部门刊物和员工福利活动等，促进各级员工之间的沟通。

部门协商委员会

「部门协商委员会」共有14位来自各个员工组别和管理层的代表。委员会每季举行一次会议，以促进员工与管理层之间的了解和合作。

土地注册处员工通讯

《土地注册处员工通讯》是由员工定期编制的部门刊物，编辑委员会的成员来自各个部组。通讯内容涵盖不同课题，包括专题故事、最新业务资讯、社区事务、员工消息与活动剪影、环境保护、保健贴士及语文知识等。这份刊物深受同事欢迎，有助促进团队精神和加强员工对部门的归属感。

Best Staff of the Year Award Scheme

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

In November 2012, all staff were invited to vote 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 2012, a total of 21 staff members with 25 or more years of service were honoured with the award.

Best Frontline Staff Award Scheme

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

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

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.

Departmental Consultative Committee

The Committee comprises 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 helps promote team spirit and a sense of corporate identity.

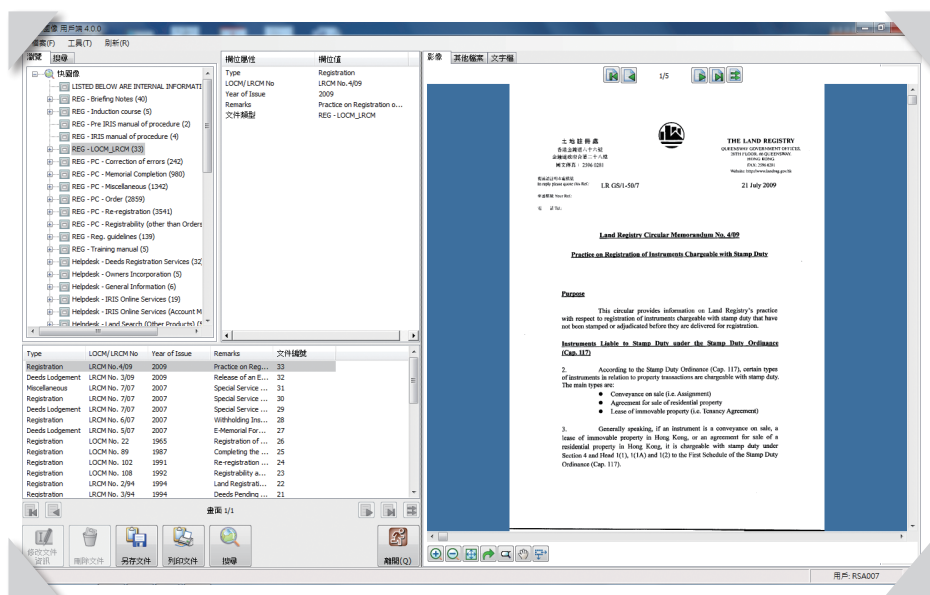
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土地注册处员工康乐会

「土地注册处员工康乐会」由本处同事以义务形式管理。在2012/13年度，该会为部门同事及其家属举办了多项社会及康乐活动，包括部门的周年员工联欢晚宴、圣诞联欢会、义工服务、兴趣班及郊游活动等。

知识管理

本处设置了「知识管理系统」，以促进部门内部的知识管理和分享。该系统包含超过5,400份参考文件和案例。在2012/13年度，本处员工每天检索超逾225项系统资料，以作日常工作参考。



未来计划

本处在来年会继续加强部门的学习文化，为员工提供适当的培训课程，以及安排合适的人员参加管理人员专业发展课程及公务员事务局的培训课程。透过参加这些培训及发展课程，员工的能力将有所提高，以作更好的准备面对转变，为部门的未来发展作出贡献。

Staff Recreation Club

The Staff Recreation Club is run by staff on a voluntary basis. In 2012/13, 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 maintains a Knowledge Management System to facilitate systematic management and sharing of knowledge across the department. The system contains over 5,400 reference documents and precedent cases. Over 225 searches were made by our staff for reference in their daily work in 2012/13.

FUTURE PLAN

The Land Registry will continue to reinforce its organisational learning culture by providing appropriate training programmes to staff and arranging suitable officers to attend executive development programmes and training programmes of the Civil Service Bureau in the coming year. Through the training and development programmes, staff capabilities will be strengthened to better prepare for changes and contribute to the future development of the department.