



人力資源管理

Human Resources Management

員工發展

人員編制

土地註冊處致力維持一支訓練有素及具靈活性的員工團隊。公務員是本處的核心員工，以確保部門及客戶服務質素的穩定性。我們亦聘用非公務員合約人員，以靈活回應運作或業務不斷轉變的需求。

截至2013年3月31日，本處共僱用了461名常額人員和157名非公務員合約人員。常額人員包含不同職系的人員，包括土地註冊主任、律師、庫務會計師、系統分析／程式編制主任及一般職系人員等。非公務員合約人員則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。本處會定期檢視人員編制狀況，並因應運作需要的改變而調整非公務員合約人員的數目。

員工培訓

員工培訓是人力資源發展的重要組成部分。我們給予員工機會和鼓勵，協助他們在不同職業階段全面發揮及發展潛能。為此，我們制定部門年度員工培訓計劃，並按照計劃舉辦各項培訓活動，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。

在2012/13年度，我們舉辦了超過2,600天的培訓，所提供的培訓涵蓋不同課題，並以多種形式進行。

員工發展主題培訓課程

一年一度的主題培訓是本處員工發展課程的核心組成部分。2012/13年度的培訓主題是「決策解難展智慧」，目的是向員工提供最新的現代策劃模式、概念及應用，以及提升其以創意解決問題的技巧。在2013年1月至3月期間，我們為超過600名不同職級和職系的員工安排了20個培訓工作坊。

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。

我們為主任級同事安排了「了解Y世代員工研討會」，讓其更了解時下年輕工作人員的思維方式及價值觀，以便在日常工作中建立更佳的員工溝通技巧。

為使主任級人員具備有效的管理知識和技巧，我們特別舉辦了「處理和化解工作間衝突」、「工作表現管理」及「壓力管理」工作坊。

我們繼續為所有員工舉辦不同級別的普通話課程，提高他們以普通話溝通的能力。除普通話課程外，我們亦舉辦了「職務英語寫作工作坊」，以提升員工的書面溝通技巧。此外，本處為員工舉辦各類電腦課程，使其獲取資訊科技應用的最新知識。

我們亦定期安排高級人員參加由其他政府部門及私人界別的業務夥伴主辦的講座和簡報會，以擴闊他們的知識和視野。

自我增值

除安排課堂培訓外，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自修課程。

員工發展

我們安排了員工發展課程以擴闊員工的視野，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。在2012/13年度，本處人員參加了公務員培訓處舉辦的「公共行政領袖實踐課程」及「領導才能基要課程」。

鼓勵及嘉許員工

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

本處在1993年推出員工建議書計劃，目的是鼓勵所有員工就不同事宜如提升服務質素、部門運作及環境保護等提出建議。

我們在2012年8月就該計劃舉辦了標語設計比賽，以倡導員工誠信，並在10月舉辦了電子聖誕卡設計比賽。優勝者除獲頒發獎品外，其設計亦獲部門採用。

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，以及表揚對部門作出卓越貢獻的優秀員工。

在2012年11月，我們邀請所有員工投票選出「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年推出，是表揚在本處長期服務而表現優良員工的另一項周年獎勵計劃。

在2012年，共有21位服務年資達25年或以上的同事獲此獎項。

最佳前線員工獎勵計劃

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

是項獎勵計劃每半年舉辦一次，期間獲客戶嘉許次數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，以作表揚。

員工關係

本處深明職管雙方有效溝通對提供優質客戶服務極為重要。我們致力提供合適的環境，例如透過定期舉行的員工關係會議、部門刊物和員工福利活動等，促進各級員工之間的溝通。

部門協商委員會

「部門協商委員會」共有14位來自各個員工組別和管理層的代表。委員會每季舉行一次會議，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》是由員工定期編製的部門刊物，編輯委員會的成員來自各個部組。通訊內容涵蓋不同課題，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，有助促進團隊精神和加強員工對部門的歸屬感。

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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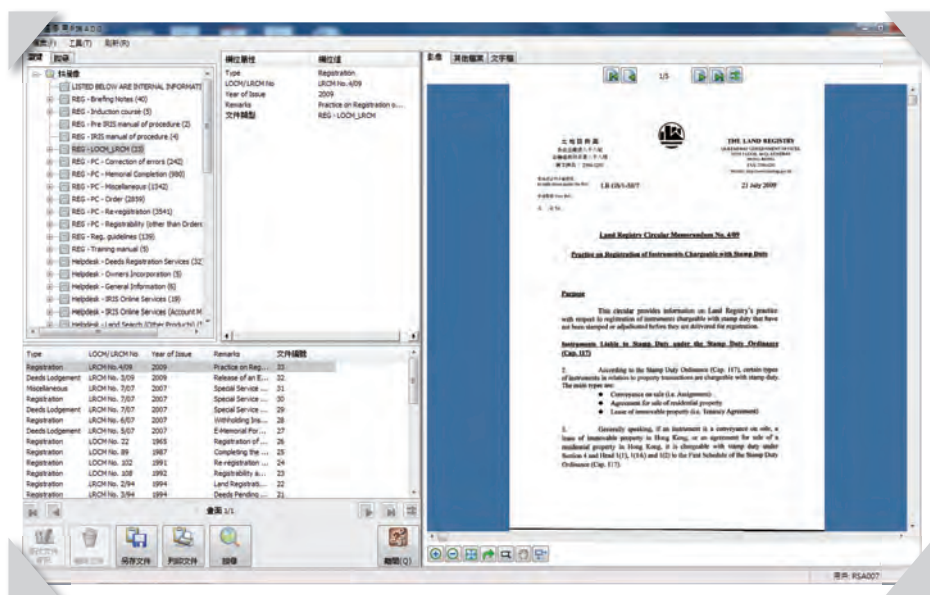
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土地註冊處員工康樂會

「土地註冊處員工康樂會」由本處同事以義務形式管理。在2012/13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

本處設置了「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5,400份參考文件和案例。在2012/13年度，本處員工每天檢索超過225項系統資料，以作日常工作參考。



未來計劃

本處在來年會繼續加強部門的學習文化，為員工提供適當的培訓課程，以及安排合適的人員參加管理人員專業發展課程及公務員事務局培訓課程。透過參加這些培訓及發展課程，員工的能力將有所提高，以作更好的準備面對轉變，為部門的未來發展作出貢獻。

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.