

# 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2014年3月31日，本处共雇用了479名常额人员和132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2013/14年度，我们举办了超过1,900天的培训，所提供的培训涵盖不同课题，并以多种形式进行。

### 全面性培训

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。

我们亦为新入职的主任级人员安排迎新课程，让其熟悉部门的各项运作。



维持公务员的廉洁、诚信及问责性对维系市民的信任皆十分重要。为唤起员工对诚信管理的认识，以及加强他们对利益冲突角色管理的认知，我们在2013年6月为所有高级文书主任及文书主任举办由廉政公署人员主持的「利益冲突管理」讲座。



## 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 2014, we employed 479 permanent and 132 NCSC staff. Our permanent staff comprise officers of various grades including Land Registration Officers, 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.

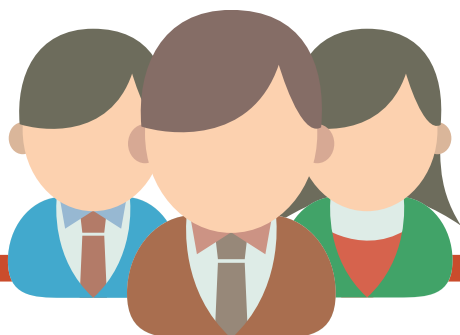
In 2013/14, we arranged over 1,900 days of training in various modes on a wide spectrum of subjects.

### Organisation-wide Training

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

For new recruits of Officer Grade staff, an in-house induction course was arranged to familiarise them with the operations of the department.

Maintaining a clean, honest and accountable civil service is vital for sustaining public trust. To refresh staff's knowledge about integrity management and strengthen their awareness of the roles in managing conflict of interest, talks on "Managing Conflict of Interest" by the Independent Commission Against Corruption were delivered to all Senior Clerical Officers and Clerical Officers in June 2013.



## 人力资源管理 Human Resources Management

为使主任级人员具备有效的管理知识和技巧，我们特别为不同职级的主任级人员举办了「领导才能工作坊」、「压力管理工作坊」及「冲突管理工作坊」。



我们亦为主任级人员安排了「介绍屋宇署角色和职能，以及其与土地注册处相关运作」的讲座，加深他们认识屋宇署的最新发展项目与计划，以及屋宇署与土地注册处的相互合作关系。

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「职务中文写作工作坊」，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，以更新其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。



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



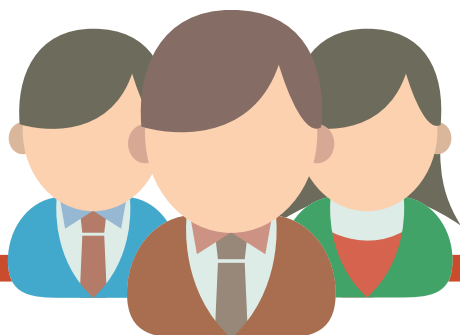
A talk on “Roles and Responsibilities of the Buildings Department and its Operation relating to the Land Registry” was arranged for Officer Grade staff to enrich their knowledge about the latest projects and initiatives of the Buildings Department and the co-working relationship between the Land Registry and the Buildings Department.

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 writing workshops were conducted to enhance staff’s written communication skills. Various computer courses were also organised to update staff’s 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.



## 人力资源管理 Human Resources Management

### 员工发展

我们为员工安排扩阔视野的发展课程，以便他们迎接新挑战、加强沟通技巧，以及培养制定政策及领导的能力。在2013/14年度，本处人员参加了浙江大学的国家事务研习课程，以及公务员培训处的「创意领导培训课程」。

### 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

本处自1993年起推行员工建议书计划，以鼓励所有员工就不同事宜，包括提升服务质素、部门运作、节约资源及环境保护，提出建议。

在2013/14年度，本处共收到13份员工建议书，并就此颁发了7项奖励。

#### 最优秀员工选举

本处自1997年起推行周年的「最优秀员工选举」奖励计划，以激励员工士气、提高工作热忱，以及表扬对部门作出卓越贡献的员工。

我们在2013年11月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

本处自1999年起推行周年的「长期服务奖励计划」，以表扬在本处长期服务而表现优良的员工。

在2013年，共有19位服务年资达25年或以上的员工获此奖项。



### 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 2013/14, our staff attended the "National Studies Course at Zhejiang University" and the "Innovative Leadership Programme" of the Civil Service Training and Development Institute.

### Staff Motivation and Recognition

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

#### Staff Suggestions Scheme

Since 1993, we have introduced the Staff Suggestions Scheme to encourage all staff to make suggestions on various issues including improvement of service quality, operation, efficient use of resources and environmental protection.

In 2013/14, we received a total of 13 staff suggestions and 7 awards were granted.

#### Best Staff of the Year Award Scheme

Since 1997, we have introduced the annual "Best Staff of the Year" award scheme to motivate staff, promote work commitment and give recognition to staff with remarkable contributions to the department.

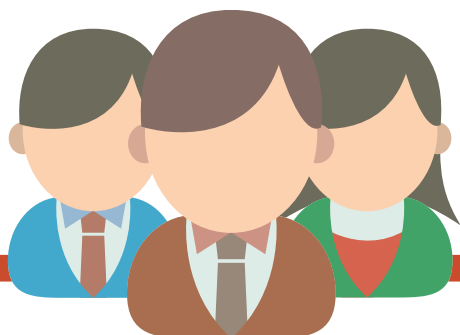
In November 2013, all staff were invited to vote for the "Best Staff". Three prizes were awarded.

#### Long Service Appreciation Award Scheme

Since 1999, we have launched the annual "Long Service Appreciation Award Scheme" to give recognition to staff with long and meritorious service in the department.

In 2013, a total of 19 staff members with 25 or more years of service were honoured with the award.





## 人力资源管理 Human Resources Management

### 最佳前线员工奖励计划

本处自2007年4月起推行「最佳前线员工奖励计划」，旨在提倡优质客户服务文化，以及表扬杰出员工的表现和成绩。

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。



2013年上半年团队奖得奖组别  
Winner of the Team Award for the first half year of 2013



2013年下半年团队奖得奖组别  
Winner of the Team Award for the second half year of 2013

### 员工关系

我们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。



## Best Frontline Staff Award Scheme

The Land Registry has launched the Best Frontline Staff Award Scheme since April 2007 with the aim of fostering 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, the names of the winning staff members and teams are posted at the Customer Centre and NTSOs.



2013年下半年个人奖得奖者  
Winner of the Individual Award for the second half year of 2013

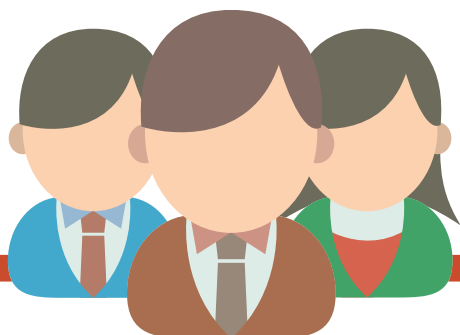
## Staff Relations

We recognise 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.





## 人力资源管理 Human Resources Management

### 土地注册处员工通讯

《土地注册处员工通讯》是由来自各个部组的编辑委员会成员定期编制的部门刊物。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。这份刊物深受各员工欢迎，有助促进团队精神和加强员工对部门的归属感。

### 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2013/14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」，以促进部门内部有系统的知识管理和分享。该系统包含超过5,500份参考文件和案例。在2013/14年度，本处员工检索超过200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，并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，可作出更好准备以面对转变，为部门的未来发展作出贡献。



## 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.



## Staff Recreation Club

The Staff Recreation Club is run by staff on a voluntary basis. In 2013/14, it organised various social and recreational activities for staff and their families, including the department's annual dinner, Christmas party, volunteer social services 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 5,500 reference documents and precedent cases. Over 200 searches were made by our staff for reference in their daily work in 2013/14.

## 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.