

# HUMAN 人力 资源管理

## 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。我们亦按非公务员合约或退休后服务合约条款聘用合约人员，以灵活回应运作或业务不断转变的需求。

截至2017年3月31日，本处共雇用了476名常额人员和96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。合约人员则包括土地注册行政助理、律师、会计师、会计助理、秘书及合约文员等。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，我们制订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2016/17年度，我们举办了超过1,630天的培训，所提供的培训涵盖不同课题，并以多种形式进行。

## 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. Contract staff under Non-civil Service Contract or Post-retirement Service Contract terms are also employed to give flexibility to the department for responding to changes in operational or business needs.

As at 31 March 2017, we had 476 permanent and 96 contract staff members. Our permanent staff comprise officers of various grades including Land Registration Officers, Solicitors, Treasury Accountants, Analysts/Programmers and general grades. Our contract staff include Land Registration Executives, Solicitors, Accountant, Accounting Executive, Secretary and Clerks. We regularly review our staffing position and adjust the number of contract 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 an annual departmental staff training plan and organise training programmes in accordance with the plan. 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 2016/17, we arranged over 1,630 days of training in various modes on a wide spectrum of subjects.

### 常年培训

部门举办了不同的培训课程，以提升员工的主要工作技能。

维系一支清廉、诚实和问责的公务员团队，对持续获取公众信任至关重要。为此，本处安排廉政公署为部门的所有员工举办多场与诚信有关的「管理利益冲突」讲座。透过有关讲座，员工更能认知和了解与公职人员相关的诚信事宜。

我们为初级和新入职的主任级人员举办「督导要领」、「覆投诉信写作技巧(中文)」及「公文修辞(中文)」课程，以装备他们日常工作所需的基本督导和语文写作技巧。

我们特别为初级及中级经理人员设计「卓越的领导」课程，以加强他们在不同层面的领导能力。为进一步装备员工在提供服务时应付难处理情境的能力，我们亦为他们安排「处理难应付的顾客及冲突情境工作坊」。

### Year-round Training

The department organised various training courses to enhance the core competencies of staff.

It is vital to maintain clean, honest and accountable civil service for sustaining public trust. To this end, department-wide integrity talks on “Managing Conflict of Interest” delivered by the Independent Commission Against Corruption were arranged and attended by all staff members of the department. Through the talks, staff members were enriched with knowledge and strengthened the awareness of the integrity issues concerning public officers.

Courses on “Essential Supervisory Skills”, “Replies to Complaints (in Chinese)” and “Style and Tone in Chinese Official Correspondence” were arranged for junior and newly recruited Officer Grade staff to equip them with the essential supervisory and language writing skills required for daily operations.

We organised tailor-made courses on “Leadership” for junior and middle managers to enhance their leadership abilities at different levels. To better equip our staff to handle difficult situations in service delivery, a training course on “Handling Difficult Customers and Confrontational Situations for Land Registry” was also arranged.





为提高员工的普通话水平，我们继续在午膳时间为员工举办普通话课程。此外，我们举办了「资讯科技保安复修课程」，以保持员工对资讯科技保安的警觉性。

To strengthen staff's proficiency in Putonghua, we continued to organise Putonghua course at lunch time for all staff members. Besides, an IT Security refresher course was conducted to sustain staff's awareness of IT security.

有见部门在提升服务的同时遇到不同的挑战，我们为高级人员举办「如何面对逆境—启发思考及经验分享」的半日课程，以加强团队精神，并提升他们在处理逆境和挑战时的正能量，以达至部门订立的目标。当中「生命斗士」的经验分享，更令所有参与的同事有所启发。这些「生命斗士」曾经面对不同的重大逆境，但最终能克服挑战，并启发其他人如何面对逆境。

In view of the challenges that the department was facing in improving its services, a half-day training course on "Handling Adversity – Inspiration and Experience" was organised for senior officers to reinforce team spirit and enhance positive energy in handling adversities and challenges for accomplishing organisational goal. Colleagues were inspired by the sharing of the "Life-fighters" who, though had faced drastic adversities, overcame the challenges and inspired others.



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。

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

### 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自我增值。所有员工均获安排不多于一天半的网上学习，于办公时间在部门的学习资源中心选取各种感兴趣的自学课程。

### Self-learning

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

## 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2016/17年度，本处人员参加了由公务员培训处举办的「清华大学课程」、「进阶管理课程」、「创意领导培训课程」和「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2016/17年度，本处共收到四份员工建议书，并就此颁发了一项奖励。

## 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。在2016年，共有3名员工获颁奖项。

## 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 2016/17, our staff attended the "Tsinghua University Course", "Advanced Management Programme", "Innovative Leadership Programme" and "Leadership Essentials Programme" organised by 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 2016/17, we received a total of 4 staff suggestions and 1 award was 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 2016, three prizes were awarded.



(由左至右) 恭喜张德聪先生(查册及部门服务部)、凌俊逸先生(常务部)和何丽琼女士(中央影像处理中心)获选为2016年的土地注册处最优秀员工。(From left to right) Congratulations to Mr CHEUNG Tak-chung (Search and Departmental Services Division), Mr LING Chun-yat (General Support Services Division) and Ms HO Lai-king, Queenie (Central Imaging Centre) for winning the Land Registry Best Staff of the Year Award in 2016.

### 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2016年，共有32位服务年资达25年或以上的员工获此奖项。

### 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 2016, a total of 32 staff members with 25 or more years of service were honoured with the award.



汤国能先生(右)获颁发香港特别行政区政府四十年长期优良服务奖。

Mr TONG Kwok-nang (right), has been awarded the Government of the Hong Kong Special Administrative Region 40 Years' Meritorious Service Certificate.

### 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。

### 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.

2016年下半年的团队奖是由查册服务组夺得。  
Winner of the Team Award for the second half year of 2016 is Search Services Section.





### 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。我们继续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2016/17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、郊游及体育活动等。

### Staff Relations

We recognise that effective communication between management and staff is crucial for the provision of quality service to customers. We continue to encourage 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.

### Staff Recreation Club

The Staff Recreation Club is run by staff on a voluntary basis. In 2016/17, 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, outing and sport activities.





### 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7,900份参考文件和案例。在2016/17年度，本处员工每天检索约150项系统资料，以作日常工作参考。

### 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 7,900 reference documents and precedent cases. Around 150 searches were made by our staff daily for reference in their work in 2016/17.

### 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。

### 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.