

HUMAN 人力資源管理

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。我們亦按非公務員合約或退休後服務合約條款聘用合約人員，以靈活回應運作或業務不斷轉變的需求。

截至2017年3月31日，本處共僱用了476名常額人員和96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。合約人員則包括土地註冊行政助理、律師、會計師、會計助理、秘書及合約文員等。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，我們制訂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2016/17年度，我們舉辦了超過1,630天的培訓，所提供的培訓涵蓋不同課題，並以多種形式進行。

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.

常年培訓

部門舉辦了不同的培訓課程，以提升員工的主要工作技能。

維繫一支清廉、誠實和問責的公務員團隊，對持續獲取公眾信任至關重要。為此，本處安排廉政公署為部門的所有員工舉辦多場與誠信有關的「管理利益衝突」講座。透過有關講座，員工更能認知和了解與公職人員相關的誠信事宜。

我們為初級和新入職的主任級人員舉辦「督導要領」、「覆投訴信寫作技巧(中文)」及「公文修辭(中文)」課程，以裝備他們日常工作所需的基本督導和語文寫作技巧。

我們特別為初級及中級經理人員設計「卓越的領導」課程，以加強他們在不同層面的領導能力。為進一步裝備員工在提供服務時應付難處理情境的能力，我們亦為他們安排「處理難應付的顧客及衝突情境工作坊」。

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.



為提高員工的普通話水平，我們繼續在午膳時間為員工舉辦普通話課程。此外，我們舉辦了「資訊科技保安複修課程」，以保持員工對資訊科技保安的警覺性。

有見部門在提升服務的同時遇到不同的挑戰，我們為高級人員舉辦「如何面對逆境－啟發思考及經驗分享」的半日課程，以加強團隊精神，並提升他們在處理逆境和挑戰時的正能量，以達至部門訂立的共同目標。當中「生命鬥士」的經驗分享，更令所有參與的同事有所啟發。這些「生命鬥士」曾經面對不同的重大逆境，但最終能克服挑戰，並啟發其他人如何面對逆境。

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.

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自我增值。所有員工均獲安排不多於一天半的網上學習，於辦公時間在部門的學習資源中心選取各種感興趣的自學課程。

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.

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.

員工發展

我們為員工安排擴闊視野的發展課程，以便他們迎接新挑戰、加強溝通技巧，以及培養制定政策及領導的能力。在2016/17年度，本處人員參加了由公務員培訓處舉辦的「清華大學課程」、「進階管理課程」、「創意領導培訓課程」和「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

本處自1993年起推行員工建議書計劃，以鼓勵所有員工就不同事宜，包括提升服務質素、部門運作、節約資源及環境保護，提出建議。

在2016/17年度，本處共收到四份員工建議書，並就此頒發了一項獎勵。

最優秀員工選舉

本處自1997年起推行周年的「最優秀員工選舉」獎勵計劃，以激勵員工士氣、提高工作熱忱，以及表揚對部門作出卓越貢獻的員工。在2016年，共有3名員工獲頒獎項。

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) 恭喜張德聰先生(查冊及部門服務部)、凌俊逸先生(常務部)和何麗琮女士(中央影像處理中心)獲選為2016年的土地註冊處最優秀員工。
(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.

長期服務獎勵計劃

本處自1999年起推行周年的「長期服務獎勵計劃」，以表揚在本處長期服務而表現優良的員工。

在2016年，共有32位服務年資達25年或以上的員工獲此獎項。

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.



湯國能先生(右)獲頒發香港特別行政區政府四十年長期優良服務獎。

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

最佳前線員工獎勵計劃

本處自2007年4月起推行「最佳前線員工獎勵計劃」，旨在提倡優質客戶服務文化，以及表揚傑出員工的表現和成績。

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。

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年下半年的團隊獎是由查冊服務組奪得。
Winner of the Team Award for the second half year of 2016 is Search Services Section.



員工關係

我們深明職管雙方有效溝通對提供優質客戶服務極為重要。我們繼續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》是由來自各個部組的編輯委員會成員定期編製的部門刊物。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。這份刊物深受各員工歡迎，有助促進團隊精神和加強員工對部門的歸屬感。

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2016/17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、郊遊及體育活動等。

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.





知識管理

本處設置了「知識管理系統」，以促進部門內部有系統的知識管理和分享。該系統包含超過7,900份參考文件和案例。在2016/17年度，本處員工每天檢索約150項系統資料，以作日常工作參考。

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，並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，可作出更好準備以面對轉變，為部門的未來發展作出貢獻。

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.