



HUMAN

Resources Management



人力資源管理

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2018年3月31日，本處共僱用了496名常額人員和91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。

土地註冊主任職系是本處的核心職系。我們於2017年10月開始公開招聘二級土地註冊主任，吸引約13,000人遞交申請。副土地註冊處經理溫錫麟先生及二級土地註冊主任陳頌欣小姐接受了《星島日報》的訪問，與申請者分享一些要訣和指引。本處是次招聘共聘任17名二級土地註冊主任，佔該職系總人數約20%。這批生力軍有助加強本處的人手，以應付部門日益增加的工作挑戰。

《星島日報》訪問網上版本
Online version for media interview by Sing Tao Daily
<https://www.landreg.gov.hk/en/pdf/Singtao-A16.pdf>

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 2018, we had 496 permanent and 91 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.

The Land Registration Officer grade is the core grade in the department. In October 2017, we commenced an open recruitment exercise for Land Registration Officers II, which had attracted about 13,000 applications. A media interview by Sing Tao Daily was conducted to share some tips and guide with the applicants by Mr Francis WAN, Deputy Registry Manager and Miss Rachel CHAN, Land Registration Officer II. We would recruit a total of about 17 new Land Registration Officers II under this recruitment exercise, which represent nearly 20% of the total strength of the grade. The new cohort would help strengthen our manpower to meet the increasingly challenging tasks of the department.





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2017/18年度，我們舉辦了超過2,240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 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 2017/18, we arranged over 2,240 days of training in various modes on a wide spectrum of subjects.



常年培訓

我們為土地註冊處的員工舉辦不同的培訓課程，以提升其主要工作技能。

本處所有主任級人員在2017年下旬參加了「建立團隊、提升抗逆力面對挑戰」的體驗式培訓課程，強化他們的團隊精神和正向思維，以應付挑戰。

Year-round Training

Various training courses were provided to enhance the core competencies of the workforce of the Land Registry.

For strengthening teamwork and positive mindset when facing challenges, all officers of the department attended an experiential training programme on “Team Building and Building Resilience to Challenges” in late 2017.

我們為初級和新入職的主任級人員舉辦表現管理及語文訓練的課程，以裝備他們日常工作所需的基本管理和寫作技巧。

Courses on performance management and language training were arranged for junior and newly recruited officers to equip them with the essential management and writing skills required for daily duties.

本處的初級及中級經理人員也參加了特別為他們設計的「分析、判斷及解決問題」工作坊和「簡報技巧」工作坊，以加強他們在解決問題和簡報的技巧。至於文職人員亦參加了「問題分析與決策技巧」工作坊，以學習工作上的分析技巧。

While junior and middle managers attended respective tailor-made courses on “Analysis, Judgement and Problem-solving Skills” and “Presentation Skills” with a view to enhancing their problem-solving and presentation skills, clerical grade staff learned analytical skills in workplace through a programme on “Problem-solving and Decision Making Skills”.



我們也為員工舉辦了「提升AQ/EQ • 戰勝逆境」工作坊，以提升他們面對逆境的抗逆能力。當中「生命鬥士」分享了他們如何克服生命中的逆境，尤其令參與的同事有所啟發。

An “AQ/EQ Training for Handling Adversities” programme was organised for staff to strengthen their resilience in handling adversities. Participants were particularly inspired by the sharing of “Life-fighters” who had overcome adversities in life.





年內，為銜接本處提升相關的電腦軟件，我們安排了「微軟Windows 10」和「微軟Office 2016」的課程。

Training courses on “Microsoft Windows 10” and “Microsoft Office 2016” were arranged to dovetail with the upgrade of the relevant computer software in the year.



此外，我們也定期安排其他政府部門，包括民航處、競爭事務委員會、政府產業署及稅務局，為本處的高級人員舉辦講座及簡介會，以擴闊他們的知識和視野。而本處25名高級人員在2018年2月參觀了立法會，以加深他們認識立法會和其秘書處的工作。

We also regularly arrange talks and briefing sessions by other Government departments, including the Civil Aviation Department, the Competition Commission, the Government Property Agency and the Inland Revenue Department during the year, for our senior staff for broadening their knowledge and exposure. In addition, in February 2018, 25 of our senior staff paid a visit to the Legislative Council (LegCo) to deepen their understanding of the work of the LegCo and the LegCo Secretariat.

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。

員工發展

員工參與了一系列擴闊視野的發展課程，以便他們迎接新挑戰、加強溝通技巧，及培養制定政策及領導的能力。在2017/18年度，本處人員參加了由公務員培訓處舉辦的「國家事務研習」課程、「創意領導培訓課程」、「領導才能基要課程」、「進階管理工作坊」和「暫調政府總部實習計劃」。

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，我們高度重視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2017/18年度，本處共收到五份員工建議書，並就此頒發了五項獎勵。

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.

Staff Development

A wide range of staff development programmes are offered to broaden staff's perspectives so that they can meet new challenges, strengthen their communication skills and develop policy formulation and leadership capacities. In 2017/18, our staff members attended the "National Studies" programmes, "Innovative Leadership Programme", and "Leadership Essentials Programme", "Advanced Management Workshops Programme" and joined the "Secretariat Attachment Scheme" organised by the Civil Service Training and Development Institute.

Staff Motivation and Recognition

As a trading fund department, we place high value 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 2017/18, we received a total of 5 staff suggestions and 5 awards were granted.

長期服務獎勵計劃

Long Service Appreciation Award Scheme



陳照昌先生(左)獲頒發香港特別行政區二十年長期優良服務獎。
Mr CHAN Chiu-cheung (left), was awarded the Government of the Hong Kong Special Administrative Region 20 Years' Meritorious Service Certificate.

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2017年，共有18位服務年資達25年或以上的員工獲此獎項。

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 2017, a total of 18 staff members with 25 or more years of service were honoured with the award.



趙陳燕儀女士(左)獲頒發土地註冊處三十五年長期服務獎。
Mrs CHIU CHAN Yin-yi, Jessica (left), received a certificate for the Land Registry 35 Years' Long Service Appreciation Award.

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。

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.



2017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 2017 is Search Services Section.

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。

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.

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。

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.

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。

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.



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、資訊科技及語文知識等。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。

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, information technology and language knowledge, etc. It is popular among staff and helps promote team spirit and a sense of corporate identity.



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2017/18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 Recreation Club

The Staff Recreation Club is run by staff on a voluntary basis. In 2017/18, 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8,400份參考文件和案例。在2017/18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 8,400 reference documents and precedent cases. Around 150 searches were made by our staff daily for reference in their work in 2017/18.

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培訓處的培訓課程。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 Training and Development Institute 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.