



HUMAN

Resources Management



人力资源管理

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2018年3月31日，本处共雇用了496名常额人员和91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。

土地注册主任职系是本处的核心职系。我们于2017年10月开始公开招聘二级土地注册主任，吸引约13,000人递交申请。副土地注册处经理温锡麟先生及二级土地注册主任陈颂欣小姐接受了《星岛日报》的访问，与申请者分享一些要诀和指引。本处在是次招聘共聘任17名二级土地注册主任，占该职系总人数约20%。这批生力军有助加强本处的人手，以应付部门日益增加的工作挑战。

《星岛日报》访问网上版本
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.





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2017/18年度，我们举办了超过2,240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 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.



常年培训

我们为土地注册处的员工举办不同的培训课程，以提升其主要工作技能。

本处所有主任级人员在2017年下半年参加了「建立团队、提升抗逆力面对挑战」的体验式培训课程，强化他们的团队精神和正向思维，以应付挑战。

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.

我们为初级和新入职的主任级人员举办表现管理及语文训练的课程，以装备他们日常工作所需的基本管理和写作技巧。

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.

本处的初级及中级经理人员也参加了特别为他们设计的「分析、判断及解决问题」工作坊和「简报技巧」工作坊，以加强他们在解决问题和简报的技巧。至于文职人员亦参加了「问题分析与决策技巧」工作坊，以学习工作上的分析技巧。

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”.



我们也为员工举办了「提升AQ/EQ • 战胜逆境」工作坊，以提升他们面对逆境的抗逆能力。当中「生命斗士」分享了他们如何克服生命中的逆境，尤其令参与的同事有所启发。

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.





年内，为衔接本处提升相关的电脑软件，我们安排了「微软Windows 10」和「微软Office 2016」的课程。

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，我们也定期安排其他政府部门，包括民航处、竞争事务委员会、政府产业署及税务局，为本处的高级人员举办讲座及简介会，以扩阔他们的知识和视野。而本处25名高级人员在2018年2月参观了立法会，以加深他们认识立法会和其秘书处的工作。

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。

员工发展

员工参与了一系列扩阔视野的发展课程，以便他们迎接新挑战、加强沟通技巧，及培养制定政策及领导的能力。在2017/18年度，本处人员参加了由公务员培训处举办的「国家事务研习」课程、「创意领导培训课程」、「领导才能基要课程」、「进阶管理工作坊」和「暂调政府总部实习计划」。

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，我们高度重视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2017/18年度，本处共收到五份员工建议书，并就此颁发了五项奖励。

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.

长期服务奖励计划

Long Service Appreciation Award Scheme



陈照昌先生(左)获颁发香港特别行政区二十年长期优良服务奖。
Mr CHAN Chiu-cheung (left), was awarded the Government of the Hong Kong Special Administrative Region 20 Years' Meritorious Service Certificate.

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2017年，共有18位服务年资达25年或以上的员工获此奖项。

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.



赵陈燕仪女士(左)获颁发土地注册处三十五年长期服务奖。
Mrs CHIU CHAN Yin-yi, Jessica (left), received a certificate for the Land Registry 35 Years' Long Service Appreciation Award.

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。

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年下半年的团队奖是由查册服务组夺得。
Winner of the Team Award for the second half year of 2017 is Search Services Section.

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。

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.

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。

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。

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、资讯科技及语文知识等。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。

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2017/18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 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8,400份参考文件和案例。在2017/18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 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培训处的培训课程。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 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.