

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量素的稳定性。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2019年3月31日，本处共雇用了507名常额人员和83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。合约人员则包括律师、会计师、会计助理及文员等。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2018/19年度，我们举办了超过2,110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 2019, we had 507 permanent and 83 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 Solicitors, Accountant, Accounting Executive 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 2018/19, we arranged over 2,110 days of training in various modes on a wide spectrum of subjects.



常年培训

本处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。

本处为新入职的土地注册主任举办入职培训课程，包括简介会以及于不同组别实习体验的机会，让他们熟习部门的运作。部门并举办师友计划，为他们提供额外资源专门和个人化的支援。此外，我们为初级和新入职的主任级人员安排语文训练及员工管理技巧课程，以装备他们日常工作所需的知识和技能。

Year-round Training

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

An Induction Programme comprising briefings and attachments to different divisions was implemented for the newly recruited Land Registration Officers for familiarising them with the operations of the department. A Mentoring Scheme was introduced as an additional resource to provide them with dedicated and personalised support. Furthermore, courses on language training and staff management skills were arranged for the junior and newly recruited officers to equip them with the knowledge and skills required for daily operations.



为加强前线人员了解优质客户服务的重要性，令他们待客时具备专业的服务技巧，所有前线人员均于2018年年底参加了「客户服务技巧」工作坊。

For enhancing the understanding of the importance of quality customer service and equipping staff members with effective service skills in receiving customers, all frontline staff members attended a training programme on “Customer Service Skills” in late 2018.



本处不同级别的主任级人员参加了特别为他们设计的「创意解难及决策技巧」工作坊、「谈判技巧」工作坊和「提升跨世代团队表现与沟通」研讨会，以提升他们工作的技能。

Officers at various levels attended respective tailor-made courses on “Creative Problem-solving and Decision Making”, “Negotiation Skills” and “Managing a Multi-generational Workforce” with a view to enhancing their work competencies.



本处除了安排「资讯科技保安」复修课程以加强员工对资讯科技保安的认识外，亦安排了「Domino Notes更新」、「微软Windows 10」和「微软Office 2016」的课程，以配合部门年内提升相关电脑软件的计划。

年内，我们也定期安排其他政府部门或公营机构，包括廉政公署、机电工程署及知识产权署，为本处的高级人员举办讲座及简介会，以宣扬诚信并扩阔他们的知识和视野。此外，本处一批主任级人员在2019年2月参观了T•PARK [源·区]，一睹该项在香港成功进行「转废为能」的设施，令他们大开眼界。

In addition to arranging a refresher course on “IT Security Awareness Training” for reinforcing staff’s awareness of IT security, training courses on “Domino Notes Upgrade”, “Microsoft Windows 10” and “Microsoft Office 2016” were arranged to tie in with the upgrade of relevant computer software during the year.

We regularly arranged talks and briefing sessions by other Government departments or public organisations, including the Independent Commission Against Corruption, Electrical and Mechanical Services Department and Intellectual Property Department, during the year for our senior officers. These sessions aimed to promote integrity and broaden the officers’ knowledge and exposure. Besides, in February 2019, a group of our officers paid a visit to the T•PARK with a view to yielding insight from the successful implementation of the “waste-to-energy” model in Hong Kong.



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 topics of interest at our Learning Resource Centre.

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2018/19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、「公共行政领袖实践课程」、「创意领导培训课程」、「进阶管理工作坊」和「暂驻政策局计划」。

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2018/19年度，本处共收到七份员工建议书，并就此颁发了三项奖励。

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2018/19年度，共有21位服务年资达25年或以上的员工获此奖项。

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 2018/19, our staff members attended the "National Studies" programmes, "Leadership in Action Programme", "Innovative Leadership 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 2018/19, we received a total of seven staff suggestions and three awards were granted.

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 2018/19, a total of 21 staff members with 25 or more years of service were honoured with the award.



毕惠莲女士(左)获颁发土地注册处三十五年优良服务奖
Ms BUTT Wai-lin (left), was awarded the Land Registry
35 Years' Long Service Appreciation Award Certificate



方吴淑仪女士(右)获颁发香港特别行政区三十年优良服务奖
Mrs Amy FONG (right), was awarded the Government of
the Hong Kong Special Administrative Region 30 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.



2018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 2018 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。

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2018/19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。我们特别感谢发展局局长黄伟纶先生莅临主礼该年度的圣诞联欢会，令活动生色不少。

Staff Recreation Club

The Staff Recreation Club is run by staff on a voluntary basis. In 2018/19, 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, outings and sport activities. In particular, we would like to express our gratitude to the Secretary for Development, Mr Michael WONG for being our officiating guest of the Christmas party during the year. His presence enlightened the party very much.



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8,600份参考文件和案例。在2018/19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 8,600 reference documents and precedent cases. Around 150 searches were made by our staff daily for reference in their work in 2018/19.

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.