



人力  
資源管理

**uman**  
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2020年3月31日，本處共僱用了524名常額人員和86名合約人員。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。合約人員則包括律師、會計師、會計助理及文員等。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2019/20年度，我們舉辦了超過2,020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 2020, we had 524 permanent and 86 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 this end, 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 2019/20, we arranged over 2,020 days of training in various modes on a wide spectrum of subjects.

### 常年培訓

本處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。

本處為新入職的土地註冊主任舉辦入職培訓課程，包括簡介會、參觀及於不同組別實習體驗的機會，讓他們熟習部門的運作。部門在年內繼續舉辦甚受歡迎的師友計劃，為他們提供額外資源作專門和個人化的支援。此外，我們安排地政總署和規劃署分別為他們舉辦兩個了解該等部門工作的講座，讓他們認識和明白這些部門的角色和職責，以及與土地註冊處相關的工作。

### 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, visits 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, which was well received, continued through the year as an additional resource to provide our new officers with dedicated and personalised support. Two familiarisation talks by the Lands Department and Planning Department respectively were also arranged to equip them with knowledge and understanding of the roles and responsibilities of these departments, and their work in relation with the Land Registry.





為提升員工對本地社會事件的情緒管理能力，我們在2019年10月和11月為所有員工舉辦「危機下的情緒管理」講座。

For enhancing staff members' capability to manage emotions due to the local social incidents, a seminar on "Managing Emotions during Crisis" was organised for all staff members in October and November 2019.



本處不同級別的主任級人員參加了特別為他們設計的「工作表現管理」和「啟導及輔導」課程，以及「建立團隊及卓越領導」體驗訓練工作坊，以提升他們工作的技能及協作。

Officers at various levels attended respective tailor-made courses on "Performance Management", "Coaching and Counselling" and experiential training workshops on "Team Building and Leadership" with a view to enhancing their work competencies and strengthening collaboration at work.



本處也安排廉政公署為所有主任級人員舉辦「公務人員防貪」講座，以提升他們對公職人員操守的認知。另外，我們為各土地註冊主任安排《土地註冊條例》和《土地註冊規例》複修課程，以加強和更新他們對有關條例的認識和了解，以及在工作方面的應用。

A talk on “Corruption Prevention for Government Officers” by the Independent Commission Against Corruption was arranged for all Officer Grades staff to enhance their knowledge and raise their awareness of integrity issues concerning public officers. Besides, a refresher course on “Application of Land Registration Ordinance and Land Registration Regulations” was arranged for Land Registration Officers to enrich and update their knowledge and understanding of the legislation and its applications at work.



我們亦安排了「微軟Windows 10」課程，以配合部門年內提升相關電腦軟件的計劃。

To dovetail with the upgrading of relevant computer software during the year, a training course on “Microsoft Windows 10” was also arranged.

年內，我們定期安排其他政府部門或公營機構，包括地政總署測繪處、香港國際仲裁中心和路政署，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。

We regularly arranged talks and briefing sessions by other Government departments or public organisations, including the Lands Department (Survey and Mapping Office), the Hong Kong International Arbitration Centre and the Highways Department during the year for our senior officers. These sessions aimed to broaden the officers’ knowledge and exposure.

### 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。

### 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.

### 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，並培養制定政策及領導的能力。在2019/20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、「公共行政領袖實踐課程」、「領導才能基要課程」和「暫駐政策局計劃」。

### 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 2019/20, our staff members attended the "National Studies" programmes, "Leadership in Action Programme", "Leadership Essentials Programme" and joined the "Secretariat Attachment Scheme" organised by the Civil Service Training and Development Institute.

### 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。

### 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.

### 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。

### 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.

在2019/20年度，本處共收到18份員工建議書，並就此頒發了五項獎勵。

In 2019/20, we received a total of 18 staff suggestions and five awards were granted.

### 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。

### 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.

在2019/20年度，共有54位服務年資達25年或以上表現優良的員工獲此獎項。

In 2019/20, the award was granted to a total of 54 staff members with 25 or more years of meritorious service.

### 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.

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。2019年下半年的得獎團隊為查冊服務組。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. Winner of the Team Award for the second half year of 2019 is the Search Services Section. 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。

### 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、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。

### 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2019/20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，包括聖誕聯歡會、義工服務、興趣班、郊遊及體育活動等。我們很榮幸邀得發展局局長黃偉綸先生蒞臨聖誕聯歡會與本處同事共慶佳節，令活動生色不少。

### 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, information technology 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 2019/20, it organised various social and recreational activities for staff and their families, including Christmas party, volunteer social services, interest classes, outings and sport activities. At the Christmas party, we were honoured to have the presence of the Secretary for Development, Mr Michael WONG to celebrate this festive occasion with our colleagues. His presence enlightened the party very much.





### 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。該系統包含約8,800份參考文件和案例。在2019/20年度，本處員工每天檢索約140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 around 8,800 reference documents and precedent cases. Around 140 searches were made by our staff daily for reference in their work in 2019/20.

### 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.