



人力資源  
HUMAN 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2021年3月31日，本處共僱用了513名常額人員和88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2020/21年度，我們舉辦了超過1,210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 2021, we had 513 permanent and 88 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 2020/21, we arranged over 1,210 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，包括簡介會及參觀不同組別，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。



### 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 visits 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.



為讓主任級人員知悉業權註冊制度的最新發展，我們分別於2020年5月及6月舉辦兩場簡介會。

To update officers on the development of title registration, two briefing sessions on its latest development were organised in May and June 2020 respectively.



為提升主任級人員對精神健康急救的概念和基本技巧的認識，本處於2020年9至11月舉辦了「精神健康急救」課程。

To enhance officers' understanding of the concepts of mental health first aid and some basic skills, a course on "Mental Health First Aid" was conducted from September to November 2020.



本處不同級別的主任級人員參加了特別為他們設計的「正向領導力」和「創意思維及問題分析」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 "Positive Leadership", "Creative Thinking and Problem-Solving" and experiential training workshops on "Team Building and Leadership" with a view to strengthening their work competencies and collaboration at work.



本處也安排廉政公署為非主任級人員，包括新入職員工舉辦「公務人員防貪」講座，以提升他們對公職人員操守的認知。

A talk on “Corruption Prevention for Government Officers” given by the Independent Commission Against Corruption was arranged for staff of Non-Officer Grades including new recruits to enhance their knowledge and raise their awareness of integrity issues concerning public officers.



### 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

本處安排一系列擴闊視野的發展課程，以便員工迎接新挑戰、加強溝通技巧，並培養制定政策及領導的能力。在2020/21年度，本處人員參加了由公務員培訓處舉辦的「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 2020/21, our staff members attended the “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。

### 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2020/21年度，本處共收到17份員工建議書。

## 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 2020/21, we received a total of 17 staff suggestions.



### 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2020/21年度，共有35位服務年資達25年或以上表現優良的員工獲此獎項。

### 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。

### 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 2020/21, the award was granted to a total of 35 staff members with 25 or more years of meritorious service.

### 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。2020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 2020 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 New Territories Search Offices.



## 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。該會為部門同事及其家屬舉辦了多項社會及康樂活動，包括義工服務和興趣班等。儘管面對2019冠狀病毒病疫情，為促進員工的身心健康，該會在採取合適的感染控制措施下繼續於2020/21年度舉辦有限度的活動，例如保鮮花製作班。



### Staff Recreation Club

The Staff Recreation Club is run by staff on a voluntary basis. It organises various social and recreational activities for staff and their families, including volunteer social services and interest classes. To promote the physical and mental well-being of our staff, the Club continued to organise activities in 2020/21, though on a limited scale and under appropriate infection control measures during the COVID-19 pandemic, such as an interest class on making preserved flower decorations.



### 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9,000份參考文件和案例。在2020/21年度，本處員工每天檢索約145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 9,000 reference documents and precedent cases. Around 145 searches were made by our staff daily for reference in their work in 2020/21.

### 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.