



人力资源  
HUMAN 管理  
RESOURCES  
MANAGEMENT

## 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2021年3月31日，本处共雇用了513名常额人员和88名合约人员。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力。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2020/21年度，我们举办了超过1,210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 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，包括简介会及参观不同组别，让他们熟习部门的运作。部门在年内继续举办甚受欢迎的师友计划，为他们提供额外资源作专门和个人化的支援。



### 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.



为了让主任级人员知悉业权注册制度的最新发展，我们分别于2020年5月及6月举办两场简介会。

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



为提升主任级人员对精神健康急救的概念和基本技巧的认识，本处于2020年9至11月举办了「精神健康急救」课程。

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.



本处不同级别的主任级人员参加了特别为他们设计的「正向领导力」和「创意思维及问题分析」课程，以及「建立团队及卓越领导」体验训练工作坊，以提升他们工作的技能及协作。

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.



本处也安排廉政公署为非主任级人员，包括新入职员工举办「公务人员防贪」讲座，以提升他们对公职人员操守的认知。

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

本处安排一系列扩阔视野的发展课程，以便员工迎接新挑战、加强沟通技巧，并培养制定政策及领导的能力。在2020/21年度，本处人员参加了由公务员培训处举办的「领导才能基要课程」和「暂驻政策局计划」。

### 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2020/21年度，本处共收到17份员工建议书。

## 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.



### 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2020/21年度，共有35位服务年资达25年或以上表现优良的员工获此奖项。

### 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。

### 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。2020年下半年的得奖团队为查册服务组。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. 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.



## 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。该会为部门同事及其家属举办了多项社会及康乐活动，包括义工服务和兴趣班等。尽管面对2019冠状病毒病疫情，为促进员工的身心健康，该会在采取合适的感染控制措施下继续于2020/21年度举办有限度的活动，例如保鲜花制作班。



### 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。该系统包含约9,000份参考文件和案例。在2020/21年度，本处员工每天检索约145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 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.