

人力資源

HUMAN RESOURCES

組織

截至二零零零年三月三十一日止，本處共有 408 名員工，其中 391 名為公務員，其餘 17 名為合約員工。在一九九九年三月三十一日，本處所聘用的員工則共有 431 名。

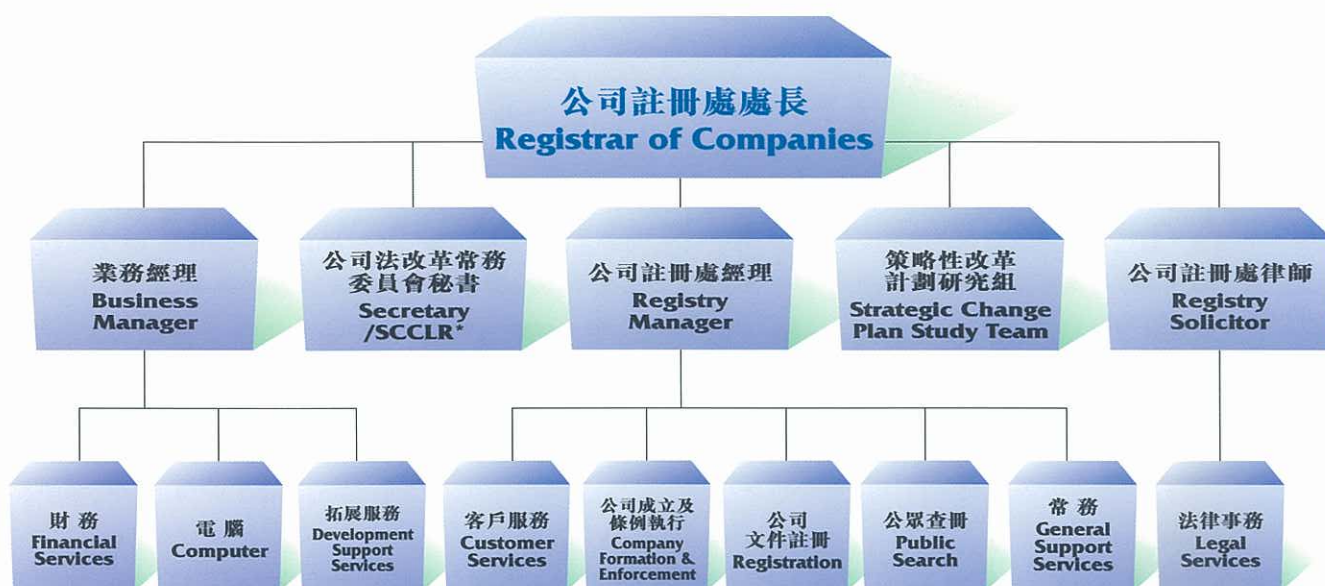
Organization

As at 31 March 2000, the Registry had a total of 408 staff, of whom 391 were civil servants and 17 were contract staff, as compared with the 431 staff employed on 31 March 1999.



截至二零零零年三月三十一日止，本處的組織架構如下：—

The Registry's organization on 31 March 2000 was as follows: —



* Standing Committee on Company Law Reform

培訓及發展

本處為所有職系的員工提供培訓，以迎合本處的運作需要及加強員工發展。本處不時播放一些有特定主題 (例如職業安全及客戶服務) 的內部錄影帶，以便建立及加強以安全工作環境及客戶服務為本的工作文化。本處積極提供電腦方面的培訓，以加強員工對資訊科技的認識，使他們具有所需技能去應付日趨電腦化的辦公室工作。此外，本處亦十分注重管理及語文能力方面的培訓。為了善用現有的培訓資源，本處鼓勵網上學習。本處一些員工更已經登記為由公務員培訓處成立的網上學習中心的用戶。整體來說，員工在年內參加本地培訓課程的日數達 753 天，所參加的課程包括由本處籌辦的一個特別為前線及服務客戶的員工而設的普通話課程。

在一九九九至二零零零年度，一名總公司註冊主任獲頒發「公營機構人力資源管理高級證書」。該證書是由公務員培訓處及香港人力資源管理學會共同發出，以確認該人員在這方面所接受的培訓。至於海外培訓方面，一名高級公司註冊主任曾造訪武漢及宜昌的有關機構，以了解其工作情況。

人力資源管理計劃

本處曾就人力資源管理進行研究，藉以找出部門內目前及日後的重要人力資源問題。針對是次研究的結果，本處於一九九九至二零零零年度制訂了一套人力資源管理計劃。該套計劃就

Training & Development

The Registry provides training for staff of all grades to meet the department's operational requirements and promote staff development. In-house video shows on specific topics such as occupational safety and customer service are organized from time to time to help build up and reinforce a working culture based on a safe working environment and a customer-oriented service. Computer training is accorded high priority in order to promote IT awareness among staff and equip them with the necessary skills to cope with the increased use of computerization in office administration. Emphasis is also given to management and language proficiency training. In order to make better use of existing training resources, off-site learning is encouraged and a number of officers in the Registry have been registered as users of the Cyber Learning Centre organized by the Civil Service Training & Development Institute. Overall, 753 training days were undertaken by staff locally during the year including an in-house Putonghua course organized specifically for front line staff and officers responsible for customer service.

In 1999-2000, a Chief Companies Registration Officer was awarded with an Advanced Certificate on Human Resource Management in the Public Sector. The certificate was issued jointly by the Civil Service Training & Development Institute and Hong Kong Institute of Human Resource Management in recognition of the training the officer received in this field. In respect of overseas training, a Senior Companies Registration Officer attended a familiarisation visit to Wuhan and Yichang.

Human Resource Management Plan

The Registry formulated a Human Resource Management (HRM) Plan in 1999-2000 following the completion of a human resource management study which was conducted with the view of identifying on-going and strategic human resources issues. The HRM Plan attempts to address these issues and comprises a series

各項管理問題，提出一連串的改善措施。所涵蓋的範圍包括工作表現管理、員工關係及溝通、培訓和發展，以及招聘和晉升。這些措施當中有部分已獲優先推行。

在一九九九至二零零零年度，本處成立了部門協商委員會，作為管職雙方之間交換意見的正式溝通渠道。此外，本處亦定期舉行員工聯絡會議，讓每名員工每年最少有一個機會出席這類非正式的簡報敘會，與高層管理人員分享經驗。這些聯絡會議的摘要均以單張的形式傳閱，以定期匯報或簡報本處及公務員隊伍所發生的事情。此外，本處亦不時舉行部別有獎問答比賽，讓員工整體上更了解部別間的工作及目標。

直至目前為止，已推行的措施深受員工歡迎，亦是邁向改善服務效率及加強以表現為本的文化的一個步伐。以表現為本的文化建基於一些因素，當中包括管職雙方之間的互相了解。有鑑於此，本處現正擬定一本《表現管理指引》，作為本處人力資源管理措施之一，藉以加強主管人員在這方面的認識和技巧。

員工獎勵及嘉許

本處推行員工獎勵計劃，目的在於加強員工對部門服務承諾的認識和承擔，以及激勵員工不斷改善服務。該計劃共有五項活動，旨在達致下列五個不同目標：—

- **工作表現獎** — 獎勵每名員工，嘉許他們整體的工作表現；
- **最佳工作改善獎** — 獎勵個別的組別或工作隊伍，嘉許他們對改善工作效率及生產力的貢獻；

of management programmes covering aspects such as performance management, staff relations and communication, training and development, and recruitment and promotion. Some of these management programmes have been accorded a higher priority and implementation of these is in progress.

During 1999-2000, a Departmental Consultative Committee was set up to serve as a formal communication channel for the exchange of views between management and staff. In addition, staff liaison sessions are held on a regular basis whereby every staff member in the Registry has an opportunity to attend an informal briefing and experience-sharing session with the senior management at least once a year. Notes of these liaison meetings are circulated in the form of a flyer to serve as a regular update or news brief of what is happening in the Registry and in the service. Furthermore, divisional quizzes are organized from time to time to strengthen staff's overall understanding of the activities and objectives of individual divisions.

So far, the initiatives implemented have been well received by staff. They are a step towards improving service efficiency and reinforcing a performance oriented culture which is built, inter alia, on a number of factors including understanding between management and staff. With this in mind, a guide on performance management is being prepared as one of the Registry's HRM initiatives to enhance supervisors' knowledge of and skills in the subject.

Staff Motivation & Recognition

The Registry has a Staff Motivation Scheme for the purpose of promoting staff awareness of and commitment to the department's performance pledges and motivating staff towards continuous improvement of service. The scheme consists of five activities targeted at five different levels as follows: —

- **The Registry Performance Award** — to acknowledge overall performance in the organization by awarding every member of staff;
- **The Best Work Improvement Award** — to acknowledge improvements in work efficiency and productivity by awarding specific sections/work-related teams;

- **好人好事獎** — 獎勵個別員工的模範操守及卓越處事表現；
- **最佳服務獎** — 獎勵個別的部或組，嘉許他們在特定服務上的工作表現；及
- **模範櫃檯職員獎** — 獎勵個別員工，嘉許他們為客戶提供優質服務。

在一九九九至二零零零年度，本處的服務承諾所訂的目標全部實現，每位員工因此獲得工作表現獎。至於最佳工作改善獎及好人好事獎，年內並無收到任何提名。有一點必須強調的是，雖然本處並無收到最佳工作改善獎的提名，但很多組別均已在年內進一步檢討及簡化其工作程序。



行政組的「在非繁忙時間遞交文件」服務奪得「最佳服務獎」
‘Submission of Documents — Non-peak Hours’ service of the
Administration Section won the Best Service Award

「在非繁忙時間遞交文件」這項由行政組提供的服務，獲本處主要客戶挑選為一九九九至二零零零年度最佳服務獎的得獎組別。在一九九九至二零零零年度本處的目標，是把在十分鐘內提供這項服務的個案比率提升至 98%，行政組能夠超越這個百分比，其員工得獎乃實至名歸。

模範櫃檯職員獎的 11 名得主均由前來本處辦理事務的客戶投票選出，所收到的選票達二千多張。這個獎項有助員工承諾對客戶提供有禮貌兼高效率的服務。

其他嘉許公務員表現的計劃，例如長期服務公費旅行獎勵計劃及長期優良服務獎勵計劃，均旨在褒獎盡忠職守及表現優良的員工。去年，一名一般職系人員獲得長期服務公費旅行獎。此外，12 名在政府服務了 20 年或以上的不同職級的人員獲頒長期優良服務獎狀。

- **The Good People and Good Deeds Award** — to acknowledge exemplary conduct and superlative efforts of individual staff;
- **The Best Service Award** — to acknowledge specific service performance by awarding specific divisions/sections; and
- **The Best Counter Staff Award** — to acknowledge the provision of quality customer services by awarding individual staff.

The Registry Performance Award was given out as all the targets of the Registry’s performance pledges were met during 1999-2000. As regards the Best Work Improvement Award and the Good People and Good Deeds Award, there were no nominations

received for the year. In respect of the former, it should be stressed that, although no nominations were received, many sections had further reviewed and streamlined their operating procedures in the course of the year.

“Submission of documents during non-peak hours”, a service provided by the Administration Section, was

chosen by the Registry’s major customers as the deserving winner of the Best Service Award for 1999-2000. As the achievement target for providing this service within 10 minutes had been raised in 1999-2000 to 98% of total cases and the Administration Section was able to exceed the target, the award to the staff concerned was well justified.

Eleven winners of the Best Counter Staff Award were selected by the Registry’s walk-in customers who submitted over 2,000 voting tickets. This award has helped to instil a commitment in our staff to provide a courteous and efficient service.

Other civil service-wide staff recognition schemes, such as the Long Service Travel Award and Long and Meritorious Certificates Schemes, recognize loyal and meritorious service. During the past year, one general grades officer received the travel award and 12 officers in various ranks who had served 20 years or more in the Government were given the certificates.

員工關係

本處定期舉辦各項聯誼及康樂活動，以加強員工關係，促進身心健康。這些活動深受員工及其家屬歡迎。在一九九九至二零零零年度舉辦的活動包括遊覽名勝、遊船河、聖誕晚宴及聖誕聯歡會。

Staff Relations

We regularly organize social and recreational activities to enhance staff relations and well-being. These activities are well received by staff and their family members. Activities held in 1999-2000 included outings to various interesting places, a launch picnic, and the Christmas dinner and party.



鴨洲、吉澳洲、東坪洲一日遊
A trip to Ah Chow, Kat O Chou and Tung Ping Chou



聖誕聯歡會
Christmas Party