

宗旨

人力資源處的工作目標是提供有效率的人事管理、員工訓練及福利服務，推動人力資源計劃以實踐東華的服務使命，以及有效地執行人力資源政策。

組織

人力資源管理工作是在人事委員會、員工福利委員會、員工退休計劃管理委員會及員工訓練委員會的領導及人力資源處的支援下進行。人力資源處分為兩個部門，分別是人事部和員工訓練及福利部。

職能

東華是一個為社會提供醫療、教育及福利服務的慈善服務機構，員工是其中一項最重要的資源。

為使東華有效運作及實踐機構使命，本院致力以團體力量建立及維持一支穩健、具競爭力及有效率的員工隊伍。

於二〇〇四至〇五年度，人力資源處除管理約五千九百名非醫院員工外（員工編制詳列於附錄H1），亦對現行人事、員工訓練及福利政策和程序作出檢討及改進（年內完成的計劃詳列於附錄H2）。

主要發展工作

為新落成的服務單位進行招聘工作

為配合東華三院東華東院——香港理工大學王澤森中醫藥臨床研究服務中心於二〇〇四年十一月投入服務，人事部已招聘六名中醫師及十五名支援人員共二十一員。另外，男士健康普查部及數碼天地的招聘工作亦已完成。這兩個單位分別於二〇〇四年七月及十月投入服務。



Objectives

The human resources services aims at providing efficient personnel, staff training and welfare services for Tung Wah, formulating human resources plans for achieving Tung Wah's corporate mission as well as administering and promoting human resources management policies effectively.

Organization

The human resources management functions are carried out under the guidance of the Personnel Committee, the Staff Welfare Committee, the Staff Retirement Schemes Management Committee and the Staff Training Committee, and supported by the Human Resources Branch which comprises 2 Sections, including Personnel and Staff Training & Welfare.

Functions

As a charitable organization providing medical, education and welfare services for the local community, Tung Wah considers its staff one of the most valuable resources.

To enable Tung Wah to operate successfully and to actualize its corporate mission, concerted efforts are geared towards the building up and the maintenance of a stable, competent and efficient workforce.

During the year 2004/05, regular annual activities for the management of about 5,900 non-hospital staff (breakdown on staff establishment is illustrated in Appendix H1) have been conducted. Policies and procedures on personnel, staff training and staff welfare have also been reviewed for continuous improvement (major projects completed in the year are highlighted in Appendix H2).

Major Development Tasks

Recruitment of staff for new service centres

Mass recruitment exercise for the TWGHs Tung Wah Eastern Hospital – The Hong Kong Polytechnic University Wilson T.S. Wang Chinese Medicine Clinical Research and Services Centre was conducted to tie in with the commencement of its operation in November 2004. A total of 21 staff members including 6 Chinese medicine practitioners and 15 supporting staff were recruited. Recruitment exercises for the newly established Well Men Clinic and Cyber World which commenced operation in July and October 2004 respectively were also completed.

新入職教職員迎新活動。

Induction Programme for newly recruited teaching staff.

為社區書院提供招聘及銓敘支援

人事部為籌備中的香港中文大學—東華三院社區書院提供所需的支援，協助書院聘請主要學術及行政人員及處理有關的銓敘事宜。

調配及延用主流化中學的社工

因應東華三院馬振玉紀念中學、東華三院鄺錫坤伉儷中學及佛教志蓮中學轉為主流學校後將學校的社工服務交由本院社會服務科統籌辦理，人事部已重新調配及延任受影響的駐校社工。

為小學合併計劃提供意見及支援

人事部就本院兩間小學合併計劃的人事安排提供建議及支援，並於二〇〇四年九月十日為將與本院其中一間小學合併的世界龍岡學校馮耀卿夫人紀念小學的員工舉行簡介會。

檢討人事程序及政策

人事部就現行的人事程序及措施作出檢討，並簡化及加強在招聘、薪酬及假期管理等方面的程序。

檢討人事管理規例

人事部已就人事管理規例作出檢討，並因應服務運作之需要及法例的改變作出相應修改。

重新編寫員工假期資料電腦系統

為配合新修訂的聘任條件，現行的員工假期資料電腦系統已作修訂。人事部現正與資訊科技處合作，重新編寫假期應用系統，以兼容東華的主要系統和高速網絡。首階段的作業系統已進行測試。

推行人力資源系統

兼職及臨時僱員的薪酬系統於二〇〇四年六月推出。人事部亦不時檢討及改良系統的操作，確保有關工作有效及順利地進行。

外判員工醫事檢查

外判員工醫事檢查服務的可行性研究經已完成，隨後將擬定有關的實施計劃及服務規格，預算於二〇〇五至〇六年度可聯同職前體格檢查服務一併進行招標。

舉辦人事政策及相關法例簡介會

人事部於二〇〇四年十一月舉辦兩個工傷個案處理簡介會，以加強員工對有關程序及僱員補償條例的認識；此外舉辦與人事政策及程序有關的簡介會，加強員工對有關政策及法例的認識和了解。

Provision of recruitment and personnel - related support to the Community College

Support has been rendered to The Chinese University of Hong Kong - Tung Wah Group of Hospitals Community College for recruitment of its principal academic and administration staff and for other personnel - related arrangements during its preparation period.

Re-deployment and appointment of school social workers of secondary schools upon mainstreaming

Redeployment and appointment of school social workers of TWGHs C.Y. Ma Memorial College, TWGHs Mr. & Mrs. Kwong Sik Kwan College and Chi Lin Buddhist Secondary School were arranged upon the transfer of the school social work service to the Community Services Division of Tung Wah subsequent to the mainstreaming of these colleges.

Provision of advice and support for merger projects of primary schools

Advice and support have been provided to facilitate the planning of employment matters for the 2 merger projects of primary schools. A briefing session on the personnel arrangement was conducted on 10 September 2004 for staff of Lung Kong World Federation School Limited Mrs. Fung Yiu Hing Memorial Primary School which will merge with one of Tung Wah's primary schools.

Review of personnel procedures and practices

A review on the personnel procedures and practices was undertaken. Improvement measures to streamline and enhance the recruitment procedures, payroll arrangement and leave administration procedures have been implemented.

Review of Establishment Regulations

A review of the Establishment Regulations was conducted and amendments were made for bringing it in line with the changing operational needs and statutory requirements.

Redevelopment of Staff Leave Information System

The existing computerized leave system was modified to comply with the new employment terms. The Personnel Section has collaborated with the Information Technology Branch in the redevelopment of the leave application system so that it will be compatible with Tung Wah's main system and the high performance network. The first phase of the new system has been put to test and parallel run.

Implementation of Human Resources Information System

Upon the implementation of the Human Resources Information System for temporary and part-time staff in June 2004, fine-tuning and improvement of the sub-system and a review of the related payroll procedures were undertaken.



員工工傷意外處理簡介會。

A briefing session on handling of work injury cases.

舉辦國家民政部與東華職員交流計劃

為加深本院職員對國內福利事業及中醫藥發展的了解，以執行總監為首的十二位東華行政人員應國家民政部的邀請，於二〇〇四年五月赴安徽省進行交流活動。另一方面，國家民政部外事司康鵬副司長率領十二位官員於二〇〇四年十二月回訪，並參觀東華屬下醫療、教育及社會服務單位，以加強彼此聯繫。

頒發獎項予本院員工

本院頒發超過二百六十個長期服務獎、榮譽退休獎及長期服務旅遊獎，以表揚長期服務及工作表現良好的員工。

組織東華龍舟隊

本院的龍舟隊在本年度參加多項賽事，並取得驕人的成績，包括在二〇〇四年六月廿二日於沙田舉行的東華慈善盃賽中取得男子隊季軍，並在無綫盃賽中取得男女混合亞軍，此外於長洲舉行的女子鳳艇公開賽中取得季軍。



東華龍舟隊於無綫盃賽取得男女混合亞軍。

Tung Wah Mixed Dragon Boat Team came second in the TVB Cup Race.

Contracting out of Medical Board service

A feasibility study on outsourcing the Medical Board for assessing the health conditions of staff on prolonged sick leave was undertaken. Implementation plan together with the service specifications will be drawn up and a tendering exercise in conjunction with the pre-appointment medical examination will be conducted in 2005/06.

Briefing sessions on personnel policies and procedures

2 briefing sessions on the handling of work injury cases were organized in November 2004 for enhancing staff's knowledge on the procedural arrangements involved and the Employees' Compensation Ordinance. The Personnel Section has also organized briefing sessions to familiarize the staff with the prevailing personnel policies and statutory requirements of related ordinances.

Organization of exchange programmes with the Ministry of Civil Affairs

With the aim to facilitate understanding of the welfare services and development of Chinese medicine services in PRC, an exchange programme to Anhui province headed by the Chief Executive was organized for 12 executives of Tung Wah with the Ministry of Civil Affairs (MCA) in May 2004. In reciprocity, an exchange programme for 12 officials of MCA led by Mr. KANG Peng, Deputy Director - General of the Department of International Co-operation of MCA, was arranged in December 2004 with visits to Tung Wah's medical, education and community services centres.



國家民政部交流團來訪與東華董事局成員於歡迎晚宴上合照。

The delegation of the Ministry of Civil Affairs, PRC visited Tung Wah and had a group photo taken with Board Members of Tung Wah at a welcoming dinner.

Presentation of awards to staff

Over 260 Long Service Awards, Retirement Awards and Long Service Travel Awards were granted to staff members for their loyal and commended service in Tung Wah.

Tung Wah Dragon Boat Team

Tung Wah Dragon Boat Team participated actively in various races in the year. The male team came third in the Tung Wah Charity Cup Race, while the mixed team came second in the TVB Cup Race at the Tuen Ng Festival Dragon Race held on 22 June 2004 in Shatin. The female team also came third in the Women Open Race in Cheung Chau.

二〇〇四至〇五年度員工編制（醫院除外）

Staff Establishment (Excluding Hospitals) 2004/05

附錄 H1 /Appendix H1



截至二〇〇四年十一月三十日
As at 30 November 2004

合計 Total: 5,863

年内完成的其他計劃

Other Projects Completed in the Year

附錄 H2 /Appendix H2

- 為新推行的計劃及新成立的服務單位進行招聘工作
Recruitment of staff for new programmes and service centres was conducted
- 舉行共四百零八次遴選委員會及聘任約六百名員工(見附錄H3)
A total of 408 appointment boards were conducted and about 600 new staff were recruited (see Appendix H3)
- 為中、小學、幼稚園及特殊學校教職員舉行晉升遴選
Promotion exercises for teaching staff of secondary schools, primary schools, kindergartens and special schools were conducted
- 為合資格的特殊學校教師舉行轉職為學位教師進行遴選
Regrading exercises to appoint eligible teachers to graduate teaching posts in special schools were conducted
- 為教育科及學校的文職人員舉辦聘任政策及程序簡介會
A briefing session on appointment policies and procedures was conducted for clerical staff of the Education Division and schools
- 就職前體格檢查服務承辦合約進行公開招標
A tendering exercise for pre-appointment medical examination was conducted
- 為社會服務單位舉辦招聘及晉升程序簡介會
A briefing session on the recruitment and promotion procedures for community services centres was conducted
- 修訂病假及工傷病假的申請表格，同時推出新的擔任公職/出席特別活動的假期申請表格
Relevant forms for sick leave and work injury sick leave were revised and a new form for application for leave to serve public duties/attend special events was introduced
- 為人力資源處的員工舉辦溝通技巧及建立團隊培訓工作坊
Internal training workshops on communication skills and team building were conducted for staff of the Human Resources Branch
- 於二〇〇五年一月一日實施第二期的「二〇〇四及二〇〇五年薪酬調整」
The second phase of the 2004 & 2005 Pay Adjustments Exercise was undertaken in January 2005
- 修訂東華的署任安排處理程序和津貼率
The acting appointment arrangement and acting allowance rate were revised
- 因應強制性公積金計劃條例的修訂，修訂東華僱員強制性供款的計算方法
A review of the guidelines for calculating the mandatory contributions for employees was conducted in light of the amendments to the Mandatory Provident Fund (MPF) Schemes Ordinance

- 為參與職業退休計劃和強積金計劃的員工舉辦多個講座，介紹有關退休計劃的投資基金及其風險
Talks were held for enhancing staff's understanding of the risk and portfolios of various investment vehicles under the Occupational Retirement Scheme and the Mandatory Provident Fund Scheme
- 修訂行車津貼率
Duty mileage allowance rate was revised
- 編訂仍生效的人事通告
Personnel circulars still in force were compiled
- 為洛陽市兒童福利院兩名老師安排為期一個月的專業人員交流計劃
An attachment training programme was arranged for 2 teachers from Louyang Child Multiple Welfare Institute, PRC
- 為二百名行政人員及服務單位主管舉辦「管理工作表現」研討會，以提升他們在工作評核方面的技巧
2 seminars on Effective Performance Management were arranged for 200 executives and service centre heads to enhance their skills in performance management
- 為五十多名行政人員舉辦兩個分別名為「提升生產力的時間管理」及「促進創意及革新文化」的工作坊，以提升工作技巧、效率及創意
2 workshops on Effective Time Management for Productivity Improvement and Fostering Creative and Innovative Culture were conducted with over 50 executives attending
- 為四百二十名新入職員工舉辦十項迎新活動
10 Induction Programmes were organized for the 420 newly recruited staff members
- 為行政總部的廿四名文職及行政人員舉辦中級普通話班
An in-house Intermediate Putonghua Course was held for 24 executive and clerical staff of the Administration Headquarters
- 為三十名行政總部員工舉辦急救課程，讓他們掌握有關處理因工作受傷的知識和技巧
A first-aid training course for equipping staff with the knowledge and skill in handling injuries in the workplace was held for 30 staff members of the Administration Headquarters
- 全年共舉辦廿二個電腦軟件應用課程，參加者達三百七十人
22 training courses on the applications of computer software for office use were organized for 370 staff members
- 響應政府推行的青年職前綜合培訓——展翅計劃，為離校青年提供實習機會
In support of the Government's Youth Pre-employment Training Programme, work attachment places were offered to young school leavers

檢討工作 Reviews undertaken

- 檢討東華轄下資助學校處理超額員工的政策
Review on the staff redundancy policy of Tung Wah aided schools
- 檢討現行的假期申請程序
Review of the leave application procedures
- 檢討迎新活動的內容，並安排參觀與東華歷史有密切關係的古蹟
The Induction Programmes for new recruits were reviewed and enriched with visits to historical sites of Tung Wah

- | | |
|---|------------------------|
| • 處理員工假期的申請個案 Staff leave applications processed | 約三萬七千個 About 37,000 |
| • 處理有關員工銓敘事務的申請或個案 Applications or cases relating to staff personnel matters processed | 約八百個 About 800 |
| • 處理有關招聘事宜的個案 Applications or cases relating to staff appointment processed | 約一千六百個 About 1,600 |
| • 兼職或臨時僱員的聘任人數 Part-time, temporary or relief staff members appointed | 約九百人 About 900 |

非醫院員工訓練 Non-hospital Staff Training

- | | |
|---|---|
| • 由員工訓練組開辦的內部訓練課程 Internal training programmes organized by the Staff Training Unit | 39 (見附錄H4(a) see Appendix H4(a)) |
| • 由各科/處開辦的內部訓練課程 Internal training programmes organized by respective Divisions and Branches | 197 [包括六項海外培訓活動，涉及員工一百四十五人，見附錄H4(a)及附錄H4(c)] [Including 6 overseas training events involving 145 staff. See Appendix H4(a) and H4(c)] |

- 資助員工報讀外間訓練課程
External training programmes processed

1,400 [包括廿六項海外培訓活動，涉及員工五十二人，見附錄H4(a)及H4(c)]
[Including 26 overseas training events involving 52 staff. See also Appendix H4(a) and H4(c)]

- 受訓員工人次
Staff attendances in training events

16,300 (見附錄H4(b) (see Appendix H4(b))

- 員工訓練費用
Provision for staff training

約二百五十萬元 (見附錄H4(c))
About \$2.5 million (see Appendix H4(c))

福利及康樂計劃 Welfare and Recreational Projects

- 舉辦員工康樂及福利活動
Staff recreational and welfare activities organized
- 參與員工及家屬人次
Staff member and family attendances
- 批核員工福利計劃及津貼申請
Staff welfare schemes/grants applications processed
- 員工福利費用
Provision for staff welfare
- 發出的員工福利通告及快訊
Staff welfare circulars and newsletters issued

十一項 [見附錄 H4(e)]
11 [See Appendix H4(e)]

超過七千三百人次
Over 7,300

約六千一百個
About 6,100

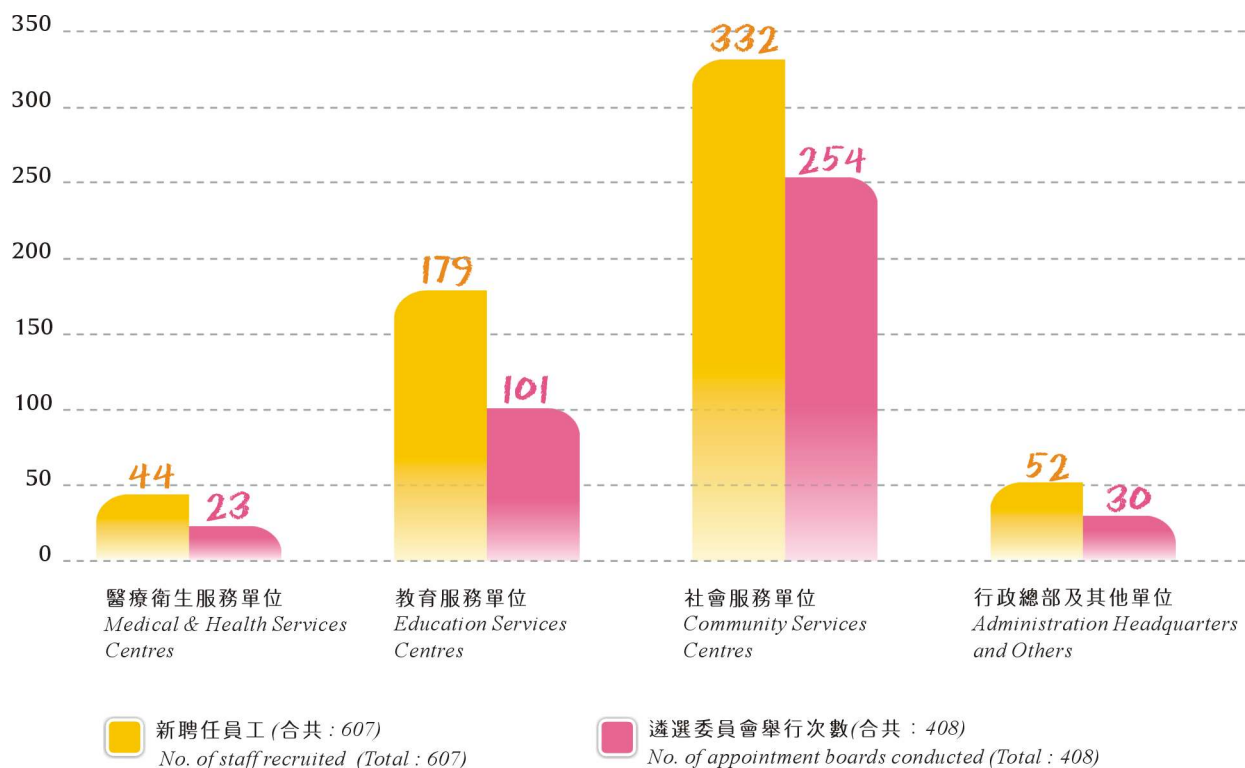
約一百七十七萬四千八百元 (見附錄 H4(f))
About \$1,774,800 (See Appendix H4(f))

超過五十份
Over 50

新聘任員工人數及遴選委員會數目

Number of Staff Recruited and Appointment Boards

附錄 H3/Appendix H3



員工訓練活動數目

Number of Staff Training Programmes

附錄 H4(a)/Appendix H4(a)



截至二〇〇四年十一月三十日
As at 30 November 2004

合計 Total: 1,636

受訓員工人次

Staff Attendances for Training Programmes

附錄 H4(b)/Appendix H4(b)



截至二〇〇四年十一月三十日
As at 30 November 2004

合計 Total: 16,300

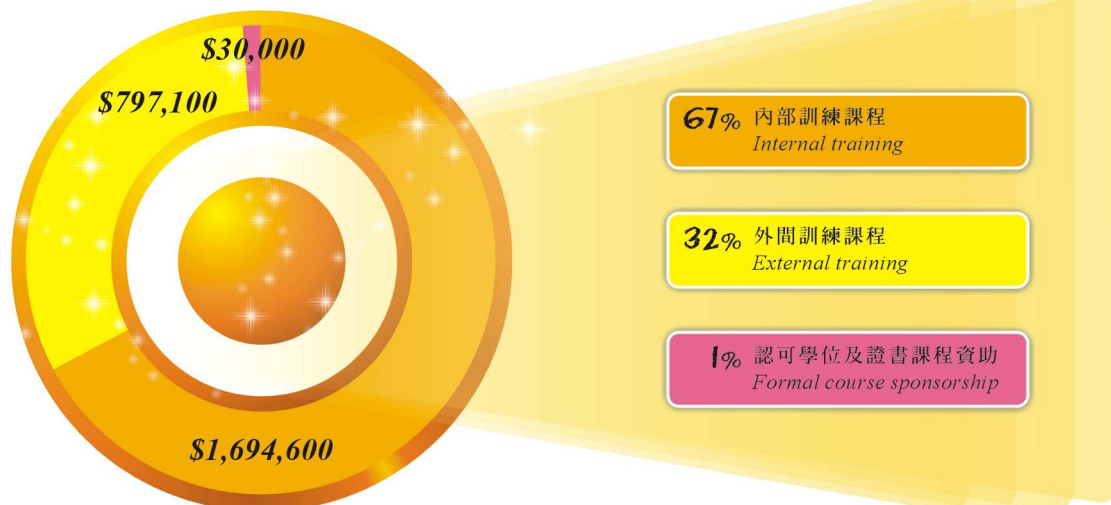
| 各科 / 處籌辦的培訓活動 Internal Training Programme | 地點 Location | 參加人數 Number of participants |
|--|-----------------|--------------------------------|
| Study Tour to Shanghai for Music Teachers | Shanghai | 25 |
| Study Tour to Guangzhou for Principals and Humanities Teachers | Guangzhou | 45 |
| School Visits for Teaching Staff | Shenzhen | 33 |
| Study Tour to Taiwan for Staff of Elderly Services | Taiwan | 3 |
| Study Visit to Taiwan on Vocational Rehabilitation Service for Staff of Rehabilitation Services | Taiwan | 4 |
| Study Tour to Guangzhou on Rehabilitation and Medical Services for Staff of Rehabilitation Services | Guangzhou | 35 |
| 合計 Total : | | 145 |
| 外間開辦的培訓項目 External Training Programme | 地點 Location | 參加人數 Number of participants |
| 中華中醫藥學會第四屆中醫婦科學術會議暨中華中醫藥學會婦科分會委員工作會議 | 上海 | 1 |
| 康萊特杯中華中醫藥學會科學技術獎(學術著作獎)頒獎大會暨中華中醫藥學會學術著作獲獎項目學術論壇 | 北京 | 1 |
| Recent Trends on the Relationship between Traditional Medicine and Life Science | South Korea | 1 |
| 國家中醫藥管理局重點學科中醫婦科學建設協作單位第二次工作會議 | 廣州 | 1 |
| 開展教育信息化交流活動 | 廣州 | 1 |
| 港島地域校長大連、山東教育學習團 | 大連、山東 | 2 |
| 新界地區校長遼寧教育考察團 | 遼寧 | 6 |
| 遠端協作學習計劃 | 深圳 | 1 |
| 04長城植樹 | 北京 | 1 |
| 普通話語文能力培訓課程 | 北京 | 2 |
| 台灣文化藝術之旅 | 台灣 | 1 |
| English for TESOL Professional Purposes Course | Australia | 5 |
| 普通話暑期沉浸課程 | 北京 | 2 |
| Professional Training Course for Hong Kong Teachers of English | Australia | 3 |
| Pre-sessional Course in English for Academic Purposes and Study Skills | United Kingdom | 1 |
| 香港基本法推介聯席會議安徽訪問團 | 安徽 | 1 |
| 香港學前教育訪問團 | 成都 | 3 |
| The 55th Annual Conference of the International Dyslexia Association | United States | 2 |
| 華夏園丁大聯歡—2004山東之旅 | 山東 | 1 |
| TEACCH Classroom Training Program cum Post-Event Study Visit | United States | 1 |
| The 3rd World Conference on the Promotion of Mental Health and Prevention of Mental and Behavioural Disorders cum Post-Event Study Visit | New Zealand | 1 |
| Study Visit on Accessibility and Employment for People with Disabilities in Taiwan | Taiwan | 1 |
| 「粵港澳台弱智人士康復服務研討會」 | 廣州 | 10 |
| Gambling Industry & Public Welfare International Conference | Beijing | 1 |
| An International Conference on Gambling Industry & Public Welfare | Beijing & Macau | 1 |
| Diploma in Acupuncture for Physiotherapists - Practical Sessions | Guangzhou | 1 |
| 合計 Total : | | 52 |

截至二〇〇四年十一月三十日
As at 30 November 2004

非醫院員工訓練支出

Staff Training Expenses for Non-hospital Staff

附錄 H4(d)/Appendix H4(d)



截至二〇〇四年十一月三十日
As at 30 November 2004

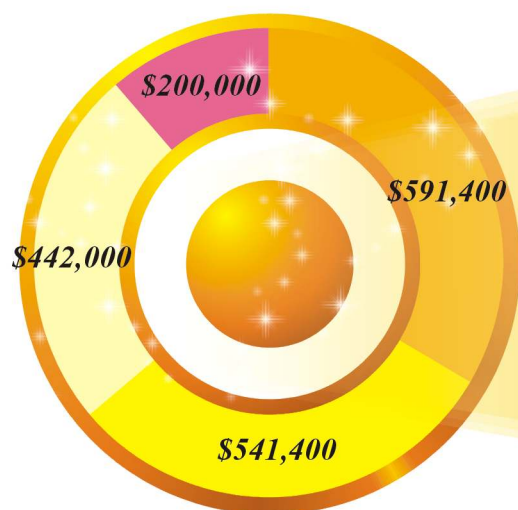
合計 Total: \$2,521,700

員工康樂及福利活動

Staff Recreation and Welfare Activities

附錄 H4(e)/Appendix H4(e)

| 序號 Number | 活動 Activity | 舉辦日期 Date |
|--------------|--|----------------|
| 1. | 白海豚保護區、離島海鮮一日遊 One Day Tour to Pink Dolphin Waters & Outlying Islands | 16/5/2004 |
| 2. | 龍舟比賽 Dragon Boat Races | 6-7/2004 |
| 3. | 員工保齡球比賽 Staff Bowling Tournament | 10/7/2004 |
| 4. | 海洋公園一日遊 Ocean Park Tour | 29/8/2004 |
| 5. | 黃金海岸自助餐一天遊 Tour with Lunch Buffet | 17/10/2004 |
| 6. | 七人小型足球賽 Mini-football Competition | 10-11/2004 |
| 7. | 員工網球比賽 Staff Tennis Competition | 10-11/2004 |
| 8. | 屏山盆菜一天遊 Pen Cai Feast Tour | 21/11/2004 |
| 9. | 行政總部及各院屬醫院聖誕聯歡會 Christmas Parties for Administration Headquarters and Hospitals | 15-23/12/2004 |
| 10. | 員工卡拉OK大賽 Staff Karaoke Tournament | 8/1 & 1/3/2005 |
| 11. | 員工春節聯歡晚會 Staff Annual Dinner | 1/3/2005 |



33.3% 服務獎勵 / 福利津貼
Awards / Grants

30.5% 康樂活動
Recreational activities

24.9% 牙科保健
Dental benefits

11.3% 住院津貼
Hospitalization subsidies

截至二〇〇四年十一月三十日
As at 30 November 2004

合計 Total: \$1,774,800



員工網球比賽。
Staff tennis tournament.



員工保齡球比賽。
Staff bowling competition.



屏山盆菜一天遊。
Pen cai feast tour.



員工小型足球比賽。
Staff mini-football tournament.