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力資源委員會、員工退休計劃管理委員會、員工諮詢委員會和員工福利委員會的領導以及人力資源處的支援下進行。人力資源處分爲兩個部門，分別是人事部和員工訓練及福利部。

爲推動機構人力資源管理現代化，本院亦設立一個由執行總監帶領的人力資源工作小組，負責督導人力資源政策，推行機構的管治目標，以及訂立策略性議題，交由人力資源委員會審議。

職能

爲使東華有效運作及實踐機構使命，本院致力建立及維持一支專業和有效率的員工隊伍。

本年度人力資源處除管理六千多名非醫院員工外（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）。

主要工作

優化薪酬管理制度以配合顧問研究的建議

隨着第一期薪酬顧問研究的完成，董事局決定再委任合益集團顧問公司(HayGroup)展開另外兩項研究，重寫崗位說明書和崗位評估，以及爲即將在行政總部推行的新薪酬制度制訂實施配套措施及行政指引。東華亦已於二〇〇九年七月九日向有關員工發出通函，報告顧問研究的最新進展。

就第二期重寫崗位說明書及崗位評估的研究項目，顧問公司已於二〇〇九年六月期間爲東華舉辦編寫崗位說明書的簡介會及培訓工作坊，有關的編寫及重整工作亦於八月完成。此外，顧問公司於九月爲高級職員就處理崗位評估提供培訓工作坊，所有職位崗位評估已於二〇〇九年十一月完成，並根據崗位序列結果，爲相關職位訂定基本的職業發展途徑及檢視第一期研究項目所提出的建議。

行政總部員工參與顧問公司舉行的編寫崗位說明書培訓工作坊。
Staff of the Administration Headquarters attending a job description re-development training workshop conducted by the consultant.

就第三期推行措施的研究項目，顧問公司與人事部已同時展開有關策劃工作，並確立各關鍵要點及就籌劃所需的配套設施制訂工作日程，包括爲現職員工推出一次過自願性薪酬轉制選擇計劃。東華會繼續就顧問研究的進展與員工保持溝通，預計新的薪酬架構最快可於二〇一〇／二〇一一年度推行。

檢討社會服務單位的招聘策略

東華已就社會服務單位的遴選委員會成員組合作出檢討，務求在多變的環境中，提升招聘工作的效率。已推行的新措施包括擴大交由服務單位遴選委員會選拔的職位層級，以及加強有關遴選委員會成員組合的靈活性。另外，內部替假工作的調升待遇安排亦獲延長一年，以舒緩在人力市場激烈競爭下短期支援的需要。

檢討社會企業員工的薪酬待遇

東華於本年內已就最新的服務發展趨勢及人力市場的情況，檢討自在軒及創毅蔬果加工及批發服務轄下員工的薪酬水平。有關職位的薪酬已獲調整，以肯定員工在持續擴展服務上所獲得的成就及保留具素質的員工。

僱用殘疾人士

東華已制訂推動僱用殘疾人士的企業政策，並訂立相關的政策指引，鼓勵轄下各服務單位採取合適的措施，於招聘過程中優先考慮聘用殘疾人士。根據統計，目前東華轄下各服務單位共聘用一百一十二名殘疾人士，其中一百零一名任職於社會服務單位，十一名受聘於學校及其他單位。受僱的殘疾人士佔整體授任實職僱員的2.01%，比去度略有增加。就其他日常業務如採購及清潔等工作，東華亦鼓勵轄下各服務單位在可行的情況下，交由有僱用殘疾人士的企業承辦。東華於二〇〇九/二〇一〇年度所採用的相關供應商(包括東華所營運及外界服務供應商)表列於附錄H3。

東華一直關注影響僱用殘疾人士的勞工政策。因應「最低工資條例草案」已進入立法程序，東華已就建議中的相關法定要求，檢討現時聘用殘疾人士的人力資源管理實務常規。同時，亦就條例草案建議調整殘疾僱員最低工資的行政安排作出研究。現時已積極籌劃相關措施，配合建議中的工資評估機制。

檢討校長考績報告

爲配合推行校長職位的核心才能要求，東華已檢討有關的考績報告，作爲推動提升績效的基礎。

檢討幼稚園教師的人力計劃及超額幼稚園教師的政策

隨着學前教育學券計劃的推行，及因應營運環境的競爭及優質教師的殷切需求，東華就處理超額幼稚園教師的

Objectives

The human resources services aim 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 Human Resources Committee (HRC), the Staff Retirement Schemes Management Committee, the Staff Consultative Committee and the Staff Welfare Committee, and are supported by the Human Resources Branch which comprises 2 Sections, namely the Personnel Section and the Staff Training & Welfare Section.

With a view to modernizing the human resources management in Tung Wah, a Human Resources Policies Working Group chaired by the Chief Executive has been set up at the executive level to steer human resources strategies in alignment with corporate objectives and to direct strategic issues for the consideration of the HRC.

Functions

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 professional and efficient workforce.

During the year 2009/2010, regular annual activities for the management of more than 6,000 non-hospital staff (breakdown on staff establishment is illustrated in Appendix H1) have been conducted. Policies and procedures on personnel, staff training and welfare have also been reviewed for continuous improvement (major projects completed in the year are highlighted in Appendix H2).

Major Tasks

Optimizing new remuneration and reward systems in line with the recommendations of the consultancy review on salary structure

With the completion of the first project of the consultancy review on salary structure, HayGroup, the consultant commissioned by Tung Wah for the review, was engaged to undertake two additional projects respectively for the re-development of job descriptions (JDs) and job evaluation (JE) as well as the provision of implementation support and advice for launching the new pay system primarily for staff of the Administration Headquarters. A communication memorandum for up-dating staff with the latest progress of the consultancy review was also issued on 9 July 2009.

For the second project of redeveloping the JDs and conducting a JE exercise, a briefing session and training workshops for the write-up of JDs were organized in June 2009. The re-development of the JDs for the affected posts was completed in late August 2009 and training on JE for the top management team was also delivered in September 2009. The JE exercise was completed in November 2009. Based on the results and the latest market data, the framework/principles for planning the career paths for the affected posts were developed and a review of the initiatives recommended in the first project was undertaken.

For the third project of the consultancy review for implementing the new pay structure, a study was launched to identify the key issues and map out the schedules for establishing the necessary infrastructure including the optional one-off migration exercise for serving staff. The management will continue to pro-actively communicate with serving staff on the progress of the consultancy review. It is anticipated that the new system will be implemented earliest in 2010/2011.

Review of recruitment strategies for community services centres

A review of the composition for the decentralized Appointment Board for the community services centres to improve efficiency in staff recruitment under the changing environment was undertaken. New measures included broadening the coverage of posts under the decentralized Appointment Board and enhancing the flexibility in the formation of Appointment Board. The enhanced pay arrangement for internal relief work was also extended for another year to relieve the short-term manpower needs under the keen competition in the labour market.

Pay review for staff under social enterprises

A review of the pay level for staff under the social enterprises of "Take a Break Catering Service" and "Enterprise Vegetable & Fruit Processing and Supply Service" with reference to the service development trends and labour market situation was undertaken. The pay level for the relevant posts was adjusted in recognition of the achievement for continuous expansion of services and for retention of quality staff.

Employment of people with disabilities

With the establishment of the corporate policy for employment of people with disabilities (PWD), the relevant policy guidelines were set up and all operating units have been encouraged to take reasonable steps to give higher consideration for employment of disabled persons in the recruitment process. Arrangement has been made in monitoring the related employment situation in the non-hospital section of Tung Wah. A total of 112 disabled persons have been employed under Tung Wah's schools and service centres of which 101 worked in community services centres and 11 worked in schools and other service centres. Disabled persons contributed 2.01% of the total staff on strength under the substantive establishment, which represented a slight increase over that of last year. For daily operations such as cleaning and purchasing, arrangements have been made in outsourcing these operations to business operators that provided open employment for PWD, whenever practicable. A list of the relevant suppliers/vendors engaged by Tung Wah in 2009/2010 (including those operated by Tung Wah and external service providers) is shown at Appendix H3.

政策作出檢討。經修訂的政策包括將處理超額教師的原則由「院本」改爲「校本」，以及重新制訂一套以教師的教學表現、學歷及年資等因素作爲考慮的評分制度，決定超額教師的任免。

網上假期系統

東華於二〇〇九年六月推出網上假期系統，讓行政總部的員工於網上進行假期結餘查詢及休假申請。爲加強有關員工對該系統的認識，人事部與資訊科技處於二〇〇九年六月十七日舉行兩場簡介會，同時安排近三個月的過度期，讓員工選擇以書面形式或透過系統申請休假，以儘快適應系統運作。此外，在資訊科技處的協助下，人事部亦持續檢討及更新系統功能，並探討於服務單位推行網上假期系統的可行性。

網上假期系統簡介會。
Briefing sessions to introduce the eLeave System were held.

新員工獲派發關於使用網上假期系統的常見問題及網上假期系統使用須知。
Frequently asked questions regarding eLeave System and quick reference cue cards for new appointees.

透過內聯網提供人事資訊

爲全面應用機構內聯網帶來的便利，並讓員工透過簡易的途徑獲取人事資訊，人事部將所有銓敘事務申請表格、行政運作指引和使用網上假期系統的常見問題上載至內聯網供各部門參考。

爲行政總部員工舉辦電子資訊廊午間簡介會。
Providing briefing sessions of the Human Resources Information Booth to staff of the Administration Headquarters.

修訂反歧視條例下的平等機會政策

因應種族歧視條例的實行，東華將種族歧視條例納入現行維護平等機會的政策內，並發出人事通告及舉辦簡介會，向員工闡釋有關修訂和指引。

職業退休計劃下的遞延成員

爲保障員工的退休利益及提供多一項選擇讓退休/離職員工保留其公積金的投資，東華落實爲職業退休計劃下即將退休/離職的員工提供一次性的選擇，讓他們自行決定是否申請延遲提取公積金，爲期最長兩年。人事部並舉辦多場簡介會向員工講解有關細則。

東華職業退休計劃和東華強制性公積金計劃新增投資基金

爲讓員工有更多投資基金選擇，東華職業退休計劃已額外增加兩個基金選擇，而東華強制性公積金計劃亦由滙豐強積金精選計劃提升爲滙豐強積金智選計劃，以增加九個基金選擇。滙豐人壽及人事部並合辦多場簡介會向員工介紹新增的投資基金。

透過提升資訊廊功能增強與員工資訊交流

人事部透過增加電子資訊廊提供的人事資訊及優化人事資訊站的功能，加強與員工之間的溝通及資訊交流。此外，爲配合推出東華員工網上假期系統，資訊站亦進行相關的系統更新工程，讓員工可經資訊站登入網上假期系統查詢、申請休假及列印休假資料。

建立專業卓越團隊

除培訓員工具備專業知識與技能以應付日常的挑戰外，東華共批核五個正規課程獎學金及一個專業學會考試資助予前線員工及行政人員，促進他們的專業發展；此外提供資助予八位社會服務前線員工及登記護士修讀登記或註冊護士課程。

就二〇一〇/二〇一一年度的員工培訓計劃，員工訓練組透過電子問卷進行調查，以了解總部員工的一般培訓需要。

檢討員工培訓及發展政策

爲建立良好學習氛圍及發展機構文化，提升員工學習動機及提高行政效率，本院檢討員工培訓及發展政策，範圍包括不同類別的培訓資助及服務承諾。

總部行政人員積極參與「藍海策略」工作坊，促進彼此了解和團隊凝聚力，加強員工專業及管理能力的發展。
Administration Headquarters executives actively involved in a workshop on Blue Ocean to promote mutual understanding and team cohesiveness, and to develop staff's professional and managerial competencies.

人事部員工參與團隊訓練日營。
Staff of Personnel Section attending the workshop on team building.

舉辦國家民政部與東華職員交流計劃

爲加強本院員工對國內福利事業及中醫藥發展的了解，以執行總監爲首的九位東華行政人員應國家民政部的邀請，於二〇〇九年十二月二日至四日到福建省進行交流活動。另一方面，國家民政部一行十二位官員亦於二〇一〇年一月二十七日至二月一日回訪，加強彼此的聯繫及促進專業的交流。

In addition, close monitoring of the labour policy that would affect the employment of PWDs was undertaken. In response to the introduction of the Minimum Wage Bill (the Bill) by the Legislative Council, a review of the human resources practices for employment of PWDs in light of the proposed statutory requirements was undertaken. The administrative arrangements to manage the proposed adjustment of the statutory minimum wage for PWDs proposed in the Bill were studied. Preparatory work for setting up measures to accommodate the wage assessment mechanism for PWDs was actively underway.

Review of the appraisal report of school heads

In compliance with the established core competency profiles for school heads, a review on the appraisal report for school heads, which would be used as a basis for driving staff performance, was undertaken.

Review of the manpower plans and redundancy policy for kindergarten teaching staff

In light of the competitive operational environment and the increasing demand for competent teachers in the kindergartens under the Pre-primary Education Voucher Scheme, a review of the redundancy policy for kindergarten teaching staff was conducted. The revised policy included conversion of the redundancy principle from "group-based" to "school-based" and adoption of a new weighting system which would take into account various factors including staff performance, academic achievements, teaching experience and seniority in Tung Wah in determining redundancy.

eLeave System

The eLeave System (eLS) with leave enquiry and vacation leave application functions for staff of Administration Headquarters was launched in June 2009. Briefing sessions to familiarize staff with the eLS were conducted on 17 June 2009. A parallel run of 3-month was offered to cater for submission of vacation leave applications using paper forms or online transmission. With the assistance of the Information Technology Branch, continuous enhancement of the system together with a feasibility study on extending the eLS to service centres was conducted.

Access to personnel-related information via the intranet

In order to fully utilize the convenience rendered by the corporate intranet and for staff's easy access to personnel-related information, all personnel related application forms, human resources administration guidelines and frequently asked questions when using the eLeave System were uploaded to the intranet application system for reference of staff.

Revision of equal opportunities policy under Anti-Discrimination Ordinances

In support of and compliance with the Race Discrimination Ordinance (RDO), Tung Wah's Equal Opportunities Policy was revised to incorporate the related statements under the RDO. A Personnel Circular was issued and a briefing session was organized to familiarize staff with the revised policy and guidelines.

Deferred membership for staff under Occupational Retirement Scheme Ordinance (ORSO) Scheme

With a view to protecting the retirement benefits of staff and providing them with an option to retain their provident fund investment after retirement/leaving service, approval was sought from the Staff Retirement Scheme Management Committee and the Executive Committee for offering a one-off option to eligible staff for deferring their membership in the ORSO Scheme for a maximum of 2 years upon their retirement/cessation of service. Briefing sessions were conducted to introduce the detailed arrangements.

Provision of additional investment vehicles under Tung Wah ORSO Scheme and Tung Wah Mandatory Provident Fund (MPF) Scheme

In order to provide a wider scope of investment choices and to cater for the investment needs of individual staff members, 2 new investment vehicles were added to the Tung Wah ORSO Scheme while the Tung Wah MPF Scheme was converted from the existing SuperTrust Scheme to SuperTrust Plus Scheme provided by the HSBC Life (International) Limited with an increase of 9 more investment vehicles. Briefing sessions were conducted to introduce the new investment vehicles.

Strengthening staff communication by enhancing the functions of the cyber corner

Enhancement of the cyber corner located at the main entrance of the Personnel Section was conducted by enriching the personnel related information and fine-tuning the functions of the HR information kiosk for strengthening the communication channel with staff and the public. Upgrading of the HR information kiosk was undertaken for harmonizing with the launch of the eLeave System which could perform the functions of vacation leave enquiry, leave application and printing of leave balance slip.

Building a highly competent and professional workforce

Apart from equipping the staff with knowledge and skills to meet the daily challenges, 5 formal course scholarships and 1 professional membership examination subsidy were granted to frontline staff and headquarters executives to support their professional development. 8 sponsorships were also offered to welfare staff and enrolled nurses to pursue Enrolled/Registered Nurse qualifications.

In formulating the Staff Training Plan 2010/2011, a Staff Training Needs Survey via electronic means was conducted to better understand the generic training needs of staff members of the Administration Headquarters.

Reviewing policy on staff training and development

For engendering a favourable learning and development organizational culture, fostering learning motivation and

執行總監及高級職員於行政總部接待回訪的國家民政部官員。
Chief Executive and Division/Branch Heads meeting officials of the Ministry of Civil Affairs at the reciprocation visit.

加強員工溝通的途徑

東華於二〇〇七年四月成立的員工諮詢委員會繼續發揮其促進管理層與員工溝通和了解的橋樑角色，讓管理層聽取員工對機構政策以至日常運作的意見，並就員工的建議作出積極回應。此外，機構透過不同途徑如電郵及內聯網等，進一步加強員工溝通及聯繫。

表揚長期服務與表現

本院頒發超過四百四十個長期服務獎、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。

東華長跑隊及足球隊活動

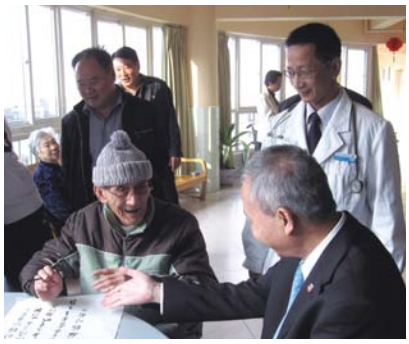
爲建立團隊精神，協助員工達致工作與生活平衡，從而塑造一個健康及充滿活力的機構形象，東華於今年度共有三百零五名員工、員工家屬、院屬社區書院學生、院友及會員參加於二〇一〇年二月二十八日舉行的「渣打馬拉松2010」賽事，並獲頒「最鼎力支持大獎」殊榮。此外，本院成立員工足球隊，並邀請香港南華體育會技術發展總監曾偉忠先生擔任總教練，希望員工透過參加各類友誼及公開比賽，擴闊社區網絡。

龍舟比賽

東華龍舟隊在本年度參加多項賽事，並取得驕人成績；當中包括於沙田龍舟競賽中勇奪旭日國際盃亞軍、警察盃季軍及沙田體育會盃季軍。

推廣關懷員工文化

東華自二〇〇八年一月一日起引入員工精神健康計劃，由資深社工、輔導員及臨床心理學家提供專業的個人諮詢及輔導服務。在過去一年，計劃爲員工提供約三百七十三次個人諮詢及輔導服務，成效令人滿意。本處員工關係及計劃組亦舉辦多個促進身心健康的課程及講座，協助員工互相關顧，建立良好工作關係，以及培養健康平衡的生活模式。



東華交流團參觀廈門市金尚老年公寓，多位近百歲長者正在參與有益身心的文娛康體活動。
The Tung Wah delegation visiting the Jinshang Home for the Elderly in Xiamen while several elderly people of around 100 years of age participated in leisure and cultural activities.

爲推廣工作與生活平衡，人力資源處舉辦多元化的興趣班。
Through organizing different interest classes, the Human Resources Branch strives to promote work-life balance among staff members.

保護員工免受流感感染

爲減少員工感染流感、遏止流感在機構傳播，東華推出流感疫苗注射計劃，爲轄下非醫院員工提供免費流感疫苗注射，並由董事局撥款十六萬三千元支付所需的費用。

東華龍舟隊於沙田龍舟競賽中勇奪旭日國際盃亞軍、警察盃季軍及沙田體育會盃季軍。
Tung Wah Dragon Boat Team was the 1st runner-up of the Early Light International Cup Race, 2nd runners-up of the Police Cup Race and Shatin Sports Association Cup Race in the Shatin Dragon Boat Race.

enhancing administrative effectiveness, a review of the policies and procedures on different modes of training sponsorships and training undertaking was carried out.

Exchange Programmes with the Ministry of Civil Affairs (MCA)

To foster mutual understanding of the social welfare services and the development of Chinese medicine services in mainland China and Hong Kong, exchange programmes with the MCA were organized. A delegation comprising 9 executives of Tung Wah headed by the Chief Executive paid a visit to Fujian Province from 2 to 4 December 2009. In reciprocity, an exchange programme for 12 officials of the MCA was arranged from 27 January to 1 February 2010 to strengthen collaboration and professional exchange.

Promoting staff-oriented caring culture

Since 1 January 2008, a psychological wellness promotion programme has been rolled out to provide staff with professional personal consultation and counselling services. During the year, about 373 individual consultations and face-to-face counselling sessions were recorded. Courses and seminars on physical and psychological health were organized for staff to equip them with the knowledge and skills in caring about each other, creating a good workplace relationship as well as fostering a healthy and balanced lifestyle.

Protecting staff from seasonal influenza

To reduce morbidity and the risk of transmitting influenza to clients and colleagues, an Influenza Vaccination Programme was launched to offer free influenza vaccinations to all non-hospital staff. An allocation of $163,000 was granted by the Board to cover the cost incurred.

Enhancing staff communication

The Staff Consultative Committee set up in April 2007 continued to help enhance communication and mutual understanding between management and staff. Not only staff's comments on Tung Wah's policies and daily operations were consulted, but valuable suggestions on policies and operations were also sought. More channels, such as the use of e-mails and the intranet platform, were adopted to further enhance staff communication and strengthen staff relations.

Commending loyalty and good performance

Over 440 Long Service Awards, Retirement Awards and Long Service Travel Awards were presented to staff members for their loyal and commendable service in Tung Wah.

Staff long run and football teams

With the objective of promoting esprit de corps, work-life balance and an energetic Tung Wah image, 305 staff together with their family members, students and members of service centres took part in the Standard Chartered Hong Kong Marathon held on 28 February 2010 and Tung Wah

東華三院長跑隊贏得「渣打馬拉松2010」最鼎力支持大獎。
Tung Wah Staff Long Run Team won the Most Supportive Group Award in the Standard Chartered Hong Kong Marathon 2010.

東華足球隊精英選拔活動。
Selection trial of Tung Wah Staff Football Team.

won the "Most Supportive Group Award" of this international event. A Tung Wah Staff Football Team was also formed with Mr. TSANG Wai-chung, Technical & Development Director of South China Athletic Association, as the Head Coach. Participation in friendly matches and public competitions were arranged to expand Tung Wah's social exposure.

Dragon boat races

The Tung Wah Dragon Boat Team participated actively in various competitions. This year, the team won the first runner-up in the Early Light International Cup Race as well as the second runners-up in the Police Cup Race and Shatin Sports Association Cup Race.

董事局成員與嘉賓於員工保齡球比賽開球禮合照。
Board Members and guests at the Opening Ceremony of the Staff Bowling Tournament.

員工羽毛球比賽。
Staff Badminton Tournament.