

### Leading Changes, We Build up a Modern Human Resources System | 更新求變 強化系統

#### Pilot scheme for succession planning

With a study on the succession planning system to ensure the sustainability of organizational growth and development, a pilot scheme based on the established mechanism for staff succession was carried out for an identified key position. A review on the overall arrangement would be undertaken to develop the relevant guidelines for extension of the succession planning system.

#### Pay review for staff under the New Pay Structure at Administration Headquarters

The New Pay Structure (NPS) for Administration Headquarters staff at Section Head level and below has been introduced to foster the performance-driven culture since July 2010. In accordance with the established policy, the annual base pay and variable pay reviews for 2012/2013 were undertaken with reference to the market pay trend and the results of the pay reviews with differentiation by performance would be implemented with effect from 1 April 2012.

#### Review of the Incorporated Management Committee (IMC) Handbook on Human Resources Policies and Procedures

The IMC Handbook on Human Resources Policies and Procedures was updated to provide quick references on the latest human resources policies and procedures for IMC schools and enhancement of staff management in aided schools.

#### Survey on eLeave System

In preparation for extension of the eLeave system to frontline services, an eSurvey was conducted in March 2011 to collect opinions from Administration Headquarters staff. The survey was conducted by issuance of electronic questionnaires to 333 staff members through the corporate e-mail system. With collection of a total of 106 completed questionnaires at a response rate of 31.8%, the survey findings showed that over 80% of respondents were satisfied with both the system function and its overall performance. Based on the positive feedback reflected from the survey, the eLeave system would be extended to the frontlines services by phases.

#### 主要職位繼任規劃的先導計劃

東華就機構的持續發展及增長完成探討繼任制度，並首先於指定的主要職位推行繼任規劃的先導計劃。本院會就整體安排進行檢討，為日後推展繼任規劃制度制訂相關指引。

#### 行政總部新的薪酬體制員工薪酬檢討

東華自二〇一〇年七月起落實為行政總部部門主管或以下職級員工推行新的薪酬架構，積極推動績效管理文化。按照有關薪酬政策，東華經過調查市場薪酬趨勢數據後，進行二〇一二／二〇一三年度基本薪金及浮動獎勵金檢討。有關薪酬檢討結果會與員工表現掛鉤，並將於二〇一二年四月一日起生效。

#### 檢討法團校董會學校的人力資源政策及程序規章手冊

為向法團校董會學校提供最新的人力資源政策及程序作為參考，以強化資助學校的員工管理，東華已完成檢討及更新人力資源政策及程序規章手冊。

#### 網上假期系統意見調查

東華於二〇一一年三月就行政總部員工使用網上假期系統，以電子問卷方式進行員工意見調查，以便進一步提升系統的效能，為延展上述系統至服務單位作好準備。是次調查透過機構的電郵系統向三百三十三位員工發出電子問卷，最後共收回一百零六份填妥的問卷，回覆率達 31.8%。調查結果顯示，超過八成的應答者對網上假期系統的功能及整體表現表示滿意。因應調查結果所反映的正面回應，本院會分期將網上假期系統推展至前線服務。

### Long Term Deferred Membership for staff under the Occupation Retirement Scheme Ordinance (ORSO) Scheme

A review on the arrangements for deferred membership for the ORSO Scheme was undertaken to provide alternative to staff for managing provident fund investment after leaving the service. In collaboration with the service provider, a long-term solution for deferred membership was worked out and the related terms and administration procedures have been set up. The long-term solution for deferred membership was an optional arrangement opened to application by staff members leaving service on or after 1 December 2011. A Personnel Circular was issued to announce the long-term plan and 6 briefing sessions were conducted to familiarize the staff concerned with the implementation details.

### Reviews of option arrangements and choices of investment vehicles under the ORSO Scheme

In order to provide more flexibility to staff in managing their provident funds investments, reviews on the investment option exercise and choices of investment vehicles for Tung Wah ORSO Scheme were undertaken. New measures introduced with effect from 1 July 2011 included the increase in the frequency of investment option exercises from a quarterly to a monthly basis, opening an electronic platform to members to change their investment portfolio through the HSBC personal internet banking, allowing members to separate investment portfolio of new contributions from the existing balance of their accounts, and addition of 6 new investment funds. Briefing sessions were conducted for staff to familiarize themselves with the detailed arrangements for the new measures and to enhance their knowledge on the nature and volatility of the new and existing investment funds.

### Production of mementoes for promoting human resources electronic services

With the establishment of electronic platforms for different human resources functions, 2 specially designed mementoes, including a plastic folder and a memo pad, for promotion of and better familiarization of staff members with the human resources electronic services were distributed to each staff member.

### 職業退休計劃下的長期遞延成員方案

為增設員工於離職後可繼續其公積金投資的選擇，東華就職業退休計劃下的遞延成員安排作出檢討，並經與公積金受託人磋商後推出遞延成員長期方案，制訂有關條款及行政程序。長期遞延方案屬於自願選擇安排，開放予退休或離職日期於二〇一一年十二月一日或以後生效的員工申請。東華已發出通知及舉辦六場簡介會向員工講解有關細則。

### 職業退休計劃下的更改投資組合的新安排

為提供現職員工更大彈性處理其公積金投資，東華就職業退休計劃下更改公積金投資組合的政策作出多項檢討。由二〇一一年七月一日開始，東華落實推出一系列新措施，包括更改投資組合的次數由每年四次增加至每年十二次、增設會員在網上更改投資組合的渠道、容許會員分開處理現有賬戶結餘和新供款的投資分佈、及增設六個新基金予員工選擇。配合上述新安排，東華已舉辦多場簡介會分別向員工講解有關新措施的細則及各投資基金特性及風險。

### 推廣人力資源電子服務的紀念品

隨着建立不同的人力資源電子服務，人力資源處製作了兩款紀念品，包括文件夾及便利貼，並分發予各員工，以推廣上述電子服務。



Production of mementoes for promoting HR e-Services to staff members.

製作紀念品向員工推廣人力資源電子服務。

## Alignment with External Environment, We Compete for Talents | 因時制宜 競逐人才

### Review of pay level for fixed sum salary posts

A salary review was undertaken for fixed sum salary posts with recruitment difficulties in view of the vibrant labour market situation, relatively high inflation and pay rise for the civil servants. The revised salaries were implemented with retrospective effect from 1 April 2011.

### Review of pay packages for posts with recruitment difficulties in community services centres

A review on the pay packages for physiotherapy practitioners and occupational therapy practitioners in view of the keen competition in the labour market and long-term development of the services was undertaken and the revised remuneration terms were implemented with effect from 1 November 2011.

### Review on the pay and conditions of service for General Attendant posts in kindergartens

A review on the pay and conditions of service for the General Attendant (GA) posts in kindergartens in coping with the statutory minimum wage and the operational needs was conducted. The re-ranking of the kindergarten GAs to Kindergarten Helpers with revision of pay and conditions of service based on the new rank was implemented with effect from 1 September 2011.

### Feasibility study on the manpower planning for converting staff on contract terms to permanent terms appointment

As a measure for long-term management of talents, a feasibility study for conversion of appointments from contract terms to permanent terms was undertaken. With benchmarking and assessment of the relevant practices in the public sector and review of employment packages of different contract staff, options for the conversion approaches and strategies were identified for forward planning of the overall manpower arrangements.

### Review of job titles for clerical posts in Fund-raising Division

The job titles of the clerical posts in Fund-raising Division were reviewed and retitled to better reflect their job responsibilities in coordination and carrying out of the fund-raising programmes and functions and align with its manpower planning.

### Review of the recruitment procedures to incorporate the Sexual Conviction Record Check Scheme

With the announcement of the implementation of the Sexual Conviction Record Check Scheme operated by the Hong Kong Police Force with effect from 1 December 2011, the relevant checking mechanism has been inbuilt into our recruitment procedures as an enhancement measure for further safeguarding the well-being of our stakeholders concerned. The related administration guideline detailing the principle and procedures for implementing the new arrangements has been issued.

### 檢討定額薪酬職位的薪酬水平

鑑於人力市場的劇烈競爭，相對較高的通脹及公務員的薪酬調整，東華就個別有招聘困難的定額薪酬職位的薪酬水平作出檢討。經修訂後的薪酬已追溯至二〇一一年四月一日起生效。

### 檢討社會服務單位轄下面臨招聘困難的職位的薪酬安排

因應人才的競爭激烈及長遠的服務發展，東華已檢討社會服務單位轄下的執業物理治療師及執業職業治療師職位的薪酬安排，調整後的薪級於二〇一一年十一月一日生效。

### 檢討幼稚園庶務員職位的薪酬及聘任條件

為配合法定最低工資的要求及幼稚園的運作需要，東華已檢討幼稚園庶務員職位的薪酬及聘任條件，並由二〇一一年九月一日起，將幼稚園服務的庶務員職級重整為幼稚園事務助理職級，有關薪酬及聘任條件均按新的職級釐定。

### 探討將合約員工轉以常任條款受聘的可行性

東華就長遠規劃人才管理，探討現時合約員工轉以常任條款受聘的可行性，透過比較其他公營機構的相關措施，並檢視現時各合約員工的聘用條款，勾畫轉制安排的可行選擇及策略，以配合整體人力安排的前瞻規劃。

### 檢討籌募科文職職位的職銜

本院就籌募科文職職位的職銜作出檢討及修訂，新安排更能反映有關職位於協調及推行籌募活動的職能和配合部門的人力編配計劃。

### 就性罪行定罪紀錄查核機制的實施 檢討招聘程序

因應香港警務處於二〇一一年十二月一日推行的《性罪行定罪紀錄查核》機制，東華已緊隨檢討招聘程序並將性罪行定罪紀錄查核程序納入其中，以加強保護有關服務使用者，使他們免受性侵犯。有關行政指引詳列基本原則及實施細節已經頒佈推行。



## Creating

創造 Cross-departmental  
Team-building Experience  
跨部門團隊協作體驗



Staff visiting the Dialogue in the Dark Centre for an experiential training workshop.

員工於黑暗中的對話體驗館參加體驗式培訓工作坊。

Tung Wah is dedicated to nurturing staff members who not only excel in their respective scopes of work, but also demonstrate brand awareness, strategic communications and team cohesiveness. Through the participation of team-building workshops such as Dialogue in the Dark, executives of the Administration Headquarters, school heads and centre supervisors were highly encouraged to embrace innovative team solutions and shared vision.

Gearing towards a learning organization that facilitates team learning and cross-departmental synergy and continuously transforms itself in anticipation of opportunities and challenges to remain competitive in the business environment, collaborated efforts with Divisions/Branches were made to identify staff training needs and review staff training and development policies from time to time.

東華給予員工充份機會於服務範疇施展個人才能，並致力培養員工擁有機構品牌意識、策略溝通能力及團隊凝聚力。透過參與如「黑暗中的對話」團隊工作坊，總部行政人員、校長及服務單位主管可將工作坊所學，與團隊制訂創新的協作方案及共同願景。

團隊成員不斷因應機遇和挑戰而提升自己以保持競爭力，各科、處亦經常一起共同協作訂定培訓需求，檢討員工培訓及發展政策，以邁向一個利於團隊學習和跨部門協作的學習型機構。



## Building

培養 People Advantage for  
Business Sustainability  
卓越人才 持續長青企業

A part from equipping staff members with knowledge and skills to meet the daily challenges, exchange programmes with the Ministry of Civil Affairs were organized to foster mutual understanding of the social welfare services and the development of Chinese medicine services in the Mainland China and Hong Kong. A Memorandum of Understanding was signed between both parties on 8 December 2011 with the aim to strengthen cooperation in providing quality social work support to Mainland practitioners.

除培訓員工具備專業知識及技能以應付日常的挑戰外，東華與國家民政部舉辦交流活動以增加雙方職員對本港及國內社會福利事業及中醫藥發展的了解。雙方於二〇一一年十二月八日簽訂合作備忘錄，旨在加強彼此的合作關係及支援內地同工以達致優質社會服務。



Mr. LUO Ping-fei (centre), Vice Minister of the Ministry of Civil Affairs (MCA), acted as the witness for the Memorandum of Understanding signing ceremony between Mr. KANG Peng (right), Director-General of the Office for Hong Kong, Macao and Taiwan Affairs of the MCA, and Mr. Charles CHANG, the Chairman.

國家民政部副部長羅平飛先生（中）見證國家民政部港澳台辦公室主任康鵬先生（右）與張佐華主席簽訂合作備忘錄。

For encouraging personal growth and development, as well as coping with community needs, the following scholarships were granted:

- 1 formal course scholarship was granted to support staff professional development in medical services;
- 12 Master Degree programmes and 7 Bachelor Degree programmes scholarships were granted to support staff professional development in community services;
- 12 sponsorships to welfare staff and enrolled nurses to pursue Enrolled/Registered Nurse qualifications; and
- 2 sponsorships to welfare staff to pursue occupational therapists and physiotherapists qualifications.

To acclimatize newly recruited staff to Tung Wah's culture, organization and structure, personnel policies as well as training and welfare benefits, a total of 8 Induction Programmes were launched with more than 420 staff members attended. An Executive Development Programme was organized to familiarize newly recruited executives with the prevailing policies and work practices. The Human Resources Branch also plays a proactive role in boosting staff morale and fostering a greater sense of recognition and belonging. More details are set out in the Chapter of "Employee Relations and Development".

此外，為鼓勵員工個人成長發展及應付社會需求，東華批核了以下獎學金：

- 一項正規課程獎學金予醫療衛生服務界的員工促進專業發展；
- 十二項碩士學位獎學金及七項學士學位獎學金予社會服務界的員工促進專業發展；
- 十二個資助名額予社會服務前線員工及登記護士修讀登記或註冊護士課程；及
- 兩個資助名額予社會服務界的員工修讀職業治療師及物理治療師課程。

為使新入職員工儘快適應新環境及融入東華文化，員工訓練組全年舉辦八次迎新活動，介紹組織架構、人事政策、員工訓練及福利事宜，共有超過四百二十名員工出席活動。新入職的行政人員則參與行政人員發展課程，以加強對現行政策及工作程序的認識。人力資源處亦積極提升員工士氣、加強認同感和歸屬感，詳情請參閱「員工關係與發展」章節。



Newly recruited staff participating in ice-breaking activities during an Induction Programme.

新入職員工在迎新活動中參與破冰遊戲。

