

Leading Changes, We Build up a Modern Human Resources System

更新求變 強化系統

Review of overall Base Pay Structure

The New Pay Structure (NPS) for staff at the Administration Headquarters was launched on 1 July 2010. As a periodic arrangement to keep abreast with the latest market pay trend and enhance our competitiveness in acquisition of talents, an independent consultancy firm was commissioned to carry out a review of overall Base Pay Structure. In addition, a review of job descriptions and job evaluation for posts with imminent needs was undertaken with a briefing session with the Task Force representatives of Divisions and Branches on the required arrangements. The management has strengthened the Base Pay Structure of NPS with reference to findings and results of the study.

Extension of eLeave System to medical services centres by phases

In collaboration with the Information Technology Branch with engagement of the user Divisions in the planning process, the eLeave System (eLS), enabling on-line application and processing of vacation leave, will be extended to TWGHs service centres by phases. While Records and Heritage Office and some medical services centres were included in the first phase, with provision of the necessary administration support, the eLS was further extended to cover other medical services centres.



The eLeave System (eLS) will be extended to TWGHs service centres by phases to enable more staff to make on-line application of vacation leave.

人力資源處將分階段擴展網上假期系統至東華轄下各服務單位，以推動各員工使用網上系統。

檢討行政總部員工整體薪酬架構

東華三院自二〇一〇年七月一日開始，於行政總部推行新的薪酬架構。為緊貼最新市場薪酬趨勢，加強競爭人才的優勢，本院已根據既定安排檢視基本薪金架構，並聘請獨立顧問公司進行研究。同時，本院亦重新檢視個別職位的崗位說明書及崗位評估，並舉行簡介會向行政總部各科處代表解釋有關安排。管理層已參照檢討結果優化整體基本薪金架構。

分階段擴展網上假期系統至醫療服務單位

在資訊科技處的協助下及透過相關部門參與策劃安排，人力資源處將分階段擴展網上假期系統至東華轄下各服務單位，以推動各員工使用網上系統處理假期申請及批核，並管理下屬的休假安排。首階段擴展工程已涵蓋檔案及歷史文化辦公室及部分醫療服務單位；該處已配合提供所需行政支援，進一步推展網上假期系統至其他醫療服務單位。

為東華現職員工提供強積金權益轉移選擇

為增設可供選擇的計劃予員工處理其強積金投資，東華三院於二〇一三年四月起增加一間新的強積金服務提供公司，並按照有關安排，於二〇一三年十月為現職員工（臨時員工除外）推出一次過自願性選擇，讓員工自行決定保留戶口於現有強積金服務提供公司，或選擇轉移其強積金計劃的累算權益及新供款至新的強積金服務提供公司。為使員工在作出決定前充份掌握所需資訊，人事部已於二〇一三年十月下旬至十一月上旬期間，分別向員工發放相關資料，包括選擇轉移強積金服務提供公司的程序及現時兩間強積金服務提供公司的服務詳

Option exercise for serving staff to transfer their Mandatory Provident Fund entitlements to the new service provider

As a proactive measure to provide our staff with a choice for managing their mandatory provident fund (MPF), an additional provident fund provider was introduced under the Tung Wah MPF Schemes in April 2013. In accordance with the established arrangements, an option exercise for serving staff (excluding temporary staff) to decide on transfer of their MPF accrued benefits and new contributions to the new MPF service provider or retention of their accounts in the existing MPF service provider was conducted in October 2013. For provision of sufficient details to staff members before opting for the transfer, information materials including the administration procedures of the option exercise and key features of services provided by the 2 service providers were disseminated for their reference. In addition, the 2 MPF service providers were arranged to conduct staff briefing sessions on their service plans and the arrangements as well as risks involved in the account transfer between late October and early November 2013. The transfer of the MPF account has taken effect from 1 December 2013.



Briefing Session of the Option Exercise for MPF account transfer conducted by HSBC Life (International) Limited
由滙豐人壽保險（國際）有限公司主講有關強積金戶口轉移選擇的簡介會

Development of Intranet Application Portal (iPortal) Sub-site of the Personnel Section

In collaboration with the Information Technology Branch, a sub-site of the Personnel Section under TWGHs iPortal has been set up to enhance information sharing on personnel administration matters with Divisions/Branches/Office/service centres/schools. This serves to provide an electronic channel for easy access to the general personnel policies, guidelines and circulars, staff handbook, commonly-used forms and manual/ guidelines for human resources related information systems. The above iPortal sub-site will be updated from time to time to facilitate quick reach of the latest information by supervisors and staff members.

Briefing session on effective handling of staff emotions and crisis

With a view to enhancing the skills of supervisory staff for handling staff emotion and conflicts in the workplace, the Personnel Section organized a briefing session on the human resources management practices for managing the relevant staff issues on 12 December 2013. The event was delivered with the attendance of a total of 94 headquarters executives, centre supervisors and school heads.

情；並舉辦多場簡介會，由兩間強積金服務提供公司向員工講解所提供的服務、強積金戶口的轉移安排及涉及的風險。有關強積金戶口轉移已由二〇一三年十二月一日起生效。



Briefing Session of the Option Exercise for MPF account transfer conducted by Sun Life Hong Kong Limited

由香港永明金融有限公司主講有關強積金戶口轉移選擇的簡介會

於東華內聯網應用入門網站開設人事部子網站

為加強與各科／處／辦公室／服務單位／學校分享人事管理資訊，在資訊科技處的協助下，已於東華內聯網應用入門網站設立人事部所屬子網站，提供方便及快捷的電子渠道予員工查閱／取用一般人事通告、員工手冊、常用表格及人力資源資訊系統相關的使用指引等資料。有關網站內容更不時更新，務求讓各主管及員工更快捷地掌握最新訊息。



處理僱員情緒及危機講座

為協助管理人員了解如何能更有效地處理員工於工作場所的情緒及衝突，人事部於二〇一三年十二月十二日舉辦有關人力資源管理實務講座，共有九十四名總部行政人員、單位主管及校長出席。



iPortal sub-site of the Personnel Section serves to provide the latest personnel-related information to Tung Wah staff members.

人事部子網站為東華員工提供最新的人事資訊。

Headquarters executives, centre supervisors and school heads actively participated in the Briefing Session on Effective Handling of Staff Emotions and Crisis.

總部行政人員、單位主管及校長積極參與有關處理員工情緒及衝突的講座。

Promotion of Employers Brand Image for Attraction of Talents

擴闊招聘途徑 提升僱主形象

As a proactive strategy for promoting TWGHs' employer image and building more channels to reach the new generation, the Group participated in the Job Fair 2013 organized by the Hong Kong United Youth Association for the first time on 8 June 2013 at the Hong Kong Convention and Exhibition Centre. The exhibition booth of the Group attracted over 300 visitors, among whom 60 of them contacted on-site staff members and enquired about details of our job openings and the service development of TWGHs. In addition, 2 promotion videos entitled “尋您想·由東華開始” were launched at the Job Fair. The videos portray staff members' aspiration and satisfaction of serving the community as well as the value of the work of TWGHs from the perspective of service recipients. These promotion videos were also posted up via electronic platforms/social media including TWGHs' website, Facebook page and Youtube to widely reach the public and promote the employer's brand image of the Group.

Video series entitled “尋理想·由東華開始” to promote the employer brand image of TWGHs
推廣東華的僱主形象短片《尋理想·由東華開始》

為主動推廣機構的僱主形象及擴闊招聘途徑以吸引新一代人才，東華三院首次參加由香港青年聯會舉辦的青聯招「工」日2013，有關職業展覽會於二〇一三年六月八日在香港會議展覽中心舉行。活動當日，超過三百位求職者到訪本院的攤位，其中約六十位更主動接觸在場職員查詢職位空缺及本院的服務發展詳情。另外，本院以《尋您想·由東華開始》為題，製作兩輯短片，分別以員工親身分享及從服務受眾的角度，展現東華的工作對社會的價值；短片透過青聯招「工」日推出播放，並上載於不同電子平台／社交媒體，包括東華三院網頁、本院Facebook專頁及Youtube，藉以廣泛傳播，向公眾推廣機構的僱主形象。

Graduates visited the exhibition booth of TWGHs at the Job Fair 2013 organized by Hong Kong United Youth Association.

畢業生參觀2013年青聯招「工」日的東華三院展覽攤位。



Implementation of the revised Statutory Minimum Wage

In line with the revision of the Statutory Minimum Wage (SMW) rate from \$28 to \$30 and the monetary cap of keeping records of the total number of hours worked from \$11,500 to \$12,300 per month with effect from 1 May 2013, reviews of the pay levels for the affected posts and the relevant administration guidelines were carried out. The revised pay for the related ranks in different services to meet the revised SMW requirements and cope with the keen competition in the labour market were implemented. Administration guidelines and system support including the electronic calculation tool established in TWGHs were updated to ensure that the human resources systems and practices of all operation units in the non-hospital setting strictly comply with the statutory requirements.

Amendment of minimum level of relevant income for MPF contributions

Amendments were made to the MPF Ordinance in July 2013 to raise the minimum level of relevant income for MPF contributions from \$6,500 to \$7,100 with effect from 1 November 2013. In line with the amendments, announcements were made to inform all staff members of the up-dated details and the related administrative procedures. The Human Resources Information System was also modified to implement the new statutory requirements.

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 2013.

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

In view of the keen competition in the labour market and the need of sustainable development in services, different reviews on remuneration terms and pay practices with focus on job grades of physiotherapy practitioner and occupational therapy practitioner, senior social worker, houseparent, care assistant, support service attendant (transport), care worker and general service assistant as well as the related posts in districts with shortage of labour supply were undertaken. The new arrangements were introduced in accordance with the respective implementation schedules.

Review of recruitment policy for temporary staff

With a view to enhancing the flexibility of staff recruitment to better meet the short-term manpower needs under the diverse operation environments and keen competition in labour market, an overall review of the staff recruitment policy for temporary staff was undertaken. Revision of the relevant administration guidelines to allow more flexibility for recruitment of temporary staff with updating of the latest practices was completed. The revised administration guidelines for recruitment of temporary staff serve as an easy reference for supervisory staff.

配合最低工資條例的最新修訂

政府於二〇一三年五月一日實施《最低工資條例》的最新修訂，將法定最低工資水平由每小時二十八元調整至每小時三十元，並將僱主備存僱員的總工作時數紀錄的金額上限，由每月一萬一千五百元修訂為每月一萬二千三百元。為配合上述修訂，東華三院已檢討及修訂個別受影響職級員工的薪酬，達至符合新法定最低工資水平，保持本院於人力市場的競爭力。同時，亦已更新有關政策指引及支援系統，當中包括本院自行設置的電子計算表，確保各非醫院單位的人力資源管理系統和程序符合條例的規定。

實施強積金供款最低有關入息水平的修訂

根據《強制性公積金計劃條例》於二〇一三年七月的修訂，由二〇一三年十一月一日起，強積金供款的每月最低有關入息水平，由六千五百元提升至七千一百元。配合上述修訂，人事部已作出公布，通知員工有關最新詳情及涉及的行政措施；並調整人力資源作業系統以實施最新規定。

檢討定額薪酬職位的薪酬水平

鑑於人力市場的劇烈競爭，通脹上升及公務員的薪酬調整，東華三院就個別有招聘困難的定額薪酬職位的薪酬水平作出檢討；經修訂後的薪酬追溯至二〇一三年四月一日起生效。

檢討社會服務單位轄下面臨招聘困難的職位的薪酬安排

因應人力市場的激烈競爭及服務的持續發展需要，東華三院就社會服務單位轄下執業物理／職業治療師、資深社工、兒童之家家長、護理助理、支援服務員（運輸）、照顧員及支援服務助理等職系及處於勞工短缺地區的相關職位的薪酬待遇及處理安排進行檢討，新的措施已按照相關的推行時間表實施。

檢討臨時員工招聘政策

為加強各部門單位在招聘方面的靈活性，切合多元服務營運環境及人力市場激烈競爭下的短期人力需要，已就整體臨時員工的招聘政策進行檢討及修訂，以增加招聘臨時員工的彈性，並更新相關行政程序，供各部門主管參照執行。

Moving Forward, We Champion HR Professionalism

邁步向前 提升專業



Sharing with industry counterparts for continuous improvement

For continuous improvement and enhancing professionalism, the Human Resources Branch actively extends the network with the industry counterparts in sharing information on market trends and best practices in human resources management. Further to a roundtable sharing at the Hong Kong Productivity Council, TWGHs was invited to be one of the Panel Members in the Knowledge Management Development Centre (KMDC) Annual Dinner on 15 May 2013. The Principal Human Resources Manager shared with the KMDC members that the Group leveraged its strength in the knowledge management journey by focusing on the human side instead of the technical infrastructure. Storytelling as a means of transferring tacit knowledge was one of the strategies taken in internalizing the Tung Wah Spirit in every staff member of the organization.

For the promotion of the employer's brand image, efforts were made to participate in competitions for external awards such as the "Manpower Developer Award Scheme" organized by the Employees Retraining Board. The Scheme was first introduced in December 2009 to acknowledge organizations which have demonstrated exemplary performance in manpower training and development as "Manpower Developers". An application was filed in November 2013 and official result announcement and presentation ceremony has been scheduled in April to May 2014.

Knowledge management sharing by the Principal Human Resources Manager (right 2)

人力資源總主任(右二)與同業分享知識管理心得

同業伙伴分享 共建完善發展

為持續發展及更趨專業化，人力資源處致力擴展網絡，與同業伙伴分享市場趨勢和人力資源管理的最佳實踐。除了香港生產力促進局的圓桌會議分享外，東華三院亦於二〇一三年五月十五日獲邀擔任知識管理發展中心週年晚宴的分享講者。人力資源總主任與知識管理發展中心的會員分享本院的知識管理乃著重於善用人才的特長，而非依靠硬件配套；並採用說故事方式傳遞隱性知識的策略，將東華精神滲透入每一位員工心中。

為推廣企業品牌形象，人力資源處參加了由僱員再培訓局舉辦的「人才企業嘉許計劃」。此計劃於二〇〇九年十二月首次推出，旨在表揚和肯定在人才培訓及發展工作有卓越表現的機構，並授予「人才企業」的美譽。東華三院已於二〇一三年十一月遞交申請，正式結果頒布及頒授典禮將於二〇一四年四至五月期間舉行。

Building People Advantage for Business Sustainability

培養卓越人才 企業持續長青



Dr. Ina CHAN (right 4), the Chairman, Ms. Maisy HO (left 3), Vice-Chairman, and Mr. KANG Peng (left 4), Director-General of the Office for Hong Kong, Macao and Taiwan Affairs of the Ministry of Civil Affairs, officiated at the opening ceremony for the symposium with Mr. YANG Mou (right 3), Director-General of the Department of Social Affairs of the Liaison Office of the Central People's Government in the HKSAR, and Mr. KOK Che-leung (left 1), Assistant Director (Subventions) of the Social Welfare Department.

陳婉珍主席(右四)、何超蕓副主席(左三)、國家民政部港澳台辦公室康鵬主任(左四)聯同中央人民政府駐香港特別行政區聯絡辦公室社會工作部楊茂部長(右三)及社會福利署郭志良助理署長(左一)主持研討會的揭幕儀式。



A group photo was taken before the symposium.
研討會前的大合照。

Apart from equipping staff members with knowledge and skills to meet the daily challenges, exchange programmes with the Ministry of Civil Affairs (MCA) were organized to foster mutual understanding of the social welfare services and the development of Chinese medicine services in Mainland China and Hong Kong. During the year, TWGHs and the MCA co-organized the "Symposium on Philanthropy and Social Welfare Development". It was an honor to have Mr. KOK Che-leung, Assistant Director (Subventions) of the Social Welfare Department, and Mr. Cliff K.W. CHOI, Business Director (Public Engagement & Partnership) of the Hong Kong Council of Social Service, as the guest speakers of the symposium. Speakers shared Hong Kong's experience of providing social services through charitable organizations. Tung Wah in return shared the experiences regarding the different modes of fundraising initiatives as well as delivery management of community services.

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

- A formal course scholarship was granted to support staff professional development in medical services;
- 2 Master's Degree programmes and 2 Bachelor's Degree programmes scholarships were granted to support staff professional development in community services; and
- 3 sponsorships were provided to welfare staff and enrolled nurses to pursue Enrolled/Registered Nurse 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 7 Induction Programmes were launched with more than 400 staff members attended. An Executive Development Programmes 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."

除培訓員工的專業知識及技能以應付日常工作上的挑戰外，東華三院更與國家民政部舉辦交流活動以增加雙方對本港及國內社會福利事業及中醫藥發展的了解。本年度東華三院與國家民政部合辦「慈善事業及社會福利發展研討會」，邀請得社會福利署助理署長（津貼）郭志良先生及香港社會服務聯會業務總監（公眾參與及伙伴）蔡劍華先生擔任嘉賓講者。席上與會者探討香港特區政府透過慈善組織提供社會服務的運作經驗，本院則分享了發展多樣化的籌款模式，以及管理和提供社會服務的經驗與心得。

此外，東華為鼓勵員工追求個人成長發展及應付社會需求，特設以下獎學金：

- 一項正規課程獎學金予醫務科的員工以促進其醫療專業發展；
- 兩項碩士學位獎學金及兩項學士學位獎學金予社會服務科的員工以促進其社工專業發展；及
- 三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。

為使新入職員工盡快適應新環境及融入東華文化，員工訓練組全年舉辦七次迎新活動，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。



Delegates of Ministry of Civil Affairs visited TWGHs Kwan Fong Kai Chi School.
國家民政部代表團成員參觀東華三院群芳啟智學校。