



# 人力資源 | Human Resources



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

### 提升東華三院人事管理規例

東華三院定期更新人事規例，以配合持續轉變的環境。年度內，人力資源處已對整體人事管理規例進行檢視，有關係文修訂經已完成，並已加入機構最新人事管理政策及公務員良好守則，確保各規例與相關的僱傭法例相符。

### 檢討反歧視的措施

為致力提倡公平和公正的機構人力資源政策，東華三院已就現時的反歧視措施進行檢討，並舉辦講座讓主管級員工了解最新的反歧視條例。東華三院參考平等機會委員會編制的資料及其他機構相關實務守則，制定執行反性騷擾政策的行政指引，藉以提高員工的有關意識，並為處理性騷擾投訴的程序提供更清晰指引。

### 分階段擴展網上假期系統至社會服務單位

在人力資源處、資訊科技處及醫務科的合作下，東華三院轄下所有醫療服務單位已可使用網上假期系統。再者，該處就系統擴展至社會服務科的首階段工作亦已完成，該階段合共有十五個社會服務單位開始使用網上假期系統。人力資源處已為有關員工舉行系統操作細節簡介會，並會繼續進行下一階段推展計劃，將網上假期系統擴展至其他社會服務單位。

### Review of the Establishment Regulations of TWGHs

As an established practice to periodically update the personnel regulations to align with the changing environment, an overall review of the Establishment Regulations was undertaken by TWGHs. Amendments were made to incorporate the latest corporate personnel policies and good practices in the Civil Services so as to ensure all relevant clauses comply with the employment-related ordinances.

### Review of anti-discrimination practices

To ensure equality and justice in TWGHs' human resources policy, a review of the existing anti-discrimination measures was undertaken. A briefing session on the anti-discrimination ordinances was organized for all supervisory staff. In addition, with reference to the published information from the Equal Opportunities Commission and the relevant practices in other organizations, administration guidelines on anti-sexual harassment policy were drawn up to raise staff awareness on the issue and provide clearer procedural guidelines for handling related complaints.

### Extension of eLeave System to community service centres by phases

In collaboration with the Information Technology Branch and the Medical Division, the Human Resources Branch has fully extended the eLeave System (eLS) to all medical service centres in TWGHs. The initial phase of the extension of eLS to Community Services Division was completed, now covering 15 community service centres and briefing sessions on the operation of the system were held for the staff concerned. The Human Resources Branch is working on the second phase of implementation to extend the coverage of eLS to other community service centres.



為社會服務單位員工舉行網上假期系統簡介會

Briefing session on the eLeave System for the staff of community service centres

### 提升人力資源作業系統 優化操作流程

在資訊科技處的協助下，人力資源作業系統的功能已獲得提升，並加入自動編印電子報稅表功能，減少手動操作，有效精簡日常運作程序。人力資源處不時檢視人力資源作業系統的功能，並因應需要進行更新，為整體運作系統增值。

### 員工績效管理系統

為更有效存取績效評估資料，從而協助人力規劃及發展工作，人力資源處透過與資訊科技處共同協作建立員工績效管理系統，提供電子平台，透過自動化處理電子考績報告表儲存的數據，編制分析報告，配合制定人才管理的前瞻規劃。

### Enhancement of Human Resources Information System to optimize operation process

In collaboration with the Information Technology Branch, the Human Resources Information System (HRIS) was enhanced with addition of the automatic function to generate e-form for tax reporting purpose. This has effectively streamlined the daily operation procedures by minimizing manual processing. Ongoing review and enhancement of the HRIS will be carried out from time to time for continuous improvement.

### Staff Performance Management System

In order to better capture performance assessment information for manpower planning and development, the Staff Performance Management System was set up in collaboration with the Information Technology Branch. This serves to provide an electronic platform for auto-processing of data stored in the e-Appraisal form and operating analysis reports for forward planning in talent management.



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

### 檢討社會企業員工職系薪酬架構

為在轉變中的人力市場下更能靈活競逐人才，並加強配合商業營運模式下的人力資源管理，東華三院已為屬下社會企業，另行訂立社會企業員工的職系薪酬架構。按照既定政策，為確保相關職系的薪酬貼近市場薪酬趨勢，東華三院已就各個社企職系的薪酬幅度完成整體重檢，有關社企職系的新修訂薪酬幅度亦已實施。

### Review of Pay Ranges under the Social Enterprise Job-Grade Salary Structure

With a view to providing more flexibility for talent acquisition amidst the changing labour market and to better cater for human resources management in business operation modes, a separate Social Enterprise (SE) Job-Grade Salary Structure has been established for staff in SEs. As a standing policy to ensure the pay levels of all related job grades being aligned with the market pay trend, a general review of pay ranges of all SE job grades was completed. The new pay ranges for SE job grades have been implemented accordingly.

### 檢討個別職級的薪酬架構及薪酬安排

為加強薪酬競爭力以吸納及挽留人才，東華三院為有人力需求問題的職級進行多項薪酬檢討。為求長遠強化幼稚園的運作並提供更優質的服務，本院已就轄下幼稚園教職員及非教職員職級的薪酬架構進行全面檢討，新修訂的薪酬架構已於二〇一四年九月一日起實施。此外，東華三院檢視了部分較難招聘人才的職位及其整體人力狀況後，已就社會服務單位轄下照顧員及護士職級的薪酬安排進行檢討，並已落實新的薪酬幅度，及為有需要的服務單位重新修訂或增設特別津貼。

### Review of Salary Structure and Pay Packages for Individual Job Ranks

With the aim of enhancing the pay competitiveness for the acquisition and retention of talents, several pay reviews for job ranks with manpower needs were undertaken. As a long term strategy to strengthen the operation and service quality in TWGHs kindergartens, a thorough review of the salary structure for the job ranks of teaching and non-teaching posts in kindergartens was conducted. The revised salary structure came into effect on 1 September 2014. In addition, after assessments of the overall manpower situation for posts with recruitment difficulties, reviews on pay packages for job ranks of care worker and nurse posts in community service centres were undertaken. The new pay ranges and additional/revised special allowances for service centres with operational needs have been implemented.

### 檢討社會服務中心的長遠人力資源計劃

東華三院已就轄下社會服務單位的長遠人力資源計劃進行檢討。為優化人才培育，加強服務的持續發展及精簡人力管理的行政程序，對任職於取得持續及穩定撥款的服務單位而工作表現出色者，已將其有時限的職位轉變為實職職位，並按實職僱員的既定合約條款續聘。

### 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二〇一四年四月一日起生效。

### 實施強積金供款最高有關入息水平的修訂

根據強制性公積金計劃條例的修訂，由二〇一四年六月一日起，強積金供款的每月最高有關入息水平，由二萬五千元提升至三萬元。配合上述修訂，人力資源處已向員工公布有關最新詳情和涉及的行政措施，並調整人力資源作業系統以實施最新規定。

### 提升機構的僱主形象以廣納人才

為積極提升機構的僱主形象及廣納新一代人才，東華三院參加香港青年聯會於二〇一四年六月七日在香港會議展覽中心舉行的青聯招「工」日。於展覽會當日，本院更獲邀參與大會專題行業講座，以「加入東華三院，活出更有意義的人生！」為題，分享本院的服務使命、人力資源管理策略及關愛員工的機構文化。於是次展覽會中，本院攤位吸引逾二百位入場人士到訪參觀。

### Review of the long-term manpower planning for community service centres

A review of the long-term manpower planning for community service centres was undertaken. Aiming at providing better talents development, enhancing service sustainability and streamlining the administration procedures for manpower management, staff of time-limited posts with satisfactory performance in the community service centres with continuous and stable funding have been re-appointed to substantive posts with standing contract terms.

### 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 2014.

### Amendment of maximum level of relevant income for Mandatory Provident Fund (MPF) contributions

Amendments were made to the MPF Ordinance to raise the maximum level of relevant income for MPF contributions from \$25,000 to \$30,000 with effect from 1 June 2014. In line with the amendments, announcement was made to inform all staff members of the updated details and the related administrative procedures. The Human Resources Information System was also modified to implement the new statutory requirements.

### Promotion of employer's brand image for attraction of talents

Taking a proactive strategy to promote the employer's image of TWGHs and widening the scope of reach to the new generation, TWGHs participated in the Job Fair at the Hong Kong Convention and Exhibition Centre organized by the Hong Kong United Youth Association on 7 June 2014. Besides interacting with visitors at the exhibition booth, TWGHs also delivered a talk on the winning tactics for attraction of talents at the sharing session after the opening ceremony. There were over 200 visitors to our booth.

在場同事詳細解答參觀人士的問題，鼓勵他們申請合適的東華三院職位。

Staff of TWGHs answered enquiries and encouraged visitors to apply for suitable jobs at TWGHs.



李曠怡總理（右三）到場為一眾同事打氣，以示支持。

Mr. LEE Kwong Yee, Jason Joseph (right 3), Director, visited TWGHs' exhibition booth to show his support.





## 邁步向前 提升專業 Moving Forward, We Champion HR Professionalism

### 同業伙伴分享 共建完善發展

為使人才管理持續發展及更趨專業化，人力資源處致力拓展網絡，與同業伙伴分享市場趨勢和人力資源管理的最佳範例。為幫助行政人員認識不同的領導風格及領袖對組織的影響力，藉以提升領導技巧及探索新的領導風格，人力資源處與國際商業機器中國香港有限公司於二〇一四年八月十一日合辦「領導風格、教練與組織氣候」工作坊，講授多種領導風格及其應用、訓練技巧，以及高效會議管理技巧等。行政人員透過角色扮演及課堂練習等活動，反思管理手法，獲益不淺。

為提升員工對知識管理的認識，人力資源處於二〇一四年十一月六日為總部行政人員、校長及服務單位主管舉辦了「1823電話中心知識管理」分享會。1823電話中心為二〇〇九年度之「香港最受推崇知識型機構大獎」得獎者，透過獲獎電話中心分享成功經驗，員工得以吸收有關知識管理的寶貴心得。



東華三院致送感謝狀予國際商業機器中國香港有限公司企業公民及事務經理羅慧愛女士（左），以答謝其秉持企業公民精神，為東華三院提供免費的培訓工作坊。

Ms. Mary LAW (left), Corporate Citizenship and Corporate Affairs Manager of the IBM China/Hong Kong Limited, received the Certificate of Appreciation from TWGHs for providing TWGHs with free training workshop.

透過「1823電話中心知識管理」分享會，員工加深對知識管理的認識。

Staff members understood more on knowledge management after joining the Knowledge Management Visit to the 1823 Call Centre.



國際商業機器中國香港有限公司全球企業諮詢服務部香港區合夥人王明德先生與學員交流互動，分享領導風格和心得。

Mr. Joseph WONG, Partner and Hong Kong Practice Leader, Global Business Services, IBM China/Hong Kong Limited, interacted and shared leadership styles with staff members.

### Sharing with industry counterparts for continuous improvement

For continuous improvement and enhancing professionalism, the Human Resources Branch has actively extended its network and shared with industry counterparts information on market trends and best practices in human resources management. In order to enhance staff knowledge on different leadership styles and the impact of leadership to the organization, hence strengthen their leadership skills and assist them to explore new leadership styles, the Workshop on "Leadership Styles, Coaching and Climate" was co-organized with the IBM China/Hong Kong Limited on 11 August 2014. The skills of applying various leadership styles, coaching and techniques of holding effective meetings were taught. Staff members also benefited from reflecting on their management styles through role-plays and classroom exercises.

To enrich staff members' understanding on knowledge management, the Branch organized a Knowledge Management Visit to the 1823 Call Centre for executives of the Administration Headquarters, school heads and centre supervisors on 6 November 2014. The 1823 Call Centre was the winner of the "Hong Kong Most Admired Knowledge Enterprise Award" in 2009. Staff acquired the essence of knowledge management through the sharing of the award-winning call centre on its success.



此外，為推廣僱主形象，東華三院參加了由僱員再培訓局舉辦的「人才企業嘉許計劃」，獲授予「人才企業」的美譽。

For the promotion of the employer's image, efforts were made to participate in competitions for external awards such as the "Manpower Developer Award Scheme" organized by the Employees Retraining Board. TWGHs was awarded with accreditation of "Manpower Developer".



**培養卓越人才 企業持續長青**

**Building People Advantage for Business Sustainability**



施榮恆主席（前排左）與國家民政部港澳台辦公室康鵬主任（前排右）簽訂合作備忘錄。

Mr. Ivan SZE (front row, left), the Chairman, signed the Memorandum of Understanding with Mr. KANG Peng (front row, right), Director-General of the Office for Hong Kong, Macao and Taiwan Affairs of the Ministry of Civil Affairs.

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。國家民政部港澳台辦公室康鵬主任與施榮恆主席於二〇一四年十月二十日簽訂合作備忘錄，旨在加強彼此的合作關係及支援內地同工以提供優質社會及慈善服務。

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. A Memorandum of Understanding between both parties was signed by Mr. KANG Peng, Director-General of the Office for Hong Kong, Macao and Taiwan Affairs of the Ministry of Civil Affairs, and Mr. Ivan SZE, the Chairman, on 20 October 2014, aiming to strengthen cooperation in providing quality social work and philanthropy support to Mainland practitioners.



國家民政部代表團成員參觀東華三院徐展堂學校。  
Delegates of the Ministry of Civil Affairs visited TWGHs Tsui Tsin Tong School.





「慈善事業及社會福利發展研討會」參與者大合照

A group photo of participants of the "Symposium on Philanthropy and Social Welfare Development"

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」，邀得香港理工大學應用社會科學系首席講師陳錦棠博士擔任嘉賓講者。本院在會上分享了機構的組織運作與管理，以及提供社會服務的經驗與心得。

TWGHs and the MCA co-organized the "Symposium on Philanthropy and Social Welfare Development" with Dr. CHAN Kam Tong, Principal Lecturer at Department of Applied Social Sciences of The Polytechnic University of Hong Kong, as the guest speaker. At the Symposium, TWGHs shared its insight on organizational operations, management as well as the experience of providing community services.



新入職同事十分享受迎新活動。  
New joiners enjoyed the induction programme.

東華三院為鼓勵員工追求個人成長及回應社會需求，特設兩項碩士學位獎學金及四項學士學位獎學金予社會服務科員工，以促進其社工專業發展。

To encourage personal growth and development, as well as cope with community needs, 2 Master's Degree programmes and 4 Bachelor's Degree programmes scholarships were granted to support staff to pursue their professional development in community services.

為使新入職員工能盡快適應新環境及融入東華三院的文化，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參加。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。

To acclimate newly recruited staff to TWGHs' culture, a total of 7 Induction Programmes, including organization and structure, personnel policies as well as training and welfare benefits, was organized with more than 400 staff members participating. The Executive Development Programme was organized to familiarize newly recruited executives with the prevailing policies and work practices. The Human Resources Branch also played 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".