



# Human Resources

## 資人源力

## 更新求變 強化系統<sup>o</sup> Leading through Changes, We Build a Modern Human Resources System

### 檢討旅費及膳宿政策

因應本院服務持續增長，董事局成員及執行總監到海外考察及建立聯絡網的工作日趨頻繁，本院已參考公務員及其他公營機構現時的相關安排，檢討及推行新的旅費及膳宿政策。

### 擴展網上假期系統至所有服務單位

人力資源處通過與資訊科技處及相關服務科的協作，已完成網上假期系統的延展工作，系統現覆蓋東華三院轄下所有服務單位及超過四千名前線員工。本處曾就系統延展安排為超過一千名員工舉行簡介會，包括負責假期管理的單位代表及一般員工使用者。有關簡介會短片及網上假期系統使用指引已上載於本院內聯網入門網站電子平台，以供員工參閱。另外，人力資源處與資訊科技處進一步合作開發網上假期系統手機應用程式，並將分階段推出，為員工提供更靈活便利的選擇。

### 員工績效管理系統

員工績效管理系統由人力資源處與資訊科技處共同創建，目的是提供一個電子平台用作

### Review of passages and subsistence policy

In view of the continuous growth of TWGHs services and the increasing need for overseas visits and networking involving the Board of Directors and the Chief Executive, a review of passages and subsistence policy with an objective to accommodate diverse needs in arranging official overseas trips was conducted with reference to the relevant practices in the Civil Service and other organizations in the public sector.

### Extension of the eLeave System to all service centres

In collaboration with the Information Technology Branch and user Divisions, the Human Resources Branch completed the final stage of the extension of the eLeave System (eLS) which now covers all service centres in TWGHs with the inclusion of over 4,000 frontline staff members. Briefing sessions on the extension exercise attracted over 1,000 staff members. Video clips of the briefings and the eLS user guide were uploaded to the corporate i-Portal electronic platform for information sharing with all staff members. To offer staff members greater flexibility and convenience in using the eLS, the Human Resources Branch and the Information Technology Branch jointly developed a mobile application for the eLS which will be implemented in phases.

### Staff Performance Management System

The Staff Performance Management System was jointly developed by the Human Resources Branch and the Information Technology Branch to provide

自動處理電子考績報告表內儲存的數據，支援薪酬系統操作及人力規劃工作。系統具有自動編制員工績效分析報告的功能，並已開放予行政總部各科及處使用。

### 檢討法團校董會學校的人力資源政策及程序規章手冊

本院所制定的法團校董會學校的人力資源政策及程序規章手冊，旨在就最新的人力資源政策及程序，提供快捷的指引，以便轄下法團校董會學校處理人事管理事務。經檢討修訂的法團校董會手冊有助學校配合持續轉變的環境，進行有效的人力資源管理及知識分享。

### 舉辦個人資料（私隱）條例簡介會

為推動機構內的知識共享，本院於二〇一五年八月十四日為過百名主管級員工舉行個人資料（私隱）條例簡介會，並邀得香港個人資料（私隱）專員公署代表主講。出席的主管對簡介會反應正面，並表示有助提升他們對相關法例要求的意識，以及在工作間收集、持有、處理或使用個人資料的正確措施。有關資料已上載至東華三院內聯網入門網站電子平台，供職員分享相關知識。

個人資料（私隱）條例簡介會  
Briefing session on Personal Data (Privacy) Ordinance

an electronic platform for auto-processing performance data stored in the e-Appraisal forms and to support the payroll system and manpower planning. The System with auto-generation of staff performance analysis reports function has been introduced to the Divisions and Branches at the Administration Headquarters.

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

The IMC Handbook on human resources policies and procedures was formulated to provide a quick reference on the latest human resources policies and procedures for TWGHs IMC schools when handling personnel matters. A review of the IMC Handbook was undertaken. The revised version with updated information can better serve the purposes of human resources management and knowledge sharing in aided schools amidst the ever changing environment.

### Briefing session on the Personal Data (Privacy) Ordinance

To promote knowledge sharing, a human resources briefing on the Personal Data (Privacy) Ordinance was organized for over 100 supervisory staff from all services on 14 August 2015 with an officer from The Office of the Privacy Commissioner for Personal Data, Hong Kong as the speaker. Positive feedback was received from the participants as the briefing helped enhance their awareness of the relevant legal requirements as well as the proper measures to take to ensure the appropriate collection, holding, processing or use of personal data at the workplace. The presentation materials were uploaded to the corporate i-Portal electronic platform for sharing with all staff members.



## 因時制宜 競逐人才 Aligning with the External Environment, We Compete for Talent

### 行政總部人力編配檢討

因應服務持續擴展，本院已就行政總部的人力編配進行檢討，以配合機構的長遠發展。有關檢討已界定具急切運作需要的有時限及臨時職位，並分兩階段於二〇一五/二〇一六及二〇一六/二〇一七年度轉為常設職位，首階段的相關集體招聘及聘任安排經已完成。

### 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，本院已為有急切需要的職位包括照顧員、高級執業職業治療師/高級執業物理治療師、社工及其他前線職位進行多項薪酬檢討。新修訂的薪酬經已生效，並已落實有關服務單位的指定職位調整及增設特別津貼。

### Manpower review at the Administration Headquarters

In view of the continuous growth of the services, a manpower review of the Administration Headquarters to meet the long-term organizational development was undertaken. The review identified time-limited temporary posts with imminent operational needs for conversion to substantive posts in 2 phases, one in 2015/2016 and one in 2016/2017. The mass recruitment and staff appointments for the converted posts in the first phase have been completed.

### Review of the salary structure and pay packages for individual job ranks

To enhance competitiveness in acquisition and retention of talent, pay reviews of different posts with imminent needs including care workers, senior occupational therapy practitioners/senior physiotherapy practitioners, social workers and other frontline service posts were undertaken. Revised pay and additional special allowances for the identified posts in service centres have been implemented.



### 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二〇一五年四月一日起生效。

### 整體檢討社會企業員工的職系薪酬架構

為提升競逐人才的靈活性，更適切地回應多變的人力市場，採取更配合商業營運模式的人力資源管理，本院自二〇一二年四月開始，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。按照現行措施，已就各個社企職系的薪酬幅度及相關每年薪酬調整制度進行整體檢討，以達至貼近市場薪酬趨勢及加強以績效為本的薪酬制度。有關檢討經已完成，新修訂的薪酬幅度及按績效表現訂定每年基本薪金調整的機制經已實施。

### 實施東華三院的侍產假政策

配合政府勞工政策，本院已制定機構的侍產假政策及頒布相關行政指引，確保各級主管嚴格遵行最新法例規定。此外，亦為行政人員代表舉行簡介會，助其了解侍產假的法定要求及行政程序。

### 配合最低工資條例的最新修訂

配合政府於二〇一五年五月一日就《最低工資條例》實施的最新修訂，將法定最低工資水平由每小時三十元調整至每小時三十二點五元，並將僱主備存僱員的總工作時數紀錄的金額上限由每月一萬二千三百元修訂為每月一萬三千三百元，本院已檢討及修訂個別受影響職級及相關行政程序。受影響職級的薪酬已作調整，以符合新修訂最低工資的要求及保持於人力市場的競爭力。人力資源處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，以確保各非醫院單位的人力資源管理系統和程序嚴格遵行條例的規定。

### 提升機構的僱主形象以廣納人才

積極進行外展招聘，參與《Jump 護理・社福招聘及進修日2015》

東華三院一直透過不同途徑擴闊招聘網絡，積極吸納人才。本院人力資源處聯同社會服務科，於二〇一五年十月三十一日參與由明報主辦的《Jump 護理・社福招聘及進修日》，並安排協調主任（幼兒服務）黃佩麗女士及人事主任羅穆達先生於當日主持專題行業講座，分別以「幼兒教育專業的發展路向」及「東華作為關愛僱主及持續擴展的機構」為題，分享幼兒教育服務的發展及專業路向，及東華三院為員工提供的多元機會發展和全方位福利及支援服務。本院於會場設置招聘攤位，透過現場播放由人力資源處製

### Review of pay levels of fixed sum salary posts

A salary review was undertaken for fixed sum salary posts with recruitment difficulties in view of the vibrant labour market, relatively high inflation and pay rises for civil servants. The revised salaries were implemented retrospectively with effect from 1 April 2015.

### Overall review of the Job-Grade Salary Structure for Social Enterprise (SE) staff

To enhance the flexibility in talent acquisition to better cope with the changing labour market and to cater for the human resources management under a business operation model, a Social Enterprise (SE) Job-Grade Salary Structure for SE staff has been established since April 2012. In accordance with the prevailing practice, an overall review of the pay ranges for all SE job grades and the related annual base pay adjustment system was undertaken to keep up with market pay trends and strengthen the performance-driven pay system. The related review was completed. The revised pay ranges as well as a performance-based mechanism for annual base pay adjustments have been implemented for SE staff.

### Implementation of a paternity leave policy in TWGHs

In alignment with the Government's labour policy, TWGHs set up a corporate paternity leave policy and issued relevant administration guidelines to supervisory staff at all levels to ensure strict compliance with the new statutory requirements. In addition, a separate briefing session was organized to familiarize executive representatives with the statutory requirements and the administration procedure for paternity leave.

### Implementation of the revised Statutory Minimum Wage (SMW)

In alignment with the revision of the SMW from \$30 to \$32.5 per hour and the monthly monetary cap on recording the total number of hours worked increasing from \$12,300 to \$13,300 with effect from 1 May 2015, reviews of the pay levels for the affected ranks and the related administration procedures were undertaken. The pay for the affected ranks was adjusted to meet the revised SMW and to maintain the competitiveness in the labour market. The relevant 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 non-hospital operation units strictly comply with the statutory requirements.

### Promoting TWGHs brand image to attract talent

Outreach recruitment in the Job Fair of JUMP@ Healthcare & Social Welfare Career Day 2015

TWGHs has all along been exploring different channels to widen the coverage of recruitment network for better acquisition of talent. The Human Resources Branch, in collaboration with the Community Services Division, participated in the job fair of JUMP@ Healthcare & Social Welfare Career Day 2015 organized by Ming Pao on 31 October 2015. Ms. Mary WONG, Service Co-ordinator (Early Childhood Services), and Mr. Thomas LAW, Manager (Personnel), delivered a recruitment talk on the career development path for child care workers and shared with the attendees that TWGHs is a caring employer who provides staff with a variety of career development opportunities and holistic benefits. At the TWGHs' exhibition booth, a series of recruitment video clips were shown to share different staff members' personal experience at TWGHs. Vacancy information sheets were also distributed at the venue. The Group successfully attracted over 400 visitors who were interested in working in the welfare sector, collected over 100 job applications, and conducted on-site interviews with 16 job applicants.

作的一系列招聘短片，分享員工於東華三院工作的親身經歷。另外，於場內派發不同職位空缺資料，吸引了超過四百名人士到訪攤位，並收取超過一百份職位申請表及即場為十六位職位申請者進行面試。

#### 製作短片推廣東華三院照顧員職位

為推廣本院照顧員的專業精神，並且更有效吸引人才加入東華三院，本院採取主動市場策略，人力資源處特別製作了新一輯短片，題為【專業樂助人·前途在東華】，透過三位現職照顧員親身分享他們的個人故事，展示他們如何找到工作價值、建立專業精神及經歷團隊工作的滿足感。短片已於不同渠道發放，包括東華三院網頁、內聯網、東華三院手機應用程式及其他社交媒體如東華三院面書及YouTube，以接觸不同年齡層的市民，推廣本院的僱主形象。在第二輪的宣傳中，本院更在轄下及社交媒體渠道播放短片的製作花絮，員工合作愉快之情在片中表露無遺。



▲短片：【專業樂助人·前途在東華：三位照顧員的親身分享】

Video clip entitled "Care with Heart and Professionalism · Your Prospects in Tung Wah: The Personal Sharing of Three Care Workers"



▲【專業樂助人·前途在東華：三位照顧員的親身分享】花絮

The making-of video titled "Care with Heart and Professionalism · Your Prospects in Tung Wah: The Personal Sharing of Three Care Workers"

#### 檢討東華三院的退休政策

本院已因應新修訂的公務員退休政策檢討機構現行的相關政策。透過參照其他社會服務機構的相關安排及全面分析各種退休方案，管理層決定維持現時六十歲的退休年齡不變，並彈性處理延期退休申請，以配合不同人力及服務需要。

#### 檢討東華三院強積金計劃的僱主供款安排

為配合社會福利署就整筆過撥款推出的「最佳執行指引」，並善用強積金儲備以吸引及挽留人才，本院已就東華三院強積金計劃的僱主供款安排進行檢討。經董事局通過後，強積金計劃的僱主供款比率將以公平及一致的原則提升，新的安排將於二〇一六/二〇一七年度推行。



◀一眾東華三院員工代表於招聘攤位前合照

A group photo of participating staff members at the exhibition booth of TWGHs



在場員工詳細解答求職者查詢。

Staff of TWGHs answered enquiries of job seekers.



#### Production of a video clip for the promotion of posts for Care Workers at TWGHs

As a proactive marketing strategy to promote the professionalism of care workers and attract talent, the Human Resources Branch produced a new video entitled "Care with Heart and Professionalism · Your Prospects in Tung Wah" featuring 3 serving care workers' personal stories of finding the value in their work, their path to professionalism, and teamwork satisfaction gained at TWGHs. The video was uploaded to the TWGHs homepage, corporate intranet, TWGHs' mobile apps and social media including the TWGHs Facebook page and YouTube channel to reach different generations and promote the TWGHs employer brand image. The

making-of video presenting numerous light-hearted moments as well as the team spirit of participating staff in the production process was posted on different corporate and social media channels in the second round of the promotion campaign.

#### Review of the TWGHs Retirement Policy

A review of the TWGHs retirement policy was conducted in light of the revision of the relevant policy in the Civil Service. By benchmarking the relevant practices of other non-governmental organizations and thoroughly analysing different retirement policy options, TWGHs management decided to maintain the existing retirement age of 60 with flexibility to extend service to accommodate diverse manpower and service needs.

#### Review of employer's contribution to the TWGHs' Mandatory Provident Fund Scheme (MPF)

In alignment with the "Best Practice Manual" for Lump Sum Grant issued by the Social Welfare Department and for better utilization of the MPF reserve to attract and retain talents, a review of the employer's contribution to the TWGHs' MPF Scheme was conducted. With the approval of the Board of Directors, the employer's contribution rate under the TWGHs' MPF Scheme will be raised on a fair and consistent basis. The new arrangements will be implemented in 2016/2017.



### 為東華三院現職員工提供強積金權益轉移選擇

按照既定政策，本院為現職員工（臨時員工除外）推出自選安排，讓其自行決定將現時的強積金累算權益及新供款轉移至現有兩間強積金服務提供公司中的一間。相關資料包括選擇轉移強積金的程序及現時兩間強積金服務提供公司的服務詳情已分發予員工參考。此外，更安排兩間強積金服務提供公司舉辦多場簡介會，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將於二〇一六／二〇一七年度生效。



### Option exercise for serving staff to transfer their MPF entitlements to another provident fund service provider under the TWGHs MPF Scheme

In accordance with the established policy, an option exercise was conducted to provide serving staff (excluding temporary staff) with a choice to transfer their existing MPF accrued benefits and new contributions to one of the two existing MPF service providers. Information including the administrative procedures for the option exercise and the key features of the 2 service providers was disseminated to staff. Briefing sessions on the respective service plans and operational system as well as risks involved in the account transfer were arranged. The transfer of the MPF account will come into effect in 2016/2017.

由滙豐人壽保險（國際）有限公司及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

Staff briefing sessions on the option exercise for MPF account transfer conducted by HSBC Life (International) Limited and Sun Life Hong Kong Limited

## 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

務求令人才管理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。

為加深員工對知識管理的意識和了解，人力資源處於二〇一五年七月十七日邀請了香港紅十字會代表為總部行政人員、校長及服務單位主管主持講座，分享策劃和推行知識管理的經驗。此外，作為知識管理發展中心的會員，人力資源處應邀出席了於二〇一五年八月二十九日舉辦的1823電話中心參觀活動，及於二〇一五年十一月十八至十九日舉辦的KM Asia第十五屆周年會議。藉着參與這些活動，員工不但能掌握知識管理的最新發展趨向，更成功與其他知識管理從業者建立網絡，互相交流經驗與實踐心得。

為推廣僱主形象，東華三院首次參加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」的尊稱，並獲授權使用「人才企業」的標誌至二〇一六年。僱員再培訓局推出是次嘉許計劃，旨在表揚於「人才培訓及發展」工作有卓越表現的機構。東華三院已於二〇一五年十一月遞交續期申請，正式結果公布及頒授典禮將於二〇一六年四至六月期間舉行。

香港紅十字會質量管理經理謝振庭先生（前排左四）分享推行知識管理的經驗。

Mr. Justin TSE (front row, left 4), Quality Management Manager of the Hong Kong Red Cross, shared the experience in implementing knowledge management.

### Sharing with industry counterparts for continuous improvement

For continuous improvement and enhancing professionalism, the Human Resources Branch actively extends its network with industry counterparts, sharing information on market trends and best practices in human resources management.

To promote awareness and understanding of knowledge management (KM) among staff members, a guest speaker from Hong Kong Red Cross was invited to share their experience in planning and implementing KM in an NGO setting with executives from TWGHs Administration Headquarters, school heads and centre supervisors on 17 July 2015. As one of the members of Knowledge Management Development Centre (KMDC), the Human Resources Branch was invited to visit the new 1823 Call Centre operated by the Efficiency Unit of the Government on 29 August 2015, and attended the 15th Annual Conference of KM Asia on 18 and 19 November 2015. Through the visit and conference, staff members not only kept up with the latest trends in KM, but also developed strong networks with other KMDC members to share experience and work practices.

To promote TWGHs employer image, the Group participated in the "Manpower Developer Award Scheme" organized by the Employees Retraining Board for the first time and was accredited as a "Manpower Developer" and authorized to use the "Manpower Developer" logos until 2016. The Scheme aims at recognizing organizations which demonstrate outstanding achievements in manpower training and development. A renewal application was filed in November 2015 and official result announcement and presentation ceremony has been scheduled for April to June 2016.



## 培養卓越人才 企業持續長青 Building People Advantage for Business Sustainability

何超羣主席（右三）及國家民政部港澳台辦公室康鵬主任（左三）主持「慈善事業及社會福利發展研討會」的揭幕儀式。

Ms. Maisy HO (right 3), the Chairman, and Mr. KANG Peng (left 3), Director-General of the Office for Hong Kong, Macao and Taiwan Affairs of the Ministry of Civil Affairs, officiated at the Opening Ceremony of the "Symposium on Philanthropy and Social Welfare Development".



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

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，使雙方更了解本港及國內社會福利事業及中醫藥發展。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」，邀得社會服務發展研究中心總幹事李永偉先生、香港特別行政區政府安老事務委員會主席陳章明教授及豐盛社企學會主席紀治興先生擔任嘉賓講者。席上與會者探討香港特別行政區政府透過慈善組織提供社會服務的運作經驗，本院則分享了東華三院慈善事業的發展及運用多樣化籌款模式的經驗與心得。

東華三院為鼓勵員工追求個人成長發展及回應社會需求，特設以下獎學金：

- 一項正規課程獎學金予醫務科的員工；
- 六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
- 兩個資助名額予登記護士修讀註冊護士課程。

為使新入職員工盡快適應新環境及融入東華三院的文化，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，共有超過六百名員工出席活動。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。



▲ 研討會前的嘉賓大合照  
A group photo of guests before the Symposium

Apart from equipping staff members with the required knowledge and skills to meet daily challenges, exchange programmes with the Ministry of Civil Affairs (MCA) were organized to foster mutual understanding of the social welfare services and 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. LEE Wing Wai, Chief Executive of the Institute of Social Service Development, Prof. CHAN Cheung Ming, Chairman of the Elderly Commission of the Government of the HKSAR, and Mr. KEE Chi Hing, Chairman of the Fullness Social Enterprises Society, as guest speakers at the Symposium. The speakers shared Hong Kong's experience in providing social services through charitable organizations. TWGHs shared its philanthropy development as well as the experiences in deploying a wide spectrum of fundraising initiatives.

To encourage personal growth and development, and to support the needs of the community, the following scholarships were granted:

- A formal course scholarship to support staff professional development in medical services;
- 6 Master's degree programmes and 2 Bachelor's degree programmes scholarships to support staff professional development in community services; and
- 2 sponsorships for enrolled nurses to pursue Registered Nurse qualifications.

To acclimatize newly recruited staff to the TWGHs culture, a total of 8 induction programmes, covering organization and structure, personnel policies as well as training and welfare benefits, was organized with more than 600 staff members participating. 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."