



# 人力資源 Human Resources

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

### 推出網上假期系統流動應用程式

隨著網上假期系統全面應用於所有非學校員工，人力資源處與資訊科技處進一步合作開發網上假期系統流動應用程式，並已分階段應用於行政總部及所有服務單位。該流動應用程式為員工提供多一項電子媒介選擇，讓他們可透過個人智能手機隨時隨地使用網上假期系統，大大提升處理假期申請及批核的行政效率。

### Launch of the eLeave System Mobile Application

Following the roll-out of the eLeave System (eLS) to all non-school staff members, the Human Resources Branch and the Information Technology Branch jointly developed and completed implementation of the eLS mobile application for the Administration Headquarters and all service centres by phase. The mobile application provides an additional electronic alternative for staff members to conveniently access the eLS through their personal smartphone anytime and anywhere, thus significantly enhancing administration efficiency in managing application and approval for vacation leave.



▲ 網上假期系統流動應用程式已應用於行政總部及所有服務單位。

The eLeave System Mobile Application applied to Administration Headquarters and all service centres.

### Redevelopment of the Human Resources Information Kiosk

To strengthen the communication with visitors and facilitate staff members to access the employee self-served electronic services of the Group, the Human Resources Branch redeveloped the Human Resources Information Kiosk and the Digital Signage System installed at the Branch office. The enhanced Information Kiosk provides a self-service electronic platform, which supports quick and easy retrieval of TWGHs' corporate information and HR-related resources as well as printing service of job vacancy information slips with a QR code. Staff members can also access the TWGHs Intranet Application Portal (iPortal) and eLS through the Information Kiosk.

## 重新建立人事資訊站

為加強與訪客的溝通及方便員工使用自助電子服務，人力資源處已完成設於其辦事處的「人事資訊站」及「電子告示板系統」的重建項目。升級後的電子資訊站提供一個自助的電子平台，方便使用者更快捷及輕易地取得東華三院的機構資料及與人力資源相關的資訊，並提供附有二維條碼的職位空缺資料列印服務。此外，員工也可透過資訊站登入東華三院內聯網入門網站及網上假期系統。

「人事資訊站」為訪客及員工提供多元化人事資訊。▶  
The Human Resources Information Kiosk provides comprehensive personnel information to visitors and staff members.



## 因時制宜 吸納人才

### Aligning with the External Environment, We Compete for Talent

#### 行政總部人力編配檢討

為確保服務擴展得以持續，第二階段的行政總部人力編配檢討於年度內進行並已完成。經檢討後，具長遠需要的時限職位及臨時職位已轉為常設職位，並增設新職位，以進一步加強行政支援及配合機構的發展需要。

#### 檢討個別職級的薪酬架構及薪酬安排

為提升競爭力，以吸納及挽留人才，人力資源處為有急切需要的職位，包括照顧員（院舍及家居照顧服務）、支援服務員（運輸）及支援服務員（膳食）進行薪酬檢討。修訂後的薪酬架構及薪酬安排已於年內落實推行。

#### 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進行薪酬水平檢討，經修訂後的薪酬水平已經於年內落實。

#### 檢討署任職位的政策

為更有效地管理人才，行政總部員工的署任職位政策已經完成檢討。有關改善措施包括放寬發放署任津貼的合資格署任期，並就相關的行政安排作出規範。

#### 檢討新薪酬架構

新薪酬架構自2010年7月1日起推行，按照新薪酬架構的政策，東華三院每兩至三年會就所有職系的薪酬幅度進行檢討。為了貼近最新的市場薪酬趨勢、配合行政總部吸納及挽留人才的需要，並就長遠繼任安排做好準備，東華三院於年內聘請獨立顧問公司，就現行的新薪酬架構進行全面檢討。人力資源處已根據檢討結果，調整所有薪酬幅度，並推出多項改善措施，優化薪酬調整機制，以提升東華三院招聘及挽留人才的競爭力。

#### Administration Headquarters Manpower Review

The second-phase Administration Headquarters manpower review was conducted and completed within the year to ensure the sustainability of service growth. Time-limited and temporary posts identified as having long-term needs were converted to substantive posts. New posts were created to further strengthen administrative support and cope with organisational development.

#### Salary Structure and Pay Packages Review

Pay reviews for posts with imminent needs were undertaken to enhance TWGHs' competitiveness in acquiring and retaining talent. Posts concerned included Care Worker (Residential and Home Care Services), Support Service Attendant (Transport), and Support Service Attendant (Catering). Revised pay scales and packages were introduced after the review.

#### Fixed Sum Salary Posts Pay Level Review

In view of the vibrant labour market, inflation and pay rises for civil servants, a salary review was undertaken for fixed sum salary posts with recruitment difficulties. Revised salaries were implemented after the review.

#### Acting Appointment Policy Review

To achieve effective talent management, a review of the acting appointment policy for headquarters staff was undertaken. Some of the improvement measures introduced included the relaxation of qualifying period for acting allowance and standardisation of the relevant administrative arrangements.

#### New Pay Structure Review

The New Pay Structure (NPS) for Administration Headquarters staff was introduced on 1 July 2010. In accordance with the pay policy of the NPS, pay ranges for all job grades are subject to an overall review every 2 to 3 years. An overall NPS review was conducted by an independent consultant this year to keep abreast of the latest market pay trends, cope with the imminent need to acquire and retain talent, and ensure long-term succession planning for headquarters posts. Following the review, the NPS pay ranges were increased across the board. Other improvement measures were also introduced to optimise the salary adjustment mechanism and enhance pay competitiveness for TWGHs.



### 強化學校發展，建立領導梯隊

為配合學校建立領導梯隊的長遠發展需要，人力資源處已於年內就轄下小學及特殊學校的招聘、晉升及改編職系政策作出檢討。修訂後的措施更具彈性，並已在校實施，讓學校可選擇直接招聘指定高級職位，強化選拔評核，並可按照常任條款招聘教職員。

### 推廣良好僱主形象 積極對外招聘良才

東華三院一直透過不同途徑，擴闊招聘網絡，積極吸納人才。本院的人力資源處聯同社會服務科於2016年10月29日參與由《明報》主辦的「Jump護理·社福招聘及進修日2016」，並派出社會服務科及人力資源處的代表，主持以「年輕人在護理行業可擔當的角色」為題的講座，介紹東華三院「青年護理服務啟航計劃」的特點和未來事業發展路向，以及本院如何透過不同關愛員工的措施，致力成為一間快樂機構。本院並於現場設置攤位，播放一系列由人力資源處製作的招聘短片，由不同崗位的員工親身分享在東華三院工作而得到的滿足感，並派發不同職位的招聘單張。現場反應十分理想，接近400人到訪攤位，共收到超過80份申請表。

### Development of Leadership Pipeline for School Capacity Enhancement

Reviews of the recruitment, promotion and regrading policies for primary schools and special schools of TWGHs were conducted during the year to ensure stable long-term development of leadership in the pipeline for schools. Enhancement measures with greater flexibility for direct recruitment of identified senior posts, strengthened assessment in staff selection and recruitment of teaching staff on permanent terms were implemented.

### Good Employer Brand Image Promotion for Talent Acquisition

TWGHs has always explored different channels to expand the recruitment network to reach and acquire talent. The Human Resources Branch collaborated with the Community Services Division to participate in the Job Fair at the "JUMP@ Healthcare and Social Welfare Career Day 2016" organised by *Ming Pao* on 29 October 2016. Division/Branch representatives jointly delivered a recruitment talk themed "Career Development of Young People in Health Care Services". Topics covered in the talk spanned the main features and career paths of the "TWGHs Navigation Scheme for Young Persons in Care Services", as well as the various staff caring initiatives of the Group designed to make it a happy organisation. TWGHs also broadcast a series of human resources recruitment video clips which featured staff members achieving job satisfaction at TWGHs, and distributed job information flyers at the Exhibition. Response to the outreaching exercise was very positive. Close to 400 visitors visited the booth and over 80 job applications were received on the day.



▲ 員工在東華三院的招聘攤位合照  
Participating staff members photographed at TWGHs' exhibition booth.



◀ 東華三院的員工詳細解答求職人士的查詢。  
TWGHs staff members answered job seekers' enquiries.

### 績效管理知識分享會

東華三院於2017年3月13日為約百名主管級員工舉辦績效管理知識分享會，藉以提升相關員工在考績評核會晤時的技巧。簡介會的講解資料已於會後上載至東華三院內聯網子網站，與各級別員工分享相關知識。

### Performance Management Knowledge Sharing

A performance management knowledge-sharing session was organised for around 100 supervisory staff on 13 March 2017 in order to enhance their staff appraisal interview skills. The presentation materials were uploaded to the corporate iPortal electronic platform after the session for knowledge sharing with staff members at different levels.

### 獲嘉許為「積金好僱主」

本院一直十分重視員工的退休福利，並致力加強員工的退休保障。本院獲強制性公積金（強積金）計劃管理局嘉許為2015/2016年度「積金好僱主」，表揚本院致力為員工提供較佳的強積金福利。本院對於獲得嘉許感到鼓舞，並將繼續致力完善員工的退休福利。

### Good Mandatory Provident Fund (MPF) Employer Accreditation

TWGHs places a high value on, and strives to enhance, the protection of staff members' retirement benefits. In recognition of the Group's efforts and commitment in providing better MPF benefits, TWGHs was granted the 2015/2016 MPF Good Employer Award by the MPF Schemes Authority. The Award is an encouragement for TWGHs and the Group will keep improving staff members' retirement benefits.

### 同業夥伴分享 共建完善發展

為推動業界在人才管理上持續發展及更趨專業化，人力資源處透過與業界夥伴分享市場趨勢及人力資源管理的最佳實務，致力拓展其網絡。

為深化員工對知識管理的認知和了解，人力資源處於2016年10月7日組織本院的行政人員、校長及服務單位主管，參觀香港警察學院，由學院不同部門的主管分享策劃、開展、推行及持續實踐知識管理的寶貴經驗。



▲ 人力資源處代表出席「積金好僱主」嘉許典禮。  
Representatives from the Human Resources Branch attended the "Good MPF Employer" Award Presentation Ceremony.



▲ 警察學院研究中心警司謝玉龍先生分享推行知識管理的經驗。

Mr. TSE Yuk Lung, Superintendent of Police at the Research Centre of Hong Kong Police College, shared his experiences implementing knowledge management.

### Sharing with Counterparts for Continuous Improvement

The Human Resources Branch proactively extends its network by sharing the latest market trends and best practices in human resources management with industry counterparts to ensure continuous improvement and enhance sector professionalism.

The Branch arranged a visit to Hong Kong Police College (HKPC) on 7 October 2016 for executives, school heads and service centre supervisors to promote awareness and deepen staff members' understanding of knowledge management (KM). Speakers from different HKPC divisions shared their experiences in planning, developing, implementing and sustaining the KM practices.



此外，作為知識管理發展中心的企業會員，人力資源處亦應邀出席該中心舉辦的多場由擁有豐富經驗的業界人士主講的分享會，以及在2016年年底舉辦的亞洲知識管理第16屆周年會議。一系列的參觀活動、分享會和會議，有助員工掌握知識管理的最新發展趨向，並與其他知識管理業者加強聯繫及交流。

為推廣東華三院作為良好僱主的形象，本院再次參加由僱員再培訓局舉辦的「人才企業嘉許計劃」。該計劃旨在表揚於人才培訓及發展工作上卓有表現的機構。東華三院已連續兩屆獲授予「人才企業」的稱號，並獲授權使用「人才企業」標誌，直至2018年。

As one of the corporate members of the Knowledge Management Development Centre (KMDC), the Human Resources Branch was invited by the Centre to take part in different sharing sessions, which featured speakers with comprehensive KM development experience, as well as the 16th Annual Conference of KM Asia. The combination of the visit, sharing sessions and conference enabled staff members to learn about the latest KM trends and network with other KMDC members.

The Group continued to promote its good employer image by participating in the "Manpower Developer Award Scheme" organised by the Employees Retraining Board. The Scheme recognises organisations that demonstrate outstanding achievements in manpower training and development. TWGHs was accredited as a "Manpower Developer" for the second consecutive year and was authorised to use the "Manpower Developer" logo till 2018.

## ✦ 培養卓越人才 推動企業持續發展 Building People Advantage for Business Sustainability



由蘇祐安執行總監（後排右八）帶領的交流團在民政部港澳台辦公室康鵬主任（後排右九）及浙江省民政廳江宇副廳長（後排右七）的陪同下，到訪杭州市社會福利中心。

Accompanied by Mr. KANG Peng (back row, right 9), the Director-General of the Office for Hong Kong, Macao and Taiwan Affairs of the Ministry of Civil Affairs, and Mr. JIANG Yu (back row, right 7), the Deputy Director-General, the Delegation, led by Mr. Albert Y.O. SU (back row, right 8), Chief Executive, visited the Hangzhou Shehui Fuli Center.

本院除了培訓員工的專業知識及技能以應付日常工作上的挑戰外，更與國家民政部合辦交流活動，以增加雙方對本港及內地社會福利事業及中醫藥發展的了解。雙方透過在年內安排的考察交流活動，分享在社會服務和慈善事業發展方面的經驗，本院更分享機構的組織運作與管理。

Apart from equipping staff members with required knowledge and skills to meet daily challenges, exchange programmes were organised with the Ministry of Civil Affairs to foster mutual understanding of social welfare services development as well as Chinese medicine services in Hong Kong and Mainland China. TWGHs and the Ministry shared experiences on providing community services and philanthropy development through the annual visit. TWGHs also shared its insights on the organisation's operation and management.



▲ 蘇祐安執行總監與杭州市兒童福利院的住院兒童相處融洽。

Mr. Albert Y.O. SU, Chief Executive, had a happy moment with the children living in the Hangzhou Children's Welfare Institute.

本院為鼓勵員工追求個人成長發展及回應社會需求，於年內特設以下獎學金予員工，包括：

- 6項碩士學位及1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；及
- 1個資助名額予登記護士，以修讀註冊護士課程。

為使新入職員工盡快適應工作環境及融入東華三院的文化，員工訓練組全年舉辦8次迎新活動，介紹本院組織架構、人事政策、員工訓練及福利事宜，共有超過500名員工參加。新入職的行政人員也參與行政人員發展課程，以加強其對現行政策及工作程序的認識。人力資源處亦積極提升士氣，加強員工對本院的認同感和歸屬感，詳情請參閱「員工關係與發展」章節。



▲ 交流團參觀浙江省中醫院。

The Delegation visited Zhejiang Provincial Hospital of Traditional Chinese Medicine.

The following scholarships were granted to staff members during the year to encourage personal growth as well as development and support the needs of the community:

- six Master's Degree programmes and one Bachelor's Degree programme scholarships to support professional development for social workers in community services; and
- sponsorship of an enrolled nurse to pursue Registered Nurse qualification.

Eight Induction Programmes were organised during the year for more than 500 new staff members to help them acclimatise to TWGHs' working environment and corporate culture. Topics spanned organisation and structure, personnel policies, training and welfare benefits. An Executive Development Programme was also organised to familiarise new executives with the Group's prevailing policies and work practices. The Human Resources Branch also proactively adopted measures to boost staff morale and foster a greater sense of recognition and belonging among staff members. More details are set out in the Chapter of "Employee Relations and Development".