

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

提升東華三院的人事管理規例

東華三院定期更新人事規例，以配合持續轉變的環境。人力資源處已就人事管理規例進行全面檢討，並完成有關的條文修訂，加入了最新的企業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。

人力資源管理電子化

為提升人力資源管理效能，配合服務的持續擴展，人力資源處與資訊科技處合作，研究和訂立電子表格系統的發展框架，以應用於人力資源處在不同範疇的日常操作，藉以推動人力資源管理電子化，強化系統對人力資源數據的整合和運用能力，以助制訂策略性的規劃。

職業退休計劃加入更具彈性的更改投資組合安排

為維護員工的最佳利益，本院主動與公積金服務公司商討並達成共識，推出方便靈活的新措施管理個人投資組合，包括把員工可更改投資組合的次數由每月1次增至每星期1次，以及讓員工可分開處理僱主賬戶和員工賬戶內的投資配置。

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. Based on the review, amendments were made to incorporate the latest corporate personnel policies and good practices in the Civil Services to ensure all relevant clauses comply with the employment-related ordinances.

Digitalisation of Human Resources Management

To enhance our human resources management capability to cope with the continuous expansion of services, the Human Resources Branch collaborated with the Information Technology Branch to explore and set up a framework for developing an electronic form system for application on different operations of our human resources functions. This initiative aimed at digitalising the human resources management process and enhancing our system capability in consolidation and usage of human resources data for strategic planning.

Enhancement of Flexibility for Switching Investment Funds under ORSO Scheme

As a proactive initiative to strive for the best interests of staff members, TWGHs has taken the initiative to explore and reach a consensus with the existing provident fund provider of the Group's Occupational Retirement Schemes Ordinance (ORSO) Scheme to introduce more flexible measures to facilitate individual staff members to manage their investment portfolios including the increase of switching times for change of investment funds from once per month to once per week and the separation of employee ORSO investment accounts for management of investment funds.

檢討幼稚園及幼兒園員工的薪酬架構

因應政府實施「免費優質幼稚園教育政策」，本院已就屬下幼稚園及幼兒園相關人力配置及不同職級的薪酬架構進行全面檢討。而新修訂的薪酬架構、職級重整、增設職位及薪酬轉換安排，已由2017年9月1日起實施。

常額合約員工轉任為長期聘任

本院推出新措施，將合資格的常額合約制員工轉為長期聘任，以維持一支穩定的員工團隊，建立人才庫，讓機構持續增長。

檢討個別職級的薪酬架構及薪酬安排

為提升吸納及挽留人才方面的競爭力，本院已為有急切需要的職位進行薪酬檢討，包括支援服務助理（庶務）、支援服務助理（社會服務）、社會企業轄下的治療師職系。修訂後的薪酬架構及薪酬安排已於年內落實推行。

檢討社會企業員工職系薪酬架構

為加強在多變的人力市場中競逐人才的靈活性，並配合商業營運模式，本院已為屬下社會企業員工訂立社會企業員工職系薪酬架構。按照既定政策確保相關職系的薪酬貼近市場薪酬趨勢，從而增強競爭優勢，本院已就各個社會企業職系的薪酬幅度完成檢討，新修訂的薪酬幅度將由2018年4月起生效。

檢討行政總部新薪酬架構

本院已就行政總部新薪酬架構下個別職位進行薪酬檢討，以優化相關的薪酬制度，達至吸引和挽留人才。

檢討定額薪酬職位的薪酬水平

鑑於人力市場競爭劇烈、通貨膨脹及公務員的薪酬調整，本院就個別有招聘困難的定額薪酬職位進行了薪酬檢討，經調整後的薪酬已經於年內落實。

東華三院為屬下資助學校落實增聘教師及招聘政策

因應教育局於2017年7月推出的「支援優質教育的優先措施」，本院屬下資助學校新增合共90多個教席。經人力資源處與教育科的緊密合作，本院為屬下學校提供額外行政支援並簡化行政程序，讓個別學校自行選拔合約教師轉為常任制員工，並透過吸納合約教師及向外招聘以填補新增的常額職位。有關教師轉任為常任制員工、續約及招聘安排已於2017年9月1日完成。

Review of Salary Structure of Kindergarten and Nursery Staff

In response to the implementation of the Government's "Free Quality Kindergarten Education Scheme", an overall review of our manpower provisions and salary structures for different job ranks in kindergartens and nursery schools was conducted. The revised salary structures, retitling and re-ranking of posts, the creation of new posts as well as the conversion arrangements for serving staff took effect from 1 September 2017.

Conversion of Regular Staff on Contract Terms to Permanent Terms

To maintain a stable workforce for the development of a talent pool to sustain organisational growth, TWGHs introduced a new measure to convert eligible contract staff on substantive posts to permanent terms.

Review of Salary Structure and Pay Package for Individual Posts

To enhance our competitiveness for talent acquisition and retention, TWGHs carried out pay reviews for posts with imminent recruitment needs. Revised pay scales and pay arrangements were subsequently implemented for the identified posts, including General Service Assistant (General), General Service Assistant (Community Services) and the therapist related job grade in social enterprises.

Review of Pay Ranges under Social Enterprise Job-grade Salary Structure

With a view to providing more flexibility for manpower acquisition amidst the changing labour market and to cater to the business operation modes of social enterprises, a separate Social Enterprise Job-Grade Salary Structure has been established for staff members of social enterprises. As a standing policy to ensure alignment of the pay levels of all related job grades with market pay trends, a review of the pay ranges of all job grades in social enterprises was conducted and the new pay ranges will take effect from April 2018.

Review of New Pay Structure for Administration Headquarters Posts

A pay review for individual posts of the Administration Headquarters under the new pay structure was conducted with a view to optimising the pay system for attraction and retention of talent.

Review of Pay Level for Fixed Sum Salary Posts

In view of the vibrant labour market, growing 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.

Recruitment Strategies and Campaign Implemented for New Teaching Posts in TWGHs Aided Schools

Following the implementation of the Education Bureau's "Priority Measures to Support Quality Education" in mid-July 2017, over 90 new teaching posts have been created in TWGHs' aided schools. The Human Resources Branch had worked closely with the Education Division in providing extra administrative support and simplifying the administration procedures by decentralising the recruitment exercises for re-appointment of contract staff to permanent terms and selection of serving contract teachers and direct entrants to fill the new teaching posts. The mass exercises of re-appointment of contract teachers to permanent terms, renewal of contracts and staff recruitment were duly completed by 1 September 2017.

行政總部人力編配檢討

因應服務持續擴展，行政總部已於年內完成人力編配檢討，並按照各部門的運作需要增設職位，加強行政支援，配合機構的長遠發展。

行政人員的職銜檢討

為配合服務發展需要，本院已就行政總部高級職員的職銜進行檢討，以市場上的良好常規作為參照基準，並按照個別職位的職能和職責，制定準則來修訂有關職銜。

配合最低工資條例的最新修訂

法定最低工資已由每小時32.5元調整至34.5元，僱主須備存僱員的總工作時數紀錄的金額上限則由每月13,300元修訂為每月14,100元，生效日期為2017年5月1日。本院已就新修訂的最低工資規定，調整受影響職級的薪酬及更新相關行政程序和支援系統，確保有關職位的薪酬安排及機構的人力資源管理系統符合新修訂的最低工資要求，並在人力市場上具競爭力。

連繫伙伴機構，積極外展招聘人才，推廣僱主品牌形象

本院一直透過不同途徑連繫伙伴機構，以擴闊招聘網絡，積極吸納人才。人力資源處應香港理工大學專業及持續教育學院的邀請，於2017年4月5日出席由該學院舉辦的升學及就業資訊系列2017專題講座，並由該處人事部及賽馬會復康中心的代表以「多元化的助人專業」為題，分享本院的服務理念、多方面的職業發展機會、全面的員工福利等，以吸引年青一代加入本院。

Administration Headquarters Manpower Review

To cope with the needs of continued service expansion, a manpower review was completed for the Administration Headquarters. New posts created out of operational needs have strengthened administrative support in alignment with our long term organisational development.

Job Title Review for Executive Staff

Owing to our service development needs, a review of the job titles of senior executive posts was conducted. Benchmarked against good practices in the market and based on the responsibility and accountability of individual posts, the key principles for revision of the relevant job titles were developed.

Implementation of Revised Statutory Minimum Wage (SMW)

The SMW has been revised from \$32.5 to \$34.5 per hour and the monthly monetary cap on recording the total number of hours worked have been adjusted from \$13,300 to \$14,100 with effect from 1 May 2017. In line with the amendments to the relevant statutory requirements, TWGHs has adjusted the pay levels of the affected ranks and updated the related administration procedures. The enhancement measures have ensured strict compliance of the pay packages for the relevant posts and the human resources administration system with the statutory requirements and our competitiveness in the labour market.

Outreach Recruitment Undertaken with Partnership Organisation to Proactively Promote Employer's Brand Image for Attraction of Talent

TWGHs has been exploring different channels through networking with partnership organisations to widen the coverage of our recruitment network for better acquisition of talent. Upon invitation, the Human Resources Branch participated in the Further Studies and Career Series 2017 organised by the College of Professional and Continuing Education of The Hong Kong Polytechnic University on 5 April 2017. Representatives from the Human Resources Branch and TWGHs Jockey Club Rehabilitation Complex jointly delivered a career talk on the topic of "A Multi-Disciplinary Helping Profession", sharing TWGHs mission and values, diverse career development opportunities and comprehensive staff benefits of TWGHs with a view to attracting the young generation to join the Group.



本院代表於香港理工大學專業及持續教育學院舉辦的升學及就業資訊系列2017專題講座作出分享。

Representatives of TWGHs made sharings at the career talk of the Further Studies and Career Series 2017 organised by the College of Professional and Continuing Education of The Hong Kong Polytechnic University.

The Branch further collaborated with the Community Services Division to participate in the "JUMP - Healthcare • Social Welfare • Education Career Day 2017" job fair organised by *Ming Pao* on 14 October 2017. Representatives from the Human Resources Branch and TWGHs Lok Kwan Home Care Service jointly delivered a recruitment talk, focusing on the Group's rehabilitation healthcare services, the career prospects of related job positions and different staff caring initiatives delivered by TWGHs in striving to build a happy workforce with strong commitment to serving the community. Response to the outreach recruitment exercise was very positive. About 400 attendees visited our exhibition booth and over 100 job applications were received on the day. Facing the keen competition in the labour market, the Branch had proactively lined up *Ming Pao* to conduct a feature interview dedicated to the Information Technology Branch and the

人力資源處再於2017年10月14日聯同社會服務科參與明報主辦的《JUMP護理•社福•教育招聘及進修日》。該處人事部及東華三院樂群家居照顧服務計劃的代表當日以「復康護理多元化，拾級走向專業」為題主持一場講座，分享本院的復康護理服務及相關職位的發展前景，以及如何透過不同的關愛員工措施，建立盡心服務大眾的快樂工作團隊。現場反應十分理想，約有400人到訪本院攤位，收到超過100份職位申請表。

面對人力市場的劇烈競爭，人力資源處更主動連繫《明報》採訪本院資訊科技處及人力資源處，以專題報導介紹本院資訊科技團隊的特色及機構的人才管理策略，內容包括自行開發與服務相關的多項資訊科技系統，以推動自動化運作，亦涉及本院科技人才的專業發展，以及各項促進員工關顧與發展的人力資源措施，藉以提升吸引人才的效益。



資訊科技處及人力資源處代表接受《明報》專訪，分享本院資訊科技團隊的特色及人力資源策略。Representatives from the Information Technology Branch and the Human Resources Branch shared an interview by *Ming Pao* on the features of TWGHs IT team and the corporate human resources strategies.

Branch to introduce the IT team and the talent management strategies of the Group, including the development of various service-related IT systems to drive for automation of operation, the career path of IT specialists and different human resources initiatives to care and develop staff so as to enhance our attraction to talents.

邁步向前 提升專業

Moving Forward, We Champion Human Resources Professionalism

僱員補償的法律程序講座

為了讓主管級員工加深認識處理工傷案件的相關法律知識，人力資源處聯同本院的保險顧問怡和保險顧問有限公司及的近律師行，於2018年1月22日舉辦講座，分享有關意外調查及準備普通法訴訟文件的程序和個案。本院共有約70位來自行政總部和服務單位的主管出席講座，參加者表示講座內容有助他們認識處理工傷個案的法律程序。



的近律師行合夥人薛振輝律師分享處理工傷個案的法律程序。Mr. Gere SIT, Partner of Deacons, shared the legal procedures for handling work injury cases.

績效管理知識分享會

於2018年1月30日，人力資源處為合共超過90名來自行政總部、服務單位和屬校的主管級員工舉辦簡介會，分享撰寫考績評核的技巧。分享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。

Workshop on Legal Procedures of Employees' Compensation

To strengthen relevant legal knowledge among our supervisory staff in handling work injury cases, the Branch collaborated with Jardine Lloyd Thompson Limited (JLT), the Group's insurance consultant, and Deacons, to conduct a workshop on the investigation of accidents and the preparation for defence of common law claims on 22 January 2018, with attendance of about 70 supervisory staff from Administration Headquarters and service centres. The participants highly commented the sharings helpful to enhance their knowledge on the legal procedures of work injury cases.

Performance Management Knowledge Sharing

A knowledge sharing session on staff appraisal writing skills was organised on 30 January 2018, with attendance of over 90 supervisors from the Administration Headquarters, service centres and schools. The presentation materials were uploaded to the corporate iPortal electronic platform after the session for sharing with staff members at different levels.



主管級員工舉行績效管理知識分享會
Performance Management Knowledge Sharing Session for the supervisory staff

同業伙伴分享 共締完善發展

為推動業界在人才管理上持續發展及更趨專業化，人力資源處積極與業界伙伴分享人力資源管理的市場趨勢及最佳實踐，致力拓展業界的網絡。

為提升員工對公營機構運作的認識和了解，人力資源處於2018年1月11日組織本院的行政人員、校長及服務單位主管參觀香港國際機場，由香港機場管理局代表分享如何有效管理一個既複雜又繁忙的運作系統、以及香港國際機場未來的發展方向和相關的環保計劃，更帶領員工進入機場的綜合機場中心及停機坪深入了解其運作。

作為知識管理發展中心的企業會員，人力資源處應邀出席該中心舉辦的業界分享會，亦出席了亞洲知識管理第17屆周年會議。一系列的分享會及會議，有助員工加深了解知識管理的發展新趨勢，並加強與其他知識管理從業者的聯繫及交流。

為推廣良好僱主形象，東華三院自2014年起參加由僱員再培訓局舉辦的「人才企業嘉許計劃」，於2014/2016年度及2016/2018年度連續兩屆獲授予「人才企業」的尊稱，並獲授權使用「人才企業」的標誌至2018年。僱員再培訓局推出是項嘉許計劃，旨在表揚於「人才培訓及發展」工作有卓越表現的機構。

Sharing with Industry Counterparts for Continuous Improvement

The Human Resources Branch actively 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.

To enhance our staff members' knowledge and understanding in achieving operational excellence in a non-governmental organisation, the Branch arranged a visit to Hong Kong International Airport on 11 January 2018 for executives, school heads and service centre supervisors. Representative from the Airport Authority Hong Kong shared their experiences on how to efficiently manage a sophisticated and busy operation, and their future development and green initiatives. A guided tour of the Integrated Airport Centre and airfield was also conducted to give a better idea of the operations involved.

As one of the corporate members of Knowledge Management Development Centre (KMDC), the Branch was invited by the Centre to take part in different sharing sessions, which featured speakers with comprehensive experiences in KM development, and the 17th Annual Conference of KM Asia. The combination of the sharing sessions and conferences enabled our staff members to learn more about the latest KM trends and network with other KMDC members.

The Group has continued to promote its good employer image by participating in the "Manpower Developer Award Scheme" organised by the Employees Retraining Board since 2014. It was accredited as a "Manpower Developer" in both 2014/2016 and 2016/2018 consecutively and granted the right to use the "Manpower Developer" logo until 2018. The Scheme recognises organisations for demonstrating outstanding achievements in manpower training and development.



機場管理局行李處理助理總經理鍾浩文先生（前排右七）介紹機場中央控制中心的運作。
Mr. Herman CHUNG (front row, right 7), Assistant General Manager, Baggage Handling of the Airport Authority Hong Kong, introduced the operation of the Integrated Airport Centre.

本院除了培訓員工的專業知識及技能以應付日常工作的挑戰外，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。雙方透過年內的考察和交流活動，吸取彼此在社會服務和慈善事業發展方面的經驗，本院更與對方分享對本院組織運作與管理的見解。

Apart from equipping our staff members with the knowledge and skills they need to meet daily challenges, exchange programmes were organised with the Ministry of Civil Affairs to foster a mutual understanding of social welfare services development and Chinese medicine services in Hong Kong and Mainland China. TWGHs and the Ministry shared experiences in providing community services and philanthropy development through tours and exchange activities held during the year. TWGHs also shared its insights on the Group's operation and management.



由蘇祐安執行總監（右八）帶領的交流團在民政部港澳台辦公室康鵬主任（左八）及廣西省民政廳陳佳克副廳長（左六）的陪同下，到訪廣西社會福利服務中心。

A delegation led by Mr. Albert Y.O. SU (right 8), Chief Executive, visited the Social Welfare Service Centre in Guangxi, accompanied by Mr. KANG Peng (left 8), Director-General of the Office for Hong Kong, Macao and Taiwan Affairs of the Ministry of Civil Affairs, and Mr. CHEN Jiak (left 6), Deputy Director-General of the Guangxi Civil Affairs Bureau.



交流團參觀廣西中醫藥大學第一附屬醫院。
The delegation visited the First Affiliated Hospital of Guangxi University of Chinese Medicine.



蘇祐安執行總監（右二）帶領交流團探訪南寧市社會福利院的住院長者。
The delegation led by Mr. Albert Y.O. SU (right 2), Chief Executive, paid a visit to the residents of the Nanning City Social Welfare Centre.

本院為鼓勵員工追求個人成長及發展，同時回應社會需求，特批出以下獎學金，包括：

- 兩項碩士學位獎學金予醫務科的員工；
- 3項碩士學位獎學金及5項學士學位獎學金予社會服務科的員工；及
- 1個資助名額予登記護士，以修讀註冊護士課程。

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

- 2 scholarships for master's degree programmes to support staff professional development in the Medical Division;
- 3 scholarships for master's degree programmes and 5 scholarships for bachelor's degree programmes to support staff professional development in the Community Services Division; and
- 1 sponsorship for an enrolled nurse to pursue Registered Nurse qualification.

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550名員工參加。新入職的行政人員也參與行政人員發展課程，以加強他們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。

To help newly-recruited staff to adapt to the working environment and culture of TWGHs, a total of 8 induction programmes, covering the Group's organisation and structure, personnel policies as well as training and welfare benefits, were organised during the year with more than 550 staff members participating. An Executive Development Programme was also organised to familiarise newly-recruited executives with the prevailing policies and work practices. Human Resources Branch has played proactive role in boosting staff morale and fostering a greater sense of recognition and belonging. For more details, please refer to the Chapter on "Employee Relations and Development."