



# 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

##### 人力資源管理電子化

為提升人力資源管理效能，人力資源處與資訊科技處合作，制定電子表格系統的操作框架，以便日後將電子表格廣泛應用於不同範疇的人力資源管理；同時，可把人力資源管理程序電子化，並強化數據的整合和運用，以助制訂策略性的規劃。電子表格系統首階段將應用於無薪假期申請，並會於2019/2020年度推出。

##### 重新建立「人事一線通」互動語音系統

為加強本院的員工自助服務，人力資源處已重新建立「人事一線通」24小時電話查詢系統，並加入了新功能及優化現有服務，為員工提供更快捷及便利的途徑查詢各項假期結餘、人事資訊及索取各項申請表格。

##### Digitalisation of Human Resources Management

To enhance the capability of human resources management, the Human Resources Branch collaborated with the Information Technology Branch to develop the operational framework of an electronic form system for wide application on different aspects of human resources management. The initiative aimed at digitalising the human resources management process and enhancing the system capability in consolidation and usage of the data for strategic planning. The first phase of the electronic form system will apply to no-pay leave application, which will be launched in 2019/2020.

##### Redevelopment of the "HR-Link" Interactive Voice Response System

To strengthen the employee self-services of TWGHs, the Human Resources Branch had redeveloped the 24-hour "HR-Link" telephony system. New functions and enhanced services had been added in the upgraded system, providing quicker and more convenient self-services to staff members for easy retrieval of HR-related information such as leave balance, personnel policies and standard forms of the human resources related applications.

### 延長待產假及產假

作為關愛僱主，東華三院一向全力支持政府推行家庭友善政策，並提早於相關法例實施前落實延長待產假及產假至5天及14個星期，有關安排亦已分別於2018年12月1日及2019年1月1日正式生效。本院會繼續積極探討各項可行的家庭友善措施，以配合員工在平衡家庭和工作不同角色的需要。

### 檢討幼兒中心的人力配置

為配合社會福利署「到校學前康復服務」常規化，本院已就屬下幼兒園相關人力配置進行全面檢討，並已於年內實行將有關員工轉任常額合約制，及增設職位以加強人力支援的安排。

### 檢討學校社會工作服務的人力配置

因應教育局推行「一校一社工」政策，本院已就學校社會工作服務的人力配置進行檢討，並完成增設相關社工職位及調整有關職位的職級，以強化專業團隊。

### 為東華三院寰宇殯儀館制定人力資源措施

人力資源處緊密支援社會服務科，為新營運的東華三院寰宇殯儀館制定相關人力配置，規劃員工招募安排及實施適切的人力資源措施，以確保服務順利開展。

### 檢討朋輩工作員的聘任條件

隨著社會福利署精神科社康服務「朋輩支援服務」常規化，本院已就屬下朋輩工作員的聘任條件進行檢討。有關職位新修訂的薪酬及轉任常額合約制的安排已由2018年7月1日起實施。

### 檢討照顧員及相關職位的薪酬架構

因應社會福利署額外撥款改善個人照顧相關職位的薪酬，本院已整體檢討其照顧員及相關職位的薪酬，而新修訂的薪級及有關員工的薪酬調整已於2018年6月1日實施。

### 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的競爭力，本院已為有急切需要的職位進行多項薪酬檢討。本院已於指明的職位落實進行調整職級、修訂薪酬、增設與職位 / 職責相關的津貼，以及常規化有時限的津貼，其中包括社工、輔導員、綜合服務幹事、活動幹事、院舍主任 / 副主任、護士、導師、支援服務員（維修）、活動幹事（院舍）及支援服務助理（庶務）。

### 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，本院已就個別有招聘困難的定額薪酬職位進行薪酬檢討，經調整後的薪酬已於年內落實。

### Extension of the Paternity Leave and Maternity Leave

As a caring employer and in full support of the family-friendly policies promoted by the Government, TWGHs has implemented the early extension of the Paternity Leave and Maternity Leave to 5 days and 14 weeks with effect from 1 December 2018 and 1 January 2019 respectively before the enactment of the relevant statutory requirements. TWGHs will continue to explore practicable family-friendly measures proactively to cater for the needs of staff members to balance their roles in the family and work settings.

### Review of Manpower Support for Nursery Staff

In line with the regularisation of "On-site Pre-school Rehabilitation Services" of the Social Welfare Department, an overall review of the manpower provisions for nursery schools was conducted. The conversion of serving staff to regular contract terms and creation of new posts were implemented consequentially within the year to enhance the manpower support.

### Review of Manpower Support for School Social Work Services

In response to the implementation of the "One Social Worker for Each School" policy by the Education Bureau, the manpower support for school social work services was reviewed. The related social worker posts were created and regraded to enhance the professional standard of our team at the TWGHs schools.

### Setting Up of Human Resources Measures for TWGHs Global Funeral Parlour

The Human Resources Branch closely supported the Community Services Division to devise and carry out related manpower planning, mass recruitment and human resources measures for the new TWGHs Global Funeral Parlour to ensure smooth delivery of the new services to the public.

### Review of Employment Package for Peer Support Worker

Following the regularisation of the "Peer Support Service" of the Community Psychiatric Service Units under the Social Welfare Department, an overall review of the employment package for peer support worker rank was conducted by the Group. Pay revision and conversion to substantive employment terms for relevant posts took effect from 1 July 2018 onwards.

### Review of Pay for Care Worker and the Related Posts

Arising from the additional subvention granted by the Social Welfare Department for the improvement of remuneration package for personal care related posts, an overall pay review for care workers and related posts was conducted by the Group. Revision of the pay scales with corresponding pay adjustment for the staff members concerned was implemented effective 1 June 2018.

### Review of Salary Structure and Pay Package for Individual Posts

To enhance its competitiveness in talent acquisition and retention, TWGHs carried out various pay reviews for posts with imminent needs. The revision of job ranks and salary scales, the increase in post-related/duty-related allowance and the regularisation of time-limited allowance were implemented for the identified posts, including social worker, counsellor, integrated service worker, programme worker, centre supervisor/ assistant supervisor, nurse, instructor, support service attendant (repairs and maintenance), programme worker (residential) and service assistant (general).

### 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.

## 行政人員的職銜檢討

為配合機構服務發展及加強對外溝通，本院已就行政總部行政人員職銜進行檢討，經諮詢各科／處／辦公室後已擬定各主管級職銜的修訂準則、實施細節及時間表。

## 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。

## 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）推出強積金自選安排，讓員工自行決定是否轉移強積金累算權益及新供款至另一間為東華三院提供強積金服務的公司。為讓員工在作出決定前能掌握有關資訊，本院向員工發放了兩間強積金公司的服務詳情、行政程序等資料，並舉辦了多場員工簡介會，由兩間強積金公司的代表向員工講解戶口轉移所涉及的行政程序、基金詳情及風險。有關強積金戶口轉移已於2018/2019年度生效。

## 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2018年4月6日出席由該學院舉辦的升學及就業資訊系列2018專題講座，並由人力資源處及東華三院賽馬會復康中心的代表以「東華三院@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及全面的員工福利等，以吸引年青一代加入本院。

人力資源處又於2018年10月6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」。該處人事部及本院洪福綜合職業復康中心的代表當日一同主持講座，分享本院的復康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250人到訪本院攤位，並收到超過50份職位申請表。



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2018」專題講座作出分享。  
Representatives of TWGHs made a sharing at the career talk of the "Further Studies and Career Series 2018" organised by the College of Professional and Continuing Education of The Hong Kong Polytechnic University.

## Job Title Review for Executive Staff

To facilitate service development and strengthen communication with external parties, a review of job titles for executive posts at the Administration Headquarters was conducted. After consultation with the Divisions/Branches/Office, the basic principles, implementation details and action schedules of the job titling for executive posts were successfully formulated.

## Review of New Pay Structure for Administration Headquarters

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.

## Option Exercise for TWGHs Serving Staff to Transfer their MPF Benefits to Another Provident Fund Service Provider

In accordance with the established policy, an option exercise was conducted to provide serving staff (excluding temporary staff) with an option to transfer their existing MPF accrued benefits and new contributions to another service provider under the TWGHs MPF Scheme. For the provision of sufficient details to staff members before opting for the transfer, information materials including the administration procedures of the option exercise and the key features of the services provided by the 2 service providers were disseminated to staff members. In addition, staff briefing sessions were arranged for staff members, with representatives of the service providers going through the details of administrative arrangements of the exercise, the fund choices and the risks involved in the account transfer. The transfer of the MPF account has taken effect in 2018/2019.

## 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 2018 organised by the College of Professional and Continuing Education of The Hong Kong Polytechnic University on 6 April 2018. Representatives from the Human Resources Branch and TWGHs Jockey Club Rehabilitation Complex jointly delivered a career talk on the topic of "TWGHs @ Helping Others • 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.

The Human Resources Branch also collaborated with the Community Services Division to participate in the "JUMP - Healthcare • Social Welfare • Education Career Day" job fair organised by *Ming Pao* on 6 October 2018. Representatives from the Personnel Section of the Branch and TWGHs Hung Fuk Integrated Vocational Rehabilitation Centre jointly delivered a recruitment talk on the Group's rehabilitation services, the career prospects of related job positions and various 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



本院員工詳細解答求職人士的查詢。  
TWGHs staff members answered job seekers' enquiries.

此外，東華三院亦應邀成為「創新香港國際人才嘉年華2019」的支持機構，並參加其於2019年3月23日至24日在亞洲國際博覽館舉行的招聘會。

### 製作短片推廣東華三院僱主形象

為推廣本院的僱主形象，人力資源處特別製作一輯新短片，邀請本院屬下社會企業的員工親身分享在本院的事業發展及所得到的支持和關愛。有關短片的拍攝工作已經完成，將於2019/2020年度推出。

250 attendees visited our exhibition booth and over 50 job applications were received on that day.

In addition, TWGHs was invited to be the supporting organisation of the “Innovating Hong Kong - Global Talent Carnival 2019” and joined the job fair held from 23 to 24 March 2019 at AsiaWorld-Expo.

### Production of a Video for Promoting Employer Brand Image of TWGHs

To promote the employer brand image of the Group, the Human Resources Branch produced a new video featuring career development of the staff members of TWGHs social enterprises as well as the support and care they received at TWGHs. The video production was completed and it will be launched in 2019/2020.

## 邁步向前 提升專業 ● ● ● Moving Forward, We Champion Human Resources Professionalism

### 積極推動平等機會

本院一直全力支持政府推行平等機會政策，積極建立共融和諧的社會。本院應政制及內地事務局之邀請，已確認承諾採納《消除性傾向歧視僱傭實務守則》及接納加入支持機構的名單內，以促進不論性傾向而同享平等就業機會。

本院亦參與由香港中文大學香港亞太研究所性別研究中心於2018年6月30日舉辦的「性別角色工作坊2018」專題講座，而是次講座的參加者包括社工、中學教師、非牟利機構的員工和大學生。本院人力資源處代表於會上分享本院反性騷擾的政策及處理經驗，並與參加者互動交流。

### Promotion of Equal Opportunity

TWGHs has all along fully supported the Government's equal opportunity policy and striven to build an inclusive and harmonious society. Upon the invitation of the Constitutional and Mainland Affairs Bureau, TWGHs has confirmed the adoption of the “Code of Practice against Discrimination in Employment on the Ground of Sexual Orientation” and its inclusion on the supporting organisations list to promote equal employment opportunities irrespective of sexual orientation.

TWGHs also participated in the “Annual Gender Roles Workshop 2018” held on 30 June 2018 by the Gender Research Centre of Hong Kong Institute of Asia-Pacific Studies of The Chinese University of Hong Kong. The participants included social workers, secondary school teachers, staff members of non-profit making organisations and university students. Representative of the Human Resources Branch shared the anti-sexual harassment policies and practices of the Group and exchanged views with the participants.



★ 人力資源處代表(右二)與出席「性別角色工作坊2018」專題講座的講者合照  
Group photo of representative from the Human Resources Branch (right 2) and other speakers at the “Annual Gender Roles Workshop 2018”

### 「三思而後行」防貪講座

為了加強員工的防貪意識，以鞏固本院廉潔的企業文化，人力資源處邀得香港廉政公署社區關係處代表於2018年11月19日舉辦防貪講座，以短片及案例解說相關條例，加深員工對防貪的認識。超過70位來自本院行政總部、學校和服務單位的員工出席講座。

### 同業伙伴分享 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。

### Talk on Anti-Corruption

To enhance staff members' awareness of anti-corruptions and uphold TWGHs' clean corporate culture, the Branch invited representatives from the Community Relations Department of the Hong Kong Independent Commission Against Corruption to conduct a talk on anti-corruption on 19 November 2018, and to elaborate relevant ordinances with videos and case studies. Over 70 participants from TWGHs Administration Headquarters, schools and service centres attended the Talk.

### 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.

為加深員工對培訓及發展的新趨勢及相關科技的認識和了解，人力資源處於2019年1月29日組織本院的行政人員、校長及服務單位主管參觀中華電力有限公司的電力工程學院，由中電代表介紹學院內的創新電力館及各項訓練設施，並示範如何運用虛擬實境及擴增實境科技為學員提供零風險的訓練。

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，透過專家的分享，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。

### 卓越的人力資源管理屢獲肯定

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年度和2016/2018年度連續兩屆獲授予「人才企業」的尊稱。今年，本院再次獲得此殊榮，並獲授權使用「人才企業」的標誌至2020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。

此外，本院於年內亦參加勞工處新推出的「好僱主約章」計劃，並獲處方確認為合資格簽署約章的機構。「好僱主約章」旨在推動各行各業及不同規模的僱主，採納以僱員為本及與時並進的人事管理措施，在工作間營造良好的人事管理文化。本院一直支持政府相關政策，相信實施良好的人事管理有助吸引人才，激勵員工士氣，以及提升他們對機構的歸屬感，為社會大眾提供優質服務。本院將繼續努力，推行以員工為本的良好人事管理措施，進一步推動機構的關愛文化。

### 「勞資審裁處個案的訴訟程序」講座

人力資源處於2019年3月29日舉辦「勞資審裁處個案的訴訟程序」講座，約有100位行政總部和服務單位的主管出席。講座鞏固他們對處理勞資審裁個案的法律知識。有關資料已上載至東華三院內聯網子網站，與各級員工分享。

To enrich our staff members' knowledge and understanding of the latest trend and related technology in training and development, the Branch organised a visit to the Power Academy of CLP Power Hong Kong Limited on 29 January 2019 for executives, school heads and service centre supervisors. Representatives from the CLP Power Hong Kong Limited introduced the InnoPower Hall and training facilities of the Academy. A demonstration on the Virtual Reality and Augmented Reality learning tools was also conducted to show how to provide zero-risk training.

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

### Recognition for Excellent Human Resources Management

The Group remains committed to promoting its good employer image by participating in the "Manpower Developer Award Scheme" organised by the Employees Retraining Board since 2014, and was accredited as a "Manpower Developer" in both 2014/2016 and 2016/2018 consecutively. This year, the Group received the award for the third time and was granted the right to use the "Manpower Developer" logo until 2020. The Scheme recognises organisations for demonstrating outstanding achievements in manpower training and development.

TWGHs has also participated in the "Good Employer Charter" newly launched by the Labour Department and has been accredited as a signatory organisation. The Charter aimed to encourage employers to adopt employee-oriented and progressive good people management practices for cultivating a good people management culture in the workplace. TWGHs has all along supported the government's related policies, with a firm conviction that good human resources practices can attract talents, boost staff morale and enhance their sense of belonging so as to provide quality services for the community. TWGHs will continue to adopt staff-oriented management practices to further promote the corporate caring culture.



東華三院的代表接受「好僱主約章」證書。  
A representative of TWGHs received the official certificate of "Good Employer Charter".

### Workshop on "Litigation Procedures for Labour Tribunal Cases"

The Human Resources Branch organised a workshop on "Litigation Procedures for Labour Tribunal Cases" on 29 March 2019, with about 100 supervisors from Administration Headquarters and service centres attending. The Workshop strengthened their legal knowledge of handling labour tribunal cases. Related information was uploaded to the corporate iPortal electronic platform to share with staff members at different levels.

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

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，本院更與對方分享本院組織運作與管理的見解。



由執行總監蘇祐安先生（前排左六）帶領的交流團與以黑龍江省民政廳廳長郭冀平先生（前排右六）為首的民政官員合照  
Group photo of TWGHs delegation led by Mr. Albert Y.O. SU (front row, left 6), Chief Executive, and officials of the Department of Civil Affairs of Heilongjiang Province led by Mr. GUO Jiping (front row, right 6), Director-General of the Heilongjiang Civil Affairs Bureau



執行總監蘇祐安先生（後排左五）帶領交流團在民政部港澳台辦公室主任康鵬先生（後排右五）及黑龍江省民政廳廳長許東林先生（後排左四）的陪同下，考察黑龍江省的中醫醫院。  
Accompanied by Mr. KANG Peng (back row, right 5), the Director-General of the Office for Hong Kong, Macao and Taiwan Affairs of the Ministry of Civil Affairs, and Mr. XU Donglin (back row, left 4), the Director of Heilongjiang Provincial Civil Affairs Department, the delegation led by Mr. Albert Y.O. SU (back row, left 5), Chief Executive, visited the Heilongjiang Provincial Hospital of Traditional Chinese Medicine.

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：

- 2項碩士學位獎學金、6項學士學位獎學金予社會服務科的員工，以促進其專業發展；
- 1個資助名額予登記護士修讀註冊護士課程；及
- 2個資助名額予社會服務前線員工修讀登記護士課程。

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600名員工參加。新入職及現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 encourage personal growth and development, and to support the needs of the community, the following scholarships and sponsorships were granted by TWGHs, including:

- 2 scholarships for master's degree programmes and 6 scholarships for bachelor's degree programmes to support staff professional development in the Community Services Division;
- 1 sponsorship for an enrolled nurse to pursue registered nurse qualification; and
- 2 sponsorships for frontline staff members in the Community Services Division to pursue enrolled nurse qualification.

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 600 staff members participating. An Executive Development Programme was also organised to familiarise and refresh newly recruited and serving executives with the prevailing policies and work practices. The Human Resources Branch has played a 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."

迎新活動加強新入職員工對本院現行政策及組織架構的認識。Induction programmes were organised to enhance the understanding of the Group's personnel policies and organisation structure among newly recruited staff members.