

# 人力資源

## Human Resources



### 因時制宜 吸納人才

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

##### 行政人員的職銜檢討

為加強對外溝通及配合本院服務發展需要，本院經完成檢討後修訂行政總部高級職員的職銜，並制定相關推行細節。更新後的安排將於2020年4月1日生效。

##### 常額合約員工轉任為長期聘任

為維持一支穩定的員工團隊，以建立人才庫讓機構持續增長，本院按照長期聘任制員工及合約制員工的目標比例，以及既定準則，完成第二期合資格的常額合約制員工轉為長期聘任。

##### 修訂颱風及暴雨警告下的工作安排

因應勞工處公布新修訂的《颱風及暴雨警告下工作守則》，本院參照公務員的最新常規指引，修訂《熱帶氣旋及暴雨襲港期間的工作安排的一般指引》供各科/處/辦公室參考。各科/處/辦公室可按運作需要及相關政府部門/政策局發出的規例，制定合適的內部指引工作安排。

##### Job Title Review for Executive Staff

In view of the needs to strengthen communication with external parties and accommodate the service development of the Group, the job titles of senior executive posts at the Administration Headquarters was revised after a review. The related implementation details had been devised and the new arrangements will take effect from 1 April 2020.

##### Conversion of Regular Staff at Substantive Posts on Contract Terms to Permanent Terms

With a view to maintaining a stable workforce for development of a talent pool to sustain organisational growth, the second phase of the conversion of the staff at substantive posts on contract terms to permanent terms was completed accordingly to the target ratio of permanent and contract staff as well as the eligible criteria.

##### Revision of Work Arrangement during Tropical Cyclones or Rainstorms

Following the revision of the *Code of Practice in Times of Typhoons and Rainstorms* issued by the Labour Department, TWGHs issued a revised *General Guideline on Work Arrangements in Times of Tropical Cyclones and Rainstorms* to all Divisions/Branches/Office, with reference to the latest practices of the Civil Service. The Divisions/Branches/Office could draw up their internal guidelines for work arrangements according to operational needs and relevant regulations of the government departments or bureaux.

## 制定合宜辦公室衣著的指引

為提供一般常規服飾標準，人力資源處制定了「合宜的辦公室衣著」指引，以供各科/處/辦公室參考。各科/處/辦公室亦可因應實際運作情況，制定切合運作需要的內部指引。

## 推行《最低工資條例》的最新修訂

政府於2019年5月1日就《最低工資條例》實施最新修訂，法定最低工資水平由每小時34.5元調升至每小時37.5元，僱主備存僱員的總工作時數紀錄的金額上限亦由每月14,100元修訂為每月15,300元。為此，東華三院已檢討及調整受影響職級的薪酬，以符合新修訂最低工資的要求及保持本院在人力市場的競爭力。此外，相關的行政指引及電子計算工具亦已更新，以確保所有非醫院服務單位的行政常規符合相關法定要求。

## 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。

## 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。有關調整職級、修訂薪酬、提升與職位/職責相關的津貼，以及常規化有時限的津貼，已於相關職位實施，包括院舍副主任、替假家長、言語治療師、工目、照顧員（院舍及家居照顧服務）、支援服務助理（社會服務）、復康幹事、生產主任及生產經理。

## 東華三院為屬下資助學校落實教師職位全面學位化

為配合教育局實施教師職位全面學位化，本院已制定相關政策及實施細節，並於2019年9月1日完成改編本院屬下資助學校500多名符合資格的非學位教師為學位教師。

## 就新增設的特殊教育需要統籌主任及言語治療師職位制定相關人事政策

為配合教育局於小學增設小學學位教師職級的特殊教育需要統籌主任，以及於中、小學增設校本言語治療師職位，本院已就相關職位制定人事政策，並於2019年9月前完成晉升/招聘程序。

## 加強東華三院資助學校行政支援的招聘政策

配合政府落實「一校一行政主任」政策，東華三院已制定相關人力編配政策及聘用條款，並於2019年9月前完成30多個新增的學校行政主任職位的招聘工作。

## Setting up of a Suitable Office Dress Code

A general guideline on *Suitable Office Dress* was formulated and issued to provide a general guide on normal and proper dress code to Divisions/Branches/Office for reference and drawing up their internal guidelines based on their operational needs.

## Implementation of the Revised Statutory Minimum Wage

Effective from 1 May 2019, the Statutory Minimum Wage (SMW) was increased from \$34.5 to \$37.5 per hour, and the monthly monetary cap on recording the total number of working hours was also revised from \$14,100 to \$15,300. In alignment with the revision, TWGHs reviewed and adjusted the pay levels of the affected ranks to comply with the revised SMW and to maintain the competitiveness of the Group in the labour market. In addition, relevant administration guidelines and calculation tool were updated to ensure the practices of all non-hospital operation units to meet the statutory requirements.

## 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.

## 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, salary scales, post-/duty-related allowance and the regularisation of time-limited allowance had applied to the relevant posts, including assistant supervisor, relief houseparent, speech therapist, head service attendant, care worker (residential and home care services), general services assistant (community services), rehabilitation worker, production supervisor and production manager.

## Implementation of the All-graduate Teaching Force Policy at TWGHs Aided Schools

In response to the implementation of the Education Bureau's all-graduate teaching force policy, the Group set up the relevant policies and procedures. More than 500 non-graduate teachers of TWGHs aided schools were regraded to graduate teachers on 1 September 2019.

## Setting Up of Human Resources Policies for the Posts of Special Education Needs Coordinator and Speech Therapist

In line with the creation of the Special Educational Needs Coordinator posts at Primary School Master/Mistress rank at primary schools and the school-based Speech Therapist posts at primary and secondary schools by the Education Bureau, the corresponding HR policies were formulated and the mass promotion/recruitment exercises for the new posts were completed before September 2019.

## Recruitment Strategies for Enhancement of Executive Support at TWGHs Aided Schools

To comply with the "One Executive Officer for Each School" policy implemented by the Government, TWGHs formulated the related manpower policy and employment terms, and successfully recruited over 30 new School Education Officers for TWGHs aided schools before September 2019.



## 有關「強積金自願性供款的稅務扣除條例」安排的員工溝通

根據2019年3月強制性公積金計劃管理局公布的修訂條例草案，強積金/職業退休計劃的成員可開立一個強積金「可扣稅自願性供款帳戶」並直接供款，有關供款額可享稅務扣減優惠，上限為每年60,000元，相關稅務扣減優惠於2019/2020課稅年度開始生效。為協助員工了解「可扣稅自願性供款帳戶」的實行細節和市場資訊，人力資源處除向員工發放相關資訊外，更安排強積金服務供應商為員工舉辦講座。

## 連繫伙伴機構 積極外展招聘人才

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2019年4月11日出席由該學院舉辦的升學及就業資訊系列2019專題講座，並由人力資源處聯同東華三院何玉清教育心理服務中心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及屬下教育心理服務及社會服務的職業發展路向，並以建立快樂工作團隊為本的人才發展策略和周全的員工福利，以吸引年青一代加入本院。

## Staff Communication on "Tax Deductible Mandatory Provident Fund Voluntary Contributions" Arrangement

In accordance with the Amendment Bill announced by Mandatory Provident Fund Schemes Authority in March 2019, Mandatory Provident Fund/Occupational Retirement Schemes Ordinance scheme members can open a Tax Deductible Voluntary Contributions (TVC) account in an MPF scheme of their own choice and are entitled to claim a tax deduction up to \$60,000 a year with effect from the assessment year of 2019/2020. To familiarise staff members with the implementation details and market information of the TVC, the Human Resources Branch shared related information with all staff members and engaged MPF service providers to conduct TVC briefing sessions for our staff members.

## Connecting Partnership Organisation for Outreach Recruitment

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 2019 organised by the College of Professional and Continuing Education of The Hong Kong Polytechnic University on 11 April 2019. The Human Resources Branch had lined up with the TWGHs Ho Yuk Ching Educational Psychology Service Centre and TWGHs Jockey Club Rehabilitation Complex in delivering a career talk on the topic of "TWGHs @ Helping Others • Profession", sharing TWGHs mission and values, the career prospects and opportunities in educational psychological and social services, as well as the talent development strategies and comprehensive staff benefits to build up happy workforce so as to attract the young generation to join the Group.



本院人力資源處、教育科及社會服務科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2019」專題講座作分享。Representatives of the Human Resources Branch, Education Division and Community Services Division made a sharing at the career talk of "Further Studies and Career Series 2019" organised by the College of Professional and Continuing Education of The Hong Kong Polytechnic University.



## 推出短片推廣東華三院僱主形象

為展現本院推動關愛共融的努力及提供多元化工作的機會，人力資源處特意製作了一套名為「東華·以愛共融」的短片，邀得本院屬下3間社會企業的員工，親身分享其事業發展和本院給予的支持。

短片及製作花絮已於東華三院的官方網頁、Facebook專頁、YouTube頻道、手機應用程式及內聯網等不同平台播放，讓公眾認識本院敬業共融的工作文化。

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

To demonstrate the Group's dedication in promoting social inclusive workplace and providing a variety of job opportunities, the Human Resources Branch produced a video named "Tung Wah · Embracing Integration with Care and Love" video, featuring 3 staff members from different TWGHs social enterprises about their career development and support received from the Group.

The video and its making-of were launched on various platforms of TWGHs including its homepage, Facebook page, YouTube channel, mobile application and intranet, to promote the professional and inclusive work culture of the Group.



## 更新求變 強化系統

### Leading Through Changes, We Build Up a Modern Human Resources System

#### 無薪假期申請電子化

人力資源處聯同資訊科技處合作開發電子表格系統，首階段應用於無薪假期申請，以促進本院假期行政及管理的自動化，並可整合所得數據以支援相關分析和協助策略規劃。無薪假期電子表格已經備用，並會分階段推出。

#### Electronic Platform for No Pay Leave Application

The Human Resources Branch and the Information Technology Branch had jointly developed an electronic form system. In the first phase, the System was adopted in no pay leave application, as part of its drive to achieve automation in leave administration and management of the Group. In addition, it enables the consolidation of the pool data to support relevant analytics and strategic planning. The online no-pay leave electronic form has been in place to be implemented by phases.

## 邁步向前 提升專業

### Moving Forward, We Champion Human Resources Professionalism

#### 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。

#### 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.

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，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。

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.

## 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、2016/2018年度和2018/2020年度連續3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。

## 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 2014/2016, 2016/2018 and 2018/2020 consecutively for 3 times 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.

## 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，本院更與民政部分享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, the Group had also organised exchange programmes with the Ministry of Civil Affairs to foster a mutual understanding of social welfare service 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 with the Ministry on the Group's operation and management.



由執行總監蘇祐安先生(前排左四)率領的交流團與國家民政部港澳台辦公室康鵬副主任(前排右五)、甘肅省民政廳文新農副廳長(前排左三)及多位甘肅省民政廳領導於座談後合照

Group photo of TWGHs delegation led by Mr. Albert Y.O. SU (front row, left 4), Chief Executive, and Mr. KANG Peng (front row, right 5), Deputy Director-General of the Office for Hong Kong, Macao and Taiwan Affairs of the Ministry of Civil Affairs, Mr. WEN Xinnong (front row, left 3), Deputy Director of Department of Gansu Province Civil Affairs, and officials of the Department of Gansu Provincial Civil Affairs after the sharing session





執行總監蘇祐安先生(左九)率領的交流團在國家民政部港澳台辦公室康鵬副主任(左八)及甘肅省民政廳文新農副廳長(右八)的陪同下，考察甘肅省中醫院。Accompanied by Mr. KANG Peng (left 8), Deputy Director of the Office for Hong Kong, Macao and Taiwan Affairs of the Ministry of Civil Affairs, and Mr. WEN Xinnong (right 8), Deputy Director of Department of Gansu Province Civil Affairs, the delegation led by Mr. Albert Y.O. SU (left 9), Chief Executive, visited the Gansu 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：

- 5項碩士學位獎學金、2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；
- 2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，員工訓練組全年為超過700名員工舉辦了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。人力資源處亦積極提升員工士氣，加強員工對本院的認同感和歸屬感，詳情請參閱「員工關係及發展」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:

- 5 scholarships for master's degree programmes and 2 scholarships for bachelor's degree programmes to support staff professional development in the Community Services Division;
- 2 sponsorships 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 assist newly recruited staff members 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 for more than 700 staff members. 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."



迎新活動可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.