



Human Resources

因時制宜 吸納人才

Aligning with External Environment, We Compete for Talent

行政總部第二階段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的需要，本院於2020年4月1日完成行政總部高級職員的職銜修訂後，隨即開展第三梯隊行政人員的第二階段職銜檢討。有關職位的職銜經諮詢各科的意見後，已按照既定準則作出修訂，新職銜已於2021年1月1日生效。

修訂資助學校及幼稚園教學及非教學人員的聘任程序

因應教育局更新聘任教學及非教學人員的要求以加強保障學童，本院已就各學校職位的招聘程序作出檢討。新加強的職前聘任程序已於本院屬下資助學校及幼稚園實施，包括於職位申請表加入申報項目、加強諮詢人審查程序、要求新聘以英語為母語的英語教師提交無犯罪紀錄證書，以及查核擬聘用教師的註冊狀況或紀律紀錄。

提升本院屬下資助學校校長、舍監及副舍監的編制職級

為配合教育局推出新措施，提升中學與特殊學校校長職級及改善特殊學校宿舍部人手編制，本院已制定相關機制以審批提升屬下中學及特殊學校校長、舍監及副舍監的職級。有關提升職級的安排已於2020年8月31日前完成。

Phase 2 of the Job Title Review for Headquarters Executives

In view of the needs to strengthen communication with external parties and accommodate its service expansion, the Group conducted the phase 2 job title review with a focus on executive staff at the 3rd tier following the completion of job retitling exercise for senior executive posts at the Administration Headquarters on 1 April 2020. In consultation with all Divisions, the job titles for the relevant posts were revised in accordance with the established principles and the new titles took effect from 1 January 2021.

Revision of Recruitment Procedures for Teaching and Non-teaching Staff in Aided Schools and Kindergartens

In compliance with the Education Bureau's latest requirements on the appointment of teaching and non-teaching staff in schools for the protection of students, the Group reviewed the recruitment procedures for school posts. Applied to all TWGHs aided schools and kindergartens, the enhanced pre-appointment procedures include self-declaration in the job application forms, the strengthened reference check procedure, the collection of the Certificate of No Criminal Conviction for newly recruited native-speaking English teachers, and the checking of teacher registration status or disciplinary record for a new recruit.

Re-ranking Exercise for Principals, Wardens and Assistant Wardens in TWGHs Aided Schools

Given the Education Bureau's new policies of enhancing the headship ranking in secondary/special schools and improving staff establishments of the boarding section in special schools, TWGHs had set up a mechanism for the assessment and approval of the re-ranking of principals, wardens and assistant wardens in TWGHs secondary schools and special schools. The re-ranking exercise was duly completed before 31 August 2020.

檢討有關法定產假及侍產假的行政程序

本院一直致力推行家庭友善政策，早於政府正式實施延長法定侍產假及產假前，已分別於2018年12月1日及2019年1月1日，主動將非學校及幼稚園員工的侍產假由3天延長至5天，而產假則由10個星期延長至14個星期。在政府宣布《2020年僱傭(修訂)條例》於2020年12月11日生效後，本院已更新產假及侍產假政策，納入最新法定要求。

為東華三院現職員工提供強制性公積金(強積金)權益轉移選擇

按照既定的強積金政策，本院已為現職員工(臨時員工除外)推出自選安排，讓員工自行選擇將現時的強積金累算權益及新供款轉移至本院另一間強積金服務提供公司。為使員工在作出決定前掌握所需資訊，本院向員工提供相關行政程序及現時兩間強積金服務提供公司的服務詳情、基金詳情及戶口轉移涉及的風險等資料。有關強積金戶口轉移已於2020/2021年度生效。

製作簽約簡介影片

為簡化聘任程序，人力資源科已完成籌劃及展開製作新一輯短片，為新入職員工辦理簽約時播放，及講解聘用條款及程序，預計於2021/2022年度推出。

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

人力資源科與資訊科技科共同協作，成功開發「行政工作流程自動化平台」，以建立人力資源電子表格系統。按照先行計劃，首項無薪假期電子申請表格經已建立，並先適用於非學校員工。有關電子表格將於下一階段延展至學校員工。本院將繼續拓展人力資源電子表格系統，涵蓋其他人力資源申請表，以推動人力資源管理數據化。



無薪假期電子申請表格簡介會

Briefing sessions on the electronic form for no-pay leave application

Review of Administrative Procedures in relation to Statutory Maternity and Paternity Leave

TWGHs is committed to promoting family-friendly policies. Prior to the enactment of extension of the statutory maternity and paternity leave by the Government, TWGHs had proactively extended the paternity leave from 3 to 5 days and the maternity leave from 10 weeks to 14 weeks for non-school and kindergarten staff, with implementation effective from 1 December 2018 and 1 January 2019 respectively. Following the enactment of the Employment (Amendment) Ordinance 2020 on 11 December 2020, TWGHs updated its maternity and paternity leave policy by incorporating the latest statutory requirements.

Option Exercise for TWGHs Serving Staff to Transfer Their Mandatory Provident Fund (MPF) Benefits

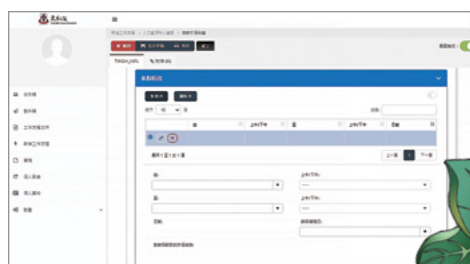
In accordance with the established MPF policy, an option exercise was conducted to provide serving staff (excluding temporary staff) with an option to transfer their existing MPF accrued benefits and new contributions to another service providers under the TWGHs MPF Schemes. Staff members concerned were well informed of the relevant details including the administrative arrangements of the option exercise, the key features of the services provided by the 2 service providers, the fund choices and the risks involved in the account transfer. The transfer of the MPF account took effect in 2020/2021.

Production of a Video for Signing of Employment Contracts

In order to streamline the appointment procedures, the Human Resources Division planned and started off the production of a video explaining general appointment terms and procedures to new appointees, which will be shown to them upon signing of employment contracts. The video is targeted to be launched in 2021/2022.

Digitalisation of Human Resources Management

The Human Resources Division and the Information Technology Division jointly developed the "Administration Workflows Automation Platform" and set up an electronic system for human resources application forms. Under the pilot scheme, the first electronic form for no-pay leave application has been created and firstly applied to non-school staff. The related electronic form will be extended to school staff in the next phase. The human resources electronic form system will be further developed to cover other human resources applications with a view to driving the digitalisation of human resources management.



無薪假期電子申請表格

The electronic form for no-pay leave application



檢討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。人力資源科已就人事管理規例進行全面檢討，並完成有關的條文修訂，加入本院最新的人力資源管理政策及公務員良好守則，確保各規例符合最新的政策及法例要求。

檢討「改善家居及社區照顧服務」的人力配置

為配合社會福利署「改善家居及社區照顧服務」常規化，本院已就屬下社區照顧服務相關人力配置進行全面檢討，相關員工及新聘用員工已轉為以常額合約制聘用，以加強人力支援的安排，從而應對服務發展的人手需求。

增設高級復康幹事職級

為提升吸納和挽留人才的競爭力，本院增設高級復康幹事職級，並於屬下復康服務單位設立相關職位，為現職的復康幹事、活動幹事及綜合復康幹事提供晉升機會，亦為長遠服務發展建立人才庫。

檢討個別職級的薪酬安排

因應人力市場的轉變，本院已為有需要的職位檢討薪酬水平及與職位/職責相關的津貼，其中包括個別主管職位、中醫師、文獻修復員及照顧員。

邁步向前 提升專業

Moving Forward, We Champion Human Resources Professionalism

卓越的人力資源管理屢獲肯定

本院於2018年參加由勞工處首辦的《好僱主約章》計劃，成為簽署機構，為期兩年。本院除繼續成為《好僱主約章》2020計劃的簽署機構外，更獲處方嘉許為「『友』『家』好僱主」，以肯定本院有效推動家庭友善的工作文化。本院今後將繼續努力，推行以員工為本的良好人事管理措施，共同締造家庭友善的和諧工作間。

更新平等機會政策及舉辦反歧視管理措施分享會

本院已更新平等機會政策，納入反歧視法例最新修訂的規定，擴大法例保障免受歧視的範圍，包括餵哺母乳、於工作場所遭受沒有僱傭關係的人士（如實習人員及義工）作出的騷擾及「有聯繫者」（如配偶或親屬）或被認定歸於某種族人士所遭受的種族歧視。

Review of Establishment Regulations of TWGHs

As an established practice to periodically update personnel regulations in line with the changing environment, an overall review of the Establishment Regulations was conducted. Based on the review, amendments were made to incorporate the latest TWGHs corporate human resources policies and good practices in the Civil Services and ensure that all the relevant clauses are in compliance with the updated policies and statutory requirements.

Review of Manpower Support for “Enhanced Home and Community Care Services”

In line with the regularisation of “Enhanced Home and Community Care Services” of the Social Welfare Department, a comprehensive review of the manpower provision for the relevant TWGHs service centres was conducted. The new arrangement to apply the regular contract terms to serving staff and new recruits was implemented to strengthen the manpower support to cope with the service development needs.

New Rank of Senior Rehabilitation Worker

To enhance its competitiveness for acquisition and retention of talent, TWGHs created a new rank of senior rehabilitation worker and established the relevant posts in the Group's rehabilitation service units. The new initiative will provide promotion opportunities for the existing rehabilitation workers, programme workers and integrated rehabilitation workers while building a talent pool for long-term service development.

Review of Pay Package for Individual Posts

In response to the changing labour market, TWGHs reviewed the pay level and duty/post-related allowances for the identified posts, including individual supervisory posts, Chinese medicine practitioners, archives restorer and care worker posts.

Recognition for Excellent Human Resources Management

TWGHs participated in the “Good Employer Charter” Scheme launched by the Labour Department as a signatory organisation on a 2 years basis in 2018. The Group continued to be the signatory organisation and was further accredited “Family-friendly Good Employer” under the “Good Employer Charter 2020” in recognition of its efforts in promoting a family-friendly employment culture. The Group will continue to adopt staff-oriented management practices to create a family-friendly and harmonious workplace.

Updating Equal Opportunity Policies and Organising Knowledge Sharing Sessions on Anti-discrimination Practices

TWGHs updated the equal opportunity policies with the incorporation of the latest amendments to the anti-discrimination ordinances, expanding protection regarding unlawful discrimination against breastfeeding, harassment committed by workplace participants (such as interns and volunteers) where there is no employment relationship, and racial discrimination against “associates” (such as spouses and relatives) or by imputation.



為加深各部門主管對反歧視條例的認識，人力資源科分別於2020年10月9日及2021年2月5日，舉辦有關「預防及處理工作間性騷擾」及「香港反歧視條例的人力資源管理議題」的人力資源實務知識分享會。由於受疫情影響，後者透過視像平台進行。兩場分享會均由平等機會委員會代表主講，有關講義已上載至東華三院內聯網，供各級員工參閱。



平等機會委員會代表於人力資源實務知識分享會上講解預防及處理工作間性騷擾的措施。
Representative of the Equal Opportunities Commission shared on the measures for preventing and managing sexual harassment in the workplace at the Human Resources Knowledge Sharing Session.



To enhance supervisory staff's knowledge on the anti-discrimination practices, the Human Resources Division organised Human Resources Knowledge Sharing Sessions related to "Preventing and Managing Sexual Harassment in the Workplace" and "Issues in Human Resource Management under the Anti-discrimination Laws in Hong Kong" on 9 October 2020 and 5 February 2021 respectively. Owing to the COVID-19 pandemic, the latter was held via video conference, a video conferencing platform. The 2 sharing sessions were each delivered by a representative of the Equal Opportunities Commission, and the presentation materials were uploaded to the Group's iPortal to facilitate sharing among staff members at different levels.



出席的本院同事在「預防及處理工作間性騷擾」人力資源實務知識分享會上專心聆聽講者的分享。

Participating staff members paid attention to the sharing of the speaker on "Preventing and Managing Sexual Harassment in the Workplace" at the Human Resources Knowledge Sharing Session.

平等機會委員會代表透過視像會議平台分享處理聘任/解僱的防止歧視管理措施。
Representative of the Equal Opportunities Commission shared on the anti-discrimination practices in the handling of the appointment/termination matters via the video conference.

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，人力資源科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。

作為知識管理發展中心的企業會員，人力資源科應邀出席該中心舉辦的業界分享會，透過專家的分享，員工可深入了解知識管理的發展新趨勢。

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、2018/2020年度及2020/2022年度連續4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2022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 Division actively extends its network by sharing the latest market trends and best practices in human resources management with industry counterparts to ensure continuous development and promote professionalism in the sector.

As one of the corporate members of the Knowledge Management Development Centre (KMDC), the Division 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.

Recognition for Excellent Human Resources Management

The Group has been 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" for 4 consecutive times in 2014/2016, 2016/2018, 2018/2020 and 2020/2022 and was granted the right to use the "Manpower Developer" logo until 2022. 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

本院除了培養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。雙方透過每年的考察和交流活動，汲取社會服務和慈善事業發展方面的經驗，本院亦會與對方分享組織運作與管理的見解。惟於2019冠狀病毒病的疫情下，今年的交流活動需要暫停。

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和1項學士學位獎學金分別予社會服務科和醫務科的員工，以促進其專業發展；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工作環境及融入東華三院的文化，員工訓練組每年均舉辦迎新活動，介紹本院組織架構、人事政策、員工訓練及福利事宜。因應疫情及社交距離的限制，員工訓練組將相關教材上載於內聯網，推動員工網上自學。人力資源科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。

Apart from equipping its staff members with the knowledge and skills they need to meet daily challenges, the Group 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 annual tours and exchange activities. TWGHs also shared its operation and management insights with the Ministry. Due to the COVID-19 pandemic, the exchange activities were suspended this year.

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

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

To assist newly recruited staff members in adapting to the working environment and culture of TWGHs, induction programmes are organised by the Staff Training Unit every year, covering the Group's organisation and structure, personnel policies and training and welfare benefits. In view of the epidemic and social distancing restrictions, the Staff Training Unit uploaded the course materials to the intranet for promoting self-learning. The Human Resources Division plays a proactive role in boosting staff morale and fostering a greater sense of recognition and belonging. For more details, please refer to the Chapter of "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.