



# 人力資源

## HUMAN

## RESOURCES

### 因時制宜 吸納人才

#### 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與合約制員工的目標比例，以及既定的甄選準則，完成第三期把合資格常額合約制員工轉為長期聘任員工的工作。

#### 新薪酬架構下員工的薪酬檢討

本院已就行政總部新薪酬架構下的個別職位進行薪酬檢討，並調整個別員工的薪金至市場水平，拉近同級同事的薪酬差距，藉以吸引和挽留人才。

#### 支援兩所新成立資助學校的人力資源管理

為配合東華三院曾憲備小學和東華三院包玉星學校的成立，人力資源科與強積金服務公司緊密協作，為兩校設立強積金計劃。有關的員工調配及招聘安排已於2021年9月1日前完成。

#### 檢討本院屬下社會服務單位/中心個別職級薪酬

為挽留人才以配合服務擴展需要，本院已為社會服務單位/中心的不同職位進行薪酬檢討。本院安老服務範疇下特定職位的薪酬及其職位/職責相關津貼經已提升，當中包括個別副主管、言語治療師及支援服務員（輔助醫療）。

#### 檢討本院屬下學校員工的招聘政策及薪酬

就教育局最新規定，所有新入職、轉校及由核准編制外轉為編制內的教師，一律須通過《基本法》測試。為此，本院已更新相關的教師聘任及晉升政策。同時，為配合教育局於2021/2022學年實行有關加強資助特殊學校的專業和輔助人員支援的新措施，人力資源科與教育科合作，制定本院屬下特殊學校的相關人力資源政策及程序指引，包括新增設職位的人力規劃及選拔程序。有關增設職位的員工招聘及晉升等安排已於2021年9月1日

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

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

With a view to maintaining a stable workforce for the development of a talent pool and thus sustaining organisational growth, the 3rd conversion exercise of eligible contract staff at substantive posts on contract terms to permanent terms was completed by the Group in accordance with the targeted permanent to contract staff ratio and the standing selection criteria.

#### Pay Alignment Review for Staff under the New Pay Structure

With an aim to attract and retain talents, a pay review under the New Pay Structure for individual posts of the Administration Headquarters was conducted by the Group to adjust the salaries of individual staff on a par with the market rate so that the pay gap of same rank staff could be narrowed.

#### Human Resources Management Support for 2 New Aided Schools

In support of the establishment of TWGHs Tseng Hin Pei Primary School and TWGHs Chi-Li Pao School, the Human Resources Division collaborated with Mandatory Provident Fund (MPF) service providers to facilitate the setting up of the MPF Schemes for the 2 new schools. Related staff deployment and mass recruitment exercises were completed before 1 September 2021.

#### Pay Review for Individual Posts in TWGHs Community Services Units/Centres

To retain talented staff and cope with service expansion needs, pay reviews for various posts in community service units/centres were undertaken by TWGHs. The pay enhancement measures for salaries and duty/post related allowances for specific posts under TWGHs elderly services, including assistant supervisors, speech therapists and support service attendants (paramedical services), were in effect.

#### Review of Recruitment Policies and Pay for TWGHs School Staff

In accordance with the latest regulation promulgated by the Education Bureau that requires teachers newly appointed, transferred to other schools or switched from a teaching post outside the approved establishment to a regular teaching post to pass the *Basic Law Test*, the Group updated



前完成，同時本科亦已完成本院屬下特殊學校轄下個人照顧員的薪酬檢討及修訂，以加強在人力市場的競爭力。

### 下放教育服務單位/中心和檔案及歷史文化辦公室員工的招聘程序

本院致力提升招聘工作的靈活性及效率，以應對人力市場的激烈競爭。有見及此，本院於2020/2021年度在教育科屬下的服務單位/中心，落實下放召開遴選委員會的行政程序，並於2021/2022年度，將相關安排推展至檔案及歷史文化辦公室。

### 推出簽約流程動畫短片

為確保新聘員工的簽約過程更為順暢，人力資源科特別製作及推出動畫短片，介紹簽約的流程及注意事項，並於2021年11月起安排新聘員工在東華三院行政總部/學校/服務單位/中心簽約時播放。

### 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。人力資源科於2021年5月27日參與由香港理工大學專業及持續教育學院舉辦的網上升學及就業資訊系列2021專題講座，並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，與學生分享本院的服務理念、屬下教育心理服務與社會服務的職業發展路向、人才發展策略及完善的員工福利，藉以吸引年青一代加入本院。

人力資源科聯同社會服務科於2021年4月10日參加由《明報》主辦的招聘日。兩科代表當日以「社福護理行業青年新勢力」為題，於講座上分享本院復康服務的事業發展路向，以及人力資源措施，推廣本院的關愛及快樂機構文化。現場反應理想，約有320人到訪攤位，接獲超過150份職位申請表，當中以活動幹事和啟航計劃職位為主。

and incorporated relevant requirements into the recruitment and promotion policies for teachers. Meanwhile, in response to the new initiative implemented by the Education Bureau to enhance the manpower support of specialist and auxiliary staff in aided special schools in the academic year 2021/2022, the Human Resources Division and the Education Division jointly formulated relevant human resources policies and procedures for TWGHs special schools. These included manpower planning and staff selection procedures for the new posts. The recruitment and promotion exercises for the new posts were completed before 1 September 2021. To enhance our competitiveness in the labour market, the salary scale for personal care worker posts in TWGHs special schools was also revised after a pay review.

### Decentralisation of Recruitment Procedures for Education Service Units/Centres and Records and Heritage Office

The Group is committed to enhancing the flexibility and efficiency in staff recruitment in response to the keen competition for talents in the labour market. In view of this, the Group implemented the measures of decentralisation of Appointment Board to education services units/centres in 2020/2021, and further extended those measures to the Records and Heritage Office in 2021/2022.

### Launch of Animated Video for Contract-Signing Process

To streamline the contract-signing process for new appointees, an animated video introducing the standard workflow and key points to note in contract-signing was produced and launched. It has been broadcast for new appointees during contract-signing at TWGHs Administration Headquarters/schools/service units/centres since November 2021.

### Outreach Recruitment to Proactively Promote Employer's Brand Image

TWGHs has been exploring different channels through partnered organisations to broaden our recruitment network for a proactive talent acquisition. The Human Resources Division participated in the Further Studies and Career Series 2021, an online seminar organised by the College of Professional and Continuing Education of The Hong Kong Polytechnic University on 27 May 2021. By co-delivering a talk on "TWGHs @ Helping Others • Profession" with TWGHs Ho Yuk Ching Educational Psychology Service Centre and TWGHs Jockey Club Rehabilitation Complex, representatives of TWGHs shared with students for the topics on TWGHs corporate missions and values, career prospects in educational psychology and community services, as well as the corporate talent strategies and comprehensive staff benefits so as to attract the younger generation to the Group.



In collaboration with the Community Services Division, the Human Resources Division participated in a job fair organised by *Ming Pao* on 10 April 2021. Representatives from the 2 Divisions jointly delivered a recruitment talk titled "Youth Power in the Caring Industry" regarding the career paths in TWGHs rehabilitation services and human resources initiatives in promotion of its caring and happy organisation culture. The Event was well-received and attracted about 320 attendees to visit our exhibition booth. Over 150 job applications, mainly for Programme Worker and Navigation Scheme for Young Persons Programme posts, were received at the Event.



## 邁步向前 提升專業

### 提升員工意識 遵守《香港國安法》

為加強員工嚴格遵守《香港國安法》的意識，本院已更新《員工手冊》第9.12部分（行為不當）及修訂《人事管理規例》第四章（品行及紀律）第432(1)條（紀律處分及懲處），列明員工一旦觸犯《香港國安法》即屬不當行為，並須受到紀律處分。同時，為加深員工對《香港國安法》、《基本法》、香港政制發展及祖國國情的認識，本院舉辦一系列由香港公共行政學院講師嚴元浩律師SBS太平紳士與黃玉山教授SBS太平紳士等主講的研習課程。截至2022年1月，已有逾1,000名管理人員、校長、社工及前線人員出席現場或網上培訓班。

## Moving Forward, We Champion Human Resources Professionalism

### Enhancing Staff Awareness to Strictly Comply with National Security Law

With a view to enhancing staff awareness to strictly comply with *The National Security Law*, TWGHs updated Section 9.12 (Misconduct) of the *Staff Handbook* and amended the *Establishment Regulations* in Chapter 4 (Conduct and Discipline) Clause 432(1) (Disciplinary Actions and Penalty) to specify that any violation of the *National Security Law* shall be construed as misconduct and the staff concerned shall be subject to disciplinary actions. To enrich staff members' knowledge of the *National Security Law*, the *Basic Law*, the constitutional development of Hong Kong as well as the national affairs, the Group organised a series of training sessions hosted by speakers from the Hong Kong Institute for Public Administration (HKIPA), including Mr. YEN Yuen Ho, Tony, SBS, JP and Prof. WONG Yuk Shan, SBS, JP. As at January 2022, over 1,000 staff members from management level, school heads, social workers and frontline staff participated in the training sessions either by physical or online attendance.



譚鎮國主席(前排右六)、鄧明慧副主席(前排左五)、曾慶業副主席(前排左四)及香港公共行政學院院長李明達先生GBS(前排右五)於主持開班儀式後與本院高級職員及學院理事會成員合影。

Mr. TAM Chun Kwok, Kazaf (front row, right 6), the Chairman, Ms. TANG Ming Wai, Mandy (front row, left 5), Vice-Chairman, Mr. TSENG Hing Yip, York (front row, left 4), Vice-Chairman, and Mr. LEE Ming Kwai, Dick, GBS (front row, right 5), Executive Director of the HKIPA, took a group photo with TWGHs senior staff and members of the HKIPA after the Kick-off Ceremony of the training programme.

### 平等機會僱主嘉許計劃

本院於年內參與由平等機會委員會舉辦的「平等機會僱主嘉許計劃」，在「性別平等」、「傷健平等共融」及「家庭崗位平等」3個範疇獲嘉許為「平等機會僱主」，以表揚本院致力推廣平等機會的價值，並在上述3方面採用良好的平等機會及多元共融的政策及常規措施。

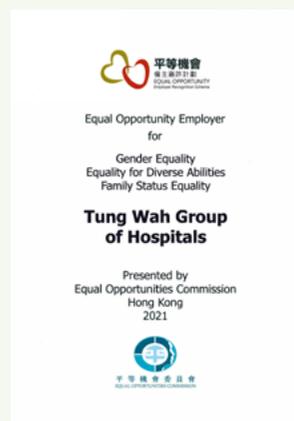
### Equal Opportunity Employer Recognition Scheme

As a participant of the “Equal Opportunity Employer Recognition Scheme” organised by the Equal Opportunities Commission (EOC) during the year, TWGHs was accredited under 3 categories, namely “Gender Equality”, “Equality for Diverse Abilities” and “Family Status Equality”, in recognition of the Group’s commitment to promoting the value of equal opportunities, and adoption of diversified inclusion policies and practices in the above 3 areas.



本院代表接受平等機會委員會主席朱敏健先生IDS(右)頒發的「平等機會僱主」嘉許證書。

A representative of TWGHs received an “Equal Opportunity Employer” certificate from Mr. CHU Man Kin, Ricky, IDS (right), Chairperson of EOC.



「平等機會僱主」嘉許證書  
“Equal Opportunity Employer”  
Certificate

### 卓越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」的稱號，並獲授權使用「人才企業」的標誌至2023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表現卓越的機構。

### 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改善及更趨專業化，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，協助員工深入了解知識管理的新趨勢。

## 培養卓越人才 企業持續長青

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，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。雙方藉著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心得。由於2019冠狀病毒疫情尚未竭止，本年度的交流活動仍然需要暫停。

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：

- 1項碩士學位獎學金及兩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；及
- 兩個資助名額予社會服務科的前線員工，以修讀登記護士課程。

為協助新入職員工盡快適應工作環境，融入東華三院文化，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。

### Recognition for Outstanding 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. It was accredited as a “Manpower Developer” for 4 consecutive times in 2014/2016, 2016/2018, 2018/2020 and 2020/2022. TWGHs was also granted the right to use the “Manpower Developer” logo until 2023. The Scheme aims to recognise organisations for demonstrating outstanding achievements in manpower training and development.

### Sharing with Industry Counterparts for Continuous Improvement

To ensure continuous improvement and promote professionalism in the sector, the Human Resources Division proactively extends its network by sharing with industry counterparts the latest market trends and best practices in human resources management. As one of the corporate members of the Knowledge Management Development Centre (KMDC), the Human Resources Division was invited by the Centre to take part in sharing sessions which enabled our staff to gain a better understanding of the latest trends in knowledge management.

## Building People Advantage for Business Sustainability

Apart from equipping staff members with the knowledge and skills required for daily challenges, the Group also organised exchange programmes with the Ministry of Civil Affairs to foster mutual understanding of social welfare service development and Chinese medicine services in Hong Kong and Mainland China. TWGHs and the Ministry shared their experiences in providing community services and philanthropy development through tours and exchange activities. Meanwhile, TWGHs also shared its operation and management insights with the Ministry. Owing to the COVID-19 pandemic, however, the exchange activities remained suspended during the year.

To encourage our staff members in pursuit of personal growth and development, and to support the needs of the community, TWGHs granted the following scholarships and sponsorships:

- 1 scholarship for master's degree programmes and 2 scholarships for bachelor's degree programmes in support of staff professional development in the Community Services Division; and
- 2 sponsorships for frontline staff members in the Community Services Division for enrolled nurse courses.

To assist newly recruited staff in adapting to the working environment and culture of TWGHs, induction programmes are organised by the Staff Training Unit every year, covering topics on the Group's organisation structure, personnel policies, staff training, and welfare benefits. In view of the pandemic and social distancing restrictions, the Staff Training Unit has provided access of the course materials on the intranet to promote self-learning. The Human Resources Division plays a proactive role in boosting staff morale and fostering a greater sense of recognition and belonging. For details, please refer to the Chapter of “Employee Relations and Development.”