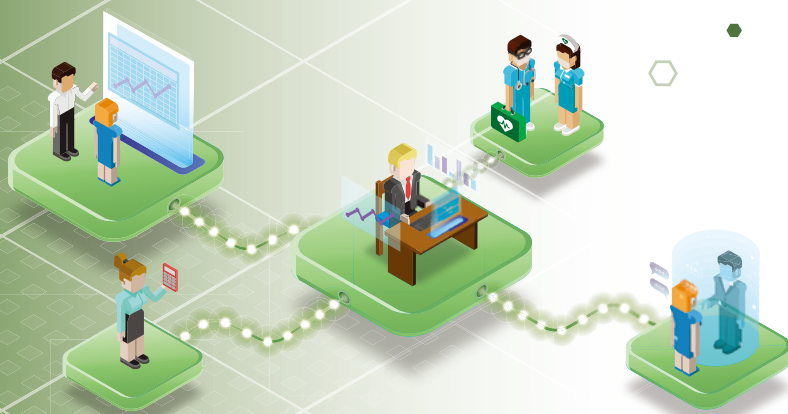


人力資源 HUMAN RESOURCES



因時制宜 吸納人才

檢討定額薪酬職位的薪酬水平

因應人力市場的劇烈競爭、通脹因素及公務員的薪酬調整，東華三院審視了個別有招聘困難的定額薪酬職位的薪酬水平，經修訂後的薪酬追溯至 2022 年 4 月 1 日起生效。

檢討個別職級的薪酬安排

為加強競爭力，吸納及挽留人才，本院就有需要的職位檢討薪酬水平及與職位/職責相關的津貼，並提升相關薪酬或津貼，其中包括醫療服務範疇下的中醫配藥員、血液透析中心的護理人員、支援服務助理（庶務）及支援服務助理（社會服務）職位。

調整本院屬下護養院舍主任及副主任的職級

為配合本院舍服務的長遠發展及在 2019 冠狀病毒病疫情帶動的變化下，經檢視整體人力規劃後，本院已於 2022 年 10 月 1 日調整轄下安老及殘疾服務院舍單位主任及副主任的職級，並制定機制推行相關晉升安排。

調整東華三院屬下小學校長及副校長的薪級

鑑於教育局公布由 2022/2023 學年起，修訂小學校長和副校長的薪酬，本院相應修訂了一級小學校長、二級小學校長及高級小學學位教師職級的薪級，並調整小學校長及副校長的薪酬，有關安排已於 2022 年 9 月 1 日實施。

Responding to External Environment, We Compete for Talents

Pay Review for Fixed Sum Salary Posts

A salary review was undertaken for fixed sum salary posts with recruitment difficulties in view of the vibrant labour market conditions, inflation and the pay rise for civil servants. The revised salaries were implemented with retrospective effect from 1 April 2022.

Pay Review for Individual Posts

To enhance its competitiveness in talent acquisition and retention, TWGHs reviewed the pay level and post/duty-related allowances and implemented pay enhancement measures for the identified posts, including the posts of Chinese Medicine Dispensers, nursing staff of Haemodialysis Centre, General Service Assistant (General) under medical services and General Service Assistant (Community Services).

Rank Adjustment for the Posts of Supervisor and Assistant Supervisor of TWGHs Residential Care Homes

In line with the long-term development of TWGHs residential care homes, the transformation driven by the COVID-19 pandemic, and upon an overall manpower review, TWGHs regraded the posts of Supervisor and Assistant Supervisor of residential care homes for the elderly and disabled, and developed a mechanism for conducting the related promotion exercises. The new measures were put into effect on 1 October 2022.

Revision of the Salary Scales for School Heads and Deputy Headteachers in TWGHs Primary Schools

In line with the revision of the salary scales for school heads and deputy headteachers in primary schools starting from the academic year 2022/2023 as announced by the Education Bureau, a corresponding revision of the salary scales for the Headmaster/Headmistress I, Headmaster/Headmistress II and Senior Primary School Master/Mistress ranks and the salary conversion for the Headteachers and Deputy Headteachers in TWGHs primary schools were implemented on 1 September 2022.



優化本院屬下資助學校及幼稚園的招聘程序

為加快招聘程序以應對人力市場的激烈競爭，人力資源科優化了學校員工的招聘程序，新措施包括擴大屬下資助學校及幼稚園的遴選委員會的成員組合，新聘任教職員的合約處理程序則下放至小學及特殊學校辦理。相關措施已於 2022 年 8 月實施。

推廣關愛僱主形象以積極吸納人才

本院一直透過不同途徑聯繫伙伴機構，以積極外展招聘人才及推廣僱主品牌形象。本院參與大型招聘會及大學職業講座，以擴闊招聘網絡，並主動接觸求職者，與年青新一代互動交流，以掌握人力市場發展趨勢，積極吸納人才，增加年青人就業機會。

本院人力資源科於 2022 年 6 月 2 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 2022 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。

人力資源科於 2022 年 8 月 13 日參加由《明報》主辦的招聘日，並以「青年就業新趨勢 - 社福護理新力軍」為題，於講座上分享本院推動關愛及快樂機構文化的人力資源措施，以及相關職位的事業發展路向。現場反應理想，約有 380 人到訪。

本院更參與成為「創新香港 - 國際人才嘉年華 2022」的支持機構，馬清揚主席和行政總監蘇祐安先生於 2022 年 10 月 29 出席啟動儀式。本院一連兩日於亞洲國際博覽館設立展位，獲近 650 人次到訪。

Streamlining the Recruitment Procedures in TWGHs Aided Schools and Kindergartens

With a view to speeding up the recruitment process for acquisition of talents amid keen market competition, an enhancement to the school staff recruitment procedures was undertaken. The new measures, including the broadening of the Membership composition for the Appointment Board in TWGHs aided schools and kindergartens, and the decentralisation of the preparation of employment contracts for new recruits of teaching posts to primary schools and special schools, were implemented in August 2022.

Outreaching Recruitment to Promote Employer's Brand Image Proactively

TWGHs has been exploring different channels through partnered organisations to broaden TWGHs recruitment network for a proactive talent acquisition and promote employer's brand image. As part of its persistent efforts to broaden the recruitment networks through various channels, TWGHs participated in large-scale job fairs and university recruitment talks to reach out to job seekers, and interacted with the young generation, with a view to keeping abreast of the market trend, driving talent acquisition, and offering more employment opportunities to the youth.

The Human Resources Division of the Group participated in the Further Studies and Career Series 2022, an online seminar organised by the College of Professional and Continuing Education of The Hong Kong Polytechnic University on 2 June 2022. 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, TWGHs representatives shared with students the corporate missions and values of the Group, the career prospects in educational psychology and social services, as well as its corporate talent strategies and comprehensive staff benefits, so as to attract the younger generation to join the Group.

The Division participated in a job fair organised by *Ming Pao* on 13 August 2022. A recruitment talk "A New Employment Trend for Youth - A New Generation in Social Welfare Care Sector" sharing on the human resources initiatives to promote our caring and happy organisation culture as well as career paths for the related posts in TWGHs was delivered at the job fair. TWGHs exhibition booth was set up and was visited by about 380 persons.

TWGHs also participated in the "Innovating Hong Kong - Global Talent Carnival 2022" as a supporting organisation. Mr. MA Ching Yeung, Philip, the Chairman, and Mr. SU Yau On, Albert, Chief Executive, attended the Kick-off Ceremony on 29 October 2022. TWGHs exhibition booth at AsiaWorld-Expo on 29 and 30 October 2022 attracted about 650 visitors.



馬清揚主席（右四）出席「創新香港 - 國際人才嘉年華 2022」啟動儀式。
Mr. MA Ching Yeung, Philip (right 4), the Chairman, attended the Kick-off Ceremony of the "Innovating Hong Kong - Global Talent Carnival 2022".





馬清揚主席(右四)和行政總監蘇祐安先生(右五)到訪本院參展攤位。
Mr. MA Ching Yeung, Philip (right 4), the Chairman, and Mr. SU Yau On, Albert (right 5), Chief Executive, visited the exhibition booth of TWGHs.

更新求變 強化系統

開拓電子表格系統

繼 2021 年在新設立的「行政工作流程自動化平台」上推出「無薪假期電子申請表格」後，「延展服務電子申請表格」已經建立，並於 2022 年 9 月 7 日推出。此外，人力資源科與資訊科技科共同協作，制定了「產假」與「侍產假」電子申請表格操作框架，開發相關電子申請表格系統，並繼續將電子表格系統延展至其他人力資源申請表格，推動人力資源管理數據化。

Leading Through Changes, We Build a Modern Human Resources System

Development of Electronic Form System

Subsequent to the launch of the "No-pay Leave Electronic Application Form" on the newly established "Automatic Workflows Administrative Platform" in 2021, the "Extension of Service Electronic Application Form" was launched on 7 September 2022. In collaboration with the Information Technology Division, the Human Resources Division has developed and implemented the operational framework for "Maternity Leave" and "Paternity Leave" e-applications and has developed relevant Electronic Form System. To drive the digitalisation of human resources management, the coverage of the electronic form system will be further extended to other HR application forms.

邁步向前 提升專業

提升員工意識 遵守《香港國安法》

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，本院於 2021 年首辦一系列相關的研習課程，超過 1,000 名管理人員、校長、社工及前線人員參與。本院於本年度舉辦了第二階段的培訓課程，為逾 500 名新入職及前線員工提供學習平台。教育科及社會服務科亦會按學校及服務單位需要，安排不同的培訓課堂。

Moving Forward, We Champion Human Resources Professionalism

Enhancing Staff Awareness to Comply with the National Security Law

To enrich staff members' knowledge of the *National Security Law*, the *Basic Law*, the constitutional development of Hong Kong as well as national affairs, TWGHs organised a series of staff training sessions initially in 2021. Over 1,000 staff members including management, the school heads, social workers and frontline staff participated in these sessions. The second phase of the training programme was organised in 2022 with over 500 newly recruited and frontline staff as participants. Other school/centre-based training workshops will also be arranged by the Education Division and Community Services Division as needed.



本院員工參與培訓以提升對《香港國安法》的認識。
TWGHs staff members participated in training session to enhance awareness of the *National Security Law*.



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」的標誌，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 讓企業可持續發展

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，增加雙方對本港及國內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。香港受 2019 冠狀病毒疫情的影響，仍實施出入境/旅行限制，本年度的交流活動因而仍需暫停。

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 3 項學士學位獎學金予社會服務科的員工，促進其專業發展；及
- 3 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。於疫情下為保障員工的健康，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 to 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. Due to the entry/travel restrictions/conditions in China under the COVID-19 pandemic, the exchange activities remained suspended during the year.

To encourage our staff members to pursue 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 3 scholarships for bachelor's degree programmes in support of staff professional development in the Community Services Division; and
- 3 sponsorships for frontline staff members in the Community Services Division for enrolled nurse courses.

To assist newly recruited staff to adapt 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. With a view to protecting staff members' health under the pandemic, the Staff Training Unit has provided access to 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."

