

人力資源

HUMAN RESOURCES



因時制宜 吸納人才

全面推行吸引及挽留人才方案

為加強疫後人力市場的競爭力及提升員工士氣，本院全面檢討了現行的薪酬和福利政策，制定一系列短、中及長期措施並分階段推行。

檢討東華三院強積金計劃的僱主供款安排

為加強競爭力以吸引和挽留人才，本院已完成檢討整體員工的強積金供款比率，並將於 2024 年 4 月 1 日起提升合資格員工的僱主強積金供款比率。

新薪酬架構下員工的薪酬調整

為挽留人才及保障工作穩定，本院為行政總部新薪酬架構下的員工進行薪酬檢討。合資格員工已於 2023 年 10 月 1 日獲調整薪酬。

最低工資條例的最新修訂

政府於 2023 年 5 月 1 日實施最新修訂的《最低工資條例》，法定最低工資水平由每小時 37.5 元調升至每小時 40 元。本院已檢討及修訂個別受影響職級的薪酬，以符合新修訂最低工資的要求。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。

增設臨時護理員（輸入勞工）職位

因應社會福利署推行「院舍輸入護理員特別計劃」，本院於屬下安老及復康服務單位增設臨時護理員（輸入勞工）職位，安排輸入勞工。

Responding to External Environment, We Compete for Talents

Enhanced Measures for Attracting and Retaining Talents

To enhance our recruitment efficiency and boost our staff morale amid the keen competition in the post-pandemic labour market, a comprehensive review was conducted, followed by a series of short-, medium- and long-term enhancement measures and to be implemented by phases.

Review of Employer's Contribution to TWGHs' Mandatory Provident Fund Scheme (MPF)

To enhance our competitiveness for attracting and retaining talents, a review of our MPF contributions ratio was conducted. Consequently the employer's MPF contribution ratios for all eligible staff will be enhanced with effect from 1 April 2024.

Pay Alignment Review for Staff under the New Pay Structure

To retain talents and stabilise the existing workforce, a pay alignment review for headquarters staff under the New Pay Structure was conducted. The salaries of eligible staff were adjusted with effect from 1 October 2023.

Implementation of the Revised Statutory Minimum Wage

In line with the revision of the Statutory Minimum Wage ("SMW") from \$37.5 to \$40 per hour effective from 1 May 2023, the pay levels of the affected ranks were reviewed and revised to comply with the revised SMW. The relevant administration guidelines and calculation tools were also updated to ensure that the practices of all non-hospital operation units be aligned in compliance with the statutory requirements.

Creation of Temporary Posts of Care Attendant (Imported Worker)

In response to the "Special Scheme to Import Care Workers for Residential Care Homes" launched by the Social Welfare Department, the posts of temporary Care Attendant (Imported Worker) were created at the elderly and rehabilitation service centres for recruitment of imported workers.



調整區域主任的職級，配合實施地區化管理 2.0

因應社會服務科實施地區化管理 2.0，不同區域辦事處的服務管理範圍已經重新調配，相關區域主任的職級亦已上調，以突顯提升後的管理責任。

檢討個別職級的薪酬架構及薪酬安排

為加強招攬人才的競爭優勢，本院已提升院舍單位的夜間津貼，調整精神科護士填補普通護士職位的薪酬水平，並於新成立的小欖峻庭的個別職位增設特別津貼，以及檢討個別職位的相關津貼。此外，護理及復康助理員、支援服務助理（醫務）、物業保安員及總部支援服務員（運輸）職位的薪酬亦向上調整。本院亦已修訂及提升中醫社區診所的員工獎勵計劃，並為牙科服務的員工推出新的獎勵計劃，以配合服務發展的需要。

檢討特殊學校及幼稚園的人力規劃

為應對學校及幼稚園的人力需要，本院屬下特殊學校增設特級廚師職位及保健支援員職位，為護士團隊提供輔助支援。此外，本院於屬下幼稚園增設行政文員（幼稚園）及幼稚園支援服務員（運輸及總務）職級，並透過修訂入職要求及提升薪級，以加強招聘員工的彈性及增加職位的吸引力。

常額合約員工轉任為長期聘任

為穩定員工團隊及確保機構持續增長，本院已完成第 4 期常額合約制員工轉為長期聘任的安排。

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合作伙伴機構，全面外展招聘人才及推廣僱主品牌形象。去年，本院曾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 2023 專題講座，亦於 2023 年 11 月 4 至 5 日參加在亞洲國際博覽館舉行的「創新香港－國際人才嘉年華」及於 2023 年 11 月 4 日參加由《明報》主辦的招聘日。此外，人力資源科聯同社會服務科參與由《明報 JUMP》製作的招聘宣傳短片，特別介紹本院復康的創新服務及員工的事業發展路向和福利，以吸引年青人加入本院。

Regrading of District Coordinator in line with the Implementation of the Districtisation Scheme 2.0

Given the implementation of the Districtisation Scheme 2.0 by the Community Services Division, the service capacities of various District Offices were redistributed to clarify the duties and responsibilities of District Coordinators. The posts were also upgraded in line with the enhancement of their managerial responsibilities.

Review of Pay Package for Individual Posts

To enhance its competitiveness in talent acquisition, TWGHs has increased the night shift allowances for residential care homes, adjusted the pay level of psychiatric nurses holding the posts of general nurse, created special allowances for individual posts in the newly established Siu Lam OLIVE-Courtyard, and reviewed the duty/post-related allowances for the identified posts. In addition, the pay levels of the Patient Care & Rehabilitation Assistant, General Service Assistant (Medical), Building Attendant and capitalise Support Service Attendant (Transport) posts were also enhanced. The staff incentive scheme for the Chinese Medicine community clinic was also revised and a new staff incentive scheme for the dental services was launched to meet the needs for service development.

Manpower Review for Special Schools and Kindergartens

To cope with the manpower needs in TWGHs schools and kindergartens, the posts of "Special Cook" and "Health Support Worker" were created at its special schools to provide auxiliary support to the nursing teams. Meanwhile, to enhance the flexibility in staff recruitment and the ability to attract talents, new ranks of Administration Clerk (Kindergarten) and Kindergarten Support Service Attendant (Transport and General Support) with revised entry requirements and upgraded salary scales were created at its kindergartens.

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

To maintain a stable workforce and to sustain organisational growth, the fourth exercise for converting substantive posts staff on contract terms to permanent terms was completed.

Outreaching Recruitment to Proactively Promote Employer's Brand Image

TWGHs has been exploring various channels through partnering with organisations/institutions to broaden its recruitment network for talent acquisition and promoting its employer's brand image. In the past year, TWGHs participated in an online career talk organised by the College of Professional and Continuing Education of The Hong Kong Polytechnic University, as well as joined the Innovating Hong Kong - Global Talent Carnival 2023 at the AsiaWorld-Expo from 4 to 5 November 2023 and a job fair organised by *Ming Pao* on 4 November 2023. In addition, the Human Resources Division and the Community Services Division participated in a recruitment marketing video production by *Ming Pao JUMP*, featuring the innovative services and staff career development in the Group's rehabilitation services sectors; and introducing its staff welfare benefits to attract the younger generation in joining TWGHs.



邁步向前 提升專業

提升員工國家安全意識、貫徹兩會精神

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年起舉辦一系列相關的研習課程，超過1,500名管理人員、校長、社工及前線人員參與。而於2023年3月，全國人民代表大會會議和中國人民政治協商會議全國委員會會議（全國兩會）圓滿舉行，為讓團隊更深入了解全國兩會的重要內容，本院特別於4月12日舉辦了「全國兩會精神分享會」，活動邀得全國人大代表暨庚子年主席文穎怡小姐 BBS、全國政協委員暨己亥年主席蔡榮星博士 BBS、全國政協委員暨立法會議員劉智鵬教授 BBS 太平紳士，以及全國政協委員暨本院總理舒心博士太平紳士出席分享，並獲新界社團聯會常務副理事長暨辛丑年主席譚鎮國先生 BBS 擔任嘉賓主持。

Moving Forward, We Champion Human Resources Professionalism

Enhancing Staff Awareness of National Security and Implementing the Spirit of Two Sessions

To enrich staff members' knowledge about the *National Security Law*, the *Basic Law*, the constitutional development of Hong Kong as well as the national affairs, TWGHs has organised a series of training sessions since 2021, with over 1,500 staff members from the management level, school heads, social workers and frontline staff participating. With the successful completion of the sessions of the National People's Congress (NPC) and the Chinese People's Political Consultative Conference (CPPCC) (the "Two Sessions") in March 2023, TWGHs held a sharing session of the Two Sessions on 12 April to enable its staff members to gain a deeper understanding of its spirit and essence. The sharing session was facilitated by Mr. TAM Chun Kwok, Kazaf, BBS, Executive Vice-Chairman of the New Territories Association of Societies cum Chairman 2021/2022; and Ms. Ginny MAN, BBS, Deputy to the NPC cum Chairman 2020/2021, Dr. TSOI Wing Sing, Ken, BBS, Member of the CPPCC cum Chairman 2019/2020, Prof. the Hon. LAU Chi Pang, BBS, JP, Member of the CPPCC and Member of the Legislative Council, and Dr. SHU Xin, JP, Member of the CPPCC cum Director 2023/2024, shared their valuable insights with us as guest speakers.



東華三院董事局成員及職員合共約300人出席分享會。
The sharing session was attended by about 300 participants, including Board Members and staff of TWGHs.

支持 2023 區議會選舉

為響應政府呼籲參與2023區議會選舉，本院通告所有員工鼓勵踴躍參與投票，並且通知各級主管於選舉日提供彈性安排，方便值班員工當日行駛公民權利，積極投票。董事局、行政總監及員工亦拍攝短片，呼籲市民於2023年12月10日踴躍投票，影片透過東華三院 Facebook 專頁及不同宣傳平台發放。

TWGHs' Action in Support of the 2023 District Council Election

In response to the Government's call for public participation in the 2023 District Council Election, a circular was sent to all staff encouraging them to actively participate in the election, and an email, to all supervisors to make flexible arrangements for staff on duty that day to vote. In a specially made video, the Board Members, Chief Executive and some of our staff appealed to the public to fulfill their civic responsibility by voting on 10 December 2023. The video was released on TWGHs Facebook and various promotion platforms.



東華三院董事局成員及行政總監拍攝短片呼籲市民踴躍投票。Board Members and the Chief Executive participated in the production of a video where they appealed to the public to vote for the 2023 District Council Election.



積極推動種族多元共融

本院一直竭盡所能，促進平等機會，消除關於性別、殘疾、婚姻及種族的歧視，建構共融和諧社會及可持續未來，種種努力獲得認同，分別成為由平等機會委員會舉辦的《種族多元共融僱主約章》及香港中華廠商聯合會主辦與香港品牌發展局合辦的《ESG 約章》行動 2023 的簽署機構。

卓越人力資源管理屢獲肯定

東華三院自 2014 年起連續 5 屆獲僱員再培訓局於「人才企業嘉許計劃」嘉許為「人才企業」，充分肯定本院於人才培訓及發展工作的卓越表現。

更新求變 強化系統

重整人力資源管理系統及持續開拓電子表格系統

重整人力資源管理系統的架構經已建立，而行政總部員工的電子考績報告的系統開發亦已展開，預期於 2024/2025 完成。為加快推展電子申請表格系統，有關系統架構已建立，以統一開發相類的電子表格。

重整網上假期系統電子應用程式

為提升用戶體驗及促使與不同的智能手機操作系統能無縫接合，在人力資源科與資訊科技科協作下，已重整「網上假期系統電子應用程式」，並推出最新版本供員工使用。

檢討人事管理規例

本院就人事管理規例進行全面檢討，並已完成有關的條文修訂，加入本院最新的人力資源管理政策、法例要求及公務員良好守則。

培養卓越人才 謀求企業可持續發展

本院除了培訓員工的專業知識及技能外，更與國家民政部合辦交流活動，藉著每年的考察和交流，增加對彼此於社會服務和慈善事業發展方面的了解，本院亦與對方分享組織運作與管理的心得。同時，為鼓勵員工追求個人發展及回應社會需求，批出多個獎學金予社會服務科的員工，包括 2 項碩士學位獎學金及 4 項學士學位獎學金促進員工的專業發展，員工訓練組每年均為新入職員工舉辦迎新活動，介紹本院組織架構、人事政策、員工訓練及福利事宜，本年度共有超過 600 名員工參與。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。

Promotion of Racial Diversity and Inclusion

In recognition of its concerted efforts in promoting equal opportunities and eliminating discrimination on the grounds of gender, disability, marital status and race, and in creating a more inclusive and harmonious society and a sustainable environment in future, TWGHs was accredited as a signatory organisation of both "The Racial Diversity & Inclusion Charter for Employers", and the "ESG Pledge Scheme" 2023 organised by the Equal Opportunities Commission and The Chinese Manufacturers' Association of Hong Kong respectively.

Recognition for Outstanding Human Resources Management

In recognition of its outstanding achievements in manpower training and development, the Group has been accredited as a "Manpower Developer" for 5 consecutive times under the "Manpower Developer Award Scheme" organised by the Employees Retraining Board since 2014.

Leading Through Changes, We Build a Modern Human Resources System

Revamping of Human Resources Information Systems and On-going Development of Electronic Form System

A system framework for launching the revamping of the Human Resources Information System has been established and the system development of the e-Appraisal has been initiated and targeted to complete in 2024/2025 for the headquarters staff. To speed up the development of the electronic form system, a system framework for developing electronic forms of similar nature on a group basis was established.

Revamping of eLeave System (eLS) Mobile Application

With a view to enhancing the user experiences and providing seamless compatibility under different smartphone operating systems, the eLS Mobile Application was revamped and a new version of the application was launched.

Review of the Establishment Regulations of TWGHs

An overall review of the Establishment Regulations was conducted. The latest TWGHs corporate human resources policies, statutory requirements and good practices in the Civil Services were incorporated and updated in the Regulations.

Building People Advantage for Business Sustainability

Apart from equipping staff members with the knowledge and skills required for daily operations and challenges, the Group also organised exchange programmes with the Ministry of Civil Affairs to foster mutual understanding of social welfare service and philanthropy development, and shared its operation and management insights with the Ministry. To encourage our staff members in pursuit of personal development, and in response to community needs, TWGHs granted 2 scholarships for master's degree programmes and 4 scholarships for bachelor's degree programmes in support of staff professional development in the Community Services Division. Induction programmes are organised by the Staff Training Unit every year for new recruits, covering topics on the Group's organisation structure, personnel policies, staff training, and welfare benefits. Over 600 new recruits attended the programmes this year. 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."

