

Human Resources

人力資源

Leading Changes, We Build up a Modern Human Resources System

Launching the New Pay Structure at Administration Headquarters

Since 2008, Tung Wah has undertaken a Consultancy Review on the Salary Structure which aimed at establishing a market driven pay system for engendering the performance-based organization culture. Entering into the third phase of the Consultative Review, the New Pay Structure (NPS) was launched on 1 July 2010 for staff at the Administrative Headquarters (HQs) at Section Head level and below. Newly-appointed staff and staff on in-service appointment from 1 July 2010 onwards has been offered with terms under the NPS; and serving staff were given a one-off option for migrating to the NPS on 1 October 2010. Extensive communication activities on the progress up-dates and implementation of the NPS for over 300 HQs staff were carried out.



Staff of the Administration Headquarters attending a forum on "Consultancy Review of Salary Structure".
行政總部員工參與薪酬體制顧問研究員工簡介會。

With the implementation of the NPS, the relevant administration systems were established including the related recruitment procedures and support system as well as the benefit and employment terms under the NPS. Review of the current appraisal system was conducted and a modified performance management system was launched by phases with effect from 1 October 2010. The new system which is applicable to all HQs staff is aimed at achieving a more objective assessment with the use of a point system in e-Appraisal form for evaluating the performance of staff. Besides, the annual base pay review for 2011/12 was undertaken in consultation with the project consultant.

Realignment of human resources administration system and practices to enhance corporate governance

Tung Wah has been striving for continuous improvement of its corporate administration in order to effectively manage the changing environment and sustain organization growth. With a view to enhancing the corporate governance in Tung Wah, the delineation of approving authorities in the human resources process was reviewed and a comprehensive study of the relevant guidelines and regulations was undertaken. The realignment of the approving authorities and amendments to the stated rules have streamlined and standardized the administration procedures and day-to-day operation systems.

更新求變 強化系統

於行政總部推行新的薪酬架構

自二〇〇八年，東華進行薪酬體制顧問研究，目的是建立一套市場主導的薪酬制度，從而推動積效為本的機構文化。有關顧問研究已進入第三階段。新的薪酬架構於二〇一〇年七月一日起在行政總部的部門主管級及以下職級的員工。現職行政總部員工已透過一次性的自願轉制計劃於二〇一〇年十月一日起轉入新的薪酬體制。為加強與員工的溝通，本院舉行多場員工簡介會向總部三百多名員工介紹顧問研究的進展及實施新的薪酬架構的相關資訊。

為推行新的薪酬架構，已制訂相關的招聘程序和福利及聘任條件等行政安排。此外，現有的績效管理系統亦相應提升。優化後的績效管理系統及電子考績報告已於二〇一〇年十月起分階段推行，並適用於所有行政總部員工。新的電子考績報告引入計分制，從而達至更客觀的評核。此外，有關二〇一一/一二年度基本薪金檢討已經進行。

修訂人力資源管理制度及實務守則以提升企業管治效能

東華致力改善機構的管理系統，以有效回應轉變中的環境及促進機構持續發展。為加強東華的企業管治效能，東華檢討人力資源管理程序批核權的劃分，並全面檢視相關的指引及規限。經修訂後的批核安排及規例已進一步簡化及劃一管理程序及日常運作。

完善網上假期系統

假期管理制度現正透過結合資訊科技，帶動有關行政流程的現代化及提升運作效率。在資訊科技處的協助下，網上假期系統已完成第二階段的系統提升，更新的主要內容包括增設下屬假期資料予主管參考、提升主管審批假期的靈活性、更新電郵內容等。此外，為持續檢討及改良網上假期系統的功能，本院以

Enhancing eLeave System

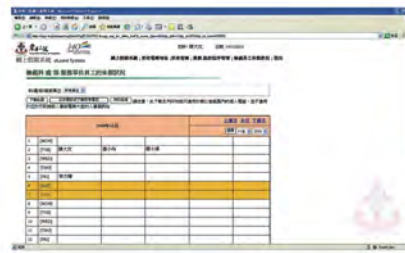
The leave administration has leveraged the information technology for modernizing and enhancing the operation efficiency of its administration process. In collaboration with the Information Technology Branch, the 2nd phase eLeave System enhancement for rendering a smoother online vacation leave application to HQs staff was undertaken. The major improvement measures include providing subordinates' leave records for easy reference by supervisors, enhancing the flexibility of the on-line approval/recommendation of leave applications and enriching the auto-email messages with indication of leave application/cancellation. In order to seek continuous improvement of the eLeave System, an eSurvey was conducted for collecting and evaluating staff feedback after using the system. The survey results have served as an important reference for assessing the feasibility of extending the system to service centres.

Revising policies and administrative arrangements of acting appointment for Administration Headquarters staff

In line with the implementation of the NPS, the guiding principles for qualifying/payment period and pay rates for acting appointments for all HQs staff at Section Head level or below were reviewed and the new arrangements have been carried out.

Enhancing information system for harmonizing with specific MPF contribution arrangement for non-teaching staff of aided schools

In order to facilitate the implementation of the enhanced employer's contribution of the MPF scheme for non-teaching staff in aided schools, system enhancement for the Human Resources Information System was undertaken to cope with operation needs.



An interface of providing staff's leave records was created for the easy reference of Approval Structure Administrators.

系統增設「檢視員工休假狀況」版面，讓各科／處的假期管理員能有效掌握所屬單位員工的休假情況。



電子問卷方式進行了員工意見調查，以了解總部員工對使用系統的意見，並根據調查結果，為在服務單位推行網上假期系統作出準備。

Content of email notification was enriched and an interface for tracing subordinates' leave records was provided.

關於網上假期系統的電郵內容已更新並增設「檢視所有下屬休假狀況」版面供主管參考。

修訂行政總部員工的署任政策及行政安排

為配合新的薪酬架構推行，行政總部部門主管或以下職級員工的署任安排，包括最低署任／發放署任津貼期限和支付比率已作出修訂。

提升資訊系統以配合資助學校非教職員強積金的特定供款安排

因應資助學校非教職員強制性公積金計劃僱主的供款安排，現有的人力資源作業系統已經提升，並配合運作需要。

Leveraging New Social Media

善用新式社交媒體

While over half a billion people have Facebook accounts and almost everyone who surfs the Internet goes to Youtube, new interactive communication channels were opened up to stay connected with all staff as a supplement to the well-established internal communication, staff consultation platforms and sharing sessions. Latest stories with videos and photos of staff activities were uploaded to Tung Wah's Facebook and Youtube channels at the earliest possible time for staff to keep pace with Tung Wah and the ever changing world. An incentive scheme was set up inviting staff to contribute their stories and photos to share the happy and touching moments while joining staff relations and welfare activities.

In a bid to better leverage the social media, a survey on social networking was conducted and feasibility study of the launch of a staff e-newsletter was undertaken. 4 pilot issues of the Tung Wah Staff Football Team e-Newsletter were subsequently published and a full-scale staff e-newsletter targeting at all staff with coverage of personnel, staff training and development as well as staff relations and welfare functions would be launched in the coming year.



當全球有超過五億人口擁有Facebook（線上社群）帳戶，而幾乎每個網民都會到Youtube（線上影片社群）瀏覽影片時，社交媒體已經成為大家生活中的一部分。新式的互動溝通途徑可補足現有的內部溝通方法，例如員工諮詢平台及分享會。東華將員工活動進行期間拍攝的短片及相片上載至東華三院Facebook及Youtube頻道，讓員工可以掌握東華及瞬息萬變的社會情況。東華亦設置獎勵計劃，鼓勵員工將參與員工關係及福利活動中的趣事及相片投稿，與所有人分享愉快及動人回憶。

為求更有效地利用社交媒體，東華進行研究調查及探討發出員工電子快訊的可行性，並已發出四期東華員工足球隊電子通訊作試點。下年度，本院將正式出版涵蓋人事管理、員工培訓及發展、員工關係及福利資訊的員工電子通訊予所有東華員工。

Review of pay level 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 situation, relatively high inflation and pay rise for the civil servants. The revised salaries were implemented with retrospective effect from 1 April 2010.

Revising starting salaries for relevant graduate posts to align with Civil Service Starting Salaries Review

A separate review of the starting salaries in line with the revision of starting salaries for the corresponding graduate ranks in the Civil Service was conducted. The new starting salaries with reduction of 2 salary points for new recruits holding the related posts was effected from 1 October 2010.

Review of pay packages for posts with recruitment difficulties in community services centres

Review on the current pay enhancement measures for posts with recruitment difficulties in community services centres has been conducted. In order to maintain the competitiveness in the labour market for recruiting suitable staff, such as nurse, Programme Worker, Support Service Attendant (Catering)

and Child Care Worker, for maintaining stable service operations and expansion, the short-term measures including relaxing entry pay limit, provision of special allowances, recruitment of special ranks with higher entry pay and enhanced entry pay for direct entrants with higher qualification have been extended.

A separate review on the pay packages for physiotherapy practitioners and occupational therapy practitioners in coping with the keen competition in the labour market and long-term development of the services was undertaken and the revised remuneration terms have been implemented on 1 November 2010.

Review of compensation system for social enterprise posts to meet the business objectives

Tung Wah is committed to the development of social enterprises and has reviewed the reward system for staff in iBakery, a newly established social enterprise, in alignment with the phase business objectives and the operational needs for better motivation and productivity. Incentive measures in the forms of special allowances were introduced for the identified posts on 1 November 2010.

檢討定額薪酬職位的薪酬水平

基於人力市場的競爭狀況，相對高的通漲及公務員的薪酬調整，東華對個別有招聘困難的定額薪酬職位的薪酬水平作出檢討。經修訂後的薪酬追溯至二〇一〇年四月一日生效。

跟隨公務員入職薪酬檢討修訂學位職位的入職薪金

按照公務員職位的入職薪酬檢討，東華修訂相關學位職位的入職薪酬。新聘員工的新入職薪酬下調兩個薪金點，由二〇一〇年十月一日起實施。

檢討社會服務單位面臨招聘困難的職位的薪酬安排

為維持機構在人力市場的競爭優勢，招募合適的人才，東華針對社會服務單位中有招聘困難的職位的薪酬安排作出檢討，當中包括護士、活動幹事、支援服務員(膳食)及幼兒工作員等職級，以確保服務運作的穩定性及得以擴展。相關的短期措施包括放寬入職薪酬限制、提供特別津貼、透過較高薪酬的特別職級及提升較佳學歷者的入職薪酬招聘人才均獲延續。

因應激烈的人才競爭情況及配合長遠的服務發展，東華亦已檢討社會服務單位轄下的執業物理治療師及執業職業治療師職位的薪酬安排，調整後的薪級於二〇一〇年十一月一日生效。

檢討社會企業員工的薪酬補償制度以配合業務發展目標

東華一直致力推動社會企業，並為最新成立的「愛烘焙麵包工房」轄下員工的薪酬補償制度作出檢討，以配合業務發展目標及運作需要，提升員工的生產力。有關的獎賞措施以發放特別津貼的形式於二〇一〇年十一月一日實行。



Briefing session on the Minimum Wage Ordinance for headquarters executives, centre supervisors and school heads.

為總部行政人員、單位主任及學校校長舉辦最低工資條例簡介會。



Staff attending the workshop on creative thinking.
員工參與創意思考工作坊。

Creating Cross-departmental Team-building Experience 創造跨部門團隊協作體驗

Tung Wah is dedicated to nurturing staff members who not only excel in their respective scopes of work, but also demonstrate brand awareness, strategic communication and team cohesiveness. A series of workshops on team-building with focus on cross-departmental synergy were organized for executives of the Administration Headquarters, school heads and centre supervisors to promote mutual understanding and team dynamics, and to develop staff's professional and managerial competencies.

Gearing towards a learning organization that facilitates team learning and shared vision of its members and continuously transforms itself in anticipation of opportunities and challenges to remain competitive in the business environment, collaborated efforts with Divisions/Branches were made to identify staff training needs and review staff training and development policies from time to time.

東華給予員工充份機會於服務範疇施展個人才能，並致力培養員工擁有機構品牌意識、策略溝通能力及團隊凝聚力，為總部行政人員、校長及服務單位主管舉辦一系列「創新體驗式有效團隊」工作坊，以促進團隊相互了解及合作精神、加強員工專業及管理能力的發展。

團隊成員不斷因應機遇和挑戰而改變自己以保持競爭力，各科、處亦經常一起共同協作訂定培訓需求、檢討員工培訓及發展政策，以邁向一個利於團隊學習和擁有共同願景的學習型機構。



Staff sharing their happy moments in the innovative experiential training workshop at a film studio.

員工參與創新的體驗式工作坊，於教育片場分享開心時刻。



Cross-departmental synergy achieved through discussion and interactive activities. 透過交流討論和互動活動達至跨部門的協作。



Tung Wah Delegation visiting an elderly centre in Shanghai.

東華三院交流團到訪上海市第一社會福利院。

Apart from equipping staff members with knowledge and skills to meet the daily challenges, Exchange Programmes with the Ministry of Civil Affairs were organized to foster mutual understanding of the social welfare services and the development of Chinese medicine services in Mainland China and Hong Kong. For encouraging personal growth and development, 2 formal course scholarships were granted to support staff's professional development in medical services, 3 scholarships to students of Master degree programme in educational psychology, and 6 sponsorships to welfare staff and enrolled nurses to pursue Enrolled/Registered Nurse qualifications to cope with the changing community needs.

To acclimatize newly recruited staff to Tung Wah's culture, organization and structure, personnel policies as well as training and welfare benefits, a total of 8 Induction Programmes were launched with more than 400 staff attended. An Executive Development Programme was organized to familiarize newly recruited executives with the prevailing policies and work practices. The Human Resources Branch also plays a proactive role in boosting staff morale and fostering a greater sense of belonging, details of which can be found in the Chapter of "Employee Relations and Development".

Building a Highly Competent and Professional Team 建立專業卓越團隊

除培訓員工具備專業知識及技能以應付日常的挑戰外，東華與國家民政部舉辦交流活動以增加雙方職員對本港及國內社會福利事業及中醫藥發展的了解。此外，為鼓勵員工個人成長發展，東華共批核兩項正規課程獎學金予醫療衛生服務界的員工促進專業發展、三項獎學金予就讀教育心理學碩士課程的學生及六個資助名額予社會服務前線員工及登記護士修讀登記或註冊護士課程。

為使新入職員工儘快適應新環境、融入東華文化，員工訓練組全年舉辦八次迎新活動，介紹組織架構、人事政策、員工訓練及福利事宜，共有超過四百名員工出席活動。新入職的行政人員亦可參予行政人員發展課程，以加強對現行政策及工作程序的認識。人力資源處亦積極提升員工士氣、加強歸屬感，詳情請參閱「員工關係及發展」章節。



Newly recruited staff participating in ice-breaking activities and paying visit to Kwong Fook I-tsz during an Induction Programme.

新入職員工在迎新活動中參與破冰遊戲和參觀廣福義祠。