

明愛青少年及社區服務

服務質素標準5

社會工作服務部

職員招聘、簽訂職員合約、發展、訓練、評估、調派 及紀律處分守則的政策

1. 目的

- 1.1 本政策的制定是確保本部及服務單位備有職員（包括兼職職員）招聘、調派及晉升、簽訂職員合約及紀律處分的政策及程序，而該政策及程序可供職員閱覽。

2. 內容

政策內容包括：

- 2.1 招聘、調派及晉升、簽訂職員合約及紀律處分的政策及程序。
- 2.2 本部及服務單位備有新職員入職導向訓練的政策及程序。
- 2.3 本部及服務單位為職員提供持續的督導及定期的工作表現審核／評核，以鑑別職員工作表現上須改善的地方及持續訓練和發展的需要。
- 2.4 本部及服務單位備有職員訓練政策和職員訓練及發展計劃。

3. 相關文件

- 3.1 社會工作服務人力資源政策。
- 3.2 社會工作服務備有新員工迎新手冊（內部傳閱）。

5.1 社會工作服務人力資源政策

政策理念

1. 社會工作服務部致力從不斷的覺醒、參與、分擔與分享培養全人發展，並在社區內致力推動真理、仁愛、正義、自由與和平。
2. 為達成此使命，本部會確保有合適的招聘及調配員工，僱傭合約，員工督導和表現評核安排，員工紀律行動及員工培訓及發展計劃的政策。此外，本部會委派合資格和受過訓練的員工根據服務使用者及社區的需要而提供全面的服務。
 - 2.1 招聘、調配及晉升員工
 - a 本部會確保招聘、調配及晉升的員工認識及接受機構的宗旨及價值，或具有相近的人生態度及使命，與及具備有關職系之通用及專職勝任能力。
 - b 為確保招聘、調配及晉升的過程是公平及公正，本部不會因應徵者的性別、年齡、家庭狀況、健康狀況、宗教信仰或殘疾的原因而歧視他們和不公平地處理他們的申請。
 - c 若應徵者是負責招聘、調配及晉升之員工／委員會成員的親友，員工／成員應事先申報及不應參與過程，以確保公平及公正。
 - d 本部保證招聘、調配及晉升員工的過程是以有計劃的方式進行。並透過分析服務單位的人手需要而決定職位空缺情況。有關空缺職位的資料，會讓本部所有員工及／或公眾人士知悉。招聘、調配及晉升員工的甄選是基於遴選小組的決定及／或社會工作服務部長或總主任的贊同。
 - 2.2 僱傭合約
 - a 本部會確保每個員工都有一份由機構發出的書面合約。

- b 此份合約需經雙方的簽署確認。而此份合約會於聘用的第一個月月底前發出。
- c 合約會清楚列明僱用細則，包括：僱員的工作內容、職銜、試用期和聘用期限、薪金及其他福利。
- d 任何一方都有要求更改合約內容的權利，但最後的改動一定要雙方(僱主與僱員)同意。本部會確保有公平及公正的程序去處理此類事項。
- e 本部會遵守明愛僱員手冊第 5 及 6 項，有關終止僱傭合約、辭職及無需提前通知對方或付代通知金之解僱的政策。
- f 新員工會獲得定期合約，意即特定時段內的僱傭合約，在一般情況下不會超過三年，而續聘需由社會工作服務部長、服務總主任或相關之高級督導主任決定。長期或開放式合約，則是指沒有特定時段的僱傭合約，員工須在機構同一職級服務三年或以上，表現令上司滿意，並獲相關高級督導主任推薦和服務總主任贊同。

2.3 員工的入職及導引

- a 為提供高質素服務，本部會為所有新入職員工提供入職及導引活動。
- b 本部致力在導引活動中提供所有關於機構和各項服務的重要資訊予所有新入職員工。內容包括機構的歷史、使命、服務單位和機構的政策及程序、組織架構、工作的角色及責任和服務使用者的資料。
- c 本部會盡力提供足夠的資源，以確保導引活動的目標得以達到。
- d 導引活動會視乎招聘率而定期舉行，而所有新入職員工均會被邀出席。

2.4 員工督導和表現評核

- a 為提供高質素服務，本部會定期對員工提供持續的督導和定期的表現評核。
- b 本部確保評核表現的過程保持客觀，根據可觀察的資料、具發展性、和將注意力集中在以職位的任務和工作角色而制訂的表現標準上。
- c 本部設有上訴機制，以處理員工對評核內容／不同意見。
- d 本部會確保督導與表現評核內容保密處理。

2.5 員工紀律行動

- a 本部致力確保所有員工依據專業操守、機構訂定之員工守則及工作要求履行職務。
- b 我們已建立一套公平的程序去處理有違規／行為不當的員工。
- c 本部會確保在執行紀律行動前，每個個案都經過適當的調查程序。
- d 員工如對所議決執行的紀律行動有不同意的地方，均有上訴的權利。
- e 若員工是負責執行紀律行動之員工／委員會成員的親友，員工／成員應事先申報及不應參與整個過程，以確保公平及公正。

2.6 員工培訓及發展計劃

- a. 為提供高質素服務，本部會確保所有員工在其特定的角色及責任上都有足夠的訓練。
- b. 本部承諾會為員工提供足夠的機會，使他們可得到與其工作角色及服務單位的活動計劃有關的培訓及發展。提供方式包括不同培訓選擇的組合，例如在職訓練、參與研討會及工作坊、以及正式訓練。
- c 培訓需要可透過培訓需要分析、表現評核結果或服務使用者需要分析而得到，並納入週年培訓計劃。
- d 本部承諾會提供足夠資源，以確保能達致培訓的目標。

3. 本政策適用於全部員工，包括但不限於全職、兼職、合約制或臨時員工。
4. 人力資源管理手冊2015之第二部份：政策及程序及第四部份：服務條件已臚列機構有關招聘、委任、調動、員工晉升、聘書、試用期、辭職及終止聘約通知期等事宜的政策及程序，社會工作服務必須遵守，除非社會工作服務部長另行發出通告／信函有關服務的其他政策及程序。

檢討及更新日期：2023年4月1日

附件（有關文件可於 E-learning 下載）

1. 新員工迎新手冊
2. Human Resources Management Manual 2019
3. Appendix 01 Request for Issue of Appointment Letter 聘書申請表 (20180110).pdf
4. Appendix 02 僱用及終止僱用保安員的工作指引.pdf
5. Appendix 03 Notice of Transfer/Change of Information Form.pdf
6. Appendix 04 Procedures for Staff Promotion (20150930).pdf
7. Appendix 04 員工晉升程序 (20150930).pdf
8. Appendix 08 Guidelines on Retirement and Emp of Ind beyond Retirement Age (20150317).pdf
9. Appendix 08 退休及聘請已過退休年齡之.pdf
10. Appendix 12 實施《最低工資條例》之行.pdf
11. Appendix 21 Guidelines on Probationary Service (20120601).pdf
12. Appendix 21 試用期服務指引 (20120601).pdf
13. Appendix 22 Guidelines on Trial Service (20120601).pdf
14. Appendix 22 試任服務指引 (20120601).pdf
15. 超越薪級中點措施(201704).pdf
16. Issuance of Open Contract (20070511).pdf
17. Years of Experience Recognized for New Recruits.pdf
18. Relaxation of Mid-point Bar for Some Ranks.pdf

SERVICE QUALITY STANDARD 5

POLICY ON STAFF RECRUITMENT, CONTRACTING, DEVELOPMENT, TRAINING, ASSESSMENT, DEPLOYMENT AND DISCIPLINARY PRACTICES OF SOCIAL WORK SERVICES DIVISION

1. Objectives

1.1 This policy is to ensure the Division and service unit have policies and procedures on staff (including part-time staff) recruitment, deployment and promotion, employment contracting and disciplinary actions, and such policies and procedures are accessible to staff.

2. Content

The policy content include:

2.1 Policies and procedures on staff recruitment, deployment and promotion, employment contracting and disciplinary actions.

2.2 The Division and service unit have induction policy and procedures for new staff.

2.3 The Division and service unit provide on-going supervision for staff and conducts regular performance reviews/ appraisals for identifying areas for performance improvement and needs for ongoing training and development.

2.4 The Division and service unit have a training policy and a plan for staff training and development.

3. Relevant documents

3.1 Policy on human resources of Social Work Services.

3.2 New Staff Orientation Manual (internal circulation) of Social Work Services.

POLICY ON HUMAN RESOURCES MANAGEMENT

Rationale of the Policy

1. The Social Work Services Division is committed to promote integral human development and a caring community grounded on truth, love, justice, freedom and peace through an on-going process of awareness, participation and sharing.

2. In order to achieve this mission, the Division will implement effective staff recruitment, contracting, development, training, assessment, deployment and disciplinary practices. Besides, appropriately qualified and trained staff from the Division will provide a range of comprehensive services based upon individual service user's or community needs according to the nature of service.

2.1 Staff recruitment, deployment, transfer and promotion

(a) The Division will ensure the recruitment, deployment, transfer and promotion of right person who understands and recognizes the mission and values of the agency; or holds similar life values and mission; as well as possesses the core competencies of the job required.

(b) The Division will ensure that the recruitment, deployment, transfer and promotion process is fair and just, and will not discriminate unfairly against potential applicants on

grounds of gender, age, health condition, family status, religion or disability.

- (c) In order to ensure a fair and just recruitment, deployment, transfer and promotion process, when the applicants are close friends or relatives of the responsible staff/committee members, the members should declare an interest and abstain from the process.
- (d) The Division ensure that the process of hiring, deploying, transferring and promoting staff within the service unit/agency is in a planned manner. Vacancies will be identified through the process of staff need analysis. Information on job vacancy will be publicized to all staff members in Social Work Services Division and/or to the public. The selection for appointment, deployment, transfer and promotion should base on the decision of the selection panel and/or endorsement of Director of Social Work Services or Service Head.

2.2 Staff employment contracting

- (a) The Division will ensure that every staff member will have a written contract prepared by the agency.
- (b) This contract has to be signed by both parties for confirmation. It will be issued before the end of the first month of the employment.
- (c) The contract will clearly state the details for employment, including, the job title, salary, probation period (if any), employment period, and other benefits offered with employee's work content attached to it.
- (d) Any parties have the rights to request for change of contract terms but any final amendment should be agreed by both parties (employer and employee) concerned. Social Work Services will ensure that there is a fair and just procedure in handling such matters.
- (e) The Division would follow the policies of Termination of Contract, Notice of Resignation and Termination of Employment without Notice or Payment in lieu of Notice as stated in Caritas Employee Handbook in Sections 5 and 6.
- (f) New staff members are employed on the basis of Fixed-term Contract which refers to a contract of employment for a specified period of time normally not longer than three years and renewable at the discretion of Director of Social Work Services, Service Head or the relevant Senior Social Work Supervisor. Permanent or Open Contract which refers to a contract of employment for an unspecified period of time will be offered to staff members that have been serving the same rank for 3 years or above in the agency subject to satisfactory performance and recommendation of the relevant Senior Social Work Supervisor and endorsement of Service Head.

2.3 Staff induction and orientation

- (a) In order to provide high quality service, the Division will provide staff induction and orientation programme for all new staff members.
- (b) The Division is committed to providing all important information related to the agency and the service itself to all new staff members in the orientation programme. The contents include the agency service and history, mission, agency and service unit policies and procedures, organization structure, work roles and responsibilities and service users' information.
- (c) The Division is committed to providing adequate resources to ensure that the orientation programme's objectives be achieved.
- (d) Orientation programme will be held at regular interval depending upon the rate of recruitment, and all new staff members will be asked to attend the programme.

2.4 Staff supervision and performance

- (a) In order to provide a high quality service, the Division will provide on-going supervision and performance appraisals to the staff members on regular basis.
- (b) The Division will ensure that the process of performance appraisal be objective, based upon observable information, developmental, focused upon standards of performance derived from task and work role analysis of the position.
- (c) The Division will have an appeal system to handle the disagreement of employees on the appraisal content/ process.
- (d) The Division will ensure that all the content of supervision and performance appraisal will be kept confidential.

2.5 Disciplinary Actions related to Staff Matters

- (a) The Division is committed to ensure that all staff members behave according to the job required and codes of practices being set by agency as well as related professions.
- (b) A fair procedure for taking disciplinary actions related to staff matters is established in order to deal with those staff members who are committing any of the listed deviant/unacceptable behaviour in the staff disciplinary guidelines.
- (c) The Division will ensure that proper investigation of every case is conducted before taking disciplinary action.
- (d) Staff members will have the right to appeal if they disagree with the disciplinary action determined.
- (e) In order to ensure the disciplinary actions are fair and just, when the staff members are close friends or relatives of the staff/committee members responsible for the actions, the members should declare an interest and abstain from the process.

2.6 Staff training and development

- (a) In order to provide a high quality service, the Division will ensure that all staff are highly trained in their particular roles and responsibilities.
- (b) The Division is committed to providing ample opportunities for staff training and development which is relevant to their work role and to the programme plans of their work unit. Delivery methods may include a combination of training options such as in-service training, attendance at conferences and workshops and formal training.
- (c) Training requirements will be identified through training needs analysis, performance appraisal results or service user's needs analyses and will be compiled into an annual training plan.
- (d) The Division is committed to providing adequate resources to ensure that the training targets are achieved.

3. Policies on human resources are applicable to all types of staff members, including but not limited to full-time, part-time, contractual or temporary ones

4. Part II: Policies and Procedures and Part IV: Condition of Service of the Human Resources Management Manual 2015 have stated the agency's policies and procedures on staff recruitment, appointment, transfer, staff promotion, employment contracts, probationary period and notice period of resignation or termination of employment etc. The Division must follow these policies and procedures unless Director of Social Work Services have issued separate notices/circulars to announce the other policies and procedures for The Division.

Date of Review and Revision: 1 April 2023

Encl. (Documents can be downloaded in E-learning)

1. 新員工迎新手冊
2. Human Resources Management Manual 2019
3. Appendix 01 Request for Issue of Appointment Letter 聘書申請表 (20180110).pdf
4. Appendix 02 僱用及終止僱用保安員的工作指引.pdf
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18. Relaxation of Mid-point Bar for Some Ranks.pdf

5.2.2 招聘

5.2.2.1 目的：

- a. 當服務單位有職位空缺時，單位主管須讓機構其他部門及公眾人士知悉有關職位的資料，以公平公正的方式選出合適的人選。

5.2.2.2 程序：

- a. 招聘方式包括機構內及機構外兩方面：
 1. 機構內：發出通告予各部門傳閱；供有興趣僱員申請。
 2. 機構外：在報章及/或機構網頁上刊登招聘廣告（附件二），亦可在公眾人士可閱覽的壁佈板上張貼招聘告示。
- b. 招聘廣告可透過總辦事處交人力資源辦公室辦理；副本需存檔於服務單位。
- c. 所有申請函件交由相關單位主管審閱，根據該職位所需的要求，挑選符合條件之申請人，安排面試。
- d. 在申請職位的信件中，可從下列範疇中挑選出合適的申請人，約唔面試：
 1. 申請人的學歷是否達到有關職位要求
 2. 申請人是否具備有關職位要求的專業資格
 3. 申請人是否具備有關職位要求的最低年資
 4. 申請人的學業成績，尤其與工作性質有關之科目
 5. 申請人過去之工作經驗及轉工情況
 6. 學校或前僱主的推薦函件
- e. 如屬於現職於本機構（即申請升職或調職）或曾任職於本機構之申請人，考慮的範疇除上列事項外，更須加上：
 1. 其過去工作表現
 2. 其過去的工作表現評核的結果
 3. 其過去直屬上司的推薦
- f. 如申請人與本機構僱員相熟，或由與機構有利益關係的團體或個人引薦，在申請人同意下，有關人等只可視為諮詢人，惟其申請將與其他申請人以同一基準考慮，不能因此而優先約唔或取錄。

5.2.3 擢升／調職

5.2.3.1 擢升／調職之程序：

- a. 機構內各服務單位有可供晉升職位空缺時，須以公正方式甄選合適的人選，擢升／調職申請亦會以相同的方式和準則考慮。
- b. 當單位有可供晉升的職位空缺時，單位主管須讓機構其他部門員工知悉有關職位的資料，使有興趣申請擢升／調職的僱員亦能獲悉。（詳見「5.2.2 招聘」）
- c. 擢升的職位會先從機構內部人選考慮，若沒有合適人選才作公開招聘。
- d. 有興趣申請擢升／調職的僱員，其申請函件可經由單位主管連同其推薦書轉交有關服務之總辦事處。
- e. 申請擢升／調職的僱員，如學歷與資歷符合新職位的要求，其每年的表現評核及所屬部門單位主管的推薦書均會成為重要的考慮因素。
- f. 有關負責人將進行甄選、面試等程序，詳情見（5.2.4 甄選程序及準則）。
- g. 機構內部晉升流程圖（見後頁）。

5.2.3.2 機構需要僱員調職：

- a. 遇機構有需要時，可以要求僱員調職至其他工作崗位，單位主管需向該僱員提出及解釋有關情況。
- b. 單位給予僱員時間考慮，但需在指定之期限內答覆。
- c. 機構會按僱員之意願作參考，但機構會根據服務的需要而作出最後決定。
- d. 平調僱員由總主任參考現有資料(例如工作表現評估報告內曾表達調職意願)決定調動之人選，不設公開邀請僱員申請程序，總主任在有需要時會向個別單位主管作諮詢。