

## 服務質素標準 5

### 社會工作服務人力資源政策

1. 社會工作服務致力從不斷的覺醒、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，社會工作服務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，社會工作服務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 社會工作服務會確保招聘及調配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 為確保招聘的過程是公平及公正，本服務不會因應徵者的性別、年齡、家庭狀況、健康狀況、宗教信仰或殘障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和調配之員工／委員會成員的親友，建議員工/成員不參予招聘過程或維持低參予以確保公平及公正。
- d 社會工作服務保證招聘和調配員工的過程是以有計劃的方式進行。並透過分析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，可讓機構其他部門或公眾人士知悉。

#### 2.2 僱傭合約

- a 社會工作服務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。社會工作服務會確保有公平及公正的程序去處理此類事項。

#### 2.3 員工的人職及導引

- a 為提供高質素服務，社會工作服務會為所有新入職員工提供入職及導引活動。
- b 社會工作服務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 社會工作服務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，社會工作服務會定期對員工提供持續的督導和定期的表現評核。
- b 社會工作服務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 社會工作服務設有上訴機制，以處理員工對評核內容／不同意見。
- d 社會工作服務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 社會工作服務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 社會工作服務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 所有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。

## 2.6 員工培訓及發展計劃

- a 為提供高質素服務，社會工作服務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 社會工作服務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 社會工作服務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，無論是全職、兼職、合約制或臨時員工。

檢討日期： 2011年6月8日

發佈： 經各服務的總辦事處傳閱

檢討： 根據服務質素標準2，政策會於有需要時或每年由社會工作服務部長或委派代表檢討。

## **SERVICE QUALITY STANDARD 5**

### **POLICY ON HUMAN RESOURCES MANAGEMENT OF SOCIAL WORK SERVICES**

1. Social Work Services 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, Social Work Services will implement effective staff recruitment, contracting, development, training, assessment, deployment and disciplinary practices. Besides, appropriately qualified and trained staff from Social Work Services 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 and promotion
    - (a) Social Work Services will ensure the recruitment and deployment 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) Social Work Services will ensure that the recruitment 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 process, when the applicants are close friends or relatives of the staff/committee members responsible for the recruitment and deployment process, it will be advisable that the staff/committee members to distance, or not involve in the process.
    - (d) Social Work Services ensure that the process of hiring and deploying 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 other units within agency or to the public.
  - 2.2 Staff employment contracting
    - (a) Social Work Services 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.

### 2.3 Staff induction and orientation

- (a) In order to provide high quality service, Social Work Services will provide staff induction and orientation programme for all new staff members.
- (b) Social Work Services 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) Social Work Services 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, Social Work Services will provide on-going supervision and performance appraisals to the staff members on regular basis.
- (b) Social Work Services 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) Social Work Services will have an appeal system to handle the disagreement of employees on the appraisal content/ process.
- (d) Social Work Services will ensure that all the content of supervision and performance appraisal will be kept confidential.

## 2.5 Disciplinary Actions related to Staff Matters

- (a) Social Work Services 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) Social Work Services will ensure that proper investigation of every case is conducted before taking disciplinary action.
- (d) All staff members will have the right to appeal if they disagree with the disciplinary action determined.

## 2.6 Staff training and development

- (a) In order to provide a high quality service, Social Work Services will ensure that all staff are highly trained in their particular roles and responsibilities.
  - (b) Social Work Services 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) Social Work Services is committed to providing adequate resources to ensure that the training targets are achieved.
3. These policies on human resources are applicable to all types of staff members, no matter they are full-time, part-time, contractual or temporary.

DATE OF REVIEW: 8 June 2011

DISTRIBUTION: Circulate to all services via Head Office

REVIEW: The policy will be reviewed on need basis or annually by the Director of Social Work Services or delegates as stated in SQS 2.