

# 人力資源管理 及資訊科技

# Human Resource Management and Information Technology





政務司司長曾蔭權在「顧客心聲樹」贈言  
CS, Mr Donald Tsang provided feedback on "Customers' feedback tree"



社署部門協商委員會成員  
Members of the Departmental Consultative Committee

## 人力資源管理

### 人力資源管理科

社署是一個擁有眾多員工的政府部門，職員人數達5,347名，其中3,100名為分屬28個職系的部門人員（從事社會工作範疇和社會保障範疇的人員分別約有1,930和1,160名）。我們致力以積極、主動和融合的方式有效管理人力資源，及建立一支盡心服務、工作勤奮和有滿足感的工作隊伍。為此，社署已於2001年8月1日成立人力資源管理科，而社署的康樂會和社署職員義工隊亦經常為員工舉辦各項多姿多采的活動。

人力資源管理科明白到員工是本署最重要的資源，因此以推行和統籌各項人本措施為使命，目的是建立一支勇於承擔、能幹熟練而又靈活應變的工作隊伍，務求能達到社署的目標和應付未來種種的新挑戰。人力資源管理科由職系管理組和員工發展及訓練組組成，負責制訂本署人力資源管理的整體發展策略，以及監察人力資源管理計劃及措施的制訂和推行。

## HUMAN RESOURCES MANAGEMENT

### Human Resource Management Branch (HRMB)

With a workforce of 5,347 staff of which 3,100 in 28 grades are Departmental staff (around 1,930 in social work stream and 1,160 in social security stream), SWD is committed to adopting a proactive and integrated approach to manage human resources effectively and building a professional, dedicated and satisfying workforce. Apart from the establishment of the HRMB on 1 August 2001 to give added impetus to HRM work, management's efforts are complemented by activities run by the SWD Recreation Club and SWD staff Volunteer Team.

Recognising that staff are our most important resources, the mission of the HRMB is to initiate and co-ordinate efforts in building up a highly committed, competent, versatile and skilled workforce to meet the objectives of the Department and new challenges in the coming years. Underpinned by the Grade Management Section (GMS) and the Staff Development and Training Section (SDTS), the HRMB is tasked to map out the overall strategy of HRM development for the Department and oversee the formulation and implementation of HRM plans and initiatives.

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職系管理組

職系管理組致力於制訂一套目標更明確、更有系統和更全面的模式，以便就部門和共通職系人員及第一標準薪級人員的職業前途發展及訓練、工作表現管理、職位安排及調職、招聘及晉升和人力資源規劃等各方面進行管理。在2001年10月至11月期間，職系管理組人員先後與1,300名職系人員舉行了合共114次焦點小組會議，以介紹職系管理組的工作和收集員工對職系管理和其他人力資源管理事宜的意見。職系管理組亦為九個員工協會/職工會和文書職系/第一標準薪級人員的部門協商會議代表舉行性質相若的焦點小組會議。收集所得的意見將用於制訂各項人力資源管理政策、指引和計劃。

員工發展及訓練組

員工發展及訓練組由三個分組組成，包括人力資源管理發展分組、訓練分組和訓練行政分組，負責釐訂及推行周年訓練及發展計劃，以及其他人力資源管理的新猷，以提升員工的工作效率和事業發展。在2001-02年度，該組共舉辦了485個課程，來自本部門、其他政府部門及非政府機構的參加者達24,515位。

Grade Management Section (GMS)

The GMS aims to develop a more focused, systematic and integrated approach for the management of Departmental and common grades as well as Model I staff on the areas of career development and training, performance management, posting and transfer, recruitment and promotion, and manpower planning. During the period from October to November 2001, staff of the GMS held a total of 114 focus group meetings with 1,300 grade members to introduce the work of the GMS and collect staff's views on grade management and other HRM issues. Similar focus groups were also conducted for the nine staff associations/unions and representatives of the Departmental Consultative Committee for the Clerical/Model Scale I staff. The views collected are valuable for the purpose for drawing up various HRM policies, guidelines and plans.

Staff Development and Training Section (SDTS)

The SDTS, comprising the HRM Development Unit, the Training Unit and the Training Administration Unit, is responsible for the formulation and implementation of annual training and development plan and other HRM initiatives to enhance business efficiency and career development of staff members. In 2001-02, the SDTS organised 485 programmes attended by 24,515 participants from the Department, other Government departments and NGOs.

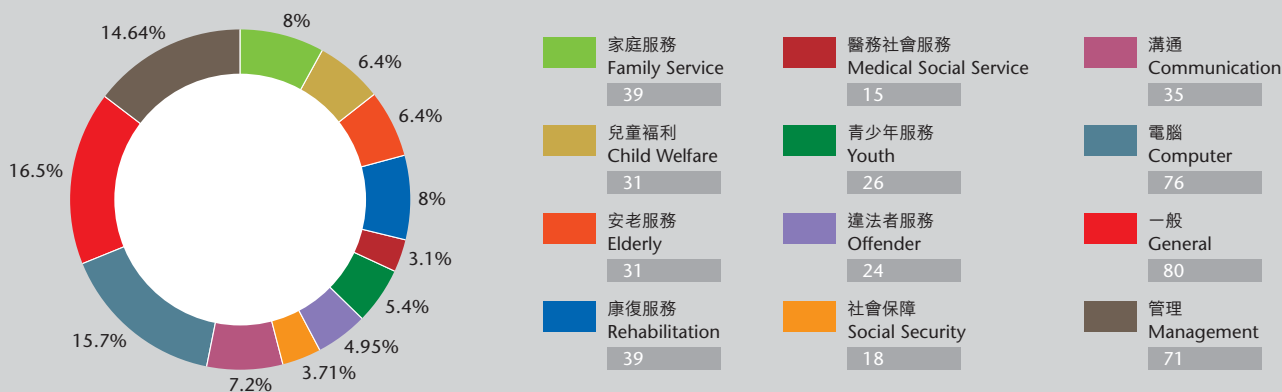


人力資源管理培訓工作坊  
Human Resource Management training workshop

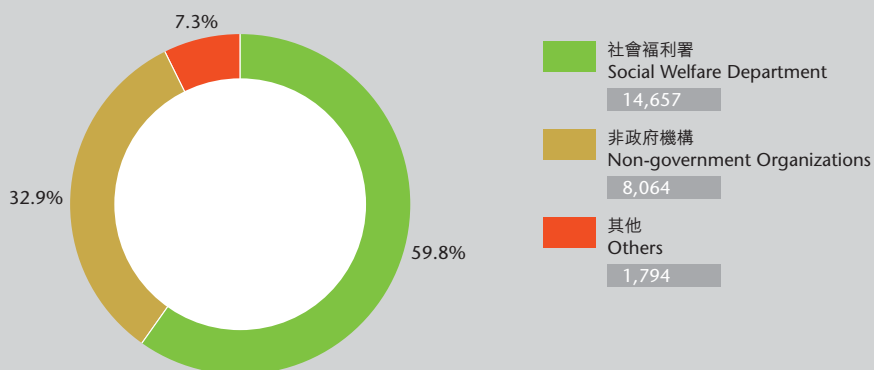


同事積極參與研討會  
Colleagues participated enthusiastically in seminar

2001-02年度舉辦訓練活動的數目  
No. of Training Programme 2001-02

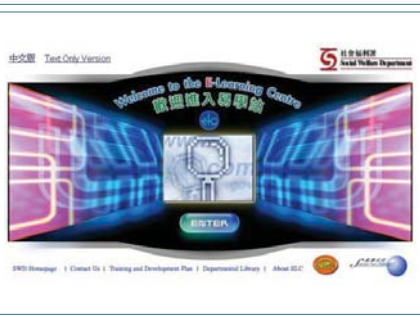
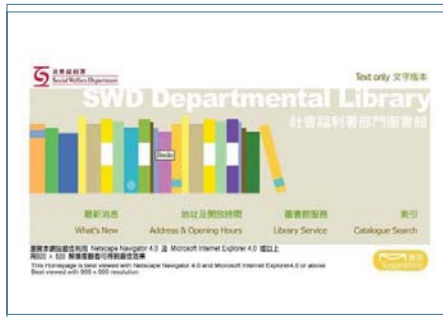


2001-02年度的學員人數  
No. of Trainees 2001-02



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為推廣部門的網上學習，員工發展及訓練組在2001年5月推出網上學習中心「易學站」，而首個網上學習課程是「保護兒童服務基礎訓練」。此外，網上圖書搜尋系統亦已於同年11月推出，讓使用者透過互聯網尋找部門圖書館的參考資料。

員工發展及訓練組修訂了社會工作主任職系的表現評核制度，採用以講求實效及才能為本的評核模式。除了助理社會工作主任職級外，社會工作主任職系的人員均已採用新的評核制度。為使員工作好準備迎接新的轉變，該組舉辦了多次內部簡佈會和技能學習工作坊。此外，該組又於2001年9月為社會工作主任職系印製了一本《關鍵才能及表現管理手冊》，就新制度下如何達致有效的表現管理，提供實務指引。

To promote cyber learning in the Department, the SDTS launched in May 2001 an e-Learning Centre with the first web-based training programme titled 'Child Protection Training Online (CPTOL)'. The Online Library Searching System was also launched in November 2001 allowing users to search for reference materials in the Departmental Library through Internet access.

The SDTS has revised the performance appraisal system of the SWO grade using a result-oriented and competency-based approach. The new appraisal system has been adopted in the SWO Grade, except the ASWO rank. In-house briefing sessions and skill-learning workshops were held to prepare officers for the change. In addition, a 'Core Competency and Performance Management Handbook for SWO Grade' was produced in September 2001 to provide officers with practical guidelines on effective performance management under the new system.



高層職員參與集思廣益會  
Senior officers participated in "Brain Storm" session



寓訓練於娛樂  
Work hard and play hard





職員參予義工活動  
Staff volunteer team in action

另一方面，為與其他政府部門交流在提倡機構學習文化方面的心得和成果，並從中向各部門學習，員工發展及訓練組代表部門參加了由公務員培訓處主辦的2001年人力資源發展人才培訓典範獎比賽。雖面對眾多優秀的參賽部門，本署最終勇奪了金獎及最佳演繹獎兩項大獎。

#### 社署康樂會及義工服務

在2001年，社署康樂會舉辦各式各樣的社交及康樂活動供各同事和他們的家人一同參加，反應十分熱烈。這些活動包括13項興趣班、每年一度的春茗、首次舉辦的區際保齡球比賽，以及一些特備活動如草地滾球同樂日、哥爾夫球同樂日、蒲台島遠足旅遊和跳舞坊等。

為了協力建設香港成為一個互相關懷的社會，本署帶領推動全港義工運動。社署也著重推動員工參與義務工作。社署職員義工隊於1998年組成，截至2002年3月底，已有637人登記為職員義工隊成員，當中包括363名職員義工和274名家屬義工。為響應國際義工年，社署職員義工隊積極提高同事服務社會的興趣。義工服務包括定期舉辦馬鞍山郊野公園植樹和護林活動，以及舉行一項“義”曲同“工”義工服務計劃，邀請員工舉辦一些為所屬社區服務的義工計劃。職員義工隊亦試辦了另一項名為「天使行動」的義工服務計劃，由職員義工定期探訪配對兒童之家或兒童院內五至八歲的社署署長監護兒童，並在假日攜同這些兒童參與他們的家庭動。

Furthermore, with the aim of sharing our achievements in promoting the culture of organisational learning and learning from other government departments, the SDTS represented the Department to participate in CSTD Best Practices in HRD Award 2001 organised by Civil Service Training and Development Institute. Despite keen competition, the Department was awarded both the Grand Prize and the Best Presentation Award.

#### SWD Recreation Club and Volunteer Service

In 2001, the SWD Recreation Club organised a great variety of social and recreational activities for SWD staff and their families and had received very favourable response. These activities included 13 interest classes, the annual Spring Dinner, the Inter-district Bowling Competition and other special events like Lawn Bowl Fun Day, Golf Fun Day, Excursion to Po Toi Island and Dancing Meet.

With the mission of building Hong Kong into a more caring community, and tasked to spearhead a territory-wide Volunteer Movement in Hong Kong, the Department emphasises promotion of volunteerism amongst its staff. The SWD Staff Volunteer Team was formed in 1998. As at end March 2002, 637 volunteers, including 363 staff members and 274 family members, registered with the Team. To echo the International Year of Volunteers, the SWD Staff Volunteer Team played an active role in promoting the interest of our staff in serving the community. Volunteer activities included regular tree planting and conservation activities at Ma On Shan Country Park and an Inter-region Volunteer Service Projects Competition where staff were invited to organise volunteer service projects to serve their community. The Team also ran another experimental volunteer service project “Angels’ Act” where staff volunteers, matched with those DSW wards aged between five to eight residing in small group homes or children’s homes, paid concern visits to these wards and included them in their normal family activities during holidays.

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**資訊科技**

資訊系統及科技科為社署的各項業務提供資訊科技的支援及意見，並負責執行社會福利界的資訊科技策略。該科包括事務組及科技組，由社署職員及科技人員共同執行各項工作。

**本年重點**

推行電子政府策略

- 社署參加了「生活易」電子公共服務計劃，方便公眾人士登記加入義工計劃、申領長者咭、申請公司/機構加入長者咭計劃及查詢已獲批准的慈善籌款活動。
- 瀏覽社署網頁的人數不斷增加：

**INFORMATION TECHNOLOGY (IT)**

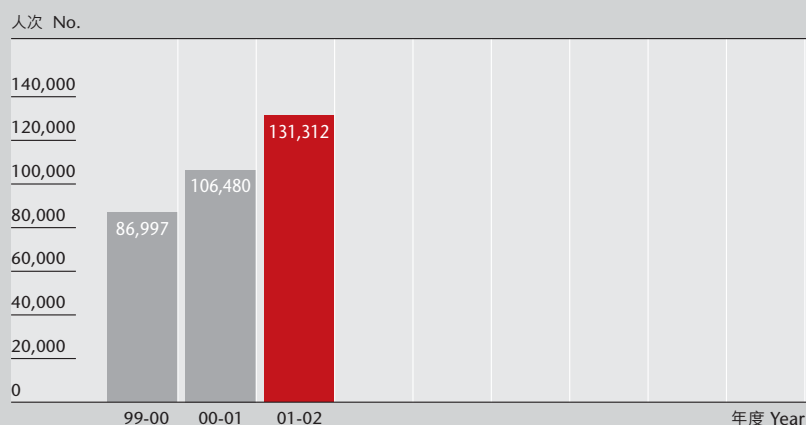
The Information Systems and Technology Branch (ISTB) provides IT support and advice to meet the Department's business needs and implements the IT strategy for the social welfare sector. It consists of a Business Section and a Technology Section, and is manned by a mix of Departmental staff and technical staff.

**Highlight of the Year**

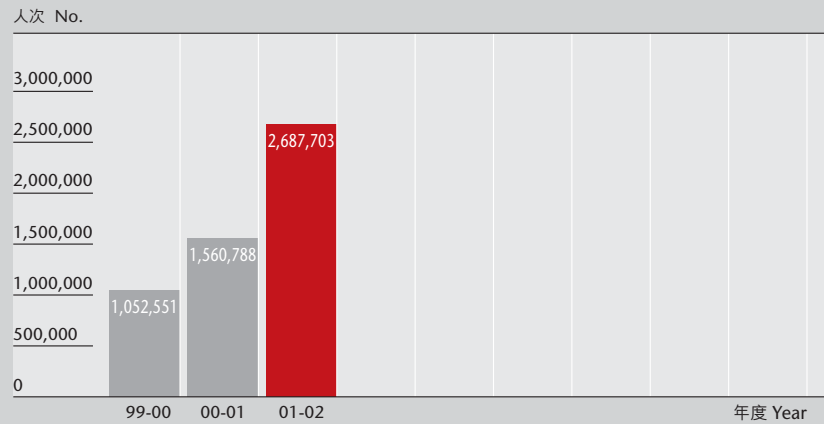
Implementation of E-Government Strategies

- The Department has participated in the Electronic Services Delivery (ESD) scheme to facilitate volunteer registration, application and participation in the senior citizen card scheme, as well as enquiry on approved fund raising activities.
- The number of visitors to the Department's homepage keeps increasing: –

主頁瀏覽人次  
Number of Hit Counts on Index Page



各頁總瀏覽人次  
Number of Hit Counts on All Pages



- 社署於2001年參加了由資訊科技及廣播局委託進行的資訊科技發展進度檢討。檢討提出的改善建議將在未來數年按優先次序執行。

#### 個案管理先導計劃

- 社署在2001年進行了一項為期六個月的個案管理先導計劃，採用一套根據個案管理流程而設計的應用軟件，供50名來自觀塘區12個服務單位的前線工作人員參與評估以電子方式管理個案資料的成效。
- 推行個案管理先導計劃所得的經驗顯示電子系統可讓社會工作人員更快速地共用服務使用者的資料。計劃所得的經驗亦顯示有關人員需要一段時間，才能配合工作文化上必要的轉變，包括適應由文件工作為主改變為以電子工作為主的工作模式。

- In 2001, the Department participated in a review of progress in IT developments commissioned by the Information Technology and Broadcasting Bureau. The review identified some improvement areas, which will be prioritised and implemented in the coming years.

#### Case Management Pilot Project

- A six-month case management pilot project involving the use of a workflow-based case management software application was conducted in 2001. The study involved 50 frontline staff from 12 service units in Kwun Tong to test out the effectiveness of conducting case management in an electronic mode.
- Experience gained from the pilot project indicated that client record searching and client information sharing amongst social work staff would become quicker and more efficient with an electronic system. The pilot project also confirmed that it would take time for staff to achieve the necessary cultural change including adaptation to the shift from a paper-based mode to an electronic mode.



### 在社會福利界使用資訊科技的策略

- 社署已在2001年1月制訂社會福利界使用資訊科技的策略，以確定業界發展資訊科技的方向和開發項目。策略的涵蓋範圍包括基本設施、通訊系統、應用系統、接觸途徑及人力資源。社署亦已徵詢了社會福利諮詢委員會和立法會福利事務委員會對有關策略的意見。這兩個委員會對策略所訂的發展方向均表示支持。
- 福利界資訊科技聯合委員會在2001年5月成立，由社署署長出任主席。成立該會的目的，是督導資訊科技策略的推行，以便運用資訊科技達致更有效管理和提供福利服務的目標。委員會成員包括資訊科技專業人才、福利界非政府機構、香港社會服務聯會、資訊科技署和衛生福利局等的代表。
- 在2001年，獎券基金撥備1億5,200萬元，推行社會福利界資訊科技策略的建議。由中央統籌的資訊科技計劃如下：
  - 為172間福利界受資助非政府機構更換1,584台個人電腦；
  - 支援香港社會服務聯會轄下的資訊科技資源中心三年的運作經費，以便為非政府機構提供一系列資訊科技服務；
  - 為非政府機構提供寬頻接駁互聯網和數碼證書的服務；以及
  - 在長者服務中心及殘疾人士康復服務單位裝設個人電腦連互聯網裝置，並為長者和殘疾人士提供認識及使用資訊科技的訓練。

### IT Strategy for the Social Welfare Sector

- An IT strategy for the social welfare sector was drawn up in January 2001 to identify the direction and components of IT development in the sector. The coverage of the IT strategy includes infrastructure, communications, system applications, accessibility and humanware. The Social Welfare Advisory Committee and the LegCo Panel on Welfare Services were consulted on the strategy and were supportive of the directions laid down in the strategy.
- In May 2001, a Joint Committee on Information Technology for the Social Welfare Sector under the chairmanship of DSW was set up to steer the implementation of the IT strategy with a view to promoting better management and delivery of welfare services with the use of IT. The Joint Committee comprises IT experts as well as representatives from NGOs providing welfare services, the HKCSS, the Information Technology Services Department (ITSD) and the Health and Welfare Bureau.
- In 2001, a total of \$152 million was approved from the Lotteries Fund to implement the recommendations set out in the IT strategy for the social welfare sector. Major centrally co-ordinated IT initiatives include: -
  - replacement of 1,584 PCs for 172 subvented welfare NGOs;
  - support for the three-year operation of the Information Technology Resource Centre within the HKCSS to provide a range of IT services to NGOs;
  - provision of broadband Internet access and digital certificates for NGOs; and
  - provision of PCs with Internet facilities at service centres for elders and rehabilitation service units plus provision of IT awareness training programme for elders and the disabled.

### 推行社署資訊系統策略第二階段計劃

- 社署獲得立法會財務委員會撥款，推行社署資訊系統策略第二階段計劃。這計劃包括提供可供整個部門使用的技術基本設施，以支援部門在提供福利服務方面有效運用資訊科技，與及設立電腦化服務使用者資訊系統，以便前線人員共用所需的資料，協助他們管理個案和規劃服務。
- 開發服務使用者資訊系統是社會福利界資訊科技策略中重要的一環，這系統首先在社署進行，其後推廣至非政府機構。在2002年3月，社署成功申請獎券基金撥款，為非政府機構的家庭服務中心進行一項小規模的可行性研究，以確定把服務使用者資訊系統推展至非政府機構的可行性，以及鑑定僅適用於非政府機構運作環境的具體用戶需求（如有的話）。

### Implementation of Phase II of SWD's Information Systems Strategy

- Funding approval was obtained in April 2002 to implement Phase II of the Department's Information Systems Strategy (ISS). The Phase II implementation involves the development of a Department-wide technical infrastructure to support the effective use of IT in the delivery of welfare services and a computerised client information system (CIS) to facilitate sharing of information amongst frontline workers, case management and service planning.
- Development of a CIS, initially within the Department and subsequently extended to NGOs, forms an important part of the IT strategy. In March 2002, a grant from the Lotteries Fund was applied to implement a mini-feasibility study with FSCs operated by NGOs with a view to confirming the feasibility of extending CIS to NGOs and identifying specific user requirements, if any, unique to NGOs' operating environment.



社會福利署網頁  
SWD homepage