

支援服務 Support Services



人力資源管理
Human Resource
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津貼及服務表現監察
Subventions and
Performance Monitoring

支援服務

Support Services



「網上學習管理系統」及網上課程於 2002-03 年推出
The e-Learning programme has been launched in 2002-03

人力資源管理

社署是一個擁有眾多員工的政府部門，職員總人數達 5 152 名，其中包括 3 977 名分別屬於 31 個部門職系的人員(從事社會工作範疇和社會保障範疇的人員分別約有 1 898 和 1 224 名)。社署採取積極主動和綜合的方式，有效地管理人力資源，以及建立一支盡心服務、工作勤奮和有滿足感的工作隊伍。

人力資源管理科的主要任務是推行和統籌各項以人為本的措施，目的是建立一支勇於承擔、能幹而又靈活應變的工作隊伍，務求達到本署的目標和應付未來的新挑戰。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，以及監察這些計劃及措施的制訂和推行。配合管方的人力資源管理，社署的康樂會及職員義工服務亦經常為員工舉辦多采多姿的活動。

Human Resource Management

With a workforce of 5 152 staff of which 3 977 in 31 grades are Departmental staff (around 1 898 in social work stream and 1 224 in social security stream), SWD is committed to adopting a proactive and integrated approach to manage human resource effectively and building a professional, dedicated and satisfying workforce.

The mission of the Human Resource Management Branch (HRMB) is to initiate and co-ordinate efforts in building 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. Management's efforts in HRM are complemented by activities run by the SWD Recreation Club and Staff Volunteer Service.



部門不時透過工作坊及培訓課程加強員工培訓
Staff training is enhanced through workshops
and training courses.



網上學習課程 e-Learning Centre websites

職系管理組

職系管理組致力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及第一標準薪級人員的職業前途發展及培訓、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。部門職位調派政策的檢討工作完成後，修訂的職位調派政策及特為部門職系人員而設的指引，已在 2002 年 5 月正式執行。職系管理組人員先後與 724 名職系人員舉行了合共 11 次的簡報會，介紹修訂後的職位調派政策和機制，同時亦為六個員工協會/職工會舉行性質相若的簡報會。為了加強與職系人員的溝通、表達對他們日常工作的關心及聽取他們的意見和關注，職系管理組人員在 2002-03 年度向各地區及總部的服務單位進行了合共 177 次親善探訪。

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，負責釐訂及推行每年的訓練及發展計劃，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 2002-03 年度，該組共舉辦了 511 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 27 432 名。

為繼續推廣部門的網上學習，升級版的網上學習中心「易學站」已在 2003 年 3 月推出，其特點包括一個功能全面的學習管理系統，讓部門每名員工更容易使用不同的網上學習課程和其他學習資源。社署更是其中一個政府部門獲邀請於 2002 年 9 月在公務員培訓處舉辦的公務員自學展覽會中，展示其網上學習中心的初步設計。

員工發展及訓練組以着重實效及才能為本的評核取向，修訂了社會工作主任、社會保障助理、臨床心理學家和社會保障主任各職系的表現評核制度。簡介會及技巧學習工作坊已相繼舉行，協助員工適應有關改變。

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 Scale I staff in terms of career development and training, performance management, posting and transfer, recruitment and promotion, and manpower planning. Subsequent to a review of the departmental posting policy, a revised posting policy as well as specific posting guidelines for individual grades and ranks were implemented in May 2002 to provide direction on the posting and transfer arrangements for Departmental grades. A total of 11 briefing sessions were held with 724 grade members to introduce the revised posting policy and mechanism. Similar briefing sessions were also conducted for the six staff associations/unions. To enhance the communication with and show concern to the grade members in their work settings as well as to listen to their views and concerns, a total of 177 goodwill visits were conducted to service units in the districts and headquarters in 2002-03.

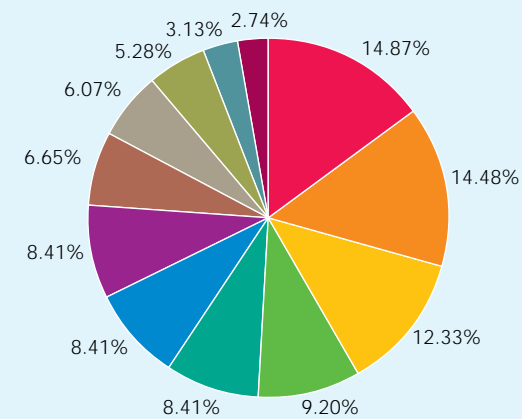
Staff Development and Training Section (SDTS)

The SDTS, comprising the HRM Development Unit, the Training Unit and the Training Administration Unit, is responsible for the formulation and implementation of the annual training and development plan and other HRM initiatives to enhance business efficiency and career development of staff members. In 2002-03, the SDTS organised 511 programmes attended by 27 432 participants from the Department, other Government departments and NGOs.

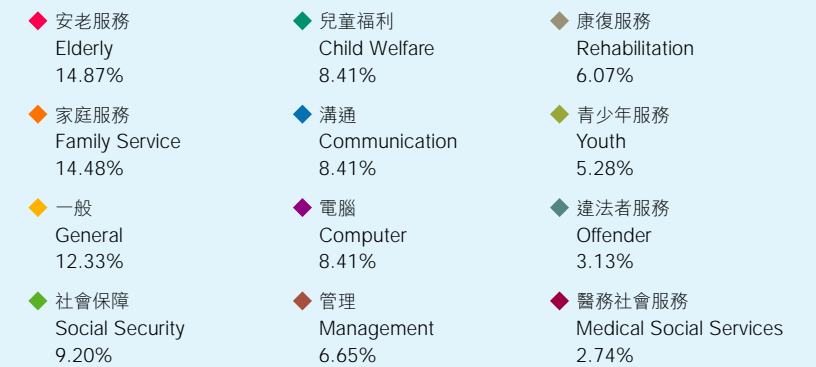
To continue the promotion of cyber learning in the Department, an upgraded version of the e-Learning Centre was launched in March 2003 featuring a fully functional Learning Management System with more courseware and other learning resources made accessible to every staff member of the Department. SWD was one of the departments invited to showcase the prototype of her e-Learning Centre at the Civil Service Learning Expo organised by the Civil Service Training and Development Institute in September 2002.

The SDTS has revised the performance appraisal system of the Social Work Officer, Social Security Assistant, Clinical Psychologist and Social Security Officer grades using a result-oriented and competency-based approach. In-house briefing sessions and skill-learning workshops were held to prepare officers for the change.

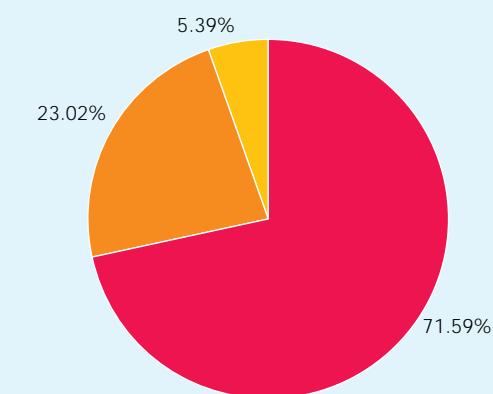
2002-03 年度舉辦訓練活動的分類



Analysis of Training Programmes 2002-03



2002-03 年度的學員分類



Analysis of Trainees 2002-03





社署職員及義工參加「2002年傑出青年義工海外交流計劃」
SWD's staff and volunteers took part in the "2002 Outstanding Youth Volunteers Exchange Programme"

社署康樂會及職員義工服務

社署康樂會在 2002 年共舉辦了多項活動，供各同事和家人一起參與。這些活動包括職員聯區競技日之智勇全能大比拼、騎馬燒烤同樂日，以及六個不同的興趣班。此外，亦有多個興趣小組，包括中樂團、歌詠團、足球小組、籃球小組等，使同事在工餘時間可以輕鬆一下。

SWD Recreation Club and Staff Volunteer Service

In 2002, the SWD Recreation Club organized a great variety of recreational activities for SWD staff and their families. These included the Inter-district Competition Fun Day, the Horse-riding cum BBQ Fun Day and six interest classes. In addition, there were a number of interest groups for staff's relaxation and participation after work such as the Chinese Orchestra Group, the Chorus, the Football Team and the Basketball Team.



社署同事在職員聯區競技日盡顯合作精神 SWD Staff demonstrated the spirit of co-operation during a joint-district contest.

為了持續推動建設香港成為一個互相關懷的社會，本署致力鼓勵員工參與義工服務。職員義工隊的成員除了署內不同職系的同事外，更有他們的家屬。截至 2003 年 3 月，職員義工隊人數已達 722 人，當中包括 393 個職員義工及 329 個家屬義工。在 2002-03 年度，社署職員義工隊：

- ◆ 響應「公務員義工計劃」，合共發動了 239 個職員義工及家屬於 2002 年 6 月同一日內，分別在全港各區提供 11 項義工服務；
- ◆ 參與各界舉辦的慈善活動，例如 2002 年 9 月參加由香港賽馬會舉辦的「香港挑戰之旅－商界環港挑戰賽」慈善籌款活動及嘉年華。在這項全港公開的善舉，本署更是唯一來自政府的參賽單位；
- ◆ 2002 年 11 月參與「保良局慶祝服務香港 125 年慈善月」慈善步行，為社會福利界出一分力；及
- ◆ 推行「天使行動」義工服務計劃，由職員義工及其家人組成小組，定期探訪住在院舍內受署長監護的兒童，並在假日安排他們一同參與家庭活動，或一同參加康樂會舉辦的活動，例如馬鞍山郊野公園的植樹和護林服務。

To continue promoting the mission of building a more caring community, the Department emphasizes promotion of volunteerism amongst its staff. The SWD Staff Volunteer Team comprises staff of various grades and their family members. As at March 2003, there were 722 volunteers, including 393 staff members and 329 family members. In 2002-03, the SWD Staff Volunteer Team:

- ◆ echoed the Civil Service Volunteer Work Programme with a total of 239 staff volunteers and their family members participating in 11 territory-wide volunteer service projects on the same day in June 2002;
- ◆ took part in charity programmes in various sectors, e.g. the "Hong Kong on Challenge – Business Challenge" in September 2002 cum a Charity Carnival organised by the Hong Kong Jockey Club. In this territory-wide fund raising event, the SWD Team was the only participant from the Government;
- ◆ participated in the "Po Leung Kuk Charity Walk 2002" in November 2002 for the commemoration of the 125th anniversary of the Kuk to show our support to the social welfare sector; and
- ◆ Launched Project "Angels' Act", where staff volunteers and their family members, matched with those DSW wards residing in children's homes, paid concern visits to these wards and included them in their family activities during holidays or various SWD Recreation Club's activities, such as tree planting and forest conservation activities at Ma On Shan Country Park.

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，並負責執行社署的資訊系統策略。該科亦向社會福利界內非政府機構推廣善用資訊科技，以達到更有效管理機構和提供福利服務。該科包括事務組及科技管理組，由社署職員及資訊科技人員共同執行各項工作。

本年重點**推行電子政府策略**

- ◆ 自社署於 2000 年參加了「生活易」電子公共服務計劃，使用此服務登記加入義工計劃、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的公眾人士數目逐漸增加。
- ◆ 瀏覽社署網頁的人數不斷增加 —

Information Technology (IT)

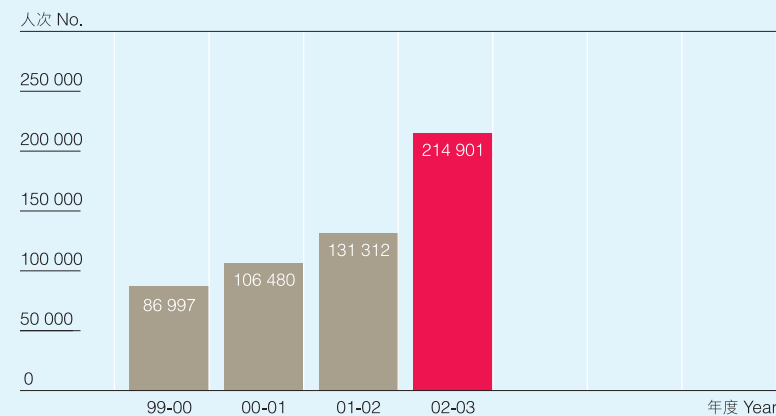
The Information Systems and Technology Branch (ISTB) provides IT support and advice to meet the Department's business needs and implements the Department's Information Systems Strategy (ISS). It also promotes the use of information technology to bring about more effective organisation management and service delivery among NGOs in the social welfare sector. It consists of a Business Section and a Technology Management Section, and is manned by a mix of Departmental staff and contract technical staff.

Highlight of the Year**Implementation of E-Government Strategies**

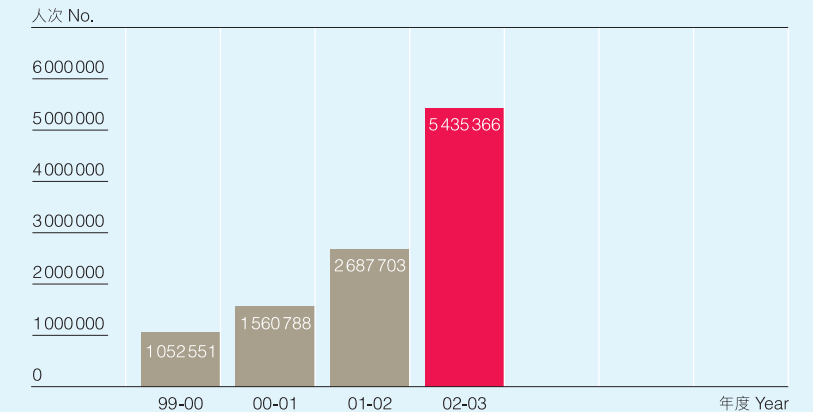
- ◆ The number of members of the public using the Electronic Services Delivery (ESD) scheme to register with volunteer services, apply and participate in the senior citizen card scheme, as well as make enquiry on approved fund raising activities has gradually increased since the Department joined the scheme in 2000.
- ◆ The number of visitors to the Department's homepage kept increasing —

主頁瀏覽人次

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**各頁總瀏覽人次**

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**社會福利界資訊科技策略**

- ◆ 社署繼續推行在 2001 年 1 月制定的福利界資訊科技策略。由社會福利署署長擔任主席的福利界資訊科技聯合委員會，根據策略內容，審閱在「業務改善計劃」下非政府機構各項有關推行資訊科技應用系統及電腦訓練課程的申請，及提出撥款建議。根據建議，獎券基金委員會在 2002-03 年，共撥款 3,660 萬元推行以下各個項目 —
- ◇ 為非政府機構員工舉辦 160 個電腦培訓課程，提供 3 200 個培訓名額；
- ◇ 在第一輪的「業務改善計劃」的申請中，資助八間非政府機構發展資訊科技應用系統。應用的範疇包括發展有關機構管理和服務規劃的管理資訊系統、讓福利界分享有關服務經驗和心得的知識管理系統、提供網上報讀課程和義工管理等聯網功能的機構網站、有關殘疾兒童和其照顧者的入門網站，以及為盲人和弱視人士而設的數碼圖書館；及
- ◇ 為福利界在人力資源管理及財務管理發展核心資訊科技應用系統，供非政府機構共用，以加強機構和人力資源管理，達到發展資訊科技應用系統的協同效益。

IT Strategy for the Social Welfare Sector

- ◆ The Department continued to implement the IT Strategy for the Social Welfare Sector (IT Strategy) drawn up in January 2001. The Joint Committee on Information Technology for the Social Welfare Sector chaired by the Director of Social Welfare has considered, in accordance with the IT Strategy, IT initiatives relating to application systems development and computer training programmes under the Business Improvement Project Scheme for NGOs and made recommendations for funding. Based on its recommendations, a total of \$36.6 million has been approved by the Lotteries Fund Advisory Committee in 2002-03 for implementing the following IT initiatives —
- ◇ to provide 160 computer training courses with 3 200 training places to NGO staff;
- ◇ to support eight NGOs to develop IT system applications under the first round of Business Improvement Project application, including development of management information system for corporate management and service planning, knowledge management system for sharing of service wisdom of the sector, agency's web site with on-line functions of course enrollment and volunteer management, portal site for disabled children and their carers, and digital library for the blind and visually impaired; and
- ◇ to develop sector-wide core applications on human resource management and financial management for NGOs in the social welfare sector so as to enhance better organisational and human resource management of NGOs in the sector whilst achieving synergy effect in the application development.

推行社署資訊系統策略第二階段計劃

- ◆ 在2002年4月，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。此階段包括發展一項可供整個部門使用的技術基本設施，支援部門有效地及廣泛地運用資訊科技在福利服務方面；另設立電腦化服務使用者資訊系統，以促進服務提供與監察，和提供規劃服務方面所需的管理及統計資料。
- ◆ 技術基本設施及服務使用者資訊系統標書的準備工作已進入了最後階段，預算在2003年內公佈投標結果，而系統發展工作預計於2005年內完成。

非政府機構推行服務使用者資訊系統小規模可行性研究

- ◆ 在2002年2月，社署成功申請獎券基金撥款，進行一項小規模的可行性研究，探討可否把社署將開發的服務使用者資訊系統擴展至非政府機構營辦的家庭服務中心，以及評估適用於此等中心運作環境的用戶需求。
- ◆ 該項計劃於2002年5月至11月間進行。共有12間非政府機構參與，包括30間家庭服務中心及家庭輔導單位。研究結果顯示，在非政府機構營辦的家庭服務中心推行服務使用者資訊系統，在財政上及技術上是可行的。社署現正探索如何在最適當時候推行研究建議。

Implementation of Phase II of the Department's Information Systems Strategy (ISS)

- ◆ Funding approval was obtained in April 2002 to implement Phase II of ISS. The Phase II implementation involves the development of a Department-wide technical infrastructure (TI) to support the effective and extensive use of IT in the delivery of welfare services and a computerised client information system (CIS) to facilitate service delivery and monitoring, and provides management and statistical information for service planning.
- ◆ We are at the stage of finalising tender documents for TI and CIS and target to award tenders in 2003 and complete implementation in 2005.

Mini-feasibility Study on Client Information Systems for Family Services Centres in the Subvented Sector (mini-FS)

- ◆ In February 2002, a grant from the Lotteries Fund was approved to commission a mini-FS to explore the feasibility of extending the Department's CIS to FSCs of the subvented sector and identify specific user requirements unique to their operating environment.
- ◆ The mini-FS was conducted between May and November 2002. A total of 12 NGOs with 30 Family Services Centres / Family Counselling Units were involved in the study. The findings indicated that it is financially and technically viable to implement the proposed CIS for FSCs of the subvented sector. The Department is exploring the best timing and ways to take forward the recommendations of mini-FS.

津貼及服務表現監察**津貼改革 — 整筆撥款**

為提高資源運用的靈活性以達致改進服務的整筆撥款在2001年1月1日正式實施。截至2002-03年底，已有150個非政府機構以整筆撥款方式運作，佔政府對機構津助總額的96%。除了整筆撥款督導委員會繼續就整筆撥款的推行作出監察及提供意見外，社署在2002年8月合併原有的津貼組及支援中心，設立了機構津貼及聯絡組以鞏固為機構提供所需的意見、指導及支援，協助機構應付轉變所帶來的問題。

服務表現監察制度

服務表現監察制度繼續為社會福利服務提供一套質素保證系統，其中的服務表現評估方法亦已修訂，以有效地處理服務質素的問題，及鼓勵機構管治轄下服務單位的表現。

獎券基金

為了配合津貼改革，獎券基金的運作程序於2001年9月重整，使基金的運用更靈活、更有效率及更創新。根據新修訂的程序，非政府機構如為新置及搬遷的服務單位進行裝修工程及購買傢具及設備可獲批整筆補助金，而為其受資助單位進行小型工程及補充傢具和設備，則可獲批周年整體補助金。此外，採購及存貨管理程序亦已經合理化及落實執行。詳列修訂安排的《獎券基金手冊》已於2001-02年度分發，隨後並舉行簡報會，向有關人士詳細解釋新的程序及安排。

Subventions and Performance Monitoring**Subventions Reform – Lump Sum Grant**

The Lump Sum Grant (LSG) subvention system, which aims to improve the delivery of welfare services through greater flexibility in resources deployment, was formally implemented on 1 January 2001. By the end of 2002-03, 150 NGOs had switched to this new funding mode, accounting for 96% of the total subventions. While the Lump Sum Grant Steering Committee continued to help monitor and render advice on LSG implementation, SWD has set up in August 2002 a Subventions Liaison Section, by merging the Subventions Section and Help Centre, to strengthen the provision of advice, guidance and support to NGOs to deal with issues brought about by the changes.

Service Performance Monitoring System

The Service Performance Monitoring System (SPMS) continues to provide a quality assurance system for the social welfare services with improved service performance assessment methods that tackle quality issues effectively and encourage corporate governance in monitoring performance of the service units.

Lotteries Fund

To complement the subventions reform and with a view to promoting flexibility, efficiency and innovation in the use of Lotteries Fund, a set of revamped procedures was introduced in September 2001. Under the revised procedures, lump sum grants are allocated for fitting-out and furnishing new and reprovisioned service units, annual Block Grants are provided to NGOs for minor works and replenishment of furniture and equipment for their subvented units, and rationalised procurement and stores management procedures are put in place. A Lotteries Fund Manual detailing the revamped arrangements was issued in 2001-02 following which briefing sessions were conducted for all stakeholders.