

# Heep Hong Society Staffing Strategy

Nancy Tsang  
Director

4<sup>th</sup> January, 2016

Create a better tomorrow for children

with all our *HEART* 同心創童路

# Service

- Established in 1963
- Concerned about the welfare of children and youth with diverse needs

## **Vision**

We pioneer and create a better tomorrow for children and youth with diverse needs

## **Mission**

Maximising Potential

Empowering Families

Facilitating Inclusion

# Challenges

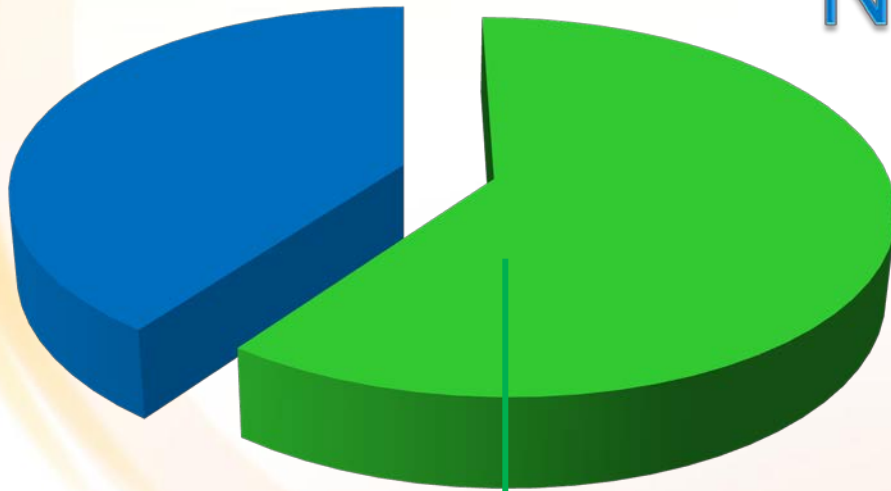
- Budget constraint
- War of talent
- Increasing aggressive market environment

# HR strategies

- Attract competent people
- Retain capable staff
- Cultivate talent and develop their careers

# Staff Composition

No. of staff: ~900



Professional Staff:  
61%

## Types of Professional Staff

- Clinical / Educational Psychologists
- Nurses
- Occupational Therapists
- Physiotherapists
- Speech Therapists
- Social Workers
- Special Pre-school Teachers

# Attracting Employees

## Employer Brand

What makes Heep Hong unique

- ✓ Demonstrated commitment in continuous professional development
- ✓ Very targeted service recipients –  
Children and youth with diverse needs
- ✓ Concrete and clear vision, mission

# Attracting Employees

## Hire the right people

Look for

- ✓ Job related skills and competencies
- ✓ Passion to work with children/youth and their families
- ✓ Attitude
- ✓ Strong cultural fit
- ✓ Soft skills eg. communication, team work



# Attracting Employees

## The Job

- ✓ Compensates with competitive remuneration
- ✓ Meets the candidates' need for growth and learning with a well established supervision system
- ✓ Ties with Heep Hong's growth plan

# Retaining Employees

## Revised Grading and Pay Structure

### Ranks

- ✓ With reference to the needs of Heep Hong , develop 9 job families
- ✓ All levels integrated and split => Create more ranks in each job family
- ✓ Opportunities for progression ↑
- ✓ Promotion revolutionized => Allow leap frogging

# Retaining Employees

## Revised Grading and Pay Structure

### Pay

- ✓ Same level of remuneration and benefits to subvented and non-subvented staff
- ✓ Together with improved job specifications & performance appraisal, better link of pay with performance

# Retaining Employees

## Professional Development

### Learning

- ✓ Structured in-service training. Attend local and overseas workshops, conference, visits etc.
- ✓ Mentoring program for new comers and newly promoted supervisors
- ✓ Professional Development Account

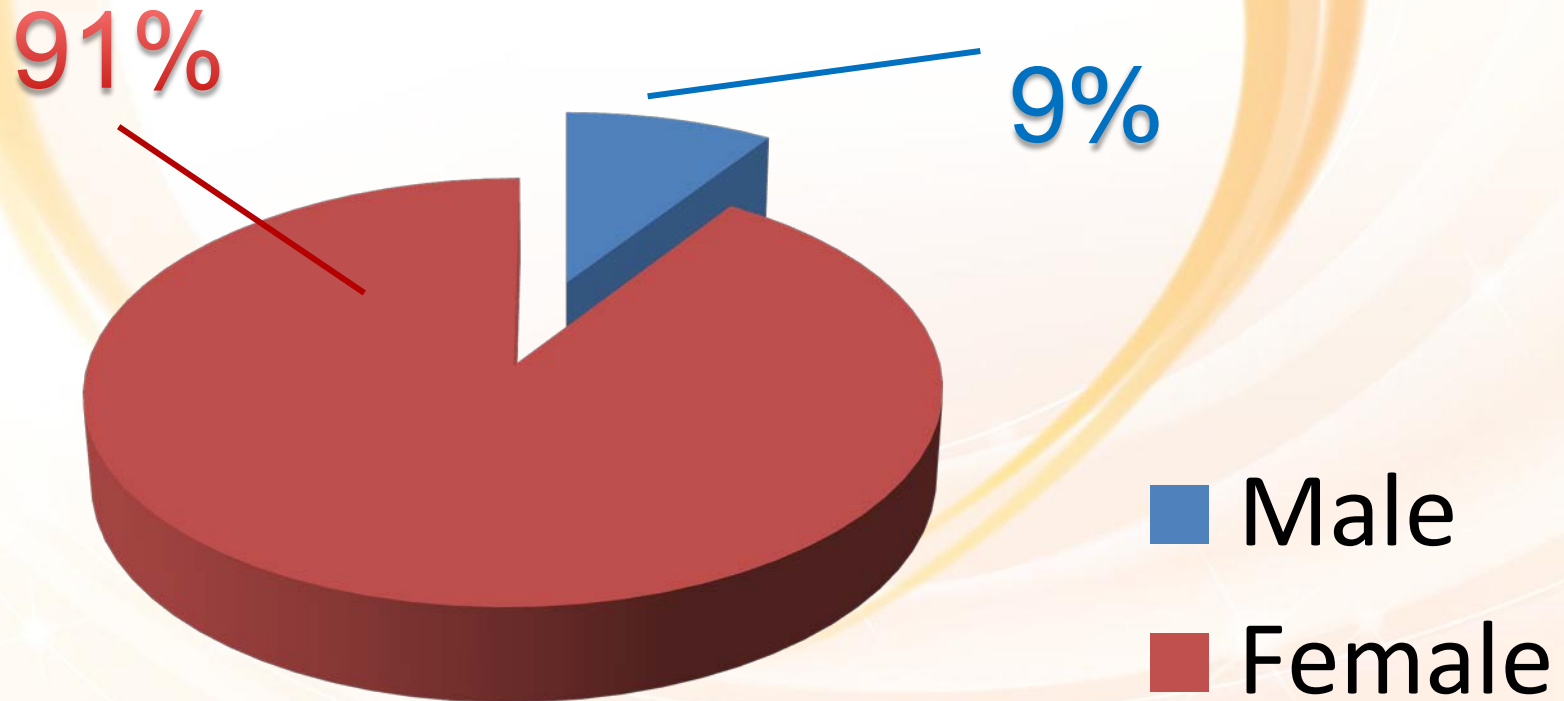
# Retaining Employees

## Professional Development

### Transferring Knowledge

- ✓ Participate in special projects eg. apps development, publications
- ✓ Increase exposure. Benefited from working with experts of different fields
- ✓ Work has great impact => Contribute to the industry by nurturing talents

# Retaining Employees Family Friendly Practice Gender Distribution



# Retaining Employees

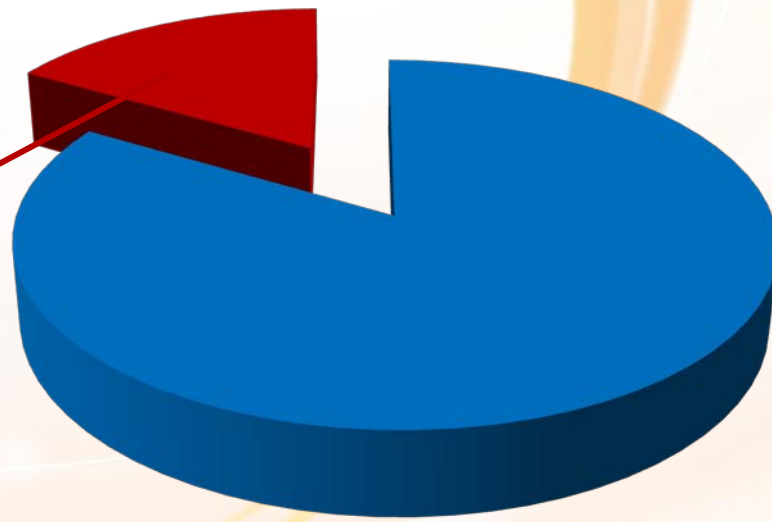
## Family Friendly Practice

Balance career demands with personal needs at different life stages

- ✓ Part-time employment
- ✓ Home office
- ✓ Work location in the vicinity
- ✓ Employee and family leave arrangement
- ✓ Health & safety measures

# Retaining Employees Family Friendly Practice

Part-time Staff:  
17%



No. of staff: ~900

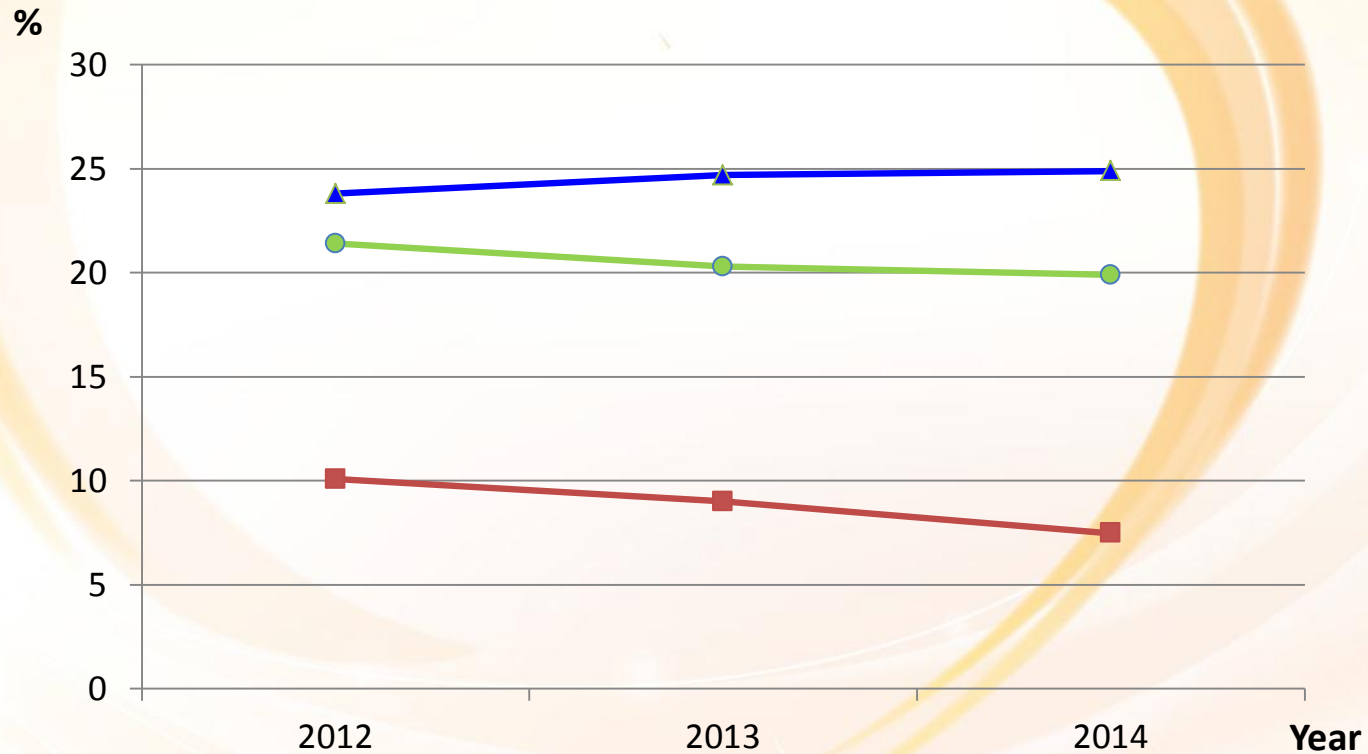


# Retaining Employees

## Career Development

- ✓ Clearly defined career progression & criteria of each job
- ✓ Work out annual development plan with staff to acquire competence of next level
- ✓ Regular management development program to nurture potential supervisors

# Turnover Rate of Professional Staff



- Heep Hong Society
- HKCSS - NGO Salary Survey Report (Special Child Care Worker)
- ▲ HKCSS - NGO Salary Survey Report (Medical & Paramedical Staff)

# Employee Opinion Survey

**Overall satisfaction: 91%**

- ✓ Satisfied with the job
- ✓ Feel proud to work with Heep Hong
- ✓ Make contribution to Heep Hong's development



**Thank You**