

機構管治及管理

Corporate Governance & Management

管治架構

董事會是本會的最高決策機關。透過董事的服務任期及連任次數等更替機制，保持董事會的開放性，而職員會代表的恆常參與亦能強化董事會與員工之間的溝通。

董事會之下設立財務及人事委員會、拓展工作委員會及其他管理委員會以討論和推動機構各項工作的發展。透過各委員會的工作、管理層的工作報告及政策審閱，董事會定期監察本會的工作進度並釐定全會的工作方向。

會章及管治

為回應社會的需要，並配合法例及相關政府部門如教育局的指引，本會重新檢視了機構的會章，正式確立本會在教育、醫療及環保工作的機構目標。

配合社會福利署《整筆撥款津助制度非政府機構最佳執行指引》的第一組指引，本會去年特別就著「管理及運用整筆撥款儲備」、「公積金制度」、「員工薪酬政策及管理」，及適用於服務使用者、公眾人士及員工的「投訴機制」，訂定了相關政策，提供清晰的準則及程序指引，以便更有系統及計劃地善用本會資源，強化監察及管理的工作，進一步提升本會在人力資源管理、財務管理以及機構管治及問責這三個範疇的能力。

Governing Structure

The Board of Directors is the highest decision-making body of the Agency. With the succession mechanism for the governing board members, including the term of office and number of consecutive terms etc., our Board of Directors could maintain its openness to progress with the society. The regular participation of representatives from Staff Association in our Board of Directors Meeting also enhances our communication with staff.

Our Board of Directors has established Finance & Personnel Committee, Development Committee and other management committees to oversee the operation and development of our services. With the valuable inputs of these Committees and the work reports and policy reviews from the management, our Board of Directors can regularly monitor service progress and formulate sound policies and strategic directions of the Agency.

Articles of Association & Governance

To meet the ever-changing needs of the society and to comply with the regulations and requirements of government departments such as the Education Bureau, we reviewed the Articles of Association and included our objects in education, medical & health and environmental protection.

In compliance with the 'Lump Sum Grant (LSG) Subvention System Best Practice Manual for NGOs', the Agency formulated policies with clear guidelines and procedures on 'Management and Utilisation of LSG Reserve', 'Provident Fund Scheme', 'Salary Package Policy and Administration' as well as 'Handling of Complaints' for maximising our resources utilisation and strengthening our work on monitoring and management. With the completion and implementation of all these policies in the last year, the capabilities of the Agency on human resources management, financial management as well as corporate governance and accountability have been further enhanced.



管理人員行政會議成員
Members of Managerial Leadership Execution Meeting

策略計劃及形象建立

本會在兩年前將七十多項服務歸納為十項核心服務和二項特別服務，每項服務除訂定未來三至五年的策略方向及計劃，亦提出一個重要的社會核心價值，包括「愛家」、「夢想」、「護老」、「關愛」、「希望」、「豐盛」、「健康」、「共融」、「宜居」、「公義」、「進步」和「卓越」，並將本會整體的服務定位為「建設一個更美好的城市」(Services for a Better City)。過去一年我們透過一個全會參與的形象工程，與我們的持份者及策略夥伴傳遞有關的信息，期望能加強協作，提升服務的社會效益，共同創建我們城市的未來。

績效管理及質素提升

在績效管理及服務質素提升方面，本會設有「質素改善委員會」及「表現管理組」，負責檢視各項服務質素標準及審核整體服務水平，提升本會的服務質素。過去一年，委員會完成了檢視及修訂機構的關鍵績效指標，十個核心服務部門也制定了與服務性質相關的關鍵績效指標，以配合新的策略計劃。委員會會定期提供關鍵績效報告及改善建議，表現管理組亦會配合社會福利署的評估探訪制度而進行單位內部評估，持續改善服務質素。

Strategic Plan & Image Building

We re-grouped our 70 plus service units into 10 core services and 2 special services 2 years ago. Each core service formulates its strategic directions and plans for the upcoming 3 to 5 years and at the same time proposes a core social value to represent their respective key visions, including 'Love your Family', 'Dream', 'Care for Elders', 'Caring', 'Hope', 'Flourishing', 'Health', 'Social Inclusion', 'Livable City', 'Justice', 'Advance', and 'Excellence'. The overall service theme of the whole Agency is positioned as 'Services for a Better City'. A public image building campaign was launched to publicise our new themes with an aim to strengthen our collaboration with stakeholders and strategic partners, so as to expand our service impact and work together for a better city in future.

Key Performance Management & Quality Enhancement

For effective performance management and enhancement of service quality, the Agency set up Quality Improvement Committee and Performance Management Unit to monitor the overall service standards and to develop policies and protocols for continuous quality improvement of our service. In the last year, the Committee reviewed and revised the corporate Key Performance Indicators (KPI) and the Agency's 10 core services also formulated their service-related KPIs to be in line with the new strategic plan. Reports and recommendations on KPIs will be prepared by the Committee regularly to evaluate the overall organisational performance and for further improvement. In-line with the review visit



顧客服務月
Customer Service Month



另外，表現管理組每年亦會舉辦「顧客服務月」，並透過「顧客滿意度調查」及神秘顧客的服務評估，了解本會服務可改善的地方，促進優質顧客服務文化的建立。

除了關心服務上的質素，我們亦關注員工的工作環境。本會特別增設健康及安全主任，定期視察服務單位的運作和安全措施，並就高風險的問題提出解決方案或建議。本會更頒布了《職業安全與健康宣言》，表明管理層致力確保員工的工作安全。



總幹事郭烈東先生簽署《職業安全與健康宣言》。
Mr. Kwok Lit-tung, JP, Chief Executive of the Agency signed the 'Declaration on Occupational Safety and Health'.

mechanism of the Social Welfare Department, the Performance Management Unit also conducted internal assessment to service units to ensure continuous quality improvement.

Besides, Performance Management Unit conducts 'Customer Service Month' annually in which activities are organised to express our thankfulness for our service users. 'Customer Service Survey' and mysterious shoppers' study will also be conducted to collect opinions from external and internal service users for a better understanding on customers' satisfaction level and ultimately building up our quality customer service culture.

Apart from service quality, occupational safety of staff is also our prime concern. We set up the post of Health & Safety Officer. The officer would review the operation and safety measures of service units through site inspection and give recommendations to tackle high risk problems. The promulgation of 'Declaration on Occupational Safety and Health' clearly demonstrated the management's commitment to ensuring workplace safety for staff.



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管理層定期舉行不同的內部會議，與員工保持緊密溝通。
The management communicated with staff through different internal meetings.

內部溝通及管理

本會持續透過各類員工會議諮詢員工對各項政策的意見，並分享交流機構及服務的最新發展，以期與員工同步前進。而每年的「員工滿意度調查」和「員工離職問卷」等可讓管理層更明白員工的心聲，保持及促進管理層與員工之間的溝通，強化機構管治。本會在2017年重組的管理人員行政會議，相信可進一步增強管理人員在行政及管理工作上的能力。

公眾監察

本會非常重視透明度，為向公眾問責，本會每年的年報及財務報表均已上載本會的網頁。今年我們更進一步將最高級三層人員薪酬條件檢討報告上載網頁，以供公眾閱覽。



第62屆週年大會
The 62nd Annual General Meeting

Internal Communication and Management

The Agency continuously communicates with staff through various meetings and consultation platforms to collect their views on policies and to keep them informed of the latest development of the Agency for better alignment between staff and management. The annual staff satisfaction survey and exit questionnaire can further let the management be aware of the employees' aspirations, enhance the communication and strengthen the corporate governance. The repositioning of our Managerial Leadership Execution Meeting in 2017 was believed to be able to strengthen the capability of our service managers in management.

Public Accountability

The Agency values transparency and public accountability. Our Annual Reports and also Auditor's Reports have been made accessible to the public through our website to facilitate public surveillance. In this year, we further posted our Review Report for the Remuneration Packages for Staff in the Top Three Tiers to our website for public information.