



◀ 第63屆週年大會  
The 63rd Annual General Meeting

## 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。

## Governing Structure

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

Our Board of Directors has established a Finance & Personnel Committee, a Development Committee, and





## 政策指引

完備的機構政策，可為管理層及員工提供清晰一致的準則及程序指引，強化機構的管治及管理能力。承接去年為配合社會福利署《整筆撥款津助制度非政府機構最佳執行指引》而訂定的相關政策，本會今年進一步制定一系列的政策，從不同的層面提供指引。包括「機構人員行為守則」、保障員工及服務使用者的「防止及處理性騷擾政策」、獎勵表現優異員工及團隊的「嘉許政策」、及為審慎理財提供指引的「設立非整筆撥款服務/計劃的財務策劃及監察」等。



- ▲ 制定「防止及處理性騷擾政策」以保障員工及服務使用者。  
Formulated the policy of 'Prevention and Management of Sexual Harassment' for the protection of staff and service users.

另外，回應機構重視環保的方向，並配合本會獲香港賽馬會慈善信託基金撥款支持的《基督教家庭服務中心賽馬會大樓綠建環評認證及優化工程》的落實推行，本會特別訂立「可持續發展政策」及與此相關的環保採購、廢物管理、能源管理及節約用水等管理政策，除稍後會為本會的總部大樓申請綠建環評的認證之外，亦期望透過本會各項工作，改善所在社區的環境，提升生活質素及促進其發展。

## 質素管理

本會設有「質素改善委員會」及「表現管理組」，負責訂定能反映整體服務水平的關鍵績效指標，定期檢視各項服務質素標準，並配合社會福利署的評估探訪制度進行單位內部評估，持續監察單位的服務質素。同時，並會就著重點關注的服務質素如顧客服務等推行「顧客服務月」、「顧客滿意度調查」、「神秘顧客服務評估」及定期出版「顧客服務資訊」等相關的推廣活動，促進機構優質服務文化的建立。

## Policies and Guidelines

Sound policies provide clear and consistent guidelines and procedures for the management and staff to enhance corporate governance and strengthen management capability. Other than the policies formulated last year to comply with the 'Lump Sum Grant (LSG) Subvention System Best Practice Manual for NGOs', the Agency continued to formulate policies this year in different aspects. They included the 'Code of Conduct', the policy of 'Prevention and Management of Sexual Harassment' for the protection of staff and service users, the 'Recognition Policy' in appreciation of individual staff and work teams for their excellent performance, and the policy of 'Financial Planning and Monitoring of Non-LSG Services / Projects' to enhance prudence in financial management.

To echo the Agency's direction regarding environmental protection and to support the launch of the 'Christian Family Service Centre Jockey Club Building BEAM Plus Accreditation and Enhancement Project' sponsored by The Hong Kong Jockey Club Charities Trust, we formulated the 'Sustainability Policy' and its related plans on green purchasing, waste management, energy management, and water conservation etc., with an aim to strengthen our management capability in meeting the requirements of BEAM Plus Accreditation and contribute to improving our surrounding environment by enhancing the quality of life and development of the community.

## Quality Management

The Agency established the Quality Improvement Committee and Performance Management Unit to closely monitor our service quality by developing and reporting the Key Performance Indicators to evaluate the overall performance of the Agency and its individual units, regularly review service quality standards, and conduct internal assessment of service units in line with the review visit of the Social Welfare Department. To further cultivate the spirit of quality service, special activities were held, such as 'Customer Service Month', 'Customer Service Survey', 'Mysterious Shoppers' Study', and publication of 'Customer Service Newsletter' etc.





▲ 舉行顧客服務月以提升優質服務文化。  
Organised Customer Service Month to cultivate the spirit of quality service.

除關心服務質素，本會亦關注員工的工作環境。「質素改善委員會」之下另設有「危機管理及職安健導向委員會」，關注服務單位的安全措施，推出《機構職安健管理制度手冊》作為員工日常工作的指引，加強員工的危機意識；並建立「單位職安健統籌員」的角色，協助單位實施職安健管理制度，藉以優化單位的安全工作環境和建立安全文化。

Other than service quality, the occupational safety and health of staff are also our prime concern. Under the Quality Improvement Committee, we established the Steering Committee on Risk Management and Occupational Health to take care of safety issues. A manual on 'Agency Occupational Safety & Health Management System' was developed for the reference of staff in daily operation and to arouse their risk consciousness. The system of 'Occupational Safety & Health Coordinator' was also established in each unit to facilitate the implementation of the Manual and to promote the culture of safety in workplace.



▲ 定期出版職安健資訊。  
Published OSH Newsletter regularly.

### Internal and External Communication

The Agency continually communicates with staff regarding the latest developments. Through meetings such as the Strategic Leadership Committee, Managerial Leadership Execution Meeting, Professional Staff Meeting, All Staff Meeting, Managerial and Professional Staff Retreat, and different focus groups, the Agency also consults the views of staff towards our corporate strategic plans and various policies. Together with the views collected through the annual staff satisfaction survey and exit questionnaire, communication between staff and management can be enhanced and corporate governance can be strengthened.

### 內外溝通

本會持續透過各類員工會議如策略領導員工會議、管理人員行政會議、專業人員會議、全體同工大會、管理及專業人員退修日及不同的焦點小組等，諮詢員工對機構的策略計劃及各項政策的意見，並分享交流機構及服務的最新發展；再加上每年的「員工滿意度調查」和「員工離職問卷」等意見收集，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內部溝通，強化機構管治。



▲ 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.





▲ 管理及專業人員退修日 2018  
Managerial and Professional Staff Retreat 2018

除了內部溝通，本會亦非常重視與外間的溝通聯繫。我們每年的年報、財務報表及最高級三層人員薪酬條件的檢討報告均上載本會的網頁，增加本會的透明度。同時，亦透過定期出版的CFSC Magazine 及社交媒體如面書等，讓公眾人士認識本會的發展方向及各類服務的定位；更於年前成立伙伴及資源拓展部，積極強化與外間的聯繫及協作，期望能與各界人士及團體共同建構更美好的城市。

In addition to internal communication, we value communication and connection with external stakeholders. Our Annual Reports, Auditor's Reports and also Review Report for the Remuneration Packages for Staff in the Top Three Tiers have been made accessible to the public through our website to increase transparency. Our regular publication of CFSC Magazine and active use of social media platforms such as Facebook have also facilitated public understanding regarding our development direction and the positioning of our services. Establishing the Partnership & Resources Development Department years ago further strengthened our external connections and partnerships. We hope that our service theme of building 'Services for a Better City' can be actualised in collaboration with external parties.

▼ CFSC Magazine



▼ 透過機構網頁及社交媒體，讓公眾認識本會的發展及服務。

Active use of social media platforms such as website and Facebook to promote the Agency's development and services.

