

## **Chapter Five**

### **第五章**

#### **STAFF TRAINING AND RELATIONS**

#### **人員培訓及職員關係**

## STAFF TRAINING AND RELATIONS

### Training and Development

Same as past years, the Department train and develop staff so that they are well equipped to achieve the mission of the Department. Apart from covering professional knowledge, language and communication, a spectrum of management topics was also included in 2006. Training included awareness building in Knowledge Management, customer service, EQ and team enhancement, etc.

Professional training is vital for ensuring service quality. During the year, arrangements were made for 61 officers to attend training and attachment programmes in places outside Hong Kong while departmental sponsorship for local courses were received by 1 628 officers. Overseas and local experts were invited to conduct seminars and lectures. There was an attendance of 5 695 participants in these programmes held in 2006. To meet the operational and functional needs of staff, in-house tailor-made programmes were also organised, and we recorded an attendance of over ten thousand officers of different grades for different courses in 2006.

## 人員培訓及職員關係

### 培訓及發展

一如既往，本署從不同的渠道協助同事得到適當的培訓和發展，俾能盡展所長，實踐部門的使命。培訓範圍除了提升專業知識和語文及傳意技巧外，還包括一籃子的管理培訓，例如加強同事對知識管理的認知，以及提供有關顧客服務、情緒智商、團隊協作等多方面的培訓。

專業培訓對確保優質服務至為重要。年內，衛生署共安排了61名人員前往香港以外地方實習及參加培訓課程，而由署方贊助在本港受訓的人員則有1 628名。衛生署又邀請海外和本地的專家主持講座及研討會。在二零零六年，這些項目的參與者高達5 695人次。為了顧及同事在部門運作和職能上的需要，衛生署亦為不同職系員工舉辦適切的內部培訓課程。在二零零六年，不同職系同事參加不同課程錄得一萬多人次。

To equip staff for Influenza Pandemic and to enhance staff's understanding of the Department's preparedness for Influenza Pandemic, three sessions of half-day seminar titled "Preparedness for Influenza Pandemic" were held in January 2006, reaching out to 382 officers.

The Department has been fostering a service culture among staff, particularly reinforcing the sense of individual ownership of customer service at frontline staff level. To enhance involvement of individual Services and Branches for complaints handling in 2005, a series of relevant training e.g. "Client-oriented Service Skills for Frontline Staff" training workshops were organised to facilitate frontline colleagues in adapting to the ever-changing work environment and in acquiring practical knowledge and skills in communicating with their clients.

The importance of "Knowledge Management" has become more significant in an e-communication era. With the support of the Civil Service Training and Development Institute (CTSDI), Civil Service Bureau, a consultant was commissioned to mount a seminar on "Update on Application of Knowledge Management Today" for staff at supervisory level and above. An in-house sharing session on the topic was also organised and received favourable feedback from Services.

為對抗流感大流行及加強衛生署同事確切瞭解署方對流感大流行的應變計劃，本署於二零零六年一月份舉辦了三場半天有關流感大流行應變計劃的職員講座，共有382名同事參加。

近年，衛生署致力促進部門的顧客服務文化，尤其注重加強前線同事提供優質服務的意識。於二零零五年開始加強由個別服務和分處直接處理有關投訴。署方亦舉辦了一連串「以顧客為本—服務技巧培訓工作坊」等相關的訓練課程，協助前線同事適應不斷轉變的工作環境及掌握有關和顧客溝通的實務知識和技巧。

資訊年代的躍進彰顯了「知識管理」的重要性。本署不單在公務員事務局公務員培訓處的協助下邀請顧問透過大型講座提供有關培訓，還於內部安排交流會，讓同事分享有關經驗，並得到各組別的熱烈支持。

To enable medical and para-medical staff to provide effective and efficient healthcare knowledge and skills in counselling, the Department collaborated with HKU SPACE in providing a training programme on “Health Counselling”. A total of 54 officers have benefited from polishing their counselling skills.

To equip staff with the required professional competencies and maintain a high professional standard, the Department strives to support continuing professional development. The Department continues acting as the accredited provider and administrator of the Continuing Medical Education (CME) Programme for practising doctors who are not taking CME programme for specialists. The Department has also continuously been accredited by the Dental Council to be the provider and administrator of the Continuing Professional Development (CPD) Programme for practising dentists. The CME/CPD programmes aim to encourage practising doctors/dentists to pursue continuous learning.

Apart from departmental allocation, other training resources were utilised. During the year, 19 officers were granted full-pay study leave to take up training programmes funded by WHO and other training sponsorships. Besides, 2 773 officers attended courses organised by CSTDI. Regarding learning by electronic mode, 1 066 officers of this Department successfully completed web courses on the “CLC Plus” in 2006.

為使醫療及輔助醫療人員職系的同事能夠為求診者提供適時及適切的健康護理服務，有效地掌握有關健康輔導技巧是很重要的一環；因此衛生署和香港大學專業進修學院合辦「健康輔導技巧」課程，為54位同事加強他們在這方面的培訓。

衛生署竭力支持專業持續發展，以使員工具備應有專才及維持高專業水準。衛生署繼續為「普通科醫生延續醫學教育計劃」認可的課程提供及執行機構，為非專科醫生提供延續醫學教育。另外，本署亦繼續獲得牙醫管理委員會委任為「牙科醫生延續醫學教育計劃」的課程提供及執行機構。上述兩項計劃均為鼓勵執業醫生/牙醫持續進修而設。

除了本身的撥款外，衛生署還運用其他培訓資源。年內，有19名人員獲批全薪進修假期，修讀由世界衛生組織及其他機構贊助的培訓課程。另有2 773名人員參加由公務員培訓處主辦的課程。網上學習方面，本處共有1 066位同事於二零零六年內完成了「公務員易學網」的網上學習課程。

Striving for excellence, the Department will continue to develop best training and development practices to achieve continuous improvement in its professionalism and service quality.

## Staff Relations

The Department places great emphasis on effective communication between staff and management through various channels of consultation. In addition to the Departmental Consultative Committee and five Grades Consultative Committees which meet quarterly, special meetings and briefing sessions are held on a need basis. We encourage staff's suggestions to enhance the quality of services. To help our staff cope with stress and anxiety arising from work pressure and personal problems, the Department has appointed a professional agency to provide hotline counselling service. Besides, the Staff Relations and Subvention Unit and Staff Club also organised various sports and recreational activities, including ball games, picnics, interest classes, the Staff Club Annual Dinner and the Family Fun Day, round the year to strengthen organisation cohesiveness and team spirit. The Department keenly supported fund raising activities of the Community Chest and other charitable organisations. The Departmental Volunteer Team also actively promoted volunteer activities of the Department.

為達至卓越成效，衛生署將努力不懈，訂立優良員工培訓和發展的方法，以便達到持續不斷地改善專業質素及服務水平。

## 職員關係

衛生署十分重視管職雙方保持有效的溝通，並提供多個協商渠道。除了部門協商委員會及五個職系協商委員會每季舉行會議外，署方亦會在有需要時召開特別會議及舉辦簡報會。署方又鼓勵員工就改善服務質素方面提出建議。為了協助員工處理工作壓力及個人問題所引致的緊張和焦慮，署方委託了專業機構提供僱員輔導熱線服務。此外，職員關係及補助事務組和職員聯誼會在年內亦舉辦了多項體育及康樂活動，包括各類球賽、旅行、興趣班、職員聯誼會周年聚餐及家庭同樂日等，藉以加強部門內部的凝聚力及團隊精神。衛生署熱心支持公益金和其他慈善團體的籌款活動。衛生署義工隊亦積極推動署內的義工服務活動。