

## STAFF TRAINING AND RELATIONS

### Training and Development

Our staff force has always been the Department's most valuable asset. We aim to train and develop staff so that they can contribute their best to achieve the mission of the Department. Training areas cover professional knowledge, senior executive development, management skills, language and communication, and customer service skills.

Professional training is vital for ensuring service quality. During the year, arrangements were made for 124 officers to attend training and attachment programmes in places outside Hong Kong and 2 260 officers to receive departmental sponsorships for local courses. Apart from inviting overseas and local experts to conduct seminars and lectures, the Department commissioned a local university to organise a course on Foundation of Public Health as well as a series of Continuous Professional Development (CPD) seminars which provided current updates on specific public health topics for DH staff. Over 2 200 officers benefited from DH commissioned programmes.

With citizens' increasing awareness of social issues such as equal opportunities, four identical seminars titled 'Creating Harmony: Introduction to Anti-Discrimination Ordinances' were organised for our professional staff in 2009 to enhance their knowledge of the subject. The programmes reached out to over 800 officers.

## 人員培訓及職員關係

### 培訓及發展

一直以來，衛生署十分重視人力資源，並致力使員工得到適當的培訓和發展，使其能盡展所長，實踐部門的使命。培訓範圍包括專業知識、高層領導發展、管理技巧、語文及傳意和顧客服務技巧。

專業培訓對確保優質服務非常重要。年內，衛生署共安排了124名人員前往內地和海外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2 260名。除了邀請海外和本地的專家主持講座及研討會外，衛生署亦聘用了一間本地大學為本署同事提供一個公共衛生基礎課程以及一系列專業持續發展研討會，讓同事得以吸收各公共衛生課題的最新知識。由衛生署舉辦的外判課程，受惠同事超過2 200人次。

隨著市民對社會議題如平等機會的關注提高，衛生署亦加強專科同事在有關方面的訓練。在二零零九年，本署共舉辦了四場「締造和諧：認識反歧視條例」研討會，受訓同事超過800位。

Providing quality client-oriented service has been an important goal of the Department. Since 2005, handling of complaints has been decentralised from Headquarters to individual Services and Branches. As part of our continuous effort to foster a quality culture in the department, a series of relevant training programmes, including a pilot workshop on client-oriented service skills - *Case Study approach*, and 2 re-run classes of 'Staff Engaging Skills Workshop' for Clinic/Unit officers-in-charge and Workshop on 'Turning Service into Brand – *Service Experience in Action*' for frontline staff, was organised in 2009.

With regard to further enhancement of language communication skills, Putonghua Special Tutorials and an Elementary Putonghua Course were arranged for DH professional staff and general grades staff respectively. To sharpen the practical Chinese writing skills of DH staff, a pilot 2-day course on writing Chinese publicity materials was also organised.

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

衛生署一直致力提供優質及顧客為本的服務。自二零零五年起，處理投訴的工作從中央集中跟進推及至個別服務處直接處理。在二零零九年，本署舉辦了一連串的相關訓練課程，加強各服務處的優質服務文化。期間本署舉辦了一個以個案研習形式進行的顧客為本服務工作坊。同時再次舉辦為主管人員而設的「從服務感受到品牌建立」工作坊和為前線人員而設的「凝聚員工動力·展現服務品牌」工作坊。

在加強語言溝通技巧的環節上，衛生署分別為本署專業職系和一般職系同事開辦了「普通話特別導修課」和「普通話初級課程」。此外，為提升同事的中文書寫技巧，本署開辦了一班為期兩天的（中文）資訊文書寫作課程。

衛生署竭力支持專業持續發展，使員工具備應有專才及維持高專業水準。衛生署繼續獲香港醫務委員會委任為「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。與此同時，衛生署亦繼續獲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。

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 the World Health Organization, Hong Kong Jockey Club and other training sponsorships. Besides, 2 660 officers attended courses organised by the Civil Service Training and Development Institute, Civil Service Bureau. Regarding learning by electronic mode, 382 officers of this Department successfully completed web courses on the 'Cyber Learning Centre Plus (CLC Plus)' in 2009.

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, visits, picnics, interest classes, the Staff Club Annual Dinner and the Family Fun Day, round the year to strengthen

衛生署在本身的撥款以外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、香港賽馬會及其他機構贊助的培訓課程。此外，本署有2 660名人員參加由公務員事務局公務員培訓處主辦的課程。網上學習方面，本署共有382位同事於二零零九年內完成了由「公務員易學網」所提供的網上學習課程。

為達至卓越成效，衛生署將努力不懈，樹立培訓和發展的優良典範，以不斷提升員工的專業質素及改善服務水平。

## 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、參觀活動、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。

organisation cohesiveness and team spirit. The Department keenly supported fund raising activities of charitable organisations. The Departmental Volunteer Team also actively promoted volunteer activities of the Department.