

Good People Management of the Printing Industry



勞工處
Labour Department



印刷業三方小組
Printing Tripartite Committee

Tripartite Committee on the Printing Industry

The Workplace Consultation Promotion Division (WCPD) of the Labour Department (LD) has always been dedicated to promoting labour legislations and good people management practices. To this end, the Tripartite Committee on the Printing Industry (PTC), comprising members from trade associations, trade unions, employers, professional organisations and LD, has been set up to provide an effective channel for employers and employees to discuss industry-specific issues of common concern and to proactively implement good people management practices at the industry level.

To further publicise the messages on good people management, the PTC produced the *Digest of Good People Management of the Printing Industry* some years ago. In view of new developments in human resources management and labour legislations with the passage of time, the PTC has produced this new booklet with the support and input of its members. The membership of the PTC is as follows (in no particular order):

- The Hong Kong Printers Association
- Hong Kong Printing Industry Workers Union
- Graphic Arts Association of Hong Kong Ltd.
- The Hong Kong Corrugated Paper Manufacturers' Association Ltd.
- Wing King Tong Co. Ltd.
- Toppan Printing Co., (H.K.) Ltd.
- C & C Joint Printing Co., (H.K.) Ltd.
- C & C Offset Printing Co., Ltd.
- Corporate Press (HK) Ltd.
- Avery Dennison Hong Kong B.V.

- Hong Kong Note Printing Limited
- Midas Printing Limited
- Sing Cheong Printing Co. Ltd.
- New Island Printing Co. Ltd.

Good People Management in the Printing Industry

Hong Kong is one of the major printing centres in the world. To maintain the competitive edge, the printing industry has to continuously enhance its technology, equipment, creativity and quality of products. To tie in with the development, the industry also needs to look for top talent so as to achieve a complementary effect.

Good people management can effectively attract and retain talent and reduce the turnover rate. Not only can enterprises save staff cost but they can also enhance their competitiveness.

Good people management practices should embody three main principles: employee-oriented, law-abiding, and equal and fair. The adoption of the practices can bring about good labour relations and increase employees' work efficiency. This will in turn enhance the productivity and competitiveness of enterprises. To cater to the needs of the printing industry, this booklet will outline the main ideas of good people management and share some of the successful examples. Employers in the industry may adopt the strategies flexibly in light of the actual situation.

Employee-oriented

- Staff communication
- Training
- Safety and health at work
- Family-friendly employment practices

Staff Communication

- ◆ Establish regular, effective and bilateral communication channels to enhance mutual understanding and develop a collaborative working culture.
- ◆ Set up a “Mentorship Scheme”, and deploy experienced employees to assist newcomers in adapting to the new working environment. Direct supervisors should meet the new employees regularly during the probation period to know about their working situation and provide the necessary assistance.
- ◆ Make use of Performance Reviews to meet and discuss with employees their work targets and expectations, and offer appropriate training to bring out their potential.
- ◆ Communicate with employees or their organisations if there are changes in work arrangements or employment issues to find out each other's needs and difficulties.
- ◆ Collect feedback from employees through face-to-face interviews and satisfaction surveys.

Training

The rapid development in printing technology has ushered in a new era of digitisation, automation and standardisation in pre-printing technology and printing process. To keep pace with the technological advancement, employers have to enhance employees'

knowledge, skills, safety awareness, etc. in the relevant fields for achieving optimum productivity, quality and safety performance. It is therefore vital that employees are provided with proper training.

- ◆ Analyse the skills required by the company at present and in the future, and devise systematic induction and on-the-job-training programmes to help employees acquire such skills.
- ◆ Formulate training policy and plans based on the new skills required for the future business functions as well as employees' performance, skills and career development. Communicate to the management the importance of training and encourage staff to receive training.
- ◆ Provide staff with:
 - ◊ proper induction training to familiarise them with the company's operation, working environment, workflow and policy as well as their rights and obligations as employees;
 - ◊ other work-related training to top up their previous education, training and experience;
 - ◊ training in safety and health at work; and
 - ◊ the latest training information, and allocate resources effectively and render assistance as and when necessary.
- ◆ Arrange for employees to attend on-the-job training during working hours, where manpower and resources permit.
- ◆ Subsidise and encourage employees to attend courses and receive practical training at suitable training institutions after work, so as to enhance their skills in the pursuit of product perfection.
- ◆ Maintain communication with employees to identify their training needs, and promote lifelong learning and self-enhancement among employees through

effective labour -management communication.

- ◆ Please refer to Appendix I for the providers of printing technology training courses and information on relevant programmes, as well as the providers of occupational safety and health training courses in Hong Kong.

Safety and Health at Work

- ◆ Provide and maintain a working environment that is safe and without risks to health to ensure employees' safety and health at work.
- ◆ Devise a safe and healthy system of work, including conducting risk assessments, and implement the necessary safety measures to safeguard employees' safety and health.
- ◆ Provide longer rest periods and rest and activity areas where resources permit, so as to relieve the pressure of employees properly.

Family-Friendly Employment Practices

Family-friendly employment practices (FFEP) are good people management practices which help employees fulfil their work and family responsibilities simultaneously. Employers may adopt different types of FFEP that best suit the interests of the enterprises and the employees, having regard to the size, resources and culture of the enterprises as well as employees' family needs.

- ◆ The following are consolidated examples of FFEP adopted by different enterprises:
 - ✧ Special leave to meet employees' family needs: marriage leave, parental leave, filial leave, compassionate leave and special casual leave.
 - ✧ Flexible work arrangements: five-day work week, flexible working hours

and home office.

- ❖ Daily support for employees: medical protection for employees and their families, child care services, counselling services for handling stress or emotion, breast feeding rooms and family fun days.
- ❖ The merits of FFEP are as follows:
 - ❖ These practices can cater to employees' needs to take care of their families so that they can work wholeheartedly, thereby enhancing their productivity and performance.
 - ❖ With the pressure of family commitments relieved, employees are less likely to be absent from work due to sickness or occupational accidents.
 - ❖ Employees will have a greater sense of belonging if they feel valued and cared for. Correspondingly, the staff retention rate will increase and the related recruitment and training expenses will be reduced.
 - ❖ These practices not only help enterprises build a positive corporate image and attract a wide spectrum of talents, but also contribute to corporate development in the long run.

The successful creation of a family-friendly working environment owes much to the management's recognition of the concept of good people management and full support in terms of resources and actions. The cooperation and mutual support of each and every member of the enterprise are also indispensable for creating a family-friendly workplace.

Successful Experiences in the Printing Industry

Below are the successful experiences of some printing companies:

Staff Communication

- ◆ A medium-sized printing company always attaches importance to bilateral communication with staff. New recruits are provided with information about the company's system and benefits. They may contact the Personnel &Administration Department for enquiries by phone or email.
- ◆ New recruits are briefed on the company's system, structure, integrated management system training, etc.
- ◆ Different departments hold meetings regularly to strengthen communication on work-related and other matters.
- ◆ Supervisors assess staff performance through end-of-probation and annual appraisals aimed at knowing about their working situation and discussing work targets.
- ◆ Another company implements the “Mentorship Scheme” in the workplace to facilitate new recruits' early adaptation to work under proper guidance and enhance their sense of belonging to the companies.

Training

- ◆ The company organizes annual training programmes, including induction training, integrated management system training, occupational safety and health training as well as printing skills training. Employees are selected to attend training courses in printing skills and management organised by external organisations.
- ◆ Staff who would like to attend work-related courses may apply for course fee subsidy.

Safety and Health at Work

- ◆ The company implements integrated management systems to conduct regular tests relating to noise, air and waste water, and fulfil occupational safety and health requirements for the working environment, so that the staff can work at ease and minimise injuries at work.

Family-Friendly Employment Practices

- ◆ The company proactively introduces flexible work arrangements such as five-day work week for office workers, and home office for such jobs as design work, according to the needs of staff. Besides, part-time staff may adopt flexible working hours.
- ◆ The company offers medical benefits, including consultation and regular check-ups by doctors stationed in the company. Regular outings and activities are organized for the staff.
- ◆ The company grants seven days' marriage leave and four to seven days' compassionate leave to the staff.

Law-abiding

Significance

- ◆ “Law-abiding” is one of the major characteristics of good people management.
Please refer to Appendix II for the relevant labour legislations.
- ◆ Employers’ compliance with labour legislations such as the Employment Ordinance (EO) enables enterprises to meet their statutory obligations and effectively avoids labour disputes, thereby further contributing to harmonious labour relations.

Basic protection under the Employment Ordinance

Employees are entitled to a range of employment protection and benefits under the EO.

- ◆ Employees, be they designated as full-time, part-time, casual or substitute employees and irrespective of their hours of work, are entitled to basic protection and benefits under the EO, including:
 - ✧ Wage payment protection;
 - ✧ Restriction on wage deductions;
 - ✧ Granting of statutory holidays;
 - ✧ Maternity protection (prohibition of assignment of heavy, hazardous or harmful work) ;
 - ✧ Employment protection(unreasonable and unlawful dismissal);
 - ✧ Protection against anti-union discrimination;
 - ✧ Provision of information on conditions of service by employers, etc.
- ◆ An employee who has been employed continuously by the same employer for four weeks or more, with at least 18 hours worked in each week, is regarded as being employed under a continuous contract.

- ◆ An employee who is employed under a continuous contract and meets the qualifying conditions stated in the EO is further entitled to protection such as:
 - ◆ Rest days;
 - ◆ Paid statutory holidays;
 - ◆ Paid annual leave;
 - ◆ Sickness allowance;
 - ◆ Maternity protection (maternity leave, maternity leave pay and protection of a pregnant employee against termination of employment);
 - ◆ Paternity leave and paternity leave pay;
 - ◆ Severance payment;
 - ◆ Long service payment;
 - ◆ Employment protection, etc.

(For details, please refer to *A Concise Guide to the Employment Ordinance* published by the Labour Department.)

Protection of the Statutory Minimum Wage(SMW) Ordinance

- ◆ SMW applies to all employees, whether they are monthly-rated, daily-rated, hourly-rated, permanent, casual, full-time, part-time or other employees, and regardless of whether or not they are employed under a continuous contract as defined in the EO, with the following exceptions:
 - ◆ Persons to whom the EO does not apply;
 - ◆ Live-in domestic workers, irrespective of their sex or race; and
 - ◆ Student interns as well as work experience students during a period of exempt student employment.

(For details, please refer to the *Concise Guide to Statutory Minimum Wage* published by the Labour Department.)

Equal and Fair

- ◆ Adopt objective and established selection criteria to ensure that all staff are considered equally for training opportunities.
- ◆ Treat elderly employees or employees with low educational attainment fairly by giving them equal training opportunities; and
- ◆ Adopt fair and reasonable principles in drawing up employment policies and employment terms, such as mutually acceptable notice period for termination of contract. Fair and reasonable terms can meet the different needs of individual posts and help retain experienced and quality staff.
- ◆ Formulate employment and promotion criteria that are fair, clear and consistent. Employees should not be discriminated against on grounds of sex, disability, age, nationality, race, religion, marriage status, pregnancy or sexual orientation, etc.

Successful Experiences in the Printing Industry

Below are the successful experiences of some printing companies:

- ◆ The company adopts an equal and fair policy on staff management, offering employment to job seekers so long as they meet the job requirements and operational needs, regardless of their sex, age and nationality. The staff appraisal system is equal, fair and transparent in that both office and non-office workers are assessed on their performance, personal abilities and work ethics. Some of the serving managers or officers are promoted from junior positions. Every year, the companies present awards to outstanding staff regardless of rank.
- ◆ Another company has engaged persons with hearing impairment to do printing work because they are considered to be stable, patient and careful in performing their duties.
- ◆ The company has also employed a person aged over 70 to perform management

tasks. Working with the company for years, and with dedication, he has become a “walking dictionary” and an important staff member.

Conclusion

Harmonious labour relations have been maintained in the printing industry as most employers and employees resolve industry-specific labour issues of common concern through negotiation in the spirit of mutual understanding and compromise. To preserve this spirit, the printing industry should continue to adhere to the employee-oriented principle, promote good people management and implement family-friendly employment practices. It will not only enhance employees' work satisfaction, but also promote corporate development.

Appendix I

Providers of Printing Technology Training Courses in Hong Kong and Information on Relevant Programmes

Vocational Training Council Pro-Act Training and Development Centre (Printing)	Telephone: 2750 6818 Website: http://www.proact.edu.hk/
Vocational Training Council Integrated Vocational Development Centre	Telephone: 2751 5825 Website: http://ivdc.vtc.edu.hk/
Advanced Printing Technology Centre (APTEC)	Telephone: 3928 2545 Website: http://www.aptec.hkprinters.org/
Graphic Arts Association of Hong Kong	Telephone: 2856 9760 Website: http://www.gaahk.org.hk
Printing Materials Testing & Analytic Centre	Telephone: 2389 4481 Website: http://www.pmtac.org/
Hong Kong Printing Industry Workers Union	Telephone: 2381 4257 Website: http://www.hkpiwu.org.hk
Employees Retraining Board Skills Upgrading Scheme Plus	Telephone: 182 182 Website: http://www.erb.org/
Continuing Education Fund	Telephone: 3142 2277 Website: http://www.sfaa.gov.hk/cef/index.htm

Provider of Occupational Safety and Health Training Courses in Hong Kong

Occupational Safety and Health Council	Telephone: 2739 9377 Website: http://www.oshc.org.hk
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Relevant labour legislations

Employers shall comply with the requirements of relevant legislations, such as:

- Employment Ordinance (Chapter 57)
- Employees' Compensation Ordinance (Chapter 282);
- Minimum Wage Ordinance (Chapter 608);
- Occupational Safety and Health Ordinance (Chapter 509);
- Factories and Industrial Undertakings Ordinance (Chapter 59);
- Boilers and Pressure Vessels Ordinance (Chapter 56);
- Sex Discrimination Ordinance (Chapter 480);
- Disability Discrimination Ordinance (Chapter 487);
- Family Status Discrimination Ordinance (Chapter 527);
- Race Discrimination Ordinance (Chapter 602);
- Mandatory Provident Fund Schemes Ordinance (Chapter 485);
- Personal Data (Privacy) Ordinance (Chapter 486);

(It should be noted that the Ordinances themselves remain the sole authority for the provisions of the law explained. For details, please visit the Hong Kong e-Legislation of the Department of Justice website at <http://www.elegislation.gov.hk>. For enquiries about the respective Ordinances, please use the following enquiry services.)

Appendix III

Enquiries

Enquiry Hotline: 2717 1771 (handled by “1823”)

Homepage Address: <http://www.labour.gov.hk>

Enquiry in person to Offices of the Labour Relations Division:

<http://www.labour.gov.hk/eng/tele/lr1.htm>

Enquiries relating to the promotion of workplace cooperation–

Workplace Consultation Promotion Division
Labour Department

Telephone: 2121 8690
Fax: 2121 8695

Enquiries relating to occupational safety and health –

Safety and Health Advisory Telephone
Enquiry Service
Occupational Safety and Health Branch
Labour Department

Telephone: 2559 2297
Fax: 2915 1410

Enquiries relating to the personal data of employees –

Office of the Privacy Commissioner for Personal Data

Telephone: 2827 2827
Fax: 2877 7026

Enquiries relating to equal opportunities –

Equal Opportunities Commission

Telephone: 2511 8211
Fax: 2511 8142

Enquiries relating to the retirement benefits of employees–

Mandatory Provident Fund Schemes Authority

Telephone: 29180102
Fax: 2259 8806