

僱傭實務指引

消除就業方面的年齡歧視

PRACTICAL GUIDELINES FOR EMPLOYERS

ON ELIMINATING AGE DISCRIMINATION IN EMPLOYMENT



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 勞工處
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1. 引言 INTRODUCTION

這份《僱傭實務指引》（《指引》）由勞工處發出，是政府實施公眾教育、宣傳和自行規管⁽¹⁾計劃的一部分。政府決意消除所有歧視，現在發出《指引》，是為達到這個目標的其中一項措施。

雖然《指引》並非法例，亦沒有法律依據，但《指引》提供一套完善的處事方法，我們鼓勵僱主和職業介紹機構自發地依循。僱主確保平等就業的機會，可以獲得僱員的尊重和信任，並吸引更多人才，從中挑選最合適的員工，應付公司的人力需求，對公司的業務也會有積極的作用。

- gain trust and respect from their employees; and
- have a larger pool of talents from which to select the most suitable staff to meet the manpower needs of the company.

WHAT IS MEANT BY AGE DISCRIMINATION IN EMPLOYMENT?

Age discrimination in employment occurs when an employee or prospective employee is subject to unfair or different treatment in respect of his or her employment on the ground of age. It may occur in the arrangements for recruitment, promotion, transfer or training, the access to terms and conditions of employment, voluntary departure or redundancy schemes, or retirement policies and the procedures for handling complaints and grievances. It does not refer to measures taken voluntarily – in the spirit of promoting equal opportunities – to help persons of different age groups overcome disadvantages. Examples of such measures include the provision of retaining courses or employment services to the aged to help them find a suitable job. Such measures are not discriminatory as vocational training and employment services are also provided to other age groups as well.

(1) Self-regulation means that employers also have the responsibility to ensure fair treatment in all aspects of employment, irrespective of age unless the essential nature of the job calls for a person of a particular age or age group.

2. 消除就業方面的年齡歧視 ELIMINATING AGE DISCRIMINATION IN EMPLOYMENT

劃一甄選準則

我們認為有助消除就業方面年齡歧視的其中一個方法，是僱主設法制定劃一的甄選準則，以便在招聘、培訓、晉升、調職、裁員和解僱，以及僱用條款和條件方面有明確的指引。這樣僱主便可根據僱員執行指派工作的能力，而不是按不相關的因素來評估他的表現。

採用劃一甄選準則有助機構達成良好的管理，因為：

- (i) 準則明確清晰，機構可迅速作出決定，不會受到不相關的因素影響；
- (ii) 準則針對僱員的工作表現，機構可作出更明智的決定；及
- (iii) 根據準則可以有效地評估現行的工作/職責安排。

這些準則不應提到應徵者/僱員的年齡，只應包括有關職位確實需要的入職條件或工作要求，例如：

- 應徵者應具備的經驗，例如文書或推銷經驗；
- 所需學歷，例如學士學位或文憑；
- 所需資歷，例如兩至四年經驗；
- 所需的管理能力或技術，例如能講普通話或熟悉資訊科技；
- 有關職位的特別要求，例如每月離港出差若干天、須在高空工作、須有強健體魄來搬運20公斤的箱子，或須手眼的配合來處理細小的機器部件，都應有明確標準或體能測驗來衡量求職者/員工是否符合要求。

CONSISTENT SELECTION CRITERIA

We believe that one way to help eliminate age discrimination in employment is for employers to develop, as far as possible, a set of consistent selection criteria so that these would provide clear guidelines for use by organisations in recruitment, training, promotion, transfer, redundancy and dismissal situations as well as terms and conditions of employment. In this way, each individual can be assessed according to his or her abilities to carry out a given job and will not be judged by irrelevant considerations.

The use of consistent selection criteria will facilitate good management practice as it will help organisations to:

- (i) make faster decisions because the criteria are clear and are not hampered by irrelevant considerations;
- (ii) make better decisions as the criteria relate directly to work performance; and
- (iii) form the basis for effective job evaluation.

Unless age is a genuine job or occupational requirement, the consistent selection criteria should not make reference to age. They should cover topics that are justifiable as genuine job or occupational requirements for that particular job. Examples of such requirements include:

- the type of experience that may be required, e.g. clerical or merchandising experience;
- the amount of experience that may be required, e.g. two to four years' experience;
- any educational qualifications that may be required, e.g. a first degree or a diploma;
- any specific managerial or technical skills that may be required, e.g. the ability to speak Putonghua or familiarity with Information Technology;
- any special requirements of the job, e.g. to travel abroad for a number of days each month, to work at heights or to possess physical strength to carry a 20kg box or hand-eye coordination to handle very small pieces of machinery (most of which could be ascertained through a clearly stated criterion or through tests).



工作或職業確實需要年齡規定的例外情形

政府反對任何形式的歧視，並認為確實需要年齡規定的工作或職業為數不多。其中一個例子是為戲劇表演營造真實感，或應邀為藝術家的模特兒，才須招聘某一年齡的人士。

其他例子包括通過法例（例如《應課稅品（酒類）規例》禁止未滿某指定年齡的人士在領有酒牌售賣烈酒的場所工作）及憲報（例如在《保安及護衛服務條例》下行刊憲對從事保安工作的人士訂定年齡上限和下限）所訂定的年齡要求。（註：例子未能盡錄。）僱主有責任查明法例有否對有關工作設定了任何年齡規定，若有疑問，請與有關當局聯絡。



EXCEPTIONS WHERE AGE MAY BE A GENUINE JOB OR OCCUPATIONAL REQUIREMENT

The Government opposes discrimination of any kind and considers that there are not many cases where age is a genuine job or occupational requirement. An example where age might constitute a genuine job or occupational requirement is the need to recruit an actor of a particular age group to provide authenticity in a dramatic performance or as an artist's model.

Other examples include jobs where age requirement is imposed in legislation (e.g. under the Dutiable Commodities Ordinance (Liquor) Regulations, persons below a certain age are forbidden to work in licensed premises selling intoxicating liquor), or notices published in the Gazette (e.g. under the Security and Guarding Services Ordinance, both minimum and maximum age limits are set for persons performing security work). (Note: The above examples are not exhaustive.) Employers are responsible for checking whether there are any age requirements for the work to be performed and should contact the relevant authorities in case of doubt.

3. 招聘 RECRUITMENT



我們鼓勵僱主按劃一甄選準則決定是否錄用求職者。此外，我們建議僱主應向負責處理申請和進行面試的人員提供訓練，以便他們對不同年齡組別的應徵者一視同仁，例如避免提出一些帶有年齡歧視成分的問題。

僱用條款和條件、福利、設施及服務

政府支持同工同酬的原則，並鼓勵所有僱主奉行這項原則。不過，這並不表示不論僱員的表現或生產力，他們都會獲得相同工資或薪金。同工同酬原則上是指所有僱員，不論年齡，都有機會獲得聘用和得到相同的僱用條款和條件，以及可享有與職級、職責、年資、經驗及其它特別情況相配的福利⁽²⁾、設施及服務。

We encourage employers to make recruitment decisions on the basis of consistent selection criteria. In addition, training should be provided to the staff handling applications and conducting interviews to ensure fair treatment to applicants of different age groups such as by avoiding questions which could lead to discrimination on the ground of age.

TERMS AND CONDITIONS OF EMPLOYMENT, BENEFITS, FACILITIES AND SERVICES

The Government is committed to the principle of equal pay for equal work and encourages all employers to share that commitment. This principle does not mean that all employees should be paid the same wage or salary regardless of their performance or productivity. Rather, it means that, in principle, all employees are entitled to access to the terms and conditions of employment, and access to benefits⁽²⁾, facilities or other services commensurate with their rank, duties, seniority, experience and any other special circumstances, irrespective of their age.

(2) “福利”包括附帶福利、佣金、花紅、津貼、退休金、醫療保險計劃、年假、因功績及工作表現而獲發的獎金或僱員通常可以獲得的其他利益。

(2) “Benefits” include fringe benefits, commissions bonuses, allowances, pensions, health insurance plans, annual leave, merit or performance pay, or any other benefits available to employees generally.

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招聘廣告

除非有關職位或工作確實需要年齡規定，否則我們建議僱主：

- (i) 應以劃一甄選準則和中立的措辭刊登招聘廣告，吸引不同年齡的合適人士應徵，並確保不會有任何年齡組別的人士獲得優待。僱主應在面試階段才要求僱員提供相片，避免給人有關年齡歧視的印象。此外，僱主可考慮是否需保留應徵表格上“出生日期”這一欄；
- (ii) 招聘廣告應避免指明應徵者須介乎某個年齡、最少或不得超過某個歲數；
- (iii) 如有關職位空缺是透過晉升或調職填補，並邀請現職員工申請，僱主應向所有合資格僱員公佈詳情，以便所有年齡組別的僱員都有機會申請。

職業介紹機構和職業轉介服務

我們建議使用職業介紹機構和職業轉介服務的僱主，除非有關職位或工作確實需要年齡規定，否則應向職業介紹機構申明，合資格的人士不論年齡都可申請這些職位空缺，以便清楚表明歡迎不同年齡人士應徵。我們鼓勵職業介紹機構及其它提供職業轉介服務的人士，依循這項原則和《指引》建議的其他原則及良好處事方法，為僱主招聘員工。

ADVERTISING

We recommend that, unless age is a genuine job or occupational requirement, employers should:

- (i) advertise for jobs based on consistent selection criteria, and in neutral terms, so as to encourage applications from suitable candidates of all ages, and to ensure that no one age group will be treated more favourably than another. Requests for photographs should not be made until the interview stage, as otherwise this may give the impression of discrimination on the ground of age. Consideration could also be given to reviewing the need for the item "Date of birth" on an application form;
- (ii) avoid specifying an age range or an upper or lower age limit when placing advertisements for employment;
- (iii) where vacancies are to be filled by promotion or transfer and where applications are invited from the employees, publish the information to all eligible employees so that there is no restriction on applications from different age groups.

EMPLOYMENT AGENCIES AND SERVICES

Unless age is a genuine job or occupational requirement, we recommend that employers using such services should specify that the vacancies are open to suitable qualified persons of any age, thus helping to send out a clear message that applicants of all ages are welcome. Employment agencies and other providers of employment services are also encouraged to follow this and other principles and good practices recommended in these Guidelines.

初步甄選

我們鼓勵僱主根據劃一甄選準則，初步甄選應徵者，並避免以偏概全，對某一年齡組別人士的能力作出假設，因為工作能力因人而異。

面試

我們鼓勵僱主：

- (i) 確保人事部的職員、部門經理和所有參與招聘工作的人員接受訓練，認識如何避免年齡歧視；
- (ii) 面試時提出的問題，只應直接與工作的真正需要有關，或有助瞭解應徵者的性格和能力；
- (iii) 面試結束後，應立即記錄僱主按照甄選準則對應徵者的能力的評估。這樣有助公平和合理地評估申請人的優點和不足的地方。記錄亦應註明聘用或拒絕聘用應徵者的理由。如日後有人指稱受到歧視，上述步驟應有助提供反證；及
- (iv) 保留面試記錄一段合理時間才銷毀。這些記錄載述申請人是否獲聘的原因。

甄選試

如甄選是以考試形式進行，甄選試應設計周詳，切合有關職位或工作的需要。僱主應定期檢討甄選試的內容，確保切合工作需要和沒有偏頗成分。除非有關職位或工作確實需要年齡規定，否則年齡不應是甄選試的其中一個考慮因素。

SHORTLISTING

We encourage employers to use the consistent selection criteria as the basis for shortlisting of applicants, and avoid making any generalisations or assumptions about the abilities of persons in a particular age group which may not be true of the individual.

INTERVIEWING

We encourage employers to:

- (i) ensure that personnel staff, line manager and all other employees who may be involved in staff recruitment receive training in non-discriminatory practices;
- (ii) only ask questions at job interviews that either relate directly to the genuine requirements of the job or facilitate a better understanding of the applicant's personality and aptitude;
- (iii) immediately after the interview, record the assessment they have made of the applicants' ability to meet the selection criteria. This will help to ensure a fair and balanced assessment of the applicants' strengths and weaknesses. The record should also show the reasons for appointment or rejection. These steps should help to counter any possible allegations of discrimination in the future; and
- (iv) keep records of interviews for a reasonable period of time to show the reason for offering or not offering employment to a particular applicant, after which such records should be destroyed.



SELECTION TESTS

If selection tests are used, they should be carefully designed and relate specifically to the job or occupational requirements. The tests should be reviewed regularly to ensure that they remain relevant and free of bias. Age should have no place in such tests, unless it is a genuine job or occupational requirement.



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4. 消除在工作場所中的年齡歧視

ELIMINATING AGE DISCRIMINATION IN WORKPLACE

評核、晉升、調職和培訓

僱員有權按本身的能力、經驗和年資，獲得晉升、調職或培訓機會。除非有關職位或工作確實需要年齡規定，否則年齡不應是一個相關的考慮因素。我們認為：

- (i) 如機構設有評核制度，僱主應檢討評核準則，確保僱員是因為表現出色而獲晉升，以及所採取的準則並沒有歧視成分。制定可量度的標準評估僱員的工作表現，是良好的做法；
- (ii) 僱主應根據上文第三章招聘員工的建議方法，甄選員工晉升。方法包括按照客觀及劃一的甄選準則，詳細評估所有合資格僱員的能力及才能，為求選出的員工，具備最符合工作需要的條件；
- (iii) 如有晉升、培訓或調職的機會時，僱主應把申請條件及程序通知所有合資格的僱員；
- (iv) 如晉升遴選是透過提名方式進行，僱主應確保所有合資格僱員均在考慮之列，沒有遺漏任何有潛質的員工；
- (v) 在考慮合資格僱員是否適合晉升、調職及接受培訓時，僱主應以書面摘要記錄所有考慮事項；最好把這些記錄保留一段合理時間後才銷毀；
- (vi) 檢討某些職位之間的調職限制或禁止規定，如有歧視成分便要修改；及
- (vii) 檢討甄選僱員接受培訓及為僱員提供發展機會的政策和方法，確保並無歧視成分。

APPRAISAL, PROMOTION, TRANSFER AND TRAINING

All employees are entitled to opportunities for promotion, posting, or training in accordance with their ability, experience and seniority. Age should not be a relevant consideration, unless it is a genuine job or occupational requirement. We recommend that employers should:

- (i) examine the assessment criteria where an appraisal system exists to ensure that employees are promoted on merit and that the criteria adopted are not discriminatory. It is a good practice to establish measurable standards for evaluating job performance;
- (ii) organise selection for promotion along the same lines as those recommended for recruitment in Chapter 3 above. This would entail detailed assessment of all candidates' abilities and qualities against objective and consistent criteria. The aim is to ensure the selection of the individual whose profile best fits the job requirements;
- (iii) where opportunities for promotion, training or transfer arise, inform all eligible employees of the conditions and procedures for application;
- (iv) where promotion is by nomination, ensure that all suitable candidates are considered and that nobody with potential is overlooked;
- (v) keep records of notes taken in the course of considering candidates for promotions, transfers and training. It is a good practice to retain these records for a reasonable period of time before destroying them;
- (vi) review rules that restrict or preclude transfer between certain jobs and change them if they are found to be discriminatory; and
- (vii) examine policies and practices on selection for training and other opportunities for personal development with a view to ensuring that they do not entail discrimination.



解僱、裁員及不公平待遇

僱主不應因為僱員的年齡而把他解僱。如須裁員，不論屬自願或強制性質，都應根據公正無私、不帶懲罰或歧視成分的準則來決定裁減什麼人。可考慮的準則有許多，例如服務年資、工作性質及職業技能等。我們鼓勵僱主對不同年齡的僱員一視同仁，讓他們享有均等機會接受自動離職或裁員安排。

我們鼓勵僱主不時檢討裁員和解僱程序，確保這些程序並無歧視成分。

僱主應緊記一項原則，即應確保不會因為某些表現或行為而處分或解僱某一年齡組別的員工，但卻寬鬆對待或不追究相同表現或行為的其他年齡組別的員工。

DISMISSAL, REDUNDANCIES AND UNFAIR TREATMENT

No employee should be dismissed on the ground of age. In the case of redundancy, either on a voluntary or compulsory basis, the decision should be made on the basis of fair, non-punitive and non-discriminatory criteria such as length of service, nature of work, job skills etc. Employers are also encouraged to provide employees of different age groups with equal access to voluntary departure or redundancy schemes, if any.

Employers are encouraged to review their redundancy and dismissal procedures from time to time to ensure that such procedures are not discriminatory.

As a matter of principle, employers should not discipline or dismiss employees of a particular age group for performance of behaviour which would be overlooked or condoned for those of a different age group.



退休

強制退休政策為較年輕的工作人口提供就業機會；提供給予退休金及其它退休福利的基礎；有助職業策劃、員工發展和接任安排，因此，強制性退休政策是合理的。即使如此，我們建議僱主不時檢討他們的退休政策，特別要考慮：

- (i) 應否訂定“正常”及/或“強制性”退休年齡；
- (ii) 現行的退休年齡是否適合；及
- (iii) 訂定現行退休年齡的理由，以及是否假設僱員達到某個年齡便不能履行某些特別職務。

僱主不應因為強制性退休政策而不考慮臨近退休年齡，但希望退休後繼續工作的在職員工的職位申請。僱主在審議每宗申請時，應考慮僱員的個別情況、公司的退休政策，以及奉行不應因年齡而歧視僱員的原則。



RETIREMENT

A compulsory retirement policy can be justified as being reasonable and rational since it facilitates the provision of employment opportunities for younger members of the workforce; provides a basis on which to provide for pensions and other retirement benefits; and allows for career planning, staff development and succession planning. Even so, we recommend that from time to time employers should review their policy on retirement. In particular they should consider:

- (i) whether there should be a “normal” and/or a “mandatory” age of retirement;
- (ii) whether the set retirement age is appropriate; and
- (iii) how the retirement age was set, and whether this was based on any reasonable and rational grounds that a person above a particular age is unable to carry out the inherent requirements of the particular employment.

The existence of a compulsory retirement policy should not in itself stop an employer from considering job application from their serving staff members who are close to retirement age but wish to continue to work after that age. Such applications should be considered on their own merits, having regard to the retirement policy and the principle that age should not be a discriminatory factor.



申訴及有關程序

在不受歧視、污蔑或騷擾的環境工作，是所有僱員的權利。僱員如果認為這項權利被侵犯，應可提出申訴而不用害怕報復，並預期：

- (i) 投訴會按照明確的既定程序受理；及
- (ii) 不論投訴人或涉嫌引起投訴者的年齡，處理投訴的程序都是一樣。

我們鼓勵僱主設立內部申訴程序，處理與年齡歧視有關的投訴。僱主應向員工解釋申訴程序，並鼓勵員工在有需要時依循程序表達不滿。僱主也應不時檢討程序，確保能夠切合需要。我們亦鼓勵僱主與僱員一同制訂處理投訴的程序，容許涉及事件的雙方有機會協商或和解，以及讓中立的第三方介入調停。

GRIEVANCE AND RELATED PROCEDURES

All employees have the right to work in an environment that is free from discrimination, vilification or harassment. Where an employee feels that this right has been contravened, he or she should be able to lodge a complaint without fear of reprisal, and in the expectation that:

- (i) it will be handled according to a set of clearly laid down procedures; and
- (ii) the complaint will be handled in the same way, regardless of the position of the complainant or the alleged perpetrator.

We encourage employers to establish internal grievance procedures to deal with complaints of discrimination on the ground of age. These procedures should be explained to staff who should be encouraged to use them where necessary and should be reviewed on a regular basis to ensure that they are relevant. Employers and employees together are also encouraged to draw up procedures for redressing grievances, which should allow for discussion or conciliation between the parties concerned as well as the intervention of a neutral third party.

平等就業機會政策

僱主有重要責任，消除工作場所的歧視情況，以及鼓勵平等就業。

我們鼓勵僱主承諾按才錄用，也鼓勵機構發出明確政策聲明，申明在任何情況下都不會容許就業歧視。為清楚表達這項訊息，我們鼓勵機構委派一位高層管理人員執行有關政策。

為確保政策的成效，我們鼓勵僱主：

- (i) 申明政策；
- (ii) 讓員工參與政策的制訂和檢討；
- (iii) 讓全體僱員和所有求職者知道有關政策。如政策聲明內容詳盡和/或篇幅頗長，良好的做法是至少要把機構的平等機會政策的要點/主旨，透過招聘廣告或約見函件告知求職者；
- (iv) 為或會參與人力資源事務的所有僱員提供培訓；
- (v) 讓所有新聘員工知悉機構的平等機會政策；及
- (vi) 採取所有合理可行措施，確保機構遵行一套行為或表現標準，防止員工在工作場所受到歧視、騷擾或其他較差的對待。



EQUAL EMPLOYMENT OPPORTUNITIES POLICY

The employer has the prime responsibility for eliminating discrimination in the workplace, and for encouraging equal employment opportunities.

We encourage employers to make a commitment to providing employment opportunities on the basis of ability. We also encourage organisations to issue a clear policy statement that discrimination in employment will not be permitted under any circumstances. To make this message clear, we encourage organisations to assign this responsibility to a senior member of the management.

To ensure that the policy is effective, we encourage employers to:

- (i) state the policy clearly;
- (ii) involve employees in its development and review;
- (iii) make the policy known to all employees and to all job applicants. Where the policy statement is detailed and/or lengthy, it would be a good practice to tell applicants, in advertisements and invitations to interview, at least the main points/gist of the company's equal opportunities policy;
- (iv) provide training to all employees who may be involved in human resources matters;
- (v) make all new recruits aware of the equal opportunities policy; and
- (vi) take all reasonably practicable steps to ensure that a standard of conduct or behaviour is observed to prevent persons from being discriminated, harassed or unfavourably treated in the workplace.



僱員的角色

為使在工作地點沒有歧視，僱員的協助也十分重要。我們認為：

- (i) 僱員可協助消除歧視，例如多瞭解年齡歧視問題，以免無意中歧視某人或協助僱主這樣做；
- (ii) 僱員可鼓勵僱主制定消除歧視政策，以及推行防範措施；及
- (iii) 同事如已投訴或打算投訴遭人歧視，僱員應予支援。

監察政策

無論是採取非正式或正式程序處理投訴，僱主都應監察及檢討有關年齡歧視的投訴，及其解決辦法，以找出機構現時的政策可能存在的歧視成分，並確保處理投訴的程序有效運作。

THE EMPLOYEES' ROLE

Employees also have a clear role to play in helping to create a climate in the workplace where discrimination is unacceptable. We believe employees can:

- (i) help eliminate discrimination by becoming familiar with the subject so that they do not inadvertently discriminate against someone or help their employers to do so;
- (ii) encourage their employers to formulate anti-discrimination policies and implement preventive measures; and
- (iii) be supportive of fellow workers who have lodged – or who intend to lodge – a complaint against alleged age discrimination in employment.

MONITORING THE POLICY

Regardless of whether an informal or formal procedure for handling complaints is used, it is always a good practice for employers to monitor and review complaints of age discrimination and how they have been resolved, in order to identify any possible discriminatory practices that might result from existing company policies, and to ensure that the complaint handling procedures are working effectively.

5. 最佳範例 EXAMPLES OF BEST PRACTICES

為方便僱主及僱員認識上述指引，現列舉三個最佳做法的例子，以供參考：

(i) 招聘廣告

某僱主有意為其貿易公司招聘一名清潔工人，他在報章上刊登招聘廣告，列明入職條件為“小學程度、有責任感及一年相關經驗”。該廣告只列出該職位的實際入職條件，包括教育程度、相關技能及經驗，而年齡並非該公司招聘員工的甄選準則；

(ii) 面試及甄選

某會計行為擴充業務，打算聘請多名會計師及辦公室助理。在甄選應徵者方面，該公司採取劃一的準則，按工作需要評估應徵者的實際工作能力和經驗。因此，職位申請表上並沒有「出生日期」一欄，而在面試時，僱主亦沒有查問應徵者的年齡；

(iii) 評核及晉升

某大專院校的學系主任打算晉升系內一位高級講師為助理教授。就該院校的評核制度而言，年齡並不是考慮因素。為求覓得最佳人選，該學系主任根據各名合資格高級講師的教學表現、學術研究能力及資歷，最後晉升表現最出色的一人為助理教授。

The above guidelines can be illustrated in three examples of best practices for the easy reference of employers and employees:

(i) Recruitment Advertisement

An employer was looking for a cleaner for his trading company. He placed a job advertisement in newspapers with requirements of "primary education, strong sense of responsibility and one year's relevant experience". The advertisement only specified genuine job requirements for a cleaner, including education level, ability and experience, while age was not a selection criterion for the company to offer employment;

(ii) Interviewing and Shortlisting

An accounting firm planned to expand its business and intended to hire a number of accountants and office assistants. The selection process was based solely on job-related criteria, with a view to assessing interviewees' ability and experience. Therefore, in the job application form, the item "Date of Birth" was not included. Likewise, during the interviewing process, no question concerning the interviewees' age was raised;

(iii) Appraisal and Promotion

The dean of a tertiary education institution was considering promoting one of the senior lecturers to assistant professor. In the appraisal and promotion system of the institution, age would not be factor for consideration. To ensure that the best candidate would be selected, the dean took into account all potential candidates' teaching performance, academic research abilities and seniority. At the end, the senior lecturer with the best performance was promoted.

6. 查詢 ENQUIRIES

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