

## 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.