

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致良好的管理，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).

