

Family-friendly Employment Practices
Guidelines on Good People Management for the Catering Industry
(Concise version)

Awareness - Learn about the real challenges faced by the industry, as well as its strengths and weaknesses

Understanding – Understand the benefits of good people management practices

Gladness – Glad to see the implementation of good people management practices in the industry

Action – Implementation of good people management practices as a means to create a family-friendly working environment

Tradition – Internalise the good practices so that they become into culture and tradition of the industry

Awareness - Learn about the real challenges facing the industry, as well as its strengths and weaknesses

In recent years, manpower shortage has been a common problem faced by various industries. The catering industry can only compete with other industries in the labour market if it has a clear understanding of its own strengths and weaknesses.

Job seekers are somehow reluctant to join the catering industry because of the poor impression of the working conditions in the industry. In fact, the catering industry does have its own advantage in attracting talents. For instance, certain streams with a lower entry threshold and lower skill requirements are at

an advantage in attracting workers. By knowing its strengths together with better working conditions, the catering industry can alleviate the existing manpower shortage problem.

Understanding - Understand the benefits of good people management practices

A smart employer should know how to leverage good people management practices to improve employees' working conditions for recruiting and retaining talents.

Good people management practices embody the spirit of “law-abiding” , “equal and fair” and “people-oriented” throughout the employment process from recruitment to termination of contract. In the current trend that people cherish work-family balance, family-friendly employment practices that can assist employees in accommodating their work and family responsibilities are integral to good people management practices. These practices can be broadly classified into the following three categories:

- Flexible work arrangements
- Special leave arrangements to accommodate employees’ family needs
- Livelihood support for employees

Gladness – Glad to see the implementation of good people management practices in the industry

A saying goes, "Meeting individual needs and taking the easy way out means to take measures that people are most eager for". If an employer can offer what employees most eager for, whilst adopting the most feasible measures for using resources and maintaining operations, the greatest benefits to employers in terms of resources and feasibility can be obtained.

A team led by Dr LEE Shu Kam of the Business, Economic and Public Policy Research Centre of Hong Kong Shue Yan University, outlined their findings from a questionnaire survey, with interviews conducted in different types of restaurants in Hong Kong, and the views of the working group under the Tripartite Committee on Catering Industry established by the Labour Department. The findings revealed that the following measures were considered the most feasible by employers in the catering industry and are most welcomed by employees.

- Flexible working hours
- Promotion ladder to support employees at their different life stages
- Family-friendly employment practices together with fair distribution of work
- Short-term special leave under flexible leave arrangements to accommodate employees' family needs

Action – Implementation of good people management practices as a means to create a family-friendly working environment

An employer can determine their affordability and feasibility in implementing good people management practices from the following domains:

- Law-abiding: Whether it is necessary for the implementation of relevant measures to closely comply with the Employment Ordinance and other labour laws and whether the employers have a clear understanding of the statutory requirements.
- Business scale: Whether the business is large enough to support the implementation of the measures.
- Financial resources: Financial resources required for implementing the measures.
- Human resources: Whether the measures will give rise to additional manpower needs.
- Company policy flexibility: Whether the measures require corporate policy support.

The following examples demonstrate the extent to which good people management practices may vary according to the above considerations:

- Flexible working hours

	High	Medium	Low
Corporate policy flexibility	✓		
Law-abiding	✓		
Business scale			✓
Financial resources			✓
Human resources		✓	

- Promotion ladder to support employees at their different life stages

	High	Medium	Low
Corporate policy flexibility		✓	
Law-abiding		✓	
Business scale	✓		
Financial resources			✓
Human resources		✓	

- Family-friendly employment practices together with fair distribution of work

	High	Medium	Low
Corporate policy flexibility			✓
Law-abiding			✓
Business scale		✓	
Financial resources			✓
Human resources		✓	

- Short-term special leave under flexible leave arrangements to accommodate employees' family needs

	High	Medium	Low
Corporate policy flexibility	✓		
Law-abiding		✓	
Business scale			✓
Financial resources			✓
Human resources		✓	

Tradition – Internalise the good practices so that they become into culture and tradition of the industry

We look forward to seeing Hong Kong's catering industry businesses to work together, pay more attention to the needs of employees' families, and gradually implement measures to enhance work-life balance. This can internalise the people-oriented management model as the culture or even tradition of the catering industry.

Frequently Asked Questions

Labour Legislation

Enquiry Hotline: 2717 1771 (handled by "1823")

Labour Department Homepage Address

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

Workplace Consultation Promotion Division of the Labour Department

Telephone No. : 2121 8690

Request for Family-friendly Employment Practices - Guidelines on Good People Management for the Catering Industry (Detailed version)

Request for the detailed version of Family-friendly Employment Practices - Guidelines on Good People Management for the Catering Industry can be made by providing the following information and fax to Workplace Consultation Promotion Division of the Labour Department (fax no.: 2782 0530). We will send a copy of the booklet to you by post. Thank you.

1. Reader's status:	<input type="checkbox"/> An employer <input type="checkbox"/> A member of the employers' associations <input type="checkbox"/> A member of the trade union <input type="checkbox"/> Others
2. Type of business: (for employers)	<input type="checkbox"/> Chinese- or Hong Kong-style food and beverage – large enterprises (≥ 51 people) <input type="checkbox"/> Chinese- or Hong Kong-style food and beverage – small and medium enterprises (≤ 51 people) <input type="checkbox"/> Non-Chinese or non-Hong Kong style food and beverage – large enterprises (≥51 people) <input type="checkbox"/> Non-Chinese or non-Hong Kong style food and beverage – small and medium enterprises (≤ 51 people)
Name of organisation:	
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Name of contact person (optional)	

Note: The personal data provided will be used for arranging the mailing of Family-friendly Employment Practices - Guidelines on Good People Management for the Catering Industry (Detailed version).