

Guide to Good People Management Practices



Labour Department

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I. Introduction

Harmonious employee relations are one of the most important factors in sustaining the favourable business environment in Hong Kong. In order to foster harmonious employee relations, the Labour Department has all along been dedicated to promoting good people management practices. Good people management practices should embody three main principles: employee-oriented, law-abiding, and equal and fair. Through the adoption of good people management practices, employers will be able to build up a highly motivated and efficient workforce who will help enhance the competitiveness and productivity of an enterprise and sharpen its competitive edge.

2. Braced by real-life cases, especially the successful experiences of the first two batches of the winners of the Good People Management Award, this practical guide aims to explain and illustrate how an employer can adopt good people management practices in the five major aspects of employment. Briefly, they include recruitment, selection and offer of employment; staff training; occupational safety and health at work; employer-employee communication; and termination of employment. In addition, there is a “Good People Management Practices Self-Assessment Form” at Appendix II of this guide for management of individual establishments to assess their own progress in the adoption of good people management practices.

3. The Labour Department hopes that this guide will facilitate employers of various trades and industries in fostering the three main principles of good people management so that employees will perform at their best. This in turn will pave the way for future business success and contribute to the continuous development of harmonious employee relations in Hong Kong.

II. Recruitment and Selection

Case 1

To Place the Right Person in the Right Job

Company A used to believe that only young people were ideal staff, teenagers were inexperienced and unstable while persons of older age were slower in learning new skills. Whenever they had recruitment needs, they confined their choice to job seekers in their twenties.

Adopting the advice of the Labour Department that age should not be a factor to assess candidates' capabilities, the company employed job seekers of different ages. After a period of trial, the company realised that people of different ages had different strengths, e.g. teenagers were quick in learning, persons of older age were stable, etc. The most important consideration is to place the right person in the right job.

Recruitment

4. Matching the person to the job is the first step in the overall staffing process. Prior to the recruitment exercise to find and attract capable job applicants, an employer should :

- conduct a *job analysis* to think about the requirements of the post and the type of person needed to fill it; and
- draw up an objective and well-defined *job description* to set out duties, responsibilities and working conditions and the qualifications needed to perform the task satisfactorily.

Selection

5. In the selection process, in order to shortlist and decide on the most suitable candidate, an employer should :

- use a list of consistent selection criteria to assess the capabilities of each candidate to minimise bias and to avoid discrimination;
- obtain information about applicants that is relevant to selection and avoid unnecessary enquiries which may cause perception of discrimination; and
- treat employees' information in a confidential manner to comply with the data protection principles of the Personal Data (Privacy) Ordinance.

Equal Opportunities in Employment

6. Employers should ensure that equal opportunities in employment are adhered to so that job seekers and employees -

- can compete equally on the basis of their abilities, aptitude and knowledge; and

- are not discriminated against on the grounds of sex, marital status, pregnancy, disability, age, family status, race, nationality or religion.

7. By doing so, employers will -

- 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.

Experience Sharing

- A hotel aimed to enhance the objectiveness and comprehensiveness of its staff recruitment and selection system. To achieve this, it collaborated with an American human resource consultancy company to devise a unique set of staff selection tools which assessed job applicants' potential ability and suitability for the job through questionnaires. The questionnaires were designed to match the unique requirements of different jobs in the hotel. The whole set of recruitment system was based on objective analysis to evaluate the potential ability of each job applicant in order to rationalize a selection decision. Under the new system, not only staff of the department concerned such as the direct supervisor, were involved in the selection process. Other staff such as those from other departments like the human resource department and the general manager, were also involved. The staff recruitment and selection system became more objective and comprehensive as a result.
- Another hotel group placed great emphasis on equal opportunities in employment. As early as the 1980s, the group had already introduced equal opportunities regulations to ensure that job applicants were selected and promoted under equal and fair conditions. Right now the three hotels under the group employed three persons of disabilities including those who were deaf and dumb. One of the cooks in the group even won the "Outstanding Disabled Employee Award" organized by the Labour Department.
- A book store also applied the principles of equal opportunities in recruiting and selecting persons of different nationalities and ages as its employees. Hence, apart from Chinese, the nationalities of its employees included Indian, Filipino, Pakistani and Nepalese. A job seeker would not be discriminated and got rejected for the job just because he /she was over 50.

III. Offer of Employment

Case 2

Written Employment Contract Helps Minimise Disputes

An employer set up his company and recruited a few employees. However, he had no written employment contract with the employees. Except for the job titles and the salaries of the employees, no other employment conditions were mentioned during offers of employment. When the employees were paid their first month's salary, there were disputes over the issue of overtime payment.

Employees held that they should be paid for the extra hours worked. Much time was spent before an amicable agreement was reached between the two parties. To avoid further disputes, the employer decided to draw up written employment contracts with all his staff, listing out all relevant employment terms. He and his employees found the written contract very useful.

Employment Contract

8. Once a suitable candidate has been selected and the offer accepted, it is in the interests of both an employer and an employee that :

- a written employment contract be drawn up; and
- both parties understand clearly and fully the terms of the contract.

9. Employers may make reference to the "Sample Employment Contract" distributed by the Labour Department when drawing up their contracts. To set out the agreed terms and conditions of employment in writing will avoid possible disputes and remind both parties of their obligations.

10. After confirming the offer of employment by a written employment contract, an employer should :

- fulfil his legal obligations to give a copy of the written contract to an employee; and
- consult his employee and must obtain his consent before making any subsequent change to the terms of the employment contract.

Equal Pay for Equal Work

11. In setting the terms of employment, employers should adhere to the principle of "equal pay for equal work", i.e. :

- the same work or work of similar nature should carry the same pay;
- benefits available to one person in a particular grade or level should be available to all persons who hold the same job rank in the company; and

- where there are individual differences in pay for equal work, it should be due to genuine and job-related factors, e.g. work performance, length of service or working locations and such considerations should apply to all staff in the same rank.

Work Arrangements under Special Circumstances

12. Hong Kong is frequented by typhoons and rainstorms during the summer months. To maintain good labour relations and to avoid unnecessary disputes, employers are advised to work out with employees before the employment commences the work arrangements and contingency measures during typhoons and rainstorms, and “extreme conditions” after super typhoons are in force as announced by the Government. In drawing up the work arrangements, employers should adopt a flexible approach and give consideration to employees’ safety both in the workplace and during their journeys to and from work. For details, please refer to the “Code of Practice in Times of Typhoons and Rainstorms” published by the Labour Department (which can be downloaded at Labour Department’s webpage: <http://www.labour.gov.hk/eng/public/wcp/Rainstorm.pdf>).

13. To protect the safety of persons travelling outside Hong Kong, the Security Bureau has put in place an Outbound Travel Alert (OTA) System for reference of the public in planning their visit outside Hong Kong. For details, please visit the OTA webpage of the Security Bureau: <http://www.sb.gov.hk/eng/ota>. Employees of different occupations in various trades may need to travel outside Hong Kong for business purpose. Employers and employees should agree clearly on the terms and conditions of employment in advance in order to protect the rights and benefits of both parties and to avoid unnecessary disputes. In drawing up the work arrangements and related contingency measures for business trip outside Hong Kong, employers should make reference to the OTA issued by the Security Bureau, give prime consideration to employees’ safety and be considerate to employees’ circumstances in adopting a flexible approach. It is also advisable for employers to liaise with their insurers to ensure that their employees’ compensation insurance policies can cater for the relevant arrangements.

Experience Sharing

- A public utilities company pledged to set out in writing the offer of employment as well as terms of employment for candidates selected within two working days after the selection interview, and to have the offer and terms explained to them in great details. Each new employee would be served by a personnel officer who would provide “through-train” employment service for him/her.
- In the process of recruitment and selection, a manufacturer of high-technology products would explain to each job seeker the missions and goals of the company. At the same time, it would also try to understand as far as possible the personal needs of these job seekers. In case the company came across a suitable talent, it would cater for his /her personal needs by flexible arrangements. For example, for some personal reasons, an employee requested to leave one hour earlier every day. After careful consideration, the company decided to allow the employee to return to work one hour earlier every day so that he could leave earlier.

- Apart from signing employment contracts with its employees, a financial company also attached great importance to the “psychological contract” with them. The company wished to build up friendship with the employees so that both parties would cooperate with each other with trusting, open, frank and considerate attitude. This kind of friendship worked like a mirror as the company would be able to listen and respond quickly to the views of the employees in order to furnish them with a more satisfactory environment and atmosphere at work. Employees would also be able to learn from the company if their performance were satisfactory so that they could strive for better developments in their careers.

IV. Training

Case 3

Training Helps Improve Skill and Increase Productivity

A company was under pressure to cut operating costs. Instead of resorting to retrenchment of staff, the management adopted a positive approach to increase productivity and save costs. The approach involved job re-design, training and follow-up service.

As a result of re-designing the jobs, skills training was provided to enable employees to improve their job skills and to acquire the skills necessary to meet the new performance standards. Follow-up actions were then taken to ensure that staff were able to benefit from the training.

The approach proved successful. Training was found to be useful even in times of difficulties. Employees maintained their enthusiasm at work, the productivity of the company continued to increase and the management did not need to resort to retrenchment.

Training for New Employees

14. An employer should ensure that all new employees are given :
- induction training of appropriate duration in order to familiarise them with the company, the work environment, their respective duties, their legal rights and obligations and the policies and procedures of the company;
 - adequate training to supplement previous education, training and experience for the job; and
 - training in safety and health at work.

Continual Process of Training

15. Training and development should be an integral part of employment. Effective training can improve current job skills and knowledge and hence performance at work. Development is a longer-term process which can give employees incentives to join, and stay with, the company.

16. Changing needs and technology mean that most companies will need to train and develop employees on a continuing basis. When the company has the opportunities for growth, change or modification, it has broad implications for the training and development function. Such practices will maintain employees' enthusiasm in the job.

Assessment of Training Needs

17. For training to be effective, it is necessary to assess its needs which may arise from :
- future responsibilities needing new skills
 - performance problems
 - skills and career development
18. It is also necessary to ensure that all staff are considered equally where opportunities for training arise and the selection is based on objective and established criteria.

Experience Sharing

- A fast food restaurant group provided different levels of training to all new recruits. For instance, all new basic shop staff had to participate in the “Fundamental Staff Training Programme” which aimed to provide them with basic information about the values of the group, including those relating to quality, service and cleanliness, as well as some basic work skills. As regards new recruits at the management level, the group would provide management development programme for them. Through this programme, they would be able to acquire staff management skills, such as techniques in conducting “Communication Day”, motivating staff for better profits, and supervising them in the accurate calculation of remaining stock, etc. Starting from the year 2000, the group had even included “People Development” as one of its three major development strategies. Under this new drive, the company would provide continuous learning opportunities for its employees with a view to enhancing significantly the employees’ capabilities as well as the group’s competitiveness.
- “Make people before making product” was the maxim of the management of an electronic manufacturer. Apart from providing induction training for new recruits and granting education allowance, the company also provided employees with overseas training so as to offer them more opportunities to obtain new knowledge. With the company’s support in continuous learning, the employees were able to have better developments in their careers.
- In a hotel, all new recruits would join the company as “guests”. During the 3-day orientation programme, the hotel would treat and serve them as if they were guests. This arrangement would enable the new recruits to have a better picture about the whole process of hotel services as well as the needs of guests. Apart from orientation programme, other training programmes provided included “Certificate Job Training Programme”, “Departmental Training Programme”, “Self-study Sponsorship Scheme”, as well as other knowledge and skills training. The common goals of these training programmes were to enable the employees to learn in great details about the company, to adapt to new environment, to handle daily work, and to nurture and develop their strengths. All the training programmes were designed to cater for the individual potential of the employee, so that they would be trained and groomed in accordance with their particular abilities.

V. Safety and Health at Work

Case 4

Safety and Health Management Helps Reduce Accident and Improve Efficiency

A chain store company introduced Chinese-style fast food in recent years. It adopted the new management concepts to improve the quality of service as well as safety and health at work. For example, all their staff were provided with safety training and the workplaces were subjected to regular safety inspection. Also, the food was mostly produced by automatic machines and transferred by mechanical means. This had greatly reduced work injuries arising from mechanical hazards and manual handling of materials.

The improvement in safety and health performance could be attributed to:

- top management commitment and support
- safe system of work
- safety training of staff

Safety and Health Management

19. Pleasant working conditions and a safe and healthy working environment help improve efficiency, reduce accidents, prevent impairment to health and promote good labour management relations. Effective safety and health management help companies discharge their legal duties for ensuring safety and health at work and also keep their safety and health risks under control. To this end, employers should develop :

- a safety policy to define employers' commitments to safety;
- a safety organisation to ensure that each person's role and responsibilities are understood, to promote a 'health and safety culture' which secures the motivation and involvement of all staff to execute the safety policy;
- safety training programmes to equip all staff with the knowledge, skills and attitudes to perform their duties in a safe manner;
- a safety plan and a set of standards to identify the actual and potential hazards and to assess risks to each individual, with the aim of controlling workplace risks; and
- monitoring and review systems to measure the safety and health performance.

Occupational Safety Charter

20. The Occupational Safety Charter sets out clearly the rights of employees to enjoy a safe working environment and the responsibility of employers to prevent workplace accidents and promote occupational health. It also emphasizes the responsibility of employees to co-operate with their employers to comply with safety measures and report potential workplace hazards. By subscribing to it, employers show their commitment to improving safety standards in their workplaces.

Experience Sharing

- A property management company was very concerned about employees' safety and health at work. Not only did it hire an independent safety consultancy company to conduct inspection visits to various work sites and to advise on measures to improve safety and health at work. It also promoted employees' awareness of occupational safety and health by offering full sponsorship for them to attend relevant courses during office hours.
- To safeguard employees' occupational safety and health, a health and safety management committee was set up within a property management company. This company also formulated policies on occupational safety and health and issued handbooks to enable the employees to have a better understanding of the rules concerned. It also signed the "Safety Charter" with the Labour Department and the Occupational Safety and Health Council, hereby pledging to enhance employees' awareness of the importance of safety and health by monitoring employees' safety conditions at work. Through the various improvements in work environment, the company hoped that the employees could feel management's concern for their well-being, hence promoting labour-management relations.
- A construction company believed that since most of its business involved projects at construction sites, the key to good people and safety management was reduction in the number of industrial accidents. Therefore, the company started to devise and implement an occupational safety and health system. An Industrial Safety Department was eventually established in 1991 to specialize in handling matters relating to industrial safety and health. It was made directly responsible for dealing with employees' insurance as well as compensation for them in the event of industrial accidents. It also made frequent analyses of causes of industrial accidents and collected employees' views on safety matters through various channels including the Joint Consultative Committee, Company Safety Committee and Departmental Safety Committee. In addition, the company also formulated occupational safety and health policies and issued safety and health handbooks. Employees were also given systematic training so that ordinary staff, staff at supervisory level as well as technical staff all had a good understanding of occupational safety. To enrich their knowledge and skills in this aspect, all project staff were required to attend "Certificate Course for Safety Supervisors" with unique modes of teaching such as mock trials, video tapes of actual site operation, site inspection visits, etc. A "Guide to Occupational Safety and Health" was issued to facilitate supervisory staff in explaining safety and health information and relevant measures to site workers during seminars held at work sites. The company's efforts resulted in a steady drop in the industrial accident rate as well as the seriousness of accidents, and the company was the winner of "Low Accident Achievement Target Award" organized by the Hong Kong Construction Association Ltd.

VI. Employer-Employee Communication

Case 5

Effective Communication Helps Foster Harmonious Employer-Employee Relationship and Increase Efficiency

Recently a construction company noticed that the work progress of a particular work site was slower than expected. To improve the efficiency of the site, the company set up a working group comprising of management and representatives of site workers.

The preliminary findings of the working group suggested that one of the factors affecting the work progress might be related to the persistent lateness of construction workers. A careful scrutiny and study of the attendance records confirmed that some of the workers were frequently late for work.

Instead of taking disciplinary actions instantly against the workers, the company agreed with the working group that the issue should be resolved through communication. The company worked with the site manager to talk to the workers and tried to understand the difficulties and problems they faced. At the same time, the company also explained to the workers the goals of the company and its stance on lateness.

The problem was eventually solved, with improvements in over 90% of the workers. After this incident, the employees understood the importance of two-way communication. That was why they would also express to the management their discontent about the company. And they were also ready to make suggestions to the management in improving work environment or efficiency.

Communication and Consultation

21. One of the most critical factors in the area of staff morale and motivation at work is that of employer-employee communication and consultation. Employees will generally perform at their best if they know the company, and understand its needs and aspirations. The setting up of effective communication channels enables employers and employees to understand each other's needs, interests and difficulties and reach agreements which are most beneficial to both sides. In particular, employers should note that :

- when dealing with changes in working practices, procedures or employment issues which affect employees, employers should be prepared to consult them;
- it is also important to consult staff associations, in-house unions or other consultative committees if such exist; and
- to be effective, employer-employee communication must meet the following requirements :
 - + support from top management and employees;
 - + information to be communicated should be objective, clear and concise;

- + regular and systematic; and
- + a two-way flow as to allow a free exchange of ideas.

Experience Sharing

- Apart from traditional performance appraisal of subordinates by supervisors, a gas supplying company also implemented a 360 degrees performance appraisal system so that subordinates would have the opportunity to respond to their supervisors' management styles. Under this system, employees could express their opinions about their supervisors freely without any psychological stress through a survey conducted anonymously. Upon receipt of survey results from the independent consultancy firm, supervisors would share the results with their subordinates and made an objective analysis of it with a view to enhancing workplace cooperation.
- In a Chinese-style fast-food chain store, the directors together with staff of the human resource department would visit the branches on a regular basis to have tea gatherings with them and to listen to their views. Employees were happy with this management practice as it indicated that their views were valued by the management. The management would make suitable response to the opinions collected.
- To strengthen the communication between supervisors and subordinates, an electronic company required heads of departments to conduct informal meetings with their subordinates on a monthly basis. These meetings were usually held in the form of tea gatherings so as to enable the subordinates to express their opinion about the company in a relaxing atmosphere and to talk about other interesting matters. The views expressed during these meetings would be taken seriously and suitable response or follow-up action would be made.
- A construction company conducted employees' opinion survey at regular intervals to collect views from all monthly-rated staff. The survey was conducted on an anonymous basis and an independent consultancy firm was responsible for data collection and analysis and compilation of reports. The reports would be distributed to all staff and the management would organize seminars to discuss with the employees the survey results and follow-up measures required. Afterwards a review would be conducted and improvement measures would be introduced in accordance with the opinion of the employees. The purpose of the surveys was to measure individual employees' level of understanding of his/her own responsibilities, as well as his /her level of job satisfaction. They also aimed at collecting employees' views regarding their relations with bosses and co-workers, performance appraisal and promotion system, wage and award systems, individual training and development opportunities, internal communication and work environment.
- In a property management company, employees were given the opportunity to express their views through various channels such as Quality Management Committee, Customer Care Steering Group, Staff Activities Committee and Quality Circle Improvement Committee, etc. Apart from helping to improve service quality, these communication channels also enabled the employees to feel that the company took their opinion seriously, thereby increasing their job satisfaction.

Grievance and Disciplinary Procedures

22. The establishment and operation of grievance and disciplinary procedures can be of considerable assistance in reducing the likelihood of friction between employers and employees and in establishing and maintaining cordial relations.

23. To make sure that staff grievances and disciplinary cases are handled fairly and carefully, employers should :

- lay down the company's rules of conduct and the grievance and disciplinary procedures;
- ensure that such rules and procedures are simple and clear, logical and fair, and known to all staff;
- handle all staff grievances and disciplinary cases according to the established rules and procedures;
- undertake the same investigation process in every case without discrimination;
- communicate the result of an investigation to the employee concerned in a language he understands and in a speedy manner;
- ensure that disciplinary rules and penalties are not contrary to provisions of the Employment Ordinance.

Experience Sharing

- One retail trader believed that effective labour-management communication brought about positive effect on the operation of the company. Therefore, it established various communication channels, such as daily working group meetings, weekly meetings between managers and staff at supervisory level, ad hoc meetings, e-mails, notice boards, circulation memos, employees' handbook, etc. Before making any changes to work-related measures, procedures or employment-related matters, management would consult the affected workers first. As regards grievances and disciplinary matters, the company formulated a "Code of Employees Conduct" and "Grievance and Disciplinary Procedures" and ensured that employees were well versed in such regulations and procedures.
- A food production chain store devised a system of reward and punishment to assess the performance of its employees. For instance, apart from organizing the best employee award on a regular basis, employees of outstanding performance were also given practical rewards. Winning branches of the grand award at the end of each year would also be given cash prizes along with trophies. As a token of appreciation of employees' efforts, the cash prizes would be distributed among staff of the winning branches. Instead of using punishment to force employees to make improvements in performance, the company would try to assist them through advice and counselling.

VII. Termination of Employment

Case 6

Adopt Positive Measures to Help Retrenched Employees

Owing to the unfavourable economic climate, a company had to retrench some employees and approached the Labour Department's Labour Relations Division for advice and consultation.

Apart from the termination compensation according to the legal provisions, the company also paid ex gratia payments to the employees. In a letter to staff, it set out the reasons for the whole retrenchment exercise certifying that the retrenchment was a result of circumstances beyond the company's control and it had nothing to do with the employee's performance. The retrenchment was conducted in a fair manner. A reference letter was prepared for each retrenched employee.

To assist retrenched employees find alternative employment or enter retraining, briefings were given to retrenched employees on employment services, retraining programmes and hotline services available in the market. As a result of such efforts, the retrenchment exercise was conducted smoothly.

Termination of Employment

24. Employers should treat employees equally when their employment is terminated. In situations of dismissal and redundancy, employers should :

- comply with the provisions of the Employment Ordinance relating to termination and compensation packages and be as generous as possible with ex gratia payments as support to the affected employees;
- set out clear and objective criteria and procedures in the process;
- ensure that the compensation packages are applied on equal terms to all employees in the same or similar circumstances; and
- ensure that any decision made is on the basis of the need for the job to be eliminated and the performance of an individual employee rather than for reasons of the employee's sex, marital status, pregnancy, disability, age or family status.

25. An important reminder is that summary dismissal is the most serious disciplinary action which should not be used hastily. Hence, it should only apply to cases where an employee has committed very serious misconduct or fails to improve after the employer's repeated warnings.

Assistance to Employees

26. The stress felt by a dismissed or retrenched employee is notable. An employee who is dismissed / retrenched not only suffers wage loss, but also the loss of a secure future. Hence, in cases of termination, employers should explore alternatives to dismissal or retrenchment. If retrenchments are unavoidable, consider these measures :

- encourage employees to join voluntary exit plan;
- ensure that the retrenchment criteria are objective, fair, open, non-punitive and non-discriminatory;
- explain to the affected employees how the termination compensation is calculated;
- provide the retrenched employees with reference letters to certify that the termination of their employment was due to the company's economic adversity rather than their job performance;
- provide counselling and assistance to retrenched employees. Help them find alternative jobs or introduce to them the employment services offered by the job centres of the Employment Services Division of the Labour Department. Seek assistance from other organizations, such as the Employees Retraining Board, to assist employees in dealing with their current plight; and
- consider re-employing retrenched employees as far as practicable and affordable when the company's financial position improves.

Experience Sharing

- When a public utilities company was required to streamline its structure, instead of resorting to retrenchments, it chose to introduce voluntary exit schemes and paid compensation to employees who opted for it. In addition, the company assisted these employees to seek new employment, and taught them skills and techniques in writing application letters and attending job interviews. The company believed that to dismiss an employee, it would affect not just the employee concerned but also his/her whole family. Therefore, when retrenchment was unavoidable, the company would provide counselling service to take care of the emotional problems of the retrenched employees and their families in order to reduce the stress of the retrenched staff.
- In case an employee was found not suitable for a certain post, a privately run old-age home would try to see if there were other suitable posts for this employee and consulted the employee if he/she would be interested in redeployment. In case such arrangement was not feasible, the case would be handled in accordance with the provisions of labour legislation.
- A large organization believed that to retrench one employee, a whole family would be affected. It also believed that there would be adverse psychological impact on the remaining staff. Hence, the organization would achieve its downsizing targets through natural wastage. At the same time, to avoid lay-offs, the company would offer retraining and redeployment to staff whose current position became redundant.

Enquiries

Labour Department

Home Page address: <http://www.labour.gov.hk>

Interactive Employment Service web site address: <http://www.jobs.gov.hk>

General Enquiry Telephone Service
(the hotline is handled by “1823”)

Tel : 27171771

Self-assessment: Five Major Aspects of Good People Management Practices

Has your establishment adopted good people management practices which are “employee oriented”, “law abiding” and “equal and fair” in the five major aspects of employment? The self-assessment form appended below may help you assess the extent to which your establishment has adopted these practices.

**Please put a ✓ in the box if you have adopted the practice, otherwise leave it blank.*

Part I. Recruitment, Selection and Offer of Employment

1. Recruitment

Prior to recruiting suitable job applicants, you...

- conduct a job analysis.
- draw up a well-defined job description.

2. Selection

In order to shortlist and decide on the most suitable candidate, you...

- use a list of consistent selection criteria to assess the capabilities of each candidate.
- consider candidates with a disability on equal terms with other applicants and will give preference for employment if they are found suitable.
- only obtain information that is relevant to the selection from candidates to avoid discrimination.
- handle candidates' information in a confidential manner and in compliance with the Personal Data (Privacy) Ordinance.

3. Offer of Employment

Once a suitable candidate has been selected and the offer accepted, you...

- draw up a written employment contract with him/ her.
- explain in full details the terms of the employment contract to him/ her.
- give him/ her a copy of the written employment contract.
- assure him/ her that his/ her consent will be secured whenever there is any change in the employment terms and conditions.
- adhere to the principle of “Equal pay for equal work”.
- implement the equal employment opportunities policy in all employment-related practices.

Part II. Staff Training

You ensure that all new recruits are given...

- induction training.
- mentor scheme.
- on-the-job training.
- training in safety and health at work.

You also ensure that...

- training needs of individual officers are identified.
- employees are given training for their career development.
- individual employees are given appropriate training to improve their standard of performance.
- objective criteria for selecting staff to attend training have been established.
- the effectiveness of all forms of training is evaluated.

Part III. Safety and Health at Work

To ensure safety and health at work, your establishment has ...

- laid down a written safety policy to improve occupational safety and health.
- set up a safety committee with employees' participation.
- adopted a planned and systematic approach to implement the safety policy through risk assessment, priority setting, management system, staff training and other activities.
- arranged competent persons to assess the effectiveness of the safety management system.
- evaluated and considered the recommendations for improvement to the safety management system through periodic assessment.
- subscribed to the "Occupation Safety Charter".
- provided reasonable accommodation, such as modification or adjustment to a job, an employment practice, or the work environment, to enable employees with disabilities as a result of occupational injuries to resume work.

Part IV. Employer-Employee Communication

1. Communication Channels

Your establishment has developed the following communication channel(s):

- | | |
|---|--|
| <input type="checkbox"/> Unit/ Office meeting | <input type="checkbox"/> Newsletter |
| <input type="checkbox"/> Management briefing | <input type="checkbox"/> Employee handbook |
| <input type="checkbox"/> Working group | <input type="checkbox"/> Memo/ circular/ notice |
| <input type="checkbox"/> Joint consultative committee | <input type="checkbox"/> Notice board |
| <input type="checkbox"/> Staff opinion/ satisfaction survey | <input type="checkbox"/> Electronic mail |
| <input type="checkbox"/> Staff recreation/ sports activity | <input type="checkbox"/> Employee counseling service |
| <input type="checkbox"/> In-house competition | <input type="checkbox"/> Staff motivation scheme |
| <input type="checkbox"/> Intranet system | <input type="checkbox"/> Staff suggestion scheme |
| <input type="checkbox"/> Others (Please specify): _____ | |

The staff communication channel(s) adopted by your establishment has/ have the following characteristics:

- Support from top management.
- Commitment from middle management.
- High employee participation.
- Respect for the independence of employees' association(s) in its (their) internal administration.
- Regular and systematic pattern of communication.
- Two-way communication.

In addition to the above communication channels, you...

- consult the affected employees before implementing changes in working practices, procedures or employment issues.
- consult your staff association(s), in-house union(s) or other consultative committee(s) on a regular basis.

2. Grievance and disciplinary procedures

In handling cases relating to grievance and discipline, your establishment...

- has a set of employees' rules of conduct.
- has established grievance procedures.
- has established disciplinary procedures.
- ensures that all staff know such rules and procedures.
- handles all cases according to established rules and procedures to ensure equal and fair treatment.
- communicates the result of an investigation to the employee concerned.
- ensures that disciplinary rules and penalties are not contrary to provisions of the Employment Ordinance.

Part V. Termination of Employment

Your establishment...

- complies with the provisions of the Employment Ordinance relating to termination of employment and compensation packages.
- pays ex-gratia payment to employees in addition to statutory compensation when they are dismissed.
- ensures that the compensation packages are applied on equal terms to all employees in the same or similar circumstances of dismissal.
- ensures that the dismissal is made in accordance with the policy of equal employment opportunities.

Analysis of Results

- ◆ More than 55 “✓”s: Your establishment is a model in the adoption of good people management practices!
- ◆ 40 – 54 “✓”s: Excellent! The people management practices being adopted in your establishment are “employee oriented”, “law abiding” and “equal and fair”.
- ◆ Less than 39 “✓”s: The sincerity and devotion with which good people management practices are being adopted in your establishment are unquestionable. You can refer to this guide and other relevant publications of the Labour Department for furthering the adoption of good people management practices in your establishment.