

# 卓越人力資源大獎

## Human Resources Excellence Awards

由香港人力資源管理學會頒發的「卓越人力資源大獎」素有「人力資源界奧斯卡」之稱，以表揚在人力資源策略及實踐上表現卓越的機構。今年，本會成功奪得「人才管理獎」項目的金獎，肯定我們在人力資源管理方面的傑出表現。

鑑於 2020 年起，在移民潮及退休潮下，不少中階管理人員相繼離職，本會於 2023 年期間晉升超過 20 名前線專業人員至中階管理層。考慮到他們在管理能力、軟技巧和領導力上有不少提升空間，因此本會開展了一項名為「卓越領導：P.O.L.C. 新晉領袖育成計劃」的培訓計劃，以提升參加者在「規劃、組織、領導和控制」四方面的能力。培訓內容包括由扶康會總幹事和副總幹事主持有關本會核心理念的研討會、個人領導風格上的培訓、策略性方向和績效管理工作坊、一對一教練式指導，以及參觀大灣區的康復機構等。

本會亦為是次培訓計劃進行量化和質性研究，結果均反映是次培訓顯著地提升了參加者在「規劃、組織、領導和控制」四方面的能力，所有參加者亦表示培訓內容十分具體、實用和「貼地」。由於考慮到參加者不同的背景和性格，是次培訓其中一個特點是「以人為本」的培訓方法。我們為每位參加者配對與他們性格和領導風格相近的資深中層管理人員，透過一對一教練式指導並提供一個理想的學習榜樣，以促進他們成為成熟和優秀的管理者。

最後，我們相信管理人員之間的和諧關係對機構發展是至關重要的。是次培訓為參加者提供建立互信和人際關係的平台，從而加強他們的社會資本，提升本會整體的協同效應。

The “Human Resources Excellence Awards” presented by Hong Kong Institute of Human Resource Management (HKIHRM), known as the “Oscars of HR Profession”, has been a prestigious accolade recognizing organizations that have demonstrated exceptional people strategies and practices. This year, our organization has been awarded the Excellence award in Talent Management, which underscores our outstanding performance in human resource management.

Given the exodus of employees due to migration and retirement in the early 2020s, more than 20 frontline professional staff were promoted to middle management level in 2023. Recognizing the rooms of improvement of their managerial knowledge, soft skills, and leadership charisma, our organization has initiated a training program, titled “Elevate Edge - Empowering Excellence in Emerging Leaders through the P.O.L.C. Model”, to enhance their competencies. This program has provided training in the four key functions of management: 1) Planning; 2) Organizing; 3) Leading; and 4)

Controlling. The training incorporated seminar on the organization’s core purpose and guiding philosophy, facilitated by the Chief Executive Officer and Deputy Chief Executive Officer, workshops on individual leadership styles, strategic planning, and performance management, mentoring sessions between the participants and senior management staff, and visits to rehabilitation institutions in the Greater Bay Area.

Both quantitative and qualitative assessments have demonstrated the satisfactory efficacy of the training program. In addition to the significant improvement in the four key functions, the participants claimed that the program has been very concrete, practical, and down-to-earth. Given that leadership is a social-influencing process, a distinctive feature of this program is its people-oriented training approach. While all participants are newly promoted managers, they are not be viewed as a homogeneous subgroup, but as individuals with diverse backgrounds and personalities. Most participants found it meaningful to be paired with a coach who shares a comparable personality and leadership style, which have provided them with an ideal role model to better foster their development as managers and a more mature person.

Lastly, given the close collaboration across services, a harmonious relationship among the newly promoted managers is considered essential. This training program has provided a great platform for the participants to develop mutual trust and interpersonal connections, which has enhanced their social capital and boosting the overall synergy of the organization.

