

HKCSS Institute

A Training and Resource Institute for NGOs

A PLATFORM FOR CROSS-SECTORAL NETWORKING & PEER LEARNING

跨界建網及同儕學習平台

NGO WISDOM TREASURY

社福智慧寶庫

TAILOR-MADE TO SUIT NGO'S NEEDS

貼身回應社福需要

Vision 願景

HKCSSI aspires to be a leading and sustainable professional development platform for the social service sector.

社聯學院矢志成為一個出眾和可持續的社會服務專業發展平台。

Mission 使命

To provide quality learning programs and resources to facilitate professional knowledge building in order to develop and maintain a vibrant, diversified, proactive and sustainable social service sector.

提供具質素的培訓項目及資源，推動專業知識的建設，以發展及維持一個有活力、多元化、具前瞻性和可持續的社會服務界。



香港社會服務聯會
The Hong Kong Council of Social Service

HKCSS Institute (HKCSSI), which was established in 2007 by the Hong Kong Council of Social Service, is a management enhancement and professional development platform for the social service sector. In the past 5 years, HKCSSI has served over 30,000 person-times, and supported over 100 social service organizations in training and development. The HKCSSI also encourages NGO practitioners to have life-long learning by setting up HKCSSI Professional Development Fund and the HKCSSI-Citi Continuous Learning Recognition Scheme. HKCSSI is currently a listed training provider of the Voluntary Continuing Professional Development Scheme of the Social Workers Registration Board. To support manpower development of the social service sector, HKCSSI provides:

- Seminars & Forums
- Certificates & Short Courses
- Social Service Professional Enhancement Courses
- In-house trainings for NGOs
- NGO Executive Development Programme
- NGO Training Need Survey
- Partnership & Consultancy Service

社聯學院成立於2007年，是為社會服務界而設的社會服務管理及專業發展平台。經過五年的運作，學院的累積培訓人次已超過3萬，服務過百的社會服務機構。學院設立專業發展基金及持續學習獎勵計劃，亦是社會工作者註冊局「註冊社會工作者自願持續專業發展計劃」之認可主辦持續專業發展活動之機構，以鼓勵員工實踐持續學習。為推動專業知識的建設，協助業界發展人才，學院的培訓項目及資源包括：

- 研討會及講座
- 證書及短期課程
- 社會服務專業課程
- 社會服務機構內部培訓課程
- 社會服務機構行政人員發展培訓課程
- 社會服務機構培訓需要調查
- 項目夥伴及顧問服務

1 A PLATFORM FOR CROSS-SECTORAL NETWORKING & PEER LEARNING

跨界建網及同儕學習平台

1.1 Networking with Leaders 連繫出色領袖



The "CEOs meet CEOs Luncheon series" is a regular programme for NGOs' agency heads and board members to share and exchange with distinguished leaders from different sectors the art in leadership and management.

定期舉辦「總裁對談午餐會」，邀請政、商、媒、學術及公營機構的成功領袖，與社會服務機構主管及董事局成員，分享管理和領導藝術。



To facilitate a deeper learning and sharing culture within the sector, the HKCSSI launched the "NGO Executive Leadership Development Programme" in 2010 with the themes on "Lead, Network, Influence". The programme has gathered over 30 agency heads and senior executives to study and share through workshops, networking luncheons, group presentations and leadership assessment exercise along the topics, with all sessions facilitated by professionals and leaders of the fields. Graduates appreciated the programme very much and formed an alumni to continue the sharing and learning in regular meetings.

此外，學院亦於2010年首辦「社會服務管理人員領袖發展培訓課程」，凝聚了數十位來自不同社會服務機構的主管及高級管理人員就「領導、建網、影響」一同學習及交流。課程內容圍繞「目標為本的領導者」、「建立關係網絡與其影響」和「組織的健康與成長」，設講課、建網午餐會、專題匯報及個人領袖特質評估等，每一環節皆邀請不同專家及領袖作講師。畢業的學員對課程評價甚高，隨後組織的同學會亦定期聚會至今。

1.2 Mapping Cross-sectoral Good Practices 融合跨界良好楷模



The HKCSSI has been partnering with local and overseas professional organizations and experts to organize forums on different topics, for example, human resources, public relations, knowledge management, governance, etc, in order to share the good practices of other professionals to the NGO sector.

夥拍本地和海外專業團體和專家，每年舉辦不同的專題研討會，主題包括人力資源、公共關係、知識管理、機構管治等，讓社會服務機構從業員可從業界內外取經。

1.3 Forming Invaluable Peer Support Platforms 建立珍貴的同儕支援平台

The participants found that the training of HKCSSI were highly interactive in getting acquainted with other NGO people and to exchange views. Such interactions have led to the formation of job-related knowledge and network support groups.

學員認為社聯學院的課程互動性強，在交流中很容易認識其他機構的同工，成為他們日後工作上重要的知識和網絡支援。



Words from the HKCSSI's training participants 社聯學院學員的話：

個別服務單位未必有機會接觸人力資源管理、公共關係、顧問等範疇的專業人士，社聯學院聯繫跨界別講師，為同工提供向專業借鑑的機會……所學所聞，成為了我日後管理服務和督導同工的重要參考資源。

……喜歡參與社聯學院的課程，除了可以溫故知新及掌握新知識外，尤其喜歡各課程的互動元素，讓來自不同機構的同工，以及與講師互相交流，就課題發掘更多新鮮的角度。

Professional Training Programmes Well Received 專業培訓質素廣為受落

Increasing training hours every year 培訓時數每年遞增

To support the manpower development of the sector, HKCSSI has provided **over 750 training activities since 2007** and has accumulated **over 160,000 training hours**.

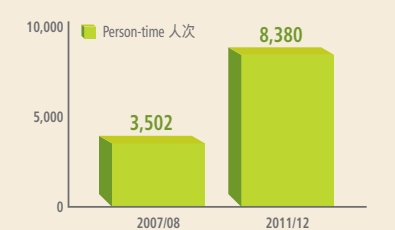
為支持社會服務界人才培訓，學院自2007年起已提供**超過750個培訓項目**，累積共**超過16萬個培訓小時**。



Increasing number of participations every year 培訓人次不斷遞升

With the support from NGOs and social service practitioners, the participating person-time has been increasing with a leap **from 3,502 in 2007 to 8,380 in 2012**.

由於課程廣獲社會服務機構及同工支持，參與的培訓人次每年遞增，由2007成立的**3,502人次**，**躍升至2011/12年的8,380人次**。



Up to NGO Practitioners' Expectation 符合社福機構學員期望

According to the findings of "NGO Training Need and Training Service Survey" conducted by HKCSSI from July to August in 2012, the top 3 considerations of NGO practitioners in selecting job-related trainings are listed on adjacent table. Nearly 90% of HKCSSI's training participants perceived that HKCSSI has good performance on these factors.

根據社聯學院在2012年7至8月進行「社會服務機構培訓需要與培訓服務調查問卷」的結果，社福機構從業員在選報與工作相關培訓的機構時，最關注圖右的3個因素。約90%的社聯學院學員認為，社聯學院在這三方面均有良好表現。

NGO Practitioners' Top 3 Considerations in Selecting Training Organizations 社福機構從業員選擇培訓機構三大考慮因素

- 1 Customized Contents for NGO 切合社會服務之內容
- 2 Recognized Certificate 備受認可的證書
- 3 Word-of-mouth 口碑

2 NGO Wisdom Treasury 社福智慧寶庫

Training Programmes 培訓項目簡概

The design of the HKCSS's training programme is based on "NGO Competency Models" and results of "NGO Training Need Survey". These competency models provide a clear blueprint of the required functional competencies of managerial staff and social work practitioners, together with the training needs perceived by individuals, the programmes therefore could fit the needs of individuals at NGO workplace, to enhance them to perform more competently.

學院培訓項目乃依據「社會服務機構人員勝任能力模型」*和「社會服務機構培訓需要調查」的結果策劃。由於課程設計從清晰的職能勝任能力及社福機構從業員的需要出發，故學院所提供的培訓活動能有效支援社福機構從業員的工作，有助其協助及帶領機構的運作與發展。



Functional Competencies of Managerial Staff 管理人員勝任能力	Some Delivered Training Topics 部份曾舉辦之項目
(1) Personal Effectiveness 個人效能 <ul style="list-style-type: none"> Leadership 領導能力 Innovation 創新能力 Personal Drive 個人動力 	<ul style="list-style-type: none"> Be a Competent Team Leader Creative Problem Solving Effective Decision Making for NGO Executives Effective Presentation Skills English Made Easy for NGO Executives Enhancing Performance with Better Time Management EQ and Stress Management Facilitation: Key to Effective Meeting Positive Psychology - Choose to Enjoy my Life Training and Facilitation Understand Behavior Preference through MBTI and Develop Coaching Skills Story Telling Techniques and Practices
(2) Working with others 與他人合作 <ul style="list-style-type: none"> Communication 溝通技巧 Team Building 團隊之建立 Staff Management 員工管理 Networking 人際網絡 	<ul style="list-style-type: none"> Coaching & Mentoring Conflict Management Corporate Partnership Building Disciplinary Management How to Conduct a Meaningful Appraisal Staff Motivation - Energizing Staff and Workplace Supervision Skills - Supervising Frontline Workers / Professional Workers Team Building - Leadership Workshop with MBTI Personality Indicators
(3) Results / Tasks Orientation 工作成效為本 <ul style="list-style-type: none"> Planning and Control 策劃及監控 Resource Management 資源管理 Drive for Efficiency and Effectiveness 追求效率及效益的動力 Customer Orientation 以客為本 Accountability 責任承擔 	<p>Accounting and Finance</p> <ul style="list-style-type: none"> Accounting Practice and Financial Management for non-financial Professionals in NGOs Essential Management Accounting for NGO Accounting Staff Output Costing for Non-finance Managers and Professionals <p>Human Resources Management</p> <ul style="list-style-type: none"> Certificate in Human Resources Management for NGOs Recruitment Tools <p>Business Process</p> <ul style="list-style-type: none"> Cost-Saving and Efficiency Enhancement through Rapid Process Improvement <p>Communications, Fundraising and Customer Services</p> <ul style="list-style-type: none"> Certificate in Applied Communications for NGOs Developing Corporate Communications / PR Strategy for NGOs Effective Marketing Strategies in Service Promotion Proposal Writing - Funding / Bidding Certificate in Mediation Certificate in Fundraising for NGOs How to Handle Complaints (Basic) / (Advance) Quality Customer Service - Counter Service & Telephone Enquiry (Basic) / (Advance) <p>Risk and Crisis Management</p> <ul style="list-style-type: none"> Professional Certificate in Certified Risk Planner Crisis Management and Media Handling Managing Enterprise Risk through Internal Control <p>Knowledge Management</p> <ul style="list-style-type: none"> Certificate in Customized Knowledge Management Training for NGOs <p>Occupational Safety and Health Management</p> <ul style="list-style-type: none"> Occupational Safety and Health Practice Workshops <p>Social Entrepreneurship</p> <ul style="list-style-type: none"> Certificate in NGO Self-finance Project Management <p>Project Management</p> <ul style="list-style-type: none"> Certificate in Project Management for NGOs Event Planning & Management Designing and Planning Projects in International Development Work

Functional Competencies of Managerial Staff 管理人員勝任能力	Some Delivered Training Topics 部份曾舉辦之項目
(4) Strategic Planning 策略性企劃 <ul style="list-style-type: none"> Vision and Foresight 願景及遠見 Business Development and Business Acumen 業務發展觸覺 Crisis Management 危機管理 	<ul style="list-style-type: none"> Strategic Planning for NGOs Improving Corporate Governance Working with Board Using Balanced Score Card in NGO Development Effective Strategic Management for Business Improvement Development of Strategic Business Plan for Self-financing Projects Making Financial Decisions for Self-financing Projects Management Audit System - NGO Management Social Innovation Leading Change Crisis Management - an Agency Level Approach

Functional Competencies of Social Work Professionals 社會工作者勝任能力	Some Delivered Training Topics 部份曾舉辦之項目
(1) Knowledge and Skills in Taking Social Work Intervention 社會工作介入的知識與技巧 <ul style="list-style-type: none"> Promotion of Human Rights and Civil Responsibility 倡導人權及公民責任 Social Work Process 社會工作過程 Project Management 項目管理 	<p>Children & Youth 兒童及青少年</p> <ul style="list-style-type: none"> 感覺統合—概念與研習 幼兒感知及自理發展 低動機青年/成人隱蔽現象介入 上網成癮介入 青少年精神健康培訓課程 特殊學習需要兒童的綜合評估培訓 特殊教育需要學生的社工介入手法 語障兒童的學習需要和促進語言發展的技巧 兒童院護照照顧工作員證書 「敘事治療」之有效應用—青少年服務 遊戲工作課程 <p>Elderly 長者</p> <ul style="list-style-type: none"> 長者及院友皮膚護理工作坊 老年智障人士照顧技巧 長者護理個案管理 長者小組工作技巧工作坊
(2) Knowledge and Skills in Building Social Work Relationship 建立社會工作關係的知識與技巧 <ul style="list-style-type: none"> Social Work Relationship 社會工作關係 Community Partnership 社區夥伴關係 	<p>Family & Community 家庭及社區</p> <ul style="list-style-type: none"> 危機處理的家庭治療方法入門 與綜援相關就業服務培訓工作坊 少數族裔多元文化及平權認知證書 哀傷關懷及輔導工作坊 正向心理學應用及進階證書 多元藝術工作坊 生命教育工作坊—自我生命探索及建立 <p>Rehabilitation 復康</p> <ul style="list-style-type: none"> 催眠治療臨床應用工作坊 處理抑鬱患者：從評估到治療 濫藥個案介入技巧專題系列 女性濫藥輔導工作 與聽障服務使用者以手語溝通技巧工作坊 暴力危機應變—「暴力行為控制及脫身法技巧」工作坊 暴力危機應變基礎—「預防、評估及處理暴力事故」工作坊
(3) Personal Effectiveness and Professional Quality 個人表現效率及專業質素 <ul style="list-style-type: none"> Compliance to related Legal and Regulatory Framework 遵從有關法例及規範 Social and Cultural Awareness 社會及文化認知 Drive for Professional Development 追求專業發展 	<p>Social Research 社會研究</p> <ul style="list-style-type: none"> 社會影響評估個案分享系列 社會研究方法 推行數據採集的方式與技巧

For the details of training programmes, please visit our website or contact us. 培訓項目眾多，未能盡錄。詳情請瀏覽本院網站，或聯絡本院。

3 Tailor-made to suit NGO's Needs 貼身回應社福需要

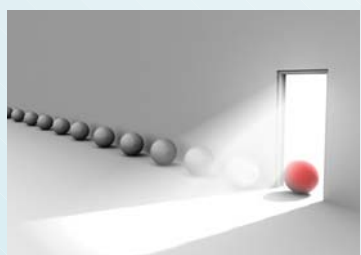
3.1 Topical in-house Training 專題內部培訓



Customized training is available for individual NGOs in form of in-house packages to match with their training needs, culture and sustainable development focuses. In the past years, HKCSSI has organized over 100 in-house training programmes for over 40 NGOs. Special features include:

- Resourceful and customized training materials of service development, management and business improvement
- Suitable trainer identification for specific subject(s)
- Flexible duration to cater for different training purposes
- Different training methods available, i.e. lectures, workshop, seminar and forum, visitations, case studies, etc
- Tailor-made contents to suit the needs of targeted participants
- Pre-training questionnaire and post-training evaluation to meet participants' expectation and to assure training effectiveness

3.2 NGO Executive Development Programme 社會服務行政人員發展培訓課程



The programme is specially designed for NGO mid-level executives based on the Competency Model for NGO managerial staff. It aims at equipping them with the necessary skills and attributes needed for an effective manager in dealing with people and the external environment so as to have contributions in organization

development. The programme lasts for 8-12 days, which is flexible for any adjustment depends on need assessment. The participants reflected that they had new insights on the subject areas after the programme. Other features are:

- **Practicality** All training methods are incorporated with practical learning
- **Networking with different sectors** Distinguished trainers and guest speakers from different sectors could be invited to enhance their networks and to broaden their horizons for the development of participants and their organizations
- **Peer learning circle** The participants, who have practical wisdom at work, will form learning circle with others on NGO case study, which may lead to sustainable learning and sharing networks
- **Assessment test for learning and development** With the facilitation of consultants, participants can understand their own working style and orientation, and develop plan for continued learning and professional growth through different kinds of assessment tests

Modules of "NGO Executive Development Programme"

- Personal Development & Growth
- Leadership & Strategic Thinking
- Managing People
- Managing External Environment
- Social Innovation and Organizational Change

學院因應個別社會服務機構的培訓需要、文化和可持續發展方向，度身設計中、短期的培訓課程，並提供眾多培訓題目和靈活的服務配套以供選擇，從而有效地協助社會服務機構的人力資源培訓及機構發展，以回應社會需要。過去數年，學院已為超過40所社會服務機構，提供超過100個培訓項目。專題內部培訓特色包括：

- 培訓資源豐富，主題靈活，由服務發展、管理以至機構業務改進等，都可度身設計
- 為培訓專題物色最適合講師
- 培訓長度有彈性，以配合不同培訓目的
- 形式多元化，例如：工作坊、研討會及講座、考察、個案研究等
- 內容設計迎合培訓對象的特質
- 培訓前問卷調查和培訓後成效評估，以掌握學員期望和培訓成效

學院根據「社會服務機構人員勝任能力模型」特別為社會服務機構的中層管理人員設計「行政人員發展培訓課程」，提升他們的管理能力，成為機構的管理骨幹。畢業的學員於學習評估上一致認為自己在各專題上的技能和知識有正面的改進。課程為期8至12天，時間可根據實際需要再行訂定，其他特色包括：

- **實用性強** 專為機構在職同工而設計，配合社會服務機構個案研究，內容實用性高
- **跨界建網** 邀請來自不同界別的顧問、導師和嘉賓講者，分享他們的管理心得，使學員在課程中建立難得的跨界網絡，有助機構日後的業務發展
- **同儕小組** 具實戰經驗的學員會以小組形式就特定的社會服務管理題目進行個案研究，建立學習及分享網絡
- **個人發展評估** 專業顧問提供個別性向及事業發展評估，讓學員了解自己的工作模式和取向同時，並有助規劃其持續學習和專業發展

「社會服務行政人員發展培訓課程」單元：

- 個人發展與學習
- 領導才能與策略性思維
- 員工管理
- 評估及駕馭外在環境
- 社會創新與組織轉變

3.3 Overseas Scholar Invitation & Study Coordination 邀請海外學者到港授課及籌辦海外學習

With an aim to broaden the horizon of the sector for best practice exchange, the HKCSS can support NGOs with its vast international network in organizing local trainings with overseas speakers or organizing overseas study upon request.

為擴闊同工視野，汲取海外經驗，社聯可提供龐大網絡支援與專業意見，協助機構物色及邀請海外學者及專家來港授課。此外，社聯亦可協助機構籌辦海外學習，讓業界同工參考海外的管理和社會服務運作，以作借鏡。



3.4 Social Research Project Partnership 社會研究計劃夥伴



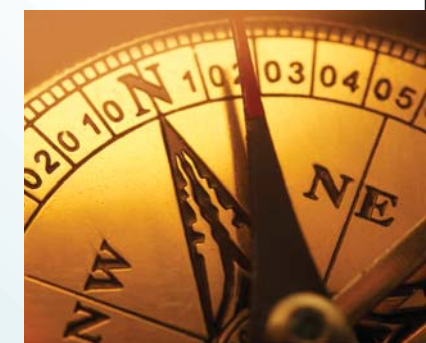
To support evidence-based service development, the HKCSS has been working with NGOs in developing and implementing research projects with a social research platform. Interested parties are welcome to discuss ideas on research partnership.

為推動實證為本的服務，社聯提供討論和諮詢服務平台，用以探討研究主題及合作的形式，以支援機構進行社會研究。

3.5 NGO Management Consultancy Service 社會服務機構管理顧問服務

HKCSSI provides comprehensive management consulting services for NGOs to enhance management and service effectiveness, which includes service process improvement, organization review and development, HR system review and reorganization, image audit and enhancement, etc.

學院提供全面的管理顧問服務，策劃專業諮詢服務、培訓和行動計劃等，提升機構的管理效能，協助業務改進及服務改善等，其中包括服務流程管理、組織與管理改進、人力資源系統重組、機構形象研究與改善等。



In addition to the above items, other partnership projects inquiries are welcomed. 除以上項目外，歡迎各夥伴項目查詢。

"Organization Health" and Organization Capacity Building 「機構健康」與機構能力發展

HKCSS has been promoting "Organizational Health Index" (OHI) since 2011/12, and encouraging social service organizations to observe 9 health related management practices suggested by McKinsey's OHI model, namely:

1. Direction
2. Leadership
3. Culture and Climate
4. Motivation
5. Accountability
6. Coordination and control
7. Capabilities
8. External orientation
9. Innovation

McKinsey's research has proven that the healthiest companies are more than twice as likely to outperform their peers*. With the tool as a simple road map for organizational development, organizations can focus on specific areas for process improvement, training, etc for better performance and sustainability.

According to a pilot run conducted by McKinsey for 8 social service organizations in Hong Kong in 2011/12, those organizations in general were comparatively healthy in "external orientation" but may need to pay attention to "coordination and control" and "innovation".

社聯自2011/12年起推動「機構健康指數」，鼓勵社會服務機構，以麥肯錫公司提議的9個機構健康範疇審視機構的管理及發展現況，它們是：

1. 方向
2. 領導力
3. 文化與環境
4. 推動
5. 問責
6. 協調與監控
7. 能力
8. 向外取向
9. 創新

麥肯錫公司的調查發現，一間較為健康的機構，其表現會比它的同儕高兩倍*，故「機構健康指數」的狀況可為機構提供一個簡單但有力的藍圖去改善及提升機構能力。機構更可根據「機構健康」狀況，在表現較弱的範疇，提供聚焦研究、改良及培訓，幫助機構更有效地運用資源，提升表現及可持續性。

根據麥肯錫公司協助本港8間社會服務機構，於2011至2012年間進行的機構健康檢查初探性測試中發現，它們在「向外取向」中表現理想，在「協調與監控」及「創新」方面則需增強能力。

* The programme modules and contents are modifiable to suit individual NGO's needs
課程單元可視乎個別機構需要作出調整

* Source資料來源：McKinsey & Company's website 麥肯錫公司網頁 (<http://www.mckinsey.com>)

Encouraging Continuous Learning 持續學習支援配套

HKCSS • Citi Continuous Learning Recognition Scheme 社聯·花旗集團持續學習獎勵計劃



The Scheme was set up in 2007 to recognize HKCSS agency members' full-time staff and committee members with at least 24 training hours accumulated from HKCSS's training activities. The awardees affirmed that the award has served as an encouragement towards their effort made.

學院於2007年成立持續學習獎勵計劃，嘉許每年累積最少24小時學習時數的社聯會員機構全職職員，計劃每年都刷新總時數記錄。得獎機構及同工都認為，獎項是對他們努力的肯定和鼓勵。

HKCSS Institute Professional Development Fund 社聯學院專業發展基金



The Fund supports non-social workers of small and medium-sized HKCSS agency members to participate in HKCSS's specified trainings with 50% subsidy on tuition fees. It is one of the charity accounts of HKCSS WiseGiving Ltd to receive donations from the public.

基金是社聯「惠施·捐獻文化」慈善專戶之一，接受慈善捐款以資助中小型社聯會員機構非社工的同工，參與社聯學院舉辦的指定課程，資助額最高可達學費的50%。



香港社會服務聯會
The Hong Kong Council of Social Service

The Hong Kong Council of Social Service is an umbrella organization of over 400 Agency Members which provide over 90% of the social welfare services in Hong Kong through their 3,000 service units. HKCSS strives for building a social service sector that is highly accountable, efficient, effective and responsive to social needs, and upholding the long-term sustainable development of society and the well-being of our citizens.

香港社會服務聯會現時共超過400個機構會員，它們透過其屬下遍布全港3,000多個服務單位，為本港市民提供超過九成的社會福利服務。社聯致力在本港建立一個具高度問責性、有效率、具成效、能照顧社會需要的社會福利界，維護社會的長遠持續發展和市民的福祉。

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