



陳坤耀教授

智慧型經濟與智慧型管理 — 社會服務界的啟示

社工、記者課堂結緣
合作出書推生死教育



香港消費者委員會總幹事黃鳳嫻女士：

面向萬變需求的應對力 將經驗 180° 扭轉的空降 CEO

人力資源管理核心策略工作

經濟自強

去年，花旗集團基金善用逾2千4百80萬美元，遍達全球，贊助不同機構從事理財工作，協助弱勢社群改善生活質素。

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面對萬變需求的應變力 —— 將經驗180°扭轉的空降CEO

文：馬歡儀

今年8月19日，香港消費者委員會總幹事黃鳳嫻女士為本院舉辦，澳洲會計師公會大中華區分會贊助的總裁對談午餐會，與80多位社會服務業界的主管和董事會成員，分享她「面對萬變需求的應變力」。黃女士笑言：「籠統地說CEO有三種，一種是紅褲仔出身，由初級做起，一種是在界內發展晉升，還有一種如我空降。在香港專責維護消費者權益的機構就只有消委會，所以並沒有直接的經驗參考，唯有憑著過往在旅發局，中電和不同企業的工作經驗和閱歷，掌握商界和不同持分者的思維和網絡，180°來個逆思考，便知如何著手。」

空降的挑戰

黃坦言作為一個空降的CEO新丁，必須要面對不少挑戰，如如何取得同事信任來建立團，平衡不同持分者的觀望態度，及處理日新月異的消費議題的催逼等。消委會處理的事件往往是關係大眾市民利害，而且消費模式、商品和服務多元發展，對主管和團隊的應變要求很高。作為一個未為同事熟悉的主管，黃認為，在發生事故或危機時，她作為團隊的馬首，要做到處變不驚，快速地掌握及分析資訊，清醒及準確地分享及判斷形勢。

首90天的契機

有人說做CEO的首90天很關鍵，在不同持分者觀望下工作，還要妥貼地立聯繫內外的持分者，奠下日後合作的模式和方向基礎。「幸運」的黃笑指，她在消委會首90天內，已經讓她迅速掌握與團隊的管理之道，與其他持分者的角力與夥伴之法。黃說：「上任3個月內，香港發生奶粉荒、世通事件、港人外遊乘熱氣球爆炸、雍澄軒事件等，在維護消費者權益大前提下，根本沒有時間去摸索，靠的便是對事不對人、放下身段的態度，不斷的真誠溝通，不同的角力，團隊默契便從中建立，機構使命便得以實踐。所以黃說：「我很『幸運』！」

借力打力 黑白分明

資訊爆炸的年代，硬推議題絕非明智之選，喜以耍太極作為健身運動的黃表示，消委會多以簡單易明的手法推廣，例如有卡通漫畫等形式表達，實行太極式的軟推。尤其在推廣社會氣氛未成熟的議題，精明的CEO深明孤軍作戰的無力感和吃力，建立伙伴合作關係也可借力打力。黃表示：「媒體是一個非常有效，令議題得以受到社會關注的途徑。」

消委會定期發布的消費品測試報告，指出商品和服務的不足，提出建議，此舉難免會被商家所忌諱，如何權衡關係？黃不假思索地指，沒有忌諱不忌諱，測試排名就會有人歡喜，有人愁，所以重點是以消費者權益為大前提，鼓勵商家提升商品及服務設計及安全等。

結合培訓與流程整合 提升效率

「去消委會投訴！」或許是不少消費者遇到不快消費經驗時，曾說的一句話。每年平均接收超過3萬個投訴的消委會投訴部員工的壓力，可想而知。黃明言，她非常鼓勵員工接受培訓，學習調解，處理投訴等技巧，更有自信地處理日益複雜的投訴。另外，內部亦改善流程和整合近似或同類案例，提升效率與專業服務。

逆地而處 與時俱進

有說香港是投訴之都。作為服務性的社會服務業同工，也希望做到零投訴。多些逆地而處，多作180°逆思考，從服務對象，員工，董事局成員等持分者的角度出發，無論對新任CEO抑或資深CEO，都是保持與時俱進，緊貼市場的方法。

CEO的壓力，有可明言，也有說不出的糾結，以打羽毛球和耍太極減壓的黃表示：「每一個CEO也應該有自己減壓的方法，太極幫助我客觀、抽離、聚焦地處事。」換個角度，有懂得減壓的CEO，才有健康和可持續的機構和服務發展。



黃鳳嫻女士(左二)和午餐會贊助代表澳洲會計師公會大中華區分會會長任德輝先生(右二)透過「惠施網」心思心意轉贈平台，將本院紀念品之預算，分別捐贈予香港紅十字會、基督教香港信義會屯門青少年綜合服務中心。圖為兩位嘉賓、贊助代表、社聯學院督導委員會委員李錦昌博士(左一)、社聯行政總裁蔡海偉先生(左三)及社聯發展業務總監馮一柱博士(右一)合照。



機構管治優化方向探討

資料整理：林莉君、利穎珊、馬歡儀、譚倩兒

隨著非牟利機構發展為高問責性及具成效的界別，社會公眾對機構的期望亦有提升。尤其在整筆撥款制度的推行後，公眾及傳媒對機構資源的管理及運用都加強了監察和問責力度，「機構管治」成為業界領袖不容忽視的一環。機構董事會帶領機構面對社會轉變、承擔風險或甚至成為問責對象，是否預備好去處理危機及面對傳媒？

社聯主席陳智思先生就著這個課題，邀請社聯董事會成員聯同其機構的管治委員出席「機構卓越管治午餐會」。今年4月4日，來自29間社福機構，共47位的社福界領袖，共同反思及討論機構董事會是否可以透過交流平台，為優化機構管治行多一步。

社聯主席陳智思：「董事會及管理層需共同承擔」

陳智思在席間先從近期的報章報導入手，帶出機構管治的風險狀況。他指出現今社會對機構的期望大有不同，而作為董事會的各位主席、副主席、司庫，雖然當初參與的心態是義工，是義務幫忙的，只要有心，付出心血、心力便可以。不過，問題是今天的社會並不在乎你的身份是否義工，只要看到新聞、報章有關機構的負面報導，大眾便認為董事會成員需要承擔責任。遇到狀況，究竟是機構管理層問題還是董事會的問題？而最終的決定權是在於董事會還是管理層？他認為，雙方都需要共同承擔，董事會成員或機構主管，都需要檢視自己是否準備好去面對這種期望。對於責任問題，香港家庭福利會義務司庫鄭樹成先生(圖二右二)在席中回應，雖然他不認為董事會及管理層兩者的法律責任是同等，但也同意雙方也需認真考慮。



社聯主席 陳智思先生

「儘管機構董事會屬義務性質，我們作為董事會成員或機構主管，必須檢視自己是否準備好去面對今天。」社聯主席陳智思先生在歡迎辭中帶出是次午餐會的主題。

社聯執委會委員盧子健博士：「居安思危 借機檢討」

盧博士以他作為NGO董事局成員多年的經驗提出，以做義工、「我為人人」的心態擔任董事已不合時宜，在有事發生時未必需負擔後果的想法亦未免過於單純。他續指，董事會要面對的危機並不少，一旦遇到事故，有關的新聞報導，都會把矛頭直指董事會，追究責任。經常受傳媒、服務使用者、甚至政府部門等不同持分者質疑機構捐款的運用、機構服務的成效、機構內部行政管理效率等，故董事會必須要具備危機意識。盧博士由零九年開始擔任樂施會的董事局主席，從那時開始，已不斷面對不同類型的危機。他先分享高鐵的爭議，那時，部份捐款人怪責樂施會把高鐵事件鬧得熱烘烘，他們不但停止捐款，更於社交媒體數算機構，質疑機構如何使用捐款。不久，更有內地領導組織來訪問他，把他誤為反動派骨幹……

「處理危機是煩人的，要花上大量時間，不過，這些事件卻推動了機構進行內部查核這改革。」樂施會新設的內部查核，主要審

視內部制度，不但成立了財務及審計委員會，亦有系統地處理董事局與管理層的關係。由於董事局十分在乎管理層的成效，故需要一個制度化的審核，審查管理層是否按著機構的規章推行政策，如果有違反，機構是否承受得住。推動改革是不容易的，盧博士把握危機中帶來的機會，切實推行內部查核，最終管理層亦明白及配合。雖然內部查核未必每間機構適合推行，但卻值得借鑑及參考。若中小型機構缺乏資源推行，建議在需要時，考慮請界外的專業人士協助。

另外，盧博士亦建議機構定期作機構管治的檢討。董事會不但要為管理層訂立目標(key performance indicator)，更要為董事會訂立，評估董事會成效。他提議，或許社會服務業界能夠有一個專門做這個工作的管治委員會，每一年定期檢討NGO董事會的運作水平是否達標，並提出改革建議；又可考慮董事之間的互相評核(peer review)，或是機構之間互相檢討。



(圖二)

除分享外，席間亦分成小組分別就機構的董事的需要及組織分享平台的可行性作討論，由基督教靈實協會行政總裁林正財醫生(左三)、社聯副主席廖達賢先生(左一)、社聯執委會委員盧子健博士(左二)及循道衛理觀塘社會服務處總幹事楊綺貞女士(右一)代表匯報。重點如下：

一：支援董事會專業知識上的需要，包括財政、法律上的知識。在香港有很多大型的機構已聘請專業的法律顧問，相反，中小型機構則比較缺乏，期望社聯能夠在當中參與及扮演一些角色。

二：提升機構的管理層及董事會兩者之間的關係。每間機構的董事會類型不同，有些在國際組織之下，有些有宗教組織作後援，有的卻是獨立的，每間機構有不同的狀況及發展。由於董事會及管理層是需要彼此支持的。究竟不同的董事會如何能夠既不介入管理層，卻又知道機構的最新狀況，以致在面對危機的時候，能夠作出正確的決定及解決？雖然未必能夠有一個很好的模式示範，卻期望可以有一些指引及建議指導可以怎樣能夠做得更好。

三：為董事會成員安排培訓，尤其是新參與的、來自小型機構的，如上市公司般，作為一個持續進修的計劃，使機構董事可在工作上做得更卓越，提升整個機構的管治效能。可參考學校的例子，將培訓、迎新加以改進，並融入機構。也建議可安排研討會、講座分享。

四：提供一個平台作交流，促進業界的互相學習，如董事會與管理層之間的角色分工、機構形象等，也可分享大家的甜酸苦辣，期望社聯能夠促成。

社聯行政總裁蔡海偉先生： 「需深入的探討及正視」

社會服務機構性質獨特，亦有其不同的危機與困難，因此亦需要一套獨有的管治模式，以切合機構的需要。社聯行政總裁蔡海偉先生歸納出，如何在董事會與管理層兩者之間的分工拿一個好的平衡點，並讓董事會清楚知道自己的角色是十分重要的。但要達到這樣的共識，仍需要更多方面而且更深入的探討，相信機構管治也是機構長遠發展需要正視的一個課題，社聯將會在這方面與機構繼續共同探討及推動。





追隨領袖足跡 學習領導智慧 機構主管勝任能力案例及研討

文：楊曉霖

面對經濟、政治、制度及種種社會問題，香港社會服務界面臨的挑戰越來越大，帶領一間社會服務機構絕非簡單的任務，責任並非單單管理及運作一個組織、架構，服務有需要的社群，往往亦要不斷創新、求變，帶領機構向前走，以回應急促變化的社會需要。面對複雜的社會環境，機構怎樣在實踐使命的同時，又能持守自己的價值信念，不致迷失方向？機構主管、領導又需要具備甚麼能力，應該以怎樣的思維去帶領機構？

香港社會服務聯會與香港大學香港賽馬會睿智計劃(ExCEL3)合作，名為「社會服務機構領袖能力建設模型」的研究計劃，從16位資深機構主管的經驗，分析並歸納所得的機構領袖勝任特徵，可作為業界的參考。研究的成果已於去年11月發佈，除了希望引發業界對機構承傳的思考與討論，計劃亦期望業界工作者能夠從中獲得啟發，發展領導能力。

12個機構領袖勝任能力，可歸為4大類別，但視乎個別機構的定位、發展方向及面對的難題，機構對於主管各種勝任能力的要求，各有不同。所以，接續能力建設模型的發佈，計劃亦嘗試利用多種形式，包括舉辦研討會、請來專業團隊拍攝資深領袖案例短片，帶業界工作者，從資深機構領袖足跡，進一步細看領導機構之道。（如欲了解11月的發佈會詳情，可瀏覽本院網頁或參閱第16期課程手冊p.12至p.15。）



計劃請來專業的攝製團隊，分別為吳水麗先生、雷張慎佳女士拍攝了案例短片，回顧二人的領袖足跡和管理智慧，在研討會中首播。

社聯YouTube頻道
「社會服務機構領袖勝任能力」影片系列：



資深領袖 案例探討

今年3月，香港紅十字會副秘書長(服務)蘇婉嫻女士及新生精神康復會行政總裁游秀慧女士，分別主持了兩場研討會，請來較早前接受計劃訪問的資深機構主管：香港基督教服務處前行政總裁吳水麗先生，及防止虐待兒童會前總幹事雷張慎佳女士，以不同主題，分享自身的領袖心得。吸引來自40多間機構，約80位機構管理層同工參與其中，不少認為研討會具啟發性，是「神級」的分享。

以價值為本 建立領導風格

吳水麗先生的研討會重點地帶出了「以價值為本的管理之道」。因為，正如他在案例短片提綱挈領地點出，帶領一間機構時，機構領袖「不是在領導一個機構，而是在領導一班人。」推動任何項目前，必須認清自己「為何」而做，而不是只顧「如何」去做，然後才能帶領整個團隊全心投入，將工作做好。吳先生認為，對於機構，價值來源共有三個：領導的信念與風格、組織的使命與願景、社工專業的價值。其中，領導的信念與風格來自個人的發展，所以「學做領袖前，首先要學怎樣做一個人。」



研討會亦提供機會予不同機構管理層交流經驗。

找尋伙伴 三十載的堅持與倡導

雷張慎佳女士在過去三十年持續推動保護兒童的工作，從事倡導的工作不遺餘力。研討會上，她逐一回顧了，在不同層面的倡導工作上，除了分享個人經驗，雷張慎佳女士亦入曾面對的絕望



時刻。種種的困難令她發現，面對難阻時特別需要認清自己與同事、服務使用者、傳媒、機構委員會等持份者的關係，從中找出自己的伙伴，策略性地製造協同，帶來跨界別的影響力。歸納過去的經驗，雷女士認為，她的倡導工作有五個重點，包括：讓社會知道、有一定透明度、持續恆久、國際視野、讓孩子引領。

預告

計劃將於10月至11月推出新一系列的案例短片及研討會，邀請香港社會服務聯會前行政總裁方敏生女士、香港小童群益會前總幹事梁魏懋賢女士、聖雅各福群會前總幹事賴錦璋先生，分享他們的領導智慧，請務必留意及支持。詳情請參閱下頁p.10。

NGO Leadership & Competency Case Studies cum Seminars

機構主管勝任能力案例及研討會



社會服務機構領袖勝任能力模型
NGO CEO Competency Model

Introduction

HKCSS and HKU-HKJC ExCEL3 Project (HKU-HKJC Excellence in Capacity-building on Entrepreneurship and Leadership for the Third-sector Project) have completed a competency modeling research to identify the core competencies of strategic leaders of NGOs in the Hong Kong social welfare sector recently. To demonstrate the competencies with practical examples, a series of executive leadership case studies and seminars has been organized. Following the success of previous two seminars, three forthcoming seminars will be held in October and November.

Target: Senior Executives in NGOs

Objectives

- 1 To introduce the core competencies needed at the senior management level of NGOs.
- 2 To capture and articulate wisdom of senior NGO leaders with case studies and learning points.

Seminar Details

A documentary video of the speaker will be demonstrated in each seminar with his/her experience sharing. It will be followed by group discussion to consolidate learning among participants.

Language: Cantonese (supplemented with English)

Fee: Free of charge

Capacity: 40

On-line application and details,
please visit www.institute.hkcss.org.hk or
www.hkcsshkexcel3.com/ceocompetencymodel.
Enquiry: 2876-2470 or institute@hkcss.org.hk

Seminar on Boundary Spanning 跨界別影響

Date: 15 October 2014

Time: 14:00 - 15:45

Venue: Social Sciences Function Room, 11/F,
Jockey Club Tower, Centennial Campus,
The University of Hong Kong



Speaker:

Ms Christine Fang Meng-sang

方敏生女士

Former Chief Executive

The Hong Kong Council of Social Service

Seminar on Mobilizing Professionalism 專業推動

Date: 15 October 2014

Time: 16:15 - 18:00

Venue: Social Sciences Function Room, 11/F,
Jockey Club Tower, Centennial Campus,
The University of Hong Kong



Speaker:

Mrs Justina Leung Ngai Mou-yin

梁魏懋賢女士

Former Director

The Boys' & Girls' Clubs Association of
Hong Kong

Seminar on Continuous Renewal and Innovation 持續優化和創新

Date: 5 November 2014

Time: 14:30 - 16:30

Venue: Rm 201, Duke of Windsor Social Service Building,
15 Hennessy Road, Wanchai, HK



Speaker:

Mr Michael Lai Kam-cheung

賴錦璋先生

Former Chief Executive Officer

St. James' Settlement

First-come, first-served. Registration results will be confirmed through email prior to the activity commencement. Please contact us if you do not receive any notification two days before the activity starts.

Organizers

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



ExCEL3
Excellence in Capacity-building on Entrepreneurship and Leadership for the Third-sector

A HKU project supported by The Hong Kong Jockey Club

人力資源管理核心策略工作 設定人力資源管理的目標

Core Strategic Functions of Human Resources Management Setting The HR Performance Objectives

倘要證明人力資源管理對機構的貢獻，人力資源管理人員必須以專業的態度及方法執行工作，向機構展示如何有效地設定與機構的業務目標一致的人力資源管理工作目標，提升人才及機構競爭力。新的一年即將開始，正好是設定來年工作目標的時候。

高效的人力資源管理是機構的成功因素。為發揮專業人力資源管理對機構的價值，確立人力資源管理的專業地位，人力資源管理人員必須先訂定人力資源管理的願景、使命及價值觀。

願景：我們想成為怎樣的部門？

(Vision: What do we want to be?)

使命：我們為部門相關人士帶來什麼裨益？

(Mission: What benefits will we bring to our stakeholders?)

價值觀：我們抱着什麼信念來完成我們的使命？

(Values: What guides the pursuit of our mission?)

Plan) 的方法有很多。一個比較有條理的方式是使用平衡計分卡法 (Balanced Scorecard Approach)。

平衡計分卡法 (Balanced Scorecard Approach) 有著廣泛的用途，亦是用作設定工作目標其中的一種方法，一般涵蓋四個範圍。

下列圖表應用平衡計分卡法設定工作目標，可作案例參考之用：

策略層面	策略	目標群組
學習與成長 Learning and growth	培育頂級人才	<ul style="list-style-type: none"> 栽培接班人才 提升工作能力 重視員工發展 維繫員工士氣 企業理念共識 成為良好僱主 推動學習文化
顧客關係 Customer perspective	處處以客為本	<ul style="list-style-type: none"> 掌握顧客需要 滿足顧客需要 建立顧客忠誠
財政表現 Financial perspective	維持盈利能力	<ul style="list-style-type: none"> 提升產值效益 審慎控制成本 維持業務增長 致力業務擴充 盡量減少虧損
	銳意創新突破	<ul style="list-style-type: none"> 多元業務發展 開展策略合作 持續營運能力
內部發展 Internal processes	配備頂級設施	<ul style="list-style-type: none"> 設施成效卓越 工作環境安全
	現代商業管理制度	<ul style="list-style-type: none"> 提升工序效率 先進資訊科技 質量表現數據 全面優質管理 緊貼市場競爭
	確立卓著品牌	<ul style="list-style-type: none"> 提升企業形象 提高國際聲譽 履行社會責任 堅守環保義務



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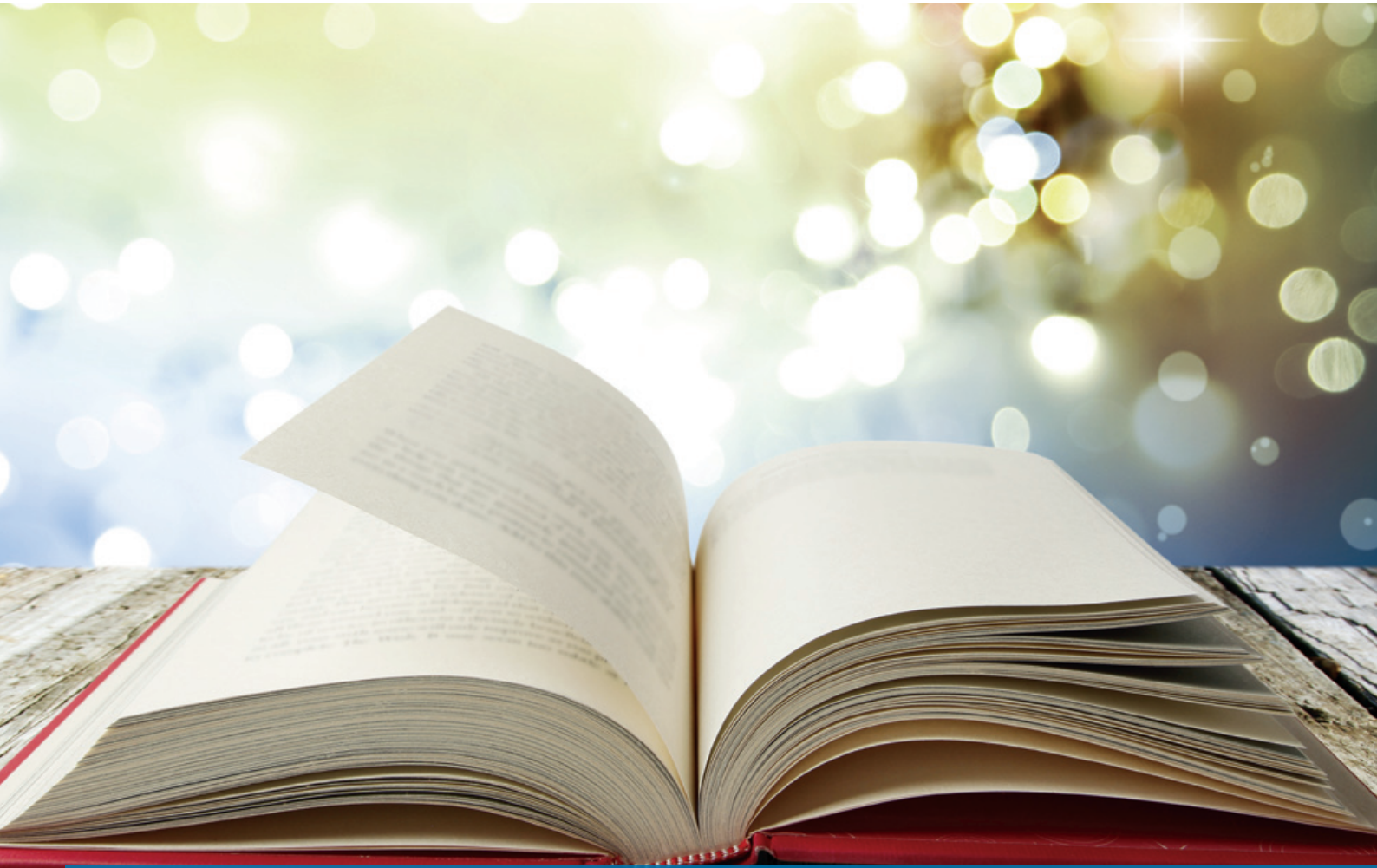
在這基礎上，人力資源管理人員應根據機構的短、中、長期的業務目標，分析市場的「危」(Threats)、「機」(Opportunities)，機構的「強」(Strengths)、「弱」(Weaknesses)，檢討業務成功所需的人力資源必要條件 (Strategic HR Imperatives)，設定為配合機構未來發展在來年或今後幾年的人力資源策略 (Strategic HR Management Plan)、重點績效領域 (Key Performance Areas "KPA's")、成效指標 (Key Performance Indicator "KPI's")，及實踐細節 (Business Plan)，例如：財務預算，並從而進一步設定人力資源部屬下各組別及個人的工作目標。

設定重點領域 (Key Performance Areas "KPA's")，成效指標 (Key Performance Indicator "KPI's")，及實踐細節 (Business



黎鑑棠先生

具四十多年人力資源工作經驗。現為世聯顧問有限公司人力資源顧問及香港大學持續進修學院高級課程主任。



社工、記者課堂結緣 合作出書推生死教育

——「社工不一定會寫書，和記者合作，可為議題帶來更大關注。」陳曉蕾

文：利穎珊

獨立記者陳曉蕾的最新調查報導《死在香港》，上冊《見棺材》及下冊《流眼淚》出版後半年銷量達八千多本，引起很大迴響。原來出書是緣起自一位社工的邀請。本來素未謀面，但兩位在二零一二年社聯學院舉辦的「機構刊物寫作」課上互相認識，更展開了社工與記者合作的契機。今年七月，他們再次回到學院的課室，由師生成了伙伴，一同分享這次合作出書的經驗。

合作緣起

聖公會聖匠堂護慰天使計劃的社工梁梓敦兩年前接到機構任務，出版一本討論生死議題的書，不知如何入手之際，聽曉蕾在課上講解寫作理念和出版技巧，發現「她正是我想找的人！」，於是便主動聯絡她。可是，曉蕾對出書也有要求，經常掛在嘴邊的是：「社工不一定懂寫書，出一本書不如保留一棵樹。」她沒有立即答應這位社工的邀請，倒是覺得議題重要，便出席梓敦主講的生死教育地區講座。

講座中，她看到在場市民聽著本來可能是「禁忌」的生死議題，反應格外認真，不斷提問和思考，有些人更由於觸及切身經驗而情緒激動。不過，令她真正考慮合作可能性的，是這位社工看待議題的認真：「梓敦雖然代表機構，但也以議題為重，落力解答觀眾的疑問。最後見發問踴躍，竟抽起機構的服務宣傳，延長討論時間。我才發覺，與這人合作也未嘗不可。」

「出書不如留樹」 坦言合作期望

與機構合作寫書，曉蕾大都有所保留。若為了機構公關策略而出書，她直言「不要浪費紙張了」。故此，曉蕾必需了解機構出書的目的與期望，以免淪為寫手角色。「與其事後後悔，不如儘早坦白」，決定合作後，曉蕾馬上與梓敦的上司——機構服務總監商討清楚合作細節，明確定下合作條件，「我與機構合作，先收訂金，完成及策劃整個出書大綱，和機構磋商同意後，才會繼續完成工作。整個過程都談得十分清楚的。」曉蕾和機構一起推動議題，包括在電台報章雜誌等刊登報導、使用社交媒體、舉辦講座等等。機構可以使用報導宣傳，但版權是屬於作者的，保障發佈和加印。她作為獨立記者，特別著重編採自主，機構可以建議採訪名單、閱讀稿件覆核報導的真偽、補充資料等，但就不能左右報導角度。「我一生人能做的深度報導很有限，也許只能寫十本書，要是我答應這次合作，就少了一本。」曉蕾看待每次出書的機會都特別認真。

事先溝通 目標一致

梓敦並不善長於寫作和報導，卻知道要做好出書工作，不得不找有經驗的作者協助。他在課上認識曉蕾，也看過她的文章，相信透過曉蕾的文字，可以讓「死亡這個『冷門』的議題接觸到一群以前無法接觸的人」。向機構介紹這位記者前，他們已經多次交換這次出書的想法，清楚大家的目標一致：「不只是出一本書，而是做一件事：推動香港的生死教育，讓市民關注、引起討論，並且一起帶來改變。」

正因早已建立默契，梓敦十分信任作者，每每向機構解釋作者的意願，還從中遊說，令上司明白「出書不單是為機構宣傳服務，更重要的，是令讀者認識議題。」最終，在梓敦的努力協調下，沒有人會當這是一本宣傳書，而是關於香港生死教育的二十一萬字報導。機構雖然沒有寫《序》，但透過展示真實的故事，令讀者明白喪親人士的需要，更能實在地理解到機構工作的重要。整書的鋪排，刻意讓不少機構義工的親身經歷和工作都散落在報導篇章裡，使書末介紹機構、徵求義工及捐款的獨立篇幅，更顯成效。

同理感受 給議題一個「重量」

為了深切體會生死議題，社工、記者及整個出版團隊曾到訪沙嶺，拜祭無人認領的公墓。當日一行九人，手執白玫瑰，親身走到無家可歸的人最終地；他們又採訪真實的喪親個案，了解

喪親者面對的困難，過程中，曉蕾也很受感動，但「我不只是想寫一本讓人流淚的書」。這些經歷，反而讓她更加體會到死亡與生活的接近。傷心感動過後，更值得反思的，是背後牽連更廣的社會問題，「把情緒帶到值得關心的議題上，才不讓眼淚變得廉價。」

曉蕾寫書強調議題，只要覺得重要的，她都希望關注。書中中港家庭老夫少妻的喪親報導，在網上惹來很大爭議，更有網民憤然留言，指以後不再買曉蕾的書。但她始終相信寫的是事實，就不怕攻擊。她



陳曉蕾除了在課上講解寫作技巧，還分享出版心思，啟發機構同工利用文字傳播技巧，有效地推廣議題。

還有自己的報章雜誌專欄，寫書外，還需要採訪大量不同議題，可能比一般記者還要忙碌。在這個資訊爆炸的年代，曉蕾觀察到，社會更需要的是更深入的議題報導，以全面的資料採集，呈現議題的真貌。曉蕾形容她的工作是「翻譯」社會議題。透過互通情感的文字，展示真實的故事，引起讀者對議題的疑問和關心，讓議題在讀者心中建立「重量」。

影響深遠 出書力量不可取締

曉蕾和梓敦異口同聲：「出書的影響是長遠而多方面的。」曉蕾舉過往例子，解釋她為什麼堅持寫書：「2008年與地球之友的朱漢強合作出版《殉照》，當年很多人連『光污染』這個概念還未聽過，在短短半年內，把這個題目，帶到公眾眼前、聚焦並引起關注。」兩位更見證這次出版一年來，有不少媒體找他們做生死議題的訪問，又有市民看完書主動捐助機構推廣生死教育。他們都相信，一本深入而詳盡地探討議題的書，所引起的討論和共鳴，不是現今轉眼即逝的報紙雜誌或者社交媒體所能做到的。「出書的銷售相對很慢但卻是深遠的。有一次在外開會，贈書給對方，對方實實在在拿著一本書，不得不面對書中所承載的社會問題。當他看著書，心裡有所反思，就是影響。」梓敦仍然感受深刻。

後記：支持獨立記者的報導基金

曉蕾堅持編採自主，與機構一同推動議題，其他香港記者也是有能力做到的，只是常會面對資源不足，倚靠合作關係出書或當寫手。陳曉蕾在訪問中反映，外地會有「公益報導基金」等資金，記者可以申請採訪及報導社會關注的議題。她希望香港也有這樣的資源，支持獨立記者繼續報導。





TUYF慈善基金 2014至2015年度獎學金及助學金計劃

本獎學金及助學金計劃旨在培養領袖及增強社會福利界非政府機構的管治。獎學金讓服務於社會福利界非政府機構的工作者前赴海外修讀全日制學士或碩士學位課程，助學金則資助工作者參與短期海外進修課程。

非政府機構管治課程獎學金

- 資助海外全日制學士或碩士學位課程。
- 兩批申請之名額共2位。獎學金或包括以下項目的資助：學費、實習費用、住宿、生活費用及交通費。
- 申請人必須是香港永久居民。於社會福利界非政府機構有至少一年工作經驗，或擁有社會福利界非政府機構工作經驗的應屆畢業生皆可申請。
- 申請人如沒有上述學歷，但於香港社會福利界非政府機構擁有3年以上管理經驗，亦將獲考慮。

非政府機構管治課程助學金

- 資助海外短期海外進修課程。
- 每年名額4位。助學金或包括以下項目的資助：學費、住宿、生活費用及交通費。
- 申請人必須是香港永久居民。擁有學士或碩士學位及於社會福利界非政府機構有至少一年工作經驗，或擁有社會福利界非政府機構工作經驗的應屆畢業生皆可申請。
- 申請人如沒有上述學歷，但於香港社會福利界非政府機構擁有3年以上管理經驗，亦將獲考慮。

申請截止日期

第一期截止日期：2014年9月12日(星期五)

第二期截止日期：2014年12月12日(星期五)

逾期、不完整及不正確的申請概不受理。

查詢

滙豐信託(香港)有限公司 韓以亮先生，電郵：francis.y.l.hon@hsbcpb.com；
香港社會服務聯會 馬歡儀小姐，電郵：kim.ma@hkcss.org.hk

有關申請資料、詳情及表格，請瀏覽 www.hkcss.org.hk/institute
For English version, please visit our website.





Seminars &
Forums

研討會及講座

總裁對談午餐會系列
CEOs meet CEOs Luncheon Series

麥肯錫的T型管理

主講嘉賓：麥肯錫公司資深董事兼香港區總經理 倪以理先生

誠邀
社聯機構會員的
董事會成員及
機構主管參加



簡介

於1926年成立的麥肯錫，今天雖貴為龍頭，但其業務卻非一帆風順，他也曾受經濟周期及競爭者的挑戰以至陷入困境。於70年代初，機構拓展過快，無暇提高自身水平，人才儲備上亦缺乏專才型的諮詢專家去提出高度專業化的調研分析。麥肯錫於70-80年代期間進行了公司戰略和組織結構的大調整，以專業部制及地域分區的矩陣式管理，再配合由專才型專家和通才型的諮詢專家組成的T型人才結構，來帶動改革與調整，讓麥肯錫公司於20世紀80年代初走出低谷。

倪以理先生是麥肯錫香港區的總經理，亦是金融專業的主管，他除了專責管理香港的業務外，亦要在其專業部制上與各區聯繫，平衡在業務及專業上的發展，實踐T型管理。

社會工作是一門專業，管理機構是另一門專業，作為機構主管，其挑戰甚大，麥肯錫及倪以理的管理智慧或許有讓社福管理人借鑑的地方。

倪以理先生

麥肯錫公司資深董事兼香港區總經理

倪以理是麥肯錫的資深董事，香港分公司的總經理和大中華區的金融業負責人。倪先生曾服務多家頂尖的本地及國際銀行和金融集團，服務的项目包括業務轉型、戰略規劃、買賣收購、運營整合等多個領域。他在保險行業有兩本著作，包括2012年出版的《亞洲壽險：未來十年的持續發展》都是行內具代表性的書。倪先生多次代表麥肯錫出席多個國際和媒體論壇。

他也擔任多項公職，包括香港金融發展局委員會成員、古物諮詢委員會委員及香港歷史博物館諮詢委員會委員等。他是香港「鑽的」的主席（一家專為輪椅使用者提供無障礙的士服務的社會企業）、「三十會」的副召集人、拔萃男書院基金董事和哈佛商學院香港校友會的會長。

倪先生在香港出生，畢業於哈佛大學經濟學士、哈佛商學院MBA及哈佛法學院法學博士。

2014年11月26日（星期三）

時間：1200 - 1400

對象：社聯會員機構董事會成員及機構主管

編號：14B-CEO1

語言：粵語

地點：香港軒尼詩道15號溫莎公爵社會服務大廈5樓

費用：全免

查詢：電話2876 2470 / 2876 2454 或

電郵institute@hkcss.org.hk

歡迎辭



蔡海偉先生

香港社會服務聯會行政總裁

留座詳情

1. 截止報名：2014年11月5日（星期三）
2. 名額：80人
3. 每間會員機構最多有3個名額
4. 確認通知將於活動一星期前以電郵通知參加者。若於活動前3天仍未收到通知，請與本院聯絡
5. 預訂表格可於本院網頁(institute.hkcss.org.hk)下載或致電2876 2470 / 2876 2454索取。

主辦機構：



支持機構：



總裁對談午餐會系列
CEOs meet CEOs Luncheon Series

智慧型經濟與智慧型管理 —— 社會服務界的啟示

Wisdom-based Economy and Wisdom Management –
Insights for Social Service Sector

暨社聯·花旗集團持續學習獎勵計劃 —— 機構及個人獎勵頒獎典禮

主講嘉賓：陳坤耀教授

誠邀
社聯機構會員的
董事會成員及
機構主管參加



簡介

經濟環境，往往會連繫著機構的營運。科技的不斷發展，帶來不斷的經濟的轉型，機構的營運就在不斷的變化中尋求機遇，或被動的求存。

經濟學家善於在數字中洞察及提出創見，陳坤耀教授在香港經歷多次經濟轉型，做了不少經濟研究，他數年前提出，世界已由知識型經濟進入智慧型經濟⁽¹⁾，管理人亦應配合才可在變化中站得住腳。

陳教授曾任嶺南大學校長，成功帶領數千員工及學生，爭取學院升格為大學，提升教學質素。他亦曾任社會服務機構耆康老人福利會主席，明白社福界的限制與挑戰。集經濟學者與管理人於一身的陳教授，如何替社會服務界把脈，給社會服務界領袖們一點啟示？

現任香港大學專業進修學院董事局主席陳坤耀教授將在總裁對談午餐會中與大家分享他的智慧。

(1) 陳坤耀智慧管理 (2010, October 29), Recruit Magazine.

陳坤耀教授

香港大學專業進修學院董事局主席
前任嶺南大學校長

陳坤耀教授(GBS,CBE,JP)為前嶺南大學校長(1995 - 2007)。他現時為香港大學專業進修學院董事局主席、香港大學香港人文社會研究所(前亞洲研究中心)傑出院士、深圳前海創新研究院院長、香港公開大學名譽教授、香港金融管理局香港金融研究中心顧問委員會主席，他也於耶魯大學、牛津大學及美國加州大學(戴維斯分校)有客座講席。陳教授分別在香港及英國接受教育，為香港大學文學士、社會科學碩士及英國牛津大學哲學博士。此外，他亦是香港大學名譽社會科學博士及香港公開大學名譽文學博士。陳教授的研究主要集中於亞洲經濟發展、外國投資及技術變革。

陳教授在公共和商業領域皆有豐富經驗。他於1991至1992年出任香港立法局議員，1992至1997年出任香港行政局成員；他也曾任消費者委員會主席，香港耆康老人福利會主席、香港報業評議會主席、香港獸醫管理局主席及香港太平洋經濟合作委員會主席。他曾任及現任多家企業之董事，其中包括港鐵、亞洲衛星控股有限公司、第一太平有限公司、九龍倉集團及滙業集團。

2015年2月6日(星期五)

時間：1200 - 1400

對象：社聯會員機構董事會成員及機構主管

編號：14B-CEO2

語言：粵語

地點：香港九龍尖沙咀梳士巴利道41號
港青酒店青年會禮堂

費用：全免

查詢：電話2876 2470 / 2876 2454 或

電郵institute@hkcss.org.hk

歡迎辭



蔡海偉先生

香港社會服務聯會行政總裁

留座詳情

1. 截止報名：2015年1月16日(星期五)
2. 名額：120人
3. 每間會員機構最多有3個名額
4. 確認通知將於活動一星期前以電郵通知參加者。若於活動前3天仍未收到通知，請與本院聯絡。
5. 預訂表格可於本院網頁(institute.hkcss.org.hk)下載或致電2876 2470 / 2876 2454索取。

主辦機構：

支持機構：



社會服務機構人力資源研討會2014
HR Forum for NGOs 2014

凝聚員工團隊新規則 社會服務機構新思維

New Rules for Engaging a Diverse Workforce in the NGO Sector

2014年11月11日

(Chinese Version Only)



簡介

跨國管理諮詢公司Hay Group與英國經濟與商業研究中心(Centre for Economic Business Research)合作研究，預測到2018年幾乎全球有四分之一的員工將會轉工。與此同時，Hay Group的「領導力2030」研究報告指出全球經濟出現了「六大趨勢」，改變我們未來的工作模式、對工作環境的關注和員工對僱主的期望。

當員工向職心出現新規則，影響全球人力市場，究竟香港的社會服務機構能否置身事外？是甚麼驅動員工的向職心轉型？社福機構近年為開源節流、優化人才，經已耗費大量心神，除了提升員工福利，還可採取甚麼應對的措施？多樣化的員工互動能擦出火花，也激發矛盾，如何是好？

是次研討會將邀請管理諮詢公司代表、商界人力資源主管、社會服務機構的管理層及專業調解員，分享他們的心得和實戰經驗，讓社福機構借鑑留住員工「身」與「心」的良方妙策。

主辦機構：

詳情

編號：14B-HRForum

日期：2014年11月11日(星期二)

時間：1415 - 1715(登記入座時間為1400)

地點：香港灣仔軒尼詩道15號溫莎公爵社會服務大廈1樓禮堂

語言：粵語

對象：社會服務機構主管、部門主管、中心主任、經理、負責人力資源管理的職員

費用：\$150

社聯會員機構職員費用：\$120

社聯會員機構職員並於2014年10月28日或之前報名費用：\$80

報名方法：

- 報名前請細閱**報名須知**
- 填妥**報名表格**，非網上報名者先傳真至2876 2485以予留位，再連同劃線支票寄予本院，支票抬頭為「香港社會服務聯會」(The Hong Kong Council of Social Service)
- 報名以先到先得方式處理，只有完整的報名表格，方獲處理
- 確認信會於活動舉辦前一星期以電郵形式寄予被成功取錄的參加者。如未能收到通知，請與本院職員聯絡

查詢：請致電2876 2470或電郵institute@hkcss.org.hk

程序及嘉賓講員

■ 歡迎辭

| 1415 - 1425 |

蔡海偉先生
香港社會服務聯會行政總裁

■ 第一節

| 1425 - 1505 |

大趨勢下的新規則：員工向職心

周力游女士

Hay Group Limited

經理 — 人力資源管理工具



周女士於2012年加入Hay Group Limited，負責為企業提供線上人力資源方案，有關的人力資源工具涵蓋薪酬管理、人才管理和員工向職心三大範疇，幫助企業解決繁瑣的人力資源工作，令運作暢順，提高效益。周女士擁有豐富的薪酬調查研究專案經驗，曾為本地和跨國企業策劃大型的員工調查，並參與相關的顧問工作。加盟Hay Group Limited 前，周女士曾任香港人力資源管理學會總經理一職，負責監督學會的各項職能和活動，包括市場推廣、大型會議和對外關係。

| 1505 - 1535 |

如何提升員工的投入度？

鄭綺青女士

星展銀行(香港)有限公司

董事總經理兼人力資源主管 — 香港及中國內地



鄭綺青女士於2011年11月加盟星展銀行(香港)有限公司任董事總經理兼人力資源主管 — 香港及中國內地，負責執行香港及中國內地的各類人力資源策略及活動，包括招募人才、人才管理及發展、員工投入和薪津福利。鄭女士擁有超過20年金融機構的人力資源經驗，分別於渣打銀行、安盛集團中國及貝爾斯登亞洲工作。加盟星展前，鄭女士曾任九龍巴士(一九三三)有限公司的人力資源部主管。憑藉管理層的支持及其團隊的優秀表現，在鄭女士的領導下，星展榮獲多個獎項，包括由香港人力資源管理學會(HKIHRM)頒發的2013年卓越人力資源獎之「卓越員工投入獎」及由Best Practice Management頒發之2013 Best Practice Award in Employee Engagement。

■ 中場休息

| 1535 - 1545 |

■ 第二節

| 1545 - 1615 |

如何透過調解提升員工的向職心？

鄭會圻先生

香港調解學院

院長



鄭會圻先生現任香港大學專業進修學院客席講師、卓冀顧問有限公司董事和美國Mediation Training Institute (MTI) 培訓師。鄭先生是香港國際仲裁中心(HKIAC)認可調解員、香港調解會委員、香港調解資歷評審協會(HKMAAL)認可調解員、調解員認可評核試評核師和調解訓練課程培訓師。於2004年鄭先生應香港民政事務總署邀請並成功調解香港仔添喜大廈事件，於2006年鄭先生應香港房屋委員會邀請成功調解德信建築工程分包商糾紛。著作有《調解：談判突破困局》一書。

| 1615 - 1645 |

新思維·新工種·新人類

林正財醫生 BBS, JP

基督教靈實協會

行政總裁



林正財醫生於1996年加入基督教靈實協會擔任醫務總監，並於2005年被委任為行政總裁至今。基督教靈實協會多年來致力結合醫療及社會服務，透過建立跨專業的全人關懷團隊，為年老、殘障、體弱和心靈受創的市民提供多元化服務。在林醫生的領導下，靈實在2000年開辦了「護理見習生計劃」，為有志投身護理行業、但缺乏晉升大學機會的年輕人提供職業發展的階梯。林醫生亦是教育局安老服務業行業培訓諮詢委員會委員及香港學術及職業資歷評審局大會成員，為人口日趨老化的香港社會積極發展人力資源。

■ 討論及問答時間

| 1645 - 1715 |

主持：黎鑑棠先生

獨立人力資源管理顧問

DISC工作行為取向及性格分析 取長補短 發揮個人及團隊能力

作用

- 提升個人行為認知，可助發揮潛能及認識個人盲點，增強在工作間的表現
- 認識隊友行為取向，增強團隊溝通，提升團隊效能

DISC®是美國心理學家威廉·莫爾頓·馬斯頓博士(Dr William Moulton Marston)的研究成果，是一種行為分析，專注於可觀察的行為，他認為人們對不同環境下皆有不同的行為及反應，並把人類行為列分四大類：

DOMINANCE (主導型)：

凡事講求結果，想盡辦法克服困難而達成目標

INFLUENCE (影響型)：

關注他人反應，喜歡影響他人以塑造環境

STEADINESS (穩健型)：

注重穩定安全，喜歡與他人合作

COMPLIANCE (謹慎型)：

關注事情的細節，注重資料的準確性而謹慎行事



若能了解自己及團隊在工作間的行為風格，認識自己與隊友之間的不同之處，便能作出適當調節，互相配合，減少不必要的誤會，達至一個和諧及有效能的團隊。

特點

- 準確性高
- 簡單易記
- 已被證實為最有效的個人改進及管理工具之一

社聯學院提供的服務

- 個人行為分析及面談
- 個人行為與團隊分析及小組討論



Certificate and
Short Courses

證書及短期課程

Certificate in Accounting Practice and Financial Management in NGOs

社會服務機構會計實務及財務管理證書

Background

Staff members in the social service sector are required to handle accounting duties and financial management for their services / projects. Training programs on Accounting Practices and Financial Management in form of certificate courses were conducted by HKCSSI to facilitate NGO staff to equip with ample knowledge on the subject area and be competent in handling such management duties.

Two Certificate training courses will be conducted for the following groups of practitioners:

1. Staff members without accounting background - to enable them to understand the finance and accounting savvy and be able to plan budgets, to execute and monitor the accounting practices and financial management.
2. Staff members with accounting knowledge or financial management background - offered with another certificate program, to facilitate their understanding of the funding requirement and cultural practices of the sector. This program is also designed to share with these staff members on the importance of effective communications with different levels of non-accounting professionals in the organization.

Course Details

Course Name:	Certificate in Accounting Practice and Financial Management for Non-financial Professionals in NGOs 社會服務機構會計實務及財務管理(非財務人員)證書		Certificate in Accounting Practice and Financial Management for Accounting Staff in NGOs 服務機構會計實務及財務管理(會計人員)證書	
Course code:	14B-C02 to C05		14B-C15 to C18	
Dates:	4, 11, 18 November & 2 December 2014 (Tuesdays)		21, 28 January, 4 & 11 February 2015 (Wednesdays)	
Time:	0930 - 1700 (6 hours, 24 hours in total)			
Venue:	Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong			
Target Participants:	Center Supervisors, Service Managers (non-financial professionals) responsible for accounting and financial operations of NGOs		Accounting professionals and accounting clerical staff with basic accounting knowledge and be responsible for finance and accounting roles of NGOs	
Class size:	30 (Preference will be given to applicants who enroll in full certificate course)			
Language:	Cantonese supplemented with English (Course materials in English)			
	Each session	Full Certificate	Each session	Full Certificate
Fees:	\$1,000	\$3,800	\$1,000	\$3,800
Fees for HKCSS Agency Member staff :	\$920 (Early bird fee*: \$840)	\$3,500 (enrollment received on/before 14 October 2014: \$3,200)	\$920 (Early bird fee*: \$840)	\$3,500 (enrollment received on/before 31 December 2014: \$3,200)
Enquiries:	2876 2470 or institute@hkcss.org.hk			

* Enrollment received three weeks before session commences

Remarks

Those CPAs may apply to claim the CPD hours from CPA Australia and Hong Kong Institute of Certified Public Accountants

Certificates

Certificates will be issued by the HKCSS Institute to participants upon successful completion of all sessions

Course Committee (2014-2015) (in alphabetical order by surname)

Ms Bernice Chan 曾麗萍女士

Member of CPA Australia

Head of Finance & Human Resources Office, Hong Chi Association

Member of Public Sector Committee, CPA Australia-Greater China

Ms Elizabeth Law MH JP 羅君美女士

FCPA (Practising) CA (Canada) ACA (England & Wales)

FCPA (Australia) CPA (Canada)

Stephen Law & Company, Certified Public Accountants

Law & Partners CPA Limited

Member of LAWCPA Network

Mr Ng Hang Sau 伍杏修先生

Chief Executive Officer

The Hong Kong Society for Rehabilitation

Mr Steve Lam 林志輝先生

BSc (Econ), MBA, FCMA, CPA (Aust), FCPA

Deputy Director (Finance & General Administration),

Hong Kong Society for the Protection of Children

Ms Wendy Lo 盧小藍女士

Executive Manager

International & Relief Service Department

Hong Kong Red Cross

Ms Annie Wong 黃雁玲女士

Member of HKICPA and CPA Australia

Finance Manager, Baptist Oi Kwan Social Service

Certificate in Accounting Practice and Financial Management for Non-financial Professionals in NGOs

社會服務機構會計實務及財務管理(非財務人員)證書

November - December 2014

Objectives

Good accounting practices and financial management can support steady growth of an organization and serves as a sign of good management behind. The course is organized to enable non-financial background NGO staff members who are responsible for accounting / financial issues to strengthen their knowledge in managing NGO finance, with the following objectives:

- To provide essential knowledge of financial management and accounting for center supervisors / service managers in handling the accounting records
- To provide knowledge for the accounting staff to handle a full book of accounts effectively with due diligence
- To help managerial staff in mastering cost function and control for decisions made
- To assist centre supervisors / service managers in developing and implementing internal control for their service units

Course Structure

Session 1	Basic Accounting Knowledge	Course Code: 14B-C02
To provide an overview of the financial accounting principles and practices of NGOs		Date: 4 November 2014
<ul style="list-style-type: none"> • Functions of financial management • Conceptual & regulatory framework of financial reporting in Hong Kong • Overview of different funding requirements and compliance in statutory reporting, such as, SWD, JC, Chest etc. 		Time: 0930 - 1700
		Trainer: Mr Steve Lam
Session 2	How to read financial statement of NGO?	Course Code: 14B-C03
Overseeing the service unit's accounting function, to demonstrate and master an overall picture on how to read and obtain valuable data from an NGO's financial report		Date: 11 November 2014
<ul style="list-style-type: none"> • Understanding of a full book of accounts and accounting records used by the service units • Understanding the structure of NGO's financial statements: statement of comprehensive income, statement of financial position and cash flow statement • Reading, interpreting and analyzing the service unit's financial statements • Financial accounting, records and reporting standards in meeting SWD's requirements • Practicing the preparation of financial statement for services units 		Time: 0930 - 1700
		Trainer: Mr Steve Lam
Session 3	Budgeting & Financial Projection	Course Code: 14B-C04
To provide participants with an overview of the importance of budgetary control and applications, and to demonstrate an overall picture on how to make use of financial projection in monitoring financial performance		Date: 18 November 2014
<ul style="list-style-type: none"> • Budgeting planning & preparation • Budget process and control • Financial projection, financial performance & monitoring system through controllable cost and the Balanced Scorecard 		Time: 0930 - 1700
		Trainer: Mr Steve Lam
Session 4	Internal Control - How to conduct financial health check?	Course Code: 14B-C05
Significance of sound internal control, how to develop and implement accounting policies & procedures, and equipping knowledge & skills of internal auditing to add value and improve an organization's operations		Date: 2 December 2014
<ul style="list-style-type: none"> • The financial control system – Developing / improving control guidelines and procedures in internal control system to safeguard organization assets • Importance & fundamentals of internal control • Roles of internal audit • Deciding control objectives and areas for investigations • How to read and master the guidelines given in Lump Sum Grant Manual by SWD • Internal control reports for management review and action • Monitoring of risk management activities 		Time: 0930 - 1700
		Trainer: Ms Annie Wong

Certificate in Accounting Practice and Financial Management for Accounting Staff in NGOs

社會服務機構會計實務及財務管理(會計人員)證書

January - February 2015

Objective

NGO accounting professionals and clerical staff are facing increased challenges to discharge their proper financial and accounting roles in their organizations. A series of workshops will be organized to enable these practitioners responsible for financial and accounting duties to strengthen their knowledge on different funding requirements in managing NGO finances.

Course Structure

Session 1	Financial Accounting Practices 1	Course Code: 14B- C15
To provide essential financial accounting knowledge and practices for participants who are involved in preparing NGO's financial statements.		Date: 21 January 2015
<ul style="list-style-type: none"> Regulatory framework of financial reporting and accounting standards relating to NGOs Mastering a full book of accounts, accounting adjustments, records and requirements in an NGO setting Preparation of NGO's financial statements for statutory requirements Skills in communicating with different non-accounting professionals in NGOs 		Time: 0930 - 1700
		Trainer: Mr Steve Lam
		Guest Speaker: Mr Ng Hang Sau
Session 2	Financial Accounting Practices 2	Course Code: 14B- C16
To provide the participants with practical financial accounting knowledge and ways in discharging their roles properly in the workplace.		Date: 28 January 2015
<ul style="list-style-type: none"> Mastering financial accounting records and reporting, including Annual Financial Report for SWD's annual requirements Managing SWD's Accounting Inspection Implementation of financial controls in NGOs 		Time: 0930 - 1700
		Trainer: Mr Steve Lam
Session 3	Strategic financial decision-making in NGOs	Course Code: 14B- C17
To provide an essential knowledge for participants to understand and formulate appropriate strategic financial decision-makings in their organizations.		Date: 4 February 2015
<ul style="list-style-type: none"> Understanding of contemporary financial decision making methodology, tools and process Costs and benefits for decisions Strategies in price setting, analysis and making decision for self-financing projects' operations 		Time: 0930 - 1700
<i>Remark: As an advanced strategic financial management course, pre-course preparation on price setting, and cost & benefits decision-making are required. Pre-course materials will be provided to participants who are required to read the materials for this session.</i>		Trainer: Mr Steve Lam
Session 4	Internal control and risk management in NGO sector	Course Code: 14B- C18
To provide practical knowledge and skills for participants who want to master the internal control and risk management in their organizations. It will focus on relevant topics and the environment in NGO with the use of SWD's Lump Sum Grant (LSG) Manual to walk-through and illustrate.		Date: 11 February 2015
<ul style="list-style-type: none"> Importance and fundamentals of internal control Roles of internal audit How to set up a risk based internal control system Mastering potential areas for investigations under LSG manual Monitoring financial risk for projects / activities 		Time: 0930 - 1700
		Trainer: Ms Annie Wong

Trainers



Mr Steve Lam 林志輝先生

BSc (Econ), MBA, FCMA, CPA (Aust), FCPA
Deputy Director (Finance & General Administration)
Hong Kong Society for the Protection of Children

Mr Steve Lam is responsible for the areas of Agency's finance, accounting, general administration and information technology. He has fruitful experiences in dealing with practical financial issues of social service organizations. With his experiences in the financial profession of over 25 years and in the social welfare sector, he is able to provide insights to NGO staffs in topics relating to financial management. Prior to joining HKSPC, he was the Finance Manager of an NGO and has already had well experience in financial and management accounting, financial management and taxation in commercial sector. He is also an experienced instructor in many similar training courses for social work professionals. Steve is a popular speaker in many NGO seminars with topics relating to financial management. He currently holds the qualifications of Certified Public Accountant, Chartered Management Accountant and Certified Practicing Accountant (Australia).



Ms Annie Wong 黃雁玲女士

Finance Manager
Baptist Oi Kwan Social Service

Ms Annie Wong has over 15 years of accounting experience in commercial and NGO sectors. She is currently the member of HKICPA and CPA Australia.

Guest Speaker



Mr Ng Hang Sau 伍杏修先生

Chief Executive Officer
The Hong Kong Society for Rehabilitation

Mr Ng was awarded Master of Social Work Degree at the University of Hong Kong. He is a Registered Social Worker. He has been appointed as member of the Hospital Governing Committee of MacLehose Medical Rehabilitation Centre of Hospital Authority. He was awarded "Distinguished Alumni" of the 60th Anniversary of the Department of Social Work and Social Administration of the University of Hong Kong in recognition of his commitment to social work profession.

Project Management in Development Work for NGOs

社會服務機構援助及發展計劃項目管理課程

November 2014

Introduction

The NGO Management Association Switzerland (NMA), based in Geneva, is committed to enhancing the management capabilities of NGOs addressing today's most challenging development and humanitarian concerns. NMA has provided training to groups of participants in 22 countries in Asia, Africa, Europe and the Middle East. They have developed a series of professional management program, including Project Cycle Management and Logical Framework Approach (LFA), demonstrating its effectiveness and relevance in many parts of the world.

**To be
Taught
by Overseas
Expert**

To enforce management professionalization, the HKCSSI has developed partnership with NGO Management School, a department of the NGO Management Association since 2011. This year, we have selected 2 participatory Project Management courses, where professional trainers will come over to conduct expert training program on Project Management in Hong Kong. Successful participants will also be awarded with NGO Management School certificates.

1. A 3-day Introductory Course to Project Cycle Management, focusing on the design and planning of projects in the development sector. It draws on field and HQ experience, with good practices from international organizations and contexts in Asia, Africa, Europe and the Middle East
2. A 5-day Advanced Course, using LFA as the overall planning framework, in an effective and responsive way and based on the participants experience and identified challenges

Post-Course Coaching (optional)

We believe that all training requires post-course coaching to ensure that new skills and knowledge acquired are fully embedded in professional practice and bring new competencies to your organization. Three hours post-course coaching tailored for each participant is planned after the course to guide participants in the translation of theory and new knowledge into the development of professional competencies and practices.

The course participants can choose to have individual coaching service on their own project work.

The Project Cycle Management and Logical Framework (LFA)

Logical Framework (LFA) is the dominant approach to planning and managing projects in major donor agencies. LFA has proven its value as a problem-oriented planning approach, an effective tool for the analysis, systematic planning and presentation of projects. In the Advanced course, different areas of concern will be addressed, and solutions for mitigating suggested, include addressing questions such as:

- LFA is a problem-oriented planning approach - it seeks solutions to identified problem(s). How can we fully utilize the opportunities that are provided in a given context and learn from what works?
- LFA has a tendency toward blueprint planning - how to capture the often rapidly shifting context and learn from implementation in the continuous planning and secure continued relevancy of the project tool?
- In the processes of monitoring and evaluation, how to capture and document the unforeseen positive and negative effects of our interventions?

The trainer will take a holistic approach, based on the knowledge that there is no one single method for planning and implementation of project work which addresses all of the above issues. Various methods and approaches have merits and de-merits and critical choices have to be made to secure effective implementation. Examples of such complementary methods that will be introduced are: Theory of Change, Appreciative Inquiry, and Most Significant Change, etc. The participants will sharpen their ability to understand the implications of various choices and provide a basis for informed choices with concrete suggestions on solutions.

Trainer



Mr Flemming Gjedde-Nielsen

Senior Trainer and Consultant
NGO Management School Switzerland

Mr Flemming Gjedde-Nielsen has 25 years of experience working with development and humanitarian organizations in Africa, the Arab world and Asia. He has particular strong insights in working with southern NGOs, CBOs, networks, alliances and social movements with emphasis on the diverse aspects of building partnerships. His experience covers all stages of the project cycle management, as a designer of program/projects, as an implementer, as a coach to program/project leaders, as reviewer and evaluator and in designing manuals and guidelines in support of program and project design, implementation and monitoring. In addition to project cycle management, he has extensive experience in strategy development and strategic positioning of organizations, organizational assessment and development.

Certificates

The NGO Management Association Switzerland and HKCSS Institute will issue completion certificate separately to each participant who fully completed the advanced certificate course.

See 2012
programme
snapshot



Organizer:



Co-organizer:



Course Details

Course Name:	Designing and Planning Projects in Development Work for NGOs (Introductory) 社會服務機構設計援助及發展項目計劃工作坊(基礎班)	Certificate on Project Cycle Management (PCM) in Development Work for NGOs (Advanced) 社會服務機構援助及發展計劃項目管理證書課程(進階班)
Course code:	14B-01	14B-C01
Dates:	12, 13 & 14 November 2014 (Wednesday - Friday)	17 - 21 November 2014 (Monday - Friday)
Time:	0900 - 1700 (7 hours, 21 hours in total)	0900 - 1700 (7 hours, 35 hours in total)
Venue:	Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong	
Target Participants:	Non-profit management and supervisory staff with some experience in project management: Project Managers, Programme Coordinators or key HQ and field staff involved in designing and planning projects	Preferences will be given to candidates who have attended the 3-day preparatory course in Project Cycle Management, development practitioners with experience in planning and implementing projects. The course is designed for: Project Managers, Programme Coordinators, key staff in project management or Managers supervising project planning and implementation
Class size:	20	
Language:	English	
Fees:	HK\$7,280	HK\$9,700
Fees for HKCSS Agency Member staff:	HK\$6,930 (enrollment received on/before 10 October 2014: HK\$6,600)	HK\$9,240 (enrollment received on/before 10 October 2014: HK\$8,800)
Coaching Session (optional):	HK \$4,000/session (3 hours including reading documents provided by the coachee, asking questions on the documents, etc. and coaching through telephone or skype)	
Enquiries:	2876 2470 or institute@hkcss.org.hk	

Designing and Planning Projects in Development Work for NGOs (Introductory)

社會服務機構設計援助及發展項目計劃工作坊(基礎班)

Overview

This course delivers knowledge, practical skills and tools to work successfully with local communities in the construction and implementation of projects. It is an introduction to the logical framework approach, which provides a structured model for identifying expected results as well as the activities and inputs needed for its accomplishment. The course provides tools to analyse problems and stakeholders, define objectives and determine activities based on stakeholders' needs. It covers the use of a monitoring system to ensure output and outcome. Participants will learn how to make the best use of the various tools through case studies and group exercises.

Objectives

- To acquire the know-how on project planning, selecting & designing of effective programmes / activities
- To apply the monitoring system through observing the Result-Based Management approach
- To apply the Logical Framework

Course Structure

Session 1	Date: 12 November 2014	Time: 0900 - 1700
A. Project Design: Concept <ul style="list-style-type: none"> • Why Results-Based Management (RBM) • Introducing the RBM concept • Defining the results chain: Impact, outcome, output, input activities • Designing a project using the RBM approach 	B. Processes Step 1: Problem Identification and Analysis <ul style="list-style-type: none"> • Aim of problem identification • Problem analysis: importance and challenges • Using the problem tree tool • Stakeholder analysis 	
Session 2	Date: 13 November 2014	Time: 0900 - 1700
Step 2: Choosing the Operational Strategy <ul style="list-style-type: none"> • Defining priorities according to the results of the problem analysis • Linking priorities to the mandate of the organization 	Step 3: Designing the Project <ul style="list-style-type: none"> • Introduction to the Logical Framework Approach (LFA) • Formulating project objectives • Defining project activities 	
Session 3	Date: 14 November 2014	Time: 0900 - 1700
Step 4: The Intervention Logic <ul style="list-style-type: none"> • Analysing risks (assumptions) linked to the project • Identifying indicators and baseline 	Step 5: Planning the Project Implementation <ul style="list-style-type: none"> • Sequencing and scheduling project activities • Planning the resources (human, financial and logistic) • Planning a successful project monitoring system 	

Certificate on Project Cycle Management (PCM) in Development Work for NGOs (Advanced)

社會服務機構援助及發展計劃項目管理證書課程(進階班)

Overview

This is an advance course for Development Practitioners with prior experience in PCM or those who have followed the introductory PCM course, to deepen their understanding and develop their competency in project planning, implementation, monitoring and evaluation. Project Cycle Management and Logical Framework Approach (LFA) is the general framework and the course is based on a series of modules to support the requirements of the participants. The course is practice-oriented and will work with concrete cases and experiences, addressing the challenges faced by participants in their own project work.

The above is supplemented with dynamic and innovative approaches to project design and implementation. The course includes group work, joint reflection and discussions on development and methodological challenges and is combined with short presentations by the expert facilitator.

Objectives

- To plan all stages of the PCM and make informed choices on which methods and approaches to apply to given situations
- To develop concrete solutions to the challenges in project planning and to draw on and use a number of complementary or alternative methods and approaches for planning and implementation of development projects

Course Structure

Session 1 Results Based Management (RBM) <ul style="list-style-type: none"> • Outcome-oriented rather than output-oriented approach to project planning/management • Its relation to LFA and Project Cycle Management 	Date: 17 November 2014 Time: 0900 - 1700
Session 2 Preparation of the Project: Planning and implementing a relevant context analysis and needs assessment <ul style="list-style-type: none"> • Why context analysis and needs assessments • How to carry out context analysis and needs assessments • Selecting and combining methods for carrying out the analysis • When and how to use participatory processes, and when to go for "expert" lead processes • Planning the context analysis - drawing up Terms of Reference 	Date: 18 November 2014 Time: 0900 - 1700
Session 3 Using the Logical Framework Approach (part 2): The 7 planning steps (continued) <ul style="list-style-type: none"> iii) Objective analysis iv) Strategy analysis v) Project elements 	Date: 19 November 2014 Time: 0900 - 1700
Session 4 Sustainability and Planning the Exit The Major Challenges <ul style="list-style-type: none"> i) Secure sustainability from an organizational, institutional and financial point of view ii) The key factors that promote or hinder sustainability Monitoring and Evaluation (M&E) <ul style="list-style-type: none"> i) Why a monitoring and evaluation system is undertaken <ul style="list-style-type: none"> • Monitoring as an instrument for documenting performance • Formative M&E as an instrument for learning and responsive project planning 	Date: 20 November 2014 Time: 0900 - 1700
Session 5 Monitoring <ul style="list-style-type: none"> • Types of monitoring • When, who and how to monitor • What to monitor: output, outcome and impact monitoring • Different methods, indicator based – Most significant change • Challenges in setting up a realistic and workable monitoring system 	Date: 21 November 2014 Time: 0900 - 1700
	Evaluation <ul style="list-style-type: none"> • The DAC evaluation criteria • How to plan an evaluation • Who to do the evaluation • What is the purpose of the evaluation • Who should participate and in what role

Certificate in Human Resources Management for NGOs

社會服務機構人力資源管理證書

December 2014 - February 2015

Objectives

Effective Human Resources Management is one of the critical success factors in corporate management and governance of NGOs. Its function has been extended to a horizon that people management is a “must” for every staff member holding a supervisory / managerial position. HKCSS Institute has organized the Certificate in HRM to facilitate supervisory and managerial staff:

- To enhance / refresh the necessary HR knowledge required in effective day-to-day people management in the organization
- To strengthen the skills required in practicing people management and handling related issues
- To understand the complementary role of supervisors in achieving efficient and effective people management with the HR department

Characteristics

- Responding to common HR issues of NGOs in the welfare sector
- Focusing on the HR role to be performed by supervisors
- HR specialists are invited to be trainers

Course Details

Course code:	14B-C07 to 14B-C14		
Date:	17 December 2014 (Wednesday), 8, 15, 22 & 29 January, 5 & 12 February 2015 (Thursdays)		
Time:	Session 1: 0930 - 1230 (3 hours), Session 2: 1430 - 1730 (3 hours), Sessions 3 - 6: 0930 - 1700 (6 hours)		
Duration:	30 hours		
Medium:	Cantonese (supplemented with English)		
Venue:	Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong		
Class size:	30 (Preference will be given to applicants who enroll in the full certificate course)		
Fees:	Session 1 & 2a & 2b (each session)	Session 3 - 6a & 6b (each session)	Full Certificate
Early bird price for HKCSS Agency Member Staff	\$420	\$840	\$3,990
HKCSS Agency Member Staff	\$460	\$920	\$4,370
Non-HKCSS Agency Member Staff	\$500	\$1,000	\$4,750

* Early Bird Deadlines: Full Certificate: 26 November 2014 (Wednesday)
Individual session: Three weeks before the session commences

Course Committee (in alphabetical order by surname)

Ms Sharon Cheng 鄭綺青女士

Managing Director and Head of Human Resources,
Hong Kong & China, Human Resources
DBS Bank (Hong Kong) Limited

Mr K T Lai, F.I.H.R.M (HK), M.HKIoD 黎鑑棠先生

Independent Human Resources Consultant

Target Participants

- The full programme is designed for NGO staff at managerial or supervisory level
- Individual sessions are suitable for Centre Supervisors, Service Managers or management staff who are interested in the topic

Certificates

- “Certificate in Human Resource Management for NGOs” will be issued by the HKCSS Institute to participants who enrolled for the full certificate course, including sessions 1 to 6, and with attendance of at least 24 out of 30 hours, PLUS participated in case study sharing and discussion.
- Attendance Certificates will be issued to participants upon completion of each individual whole session.

Enquiries

HKCSS Institute: 2876 2470

Website: www.hkcass.org.hk/institute

Course Structure

Session 1	Overview: HR Functions & HR Strategy	Course Code: 14B-C07
Develop your Human Resources Strategy and Human Resources Plan for your Organization <ul style="list-style-type: none">• The Human Resources Function in an Organization• Role of HR: From HR Administration to Business Partner• Recent HR Challenges in HK Context and its Relations with your Organization		Date: 17 December 2014 Time: 0930 - 1230 (3 hours) Trainer: Mr Hillman Chung
Session 2	Employee Selection	
<i>Course details can be referred to the respective courses indicated.</i>		
2a Psychometric Tools for Employee Selection (p.42) (Course Code:14B-C08) <ul style="list-style-type: none">• Use of different assessment and psychometric tools in personnel selection• Personality profiling and behavior• Demonstration* by DISC Personality Styles – the characteristics and attributes• HR applications on selection & people development * No DISC Personality System Analysis will be conducted in the workshop.		Date: 17 December 2014 Time: 1400 - 1700 (3 hours) Trainer: Ms Lois Lam
2b Interviewing Skills (p.43) (Course Code: 14B-C09) <ul style="list-style-type: none">• The Different Forms of Interview, its Functions and Applications• The 3 Stages (Prepare, Conduct and Close)• Essentials Skills for Conducting an Effective Interview• Using Competency Base Interview to Develop Consistent Selection Criteria• Essential Elements for Exit Interview and its Uses		Date: 8 January 2015 Time: 0930 - 1230 (3 hours) Trainer: Mr Hillman Chung
Session 3	Training and Development for NGOs	Course Code: 14B-C10
<ul style="list-style-type: none">• Define training and development (T&D)• Understand the T&D function, and its importance to organizations• Identify the competencies required of T&D practitioners• Understand the T&D process and the global trends• Case Sharing		Date: 15 January 2015 Time: 0930 - 1700 (6 hours) Trainer: Mr Charles Ho
Session 4	Employment Related Legislation	Course Code: 14B-C11
<ul style="list-style-type: none">• Employment and Minimum Wage• Equal Opportunities• Personal Data Protection• Employee Relations		Date: 22 January 2015 Time: 0930 - 1700 (6 hours) Trainer: Mr K T Lai
Session 5	Employee Engagement	Course Code: 14B-C12
<ul style="list-style-type: none">• Understanding of workplace engagement• Strategic issues relating to workplace engagement• HR processes relating to employee engagement• Operational components in employee engagement• Enhancing employee engagement		Date: 29 January 2015 Time: 0930 - 1700 (6 hours) Trainer: Mr K T Lai
Session 6	Performance Management	
<i>Course details can be referred to the respective courses indicated.</i>		
6a How to Conduct a Meaningful Appraisal (p.46) (Course Code:14B-C13) <ul style="list-style-type: none">• The techniques of developing a correct mindset - "win-win" in the performance appraisal• The different stages of performance appraisal and their importance• Practice the effective questioning, listening and giving feedback skill in order to achieve a meaningful appraisal• Understand why the appraisee becomes difficult and learn how to deal with the situation		Time: 0930 - 1700 (6 hours) Date: 5 February 2015 Trainer: Mr Hillman Chung
6b Coaching & Mentoring (p.47) (Course Code: 14B-C14) <ul style="list-style-type: none">• Identifying, Planning and Making Coaching Opportunities• Critical Steps of Coaching as an Effective Intervention• Difficult Coaching Situation: Conflict Preference and Resolution• Mentoring On-going Progress		Date: 12 February 2015 Trainer: Dr Michael Kwong

Trainers



Mr Hillman Chung 鍾衍文先生
(Sessions 1,2b & 6a)

Principal Consultant
Human Focus Consulting

Mr Chung has more than 27 years of working experience in Human Resources and Consulting field. He has assumed human resources leadership in different business natures such as hotel, food and beverage operations, estate management, transportation services and resort establishment. Hillman holds a Master degree in Human Resources Management from University of Surrey. He has been a licensed Trainer of a series of programs under an American Consulting Firm and accredited practitioner of the Myers-Briggs Type Indicator (MBTI) ® Step I & II, a Certified administrator of DISC Behavioral Assessment and a Certified coach of Marshall Goldsmith Stakeholder Centered Coaching.



Mr Charles Ho 何朗秋先生
(Session 3)

Global Training Manager
MTR Corporation Limited

Charles is responsible for steering different T&D initiatives in business hubs in order to facilitate cross-fertilization and build up staff competencies to accelerate the growth of MTR operations in Mainland and overseas. Prior to joining MTR, Charles held management positions in both corporate and HR consultancy companies. He graduated from HKU with an engineering degree, and acquired MBA in HKUST. Besides, Charles was awarded British Chevening Scholarship to study in London Business School and Cambridge University. He is also the certified trainer of "7 Habits" and "NLP", and was awarded the "Distinguished Trainer" by HKMA and "Top 5 Emerging Training Leader" by US Training Magazine.



Mr K T Lai, F.I.H.R.M (HK), M.HKIoD
黎鑑棠先生
(Sessions 4 & 5)

Independent Human Resources Consultant

With over forty years service in the people management profession, Mr Lai is experienced in HR management strategy, reward management, performance management, employee engagement and succession planning. Prior to his current role, he was the Group HR Management of CLP Holdings, Ltd., the parent company of China Light & Power Group, managing the Group's remuneration policies and practices, as well as its HR Information System. He is also a regular speaker and guest lecturer at local universities and professional bodies.

Professional Certificate in Certified Risk Planner (CRP) for NGO Practitioners

核准風險評估策劃師專業證書課程

February - March 2015

Background

With the changing of the funding model of the social service sector, agency members of the Hong Kong Council of Social Service (HKCSS) are now having greater flexibility to deploy their resources to promote the betterment of social welfare service development in Hong Kong. Yet, they are also exposed to the highly turbulent world where unrecognized, unplanned, and unmitigated risks and or crises could probably sink a business. In view of this change and the challenge faced, HKCSS will collaborate with The Institute of Crisis and Risk Management (ICRM) to launch a series of Professional Certificates in Certified Risk Planner (CRP) for different professionals in the social service sector.

Target Participants

All managers, in particular superintendents and officers-in-charge of NGOs

Course Details

Course code:	14B-C06
Date:	26 February, 5, 12, 19 & 26 March 2015 (Thursdays)
Time:	0930 - 1700 (6 hours each day, total 5 days)
Duration:	30 hours (Tutorial: 29 hours; Group Project Presentation: 1 hour)
Venue:	Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Class size:	30
Medium:	Cantonese supplemented with English (Course materials in English)
Fees:	
HKCSS Agency Member Staff enrolled on/before 5 February 2015	Full Certificate \$6,800
HKCSS Agency Member Staff	\$7,200
Non-HKCSS Agency Member Staff	\$7,500

Assessment & Attendance

The formal assessment of this certificate consists of coursework and a group project presentation. To pass this certificate, participants must pass in both two assessment requirements, plus an attendance rate at 80% or above.

Assessment		Attendance
1. Coursework:	50%	80%
2. Group Project Presentation:	50%	
Total:	100%	

Objective

The CRP Programme is the most advanced, comprehensive and professional certification course emphasizing both the theory and practice of business risk and crisis management. It is designed to assist the managers, directors, executives and professionals in managing and controlling the critical situations, especially before, during, and after crisis. To fit the needs of the NGO practitioners, cases on major aspects of the sector will be developed and incorporated into the six modules of the certificate.

Admission Requirements

Preference will be given to applicants who have:

- At least three years of supervisory experience; and
- Recommendation from their organization (please supplement the recommendation letter together with HKCSSI application form / online registration notice.)

Certificates

- Certificates will be issued by ICRM and HKCSS institute to participants upon meeting the assessment and attendance listed above.
- Certificate holders would be awarded the title of "Certified Risk Planner" (核准風險評估策劃師) if they register as a member of ICRM. The total discounted fee is \$2,300. The details of the fees breakdown is listed as follows:

Fees	Discounted Fee For NGOs	Normal Fee
1-year Membership Fee	\$300	\$600
Entrance Fee & Assessment Fee	\$2,000	\$2,200
Examination Fee	Waived	\$800
Total	\$2,300	\$3,600

Course Structure

Module 1 Enterprise Operational Risk Management

- Understanding the operational risk management concepts and types of risks in Asia Pacific Region and global business
- Using the risk assessment and analysis
- Choosing the risk management tools for business and management decisions
- Developing business risk management balanced scorecard
- Benchmarking with different business risk management model

Module 2 Six Sigma Approach to Risk and Crisis Planning

- Understanding the key concept, and tools of six sigma
- Application of sigma into the organizational products, services, processes, systems, and structures
- Integrating the six sigma into the business risk and crisis management planning
- Developing the critical and creative thinking and best practices
- Sustaining the critical success factors in the industries

Module 3 Strategic Crisis Management

- Conducting the business impact analysis
- Formulating a crisis management plan
- Reviewing organization structure and functional responsibilities
- Defining the strategic and operational management approach
- Demonstrating the crisis leadership and resources management
- Driving the organization change

Module 4 Business Ethics, Professional Code of Conduct and Social Responsibility

- Developing the best-in-class business ethics
- Implementing the business ethics in the organizations internally and externally
- Maintaining the professional code of conduct
- Leading management approach to social responsibility and corporate citizenship
- Practical case studies and assessment

Module 5 Corporate Asset (Safety and Security) Management

- Identification of safety and security risks and threats to the organization, products, and services
- Developing the protective system engineering and design planning process
- Implementing a systematic safety and security management survey, audit, and training
- Integrating the key security and safety matrix for organization
- Fulfilling legal liability, practices and social responsibility, and organization culture and goals

Module 6 Financial Management in Corporate Decision Making

- Understanding the significance of financial management in corporate decision-making
- Identifying the corporate investment issues
- Reducing the business and financial risks
- Integrating the decision models
- Practical case studies and assessment

Enquiries

HKCSS Institute: 2876 2470
Email: institute@hkcss.org.hk

Organizers:



Trainers & Panel Judges



Dr Freddii Lee 李培華博士
Chairman
The Institute of Crisis and Risk Management

Dr Lee is the chairman of The Institute of Crisis and Risk Management. Over twenty five years' management consulting experience in Asia, he has helped many corporations to solve the areas of critical business issues, cases, and risks and crises. He is a regular professional adviser and keynote speaker at various multinationals and conferences in areas of issue and case management, risk and crisis management, and strategic business and general management. His research is concerned with the full spectrum of risk and crisis management and has appeared in several academic journals, HBR, and professional articles, white papers, and case reviews in a variety of popular press, based primarily on original field research.



Mr Timothy Ma 馬錦華先生
Fellow of Certified Risk Planner, HKICRM
RSW

Mr Ma currently serves as the Executive Director of Project Flame of the City Univ. of Hong Kong. He has been serving as Executive Director of Senior Citizen Home Safety Association since its establishment in 1996 till June 2012, of which is the first 100% self-financing social service agency in Hong Kong. The 24-hour operating PE Link Service offers Risk Management Service to the thousands of community ageing by connecting them to social resources and emergency support at their times of emergency. Up to now, more than 7 million emergency response services have been rendered to the enrolled members upon their pressing for HELP button. Timothy serves as trainer on Risk Planning and Crisis Management for NGOs, govt. department both in Hong Kong and Mainland. He was awarded as the Outstanding Social Entrepreneurship of East Asia on 2009 by the SCHWAB Foundation. Timothy now serves at a number of government advisory bodies and contributes articles on elderly and social enterprise in many periodicals in Hong Kong.

Trainer



Dr Danny Ha 夏永超博士
ISO31000 TC Member for HKSARG, PhD (Hon), MBA, FCRP, CRT, CPM (Mediation), PRINCE2, CISSP, CISA
Chairman and Founder of Academy of Professional Certification (APC) - Charitable NGO, Crisis & Risk Management Advisor and PIA CSR Auditor

Dr Danny Ha has extensive 30 years' experience in enterprise risk assessment, audit projects, and lecturer for universities, MNC, NGO, and Governments. He has been a consultant, lecturer, auditor, CEO, and Chairman for more than 30 years covering area in crisis and risk management, privacy controls, CSR, mediation, operation processes, physical security, information security, audit, quality and project management for banking, government, logistics, hospital, art and cultural management industries of many multinational enterprises, vendors, banks and government departments.

Panel Judge



Ms Daisy Lam 林曼霞女士
Fellow of Certified Risk Planner
Professional Mediator

Guest Speakers



Ms Kwok Yuen Shan, Rosetta 郭婉珊女士
Solicitor



Ms Linda Law 羅麗貞女士
Donor Relationship Manager
Hong Kong Red Cross



Mr Eddy Lo 盧景笙先生
Corporate Affairs Director
Christian Family Service Centre



Ms Eliza Poon 潘婉玲女士
Superintendent cum Social Services Coordinator
Marycove Center, Sisters of the Good Shepherd

社聯·花旗集團持續學習獎勵計劃 2015

HKCSS - Citi Continuous Learning Recognition Scheme 2015

計劃鼓勵社會服務界從業員參與由社聯或HKCSS Institute舉辦的進修及經驗分享機會，標誌著社會服務界致力提升專業能力、促進機構效能，為市民提供優質服務，在香港維持一個有活力和不斷進取的社會服務界。計劃設個人及機構獎勵，進修者及知識傳授者同獲嘉許。



機構獎勵

- 以機構為單位，參加機構須為社聯會員。
- 機構之職員或委員於2014年11月至2015年10月期間參與由HKCSS Institute / 社聯舉辦之課程或指定活動，累積最多參與時數之機構，可獲嘉許及獎勵。
- 按社聯機構會員收費的八個類別，歸納為六組（組別反映機構的規模，見下表），每組別設獎項一個。
- 各得獎機構可獲現金及禮券贊助共港幣\$10,000，分別為現金贊助港幣\$6,000（需用於職員福利活動上）及HKCSS Institute 15/16 年度培訓課程禮券港幣\$4,000。

組別如下：

組別	類別	每年經常開支(港幣\$)	組別	類別	每年經常開支(港幣\$)
1	1	500,001以下	3	5	10,000,001 - 50,000,000
	2	500,001 - 1,500,000	4	6	50,000,001 - 100,000,000
2	3	1,500,001 - 5,000,000	5	7	100,000,001 - 250,000,000
	4	5,000,001 - 10,000,000	6	8	250,000,000以上

個人獎勵

- 以個人為單位，參加者須為社聯會員機構之全職職員或管治組織內之委員，其機構必須同時為已登記「機構獎勵」計劃參與機構。
- 參加者於2015年1月至12月期間參與HKCSS Institute / 社聯舉辦之課程或指定活動，並累積獲24時數（1小時=1時數）或以上者，而其中至少一個活動必須由HKCSS Institute主辦，不論是活動參加者或知識傳授者皆獲嘉許及獎勵。
- 獲嘉許者可獲頒發嘉許證書連同港幣\$300禮券*，以示鼓勵。
[*培訓課程禮券 \$200及書券 \$100]

如何參與

- 機構獎勵
 - 機構須於2015年6月30日或以前填妥「機構參與表格」，以示其機構願意參與的同時，亦支持其職員及委員參與獎勵計劃。
 - 已登記機構之職員及委員，凡於計劃年度內曾參與HKCSS Institute / 社聯舉辦之課程或指定活動，並於活動報名表格中申明時數可被記錄者，其時數將累積於機構戶口內。
 - 於年結時，機構及職員/委員之累積時數及活動報表將一併發放予參與機構。
- 個人獎勵
 - 機構職員/委員於計劃年度內參加由HKCSS Institute / 社聯舉辦之課程或指定活動，而其中一個活動必須由HKCSS Institute 主辦。
 - 時數之記錄由HKCSS Institute 管理，惟參與之個人需於每一次之活動參與表格內，申明是否願意其參與之時數被記錄於此獎勵計劃內。被記錄之時數及活動報表，將於計劃之年結時經由其在職機構通知個別參加者。

如何計算參與時數

- 甲類活動：HKCSS Institute 舉辦之任何活動，包括研討會、工作坊及各類課程等；**甲類活動沒有時數之計算上限**
 - 時數以每半小時計算，不足半小時不計算在內
 - 課程時數應以課程宣傳品/印刷品，如課程單張或出席證明書，所列明的時數為準
 - 除午餐演講會外，午餐的時數不計算在內
 - 31分鐘或以上的休息時間也不計算在內
 - 所有個人參與時數皆可獲計算於「機構獎勵」戶口內
 - 社聯/ HKCSS Institute 之認可活動講者或主持，於活動中所花的時數可雙倍計算
- 乙類活動：社聯主辦之指定活動及社聯之各級選舉組織架構內之委員會；**乙類活動計算上限為12小時**
 - 乙類一活動：社聯主辦之指定活動，包括研討會、工作坊、海外活動等；可留意活動宣傳單內有否印有計劃標誌，計算方法與甲類活動相同。海外活動，如計算，每天之上限為4小時。
 - 乙類二活動：社聯之各級選舉組織架構內之委員會，代表機構之委員，不論職份，可獲計算8小時時數。
 - 執行委員會
 - 服務發展常設委員會
 - 政策研究及倡議常設委員會
 - 業界發展常設委員會
 - 公眾參與及伙伴常設委員會
 - 復康服務專責委員會
 - 家庭及社區服務專責委員會
 - 兒童及青少年服務專責委員會
 - 長者服務專責委員會
 - 社會保障及就業政策專責委員會
 - 社會發展專責委員會

計劃查詢

HKCSS Institute 2876 2470 / 2876 2475
 電郵：institute@hkcss.org.hk
 有關計劃詳細內容，請瀏覽網頁：
www.institute.hkcss.org.hk



創院企業夥伴：



主辦機構：



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

優質客戶服務工作坊 — 櫃台服務及電話應對(基礎及進階篇) Quality Customer Service - Counter Service & Telephone Enquiry (Basic & Advanced)



目的

基礎篇

- 提升優質客戶服務的重要性及作用
- 懂得如何靈活應對不同客戶情況及互動的服務過程
- 提升專業面談及電話服務的技巧

進階篇

- 提升辨別不同的客戶特徵能力
- 具備與不同類型的客戶進行溝通的技巧
- 學習到高效溝通的技能與方法

內容

基礎篇(課程編號: 14B-02)

- 優質客戶服務的重要性
- 優秀客服人員的素質
- 針對不同的客戶情況採取相應的行動
- 致歉及拒絕的藝術
- 專業的面談及電話處理技巧
- 服務技巧示範及練習, 包括角色演練、小組討論及案例學習等

進階篇(課程編號: 14B-03)

- 客戶讀心術
- 瞭解不同客戶溝通模式的喜惡及魔術語
- 針對不同的客戶情況採取相應的行動
- 探尋技巧的類型, 使用不同的詢問技巧, 發現客戶的需求
- 高效聆聽的藝術
- 服務技巧示範及角色扮演, 包括角色演練、小組討論及案例學習等

課程詳情

基礎篇日期	: 2014年10月23日(星期四)
進階篇日期	: 2014年10月30日(星期四)
時間	: 0930 - 1700(6小時)
地點	: 香港灣仔軒尼詩道15號 溫莎公爵社會服務大廈
對象	: 社福機構前線服務同工
每班名額	: 25人
授課語言	: 粵語(以英語輔助)
每班費用	: \$1,000
社聯會員機構職員費用	: \$920(如於開課前三星期或之前報名, 每位\$840)
查詢	: 2876 2470或 電郵institute@hkcss.org.hk

講員



余蕙芳女士

駿才策略顧問(香港)有限公司
課程總監及首席導師

余女士曾在競爭激烈的旅遊業、金融業、培訓工作超過25年時間, 負責前線市場銷售、管理及內部培訓等工作, 輔導一線銷售員及客戶服務後勤團隊。曾擔任外展經歷培訓中心及香港青年領袖培訓學院的課程總監一職, 專注於培訓及人力發展工作至今。余女士是全港首批國際優質服務管理執業師ISQMP之一, 獲得由SGS認可的國際優質服務認證QualiCert®的內容員資格和考獲國家(一)級專業企業培訓師及品牌策劃師的專業資格, 同時亦是香港市務學會及國際優質服務協會專業會員, 對瞭解和滿足各類顧客需求甚具心得。

21世紀社福機構團隊運作模式新形勢 New Team Work Operation Approach of NGOs in the 21st Century



目的

- 協助同工掌握與團隊中不同專業工作產生默契之有效方法
- 讓同工了解與地區團體協作對服務質素提升之重要

內容

- 現今服務機構內之分工
- 不同專業在服務機構所擔當之角色
- 不同專業如何在個案管理中建立工作默契
- 地區上不同服務團體之工作目標及模式
- 地區團體服務協作目的及形式介紹
- 合作角色定位及達致「雙贏」之方法探究

課程內容

課程編號	: 14B-17
日期	: 2014年10月27日(星期一)
時間	: 0930 - 1700(6小時)
地點	: 香港灣仔軒尼詩道15號溫莎公爵社會服務大廈
對象	: 中心督導主任、服務經理及管理人員
名額	: 30人
授課語言	: 粵語(以英語輔助)
費用	: \$1,000
社聯會員機構職員費用	: \$920(如於2014年10月6日或之前報名, 每位\$840)
查詢	: 2876 2470或電郵institute@hkcss.org.hk

講員



鄧哲平先生

BA (Economics & Philosophy)
Master of Social Work
註冊社工, 香港精神大使2013
香港公開大學語言表達技巧課程導師
Jake's Training Consultancy
Senior Partner

鄧哲平出生時已是一位傷殘人士。他由於肢體傷殘, 行動有點不便, 以致童年所經歷的困難和挫折比一般小孩還要多、還要大, 然而, 他的堅定意志和決心令他一步一步衝破重重障礙, 邁向成功。他在21歲時已取得大學學士學位, 在26歲那年, 他已取得社會工作碩士學歷。在1997年, 他曾經為中、小學生開辦兩所補習中心。亦曾經任職社福機構管理層。他現職是一位培訓顧問, 他希望藉著自身成功故事幫助別人邁向成功。

Event Planning and Management

活動策劃及管理

Objectives

- To provide comprehensive knowledge for NGO staff who are responsible for organizing events
- To further equip the NGO staff as event managers

Content

- What are the objectives for the event?
- Who are to be involved to ensure success?
- How to plan and implement the event (the cycle of event management)?
- What to do in time of unexpected outcome at any stage of the cycle?
- Who are the ideal event organizers?

Course Details

Course Code	: 14B-04
Date	: 28 October 2014 (Tuesday)
Time	: 0930 - 1700 (6 hours)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants:	: NGO Staff
Class Size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$1,000
Fees for HKCSS	: \$920 (Enrollment received on/before
Agency Member Staff	7 October 2014: \$840)
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Trainer



Ms Winnie Wong 王詩韻女士

Head, Communications & Resource Development
Hong Kong Red Cross

Ms Wong has 20 years of experience in the field of marketing, project development and event management in sizable non-profit organization. She is experienced in the development and marketing strategies in promotion and coordination of public exhibitions and fundraising campaigns. She currently services at Hong Kong Red Cross, taking charge of the department to develop fundraising strategies, including driving of fundraising campaigns, enhancement of donor loyalty and relationship building, and to maintain a high standard of accountability to donors.



NGO Services x Mobility x Social Marketing (NMSM) Workshop

利用移動社交媒體作為社福機構的宣傳策略

Objectives

The uniqueness of the "NGO Services X Mobility X Social Marketing (NMSM)" course rides on its panoramic approach of integrating promoting and analytic tools including digital mobility and social marketing with NGO activities (such as campaigns, educations & ceremonies) to inspire NGO leaders, professionals and social workers. Upon finishing the course, learners will be able to understand the interdependent importance of "Integrated Marketing Communication", "Effective & efficient NGO services" and "Digital strategic planning". The knowledge acquired will also help NGOs better improve their core competence and decide their services direction, so as to cultivate cross-functional but related intelligent synergy and more inspirational & meaningful services.

Content

- 1. Mobility 123**
 - Introduction to Mobile Marketing
 - Key trend of Mobile Development
- 2. Social Marketing 123 (Intro to Facebook, Instagram And WeChat)**
 - How to select the appropriate social media for your services
 - Key strength of using Facebook, Instagram and WeChat
- 3. Data Analytics 123**
 - What is big data? Categories of Enterprise Analytics
 - Identify the strength of Web Analytics and Social Analytics
- 4. Case studies - How Mobile x Social Marketing Strategy is Important to NGO**

Course Details

Course Code	: 14B-20
Date	: 27 November 2014 (Thursday)
Time	: 0930 - 1700 (6 hours)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants:	: NGO staff
Class Size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$1,000
Fees for HKCSS	: \$920 (Enrollment received on/before
Agency Member Staff	6 November 2014: \$840)
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Trainer



Mr Rex Ma 馬維業先生

Co-Founder & Managing Director
iGen6 New Media Group

Rex is the Managing Director of iGen6. Despite its short history, iGen6, an integrated O2O marketing services agency, achievements are recognized by reputable organizations in various awards and competitions such as Cyberport Creative Micro Fund, GS1 Hong Kong Internet of Things Award 2014, PRweek Asia 2013 & HK ICT Awards 2013 etc. Prior to this formation, he was the Principal Solution Consultant and Solution Architect for Oracle Corp., accountable for strategic solution consulting. He has provided his advice for a number of Greater China Region & Asia Pacific Region. Mr Ma is Advisory Committee Member, Hong Kong Trade Development Council - Design, Marketing and Licensing Services (2013-15) and External Examiner, Hong Kong Vocational Training Council - Multi-Media & Internet Technology, (2012-15). As a leader in various NGOs such as Lions Clubs, Junior Chamber & Innovative Entrepreneur Association etc, he has led some large-scale Community Development Campaigns and Brand-oriented Social Activities to encourage and promote innovation and creativity in Hong Kong.



Strategic Planning & Execution - Transferring Organizational Objectives into Daily Operational Goals

社會服務機構的策略計劃與執行 — 由機構目標轉化為日常運作目標



Introduction

Strategic planning is a systematic process for making decisions and managing work to guide an organization towards its desired outcomes. For NGOs, it helps the organization to focus its attention on the crucial issues and challenges. By focusing on these issues, NGOs can fulfill its mission with maximum efficiency and impact.

Content

1. The concept of strategic planning and NGOs
2. The VRIO (Value-Rarity-Imitability-Organization) framework
3. The RCPB (Revenue-Cost-Positioning-Branding) approach
4. Strategic tools: Environmental scanning; SWOT analysis; Strategic canvas; Holistic approach; Balanced scorecards
5. Design of a strategic plan in NGO, including transferring the organizational objectives into departmental/unit objectives and breaking it down into daily operations
6. Recent issues: Social media strategies; innovation strategies; strategic leadership

Course Details

Dates	: 14B-05
Time	: 2 December 2014 (0930 - 1700) & 9 December 2014 (0930 - 1230) (Tuesdays) (9 hours in total)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants:	: NGO Managerial Staff
Class Size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$1,500
Fees for HKCSS	: \$1,380 (Enrollment received on/before 11 November 2014: \$1,260)
Agency Member Staff	: 2876 2470 or institute@hkcss.org.hk
Enquires	

Trainer



Dr Johnny Wan 溫振昌博士

Management Consultant
Wisharp Consulting Limited

Dr Wan is currently a management consultant with over 20 years of management experience in academic, public and commercial sectors. He is keen on HR development strategies, business model, strategic mindset, talent management and leadership development. He has worked for The Chinese University of Hong Kong, in the roles of Director of Industry Liaison in the School of Hotel and Tourism Management and Associate Professor in Management, teaching strategic management and HRM courses at both undergraduate and MBA levels. Besides university teaching, Dr Wan has been an executive in an international theme park in Hong Kong and a superintendent (training specialist) in the Hong Kong Police College. Dr Wan is a Certified Management Consultant and a Fellow member in the Hong Kong Institute of Human Resource Management.

服務挑戰工作坊 — 如何處理投訴(基礎及進階篇)

Service Challenge Workshops - How to Handle Complaints (Basic & Advanced)



目的

基礎篇

- 以積極正面的心態去面對投訴
- 處理投訴及應對難纏的客戶

進階篇

- 理解「麻辣顧客」們的要求積極面對投訴
- 學習隨機應變地解決日常顧客服務「惹火」問題及拆彈方法

內容

基礎篇(課程編號: 14B-06)

- 投訴vs惡夢
- 在言語上表現出對客戶關注點的理解
- 如何與客戶說“不”而又不會因此失去一個客戶
- 處理投訴的技巧
- 技巧練習

進階篇(課程編號: 14B-07)

- 常見或非常見的投訴情況及種類分析
- 透過互動溝通理解「麻辣顧客」們的要求
- 加強顧客服務投訴發難及執生意識
- 如何隨機應變，有危機感地解決日常顧客服務「惹火」問題
- 學會實用、實戰的服務問題拆彈方法
- 技巧練習

課程內容

基礎篇日期	: 2014年12月4日(星期四)
進階篇日期	: 2014年12月11日(星期四)
時間	: 0930 - 1700(6小時)
地點	: 香港灣仔軒尼詩道15號 溫莎公爵社會服務大廈
對象	: 社福機構前線服務同工
每班名額	: 25人
授課語言	: 粵語(以英語輔助)
每班費用	: \$1,000
社聯會員機構職員費用	: \$920(如於開課前三星期或之前報名, 每位\$840)
查詢	: 2876 2470或 電郵institute@hkcss.org.hk

講員

余蕙芳女士

(簡介詳見P.38)

Supervision Skills – Supervising Professional Workers & Frontline Workers

督導技巧 — 督導專業社工及前線社工



Objectives

- To provide knowledge and skills to enhance the supervision skills of social workers
- To introduce supervision models to carry out effective supervision
- To learn how to apply theories and models through cases discussion

Content

- Concepts: values and beliefs, needs and motivation in supervision
- Skills: professional supervision model for social workers, team supervision for frontline workers
- Supervision in local context: coaching, supervising new staff
- Issues and problems : local case study and discussion

Course Details

Course Code	: 14B-13
Date	: 8 & 15 December 2014 (Mondays)
Time	: 0930 - 1700 (6 hours each, 12 hours in total)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants:	: NGO Managerial and Supervisory Staff
Class Size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$2,000
Fees for HKCSS Agency Member Staff	: \$1,840 (Enrollment received on/before 17 November 2014: \$1,680)
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Trainer



Ms Rita Lam Yu Kiu 藍宇喬女士

Director
Reanimated Links Consultants & Services

Ms Lam has been in managerial positions of social services since 1983, with experiences in youth services, elderly services, social work education and training. Currently she serves the government, educational institutes, NGO and enterprise of Hong Kong, Mainland China and overseas countries for research, training and strategic consultancy. Rita was the co-founder of Hong Kong Federation of Women's Centers, Cyber Senior Network Development Association Ltd, and Hand-in-hand Network for Tsunami Suffering Families in Hong Kong. She is Associate Fellow of Hong Kong Professional Counseling Association.

Fatigue Management Workshop

疲勞管理工作坊



Introduction

This 3-hour program is designed for all general staff to prevent compassionate fatigue and increase self-awareness on work life balance. Fatigue management is a new proactive concept to take charge of one's unceasing energy consumption in demanding life style.

Content

1. Causes and consequences of fatigue
2. Essential components of a fatigue management training
3. Strategies to manage fatigue
4. A good night sleep
5. Hypnotherapy and relaxation
6. Risk factors associated with fatigue
7. Checklist on symptoms

Course Details

Course Code	: 14B-14
Date	: 12 December 2014 (Friday)
Time	: 0930 - 1230 (3 hours)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants:	: NGO Staff
Class Size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$500
Fees for HKCSS Agency Member Staff	: \$460 (Enrollment received on/before 21 November 2014: \$420)
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Trainers



Dr Albert Chan

Director
Institute for Family & Psychology

Dr Chan received a Master degree in Education and Counseling, and Doctoral degrees in counseling psychology and clinical psychology. He is an experienced therapist of family, marriage, sex, mental health, domestic violence, group and rehabilitation, a counselor for children with behavioral problems, and a registered social worker. Besides, he is an AAMFT (marriage and family) Approved Supervisor, EAP Consultant and Career and Employment Counselor. He has wide teaching, practitioner and curriculum development experience in Canada and Hong Kong. He is also an experienced therapist for 26 years including Critical Incident Debriefing: sudden death, suicide, car accidents, industrial accidents, natural disasters, crisis in hospitals; attained Certificate of Critical Incident Debriefing (Basic and Advance), Nova and Mitchell models; awarded Approved supervisor of America Association for Marriage and Family Therapy (Ontario, USA).

Employee Selection - Psychometric Tools

人才甄選 — 心理計量測試與員工招聘

Objective

- To understand the strengths, limitations and applications of testing in employee selection, career development and counseling
- To explore the different contexts in which testing is used, the types of tests available, their suitability and applicability for particular purposes, and issues relating to administration
- To introduce DISC Personality System and explain how Personality Styles influence behaviors in the workplace

Elective Session in a Certificate Course
證書課程選修單元 (p.31)

Content

- Use of different assessment and psychometric tools in personnel selection
- Personality profiling and behavior
- Demonstration* by DISC Personality Styles– the characteristics and attributes
- HR applications on selection & people development

* No DISC Personality System Analysis will be conducted in the workshop

Course Details

Course Code	: 14B-C08
Date	: 17 December 2014 (Wednesday)
Time	: 1400 - 1700 (3 hours)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants:	: NGO Managerial and Supervisory Staff
Class Size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$500
Fees for HKCSS Agency Member Staff	: \$460 (Enrollment received on/before 26 November 2014: \$420)
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Trainers



Ms Lois Lam 林莉君女士

Head, HKCSS Institute
The Hong Kong Council of Social Service

Ms Lam has over 10 years' experience serving in the social service sector. She specializes in NGO's capacity building and cross-sectoral collaboration. She assisted the Council in establishing the HKCSS Institute in 2007 with the mission of enhancing management quality of the sector. Ms Lam has provided management consultancy services for a number of NGOs on organization review and talent development. She is also the project-in-charge of salary survey and competency modeling of leadership. She is a certified DISC behavioral consultant of The Institute for Motivational Living, Inc. USA (IML). She holds an MSc in Social and Public Communication (LSE) and another MSc in Business Economics (CUHK), a GDip in Management Consulting (HKU), and a BA in Business Administration (HKBU).



Effective Project Management Skills for NGOs

社會服務機構的有效項目管理技巧

Objectives

- Understand project management framework and best practice to manage NGO projects
- Acquire practical skills to improve project efficiency and effectiveness

Content

- Introduction to Project Management
- Five phases and six constraints of a project
- Nine knowledge areas of a project
- Requirement analysis and project planning
- Time management techniques
- Human resources management techniques
- Risk management techniques
- Case study and application

Course Details

Course Code	: 14B-08
Date	: 6 & 13 January 2015 (Tuesdays)
Time	: 0930 - 1700 (6 hours each, 12 hours in total)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants:	: NGO managerial staff or project leader
Class Size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$2,000
Fees for HKCSS Agency Member Staff	: \$1,840 (Enrollment received on/before 16 December 2014: \$1,680)
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Trainer



Mr Joseph Wong 黃寶琦先生

Principal Consultant
Pro-Key Learning Services Ltd.

Mr Wong has more than twenty years experience in education and IT services, he has delivered hundreds of workshops to develop leadership skills and management knowledge for global and local organizations. Joseph is specialized in people development of leadership skills, project management, business planning and IT service management. He has held management positions in education services, support services, quality management and business development in global IT company. Joseph is a certified Project Management Professional (PMP), ITIL Expert and Certified Behavioral Consultant (CBC). He holds a Master degree in Lifelong Learning and is currently pursuing his doctorate in Lifelong Education at University of Nottingham.



Employee Selection - Interviewing Skills

人才甄選 — 主理面試的技巧

Objectives

- To equip participants with a correct mindset & skill set to conduct the interview in an effective and professional manner
- To use consistent selection criteria to select the Best Fit
- To project a positive image of your organization to all job candidates
- To exhibit your organization's value during the selection and interview process

Elective Session in a Certificate Course
證書課程選修單元 (p.31)

Content

- The Different Forms of Interview, its Functions and Applications
- The 3 Stages (Prepare, Conduct and Close)
- Essentials Skills for Conducting an Effective Interview
- Using Competency Base Interview to Develop Consistent Selection Criteria
- Essential Elements for Exit Interview and its Uses

Course Details

Course Code	: 14B-C09
Date	: 8 January 2015 (Thursday)
Time	: 1430 - 1730 (3 hours)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants:	: NGO Managerial and Supervisory Staff
Class Size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$500
Fees for HKCSS	: \$460 (Enrollment received on/before
Agency Member Staff	18 December 2014: \$420)
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Trainer



Mr Hillman Chung 鍾衍文先生

Principal Consultant
Human Focus Consulting

Mr Chung has more than 27 years work experience in Human Resources and Consulting field. He has assumed human resources leadership in different business natures such as hotel, food and beverage operations, estate management, transportation services and resort establishment. Hillman holds a Master degree in Human Resources Management from University of Surrey. He has been a Licensed Trainer of a series of programs under an American Consulting Firm, accredited practitioner of the Myers-Briggs Type Indicator (MBTI) @ Step I & II, a Certified administrator of DISC Behavioral Assessment and a Certified coach of Marshall Goldsmith Stakeholder Centered Coaching.



壓力管理與減壓工作坊

Stress Management and Reduction Workshop

目的

- 認識管理情緒的方法，增強於關鍵時刻處理壓力的能力
- 以正面的思維，提供積極面對壓力的不同方法
- 透過不同的身、心減壓方法，經導師引導以輕鬆的方式活學活用

內容

1. 理念與實踐：壓力與正向心理
 - 壓力與情緒之關係
 - 了解在壓力下保持積極和正面的重要性
 - 情緒管理五部曲
 - 進入「最佳狀態的你」
 - 改善身心的秘訣
2. 瑜伽緩解壓力
 - 身體與壓力
 - 調息 — 正確的呼吸，「氣」的重要
 - 熱身運動
 - 瑜伽體式法
 - 去除心中的雜念，適當的放鬆

課程詳情

課程編號	: 14B-19
日期	: 2015年1月15日(星期四)
時間	: 0930 - 1700(6小時)
地點	: 香港灣仔軒尼詩道15號溫莎公爵社會服務大廈
對象	: 社福機構同工
名額	: 20人
授課語言	: 粵語(以英語輔助)
費用	: \$1,080
社聯會員機構職員費用	: \$1,000(如於2014年12月24日或之前報名，每位\$910)
查詢	: 2876 2470或電郵institute@hkcss.org.hk
備註	: 此課程包括瑜伽運動，參加者需自行帶備瑜珈墊一張。

講員



邱敏儀女士

香港浸信會醫院
全人健康中心高級服務督導主任

邱女士現為香港浸信會醫院高級服務督導主任。她是資深註冊社工，擁有婚姻及家庭治療碩士、香港大學社會科學碩士，並為香港專業輔導協會副院士、精神健康急救導師。她具豐富心理健康教育推廣經驗，經常主持與「正向心理學」、「精神健康」相關的講座、培訓課程和工作坊。合著的著作有「喜樂工程：以正向心理學打造幸福人生」等。



葉蕙嫻女士

高級瑜珈老師

葉女士於2006年在The International Sivananda Yoga Vedanta Centre取得瑜珈老師(Yoga Siromani)，二零一零年取得瑜珈師(Yoga Acharya)的資格：該校的畢業資格亦被美國瑜珈學會(Yoga Alliance)認可。



建構一個動人的故事 — 講故事技巧及實習

Constructing a Touching Story - Story Telling Techniques and Practices



目的

- 讓學員學習利用簡單的故事表達抽象或複雜的意念
- 透過故事效應增強自信心與創造力
- 在堂上實習增加自信

內容

- 生命故事，自我重整
- 透過故事認識世界
- 引爆故事的功能
- 說好故事技巧與原則
- 儲備故事銀行
- 故事行銷術
- 使用故事傳承機構使命與願景

課程詳情

課程編號	: 14B-09
日期	: 2015年1月16及23日(星期五)
時間	: 0930 - 1700(6小時, 共12小時)
地點	: 香港灣仔軒尼詩道15號溫莎公爵社會服務大廈
對象	: 中心督導主任、服務經理及管理人員
名額	: 25人
授課語言	: 粵語(以英語輔助)
費用	: \$2,000
社聯會員機構職員費用	: \$1,840(如於2014年12月24日或之前報名, 每位\$1,680)
查詢	: 2876 2470或電郵institute@hkcss.org.hk

講員



李錦洪先生

基督教時代論壇週報
社長

李社長是資深的傳媒人，於過去30多年，致力參與不同的印刷媒體、電台及電視廣播公共事務的製作。李社長現為D100全球華人網絡有限公司每日的新聞廣播節目的主持之一。此外，他亦擔任香港城市大學EMBA課程的兼職講師及公共傳理顧問有限公司高級顧問和主要講員。

公眾參與 x 溝通策略 x 政策倡議

Public Engagement X Communication Strategy X Policy Advocacy



目的

- 政策倡導講求戰略，公眾參與和溝通策略也一樣，而且彼此扣連，並可借鑑商界的市場策略，成為民間團體的實戰框架
- 透過「成功爭取」及「失敗」的案例，解構與政府、企業軟硬兼施的交手心得

內容

政治社會紛亂，民間更要自強，透過好的溝通和公眾參與板斧，創造更多改變的可能性。本單元將透過講者EMBA與實戰的經驗，分享策略心得。

課程內容

課程編號	: 14B-15
日期	: 2015年1月27日(星期二)
時間	: 0930 - 1700(6小時)
地點	: 香港灣仔軒尼詩道15號溫莎公爵社會服務大廈
對象	: 中心主任、服務經理及前線管理人員
名額	: 30人
授課語言	: 粵語
費用	: \$1,000
社聯會員機構職員費用	: \$920(如於2015年1月6日或之前報名, 每位\$840)
查詢	: 2876 2470或電郵institute@hkcss.org.hk

講員



朱漢強先生

獨立環境政策評論員

朱先生在內地任職培訓顧問，規劃及培訓內地民間組織從事倡議工作。此前曾任香港地球之友高級環境事務經理，香港科技大學EMBA中英雙語碩士課程及英國Lancaster University 碩士畢業，主修「環境社會文化」議題。台灣國立政治大學新聞系畢業後，在當地先後任職記者及台灣展望會(即宣明會)的公關工作。回港後跟進環保議題，歷任《星島日報》和《蘋果日報》首席記者，獲頒人權報導獎、地球獎和傑出復康報導獎冠軍等獎項。地球之友服務期間，推動過「夠照」、「惜飲惜食」等社會運動。在年前的國民教育爭議中，為「國民教育家長關注組」核心成員。

DISC工作行為取向及性格分析

DISC Workplace Behavioral and Personality Analysis

目的

- 瞭解DISC性格分析的功用以分析個人的行為
- 提升個人行為的認知，發揮個人潛能及認識個人盲點，以增強在工作間的表現
- 了解其他隊友的溝通取向，增強團隊溝通及效能

DiSC®是美國心理學家威廉·莫爾頓·馬斯頓博士(Dr William Moulton Marston)的研究成果，是一種行為分析，其準確性高，簡單易記，已被證實為最有效的個人改進及管理工具之一。

內容

課程一：前線人員工作坊(課程編號：14B-16)

課程二：管理人員工作坊(課程編號：14B-12)

- 認識DISC不同類型的性格及其工作行為取向
- 使用DISC Personality System表格作行為取向的快速檢測
- 了解不同團隊隊友的溝通方法及特點
- 判別溝通對象的類型，接受並欣賞溝通對象的核心價值觀，並運用恰當的溝通技巧

課程內容

課程一日期	: 2015年1月28日(星期三)
課程二日期	: 2015年2月25日(星期三)
時間	: 1400 - 1700(3小時)
地點	: 香港灣仔軒尼詩道15號溫莎公爵社會服務大廈
名額	: 30人
授課語言	: 粵語(以英語輔助)
課程一費用	: \$680(連DISC性格測評表及分析手冊中文版一份)
課程一社聯會員機構職員費用	: \$630(如於2015年1月7日或之前報名，每位\$570)
課程二費用	: \$780(連DISC性格測試英文網上版及領導行為分析)
課程二社聯會員機構職員費用	: \$730(如於2015年2月4日或之前報名，每位\$670)
查詢	: 2876 2470或電郵institute@hkcss.org.hk
備註	: 參加者如欲使用DISC性格測評表及分析手冊(英文版)，請於報名表註明或以電郵通知

講員



林莉君女士

社聯學院主管

林女士在社會服務界別擁有超過10年的經驗，主力於NGO能力建設和跨界別合作發展等領域。她於2007年協助香港社會服務聯會成立了社聯學院，旨在促進業界的機構管理質素。她亦曾為不同的機構提供機構評估及人才發展等管理顧問項目，並主力負責業界的薪酬調查及領導模式等研究工作。林女士是認可的DISC職業行為分析師，並擁有社會心理學碩士(LSE)、商業經濟學碩士(CUHK)、管理顧問專業文憑(HKU)及工商管理學士(HKBU)。



激勵員工、打造活力工作間

Staff Motivation - Energizing Staff and Workplace

目的

- 學習各種推動員工的理論及應用方法
- 了解如何打造充滿活力的工作間

內容

- 講解各種推動及激勵理論
- 員工失去工作動力的主要原因
- 如何推動Y世代及年長員工
- 不同機構推動員工及打造活力工作間的方法

課程內容

課程編號	: 14B-10
日期	: 2015年2月3日(星期二)
時間	: 0930 - 1700(6小時)
地點	: 香港灣仔軒尼詩道15號溫莎公爵社會服務大廈
對象	: 中心主任、服務經理及前線管理人員
名額	: 30人
授課語言	: 粵語
費用	: \$1,000
社聯及PRPA會員機構職員費用	: \$920(如於2015年1月13日或之前報名，每位\$840)
查詢	: 2876 2470或電郵institute@hkcss.org.hk

講員



仇德基先生

BSc, MBA
雋博管理顧問有限公司
創辦人及執行董事

仇先生自1996年起為商界、政府及社會服務界提供顧問服務，範疇包括策略規劃、流程改善、及機構文化創建等。他曾協助不同類型機構持續改善營運表現，當中三間機構(包括香港耆康老人福利會)先後奪得香港管理專業協會之優質管理獎金獎及銅獎。



Performance Management – How to Conduct a Meaningful Appraisal

績效管理 — 如何計劃雙贏的職員評估



Objective

- To develop a “win-win” mindset when conducting performance appraisal
- To equip participants with skills and techniques in giving feedback

Elective Session in a Certificate Course
證書課程選修單元 (p.31)

Content

- The techniques of developing a correct mindset - “win-win” in the performance appraisal
- The different stages of performance appraisal and their importance
- Practice the effective questioning, listening and giving feedback skill in order to achieve a meaningful appraisal
- Understand why the appraisee becomes difficult and learn how to deal with the situation

Course Details

Course Code	: 14B-C13
Date	: 5 February 2015 (Thursday)
Time	: 0930 - 1700 (6 hours)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants:	: NGO Managerial and Supervisory Staff
Class Size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$1,000
Fees for HKCSS Agency Member Staff	: \$920 (Enrollment received on/before 15 January 2015: \$840)
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Trainer

Mr Hillman Chung 鍾衍文先生

(see P.43)

Be a Competent Team Leader

做個出色的領袖



Objectives

- To instill a correct mindset of leadership - from leading self to leading others
- To enhance personal effectiveness through managing emotion, time and objectives
- To align team effort and contribution through understanding organization's mission and establishing team mission
- To create a win-win culture amongst teams so that organization effectiveness can be maintained
- To understand the behaviour differences of individual and adopt an appreciative mindset in the organization

Content

1. A Correct Mindset of Leadership - From Leading Self to Leading Others

- The Correct Mind Set of a Leader
- The Essential Leadership Attribute
- Establish Leadership Principles to Lead Self and Team

2. Manage Personal Effectiveness

- Manage Emotion and Produce Positive Energy
- Align Personal Mission with Organization Mission
- Manage Time Effectively

3. Contribute to Team Effectiveness

- Demonstrate Leadership in Team Development Stages
- Understand Human Behavioral Preferences
- Develop Appreciate Culture and Language within the Team

Course Details

Course Code	: 14B-11
Date	: 10 February 2015 (Tuesday)
Time	: 0930 - 1730 (6.5 hours)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants:	: NGO Managerial and Supervisory Staff
Class Size	: 25
Language	: Cantonese (supplemented with English)
Fee	: \$1,080
Fees for HKCSS Agency Member Staff	: \$1,000 (Enrollment received on/before 20 January 2015: \$910)
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Trainer

Mr Hillman Chung 鍾衍文先生

(see P.43)

Integrated Marketing Communications Plan for NGOs

社會服務機構的綜合市場溝通策略

Objectives

Integrated Marketing Communications (IMC) is an indispensable part of any organization's overall marketing strategy. A well-orchestrated and integrated communications plan consolidates brand image, nurtures relationships and maximizes the promotion dollar. Conversely, the pitfalls of not having an integrated marketing communication strategy will be inconsistent messaging, wasted resources, fragmented brand image and consumer confusion. This workshop introduces participants to the concepts and principles to effective marketing communications planning, imparting know-how on how best to apply the various communications tools available today for marketing, and on how to pull them together for synergistic results.

Content

- What is Integrated Marketing Communications Planning, and what are its benefits?
- What are advantages and disadvantages of the various tools available for integrated marketing communications planning today, e.g. Social Media Marketing, Public Relations, Event Marketing, Direct Marketing, Sales Promotions, Advertising etc.
- How can these tools be applied efficiently and effectively within a comprehensive IMC Strategy?

Course Details

Course Code	: 14B-18
Date	: 11 February 2015 (Wednesday)
Time	: 0930 - 1730 (6 hours)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants:	: NGO Managerial Staff
Class Size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$1,000
Fees for HKCSS	: \$920 (Enrollment received on/before
Agency Member Staff	21 January 2015: \$840)
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Trainer



Ms Carolyn Butt 畢靄琮女士

Chief Consultant
EGNITE

Ms Butt develops and delivers on an intensive curriculum that includes Marketing, Branding and Communications to Corporate Clients in need of such skillsets. She is currently the lead trainer for the Marketing Academy for Hong Kong Telecom CSL. She also trains on subjects such as Strategic Planning and Account Management in various Advertising Agencies, and at the Bank of Beijing on Branding and Cultural Integration. As well, she lectures at the Hong Kong Baptist University on Advertising Management. Prior to her life as a trainer, Carolyn has built strong brands for a diverse array of industries in Asia and North America for over 20 years, and is highly regarded in the industry for her strong strategic mind and her ability to inspire award-winning creative work that generates results for her clients. She has developed sizzling campaigns that have received well over a hundred advertising and marketing awards from Asia, USA and Canada.



Performance Management - Coaching and Mentoring

績效管理 — 教練與指導

Objectives

- To equip the coaching skills and master the critical steps of effective coaching
- To understand the importance of mentoring in maximizing the team performance

Content

- Identifying, Planning and Making Coaching Opportunities
- Critical Steps of Coaching as an Effective Intervention
- Difficult Coaching Situation: Conflict Preference and Resolution
- Mentoring On-going Progress

Course Details

Course Code	: 14B-C14
Date	: 12 February 2015 (Thursday)
Time	: 0930 - 1700 (6 hours)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants:	: NGO Managerial and Supervisory Staff
Class Size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$1,000
Fees for HKCSS	: \$920 (Enrollment received on/before
Agency Member Staff	22 January 2015: \$840)
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Elective
Session in a
Certificate
Course
證書課程選修
單元 (p.31)

Trainer



Dr Michael Kwong 鄺俊偉博士

DBA, MBA, FIIM, MIMgt, MCIM, MSIS,
FISCM, MHKIM, EP, Dip.M, C.Mgr, B.A.(Hon)

Graduated from the University of Nottingham (U.K.), Dr Kwong has worked in various leading media corporations with over 15 years' successful experience in sales and marketing field. Dr Kwong served as Executive Committee member of the Chartered Institute of Marketing (HK branch) and Training Director of the Hong Kong Institute of Marketing. He is now a training consultant specialized in Marketing, Selling, Negotiation and CRM and frequently invited to be trainer by corporations and NGOs.



廣播行業幕後製作探索 參觀香港電台

香港電台(港台)，是香港廣播史上首家廣播機構，同時是香港唯一的公營廣播機構，提供電台、電視及網上多媒體服務。作為本港的服務社會公共機構，除了有效履行公共廣播服務的職能及成功營運管理，亦要符合社會期望並回應大眾的要求。港台提供多媒體節目包括新聞、時事、資訊、藝術、文化及教育的多元化廣播，電視和互聯網服務。除了透過多媒體節目推動香港文化發展，同時亦為政府和公眾表達意見之間提供溝通渠道。

從了解港台的運作、參觀錄音室及直播室、資深港台DJ分享與問答環節等，讓參加者了解廣播行業的幕後運作、持續發展項目、節目製作及電台廣播的挑戰，掌握影視媒體之道，推廣機構服務。故此，是次實地參觀特別適合處理與媒體關係的機構同工參加，對電台運作及其發展項目有興趣的同工亦同樣歡迎。

活動詳情

編號	: 14B-V01
日期	: 2014年11月25日(星期二)
時間	: 1600 - 1730(1.5小時)
地點	: 九龍塘廣播道30號廣播大廈(正門集合)
對象	: 社會服務機構傳訊及管理人員
人數	: 18人
費用	: \$ 100(完成考察後，可獲退還支票)

鳴謝：
香港電台



長者社區支援服務培訓系列

回應政府增撥資源，加強長者社區支援服務，包括提升長者中心服務至長者鄰舍中心水平、加強資訊、輔導、處理護理需要評估及申請、對患有認知障礙症長者及其護老者的支援等，本培訓系列旨在全面提升同工在各方面的準備及實證為本的工作技巧。

講員：資深社工、學者、專家、醫生及護士、專業協會、相關的基金會

地點：香港灣仔軒尼詩道 15 號溫莎公爵社會服務大廈

授課語言：粵語（以英語輔助）

課程一：長者活動中心轉型工作坊

1. 如何裝備同事及服務使用者明白有關服務轉型的改變
2. 新的季度報告名詞認識及計算方法
3. 與轉型有關的行政管理及 SQS 跟進工作
4. 開展隱蔽長者服務：介入方法與實務技巧
5. 開展護老者支援服務：介入方法與實務技巧、復康儀器簡介
6. 長者輔導技巧（臨終病人及家屬、喪親輔導）
7. 危機處理重點（自殺念頭、風險評估）
8. 個案工作督導
9. 如何推動長者參與：長者友善社區
10. 與區議會及地區組織之協作

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課程編號：14B-PE05

日期：2014 年 11 月至 2015 年 3 月（共 10 個單元）

時間：每單元三小時

對象：從事長者社區支援服務（長者活動中心）的
社工及主管

名額：每單元 60 人

課程二：對患有認知障礙症長者及護老者的支援工作坊

1. 認知障礙症全人照顧模式
(Holistic Dementia Care Model)
2. 早期認知障礙症辨識及介入服務
3. 評估工具應用訓練
4. 藥物認識及病理知識
5. 非藥物治療介入手法：藝術治療、音樂治療等
6. 行為問題處理技巧
7. 帶領護老者互助小組技巧
8. 實證為本的計劃及介入手法介紹
 - 記憶奪寶：專為華人長者設計的記憶力訓練教材套
 - 「腦」伴同行：腦退化症照顧者的輔導服務
 - 「先知先覺」：認知障礙預防計劃

.....

課程編號：14B-PE06

日期：2014 年 11 月至 2015 年 3 月（共 8 個單元）

時間：每單元三小時

對象：從事長者社區支援服務的社工

名額：每單元 80 人

課程三：長期護理服務需要評估理論和實踐工作坊

1. 介紹長期護理系統的發展及理念
2. 有關統一評估機制及運作流程及表格詳解
3. 個案管理工作手法
4. 擬定個人關顧計劃及個案檢討
5. 社區層面的持續照顧模式

.....

課程編號：14B-PE07

日期：2014 年 11 月至 2015 年 1 月（共 5 個單元）

時間：每單元三小時

對象：從事長者社區支援服務的社工

名額：每單元 60 人

主辦：



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

報名詳情將於社聯學院網頁公布，敬請密切留意 www.institute.hkcss.org.hk

創意遊戲培訓系列：三高一低創意遊戲工作坊

合辦：
智樂兒童遊樂協會

簡介

要為兒童創造出理想的遊樂環境，遊戲物資為不可或缺的一環，根據Simon Nicholson的Loose part theory (1971)，兒童的創意及再創造能力與遊戲物資的種類及數量成正比，因此適當的運用遊戲物資，不但增加遊戲的可能性，且帶來遊戲更大的變化，更能激發兒童於遊戲中的再創造能力。

目的

工作坊以遊戲體驗為主，以「低」成本的物資，創造出「高」創意、「高」可能性、及「高」價值的遊戲。

內容

- 高價值遊戲物資的概念 — 可有無限可能性的遊戲物資
- 遊戲物資與兒童創意的關係
- 學習如何發掘身邊具有遊戲價值的物品，例如：報紙、飲管等
- 提供多元化的遊戲意念，建立參加者的遊戲資源庫

課程詳情

課程編號	: 14B-PE02
日期	: 2014年12月5日(星期五)
時間	: 0930-1230(3小時)
地點	: 香港灣仔軒尼詩道15號溫莎公爵社會服務大廈
對象	: 前線社工
名額	: 30人
授課語言	: 粵語(以英語輔助)
費用	: \$490
社聯會員機構職員費用	: \$440(如於2014年11月14日或之前報名，每位\$400)
查詢	: 2876 2470或電郵institute@hkcss.org.hk

講員



蔡志學先生

智樂兒童遊樂協會
遊戲工作主任

蔡先生來自智樂兒童遊樂協會的專業培訓團隊，擁有豐富的與兒童遊戲的經驗，經常創作有趣的遊戲意念，並運用大自然的物資作為遊戲塑材，此外，亦有兩年以上的培訓經驗，曾為不同的政府部門、專上學院、教育學院、志願機構、小學、幼稚園等提供遊戲課程，亦曾獲邀到國內不同地區，為教師、家長及項目工作人員策劃並推行遊戲培訓計劃。

Emotion Regulation Styles and Counselling

情感風格及輔導

Introduction & Objectives

The way we deal with our feelings has a direct impact on how we view ourselves and the way we engage with others. This course provides an in-depth understanding on four emotion regulation styles and their manifestations in the counselling process. Therapists equipped with the understanding of these four emotion regulation styles can swiftly enter into the inner world of the clients. This course aims to equip participants to understand the four emotion regulation styles and its applications in counselling.

Content

- Understanding of the four emotion regulation styles
- Specific road map and interventions for addressing the inner struggles and feelings of clients
- Practical applications of the understanding of emotion regulation styles on clients who struggle with anxiety, depression, complex trauma and couple distress

Course Details

Course code	: 14B-PE03
Date	: 19 December 2014 (Friday)
Time	: 0930 - 1700 (6 hours)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants	: NGO Professional Social Workers
Class size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$1,000
Fees for HKCSS Agency Member Staff	: \$920 (Enrollment received on/before 28 November 2014: \$840)
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Trainer



Ms Natalie Tong 唐靜思女士

Registered Psychologist (HKPS)
Licensed Marriage & Family Therapist, MFT
40466, California

Ms Natalie Tong has conducted numerous training workshops and provided graduate and professional training in the area of counseling and psychotherapy. She is a Certified Emotion-Focused Therapy Practitioner who integrated her training in clinical psychology with Emotion-Focused Therapy. She received individual supervision from Professor Leslie Greenberg and Dr Ting Liu in her EFT Training. She is a part-time lecturer at the University of Hong Kong and the City University of Hong Kong who teaches and supervises counselors and social workers in-training. She is a Registered Psychologist (Reg. Psychol.) and a Licensed Marriage and Family Therapist (LMFT) who works extensively with clients who suffer from depression, anxiety, trauma and couple distress in her private practice. She is an Approved Supervisor with the Hong Kong Professional Counselling Association (HKPCA). She is also a Clinical Member of the American Association of Marriage and Family Therapy (AAMFT) and an Associate Member of the American Psychological Association (APA).

當「正向心理學」遇上「表達藝術治療」 When "Positive Psychology" meets "Expressive Arts"

合辦：
基督教聯合那打素社康服務

引言

導師將透過「人本表達藝術治療」(Person-centered Expressive Arts Therapy)的手法，引導參加者以不同形式的藝術媒體，認識和探索個人的「正向心理」，包括個人的美德與性格優點，從而促進自身和專業的成長。

內容

- 簡介「正向心理學」及「表達藝術治療」
- 認識各種不同的藝術媒體
- 以不同的表達藝術活動，探索個人自身和專業的生涯
- 結合性格優點測試結果分析
- 大組分享和總結
- 藝術作品展示

課程詳情

課程編號	: 14B-PE01
日期	: 2015年2月4日(星期三)
時間	: 0930 - 1700(6小時)
地點	: 香港灣仔軒尼詩道15號溫莎公爵社會服務大廈
對象	: 社會服務機構同工
名額	: 20人
授課語言	: 粵語
費用	: \$1,410
社聯會員機構職員費用	: \$1,280(如於2015年1月14日或之前報名，每位\$1,160)
查詢	: 2876 2470或電郵institute@hkcss.org.hk
備註	: 費用已包括藝術物料；參加者無須擁有任何藝術背景或經驗，建議參加者穿著鬆身舒適的衣服參加

講員



姚穎詩女士
服務經理(臨床心理學家)

基督教聯合那打素社康服務
聯合情緒健康教育中心

姚女士是香港大學社會科學學士一級榮譽生及臨床心理學碩士，專職提供心理輔導和治療，以及有關心理教育的講座、培訓課程和活動等，致力推廣正向心理與大眾的身心健康，曾接受主流媒體訪問，著作包括有關心理健康、快樂人生與人際關係的自助教材和書籍。由於熱愛藝術，努力鑽研如何揉合表達藝術和正向心理學於心理治療中。

Social Research Methods

社會研究方法

Objective

- Define the research designs and methodologies suitable for different research aims
- Employ the appropriate sampling and data collection methods
- Design questionnaires and refine them using the pilot test process

Content

- 1. Overview of Research Process**
 - Principles of Social Research
 - Conceptualization of Research Study - Defining the Appropriate Research Questions and Hypotheses for Policy Use
- 2. Research Designs**
 - Overview of Qualitative Research: Focus Group Interviews and Analyzing and Interpreting Qualitative Data
 - Overview of Quantitative Research: Survey Research: Primary versus Secondary Data and Time Frame
- 3. Sampling & Data Collection**
 - Sampling Methods
 - Overview of Survey Methodologies
- 4. Questionnaire Design**
 - Questionnaire Construction
 - The Pilot Test Process

Course Details

Course code	: 14B-PE04
Date	: 6,13,20 March 2015 (Fridays)
Time	: 1400 - 1700 (3 hours each, total 9 hours)
Venue	: Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong
Target Participants	: NGO staff
Class size	: 30
Language	: Cantonese (supplemented with English)
Fee	: \$1,250
Fees for HKCSS Agency	: \$1,150 (Enrollment received on/before 13 February 2015: \$1,050)
Member Staff	
Enquiries	: 2876 2470 or institute@hkcss.org.hk

Trainer



Mr Keith Wong 黃子璋先生

Chief Officer (Social Development),
Policy Research and Advocacy
The Hong Kong Council of Social Service

Mr Keith Wong is currently the Chief Officer (Social Development) of the HKCSS. He is responsible for three major areas of work concerning the social service sector and the society, namely social development, social research for service excellence, and social impact assessment. Previously, he worked in the Council as the Officer (Policy Research and Advocacy) and managed different research projects. Keith received his Bachelor of Social Science degree from The Chinese University of Hong Kong and Master of Social Work from The University of Hong Kong. He is a registered social worker in Hong Kong.

跨界別合作與支援

HKCSS Institute提倡跨界別的合作及專業知識交流，與多間專上學院、專業學會、工商機構及社會服務機構建立伙伴關係，以其專業及資源，合作推出不同的課程、研討會及獎勵計劃，以推動終身學習，支持香港社會福利界的發展。

[創院企業伙伴]



花旗集團

花旗集團不但一直為客戶提供卓越的銀行產品及服務，還運用我們在金融方面的專業知識，積極推動理財教育。同時，鼓勵員工投入義務工作，協助有需要的一群，共建和諧理想的社會。於2007年初，更成為HKCSS Institute之創院企業伙伴，為社會福利界提供跨界別合作及專業知識交流的平台，鼓勵持續學習文化，優化服務質素。

[創院贊助]



德和保險顧問(香港)有限公司 銀和再保險有限公司

德和保險顧問(香港)有限公司、銀和再保險有限公司，十多年在本港從事保險及再保險業務，是土生土長的香港人企業。它們熱心慈善工作，積極回饋社會，過去曾支持社聯的培訓課程，因深感有關工作有效提升社福機構的能力，故樂意贊助HKCSS Institute，讓其工作發揮更大效益。

[合作夥伴(按機構名稱首字筆劃排列)]



商業風險評估專業協會

商業風險評估專業協會(ICRM)是在風險和危機管理行業和諮詢服務方面均廣泛地被認可及最具影響力的專業諮詢和認證機構。該協會成立於2001年3月，ICRM是香港唯一專銜和標誌授權的認證機構，其中包括「風險評估策劃師」— CRP；「核准危機管理顧問」— CCC；「專業調解員」— CPM，是公認的全面管理行業內的專業為基準。在普通法認證和標誌方面，ICRM擁有、頒授及認證專業職能。



睿智計劃

睿智計劃致力加強對第三部門(third sector)的充權、提升非牟利或民間組織在現今多變的社會環境下的應對及機構管理安排之能力，並期望合作計劃能同時增強大學在研究及教授有關非政府機構(NGO)/公民社會等範疇的能力。此外，計劃亦期望能透過培訓及分享，在不同非牟利或民間組織中培養出可持續發展所需要的創新和企業精神，鞏固領導層、管理及組織的效能，並從而凝聚業界的領導人物以發展一股協同力量和建立支援網絡。



澳洲會計師公會

澳洲會計師公會是全球最大的專業會計團體之一，在121個國家擁有超過150,000名會員。公會一直致力提供知識交流的平台、發展會員的專業網絡，並與不同企業及機構緊密合作，培訓具潛質的財務、會計及商業專才。澳洲會計師公會於1985年在香港正式成立辦事處，目前於大中華區之會員人數超過15,000名。



NGO Management School Switzerland

The NGO Management School provides training for professional and effective NGO management. It is a department of the NGO Management Association, a non-profit association based in Geneva, Switzerland, which was launched in 2001. The aim of the association is to provide non-profit organisations access to management tools, to management training and consultancy. Since 2009, it has provided training to participants in 11 countries in Europe, Asia, Africa and the Middle East.

[機構伙伴(按機構名稱首字筆劃排列)]



智樂兒童遊樂協會

智樂兒童遊樂協會(智樂)成立於1987年，是一所慈善團體，透過遊戲讓兒童擁有豐盛的生命。我們鼓勵兒童遊戲，並推動家長、老師、政策制訂者及大眾相信遊戲能照顧兒童成長中的各項關鍵需要。



基督教聯合那打素社康服務 聯合情緒健康教育中心

成立於2003年，隸屬基督教聯合那打素社康服務，乃全港首間機構，積極運用並提倡「正向心理學」(Positive Psychology) 學說於心理健康計劃之中，務求透過多元化的服務形式，包括：公眾活動、課程及傳媒，教育社區正向心理和積極人生的重要性。



鳴謝

鳴謝上期公開課程之導師及嘉賓講者：(依姓氏筆劃排名)

仇德基先生	雋博管理顧問有限公司	陳裕匡先生	主場新聞
尹美玉女士	創意無限公關顧問公司	曾淑英女士	聖公會聖基道兒童院有限公司
王千嘉女士	扶康會	湯崇敏女士	親切
王詩韻女士	香港紅十字會	黃佩儀小姐	智樂兒童遊樂協會
何穎兒女士	扶康會	黃雁玲女士	浸信會愛羣社會服務處
余遠騁博士	世界綠色組織	黃慧娟女士	大家樂集團
余蕙芳女士	駿才策略顧問(香港)有限公司	楊少珠女士	世界綠色組織
呂日康先生	扶康會	劉芷希女士	扶康會
李少媚女士	香港公共關係專業人員協會	劉瑞珊女士	扶康會
李玉芝女士	聖雅各福群會	鄭松雪女士	嘉華集團
沈銘義先生	香港鐵路有限公司	黎泉輝先生	黎泉輝訓練有限公司
林志輝先生	香港保護兒童會	黎淑芬女士	善銘國際有限公司
林莉君女士	香港社會服務聯會	蕭美娟女士	樂施會
馬維業先生	越世代(iGen6)集團	繆國斌先生	項目管理專業學會 — 香港分會
馬錦華太平紳士	資深培訓顧問	譚彩鳳女士	環信公關
張一心女士	香港公共關係專業人員協會	陳曉蕾女士	
梁梓敦先生	聖公會聖匠堂長者地區中心	黃宗顯醫生	
梁麗娟女士	扶康會	黎鑑棠先生	
畢靄琮女士	燃火伙	謝寶昇先生	
郭慶輝先生	明報企業有限公司		

Application Guidelines

報名須知

- Applicants should complete the appropriate application form and submit with a crossed cheque payable to "The Hong Kong Council of Social Service". Applicants who enroll for more than one activity/course should issue a separate cheque for each activity/course. Please verify right payment for the required fee. Incomplete application form or wrong payment will not be processed.
申請者須填妥合適表格，連同以「香港社會服務聯會」抬頭之劃線支票，郵寄或親身遞交。如報讀超過一個活動/課程，請分開支票。申請者應確認繳付正確費用，資料不全的報名表或支票恕不受理。
- Activities of the HKCSS Institute are specially catered for HKCSS Agency Members. Early bird discount is subject to the application period of each course. HKCSS Institute課程專為社聯機構會員而設。「提早報名優惠」須參考個別課程的報名日期。
- Applicants are normally processed on a first-come-first-serve basis. Application result will be notified through email prior to the activity/course commencement. Please contact the Institute if you do not receive any notification one week before the activity/course starts (Tel: 2876 2470).
學院一般以「先到先得」方式處理活動/課程報名，申請結果將於活動/課程前經電郵通知。申請者若在活動/開課一星期前仍未收到任何通知，請與學院聯絡(電話：2876 2470)。
- Unless otherwise stated, the closing date for application is three weeks before the commencement of the activity/course. Late applications will only be considered if there are vacancies.
除另行通告外，所有活動/課程均在開課前三星期截止報名。若有餘額，逾期申請者才會被考慮取錄。
- For award-bearing and professional programme, applicants will normally go through selection process. Please refer to specific programme descriptions for entry requirements. Admissions are subject to the selection criteria and availability of seats. Applicants meeting the minimum admission requirements are not guaranteed successful applications.
申請者報讀學歷頒授或專業課程，一般須經過甄選程序。請參閱個別課程的簡介以了解有關取錄條件。甄選過程將視乎取錄要求及名額而定，符合基本要求的申請也不保證會被取錄。
- Applicant cannot change to another programme, fees and seats of activities also cannot be transferred from one applicant to another upon acceptance of application. Fees paid are not refundable for withdrawal or absence from the enrolled programme.
一經取錄，申請者不得轉報其他活動/課程，費用及名額亦不得轉讓他人。無論申請者退出或缺席課程，已繳交之學費將不獲退還。
- The Institute reserves the right to make any change to the activity/course when necessary. The Institute also reserves the right to cancel an activity/course owing to insufficient enrollment or other special occasions, and to notify the applicants via email. Programme fee will be refunded in such case.
如有需要，學院有權對活動/課程內容及安排作出改變。學院亦保留權利，在活動/課程人數不足或其他特殊情況時取消該活動/課程，並以電郵通知申請者。經學院安排後，申請者將獲退還該活動或課程的費用。
- The personal data provided on application forms are used by the Institute only for enrollment and administration purposes. Under the provision of the Personal Data (Privacy) Ordinance, applicants have the right to request access to and make correction of their personal data. Applicants wishing to make amendments on personal data should submit written requests to the Institute by email to institute@hkcss.org.hk.
報名表所提交的個人資料，只供學院用作處理報名及學生事務等相關事宜。根據個人資料(私隱)條例，申請者有權查詢及更改其個人資料。申請者如欲更改個人資料，請以書面方式提出申請，並電郵至institute@hkcss.org.hk。
- Application procedure can be completed electronically in Institute's on-line membership system after successfully registering and being accepted as an Institute's member. Please visit Institute's website (institute.hkcss.org.hk).
申請手續亦可於學院網上會員系統內完成，成功登記及獲核實成為社聯學院會員後，可於網上進行報名手續。請瀏覽學院網站(institute.hkcss.org.hk)。

Obtain the HKCSS Institute Prospectus

索取課程手冊(Photocopies are accepted接受影印本)

Please complete the request form and email to institute@hkcss.org.hk or fax to 2876 2485.
請填妥下列資料，並電郵至institute@hkcss.org.hk或傳真至2876 2485。

Please complete this form in BLOCK LETTER. 請用正楷填寫此表格。

Obtain the Prospectus, find out the latest information of upcoming courses and events of the HKCSS Institute!
索取HKCSS Institute課程手冊，掌握本院最新課程及活動資訊。

I would like to obtain 本人欲索取：

- ☐ the "April 2015 - September 2015" issue
「2015年4月至2015年9月」課程手冊
- ☐ new releases of Prospectus 每新一期課程手冊
- ☐ e-version of Prospectus 課程手冊電子版
- ☐ the course information by email 索取電郵課程資料

Name Mr / Ms
姓名 先生 / 女士

Contact No.
聯絡電話

Address
通訊地址

Former participants of HKCSS Institute? ☐ Yes ☐ No
曾參與HKCSS Institute活動? 是 否

E-mail
電郵

Organization
機構名稱

Application for Seminar, Forum & Course

研討會、講座及課程報名表格 (Photocopies are accepted 接受影印本)

Application Guidelines can be downloaded at our website. After reading, please complete "Personal Particulars" section in **ENGLISH BLOCK LETTERS**. 「報名須知」可於網上下載。細閱後，請以**英文正楷**填寫個人資料部份。

HKCSS Institute website 社聯學院網址：www.institute.hkcass.org.hk

 會員註冊

The online registration system is now activated. Please visit our website. 網上報名平台已經開啟，請即到社聯學院網址申請。

1. Application for Seminar, Forum & Course 研討會、講座及課程報名

Course Code 課程編號	Programme Title 活動名稱	Fee 費用	Cheque No.* 支票號碼

*Please issue one cheque for each course. 請以一張支票支付一個課程。

☐ I DO NOT want to record the hour-points of the above course(s) in the "HKCSS - Citi Continuous Learning Recognition Scheme".

本人不願意將以上課程之參與時數記錄於「社聯·花旗集團持續學習獎勵計劃」之個人戶口內。



2. Personal Particulars 個人資料

Title 稱謂 ☐ Mr 先生 ☐ Mrs 太太 ☐ Ms 女士 ☐ Miss 小姐 ☐ Other 其他 _____

Name in English

英文姓名

Name in Chinese

中文姓名

Family Name 姓氏 Given Name 名字 (as shown on HKID Card 如香港身份證所示)

Organization

機構名稱

Job Title

職位

Contact No

聯絡電話

E-mail

電郵

(For Application Result, Course notice & Promotion 報名結果/課程通知及宣傳將送往此電郵)

Correspondence Address

通訊地址

Education Level 教育程度 ☐ Primary School 小學 ☐ Secondary School 中學 ☐ Post-Secondary 專上 ☐ University 大學 ☐ Postgraduate or above 研究院或以上 ☐ Other 其他 _____

3. Information Updates 資訊索取

e-Promotion 電子宣傳

I do not wish to receive...

我不欲接收...

☐ e-promotion from HKCSS Institute 社聯學院的電郵宣傳

☐ e-promotion from HKCSS (except HKCSS Institute) 社聯的電郵宣傳(學院除外)

☐ e-promotion from HKCSS 任何來自社聯的電郵宣傳

Prospectus 課程手冊

I want to obtain the next prospectus by...

我希望從以下途徑索取下期課程手冊...

☐ By Email 電郵

☐ By Mail 郵寄

4. Declarations 聲明

1. I declare that all information given in this application form is, to my best knowledge, accurate and complete.

本人聲明本申請表之所載資料，依本人所知，均屬完整及正確。

2. I consent that if registered, I will conform to the Rules and Regulations of the Institute.

本人同意如本人獲取錄入學，本人當遵守學院的一切上課指引及規則。

3. I have noted, understood and agreed the content of the "Application Guidelines".

本人已細閱、明白並同意「報名須知」的全部內容。

Cheque payable to 支票抬頭	The Hong Kong Council of Social Service 香港社會服務聯會		
Address 地址	HKCSS Institute, Rm 906, 9/F Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong 香港灣仔軒尼詩道15號溫莎公爵社會服務大廈9樓906室HKCSS Institute		
Enquiry 查詢	Tel電話: 2876 2470 / 2876 2454	Fax傳真: 2876 2485	E-mail電郵: institute@hkcss.org.hk

Signature 簽署 _____

Date 日期 _____



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



institute.hkcss.org.hk