

"In the past, relying heavily on spreadsheet calculations, we took much time and resources to verify even a simple piece of information, and might even lead to errors. After adopting the NGO-friendly IPL HRIS, we have increased efficiency, complied with work-based government subsidy evaluation processes, improved organizational auditing, accountability and transparency, thus fulfilling community expectations nowadays."

**Kenneth Lee Kwan-leung**  
**Senior Manager (Human Resources)**  
**SAHK (formerly "The Spastics Association of Hong Kong")**



### Association Profile

SAHK (formerly "The Spastics Association of Hong Kong") serves persons suffering from disabilities caused by neurological impairments, including physical disabilities, spastics, mentally challenged, autism, learning difficulties, special learning needs, stroke and Parkinson's disease, even infants and the elderly, helping them to recover in different life phases.

### Situation Overview

Kenneth Lee, Senior Manager (Human Resources) of SAHK indicates that the major difference between a non-governmental organisation and any other business enterprises is that the latter aims for profit, while non-governmental and welfare organisations have to provide services in response to community needs.

In the past, SAHK handled wage remuneration by spreadsheet calculations. With the changes in the HKSAR government's subsidy policies, the Board has realised that they have to evolve and meet changes in social developments, improving governance, transparency and accountability.

Noting the popularity of the IPL HRIS NGO (Non-Governmental Organisation) version among welfare organisations, and the experiences of these organisations, SAHK has decided to adopt it.

### Experience Sharing

Kenneth reveals that currently, SAHK has around 1,300 staff in Hong Kong, with 1,000 staff working outside schools. The employees are hired on different contractual agreements given the diversity of its services.

For example, the working hours of dormitory workers may differ, given that they work in shifts. The delivery of some therapeutic and counseling services requires staff with relevant professional qualifications, and professionals concerned would need to undergo exams or acquire credits for learning updated techniques, otherwise

it might jeopardize SAHK's services. On the other hand, SAHK encourages further studies among its workers, in order to raise their expertise and service standards. As a social welfare organisation, SAHK has to comply with government standards, thus need to handle every detail of the human resource process professionally, as compared with other business enterprises.

With the IPL HRIS NGO version, payroll calculation is shortened to 3-4 days in a two-level verification. The whole process is done accurately that help promote human resource efficiency.

### Forward-looking System

IPL HRIS promotes transparency of the HR management and information tremendously. For example, the HR Department had to spend considerable resources in the past retrieving target information from records of thousands of employees, to determine who would need to renew the licences. Nowadays, with the given settings, the system can offer timely alerts to staff to facilitate application processes and record their service hours to attain professional qualifications or further studies.

With the help of IPL HRIS, SAHK can now set out more logical and long term arrangements to meet the needs of the diverse workforce, to offer new services, achieve better synchronisation with human resources, and to create more sophisticated strategies. "In the past, it takes much effort to retrieve historical records for all-round strategic planning. With the launch of IPL HRIS, forecast or analysis have become much more efficient and accurate," Kenneth said.

### Facing Challenges in Social Welfare Development

Over the past ten years, the HKSAR's subsidy model has changed from reimbursement to lump-sum grants, giving more freedom as well as responsibility to non-governmental organisations. In other words, institutions have to assert more control over the management process. IPL HRIS can help SAHK increase efficiency and enhance governance, addressing the policy changes.

「以前利用試算表，單單翻查一點資料，又或避免人手出錯，都不容易。如今利用 IPL HRIS 適用於非牟利機構的 NGO 版，不僅工作更有效率，更能配合政府資助『衡工量值』的要求，以至機構審計、問責性和透明度，都能與時並進，符合社會大眾今天的期望。」

**李君亮**

高級經理(人力資源)  
香港耀能協會



## 協會簡介

香港耀能協會（前「香港痲痺協會」）服務中樞神經系統創傷而致身體殘障的人士，包括肢體殘障、痲痺、智障、自閉症、發展遲緩、特殊學習困難、中風、柏金遜症等，服務範疇更涵蓋幼兒至長者，全方位照顧他們不同人生階段的復康需要。

## 現狀概述

香港耀能協會高級經理（人力資源）李君亮表示，作為一家歷史悠久的社福機構，在人力資源管理上耀能和商業機構並無重大分別，只是商業機構以盈利為本，社福機構則以受助人為本，服務必須切合他們需要。

過去耀能協會僅利用試算表計算薪酬工資，由於近年特區政府在津貼政策上的轉變，董事會意識到舊有方法在機構管治、透明度、問責性方面亦必須趕上社會未來的發展，因此銳意改變。

其後知道 IPL HRIS 設有 NGO（非政府組織）版，並已有不少社福機構採用，參考其他社福機構經驗後，於 2008 年轉用至今。

## 經驗分享

李君亮透露，現時耀能協會約有 1,300 名員工，不計學校有約 1,000 位同工，當中因應多元化服務有不同的合約組合。

例如宿舍工友或需輪班工作，每班時數未必相等。一些治療或輔導服務則需擁有相關專業資格者才能提供，當事人需考取有關資歷或定期修讀學分，接觸最新的專業知識，否則便會影響到協會的服務。

另一方面，耀能亦鼓勵同工進修，提升服務知識和水平。加上作為社福機構，耀能協會需完全跟隨政府的標準，在薪酬管理有一些商業機構未必留意的細微地方，均須一一辦妥。

採用 IPL HRIS 的 NGO 版後，計算薪酬大幅縮短至只需三至四天且計算準確，覆檢步驟也可由三重精簡至兩重，人力資源管理效率大為提升。

## 系統的前瞻性

此外，IPL HRIS 為人力資源管理資訊大大提高透明度。例如過去要知道同工是否定期續牌，人力資源部均要花一番功夫才能從約千人記錄的試算表中，篩選出目標資料。如今只要預先設定，系統便可定期通知，提醒同工辦理手續。

得 IPL HRIS 之助，耀能協會甚至可按不同服務的人力組合，構思更合理或長遠的安排，又或為計劃中的新服務，研究人力資源上如何配合，未雨綢繆。「過去我們從試算表擷取所需資料困難，很難總覽全局。現在有 IPL HRIS，進行預測或分析時便能更快捷和準確得多。」

## 迎接社福發展的挑戰

過去十年特區資助模式由實報實銷轉為整筆撥款，NGO 享有更大自由的同時也有更大的責任，換言之對機構全局要更有效掌握。IPL HRIS 的應用，助耀能協會提升效率之餘亦加強管治，使之更有效地適應政策上的轉變。