

Service Quality Standard (SQS)

服務質素標準

標準 Standard 4

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香港社會服務聯會

服務質素標準 4

所有職員、管理人員、管理委員會
或其他決策組織的職務及責任均有清楚的界定執行單位**1. 政策目的**

- 1.1 確保本會所有職員、管理人員、管理委員會或其他決策組織的職務及責任均有清楚的界定
- 1.2 確保本會職員、會員、服務使用者及公眾均有機會了解本會的組織架構和管理制度

2. 理念

- 2.1 完善的管理方法，有助向服務使用者提供優質的服務
- 2.2 訂立明確的職務及責任，可增加管理效率及避免因職務混淆而浪費人力資源

3. 政策

- 3.1 編寫每個職位的職責說明，詳細界定每個工作崗位的職務、責任及問責關係
- 3.2 編寫執行委員會及各專責委員會的職務陳述，訂明各委員會的功能、組成方法、責任及最新委員名單
- 3.3 編製組織架構圖，列出整體組織結構及問責關係
- 3.4 本會職員、委員及會員均有權閱覽上述職責說明

4. 措施

- | | |
|--|----------------|
| 4.1 行政部負責編寫每個職位的職責說明，並經各業務總監及行政總裁通過落實執行 | 主任(人力資源) |
| 4.2 行政部負責編寫執行委員會的職務陳述，並經行政總裁檢視，再由執行委員會通過落實執行 | 主任(人力資源) |
| 4.3 各業務總監負責編寫各有關專責委員會的職務陳述，並經行政總裁檢視，再由執行委員會通過落實執行 | 主任(人力資源) |
| 4.4 行政部負責編製組織架構圖，並經行政總裁檢視，再由執行委員會通過落實執行 | 主任(人力資源) |
| 4.5 行政部負責將每個職位的職責說明、執行委員會及各專責委員會的職務陳述編入「服務資料套」內，供職員、會員、社會大眾索閱 | 主任(行政) |
| 4.6 公眾參與及伙伴(企業傳訊)負責將組織架構圖、執行委員會及各專責委員會最新的成員名單上載本會網頁，方便會員及公眾下載及閱覽 | 高級經理
(企業傳訊) |

5. 檢討及修訂

此政策於 2001 年 2 月制訂，目的為配合服務質素標準 4 在本會落實執行。本政策文件存放於本會的工作守則內，所有現職或新入職職員均須詳讀及依據有關政策提供服務。本政策及有關內容將適時作出檢討。

Chart of Committees

Please refer to HKCSS website

<https://www.hkcss.org.hk/%e9%97%9c%e6%96%bc%e6%88%91%e5%80%91/%e7%b5%84%e7%b9%94%e6%9e%b6%e6%a7%8b/%e6%9e%b6%e6%a7%8b%e5%9c%96/>

1. EXECUTIVE COMMITTEE COMPOSITION

- 1.1 The management and control of the business of the Council shall be vested in an Executive Committee which shall be composed of a maximum number of 30 members comprising:-
 - 1.1.1 Up to fifteen persons or not less than half of the total members of the Executive Committee elected from the candidates nominated by Agency Members and Life Members;
 - 1.1.2 The Chairperson of each Standing Committee or his nominee, ex-officio;
 - 1.1.3 Up to nine co-opted members;
 - 1.1.4 One representative from the Hong Kong Joint Council for People with Disabilities;
 - 1.1.5 The Executive Committee may from time to time invite representatives from government departments and relevant organizations to act as observers. For the avoidance of doubt, such representatives are not members of the Executive Committee.
- 1.2 Members elected to the Executive Committee shall hold office for two-year terms or for such period as the Members may decide so arranged that one half of this membership will change each year, with the exception of the first election where half of the elected members, those with a higher number of votes, shall hold office for two years and the other half shall hold a term of office for one year.
- 1.3 No person shall be eligible for election to the Executive Committee for more than two successive terms.
- 1.4 Government observers may be invited to attend meetings of the Executive Committee.
- 1.5 The Chief Executive attends meetings of the Executive Committee as an ex-officio.

2. POWERS OF EXECUTIVE COMMITTEE

- 2.1 The Executive Committee may exercise all such powers as the Council is, by its Constitution, authorized to exercise, and thus has overall responsibility for the planning, management and control of the Council's activities. The Terms of Reference of the Executive Committee had clearly stated the functions and power of the Executive Committee
- 2.2 The powers of the Executive Committee are usually exercised through decisions taken at its formal meetings.
- 2.3 The Executive Committee delegates some of its power to other committees. Details of such delegations are set out in the Decision Chart, shown in appendix 5 of the Staff Manual.
- 2.4 The Executive Committee may from time to time appoint such sub-committees, ad hoc committees or working parties as it considers necessary for securing the efficient discharge of its functions, and may delegate to any such sub-committee, ad hoc committee or working party any of its powers and duties, provided that no delegation made hereunder shall preclude the Executive Committee from exercising or performing or resuming at any time of the powers and duties so delegated.

3. ELECTION PROCEDURES

- The election of members of the Executive Committee shall be conducted in the following manner:
 - i. Every accredited official representative of Agency Members and Life Members shall have the rights to nominate and to elect members of the Executive Committee.
 - ii. Any persons who are current members of the Board or other similar bodies or paid staff of Agency Members and Life Members shall have the rights to be nominated and to be elected as member of the Executive Committee provided that only one person from each Agency Member may be so nominated and elected at the same election
 - iii. Each Candidate for members of the Executive Committee (“the Candidate”) shall be nominated by one accredited official representative of Agency Members and one Life Member or two accredited official representatives of Agency Members provided that one of such accredited official representative should come from the Agency Member of which the Candidate belongs and that if the Candidate is nominated by two accredited official representatives, such two accredited official representatives do not come from the same Agency Member.
 - iv. The nomination process shall proceed not less than 6 weeks before the election.
 - v. The candidates who receive most votes must be declared elected and in the case of an equality of votes between the candidates being elected by ballots as representatives of members at the Annual General Meeting, the successful candidate shall be determined by lot drawn by the Chairperson of the meeting.
- A co-opted member shall hold office for two years until the second Annual General Meeting of the Council following the date on which he or she was co-opted for such period as the Members may decide, with the exception of the first election where not more than half of the co-opted members shall hold a term of office for one year.
- Any vacancy occurring in the Executive Committee by reason of death, resignation, disability or disqualification resulting from an elected member ceasing to be an Agency Member may be filled by the Executive Committee, subject to retirement at the same time as originally set for the member in whose place he is appointed.

4. OFFICERS

At its first meeting after any Annual General Meeting of the Council, the Executive Committee shall elect from among their members the following officers who shall hold office until the following Annual General Meeting:-

- a. A Chairperson;
- b. A Vice-chairperson;
- c. An Honorary Treasurer.

5. MEETINGS OF THE EXECUTIVE COMMITTEE

5.1 Meetings and Quorum

- 5.1.1 The Executive Committee may meet together for the dispatch of business. Unless otherwise decided, the Executive Committee shall hold not less than 6 meetings in each year. Six members shall form a quorum.
- 5.1.2 The Chairperson or, in his absence, one of the Vice-chairperson shall preside at meetings of the Executive Committee. If at any meeting of the Executive Committee neither the Chairperson nor a Vice-chairperson is present within 15 minutes after the time appointed for holding the meeting, the members present shall choose someone from their number to be chairperson of the meeting.
- 5.1.3 Formal resolutions at any meeting shall be decided by a majority of votes and in the case of an equality of votes the chairperson of the meeting shall have a second or casting vote.

Notices

- 5.2.1 Unless otherwise agreed by a majority of members, Executive Committee members shall be given 7 clear days notice of meetings. Such notices shall specify the place, the day and the hour of meeting, and notice of the general nature of the business to be transacted.
- 5.2.2 The accidental omission to give any such notice to or the non-receipt of any such notice by any one or more members of the Executive Committee shall not invalidate any resolution passed at any such meeting.
- 5.2.3 The Executive Committee shall cause proper minutes to be made in records provided for the purpose:-
- Of all appointment of sub-committees made by the Executive Committee;
 - Of the names of the members present at each meeting of the Executive Committee and of any sub-committees thereof;
 - Of all resolutions and proceedings at all meetings of the Executive Committee and of its sub-committees.

Terms of Reference (ExCo)

Please refer to HKCSS website

[https://www.hkcss.org.hk/upload/mls/TOR/Terms%20of%20Reference%20of%20Executive%20Committee%20and%20Standing%20Committees 2023 eng.pdf](https://www.hkcss.org.hk/upload/mls/TOR/Terms%20of%20Reference%20of%20Executive%20Committee%20and%20Standing%20Committees%202023%20eng.pdf)

The Committee List (ExCo)

Please refer to HKCSS website

<https://www.hkcss.org.hk/about-us-2/organisation-structure/committees/executive-committee-standing-committees/?lang=en/#ExCo>

Terms of Reference of Standing & Specialized Committees

Please refer to HKCSS website

https://www.hkcss.org.hk/upload/mIs/TOR/Election%202023%20-%20Terms%20of%20Reference%20of%20Specialized%20Committees_Eng.pdf

STAFF STRUCTRE

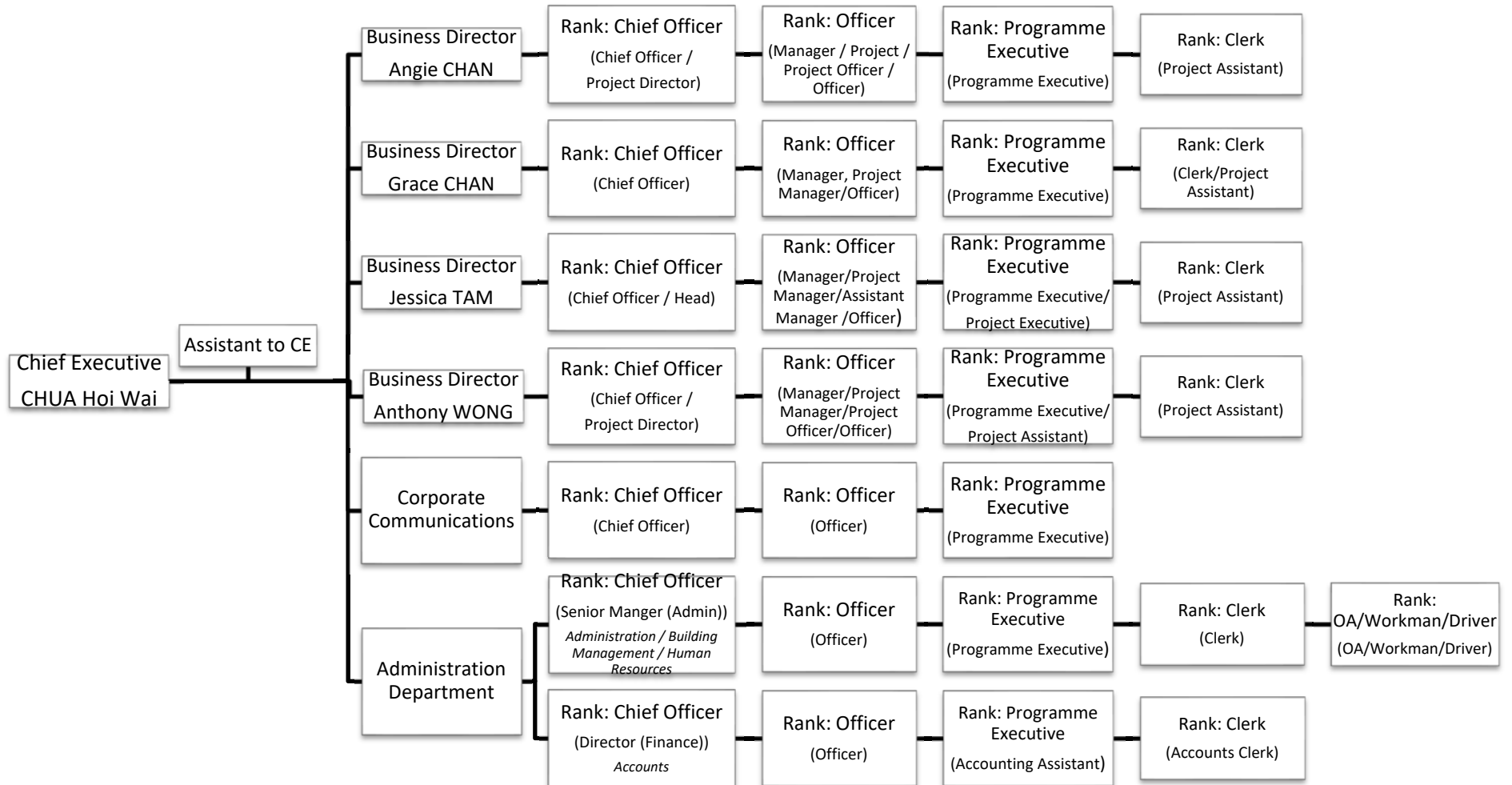
1. The staff team was reorganized with the setting up of different teams under four businesses from November 2022:
 - 1 Service Development
 - 2 Social Development
 - 3 Sector and Capacity Development
 - 4 Co-Creation
2. The current staff organization structure is set out in attached staff chart and job description for staff members of each teams and the Secretariat.
3. All major changes in staff structure must be approved by the Executive Committee.
4. Please refer to HKCSS website for the core business <https://www.hkcss.org.hk/core-businesses/?lang=en>

THE HONG KONG COUNCIL OF SOCIAL SERVICE

HKCSS/SQS/C. 4.07

Organization Chart

w/o HKCSS SE LTD



THE HONG KONG COUNCIL OF SOCIAL SERVICE

Senior Staff List

Please refer to HKCSS website

<https://www.hkcss.org.hk/about-us-2/organisation-structure/our-teams/?lang=en>