

# Employees

員工



As one of Hong Kong's largest employers, committed to the betterment of our society, the Club prides itself on offering its employees diverse and rewarding careers. In support of this, the Club continued to strengthen its employee development and engagement strategies this year. Meanwhile, preparations are well under way for the opening of the Conghua Training Centre, with a comprehensive human resources strategy implemented in support of the dual-site operating model.

## DEVELOPING OUR PEOPLE

The Club seeks to provide all its employees with high-quality learning and development opportunities. This year, with the opening of the campus of The Hong Kong Jockey Club College, a new milestone was reached. Located at the Sha Tin Communications and Technology Centre, and equipped with best-in-class facilities, the campus provides a centralised learning facility for all the Club's management, leadership and skills training programmes.

In 2016/17, full-time and part-time employees received an average of 42.6 and 7.7 hours of training, respectively. In addition, current full-time and part-time staff can access development programmes through the employee portal, [www.hkjcfamily.com](http://www.hkjcfamily.com).

The Club's success in developing its employees was recognised this year with the award of the ATD 2017 Best Award by the Association for Talent Development, one of the most recognised international awards in talent development.

馬會是香港最大僱主之一，提供多元化就業機會，協助員工開創理想的事業前景，讓他們盡展所長，務求建設更美好社會，使我們引以為傲。馬會今年繼續加強員工發展和協作策略，同時，從化馬匹訓練中心相關準備工作正如火如荼進行，包括實施全面的人力資源策略，支援日後的兩地雙向運作模式。

## 員工發展

馬會致力為全體員工提供優質的學習及發展機會。香港賽馬會學院校園今年開幕，標誌著員工發展邁進另一新里程。學院位於沙田通訊及科技中心，配備一站式優質學習設施，切合馬會的管理、領導技巧及技能培訓課程需要。

2016/17年度，馬會全職及兼職員工的平均培訓時數分別為42.6小時及7.7小時。此外，現職馬會全職及兼職員工均可透過網上員工平台 [www.hkjcfamily.com](http://www.hkjcfamily.com)，參加自學課程。

今年，馬會獲人才發展協會頒發「2017年最佳卓越學習組織獎(ATD 2017 Best Award)」，表揚馬會成功推動員工發展，該國際獎項是最受推崇的人才發展獎項之一。



Opening of the new campus of The Hong Kong Jockey Club College.  
香港賽馬會學院全新校園開幕。



## BUILDING LEADERSHIP CAPABILITY

To develop the capabilities of its executive team, the Club has established a Leadership in Action Programme and Leadership Excellence Programme in partnership with leading business schools, including Harvard Business School, the University of Michigan and IMD. There is also a leadership curriculum for assistant executives, while at the staff level a comprehensive supervisory leadership curriculum helps employees manage their transition to leadership roles.

Two new programmes were launched this year: a Leadership Development Programme for assistant executives and a Management Development Programme for staff grades.

## GRADUATE TRAINEE PROGRAMME

To provide a healthy leadership pipeline, the Club established a graduate trainee programme in 2015. This two-year, fast-track programme comprises structured work experience and on-the-job training, plus leadership training via a mentoring and coaching system. All trainees receive regular performance feedback and evaluation. In 2016, a total of 32 new trainees joined the programme.

## EMPLOYEE ENGAGEMENT

The Club strives to foster a highly engaged workforce and in this respect puts a great deal of emphasis on two-way engagement.

This year, this included the nurturing of workplace small groups, encouraging employees to form cross-departmental groups based on common interests. For example, “Sha Tin Buddies”, comprising employees at Sha Tin Racecourse, meets to discuss common workplace issues as well as to organise social events, while the “Management Trainee Community” brings together graduate trainees, management trainees and alumni to organise group activities as well as to help on board new trainees. In addition, casual groups targeting employees with specific interests, such as travel and parenting, were formed by employees. New groups are being planned for 2017/18, which will be open to employees from all work locations.





### 培育領導人才

為提升行政人員團隊能力，馬會與哈佛商學院、密西根大學及國際管理學院 (IMD) 等多間頂尖商學院合作，提供行動領導力課程 (Leadership in Action Programme) 及卓越領導力課程 (Leadership Excellence Programme)。馬會亦為助理行政人員提供領導培訓課程，並為督導級職員提供全面培訓，助其發展成為管理階層。

馬會今年新增兩個課程，分別是為助理行政人員而設的領袖培訓課程及為職員級員工而設的管理發展課程。

### 見習學員計劃

為搭建完善的領導人才梯隊，馬會於2015年開展「見習學員計劃」。計劃為期兩年，課程安排密集緊湊，讓學員有系統地累積工作經驗。見習期間，來

自不同部門之管理層亦會擔任導師，培養學員的領導才能。馬會亦定期就所有學員的表現作出評估及回應。2016年，合共32位學員加入了是項計劃。

### 員工協作

馬會致力培養員工的歸屬感，因而尤其重視雙向參與。

今年，馬會在工作間推動成立各類員工小組，鼓勵不同部門的員工按共同興趣建立協作關係，例如沙田馬場員工組成「沙田之友」，商討工作間的共同問題及舉辦聯誼活動；至於「MGT Community」，則由見習行政人員、見習學員及相關計劃的「校友」組成，小組除了舉辦各類活動，亦協助新入職的見習學員融入馬會大家庭。此外，按照員工個別興趣主題如旅遊及育兒而組成的興趣小組亦已成立。馬會亦計劃於2017/18年度籌組更多新主題小組，全體員工不論工作地點均可參與。



Management trainees have established their own workplace small group.  
見習學員成立了員工小組。



## INTERNAL COMMUNICATIONS

A variety of communication channels provide timely and open two-way communication among all levels of employees. Club news and information are disseminated through two employee portals, MyJC.com and hkjcfamily.com, as well as through the staff newsletter, *Rapport*. Opinion surveys, focus groups, and tea and chat sessions help obtain feedback, while regular conversations with staff associations and unions address issues raised by employees in racing and channel operations.

## CORPORATE WELLNESS AND HEALTH

The Club recognises the importance of good physical and mental health in helping employees manage work challenges and stress, and in 1999 it established the Corporate Wellness Programme. Latest initiatives include a series of seminars and workshops on mental health, which have been rolled out under the Happy-at-work@hkjc programme. “Sportovation”, which uses innovative methods to promote physical fitness, was established in 2015. Its current focus is a series of stair-walking sessions in office buildings to encourage employees to use the stairs instead of the lift. These sessions will become a regular activity in the coming season. Other activities, such as badminton and hiking, are also gaining in popularity.

## A SAFE WORKPLACE CULTURE

As a responsible employer, the Club strives to cultivate a safe workplace culture. It has established a Safety Management System under the direction of a Corporate Safety Committee, which regularly reviews policies and practices. In addition, employees undergo training, including via a new e-learning module: the Occupational Safety and Health Policy and Procedures and Best Practices module. This module, which all employees need to pass, rides on the Club’s e-Learning Compliance Curriculum, which also covers confidential information handling, the Personal Data (Privacy) Ordinance, anti-money laundering, the Employment Ordinance, and anti-discrimination.

## CONGHUA TRAINING CENTRE

In preparation for the opening of the new Conghua Training Centre (CTC), the Club has established a comprehensive human resources strategy. This aims to ensure that the CTC has the appropriate manpower resources; that a robust and sustainable remuneration strategy is in place to ensure talent attraction and retention; that a transparent career progression model linked to skills and competency development is provided; and that there is knowledge transfer between newly hired and existing staff.

A tailored development plan was implemented in March 2017 to develop the capabilities of selected secondees who will be based at the CTC. Meanwhile, a Mainland Work Rider training programme is preparing the first batch of work riders.



## 內部溝通

馬會為各職級員工設立多個溝通渠道，保持適時及雙向溝通。我們透過MyJC.com和hkjcfamily.com兩個員工通訊網站，以及員工刊物《合拍》，發放馬會的最新動向及資訊。馬會透過舉行員工意見調查、焦點小組，以及茶聚和午餐聚會等，收集意見；並與員工組織和工會定期對話，回應賽馬事務及投注渠道員工提出的議題。

## 全方位活力躍進工程

馬會深明員工身心健康的重要性，有助員工應付工作挑戰及壓力。馬會早於1999年推行「全方位活力躍進工程」，舉辦各項活動，而近期的「樂活工作@馬會」計劃則推出了一系列心理健康講座及工作坊。馬會於2015年亦提出了「創意體育」的概念，透過加入創新

元素，推廣體育運動，目前主要活動是在各辦公大樓舉行「樂動星期五」，鼓勵員工棄用升降機改行樓梯，此項活動在新一季度將會繼續定期舉辦；而羽毛球及行山等其他活動亦越來越受到員工歡迎。

## 工作間安全文化

作為負責任的僱主，馬會致力構建工作間安全文化。馬會的公司安全委員會督導成立了機構安全管理系統，並定期檢討相關政策及措施。此外，員工須接受安全培訓，完成「職業安全及健康政策和程序及良好實務」的網上課程。有關的網上學習合規課程內容同時涵蓋處理機密資訊、個人資料(私隱)條例、防止洗黑錢指引、僱傭條例及反歧視條例，所有員工必須完成是項課程及通過相關考試。

## 從化馬匹訓練中心

馬會已制定全面的人力資源策略，確保全新的從化馬匹訓練中心擁有適當的人力資源，並實施穩健長遠的薪酬政策，藉以吸納及挽留人才，為中心日後啟用作好準備。有關人力資源策略亦旨在確保中心設有與技能及專才發展掛鉤且具透明度的升遷制度，並為現職員工與新入職員工提供知識交流機會。

馬會於2017年3月為獲選調駐從化的員工推出專設的發展計劃，同時舉辦內地策騎員培訓課程，訓練首批策騎員。

