

EMPLOYEES

員工



The Club is one of Hong Kong's largest employers, providing its employees with rewarding careers and the opportunity to contribute to the betterment of society. This year, in addition to its ongoing talent development and well-being at work programmes, the Club stepped up preparations for the opening of the new Conghua Training Centre.

馬會是香港最大僱主之一，提供機會讓員工開創理想的事業，並協助建設更美好的社會。今年除了繼續發展有關員工才能和職場身心健康的訓練計劃，馬會全新的從化馬匹訓練中心啟用在即，其準備工作亦進行得如火如荼。

CONGHUA TRAINING CENTRE 從化馬匹訓練中心

The opening of the Conghua Training Centre (CTC) this year represents a significant expansion of the Club's racing operations. To support the dual-site model, which encompasses operations at both Sha Tin and Conghua, a comprehensive human resources strategy has been established, with employee development and engagement programmes being implemented.

At CTC, a human resources policy manual and a site-specific occupational safety and health (OSH) handbook and safety management system have been implemented. The Club's Human Capital Management System, which administers the employment cycle, has also been expanded to CTC, with main operating departments installing the Club's roster and attendance system.

Around 400 full-time staff and Hong Kong secondees commenced work at CTC prior to opening, including key racing-related staff such as work riders, stables assistants, farriers, track staff, head lads, assistant trainers, racing control staff, equine hospital

technicians and veterinary surgeons, as well as support and administrative staff.

All employees at CTC are required to complete an on-boarding programme covering four key areas: staff induction, anti-bribery and integrity management, bio-security policy and racing domain knowledge.

從化馬匹訓練中心今年啟用，象徵馬會的賽馬業務進一步擴展。為支援涵蓋沙田及從化的兩地營運模式，馬會建立了一套包含員工發展和協作計劃的全面人力資源策略。

特別為從化馬匹訓練中心制訂的人力資源政策手冊、場地專用職業安全及健康手冊，

以及安全管理系統，已於中心內實行。此外，馬會為管理員工僱用周期而採用的人力資源管理系統(Human Capital Management System)，亦已擴展至涵蓋中心的員工，主要的營運部門都採用了馬會的排班及考勤系統。

從化馬匹訓練中心正式啟用前，約400名全職員工及獲選調駐從化的香港員工已開始工作，包括賽馬相關的主要員工，如策騎員、馬房助理、釘甲匠、跑道員工、馬房領班、助理練馬師、賽事管制員工、馬醫院技術人員和獸醫，以及支援及行政人員。

從化馬匹訓練中心所有員工都需要完成一個就職計劃，涵蓋四個主要範疇：入職培訓、反貪污及誠信管理、生物安全政策及賽馬專業知識。



Staff attend a training workshop at Conghua Training Centre.
員工在從化馬匹訓練中心參與培訓課程。



A total of 45 employees graduated from the Leadership Development Programme this year.
今年共有45名員工修畢領袖培訓課程。

BUILDING A STRONG TALENT BASE 建立雄厚的人才基礎

The Club aims to provide all its employees with high-quality learning and development opportunities. To this end, The Hong Kong Jockey Club College offers a variety of management, leadership and professional skills training programmes. In 2017/18, full-time and part-time employees participated in 1,235 training programmes, receiving approximately 210,000 hours of training.

The Club has established a talent development strategy to develop its leadership capabilities at all levels. Current programmes include the Leadership in Action Programme and Leadership Excellence Programme for executives, Assistant Executive Leadership Programme for assistant executives, and the Supervisory Leadership Programme for staff grades.

In addition, two new initiatives, the Leadership Development Programme and Management Development Programme, were successfully completed this year. Designed to inspire managers to become better leaders and change agents, the programmes featured customised curriculums delivered by subject experts from renowned business schools and training institutes.

Full-time and part-time staff can also access a comprehensive list of learning and development programmes through the Club's employee portal www.hkjcfamily.com.

馬會旨在向所有員工提供優質學習及發展機會。香港賽馬會學院提供各種不同的管理、領導和專業技能培訓課程。在2017/18年度，馬會全職及兼職員工參加了1,235個培訓課程，錄得約210,000小時的培訓。

馬會建立了全面的人才發展策略，發展各層員工的領導能力。目前提供的計劃包括為行政人員設立的行動領導力課程及卓越領導力課程；為助理行政人員而設的助理行政人員領袖培訓課程，並為職員級僱員提供督導級領袖培訓課程。

此外，馬會新增的領袖培訓課程及管理發展課程在今年順利完成。這兩個課程由知名商業學院和培訓機構的專家設計，旨在啟發經理級人員成為更好的領袖和推動改進。

馬會全職及兼職員工均可透過網上平台 www.hkjcfamily.com，獲取不同的學習和發展課程資料。

GRADUATE TRAINEE PROGRAMME 見習學員計劃

Now in its third year, the Club's Graduate Trainee Programme is designed to provide a healthy leadership pipeline for the Club. This year, 25 graduates embarked on a developmental journey, with opportunities to learn through a wide range of activities. These included joining the Charities team as it prepared for the opening of Tai Kwun – Centre for Heritage and Arts and working with the Club's CARE@hkjc volunteer team. The two-year programme comprises structured work experience, on-the-job training, and leadership training using a mentoring and coaching system.

馬會見習學員計劃已踏入第三年，繼續為馬會搭建完善的領導人才庫。今年，25名見習學員踏上了實習旅程。各式各樣的活動為見習學員提供不同的學習機會，包括參與慈善事務部籌備大館—古蹟及藝術館的開幕工作及參與馬會義工隊的服務等。計劃為期兩年，讓學員有系統地累積工作經驗及接受在職培訓，並藉師友計劃指導和培養學員的領導才能。

ENHANCING INTERNAL COMMUNICATIONS 加強內部溝通

The Club provides timely and open two-way communications with all levels of employees. For example, Club news and information are disseminated through the employee portal MyJC.com and the staff newsletter, Rapport. To further enhance communication and better meet staff needs, a large-scale revamp of MyJC.com is in progress.

Employee feedback is obtained through electronic-based communications, opinion surveys, focus groups, and tea and chat sessions, while regular

conversations are held with staff associations and unions to address issues raised by employees in racing and channel operations.

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。我們透過員工網站MyJC.com和員工刊物《合拍》，發放馬會的最新動向及資訊。為加強溝通和照顧員工的需要，MyJC.com正進行大規模的優化工程。

馬會透過電子通訊、舉行員工意見調查、焦點小組和茶聚等收集意見；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。



New graduate trainees get to know each other.
新入職的見習學員融入馬會大家庭。

WORKPLACE SOCIAL GROUPS

工作間聯誼小組

To foster an engaged workplace, the Club encourages employees to form cross-departmental groups based on common interests. Two well-established workplace social groups are Sha Tin Buddies and the MGT Community.

Sha Tin Buddies connect staff working at the Sha Tin Communications and Technology Centre through activities such as festival parties, football tournaments, e-sports and barbecue gatherings. The group also promotes sustainability initiatives, such as donations of used books and a Re-Gifting Day, where employees give unwanted presents to others after the festive season.

The MGT Community, established by a group of young graduate trainees in 2015, connects graduate trainees, management trainees and alumni. It encourages participation in a wide range of activities including social events, community service, company visits and volunteering. It even has a ukulele band which performs at charity events.

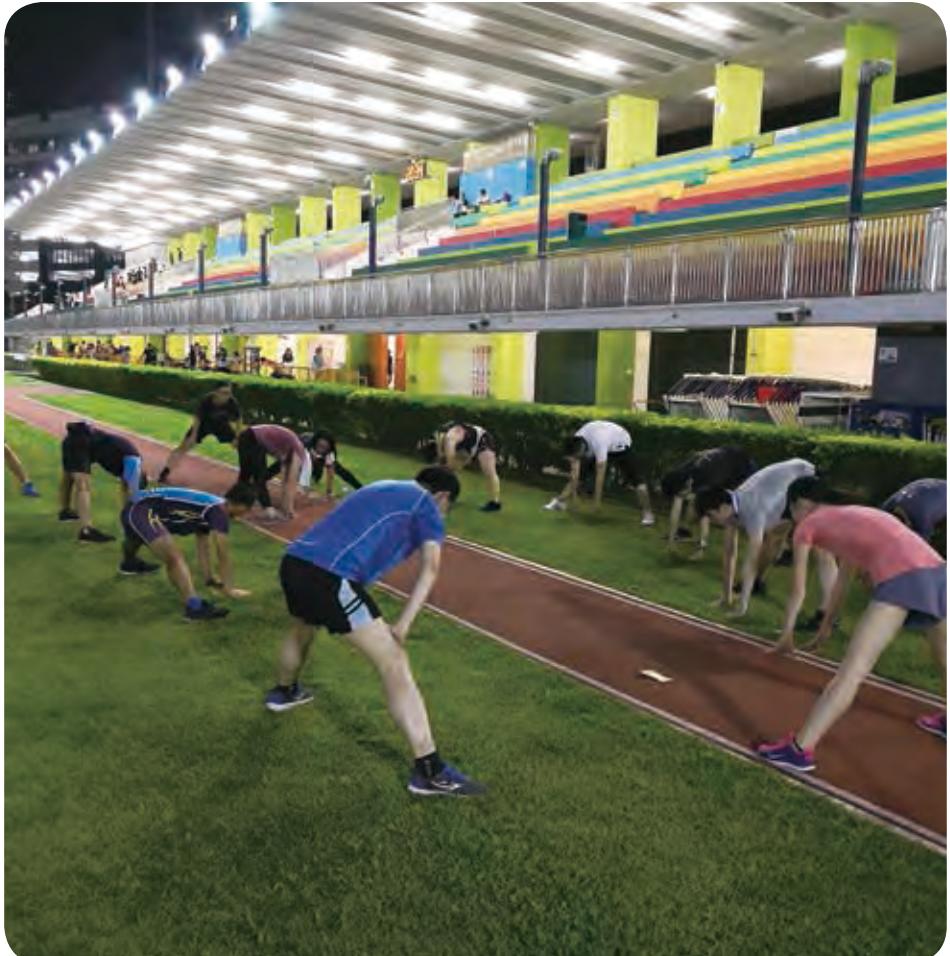
There are also a number of casual groups formed by employees with specific interests, such as running, parenting and handicrafts. As a result of positive feedback and a growing interest in these groups, the Club plans to organise more themed groups, which will be open to employees from all work locations.

為培養員工的歸屬感，馬會鼓勵不同部門的員工按共同興趣成立各類員工小組。「沙田友」和「MGT Community」便是兩個活躍的工作間聯誼小組。

「沙田友」透過不同活動連繫在沙田通訊及科技中心工作的員工。活動包括節日派對、足球聯賽、電子競技及燒烤聚會等。小組亦推廣可持續發展，舉辦活動如舊書捐贈和禮物轉贈日(Re-Gifting Day)，讓員工把在節日時收到的不合用禮物轉贈出去。

「MGT Community」於2015年由一班年輕見習學員組成，旨在聯繫見習學員、見習行政人員和「校友」。小組鼓勵成員參與各類活動，如聯誼活動、社區服務、機構參觀和義工服務。小組更成立了一隊小結他(ukulele)樂隊在慈善活動上表演。

此外，按照員工個別興趣主題如跑步、育兒及手工藝而組成的興趣小組亦已成立。有見員工對興趣小組評價正面，亦有越來越多員工對此感到興趣，馬會計劃籌組更多主題小組，全體員工不論工作地點均可參與。



Warming up for a fun run organised by the running social group.
參與跑步興趣小組的員工進行熱身運動。



A HOLISTIC APPROACH TO WELLNESS 全面照顧身心健康

The Club cares about the well-being of its employees and advocates a good work-life balance. Its long-running Corporate Wellness Programme aims to help employees enhance their mental and physical health. Happy-at-work@hkjc, the most recent initiative, adopts a holistic approach to wellness by focusing on the relationship between mind, body and spirit. This year it was recognised with an Excellent Employee Wellness Award by the Hong Kong Institute of Human Resource Management.

Meanwhile, the JC Sports Team continues to provide opportunities for employees to take part in sporting and recreational events, including Inter-Hong competitions.

馬會重視員工的身心健康，鼓勵工作和生活平衡。馬會推行已久的「全方位活力躍進工程」，旨在改善員工的身心健康。近期的「樂活工作@馬會」計劃聚焦身、心、靈的關係，以整全概念照顧員工身心健康。此計劃今年獲香港人力資源管理學會頒發卓越員工健康獎。

此外，馬會運動代表隊繼續為員工提供參與行際比賽等運動和康樂活動的機會。

SAFETY AT WORK 職業安全

Occupational safety and health (OSH) is of paramount importance to the Club. The Club's Corporate Safety Committee reports directly to the Board of Management and is supported by eight departmental safety committees. Line departments also organise their own safety promotion programmes, such as safety days and good housekeeping awards, to raise staff awareness of OSH. There is a mandatory e-learning module on OSH which all employees need to pass.

馬會非常注重職業安全及健康。馬會設有一個公司安全委員會，直接向管理委員會匯報，並得到八個部門的職安健委員會支持。各部門亦會自行推動職安健計劃，如安全日和良好工作場所整理獎，加強員工的職安健意識。此外，馬會所有員工必須完成一個職安健網上學習課程，並取得合格成績。



Employees practise bandaging techniques during a first aid training session at CTC.
員工在從化馬匹訓練中心參與急救訓練課程，學習包紮技巧。