

關注危機有措施，專人負責善應變

健康記錄人人有，資料齊全易分析

清潔機制不可缺，指導監察願遵從

員工分配定工序，交叉感染機會低

健康資訊我提供，員工顧客皆獲益

相關機構聯繫緊，呈報個案不會等

靈活領導迎挑戰，跨越障礙見生機

溝通拉近人與人，上司下屬心連心

大眾合力齊抗炎，凝聚力量顯信心



## 發揮有效管理

「妥善管理，轉危為機」。一所企業或機構的管理，不會只著重培訓員工的工作技能。為更有效提升工作效率，管理層亦會主動關顧員工的健康狀況，以不同策略和設定目標，協助員工及顧客促進健康。維持健康及衛生的工作環境，不僅能減低醫療成本，更能提高企業的生產力及保持商譽，令業務成功。當危機出現時，管理層更會密切監察工作環境和員工狀況，與他們保持良好溝通，坦誠討論危機處理的安排，並且不斷提供相關的資訊和教育，設法幫助企業或機構共度難關。為此，我們承諾緊守崗位，透過落實「衛生約章」，凝聚各方力量，共同跨越障礙。

為保障員工及顧客健康，在傳染病蔓延期間，管理層必須即時作出應變，並成立專責小組或指定專責人員，負責評估風險及決定應變措施。小組會先參考衛生當局及有關部門提供的資料，並廣泛徵詢相關的專業人士及員工意見，以制定全面的預防、應變措施及指引。管理人員可透過有效途徑與員工及顧客溝通，使他們了解措施及指引內容。此外，更應密切留意疫情發展，不時檢視其有效性，加以修正。

有效的管理需要了解員工的健康，建立員工申報健康及請假機制。管理層可鼓勵員工每天申報健康狀況，例如上班前由員工自行探熱及記錄，若有任何相關病徵，即作申報。管理層須為所有員工建立個人健康及病假記錄，並有系統地整理資料，作為分析數據；若發現不尋常的狀況，即及時處理及向衛生當局呈報。上述資料亦可作為日後改善工作衛生環境的依據。在傳染病嚴峻時期，管理層更會與員工保持良好溝通，盡量彈性地協調人手及工序安排，使員工可安心盡力工作。

為更有效地預防傳染病蔓延，日常清潔機制不可或缺。管理層會先界定需要加強清潔及消毒的地點，制定全面的清潔程序，經常指導並監察員工正確地執行。為保障

清潔員工的安全，管理層會加強配合，例如提供保護設備，並不時提醒他們如何在執行清潔工作時保護自己。除了日常清潔機制外，管理層更會經常檢視預防物資的分配，並建立機制，確保所有單位獲得足夠的保護及清潔物品，例如漂白水、口罩、保護衣物、抹手紙等，以推行所訂定的預防措施及行動。

為了減低員工及與顧客之間交叉感染的機會，管理層會以不同策略，分配員工的工作及訂定工序，例如安排不同員工負責不同工作，減少大型培訓或集會，安排彈性上班時間等。此外，亦要顧及整體工作環境的衛生，例如良好的通風系統、足夠的衛生設備等。

發揮管理層對預防傳染病的貢獻，管理層會以不同途徑，向員工及顧客提供資訊及推行健康教育，例如定時廣播衛生訊息及作出呼籲、張貼衛生標示、利用通告或通訊，說明各項預防措施，以及設立有效溝通渠道等。此外，更可推行獎賞制度，以鼓勵員工執行預防傳染病的措施。

為確保有效控制傳染病，管理層與相關機構必須保持緊密聯繫。若企業或機構出現受感染者或懷疑個案時，管理層會按合適的程序跟進，向衛生當局匯報，並徹底清潔及消毒有關場所及設施，亦會諮詢相關機構及索取最新的疫情資訊。

透過檢視企業或機構在面對傳染病及其他危機的應變措施，找出需要改善的地方並加以分析。朝著以顧客為本、以員工為重的目標，在重視服務質素之餘，更關顧人的安全及健康；憑著管理層專業和務實的領導，在不斷轉變的時代中，帶領企業靈活地面對挑戰，跨越障礙，將危機變為生機。



## Effective management during crisis situations

**Crises can be turned into opportunities with better management.** A successful corporation values the development of human capital and work efficiency. Managers may proactively look into employees' health and advocate the importance of a healthy lifestyle through the implementation of various strategies and objectives. A healthy and hygienic work environment not only minimizes medical expenses, but also increases productivity and goodwill, leading to a successful business. When crises occur, managers should closely monitor the work environment and staff conditions. A constant dialogue with employees is recommended. Discuss crisis management in an open manner and constantly provide staff with information and education to help them go through the rough times. By uniting and pledging to adhere to the Hygiene Charter, the Management sector is committed to Hong Kong and safeguarding the health of staff, business partners and customers.

As a safeguard to the safety and health of employees, management teams should set up a special task force or appoint a designated person to combat against communicable diseases. Comprehensive procedures in line with the health authorities' directives, detailing the prevention and handling of crises are a necessary weapon of the task force. Managers should communicate with employees and customers to facilitate their understanding of the directives. These procedures should be evaluated periodically to ensure their relevance and feasibility.

Management should set up a system that monitors the health of staff and encourages the reporting of health problems. They should also encourage staff to take temperature checks before work and keep records. If there are any symptoms, employees should report them immediately. The system should evaluate past histories of sick leave records to be on the lookout for any uncommon health conditions for data analysis. If there are suspected cases, they should be reported to the health authorities immediately. In critical situations, the management should maintain close contact with employees and change work deployment and procedures as necessary. This would help to reassure the employees in the workplace.

To ensure effectiveness in the combat against communicable diseases, it is important to set up comprehensive cleaning procedures. Advise cleaning staff to avoid using too much bleach. When cleaning, staff should wear protective gear at all times, and ensure that there are adequate resources and facilities such as bleach, face masks, protective gear and sterilized tissue paper.

In order to minimize the chances of cross infection between staff and customers, the management should impose measures in work allocation and alter standard procedures. For instance, divide up the staff to work on specific tasks, minimize large-scale gatherings or training activities, and implement flexible working hours. Furthermore, it is important to maintain a clean environment, such as maintaining good ventilation and providing sufficient hygiene supplies.

Apart from maintaining hygiene and safety, managers have an important role to play in protecting the health of the community and promoting individual responsibility. Communication channels such as posters, notices and newsletters should be deployed to highlight the importance of personal hygiene. Communication channels between customers and staff should also be stepped up. Managers are also recommended to set up a reward scheme to encourage staff to comply with the precautionary measures.

To ensure effective control in the spread of communicable diseases, managers should maintain close contacts with related departments. If there is an infected staff within your organization, managers should follow the standard procedures, which include reporting to the relevant health authorities, and thorough cleaning and disinfecting. Be up to date on the latest information on the development of epidemics.

Implement comprehensive procedures and other contingency measures to fight against communicable diseases. These procedures should be evaluated periodically to ensure their relevance and feasibility.

The standards should revolve round the safety and health of staff and customers. Through professional management and leadership, challenges can be overcome, and crises turned into opportunities.