

# Health Conference 2016

## Easing the Manpower Shortage Challenge through Exploring Alternative Employee Resourcing Models

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# Manpower Shortage Challenge

With Specific Reference  
to  
the Elderly Long-term Care Service Sector

# Hong Kong's Elderly Population

- About 1.07 million
- One in seven aged 65 or above
- Rising to one in three (or 2.56 million elderly people) by 2041
- The group of those aged between 75 and 80 and above has risen markedly
- Resulting in the likelihood of a greater demand for residential and long-term care services

# Services for the Elderly

- In-home care services
- Day care centres
- Residential homes

# Ageing population presents a two-pronged challenge.

- Need additional 5,000 staff on top of the 20,000 already working in homes rendering long-term care for the elderly

- A large number of frontline workers will be approaching their retirement age

# Employee Resourcing Issues

- Acute shortage of frontline workers
- Sustaining affordable and quality services ??
- Attracting new entrants??

# Pilot Projects Being Put in Place

- ***Youth Career Navigation Scheme for Elderly Services*** (YCNSE)
- **“First-hire-then-train”** Project piloted in Residential Care Home for the Elderly Premises (RCHEs)
  - youth (aged 17 to 24), completing F5
  - starting off as Personal Health Workers in RCHEs and residential homes for persons with disability, under supervision by mentors from RCHEs
  - diverse career paths
- ***Youth Ambassadors for Elderly Care Scheme*** launched by Hong Kong Council of Social Services (HKCSS) and the Centrum Charitas Foundation

# Other initiatives....?

- Imported labour through the Supplementary Labour Scheme
- Alluring home-makers
- Tapping the potential of the “young olds”
- Rehiring the retirees
- Employee Referral Campaign

# Rehiring the Retirees

- The new Boomerang workers
  - typically in their 60s
  - return to work part-time or on a contract basis for the same employers with whom they formerly had full-time jobs

# A Win-Win Scenario

## From the Retirees' Perspective

- In good health, with a lot of energy and enthusiasm
- May commit to ongoing work but at a reduced pace. A good way to transition to retirement
  - not quite ready to leave the work environment
  - missing the social aspects of working with their long-time colleagues, and service-users
  - missing doing the work they have enjoyed for so many years
- An extra source of income to sweeten their retirement savings

## From the Employer's Perspective

- A viable just-in-time staffing strategy
- Calling on them for their job knowledge and skills
- Familiar with the centre/home's culture and work procedures
- Know who they are and what they can do

# Employee Referral Campaign

- Offering incentives and rewards to employees who refer qualified applicants

# Employee Referral Campaign - Benefits

## Serving Employees

- Can and usually will provide accurate information about job applicants they refer
- Like the opportunity to make extra income

## Organisation

- An enormous recruiting asset
- Applicants typically come with a realistic picture of what working in the centre/home is like
- Attracting potential applicants can help retain employees and breed organisational commitment