



Quality Assurance in Action

質素保證概覽



Vocational Training Council 職業訓練局

Established in 1982, the Vocational Training Council (VTC) is the leading vocational and professional education and training provider in Hong Kong. The VTC provides valuable credentials for some 250 000 students each year through a full range of pre-employment and in-service programmes with internationally recognised qualifications.

職業訓練局(VTC)於1982年成立，是香港具規模的職業專才教育機構，每年為約25萬名學生提供全面的職前和在職訓練，頒發國際認可的學歷資格。

Vision 願景

- To be the leading provider of vocational and professional education and training in the region.

成為亞太區卓越的職業專才教育機構

Mission 使命

- To provide a valued choice to school leavers and working adults to acquire values, knowledge and skills for lifelong learning and enhanced employability.

為離校生及在職人士提供具價值的進修選擇，協助培養正確觀念，掌握知識技能，積極終身學習，提升就業競爭力

- To provide valued support to industries for their manpower development.

為業界提供具價值的支援，促進行業人力發展



VTC Quality Assurance System

VTC 的質素保證制度

Approach

概念

The VTC adopts a 'fitness for purpose' approach in quality assurance not only to fulfill the aims and objectives of the Council but also to comply with public accountability standards. As a quality educational institute, the VTC aims to offer courses and programmes that meet learning goals, incorporate pedagogies employed in both local and overseas institutions and meet societal expectations.

VTC的質素保證制度以「切合所需」為宗旨，一方面切合機構所訂立的目標，另一方面達至公眾可接受的問責標準。VTC作為一所具質素的教學機構，採用本地及海外教育機構的優良教學法，致力確保課程切合教學目標，符合社會期望。

Policy

政策

The VTC is dedicated to nurturing a work culture and environment to allow every staff member to actualise their capabilities, to enhancing the all-round development and training needs of our students and to stretching the potentials of our students to cater to the manpower needs of society.

VTC的質素政策旨在營造一個讓所有員工均能各展所長的工作文化及環境，為全方位的教育及培訓工作竭盡所能，使學生和學員能充分發揮其潛能，滿足社會的人力需求。

Principles

原則

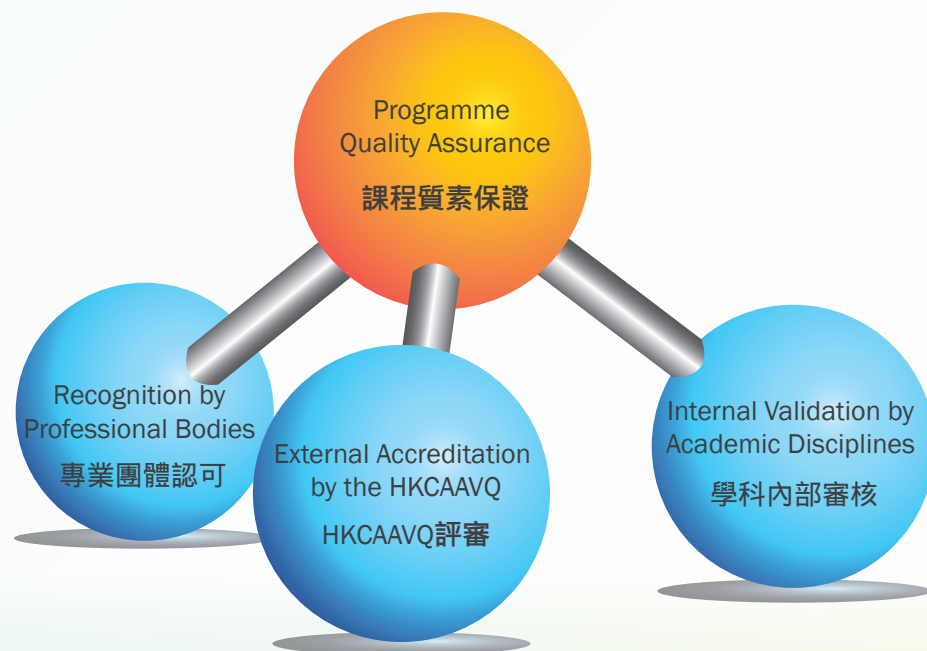
- Total Quality Management
全面質素管理
- 'Plan-Do-Check-Act' Cycle
「策劃 - 執行 - 評估 - 改進」週期
- Continuous Improvement
持續改進



Key Contributors 關鍵元素

The success of the QA system of VTC relies on the implementation of Quality Policy driven by the Academic Disciplines of VTC. The VTC proactively seeks external accreditation from the statutory body, Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ), which engages local and overseas specialists to conduct rigorous peer review on the quality of our learning programmes. The VTC also seeks recognition from local and international professional bodies to demonstrate that our programmes meet the industry standards.

VTC質素保證制度的順利推行有賴各學科積極落實有關政策。VTC透過與法定機構香港學術及職業資歷評審局(HKCAAVQ)緊密協作，由本地及海外專家評審課程，以確保課程質素。VTC的課程亦得到本地及國際專業團體認可，反映課程內容符合行業標準。



Performance Indicators 表現指標

To gauge and evaluate performance of programmes and services in the VTC, a set of Performance Indicators (PIs) is used in the VTC. These PIs cover different areas including leadership, strategic planning, financial and human resources management, educational and support services, student performance, stakeholder satisfaction, and organisational effectiveness etc. The PIs may be tailored to suit functional needs and characteristics of operational units and learning programmes.

VTC採用一套表現指標來衡量及評估課程和服務的表現。這些表現指標涵蓋領導方式、策略計劃過程、財務及人力資源管理、教育及支援服務、學生表現、持份者滿意度及組織效能等不同領域。運作單位及課程會因應各自的職能和特質而選用合適的表現指標。

Areas of Measurement 量度領域



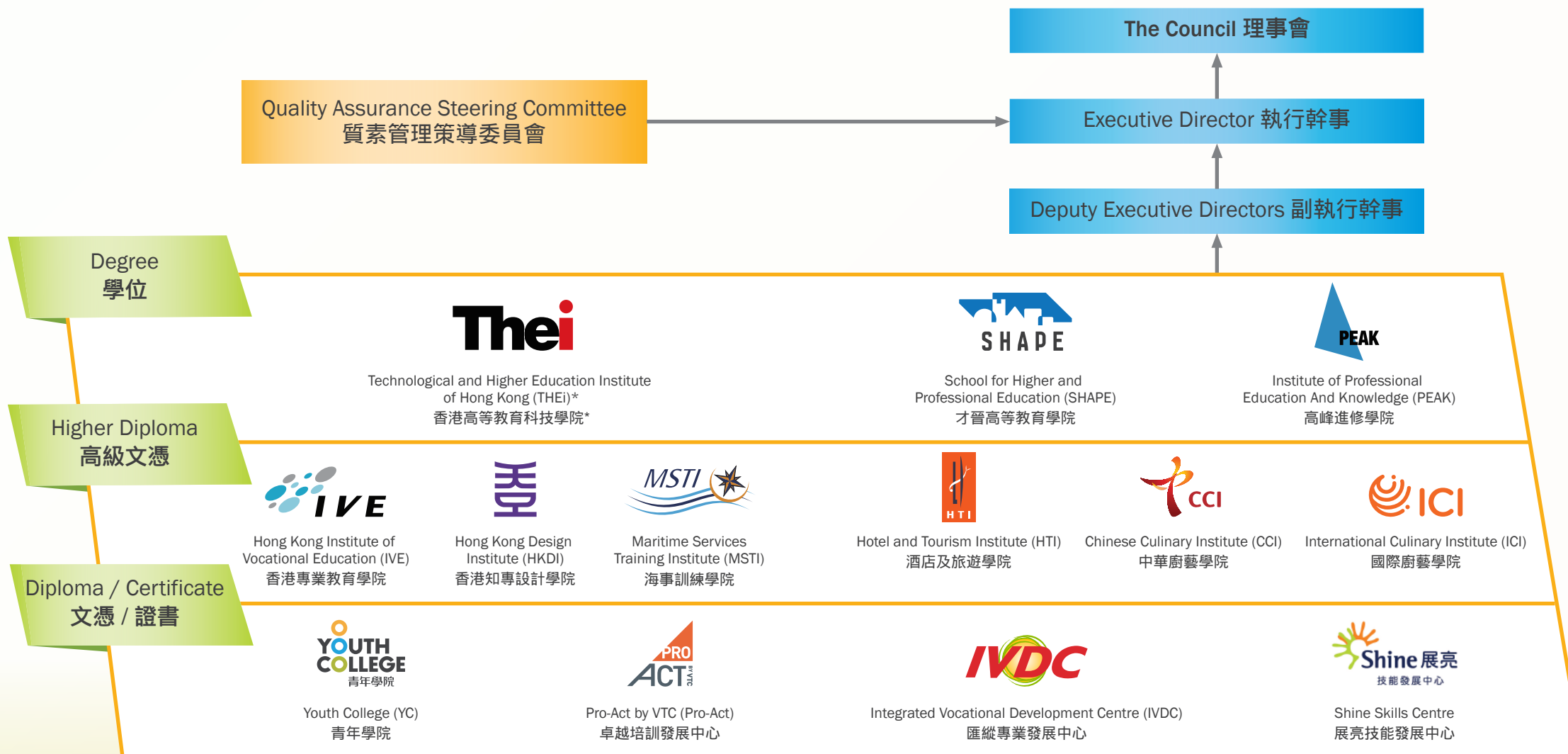
Quality Management in VTC 職業訓練局的質素管理

Quality Assurance Steering Committee

The Quality Assurance Steering Committee, chaired by the Executive Director, provides leadership for **formulation**, **development** and **implementation** of the VTC Quality Assurance System. The Committee oversees the quality matters of all member institutions of VTC.

質素管理策導委員會

質素管理策導委員會由VTC執行幹事擔任主席，指導局方質素保證制度的**訂定**、**發展**與**執行**。委員會同時負責監督VTC轄下機構成員的質素管理事宜。



* THEi's QA system makes reference to the requirements of Post Secondary Colleges Ordinance (Cap. 320), and is slightly different from those of other VTC's Member Institutions.

* 香港高等教育科技學院的質素保證制度是參考《專上學院條例》(第320章)的要求，與 VTC 其他機構成員的質素保證制度略有不同。

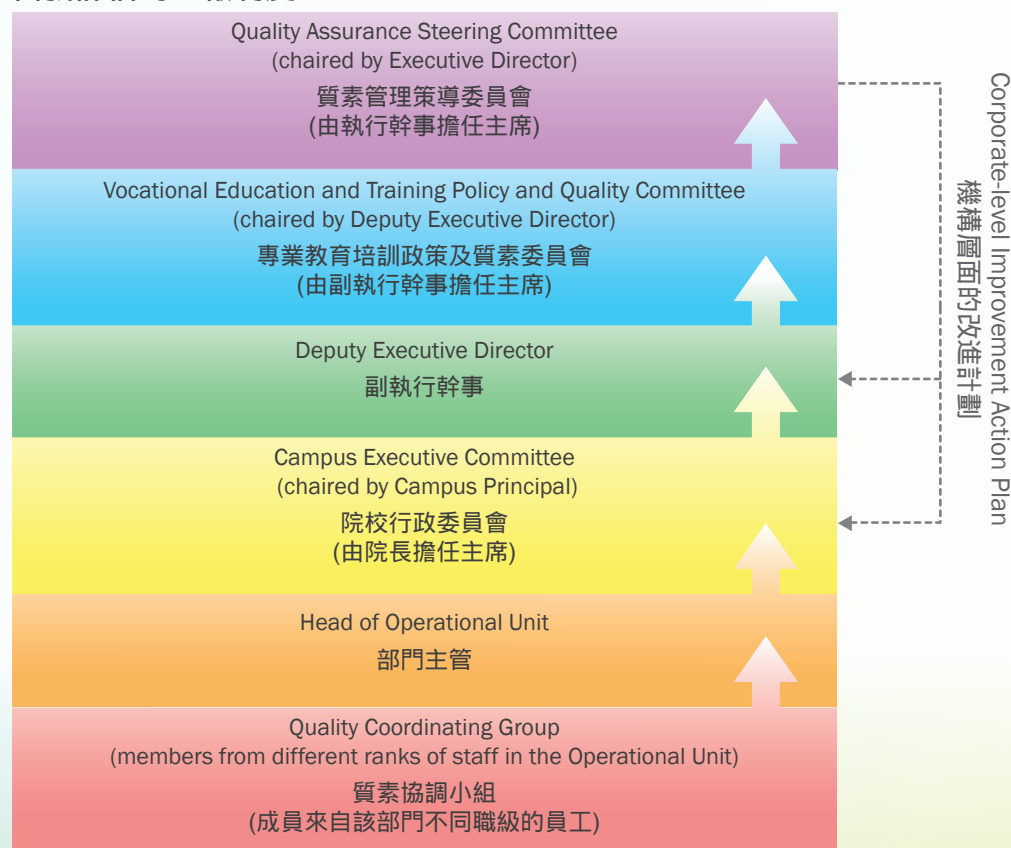
Quality Management of Member Institutions 機構成員的質素管理

Self-assessment 自我評估

Once every two years, every VTC institution/operational unit conducts a self-assessment exercise to evaluate the effectiveness of its activities, check practice against procedures and performance against targets. Based on the findings, strengths and areas for improvement are identified and an improvement action plan is developed. Results of the assessment are examined at the unit, campus and corporate levels.

所有VTC機構成員及運作單位每兩年需要進行一次自我評估，目的是評估該成員/單位的運作效益，檢討其工作是否符合程序及表現能否達標，並根據調查結果確定其優勢和改進領域，及制定改進計劃。有關評估工作會從部門、院校及機構層面進行。

Reporting System of the Self-assessment Exercise 自我評估的匯報制度



Quality Assurance Steering Committee 質素管理策導委員會

- Examine consolidated self-assessment reports of all VTC units
- Review implementation of VTC QA Policy
- 審核VTC各部門的綜合自我評估報告
- 檢討VTC質素保證政策的執行

Vocational Education and Training Policy and Quality Committee 專業教育培訓政策及質素委員會

- Examine the corporate-level consolidated self-assessment report prepared by the Quality Assurance and Accreditation Office
- Approve the corporate-level improvement action plan
- 審核由質素保證及評審事務處所整合的機構層面綜合自我評估報告
- 批核機構層面的改進計劃

Deputy Executive Director 副執行幹事

- Clear the consolidated self-assessment reports prepared by the member institutions/units concerned
- 檢視機構成員/運作單位所編撰的綜合自我評估報告

Campus Executive Committee 院校行政委員會

- Examine consolidated self-assessment report
- Endorse improvement action plan at the campus level
- Monitor progress of improvement action plan
- 審核綜合自我評估報告
- 確認院校的改進計劃
- 監督改進計劃的進展情況

Head of Operational Unit 部門主管

- Validate self-assessment report of the unit by reviewing results
- Provide resources to implement the improvement action plan
- 審閱結果以驗證部門的自我評估報告
- 提供執行改進計劃的資源

Quality Coordinating Group 質素協調小組

- Compile performance data
- Collect staff views
- Propose improvement action plan
- Prepare the self-assessment report
- Support Head of Operational Unit to implement the improvement action plan
- 纂編表現數據
- 收集員工意見
- 倡議改進計劃
- 編撰自我評估報告
- 協助部門主管執行改進計劃

Quality Review 質素檢討

Quality Review (QR), conducted at least once in a 5-year cycle, aims to validate the findings of the Self-assessment Reports prepared by operational unit (OU). It verifies whether the processes and mechanisms to assure quality of the OU's services are effectively undertaken and improvement plans are properly formulated and implemented. The Quality Review is conducted by a QR Team, which consists of members coming from other OUs and two external members to give a wider perspective for the OU.

質素檢討工作會每五年最少進行一次，旨在驗證各部門所編撰的自我評估報告結果，確認各部門是否有效地實施服務質素的流程和機制，以及恰當地制定和執行改進計劃。檢討工作由質素檢討小組執行，而小組成員是由局內其他部門的員工及兩名局外成員擔任。

Methods of Quality Review 質素檢討的方法



Internal Audit 內部審核

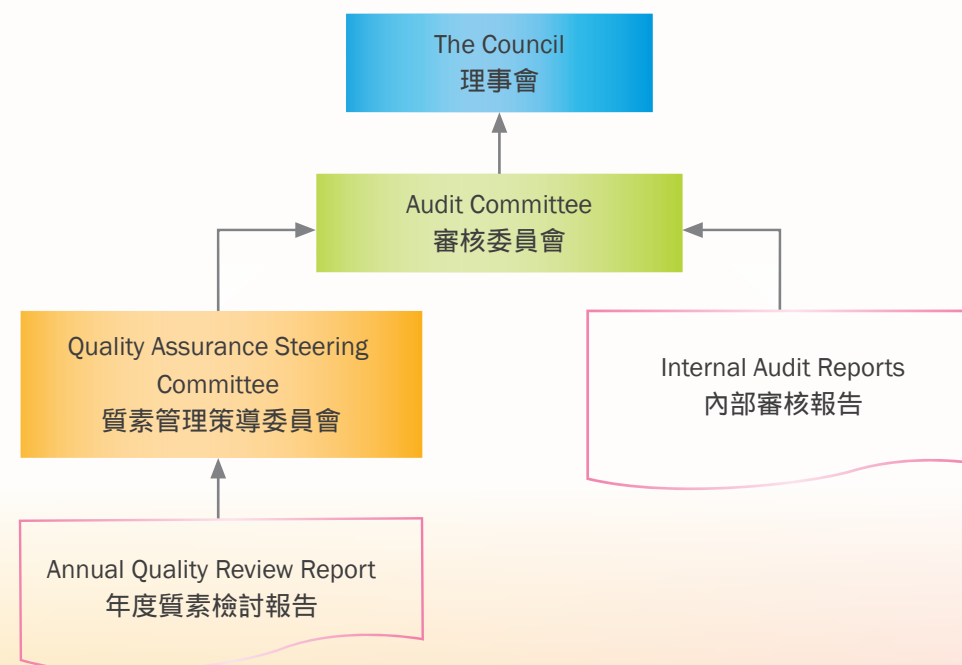
Internal audits are conducted to (i) provide assurance to management that systems, processes and activities are in compliance with applicable policies, standards, procedures, laws and regulations, and (ii) review the efficiency and effectiveness of operations and to provide assurance that resources are acquired economically, used efficiently, and adequately protected.

內部審核旨在 (一) 向管理層確保系統、工作流程和日常運作符合各政策、標準、程序、法律及法規的要求；及 (二) 檢討營運效率及效益，並確保資源能以最符合經濟效益的方法獲取和使用，並得到充分的保護。

Reporting Flow of Quality Review and Internal Audit 質素檢討及內部審核的匯報流程

The Annual Quality Review Report and Internal Audit Reports are submitted to the Council via the Audit Committee to ensure effectiveness of the Council's quality management system.

年度質素檢討報告及內部審核報告會通過審核委員會提交至理事會，以確保質素管理制度的有效性。



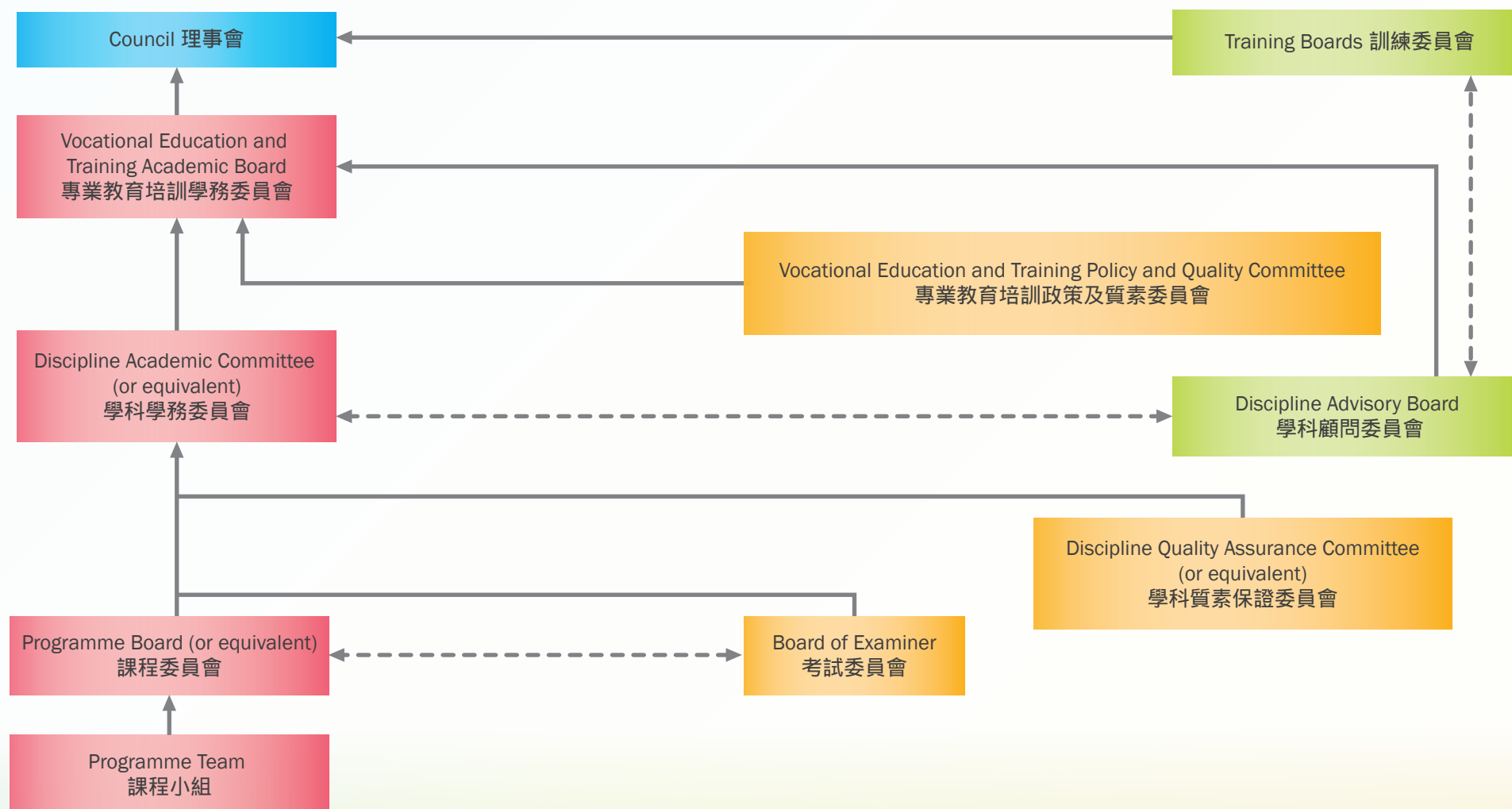
Quality Management for Programmes 課程質素管理

Programme Management and Committee Structure

The management of the learning programmes, which includes programme design, development, monitor and review, is under the oversight of various boards and committees in the VTC.

課程管理及委員會架構

課程管理包括課程設計、發展、監察和檢討，由VTC轄下各委員會監督。



Key 圖例:

→ Formal reporting line 正式匯報

↔ Close liaison 緊密聯繫

Programme Development, Monitoring and Review

Programme Development

Following the VTC's 'fitness for purpose' approach to quality assurance, the procedures for new programme development is designed in consideration of the target learners, the Qualifications Framework (QF) level and the number of credits.

New Programme Approval Procedures

| Stage 階段 | 1) Concept 概念 | 2) Feasibility Study 可行性研究 | 3) Validation 審核 | 4) Approval 核准 |
|-------------------------|---|--|---|--|
| Considerations 考慮因素 | <ul style="list-style-type: none"> External and internal members' inputs 校外及校內成員的意見 | <ul style="list-style-type: none"> VTC's strategic development 職業訓練局的發展策略 Industry manpower needs 業界的人力需求 Resources implications 所需資源 | <ul style="list-style-type: none"> Programme objectives and design 課程目標及設計 QF level and credit value 資歷級別和學分 Admission requirements 入學條件 Learning and teaching 教學活動 Assessment 考核 Staffing 人員配備 Learning support and resources 學習支援及資源 | <ul style="list-style-type: none"> Recommendations of the Programme Validation Panel 課程審核小組的建議 Responses of the Programme Team 課程小組的回應 |
| Parties Involved 參與者 | <ul style="list-style-type: none"> Programme Team 課程小組 Employers 僱主 Training Boards 訓練委員會 Trade/Professional Bodies 行業/專業組織 | <ul style="list-style-type: none"> Deputy Executive Director 副執行幹事 Academic Director 學術總監 Campus Principal 院長 Advisory Committee 顧問委員會 Programme Committee 課程委員會 Programme Team 課程小組 | <ul style="list-style-type: none"> Programme Validation Panel which includes external members from relevant academia/industry sectors and senior internal members from other units of the VTC 課程評審小組，成員包括來自學術界/ 業界相關的校外成員及VTC其他單位 的高級人員 | <ul style="list-style-type: none"> Discipline Quality Assurance Committee or equivalent 學科質素保證委員會 |

Remark:
The approval procedures may vary according to the qualification title, QF level, credit value and specific nature of the programmes.

課程發展、監察及檢討

課程發展

VTC的質素保證制度以「切合所需」為宗旨，於設計新課程時會把學習對象、資歷級別和學分等值等因素納入考慮之列。

新課程的批核程序

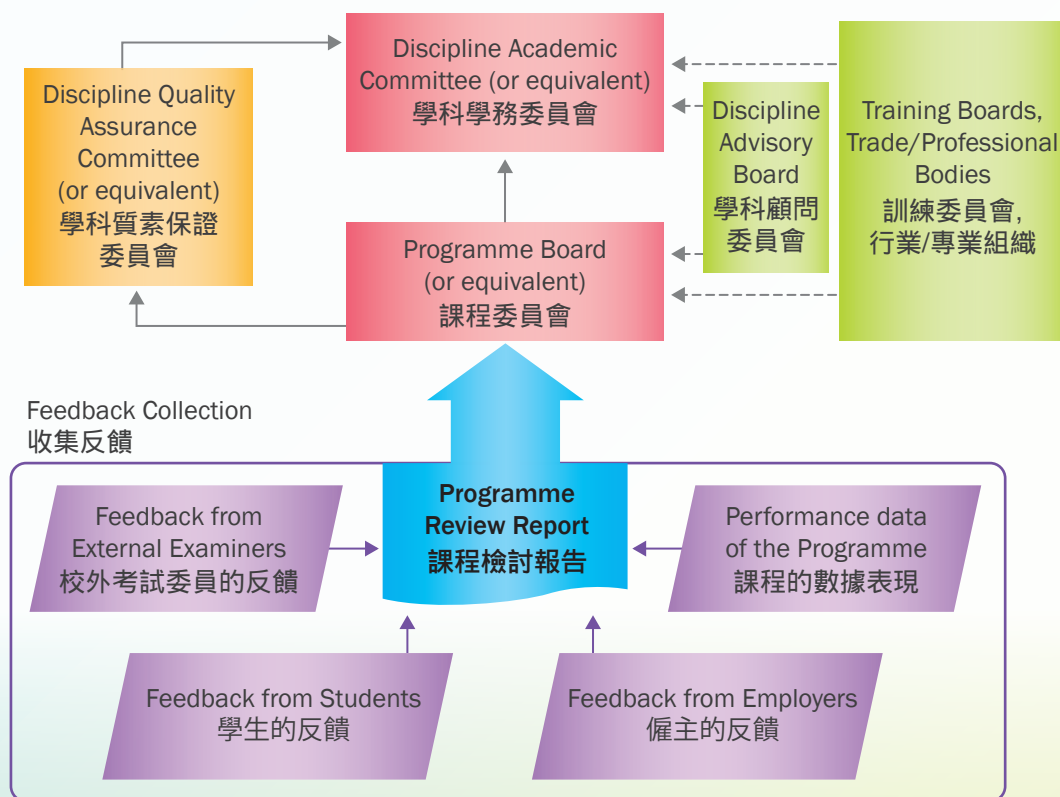
備註：
批核程序會根據課程的資歷名稱、資歷級別、學分或課程類別而有所不同。

Programme Monitoring and Review 課程監察及檢討

Each year Programme Team compiles a programme review report to critically examine the programme performance, taking into account the feedbacks collected from various stakeholders, including students, external examiners and employers. All programme review reports are examined by relevant programme boards and committees. The outcomes of programme review provide useful information for continuous improvement of programme design, delivery and assessment.

每年課程小組會彙編一份課程檢討報告，根據學生、校外考試委員及僱主等持份者的反饋，仔細檢討課程的表現。所有的課程檢討報告會交由相關的課程委員會審查，檢討結果能提供重要的資料，以便持續改進課程的設計、教授和考核。

Programme Monitoring and Review Procedures 課程監察及檢討程序

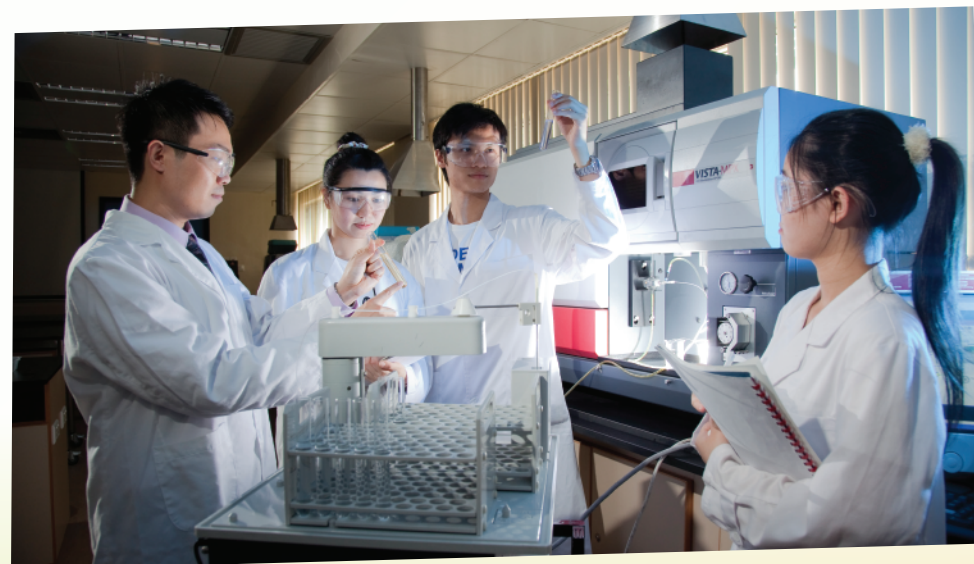


Professional Recognition 專業認可

Professional recognition is a proof that VTC programmes meet industry standards and graduates are well-equipped with relevant professional knowledge and competencies. Over 60 local and overseas professional bodies and government agencies have granted various types of recognitions to related VTC programmes. Examples of these local and overseas professional bodies and government agencies include:

VTC的課程獲專業認可，反映課程符合行業標準，畢業生也具備相關的專業知識和能力。現時有超過60個本地及海外專業團體和香港特別行政區政府機構給予VTC的課程各類認可。這些機構包括：

- Education Bureau, HKSAR 香港特別行政區教育局
- Hong Kong Hospital Authority, HKSAR 香港特別行政區醫院管理局
- Social Workers Registration Board, HKSAR 香港特別行政區社會工作者註冊局
- The Hong Kong Institution of Engineers 香港工程師學會
- The Hong Kong Institute of Surveyors 香港測量師學會
- The Association of Chartered Certified Accountants 特許公認會計師公會
- Royal Institution of Chartered Surveyors, UK 英國皇家特許測量師學會
- Institute of Hospitality, UK 英國款待服務學會
- World Association of Chefs Societies, France 法國世界廚師協會



Engagement of Stakeholders 持份者的參與

Industry Partners 業界伙伴

The VTC has established a strong link with industry partners including employers, industrial attachment partners, and trade/professional bodies. Views from industry partners are collected regularly to review currency of VTC programmes and graduate performance.

VTC與僱主、工作實習機構、行業/專業組織等業界伙伴建立了緊密的聯繫。我們會定期聽取他們的意見，以評估畢業生的表現以及VTC的課程是否切合業界需要。

Collection of Industry Partners' Inputs 收集業界伙伴的意見



External Examiner 校外考試委員

External Examiner is appointed for each programme to assure the quality of the programme design, delivery and assessment standard aligns with the Qualifications Framework level.

每個課程會有校外考試委員，以確保課程的設計、教授及考核標準符合相關資歷級別的質素水平。

Roles of External Examiner 校外考試委員的角色



Students 學生

Students' feedback is regularly collected through survey. Students are also encouraged to share views on their learning experiences at various boards and committees and the Staff-Student Liaison Meetings.

我們會透過問卷調查定期收集學生的意見，同時鼓勵學生在各個委員會及師生交流會議上就學習經驗分享意見。

Student Feedback Questionnaire 學生問卷調查

| Type 問卷類型 | Timeframe 收集時間 |
|---------------------------|--------------------------|
| Module Experience 單元體驗 | Every semester 每個學期 |
| Programme Experience 課程體驗 | Every academic year 每個學年 |
| On-campus Experience 校園體驗 | Every academic year 每個學年 |



Promoting Quality Culture 推廣優質文化

Teaching Excellence Award and Staff Excellence Award 「傑出教學獎」和「傑出員工獎」

The Teaching Excellence Award and Staff Excellence Award aim to give recognition to distinguished teaching and non-teaching staff members who have outstanding teaching performance or have made exceptional contributions to the VTC. Since the establishment of these two award schemes in 2001, hundreds of outstanding VTC staff have been given the awards.

「傑出教學獎」和「傑出員工獎」旨在表揚教學表現卓越的老師和對VTC有卓越貢獻的員工。自2001年這兩個獎勵計劃成立以來，已有數百名優秀的VTC員工獲獎。

Staff Suggestion Scheme 員工建議計劃

The Staff Suggestion Scheme aims to seek suggestions from staff to improve the quality of the VTC's products and services, and enhance the effectiveness and efficiency of the VTC's work. Winning proposals are implemented in the VTC.

「員工建議計劃」旨在讓員工就如何改善VTC的產品和服務質素，以及提升局內工作效率和成效提供建議。得獎的建議書會在VTC落實執行。

Sharing of Good Practices 「良方導航」

All good practices on teaching excellence and staff excellence, as well as winning proposals are shared to all VTC staff in the 'Good Practices Sharing' web page of the VTC intranet. Staff are encouraged to learn from each other in order to improve the overall work performance in the VTC.

所有卓越老師的教學實踐、優秀員工的傑出貢獻和得獎的建議書，均上載至VTC內聯網的「良方導航」與員工分享。我們鼓勵員工互相學習，以提高VTC員工的整體工作表現。

