



**Quality Enhancement in Action**

質素提升概覽

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# Vocational Training Council

## 職業訓練局

Established in 1982, the Vocational Training Council (VTC) stands at the forefront of vocational and professional education and training (VPET) in Hong Kong. Its mandate to provide VPET is vital to meeting industry needs, and fulfilling the aspirations of about 200,000 young people and in-service workers who attend VTC's programmes every year across its 14 member institutions.

職業訓練局(VTC)於1982年成立,在職業專才教育發展道路上一直走在前沿。VTC秉承一貫宗旨,提供切合行業發展需要的職業專才教育,透過轄下14個機構成員,每年為約 20 萬名年輕人及在職人士開啟機會之門。



To be the leading provider of  
VPET in the region  
成為亞太區卓越的職業專才教育機構



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

# Core Values 價值信念



# VTC Quality Assurance System

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## VTC 的質素保證制度

### Approach 概念 \_\_\_\_\_.

The VTC adopts a **'fitness for purpose'** approach in quality assurance (QA) not only to fulfill the aims and objectives of the Council but also to comply with public accountability standards. As a quality education 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, educational and support services, student performance, stakeholder satisfaction, budget and finance, 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、教育及支援服務、學生表現、持份者滿意度、預算及財務成效，以及組織效能等。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。



# VTC Quality Enhancement Gold Standards

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## VTC 提升質素之 黃金標準

Throughout the years, whilst ensuring the foundational QA mechanisms continue, the VTC has already advanced to the arena of Quality Enhancement (QE), a milestone in organisational maturity.

To instill the concept of QE and foster a quality culture in the VTC, a practice-based conceptual model, namely, “VTC QE Gold Standards” was built to provide all staff with a set of clear quality standards for designing, managing and reviewing learning programmes.

With student interest being the core values, the model is presented in both graphic and text forms to represent the VTC-wide quality policies and the gold level standards in each important facet identified.

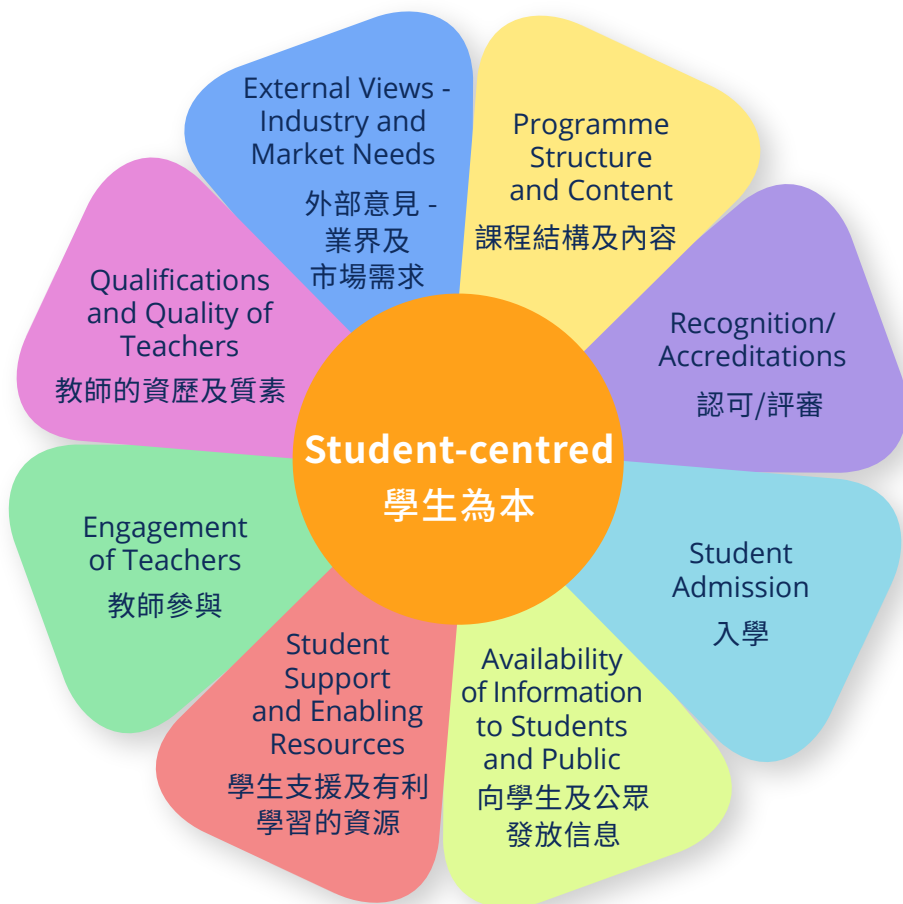
VTC多年來持續推行質素保證機制，已建立成熟穩健的機構實力，邁向提升質素的新階段。

為了在機構內進一步提倡提升質素的概念及推動實踐優質文化，VTC建立了以實踐為本的概念模型——「VTC提升質素之黃金標準」，為員工提供一套檢視有關課程設計、管理及檢討的清晰質素標準。

「VTC提升質素之黃金標準」以學生利益為核心價值，概念模型以圖像及文字形式，展示VTC對質素保證所採取的機構政策及在每個重要範疇的黃金標準。

# VTC Quality Enhancement Gold Standards

## VTC提升質素之黃金標準



\* Reference is made to the accreditation standards stipulated by the relevant statutory body in Hong Kong.  
參考香港相關法定團體所訂定的評審標準。

- Industry Needs
- Market Needs
- Collection of External Views
- Work-readiness
- 業界需求
- 市場需求
- 收集外部意見
- 畢業生就業技能

- Availability of Information in the Public Domain
- Accurate, Reliable, Up-to-date
- Qualifications Register (QR)
- 公共領域可供查閱的資料
- 準確、可靠、適時
- 資歷名冊

- Curriculum Design
- Module Arrangement
- Contextualisation
- Learning and Teaching (L & T)/Pedagogy
- Self-directed Learning
- Ratio of Contact Hours to Self-study Hours
- Assessment Design
- Work-integrated Learning
- Articulation Pathways
- Updated Reference

- Support to Students
- Students' Attitudes and Values
- Students' Views
- Physical Resources and Facilities
- 對學生的支援
- 學生的態度及價值觀
- 學生意見
- 硬件資源及設施

- 課程設計
- 單元安排
- 情境化
- 學與教/教學法
- 自主學習
- 授課時數與自修時數之比例
- 評估設計
- 工作綜合學習
- 升學階梯
- 最新的參考書目

- Teaching Load
- Administrative Workload
- Balance of Full-time and Part-time Teachers
- Self-efficacy and Career Aspiration as Teachers
- 教學工作量
- 行政工作量
- 全職與兼職教師均衡參與
- 教師的自我效能及職業抱負

- Professional Recognition
- Professional Qualifications
- Qualifications Framework (QF) Level
- 專業認可
- 專業資格
- 資歷級別

- Teachers' Quality and Qualifications
- Pedagogical Development
- Continuous Improvement
- CPD Records
- 教師的質素及資歷
- 教學發展
- 持續改進
- 持續專業發展記錄

- Admission Criteria
- Informed Choice
- Data Management
- Articulation Choices
- 入學條件
- 知情的選擇
- 數據管理
- 升學銜接選擇

# Quality Management in VTC

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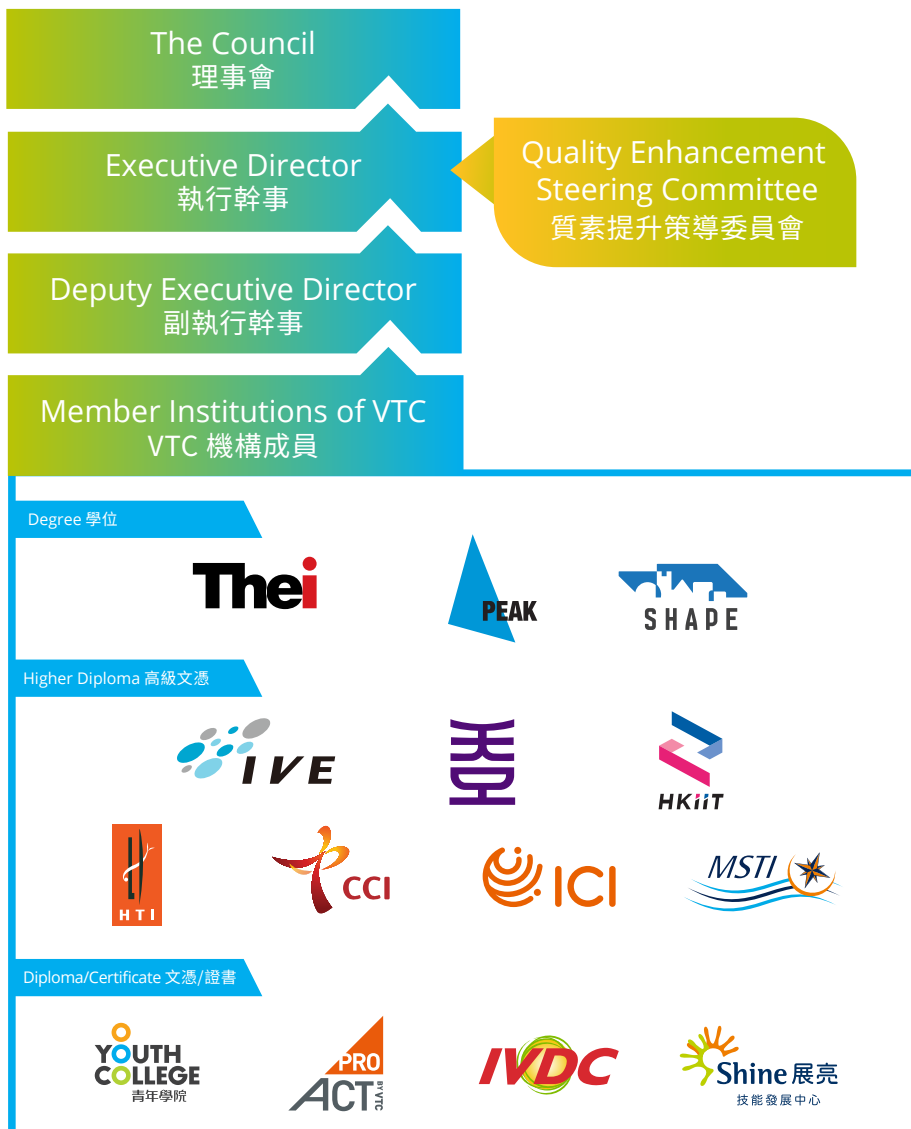
## 職業訓練局的 質素管理

### Quality Enhancement Steering Committee 質素提升策導委員會

The Quality Enhancement 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.

質素提升策導委員會由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。

## Quality Enhancement Steering Committee 質素提升策導委員會



\* 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，以及制定改進計劃。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 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

### Document Review 審閱文件

The Self-assessment Reports and other related documents are studied thoroughly to gain an insight into an OU's quality management system and processes.

對自我評估報告及其相關文件作深入研究，以理解該部門的質素管理制度及流程。

### Observation 觀察

The results of the core services are observed to form judgement on the validity of the Self-assessment Reports.

觀察部門的核心服務成果，從而判斷自我評估報告內容的真確性及工作的有效性。

### Discussion 討論

The management and staff representatives of an OU are interviewed to solicit their views and comments.

與部門的管理層和員工代表會面，收集他們的意見和評語。

# Internal Audit 內部審核

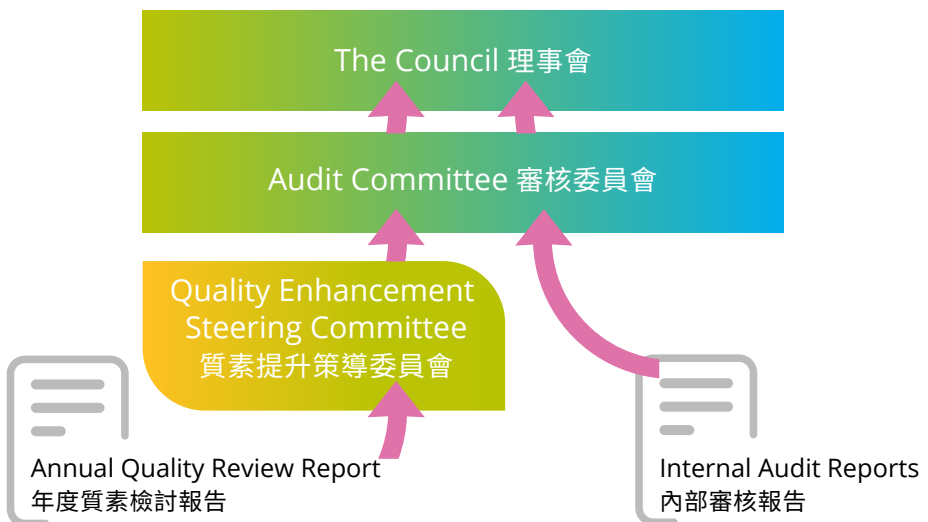
Internal audits are conducted to (i) provide assurance to management that systems, processes and activities are in compliance with applicable policies, standards, procedures, laws and regulations, and (ii) review the efficiency and effectiveness of operations and to provide assurance that resources are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

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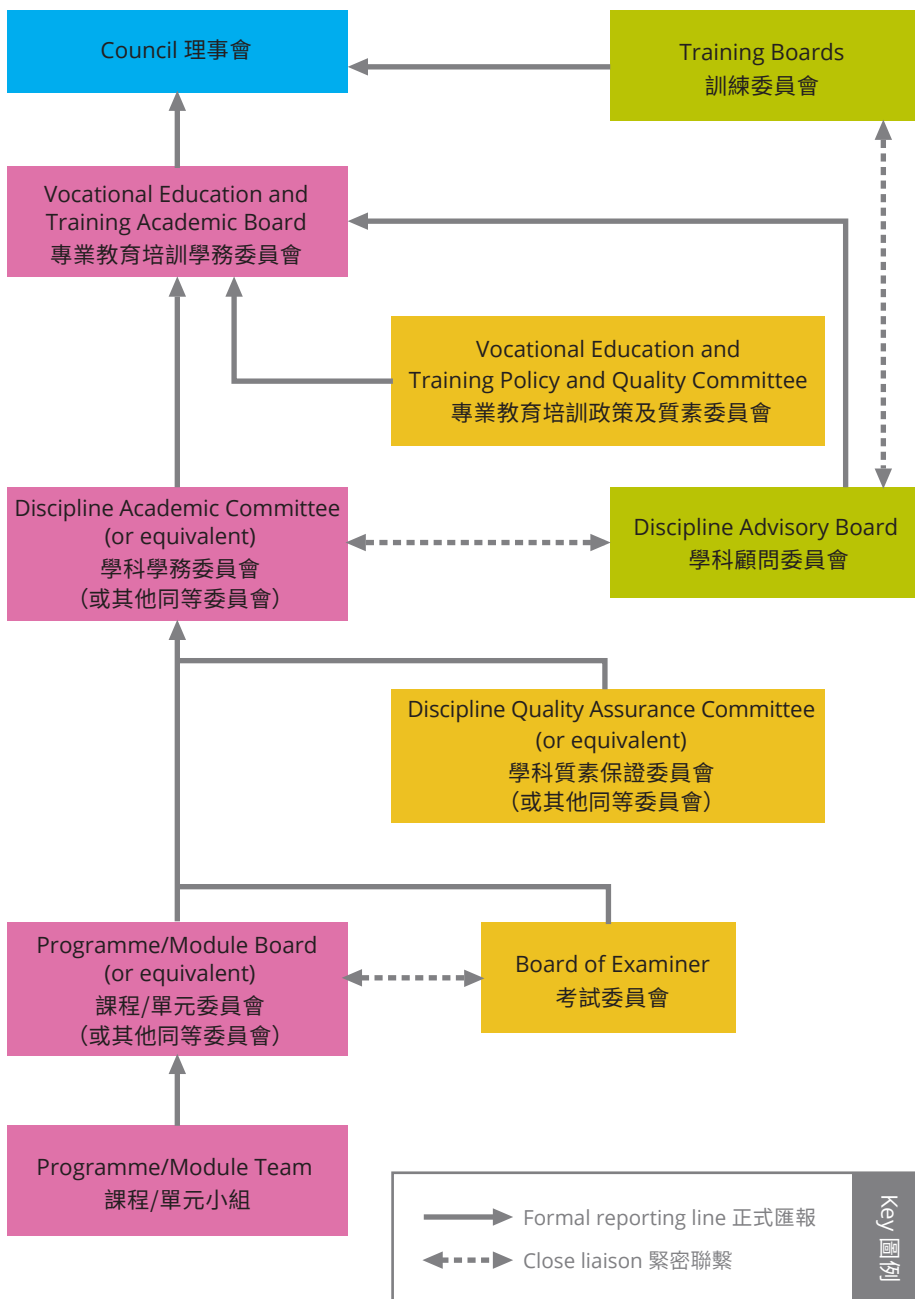
## 課程質素管理

## Programme Management and Committee Structure

### 課程管理及委員會架構

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

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。



# Programme Development, Monitoring and Review

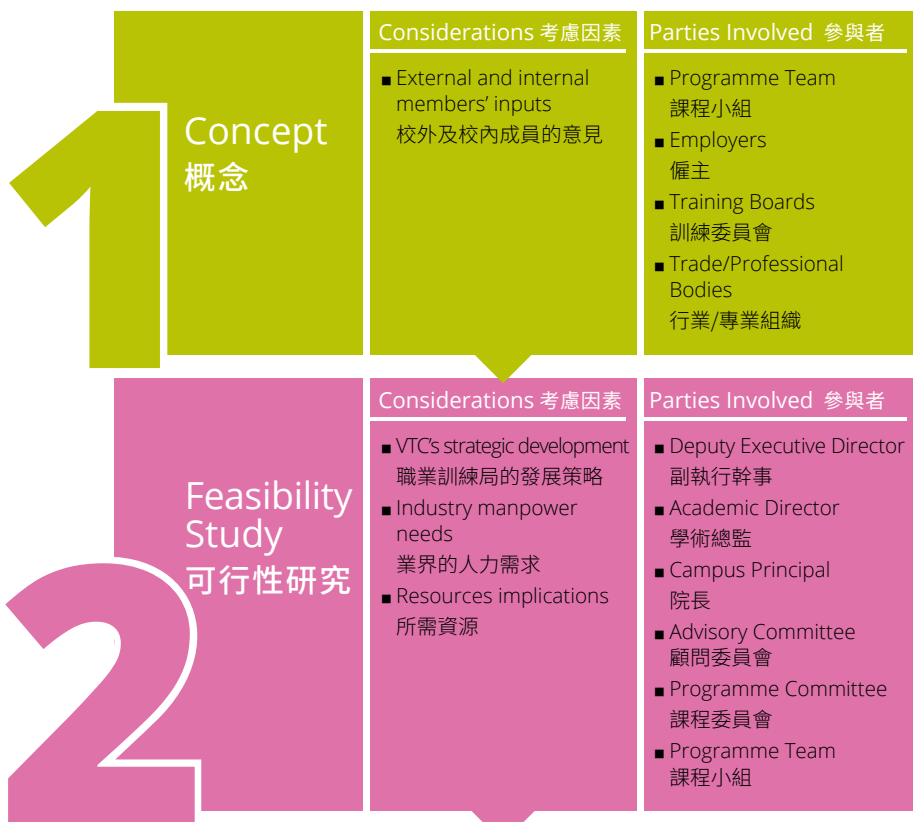
## 課程發展、監察及檢討

### Programme Development 課程發展

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.

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、資歷級別和學分值等因素納入考慮之列。

### New Programme Approval Procedures 新課程的批核程序





**Remark 備註:**

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

\* 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。

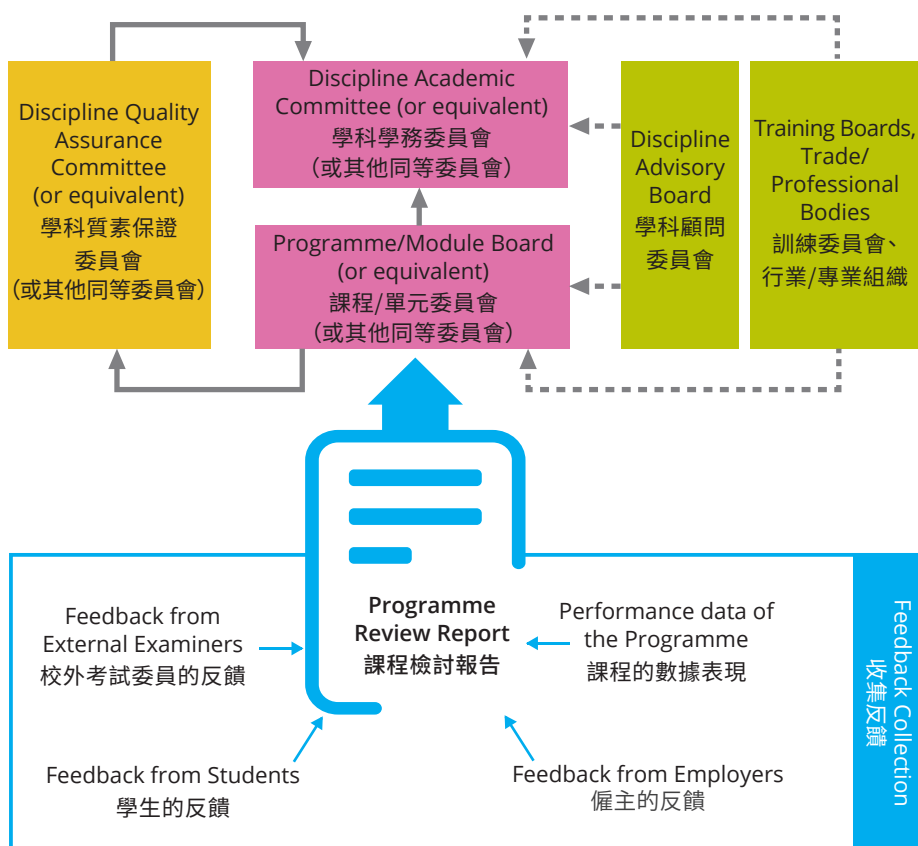
## Programme Monitoring and Review 課程監察及檢討

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.

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。

# 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、工作實習伙伴、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

##### Programme Development 課程發展

- Manpower surveys  
人力調查報告
- Feasibility studies  
可行性研究
- Government statistics  
政府統計
- Consultation sessions  
諮詢會議

##### Programme Delivery 課程教授

- External Examiners  
校外考試委員
- Industrial attachment partners  
工作實習伙伴
- VTC alumni  
VTC 校友
- Guest speakers  
演講嘉賓

##### Programme Review 課程評估

- External Examiner's Report  
校外考試委員報告
- Graduate employment survey  
畢業生就業調查
- Employer's view survey  
僱主的意見調查
- Professional accreditation  
專業評審

## 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

### Programme Development 課程發展

- Advise on programme standard during programme validation/re-validation exercises  
在課程評審/課程覆審中，對課程標準作出建議

- Advise on the revision of programme curriculum as well as the formulation of learning and teaching strategies  
對修改課程內容及制定教學策略作出建議

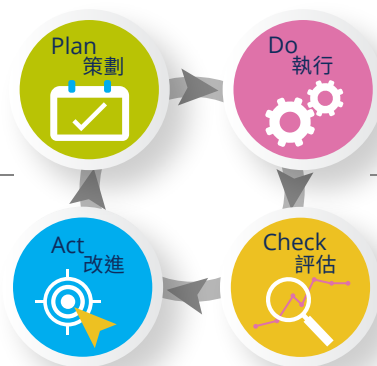
### Programme Delivery 課程教授

- Examine teaching materials  
審核教材
- Discuss with students and teachers  
會晤學生和老師

- Advise on the setting and marking of assessment papers  
對考核的設定及評分作出建議

- Advise the Board of Examiners on the assessment system and standards  
就考核制度及標準向考試委員會作出建議

- Comment on programme performance in External Examiner's Reports  
在校外考試委員報告中，對課程的表現作出評論



### Programme Enhancement 課程提升

### Programme Review 課程檢討

## Students 學生

Students' feedback is regularly collected through surveys. 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。

### Students Feedback Questionnaire 學生問卷調查



# 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 contribution 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 分享高效實踐方法——

Good practices on teaching excellence and staff excellence, as well as award-winning suggestions are shared to all VTC staff in the VTC intranet. Staff are encouraged to learn from each other in order to improve the overall work performance in the VTC.

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。

[www.vtc.edu.hk](http://www.vtc.edu.hk)

This booklet provides general information about VTC's quality enhancement as of August 2024 and is subject to review.

此小冊子提供有關VTC質素提升的一般資料(截至2024年8月),有關內容會適時更新。

For enquiries and comments on the booklet, please contact us by email at [qeao@vtc.edu.hk](mailto:qeao@vtc.edu.hk).

如對此小冊子有任何查詢或意見,請電郵至 [qeao@vtc.edu.hk](mailto:qeao@vtc.edu.hk) 與我們聯繫。