

ITP



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The Newsletter for Members of the Institute of Training Professionals

## Forum “Successful Mentoring at Work - 導亦有道”

By Ms. Angie Yu, FITP

More and more companies are aware of the importance of sustainability and the need for succession planning and staff retention. Some did go for mentoring program as a means to address the issue. Mentoring programs have been increasingly applied in established organisations, universities and various professional circles to develop talents. However, successful mentoring requires a great deal of dedications, efforts and skills to achieve the desired outcomes. Quite a number of companies have actually experienced failure in running their Mentoring Programs. Even those which experienced success, they may have gone through quite a long process before they can actually benefit from it.



*Miss. Iris Chung sharing her experience with audience*

With an objective to share insights and to provide tips to those who are considering to launch their in-house mentoring program, the ITP had organised a Forum on “Successful Mentoring at Work” on March 22 at the City University’s Admiralty Campus. We had invited three guest speakers: Dr. Aaron Chiang, Head of Human Resources & Administration, Hong Yip Service Co. Ltd., Mr. Joseph Leung, Executive Director, Revenue, Ocean Park Corporation as well as Miss. Iris Chung, Manager, Special Training Projects, Management Training & Development Department, MTR Corporation Ltd to share their experiences in implementing their in-house mentoring programs. With the assistance from four supporting organisations – The HK People



*Dr. Aaron Chiang sharing his experience with audience*

Management Association (PMA), the Personnel Management Club (PMC) of the Hong Kong Management Association (HKMA), the International Institute of Management (IIM) and the Institute of Management Consultant Hong Kong (IMCHK), we successfully attracted more than 70 zealous HR / L&D practitioners to join the Forum.



*Mr. Joseph Leung sharing his experience with audience*

During the Forum, each speaker shared with us their in-house mentoring program: the mentoring concepts and basic prerequisites, the structure and dynamics, the implementation process and the critical success factors, the dos and don'ts. Aaron shared with us the “Mentor and Mentee Program” for their operatives while Joseph’s “Successful Mentoring” emphasized on mentoring culture building in a company. There are mentoring programs for different levels of staff in MTR. Iris shared with us 3 programs for their Operations Division – the “LEAP” for newly promoted managers, the “ISDP Mentoring Club” for junior supervisors and the “STARter Club” for newly joined staff. For a mentoring program to be successful, our guest speakers did share the following winning tips:

➤ Senior management’s support and

cooperation from staff at various level is vital.

- A minimum level of contact between mentor and mentee has to be specified at the beginning.
- A wide variety of programs e.g. company visits, peer experience sharing, skill building, has to be organised to reinforce learning and relationship building for mentor and mentee.
- Program evaluation and quality control mechanism is needed to be in place for continuous monitoring and further improvement.

The atmosphere of the Forum was pushed to its climax in the panel discussion. Participants were eager to get the insights from our guest speakers. Many questions raised by participants could not be answered owing to time constraint.



*ITP delegation with guest speakers took a group photo after the Forum.*

From the interaction between the participants and our guest speakers, I am confident that the Forum ended very much to our participants’ satisfaction. We hope that similar type of activities can be organised for our members at least once a year. Of course your support is the pre-requisite to make this happen.

## 滿屋世界參觀隨筆

By Henry Wong

康業實習生

製造龐大機械部件的公司，看似與華麗的婚慶服務及精緻的咖啡店風馬牛不相及，可是，作為生產機械部件的市場領導之一的嘉利國際控股有限公司，近年卻相繼開拓婚慶和中高檔飲食市場。這天我們便有幸親臨嘉利旗下的主題餐廳「滿屋世界」(Fullhouse World)，和該公司的培訓及發展經理葉志成先生進行交流，從中了解公司背後的成功要訣。

除此之外，嘉利亦規劃副經理職級或以上的員工，晉升前必須通過多重的面試和筆試，以考驗他們的專業知識和工作應變能力，並配合神秘顧客計劃，使員工適應變化萬千的餐飲和婚慶業，就算遇到意外時亦能處之泰然。再者，公司亦熱衷參與跨企業的交流活動，例如 2012 和 2013 年的跨企業人力資源管理論壇，都令員工獲得寶貴的經驗。



ITP 訪問團於「滿屋世界」留影



訪問團致送 ITP 會旗鳴謝嘉利國際控股有限公司  
培訓及發展經理葉志成先生

事實上，嘉利能夠成功涉獵婚慶和餐飲業，關鍵之處是能了解市場需要、行業之發展空間及能把握時機，並配合有效的培訓系統，才能成功在這行業分一杯羹。據葉先生的分享，為了令員工可以在合適的崗位工作發揮所長，公司特設嘉利學人計劃和九型人格測試，務求找出員工的長、短處及各方面的潛質，從而提高公司的生產效率，同時員工從事其擅長的工作，亦可以增加他們的成功感和士氣。

從葉先生的分享中，我更加體會到培訓對公司的短期和長遠發展都有很大的裨益，而要令培訓工作事半功倍，上司和下屬的良好溝通實在是不可或缺的一環。到分享的尾聲，我們更有幸可以參觀裝潢別具特色的用餐環境，以及品嚐其美味的招牌蛋撻，實在為我們的參觀劃上最完美不過的句號。

# 行業人才培訓開創先河

## 「康業人力資源及行政總監蔣世源博士」

By Ms Catherine Lee, MITP

常言道：「人力資源是公司最寶貴的資產。」那麼負責管理人力資源的部門自然是公司裡最重要的部門之一。康業服務有限公司人力資源及行政總監蔣世源博士，分享了他在人才培訓範疇對這個寶貴資產在業界內如何帶領潮流。

### 客戶第二、員工第一

「要為客戶提供最好的服務，我們員工的表現就是關鍵！」蔣博士認為一間從事服務行業的企業，客戶親身體會到公司是否能夠提供滿意的服務，就是前線員工的表現，尤其是物業管理服務，每一位前線工作人員，不論是大廈管理員，客戶服務員，或者是其他崗位的員工，他們的服務效率及態度就是客戶用以評核管理公司的主要途徑。蔣博士說要令員工為客戶做到最好，公司首先要善待他們。「客戶是非常重要的，但是我們更重視我們的員工，因為沒有他們的真誠付出，哪來客戶滿意我們的服務呢？」就這樣本著員工第一的人才資源管治理念，康業不但成為行內的其中一個龍頭企業，而且為員工所提供的在職培訓更是行業內最為完善的。康業服務擁有超過七千名員工，其中大部份為前線人員，要有效管理這麼龐大而又分佈全港的團隊，為員工提供一套有系統的培訓管理策略，加強員工培訓力度是最切實可行的方法。

### 行業人才培訓開創先河

在資歷架構推出前，物業管理行業一直以來對從業員的工作能力缺乏一套客觀而具認受性的評核標準，同一職位的從業員在不同公司有著不同的要求及職責。同時，部份學歷低但具有

豐富工作經驗及知識的從業員在市場上亦沒有獲得適當的認受性，對他們的進修及事業發展亦造成一定阻礙。公司管理層一直希望提升整個業界的水平，建立一個客觀的工作評核標準及相關的培訓課程，使它成為行業標準，跨越公司的層面，讓從業員的工作能力及經驗得到

業界客觀的認可。政府就物業管理行業推出的資歷架構就一針見血地解決這窒礙業界人力發展的屏障。

在管理層大力支持下，公司迅速響應政府推行的資格架構，蔣博士推動公司制定一系列工作任務，配合物業管理行業資歷架構的七個

不同工作範疇及「能力標準」說明指標，在公司內加以推廣，將公司招聘及內部培訓課程內容加以調教，並在員工進修及晉升方面提供明確的階梯。於2010年公司率先獲香港學術及職業資歷評審局認可，成為全港首間獲得開辦資歷架構認可第一至三級課程資格之物業管理公司，亦於2011年成為現時各行業內首間公司內部培訓課程獲取資歷架構認可資格，現已有7個認可課程，數目為行業內之冠，亦是唯一開辦資歷架構第三級「能力為本」課程的公司。公司亦積極協助員工申請「過往資歷認可」資格，並為員工墊支有關申請費用，現時公司成為各行業最多員工成功獲取「過往資歷認可」資格的機構，人數超過1,600人。在2012年教育局主持資歷架構夥伴嘉許典禮中，康業榮獲教育局頒發「過往資歷認可」金嘉許獎以及兩項「資歷架構」嘉許證書，以表揚康業在人才培訓領域上積極應用資歷架構及對資歷架構的支持和貢獻。



康業服務有限公司人力資源及行政總監蔣世源博士

能夠洞悉先機，快人一步在競爭激烈的商業社會中極為重要。鑑於過往物業管理行業欠缺規範，政府將成立物業管理業監管局，負責物業公司及從業員發牌制度。在物業從業員方面，將訂立「一級」及「二級」發牌機制，前者針對督導及管理職級人員；後者為對象為一般從業員。「雖然有關要求尚未正式落實，但作為

一間具前膽性的公司，我們已經未雨綢繆，為員工在培訓方面預先做好準備，先後與職業訓練局高峰進修學院、香港大學專業進修學院及明愛專上教育學院開辦資歷架構認可第一至第三級課程，以迎接發牌制之推行，確保員工能符合要求，繼續為客戶提供專業及優質服務，在行業人才培訓上起著示範作用。」蔣博士總括道。

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