



Member of the International Federation of
Training and Development Organizations

ITP



December 2003, Issue 16

LINK

The Newsletter for Members of the Institute of Training Professionals

Seminar on “Training and development in China and Hong Kong to cope with the future needs”- 22 August 2003

ITP was recently invited to lead a seminar on ‘HRM in China after WTO and CEPA’. In the afternoon of Friday 22nd August 2003, Denny Chow and Alfred Ho, both Vice-Chairmen of the institute, each presented a talk and shared their views with participants on this timely subject. Organized jointly by the Hong Kong Productivity Council and the Workplace Consultation Promotion Unit of Labour Department, HKSAR Government, this half-day event had attracted two hundred HRM managers and practitioners from the trading, transport & manufacturing sectors, as well as from SMEs. Alfred Ho, who kicked off the seminar, presented a talk entitled “Strategic & HR Management Issues in China and HK after the Entry into WTO and CEPA”.

Alfred started by first presenting a general picture of the current situation of HRM practices in the Mainland, then followed by an analysis of the strengths and weaknesses of Hong Kong practitioners. Considering and balancing the above, Alfred pointed out the role that Hong Kong could play in supporting the Mainland, one of which being a ‘service support centre’.

With China’s accession to WTO, China has to align her ‘rules of the game’ with that of their international counterparts in areas such as intellectual property and trade practices. While many tend to see China as providing enormous market potential, Alfred pointed out that what counts more is the demand for quality products and services that one plans to offer to this market. For lower-end markets, there in fact exists serious production over-capacity within the country. The country is still not affluent,

and the consumer market is not very sophisticated.

Looking back at Hong Kong, social factors such as certainty, stability, transparency, and the rule of law are still perceived by many as of much higher standards than those in Mainland China. That in fact helps to reduce the impact of ‘evacuation effect’ on Hong Kong, as many investors still keep their bases in Hong Kong instead of moving every part into the Mainland.

As China increasingly opens up and develops more gateways, Hong Kong’s relative importance will gradually decline. Hong Kong still suffers from high operating costs overall. Service culture is still not strong in many sectors. English ability is constantly declining, and Putonghua ability is still relatively low among employees. While running business in China, there is a lack of indepth understanding of the Mainland consumer market among Hong Kong marketers, for example in product brand building. In fact Hong Kong has more expertise as exporter rather.

Alfred shared the view that the roles Hong Kong can play include:

- As a hub for business with China;
- As a gateway to China;
- As an investment/funding agent for China;
- As a service support centre for China; and
- As a demonstration of the “One Country-Two Systems”

As for the HRM profession, Alfred held optimistic views towards the future. Servicing needs are expected to grow fast, but practitioners would have to be prepared to follow their

existing clients and employers as they move from Hong Kong into the Mainland. Servicing demand from foreign enterprises will also grow as China opens up further. Adding to these would be a growing demand from Chinese enterprises State-Owner Enterprises and private ones as more are recognizing the needs and are willing to pay. These trends are now further catalyzed by new positive impacts such as CEPA and the Beijing Olympics. Structural adjustment in the economy and employment market has led to high unemployment, and coupled with economic development needs, potential for the training & development sector is enormous.

With these opportunities ahead, the HRM/T&D sector has to cope with the challenges posed by the lack of practitioners with deep China understanding/experience blended with Hong Kong and international competencies; lack of a comprehensive set of people competencies in the Mainland that are complicated by the great

diversity in context, level, and industries; and the lack of skilful and dialect-conversant trainers and developers in general.

In view of the above, Alfred suggested local HRM/T&D practitioners to consider adopting the following strategies:

- Externally join force with international (advanced) parties – Hong Kong as a preferred ‘compradore’/collaborator (for reducing risks);
- Internally link up with local (Mainland) established players (as ‘walking sticks’ to a not-so-familiar market, and to ensure having a proper and smooth interface);
- Identify USPs – critical areas that Hong Kong has competitive advantage and competencies over its Mainland counterparts and that can add value to the partners; and
- Act fast, act now – nurturing relationships, identifying gaps, developing integration.

Joint ITP-HKPC Professional Diploma in Training Excellence – Progress Report

The first professional diploma programme jointly organized by your Institute and Hong Kong Productivity Council (HKPC) was launched in December 2002. The programme consists of eight modules each made up of five half-day sessions held on Saturdays. Senior members of your Institute serve as tutors of this programme. Adopting a small group learning format and interactive approaches, the programme has been well received by participants.

Just like most other training activities in the last few months, the Diploma programme was also affected by SARS. However,

disturbance has been confined to a minimum through close collaboration between your Institute and HKPC, and the cooperation of participants. The programme held its mid-term examination upon completion of the first four modules (i.e. one-half of the course) on May 17th, just one week behind the original schedule. Thanks to the course tutors, most of them turned up on that day to answer queries that participants might have in the beginning of the examination.

After reviewing all the coursework and examination script marks, including a few outstanding assignments, the

Programme Board are pleased to announce that with the exception of one, which was due to absence in examination, all passed the mid-term examination.

Meanwhile the programme proceeds as planned, and by now participants have commenced their sixth Module, Theories and Techniques in Training Evaluation and Validation. The whole programme is expected to complete by the beginning of November, and the Institute will have its first batch of professional diploma graduates by then.

Excerpt of an address by Mr. Denny Chow, FITP, delivered at a Seminar on “Training and development in China and HK to cope with the future needs” on 22 August 2003.

In view of China’s accession to the World Trade Organization (WTO) and the recent signing of CEPA (香港與內地緊貿關係), coupled with the plan of building the HK/Macao/PRD Bridge (港珠澳大橋), Hong Kong and Chinese enterprises must gear up for future development.

Mr. Chow went on to share his experience on: (a) The design of a Trainers Training Program with illustrations on the training objectives and program outline; (b) Training & Development in Hong Kong; (c) Training & Development in China; and (d) the importance of aligning Training and Development efforts with the future needs.

Training & Development in Hong Kong (SME and Multinational Corporations)

In recent years, the following approaches are commonplace:

- cutting training budget;
- more training from internal sources;
- training for multi-skills; and
- training gearing toward market changes and in line with company strategies and business objectives.

More often than not, training and development personnel have to take in various other roles such as: business consultant, change agent, business partner, and performance consultant. There is therefore a need for them to continue upgrading themselves through *continuous professional development*.

Training & Development in China (SOE, Joint Venture, Private Business, and Multinational Corporations)

In most enterprises, training is considered as

individual employee’s responsibility. The value of an employee depends very much on his academic qualifications and specialist training received. Overseas qualifications, particularly those from recognized institutions in the UK and USA are highly valued.

People who used to perform well or have teaching experience in universities are often taken on as trainers. Some university lecturers are taking up business consultancy jobs from the business community. Semi-government bodies are running training centers to provide vocational training programs. Of course, there are also individual training providers doing management training, I/T training and business consultancy work.

Aligning Training and Development efforts with actual needs

Glocal is a word that combines Global and Local, stressing the need to think global and act local. In the case of Hong Kong and China, we must think and act more in terms of Greater China while we reach out for the global market. We therefore need a trained workforce with the right knowledge, skills and attitude through increased exposure and understanding of global business.

To enable business to compete in the global market, training and development efforts should cover the Six P’s in business sales and marketing: product, pricing, place of delivery, packaging, promotion, and partnership.

With more use of the state-of-the-art information technology and other resources under our use and control, we sure are prepared to cope with the changing needs in the years to come.

Membership Fee

For a third consecutive year, the Executive Committee of ITP has resolved that all members will be free from paying the Membership fee for the financial year of 2003-2004. Thanks to our prudent financial management.

ITP to launch a Post-Graduate Diploma in Training and Development starting January 2004

To meet organization development needs, and the demand for qualified persons in training and development, the Institute has jointly developed with The Management Development Centre of Hong Kong (MDCHK), a new programme: Post-Graduate Diploma in Training and Development. By reference to the proposed HKSAR's Qualifications Framework, this programme may be titled as "Post-Graduate Diploma in Training and Development at Level 6 with 40 Credits".

Graduates of this post-graduate level programme may choose to top-up to the Middlesex University's Master of Arts Degree in Work Based Learning Studies (Training and Development)

The programme aims to provide participants with an updated knowledge in training and development such as Knowledge Management and e-Learning, equip them with the skills in managing and conducting in-company training programmes, and provide them an opportunity to advance to higher degree of academic achievement. The programme also aims at developing participant's intellectual abilities and critical faculties, specifically:

- Professional skills in Training and Development;
- Appreciation of adult learning theories and communication to master professional skills in training delivery;
- Logical and analytical capabilities in managing business oriented training and development functions;
- Multi-disciplinary skills to manage training and development as the strategic roles within a wide range of human resource discipline in an organization;
- Analytical problem-solving and decision-making capabilities in various training and development functions; and
- Enhancement of participants' employment

and promotional potentials.

Covering a comprehensive range of Training and Development skills and knowledge, the programme covers the following 8 Modules:

- 1 Training and Development: Concept, Strategies and Practices**
- 2 Adult Learning**
- 3 The Theories and Practices of Training Need Analysis**
- 4 Instructional Design and Training Methods**
- 5 Delivery Skills and Programme Management**
- 6 E-Learning**
- 7 Theories and Techniques in Training Evaluation and Validation**
- 8 Learning Organization and Knowledge Management.**

The programme is open to the following persons:

- Holder of a recognized university degree; or
- Full matriculation plus 10 years of working experience, of which 5 or more years must be in training and development; or
- Holder of a recognized certificate in training and development plus 5 or more years of working experience in training and development.

Exemption, on a module-to-module basis, will be given to those with qualifications relevant to training and development.

Class will begin on 3 January 2004 for 8 months with lectures delivered in Saturdays at The Management Development Centre of Hong Kong (11/F VTC Tower, 27 Wood Road, Wanchai, Hong Kong.)

Interest parties may contact The Management Development of Hong Kong (tel 2836 1825), or visit the website www.mdchk.com.

Seminar in Work-based Learning, 3 November - seminar report

On the 3rd November, about 50 members and guests of the institute had attended a seminar on “Work-based Learning” led by Dr P Critten. The Institute is pleased to have Dr. Peter Critten from Middlesex University to share his experience with training and development professionals on “Work Based Learning Studies”. Dr. Critten’s background is in training and development with over 15 years experience in organisation change programmes.

Work Based Learning is an innovative way of assessing and accrediting learning acquired at workplaces. Its special work-linked features enable learning to take place at – and be centred on – the working environment. By using an actual work role and an organization’s

objectives as the focus for academic enquiry, Work Based Learning is uniquely structured to benefit both the individual employee and the employing organization.

For those who attended the seminar, the idea of Work-based learning is found to be innovative as it links work-experience to academic qualifications. The Institute is happy to support this innovative approach. One of the initiatives along the line is the design and delivery of the Post-Graduate Diploma in Training and Development programme jointly with the Management Development Centre of Hong Kong. The new programme will be launched in January 2004.

Experience sharing and visit to the Training School of the Correctional Services Department, 20 November 2003-- Visit Report

25 members of the ITP paid a visit to the Training School of the Correctional Services Department and shared their special experience in training and dealing with a particular group of training staff. In this eye-opening visit, members had the opportunity to learn the concepts and practices of rehabilitation as well as e-learning set up. Members also visited various training facilities as well as the newly opened museum.

Invitation for T&D Professionals to be Observer Members of the Institute

In order that more people engaged in training and development can share and obtain the latest knowledge in the field, you are cordially invited to be our **Observer Member**, free-of-charge, for this financial year ending on 30 June 2004. Since the Institute launched the Observer Membership scheme two months ago, we are pleased to have over one hundred professionals enrolled as Observer Members.

As an **Observer Member**, you can take part in ITP’s activities as if you are a Full Member of the Institute. Some of the planned activities of ITP are shown as follows:

- 3 Nov 03 - Seminar on Work Based Learning by a renowned overseas speaker
- 20 Nov 03 - Experience sharing with training professionals and visit to the Training School of Correctional Services Department
- Jan 04 - “Customer Service Training”: an experience-sharing session at a transport company
- Feb 04 - Visit to Yantian Port, Shenzhen
- Mar 04 - Visit to the Training School of HK Jockey Club
- Apr 04 - Talk on Social Style Assessment Tool
- May 04 - Visit to Control Tower of HK International Airport

If you have any queries or suggestions, please contact Mr. Denny Chow (Tel: 2345 7140) or Miss Macy Koo (Tel: 2393 3377), or return the following reply slip to our office.

e-LINK

To effectively saving and preserving the earth by minimizing the consumption of papers, the ITP LINK will be issued in soft copy only starting from the next edition (Issue 17). Members wishing to receive future issues of the ITP LINK and have not sent their email addresses to us, please send them to the Vice-Chairman (Membership), Mr Denny Chow at dennychow@so-net.com.hk, the membership secretariat at info@itp.org.hk, or fax to ITP Office at 2309 2799

.....

REPLY SLIP

“Observer Member” and “e-Link”

To: Institute of Training Professionals

Fax: 2309 2799

1. *I would like to be an Observer Member of ITP.*

Name: (Mr. / Mrs. / Ms.) _____

e-Mail : _____ Phone No.: _____

2. *I am a member of ITP and wish to receive future issues of LINK through e-mail.*

Name: (Mr. / Mrs. / Ms.) _____

e-Mail: _____

3. *I have the following suggestion/comment.*

培訓專業學會

Web Site : www.itp.org.hk

INSTITUTE OF TRAINING PROFESSIONALS

香港九龍亞皆老街 107 號皆旺商業大廈 2507 室

Rm. 2507, Richmond Commercial Building, 107 Argyle Street, Mongkok, Hong Kong.

Phone: 2393 3377 Fax: 2309 2799 Email: info@itp.org.hk