

ITP



LINK

The Newsletter for Members of the Institute of Training Professionals

Experience Sharing by 2011 HKMA Training Award Winner

By Mr Don Chan

It is an honor to speak with Cyrus Li, who is previously responsible for Training & Development Function of BOC Group Life Assurance Company Limited (BOCG Life), and currently play the role as Head of Distribution Administration. This outstanding BOC-ian Training Program by BOCG Life has gained much applause from the panel judges and audience, winning the Gold Prize Award and Most Innovative Award in HKMA's Award for Excellence in Training and Development 2011. Besides, Cyrus also won the Best Presentation Award.



Establishing Relationship

To fulfill the business needs of capturing the investment market in 2010, BOCG Life decided to groom university fresh graduates to be its Branch Financial Planning Managers. However, they all belonged to the late 80s, a class that is usually stereotyped as being reckless, self-centered and expecting quick wins in the eyes of employers. Instead of offering conventional classroom training, the format that candidates have got used to for about 20 years, Cyrus and his team arranged a 3-day outdoor and experiential type of training. He hoped that it could enhance the candidates' mental readiness to work in branches, and also build up the relationship between the facilitators and the candidates. The late 80s cherished the good relationship built. Cyrus supplemented, 'We sometimes play a role as their buddy, share their emotion and give them advice. Sometimes they have to work alone, but we won't let them feel lonely'. Currently, over 80% of the graduates of the first batch of BOC-ian are still working in the group.

Parties Engaged

The BOC-ian Program consists of various ways to

develop the candidates, including attachment in branches, mentorship, experience sharing by senior management and mini-projects. They were not only supported by Training & Development Department, but senior management also played an important role too.



It was not simply meant by endorsing an ordinary program with a gorgeous name “BOC-ian” by senior management. ‘We have invested millions of dollars in “BOC-ian”; the program is now popular in the industry. We did not demand the candidates to sign any undertaking because we wanted to show them BOCG’s commitment to their development. We wanted to engage them, too. Without different parties’ support and engagement, this half-year long program would not have been so successful.’ Cyrus mentioned. It is not only the BOC-ian program that wins the awards of HKMA, but also the candidates who

help exceed the company’s profitability target, too.

Tips To Win The HKMA Award

The BOC-ian contributes to a fascinating ROI. Here are some insights Cyrus shared with us for winning the awards. Firstly, *the presenter should be clear about the rationale behind the program, so that he/she could aptly answer audiences/judges’ questions.* Using candidates as presenters can have an edge in sharing their feeling which probably touches the heart of the judges, but they may not be able to satisfy the judges’ needs. Secondly, *Preparation and Practice.* Presentation is not merely writing down the scripts and reading it out. In order to prepare the best presentation in front of the judges, Cyrus rehearsed many times in front of his senior management. ‘As the judges are all corporate CEOs/CFOs, we should get the thinking of our own senior management and at the same time solicit for their down-to-earth feedback, so as to enable me to select the best presentation content to meet judges’ expectations.’ Cyrus said.

The BOC-ian shows an achievement to unleash the late 80s' energy, which, in turn, brings about business results. During the presentation, Cyrus has showcased a great deal of passion and enjoyment, which we truly appreciated.

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An ITP Delegation to the Ngong Ping 360

By Mr Sam Ying, FITP

Through the coordination of Vice-chairman Mr Kelvin Sze, a company visit to Ngong Ping 360 (NP360) had been arranged on Saturday morning, 6 August 2011. The main objective of the visit was to learn about the Operations and Training facilities of NP 360. The ITP party, led by Chairman Mr Fred Kwan, was received by Mr CK Chung, the Operations Manager of NP360. Upon arrival at their Tung Chung Depot, the party first attended a 2-hour briefing session by Mr Chung and his team.

Mr Chung started by going through a short history of cable car. We were given a good appreciation of the development of this transportation facility. Cable cars were originally used as transportation vehicles for people in the mountain areas in the early days, and are now becoming tourist attractions and facilities in various mountain scenic spots all over the world.

As far as NP 360 is concerned, the system, with a capacity of 3,500 people per hour in each direction, is the longest bi-cable ropeway in Asia. Designed by the Leitner Group of Austria, and with cableway and cabins come from them, the line uses a continuous circulating twin cable aerial ropeway system. As the first of its type installed in Hong Kong, the cableway is supported by eight towers, some spanning over a kilometer apart. This is a continuous circulating bi-cable aerial ropeway system, where the track cable acts as a rail in the sky and the haul cable pulls the cabins. Between the Tung Chung and Ngong Ping

Terminals, this 5.7 km cableway changes direction two times at the two angular stations, one on the south shore of Chek Lap Kok, the other in the Lantau North Country Park. The gondola cabins are temporarily detached from the cables at each angular station, and re-attached to the next cable again without the passengers leaving the cabin.



Mr Chung also gave examples to highlight the hardship faced by their construction, engineering and maintenance personnel. Maintenance work is normally carried out in the evening when passenger service comes to an end. One can imagine the working conditions in the mountainous areas in Lantau

Island at night. The maintenance and engineering staff might encounter windy and low temperature condition, low visibility situation, and the attack of nocturnal insects of unknown kinds. While safety has been placed at the forefront, and while the general public continues to monitor the safety operations of cable car, their technical and engineering staffs are under high pressure to ensure the highest standard of safety. The “safety first” ruling cannot be compromised.

All along, the cable car had been well received by tourists visiting Hong Kong as well as local people. However one or two incidences during its operation had casted possible safety issues. This had finally led to the change of management from its original builder-company to MTRC. The major impact after the take over of the management of NP 360 by the MTRC, according to Mr Chung,

was the emphasis on training and development of the operations and technical staff. Now their staff, on an average, receives one day training per month, a standard that exceeds the industry average.

During the briefing session, we can feel the pride of Mr Chung and the NP360's operations and engineering staff that with their commitment, we have, in Hong Kong, a cable car operation that exceeds all comparable world-class standards.

We, as training professionals, are fully in sync with the move of the company in placing great emphasis on staff training and development.

After the briefing session, the party continued to observe the cable car operations in details: - from the moment when the cabin is detached from the

cable, to the moment when the cabin is attached to the cable again.

Finally, the party took a scenic ride to Ngong Ping. Traveling between Tung Chung and Ngong Ping,

we had a bird's eye view of the massive Hong Kong International Airport, a spectacular view of the blue South China Sea, and a holy view of the majestic Buddha statue. While at Ngong Ping, the party visited some

of the other attractions over there: - the Ngong Ping Village, the Po Lin Monastery, the Giant Buddha, and the Wisdom Path. Thanks again to Kelvin for making the arrangement, and to CK Chung for painting a memorable image of NP360.



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Visit to the KMB Training Centre

By Ms Angela Lee, MITP

In Hong Kong, public bus is one of the essential transportation networks for carrying a huge number of people commuting daily to and from a vast number of locations. Previously, I might think that being a Bus Captain is a routine and monotonous job because he or she is required to stick to a fixed timetable, follow the predetermined routes and stop at designated points. However, after visiting the training center, I realized that professionally trained Bus Captain has to know and perform far more than what I think. Since millions of passengers are in their hands everyday, they must be well trained so as to provide safe and satisfactory services for the people of Hong Kong.



On a hot and sunny Saturday morning of 17 September 2011, a group of over 20 participants went to the KMB training Centre in Siu Lek Yuen of Shatin. The first interesting thing appealing to me was that the KMB Senior HR Officer led the group to the roof-top of the building to observe the driving and parking examination being conducted. The test was carried out by examiners from the Transport Department. The training scheme required each trainee to attend an unpaid 18-day

training course. The parking examination would be held on the 9th day of the training course. During the course, each trainee is trained to handle three different models of buses running on three different routes. On the 18th day, the trainees have to sit for a written examination.

Each month, two rounds of courses are conducted. In case a trainee fails at the first attempt, he or she could retake the course again one more time. However, if fortunately the trainee still cannot pass the examinations, he or she would not be eligible for employment by KMB as Captain. As quoted by the Senior HR Officer, of a normal class size of 28, the passing rate was always over 90%. The ratio of male to female was 4:1. As at today, with a fleet of over 4,000 buses, the company employs a crew of 800 qualified Captains on two shifts.



Regarding the contents of the training course, they cover the followings:

- driving skills among obstacles (車陣訓練)
- parking skills (泊位考驗)
- driving skills on busy roads (駕駛考驗)
- alertness and responsiveness training (對燈)

號應變)

- e) routes recognition* (路線訓練)
- f) understanding of different bus models for different routes* (車型訓練)
(* these are combined in the same module.)
- g) training
- h) knowing black spots (認識交通黑點)
- i) quality driving (優質駕駛訓練)
(this module is also provided to all currently employed Captains to upgrade their techniques in dealing with risks on roads.)
- j) communication skills (溝通技巧)
(especially in dealing with difficult or demanding passengers.)
- k) environmental driving target (環保駕駛目標)
(for example, if the Captain suddenly stops the brick or increases the speed, more fuel would be used.)
- l) handling fire (火警處理)
(the Captain must know how to use the fire extinguisher and understand the correct procedures of guiding the passengers to escape from the danger.)
- m) special facilities' training (特別設備訓練)
(for example, operation of Octobus charging machine, raising platform for wheelchair, announcing of stops, concession of charges and etc.)

One of the highlighted training facilities of the KMB Training Centre was the Simulation Training Room. Trainees would randomly be given different scenarios for testing their responsiveness. For example, a pedestrian may suddenly come out to cross the road and this could

test the reaction of the Captain. There could a thunderstorm leading to a slippery road condition, and this is to test how the trainee control the speed under this road condition.



According to the Senior Trainer of KMB, Captains with over five years' bus driving experience plus good records can apply to advance their career to Trainers of Captains. In other words, it is a promotion path for the Captains. However, the selection is quite demanding so as to ensure the quality of the trainer. First of all, the Captain must pass a series of internal interviews, attend classes of learning on training skills, and sit for a written test on report writing. Then, the Captain has to pass specific examinations held by the Transport Department for getting the Registered License of Bus Trainer.

Being a Captain's Trainer, he or she also has additional responsibility in counseling those Captains who have received complaints. Sometimes, the trainers might need to act as 'secret passengers' to observe the targeted Captains' behavior or other aspects so as to decide on what appropriate actions to take.

Hence, being a trainer is not easy because he or she has to play different roles in different aspects. It is indeed a pretty demanding and challenging career.

秋季遠足@「元荃古道」

By Ms Catherine Lee, Photos: Mr. Sam Ying

培訓專業學會每年都會舉辦 2 次遠足活動，邀請會友及親友一起參加，伸展筋骨之餘，又可與朋友增進友誼。今年秋季遠足已於 12 月 4 日舉行，路徑選定為「元荃古道」。

「元荃古道」的「元」指元朗，而「荃」則指荃灣，是昔日鄉民往來元朗與荃灣的通道。由於當時交通不便，新界各大小鄉鎮間的往還，都是以徒步為主要方法。這條古道對當時元朗十八鄉的農民來說十分重要，讓他們可以把農作物收成運到荃灣的市場販賣。其中的吉慶橋，是當時居民的必經之橋，現已成為這條風景優美的行山路線的重要座標。

目前的「元荃古道」，以荃灣半山上作為起點，途經田夫仔、永吉橋、東白虎坳等地至元朗大棠山路止，全長約 12.5 公里。而今次我們選擇行走當中的一段共約 10 公里的路程，先試試大家的實力！

當日一大清早，風和日麗，是一個適合遠足的星期日。我們一行約 30 人於荃灣港鐵站集合後，即朝著荃景圍方向，向「元荃古道」進發。



我們步行約 15 分鐘至港安醫院附近的彎角位，即看到斜斜的梯級約共 500 級，領隊 Sunny 與我們來一張大合照後，囑咐大家除下外套，抖擻一下精神，便開始拾級而上，到達引水道直

達「元荃古道」的起點。由起點走至石龍拱之前的一大段「元荃古道」途中，視野曠闊開揚，荃灣、青衣、馬灣景色盡入眼簾，青馬大橋、汲水門大橋有如長虹貫接。沿途除了風光如畫可邊行邊欣賞外，領隊 Sunny 更細心為大家介紹沿途景色，如猴頭石、蓮花山、大帽山等，期間更幽默地講述一些往事舊聞，引得各位哈哈大笑，令整個山頭都充滿著笑聲。



我們抵達石龍拱後，大家坐下稍事休息及品嚐自備輕便午餐後，即前往田夫仔，再前行至清快塘村。途經喜香農莊，那裡有兩個蓮池，分別種植紫色和紅色的睡蓮，出淤泥而不染。農莊外的蓮池旁更有一棵結滿火紅色果子的鐵冬青樹，遠遠看見

已被它吸引著，怪不得樹下圍著數十人團團轉，紛紛上前拍照留下倩影呢！



最後我們經清快塘落深井，一眾好友輕易地完成了 5 小時的路程。當然大家都不會忘記慰勞一下自己，一嚐久聞其名的深井燒鵝，為今次遠足旅程劃上完美的句號。

ITP-IMCHK Joint Golf Invitational 2011

By Prof. Alfred Ho, FITP

ITP joined hands with IMCHK (Institute of Management Consultants, Hong Kong branch) for the first time on 24th November (Thu) to co-organize the ITP-IMCHK Golf Invitational event. The organizing committee, consisting of Alfred Ho (representing ITP) and David Wong & Dr. Gregg Li (representing IMCHK) managed to get sponsorship from a number of companies and individuals, and the event was well supported



*Chairman Fred
welcoming the party*

(being a virgin activity). A total of eight flights (i.e. 32 players) participated in the event, five playing in the South Course and three in the more challenging East Course of HK Jockey Club's Kau Sai Island Public Golf Course.

After a half-day play, organizers and players got a good treat at the club house restaurant, where the prize presentation ceremony was held concurrently.



The ITP Delegation

Present at the event were ITP Chairman Fred Kwan, General Manager Denny Chow, and Exco

members Kelvin Sze and Alfred Ho.

Despite the weaker participation compared to IMCHK (ITP has two teams of four while IMCHK has six), we managed to win some prizes, as the photos below certify.



*Dr. Gregg Li presenting
the longest drive prize to
Sam Ying.*

*Alfred Ho presenting
prize to a lady player
from IMCHK.*



*ITP South Course Team
showing its award*

Thanks to the generous donations by golfing enthusiasts behind the sponsoring companies, not only that players enjoyed a good play and big buffet lunch at reasonable costs, ITP also earned a small sum (\$1,000) out of this function.

The trophy, however, went to IMCHK. We look forward to re-organizing this joint event next year and expect that more ITP members and their friends would join in to regain the trophy title.



*Merry Christmas and
many good wishes for a
new year of happiness
and prosperity*

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