

ITP



LINK

The Newsletter for Members of the Institute of Training Professionals

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Diploma in Training and Development

- Another Collaboration Initiative with Hong Kong Productivity Council

By Alfred Ho

ITP has been collaborating with Hong Kong Productivity Council (HKPC) for a number of times, each achieving satisfactory results. As our community and businesses continue to prosper the need for talents and skilled labour force is constantly increasing. As professional trainers maintaining close touch with HRM practitioners we are of course well aware of the supply and demand situation. As a professional institute focusing on training and development (in fact the only one professional T&D institute in town), we have the responsibility of helping to expand the training manpower pool.

There are short courses on specific training topics offered by local HRM and training bodies. However, comprehensive coverage attending to both theories, concepts and practical skills is rare. ITP's Diploma in Training and Development is perhaps the only offer in the market that delivers such promises.

Intended for HR and training executives who would like to enhance their professional capabilities in T&D, the program covers a total of eleven T&D areas. Manager, supervisors, and professionals who need to coach their

subordinates to acquire multi-skills and perform multi-tasks efficiently, and non-HR executives and professionals who wish to embark on a rewarding career in T&D will also find this program useful.

The program is designed, developed and delivered jointly by seasoned consultant-trainers of HKPC and ITP. Topics range from the more traditional 'presentation skills' to the newer competencies resulting from T&D's changing roles (e.g. from 'class-room lecturing' moving more towards 'individualized learning facilitation') such as 'consulting skills', totaling 60 class contact hours. To earn their diploma award participants besides attending classes still need to complete a T&D project. Thus sponsoring organizations will benefit further from their participating nominees – by specifying a practical research relating to a company T&D issue.

Another innovation that makes this program unique from previous programs of the Institute is that it is designed referencing the Qualifications Framework that the HKSAR Government is promoting. Participants successfully completing the Diploma program will qualify for Level 4 of the future Certified Trainer Scheme that the

Institute is developing, and will be recognized as a Certified Trainer (C.Tnr.) on the future register of ITP.

A free information seminar was jointly held with HKPC on 29th February. With close to thirty HRM and T&D practitioners attending, our Hon. Secretary Angela Lee seized the opportunity to introduce the Institute to them before Alfred Ho, Deputy Chairman (Programs) and program

director of the Diploma program delivered his talk on “Pursuit of Excellence through Training & Development”. The evening concluded with Sam Ying, Executive Committee Member and Certified Trainer Task Group Chair, explaining to the audience the Institute’s plan of defining trainer competencies appropriate to the local context and the Certified Trainer Scheme that ITP will establish later this year. Photos below show shots at the scene.



Alfred Ho presenting to seminar participants the costs and risks of providing no training for staff.



Sam Ying explaining how ITP's Certified Trainer Scheme under planning will peg with the HKSAR Government's Qualifications Framework (QF).

Improving Hong Kong's Human Capital goes much beyond schooling and craft-level training

By Mr. Sam Ying, FITP

How the Chief Executive may improve the human capital of our workforce, the Policy Speech 2007-08 does not seem to have addressed the issue totally.

The Chief Executive in his policy speech said that in order to do so, he would continue to raise the quality of education, spending up to 23% of the government’s budget to upgrade Hong Kong’s human capital. Along such line, he mentioned, among other things, about attracting talents to study in Hong Kong, the

provision of twelve years of free education, the introduction of small class teaching, and increasing the graduate teachers’ ratios. About training provision at the workplace principally at craft-level, the Employee Retraining Board will relax its scope to cover those at ages 15 and above, and with an education level at sub-degree or below. The rest of the T&D work, as the Chief Executive said, is the social responsibility of the private enterprises.

It is true that some of these initiatives aim to optimize the demographic structure. But it is only part of his “job” to improve our human capital. Not long ago, when the other Chief Executive had advocated most strongly and promoted most aggressively the idea of life-long learning, the current policy speech has not detailed on the same subject.

With the huge volume of T&D work in the workplace, the Chief Executive may have neglected the supply of sufficient professionals to carry out training and development work. While the government supports teacher’s development and has a set of plans for it, there is no mention about the development of those employed in T&D. What kind of persons is supposed to carry out the huge volume of the training and development work at the workplace? What development do they need?

Who would take on the responsibility of carrying out T&D for those in the workplace and those who finish school? The current responsibility of workplace training and development is shouldered and carried out by business organizations that have the means and capabilities to do so. The Chief Executive said that this is the social responsibility of private enterprises. Is this policy good enough to upgrade Hong Kong’s human capital at the workplace?

We support life-long learning and workplace T&D as means to improve our demographic structure in Hong Kong. But we have concerns over the supply and quality of those involved as trainers. We also think that there is not sufficient government attention being given to trainers to carry out their T&D work.

Three years ago, the Institute had applied to the government’s Professional Service Development Assistance Scheme for the setting up of a qualifications framework for those working in the T&D field. The application had been rejected on the ground that T&D was not then considered as a profession. It may be true that government had, at that time, a different dictionary to define “professional” and “professional service”. But, today, in line with the government policy about upgrading our human capital, there must be some qualified persons to carry out this upgrading work properly and efficiently.

Upgrading of human capital is more than schooling and craft-level training. A much larger part of such work happens at the workplace. We recommend that the government supports workplace T&D. As such, we recommend setting up of a working party to examine practical means to upgrade human capital at the work place. Among other things, we recommend:

- a) To consider if there is a requirement for medium to large public and private organizations to employ specialists to carry out T&D work.
- b) The setting up of T&D resource centre for those employed in the T&D field.
- c) Similar to the Institute of Education, the setting up of a training centre for upgrading those employed in the T&D field.
- d) The professional recognition of those working in the T&D field, and the setting up of a qualification framework for such recognition.
- e) The funding for those, individuals and organizations, that have plans to improve human capital through workplace T&D.

Joining or Leaving the Training Profession?

– Some insights from Aaron Chiang

By Angie Yu, MITP

Currently the Head of HR & Administration Department of Hong Yip Service Co. Ltd., a wholly-owned subsidiary of Sun Hung Kai Properties Ltd, Aaron Chiang described his career “a good reflection of the growing importance of the training profession locally“. From previously having worked in a company with only one full-time trainer, to currently having 7 full-time members in its Corporate Training Team, renders a wide varieties of training programs to the Company and to its subsidiaries in Hong Kong and the PRC, we can see how valid his description is.

He has great confidence of the training profession. He said, “Human Capital is gaining increasing importance in Hong Kong, which is evolving more and more towards a service-orientated and knowledge-based economy. A constant supply of skilled and knowledgeable personnel is essential for Hong Kong to continue thriving and strengthening its foothold as an Asian world city.” For those who have been with the training profession for a while may sometimes think of trying something new in other professions. Listen to Aaron before you make such a move.

He said, “Many of my fellow human resource practitioners will agree with my view that it has always been difficult to recruit suitable training professionals at various levels as competent trainers are very much sought-after in the market, both in Hong Kong and China. Trainers in the market are in short supply because quite a number of them chose to switch to other fields in their early career life for various reasons. Therefore, the longer the one stays in the training profession, the greater the chance he/she would be leading a promising and rewarding career.” He found the training profession attractive to new joiners as well. Aaron remarked, “If you want to earn your pay fast in the beginning of your career when compared to other positions in the human resource field, training will likely to be the right choice.” However, not everyone can be a good trainer because the profession “demands peculiar skills and characters, some of which are gifted, or not easy to excel.”

The message from Aaron is encouraging to the training profession. For those who are thinking of joining or leaving the field, it is hoped that this message can give you some food for thought.

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## 企業人材培訓之道

會員分享 (雷文儉)

運氣可能會為部份企業或組織帶來短暫的成功和驚喜。不過環顧現今在行業內站於領導地位的企業，又豈是單憑僥倖，在驚濤駭浪的營商環境中，仍然保持運作良好和增長。這些機構的成功背後總有一些值得我們借鏡參考的地方。

在學會安排下，我參加了一個由香港生產力促進局在〇七年十一月間舉辦的專題研討會，主題為“知識新世紀，學習新年代”。參加研討會有一個好處，就是讓自己在聆聽講員分享不同管理經驗的同時，好好地反思一下。以下謹分享其中兩則本地企業的人材培訓之理念及方式。

講題(一)談及國泰航空公司的培育未來領袖之道。國泰有系統地培植“第二梯隊”，以配合其管理人員承傳計劃 (management succession plan)。一方面積極培養人材，為企業未來的發展鋪路，另一方面也作為組織處理危機時之應變計劃，以免在遇到危難時，出現管理層青黃不接的情況。

國泰的方式是從內部挑選一些有領袖潛質的精英，讓其參與和外間(具規模的)公司合辦的領袖課程。透過和不同背景的同輩 (peers) 一起進行跨企業之實際個案研習和分析，這批尖子從中學習以不同角度去探索和體驗，拓闊個人的視野。

這類領袖課程具啟發作用，透過他人坦誠的回應 (honest feedbacks)，讓學員挑戰自我。藉此鼓勵新生代勇於嘗試、無懼未來的挑

戰，帶領企業不斷改進，邁步向前。

講題(二)論述中原地產的管理哲學與公司學習文化之建立。和國泰的管治理念不同，中原引用老子“無為而治”之理念，以“鬆散粗疏”的方式管理。換言之，公司並沒有刻意地建立完整和嚴謹的管理制度，也沒有給予員工們有系統之訓練，反之，機構容許他/她們在實際工作中以自己的方法嘗試(“各施各法”)，甚至犯錯，但要懂得為自己的行為負責，個別員工自然會從錯誤中學習，透過市場競爭環境和實務工作的磨練，總會“自強不息”，努力去把事情辦妥。按照這種自然調節適應的規律，一套獨特的公司學習文化 (corporate learning culture) 也逐漸形成。

概括而言，企業只要提供基本“環境”，員工們便會自動“走位”，從多方面學習和吸收(例如進修、從他人的經驗中“偷師”/借鑑等)養份(相關知識及技能)，盡量發揮一己所長，為個人爭取更佳表現和回報，也為企業帶來成績，一同相得益彰。

誠言，管理確是一門有趣的藝術和學問，上述兩種管理理念和培訓人材之方式儘管截然不同，卻各有千秋，兩間本地公司在各自的行業中均享有良好的業績和聲譽。世上沒有不勞而獲的必勝方程式，在面對現今競爭激烈和急遽轉變的營商環境，個別企業總要因應組織本身的特性和處境訂立合宜的核心價值、目標和政策，務實執行，並懂得適時反思、檢討和探索，與時並進，有需要時作微調或適當定位，務求努力不懈，令業務精益求精。



# A Certified Trainer Scheme

*By Sam Ying FITP*

In line with the Government of HKSAR's Qualifications Framework, the ITP has, on a voluntary basis, formed a team of workers to develop a Certified Trainer Scheme. The Scheme aims to provide a generally accepted level of standards of those involved in the training and development profession, and to enable members of the public to understand and ascertain the level of competences of those qualified as Certified Trainers. The scheme is planned to target at three levels of competencies, which are all to be developed in line with the government's Qualifications Framework. In our case, the Certified Trainer Scheme is set at levels 4, 5 and 6.

A person seeking to become a Certified Trainer must provide evident that he or she has met the specific competence related to that

particular level, that is, either level 4, 5 or 6. His or her competencies are to be matched against the specific competence set of that level.

One of the expected results of the Scheme is the inclusion of a Register of Certified Trainers where members of the public may refer to on the ITP website.

At the initial stage, the institute works on the development of specific competencies at level 4. While developing the scheme, the working members consider that the following sets of competence are relevant. Members of the institute are welcome to comment or include additional competencies by e-mailing to the institute at [info@itp.org.hk](mailto:info@itp.org.hk).

## **AREA 1**

### **Presentation and Instruction Skills**

- 1.1 Instructional techniques
- 1.2 Training methods
- 1.3 Presentation skills
- 1.4 Facilitation skills
- 1.5 Consulting skills
- 1.6 Coaching skills
- 1.7 Process skills
- 1.8 Performance observation skills
- 1.9 Writing skills
- 1.10 Research skills

## **AREA 2**

### **Training and Development Knowledge**

- 2.1 Technology for training and development
- 2.2 Assessing training needs
- 2.3 Training evaluation and business impact

- 2.4 Learning theories
- 2.5 Learning psychology and adult learning
- 2.6 Organization behaviour

### **AREA 3**

#### **Training and Development**

- 3.1 Program design and development
- 3.2 Career development
- 3.3 HR development
- 3.4 Employee development
- 3.5 Organization development

### **AREA 4**

#### **Management of Training Functions**

- 4.1 Training administration: planning, organizing and monitoring T&D functions and activities
- 4.2 Training strategy and business/industry understanding
- 4.3 Knowledge management
- 4.4 Training proposals
- 4.5 Program promotion
- 4.6 Training reports
- 4.7 Training budgets

## **An ITP Outing to Dragon Back on December 7, 2007**

*By Sam Ying*

On this winter morning, thirteen ITP members and friends, fully equipped with mountain gears had taken part in a hiking tour to the most scenic part of the Hong Kong Island, the Dragon Back. Led by Tommy Choi, the Recreation Director of the Institute, the team

first took a bus ride from the Shaukeiwan bus terminal to To Tei Wan, and from there, a 3-hour walk along the scenic mountain trails. The planned route also covered Shek-O Peak, Dragon Back, Pottinger Gap, Big Wave Bay, and Shek-O knolls.



One interesting situation about this less than 80-square Kms Hong Kong Island is diversity. On one side, the busy Central District is thronged with people in business suits dashing through heavy traffic lights. But just minutes away, one can be in a mountain area, surrounded by trees and vegetations. In this unpolluted mountain area of the Hong Kong Island, the vegetation dissipates an inexplicable crispy aura of freshness, remaining us of the missing air quality in the city.

On this Sunday morning, there were no lack of hiking aficionados; heavy people traffic was here and there along these normally quite mountain trails. As one walked along the narrow winding hilly paths, one would have to stop occasionally to give way to the approaching people traffic.

Under the leadership of Tommy who has over 30 years hiking experience in Hong Kong, he showed us every detail of the trails. He could name every trail and identify the popular scenic spots. As the name “Dragon Back” may suggest, we were actually walking on a narrow mountain ridge. On its left, it is Clearwater Bay, and on the other side, it is Hong Kong Island South. Considering the slicking and loose rocks, and the narrow ridge that we were

walking on, we had to take extra care snaking slowly through the sloping trails between Dragon Back and Pottinger Gap. On approaching the Big Wave Bay, one could see the lucidity of the water as one viewed from the hilltops. This scenic bay was calm and peaceful, with big tidal waves continued to roll up the shore. Unlike in the hot summer seasons, the beach was quiet with a few swimmers and surfers.

The last part of the walk covered one thousand steps down to the Bag Wave Bay. The partially paved steps seemed easy to manage at the beginning. But after the first five hundred steps, one would find the next five hundred steps a hardship to handle. After this long march down the steps, it was already 2:30 pm. Tired, thirsty and hungry, the team was eager to find places that serve food and drink. We finally had our lunch at a small local restaurant nearby. With some exhaustion, this walk was completed in three and a half hours, slightly longer than expected.

After lunch, the team continued for a short walk to the bus terminal. The planned trip to Skek-O was abundant as all people found it too tiring to march for another 45 minutes. We all took the minibus back to Shaukeiwan to end this one-day tour.



# REMINDER - MEMBERSHIP RENEWAL

For those who still have not renewed their 2008 membership, please renew your membership by enclosing a cheque for the appropriate fee, payable to “Institute of Training Professionals” together with the completed form below. Remember, your continued support and participation is vital to the Institute’s continued operation and success.

The ANNUAL FEE SCHEDULE is as follows:

|                  |        |                                   |        |
|------------------|--------|-----------------------------------|--------|
| Fellow *FITP     | \$300- | Affiliate                         | \$100- |
| Member *MITP     | \$200- | Retired / Student Member          | Free   |
| Associate *AMITP | \$150- | <i>* Professional Designation</i> |        |

☐ Please tick if receipt is required

**RENEWAL / UPDATING OF PERSONAL PARTICULARS** For fields without an asterisk (\*), please leave them blank if they remain unchanged since last reported.

Date:

|                   |                               |                               |                                |                                    |                                                   |
|-------------------|-------------------------------|-------------------------------|--------------------------------|------------------------------------|---------------------------------------------------|
| *Membership Grade | <input type="checkbox"/> FITP | <input type="checkbox"/> MITP | <input type="checkbox"/> AMITP | <input type="checkbox"/> Affiliate | <input type="checkbox"/> Retired / Student Member |
| *Name (Dr/Mr./Ms) |                               |                               | *Membership No.                |                                    |                                                   |
| Company           |                               |                               | Position                       |                                    |                                                   |
| Contact Address   |                               |                               |                                |                                    |                                                   |
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| Email             |                               |                               | *Signature                     |                                    |                                                   |

**NOTE:** Unpaid members are not eligible to enjoy the rights and benefits of members including the use of the prestigious designations.

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**培訓專業學會**

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