

ITP



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The Newsletter for Members of the Institute of Training Professionals

1.

培訓專業學會 第十三屆週年大會 (2008-2009) 會務報告

「培育敬業新一代，訓練專業好人才。」

金融風暴席捲全球，各行各業都面對新的考驗，摸着石頭向前緩步漫進，培訓專業也不例外，在漫步向前中，謹慎地探索當今人力資源管理及培訓的新模式。因着如此巨大的經濟困境，今年學會在各執行委員之努力不懈下，繼續為會員籌辦各項增長知識，分享經驗之活動。亦聯絡學院，認識學生會員的需要，幫助他們認識人力資源管理及培訓的專業，讓他們在撰擇職業時有所參攷。為培訓專業制訂資格認證上，我們仍努力地工作，期望為本會建立更卓越之「專業形象」。現在，我謹代表執行委員會，總結過去一年的工作，呈交 2008-2009 年度之會務報告如下：

1. 教育及培訓

本會與香港生產力促進局計劃聯合開辦「培訓師培訓課程」《Train the Trainer Programme》，唯因報名人數不足而將課程延期至今年年底。

2. 培訓師資格認證(Certified Trainer Scheme)

因着香港有數以千計的全職培訓師及以萬計的管理人員身兼培訓職責，本會認定需要一套認證的系統，以確定從業人員的資格，遂於去年開始了這漫長、困難，但有意義的計劃。工作仍在進行中。

3. 培訓新一代

a. 本會為培養新一代培訓從業員，繼續與香港專業教育學院及香港教育學院合作，在課程設計上提供意見。

b. 為了讓學生會員對培訓行業之認識，本會於 2009 年 5 月 18 日於摩利臣山分校進行經驗分享及學會簡介。

5. 講座及參觀活動

本會於本年度曾舉辦下列與培訓專業有關之講座及參觀活動，參加者均獲益良多：

- a. 2008 年 9 月 25 日：輝瑞香港有限公司 Talent Management 講座
- b. 2008 年 10 月 17 日：參觀香港飛機工程有限公司 Hong Kong Aircraft Engineering Company Ltd.
- c. 2009 年 1 月 10 日：參觀海事訓練學院 Maritime Services Training Institute
- d. 2009 年 3 月 9 日：參觀海洋公園 Ocean Park 了解其培訓理念及運作
- e. 原計劃在 2009 年 5 月 8 日參觀 The Beauty Group，唯因參加人數不足而取消

6. **康樂及聯誼活動**

- a. 2008 年 11 月 16 日：舉辦了一次「秋天遠足」，當天行程為西貢，途經天后廟、觀景台、疊石、黃石碼頭等，享受了一天悠閒寫意、身心舒暢的旅程。
- b. 2009 年 3 月 22 日：舉辦了一次「春天遠足」，當天行程為榕樹澳、深涌、蛇石坳、荔枝莊、白沙澳及海下等，行程輕鬆舒暢。

7. **會員通訊 《The LINK》**

會員通訊分別於 2008 年 8 月及 12 月，2009 年 4 月出版了三期會員通訊。通訊除以電郵方式寄予各會員外，共同時上載於學會網站。

8. **學會網站**

學會得到義工 HY Ip 及 Terence Ho 幫助，革新了學會網站的設計及技術，精簡了使用及維修的方法。特此致謝。

致謝

感謝各委員，在如此經濟困難、壓力加劇的一年，仍如以往地為推動本會之發展，盡心竭力，積極參與會議，籌備活動，撰稿分享。我衷心地向各委員致謝。期望各委員來年繼續同心協力，共同推動本會之會務，確立本會在業界之專業地位。

最後，本人謹代表學會，多謝楊錦惠會計師再為學會擔任義務核數師。謹此致謝！

會長

關祐發

2009 年 7 月 28 日

Pre-requisite for a Promising Future

By Ms Angie Yu, FITP

“From my more than 15 years’ experience in executive search, interestingly I noticed people from renowned school did not necessarily have a promising career path. On the contrary, some from average schools did have a fast track in their career. Why?” Fred Kwan asked me this question before I started interviewing him. I was confused. I was supposed to be the one who asked him questions.

Fred Kwan, is the Chairman of ITP since 1997. Now running an executive search company, he actually started his career in T&D. He joined the field as a Training Officer in Sime Derby in the 80s. Then he joined Motorola as a Training Manager one year afterwards. “Training was in its start-up stage in Hong Kong in the 80s. At that time, Multi-national Companies were eager to introduce their Training Systems from their Headquarters in the western countries to Hong Kong. Senior Management was very committed to T&D. I remember when I was in Motorola, in order to promote Quality Circle; all operations had to stop so as to release hundreds of our colleagues to attend a 2-day training programme. Training Man-day for Motorola had already reached 4-5 days per employee in the 80s.”

However, since the Financial Crisis of the late 90s, he noticed that companies, even the big ones, were not as committed to T&D as they used to be. “The Financial Crisis has affected company’s policy on staff’s development and staff’s relationship with their employer. Both wouldn’t think long-term. This affects training practitioners. I find training practitioners are not as active and motivated as before, too. This presents problems to the business

community and the practitioners. They are not so eager to developing themselves, as they are not so optimistic to their future.” Fred observed.



But Fred is still optimistic towards the T&D Field. “The market keeps on changing. It provides tremendous opportunities for training practitioners. The introduction of Information Technology (IT) changes the World in a great many ways. Its different applications have been continuously changing our ways of doing things. Other than IT, the market competitions, customer demands..... all require us to do things differently to outperform our competitors. Be sensitive to changes and you will find a lot of areas a Training Practitioner can contribute towards the company’s success.”

However, we should pursue continuous learning to make ourselves capable of leading and facilitating all these changes. Fred added, “Companies witnessed the importance of T&D to their business performance since the 80s. When the impact of the Financial Crisis becomes less stringent, companies will again put more resources on T&D to help them create / maintain competitive edges.” He continued, “As the ones who develop others, we

need to take the initiative for continuously developing ourselves, to energize ourselves, even in times when training budget is cut, and when the business atmosphere is not as vibrant. We still have to equip ourselves, to make ourselves capable of handling all the challenges in the future as we are the one who takes the lead in many company's initiatives."

Fred joined the field when training resources were scarce in the market. "Training was a new concept imported from western countries when I joined the Field in the 80s. Honestly I didn't know a lot about T&D at that time, and hardly can I get much support from the market, too. Other than learning from the books and journals, I joined as many training societies in Hong Kong as possible, in order to enrich myself and to benchmark against the training operations of other companies, and to help me develop myself in this field." He added,

"On the contrary, I find a lot of training courses and support available in the market nowadays. But cancellation of training courses owing to inadequate participants is so common that I wonder if we are really so busy that prevents us from upgrading ourselves, or if we are so pessimistic towards our future?"

Fred is the first generation of local training practitioners. It is nice to learn from him the development of T&D Field in Hong Kong. As what Fred said, "The market keeps on changing. It provides us a lot of opportunities." Whether or not we can identify and grasp the opportunities depends very much on our sensitivity and capability which, in turn, can be strengthened through continuous learning. Training and Development is the pre-requisite for a promising future – for you, for your colleagues and for your company.

SEEDING FOR A GREEN REVOLUTION

By Mr Aaron Chiang, FITP

Company Background

Formed in 1967, Hong Yip Service Company Limited (Hong Yip) has established as one of the leading property and facilities management companies in Hong Kong, aiming at providing quality and professional service to achieve its corporate vision, "To be Hong Kong's best property and facilities management company creating ideal homes for its customers", and sustaining the "learning for growth" culture.

Training Initiatives

In order to share its training programmes with training practitioners in the training and development industry, Hong Yip participated in the 2001 and 2002 Excellence in Training Award Competition held annually by the Hong Kong Management Association. In both attempts, Hong Yip had won the Certificate of Merit. This year, Hong Yip participated in the Competition again with its training programme "Seeding for a Green Revolution". This time, it had not only been awarded with the Certificate of Merit, but also won the "Most Innovative Award" in the

Competition. Such achievements were recognition of the success of the training programme and its innovative nature. Below is a brief account of this award-winning training initiative.

Training Needs

Hong Yip places great emphasis on “the quest for eco-friendly property management” as one of its business objectives. As horticulture has always been a neglected area in the property management industry, “Turning ‘premier horticulture management’ into a competitive strategy” has become its major focus. The launch of “Seeding for a Green Revolution” programme was to turn its horticultural capability into a competitive edge.

The Management rendered its full support by setting up the Horticulture School, which emphasized learning of horticulture knowledge and skills, design and management, and most importantly, application on-site. Training needs study was conducted to define the performance standards, assess the current performance and establish the training requirements for different levels of staff. Having overcome the various challenges, the programme consisting of the following four stages was successfully implemented from mid 2006 to 2008:

Training Programme

Stage 1- Concept and design

- Established horticulture performance requirements, confirmed programme objectives and expected impacts
- Developed programme framework and contents with Hong Yip’s Horticulture Guidebook published
- Developed horticulture competency model for different levels of staff
- Ran pilot classes in selected buildings / estates

Stage 2- Training intervention

- Conducted 46 classes with 3-level of courses for 3 major categories of staff, front-line, office and supervisory
- Attracted 937 staff to participate in the programme



Seed collecting



Soil mixing



Propagation exercise



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Stage 3- Field audit and coaching

- Carried out 210 field audits and coaching in 144 buildings / estates
- Submitted 210 improvement reports

Stage 4- Sustainable development initiatives

- Conducted horticulture task force meetings and refined course contents
- Formed 400 green teams with members drawn from both staff, owners committees' members and residents
- Encouraged participation in industry award competitions
- Formulated a five-year horticulture certification programme for 2009 – 2014

Training Evaluation

The widely used 5-level evaluation approach was adopted to evaluate training effectiveness. The reaction level was highly satisfactory, while the learning result indicated significant improvement by the end of the programme. The horticulture audit assessment commented that participants had effectively applied the skills learnt in the workplace. Benefits derived included improved corporate image, increased resident and client satisfaction and winning of numerous awards. As an indirect result of the programme, business performance was also improved.



Before



After

Training Result

The “Seeding for a Green Revolution” programme was the first of its kind in the industry and because of its uniqueness. Hong Yip set the standard in horticulture management for the industry. Specifically, it:

- linked the programme to business and performance needs
- put proven learning principles and methodologies into practice
- followed through the behavioural change in the workplace
- tracked the impact of the programme on job performance and the business results
- achieved the training objectives and results set

An ITP Orientation and Industrial Talk: How to Get Started as HR and T&D Professionals!

By Ms Connie Ho, MITP

The Institute of Training Professionals (ITP) had organized an orientation and industrial talk for a total of 60 students of the Hong Kong Institute of Vocational Education (Morrison Hill) on 18 May, 2009 at its campus. The students come from the “Human Resource Management” stream as well as the “Business Administration” stream. Two presentations were delivered, one by Ms Ayse Wong, the Human Resource (HR) Manager of Hong Yip Service Company Limited, and the other by Ms Angie Yu, the Training and Learning Manager of Schindler Lifts (Hong Kong) Ltd.

Ayse has over 15 years of experience working in the HR field of different industries such as hotel and media. She briefed the attendees on the responsibilities of HR staff of different levels, from HR Assistant to the Head of HR Department. She also pointed out and explained the key attributes of being a HR professional. He/she has to be flexible, independent, dependable and responsible, emotionally stable, liberal, interpersonal skilful, thorough and attention to details, and last but not the least, young at heart. In one word and for easy memory, it is **FIDELITY**.



Student Lilian Ng presented souvenir to guest speaker, Ms Ayse Wong, Human Resource (HR) Manager of Hong Yip Service Company Limited.

Angie has been a training and development expert with over 10 years in the field. She gave an informative presentation on the roles of training and development (T&D) in a company, as well as

a few tips on how to get prepared for a career in T&D. Being the Vice Chairman of ITP at the same time, Angie took the opportunity to brief the students about the objectives, functions and

various activities organized by the institute. Students came to realize that it is of vital importance to join professional institutes for networking and professional development opportunities. ITP is one of the professional platforms for them to keep up-to-date on the current business trends and practices of the HR

and T&D field.

Students found the presentations really fascinating. They look forward to having more guest speakers to share with them about the ups and downs at workplace in the future.



Student Chan Ho Yin presented souvenir to guest speaker, Ms Angie Yu, Training and Learning Manager of Schindler Lifts (Hong Kong) Ltd.

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培訓專業學會

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