



"Member of the International Federation of
Training and Development Organizations"



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ITP

LINK

The Newsletter for Members of the Institute of Training Professionals

Institute of Training Professionals **4th Annual General Meeting**

Chairman's Report

I am pleased to review with you the activities and accomplishments of ITP during 1999-2000. This was an exciting and busy year. We have been involved in the publishing of the first Training Manual in Hong Kong and made a very good start in expanding our network to Guangzhou.

1. Education and Training

- Nov 99 Visit to Macau Telecom
- Dec 99 Survival of Training Professionals in the Growing China Mainland Market
- A Threat or Opportunity?
- Feb 00 Benchmarking Training Practices – the Motorola University's experience
- May 00 Introductory Workshop on NLP practical skills
- Jul 00 Visit to Cathay Pacific – benchmarking training best practices

2. The LINK

We had published four issues of LINK in June 99, Sept 99, Jan 00 and May 00 to share information with members during the year. Other than the printed format, they were all posted up onto our web-site.

3. External Affairs

- Fred Kwan continued to sit in the Committee on Management and Supervisory Training of Vocational Training Council.
- We had provided our mailing service to McGraw Hill in sending out their producer information leaflet to members.
- Promotion services were also provided to HKMA on their UTS Program on MA in Training and HRD. Exemptions for ITP members are available.

4. Training Manual

ITP was invited to review, edit and localize the "Managing Training and Development Hong Kong" of CCH. Alfred Ho, Denny Chow, Fred Kwan, Robbie Chan and Sam Ying have participated in the project. The manual is one loose-leaf volume, approximately 1,200 pages.

5. Expansion to Guangzhou

We were glad to have the opportunities to serve in:

- An introductory talk on ITP and promotion of the TTT Program jointly organised with Wake Management Consultant Ltd. on May 26, 2000.
- The Joint TTT Program was held on June 10-11 and 16-19. Denny Chow, Sam Ying and KL Poon were the instructors.
- A Guangzhou branch of ITP is being planned.

A Note of Thanks

I thank all of the committee members for their faithful attendance at the committee meetings, for organising and holding the activities and for their many contributions to the Institute's mission, and achievements.

Fred Kwan
Chairman
July 20, 2000

Training and development in Hong Kong

By Mr Denny Chow

It is a common phenomenon that most medium and large companies in Hong Kong do have their own mission statements and declared visions and values. However, how much they are truly imbedded in their business, practiced and borne in their employee minds is anybody's guess. Of course, some of the multi-national corporations and large local companies do invest quite substantially in time, money and efforts via training initiatives in ensuring that they mean what they say, and they practice what they preach. By so doing, they hope to get good returns in terms of business performance, market share, customers' satisfaction, profitability, etc.

In fact, some have even gone to the extent of integrating their human resource strategies with their business strategies. They take a more serious view about training and developing their employees not only for the existing operations, but also in anticipation of the future market needs and demands. To keep pace with this trend, training and development practitioners not only have to equip themselves sufficiently well with updated training methodologies and technologies, but also acquire information and knowledge of all major business fronts, particularly those affecting their company business operations today and in the future.

In this era of the cyber space, some companies are going for e-business, e-commerce, e-retailing, etc. More and more employees are engaged to do a great variety of IT jobs. As such, IT training programs are abundant in supply, though not many can claim to be quality ones. In the mean time, knowledge management also comes into play in organizations that advocate greater transparency in their management practices and operations and information sharing. These organizations invest in knowledge management via internet or intranet. However, not much seems to have been done by senior management in raising the quality as well as status of training and development personnel, not to mention their knowledge and skills on IT training and e-learning. Most training and development personnel are left to make do with a meager budget and yet, expected to achieve great results.

Local universities and learning institutions do have e-learning as one of their learning modes. Some medium and large companies in Hong Kong, such as those in the banking, telecommunications, and mass transit businesses, are either using or in the process of developing e-learning as one of their learning and developing tools. Companies are approaching this with

cost-benefit-effectiveness in mind.

In Hong Kong, the use of e-learning by companies is still in its budding stage. To do so, it would incur heavy up-front costs and that's a major hurdle training and development professionals have to overcome. Today most local companies are still striving hard to turn their Profit and Loss account from red to black, and hopefully with a little bit of luck, to get better returns for their stakeholders.

So, it is an uphill task for training professionals to convince their companies to investing additional amounts on developing e-learning. One must not forget that it is only the initial investment that sounds daunting, the costs of subsequent maintenance and updating could be considerably minimal. Mind you a good program design with the right contents and assessment system could reach a large number of learners and probably last for years. Furthermore, we even have the choice of buying ready-made e-learning programs from reputable providers, and tailor them to suit our own needs. A simple computation can work out how little it is the cost per learner, especially when you have a large workforce.

Having said all this, I must hasten to add that, though e-learning can be a useful tool for training and development, it definitely cannot be a substitute for all types of training in respect of attitude, skills, knowledge, technology, and conceptual skills. This very view was echoed by most of the training professionals who took part in two recent separate gatherings organized by the Institute of Training Professionals, one on e-learning at the Cathay City, Chek Lap Kok and another during the networking session of the Institute's general meeting.

The future trend will well be wider use of web-based or e-learning. Time and experience will tell how effective e-learning can be in terms of learning, application, transfer, and validation. There are still lots of areas we, as training professionals, have to explore on e-learning. One thing for sure is we can benchmark on the best practices of some of our overseas counterparts. Thanks to the great help of the internet and some of the useful search engines. Of course, being a Member Organization of the International Federation of Training and Development Organizations (IFTDO), the Institute of Training Professionals is better placed to have more valuable overseas network and contacts. E-learning will sure flourish in the local scene from now on.

(Denny Chow is director of Denny Chow & Associates Management and Training Consultants, and the originator of (a) Theme Management for Continuous Improvement and (b) Management By Questioning for Reviews, and (c) co-author of Corporate Review Exercise (CORE) by the Management Development Centre of Hong Kong.

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培訓-現代企業的制勝法寶

— 王渝佳

“人”是企業的根本。

現代企業中，人力資源管理部門已經不僅僅行使行政的功能，而是直接參與公司的高層決策，與核心部門一起決定公司的短期和長期的發展目標。

身為企業培訓的專業人員有幸參加了香港培訓專業學會及香港睿智管理顧問公司於國內組織的〔企業導師培訓課程〕。尤其是香港培訓專業學會及香港睿智顧問公司對國內企業培訓的現狀非常了解，同時對企業內培訓的發展趨勢十分敏感。使我能運用所學，對我公司有關部門的培訓課程進行修訂，收到極好的效果。在此，感謝各導師上的幫助，並希望繼續得到他們的指點。

從課程中，使我學會培訓是企業人力資源管理的重要組成部分。與人力資源管理的其他功能——業績管理，薪酬，福利，晉升等相比，培訓扮演更獨立的“管理顧問”的功能，例如，培訓部門會配合公司最高管理人與各部門管理

層密切溝通，或與部門的管理層聯絡，幫助公司或部門明確未來的發展方向，制定相應的行為守則，並在實施計劃的過程中，扮演組織者和監督者的角色，對進程及時評估及躍進，並對下一步的行動計劃提供重要的意見和建議。

目前的普遍現象是企業重視技能方面的培訓。但是，員工隊伍如果僅僅是技術過硬是不夠的。外圍環境和管理技巧的迅猛變化，要求企業員工提高分析判斷的能力，解決問題的能力，團隊協作的能力及人際溝通的能力。事實上，這些關於“人”素質的課程，成為越來越多的企業的制勝的法寶。而培訓的結果更會直接體現在兩個方面：員工工作表現及員工離職率。因為適當的培訓對員工的留職有正面的影響：接受適當訓練的人員，能以更多的信心、熱心、及驕傲去從事他們的工作。這些良好的感覺除了可提高個人工作品質，同時使公司更進步。較低的員工離職率與高度的工作表現，對一個成功企業十重要。



Certificate of Life Long Achievement

This certificate was presented to Dr. Lanard Au in recognition of his life long dedication and contribution to the training and development profession and also his whole-hearted and unreserved efforts in founding and serving the Institute.

Dated this: June 28, 2000.



27 Training Professionals paraded in front of a A300 Airbus training model in Cathay City

On 5th July 2000, we had a most valuable opportunity to broaden our perspectives through observation and enriching our experiences through exchanges in the Cathay City. In their Learning Centre, we had the opportunity to exchange our views on e-learning; to share the vision of the Learning and Development Group (LDG) of Cathay; to see their ARENA web and on-line learning system demonstration. With the guidance of the learning facilitator, we also visited their renowned 747-flight simulator. The most exciting part was to sit in the A-300 cabin where we expected to be served with on flight dinner.

We must express our sincere thanks to Lisa, Rita, Ray, and Gloria of the LDG for their hospitality and the superb arrangements to make our visit unforgettable and valuable.

Sunny

Promote your Service to thousands of Training and Development Professionals

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培訓專業學會

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