



HKMA Award for Excellence in Training and Development 2016

The HKMA Award for Excellence in Training and Development 2016 Seminar on 'Benchmark your Training and Development Practices with some of the Excellent Organisations' was presided over by Anthony Rushton, Seminar Chairman and Bianca Wong, Seminar Co-Chairlady. In this special feature we share insights from the passionate presentations on the day.



Skills Training Category Finalists



EVA LO
Director of Knowledge Management
Cordis, Hong Kong

Building a New Business with the Line

Eva Lo, Director of Knowledge Management, Cordis, Hong Kong was tasked with gearing up a new customer service team for the new ALIBI bar in the CORDIS Hotel, Mong Kok—a tailored bar experience.

Lo commented, "We had to transform the old partial team [from the retired bar] into a multi-talented ALIBI team." They constructed a training course with content submitted by wide variety of experts—ranging from

sommeliers to tenders and chefs to ensure that all staff know the products inside and out. She added, "Only then can they give a tailored visit to each and every visitor."

Lo explained that in training today's younger workforce, HR would do well to "trust and empower your trainees and they will surprise you." In terms of ROI, ALIBI has a turnover of 13%, which stands far below the industry average of 32%.



WILSON LAU
Assistant Manager, Sales and IT Training
Fuji Xerox (Hong Kong) Limited

i-PRO Skill Enhancement Programme

Wilson Lau, Assistant Manager, Sales and IT Training, Fuji Xerox (Hong Kong) Limited explained that Fuji Xerox was facing the issue of a changing market, moving from copiers to digital and IT. He elaborated, "To keep up with the market, the training team faced the challenge of moving from copier-centric staff to all-round IT professionals." Biggest challenges faced were a lack of knowledge of the product—staff would routinely revert to selling copiers because they simply did not know the IT products or how to sell them.

Fuji Xerox dealt with this through a range of certification schemes for employees that were located on-site for convenience and was designed to instil the company culture into employees. The desire was to develop a long-term plan and goal—make the company culture strive for excellence.

Key benefits of the programme:

- Overall revenue increased by 64%
- 92% agreed that the programme increased their performance
- Certified employees have much lower attrition rate, as they become invested in the company



DAVID CHIU
General Manager
The Great Eagle Properties Management
Company Limited—Langham Place

V Care Programme 2015

David Chiu, General Manager, The Great Eagle Properties Management Company Limited—Langham Place shared the importance of caring and recognition with the V Care Programme. This programme focused on three core objectives:

- Return lost and found property to its owners
- Be proactive in caring for our priority customers
- Give recognition to outstanding staff members

Staff were extensively coached in how to properly deal with priority customers—

such as pregnant women, special-needs customers and the elderly—keep both eyes out for lost and found items and return them to customers—with special mention to the cleaning staff who find the vast majority of lost valuables in restrooms—and then as an organisation, giving these staff members the recognition they deserve through special certificates and incentives.

Chiu highlighted, "Since the programme a flood of thank you letters have arrived in my office and from this we can understand the full meaning of 'heartfelt service' and the culture of care and appreciation of Langham Place."

Skills Training Category Finalists



CHUEN-YEUNG OR
Training Manager
Hong Kong Sheng Kung Hui Welfare Council Limited

Y-Power Talent Development Scheme

Chuen-Yeung Or, Training Manager, Hong Kong Sheng Kung Hui Welfare Council Limited communicated that his organisation has more than 3,000 members. He explained, "With Hong Kong's rapidly ageing population, we are experiencing a shrinking workforce—and an extended retirement age might not be feasible."

For Or's organisation, this meant looking at the current workforce in caring for the elderly, with an emphasis on the gap between experienced and inexperienced workers. Fewer people are interested in working the

sector, while the amount of people in need is growing rapidly.

The key then is to attract more young people to the profession, while keeping the quality of care high and keeping the stress of more experienced staff members to a minimum. The training needs identified were interactive learning, responding to thoughts and feelings, and providing career prospects through certifications and employment opportunities. He concluded, "We can always support each other with teamwork to ensure success."



SAM WONG
Head of Office, Hong Kong Athletes Career and Education Programme
Sports Federation & Olympic Committee of Hong Kong, China

From Medals to Business—Life Skills Training Programme for Retired Athletes

Sam Wong, Head of Office, Hong Kong Athletes Career and Education Programme (HKACEP), Sports Federation & Olympic Committee of Hong Kong, China is a retired athlete, with a background in windsurfing who found himself at a loss after retiring from the sport, "Life skills training is very important for retired athletes—I would know! Athletes are a new source of talent. Injuries, age and lack of job skills are all challenges faced by retiring athletes. HKACEP assists fresh talent for further employment."

Wong explained how his organisation is helping athletes who are now no longer able

to compete at a professional level get back in the workforce. Common challenges they face include a lack of education and skills, with only a medium to low education level.

SF&OC and MTR Corporation equip them with skills and problem-solving tools for them to be able to function in a more 'regular' job by introducing them to a series of workshops, training and schooling to give them "sufficient time to practice and demonstrate to employers that they are capable." The association also assists them to find jobs, with a majority of them staying within the same company for more than two years on average.



CRYSTAL NG
Senior Instructional Design Manager
TAL Apparel Limited

Go! Skills!

Crystal Ng, Senior Instructional Design Manager, TAL Apparel Limited outlined that her company employs approximately 25,000 people, many of whom are currently enrolled in the Go! Skills! Programme, with more and more joining every month.

She explained, "Traditionally, garment technician training was conducted in conservative Chinese style—with a heavy emphasis on the 'master' (sifu) and 'disciple' relationship." This meant that more experienced employees were tasked with passing on all their skills to new recruits. While this system was effective in its own way, Ng and her team noted that it could lead to a lack of

consistency in training due to there not being a formalised system of training in place.

Ng elaborated, "The objective we outlined for ourselves was to improve ROI through functional skilled knowledge training with three components—Skill, Will and Hill." Skill represents what an employee can already do, Will represents the desire to learn something new and Hill represents an inability to do a certain thing. "We take in-house instructional design experts and team them up with in-house technical experts to preserve the traditional sifu-disciple relationship, while formalising the training across the organisation."



PAUL POON
Managing Director
CLP Power Hong Kong Limited

Keynote speech

In his keynote address, Paul Poon, Managing Director, CLP Power Hong Kong Limited shared the importance of attracting and developing young engineering talent. He outlined how CLP Power has adopted a multi-tier approach:

- Attract the best young talent through early engagement
- Reach out to schools through CLP's One School, One Engineer pilot programme
- Use social media to promote CLP's commitment
- Nurture and develop young talent through CLP's internal development programme
- Encourage internal promotion

Poon elaborated that a well-planned programme is crucial for young talent. He continued, "People may think that the power industry is old-fashioned and stagnant but CLP are moving forward towards a greener power supply and also enhancing the customer experience."



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Development Category Finalists

Development Category Finalists



BARRY LO
General Manager, Channel Management
Bank of China (Hong Kong) Limited

Operational Excellence Academy

Barry Lo, General Manager, Channel Management, Bank of China (Hong Kong) Limited described the aim of the programme as "transforming the workforce into operational experts." To accomplish this, the Academy offers comprehensive career growth and development through academic structure.

Lo commented "Actions speak louder than words." The programme focuses on practical, such as workflow enhancement projects and

audit projects, alongside theoretical classroom training. Three certification levels can be attained by students who follow the programme.

A key aspect of the Academy is the 'dandelion' approach—a platform that quickly shares knowledge and in-house trainer development from a central hub. Lo concluded, "We capitalise on success through knowledge sharing—but a critical success factor is the power of engagement at all levels."



CLAUDIA HODGES
Director of Agency Training, Agency Administration
Prudential Hong Kong Limited

Run to Million Dollar Round Table (MDRT) 2015

Claudia Hodges, Director of Agency Training, Agency Administration, Prudential Hong Kong Limited opened, "Through perseverance one will be able to achieve one's own goals." The idea behind the Run to MDRT 2015 was to use physical activities to promote team spirit and a sense of ability to persevere towards a difficult goal.

Hodges explained, "We chose running because everyone can run. Everyone can be trained to run long distance; all you need is dedication

and perseverance." The MDRT programme was designed to take a 360-degree stakeholder approach—to benefit all stakeholders and make everyone a brand ambassador.

Moreover, Prudential has a very open attitude towards sharing its programme. Hodges commented, "We are happy to share our management tactics, because this programme is healthy and beneficial—and we share the programme with competitor firms."



BESSIE CHONG
Director, Group Training and Talent Management
Esquel Group

You Can Code!

Some of the challenges faced by the Esquel Group which led to the creation of this programme included employees with no formal qualifications and 38% of the workforce being born before widespread computer usage.

This in turn led to the creation of You Can Code! to teach people to develop their own ideas and turn them into smart phone apps—a practical and fun way to approaching IT training. Chong explained that running IT workshops for staff will scare people off.

Instead, Esquel has simplified the process of app development with the help of an MIT professor. A number of apps developed by employees have already been implemented to streamline everyday activities, such as an app that monitors available parking spots.

Chong commented, "People love it because they can make their own app. It nurtures a sense of innovation and collaboration. What we have done is just the first step in a long journey, but it has started the momentum."



BEN SHAO
Head of Learning and Development
Wallem Group

Management Foundation Programme

Ben Shao, Head of Learning and Development, Wallem Group opened by outlining some of the challenges that led to the creation of the programme, which included a broadening skills gap among middle managers. From this, the decision was made to focus the programme on succession planning. The focus was to increase transparency and clarity in the succession process, alongside competency-based planning, as opposed to traditional models of seniority-based succession.

The roll-out was broken down into three phases:

- Formal learning—e-learning and workshops
- On-the-job assignments
- Informal peer learning circles, such as coaching and giving feedback

In the programme, flexibility was a critical point. Shao advised, "Allow some mistakes and failures as the talent grows and learns. They need to be able to try out their new skills."



FRED CHIU
Learning Partner, Greater China and Japan
Manulife (International) Limited

Leadership as a Profession

Fred Chiu, Learning Partner, Greater China and Japan, Manulife (International) Limited stated, "There's always time to do the right thing." His company focused their training programme on leadership development, according to a number of tenets—begin with an end in mind and think big, act big.

Chiu explained, "If you want to build a highly engaged workforce, you need to strengthen leadership." This means getting

senior leadership involved in the design of the programme. "Have them participate and act as a sponsor to the programme to kick off training." This can lead to higher buy-in and better results.

He warned, however, against focusing too much on any one person or aspect of development. "Leadership is only one instrument in our symphony, and no one can whistle a symphony by themselves."



BEN WORTHINGTON
Chief Proposition and Distribution Officer
Zurich Insurance (Hong Kong)

Zurich Oxygen

Ben Worthington, Chief Proposition and Distribution Officer, Zurich Insurance (Hong Kong) explained how Zurich Oxygen is intended "to breathe life into our everyday actions."

Worthington commented, "The primary goal was to build a culture based on values, which are the sum of our behaviours." The programme involves a multiplatform app, comprised of a smart phone app and desktop site that provide multiple ways of accessing resources depending on the user and how they like to learn.

The programme encompasses six of the Zurich cultural attributes—empowerment,

accountability, outcome orientated, meritocracy, market focused and motivated by a common purpose.

Zurich consulted all the managers with the firm via a 'blue box' where they entered their suggestion as to what makes the strongest leaders. Using this, they devised a management training course—The Zurich Oxygen Academy—which focuses everyone on a common purpose. The Academy functioned similarly to a social media app, where colleagues can communicate, share capabilities and include a leadership board where employees could accrue credit based on learning and training completed.