



The Hong Kong Management Association
Advancing Management Excellence



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

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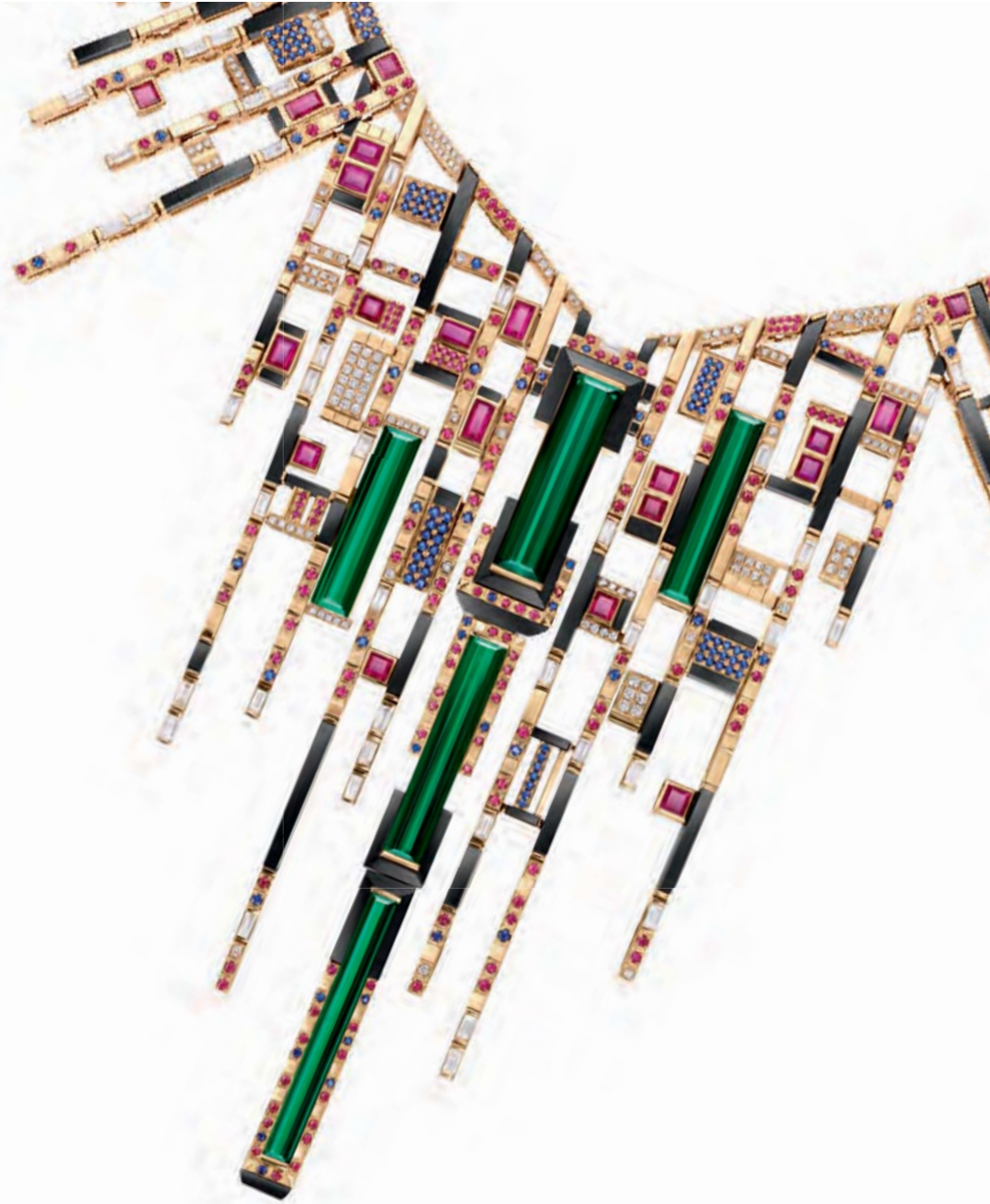
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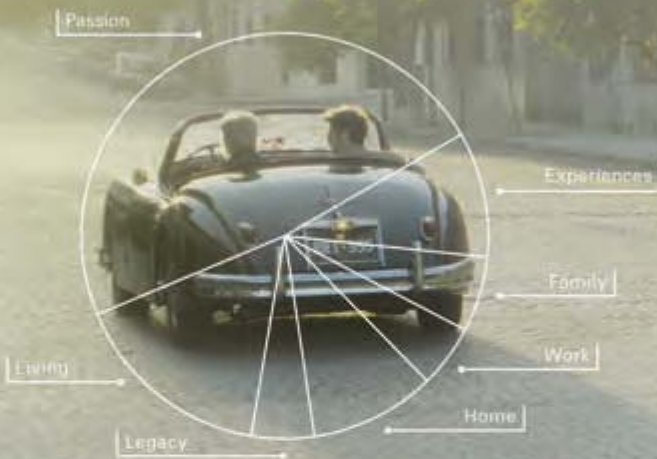
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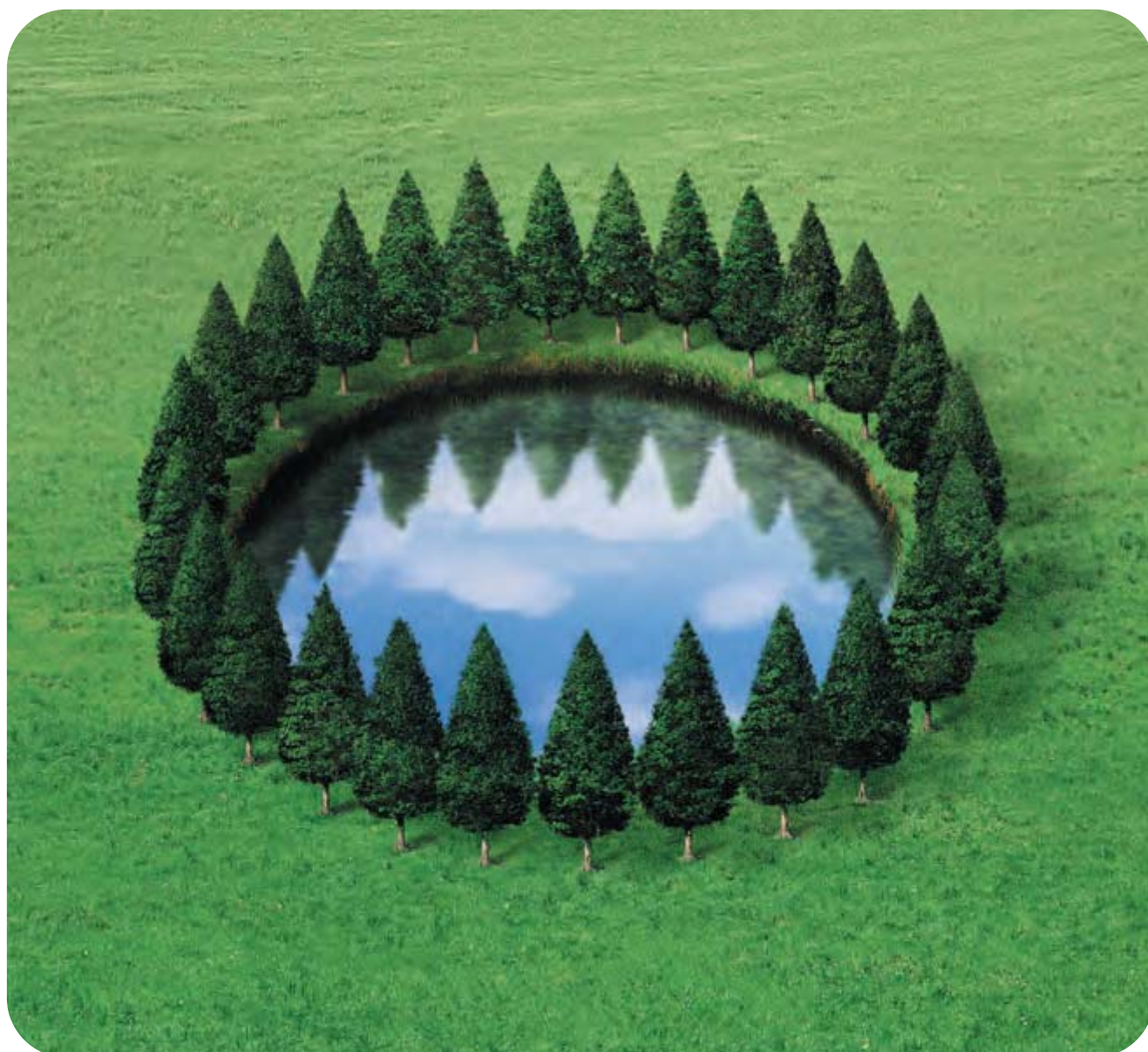
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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Message from Mr James Thompson GBS



Mr James Thompson GBS
Chairman
The Hong Kong Management Association

2016 is a remarkable year globally with numerous important events, both local and worldwide. With one of the most prestigious international events – 2016 Olympic Games as a part, the best athletes around the globe are gathered once again to compete in various challenging games after years of strenuous efforts, robust training and dedicated perseverance.

Facing recent social instability and teetering on the brink of recession in Hong Kong's economy, more organizations than ever recognize the importance of human capital in achieving favourable business results. Sustainable and comprehensive learning and development programmes that help retain manpower and mitigate talent loss in such a crucial time become the key to long-term success.

Since 1990, the HKMA Award for Excellence in Training and Development has grown from strength to strength for 26 years. Having recognized over 350 training and development programmes and trainers, the Award has benchmarked the best practices among the profession and hence has become a well-recognized symbol of training excellence. All winning companies and trainers over the years have been making exceptional efforts to nurture future managers and leaders, contributing tremendously to various corporate achievements.

On behalf of the Association, may I extend my deepest gratitude to the Panel of Adjudicators, the Board of Examiners and all members of the Organizing Committee, particularly its Chairman, Mr Anthony Rushton, for their invaluable advice to the development of the Award. Their unwavering commitment and support have ensured the continued success of the Award. My salutation also goes to the Lead Sponsor, Main Sponsors, Sponsors, and Media Sponsors for their generous support.

Taking this opportunity, I would like to extend my sincere gratitude to Mr Vincent Lo GBS JP, Chairman of Hong Kong Trade Development Council for sharing his invaluable insights at the Award Presentation Dinner.

Finally, I would also like to congratulate all our Award winners for their outstanding performance. May your Award serve as a role model for others to emulate, and an inspiration for your peers to advancing excellence in the future!



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Message from Mr Stephen Leung



Mr Stephen Leung
Chairman
Human Resources Development Management Committee
The Hong Kong Management Association

Long-term investment in human capital is the key to sustainable business success. Online content and social media are now fueling up with the modules of training and development where employees can own their skills and share their knowledge freely. The process of learning becomes a “pull” action in which training pulled seamlessly through computers or mobile devices anywhere and anytime based on the own learning pace of participants. The change to technology-based training has become increasingly important to cope with the evolving needs of employees.

Over the years, the Award for Excellence in Training and Development has inspired many organizations to make a long-term commitment to invest in human capital. It becomes one of the most prominent business accolades that gained wide recognition among HR and training professionals in Hong Kong. It is indeed encouraging to witness the dedication of all the winning organizations and trainers to strive for best practices in the field of training and development.

I am very grateful to have a highly devoted Organizing Committee, under the able chairmanship of Mr Anthony Rushton, for making the award such an outstanding success. I would also like to express my sincere appreciation to the Panel of Adjudicators and the Board of Examiners for their tremendous contribution towards the continuous improvement of the Award. Last but not least, I congratulate all the winners and entrants for their contributions in pursuing excellence in training and development in Hong Kong.



**AWARD FOR
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TRAINING AND
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Message from Mr Anthony Rushton



Mr Anthony Rushton
Chairman, Organizing Committee
Award for Excellence in Training and Development 2016

People are the source of long-term competitive advantage for any business. Organizations need to invest in human capital for their ongoing success in such a competitive business environment. The most successful organizations are those that make a long-term commitment to invest in training and development.

Since its establishment in 1990, the Award for Excellence in Training and Development has aimed to recognize organizations and individuals who are making exceptional efforts to promote excellence in training and development. Over the years, we have seen growing number of quality participants taking part in the Award. Their passion and devotion in distinguishing themselves as role models has made the Award better year on year. More importantly, the Award serves as an excellent platform for organizations to benchmark against best practices in training and development and inspires new approaches to continued success.

May I take this opportunity to express my heartfelt thanks to my fellow members of the Organizing Committee, without whose efforts, the Award would not be such a great success. I would also like to extend my gratitude to the Panel of Adjudicators and the Board of Examiners for their valuable contribution of time and wisdom.

Lastly, I sincerely congratulate all Campaign and Individual Award winners for their dedication, enthusiasm and insights. All of the hard work has truly paid off.



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Message from Dr Victor Lee



Dr Victor Lee
Executive Director
The Hong Kong Management Association

When changes are inevitable in the business world, organizations and individuals should embrace uncertainties as opportunities. If one believes that it is important to invest in human capital in good times, it is even more important to devote this investment to the business in times of adversity and instability.

People have always been the most vital building block for any change initiative, particularly in this critical time of challenges. Among the most successful organizations, those regard their human capital as the most valuable assets would dedicate a long-term commitment and give high priority to the investment in training and development.

Since its launch by The Hong Kong Management Association 26 years ago, the Award for Excellence in Training and Development has been a prestigious business accolade that acknowledges exemplary organizations and individuals in the field of training and development. The Award has put forward an excellent set of benchmarks and has continued to promote the very best training and development practices in Hong Kong and the region.

On behalf of the Association, I would like to express my sincere thanks to the Panel of Adjudicators for their insightful inputs to the Award; the Board of Examiners for their devotion to training and development; and all members of the Organizing Committee for their time and effort in making this year's Award another great success. My heartfelt gratitude also goes to the Lead Sponsor, Main Sponsors, Sponsors, and Media sponsors for their generous support.

I would like to pay tribute to Mr Vincent Lo GBS JP, Chairman of Hong Kong Trade Development Council, for being the Guest of Honour of the Award Presentation Dinner.

Last but not least, thanks must also go to all Award entrants this year, for their continuous endeavours and tireless dedication to raising the standard of training and development in Hong Kong. I sincerely wish them every success in their talent development effort.



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

An Introduction to The Hong Kong Management Association

The Hong Kong Management Association (HKMA) is a non-profit making organization established in 1960. Its vision, mission and values are as follows:

VISION

- To be the leading professional organization advancing management excellence in Hong Kong and the Region

MISSION

- To promote best practices in management
- To nurture human capital through management education and training at all levels
- To provide members with a platform for exchange of ideas, networking and personal development

VALUES

- Continuous improvement
- Innovation
- Integrity
- Professionalism
- Respect for Individuals
- Sustainability

Services provided by the HKMA can be categorized into three major areas, namely education and training; management services and membership services.

With a commitment to nurturing human capital through management education and training at all levels, the HKMA offers over 2,000 training and education programmes covering a wide range of management disciplines for more than 50,000 executives every year. From distance learning courses, seminars and workshops, certificates, diplomas, all the way to bachelor, master and doctorate degree programmes jointly organized with prestigious overseas universities, these programmes are suitable for executives at different stages of development. The HKMA also provides specially designed corporate training which geared to the particular needs of different organizations. In 2009, the Association introduced the concept of Corporate University, which helps companies retain quality staff and build a corporate culture of lifelong learning.

The Association believes learning while networking works best for achieving continuous development. Diversified management services are offered to provide platforms for business executives to exchange ideas, to network and to gain professional development. Annually, the Association organizes diverse functions such as Annual Conference, special topic seminars, dinners and workshops. Prominent business leaders are invited to share their invaluable insights and wisdom on the most updated trends and development of management.

Business award is another major area of HKMA's management services. To promote best practices in management, each year, the Association organizes seven business awards in Hong Kong and the Mainland. These include the Best Annual Reports Awards, the HKMA Quality Award, the Award for Excellence in Training and Development, the HKMA/TVB Awards for Marketing Excellence, the Hong Kong Management Game, the Distinguished Salesperson Award and the Award for China Marketing Excellence. These prestigious awards, which are now regarded as the highest accolades of the business community, provide an exemplary model for business professionals to follow and benchmark.

With a total of over 13,000 members including individuals and corporates, membership service has always been a priority for the Association. A comprehensive range of membership activities such as seminars, forums, luncheons, company visits, study tours and social gatherings are offered every year. Another distinctive feature of membership is the six autonomous Specialist Clubs which provide opportunities for members with similar interests to meet and develop further their specialist knowledge. The highlight event of membership is the Annual Fellowship Dinner which provides an excellent platform for members to extend their network.



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

About The Awards

INTRODUCTION

The Award for Excellence in Training and Development has been organized by the Human Resources Development Management Committee of The Hong Kong Management Association since 1990. It is the only award of its kind in Hong Kong that gives public recognition of achievements in training and development to individuals as well as organizations, whether large or small and whatever the nature of their businesses or services.

AWARD CATEGORIES

1. Campaign Awards
2. Individual Awards

JUDGING PROCESS

Campaign Awards

The Campaign Awards were divided into two categories, namely Skills Training Category and Development Category. Skills Training Category was for any learning activity provided to improve job specific skills, knowledge and attitude that contributes to organizational performance/business results, while Development Category was for any activity, initiative or programme focused on people development that contributes to on-going enhancement of organizational capability, performance and business results.

Participating companies in both categories were invited to submit a programme summary and attend a shortlisting interview by the Board of Examiners which comprises members of the Human Resources Development Management Committee and the Awards Organizing Committee. Six submissions in each category were selected. Finalists were then invited to submit write-ups on their training or development programmes and give a presentation at the Final Presentation Seminar assessed by the Panel of Adjudicators. The Seminar was specially designed to select the Award winners and provide an experience-sharing platform for all executives.



Individual Awards

All Award entrants were nominated by their organizations. They were required to submit a write-up explaining their achievements in training and human resources development and were invited to an interview session.

For Distinguished Trainer Award candidates, the interview session will include a 15-minute presentation and a 10-minute Q-&-A session by the Board of Examiners. The presentation should cover all the judging criteria. For Outstanding New Trainer Award candidates, the interview session will be divided into two parts. The first part will include a 10-minute presentation, covering all the judging criteria, to be followed by a 5-minute Q-&-A session by the Board of Examiners. The second part will include a 10-minute short training. Participants would be informed of the training topics 30 minutes before the interview session. Winners of Distinguished Trainer Awards and Outstanding New Trainer Awards were selected by the Board of Examiners while the Trainer of the Year was selected by the Panel of Adjudicators at the Final Presentation Seminar.

AWARDS AND RECOGNITION

Campaign Awards

- Gold Award
- Silver Award
- Bronze Award
- Excellence Awards
- Citation for Community Contribution
- Citation for Cultural Change
- Best Presentation Awards
-  Citation for Staff Well-being
-  Most Innovative Award

Individual Awards

-  **Hongkong Land** Trainer of the Year
- Distinguished Trainer Awards
- Outstanding New Trainer Awards



**AWARD FOR
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Panel of Adjudicators - Skills Training Category



Mr David Fong BBS JP
Managing Director
Hip Shing Hong Holdings Company Limited



Mr Bankee Kwan JP
Chairman and Chief Executive Officer
CASH Group



Mr Stephen Leung
Country Manager
Pfizer Corporation Hong Kong Limited



Dr Victor Lee
Executive Director
The Hong Kong Management Association



Ms Cassie Wong
Managing Partner, China & Hong Kong
PricewaterhouseCoopers



Ms Yu Lei
Managing Director
Marsh (Hong Kong) Limited



**AWARD FOR
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Panel of Adjudicators - Development Category



Mr Giovanni Angelini
Chairman
Angelini Hospitality



Mr S K Cheong
Executive Director and General Manager
Television Broadcasts Limited



Dr Victor Lee
Executive Director
The Hong Kong Management Association



Mr Anthony Leung
Managing Director, Hong Kong and Macau
FedEx Express



Mr Ben Wong
Chief Operating Officer
Hong Kong Airlines Limited



Mr Patrick Wu
Managing Director & Leader, Greater China
Duff & Phelps



**AWARD FOR
EXCELLENCE IN
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Human Resources Development Management Committee



Mr Stephen Leung (Chairman)
Country Manager
Pfizer Corporation Hong Kong Limited



Mr Morison Chan
Deputy General Manager –
Corporate Planning Group Executive Office
Chow Tai Fook Jewellery Group Limited



Ms Catherine Chau
Head of Human Resources
Hongkong Land Limited



Ms Ivy Cheng
Head of Human Resources
AMOREPACIFIC Hong Kong Company Limited



Ms Kit Fan
Head of Corporate HR
The Hong Kong & China Gas Company Limited



**AWARD FOR
EXCELLENCE IN
TRAINING AND
DEVELOPMENT 2016**

Human Resources Development Management Committee



Ms Judy Feng
Head of Organizational Development
The Hong Kong Jockey Club



Mr Barry Ip
Senior Director
Division Learning and Development/
Principal
Jabil Employee Development International Institute
Jabil Circuit, Inc.



Mr Ellis Ku
Head of Learning & Organization Development
Maxim's Caterers Limited



Mr Steve Lawrence
Head of Training & Development – Airports
Cathay Pacific Airways Limited



Ms Maylie Lee
Head of Human Resources,
Hong Kong & Greater China
Marsh (Hong Kong) Limited



Mr Teddy Liu
General Manager –
Corporate & Talent Development
New World Development Company Limited



AWARD FOR
**EXCELLENCE IN
TRAINING AND
DEVELOPMENT 2016**

Human Resources Development Management Committee



Mr Anthony Mak

Principal Assistant Secretary (Civil Service)
Training and Development
Civil Service Training and Development Institute
Civil Service Bureau



Ms Eliza Ng

Director, Human Resources
Fuji Xerox (Hong Kong) Limited



Mr Kelvin Ng

General Manager –
Training & Organization Development
Human Resources Department
Nan Fung Development Limited



Mr Anthony Rushton

Regional Head of Learning,
Asia Pacific Human Resources
HSBC



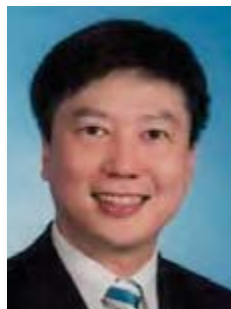
Ms Bianca Wong

Group Human Resources and
Corporate Communications Director
Jebesen & Co Ltd



Ms Carmen Ting

Partner in Charge,
Talent People, Performance and Culture
KPMG



Mr Chester Tsang

Acting General Manager –
HR (China/International & Development)
MTR Corporation Limited



Mr Kenneth Wai

Director of Human Resources
Island Shangri-La Hotel



AWARD FOR
**EXCELLENCE IN
TRAINING AND
DEVELOPMENT 2016**

Training and Development Awards Organizing Committee



Mr Anthony Rushton (Chairman)

Regional Head of Learning,
Asia Pacific Human Resources
HSBC



Dr Salina Chan

Regional Learning & Development Director
Human Resources – Asia Pacific
Fossil (East) Limited



Mr Ian Choy

Senior Director – People Resources
McDonald's Restaurants (HK) Limited



Ms Mimi Fu

Director, Learning and Development
Ocean Park Corporation



Ms Ivy Lau

Head of Talent Engagement &
Corporate Social Investment, Co-Owner
Hong Kong Broadband Network Limited



Mr Steve Lawrence

Head of Training & Development – Airports
Cathay Pacific Airways Limited



**AWARD FOR
EXCELLENCE IN
TRAINING AND
DEVELOPMENT 2016**

Training and Development Awards Organizing Committee



Ms Ivy Leung

Head of Human Resources & Administration
Octopus Holdings Limited



Mr Teddy Liu

General Manager –
Corporate & Talent Development
New World Development Company Limited



Ms Felicity Sam

Senior Director, Learning & Development
Ralph Lauren Asia Pacific Limited



Ms Carmen Ting

Partner in Charge,
Talent People, Performance and Culture
KPMG



Ms Bianca Wong

Group Human Resources and
Corporate Communications Director
Jebsen & Co Ltd



Mr Albert Yeung

Director –
Human Resources & Administration
KWah International Holdings Limited



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Campaign Awards

JUDGING CRITERIA

Skills Training Category

1. Needs Identification and Objectives Setting
2. Design, Development and Implementation
3. Measurement and Outcomes
4. Degree of Innovation

CAMPAIGN AWARD WINNERS

Skills Training Category

Gold Award

"Building a New Business with the Line"
Cordis, Hong Kong

Silver Award

"From Medals to Business –
Life Skills Training Programme for Retired Athletes in Hong Kong"
Sports Federation & Olympic Committee of Hong Kong, China &
MTR Corporation Limited

Bronze Award

"Go! Skills!"
TAL Apparel Limited

Excellence Awards

"i-PRO Skill Enhancement Programme"
Fuji Xerox (Hong Kong) Limited

"Y-Power Talent Development Scheme"
Hong Kong Sheng Kung Hui Welfare Council Limited

"V Care Programme 2015"
The Great Eagle Properties Management Company Limited –
Langham Place

Recruit Most Innovative Award

"Digital Transformation Programme"
New World Development Company Limited

Citation for Community Contribution

"From Medals to Business –
Life Skills Training Programme for Retired Athletes in Hong Kong"
Sports Federation & Olympic Committee of Hong Kong, China &
MTR Corporation Limited

Best Presentation Award

Mr Sam Wong
Head of Office
Hong Kong Athletes Career and Education Programme,
Sports Federation & Olympic Committee of Hong Kong, China

Development Category

1. Programme Objectives
2. Design and Implementation
3. Stakeholder Engagement
4. Organization Integration
5. Measurement and Outcomes
6. Degree of Innovation

Development Category

Gold Award

"Run to MDRT 2015"
Prudential Hong Kong Limited

Silver Award

"You Can Code"
Esquel Group

Bronze Award

"Leadership as a Profession"
Manulife (International) Limited

Excellence Awards

"Operational Excellence Academy"
Bank of China (Hong Kong) Limited

"Management Foundation Programme"
Wallem Group

"Zurich Oxygen"
Zurich Insurance (Hong Kong)

Citation for Staff Well-being

"Frontline Staff Retreat – A Body-Mind-Spirit Approach"
Hong Kong Sheng Kung Hui Welfare Council Limited

Recruit Most Innovative Award

"You Can Code"
Esquel Group

Citation for Cultural Change

"CTF Wisdom Dynamic Programme"
Chow Tai Fook Jewellery Company Limited

Best Presentation Award

Mr Fred Chiu
Learning Partner, Greater China and Japan
Manulife (International) Limited



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Skills Training Category

Gold Award

“Building a New Business with the Line” Cordis, Hong Kong

Cordis, Hong Kong is a 5-star upscale hotel, offering heartfelt service and devoting to the well-being of its guests.

The hotel was formerly called Langham Place Mongkok and re-branded to Cordis, Hong Kong in August 2015. As part of the re-branding, their Food & Beverage outlets were renovated and upgraded. One of its outlets (formerly, the bar) was completely re-designed and re-opened with a new name, Alibi. Alibi introduces an innovative dining concept to the Hong Kong hotel industry. The outlet's atmosphere is upscale, yet informal and buzzing with energy. The food, cocktails and wine are in top quality and creative, being served in ways which encourage sharing and conversation.

The challenge for their Training Team was how to upgrade and transform Alibi colleagues, who were used to serve beverages only, to serve with a sophisticated and complexed food menu as well – all the while ensuring a great time for guests. Based on the hotel's open culture, Cordis decided that the best strategy was to engage Alibi colleagues and let them decide for themselves how to bring about this transformation.

First, a new service style to support Alibi's innovative dining concept is needed. With the support from senior management, Alibi colleagues worked with the marketing team to provide training in branding concepts. Afterwards, they confidently developed their outlet's unique service style, aligned with the Cordis brand.

Next, to upgrade staff's ability to serve the new menus for food, wine and cocktails, Alibi colleagues worked with chefs, sommeliers and mixologists to design and conduct fun, yet highly intensive and in-depth training. Most impressively, Alibi staff committed themselves to mastering the necessary product knowledge and professional skills in a very short time, acing very demanding assessment with flying colours!

Today, Alibi colleagues can confidently recommend dishes and food or wine pairings which customize to guests' individual preferences, and cheerfully engage them with interesting information and stories about their favourite food and drinks. This is a service style which is developed by colleagues and aligned to Cordis brand essence of “happy,” “healthy,” “good times” and “tailored service.”

This training programme has an enduring impact across the hotel. The success of Alibi's re-opening has been an inspiration to other hotel outlets and departments. It has strengthened their tradition of empowering colleagues to take responsibility and ownership for their own success, to share expertise among teams and across departments, and to celebrate success in the spirit of “One Team! One Dream!”

Cordis, Hong Kong is the flagship hotel for the Cordis brand in its hotel group (Langham Hospitality Group). Alibi is an example to future Cordis hotels around the world, demonstrating best practices in how to deliver the Cordis brand promise while offering attractive and unique local characteristics.

Comments from Adjudicators

Through a comprehensive analysis of the new business brand “3 in 1” F&B Concept – ALIBI, the programme objectives were clearly identified and established aiming to transform staff's attitude, service skills and product knowledge in order to enhance customer experience and re-brand the entire hotel business as a whole. The training needs were well-assessed and KPIs were clearly set that various departments were joined hand-in-hand to deliver a powerful partnership within the organization.

The programme was designed effectively with the fundamental principles of “co-creation” and “co-training”, in which empowered the staff concerned by taking the ownership of their own learning and cross-department teamwork that delivered an aligned brand promise. The implementation of the programme also embraced pragmatic learning elements to help staff build confidence, enhance mindset from reactive to proactive and acquire fun skills which were important in their delivery of delightful guest experience. The short and simple methods also matched the needs of generation X and Y. It effectively took the unique attributes of their staff into consideration by using fun, experiential and interactive learning style which was a key success factor.

The training result was encouraging with significant outcomes in employees' turnover, customer satisfaction and sales performance. The team successfully transformed itself from reactive order takers to proactive drivers of guest experience. The programme was highly cost effective fully utilizing internal resources to maximize results.

Overall, it was an outstanding training programme which encouraged proactive learning of frontline staff and also facilitated an impactful collaboration among different departments. The programme deserves a great applause particularly in its dedication to driving new F&B concept in the industry.



Thank you for your support!

We believe that human capital is the gateway to excellence. We commit to accelerate the growth not only for our staff but also for the communities through various training and development initiatives. With our commitment in developing our staff and striving for service excellence, we are honoured to have received the following recognitions from the industry in the field of training and development in recent years:

Hong Kong

- Hong Kong Management Association Award for Excellence in Training and Development- Gold Award
- Best Practice Awards - Learning Organisation Development & Mobile/e-Learning
- Hong Kong HRM Awards - Best in Training, Learning & Development
- Employees Retraining Board - Manpower Developer Award
- ISO 9001:2008 - Certification in Training Management

International/Asia Pacific

- Association for Talent Development - BEST Award (ranked 2nd worldwide, 1st in Asia); Excellence in Practice Award
- Asian Most Admired Knowledge Enterprise Award
- Global HR Excellence Awards (Training & Development)
- Brandon Hall Excellence Award (Learning Technology) - Gold Prize
- China's Best Practice in Training and Development

We dedicate to advocating an environment of continuous learning to enable employees to unleash their full potential, and to provide better service for you and the community.

caring for life's journeys





AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Skills Training Category

Silver Award

“From Medals to Business – Life Skills Training Programme for Retired Athletes” Sports Federation & Olympic Committee of Hong Kong, China & MTR Corporation Limited

Dedicated to the mission of strengthening Hong Kong corporate citizen reputation, MTR has collaborated with SF&OC to launch the first ever “From Medals to Business – Life Skills Training Programme for Retired Athletes in Hong Kong” in 2013.

About SF&OC and MTR

SF&OC acts as a leading sporting body with 76 affiliated members associations to promote sports for cultivating people with healthy and positive mindsets and physical well-being. Standing ahead, SF&OC has launched the foremost athlete career programme in Hong Kong, namely “Hong Kong Athletes Career and Education Programme” (HKACEP) in 2008 which serves retired athletes for their post-athletic career transformation through the three-pillar supports, i.e. Further Education, Career Placement, and Life Skills Training.

With strong emphasis on Corporate Social Responsibility, MTR commits to offer a comprehensive and tailor-made Life Skills Training programme to equip retired athletes with essential skills and knowledge in order to facilitate their transition into the main stream of the society. In addition to the training, MTR also provides career opportunities for these athletes.

Objectives

With over years' intensive and tough training, athletes with great perseverance and can-do attitude are good role models of youths and the public in the community. In the business field, these athletes' unique traits are also valuable assets in workplace when athletes learn how to equip essential skills and knowledge incorporating with their traits. The Retired Athletes' Life Skills Training Programme aims to nurture athletes with the following objectives:

- Enhancing competences required in the commercial world
- Facilitating career transition
- Acquiring business skills and contributing to the society

Design and Implementation

The T&D Intervention of Life Skills Training stimulates a smooth transformation through the three essential steps of pre, training and post stages, focusing the **5 key modules**, i.e. **Business Problem Solving, Effective Communication, Time Management, Decision Making, and Business Presentation Skills** by applying **4As: Awareness** – Participants are aware of their capabilities and development areas, **Acquisition** – Participants learn the skills and knowledge in the classroom training, **Application** – Participants apply their learning in practicum and action learning projects, **Advancing** – Participants reinforce their learning and advance their learnt skills and knowledge. Post training case sharing, learning resources guide, graduation ceremony, etc. will also be arranged by SF&OC and MTR.

Outcomes

A wide scope of impacts generated from Life Skills Training not only from athletes' self-development but also to the organizational and community level. Significant findings showed that high successful job placement rate for trained athletes had achieved with high commitment to serve in the same company for their sustainable career development. Athlete employees are able to help cultivate a positive work environment. With the well recognition of these trained athletes, SF&OC has successfully launched a brand-new sports-school project securing over 16 million funding support to benefit over 10,000 students. For sustainable development, the programme provides a new source of trained talents in the labour market and also has been benchmarked by other overseas National Olympic Committee to launch similar programmes.

Comments from Adjudicators

The programme objectives were well-defined and articulated with a thorough analysis of challenges of retired athletes and their skills required for effective transition into workplace. A holistic training need analysis involving various stakeholders in the society was conducted to identify strength and competence required for athletes joining the business community.

The programme design was robust and well-structured with clearly defined methodology. The 3-step training methodologies provided all participants with a follow-through approach to discover, acquire and sharpen their skills effectively. The implementation of the programme was seamless with the adoption of various interactive activities which had effectively enhanced participants understanding of the programme contents and built up their confidence in applying skills in the workplace. The success of the programme hinged heavily on the solid support and top management engagement from SF&OC and MTR. More importantly, their care and respect for retired athletes was the key driver to success.

The outcomes were impressive. In addition to the rise in satisfaction level and improvement in behavioural change, the programme significantly increased job placement and prolonged duration of employment for retired athletes after completing the programme.

All in all, this programme helped the retired athletes to equip themselves in workplace. It also set a powerful example of how NGOs and companies could join forces to address important needs of the society.

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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Skills Training Category

Bronze Award

“Go! Skills!”

TAL Apparel Limited

About TAL Apparel

Established in Hong Kong in 1947, TAL Apparel has manufactured over one billion high-quality garments for a variety of prestigious brands worldwide, and employed a team of over 25,000 in China, Thailand, Malaysia, Indonesia and Vietnam. In 2011, TAL identified a need to unify and formalize its skills training across countries and capabilities, through a comprehensive, in-house, and fully sustainable Functional Skilled Knowledge (FSK) training programme. An external consultant and their certified Instructional Designers implemented Robert Mager's Criterion Referenced Instruction and Instructional Module Development methodologies, to develop a suite of core FSK training programmes essential to the efficient and consistent production of its exceptional garments.

TAL Garment Technician (GT) FSK training programme as an example

Taking the role of TAL's Garment Technicians (GTs) as an example, their Instructional Designers completed an in-depth analysis of the workers' tasks, including observing them on the production line, and interviewing their managers, the company's most senior production staff (sifus), and technical Subject Matter Experts. Once the core FSK required of GTs was ascertained and verified, the information was converted into a series of training modules, with clearly defined learning objectives. The skills learned would be assessed through pre- and post-training Skills Checks, and a follow-up Applications Project completed in the workplace which would conclude the training and determine the participants' success. The GT FSK Training programme consisted of 28 modules and 200 hours of learning, delivered through interactive classroom sessions and 85 hours of practical instruction on the production line.

Training together in support of sustaining the core capability

Once the GT course materials were completed and translated into six of their operating languages, FSK Training team in each factory worked with their Managing Director and line managers to schedule and implement the programme. The senior sifus were trained and certified as onsite instructors, attendance was scheduled, and systems were set up to monitor turnout, scores, personal evaluations, and post-training Application Project results. Monthly reports of each factory's training progress, comprising modules completed, participants' attendance, pass rates, and any issues encountered, were circulated to all Managing Directors as well as TAL's executive team, including the CEO, to ensure the training was progressing as planned. This entirely self-sustaining method, involving everyone from the highest levels of management to the most indispensable production staff, reinforced TAL's central commitment to remaining a leading manufacturer of high-quality garments globally.

Where they are at now

TAL's GT FSK Training series is just one of 68 similar programmes they have already developed for six categories of garments, across five countries of manufacturing. They are also planning to extend these programmes to their upcoming new factory in Ethiopia. More than 25,000 hours of training materials have been developed thus far, more than 800 students have participated, and 25,000 additional hours of training will be created by the end of 2017. FSK Training has preserved nearly 70 years of TAL's masterful craftsmanship into a systematic and sustainable process completely developed and delivered in-house.

Comments from Adjudicators

The objectives of the programme were clearly set with envisaged impact to the employees and business needs. The programme aimed to transform the traditional “sifu-style” teaching into a well-structured and systematic training programme that featured consistency, scalability and continuity. It was a great initiative upgrading its ability to capture and improve employees' expertise in a sustainable way.

The use of instructional design combining the concepts of Skill, Will and Hill was a major breakthrough which enabled a clear focus on skills development. The involvement and support of senior management as well as subject matter experts further ensured the training was in line with current operation. It not only motivated and boosted the confidence of technicians to acquire more knowledge, but also encouraged them to apply and implement in the job, in turn benefitting the business operation.

A holistic measurement process was in place to ensure tangible benefits. The implementation of application projects effectively identified sewing operation to be improved and officially documented by continuous improvement departments. The self-motivated learning culture made the programme impactful in developing personal skills of garment technicians and beneficial for growing business performance in the long-run.

In general, it was a good initiative to keep high standard and good quality products in the apparel industry. It contributed to the growth of the business and industry by introducing innovative and sustainable methodology into the training programmes.



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Skills Training Category Excellence Award

“i-PRO Skill Enhancement Programme” Fuji Xerox (Hong Kong) Limited

From Hardware Provider to ICT Solutions & Service Business Partner

Established in Hong Kong for more than 50 years, Fuji Xerox (Hong Kong) Limited has echoed the market trend and revamped its latest corporate strategy as: “Transformation into Solutions/Service-led Business Partner” for stakeholders. By actualizing its unique good company concept, Fuji Xerox (Hong Kong) intends to lead the transformation in the ICT document consultancy sector.

Accelerate the transformation pace via “i-PRO Development Programme”

Information and communications technology (ICT) is constantly evolving. In today’s competitive market, trainings and certifications have become essential means for ICT professionals to keep up with the latest innovations and trends, opening new doors of business opportunities. “i-PRO Development Programme” is initiated to strengthen the corporate image in the industry and enhance the ICT competency of Fuji Xerox employees through the development of staff professionalism.

The programme aims to enhance employees’ competencies via two key dimensions:

- **Knowledge enhancement** to boost productivity through ICT training for target participants, especially for frontline Business Consultants and Service Engineers
- **Brand building** to create market impact through acquiring professional ICT certifications

Holistic programme framework to provide 360° support

The entire programme is designed based on a sustainable development of Fuji Xerox’s professionalism. To cope with the growing demand for trained ICT professionals, Fuji Xerox partnered with international ICT institutions, including CompTIA, PMI, Pearson VUE, AXELOS and PEOPLECERT, and set up Fuji Xerox (Hong Kong) Academy. The Academy offers one-stop ICT training solutions and programmes, from classroom training, best practice sharing, e-learning, mock examination to test center, aiming to provide a seamless learning experience to participants.

Fuji Xerox (Hong Kong) concerted efforts are reflected in the encouraging result. Comparing sales productivity among certified sales consultants against non-certified sales consultants, trained participants showed a significant improvement in:

- Selling 34% more ICT solutions
- Achieving 64% more revenue

The overall programme ROI is 315% with a payback period within 6 months, which has been a very encouraging project appraisal indicator.

Establish a strong milestone for business expansion

Being awarded as the “Fuji Xerox Most Impactful Programme for the year”, 169 target participants were trained and 132 professional certificates were generated within 9 months. Over 90% participants agreed the programme enhanced their work performance. The “i-PRO Development Programme” has successfully proven itself to be a unique, holistic and sustainable solution in delivering all-rounded enhancements on accelerating organizational transformation.

Though it is just an early step along their transformation journey, Fuji Xerox (Hong Kong) believes the project has established a strong and positive learning culture in supporting long-term business expansion. By fostering an active and dynamic learning culture, Fuji Xerox (Hong Kong) always thrives for the best Learning Organization and Sustainability Advocate.

Comments from Adjudicators

The programme objectives were specific and well-defined aiming at enhancing employees competencies in terms of their ICT professionalism and reshaping its image as a strong ICT brand. Training needs were clearly identified through comprehensive methodologies involving internal and external stakeholders that impact the business performance.

The programme design was comprehensive and structured. The 4-pillars framework ensured desirable outcome was articulated in a robust and measurable manner. It aligned closely with the business goals and customer needs, smartly linking the employees through accreditation and career progression. The step-by-step learning framework successfully nourished a learning culture within the organization forging Fuji Xerox as a learning organization.

The programme outcome was remarkable with exceeding targets, especially in ROI. Certified sales sold 34% more IT solutions and achieved 64% more revenue than non-certified sales after completing the training and certification. The programme successfully promoted professionalism throughout the IT industry, improved the work performance of staff and building an active learning culture in the company.

Overall, the programme brought sustainable and all-rounded benefits to the employees and the company. It was effective in transforming the traditional printing company and industry through encouraging positive learning culture and promoting personal professionalism in career development.



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Skills Training Category

Excellence Award

“Y-Power Talent Development Scheme”

Hong Kong Sheng Kung Hui Welfare Council Limited

Established in 1966, the Hong Kong Sheng Kung Hui Welfare Council Limited (“the Welfare Council”) has been providing multifaceted services to individuals across all ages and socioeconomic backgrounds in line with its service philosophy, “Personalised Service, Holistic Care”, to “Transform Lives” so they may be “Lived in Abundance”. With over 230 service units and member agencies across the territory, in Macau and Guangzhou, the Welfare Council strives to provide diversified social services to the community.

Overview

There is a foreseeable increase in the demand of care workers due to the growth of the aging population and redevelopment of elderly homes to cater for more service users in coming years. However, social service providers are encountering insufficient supply of care workers with seasoned skills in elderly residential and rehabilitation services.

Instead of employing retirees to deliver the manual work such as bathing and physical transferral of their service users, the Welfare Council explores the opportunity to recruit young people for regenerating a new image for care workers and providing full range of training and support to them.

Training Design

The Welfare Council formed a steering committee composed of the Deputy Director, Superintendents, Head of Training Institute and HR Director of the Council for designing a skill-training scheme injected with caring elements that was in line with their organizational needs. When designing the Scheme, they had taken reference to similar programmes in addition to the Skills Upgrading Scheme Plus and Qualification Frameworks set by the Government to ensure skill transferability.

The Welfare Council adopted the “on-the-job” approach as the training design of the Scheme which based on a **Layer Model** consisting of 15 training courses with 257 in-class training hours and 88 clinical practice hours. According to the level of skill set, the programme had three layers namely:

- **Orientation Layer** – The service specific introduction was arranged to the trainees such that they had the basic understanding of their service operation and service users.
- **Core Competences Layer** – It mainly equipped the trainees with basic care taking skill and thus, two QF Level 2 courses (Certificate in Care Worker and Certificate in Physiotherapy Assistant) were particularly included in the Scheme. Besides, the trainees were assigned to join the overseas study tour in Taipei in order to gain insights on person-centred service attitude.
- **Personal Growth and Career Development Layer** – Other than career planning and job seeking skills, the “being” of the trainees themselves was also addressed. It aimed at facilitating their connections to self, cultivating positive work attitude and increasing their sense of belonging to the Welfare Council.

Implementation Strategy

To show the whole-hearted support to the service units and the trainees, the Deputy Director of Social Welfare Department and the Welfare Council’s senior management were invited to attend the kick-off ceremony and the closing dinner of the Scheme held in May 2014 and March 2016 respectively.

Furthermore, the two-tier mentorship mechanism was built-in to keep track of their trainees’ learning progress. The first-tier mentors were the on-site social workers, nurses and therapists who provided coaching on issues such as job skills, knowledge application and working attitude. The Scheme co-ordinator, as the second-tier mentor, was responsible for the scheme administration and career development consultation. In addition, periodic sharing meetings were held among all the mentors and the Scheme co-ordinator as a platform for experience sharing and keeping track the trainees’ progress. It was the frequent and effective communication amongst service units, mentors and trainees made the whole Scheme success.

Outcome

- There were 25 trainees completed the Scheme which 15 of them continued to serve in the Welfare Council.
- There were 87.1% and 80.8% of the trainees completed the 1st and 2nd years of training and practicum respectively.
- The Welfare Council conducted performance appraisals to the trainees in month 3, 12 and 24 and their average appraisal scores were increased from 70.04 to 73.70.

Comments from Adjudicators

The programme objectives were well-defined, aiming to cope with the shortage of care workers and nurture the new generation of talents to provide holistic care service for the aging population. The programme successfully injected “young energy” to the negatively perceived career and rejuvenated the shortage workforce with talents.

The design of the programme had a structured and comprehensive approach. Trainees were stimulated to learn effectively and apply the skills on the job through interactive, motivational and experiential methods. The programme was holistic and sustainable. It intensified personal growth on health and caring skills of trainees and strengthened their knowledge on career development in the related field.

The results of the programme were phenomenal. The outcomes were measured effectively from the trainees and their supervisors through training feedback and performance appraisals periodically to ensure trainees having on-going improvement and fitting with job requirements. The method was comprehensive and reliable.

Overall, the programme was a worthwhile project. It yielded excellent results, and the Council had demonstrated great efforts in fostering the development of the new generation in helping the aging population.

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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Skills Training Category

Excellence Award

“V Care Programme 2015”

The Great Eagle Properties Management Company, Limited – Langham Place

Background

Opened in 2004, Langham Place is a composite development comprising a 60-storey Grade A office tower, a 15-storey shopping mall and a 250-space carpark facilities. The company is committed to providing premium quality facility service for its tenants and customers not limited to the scopes of cleaning, security, repair or maintenance and customer service, but also the environmental protection and social responsibility which are increasingly important nowadays.

Initiative

In line with the vision, mission and corporate social responsibility policy of the parent company – The Great Eagle Holdings Limited, Langham Place launched a **V Care Programme** in 2015 with a view to taking proactive actions to provide heartily care and pamper every customer. Most importantly, the programme was ignited from their mind and heart with social responsibility sense.

Needs

- Langham Place is located in the busiest area of Mongkok with average visitorship over 250,000 daily. Many visitors, namely elderly and disabled people, are in need of instant assistance and care.
- There are large numbers of cases that require their immediate assistance, particularly the property lost and found cases, as high as over 100 cases reported from their visitors monthly.
- Langham Place has an absolute duty to provide a safe and pleasant time and environment for every customer.

V Care Programme is therefore inevitable and necessary.

Challenges

Launching **V Care Programme** is not an easy task with the challenges of:

- Handling huge volume of cases daily;
- Delivering caring services with heart through the whole team of Langham Place with over 400 members; and
- Carrying out caring service sustainably and persistently.

Strategies

- Establishment of clear systems and procedures: staff implementation and execution
- Conducting effective training programmes: kick-off ceremony, periodic refreshing training, monthly review and staff sharing
- Recognition: Staff with good performance are prominently praised in monthly recognition ceremony

● Composition of **V Care Programme**:

1. **Lost & Found Recovery System** – Integrity, efficiency, courtesy and appreciation are emphasized
2. **Caring Customer in Need System** – Proactiveness, providing heartily and appropriate caring for customers in need are addressed
3. **Recognition System** – Good performed staff are openly and sufficiently praised by the top management.

What They Achieved

- The recovery rate of lost property increased from 29% to 68% after programme.
- Number of written compliments received increased from 28 to 160 cases after programme.
- The staff members including direct and contract-out members enjoyed this programme and were very pleased to participate in this meaningful service.

Conclusion

V Care Programme has provided opportunity for the Langham Place team to actualize the corporate vision and mission in providing premium property services for their customers and the community. They enjoy and are proud of the **V Care Programme** as their team has accomplished the objectives and overcome the challenges. Through participating in the Award for Excellence in Training and Development, they are inspired to pursue higher service quality and social responsibility with care and love.

Comments from Adjudicators

The programme was designed with specific business perspectives. The objectives were simple and straightforward, aiming at providing comprehensive lost-and-found service and heartily-care experience for customers to bring about a dynamic customer-oriented service, and more importantly, to fulfill the roles in social responsibility.

The programme adopted an integrated and holistic approach of specially designed customer relationship systems. Strong commitment from the senior management greatly enhanced the receptiveness and effectiveness of the training. In addition to the on-going training with external partners, the recognition system promoted a gradual advance in customer caring skills as well as job performance.

With clear and measurable KPIs, the results were impressive in view of the significant increases in recovery rate and compliments received from customers.

As a whole, the improvement on customer services was impressive. It was a successful programme cultivating a good corporate culture and bringing long-term benefit to customers, company and the community.

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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Development Category

Gold Award

“Run to MDRT 2015”

Prudential Hong Kong Limited

About Prudential Hong Kong

Prudential Hong Kong Limited (“PHKL”) is a leading insurance and financial services company, serving the people of Hong Kong for over 50 years. PHKL offers a broad range of financial protection, health protection and retirement planning products through multi-distribution channels. Prudential plc, incorporated in England and Wales, is the parent company of PHKL. It is one of the world’s leading financial services groups and provides insurance and financial services through its subsidiaries and affiliates throughout the world for 167 years.

Campaign Objectives

Among all distribution channels in PHKL, agency was the largest channel in terms of business performance and manpower which constituted 70% of company’s production in 2015. After a detailed analysis on the trend of business performance, it was found that Million Dollar Round Table (“MDRT”) is the key driver of Annualized First Year Premium (“AFYP”, a measurement of business performance). Thus, PHKL decided to formulate a development programme known as “Run to MDRT 2015” in order to engage more financial consultants in pursuing MDRT qualification. The financial consultants not only benefit personally from the recognition and a peer-led benchmark against the world’s best financial services professionals, PHKL also enjoys sustainable business growth in the long-run through the enhanced productivity and performance of financial consultants.

Design and Implementation

The success of “Run to MDRT 2015” can be summarized as six key elements:

- High level of commitment among participants – enrollment fee is applied to ensure strong commitment from financial consultants who value and embrace the opportunities to achieve higher goal.
- High impact mentoring programme – mentors from different agency offices are recruited to provide broad selling stories and activity management techniques. Mentees are also benefited from the workshops covering wide array of topics.
- Outdoor boot camp training – Running activities are organized every month to boost participants’ determination and perseverance in achieving MDRT. Participants have to achieve the benchmark of business performance and running record throughout the year. This activity also fulfills the Whole Persons Concepts which maintain a sound mind and body through regular exercises and lifestyle choices conducive to physical and mental well-being.
- Support from top management – Top management is actively engaged in the outdoor boot camp training. Chief Executive Officer and Chief Agency Officer also join other events and show encouragement to participants throughout the year.
- Inspiring check-point training camp – Participants who have achieved the pre-defined production requirements will be recognized and be invited to the training camps. The design of this programme leverages the analytics on past successful MDRT achievements to set benchmarks and targets throughout the year and ensure highest-conversion rates.
- Support from family members – Family members are invited to join some of the programmes throughout the year in order to leverage strong support from them.

Measurement and Outcomes

The campaign achieved a record-breaking success for Prudential’s MDRT programme in 2015, with 522 financial consultants participating in the programme and the MDRT conversion ratio was 52%, representing the most efficient MDRT conversion in PHKL’s history. The achievement also contributed PHKL in achieving the highest percentage of MDRT in the industry. Besides, the First Year Commission (a measurement of income) of the participants has been increased by 30% on average.

Comments from Adjudicators

The programme objectives were well-defined with concise linkage to business goals backed with concrete analysis outcomes. The “Whole-Person Concept” has well-penetrated the whole programme and has paved a clear aim to developing and motivating a small segment of mid-level producers to become top-level producers. The strong connection between people development and business performance was clearly demonstrated.

It was a well-designed, practical and effectively-implemented programme. With the systematic measurement to identify employees’ capability and commitment levels, the programme allocated their resources wisely on a small dedicated group who were fairly capable but with high commitment level. This resource-effective approach enabled the participants to receive the most suitable training and development campaigns in the programme. The innovative idea of boosting perseverance and determination through physical running was smart, engaging and efficiency-proven. The six key elements dedicated to people development were all-rounded and precisely serving the core value of the programme. The involvement of other key stakeholders, for example, the participants’ family members, was another successful and thoughtful approach in the programme in order to create a sense of belonging to the company.

The programme achieved an impressive result with a conversion rate of 52% which was identified as the most efficient conversion in the company’s history. Direct and prominent benefits for participants of the programme was the convincing evidence of the programme’s efforts in developing more qualified MDRT members and pathing a more sustaining way for future business goals.

As a whole, it was an outstanding talent development programme for other organizations to benchmark. It successfully boosted the level of engagement as well as the upward mobility of mid-level staff in an organizing way with a clear-targeted and unconventional approach.



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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Development Category

Silver Award

"You Can Code!"

Esquel Group

About Esquel Group

Founded in 1978, Esquel started as a shirt maker and has over the years developed the capacity to weave innovative technologies into its people-centric culture. Esquel is committed to producing premium quality shirts with minimal impact to the environment, and they debut their retail brand PYE to communicate their belief directly to the world. Esquel exports over 120 million shirts and offers total shirt solutions to global apparel and textile markets per year, from concept to rack.

Esquel endeavors to "groom people from within". They employ 57,000 diversified workforce in 9 countries united under the corporate 5E culture – Ethics, Environment, Exploration, Excellence and Education. They operate with an aspiration of "making a difference" by weaving positive impact to employees, societies and the environment.

Objectives of the Campaign

The "You Can Code!" campaign aims at driving the cultural transformation in a sustainable way. Esquel aims to change employees' perception of technology and develop their logical reasoning skills, programming capabilities, as well as computational thinking ability. They aim to turn them into confident users of technology so that they would meet the demands of the fourth industrial revolution so as to sustain their leadership position in apparel business.

Highlights of the Campaign

The main driver of the campaign is the 'App Inventor' application developed by the Massachusetts Institute of Technology (MIT). The application's simple graphical interface allows an inexperienced user to create basic, fully functional mobile apps within an hour.

With the support of MIT, Esquel internalized the system for their development. They taught employees to develop their own mobile apps by App Inventor.

To promote the notion of "**If I can code, you can code too**", Esquel first engaged the directors and senior managers to promote the campaign and learn the skills. Then, they recruited a group of change agents and ambassadors to do peer learning and strengthen the learning culture.

This "**all-in**" approach encouraged everyone to engage in the campaign, including their board members, sewing workers, children of employees in "1-hour coding" workshops. This approach formed a community and brought long-term sustainable benefits.

Values Brought to the Company and Community

To reinforce learning and motivate employees to apply their new skills, Esquel launched a global App Challenge Contest. It stimulated new ideas and encouraged colleagues to explore new possibilities for work improvement. Over 400 creative app ideas were submitted. These ideas included a quotation tool, a personal security tool and a photo sharing platform for the newborns of the company's hospital.

Esquel changed attitudes, upgraded skills and built knowledge through the development of mobile app. They used a fun and self-directed learning to inspire innovation, problem-solving, and collaboration. This campaign went way beyond just training. It nurtured a culture of innovation. Non-IT employees could perform "IT" tasks and even build prototypes by themselves. They were now able to think from system perspective with logical mindset.

As the first commercial entity to adopt App Inventor to train employees in computational thinking according to MIT, their success aroused the interest of other organizations in Hong Kong. Esquel is now partnering with different institutions to promote App Inventor within and outside of Esquel, in HK, China and Vietnam.

Comments from Adjudicators

The objectives were clearly set in line with the challenges that apparel industry was facing. With the well-evaluated challenge ahead for the apparel industry, the programme successfully identified the needs to change business culture aiming at popularizing the use of technology among their employees, no matter their roles in the organization in order to cultivate the technology-driven workplace and "groom people from within".

It was a very innovatively and unconventionally designed programme which was able to cater comprehensively to attitude-changing, skill-upgrading and knowledge-building. The programme was astonishingly implemented with depth and breadth to generate buy-in from all key stakeholders, from board members to employee's family members. The implementation of the programme was well-structured and clearly-divided into five phases targeting gradually all stakeholders, from bottom to top level, in order to introduce the "App Inventor" holistically, aiming at the ultimate goal for total involvement.

With the satisfying result of high level of acceptance by employees, significant involvement rate and application level of App Inventor, the programme was able to drive solid business performance with the enhancement of employee engagement.

All in all, the programme was an innovative and comprehensive approach to adopt cultural change, especially for organizations with long history. It set a great sample of how to integrate and relate technology to employees of all levels to drive engagement, more importantly, to rebuild the culture that leads to long-term commitment and business drive.



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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Development Category

Bronze Award

“Leadership as a Profession”

Manulife (International) Limited

About Manulife

Manulife is a leading Canadian-based financial services organization serving global customers for over 129 years. Their vision is “To be the most professional financial services organization in the world, providing strong, reliable, trustworthy, and forward-thinking solutions for their customers’ most significant financial decisions”. With an extensive coverage in the globe, there are 34,000 employees worldwide and 13,000 employees in 11 Asian markets.

Programme Objectives

Following a global transformational initiative in 2013, Manulife introduced the “Leadership as a Profession” programme to all people leaders. The programme is essential to driving and institutionalizing their new culture, leadership mindset and capabilities. It aims at (1) equipping leaders to navigate and understand their role in new work environment; (2) developing effective leaders that build and maintain highly productive teams to support extensive business growth; (3) enhancing employee engagement to bring positive impacts to the company; (4) driving change and innovation to cope with the business environment.

Design and Implementation

The programme was built around the “Effective Leadership Framework” that defines leadership credentials in Manulife. At the foundation of the framework was Authenticity and Trust, on which four key pillars were built, namely Understanding People, Developing People, Recognizing People and Energizing Change. The programme consisted of five modules, imparting leadership concepts step by step: Leading in the New Work Environment, Leading My Team Through Change, Coaching For Success, Conversations that Matter, and Performance Management – Opportunities to Reach Beyond.

To cater the audiences’ needs, Manulife segmented the modules into three versions to pitch at the right level. Advocacy of senior executives was sought as part of the programme design. Learning materials were translated into seven languages and conducted by facilitators with strong local experience to ensure relevance and context. Besides instructor-led sessions, self-study guides, online training modules, online discussion communities and mobile app were also used in delivering the content and sustaining learning application. Senior executives including the General Manager personally delivered opening remarks at all 70 programme kick-off sessions sharing business and leadership challenges.

Manulife applied progressive penetration goals (i.e., 50%, 80% and 100% of people leaders to be trained during 2014 and 2016) to build critical mass for the new leadership culture to emerge. Individual countries tailored their own communication plan and localized module context to maximize learning impact. To prepare emerging leaders early in fast-growing markets, they were also welcome to join the programme. Intact team sessions were also organized to accelerate leadership capability where the business demanded. Multi-perspective feedback was continually collected to improve design, business engagement, communications, and facilitation effectiveness. The leadership concepts, tools and practices were integrated into various new and revised processes to enable lasting sustainment.

Measurement and Outcomes

The programme results have been very promising. In terms of implementation, as of end 2015 in Asia, 288 sessions of all five modules with 5,474 participants were conducted, and over 80% of people leaders had attended one or more of the modules. Participants expressed their positive feedback, which the post-workshop survey recorded an 88% satisfaction score, exceeding the 85% company target. As they set out to positively impact engagement, the index improvements from 2013 to 2015 are very favourable. Change Readiness, Manager Support and Manager Effectiveness Indexes registered increases ranging from 4% to 8%. Most encouraging of all, the overall Employee Engagement Index has increased by over 5%.

Conclusion

Leadership as a Profession is strongly aligned to the company’s strategic direction. It instills effective leadership mindset with comprehensive toolsets to inspire their people with their critical roles in driving engagement and business results. Consistent and continual improvement in managerial effectiveness measures is a strong evidence of sustainable impact. It truly focuses on the capabilities needed to lead, develop and empower talents across the organization. Manulife continues to strive for excellence in nurturing leadership, and growing leaders from good to great.

Comments from Adjudicators

The programme objectives were clearly identified, aiming to shift more senior talents to perform managerial duties by changing their mind-sets from “Doing” to “Leading”.

With clear objectives of grooming leaders from within and inculcating leadership, the programme design was direct and pertinent. The programme was structured to four leadership credentials which were based on authenticity and trust. With the effective use of five straight-forward training modules, the implementation of the programme in Asia Pacific region was consistent and progressive. The programme was visionary to address emerging leaders in fast-growing markets. With such a mass scale of participating offices globally, for the sake of cultural difference, the programme was flexible in localizing and tailoring a more generally-recognized module in individual markets, while the framework, tools and key messages were tightly monitored and standardized.

The results were encouraging. The adoption of external sources for measuring outcomes and feedback survey were creditable. Positive feedback and improvement in leadership performance from the participants reflected the effectiveness of the programme.

All in all, it was a high quality and gigantic programme with mass involvement among many markets. The programme not only strengthened the leadership capability of key talents for current and future succession, but also maintained the competitiveness globally with alignment of Manulife.



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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Development Category

Excellence Award

“Operational Excellence Academy”

Bank of China (Hong Kong) Limited

About Bank of China (Hong Kong) Limited

Bank of China (Hong Kong) Limited (“BOCHK”) is a leading listed commercial banking group in Hong Kong, with over 10,000 employees, 200 local branches, and 1,000 self-service machines. BOCHK offers a comprehensive range of financial products and services to personal, corporate and institutional customers. It is one of the three note issuing banks and the Clearing Bank for Renminbi business in Hong Kong.

Campaign Introduction

BOCHK established the “Operational Excellence Academy” in 2013. **The academy transformed the HK workforce to a strong team of operation experts and set the stage for developing a regional operation hub (a centre of excellence) through centralization and standardization.** The hub supports the bank’s strategy to extend its regional reach and seized the enormous opportunities **from the belt and road initiative.**

The campaign adopts the “Dandelion Approach” with the aim of deploying an effective and extensive people development scheme. The academic framework is structured to offer development programmes for talents at different levels and roles. Employees obtained profound operation knowledge in quality, process, risk, and customer management through the programme. The academy was linked closely with our KPI (Key Performance Indicator). The closed feedback loop formed a strong tie between the training programme and the business strategy.

Campaign Results

By the end of 2015, 1,223 employees (83% of the workforce in the Bank-wide Operation) went through the training programmes. Since the foundation of Operational Excellence Academy in 2013, 1,271 elementary level certificates, 143 intermediate level certificates, and one advanced level certificate have been conferred.

The campaign successfully transformed the staff from operators to operational specialists, as reflected in the continuous increase in their productivity. From 2013 to 2015, the per capita productivity of the Bank-wide Operation Department increased by 10.6% generating 50 million dollars saving per annum.

The academy has also played a critical part in their recent success and achievement. In 2015, Bank-wide operation won two prizes in the Asia Quality Best Practice Award, in recognition of its effort in implementing continual process improvements. The elementary level and intermediate level of operational specialist certification have been qualified as Level 3 and 4 of the “Hong Kong Qualification Framework” respectively. Last year, the Trade Service Centre was certified to ISO 9001:2015. BOCHK has become one of the first financial institutions in Hong Kong to receive this certification.

Conclusion

The Operational Excellence Academy is a campaign incorporating company and employee development. It supports the bank’s regional strategy towards “the belt and road” initiative and a progressive certification path to the employees. Looking into the future, BOCHK aims to promote the programme to the BOC group level with incentive scheme to encourage company-wide people development. The academy will also be the channel for experience and knowledge sharing with local universities and professionals in the aspects of operation management.

Comments from Adjudicators

The programme objectives were timely and clearly defined aiming to structure academic framework at a regional scale for developing a full range of operation management experts in order to transform the organization from a Hong Kong local bank to a regional bank in response to the new belt and road initiative fostered by the Mainland.

It was a meticulously designed programme with excellent use of certification to clearly define operational performance standards. The programme was well-executed with textbook-like precision. The innovative programme has well-equipped all participants of the Operation Excellence Academy with engaging, integrated and effective skills and mind-set to grasp the opportunities to be brought by the belt and road initiative which eventually drive the cultural change from bottom to top.

The programme has achieved impressive and measurable results with productivity increased by 10.6%. The programme gained external recognition on their business performance with the Asia Quality Best Practice Award and the “Hong Kong Qualifications Framework”.

Overall, it was an outstanding programme that offered progressive certificate path which was vision-broadening to the employees. Its contribution to the long-term business growth was praiseworthy.

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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Development Category **Excellence Award** **“Management Foundation Programme”** **Wallem Group**

About Wallem Group

Wallem Group is one of the world's largest and most experienced providers of maritime solutions. With 113 years of experience and a network of 48 offices across the globe, Wallem understands what it takes to deliver excellence across ship management, ship agency, commercial vessel management, freight and logistics. Constantly, Wallem seeks to sustain their industry leadership by creating a place where people can develop and are respected.

Objectives

The Management Foundation Programme (MFP) was established to address Wallem's challenges in: **1) the broadening skills gap for effective communication and management amongst middle managers** and **2) succession planning for senior manager roles in some key functions.**

The desired outcome for MFP is to equip managers the following:

- Increase their capabilities as a high-calibre manager
- Equip them with the tools to develop and manage high performing teams
- Enhance their knowledge and skills in managing projects and budget
- Improve their ability to think strategically and execute business plans

Design and Structure

The programme has three main components: Formal Learning, On-the-Job Applications and Informal Peer Learning Circles. These components include six workshops, three peer learning circles and eight pre-workshop eLearnings. In addition, initiatives such as Programme Orientation and cocktail with Board of Directors were arranged to boost the trainees' engagement outside of classroom, so it would not become "just another L&D course".

Formal Learning: Prior to attending each workshop, the trainees need to complete the pre-workshop eLearning courses that are relevant to the topic. This aims to give the trainees some foundational knowledge about the subject and accelerate their in-classroom learning.

On-the-Job Applications: In the end of each workshop, the trainees would receive assignments in which they need to tackle by applying the new knowledge or skills acquired from the workshop in real work situations (turn theory into reality).

Informal Peer Learning Circles: Two months after each workshop, the trainees would return to a half-day session and share their experience from applying the new knowledge or skills on the job. This approach enhances the practicality of their in-classroom learning and beyond classroom development.

Outcomes

- **Competency-based succession planning to deliver business success:** 30% of the trainees successfully passed the rigorous interview process and proved to various parties that they possessed the required competencies to succeed more senior roles. Some were promoted to country general managers while others were asked to lead larger teams that aimed to drive the success of the business.
- **Driving a learning culture:** The programme exhibited how individual's performance, competencies and continued growth link to promotion. It offered more transparency and clarity on the importance of learning regardless of seniority and age. Wallem had witnessed significant improvement in the uptakes of learning (85% increase in learning hours). A culture of continuous learning was cultivated and an environment where people took ownership for their own growth and development was fostered.
- **Talents retained:** Turnover rate was reduced by 4%. Talents were retained and more engaged as this programme helped people see a clear career path that was supported by various development solutions and people engagement activities.

Comments from Adjudicators

The programme objectives were clearly-identified in line with challenges faced by the organization. With the specific targeted participants - the shore-based managers, the programme aimed at broadening the skillset of their Hi-Po and further developing sustainable succession planning for senior posts.

It was a great programme which enabled participants to enhance skills and to change their mind-sets to be the next management pipeline through different learning channels. The programme was systematically designed and clearly structured which facilitated trainers to execute and participants to follow. The programme was practical and adequately designed to narrow the gap amongst middle managers in terms of effective communication and skillset. The idea of on-the-job applications which allowed participants to practically apply what was learnt to real-life situation could greatly benefit the actual skill application in reality. Involvement of senior leadership team in various stage played a vital role in experience sharing.

The programme has achieved strong results as evidenced by the great attendance rate and impressive retention rate. As a large organization and market leader, it is encouraging to see the initiatives taken to modify its management succession culture.

On the whole, it was an effective programme which has made substantial contribution to talent retention and strategic succession planning.

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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Development Category Excellence Award “Zurich Oxygen” Zurich Insurance (Hong Kong)

About Zurich Insurance (Hong Kong)

Being part of Zurich Insurance Group, Zurich Insurance (Hong Kong) offers a full range of flexible general insurance and life insurance products for individuals, as well as commercial and corporate customers, catering to their insurance, protection and investment needs. Their presence in Hong Kong dates back to 1961.

Programme Objectives

In order to achieve Zurich's ambition to be the best, Zurich Oxygen is a programme developed to enable employees to realize the Zurich People Vision under which they are creating a place where all employees have a shared purpose, where people understand that what they do and how they do it matters, and where accomplishments are rewarded financially and emotionally.

Zurich requires **consistent people manager behaviours** that positively impacts job satisfaction, retention, performance and engagement. By engaging employees in giving upward feedback to their managers, the **shifts improve People Managers' capability and improve business results**.

Design and Implementation

The journey to “be the best” starts with having clearly defined Zurich manager behaviours – “**Eight Things** great People Managers had” that are understood, communicated, measurable, and actionable with clear development interventions.

- **Provide direction and results**
- **Enable delivery and productivity**
- **Advise on technical skills and capabilities**
- **Support and empower employees**
- **Provide feedback, praise and recognition**
- **Coach and develop employees**
- **Show care and concern for employees**
- **Listen, communicate, and build trust**

Zurich Oxygen was implemented in April 2015 across **five milestones**:

- **Awareness and Understanding**
In addition to the companywide email broadcast, Zurich organized three **CEO Roadshow sessions** for people managers and provided them with a **one-pager chat sheet** about the programme roll-out and how the programme would help them achieve the People Vision.
- **Benchmarking**
An **upward feedback survey** was launched to all people manager subordinates, which aimed to collect their anonymous feedback on where managers were against the standard Eight Things Great Zurich People Managers Do.
- **Learning and Experiencing**
Zurich organized two one-day Zurich Oxygen experience workshops which aimed at enabling the managers' understanding on themselves in terms of the Eight Things, and how they could create a culture of high performance and meritocracy.
- **Sustaining**
Creditable learning resources were introduced to support managers' development. They included an online learning portal (**Zurich Oxygen Academy**), Webinar and email (**SPRINTS**), and classroom training series (**Deep Dive modules** focusing on eight things). Zurich also launched annual upward feedback survey for providing continuous feedback on managers' performance.

Achievements

During the Zurich Oxygen journey, **100%** of people managers and employees participated into the Programme. Compared to 2013 **Voice of Employee (VOE)**, the 2015 results show **18% improvement** on **Employee Engagement Index Score** (i.e. 57% vs 48%) and **15% improvement** on **Performance Enablement Index Score** (i.e. 76% vs 66%). Over **80%** employees agreed that their immediate managers listened and responded to their ideas and concerns; and provided them with ongoing feedback that helped them improve their performance. Zurich also observes many examples of how People Managers live up the Eight Things. Zurich believes that its success is due to the high engagement level of people managers' and stakeholders' support.

Comments from Adjudicators

The programme objectives were focused aiming to improving People Managers' capability and hence enhancing business results. The programme enabled employees to have a shared purpose - the Zurich People Vision in order to boost employee engagement.

The programme was fit for purpose in an interactive approach where feedbacks from participants are highly encouraged. Indeed, acquiring feedback from participants was the first step when implementing the programme and it was one of the key success factors. The well-designed curriculum and syllabus provided a comprehensive framework for all training style, from individuals, groups, classroom to computer-based content. The programme successfully gained participants buy-in with their people-driven and bottom-up approach.

The results of the programme were fascinating. The increase in employee engagement level was impressive and 80% of employees agreed their immediate managers showed leadership style enhancement and became more “people-oriented” and supportive.

Overall, the programme paved an effective communication gateway between employees and People Manager in order to boost the entire corporate engagement level.



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Past Campaign Award Winners

2015

Skills Training Category

Gold Award	Cathay Pacific Airways Limited
Silver Award	Synergis Management Services Limited
Bronze Award	Maxim's Caterers Limited
Excellence Awards	DBS Bank (Hong Kong) Limited Federal Express (Hong Kong) Limited Sun Life Hong Kong Limited

Development Category

Gold Award	The Hong Kong Society for the Aged
Silver Award	DBS Bank (Hong Kong) Limited
Bronze Award	McDonald's Restaurants (Hong Kong) Limited
Excellence Awards	CLP Power Hong Kong Limited Midland Holdings Limited Shangri-La Hotels and Resorts

25th Anniversary Award – Most Dedicated Organization to People Development

CLP Power Hong Kong Limited
HSBC
The Hong Kong Jockey Club
Maxim's Caterers Limited
MTR Corporation Limited

2014

Skills Training Category

Gold Award	Hong Kong Broadband Network Limited
Silver Award	Synergis Management Services Limited
Bronze Award	RS Components Limited
Excellence Awards	Chow Tai Fook Jewellery Company Limited Hotel ICON Ma Belle Jewellery Company Limited

Development Category

Gold Award	Crystal Group
Silver Award	DFS Group Limited
Bronze Award	Bank of China (Hong Kong) Limited
Excellence Awards	Fuji Xerox (Hong Kong) Limited Hotel ICON Shun Tak – China Travel Ship Management Limited

2013

Skills Training Category

Gold Award	Maxim's Caterers Limited
Silver Award	MTR Corporation Limited
Bronze Award	The Hong Kong Jockey Club
Excellence Awards	HSBC The Kowloon Motor Bus Company (1933) Limited Sun Life Hong Kong Limited

Development Category

Gold Award	Chun Wo Development Holdings Limited
Silver Award	DFS Group Limited
Bronze Award	FedEx Express (China)
Excellence Awards	AIA International Limited MTR Corporation Limited Societe Generale, Asia-Pacific

2012

Skills Training Category

Gold Award	The Hong Kong Jockey Club
Silver Award	DHL Express (HK) Limited
Bronze Award	CLP Power Hong Kong Limited
Excellence Awards	Hong Kong Air Cargo Terminals Limited Hong Kong Broadband Network Limited Shanghai Feng Cheng Property Management Co Ltd – Subsidiary of Shui On Land (HK & China)

Development Category

Gold Award	The Hong Kong Society for the Aged
Silver Award	Hip Hing Construction Company Limited
Bronze Award	MTR Corporation Limited
Excellence Awards	Civil Service Training and Development Institute, Civil Service Bureau, HKSAR The Dow Chemical Company HSBC

2011

Gold Prize	BOC Group Life Assurance Company Limited
Silver Prize	Shangri-La Hotels and Resorts
Bronze Prize	Kowloon Central Cluster, Hospital Authority
Excellence Awards	Fleet Management Limited Maxim Caterers Limited Standard Chartered Bank (Hong Kong) Limited



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Past Campaign Award Winners

2010		2005	
Gold Prize	Bank of China (Hong Kong) Limited	Gold Prize	Langham Place Hotel
Silver Prize	Morgan Stanley	Silver Prize	CLP Power Hong Kong Limited
Bronze Prize	The Hong Kong Jockey Club	Bronze Prize	The Hong Kong and China Gas Company Ltd
Excellence Awards	Aon Hong Kong Limited Fuji Xerox (Hong Kong) Limited Mandarin Oriental Hotel Group	Certificates of Merit	HSBC PCCW Limited Standard Chartered Bank (Hong Kong) Limited
2009		2004	
Gold Prize	MTR Corporation Limited	Gold Prize	The Hong Kong Jockey Club
Silver Prize	Synergis Management Services Ltd	Silver Prize	HSBC
Bronze Prize	Zurich Life Insurance Co Ltd	Bronze Prize	AXA China Insurance Co Ltd
Certificates of Excellence	Hang Yick Properties Management Ltd Hong Yip Service Co Ltd InterContinental Grand Stanford Hong Kong	Certificates of Merit	ACNielsen (China) Ltd Hong Kong Housing Authority MTR Corporation Limited
2008		2003	
Gold Prize	CLP Power Hong Kong Limited	Gold Prize	Cathay Pacific Airways Ltd
Silver Prize	Maxim Caterers Ltd and Hospital Authority	Silver Prize	Circle K Convenience Stores (HK) Ltd
Bronze Prize	The Hong Kong Jockey Club	Bronze Prize	HSBC
Certificates of Excellence	Canossa Hospital (Caritas) Hong Kong CSL Limited InterContinental Hong Kong	Certificates of Merit	Canossa Hospital (Caritas) Kai Shing Management Services Ltd Sun Hung Kai Properties Ltd
2007		2002	
Gold Prize	Tao Heung Group Limited	Gold Prize	Hong Kong Housing Authority
Silver Prize	Kowloon-Canton Railway Corporation	Silver Prize	Hsin Chong Real Estate Management Ltd
Bronze Prize	The Hong Kong Jockey Club	Bronze Prize	Allen & Overy (HK) Limited
Certificates of Excellence	Kowloon Shangri-La Hotel Li & Fung (Trading) Limited PCCW Limited	Certificates of Merit	American International Assurance Company (Bermuda) Limited Hong Yip Service Company Ltd Shangri-La Hotels and Resorts
2006		2001	
Gold Prize	Langham Place Hotel	Gold Prize	Hang Seng Bank Ltd
Silver Prize	Gammon Construction Limited	Silver Prize	Hongkong Post
Bronze Prize	Hang Seng Bank	Bronze Prize	Watson's The Chemist
Certificates of Excellence	Hang Seng Bank Jones Lang LaSalle – Management Solutions Shun Hing Electric Service Centre Ltd	Certificates of Merit	Giordano International Limited Hang Yick Properties Management Limited Hong Yip Service Company Ltd



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Past Campaign Award Winners

2000

Gold Prize	Standard Chartered Bank
Silver Prize	Hong Kong Housing Authority
Bronze Prize	The Hong Kong Jockey Club
Certificates of Merit	Heraeus Ltd Hospital Authority MTR Corporation

1999

Gold Prize	Hang Seng Bank Ltd
Silver Prize	CLP Power Hong Kong Ltd
Bronze Prize	Hang Seng Bank Ltd
Certificates of Merit	Goodwell Property Management Ltd The Jockey Club Kau Sai Chau Public Golf Course Ltd Kowloon-Canton Railway Corporation

1998

Gold Prize	Sheraton Hong Kong Hotel & Towers
Silver Prize	Tse Sui Luen Jewellery Co Ltd
Bronze Prize	DHL International (HK) Ltd
Certificates of Merit	The Hong Kong Jockey Club Hong Kong Police Shell Hong Kong Ltd

1997

Strategic HRD Category

Silver Prize	Regal Hotels International
Bronze Prize	DHL International (HK) Ltd

Skills Training and Development Category

Gold Prize	Hang Seng Bank Ltd
Silver Prize	Marks and Spencer (H.K.) Ltd
Bronze Prize	Regal Hotels International

1996

Overall Winner	Giordano Ltd
Strategic HRD Category	Giordano Ltd
Skills Training and Development Category	Mass Transit Railway Corporation

1995

Overall Winner	Hospital Authority
Strategic HRD Category	Hospital Authority
Skills Training and Development Category	Mass Transit Railway Corporation

1994

Overall Winner	Kowloon-Canton Railway Corporation
Strategic Management/Strategic HRD/TQM Training Category	Kowloon-Canton Railway Corporation
Management/Supervisory Training Category	Cathay Pacific Catering Services (HK) Limited
Professional/Technical Training Category	Securair Limited

1993

Overall Winner	The Asian Sources Media Group
Strategic Management/Strategic HRD/Customer Service/TQM Training Category	The Sino Group
Management/Supervisory Training Category	The Asian Sources Media Group
Professional/Technical Training Category	Hong Kong Aircraft Engineering Company Limited

1992

Service Category	Mass Transit Railway Corporation
Commercial and Industrial Category	Shell Hong Kong Limited

1991

Service Category	Arthur Andersen & Company
Manufacturing Category	Computer Products Asia-Pacific Limited
Construction Category	Franki Kier Limited
Wholesale/Retail/Import/Export Category	Jardine Pacific Limited – Pizza Hut Division
Utilities and Public Sector Category	Mass Transit Railway Corporation

1990

Multi-National Corporations Category	China Light & Power Company Limited
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* The above list shows the names of the award-receiving companies during the year of the Award indicated.



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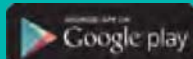
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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Individual Awards

JUDGING CRITERIA

Distinguished Trainer Awards

1. Signature Campaign
From a signature training and/or development campaign, the trainer has demonstrated his/her competencies as a good trainer in the following areas:
 - Making sure that training is connected to business/organizational need and external environment
 - Ability to design purposeful learning processes
 - Ability to manage and deliver a designed programme
 - Role in the internal marketing of training plans to stakeholders
 - Ability to evaluate training
2. Personal achievements and continuous development
3. Achievement in enhancing training and development capability

Outstanding New Trainer Awards

1. Signature Campaign
From a signature training and/or development campaign, the trainer has demonstrated his/her competencies as a good trainer in the following areas:
 - Making sure that training is connected to business/organizational need and external environment
 - Ability to design purposeful learning processes
 - Ability to manage and deliver a designed programme
 - Ability to evaluate training
2. Personal achievements and continuous development

INDIVIDUAL AWARD WINNERS

置地公司 **Trainer of the Year**

Mr Tolar Ng
Manager, Learning and Development
Ralph Lauren Asia Pacific Limited

Distinguished Trainer Awardees*

Ms Vivian Ling
Assistant Vice President
Citibank (Hong Kong) Limited

Mr Tolar Ng
Manager, Learning and Development
Ralph Lauren Asia Pacific Limited

Mr Edmond Poon
Assistant Manager, Staff Training and
Development
Pricerite Stores Limited

Ms Julia Wong
Manager – Learning and Development
Synergis Management Services Limited

Outstanding New Trainer Awardees*

Mr Lawson Chan
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Mr Cyrus Chau
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Maxim's Caterers Limited

Ms Hester Cheng
Senior Officer, Learning & Development
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Mr Cheng Kam Hong
Training Engineer
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Ms Vanessa Chou
Senior Officer –
Corporate and Talent Development
New World Development Company Limited

Ms Edna Chow
Senior Learning and Development Specialist
DFS Group Limited

Ms Selina Li
Supervisor, Airport Services (Training)
Hong Kong Express Airways Limited

Mr Chris Tsang
Assistant Manager –
Corporate and Talent Development
New World Development Company Limited

Mr Gary Wong
RSG Consultant –
Training, Learning & Development
McDonald's Restaurants (Hong Kong) Limited

Ms Kamy Wong
Assistant Learning and Development Manager
Sheraton Hong Kong Hotel & Towers

Ms Miriam Yang
Training Officer, Learning Academy
Standard Chartered Bank (Hong Kong) Limited

* The above list shows the Award recipients and their companies during the year of the Award indicated.

* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Individual Awards



TRAINER OF THE YEAR AND DISTINGUISHED TRAINER AWARDEE

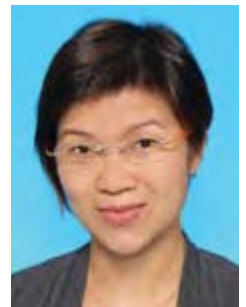


Mr Tolar Ng
Manager, Learning and Development
Ralph Lauren Asia Pacific Limited

"It is a great honour to receive the 'Distinguished Trainer Award'. Thanks to my Company and Leaders' support and nomination. The selection process was challenging, yet rewarding! It gave me an opportunity to reflect what I have done in the past, and how to lead my way to the future in training."

DISTINGUISHED TRAINER AWARDEES*

Ms Vivian Ling
Assistant Vice President
Citibank (Hong Kong) Limited



"This is my great honour to participate in this signature event for the Learning and Development community! I would like to express my sincere gratitude to the distinguished judges, dedicated HKMA staff, Citibank Business Training Team and all my mentors in previous employers who support me through my L&D career!"

Mr Edmond Poon
Assistant Manager, Staff Training and Development
Pricerite Stores Limited



"I would like to offer my sincerest gratitude to both my company Pricerite and my teammates. With their unreserved support, I am honoured to receive the Award which best demonstrates my passion in people development. I will continue to dedicate myself to nurturing talents and help my colleagues to develop their fullest potentials and hence their future career path."

Ms Julia Wong
Manager – Learning and Development
Synergis Management Services Limited



"I am grateful for the tremendous support from my Company – Synergis and my colleagues; they encouraged me to sustain the learning culture in Synergis. It is an honour to receive the 'Distinguished Trainer Award' and it certainly inspired me to develop more and better training programmes for our colleagues."

* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Individual Awards

OUTSTANDING NEW TRAINER AWARDEES*



Mr Lawson Chan
Training Officer
Midland Realty

"I am honoured to be awarded the 'Outstanding New Trainer Award' by the HKMA. This is a prestigious recognition for my achievement which marks a key milestone in my career path. I would like to express my heartfelt gratitude to my company – Midland Realty, my department head and my colleagues who gave me their full support. The insights gained from this experience are priceless for my long-term development."

Mr Cyrus Chau
Senior Officer, Learning & Development
Maxim's Caterers Limited



"This is a precious recognition in my life. I would like to express my heartfelt thanks to my supervisor and team members for their continuous supports and encouragement. Maxim's provides a great platform for me to exert myself and develop my career. The experience is invaluable! Thank you Maxim's and HKMA!"



Ms Hester Cheng
Senior Officer, Learning & Development
Maxim's Caterers Limited

"It is my honour to have received the 'Outstanding New Trainer Award' from the HKMA. This is a valuable experience which drives me to be a training profession. I would like to express my heartfelt gratitude to my company Maxim's Caterers Limited, supervisor and team members for their continuous support and encouragement."

Mr Cheng Kam Hong
Training Engineer
CLP Power Hong Kong Limited



"It is my honour to receive the 'Outstanding New Trainer Award'. The award does not only recognize my contribution in training profession, but also motivates me to continuously strive for excellence. I would like to express my heartfelt gratitude to the colleagues of Power Academy of CLP Power for their unconditional support and encouragement."

* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Individual Awards

OUTSTANDING NEW TRAINER AWARDEES*



Ms Vanessa Chou
Senior Officer – Corporate and Talent Development
New World Development Company Limited

“Receiving the ‘Outstanding New Trainer Award’ from the HKMA has certainly strengthened my passion and commitment in being a training and development professional. I would like to say a big thank you to the examiners of the HKMA for their recognition and CTD team at New World Development for their unfailing support and encouragement. In the future, I shall continue to strive for excellence in this exciting and rewarding profession.”

Ms Edna Chow
Senior Learning and Development Specialist
DFS Group Limited



“It is my honour to be recognized by the HKMA and the judging panel of industry professionals. To me, being a trainer is not only an identity, but also a mission to unleash our colleagues’ potentials with passion, knowledge and inspiration. I would also like to express my sincerest gratitude to DFS and I will continue to go from strength to strength with this honour.”



Ms Selina Li
Supervisor, Airport Services (Training)
Hong Kong Express Airways Limited

“I am very honoured to receive the ‘Outstanding New Trainer Award’ which is truly a valuable experience and key milestone in my career. Special thanks to my mentor for the encouragement and my heartfelt gratitude to my company and managers for giving me support and the opportunity to develop myself.”

Mr Chris Tsang
Assistant Manager – Corporate and Talent Development
New World Development Company Limited



“I am greatly honoured to be selected as a recipient of the ‘Outstanding New Trainer Award’. I did not make it alone. My company, my managers, my team and my beloved family have supported me along the way. I would like to offer my sincerest gratitude to all of them. The award has definitely motivated me to strive for even better in the future.”

* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.



AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Individual Awards

OUTSTANDING NEW TRAINER AWARDEES*

Mr Gary Wong

**RSG Consultant – Training, Learning & Development
McDonald’s Restaurants (Hong Kong) Limited**

“This award is a recognition to my efforts in being a committed trainer. It is a key milestone for me to strive for a greater achievement in my future development. I would like to express my heartfelt thanks to McDonald’s management and peers for their support and encouragement.”



Ms Kamy Wong

**Assistant Learning and Development Manager
Sheraton Hong Kong Hotel & Towers**

“I am so excited to receive the ‘Outstanding New Trainer Award’ from HKMA. This marks a key milestone in my career path and recognizes my commitment and dedication in the training profession. My heartfelt gratitude goes to Sheraton Hong Kong Hotel & Towers for giving me this opportunity to challenge myself.”



Ms Miriam Yang

**Training Officer, Learning Academy
Standard Chartered Bank (Hong Kong) Limited**

“I am so glad to get the ‘Outstanding New Trainer Award’ from HKMA. It is a good opportunity for me to learn. I would like to express my heartfelt thanks to my company Standard Chartered Bank and my team Learning Academy which supported me all the time. This is really a wonderful journey in my life.”



* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.



**AWARD FOR
EXCELLENCE IN
TRAINING AND
DEVELOPMENT 2016**

Past Individual Award Winners

2015

Trainer of the Year

Mr Alan Leung DFS Group Limited

Distinguished Trainer Awardees

Mr Alan Leung DFS Group Limited

Mr Desmond Mok Maxim's Caterers Limited

Ms Dorothy Wong ICC Limited

Ms Elsa Wong Bank of China (Hong Kong) Limited

Outstanding New Trainer Awardees

Mr King Chan McDonald's Restaurants (Hong Kong) Limited

Ms Eliza Cheng CLP Power Hong Kong Limited

Mr Keith Chu McDonald's Restaurants (Hong Kong) Limited

Ms Becky Chung Standard Chartered Bank (Hong Kong) Limited

Mr Lynn Lai China Life Insurance (Overseas) Company Limited

Mr Charles Tang MTR Corporation Limited

Ms Amy Tong G2000 (Apparel) Limited

Mr Penny Tsang Pure International (Hong Kong) Limited

Ms Stephanie Wong HSBC Life (International) Limited

Mr Kim Wu Maxim's Group – Starbucks Hong Kong

Ms Psyche Yau MTR Corporation Limited

Ms Willy Yuen BOC Group Life Assurance Company Limited

2014

Trainer of the Year

Ms Yvonne Yam RS Components Limited

Distinguished Trainer Awardees

Ms Maggie Chan Bank of China (Hong Kong) Limited

Mr Leo Lee CSL Limited

Ms Amy Leung DFS Group Limited

Ms Jasmine Lok Maxim's Caterers Limited

Ms Maria Tong Cathay Pacific Airways

Mr Vincent Woo Maxim's Caterers Limited

Ms Yvonne Yam RS Components Limited

Ms Snowy Zheng Australia and New Zealand Banking Group Limited

Outstanding New Trainer Awardees

Mr David Chan Maxim's Caterers Limited

Mr Max Cheng DFS Group Limited

Ms Novem Chung Midland Holdings Limited

Ms Kathy Kwong New World Development Company Limited

Mr Kenny Lai Bank of China (Hong Kong) Limited

Ms Rebecca Leung Maxim's Caterers Limited

Ms Jacqueline Ng Maxim's Caterers Limited

Mr Jovi Yan The Hong Kong Jockey Club

Ms Karin Yeung MTR Corporation Limited

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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Past Individual Award Winners

2013

Trainer of the Year

Dr Kelvin Wan HSBC

Distinguished Trainer Awardees

Mr Tomas Bay Ethos International Limited

Mr Rex Choi CSL Limited

Mr Charles Ho MTR Corporation Limited

Ms Mandy Hong CLP Power Hong Kong Limited

Mr Billy Ip The Hong Kong Jockey Club

Ms Jessie Kwong HSBC

Ms Angelina Lee CSL Limited

Dr Kelvin Wan HSBC

Outstanding New Trainer Awardees

Mr Anthony Chan Standard Chartered Bank (Hong Kong) Limited

Mr Ray Chan Bank of China (Hong Kong) Limited

Mr Frankie Fang Standard Chartered Bank (Hong Kong) Limited

Mr Gene Fung Australia and New Zealand Banking Group Limited

Mr Vikas Grewal Fleet Management Limited

Ms Jannet Kan McDonald's Restaurants (Hong Kong) Limited

Mr Donald Lai Standard Chartered Bank (Hong Kong) Limited

Ms Lolita Lei Richemont Asia Pacific Limited – Alfred Dunhill

Mr Andrew Li HSBC

Ms Jessica Siu The Hong Kong Jockey Club

Mr Simon Wong CLP Power Hong Kong Limited

Mr Raymond Yip McDonald's Restaurants (Hong Kong) Limited

2012

Trainer of the Year & Distinguished Trainer Awardee

Ms Vinky Lau The Hong Kong and China Gas Company Limited

Outstanding New Trainer Awardees

Ms Charissa Chan Swire Hotels

Mr Takki Chan The Hong Kong Jockey Club

Mr Anthony Chau DBS Bank (Hong Kong) Limited

Ms Belli Chui Standard Chartered Bank (Hong Kong) Limited

Ms Gloria Kam The Hong Kong Jockey Club

Ms Goldia Kong Miramar Group

Mr Leo Lee CSL Limited

Ms Angie Li BOC Group Life Assurance Company Limited

Mr Chris Ng McDonald's Restaurants (Hong Kong) Limited

Ms Carmen Tam Ocean Park Corporation

Mr Tony Wo Zurich Insurance (Hong Kong)

Mr Kenneth Wong MTR Corporation Limited

Ms Rose Wong Hong Kong Air Cargo Terminals Limited

Ms Joice Yan Toys"R"us (Asia) Limited

2011

Trainer of the Year

Ms Prudence Sze CLP Power Hong Kong Limited

Distinguished Trainer Awardees

Ms Sonia Lui Civil Service Training And Development Institute, Civil Service Bureau, HKSAR

Ms Prudence Sze CLP Power Hong Kong Limited

Mr Bob Xie The Hong Kong & China Gas Company Limited

Outstanding New Trainer Awardees

Mr Nicky Lam Island Shangri-La, Hong Kong

Ms Amy Law HSBC

Mr Lee Chee King The Hong Kong Jockey Club

Ms Priscilla Lim HSBC

Ms Katherine Lo American International Assurance Company, Limited

Mr Kelvin Lo The Hong Kong Jockey Club

Ms Amy Yu HSBC

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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Past Individual Award Winners

2010

Trainer of the Year

Ms Natalie Lee HSBC

Distinguished Trainer Awardees

Ms Astor Lau Ageas Insurance Company (Asia) Limited

Ms Natalie Lee HSBC

Ms Jacqueline Moyses Mandarin Oriental Hotel Group

Mr Bradley Wadsworth PACNET

Outstanding New Trainer Awardees

Mr Jason Furness HSBC

Ms Angelina Lee CLP Power Hong Kong Limited

Mr Lawrence Luk General Mills Hong Kong Limited

2009

Trainer of the Year

Ms Elsa Lam Ageas Insurance Company (Asia) Limited

Distinguished Trainer Awardees

Mr Joseph Chan HSBC

Ms Elsa Lam Ageas Insurance Company (Asia) Limited

Mr Thomas Robillard FedEx Express

Mr Wilkins Wong Civil Service Training & Development Institute,
Civil Service Bureau, HKSAR

Outstanding New Trainer Awardees

Ms Fanny Chan HSBC

Ms Effie Cheng McDonald's Restaurants (Hong Kong) Limited

Mr Andy Lau HSBC

Mr Nelson Wong The Hong Kong Jockey Club

Mr Will Wong HSBC

2008

Trainer of the Year

Mr Kelvin Ju AIG Companies

Distinguished Trainer Awardees

Mr Kelvin Ju AIG Companies

Ms Amy Kwong CLP Power Hong Kong Limited

Ms May Li Civil Service Training & Development Institute,
Civil Service Bureau, HKSAR

Mr Frankie Lo Ageas Insurance Company (Asia) Limited

Mr Vincent Tang HSBC

Ms Catherine Tong The Hong Kong Jockey Club

Mr Christopher Yang HSBC

Outstanding New Trainer Awardees

Mr Jonathan Bok HSBC

Ms Viola Chan AIG Companies

Mr Andy Clark ClarkMorgan Corporate Training

Ms Ivy Poon The Great Eagle Properties Management Company Limited

Mr Vincent Woo PCCW Limited

Ms Susane Yan HSBC

Mr Lester Yeung PCCW Limited

2007

Trainer of the Year

Ms Carroll Chu Island Shangri-La, Hong Kong

Distinguished Trainer Awardees

Ms Carroll Chu Island Shangri-La, Hong Kong

Ms Selina Kam HSBC

Mr Kenny Mak HSBC

Ms Shirley Ng Hong Kong Disneyland Resort

Outstanding New Trainer Awardees

Mr Mark Chan HSBC

Mr Peter Cheung Hong Kong Disneyland Resort

Mr Desmond Ho HSBC

Mr Badhri Nath Rama Iyer HSBC

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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2016

Past Individual Award Winners

2006

Trainer of the Year

Ms Michelle Yam Shangri-La Hotels & Resorts

Distinguished Trainer Awardees

Ms Sara Ho The Hong Kong Jockey Club

Ms Doris Ip The Aberdeen Marina Club

Ms Jessie Lau HSBC

Ms Carrie Wong HSBC

Ms Michelle Yam Shangri-La Hotels & Resorts

Outstanding New Trainer Awardees

Ms Iris Chow HSBC

Ms Angela Tsui CLP Power Hong Kong Limited

Ms Joyce Wai HSBC

2005

Trainer of the Year

Mr Shekhar Visvanath HSBC

Distinguished Trainer Awardees

Ms Marianne Chung HSBC

Mr Allen Kuo HSBC

Mr Gary Liu The Dairy Farm Company Limited

Ms Theresa Sham The Excelsior, Hong Kong

Dr Chester Tsang Hospital Authority / Institute of Health Care

Mr Shekhar Visvanath HSBC

Outstanding New Trainer Awardees

Ms Elsie Gung HSBC

Mr King Lee Kowloon-Canton Railway Corporation

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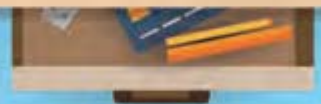
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