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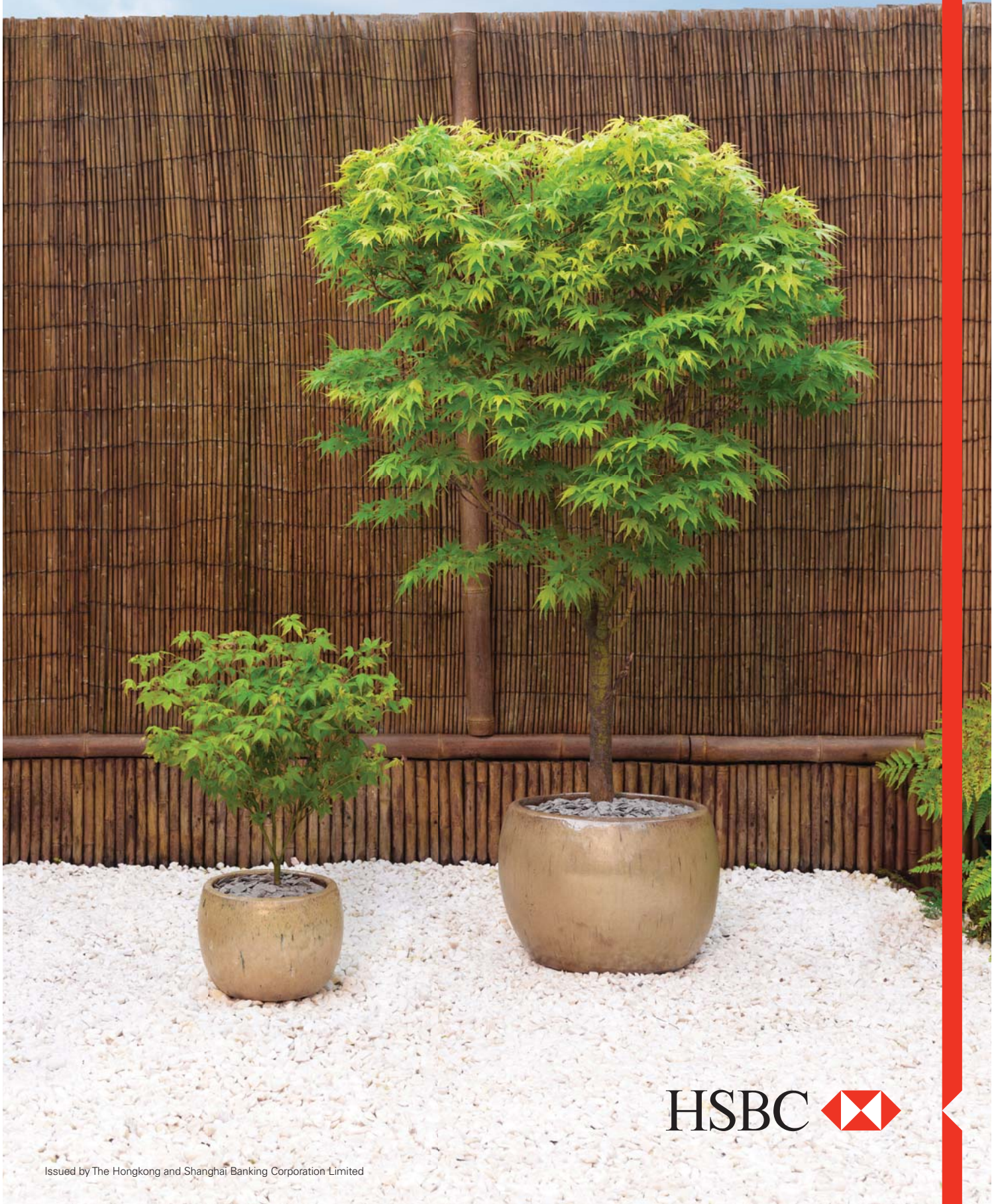
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## ***Message from Mr James Thompson GBS***



**Mr James Thompson GBS**  
**Chairman**  
**The Hong Kong Management Association**

More and more organizations believe that sustainability is the corner stone of their future success. To be a truly sustainable organization, it is not just about a change in the organization structure and system but, more importantly, it involves a shift in the organization culture, which fosters the integration of sustainability into the day-to-day operations and drives long term business growth. People are key to put this concept into practice.

In its 27th year, the HKMA Award for Excellence in Training and Development has continuously advocated the importance of people development. Having recognized over 400 training and development programmes and trainers, the Award winners over the years exemplified the best practice of training and development through their dedication, expertise and commitment to the field. This has made a substantial contribution to the Award's benchmarking of the industry.

On behalf of the Association, may I extend my sincerest gratitude to the Panel of Adjudicators. I would like to thank the Board of Examiners and all members of the Organizing Committee, especially its Chairman, Mr Anthony Rushton. Their support and dedication to the Award has earned much deserved admiration. My salutation also goes to all the Sponsors for their generous support. Finally, I wish to thank Mr Yue Yi, Vice Chairman and Chief Executive, Bank of China (Hong Kong) Limited; Chairman, Hong Kong Association of Banks; Chairman, Hong Kong Chinese Enterprises Association; and Chairman, Chinese Banking Association of Hong Kong for sharing his invaluable insights at the Award Presentation Ceremony.



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## ***Message from Mr Anthony Rushton***



**Mr Anthony Rushton**  
**Chairman, Organizing Committee**  
**Award for Excellence in Training and Development 2017**

Innovation is not exclusive to startup, but is also applicable within organizations. Training and development, among various functions in an organization, has long been regarded as one of the important hubs for nurturing human capital for ongoing success of an organization. There is now a viral change across recruitment, development, and retention where human resources can be a center of Innovation that makes tremendous impact towards the organization.

Over the past decades, the Award for Excellence in Training and Development has honoured and acknowledged organizations and individuals who implement outstanding practices in training and development that can be benchmarked against high standards in the field. By connecting HR practitioners with unwavering commitment and passion, the Award serves as an excellent platform for industry leaders and experts to exchange their innovative approaches and stimulate best ideas in developing talents.

The great success of the Award is a fruit of hard work of different parties. On that score, I would like to pay a warm tribute to my fellow members of the Organizing Committee with their compassion and devotion. I wish to thank the Panel of Adjudicators and the Board of Examiners for their effort and wisdom during the judging process. My salutations also go to all Sponsors for their generous support. Last but not least, my heartfelt congratulations to all Campaign and Individual Award winners for their tremendous achievement in the Award! Winning the Award is not at all easy, you all have demonstrated a shining example of great innovator as a role model for others to emulate.



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## *Message from Dr Victor Lee*



**Dr Victor Lee**  
**Executive Director**  
**The Hong Kong Management Association**

In the digital era, technology brings disruption and opportunities to all walks of lives. Training and HR professionals play a vital role to transform their organizations and to equip their employees to stay ahead of the fast-moving technological change.

Over 27 years, the Award for Excellence in Training and Development offers HRD professionals to have their efforts well recognized by their organizations and the community. It has been a prestigious business accolade that acknowledges exemplary organizations, no matter large or small, and individuals in the field of training and development.

On behalf of the Association, I would like to express my deepest gratitude to the Panel of Adjudicators as well as Mr Anthony Rushton, Chairman of the Awards Organizing Committee and his fellow members of the Board of Examiners for dedicating their time and efforts to bringing success of the Award. My heartfelt gratitude goes to the Lead Sponsors, Main Sponsors, Sponsors and Media sponsors for their generous support. I am also immensely grateful to Mr Yue Yi, Vice Chairman and Chief Executive, Bank of China (Hong Kong) Limited; Chairman, Hong Kong Association of Banks; Chairman, Hong Kong Chinese Enterprises Association; and Chairman, Chinese Banking Association of Hong Kong for being the Guest of Honour of the Award Presentation Ceremony.

Last but not least, may I take this opportunity to thank all Award entrants this year. The award proudly witnesses their great work and dedication to the training and development industry. Their effortless devotion to the profession brings to their future success.



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## **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's, master's 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 2015, The Institute of Advanced Management Development (AMD) was established to offer advanced management programmes for senior executive development and management consulting services with a view to making significant contribution to the growth of Hong Kong's human capital and of the economy locally and regionally.

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 eight 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, the Hong Kong Sustainability 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 seven 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 2017

## 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, People 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
-  Most Innovative Award
- Citation for Organizations with 500 Employees or Less
- Best Presentation Awards
-  Citation for Commitment to Professional Development
-  Citation for Change Management

#### Individual Awards

-  Trainer of the Year
-  Distinguished Trainer Awards
-  Outstanding New Trainer Awards



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## *Panel of Adjudicators - Skills Training Category*



**Ms Vicki Au**  
Managing Director  
Estée Lauder (Hong Kong) Limited



**Ms Loretta Fong**  
Partner, Assurance  
PwC



**Mr Herbert Hui**  
Managing Director  
Fuji Xerox (Hong Kong) Limited



**Dr Victor Lee**  
Executive Director  
The Hong Kong Management Association



**Mr Peter Mobbs**  
Group Chief Executive Officer  
Scentia



**Dr Leo Yang**  
General Manager  
Hilti Hong Kong Limited





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## *Panel of Adjudicators - Development Category*



**Mr Abraham Chan**

Founder, Chairman,  
Chief Executive Officer and Executive Director  
Purapharm International (Hong Kong) Limited



**Mr Stephen Ho**

Chief Executive Officer  
Citic Telecom International CPC Limited



**Ms Fion Ipp**

Founder and Managing Director  
AMOREPACIFIC Hong Kong Company Limited



**Dr Victor Lee**

Executive Director  
The Hong Kong Management Association



**Mr Stephen Leung**

Country Manager  
Pfizer Corporation Hong Kong Limited



**Mr Paul Poon**

Vice-Chancellor – CLP Power Academy  
CLP Power Hong Kong Limited



**Mr Raymond Tong**

Chief Operating Officer  
(Headquarters and Branded Products)  
Maxim's Group



**Mr Terence Yap**

Group Chief Executive Officer  
Guardforce Group

## *Human Resources Development Management Committee*



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



**Mr Morison Chan**  
Member  
Human Resources Development  
Management Committee



**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 and China Gas Company Limited

## *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 and Organization Development  
Maxim's Caterers Limited



**Mr Steve Lawrence**

Head of Training and Development – Airports  
Cathay Pacific Airways



**Ms Maylie Lee**

Head of Human Resources,  
Hong Kong and Greater China  
Marsh (Hong Kong) Limited



**Mr Teddy Liu**

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



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## *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 Anthony Rushton**

Regional Head of Learning,  
Asia Pacific Human Resources  
HSBC



**Ms Carmen Ting**

Head of Talent  
People, Performance and Culture  
KPMG



**Mr Chester Tsang**

Head of Management Training and  
Organization Development  
MTR Corporation



**Mr Kenneth Wai**

Director of Human Resources  
Island Shangri-La Hotel



**Ms Bianca Wong**

Regional HR Head Asia  
Hilti Hong Kong Limited

## *People Management Committee*



**Ms Margaret Cheng (Chairman)**  
Human Resources Director  
MTR Corporation



**Ms Florence Chow**  
Head of Group Human Resources  
HKT Limited



**Ms Connie Lam**  
Human Resources Director  
CLP Power Hong Kong Limited



**Ms Nita Law**  
Regional Head, Human Resources,  
Greater China and North Asia  
Standard Chartered Bank  
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**Mr C K Lee**  
Managing Director  
C K Lee & Associates



**Ms Carrie Leung**  
Chief Executive Officer  
The Hong Kong Institute of Bankers

## *People Management Committee*



**Ms Christina Leung**  
Director, Human Resources and  
Administration  
Guardforce Group



**Mr Peter Leung**  
Senior Human Resources Manager  
Hospital Authority



**Mr Thomas Ng**  
Human Resources Advisor  
The Hong Kong Jockey Club



**Prof Wong Chi Sum**  
Professor  
Department of Management  
The Chinese University of Hong Kong



**Mr Albert Wong**  
Group Head – Labour and Community Affairs  
Cathay Pacific Airways



**Ms Janet Yeung**  
Director of Human Resources  
Cordis, Hong Kong

## *Training and Development Awards Organizing Committee*



**Mr Anthony Rushton (Chairman)**

Regional Head of Learning,  
Asia Pacific Human Resources  
HSBC



**Ms Connie Chan**

Head of Human Resources, Hong Kong  
Yahoo! Hong Kong Limited



**Dr Salina Chan**

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



**Mr Vicmond Chan**

Human Resources and Administration Director  
Dragages Hong Kong Limited



**Ms Winnie Chiu**

Member  
Training and Development Awards  
Organizing Committee

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***Training and Development Awards Organizing Committee***



**Ms Kyon Chow**  
Head of Human Resources, Asia  
Johnson Electric



**Ms Joyce Chow**  
Managing Director, Learning and  
Development, International  
FedEx Express



**Mr Ian Choy**  
Senior Director – People Resources  
McDonald's Hong Kong



**Ms Mimi Fu**  
Director, Learning and Development  
Ocean Park Corporation



**Mrs Claudia Hodges**  
Director of Agency Training  
Agency Administration  
Prudential Hong Kong Limited



**Mr Collin Lam**  
Regional Director,  
Human Resources and Administration  
Fantastic Natural Cosmetics Limited



## *Training and Development Awards Organizing Committee*



**Ms Ivy Lau**  
Executive Director  
Bliss & Bless International Limited



**Ms Ivy Leung**  
Head of Human Resources and  
Administration  
Octopus Holdings Limited



**Ms Felicity Sam**  
Senior Director,  
Learning and Development  
Ralph Lauren Asia Pacific Limited



**Ms Bianca Wong**  
Regional HR Head Asia  
Hilti Hong Kong Limited



**Mr Stanley Yau**  
Director of Human Resources and  
Administration  
Hong Kong Airlines Limited



**Mr Albert Yeung**  
Partner  
DDI Transitionsasia Limited



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## 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

"APHRS Asia Physician Programme"  
Asia Pacific Heart Rhythm Society and Abbott Laboratories

##### Silver Award

"STAR Service"  
Sino Group

##### Bronze Award

"Let's Innovate!' - Unleashing Innovative Potential of 'raiLOvators'"  
MTR Corporation

#### Excellence Awards

"Hearts On Fire® - The World's Most Perfectly Cut Diamond"  
Chow Tai Fook Jewellery Company Limited

"Mission Extraordinary: Connect People and Performance"  
Manulife (International) Limited

"Diploma in Cable Car Technology"  
Ngong Ping 360 Limited



香港賽馬會  
The Hong Kong Jockey Club  
同心 同德 同進 同創 同享  
RIDING HIGH TOGETHER

#### Citation for Change Management

"Summit Go Live"  
FrieslandCampina (Hong Kong) Limited



#### Citation for Commitment to Professional Development

"Diploma in Cable Car Technology"  
Ngong Ping 360 Limited

#### Citation for Organizations with 500 Employees or Less

"Sales Excellence Programme"  
iGift Company Limited

"Diploma in Cable Car Technology"  
Ngong Ping 360 Limited



#### Most Innovative Award

"Sales Excellence Programme"  
iGift Company Limited

#### Best Presentation Award

Ms Carol Lee  
Manager, Training and Development  
Sino Group

#### 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

"Flying Beyond Your Career (Engineering License Trainee) ELT"  
Hong Kong Airlines Limited

##### Silver Award

"Ground Time Optimization Project at HKIA"  
Cathay Pacific Airways

##### Bronze Award

"Mobile Learning for Mobile Sales Force"  
FTLife Insurance Company Limited

#### Excellence Awards

"My Career"  
Citi Hong Kong

"With CORE in our Hearts, We Transform"  
The Hong Kong Jockey Club

"The Ride to a Great Career"  
MTR Corporation



#### Citation for Commitment to Professional Development

"Most Respected Agency (MRA) Programme"  
Sun Life Hong Kong Limited



#### Most Innovative Award

"Flying Beyond Your Career (Engineering License Trainee) ELT"  
Hong Kong Airlines Limited

#### Best Presentation Award

Ms Pink Leung  
Assistant Manager, Organization and Employee Development  
Hong Kong Airlines Limited  
and  
Mr Derrick Tsoi  
Assistant Engineer  
Hong Kong Airlines Limited



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## Skills Training Category

### Gold Award

#### “APHRS Asia Physician Programme”

#### Asia Pacific Heart Rhythm Society and Abbott Laboratories

##### About APHRS and Abbott Laboratories

The Asia Pacific Heart Rhythm Society (“APHRS”) is the first and only society organized in the Asia-Pacific region to promote excellence and advancement in the diagnosis and treatment of the patients with heart rhythm disorders. Its objectives include providing opportunities for exchanging scientific, medical and technological information among its members and with members of other national or international organizations by hosting annual APHRS scientific sessions and other related symposia.

Abbott Laboratories (“Abbott”) is a globally diversified healthcare company whose central purpose is to help people, at all stages of life, live their best possible lives through better health. Abbott offers a broad portfolio of market leading products that align with favorable long-term healthcare trends in both developed and developing markets. Abbott strongly supports the mission of the APHRS and provides unrestricted support to the APHRS.

##### Vision

According to the APHRS White Book (2015), the number of cardiac implantable electronic devices implanted in Asia is far less than that in Western countries. There is a great need in Asia to train more physicians to not only implant cardiac devices, but to understand the indications and benefits of using these life-saving devices.

Previously in Asia, there are no structured courses for cardiac device implantation. Since 2010, the APHRS has had a partnership with Abbott (previously St. Jude Medical) running physician training programmes in support of the development of junior physicians throughout Asia. The Asia Physician Programme aims to elevate the confidence and technical skills of physicians in device implantation including pacemakers, implantable cardioverter defibrillators (ICD) and cardiac resynchronization therapy devices (CRT).

##### Training Design

Understand that the gap for most junior physicians in their learning is not the lack of knowledge as most junior physicians can access relevant and updated scientific information on cardiac device implantation online. However, Abbott learned that what junior physicians lack is practical hands-on experience which is critical to attain the skills they require for successful device implantation as well as patients’ follow-up. Therefore, the Asia Physician Programme focuses on developing skills of junior physicians by providing them hands-on experience, bridging the gap between knowledge and clinical practices. The learning methodology focuses on preparation and active participation by means of:

- Pre-reading and completion of observation case log book before each module
- Didactic training and discussion
- Hands-on training, including programming workshops and surgical techniques using wet labs, provides junior physicians with a skills-focused opportunity to increase confidence during cardiac procedures
- Innovative simulation of procedures using the new Virtual Reality technology
- Completion of an implant case log book after each module before an APHRS Certificate is awarded

There are three modules with a focus on one device at a time, from pacemakers, ICD to CRT. Each module lasts for 1.5 days and is run in Abbott’s Advanced Technology Center in Beijing. Each module uses three faculty members from Asia Pacific who are well recognized international key opinion leaders and have abundant experience implanting and managing patients implanted with these devices.

##### Measurement and Outcomes

From 2012 through the end of 2016, 23 modules were conducted. 286 physicians from 15 countries throughout Asia attended the programmes. The data obtained from these modules supported that the objectives of the programme are primarily met. An increase in the confidence level of fellows and the subsequent increase in the number of devices implanted were observed. Through this programme, it is expected that more junior physicians in Asia to be appropriately trained and confident to implant cardiac devices independently.

##### Comments from Adjudicators

The programme objectives were clearly set with holistic analysis, aiming at enhancing the confidence and technical skills of physicians for implanting cardiac devices in Asia. As an unprecedented and the first structured course of this specialized field in the Region, the programme successfully trained more qualified physicians to contribute to the community.

The programme design was clearly planned and well-executed with three intensive modules, which were highly-balanced compositions of theoretical lectures and hands-on practices. The programme provided a progressive and well-structured path for physicians to develop and sharpen their skills effectively. Apart from acquiring professional knowledge from international key opinion leaders throughout the programme, the adoption of Virtual Reality Simulation System was a smart way to ensure physicians gained credible experience and built up confidence in operations.

The result was encouraging with significant increase in qualified physicians for implanting cardiac devices. More importantly, there was a rise in physicians’ confidence level of the readiness for operating surgeries independently after completing the programme.

Overall, it was an excellent medical training programme for other hospitals and medical schools to benchmark. It succeeded in enhancing the technical skills and confident level of cardiac physicians for the well-being of the industry and community.

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The Fullerton Building, which houses The Fullerton Hotel Singapore, was gazetted as Singapore's 71st National Monument in 2015. The Tai O Heritage Hotel received the Award of Merit, UNESCO 2013 Asia-Pacific Awards for Cultural Heritage Conservation.



AWARD FOR  
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DEVELOPMENT 2017**

## Skills Training Category

### Silver Award

#### “STAR Service”

#### Sino Group

##### About Sino Group

Sino Group is one of the leading property developers in Hong Kong. Its core business includes development of residential, office, industrial and retail properties for sale and investment. The Group is also engaged in other associated business areas such as shopping malls, property development, car park operations and management, security services, environmental services, real estate agency services, club management, hotel investment and management.

##### Objectives

Align with the company's mission “To achieve quality excellence by thoroughly understanding the needs of customers and consistently surpassing their expectations”, uplifting service mindset and skills of employees has always been the core training focus. With over 5,500 frontline employees of diversified background working in 198 managed buildings scattered in location across 18 districts in Hong Kong, “STAR Service” programme with a change in training approach is implemented to provide **Just-in-Time** service training support with **Scale** and **Impact** with the following specific objectives:

- To develop over 200 site trainers to deliver six STAR Service training to over 5,500 frontline staff
- To have at least one competent site trainer to provide training and coaching to frontline staff on a continuous basis at each building
- To increase the score of Mystery Shopper Survey (MSS) by 3%

##### Design and implementation

As target participants of six STAR Service training are frontline staff, the training is designed using simple content with high percentage of visuals to enhance their engagement. Service videos are produced which can be accessed anytime (24x7) through QR code and handy STAR Service booklet is produced as refresher or reminder tool to sustain learning and application at work. Coaching to frontline colleagues is embedded to reinforce service skills application outside training. Good service performance are being recognized in various ways including cash award for STAR of the Season and MSS full marks achievement, public recognition in Townhall meeting, intranet, etc. Experience sharing session with site trainers are held for continuous improvement.

Sino Group believes the success of a programme requires the commitment from relevant stakeholders. Hence strong focus and effort are put in engaging stakeholders, from senior to frontline colleagues, throughout the programme. Participants, site trainers, line managers and senior management all contribute and participate in the programme, e.g. senior management of property management is highly involved in reviewing training materials and taking up acting role in service video production.

##### Outcomes

Over 200 site trainers were trained up leading to a significant increase in the number of training session received by frontline employees. The training impact was reflected in 15% increase in MSS score, 133% increase in number of employees obtaining full marks in MSS, 4% increase in Customer Satisfaction Survey average score and 48% increase in number of customer compliments received. In short, a wide impact on service uplift was witnessed.

By adopting the Train-the-trainer approach, frontline employees can receive instant training and coaching at site and this boosts their motivation and confidence in applying learning at work. Site supervisors can internalize service skills better and become role model at site when their functional role is integrated with site trainer's role.

##### Comments from Adjudicators

With comprehensive training needs analysis, the programme objectives were clearly specified and articulated. The programme was a great initiative to raise the level of customer satisfaction by adopting the train-the-trainer approach, which aimed at training 200 site trainers to deliver 6 STAR Service Training to over 5,000 frontline staff.

The programme design was magnificent. Supplemented with practical, concise and interactive training materials, the programme was effective that site trainers were trained sophisticatedly to pass on their best practice of excellence service to frontline staff. The success of the programme also hinged heavily on the support of top management. Cash awards and special recognition on “Star of the Season” granted by senior management greatly motivated frontline staff and the site team to perform exceptional customer service.

The result was promising, with an increase of compliments received from customers and average score of Mystery Shopper Survey. The rise in the number of employees receiving STAR Service Training created a long-term and continual improvement in customer satisfaction for the whole company.

All in all, it was a distinctive programme, not only successfully trained all levels of staff of the organization to provide high level of customer service, but also created a great example and benchmark for the industry.

## Skills Training Category

### Bronze Award

#### “Let’s Innovate!” - Unleashing Innovative Potential of ‘raiLOvators®”

#### MTR Corporation

With the imminent growth across Hong Kong and international in recent years, MTR Corporation (“MTR”) has been facing various business challenges such as network expansion, continuous rising of customer expectation and intense competition in transportation industry. MTR has decided to further upskill staff’s innovation capabilities in adopting innovative and smart ways of doing things, which should be one effective direction to cope with those challenges.

##### Objectives

The “Let’s Innovate!” programme aims to:

- equip frontline staff with innovative mindset in creating new ways of working to strive for continuous improvement;
- develop their skills and knowledge in generating creative and innovative ideas;
- foster the sharing and execution of innovative ideas to support the business strategies.

##### The “raiLOvators®”

More than 4,500 frontline staff (e.g. Customer Service Representatives, Train Captains, Technicians, Tradesman, etc.) from Operations Division were invited to join the programme and became the “raiLOvators®”. The term “raiLOvators®” means “innovators” in “railway industry”, and was registered as a trademark.

##### Design and Implementation

A 3A Strategic Framework named “Three-Step to Innovation” was adopted to drive the programme: **Awareness** - Participants are aware of their innovation capabilities and development areas. A pre-programme assignment was to complete an internationally recognized creativity assessment, in identifying their own strengths and weaknesses in creativity and innovation. **Acquisition** - They learn the skills and knowledge to facilitate in innovative ideas generation, **Application** - Participants apply how to employ innovation in daily work practices.

**A blended-learning approach** was adopted to leverage different learning methodologies, on top of classroom training, in facilitating learning transfer, reinforcement and application. **Bite-sized learning videos** which featured innovation tips and elements were produced to sustain the learning momentum and encourage participants to make more innovative attempts. **Gamified learning** was another key learning methodology used. For example, “Secret room escape” was physically setup for different teams to discuss and apply what they have learnt to unravel the mystery of the imprisoned rooms. Other interactive offline games and mobile learning portal were also employed to facilitate team collaboration and learning.

To encourage the “raiLOvators®” to apply what they have learnt at work, an online discussion platform and suggestion schemes were in place to encourage them to discuss, explore and generate innovative ideas in addressing Corporation’s imminent issues. All the discussions were captured in an inventory. Some threads will be synthesized to ideas, evaluated and selected for feasibility study by a dedicated working group. Sound ideas will be implemented as action-learning projects with resources support from senior management.

##### Results and Outcomes

The results of the programme were very encouraging. Total 3,200 staff graduated from the programme and became MTR’s ambassadors to promote the innovation culture in their own departments. Their creativity competencies (captured by behavioural survey), participation rate of online discussion and suggestion schemes were all increased by more than 15%. As of the year 2016, around 600 action learning projects had been implemented with total cost saving of HK\$14 million.

##### Comments from Adjudicators

The objectives of the programme were clearly identified aligning with the business needs. The programme aimed at fostering “incremental”, “transformational” and “breakthrough” innovation capabilities of frontline staff of the Operations Division. It greatly encouraged employees to put forward unconventional ideas to optimize business operations.

The programme design was well thought-out and highly-integrated. The programme enlightened employees through theoretical skills training and benchmarking visits. There were lots of solid content and innovation allowing everyone in the organization to experience the programme. The creative involvement of senior management in the learning videos stimulated employees to think out of the box, which was an important factor bringing the programme into success.

It was a solid and effective programme that 600 Action Learning Projects were initiated since the programme has been launched. Outstanding ideas were evaluated by management and even put into practice to improve operations of train stations. It emboldened “raiLOvators®” to contribute more and improve business performance in the future.

Innovation is vital to business growth. In general, the programme was excellent in enhancing innovative mindset as well as personal growth of the employees, who were highly motivated to execute innovative ideas and bring future business improvement.





AWARD FOR  
**EXCELLENCE IN  
TRAINING AND  
DEVELOPMENT 2017**

## **Skills Training Category**

### **Excellence Award**

#### **“Hearts on Fire® - The World’s Most Perfectly Cut Diamond®”**

#### **Chow Tai Fook Jewellery Company Limited**

Hearts On Fire® (“HOF®”) is The World’s Most Perfectly Cut Diamond®. A HOF® diamond truly sparkles - there is no other way to describe it. It is a performance simply unseen in other diamonds. HOF® diamonds all boast a perfect ring of eight hearts on the bottom and a perfectly formed, symmetrical Fireburst® on the top that will outshine any other diamond. HOF® diamond displays a perfection you can actually see. A perfection that still stands alone today.

In 2014 Chow Tai Fook (CTF) became the sole distributor of (HOF®) in Hong Kong and Mainland China. HOF® was founded in Boston in 1996. HOF has registered The World’s Most Perfectly Diamonds®. HOF® is sold in 30 countries with over 500 points of sale. Celebrities wearing HOF® include Michelle Obama, Rihanna, Celine Dion, Gigi Leung, and many more.

A training committee was formed, consisting HOF® Sales Director, a Hong Kong trainer and two Hong Kong project leaders. The committee has developed the programme based on experience from USA with modification to suit Hong Kong jewellery retail culture. The objective of the programme is to cause students be able to demonstrate to customers the extraordinary brightness, fire and sparkles of HOF® diamonds with passion and confidence. The key challenges of the programme were

- to increase students’ knowledge in HOF® superior diamond cutting standard;
- to develop students’ confidence and passion in HOF®; and
- to demonstrate HOF® diamonds to customers without using jargon.

In order to maintain the momentum of students’ passion, all the Hong Kong HOF® consultants are entitled to join the HOF® championship competition with the USA team. The top level consultants will be awarded for a trip to Las Vegas to join the HOF® University; the second level consultants will be award a platinum HOF® pin with a HOF® diamond on it; the third level consultants will be awarded a special HOF® pin for recognition. The award ceremony was organized twice to highlight consultants’ great performance. A Diamond Night Fashion Show was organized to motivate HOF® consultants. During the show, selected HOF® consultants wore HOF® new collection jewellery and performed cat walk on T stage. Throughout the training development process, top management of CTF and HOF® showed great support. They had actively participated all the events.

The training methodology is experiential with lots of games, work place simulation role plays, discussions and group activities. They have constructed a HOF® mock up store next to the training room for simulation role plays. For the best first person experience, 100 pieces of HOF® jewellery were used for diamond appreciation. A parcel of general loose diamonds of different cut grades was used for comparison, so that students actually saw and experienced the superiority of HOF® diamonds brightness, fire and sparkles. Students’ engagement was further enhanced as they have the opportunity to compete in the USA HOF® Championship and to attend the HOF® University.

#### **Comments from Adjudicators**

The programme objectives were specific, aiming at training employees to be passionate and confident when selling diamonds of Hearts On Fire® in order to deliver an exceptional customer experience. The participants not only gained practical skills from local consultant courses and professional diamond certificate examinations, but also acquired wide exposure from overseas competitions.

It was a fun, interactive and intensive programme. Within a limited time frame, the programme was well executed with highly effective training on diamond knowledge and presentation skills, as well as opportunities for high achievers to participate in world-class competitions. The attractive rewards of competitions to top three levels of jewellery consultants were conducive to sustaining the motivation of participants to learn and transform. The staff in catwalk modelling was also a great way to improve engagement and enhance the fun element in the training.

The programme has achieved remarkable results with over 90% of participants awarded as top three levels consultants during Worldwide Hearts On Fire® Champion Competition. It created a positive reinforcement for the awardees to perform better in the future.

Overall, it was an outstanding programme, which has successfully created a positive impact on the sales performance of Hearts On Fire® products.



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AWARD FOR  
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DEVELOPMENT 2017**

## Skills Training Category

### Excellence Award

#### **“Mission Extraordinary: Connect People and Performance” Manulife (International) Limited**

##### **About Manulife**

Canadian-headquartered Manulife has operated in Hong Kong for 120 years. Its vision is “To be the most professional financial services organization in the world, providing strong, reliable, trustworthy and forward-thinking solutions for customers; most significant financial decisions.” As one of the largest financial services organizations in Hong Kong, the company takes care of the financial and protection needs of two million customers in Hong Kong and Macau through a wide range of financial protection and wealth management products and services.

##### **Objectives**

Nowadays, customers have unlimited access to information. They can easily make decisions based on the information they found on internet. Their business can no longer depend only on best in class product offerings, but will be heavily depended on the best in class service offerings. Therefore, financial advisors are moving to a need-based analysis which focuses more on understanding customer needs so as to better offer clients with personalized solutions. “Mission Extraordinary: Connect People and Performance” (“MX”) is a training programme for new advisors with high caliber. The objective of the programme is to drive better performance and higher customer satisfaction of the newly joined MX advisors.

##### **Design and Implementation**

To maximize the training effectiveness, a two-stage training is provided for new advisors.

**Stage 1:** New joiners of the MX programme will attend a 10-day introduction programme. The programme covers basic information such as introduction to the industry and the company, financial tools, financial solutions offered by Manulife and a unique three-step financial planning model created by Manulife.

**Stage 2:** Within three months after Stage 1, MX advisors will then join an 11 half-day sustaining programme to share their best practice, reinforce the importance of activity management such as the number of interviews conducted and the number of referrals they got each week, and to enhance the understanding on Manulife financial solutions as well as financial planning model.

**Follow Up:** Sales activities of MX advisors will be tracked and reviewed at stage two of the programme. Their direct managers are required to provide field training to MX advisors as we believe real life practice can drive business results.

The success of the programme cannot solely rely on agency training. Support by other stakeholders is also important. During the process, Agency Directors (corporate staff who lead agency) help screen high caliber advisors to join the MX programme. They also play a key role in promoting the MX programme to recruiting managers. Recruiting Managers attend workshops to enhance their skills on identifying high caliber advisors and uplift their coaching skills to drive the performance of MX advisors, and provide field training to them.

##### **Outcomes**

The performance of MX advisors was better than non-MX advisors in terms of productivity and retention. Net Promoter Score (“NPS”) was used to measure customer satisfaction. The company found that MX advisors have higher NPS than that of the non-MX advisors.

##### **Conclusion**

“Mission Extraordinary: Connect People and Performance” successfully drives the performance of new advisors. The success of the programme in Hong Kong serves as a good starting point for implementation of the programme to other Asian markets.

##### **Comments from Adjudicators**

The programme clearly identified business needs and market challenges, which had a clear goal to train new financial advisors (MX advisors) effective skills to adopt a customer-centric approach rather than product-centric one so as to drive higher customer satisfaction and productivity.

The programme was carefully planned with three-step financial planning approach, which enabled new joiners to master skills on using the financial planning tool, together with holistic and personalized customer-service skills. The programme was practical and adequately designed to improve the interpersonal skills of MX advisors. Small class size with plenty of role plays was essential to engage the participants. The implementation of the programme was highly integrated with other departments. The strong support and guidance from agency and recruiting managers were indispensable to motivate MX advisors to perform better throughout the programme.

The result was phenomenal, with an impressive ROI. A higher productivity of MX advisors and Customer Satisfaction Score compared to non-MX advisors demonstrated the effectiveness of the programme.

On the whole, it was a productive and practical programme, which has taken a step forward from traditional product and script training to soft skills training that closely connected to consumer needs.



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## Skills Training Category

### Excellence Award

#### “Diploma in Cable Car Technology”

#### Ngong Ping 360 Limited

##### Overview

Ngong Ping Cable Car is 5.7km long and the biggest bi-cable ropeway in Asia. It takes the guests away from the hustle and bustle of the Hong Kong city to the nature beauty in the Lantau in a 25-minute cable car ride. In 2016, Ngong Ping Cable Car had carried 1.71 million visitors.

As a key tourist attraction in Hong Kong, service quality has been one of the key result areas of the company. The one-of-the-kind and unique operations of the cable car system posed the challenges on recruiting and retaining experienced technical staff. To address the training and development needs on enhancing the staff technical competency and encourage staff's continuous learning and development in the company, a Training Centre was setup in 2013 and a systematic training programme in cable car technology was launched in 2014.

##### Business Needs Identification

**Company Vision, Mission and Values:** Ngong Ping 360 ("NP360") aims to be a must-have experience in Hong Kong with a mission to delight guests always, deliver safe and reliable services as well as to foster a company culture that enables staff to learn, grow and take pride in by demonstrating the values of excellent service, team spirit and creating pride.

**Strategic Training Review:** To unleash the excellence in the delivery of safe and reliable cable car services, NP360 recognized the need to groom its Operations and Maintenance (O&M) staff on possessing the cable car technical and supervisory skills. This led to the development of the Qualifications Framework Level 3 ("QF3") Diploma Training Programme in Cable Car Technology which aimed at developing home-grown expertise in the O&M of cable car systems.

**Programme Design:** The training programme was accredited as a QF3 training programme on 31 October 2014 after undergoing the four-stages stringent quality assurance processes with the Hong Kong Council for Accreditation of Academic and Vocational Qualifications. The programme was the first HKSAR-recognized diploma training programme in cable car technology and was also the first in-house cable car engineering training programme by a cable car operator in Asia.

##### Objectives

- To develop and foster the cable car system knowledge and competence of O&M staff which is crucial to ensure safe and reliable cable car services
- To provide a platform for O&M staff on attaining the competence as supervisory staff
- To retain experienced O&M staff in the company

##### Effectiveness of Content

The training programme consisted of:

- a two-year training programme with 27 learning modules
  - 23 technical modules containing both theoretical and academic studies; and
  - 4 non-technical modules containing Health and Safety, Supervisory Skill, Creative Thinking and Report Writing focusing on soft skills' training for all-rounded learning experience.
- an innovative e-learning system and a well-established Training Compound for skills practice and cultivating students' self-learning culture.

##### Outcomes

The training programme was successfully implemented with remarkable business and operating results. For example, the staff turnover rate had significantly dropped from 38.13% in 2012 to 0.01% in 2016, cable car reliability maintained consistently above 99.80% in the last 3 years and reduced the fault recovery time on average by 50%.

It is believed that the capability of providing a high quality and an internationally recognized vocational training is paramount to the success of their business and also help nurture our next generation.

##### Comments from Adjudicators

The training objectives were precise with comprehensive analysis on business and market challenges. The programme successfully developed a certificate course with Level Three of Hong Kong Qualifications Framework ("QF") for operation and maintenance staff to enrich their cable car technical and engineering skills and knowledge.

The two-year programme was systematic and practical, with well-designed curriculum and syllabus. It integrated with wide-spectrum of activities including computer-based and classroom training as well as hands-on experience. The small class training approach and frequent review on progress to ensure participants' standards met QF requirements greatly enhanced the level of participants' involvement and training efficiency.

The outcome of the programme was encouraging. It was a win-win for both employees and company. After launching for two years, all participants successfully graduated and awarded the diploma certificate. In addition, the business performance was remarkable with 99.87% of cable car reliability and a large decrease in accident rate at work of employees.

Overall, it was impressive that the programme provided a "home cooked" solution, not only uplifted technical competency but also as a way to retain talents. It was commended that the diploma programme would be a valuable reference for the cable car industry worldwide.

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DEVELOPMENT 2017**

## Development Category

### Gold Award

#### “Flying Beyond Your Career (Engineering License Trainee) ELT”

#### Hong Kong Airlines Limited

##### About Hong Kong Airlines

Hong Kong Airlines is a full-service airline rooted in Hong Kong. Since its establishment in 2006, it has been growing rapidly to become an internationally-acclaimed carrier which has been awarded the highly-esteemed 4-star rating from Skytrax. With their young age and young fleet, Hong Kong Airlines is fresh and energetic that they see a great potential in its future development. Their network has already expanded to Australia, New Zealand and Canada, covering over 30 cities across the Asia Pacific region and a lot more in the future.

##### Objectives

The aviation industry has a long history of engineer shortage because of limited recruitment and the rate of training of engineers lagging behind the pace of airline expansion. Hong Kong Airlines plans to fly to more long haul destinations and operates a fleet of almost double the current size by 2020. There is an expectation of 82% increase in engineer manpower by then. Therefore, they took the initiative to design and implement a fast-track training programme to transform fresh engineering graduates into engineer to fulfil the growth of manpower need. By an intense five-year training in both technical and business aspects, its trainees will not only become a “Doer” but also a “Leader.” This is an industry first to combine trainings in both frontline and office environment via a two-phase approach. The programme also aims to create a sustainable manpower cycle by developing trainees into future coaches and increasing training capacity.

##### Design and Implementation

- Origin of Idea: In view of mounting need of engineers, their engineering managers and frontline professionals suggested training internally to groom a new generation of aircraft engineers. Hong Kong Airlines understands the essentials and the path of developing a good engineer. They, therefore, came up with the idea of ELT programme, a training scheme that not only develops practical and management skills but also provides guidance to obtaining license from Hong Kong Civil Aviation Department.
- Recruitment of Talents: This fast track programme requires high potential talents to absorb as much knowledge as possible and they select candidates carefully. Candidates are examined based on six competencies and throughout the recruitment process, they would have opportunities to showcase their abilities. The six equally-important competencies are 1) Presentation Skills, 2) Logical Thinking, 3) Strategic Planning, 4) Business Acumen, 5) Technical Knowledge, and 6) Data Analysis.
- Coach Selection: The ELTs are coached in a one-on-one style. Therefore, the coaches need to be carefully selected to ensure the ELTs learn the best practice in a safe environment. Coaches are selected based on qualification, experience and safety record and the selected coaches will attend a three-day train-the-trainer course to equip them with proper skills.
- Development: 1) Internal and external training are provided to ensure sufficient knowledge and experience are obtained for future recognition. 2) ELTs rotate through six divisions in Engineering and Maintenance Department to learn both frontline and office functions. 3) ELTs are sponsored to take the Aircraft Maintenance License examinations held by Hong Kong Civil Aviation Department. 4) They offer ELTs different types of engineering activities at overseas to learn and grow including aircraft delivery and line station audit.
- Continuous Improvement and Performance Management: Presentation and evaluation are held quarterly with department director and managers to assess the performance of individual ELT. ELTs are also assessed on job specific skills and behavioral competency. The evaluations can be used to help improve the training plan for ELT.

##### Measurement and Outcomes

The programme is successful in meeting its objectives and also brings benefits that were not expected. Not only all ELTs complete all 13 exam modules in the first two years, the relationship among ELTs, coaches, and managers are close and the attrition rate of ELT is 0% as a result. The engagement level of ELTs also increased 12% from 2015 to 2016. It demonstrates great success of the ELT programme.

The ELT programme also gained wide coverage in various media platforms and the application number surged seven times consequently. Hong Kong Airlines also received invitations to multiple renowned institutions to share their best practice and even provided consultancy to another airlines to start their own programme.

##### Comments from Adjudicators

With a thorough analysis on business needs and industry challenges, the programme successfully met its objectives in grooming young engineering talents with fast-track career paths and professional qualification that fit the future development of the company and the aviation industry.

It was a clear, comprehensive and pertinent programme with effectively designed concept, framework and workflow. Both technical and business management capabilities were well integrated, from screening and selection, training and development, to assessment. A wide range of activities were formulated to enable effective talent development. The one-on-one approach and continuous engagement of mentors and mentees ensured participants received extensive hands-on experience. The collaboration and involvement of all stakeholders, including senior management and frontline professionals, was crucial to the success of the programme.

The programme result was impressive with 700% increase of applications from 2014 to 2017 and zero attrition rate of ELTs. All the ELTs were granted HKAR-66 License by Hong Kong Civil Aviation Department.

Overall, this first-in-industry training programme was innovative and has successfully identified, retained and developed qualified young aviation talents to be future leaders in aviation. The programme provided an excellent solution for manpower shortage problem in the industry and served as an outstanding benchmark for other organizations.

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## Central/Admiralty 中環 / 金鐘

Located adjacent to Lippo Centre, rooms with city view and partial sea view  
鄰近力寶中心，房間有城市景觀及部分海景



## Wan Chai 灣仔

Opposite to Revenue Tower, with large rooms which can accommodate up to 80 persons each  
稅務大廈對面，大房可容納多達80人



## Causeway Bay 銅鑼灣

Conveniently situated at the prime business district of Causeway Bay, near Times Square and next to Leighton Centre

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## **Development Category**

### **Silver Award**

#### **“Ground Time Optimization Project at HKIA” Cathay Pacific Airways**

Cathay Pacific's On Time Performance (OTP), the time that the aircraft pushes back from the boarding gate, declined every year between 2009 and 2015. On a good day, the expected on-the-dot departure time is between 25% and 35% from HKIA. A number of external factors played a part in this, however, there were also many factors within control.

To rectify this downward trend and drive operational excellence, the Ground Time Optimization (GTO) Project was initiated to update the Precision Time Schedule (PTS) and, crucially, to develop its people to be able to deliver it.

The PTS is delivered on average 200 times a day at HKIA by up to 70 people from 10 different business units for each turnaround. The success of the GTO project hinged on developing 1,900 frontline leaders to execute the complicated procedures at a level of excellence previously unseen.

A large part of redesigning the PTS was an organizational culture change to break down the silos between these departments. With the new PTS, Cathay Pacific made collaboration and ownership the central drivers of the redesign.

With the new PTS was in place, it remained to develop the frontline leaders to master the new timings, culture and associated behaviours.

A new Turnaround Coordinator (TCO) role was introduced. One of its primary function is on managing performance and punctuality of all parties involved in the turnaround. A series of management briefings took place in 2016 to develop previously Ramp Coordinator into TCO. New hire training was developed and offered to new hired TCOs.

A series of Service Leadership Forum (SLF) drew in colleagues from around the world. These forums served as the platform to communicate core GTO project messages to the frontline. The SLF was attended by Ground Crew, Aircrew and the newly trained and empowered TCOs. 37 sessions were run reaching a total of 1,900 frontline leaders. In each forum, senior managers, including Directors, explained the scale of the OTP problem and introduced new PTS and work flows our frontline people.

They challenged their frontline leaders to look at what is within their control during the turnaround which affects OTP. If everyone along the process "hustles safely" to chase time then the saved minutes accumulate to a significant saving. Within the forum, discussions and experience sharing sessions between the different business units allowed better understanding each other's challenges and aligning on best practices. Each group among the Aircrew, Ground Crew, and TCOs flagged different areas of concern. The forum allowed participants to become aware of each other's difficulties and to be sensitive to them.

Ongoing engagement includes Yammer posts, videos, posters, events, articles in various internal communication channels to key parties, games and incentive programmes have been introduced to keep the momentum alive.

Cathay Pacific's OTP of Hong Kong in 2016 demonstrated significant improvement. Substantial fleet hours per year have been saved by TCO's ability to chase time with the new PTS. Customer satisfaction with punctuality has increased materially year on year.

The outcomes of the GTO project are delivering improvements across the Cathay Pacific Group. For its people, the organizational culture has been changed to view On Time Performance as central in everything they do. For its passengers, they can ensure that the premium customer service for which they are renowned is supported by the integrity of its schedule. For its future, significant savings are being made in the costs of disruption and ground time. All of these were made possible by the development of its 1,900 frontline leaders to deliver the new PTS in a way that will drive operational excellence for many years to come.

#### **Comments from Adjudicators**

The programme objectives were clearly defined and well-evaluated, aiming at reducing turnaround time of aircraft through redesigning the Precision Time Schedule. It successfully reengineered the organizational culture of on time performance and synergized interaction among a massive group of stakeholders, from internal senior management to frontline operational staff, as well as external suppliers.

The programme was meticulously planned with in-depth investigation on the root causes. The “Triangle Handshake” effectively enhanced communications, cooperation and ownership of the issue among the key parties. A series of corporate-wide events were arranged to gather senior management and frontline leaders to ensure thorough understanding and staff commitment. The utilization of technology drove significant improvement in the complicated turnaround procedures.

The measurement and outcomes were precise and rigorous. The programme has achieved a remarkable improvement of on-the-dot on-time performance as well as reduction of staff overtime spending and fleet hours.

On the whole, it was a highly successful programme to raise the collaborative staff performance and operational excellence of the company despite of the huge complexity. It was a shining example to the industry, which has successfully saved cost, improved performance, changed culture of the employees and contractors as well as enhanced customer satisfaction.



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AWARD FOR  
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## **Development Category**

### **Bronze Award**

#### **“Mobile Learning for Mobile Sales Force”**

#### **FTLife Insurance Company Limited**

##### **About FTLife Insurance Company Limited**

FTLife Insurance Company Limited (“FTLife”), a wholly-owned subsidiary of Tongchuangjiuding Investment Management Group Company Limited. With its headquarter in Beijing, FTLife is one of the largest life insurance companies in Hong Kong serving individual and institutional clients from a diverse portfolio of financial protection and wealth management products.

##### **Objectives**

While FTLife is adopting multiple distribution channel strategy, agency sales channel (agency) is one of the most critical channels in terms of new business production. In this connection, the competence of FTLife agents is crucial for bringing FTLife to the next level of success and effective training and development for them become the catalyst. Mobile learning has been launched since July 2015 for FTLife agency to embrace the following opportunities and challenges:

- Encountering frequent time conflicts between customer appointments and physical attendance of training activities by agents
- Striving for greater level of utility of training resources
- Seeking to establish a better Knowledge Management System for FTLife agency

Mobile Learning is expected to become an anytime and anywhere learning platform for agency and be effective in creating positive impact to business performance and saving resources.

##### **Design and Implementation**

Mobile learning has been designed with three purposes: COMMUNICATION, LEARNING, SHARING. To promote COMMUNICATION, the home page displays an attractive and prominent eNews, with the latest information on learning, training and development. This has become a convenient, one-stop and first-stop location for agents seeking to update or develop themselves. For LEARNING, mobile learning offers two learning sections, namely Learning Modules and Learning Videos. Learning materials in the portal have been categorized according to different segments of agents or business to facilitate focused learning. “Share” and “Like” functions have been incorporated in the Learning Videos section to allow agents to encourage others to learn via the portal, so as to boost the learning culture within FTLife agency. The Learning Videos section is also able to push learning video clips of similar subject matter to a user for extended learning. Finally, for SHARING, at “Download Corner,” agents can download materials, such as PowerPoint slides from training courses and seminar presentations.

##### **Measurement and Outcomes**

Training effectiveness of mobile learning has been evaluated by measuring the reaction from users, the learning outcomes, the impact on business performance and the cost effectiveness. Mobile learning has accumulated a satisfactory number of login users, login times and video views since launching. It has been observed that agents had access to the portal all the timeslots around the clock in a single day, indicated that anytime, anywhere learning as an objective has been achieved. Regarding learning outcomes, it has been observed that mobile learning users achieved a higher passing rates in the insurance licensing examination than the non-users. Mobile learning has also been proven to create positive impact on business performance of agency for users who have been observed to have a higher sales productivity than non-users in terms of new business sales. Finally, mobile learning has so far achieved a remarkable ROI of 464%.

##### **Comments from Adjudicators**

The programme objectives were well defined to address the business challenges in a competitive insurance industry. It successfully transformed the learning culture of the insurance agents by introducing them a personalized, offsite and interactive learning experience.

The programme was tactfully designed and cleverly leveraged on latest technology. The mobile learning platform was highly user-centric with various proven-effective features of social media to facilitate learning, sharing and application. The platform also served as a strong knowledge management system with participation of top management, contribution of top performers and involvement of various functions and departments. The use of modern technology as the channel, abundant of short videos as the medium and successful staff experience sharing as the content was perfect.

The results were remarkable. The programme has achieved an astonishing ROI of over 400% after launching for a year. The agents’ hit rate, access pattern and the higher passing rate of insurance licensing examination demonstrated the programme was simple yet powerful.

All in all, the programme was highly effective to engage the agents to learn anytime and anywhere, enhance their performance and the overall business results. It was a successful case of moving traditional learning mode to mobile learning.

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AWARD FOR  
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DEVELOPMENT 2017**

## Development Category

## Excellence Award

### “My Career”

### Citi Hong Kong

#### About Citi

Citigroup Inc. opened its first office in Hong Kong in 1902. It is one of the largest and longest-established foreign financial institutions in Hong Kong serving over one million clients.

Citi's mission is to serve as a trusted partner to their clients by responsibly providing financial services that enable growth and economic progress. Operating as a full service bank with a strong track record in corporate and investment banking, private banking, commercial banking, consumer banking, wealth management, transaction services and trade/treasury activities, its diversified banking services and global presence is one of their major strengths.

#### Objectives

“My Career” is a development initiative designed to put employees in the driving seat of their career development through a sustained mindset change; and expand their learning through the “**3 E's**” - **Experience, Exposure and Education**.

It brings together Citi's Talent, Learning, Performance Management and Diversity offerings and approach under a single, recognizable brand using innovative learning technology and social, collaborative platforms. Providing employees with resources and tools to manage and take control of their career that will enable them to:

- reflect on their career and set clear career aspirations;
- have honest career development conversations;
- have exposure to learning opportunities available to them;
- take control of what and how they learn;
- update individual development plans regularly and to a high standard.

#### Design and Implementation

“My Career” is a one-stop shop for all employee needs related to their career. Leveraging on new-age technology and gamification (which can be downloaded to the smartphones), it combines several innovative and social platforms that brings the employee's experience to a whole new level.

The heart of the portal is the **6-step approach** to career management that will guide both the manager and the employees in navigating their careers and leveraging on the resources that Citi provides. It enables employees to surface “options” for discussion with managers, as opposed to defining the next job move or role.

#### Measurement and Outcomes

“My Career” is a **simple**, yet **powerful** and **innovative** tool, utilizing a **digital** platform, to empower employees to drive their career. It is designed to cater to all generations by drawing engagement and providing “easy-to-use” tools for employees of all levels.

With the click of a button, one can easily navigate the site's resources from the assessment tools, to finding how to prepare their Individual Development Plan; to watching video blogs of peers and seniors in the region sharing their career stories in **My Career Tube**; or simply wanting to chat with experts and seniors for career advice in **Ask My Career**. With **over 54%** of the employee population being Millennials, the site using cutting-edge technology, caters very well to their preferred way of learning through active engagement and social interaction.

“My Career” targets to give an integrated experience to employees and managers, making it a one-stop shop for all learning and performance management. Citi believes engaged employees lead to stronger motivated ones, which means enhanced productivity leading to a better, healthier business performance.

#### Comments from Adjudicators

The programme objectives were clearly defined and targeted. It was an innovative initiative to design an interactive platform to enable employees to access wide range of resources for learning as well as career planning and development. It aimed at instilling a growth and learning culture in the organization which led to an advanced personal as well as business performance.

The design and implementation were well-structured and progressive with six step-by-step approaches, which were easy for all participants to follow. It successfully leveraged on technology to combine several platforms into a one-stop portal to facilitate employees to develop and implement their personal development plans. The strong support and involvement of senior management and people managers were accountable to drive usage and commitment by having meaningful development conversations with employees through the online portal.

The programme made positive impact on employees' motivation to take ownership on career planning. With low investment cost, the programme result was exemplary with around 30,000 employees hit on the portal for personal development since its launch in 2016.

Overall, the programme was effective to ingrain continuous learning culture throughout the company. It created a win-win situation for both employees and management as the programme provided a progressive and clear path to foster individual and corporate long-term growth.



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AWARD FOR  
**EXCELLENCE IN  
TRAINING AND  
DEVELOPMENT 2017**

## Development Category

## Excellence Award

**“With CORE in our Hearts, We Transform”**

**The Hong Kong Jockey Club**

### About The Hong Kong Jockey Club

The Hong Kong Jockey Club (“The Club”) is a not-for-profit enterprise dedicated to community betterment. With a mission to combat the competitive multi-channel offerings from illegal and overseas bookmakers, the Club has been transforming itself into a customer-centric organization. Retail has also aligned with the corporate strategy to serve different customer segments with its high street presence in Hong Kong through its sizable cross-generation workforce. It employs 500 full-time and 4,000 contract and part-time staff who work across 102 Off-Course Betting Branches and 110 betting booths in two racecourses.

### Objectives

“With CORE in our Hearts, We Transform” aims at developing a pool of all 4,500 Retail supervisory and frontline staff with essential competencies, who are highly versatile and proactive with a strong business sense to keep the customer’s interest at heart. The Club believes their development programme will help transform people from transaction-focused to customer-centric and become their future leaders in order to meet the business challenges and enhance its competitiveness.

### Design, Development and Implementation

The Club has established a sustainable change management model “CORE” for people development. It embeds four strategic pillars and has successfully addressed the organizational challenges relating to people development and performance expectations, which contribute to on-going improvements in organization’s capability, performance and business results.

- **Competency Building:** To identify the development needs required to bridge the competency gaps of 4,500 staff between their current performance and expectations, the Club has conducted analyses with their internal stakeholders across all levels of departments. Six core competencies were identified from the development needs analysis and acted as framework for outlining the course curriculum.
- **Open Communication:** To gain buy-in and communicate effectively, they have implemented multiple communication channels and staff engagement programmes for two-way communication to ensure their people are empowered to speak up and drive change.
- **Recognition and Results:** To encourage effective knowledge transfer and motivate staff to apply their knowledge in the workplace, the Club has initiated innovative experiential learning activities and learning-in-action competitions with incentives and rewards. Recognition creates enduring impact on staff engagement and renews their commitment to the organization along the journey.
- **Effective Implementation and Sustainability:** To put the programme into action, they have addressed the challenges and determined success factors to achieve programme objectives. An interactive e-learning platform has been implemented to support sustainable learning.

### Measurement and Outcomes

The programme has been effectively delivered to all 4,500 staff with in-house resources. Its results to date underscore the significant support to staff in helping them effectively embrace change under Retail’s new roles, which aligned with the Club’s mission. People have been successfully equipped with essential capabilities to deliver customer-centric behaviours and developed as their future leaders. Targets in areas of mystery shopper programme, customer satisfaction level, staff churn rate and related business results have been achieved and exceeded with encouraging business outcomes. Retail has also won several leading service awards in the industry.

“With CORE in our hearts, we have successfully transformed on our rewarding journey!”

### Comments from Adjudicators

The programme objectives were well-planned with in-depth analysis on business challenges. It aimed at transforming 4,500 retail supervisors and frontline staff from transaction-focused to customer-centric and equipping them with capabilities to drive change so as to meet the increased customer expectation in retail betting services.

It was a comprehensive and thorough programme, which took all the stakeholders’ needs and expectation into consideration. The framework was highly structured and well-defined. The six core competencies were clearly identified to direct appropriate development of the curriculum. Various communication channels were deployed to strengthen employees’ understanding and buy-in of the programme. In addition, the programme was diligently designed with extensive assessments and incentive programmes to ensure application of skills and knowledge of the employees. The electronic self-learning platform and regular broadcast of service videos were good attempts to address the need for sustainable learning.

The programme outcome was phenomenal. The increase in the score of Mystery Shopper report and customer satisfaction level for Off-Course Betting Branches were key proves of success of the programme.

On the whole, it was a holistic programme which has not only developed internal talent for future succession pipeline, but also redefined the customer service standard of the retail 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 recent years:

### Hong Kong

- Randstad Employer Brand Awards - The Most Attractive Employer in Hong Kong (1st place)
- 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

### 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.

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AWARD FOR  
**EXCELLENCE IN  
TRAINING AND  
DEVELOPMENT 2017**

## Development Category

### Excellence Award

#### “The Ride to a Great Career”

#### MTR Corporation

Established in 1975, MTR Corporation (“MTR”) has been serving the community with an average weekday patronage of over 5.5 million passengers everyday. MTR is regarded as one of the world’s leading railway operators. Its main business includes railway, property and consultancy projects around the world including Mainland China, UK, Australia, and Sweden. MTR believes that human capital is the gateway to excellence and is committed to accelerating the growth not only for their staff but also for the communities through various training and development initiatives.

#### Objectives

To meet the business needs in the dynamic business environment, **the Corporate Leadership Pipeline** has been developed to ensure leadership succession. It was imperative to implement the talent management including Graduate Trainee (“GT”) Programme to attract, groom and retain young talents with aims to:

- **develop high potential fresh/recent graduates** with high functional/geographical mobility to be readily to take up leadership roles in the future;
- **create a pool of well-rounded talents** with MTR’s DNA and network, functional competencies and general management flair;
- **form a leadership pipeline** with talents of high performance at different levels for **succession planning**.

#### Design and Implementation

To ensure the learning and development of the GT Programme is effective, they have adopted a 70/20/10 learning approach to form the 6 “E” development framework, which focuses on experience-based development for developing a pool of talents with **MTR’s DNA**. The framework is:

- **Experiences (70%)**: job rotations, action learning projects, corporate events, community projects, study trips and benchmarking visits to **Enrich** GTs’ exposure and **Engage** them through on-the-job assignments and activities
- **Informal Learning (20%)**: regular career discussion, reverse mentoring to **Entrust** and **Enlighten** them through feedback, coaching, mentoring and collaborative actions
- **Education (10%)**: corporate familiarization, competency-based classroom training, and mobile learning to **Enhance** GTs’ knowledge and skills; and equip them with structured courses and necessary qualification to **Enable** their success at work

#### Measurement and Outcomes

The evaluation mechanism of the GT Programme was in line with **HR Development Balanced Scorecard** to ensure balanced assessment across **Customers, Learning, Internal, Financial, Organization and Community** perspectives. The programme results have been very encouraging with evaluation rating reached an average of 4.6 out of 5.0. More than 2,200 trainee mandays and about 280 training and development activities have been conducted. In average, the GTs have progressed to senior supervisors after 3.3 years and managers after 5.8 years. The programme has also successfully equipped the GTs with capabilities for further development. For example, for every three out of four GTs who joined the assessment of next level talent development programme in the leadership pipeline, they were successfully admitted to the talent programme. Retention rate is very satisfactory, no matter within GT scheme and even 5 years after scheme. The programme has also brought high potential cost saving to the Corporation and contributed much to the community.

#### Comments from Adjudicators

The programme objectives were well-defined aligning with the business needs. It aimed at developing high potential graduate trainees into all-rounded talents so as to create a pool of management leaders with MTR’s DNA for succession planning.

It was a well-designed programme with in-depth training needs analysis to collect insights for effective programme development. It clearly demonstrated the inclusion and engagement of the key stakeholders throughout the design and implementation phases. The programme was comprehensive with the 6E Development Framework and the 70/20/10 learning approach. Trainees gained practical experiences and exposed themselves to MTR’s core values through rotating different core functions and participating in various corporate events. “Reverse Mentoring” was an innovative move showing management support, which allowed trainees to act as mentors of management and highly motivated millennials to share their ideas on business operations.

The programme achieved promising results with over 90% retention rate upon completion of the three-year programme and high progression rate of graduate trainees to supervisory level.

All in all, the programme successfully groomed and developed a pool of high potential graduate trainees with MTR’s DNA, who in turn became MTR’s ambassadors to bring values to the community and the corporate branding.



AWARD FOR  
**EXCELLENCE IN  
TRAINING AND  
DEVELOPMENT 2017**

## Past Campaign Award Winners

2016

### Skills Training Category

- Gold Award** Cordis, Hong Kong
- Silver Award** MTR Corporation and Sports Federation & Olympic Committee of Hong Kong, China
- Bronze Award** TAL Apparel Limited
- Excellence Awards** Fuji Xerox (Hong Kong) Limited  
Hong Kong Sheng Kung Hui Welfare Council Limited  
The Great Eagle Properties Management Company Limited - Langham Place

### Development Category

- Gold Award** Prudential Hong Kong Limited
- Silver Award** Esquel Group
- Bronze Award** Manulife (International) Limited
- Excellence Awards** Bank of China (Hong Kong) Limited  
Wallem Group  
Zurich Insurance (Hong Kong)

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



AWARD FOR  
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TRAINING AND  
DEVELOPMENT 2017**

## Past Campaign Award Winners

2012

### Skills Training Category

<b>Gold Award</b>	The Hong Kong Jockey Club
<b>Silver Award</b>	DHL Express (HK) Limited
<b>Bronze Award</b>	CLP Power Hong Kong Limited
<b>Excellence Awards</b>	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

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

2011

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

2010

<b>Gold Prize</b>	Bank of China (Hong Kong) Limited
<b>Silver Prize</b>	Morgan Stanley
<b>Bronze Prize</b>	The Hong Kong Jockey Club
<b>Excellence Awards</b>	Aon Hong Kong Limited Fuji Xerox (Hong Kong) Limited Mandarin Oriental Hotel Group

2009

<b>Gold Prize</b>	MTR Corporation Limited
<b>Silver Prize</b>	Synergis Management Services Ltd
<b>Bronze Prize</b>	Zurich Life Insurance Co Ltd
<b>Certificates of Excellence</b>	Hang Yick Properties Management Ltd Hong Yip Service Co Ltd InterContinental Grand Stanford Hong Kong

2008

<b>Gold Prize</b>	CLP Power Hong Kong Limited
<b>Silver Prize</b>	Maxim Caterers Ltd and Hospital Authority
<b>Bronze Prize</b>	The Hong Kong Jockey Club
<b>Certificates of Excellence</b>	Canossa Hospital (Caritas) Hong Kong CSL Limited InterContinental Hong Kong

2007

<b>Gold Prize</b>	Tao Heung Group Limited
<b>Silver Prize</b>	Kowloon-Canton Railway Corporation
<b>Bronze Prize</b>	The Hong Kong Jockey Club
<b>Certificates of Excellence</b>	Kowloon Shangri-La Hotel Li & Fung (Trading) Limited PCCW Limited

2006

<b>Gold Prize</b>	Langham Place Hotel
<b>Silver Prize</b>	Gammon Construction Limited
<b>Bronze Prize</b>	Hang Seng Bank
<b>Certificates of Excellence</b>	Hang Seng Bank Jones Lang LaSalle – Management Solutions Shun Hing Electric Service Centre Ltd



AWARD FOR  
**EXCELLENCE IN  
TRAINING AND  
DEVELOPMENT 2017**

## Past Campaign Award Winners

**2005**

<b>Gold Prize</b>	Langham Place Hotel
<b>Silver Prize</b>	CLP Power Hong Kong Limited
<b>Bronze Prize</b>	The Hong Kong and China Gas Company Ltd
<b>Certificates of Merit</b>	HSBC PCCW Limited Standard Chartered Bank (Hong Kong) Limited

**2004**

<b>Gold Prize</b>	The Hong Kong Jockey Club
<b>Silver Prize</b>	HSBC
<b>Bronze Prize</b>	AXA China Insurance Co Ltd
<b>Certificates of Merit</b>	ACNielsen (China) Ltd Hong Kong Housing Authority MTR Corporation Limited

**2003**

<b>Gold Prize</b>	Cathay Pacific Airways Ltd
<b>Silver Prize</b>	Circle K Convenience Stores (HK) Ltd
<b>Bronze Prize</b>	HSBC
<b>Certificates of Merit</b>	Canossa Hospital (Caritas) Kai Shing Management Services Ltd Sun Hung Kai Properties Ltd

**2002**

<b>Gold Prize</b>	Hong Kong Housing Authority
<b>Silver Prize</b>	Hsin Chong Real Estate Management Ltd
<b>Bronze Prize</b>	Allen & Overy (HK) Limited
<b>Certificates of Merit</b>	American International Assurance Company (Bermuda) Limited Hong Yip Service Company Ltd Shangri-La Hotels and Resorts

**2001**

<b>Gold Prize</b>	Hang Seng Bank Ltd
<b>Silver Prize</b>	Hongkong Post
<b>Bronze Prize</b>	Watson's The Chemist
<b>Certificates of Merit</b>	Giordano International Limited Hang Yick Properties Management Limited Hong Yip Service Company Ltd

**2000**

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

**1999**

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

**1998**

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



AWARD FOR  
**EXCELLENCE IN  
TRAINING AND  
DEVELOPMENT 2017**

## Past Campaign Award Winners

1997		1993	
<b>Strategic HRD Category</b>		<b>Overall Winner</b>	The Asian Sources Media Group
<b>Silver Prize</b>	Regal Hotels International	<b>Strategic Management/Strategic HRD/Customer Service/TQM Training Category</b>	The Sino Group
<b>Bronze Prize</b>	DHL International (HK) Ltd	<b>Management/Supervisory Training Category</b>	The Asian Sources Media Group
<b>Skills Training and Development Category</b>		<b>Professional/Technical</b>	Hong Kong Aircraft Engineering Company Limited
<b>Gold Prize</b>	Hang Seng Bank Ltd		
<b>Silver Prize</b>	Marks and Spencer (H.K.) Ltd		
<b>Bronze Prize</b>	Regal Hotels International		
1996		1992	
<b>Overall Winner</b>	Giordano Ltd	<b>Service Category</b>	Mass Transit Railway Corporation
<b>Strategic HRD Category</b>	Giordano Ltd	<b>Commercial and Industrial Category</b>	Shell Hong Kong Limited
<b>Skills Training and Development Category</b>	Mass Transit Railway Corporation		
1995		1991	
<b>Overall Winner</b>	Hospital Authority	<b>Service Category</b>	Arthur Andersen & Company
<b>Strategic HRD Category</b>	Hospital Authority	<b>Manufacturing Category</b>	Computer Products Asia-Pacific Limited
<b>Skills Training and Development Category</b>	Mass Transit Railway Corporation	<b>Construction Category</b>	Franki Kier Limited
		<b>Wholesale/Retail/Import/Export Category</b>	Jardine Pacific Limited – Pizza Hut Division
		<b>Utilities and Public Sector</b>	Mass Transit Railway Corporation
1994		1990	
<b>Overall Winner</b>	Kowloon-Canton Railway Corporation	<b>Multi-National Corporations Category</b>	China Light & Power Company Limited
<b>Strategic Management/Strategic HRD/TQM Training Category</b>	Kowloon-Canton Railway Corporation		
<b>Management/Supervisory Training Category</b>	Cathay Pacific Catering Services (HK) Limited		
<b>Professional/Technical</b>	Securair Limited		

\* The above list shows the names of the award-receiving companies during the year of the Award indicated.

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Located adjacent to Lippo Centre, rooms with city view and partial sea view  
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Opposite to Revenue Tower, with large rooms which can accommodate up to 80 persons each  
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sample of 907 Hong Kong people aged 18 or above. The average score out of 10 was 5.58 for paid newspapers and 5.83 for free newspapers.

*The Standard* continues to be widely recognized as Hong Kong's most trusted newspaper as it remains firmly focused on editorial quality and is committed to its guiding principles of integrity and fairness in reporting.

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AWARD FOR  
**EXCELLENCE IN  
TRAINING AND  
DEVELOPMENT 2017**

## Individual Awards

### JUDGING CRITERIA

#### Distinguished Trainer Awards

- 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
- Personal achievements and continuous development
- Achievement in enhancing training and development capability

#### Outstanding New Trainer Awards

- 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
- Personal achievements and continuous development

### INDIVIDUAL AWARD WINNERS

 置地公司  
Hongkong Land **Trainer of the Year**

#### Mr Bruce Au

Learning and Development Manager – Group Human Resources (Asia)  
A.S. Watson Group

 **Distinguished Trainer Awardees\***

#### Mr Bruce Au

Learning and Development Manager –  
Group Human Resources (Asia)  
A.S. Watson Group

#### Mr David Chan

Assistant Training Manager  
Maxim's Group – Japanese Chain Restaurants

#### Mr Roy Choy

Regional Manager  
Prudential Hong Kong Limited

#### Mr Harry Ng

Director, Skills Transfer Consulting  
Infocan Training Limited

 HONGKONG AIRLINES  
香港航空 **Outstanding New Trainer Awardees\***

#### Mr Derek Au

Learning Manager  
GP Strategies Corporation

#### Mr Alpha Cheng

Unit Manager  
Prudential Hong Kong Limited

#### Ms Aing Fan

Officer (Training and Development)  
Midland Holdings Limited

#### Ms Bonnie Lau

Senior Training Officer  
Maxim's Group – Japanese Chain Restaurants

#### Mr Dickson Lau

Training Engineer  
CLP Power Hong Kong Limited

#### Mr Kenneth Lau

Officer (Training and Development)  
Midland Holdings Limited

#### Mr Tim Lau

Training Officer  
HKT Limited

#### Mr Daniel Lee

Senior Training Officer  
Prudential Hong Kong Limited

#### Mr Jameson Lee

Facilitator  
FedEx Express

#### Mr Ricky Li

Training Officer  
Prudential Hong Kong Limited

#### Ms Carmen Lo

Organizational Development Executive  
Jebsen & Co Ltd

#### Ms Grace Ma

Human Resources Development Officer  
MTR Corporation

#### Mr Sunny Wong

Assistant Learning and Development Manager  
BOC Group Life Assurance Company 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 2017**

## Individual Awards



### **TRAINER OF THE YEAR AND DISTINGUISHED TRAINER AWARDEE**



**Mr Bruce Au**  
**Learning and Development Manager – Group Human Resources (Asia)**  
**A.S. Watson Group**

“I am humbled to receive such a prestigious Award from the HKMA. My heartfelt thanks go to my leaders at A.S. Watson Group for their trust and nomination. I have enjoyed every bit of the process because it gave me the opportunity to reflect on what I have done over the years and how I have made a difference.”



### **DISTINGUISHED TRAINER AWARDEES\***

**Mr David Chan**  
**Assistant Training Manager**  
**Maxim's Group – Japanese Chain Restaurants**

“It is my great honour to receive the ‘Distinguished Trainer Award’ from the HKMA. This Award motivates me to continue deploying myself in nurturing and developing working buddies. I would like to express my sincere thanks to Maxim's Group - Japanese Chain Restaurants, especially to my managers for their enormous support and guidance.”



**Mr Roy Choy**  
**Regional Manager**  
**Prudential Hong Kong Limited**

“Winning the ‘Distinguished Trainer Award’ is a milestone in my career and an unforgettable experience that I will always be proud of. Participating in the Awards not only sharpened my professional training skills, but also gave me exposure to peers from other companies and their training experiences.”

**Mr Harry Ng**  
**Director, Skills Transfer Consulting**  
**Infocan Training Limited**

“It is a great honour to receive this Award. I would like to take this opportunity to thank my team and trainees. It would not have been possible to receive the award without their support. The selection process provided an opportunity to reflect my role and responsibility of being a part of the IT training and development industry, as well as a chance to bring new and innovative ideas to the community.”



\* 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 2017**

## Individual Awards



HONGKONG AIRLINES  
香港航空

### OUTSTANDING NEW TRAINER AWARDEES\*



**Mr Derek Au**  
**Learning Manager**  
**GP Strategies Corporation**

"It is my great honour to receive the 'Outstanding New Trainer Award'. I would like to express my sincerest gratitude to the HKMA, the judging panel, my company, GP Strategies, managers and teammates for their support and encouragement. I will continuously strive to contribute in this profession with passion and belief."

**Mr Alpha Cheng**  
**Unit Manager**  
**Prudential Hong Kong Limited**



"Being awarded the 'Outstanding New Trainer Award' is a prestigious recognition of my training and management professionalism. It is a great opportunity to challenge myself. I would like to express my heartfelt gratitude to my company, Prudential Hong Kong Limited, and my Academy of Financial Services team, which support me at all times."



**Mr Aing Fan**  
**Officer (Training and Development)**  
**Midland Holdings Limited**

"'People-oriented and people-nurturing' are the core values of Midland Holdings Limited, which also express my commitment to pursuing excellence in training and development. Receiving the 'Outstanding New Trainer Award' from the HKMA has affirmed my efforts to be a training professional. My heartfelt gratitude goes to my department head and team members for their continuous support and encouragement. Moving forward, I will continue to devote myself to providing high quality training and to nurturing more talents."

**Ms Bonnie Lau**  
**Senior Training Officer**  
**Maxim's Group – Japanese Chain Restaurants**



"It is my honour to receive the 'Outstanding New Trainer Award' from the HKMA. The Award not only gives me great recognition and motivation, but also enhances my exposure in the profession. I would like to extend my sincere gratitude to my company, team head and team members for giving me unlimited support and encouragement throughout my journey in training profession."

\* 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 2017**

## Individual Awards



HONGKONG AIRLINES  
香港航空

### OUTSTANDING NEW TRAINER AWARDEES\*



**Mr Dickson Lau**  
Training Engineer  
CLP Power Hong Kong Limited

"It is a great honour to receive the 'Outstanding New Trainer Award' from the HKMA in recognizing my efforts for continuously developing power expertise and profession in CLP Power Hong Kong Limited. I would like to express my heartfelt gratitude to the HKMA in organizing this meaningful event, also to my supervisors and fellow colleagues for their endless support and encouragement."

**Mr Kenneth Lau**  
Officer (Training and Development)  
Midland Holdings Limited



"It is my deep honour to be awarded the 'Outstanding New Trainer Award'. It is a key milestone and a big recognition of my career. I would also like to express my sincerest gratitude to Midland Holdings Limited, my department head and my colleagues for their full support and encouragement."



**Mr Tim Lau**  
Training Officer  
HKT Limited

"This is my great honour to receive the 'Outstanding New Trainer Award'. I would like to take this opportunity to express my heartfelt thanks to my company, HKT Limited, my supervisor and teammates for their continuous support and encouragement. It is a very good beginning of my training journey and I will keep moving to reach the new height."

**Mr Daniel Lee**  
Senior Training Officer  
Prudential Hong Kong Limited



"It is my great honour to be awarded the 'Outstanding New Trainer Award', which marks a tremendous milestone in my career path. I would like to take this opportunity to express my heartfelt gratitude to the HKMA, Prudential Hong Kong Limited and my supervisors and teammates who gave me support and encouragement on this journey."

\* 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 2017**

## Individual Awards



HONGKONG AIRLINES  
香港航空

### OUTSTANDING NEW TRAINER AWARDEES\*

**Mr Jameson Lee**  
Facilitator  
FedEx Express



"Training is an investment for the future of your business!' The HKMA Award for Excellence in Training and Development solidifies the importance of this message and recognizes efforts in training success. To be awarded the 'Outstanding New Trainer Award' will definitely bring me to the next level in my career path. I would like to thank my company, FedEx Express for all the development and my team members for their continuous support and encouragement."



**Mr Ricky Li**  
Training Officer  
Prudential Hong Kong Limited

"It is a great honour to receive the 'Outstanding New Trainer Award'. The experience has been invaluable and it will definitely inspire me to develop more and better training programmes in the future. I would like to express my heartfelt thanks to my company Prudential and my colleagues from Academy of Financial Services for their continued support and encouragement."

**Ms Carmen Lo**  
Organizational Development Executive  
Jebsen & Co Ltd



"It is my great honour to receive the 'Outstanding New Trainer Award' from the HKMA. This opportunity has sharpened my skills and inspired me to further develop my career in the learning and development field. I would like to say a big thank you to Jebsen & Co Ltd, my managers, Bianca, Sara and Patricia, and my team. The guidance and support I have received has brightened my career and professional life."



**Ms Grace Ma**  
Human Resources Development Officer  
MTR Corporation

"Receiving the 'Outstanding New Trainer Award' from the HKMA is a distinct honour for me. The road to it is a rewarding learning journey, and all of that would have been impossible without my company, my managers and peers for their unremitting support and encouragement. The recognition definitely reaffirmed my efforts in training and development. I will continue to inspire and to be inspired!"

**Mr Sunny Wong**  
Assistant Learning and Development Manager  
BOC Group Life Assurance Company Limited



"I am honoured and happy to receive the 'Outstanding New Trainer Award'. I would like to thank BOC Group Life Assurance Company Limited giving me the opportunity to participate in this Award. I am especially grateful for the support from my manager and Department Head. Learning is a never-ending process. This Award is just a beginning of my career."

\* 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 2017**

## Past Individual Award Winners

2016

### Trainer of the Year

**Mr Tolar Ng** Ralph Lauren Asia Pacific Limited

### Distinguished Trainer Awardees

**Ms Vivian Ling** Citibank (Hong Kong) Limited

**Mr Tolar Ng** Ralph Lauren Asia Pacific Limited

**Mr Edmond Poon** Pricerite Stores Limited

**Ms Julia Wong** Synergis Management Services Limited

### Outstanding New Trainer Awardees

**Mr Lawson Chan** Midland Realty

**Mr Cyrus Chau** Maxim's Caterers Limited

**Ms Hester Cheng** Maxim's Caterers Limited

**Mr Cheng Kam Hong** CLP Power Hong Kong Limited

**Ms Vanessa Chou** New World Development Company Limited

**Ms Edna Chow** DFS Group Limited

**Ms Selina Li** Hong Kong Express Airways Limited

**Mr Chris Tsang** New World Development Company Limited

**Mr Gary Wong** McDonald's Restaurants (Hong Kong) Limited

**Ms Kamy Wong** Sheraton Hong Kong Hotel & Towers

**Ms Miriam Yang** Standard Chartered Bank (Hong Kong) Limited

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

\* 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 2017**

## Past Individual Award Winners

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

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

\* 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 2017**

## Past Individual Award Winners

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

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 Moyse** 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

\* 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 2017**

## Past Individual Award Winners

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

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

\* 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.

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