





The Most Prestigious & Authoritative Training and Development Award

SOUVENIR PROGRAMME









Know You Can

axa.com.hk



AXA BetterMe 全方位身心支援服務平台

立即下載Emma by AXA 體驗更多











T O U C H





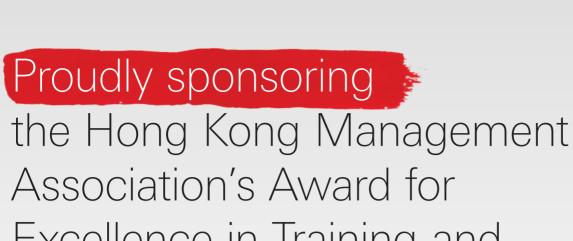




The Hong Kong Jockey Club is a world-class racing club
that acts continuously for the betterment of our society.

Through its integrated business model, comprising racing and
racecourse entertainment, a membership club,
responsible sports wagering and lottery, and
charities and community contribution, the Club generates economic and
social value for the community and supports the Government in
combatting illegal gambling. The Club is Hong Kong's largest single taxpayer and
its Charities Trust is one of the world's top ten charity donors.





Association's Award for Excellence in Training and Development.





Levels of benefit options from HKD420,000 to HKD4,000,000 annually

Upon successful application of VHIS Flexi Plan:

Be fully covered for 100% coverage Enjoy a 10% medical expenses immediately family discount when you purchase against unknown without any sub-limits1 pre-existing conditions² with your loved ones

Visit www.hsbc.com.hk/SmartTax Apply/ Make an appointment at 2233 3130* Visit HSBC branch







Together we thrive

HSBC Voluntary Health Insurance Plan is a standalone indemnity hospital insurance plan which is certified by the Food and Health Bureau of the HKSAR government. The plan is not any kind of bank deposit or bank sayings plan. It is underwritten by HSBC Life (International) Limited ("HSBC Life"). Policyholders are subject to HSBC Life's credit risk. Please refer to the product brochure for details of the Plan. HSBC Life is one of the HSBC Group's insurance underwriting subsidiaries. The Company is authorised and regulated by IA to carry on long-term insurance business in the Hong Kong SAR. The Hongkong and Shanghai Banking Corporation Limited ("HSBC") is an insurance agent of the Company. The Plan is intended only for sale through HSBC in the Hong Kong SAR.

¹ Full coverage shall mean the reimbursement of the actual amount of eligible expenses and other expenses charged after deducting the annual deductible (if any),

² Unknown pre-existing condition(s) refers to any pre-existing condition(s) that the policy holder and/or insured person was not aware and would not reasonably have been aware of at the time of application.

^{*} Service hours: Mondays - Fridays 11am-7:30pm excluding Hong Kong public holidays.



Human capital is the gateway to excellence

We commit to inspire, engage and develop our people and strive for service excellence. Through various learning and development initiatives, we advocate an environment of continuous learning to enable employees to unleash their full potential, and to provide better service for you and the community.



Contents

ΝЛ		c	c	3	a		C
IVI	E	3	3	a	ч	C	3

Mr Helmuth Hennig, Chairman, The Hong Kong Management Association	12
Mr Anthony Rushton, Chairman, Organizing Committee, Award for Excellence in Training and Development 2020	
Dr Victor Lee, Executive Director, The Hong Kong Management Association	14
The Organizer	
An Introduction to The Hong Kong Management Association	15
About the Awards	
Panel of Adjudicators	17
Training and Development Awards Organizing Committee	18-19
People Development Management Committee	20-21
People Management Committee	22-23
Campaign Awards	
Campaign Award Winners	25
Gold Award: Fung Group / McDonald's / New World Development / Towngas	
Silver Award: CLP Power Hong Kong Limited	29
Silver Award: Stan Group (Holdings) Limited	31
Bronze Award: Cordis, Hong Kong	32
Bronze Award: Esquel Group	33
Bronze Award: HKT Ltd – PCCW Global	35
Excellence Award: AXA Hong Kong & Macau	
Excellence Award: Airport Authority Hong Kong	38
Excellence Award: Bupa (Asia) Ltd. / Quality HealthCare Medical Services Ltd	
Excellence Award: Wynn Resorts (Macau) S.A	41
Special Awards	42-43
Past Campaign Award Winners	44-47
Individual Awards	
Judging Criteria and Individual Award Winners	49
間地公司 Trainer of the Year and Outstanding New Trainer Awardees	52-54
Past Individual Award Winners	



Message from Mr Helmuth Hennig



Mr Helmuth Hennig
Chairman
The Hong Kong Management Association

The year 2020 has been a challenging year with the unexpected outbreak of COVID-19 ravaging the world and putting Hong Kong's readiness to a significant test. The pandemic is fiercely affecting business operations and human resources management, in particular, faces tremendous uncertainties. Appropriate and high-quality training and development of human resources are therefore vital for all organizations, especially during such critical time, to ensure employees' capability of adapting to new surroundings, threats and challenges with consciousness and strong determination.

To encourage organizations to invest in people, the Award for Excellence in Training and Development was established in 1990 and has since then commended more than 400 outstanding training and development initiatives and trainers. Over the years, these award-winning institutions and trainers have demonstrated excellent practices in training and people development while making significant contributions to strengthening the talent pool in Hong Kong and the Region. I would like to express my heartfelt thanks to the Award Organizing Committee especially its Chairman, Mr Anthony Rushton. The success of the award is indebted to their devotion and selfless efforts. I am also grateful to the Panel of Adjudicators and the Board of Examiners for their invaluable contribution during the judging process. My special gratitude goes to all the sponsors and media partners for their continuing support, especially during this difficult year of 2020.

I congratulate all the winners for their outstanding achievements and thank all the entrants for their commitment to people development by serving as excellent role models for other organizations. Last but not least, I am grateful to our Guest of Honour, The Honourable Edward Yau Tang-wah GPS JP, Secretary for Commerce and Economic Development of the Government of the Hong Kong Special Administrative Region, for sharing with us his insights and wisdom at the award presentation ceremony.



Message from Mr Anthony Rushton



Mr Anthony Rushton
Chairman, Organizing Committee
Award for Excellence in Training and Development 2020

We are confronted with an unprecedented health crisis world has never experienced before in 2020. Human resources professionals play a crucial role in helping organizations learn, innovate and adapt to the ever-changing business environment. Despite the negative impacts of the pandemic, organizations are turning it into a poignant opportunity to rethink and develop innovative solutions for training and development. The pandemic has prompted organizations to advance technologically and enhance the skill sets in delivering virtual training.

Celebrating the 30th Anniversary this year, the Award is recognized as the most prestigious and authoritative training and development award in Hong Kong. Over the years, the Award recognizes the contributions that trainers and their organizations are making in the development of their staff for the continued growth of their organizations. Our contestants this year are fueled with absolute passion, commitment and energy. I earnestly congratulate all the winners of the Campaign and Individual Awards for their outstanding achievements.

May I take this opportunity to express my heartfelt thanks to all the parties which have contributed to our Award overs the years. They include my fellow members of the Organizing Committee, the Panel of Adjudicators, the Board of Examiners and the Sponsors. Without their unfailing support, the Award would not be such a success.

Last but not least, I would like to pay tribute to The Honourable Edward Yau Tang-wah GBS JP, Secretary for Commerce and Economic Development of the Government of the Hong Kong Special Administrative Region, for being the Guest of Honour of the award presentation ceremony.



Message from Dr Victor Lee



Dr Victor Lee
Executive Director
The Hong Kong Management Association

For any organizations, talents are unquestionably one of the most essential assets. The current unpredictable and challenging social and business environment has further reinforced our belief that all organizations regardless of their sizes and nature of businesses, should never neglect the importance of people development to sustainable business growth – because the extent to which an organization's people are empowered will at the end of the day determine whether or not an organization can generate enough value to stay ahead of, or even in, the game in the long run.

This year marks the 30th anniversary of the Award for Excellence in Training and Development. Over the past three decades, this important annual Award has witnessed the transformation of the learning and development profession to serve the changing needs of business. The Award has become the most prestigious and respected honour in the industry, and an all-star platform for top companies and professionals to exchange learning and development experience and share best practices. I am glad to see lots of new faces and participants from an ever-widening variety of industries this year, which I believe is a clear proof of how the positive impact of people development on organization performance are being increasingly well-recognized.

On behalf of The Hong Kong Management Association, I must sincerely thank members of the Panel of Adjudicators, the Board of Examiners and the Organizing Committee for their invaluable time and unfailing support. The success of the event depends on the visionary leadership of Mr Anthony Rushton, Chairman of the Organizing Committee. I also would like to extend my heartfelt gratitude to all the sponsors for their generosity in supporting this meaningful cause. Finally, may I take this opportunity to thank our Guest of Honour, The Honourable Edward Yau Tang-wah GPS JP, Secretary for Commerce and Economic Development of the Government of the Hong Kong Special Administrative Region.

My deep appreciation to all participating organizations and trainers for their continuous endeavours to uphold professionalism and to pursue excellence in people development.



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.

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 six 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.



About The Awards

INTRODUCTION

The Award for Excellence in Training and Development has been organized by the People Development Management Committee and the People 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

Participating companies were invited to submit a programme summary on their training and development programmes. The written submissions were then reviewed by the Board of Examiners which comprises members of the People Development Management Committee, People Management Committee and the Awards Organizing Committee. Ten finalists as well as recipients of all Special Awards were selected. Ten finalists were then invited to 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

- 1 Gold Award
- 2 Silver Awards
- 3 Bronze Awards
- 4 Excellence Awards
- Best in Change Management
- The Hong Kong Jockey Club Best in Career Development
- CT goodjobs Best in Social Impact
- Best in Innovation

- Best in Future Skills Development
- Best in Future Talent Development
- Best in Leadership Development
- Best in Succession Planning
- HR Professionals' Favourite Campaign

Individual Awards

- 置地公司 Trainer of the Year
- Distinguished Trainer Awards
- Outstanding New Trainer Awards



Panel of Adjudicators



Back Row (from left to right)

1. Mr Francis Ngai

General Manager IBM China/Hong Kong Limited

2. Mr Stephen Leung

Country Manager Pfizer Corporation Hong Kong Limited

3. Mr Peter Ng

Vice President, Technology Enabling Technology Group ASM Pacific Technology Limited

4. Mr Chee Choong Ng

Senior Vice President & Managing Director Hong Kong & Macau DHL Express (Hong Kong) Limited

5. Mr Jonathan Chiu

President Schneider Electric (Hong Kong) Limited

Front Row (from left to right)

1. Ms Michelle Chan

Managing Director A.S. Watson Industries

2. Dr Victor Lee

Executive Director
The Hong Kong Management Association

3. Ms Margaret Cheng

Human Resources Director MTR Corporation Limited



Training and Development Awards Organizing Committee



Mr Anthony Rushton (Chairman)
Global Head of Learning Delivery and
Regional Head of Learning,
Human Resources, Asia-Pacific
HSBC



Ms Connie Chan
Head of Human Resources &
Administration
Octopus Holdings Limited



Mr C Y ChanChief Talent & Purpose Officer, Co-Owner
Hong Kong Broadband Network Limited



Dr Salina ChanSenior Director,
Learning & Development and
Human Resources - APAC
Fossil Group



Mr Vicmond Chan
Human Resources and
Administration Director
Dragages Hong Kong Limited



Dr Aaron ChiangHead of Human Resources & Administration
Hong Yip Service Company Ltd



Ms Kyon ChowGeneral Manager, Human Resources
Johnson Electric



Training and Development Awards Organizing Committee



Ms Mimi FuExecutive Director, Human Resources
Ocean Park Corporation



Ms Claudia Hodges
Distribution Training Director
AXA China Region Insurance
Company Limited
AXA General Insurance Hong Kong Limited



Ms Maria HuiDirector, Marketing and Operations
Microsoft Hong Kong



Ms Ivy LeungGlobal Chief Intellectual
Capital Officer
Chow Tai Fook Jewellery Group



Ms Janet ManMember,
Training and Development Awards
Organizing Committee



Ms Connie Or General Manager, Human Resources Modern Terminals Limited



Ms Mary SuenDirector of Corporate Culture &
Talent Development Department
Stan Group (Holdings) Limited



Mr William TinPeople Director
A.S. Watson Industries



Ms Wendy Tse
Director of Group Human Resources and
Corporate Communications
Yip's Chemical Holdings Limited



Ms Bianca Wong
Regional Head of
Human Resources, North Asia
Hilti Asia Limited



Mr Stanley YauDirector, Human Resources
and Administration
Hong Kong Express Airways Limited



People Development Management Committee



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



Ms Catherine ChauDirector and Head of Human Resources
Hongkong Land Limited



Ms Kit FanCorporate Head of Human Resources
The Hong Kong & China Gas Co Ltd



Mr Barry Ip
Executive Director, Learning and Advancement
Wynn Macau and Wynn Palace



Mr John KingExecutive Manager, Talent Management
The Hong Kong Jockey Club



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



Ms Maylie Lee Chief Human Resources Officer AIA International Limited



People Development Management Committee



Mr Teddy Liu

General Manager –

Group Audit and Management Services
New World Development Company Limited



Ms Eliza NgChief People and Culture Officer
Hong Kong Productivity Council



Mr Anthony Rushton
Global Head of Learning Delivery and
Regional Head of Learning,
Human Resources, Asia-Pacific
HSBC



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



Ms Cary Sum

Manager, Innovator Development,
Intellectual Capital Hub Hong Kong, Macau & Asia Pacific
Chow Tai Fook Jewellery Group



Ms Carmen Ting

Head of Talent

People, Performance and Culture

KPMG



Mr Chester TsangHead of Learning
MTR Corporation



Mr Kenneth WaiDirector of Human Resources
Island Shangri-La Hotel



Ms Bianca WongRegional Head of Human Resources,
North Asia
Hilti Asia Limited



People Management Committee



Ms Margaret Cheng (Chairman)
Human Resources Director
MTR Corporation



Ms Florence ChowHead of Group Human Resources
HKT Limited



Mr Ian Choy Chief People Officer McDonald's Hong Kong



Ms Sara Ho Human Resources Director Jebsen Group



Ms Connie LamDirector – Human Resources
CLP Power



Mr C K LeeManaging Director
C K Lee & Associates



People Management Committee



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



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



Mr Peter Leung Senior Human Resource Manager Hospital Authority



Ms Janet PoonDeputy Director – Human Resources
Hang Lung Properties Limited



Mr Albert WongSpecial Advisor
Cathay Pacific Airways Limited



Mr Derek Wu

Executive Vice President,
Global Human Resources
Lee Kum Kee International Holdings Limited



Ms Janet Yeung
Co-Owner and
Director – Talent Engagement
HKBN Enterprise Solutions & JOS Group

WARM COLLAR, FROM TOWNGAS TO YOU!



At Towngas, we place great importance on maintaining a happy, harmonious and rewarding work environment for our employees.

Embracing diversity and inclusiveness, we look after the health and wellbeing of our staff, while offering them unparalleled opportunities to pursue a meaningful career with us.

We are proud of our caring and compassionate culture, as well as the motivated and passionate people who have grown alongside us.

Committed and dedicated, our team offers excellent service for our customers, making a difference in the communities we serve.









Campaign Awards

CAMPAIGN AWARD WINNERS

Gold Award

"NewGen"

Fung Group / McDonald's / New World Development / Towngas

"Technician Trainee Career Development Program" **CLP Power Hong Kong Limited**

"Igniting Credit System to spark People Engagement" Stan Group (Holdings) Limited

Bronze Awards

"Training: Preparing for the Un-predictable" Cordis, Hong Kong

"GOAL (Growth Opportunities for Accelerated Leaders) Program" **Esquel Group**

"Agile Transformation in a Long-established Global Company" HKT Ltd - PCCW Global

Excellence Awards

"AXELERATE" (Transformational Leadership Programme for All People Managers)" AXA Hong Kong & Macau

"Airport Authority Cultural Change Programme" Airport Authority Hong Kong

"Culture Clicks, Culture Ticks" Bupa (Asia) Ltd. / Quality HealthCare Medical Services Ltd.

"Career Advancement Program" Wynn Resorts (Macau) S.A.

Special Awards





安盛 Best in Change Management

"Experience of The Future Conversion Program: Leading Our Team Through Change" McDonald's Hong Kong

"Work Improvement Team (WIT) Programme" Airport Authority Hong Kong

"MAGIC OF L.O.V.E.' - The Bright Color of Human Touch" The Hong Kong Jockey Club - Retail & Telebet Services



Best in Cultural Change

"Culture Clicks, Culture Ticks" Bupa (Asia) Ltd. / Quality HealthCare Medical Services Ltd.

"Agile Transformation in a Long-established Global Company" HKT Ltd - PCCW Global

"Igniting Credit System to spark People Engagement" Stan Group (Holdings) Limited



The Hong Kong Jockey Club Best in Career Development

"Technician Trainee Career Development Program" **CLP Power Hong Kong Limited**

"Career Advancement Program" Wynn Resorts (Macau) S.A.



goodjobs Best in Social Impact

"Inclusive Training Development" Inclusive Impact Limited



Best in Innovation

"Igniting Credit System to spark People Engagement" Stan Group (Holdings) Limited

Best in Future Skills Development

"Prudential HK - FutuREADY Programme" Prudential Hong Kong Limited

Best in Future Talent Development

"NewGen'

Fung Group / McDonald's / New World Development / Towngas

Best in Leadership Development

"GOAL (Growth Opportunities for Accelerated Leaders) Program" **Esquel Group**

Best in Succession Planning

"Successors in ICT (Integrated Competencies Training)" CITIC Telecom International CPC Limited

HR Professionals' Favourite Campaign

Fung Group / McDonald's / New World Development / Towngas



NewGen













Campaign Awards

Gold Award

"NewGen"

Fung Group / McDonald's / New World Development / Towngas

Special Awards

Best in Future Talent Development

HR Professionals' Favourite Campaign

About NewGen

NewGen is a one-of-a-kind talent platform, and the first cross-corporate talent and development programme in Hong Kong, developed between four large corporations including: Fung Group, McDonald's, New World Development and Towngas. The six-month cross-corporate programme aimed to groom young talents and future leaders into become more #intrapreneurial, #innovative, #inquisitive and #impactful, through a series of workshops, corporate visits and business case presentations.

Objectives

The ideals of the four corporates were as one. Our main objective was to develop the NewGen programme as a fun, non-conventional and innovation-driven talent platform to facilitate innovative thinking amongst the new generation via cross-corporate engagement activities. NewGen summarized this into 4 values of the programme or named the 4 "i"s - an #inquisitive journey to satisfy Millennials' curiosity for knowledge, geared to drive their #innovative thinking, #intrapreneurial so they can be open to share new ideas back into their corporates, ultimately lead the talents to be #impactful to bring back their learnings to benefit their respective businesses.

Design and Implementation

Generated from the insights from our research, the programme had to be taught using a variety of learning methods, so they structured the programme into 3 main parts.

- 1. Innovative Garage
- 2. Inquisitive Voyage
- 3. Inspirational Studio

To suit the style of the training programme to engage these Millennials or now we call 'NewGens', the three-part programme needed to be conducted in a relaxed manner, where a broad spectrum of learning strategies is used: from skills-based classroom learning, to corporate business visits, to finally bringing back what they have learned into business cases and stimulating their collaboration, where they would pitch solutions to senior leaders of the four corporations. They decided this to be a six-month long programme, with half-day sessions every two weeks, as there were a range of skills to be covered from technical skills such as innovation and design thinking, to soft skills to help them deal with customers and internal teams, such as hospitality mindsets and leadership capabilities.

Only with Senior Management support would the programme be able to be a success: The Talent & Learning representatives of each corporate would organise the learning activities; Human Resources to align with programme nominations and communicate with nominees' and their line managers on their bi-weekly half-days sessions, and most importantly the support of senior business leaders who acknowledged and were proactively responsive to the business needs - in this case the development of the young talent pool.

Project Outcomes

To make sure the NewGen programme would be impactful and worthwhile, was a continuous effort, as to make it a fruitful 6-month investment for the participants as well as their respective businesses. Therefore, they had taken the Kirkpatrick Model into consideration during the programme design:

- Level 1 (Reaction) Programme satisfication
- Level 2 (Learning) Via group projects / inquisitive learning
- Level 3 (Behaviour) Innovative behavioural survey for both participants and line managers
- · Level 4 (Results) Implementation of project ideas and ambassadors to promote innovation internally

Comments from Adjudicators

The programme was an excellent showcase of a cross-organization effort which appealed to millennials always seeking for new experience and challenges. Compliments were given to the incorporation of various training and development methods, including classroom-based learning, corporate visits and business case studies resolution.

The programme was cost effective with very comprehensive evaluation of effectiveness from various stakeholders. It achieved promising results with higher retention and promotion rates. Innovativeness and entrepreneurship spirit were instilled with great potential to extend the initiative to middle to senior managers in the future.

All in all, it was an outstanding programme which created a win-win situation by leveraging on the network and resources of the four collaborating corporations, including Fung Group, McDonald's, New World Development and Towngas for their young talents.





Silver Award

"Technician Trainee Career Development Program" CLP Power Hong Kong Limited

Special Award



Business Challenges

CLP Power has a long history of recruiting Craft Apprentices (CAs), with an aim to provide job opportunities for secondary school leavers. In recent years, CLP Power have been faced with the challenges of managing the millennial generation, who were perceived by their supervisors as more egocentric or lacking commitment, discipline, and drive. The power industry is also experiencing disruptive shock from technological innovation, tougher environmental policies and higher customer expectations. These have triggered the need for changing the CA training programme to the present form of Technician Trainee (TT) Career Development Programme.

Response Strategies

After conducting research locally and visiting overseas organizations, the new TT programme was created to focus on four anchors, namely "Enabling, Enlightening, Enlarging and Enlivening", to leverage the inherent strengths of the millennials such as being intrinsically motivated, flexible, being able to think out of the box, collaborative, digital savvy, public-spirited and inquisitive, while addressing the needs of school leavers who are generally characterized as having relatively low self-esteem, lacking confidence and being unsuccessful in the early stage of career. The anchors are designed with specific activities aimed to fully engage and closely interact with young people.

EnablingPsychologically, young people need self-assurance and life skills, and so leadership, language and PC skills are provided to enhance their personal and work efficacy.

Enlightening
Enlarging
Enlivening
Enlivening
Enlivening
Mentally, unfreezing the mindset of an occupational life, providing feedback, equipping them with the skills to manage their career.
Physically, with steep learning curve at the beginning, multi-trade training and real job practices are introduced.
Socially, providing a pluralistic, lively and engaging work environment to meet the social and emotional needs.

2.1

Stakeholder Engagement

The CLP Power Learning Institute is responsible for project design, delivery and evaluation of the training series, while other functional units provide onthe-job training and opportunities for volunteer work, community functions, and taking up various roles in company events and activities. Externally, the Office of Director of Apprenticeship and the E&M Trade Promotion Working Group provides useful information in shaping the programme.

Ongoing Assessment

A dartboard is developed to collect data from multiple sources, covering training evaluation, absenteeism, punctuality, sick leave, etc. In addition, metrics like Diversity Ratio, Strength Index (execution, leadership, agility and cognition) and Growth Rate are introduced to gauge the overall programme effectiveness. An average of 16% improvement on all available metrices has been resulted for the last two years.

Key Achievements

One of the key achievements of this programme is expanding the Trade Skills Capacity by 38.21% through multi-skills training with no additional resources. The programme is also successful in improving the flexibility of staff deployment and providing wider career choices. In 2020, their technician trainees received two highly recognized awards in Hong Kong, namely "The Outstanding Apprentice Award" and "Sir Edward Youde Memorial Outstanding Apprentice Award", which recognize their outstanding achievements in multiple aspects.

Sustainable Development

CLP Power strongly believes that sustainability relies on the younger generation. The programme has been proved to be successful in nurturing frontline leadership and fostering a group of young talents to generate a positive impact on the company, as well as the social and economic development of Hong Kong.

Comments from Adjudicators

The programme was very well structured with objectives clearly defined. It was commendable for laying a good foundation and opportunities for young technicians to advance in career development throughout their journeys at CLP Power Hong Kong.

Through the well-designed career development framework, the four anchors of "Enable, Enlighten, Enlarge and Enliven" closely addressed its younger employees' underlying physical, social, mental and psychological needs. The results were impressive with measurable dimensions of employees' career, humanity and self-directedness over the past 18 months; and with strong emphasis on the concept of whole person development.

Overall speaking, it was a great initiative with passion which benefited the youth, the organization as well as the community at large.

Venues for Training, Meetings & Functions 場地及設施租用

http://rental.hkma.org.hk 🖂 roomrental@hkma.org.hk



Affordable: Easy Accessible: Healthe. Profession











Special Offers 特別優惠

HKMA Charter and Corporate Members can enjoy a 10% discount.

Charities can enjoy a 20% discount.

香港管理專業協會特級會員及團體會員可享九折 優惠。慈善機構可享八折優惠。

Rooms and Facilities Rental Division



Silver Award

"Igniting Credit System to spark People Engagement" Stan Group (Holdings) Limited

Special Award



Best in Cultural Change



Recruit Best in Innovation

About Stan Group

Stan Group is a leading conglomerate rooted in property with a wide array of diverse businesses. Committed to sustainable business development and social investment, the Group manages a HK\$75 billion real estate portfolio in strategic partnership with the Tang Shing-bor family and operates more than 40 respected brands across 6 business pillars: property, hospitality, communication services, financial services and two pillars driven by The STILE, innovative businesses with social purposes, namely senior care services and entrepreneurial platform. Dedicated to innovation, collaboration, human focus and entrepreneurship, the Group's core values empower it to achieve the vision of driving the vibrancy of society, and the mission of creating shared value (CSV) for shareholders, business partners, customers, employees and the community at large.

Objectives

Stan Group aspires to play a key role in the society in spearheading transformation and shaping the future. To achieve that, one must possess an entrepreneurial spirit that is risk-taking and resilient. The Group believes that entrepreneurial spirit is an innate potential to be unleashed, and the character can be expressed in all shapes and form, such as creativity, courage, passion, and endurance, etc. Thus, the Group designed a journey that aims to:

- 1) activate entrepreneurial spirit and empower staff members to innovate
- 2) motivate staff members to embrace the innovative culture and recognise their effort

Design and Implementation

As entrepreneurial spirit is a combination of characters, the Group designed and implemented a series of interventions of various nature to engage staff members effectively:

- Physical challenges that foster perseverance and a breakthrough mindset, including the 60-day Infinity Challenge and Stair Climbing Race.
- Thought stimulating events, such as Design Thinking Workshop, Innovation Bootcamp and Idea Fair, to ignite their passion and provoke creativity through idea generation
- Value creation initiatives, for instance, the Business Referral Programme, to put entrepreneurship into practice and facilitate performance growth.

To increase staff member's motivation in embracing innovation and entrepreneurship, the Group launched "Credit System" in 2018. The programme enables staff members to earn points by sharing innovative ideas, recommending business opportunities, and participating in talent development workshops. The points earned can then be used in redemption of vouchers, hotel stay, and even an extra day off, providing great incentive, as well as recognition to staff members.

In 2019, the Group launched "Buy-a-Brick" within the Credit System, an initiative that leverages blockchain and real estate tokenisation technology and enables staff members to generate wealth alongside the Group, without making any monetary contribution. On top of vouchers and hotel stays, staff members can now redeem "Bricks", which are digital tokens stored on the blockchain, representing smart contracts for a selected property. When the property is sold and profit is made on its sale, the "Brick" holders will be entitled to share the profit.

Measurement and Outcomes

Upon launching the Credit System, notable positive changes were observed within the Group:

- 100% staff activation rate for Credit System
- Over 11,000 staff members participation and over 28,400 learning hours achieved across all programmes
- Over 20% increment in staff satisfaction, compared to that of 2017, shown in 2019 annual internal employee survey

Comments from Adjudicators

A skilfully designed employee engagement programme that smartly linked staff engagement activities, business referrals, learning and development courses together to cultivate a shared value, innovativeness and strong entrepreneurial culture within the organization.

It is a comprehensive and diverse intervention programme which achieved cultural change as the Credit System drove employees to "own" their personal development, improvement and well-being. The Buy-a-Brick offer was bold and innovative where this the lifetime reward concept should not be underestimated as the power of a strong pool of dedicated staff would be the key asset of the organization.

Overall, it was an extraordinary programme which demonstrated high ROI, staff engagement and satisfaction.



Bronze Award

"Training: Preparing for the Un-predictable" Cordis, Hong Kong

About Cordis, Hong Kong

In June 2019, Hong Kong began to experience social-political upheavals. Many businesses were affected. The hotel industry was especially hard-hit. Cordis' room occupancy dropped precipitously. To support the business, Cordis came up with a creative solution for staff to work flexibly – across departments – wherever the manpower was needed. For example, they would train non-Food & Beverage staff and mobilize them to work in Food & Beverage (F&B), as needed.

Cordis encourages an open culture and participatory practices. This strategy to mobilize their workforce flexibly, across departments, was jointly developed between Senior Management and all departments. Before moving forward, they also sought support and input from the general staff.

Training non-F&B colleagues to work in F&B was very complicated. F&B comprises four different functions (restaurant outlets, kitchen, steward, banquet), each requiring its own unique capabilities. For this initiative, their Training Team came up with four different training programmes very quickly, under crisis conditions. The commonality among the four programmes was their unwavering focus on the three pillars of effective training: attitude, skills, and knowledge.

This initiative was a struggle for the survival of Cordis' business. Management was very open and transparent, and regularly briefed all staff clearly about the situation. Instead of unilaterally assigning non-F&B staff to various F&B tasks, Management invited colleagues to volunteer. Throughout July to December 2019, over 50% of our non-F&B colleagues volunteered. They came from all departments: Housekeeping, Front Office, Sales & Marketing, Call Centre, Finance, HR, Spa, and Engineering.

In addition to leveraging their workforce and maximizing manpower efficiency, this initiative helped colleagues develop deeper understanding of how other departments operate, leading to better cooperation and efficiency across departments and throughout the Hotel. For example, the Call Centre colleagues and Kitchen colleagues now work closer together to better serve and delight guests who order room service. The Catering Sales colleagues and Banquet colleagues also work closer to better serve wedding couples and their guests, to deliver a most memorable and special event.

This initiative has met their target to raise our workforce efficiency and productivity. There are many intangible and sustainable benefits as well. For example, after this initiative, the following indices all rose significantly: sense of belonging, sense of engagement, pride in Hotel, trust between management and staff.

This initiative has been a success due to two key factors:

- Our Hotel Culture is open, non-hierarchical, and collaborative. Regardless of rank, everyone pitches in to help each other.
- 2. Our Training Culture emphasizes continuous learning and continuous improvement. Our colleagues are open to learning new skills and continuously improving themselves.

Comments from Adjudicators

It was a well-coordinated and thought-out programme aimed to reduce causal staff costs through training interventions. The programme concluded with impressive results qualitatively and quantitatively measured.

The collaborative work culture was admirable with the staff volunteering system to learn and support each other. It created a strong sense of belonging among employees.

All in all, a creative programme with an agile workforce which has been highly devoted to Cordis, Hong Kong during the challenging times.



Bronze Award

Special Award

"GOAL (Growth Opportunities for Accelerated Leaders) Program" Best in Leadership Development Esquel Group

About Esquel Group

Esquel is a vertically-integrated textile and apparel company which was founded in 1978 with diversified global workforce across different countries and headquarters in Hong Kong. Esquel operates with an aspiration of "making a difference" by weaving positive impact to the employees, societies and environment.

"Grooming people from within" is their people strategy. People and sustainability are core to our being, with themes of ethics, environment, exploration, excellence and exploration (5E culture).

Objectives

Started from 2010, Esquel introduced a development program, named GOAL (Growth Opportunities for Accelerated Leaders), to develop talents. The program now tailors to colleagues in all levels who have potential for more stretching assignments and challenging opportunities and aims at "Building the Leadership Pipeline that Sustains Business Success".

Design and Implementation

The GOAL Program has comprehensive and all-round program design for 4 different levels. The latest business direction/ strategies, best practices sharing to reinforce the 5E culture, various leadership skills are imprinted. Various training interventions and business network have been designed to help GOAL participants:

- Align with the business direction/ strategies
- Acquire knowledge and skills
- Apply what they have learnt in the daily and cross-functional team projects to build their strengths

Their senior management is highly involved in the process from nomination, selection, mentorship, sharing in training and graduation events, and even the follow-up after graduation. HR partners of local sites are key players to keep track on GOAL participants' progress. Their involvement reinforces their ownership of talent development.

The 1st unprecedented leadership model in the company was developed. They built four key pillars of leadership attributes and developed internal mini-cases. The line directors involved in the cases were then invited to tell the stories that reinforces the open-mindedness learning culture.

Esquel has a strong, connected & built-in mentorship. GOAL participants pass on their values and knowledge to next levels and create a mentorship culture so as to sustain the company's values.

Outcomes

From 2010 to now, the GOAL program truly provides many growth opportunities with their talents with the support of good practices and stakeholders.

1. Cost Effective

· The investment is far less than the business impact generated and brought in by the leaders groomed in the GOAL program.

. Built Peer Learning Culture & Observed Leadership Behavior Change

- The in-depth peer learning and interactions have created a strong bonding and paved the way to leverage the internal resources in leading changes in projects.
- Enhanced leadership capabilities of GOAL participants have been proved.

3. Sustainable Leadership Pipeline & Created Synergy Across Business & Operation Units

- The average retention rate of GOAL participants is over 80%.
- · They have found many successful cases of staff mobility (career movement) across and up the Company.
- Over 20% of successors in the company's succession plan and 20% of Esquel's top 30 key positions are from GOAL.

Comments from Adjudicators

A holistic and well-structured programme aimed to build future succession pipelines to equip talents with the needed qualities to support the long-term business growth of the Group. The four different levels of executives were immersed into a variety of comprehensive training and development opportunities, including leadership and graduation camps, executive sharing, one-on-one mentoring, job rotation/attachment, etc.

The programme achieved positive results in various aspects, including higher retention and promotion rate. It enticed a strong leadership bonding amongst the participants as they took ownership of other trainee's development as well as provided constructive feedbacks during the process.

On the whole, it was a comprehensive programme with strong commitment to nurture talents within the Group into future leaders for succession planning.





Bronze Award

"Agile Transformation in a Long-established Global Company" HKT Ltd – PCCW Global

Special Award



PCCW Global is a leading global telecoms service provider with well-established operations covering 3,000 cities and 160 countries. The company is supported by over 1,300 staff, has consistently maintained a stable business growth trajectory, and as the international operating division of Hong Kong's premier telecommunications service provider, HKT, it has a distinguished business pedigree.

Yet despite steady and incremental growth over many years, in 2018 the company's executive management team identified growing disruptive forces in the modern market environment - forces with the power to shake traditional infrastructure-based businesses to their core.

The need to develop a new vision in order to remain globally competitive was identified, and it was soon recognized that fundamental changes to the business and its culture would be required in order to continue to thrive in the digital age.

The New Vision

The new vision involves fundamentally transforming PCCW Global from a telecoms carrier into a technology company – one with the ability to develop and embed digital technologies directly into its service offerings, thereby benefiting a much broader community of partners and users. These software-driven digital technologies will enable the company to respond quickly and to change both its offering and its approach to meet changing market conditions and demands.

The leadership team recognized that the limitations of the company's existing organizational hierarchy and past ways of operation would hamper the development of its new digital capability. Of paramount importance was to implement "Agile Transformation" at the core – the organization and its people.

Agile Transformation Framework & Guiding Coalition

In recognizing that Agile transformation was needed company-wide, PCCW Global's management team selected the Scaled Agile Framework (SAFe) as its guiding methodology. In addition, a "Guiding Coalition" team reporting directly to the executive management team was formed, which communicates, supports, monitors and aligns the transformation process globally.

People Development & ARTs

The importance of a staff development program in the transformation journey was recognized as critical, as transformation implicitly required talent with the right mindset and skills.

In a typical hierarchical structure, people are organized by function, with a defined line of responsibilities, resulting in silo structures and inefficient handoffs between functional teams, in turn leading to delays in delivery. PCCW Global's new teams, from cross-functional backgrounds, are organized as Agile Release Trains (ARTs) - continuously delivering value to the business and its customers while rapidly responding to changes in the environment.

Business Outcome

Assisted by new technology know-how and capabilities, the Agile Transformation programme has already enabled PCCW Global to develop and implement a game-changing online digital platform that delivers a significant competitive advantage for the company.

While the change process is ongoing, the **key critical success factors** of continuous learning, culture change, technology, determination and leadership support already point to the successful transformation of PCCW Global into a more versatile and capable technology company, better positioned to address the market opportunities presented by a dynamic and evolving new digital marketplace.

Comments from Adjudicators

An ambitious programme which aimed to transform its workforce into an agile, technology-driven business in the long run strategically. The approach was holistic and orchestrated across from diverse locations that could tackle company-wide transformation on a global scale.

Complimented as a very well-structured programme, it encouraged new ideas to be incubated and experimented within a traditional hierarchical organization. Staff were empowered to design and deliver the best products and to develop agile solutions. The strategies were well designed and planned with great measurable results which demonstrated the success of the programme.

All in all, the significant improvements were measured in all categories with commitment of the entire workforce; and tremendous support from senior management.



屢獲殊榮 您的首選保險夥伴



- 1. 由新城財經台於「香港企業領袖品牌選舉2020」及「大灣區保險業大獎2020 香港站」頒覧 2. 由 iMoney確謀統「優秀保險企業大獎2019」頒發。3. 由 NOW 財經台於「企業品牌成就大獎 4. 由晴報於「Banking & Finance Awards 2019」頒發。5. 由星島日報於「星鑽服務大獎201 6. 由彭博商業周刊/中文版於「金融機構大獎2020」頒發。

- AXA安盛是指安盛金融有限公司及安盛保險 (百慕達) 有限公司 (於百慕達註冊成立的有限公司)。

- ★ 最佳危疾保障²
- ★ 卓越危疾保險服務品牌¹
- ★ 危疾保障 卓越大獎⁶



"AXELERATE" (Transformational Leadership Programme for All People Managers)" AXA Hong Kong & Macau

About AXA Hong Kong & Macau

AXA is a global insurance company, providing a full range of coverage for individual and commercial customers. AXA offers all-round, integrated solutions across Life, Health and Property & Casualty to address all our customers' insurance needs. To enable business success in the fast-changing world, it is important that all departments collaborate as "One AXA", operate with agility, and empower colleagues with a space to make decisions. AXELERATE particularly targets all people managers to support their transformational leadership for achieving these cultural enablers.

AXELERATE was originated from AXA Group office. To introduce AXELERATE to AXA Hong Kong and Macau, the HR Learning Team and 4 leaders across departments attended a Group-led Train-the-trainer programme in Indonesia. With the support and input from Executive Committee (EXCOM), together with a comprehensive Learning Needs Analysis, the local facilitator team localized AXELERATE, focusing on change leadership mindsets on collaboration, agility and empowerment.

Since 2018, the 2.5-day AXELERATE Programme was launched with four parts: (1) "Make Sense" (0.5 day) of the managers' leadership role in AXA strategy and change mindsets; (2) "Collaborate" (1 day) across departments as One AXA with agility; (3) "Empower" (0.5 day) people to achieve team and organizational agility; (4) "Inspire" (0.5 day) people with storytelling. Without lectures, the AXELERATE journey employs blended learning with experiential activities, peer coaching, role play, articles and videos etc., such that different learning styles are supported.

AXELERATE focuses on mindset change, and is unique in many ways:

- Internal Facilitators: by HR Learning Team in partnership with 11 business facilitators across 5 divisions, including 2 EXCOM members. Each session also includes an EXCOM chit-chat, where EXCOM members take turns to come and share an important leadership story to inspire participants. Discussions are therefore totally AXA-specific.
- Learner-centric: each manager would bring along one leadership challenge to focus on for personalized learning and reflection. Managers are formed into participant-led and safe peer groups "Basecamp". The same Basecamp groups gather constantly to keep relating learning to individual leadership challenges in an iterative and trusted manner.
- AXELERATE as an "experience":
 - The "Collaborate" session features a 1-day Lego activity "Japanese Land", where participants are inspired to adopt more agile and flexible collaboration at work.
 - "Agile Tool Marketplace" under "Empower", where participants grasp four simple and practical management tools by going through four 15-minute booth activities, each led by one facilitator.
 - Spontaneous visual facilitation with just-in-time drawing to capture sharing, with minimal slides.

To provide post-programme support to managers on their learning application, alumni gatherings "AXELERATE Recharge" are being organized, where alumni exchange application experience. To facilitate constant reflections, a pre/post-programme survey is in place, prompting participants to keep a "pulse check" on their leadership practices across 4 behavioral questions.

Since launch in 2018, 10 sessions of AXELERATE are well received by 270 managers with a 4.3/5.0 rating. AXELERATE participants' learning effectiveness is verified by facilitators, and their workplace behavioral change is demonstrated by a 10% increase in pre/post survey scores and application stories collected. Organizationally, since AXELERATE's launch, the results of corporate-wide regular "Employee Pulse Survey" show an average score increase of 90% across AXELERATE-related areas on collaboration, agility, empowerment and communication, which contribute to a 142% increase in the overall staff engagement indicator "Employee Net Promoter Score (eNPS)".

Comments from Adjudicators

It was a sophisticated leadership approach with the train-the-trainer programme condensed into 2.5 days only which addressed the rather difficult tasks of instituting collaborative and empowering mindsets among targeted participants. The programme was particularly impactful with a learner-centric design initiative together with a combination of design thinking, sharing sessions, as well as application of engaging rituals to enhance the overall experience.

The post programme reinforcement with alumni gathering as well as post-assessment paved ways to sustain the mindset change in the long run. On the whole, the programme delivered positive results with impressive in-house resources.



"Airport Authority Cultural Change Programme" Airport Authority Hong Kong

Background

Airport Authority Hong Kong (AA), which employs over 2,800 employees, is responsible for the operation and development of Hong Kong International Airport (HKIA). Since its opening in 1998, HKIA has grown to become one of the busiest airports in the world.

In 2014/15, the new CEO was on board and new Division Heads were recruited. With the change in leadership team and HKIA's expansion in the coming years, the whole organisation needs to share the same vision and values to work as a committed team to deliver excellent results. To achieve this, AA embarked on a journey of cultural change.

Design and Implementation

To ensure success along the change journey, a comprehensive cultural change roadmap was formulated and implemented:

- Putting the Team Together The top management collectively refined AA's vision and mission and consolidated AA's core values into "5Cs": Caring, Commitment, Creativity, Collaboration and Continuous Improvement.
- **Building an Enabling Infrastructure** AA's Leadership Competency Model was revamped to focus on clear behavioural indicators against the "5Cs". A Culture Promotion Committee was formed to design programmes and create a work environment that encourage the practice of the core values.
- Measuring Current Values Pulse survey and focus groups were conducted to gauge the extent to which employees perceived the "5Cs" were being practised within the organisation.
- **Deciding Where to Focus** The pulse survey results determined the strategic focus on the change programme: foster Collaboration, embrace Creativity, and strengthen Caring for people.
- Executing with Excellence
 - Foster Collaboration New channels were deployed to cascade corporate messages, listen to employees' voice, and promote cross-departmental collaboration and communication.
 - Embrace Creativity The Work Improvement Team (WIT) Programme trains and empowers frontline staff to practise AA's "5Cs" to generate creative and practical solutions to tackle workplace problems.
 - Strengthening Caring for Staff The AA Wellness Weeks in 2018 offered a wide range of health and wellness activities covering physical, mental, social and financial health. A two-week "Steps Challenge" in 2019 encouraged staff to walk-for-health.
- Sustaining Momentum To reinforce and sustain the "5Cs" culture, Staff Recognition Program was revamped to regularly award role model behaviours.

Outcomes

- Foster Collaboration The team building programme in 2017-2018 had an overall high satisfaction rate of 5.13 on a 6-point scale. Results from a pulse survey in 2018 indicated the area receiving the highest average score is "Fellow colleagues' willingness to share information and support each other".
- **Embrace Creativity** The WIT Programme has become an annual practice. From 2016 to 2019, 166 WITs comprising 618 WIT members were formed, of which more than 95% of the projects had been completed with creative ideas implemented.
- Strengthening Caring for Staff The Wellness Weeks had a high attendance of 1,700 and an overall satisfaction rate of 4.7 on a 5-point scale. Over 1,000 employees joined the Steps Challenge, with 80.6 million steps taken in two weeks.
- Recognition from Industry AA's cultural change programme has clinched various regional and local awards, including the Gold Award in Change Management in the Airports Council International Asia-Pacific HR Excellence Recognition Program 2019.

Comments from Adjudicators

The Airport Authority Cultural Change Programme was a thoroughly designed and executed campaign with participation from the whole organization including all levels of employees. The implementation was well directed and systematic from start to finish with consideration to sustaining the momentum over the long cultural change journey.

Overall, impressive work in progress results were achieved, and outcomes were clearly measured via pulse survey and focus group. The efforts and achievements were further amplified and appreciated through internal communications. It was enlightening to see top management's strong involvement in the process. The Work Improvement Team and "Steps Challenge" were particularly praised and credited for their creativity and commitment.



"Culture Clicks, Culture Ticks"

Bupa (Asia) Ltd. / Quality HealthCare Medical Services Ltd.

Special Award



About Bupa and Quality HealthCare Medical Services Limited

Bupa is UK's largest health insurer. In Hong Kong, they are known as the health insurance specialist. Bupa Hong Kong provides more than 3,200 corporates with corporate health insurance policies and has over 400,000 customers. Bupa also provides primary care services through Quality HealthCare Medical Services (QHMS), one of Hong Kong's largest private clinic networks. QHMS serves the community through a network of over 1,500 provider service points in Hong Kong, including 120 self-owned multi-specialty medical centres. Both businesses shared a common purpose of "helping people live longer, healthier, happier lives".

Program Objectives

In 2018, Bupa and QHMS had a 5 years' strategic vision pinned down – being the most trusted health insurer and provider to fulfil their shared purpose. In this regard, their leadership team has announced a desired cultural shift against their vision & strategies. Their culture programme was therefore aimed at strengthening their people's awareness of the desired cultural attributes, uplifting their capabilities and engaging them to drive a more accountable, collaborative, and continuously improving culture together.

Design and Implementation

The in-house culture programme was customized with sufficient stakeholder engagement especially when they shaped their contents, they heard from their leadership team via the semi-annual Leaders' Forum and from their people via employee survey and culture elevation sessions. The programme was launched together with a self-developed "culture kit" which divided the whole culture journey into 5 stages. They had effectively implemented it with a "Culture Clicks, Culture Ticks" approach:

- "Culture Clicks" in parallel with the culture kit they landed the programme with a diverse range of interventions from awareness programme to training and staff engagement initiatives. With these programmes, they effectively "clicked" their people at different levels across the organization.
- "Culture Ticks" they made culture more visible by breaking down high level goals into realistic milestones & measures. Programme success was therefore effectively tracked in the lens of customers, leaders and employees.

Measurement and Outcomes

Bupa and QHMS embedded the "Culture Ticks" box measures at different stages of their culture programme to assess the impact of the cultural change. They attained positive changes in terms of customer satisfaction, risk management and employee engagement. Below are some of the key success indicators they captured:

- Leadership & employee behavior changes it was reflected that their leaders were able to walk the talk by demonstrating the cultural attributes (indicated by 72% of culture survey respondents) and their people across the organization collaborated with each other more effectively (indicated by 74% of respondents);
- Cultural awareness and employees' engagement 72% of respondents perceived their culture as "Succeeding" or "Stable". Their internal employee engagement score also increased by 10%;
- Customer experience & risk culture improvement they tracked positive improvement in their Net Promoter Score (a customer loyalty measure) in both insurance and health service businesses. It was also observed that their people had strengthened individual/team accountabilities on day to day risk management.

In Bupa Hong Kong and QHMS, mapping the cultural change journey, communicating the reason for change and defining targets are just starting points. With the "Culture Clicks", they strengthened people's culture awareness, engaged and prepared them for steering it. With "Culture Ticks" they motivated everyone to live up with their cultural themes by connecting the organization more closely with their people and customers. Their culture programme with its unique methodologies and implementation effectively joined minds together, bringing the team to a clear destination with vision and determination.

Comments from Adjudicators

It was an all-rounded cultural change programme algined with corporate's business strategy with clear and well-defined objectives for all levels of staff in the company to achieve. The distinct yet cohesive transitional stages and phases of the programme tied back to the core cultural themes of Accountability, Collaboration and Continuous Improving.

The programme was complimented on the design of an excellent set of metrics and innovative idea of "Culture Miles", whereby success in the cultural change relied also on a "bottom up" approach through a sustainable manner.

In view of the challenging environment, the programme was a manifesto to witness the power of cultural change with great support from the management as well as engagement of employees and customers.







The oldest Royal Chartered University in Wales and England after the universities of Oxford and Cambridge



DBA

Ranked #19 in the Global DBA Rankings Euro 2020



Executive DBA

A member of Executive DBA Council (EDBAC)



PhD Reg No: 272722

Among top 1% universities worldwide

www.hkma.org.hk/dba

Enguiries: 27748500 / 27748501 (Mr Patrick Law)

It is a matter of discretion for individual employers to recognize any qualification to which these courses may lead.





"Career Advancement Program" Wynn Resorts (Macau) S.A.

Special Award



Wynn has always seen training as a strategic investment, an essential ingredient in ensuring the professionalism, motivation and retention of its workforce. It is in this spirit that Wynn's Career Advancement Program (C.A.P.) was created to nuture local talent and elevate deserving team members to management positions.

C.A.P. offers participants a variety of totally new and exciting career opportunities. This approach is quite different from regular career development initiatives, which trpically offer vertical development along an existing career path. The C.A.P. is designed to meet a number of specific needs:

- Industry needs married with government aims The Macau Government expects industry leaders to develop local talent for elevation to managerial positions. However, locals working in Gaming positions typically do not possess the skills to transition to other areas, creating a deficit of local industry experts
- Wynn's need for Hospitality professionals Hospitality sector careers have not developed at the same rate as in the Gaming sector. As an acclaimed luxury integrated resort, Wynn needs highly skilled managers. However, the local talent pool is small and shallow
- Team members' need for career growth opportunities Gaming operates with a very flat hierarchical structure, severely limiting opportunities for advancement

Also unlike other programs where individuals are nominated or appointed, joining C.A.P. requires participants to proactively apply and qualify for selection. This approach guarantees an exceptionally high level of commitment. C.A.P. is open to Gaming team members with a minimum of 2 years' service and is reserved exclusively for those in junior positions. Upon completion of the 60-week program, graduates of C.A.P. are offered an Assistant Manager role.

In designing the format and program content, the emphasis is on ensuring graduates possess the skills, confidence and knowledge to quickly integrate into teams of industry professionals. To achieve this, the learning and development environment was structured as follows:

- 70% of time is allocated to training on-the-job. This provides practical experience in a wide variety of service situations and styles, allowing participants to develop confidence and credibility in a hospitality service environment
- 15% of time allocated to creating partnerships. To help ensure the developmental journey is completed with confidence, participants are connected with sponsiors from the management team who provide personal mentorship
- 15% of time dedicated to attending theory classes. This equips participants with a "tool box" of competencies, including professional knowledge, management skills, leadership, mental agility and personal well-being

Growth in both personal and professional domains enables participants to transition through different phases of development. The program is structured to build a foundation of excitement for the journey ahead, developing confidence in newly learnt abilities and the achievement of learning milestones. Participants gain professional credibility and establish their personal brand as a member of management, which ultimately leads to the success of the program.

Comments from Adjudicators

It was an industry-specific and unique programme that addressed career development for dealers and young talents in the gaming industry. A smart yet cost-efficient programme which motivated and uncovered raising stars within the company.

Through a systematic flow of training and development process, the employees went through from selection to "graduation" with clear and relevant course content including technical, management and leadership skills and personal well-being. The results were commendable with a newly created career ladder from within.

All in all, an excellent career development programme targeted staff engagement and retention which would contribute positively to the hotel industry in the long term.



Special Awards





安盛 Best in Change Management

"Experience Of The Future Conversion Program: Leading Our Team Through Change" **McDonald's Hong Kong**

Comments from Examiners

The "Experience Of The Future Conversion Program" is a forward-looking and comprehensive programme that enabled continuous improvement measures be launched to provide better customer experience. It led staff through change initiatives to exceed customer expectation. A well-structured programme which involved stakeholders across all levels of the company and in line with innovative business development including live customer feedback App. Their follow-ups and programme monitoring reinforced high service level and sustained mindset change.





安盛 Best in Change Management

"Work Improvement Team (WIT) Programme" **Airport Authority Hong Kong**

Comments from Examiners

The programme has equipped staff with innovative mindset and helped the company work efficiently. The objectives of the "Work Improvement Team Programme" were clearly set and with good use of design thinking in driving and creating a sustainable platform for business impacts. There were great commitments from the top management in empowering the staff for continuous professional growth and building a sense of achievements. It is wellstructured and implemented which would deliver sustainable results in the long run.





安盛 Best in Change Management

"MAGIC OF L.O.V.E.' - The Bright Color of Human Touch" The Hong Kong Jockey Club - Retail & Telebet Services

Comments from Examiners

The "MAGIC OF L.O.V.E." is a well-structured programme with contents discreetly designed to align with the programme objectives, such as building a sense of belonging and engagement with management etc. A good use of telebet characteristics to make the programme sustainable since 2016. It was encouraging to see an organization that is willing to invest in part-time staff development and continuous learning.



Special Awards



goodjobs Best in Social Impact

"Inclusive Training Development" **Inclusive Impact Limited**

Comments from Examiners

The "Inclusive Training Development" programme comprised of Corporate Social Responsibility elements designed with good intent to involve persons with disabilities and strong sportsmanship mentality. A well thought-out programme with a solid theoretical base building that are properly integrated in the programme contents. Inclusive Impact Limited is a remarkable and social inclusive organization for Paralympic athletes to sustain their passion and contribute to the community.

Best in Future Skills Development

"Prudential HK - FutuREADY Programme" **Prudential Hong Kong Limited**

Comments from Examiners

"Prudential HK - FutuREADY Programme" is a good programme that tailor-made for young generation by using different digital platforms to accommodate their working style. It has a good mix and made use of different modes of learning in the training intervention i.e. digital, facilitator-led and work-based learning. The programme has chosen an appropriate segment of staff to groom them into future leaders of the company.

Best in Succession Planning

"Successors in ICT (Integrated Competencies Training)" **CITIC Telecom International CPC Limited**

Comments from Examiners

A well-researched and all-rounded development programme with implementation of different types of training including gamification, experiential learning, case studying, project-based learning. The blended learning approach helped to sustain the effectiveness. The evaluation of the programme effectiveness using the Kirkpatrick model, which is industry recognized standard, was well adopted and presented.



2019

Gold Award Architectural Services Department, HKSAR Government

Generation: You Employed (HK) Limited **Silver Awards**

Hilti Asia Limited

Bronze Awards HKT Limited — Commercial Group

New World Development Company Limited

Ovolo Group

Excellence Awards MGM China

MTR Corporation Limited

New World Development Company Limited

Zurich Insurance (Hong Kong)

2018

Skills Training Category

Gold Award Direction Association for the Handicapped

Silver Award Hotel ICON

Bronze Award AIA International Limited

Excellence Awards Jardine Aviation Services Group

Jardine Aviation Services Group

K11 Concepts Limited

Development Category

Gold Award Quality HealthCare Medical Services Limited

Pfizer Corporation Hong Kong Limited Silver Award

Bronze Award Ocean Park Corporation

Excellence Awards AIA International Limited

Laws Fashion Group Limited Sun Life Hong Kong Limited 2017

Skills Training Category

Asia Pacific Heart Rhythm Society and Abbott Laboratories **Gold Award**

Silver Award Sino Group

MTR Corporation **Bronze Award**

Excellence Awards Chow Tai Fook Jewellery Company Limited

Manulife (International) Limited

Ngong Ping 360 Limited

Development Category

Gold Award Hong Kong Airlines Limited

Silver Award Cathay Pacific Airways

Bronze Award FTLife Insurance Company Limited

Excellence Awards Citi Hong Kong

The Hong Kong Jockey Club

MTR Corporation

2016

Skills Training Category

Gold Award Cordis, Hong Kong

Silver Award MTR Corporation and

Sports Federation & Olympic Committee of Hong Kong,

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

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

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 AlA International Limited

MTR Corporation Limited Societe Generale, Asia-Pacific

2012

Skills Training Category

Gold Award The Hong Kong Jockey Club

Silver Award DHL Express (HK) Limited

Bronze Award CLP Power Hong Kong Limited

Excellence Awards Hong Kong Air Cargo Terminals Limited

Hong Kong Broadband Network Limited

Shanghai Feng Cheng Property Management Co Ltd — Subsidiary of Shui On Land (HK & China)

Development Category

Gold Award The Hong Kong Society for the Aged

Silver Award Hip Hing Construction Company Limited

Bronze Award MTR Corporation Limited

Excellence Awards Civil Service Training and Development Institute,

Civil Service Bureau, HKSAR The Dow Chemical Company

HSBC

2011

Gold Prize BOC Group Life Assurance Company Limited

Silver Prize Shangri-La Hotels and Resorts

Bronze Prize Kowloon Central Cluster, Hospital Authority

Excellence Awards Fleet Management Limited

Maxim Caterers Limited

 ${\it Standard Chartered Bank (Hong Kong) Limited}$



2010

Gold Prize Bank of China (Hong Kong) Limited

Silver Prize Morgan Stanley

Bronze Prize The Hong Kong Jockey Club

Excellence Awards Aon Hong Kong Limited

Fuji Xerox (Hong Kong) Limited

Mandarin Oriental Hotel Group

2005

Gold Prize Langham Place Hotel

Silver Prize CLP Power Hong Kong Limited

Bronze Prize The Hong Kong and China Gas Company Ltd

Certificates of Merit HSB

PCCW Limited

Standard Chartered Bank (Hong Kong) Limited

2009

Gold Prize MTR Corporation Limited

Silver Prize Synergis Management Services Ltd

Bronze Prize Zurich Life Insurance Co Ltd

Certificates of Excellence Hang Yick Properties Management Ltd

Hong Yip Service Co Ltd

InterContinental Grand Stanford Hong Kong

2004

Gold Prize The Hong Kong Jockey Club

Silver Prize HSBC

Bronze Prize AXA China Insurance Co Ltd

Certificates of Merit ACNielson (China) Ltd
Hong Kong Housing Authorit

Hong Kong Housing Authority MTR Corporation Limited

2008

Gold Prize CLP Power Hong Kong Limited

Silver Prize Maxim Caterers Ltd and Hospital Authority

Bronze Prize The Hong Kong Jockey Club

Certificates of Excellence Canossa Hospital (Caritas)

Hong Kong CSL Limited InterContinental Hong Kong 2003

Gold Prize Cathay Pacific Airways Ltd

Silver Prize Circle K Convenience Stores (HK) Ltd

Bronze Prize HSBC

Certificates of Merit Canossa Hospital (Caritas)

Kai Shing Management Services Ltd Sun Hung Kai Properties Ltd

2007

Gold Prize Tao Heung Group Limited

Silver Prize Kowloon-Canton Railway Corporation

Bronze Prize The Hong Kong Jockey Club

Certificates of Excellence Kowloon Shangri-La Hotel Li & Fung (Trading) Limited

PCCW Limited

2002

Gold Prize Hong Kong Housing Authority

Silver Prize Hsin Chong Real Estate Management Ltd

Bronze Prize Allen & Overy (HK) Limited

Certificates of Merit American International Assurance Company (Bermuda)

Limited

Hong Yip Service Company Ltd Shangri-La Hotels and Resorts

2006

Gold Prize Langham Place Hotel

Silver Prize Gammon Construction Limited

Bronze Prize Hang Seng Bank

Certificates of Excellence

Hang Seng Bank Jones Lang LaSalle — Management Solutions

Shun Hing Electric Service Centre Ltd

2001

Gold Prize Hang Seng Bank Ltd

Silver Prize Hongkong Post

Bronze Prize Watson's The Chemist

Certificates of Merit Giordano International Limited

Hang Yick Properties Management Limited

Hong Yip Service Company Ltd



2000

Gold Prize Standard Chartered Bank

Silver Prize Hong Kong Housing Authority

Bronze Prize The Hong Kong Jockey Club

Certificates of Merit Heraeus Ltd

Hospital Authority MTR Corporation

1999

Gold Prize Hang Seng Bank Ltd

CLP Power Hong Kong Ltd **Silver Prize**

Hang Seng Bank Ltd **Bronze Prize**

Certificates of Merit Goodwell Property Management Ltd

The Jockey Club Kau Sai Chau Public Golf Course Ltd

Kowloon-Canton Railway Corporation

1998

Gold Prize Sheraton Hong Kong Hotel & Towers

Silver Prize Tse Sui Luen Jewellery Co Ltd

DHL International (HK) Ltd **Bronze Prize**

The Hong Kong Jockey Club **Certificates of Merit**

Hong Kong Police Shell Hong Kong Ltd

1997

Strategic HRD Category

Silver Prize Regal Hotels International

Bronze Prize DHL International (HK) Ltd

Skills Training and Development Category

Gold Prize Hang Seng Bank Ltd

Marks and Spencer (H.K.) Ltd **Silver Prize**

Bronze Prize Regal Hotels International

1996

Overall Winner Giordano Ltd

Strategic HRD Category Giordano Ltd

Skills Training and Development Category Mass Transit Railway Corporation

1995

Overall Winner Hospital Authority

Strategic HRD Category Hospital Authority

Skills Training and Development Category Mass Transit Railway Corporation

1994

Overall Winner Kowloon-Canton Railway Corporation

Strategic Management/Strategic **HRD/TQM Training Category**

Kowloon-Canton Railway Corporation

Management/Supervisory Training Category

Cathay Pacific Catering Services (HK) Limited

Professional/Technical Training Category

Securair Limited

1993

Overall Winner The Asian Sources Media Group

Strategic Management/Strategic **HRD/Customer Service/ TQM Training Category**

The Sino Group

Management/Supervisory Training Category

The Asian Sources Media Group

Professional/Technical Training Category

Hong Kong Aircraft Engineering Company Limited

1992

Service Category Mass Transit Railway Corporation

Commercial and Industrial

Category

Shell Hong Kong Limited

1991

Service Category Arthur Andersen & Company

Manufacturing Category Computer Products Asia-Pacific Limited

Construction Category Franki Kier Limited

Wholesale/Retail/Import/ **Export Category**

Jardine Pacific Limited — Pizza Hut Division

Utilities and Public Sector

Category

Mass Transit Railway Corporation

1990

Multi-National Corporations Category

China Light & Power Company Limited

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



pruworks 勇奪《彭博商業周刊》 全面解決方案服務「卓越大獎」

保誠於2020年正式推出全新 **pruworks**—站式電子平台,讓僱主、人力資源團隊和僱員透過無縫的電子體驗,簡易便捷地管理保單、享用僱員專屬優惠及企業方案。

自推出以來,**pruworks** 有效地助企業更輕鬆管理公司團體保險,更於《彭博商業周刊》舉辦的「金融機構大獎2020」榮獲全面解決方案服務「卓越大獎」!



卓越大獎

一般保險 - 全面解決方案股務

透過 pruworks,僱主及僱員可專享以下特點及服務:



隨時隨地管理保單



專屬健康及家庭優惠



消閑保障



電子理賠



搜尋網絡醫生位置



電子醫療卡





JUDGING CRITERIA

Distinguished Trainer Awards

1. Signature Campaign

From a signature training and/or development campaign, the trainer has demonstrated his/her competencies as a good trainer in the following areas:

- · Making sure that training is connected to business/organizational need and external environment
- Ability to design purposeful learning processes
- · Ability to manage and deliver a designed programme
- Role in the internal marketing of training plans to stakeholders
- Ability to evaluate training
- 2. Personal achievements and continuous development
- 3. Achievement in enhancing training and development capability

Outstanding New Trainer Awards

1. Signature Campaign

From a signature training and/or development campaign, the trainer has demonstrated his/her competencies as a good trainer in the following areas:

- Making sure that training is connected to business/organizational need and external environment
- · Ability to design purposeful learning processes
- Ability to manage and deliver a designed programme
- · Ability to evaluate training
- 2. Personal achievements and continuous development

INDIVIDUAL AWARD WINNERS

Mr Frank Mok

Training Manager AIA International Limited



Distinguished Trainer Awardees*

Dr Chan Suk Kuen, Alison

Director, Head of Partnership Academy AIA International Limited

Ms Fan Siu Ping, Carol

Manager, QMBD Department AIA International Limited

Mr Lun Siu Hong

Senior Manager, Training & Development, Partnership Distribution Department Prudential Hong Kong Limited

Mr Frank Mok

Training Manager AIA International Limited

Mr Roland Lazol Ubando

Senior Learning Manager, Leadership & Management GP Strategies (Hong Kong) Limited

Outstanding New Trainer Awardees*

Mr Chak Ka Hang, Amen

Branch Manager Prudential Hong Kong Limited

Ms Chan Shuk Wun, Josephine

Training Officer HKT Teleservices

Mr Chan Pui Kei

Distribution Training Specialist
AXA China Region Insurance Company Limited

Mr Li Ka Kin

Regional Manager Prudential Hong Kong Limited

Mr Liu Tsun Ki, Marcus

Senior Officer, Agency Training Prudential Hong Kong Limited

Mr Lo Tsz Hin

Distribution Training Specialist AXA China Region Insurance Company Limited

Mr Lui Man Hei

Distribution Training Specialist AXA China Region Insurance Company Limited

Mr David Wong

Training Engineer CLP Power Hong Kong Limited

Ms Ashley Yang

Training Associate
AIA International Limited

Mr Yuen Tat Chuen

Senior Training Associate AIA International Limited

Mr Jason Yeung

Training Officer CLP Power 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.







Mr Frank Mok Training Manager AIA International Limited

"It is my great honour to receive 'Trainer of the Year' and 'Distinguished Trainer Award' from the HKMA. I would like to express my heartfelt gratitude to AIA, my supervisors and colleagues for their continuous support and encouragement. This milestone motivates me to strive for excellence in Training and Development and contribute to the community."



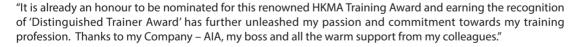
DISTINGUISHED TRAINER AWARDEES*



Dr Chan Suk Kuen, Alison **Director, Head of Partnership Academy AIA International Limited**

"I am deeply pleased and honored to receive 'Distinguished Trainer Award' from the HKMA. My heartfelt thanks should go to my company, colleagues and business partners for their trust and support such that I can thrive in my expertise. With my participation in this award, I am determined to uplift my professionalism continuously and hope more talents can be inspired to build a better society."

> Ms Fan Siu Ping, Carol Manager, QMBD Department **AIA International Limited**





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





DISTINGUISHED TRAINER AWARDEES*



Mr Lun Siu Hong Senior Manager, Training & Development, Partnership Distribution Department Prudential Hong Kong Limited

"Receiving the 'Distinguished Trainer Award' 10 years after the 'Distinguished Salesperson Award' is such an amazing experience to me. Gratitude extended to the HKMA and Prudential for providing me such an invaluable platform to equip and improve myself. My heartfelt thanks to my team and leadership who have been supporting and inspiring me to be a distinguished trainer."

Mr Roland Lazol Ubando Senior Learning Manager, Leadership & Management GP Strategies (Hong Kong) Limited

"I am delighted, honored and humbled to receive the HKMA 'Distinguished Trainer Award' for 2020. Thank you the HKMA for this wonderful recognition. Very special thanks to HSBC and GP Strategies for their support and encouragement - giving me the opportunity to 'Facilitate Learning and Make an Impact'. Maraming Salamat Po."



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



OUTSTANDING NEW TRAINER AWARDEES*

Mr Chak Ka Hang, Amen Branch Manager Prudential Hong Kong Limited

"It is my great honour to be awarded 'Outstanding New Trainer Award' from the HKMA. I would like to express my gratitude to my company, Prudential and colleagues who strongly supported me to participate in this award during the pandemic. This award takes me to a new height and motivates me to strive for excellence in my training and career onwards."





Ms Chan Shuk Wun, Josephine Training Officer HKT Teleservices

"It is my great honour to receive the 'Outstanding New Trainer Award' from the HKMA. This milestone encourages me to further develop myself and strive for excellence in my training journey. I would like to express my gratitude to the HKMA and mentors for their unfailing support along the way."

Mr Chan Pui Kei Distribution Training Specialist AXA China Region Insurance Company Limited

"It is a great honor to be awarded 'Outstanding New Trainer Award' from the HKMA. A trainer is always expected to be at the forefront of change and continuous learning. I would like to express my gratitude to my department head, manager and teammates for their generous support and inspiration along my initial trainer journey."



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



OUTSTANDING NEW TRAINER AWARDEES*

Mr Li Ka Kin Regional Manager Prudential Hong Kong Limited

"It is my great honour to receive the 'Outstanding New Trainer Award' from the HKMA. Special thanks go to my company – Prudential and the support team. I hope to improve my training skill so as to inspire young adults and the new joiners to live with positive mindset."





Mr Liu Tsun Ki, Marcus Senior Officer, Agency Training Prudential Hong Kong Limited

"It is my honour to receive 'Outstanding New Trainer Award' from the HKMA. My heartfelt thanks go to my company - Prudential, my supervisor and colleagues, their guidance and support have helped me get where I am today. This award has also motivated me to strive for excellence in my training career onwards."



"I cannot be more grateful to receive the 'Outstanding New Trainer Award' from the HKMA. The award has encouraged me to keep striving for excellence in my training career. Learning and development is all about passion and change. Also, I want to dedicate this to those who have always been supporting me."





Mr Lui Man Hei Distribution Training Specialist AXA China Region Insurance Company Limited

"This is an emotional moment for me to be presented the 'Outstanding New Trainer Award'. I am fortunate to have an incredible team who supported me throughout the contest. The lesson I have learnt is not about winning. It's about not giving up. A final thanks to all the judges."

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



OUTSTANDING NEW TRAINER AWARDEES*

Mr David Wong Training Engineer CLP Power Hong Kong Limited

"It is a great honour to receive the 'Outstanding New Trainer Award' from the HKMA. I would like to thank CLP Power Hong Kong Limited and colleagues for their support and continuous guidance. The award is a remarkable milestone in my career development."





Ms Ashley Yang Training Associate AIA International Limited

"It's my great honour to be awarded the 'Outstanding New Trainer Award', which is really valuable and meaningful experience during my training career. Heartfelt gratitude to my company, supervisor and colleagues for their guidance, inspiration and all their support. Moving on, I will continue to be passionate and inspire people."

Mr Yuen Tat Chuen Senior Training Associate AIA International Limited

"It's my great honour to receive the 'Outstanding New Trainer Award' by the HKMA, which is a tremendous milestone in my career path. I would like to thank my company AIA for the support and encouragement."





Mr Jason Yeung Training Officer CLP Power Hong Kong Limited

"It is a great honour to receive the 'Outstanding New Trainer Award' from the HKMA. The award not only recognizes my works, but also greatly encourages me to keep learning throughout my career. I would like to express my heartfelt gratitude to CLP Power Hong Kong Limited, my department head and colleagues for their endless support, as well as the HKMA for organising this meaningful event."

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



全方位求職增值平台

520,000會員公



Recruit求職手機App

230,000



Facebook 專頁 粉絲人數 **128,000+**



Instagram **26,000+** 粉絲人數



Recruit 招聘進修博覽





*港鐵站內、工商地區、星巴克咖啡店、 社福中心、D2 ONE & D2 TWO、

刊登招聘廣告

2976 2888

adsales@info.recruit.com.hk















2019

Trainer of the Year

Ms Yip Ho Yue, Angela Hotel ICON

Distinguished Trainer Awardees

Mr Chan Ching Fai, Chris
AlA International Limited

Mr Benny Lai
Fuji Xerox (Hong Kong) Limited

Mr Lai Koon Yin, Ken
AlA International Limited

Mr Lee Ka Fai, Joe Quality HealthCare Medical Services Limited

Ms Ma Denise Wai Yue Hong Kong Airlines
Mr Wong Ka Shing, Isaac MetLife Hong Kong

Ms Yip Ho Yue, Angela Hotel ICON

Outstanding New Trainer Awardees

Mr Chan Chun Pong, Chris Link Asset Management Limited

Ms Funny Fan HKBN Group

Ms Ho Sze Ching, Phoebe CSL Mobile Limited

Mr Li Kwok Wai AlA International Limited

Ms Lo Ka Wing, Julian HKT Limited

Mr Aaron Pang AlA International Limited

Mr So Wan Yeung, Trevor
Mr Wong Chun Ho, Shawn
CSL Mobile Limited
Ms Phoebe Zhan
AlA International Limited

2018

Trainer of the Year

Mr Edward Lo Hang Lung Properties Limited

Distinguished Trainer Awardees

Mr Edward Lo Hang Lung Properties Limited
Ms Angela Wong Hang Seng Bank Limited

Outstanding New Trainer Awardees

Ms Claire He AlA International Limited

Ms Claire He CLP Power Hong Kong Limited

Mr Raymond Lee Prudential Hong Kong Limited

Ms Windsor Lee Chow Tai Fook Jewellery Company Limited

Mr Amen Lo
China Life Insurance (Overseas) Company Limited
Mr Duke Ng
China Life Insurance (Overseas) Company Limited

Ms Julia Ng MTR Corporation

Mr Peter Pun Hilti (Hong Kong) Limited

Ms Kim Qiu AlA International Limited

Ms Kim Sin Maxim's Group - Japanese Chain Restaurants

Mr Benedict Wong Manulife (International) Limited

Ms Ronnie Wong MTR Corporation

Mr Charles Yeung Hotel ICON

Mr Larry Yik K11 Concepts Limited

Mr Jeremy Yu New World Development 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.



2017

Trainer of the Year

Mr Bruce Au A.S. Watson Group

Distinguished Trainer Awardees

Mr Bruce Au A.S. Watson Group

Mr David Chan Maxim's Group - Japanese Chain Restaurants

Mr Roy Choy Prudential Hong Kong Limited
Mr Harry Ng Infocan Training Limited

Outstanding New Trainer Awardees

Mr Derek Au GP Strategies Corporation

Mr Alpha Cheng Prudential Hong Kong Limited
Ms Aing Fan Midland Holdings Limited

Ms Bonnie Lau Maxim's Group - Japanese Chain Restaurants

Mr Dickson Lau CLP Power Hong Kong Limited
Mr Kenneth Lau Midland Holdings Limited

Mr Tim Lau HKT Limited

Mr Daniel Lee Prudential Hong Kong Limited

Mr Jameson Lee FedEx Express

Mr Ricky Li Prudential Hong Kong Limited

Ms Carmen Lo

Jebsen & Co Ltd

Ms Grace Ma

MTR Corporation

Mr Sunny Wong

BOC Group Life Assurance Company Limited

2016

Trainer of the Year

Mr Tolar Ng Ralph Lauren Asia Pacific Limited

Distinguished Trainer Awardees

Ms Vivian LingCitibank (Hong Kong) LimitedMr Tolar NgRalph 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 ChauMaxim's Caterers LimitedMs Hester ChengMaxim'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

 $^{^{*} \ \} The \ above \ list \ shows \ the \ Award \ recipients \ and \ their \ companies \ during \ the \ year \ of \ the \ Award \ indicated.$

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



2015

Trainer of the Year

Mr Alan Leung DFS Group Limited

Distinguished Trainer Awardees

Mr Alan Leung DFS Group Limited

Mr Desmond Mok Maxim's Caterers Limited

Ms Dorothy Wong ICC Limited

Ms Elsa Wong Bank of China (Hong Kong) Limited

Outstanding New Trainer Awardees

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

Ms Eliza Cheng CLP Power Hong Kong Limited

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

Ms Becky Chung Standard Chartered Bank (Hong Kong) Limited

Mr Lynn Lai China Life Insurance (Overseas) Company

Limited

Mr Charles Tang MTR Corporation Limited

Ms Amy Tong G2000 (Apparel) Limited

Mr Penny Tsang Pure International (Hong Kong) Limited

Ms Stephanie Wong HSBC Life (International) Limited

Mr Kim Wu Maxim's Group — Starbucks Hong Kong

Ms Psyche Yau MTR Corporation Limited

Ms Willy Yuen BOC Group Life Assurance Company Limited

2014

Trainer of the Year

Ms Yvonne Yam RS Components Limited

Distinguished Trainer Awardees

Ms Maggie Chan Bank of China (Hong Kong) Limited

Mr Leo Lee CSL Limited

Ms Amy Leung DFS Group Limited

Ms Jasmine Lok Maxim's Caterers Limited
Ms Maria Tong Cathay Pacific Airways

Mr Vincent Woo Maxim's Caterers Limited

Ms Yvonne Yam RS Components Limited

Ms Snowy Zheng Australia and New Zealand Banking Group Limited

Outstanding New Trainer Awardees

Mr David Chan Maxim's Caterers Limited

Mr Max Cheng DFS Group Limited

Ms Novem Chung Midland Holdings Limited

Ms Kathy Kwong New World Development Company Limited

Mr Kenny Lai Bank of China (Hong Kong) Limited

 Ms Rebecca Leung
 Maxim's Caterers Limited

 Ms Jacqueline Ng
 Maxim's Caterers Limited

 Mr Jovi Yan
 The Hong Kong Jockey Club

Ms Karin Yeung MTR Corporation Limited

^{*} 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.



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 Dunhil

Mr Andrew Li HSBC

Ms Jessica Siu The Hong Kong Jockey Club

Mr Simon Wong CLP Power Hong Kong Limited

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

2012

Trainer of the Year & Distinguished Trainer Awardee

Ms Vinky Lau The Hong Kong and China Gas Company Limited

Outstanding New Trainer Awardees

Ms Charissa Chan Swire Hotels

Mr Takki Chan The Hong Kong Jockey Club
Mr Anthony Chau DBS Bank (Hong Kong) Limited

Ms Belli Chui Standard Chartered Bank (Hong Kong) Limited

Ms Gloria Kam The Hong Kong Jockey Club

Ms Goldia Kong Miramar Group
Mr Leo Lee CSL Limited

Ms Angie Li

BOC Group Life Assurance Company Limited

Mr Chris Ng

McDonald's Restaurants (Hong Kong) Limited

Ms Carmen Tam Ocean Park Corporation
Mr Tony Wo Zurich Insurance (Hong Kong)
Mr Kenneth Wong MTR Corporation Limited

Ms Rose Wong Hong Kong Air Cargo Terminals Limited

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

2011

Trainer of the Year

Ms Prudence Sze CLP Power Hong Kong Limited

Distinguished Trainer Awardees

Ms Sonia Lui Civil Service Training And Development Institute,

Civil Service Bureau, HKSAR

Ms Prudence Sze CLP Power Hong Kong Limited

Mr Bob Xie The Hong Kong & China Gas Company Limited

Outstanding New Trainer Awardees

Mr Nicky Lam Island Shangri-La, Hong Kong

Ms Amy Law HSBC

Mr Lee Chee King The Hong Kong Jockey Club

Ms Priscilla Lim HSBC

Ms Katherine Lo American International Assurance Company, Limited

Mr Kelvin Lo The Hong Kong Jockey Club

Ms Amy Yu HSBC

^{*} 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.



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

2008

Trainer of the Year

Mr Kelvin Ju AlG 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 lyer 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.



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

<u>Outstanding New Trainer Awardees</u>

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.



Intelligent Disinfection Station 智 能 消 毒 站

企業首選防疫方案 Best Business Solution

> 配合獨有 AQUA PRO+TECH 歐盟認證 消毒滅菌液

高效安全 有效殺滅包括 COVID-19等 多種病毒及細菌

無色無味

天然安全 不含酒精 不致敏

清潔淨化

預防交叉感染 病毒傳播

- 高效殺滅細菌病毒
- 自動感應(噴灑消毒噴霧)
- 三孔噴口(覆蓋全身約90%)
- 簡單安全 (無需接觸)
- 過程快速(只需7秒)









SHOP HERE













Print and Digital We've got everything covered... From print to digital, *The Standard* is always at your fingertips



EASY AND ALWAYS AHEAD...

www.thestandard.com.hk





















Human Capital Management Society (HCMS)

Promotes People Management Excellence Join Us Now!

By joining us, you will benefit from:

FREE Membership

- Learning Industry Best Practices, and Latest Knowledge and Skills in HR Management
- Building a Valuable Network and Connecting with Like-minded HR Professionals
- Enjoying Priority to Attend HCMS Events and Activities

Join Us and Exchange Insights with HR Practitioners













- * HKMA Full and Associate Members can join HCMS for free
- * HKMA Corporate and Charter Members can nominate their staff members to join HCMS for free

Enquiries:

Gloria Pong / Grace Lau

2774 8588 / 2774 8529

 □ gloriapong@hkma.org.hk / gracelau@hkma.org.hk



一站式人力資源 資訊及招聘平台

Best HR Practices

搜羅7大熱門人力資源資訊,助你深入 認識行業走向

HR Guru

結集人力資源翹楚智慧,分享 精辟人力資源觀點

人力資源新聞

緊貼招聘、培訓、勞工法例及 最新市場動向,助你掌握第一手資訊

HR實用工具

搜羅最新市場報告及就業市場分析等資訊,為你提供設計人力資源方案指標

人才招聘管理

簡單易用的網上招聘平台,助你輕鬆 管理職位申請

登記成為CTHR 會員

即送你《2021年HR新常態》電子書(中/英)

CT hr



立即登記



作者: Ms. Polly Yip 葉麗貞小姐 Master Ascent Limited. 創辦人及董事長







Master's Degree Programmes

University of Wales Trinity Saint David, UK MBA Reg No: 252735



University of South Australia, Australia

MBA CRICOS Provider Number: 00121B

(Marketing / Human Resource Management / Finance) Reg No: 212660/212659/212642



University of Greenwich, UK MBA (International Business) Reg No: 252208 LLM International and Commercial Law Reg No: 252469



Glyndŵr University, UK

MBA Reg No: 252769 中/英文考核



The University of Law, UK MA Law Reg No: 252954 LLM Programmes[#]



University of the Creative Arts, UK Master of Arts in Design, Innovation and **Brand Management** Reg No: 253014



University of Worcester, UK MSc Business Psychology Reg No: 253035 **MSc Healthcare Management and Leadership** Reg No: 253080



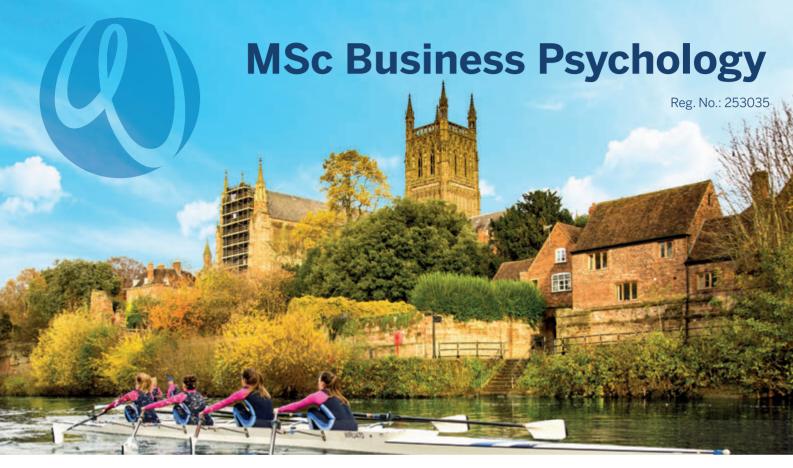
Enquiries: 27748500 / 27748501 (Mr Patrick Law)

It is a matter of discretion for individual employers to recognize any qualification to which these courses may lead. # Non-local Higher and Professional Education (Regulation) Ordinance registration in progress.









- Fully recognized in the UK
- Same qualification of the home programme offered in the UK
- Ranked #1 in the UK and #26 in the world for quality education (The Times Higher Education University Impact Ranking 2019)
- Attainable in 18 months: 7 taught modules (in HK) + dissertation (can be done anywhere)
- **Assignment-based Assessment**
- Fully taught by University of Worcester and Local Faculty
- Affordable Programme Fee: \$89,600

March 2021 Intake **Early Bird Offer** HK\$1,000 by 11 Dec 2020

Information **Seminar**

Date: Saturday, 28 November 2020

Time: 4:00pm - 5:00pm

Mode of delivery: Webinar

(a Zoom link will be provided before the event)

Registration: www.hkma.org.hk/uw/mscby

Please feel free to contact Ms Eva Lock to arrange a one-on-one consultation.

It is a matter of discretion for individual employers to recognize any qualification to which these courses may lead.



3958 4800 2774 8527

Ms Cathy Lee mscby.worcester@hkma.org.hk

MTA2011093



Building a better community together



The Mediterranean (Hong Kong)







The Fullerton Hotel Singapore



LEAD SPONSORS

AIA International Limited



Hongkong Land Limited



MAIN SPONSORS

AXA Hong Kong and Macau





Chow Tai Fook Jewellery Group Limited



The Hong Kong Jockey Club



The Hong Kong Jockey Club

HSBC



SPONSORS

The Hong Kong and China Gas Company Limited





MTR Corporation Limited



Sino Group



MEDIA SPONSORS

Convey Advertising Company Limited



Recruit & Company Limited



The Standard



DIGITAL MEDIA SPONSORS

CTgoodjobs



LinkedIn Corporation



AIA IS MORE THAN JUST AN INSURER

With over a century of history, we continue to be progressive and set new benchmarks for both customer and employee experience. As an employer, AIA Hong Kong and Macau is here to bring your ambitions to life, to unleash your full potential in a thriving work environment and to help you and our customers live Healthier, Longer, Better Lives.











