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S.C. 14/2014 (Revised)

**Revised Minutes of the 48th Meeting of the
Staffing Committee held at 2:30p.m.
on Tuesday, 8 July 2014 in the Board Room,
2nd floor, HKPC Building, 78 Tat Chee Avenue, Yau Yat Chuen, Kowloon**

Present : Chairman - Dr. Elizabeth Shing Shiu-ching, BBS, JP

 Members - Mr. Charles Hui, JP (representing Mr. Byron Ng, JP)
 Miss Lam Kam-yi
 Mr. Leung Yam-shing
 Mrs. Agnes Mak Tang Pik-yee, MH, JP
 Mrs. Katherine Ngan Ng Yu-ying, JP
 Mr. Sin Kai-ming, MH
 Ms. Marilyn Tang Yin-lee
 Mr. Frank Tsang
 Dr. Jack Yeung Chung-kit

Absent with Apologies: Prof. Helen Meng Mei-ling

In Attendance from HKPC:

Mr. Tony Lam	Director, Corporate Services
Mr. Joseph Poon	Director, Technology Development
Mr. Jonathan Ho	General Manager, Corporate Communications
Ms. Lilian Ho	General Manager, Human Resources & Administration
Mr. Alfonso Tam	Chief Manager, Council Secretariat
Ms. Gillian Luk	Senior Manager, Council Secretariat

Confirmation of Minutes (S.C. 6/2014 Revised)

The Revised Minutes of the 47th Staffing Committee Meeting held on 4 March 2014 had been circulated to Members and there were no further requests for amendments. The Revised Minutes were taken as read, confirmed and signed by the Chairman.

I. Matters Arising

(B) Review of Performance Management System (PMS)

4. Members noted that a Performance Management System (PMS) taskforce was set up in April 2014 to review the current system and collect users' views on the prevailing appraisal practice. The aim was to enhance the PMS by integrating and aligning the corporate and individual goal setting processes and streamlining the administrative procedures involved. During May and July 2014, six briefing sessions, two job description workshops and four objective setting workshops were arranged for different groups and grades of staff to facilitate their compilation of work objectives and job descriptions. More briefing sessions were planned towards the end of the 2014/15 appraisal period to acquaint staff with the assessment mechanism and prepare them for appraisal report writing. In the meantime, regular training and refresher courses would be arranged for new hires and interested staff members.

II. 2014/15 Pay Review (S.C. 10/2014)

5. Invited by the Chairman to report, _____ said that as at 31 May 2014, 507 staff (82.4%) were under the PPS. Their pay adjustment reflected the market trend by reference to five major pay trend surveys available in the market, as well as the pay trend adjustment of the Civil Service. Pay review for staff who were not under the PPS (non-PPS staff) would continue to follow the pay trend adjustment of the Civil Service.

6. _____ said that the proposed 2014/15 upward pay adjustments for PPS staff were 4.85%, 4.86%, 4.43% and 4.4% for the top, senior, middle and general level staff respectively, whereas the adjustments for non-PPS staff were 5.96% for the top and senior level staff and 4.71% for the middle and general level staff. Based on the current salary outlay for all staff, the cost arising from the proposed pay adjustment for staff under the PPS and non-PPS was estimated to be \$9.5M and \$2.5M per annum respectively, while another \$5.1M was estimated for merit increment.

7. Members considered and endorsed for the Council's approval the proposed 2014/15 pay adjustments for PPS and non-PPS staff at the rates mentioned in paragraph 6 above. Members also agreed that, in line with established practice, the proposed pay adjustments would take retrospective effect from 1 April 2014, subject to the Civil Service Pay

Adjustment as proposed by the Government being approved by the Legislative Council and the Government's subsequent approval of HKPC's proposed pay adjustments under section 6 of the HKPC Ordinance.

IV. Staffing Position of HKPC (S.C. 12/2014)

12. Members were briefed by _____ on the staffing position of HKPC and APAS as at 31 May 2014, with a total staff strength of 652 of which 626 (including 25 from APAS) were employed against the total approved establishment of 695, comprising 336 permanent staff, 271 contract staff and 19 temporary staff. The staff turnover rates for 2013/14 and April to May 2014 were 13.7% and 3.4% respectively, with "remuneration and career advancement" being the most quoted reason for departure.

13. With regard to senior staff movement, Members noted that following the appointment of Mr. Gordon Lo Siu-chung, former General Manager, IT & Business Management Division, as Director, Business Management on 12 May 2014 with Council's approval, and the resignation of Mr. Dennis Wu Kwok-kwong, General Manager, Enterprise Innovation (GM/EI) in June 2014, an open recruitment exercise for the replacement of the two General Manager positions had been completed. The appointment of Mr. Kim Chan Kin-chung as GM/EI and Mr. Wilson Wong Ka-wai as GM/IT was approved by the Staffing Committee by circulation of paper S.C. 9/2014 on 30 June 2014. Internally, with effect from 1 May 2014, Dr. Lawrence Cheung Chi-chong, General Manager, Automotive & Electronics, doubled across as General Manager, Automotive Parts & Accessory Systems R&D Centre, with prior agreement of the Innovation & Technology Commission. Separately, Ms. Lilian Ho Heung-ying, Senior Manager, Human Capital Development, was appointed General Manager, Human Resources & Administration on 12 May 2014 after an open recruitment process.

(Post-meeting note: Mr. Kim Chan Kin-chung reported duty on 14 July 2014 and Mr. Wilson Wong Ka-wai will report duty in August 2014.)

14. Members noted the Management's recent review of existing practice in accounting for whether a staff should be treated as occupying a post under the approved establishment as a means to closely control staff strength and the cost of operation, and supported the Management's decision to adopt the following measures:

- (a) continuing the existing practice that staff would not occupy a post under the establishment if he / she was employed with a fixed-term contract specifically for a particular project and whose cost was primarily funded by entities other than the corporation;
- (b) despite (a) above, staff under the APAS Division would continue to be counted towards the establishment of HKPC;
- (c) discontinuing the existing practice of counting part-time staff engaged for specific projects, like the “mystery shoppers” employed for the Quality Tourism Services Scheme, towards the establishment; and
- (d) continuing the existing practice that a staff would not occupy a post under the establishment if he / she was employed with a fixed-term contract specifically for a time-limited, finite purpose even though the cost was borne by the corporation.

The above measures had taken effect from July 2014 and the need for any further review would be considered.

V. 15th One-Minute Staff Morale Index (S.C. 13/2014)

15. Members noted that, for the 15th One-Minute Staff Morale Index, separate surveys were designed for HKPC and WFOE staff to better reflect their situations, with response rates of 83% by HKPC staff and 92% by WFOE staff (representing an 18% increase over the last survey). For the HKPC survey, staff’s level of satisfaction with their “supervisors” was the highest, followed by “management”, “work aspect” and “teamwork & cooperation”. It was observed that there was a decline of negative comments which might demonstrate that colleagues were generally content with the working situation at HKPC, and did not have any urgent issues that required senior management’s immediate attention. For the WFOE survey, “work aspect” and “supervisors” earned top scores. Majority of the WFOE staff were proud to be a member of the HKPC family and they had also, like HKPC staff, opined that their supervisors were committed to promoting innovative market best practices at workplace for better performance. However, with regard to “teamwork and cooperation” and “management”, the WFOE staff had expressed that colleagues were not willing to help proactively and to exchange lessons learnt.

16. Members noted the findings and analysis of the 15th survey of the One-minute Staff Morale Index. Members also noted that the

Management would follow up on suggestions and concerns of staff and take appropriate steps for improvement and solutions.

VI. Any Other Business

(B) Attendance Record of SC Members

18. Members noted their attendance record in 2014 tabled at the meeting.

VII. Date of Next Meeting

19. It was agreed that the next meeting would be held on 4 November 2014 at 2:30pm.

20. There being no other business, the Chairman thanked Members for their attendance and the meeting was adjourned at 3:50pm.