

(Unclassified version with commercially sensitive or confidential information and Members' names removed)

S.C. 23/2014

**Minutes of the 49th Meeting of the
Staffing Committee held at 2:30p.m.
on Tuesday, 4 November 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
 Mrs. Agnes Mak Tang Pik-yee, MH, JP
 Prof. Helen Meng Mei-ling
 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: Mr. Leung Yam-shing

In Attendance from HKPC:

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

Confirmation of Minutes (S.C. 14/2014 Revised)

The Revised Minutes of the 48th Staffing Committee Meeting held on 8 July 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

(A) Recruitment of General Manager, Finance & Procurement

1. Members noted the resignation of Mr. Edmond Che, General Manager, Finance & Procurement whose last day of work was 31 October 2014. The recruitment process for the post had started to fill the vacancy as soon as possible.

II. HKPC's Programme and Estimates for 2015/16 – Staff Establishment (S.C. 16/2014)

2. Invited by the Chairman to report, _____ said that it was proposed to maintain the staff establishment of 695 for 2015/16, with minor adjustment in the proportion of permanent manning and project headcount and some job ranks. Under the adjustment, 12 project headcount in the 2014/15 P&E would be changed to permanent manning in 2015/16, in line with the practice reported to Council in July 2014 in accounting for whether a staff was treated as occupying a post under the establishment. As for the adjustment in terms of job ranks, this would involve an increase of 4 consulting positions and 9 engineering positions to meet business needs and enhance R&D support, as well as a reduction of 15 secretarial/clerical positions to cater for the staff in finance and procurement streams to take up higher rank officer/assistant officer positions. Some of the posts in the job ranks selected for adjustment had in fact been vacant for some time and the opportunity was taken to rationalize the overall structure for effective deployment of posts under the establishment. The rationalization would not affect any current staff in post.

3. Continuing, _____ said that in line with the ongoing practice, the 33 project headcounts under the Automotive Parts and Accessory Systems R&D Centre (APAS Division) would continue to be counted under HKPC's establishment of 695. With some 630 posts or so currently filled and remaining posts under recruitment in HKPC, the establishment of 695 was considered sufficient to business needs at this point and no change was proposed for 2015/16.

4. In reply to _____, _____ said that the adjustment in job ranks would be realized through natural wastage such as staff retirement after which posts left vacant would be reviewed for feasibility of job sharing among other existing staff or post upgrading to meet other business needs. The adjustment was not anticipated to create negative impact on the overall staff cost.

6. After discussion, Members endorsed HKPC's staff establishment for 2015/16 for the Council's approval.

III. Staff Development Initiatives (S.C. 17/2014)

7. Introducing the paper, _____ said that the paper informed Members of the implementation of 5 staff development initiatives and progress made:

- (a) Talent management and capability assessment – A Talent Management Board chaired by the Executive Director and comprising 3 Branch Directors had been formed to steer and drive corporate-wide talent management strategies.

- (b) Management development options – Individualized development options would be planned to narrow the gaps identified. To enhance the leadership skills of professional staff in the technical stream, Principal Consultants from the Technology Development Branch enrolled in a “Leading to Success Consortium Programme” organized by the Hong Kong University of Science and Technology which started in September 2014 and would run till December 2014. The programme was identified after research and comparison of the executive development programmes offered by reputable local universities and overseas training institutes. More development options and training courses would be explored for management and general grade staff.

- (c) Trainee Consultant (TC) Programme revamp – The programme duration had been extended from one to two years for the July 2014 intakes. The extension would allow the trainees to undergo, apart from attachment to two business divisions as originally designed under the one-year programme, rotations to corporate management functions like finance, HR and corporate communications. The increased exposure would nurture a proper management mindset among the trainees and allow them to gain all round perspectives in broad management issues, befitting them to take up more senior positions in HKPC.

- (d) Knowledge Inventory System (KIS) – In 2013, a knowledge management archive was built to record staff competencies in three levels (Best in Class, Expert and Practitioner). The archive which contained more than 170 knowledge types owned by 250 staff was

updated in August 2014. To keep track of critical corporate knowledge and key subject owners, a KIS was being built to facilitate real-time identification of cross-division talents by management.

- (e) Staff training – In 2013/14, HKPC staff attended a total of about 22,000 hours of in-house and external training programmes. Individual average reached 32 hours (4 training days), which was higher than the average market norm of 18.5 hours per year.

8. In response to _____, _____ said that no minimum number of training hours had been imposed on staff. However, staff participation was mandatory for important corporate exercises to drive a performance culture, such as training in writing skills for objective setting and job description. _____ considered that the idea of setting a training hour requirement would encourage staff to seek training opportunities even more proactively and could be explored.

9. _____ welcomed the initiative to identify talents for continuous development and succession planning. In response, _____ said that candidates were nominated by General Managers to the Talent Management Board which assessed their potential to progress further and made the final decision on development plans. The Board would exercise judgement based on multiple sources of data, including feedback from clients and trade associations which was well documented for the purpose of performance appraisal.

10. Members noted the staff development initiatives implemented and progress made.

IV. 16th One-Minute Staff Morale Index (S.C. 18/2014)

11. Members were briefed by _____ on the result of the 16th survey of the One-minute Staff Morale Index conducted in September/October 2014. The response rate of the Hong Kong survey was 87%, which was the highest response rate to date. The response rate of the WFOEs was 90%, which was above the norm for the second consecutive times. In general, the survey result was in alignment with the last survey conducted in May 2014. For the Hong Kong survey, the surveyed area of “work aspects” obtained the highest score, followed by “supervisors”, “management” and “teamwork & cooperation”. For the WFOEs, the scores for the 4 surveyed areas had increased, with “management” and “supervisors” obtaining the highest scores, and “teamwork and cooperation” and “work aspects” trailing behind.

12. In response to _____, _____ said that clear instruction had been provided to the MIS Unit responsible for providing technical support to the morale index system that respondent names should in no circumstances be disclosed. This was aimed at obtaining genuine feedback from staff about the working environment and initiatives of HKPC. It was observed that all along, staff were generally willing to reflect their views, positive or negative. This reflected staff trust in the system as well as confidence in the management's commitment to take concrete actions to address their concerns.

13. _____ suggested that to provide full assurance to staff about their anonymity and eliminate all potential risk of leakage of respondent identity, the Management could consider appointing an external service provider to conduct staff opinion surveys. _____ said that opinion surveys could serve as a valuable tool to help the management identify strengths and weaknesses within an organization so effort to build up staff confidence in surveys was worthwhile.

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

V. Staffing Position of HKPC (S.C. 19/2014)

16. Members noted the staffing position of HKPC and APAS as at 30 September 2014, with a total staff strength of 630 (including 23 from APAS) against the total approved establishment of 695, comprising 324 permanent staff and 306 contract staff. The staff turnover rates for 2013/14 and April to September 2014 were 13.7% and 9.2% respectively, with "remuneration/career advancement" being the most quoted reason for departure.

17. With regard to senior staff movement, Members noted that Mr. Kim Chan Kin Chung was appointed as General Manager, Enterprise Innovation on 14 July 2014 and Mr. Wilson Wong Ka Wai was appointed as General Manager, IT Industry Development on 20 August 2014 after open recruitment. Members also noted the departure of General Manager, Finance & Procurement which was reported under "Matters Arising" earlier in the meeting.

19. In response to _____ on measures to deal with disruption to ongoing project work caused by staff departure, _____ said that the knowledge inventory built served the purpose of facilitating

cross-division search for staff with relevant expertise. This would enable more speedy arrangement of backup support to projects plagued by sudden staff departures. The inventory would also drive a culture change in HKPC to remove the “silo mentality” and encourage cross-division teamwork in project delivery, thereby reducing reliance on individual staff for project delivery.

20. After discussion, Members noted the staffing position of HKPC.

VIII. Any Other Business

(A) Attendance Record of SC Members

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

(B) 2015 Meeting Schedule

29. Members noted the proposed 2015 SC meeting schedule tabled at the meeting, as follows:

Meeting	Date and Time
50 th SC meeting	3 March 2015 (Tuesday) 2:30pm
51 st SC meeting	7 July 2015 (Tuesday) 2:30pm
52 nd SC meeting	3 November 2015 (Tuesday) 2:30pm

IX. Date of Next Meeting

30. Members noted that the next regular meeting would be held on 3 March 2015 at 2:30pm.

31. There being no other business, the Chairman thanked Members for their attendance and the meeting was adjourned at 5:20pm.