

V. HKPC's Programme and Estimates for 2016/17 – Staff Establishment (S.C. 19/2015)

13. Invited by the Chairman to introduce the paper, _____ said that it was proposed to maintain the staff establishment for 2016/17 at 695, which was the same as for 2015/16 with minor adjustments across job ranks. The adjustments involved the release of Principal Consultant and Consultant post vacancies to provide additional Associate Consultant and Cadet Engineer positions to groom talents and the slight increase of Engineer positions to strengthen technical capability. As in the previous year, the staff establishment of 695 included the 33 project headcounts of APAS Division.

14. Members endorsed HKPC's staff establishment for 2016/17 for the Council's approval.

VII. Staffing Position of HKPC (S.C. 21/2015)

23. Members noted the staffing position of HKPC as at 30 September 2015 as presented by _____ at the invitation of the Chairman.

VIII. Recruitment Strategy (S.C. 22/2015)

24. Invited by the Chairman to introduce the paper, _____ said that to recruit quality candidates to fill up vacancies arising from high turnover, HKPC would enhance the recruitment strategy by using new channels to reach out to external target candidate groups, opening up all vacancies of Senior and Principal Consultant posts to external applicants as well, re-designing the recruitment webpage in the HKPC website, and streamlining the selection and approval process. As the Trainee Consultant (TC) programme suffered from high turnover rate and did not contribute as much in developing the succession pipeline, the programme would be shelved for 2016. The relevant resources would be redirected to groom mid-career long serving staff.

25. _____ said that recruitment was a common difficulty faced by employers nowadays. _____ supported the strategy of opening up vacancies to external candidates, which would benefit the organization by bringing in the wider horizon and expertise of new joiners. _____ also shared with Members the benefit of arranging job rotation for staff which, by making their work less monotonous, would contribute to staff retention.

26. said that supported the proposed enhancements in general. However, as the opening up of Senior Consultant (SC) and Principal Consultant (PC) post vacancies to external candidates might affect the promotion prospect of existing Consultant and Associate Consultant grade staff, suggested that the Management should explain the rationale for the proposed change to the affected staff and manage their sentiment before implementation.

27. said that to existing staff, internal promotion was no less challenging than open recruitment as a path for advancement. To apply for internal promotion, staff were required to do presentation to justify their promotibility to a promotion board of senior staff before answering grilling questions from the board. In fact, based on experience, staff who got promotion after winning over external candidates would command more respect from colleagues. Given that the opening up of vacancies concerned the more senior grades of PC and SC, it would be to the benefit of aspiring internal candidates to go through the open recruitment process, demonstrate their ability and in so doing, get their future management role strengthened. In fact, the opening up provided an improved career path for internal candidates as internal recruitment was applicable to posts within the same division only. In this connection, staff reaction to the opening up had been positive so far.

28. expressed concerns on comparing HKPC's situation with the civil service because the two organizations were simply different. supplemented that to most HKPC staff who came from the private sector, open recruitment was a normal practice which was readily acceptable rather than a hurdle to their advancement. There was no expectation on the part of HKPC's staff that new colleagues would only join at entry rank. This was totally different from the situation in the civil service. Recruitment in HKPC was all along on need-basis rather than for meeting the current staff's promotion aspirations and vacancies were filled based on applicant ability. Hence the opening up was not anticipated to be an issue to existing staff. The Management would ensure adequate communication of the matter to staff.

29. further said that it was the current practice to fill PC and SC vacancies through open recruitment when internal promotion or recruitment failed to yield a suitable candidate from the same division.

30. echoed previous advice on staff communication and said that in any case, internal recruitment provided an internal promotion path to existing staff. To eliminate any possible misunderstanding on the part of staff, it would be prudent to convey the

change message to staff in advance. noted that CON and AC-grade staff were the most susceptible group under the change. To avoid any negative sentiments from building up among these staff, the Management should prepare them for the new practice by clarifying that only a minor adjustment was involved and there was no intention to hinder the career prospect of any staff. confirmed that this had always been the intention of the Management and they would adequately explain the new practice to staff.

31. said that the change represented only a slight adjustment to the recruitment practice. Unlike the Administrative Officer (AO) posts in the civil service, job rotation was not a standing arrangement in HKPC and the rather static job portfolios in some cases were deleterious to the staff themselves not to mention the long term development of HKPC. In this connection, the change served to send a message to encourage existing staff to add value and enhance their competence for their own benefit and HKPC's sustainability.

32. After discussion, Members noted HKPC's recruitment strategy.

X. Any Other Business

(B) Attendance Record of SC Members

36. Members noted their attendance record in 2015 tabled at the meeting.

(C) 2016 Meeting Schedule

37. Members noted the proposed 2016 SC meeting schedule tabled at the meeting, as follows:

Meeting	Date and Time
53 rd SC meeting	5 April 2016 (Tuesday) 2:30pm
54 th SC meeting	5 July 2016 (Tuesday) 2:30pm
55 th SC meeting	8 November 2016 (Tuesday) 2:30pm

XI. Date of Next Meeting

38. Members noted that the next meeting would be held on 5 April 2016 at 2:30pm.

39. There being no other business, the Chairman thanked Members for their attendance and the meeting was closed at 5:00pm.