



香港人力資源管理學會

Hong Kong Institute of Human Resource Management

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By email and post

28 April 2017

Ms Winnie Lau
Chief Town Planner/Strategic Planning
Planning Department
Strategic Planning Section
16/F, North Point Government Offices
333 Java Road
Hong Kong

Dear Ms Lau,

**Public Engagement on "Hong Kong 2030+:
Towards a Planning Vision and Strategy Transcending 2030"**

Following the meeting on 11 April between our members and Mr Eric Ma, Secretary for Development of the Government of the HKSAR on the topic of "Hong Kong 2030+: Towards a Planning Vision and Strategy Transcending 2030", Hong Kong Institute of Human Resource Management now wishes to formulate our views regarding Hong Kong's human capital and shed some light on ways for Hong Kong to move forward in strategic manpower planning to fuel the city's future sustainable growth.

Thank you for giving us the opportunity to share our thoughts on sustaining our future human capital development. We hope that you will find the views to be useful.

Yours sincerely,

David Li
President
Hong Kong Institute of Human Resource Management

*Pursuing HR Excellence
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追求卓越·拓新領域*

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**Submission of Views on "Hong Kong 2030+: Towards a Planning
Vision and Strategy Transcending 2030"
Hong Kong Institute of Human Resource Management (HKIHRM)**

HKIHRM welcomes the opportunity to reflect members' views on ways of enhancing the quality of Hong Kong's home-grown talent and revving up the productivity of our workforce in the long run, on the backdrop of an ageing population, a shrinking workforce, rapid technological advancements in all aspects of life and in the workplace, and Hong Kong's economic and social integration into the Pearl River Delta region. Our views are presented as follows for your deliberation.

Defining key attributes of Hong Kong future talent

1. It is recognised that "creating capacity for sustainable growth" is one of the key building blocks that form the strategic approach in the "Hong Kong 2030+" scheme of work. In the face of fast-paced technological advancement, increasing omnipresence of automation in job roles, and younger generations with different value systems and aspirations, we need to redefine the kind of future talent Hong Kong will require to sustain its standing in global competition. Research has indicated that future talent will need a combination of skills and abilities including high-level cognitive skills (e.g. sense-making, adaptive thinking, computational thinking, and innovative thinking), social intelligence and new media literacy, cross cultural and trans-disciplinary competency, and global interconnectivity to be successful in their future roles. We have to ensure that our future talent will be well equipped with such crucial skills and abilities in the new workforce landscape.

Technological advancement changes job roles and job distribution

2. Technological advancement in communications has vastly increased the mobility of the workforce to allow workers to collaborate virtually. Working with virtual teams in shared working space will change the way jobs are distributed geographically and access to infrastructure, transport systems and office space. To relieve the shortage of usable land that may restrain Hong Kong's future economic development, the Government may consider incentivizing businesses to leverage technology and allow employees to work from home. The adoption of the mobile and virtual

workplace concept can help reduce the demand for office space, thus releasing Hong Kong's precious land resources for other purposes such as residential, recreational, community services and healthcare. The incentive can take the form of tax breaks or tax credits.

Extending retirement age and releasing potential manpower

3. In addressing the ageing population and a shrinking workforce that Hong Kong faces, it is also important that the Government have policies or measures in place to meet Hong Kong's future talent demand. These could include mandating employers to voluntarily change the retirement age from 60 to 65, with reference to Singapore's legislation that requires re-employment of workers up to the age of 67, as well as devising measures that help release potential manpower such as housewives and the disabled by allowing work flexibility to fulfil their family needs and commitments.

Promoting mental health and happiness to increase workforce productivity and contribute to harmonious society

4. While recognising the essential role education and training plays in enhancing the quality of our home-grown talent, the Government should also promote mental health, mindfulness and happiness across society as key elements to boost the productivity of Hong Kong's current and future workforce. Research findings show that mindfulness and mental health boost people's resilience in the face of stress and increase the flexibility of mind and learning skills of the workforce to adapt to a fast-changing employment market and longer working lives. A happy and mindful population contributes tremendously to promoting a harmonious society, thus releasing the Government's manpower and resources to design and drive economic and people initiatives that propel Hong Kong to the top level of sustainable excellence. In view of its significance for the city, it is recommended that the Government should encourage the development of mental health and mindfulness programmes for employees across industries and business sectors, in order to combat stress and improve organisational effectiveness.

Hong Kong's new positioning in integrated Pearl River Delta region

5. From a macro perspective, a clearly spelled out direction of Hong Kong's population policy for 2030 and Hong Kong's positioning in the integrated economy in the Pearl River Delta region are crucial for the city to sustain human capital development. Only when such concerns are factored into Hong Kong's overall strategic growth paradigm can Hong Kong be best placed to identify the industries it should develop and the kind of future talent Hong Kong should nurture in the long run.

HKIHRM

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