

# Career Development Guide

HKIHRM HR Professional Standards



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Setting Standards  
Recognising Professionals  
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We are very pleased that the *HKIHRM HR Professional Standards Model*, formally launched in April 2010, has received remarkable support and recognition not only from our members, but also from other professional bodies, both local and overseas. By taking the lead in defining standards for evaluation and enhancement in human resources (HR), the Hong Kong Institute of Human Resource Management (the “Institute”) has uplifted professionalism within the discipline and created value for organisations and HR practitioners.

HKIHRM’s vision is to be the leading professional HR management and advisory institute for the Hong Kong Special Administrative Region. Driven by this strong commitment, the Institute puts considerable effort into developing, maintaining and enhancing professional HR management standards through our members and partners while increasing the perceived value and influence of the HR profession. These goals are the main reasons for the Institute to design and introduce the *HKIHRM HR Professional Standards Model*.

In addition to setting the standards, it is now time to move a significant step further by developing guides that help apply the *HKIHRM HR Professional Standards Model* in the workplace.

With the introduction of the *Career Development Guide*, we are establishing another crucial milestone in the long journey of enhancing HR professionalism.

The *Career Development Guide* provides a useful reference on the different types and levels of HR profession so as to make it clear to employers how HR can add value to their own organisations based on the *HKIHRM HR Professional Standards Model*. For HR practitioners, this Guide provides information on the key competencies and experience that practitioners at different levels are expected to possess.

The *Career Development Guide* is just the beginning of the extensions of the *HKIHRM HR Professional Standards Model*. In the near future, we expect to produce more information guides to demonstrate the application of the *Model* and the *HR Career Ladder*. The *Career Development Guide* targets non-managerial-level practitioners

with a few years of HR experience. Guidebooks serving new entrants as well as more experienced HR practitioners respectively will be launched later.

We would like to take this opportunity to express our greatest appreciation for the support from our committee members who are experienced leaders in the HR discipline. Their continuous commitment to the Institute has brought about noteworthy progress in the industry, especially in the process of setting standards. Finally, your support as HKIHRM members is of the utmost importance to the Institute. We appreciate and look forward to your continued support.

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**Mok Gar Lon Francis**  
President

## Introduction

With HKIHRM's publication of *HKIHRM HR Professional Standards Model* and *HR Career Ladder* in 2010, we aim to create further value and understanding both for organisations and for HR practitioners in the workplace. The *Career Development Guide* has been developed to enable our HR practitioners to acquire additional concrete information and guidance required to excel in their profession.

## Objectives

### HR organisational level

The *Career Development Guide* provides reference on the different roles and levels of HR jobs to demonstrate how it can add value to an organisation based on the *HKIHRM HR Professional Standards Model*. It also provides guidance for the organisation to facilitate the employment of the right people for the job.

### HR practitioner's level

With the help of the *Career Development Guide*, HR practitioners will be able to understand the key competencies and experience they should possess at different levels and functions of work based on the *HKIHRM HR Professional Standards Model*. It also provides information on how you can advance your career through the *HR Career Ladder* through experience gained from HR leaders in the field. Finally, the Guide can also serve as a reference for your own job requirements in HR and talent identification.



## Major milestones / events

Since the introduction of *HKIHRM HR Professional Standards Model*, we have achieved a number of key milestones that enhance the Model and help HR practitioners to develop their career towards professionalism.

### 2010 April

- Official launch of the *HR Professional Standards Model*
- Introduction of the *Programme Endorsement* for tertiary institutes



### 2010 June

- Development of the *HR Career Ladder* to cover the four key functions of HR for HR practitioners



### 2010 July

- First round of *Professional Assessments & Associate Member Assessments*



### 2011 January

- Completion of two rounds of *Associate Member Assessments & Professional Assessments*, with 195 participants achieving an average passing rate of 72.9%
- Smooth running of the *Professional Assessment Mechanism*

### 2011 February

- Validation of the application of the *HR Career Ladder* at the workplace through focus groups and interviews with HR leaders & practitioners of different industries.



### 2011 March

- Enhancement of the Body of Knowledge - Employment Law & Employee Engagement

### 2011 August

- Over 200 HR practitioners have passed Professional Assessments



## Professional Standards mean good business

The *HKIHRM HR Professional Standards Model* creates values for you and your organisation.

The Institute has developed the *HKIHRM HR Professional Standards Model* to provide a framework to help HR professionals navigate their career paths and map their development needs.

Three perspectives have been identified that demonstrate the standards for practising human resource management. They are:

- ✓ The core professional HR **KNOWLEDGE** that an HR practitioner should acquire
- ✓ The work **EXPERIENCE** in terms of competencies that one should demonstrate at work
- ✓ The **CAPABILITY** in terms of competencies that one should demonstrate at work



## (A) KNOWLEDGE – What you should know?

Professional knowledge is of vital importance to HR practitioners. Possessing the necessary HR knowledge enables practitioners to fully understand different situations, and to adopt appropriate approaches. HR knowledge professionalises the strategies and solutions provided by HR practitioners so as to effectively solve the challenges faced by corporations, thereby realising the goal of HR to act as a business partner.

In the *HKIHRM HR Professional Standards Model*, the **Body of Knowledge** covers five major areas, namely Reward Management, Sourcing & Staffing, Learning & Development, Employment Law & Employee Engagement, and Business Knowledge for HR. Each area bears equal importance to business when appropriately applied at the workplace.

### Business Knowledge for HR

HR contributes to the business by driving success through developing people, building and managing relationships with key stakeholders in business, advising and facilitating line managers in people management, etc. Only with sufficient business knowledge and delivery of relevant skills in managing people cost, enhancement of people productivity and capability is HR able to perform the above roles and hence create and add value to the business.

### Employee Engagement

Employee engagement is about developing and realising employees' abilities through an ongoing process to "recruit, retrain, reward and retain productive and effective employees by enhancing understanding of organisational practices and employee priorities, attitudes, behaviours and intentions."

The changing economic situation places higher expectations on employee engagement than in recent decades. It is not just about processing salary payments on time but also about job satisfaction and progressing up the corporate ladder. Successful employee engagement policies can increase employees' job satisfaction and organization commitment, minimise grievances and disputes, and make working with trade unions easier.

## Employment Law

Thorough understanding and proper application of the **Employment Ordinance** is fundamental to HR. Guaranteeing that the organisation's HR practices comply with Employment Law is vital to business development. For instance, updating internal HR policies in line with the recently launched **Minimum Wage Ordinance** and taking appropriate HR actions is crucial to businesses.

## Sourcing & Staffing

The concept of sourcing and staffing requires more than the recruitment process. It includes setting up human resources planning strategy – to build or to buy, sourcing, selection, and employment. HR practitioners should equip themselves with up-to-date professional knowledge on staffing by adopting the most appropriate strategy in sourcing and selecting talents for both large and small organisations. Getting the right person at the right time for the right position is important for an organisation's survival.

## Learning & Development

Learning & Development (L&D) is an interdisciplinary field. It refers to systematic learning and developing people within the organisation in order to improve the performance of individuals, teams, organisation and society at large.

There are nine areas of expertise involved in L&D: Designing learning, improving human performance, training, measuring and evaluating, facilitating organisational change, managing the learning function, coaching, managing organisational knowledge, and career planning & talent management.

L&D strategies should be formulated in order to ensure right people are performing in the right positions at the perfect time to execute the business's strategies.

Equipping people to adapt to change is a key challenge in L&D, and recent economic turbulence has added to the challenge.

In today's world, succession planning and talent development are a key focus at most large corporations.

## Reward Management

Reward Management is concerned with the formulation and implementation of philosophy, strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value within the organisation. It covers the design, implementation and maintenance of reward processes. Nowadays, HR practitioners are expected to be aware of the benefits of strategic rewards as one of the key drivers of organisational success. It could also act as a tool to drive culture change.

Business knowledge is core to HR functions. It is to the brain as Employee Engagement is to the heart. Employment Law, Reward Management, Sourcing & Staffing and Learning & Development, are the tools to achieve business success, combining the elements of both brain and heart. Without the brain and heart, HR can never be successful, no matter how well those tools are applied in a business environment.



## *(B) CAPABILITY – How to do?*

Capability is a demonstration of desirable behaviour by HR practitioners at work. When they understand what is required of them, HR people can be more focused on their development needs and how they can contribute to the business by fully developing their capabilities. The HKIHRM has set out five competencies under the HR competency Model.

### **Professional Knowledge**

To ensure a high quality of work, HR practitioners should be well-versed in professional knowledge and skills and be familiar with the work processes required in performing their role so as to apply the basic knowledge and operational skills. But they should also be aware of when to seek assistance.

### **Business Partnership**

HR departments add value to the company by overseeing recruiting, training, advancing and placing employees. HR needs to understand the needs of the company and deliver the appropriate solutions, thereby assisting managers and employees to achieve the most productive outcomes.

### **Ethics**

The most fundamental and important HR rules in daily operations is to preserve work ethics. Building respect towards employees, ensuring confidentiality of personal information, preventing discrimination and

harassment in the workplace, and equity and justice in handling staff relations are the basic principles to comply with.

### **Customer / User Focus**

HR customer focus is all about how we treat those who interact with us, and how we deliver our services and products. To HR, the “how” we treat internal clients is as crucial as how we deal with business partners outside the organisation. HR practitioners handle benefits, compensation, sourcing & staffing and training & development every day, but if they are not clear about the expectations of their customers they can never deliver what is required.

### **Communication / Influence**

To effectively have influence in the workplace, HR practitioners should be clear on how to convey and receive information and ideas, such as new HR policies and rules. To achieve this goal, they need to communicate information verbally or in a written format in a clear, concise and unambiguous manner.





## (C) EXPERIENCE – What to do?

The roles and responsibilities in the *HKIHRM HR Professional Standards Model* set out what HR practitioners need in order to carry out their tasks at work – whether at a professional or higher level – and how to contribute to the business in a strategic context.

### Business Partner

HR should fully understand the business needs of the organisation, and design strategies to achieve these needs by implementing corresponding actions. For example, when dealing with the expansion of the company, HR should figure out the right recruitment solutions.

### Strategy Implementer

HR has a definite role in helping the business address each job, though it is not the place of HR alone to carry out this task. HR should form a solid partnership with the lines of responsibility to execute the strategies. In other words, HR must establish itself as the driving force behind the strategy implementation. Four simple steps of strategy implementation by HR will ensure the employees' understanding of the strategy, increase employees' commitment to the strategy, align local effort with the strategy, and ensure cross-system realignment.

### Organisation Development Designer

HR has the responsibility to ensure that the organisation's culture and values are fulfilled by enhancing performance and adaptability. Above all, HR should guarantee that the organisation is properly designed so that it can deliver its objectives in the short- and long-term, and that any structural change is well managed. Furthermore, HR practitioners need to provide insight and leadership on the building and execution of any competency, cultural and change activities.

### Expert Practitioner

HR should act as an adviser to the line management and CEO. HR promotes the values and mission statement of the organisation. It solves the problems of the human side of the business. Their expertise makes HR practitioners irreplaceable and unique in their positions.

## Culture and Change Agent

HR plays a crucial role in organisational change and is involved from the initial stages. HR provides advice and recommendations to the leaders, addressing the skill gaps and training needs. HR tries to help balance the narrow goals with broad goals. During the process of change, HR guides the negotiations to achieve the most efficient result. More importantly, HR assists people in coping with change through performance-management tools and providing motivation.

Human Resources Knowledge, Capability and Experience are the core competencies of HR Management. The three core areas add value to every single business, regardless of its size and culture. The extent and depth of the application of the three core areas may vary very much, depending on the type of industry, company values and directives of the CEO.

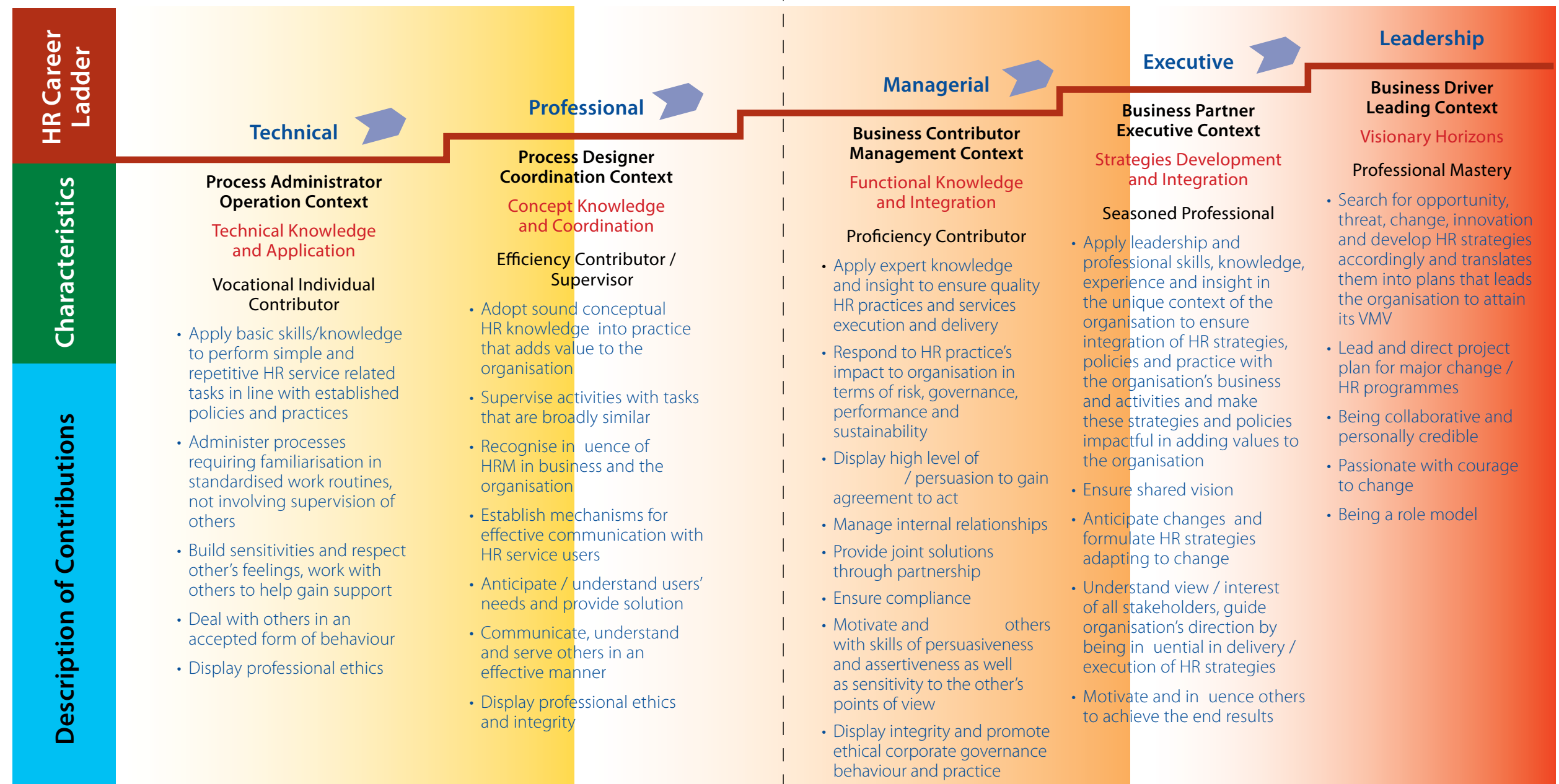
In a later chapter, we will see how business can benefit from the different levels of HR practitioners.



## HR Career Ladder in the workplace

The *HKIHRM HR Professional Standards Model* provides a framework for the development of HR professionals advancing in the discipline. This sets out the changing roles and work context for an individual along his or her career ladder as well as the requirement for ever-expanding knowledge.

Interviews and various focus groups comprised of HR leaders have been conducted to verify and validate the contents of the *HR Career Ladder*, ensuring its successful application in the workplace.



## Summary – Practical application of the HR Career Ladder in workplace at different levels

	Technical level	Professional level	Managerial level
Sourcing & Staffing	<ul style="list-style-type: none"> <li>Keep records &amp; update</li> <li>Follow routine work procedure and comply with it</li> <li>Assist in market research</li> </ul>	<ul style="list-style-type: none"> <li>Analyse data and prepare reports</li> <li>Write up procedures and policies</li> <li>Supervise and coordinate work procedures</li> <li>Recommend solutions, staff selection</li> </ul>	<ul style="list-style-type: none"> <li>Review and develop manpower, planning and budget</li> <li>Enhance procedures and policies</li> <li>Communicate with line manager and management</li> <li>Build networks with external agencies</li> </ul>
Reward Management	<ul style="list-style-type: none"> <li>Record keeping &amp; updating</li> <li>Follow routine work procedure and comply with it</li> <li>Assist in market research</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and manage the pay &amp; benefits system</li> <li>Write up procedures and policies</li> <li>Supervise and coordinate work procedures</li> <li>Recommend solutions, staff selection</li> </ul>	<ul style="list-style-type: none"> <li>Review and develop the pay &amp; benefits structure</li> <li>Enhance procedures and policies</li> <li>Communicate with line manager and management</li> <li>Build networks with external agencies</li> </ul>
Employee Relation & Employee Engagement	<ul style="list-style-type: none"> <li>Information gathering, getting feedback from staff on various changes in policies</li> <li>Administer and organise the related activities and programmes</li> <li>Assist in market research</li> </ul>	<ul style="list-style-type: none"> <li>Provide professional information for staff</li> <li>Communicate updated procedures and policies to staff</li> <li>Design and propose activities and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Review and develop activities and programmes</li> <li>Manage the budget</li> <li>Maintain the company culture to align with organisation's VMV</li> <li>Provide specialist advice to line managers and management</li> </ul>
Learning & Development	<ul style="list-style-type: none"> <li>Record keeping &amp; updating</li> <li>Logistic support</li> <li>Assist in market research</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of market information</li> <li>Understand training &amp; business needs</li> <li>Design and deliver programmes</li> <li>Enrich training content to improve effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Review and develop the learning &amp; development plan</li> <li>Manage the budget</li> <li>Renew &amp; enhance training programmes to cope with training needs</li> </ul>

Since the roles and responsibilities of HR vary in different industries and organisations, there should be flexibility in the workplace. In small- to medium-sized organisations, the description or contributions may not be clearly classified into different levels as shown in the ladder above. HR practitioners are required to work on more than one level, depending on the operational needs of the organisation. For executive level and above, job functions are also often combined.

## Contributions by HR Practitioners at Different Levels of the Four Functions

### Employee Relationships and Employee Engagements

#### Technical / Process Administrator, Operations Context / Technical Knowledge and Application

Administer, support, listen and seek feedback from employees

- Administer and organise routine employee-relation activities
- Manage data base of employee-related activities, eg staff welfare, employee feedback, etc.
- Support analysis of reports and surveys such as employee satisfaction surveys, turnover reports, absenteeism, etc.
- Coordinate and communicate with            and participants / outside organisations
- Ensure employee-related services / facilities are in place, eg notice boards

#### Professional/Process Designer, Coordination Context/Concept Knowledge and Coordination

Co-ordinate and manage staff activities to align with corporate direction

- Seek and listen to formal and informal employee feedback for continuous improvement
- Appropriate use of employee-engagement tools to gather staff opinion, *eg exit interviews, employee satisfactory surveys, turnover analysis, etc.*
- Give appropriate answers to staff enquiries on ER issues
- Facilitate the understanding and implementation of updated staff policies and procedures
- Propose and design engagement activities
- Assist in promoting a balance in wellness / work life
- Assist in communicating the benefits resulting from various employee-experience surveys
- Organise activities such as lunches with senior managers, birthday cards and coupon awards, and recognition of colleagues with outstanding performance records in order to retain talents
- Keep updated and maintain the company communication platform *eg suggestion box, feedback forum, company blog, staff forum / meetings, etc.*

- ❑ Manage simple complaints from employees
- ❑ Partner with labour unions to keep updated on their activities. Report to management if further actions are to be taken to minimise the risks created to the organisation
- ❑ Organise focus-group meetings to solicit feedback from employees
- ❑ Assist with grievances and complaint cases

## Managerial/Business Contributor, Management Context/Functional Knowledge and Integration

Develop Employee Engagement programmes to meet the organisation's needs

- ❑ Ensure the values and expected behaviour of the organisation are well communicated to staff
- ❑ Formulate measures to address constructive feedback from employees
- ❑ Be aware of the dynamics of different staff groups
- ❑ Provide specialist advice which will lead to resolving grievances and complaints
- ❑ Develop plans to engage employees in meeting the organisation's values and behavioural expectations
- ❑ Ensure that the right industrial-relations principles are adhered to in dealing with staff policies and staff procedures

## Executive / Business Partner, Executive Context / Strategies Development and Integration

Drive an employee-orientated culture

- ❑ Engage senior leaders to build employee-relation strategies. Identify the key to successful communication
- ❑ Establish relationships with similar companies to ascertain their benchmark. Make constructive recommendations to resolve complex grievances
- ❑ Take the lead in solving complex employee issues to minimise risks to the organisation
- ❑ Lead the development of the company's brand to attract and retain talent
- ❑ Lead key negotiations and build positive working relationships with trade unions, and other pressure groups
- ❑ Develop a process to measure and track employee engagement

## Learning & Development

### Technical / Process Administrator, Operations Context / Technical Knowledge and Application

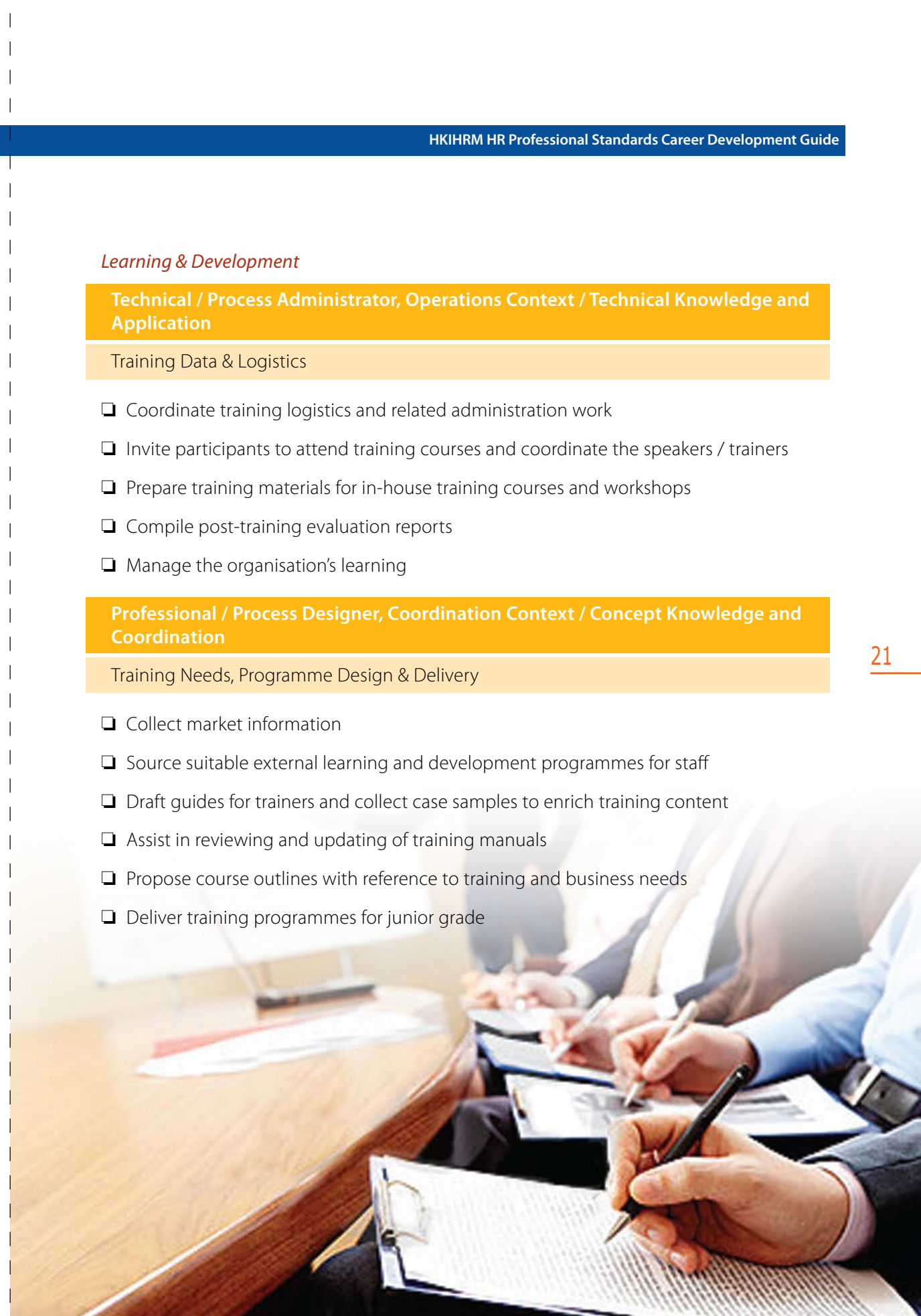
Training Data & Logistics

- ❑ Coordinate training logistics and related administration work
- ❑ Invite participants to attend training courses and coordinate the speakers / trainers
- ❑ Prepare training materials for in-house training courses and workshops
- ❑ Compile post-training evaluation reports
- ❑ Manage the organisation's learning

### Professional / Process Designer, Coordination Context / Concept Knowledge and Coordination

Training Needs, Programme Design & Delivery

- ❑ Collect market information
- ❑ Source suitable external learning and development programmes for staff
- ❑ Draft guides for trainers and collect case samples to enrich training content
- ❑ Assist in reviewing and updating of training manuals
- ❑ Propose course outlines with reference to training and business needs
- ❑ Deliver training programmes for junior grade



## Managerial / Business Contributor, Management Context / Functional Knowledge and Integration

### Learning and Development Plan & Evaluation

- Develop a Learning & Development plan based on analysing the training needs
- Facilitate a training programme for managerial grade
- Review the effectiveness of training programmes, especially core programmes such as orientation, supervisory, customer service, etc.
- Revise training materials and outlines based on feedback and evaluation from participants
- Prepare a training budget
- Assist in conducting an analysis of training needs
- Assist in drafting learning and development policies and procedures
- Train the technical-level staff to be trainers

## Executive / Business Partner, Executive Context / Strategies Development and Integration

### Application & Recognition of Learning and Development outcome

- Facilitate a training programme for senior executives
- Plan and develop company-wide learning and development strategies to achieve business results
- Develop customised talent development programmes for key executives
- Liaise with outside partners to improve learning outcomes, eg job exchange, consultation services, etc
- Work towards improving L&D at international level.
- Evaluate the impact of the organisation's L&D plans on business and map out the L&D strategies

## Reward Management

## Technical / Process Administrator, Operation Context / Technical Knowledge and Application

### Payroll Administration

- Be able to operate HRIS and/or payroll systems accurately
- Master the basic concepts of payroll processes, including leave calculation and MPF deductions
- Manage data sources of the HRIS, including the contact person, period of data collection and information required from different stakeholders
- Manage personnel files
- Be able to apply knowledge on registration to the day-to-day operation

## Professional / Process Designer, Coordination Context / Concept Knowledge and Coordination

### Manage Pay and Systems Effectively

- Source and benchmark various medical and insurance schemes
- Assist in conducting job evaluation and HR budgeting
- Process the analysis for job reallocation
- Assist in consolidating the data of performance-management reviews and calculate bonuses
- Review and revise performance-review mechanism to ensure openness & fairness of the reward system
- Coordinate annual budget, bonus and PMS exercise
- Ensure services delivered by service providers reaches an agreed/ expected level

## Managerial / Business Contributor, Management Context / Functional Knowledge and Integration

### Plan and Integrate Pay System

- Be responsible for the planning and design of the pay system
- Manage the integration of various business needs, including options, sales, a target-driven team, PRC, etc
- Manage the pay review with reference to market data and align the requirements of different stakeholders
- Keep abreast of changes to legislation which relate to pay policies, and recommend appropriate changes to management
- Work with service providers to set up the KPI to ensure orders are fulfilled
- Review effectiveness of the benefits structure

## Executive / Business Partner, Executive Context / Strategies Development and Integration

### Build Architecture and communicate Total Reward

- Take charge of the architecture of the total reward system (TR) including the composition of different staff types
- Manage crises arising from adverse changes in the market, eg financial crises, sudden manpower shortages
- Develop communication strategies to ensure staff buy-in and clear dissemination of information to all staff levels
- Align reward package with annual fiscal changes and government policies, eg impact of new taxation policies on reward packages
- Familiarise yourself with total-reward strategies in the market that relate to the business.
- Install the best practices of the total-reward system for the organisation
- Ensure the strategy can successfully be implemented. Be in contact with other companies to exchange ideas

## Sourcing and Staffing

## Technical / Process Administrator, Operations Context / Technical Knowledge and Application

### Staff Recruitment Administration

- Place recruitment advertisements in newspapers, at labour departments and on internal boards
- Initial data screen
- Arrange interviews
- Co-ordinate reference checking for new staff
- Prepare employment-related documents for new hires
- Co-ordinate orientation programmes for new staff
- Co-ordinate recruitment / career talks
- Co-ordinate work visas and accommodations for expatriates



## Professional / Process Designer, Coordination Context / Concept Knowledge and Coordination

### Staff Recruitment & Selection

- Prepare recruitment analysis
- Write job descriptions for new roles / new structures
- Propose the appropriate recruitment channels for different staff types and levels
- Write advertisements and job postings according to the job specification
- Seek internal transfer opportunities within company after Performance Review Results have been announced
- Assist in organising career talks, exhibition booths and campus recruitment, and liaise with student offices for graduate recruitment
- Screen applications and initiate interview process, including the interview of junior staff. Propose remuneration package and negotiate with the candidates and line departments
- Review the effectiveness of orientation programme
- Assist in drafting or reviewing recruitment procedures and policies

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## Managerial / Business Contributor, Management Context / Functional Knowledge and Integration

### Manpower Planning & Review

- Review the manpower situation and develop manpower planning for line departments
- Take charge of the recruitment budget
- Ensure overall staffing meets the approved manpower plan
- Develop or enhance recruitment procedures and policies, eg by analysing the results of exit interviews
- Work with line managers on job analysis and specification
- Build networks with recruitment consultants and HR colleagues in similar industries in order to update market talent
- Recommend the best recruitment channels, including recruitment consultants, newspapers, on-line advertisement etc
- Take charge of the recruitment and selection process, especially the interviewing process for managerial-position staff or above
- Recruit the right people to fit the company
- Review effectiveness of current recruitment process and develop an alternative method / process if necessary

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## Executive / Business Partner, Executive Context / Strategies Development and Integration

### Attract and Retain Talent

- Develop long-term strategies to attract and retain the right talent
- Plan and develop / co-ordinate the right assessment tools to recruit top executives to match the company's vision, mission and values (VMV)
- Conduct manpower analysis and identify future manpower needs based on the business plan
- Develop programmes to meet existing and future manpower needs. This might include partnership with universities, agencies, consultants, etc

- ❑ Develop terms and conditions that match the company needs with external recruitment partners
- ❑ Explore other innovative e-channels such as Twitter and LinkedIn for recruitment
- ❑ Define talents together with management and liaise with the L&D team to work out talent development within the organisation

At a visionary level, HR professionals are required to make use of their business acumen as well as their knowledge and experience in all areas of HR to demonstrate their leadership role in the industry. Top HR professionals should play an all-encompassing role, managing all tasks covering employee relationships & engagements, L&D, sourcing & staffing and reward management.

#### Leadership / Business Driver, Leading Context / Visionary Horizons

- ❑ Shape the organisation's culture through reinforcing the vision, mission and core values at all levels
- ❑ Anticipate and act on potential changes in the legal environment both locally and internationally which affect different functional areas in HR
- ❑ Counsel the CEO and the Board on key organisational and manpower issues and collaborate with top management to identify and implement strategic solutions
- ❑ Create and innovate new ideas to attract, retain and develop employees
- ❑ Establish and manage the brand of the organisation at Board level
- ❑ Contribute towards the official Professional Committee at policy level of the HKSAR and exert influence relating to legislation

### How you can prepare yourself with the HKIHRM learning and development programmes?

In mapping the career path of HR practitioners, a broad spectrum of knowledge is required to develop, maintain and enhance professional HR management standards. The HKIHRM's learning and development programmes are one way in which we provide learning and development opportunities for those with an interest in or are responsible for the management and development of people in order for them to do their jobs better.

The Institute has defined the relevant certificate programmes, seminars, conferences and learning events into three major levels:

- i) Technical – Professional Level
- ii) Professional – Managerial Level
- iii) Executive – Leadership Level

The following diagram is a practical tool for HR practitioners to increase their knowledge in order to progress from one level to the next. It is a reference guide only; other organisations may have other programmes which could be useful in your preparation for the different levels of the profession.







## Programmes / Seminars / Conference / Learning Events

**Technical – Professional Level :**  
*Application of basic concepts, skills and knowledge in daily routines*

These courses deliver a wide range of relevant and practical HR skills and knowledge. They target new entrant HR members with limited experience who would like to understand the basic concepts of all HR functions, develop their career in the HR profession and enhance their effectiveness in people management.

**Professional – Managerial Level :**  
*Expansion of theories and professional application in specific functional areas at a higher level*

These courses provide up-to-date professional knowledge and advice on different HR functions. They help HR to enhance staff management capabilities, increase knowledge and teach the skills needed in analysing HR problems.

**Executive – Leadership Level :**  
*Keeping abreast of the latest trends and solutions in the profession and sharing insights with others*

These courses provide the operational, tactical and more strategic knowledge in all HR functions. They help HR professionals who need to demonstrate a management role, become a strategic partner, build organisational capabilities, manage a changing environment and understand the global management of HR.

Besides the three main levels, some of the courses are suitable for all levels of HR practitioners. They mainly cover knowledge needed in the HR profession, including new HR-related legislation, sharing of expertise, updating information and technical skills.

## Career Advancement – get ready for the climb

### HR in Different Industries

Every Industry is unique in terms of the nature of jobs, business environment, benefits, required skills, etc. The varying specialties of industries create different challenges for HR practitioners. The following table lists some of the key characteristics and provides corresponding tips for success. The information here has been collected from interviews with HR leaders in various industries, including banking, construction, public utilities, universities, health, hospitality, etc.

Banking	
Characteristics	Tips
<ul style="list-style-type: none"> <li>- Fast pace</li> <li>- Dynamic, frequent changes to accommodate business growth</li> <li>- Stringent regulations</li> </ul>	<ul style="list-style-type: none"> <li>- Good business acumen</li> <li>- Dynamic; be able to deal with ambiguity and uncertainty</li> <li>- Confident with good presentation skills</li> <li>- Able to deal with people of expertise</li> <li>- Strong sense of integrity</li> <li>- Ethical</li> </ul>
Construction	
Characteristics	Tips
<ul style="list-style-type: none"> <li>- Align the interests of various stakeholders in the supply chain: clients, consultants, suppliers and sub-contractors</li> <li>- Meet the expectations of shareholders, employers and the broader community</li> <li>- Execute robust project management to assure the quality of products</li> <li>- "3D" → Dangerous, Dirty, Demanding</li> <li>- Talent war due to imbalance in manpower demand and supply</li> <li>- Prohibition on importing labour</li> <li>- Cyclical nature</li> </ul>	<ul style="list-style-type: none"> <li>- Main contractors should take the lead to invest in long-term training and development of staff</li> <li>- Different players in the supply chain should collaborate to develop new blood</li> <li>- Engage with graduates</li> <li>- Monitor the pay levels of the staff against standards set in the market</li> <li>- Deepen care and engagement with the workforce to foster cohesion and team spirit</li> <li>- Build your credibility by acting not talking</li> <li>- Develop conflict-resolution skills</li> <li>- Be a creative problem solver</li> <li>- Be on top of your performance: know the real-time data; see important trends, take decisive action to rectify problems</li> <li>- Use technology to improve productivity</li> <li>- Deliver concise but powerful messages</li> </ul>
Health	
Characteristics	Tips
<ul style="list-style-type: none"> <li>- Shortage of labour supply</li> <li>- Highly pressured staff</li> <li>- Knowledgeable, intelligent and well-educated staff</li> </ul>	<ul style="list-style-type: none"> <li>- Walk the talk</li> <li>- Technical: be willing to learn and be exposed to the front line</li> <li>- Managerial: understand the business and see what is good and bad for the business</li> <li>- Mastery: Be on top of the business, make decisions and deliver them with impact</li> </ul>

Public Utility	
Characteristics	Tips
<ul style="list-style-type: none"> <li>- Low turnover</li> <li>- Labour intensive with high staff costs</li> <li>- Staff relations and staff management are the key challenges</li> </ul>	<ul style="list-style-type: none"> <li>- Integrate Learning &amp; Development in both operations and management</li> <li>- Compensation policy to improve productivity</li> <li>- Junior staff : University training only provides general training for new entrant HR; specific HR training could follow later</li> <li>- Lateral thinking and personal qualities are more important than technical skills</li> <li>- Always ask yourself: How can I use HR tools to best serve my company at the right time? If I were the boss, what would I do? How can I do it better?</li> <li>- View the big picture instead of just the areas under your control</li> </ul>
Higher Education	
Characteristics	Tips
<ul style="list-style-type: none"> <li>- Keen competition for academic staff</li> <li>- Complicated policy and procedures</li> <li>- Thorough consultation leading to challenges in new policy development</li> <li>- Teaching, "Publication", "Research" and "Services" are the four key areas of assessing the performance / contribution of academic staff</li> </ul>	<ul style="list-style-type: none"> <li>- Good market knowledge of compensation &amp; benefits</li> <li>- Proper use of recruitment channels</li> <li>- Establish a flexible compensation &amp; benefits system in order to attract and retain talents</li> <li>- Develop good packages to attract international staff to stay in Hong Kong</li> <li>- Be an excellent communicator and mediator</li> <li>- Align your practices with international best practices</li> <li>- Possess excellent influencing, collaboration and lobbying skills</li> <li>- Develop high-level understanding of a university's strategic direction and funding / budget</li> <li>- Enrich experience in various industries / sectors</li> <li>- Adapt to new culture and changes</li> <li>- Create a harmonious working environment</li> <li>- Develop positive thinking and methods</li> <li>- Obtain legal knowledge and mediation skills</li> </ul>
Hospitality	
Characteristics	Tips
<ul style="list-style-type: none"> <li>- Employee retention is a major challenge</li> <li>- Hard to generate interest in the industry</li> <li>- Difficult to balance the needs of the operation and owner expectations</li> </ul>	<ul style="list-style-type: none"> <li>- Implement and oversee programmes that support the financial objectives of the hotel</li> <li>- Prepare and adhere to annual HR budgets</li> <li>- Maintain efficient staffing levels and payroll systems; maximise productivity and minimise payroll costs</li> <li>- Ensure the payroll cost percentage is within the budgeted levels</li> <li>- Research and propose competitive compensation / incentive packages</li> </ul>

## Recommendations on Progression

It is usual though not necessary to begin a career in HR at a technical level. In many cases, professionals at entry level move directly to managerial level within HR. Nowadays, there are a number of colleges that provide professional HR programmes. Unlike in the past, practitioners today can start their HR career right from their first job. However, whether your first job is as a HR assistant or you are in HR management, you should find the basic framework for your career path below.

The framework shows the qualities / capabilities required for the transition from one level to another. Different applications are dependent on the company size, culture and industry. This table acts as a basic reference for HR practitioners who want to advance their career.



Professional Levels Transitions	Qualities Required
Technical → Professional Level	<ul style="list-style-type: none"> <li>- Understand the routines of work</li> <li>- Possess the basic knowledge / policies of the industry</li> <li>- Be able to build relationships with staff and customers</li> <li>- Be able to initiate new ideas that could benefit the Department</li> <li>- Be willing to learn and improve</li> <li>- Be able to cope with any hardship without complaining</li> <li>- Do not confine yourself to HR perspectives; imagine how the end-users perceive matters; know how to facilitate the process, i.e. "To Make Everyone's Life Easier"</li> </ul>
Professional → Managerial Level	<ul style="list-style-type: none"> <li>- Be able to match managerial style</li> <li>- Be able to build good internal and external networks</li> <li>- Gain endorsement from internal clients</li> <li>- Walk the Talk</li> <li>- Be able to match the organisation's values</li> <li>- Be an excellent communicator; get your message across to clients</li> <li>- Show respect to both subordinates and supervisors</li> <li>- Share expectations with subordinates</li> <li>- Listen to and understand staff issues</li> <li>- Be a role model</li> </ul>
Managerial → Executive Level	<ul style="list-style-type: none"> <li>- Be able to resolve complex problems working with subordinates</li> <li>- Seize opportunities, build a succession plan and find a successor for the company's CEO</li> <li>- Develop long-term relationships with staff at different levels</li> <li>- Align your practices with international best practices</li> <li>- Possess excellent influencing, collaboration and lobbying skills</li> <li>- Develop professional networks within the industry</li> </ul>
Executive → Mastery Level	<ul style="list-style-type: none"> <li>- Strong networking skills with key stakeholders needed</li> <li>- Be able to build relationships with the HKSAR government</li> </ul>



**Mr William Chan, MTR**

*William Chan, HR Director of MTR, shares with us the story of advancing his career in HR from Executive level to the Mastery level.*

## Vaulting from HR Executive to Master of the Art of HR

### How can HR have a say in the Board Room?

For HR to have a say in the Board Room may seem difficult, even from the perspective of many experienced HR practitioners. The first secret of success is that HR needs to be able to build trust with the CEO and be able to influence his thinking. You have to tell the CEO and keep reinforcing the idea that “People make the Difference” and “Staff Engagement is the key to driving business performance”. So, strategic influencing skills are the key for HR to open the Board Room door.

### How do you make CEOs believe in the value of HR?

The question is: How can HR prove to the CEO that it can make a difference to the business and the organisation? Firstly, HR has to show that it is a key player to the success of the company. You deserve a seat in the Board Room because you support and contribute strongly to business growth in good times and you help the company overcome problems, even crises situations, in bad times. To do this, HR must have a clear sight of the future, i.e. the foresight

to lead the company through continuous evolutionary changes instead of reacting to bad times by hastily taking drastic steps - when it is often too late to make any real difference to the business.

### How does HR take the first step?

Creating value for the organisation is the first basic step before gaining entrance to the Board Room. You need to know the business and apply the right HR strategy to make it successful. Different incentive plans, job evaluation methods, staff consultation platforms, talent pipeline management and productivity programmes are only tools that facilitate success.

### The three keys below demonstrate how the first step can be made.

#### 1) Balance the various interests of different stakeholders

Different parties within an organisation usually generate different voices on the same issue. It is important for HR to strike a balance among all the stakeholders so as to minimize conflict and maximise positive effects on the business.

For example, some would suggest flexibility of application of HR policies, while others prefer rigidly applied policies and strict practices. In regard to staff relationships; some believe in maintaining warm and cordial relationship with Unions while others favour rigid control. One final example of the contradictory ideas of stakeholders is the problem of cost. Some strongly oppose certain expenses relating to staff engagement, believing it to be a waste of resources; while others believe it to be highly instrumental in maintaining staff morale.

HR exerts influence on the company by shedding light on the good and bad aspects of different approaches, listen well and allow genuine debate to emerge. We must bear in mind that a good solution could take the form of a range of options. At the end, most matters would eventually find its natural equilibrium that is acceptable to all parties. While HR should have its own views on matters, it is often skilful steering that brings about the best outcome.

#### 2) Anticipate future needs and be prepared

An HR practitioner with good vision should be able to foresee the future needs of the business and help prepare the organization for the challenges that lie ahead. A case in point is manpower planning and succession planning. HR should ensure that the organization is able to build a skills platform that can meet changing demands in the future. It should also establish and develop a talent pipeline that can provide the right leadership qualities to lead the company forward. In both cases, we must convince the organization to ‘unlearn’ what could very well have been success factors in the past and bring in new ideas for the future.

This takes not just foresight, but also a great deal of courage and persuasive power.

#### 3) Mastering all key HR tools

HR tools, which include learning & development, sourcing & staffing, reward management and employee engagement, should be well mastered by professional HR practitioners. Yet, we must not forget that tools are just tools, no matter how good they are. You need to be able to apply the right tool at the right time and use it in such a way as to bring the maximum effect for the company. To do this, it takes experience and judgment, something younger HR managers often find hard to master. My advice to them is not only to learn the technicality of the tools, but also the broader context for the usage of the tools. Sometimes, the same tools applied to different companies or context would produce very different effects. As HR practitioners, we must try to understand why and learn from it.

### How can HR work closely with the Finance counterpart in the Board Room?

HR professionals should have a good understanding of Finance and Business. You need to know how to read a balance sheet and to understand business trends and statistics. It is critical to link people with financial impact. For instance, you have to ask yourself what impact a particular manpower policy would have on finance before you propose making certain changes. People are both a cost and an asset that creates value – sometimes immense value – for the company. As a HR practitioner, we must embrace both perspectives and be able to articulate them convincingly at the top level of the organization.

## Mergers & Acquisitions – the strategic role of HR

Sixty per cent of Merger & Acquisition failures are due to the “people issue”. The Board is well aware of this and relies on HR to steer the people issues positively throughout the merger process.

Culture and Integration of Terms and Conditions are the two HR areas that present the greatest challenge. It is imperative that HR engage different stakeholders and interact with line managers throughout the process so as to facilitate a good marriage. In this light, ‘Business Partnership’ and ‘Communication & Influencing’ serve as the two most important competencies for HR during a merger process.

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## Communication is a key success factor of a merger

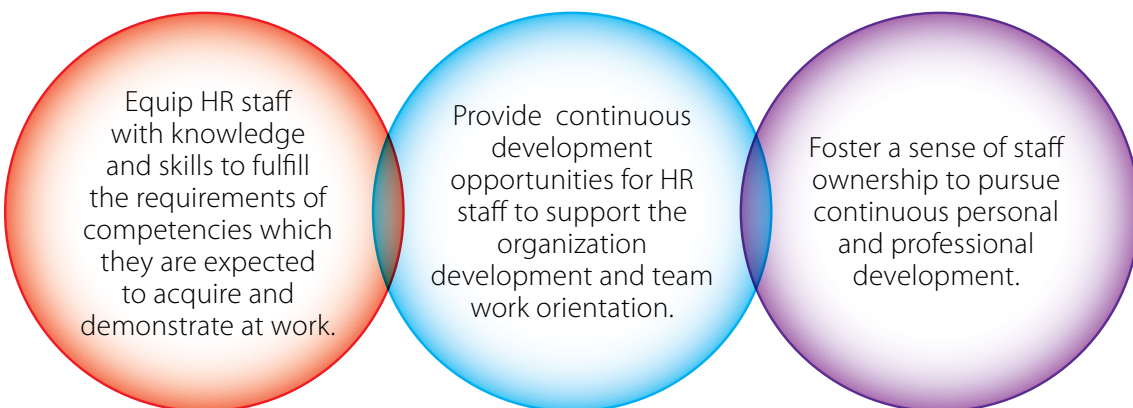
During the early stages of the merger process, there are a great deal of tension, uncertainties and impending changes. People could easily get bewildered and frustrated. Confidence is fragile.

Under such a condition, effective communication is the most important foundation on which success could be built. The messages explaining, the whole process and milestones of the merger need to be clearly conveyed to all staff. Moreover, although a certain degree of apprehension is unavoidable, problems can be minimised by genuinely and positively engaging people from both companies to discuss synergy and the way forward. We must work on sharing the same future vision for staff from both sides.

## HR Training & Development Curriculum in the MTR Corporation

To cope with the rapid business growth of the MTR, the role of the HR division is critical in managing and developing human capital to provide world class services to customers and deliver growth and satisfactory return to shareholders. The MTR is a good example of how HR can make a significant contribution to the company. With around 25,000 staff all over the world, development of human capital is a high priority for MTR.

Knowledge, Experience and Competencies are the three pillars that anchor the MTR human resource development model. MTR therefore developed an HR Training and Development Curriculum to support HR staff’s learning and growth. The major objectives of the curriculum are summarised as follows:



With the above objectives, a competency-based T&D curriculum with the theme “To Learn, To Share, To Excel” has been developed for HR staff. Three areas of relevant training and development initiatives with diversified delivery modes are provided: (a) Staff Competency Model (b) Training & Development initiatives on Organisation & Business Orientation (c) Job Rotation.

The Staff Competency Model aligns with the MTR Corporate Vision, Mission and Values. These Training & Development initiatives are tailor-made to enhance the staff’s professional knowledge and to reinforce their understanding of the corporate direction and various HR functions. The Job Rotation Scheme is a set of basic principles and working guidelines that are designed for HR staff members and based on their job functions and individual needs.



MTR's HR Staff Competency Model



T&D Initiatives under the HR T&D Curriculum

Apart from training programmes, the MTR also stimulates its HR staff by providing a list of tools, including the HR T&D Curriculum Learning Journal, Learning Guides and the HR Training & Development Planet Website. The MTR has also launched the Learning Incentive Scheme as well as HR Learning Buddies. The ultimate goal of the Curriculum is to enrich staff with the necessary Knowledge, Experience and Competencies through continuous learning.

Though difficult and challenging, it is eminently possible that the HR department

can have a say in the Board Room by demonstrating its ability to influence people and make a difference to the business and the organisation. In this day and age, knowing the usual HR tools is not sufficient any more for HR practitioners. Instead, they must be developed as an all-rounder, a thinker, an influencer and, above all, someone who possesses a sound understanding of the business and the levers that drive business success. In MTR, we believe this is the right model for our HR professionals. It is a belief we would wish to share with the wider HR community.

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**Mr Steve Chow, Synergis Management Services Limited**

*Steve Chow, Human Resources Director of Synergis Management Services Limited, shares some valuable tips with HR practitioners on managing 6,000 staff in Hong Kong and China.*

## HR and Business Success in Property Management

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### HR and Business Success

"HR is not limited to managing employees from the back office, but can also contribute directly to the business through appropriate strategies. Three tricks could bring HR to business success in the Property Management field.

The first one is Work Process Re-engineering. HR should reduce operational time to reduce costs. This action is highly valued by most employers.

Secondly, HR should be able to get quality people to fill the job vacancies. Since there are seldom enough staff available, it is really hard to define 'who is good'. Therefore, it is vital for HR to develop new strategies to attract quality staff. For example, the Effective Referral Programme is aimed at finding the right post and investing the right amount of money in a referral bonus, which is considered an art of the business. In addition, managing an internal CV data

bank and having a succession plan in place is of high value.

Last but not least, Brand Building for the company through good training programmes and providing recognition via Awards are measures to increase HR value in bringing business success."

### Tips for HR professionals to advance their Career in Property Management

"First, you have to make flexible use of the organisation's Development & Performance Management System.

Second, you should access ample information to get the quadruple effect of the HR tool.

Third, you need to be able to identify star performances through an excellent Performance Management System (PMS), and train them well for further development.

Finally, the performance review returns have to be analysed in depth, in terms of 'rating and comments'.

### Tips in doing good PMS

" A Performance Management System is directly linked to business success. A good system improves the quality of employees' work, and hence the business. How can HR produce a good Performance Management System? There are four answers to this

question.

First, you need to be able to give an accurate performance rating to all including CEO / Managers / Supervisors in order to distinguish good and bad performances.

Second, good training is necessary for Managers in order to exercise this influence.

Third, HR itself, should act as the role model.

Finally, the performance review has to be analysed in depth, in terms of 'rating and comments' behaviour. Good samples can be extracted from the comments about the PMS, serving as a reference for both appraiser and appraisees."





**Ms Patricia Luk, Jebsen & Co Ltd**

*Patricia Luk works as the Group Learning & Development Manager for Jebsen & Co Ltd. She shares with HKIHRM her career development, starting from her first job.*

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## Advancing from HR training assistant to head of training

### How did you get started?

“Around two decades ago I started my first job in one of the largest banks as clerical support in their Training Department. In those days, there were fewer graduates and I did not have a degree. My main role was preparing training material and providing logistic support for the trainers. This of course included any work that trainers needed done in order for them to deliver a good training session. Through hard work, I got a very good start and laid the basic foundation to enter the Training Profession.”

A few years later, Patricia moved to a utility organisation to begin her career as a Training Assistant. She then spent almost 17 years with this organisation.

### How Patricia got her first promotion – and why?

The key to advancing your career is being successful in your chosen field. Patricia’s positive attitude prepared her well for promotion at the beginning of her career path. As an assistant at the technical level, she was willing to devote herself completely to the job. She was active in helping speakers solve logistical problems, even carrying big cameras to Macau by herself. She kept the principle of “customer-focused” deep in her mind, and delivered more than what was expected. All these important elements advanced her career.

Knowledge is of vital importance for one’s development. Patricia equipped herself

through ongoing education, though at that time not many suitable courses were available. Just after one year entering the Railway Company, Patricia pursued a Diploma in Business Studies for 1.5 years. Then, she obtained a Certificate in Training & Development at the Hong Kong Institute of Education. This training provided her with the necessary knowledge to advance her career. HR practitioners today are much luckier than Patricia as many more courses on specific as well as general HR topics are organised by HKIHRM. You may refer to previous chapters for information on the seminars and certificate courses we offer.

Through education and a positive attitude, Patricia got her first promotion – from Assistant to Professional level.

### Ten years – A lifelong and solid preparation for the next advancement

Patricia was not used to teaching when she was still a Training Assistant, but after her promotion she was exposed to tremendous opportunities supervising training programmes. She grasped every chance to attend training programmes conducted by other experienced trainers, and jotted down the essence of the classes for her own use. She kept learning and practising for ten years.

This cultivated her ability to master different training programmes. Sticking to the same position sounds tough and tedious to many. To Patricia, this was a golden opportunity to lay the strongest foundation for her future advancement.

### What made her the Head of Training now?

To be the Head of Training, Patricia needed to possess extraordinary skills. The three secrets Patricia understood were capability, exposure and opportunities. To enhance capability, she needed to master training programmes, even those with participants at executive levels. She acted as a facilitator instead of as a trainer. Her strong passion for her work influenced the people around her. Moreover, Patricia respected everyone by listening to the ideas of others. For exposure, she didn’t limit her scope of work to training, but also took on different projects. These sharpened her project-management skills. In addition, she was always well prepared. Her job was meaningful since she was helping colleagues to progress through training. Finally, Patricia grasped every single opportunity to learn and work and was willing to move away from her comfort zone to try out different jobs.

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## Tips for existing Training Assistants

The three elements of the **HKIHRM HR Professional Standards Model** are Knowledge, Capability and Roles. These are endorsed by Patricia as the best tips for career advancement for training assistants.

“You must know what training is, and what HR is about. You need to understand the interface between HR & Training,” Patricia emphasises.

“This kind of Knowledge is gained by participation in courses and valuable experience gained throughout work. To be capable, it is a must to sharpen your competencies, to be customer focused, and build up good communication with your customers.”

Patricia advises Training Assistants to be eager to learn at any time.

“To show your abilities you must demonstrate what your role entails and grasp the chance to perform project management, as this provides you with hands-on experience on all training tasks.”

## Looking back. What advice would you give to those starting out?

“You must enjoy your job! Without passion, one can never succeed in progressing along the HR career ladder. Secondly, you have to be persistent in your career. Last but not least, learning agility is very important. You have to keep absorbing knowledge like a sponge, not to be complacent, learn from others, and benefit from the experience. Experience and knowledge have to be accumulated; you can never foresee when you may need them in the future. Therefore, young HR practitioners should always cherish these treasures.”

## As a training professional in your industry (marketing and distribution), what experiences and capabilities are most important?

Knowledge, experience and capability are essential factors in the **HKIHRM HR Professional Standards Model**. Looking back over Patricia’s career journey, she noted three points regarding experience.

“Firstly, one should always ask oneself: Do I know the culture of the company? Knowing the culture is the basis of mastering your job.

Secondly, you also need to know your business well – the target markets, the products and the competencies required by the staff of the different business units.

Finally, to reach these goals you must not sit in the office, but talk to the employees actively, and try to understand what work issues they are facing. You need to make use of the expertise of your company to share knowledge. Moreover, exploring

training courses outside your organisation is necessary to enhance your knowledge.”

“To improve your capabilities, you have to keep yourself business-focused, by keeping abreast of the latest development of the industry and the external environment especially in the Greater China. Apart from that, being customer-focused is one of the prerequisites of being successful. Additionally, you should develop your interpersonal and communication skills and always show that ‘I am here to help’. Lastly, training professionals need to be mobile and be good communicators. Being a training professional industry, mobility and good communication skills in terms of language are important. These skills undoubtedly raise your competitiveness in the market.”



## Appendix I Useful Websites

### Regional - HR Associations

Australian Human Resources Institute	<a href="http://www.ahri.com.au">www.ahri.com.au</a>
Canadian Council of Human Resources Associations	<a href="http://www.chrpcanada.com">www.chrpcanada.com</a>
Japan Society for Human Resource Management	<a href="http://www.jshrm.org">www.jshrm.org</a>
Malaysian Institute of Human Resource Management (MIHRM)	<a href="http://www.mihrm.com">www.mihrm.com</a>
Personnel Management Association of the Philippines	<a href="http://www.pmap.org.ph">www.pmap.org.ph</a>
Singapore Human Resources Institute (SHRI)	<a href="http://www.shri.org.sg">www.shri.org.sg</a>
Society for Human Resource Management (US)	<a href="http://www.shrm.org">www.shrm.org</a>
The Chartered Institute of Personnel and Development (CIPD, UK)	<a href="http://www.cipd.co.uk">www.cipd.co.uk</a>
The Macau Human Resources Management Association	<a href="http://www.agrhm.org.mo">www.agrhm.org.mo</a>
World Federation of Personnel Management Association	<a href="http://www.wfpma.com">www.wfpma.com</a>

## Appendix II References

### Reward Management

Armstrong, M and Murlis, H (2007), *Reward Management: A Handbook of Remuneration Strategy and Practice, Fifth Edition*, Kogan Page

### Employment Law & Employee Engagement

US survey (2005-06): Performance Assessment Network

WorldatWork: *Workforce Engagement – Strategies to attract, motivate & retain talent*

### HR & Business

Armstrong, M (2006), *A handbook of human resource management practice, Tenth Edition*, Kogan Page

# Acknowledgement

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