

HUMAN RESOURCES

人才薈萃

Work 4.0: INNOVATION · AGILITY · PRODUCTIVITY

HKIHRM Annual Conference & Exhibition 2017



When Pay Rises Aren't Enough
to Keep Your Top People

Effective Communication and
Alignment with Organisation Goals
Vital to Success of Merit Pay

China's New Cybersecurity Law
to Enforce Data Localisation

中國內地新《網絡安全法》要求數據存放境內



Your trust has made us **VASTLY REASSURED**

Best Contract Recruitment Company of the Year
RI ASIA Awards HK 2016, Recruitment International

Best Contract Staffing Solution Agency – Gold
HR Vendors of the Year HK 2016, Human Resources

You have entrusted us with your recruitment needs, and we rose to the challenge to deliver exceptional services. These awards are but a recognition of our dedication to you.

“...Kelly Services’ contract and recruitment services is one of the best in the industry. They respond quickly to our broad spectrum of demands and have always provided us candidates with relevant skills in a timely and professional manner...”

*Technical Director
A Leading Global Information Services Provider*

“...With Kelly, we are able to select our desired candidates after interviewing no more than two to three people. Besides, they are also understanding and flexible in coping with our business needs. Their response and backfill time is good.”

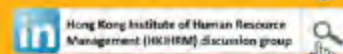
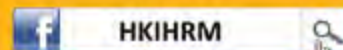
*Payroll Supervisor
A Leading ICT Solutions Provider*



The Hong Kong Institute of Human Resource Management

Suite 1503 15/F, 88 Yee Wo Street, Causeway Bay, Hong Kong

T: 2861 5113
F: 2861 8062
E: info@hkhrm.org
www.hkhrm.org



Project Editor Chris Davis
Senior Content Manager Yvonne Luk
Production & Design Editor Jun Cambel

Contact us: editor@classifiedpost.com

Advertising inquiries:
Assistant Sales Director, Recruitment Business
Amy Lui, amy.lui@scmp.com
T: 2680 8318

Assistant Sales Manager, Recruitment Business
Belinda Yeo, belinda.yeo@scmp.com
T: 2680 8337

Senior Account Manager, Recruitment Business
Teresa Pang, teresa.pang@scmp.com
T: 2680 8312

Account Manager, Recruitment Business
Jan Ng, jan.ng@scmp.com
T: 2680 8342

Advertising hotline:
classified@scmp.com
T: 2565 8822

Subscription inquiries:
T: 2680 8333



HUMAN RESOURCES is published by Classified Post of South China Morning Post Publishers Limited, Morning Post Centre, 22 Dai Fat Street, Tai Po Industrial Estate, Tai Po, New Territories, Hong Kong.
T: 2680 8333

Printed by C.A. Printing Co., Ltd., 9/F., Cheung Wei Industrial Bldg., 42 Lee Chung Street, Chai Wan, Hong Kong, T: (852) 2866 8733

© Copyright HKIHRM and SCMP. Published in September 2017
ISSN 2305-2007

Copyright of all materials are jointly retained by the Hong Kong Institute Human Resource Management and SCMP. No part of Human Resources may be reproduced or transmitted in any form or by any means, including recording and photocopying without the written permission of the copyright holder, application for which should be addressed to the publishers. Written permission must also be obtained before any part of this publication is stored in a retrieval system of any nature. Neither Human Resources nor the HKIHRM accept liability for any views, opinions, or advice given. Further, the contents do not necessarily reflect the views or opinions of the publisher and HKIHRM.

Single back issue: HK\$300
Annual subscription: HK\$2,420

Contents

- P4 President's Message**
- P5 What's Hot**
Companies Moving Toward Innovative and Technology-enabled Learning
- P8 Cover Story**
Gearing HR for an Age of Innovation
- P12 HR Horizon**
When Pay Rises Aren't Enough to Keep Your Top People
- P16 HR Feature**
Effective Communication and Alignment with Organisation Goals Vital to Success of Merit Pay
- P20 HR Toolbox**
Continuous Listening – the Key to Ongoing Employee Feedback
- P24 China Focus**
China's New Cybersecurity Law to Enforce Data Localisation
- P27 中國焦點**
中國內地新《網絡安全法》要求數據存放境內
- P32 Legal Highlight**
Managing Employee Absence – Practical Tips and Key Traps to Avoid
- P34 法律點題**
有效管理僱員缺勤 免墮法網
- P38 Case in Brief**
Defamation an Increasing Danger for Businesses in a Technological Age
- P40 案例摘要**
科技普及增商業誹謗風險
- P41 Reading Corner**
The Talent Delusion: Why Data, Not Intuition, Is the Key to Unlocking Human Potential
- P42 IHRM News**

Do you want to talk about a fresh HR issue?

If so, please contact editor@classifiedpost.com to discuss contributing an article for publication in the journal.

Forty Years Working for HR Excellence

Dear members,

The Institute is celebrating its 40th anniversary this year, and a reception will take place on 14 September to mark this auspicious occasion with members and guests. Forty years is a rather long history and for any organisation a key milestone to review its achievements and forge new areas of development. Over the past four decades, the Institute has continuously played a pivotal role in driving the transformation of the HR profession in Hong Kong to respond to the challenges arising from our city's social and economic changes while constantly advancing professional standards and best practices among members.

The Institute has witnessed the evolution of HR practitioners in the functions they have performed in organisations in different eras, from playing an administrative role in the back office in the 1970s and 1980s, to today as strategic business partners of their organisation involved in important business decision-making processes. With HR functions being taken to a whole new level in today's technology-driven economy, HR practitioners are tasked to deliver value to their organisations through their involvement in strategy formulation, resourcing, talent management, reward management, corporate culture development and employee relations. HR has become an indispensable enabler to maximise employee productivity and engagement to help attain business success.

As the leading professional body in HR management in Hong Kong with a mission to increase the value and influence of the profession, I am glad to see that, over the years, the Institute has successfully delivered value to members and the profession and exert its influence on various stakeholders in society, including the Hong Kong Government, in the areas of opinion leadership and policy formation.

Ever since our humble beginnings – with a membership of 120 in 1977, compared with a record figure of 5,522 in 2015 – we have proactively responded to members' demands by meeting their professional and development needs through a wide range of bespoke member services and initiatives. The Institute takes pride in the solid research foundation it has built over the decades since the launch of the first Executive Compensation Survey (now known as the Pay Trend and Pay Level Survey) in 1978. More surveys have subsequently been added to the research portfolio, including the manpower statistics survey, benefits survey, training and development needs survey and other surveys on employment-related topics.

Advancing professional standards and promoting best practices in HR management is the area the Institute has steadfastly focused on over the years, to raise the bar of the profession and maintain its development in an ever-changing business landscape. The Institute launched the HR Professional Standards Model in 2010, which gave rise to a new membership scheme and the framework of HR Body of Knowledge which specifies a wide range of HR knowledge and skill sets required for HR management and development functions that govern the contents of our certificate programmes. A big step forward in our work of professional standards came when the Institute was appointed in 2014 by the Hong Kong Government to be Professional Writer responsible for producing the Specification of Competency Standards for the Human Resource Management under the Qualifications Framework. This cross-industry, cross-discipline HRM initiative can help establish professional benchmarks for HR practitioners at all levels to pursue life-long learning, while attaining locally accredited and quality-assured qualifications in the HRM sector.

In tandem with our work in research, training and setting professional standards, the Institute has created a range of platforms to engage our members and fellow HR practitioners where they can learn from and share best HR and people management practices with HR professionals, business leaders and academics, both locally and internationally. These platforms, among others, include the HKIHRM Annual Conference which was successfully revamped in 2012 with an expanded scope, new discussion formats and a concurrent exhibition, as well as the coveted HR Excellence Awards launched the same year. Our professional standing is duly recognised by our overseas counterparts. A Memorandum of Understanding was signed with the UK's Chartered Institute of Personnel and Development in 2010 to forge collaboration in research and training, and a reciprocal professional membership recognition arrangement was entered into with Canada's Human Resources Management Association in 2016.

With 40 years of achievements behind it, the Institute will continue to reinvent itself to be an agile, innovative and forward-looking professional organisation in HR management to meet future challenges, responding to the professional needs of members, especially the new generations of HR practitioners who will play a key role in sustaining the growth of the Institute and the HR profession as a whole.

Finally, I would like to thank all members of the past and incumbent HKIHRM executive councils who have contributed their time, effort, expertise and professional insights to help spearhead the development of the Institute over the past 40 years.

David Li
President of HKIHRM

Companies Moving Toward Innovative and Technology-enabled Learning



More than 130 HR practitioners and training professionals attend the 2017 Annual Training Needs Seminar-cum-ATD Post-Conference Sharing.

- Hong Kong employers continue to place a strong emphasis on training and development with average budget allocations in 2016 the second highest for the past decade.
- Blended learning – a fusion of traditional classroom and learning technology platforms – is becoming increasingly popular in response to the changing needs and habits of a new generation of employees.

Current trends revealed in the latest Hong Kong Institute of Human Resource Management (HKIHRM) *2016 Training and Development Needs Survey* include a greater emphasis on using learning technology platforms to deliver employee training and development programmes.

Even in today's challenging business environment, the training budgets and hours allocated to employee

training remain stable as Hong Kong employers recognise the importance of investing in employee training and development. This investment keeps their organisations competitive and their employees engaged, productive and adaptable.

The survey found that Hong Kong employers allocated an average of 3.4% of employees' annual salaries in 2016 to their training and development budgets — the same as in 2015 —

which makes it the second highest budget allocation in the past decade.

Barry Ip, co-chairperson of the HKIHRM's learning and development committee, says that, despite a number of business and economic challenges, employers generally have a positive attitude to investment in learning and development. While the average number of training hours per employee per annum in 2016 was 18.3 hours, down slightly

from 18.5 hours in 2015, Hong Kong employers' overall commitment to training has remained at a stable level over the last four years. Speaking at the HKIHRM Annual Training Needs Seminar, Ip said consistent investment in training and development is good news for employers and employees alike. "Instead of viewing learning and development as an expense or a liability, employers are looking at training budgets as a way to improve productivity, strengthen their organisations and build a competitive advantage," he says. In terms of business sectors, employees in public utilities, statutory bodies (41 hours per annum); telecommunication (24 hours per annum); banking and financial services and insurance (21.7 hours per annum); and transport, transport services and logistics (19.5 hours per annum) were provided with more training hours than the average. The top-three business objectives driving training activities reported by survey respondents for 2016 were enhancing leadership and people management competencies (60%); reinforcing corporate culture to achieve strategic business goals (44%); and building leadership bench strength and pipeline through talent management (43%).

Highlighting another key finding, Ip explained how a slightly larger proportion of the training budget (54%) was allocated to non-management grade employees than to those at management level (46%), compared to the previous year. A larger proportion of training budget was allocated to non-management staff in most sectors covered in the survey, except in the manufacturing sector (48%).

Use of learning technology on the rise
For employees at senior management level, the survey found training to be mainly focused on improving ethics, conduct, corporate governance, compliance and strategic thinking. Meanwhile, for employees at middle management and professional level, training is centred on building effective teams, and people management. For



HKIHRM's president, David Li, (centre) presents souvenirs to speakers of the Training Needs Seminar (from left): Steve Lawrence, head of learning and development - airports at Cathay Pacific Airways; Chester Tsang, HKIHRM's training and development committee co-chairperson; Felicity Sam, senior director of learning and development at Ralph Lauren Asia Pacific; and Barry Ip, HKIHRM's training and development committee co-chairperson.

employees at supervisory, general, and frontline level, the focus of training is enhancing knowledge of products and services and customer service.

Across business sectors covered in the survey, construction, real estate property development (8.1%); banking and financial services and insurance (5.2%); business services and professional services (4.4%); transport, transport service and logistics (4.4%); and retail (3.8%) all recorded a training budget percentage higher than the average.

The survey, which has been conducted annually since 1999, was based on the responses of 103 companies from 18 industry and business sectors, covering over 53,000 full-time employees. The survey aims to identify the main training and development needs among employees, as well as the predominant training topics and trends during the year.

Speaking at the HKIHRM Annual Training Needs Seminar, the HKIHRM's learning and development committee co-chairperson Chester Tsang predicted training practices that leverage internal resources for employee training would continue

to be the preferred mode of training of most companies in Hong Kong. Internal resources most commonly adopted by companies in 2016 included on-the-job training (97%), followed by in-house training and development programmes (86%), coaching and mentoring by internal practitioners (68%), and internal knowledge sharing events (64%). Tsang said it is worth noting the significant increase in the use of learning technology, which incorporates mobile, video, virtual learning, smartphone and e-learning. The use of learning technology increased to 61%, a rise of 13 percentage points compared with the previous year. Among companies surveyed, 60% had technology-enabled learning programmes in place in 2016. By business sector, learning technology programmes were more prevalent among companies in sectors including public utilities, statutory bodies (100%); transport services and logistics (83%); banking and financial services, including insurance (80%); property management (75%); and telecommunication (75%). On the other hand, retail (41%) and construction, real estate and property development (17%) were less likely to offer learning technology programmes. Regarding the types of learning technology

training platforms, online training videos were the most commonly used learning technology tool with 65% of respondents using it, followed by webinars/virtual classrooms training (31%).

Blended learning leads to best outcomes

Speaking on the sidelines at the Annual Training Needs Seminar, the HKIHRM's learning and development committee co-chairpersons explained how learning technology platforms have stimulated a major shift in the way training and development programmes are developed and delivered. For SMEs with limited budgets and training resources, technology platforms offer flexibility and cost-effective access to off-the-shelf learning tools that can be used to supplement other forms of training and development, frequently termed as "blended learning". Tsang said that blended learning – a fusion of traditional classroom and learning technology platforms – enables employers to keep their training relevant and engaging. "Blended learning expands employee training and development opportunities, which can be utilised by large and small organisations," he notes. He also said that a major advantage of learning technology platforms means employees are not limited by time, location or format. "Blended learning offers greater convenience and flexibility to employers and employees, especially younger, tech-savvy



Andy Yip, superintendent - learning technologies at Hong Kong Police College, talks about using virtual reality in police force training at the seminar.

members of the workforce, in choosing their learning pathway." However, the co-chairpersons stressed it is important for employers to establish a blended learning framework linked to the needs of the organisation. At the same time, classroom and face-to-face interaction should still be considered the most effective format for personal coaching and mentoring and delivering mindset and behavioural training.

As business cycles shrink and employee training and development becomes more complex, Ip advised that blended learning frameworks should be flexible to ensure programmes remain relevant and sustainable. He said achieving success with blended learning is a matter of planning and implementing well-thought-out strategies. "It is important that training records and data, learning roadmaps, results and feedback are captured and reviewed using a learning and development management system," Ip says. An effective way of building up training data records is through gamification training and

development programmes, which appeal to employees who have grown up with social media, tablets and smartphones.

Speaking at the same seminar, Steve Lawrence, head of learning and development - airports, Cathay Pacific Airways, explained how blended learning had become a fundamental part of the company's multigenerational learning and development strategy. In addition to traditional e-learning and classroom training, Lawrence said a key aim is to put learning back into the workplace with robust on-job-learning resources, tools and structures. "Our aim is to enable self-guided learning with mobile content that is bite-sized and pragmatic, and enable line supervisors to coach and mentor staff in a structured manner," says Lawrence, adding that social and collaborative learning also plays an important part, enabling informal learning to take center stage, whereby staff of all ranks are free to share best practices.



Participants are offered opportunities to network and talk to HR service providers at the seminar.

Providing an overview of the Hong Kong retail sector, Felicity Sam, senior director of learning and development, Ralph Lauren Asia Pacific, explained how the retail industry is implementing employee training processes already used in other sectors. For example, bite-sized learning accessed through mobile devices. "The industry as a whole is reviewing training methodologies to make them more interactive and tied into day-to-day, on-the-job activities," says Sam. 



Alice Wong (left) and Janet Man, co-chairpersons of the HKIHRM 2017 Annual Conference Organising Committee.

Gearing HR for an Age of Innovation

- The HKIHRM Annual Conference and Exhibition 2017 will take place on 21 and 22 November, with the theme, Work 4.0: Innovation, Agility and Productivity.
- The conference and exhibition will provide a platform to review the ever-changing HR landscape and help HR practitioners to prepare for challenges and opportunities they may face in the future.

As HR practitioners and their organisations respond to the fast-paced adoption of technology and changing workplace dynamics, the HKIHRM Annual Conference and Exhibition 2017, set to take place on 21 and 22 November, will focus on Work 4.0: Innovation, Agility and Productivity.

In addition to extensive networking opportunities and the latest products and services showcased by HR solution providers, an international line-up of experts will provide industry updates and offer practical information on lessons learned, insights and best practices.

With new technological advancements sprouting up at a dazzling rate, the impact on the 21st century workplace

is palpable. It is undergoing constant change, which dramatically influences the way talent is managed, how people work and how companies are organised.

Designed for HR practitioners ranging from those early in their careers to more experienced HR executives, the HKIHRM Annual Conference and Exhibition 2017 showcases resources to help HR professionals and their organisations adapt to the pervasive influences of technology and re-evaluate traditional approaches to talent management. The conference and exhibition will also provide extensive opportunities to network and exchange views on the underlying drivers of change and the future of HR.

As the HR profession continues to

evolve, Janet Man and Alice Wong, co-chairpersons of the 2017 Annual Conference Organising Committee, believe it is imperative that HR professionals are able to be proactive in transforming their function by making full use of data to improve workforce engagement, behaviour and capabilities. HR professionals also need to develop the skills to be a contributing partner within their organisations to prepare talent that drives innovation, agility and productivity. This requires helping employees understand future skills in the new digital world and the way human will interface with artificial intelligence and robotics. With training, support tools and an enabling environment, this will not only enrich their career development, but will also ultimately lead to increased productivity. In an agile organisation,

“ HR professionals need to develop the skills to be a contributing partner within their organisations to prepare talent that drives innovation, agility and productivity. This requires helping employees understand future skills in the new digital world and the way human will interface with artificial intelligence and robotics. ”

Janet Man, co-chairperson of the HKIHRM 2017 Annual Conference Organising Committee

Alice says, the HR function needs to maintain a clear mindset and use regular reflection to review hiring, professional development and performance management.

The co-chairpersons believe the conference and exhibition will offer HR practitioners the insights needed to lead in a digital age constantly disrupted by new technology. For instance, participants will learn from fellow practitioners how HR evolves to embrace change while meeting business needs with talent management solutions. A key area that will come under the spotlight during the conference and exhibition is company case studies that showcase real-life examples of creating exceptional employment experiences. “The employer-employee relationship has undergone some significant changes. In the past, the job market was employer driven, but these days, it has become an employee market. Now, we need to appeal and compete for talent by delighting them, starting from the talent acquisition experience, on-boarding, training and even all the way through their retirement,” says Janet. While the conference and exhibition will offer many insights on ways to strengthen employment experience, the event will also include a diverse range of topics responsible for shifting the HR landscape. “The conference will home in on many of the aspects HR practitioners need to enable them to walk the walk before they talk the talk,” says Janet.

Conference tailored for multi-generational interests and management levels

The conference and exhibition will provide a platform to review the ever-changing HR landscape and help HR

practitioners prepare for challenges and opportunities they may face in the future. For example, the co-chairpersons share the belief that, while HR professionals are fully aware of the trends influencing recruitment, training and retention, they are also looking for best-fit strategies and solutions to ensure their future-ready talent management models align with evolving business needs. “Technology is changing more than production processes and business models; it’s also changing the way we connect and communicate and the way we work,” says Alice. She also thinks agility, innovation and productivity are closely tied to changes brought about by the concept of Work 4.0, characterised by technological developments reshaping traditional practices and fuelling new forms of work.

The co-chairpersons point out that speaker topics and case studies will be current and highly relevant to HR practitioners and will inspire and engage participants – ideal for facilitating conversation and

networking. They also say that special attention has been given to facilitating networking opportunities. “We have listened closely to feedback from previous conferences and responded to the requests for more opportunities to network,” Janet says. To ensure the event is inclusive and address multi-generational interests at different management levels, younger HKIHRM members have been invited to join the 2017 Annual Conference Organising Committee. The co-chairpersons explain that the conference and exhibition has been designed around a “wish list” of elements including topics, activities, and session formats that participants would like to see at a high-profile conference.

Trending insights and ample networking opportunities

In addition to illustrious speakers and HR visionaries, the conference and exhibition will feature round-table discussions, workshops, case presentations in TED format and experiential learning opportunities. Participants, for example, will be able



As a leading HR management event in Hong Kong and Asia Pacific, the HKIHRM Annual Conference and Exhibition provides a platform for renowned speakers to share inspiring thoughts and latest trends with HR practitioners and senior business executives, with ample networking opportunities for professionals.



Exhibitors can showcase their latest HR management solutions and products at the concurrent exhibition. This year, an HR Tech Zone is set up to demonstrate how technology can drive innovation, agility and productivity.

to experience first-hand how virtual reality solutions are used for employee on-boarding and training. "Virtual reality systems are something HR practitioners can utilise to minimise the risks when safety factors are part of the training or when geographical borders are an issue," explains Alice.

Conference floor will be laid out in themed zones to facilitate networking, reflecting different HR disciplines such as training, and compensation and benefits. As a further incentive to network, "Top Networker" recognition will be given to the attendee who is the most active in connecting with as many other delegates as possible at the conference over the two days via a newly launched onsite networking mobile app, while "Top KOL" recognition will be awarded to the attendee who uploads the most posts on the conference's specific social media networking platform. Adding further diversity to the conference and exhibition, committee members of the Asia Pacific Federation of Human Resource Management (APFHRM) will speak, offering regional perspectives related to the topic of Work 4.0. "We know a lot of our members are based in Hong Kong, but their activities are regional," notes Janet,

"We know participants will be excited to hear insights from the presidents of HR professional associations in nearby countries."

With innovation widely accepted as a creator of competitive business advantages, the co-chairpersons firmly believe it is vital for HR to understand the critical importance of contributing to their organisation's innovative vision by attracting and keeping the most innovative employees, constantly improving their skills and fostering a culture of innovation. The use of data is another area considered an important step to change for HR to deliver competitively differentiating capabilities. "HR professionals need to understand how to make use of 'big data' to make better talent acquisition and management decisions and speed up processes that increase efficiencies," Alice notes. Data analytics make it possible to construct detailed people insights, identify skills gaps and design training programmes, which can help an organisation to build a stronger workforce.

As digitisation changes and disrupts the world of work, Janet says another important aspect of HR work is

“HR professionals also need to understand how to make use of 'big data' to make better talent acquisition and management decisions and speed up processes that increase efficiencies. Data analytics make it possible to construct detailed people insights, identify skills gaps and design training programmes.”

Alice Wong, co-chairperson of the HKIHRM 2017 Annual Conference Organising Committee



This year, conference participants can experience how virtual reality is deployed in staff training.

managing the transition of employees who feel insecure that they will lose their job and helping them prepare for new capabilities and skills. Across Asia, where there are skills shortages in multiple industry sectors, Alice says that, by reducing the need for manual work, digital transformation technology can be viewed as a positive enabler, increasing the potential for human talent to focus on higher-value activities.

While the influence of millennials continues to reshape many existing workplaces and HR practices, the co-chairpersons agree that it is timely for the HR profession to start thinking about the recruitment and engagement needs of the next generation of employees, Gen-Z, also known as the iGen. In 2017, the oldest members of the iGen will be aged from 21 to 23. How to attract and retain members of the iGen matters to organisations, because they are likely to be in short supply, particularly in parts of the world such as Hong Kong where birth rates remain low. In the meantime, those on the older end of the millennial spectrum are already in their mid-30s and will form 50% of the global workforce by 2020.

With a strong line-up of renowned speakers from the region and around the world to exchange their views on some of the most compelling HR-related issues and concerns, this two-day event expects to offer people management trending insights to delegates and visitors from Hong Kong, Macau, mainland China and overseas. *Louisa*



Get a single finance and HR system that shows you how to grow.

Growth isn't just about getting bigger. It's also about getting smarter. Our unified system will help you discover new markets, identify top talent, and make decisions based on data, not on guesswork. It finds the answers to questions you didn't even know to ask. And it's the only system with a 98% customer satisfaction rating. So you can keep growing, while your competition keeps cutting.



workday.com/future



When Pay Rises Aren't Enough to Keep Your Top People

By Siddharth Suhas, Regional Director (Hong Kong & Southern China), Hudson

- Almost 90% of employees in Hong Kong surveyed by Hudson expect their base salary to increase at their next review with their manager. However, even if they get the pay rise they expect, only one in three said that a pay rise would be enough for them to stay with their organisation for another 12 months. Just over half were unsure while 14% had already decided on leaving.
- Professionals can afford to be selective in their choice of workplace – especially those professionals whose expertise is highly sought-after, including those who can speak Mandarin or have niche IT skill-sets.

Part of the challenge for managers is that most of their team is keeping an eye on the market in case an opportunity comes up. Hong Kong professionals know their skills are in demand.

A recent research by Hudson found that 93% of managers surveyed in Hong Kong were looking to increase

headcount or replace people who leave in their teams. *Hudson Talent Trends* surveyed almost 3,500 employers and employees across Asia in March 2017.

With this kind of hiring competition, it's not surprising that one in three managers say it's harder or much harder to find great people than it was a year ago. Professionals can

afford to be selective in their choice of workplace – especially for professionals whose expertise is highly sought-after, such as those who can speak Mandarin or who have niche IT skill-sets. Only 17% of employees surveyed in Hong Kong are planning on staying in their current job; 30% are actively seeking new roles and 53% are open to new

opportunities. So what does it take for employers to retain their top people?

Employee engagement begins with the hiring process

Hong Kong organisations are increasing their focus on employee engagement, and it's not hard to find articles with advice on how managers need to keep their staff motivated to stay engaged. However employee engagement programmes typically only focus on the employee after they have started in their new job. For employee engagement to be most effective, it must begin early in the hiring process, by selecting people who are already likely to be a good cultural fit.

Meanwhile, experience indicates that at many mid- to large-size organisations in Hong Kong, employers are placing greater emphasis on hiring for cultural fit, not just skills and experience. Another observation indicates that this isn't necessarily being driven by organisations, but by employees, who are increasingly prioritising their working environment over factors such as pay and work-life balance in choosing the places where they work.

Organisations are responding and recognising that they are more likely to end up with engaged employees if they hire for the best fit in the first place. However, in so doing, the average time it takes to hire has been stretching out, and organisations are not always being as efficient or effective as they could be in selecting the best-fit candidate. This has been especially difficult for financial services roles, where according to Hudson's research, managers cited "hiring candidates who are a good cultural fit" as their main hiring challenge both in the accounting and finance job function and in the financial services sector.

To help overcome these challenges there are five ways that employers

can use in their hiring process more effectively to attract candidates who are more likely to be a good fit.

1. Engage potential hires before you need them

A lot of big companies create talent pools but, apart from amassing a large database and mining CVs, not much is done with those prospective candidates. This is a missed opportunity because having an engaged talent pool means that you are better able to screen for "right-fit" candidates, even before a specific role becomes available.

2. Define which roles require a more comprehensive selection process

Despite the changing demands in the market, organisations often only have a one-size-fits-all policy that governs all hires. Some roles require a more comprehensive hiring process than others. Hiring managers need to consider whether a role will be more of a "plug and play" – where hiring quickly is the main priority – and which roles are so influential that it's crucial to find a candidate with the ideal fit. By mapping out exactly who you are looking for and how involved and critical the role is you might find that some roles can be filled quickly or take advantage of a contingent

workforce, while others require a very careful selection process.

3. Add informal steps into the selection process

Some organisations are rethinking the current selection process by incorporating some informal steps, such as taking a candidate out for lunch with the team to see how they fit in culturally. For some junior- to mid-level roles, candidates can be asked to spend half a day on the floor so that they can see how they react to the job and the environment. If the candidate is serious about the role, the hands-on experience will not only answer any questions they might have, but give them a chance to build a connection with the team and the manager, and start the engagement even before their first day.

4. Co-ordinate with stakeholders who are required at interviews

Organisations are adding more stakeholders to the hiring process, often just to act as sounding boards about whether they think a candidate might be a good cultural fit. However, the process is frequently done in a haphazard way, making candidates go to multiple interviews over many weeks. The process could easily be made more efficient with



Photo: Shutterstock



Photo: iStock

in a hiring process, it is only when managers have a shortlist of candidates with the required technical skills and experience that they look for. By this stage, it could be pure luck as to whether your shortlisted candidates possess the required soft skills and attributes. By turning around this process and looking for soft skills first, managers might find that they end up with a shortlisted candidate who only has 90% of the required technical skills. However, it is usually not too difficult to upskill for the remaining 10% in a reasonably short timeframe. On the other hand, if they are missing important soft skills, these can be more difficult to develop.

some forward planning so that time is allocated into key stakeholders' diaries in advance. This might sound like a really simple piece of advice, yet frequently organisations are disappointed to lose a great candidate because their own selection process is disorganised.

5. Assess for behaviours, motivations and soft skills

Another way to improve the

chances of ending up with engaged employees is to utilise assessment tools such as behavioural and psychological assessments. Assessment data can also be used quite early on in the interview stages, so that you can identify prospective candidates with the required soft skills such as adaptability and critical thinking that are crucial for today's fast-changing business world. Typically

Once a candidate is hired, there is a lot that organisations should still do to ensure that they remain engaged and motivated, such as providing clear career and work goals, development and support, as well as paying them appropriately. However, hiring a professional with a good cultural fit in the first place gives employers a head start towards improved employee engagement and, ultimately, retention. *Amna*

Employer challenges

The top three hiring challenges for Hong Kong employers by functional roles

Accounting & Finance	Financial Services	Human Resources	Sales & Marketing
44%	63%	66%	41%
Finding candidates with the right cultural fit	Finding candidates with the right cultural fit	Finding candidates with the relevant soft skills for the roles	Talent shortage in the market due to requirements of niche skill set
40%	55%	64%	25%
Getting budget approval for a new/replacement role	Finding candidates with the relevant technical skills for the roles	Finding candidates with the relevant technical skills for the roles	Business performance - hiring freeze/HR approvals/lack of budget to recruit new staff
37%	30%	56%	24%
Finding candidates with the relevant technical skills for the roles	Getting budget approval for a new/replacement role	Finding candidates with the right cultural fit	Limited budget - cannot provide a better remuneration package to the right candidate

Source: Hudson Talent Trends

Today HR personnel put more than 70% of their time on document processing.
With limited resources, it's difficult to focus on more valuable areas

MRC Human Resource Management System



We are confident that the company can save up your time on repetitive and time consuming tasks, allowing employees to focus on core business, and other highly impactful areas.



MRC (HRMS) Limited

Please contact us for further information

☎ +852 2861 2282 ✉ info@mrchr.com

🌐 www.mrchr.com





Effective Communication and Alignment with Organisation Goals Vital to Success of Merit Pay

By David DeGeest, Assistant Professor, Department of Management and Marketing, Hong Kong Polytechnic University

- Companies regularly use multiple types of pay-for-performance (PFP) plans to motivate and reward high performance employees. Based on an employee's performance, merit pay leads to permanent increases in base pay, whereas an end-of-the-year bonus is a one-time payment.
- Research suggests organisations need to ensure that merit pay initiatives align with people management practices and organisational goals. At the same time, employers need to clearly communicate how merit pay is awarded and implemented to avoid employee misunderstandings.

A common and intriguing belief is that sometimes merit pay in the same way as other types of pay-for-performance (PFP) programmes, lead individuals to be less focused on quality, or undermine their creativity, or reduce their intrinsic motivation. This belief

does not stand up to scientific scrutiny. A quantitative review of the literature shows that incentives like PFP often work in concert with intrinsic motivation for work, but a substantial amount of research shows that careful implementation of PFP plans is critical to their success.

Findings from recent research show that alignment is critical. When incentives are linked to doing a greater quantity of work, employees produce more. When incentives are linked to producing quality, employees produce better quality work. When incentives are linked to being creative

or innovative, employees are more innovative.

Challenges of merit pay systems

Research programmes have been initiated locally to examine new ground for HR professionals to consider. The Benefits of Benefits Project carried out by Hong Kong Polytechnic University, for instance, investigates how the effectiveness of people management practices, including merit pay, emerge over time. Results so far indicate that the effects are time-dependent. Meanwhile, the university's large-scale IMPACT Project, which focuses on psychological reactions to changes in merit pay in 50 different countries, markets and territories around the world, has also produced some interesting empirical observations. Mainly that miscommunication and lack of communication between employers and employees are among the most common reasons that merit pay programmes fail.

The research discoveries to date have implications for HR practitioners on two fronts. First, alignment of merit pay with organisational goals and needs is essential. Second, management needs to exercise patience to see the benefits of merit pay incentives emerge. Research findings show that it can take months, and sometimes over a year, to detect meaningful changes in employee productivity and employee growth after implementing a merit pay programme.

Merit pay in the Hong Kong environment

Just as in many economically developed territories in Asia, merit pay is becoming increasingly popular in Hong Kong. It has shown promise in both private and public sectors in the city. For example, Hospital Authority implemented a pay for quality performance programme that incorporates merit pay. Following the introduction of the merit pay system, the Authority was able to increase the number of patients treated per year by over 25,000. They also recorded a 9%

reduction in "sentinel" events, which cause serious but preventable harm to patients and a 13% reduction in medical errors such as giving a wrong prescription. Perhaps the biggest challenge for adopting merit pay in Hong Kong stems from questions about its effectiveness. There have been myths among HR managers that merit pay systems cause so many problems that a company without merit pay, tends to have higher performance than a company with it. Although empirical evidence has shown that this is not true, the belief still persists.

Explaining the bigger picture

Employees often assume that they are getting a smaller rise than their peers in similar jobs. Similarly, people often expect to receive a smaller merit pay rise than they are actually awarded. The findings from the IMPACT studies are interesting for HR practitioners because they indicate a level of miscommunication about how merit pay works. The miscommunication

issue is a critical problem. Lack of communication between employers and employees and unclear employee expectations are two of the most common reasons that incentive programmes fail. In the literature on incentive systems, these questions about "line of sight" – do workers have a clear idea of what they need to do in order to get a merit pay rise? – are critical to the success of incentive programmes.

Setting the balance

Evidence suggests that organisations can combine merit pay with a variety of other incentives to produce benefit effects in terms of employee morale and productivity. A key issue in doing so is determining how these types of practices will work together. Some studies suggest that combining merit pay based on individual performance with merit pay based on team performance is highly effective at improving both individual and team performance. On the other hand, there are studies



WORK PERFORMANCE

Photo: Thinkstock/MSDP

that suggest this combination can interfere with effective individual and team performance because it creates a social dilemma for team members. Part of the Benefits of Benefits Project focuses on how individual and collective merit pay work together over time to influence individual and team performance. One finding that is relatively robust is that there is a "low point" where merit pay increases seem to have little relationship to behaviours and outcomes. Past research has established this value to be somewhere between 4% and 5% of base pay, with merit pay rises of 5% to 7% typically providing the optimal trade-off between increases in merit pay and increases in performance. Relatively little research has investigated high-end increases (greater than 15%), but the evidence does suggest that there are diminishing returns to providing large increases in merit pay.

Critical areas to consider

The question about linking merit pay to performance management raises the point about the importance of managing expectations. The benefits of merit pay depend on employees' line of sight and their belief that the system is fair. If employees do not have a clear expectation about how to earn their merit pay or that the procedures to earn that merit pay are not just, these

are signs that an organisation's current merit pay strategy is not effective.

There are three important guidelines organisations should consider when they develop a plan to introduce merit pay.

1. Avoid surprises

Much of the psychological and behavioural economics research on incentives hinges on questions about surprises. Employee reactions tend to be complex and depend on their perceived control over their line of sight but also their confidence about their expectations. The best research-based advice available in this situation is that managers need to manage employee expectations. Being clear about performance criteria, evaluated levels, the link between performance ratings and merit pay, and the funds and budget available for merit pay will improve the effectiveness of merit pay. Further, organisational leaders should manage employee expectations in a way that minimises disappointments (eg, pay rises far below expectations) because negative reactions persist longer than positive reactions.

2. Foster justice and equity

Employee perceptions of justice and equity in merit pay are paramount

to their success. Science has identified outcomes like rewards and promotion, and procedural justice, or the perceived fairness of rules used to distribute valued rewards, have the largest impact on the effectiveness of merit pay. The advice for managers is, the more they can foster perceptions that the process of allocating merit pay is equitable, the more beneficial merit pay will be.

3. Forge congruence

Although many different kinds of organisations can use merit pay with many different types of employees, the effectiveness of such a system depends on its fit with an organisation's existing processes, contexts and goals. For merit pay to work, it must align with the other systems in the organisation and also the goals and values of the employees.

The available data demonstrates that merit pay is indeed an important factor in driving performance and company profits. For it to be truly effective, however, it should be aligned with company goals, be administered in a way that is seen to be transparent and equitable. Most of all, it should be something that all stakeholders in the workforce feel is worth working towards. *Leoni*

Shadow a CEO Programme

Launched at our flagship event, Classified Post Career Forum, since March 2014, the groundbreaking programme has seen 73 top students and graduates earn a once-in-a-lifetime opportunity to shadow one of 29 top-level executives and gain insight into their leadership strategies and industries. You can be the next mentor to Hong Kong's aspiring executives.

Supporting top level executives

2014 March



Deloitte
德勤

Deloitte Touche
Tohmatsu

Mr. Philip Tsui, JP
Audit Partner



LINK
領展

Link Asset
Management
Limited

Mr. George Hongkong
CEO



HONG KONG SCIENCE AND TECHNOLOGY PARKS CORPORATION

Hong Kong Science
and Technology
Parks Corporation

Mr. Richard Tso
Vice President, Finance
and Corporate Services
Member of Council
Hong Kong Institute of
Certified Public
Accountants



JRP
達信

J. Roger Preston
Limited

Mr Victor Cheung
Director
The Hong Kong
Institution of
Engineers
Senior Vice President



HSINCHONG

Hsin Chong
Construction
Company Limited

Mr Joseph Choi
Managing Director
The Hong Kong
Institution of
Engineers
Vice President

2014 October



HONG KONG BROADBAND NETWORK LIMITED

Hong Kong
Broadband
Network Limited

Mr. William Yeung
CEO and Co-Owner



LAN KWAI FONG GROUP

Lan Kwai Fong
Group

Mr. Jonathan Zeman
CEO



Manulife

Manulife Financial
Asia Limited

Mr. David Thomas
Senior Vice President,
Human Resources, Asia



PERNOD RICARD ASIA TRAVEL RETAIL

Pernod Ricard Asia
Travel Retail

Mr. Con Constantis
Managing Director

2015 March



BCT 銀禧集團

BCT Financial Ltd
and Bank Consortium
Trust Co Ltd

Ms. Lau Ka Shi, BBS
Managing Director &
CEO



free vision
自由視

Freevision Limited

Sr Vincent Ho
Managing Director
The Hong Kong
Institute of
Surveyors
President



PLAZA PREMIUM LOUNGE

Plaza Premium
Lounge
Management
Limited

Mr Song Hai-sai
Founder and CEO



THE HONG KONG JOCKEY CLUB

The Hong Kong
Jockey Club

Mr. Leong Cheung
Executive Director,
Charities and
Community



ASIAWORLD-EXPO MANAGEMENT LTD

AsiaWorld-Expo
Management Ltd

Mr. Allen Ha
CEO



PERNOD RICARD HONG KONG & MACAU

Pernod Ricard
Hong Kong &
Macau

Mr. Franz Hottel
Managing Director



INCAPACE

Inchcape Motor
Services Limited

Mr. Patrick Lee
CEO, North Asia
and China



DFS

DFS Group Limited

Mr. Benjamin Vuchot
Region President,
Asia North



JOHNSON CONTROLS

Johnson Controls
Hong Kong Ltd

Mr. Chan Hai Ki Ricky
General Manager &
Managing Director



KERING

Kering Asia Pacific

Mr. Carlo Imb
President



THALES

Thales Critical
Information
Systems &
Cybersecurity,
Asia Pacific

Mr. Richard Mallett
Vice President

2015 October

2016 March



THALES

Thales Transport
& Security
(HK) Ltd

Mr. Henry Cheung
CEO



HONG KONG AIRLINES

Hong Kong
Airlines Limited

Mr. Stanley Yau
Director of
Human Resources
& Administration



NDN GROUP

NDN Group
(HK) Limited

Mr. Andy Ann
Founder and CEO



SmarTone

SmarTone Mobile
Communications
Limited

Ms. Anna Yip
CEO



LI & FUNG DEVELOPMENT (CHINA) LTD

LI & FUNG
DEVELOPMENT
(CHINA) LTD

Susanna Chiu
Director & Group
Chief Representative,
Eastern China



THALES

Thales Transport
& Security (HK)
Ltd

Ludovic Lang
Sales and BMS
Director, Hong Kong



THALES

Thales Critical
Information
Systems &
Cybersecurity,
Asia Pacific

Oliver Hui
VP, Sales, e-security
business, APJ



UOB

United Overseas
Bank

Christine Ip
Chief Executive
Officer - Greater
China



UA

UA Cinema Circuit
Limited

Ivan Wong
Managing Director

2016 October

2017 March

Want to nurture young talent?

T: 2565 8822 E: classified@scmp.com



Photo: Thinkstock

Continuous Listening – the Key to Ongoing Employee Feedback

By Stephen Hickey, Partner and Head of Employee Engagement, Aon Hewitt (Asia Pacific and the Middle East)

- Employee engagement is an essential factor for companies to consider when striving to increase productivity, executing business strategies, improving company performance and developing roles within the company. But, in today's fast-paced business world, the annual employee survey is no longer the most effective way of measuring the engagement pulse of the workforce.
- At a time when understanding the wants and needs of employees has never been more important, more frequent and consistent employee feedback allows employers to dig deeper and take action on survey results.

Extensive research suggests that a greater part of an organisation's business value comes from its intangible assets — that is, ideas, software, relationships, contacts and institutional knowledge. Employees create these intangible assets, as well as being a critical intangible asset themselves. Organisations that want to maximise business performance are therefore investing in creating a work experience

that is engaging and fulfilling for their people.

To find out how engaged their employees are and how they might be drivers of engagement, most organisations conduct an annual employee engagement survey. This traditional approach to gathering feedback on the employee experience has served organisations well, or at least, until now. Though effective at

establishing foundational practices, the annual survey is hampered by a number of constraints, such as timing and timeliness. Is once a year really often enough to determine engagement levels at an organisation? Does it give an accurate picture? Another constraint is relevance – do surveys that focus on employee engagement alone identify larger issues affecting the organisation, such as culture, leadership effectiveness, change

readiness and organisational health? And then there is the issue of useful insight – if engagement takes a sharp drop, does the survey provide worthwhile information about why and when it went down – and what can be done to fix it? Size and effort are also considerations – is it worthwhile to put all the effort into managing an annual project that is then set aside until another year is up and it's time to bring it out again? Annual engagement surveys, therefore, provide a gauge of engagement at a set point in time, but miss the opportunity to monitor the employee experience on a more regular and relevant basis.

Rethink employee engagement

Given the speed of doing business today, it is no longer sufficient to get employee feedback just once a year. A better approach is to make employee engagement a part of your corporate culture. That means asking for more frequent and more consistent employee input. It means enabling constant conversation with your

people. To begin with, the concept of employee engagement is often confused with satisfaction or happiness. While job satisfaction and happiness are important, employee engagement is a much more powerful predictor of business outcomes. At Aon Hewitt, employee engagement is defined as “the level of an employee’s psychological investment in their organisation.” The Aon Hewitt Employee Engagement Model measures employee engagement with a “Say, Stay and Strive” framework. Employees are asked: do they say positive things about their organisation and act as advocates? Do they intend to stay at their organisation for a long time? Are they motivated to strive to give their best efforts to help the organisation succeed?

Using the “Say-Stay-Strive” engagement model, each year, Aon measures employee engagement for more than 1,000 organisations around the globe. The responses come from organisations ranging

from those with as few as 100 employees to the most complex entities with hundreds of thousands of staff. This extensive global research demonstrates the power of employee engagement to drive business performance. It suggests that, for individual organisations, a 5% increase in engagement results in 3% incremental revenue growth. Aon’s research also examines how global employee engagement levels have changed over previous years and what forces are likely to be causing these shifts.

For 2017, 62% of employees in the Asia-Pacific (APAC) region can be categorised as engaged, compared to 65% a year ago. After a huge five-point improvement seen in the 2016 report, the region experienced a three-point drop this year. This fall in engagement levels was largely a function of decreases in four of the region’s largest markets: China (-3 points), India (-2 points), Japan (-2 points), and Indonesia (-1 point).

The Aon Hewitt Engagement Model



Source: Aon Hewitt 2017 Trends in Global Employee Engagement

Perhaps the most remarkable finding in the data is what is driving engagement in the region. In APAC, it was found that addressing rewards and recognition could provide organisations with the greatest opportunity to improve engagement. This also signals intense competition for talent as employees job-hop their way to higher pay. Increased talent competition and wage inflation could then lead to a higher cost of goods manufactured, resulting in increased business costs. As a leading indicator, engagement analytics is, therefore, a powerful tool that organisations can use to quantify the value of engagement, to retain and attract talent, and improve overall organisational performance.

The Hong Kong engagement perspective

A shift in employee expectations, combined with a faster pace of conducting business, requires employers to rethink the way they understand the Hong Kong employee experience (not just engagement) and how to manage it. This entails accurately measuring and managing the level of psychological investment employees put into their organisation, not just once a year but continuously. To do this effectively, organisations must gather feedback more broadly throughout the employee life cycle and at far more frequent intervals. This requires listening continuously.

The "continuous listening" approach is the next generation of measuring and tracking employee engagement and, more holistically, the employee experience. New surveys and technologies can collect data from candidates even before they become employees and can extend after they have left the company. These surveys can be long or short, and offered as frequently as every day, if necessary, or at specific times in an employee life cycle. Data and insights can now be gathered and delivered as close as possible to the key change events the organisation experiences. By combining rigorous data and survey science with

powerful technology that provides deeper insights into the results, organisations can get a much clearer picture about how their employees feel about working for them.

There are five key elements to this approach:

1. *The Continuous Feedback, Insight and Action Framework*

Evolved from the "continuous listening" approach, the Continuous Feedback, Insight and Action Framework typically spans the full breadth of the employee experience. With the pace of organisational change increasing, leaders require a more agile and continuous approach to improving the experience of their employees. An annual, point-in-time feedback process with a long action planning cycle is no longer sufficient.

2. *A full view of the people experience across the talent life cycle*

Having a full view of the employee experience enables high-performing organisations to deliver an extraordinary employee experience at every point of the employee life cycle, including recruitment, on-boarding, learning, performing, developing and changing. A contemporary employee engagement strategy, therefore, will action the employee experience and talent management practices at every point across the talent life cycle.

3. *Integrated and predictive insights for better decision making*

By bringing together data and insights from across the various stages of the talent life cycle, leaders can make better investment decisions on their talent. For example, by integrating on-boarding data with employee engagement and performance data, leaders can know which steps of the on-boarding process are most predictive of high engagement and high first-year performance. This can help new hires to reach their highest potential faster and also manage risks for employees experiencing a sub-par on-boarding experience.


4. *Empowering leaders and team members to act*

Leaders need to be empowered to take effective action and own the engagement of their teams. The trend is also towards organisations requiring individual employees to be accountable for their own engagement – with the continuous listening approach, feedback can now be provided directly to individuals to ensure that they are working with the organisation to increase their engagement, and not just waiting for the company to take action to engage them. For leaders and managers, understanding what drives the individual members of the team is important to motivate and bring out the best in their teams.

5. *Improve the employee experience to drive business outcomes*

Best-in-class organisations deliver an extraordinary employee experience, which in turn enables them to outperform other organisations on a range of critical business, and talent metrics including revenue, profits, talent acquisition and retention and productivity.

The rapidly evolving business environment is increasingly being shaped by the need for organisations to accelerate organic growth, digitise their business, reduce risk exposure and embrace change. These themes reinforce the importance of having a highly engaged, agile and productive workforce.

Therefore, as progressive organisations and leaders look to create a competitive edge through their people, they cannot afford to ignore the changing work environment and the rising expectations of their employees. Continuous listening enables organisations to collect feedback of the employee experience, thus giving leaders a better idea of how to manage employees throughout the employment life cycle and drive business performance. 


HKIHRM

Annual Conference and Exhibition 2017

Work 4.0: Innovation • Agility • Productivity

November 21-22 | Hong Kong Convention and Exhibition Centre

CEO Forum speakers



PROF. IR STEVE WONG
Founder & MD
BillionGroup Technologies Ltd.



AARON LEE
Founder & MD
DASH Serviced Suites

Keynote speaker



PETER CHEESE
Chief Executive,
The Chartered Institute of
Personnel and Development

APFHRM Forum speaker



PETER WILSON
Member of APFHRM and
President of the World Federation

Senior HR Forum speakers



TRAVIS V. BARTON
Strategic Workforce Planning,
Global Growth Organization,
General Electric



DR. BRADLEY W. HALL
Senior Advisor to Chief HR Officer
Huawei



RIZWAN MASOOD
MD & Head, HR, Retail Banking,
GCNA & HK
Standard Chartered Bank




JEFF LAM
Director, Organizational Effectiveness
& Talent Development - Asia Pacific
Starbucks Coffee Company

Concurrent speakers



KELVIN LAM
Regional Head of Workday
Practice, APAC
Aon Hewitt



CHU TSZ WING
Principal
Baptist Rainbow Primary School



PETER MESSERVY
Director - Group Security
CLP Holdings Ltd.



MARCUS LUI
Group Design Director
FJORD



SIMON YAP
Senior Manager, Learning
& Development
Hong Kong Air Cargo Terminal Ltd.



EDWINA LAU
Director
Hong Kong Police College



GLORIA CHAN
General Manager of Group HR
Hutchison Ports



LANE ALDRED
Regional Security Director
International SOS and
Control Risks



GARRICK LAU
Deputy CEO
Junior Achievement Hong Kong



GLEN BATH
Senior Vice President,
Global Procurement
Li & Fung



MARIE GOODBURN
HR Director
Lidl Hong Kong Limited



HONG TRAN
Partner
Mayer Brown JSM




**RANDY VALENTIUS
KAMAJAYA**
Manager, Mobile Developer Team
OCBC Bank



MARGARET CHEN
Vice President, HR, Greater China
SAP



CAROLINE LU
Senior Marketing Operation
Manager, Tencent WeChat
Guangzhou R&D Department
Tencent




**PROF.
JOON NAK CHOI**
Adjunct Assistant Professor, School
of Business & Management
The Hong Kong University
of Science and Technology



**PROF.
CAROLINE WANG**
Professor of Business Practice
The Hong Kong University
of Science and Technology



TAN YEE MING
Founder & Executive Coach
Third Thinking



DAVID HOPE
President, Asia Pacific & Japan
Workday

and many more...

REGISTER NOW TO ENJOY THE EARLY BIRD DISCOUNT

- Plenary sessions: High-level insight sharing from CEOs, HR Chiefs, renowned inspirational & keynote speakers
- Concurrent sessions: Discussion with industry experts on pressing HR issues
- Free exhibition & symposiums
- Expecting over 1,800 visitors including local & overseas delegates

Early Bird (Sep 1 - Oct 20)

Entry Pass Option	HKIHRM Member	Non - Member	*New Member	#Student
Two-day (All access)	HK\$7,800	HK\$9,400	HK\$6,650	HK\$3,150
Two-day (Concurrent Sessions & Expo Hall 5F)	HK\$5,200	HK\$6,300	HK\$4,450	HK\$2,100
One-day (All access)	HK\$4,400	HK\$5,300	HK\$3,750	HK\$1,800

* To qualify for the Student Rate, you must currently be enrolled as a full-time student at a recognised institution of higher education.
* To apply for this ticket, you must join the HKIHRM as a new member during the period of April 1 to November 22, 2017.

Folder Sponsor: CITIC PACIFIC 中環泰富
Engagement Activity Sponsor: 香港賽馬會 The Hong Kong Jockey Club
Printer and Projector Sponsor: Canon
Publication Sponsor: CLP 中電
Souvenir Sponsors: dCube, PolyVision, simpleshow
Video Sponsor: guidebook
Conference App Sponsor: guidebook

Supporting Organisations: Classified Post, AMCCAM, APFHRM, BPF, CGCC, CHRMA, FHKI, HKGCC, etc.



Enquiries:

(852) 2837 3817 / 22 | project@hkihrm.org
www.hkihrm-conference.org



ONLINE
REGISTRATION



China's New Cybersecurity Law to Enforce Data Localisation

By Alexander Chipman Koty, Associate, Editorial & Research, Dezan Shira & Associates

- As information becomes ever more critical to enabling economic growth and managing threats to its national interests, China is taking concrete steps to manage cybersecurity on a nationwide basis.
- China's new cybersecurity law requires companies of all sizes to be aware of privacy as well as data storage and security provisions as their implications are vast and varied.

The US tech giant Apple in July announced plans to build a new China-based data storage centre to comply with the data localisation requirements of the Chinese government's sweeping new cybersecurity law. The company's US\$1 billion investment in Guizhou province will see Apple store all of its iCloud data for Chinese consumers in China.

The law, which came into effect on 1 June 2017, is China's first comprehensive set of regulations governing cybersecurity. It sets out requirements for certain types of

companies regarding data storage within China's borders, and restricts how the data of Chinese users can be transferred internationally.

While parts of the law evoke emerging international best practices for cybersecurity in the internet age, there remains much uncertainty as to how authorities will enforce it in practice, and what measures businesses should take to comply with it. All companies operating in China are therefore recommended to study the law and identify what impact it might have on their business models and IT infrastructure.

Who is affected by the law?

The law's security assessment and data localisation provisions affect two main categories of business: "network operators" and "critical information infrastructure (CII) operators".

"Network operators" are defined as owners, administrators and service providers of networks, which are systems comprised of computers, servers, information terminals and related equipment that gather, store, transmit and process data. This broad definition could theoretically encompass a vast range of entities. For example, a business with multiple

computers in a single office connected to a company network or any business with a company email network could be deemed under the law to be network operators. Even an individual owning multiple computers hooked up to a network could conceivably be considered a network operator.

"CII operators" are more narrowly defined than network operators, but the law still leaves considerable room for interpretation. CII operators are network operators in sectors relating to China's national interest, including information services, transport, water resources, energy and public services. Businesses can be considered CII operators if their operations, in the event of being breached or destroyed, could affect national security, the public's social or economic well-being, or the greater public interest. Some of the law's language, such as "affecting the public interest" and "other important entities", and supporting implementation guidelines could act as qualifiers that allow the government to cast a wide net of cybersecurity controls.

Although the Cyber Administration of China (CAC) is the central government department behind the regulations, relevant industry regulators are authorised to supervise many of the security review processes in the law. Thus, the final guidelines as to who is and who is not considered a CII operator may ultimately be industry-specific rather than universally defined.

What data is subject to cross-border restrictions?

The law's data storage and cross-border transfer requirements apply to only certain types of data, namely "personal information" and "important data". Nevertheless, as with other sections of the law, the interpretation of these terms appears ambiguous. The law defines "personal information" as information that can be used to verify an individual's identity on its own or alongside other information. This includes, but is not limited to,

the name, date of birth, ID number, home address, telephone number, and personal biological identification information of a natural person. Notably, "personal information" refers to that of natural persons, not just Chinese citizens.

Although the law places restrictions on the storage and transfer of "important data", that term was not defined in the original law. However, the supplementary Draft Measures for the Security Assessment of Cross-border Transfer of Personal Information and Important Data (security assessment measures) define "important data" as data that can influence or harm the government, state, military, economy, culture, society, technology, information and other national security matters, which is also very vague.

As is the case with the definition of CII operators, relevant industry regulators will clarify what is considered important data within their respective industries.

What are companies' data localisation obligations?

The law stipulates that CII operators must store within mainland China "personal information" and "important

data" that they produce and collect in the country. Furthermore, CII operators must undergo a security assessment for any cross-border transfer of such information and data.

Originally, the law encouraged network operators to participate voluntarily in the CII protection system, but did not mandate such participation. However, the subsequently released security assessment measures expanded these data localisation and security review requirements to also include network operators. The unexpected extension of data localisation requirements caused uproar in the business community, as a huge number of companies could be considered network operators and most of them would hold personal information, at the very minimum in the form of employee HR data.

Despite this apparent expansion, the government appears to be reversing course. In a press briefing held just before the law took effect in June, the CAC stated that local storage and security assessment requirements only applied to CII operators and not network operators, thereby contradicting the security assessment measures. While encouraging, this statement in itself does not constitute





a change to the security assessment measures. Businesses are advised to wait for the final version to be released before taking the reversal as certain. Besides the potential expansion of data localisation, network operators must conduct security assessments for the overseas transfer of certain types or amounts of data, and notify owners of personal information of any overseas transfer. The security assessments can be done internally, though they are still subject to periodic reviews by regulators.

According to the security assessment measures, network operators must review and record the following prior to an overseas data transfer as part of a self-security assessment:

1. Whether the overseas data transfer is necessary;
2. The quantity, scope, type, and sensitivity of data to be transferred;
3. The risk of leakage, damage, or abuse of data once the data has been transferred; and
4. Possible risks to national security, the public interest, and individuals' rights in the transfer of data.

Further, network operators and CII operators transferring personal information overseas must explain the purpose, scope, and content of the personal information being transferred, identify the recipient of the information

and their physical location, and obtain their consent.

Certain transfers, such as the cross-border transfer of data of more than 500,000 Chinese citizens, automatically trigger a review organised by industry regulators. Regulators will inspect security risks relating to the operator's products and services and supply chains, among other areas, as well as other risks that may jeopardize national security. However, the security assessment measures are still in draft form, meaning that they are subject to change, and it remains to be seen what issues relevant industry regulators will specifically review during an assessment.

What steps can businesses take?

Although the scope and application of the law and its associated measures remain uncertain in many instances, businesses should take active steps to comply. Indeed, failure to comply with data localisation requirements may bring harsh penalties, including warnings, a possible shutdown of websites, a revocation of business licenses, and/or fines.

Although SMEs are less likely to be deemed CII operators, they are advised to study the law and conduct an internal IT and HR audit to identify whether their business structure could be affected. This includes studying whether key business partners might be affected by the law, including cloud computing providers, network security equipment

suppliers, and HR-outsourcing providers.

IT and HR teams are recommended to establish internal controls to prevent any accidental cross-border transfer of personal information from within their organisations. For example, companies can require employees transferring large amounts of data, such as transfers exceeding 100 GB, to receive clearance from their IT or HR department before sending. Such rules can be included in a company's staff handbook to formalise internal processes and make the company's expectations clear to staff, and to demonstrate compliance efforts to regulators.

Ultimately, the most effective control to ensure organisational compliance is to educate employees on the dos and don'ts according to the law and company policies, and to continually reinforce these guidelines. However, because many aspects of the law remain unclear, companies should monitor for updates and clarifications in the months ahead and liaise with local government bureaus and industry associations to develop a coherent compliance strategy.

Further, SMEs should develop contingency plans in case the law's reach in practice turns out to be more expansive than constrained. Due, in part, to the ongoing uncertainty, businesses have been given until 31 December 2018 to comply with the cross-border data flow provisions of the law. Businesses unclear about whether they will be affected by the law should seek professional consultation and monitor for further updates from the CAC.

In the years ahead, IT budgets will certainly be affected, as well as business activities relating to data management in general, whether it is data manipulation or simple data storage. The rapidly evolving realm of data management and cybersecurity will continue to be a critical issue for management. *Amor*

Data



Alert

中國內地新《網絡安全法》要求數據存放境內

協力管理諮詢(深圳)有限公司上海分公司編輯服務部顧問柯默陽

- 由於資訊管理對促進經濟增長，保障國家利益免受威脅，舉足輕重，故國家正採取具體措施，維護國家網絡安全。
- 國家新網絡安全法規定，企業不論規模大小均須認識有關私隱，數據貯存和安全的規定，有關規定對企業的業務影響深遠。

美國蘋果公司七月宣布在貴州建立在華數據儲存中心，此舉旨在配合中國政府新《網絡安全法》(法例)，當中要求營辦商須把數據存於境內。蘋果公司這項投資涉及10億美元。屆時，中國用戶的iCloud數據將會寄存於國內。

新網絡安全法於2017年6月1日生效，是內地首套全面監管網絡安全的規例，規定個別類型的公司須把數據儲存在中國境內，並限制企業將內地用戶數據傳送到外國。

雖然法例落實了一些網絡安全國際慣例，但尚有許多未確定之處，例如政府會如何執法

和企業須落實的應對措施。因此，在內地經營業務的公司應仔細研究法例，了解當中條文對公司經營模式和資訊系統可能產生的影響。

哪些公司會受法例影響？

法例規定企業須通過安全評估，並將數據存放於中國境內。對象以兩類企業為主：「網絡運營者」和「關鍵信息基礎設施(CII)運營者」。

網絡運營者指網絡的所有者、管理者及網絡服務提供者，涉及的系統包括電腦、伺服器、資訊終端機及相關設備，負責收集、儲存、傳送及處理數據。網絡運營者定義廣泛，理論上涵

蓋多類實體。舉例而言，任何公司在辦公室設有多部連接公司網絡的電腦，或設有公司電郵網絡，在法律上都可視為網絡營辦商。即使是個別人士擁有多部連接至同一網絡的電腦，亦可視為網絡營辦商。

CII運營者的定義相對狹窄，但法例仍保留一定詮釋空間。CII運營者指經營涉及中國國家利益業務的網絡營辦商，包括資訊服務、運輸、水利、能源及公共服務。這些業務一旦受損，會危及國家安全、國計民生或整體公眾利益。法例的條文和補充實施指引中含有「影響公眾利益」和「其他重要實體」等字眼，政府有依據更全面地實施網絡安全監控措施。

國家互聯網信息辦公室（網信辦）雖是執行法例的中央政府部門，但相關行業的規管機構亦獲授權監管法例中大部分的安全審查程序；因此，CII運營者可能沒有統一的定義，要視乎行業而定。

哪些數據會受跨境限制？

法例對儲存數據及跨境傳送的規定僅適用於特定種類的數據，包括「個人信息」和「重要數據」。但一如其他內地法律，法例對這兩類數據的定義相當含糊。

按法例，個人信息的定義是指，單獨或與其他信息結合，而能夠識別個人身份的信息，包括姓名、出生日期、身分證號碼、住址、電話、個人生物識別信息等。個人信息是指個人資料，對象並不限於中國公民。

雖然法例限制了儲存及轉移重要數據，但法例的原文並沒有定義重要數據。但根據《個人信息和重要數據出境安全評估辦法草案》（安全評估措施）的補充定義，重要數據指可影響或損害政府、國家、軍事、經濟、文化、社會、科技、資訊及其他國家安全事務的數據，不過有關定義依然很模糊。

跟CII運營者的定義一樣，各行業的監管機構將視乎行業情況釐定重要數據的定義。

企業有責任將數據儲存於中國境內

法例規定CII運營者必須將在中國產生和收集的個人信息和重要數據儲存在中國境內，而且在轉移這些信息及數據到境外時，必須通過安全評估。

法例最初鼓勵網絡運營者自願加入CII保護系統，並無強制規定。然而，後來推出的安全評估措施擴大了數據本地化和安全審查的

規定，將網絡運營者納入監管對象。此舉令商界大感意外之餘，亦引起不滿，因大多數的企業都會被視為網絡運營者，而這些企業大多都持有員工數據等個人資料。

雖然政府擴大法例的監管範圍，但還有斟酌餘地。國家互聯網信息辦在實施法例前夕舉行記者會，明言境內數據儲存和安全評估規定僅適用於CII運營者，不適用於網絡運營者；說法與當局早前推出的安全評估措施有出入。網信辦此言，雖不至於推翻安全評估措施的明文規定，但似有鬆動跡象。商界可靜觀其變，等待當局公布最終定案。

撤除數據本地化的範圍有可能擴大，網絡運營者在轉移特定種類或特定數量的數據前，須進行安全評估，並知會有關個人資料的持有者。企業可自己進行安全評估，但監管機構會定期審查。

安全評估措施指網絡運營者在跨境轉移數據前，必須進行自我安全評估，審視和記錄以下要點：

1. 跨境轉移數據是否有必要；
2. 轉移數據的數量、範圍、種類和敏感度；
3. 過程是否存在外洩、損毀或濫用數據的風險；
4. 轉移數據是否有可能威脅國家安全、公眾利益以及個人權利。

再者，網絡運營者和CII運營者跨境轉移個人資料時，必須解釋行動的目的、範圍以及涉及的個人資料內容，同時確定接收者的身分和所處地點，以及取得他們的同意。

部分數據轉移會自動交由行業監管機構審查，例如跨境轉移逾涉及超過五十萬名內

地公民信息的數據。監管機構將審查過程當中涉及各種風險，包括運營者提供的產品和服務與供應鏈，以及其他有可能損害國家安全的風險。然而，安全評估措施仍在草擬階段，意味當局有可能更改措施，而且個別行業的監管機構在進行安全評估時將重點關注哪些項目，這個仍有待觀察。

企業可如何應對？

法例的覆蓋範圍、執行方法及相關措施等方面雖仍有不少未確定之處，但企業應積極配合法律規定。若企業不遵守數據本地化規定，可能會受嚴厲懲罰，包括警告、關閉網站、撤銷營業執照、罰款等。

雖然中小型企業被視為CII運營者的機會較低，但仍須仔細了解法例，再內部審查資訊科技及人力資源的有關數據和資料，以釐清公司的經營模式會否受到法例影響。審查工作包括研究雲端運算供應商、網絡安全設備供應商、人力資源外判服務供應商等重要業務合作夥伴會否受法例影響。

資訊科技和人力資源團隊可建立內部監控制度，防止企業內部個人資料被意外地轉移出境。舉例來說，公司可規定員工在轉移大量數據（如100GB以上）時，須事先徵求資訊科技及人力資源部門的許可。企業可將這類規定訂為內部程序，納入員工手冊，讓員工有例可循，並向監管機構展現企業願意遵守法律。

最有效的方法是向員工解釋法例及公司政策「應做」和「不應做」的事，並貫徹推行這些指引。然而，由於法例仍有許多模糊之處，各企業應注意當局未來如何修訂和釐清法例，並與地方政府及行業協會保持聯繫，商討統一策略，遵守法例。

此外，中小企業應制訂應變計劃，以防當局進一步擴大法例的監管範圍。由於法例有部分條文仍然模糊，有關跨境數據流通的條文將於2018年12月31日才會正式實施。企業若不清楚會否受影響，可諮詢專業意見，並密切注意網信辦稍後公布的消息。

預期企業在未來數年將要增加資訊科技方面的財政預算。有關數據操作、數據儲存等與數據管理有關的業務，也不免會受到影響。數據管理和網絡安全日新月異，相信是管理層未來要面對的重要議題。Amir



Hello ! My name is



We can help you to hire the right candidate for **FREE***

Sign up NOW employer.cpjobs.com

Contact us **2680 8866** / registration@cpjobs.com

*The offer is valid for Standard Job Ads** only. Terms and conditions apply.
**Redirect URL is not included and the same position cannot be reposted within 7 days.



Member-Get-Member Programme

Refer Your Friends to Gain Professional Recognition!

From 1 October 2017 until 31 January 2018, you will be rewarded with **coupons and/or a complimentary report of HKIHRM Benefits Survey 2015** by inviting your friends and colleagues to join HKIHRM at **half-price deal***.

Act NOW to support your friends and colleagues to acquire professional recognition and get connected with HKIHRM, the leading HR professional body in Hong Kong!

Referral Type	Affiliate / Associate / Professional Member	Corporate Member
You will get	\$50 Supermarket Coupon & Every 4 Referrals Complimentary report of HKIHRM Benefits Survey 2015 (Original Price: HK\$2,800)	\$100 Supermarket Coupon & Complimentary report of HKIHRM Benefits Survey 2015 (Original Price: HK\$2,800)
Your referral will get	\$200 HKIHRM Coupons	\$450 HKIHRM Coupons
Half-price membership fee for 2017/18*		

Services & Benefits



- **Gain Market Information**
 - Official Journal – 'Human Resources'
 - Daily e-Newsletter
 - HR Toolkits, HR-related Statistics & Surveys
- **Stay Connected with HR Professionals**
- **HR Professional Recognition**
 - Professional Member - M.I.H.R.M.(HK)
 - Fellow Member - F.I.H.R.M.(HK)
 - Mutual recognition of professional membership with some overseas HR professional bodies
- **Member Rate for**
 - Certificate Programmes, Seminars & Workshops
 - HKIHRM Annual Conference & Exhibition, HR Excellence Awards
 - Advertising in HKIHRM Channels
- **Exclusive Privileges for Corporate Members**
 - 2 Company Representatives to Receive HR Journal
 - A Maximum of 6 Representatives to Receive Daily e-Newsletter
 - Priority Enrolment in Events
 - Free Job Postings in HKIHRM Website
 - Sponsorship & Exhibition Opportunities

Terms and Conditions:

- * New members shall pay an one-off entrance fee & half-price annual membership fee. The membership runs from the admission date to 31 March 2018.
- This offer will be provided to newly joined members if they are successfully admitted from 1 October 2017 to 31 January 2018.

☎ 2837 3814

✉ membership@hkihrm.org



UN CONVENTIONAL



BOOK NOW
TO ENJOY MORE
+853 8883 3712
galaxymacau.com

At Galaxy Macau™, we will stop at nothing to make your event a unique and rewarding experience. Enjoy a special gift including a 3% discount, welcome cocktails for your party and even free entertainment to mark your arrival. Call our professional MICE planning team now at +853 8883 3712 to enjoy great rewards, and greater meetings.

* Terms and Conditions Apply.


GALAXY™
MACAU
澳門銀河

Managing Employee Absence - Practical Tips and Key Traps to Avoid

By Samantha Cornelius, Solicitor, Co-Head of Employment and Incentives, Linklaters Hong Kong
Emma Pugh, Solicitor, Co-Head of Employment and Incentives, Linklaters Hong Kong

- Compliance with the *Employment Ordinance* and the *Disability Discrimination Ordinance* is essential for the management of employees on sick leave.
- Adopting appropriate measures and policies may deter abuse of sick leave policy by employees.



One common issue HR professionals face is the management of employees who are absent for long periods of time due to sickness. In this article, readers can find the key points employers need to be aware of and practical tips on how to appropriately manage employees on long-term sick leave.

Sick leave – the statutory position

In summary (subject to certain exceptions), under the *Employment Ordinance* ("EO"), an employee is entitled to statutory sickness allowance if the sick leave is supported by an appropriate medical certificate (as prescribed in the EO) and the employee has

1. at least one month's continuous service with the employer;
2. accumulated sufficient sick leave days; and

3. taken at least four consecutive sick leave days.

Statutory sick leave under the EO accrues at a rate of two sick leave days per completed month of employment during the first 12 months of employment, and thereafter at a rate of four sick leave days per completed month of employment, up to a maximum of 120 days. An employee will accrue sickness days even while the employee is taking sick leave. Sickness allowance is calculated at 80% of the average daily wages earned by the employee in the 12-month period preceding the sickness day or the first sickness day, as appropriate.

It is a criminal offence for an employer to terminate the employment of an employee (other than for summary dismissal) on any sickness day in respect of which the employee is entitled to be paid sickness allowance

under the EO. An employer found in breach of this will be subject to a fine of up to HK\$100,000.

Disability discrimination

When dealing with employee sick leave cases, HR practitioners must also consider the issue of disability discrimination. Under the *Disability Discrimination Ordinance* ("DDO"), it is unlawful for an employer to treat an employee less favourably because of the employee's disability. "Disability" is defined very broadly in the DDO so the threshold of whether an illness or injury will qualify for protection under the DDO is very low. Protection is given to any disability that

1. presently exists;
2. previously existed but no longer exists;
3. may exist in the future; or
4. is imputed to a person.

One important aspect of the DDO is that, if an act is done for two or more reasons and one of the reasons is the person's disability, for the purposes of the DDO, the act will be taken to be done because of the person's disability even if the disability was not the main or dominant reason. In practice, this can be a difficult evidentiary burden for an employer to discharge. Where, for example, there is a genuine reason to terminate the relevant employee's employment, such as redundancy, the employer must be in a position to be able to show that the employee's disability was not one of the reasons for the termination of employment.

When faced with allegations of disability discrimination, an employer may rely on certain defences available under the DDO. For example, an employer may be justified in dismissing an employee if, taking into account relevant factors, the employee, because of his or her disability, would be unable to carry out the inherent requirements of the particular employment or would, in order to carry out those requirements, require accommodation which would impose an unjustifiable hardship on the employer. It is essential for an employer to provide sufficient factual evidence to support these defences.

The remedies an employee may seek in a claim for disability discrimination include compensation for injury to feelings. Additionally, as there is no cap on the damages that may be awarded in a disability discrimination claim, some employees will include this head as part of their overall claim. Monetary compensation aside, reputational damage is another important consideration for employers arising from a breach of the DDO.

Genuine long-term sickness?

In some cases of long-term sickness, HR professionals may suspect that an employee is exaggerating his or her

symptoms. In practice, it is difficult for an employer to prove that an employee is faking illness if the employee has provided the employer with a valid medical certificate. However, there are certain actions an employer can take to minimise the risk of abuse of the employer's sick leave policy:

1. *Sickness benefits in accordance with the EO*

Specify in the relevant sick leave policy that sick leave and sickness allowance entitlement is in accordance with the EO. The policy should also say that any sick leave granted that is more generous than the statutory entitlement under the EO is provided by the employer to the employee on a discretionary basis and the employee has no contractual right to the more generous sickness benefits.

2. *Conditions to sick leave/pay*

Attach conditions to entitlement to paid sick leave (eg. provision of a medical certificate) at regular intervals. This is particularly important if the employer provides sick leave benefits that are more generous than the EO. For example, if the employee is paid full pay rather than 80% of daily average wages or is paid for any sickness period of less than four days.

3. *"Return-to-work" interview*

Having informal discussions with employees who take regular short-term sick leave or who return to work after a period of long-term sick leave can enable employers to better understand the relevant employee's condition and any reasonable accommodation he/she might need to perform his or her work.

4. *Disciplinary action*

Clearly specifying the consequences of abuse of the company's sick leave policy (eg disciplinary action up to termination of employment) can be useful to manage employees' expectations.

5. *Medical examination arranged by the employer*

Employers may wish to consider including a provision that gives them the right to request the employee to undergo a medical examination conducted by an employer-appointed doctor at the employer's cost. Employers must, however, be aware of their obligations and potential risks under the DDO and Hong Kong data privacy legislation.

Practical takeaways

To avoid the potential traps when managing employees on long-term sick leave, employers and HR professionals should:

1. Be neutral and appreciate that medical conditions or a disability (eg. mental health issue) may be difficult to detect;
2. Avoid making assumptions about an employee's condition or ability to return to work;
3. Update sick leave policies and ensure employees are aware of and in compliance with them;
4. Ensure that the treatment of sick leave cases is consistent across all employees;
5. Allow for open communication channels between the employee and HR;
6. Prepare contemporaneous notes of any conversations with employees that relate to their medical condition and any accommodation or arrangements they require to be able to perform their work;
7. Keep records of discussions and evidence relating to any employment decisions such as termination of employment; and
8. Bear in mind management of employees on long-term sick leave is a sensitive issue with legal risks for the employer. Employers should seek legal advice as and when necessary. *Anna*

有效管理僱員缺勤 免墮法網

年利達律師事務所香港僱傭和僱員福利部聯席主管 Samantha Cornelius 律師

年利達律師事務所香港僱傭和僱員福利部聯席主管 Emma Pugh 律師

- 管理僱員放取病假時，要緊記遵守《僱傭條例》及《殘疾歧視條例》。
- 適當措施及政策有助杜絕僱員濫用病假。



人力資源管理人員經常面對的問題之一，是如何管理因病長期缺勤的僱員。本文將指出僱主需要注意的事項，並提醒僱主如何適當管理長時間放病假的僱員。

病假—法定地位

整體而言（若干情況除外），《僱傭條例》規定若僱員申請病假時附上適當的醫療證明（如《僱傭條例》所訂明者）並符合以下條件，則僱員可享有法定疾病津貼：

1. 為僱主服務至少連續一個月；
2. 已累積足夠的病假日數；及
3. 已放取至少連續四天病假。

《僱傭條例》法定病假條文規定，僱員在最初受僱的12個月內每服務滿一個月，便可累積兩天病假；之後每服務滿一個月可累積四天，最多可達120天。僱員於放取病假期間同樣累積病假日數。疾病津貼按僱員

放病假當天或病假首天（視情況而定），前12個月內所賺取的每日平均工資的80%計算。

《僱傭條例》規定，僱員在放取有薪病假期間，僱主不得終止與該僱員的僱傭關係（除非僱員犯嚴重過失而被即時解僱），否則即屬刑事罪行，最高可判罰10萬港元。

殘疾歧視

在處理僱員放病假的個案時，人力資源管理人員必須顧及殘疾歧視問題。根據《殘疾歧視條例》，僱主若因僱員身體殘疾而給予較差待遇，亦屬違法。在《殘疾歧視條例》中，「殘疾」的定義非常廣泛，即使是非常輕微的疾病或傷患，亦可能符合條例的保障條件。以下殘疾情況均受保障：

1. 現存的殘疾；
2. 曾經存在但已不再存在的殘疾；
3. 將來可能存在的殘疾；或
4. 歸於任何人的殘疾。

《殘疾歧視條例》其中一個重點是，倘若向他人採取行動，有關行動源於兩個或多個原因，而其中一個原因是該人士的殘疾，按《殘疾歧視條例》，有關行動會被視為因他人殘疾而進行，即使殘疾並非主要或決定性原因。在實際情況下，僱主要履行舉證責任相當困難。舉例而言，即使有確實理由終止與有關僱員的僱傭關係（如裁員），僱主仍須證明該僱員的殘疾並非終止僱傭關係的原因之一。

僱主在面對殘疾歧視的指控時，可引用《殘疾歧視條例》提及的若干抗辯理由，例如僱主考慮各種相關因素後，認為僱員因殘疾而無法滿足特定崗位的工作要求，或僱主需要作出艱難和不合理的安排才能滿足有關要求，則僱主可合理解僱僱員。僱主必須提供充分的事實證據以支持有關抗辯。

僱員可以殘疾歧視為由，提出索償，包括情感傷害的賠償。此外，由於殘疾歧視的賠償金額並無上限，因此有些僱員會將這項納入

整體索賠。若僱主違反《殘疾歧視條例》，除金錢賠償外，還要考慮聲譽受損這個因素。

長期疾病是否屬實？

在處理涉及長期疾病的個案時，人力資源管理人員可能懷疑有關僱員誇大病情。在實際情況下，若僱員提供有效的醫療證明，僱主往往難以證明僱員虛報病情。但僱主仍可採取適當行動，減低僱員濫用病假的風險：

1. 按《僱傭條例》提供疾病福利

於相關病假政策中列明病假及疾病津貼按《僱傭條例》而定。政策亦應訂明，任何較《僱傭條例》規定優厚的病假待遇，均由僱主酌情向僱員提供，僱員並無合約權利享有該等較為優厚的病假福利。

2. 病假／支薪條件

為僱員放取有薪病假加設條件，例如須定期提供醫療證明。若僱主提供較《僱傭條例》規定優厚的病假福利，例如向僱員支付全薪，而非每日平均工資的

80%，或在僱員病假不足四天的情況下仍然支付全薪，則更應注意這點。

3. 「復工」面談

與經常放取短暫病假的僱員或結束長期病假復工的僱員進行非正式面談，僱主可藉此深入了解相關僱員的狀況，以及是否需要合理調整工作安排。

4. 紀律處分

說明濫用公司病假的後果（如各種紀律處分和終止僱傭合約），可有效管理僱員請病假的情況。

5. 僱主安排醫療檢查

僱主可考慮加設條款，訂明僱主有權要求僱員接受由僱主指定的醫生進行醫療檢查，費用由僱主承擔。然而，僱主須注意《殘疾歧視條例》及保護個人資料的相關法律責任及潛在風險。

實用建議

為有效地管理僱員放取長期病假，免墮法網，僱主與人力資源管理人員應：

1. 保持中立，因有些病情或殘疾狀況（例如精神健康問題）或難以單從表面看出來；
2. 避免就僱員的狀況或復工的可能性作出任何假設；
3. 更新病假政策，確保僱員了解並遵守相關政策；
4. 向全體僱員實行統一的病假待遇；
5. 建立僱員與人力資源部門的溝通渠道；
6. 如與僱員對話，討論僱員的醫療狀況及任何工作上所需的調整或安排，應將對話內容記錄在案；
7. 保留任何有關僱傭決定（例如終止僱傭）的討論記錄及證據；及
8. 管理放取長期病假的僱員是一個敏感題目，對僱主構成法律風險。如有需要，僱主應尋求法律意見。¹⁰⁰

註：此乃中文譯本，一切內容以英文版本為準。





2017 Pay Trend and Benefits Seminar

2017 marks the 40th anniversary of the Hong Kong Institute of Human Resource Management. Over the years, HKIHRM has organized numerous multi-level training programmes, conducted authentic surveys, and shared professional intelligence by organizing signature events such as the Pay Trend and Benefits Seminar.

First conducted in early 1980s, our Pay Trend Survey is **one of the most renowned studies in Hong Kong that provides useful insights on reward trends and practices**. This conference is aimed at helping HR practitioners, C&B specialists and business leaders to analyze the latest market trends and re-examine policies to match with corporate needs. Hundreds of peers join us annually in reviewing the past economic conditions and its impact on staff. Participants are also inspired by speakers' pioneering insights into reshaping HR and C&B management for the future.

You will enjoy a great day of learning and networking opportunities, with strategies and visions shared by field experts and academia, including economists, HR professionals, legal advisors, as well as pay & benefits consultants.

Why You Should Attend:

- ☞ Pay Trend Survey Result Highlights and Report Analysis
- ☞ Hong Kong Latest Economic Outlook – Commercial Development and the Employment Market
- ☞ Asia Pacific Trends on Pay Adjustment, Benefit Strategies and Bonus Incentives
- ☞ Compensation & Benefits Technologies and Best Practices
- ☞ Profession Views on HKIHRM's Annual Topical Survey – Adoption of Technology in HR
- ☞ Legal and Compliance Updates

Date: 3 November 2017 (Friday)

Time: 9:00 am to 5:00 pm

Venue: Regal Hongkong Hotel

Early Bird Offer until 30 Sep ☞ Standard Price - HKIHRM Member: HKD 2,400 ☞ Non-member: HKD 2,800

Platinum Sponsor



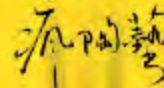
Gold+ Sponsor



Gold Sponsor



Souvenir Sponsor



JOIN NOW

Become a Sponsor



T: (852) 2837 3834 / 19

E: learning@hkihrm.org

bit.ly/2trPIns

Hong Kong Market Update

people bank

Many companies are constantly looking to update and adapt to new technologies to compete with their rival firms and to meet customer expectations. Cloud technologies have revolutionized the accessibility of data and the development of mobile/web applications have created an enhanced customer service. However, the continuous changes of technology also mean that the risk of security threats remains extremely high. Therefore, the demand for Cyber Security experts is also increasing.

With many companies looking to work with third party vendors to implement new applications/systems, there still maintains a reasonable proportion of internal staff to support the critical infrastructure, meaning there is a stable need for professionals in Server & Network Support, Systems Administration, and Helpdesk.

Despite the increase of innovative technologies, the demand for more traditional technologies is still high. With the continuous success of android applications, and the importance of back-end development, Java is a skillset that will remain highly sought after. Along with SQL, C++, C#, the relevance for these skills will continue to be in demand for many years to come.

Peoplebank specializes in IT recruitment and aims to find the best talent in all fields of technology. Please contact us for further information about the Hong Kong market or to learn more about what services we can provide for you.

 (852) 2819 2900

 enquirieshk@peoplebank.asia

 www.peoplebank.com.hk

Specialist IT Recruitment

**Business Intelligence / Data Analytics • Software
Executive IT • SAP / ERP / CRM • Cyber Security
Infrastructure • Project Management / Transformation**

people bank

Defamation an Increasing Danger for Businesses in a Technological Age

By Dominic Wai, Partner, ONC Lawyers
Hilary Sun, Summer Intern, ONC Lawyers

Summary

This case concerns a dispute between a company and its former employee on whether the employee's email to a client amounted to defamation, thereby causing the company's loss of business with the client and its related companies.

Golden Field Glass Works Company Limited v Yeung Chun Keung
Hong Kong District Court
DCCJ 1942/2012

Deputy District Judge Timon Shum
Date of hearing: 19, 20 and 24 June 2014
Date of judgment: 31 March 2017



Facts

The plaintiff, Golden Field Glass Works Company Limited (GFGW), was a company with a business of designing, manufacturing and installing glass furnishings and fittings, and had undertaken works for well-known brands. GFGW had been serving a company C (the client) as one of its main customers.

The defendant was employed by GFGW as a glass installation worker since 2007. On 22 March 2010, the defendant sent an email message to C, which stated that GFGW had caused a great waste of resources, including glass pieces and manpower, leading to a rise in the cost of its products.

GFGW alleged that such a message also suggested that GFGW needlessly increased its costs and thereby

passed on the cost of the waste to its customers, implying C as one of them. It submitted that the message was false and defamatory, and that the defendant published it maliciously; GFGW was seeking compensation for the damages caused by it.

The defendant claimed that much of the glass disposed of by GFGW due to being the wrong size could have been salvaged by machining. GFGW argued that the processed glass could withstand no further grinding as there was a risk of it becoming more fragile as a result.

The defendant relied on the defence of justification (that the message was true in its natural and ordinary meaning), and qualified privilege, on the basis that the defendant and C had an interest in the information disclosed

in the message. The defendant further challenged GFGW's claim that the message caused its loss of business.

Legal principles

A defamatory statement is one which injures the reputation of another by exposing them to hatred, contempt, or ridicule, or which tends to lower them in the esteem of right-thinking members of society. In determining the meaning of the alleged defamatory words, it is normally construed what, according to their natural and ordinary meaning, they convey to the mind of an ordinary, reasonable, fair-minded reader. The governing principle is reasonableness.

The article that contains the defamatory statement must also be read as a whole and the intention of the publisher is irrelevant. For defences in relation to

defamation, such as justification and qualified privilege, the law requires that the person giving the information is not acting with malice, and the burden of proof is always on the defendant.

Decisions

After considering the relevant legal principles, the court held that an ordinary and reasonable reader might naturally think that GFGW would most probably pass the cost of the waste on to its customers, and that it would be reasonable for a customer who read the message to worry that such costs would be ultimately borne by them. Moreover, as GFGW is a business entity, a message attacking its efficiency in management and planning is an allegation which would, no doubt, lower GFGW in the estimation of right-thinking members of society.

The defendant tried to argue that the message was true or fair in its natural and ordinary meaning. However, the court ruled that there was insufficient evidence to prove this.

He also failed to rely on the defence of qualified privilege, which requires some interests to be protected. Its notion is to protect the public interest where honest freedom of communication is desirable, and the test is whether most right-minded people, were they in the defendant's position, would make the communication under the same circumstances. The court did not accept that the defendant had an interest in making negative comments in the message for the purpose of seeking employment, as the two had no causal connection. The court ruled against the defendant and ordered him to pay HK\$100,000 to compensate for the damages to GFGW, in order to restore its reputation as much as possible to where it had originally been.

Take away points for HR professionals

Defamation includes communication of false information about a person, either deliberately or with reckless disregard of its falsity.


There are some important points for HR to note:

1. A company can be held vicariously liable for any of its employees who spread false or defamatory information if the employee is found to be acting within the scope of their duties in making the statement.
2. Workplace gossip can entail a host of problems, including defamation. Employers should make an effort to strongly discourage workplace rumours by sending a clear message that spreading them is not acceptable, or they might include guidelines in employee handbooks or a code of conduct for the purpose of deterrence.
3. When a complaint about a person or the person's conduct or character is made, there is a possibility that the complainant will lead an action for defamation if the damaging information has been disseminated. An employer or employees might also face such a risk when they attempt to deal with a complaint internally. Hence, it is better for a manager to inform a complainant that it is in the complainant's best interest not to discuss the complaint or related information with the wider workgroup. However, if the complaint is a genuine and honest one, which seeks information and support from the appropriate people, there is a low risk of a defamation action. To help avoid the danger of defamation claims, all staff within an organisation should be aware of the reporting and handling procedures for complaints and grievances.
4. HR should remind employees of their duty of fidelity and their duty not to disclose confidential information. It is important to review employment contracts to ensure that there are express confidentiality provisions to ensure that certain confidential information regarding the company is not disclosed during or after the termination of employment.

Potential grey areas

Many sources, in determining potential defences of defamation, might come under grey areas. Generally, privilege is more likely to apply if the statement comes from a public figure acting in their official capacity. It is less likely to apply where the figure is more private, or where the report is more preliminary or is inaccessible to the public.

It must also be understood that confidentiality breaches and defamatory comments are risks inside and outside the workplace, including conduct on social media.

Social networking sites have permanently blurred the line between work and play. Potential for damages is also higher because people now have the capacity to reach more people. Employers are more likely to find themselves accountable for the actions of employees. Hence, employers must make sure that employees actually know what is expected of them and the consequences of misusing social media to prevent any potential legal liabilities. 

Note: The information contained herein is intended to be a general guide only and is not intended to provide legal advice. This journal, its publisher and the HKIHRM do not assume any legal responsibility in respect of any comments provided in this article, which do not constitute legal advice and should not be taken or construed as such. Independent professional legal advice should be sought as necessary in respect of legal matters and issues raised in this article.

科技普及增商業誹謗風險

柯伍陳律師事務所合夥人 衛紹宗
柯伍陳律師事務所暑期實習生 孫愷蔚

摘要

一名僱員向前僱主的客戶發出電郵引起糾紛。爭議在於電郵內容是否構成誹謗，最終損害涉案公司與客戶的關係及有關業務。

金豐玻璃工程有限公司 訴 楊曉怡
香港區域法院
案件編號: DCCJ 1942/2012

區域法院暫委法官沈其亮
聆訊日期: 2014年6月19、20及24日
判決日期: 2017年3月21日



案情

原告金豐玻璃工程有限公司（金豐玻璃）從事設計、製造及安裝玻璃裝飾品及配件業務，曾承接多個工程。C公司（客戶）是金豐玻璃主要客戶之一。被告自2007年起獲聘為玻璃安裝工人。他在2010年3月22日向C公司發出一個電郵訊息，指金豐玻璃浪費資源，虛耗玻璃碎片和人力，增加產品成本。原告稱訊息提到金豐玻璃無必要地增加產品成本，並將有關成本轉嫁給客戶，暗示C為其中之一。原告認為訊息內容虛假，構成誹謗，並就訊息造成的損害索償。被告聲稱，金豐玻璃因尺寸錯誤而丟棄的大量玻璃可加工回收。原告辯稱，經過加工的玻璃更易碎，無法再承受磨削。

被告以「有理可據」為抗辯理由，指訊息內容真確，而且屬一般人理解到的意思。基於訊息內容涉及被告本人和C公司的利益，被告提出訊息「受約制特權」為抗辯理由。被告更質疑金豐玻璃聲稱訊息損害業務的說法。

法律原則

誹謗言論包括損害他人名譽，引起仇恨、蔑視或嘲笑，或削弱社會大眾對有關人士的尊重。法庭會視乎一般讀者（即思想正常、理性和公平的人）如何詮釋有關言論，以合理性為判斷原則。法庭會閱讀整篇含有誹謗言論的文章，發佈文章的意圖不影響判斷。就有關誹謗的抗辯理由，前提是發佈者「並非惡意行事」，而舉證責任由被告承擔。

裁決

法院考慮相關法律原則後，認為一般和理性的讀者會自然地認為，金豐玻璃很可能將成本轉嫁給客戶，而客戶在閱讀訊息後亦會合理地擔心要承擔有關成本。基於金豐玻璃屬商業實體，如有人發佈訊息攻擊其管理效率及工程規劃，可使社會大眾對金豐玻璃產生不利的評價。被告辯稱訊息內容是正確或公平的。然而，法庭裁定被告並無充分證據證明這點。被告亦無法以訊息「受約制特權」為抗辯理由。這個抗辯理由主要用作保護公眾利益，保障資訊流通。判斷標準是假設大多數思想健全的人處於被告的立場，他們在相同情況下會否同樣發佈該訊息。被告稱訊息內容涉及其自身利益，為求職之用，但法庭並未接納有關說法，認為兩者之間並無因果關係。法庭裁定被告敗訴，要求被告向金豐玻璃賠償10萬港元，從而恢復金豐玻璃的聲譽。

人力資源管理專才注意事項

誹謗行為包括漠視資料的真實性，故意地或魯莽地散佈他人的虛假資料。人力資源部門應注意以下要點：

1. 若僱員在職責範圍內發表虛假或誹謗訊息，公司或須承擔轉承責任。
2. 辦公室的流言蜚語或會引致誹謗。僱主應警惕僱員勿散播謠言，還要說明這是不可接受的行為，或將此納入僱員手冊或行為守則，收阻嚇作用。
3. 若出現針對某人或某人的行為或性格的投訴，而有關訊息已散佈開去並造成損

害，投訴人或涉嫌誹謗。僱主或僱員處理內部投訴時，亦可能面臨同樣風險。因此，管理層應提醒投訴人不宜與其他同事討論投訴的內容或相關資料。然而，若投訴屬實，向相關人士查詢和求助，有關做法構成誹謗的風險較低。為減低風險，全體員工應了解匯報及處理投訴的程序。

4. 提醒僱員履行忠誠責任，不得披露機密資料。僱傭合約應列明保密條款，以免公司某些機密資料在終止僱傭關係的期間或之後洩露開去。

潛在的灰色地帶

消息來源或可作為誹謗案的抗辯理由，但當中存在灰色地帶。一般而言，若公眾人物以官方身份發表涉案言論，則較大機會以「特權」為抗辯理由。若相關人士屬私人身份，或僅涉及初步報告或並非公開資料，則不大可能使用這個抗辯理由。違反保密規定及發表誹謗言論適用在辦公室內外範圍，包括社交媒體上的行為。社交媒體上的活動究竟屬工作還是娛樂，實難以界定。隨著社交媒體日益普及，人際交往愈趨廣泛，潛在風險也同時增加。僱主往往要為僱員的行為負責。因此，僱主須提醒僱員注意行為以及誤用社交媒體的後果，以杜絕潛在的法律風險。

人

註：本文所載資料僅供一般參考之用，並不構成任何法律意見。對於本文所載述的任何意見，本刊、其出版商及香港人力資源管理學會一概不承擔任何法律責任。該等意見並不構成法律意見，亦不應被視作或理解為法律意見。對於本文所提及的法律事宜及問題，讀者如有需要，應自行尋求專業法律意見。

The Talent Delusion: Why Data, Not Intuition, Is the Key to Unlocking Human Potential

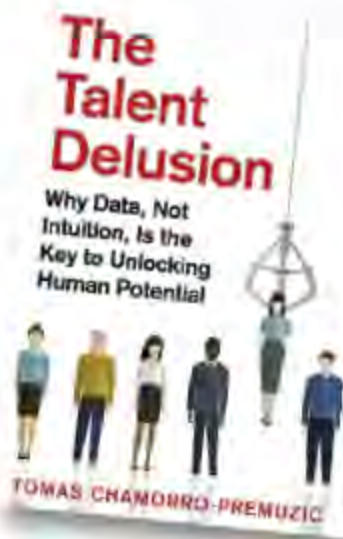
Author: Tomas Chamorro-Premuzic

Publisher: Piatkus

Reviewer: Oliver Farry

A chief flaw of hiring policy, says organisational psychologist Tomas Chamorro-Premuzic, is it relies too much on intuition. This hit-or-miss approach to recruitment manifests itself in the job interview, which Chamorro-Premuzic says is a highly unreliable way of selecting employees, because interviews are ridden with biases, both conscious and unconscious. A more sure-fire way is to use data, by means of tests and assessments, which, even when flawed, give a more accurate picture of the candidates.

Businesses are facing what Chamorro-Premuzic calls an "epidemic of disengagement", where as many as 70% of workers say they dislike their job. He says this stands to get worse in years to come so organisations need to apply themselves more methodically to attracting the right talent, and when they do, to retaining it. The Argentine-born academic and consultant also produces data to show that recruitment from within produces better results than recruitment from without, as well as being more efficient and economical from an HR point of view.



Employees themselves also stand to benefit from a more efficient recruitment process as there will be fewer mismatches, and thus less disengagement. Noting that 75% of employed people are "passive jobseekers", ie, not actively looking for work but hoping they get offered a job, Chamorro-Premuzic says talent is not some mysterious resource buried deep inside the person, but rather simply what you get when you subtract effort from success. Though *The Talent*

Delusion acknowledges the complexity of modern business and the challenges of a changing workplace, Chamorro-Premuzic does offer one relatively simple piece of advice for successfully unlocking potential: stay in your comfort zone. If you find something easy to do without too much effort, focus on it and it will eventually pay off. *Luma*

Five Insights:

- Use interviews cautiously as they may be overrated or inefficient.
- Look for your candidates within the organisation before advertising outside.
- Make good use of data, which is abundant in today's world.
- Keep staff happy. This not only means treating them well but also giving them challenges so they don't turn off or look elsewhere.
- Pay attention to human behaviour, and employ someone who is adept at analysing it.

HIGHLY RECOMMENDED:

Victory through Organization

Authors: Dave Ulrich, David Kriscynski, Wayne Brockbank, Mike Ulrich

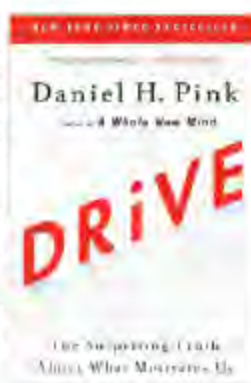
Publisher: McGraw-Hill Education



Drive: The Surprising Truth about What Motivates Us

Author: Daniel H. Pink

Publisher: Canongate



Leaders Eat Last: Why Some Teams Pull Together and Others Don't

Author: Simon Sinek

Publisher: Portfolio Penguin



HKIHRM Receives Shanghai Delegation

On 24 August, HKIHRM received a delegation from Shanghai Foreign Service (Group) Co. Ltd, a provider of human resource services with a network of operations in major mainland cities, led by Dr Zhu Nongfei, Chief Information Officer. Executive Director Ms Kwan Kin Mei introduced the work of the Institute and both parties had a fruitful discussion on future collaboration opportunities under the national Belt and Road Initiative.



Shanghai Foreign Service (Group) Co. Ltd led by Dr Zhu Nongfei, Chief Information Officer (first row, third from left) visits the HKIHRM Secretariat.



Mr Walter Tsui, founder of CareER, explains different types of disabled people and their special needs.

CareER Founder Shares his Stories and Work

On 31 July, HKIHRM organised a workshop where Mr Walter Tsui, founder of CareER, shared with 20 members the work of CareER and tips on how employers can unleash their employees' full potential. Walter was born visually impaired and he established CareER in 2013, the first charity organisation in Hong Kong that focuses on employment support for highly educated students with disabilities.



Mr K Wong points out the symptoms and dangers of workplace stress.

Upcoming Seminars and Workshops

Certificate in Hong Kong Employment Law

Date 10 October – 28 November 2017

Time 2:00pm – 5:00pm

Certificate in Hong Kong Salaries Tax

Date 18 October 2017

Time 9:30am – 5:30pm

For more upcoming programmes, please visit <http://goo.gl/KHIElh>.



Free Seminar on Managing Workplace Stress Effectively

Business managers and professionals usually suffer from stress to varying degrees in the workplace. On 12 August, HKIHRM organised a free seminar with Mr K Wong as the speaker, who demonstrated appropriate solutions that help turn workplace stress into a productive force. The seminar attracted 30 members and provided the participants with insights into ways to improve work performance by adjusting one's attitude.



**Gain peace of mind
Leave your back office
issues with us**

We enable you to focus on growing your business

Tricor Business Services partners with you to enhance your competitiveness and generate business value. Leveraging our suite of financial, accounting, human resource and advisory services, our professionals offer tailor-made solutions to meet your specific requirements.

We support a wide range of clients, from small and medium-sized enterprises to multinationals, in diverse industry sectors.

We are an Authorized Employer of the Hong Kong Institute of Certified Public Accountants (HKICPA), Recognized Employer of CPA Australia (CPAA), and Approved Employer of the Association of Chartered Certified Accountants (ACCA).

Our Business Services include:

- Business Advisory
- Accounting & Financial Reporting
- Treasury & Payment Administration
- Human Resource & Payroll Administration
- Tax Services
- Trade Services
- Trust Assets Administration
- Fund Administration
- Governance, Risk and Compliance
- Information Technology Solutions

www.tricorglobal.com

 Tricor Group

AIA Employee Benefits

Over
60 years
in Hong Kong



1 promise
to serve you better

Bringing You More Value While Protecting Your Company's Best Assets

Whatever the size and complexity of your company, our integrated solutions offer a comprehensive product range, enabling us to consolidate your needs onto one strategic platform.

Call (852) 2232 8118 or contact your AIA Financial Planner today.



**THE REAL LIFE
COMPANY**

aia.com.hk

"AIA", "our" or "us" herein refers to AIA International Limited
(Incorporated in Bermuda with limited liability).