

CEO Manpower Conference 2005 – "Human Capital: Hong Kong's Future"

18 May 2005 (Wed) at the Grand Ballroom, The Aberdeen Marina Club

Registration at 9:35 am

	OPENING & INTRODUCTORY REMARKS	Ballroom
10:00 am	<i>Steve Tait</i> , Chairman, Manpower Conference Organizing Committee; Vice-Chairman, HKGCC Manpower Committee	
	2022 FOUNDATION PRESENTATION	Ballroom
10:15 am	"Rethinking Hong Kong Human Resources and Competitiveness" – Introduction by Professor Richard Wong	
	<ul style="list-style-type: none"> • <i>Professor David Faure</i>, Department of History, The Chinese University of Hong Kong; Advisory Council Member, The 2022 Foundation "Historical Background" • <i>Professor Richard Wong</i>, Deputy Vice-Chancellor, The University of Hong Kong; Advisory Council Member, The 2022 Foundation "What Hong Kong Will Be Like -- The Next Two Decades" • <i>Professor Helen Siu</i>, Yale University; Advisory Council Member, The 2022 Foundation "The Impact of Recent Waves of Chinese Immigrants on Hong Kong's Competitiveness" 	
	COFFEE BREAK	Lounge
11:30 am	Coffee & tea served	
	CEO PANEL FOR THE BUSINESS SECTOR	Ballroom
11:55 am	"In view of the 2022 Foundation research, what are the manpower implications for businesses?"	
	<ul style="list-style-type: none"> • <i>Vincent Cheng</i>, Vice Chairman & Chief Executive, Hang Seng Bank "Future Manpower Needs - A Financial Services Perspective" • <i>Victor Fung</i>, Group Chairman, Li & Fung Limited • Moderator – <i>Steve Tait</i>, Head of Human Resources, HSBC 	
	LUNCHEON KEYNOTE ADDRESS	Eau Restaurant
1:00 pm	<i>Fanny Law</i> , Permanent Secretary for Education & Manpower, HKSAR Government "Manpower Development - An Integrated Approach"	
	DIRECTORS' ROUNDTABLES	Private Room, Ballroom II & III
2:20 pm	"What are the crucial HR & manpower implications, in particular on 3 areas: immigration, education and professionals?"	
	<ul style="list-style-type: none"> ➢ Group A: Eau Restaurant Private Room <i>Nicholas Sallnow-Smith</i>, Chief Executive, Hongkong Land ➢ Group B: Ballroom II <i>Brian Renwick</i>, Managing Director, Boyden Global Executive Search ➢ Group C: Ballroom III <i>Paula DeLisle</i>, Vice President, International Practice, Asia Pacific, Watson Wyatt Worldwide 	
	(* Participants are divided into groups to facilitate interactive small group discussions.)	
	COFFEE BREAK & NETWORKING	Lounge
3:35 pm	Coffee & tea served	
	REPORTING BACK & SUMMARY	Ballroom
4:05 pm	Discussion led by the facilitators of the directors' roundtables	
	CLOSING REMARKS	Ballroom
4:50 pm	<i>Marjorie Yang</i> , Chairman, HKGCC Manpower Committee	
	END OF CONFERENCE	

Organizer:

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Developing Our Human Capital 人才培育

Successful businesses, vibrant cities and booming economies all have one thing in common: people – or rather the quality of their people. Hong Kong is no exception. Stories of how our industrious, flexible and entrepreneurial workforce made the Asian Tiger spring forth are known the world over. Yet Hong Kong is facing a dilemma. Our workforce is ageing rapidly and the younger people who are coming up the ranks are not as well educated or skilled as those who are retiring. As a result, the competitiveness of Hong Kong will diminish unless urgent action is taken to reverse this trend.

Hong Kong's human capital stock is lagging far behind that of other leading economic centers, says Professor Wong. 王教授指香港的人力資源遠遠落後於其他主要經濟中心。

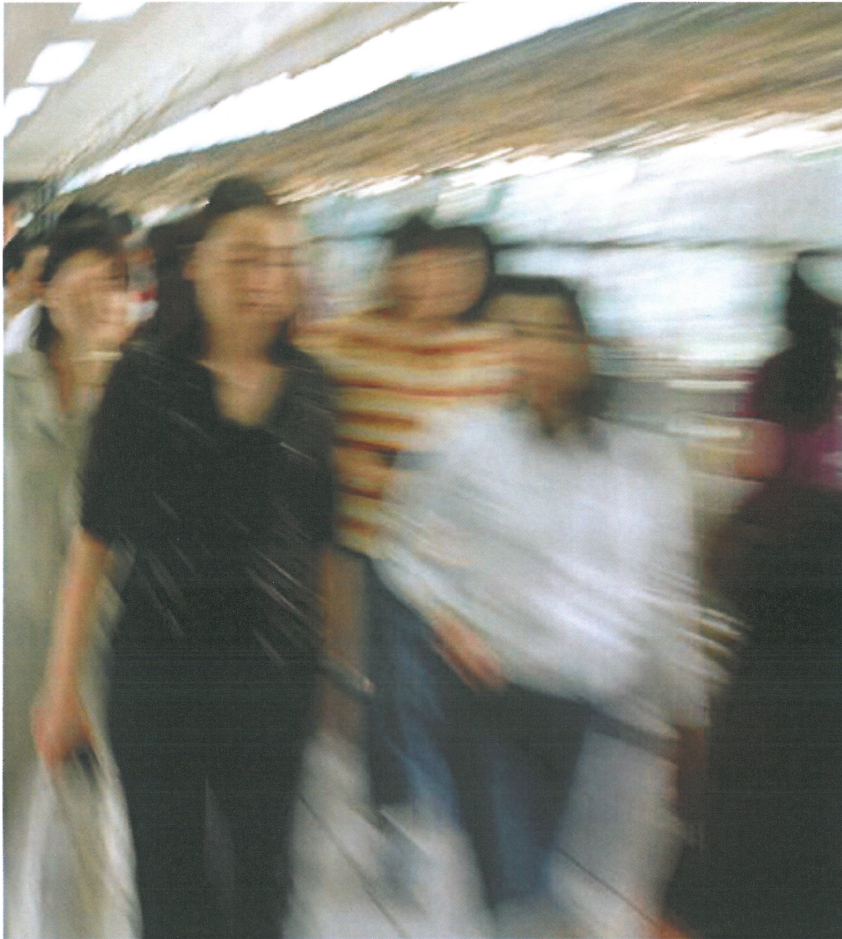


To address this pressing issue, and explore possible solutions, the Chamber held the first CEO Manpower Conference under the banner, "Human Capital: Hong Kong's Future," on May

18. The conference, which was closed to the media to encourage an uninhibited exchange of ideas, saw some of Hong Kong's leading academics, business leaders and government officials presenting their views on how they see a way forward. Participants were encouraged to actively engage in debates and to give their views, which will be considered in the formulation of future related policy issues.

Professor Richard Wong, Deputy Vice-chancellor, The University of Hong Kong, explained at the start of the conference how Hong Kong's low fertility rate and restricted immigration policy is causing the population to age quickly. Today, the median age of Hong Kong's workforce is in the 35-39 age band. By 2011, he predicts it to be 45-49, and over 65 by 2031. Greying populations is a global trend, but he points out that while nations are ageing, economically vibrant cities are not.

This is not to say our population is not growing, but much of the growth is largely due to



Research shows that Hong Kong's workforce is not only greying, its academic competence is on the decline. What can be done to reverse these trends?

研究顯示，香港的工作人口不單日益老化，學識水平亦正在降低，如何才能扭轉這勢頭？

Mainland dependants of Hong Kong men. These typically have limited education and even struggle to find blue-collar jobs, which widens the job mismatch of our economy. Add to this mix the fact that the education level of Hong Kong residents is lagging behind major fast-growing cities, and the outlook for our economy doesn't look bright. In 2001, 9.2% of Hong Kong residents were university graduates, compared to 9.6% in Beijing, 30.2% in New York, and 22.9% in London.

“As you can see, Hong Kong's human capital stock is lagging far behind that of other leading economic centers,” he said.

Allowing talent to move more freely into Hong Kong would help solve this problem, participants said, pointing to the fact that in the U.S., the percentage of the population with a degree is around 25%, while in the U.K. it is 15%. This shows that these cities have a higher number of graduates than the national average because they draw talent from around the country.

Hong Kong has long relied on the Mainland to grow its population, and in 1949 saw an injection of some of the Mainland's brightest citizens, many of which are now successful business people here. The next big wave came between 1978-81 as almost half a million immigrants made their way to the territory in search of their fortune, Professor Helen Siu of Yale University explained. The booming economy and massive infrastructure projects underway in Hong Kong at the time enabled them to easily find work.





Planning a Way Forward

Education obviously is key to building up the quality of Hong Kong's human resources, and Fanny Law, Permanent Secretary for Education & Manpower, told members at the CEO Manpower Conference luncheon talk that new initiatives announced on May 18 will address some of the shortcomings that the business sector has long called to be amended.

Today, the bulk of new arrivals are women and children dependants of Hong Kong males from Guangdong Province who fill low-paying unskilled jobs at the bottom of the economic hierarchy. To better integrate them into the service economy, ways to provide them with better education need to be explored.

But even workers in the service economy are facing challenges, Vincent Cheng, (then) Vice Chairman & Chief Executive of Hang Seng Bank, said. Just as factories were forced to move north in the 1980s in search of cheaper labour, certain sectors of the service industry are also having to look offshore to reduce their costs.

Ensuring Hong Kong's workforce is well educated is critical to our future success, and one of the easiest ways of achieving that is to give talent the opportunity to work here, speakers said. Victor Fung, Group Chairman, Li & Fung Limited, said he believes Hong Kong's universities are among the best in the world, and that we need to leverage this advantage to

"The '3+3+4' academic structure that we are going to implement is a major development in the history of education in Hong Kong," she said.

The new academic structure will provide smoother articulation for further studies or work in Hong Kong and be better connected with other major education systems in the world. The changes in the academic structure will involve extensive human resource and financial investment, but is nonetheless essential for investing in our future.

Many people would like to see the new measure come into being as early as possible, however, some school heads and teachers say they need more time to get fully prepared for the changes. That is why the new academic structure will be introduced in September 2009, meaning that current primary-five students will be the first cohort to benefit from the new senior secondary education.

attract talent from the Mainland and around the world to come and study here. They may well then decide to work here and add to the economic vitality of the city.

All speakers at the conference felt it is imperative that talent be allowed to come and go if Hong Kong is to build up a truly competitive workforce. The cultural and racial melting pots of New York and London were again cited as examples of how this works, and how ethnic diversity brings new ideas and even economies within the cities.

The issue of businesses providing more training to staff was also discussed, and is an area where significant improvement can be made. In the U.S., about 90% of companies provide training to staff; in Hong Kong, it is a mere 8%. Employers cited job hopping and costs as the key reasons for not providing training, but it is clearly an issue that needs to be looked at in more detail if employers are serious about raising the quality of their staff. **B**

規劃未來學制

教育顯然是提升香港人力資源素質的關鍵。教育及人力統籌局局長羅范椒芬於「總裁人力會議」午餐會表示，政府5月18日公佈的新方案將針對一些被商界詬病多時的教育問題。

羅局長說：「我們即將推行的『三三四』學制，是香港教育史上一項重要的發展。」

新學制更能配合學生肄業後在港繼續進修或就業的需要，也更容易與全球其他主要教育制度銜接。學制改革需要投入大量人力資源和資金，但這項投資對香港未來極為重要。

很多人希望新學制盡早推行，不過部分校長和教師卻認為需要較長時間作好準備，所以新學制將於2009年9月始實施。換言之，目前的小五學生將會是接受新改革高中教育的首批學生。

EDITOR'S NOTE: As much of the conference was off the record, The Bulletin cannot report in any great detail topics that were discussed. However, the Chamber's Manpower Committee, which organized this conference, will compile a report based on the debates and workshops at the event to chart a way forward for enhancing Hong Kong's human capital. We will keep members informed of this important issue.

成功企業、興旺的城市和繁榮的經濟體都有一個共通之處——擁有優秀的人力資源。香港也不例外，本港一班企業家憑靈活創意和拼搏精神，令香港於亞洲的地位不斷提升。我們的成功故事，早已傳遍國際。然而，香港現正處於困境：我們的工作人口急速老化，但接棒的年青人無論是學識水平和技術，均不及快要退休的老一輩。因此，我們急需採取行，扭轉這勢頭，否則會削弱香港的競爭力。

為探討這個迫切議題及研究可行之對策，總商會於5月18日首辦「總裁人力會議」，主題是「人力資源：香港之未來」。會議謝絕傳媒採訪，講者包括本港有名的學者、商界領袖和政府官員，他們就香港人力資源未來路向各抒己見並交流看法。大會亦鼓勵與會者積極參與討論及發表意見，供未來發展相關政策時作參考。

香港大學首席副校長王于漸教授於會議開始時表示，香港出生率低，加上入境政策限制，本港人口正迅速老化。目前，香港工作人口的年齡中位數介乎35至39歲年齡組別，預料至2011年將介乎45至49歲，至2031年將超過65歲。人口老化已是環球趨勢，但王教授指出，雖然全國人口在老化，但在經濟蓬勃的城市卻有例外。

香港人口並非沒有增長，但增長主要來自香港男士在內地所生子女，他們一般只有低學歷，找藍領工作也不易，令本港的職位錯配情況更嚴重。再者，香港居民的教育水平亦落後於其他發展迅速的大城市，就此而言，本港經濟前景不太樂觀。在2001年，有9.2%香港居民是大學畢業生，比例低於北（9.6%）、紐約（30.2%）和倫敦（22.9%）。

(L-R) Vincent Cheng, Moderator Steve Tait, and Victor Fung discuss how they view the 2022 Foundation research and the manpower implications for businesses.
(左至右) 鄭海泉、主持人羅光孚和高國經交流對2022 Foundation研究的看法和人力資源對企業的意義。



(L-R) Paula DeLisle, Brian Renwick, Nicholas Sallnow-Smith and Steve Tait present the results of their individual brainstorming sessions which focused on immigration, education and social issues.

(左至右) 杜寶麗、尹力行、蘇兆明和戴兆亨分別報告策思會結果。策思會分別以入境、教育和專才為討論主題。



他說：「由此可見，香港的人力資源遠比不上其他主要經濟中心。」

有與會者認為，放寬外地人才來港有助解決問題，並指在美國人口中，約25%持有學位，英國則有15%。紐約和倫敦的大學畢業生比例均高於全國平均水平，因為它們是全國人才的集中地。

耶魯大學蕭鳳霞教授表示，香港依賴內地移民推人口增長早已有口可尋，1949年內地大批優秀人才流入本港，當中許多已成為本港傑出商家。1978至81年是另一次移民高峰，近50萬內地人士來港尋找新生活 and 發展。那些日子，適逢香港經濟興旺，多個大型基建項目正進行，所以他們很容易覓得工作。

今天，來港新移民仍以香港男士的廣東省妻兒居多，他們多數從事經濟基層的低薪非技術工作。要協助他們融入服務型經濟，便要研究如何為他們提供更佳教育。

然而，前口生銀行副董事長兼行政總裁鄭海泉指出，目前連服務業工人也要面對挑戰。正如80年代大批工廠北移以獲得廉價勞工，現時服務業某些環節亦計劃移師外地，以減省成本。

講者們認為，確保本港工作人口具有良好學識，對香港未來成功至關重要，而讓優秀人才來港就業，是達到這目標的捷徑之一。利豐有限公司集團主席馮國經相信，本港大學躋身全球優秀學府之列，我們應把握這項優勢，吸引內地和海外人才來港入讀。日後，他們可能會決定留港工作，為香港經濟增添活力。

會議所有講者皆認為，有必要讓人才自由進出香港，才能建立具有競爭力的人才庫，並紛紛引紐約和倫敦為成功例子，探討融匯了不同種族和文化的兩個城市，如何利用種族多元化的環境來發展新意念和新經濟。

會上討論的另一議題，是加強員工培訓。在美國，約9成企業會培訓員工，反觀香港則只有8%，可見香港在這方面仍有倍大改善空間。僱主不提供培訓，給予的理由是僱員流失率和培訓成本高。然而，僱主若認真希望提升員工素質，顯然必須考慮培訓員工的問題。B

附註：由於會議並非公開，《工商月刊》不能詳盡報導會議內容。不過，主辦會議的總商會人力委員會將把當日會議和工作坊的討論內容和意見編製成報告，以進一步了解提升本港人力資源素質的方法。這是一個重要的議題，我們會向會員報告有關進展。

HKGCC would like to thank the following companies for sponsoring this conference:
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