



# The Bulletin



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## 奇妙的巧合

中文多字，與渣打銀行的新標誌，不僅形象相似，而且意義相同。渣打分行多，人才多，服務種類多，聯營機構多，以多字象徵渣打銀行，最貼切恰當。  
私人或公司在渣打銀行開戶口，佔盡方便之利，需要任何服務，渣打隨時鼎力幫助，令你如願以償，事半功倍。  
請移玉渣打銀行，或電電話5-223302顧客服務部查詢，本行人員隨時樂意為閣下服務。



# 渣打銀行

對你幫助最多

## 麥理覺專欄

### 回傭問題論爭

廉政公署與工商界之間關於商業回傭問題的爭論，恐有造成雙方分裂之虞。遺憾的是，許多觀察者認為雙方的立場並無任何實質的區別。廉政公署負有法律職責對涉及非法回傭的投訴展開調查，如發現有違法行為即予檢控。所有此類檢控均須律政司親自批准。顯而易見，廉署並非針對工商界。廉署首先要處理政府部門的貪污，已經夠他們忙的了。但廉署官員亦強調指出，某些商業回傭確屬非法，因此可以控之於法。

工商界指出回傭為商業貿易所必需。檢控給予和接受傭金的工商界人士，會嚴重減少商業交易；更有甚者，會嚴重削弱香港的競爭地位。對此，一位廉署官員的反應是指其「偽善」。

雙方所採取的立場當然都無可非議。回傭確是世界各地商業貿易活動不可或缺的基本措施。不應妄加誤解及否定。但某些回傭未經批准，並不正當，確屬非法，且至少對交易的一方提供不合理的利益。某些非法回傭其實付得很勉強，只是為了爭取或保住買家。此種回傭一般只對買家有利。香港賣家針對香港賣家。不付傭金決不會使香港失去這筆生意。

香港工商界現已知道為確保傭金合法交收所必須採取的措施。至於難以確定是合法或非法的實例，可向廉政公署或律政司署查詢以求澄清。工商界人士可以大致推論：廉署如未接獲投訴，一般是不究既往。時間會治癒大多數的疾病。

有人會說筆者主張雙重標準，或許正是如此。政府部門官員握有主宰市民大眾的行政施法大權，理應更為清正廉潔，絕不能濫

用職權，假公濟私。而工商界就沒有此種情況，工商界的貪污對社會大眾也沒有上述的致命惡果。

### 向米尼克致意

一個組織的行政首長公開稱讚另一個組織的行政首長，並不常見；尤其當兩個組織有類似的宗旨，部份共同的會員，及相互競爭的傾向時，則更屬罕見。然而，本人毫無保留地稱讚美國商會行將退休的執行董事米尼克先生對香港工商組織的巨大貢獻。米尼克充滿活力，富於幽默，在香港等地宣傳美國工商業卓有成效。他的積極主動和幹勁效率使美國商會在香港聲望卓著，也使美國在香港的商業活動多姿多采。本人有幸與米尼克二度聯袂赴美促進美國工業來港投資。他愉悅樂觀的性情及處理繁忙業務的能力，實在使人欽佩。

米尼克確實令人懷念。本會將繼續與他主持過的美國商會積極合作。

### 柏林展覽會

香港將第九次組織貿易團，參加柏林「携手邁進」海外入口貿易展覽會。本人樂於宣佈，本港有關商行均表積極支持，今年將有十六間商行代表香港參加柏林展覽會。展出本港產品種類繁多，包括成衣、紡織品、電子錶、電子計算機、象牙製品、玩具、珠寶玉器、禮品、家庭用品、原子粒收音機、卡式錄音機、文具和雜貨。本會為了擴大展品的種類，還接受了三十間本港商行的推銷樣辦。此次展覽會為該等商行提供了良好機會，以較低成本向歐洲市場介紹其產品。

香港代表團定於八月底由本會會錫權帶隊前往柏林。會錫權將處理關稅事宜，安排

酒店住宿，負責香港攤位的樣辦陳列及展品清售，還將處理未派代表的三十間商行的展品諮詢事宜，預料必定非常忙碌。

本港工商界對柏林展覽會甚表歡迎。十六間參展商行中，大部份以前都曾參加過。柏林展覽會之後，六位團員將參加本會

與貿易發展局聯合舉辦的貿易拓展團，訪問蘇黎世、維也納、阿姆斯特丹及倫敦。其他團員則分道揚鑣，往歐洲各地處理各自業務。

本人預祝全體團員生意興隆，為香港「携手邁進」！

## 靈活工作時間初步調查報告

本刊一九七四年二月號曾撰文介紹過「靈活工作時間」。此種新的工作制度，目前正在歐洲及澳洲等地實行，在德國、瑞士及北歐諸國尤為盛行。在此種制度下，工作日分為二部份——核心時間及靈活時間。核心時間大多為上午十時至下午四時，全體僱員均須出勤工作。靈活時間大致為上午八時至十時及下午四時至六時，職員可隨意選擇工作時間，只要每月完成規定的總工作時數。

### 歐澳各國實行多年

金融時報最近報導一項調查，稱靈活工作時間為迅速推廣的職工附加福利。調查的公司中，七十三間（27%）已實行靈活工作時間，另有十六間公司即將準備實施。

香港僱主聯合會去年秋天簡報報導，英國一九七四年初實行靈活工作時間的機構已有五百間，僱用員工達十萬人。據調查，該等機構七分之六的僱員認為新制度確有下列利益：公私生活較為平衡；避免上下班交通擁擠；今日事可今日畢；能累積起額外休假或處理私事；午餐時間可有彈性。調查證明僱主也對新制度甚表滿意，無人打算改回固定工作時間。僱主特別讚許新制度避免了「夠鐘鬆人」中斷工作的損失，不必拘泥於準時上下班的約束，增加職員工作責任感以及改善工作氣氛。

香港政府曾考慮過此種新制度，可能準

備在某些部門實施。本港若干大工商機構也會有所考慮。因此，本會決定值得調查香港對靈活工作時間的反應，並已初步查詢了銀行、保險、貿易、製造及公用事業公司等若干僱主的觀點，公共交通企業的專門意見，以及本會職員的反應。

### 六成認為提高效率

調查表分兩種。一種寄給已實行靈活工作時間的公司；另一種寄給尚未實行的公司。後者當然較多。答覆者中只有一間公司已實行新制度。但百分之四十表示曾經或正在考慮實施。

靈活工作時間可能會逐步推廣，最主要的理由是能提高工作效力及為職員所歡迎。新制度能減少甚或消除磨洋工，不必「夠鐘鬆人」；鼓勵職員迅速完成任務，今日事今日畢，不致拖至明日；以及改善工作氣氛。

百分之四十的答覆者相信新制度能提高工作效力。百分之二十表示曾經考慮而予否決。另有百分之二十雖從未考慮但却認為可能有利於提高生產力。其原因顯然是實行及控制的具體困難。但幾乎所有答覆者均相信僱員會歡迎新制度，只有二位答覆者認為其職員寧願按朝九晚五的常規工作。

調查題之一是「工商界廣泛採用靈活工作時間是有利或不利或無區別？」百分之六十以上相信有利，百分之二十五認為不利。

### 具體施行或有困難

主要的疑問是實行的具體困難。諸如設置新制度的成本；管理新制度的時間；非核心時間是否有足夠人手；記錄工作時間的設備是否精確有效；新制度是否會造成額外工作，或導致經理及主管的矛盾；如此等等。

其次是內外的聯絡關係。百分之二十五感到會產生若干問題：客戶來時或會無人接洽；行政人員相互聯絡的時間減少；顧客在靈活時間會久候而無人招呼；等等。

此外，若干答覆者擔心新制度會使職員相應減少工作量；或為了趕時間而馬虎草率以致降低工作質量。

### 主要旨在職工利益

然而，新制度最重要的利益，並非在業務方面，而在於職工的福利和社會的利益。最大的利益可說是減少交通和餐廳的擁擠。三分之一的答覆者都強調指出此點。

有人指出，香港大多數行政人員其實已在實行「靈活工作時間」，但沒有此種名稱而已。各機構的負責人因工作或約會的需要，極少能嚴格遵守朝九晚五及一小時午餐的工作制度。

有趣的是，有二間公司（其中一間是美國商行）認為，靈活工作制度能夠延長而不會限制對顧客的服務。服務行業機構確可將營業時間從朝九晚五延長為朝八晚六。

一般而言，公共交通事業公司均讚成靈活工作時間。因為新制度能分散上下班的擁擠高峯時間，可以避免增加車船班次的浪費。

## 社聯職業輔導社提供勞工資源

目前，香港經濟正在日益興旺繁榮，而工商各界亦隨之普遍反映缺乏勞工。但僱主們是否想到可以利用另一種勞工來源？香港

九龍倉霍士傑先生確信靈活工作時間能減少交通擠迫問題，但為了使各行各業所廣泛接受，香港最大的僱主——香港政府理應首先試行，樹立楷模。

本會尚未正式向政府部門查詢。本會詢問會員商行進一步研究靈活工作時間是否有利。三分之二給予肯定答覆，但也有人斷然否定：「不必了，省省時間和精力吧。」

### 見仁見智尚無定論

至於職員自己的反應又如何呢？本刊詢問本會職員是否願意實行靈活工作時間以代替朝九晚五的常規。答覆正好是一半同意對一半反對。執行董事麥理覺先生則屬於後者，但他表示最好是朝九晚七！

其實，靈活工作時間既是一種新制度，未經試行，很難對其遽下結論。尤其是香港社會畢竟較為保守，任何新的觀念均會遭到懷疑和反對。根深蒂固的社會習慣或許比工作習慣更起決定作用。

總而言之，香港僱主對在各自公司中實行靈活工作時間並不過分熱心，但認為對職員會帶來利益。他們對新制度能增加工作效率頗感懷疑，且認為實行時會有困難。另一方面，普遍意見是新制度有利於改善香港的交通問題。

有一位答覆者（相信是外籍人士）歸結為整個問題「太高級，不適合香港現狀」。另一位答覆者（估計是華人）一針見血指出，有責任心的職員會認為此種新制度先進完善，但較少責任心的職員則會斷然反對。上述也許是迄今對靈活工作時間最有直接經驗的階級——行政人員的結論。

有許多免費服務的就業輔導機構，隨時提供各種勞工，以供工商各界僱用。

香港社會服務聯會職業輔導社就是上述

免費服務機構之一。職業輔導社是香港社會服務聯會於一九五九年創辦成立，於一九七〇年實行改組，專門協助六十餘個社會福利機構為未能適應社會人士，提供就業輔導服務。

未能適應社會人士可以歸納為下列六類：釋囚、戒毒康復者、受感化者、老年人、性格有問題者及新來港者。

職業輔導社的服務宗旨可謂三位一體：一則履行濟弱扶困的人道義務及社會責任；二則協助未能適應社會人士就業自立，以減輕公共援助負擔；三則為本港經濟發展提供新的勞力資源。未能適應社會人士也只有就業謀生、自食其力，才能徹底康復，重新做人，再次成為社會大家庭中的一員。

職業輔導社的任務，是作為僱主及求職者之間的橋樑，使僱主獲得適當人選，而求職者亦獲得適當職位。為達到此一目的，職業輔導委員會的成員，除有關機構及政府部門的代表外，更有香港總商會、香港中華廠商聯合會及香港工業總會的代表參與會務。該委員會的現任主席是廠商會的秘會長李澤培先生。出席該委員會的總商會代表是馮若婷女士。

本刊記者最近訪問職業輔導委員會主席李澤培先生及職業輔導社主任鄧守正先生，以求進一步瞭解其工作情況及能為本會會員商行提供的勞工來源。

李澤培先生明確指出：「職業輔導委員會的宗旨：首先是教導僱主及市民大眾關懷照顧及設法僱用未能適應社會人士；其次是協調社會福利機構的就業輔導工作；第三是協助未能適應社會人士重新加入社會大家庭，為社會作出貢獻。」

李澤培在評述實際安置工作時表示：「經濟衰退當然不利於本港就業情況及本社安置工作。隨着經濟復甦，一九七五至七六年會計年度的情況已大為改善。八百二十二位申請協助就業人士中，已有三百零五人獲得職位，安置率達百分之三十七。另有百分之

十二自行謀職者，還不計在內。此種成績確實令人鼓舞。」

僱主對未能適應社會人士的態度如何？李澤培答稱：「難免會有些僱主不願僱用該等人士。然而，許多僱主都樂於聘用該等人士填補空缺，而且事實上對他們的工作感到相當滿意。」

鄧守正補充道：「請求本社協助就業的未能適應社會人士，大都受過中學或至少小學教育。文盲或半文盲的比例僅有百分之十二。」

該等人士是否會故態復萌呢？鄧守正答道：「總有些人在受僱用後的會再次犯錯甚或犯罪，但比例只有百分之六點六。正因此，本社安置未能適應社會人士就業後仍然逐一進行輔導工作，直至僱主及僱員雙方均感滿意為止。」

事實更有說服力。該社協助未能適應社會人士就業康復，有許多感人的實例。本文限於篇幅，僅能選錄三例如下：

Z君曾長期吸毒，屢遭監禁，以致妻離子散，一貧如洗。後來，職業輔導社介紹Z君去一間五金廠任看更員。廠長經過數月觀察，對Z君信心日增，最後委託他負責看管整間工廠及廠內的存貨。

X君是一個出身富有家庭的青年。就讀中學三年級時，因誤交損友，中輟學業。又因與未成年少女發生關係而被判監守行為一年。期滿後謀職處處碰壁。後來，職業輔導社介紹X君在一印刷廠任送貨員，但他起初不習慣紀律約束，該社職業輔導員幾經努力，才使他安心工作。現在，X君表現良好，且獲上司嘉許。

L君是一位廿二歲的青年人，但身高僅四呎三吋，體重僅六十磅。雖然他中學會考有七門學科合格，但却因貌如小童而無法尋獲工作。職業輔導社首先使L君恢復信心，再推薦他到一酒店任助理文員。酒店人事主任知人善用，並不以貌取人，所以即予錄用。L君工作表現極佳，屢獲上司稱讚。

職業輔導社今年五月舉辦職業輔導展覽會。港督麥理浩爵士夫人蒞臨主持開幕儀式，並致辭指出：「協助未能適應社會人士及傷殘人士就業，旨在協助他們自助自立，乃是一項極有價值的任務，不應視為慈善工作，而應作為對社會福利事業的投資。未能適

應社會人士完全能夠從事生產及自食其力，他們理應獲得此種機會。」本會會員想必會表示同意，因此會員商行如有空缺，敬請通知職業輔導社鄧守正先生（3-675202，3-676280，3-686770）或本會馮若婷女士（5-237177）。

## 香港是遊客的地獄還是天堂？

本會民政委員會最近邀請香港旅遊協會執行幹事潘恩評述本港旅遊業的實際情況，頗有匡正視聽的效果。

外間時常流傳一些所謂「外國遊客對香港的批評投訴」。諸如啓德機場迎接他們的入境管制人員的鐵板面孔；的士司機載遊客大兜圈子再索取成百倍的車費；甫抵酒店後相機不翼而飛；導遊員把香港介紹成盜匪滿街橫行及市民困苦潦倒的地獄；夜總會賬單貴得無力支付；晚上逛街遭箍頸刺光豬；臨行時買珠寶紀念品逢漫天索價……

### 遊客反應 大多良好

事實真相究竟如何呢？事實是大多數遊客都對香港印象良好；好評大大超過批評；投訴比例微乎其微，例如今年訪港的六十萬遊客中只有十七人投訴珠寶店物不值價；歐洲遊客稱讚香港物價低廉；遊客百分之六十的消費用於購物……

上述是香港旅遊協會執行幹事潘恩先生應本會民政委員會的邀請對本港旅遊業發表評述時的部份觀點。

與一般市民想像的相反，潘恩及其助理並未經常接獲遊客的投訴。一般遊客都喜愛香港及香港市民。不過確有少數遊客不滿物價，尤其是有些商店沒有固定標價。此外，部份遊客認為香港市民應更加熱情好客。然而，潘恩的主要問題，却是勸說大多數感到滿意的遊客延長逗留香港的時間，以及再次、三次甚至四次來港遊覽。

許多遊客都表示香港風景優美，價廉物美，市民好客，確實不虛此行。但問及他們是否將再次光臨時，他們就會答以「很難說，也許不會，也許會吧。」

潘恩解釋，此種情況與旅遊公司的安排有關。香港往往是旅程的中途停靠站；日本經香港赴峇厘，在日本逗留十一晚，而在香港最多三晚。

### 增多項目 延長遊覽

許多旅遊公司已經改進服務，設法使遊客延長逗留香港的時間。但如要吸引遊客的興趣，必須擺脫原來的業務方針——只將香港作為中途停靠站，順便逛街購物及遙望中國邊境。

旅遊協會深信，只要工商界積極支持，一定能使香港除了購物天堂外，還能成爲一個遊覽勝地。潘恩指出，海洋公園就是一個理想的典型，足可使旅遊遊客多流連一日，現已成爲許多旅遊社的遊覽重點。香港藝術節及藝術中心是另兩項發展範例。除了這些大型計劃外，發展民間工藝及民族文化的小型活動亦很有用。今年，旅遊協會在維多利公園主辦元宵燈節，就是成功的例證。

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## Director's Viewpoint Commissions Aren't All Bad

THE increasing controversy between the ICAC and the business sector over the payment of business commissions threatens to cause a lasting rift between the two. That would be a pity since it is clear to many observers that there isn't really any significant difference between the positions taken by both. The ICAC is bound in law to investigate complaints that commissions have been paid *illegally* and to prosecute if offences are discovered. It is in fact the Attorney General who authorises all such prosecutions. There is no indication that the ICAC is gunning for the private sector and it seems evident that they are not. Their hands are pretty full with the priority area, the public service. ICAC officials have stressed however that *some* business commissions are illegal and therefore actionable.

Businessmen and business organisations have pointed out that commissions are necessary to the good and efficient conduct of business and that to prosecute those who give or take commissions may lead to a serious reduction in business efficiency and, what is worse, in Hong Kong's competitive situation. To which, one ICAC official responded with the cry 'hypocrisy'.

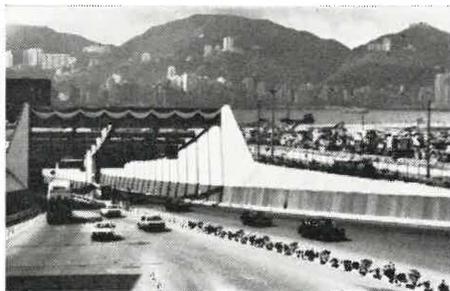
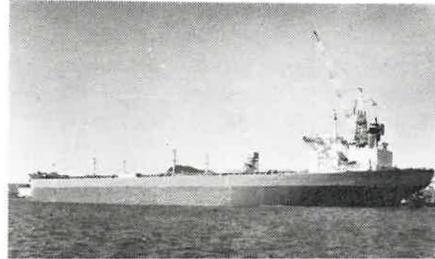
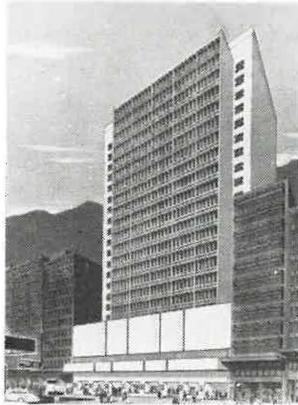
Both 'sides' are of course right in the positions taken. Commissions *are* fundamental to the conduct of trade and business across the world. We cannot do without them and they must not be threatened by misunderstanding.

But *some* commissions are illegal, improper, unauthorised and they pro-

vide an unfair advantage to at least one party to the transaction. Some illegal business commissions have been paid reluctantly by the giver in order to obtain, or retain a buyer's favour. Such commissions have usually favoured one. Hong Kong seller against another Hong Kong seller. Non payment would *not* in all likelihood have lost Hong Kong the business.

Hong Kong's businessmen are now aware of the action they must take to ensure that commissions paid are paid legally. There are borderline cases and cases of doubt but these can be clarified with the ICAC and the Attorney General. It is to be hoped that in the process of coming to terms with what is a relatively new and somewhat disturbing situation, businessmen may make the general assumption that the ICAC will not of its own volition, conduct investigations with a retrospective eye. Time will cure most ills.

Some readers may think that I am suggesting a double standard may be advisable. I think that this may be so and for this reason. The civil service has a very heavy obligation to be honest since its officers are provided with powers, administrative and legal, over the rest of us. These powers can be used improperly for personal gain and for that reason alone (although there are others) the civil service must be uncorrupted in all its myriad responsibilities and duties. That particular situation does not obtain in the business sector and



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corrupt practices there do not have the same lethal effect on the community.

### **Herb Minich—A Tribute**

It is not usual for the chief executive of one organisation to praise publicly the chief executive of another, especially when the two organisations have similar aims, to some extent common membership, and tend to compete with each other in terms of organisation and efficiency. I do so however unreservedly in expressing my deep admiration for Herb Minich, the retiring Executive Director of AMCHAM and for his contribution to the institutional system which supports commerce and industry. He has been a vigorous, unfailingly good humoured and very effective advocate for American business in Hong Kong and elsewhere. His energy, initiative and productivity have put AMCHAM firmly on the Hong Kong map and provided the American commercial presence in Hong Kong with an effective and competent voice. This has been raised in the common good and AMCHAM has been a lively and accepted member of the trade and industrial associations. I have had the pleasure of travelling in the US on two major promotions with Herb Minich. His qualities include a most agreeable temperament and an ability to stand up under pressure.

We shall miss you Herb but you leave a competent organisation behind, one with which we shall continue to cooperate.

### **Berlin And More**

For the ninth time Hong Kong is participating in the "Partners for Progress" Overseas Import Fair in Berlin. I am happy to say that the promotion is being well supported by Hong Kong firms. This year, Hong Kong will be represented by 16 firms at the Fair promoting a wide range of Hong Kong products. These include garments and textiles, electronic watches and calculators, ivoryware, toys, jewellery, giftware, household utensils, transistor radios and cassette tape-recorders, stationery and sundry items. To widen the range of products on display, the Chamber has also accepted samples from 30 Hong Kong firms interested in the promotion. This is a good opportunity for them to introduce their products to European markets at relatively low cost.

The HK delegation will go to Berlin towards the end of August with the Chamber's Clement Tsang as Manager. He will have a tough job arranging hotel accommodation, customs clearance of exhibits and the actual display of samples at the Hong Kong pavilion. He must also deal with enquiries about products on display from the 30 firms not represented.

After Berlin, six participants will be taking part in the joint Chamber-TDC trade promotion to Zurich, Vienna, Amsterdam and London. The rest of the delegates will disperse on their own business in Europe.

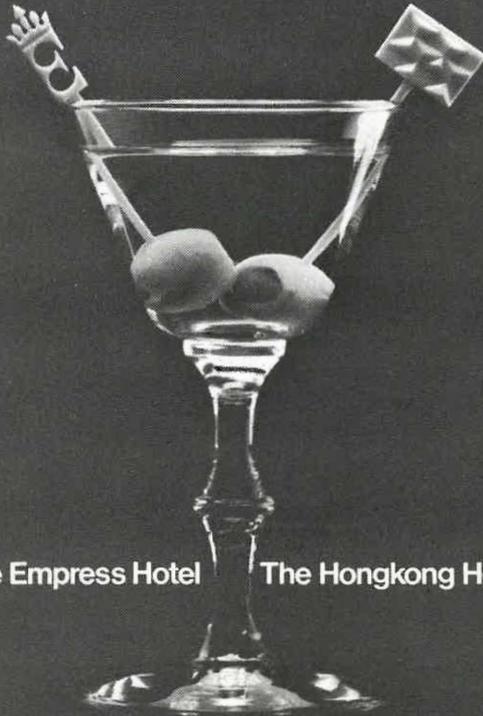
I wish them all good business. They are truly partners in HK's progress.

**Jimmy McGregor**

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## Flexitime Tomorrow's Fringe Benefit?

WHAT Manchester thinks today, London thinks to-morrow' used to be the proud boast of Lancashire textile industrialists in the days when Manchester was very much The World's Workshop.

Manchester is still important industrially of course, but it is a rather different Manchester, and presumably it still from time to time thinks. But in many ways, Hong Kong today, with its large and important textile industry and export trade, is the twentieth century Manchester. But not many of us would be prepared to assert that what Hong Kong thinks today, London will tomorrow.

One particular idea that HK has spasmodically thought about over the past few years is the concept of Flexible Working Hours. But this is quite clearly an example of what London does today, HK might do tomorrow.

One could enumerate many reasons why Flexible Working Hours seem appropriate to HK. And indeed, as Mr. J. H. W. Salmon, the general manager of HK Tramways points out, 'Flexitime has existed in HK for many years but it has applied to the whole business operation rather than to individuals—for instance, certain Chinese shops and restaurants which open at 11 a.m. and close at midnight or so.'

It may be appropriate briefly to explain what 'Flexible Working Hours' are.

There are various ways in which the concept can be implemented in

any particular business, but the most usual scheme is one in which the working day is divided into two periods—core time and flexitime. Core time is when all personnel must be at work in their offices. In the case of most offices it would probably be set from 10.00 am to 4.00 pm. Flexitime covers the hours on either side of core time, say from perhaps 8.00 to 10.00 am. in the mornings, and from 4.00 to 6.00 pm in the afternoons. During flexitime staff may, so to speak, come and go as they please, *subject always* to their completing a set minimum of hours within any given period of weeks, and to sufficient staff being available to man key operations or cope with rush periods at any given time.

The idea was developed in Europe during the sixties and has become especially popular in Germany, Switzerland and Scandinavia. *The Bulletin* described both the operation and benefits—and some of the drawbacks of flexible hours in an article in the February '74 issue.

A more recent report quoted in the *Financial Times* described flexitime as the fastest growing fringe benefit offered by a company to its office workers according to a new survey. Of the sample, 73 companies (27 per cent of the sample)—were running some type of flexible hours system and another 16 were contemplating the introduction of the system in the near future. Although a number of systems were operated, all had three factors in common — a minimum number of hours to be worked in any

one day (core time), a maximum number of hours; and a "time accounting" period over which a certain number of hours must be worked. Of 73 companies operating schemes, 62 stipulated a minimum number of working hours per day of between 3¼ and 6 hours.

And last Autumn the Employers Federation of HK issued a circular to their members reporting that in the U.K. in early 1974 about 500 organisations employing about 100,000 workers had adopted the system. Six out of seven workers in the organisations surveyed said that flexible systems made a difference to their working hours (in other words they took advantage of the system) and almost 50 per cent varied the hours worked from day to day. The reported advantages of the system most widely appreciated by the staff include:

- i) better balance between working and private life;
- ii) the ability to avoid rush hour transport congestion;
- iii) the opportunity to finish a task before leaving work in the evening;
- iv) the ability to accumulate time off;
- v) flexibility of lunch hours.

Employers also expressed satisfaction with flexible working hours and none of those surveyed contemplated a return to fixed hours. Among advantages listed by employers are:

- i) the elimination of time-keeping losses and the need for petty discipline.

- ii) increased responsibility for staff and a better working climate.

The HK Government is known to have considered the subject, possibly with a view to introducing it into some of their Departments. Several of the larger HK companies in the private sector are also known to have given thought to the subject.

The Chamber decided that it might be worth looking into the attitude towards flexitime in Hong Kong. As a preliminary step, a small number of employers in typical and key industries—banking, insurance, trading, manufacturing, the utility companies, and the professions were approached and asked for their replies to a set of questions. Additionally, several—but not all—of the larger providers of public transport were also asked separately for their own specialised comments. And finally, the staff of the Chamber, which can perhaps be regarded as a medium sized commercial office, were also asked to give their preferences towards working more flexible hours.

### Under consideration

Two alternative questionnaires were sent out — one aimed at companies already implementing a flexible approach to work, and another at those which did not have such a scheme. The second questionnaire was the more widely used. Of the companies replying, only one claimed to practise a flexitime scheme. However, some forty per cent of respondents had at one time or another considered, or were still considering, a flexitime

scheme for their own companies. In each instance, these were large—in some cases very large—companies, with a spread of different activities and departments. They included banks, insurance companies, manufacturers and a utility company. They included local companies and multi-nationals. Without follow-up in-depth research it would be difficult to give a clear picture of the exact reasons for or against using flexitime in each of these companies. The questionnaire did however attempt to look in broad detail at companies' thinking on the matter.

It was assumed that flexitime was likely to be introduced for one or both of two main reasons. Firstly, that it would improve productivity, and secondly that it was a benefit that the staff would appreciate (which in itself might of course have a bearing on the first of the two factors). Advocates of flexitime stress that a major reason for its introduction is that it does increase productivity, although it is not always clear just how this is achieved. Arguments put forward are that it cuts down, even perhaps eliminates, absenteeism or bad time-keeping; that it encourages staff to finish tasks more quickly within the working day, rather than leaving them uncompleted or postponing them as 5.00 pm approaches; that it improves morale and thus leads to a better working atmosphere; and that it cuts out 'clock watching'.

Forty per cent of respondents believed that flexitime might increase their own company's productivity.

Those who professed this belief were not the identical 40 per cent that had considered applying flexitime, so one very obvious reason for not implementing it emerged in the case of the 20 per cent who had thought about it but decided against it. Oddly enough, another 20 per cent who claimed that they had never considered implementing flexitime still considered that it might have a beneficial affect on productivity. One respondent tellingly qualified his reply 'yes—if well implemented.' Almost the entire sample believed their staff would favour flexitime. In fact only two respondents thought their staff would prefer conventional working hours.

### General opinions

We asked the question 'for HK in general do you believe more widespread adoption of flexible working hours by the business community would bring advantages/disadvantages /make no difference?'. Over 60 per cent believed there would be advantages, while 25 per cent thought there would be disadvantages.

Turning to individual reactions to the subject, the main doubt concerning the benefits of flexitime arose from problems of implementation and control. Some respondents spoke of the costs of installing a system and of the time spent in supervising it; others referred to the problem of ensuring that adequate staff were present during non-core time and rush periods; some were sceptical of the efficiency and accuracy of any device or system for

recording working hours; and others felt that it would increase work and perhaps create stress among management and supervisors etc. Thus, in one way or another, doubts of successful implementation was seen to be the major deterrent to taking any further the idea of flexitime.

A variety of other disadvantages emerged, some of which were relevant only to the particular circumstances of the respondent—for instance, some of the banks anticipated that there might be a problem with international clearing arrangements.

Probably the second most widespread doubt concerned contact between people, both inside and outside the organisation. Over 25 per cent of respondents felt that problems of one sort or another might emerge—staff would not be available to meet clients they (the client) wished it; executives would have less time to keep in touch with each other, both in formal meetings and informally; customers might be kept waiting in flexi-periods, and so forth.

There was also some scepticism as to whether flexitime would have a beneficial effect on productivity. One respondent very directly said 'staff would adjust to a lower workload, and become incapable or responding properly at peak periods.' Another felt that there might be an incentive to complete work hurriedly and inaccurately so as to leave the office early. The majority of respondents did in fact see problems of one sort or another in maintaining normal and efficient work loads. The advantages

—and this seems significant—were seen predominantly in terms of staff welfare and social benefits, rather than in terms of business benefits.

But probably the largest single benefit that respondents imagined would result would be a lessening of HK's congestion on the roads, in restaurants and elsewhere. This was stressed by one third of respondents, in one form or another.

The emphasis on staff benefits and social factors does not however imply that there were no business benefits to be gained. Several respondents in commenting on benefits referred us to the short descriptive article we had sent with the questionnaire, as background material for those unfamiliar with flexitime.

### Execs use it

Random observation suggests that most executives in HK do already use 'flexitime', even if it is not formally called such. Very few in positions of responsibility, either by choice or by force of circumstances seem to be able to observe a strict nine-to-five day, with say a one hour lunch break.

Perhaps most interestingly of all two companies (one of which is an American company) saw flexitime as an opportunity to *extend*, rather than to restrict, service to customers, clients etc. This is an aspect of flexitime which some service-oriented organisations seem completely to have overlooked—namely that flexitime, if the opportunity is properly taken, does allow the office to be open from eight to six rather than nine to five.

Generally speaking the public transport companies were in favour of flexible hours, but with some specific reservations. For instance: 'if flexitime could spread or prolong the peak period it could be a good thing particularly for those forms of public transport that are expanding because it would reduce wasteful expansion. On the other hand it could militate against those modes whose expansion is dictated by demands on fixed routes.'

Mr. E. L. Rees of the CMB pointed out that flexible hours need not be extreme—at present most offices in Central finish at exactly the same time, be it 5.00, 5.15, 5.30 or 6.00 pm. A small adjustment to staggered closing times within this hour—some 5.10, others at 5.25, and a further group at 5.50 pm, could ease pressures on transport. Mr. Gerry Forsgate of Kowloon Wharf and Godown believed that flexible hours would contribute to easing traffic problems but that in order to gain widespread acceptance the lead would have to be set by the largest of HK's employers—the Government.

The Chamber did not in fact approach the Government and this perhaps should be done at some later date.

In an attempt to assess the usefulness of further effort we asked Members if further research into the subject would be of benefit to them. Replies varied from the two extremes of 'No, save the time and energy' to 'we look forward to hearing further from you on this most important

subject.' Overall, exactly two-thirds of companies responding felt that further research would be helpful.

And what of those who are most directly affected—the staff themselves? We asked the Chamber's staff if, given the choice, they would prefer to work a standard nine to five day or to adopt a more flexible approach. We stressed however that it was *not* the Chamber's intention to introduce flexitime.

### Staff reactions

Staff that replied—a minority did not—were split exactly down the middle, 50 per cent in favour of flexitime, 50 per cent preferring nine-to-five. Our Director was in the latter category, but preferring 9 to 7! However, the result does suggest that perhaps flexitime is not as great a benefit in the eyes of staff as some employers might believe, or that the inconvenience of crowded public transport or lunch-time restaurants places as great a stress on people as is sometimes imagined. But it would be wrong to accept this straight yes/no vote without looking more closely into the motives behind the choice.

Flexible working hours is one of those many subjects on which it is impossible to form a conclusion until one has tried it. The one respondent who claimed to practise flexible hours unfortunately did not reply at length, although we may wish to follow-up with him. He did however claim that it had increased productivity and that staff preferred it. And of course any

cont'd. Pg. 35

# Are You Short of Staff?

WITH the all-round recovery of the Hong Kong economy, the business sector is increasingly complaining about the labour shortage. But have employers ever thought of utilising another source of labour ready and waiting to be recruited? Many employers perhaps do not know that there are several voluntary employment agencies and facilities at their disposal in Hong Kong.

The Employment Service of the Hong Kong Council of Social Service is one of them. It was established in 1959 and reorganised in 1970 by the Hong Kong Council of Social Service to assist some 60 member or voluntary social welfare agencies to find jobs for their clients—socially handicapped persons.

The socially handicapped can be classified under six categories: discharged prisoners, ex-drug addicts, probationers, the elderly, those with personality problems and new arrivals.

The Employment Service has three purposes—the fulfilment of the social and charitable duty to assist the less fortunate and needy persons to start a new life; the reduction of expenditure on public aid by helping the socially handicapped to be financially independent in gainful employment, and the provision of another source of workforce for the development of the Hong Kong economy.

The Employment Service acts as a liaison office between employers and employees and seeks to match the right person with the right job. On its Committee are representatives from The Hong Kong General Cham-

ber of Commerce, the Chinese Manufacturers' Association of Hong Kong, the Federation of Hong Kong Industries and other related organisations and Government departments. The present Chairman of the Employment Service Committee is Mr. J. P. Lee, General Secretary of the CMA. Miss Cecilia Fung represents the Chamber.

*The Bulletin* recently interviewed Mr. J. P. Lee, Chairman of the Committee and Mr. Dominic S. C. Tang, Supervisor of the Employment Service in order to discover more about the work of the Committee and what it can do for Chamber members seeking staff.

## Aims

Mr. Lee came straight to the point, "The aim of the Employment Service Committee is first of all to educate employers and the general public to have concern for the socially handicapped in order that they can accept and employ them. Secondly it co-ordinates the work of employment services among the various social welfare agencies. And thirdly its job is to assist the socially handicapped in taking their rightful place in the community."

Speaking of actual placements, Mr. Lee said, "With the recovery, the situation has greatly improved during the fiscal year 1975/76. The average placement rate has risen to 37 percent, i.e. 305 placements out of 822 applicants. That is a very encouraging figure for us.

In answer to a question raised by *The Bulletin* about employers' attitudes

towards the socially handicapped, Mr. Lee said, "There are naturally some employers who are reluctant to accept these socially handicapped persons. But there are a great number of employers who readily offer vacancies to the socially handicapped and actually find them very satisfactory.

Mr. Tang added emphatically, "Our clients have mostly had a secondary or at least a primary education. The illiteracy or semiliteracy rate is only about 12 percent.

A potential employer would naturally be interested in any possible relapses. Mr. Tang said, "It's true that some clients may make mistakes or even commit crimes again after they have been employed, but the proportion is as low as only 6.6 percent. That is why we carry out 'after-care' service to each placement. We do not close a case until both the client and the employer come to the happy conclusion "it is the right person for the right job." Mr. Tang has on file many case histories which show the success rate. The following are two of them.

"Mr. Z had a long prison record and had been a drug addict. He left his wife and their only son and lost everything in life before he came to the Employment Service for help. He was finally recommended to the post of watchman at a metalwork factory. The employer observed Mr. Z at work for a few months and had such faith in him that he entrusted him with the sole care of the factory premises and its goods. Mr. Z has disentangled himself from his un-

pleasant past and now leads a respectable life.'

"Mr. L is a young man of 22 but looks considerably less as he is only 4'3" tall and weighs 60 pounds. Although he passed the Chinese Secondary Certificate Examination in seven subjects, his boyish appearance made it difficult for him to find work. He was referred to the Service where the Placement Officer restored his confidence in himself and recommended Mr. L to a hotel as office assistant. The Personnel Officer of the hotel was understanding enough to accept L's social handicap and sharp enough to appreciate L's potentials as a good worker. Thus he employed L and has been very satisfied with his choice.'

## An investment

"It is important that this very worthwhile task of assisting the handicapped to secure employment, which is essentially one of helping them to help themselves, should not be regarded by the public as charity but as an investment in the well-being of the community. Socially handicapped persons are capable of productive work and of fully earning their keep—they should be given the opportunity to do so," said Lady McLehose at the opening ceremony of the Employment Service Exhibition in May this year. Most members will agree with her, so should a vacancy in your organisation arise, the persons to speak to are Mr. Dominic Tang of the Employment Service (3-675202, 3-676280, 3-686770) or our own representative, Cecilia Fung (5-237177).

# Our Man Down Under

**M**EMBERS will probably have seen the recent announcement in the local press concerning the appointment of Mr. W. H. ('Bill') Newton as the Chamber's representative in Australia. Mr. Newton's job will be to carry out industrial investment promotion work on behalf of the Chamber. This will include follow up work and preparation for our industrial investment promotion missions. He is due to take up his new post on September 1st.

Bill Newton is of course no stranger to Hong Kong industry. For the past nine years he has been the Executive Director of the Hong Kong Productivity Centre, a job which has brought him into close contact with many different fields of local industrial development, including management, technical and professional training, consultancy and research as well as overseas promotion. He participated in HK's first industrial investment promotion mission to Australia in March 1975 and has represented Hong Kong at many international and regional meetings of an industrial nature.

He also knows Australia and Australian manufacturing well, having spent 18 years in Australia as a management consultant, during which time he amassed a great deal of experience and useful contacts with Australian companies. He also carried out feasibility studies into potential overseas investment locations, including Hong Kong, for Australian companies.

Prior to joining the Productivity

Centre he was associated with the International Labour Organisation (ILO), based in Geneva, and assisted directly in the establishment of the Korean Productivity Centre under the United Nations Development Programme. The Chamber can consider itself extremely fortunate that Bill Newton's knowledge and experience of HK industry are now going to be added to our efforts to attract more industrial participation by Australian companies.

Bill Newton is looking forward to his new job. He is genuinely enthusiastic about the advantages offered by Hong Kong and about the prospects of inducing Australian manufacturers to consider HK as an area for offshore production. He considers that HK's campaign to attract overseas industrial investment has started at just the right time.

## Sound

As he says, until quite recently industrial investment promotion work in Hong Kong was largely, although of course not entirely, a laissez-faire type operation left in the hands of the private sector. That HK has succeeded in attracting so many overseas companies here already testifies to the soundness of the place.

'Now Hong Kong has a solid industrial base and an excellent infrastructure, the time is ripe to mount a comprehensive campaign and to make a greater effort to advertise our attractions. I believe we are now entering a higher stage of industrial develop-

ment, just as Australia, Japan and other countries are entering a new stage. We are in a position to manufacture goods which it is no longer profitable for them to manufacture, but which nevertheless demand a high level of technology and skill.

'With the escalation of manufacturing costs in Australia, companies there find it increasingly uneconomical to produce certain types of products or components. For example I came across a company last year, one of whose major products was in danger of pricing itself out of the domestic market. A company with this kind of problem would be an ideal candidate for offshore production in Hong Kong to the benefit of the Australian operation as well as the HK end. There must be many others in the same position.'

He continued, 'Although labour costs are not as low here as they are in some countries in the region, I think the disparity is sometimes exaggerated. In other countries companies have to pay various special taxes which must also be taken into account.

'Besides, HK's higher labour costs are more than compensated by our excellent infrastructure—banking, finance, communications and so on. This is a very important advantage. It is much easier and faster to get started here. I think Hong Kong can't be marched in the whole Asian region in this respect.

'Another area where HK scores is our stability—Australians consider

HK to be more stable than other potential investment locations.' Bill Newton will be based near Brisbane, but his work will entail regular visits to Sydney, Melbourne, Newcastle, Adelaide, Wollongong and other industrial centres. He will also be promoting Hong Kong through participation in conferences, seminars and other functions.

## Make contact

One of the first tasks, he says, is to make contact with companies which were approached by HK's two earlier missions, to clarify various points and bring them up to date on developments in Hong Kong. He has no plan to make regular visits to HK, since the Chamber will keep him well informed about the local scene, but if there are Australian manufacturers who would like to come here he might be able to arrange a group visit and accompany them.

'When I visited Australia last year I found a greatly increased level of knowledge about Hong Kong among Australian businessmen. There are far more Australian businessmen coming here these days. They are definitely interested, and now that the Australian economy is picking up and inflation is slowing down many of them can set their sights on expansion.'

Bill Newton is already installed in Australia and is putting his feet up for a while before he takes up his new post on September 1st. We wish him a happy and successful semi-retirement!

# Picture Briefing



Over 40 Member firms will be participating in this year's Berlin 'Partners for Progress' Fair to be held in August. Here Clement Tsang, Manager for the Group, briefs delegates, with the help of visual aids, on what to expect at the Fair.



W. H. (Bill) Newton has been appointed the Chamber's representative on industrial investment promotion in Australia, effective September 1. (see page 18).



A working lunch session was organised on June 30 to allow members of the China Area Committee to discuss matters of interest with senior representatives of the Bank of China and the Chinese General Chamber of Commerce. Seen from left are Mr. Chen Hung, Bank of China, Mr. W. M. Sulke, Chairman of our China Area Committee and Mr. Chiu Oi Wah of the Chinese Chamber.



Mr. John Pain, Executive Director of the Hong Kong Tourist Association attended a Home Affairs (Committee Meeting on June 25. Picture shows Mr. Pain (second from left) describing the activities of the HKTA members.



The Rev. K. L. Stumpf, OBE is featured in this month's Speaker's Corner (page 27).



Photos of a luncheon seminar held in Sydney for the HK Industrial Investment Mission to Australia were recently sent to the Chamber by the organisers, the Metal Trades Industry Association. One of these photos show the Director in deep conversation with Mr. Jeff Jenkins (left) Manager of Trade Services of MTIA and their Public Relations Director, Mr. Les Davies (right).

# HK-Tourist Hell? or Tourist Paradise?

John Pain of the HKTA sets the record straight.

**T**HE itinerary of the typical tourist arriving in Hong Kong gets off to a bad start when he is greeted by sulky looks and an indifferent attitude by health and immigration officials at Kai Tak. 'If this is how they treat friends, God help those they don't like,' the visitor murmurs as he waits patiently for the official to conclude a private conversation. Our tourist is next taken—literally and figuratively—for a ride by a HK taxi driver, who persuades him that a hundred dollar bill represents only as many cents. Thus \$400 changes hands in return for a fare of \$3.80 plus tip.

As he bestows his belongings in the hotel room, the tourist finds someone has stolen his camera. Cursing under his breath, he makes his way down to the bar to seek relief in a single stiff Scotch and is presented with a bill that creates the impression he has called for drinks all round.

He is tempted to bolt straight back for Kai Tak, but he has already signed up and paid for a three day programme, and he is damned if he is going to write off that amount too.

Next morning he gets on the coach for his New Territories tour, and is treated to a long harangue from a guide who explains how poor everyone in HK is, how the whole place is virtually sinking under the weight of its pollution, and is pointed out such celebrated landmarks as the headquarters of the local triad society.

'And a murder took place just outside that building only yesterday. If you go out at night, better be careful . . . .'

Should he risk an evening stroll after dinner? He takes the plunge and returns to the hotel well and truly alive but minus his wallet, which now lies discarded in the alley while a pickpocket gleefully counts all those red bills.

He locks himself in his hotel room for the next one and a half days. But he eventually screws his courage to breaking point. It would be too much loss of face to tell the folks back in Poughkeepsie that he hadn't bought even one small piece of jade. After dubiously inspecting several local jewellers he chooses his shop. He timidly inspects the pieces put before him by a shop assistant who yawns noisily into his face and, when he queries just one price, angrily exclaims, 'Yes, two thousand dollars, don't you speak English?'

## Prize purchase

It is with relief therefore that he falls in with a friendly fellow-countryman in the Departures Hall at Kai Tak. Encouraged after his first few minutes of friendly conversation in three days, he proudly displays his one prize purchase.

'How much d'ya say? Two THOUSAND. Gee, they saw you coming, friend. It's mebbe worth two hundred.'

That an element of exaggeration runs through this narrative will by now be apparent to HK's most rabid detractors. What is the true picture?

Fact—the majority of visitors coming to HK react favourably to our town and countryside.

Fact—the number of specifically

favourable comments far outweighs the number of specifically adverse comments.

Fact—the number of actual complaints lodged is remarkably small—for instance, only 17 out of the 600,000 tourists to visit HK this year have complained of their treatment in jewellers shops.

Fact—many European visitors still comment favourably on our prices, and visitors still spend over 60 per cent of their cash here simply on shopping.

Fact—the average tourist is not molested, mugged or murdered.

These were some of the points to emerge from a briefing session organised by the Home Affairs Committee last month, when John Pain, Executive Director of the HK Tourist Association was invited to set the record straight in the face of seemingly growing adverse reports of HK's treatment of its visitors.

Mr. Pain's organisation does have its problems, of course. But contrary to one popular view, neither Mr. Pain nor his assistants spend the majority of their time listening to complaints from irate tourists. 'In fact, the complaints that the average HK resident imagines are constantly being made are rarely made at all,' John Pain says.

The average visitor appears to like both HK and its people. True, some do complain about prices, and particularly the lack of fixed prices in some shops, while others feel that local people could be more helpful and courteous. But one of Mr. Pain's main problem is of a rather different

nature—how to persuade the large majority of satisfied visitors that HK is worth a second, third or even fourth visit?

'They say, "Sure, we found some bargains in the shops, and the scenery is beautiful, and everyone we spoke to was helpful, and we've had a great time generally." We then ask them "Will you be coming back some time in the future?"', and they reply "Well, we're not sure, but we guess probably not—maybe some day".'

## The tour deal itself

Much of the reason for this state of affairs, Mr. Pain suggests, lies in the nature of the deal that tour operators offer their customers. Hong Kong tends to be a stopover break between, say, Japan and Bali. The average length of stay in HK is still less than four nights. In Japan it is eleven nights.

Yet with careful tour organisation, it does not require much hard selling to persuade the tourist to stay this length of time in HK. Some of the better operators have succeeded in doing exactly this, and apparently to the complete satisfaction of their customers.

In order to capture the imagination of the tourist, the tour operator must break away from the old concept of Hong Kong as a place where the visitor simply breaks his journey in order to do some shopping and to take a look at the Chinese border.

However, no tour operator can be expected to provide his customers with an imaginative deal if he does

not have the right material to offer in the first place. And this is where the business community can help.

The HKTA believes HK must expand from being a shoppers' paradise into a place that is interesting in its own right. This can only come about if local people, and particularly those in a position to invest and able to wield influence, can assist in making HK a more interesting place.

Mr. Pain points to the Oceanarium as an ideal example of the type of thing that will persuade the visitor to stay on for an extra day or so. Already tour operators are enthusiastic about it and are booking it into their regular programmes. The Arts Festival and the Arts Centre are further examples of the right type of development.

### **A part to play**

These, of course, are large scale and ambitious projects, but smaller scale projects can play their part too—the development of local arts and crafts and cultural events for instance. The Lantern Festival in Victoria Park, promoted by the HKTA, provides a small scale but highly successful example.

'The new Government stadium is an example of the way Government is helping. The public sector can help generally in improving the infrastructure, new roads and so forth. And the private sector has a role to play by developing new resorts and attractions such as golf courses or marinas,' Mr. Pain says.

Facilities such as these will help

considerably in persuading the visitor to stay just one extra night, this of itself will help to increase the average length of stay by 25 per cent. Mr. Pain points out that the TA's policy is to advocate facilities that will appeal equally to local people as well as visitors, so that everyone gets something out of the deal.

In this way, the role of the TA is not only to assist HK in generating foreign exchange through earnings from tourism, but also actively to improve the quality of life for local people.

The TA goes to considerable lengths to study the reactions of visitors coming here. And the picture that emerges is far from unfavourable to HK.

Firstly, it is certainly not true to say that HK has priced itself out of the bargain shopping market.

The TA does not attempt to deny that prices in HK have risen, as they have in every major world city. HK prices are no longer so attractive to North American visitors as they were a few years ago. But European visitors still frequently find HK inexpensive for shopping.

Mr. Pain goes on to point out that many of the visitors coming here are also big spenders by any standards. Many of the visitors from the South East Asian region (most of whom are Chinese by race) fall into this category. Visitors from South America, for instance, although not large in absolute numbers, also spend freely while they are here.

'And virtually every visitor who

takes the time and trouble to shop outside of Central District comments favourably on the bargain prices available. Not many visitors actually have time to discover the shops specialising in goods from the People's Republic of China, for example. But those who do are quite likely to spend a small fortune in them,' Mr. Pain says.

'The need to allow time to get off the beaten track in order to find much of the best shopping is in itself a good reason for seeking to lengthen the average length of stay.'

One indication of the fact that the HKTA is a get-up-and-go organisation was their approach to the reports that began to filter in some two years ago concerning crime against Japanese tourists.

Mr. Pain makes the point that many of these reports were exaggerated, particularly by the press in Japan which gleefully appeared to publicise as widely as possible the unfortunate experiences of individuals. This basically was a PR problem and the answer was to mount an aggressive PR effort in Japan to persuade the press that in HK every second HK citizen was not actually a mugger or pickpocket. This worked well and reports in the Japanese press depicting HK in an adverse light have now considerably abated.

More serious was the fact that some of the reports concerning crimes against tourists did have a basis in fact. Evidently, word had spread through the criminal community that the Japanese presented an easy option', since, partly because of their

lack of English, they would rarely complain or make a fuss when robbed or cheated.

'Americans and Europeans have never really been a target for criminals and very few of them in fact ever suffer,' Mr. Pain says. 'This is partly because an American or European is more inclined to react aggressively if he is being robbed or cheated. He will raise a hue and cry or complain to the police, and this makes life difficult for the criminal. So, by and large, the criminal prefers to leave Europeans alone.'

### **Campaign**

To help improve the situation of the Japanese visitors a campaign was mounted by the TA with help from the Police and tour operators. The tour operators were persuaded to improve the management of their tours, so as to eliminate opportunities for robberies, while the Police took steps to see that areas frequented by tourists were well patrolled, and followed up diligently reports of thefts from tourists. The results of this concerted effort have been highly successful, and as a result Japanese visitors are now much less likely to become the special prey of criminals.

A system that deserves fuller consideration, not only in reducing the opportunities for tourists to be cheated or robbed, but also to offer them a better deal in general, would be a licensing system for tour operators, Mr. Pain believes.

He appreciates that such a system would have difficulties in implementation and that the HK Government is

traditionally reluctant to interfere with the conduct of business by insistence on arrangements such as licensing. But one possible benefit of a licensing system would be an improvement in the standard of guides. Mr. Pain stresses that HK has some very good guides, and the TA, in conjunction with The Hongkong Association of Travel Agents, runs a training course, from which the guide graduates as 'TA Affiliated Guide.' Other guides however receive little training and in some cases are not really suited to the job in the first place.

'Anyone who wishes can set himself up as a tour operator,' Mr. Pain says. 'At present the TA can only use persuasion and exhortation on these companies. It has no direct jurisdiction over their operations. Even when a company is a Member of the TA, we can only call its attention to the need to improve standards, we cannot force a Member to implement improvements.'

'The very most we can do is to expel him from Membership. This might have some effect, but needless to say it won't put him out of business.'

Ironically, it is of course the low-quality operators who have most need of the TA's rules for member agencies. So expulsion from membership is in itself a somewhat self-defeating solution.

Mr. Pain admits that another of his minor problems is the initial reception accorded to arrivals at Kai Tak. The problem is not usually one of inefficiency, over-zealousness or outright

rudeness, but more of attitude.

'It's just that everyone looks so sad and completely uninterested in the visitor—almost as though they are saying "Why on earth have you bothered to come here?"' one local resident confirms.

Mr. Pain strongly recommends to senior Government officers that they can best assess the situation if they visit the airport unannounced and incognito. 'I've toured Kai Tak in company with several senior Government officers,' Mr. Pain says. 'And of course everyone is full of smiles and brisk efficiency. Precisely because they have been warned beforehand an inspection is to take place and they respond accordingly.'

The fact that the TA is aware of the problems facing tourists, and takes pains to investigate and quantify areas where problems exist, and does something about these problems when they seem serious, is just one small part of its activities.

'But most of my time, and the TA's effort generally, is devoted to positive promotion of HK,' Mr. Pain says.

That their efforts are successful is beyond dispute. The growth in visitor arrivals has gone up steadily year by year, and even during the recession of 1974/5, HK did better than many competitive centres, in that the number of arrivals still crept marginally ahead.

'The increase in oil prices which helped to trigger off the recession was not a major influence on tourism,

**cont'd. Pg. 35**

## Speaker's Corner

### Rev. K. L. Stumpf, OBE

'I didn't sit down with a beautiful blueprint. I acted under pressure, things had to be done, human needs had to be met.'

Karl Stumpf was recalling how the Hong Kong Christian Service, of which he is Director, had its beginnings in a Hong Kong devoid of almost any social service. That was in the early '50's. Today much has been done, but as far as Karl Stumpf is concerned, there is still vast room for improvement.

'At that time it was very easy to get money, everybody wanted to help. I never became too tired to write letters, not letters of sentiment but fairly objective reports documented by facts and figures. From two employees then, we now have 300 and our budget has increased, from US\$500 to one million in 1975.'

That million dollars goes a long way. The Hong Kong Christian Service is now a voluntary agency covering the entire spectrum of welfare activities—day nurseries; medical and dental clinics; a society for helping and training the blind which also runs workshops and hostels for them; training centres for handicapped children; school social work; foster care; vocational training; psychological assessment; youth centres, right down to basic material aid.

'I did not like the idea of doing multi-purpose agency work because it is much better to concentrate on for instance, children or the aged but at that time there was simply nothing in existence. It wasn't enough just to

give people foodstuffs. People had other problems—education, vocational training, financial and of course medical. So we opened a clinic. Then we moved into vocational training. Then we went into day-care centres. One thing developed after the other, not in a systematic fashion.'

Karl Stumpf did not come to the East as a missionary. He was a member of that more prevalent breed, the businessman. He arrived in Shanghai in 1937 as a scientific representative of a large German pharmaceutical company. So how did a pharmaceutical representative become a social worker cum pastor? It started in Shanghai where one might say his social conscience was awakened and he realised his vocation.

### Refugees

'Into Shanghai came thousands of Jewish refugees from Europe. Being an International Settlement, they didn't need permits so they poured in. Together with a German theologian, we started a Jewish Refugee Programme for those who had been baptised Protestants. We both lost our jobs because of pressure from the Nazis in Shanghai.

'After the war, I became involved in the second Refugee Programme when the Communists approached Shanghai. There were many Europeans there, mainly White Russians. These people were terribly afraid they would be deported back to Soviet Russia so we formed the Coordinating Committee for Foreign Refugees. We were businessmen, missionaries and

consular officials. The idea was to help these people get out of China.

'After the war I was asked whether I could perform church services because there was no pastor left, so a cable was sent off to the German Church to ask whether they could ordain me. Although I had never studied theology, I was ordained as a Lutheran pastor and took charge of two churches.

'It was not as difficult as it sounds; I had been involved in church activities and had helped the pastor in all kinds of services. Two American missionaries put under house arrest by the Japanese had trained me and I learnt Greek and Hebrew.'

## After China

Karl Stumpf spent two years as pastor to these two churches as well as continuing to earn a living working for a French pharmaceutical firm. The Chinese authorities, in the meantime, couldn't figure out what he was doing there. They settled for the explanation that he was just a 'German socialist kind of chap' and not dangerous. They allowed him to leave China in January, 1952. His plan was to go to the US to study theology.

'When I arrived at the border, a Dr. Chandler was there to meet me. He was Director of the World Council of Churches Service to Refugees which had resettled millions of people after World War Two in cooperation with the UN High Commissioner for Refugees. He had heard of me and had come to HK to find out the state of

the foreign refugees in China.' He said I should stay in Hong Kong. He flew back to Geneva and a few days later a cable came which read, "You are appointed Director, World Council of Churches Lutheran World Service to Refugees".'

The resettlement of White Russians from China to countries that would take them was his first task. Karl Stumpf travelled all over the world to get governments' acceptance.

'These people were never refugees in the true sense of the word. They were hardworking and were never in camp. They didn't have a refugee mentality so I pleaded with governments to give them a chance.

'It was a slow process but the end result was that we resettled over 30,000 people and now only 1,000 are still in China.'

By 1954 Karl Stumpf saw a local need for his voluntary services. It was now the turn of the Chinese refugees and so he wrote to Geneva. Soon after, the World Council of Churches and the Lutheran World Federation separated. Today the Lutheran World Federation is the Hong Kong Christian Service, a local voluntary agency within the Community Chest framework.

Karl Stumpf believes that today social welfare in Hong Kong desperately requires the preventive approach.

'We cannot solve our problems unless we make greater efforts in prevention. It is very difficult to quantify

prevention-type of work because you can't really prove that after you have done this or that in a prevention programme, you have, let's say, 100 drug addicts less. Think how long we have had drug addiction—if we have only law enforcement, then we will have it forever because law enforcement simply will not eradicate the problem.

'And so I have been a strong defender of preventive work. We may not have all the answers in preventive social work but we know a lot of the causative factors of crime, delinquency and drug addiction. It is high time that the HK Government spends much more money, much more effort and time in preventive work.'

'Just take housing. I remember when the first resettlement estates were set up, I was in the office of the Commissioner of Police at that time. He pointed his finger in the direction of Taihangtung and Shekkipmei, and he said, "That is where our problems start". A medical specialist I knew saw these same tiny little rooms of nine by twelve feet for a family of five, the breeding ground for tuberculosis. Both were right.

'We should never have built Shekkipmei and Taihangtung. Now we have to pull them down and we have to move people like cattle again from one area to another.'

The subject of youth is one of great concern for Karl Stumpf. He is advocating the establishment of a Government Youth Department to centralise and plan intelligently for

what youth, half the population of HK, needs.

'Every department of government has something to do with youth and then you have the so-called youth agencies. All that they recommend finally is recreation, recreation, recreation. As if young people want nothing but hiking, football, and basketball.'

'In the youth field we need a Department staffed with people of different disciplines, working in close cooperation with other government departments, but which will take away from these departments their fragmented types of youth work.'

## Youth

Mr. Stumpf is concerned particularly with the youth of the lowest income group, who because of their language and manners are not catered for by youth organisations. These were the youths who would become tomorrow's drug addict or triad member. 'Youth organisations cater to middle class people. Only a government department with the necessary know-how and resources could get down to the lower levels.'

Since the Hong Kong Christian Service is a member of the Community Chest, it was inevitable that the conversation should move in that direction.

'We could do a lot more if the HK Government was somewhat more generous. My subvention is so small that I had to go to Germany and beg for money in March this year. But I

sometimes think it is a pity that I have to go to Germany when the money is available here. Within a few days, I raised \$700,000, because I have many projects which are not subvented. There doesn't seem to be a highly developed sense of social responsibility among our community.

'We need the Community Chest. We are grateful that these taipans try to raise funds for us but they too have to learn something from us. They must not be too far away from us. If they try to control us, direct us, then we have to defend our rights.'

### Mushrooms

He is also adamant that the mushroom-like development of welfare agencies in HK and the fragmented system at present should be halted. He called for a more sophisticated and professional approach to welfare work.

All the different social problems we have, they cannot be handled by anyone who has a good heart and wants to do something. I think we should be more selective, as in education and medicine. Not everyone should be allowed to run a centre of some kind. We should concentrate, consolidate and check very carefully who's doing a really good job, who spends the money well and who gives the best service.

'And subvention on a discretionary basis is, in my mind, an admission by Government that they are not willing or able to screen who's deserving

public funds. Maybe we're getting too much subvention, not too little, because we don't know what happens to the money which we dish out. That's wrong.'

### Subventions

Karl Stumpf also emphasised that the administrative procedures dealing with subventions needed attention.

'I get the money late in the year, two months after the new financial year has started. Who can run an office with 300 employees, not to mention the other 300 with The Society for the Blind, when I don't know in March what I'm going to get in April. And when I finally receive the information in April, I get a letter saying that *final* confirmation may come in May! My staff, the bills, the equipment—this is business, this is not just welfare. It's management and I like to be a good manager, not a poor ad-hoc decision-making kind of manager. So I would suggest that the Finance Branch should sit down and talk it over with us.'

### Human resources

'We are not really called into specialist groups like the Crime Prevention Committees or those dealing with the Social Causes of Crime. We appear once, make our speech, and we are never seen again! Why don't they make use of us? I'm 25 years in Hong Kong, I feel I belong here and I have no intention of going back to Europe. I'm available!'

## The New Territories —Meeting Tomorrow's Needs

'IF environmental standards are to improve, the bulk of new housing must be provided in the new towns in the New Territories . . . For such a programme to succeed, three things seem to be essential. First, good communications with the old urban areas . . . Secondly, the housing in the new towns must be accompanied by a full ration of what is essential to modern life. Thirdly, there must be work, and so sites for private commercial and residential development. These towns in fact must be built as a whole'. HE the Governor announcing the new housing plan in Legco, October, 1972.

With development in the urban areas already at saturation point, the New Territories is the obvious location for the future land needs of Hong Kong. With the Chamber's direct involvement in industrial development, the Chamber Council was interested in how the development in the New Territories was taking shape and with this in mind, they invited the Hon. D. Akers-Jones, Secretary for the New Territories, to a meeting in June where they discussed at length with him just what was happening north of Boundary Street.

Mr. Akers-Jones began by tracing the history of New Territories development. He informed Members that until about 1955, the market towns of the NT had expanded at a slow pace and the District Office administration remained small scale. In 1923 the New Territories Heung Yee Kuk was formed for the discussion of such matters as the introduction of

rating and the central issue of the freedom of the New Territories people to do what they liked with their land, there being some 38,000 acres of private land involved.

Mr. Akers-Jones explained that the Heung Yee Kuk was brought within a statutory framework in 1960 and since then had been closely consulted in the massive development programme when over 50 million square feet of private agricultural and building land had to be "resumed". (ie. taken under direct Government control) This involved the difficult task of uprooting tens of thousands of people and the movement of entire villages.

### The ratio

The acquisition of land for public development in the New Territories has for the most part been done by means of an exchange rights system. It was devised to give local landowners an opportunity to sell their stake in the new towns as a private transaction and to get their own price for it rather than to take a cash sum from Government as compensation for their ancestral property. A ratio of five square feet of agricultural land resumed for the exchange of two square feet of building land was fixed, because the proportion of development at that time was such that, in any given area, public works and development would cover three-fifths, leaving two-fifths to be developed privately.

Of a total resumption of 51 million square feet, Government has used the exchange system to acquire about 39



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million square feet. It is doubtful if the Government could have succeeded in the task of implementing the new towns programme unless Government had conceded to the demand for new land in return for land resumed.

It is envisaged that in the next 10 to 12 years the Hong Kong Government will have to resume an even greater figure, something like 60 million square feet of private land.

In December 1975 there were 4,400 registered industrial undertakings in the New Territories employing more than 124,000 people, whereas 14 years ago, in March 1961, there were only 337 registered undertakings giving work to 28,000 people. Since 1962 the Government had disposed of 31 million square feet of industrial land, 16 million square feet of commercial-cum-residential land and another 43 million square feet for miscellaneous purposes. The total land disposed of over a period of 14 years had been in excess of 2,000 acres.

Over the next four years, planned development would call for something like 15 million square feet of land available for disposal, mostly by exchange. (This figure does not take into account the Taipo and Yuen Long industrial estates.)

In the near future Government hopes to be able to offer a site of 40 acres situated on a spectacular series of terraces above the hills at Kwai Chung for low-density residential development. Possibly towards the end of 1977 some of the borrow areas which had been formed in the process

of reclaiming the Shatin race course could also be developed.

In answer to observations concerning a need to release more land at a more rapid rate for industrial development, Mr. Akers-Jones considered that Government was doing the best it could under changed circumstances. Until quite recently, that is, during the recession, the Government was unable to sell land at all. There was a need to prevent speculative development. One member suggested that this could be done by enforcing building covenants strictly. Mr. Akers-Jones said that 35 buildings were at present being developed in Kwai Chung alone and over half a million square feet of industrial land had been released in recent months. A similar area was expected to be released over the next few months.

Other subjects touched upon at the meeting concerned the development of Lantao, the site of a possible second airport, the introduction of rates and the expansion of the railway network. Mr. Akers-Jones then asked the Council for suggestions for the improvement of land administration.

One such suggestion was that what seemed to be an 'automatic' extension of the two-year grace clause in the building covenants attached to leases should be avoided and that, should the extension be given, then it should be given at a penal rate. It was also suggested that Government should offer the market rate for Letters B exchange rights. This would make more land available on a normal market sale basis.

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### FLEXITIME—continued

attempt to introduce a new concept in a basically conservative community such as HK is bound to arouse a certain amount of suspicion, be it justified or not. To quote Mr. Salmon of the Tramways once again, 'the lower income groups, particularly, like to sit down to an evening meal as a family, usually as near 5 pm as possible.' These are habits that are deeply ingrained and should be taken into account in any evaluation of the subject—it may be that *social* habits rather than *working* habits would determine the success or otherwise of any experiment with flexitime.

In a summary, it appears that HK employers are not overenthusiastic about flexitime for their own businesses, but that they regard it as offering benefits to staff. They are somewhat sceptical about the claim that it would increase productivity, and regard it as difficult to implement. On the other hand, the general opinion is that it could make a contribution to easing some of HK's problems.

Two final views, one respondent (an expatriate, we believe) summed up the whole question as 'too sophisticated for HK', while another respondent (Chinese, we imagine) perhaps hit the nail squarely on the head when he said that for responsible and conscientious staff it was an excellent idea, but that it could lead to abuse by the less responsible. Which is probably a fair summing up of the class that to date has the most direct experience of using flexitime — the executives themselves.

### TOURISM—continued

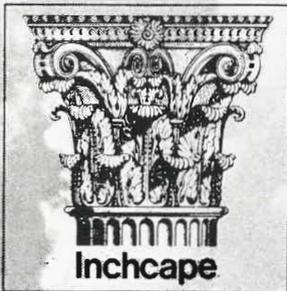
although it did of course have an effect', Mr. Pain explains. 'It so happened that for a variety of internal reasons, the tourist industry was heading for problems in 1974/5. This would probably have been a difficult period in any circumstances. The increase in oil prices and the recession were additional further problems that brought things to crisis point'.

HK has been assisted, both in good and not so good times, by the rational growth in the hotel industry, where the number of rooms becoming available for occupation has neither spurted ahead of nor lagged behind the market. By and large, the growth in the hotel industry has kept pace with tourism. 'The only shortage is perhaps inavailability of rooms at the cheap end of the market,' Mr. Pain concedes.

These problems of recession are now happily sorted out, and all the HK graphs are steadily moving upwards again. In the first 5 months of this year, HK registered over 600,000 incoming visitors, an increase of 22 per cent over the previous year, and also an increase over both 1974 and pre-recession 1973. This increase was spread more or less across the board, with particularly large increases being recorded in visitors from Canada, Australia and Western Europe.

'The Japanese are now coming back—not that they ever really stopped coming—and are still the largest group of visitors coming here,' Mr. Pain reports. 'If HK were all that bad, we just wouldn't go on getting this steady growth!'

# 英三傑



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鄉村俱樂部，渡假勝地，租遊艇碼頭等。」上述措施足可吸引遊客至少多待一晚，換言之則可使遊客留港時間增加百分之二十五。

## 價廉物美 盛譽猶存

潘恩指出，旅遊協會的方針是宣傳推薦遊客及市民均感興趣的遊覽設施。因此，旅遊協會的作用不僅是協助香港旅遊業爭取外匯收入，而且積極提高本港市民生活水準。

旅遊協會經常深入調查來港遊客的反應，發現遊客對香港的印象頗佳。

首先，認為香港物價過高的說法並無根據。旅遊協會不想否認，香港的物價與世界各大城市一樣，已有所增加。本港物價已不再如前幾年般吸引北美洲遊客。但歐洲遊客仍認為香港物價廉宜。

潘恩指出，許多訪港遊客的消費額極為可觀，其中包括不少東南亞各國的遊客（大部份是華人）。南美洲遊客人數雖然不多，但花費起來却甚濶綽。

「幾乎每個有時間走出中環去購物的遊客，都對物價低廉表示滿意。沒有很多遊客有時間發現中國國貨商店，但一旦發現就往會盡情購買，滿載而歸。」

## 加強措施 保護遊客

旅遊協會近來採取嚴厲措施，對付欺騙盜竊日本遊客的罪行。

潘恩指出有關此一問題的報導大多誇大失真。日本報刊往往將個別事件小題大做，以求轟動視聽。旅遊協會為此加強與日本的公共關係工作，經已收到良好效果，糾正了日本報刊對香港的報導。

問題在於，其中有些報導確有事實根據。日本人由於英語水平差，遭到盜竊或欺騙也很少反抗或投訴，於是竟被犯罪份子視為「理想對象」。

有鑒於此，旅遊協會與警察部門及旅行

社聯合發起了一項運動，改善及加強對日本旅客的服務。旅行社加強旅行團的管理工作，使劫賊無機可乘。警方則採取措施，加強旅遊區及遊覽勝地的巡邏工作，如接獲盜竊遊客的舉報則立即追查。此項聯合行動功效卓著，日本遊客已不再是犯罪份子的捕獵對象了。

## 主張實施 註冊制度

潘恩認為，為了保護遊客免受欺騙盜竊以及提高旅遊業的服務水準，理應考慮實施旅行社註冊的制度。實行此一制度確有不少困難，而且香港政府向來不願實行註冊制度以免干涉商業自由及經營自由。

但註冊制度顯然能提高導遊員的水準。潘恩強調指出，香港有不少優秀的導遊員。旅遊協會舉辦一項訓練課程，修業完畢即可成為「旅遊協會屬下導遊員」。其他許多導遊員却未經訓練，甚或並不稱職。

潘恩表示：「目前，任何人均可設立旅行社。旅遊協會對其只能勸說及告誡，並無權力管轄及干涉其行動。旅遊協會即使對屬下的會員公司，也只能請其注意改進服務水準，不能強制其實行改進措施。本會充其量只能將其開除會籍，但並不能令其結束營業。」

但開除會籍之舉其實是有弊無利，因為越是低級的旅行社越須要遵守旅遊協會會員公司的規則。

## 機場接待 態度惡劣

潘恩承認，另一個問題是啓德機場的接待態度。不僅是效率低下及禮貌粗魯，而是工作態度問題。

一位本港居民表示：「接待人員個個滿面愁容，對遊客全無興趣，彷彿是說『你究竟費事來這裏幹什麼？』」

潘恩籲請港府高級官員微服出訪啓德機場，才能看到真實的情況。「我會經數次陪同港府高級官員視察啓德機場，不言而喻，

人人滿面笑容，個個效率特高。當然只是因為他們事先均已獲通知而一改常態。」

### 遊客人數 有增無減

調查本港旅遊業存在的弊病，設法解決某些迫切的問題，祇是旅遊協會工作的小部份。

潘恩表示：「旅遊協會的主要工作，是向世界各國介紹、宣傳及推廣香港的旅遊價值。」毫無疑問，他們的努力已大獲成功。遊客的人數逐步增多。即使在經濟衰退的一九七四至七五年度，香港也比許多競爭國家出色，遊客人數仍畧有增加。

## 廖偉韜出任本會駐澳洲代表

會員商行諒已讀悉報載本會最近宣佈委任廖偉韜先生為本會駐澳洲代表。廖偉韜先生定於今年九月一日正式履新。其職責將是代表香港總商會進行促進澳洲工業來港投資的工作，包括為本會工業投資促進團做好準備工作及事後工作。

廖偉韜先生早已是本港工業界的知名人士，過去九年來一直擔任香港生產力促進中心的執行幹事，積極參與本港工業發展各方面的工作，包括經營管理、技術訓練及專業訓練，顧問及研究，以及海外促進活動。他於一九七五年三月參加香港首次工業投資促進團前往澳洲訪問，並曾代表香港出席多次國際及地區的工業事務會議。

廖偉韜對澳洲及澳洲工業亦有深刻的認識。他曾在澳洲擔任工商管理顧問達十八年之久，對澳洲工商界有廣泛的接觸及豐富的經驗。他還曾對適合澳洲工業向海外投資的潛在地區展開過調查研究，其中包括香港。

廖偉韜來港加入生產力促進中心之前，曾在日內瓦聯合國國際勞工組織屬下工作。並曾按照聯合國發展計劃，直接協助韓國成

酒店業的發展亦密切配合旅遊業的增長。酒店房間的總數既不太多，也不太少，頗為迎合市場的需求。潘恩承認：「唯一欠缺之處是廉租房間供不應求。」

香港經濟一經復元，旅遊業立即穩步上升。今年首五個月中，香港入境旅客已達六十多萬，比去年增加百份之二十二，而且超過了一九七四年及衰退之前一九七三年的水平。各國旅客都有增加，增幅最大的是來自加拿大、澳洲及西歐的旅客。

「日本遊客依舊大批湧來香港，仍在來港遊客中高踞首位。香港如果真的是地獄，何來旅遊業的穩步增長！」

立生產力促進中心。

本會至感慶幸，能有廖偉韜先生與本會齊心合力，促進更多澳洲公司來香港投資。

廖偉韜對其新職寄望極大。他熱情稱讚香港的各種優點長處，以及吸引澳洲廠商來港投資設廠生產的前景。他認為香港促進海外工業來港投資極為切合時宜。

廖偉韜指出，香港的工業投資促進工作直到最近為止，雖非全部却是大都處於自由放任狀態，由私人機構進行。儘管如此，香港仍然成功吸引了許多外國公司前來投資設廠，亦足以證明香港的優越性。

廖偉韜表示：「香港如今已有良好的經濟結構及堅實的工業基礎，因此進一步展開宣傳香港優點及促進外國投資運動的時機經已成熟。本人相信，如同澳洲及日本等國家進入新的階段一樣，香港亦正在邁進工業發展的更高階段。香港目前製造的產品，雖已不適於該等國家製造，但却需要較高的工藝及技術水準。」

「由於澳洲製造工業的生產成本日益高漲，澳洲廠商感到製造某些種類產品或零件

已越來越不經濟。例如，本人去年曾訪問過一間工廠，其主要產品之一就是因成本過高，已有被本國市場淘汰之虞。存在該種問題的公司轉來香港投資設廠生產該種產品，乃是最佳選擇；亦是本港促進投資活動的理想對象，對於澳洲經濟及香港工業均有利益。此類公司當然是所在皆有。

「雖然香港的工人成本不及遠東地區其他國家低廉，但本人認為此種差距往往有所誇大之處。其他國家規定公司須繳各種稅捐，亦應考慮在內。」

「此外，香港有完善的經濟機構——銀行、財務、通訊等等，足以補補較高的人工成本。此項優點極為重要。在香港設廠開業遠比其他國家簡易迅速。就此而言，香港在整個亞洲地區可謂首屈一指。」

「香港的另一優勝之處是穩定——澳洲廠商認為香港比其他適合投資的地區，更為穩定。」

## 施同福針砭本港社會福利及青年工作

### 社會福利 極須改進

「我當時沒有理想的藍圖，只是為了人道的需要而緊張工作，奔波忙碌，完成任務。」

香港基督教服務處主任施同福先生憶述五十年代初該處成立時，香港幾乎沒有任何社會服務機構。如今，情況已大為改觀，但施同福認為福利計劃仍然須要大力改進。

「當初只有二名職員，如今已發展到三百人之多；本處預算也從五百美元增至一九七五年的一百萬美元。」

這一百萬美元的用途可謂應有盡有。香港基督教社會服務處已是一個提供各種福利服務的志願團體。服務範圍包括日間托兒所，醫療所及牙醫診療所，盲人輔助訓練促進

廖偉韜將駐在布里斯班附近，定期往訪雪梨、墨爾本、新堡、阿德雷德、華倫岡及其他工業中心。他還將在各種會議、研討會及其他場合介紹推廣香港及香港工業。

廖偉韜表示，他上任的首項使命將是與香港前兩次投資促進團已訪問過的公司進行聯絡，促使該等廠商瞭解香港的最新發展。他不打算定期來港，本會將經常向他詳細報告本港各方面的情況。但若澳洲廠商想來香港訪問，他將籌備組織訪問團並隨團前來。

「本人去年訪問澳洲時，發現澳洲工商界人士對香港的認識已大為提高。現在來港訪問的澳洲商人也比以前大為增多。他們顯然對香港極感興趣，目前澳洲經濟正在回昇而且通貨膨脹亦已放緩，其中準備擴展者想必大不乏人。」

廖偉韜已於六月底赴澳洲定居，現在正在渡假休憇，準備九月一日上任大展新猷。順祝廖偉韜先生萬事勝意！

會並附設盲人工場及宿舍，傷殘兒童訓練中心，學校社會工作，孤兒撫養，就業訓練，心理測驗，青年中心，直至基本的物質救濟。

### 預防為主 設青年處

施同福認為今日香港的社會福利制度迫切需要加強預防工作。「唯有大力加強預防工作，才能解決香港的社會問題。例如，吸毒問題存在已久，如只有法律制裁，就永遠無法根除吸毒問題。香港政府理應立即調動大量人力物力財力開展預防工作。」

「又如居住問題。石硤尾首批徙置屋邨建成後，警務處長曾對我說過：『香港的問題就將由此而起』。一位醫學專家也說過，五口之家擠在百餘尺的小屋裏，『是肺病的

温床」。不幸均被言中。」

施同福對青年問題極表關注。他主張港府應成立一個青年處，集中規劃佔全港人口半數的青年的需求。

「每個政府部門的工作多少均與青年有關。此外還有青年團體，但他們只介紹娛樂，似乎青年只關心旅行及足球。所以港府應成立一個青年處，集中策劃青年工作。」

施同福尤其關心收入最低的青年。他們大都不參加任何青年組織，較容易變成吸毒者或三合會成員。「只有政府設立青年部門才会有必要的專業人才及資源切實關心下層青年。」

### 集中機構 改善服務

施同福指出香港福利機構為數過多而且工作分散，應予控制。他呼籲本港福利工作實行專業化。「任何善長仁翁均不能獨自解

決各種艱巨的社會問題。所以應該集中力量，加強組織，改善服務。在教育及醫療方面應有所選擇。

「政府津貼可隨意使用，納稅人及捐款人不知道善款作何用途。此種制度是錯誤的。」

施同福強調指出，津貼的管理手續值得注意。「今年給本處的津貼遲發了兩個月。三月份還不知四月份的收入，誰又能管理三百人的大機構，何況另外還有盲人福利會的三百人。四月份終於接到通知，竟說要到五月份才作最後決定！豈非太過荒唐！建議財政科與本處談談清楚。」

「本處沒有機會參加防止罪行委員會等專門機構。為什麼不利用我們的服務呢？我在香港已有二十五年之久。我感到我是屬於香港的，也無意返回歐洲。我隨時樂意效勞！」

## 鍾逸傑議員縱談新界土地發展計劃

香港市區的發展已達飽和點，未來的土地需求唯有向新界發展，本會理事會六月份特別邀請新界政務司鍾逸傑議員詳述新界發展計劃。

鍾逸傑議員在追述新界發展史時指出，在一九五五年前，新界市鎮發展緩慢，理民府亦規模甚小。鄉議局雖於一九二三年成立，但直至一九六〇年成為法定機構後，才開始發揮諮詢作用，協助政府收回五千萬平方呎私人土地。工作極為艱巨，須要搬遷數萬居民及整座村落。

收回新界土地作公共發展，並不採用政府收購措施，而實行地產交換制度。規定五平方呎農田交換二平方呎建築用地。當時，公共發展土地及私人發展土地是五分之三比五分之二。

鍾逸傑議員透露，估計今後十至十二年內，港府還須要收回約六千萬平方呎私人土

地。勢必須要搬遷大批村落、寺廟、工廠、商店及居民。

一九六一年三月，新界僅有三百三十七間註冊工廠，僱用二萬八千人。到一九七五年，已增至四千四百間工廠，僱用十二萬四千人。一九六二年以來，政府已出售三千一百萬平方呎工業用地，一千六百萬平方呎商業住宅用地，及四千三百萬平方呎其他用地。十四年期間出售土地總數超過二千英畝。

今後四年的發展計劃大約需要出售一千五百萬平方呎土地，大都將由交換土地獲得。其中並不包括大埔及元朗的工業區。

港府希望不久即能在葵涌的一系列平坦山坡上，提供四十英畝土地，興建別墅式住宅。到一九七七年底，沙田馬場填海工程也能夷平山坡上若干英畝土地，以供新的發展需要。



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representative offices around the world.

## Asia: room for growth.

# Here are just four of the ways your company can profit from The Hongkong Bank Group's extensive knowledge and experience in Asian markets.

Unlike many international banks, The Hongkong Bank Group's origins lie in Asia. For over 110 years, we have been a prime mover behind much of the financing of trade and investment throughout Asia and beyond. If you are about to do business in Asia, you need careful forethought, a lot of initiative and all the help you can find. Here are four of the ways your company can profit from the accumulated knowledge, understanding and resources of The Hongkong Bank Group.

1. All told, The Hongkong Bank Group has more than 380 branches in 40 countries, of which over 200 are in Asia alone. In fact our network of branches covers more of Asia than any other international bank. As a result, we can help you with a full range of banking and financial services in just one country or in all the major countries in this region.

2. We have accumulated an unmatched understanding of Asian markets. Information and statistics are collected from each major branch for the use of our clients.

You do not need to visit each country to obtain business information, local facts or help with government regulations. The total picture is available through all major branches of The Hongkong Bank Group.



Throughout Asia timber means growth.  
We're helping it happen.

3. The people from The Hongkong Bank Group in every country can quickly introduce you to the right people in Asia. Agents, suppliers, fellow businessmen, government representatives, people in technology and industry. Contacts it might otherwise take you years to establish.

4. With assets currently exceeding US\$11 billion, The Hongkong Bank Group is in a strong position to organise the kind of financial help you need to do business in Asia. Short or long term financing, export finance, credit facilities, foreign exchange dealings, and even our own internationally-accepted Hong Kong dollar traveller's cheques; these can all be handled by us. We can also help avoid delays that often occur when dealing with local or correspondent banks outside Asia – delays that sometimes can cost money.

These are just some of the areas where we can help. For further information about The Hongkong Bank Group's expertise in Asia, please contact your nearest branch.

The Hongkong Bank Group, working worldwide in banking and finance, includes The Hongkong and Shanghai Banking Corporation; Mercantile Bank Ltd; The British Bank of the Middle East; The Hongkong Bank of California; Wardley Ltd, Hong Kong; Wardley Canada Ltd; Wardley Middle East Ltd; Wayfoong Finance Limited, Hong Kong; Hongkong Finance Ltd, Australia; Hang Seng Bank Ltd, Hong Kong.



## THE HONGKONG BANK GROUP

Serving Asia and the world.

HEAD OFFICE: 1 Queen's Road Central, Hong Kong.  
Offices in Australia, Brunei, People's Republic of China, India, Indonesia, Japan, Macau, Malaysia, New Hebrides, Philippines, Singapore, Solomon Islands, South Korea, Sri Lanka, Thailand, Also in Bahrain, Brazil, Canada, Djibouti, France, Germany, Guam, Jordan, Lebanon, Mauritius, Oman, Qatar, Saudi Arabia, Switzerland, Tunisia, United Arab Emirates, United Kingdom and Channel Islands, United States and Yemen Arab Republic.