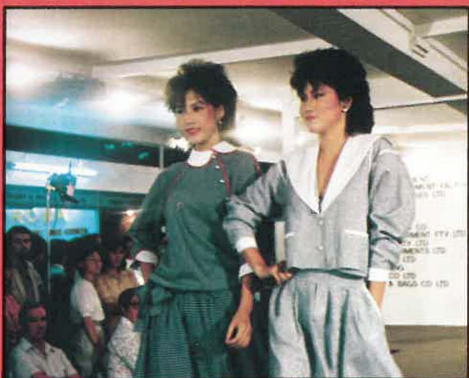
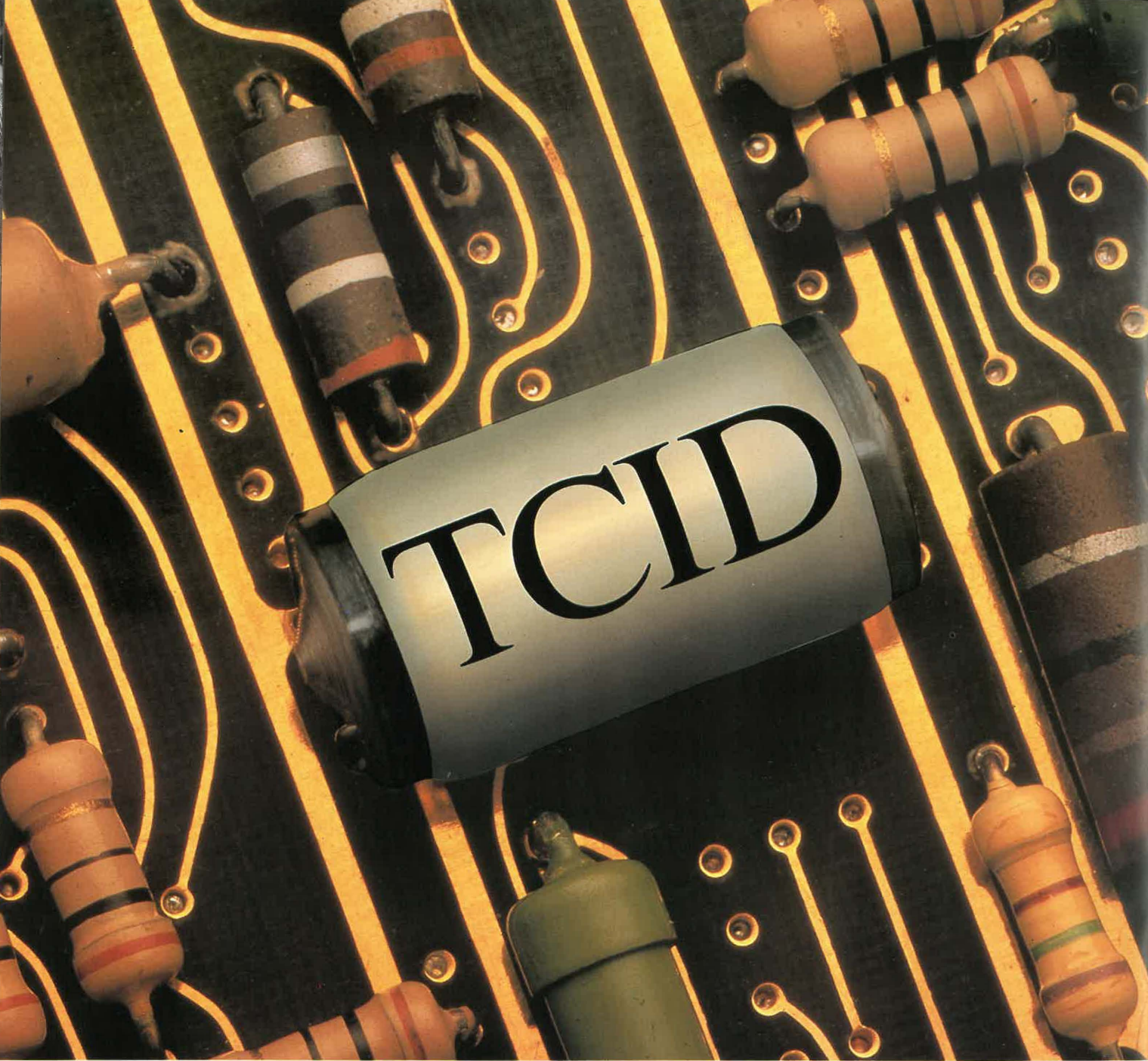


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The Chamber in Action

*Extracts from the monthly reports
issued to General and other committee
members by the Director, Jimmy
McGregor.*

Membership

Total membership at the end of October was 2,934, very close to our target of 3,000 for the end of the year. To maintain a high recruitment rate, I plan to carry out a series of recruitment campaigns from mid-November until the end of February next year.

The present membership subscription fee will be increased to HK\$2,000 for 1983. This is inevitable given the expanded range of Chamber services and the rate of inflation experienced during 1982. It is pleasing to note the gradual reduction in inflation however and our budgeting for 1983 takes this trend into account.

Taxation Committee

The Committee met on 6th October to consider its own and other Chamber members' submissions regarding taxation aspects of the 1983/84 Budget. A draft submission to the Financial Secretary is being prepared and will be finalized by the Committee at a meeting in early November.

Home Affairs Committee

A draft letter to appropriate U.K. Government officials regarding fees for Hong Kong students in the U.K. was considered and is now being finalized for despatch to the relevant British authorities.

Arbitration Committee

The Committee met on 1st October to discuss the recent revision of the Arbitration Ordinance by the Government. It was decided that a review of the Chamber's Arbitration Bye-Laws should be carried out with the intention of aligning these with the revised Ordinance.

Japan, Taiwan & Korea Area Committee

Led by the Committee Chairman, Mr. Simon K.Y. Lee, an 8-member goodwill mission visited Korea from 4th to 7th

October. The delegation held a series of discussions with the three largest trade associations in Seoul and visited the First Seoul International Trade Fair to explore the possibility of future Hong Kong participation in this event.

Luncheon for HRH The Duke of Kent

A luncheon was held in honour of the Duke and Duchess of Kent on Thursday, 28th October, at which Sir Edward and Lady Youde were also present. In his speech, the Duke pointed out the considerable potential for an expansion of business between Britain and Hong Kong. He also mentioned the opportunities for exporting British technology to China, using Hong Kong in appropriate ways.

The 1983 Chamber Budget

In accordance with the guidelines agreed by the General Committee at its last meeting, a revised income and expenditure budget for 1983 was drawn up. 1983 income is assessed at \$10,623,000 and expenditure, \$10,344,000. We are thus aiming at a small surplus.

Africa

Nine companies will take part in a joint Chamber/TDC Business Group to Abidjan, Cotonou, Lome and Las Palmas from 5th to 30th November.

Middle East

At a meeting of the Arab Area Committee on 6th October, it was decided that a joint Chamber/TDC mission to the Middle East be organised in early 1983. The itinerary will include Bahrain, Oman, Abu Dhabi and Riyadh.

West Europe

Preparation work for the Chamber high level mission to the U.K. in March 1983 is underway. The itinerary of the 5-day visit will be finalized soon. Sir

Jack Cater, Commissioner of the Hong Kong Government Office in London may accompany the Chairman, Vice-Chairman and myself during part of the tour of British organisations.

The 1983 Chamber trade mission to Europe will visit Munich, Stuttgart, Zurich and Barcelona. An optional visit to London will also be considered.

Hong Kong Trade Fair

The week-long Hong Kong Trade Fair came to a close on 23rd October. The Fair registered an attendance of some 40,000. Because of its excellent location at the entrance to the Fair, the Chamber Pavilion attracted many visitors. The exhibitors were generally satisfied with the organisation and results.

The Chamber has already received 7 advance applications for participation at the next Fair. We shall be discussing our arrangements for 1983 participation with the Fair organisers shortly.

Trade Services

In October, the Trade Division received a total of 92 business visitors and arranged 1,194 business contacts. The Division also dealt with 1,091 trade enquiries of which 243 were received from the TDC. Even though the figure is slightly lower than that of a year ago, it still shows buoyant interest in Hong Kong business and exports.

Installation of Equipment

In addition to promoting externally, the Chamber has also looked from within to expand and improve our services. Word processing equipment was installed recently to continue our policy of improving staff productivity and overall efficiency.

These complement the services provided by our on-line computer, mag-card composer, printing and collating equipment and all electric IBM typing equipment. The gradual introduction of such equipment over the last few

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The Chamber in Action

years has had a significant impact on our services to members.

Incoming Missions and Overseas Visitors

Other than arranging business contacts for visitors, Chamber Committees and executives also regularly receive overseas missions and individuals to brief them on the general economic climate of Hong Kong, our industry, trade and infrastructure.

20 such groups and individuals called on the Chamber in October. They include delegations from Japan, India, the Philippines, Panama, Jamaica, Britain and visitors from Africa, the Netherlands and other parts of the world.

Improved Reading Course

A trial course for Chamber members will be run in November/December at a reduced fee of \$460 per participant. Where more than one participant is nominated from the same company, the fee will be further reduced to \$430 per participant.

Hong Kong Diary and Appointment Diary

Sales of Chamber Diaries this year have fallen a little compared to last year. At the closing of orders, 5,000 Main, 1,700 Companion and about 500 Appointment Diaries were sold.

Christmas Cards

Despite the slowing down of sales of diaries, sales of our Christmas Cards

have been exceptionally good with a total of 98,000 cards being sold to members. This almost doubled the sales of last year. For the first time, Christmas Cards were offered to non-members the names being taken from our computer records. An additional 27,000 cards were sold as a result.

Brochures

During October, the Publications Section also published 5,000 copies each of the Hong Kong Trade Fair brochure, Certification Services and ATA Carnets Services information booklets, in addition to *The Bulletin* and our regular trade and industrial information circulars.

Bulletin

Over the past year or so, several steps have been taken to strengthen the appeal and content of *The Bulletin* both editorially and as an advertising medium, including the appointment of agents to administer and promote sales of advertising space.

In keeping with the Chamber's basic function, much of the editorial coverage is devoted to Hong Kong's trade and industrial links with our major - and sometimes not so major - economic partners. We thus publish at suitable intervals throughout the year issues devoted exclusively to Hong Kong's relations with major partners such as the USA, UK, Germany and Japan. In addition to covering trade and investment with the country concerned, these national issues seek to introduce

prominent expatriates and the work of their companies in Hong Kong and around the region. Articles on tourism in the country featured are usually included. Additional copies of these *Bulletin* are often printed for distribution in the overseas country or on its national airline.

From time to time, shorter features are devoted to other countries, whose HK presence might not be sufficient to occupy a full monthly edition.

In both cases, the Chamber works closely with the Consular representatives of the country concerned, and often receives support from its leading politicians or Government officials. An annual programme is drawn up covering the world generally, attempting to link country issues with National Days or other occasions when the country is likely to be in the limelight.

This programme still allows for coverage of a wide variety of other topics, balanced between the three major areas of Hong Kong trade, industry and social development. The latter type of feature ranges from descriptions of major public works projects to the work of charitable societies. And ample space is devoted to the Chamber's own on-going activities.

Recent issues of the magazine have increased in size (the average number of pages per issue this year is 50) and a growing number of colour pages, including colour advertising, are included. Despite this increase, the magazine continues to be self-supporting and usually makes a small surplus. □

A Stable Currency, Clear Ownership of Property Rights, Patience and Confidence — Four Essentials for Stability and Prosperity

Now that the dust has settled to a large extent after Mrs. Thatcher's visit to Beijing and Hong Kong people have had time to reflect upon the results as far as these can be determined, *The Bulletin* thought it might be appropriate to sound out a few views of businessmen.

We, therefore, selected business people with an obvious interest in the maintenance of the Hong Kong status quo and who are experienced in various forms of cooperation with China.

Perhaps predictably some of those we contacted were diffident about speaking on the subject. A few felt that the more varied the comments the greater the uncertainty.

Others, however, took the opposite view, accepting the Chinese invitation that Hong Kong people should make their views known on the subject of their future.

We print below some pertinent comments by experienced businessmen. *The Bulletin* itself remains firmly convinced that the present negotiations will bring about an agreement which will ensure long-term stability in Hong Kong under an acceptable economic and business system.

John L. Marden, Chamber chairman, says: "Seeing things have gone as far as they have on bringing up the subject of our future, some statement sooner, rather than later, on what is going to happen to us seems most desirable. That statement, if possible, should be made in a shorter time than two long years."

The ideal solution, Mr. Marden thinks, would appear to be something along the lines of a treaty modification to a British mandate with an option for possible later changes that had a time scale and which would not be exerci-

sed for at least 30 years after 1997.

Current uncertainty makes business difficult, Mr. Marden says. Hong Kong buys 90% of its imports in U.S. dollars. The fall in the exchange rate between the U.S. and Hong Kong dollar rate is bound to cause inflation until uncertainty ceases and confidence returns to the Hong Kong economy.

Money was the most easily frightened of all commodities. The U.S. dollar was the only universally accepted currency in the world trading community and it was important that the Hong Kong dollar should have a relatively

stable relationship with it.

Mr. Marden said he didn't think as much of the Hong Kong currency had gone out into U.S. dollars as some reports might indicate. But money was indeed a commodity that did react very quickly to uncertainty.

Hong Kong was in a cause and effect situation. It had a falling property market and that was being accelerated by sporadic falls in the exchange rate and stock markets due basically to uncertainty.

Mr. Marden said it is difficult to advise members what to do in the circum-

stances. Every company faced a somewhat different situation. Each was differently affected.

But there was no doubt Hong Kong should go on increasing its manufacturing capabilities. The export-led sector of the economy seemed well placed to benefit when global recession lifted.

Of Mrs. Thatcher's Beijing visit and of the current 1997 fever, **Hongkong Land's** Managing Director **Trevor Bedford**, a Chamber General Committee member, said "This is obviously a vital matter for Hong Kong, and while it is understandable I believe there has been far too much speculation on the results of the Prime Minister's visit."

"There is no doubt in my mind that Hong Kong has an invaluable and essential role to play in supporting China's development programmes," Mr. Bedford said. "A solution, agreeable to all parties, will be worked out in good time by those responsible."

Mr. Bedford said that the Prime Minister's visit was the start of positive discussion in order to resolve this problem, and this must be seen as the correct move and as a constructive step forward. Previously there was no dialogue, purely ill-founded speculation.

Mr. Bedford stressed that the visit was merely the opening of negotiations and warned that any undue haste in the process which will require time and skill and patience may provide short-term solace, but not long-term benefit.

"This is not a time for speculation, it is a time for patience, understanding and above all confidence," he said. "It is a time for stout hearts. We have been through worse before."

In the most recent issue of Hongkong Land's employee magazine 'Landmark', Mr. Bedford said to his staff:

"This is an unsettling time for Hong Kong. But it will be a time, I am confident, on which we will all look back with interest. It will show that, as in the past, Hong Kong relies in good faith on those people, institutions and companies that are committed to Hong Kong in the long term."

Eric Walker, general manager of the **Hong Kong Telephone Co Ltd** and a member of the Chamber's General Committee, says events in Hong Kong since Mrs Thatcher's visit to China have had "no impact on us."

The telephone company is going ahead meeting demand for new service and is pretty well on target. Meeting that target depends on when one or two housing estates come on stream. It has nothing to do with the political situation.

Mr. Walker says Hong Kong demand fluctuates with construction completions and significant shifts in population. This year the company is dealing in about 250,000 new connections and 150,000 cessations. Both are mainly due to people moving to the new towns in the New Territories and a lot of new subscribers in business districts. This year international telephone traffic has increased 25%. It included a significant increase in China traffic which was unaffected by the current situation politically.

Mr. Walker says his company's relationship with the telecommunications authorities in Beijing, Shanghai and Guangzhou, as well as other parts of China, are extremely good. They are interested in such developments as the use of optic fibre cables and the introduction of digital switching gear, as well as new technical methods of dealing with suppliers and a whole range of operational activities.

Apart from training a small number of China telecommunications personnel, the telephone company hasn't yet jointly found a way to provide assistance to China. There were 83,000 outgoing calls to China in September. The problem in dealing with so many was that they all have to be connected manually because of the nature of the equipment the People's Republic uses. This places a significant operator requirement on Hong Kong. Practically all other international telephone traffic is automatic. The company would like to find ways and means to ameliorate this problem to mutual benefit.

Mr. Walker says his company is not only installing equipment in Hong

Kong to meet demand but intends to continue doing so. In any event it is obliged to do so by law under the Telephone Ordinance.

The new equipment now being installed has a life of 25-30 years. It will be in service at the turn of the century. "Every new line we now install takes us into the next century," he adds.

Daniel Koo, managing director of **Shui Hing Co Ltd** and a member of the Chamber's General Committee, says many Hong Kong businessmen sometimes now feel at a loss when attempting to do business with China. To administer Hong Kong like another Macau would be inappropriate. Hong Kong has a complex business structure to meet international trading standards. It is a sophisticated market and an international financial centre.

China on the other hand has for 30 years been more or less isolated from the rest of the world. It knows little about how to communicate and cope with the international business community. Not having been taught the methods makes it very hard for China's officials to understand when presented with modern-day business propositions.

Mr. Koo says there have been cases when in selling they didn't really know their own costs. When buying they didn't always have a budget. This is because life in China in the past has been very simple. They have been concerned only with basic necessities. But now China was opening up its doors with its modernisation programme. It gave rise to a trend to push immediately for world standards without knowing fully what those standards are. The result sometimes is that requests are made for enormous foreign investment, technological know-how and all sorts of new and sophisticated machinery they have yet to learn how to utilise viably.

Mr. Koo says: "I was once invited to Guangzhou with about 20 other business people. The first thing I told them was: please do not try to have the most sophisticated machinery in your factories. Buy secondhand. It's not only less costly but your people

will be able to handle it more easily. "So long as you can produce goods of international standard which we in Hong Kong can export that is good enough to start with. They should also not be afraid to allow investors in such operations to make a profit so that there is an objective to it all. Nor should they take the attitude that they are conferring a very high privilege on people willing to do business with or invest in China."

Mr. Koo says the people of Hong Kong were eager to begin a business relationship with China when modernisation first began. They wanted to invest and assist in every respect. He says he was himself a typical example.

"I made several trips to Europe and the United States looking for ideas. For example, I went to Vienna to see a hotel university there that could train people in how to serve and how to run an hotel, not of the luxurious type but a simple place what would be neat and tidy and up to international standards. I was told if I sent 12 students they would hire someone to speak our language. I was amazed when I then went to Beijing and Guangzhou and was told there was no such necessity.

"I travelled to Denmark and hired a Danish consultant who had experience in European rehabilitation under the Marshall Plan. One idea he had was for a food city like in Ireland, Holland and Sweden. I thought I should bring back to China all the information we gathered on that subject so perhaps it could be used at Shumchun and set an example to China's coastal ports and cities.

"With new food city methods of meeting demand and supply a lot of wasted food could be avoided. But nothing was pursued or accepted.

"At one time I tried very hard to build a simple hotel with 100 rooms. I went to very well known architects who built the Pompidou Museum in Paris. To my dismay China officials said the hotel was too small, though I had told them I thought this was the way to learn how to run an hotel properly. All my time and money was wasted.

"I also tried very hard to develop China's tea business. They asked for the most up-to-date tea packaging machine. I went to Germany and bought the best machine from Tre-Pack. This machine is in Guangzhou. But whether or not they are using it I haven't the faintest idea. I have sent people for three or four years to negotiate. Nothing happens.

"I even joined the International Council of Shopping Centres in the United States in order to be able to expose Shumchun to the idea of someday opening shopping centres. I asked for a blueprint of Shumchun. They said they didn't know what I was talking about.

"With all my efforts in trying to advise and help China raise the living standards of her people I have got nowhere. I feel frustrated. In fact, the only thing I have ever been able to convince them on was to attend the International Retail Merchants' Association world convention in Tokyo in May 1979."

R.C. Lee, chairman of **Lee Hysan Estate Co., Ltd.**, says: "My views are well known and are just about the same since Mrs. Thatcher's visit. I ignore all the rumours because I have my own strong views.

"As far as I, myself, and my family are concerned whatever money we make

in Hong Kong we invest in Hong Kong. We don't take it away. Here we can see what's happening to it. If we sent it away then it would not be under the same sort of control.

"Part of the downturn in Hong Kong in the post-Thatcher period is due to over-speculation. I don't think it would be fair to put the entire blame on Mrs. Thatcher.

"As far as 1997 is concerned it only came to my notice a few months ago. Personally, I think speculators are playing on that date because I know from announcements that have for long been made the sovereignty of Hong Kong is non-negotiable. But whatever happens, my view is the Chinese Government is not going to do anything unreasonable to Hong Kong.

"Hong Kong has over five million Chinese people who have got to be looked after. I remember when Hong Kong suffered that terrible drought and we were so short of water. The late Mr. Zhou Enlai was asked for water from China and he said the people of Hong Kong must be looked after. That is how the East River water scheme got started."

Mr. Lee says, in the context of this background, his own feeling is that there won't be any change in property dealing. Property is not going to be confiscated.

"This is essential to the continued cash flow in the financial market. For example, all our own development of East Point Hill is entirely financed by mortgages from the Hongkong and Shanghai Banking Corporation," Mr. Lee says.

"Therefore, as soon as property rights in the future are clarified, I believe confidence will return to Hong Kong."

□



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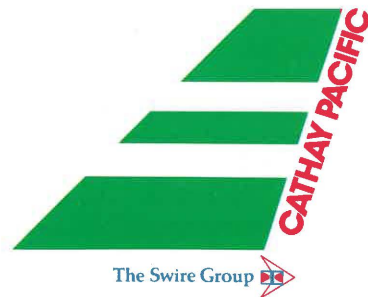
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The Chamber Goes to the Fair



The Governor, Sir Edward Youde, is met at the Chamber Pavilion by Chairman, John L. Marden, Director, Jimmy McGregor and Ernest Leong, Assistant Director for Trade.

The outstanding Hong Kong contribution to the success of the recent consumer-oriented Hong Kong Trade Fair, built on barren ground in Kowloon Park, was the attractive pavilion organised by the General Chamber of Commerce.

The pavilion, displaying a wide variety of Hong Kong-made products, stood on the right of the flag-bedecked red carpet Fair entrance. It was the first exhibition most of the 40,000 visitors inspected, including the Governor, Sir Edward Youde, and the Financial Secretary, Mr. John Bremridge (who opened the Fair).

Twenty General Chamber members took stands and twenty-eight others displayed their products in attractive showcases. The pavilion was designed with a lounge centrally situated for businessmen and exhibitors to discuss orders. Beside the lounge sat General

Chamber staff assisting visitors with their inquiries. Beyond them was Carrianna serving refreshments.

The practical design of the pavilion and its facilities produced positive results at a time when Hong Kong needs all the orders it can get. Apart from business done by each of the exhibitors and inquiries they are now following up including those for goods on display, the Chamber received and processed 58 additional firm inquiries at the Fair for goods not exhibited.

These inquiries indicated the need for even wider membership representation in next year's Fair that will be held in the air-conditioned exhibition halls of the new China Resources Building on Waterfront Road and divided into two separate fairs - one for consumer products and one for engineering and machinery.

Immediately after the Fair, nine exhi-

bitors at once responded to initial Chamber feelers about taking space next year. For instance, Chinese Ceramic Arts is seeking a stand twice the size it took this year after having done more than expected business.

Some exhibitors, like Hutchison Whampoa, sought only to register an institutional presence. But even most of those with that low-key approach were surprised at the results they achieved.

For example, Charles S. Ip, marketing manager for Outboard Marine, told a press conference the company's stand had been unexpectedly overwhelmed with inquiries.

The company, he explained, sold through four dealers in Hong Kong. It was in a quandary about which dealers it should give the orders to that its display in the General Chamber pavilion had elicited.

Ernest Leong, the Chamber's Assistant Director, Trade Division, now describes the Hong Kong Trade Fair and the



The Financial Secretary, Mr. John Bremridge, opened the Fair and met stallholders at the Chamber's Pavilion.

General Chamber's prominent participation as a "step in the right direction." As one of the leading exporters of the world and a financial centre, he says, Hong Kong ought to have its own international trade fair just the same as the world's other leading trade centres, like Frankfurt and Berlin in Germany, Birmingham in the United Kingdom and New York in the United States or Canton in China for that matter.

Mr. Leong sees an international Hong Kong trade fair as an extra annual marketplace where Hong Kong can present what it's got to offer the world at a minimum cost to exhibitors and with a saving in travelling time for both world buyers and local and international manufacturers.

He says it also has the advantage to Hong Kong exhibitors of being able to show their factories to potential buyers and to local manufacturers of being able themselves to gain experience by seeing the products other international exhibitors are displaying. Hong Kong, he points out, is at the hub of the Far East region where economic growth rates are among the highest in the world. It is an area

where consumer goods are in demand and Hong Kong produces or re-exports mainly consumer items. An annual showcase of local and foreign products should thus attract the interest of regional buyers.

Mr. Leong says that was, indeed, the General Chamber's experience from participating in the initial consumer trade fair. The greatest number of inquiries the Chamber itself received were from Southeast Asia and the Pacific, where elsewhere in the region most exhibitions tend to be specialised and don't usually concentrate on consumer products.

The General Chamber's Pavilion, because of its location in the Trade Fair proved an eye-catcher, Mr. Leong says. The wide variety of products on display helped sustain its popularity.

The helpful attitude of Chamber's staff dealing with inquiries generated even more business. Buyers appreciated the lounge where they could sit down and hold business discussions. Carrianna's fast food service also helped.

The strategic importance of Hong Kong as a trade fair centre for the



Mr. Bremridge with Mr. Jack Tang, the Chamber's Vice Chairman.

region with its relatively high economic growth rates even in global recession was recognised by some other nations using the same criteria as the General Chamber.

They included India, the United Kingdom, Thailand and even far away Brazil. Each country had its own pavilion. The Indians, in fact, with 35 exhibitors, made their biggest ever selling effort in Hong Kong. All publicly expressed satisfaction with their results. □



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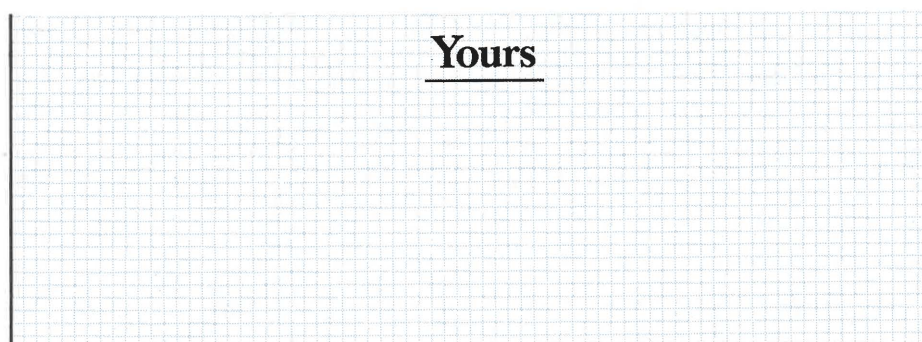
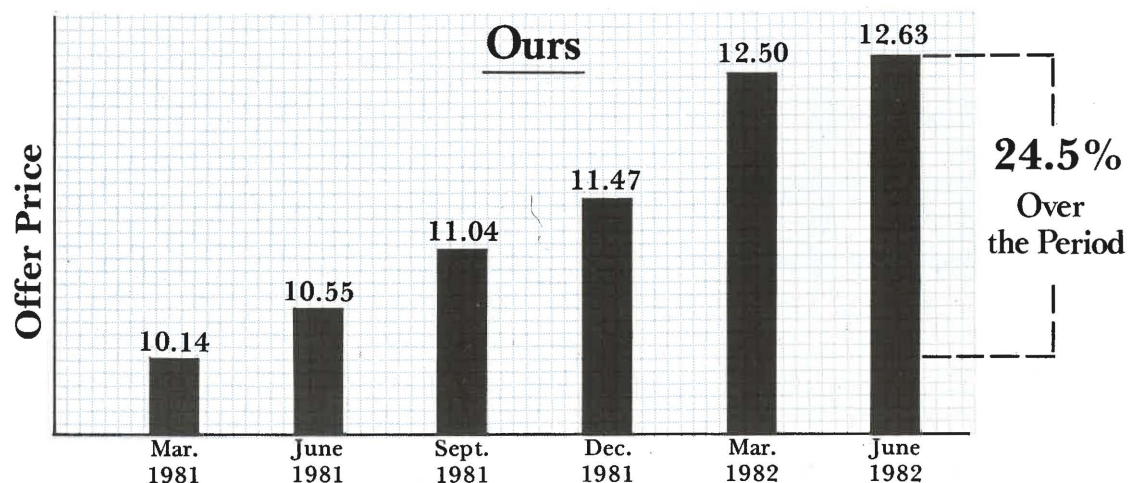
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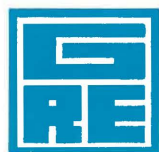
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Two Vocational Training Complexes — Nine Training Centres

Mr. M.C. Morgan, director of technical education and industrial training, outlined the plans of the new Vocational Training Council, due to be operational by June 1984, in a speech to the Hong Kong General Chamber of Commerce's business roundtable luncheon on September 21. The Text:-

Your interest in inviting me to talk on technical education and industrial training exemplifies the long standing communication between the Government and our commercial and industrial sectors. It is part of the continuing dialogue between the Government and the private sector which helps to provide industry with a platform to air its opinion and which helps Government to formulate its future policies.

The enactment of the Vocational Training Council Ordinance earlier this year and the consequent appointment of the Council evidenced Government's willingness to implement the wishes of the industry. Perhaps this is a convenient time to review what progress has been made over the last thirty or so years since the late 1940's when the need to train sufficient technical personnel to meet the demands of the industry was first felt.

It was characteristic of that time that most skilled workers here, in accordance with Chinese tradition, learned their skills on-the-job or by way of an informal apprenticeship, that is by helping and watching more experienced workers over a period of years. A trainee became a skilled worker when he obtained recognition from his fellow workers.

The 1950's saw a primitive form of vocational training provided by the Government. This was done with the help of some utilities and a few large private companies in operating formal apprenticeship. In addition to organized on-the-job training, apprentices were required to attend technical courses at the Technical College. Thus, a modern vocational training programme was building.

In the 1960's, on the advice of the



Computer training is offered at Lee Wai Lee Technical Institute.

industry, Government began to map out an extensive plan for training sufficient manpower in order that industry could develop and remain viable. A non-statutory body, the Industrial Training Advisory Committee (ITAC), was appointed in September 1965, to look into the matter of industrial training and to make recommendations on long-term solution required. By 1971, the ITAC completed its task and based on the findings of its investigation, made a number of far-reaching recommendations which included:-

- (1) the establishment of a permanent machinery for advising the Government on the measures necessary to ensure a comprehensive system of manpower training geared to the developing needs of Hong Kong's economy;
- (2) Government should promote and advise employers on apprentice training in Hong Kong and establish a Government machinery for carrying out such duties;
- (3) Government should introduce



A student preparing her career in clothing in one of the Technical Institutes.



Like other studies, practice is an essential part in hotel training — one of the tourism related courses offered at the Technical Institutes.

apprenticeship legislation, to promote and regulate employment of young people in industrial trades;

(4) Government should expand the prevocational stream of education;

(5) Government should establish four additional technical institutes; and

(6) based on Government policy, the setting up of training centres for craft and operative training for the construction and clothing industries respectively financed by training levies on the industries.

Arising from these recommendations, the predecessor of the present-day Vocational Training Council, the Hong Kong Training Council was appointed by the Governor in 1973 to succeed ITAC. Its membership was tripartite and included prominent industrialists, workers' representatives and government officials. On the Council's recommendations, the Governor appointed ten industry training boards and six commerce and service training boards to be responsible for training in their specific industry or sector. Also six general committees responsible for training matters common to more than an industry or sector were formed.

To regulate the employment of apprentices, Government enacted in 1976, on the advice of the Training Council, the Apprenticeship Ordinance. The Ordinance is the cornerstone for organised apprentice training in Hong Kong. It provides an effective legal framework for the training of young people in trades vital to Hong Kong to become craftsmen and technicians who are not only competent in the skills of the trades but also well-versed in the technology relevant to them.

It has resulted in the number of young people undergoing proper apprenticeship increasing from a few hundred in 1970 to well over 10,000 last year.

New Turn

This brings us up to the 80's when vocational training has taken a new turn with the formation of the Vocational Training Council. The Government carried on its tradition of seeing that the wishes of its industry are being implemented. Again, the Vocational Training Council is operating through a complex of Training Boards and Committees so that the views of industrialists as well as workers, training institutions and government departments can be fully taken into account when plans are being drawn up related to their particular sector. The V.T.C., however, has been given powers which the earlier Training Councils had not been afforded. It has been made responsible for the establishment and operation of the necessary training facilities. Development projects of the Council include the construction, for the first time, of two training centre complexes, one in Kowloon Bay and the other in Kwai Chung. Within these complexes, nine training centres will be established. These embrace:—

- (1) Automobile Repair and Servicing Industry Training Centre,
- (2) Electrical Industry Training Centre,
- (3) Electronics Industry Training Centre,
- (4) Hotel Training Centre,
- (5) Machine Shop and Metal Working Industry Training Centre,
- (6) Plastics Industry Training Centre,
- (7) Printing Industry Training Centre,
- (8) Textile Industry Training Centre, and
- (9) Welding Training Centre.

In addition is the implementation of the tenth industry-wide training scheme which will provide post-graduate training to engineering graduates. This scheme will make some use of the facilities at the Machine Shop and Metal Working Industry Training Centre.

When operational, these schemes will cover the training of the full range of manpower from operatives to technologists and from line supervisors to senior managers. The total annual capacity of the training schemes will be about 9,000. The present plan is that the schemes would be operational in June 1984. Also, consideration is being given to establishing a temporary seamen's training centre which will re-train about 5,000 of Hong Kong's seamen over a 3-year period starting from the middle of next year. On the education side, the Council operates the five technical institutes and new projects include the construction of three new technical institutes which will have 50 per cent greater capacity than those operating at present. The first will be located in Tuen Mun, on a site area of 2.4 ha. It is envisaged that foundation work will start in July 1983 and construction work is expected to be completed by July 1985. When completed, the Tuen Mun Technical Institute will be able to offer 1,600 full-time equivalent student places.

The second one, with a planned student population of 2,500 full-time equivalent student places, will be situated in the Sha Tin New Town. Subject to early site allocation, construction work may start in March 1983 for completion in July 1985. The third new technical institute will be located on Hong Kong Island. This institute will be similar in size to the proposed Sha Tin Technical Institute. Once a site has been obtained on Hong Kong Island, construction work will start. It is anticipated that this will be early in 1984 and then the Institute should be completed in mid 1986.

This will mean a boost in the student enrolment from the present 7,800 full-time equivalent student places to 15,500. In terms of places in the two different levels of courses offered, the increase in craft courses will be from 14,000 to 24,000 and in technician courses from 12,700 to 21,000 by 1987.

On industry-wide off-the-job skill training, to illustrate Government's intention of providing industry the assistance it needs, sites for training centres financed from levies on the industries themselves have been granted at nil premium. The Clothing Industry Training Centre run by the Clothing Industry Training Authority and the Construction Industry Training Centre by the Construction Industry Training Authority are two such examples. Recently on the recommendations of these Authorities, Government further granted two separate sites for the construction of two other new training centres. The Construction Industry Training Authority is currently training about 950 young people and when the new centre opens in October, this year, the number of trainees will increase to around 1,600 a year. The training centre run by the Clothing Industry Training Authority provides 3,700 places for training each year and when the new centre is completed, the total number of places provided by the Authority will be approaching 7,000. I mentioned earlier that it was thirty odd years ago that Hong Kong first recognised the need for a trained workforce. Since then, Hong Kong has changed from a small territory filled with domestic factories to one of the world's leading manufacturing centres. We still have a large number of small firms but we have proved ourselves by competitiveness, ingenuity and the quality of its products and services in the international market. The adoption of new equipment and technology will mean even more efficient production and greater output. The productivity of any firm, be it a factory, a construction project or a commercial undertaking will increase tremendously with the help of modern equipment and with the same number of employees or less. But the adoption of new techniques can only be achieved if the staff concerned are well trained, are sufficiently well-educated to be adaptable to change and have a sound knowledge of the new methods to be employed. Only when the workforce is well-versed with the techniques they are employing can their supervisors and managers hope to achieve a lasting improvement in output and in the removal of the barriers in communication which so often mitigates against any advancement. Happily, our workforce is gradually becoming better educated and with better training, this rising

standard will continue to be a major contributing factor to our future and with better training, this rising standard will continue to be a major contributing factor to our future success.

But we must not underestimate the role which the training boards and general committees play in the improvement of our manpower. As part of their advisory role on training needs, they conduct biennial manpower surveys in conjunction with the Technical Education and Industrial Training Department and the Census and Statistics Department. On the basis of their findings, the training boards forecast the need for trained manpower at various levels in their industries or sectors. These manpower data separately or in total, are used by Government and teaching institutions to assess the adequacy, or otherwise, of the provision of education facilities.

Manuals

To assist employers to specify acceptable and uniform skills for principal jobs and for formulating training programmes, the training boards also compile manuals of job specifications and training programmes. Some of the training boards have advanced to the stage of compiling trade tests guidelines. All the training boards also perform a liaison and co-ordinating role between employers, teaching institutions and the Government in promoting training.

Earlier I briefly referred to another response to the surging need of the industry for trained manpower. The aim of the Apprenticeship Ordinance is to promote proper apprentice training and regulate the employment of apprentices in the industry. It applies to all employees and young people between the age of 14 and 18. Within the 38 trades now designated under the Ordinance, employers must register the contracts of apprenticeship with the Technical Education and Industrial Training Department. They also have to release their apprentices to attend relevant part-time day release courses at technical institutes. Under the Ordinance, employers may also voluntarily register contracts of apprenticeship in trades which are not designated or apprentices aged 19 or above.

But there is still plenty of room for improvement as far as training provided by industry itself is concerned. Several employers have excellent train-



In full uniform, a group of students preparing the day's course as they receive their training in food catering at the Haking Wong Technical Institute.

ing schemes to develop their employees but many employers have not accepted their responsibility for training their staff so that on-the-job training facilities are generally inadequate. This may be the result of the large number of small firms we have which makes training schemes seem non-viable but it may also be due to indifference or lack of awareness on the part of the employers.

A recent survey revealed that on the average, only ten per cent of the establishment had formal training for their managerial and supervisory staff, 13.4 per cent allocated funds for training purposes, 7 per cent had a training department or section, and 13 per cent had persons responsible for training. Efforts will have to be taken to improve this situation and it should be borne in mind that whilst education and off-the-job training is financed by Government through the VTC, it is still very much the responsibility of employers to provide on-the-job training.

In the future, various factors will affect our training policies. We will need to be flexible in the provision of training; our adopting new training techniques and so on. But there is another factor to take into account. The working population will increase because the proportion of the population in the working age 15 to 64 will be larger and because of the high labour force participation rate. An example is the increase of females joining the labour force. This means that there will be a corresponding increase in demand in pure numerical terms for training new and existing workforce. Other influences include the growing importance and expansion of the commerce and service sectors which will have implications for both employment and training; the shortage of qualified manpower in certain sectors and oversupply in others could be one of the possible results. Adjustment measures will have to be taken to produce the skilled man-

(Continued on Page 23)

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Sabrina Improved Her Reading Skills 10 Times and Other Executives Can Do Likewise With Improved Reading Courses

How does a busy businessman reduce his mounting burden of having to read so much that concerns his company. The South China Morning Post believes it has the answer and is organising courses in how to read faster.

The busy Hong Kong businessman is spending more and more time these days ploughing through the ever increasing mass of information that reaches his desk. There are reports to be read, correspondence to be processed, trade journals to keep up with, tender documents to be examined, not to mention newspapers, magazines and memos. Some documents need more thorough reading than others, but all of the material has to be read. Even the seemingly trivial must be "skimmed" if only to determine its worth.

Few if any of us on the receiving end of this deluge would question the value of a more efficient means of dealing with it.

The problem is simple. We have to be able to read the material more quickly, without any loss of comprehension. And Chamber member company the South China Morning Post believes it has the answer.

Since the Post opened its Improved Reading Centre in February this year, some 300 participants, ranging from

13-year-old school children to business executives and professional people have taken the 15-hour Improved Reading and Study Skills Course, and some of the results have been startling.

The average student has come out of the course with an effective reading rate two to three times better than before, but some have achieved an astonishing tenfold improvement, or better.

The effective reading rate (ERR) is determined by counting the reader's average number of words per minute and multiplying this figure by the percentage of his comprehension of what he has read.

Bryan Lawry, for example, an executive at The Chartered Bank who are putting their staff through the course, read at a rate of 185 words per minute when he joined the course, with a comprehension of 40%. His effective reading rate therefore was $185 \times 40\%$ — i.e. 74. By the end of the five three-hour sessions he was reading 1,068 words per minute and remembering

70% of the subject matter, giving him an ERR of 748, a 10.1 times improvement.

Predictably, a certain air of scepticism prevails at the start of the first session. A typical reaction was that of Sabrina Poon, the training officer of the Chartered Bank:

"When the tutor told us in the first session that we could improve our reading rate tremendously by the end of this course, my immediate reaction was not too optimistic, thinking that this was only his sales technique. Well, I must say I was wrong and he was right. Reading from my progress chart at the end of the course, I can see that my effective reading rate has been improved by ten times. Incredible!"

Sabrina's initial ERR was 58, representing 30% retention of 195 words per minute. At the end of the course she was understanding 70% of 895 words per minute, an ERR of 626.

"Though the course seemed to be a bit short," says Sabrina, "I learned many techniques on how to read faster but still be able to maintain a good comprehension. By applying what I've learned in the course, I'm now enjoying my reading more."

Most of us develop poor reading habits at an early age, and never get over them.

The main deficiency lies in the actual stuff of language itself — words. Taken individually, words have little meaning until they are strung together into phrases, sentences and paragraphs. It is only then that these relatively meaningless elements of language emerge as the concepts or images that the author is trying to communicate to his readers.

Unfortunately, however, the untrained reader does not read groups of words. He laboriously reads one word at a time often regressing to reread words or passages, and "mouthing" each word



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(mentally, if not physically) as he goes. The end result is fatigue, frustration, loss of concentration and poor comprehension as the brain wrestles with the problem of extracting meaning from the badly organised, disjointed messages it receives.

To overcome these bad habits the Improved Reading Centre uses a device called an accelerator, which moves a bar down the page at a predetermined speed. The bar is set at a slightly faster rate than the reader finds comfortable, in order to "stretch" him.

He is asked to fix his attention on three words at a time, the emphasis initially being on eye exercise and breaking the habit of single word recognition rather than on comprehension, but this alters as the course progresses. The speed of the moving bar makes it difficult for the reader to subvocalise, and impossible to regress.

Charles Au's effective reading rate was a reasonably good 172 before he enrolled in the Improved Reading and Study Skills Course. Now it's an excellent 1,378. As the manager of a catering operation, he is kept very busy, and he's delighted that now he can get through a lot more reading material in a shorter period of time.

"What I like about it," says Charles, "is that you are trained to focus on more words, then a phrase, then a paragraph, and it really helps you to understand better what you're reading. It's like people reading Chinese kung fu novels. They read very fast but still get what it says, because they use their imagination.

"But when Chinese people read English they're afraid to use this technique. They want to digest every word in order to understand. That's wrong. We can do the same when reading English. We can all read, but we don't know how to read, and we need somebody to widen our horizon for us."

Bad reading habits have their origin in the educational system. Having first been taught to read individual words letter by letter, and then sentences word by word, the teaching process was then halted in the mistaken belief that the art of reading had been instilled. This is the reason why so many adults read no more efficiently than they did at about the age of nine, even though their vocabulary is larger. Had the teaching process been continued until we were able to read in groups of words, then many of the bad habits we now possess would not have developed. Our reading would be far

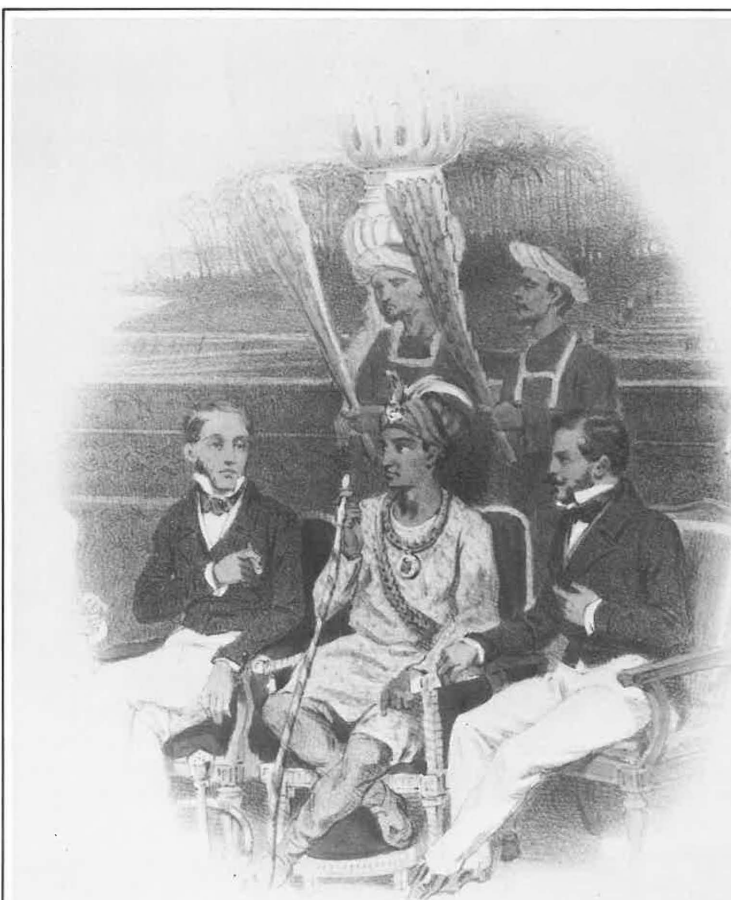
more efficient and our comprehension greater.

When students begin the Improved Reading and Study Skills Course they test themselves on their reading speed. They do the same when they finish the course, so they can easily see that the claims made by the Centre — that they will read faster and more efficiently have been realised.

"It's not just a speed-reading course," says Stan Rodgers who designed the course and has seen it spread successfully to a number of countries from his native Australia. "It's not a gimmick, because participants can test their own progress, and the results are measurable.

"It is no use reading twice as fast if you only understand half as much, so the stress on the course is angled towards making sure people read better as well as faster."

No extravagant claims are made about achieving reading rates of thousands of words per minute. But students are encouraged to believe that 900 to 1,100 words per minute, without loss of comprehension, is not beyond reach. And most important, the new reading skills stick. Testing six months after the course has shown that the increases have been held, and sometimes improved. □



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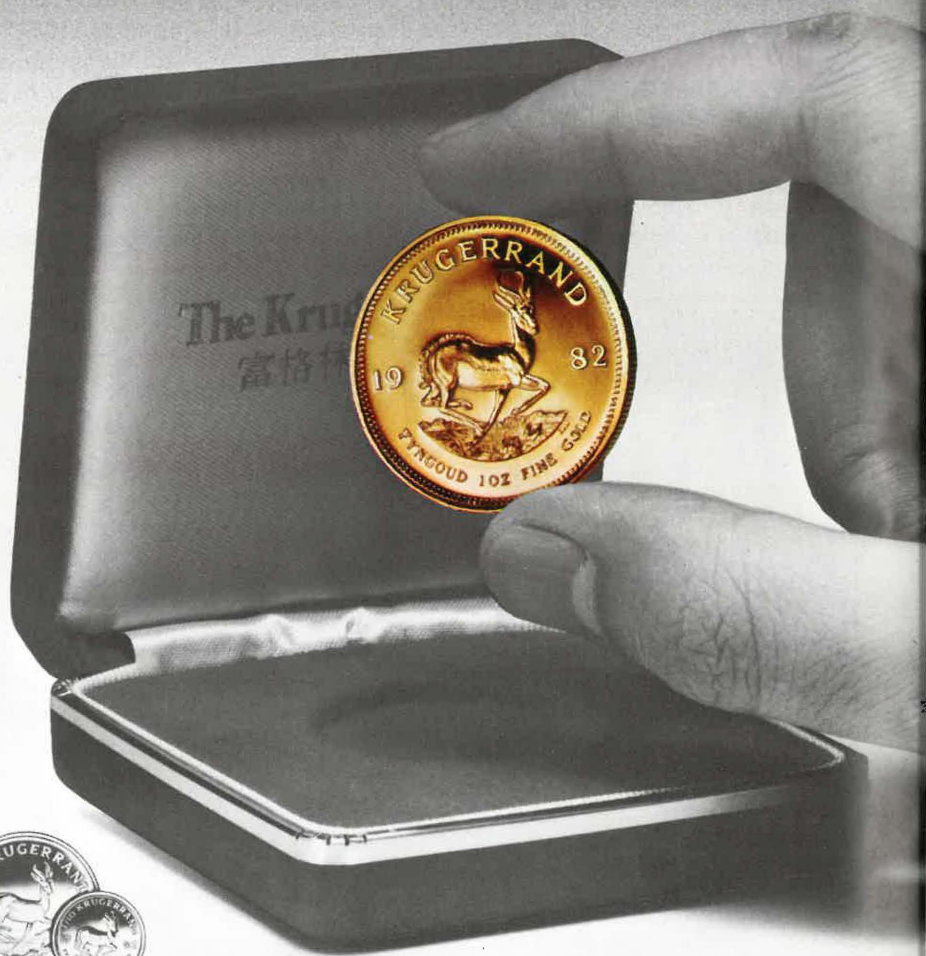
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Hong Kong/British Cooperation



The North of England has a long history of industrial innovation. It was there that Stephenson built his Rocket, the world's first locomotive. Swan developed his electric light bulb in the North and engineers built the first turbine-engine driven ship.

This tradition continues. Local innovation centres have been set up to encourage entrepreneurs commercially to exploit the latest in modern technology. They are — and their initiative is extending to overseas collaboration.

For instance, in the North of England today industrialists from 15 foreign countries have established plants. About 80 United States manufacturers are there and so are some Japanese, German, Scandinavian and Swiss industrial investors.

The latest is a joint-venture, established in the Newcastle area between a Hong Kong company and an English manufacturer of plastics. The venture is to make polythene bubble-filled packaging. But, of course, Hong Kong's link with the North of England remains mainly in one another's exports.

Prime movers in this are the Hong Kong General Chamber of Commerce and the North of England Development Council (NEDC). The Chamber represents the Council in Hong Kong and the NEDC offers all assistance possible to the Chamber in the United Kingdom.

For instance, the NEDC will host and help substantially the Chamber's mission that Chamber Chairman, John Marden, will lead to the United Kingdom early next year to describe Hong Kong's attraction for British business and industry.

The Chamber for its part is this month helping a trade mission from the North of England visiting Hong Kong between November 29 and December 4. Thirty-five UK companies are doing their best to sell Hong Kong everything from clothing to electronics and heavy engineering.

Chris Fraser, Industrial Development Adviser (Far East) to the Council, comes to Hong Kong often and he describes Hong Kong as an obviously very important market for the North of England manufacturers. He would like to see Hong Kong use the North also as a base for overseas investment in manufacturing.

"What we've really been looking for in Hong Kong is an opportunity to demonstrate to local companies the advantages of their having branch factories within the EEC. The North of England gives them duty free access both to the EEC and the European Free Trade Area (including Scandinavia)," Mr. Fraser says.

"We also can offer substantial incentives to incoming companies, as well as our excellent infrastructure and good communications with the rest of Europe. We haven't been suggesting

this for long, but results so far do look encouraging.

"We have had a number of visits from interested Hong Kong companies. And now there is this new joint-venture. "At the same time we have had some success with Hong Kong garment companies that find it advantageous to sub-contract some production to North of England garment people with the final market being the EEC. Sub-contracting gives them the Made in UK label."

Mr. Fraser explains there are a large number of industrial parks in the North of England where attractive single-storey factory units, called advance factories, offer an initial rent-free period. The United Kingdom, he points out, is a sophisticated country in terms of infrastructure. The North itself has two major ports and two airports directly serving Europe, including Scandinavia.

The NEDC, Mr. Fraser says, as the regional development organ, adopts a coordinating role for foreign investors during factory location studies so that a company doesn't have to have with more than one organisation in any feasibility study period. He also points out the North has a respected and thriving Chinese community.

The Council's first priority, he says, is to local companies. But it recognises that in order to combat unemployment and upgrade technology the North needs to seek investment from overseas.

For those worried about strikes Mr. Fraser offers statistics. He says that if the public sector is ignored no more than 2% of private companies suffer from strikes. A single union agreement could be negotiated with an investor if he wishes to recognise a trade union. "We recognise all this promotion is a two-way stream," he adds. "Some companies from the North of England may also be interested in establishing a presence in Hong Kong." □

Vocational Training

power for the new industries and sectors and to provide redundant manpower with new or additional skills and knowledge enhancing their labour mobility so that it will be important to conceive training as a long-life process which includes not only initial training but also updating, upgrading and retraining programmes when formulating manpower policies. I have tried to review the efforts of

industry, teaching institutions and the Government over the last few decades as Hong Kong took big steps forward in training its skilled manpower. I have indicated that we should not be complacent as there is considerable scope for improving the existing schemes for training and for developing new schemes in the future. It is commonly accepted that manufacturing industries will remain one of Hong

Kong's mainstays and, of course, commerce and service sectors will by no means be less important. I am confident that continued cooperation between all parties and the administrative arrangements now set up, will produce the steady supply of trained manpower we need to sustain our industry in the future.

Thank you once more for your kind invitation.

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The In-tray

New member

Thirty-five members joined the Chamber in October:—

Aesthetic Fashion & Design Centre
Amalgamated Mfrs. Corp.
Broadwood Ltd.
China Everbest Machinery Enterprises
Co. Ltd.

Corint (D.E.F.) Ltd.

Coveford Ltd.

Damascus Asian Sourcing Ltd.

Diamond Shamrock China Ltd.

Durable Electrical Metal Fty. Ltd.

E.T.E. Gloves Mfg. Co. Ltd.

Effort Co.

Eternal Footwear Co.

Euras Trading Ltd.

Golden Dragon Engineering Co. Ltd.

Henry & Roy Co.

Hillmany Enterprises Ltd.

Hip Hang Enterprises Ltd.

Hong Kong Wah Sang Trading Co.

Humanbo Enterprises Ltd.

International Specialists Trading
Co. Ltd.

Jimco toys international ltd.

K and L Traders

Kui Shing Trading Co. Ltd.

Lever Trading Co.

MBS Enterprises Ltd.

Malida Glassware Mfg. Co.

Merox Apparel International Ltd.

Midfar International Ltd.

Modern Printing Equipment Ltd.

Prime Watch Mfg.

S & J Enterprise

Sun Chong Seng Enterprises Ltd.

Telly Weaving & Dyeing Factory Ltd.

Tradus Co. Ltd.

Tronica Electronic Engineering Co. Ltd.



The Duke of Kent told 250 members who attended a Chamber luncheon given in his honour in the Hilton Hotel ballroom on October 28 that Hong Kong had overtaken Japan (with more than 20 times Hong Kong's population) as Britain's largest Far Eastern market. The Duchess of Kent accompanied the Duke. The Duke is vice chairman of the British Overseas Trade Board.



Mr. Kenneth Chiu (back row, left), Trade Division Manager, attended on October 5 a dinner given by Mrs. M.P. Bellavita (centre, front row), the Consul General for Panama in Hong Kong, to meet a visiting delegation from the International Commercial Exposition of Panama. Mr. D.K. Bazan, president of the Panama Chamber of Commerce is on the left of the front row.



Mr. John L. Marden (centre), Chairman of the Chamber, led the Hong Kong delegation that left on November 8 for the annual five-day conference with Kagoshima, Japan's southern prefecture, on trade and industry and on tourist and cultural links. On Mr. Marden's right is Mr. D. Christie, immediate past chairman of the Chamber's Japan, Taiwan and Korea Committee and on his left is Mr. Ernest Leong, the Chamber's Assistant Director for trade. Mr. Marden delivered the keynote address at the opening of the conference.

Trade in Progress

Hong Kong Overall Merchandise Trade (HK\$M)

	Jan.-Aug. 1982	Jan.-Aug. 1981	% Change
Imports	92,619	89,170	+ 4
Domestic Exports	53,227	50,438	+ 6
Re-Exports	28,598	26,372	+ 8
Total Exports	81,825	76,810	+ 7
Total Trade	174,444	165,980	+ 5
Balance of Trade	-10,794	-12,360	-13
Visible Gap as % of Total Trade	6.2	7.4	

Imports : Major Suppliers (HK\$M)

	Jan.-Aug. 1982	Jan.-Aug. 1981
China	20,835	18,286
Japan	20,462	20,873
USA	10,098	9,586
Taiwan	6,804	7,033
Singapore	6,795	6,880
UK	4,488	4,005
South Korea	2,932	3,635
Fed. Rep. of Germany	2,223	2,213
Switzerland	1,722	1,910
Australia	1,530	1,246

Imports : Major Groups (HK\$M)

	Jan.-Aug. 1982	Jan.-Aug. 1981
Raw materials	37,281	36,439
Consumer goods	24,539	23,422
Capital goods	13,090	13,226
Foodstuffs	10,572	9,065
Fuels	7,137	7,017

Domestic Exports : Major Markets (HK\$M)

	Jan.-Aug. 1982	Jan.-Aug. 1981
USA	19,857	18,153
Fed. Rep. of Germany	4,523	4,552
UK	4,488	4,761
China	2,434	1,643
Japan	2,009	1,785
Australia	1,841	1,611
Canada	1,642	1,479
Singapore	1,241	1,100
Netherlands	1,078	1,008
France	967	921

Domestic Exports : Major Products (HK\$M)

	Jan.-Aug. 1982	Jan.-Aug. 1981
Clothing	18,750	17,735
Toys, dolls and games	5,990	4,459
Textiles	3,210	3,313
Watches	3,204	3,578
Radios	2,300	2,421
Electronic components for computer	921	1,501
Electric fans	771	932
Handbags	746	711
Hairdryers, curlers and curling tong heaters	626	541
Footwear	525	515

Re-exports : Major Markets (HK\$M)

	Jan.-Aug. 1982	Jan.-Aug. 1981
China	5,317	5,174
USA	3,680	3,009
Indonesia	2,923	2,709
Singapore	2,245	2,066
Taiwan	1,728	1,584
Japan	1,699	1,681
South Korea	1,074	895
Macau	1,000	867
Philippines	957	795
Nigeria	607	649

Re-exports : Major Products (HK\$M)

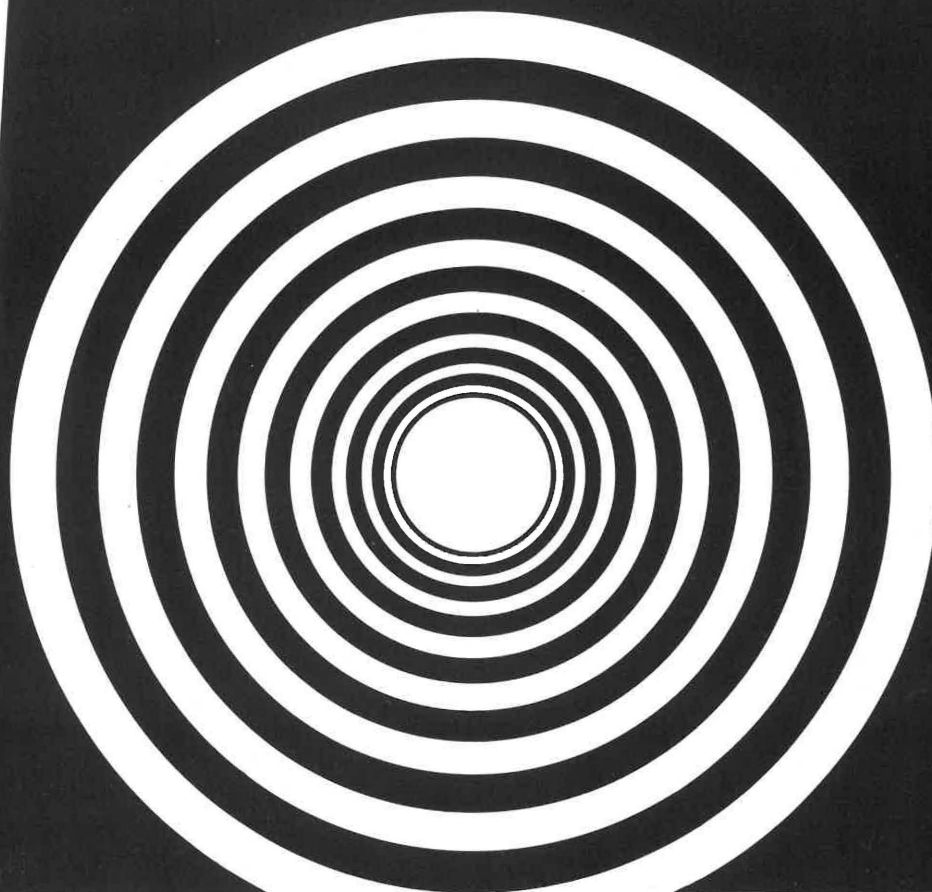
	Jan.-Aug. 1982	Jan.-Aug. 1981
Textiles	4,435	4,502
Chemicals and related products	2,544	2,241
Electrical machinery, apparatus and appliances and electrical parts	2,214	1,942
Photographic apparatus, equipment and supplies and optical goods, watches and clocks	1,952	2,083
Crude materials, inedible except fuels	1,938	2,294
Articles of apparel and clothing accessories	1,914	1,358
Food	1,778	1,264
Non-metallic mineral manufactures	1,686	1,729

Values and volume - monthly progress (HK\$M)

	Imports		Domestic Exports		Re-exports		Total Trade
	\$M	Quantum Index (1973:100)	\$M	Quantum Index (1973:100)	\$M	Quantum Index (1973:100)	\$M
1979	85,837	176	55,912	175	20,022	184	161,771
1980	111,651	209	68,171	195	30,072	253	209,894
1981	138,375	233	80,423	210	41,739	324	260,537
Monthly Average							
1981	11,531		6,702		3,478		21,711
		(1981:100)		(1981:100)		(1981:100)	
Jan. 1982	10,023	81	6,239	91	3,319	87	19,581
Feb.	11,220	91	4,694	67	3,597	93	19,511
Mar.	12,178	99	6,577	93	3,714	96	22,469
Apr.	12,302	101	6,541	93	3,589	93	22,432
May	11,340	94	6,854	97	3,760	99	21,954
June	11,714	98	6,953	97	3,451	91	22,118
July	12,376	104	7,680	106	3,578	94	23,634
Aug.	11,583		7,742		3,613		22,938

Area Comparison (HK\$M)

	Imports Jan.-Aug. 1982	Domestic Exports Jan.-Aug. 1982	Re-exports Jan.-Aug. 1982
Asia (excluding China)	42,507	6,089	13,494
China	20,835	2,434	5,317
West Europe	13,593	15,180	2,037
(EEC)	11,103	12,455	1,543
North America	10,816	21,499	3,890
Australia	1,530	1,841	451
Africa	641	1,705	1,227
Middle East	1,064	2,384	1,363
Latin America	658	1,437	559
Rest of World	975	658	260



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本文內容乃摘錄自執行董事
麥理覺向理事會及其他
工作委員會發表之每月報告

會員

十月底會員總數為2,934，與本會希望在年底達到三千會員的目標十分接近。為能繼續招募更多會員入會，本人計劃由十一月中至明年二月底推行一連串招收會員運動。

現時的會費將於一九八三年增至二千港元。由於會務擴張及一九八二年的通貨膨脹，會費增加在所難免。幸而通脹已有漸漸緩和之勢，而本會計算一九八三年度的財政預算時亦有將通脹緩和計算在內。

稅務委員會

委員會於十月六日舉行集會，研審有關該會及本會其他會員就一九八三／八四年度港府財政預算案所提出關於稅務方面的意見。現時該會正草擬一份意見書準備呈交財政司，並將於十一月初集會時作最後審核。

民政事務委員會

委員會草擬了一份有關香港留英學生學費問題的函件，準備致送英國各有關官員。委員會於集會上予以研審，現已一切就緒，日內將發往英國有關當局。

仲裁委員會

委員會於十月一日舉行集會，討論最近政府修訂的仲裁條例。委員會決定重新檢討本會的仲裁附則，以配合港府修訂的條例。

日、台、韓區委會

由區委會主席李國賢先生率領的一個八人親善代表團於十月四日至七日訪問韓國，與漢城三個最大貿易組織舉行一連串討論，並參觀第一屆漢城國際交易會，探討香港將來參加該交易會的可能性。

本會為根德公爵設午宴

本會於十月廿八日星期四為根德公爵伉儷舉行午宴，尤德爵士伉儷亦有出席。根德公爵致詞時指出，英國與香港之間應可擴大貿易，並提到英國可適當借助香港，向中國輸出英國科技。

一九八三年本會財政預算

根據本會理事會上次集會所同意的方針，有關本會一九八三年的收支預算現經修訂，估計收入將為10,623,000港元，而支出則為10,344,000港元。我們希望能有少量盈餘。

非洲

九家公司將參加本會與貿易發展局合辦的商業團，往訪亞拜然、科托努、洛梅與拉斯帕馬，日期為十一月五日至三十日。

中東

非洲區委會於十月六日的集會上，決定與貿易發展局聯合組團在一九八三年初訪問中東，行程將包括巴林、阿曼、阿布札比與利雅得。

西歐

本會現正籌備派遣高層代表團於一九八三年三月訪英事宜。有關該五日訪問的行程表即將有最後決定。香港政府駐倫敦辦事處專員姬達爵士可能陪同本會主席、副主席及本人往訪部份英國機構。

一九八三年度本會訪歐貿易團將往訪慕尼黑、史圖加、蘇黎世與巴塞隆納。該團亦將考慮順道往訪倫敦。

香港交易會

為期一週的香港交易會於十月廿三日閉幕，大會方面紀錄得的參展人數約有四萬。由於本會會館位於大會入口附近，在位置上佔盡優勢，吸引了不少參觀者。參展商一般對本會的策劃與參展的成績感到滿意。

本會已接獲七份預訂明年參加交易會的申請。本會將於短期內與交易會主辦人討論一九八三年的參展事宜。

貿易服務

十月間，貿易部共接見了九十二位業務訪客，並安排了1,194宗業務接洽。貿易部又處理了1,091宗貿易諮詢，其中243宗由貿易發展局轉達。雖然此數字比一年前略低，但仍然顯示出不少外國商家對香港的商業與出口保持高度興趣。

外來訪問團與海外訪客

除了為訪客安排業務接洽外，本會委員會與行政人員並經常接待海外訪問團或個別訪客，向他們簡介香港的一般經濟氣候、本港的工商業與基本建設等。

十月間共有二十個這樣的團體或個別人士訪問本會。此中包括來自日本、印度、菲律賓、巴拿馬、牙買加、英國的代表團，以及來自非洲、荷蘭與世界各地的個別訪客。

本會裝置新儀器

除向外推廣外，本會亦向內擴大及改善服務。最近本會裝置了文字處理機，以繼續維持本會提高職員生產力與整體效率的一貫政策。

這些新設備跟本會的按連電腦、磁咭排字機、印刷機及所有IBM電動打字機均提供相輔相成的服務。本會在過去數年間逐漸添置上述設備，使本會能為會員提供更佳服務。

閱讀促進課程

一項閱讀促進課程將於十一月／十二月間為本會會員而舉辦，每位參加者的費用減收至460元。如同一公司提名超過一人參加，則學費會進一步減至每位430元。

香港日記與記事簿

是年本會日記的銷售數目比去年略低。在截止訂購時，共售出五千本大型日記、一千七百本小型日記、以及約五百本袖珍型記事簿。

聖誕咭

雖然日記的銷量減少，不過聖誕咭的銷售成績卻非常良好，共向會員售出了九萬八千張聖誕咭，比去年幾乎多出一倍。本會更從電腦紀錄取得非會員機構的名稱，首次向這些非會員機構推出本會的聖誕咭。結果另售出了二萬七千張聖誕咭。

小冊子

十月間，出版組除出版「工商月刊」及本會定期的貿易與工業資料通訊外，並印製了香港交易會小冊子、簽證服

務小冊及臨時入口免稅特許證簽發服務小冊，各五千份。

工商月刊

在過去一年左右，本會採取了幾個步驟加強「工商月刊」在內容及廣告上的吸引力，甚至委任廣告代理管理及推廣廣告位置的分銷。

月刊的大部份內容涉及香港與其主要（及次要）經濟夥伴間的工商業連繫。因此很多時我們將全期篇幅用於報導香港與某一個主要貿易夥伴的關係，這些國家包括美國、英國、德國與日本。除了報導本港與有關國家的貿易與投資

情況外，這些國家專輯更向讀者介紹知名的旅港外籍工商界人士，以及他們的香港及東南亞區公司的工作。月刊內並往往刊出有關該國旅遊勝地的文章。這一類的「工商月刊」通常須加印，以分發往有關的海外國家或放在其國營航機上。

至於其他與香港關係未致認真密切的國家，月刊亦不時有較短的專文加以報導。

在上述兩種情況下，本會均須與有關國家的駐港領事緊密合作，且往往獲得該國主要政治家或政府官員支持。本

會制訂一個全年計劃，希望將國家專輯配合各國的國慶日或其他特別日子。

除國家專輯外，月刊並經常報導各類專題，主要分為香港的貿易、工業與社會發展三方面。所謂社會發展，包括報導有關主要公共工程計劃，以至慈善組織的工作等。同時月刊內並留有足夠篇幅報導本會的最新動態。

近幾期的「工商月刊」增加了篇幅（是年每期平均頁數為五十），彩色頁數漸漸增多，包括彩色廣告頁。月刊仍然能自給自足，往往更有小量盈餘。□

穩定與繁榮的四個必要條件—— 幣值穩定、物業權益明確、耐性與信心

繼戴卓爾夫人訪問北京與香港後，現時塵埃已大致落定，各人對其訪問成果亦有時間加以反省，因此本刊訪問了幾位商家，請他們抒發意見。

我們選擇訪問的商家，都是對維持香港現狀有明顯興趣的人士，同時在與中國進行各種形式合作亦素有經驗。

我們曾經接觸的部份商家之中，也許對於談論上述問題感到躊躇，有幾位則覺得意見愈是分歧，愈顯得情況不明朗。

其他的則採取相反觀點，認為香港人須接納中國當局的籲請，對前途問題提出意見。

我們特將幾位經驗豐富的商家所提出的中肯意見刊登於下。至於本刊的立場，則是仍然堅信現時的談判將達成一項協議，能確保香港在可接受的經濟與商業制度下維持長期穩定。

香港總商會主席馬登先生表示：「自從中英雙方提出本港的前途問題後，事態的發展使我認為最好能夠在兩年內快點發表有關聲明，早一些比遲一些好。」

馬登先生認為理想的解決方案，可以是修改條約，把香港轉為英國托管地，而附有日後可能有轉變的特權，不過這在時間上應有規限，在一九九七年後的至少三十年內不會運用上述特權。

馬氏謂近日的不明確情況令生意難

做。香港購買的入口貨有九成以美元交易。港元兌美元匯率下跌，勢會造成通貨膨脹，一直至不明確的情況消除，眾人對香港經濟恢復信心為止。

在各種商品中，貨幣是最易受到影響的。美元是世界貿易中唯一獲舉世接納的貨幣，因此港元兌美元應保持相當穩定的匯價，這是很重要的。

對於近日有報導謂有很多人拋出港幣轉購美元，馬氏認為數量不致太多，不過貨幣的確是一種對不明確情況作出

很快反應的商品。

香港現處於一個因果與效應的情況。其物業市道正走下坡，而這是由於主要因不明確情況導致的匯率與股市下跌所促成的。

馬氏表示很難在這些情形下建議會員怎樣做。每家公司都面對不同的情況，所受影響也各不相同。

不過，香港應繼續提高其生產能力，這是毫無疑問的。當世界經濟復甦時，香港的出口帶動經濟環節應可受惠。

談及戴卓爾夫人訪華之行及近日香港人討論一九九七的熱潮，香港置地有限公司常務董事及本會理事會會員鮑富達先生表示：「這對香港來說顯然是一個十分重要的問題，雖然這是可以理解的現象，不過我相信有關英首相訪華的成果有太多揣測了。」

「我毫不懷疑香港在支持中國的發展計劃方面，負起難能可貴而且必不可少的任務。相信一個各方皆同意的方案，將由有關方面在短期內研究妥當。」

鮑富達先生表示，戴卓爾夫人的訪問是為了解決香港前途問題而進行積極討論的開端，我們必須視之為正確的動向，而且是建設性的一步。以往中英兩國並沒有就這問題交換意見，有的只是純屬站不住腳的揣測。

鮑氏強調這次訪問只不過是談判的序幕，談判過程須要時間、技巧與耐力，如果操之過急，可能會帶來短期的安慰，卻不會帶來長期的裨益。

他說道：「這並不是妄加揣測的時候，而是需要耐性、諒解、還有最重要的信心。這個時候我們需要堅定齊心。以前我們曾經歷過更糟的日子。」

在香港置地公司最近一期的僱員刊物裏，鮑氏給置地的職員為文寫道：

「現時對香港來說，是一個不穩定的時刻，不過我深信，這個時刻將會是日後我們回顧時所感到有趣的。屆時將顯示出香港一如以往一樣，有賴對長期把自己交託給香港的人士、機構與公司具有良好信念。」

香港電話有限公司總經理及本會理事會會員霍加先生表示，自戴卓爾夫人訪華後，香港的事態發展對電話公司「並無影響」。

電話公司現正致力迎合客戶對新服務的需求，而且發展正符合目標。能否達到目標視乎何時會有一兩個屋邨進行興建，跟政治情況毫無關連。

霍加先生表示，香港對電話的需求，隨著建築工程完成及人口的大量遷移而波動。是年度該公司處理的新駁線電話約有二十五萬個，而割線的則有十五萬個。新駁線及割線的原因，主要是人口向新界的新市鎮遷移，同時在商業區有大量新用戶。

今年國際電話的流量增加了25%，此中包括與中國的電話往來有顯著的增加。霍加先生表示，電話公司與北京、上海、廣州及中國各地電訊當局的關係非常良好。

除了訓練為數不多的中國電訊業人才外，電話公司與中國當局未找到為中國提供協助的途徑。九月份香港撥電話

往中國的次數有八萬三千次，要處理這麼多電話接駁，最大問題是全部須經人手駁線，這是由於中國使用的電話接駁儀器是人手操作的。

這使到香港也須增聘人手負責這方面的接駁服務。至於所有其他國際電話往來，幾乎都是自動化的了。電話公司希望能夠有辦法改善這個問題，使中港兩地皆可受惠。

霍加先生表示他的公司在香港安裝電話不獨為迎合需求，更有意繼續增添新設備，而且根據電話條例，該公司有必要這樣做。

現時裝置的新儀器有廿五至三十年壽命。至本世紀末下世紀初仍可服務市民。他補充說：「我們現時裝置的每一條新線路將會把我們帶進下一世紀。」

瑞興百貨有限公司董事長及本會理事會會員古勝祥先生表示，現時很多港商對於試圖與中國做生意間會感到無所適從。

如果像治理澳門一般治理香港是不適合的。香港有複雜的商業結構，能夠符合國際貿易水平，又是一個高級市場及國際金融中心。

另一方面，中國則在三十年來差不多跟世界隔絕。對於如何適應國際商業界及如何與之溝通所知不多。由於不懂得有關的適應與溝通方法，因此中國官員在遇到現代商業的建議時，感到難以明白。

古先生表示曾經有些情形，是中國方面在推銷產品時並不確實知道本身的成本，在採購時則並非經常有預算。這是由於中國過往的生活十分簡單，只注重基本的日用必需品。

不過現時中國推行現代化計劃，正逐漸開放門戶。如此一來，導致了一個趨勢，就是中國希望立刻擠上世界水平，卻並不完全知道這些水平是甚麼。結果是有時中國會要求外國大量投資、提供科技知識、以及各種新型與精密機器，而這些機器是他們仍未懂得如何好好充份利用的。

古先生說：「我與大約二十名其他商人曾被邀上廣州演講。我對他們說的第一件事是：請不要企圖在你們的工廠內裝置最精密的機器。購買二手貨吧，不但價錢較便宜，而且你們的工人能夠較易進行操作。」

「只要你們能製造香港可以為你們出口、符合國際水平的產品，便是一個良好開始了。」我更告訴他們，不應害怕讓投資者從事能賺取利潤的業務，這樣投資者才會覺得有目標可循。他們也不應使人民以為他們對樂意與中國做生意

或投資於中國的人士賦予高度的優惠待遇。

古先生表示當中國四化初開始時，香港人即熱衷於與中國建立業務關係，他們希望在各方面投資及提供協助。他說自己便是一個典型例子。

「我多次前去歐洲及美國找尋靈感。例如，我到維也納去參觀一所酒店大學，該大學專門訓練學生怎樣經營酒店及為酒店客人服務——不是豪華型酒店，而是簡單整潔、能符合國際水平的那種。該大學負責人告訴我，如果我遣送十二名學生前往就讀，大學當局可聘用能操我們語言的教師。後來我到北京及廣州，告知有關當局這個消息，他們卻說無此必要，我感到很驚奇。」

「我到丹麥去，聘請了一位丹麥顧問，他曾經參與馬歇爾計劃下整頓歐洲的工作。他有一個主意，就是在中國設立一個食都，像愛爾蘭、荷蘭與瑞典那般。我想我該把搜集到的有關資料帶返中國，希望也許可以施用於深圳，而中國沿岸港口及城市可以繼起效尤。」

「採用新的食都方法來迎合供求，可避免浪費大量食物，不過中國政府並沒有採用或接納這些方法。」

「有一個時期我竭力希望在中國興建一家有一百個房間的簡樸酒店。我找得建造巴黎龐比杜博物館的著名建築師幫忙。可惜中國官員說我計劃興建的那座酒店太小了。我對他們說我認為由小規模開始，才可以學習到經營酒店的正確方法，但是他們始終不同意，令我大感失望。我所花的時間與金錢完全白費了。」

「我亦曾極力試圖發展中國的茶葉生意。他們要求最先進的包裝茶葉機器，我便到德國買下最優良的機器。現時這部機器在廣州，至於他們有沒有使用，我就不得而知了。我曾派人多次到中國洽商，三、四年了，一點進展也沒有。」

「我甚至加入了美國的國際購物中心協會，希望藉此讓深圳對於日後開設商業中心的概念有所認識。我要求獲得一份深圳藍圖，他們說不知我所指的是甚麼。」

「我雖致力於建議及協助中國提高人民的生活水平，卻不得要領。我感到很氣餒。事實上，我唯一能夠說服他們的，是出席一九七九年五月在東京舉行的國際零售商協會會議。」

利希慎置業公司主席利銘澤先生說道：「很多人都已經聽過我的意見，而自從戴卓爾夫人訪問中國及香港之後，我的意見也大致一樣。我對於所有謠言都不予理會，因為我有自己堅定的看法。」

「以我自己及家人而言，無論我們在香港賺了多少錢我們都會把錢投資在香港，我們不會把資金帶走。在這裏我們可以控制自己的資金，如果將之撤走，則這批資金會受到不同形式的管制。

「戴卓爾夫人訪華後，香港陷入低潮的部份原因是過份投機所致。我認為把全部責任歸咎於戴卓爾夫人是不公平的。

「有關一九九七的問題，我只是在

數月前才注意到。我個人認為投機者正利用這個年期所引起的問題從中漁利，因為中國早已宣佈擁有香港的主權。因此，我知中國在香港主權問題上是不會讓步的。不過無論怎樣，我認為中國政府不會對香港做出有違情理的事。

「香港有五百多萬中國人，我們必須得到照顧。我記得當香港受天旱之苦，嚴重缺乏食水的時候，港府向中國尋求食水供應，已故的周恩來總理便說過

：香港的居民須得到照顧。這就是東江水計劃的由來。」

利先生說，他個人認為將來的物業買賣不會有任何改變。物業將不會被充公。

「這對於金融市場能否獲得源源不絕的資金流通是很必要的。因此，一旦未來的產業權益得到澄清，我相信香港將回復信心。」 □



本會參加香港交易會

最近在九龍公園閣地舉行的香港交易會消費品展覽已圓滿閉幕，香港所作的貢獻至為特出，由香港總商會籌備的美輪美奐展館，可謂功不可沒。

該展館位於旗幟飄揚、鋪上紅地毯的交易會入口右邊，展出多種香港製產品。展會的四萬位參觀人士大都先到本會會館巡視，包括港督尤德爵士及為展會揭幕的財政司彭勵治先生。

二十家本會會員機構租用個別攤位，另廿八家會員機構把產品集中陳設在美觀的陳列櫃內。會館設有一位處正中的休憩處，供參展者與商家坐下洽談訂單。休憩處隔鄰坐著本會職員，負責答覆參觀會館人士的諮詢。在她們背後是供應飲食的佳寧娜攤位。

會館的實用設計及館內設施為香港帶來確實的成果，而此時正值香港須要盡量博取訂單。除了參展商本身取得生意及諮詢外，本會在交易會上亦接獲及處理了五十八宗有關未見展出的產品的諮詢。

這些諮詢顯示了明年的交易會有需要讓更多不同行業的會員參加。明年的交易會將在灣仔海傍道新落成的華潤大廈展覽中心舉行，並將一分為二，其一展出消費品，其二展出工業產品。

交易會後，本會向參展商初步試探明年是否準備再參展，立刻有九家參展

公司表示願意。例如中國陶藝公司便準備租用一個比今年大一倍的攤位，因為該公司今年在交易會上達成的生意比預期為佳。

有些參展商如和記黃埔只求參展，並不刻意尋求訂單，大部份卻獲得意想不到的佳績。

例如美國絃外機亞洲有限公司市場經理葉樹榮在記者招待會上表示其公司的攤位接獲蜂湧而至的諮詢，數量之多超乎意料之外。

本會貿易部助理董事梁紹輝先生形容香港交易會及本會的參與，是「朝著正確路向邁進一步」。

他說，作為世界主要出口地區之一及金融中心，香港應當有其本身的國際性交易會，就像世界上其他先進貿易中心，如西德的法蘭克福與柏林、英國的伯明罕以及美國的紐約或中國的廣州。

梁先生認為一個國際性的香港交易會，使香港有多一個場地向世界各國買家展出其產品，而展會在香港舉行，參展商所花成本不致太鉅，而對世界買家及本地與國際製造商而言，均可節省來往展會的時間。

他說香港舉辦交易會的另一優點，是香港參展商可以向有可能落訂的買家介紹他們的工廠，而本地製造商又可從其他國際參展商展出的產品吸取經驗。

他指出，香港位於遠東區的中樞，而遠東區是世界上經濟增長率最高的地區之一，對消費品需求甚殷，而香港生產或轉口的主要都是消費品。因此，一年一度展出本地及外國產品可吸引到遠東區買家的興趣。

梁先生表示，這正是總商會參與首次在港舉行的消費品展覽所獲得的經驗。本會接獲的諮詢之中，絕大部份來自東南亞與太平洋，皆因遠東區內大多數的展覽集中於專門產品而非消費品。

梁先生又說，本會會館由於位置在展會入口附近，因此十分矚目，而館內陳設產品種類之多，更使參觀會館的人士絡繹不絕。

本會職員處理諮詢時均抱著樂於幫忙的態度，因而帶來更多生意。買家都很欣賞本會所設的休憩處，讓他們能夠坐下來商談生意。此外，佳寧娜的快餐服務亦有助加強本會會館的吸引力。

很多國家亦明白到香港作為遠東區貿易中心的重要性，因為香港在全球經濟不景中仍維持相當高的經濟增長率。這些國家包括印度、英國、泰國、甚至遙遠的巴西，各在交易會上均設有展館。印度方面就有三十五個參展商，這是他們在香港最大型的推銷活動。所有國家均公開表示對參加交易會的成績感到滿意。 □



兩座職業訓練綜合大樓—— 九個訓練中心

工業教育及訓練署署長穆勤先生於九月廿一日香港總商會業務圓桌午餐會上致詞，談及新成立的職業訓練局將於一九八四年六月施行的訓練計劃。以下為演詞譯文：—

各位來賓：

很感謝各位邀請本人今日到此演講並享用午膳。

各位邀請本人講及工業教育及訓練，足可證明政府與工商界之間長久以來一直有溝通的途徑。由於公私營機構有所溝通，工商界得以發表其意見，而政府則藉以制訂其未來政策。

今年較早時通過的職業訓練局條例，以及繼而成立的職業訓練局，證明政府樂意按照工業界的意思實行政策。自一九四〇年代末期，本港首次感到有必要訓練足夠的技術人才以迎合工業界的需求。現時回顧過去三十年在這方面的進展可說是一個適當時候。

當時本港工業界的特色，是大多數熟練工人都是依隨中國傳統，邊學邊做或者是非正式學徒出身，亦即跟隨較有經驗的師傅做助手，從旁觀察，經年累月後，當學徒得到同行技工的認許，他便成為熟練技工了。

一九五〇年代，政府提供初期的職業訓練，由若干公用事業公司及數家大規模私營公司協助開辦正式的學徒訓練計劃。除了接受在職訓練外，學徒並須到工業學院上課。就這樣，一項現代化的職業訓練計劃便開始建立起來。

一九六〇年代，政府在工業界的建議下，開始制訂一項龐大計劃以訓練足夠人力應付工業界的發展所需。一九六五年九月，政府委任一個工業訓練諮詢委員會，負責研究工業訓練事宜，並提出長遠解決辦法的建議。一九七一年，諮委會完成任務，政府根據其建議，於一九七三年成立香港訓練局（亦即現今的職業訓練局的前身），以繼承工業訓練諮詢委員會的工作。訓練局的成員分為三方面，包括知名工業家、工人代表與政府官員。在該局建議下，港督委任了十個工業訓練委員會及六個商業與服務行業訓練委員會，負責各行業的訓練事宜。同時並設立了六個一般性委員會，負責適用於多個行業的訓練事宜。



李惠利工業學院提供電腦課程。

一九七六年，政府又在訓練局的建議下，通過學徒訓練條例，使青少年接受正規學徒訓練的人數由一九七〇年的寥寥數百增至去年的一萬多人。

到了八十年代，職業訓練局的成立使職業訓練達到了新的轉捩點。政府仍然依照其一貫做法，盡量符合工業界的意思行事，因此職業訓練局之下有多個訓練委員會，由工業家、工人、訓練機構人員與政府官員組成，使制訂計劃的時候，上述有關方面的意見都在考慮之列。職業訓練局比早期的訓練局有更多權力，譬如負責設立及管理必須的訓練設施，就是職業訓練局的責任之一。

該局的發展計劃包括首次興建兩座訓練中心綜合大樓，地點分別為九龍灣與葵涌。綜合大樓之內將設立九個訓練中心，包括：

- （一）汽車修理與服務訓練中心，
- （二）電機業訓練中心，
- （三）電子業訓練中心，
- （四）酒店業訓練中心，
- （五）金工車間與金屬製造業訓練中心，
- （六）塑膠業訓練中心，
- （七）印刷業訓練中心，
- （八）紡織業訓練中心，以及
- （九）焊工訓練中心。

此外並施行第十項工業訓練計劃，俾工程系畢業生得以繼續進修。此項計劃將使用金工車間及金屬製造業訓練中心



這名學生在工業學院接受裁剪訓練課程，為自己的未來加以剪裁。

心的部份設施。

當此等計劃付諸實行後，可訓練操作員以至技術員、裝配線督導員以至高級經理等各類人才。訓練計劃每年訓練的名額總數約為九千，可望於一九八四年六月施行。同時，職業訓練局並考慮設立臨時性海員訓練中心，由明年中開始在三年內給五千名海員再施予訓練。

教育方面，訓練局現時開辦有五間工業學院；計劃中將興建三間新工業學院，落成後學生名額將比目前的五間工業學院多出五成。第一間即將興建的工業學院座落屯門，地盤面積達二點四公頃。奠基工程將於一九八三年七月開始，建築工程可望於一九八五年七月完成。落成後，屯門工業學院可提供相等於一千六百個全日制的學位。

第二間工業學院計劃於沙田新市鎮興建，預計將有相等於二千五百個全日制學位。若能早日獲批土地，建築工程可於一九八三年三月開始，一九八五年七月竣工。

第三間新工業學院位於港島，規模與沙田工業學院相若。一俟地盤批出，便會動工興建。預料一九八四年初可動工，一九八六年中落成。

這表示工業學院的學位，將由現時相等於七千八百個全日制學位增至一萬五千五百個，計為技工課程學位由一萬四千四百個增至一九八七年的二萬四千個，技術員課程學位由一萬二千七百個增至一九八七年的二萬一千個。

政府從工業本身徵稅以集資興建訓練中心的土地，皆以不計地價方式批出，可見政府樂意為工業界盡量提供協助。由製衣業訓練局管理的製衣業訓練中心，以及由建造業訓練局管理的建造業訓練中心就是兩個好例子。最近在上述兩局的建議下，政府進一步批出兩幅土地，作興建另外兩個新訓練中心之用。

建造業訓練局目前訓練的青少年約有九百五十人，及至今年十月新中心啓用時，學員人數將增至每年一千六百人

左右。製衣業訓練局管理的訓練中心現時每年提供三千七百個學位，待新中心落成後，該局提供的學位總數將接近七千。

本人較早前曾提及香港只是在三十年前才首次感到訓練勞動人口的需要。自此以後，香港從一個滿佈家庭式工廠的細小地區轉為世界上首屈一指的製造業中心之一。現時本港仍有大量小型公司，不過香港在國際市場上，已證實具備競爭能力，產品與服務質素俱佳，同時港人具有精明的頭腦。新儀器與新科技的採用使生產更具效率、產量更多。任何公司在新機器的協助下，即使職員人數不變甚或減少，其生產力總會激增。不過在採用新科技方面，則端賴有關職員是否訓練有素、是否受過足夠教育以適應新科技帶來的轉變、同時對施行的新方法是否具備充份知識等。只有在工人方面能夠熟習新科技，管工與經理等才可望不斷提高生產力，以及消除上下階層的溝通障礙，如此一來才可望有進步。幸而本港勞動人口的教育程度正逐漸提高，再加上較佳訓練，可續為本港未來的成就作出重大貢獻。

另一方面，訓練委員會與一般性委員會在提高本港人力質素方面的作用亦不可低估。此等委員會的作用之一，是與工業教育及訓練署及統計處合作，每兩年進行一次人力調查。根據調查結果，訓練委員會預計各類工業對各級技術人才的需求。政府及教育院校利用這些人力調查資料以釐訂工業教育設施是否足夠。為協助僱主指明主要工作所需之認可與劃一技術，以及為其制訂訓練計劃起見，各訓練委員會亦編制工作說明與訓練計劃手冊。若干訓練委員會甚至編制貿易測試指標。各訓練委員會並負起與僱主、教育院校及政府在推廣訓練方面的聯絡與協調責任。

較早時本人曾提到學徒訓練條例，這項條例的目的是推廣正規的學徒訓練，以及立法保障受僱於工業界的學徒。

所有僱員及年齡在十四至十八歲的少年學徒皆在保障之列。現時受該條例管轄的行業有三十八個，僱主必須向工業教育及訓練署登記學徒訓練合約，並於日間部份時間給假學徒，使彼等能到工業學院修讀有關課程。根據條例，不屬其指定管轄行業、或僱有十九歲或以上學徒的僱主亦可自動向工業教育及訓練署登記學徒訓練合約。

不過工業界本身所提供的訓練仍有很多地方可以改善。若干僱主辦有優良的訓練員工計劃，但很多僱主並沒有視訓練員工為其職責，以致在職訓練設施一般來說並不足夠。

最近的一項調查顯示，本港只有一成機構為其經理級及管工級人員提供正式訓練，13.4%撥款作訓練用途，7%設有訓練部門或訓練組，13%有專人負責訓練。有關方面必須致力改善這種情況。雖然政府通過職業訓練局資助工業教育及職外訓練，不過僱主仍有很大責任為僱員提供在職訓練。

將來會有多種因素影響本港的訓練政策。我們在提供訓練的時候必須要有彈性，在採用新訓練技巧時亦然。不過還須考慮另一個因素，就是工作人口的增加。這是由於十五至六十四歲的工作年齡人數佔較高的人口比例，以及勞動力參與率偏高所致。婦女加入勞動力的人數日增就是一個例子，這表示訓練現有及新勞動力的需求亦相應增加。其他影響包括商界及服務行業日趨重要而且日漸擴張，使就業及訓練皆受影響；此外，可能產生的後果之一，是符合資格的人力在某些行業呈現不足，在另一些行業則供過於求。

我們須採取調整措施，為新工業提供熟練人力，又為過剩的人力提供新或額外的技術與知識，以加強他們的勞工靈活性，所以在制訂人力政策的時候，須視訓練為終身的過程，不單包括最初的訓練，還包括納入最新方法、提高質素，以及再訓練計劃。

本人已試圖回顧過去數十年，工業界、教育院校及政府在訓練人力方面所付出的努力。我們不應就此感到自滿，因為現有的訓練計劃尚須改善，而未來的訓練計劃仍待發展。一般人都同意製造業仍會是香港的支柱，而當然商業與服務行業的重要性並不下於製造業。本人深信，在各方面繼續合作，以及現時設立的各訓練委員會努力之下，將可陸續訓練工業界所需的人力。

本人謹在此再次多謝各位的邀請。

□



酒店業訓練課程，與工業學院一般科目相同，均著重於實踐，酒店業是旅遊業訓練課程其中一環。

能令閱讀技巧提高十倍的閱讀促進課程

忙碌的生意人須閱讀與其公司有關連的大量資訊，他怎樣減輕這不斷增加的負荷呢？南華早報深信該機構有解決問題的答案，並正開辦增進閱讀效率的課程。

香港的生意人日理萬機，工作繁忙，經常都要閱讀大堆報告、書信、文件等，更不要說報章、雜誌與備忘箋了。現時他們花在閱讀資料的時間更有愈來愈多之勢。有些文件比其他的須要更仔細閱讀，不過即使看似並不重要的資料也須粗略看過才可以決定其價值。

我們當然都希望能夠有一種更有效率的方法來處理這些排山倒海般的文件。

其實問題很簡單，我們必須能夠以較快速度閱讀資料而不失理解能力。本會的會員機構南華早報有限公司便有解決問題的答案。

南華早報自今年二月開辦「閱讀促進中心」以來，共有三百多人參加，年齡由十三歲的學童以至商界行政人員及專業人士都有。他們參加了此項為時共十五小時的課程後，不少人竟獲得驚人的成績。

一般學員在完成課程後，其有效閱讀率比以前增加了二至三倍，不過有些竟高達十倍，甚或以上。

所謂有效閱讀率的計算方法，是把學員平均每分鐘的閱字數目乘以他對閱讀內容理解能力的百分比。

渣打銀行的一名外籍行政人員在參加課程時，每分鐘可閱讀185字，理解程度是40%，因此他的有效閱讀率是185

×40%，亦即74。課程完結後，他每分鐘可閱讀1,068字，理解程度為70%，亦即有效閱讀率為748，提高了10.1倍。

第一節課時，學員難免會抱著一種懷疑態度。渣打銀行訓練主任潘女士的反應正好代表了一般學員的想法。

她說：「當導師第一堂告訴我們，在完成課程後，我們的閱讀速度可以大為提高，我當時的反應是不以為然，想這只不過是他的推銷技倆。不過，我承認我當時的想法是錯誤的，他說對了。課程完結時，從我的進度表可以看到我的有效閱讀率提高了十倍，真是不可思議！」

潘女士最初的有效閱讀率為58（即每分鐘可閱讀195字，理解程度是30%）。課程完結時，她每分鐘可閱讀895字，理解程度達70%，有效閱讀率為626。

她說：「雖然課程略短，不過我學習了很多技巧，可以使我閱讀得更快，卻仍然能夠維持良好的理解能力。現在我閱讀時應用我在課程中學習到的技巧，比以前更喜愛閱讀。」

我們大多在早年便養成了不良的閱讀習慣，卻無法加以糾正。

個別文字本身的意義不大，須連串成詞、句、段落，才可以在讀者腦海中化成概念或形象。

可惜未經訓練的讀者並不是將文字分組閱讀，而是每次讀一字，而且往往重複閱讀，以及把每一字唸出來（唸出聲或是默讀）。

結果便導致疲倦、灰心、注意力不集中、以及理解力差，因為腦袋須從結構欠佳、毫不連貫的訊息中力圖抽取其中意義。

為克服這些不良習慣，閱讀促進中心採用一種輔助提高閱讀速度的儀器。這個儀器給壓在學員所閱讀資料上，儀器下有一條杆，可按照預先調校的速度在紙上向下移動。杆子的移動速度比學員的閱讀速度略快，令學員難以默讀或重複閱讀。

導師要求學員每次只留意三個字。這種練習側重訓練眼睛的活動範圍，使學員能夠打破每次只讀一字的習慣；理解力在這個階段只屬次要，不過隨著課程進展，亦兼顧到理解力的提高。

一姓區的學員在報名參加是項課程前，有效閱讀率為172，已算相當不俗，現時更是超卓，高達1,378。他是一飲食機構的經理，平日工作十分繁忙，現在能夠在較短時間內閱讀更多資料，使他感到很高興。

區先生說：「我喜歡這個課程，在於它訓練你每次集中閱讀更多字，然後一句詞組，然後一個段落，循序漸進，而真的能夠使你對所閱內容有更佳了解。就像人看武俠小說一樣，他們看得很快而仍然能夠明白小說的內容，因為他們利用想像力去輔助閱讀。」

「不過當中國人閱讀英文時，他們卻不敢運用這種技巧。他們想消化每一個字以求了解。那是錯的。我們看英文時可採用看中文的方法。我們都能夠閱讀，卻不懂得怎樣閱讀，因此需要有人為我們擴闊視野。」

不良的閱讀習慣源自教育制度。老師最先教我們讀單字，逐個逐個字母的拚上去，然後逐個逐個字的讀句，跟著教育的過程便終止了，誤以為閱讀的技術已經灌注在學生身上。很多成年人的閱讀效率不比他們在九歲的時候為高，就是這個原因。

如果教育過程一直繼續下去，直至我們能夠將文字分組閱讀，則我們現存的很多不良習慣就不會養成，我們的閱



學員正在學習如何提高閱讀效率。

讀會更有效率，理解程度會更高。

學員在課程開始及結束的時候，須測驗一下自己的閱讀速度。如此一來，他們可以很易看得到究竟閱讀促進中心是否真的能夠使他們閱讀得更快及更具效率。

設計是項課程的負責人表示，這不僅是一個訓練閱讀速度的課程，更不是

騙人的把戲。參加者可以測驗他們本身的進度，而成績是可加以測量的。如果閱讀速度增加了兩倍，而理解能力卻只有一半，這是沒用的。因此課程側重於確保學員在兩方面皆有進步。

現時課程已經由發源地澳洲成功地伸展至多個國家。負責人並沒有誇稱課程能令學員達到每分鐘可讀萬字的速度

，不過若要達到每分鐘讀九百至一千一百字而不失理解力，則並非高不可及的目標。而最重要的，是這種新閱讀技巧不會在課程完結後便隨著喪失。閱讀促進中心曾在課程完結後六個月再行測驗學員的閱讀技巧，顯示他們能夠維持所提高的速度，若干例子甚至顯示他們更進一步。 □



香港與英國的合作關係

北英格蘭在工業新發明方面已有悠久歷史。史蒂芬生在該區製造了世界首部火車機車，施韻把電燈泡加以發展，而工程師則建造了第一艘渦輪機發動的船隻。

這個傳統仍然持續至今。當地設有多個發明中心，以鼓勵企業家開發最新的現代科技。這些中心更進一步與海外公司合作發展。

舉例說，現時在北英格蘭有來自十五個國家的外國工業家設廠。該區約有八十位美國製造商，亦有日本、德國、北歐及瑞士的工業投資者。

最近的发展是一間香港公司與一間英國塑膠製造商在紐卡素區合資經營，製造空氣珠包裝物料。不過，香港與北英格蘭之間的連繫當然主要是落在雙方的出口方面。

促進上述連繫的推動機構為香港總商會及北英格蘭發展局。總商會為該局在香港的代表，而該局則盡量協助總商會在英國的活動。

舉例說，該局將以東道身份，接待及協助總商會明年初往英國的訪問團。該團將由總商會主席馬登率領，向英國工商界描述香港的優點。

總商會則於本月協助一個北英格蘭貿易團訪港的活動。該團於十一月廿九

日至十二月四日訪港，團員代表三十五家英國公司，目的為盡力向香港推銷各種英國貨品，此中包括衣着以至電子產品及重工程產品。

該局的遠東區工業發展顧問傅偉澤經常來港。他形容香港是北英格蘭製造商的一個非常重要市場。他並希望香港能利用北英格蘭作為製造業在海外投資的基地。

他說：「我們希望能夠向香港的公司證實他們在歐洲共同市場國家設立分廠的好處。北英格蘭能夠為這些廠家提供免稅途徑，以便他們進入歐洲共市國家及歐洲自由貿易區（包括北歐）。

「我們並可以為外來公司提供實質的鼓勵，同時我們有優良的基本建設，跟歐洲其他地區又有良好的通訊系統。我們只是在不久前才提出為外來公司提供實質鼓勵，不過迄今為止，成果看來令人鼓舞。有多家香港公司表示感興趣，並到我們這裏來探訪。現在更有這項新的合資經營項目。

「同時有些香港製衣公司發覺，把一部份生產轉包給北英格蘭的製衣廠，對自己很有利。這些成衣的最終市場是歐洲共市國家。通過轉包生產，他們可以附上「英國製造」的標識。在這方面，北英格蘭發展局助了香港製衣廠商一

臂之力。」

傅氏解釋說，北英格蘭有很多工業公園，裏面設有多個單層的工廠單位，為廠商提供初期的免稅期。他指出英國在基本建設方面來說，是一個先進國家。北區本身就有兩個大型海港，又有兩個機場，航綫直達歐洲，包括北歐。

傅氏表示，北英格蘭發展局身為地區性的發展組織，為外國投資者在物色廠址時負起協調的職責，使外國公司在研究設廠可能性的期間，不須與多家機構分頭接觸。他更指出北區有相當多的華人，而且人數日益增加。

他表示該局的首要職責是為當地公司服務，不過該局亦認識到，為打擊失業問題及提高科技水平，北區須向海外尋求投資。

對於擔憂罷工的人士，傅氏提供了一些統計數字。他說如果不計政府部門的罷工事件，私營公司職員進行罷工者不及2%。如果投資者想承認某工會，北英格蘭發展局可與投資者議定單一份的工會協議。

他補充說：「我們明白所有的促進活動是雙方面的。也許北英格蘭有些公司亦有興趣在香港設廠。」 □

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