



# *The Bulletin*

The Hong Kong General Chamber of Commerce

# **SLAUGHTER OF THE SACRED COWS**

**SEE PAGE 7**

MARCH 1972

# 中文簡摘

## 學徒訓練計劃

勞工處高級訓練主任黎澤鑾先生曾撰專文談及現代學徒訓練計劃一事。本商會殷切希望為黎氏之建議對關心工業訓練之人仕尤為有益，故將該專文節錄繙譯如下。對此課題有興趣之僱主可逕向勞工處索取該專文乙份。黎氏表示樂意隨時解答及指導有關此訓練計劃之各項問題。

目下對工業關注之人仕每日均體驗到香港所有主要工業皆面臨技工缺乏此一難題。假若我們不設法彌補挽救，而工業預期繼續發展的話，勞工缺乏之問題勢將日趨嚴重。

毫然疑問地，假若工業繼續發展及進而生產更精巧繁雜之產品時，我們定需要充足及訓練有素之技工及技術人材。

最有效而又廉宜的訓練技工方法就是將工業教育及在職訓練合併為一，使學徒們一方面體會到工業上的實況而另一方面又能致力於生產。于此，我完全同意工業訓練諮詢委員會之意見。

以下我所談及有關此方面之一項計劃希望能收其效。此計劃之基本原則可應用於所有工業技工及技術人材訓練，此計劃正合適我們工業所需。

訓練計劃包括優秀學徒訓練之主要原則及任何類似此計劃均被指定為應可之計劃。其目的為改良訓練之標準；減少受訓時期之損耗；鼓勵現時致力於學徒訓練之僱主們加強及改良訓練計劃；鼓勵其他僱主實行訓練計劃；改善工業上熟練勞工人力狀況等。上述各目的之實踐有賴工業界及政府之互相合作，尤其有賴於後者負責有關此方面之立例。

訓練計劃之主要部份就是要學徒們每週上課一天及一或兩晚學習與彼等工作有關之

專業課程。假若一位學徒沒有充份之理由而離職便不可能再受登記參予另一項訓練計劃，亦要停止職內日間學習課程。

實行訓練計劃之僱主要與學徒們簽訂合約，訂明雙方之權利及責任。所有合約均向勞工處登記並由高級學徒訓練主任替代勞工處處長證明。

學徒們於學習完滿後將由公司發給畢業證書乙份，該證書由勞工處處長及就讀之工業學校校長簽署認可。該等證書可作為該學徒之才能之準繩，亦可用作求職之資歷證明。

於接受訓練時，學徒們首先得到明確的解釋有關訓練計劃內容以便日後有所適從。其次就是彼等均知悉他們學習的進度將定期受到測驗，試驗之成績將登記在畢業證書上。再者，學徒們均知道學習完成後留在公司服務之前途為何。

受訓練期間，學徒們應得到劃一，合理之薪酬。

由於工專或工業學院頒發之訓練畢業證書可作該學徒工作技能之準繩，我們藉此創立訓練有素人材之標準。此等準則將給予工業上職業認可之地位及破除一般以「白領階級」為尚之觀念。

學徒們於受訓期間破壞合約實為不智之舉，因為他們不但因此失去學習機會，亦失去接受學習完滿之資格，因而影响彼等之前途。

完善之學徒訓練應以合約為基本。當學徒及其家長明瞭合約之內容後會產生安全感。由於公司向學徒們闡釋受訓之課程（或許亦指示出受訓期間工作之部門），令到彼等覺得公司方面嚴格正視此一訓練程序。此態

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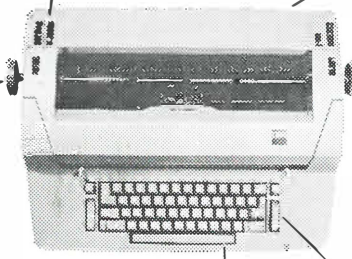
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徒，例如：記錄他們工作及學習之進度；標明他們在廠內或公司之行徑；予以他們適當之指導；及確保他們得到正確之訓練。

「盜竊」別人訓練有素之人材在香港而言已達到危險的地步。由此可見我們確缺乏受訓之人材。如此爭奪人材將引致生產成本高漲及減低競爭，最後結果是引致銷售上之損失。

良好學徒之訓練並不昂貴，假若訓練計劃辦理完善，學徒們定有所貢獻。

一個優良之訓練計劃之益處甚多，定當能彌補最初創立此計劃及日後配合訓練於實際工作之繁雜事宜。

相反地，缺乏訓練之代價可能極為昂貴。自一九六九年六月，於工業訓練諮詢委員會推薦下，勞工處設立一學徒訓練組，約有八十多間公司開始他們的訓練計劃或依照計劃重組他們訓練事宜。大概有九百多位學徒獲得勞工處處長簽署認可合約。

目前大約有三十五個為學徒而設之日間部份時間授課課程，此等課程包括技工及技師程度，於摩理臣山工業學院及香港工專授課。

現今在香港中型及大規模之公司，很少缺乏辦理良好訓練計劃之基本設備，如現有之技術工匠及機械器材等。

勞工處之學徒訓練組除鼓勵及協助僱主建立良善之學徒訓練計劃外，還幫助已着手籌辦此類訓練計劃之僱主徵選資歷合適之學徒。勞工處之學徒訓練組將聯同該處之職業輔導股繼續提供此一服務。

為確保僱主們得到彼等所需之學徒人數，勞工處之學徒訓練組將於四月初寄出表格以便僱主們填備列明他們之需求。五月初，適當的人選會被派遣到該等公司面試，及在六、七月大考前選派担任合適的工作。

最後，勞工處之學徒訓練組隨時準備及樂意協助任何需要該處指導籌辦學徒訓練計劃之僱主們。

度正好協助剔除並非專心誠意學習之學徒，因此可省却公司之精力、金錢及時間。

由於政府參予訓練計劃及對此計劃甚表關注，僱主及學徒間所簽訂之合約因而更重視。此合約亦可在發生糾紛時應用。

工業內之技工及技術學徒若得到合理及劃一的薪酬制度便不會爭先轉往別家待遇較高的公司，更不會因同業的學徒獲得較多的薪酬而耿耿於心。

一個被認可的訓練計劃是要策劃妥善及給予適當的指導。這不但可提高計劃之地位，更能吸引優秀之學生而又能令彼等於受訓後留在公司內繼續工作。

受訓期間約三、四年，因各行業而定。學徒們之教育程度應為中二或中三，但於一些行業如建築等而言，所需教育程度較低。

僱主們可僱請於摩理臣山工業學院修讀一年制學徒課程之畢業生，或僱用在其他認可職業訓練中心肄業完滿之學生及會接受三年制職業先訓練教育之畢業生。此等基本之訓練課程省却彼等致身工業界時第一年及最困難之一一年之學徒訓練。因上述所談及之畢業生已接受相等於學徒第一年訓練之基本訓練，彼等可直接進入學徒訓練之第二階段及第二年之日間技工課程。在技工訓練課程中，學徒們將學習有關本行業之理論及實踐工作訓練。

尤其重要者就是使學徒們能於工作時間內盡地工作，精練他們的工藝，於他人的指導下成一生產份子，而並非只是袖手旁觀，負責一些次要的工作。

學徒之訓練應為期三至四年，入學資歷為中五程度並獲英語、數學、物理或化學等科目合格。學徒將於日間上課，學習技師程度之課程，此乃一普通或高級之證書課程。

如要訓練奏效，一定要有適當之指導及將成績記錄妥當。

最高層者應為公司內曾受工業訓練或具此方面經驗之人員。彼等之責任為指導在下之學

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# *The Bulletin*

The Hong Kong General Chamber of Commerce

THE Chamber's Chairman, the Hon. G. M. B. Salmon, and Dr. S. Y. Chung, of the Chamber's Council, both raised at the meeting of Legco held on 9th February the question of technical education.

They pointed out that the Industrial Training Advisory Committee had originally suggested to Government in 1969 that four new technical institutes should be built to be ready for operation by 1974. Government is now going ahead with plans for two new institutes.

While this is welcome news, Dr. Chung went on to point out that Government's decision was based on recommendations originally made two years ago. These recommendations were in turn based on a survey of manpower in 10 industries made during the period from 1967 to 1969, when the total work force stood at some 410,000 persons.

Today, the work force in these industries has risen to almost 500,000. If this growth rate continued, Dr. Chung explained, the work force in the industries involved would be about 700,000 when the second new technical institute became operational.

It is of course the responsibility of any Government to proceed with caution in any forward planning involving the spending of public money. The problem here is, however, rather deeper rooted than Government's reluctance to spend money. The crux of the matter is — when the new buildings open, who is to staff them?

It is not so much that funds are short, but that suitably qualified teachers are difficult to recruit.

Government has also made it clear that it will not assume responsibility for industrial training if private industry is going to sit back and do nothing itself to contribute towards training. While most advanced industrialists accept the logic of this, there are still many factory owners who are inclined to shrug their shoulders and say 'Why should I train men when my competitor doesn't? As soon as my men are qualified he'll offer them more money, and I shall lose out all round.'

This again is a serious problem that has held back training in Hong Kong. No private businessman wants to subsidise his competitor's labour force at his own cost. One means of lessening the evils of poaching is discussed in the article starting on page 11. This presents a new scheme for setting apprenticeship in Hong Kong on a sensible and properly organised basis, by which both the employer and the apprentice can benefit. If this approach to apprenticeship can be more widely adopted, and Government can solve the problem of recruiting more qualified teachers, two important steps will have been made towards securing our future prosperity.

At the same time it will contribute towards avoiding the growth of a generation of young people who are bored, under-employed and lacking a goal in life. And this is more important than the direct economic issue.



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## Slaughter of the sacred cows

IT is never easy to assess accurately how well Hong Kong is doing. Most nations — be they developed or developing — use a few simple yardsticks to measure their economic progress. Chief among these is Gross National Product. For the non-specialist this can roughly be defined as the sum total of a nation's spending on consumer and capital goods, its earnings from exports, expenditure by public authorities, gross fixed capital formation (e.g. savings) and income received from abroad.

Another indicator frequently used is Gross Domestic Product, which is the same as GNP less the costs of imports and overseas capital outflow. Yet others include the unemployment rate; the amount of new construction work, including housing, started; the level of capital investment, both private and industrial; the balance of payments and of trade.

This list is by no means complete but it does indicate some of the more obvious ways by which attempts are made to measure progress, or lack thereof.

As so often happens, Hong Kong is different. And it appears to be different for two rather disparate reasons. Firstly, Hong Kong has a unique economy and can never be self-subsistent. It lives by manufacturing goods from parts and materials almost wholly imported. Therefore, it is argued, indicators such as GNP that might apply very well to the USA or Japan or Indonesia are irrelevant here.

Secondly, it is often admitted by Government that it is difficult to collect meaningful data on which to base the indicators used by overseas governments. A typical example occurs in almost all material relating to manufacturing industry — whether it be concerned with wage rates in a given industry or with the number of lavatories in a particular factory. Most of the statistics relating to industry are based on registered factories, and it is admitted that there are many smaller factories that are not registered. This is one reason for the present campaign by Labour Department to persuade factories to register. (see announcements on p. 16).

### Simplified indices

As a result of these two factors — and perhaps peculiar circumstances governing individual cases — Hong Kong measures itself against rather simplified indices. The rate of growth in export earnings and in expenditure on imports are two obvious examples. Other indices are available — information for instance on employment, on bank deposits and loans, on government expenditure and revenue from taxation, and there are of course the indices of wages and consumer prices.

*The Bulletin* is not attempting to suggest that there is anything wrong with this approach, given the proviso that sometimes figures are based on incomplete data. It seems not unreasonable to claim, as past Financial

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Secretaries have done, that a GNP figure for Hong Kong, even were it possible to provide one, would not tell us much that we don't know already. Whether this is a convincing argument for not making the attempt to provide the figure is perhaps another question. In the absence of such a figure, it is of course difficult to judge whether it would tell us anything.

What most certainly does arise as a by-product of the way in which our progress is recorded are a group of generalisations, based partly on figures, partly on random experience and observation. Although it is difficult to prove these generalisations wrong, it is nonetheless often equally difficult to substantiate them. However, through frequent repetition they become part of the 'accepted wisdom' and eventually they are rarely queried. In short, they become the Sacred Cows of our economic philosophy.

## Is labour scarce?

Typical of the Sacred Cows is the belief that Hong Kong is short of labour. Unemployment is virtually non-existent beyond a fringe of social casualties who are well nigh unemployable. Many companies have vacancies that they cannot fill, particularly in the ranks of skilled workers. The average person who changes jobs finds little difficulty in finding new work. Many indeed, appear to change jobs regularly from factory to factory following the lure of higher wages.

It must be stressed that it is not *The Bulletin's* intention to suggest that labour in Hong Kong is abundantly available or that unemployment is high. We have no evidence whatsoever for such a belief. We were, however, interested to see that the overall work force appeared to decline slightly towards the end of 1971 (see statement p. 16).

It has, nonetheless, been suggested by various commentators that the true reason for Hong Kong's labour shortage lies in wasteful employment in some sectors, leading to shortage elsewhere. As a result, factory owners compete for available labour, and the winner is he who pays the highest rates. This gives rise to a high degree of labour mobility, with consequent temporary shortages. These shortages are reflected in official figures. In the meantime, others who might usefully be filling some of the vacancies sit working at what is only a half-job.

Because of two recent studies, *The Bulletin* wonders how well founded some of the conventional generalisations are. Last month, in the article *The Year the roof fell in* we drew attention to the study carried out by Census and Statistics Department into the growth of Hong Kong exports over the past few years. This, the study maintained, was accomplished largely as a result of growth in volume rather than growth in value of exports.

We pointed out that problems arose when the conclusions of this study

were compared with a quick glance at growth in tonnage shipped from Hong Kong. Tonnage figures, while in no way disproving the conclusions of the Census and Statistics study, did not readily support them.

This is a prime example of a debate over a Sacred Cow. It has long been a generalisation adopted by the 'spokesmen' of Hong Kong that the quality of our products has improved in recent years, that we have been trading up to a considerable extent, and that we need not fear competition since we have a lead in the design and manufacture of higher quality, higher profit-margin products.

Once again, we must take care over what we are saying — we are not trying to deny that there has been improvement in the quality of products emanating from many factories. We are, however, asking the question — how extensive is this trend? The figures produced by Census and Statistics would suggest that it is nothing like as extensive as many commentators would appear to believe. In other words, the belief that Hong Kong quality is superior could be a Sacred Cow that will eventually hinder rather than help progress.

### How much do we export?

The second reason for *The Bulletin's* concern is that a further study from the same source could be nailing to the floor another Sacred Cow — namely, the belief that Hong Kong exports virtually all its production and that little finds its way onto the local market.

The 1971 Census of Manufacturing Establishments (see p. 16) shows that little more than two-thirds of Hong Kong's domestic product is directly exported, and that the local market consumes the remainder.

### Variety

As one would expect, there is a variety in the exporting pattern of different industries. Generally, the bigger industries — grouped either by numbers employed or by value of overall production — do export a very large part of output. Thus most branches of the garment industry export far more than two-thirds of their output, and in some cases over 90 per cent of production is exported. Likewise, over 90 per cent of plastic toys are exported.

Further down the scale, the manufacturing of plastics products other than toys is the sixth largest industry considered from the point of view of numbers employed, and the eighth largest in value of production. This industry is estimated to export only 62 per cent of its output. Manufacturers of fabricated metal products are seventh in the list for number of employees, and eighth in value of production, exports 51 per cent of output.

Obviously one would not expect certain industries to export direct — for example, less than one third of the output of cotton spinners goes straight overseas. There are on the other hand a few surprises. Only 6 per cent of the output of cardboard and paper box manufacturers goes

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## 'an assured adequate and continuous supply of craftsmen...'

THIS is an edited version of a paper concerning modern apprenticeship schemes written by Mr. Horace Knight, Senior Training Officer of the Labour Department. The Chamber feels that the advice offered is of particular benefit to those interested in technical training. All employers concerned can obtain a copy of the scheme from Mr. Knight, who would also be able to advise on appropriate plans and problems:—

The fact that all the major industries in Hong Kong are facing an acute shortage of skilled manpower at craft and technician levels is the daily experience of all concerned with industry. What is more, this shortage will worsen with time if, as we all hope, industry continues to expand and nothing is done to improve the situation.

It is without a doubt that an assured adequate and continuous supply of highly-trained craftsmen and technicians is the foremost prerequisite if industry as a whole is to continue to expand and to progress further into the realm of sophisticated products with confidence.

The most effective and cheapest method of training craftsmen and technicians is that which incorporates with planned on-the-job training and related technical education, during which the apprentices are exposed to industrial pressure and conditions and meaningfully and productively employed. I am in complete agreement with the Industrial Training Advisory Committee on this point.

I have below outlined a scheme which I believe will be effective and produce the desired results. Its basic principles will apply to both craft and technicians apprentice training and to all industries. What is more im-

portant, it is one which, within the limitations with regard to lack of training expertise and experience, our industry can operate.

The scheme embodies the essential principles of good apprentice training and any scheme which is organised along its lines will be designated *Approved Schemes*. Its aims are to improve the standard of training; to minimise wastage during training; to encourage employers at present doing training to expand and improve their schemes and others to start properly organised schemes; to minimise 'poaching' and improve the skilled manpower situation in industry as a whole; and to establish a yardstick as to what is a skilled worker.

To achieve these aims would necessitate some measure of co-operation between industry and Government, with the latter being responsible for its regulation.

An integral part of the training would be compulsory attendance at a related technical course of studies on a day-release basis (one day plus one or two evenings.) An apprentice who terminates his contract without a valid reason shall not be able to re-register for another approved scheme and will automatically have to leave his day-release course of studies.

# Briefing

## News from the Chamber... and the rest of the world

All employers operating approved schemes will sign equitable contracts (i.e. indentures) with their apprentices in which the rights and responsibilities of both employer and apprentice are clearly defined.

### Registered—certified

All contracts made in an approved scheme will be registered with the Labour Department and attested by the Senior Training Officer (Apprenticeship) on behalf of the Commissioner of Labour.

On completion of apprenticeship, an apprentice will be issued a *Certificate of Completion of Apprenticeship* by the firm and endorsed by the Commissioner of Labour and the principal of the institution at which the apprentice received his related technical education. In future this certificate together with the course certificate issued by the Technical College or the Technical Institute could be made the sole criterion of proficiency and be accepted as the required qualification for a given job.

There should be an induction period at the start of an apprenticeship when, among other things, an apprentice will, firstly, have his training programme clearly explained to him so that he knows what his training will entail throughout the apprenticeship; secondly, be informed that his progress will be periodically assessed and recorded and that the overall assessment will be inserted on his certificate of completion; and thirdly, be told the prospects at completion of training should the firm wish to re-

tain his service.

The apprentice should receive a reasonably uniform pay scale during training with an industry.

By making the certificate of completion of apprenticeship and the certificate from the Technical College or Institute the future criterion of proficiency in a trade, we have created qualifications which are worth having and which will provide a yardstick as to what is a trained person. Equally important, these symbols will give status to industrial occupations and to help to break down the traditional white-collar mentality.

It will be ineligible for an apprentice who unilaterally breaks his contract without a valid reason to re-register for another approved scheme and so imply that he will lose his opportunity of studying for and of obtaining qualifications which have an important bearing on his future.

### Sense of security

Proper apprenticeship needs to be on the basis of a contract. When understood it will give an apprentice and his parents, a sense of security and, together with the firm's willingness to explain his training programme to him (and preferably showing him the sections of the firm in which he will work during training) will make him feel that the firm is taking his training seriously, and sieve out those who are not serious about making a career in a particular trade, so saving the firm energy and time in training them.

continued p. 17

□ Reports have reached the Chamber concerning attempts made by Hong Kong companies to sell local products to UK importers in a manner that would allegedly **deceive the consumer as to the true origin of the goods**. This issue has been discussed at both Committee and General Committee level, and Members are advised to use discretion in their dealings with UK importers. Any suggestion made by local exporters that goods of Hong Kong origin should be passed-off by the importer as goods of UK origin is bound to reach the attention of the British press and Members of Parliament. Not only does this publicity damage the reputation of Hong Kong goods in the British market, it could in the longer term encourage the introduction of legislation or restrictions that would be detrimental to Hong Kong exports. The Chamber will gladly advise any Member who is making an initial sales approach to British importers on the contents of his letter, and point out any phrases that are open to misinterpretation.

□ The Chamber congratulates **Mr. J. K. Blackwell**, Senior British Trade Commissioner, on his appointment as Her Majesty's Ambassador to Costa Rica. He will be leaving Hong Kong in early April prior to taking up his new post in June.

□ The Chamber held a luncheon party for the Consular Corps at the Hilton Hotel on the 24th January. Forty-one guests attended and were shown the Chamber's slide presentation **Take one barren rock . . .**

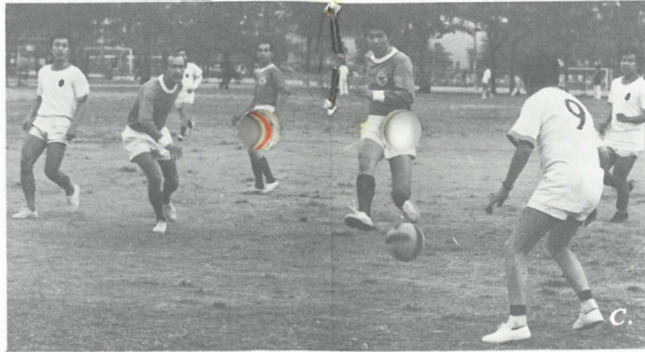
□ Two showings of **Take one barren rock . . .** were also given on 28th January at the Government Information Services' cinema — one in the afternoon for members of the press and one in the early evening for government officers and representatives of trade and industrial associations.

□ An invitation has been received from the National Committee of the Republic of China **International Chamber of Commerce** to attend the XXth Session to be held at Taipei, 3rd - 5th April 1972. Mr. R. T. Griffiths, the Secretary, is to present a paper on *Transportation of Goods in the CAFE/ICC Region and the Impact of Containerisation* and has been asked to act as rapporteur for the discussion on the subject.

□ The TDC reports that response has been good among US West Coast buyers and retailers to this year's Hong Kong **Ready-to-Wear Festival**. Approximately 70 buyers will be taking advantage of the special group tours organised for them to take in the Festival in Hong Kong. In addition representatives of such well-known department stores as the Broadway, Los Angeles; Frederick & Nelson, Seattle; Walker Scott Co., San Diego; Neusteters, Denver, have all indicated that their buyers will be in Hong Kong for the event. Women's specialty store and boutique chains will also be strongly represented from nearly all western states from Washington in the North to Texas in the South.

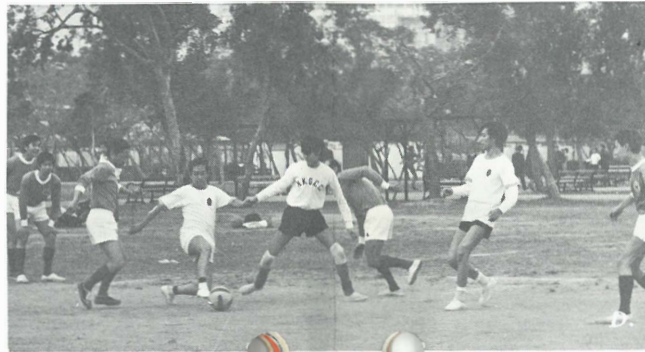
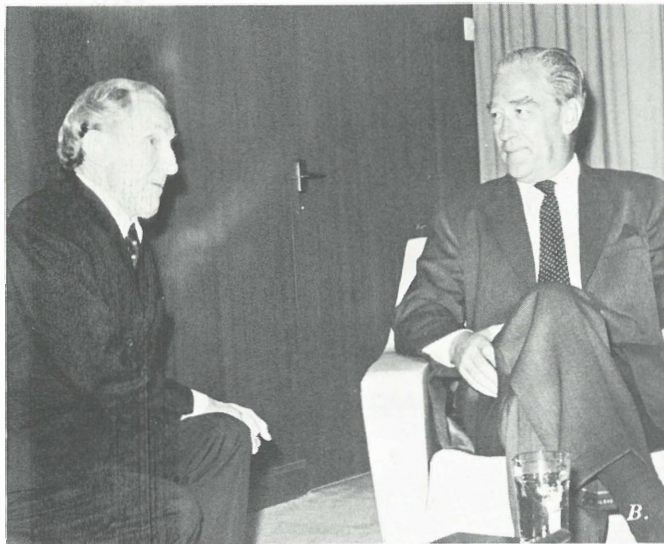


# Picture Briefing



Distinguished visitors received at the Chamber recently include (A) Sir Allfred Nicholas (second left), Chairman, Development Corporation for Wales, seen with Mr. G. H. P. Pritchard, the Director and the UK area committee secretary; (B) Mr. Dan Jones, MP, with the Chairman (E) Mr. A. M. J. Wright (left) Commissioner of the HK Government's London Office, again with Mr. Pritchard and the Vice Chairman; (F) Governor Tom McCall (second left) and members of the Oregon State Trade Mission, who were received by the Chairman and members of the US area committee.

The Chamber has now reached the stage in its development when we have sufficient staff to field a Football Team. (C) and (D) shows the team in action during its first game (we lost 4-3!)



## Briefing - continued

□ Messrs. M. J. Connor and Simon Lee of the Chamber's Shipping Committee have been nominated by the Chamber to represent shipping interests on the new **Pilotage Authority**.

□ In connection with the article on pages of this month's *Bulletin*, the following two announcements may be of interest to Members. They come from Census and Statistics Department, and Labour Department respectively:—

The first analysis of the answers given in a **Census of Manufacturing Establishments** shows there were a total of 671,000 employees as at August 4, 1971.

This census was held during July and August last year, and altogether 26,149 manufacturing establishments completed the census questionnaire.

For the purpose of holding the census, the manufacturing sector of the economy in Hong Kong has been divided into 116 industry sectors.

The first analysis of the answers collected gives for each of these sectors the number of employees and the floor area used as at August 4, 1971, the value of sales and work done during 1970, and how much of this value was recorded as exported.

It shows that the total floor area used was just over 94 million square feet and the average area per employee was 140 square feet.

Total sales and work done was valued at just over \$18,000 million, of which 65 per cent was recorded as exported.

The results of this census will form the basis for further statistical work in connection with industrial production, and with the evaluation of the contribution of the manufacturing sector to the Colony's income and wealth.

Because of definitional and other differences, the figures are not directly comparable with any others, according to Census and Statistics Department.

□ Labour Department's quarterly survey for the final quarter of 1971 shows that since the previous quarter registered and recorded industrial undertakings have increased by 360 to 19,402 but the **number of employees has decreased** by 7,908 to 605,367. The main decreases were 3,933 in plastics, 3,049 in woollen knitting, 2,037 in wig making and 2,023 in cotton spinning. Employment in electronics and garments, however, continued to expand and showed increases of 1,495 and 1,262 respectively.

The three largest industries, from employment point of view, remained the manufacture of textiles and textile made-up goods (257,937), the plastics industry (68,950) and the manufacture of electrical machinery, apparatus, appliances, and supplies (52,538).

In the same survey, which is conducted on a voluntary basis, 17,559 vacancies were reported over a wide

continued p. 26

## Craftsmen - continued

Government involvement and interest in the training render the contracts made between employers and apprentices that much more serious. It also provides a means of settling disputes. A reasonably uniform pay scale during training within an industry for craft and technician apprentices would prevent the situation from developing where boys vie for the firms which pay the most or feel frustrated when they know others in the same industry are being paid more.

An approved scheme implies one which has been properly planned and the training is properly supervised. This raises the status of the scheme and in turn will attract the better students as well as increase the likelihood of their remaining with the firm after training.

### Length of training

The length of craftsman apprenticeship should be 3-4 years depending on the trade. The educational standard at entry should presently be completion of Form II or III, and for certain trades, eg. some building trades, a lower standard is acceptable.

Employers can, however, take on boys who have completed a one-year full-time basic apprenticeship course in a relevant trade at the Morrison Hill Technical Institute or at an approved vocational training centre, or a 3-year pre-vocational education. These basic courses serve the very important purpose of taking away the burden of the first and most difficult year of apprentice training from in-

dustry. Graduates of these courses will have received broad basic training equivalent to that normally given in the first year of an apprenticeship and should enter the second year of their apprenticeship as well as the second year of the appropriate day-release craft course. In the craft courses, the apprentices will be given sound theoretical as well as some practical training related to their trades.

### Keep 'em busy!

It is most important that the apprentices are fully occupied during work hours in practising their craft, doing useful productive work under some supervision and not merely standing watching or performing unskilled tasks.

The period of technician apprenticeship should be 3-4 years and the educational requirement at entry should normally be completion of Form V and, for engineering disciplines, with passes in English, Mathematics and either Physics or Chemistry. The apprentice will attend the appropriate day-release technician level course, either an ordinary and higher certificate course or a 'T' course.

### Record progress

Training to be effective must be supervised and its results recorded. At the highest level there must be a company official, preferably technically qualified and experienced, part of whose function at least will be to supervise the apprentices, eg. to record their progress, to chart their movement through the workshops or

offices, to advise and guide and generally ensure that they are being properly trained.

The problem of 'poaching' other peoples' trained personnel has reached critical proportions in Hong Kong. But the need to resort to this throat-cutting method to get the workers one needs is a convincing indication that there are not enough trained people to go round. Such methods inevitably lead to increased cost of production and so reduced competitiveness, and in the end to a possible loss of sales.

### Cost of not training

Good apprentice training is not costly. When a scheme is properly run, there is little doubt that an apprentice contributes significantly to, if not earns, his keep overall.

The benefits derived from good training are considerable and will more than make up for both the cost and the troubles of initially planning a scheme and fitting training into an existing set-up.

The cost of *not* training can be extremely costly.

Since the Apprenticeship Unit was established in the Labour Department in June 1969 as a result of an ITAC recommendation, some 80 firms have either started training for the first time or re-organised their training along the lines of the proposed scheme. About nine hundred apprentices from these schemes have had their contracts attested by the Commissioner of Labour. There are

presently some 35 part-time day-release classes for apprentices—at craft and technician levels—being run at either the Hong Kong Technical College or the Morrison Hill Technical Institute.

### Few lack facilities

Few of the medium-sized to large firms in Hong Kong lack the basic facilities needed to run good apprenticeship schemes, i.e. existing craftsmen and adequate machinery. All should be participating in an industry wide training effort now.

Besides encouraging and assisting employers to start proper apprentice training schemes, the Apprenticeship Unit has helped those employers who have started training to recruit suitably qualified apprentices. The Unit will continue—in conjunction with the Local Employment Service—to offer this service.

To ensure that employers obtain their required number of apprentices, a form will be sent to them by the Unit in early April asking them to specify their requirements. Suitable candidates will be sent to them for interviews in early May so that they will be fixed with jobs before they sit their final examinations in June or July.

Finally the Apprenticeship Unit is ready at all times to help any employer who seeks its advice and assistance in operating or creating sound apprenticeship schemes.

# Pick of The Press

Reprinted from the Financial Times, London  
A manager's best friend - the boss?

**T**HE effective development of tomorrow's managers has become an increasingly recurrent theme in business circles. Questions are often asked as to just how effective management courses in themselves are. Mr. Charles J. Margerison, of the University of Bradford Management Centre, in the UK, gives his ideas on the ways in which the established manager can help develop his subordinates in the day-to-day context of the job:—

'Take as a major criterion of my success as a manager, the number of my subordinates who are promoted to the next level.' This was the view taken by one manager in a large company. How effectively are we developing tomorrow's managers?

At the moment, few companies have an effective management development programme. Line managers too often wash their hands of the problem, and delegate it to the company management development executive. 'My job is to keep this plant running and make sure we produce the product on time' is a typical reaction. Day-to-day pressures tend to relegate developmental work to a low place on the list of priorities. Privately, many managers express concern at this, and ask what else can they do in the circumstances. The result is that the management development manager is landed with the problem.

In such a situation, there is a tendency to send the up and coming young manager on a course, and thereby delegate the problem again. The result is that management development is being done further and further away from the problems and the organisation where the man in question must manage.

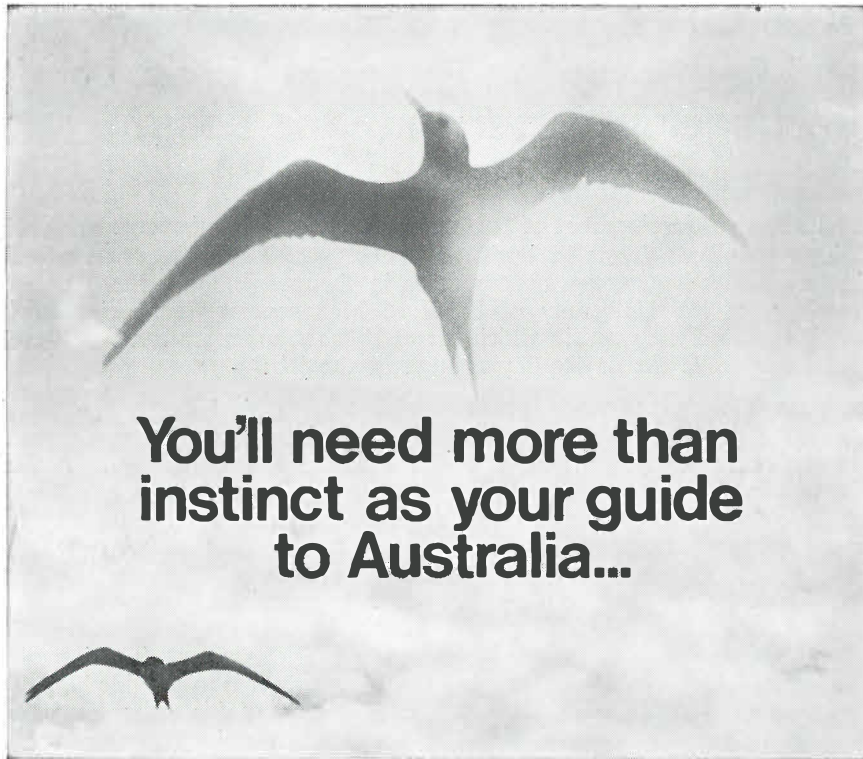
The most important person in a manager's development ought to be

his boss. It is he who can provide the opportunities for new learning and influence subordinates. A major characteristic of to-day's effective and successful managers is that they have worked with, and presumably learnt from, a boss who, while being successful, provided opportunities for his subordinates to develop their managerial experience. The job of the senior manager is to provide high work expectations of his subordinates and the resources and opportunity to meet the expectations.

A major function of management education ought to be to aid senior managers to develop these skills to create the conditions for on-the-job management development. This requires the manager to spend more of his time in helping others do both their own and some of his work, rather than trying to do the whole job himself. It means concentrating more on the people in his command rather than the task.

In this, the senior manager must build a *developmental* managerial style, in which he encourages people below to develop ideas, take over new work, have a say in the operation, and see their boss as a person prepared to help.

This contrasts with two other managerial styles, both of which tend



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to inhibit management development. The *depressive* managerial style is that where the senior manager is always looking over the subordinates shoulder, doing key parts of his work, interfering from time to time, indiscriminately, and generally exercising close downward control.

### Keep them out!

The *detached* manager also has a negative effect on manager development. His policy is to keep subordinates at arms reach either by telephone, memo, or a busy diary, and a secretary who acts as an efficient sentry. This defensive style prevents subordinates getting too close, and thereby inhibits the learning they could acquire.

The importance of these managerial styles is that they effectively determine the value their subordinates can make of outside management courses. Under the developmental manager, the subordinates will be encouraged to incorporate his new learning into his job, and pass on to others the knowledge and skill gained.

The benefit gained by a subordinate from a management development course is not so easily transferred to a work environment, where the boss exhibits either the depressive or detached style. Under the depressive manager, the subordinates will be eyed with suspicion, having come back with ideas which could be seen as trying to change the existing system which the superior controls closely.

In this context, new learning is seen as a threat by the superior.

In the detached managerial environment, new learning dies for the want of attention from above. The superior is seen to be apathetic and uninterested in the subordinate's outside learning experience and there is a tendency for the subordinate to continue as before.

Formal management development in terms of outside courses must be related to management development on the job. Off-the-job courses have a vital role in introducing managers to new ideas, knowledge, skills and behaviour. However, the expense and effort will be wasted unless the conditions back at work are conducive for implementing new learning.

### Chance to grow

Effective management development involves primarily designing an organisation within which people can have the opportunity to grow. This will include providing promotional and reward opportunities while introducing managers to a range of testing, challenging business experiences under the guidance and encouragement of skilled men. Formal management training in universities and college classrooms will always be necessary. But managers themselves must develop educational skills.

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**The good business Lunch**

**L**AST month we looked at a new restaurant where any businessman could take a wealthy customer without the least fear of losing face. This month we visited another new restaurant in a rather different category. As we stated at the outset, this series recognises the fact that a business lunch can take many forms, ranging from the prestige occasion for important visitors, down to a relatively simple and inexpensive working lunch with colleagues.

The *Malaynesia Restaurant*, 121-123 Hennessy Road, Wanchai, (Tel. H-754039, 756211) belongs more aptly in the latter category. Based on the experience of our two visits, you need not be ashamed to take a friend or colleague to the *Malaynesia*, but if your objective is to make an impression on J. Paul Getty we suggest you might try elsewhere.

The *Malaynesia* is situated opposite Southern Playground, next door to the Asia Trade Promotion Centre and the Alliance Francaise. It is on the left hand side of Hennessy Road, when travelling away from Central towards Causeway Bay. The restaurant is clearly identified from the road and you will have no trouble in spotting it from a passing taxi.

**Icy blast**

Our first entrance was rather off-putting for what seems a somewhat unnecessary reason — the strength of the air-conditioning. Our visit was not made on one of the recent very cold days, but even so it was hardly

summer, and a blast of cold air greeting one as one steps inside is hardly the appropriate welcome for a February day.

However, this problem was soon overcome. The table originally indicated proved to be directly in the blast of an air conditioner, and we suggested to the waiters we should change tables. With politeness, and no suggestion of 'oh, this lot's going to be troublesome', we were shown to another table which proved quite satisfactorily hidden from the icy blast.

**Not crowded**

During the height of the lunch hour, the restaurant was full enough to suggest that people enjoyed eating there, without being hopelessly crowded. The room is long rather than broad, decorated in a contemporary if not over-exciting style, with a low ceiling, and occasionally enlivened with not over-obtrusive piped music. About one dozen small and one large table occupy the centre of the room and there are a further dozen alcoves around the walls. Tablecloths are provided. There is a small, well stocked bar.

At present, everything is pleasantly clean and new. Lighting is subdued, without a hint of the inky-kinky gloom that hits one upon entering so many Hong Kong restaurants. This may be all right in the evening when one's company may not be exactly a business associate, but in the middle of the day, the only justification for the fog would seem to be an attempt on

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the part of the chef to make sure you don't inspect too closely what you are eating. Fortunately the *Malaynesia* has no need of gimmickry of this sort. As soon as we inspected the menu, we realised that this restaurant was extremely similar to the *Malaya* restaurant in D'Aguilar Street. The waiter confirmed that it was in fact under the same management, although we wondered if he had properly understood the question.

### Extensive menu

The menu is extensive, covering both European and Chinese dishes, but with the emphasis on Malayan dishes. Despite the name *Malaynesia*, the more characteristically Indonesian cuisine, to be found at for example the *Istimewa*, was not perhaps too strongly represented.

Specialities include Hai Nam Chicken, Hai Nam Mutton and Gado-Gado. There is the usual selection of satay, curries, sambal, asam and laksa.

Prices are reasonable. In the European section, a pepper fillet stake, for example, costs \$9.00. The Hai Nam Mutton is \$5.50. Chicken satay is \$8.50, pork satay \$6.50 per dozen. A Malay lunch is served at a set price of \$9.00, and European style lunches at set prices of \$12 and \$6.

A large space of menu is devoted to rice and noodle dishes (eg. Chow Fan \$3.50, Fukien Noodle \$4.00), and there is a large selection of chicken dishes (roast spring chicken \$8.00). In the drinks list, whisky (standard

blends) are priced at \$3.50 *Remy Martin* cognac at \$3.80 and a large *San Miguel* at \$3.20.

### Our meal

We ordered a mixture of pork and beef satay, a sweet-sour chilli soup, gado-gado, Peking-style bread pancakes with vegetable filling, and the Hai-nam mutton with rice. The bill for three including sufficient to drink to slake our thirst but not send us reeling back to the Chamber came to around \$50 including service charge and tips.

The standard of the food was on the whole good, with the high spot being the not-too-fiery, not-too-sweet chilli soup. The satay were perfectly satisfactory. The peanut sauce liberally poured over the gado-gado appeared to be identical with the sauce served with the satay.

A further less extended visit confirmed initial impressions. On this occasion we had a less elaborate curry meal, which proved quite satisfactory. To sum up, the *Malaynesia* offers food which is good without hitting the gastronomic heights, in clean and modern surroundings. Service is polite and efficient, and prices are perfectly reasonable. Not the place you'd expect to meet HE the Governor, or even the Chairman of the Chamber, but fair value for money.

## Sacred Cows — continued

overseas. This is an industry with an output worth just under \$200,000 million annually. While a large part of output will go to local exporters and thus indirectly be exported in the form of packaging, it would appear that there may be a prima facie case for selling more overseas. Likewise, only 21 per cent of the output of the printing industry is exported — rather less than one may have expected.

The study does not indicate how much of the 35 per cent of goods sold locally eventually was used in exported products, as opposed to being sold to local consumers, so that it would be wrong to claim that the 'all-Hong-Kong's-output-is-exported' Sacred Cow has been disproved. The study is, however, welcome in that it does provide a factual basis by which to test one of the generalisations.

There remains one crucial point — are statistical studies really of any value whatsoever? As far as the Chamber is concerned, their main value is to help to spot trends, to predict future events, and so to take action either to encourage beneficial trends or to avoid damaging trends. If this is to be done with success obviously one must have not only reasonably complete and accurate figures, but also figures that are meaningfully related to the actual operation of the economy. Or is that belief just another of the Sacred Cows?

## Briefing — continued

range of industries, a drop of 1,764 from the previous quarter's figures. The largest number of vacancies occurred in garments (4,718), electronics (3,719), plastics (1,974), metal products (1,162). Except for a small decrease of only about 1 per cent in the fourth quarter, industrial employment continued to expand throughout 1971.

Employment in garments continued to rise with a total gain of 19,173 employees. Electronics first recorded a small drop but later gathered strength, making a net increase of 3,262. The decrease in employment in cotton spinning in the last quarter was somewhat offset by the increases in the first two quarters, resulting in an overall decrease of only 1,272. Employment in plastics fluctuated, ultimately resulting in a decrease of 2,008. Employment in woollen knitting fell by 2,936 because the decreases in the last two quarters were larger than the increases in the first two quarters. During the year, the wig industry suffered a loss of 11,094 employees, and at December 1971 employed 19,896, the lowest figure since June 1969.

The survey reveals trends and not conclusive figures, according to Labour Department. It covers industrial undertakings which have been registered or recorded by the Labour Department, and the statistics are supplied by these establishments on a voluntary basis.

## 漫談「管理」問題

在商業的圈子裏，「未來經理之培養」已漸成爲一常談論之課題。人們亦經常研討到底管理課程有甚麼功效。以下爲布拉福大學管理中心查理士·瑪格利臣先生對一位經理應如何協助下屬在每日工作中發展其所長一事所發表之意見。全文繙譯如下：

根據某一大公司之一位經理說：「在我來說，一位成功經理之準則可以基於下屬能擢陞高一級之人數而甄別。」

我們對培養未來經理之效果如何哩？

目前，只有少數公司設有完善之管理發展計劃。單位主管經理通常都袖手旁觀，將管理問題交予管理發展事務之行政人員負責，因爲他們認爲彼等之職責只是致力使機構業務發展順利，產品如期製成。由於每日工作之繁忙，有關扶掖後輩的工作被置於腦後。但是，很多經理們私下對此問題極表關注，然而處於目下形勢，彼等均一籌莫展。於此情況下，負責管理業務發展之經理於無可奈何下肩付此一困難。

目下之趨勢是遣送年青有爲之經理去深造，這等於把管理之問題再交托別人處理，以致管理發展之事情與其機構之關係日形脫節。

在培養一個經理之過程中，他的上司應該是最重要的人物。因爲他對下屬具有影響力，並予他們學習之機會。現今，富有高度工作效能及成功之經理之主要共同點就是能與彼等之上司一起工作及學習，吸收其所長。高級經理之職責就是能予下屬高度之工作期望及給予機會與資源以期達到此一期望。

「管理教育」之一主要作用爲能協助高級經理發展此等技術，造成在工作上可以有管理發展訓練之條件。故此，經理們需費較多時間協助別人之工作並分担其本身一部份工作。換言之，經理們應加意注視其下屬之工作多於本身之工作。

于此，高級經理們定要建立一發展性之

管理風格，彼等要鼓勵下屬發表意見，擔任新的工作，對計劃之實行有發言權，並使屬下知道上司是樂意幫助他們的。

此一風格剛巧與其他兩類管理方式有異。因該二種方式乃抑制管理發展的。

其一爲「壓制管理方式」——高級經理們常監視其下屬之行動，隨時插手做他們工作之主要部份及嚴密控制他們的動態。

另一種爲「遙領管理方式」——此一類亦對經理之發展產生不良的效果。「遙領管理方式」之經理與下屬保持一段距離，彼等單靠電話、備忘錄、記事部及秘書爲聯絡之媒介。此一保護式之風格防止了下來與經理們密切之聯繫，因而阻礙他們學習的機會。

上述所談及之各種管理風格對公司人員從外間管理課程學習所得後，運用決定性之影響力，在負責發展之經理訓練下，下屬將受鼓勵在工作上運用其所學，及傳授所得之知識及技能與他人。

假若上司採取壓制或遙領之管理方式，一位下屬斷不能將從管理發展課程中所學之心得輕而易舉地運用於工作上。在壓制式之經理下，一位下屬如提出新意見改善目下之管理制度，經理人定投以疑惑之目光。在此情勢下，上級們會視新學識爲一威脅。

於遙領管理之環境下，下屬極需要上司之關注。上級人員對下屬在外所獲之學識及經驗甚爲冷淡，漠不關心，而結果下屬人員依然故我，毫無改進。

嚴格之管理發展之課程應與公司內之發展工作有相連之關係。工作以外之課程應能給予經理們新意見、知識及技巧。然而，除非公司內工作環境能導致新知識之運用，否則一切的努力當白費。

奏效的管理發展涉及一個能令僱員展其所長之機構，同時亦包括予以工作人員擢陞及獎賞之機會，並使經理們在能幹的上司指導及鼓勵下能面臨試驗與接受商業上挑戰。在大學及專上學院內所設之正統管理訓練極爲需要，但經理們本身定要發展教育上的技術。

## ◀ 短訊一束 ▶

△本商會最近接獲報告，得悉本港一些公司當銷售由香港製造之產品予英國入口商時，被懷疑試圖瞞騙英國消費者有關該等貨品之產地來源。本商會之董事局及委員會會就此事作一討論，忠告各會員與英入口商交易時定要審慎從事。本港出口商如欲將港製貨品當作英商品銷售與英入口商時定當受到英報界輿論及議會之正視。此舉不但嚴重地損毀港製貨品在英國市場之聲譽，長此以往，更會引致激發英政府立例管制港製貨品之入口，這無疑對本港出口商品極為不利。本商會樂意協助準備推售貨品予英入口商之會員，有關相互推銷貨品信件之內容及措辭等，以避免對方有所誤解。

△本商會祝賀英高級商務專員白嘉維先生為女皇御任駐哥斯大黎加大使。白氏將於四月初離港，又於六月間往哥斯大黎加履行新職。

△一月二十四日，本商會會假座希爾頓酒店設午宴款待各國駐港外交使節團，共約四十一位嘉賓出席盛會，賓主盡歡。席上，本會並放映最近攝製完竣之彩色幻燈片——點石成金娛賓。

△於一月二十八日，本商會會假座香港政府新聞處電影室放映彩色幻燈片——點石成金——招待嘉賓。與會之貴賓除新聞界人士外，還有各政府機關要員及本港各大工商組織之代表等。該套幻燈片主要介紹本港近年來工、商業之進展，對居住、教育、交通及城市建設等問題，均予以詳盡之闡釋和介紹。

△本會秘書長戈銳非斯先生將於本年四月應邀前往台北，出席由國際總商會於該處

舉辦之第二十屆會議。會議為期三天——由四月三日至五日止。會中，戈銳非斯先生將作專題演講，討論在亞洲貿易經濟區之貨物運送與現代貨箱化運輸之影響。

△據香港貿易發展局指出，美國西岸之買家及零售商對本年度將在港舉行之香港時裝節有極良好之反應，預料約有七十多名買家將聯袂參加特別為他們安排之集體旅行團，一同蒞港赴會出席香港時裝節，屆時，定當熱鬧非常。美國多間首屈一指之著名百貨商店均表示將派遣代表到港出席時裝節之盛會。設於華盛頓以至南部德薩斯之各大婦女時裝店，屆時亦將派代表多人列席。

△據工商處稱，該處接獲報告，得悉澳洲政府宣佈有關若干來自較落後國家貨品輸澳之配額詳情。據悉該等貨品可於本年度首六個月內輸澳時可享有特別稅率。除却少數貨品外，港製貨品均入此列。由於配額一事只分配給澳洲入口商人，港出口商應與彼等聯絡以便有所得益，有關此方面之詳情，請逕與工商處助理貿易主任宋小姐諮詢，電話——H 2 4 7 3 1 6。

△英國倫敦總商會將於本年六月在香港舉行一連串之考試。考試課目包括成本計算，會計及部記等商科。一教育司署發言人謂全部考試均於二月二十九日截止報名，應由學校代辦登記考試報名事宜。自修生可自行逕往登記。報名表格可逕往九龍廣東道三百九十三號，廣東道政府合處十一樓之教育司處考試組索取。自修生者於填備表格後要連同身份證或護照及近照兩幀（二吋乘二吋半）一併繳交。該處辦公時間為上午九時至下午五時十五分；星期六則由上午九時至下午一時。考試費則於銅鑼灣希慎道教育司處之會計部繳交。此等考試之考試費約由港幣二十元至二十八元不等。



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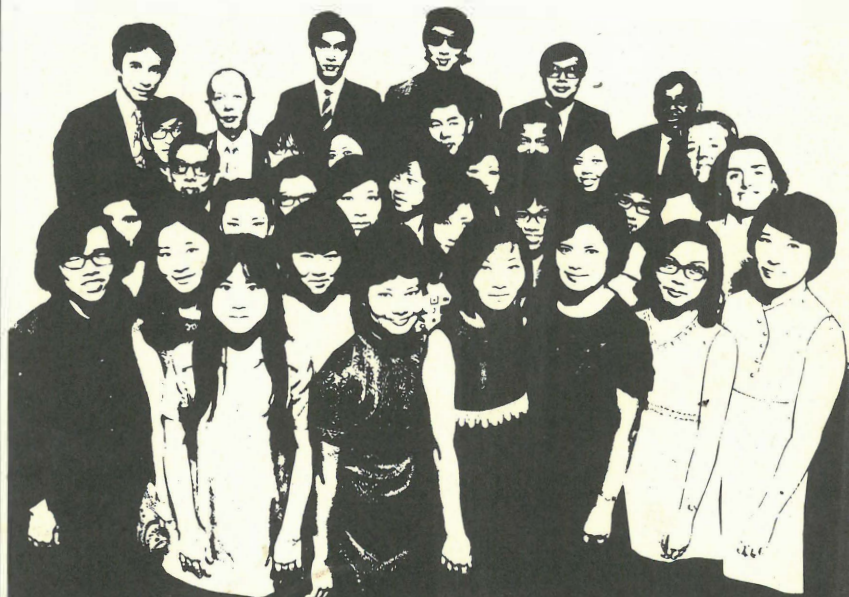
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