



## CH Tang: Management Trainee Programmes give the Group a youthful impetus

22

### 邓卓轩：管理培训生计划 为集团注入新世代动力

"The Group actively invests in cultivating young talent, which results in a three-way win situation, as it is beneficial for the young people, the company and Hong Kong," said C H Tang, Group Head - Internal Affairs. SHKP's Management Trainee Programmes reflect SHKP's dedication to nurturing promising young people to help them reach their full potential in the future, he added. The Group's comprehensive talent development system has been a crucial cornerstone of the Group's robust growth for more than 40 years.

#### Continuously improving the Management Trainee Programmes

In the 70s, the Group started recruiting Management Trainees, many of whom subsequently moved into management roles in the Group. "In view of its business development needs, the Group resumed its systematic Management Trainee Programmes in Hong Kong and on the mainland in 2002. The programmes have been in operation since then," he said. According to CH, following a prudent approach, the Group has long established a positive reputation in the market, which is highly appealing to young talent. To help satisfy young people's career aspirations, the Group continues to optimize its programmes to enhance their attractiveness. For example, the Group officially put in place a 'career path' last year. "Generally, as long as their work performance is satisfactory and they meet the evaluation criteria, the Management Trainees can take on a supervisory role after three years, a senior supervisory role after five

years, and a managerial role after eight years, becoming junior managers," said CH. A clear progression path gives Management Trainees greater motivation to work hard to achieve their career goals.

During the three-year programme, Management Trainees who opt for the property businesses stream work in two to three departments in the first year, so that they become familiar with a variety of the Group's businesses. Then they continue their development in a business function of their choice. Management Trainees who opt for a non-property portfolio businesses stream work on research, financial analysis and market study projects at headquarters for the first six months and then work in subsidiaries, where they handle different functions. "The focus of the programmes is to expose Management Trainees to as many businesses and roles of the Group as possible. We also recognize the fact that young people enjoy taking on new

challenges, so during the three years, the Group sends them to various departments or subsidiaries for on-the-job training and work, giving them the kind of freshness that switching jobs can provide," said CH.

#### Selecting elite candidates from over a thousand applicants every year

According to CH, the Group receives nearly 2,000 application letters every year for SHKP Management Trainees. After a rigorous selection process with different assessment exercises, the Group chooses about ten applicants. "Cultivating talent requires a lot of resources and effort, so we put strong emphasis on the quality of the applicants. The young people who are enrolled in our programmes are definitely the elite," said CH.

CH gave some 'tips' to young people who are interested in applying to become Management Trainees. In addition to outstanding academic performance, they



The Group provides training and internship opportunities for young people with different starting points  
集团为处于不同起点的年轻人·提供培训和实习机会



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集团资助员工子女到海外交流·看见年轻人学成归来·邓卓轩感到欣慰

should be humble, and have team spirit, excellent numeracy skills and resilience. These attributes will give them a better chance of being hired. He said that the company places a lot of emphasis on an applicant's learning capacity, which is not just an individual quality, but also an attitude. "Those who are humble are more likely to learn with an open mind and value team spirit," he said. The company also assigns Management Trainees projects that involve data analysis, so those with good numeracy skills have an edge. "As future management personnel, they are of course expected to be resilient, so that they can lead a team to face different challenges," said CH.

### Emphasizing a strong mentor-mentee relationship

In addition to actual work exposure, the Management Trainees participate in training programmes on diverse topics, such as time management and social etiquette, and language proficiency courses, such as Putonghua, to nourish their growth in a wide range of areas. Another feature of the programme is the assignment of a senior staff member other than the trainee's supervisor as a mentor so that they can gain valuable work and life experience from their mentors, and experience the company's caring culture through their relationship. "This arrangement benefits both sides. The trainees can broaden their horizons with the help of their mentors, while the mentors have an opportunity to better understand the young generation. I found that many mentors and mentees have established a cordial relationship. Quite a number of mentors are even willing to

share past failures with their mentees, so that the trainees can learn from them, which shows their strong mutual trust," said CH. 'Friendships across generations' are prevalent in the Group, he smiled.

### Helping young people with different starting points to succeed

The Group is committed to nurturing young talent in all areas through different programmes to support its business growth. The Group has Management Trainee Programmes, and also recruits 'Graduate Engineers – Structural' and construction apprentices, so that it can provide training and relevant professional examination support to those young people. The Group also supports and guides young people to broaden their perspectives and succeed through the SHKP Group Undergraduate Scholarship (for employees' children), the SHKP-AFS Intercultural Exchanges scholarship, and the Modern Apprenticeship Programme, which is co-hosted by Breakthrough.

Learning is certainly not limited to young people. Our management proactively encourages life-long learning for all staff. For example, the Group offers a range of training resources through the SHKP Quality Academy, and provides sponsorships to staff for learning programmes offered by external institutions, including bachelor's and master's degree courses. "The company motivates staff to continuously improve. In recent years, we have strived to elevate our staff's technology application capability to support our business growth. We hope that each member of our staff can keep their curiosity alive and enjoy learning for life," said CH.

### A life lesson from long-distance running

A long-distance running enthusiast, CH runs every morning before work, regardless of the weather. Like long-distance runners, Management Trainees need to be able to endure hardships, he smiled. "Long-distance running training must be done step-by-step, gradually adding to the intensity. Rushing can result in injuries, which adversely affect performance. Similarly, the company nurtures its Management Trainees by progressively strengthening their knowledge and experience, which is advantageous to the young people's development in the long-run," he said. While the company hopes the Management Trainees can make their best efforts and deliver outstanding performance, the company is also particular about their establishing a healthy work-life balance. So the company arranges a number of charity events for these young people. "For example, they participate in the SHKP Vertical Run for Charity, organized by the Group, and the Sun Hung Kai Properties Hong Kong Cyclothon, which is sponsored by the Group. They also perform at the company's annual dinner. These activities are not only fun, but also create a better sense of belonging at work," he said.

CH concluded, "Training for long-distance running is actually rather tough, but as long as you are patient and keep it up, your stride will become steadier, and you will be able to run further. The same principle applies to cultivating Management Trainees."

“集团积极投放资源培育年轻人，这不仅令青年人得益，对公司和香港也有好处，能创造‘三赢’局面。”内务部集团主管邓卓轩表示，新地通过管理培训生计划，致力培育有潜质的年轻人，让他们日后尽展所长。完善的人才发展制度，正是集团在四十多年来稳健发展的重要基石。

#### 不断完善“管理培训生”计划

集团于七十年代已开始招募管理培训生，当中不少已成为集团的管理层。

“从2002年开始，集团因应业务持续发展需要，重新在香港和内地有系统地招募‘管理培训生’，计划推行至今。”邓卓轩表示，集团作风稳健，在市场上早已建立良好声誉，对吸引年轻人才大有帮助。另一方面，为满足年轻人对事业发展的期望，集团也不断优化计划，增强吸引力。如去年正式设立“晋升阶梯”：“一般来说，只要工作表现理想和通过考核，经过三年后，管理培训生就可以担任主管级别职位；五年后晋升

到资深主管；八年后达到经理级，成为初级管理人员。”清晰的发展前景，让管理培训生有更大的动力，为目标而努力奋进。

在为期三年的计划中，选择地产业务相关的管理培训生，首年会被安排到两至三个部门实习，熟悉集团不同业务，之后会让他们自行选择到心仪部门继续发展；至于非地产业务的管理培训生，首半年会先在总部参与资料搜集、财务分析和市场研究等工作，之后会安排到附属公司负责各项职能工作。“计划的重点是希望培训生能够尽量接触集团不同业务和岗位。同时考虑到年轻人喜欢接受新挑战，在三年内，集团会安排管理培训生到其他部门以至附属公司实习和工作，让他们体会到不同岗位、不同工作之间转换的新鲜感。”

#### 每年从逾千申请者选出精英

邓卓轩表示，集团每年都会收到千多二千封信，申请加入成为新地管理培

训生。经过多轮不同测试后，集团会严格挑选出约十人成为管理培训生。

“始终栽培一个人，需要很多资源和心力，所以我们很重视申请人的素质。能够加入这个计划的年轻人，绝对是精英分子。”

邓卓轩向有意申请管理培训生的年轻人提供“贴士”：除了学业成绩优秀之外，如果拥有虚心、团队精神、出色数理能力，以及抗压力这四项特质，有助提升获得录取机会。他表示，公司重视培训生的学习能力，学习能力除了指个人资质，也关乎心态。“个性谦卑的人，不仅较愿意虚心学习，同时也会重视团队精神。”另外，由于公司会要求管理培训生参与研究分析工作，因此数据处理能力较强的人自然具有优势。“当然作为未来的管理人员，他们一定要有足够的抗压力，才能带领团队面对不同挑战。”



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练习长跑其实颇为辛苦，但只要保持耐心，坚持练习，你的步伐会更加稳定，也能够跑更远的路。其实栽培一个管理培训生，道理也是差不多。

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The Group encourages a healthy work-life balance and organizes diverse activities for staff  
集团为员工举办多元化活动，鼓励工作生活平衡



## 重视建立师徒关系

除了实际工作经历外，管理培训生也会参加多元化的培训课程，如时间管理、社交礼仪，以及增强他们语言能力等（如普通话），协助管理培训生及早成长。计划另有一个特色，是集团会为每位管理培训生，安排一名非上司的资深同事作为导师，目的是希望他们可从“前辈”身上，获得宝贵的职场和人生经验，并且从这段师徒关系中，感受到公司的关怀。“这安排对双方也有好处，年轻人可以从‘前辈’身上开拓自己的视野；作为导师的同事也可借此机会了解新一代的想法。我发觉很多师徒的关系融洽，不少导师连过往自己挫败的经验也乐于跟对方分享，让培训生汲取其中的教训。能够做到这一点，证明他们是互相信任。”邓卓轩笑言，在集团之内，这种“忘年友谊”可谓比比皆是。

## 助不同起点年轻人成才

集团积极从不同计划，为各层面培育年轻人才，以配合业务持续发展。除了管理培训生计划外，集团也设有“见习结构工程师”，以及建筑学徒制度，尽早按不同年轻人的专业和能力，提供培训和报考所属专业考试支持。另一方面，集团也通过“新鸿基地产集团员工子女本科奖学金”计划、“新鸿基地产—AFS国际文化交流奖学金”计划及与突破机构合办的“师徒创路学堂”，扶持年轻人成才，开拓视野。

当然，学习不是年轻人的“专利”，管理层也积极鼓励员工终身学习。例如通过“新地优质学堂”，整合不同类型的培训资源。同时也资助同事修读公司外部的课程，包括攻读学士及硕士课程。“公司鼓励同事与时俱进，近年我们致力提升大家在科技应用方面的能力，以积极配合业务发展所需。我们希望每一位同事，都可以保持一份好奇心，终身学习而乐在其中。”

## 成长“长跑课”

邓卓轩热爱长跑运动，每天上班前，他都会坚持长跑练习，风雨不改。他笑言长跑选手跟管理培训生一样，都要能吃苦：“练长跑一定要循序渐进，逐步增强训练量，操之过急会容易受伤，反过来影响表现；同样公司培育管理培训生，也会逐步有序地强化他的知识和经验，从而帮助年轻人长远发展。”公司固然希望管理培训生有出色表现，力争上游，也注重他们能否平衡工作与生活，因此安排这批年轻人参与不少公益活动。“例如他们会参加集团主办的‘新地公益垂直跑’和赞助项目‘新鸿基地产香港单车节’，同时参与公司年会晚宴的表演活动。他们除享受活动带来的乐趣，也建立起对公司的归属感。”

邓卓轩总结：“练习长跑其实颇为辛苦，但只要保持耐性，坚持练习，你的步伐会更加稳定，也能够跑更远的路。其实栽培一个管理培训生，道理也是差不多。”



CH, a long-distance running enthusiast, is committed to stepping out of his comfort zone and training daily  
热爱长跑的邓卓轩，怀有一颗突破自我的决心，坚持每日练习