



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

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### 鄧卓軒：管理培訓生計劃 為集團注入新世代動力

"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

集團為處於不同起點的年輕人·提供培訓和實習機會



CH is pleased to see children of staff who received sponsorships from the Group to study overseas return with new knowledge

集團資助員工子女往海外交流·看見年輕人學成歸來·鄧卓軒亦感到欣慰

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."



「集團積極投放資源培育年輕人，這不僅令青年人得益，對公司和香港亦有好處，能創造『三贏』局面。」內務部集團主管鄧卓軒表示，新地透過管理培訓生計劃，致力培育有潛質的年輕人，讓他們日後盡展所長。完善的人才發展制度，正是集團在四十多年來穩健發展的重要基石。

#### 不斷完善「管理培訓生」計劃

集團於七十年代已開始招募管理培訓生，當中不少已成為集團的管理層。「從2002年開始，集團因應業務持續發展需要，重新在香港和內地有系統地招募『管理培訓生』，計劃推行至今。」鄧卓軒表示，集團作風穩健，在市場上早已建立良好聲譽，對吸引年輕人才大有幫助。另一方面，為滿足年輕人對事業發展的期望，集團亦不斷優化計劃，增強吸引力。如去年正式訂立「晉升階梯」：「一般來說，只要工作表現理想和通過考核，經過三年後，管理培訓生就可以擔任主管級別職位；五年後晉升

到資深主管；八年後達到經理級，成為初級管理人員。」清晰的發展前景，讓管理培訓生有更大的動力，為目標而努力奮進。

在為期三年的計劃中，選擇地產業務相關的管理培訓生，首年會被安排到兩至三個部門實習，熟悉集團不同業務，之後會讓他們自行選擇到心儀部門繼續發展；至於非地產業務的管理培訓生，首半年會先在總部參與資料搜集、財務分析和市場研究等工作，之後會安排到附屬公司負責各項職能工作。「計劃的重點，是希望培訓生能夠盡量接觸集團不同業務和崗位。同時考慮到年輕人喜歡接受新挑戰，在三年內，集團會安排管理培訓生到其他部門以至附屬公司實習和工作，讓他們有仿如轉工的新鮮感。」

#### 每年從逾千申請者選出精英

鄧卓軒表示，集團每年都會收到千多二千封信，申請加入成為新地管理培

訓生。經過多輪不同測試後，集團會嚴格挑選出約十人成為管理培訓生。

「始終栽培一個人，需要很多資源和心力，所以我們很重視申請人的質素。能夠加入這個計劃的年輕人，絕對是精英分子。」

鄧卓軒向有意申請管理培訓生的年輕人提供「貼士」：除了學業成績優秀之外，如果擁有虛心、團隊精神、出色數理能力，以及抗逆力這四項特質，有助提升獲得取錄機會。他表示，公司重視培訓生的學習能力，學習能力除了指個人資質，亦關乎心態。「個性謙卑的人，不僅較願意虛心學習，同時亦會重視團隊精神。」另外，由於公司會要求管理培訓生參與研究分析工作，故此數據處理能力較強的人自然具有優勢。「當然作為未來的管理人員，他們一定要有足夠的抗逆力，才能帶領團隊面對不同挑戰。」



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練習長跑其實頗為辛苦，但只要保持耐力，堅持練習，你的步伐會更加穩定，亦能夠跑更遠的路。其實栽培一個管理培訓生，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  
集團為員工舉辦多元化活動，鼓勵工作生活平衡



### 重視建立師徒關係

除了實際工作歷練外，管理培訓生亦會參加多元化的培訓課程，如時間管理、社交禮儀，以及增強他們語言能力等（如普通話），協助管理培訓生及早成長。計劃另有一個特色，是集團會為每位管理培訓生，安排一名非上司的資深同事作為導師，目的是希望他們可從「前輩」身上，獲得寶貴的職場和人生經驗，並且從這段師徒關係中，感受到公司的關顧。「這安排對雙方也有好處，年輕人可以從『前輩』身上拓闊自己的視野；作為導師的同事亦可借此機會了解新一代的想法。我發覺很多師徒的關係融洽，不少導師連過往自己挫敗的經驗也樂於跟對方分享，讓培訓生汲取箇中教訓。能夠做到這一點，證明他們是互相信任。」鄧卓軒笑言，在集團之內，這種「忘年友誼」可謂比比皆是。

### 助不同起點年輕人成才

集團積極從不同計劃，為各層面培育年輕人才，以配合業務持續發展。除了管理培訓生計劃外，集團亦設有「見習結構工程師」，以及建築學徒制度，儘早按不同年輕人的專業和能力，提供培訓和報考所屬專業考試支援。另一方面，集團亦透過「新鴻基地產集團員工子女本科獎學金」計劃、「新鴻基地產－AFS國際文化交流獎學金」計劃及與突破機構合辦的「師徒創路學堂」，扶掖年輕人成才，拓闊視野。

當然，學習不是年輕人的「專利」，管理層亦積極鼓勵員工終身學習。例如透過「新地優質學堂」，整合不同類型的培訓資源。同時亦資助同事修讀外間課程，包括攻讀學士及碩士課程。「公司鼓勵同事與時並進，近年我們致力提升大家在科技應用方面的能力，以積極配合業務發展所需。我們希望每一位同事，都可以保持一份好奇心，終身學習而樂在其中。」

### 成長「長跑課」

鄧卓軒熱愛長跑運動，每天上班前，他都會堅持一課長跑練習，風雨不改。他笑言長跑選手跟管理培訓生一樣，都要吃得苦：「練長跑一定要循序漸進，逐步增強訓練量，操之過急會容易受傷，反過來影響表現；同樣公司培育管理培訓生，亦會逐步有序地強化他的知識和經驗，從而幫助年輕人長遠發展。」公司固然希望管理培訓生有出色表現，力爭上游，亦注重他們能否平衡工作與生活，因此安排這班年輕人參與不少公益活動。「例如他們會參加集團主辦的『新地公益垂直跑』和贊助項目『新鴻基地產香港單車節』，同時參與公司團年晚宴的表演活動。他們除享受活動帶來的樂趣，亦建立起對公司的歸屬感。」

鄧卓軒總結：「練習長跑其實頗為辛苦，但只要保持耐性，堅持練習，你的步伐會更加穩定，亦能夠跑更遠的路。其實栽培一個管理培訓生，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  
熱愛長跑的鄧卓軒，懷有一顆突破自我的決心，堅持每日練習