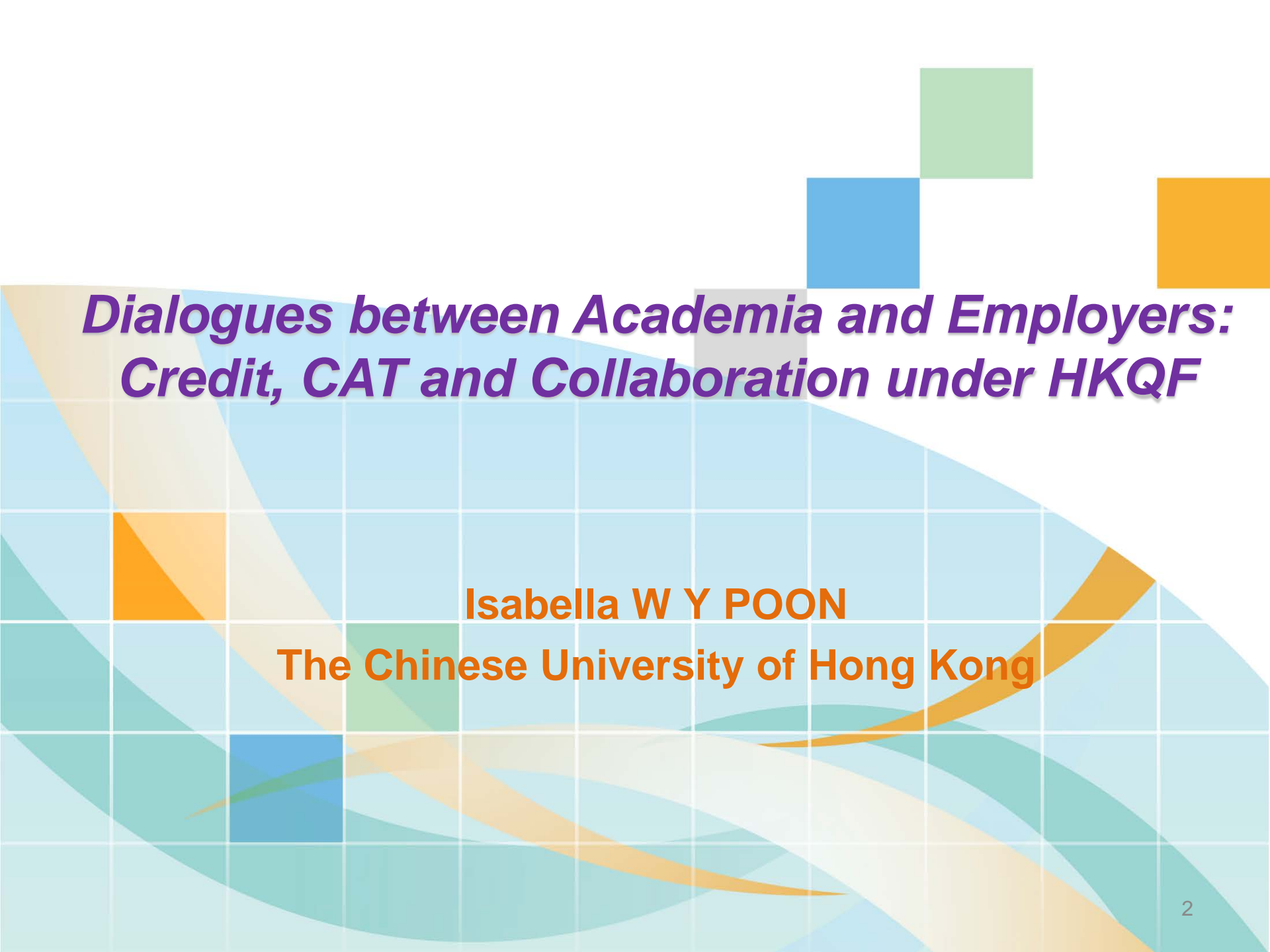


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# HKQF Conference

## Panel Discussion II

*Dialogues between Academia and Employers:  
Credit, CAT and Collaboration under HKQF*



***Dialogues between Academia and Employers:  
Credit, CAT and Collaboration under HKQF***

**Isabella W Y POON**

**The Chinese University of Hong Kong**

# Ug Programmes

- ~ 16,000 Ug students
- ~ 70 Ug programmes
- Programme-based or broad-based admission (4-year programmes)
- Most programmes also admit students to senior year (SY)
- A few programmes tailor-made for SY entrants
- Examples of programmes with larger SY intakes
  - Global Studies, Natural Sciences, Nursing, Gender Studies, ...

# CUHK Ug Graduate Attributes

- Knowledge (K)
  - Broad range of intellectual disciplines
  - General knowledge
  - Depth of knowledge within a specialty
  - ...
- Professional and generic skills (S)
  - Bilingual proficiency
  - IT
  - Life-long learning and professional development
  - ...
- Attitude and values (V)
  - Compassion, honesty and integrity
  - Sense of purpose, responsibility and commitment in life
  - ...

# CUHK Credit Unit System

- Ug minimum requirement: 123 units
- 1 unit
  - 1 contact hour per week
  - 0.5 to 2 off-class learning hours per week
  - 1.5 to 3 learning hours per week
  - over a term of some 13-14 weeks: 21-42 hrs

# Ug Curriculum Structure

Component		Unit Range
Major	Faculty Package	51 – 72 *
	Major Required	
	Major Elective	
Minor (optional)		18 – 30
Languages	Chinese	6
	English	9
General Education		21
Information Technology		1
Physical Education		2
Free Electives		Remaining Units (if any)
Total		At least 123

39-unit Core Requirement

\* For some professional programmes and programmes of more than 4 years' normative period of study, the maximum exceeds 72.

# Requirements for SY Entrants

Core Requirement	FYFD (4-year curriculum)	AD/HD (senior-year)
Chinese	6 units	0 unit
English	9 units Year 1: 4 units Year 2: 3 units Year 3: 2 units	HD: 5 units AD: 2 units
General Education	21 units	8-9 units
Information Technology	1 unit	0 unit
Physical Education	2 units	1 unit
<b>Total</b>	<b>39 units</b>	<b>HD: 14-15 units AD: 11-12 units</b>

<b>Major Requirement</b>	<b>51-72 units</b>	<b>~54 units</b>
<b>Total Requirement</b>	<b>At least 123 units</b>	<b>At least 69 units</b>

# Good Practices (1)

- P1: Promote learner mobility across levels, and minimize duplication of learning
  - Clear framework to support effective learning pathways
- P2: Transparent, fair, flexible & easy to use
  - “Fair recognition” based on LOs rather than seeking perfect equivalence
- P3: Based on LOs
  - 4-year programme: 9 units of English
  - HD: 5 units; AD: 2 units



# Good Practices (2)

- P4: Recognition of non-formal & informal learning
  - Minimum unit requirements: reduced from 123 to 69
  - granted a block of credits: ~ 2 years learning experience
- P5: Autonomy to make admission decisions
  - Decisions made at programme level
- P6: Credit recognition does not undermine academic rigour or integrity of the qualification
  - Ensure the achievement of graduate attributes
  - Minimum unit requirement for major subject: 54

# Good Practices (3)

- P7: Institutional commitment and cooperation
  - Concerted effort to design and implement the framework
- P8: CAT systems and procedures subject to rigorous QA measures
  - Framework developed, reviewed and monitored by various senate committees and Senate

The background features a light blue grid overlaid with various abstract shapes in shades of blue, green, orange, and grey. The shapes are layered and semi-transparent, creating a dynamic, modern aesthetic. The main title is centered in a bold, purple font.

# **Dialogues between Academia and Employers: Credit, CAT and Collaboration under HKQF**

**Lawrence CHAN**  
**Vocational Training Council**

# Vocational Training Council (VTC)

- A statutory organisation established in 1982 under the Vocational Training Council Ordinance
- 13 member institutions providing comprehensive vocational and professional education and training (VPET) and seamless progression pathway for career advancement and lifelong learning

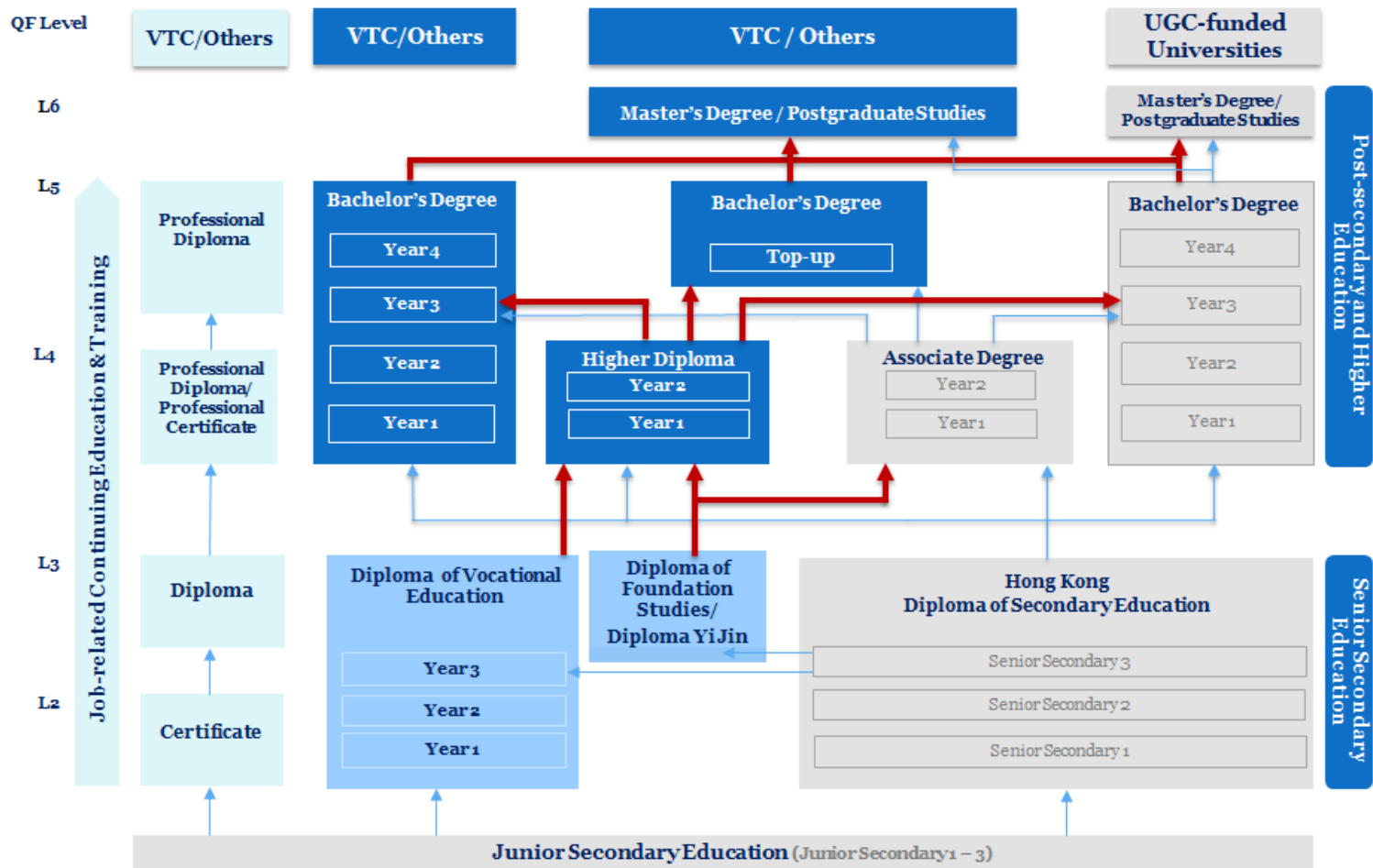
**250,000** trainees every year including  
**50,000** full-time students

VTC Member Institutions

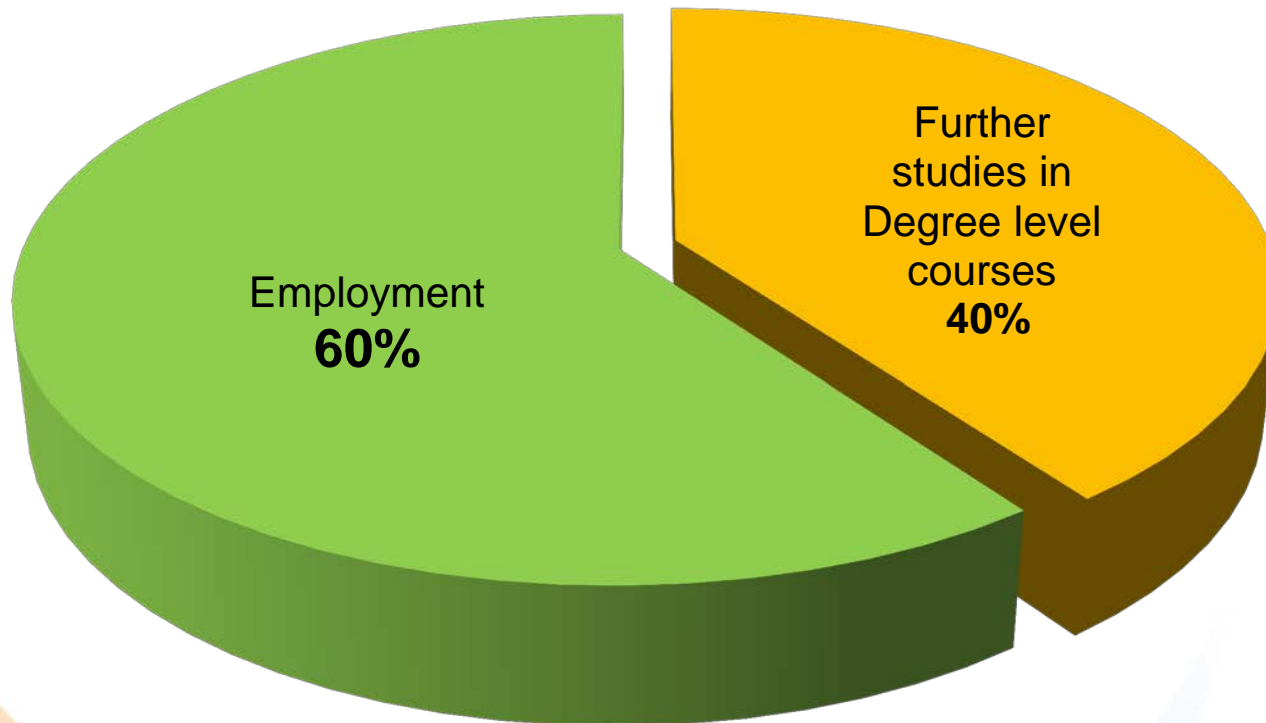
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# Hong Kong Education System

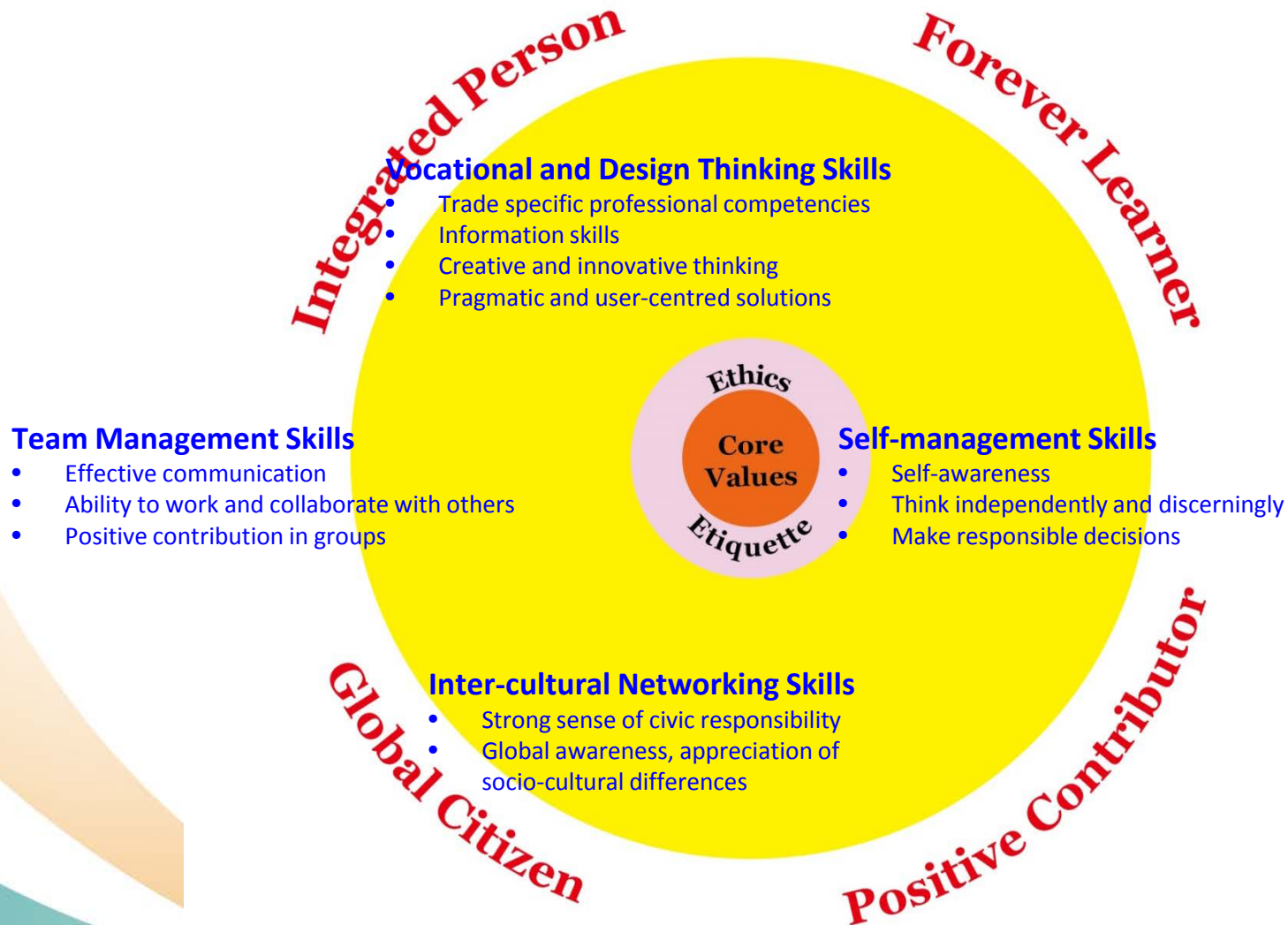


# Pathways of Higher Diploma Graduates at VTC



Employment rate of ~90%  
with wide recognition by employers

# 21<sup>st</sup> Century Student Competencies



# Credit Transfer

- Based on formal academic qualifications within/outside VTC
- Modules concerned must be identical in number of Credits, ILOs, QF Level and assessment standards
- Counted towards final GPA calculation

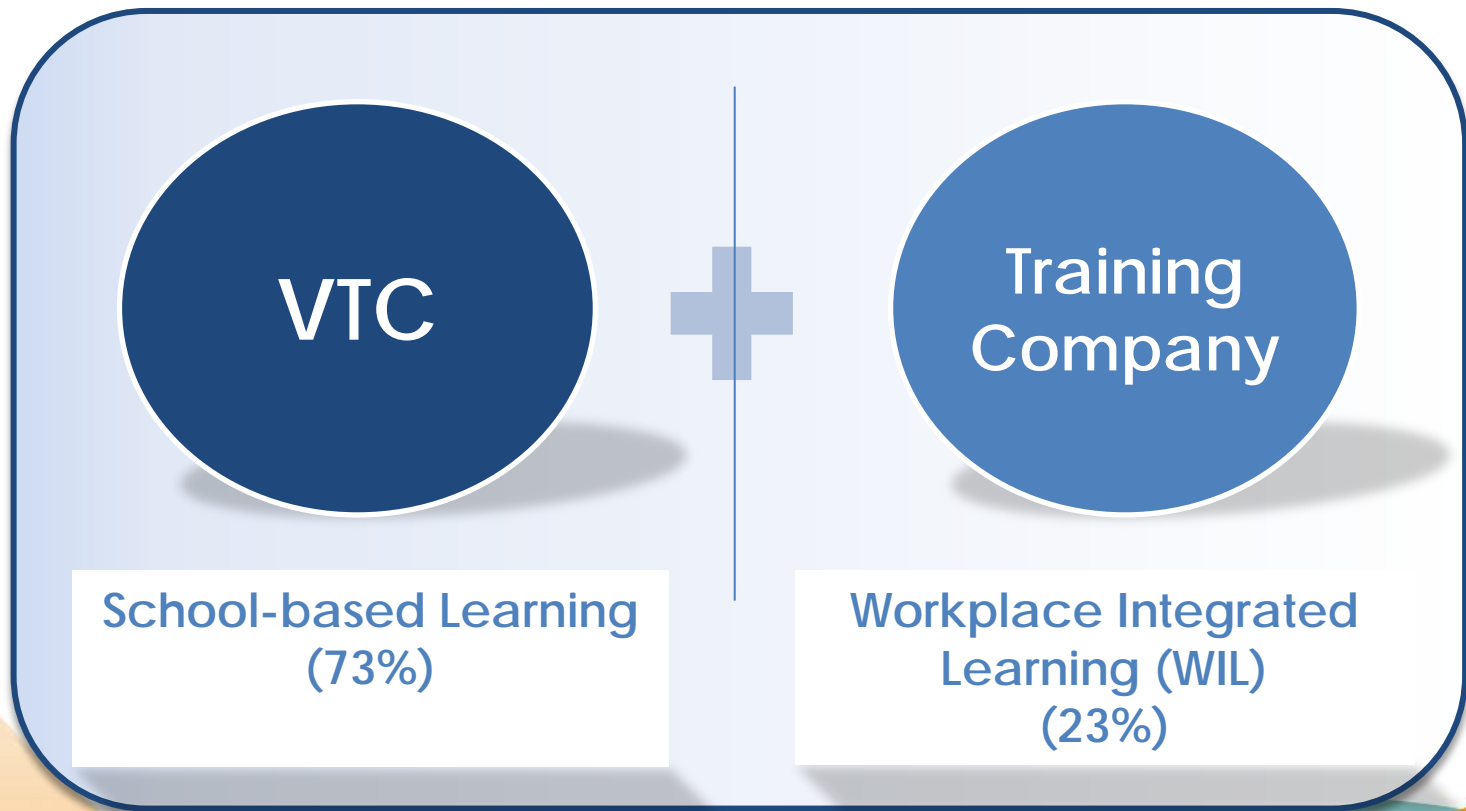


# Module Exemption

- Usually granted based on formal academic achievements / relevant experience
- In exceptional cases, also granted based on other justifiable grounds (e.g. physical disabilities)
- Not counted towards final GPA calculation

# Dual-track Training Programmes

## Diploma in Engineering (QFL 3)



\* % of QF Credits

# Dual-track Training Programmes

## Characteristics of WIL Modules

- Learning takes place through on-the-job training, attendance of seminars, workshops, and industrial visits
- Learning outcomes are evaluated via learning contracts, reflective logs, verbal and written reports, performance assessments, learning portfolios, and trade tests
- Assessments are jointly conducted by VTC teachers and company trainers

# VTC-ERB Partnership on CAT

VTC  
(QFL4)

PD in Property &  
Facilities management  
**(126 QF Credits)**

Exemption : 24 QF Credits

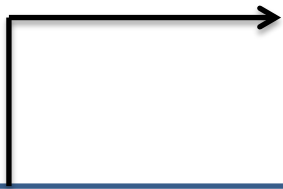
VTC  
(QFL3)

Certificate in Property &  
Facilities Management  
**(48 QF Credits)**

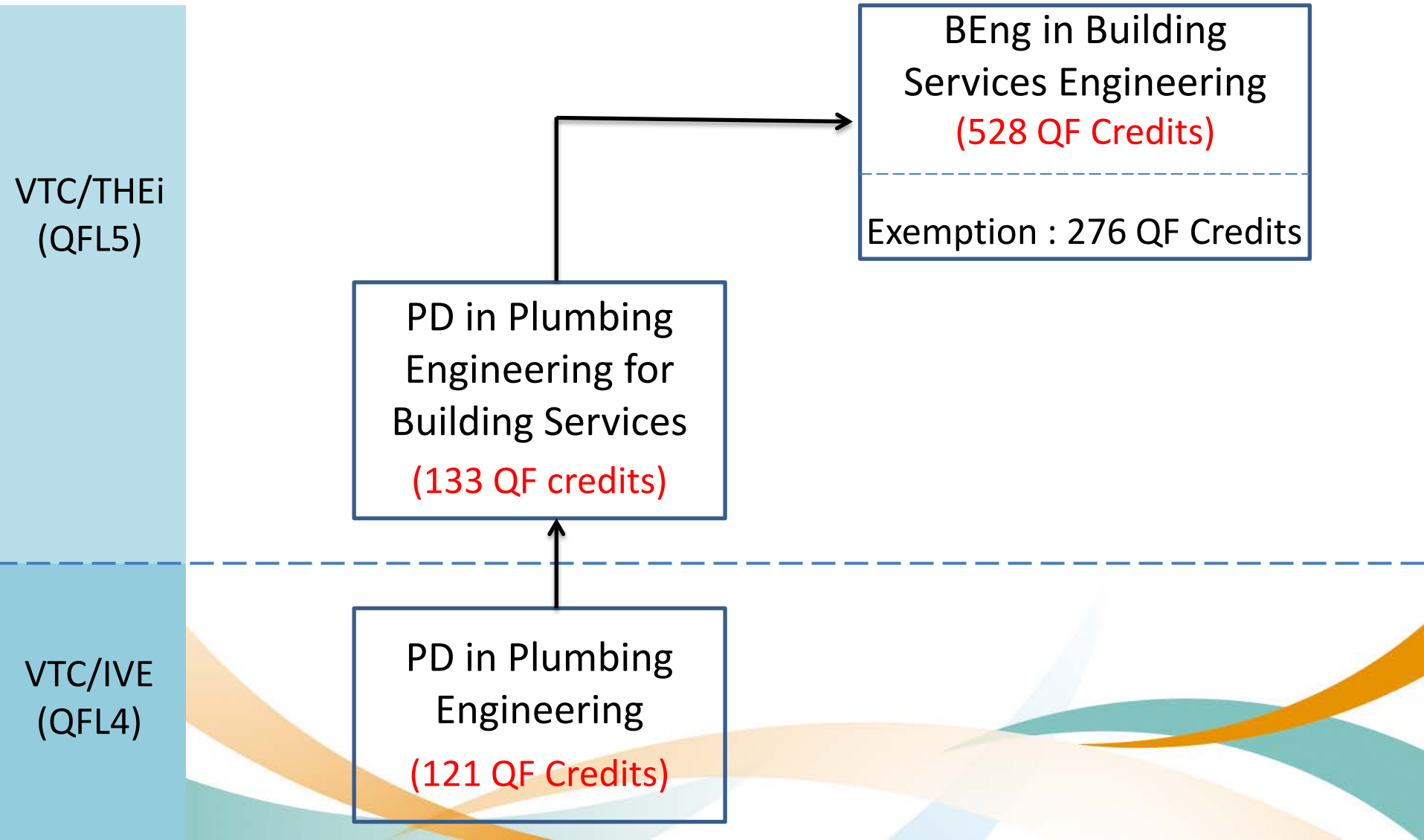
Exemption : 6 QF credits

ERB  
(QFL2)

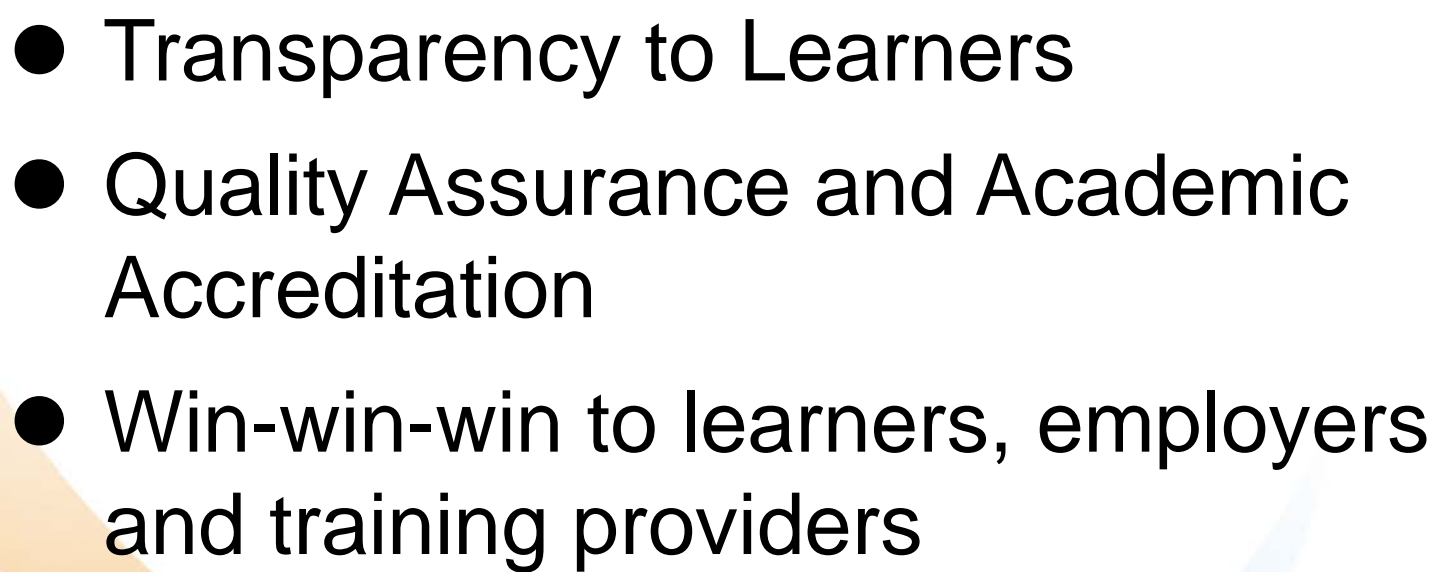
Foundation Certificate  
in Property & Facility  
Management  
**(25 QF Credits)**



# CAT within VTC



# Challenges and Benefits

- Public Acceptance and Learning Culture
  - Transparency to Learners
  - Quality Assurance and Academic Accreditation
  - Win-win-win to learners, employers and training providers
- 



# **Achieving Professional Excellence** ***T&D Practices in MTR***

**David LEUNG**  
**MTR Corporation Ltd**

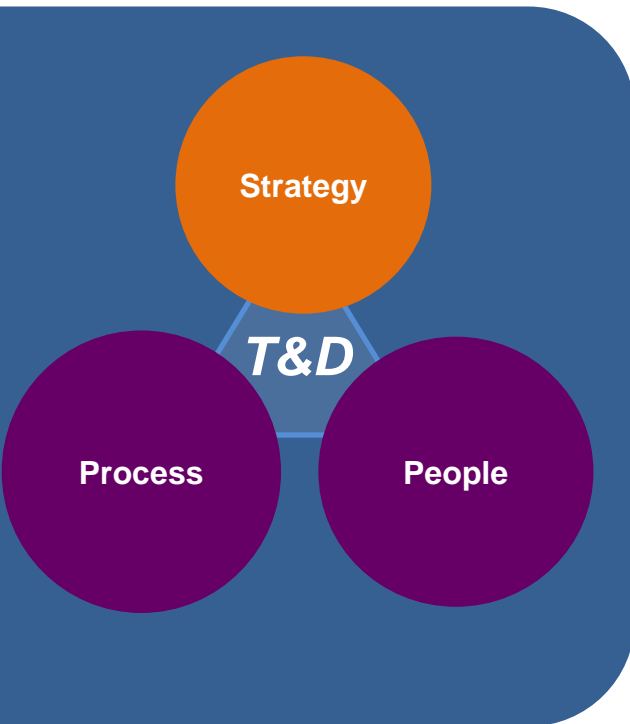
## THE MISSION

Our mission is to **SUPPORT** in successful achievement of Corporation's Railway business objectives and Operating Agreement through provision of centralised **HIGH QUALITY** and **COST-EFFECTIVE** railway training



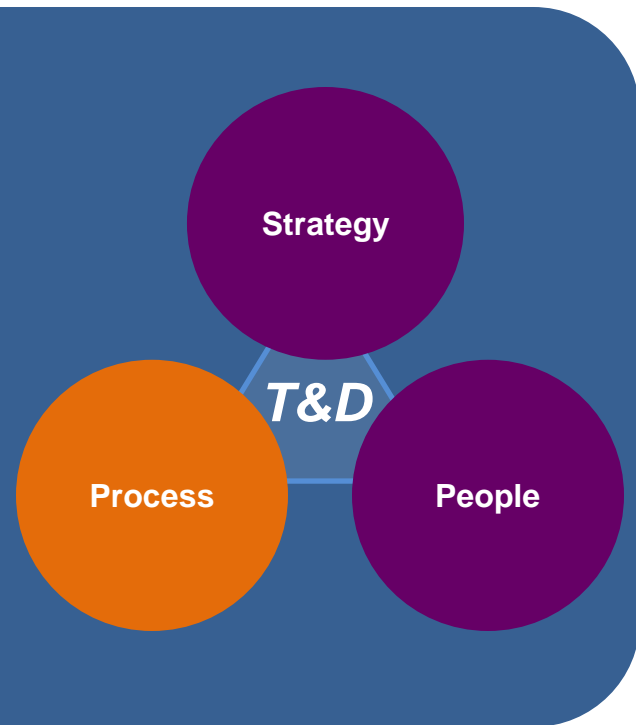


# STRATEGY



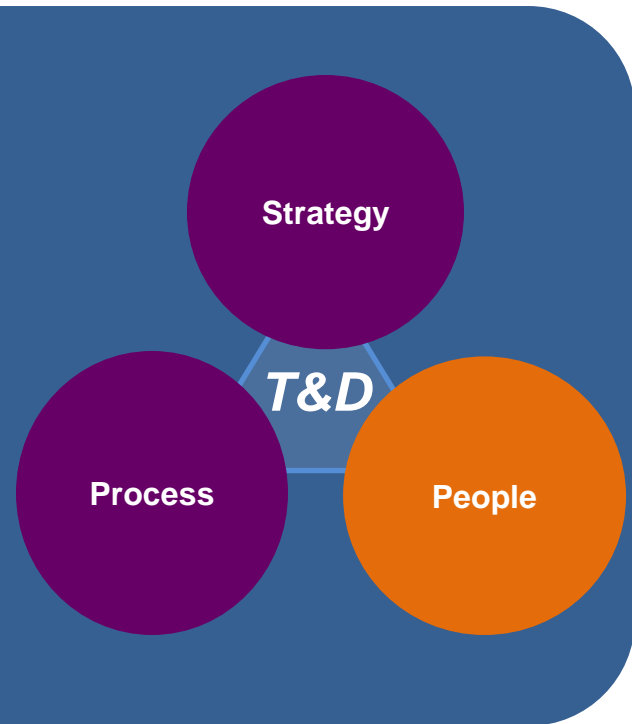
- Position ourselves as strategic business partners
- Align business objectives and priorities with customers
- Conduct “Everyday” Training Needs Analysis exercise
- Balance Proactive Training and Reactive Training

# PROCESS



- Adopt blended training approach
- Provide all-round service and professional support from classroom to workplace skills transfer / reinforcement  
e.g. OJT visit, site observations
- Provide just-in-time training solutions
- Review operational needs and issues – T&Q Meetings, IR review, discussion with line management

# PEOPLE



- Adopt Competency Based Management
- Implement Job Rotation and Job Enrichment Scheme for trainers
- Provide Continuous Professional Learning opportunities for trainers



MTR Academy is a core asset of MTR Corporation which provides training to develop railway and managerial professions

## Operations Training

- Operations Training
- Technical Training
- Safety Training
- Assets Management Training
- IT / OA Training

## Management Training

- Cultural Change
- Leadership Development
- Quality Management
- Customer Service

## Development Schemes

- People Development Initiative
- Executive Associate
- Graduate Trainee
- Apprentice



MTR Academy will become a training base for railway professionals and will offer rail-related programmes to participants from outside Hong Kong

- Aims to attract **newcomers**, especially amongst the younger generation to the rail industry
- Will offer **signature programmes** in engineering technology, operations, management and customer service
- Will look to **partner with local and overseas institutions** to offer joint programmes in the above disciplines

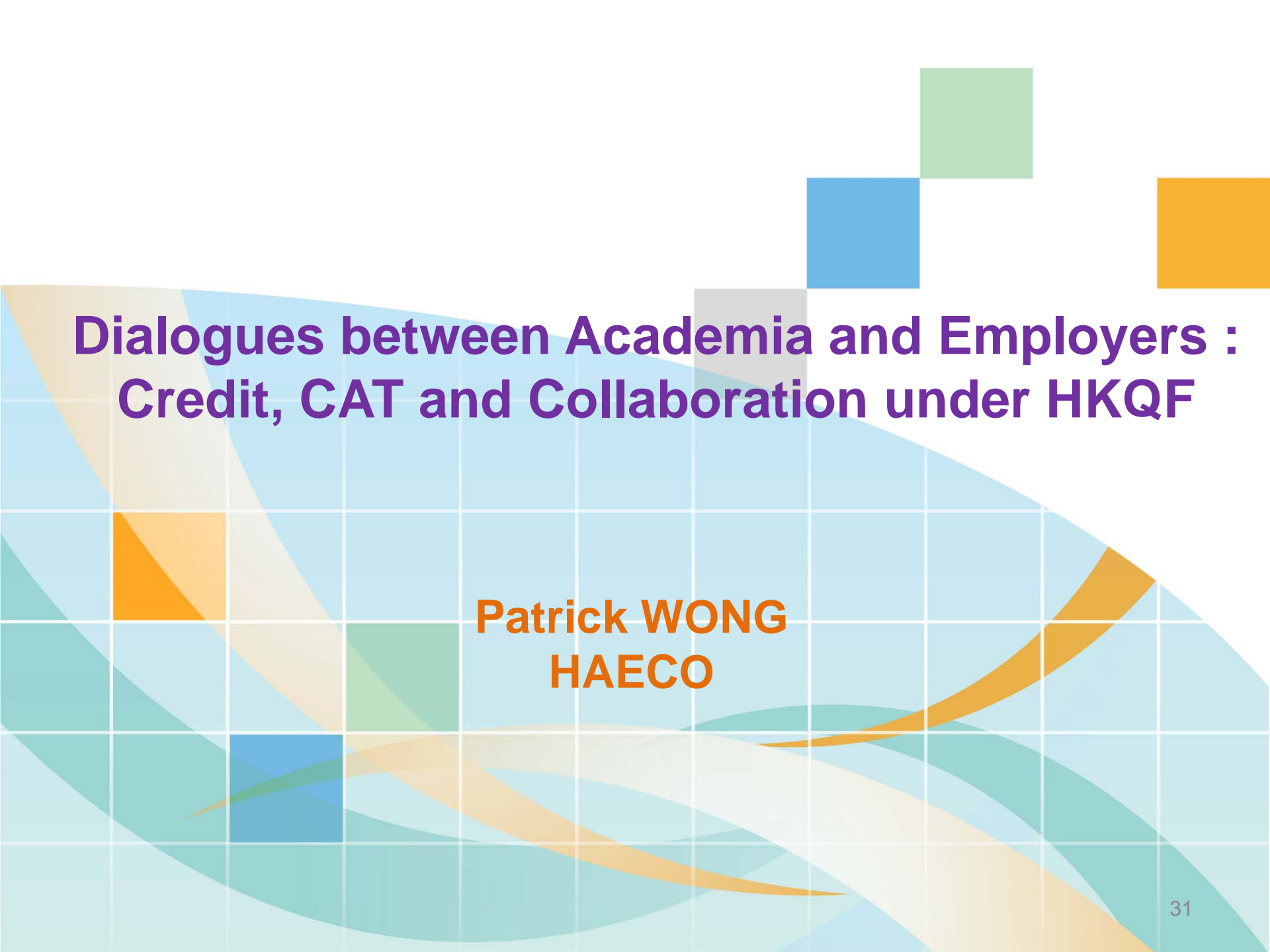
- Tapping into opportunities arising from the Mainland of China's “**Belt and Road**” strategy, the Academy will, in due course, also offer **rail-related programmes to participants from outside Hong Kong**

**mtr**Academy



### MTR Academy will

- Pursue QF Accreditation for Engineering and Operations T&D Programmes.
- Provide short courses on various professional and technical subjects with CPD accreditation.
- Provide customised programmes for public and Mainland & overseas metro operators.
- Get alliance with academic institutions / universities to award joint-programmes.



# **Dialogues between Academia and Employers : Credit, CAT and Collaboration under HKQF**

**Patrick WONG  
HAECO**

# Technical Training



- Provides training and examination services to domestic airline customers and MROs in Mainland China as well as in Asia. The Group provided over 4,000 training courses and trained about 60,000 students in 2014
- Approved Training Organisation under Part-147 by CAAC, CAAS, EASA and HKCAD
- Collaborates with Airbus to deploy “Training by Airbus” standards and to provide training on Airbus aircraft at “Airbus Competence Training” facility
- The first Maintenance, Repair and Overhaul (MRO) Organisation and Aircraft Maintenance Training Organisation (AMTO) in China equipped with the Boeing 787 training suite



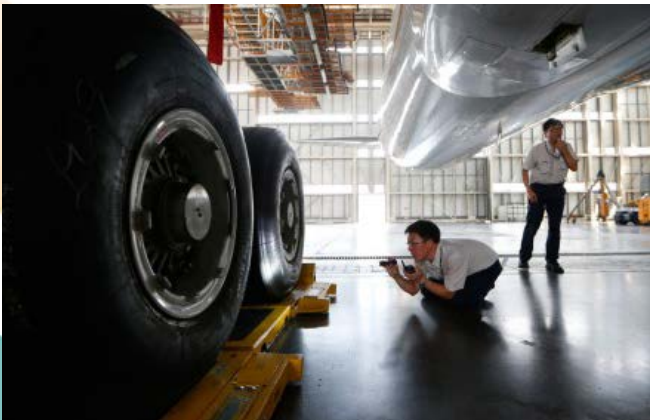
# Technical Training

- Provide basic skills training
- Provide EASA & FAA aircraft type training
- Practical Training and On Job Training (OJT)
- Training course development for new generation aircraft



- Soft skills training for technical personnel
- Devise training programmes for technical personnel
- Offer Training solutions and Learning management for sustainability
- Possibilities of delivering OEM training courses

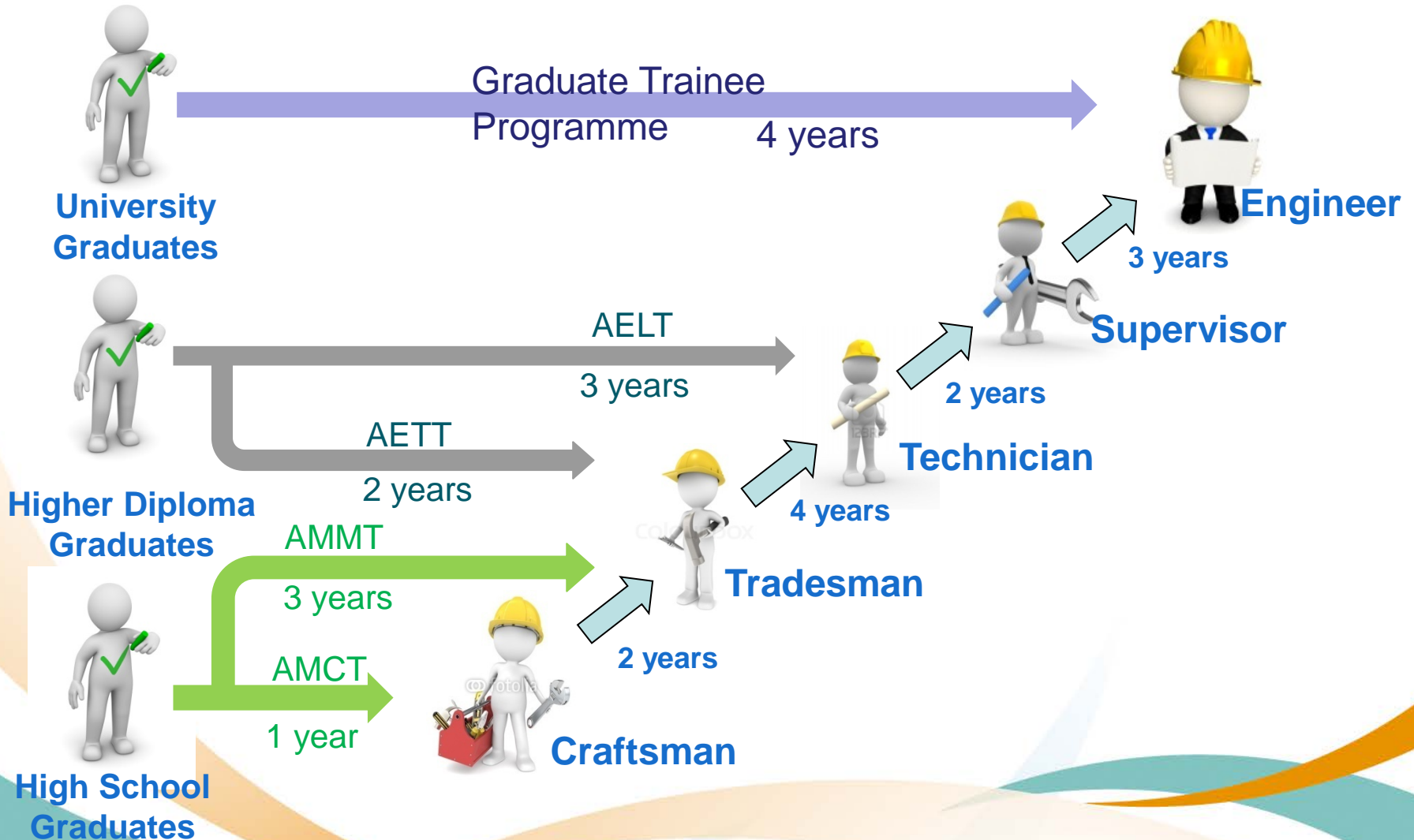
# Trainee Program



- Graduate Trainee Programme (Licence Stream)
- Graduate Trainee Programme (Technical Stream)
- Graduate Trainee Programme (General Stream)
- Graduate Trainee Programme (Specialist Stream)
- Aircraft Maintenance Mechanic Trainee Programme (Diploma, VTC)
- Aircraft Maintenance Craftsman Trainee Programme (DSE Graduate, IVE)

# Career Path for Graduates

Training time can be reduced significantly for graduates from relevant courses



# Learning & Development Training Curriculum

## For Managerial Staff

### 1. Business Acumen

BOB - Finance & Accounting  
Problem Solving & Decision Making  
Strategic Management

### 2. Operational Excellence

Basic Statistical Tools  
Managing Operations for Productivity and Total Quality  
BOB - Project Management  
Innovation and Creativity  
Time Management

### 3. Developing Direct Reports

Coaching and Counselling Skills

### 4. Drive for Results

BOB - Leadership for Result  
BOB - Managing the HAECO Way  
Change Management

### 5. Collaboration

Communication Skills  
Customer Relationship Management  
Facilitating Meetings Skills  
Negotiation Skills

### 6. Compassion

Networking Skills  
Interpersonal Skills  
Stress Management

### 7. Synergising

Team Dynamics

## For Supervisory Staff

### 1. Coping with Change

BOB - Managing the HAECO Way  
Project Management Essentials

### 2. Problem Solving

Basic Elements of Contract  
BOB - Finance & Accounting  
Managing Operations for Productivity and Total Quality  
Principles of Insurance Policy  
Systematic Thinking and Presentation

### 3. Goals Driven

Habits to Work Smarter

### 4. Relating Skills

Communication for Success  
Effective Interpersonal Skills with Enneagram  
Negotiation Skills

### 5. Customer Focus

Customer Service Skills

### 6. Empowerment

BOB - Leadership for Results  
Train-the-Trainer

### 7. Building Effective Teams

Building Effective Team  
Managing Staff Performance  
Stress Management

## For Operational / Technical

### 1. Organising

Creative Problem Solving  
Presentation Skills at Work  
Priority Management  
Project Management Essentials  
Account Payment Procedure  
Procurement Procedure  
Environmental Protection

### 2. Integrity and Trust

ICAC Seminar

### 3. Interpersonal Savvy

Customer Service Skills for Supervisor  
Negotiation Skills

### 4. Fairness to Direct Reports

Instructing and Coaching

### 5. Motivating Direct Reports

Supervisory Training  
Train-the-Trainer  
Teamwork Essentials  
Stress Management

# Issues for discussion

## *Dialogues between academia and business*

### 1. HAECO staff with RPL and other QF recognized qualifications

We have 93 staff from store and logistic who have already got QF, the highest level achieved is level 4

We have incorporated the aircraft maintenance requirement into QF sometime ago, as the industry is heavily governed by the Legal Aviation requirement, there was no progress in the past and may worth exploring again

### 2. HAECO staff with training and articulation needs

We have quite a number of young generation joining the industry, about 300-400 each year, continuous learning and training is a must to support their career aspiration

### 3. Wider and deeper collaboration with training providers

We need soft skill and technical training, we have some soft skill training provided by external institution

We also require pre-entry technical training for our maintenance personnel, this can be performed by any institution (e.g. VTC, Poly U etc), the course may require assessment and approval from Authority



# **QF Journey: Credit, RPL and CAT**

**Aaron CHIANG**  
**Hong Yip Service Co Ltd**

# QF Accredited Programmes (Credit)

## (a) QF Recognized Programmes

- QF in property management industry was introduced by the Education Bureau of HKSAR Government in 2008.
- In June 2010, Hong Yip was the first company in the property management industry accredited by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications to offer training programmes from Level 1 to Level 3 of the Qualifications Framework.
- Our in-house programme “ Certificate in Service Excellence (QF level 2) was accredited successfully in 2010 and was the first Specification of Competency Standard(SCS)-based in-house programme not only in property management industry but also in all industries implementing QF.
- Up to now, there are 8 property management companies operating 20 SCS-based programmes. 9 out of them are operated by Hong Yip (45%).



## (b) QF Development Progress in Hong Yip

QF Level	Programme Name (SCS-based)	Accredited Date
1	<u>Certificate in Basic Security Training</u>	March 2012
1	<u>Certificate in Practical Horticulture Knowledge and Skills</u>	March 2012
2	<u>*Certificate in Service Excellence</u>	June 2010
3	<u>Certificate in Properties Management Workplace Mentoring</u>	November 2011
3	<u>Certificate in Security Supervision</u>	March 2013
3	<u>Certificate in Properties Management Emergency Handling</u>	March 2013
3	<u>Certificate in Club House and Recreational Facility Management</u>	March 2014
2	<u>Certificate in Horticulture Beautification</u>	October 2015
2	<u>*Certificate in Complaint Handling</u>	October 2015
2	<u>Certificate in Integrated Properties Management Services</u> *Service Excellence Module, *Complaint Handling Module and Certificate in Properties Management (Work Safety) (QF Level 2)	July 2016



# Recognition of Prior Learning (RPL)

- ◆ Provide formal recognition of the knowledge, skills and experience acquired by practitioners
- ◆ Serve as a starting point for learning and progression of experienced practitioners
- ◆ Reduce duplication in training for the same skills



The poster features the Qualifications Framework logo at the top left and the VTC logo at the top right. A yellow starburst graphic contains the text: '在2016年3月14日或以前申請第一至三級的資歷，只備文件查證，毋須評估！勿失良機！' (Apply for Level 1 to 3 qualifications before March 14, 2016, with only document verification, no assessment! Don't miss the opportunity!). The main title is '過往資歷認可機制' (Past Qualification Recognition Mechanism) for '物業管理業' (Property Management Industry). Below this, it states: '確認在工作上所累積的知識、技能和經驗，並獲頒資歷證明書' (Verify the knowledge, skills, and experience accumulated in work, and receive a qualification certificate). Two photographs show a group of professionals in front of a building and a customer service interaction. The bottom section is titled '認可資歷 展現實力' (Recognized Qualification, Show Real Power) and lists the '協作機構' (Cooperating Organizations) as 'THE HONG KONG ASSOCIATION OF PROPERTY MANAGEMENT COMPANIES' (香港物業管理公司協會). It also lists '支持機構' (Supporting Organizations) including various industry associations and companies.

資格架構  
Qualifications Framework

VTC

在2016年3月14日或以前申請第一至三級的資歷，只備文件查證，毋須評估！勿失良機！

過往資歷認可機制  
物業管理業 確認在工作上所累積的知識、技能和經驗，並獲頒資歷證明書

認可資歷 展現實力

協作機構：  
THE HONG KONG ASSOCIATION OF PROPERTY MANAGEMENT COMPANIES  
香港物業管理公司協會

支持機構：(排名不分先後)

- 中國海外物業服務有限公司
- 佳兆業管理有限公司
- 銀禧管理註冊管理員
- 物業管理行政及文職人員協會
- 信和置業有限公司
- 恒益物業管理有限公司
- 英國特許房屋經理學會(亞太分會)
- 香港地產行政師學會
- 錦綉花園物業管理有限公司
- 香港房屋協會
- 香港物業管理及工程技術人員協會
- 香港物業管理及保安職工總會
- 香港樓宇管理僱員工會
- 香港樓宇及物業管理從業員總會
- 香港鐵路有限公司
- 時代廣場有限公司
- 海峽城管理有限公司
- 維邦物業管理有限公司
- 康業服務有限公司
- 第一太平戴維斯物業管理有限公司
- 荷里活廣場有限公司
- 富城物業管理有限公司
- 新昌管理服務有限公司
- 富邦物業管理有限公司

# Recognition of Prior Learning (RPL)

- Currently, there are about 16,000 applicants from all industries having obtained QF- recognized qualification through RPL and 8,300 of them are from property management industry (52%).
- Hong Yip is the company in property management industry among the other industries having established RPL system in the territory with the highest number (>2,200) of staff having qualification obtained via RPL. It represents 14% of all industries, 27% of property management industry.



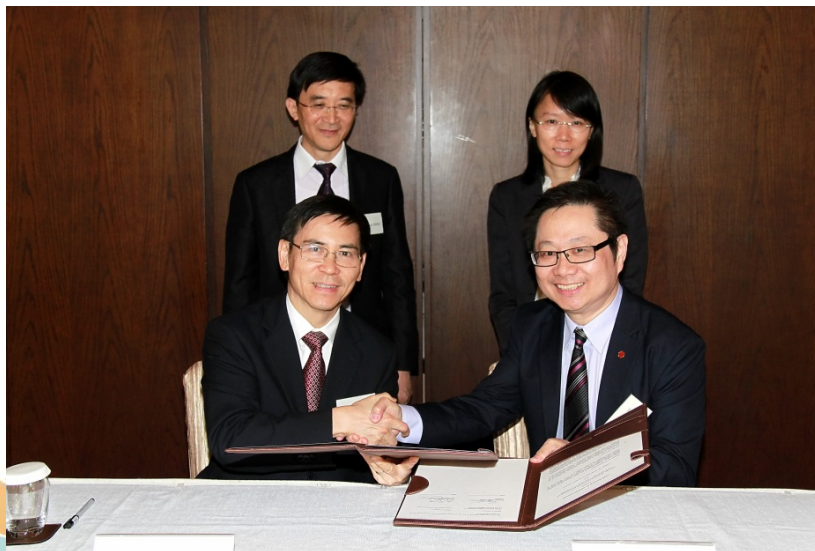
# Credit Accumulation and Transfer System (CAT)

- The Education Bureau launched the policy and principles of credit accumulation and transfer (CAT) under the QF to further strengthen the support to learners' mobility in their learning pathways in July 2014.
- Hong Yip's learners who have successfully completed a QF programme or have a "RPL" certificate will be able to find a learning pathway in external institutions or companies and apply for credit transfer. This provides learners with seamless pathways towards higher qualifications and better use of resources.

# Credit Accumulation and Transfer System (CAT)

## 1. Collaboration with Caritas

- Hong Yip is the first private enterprise to have set up its own CAT system with a tertiary institute that had successfully been approved by HKCAAVQ for entry in the Qualification Register in Sept 2014.
- Hong Yip staff can apply for credit transfer when they enroll on the following programmes offered by Caritas Bianchi College of Careers and Caritas Institute of Higher Education:
  - (a) Diploma in Property Management (QF Level 3)
  - (b) Professional Diploma in Property Management (QF Level 4)



# Credit Accumulation and Transfer System (CAT)

## 2. Collaboration with VTC



- Signing Date : July 2015
- Programmes :
  - (a) Certificate in Property and Facilities management (QF Level 3) ,
  - (b) Professional Diploma in Property and Facilities Management (Customer Services) (QF Level 4)
  - (c) Professional Diploma in Property and Facilities Management (Facility Services) (QF Level 4)



## 3. Collaboration with HKCT



- Signing Date : 22 March 2016
- Time: 4:00 pm
- Programmes :
  - (a) Certificate in Property Management Supervision (QF Level 3)
  - (b) Professional Diploma in Property and Facilities Management (QF Level 4)

# Benefits of QF to the Industry and the Company

- ⇒ Establish suitable competency model for recruiting and promoting talented staff
- ⇒ Minimize training cost by operating QF-accredited programmes internally when compared with external programmes at the same level
- ⇒ Increase training effectiveness by reducing duplication in training for the same skills
- ⇒ Uplift the qualifications and professionalism of staff by providing in-house QF-accredited programs during working hours and/or through obtaining RPL qualifications
- ⇒ Increase competitiveness of the Company by ensuring the maintenance of a talent pool to support its sustainability