

### CHALLENGE

Provide top quality and specialised training to employees in a construction company

### ACTIONS

- *Establish an academy headed by company staff:* Have the CEO lead the academy as Vice-Chancellor and have senior managers head the various faculties
- *Run courses based on real needs:* Monitor the rate of staff enrolment on each course and cancel courses which are unpopular due to low relevance
- *Invest in training at all times:* Continue the investment during the downtime and avoid providing training as a kneejerk response to market conditions



Edmond Lai, Director of Human Resources and Corporate Communications at Gammon Construction  
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When it comes to talent development, Gammon Construction takes inspiration from traditions: providing education through a school. The result is the Gammon Academy, a centralised programme that develops, retains and attracts talent. Edmond Lai, the firm's Director of Human Resources and Corporate Communications, gives us a tour around campus.

在人才发展方面，金门建筑秉承了培养人才的优良传统：透过设立学院以提供教育。因此他们创立了金门学院，以此作为一个发展、挽留与吸引人才的大本营。公司人力资源及企业传讯部董事黎永觉亲身带我们游览「校园」。



### 请介绍一下金门学院的历史。

金门学院于2003年成立，主要目的是为发展最佳的人才，以维持公司在香港、中国及南亚的市场领导地位。

我们公司相信，人力资源投资是让业务成功发展的途径。我们提供这个全面的教育计划，并非只是一种短期行为。即使是在市场黯淡的时候，我们仍然持续投资在我们的培训及发展工作上。长远而言，假如你有最好的人才，你将能够取得更好的市场地位，同时亦能有更佳回报。

### 金门学院在哪些方面与学校相似？

金门学院的组织架构与一般学院非常相似。由于这个全面性培训计划的概念源自领导高层，我们的营运总监同时出任学院的校长。正如一般典型的学院一样，我们的学院由不同院系组成，而每个院系均由不同营运及商业部门的高级经理所带领。基于我们公司所从事的专门业务，当中的院系主要集中在建筑业方面。

### 这些课程是如何制定的？

课程主要根据业务的不同领域而制定，例如土木工程、地基、建筑及机电等。值得一

### Tell us about the history of the Gammon Academy.

The Gammon Academy was founded in 2003, with the primary purpose of developing the best capability that would maintain our firm's market leadership in Hong Kong, China and South Asia.

Our firm's belief is that human capital investment is the way to make the business successful. We weren't providing this comprehensive educational programme as a knee-jerk response. We continued to invest in our training & development even when the market was quiet. In the long term, if you have the best people, you're going to win market share and projects with the best margin.

### In what ways does the Gammon Academy resemble a school?

The Academy's organisational structure is very similar to that of a college. Since the idea for this comprehensive training programme originated from top management, our Chief Operating Officer leads the Academy as its Vice-Chancellor. Like a typical college, our Academy is comprised of different faculties, which are headed by senior managers in the operations and commercial departments. Because of our company's specialisation, the faculties tend to be focused on construction.

### How was the curriculum formulated?

The curriculum is based on the divisions of the business, namely, civil engineering, foundations, building, and electrical & mechanical. Remarkably, over 90% of the programmes are delivered by our own staff; we believe that this is the best way to develop our in-house capability.

At least once every quarter, the HR department and top management would sit together to discuss the latest trends in the market, and update the curriculum in line with the development of the business. Over 100 courses are offered every year, producing around 6,500 training man-days, i.e. an average of 2,000 employees each taking two-point-something days per year. These numbers are a testament to Gammon's commitment to training.

After obtaining consent from their supervisors, staff enrol in the Academy's courses



提的是当中超过九成的课程均由我们的员工主讲，而我们相信这是发展内部人才及能力的最佳方法。

人力资源部及领导高层会定期举行会议，讨论市场的最新动向，并更新课程内容以确保课程能配合业务的发展。我们每年提供超过100个课程，并提供约6,500人日的培训，即每年平均每2,000名员工便能获得两天以上的训练。这些数字证明了金门在培训上的投入。

员工在获得主管的同意后，便可透过一个网上系统报名参加学院的课程。报名的数量让我们直接了解各科目的需求程度。除此之外，负责同事会定期向各部门收集意见，因应需求的变化而调整课程的质量。

#### 你们是否会向雇员提出应参与哪些课程的指引？

会。我们以一种「培训路径图」的方式提供指引，这就像一个指南针，为雇员的发展路向提供导引。当中列明了不同层级的员工需要完成的核心及选修课程，从而让员工不会感到失去方向，也不会因为选择的繁多而感到茫无头绪。

人力资源部负责路径图的起草及其他基础工作。其后我们会在为期数个月的金门学院委员会会议上讨论有关详情。每个院系的院长会把建议的课程带回前线部门以收集各方意见，并评估课程是否相关和合适。然后他们会再次召开委员会会议，决定培训路径图中将会包含的计划详情。通常提供给初级雇员的科目会以基础为主，而高层员工就会有深造的课程计划。

#### 学院的课程是在办公时间内进行，还是在办公时间以外进行？

两者都有，视乎个别课程而定。有些员工的工作太忙，无法在日间抽时间参与某个课程，因此部份课程会在黄昏举行，例如香港国际演讲会所主办的演讲课程。我们公司是香港国际演讲会的成员之一。

by submitting applications through an online system. These applications, known as "nominations", let us know clearly whether or not a subject is useful. We have had several courses that attracted only four or five nominations. The line staff explained that since those courses related to subjects outside their business portfolio, they weren't interested. Afterwards, we cancelled those courses.

#### Do you offer employees guidance on what courses to take?

Yes. Guidance is given in the form of a "Training Roadmap", which, like a compass, steers employees' direction of development. It sets out the core and elective programmes which should be completed by staff in different grades, so that they won't feel lost and overwhelmed by the wide range of choices.

The drafting of the roadmap began with the HR department, who did some groundwork. Afterwards, we had discussions at the Gammon Academy Council meeting, which lasted for several months. Each faculty head brought the proposed courses back to the line departments, and gathered opinions on whether they were relevant and appropriate. Then they returned to the Council meeting to finalise the programmes to be included in the Training Roadmap. The subjects for junior employees tend to be fundamental and basic, while high-level programmes are assigned to senior staff.

#### Are the Academy's courses run during or after office hours?

Both, depending on the specific programme. Some staff are too busy to devote any of their day time to a particular subject, so some courses are held in the evening, such as the public speaking courses at the Hong Kong Toastmasters Club, of which our company is a member.

However, the majority of programmes are held during daytime. This is a reflection of the huge efforts that our company is willing to put in. Thankfully, we do not face any resistance from the line managers, who are willing to release their staff from work in order to receive further education. This is very encouraging to us.

#### What's required of HR in running the Academy?

Frankly, the Academy's operations demand huge efforts from the company, especially



# 预早吸引

## Early Attraction

### 预早吸引

安永的招聘活动主要面向应届毕业生。黄文强调，要利用事务所与各大高校之间的长期合作关系，及早吸引学生的目光。“我们不希望求职者到临近毕业的时候才知道安永，”他说，“我们希望他们在低年级的时候就了解安永。”

让低年级学生了解安永的活动包括高级合伙人主讲的高校对话和专访。“常有学生要求我们提供一些实务工作中的实例，”黄先生说，“高校活动是对这类要求做出回应的好途径。”

在实际招聘活动中，安永不设置专业门槛，致力于招募最优秀的各专业毕业生。会计专业的学生会得到优先考虑，不过更重要的是人际交往能力和团队合作能力。

不过，在人才争夺战中始终赢得最优秀人才的欢心却绝非易事，在本土和其他跨国会计师事务所强力阻截的情况下尤其如此。实际上，能否将最优秀毕业生罗致旗下的决定性因素，往往归结于薪酬的丰厚程度。不过，这并不是说，除此之外别无文章可作。对于那些抢手的学生，安永常常额外提供各种有利条件，从奖学金、海外实习机会到保证未来加薪最高50%不等。安永也重视各种津贴福利，如瑜伽课、烹饪课等各种由事务所提供补贴的文体活动。安永将自身定位为全球整合型专业服务公司，这种公司结构，使得其人员流动性大为提高。

### Early attraction

With the bulk of hiring activity centred on fresh graduates, Michael Wong makes a point of engaging students as soon as possible by leveraging on the company's longstanding relationship with universities. "We don't want candidates to only learn about us in their final year," he says. "We want them to become familiar with Ernst & Young at an early age."

Part of this familiarisation involves on-campus talks and interviews hosted by the firm's senior partners. "Students often ask us to provide real-life examples of what we do," says Wong. "The campus sessions are a tool to help address that."

As for the actual hiring, Ernst & Young simply works to recruit the best graduates available, irrespective of their field of study. While an accounting background is of course preferable, the emphasis is very much on interpersonal skills, and the ability to work well in a team environment.

But consistently attracting the best candidates is no easy task, particularly in face of strong competition from local firms and other multinationals. In fact, roping in the top graduates often comes down to the size of the pay package. But that's not to say there isn't room for creativity. Ernst & Young frequently sweetens the pot for students in high demand with everything from scholarship support, to overseas internships and assured future increments of up to 50%. Perks and benefits like access to subsidised recreational activities, such as yoga sessions and cooking classes, are also emphasised, as is the company's position as a globally integrated professional services firm, a framework that has significantly enhanced the mobility of its employees over the years.

The importance of maintaining this constant stream of young talent has prompted the firm to pay specific attention to addressing the needs of this group.

"We are very committed to understanding what these young kids are thinking, and what we can do to motivate them," says Wong. "To give you some quick examples, we understand that they want more communication. They want to hear from the management about overall strategy, and how well we're doing. At the same time, they



由于需要不断吸收年轻人才，事务所尤为注意了解、解决年轻人的需求。

“我们非常注意了解年轻人的想法，设法明白怎样做才能激励、鼓舞他们，”黄先生说，“简单地举个例子：我们知道他们想要更多的沟通。他们希望管理层阐述公司的整体战略，说明公司目前的经营状况。同时，他们也希望在工作上得到更多的肯定，承担更多的责任。我们很了解这些情况，也始终致力于让他们参与到公司整体人才战略的制定与执行中来。”

## 依照学习地图开展学习活动

### 依照学习地图开展学习活动

和大多数业务发展良好的审计事务所一样，在安永工作意味着不断的培训与进修。对于非会计专业的人员，安永在其入职之前便以“转换课程”的形式加以培训。之后，新晋员工须按事先规定的“学习地图”，接受为其四周的入职课程（包括课堂教学和小组活动）。

“学习地图，”黄先生解释说，“简单说明了安永希望新晋员工通过各种课堂、网络课程完成的学习目标。课程以技术培训和现场管理培训为主，有些课程还涉及‘核心学习’。”

培训是安永职业生涯中不可或缺的一部分（部分原因也在于职业资格认证的要求）。安永会在一年开始之际，将新一年的学习地图分发到包括合伙人在内的全体员工手上，并在地图上简单说明未来12个月内必须达成的各种预定学习目标。

also like to receive recognition for their efforts, and enjoy taking on responsibility. We are very aware of these things, and constantly strive to make them a part of our overall HR strategy.”

## Follow the Map

### Follow the map

Like most successful assurance firms, continued training and development is an integral part of the job at Ernst & Young. Training for non-accounting majors starts prior to even the first day in the form of conversion courses. Thereafter, recruits are put through a four-week induction course, comprised of classroom instruction and group exercises, which are taken in accordance with a pre-defined “learning map”.

“The learning map,” explains Wong, “outlines what new recruits are expected to learn through the various classroom and web-based sessions. These courses are comprised of mostly technical training and field management training, while some of them also involve ‘core learning’.”

Partly due to professional accreditation requirements, training is a continuous part of one's career at Ernst & Young. New learning maps are handed out at the beginning of each year to every employee, including partners. The map outlines the various required learning goals for the next 12 months.

In addition to the classroom and web-based sessions, a large part of the education also happens through on-the-job training, which is largely facilitated by strategically assigning staff to jobs in accordance with the various gaps in their knowledge. A junior auditor with lots of banking experience, for example, may be assigned to work with a shipping client in order to help him or her gain exposure to a different industry. A dedicated team of resource administrators regularly see to it that this process is carried out effectively.

除课堂、网络课程外，还有大量培训以“岗位培训”的形式进行。岗位培训主要是根据员工的不同知识缺口，有策略地将其分派到相应工作岗位上。比如说，有大量银行业务经验的初级审计员可能会被调去处理航运业客户，以便帮助他或她接触不同行业。安永专门为此成立了一个资源管理团队，定期审查此一程序有无得到有效执行。

公司培训、进修活动的另一重要方面在于健全的指导文化。不过，与指导者在事后才给出评估的传统指导做法不同，安永鼓励管理者立即向初级团队成员给出反馈，以便形成实时学习环境。不过，安永管理者依然以客户委托后摘要的形式，提出各种书面建议。

## 追求上进

### 追求上进

除标准培训要求之外，安永还向表现突出的员工（如追求在未来担任领导职务的员工）提供额外的培训，如到美国、英国办事处实习18个月。黄先生表示：“这能够帮助他们了解成熟市场的做法，更好地学习如何与外国客户打交道，如何处理海外环境。”

对于高级职员，还有所谓的“里程碑事件”，即晋升之后的一次详谈。

“员工担任更重要职务之后，”他说，“我们对他抱有的期望自然随之不同。因此，有必要与员工进行详谈，让他了解我们的期望，同时，也与他探讨如何更好地度过过渡期。”

Another important aspect of the company's training and development is its robust coaching culture. Unlike traditional coaching schemes however, in which evaluation takes place after-the-fact, Ernst and Young encourages its managers to provide junior team members with immediate feedback so as to create a realtime learning environment. However, post-client-engagement summaries are still used to provide a written record of suggestions.

## Tipped for Greatness

### Tipped for greatness

In addition to the standard training requirements, high performers, such as those tipped for future leadership positions, are given additional training, such as 18-month placements at the firm's US or UK offices. "This allows them to appreciate the practices in mature markets, and better learn how to deal with foreign clients, and cope in an overseas environment," says Wong.

Senior staffers also engage in what are known as "milestone events" - in-depth discussions that take place immediately after a promotion.

"When staff members are promoted," he says, "the expectations change. Because of this, it's important to communicate with the staff to make them aware of our expectations, and to discuss how to best manage the transition process."



# 九宫模型

## 九宫模型

说到薪酬，黄先生主张双管齐下：“一方面，我们希望在市场上有竞争力，另一方面，我们希望做到多劳多得。”

就第一个方面而言，安永充分收集市场情报资料，定期参加行业调查。“我们希望按市场水平支付工资，”他说，“不光是和四大比。还要注意其他潜在竞争对手的工资水平，如咨询公司、商业公司和金融服务机构。”

至于差别待遇，黄先生明显态度激烈而强硬。“我们不希望员工以为干多干少，干好干坏一个样，”他声称，“工作表现决定工资水平。”

当然，只有细致地进行评估，才能准确地评定员工的工作表现。由于采取矩阵式结构的关系，安永在这方面主要依赖管理者定期进行评估，按员工实现绩效目标的能力，评定员工的工作表现。

至于管理者本身（尤其是那些有望成为合伙人的管理者），则接受所谓“九宫模型”的评估。九宫模型是专门用于评定员工绩效潜力的评估框架。

“有时候，有些员工表现突出，但由于这样那样的原因，缺乏成为高层领导的潜力，”黄先生说，“因此，有些人似乎表现得还可以，但在评估时没有得到高分。对于这些员工，我们希望设法让他们在来年表现得更好。”他补充说：“最后，我希望我们的未来领导者表现突出，深具潜力，这样才有助于事务所发展壮大。”

# The Nine-Box Model

## The nine-box model

With regards to compensation, Wong advocates a two-pronged approach: "First, we want to be competitive in the market, and second, we want to differentiate our people based on performance."

With regards to the first point, Ernst & Young gathers ample market-intelligence data, and regularly participates in industry-wide surveys "We want to make sure that we are paying the market rate", he explains. "And this doesn't mean only comparing to the Big Four. We also need to look at other potential competitors, such as consulting firms, commercial firms, and financial services institutions."

As for differentiated salaries, Wong takes a notably impassioned stance. "We don't want our staff to think that they are paid the same whether or not they perform well," he exclaims. "We pay for performance."

Of course accurately gauging performance requires detailed evaluation. Due to its matrix structure, Ernst & Young predominantly relies on its managers in this regard, who regularly evaluate staff based on their ability to meet performance goals.

Managers themselves – particularly those in line for partnerships – are subject to what the firm dubs its "nine-box model," an evaluating framework designed to gauge staff potential relative to staff performance.

"We occasionally have people with high performance, but who, for whatever reason, lack the potential to be a senior leader, says Wong. "In the same way, there are those who seem to present themselves well, but who do not receive good performance scores