

# Talent Management

## Getting Ready for a Dual Site Operation Model: @Sha Tin & Conghua

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Hong Kong Jockey Club  
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As the old Chinese saying goes...

百年樹人

*"It takes a decade to grow a tree but  
a century to nurture talents"*



十年樹木

# Background



## Our Aspiration

- Improve horse training facilities
- Increase the horse population to support business growth
- Develop a platform for the Club's future development in the Mainland



## Our Strategy

- Establish a **world class** horse training centre with significant **contribution** to HKJC business
- Execute a fully **integrated** dual-site operation between Hong Kong and China



# Our People Goals

**Ready and  
Capable  
Workforce**

**Culture of  
Excellence, with  
Engagement  
from 'Start' to  
'Go'**

**Robust Pipeline  
to Sustain  
Integrity of  
Operations**



**Talent Management**

# Talent Management for the Dual Site Model





# HR Pillars

## Objective

Support the business - successful roll out of  
the dual site operations

Structure,  
Roles  
and  
Competencies

Manpower  
Planning  
and  
Resourcing

Rewards  
and  
Performance  
Management

People  
Development  
and  
Succession

Communication  
and  
Engagement

Talent Management Platform



# Start Up + Integration Perspectives

1. What are the future workforce requirements?
2. What does the workforce look like today?
3. How to integrate differences in culture, geography, demography and regulations into 1 seamless operation?
4. What are the internal and external environments that the business is operating in?
5. How to create a compelling employer proposition?
6. How to design effective HR programmes? Need for alignment and to what extent?



# HR Roadmap

## Laying the Foundation

- Define project & dual-site organizations
- Develop workforce strategies
- Devise supporting infrastructure
- Establish project resources

## Build Scale & Capabilities

- Refine evolving structures and roles
- Ramp up operations workforce & capabilities
- Implement HR programmes

## Operationalize

- Ensure full workforce readiness
- Integrate & cultivate
- Promote dynamic deployments & succession planning
- Smooth ramp down of project resources

2014/15 Construction

2017/18 325 Horses



# Challenges

- Build required capacity and unique capabilities in a short time, both for project & operations
- Ensure quality standard align with or better than Sha Tin from the start
- Sustain bench strength
- Anticipate implications from socio-economic trends and potential regulatory changes in Hong Kong and China



# Talent Environment in China

Increase in  
workforce will  
slow down to  
0.2% in the next  
decade

Flat Labour  
Force

Different  
Career  
Expectations

Escalating  
Costs

Competition  
for  
Talent



# Talent Environment in China

Flat Labour  
Force

Different  
Career  
Expectations

Escalating  
Costs

Competition  
for  
Talent

Average salary  
increases have  
been at or above  
8.5% since 2010

Executive salary  
ranking = 4<sup>th</sup> in  
Asia, with HK at  
3<sup>rd</sup> place



# Talent Environment in China

Flat Labour  
Force

Different  
Career  
Expectations



Career Development  
is #1 factor for <25  
Stability is #1 for >45

Escalating  
Costs

Competition  
for  
Talent



# Talent Environment in China

**Flat Labour  
Force**

**Different  
Career  
Expectations**

**Escalating  
Costs**

**Competition  
for  
Talent**

**Among top 50 best  
employers, 18 are  
MNCs**

**(vs. Government,  
SOEs and Chinese  
private companies)**





# Branding & Talent Acquisition



广州香港赛马会马训练有限公司  
Guangzhou HKJC Race Horse Training Limited

www.hkjc.org.cn

## 梦想， 与马共驰



### 香港马会及从化马匹训练中心

香港马会(以下简称「马会」)成立于1884年,现已发展成为香港最著名和备受推崇的机构之一。除了为市民提供世界级体育娱乐之外,并一直维持全港最大慈善公益资助机构地位,每年均捐款超过十亿港元,资助各项慈善及社区计划。马会获中央政府部门嘉许其内地慈善事业的贡献,曾荣获颁发「中华慈善奖」,特颁表扬其对2008年严重雪灾及四川地震提供灾后援助的贡献。

2009年,马会与广州市政府签署有关广州2010年亚运会从化马术比赛的场地建设、技术支援及赛后利用的合作备忘录。马会通过附属公司「广州香港赛马会马训练有限公司」,致力把从化马场建设成为一个全新的现代化马匹训练中心,预期可于2014年落成启用。届时,该中心将会成为马会业务的必要组成部分,有关的土地平整及建筑工程现已展开,而员工招募及培训工作则于2012年初开始。

### 应聘方式:

有意应聘者,请将个人简历连同彩色证件相片一张,申请时请注明所应聘的职位名称,发送至:

- 1) 电邮: recruit\_gz@hkjc.org.hk
- 2) 传真: 020-38306936 人力资源部收
- 3) 邮寄: 广州天河区林和西路9号耀中广场A座41楼4101-02室人力资源部(资料保密,会约面试,谢绝来访。)

## 策骑员招募

工作地点: 从化市香港马会马训练中心

### 主要职能:

于工作时段内(包括上午及下午)在骑乘沙圈内或其他指定地方,根据练马师或其指定代表指示,负责策骑或操练马匹,并执行一切与马房运作有关的职务。

### 工作职责:

- 1) 在工作时段内(包括上午及下午)须向练马师或其指定代表负责,并依照其指示策骑或操练马匹;
- 2) 在有需要时策骑马匹试闸;
- 3) 在马房骑乘沙圈内或其他指定地方操练马匹;
- 4) 在兽医到来马房时协助上级工作;
- 5) 协助高级马房领班为马匹足部包扎护腿或绷带;
- 6) 协助清理马房、喂饲马匹及在练马师或其指定代表指示下给马匹喂送药物;
- 7) 在有需要时协助马房助理牵领马匹;
- 8) 在有需要时陪同马匹来往香港与从化之间;
- 9) 协助为马匹上鞍的工作;
- 10) 在有需要时牵领马匹往起步闸进行训练;
- 11) 按照上级指示执行任何与策骑员职务有关的工作。

### 任职要求:

- 1) 初中毕业或以上学历,男女不限;
- 2) 体格健康,对体育运动有浓厚兴趣及有志加入马匹训练行业;
- 3) 积极进取,专注及勤奋,有诚信;
- 4) 具备良好的沟通能力和团队合作精神。

### 培训:

获录取者将会接受为期最少三周的培训(包括理论及实践)。课程包括骑术训练、马房管理、马匹护理、电脑应用及其他辅助课程,并会深入进行。完成训练课程后,应聘者须通过由训练中心资评评审局(HKCAAVQ)认可的面试,方可获准上岗。

- 具竞争力的薪酬和福利待遇;
- 法定节假日和带薪年假;
- 上述岗位的员工在培训期间



# Case Studies



# Tracks Talent Development Programme

- Well developed Tracks Trainee programme to attract young talents
- Annual recruitment and intake of trainees
- Target at college students major in Turf Management, Agronomy, Plant and Soil Science, Horticulture, Civil Engineering and Mechanical Engineering



# Tracks Talent Development Programme

**Executive  
Manager,  
Tracks**

**Assistant  
Manager  
(Tracks)**

**Tracks  
Officer**

**Assistant  
Tracks  
Officer**

**Tracks  
Trainee**



# Tracks Talent Development Programme

- Extensive in-house training programmes to groom new recruits
- Recruit college students through field days, college seminars and summer internships
- Customized training programmes for Track Trainees +
  - Overseas track field trips
  - Conferences







# Work Rider Progression Plan

**4. Full job proficiency**

**3. Best-in-class experiential learning & cultural integration**

**2. Competency based remuneration ladder**

**1. Structured formal training**

Month	Description	Monthly Guaranteed Cash (RMB)
17th - 25th	Start Work at Conghua	7,100
16th	After 6-mth practicum in Hong Kong	6,100
10th	Complete Cert III training & second to HK for practicum	5,100
8th	Complete part of Cert III modules	No riding exp. 4,100 W/ riding exp. 4,400
4th	Complete Cert II training	No riding exp. 3,600 W/ riding exp. 4,100
0	Start Cert II training	No riding exp. 3,300 W/ riding exp. 3,600



# Work Rider Progression Plan

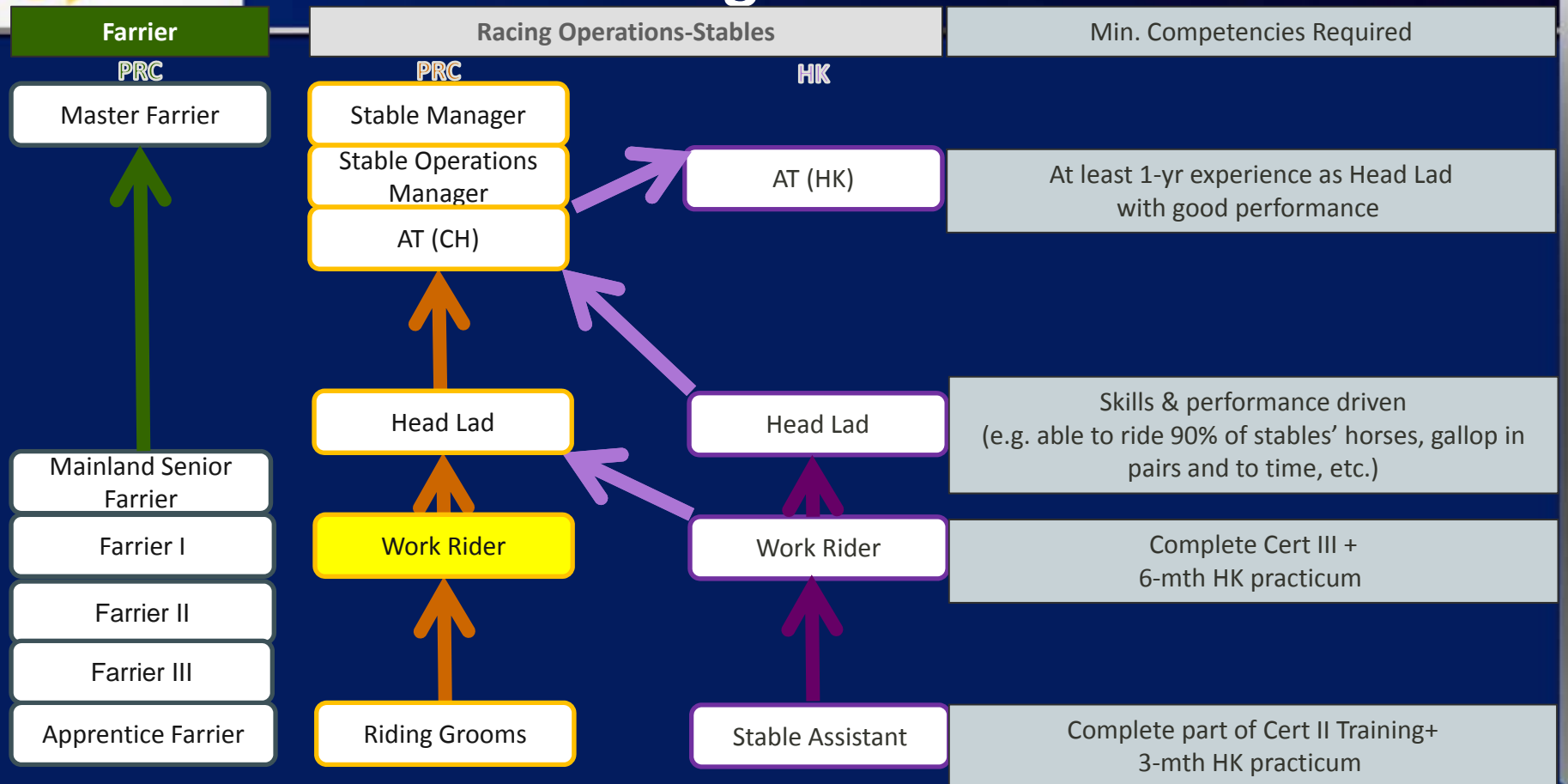


## CEO and Senior Management Visit GuangMing Riders Club





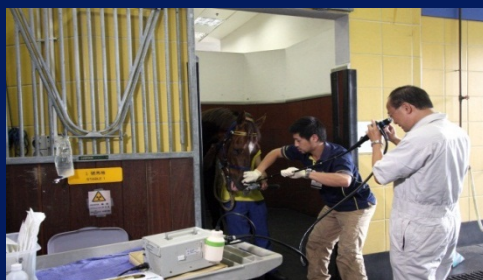
# Work Rider Progression Plan







# Mainland Vet Development Programme





## Mainland Vet Development Programme

- Current standard of expertise in Mainland is below DVCS requirements
- Dependency on expat Vets not a long term solution
- Plan to initially hire 3 Mainland vets and groom via an intensive 3-year development programme fully sponsored by the Club
- Partner with Royal Veterinary College in UK on a tailored course + English language training
- Localize whilst securing confidence of Owners and Trainers and promoting development of vet profession in China

# Key Learnings



# Key Learnings on Talent Management

**Harness and develop talents + manage people risks  
associated with moves**



Align with business strategies

Consider current and future people needs and variables

Clear, structured and objective processes

Integrated with all HR disciplines

Thank You

