



“Competency-based Staff Development Programme”

– A Holistic Blended Learning Approach

Alston Leung

Manager – Supervisory & Professional Training

13 Apr 2018

Journey

1. Introduction

2. Blended Training Interventions

3. Outcomes

4. Way Forward

Introduction

- Company Background



MTR Network (2016)

No. of Railway Lines: 12
Route Length: 230 km
No. of Rail Cars: 2,106

No. of Heavy Rail Stations: 93
No. of Light Rail Stops: 68



99.9%

Passenger
Journeys On-time

48.5%

Share of Franchised
Public Transport
Market

Over

5.6 million

Average
Weekday Patronage

Introduction - Challenges

Is it sufficient to be efficient?



Improve Business
Performance

How can we achieve
better result?



Internal

External



Offer
Excellent Service



Training & Development
Opportunities

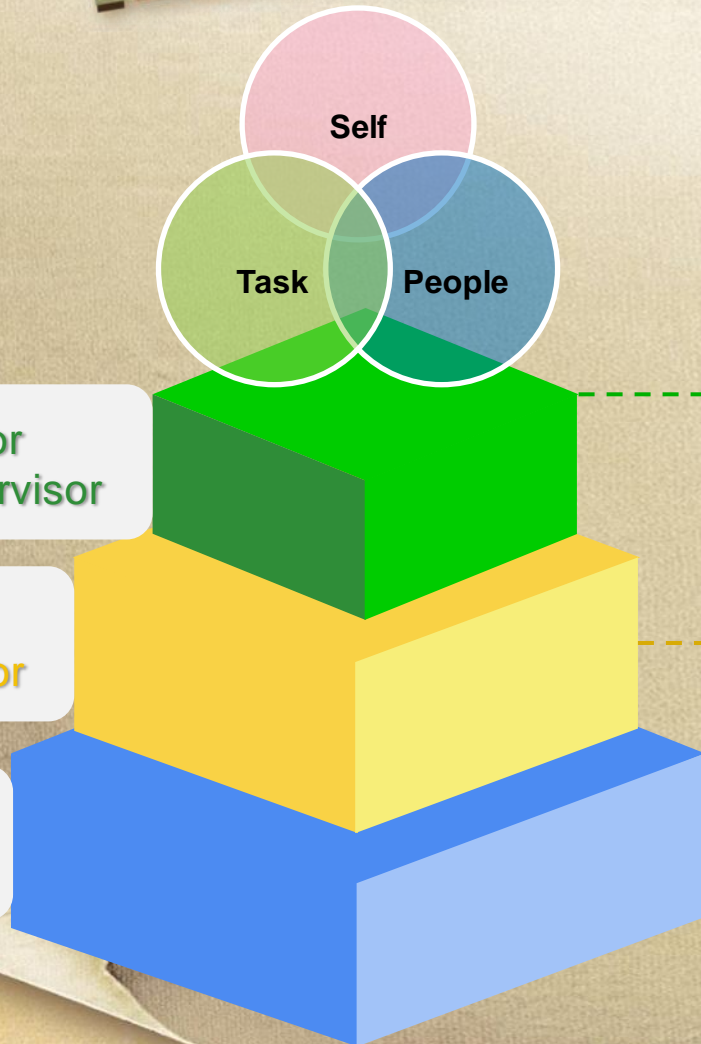
Manpower
Succession Needs

ISDP

Leadership
and Innovation



Introduction - Competences



- Business Acumen
- Leadership
- Driving for Excellence
- Quality & Risk Management
- Relationship Management

- Business Acumen
- Resolving Conflict
- Communication Skills
- Teamwork
- Problem Solving Skills
- Supervisory Skills

- Supervisory Skills
- Teamwork
- Implementation
- Communication Skills
- Problem Solving Skills
- Customer Relationship

督導展青雲

港鐵「員工綜合發展計劃」學員經驗分享



Journey

1. Introduction

2. Blended Training Interventions

3. Outcomes

4. Way Forward

MTR Leadership Pipeline (for high flyers)

ISDP:

develops supervisors

Managers/
Senior
Supervisors

Integrated Staff
Development
Programme
(ISDP)

「督導展青雲」

Selected
Potential
Supervisors &
Frontline staff

Leadership
Accelerated
Programme

Managerial
Accelerated
Programme

ISDP
「督導展青雲」

Graduate
Trainees
Programme

Intervention Objectives

ISDP developed supervisors as “leaders” at different levels by:

- A. nurturing a **pool of supervisory talent** for the next levels
- B. fostering a **caring leadership** style
- C. facilitating **execution of innovation**
- D. establishing a **peer support** network for collaboration

ISDP Training & Development Strategy

Phase 1: Engagement

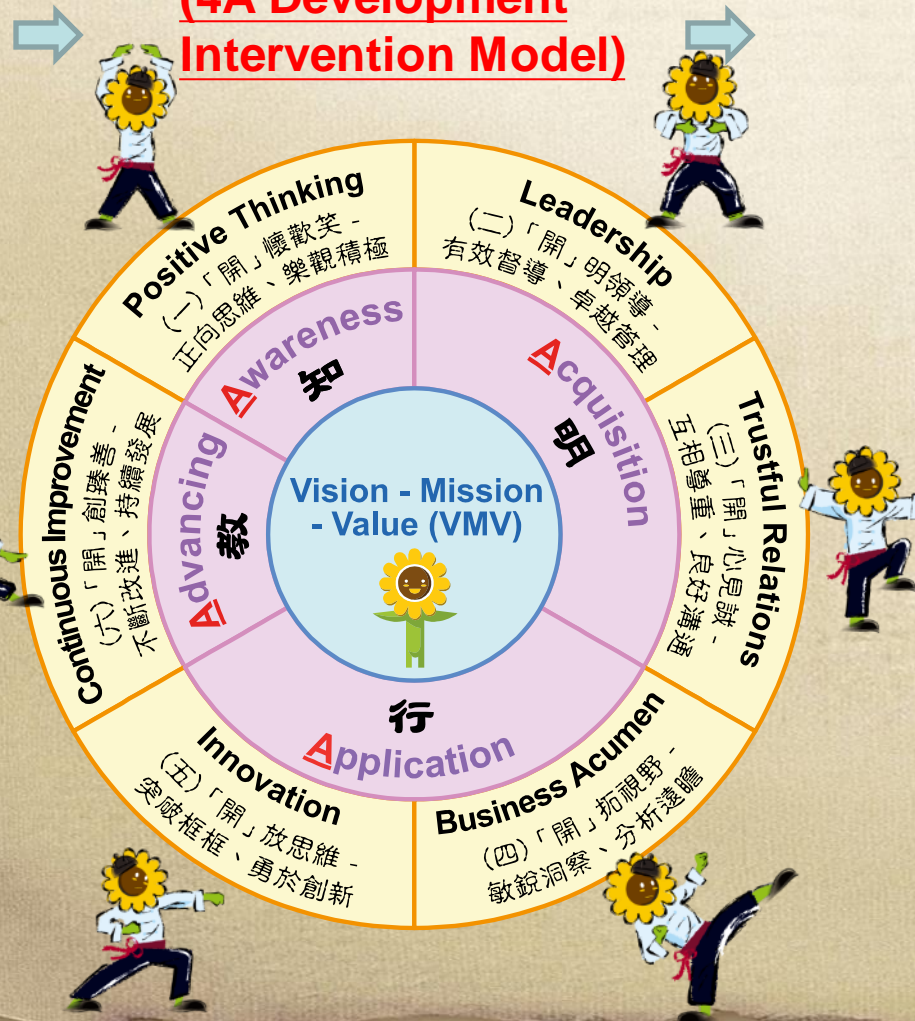
360° Stakeholders Engagement

- a. Top management
- b. HR Strategic Support
- c. Line departments
- d. Supervisors
- e. Frontline staff

Phase 2: Development

(4A Development Intervention Model)

Phase 3: Reinforcement



Sustaining Measures

- a. Alumni Club
- b. Success Stories Booklet
- c. Learning Resources Guide
- d. Appreciation Card
- e. Standees
- f. E-learning

Phase 1: Engagement

Phase 1: Engagement

360° Stakeholders Engagement

- a. Top management
- b. HR Strategic Support
- c. Line departments
- d. Supervisors
- e. Frontline staff



*Supervisors unleash staff potential
with care and empathy.*

Dr Jacob Kam
Managing Director-
Operations & Mainland
Business



Rigorous Selection of ISDP Participants

**Performance
Rating attained
requirement**

**Customized
Situational
Behavioural
Assessment**

**Competency-
based Panel
Interview**

Phase 2: Development

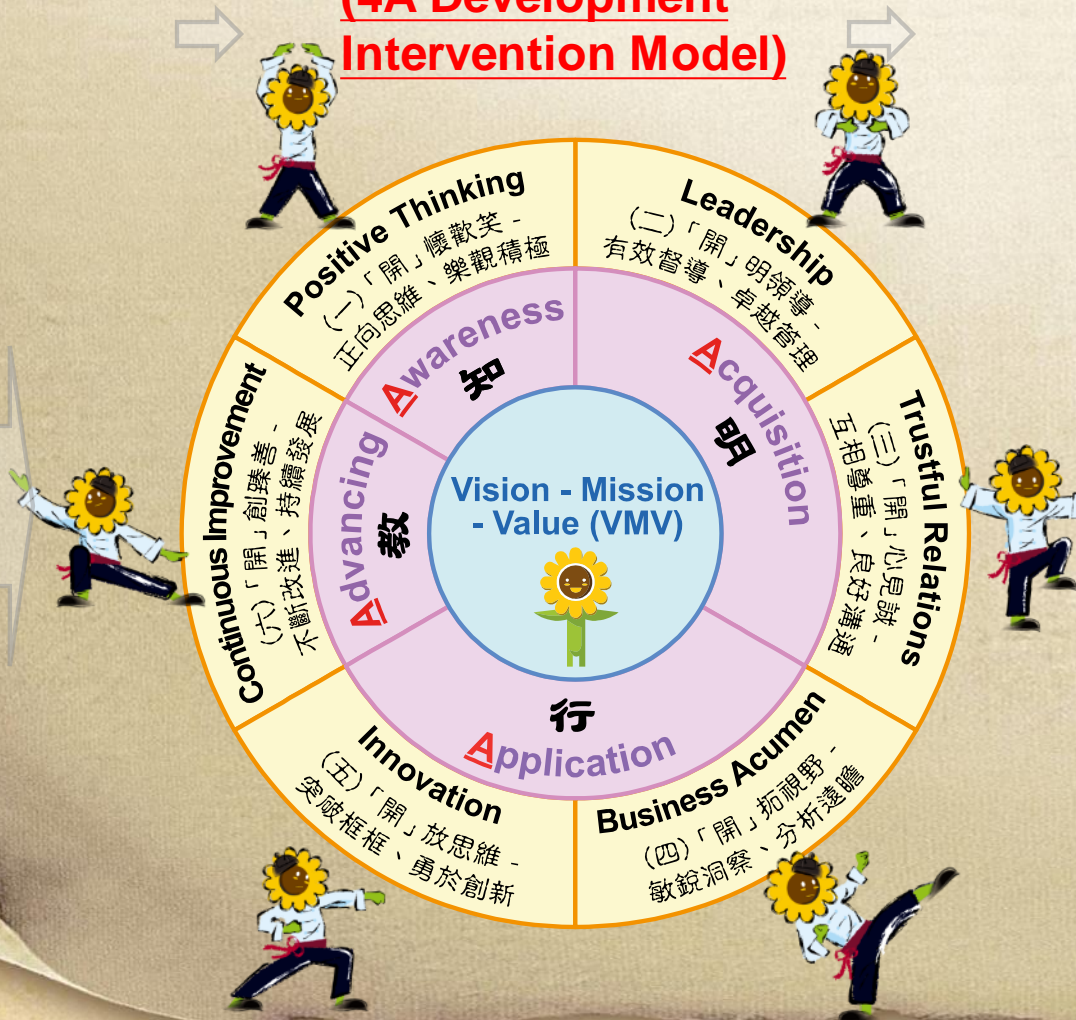
Phase 1: Engagement

360° Stakeholders Engagement

- a. Top management
- b. HR Strategic Support
- c. Line departments
- d. Supervisors
- e. Frontline staff

Phase 2: Development (4A Development Intervention Model)

Phase 3: Reinforcement



Sustaining Measures

- a. Alumni Club
- b. Success Stories Booklet
- c. Learning Resources Guide
- d. Appreciation Card
- e. Standees
- f. E-learning

4A Development Intervention Model

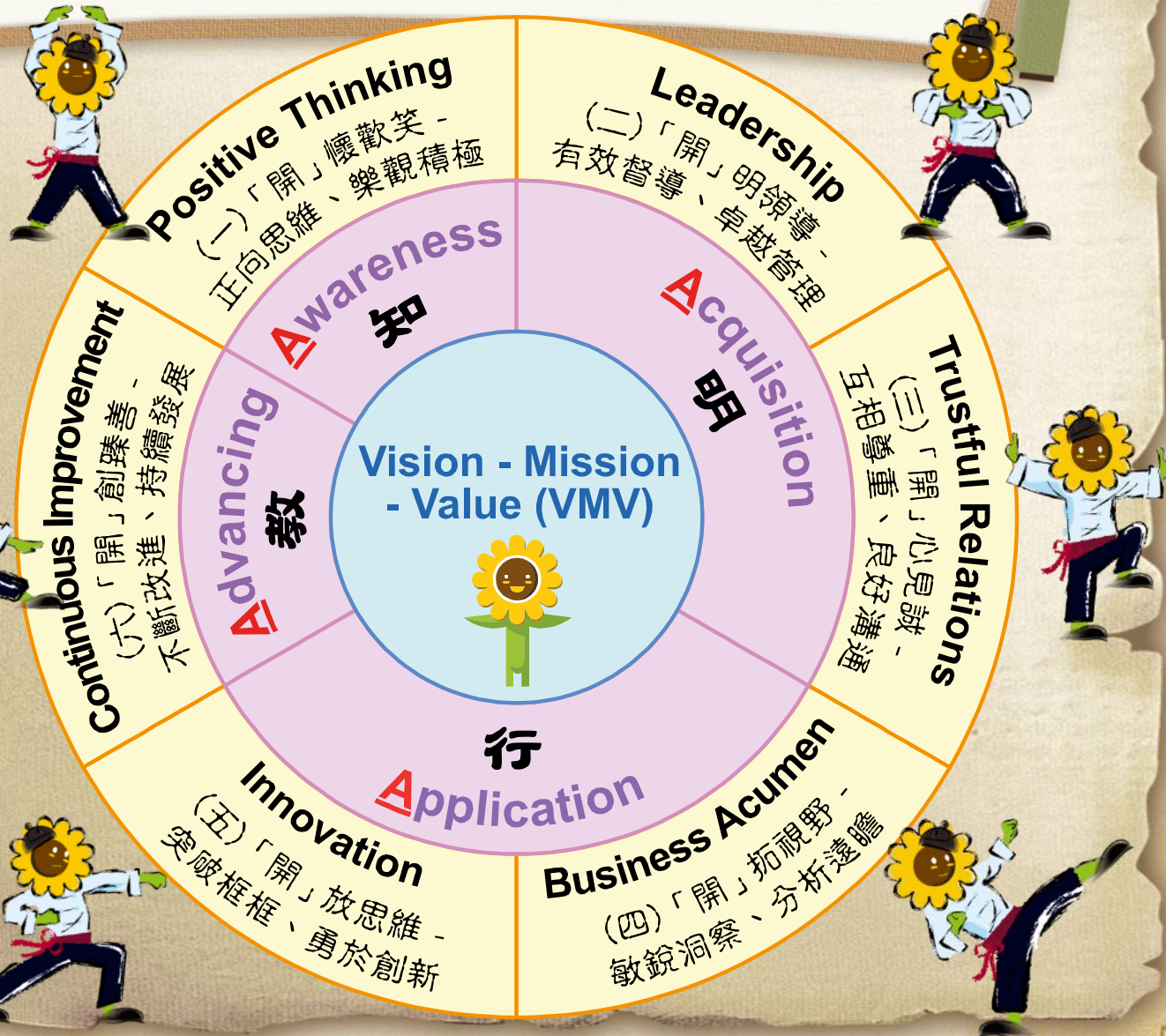
VMV focused

四步

4A Development
Intervention Model

六式

6 Key Learning
Elements



Phase 3: Reinforcement



Phase 3: Reinforcement

Success Stories
Booklet
(督導心法:四心六式)

Sustaining Measures

- Alumni Club
- Success Stories Booklet
- Learning Resources Guide
- Appreciation Card
- Standees
- E-learning

ISDP Alumni Club (聚賢會):



Learning
Resource
Guide(自學快訊)

Appreciation
card (讚譽卡)

Kung Fu Standees
功夫紙牌



E- Learning 網上學習



Journey

1. Introduction

2. Blended Training Interventions

3. Outcomes

4. Way Forward

Training Outcomes • Pool of supervisory talent

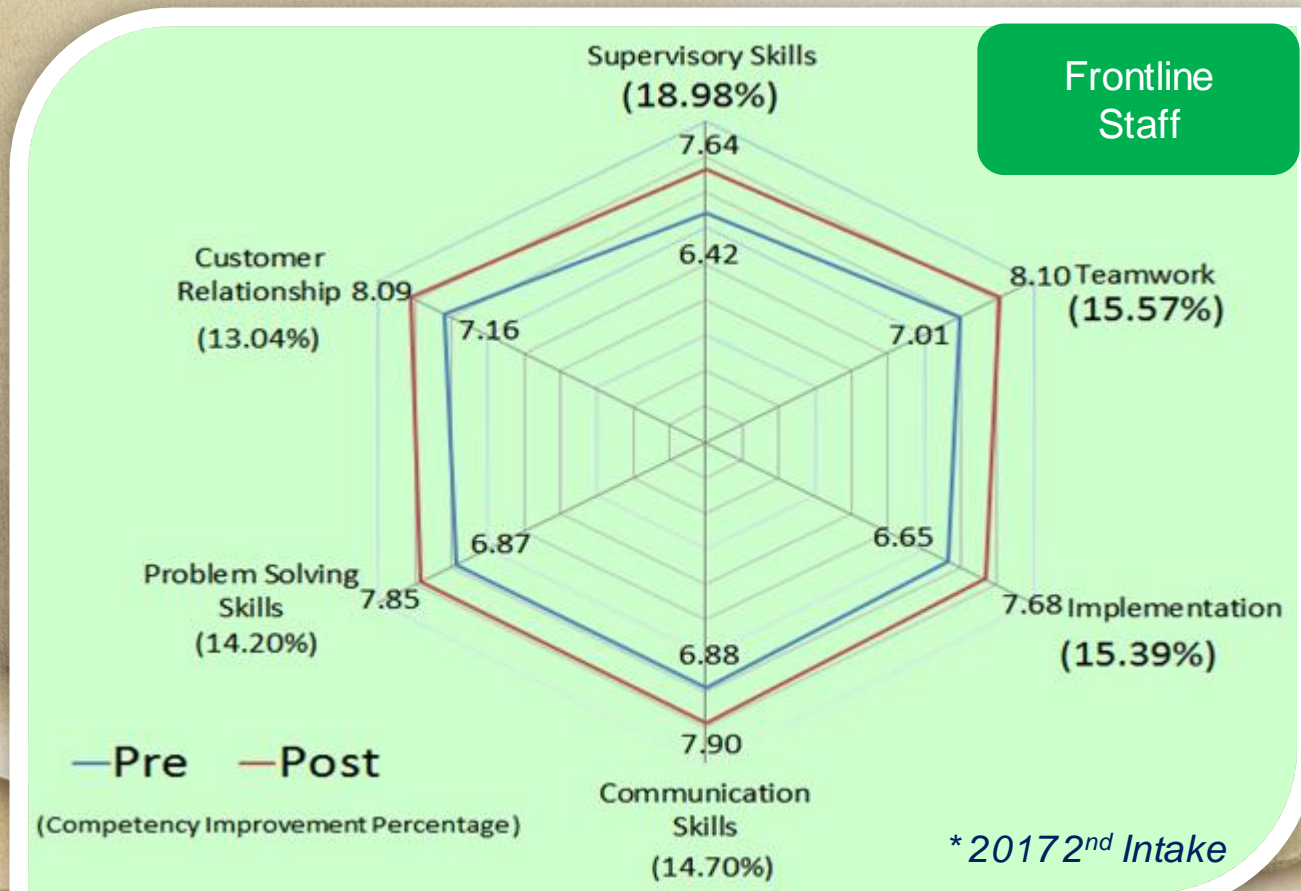
ISDP (2009 Jul – 2017 Dec)

- More than **2000** trained in talent pool ready for next level
- More than 50% of has been promoted at least once



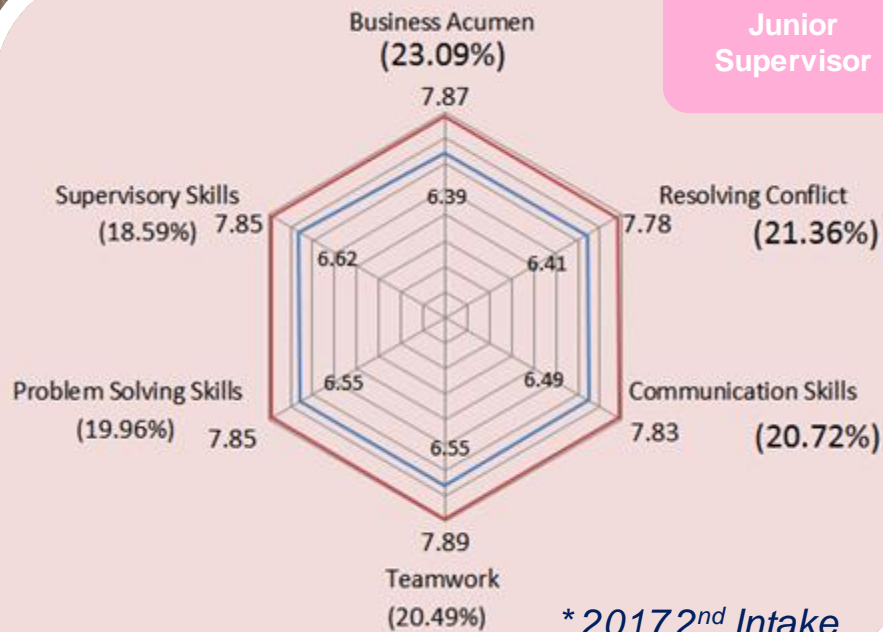
Training Outcomes Competence improvement

- Improved in **ALL** the assessed area
- Result is consistent across levels

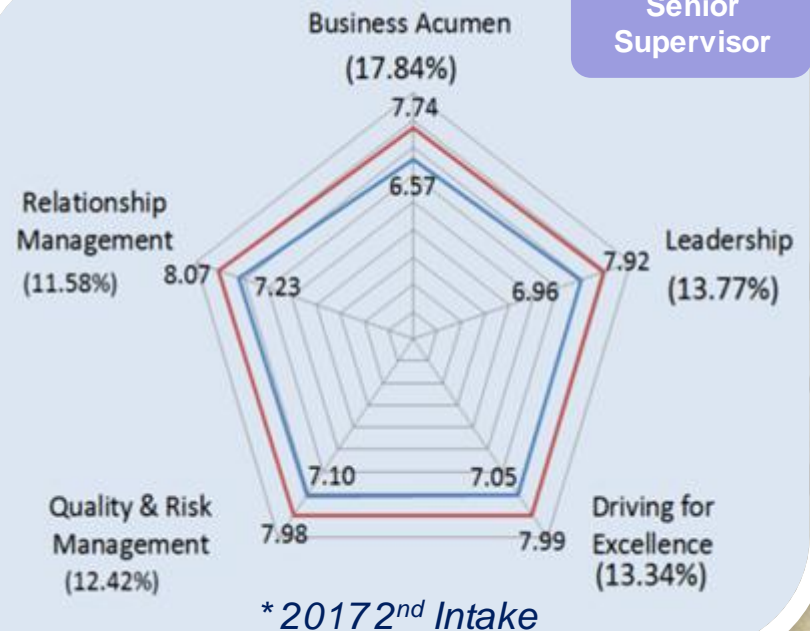


Training Outcomes Competence improvement

Junior Supervisor



Senior Supervisor



Recognition

Internal

- Won the top corporate **MTR Grand Award**

External

- **HK: Hong Kong HRM Awards** - Best Training, Learning & Development
- **HK: Hong Kong Management Association** - Award in excellence training and development
- **US: Association for Talent Development (ATD)** Excellence in Practice Award
- **US: Learning! 100 Awards** from E-learning Media Group, ranked 25 out of worldwide top 100



Yeah!



Hurrah!



Excellent!



Cheers



Journey

1. Introduction

2. Blended Training Interventions

3. Outcomes

4. Way Forward

4. Way Forward



Success Stories
Booklets / sharing



Graduates
become speakers,
project sponsors





一「開」懷歡笑
正向思維、樂觀積極



二「開」明領導
有效督導、卓越管理



三「開」心見誠
互相尊重、良好溝通



繼往「開」來六式

Thank you!



六「開」創臻善
不斷改進、持續發展

五「開」拓視野
敏銳洞察、分析遠瞻



四「開」放思維
突破框框、勇於創新