SECTION III

RECOMMENDATIONS

Annual Additional Training Requirement

3.1 The findings of the survey reflect the manpower situation of the MC industry in January 2014. However, the current uncertainty in global financial markets might have an impact on the MC manpower demand. The manpower data and forecast in the report should therefore be read in this context.

3.2 Based on projected average annual manpower growth, estimated wastage rate (Table 2.30 of Paragraph 2.57), recent development of the MC industry and industry members’ experience, the Training Board estimates the annual additional training requirement for MC employees in the journalism sector and the advertising & public relations sector from 2014 to 2018 by sector by job level as shown in Table 3.1.

Table 3.1 Estimated Annual Additional Training Requirement for MC employees from 2014 to 2018 by Sector by Job Level

<table>
<thead>
<tr>
<th>Job Level</th>
<th>Estimated Annual Additional Training Requirement (%)*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Journalism Sector</strong></td>
<td></td>
</tr>
<tr>
<td>Managerial</td>
<td>30</td>
</tr>
<tr>
<td>Supervisory</td>
<td>76</td>
</tr>
<tr>
<td>Editorial / Production</td>
<td>522</td>
</tr>
<tr>
<td>Supporting / Technical</td>
<td>194</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>822</strong></td>
</tr>
<tr>
<td><strong>Advertising and Public Relations Sector</strong> +</td>
<td></td>
</tr>
<tr>
<td>Managerial</td>
<td>274</td>
</tr>
<tr>
<td>Supervisory</td>
<td>484</td>
</tr>
<tr>
<td>Executinal</td>
<td>1,074</td>
</tr>
<tr>
<td>Supporting / Technical</td>
<td>247</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>2,078</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,900</strong></td>
</tr>
</tbody>
</table>

+ Advertising and public relations sector includes advertising sales/PR/marketing department in media organizations.

* Percentage distribution of additional MC employees in January 2015 by job level in the respective sector is used for estimating the annual additional training requirement from 2014 to 2018.

Note: Figures may not add up to their totals due to rounding.
Skill Types to Cope with the New Technology Environment, Enforcement of CEPA, Knowledge based Economy and Globalisation

Social Media and Mobile Communication

3.3 Hong Kong is already in the Web 2.0 era and it is marching into Web 3.0 age. Fused into people’s everyday life, mobile applications are rapidly developing the global mobile market. This powerful platform, when integrated with the highly interactive social media, further enables brands to engage customers deeper, anytime, anywhere. With the rise in social media accesses through mobile phones, the Training Board recommends that MC practitioners should capitalize on the opportunities and upgrade themselves by getting more training and gaining more experience with the latest trend of digital / new media (such as social networking platform, web searching, apps development, web security, web analytics, and sharing platform) (Table 2.13 of Paragraph 2.26) and build awareness of services and products through m-commerce offering to reach the global market.

Training on Media and Information Literacy

3.4 Hong Kong is moving from an industrial society to a knowledge society. The reception, production and transmission of information have become essential in all social, political and economic sectors. With the advanced ICT, information is coming from different sources in a huge amount. The developments of data journalism, news curation and social media marketing have changed the landscape of the media industry. Media practitioners in Hong Kong are now facing a more complicated media and information environment. They need advanced skills to access, evaluate, select, analyze, use and create information and knowledge. It is recommended that Media and Information Literacy (MIL) training should be offered to the young MC employees for their professional development, whereby about 60.0% of employers in the MC industry specified that MIL was somewhat important (Appendix 8).

Enforcement of CEPA

3.5 The development of new communication technology, globalisation, the advent of a knowledge based economy, the enforcement of the CEPA and the rapid economic development of the Mainland provide tremendous scope for MC development. The changing role of MC employees today requires them to acquire language skill (such as Putonghua), multimedia knowledge & applications, political system, social & economic development in the mainland of China, sales / marketing strategic planning, account & strategic planning, market research applications, innovative media research & applications, and production management, of which the training demand would increase substantially (Table 2.24 of Paragraph 2.45).
Younger Generation

Training for Senior Management

3.6 The Training Board considers that the younger generation of MC employees are more egocentric, who emphasise work-life balance, quality of life and job satisfaction. In comparison, their employers / seniors value hard work. In this respect, the Training Board recommends that employers should understand the attitude and behaviour differences of these young MC employees and adopt suitable measures to bridge the generation gap (by attending relevant technology and management workshops / courses). Besides, employers could appoint mentors with relevant work experience and management skills to guide these young MC employees throughout on-the-job training.

Job Factors for Retention of Existing MC employees (including Younger Generation)

3.7 The Training Board observes that 85.3% of employers making salary increment as the most effective method for retaining their existing MC employees (including those with aged below 30), followed by shortening working hours (25.7%), increasing job autonomy (24.4%) and enhancing job satisfaction (14.2%). A number of employers indicated that their companies did not provide enough in manpower training and development, communications, and positive image on company profile / culture (Appendix 7). The Training Board recommends that it is an important insight that employers should understand the key driving force (such as motivators, mentoring, retention and technology) to retain their existing MC employees. Employers can consider to providing certain level of autonomy to their existing MC employees by encouraging them to lead a task force to drive results that can enhance their job satisfaction.

3.8 The Training Board considers that efforts by employers to reinvest in staff training and development and talent retention through skills upgrading amid the improved economy bodes well for the continued growth of individual companies / organizations and the overall MC industry. The Training Board recommends that employers should provide / sponsor external or in-house training (including fundamental training on some basic skills) with the provision of financial support or grant of leave to existing MC employees.

The Roles of Educational and Training Service Providers

Local Educational Institutions

3.9 The Training Board observes that MC graduates are expected to have in-depth training with emphasise on specific MC skills (such as multimedia knowledge and applications, global media culture / insights, and media management with business sense), China related knowledge (such as political system, social & economic development in the mainland of China), and generic skills (such as liberal sense, critical thinking, business mind sets, professional ethics, and communication skills) for building up their professionalism in the MC industry. Experience of existing MC employees earned through years of service can be passed on to the new blood.
3.10 The Training Board recommends that the local educational institutions could offer more degree and sub-degree courses in the MC Discipline so that more secondary school graduates could be encouraged to study the MC related programmes when they attend tertiary education, whereby 77.5% of MC employees are preferred to have diploma or above qualifications (Figure 14 of Paragraph 2.38). Employers are also recommended to recruit MC graduates of these institutions and to strengthen their technical skills through the provision of internal and / or external training (Table 2.26 of Paragraph 2.48) in order to sustain the company’s competitiveness.

Industrial Visits Across the Border

3.11 To meet the opportunities and challenges facing ahead including closer integration of Hong Kong’s economy with that of the Mainland, the Training Board recommends that professional experience and service know-how of the MC industry need to be shared more between the Hong Kong and Mainland professionals via regular industrial visits across the border. The existing management skills (such as those related to production, marketing, strategic planning, project, corporate communications / public relations / public affairs, and customer database) and China-related knowledge (such as industry practices in the mainland of China, and political system, social & economic development in the mainland of China) are areas to be affected of which the demand would be increased (Appendix 12). The local educational and training service providers could provide short courses / seminars or evening programmes (to be delivered in class or over the network) on such skill sets for in-service MC practitioners to achieve their goal of lifelong learning.

Workplace Attachment Programme for Students

3.12 Workplace attachment to equip students with workplace experience in the industry is a highly desirable component of the curriculum for the MC Discipline. To resolve the major difficulties encountered by employers in the recruitment of MC employees, in particular candidates who lack the relevant experience and skills / expertise, the Training Board recommends that more workplace attachment programmes should be offered to those students who are studying courses related to the MC Discipline by collaborating with the organizations / institutions in the Mainland. The Training Board believes that with the strong linkage between the tertiary institutions / Hong Kong Design Institute / Hong Kong Institute of Vocational Education and the professional bodies / trade associations, workplace attachment programmes for students should provide them with valuable learning opportunities through practical working experience to strengthen their skills in a real-life MC / business environment and enhance their employability in the job market. It is recommended that employers, professional bodies / trade associations and Government should strongly support these programmes.
VTC’s Out-Centre Training Programme

3.13 New media technology / environment in the MC industry is rapidly changing and forcing in-service MC practitioners (including senior management) to continually update their skills. To assist them to meet the skills requirement of the industry and to become more competent in their workplaces, the Training Board has been organizing practical MC short courses / seminars with the co-operation of various educational institutions, trade associations and professional bodies. The Training Board believes that the VTC’s out-centre training programme is a cost effective and flexible way to enhance the technical competency and contribution of MC employees.

3.14 The Training Board recommends that the relevant trade associations and professional bodies under their existing e-learning platforms could develop training programmes / packages (such as generic competence or transferable skills) by strengthening the whole person development of young MC employees through the VTC’s Out-centre Course Scheme to cope with the current trend and the requirement for the in-service training (such as CPD hours) of MC employees.

VTC’s Co-operation with Outside Experts

3.15 To assist in-service MC practitioners to meet the skills requirement of the industry and to become more competent in their workplaces, the Training Board recommends that VTC should continue the offer of certification programmes for the target segments in collaboration / partnership with prominent MC companies, trade associations and professional bodies to help those trainees acquire professional qualifications upon completion of training. This kind of in-service training courses / seminars should continue to be offered with more emphasis on advanced technology, management skills, and the latest trend of best practices in the MC industry.

3.16 To enhance the training quality and satisfy unmet industry needs, the Training Board would cooperate with outside experts / educational institutions / professional associations from various countries / regions (including the Mainland), by pooling of resources from both parties, to develop or conduct advanced courses and seminars for in-service professionals of the MC industry via the VTC’s out-centre training programme.

VTC’s New Technology Training Scheme

3.17 The Sub-Committee on Training in New Technologies of the Committee on Technologist Training of the VTC is responsible for the implementation and administration of the New Technology Training Scheme (NTTS). In the context of the Scheme, new technologies (including digital media technology) are those which are not widely applied in Hong Kong and the absorption and application of which will significantly benefit Hong Kong. The Scheme provides financial assistance to companies that wish to have their staff trained in a new technology that would be useful to their businesses, and the financial assistance is given in the form of a training grant which may be up to a maximum of 50% of the total training cost incurred. Any employers in Hong Kong wishing to acquire a new technology for industrial and commercial application may apply for a training grant under the Scheme.
Future Surveys

3.18 As the MC industry is changing rapidly and is affected by the development of new technology, products and services, the Training Board considers that the current practice of conducting manpower surveys at 2-year intervals should be continued to assess future manpower requirement in the MC industry.