

Professional Practices of Human Resource Management in Hong Kong

Linking HRM to Organizational Success

Edited by **Anna P. Y. Tsui and K. T. Lai**

香港大學出版社

HONG KONG UNIVERSITY PRESS



Hong Kong University Press

14/F Hing Wai Centre
7 Tin Wan Praya Road
Aberdeen
Hong Kong

© Hong Kong University Press 2009

ISBN 978-962-209-060-6

All rights reserved. No part of this publication may be reproduced or transmitted, in any form or by any means, electronic or mechanical, including photocopy, recording, or any information storage or retrieval system, without prior permission in writing from the publisher.

British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library.

Secure On-line Ordering

<http://www.hkupress.org>

Printed and bound by Kings Time Printing Press Ltd. Hong Kong, China

CONTENTS

Acknowledgements	vii
Contributors	ix
Introduction	1
Anna P. Y. Tsui and K. T. Lai	
Part I Concepts and Development of Human Resource Management	9
1. The Development and Current State of HRM in Hong Kong	11
Anna P. Y. Tsui, K. T. Lai and Isabella H. M. Wong	
Part II Acquiring Human Resource	27
2. The Human Resource Market and Talent Management Strategies in Hong Kong	29
Anna P. Y. Tsui	
3. Selecting the Right People: Using Psychometric Testing and Assessment Centres in Hong Kong	43
Neil Cowieson	
4. Improving Employment Interview Practice: Competency-Based Interview in Hong Kong	69
Anna P. Y. Tsui	
Part III Motivating Human Resource	85
5. Performance Management: Concept and Practice	87
Jenny S. Y. Lee	
6. Rewards Management in Hong Kong	99
Michael T. Yeung, Hewitt Associates	

Part IV Developing Human Resource	123
7. Strategic Training Management in Hong Kong Rose W. L. Wai	125
8. Knowledge Management in Hong Kong Philip Fung	151
PART V Managing Employee Relations	161
9. Employment Laws in Hong Kong Brian van Langenberg and Fiona Loughrey, Simmons & Simmons	163
10. Equal Opportunities Laws in Hong Kong Alex Papadopolous	183
11. Trade Unionism and Industrial Relations in Hong Kong Apo Leong	203
PART VI Special Topics in Human Resource Management	217
12. Human Resource Information Systems and E-HR Systems Hester Yu	219
13. Managing Organizational Change in Hong Kong Anna P. Y. Tsui and David Li	249
14. Human Resource Management in the Public Sector: The Hospital Authority Experience HR Team of the Hospital Authority	261
PART VII Future Trends	279
15. Conclusion: Future Prospects for HRM in Hong Kong Anna P. Y. Tsui and K. T. Lai	281
Notes	293
Further Reading / References	311
Appendices	317
Index	349

CONTRIBUTORS

Anna P. Y. Tsui: Anna Tsui received her Ph D degree from the University of Hong Kong. She is now a faculty member at the Chinese University of Hong Kong and has worked in the academic sector for more than eight years. Her teaching interests include management, business strategy, human resource management, and specialist subjects in relation to HRM. In addition, she undertakes research in the areas of human resource management, labour law, and industrial relations in Hong Kong and China. From time to time, she also conducts training for organizations on various topics of interest.

Before working as an academic, she was a veteran HR professional working in the electronics manufacturing, public utilities, and the hospital sectors. She was mainly a generalist responsible for a wide spectrum of HR activities.

Lai Kam Tong: K.T. Lai was the President of the Hong Kong Institute of Human Resource Management between 2005 and 2008. Before his retirement in 2008, Mr. Lai was the Group Human Resources Manager of CLP Holdings, Ltd., managing the company's remuneration and benefits policies as well as its HR information system. In his thirty-seven year career as a senior HR professional, he gained extensive experience in human resource strategy, performance management, employee engagement and rewards management.

Mr. Lai is a Fellow Member of the Hong Kong Institute of Human Resource Management and a member of the Hong Kong Institute of Directors. In addition, he has been appointed by the HKSAR government to serve as a member of the Advisory Committee on Admission of Quality Migrants and Professionals, and the Labour Advisory Board Committee on Labour Relations. He is also a regular speaker and guest lecturer for local universities and professional bodies. He holds a MBA degree from the Open University of Macao.

Neil Cowieson: Neil Cowieson is a Chartered Occupational Psychologist with 20 years of professional experience, including 13 in Hong Kong. He founded Human Scope Limited as a Director in 2005 in order to provide a range of HR and talent management consultancy

services, specializing in objective assessment and development. He was previously the Head of Human Resource Development, Asia Pacific for HSBC, and the Managing Director of the SHL Greater China operation for seven years. Neil is widely recognized as a leading authority in the area of psychometric testing and assessment centres. He co-founded the Division of Industrial and Organizational Psychology (DIOP) of the Hong Kong Psychological Society (HKPS) and is the current DIOP chair.

Philip Fung: Philip Fung has 20 years experience in human resource management and personnel development. He is currently the director of a training company focused on leadership development. He is also an HR consultant and knowledge management adviser to commercial and social welfare organizations. Before this, he was the Executive Director for Bossini International Limited (2002-2005), the General Manager (TQM and HR) of Group Sense Limited (1999-2002), the Human Resources Director of Tse Sui Luen Jewellery Company Limited (1996-1999), and the Training and Development Manager of DHL International (Hong Kong) Limited (1993-1995). He has a first degree in sociology, a diploma in training management, an MBA degree, and a doctoral degree in business administration.

Hewitt Associates and Michael Yeung: Michael Yeung is the Talent and Organizational Consulting Analytics Practice Leader of Hewitt Associates, Hong Kong. He is responsible for activities around rewards and benefits consulting, as well as the data consulting service in Hong Kong, Macau and Taiwan. He holds a Certified Employee Benefit Specialist (CEBS) designation from the International Foundation of Employee Benefit Plans and Dalhousie University, and a Masters of Science degree in training and human resource management from the University of Leicester in the U.K.

Hewitt Associates (NYSE: HEW) has been in operation for more than 65 years and is located in 33 countries. The company consults with more than 3,000 large and mid-size companies to develop and implement HR business strategies covering retirement, financial and health management, compensation and total rewards, and performance, talent and change management.

Hospital Authority Human Resources Team: Chapter 14 was contributed collectively by the HR Team of the Hospital Authority Head Office under the leadership of David Rossiter, Head of Human Resources. Other team members were Simon Cheng, Michelle Chow, Alex Leung, Katherine Shiu, Chester Tsang and Clement Tse. These team members have joined the Hospital Authority from different industries, including the civil service, multinational corporations, utilities, and manufacturing companies. They have brought with them a diverse range of experience and knowledge that constitutes important drivers for change in such a large and complex organization as the Hospital Authority.

Jenny S. Y. Lee: Jenny Lee received her BA and MBA degrees from Saint Louis University in the U.S. and her PhD from the University of South Australia. She has been a faculty member at the City University of Hong Kong since 1987. Her teaching focuses upon management and human resource management, and supervision of MBA students on

company-based projects. She is frequently interviewed by both the local press and radio on topics relating to strategic management and human resource management. She also engages in extensive consulting and executive training in Hong Kong and China, focusing upon human resource management, organizational change and job burnout.

Apo P. L. Leong: Working as a Director of the Asia Monitor Resource Centre (AMRC), Apo Leong is a renowned researcher in the field of labour relations in the Asia Pacific region. His works are published widely in various books and journals in relation to labour, welfare, globalization, trade unionism and corporate social responsibility. In addition, he dedicates himself to various community services in Hong Kong. For example, he is serving as the chair of Hong Kong Social Security Society and advisor of several labour institutes in China. In the past, he has also been a board member for organizations including Oxfam Hong Kong, the Hong Kong Productivity Council, and the Central Policy Unit of the Hong Kong government.

David Li: David Li is currently the General Manager of Human Resources in a prominent telecommunication operating company. He has 28 years of experience leading human resource functions of major corporations in Hong Kong and China and has sat on a number of boards responsible for formulating and implementing suitable HR policies. His wide range of expertise covers rewards management, organizational development, performance management, culture and change management as well as strategic human resource planning. He also directs learning and human capital formation programmes. David is a prominent speaker in HR seminars and teaches HRM at higher institutes. He is a Fellow Member of the Hong Kong Institute of Human Resource Management.

Alexandra Papadopoulos: Alex Papadopoulos is a law graduate of the University of Melbourne, Australia. Appointed as the legal adviser of the Equal Opportunities Commission between 1996 and 2005, she was responsible for providing legal assistance to the Commission and external clients. In September 2005 she started up her own company, Workplace Solutions Ltd., to help organizations with the development and implementation of their workplace policies, staff training, undertaking of complaint investigations and resolution/mediation of workplace disputes. She also works as an in-house counsel for Sun Microsystems, looking after employment matters in the Asia Pacific. She has spoken widely on equal opportunities issues.

Simmons & Simmons, Fiona Loughrey and Brian van Langenberg: Simmons & Simmons is one of the largest international legal firms in Hong Kong, offering full legal services including advice on the full range of employment law issues. The Simmons & Simmons China Employment Group has been consistently ranked as the (sole) band one firm in Hong Kong for employment (Asia Pacific Legal 500, 2006/2007 edition), and awarded “Employment Law Firm of the Year” (Asian Legal Business Awards 2002 to 2007 inclusive).

Fiona Loughrey heads the award-winning China Employment Group of Simmons & Simmons. She was recently described as “the employment specialist in Hong Kong” by

Chambers Asia 2008 and was recently named a leading lawyer by PLC Which Lawyer? Yearbook 2008. Fiona has been described by Asia Pacific Legal 500 as “undoubtedly Hong Kong's best-known employment law specialist” who “enjoys an outstanding reputation among peers”. She was named “Labour Lawyer of the Year” at the 2006 China STAFF Human Resources Awards, and three times previously (in 2004, 1999 and 1998).

Brian van Langenberg is a Managing Associate in the China Employment Group and is a key member of the team. He has specialized in employment law since 2002 and has been with Simmons & Simmons for the past several years, having previously worked for another large international firm since 2000.

Rose W. L. Wai: Rose Wai has over 30 years of experience in HR, corporate communications, training and consulting. During her 27 years with CLP Power, she was in charge of the staff relations, HR systems and services, and corporate training and development branches of the HR department. In 2005, Rose joined the Hong Kong Trade Development Council to head its training and development section. Today, Rose has taken over the management of her own training consultancy business, LeaderSoft, offering training and consulting services to organizations. She is also a member of Steve Lo People Resources Limited, which is authorized to market and develop executive searches and HR management-related businesses.

Isabella H. M. Wong: Isabella Wong has more than 10 years of solid experience in human resource management in various industries including financial institutions and the medical industry. She holds a Master degree in human resource management from Macquaire University and in English for the professions from the Hong Kong Polytechnic University. Currently, Isabella is the Senior Regional Manager of HR and Administration of a multinational company specializing in credit insurance, company ratings, receivables management and factoring. She is a member of the Greater China management board supporting a full spectrum of regional human resource functions.

Hester Yu: Hester Yu is a seasoned human resources professional who has spent 35 years in the field. Her area of expertise is in designing, developing and maintaining human resource systems, ranging from in-house mainframe systems to the SAP Enterprise System. She also has experience in employee relations and services, as well as personnel and salary administration. Before her retirement, she was the project manager representing human resources and key users to design, configure and implement the SAP R/3 HR System and Employee Self-Service successfully for a company with more than 5,000 headcounts.

Introduction

Anna P. Y. Tsui and K. T. Lai

Background

All organizations require human resource management (HRM): large and small, private and public, profit and non-profit making. But the concept of HRM has contested terms and definitions (Table 1).¹ Common terms used to describe the field are: human resource management, personnel management, personnel administration, administration, industrial/labour/employment/staff relations and people management.² In general, HRM relates to managing people in work organizations and involves matters relating to human resource (HR) policy and planning, recruitment and selection, training and development, performance appraisal, compensation and benefits, legal compliance, and relations with employees. Nowadays, there are also initiatives such as human resource information systems (HRIS), knowledge management, talent management, organizational development and change, health and employee wellness management, conflict management, career management and international HRM.

Various Definitions of HRM

In some organizations, administration units or only line managers are responsible for HRM activities. But increasingly, HRM specialists design and manage the processes and activities of HRM to motivate an effective workforce in support of the business's strategies and objectives. These specialists serve as part of the management team, advising management on various HRM issues in relation to business growth. But in fact, managers and employees are still involved in human resource management. For example, managers conduct performance appraisals with their employees, and also provide training and development opportunities for their staff. However, there can be misconceptions about HRM activities among students, employees, managers and senior management in an organization that can lead to antagonism toward the HR department⁸ or mistrust of the field of HRM (Table 2). Thus, proper understanding of HRM activities and the roles of managers and employees in the field of HRM is necessary.

Table 1
Various Definitions of HRM

Definition	Source
Human resource management involves all management decisions and actions that affect the relationship between the organization and its employees — its human resources.	Beer, Spector, Lawrence, Mills and Walton, 1985 ³
Human resource management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques.	Storey, 2001 ⁴
The policies and practices involved in carrying out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.	Dessler, 2005 ⁵
The policies, practices, and systems that influence employees’ behaviour, attitudes, and performance.	Noe, Hollenbeck, Gerhart and Wright, 2007 ⁶
Management practices purposefully used to regulate employment relationships in sizable organizations, including Chinese family business conglomerates, the Hong Kong civil service, quasi-governmental organizations, and subsidiaries of foreign companies in Hong Kong.	Chan and Lui, 2004 ⁷

Rationale and Objectives of the Book

Over the years and especially since the 1980s, there has been marked growth and development of HRM in Hong Kong.⁹ The rapid development of the field can be attributed to a number of factors including: the growing complexity of the business environment, globalization, the advancement of technology, workforce diversity, the impact of government legislation, the outsourcing of HR functions, the diffusion of HRM practices from the home countries of multinational corporations (MNCs), greater demands for HR expertise from mainland enterprises, and the rising aspirations and expectations from organizations and their employees. As a result, HR specialists have to continually update their knowledge of the developments and tools in HRM in order to contribute to the improvement of organizational performance.

Table 2
Common Myths/Misconceptions about HRM

Myth/Misconception	Reality
<p>HR mainly deals with people. People go into the field of HRM because they like working with other people.</p>	<ul style="list-style-type: none"> All areas of business activity, from HR to accounting to information technology, require employees to work with other people. Managers in all disciplines spend a significant amount of time on HRM issues.
<p>Students/people choose HR because they are number-phobic or the field is easy to join. Anyone can do HR.</p>	<ul style="list-style-type: none"> HRM activities demand both qualitative and quantitative skills. For example, recruitment and selection activities require HR professionals to possess a good knowledge of both psychological principles and statistics. Functions such as compensation management and HRIS also demand good analytical skills in database management and hypotheses testing, such as the generation of “what if” scenarios in order to analyse responses. HR activities are based on a wide spectrum of theory and research, such as industrial/organizational psychology, sociology and law. HR professionals must master both theory and practice.
<p>HR is the job of the HR department.</p>	<ul style="list-style-type: none"> HR work is “strategic”. It is as important to line managers as finance, marketing and other business domains. It is also accountable to other stakeholders such as investors, managers, employees and customers. HR professionals should join managers in championing organizational or HR issues. All managers and supervisors are accountable for various HR activities, e.g., recruitment and selection, and performance appraisal of the employees. Also, the ownership of HR decisions should be taken by line managers for their work units.

Table 2 (to be continued)

Table 2 (continued)

HR focuses on costs, which must be controlled.	<ul style="list-style-type: none"> HR practices must create value by increasing the intellectual capital with the organization. HR professionals must add value, not reduce costs.
HR is not accountable for business results.	<ul style="list-style-type: none"> The impact of HR practices on business results can and must be measured using suitable metrics. HR professionals must learn how to translate their work into measurable performance.
The HR department acts either as “policy police” or as messenger from senior management.	<ul style="list-style-type: none"> The function of the HR department is not to enforce compliance, it is rather for managers to instill a desire to comply within their employees. Also, HR practices do not exist to make employees happy, but to help them feel committed to the organization.
HR is “women’s work”.	<ul style="list-style-type: none"> This perception may be based on a longstanding gender stereotype. HR may be seen as “women’s work” which tends to pay less and is not considered to be central to the success of an organization, and it may be true that women tend to take up the majority of positions in HR. But HR requires a lot of innovation and can be challenging and rewarding, with remuneration comparable to that of any other business profession. The current predominance of women in this field should not be seen as a challenge to its complexity or importance.

Source: Some references were drawn from: Ulrich, D. (1997). *Human resource champions: The next agenda for adding value and delivering results*. Boston: Harvard Business School Press; Hammonds, K. H. (August 2005). Why We Hate HR. *Fast Company*, 97, 40.

It is not only within organizations that the growing importance of HRM in Hong Kong is evident. Organizations exhibiting outstanding human resource management practices are increasingly recognized. Different bodies, including the Labour Department of the Hong Kong Special Administrative Region (HKSAR) government, organize competitions and present awards for outstanding achievement in people management.¹⁰ At the same time, the number of HR professionals and HRM programmes and courses in Hong Kong are escalating. More than 5,000 individual and corporations are now members of professional associations. Different educational institutions — including universities, their continuing education units, and overseas providers — are offering full-time and part-time HRM programmes and courses at certificate, diploma, master and even doctorate levels in Hong Kong. At the time of writing, more than 30 HRM or related programmes, lasting from four months to four years, were being organized by 17 educational institutions.¹¹ While some are HRM-specific degrees housed within a business school, some are business degrees with a strong HRM component (four to five HRM or related subjects). Students who complete these courses are prepared to work as future managers or specialists in the field of HRM. In other words, thousands of HRM practitioners have emerged who want professional HRM knowledge and skills.

Given this growing interest in the field, there is scope for a useful reference for human resource professionals in Hong Kong. However, present books about HRM are dominated by Western sources which can only provide partial information about how HRM operates in different work environments. This may result in an oversimplification of managerial reality. Further, major books about HRM or employment practices in Hong Kong are either dated or inadequate with single chapters providing a general picture of HRM only. Most of these are written by academics occupied with the theory and conceptualization of HRM. Thus, these gaps call for a single book with current and detailed examination of HRM concepts and practices in Hong Kong.

Moreover, it is interesting to note that although research studies have shown the importance of HRM in increasing organizational performance and profitability, many of these proven practices are infrequently used in businesses. Several factors may explain. First, many books and journal articles are written by academics using technical or specialized terminology. They may not be suitable for Hong Kong businesses. Hong Kong employees are busy and practical; they may find it difficult to gain access to these journal articles, and may struggle to find them relevant. Second, the concept of HRM has a short history in Hong Kong and some employers are not familiar with it. Organizations may not know how to implement these practices and may question their practical usefulness.¹² Even when these practices are used, they are often poorly implemented. Programmes such as change management, performance appraisal, and total rewards systems often serve as a means of managing the image of the organization, or are simply adopted because other competitor organizations have implemented them. As a result, organizations often use the least valid HRM practices (e.g., unstructured interviews) or invest little to nothing in practices that will have a greater impact in the future.

Indeed, some domains of HRM can be controversial as there are contentious issues underlying some HR practices. For example, some people have concerns about the objectivity, transparency, fairness and potential deleterious effects of performance appraisal

on employee motivation. Also, the effectiveness of the HR certification system has been criticized elsewhere in the West. HR practitioners must evaluate these practices before their adoption and question the assumptions and feasibility of these practices in relation to their *own* organizations.

Addressing the concerns outlined above for HRM stakeholders in Hong Kong provides the impetus for this book. New HRM practitioners, others involved in HRM activities such as business owners and managers, and HRM students will all benefit. The main focus of this book is to provide both theoretical and practical readings on professional practices in human resource management in Hong Kong. While suitable theories can help HRM stakeholders face the different demands and roles of their jobs, this book also employs a practical approach to communicate hands-on knowledge and methods of implementation to readers. The chapters are written by seasoned and experienced human resource professionals who are “front-line workers” in the field. As there may be gaps between theory and practice, factors influencing the relationship between theory and practice will be examined as well.

In summary, the major objectives of this book are as follows:

- To address the importance of HRM in Hong Kong organizations and help them to cope with the rapidly changing business environment by utilizing HRM to gain competitive advantage.
- To help stakeholders and students of HRM understand the different demands they must face and roles they must fill in the changing business environment, and to share useful HRM concepts with them.
- To provide up-to-date knowledge and skills with practical guidelines to HR stakeholders on how to implement HRM practices more effectively.
- To delineate the underlying factors affecting the implementation of HRM in the workplace. As a result, gaps between theory and practice will be identified. Evaluation of some controversial HRM issues will also be made.
- To provide some insight into the possible future direction of HRM in Hong Kong.

HRM is still novel in Hong Kong. Many organizations and people are not familiar with its benefits and have not paid enough attention to this field. We hope the production of this book can inculcate a greater sense of the importance of HRM to people in Hong Kong. Indeed, this is the final objective of this book: to enhance the **status and importance of the HRM profession in Hong Kong**.

Organization of the Book

This book discusses essential elements of HRM in detail and is organized into seven parts. **Part I Concepts and Development of HRM** deals with the concepts of human resource management. Chapter 1 addresses the development and current state of HRM in Hong Kong. We note that professional HRM practices are becoming more prevalent in Hong Kong because of the changing business environment. An increasing number of HR specialists are occupying strategic HR roles and demonstrating core competencies, and a number of professional associations exist to support them. However, the status of HRM

as a profession is still equivocal vis-à-vis those of other professions in Hong Kong, such as medicine and accounting. The first chapter aims to make clear the current perception of HRM in Hong Kong organizations and to identify areas for future development.

Part II Acquiring Human Resource highlights key aspects of HRM practice in sourcing and selecting suitable talent. Chapter 2 provides a picture of the current labour market in Hong Kong and identifies issues and concerns for business development. Effective talent management strategies, in terms of recruitment and retention, are necessary in order to “win the war for talent”. Chapters 3 and 4 discuss the importance of objective, reliable and fair selection methods to business and how such methods can be implemented. Use of psychometric tests, assessment centres and competency-based interviewing skills are discussed. Organizations will find these tools particularly useful.

Part III Motivating Human Resource discusses the concepts and practices of performance and rewards management in Hong Kong. Chapter 5 highlights the fact that organizations are facing keener competition for profits. As a result, they demand their employee performance to align more closely to the organization’s strategies and goals, which makes managing performance a crucial issue. At the same time, employees with effective performance have to be suitably motivated and rewarded. Chapter 6 discusses current rewards management strategies in Hong Kong.

Part IV Developing Human Resource relates to the importance of training human capital in organizations. Hong Kong is often depicted as a society with high employee turnover, leaving many employers reluctant to invest in people. However, recruitment costs are far greater than training costs, which makes training and development an effective and efficient strategy to retain talent. This is even more significant when considered in the context of the current global talent shortage. Chapter 7 addresses these issues in detail. In addition, Chapter 8 analyses the importance of knowledge management for competitive advantage. It addresses the implications of this for HRM.

Part V Managing Employee Relations discusses employment law and employment relations in Hong Kong. It should be noted that as society progresses, notions of civic pride and demands for rule of law, rights and fairness, and democracy have been instilled in the minds of many Hong Kong people. They are increasingly demanding better working conditions such as employment rights protection, equal employment opportunities, and retirement benefits. As a result, the Hong Kong government has introduced new pieces of employment law. These topics are discussed in Chapters 9 and 10. On the other hand, as is the case elsewhere in the world, the role of trade unions in Hong Kong has diminished. Chapter 11 highlights the importance of trade unions in order to restore their role in the current environment and in an attempt to contribute to their survival in the future.

Part VI discusses **Special Topics in HRM** in Hong Kong. Chapter 12 examines the objectives and details of implementing HRIS or e-HR systems. With the advancement of technology, HRIS can help a business to operate more efficiently and effectively. It is important for readers to note that implementation of HRIS should be strategic, i.e., in alignment with business strategies and objectives. Then, Chapter 13 addresses the issues and roles of HRM in change management, which is an important concern for most businesses nowadays. It has been found that issues of inter-personal and cultural alignment are common concerns when change management takes place. Thus, organizations should

involve HR professionals in the process as early as possible. Chapter 14 examines the implementation of HRM practices in a public organization. It discusses several new HRM initiatives in the Hospital Authority that are intended to help the public organization undergo successful reform.

Finally, **Part VII Future Trends** identifies some possible future directions for HRM development in Hong Kong, and discusses the implications of these. Data until mid-2000s showed that many HRM practices were routine and administrative. But there are possibilities for outsourcing, automation and devolution of HR responsibilities to line managers that would challenge the administrative focus of HR departments. Also, as businesses are facing fiercer competition and greater uncertainties in the business environment, organizations must work harder to maintain their long-term competitive advantage. HRM has a major function in sustaining business competitiveness. As a result, important HR roles and competencies are emerging and HRM should play a more strategic role in developing businesses in the future. HR professionals need to critically reflect on these issues and revamp their HR functions in accordance.

NOTES

INTRODUCTION

1. See for example, Noon, M. (1992). HRM: A map, model or theory. In P. Blyton and P. Turnbull (Eds.), *Reassessing human resource management* (pp. 16–32). London: Sage. Legge, K. (1995). *Human resource management: Rhetorics and realities*. Basingstoke: Macmillan.
2. The development of the concept of HRM is traced in: Lane, Robert L. (1996). HRM: The changing concepts in a changing environment. *International Journal of Employment Studies*, 4(2), 115–172.
3. Beer, M., Spector, B., Lawrence, P. R., Mills, D.Q., and Walton, R.E. (1985). *Human resources management: A general manager's perspective: Text and cases*. New York: Free Press.
4. Storey, J. (Ed.). (2001). *Human resource management: A critical text* (Second edition). London: Thomson Learning.
5. Dessler, G. (2005). *Human resource management*. Upper Saddle River: Pearson/Prentice Hall.
6. Noe, R.A., Hollenbeck, John R., Gerhart, B., and Wright, P. M. (2007). *Fundamentals of human resource management* (Second edition). New York: McGraw-Hill/Irwin.
7. Chan, A., and Lui, S. (2004). HRM in Hong Kong. In P. S. Budhwar (Ed.), *Managing human resources in Asia-Pacific* (pp. 75–92). London: Routledge.
8. Hammonds, K. H. (August 2005). Why we hate HR. *Fast Company*, 97, 40.
9. See for example, Ng, S.H., and Wright, R. (2002). Hong Kong. In M. Zanko (Ed.), *Handbook of human resource management policies and practices in Asia-Pacific economies* (pp. 167–259). Cheltenham: Edward Elgar. Chan, A., and Lui, S. (2004). HRM in Hong Kong. In P. S. Budhwar (Ed.), *Managing human resources in Asia-Pacific* (pp. 75–92). London: Routledge. Cheung, Sara F.Y. (2004). *Human resource management strategies and practices in Hong Kong: Research report*. Hong Kong: Hong Kong Institute of Human Resource Management.
10. The Labour Department of the HKSAR government has organized the Good People Management Awards since 2001. The Hong Kong Institute of Human Resource Management, together with the South China Morning Post, has awarded the People Management Awards since 2006. The Hong Kong Management Association also presents awards for excellence in training and other aspects of people management.
11. Interview information with the Hong Kong Institute of Human Resource Management (HKIHRM) officials in August 2007. Interested readers may look at this website, Human Resource Management Courses Recognized by HKIHRM. Retrieved 17 September 2007 from: http://www.hkihrm.org/membership/77590.3099775314recognised_courses_05.pdf.
12. Terpstra, D.E., and Rozell, E.J. (1997). Why some potentially effective staffing practices are seldom used. *Public Personnel Management*, 26, 483–495.

CHAPTER 1

1. Betcherman, G., McMullen, K., Leckie, N., and Caron, C. (1994). *The Canadian workplace in transition*. Kingston: IRC Press. Legge, K. (2001). Silver bullet or spent round? Assessing the meaning of “high commitment”/performance relationship. In J. Storey (Ed.), *Human resource management: A critical text* (pp. 21–36). London: Thomson-Learning.
2. Barney, J., and Wright, P. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. *Human Resource Management*, 37(1), 31–46. Wright, P. M., and McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, 18, 295–320.
3. Huselid, M. A. (1995). The impact of human resources management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38, 635–672. CCH Incorporated. (1995). *Human resource management: Ideas and trends in personnel* (Issue 356).
4. There is no statutory requirement in any country to practise HRM, as is mandatory in other professions such as medicine or accounting. See, for example, Gold, J., and Bratton, J. (2003). *The dynamics of professionalization: Whither the HRM profession?* Proceedings of Critical Management Studies Conference. Hamilton: Waikato Management School. Brewster, C., Farndale, E., and Ommeren, J.V. for the World Federation of Personnel Management Associations. (2000). *HR competencies and professional standards*. London: Centre for European Human Resource Management, Cranfield School of Management, Cranfield University. The last reference also summarizes the requirements of a profession.
5. Gold, J., and Bratton, J. (2003). *The dynamics of professionalization: Whither the HRM profession?* Proceedings of Critical Management Studies Conference. New Zealand: Waikato Management School.
6. The Professional Education, the Assessment against National Standards, the Professional Assessment against the CIPD Standards, and the Assessment of Prior Certificated Learning routes. People attend courses in CIPD approved institutions before attending its national examinations and gaining memberships. Re-certifications are required as a demonstration of currency in the field of HRM. Wiley, C. (1999). A comparative analysis of certification in human resource management. *International Journal of Human Resource Management*, 10, 737–762.
7. Brewster, C., Farndale, E., and Ommeren, J.V. for the World Federation of Personnel Management Associations (2000). *HR competencies and professional standards*. London: Centre for European Human Resource Management, Cranfield School of Management, Cranfield University. Wiley, C. (1999). A comparative analysis of certification in human resource management. *International Journal of Human Resource Management*, 10, 737–762. Leonard, B. (1998). HRCI: Celebrates a 25th anniversary. *HR Magazine*, 43(3), 101–112.
8. Ulrich, D., and Brockbank, W. (2005). *The HR value proposition*. Boston: Harvard Business School Press.
9. Ulrich, D., and Johnson, D. (September 2007). Human resource competencies: Responding to increased expectations. *Human Resources*, 16–20.
10. Interview information obtained from the HKIHRM Accreditation Manager in August 2007. Also retrieved 20 November 2008 from: http://www.hkihrm.org/ihrm_eng/ih_eve_accreditation.asp?content_id=3.
11. See, for example, Wiley, Carolyn (1992). The wave of the future: Certification in human resource management. *Human Resource Management Review*, 2(2), 157–170. Wiley, Carolyn (1995). Reexamining professional certification in human resource management. *Human Resource Management*, 34(2), 269–289.
12. Aguinis, H., Michaelis, S. E., and Jones, Nicole M. (2005). Demand for certified human resources professionals in internet-based job announcements. *International Journal of Selection and Assessment*, 13(2), 160–171.
13. Wiley, Carolyn (1995). Reexamining professional certification in human resource management. *Human Resource Management*, 34(2), 269–289. Levit, R.A. (1995). Response to “Reexamining professional certification in human resource management” by Carolyn Wiley. *Human Resource Management*, 34(2), 291–293.
14. Pajo, K., and Cleland, J. (1997). *Professionalism in personnel: The 1997 survey of the HR profession*. Palmerston North: Massey University. See also, Brewster, C., Farndale, E., and Ommeren, J.V. for the World Federation of Personnel Management Associations (2000). *HR competencies and professional standards*. London: Centre for European Human Resource Management, Cranfield School of Management, Cranfield University.

15. England, J. (1989). *Industrial relations and law in Hong Kong* (Second edition). Hong Kong: Oxford University Press.
16. Ng, S.H., and Wright, R. (2002). Hong Kong. In M. Zanko (Ed.), *Handbook of human resource management policies and practices in Asia-Pacific economies* (pp. 167–259). Cheltenham: Edward Elgar.
17. Redding, G., and Wong, G.Y.Y. (1986). The psychology of Chinese organizational behaviour. In M.H. Bond (Ed.), *The psychology of the Chinese people* (pp. 267–295). Hong Kong: Oxford University Press.
- Westwood, R., and Chan, A. (1992). Headship and leadership. In R. Westwood (Ed.), *Organizational behaviour: Southeast Asian perspectives* (pp. 118–143). Hong Kong: Longman.
18. Kirkbride, Paul S., and Tang, Sara F.Y. (1989). Personnel management in Hong Kong: A review of current issues. *Asia Pacific Journal of Human Resource Management*, 27(2), 43–57. Kirkbride, Paul S., and Tang, Sara F. Y. (1989). *The present state of personnel management in Hong Kong*. Hong Kong: The Management Development Centre of Hong Kong, Vocational Training Council.
19. Snape, E., Thompson, D., Yan, Fanny K.C., and Redman, T. (1998). Performance appraisal and culture: Practice and attitudes in Hong Kong and Great Britain. *The International Journal of Human Resource Management*, 9(5), 841–861.
20. Ng, S.H., and Wright, R. (2002). Hong Kong. In M. Zanko (Ed.), *Handbook of human resource management policies and practices in Asia-Pacific economies* (pp. 167–259). Cheltenham: Edward Elgar.
21. Census and Statistics Department (July–September 1997). *Quarterly report on general household survey*. Hong Kong: Census and Statistics Department. Census and Statistics Department. (July–September 1998). *Quarterly report on general household survey*. Hong Kong: Census and Statistics Department. Census and Statistics Department. (May–July 2003). *Quarterly report on general household survey*. Hong Kong: Census and Statistics Department.
22. Ng, S.H., and Poon, Carolyn Y.W. (2004). *Business restructuring in Hong Kong: Strengths and limits of post-industrial capitalism*. Hong Kong: Oxford University Press.
23. Chu, P., and Siu, W.S. (2001). Coping with the Asian economic crisis: The rightsizing strategies of small- and medium-sized enterprises. *International Journal of Human Resource Management*, 12(5), 845–858.
24. Commissioner for Labour (2001). *Report of the Commissioner for Labour*. Hong Kong: Labour Department.
25. According to the HKIHRM surveys, the term “strategic HRM” refers to: HR functions that are highly involved in major strategic decision-making in the establishment; human resource management as determined by explicit, formal planning procedures; HR planning that is closely linked to business planning; and great effort is made to persuade new employees to commit to the organization’s values and expected behaviours. “Traditional and short-term HRM” refers to: job vacancies that are mostly filled from internal sources; career paths that are designed to favour functional specialization rather than all-round experience; a single promotion ladder; narrow career paths provided to staff; and HR planning that is mostly influenced by short-term considerations. See for example, Cheung, Sara F.Y. (2004). *Human resource management strategies and practices in Hong Kong: Research report*. Hong Kong: Hong Kong Institute of Human Resource Management.
26. Hoque, K., and Noon, M. (2001). Counting angels: A comparison of personnel and HR specialists. *Human Resource Management Journal*, 11(3), 5–22.
27. Williams, V. (6 August 2005). Boost business by using HR as a strategic ally. *South China Morning Post*, p. 4.

CHAPTER 2

1. Lengnick-Hall, M.L., and Lengnick-Hall, C.A. (2005). The HR function in the new economy. In Ronald J. Burke and Cary L. Cooper (Eds.), *Reinventing human resource management: Challenges and new directions* (pp. 35–56). London: Routledge.
2. Chief Executive’s Policy Address 2003. Retrieved 8 October 2007 from: <http://www.policyaddress.gov.hk/pa03/eng/highlights.htm>.

3. See for example, *Talent war*, 4 June 2007. Retrieved 24 October 2007 from: http://www.a-performers.com/employer/industry_Insight.jsp?article_id=909. *Organizations in Greater China fall short in career development*, 13 November 2006 by Mercer Hong Kong. Retrieved 24 October 2007 from: <http://www.mercerhr.com.tw/pressrelease/details.jhtml/dynamic/idContent/1251050;jsessionid=PV0IUISAJEQMOCTGOUFCIIQ>.
4. Michaels, E., Handfield-Jones, H., and Axelrod, B. (2001). *The war for talent* (p. 10). Boston: Harvard Business School Press.
5. *Information note for the Legco panel on financial affairs: Hong Kong population projections 2002–2031*. Retrieved 19 July 2007 from: <http://www.legco.gov.hk/yr01-02/english/panels/fa/papers/fa0611cb1-1957-1e.pdf>.
6. Hong Kong statistics. Retrieved 19 July 2007 from: http://www.censtatd.gov.hk/hong_kong_statistics/statistical_tables/index.jsp?charsetID=1&tableID=.
7. Economic Analysis Division, Financial Services and the Treasury Bureau in collaboration with the Education and Manpower Bureau, Census and Statistics Department, and Labour Department (2003). *Report on manpower projection to 2007*. Hong Kong: Government of the Hong Kong Special Administrative Region.
8. Hong Kong Institute of Human Resource Management (2006). *Manpower planning survey*. Hong Kong: Hong Kong Institute of Human Resource Management. In early 2008, HSBC was planning to recruit 500 staff to handle surging demand for banking and wealth management services. The bank also planned to hire 200 tellers and 200 workers for phone-banking services. Ma, Y.K. (11 January 2008). Giant in retail banking to offer 500 vacancies. *Career Times*. Retrieved 30 January 2008 from: http://www.careertimes.com.hk/english/article/show_article.asp?filename=CBFRB_1101200801.asp&type=BF&subtype=RB&page=1&browser=ie. Standard Chartered Bank was also planning to hire between 500 and 600 new staff in early 2008. Ma, Y.K. (11 January 2008). Banking on human capital. *Career Times*. Retrieved 30 January 2008 from: http://www.careertimes.com.hk/english/article/show_article.asp?filename=CBFCB_1101200801.asp&type=BF&subtype=CB&page=1.
9. Best practices in talent management (December 2005/January 2006). *China Staff*, 12(1), 19–20. For example, business strategies focusing on cost reduction, global expansion, product innovation, or quality enhancement should drive all recruitment activities. Cost reduction recruiting strategies include identification and outsourcing of low value-added business functions to contractors. Companies with global expansion plans broaden their required applicant qualifications to include foreign language ability and prior industry/international experience.
10. Edwards, M.R. (2005). Employer and employee branding: HR or PR? In Stephen Bach (Ed.), *Managing human resources: Personnel management in transition* (Fourth edition, pp. 266–286). Malden: Blackwell Publishing.
11. Cappelli, P. (March 2001). Making the most of on-line recruiting. *Harvard Business Review*, 79(3), 139–146.
12. Winning the graduate recruitment battle in China (November 2006). *China Staff*, 12(10), 9–13.
13. See April–June 2007 issue of The Hudson report: Employment and HR trends.
14. Best practices in talent management (December 2005/January 2006). *China Staff*, 12(1), 19–20.
15. For example, the graduate recruitment process starts with an initial application using an e-recruiting system that includes an online registration, an electronic application form and an online self-description questionnaire. The online self-description questionnaire provides an assessment of the background and vocational interest of each candidate. It asks open-ended competency-based questions. Capabilities/competencies such as driving business vision, business judgment and performance management are emphasized. Candidates who do not meet the pre-requisites are screened out using computer-filtering functions (which can be performed at anytime before the application deadline). Possible candidates are further probed on their strengths/weaknesses in relation to the desired competencies at later stages of the selection process. Graduate opportunities in commercial banking of HSBC. Retrieved 19 July 2007 from: <http://www.hsbc.com.hk/1/2/careers/grad>.
16. It can be as high as HK\$10 billion a year and replacement costs can be up to 2.5 times the salary of a departing employee because of recruitment and training expenses as well as the loss of productivity, customers, business, and lower employee morale. See: HKIHRM surveys. Retrieved 19 July 2007 from: http://www.hkihrm.org/common_files/press/english/files/80600.5638837814trvr_pr_e_edited.pdf. Anonymous (21 October 2007).

- 460,000 employees change jobs this year. *Apple Daily*, p. A10. Anonymous. (27 September 2005). Job hopping can cause 10 billion economic loss. *Apple Daily*, p. A12.
17. Herzberg developed the motivation-hygiene theory, in which the elements of work that satisfy employees are seen as motivators (e.g. achievement, recognition and work itself) and the elements employees find unsatisfying are seen as “hygiene factors” (e.g. work conditions, salary). The latter are maintenance factors necessary to avoid dissatisfaction. See Robbins, Stephen P., and Judge, Timothy A. (2007). *Organizational behaviour* (Twelfth edition). Upper Saddle River: Pearson/Prentice Hall.
 18. Winning the graduate recruitment battle in China (November 2006). *China Staff*, 12(10), 9–13.
 19. Michaels, E., Handfield-Jones, H., and Axelrod, B. (2001). *The war for talent* (p. 10). Boston: Harvard Business School Press.
 20. Anonymous (2 December 2008). Financial chief warns of slow growth, more job losses. *South China Morning Post*, p. A4.
 21. For example, HSBC shed 500 jobs in Asia in its second round of layoffs, of which 90 percent would take place in Hong Kong (in the first round 100 Hong Kong staff were affected). Anonymous. (18 November 2008). HSBC says to shed 500 jobs in Asia. *Reuter News*, p. 2; The Royal Bank of Scotland also shed staff: Anonymous. (2 December 2008). RBS leads way as international banks axe 260 HK jobs. *South China Morning Post*, p. A3; other companies included 14 beauty salons such as Hong Kong Cosmetics Centre (business closed), Lee Kum Kee and TVB Corporation: Man, J. (23 November 2008). Beauty salons close owing customers HK\$1 million. *South China Morning Post*, p. 2.
 22. Anonymous (1 December 2008). Nearly 6,000 people lose jobs in six weeks. *South China Morning Post*, p. A1.
 23. Anonymous (10 December 2008). Firms wary about hiring. *South China Morning Post*, p. A2.
 24. Thought Leaders: Wayne Cascio on Responsible Restructuring: An interview with Wayne Cascio by R. DeGeorgio. Retrieved 29 December 2008 from: <http://www.managementsite.com/479/Thought-Leaders-Wayne-Cascio-on-Responsible-Restructuring.aspx>. See also, Cascio, W. (2002). *Responsible restructuring: Creative and profitable alternatives to lay-offs*. San Francisco: Berrett-Koehler.
 25. Hussey, D. (1997). Strategic management past experiences and future directions: Part 1 – Why do so many organizations suffer strategic failure despite their processes of strategic management? *Strategic Change Journal*, 6(5), 261–271. Marks, M.L. (2003). *Charging back up the hill: Workplace recovery after mergers, acquisitions and downsizings*. San Francisco: Jossey-Bass.
 26. See e.g., Cheung, S. (1997). Organizational change of the HK telecom group. In K. Chao, & B. Lai (Eds.), *Labour relations and law: Theories, cases and labour-management issues in Hong Kong* (pp. 165–171). Hong Kong: Open Learning Institute Press. Chu, P., & Ip, O. (2002). Downsizing in the internet industry: The Hong Kong experience. *Leadership and Organization Development Journal*, 23(3), 158–166.
 27. Anonymous (2 December 2008). Employers urged to take drastic action to stave off job cuts. *South China Morning Post*, p. A4.
 28. Hong Kong Labour Department (1998). *Guide to employers and employees: How to handle pay cut and layoffs*. Hong Kong: Labour Department. Barrett, P. (1998). *IHRM Guide to Redundancy*. Hong Kong: Hong Kong Institute of Human Resource Management.
 29. Thought Leaders: Wayne Cascio on Responsible Restructuring: An interview with Wayne Cascio by R. DeGeorgio. Retrieved 29 December 2008 from: <http://www.managementsite.com/479/Thought-Leaders-Wayne-Cascio-on-Responsible-Restructuring.aspx>.

CHAPTER 3

1. See e.g., Anonymous (December 2003/January 2004). Psychometric assessment: The measure of success. *China Staff*, 10(2), 8–11.
2. See e.g., Jenkins, A. (2001). *Companies' use of psychometric testing and the changing demands for skills: A review of the literature*. Retrieved August 6, 2007 from: <http://cee.lse.ac.uk/cee%20dps/CEEDP12.pdf>.
3. Welch, J., with John A. Bryne. (2003). *Jack: Straight from the gut* (p. 156). New York: Warner Books.

4. There are many sources of further information and independent reviews of many of the available assessment tools in general use by organizations. Examples include the American Psychological Association (www.apa.org) and the British Psychological Society's Psychological Testing Centre (www.psychtesting.org.uk). The BPS PTC in particular provides very comprehensive reviews of many of the world's most widely used psychometric tests. In Hong Kong the Division of Industrial-Organizational Psychology (DIOP) of the Hong Kong Psychological Society (www.hkps.org.hk/diop) provides useful contacts and information in relation to assessment tools in Hong Kong.
5. Cheung, Sara F. Y. (2004). *Human resource management strategies and practices in Hong Kong: Research report, 2004*. Hong Kong: Hong Kong Institute of Human Resource Management.
6. Terpstra, David E., and Rozell, Elizabeth J. (1993). The relationship of staffing practices to organizational level measures of performance. *Personnel Psychology*, 46(1), 27–48.
7. See for example, Cox, J., and Tapsell, J. (1991). *Graphology and its validity in personnel assessment*. Paper presented at the BPS Occupational Psychology Conference, Cardiff, Wales.
8. Edenborough, R. (2005). *Assessment methods in recruitment, selection and performance*. London: Kogan Page.
9. Cronbach, Lee J. (1990). *Essentials of psychological testing* (Fifth edition). New York: HarperCollins.
10. Anastasi, A., and Urbina, S. (1997). *Psychological testing* (Seventh edition). Upper Saddle River: Prentice Hall.
11. Definitions of “maximum performance” and “typical performance” are made by: Cronbach, Lee J. (1990). *Essentials of psychological and educational testing* (Fifth edition). New York: Harper Collins.
12. Although personality questionnaires are frequently referred to as “psychometric tests”, they are, strictly speaking, not “tests” since they do not comprise correct and incorrect answers. In HR and the world of work, whilst some personalities may be better suited to certain jobs and roles than others, it is generally considered that there is no “right” or “wrong” personality. You can't answer questions *wrong* which ask you about your preferences or your typical behaviour!
13. *Guidelines and Ethical Considerations for Assessment Center Operations* by the International Task Force on Assessment Center Guidelines, endorsed by the 28th International Congress on Assessment Centre Methods. 4 May 2000, San Francisco, California, USA. Available from the contributor of this book chapter; The British Psychological Society. *Design, implementation and evaluation of assessment and development centres: Best practice guidelines*. Retrieved 24 January 2009 from: http://www.ase-solutions.co.uk/downloads/BPS_Assessment_Development.pdf.
14. The British Psychological Society (1992). *Psychological testing: A guide*. Leicester: BPS Publications.
15. Menkes, J. (November 2005). Hiring for smarts. *Harvard Business Review*, 83(11), 100–109.
16. Hoffmann, E. (2002). *Psychological testing at work: How to use, interpret, and get the most out of the newest tests in personality, learning styles, aptitudes, interests, and more*. New York: McGraw Hill.
17. Cheung, Sara F.Y. (2004). *Human resource management strategies and practices in Hong Kong: Research report*. Hong Kong: Hong Kong Institute of Human Resource Management.
18. Robertson, I.T., and Kinder, A. (1994). Personality and job competencies: The criterion-related validity of some personality variables. In C.L. Cooper and D.M. Bosseau (Eds.), *Trends in organisational behaviour* vol. 1 (pp. 77–89). Chichester: Wiley. Barrick, M.R., Mount, M. K., and Judge, T.A. (2001). Personality and job performance at the beginning of the new millenium: What do we know and where do we go next? *International Journal of Selection and Assessment*, 9(1/2), 9–30. See also, Barrick, M.R., and Mount, M.K. (1991). The big five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44(1), 1–26.
19. Costa Jr., P.T., and McCrae, R.R. (1992). *Revised NEO personality inventory (NEO PI-R) and NEO five-factor inventory (NEO-FFI) professional manual*. Odessa: Psychological Assessment Resources, Inc. See also Matthews, G. (1997). The Big Five as a framework for personality assessment. In Neil Anderson and Peter Herriot (Eds.), *International handbook of selection and assessment* (pp. 475–492). Chichester: John Wiley.
20. See e.g., Cheung, F.M., Leung, K., Zhang, J., Sun, H., Gan, Y., Song, W., and Xi, D. (2001). Indigenous Chinese personality constructs: Is the Five-Factor Model complete? *Journal of Cross-cultural Psychology*, 32(4), 407–433.

21. See e.g., Hui, Harry C., Gan, Y.Q., Cheng, K., Yip, James T.H., and Chung, L. (2000). *The Chinese Personality at Work questionnaire: Psychometric properties and its relationship with the “Big Five”*. Hong Kong: Chinese Management Centre, University of Hong Kong.
22. Tyler, Graham P., and Newcombe, Peter A. (2006). Relationship between work performance and personality traits in Hong Kong organisational settings. *International Journal of Selection and Development*, 14(1), 37–50.
23. Tyler, Graham P., Newcombe, Peter A., and Barrett, P. (2005). The Chinese challenge to the Big 5. *Selection and Development Review*, 21(6), 10–14.
24. See e.g., Pearn, M.A., Kandola, R.S., and Mottram, R.D. (1987). *Selection tests and sex bias*. London: HMSO; Commission for Racial Equality (December 1993). *Towards fair selection: a survey of test practice and thirteen case studies*. London: HMSO.
25. Paul, A. M. (2004). *The cult of personality: How personality tests are leading us to mislabel our children, mismanage our companies, and misunderstand ourselves*. New York: Free Press.
26. Tyler, Graham P., Newcombe, Peter A., and Barrett, P. (2005). The Chinese challenge to the Big 5. *Selection and Development Review*, 21(6), 10–14.
27. Schmidt, F.L., and Hunter, J.E. (1998). The validity and utility of selection methods in personal and theoretical implications of 85 years of research findings. *Psychological Bulletin*, 124(2), 262–274.
28. Lievens, F. (2002). Trying to understand the different pieces of the construct validity puzzle of assessment centers: An examination of assessor and assessee effects. *Journal of Applied Psychology*, 87, 675–686.
29. Coyne, I., and Bartram, D. (2006). Design and development of the ITC guidelines on computer-based and internet-delivered testing. *International Journal of Testing*, 6(2), 133–142.
30. Chan, D. (1996). Criterion and construct validation of an assessment centre. *Journal of Occupational and Organisational Psychology*, 69, 167–181.
31. See e.g., Smith, M., and Robertson, I. (1989). *Advances in selection and assessment*. Chichester: Wiley; The British Psychological Society (1992). *Psychological testing: A guide*. Leicester: BPS Publications.
32. See e.g., Smith, M., and Robertson, I. (1989). *Advances in selection and assessment*. Chichester: Wiley; The British Psychological Society (1992). *Psychological testing: A guide*. Leicester: BPS Publications.
33. Incremental validity concerns whether a measure adds to the prediction of a criterion above what can be predicted by other sources of data. See for example, Hunsley, J., and Meyer, Gregory J. (2003). The incremental validity of psychological testing and assessment: Conceptual, methodological, and statistical issues. *Psychological Assessment*, 15(4), 446–455.
34. Born, Marise P., and Scholarios, D. (2005). Decision making in selection. In Arne Evers, Neil Anderson and Olga Voskuijl (Eds.), *The Blackwell handbook of personnel selection* (pp. 267–290). Malden: Blackwell Publishing.
35. Much of the guidance in relation to decision making strategies does not apply equally to personality questionnaires. It is strongly recommended that personality questionnaires are *not* used as a single pre-screening measure. Rather, they should be used in combination with other assessment methods at the selection stage of the process, as opposed to the screening stage. It is inadvisable, certainly without strong validity evidence specific to the organization and job in question, to use single scores derived from personality questionnaires in either a top-down or a cut-off score strategy (see the main text for discussion of each of these strategies).
36. Heneman III, Herbert G., and Judge, Timothy A. (2009). *Staffing organizations* (Sixth edition, pp. 541–545). Boston: McGraw-Hill/Irwin.

N.B. A Hong Kong-based study which attempts to identify the range of psychometric tests in use in Hong Kong can be found in Chan, D.W., and Lee, H.B. (1995). Patterns of psychological test use in Hong Kong. *Professional psychology, research and practice*, 26(3), 292–297. This study, however, includes many tests which are clinical in origin and are predominantly used in educational and psychiatric contexts. While some of the tests included in this research are used in an organizational context, the main focus of the review was not intended to inform selection practices.

CHAPTER 4

1. Eder, R. W., and Harris, M. M. (1999). Employment interview research: Historical update and introduction. In Robert W. Eder and Michael M. Harris (Eds.), *The employment interview handbook* (pp. 1–27). Thousand Oaks: Sage Publications.
2. The objective psychometric perspective assumes that the interviewer is a rational decision-maker capable of objectively collecting and assessing information provided by the applicant. But other researchers argue for another perspective in which both the interviewer and the applicant can become participant-observers in the interview. According to this subjective perspective, an interview is a complex social interaction and a unique process in which the interviewer engages in active person-perception of the applicant while the latter is also an active player who attends to the cognitive and social aspects of the interview. The impression created can depend as much on social or political factors as any demonstration of knowledge and experience by the applicant. See Searle, Rosalind H. (2003). *Selection and recruitment: A critical text*. Basingstoke: Palgrave Macmillan.
3. Kleiman, M. (June 2007). Top 10 interviewing mistakes, *China Staff*, 13(6), 26–27.
4. Terpstra, D. E., and Rozell, E. J. (1993). The relationship of staffing practices to organizational level measures of performance. *Personnel Psychology*, 46(1), 27–48.
5. Buckley, M.R., and Russell, C. J. (1999). Validity evidence. In Robert W. Eder and Michael M. Harris (Eds.), *The employment interview handbook* (pp. 35–48). Thousand Oaks: Sage Publications.
6. Berkson, H.M., Harris, M.M., and Ferris, G.R. (1999). Enhancing organizational reputation to attract applicants. In Robert W. Eder and Michael M. Harris (Eds.), *The employment interview handbook* (pp. 83–98). Thousand Oaks: Sage Publications. Williamson, L.G., Campion, J.E., Malos, S.B., Roehling, M.V., and Campion, M. A. (1997). Employment interview on trial: Linking interview structure with litigation outcomes. *Journal of Applied Psychology*, 82, 900–912.
7. See an early study, e.g., Francesco, A.M. (1981). Recruitment and selection of new employees in Hong Kong: The influence of Western technique. *The Hong Kong Manager*, 17(8), 8–13. Other surveys are conducted by HKIHRM.
8. Dipboye, R.L. (1997). Structured selection interviews: Why do they work? Why are they underutilized? In N. Anderson and P. Herriot (Eds.), *International handbook of selection and assessment* (pp. 455–473). New York: Wiley. Barclay, J. M. (2001). Improving selection interviews with structure: Organizations' use of "behavioural" interviews. *Personnel Review*, 30(1), 81–101.
9. Kleiman, M. (June 2007). Top 10 interviewing mistakes, *China Staff*, 13(6), 26–27.
10. Berkson, H.M., Harris, M.M., and Ferris, G.R. (1999). Enhancing organizational reputation to attract applicants. In Robert W. Eder and Michael M. Harris (Eds.), *The employment interview handbook* (pp. 83–98). Thousand Oaks: Sage Publications.
11. Campion, M.A., Palmer, D.K., and Campion, J.E. (1997). A review of structure in the selection interview. *Personnel Psychology*, 50(3), 655–702. Hakel, M.D. (1982). Employment interviewing. In K.M. Rowland and G.R. Ferris (Eds.), *Personnel management* (pp. 129–155). Boston: Allyn and Bacon.
12. Carlson, R.E., Thayer, P.W., Mayfield, E.C., and Peterson, D.A. (1971). Improvements in the selection interview. *Personnel Journal*, 59, 268–275.
13. Graves, L.M., and Karren, R.J. (1999). Are some interviewers better than others? In R.W. Eder and M.M. Harris (Eds.), *The employment interview handbook* (pp. 243–258). Thousands Oaks: Sage.
14. Chiu, R.K., and Babcock, R.D. (2002). The relative importance of facial attractiveness and gender in Hong Kong selection decisions. *International Journal of Human Resource Management*, 13(1), 141–155.
15. Sixty-five percent of the employers surveyed acknowledged that acne would diminish employment opportunities (15 September 2004). *Ming Pao*, p. 10.
16. Huffcutt, A.I., and Arthur, W. (1994). Hunter and Hunter (1984) revisited: Interview validity for entry-level jobs. *Journal of Applied Psychology*, 79, 184–190. McDaniel, M.A., Whetzel, D.L., Schmidt, F.L., and Maurer, S. (1994). The validity of employment interviews: A comprehensive review and meta-analysis. *Journal of Applied Psychology*, 79, 599–616.
17. Campion, M.A., Palmer, D.K., and Campion, J.E. (1997). A review of structure in the selection interview. *Personnel Psychology*, 50(3), 655–702. This article discusses fifteen components of a structured interview, broken into two categories. Seven components influencing contents are:

- a. Base questions on a job analysis
- b. Ask exact same questions of each candidate
- c. Limit prompting, follow-up questioning and elaboration on questions
- d. Use better types of questions, i.e. behavioural, situational, background and knowledge questions
- e. Use longer interview or larger number of questions
- f. Control ancillary information
- g. Do not allow questions from candidate until after the interview

Eight components influencing the evaluation process are:

- a. Rate each answer or use multiple scales
 - b. Use detailed anchored rating scales
 - c. Take detailed notes
 - d. Use multiple interviewers
 - e. Use same interviewer(s) across all candidates
 - f. Do not discuss candidates or answers
 - g. Provide extensive interview training
 - h. Use statistical rather than clinical prediction
18. Janz, T., Hellervik, L., and Gilmore, D.C. (1986). *Behavior description interviewing: New, accurate, cost effective*. Boston: Allyn and Bacon.
 19. Maurer, S.D., Sue-Chan, C., and Latham, G.P. (1999). The situational interview. In R.W. Eder and M.M. Harris (Eds.), *The employment interview handbook* (pp. 159–178). Thousands Oaks: Sage.
 20. Rothwell, W., and Lindholm, J. E. (1999). Competency identification: Modelling and assessment in the USA. *International Journal of Training and Development*, 3(2), 90–105.
 21. Boyatzis (1982) writes that competencies are the underlying characteristics of a person (such as motive, trait, skill, aspect of one's self image, social role or body of knowledge) of superior individual performance in an occupational role. A competency has to include a "causal intent" and is "an underlying characteristic of a person which results in effective and/or superior performance in a job". See various definitions and classifications of competencies in: Sparrow, Paul R. (1997). Organizational competencies: Creating a strategic behavioural framework for selection and assessment. In Neil Anderson and Peter Herriot (Eds.), *International handbook of selection and assessment* (pp. 343–368). Chichester: John Wiley and Sons.
 22. Cira, D., and Benjamin, D.J. (1998). Competency-based pay: A concept in evolution. *Compensation and Benefits Review*, 30(5), 21–28. Parry, S. B. (1998). Just what is a competency? *Training*, 35(6), 58–64.
 23. Sparrow, P.R. (1997). Organizational competencies: Creating a strategic behavioural framework for selection and assessment. In Neil Anderson and Peter Herriot (Eds.), *International handbook of selection and assessment* (pp. 343–368). Chichester: John Wiley and Sons.
 24. Many examples of behavioural interviewing techniques such as STAR and CAR or CARS can be found on various websites. An example of STAR interviewing technique was found on the website: STAR Interviewing Response Technique for Success in Behavioral Job Interviews. Retrieved 8 February 2008 from: http://www.quintcareers.com/STAR_interviewing.html. An example of CAR technique was found on this website: The CAR Approach. Retrieved 8 February 2008 from: <http://www.kent.ac.uk/careers/compet/skillquest.htm>.
 25. Behavioral Interviewing for Educators. Retrieved 8 February 2008 from: http://www.umt.edu/career/ecf/behavioral_i.htm.
 26. Behavioural Event Interview. Retrieved 8 February 2008 from: http://www.assessmentindia.com/bei_training.htm.
 27. The three categories of follow-up questions recommended are for incomplete, false, and complete STAR responses.

Follow-up questions for the incomplete STAR — the candidate may not give a complete behavioral example in response to the first question. This happens most often when the candidate is unfamiliar with behavioral interviewing.

Follow-up questions for the false STAR — if the candidate offers a false STAR, a follow-up question should be asked in order to get a usable one.

Follow-up questions for the complete STAR — even if the candidate reports a complete STAR, there is still an opportunity to seek another one to confirm or clarify the one already given.

28. Examples of unusable behavioural statements (false STARs) are: *Opinions* — “I have always strongly believed in loyalty.” This may be a true statement, but no evidence has been provided to demonstrate this. Further, is “loyalty” required in the target position?
- Theoretical statements* — “If a team project were assigned, I would anticipate team supply needs.” This response gives no information about whether the candidate has actually done this before.
- Future-oriented statements* — “I plan to complete the Public Managers’ Program.” It doesn’t count until it has been done.
- Vague statements* — “My idea turned out all right and people were happy with it.” As an interviewer, ask yourself: Which idea? By what measure was it “all right”? Which “people” were happy and by what measure? Until the interviewer asks key questions that elicit more objective information, this example cannot be used.
- Incomplete behavioral statements* — “We were running 20 percent over budget. I made some changes to get the project back in line. As a result, we came in 5 percent under budget.” This sounds good, but the interviewer needs to ask what the changes were. Certainly, taking unethical or illegal shortcuts would cast this example in a completely different light.
29. Inter-rater reliability is the degree of agreement among interviewers. Tullar, W. L., and Kaiser, P. R. (1999). Using new technology: The group support system. In R. W. Eder and M. M. Harris (Eds.), *The employment interview handbook* (pp. 279–292). Thousands Oaks: Sage.
30. Campion, M.A., Palmer, D.K., and Campion, J. E. (1997). A review of structure in the selection interview. *Personnel Psychology*, 50(3), 655–702.
31. Palmer, D.K., Campion, M.A., and Green, P.C. (1999). Interviewing training for both applicant and interviewer. In R. W. Eder and M. M. Harris (Eds.), *The employment interview handbook* (pp. 337–352). Thousands Oaks: Sage.
32. Graves, L.M., and Karren, R.J. (1998). The employee selection interview: A fresh look at an old problem. *Human Resource Management*, 35(2), 163–180.
33. Dipboye, R.L. (1997). Structured selection interviews: Why do they work? Why are they underutilized? In N. Anderson, and P. Herriot (Eds.), *International handbook of selection and assessment* (pp. 455–473). New York: Wiley.
34. Lievens, F., and De Paepe, A. (2004). An empirical investigation of interviewer-related factors that discourage the use of high structure interviews. *Journal of Organizational Behaviour*, 25, 29–46.
35. Dipboye, R.L. (1992). *Selection interviews: Process perspectives*. Cincinnati: South-Western.

CHAPTER 5

1. Carroll, S.J., and Schneier, C.E. (1982). *Performance appraisal and review systems: The identification, measurement and development of performance in organizations*. Glenview: Foresman.
2. Rice, B. (1985). Performance review: The job nobody likes. *Psychology Today Magazine*, 19, 30–36.
3. Bond, M.H. (1991). *Beyond the Chinese face*. Hong Kong: Oxford University Press.
4. Hofstede, G.H. (1980). *Culture’s consequences: International differences in work-related values*. Beverly Hills: Sage.
5. Patten, T.H. Jr. (1977). *Pay: Employee compensation and incentive plans* (p. 352). London: Free Press.
6. Rice, B. (1985). Performance review: The job nobody likes. *Psychology Today Magazine*, 19, 30–36.
7. Legge, J. (1960). *The Chinese Classics*. Hong Kong: Hong Kong University Press.
8. Longenecker, C.O., Sims, H.P., and Gioia, D.A. (1987). Behind the mask: The politics of employee appraisal. *The Academy of Management Executive*, 1(3), 183–193.
9. Murphy, K., and Balzer, W. (1986). Systematic distortions in memory-based behavior ratings and performance evaluations: Consequences for rating accuracy. *Journal of Applied Psychology*, 71(1), 39–44. Landy, F.J., Barnes, J.L., & Murphy, K.R. (1978). Correlates of perceived fairness and accuracy of performance evaluation. *Journal of Applied Psychology*, 63, 751–754.
10. Bond, M.H. (1991). *Beyond the Chinese face*. Hong Kong: Oxford University Press.

11. Shenka, O., and Ronen, S. (1990). Culture, ideology, or economy: A comparative exploration of work goal importance among managers of Chinese societies. *Advances in International Comparative Management*, 5, 117–134.
12. Landy, F., and Farr, J. (1983). *The measurement of work performance: Methods, theory, and applications*. New York: Academic Press.

CHAPTER 6

1. Retrieved 17 August 2007 from: <http://www.cipd.co.uk>.
2. Retrieved 17 August 2007 from: <http://www.worldatwork.org>.
3. O’Neal, S. (1998). The phenomenon of total rewards. *ACA Journal*, 7(3), 6–18.
4. Pfeffer, J. (1988). *The human equation: Building profits by putting people first*. Boston: Harvard Business School Press.
5. Hewitt Associates (2007). Best employers survey in Asia 2007. *Hewitt Quarterly*, 5(2). Retrieved 20 August 2007 from: http://www.hewittassociates.com/Intl/AP/enAP/KnowledgeCenter/Magazine/HQ_18/index.html.
6. Brown, D. (2001). *Reward strategies: From intent to impact*. London: CIPD.
7. Armstrong, M. (2007). *A handbook of employee reward management and practice* (Second edition). London: Kogan Page.
8. South China Morning Post (2006). *Hong Kong and China HR yearbook 2005 – 2006*. Hong Kong: South China Morning Post.
9. *The Employment Ordinance, Chapter 57, Hong Kong*. Retrieved 17 August 2007 from: <http://www.labour.gov.hk/eng/legislat/content2.htm>.
10. Hewitt Associates (2006). *Hewitt’s total compensation measurement (TCM) 2006 study*. Hong Kong: Hewitt Associates.
11. Hewitt Associates (2006). *Salary increase survey 2006–2007*. Hong Kong: Hewitt Associates.
12. Amendments to the definition of “Relevant Income” came into operation on 1 November 2008. “Relevant Income” includes wages, salaries, leave pay, fee, commission, bonus, gratuity, perquisite or allowance, and also housing allowance or housing benefit. It does not include severance payments and long service payments.
13. Hong Kong General Chamber of Commerce (2006). *Private sector pay review 2007*. Speech by Chairman David Eldon. Retrieved 20 August 2007 from: http://www.chamber.org.hk/memberarea/chamber_circular/content_template.asp?id=2546.
14. Mercer (2006). *China’s employee attraction and retention survey 2006 – Highlights of 2006 Hong Kong attraction and retention survey result*. Hong Kong: Mercer. Retrieved 17 August 2007 from: <http://www.mercer.com/referencecontent.htm?idContent=1251505>.
15. Hong Kong Institute of Human Resource Management (2007). *IHRM pay trend & pay level survey*. Hong Kong: Hong Kong Institute of Human Resource Management.
16. Dessler, G. (2005). *Human resources management* (Tenth edition). Upper Saddle River: Pearson/Prentice Hall.
17. Falkenberg, L., Stone, T.H., and Meltz, N.M. (1999). *Human resources management in Canada* (Fourth edition). Toronto: Harcourt Brace & Company Canada, Ltd.
18. The New Pay and Reward Structure was approved by the Hong Kong Baptist University in 2004. Following the resistance from the staff union, the issue was subsequently put to discussion in the Legislative Council. Retrieved 17 August 2007 from: [http://www.edb.gov.hk/FileManager/EN/Content_2182/cb\(2\)2991_0304\(01\).pdf](http://www.edb.gov.hk/FileManager/EN/Content_2182/cb(2)2991_0304(01).pdf)
19. Armstrong, M., and Brown, D. (1999). *Paying for contribution: Real performance-related pay strategies for the next millenium*. London: Kogan Page.
20. Chartered Institute of Personnel and Development (2005). *Annual survey report 2005*. London: Chartered Institute of Personnel and Development. See also: www.cipd.co.uk.

CHAPTER 7

1. Blanchard, P.N., and Thacker, James W. (2007). *Effective training: Systems, strategies, and practices* (Third edition). Upper Saddle River: Pearson Prentice Hall. Noe, Raymond A. (2005). *Employee training and development* (Third edition). Boston: McGraw-Hill. McNamara, C. (2007). *Employee training and development: Reasons and benefits*. Retrieved 23 June 2007 from: http://www.managementhelp.org/trng_dev/basics/reasons.htm.
2. Hong Kong Institute of Human Resource Management (2006). *HKIHRM training needs survey 2006*. Hong Kong: Hong Kong Institute of Human Resource Management.
3. Oskamp, S. (1991). *Attitudes and opinions* (Second edition). Englewood Cliffs: Prentice Hall.
4. Dunnette, Marvin D. (1976). *Handbook of industrial and organizational psychology*. Chicago: Rand McNally College Pub. Co.
5. Kraiger, K., Ford, J.K., and Salas, E. (1993). Application of cognitive, skill-based, and affective theories of learning outcomes to new methods of training evaluation. *Journal of Applied Psychology*, 78(2), 311–328.
6. Blanchard, P.N., and Thacker, J.W. (2007). *Effective training: Systems, strategies, and practices* (Third edition). Upper Saddle River: Pearson Prentice Hall. Noe, Raymond A. (2005). *Employee training and development* (Third edition). Boston: McGrawHill.
7. Westmeyer, P. (1988). *Effective teaching in adult and higher education*. Springfield: Charles C. Thomas.
8. Marsick, V. (1987). *Learning in the workplace: Theory and practice*. London: Croom Helm.
9. Spitzer, D.R. (June 1999). Embracing evaluation. *Training*, 36(6), 42–47.
10. Kirkpatrick, Donald L., and Kirkpatrick, J. D. (2006). *Evaluating training programs: The four levels* (Third edition). San Francisco: Berrett-Koehler.
11. See e.g., Tyler, Kathryn (June 2004). Carve out training? Outsourcing the entire training function is a huge change that — when handled properly — can yield improved services and decreased costs. *HRMagazine*, 49(2), 52–57. See also this website, retrieved 23 June 2007 from: <http://www.trainingoutsourcing.com>.
12. In the U.S. for example, a survey recently highlighted that organizations were likely to spend 50 times more money on hiring someone at US\$100,000 than they were likely to spend on their annual training each year over the first two years. Data retrieved 23 June 2007 from: www.ambition.com.hk.
13. Tucker, E., Kao, T., and Verma, N. (2004). *Next-generation talent management: Insights on how workforce trends are changing the face of talent management*. Retrieved 23 June 2007 from: www.hewitt.com/hr.

CHAPTER 8

1. Davenport T.H., and Prusak, L. (1998). *Working knowledge: How organizations manage what they know*. Boston: Harvard Business School Press.
2. Leonard-Barton, D., and Swap, Walter C. (2005). *Deep smarts: How to cultivate and transfer enduring business wisdom*. Boston: Harvard Business School.
3. Nonaka, I., and Takeuchi, H. (1995). *The knowledge creating company*. New York: Oxford University Press.
4. Standards Australia (2003). *Interim Australian standard: Knowledge management*. Sydney: Standards Australia International.
5. Davenport T.H., and Prusak, L. (1998). *Working knowledge: How organizations manage what they know*. Boston: Harvard Business School Press.
6. Anonymous (March, 2007). Leveraging knowledge at Xerox. *KM World*, p. S3.
7. Holsapple, C.W. (Ed.) (2003). *Handbook on knowledge management: Knowledge matters*. Berlin: Springer-Verlag.
8. Chase, R.L. (1997). The knowledge-based organization: An international survey. *Journal of Knowledge Management*, 1(1), 38–49.
9. The Economist Intelligence Unit (1998). *Knowledge workers revealed: New challenges for Asia*. Hong Kong: The Economist Intelligence Unit.
10. Svetlik, I., and Stavrou-Costea, E. (2007). Connecting human resources management and knowledge management. *International Journal of Manpower*, 28(3/4), 197–206.

CHAPTER 9

1. England, J. (1989). *Industrial relations and law in Hong Kong*. Hong Kong: Oxford University Press.
2. For an overview of the disturbance of 1966 and the confrontation of 1967, visit the websites retrieved 15 December 2008 from: http://en.wikipedia.org/wiki/Hong_Kong_1966_riots and http://en.wikipedia.org/wiki/Hong_Kong_1967_riots.
3. Ng, S. H. (1997). Labour legislation in Hong Kong: Retrospect and prospect. In K. Chao & B. Lai (Eds.), *Labour relations and law: Theories, cases and labour-management issues in Hong Kong*. Hong Kong: Open Learning Institute Press.

CHAPTER 11

1. England, J. (1989). *Industrial relations and law in Hong Kong*. Hong Kong: Oxford University Press.
2. Miners, N. (2000). Government and politics. In D.G. Lethbridge, and S.H. Ng (Eds.), *The business environment in Hong Kong* (Fourth edition, pp. 97–109). Hong Kong: Oxford University Press.
3. Salamon, M.W. (2000). Trade union development and function. In P. K. Edwards (Ed.), *Industrial relations, theory and practice* (pp. 93–137). Harlow: Financial Times Prentice Hall.
4. Dunlop, J. T. (1958). *Industrial relations systems*. New York: Holt.
5. Farnham, D., and Pimlott, J. (1990). *Understanding industrial relations* (Fourth edition). London: Cassell.
6. Guest, D. E. (1989). Human resource management: Its implications for industrial relations and trade unions. In J. Storey (Ed.), *New perspectives on human resource management* (pp. 41–55). London: Routledge.
7. Chapter 332, Section 2 of the *Trade Unions Ordinance*. Retrieved 26 June 2007 from: <http://www.legislation.gov.hk>.
8. England, J. (1989). *Industrial relations and law in Hong Kong*. Hong Kong: Oxford University Press.
9. England, J., and Rear, J. (1975). *Chinese labour under British rule: A critical study of labour relations and law in Hong Kong*. Hong Kong: Oxford University Press. Roberts, B.C. (1964). *Labour in the tropical territories of the Commonwealth*. London: Bell.
10. England, J. (1989). *Industrial relations and law in Hong Kong*. Hong Kong: Oxford University Press.
11. Nish, I., Redding, G., and Ng, S.H. (1996). *Work and society: Labour and human resources in East Asia*. Hong Kong: Hong Kong University Press.
12. Chiu, S.W.K., and Lui, T. L. (2000). *The dynamics of social movement*. Hong Kong: Hong Kong University Press.
13. Ng, S.H., and Ip, O. (2001). Phenomenon of union exhaustion in Hong Kong: Is there a “third way” for trade unionism? *Working Paper CMC 2001–013–01*. Hong Kong: Chinese Management Centre, The University of Hong Kong.
14. Snape, E., and Chan, A.W. (1999). Hong Kong trade unions: In search of a role. In P. Fosh, A.W. Chan, Wilson W.S. Chow, E. Snape and R. Westwood (Eds.), *Hong Kong management and labour: Change and continuity* (pp. 255–270). New York: Routledge.
15. Some prominent dispute cases in the 1980s and 1990s took place in the Mass Transit Railway Corporation in 1984 and Cathay Pacific Flight Attendants’ Union in 1992, see e.g., Chao, K., and Lai, B. (Eds.), (1997). *Labour relations and law: Theories, cases and labour-management issues in Hong Kong*. Hong Kong: Open Learning Institute Press. Some examples of dispute cases in 2008 related to bar benders (see case study of Chapter 6); Hong Kong airport ground (Hong Kong Airport Services) workers’ strike for the annual bonus: Wong, M., and Leung, P. (28 December 2008). Airport staff strike disrupts travel: Workers’ bonus protest delays dozens of flights and causes long baggage hold-ups. *South China Morning Post*, p. 1; strikes by workers of Vitasoy, Nestle Corporation and Watsons Water for pay raises in view of rising inflation: Anonymous (2 August 2008). Pay rise soothes pain of inflation, but not a cure. *South China Morning Post*, p. 10.
16. Snape, E., and Chan, A.W. (1999). Hong Kong trade unions: In search of a role. In P. Fosh, A.W. Chan, Wilson W.S. Chow, E. Snape and R. Westwood (Eds.), *Hong Kong management and labour: Change and continuity* (pp. 255–270). New York: Routledge.

17. Snape, E., and Chan, A.W. (1997). Whither Hong Kong's unions: Autonomous trade unionism or classic dualism? *British Journal of Industrial Relations*, 35(1), 39–63.
18. In the past, under the *Trade Unions Ordinance*, mergers of unions were only allowed within the same industry. Now, amalgamations are allowed across industries, but not federations. For this reason, the umbrella federations are registered under the *Societies Ordinance* while the unions that comprise them register under the *Trade Unions Ordinance*. Ng, S.H. (1992). Trade union organization and labour legislation. In R. Wacks (Ed.), *Human rights in Hong Kong* (pp. 439–469). Hong Kong: Oxford University Press.
19. This can be seen from the selective non-employment of strikers after the Mass Transit Railway strike of 1984 and the sanctions initiated by Cathay Pacific Airways on some flight attendants in 1992. Chow, K.K., and Ng, S.H. (1992). Trade unions, collective bargaining and associated rights: The case of Hong Kong. *Hong Kong Law Journal*, 22(3), 293–318.
20. Ng, S.H., and Wright, R. (2002). Hong Kong. In M. Zanko (Ed.), *Handbook of human resource management policies and practices in Asia-Pacific economies* (pp. 167–259). Cheltenham: Edward Elgar.
21. Ng, S.H., Chan, A.W., and the Labour Department Workplace Consultation Promotion Unit (2000). *A report on the survey: Communication and human resources: Hong Kong style, 1998–1999*. Hong Kong: Chinese Management Centre, University of Hong Kong.
22. Redding, S.G. (1990). *The spirit of Chinese capitalism*. New York: W. de Gruyter.
23. For example, on the eve of the transfer of sovereignty, pushed by the CTU's General Secretary and some elected legislative councillors, labour bills were passed by narrow margins, regarding the right to individual representation by a union, collective bargaining (if more than 15 percent of workers are union members and a majority supports the union), and joint consultation (if more than 15 percent of workers are union members). But with the support of FTU representatives, these provisions were promptly suspended by the Provisional Legislative Council and later repealed entirely under the new Chief Executive, Tung Chee Hwa. Lau, S.K. (2002). *The first Tung Chee-hwa administration: The first five years of the Hong Kong Special Administrative Region*. Hong Kong: Chinese University Press.
24. Ng, S.H. (1997). Reversion to China: Implications for labour in Hong Kong. *The International Journal of Human Resource Management*, 8(5), 660–676.
25. Thurley, K. (1988). Trade unionism in Asian countries. In Y.C. Jao, D.A. Levin, S.H. Ng and E. Sinn (Eds.), *Labour movement in a changing society: The experience of Hong Kong* (pp. 24–31). Hong Kong: Centre of Asian Studies, University of Hong Kong.
26. Dore, R. (1973). *British factory-Japanese factory: The origins of national diversity in industrial relations*. Los Angeles: University of California Press.
27. Machin, S., and Wood, S. (2004). Looking for HRM/union substitution: Evidence from British workplaces. Retrieved 8 February 2008 from: <http://cep.lse.ac.uk/pubs/download/dp0605.pdf>.

CHAPTER 12

1. Definition of HRIS from: Broderick, R., and Boudreau, J.W. (1992). Human resource management, information technology and the competitive edge. *Academy of Management Executive*, 6(2), 7–17. Definition of e-HR from: Watson Wyatt. *E-HR: Improving the return on HR technology investments*. Retrieved 30 June 2008 from: <http://www.watsonwyatt.com/research/resrender.asp?id=W-438&page=1>.
 In this chapter, HRIS is used as a general term to describe any type of computerized human resource information system. But when e-HR is used, it refers to those systems employing web-based technology that can integrate with other business systems in the company.
2. Walker, A.J., and Perrin, T. (Eds.), (2001). *Web-based human resources: The technologies and trends that are transforming HR*. New York: McGraw-Hill.
3. See, for example, Broderick, R., and Boudreau, J.W. (1992). Human resource management, information technology and the competitive edge. *Academy of Management Executive*, 6(2), 7–17. Boudreau, J.W. (August 1995). HRIS exploiting its real potential. *HR Monthly*, 8–13. Beatty, B.D. (2001). A framework for transforming your HR function. In A.J. Walker (Ed.), *Web-based human resources* (pp. 150–172). New York: McGraw-Hill.

4. Hussain, Z., Wallace, J., and Cornelius, N.E. (2007). The use and impact of human resource information systems on human resource management professionals. *Information Management*, 44, 74–89.
5. For this chapter, most of the concepts, theories, and information have been extracted from the book: Walker, A.J., and Perrin, T. (Eds.) (2001). *Web-based human resources: The technologies and trends that are transforming HR*. New York: McGraw-Hill.
6. Lego, J. (2001). Creating a business case for your organization’s web-based initiative. In A. J. Walker and T. Perrin (Eds.), *Web-based human resources: The technologies and trends that are transforming HR* (pp. 131–149). New York: McGraw-Hill. Interested readers may also read: Watson Wyatt: *E-HR: Improving the return on HR technology investments*. Retrieved 30 June 2008 from: <http://www.watsonwyatt.com/research/resrender.asp?id=W-525&page=1>.
7. In preparing the HR modules and processes, and in tabulating the HRIS data elements in Appendices 1 and 2, I have applied my own knowledge gained from developing in-house HR systems and implementing SAP HR™ R/3™. I have also made reference to the pamphlets on HR management issued by SAP on SAPHR™ Release 4.5 and the book: ASAP World Consultancy (1999). *Administering SAP R/3: The HR-human resources module*. Indianapolis: Que.
8. Gueutal, Hal G., and Falbe, C.M. (2005). E-HR: Trends in delivery methods. In H.G. Gueutal and Dianna L. Stone (Eds.), *The brave new world of eHR: Human resources management in the digital age* (pp. 190–225). San Francisco: Jossey-Bass.
9. Watson Wyatt (2007). *E-HR: Improving the return on HR technology investments*. Retrieved 27 August 2007 from: <http://www.watsonwyatt.com/research/resrender.asp?id=W-525&page=1>.
10. Zampetti, R., and Adamson, L. (2001). Web-based employee self-service: A win-win proposition for organizations and employees. In A.J. Walker and T. Perrin (Eds.), *Web-based human resources: The technologies and trends that are transforming HR* (pp. 15–23). New York: McGraw-Hill. Gueutal, Hal G., and Falbe, C.M. (2005). E-HR: Trends in delivery methods. In H.G. Gueutal and Dianna L. Stone (Eds.), *The brave new world of eHR: Human resources management in the digital age* (pp. 190–225). San Francisco: Jossey-Bass.
11. Adamson, L., and Zampetti, R. (2001). Web-based manager self-service: Adding value to the work. In A.J. Walker and T. Perrin (Eds.), *Web-based human resources: The technologies and trends that are transforming HR* (pp. 24–35). New York: McGraw-Hill. Gueutal, Hal G., and Falbe, C.M. (2005). E-HR: Trends in delivery methods. In H.G. Gueutal and Dianna L. Stone (Eds.), *The brave new world of eHR: Human resources management in the digital age* (pp. 190–225). San Francisco: Jossey-Bass.
12. Cohen, D. (2001). Web-based recruiting and staffing. In A.J. Walker and T. Perrin (Eds.), *Web-based human resources: The technologies and trends that are transforming HR* (pp. 52–64). New York: McGraw-Hill. Stone, Dianna L., Lukaszewski, Kimberly M., and Isenhour, Linda C. (2005). E-Recruiting: Online strategies for attracting talent. In H.G. Gueutal and Dianna L. Stone (Eds.), *The brave new world of eHR: Human resources management in the digital age* (pp. 22–53). San Francisco: Jossey-Bass. Kehoe, J.F., Dickter, D.N., Russell, D.P., and Sacco, J.M. (2005). E-Selection. In H.G. Gueutal and Dianna L. Stone (Eds.), *The brave new world of eHR: Human resources management in the digital age* (pp. 54–103). San Francisco: Jossey-Bass.
13. Gueutal, Hal G., and Falbe, C.M. (2005). E-HR: Trends in delivery methods. In H.G. Gueutal and Dianna L. Stone (Eds.), *The brave new world of eHR: Human resources management in the digital age* (pp. 190–225). San Francisco: Jossey-Bass.
14. Caplan, J. (2004). E-HR in Greater China: The future of HR takes flight. *China Staff*, 10(4), 1–7.
15. Caplan, J. (2004). E-HR in Greater China: The future of HR takes flight. *China Staff*, 10(4), 1–7.

CHAPTER 13

1. Cheung, Sara F.Y. (2004). *Human resource management strategies and practices in Hong Kong: Research report*. Hong Kong: Hong Kong Institute of Human Resource Management.
2. Grundy’s typology describes three types of change: *smooth incremental change*, *bumpy incremental change* and *discontinuous change*. First, smooth incremental change evolves slowly in a systematic and predictable

- manner, mainly before 1980s. Second, bumpy incremental change, is characterized by periods of tranquility and acceleration that have occurred more frequently since the 1990s. The third type, discontinuous change, marks rapid shifts of strategy, structure, or culture, either separately or in combination, offered by the development of the internet (through computers, television sets or mobile telephones). Grundy, T. (1993). *Implementing strategic change*. London: Kogan. For planned and emergent changes, see for example, Wilson, D.C. (1992). *A strategy of change*. New York: Routledge. Quinn, J. B. (1980). Managing strategic change. *Sloan Management Review*, 21(4), 3–20.
3. Mohrman, S., Lawler, E., and Ledford, G. (1996). Do employee involvement and TQM programmes work? *Journal of Quality and Participation*, 19(1), 6–10. Hammer, M., and Champy, J. (1993). *Reengineering the corporation: A manifesto for business revolution*. London: Nicholas Brealey Publishing.
 4. Hussey, D. (1997). Strategic management past experiences and future directions: Part 1 — Why do so many organizations suffer strategic failure despite their processes of strategic management? *Strategic Change Journal*, 6(5), 261–271. Cascio, W. F. (2002). *Responsible restructuring: Creative and profitable alternatives to layoffs*. San Francisco: Berrett-Koehler. Mishra, A.K., and Mishra, K.E. (1994). The role of mutual trust in effective downsizing strategies. *Human Resource Management*, 33(2), 261–279.
 5. Chiu, R. (1999). Employee involvement in a total quality management programme: Problems in Chinese firms in Hong Kong. *Managerial Auditing Journal*, 14(1/2), 8–11.
 6. Wimalasiri, J.S., and Kouzmin, A. (2000). A comparative study of employee involvement initiatives in Hong Kong and the USA. *International Journal of Manpower*, 21(8), 614–634. See also, Davidson, R., and Martinson, M.G. (2002). Empowerment or enslavement? A case of process-based organisational change in Hong Kong. *Information Technology and People*, 15(1), 42–59.
 7. Schuler, R., and Jackson, S. (2001). HR issues and activities in mergers and acquisitions. *European Management Journal*, 19(3), 239–253.
 8. Light, D.A. (January 2001). Who goes, who stays? *Harvard Business Review*, 79(1), 174.
 9. Kay, I.T., and Shelton, M. (2000). The people problem in mergers. *The McKinsey Quarterly*, 28(4), 29–37.
 10. Elements contributing to an organization's culture include collections of norms, values, language, symbols and rituals, shared by people or groups in an organization. See for example, Salaman, G. (2001). The management of corporate culture change. In J. Storey (Ed.), *Human resource management: A critical text* (Second edition, pp. 190–205). London: Thomson Learning. See also, Schein, E. H. (1992). *Organizational culture and leadership* (Second edition). San Francisco: Jossey-Bass.
 11. See for example, Performance appraisal process – key to change organizational culture. Retrieved 27 December 2008 from: <http://appraisals.naukrihub.com/appraisal-and-change-management.html>.
 12. Cartwright, D. (Ed.) (1951). *Field theory in social science: Selected theoretical papers*. London: Tavistock.
 13. Kotter, J.P. (1996). *Leading change*. Boston: Harvard Business School Press.
 14. Storey, J. (1992). *Developments in the management of human resources*. Oxford: Blackwell.

CHAPTER 14

1. Sims, Ronald R., and Slack, James D. (2007). Public sector HRM. In Ronald R. Sims (Ed.), *Human resource management: Contemporary issues, challenges, and opportunities* (pp. 37–53). Charlotte: Information Age Pub.
2. Nabladian, J. (1991). From compliance to consultation: The changing role of the public personnel administrator. *Review of Public Personnel Administration*, 1(2), 37–51.
3. See for example, Riccucci, Norma M. (Ed.) (2006). *Public personnel management: Current concerns, future challenges* (Fourth edition). New York: Longman. Shi, Leiyu (Ed.) (2007). *Managing human resources in health care organizations*. Sudbury: Jones and Bartlett Publishers.

CHAPTER 15

1. Roehling, Mark V., Boswell, Wendy R., Caligiuri, P., Feldman, D., Graham, Mary E., Guthrie, James P., Morishima, M., and Tansky, Judith W. (Summer 2005). The future of HR management: Research needs and

- directions. *Human Resource Management*, 44(2), 207–216. The entire issue of the journal, *Human Resource Management* in summer 2005, 44(2) is dedicated to discussion on the future prospects of HRM.
2. Barney, J., and Wright, P. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. *Human Resource Management*, 37(1), 31–46. Wright, P.M., and McMahan, G.C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, 18, 295–320. Becker, B.E., and Huselid, M.A. (1998). High performance work systems and firm performance: A synthesis of research and managerial implications. *Research in Personnel and Human Resources Management*, 16, 53–101.
 3. Mohrman, S.A., Galbraith, J.R., and Lawler, E.E. (1998). *Tomorrow's organization: Crafting winning capabilities in a dynamic world*. San Francisco: Jossey-Bass. Lawler, E.E., and Mohrman, S.A. (2003). *Creating a strategic human resources organization: An assessment of trends and new directions*. Stanford: Stanford University Press.
 4. Evans, P. (1994). *Business strategy and human resource management: A four state framework*. Working Paper, INSEAD. France: Fontainebleau.
 5. Prieur, M. (September 2007). A new era awaits HR. *China Staff*, 13(9), 20–22.
 6. Roehling, Mark V., Boswell, Wendy R., Caligiuri, P., Feldman, D., Graham, Mary E., Guthrie, James P., Morishima, M., and Tansky, Judith W. (Summer 2005). The future of HR management: Research needs and directions. *Human Resource Management*, 44(2), 207–216.
 7. Greengard, S. (2003). Analyze this. *Workforce*, 82, 58–63.
 8. Hughes, J.M.C. (2002). HRM and universalism: Is there one best way? *International Journal of Contemporary Hospitality Management*, 14(5), 221–228.
 9. Pfeffer, J. (2005). Changing mental models: HR's most important task. *Human Resource Management*, 44(2), 123–128.
 10. Anonymous (November 2007). Emerging trends and challenges in global mobility. *China Staff*, 13(11), 9–12.
 11. Kwek, K. (May 2007). Best of both worlds possible for Chinese workforce effectiveness. *China Staff*, 13(5), 15–18.
 12. The Boston Consulting Group. *The future of HR in Europe: Key challenges through 2015*. Retrieved 7 March 2008 from: http://www.bcg.com/publications/files/ES_Future_HR_Europe.pdf.
 13. Chan, F. (5 August 2002). Survey finds economic downturn and increasing disputes are boosting demand in times of change: Conflict resolution hot office topic. *South China Morning Post*, p. 4.
 14. Ulrich, D. (1997). *Human resources champions*. Boston: Harvard Business School Press.
 15. Lawler, E.E., and Mohrman, S.A. (2003). HR as a strategic partner: What does it take to make it happen? *Human Resource Planning*, 26, 15–29. Lawler, E.E., and Mohrman, S.A. (2003). *Creating a strategic human resources organization: An assessment of trends and new directions*. Stanford: Stanford University Press.
 16. Rucci, Anthony J. (1997). Should HR survive? A profession at the crossroad. *Human Resource Management*, 36(1), 169–173.
 17. Lawler, E.E., and Mohrman, S.A. (2003). HR as a strategic partner: What does it take to make it happen? *Human Resource Planning*, 26, 15–29.
 18. Lawler, E.E., and Mohrman, S.A. (2003). HR as a strategic partner: What does it take to make it happen? *Human Resource Planning*, 26, 15–29.
 19. Lawler, E.E., and Mohrman, S.A. (2003). HR as a strategic partner: What does it take to make it happen? *Human Resource Planning*, 26, 15–29. Lawler, E.E., and Mohrman, S.A. (2003). *Creating a strategic human resources organization: An assessment of trends and new directions*. Stanford: Stanford University Press.

INDEX

A

Ability/abilities, 44–48, 48–49, 69, 126
 cognitive ability, 44–48, 61, 70
Ability tests, 48–49, 59
 cognitive ability tests, 71
Accreditation, 12, 67
Achievement tests, 46
Acquisitions, 152, 159
 mergers and acquisition, 152, 173, 222, 250–254
 talent acquisition, 40, 152
Administrative experts, 12, 277
Administrative services, 263–264, 290
Adverse impact, 55
American Psychological Association (APA), 298, 312
Analysis presentation exercise, 58
Analytical Reasoning Test (ART), 48, 49
Application forms, 44, 71, 76, 237
 structured application forms, 45
 online application forms, 35, 59
Apprenticeship, 13, 184, 269
Apprenticeship Ordinance, 164
Aptitude for Business Learning Exercises
 (A.B.L.E.), 48
Aptitude tests, 48–49
Asia Pacific Federation of Human Resource
 Management (APFHRM), 21
Assessment centres, 46–47, 57–59, 61–62, 71, 235
Astrology, 45
Attainment tests, 47
Attitudes, 2, 25, 126, 127, 130, 154, 253, 257, 283

B

Base/basic pay, 101–102, 227, 326
Behaviourally anchored rating scales (BARS), 95
Behavioural interviews, 44, 70
Behavioural questions, 74, 76, 78
Benefits, 38, 99, 165
 benefits administration, 22–24, 220, 228–229,
 284–286, 288
 fringe benefits, 17–18
 mandatory, 108–111
 non-mandatory, 112–114
 perquisites, 114–115
Better Patient Partnership (BPP) programme, 270
Big Five (Big 5) personality test/Five Factor Model,
 50
Big Four accounting firms, 34–36
Biodata, 45
Bonuses, 34, 36, 99, 102–104, 115, 166–167, 236,
 256
 annual bonus, 102, 166, 340
 end-of-year bonus, 102
Brands/Branding, 34
 employer branding, 34
 employment branding, 34
British Psychological Association (BPS), 47, 67
Business ally, 12
Business case, 221
Business partnership, 19, 282, 290
Business process re-engineering (BPR), 17, 155
 reengineering, 17
Business travel management, 229–230, 339

C

California Personality Inventory (CPI), 52
 Candidate manipulation, 53
 Career management, 1
 CARS (context, action, result, summary), 76
 Certification, 11–13, 233
 Change agents, 12, 158, 179, 249, 257, 273
 Change management, 5, 23, 24, 155, 159, 245, 249, 250, 265, 283, 290
 emergent changes, 249
 planned changes, 245, 249
 Chartered Institute of Personnel and Development (CIPD), 12
 Chinese Civil Servants Association (CCSA), 209
 Chinese Communist Party (CCP), 205
 Chinese family businesses, 13
 Chinese Numerical Critical Reasoning Test (CNMG), 49
 Chinese Personality Assessment Inventory (CPAI), 50, 51
 Cross-Cultural Personality Assessment Inventory (CPAI–2), 50, 51
 Chinese Personality at Work (CPW), 51
 Chinese Verbal Critical Reasoning Test (CVMG), 49
 Chinese Verbal Reasoning Test (CVRT), 48, 49
 Clinical approach, 65
 Club membership, 99, 114, 115
 Cluster, 264, 265, 274, 276
 competency clusters, 75
 Cluster Chief Executive (CCE), 264, 265
 Cluster General Manager (Human Resources) (CGM(HR)), 265, 270
 Code of conduct, 11, 265
 Code of Practice on Human Resource Management, 170
 Combination, 153, 251
 pre-combination, 250–253
 post-combination, 251
 Combined model, 65
 Commissions, 99, 101, 103, 165, 223, 340
 Communication, 38, 59, 72, 75, 91, 129, 130, 151, 179, 250, 253–254, 256, 259, 263, 265, 270, 273–274,
 communication philosophy, 253
 communication plan, 254, 268, 275
 staff communication ambassadors, 266
 Compensation, 38, 99, 100, 241
 compensation and benefits, 23, 24, 38, 284–286
 compensation – fixed pay, 101–103
 compensation management, 228
 compensation – variable pay, 103–107

Compensatory approach, 65
 Competency, 12, 19–20, 59, 62, 63, 70, 128, 282
 competency-based training programme, 136
 competency model, 75
 core/generic competencies, 75, 139, 270
 functional competencies, 75
 role/job competencies, 75–76
 Competency-based interview (CBI), 17, 44, 59, 69–84
 Conflict management, 1, 265
 Consistency, 53, 58, 263, 267
 internal consistency, 53
 Constructive dismissal, 171, 186
 Continuous contract, 164, 166
 Continuous professional development (CPD), 277
Contracts for Employment Outside Hong Kong Ordinance, 164
 Correlation, 11, 61
 correlation analyses, 81, 82
 Credible activist, 12
 Critical incidents, 74
 critical incident method, 95
 Critical Reasoning Test Battery (CRTB), 48
 Culture/Cultures, 14, 135, 154, 156, 159, 211, 250–252, 265, 272, 273, 276, 283
 Culture and change steward, 12
 Culture and language issue, 54–55
 Culture fair, 49
 Customized diagnostic analysis, 128–129

D

Data protection, 170
 data protection policy, 226
 Data security, 226, 243–244
 Database management, 3
 Decision making
 interviewing, 73, 81
 performance management, 90, 93
 psychometric testing and assessment centres, 62–66
 Decision strategies, 64–66
 cut-off scores, 64–65
 psychometric tests and assessment centres, 64–66
 top-down, 64
 Deep smarts, 153
 Delivery of HR practices, 12, 221, 241
 Development, 126
 personnel development, 234–235
 Training and development, 126
 Development centres, 60

- Disability
 - disability discrimination, 186
 - Disability Discrimination Ordinance (DDO)*, 164, 179, 183
 - disability harassment, 183
 - disability insurance, 113–114
- Discrimination
 - direct discrimination, 184
 - indirect discrimination, 184–185
 - discrimination, employment, 184, 189–191
 - discrimination, pre-employment, 187–189
 - discrimination, post-employment, 193–194
- Disputes, 177–178, 184, 210
- Division of Industrial-Organizational Psychology (DIOP), 57, 67
- Downsizings, 40, 225, 250
- Dress codes, 190
- Drivers of change, 281, 283

- E**
- E-learning, 132, 147, 148, 158, 243
- E-recruitment, 242
- E-selection, 242
- Electronic human resource (e-HR) systems, 219–220, 238–244, 282
- Employee advocates, 12, 179, 277, 284
- Employee champions, 12, 265, 273–275
- Employee referrals, 13, 36
- Employee self-service (ESS), 239–240
- Employee wellness, 1
- Employees' Compensation Ordinance, Chapter 282*, 108–109, 170, 174
- Employee Retraining Board, 14
- Employer branding, 34
- Employment brands, 34
- Employment branding, 34
- Employment contracts, 163, 165, 185, 330, 338
- Employment interview, 69
 - problems, 70–74
- Employment Ordinance, Chapter 57*, 102, 163, 164, 211, 214
- Employment relations, 14, 163, 283
- Enablers, 154–155
 - business discipline enablers, 155
 - individual enablers, 155
 - information discipline enablers, 155
 - interpersonal enablers, 155
 - organizational enablers, 154
 - supporting enablers, 154
 - technology and system enablers, 155
- End-of-year payment, 101, 102–103, 167, 174
- Enterprise resource planning system, 267–268, 350
- Equal employment opportunities, 83
- Equal Opportunities Commission (EOC), 55, 184, 198–201
- Executive Intelligence, 47–48
- Externalization, 153
- Extrinsic rewards, 251

- F**
- Face, 91
- FACT (feeling, action, context, thinking), 76
- Fact-finding exercise, 58, 198
- Factories and Industrial Undertakings Ordinance*, 170
- Faking, 53, 56
- Family status, 17, 185, 188, 191
 - family status discrimination, 198
 - Family Status Discrimination Ordinance (FSDO)*, 164, 183–184
- Federation of Hong Kong and Kowloon Labour Unions (FLC), 209
- Fifteen Factor Plus Questionnaire (15FQ+), 50, 51, 53
- Five Factor Model, 50
- Flexible work, 190–191
- Fringe techniques, 45
- Functional competencies, 75
- Fundamental Interpersonal Relationship Orientation (FIRO), 52

- G**
- Garden leave, 171–172
- General Services Assistant (GSA) Scheme, 268–270
- Generation Y, 39, 284
- Generic competencies, 75, 139, 270
- Genuine Occupational Qualifications (GOQs), 186
- Globalization, 151, 281, 283, 290
- Graduate and Managerial Assessment (GMA), 48
- Graduate recruitment, 34–36
- Graphic rating scale, 95
- Group discussions, 58
- Guaranteed allowance, 101, 102, 103
- Gut feelings, 73, 83

- H**
- Harassment, 177, 192, 337
 - sexual harassment, 183, 185, 194–195
 - disability harassment, 183, 196
 - racial harassment, 183, 196
- Healing hand, 272
- Healing head, 272

- Healing heart, 272
- Health and safety, 143, 169–170
- Herzberg's Two-factor motivation theory, 38
- Hogan Assessment, 51
- Hofstede, 91
- Holidays, 165, 167–169
 - statutory holidays, 111, 166, 167, 232, 344
- Hong Kong and Kowloon Trades Union Council (TUC), 203, 205, 207, 208–209
- Hong Kong Confederation of Trade Unions (CTU), 209
- Hong Kong Federation of Trade Unions (FTU), 203, 205, 207, 208
- Hong Kong Institute of Human Resource Management (HKIHRM), 12, 20–21, 178
- Hong Kong Institute of Personnel Management (HKIPM), 20–21
- Hong Kong IPM Manpower International Ltd., 21
- Hong Kong Knowledge Management Society, 158
- Hong Kong Management Association (HKMA), 21
- Hong Kong People Management Association (HKPMA), 21–22
- Hong Kong Psychological Society, 57, 67
- Hong Kong Securities Institute (HKSI), 111
- Hong Kong Society for Training and Development (HKSTD), 21
- Hospital Authority (HA), 262–263
 - Hospital Authority head office (HAHO), 263, 264, 265, 274, 276
 - Hospital Authority Ordinance*, 262
- Housing subsidy, 114
- HR accreditation/certification system, 12–13
- HR home page, 237–238
- HR influence, 22–25
- HRM profession, 11–13
- HRM professional associations, 20–22
- HR portals, 237–238
- HR reports, 236–237
- HR roles, 19–20, 127, 178–179, 264–265, 282, 284
- HR strategy, 25, 220
- Human capital, 29, 37, 40, 139, 266, 281, 282, 290
- Human resource department, 1, 3–4, 19, 44, 80, 81, 97–98, 126, 136, 198, 251, 253, 282
- Human resource information system (HRIS), 219–221, 290
 - HRIS, evaluation, 244–247
 - HRIS, vendors, 348–350
- Human resource management (HRM)
 - strategic human resource management (strategic HRM), 11, 13, 18, 22, 25, 44, 257, 265–267, 287, 288, 289
 - traditional and short-term HRM, 18, 287, 288, 289
- Human resource market, 30–33
- Hypothesis testing, 3
- I**
- Illegal Strikes and Lockout Ordinance*, 205
- In-box exercises, 58
- Incentive, 34, 36, 37, 99–101, 115–116, 252, 340
 - long-term incentive, 104–107, 254, 340
 - short-term incentive, 103–104, 115
- Incremental validity, 62, 63,
- Industrial conflict, 210
- Industrial/organizational psychology, 3, 11
- Industrial relations, 177, 204, 205–210
- Industrial Relations Association (IRA), 21
- Information technology, 17, 31, 151, 153, 282
- Inherent requirements, 186, 189
- Injury on duty (IOD) leave, 274
- Institute of Training and Development (ITD-HK), 21
- Insurance, 99, 108, 112, 170, 190, 229, 240, 339
 - group insurance programmes, 112–114
 - life insurance, 171
 - medical insurance, 108, 112, 189
- Integration process, 250
- Integration session, 58, 59
- Integrity testing/tests, 48
- Internalization, 153, 271
- International labour conventions, 163
- International Labour Organization, 206
- Internet, 60, 158, 234, 239, 243
 - internet, recruiting, 36, 44
- Internship, 34, 35, 36
- International/global HRM, 1, 283
- Inter-rater reliability, 78
- Interview, 44, 69, 71
 - situational interview, 48
- Interview guide, structured, 77, 78, 155
- Interview questions, 71–72
 - background questions, 72
 - behavioural questions/past behaviour questions, 72
 - job knowledge questions, 72
 - situational questions, 72
- Interview rating scales, 78–80
- Interview structure, 69, 70, 73
 - multi-modal interview, 83
 - semi-structured interview, 82, 83
 - structured interview, 45, 61–62, 69–70, 74–75, 81–83
 - unstructured interview, 5, 61, 81
- Interviewer training, 81, 83

- In-tray exercises, 58
 Intrinsic/relational rewards, 100, 117
 IQ tests, 46, 47
- J**
- Job analysis, 23, 24, 62, 64, 70, 83, 118, 253, 287
 Job description, 20, 62, 70, 91, 118, 137, 241, 258, 269, 332
 Job evaluation, 99, 118, 253, 322, 332, 333
 Job specification, 14
 Joint consultative committee (JCC), 211, 333
- K**
- Kirkpatrick's four levels of evaluation, 132–133
 Knowledge
 explicit knowledge, 152–153, 155, 158
 tacit knowledge, 152–153, 158
 knowledge access and transfer, 155
 knowledge creation, 153, 155
 knowledge economy, 29
 knowledge environments, 155
 knowledge management standard, 154–155
 knowledge repositories, 155
 Knowledge Management Development Centre, 158
 Knowledge of business, 12
 Kowloon-Canton Railway (KCR), 258–259
 KSA (knowledge, skills, ability), 69, 72, 126, 129, 130, 131, 134, 136–138, 147
 Kuomintang (KMT), 205
 Kwun Tong Personnel Management Association, 21
- L**
- Labour Advisory Board (LAB), 205–206, 214
 Labour contractors, 13
 Labour Department, 5, 15, 34, 118, 177, 178, 193, 208, 210, 213, 237
 Labour force participation rate, 30, 31
 Labour market, 142, 211, 252
 Labour Relations Division, 178, 206, 208, 210
 Labour Tribunal, 176, 177, 178, 208, 210
 Labour Tribunal Ordinance, 164
 Labour unions, 207–208
 Lay-off, 173, 174
 Leadership, 13, 23, 24, 35, 37, 38, 57, 76, 82, 126, 127, 130, 158, 160, 265, 283, 287, 289
 Leave, 165
 annual leave, 111, 165, 166, 167, 168, 241, 341, 344
 maternity leave, 169, 172, 174, 186, 193, 232, 338, 342
 sick leave, 108, 165, 168–169, 174, 274, 342
- Leave administration, 232, 349
 Legal compliance, 1
 Level A and Level B Standards in Occupational Testing, 67
 Lie scales, 53
 Long service payment, 102, 174, 175
- M**
- Manager self-service (MSS), 220, 240–241, 244, 349
 Management and Graduate Item Bank (MGIB), 48, 49
 Management By Objectives (MBO), 91, 95–96
 Management of change, 12
 Mandatory Provident Fund Scheme (MPF), 17, 109–111, 112, 175, 224, 225, 227, 230, 349
 Mandatory Provident Fund Authority, 231
 Mandatory Provident Fund Schemes Ordinance (MPFSO), 109, 111, 170
 MPF Intermediaries, 111
 MPF Intermediaries Examination, 111
 Manpower and cost planning, 224, 325, 326
 Manpower planning, 15, 23, 24, 284, 285, 286, 287, 289
 Mass Transit Railway Corporation (MTR), 258–259
 Maximum performance, 46
 Measurement, 46, 51, 53, 133, 154
 measurement criteria, 90
 Medical examination, 14, 168, 188–189, 336, 338
 Merit pay, 88, 116
 Mergers, 211
 mergers and acquisition, 152, 173, 222, 250–254
 Millennials, 39, 284
 Minimum wage, 166, 180, 212, 213–214
 Minimum Wage Law, 213–214
 Minnesota Multiphasic Personality Inventory (MMPI), 52
 Minor Employment Claims Adjudication Board, 177, 210
 Motivational distortion, 53
 Multinational corporations (MNC), 2, 13, 14, 283
 Multiple hurdles approach, 65
 Multi-skilling, 17, 269
 Myers-Briggs Type Inventory (MBTI), 52
- N**
- National Vocational Qualifications (NVQ), 12
 NEO Personality Instrument (NEO-PI), 51, 52
 Norms, 49, 52, 54, 55, 56,
 cultural norms, 283
 legal norms, 212
 social norms, 283

O

Occupational Medicine (OM) team, 274
 Occupational Personality Questionnaire (OPQ), 50, 51, 53
Occupational Retirement Schemes Ordinance (ORSO), 110, 111, 170–171, 175
Occupational Safety and Health Ordinance, 164, 169–170
 Online methods, 17, 45, 141, 240, 241, 290
 online application, 35, 36, 240
 online job agencies, 15
 online performance appraisal, 236
 online recruitment, 17, 36, 240
 online selection, 242
 online training, 141, 237
 Operational executor, 12
 Organization and planning, 222
 Organizational development, 1, 26, 252, 264, 265, 268–270
 Organizational and staffing analysis, 224–225
 Organizational change, 17, 22, 23, 24, 143, 220, 222, 249, 257, 282, 284, 285, 286, 287
 past experiences of organizational change, 249–250
 Organizational designer, 12
 Organizational performance, 2, 5, 11, 25, 97, 116, 125, 137, 159, 255, 283
 Organizational structure, 130, 154, 156, 160, 222–223, 227, 257, 281, 320, 321, 325
 Outsourcing, 23, 24, 179, 262, 275, 282, 284, 285, 287, 288, 290
 outsourcing training, 139
 outsourcing HRIS, 349, 350

P

Paper-and-pencil testing, 60
 Patient-centred care, 271, 272
 Patterned behaviour description interview, 74
 Pay-for-performance, 115–116, 119, 254, 255
 Payment in lieu, 171, 172, 173, 174
 payment in lieu of annual leave, 168
 payment in lieu of leave, 341
 payment in lieu of notice, 172
 Payroll management, 230–231, 232
 Payroll reports, 231
 People management, 1, 5, 20
 Performance appraisal, 1, 5, 16, 88, 89, 91–92, 94, 95–96, 130, 134, 228, 255, 282
 performance appraisal management, 235–236
 Performance feedback, 88, 89, 93
 Performance management, 87–88

 performance management system, 38, 98, 128, 141, 157, 254–257
 Performance-related pay (PRP), 256–257
 Performance standards, 88–89, 89–91, 94–95, 129, 256, 257
 Performance unit plans, 106–107
 Personal credibility, 12, 19–20
Personal Data (Privacy) Ordinance, 164, 170, 179, 241
 Personality and Preference Inventory (PAPI), 51
 Personality questionnaires, 46, 47, 50–53, 58, 61
 Person-job fit, 82
 Person-organization fit, 82
 Personnel administration, 1, 225–226, 236, 263, 264, 265, 324
 centralization vs decentralization of personnel administration, 227
 Personnel administration database, 226
 Personnel management (PM), 1, 14, 17, 20–21, 241
 Personnel Management Club, 20, 21
 Phantom stock, 106, 107
 Picketing, 211
 Police Force, 36–37
 Police Mentorship Programme (PMP), 36–37
 Power distance, 91
 Pregnancy, 169, 183, 184
 pregnancy discrimination, 185–186, 193, 194
 restrictions on termination, 174, 191–192
 Privacy Guidelines: Monitoring and Personal Data
 Privacy at Work, 170
 Profession, 11–13
 Professionalism, 11–13
 Professionals, 11–13
 Psychometric tests, 17, 43, 45–46
 psychometric tests used in Hong Kong, 47–53
 psychometric tests, decision making, 63–66
 Public sector HRM, 261–262, 275
 Public sector, organizations, 261–262

Q

Qualifications Framework (QF), 12

R

Race, 183
 Race discrimination, 183
 Race Discrimination Ordinance (RDO), 164, 180, 183
 racial harassment, 183, 196
 Rater bias, 91
 Raven's Progressive Matrices, 48, 49
 Reasonable accommodation, 186

- Reasoning for Business (RFB), 48
- Recruitment, 1, 3, 15, 23, 24, 26, 44, 49, 56, 69, 127, 183, 284, 285, 286
 e-recruitment, 242
 graduate recruitment in the accounting industry, 34–36
 talent recruitment, 33–34
- Redundancy, 23, 24, 173, 174, 183, 192, 258–259
- Re-engagement, 174, 176
- Reference checks, 44, 45, 71
- Reference letters, 193
- Reinstatement, 176, 211
- Relational/intrinsic rewards, 100, 117
- Reliability, 53, 55, 60, 64, 70, 74
 inter-rater reliability, 78
 test-retest reliability, 53
- Remedies, 92, 96
 remedies, termination of employment, 171, 175, 176, 191
 remedies, discrimination, 194, 200
- Rest days, 165, 167, 344
- Restricted stocks, 104, 105, 107
- Retention, 23–24, 37, 43, 63, 81, 100, 250, 283, 284, 285, 286, 287
 retention in the accounting industry, 39
 talent retention, 37–38, 125, 252–253, 282
- Retirement schemes, 101, 110–111, 166, 170–171, 175, 284
- Return on investment (ROI), 55–56, 134, 221, 240, 245, 246
- Return to work (RTW) programme, 274
- Rewards management, 11, 25, 117
 total rewards strategies, 100, 117
- Role plays, 58, 59, 132, 146
- S**
- SAO (situation, action, outcome), 76
- SAP, 349, 350
- Seamen's Union, 205
- Selection criteria, 13, 55, 62, 192, 237
 consistent selection criteria, 71, 188
- Selection ratio, 63
- Severance payment, 102, 173, 174, 175, 212
- Sex discrimination, 183, 186–187, 188
Sex Discrimination Ordinance (SDO), 164, 179, 183
- Skills, 69, 126
- SMART goals, 95
- SOAR (situation, objective, action, result), 76
- Social desirability, 53
- Socialization, 153
- Sociology, 3, 11
- Staff relations, 1, 261, 273
- Staffing, 127, 222, 224–225, 241, 253, 258–259, 261, 265
 staffing practices, 45
- STAR (situation, task, action, result), 76, 78
- Stock appreciation rights (SAR), 104, 105–106, 107
- Stock options, 104
 stock options plans, 104–105, 107
- Strategic human resource management, 11, 13, 18, 22, 25, 44, 257, 265–267, 287, 288, 289
- Strategic partners, 12, 18, 19, 22, 44, 220, 249, 281, 284–289, 290
- Strategy architect, 12
- Strikes, 40, 118–119, 205, 210, 211
- Succession planning, 22, 23, 24, 127, 234, 255, 265, 282, 284, 285, 286, 287, 288, 322, 334, 346
- Summary dismissal, 167, 173, 175
- Suspension of contract, 171–172
- Systems theory, 204
 Dunlop's Systems Theory, 204
- T**
- Talent management, 1, 22, 29, 47, 117, 282, 283
 talent management strategies, 33–39
- Talent manager, 12
- Teams
 best practice transfer teams, 155
 cross-functional teams, 259
 HR teams, 265, 266
 KM teams, 158
 line-HR teams, 290
 OM teams, 274
 work improvement teams, 283
- Technical Services Assistant (TSA) Scheme, 268–270
- Termination of employment, 168, 171–176, 191–192
- Time and leave management, 230, 231–232, 341
- Total quality management (TQM), 17, 249, 250
Trade Union Act 1871, 211
- Trade unionism, 203, 204, 205–206, 210–211, 213
- Trade unions, 118, 177, 203, 204, 205, 207
 trade union organizations, 208–209
 trade union prospects, 212–213
Trade Unions Ordinance, 164, 211
- Training and development, 1, 15, 16, 23, 24, 25, 36, 126, 127, 224, 241, 265, 270–273, 284, 285, 286, 287
- Training and development (T&D) consultant
 framework, 271
- Training and development policy, 125, 135–136
- Training budget, 15, 134–136, 148, 288

Training, definition, 126
 Training delivery options, 132
 Training evaluation, 132–134, 233
 Training needs assessment/analysis (TNA), 125, 128–130
 Training plan, 125, 130–131, 144, 145
 Training policy, 135–136
 Training process, 128, 131
 Training programme design, 131–132
 Turnover, 11, 33, 36, 37, 39, 69, 82, 144, 152, 156, 224, 251, 258, 269, 270, 276, 282
 Typical performance/behaviour, 46

U

Underemployment, 30, 31
 Unemployment, 17, 30, 31, 214
 University graduates, 34, 35, 36, 37
 Unjustifiable hardship, 186
 Unreasonable dismissals/termination, 175–176, 212
 Utility analysis, 55–56
 utility gains, 66, 82

V

Validation, 51, 54, 60, 65, 246
 Validity, 54, 57, 61, 63, 70, 74
 incremental validity, 62, 63
 Validity correlation coefficient, 61–62, 74

Variation of contract, 171
 Victimization, 185, 186, 192, 193–194
 Vocational Training Council (VTC), 14
 Voluntarism, 211

W

Wages, 101–102, 163, 165–166, 224, 229, 231, 340
 Wage curve, 119–120,
 Wage Protection Movement, 213
 Wage structure, 119, 120
 War for talent, 29, 33, 103
 Watson-Glaser Critical Thinking Appraisal, 48
 Work-life balance, 38, 39, 100, 274–275
 Work schedules administration, 232
 Workforce analytics, 283
 Workforce diversity, 2
 workforce, ageing, 283
 workforce, heterogeneous, 283
 Work sample, 62
 work sample tests, 61
 work sampling techniques, 74
 Working hours, 17, 18, 39, 118, 166, 167, 232, 276, 344
 maximum working hours, 214
 World Congress on Personnel Management, 21
 World Federation of Personnel Management Association (WFPMA), 11, 21