



CONSTRUCTION
INDUSTRY COUNCIL
建造業議會

The background features a panoramic view of a city skyline, likely Hong Kong, with numerous skyscrapers and a prominent building with a curved roof. The scene is set against a blue sky with white clouds. A large, vibrant green wave graphic overlays the bottom half of the image, containing the title text. The overall design is modern and dynamic, with abstract lines and shapes in blue and green.

Construction Industry Council 2021 MAJOR WORK PLANS



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Chapter

01

Executive Director's Message



Executive Director's Message

It is with mixed feelings that we come to think about happenings in 2020 and notably COVID-19. COVID-19 has certainly posed tremendous threats and disruptions to the construction industry, but we are proud to say that we have stayed united to combat the disease from all fronts.

With the rupture of capital and supply chains, industry practitioners have proactively looked into alternatives, e.g. the wider adoption of green financing, robotics, digitalisation in inspection and supervision, MiC (Modular Integrated Construction), DfMA (Design for Manufacture and Assembly), etc. We shall try to see the pandemic as a catalyst to accelerate changes in the traditional operational modes of the construction industry. We believe that crises always create opportunities.

In observing the rules on quarantine, social distancing and other restrictions on transportation, flights and shipping, we are relieved to say that we have managed to survive through the application of new technology. Whilst we cannot meet in person for meetings and seminars, we bridge the gaps and exchange views online through video conferences and webinars. We have been embracing and applying advanced technology to our construction methods; using robotic means and digitalisation to maintain our operations.

In view of the public health crisis, the HKSAR Government has set up the Anti-epidemic Fund (AEF) and introduced a number of relief measures to help alleviate income losses and financial hardships experienced by businesses and individuals. Playing a pivotal role in the construction industry, the CIC has contributed its manpower and financial resources to supporting the Government and the industry to administer the AEF. Moreover, the CIC has also acted proactively to call upon our construction industry stakeholders to extend a helping hand via the Construction Industry Caring Campaign, and taken the lead to distribute anti-epidemic

gears, waive the registration fees of construction workers and provide training subsidies for the unemployed/underemployed construction workers to acquire industry-related new skills.

As we step into 2021, we envisage that we would still face a tough year ahead. However, given the challenges last year, we are confident that we will stay more prepared, more resilient and better equipped. To lead the industry forward, the CIC has planned to implement a series of new initiatives such as achieving the recognition of professional qualifications by Qianhai Authority, launching the first CIC Construction Digitalisation Award, organising the first CIC Outstanding Contractor Award, etc. in the year. In conjunction with the upcoming progress in our “Magnificent 8”, we would recognise excellence in the performance of local constructors. With concerted efforts of the CIC and stakeholders, we will be working towards a more sustainable and efficient construction industry in the long run.

With the economy resuming to its momentum and recovering in the Mainland, we hope we will build a stronger bonding with the Guangdong-Hong Kong-Macao Greater Bay Area for opening up new opportunities via the relevant initiatives. On this positive note, I invite you to enjoy this 2021 Work Plans of the CIC and wish you all a prosperous year ahead.

Ir Albert CHENG Ting-ning
Executive Director

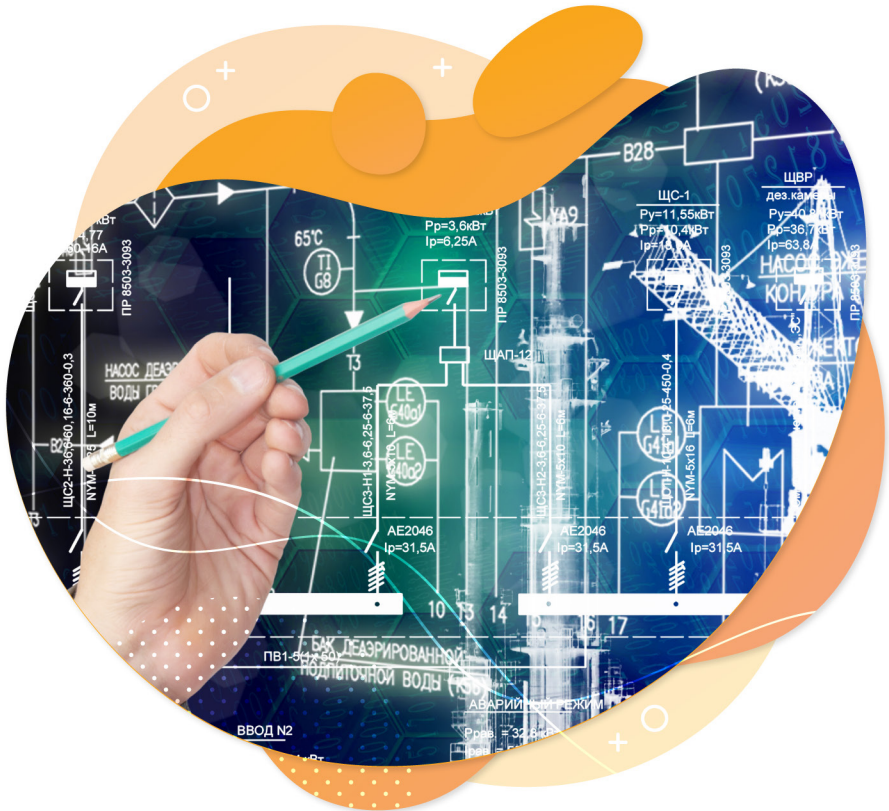


January 2021



Chapter 02

Innovation and Industry Development



Preamble

Affected by COVID-19, many construction activities were disrupted or even brought to a standstill in 2020. Unemployment rate in the construction industry was reportedly high. However, on the bright side, this difficult year has become a locomotive to expedite development and application of innovative technologies in the industry.

Since promulgation by the HKSAR Government in 2017 to promote the adoption of innovative technologies in the construction industry, the CIC has been working proactively with the Development Bureau to drive forward the initiative. In 2020, the use of BIM (Building Information Modelling) and MiC (Modular Integrated Construction) has contributed significantly to the urgent building of a quarantine centre at Penny's Bay on Lantau Island. With BIM and MiC technologies, the project was finished in less than two months which would otherwise take three years to complete.

The CIC will continue to roll out more new initiatives to promote innovative technologies and their applications to the construction industry in 2021. Industrialisation, digitalisation and design for safety are the major objectives, with a number of core action items to be implemented, e.g. establishing a new web portal to consolidate relevant industry knowledge, data and R&D (Research and Development) findings; updating the MiC pilot project information and producing promotion/site videos of pilot projects; completing the Construction Digitalisation Roadmap and a draft report on the development of design for safety management system; and working on various guidelines/standards on BIM and DfMA (Design for Manufacture and Assembly) for reference by industry practitioners.

Joining hands with industry stakeholders and advancing in innovative technologies, the CIC will lead the construction industry to ride out adversities of the COVID-19 attack.

Initiatives

- 2.1 Developing an Innovation and Technology (I&T) Knowledge Hub
- Develop a new web portal to consolidate knowledge, data and R&D findings related to the construction industry and construction I&T by Q4 2021.
- 2.2 Promoting I&T
- Scout for and set up a new round of exhibits in the Construction Innovation and Technology Application Centre to promote I&T after its relocation to CIC-Zero Carbon Park by Q3 2021.
 - Produce videos and organise webinars to promote adoption of I&T in construction projects.
 - Organise awareness tours on construction I&T for university students, graduates and young professionals.
- 2.3 Developing and Promoting Digitalisation
- Develop and complete the Construction Digitalisation Roadmap by Q3 2021.
 - Implement BIM and IoT (Internet of Things) in asset management and facilities management for Kowloon Bay Campus and Sheung Shui Campus as showcases for the industry.
 - Work with project clients to identify building projects and carry out pilot BIM submissions to the Buildings Department (BD) with a view to developing a streamlined workflow after setting up the Task Force on BIM Submissions to the BD by Q1 2021.
- 2.4 Developing BIM Standards
- Complete the BIM Guide for Using BIM in Generation of Mechanical, Electrical and Plumbing Digital Drawings for Statutory Submissions.

- Complete the Special Conditions of Contract for BIM and the BIM Services Agreement.
- 2.5 Advocating BIM Application Tools
- Complete a R&D project on “BIM-Automation of Gross Floor Area Calculation, Fire Safety and Prescribed Checking for General Building Plans Preparation” by Q3 2021.
- 2.6 Driving DfMA Adoption
- Publish a Guidebook on DfMA for Mechanical, Electrical and Plumbing (MEP) Works in the year.
 - Consolidate suggestions from industry stakeholders to improve the DfMA Scoring System (DSS) and to encourage a wider DSS adoption in building projects.
- 2.7 Facilitating Knowledge and Resources Sharing on MiC
- Continue to update the MiC pilot project information, produce promotion/site videos of pilot projects for uploading to the MiC website and displaying in the MiC Resources Centre.
- 2.8 Driving Robotics Development
- Complete the development of assessment standards, testing guides and operational framework for qualifying on-site construction robots for welding, painting and plastering by Q3 2021.
 - Launch the Construction Robot Certification Scheme.
- 2.9 Formulating Roadmap and Strategy on Design for Safety
- Complete a draft report on the development of design for safety management system.

- 2.10 Developing a New Safety Mobile Application
- Develop a new safety mobile application and promote it to project clients, consultants, main contractors, subcontractors and construction workers by Q2 2021.
- 2.11 Enhancing Funding Categories and Funding Mode of the Construction Innovation and Technology Fund (CITF)
- Complete the mid-term review by consulting industry stakeholders through questionnaires and focus group meetings for the enhancement of CITF in terms of technology adoption by Q2 2021.
 - Implement the enhancement items (such as measures and strategies related to incentivising the DfMA adoption) accordingly.
- 2.12 Enhancing CITF Pre-approved Lists
- Perform a comprehensive review of the existing items on the Pre-approved BIM Training List, Pre-approved BIM Software List and Pre-approved Technologies List to filter products which better suit the industry needs.
- 2.13 Organising Industry Development Events
- Organise a BIM Competition for tertiary students by Q2 2021.
 - Organise a MiC Conference and invite MiC experts to share experience on the latest trends and development of MiC by Q1 2021.
 - Organise a “DfMA x MEP” Trade Show by Q1 2021.



Chapter

03

Industry Partnership and Internationalisation




Preamble

The CIC is the backbone of the Hong Kong construction industry. Locally, the CIC provides a platform for industry practitioners to give views and pursue initiatives that will be conducive to the sustainable development of the industry. Internationally, it acts as a bridge between local and overseas organisations. The CIC maintains a close link with overseas organisations and explores overseas-developed cutting-edge technologies for showcasing and adoption in Hong Kong.

Regardless of the deferred or suspended activities across countries and regions in 2020 as a result of the COVID-19 impacts, the CIC plans with vision and ambition to revive the construction industry in 2021. We will embark on different areas to strengthen industry partnership and enhance internationalisation. We will organise the inaugural CIC Construction Digitalisation Award and CIC Outstanding Contractor Award to show recognition of efforts and contributions of the local construction industry organisations. For industry revitalisation, the CIC will introduce an engagement programme to connect the industry young leaders and to reinforce their cohesiveness.

Working collaboratively with different industry parties, the CIC will publish a report with recommendations for uplifting standards and improving the time, cost and quality performance of the construction industry. We will try to maintain a healthy construction market by developing a Reasonable Construction Time Index as an objective benchmark for construction time performance for local building projects and launching a preliminary model for sustainable construction volume and resource utilisation. Moreover, we will develop an interactive data platform to improve the forecast of demand and supply of construction workers. To



facilitate communication between industry stakeholders in the Greater Bay Area (GBA) and Hong Kong, the CIC will provide a digital Construction Directory in 2021.

Subject to the gradual receding of the threat of COVID-19, the CIC will start afresh collaborative developments with the local and global industry practitioners in 2021.

Initiatives

- 3.1 Maintaining a Healthy Construction Market
 - Develop a Reasonable Construction Time Index as an objective benchmark for construction time performance of superstructure in building projects.
 - Establish a preliminary model for sustainable construction volume and resource utilisation in Hong Kong by Q4 2021.
- 3.2 Enhancing Time, Cost and Quality Performance
 - Publish a report with recommendations for improving time, cost and quality performance of the local construction industry by Q3 2021.
- 3.3 Developing a Manpower Forecasting Platform
 - Develop an interactive data platform for forecasting the demand and supply of construction workers and visualising the forecast results.
- 3.4 Facilitating Communication in GBA
 - Develop a Construction Directory on a digital exchange platform for the GBA DfMA/MiC (Design for Manufacture and Assembly/Modular Integrated Construction) supply chain by Q2 2021 with a view to facilitating industry stakeholders' communication.
- 3.5 Organising CIC Awards
 - Organise the first CIC Construction Digitalisation Award to recognise outstanding local organisations and local projects.

- Launch the first CIC Outstanding Contractor Award to recognise the contributions of outstanding contractors.

3.6 Connecting Young Leaders of the Registered Specialist Trade Contractors Scheme (RSTCS) Young Leaders Network (YLN) to Drive Industry Revitalisation

- Execute an engagement programme to strengthen cohesiveness of the recruited young leaders and to deepen their exposure to the CIC and the industry.



Chapter

04

Knowledge and Professionalism



Preamble

One of the major functions of the CIC is to provide professional training to the construction industry. In Hong Kong, the challenges of labour shortage, ageing population and unstable young workforce of the construction industry have made the nurturing of young talents an urgent call. We also shoulder the responsibility of helping the seasoned construction workers to acquire new knowledge and skills to improve their competencies.

The Hong Kong Institute of Construction (HKIC), the training arm of the CIC, introduced real-time online e-class and non-face-to-face teaching and learning packages in 2020, due to the quarantine measures and class suspensions. In the coming year, the HKIC will continue on the same track to develop online teaching and e-learning. On the curriculum for teenage students, the Institute will enrich the whole-person development programme and offer a wider spectrum of moral and civic education. To provide comprehensive articulation pathways for the HKIC graduates, the Institute aims to complete the validation of Professional Diploma in Construction programme – Specialised trades and the accreditation of Qualifications Framework (QF) Level 4 in 2021.

As regards the continued professional development and sustainability of construction workers and other industry practitioners (e.g. supervisory staff of the Registered Specialist Trade Contractors (RSTCs)), the CIC will establish a flagship service hub in late 2021 for skills upgrade. Along this direction, the CIC will work on the promotion of professional image of the HKIC, trade testing services and the collaborative training schemes. With a progressing society and rising expectations of the public, professionalism is the key.

By executing the above initiatives, the CIC hopes to equip the construction workforce with professional knowledge, practical skills and appropriate attitudes. It plays an indispensable role in facilitating the long-term development of Hong Kong's construction industry.

Initiatives

4.1 Conducting QF Accreditation

- Obtain re-accreditation by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) for the revamped Diploma in Construction programme (with addition of new streams) and two safety supervision training programmes at QF Level 3 by Q2 2021.
- Obtain Initial Evaluation by the HKCAAVQ at QF Level 4 and accreditation for Professional Diploma in Construction – Specialist trades programme (articulation for the graduates of Diploma in Construction programme) in the year.

4.2 Implementing Major Revamp/Development of Full-time Year-long Programmes

- Obtain professional recognition by the Electrical and Mechanical Services Department and the Water Supplies Department for the revamped Diploma in Construction programme.
- Revamp the programme structure of four Advanced Diploma programmes, namely Civil Engineering Supervision, Building Construction Supervision, Building Services Supervision and Quantity Surveying.
- Develop Professional Diploma in Construction – Specialist trades programme (covering five trades).
- Launch foundation skills subjects (FSS), namely Chinese, English, Mathematics and Information Technology for diploma programmes.
- Obtain recognition by local higher education institutions (including but not limited to the Chu Hai College of Higher Education, the SPEED (School of Professional Education and Executive Development) of The Hong Kong Polytechnic


University, and the THEi (Technological and Higher Education Institute of Hong Kong) of the Vocational Training Council) and seek articulation for the graduates of Advanced Diploma and Professional Diploma programmes.

4.3 Implementing 3-year Staff Development Plan on Quality Assurance (QA) and QF

- Introduce generic and tailor-made workshops on QA and QF for teaching staff by Q1 2021.
- Introduce a “Learning Circle” Scheme for teaching staff to build a learning culture.
- Pilot an “Industry Attachment” Scheme for selected teaching staff.

4.4 Launching New Courses

- Introduce new part-time courses to drive: 1) the use of BIM (Building Information Modelling) e.g. BIM Drawing Generation, BIM Usage Course for Professional/Senior Executive; 2) environment and sustainability e.g. Embodied Carbon in Construction Materials, Use of CIC Carbon Assessment Tool; and 3) Construction Project Manager Essentials in 2021.
- Launch the Silver Card Course on Concreting Work by Q1 2021.
- Launch the Industry Diving Safety Programme by Q2 2021.
- Launch the Enhanced Confined Space Training Course by Q4 2021.

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- 4.5 Developing Electrical and Mechanical (E&M) Courses
- Set up for “Refrigeration, Air-conditioning and Ventilation Installations” and “Fire Services Mechanical Fitting and Fire Services Electrical Fitting” workshops.
 - Establish the Course Advisory Panels for “Refrigeration, Air-conditioning and Ventilation Installations” and “Fire Facility and System”.
 - Examine the E&M industry training needs for construction workers.
- 4.6 Developing Training Grounds and Relocating Existing Facilities for Synergistic Benefits
- Secure the Short Term Tenancy boundary extension for Tai Po training ground by Q3 2021.
 - Relocate the Construction Innovation and Technology Application Centre and its exhibition area to CIC-Zero Carbon Park by Q3 2021.
 - Set up Lam Tei training ground and reinstate Wai Lok Street site by Q4 2021.
- 4.7 Establishing a New Generation of Flagship Service Hub for Skills Upgrade
- Relocate the workers registration centre at Tsing Yi to G/F of Kowloon Bay Campus by Q3 2021.
 - Complete construction works and operate the new centre by the end of 2021 to promote skills upgrade for construction workers, technically competent persons and supervisory staff of RSTCs.

4.8 Establishing Laboratories

- Establish Concrete Laboratory by Q1 2021 and Welding Testing Laboratory by Q3 2021 in Sheung Shui Campus, for the revamp of Advanced Diploma programmes and the development of Professional Diploma in Construction – Specialist trades programme.

4.9 Promoting and Strengthening Apprenticeship Training

- Organise the second Construction Industry Outstanding Apprentice Awards.
- Launch the Engagement and Development Plan for Outstanding Apprentices.
- Roll out the List of CIC recognised employers on Construction Training by Q2 2021.

4.10 Implementing Moral and Civic Education in HKIC


- Promote moral and civic education for full-time year-long students.

4.11 Publishing the Skills Requirements of Major Trade Tests

- Publish high-level trade tests assessment criteria of major trades and promote the published materials to candidates and relevant training institutes by Q2 2021.

4.12 Increasing Recognition of Skilled Workers

- Promote professionalism and skills level of the skilled workers throughout the year.
- Facilitate the relevant major training institutes to uplift their training quality.

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- 4.13 Enhancing Recognition of Intermediate Tradesman Collaborative Training Scheme and Advanced Construction Manpower Training Scheme – Pilot Scheme via e-Initiatives
- Leverage on different online platforms to organise e-recruitment events.
 - Launch the Scheme Introduction Video for reaching out to the target employers and trainees and increasing their awareness by Q1 2021.
- 4.14 Evaluating Collaboration Schemes and their Enhancements
- Collect feedback from industry stakeholders by Q3 2021.
 - Review the training outcomes of collaborative schemes and new work trades (e.g. Marine Work Trades, Lift Mechanics, etc.), and the various enhancement items.
- 4.15 Following up on Implementation of the Recommendations from “Review Report on Quality Site Supervision Practices of the Hong Kong Construction Industry”
- Explore the needs to prepare guidance on the duties of professional site supervision team for industry’s reference by Q3 2021.
 - Organise a series of partnering workshops to bolster a collaborative culture in the industry by Q4 2021.
 - Monitor the initiatives by other departments timely implemented.
- 4.16 Preparing for WorldSkills Competition
- Develop collaboration with counterparts in the Mainland.
 - Upgrade the skills, capability, language proficiency, cultural competency and exposure of the CIC competitors throughout the year.

- Establish a supportive and caring teamwork culture among the CIC competitors, trainers, experts, interpreters and the related staff members.

4.17 Strengthening CIC Brand Image and Promoting Professional Development to the Society

- Organise territory-wide student competitions to provide a “first-hand experience” on construction and innovative technologies, in which students will form teams and build models of Hong Kong’s signature infrastructure, MiC (Modular Integrated Construction) projects, etc. with real construction methodologies.
- Collaborate with architects, students and the public to organise a hoarding campaign at public and private construction sites in 18 districts across Hong Kong showcasing the “Arts x Construction” and the CIC branding.

4.18 Enhancing Promotion and Marketing of HKIC

- Enhance HKIC website and relevant social media by Q1 2021 with the launch of HKIC Facebook page and the increasing use of new media.
- Promote the Construction Pathway Project through various channels, such as brochures preparation, website update, brand building campaigns, publicity events, etc.
- Promote the image of School of Professional Development in Construction (SPDC), e.g. uplifting the reception area of SPDC, launching the SPDC website and mobile applications.



Chapter 05

Sustainability and Social Responsibility



Preamble

The CIC attaches great importance to sustainability and social responsibility. The former contributes to the long-term growth and development of the industry, whilst the latter pledges the organisation's commitment to the society as a whole.

Sustainable development is comprised of three integrated and indivisible elements, namely economic growth, social inclusion and environmental protection. The CIC, working in collaborative partnership with industry stakeholders, has been striving to achieve and advocate these goals over the years. In 2021, we will introduce an array of new initiatives such as developing the CIC Sustainable Construction Certification Scheme for Green Finance and implementing the CIC Carbon Assessment Tool. To help companies in the industry to improve their ESG (Environmental, Social and Governance) performance, the CIC will also strengthen the newly launched Construction Industry ESG (CIESG) Reporting Service in 2021.

In parallel with sustainable construction, the CIC believes in the value of social responsibility. We have put in a great deal of effort to enhance the well-being of individuals and societies. For the good of construction workers, the CIC promotes work safety and health and organises welfare and development programmes, e.g. the Construction Workers Festival. To help the needy in the society and to promote a healthy and caring lifestyle, we have the CISVP (Construction Industry Sports and Volunteering Programme) for participation by industry practitioners. Besides, the CIC emphasises talents development. We nurture a committed, high-quality and professional construction workforce by providing a variety of training courses, trade tests and collaboration schemes.

We have been experiencing turmoil since the COVID-19 outbreak. Sustainability and social responsibility are two pillars supporting the construction industry to navigate further and stronger when the dust settles.

Initiatives

- 5.1 Developing CIC Sustainable Construction Certification Scheme for Green Finance
 - Develop the Scheme and conduct the pilot programme by Q4 2021.

- 5.2 Creating and Maximising Synergy in CIC-Zero Carbon Park (ZCP)
 - Continue promoting sustainable living throughout the year through: 1) fitness and health/wellness related workshops in collaboration with the CISVP; 2) community services with the CISVP networks; and 3) revamp of the exhibition and activities area on M/F of CIC-ZCP.

- 5.3 Implementing CIC Carbon Assessment Tool
 - Provide enhancement services for the Tool, e.g. benchmarking the database, performing audit, conducting training in the Hong Kong Institute of Construction and other associations, etc. in 2021.

- 5.4 Rebranding CIC-ZCP as a Low Carbon Role Model
 - Optimise the marketing strategy for the upgraded outdoor greenery landscape of CIC-ZCP by planning for new tours with highlight on the latest uplift.
 - Explore the enhancement of renewable energy to ensure low carbon emission of CIC-ZCP continually.

- 5.5 Enhancing the CIC Relief Fund
 - Launch the CIC Relief Fund – Multi-skills Training Scheme for Registered Workers with 2,000 training places provided for the underemployed or temporarily unemployed workers, which assist them to acquire a new skill and enhance competency for job-changing in the industry.

- Roll out the CIC Relief Fund – Construction Business Support Scheme by Q1 2021 and release subsidy by Q3 2021 to support the small and medium-sized levy-paying contractors, registered specialist trade contractors and registered subcontractors.
- 5.6 Driving forward Registered Specialist Trade Contractors Scheme (RSTCS)
- Launch the new trade, Plastering, under the RSTCS by Q1 2021.
 - Encourage the Plastering registered specialist trade contractors to be qualified for Group 2 Registration to meet the tendering limit requirements for public works contracts.
 - Elevate the RSTCS by alignment of registration elements with the HKSAR Government lists to pave the way for next stage of the Scheme by Q4 2021.
- 5.7 Promoting CIESG Reporting Service
- Conduct a series of stakeholder engagement sessions to encourage application for the Reporting Service.
 - Promulgate ESG activities to industry stakeholders.
- 5.8 Promoting Multi-skills Training Scheme for Registered Workers
- Update the website and prepare leaflets, advertisements and a promotion plan for the Scheme, in conjunction with the provision of subsidy under the CIC Relief Fund.
- 5.9 Holding Construction Workers Festival for Registered Workers
- Roll out the workers welfare and development activities,

such as seminars, guided tours, family activities, etc. in the year.

5.10 Enhancing Digitalisation for Workers Registration Applications

- Provide multiple digitalised channels via web-based and mobile applications for construction workers to experience customised interactive e-registration services by Q4 2021.



Chapter

06

Excellence and
Advancement



Preamble

The CIC pledges to strive for excellence and pursue advancement for the betterment of Hong Kong's construction industry. Externally, the CIC provides a wide range of quality services and professional support to the industry, e.g. workers registration, "Green Card" issuance, innovation and technology funding, research and development, data analysis and forecast, guidelines/standards publication, health and safety promulgation, training and development, trade testing, etc. Internally, various divisions/departments of the CIC work closely to maintain smooth operation of the organisation.


In 2020, to keep the industry intact and to tide it over COVID-19, the CIC has been tasked by the Development Bureau to take up the administration of the Anti-epidemic Fund for construction sector. Our effort has earned recognition from the industry and construction workers.

Looking ahead, even though we do not have a crystal ball, the CIC has already planned a number of new initiatives to excel in both industry-wide and corporate-wide functions and to further improve our service quality. Adding to the initiatives on all fronts listed in the preceding chapters of this booklet, we shall unleash the potential of our staff members by reinforcing corporate governance of the CIC, accelerate automation and digitalisation in our office operations, strengthen the information technology (IT) network and system infrastructure, streamline various internal operation procedures, enhance project management, provide job enrichments, etc.

Sharing a common vision and with collaborative efforts of the divisions/departments, the CIC will be able to adapt to the new normal and steam ahead with the construction industry.

Initiatives

- 6.1 Developing a Strategic Role as Human Resource Business Partner (HRBP)
- Work closely and directly with business units in manpower planning, recruitment, staff development, staff retention, etc. with a view to achieving their strategic goals in 2021.
 - Serve as points of contact with employees to enhance work relationship and with heads of business units to provide people management solutions and guidance.
- 6.2 Expanding Staff's Potentials through Upskilling and Job Enrichment
- Up-skill and re-skill the workforce to meet the CIC's needs to embrace innovation and to fulfill the corporate goals.
 - Implement a Job Enrichment Programme to expand staff's potentials and to draw synergies through cross department collaborations in the year.
- 6.3 Promoting Technically Competent Persons Registration Scheme (TCPRS)
- Conduct a series of seminars for associations, professional institutions and industry stakeholders to encourage support to and application for the TCPRS throughout the year.
 - Establish a Continuous Professional Development model to enhance the quality, skills and knowledge of the registered technically competent persons by Q3 2021.

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- 6.4 Launching Continuous Professional Development (CPD) Scheme for Teaching Staff
- Finalise details of the CPD Scheme after an extensive staff consultation by Q2 2021.
 - Set up infrastructure support for the CPD record keeping.
- 6.5 Implementing e-Learning with Adoption of CANVAS (a learning management platform) and Online Face-to-Face Delivery
- Develop good practice guide on e-teaching for teaching staff of the Hong Kong Institute of Construction (HKIC) by Q1 2021.
 - Use CANVAS widely in the teaching of Advanced Diploma programmes as a pilot scheme and review the use afterwards.
- 6.6 Strengthening IT Network for Training Grounds
- Uplift VPN (Virtual Private Network) gateway to improve efficiency in remote training grounds' connection to the CIC network.
- 6.7 Enhancing Grade Management
- Enhance writing skills of secretariat staff and grade management by organising regular training workshops on good secretariat practices.
 - Ensure, uphold and improve the quality and standard of meeting papers of various Boards and Committees by random checking their secretariat's papers/ documents/correspondences and providing feedback throughout the year.

6.8 Implementing Enterprise Identity Management and Access Governance

- Establish a zero trust framework to manage the policies of user access and network device access across the premises and cloud resources by Q4 2021.

6.9 Developing Dual Availability Zones for the CIC's Private Cloud Services

- Upgrade the IT network and system infrastructure to support the distributed computing across multiple data centres for higher sustainability and utilisation of computing resources.

6.10 Enhancing Enterprise Resource Planning (ERP) System

- Establish the supplier portal and associated modules to facilitate e-procurement by Q2 2021.
- Develop a mobile application for the implementation of procurement digitalisation by Q1 2021.

6.11 Reviewing Procurement and Vendor Policies

- Develop vendor lists by making reference to the HKSAR Government and other public authorities.

6.12 Performing Technical Project Review and Audit

- Monitor the project performance of project managers independently throughout the year with respect to time, cost and compliance.

6.13 Conducting Audit on HKIC

- Continue the ongoing review on the HKIC by benchmarking with practices of relevant institutions

in relation to training, campuses and facilities management, as well as staff management.

6.14 Assuring Effectiveness, Efficiency and Value for Money of Operations

- Engage a well-known consultancy firm to provide two-year internal audit services for the CIC, who will thoroughly assess the risks faced by the CIC, develop risk-based audit plan(s) and implement the approved audit assignments accordingly.
- Adopt a combination of audit methodologies such as data analytics to review adequacy and effectiveness of financial, operational and compliance controls on the major operational functions.
- Propose audit recommendations by making reference to best practices of the industry to assist the management to improve effectiveness and efficiency of the CIC operations.







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