PROFESSIONAL SERVICES AWARD 2017
Promotes Excellence in Professional Services
In 2017, the University introduced the Professional Services Award to promote excellence in professional services.

As one of the important initiatives of the SMARTER@HKU Programme, this annual award programme at the University level aims to recognise colleagues, teams and projects that have made a significant contribution to modernising professional services and that have delivered progressive and important changes to the way we work. (For more details about the SMARTER@HKU Programme, please read pp. 30-35 of this booklet).

All colleagues are welcome to nominate individual staff members or teams for their outstanding contribution in professional services which demonstrates the SMARTER@HKU core values – Work Smarter, Attain Efficiency, Partner with Teams, Create Value, Improve Continuously and Create a Happy Environment.

The 2017 award accepted nominations for outstanding contribution made during the period from September 1, 2016 to August 31, 2017. There are two award categories: Team Award and Individual Award. The award recipients were honoured at the HKU Excellence Awards Presentation Ceremony. All finalists were recognised at the Professional Services Award 2017 Celebration Gathering organised by the SMARTER@HKU Programme Management Office.

March 29, 2018

At the beginning of 2017, the University launched the SMARTER@HKU Programme to modernise professional services and develop leadership to create the Enabling Platform for achieving the University’s vision of becoming Asia’s Global University by 2025.

Our colleagues’ dedication to providing quality professional services is integral to the University’s success in developing a world-class intellectual environment that attracts top student talent and pioneers academic excellence. Our people have enormous talent and are a catalyst for change. The SMARTER@HKU Programme is all about releasing that talent and encouraging excellence that will transform the University in a modern way.

Excellent work deserves recognition. The Professional Services Award was introduced to recognise outstanding contribution, commitment and hard work among colleagues in professional services. In the first year of the Award, we were delighted to see a great number of nominations received. I would like to thank everyone who made nominations. Our panel members were deeply impressed by all individuals and teams for their commitment to achieving higher efficiency and raising the standard of the University’s professional services.

The recipients of the 2017 award were selected from the Top 5 finalists in each category. The Team Award went to the Facilities Management Team of the Centre for Sports and Exercise, and Ms Margaret Chung, Associate IT Director, Information Technology Services, garnered the Individual Award.

We are excited to present this commemorative booklet and share the outstanding stories of our awardees and finalists. We hope you will find inspiration in them as you join forces to modernise professional services and take the University into a new era.

Dr. Steven Cannon
Executive Vice-President (Administration & Finance)
AT A GLANCE

Team Award

Award Recipient

The Facilities Management Team, Centre for Sports and Exercise

Ms Margaret CHUNG, Associate IT Director, Information Technology Services

Finalists

The Electronic Resources Cataloguing Team of University Libraries

p14

The Online Report System Project Team of Technology Transfer Office

p16

Dr. Maggie ZHAO Yue, Director, Teaching and Learning Evaluation and Measurement Unit

p22

The University Smart Card Upgrade Project Team

p18

The Interprofessional Team-based Learning Team

p20

Mr. LAM Siu Kay, IT Officer, Information Technology Services

p26

Ms Cindy SNI Til CHAN, Senior Communication Manager, Faculty of Science

p28

Ms Margaret CHUNG, Associate IT Director, Information Technology Services

p10

For details about the SMARTER@HKU Programme, please refer to pp. 30-35.
Award Recipients
The Facilities Management Team of the Centre for Sports and Exercise experienced lots of challenges over the past year and overcame them all with commitment and innovation. The Team always maintained an upbeat, positive attitude and prioritised excellent user service above all else. Their outstanding contribution enabled students, staff and other stakeholders to maximise the use of the University sports facilities at all times and benefit from the quality professional services that the Team offered.

The Team showed remarkable determination, diligence and innovation to tackle a number of challenges with excellent results achieved. Highlights are on the next page:

Team Award Recipient

Grass on the sports ground was growing poorly and improvement in staff turf management skills was urgently needed. The Team obtained funding to purchase a soil aeration device and arranged ground staff to attend turf management training so that staff could have both equipment and knowledge to tackle the challenge in an efficient way.

Floodlights on a pitch needed replacement urgently as that was causing cancellation of sports training. During the 12-month replacement project, the Team demonstrated high teamwork and professionalism in arranging urgent inspections, tenders, re-booking with students and staff and resolving problems to ensure minimal interruption of service to users.

Difficulties were met in the recruitment and retention of ground staff. The Team outsourced the majority of cleaning duties to enable ground staff to focus on higher-level tasks and raise their morale. Benchmarking against comparable industry pay scales was used to enhance lower-tier ground staff’s starting salaries. Promotion prospects were reviewed to improve recruitment and retention, and to create a satisfying work environment.

Traditional paper-based communication channels caused inefficient workflow and reporting systems. The Team reviewed their management, workflow and reporting practices to increase efficiency. They moved almost entirely to online communication and reporting systems that have greatly improved user service while saving both time and money.

Unity is strength. The Team worked closely with key partners such as Estates Office, Information Technology Services, Finance & Enterprises Office, Safety Office and the Human Resource Section to complete the tasks in a timely and efficient manner.

The Team was presented with the Professional Services Team Award as they showed perseverance in resolving challenges and improving many aspects of their work. Their commitment, creativity and effort created a great deal of value for their stakeholders within and outside the University. The Team also demonstrated their common goal to find new ways of working smarter and achieving a higher standard of professional services for the University.

Team Members:

All team members are from the Centre for Sports and Exercise.

1. Dr. Chan Mee Lee, Assistant Director (c)
2. Ms Tam Ka Ki, Facility Manager (d)
3. Ms Apple Chan, Facility Operation Officer (e)
4. Ms Christine Lo, Clerk (Bookings) (b)
5. Ms Zoe Lau, Clerk (Bookings) (a)
For many years, Ms Margaret Chung has been Section Head of Information Technology Services (ITS) overseeing the development of all IT applications that have driven transformation in professional services for the University. She is an effective leader and skilled at grasping an overall picture of developments to help achieve project plans. She has a proven record in managing work, time, people and budget to deliver successful outcomes. She is an inspirational colleague who possesses professional work ethics.

Driving transformation in professional services
Margaret is dedicated and constantly goes beyond the scope of her job duties to deliver excellent results. In 2017, Margaret’s role in support of IT applications for the professional services offices was outstanding, including the Oracle Financials, Student Information Services and the UGC Cost Allocation Guidelines, all planned to go live in 2018. In addition, she has been leading the Estates Office on the design and implementation of the new Computer-Aided Facilities Management System with the vendor, introducing modernised ways in which automation can be achieved and helping them capture efficiency gains.

Margaret consistently strives to work more efficiently, while inspiring colleagues to work smarter too. At present, Margaret is Co-leader of the SMARTER@HKU Task Force on IT Organisation and Processes. She plays a key role in driving initiatives to implement a business partnering and shared service centre for IT services.

Margaret employs a great deal of interactivity in her work. She has adopted the ITS practice of the PRINCE2 project management methodology, and managed projects with various teams through mutually agreed project plans and change management plans. In addition, she introduced the practice of demand management with professional services departments and devised quarterly plans with them for new systems and enhancements required. She prioritised and scored the requests according to user preference and weighed costs and benefits. Working collaboratively with departments, Margaret has been effective in allocating ITS resources to support developments that bring the highest benefits to the University.

Motivating colleagues to work smarter
Margaret has supported staff development with energy, professionalism and enthusiasm. She has led the Account Manager Group in promoting ITS services to Faculties and departments. She has been attentive to the training needs of ITS Account Managers in building up their skills and confidence to service their corresponding Faculties and departments. She has encouraged her team to practise demand management to make the best use of their time and resources. She has motivated her team to strengthen their skills not only in terms of technical know-how, but also in project management and other soft skills so they can become all-rounded IT experts.

Margaret was presented with the Professional Services Individual Award in recognition of her outstanding contribution to professional services. Her consistently excellent performance and professionalism have gained the trust and respect of her colleagues. She combines commitment, innovation and enthusiasm as she takes the University on an exciting journey of transformation to modernise professional services.
The Electronic Resources Cataloguing Team of University Libraries

Nominated by Mr. Peter Sidorko, University Librarian, University Libraries

Over the years, the University Libraries have acquired a large number of Chinese e-books. However, vendors of these e-books did not provide cataloguing records of acceptable quality. The Electronic Resources Cataloguing Team created value by setting up original cataloguing to ensure users can access these Chinese e-books easily. The Team has also contributed their records to OCLC WorldCat to benefit libraries worldwide.

In 2017, the Team achieved a high output of 61,073 original cataloguing records. The usage has further been boosted as other libraries across the world are able to copy the records as the Team has shared their records with the OCLC WorldCat database. This has not only helped raise the University’s profile in the library world, but also ensured that the University Libraries assume a leading role in the cataloguing of Chinese materials.

The Team was shortlisted as one of the Professional Services Team Award finalists for their outstanding solutions to streamlining workflows and their strong determination to improve professional services. Their high output provides solid evidence of their efficiency. Their great efforts have strengthened the University’s reputation globally and benefited library users internationally.

Team Members:

All team members are from the University Libraries.

• Ms Connie Lam, Cataloguing Librarian (d)
• Ms Mag Chan, Library Assistant I (j)
• Ms Christine Yiu, Library Assistant I (e)
• Ms Fanny Ip, Library Assistant I (k)
• Ms Gigi Tse, Library Assistant I (a)
• Ms Anna Ho, Executive Officer (h)
• Ms Vivian Chow, Library Assistant (g)
• Ms Anthea Lee, Library Assistant (f)
• Ms Stella Yiu, Library Assistant I (b)
• Ms Grace Siu, Library Assistant (i)
• Ms Gigi Lau, Library Assistant (c)
The Online Report System Project Team of Technology Transfer Office

Nominated by Dr. S.C. Kim, Director, Technology Transfer Office

Duplication of work decreases efficiency. The Technology Transfer Office developed the Online Report System to provide a standardised data interface, to streamline workflows and to ensure data integrity. This initiative has enabled senior management staff to access the data online securely with significant printing and delivery costs being saved. This has also facilitated collaboration among teams as the data can be shared in a standard format.

The Technology Transfer Office used to spend 20% of their professional services resources annually to report more than 120 items in different formats and compilation methods to internal and external stakeholders. In 2016/2017, more than 6,000 sheets of paper were used. Extra effort was required to rectify data discrepancies between two databases in the legacy and existing systems.

To improve efficiency and data accuracy, the Project Team created the Online Report System (ORS) in four months to provide standardised data interface, real-time database updating and reporting, shared data and patent analysis functions.

ORS feeds into the legacy system. Colleagues enter data, which is automatically converted into multiple formats for reporting. This has helped eliminate duplication and ensure data integrity. Senior management staff can access ORS securely online using their own device with significant printing and delivery costs being saved. The data can also be shared among teams in a standard format which facilitates collaboration.

The Team further created value by linking ORS with the HKU Scholar Hub and the Google Patent database to enhance the system capabilities and benefit a wider range of stakeholders.

The Team was shortlisted as one of the Professional Services Team Award finalists as they took action to modify existing work processes to achieve higher efficiency. They demonstrated dedication and innovation to streamline processes, reduce duplication of work and boost work quality.

Team Members:

All team members are from the Technology Transfer Office.

- Mr. Miguel Cheng, Consultant (b)
- Ms Cherry Chung, Legal Executive (a)
- Ms Alice Ip, Senior Finance & Administration Manager (c)
- Mr. Eddie Wong, Software Developer (d)
The University Smart Card Upgrade Project Team
Nominated by Mr. King Leung Tam, Director of Estates and Dr. Pui Tak Ho, Director of IT Services

Over the years, along with the use of the University smart cards, Faculties and departments have developed their own smart card systems with diversified features and interfaces, requiring support from different system integrators. To prevent any operational and security risks that might occur, Information Technology Services (ITS) collaborated with other teams to launch the University Smart Card Upgrade Project to provide standardised solutions and centralised services.

The University Smart Card Upgrade Project Team, comprised of colleagues from various offices across the University, worked together on four different sub-projects including access control, classroom management, smart card issuance and identification for the benefit of stakeholders within and outside the University.

The project accomplished upgrades of all required infrastructure, creating substantial savings in cost and time through standardisation, effective planning and economy of scale. In addition, with the University providing central budget support and ITS managing all maintenance contracts for departments and vendors, a lot of procedures and administrative processes were streamlined.

The project was shortlisted as one of the Professional Services Team Award finalists as the Project Team demonstrated dedication, high efficiency and outstanding communication skills. The upgrade project was an extensive endeavour that achieved collaboration between a number of groups of the University community with multi-lateral partnerships. It aligned all infrastructure so that it was connected and supported under a centralised model. This improvement has ensured resilience, stability and security for the University in a cost-effective way. It has also provided a sound foundation for the University to integrate other systems and applications in the future.

Team Members:

**Project Steering Committee**
- Dr. Steven Cannon, Executive Vice-President (Administration & Finance), President's Office
- Dr. Pui Tak Ho, Director of IT Services, Information Technology Services
- Mr. King Leung Tam, Director of Estates, Estates Office
- Mr. Antony Hui, Associate Director of Finance, Finance & Enterprises Office [Represented by Mr. KW Tang (e)]
- Ms Margaret Chung, Associate IT Director, Information Technology Services (j)
- Mr. Alan Chu, Senior IT Manager, Information Technology Services (f)

**Core Project Delivery Team (ITS)**
- Ms Margaret Chung, Associate IT Director, Information Technology Services (j)
- Mr. Alan Chu, Senior IT Manager, Information Technology Services (f)
- Mr. Wilson Lau, Executive Officer, Information Technology Services (c)
- Mr. Eric To, IT Manager, Information Technology Services
- Mr. Terence Wan, IT Officer, Information Technology Services (d)

**Core Project Team for Departmental Smart Card Access Control System Upgrade**
- Mr. C.B. Lo, Senior Technical Manager, Estates Office
- Mr. Benson Tsui, IT Officer, Finance & Enterprises Office [Represented by Mr. KW Tang (e)]

**Core Project Team for HKU Classroom Control System Upgrade**
- Mr. C.K. Lai, Senior Assistant Registrar, Registry (b) [with Ms Elaine Ng (h)]
- Mrs. Antoinette Kelly, Associate IT Director, Information Technology Services [Represented by Mr. Berry Yu (a)]
- Mr. C.B. Lo, Senior Technical Manager, Estates Office

**Core Project Team for Smart Card Issuance System Upgrade**
- Ms Esther Woo, Associate Librarian, University Libraries (m)
- Ms Liza Tang, Senior Assistant Registrar, Registry [Represented by Ms Kit Tang (i) and Ms Ruby Wong (k)]
- Miss Eva Fung, Assistant Registrar, Registry [Represented by Ms Fanny Lee (i)]
- Mr. Ivan Ho, Administrative Assistant, Centre for Sports and Exercise [Represented by Miss Mike So (g)]
The Interprofessional Team-based Learning Team

Nominated by Dr. Lap Ki Chan, Associate Professor, School of Biomedical Sciences

The Interprofessional Team-based Learning (IPTBL) Team provided quality team-based learning and e-learning technology to support the IPTBL sessions and contributed significantly to introducing a new model of teaching and learning to university students.

IPTBL is an innovative teaching approach which aims at promoting peer-to-peer learning and collaboration across disciplines. In 2017, the School of Biomedical Sciences, with support from the Team, conducted six IPTBL sessions for more than 1,000 students of healthcare disciplines from the University of Hong Kong and the Hong Kong Polytechnic University.

To ensure the sessions ran smoothly, the Team was dedicated to organising testing of the systems, conducting rehearsals before the sessions and supporting briefings for teachers and students.

During the sessions, the Team supported an online learning platform which allowed real-time face-to-face discussion and helped teachers track the progress of individual learners and teams effectively. The Team also devised an online team progress chart system which helped students give real-time feedback and helped teachers decide which groups to select during the interactive feedback session.

The Team was shortlisted as one of the Professional Services Team Award finalists as it demonstrated a remarkable spirit of commitment, innovation and professionalism. It showed great enthusiasm in using new technology to create value for teachers and students. Support from the Team also enabled students from multiple disciplines to group themselves in a way that reflected the realities of the healthcare sector. This created ample opportunities for students to develop communication and collaboration skills, which are essential to their future career.

Team Members:

- Dr. Tyrone Kwok, E-learning Technologist, Technology-Enriched Learning Initiative (e)
- Ms Ruby Leung, Executive Officer, Technology-Enriched Learning Initiative (b)
- Mr. Victor Wong, IT Officer, Technology-Enriched Learning Initiative (g)
- Mr. Cyrus Chan, IT Officer, Technology-Enriched Learning Initiative (f)
- Mr. Alan Shum, IT Officer, Li Ka Shing Faculty of Medicine (d)
- Ms Elaine Ng, Administrative Assistant, Registry – Academic Support and Exam Section (a)
- Ms Cindy Kwok, Clerk, Registry – Academic Support and Exam Section (c)
Dr. Maggie ZHAO Yue
Director,
Teaching and Learning Evaluation and Measurement Unit

Nominated by Professor Ian Holliday, Vice-President and Pro-Vice-Chancellor (Teaching & Learning)

Dr. Maggie Zhao Yue directs the Teaching and Learning Evaluation and Measurement Unit (T&LEMU) on all operational, project and research activities and leads the administration, analysis and reporting of the Student Learning Experience Questionnaire (SLEQ). Her outstanding work in improving the quality and streamlining processes has helped develop SLEQ into an exceptional assessment instrument.

Increasing efficiency and productivity
As the project leader of SLEQ, Maggie has successfully integrated professional standards and innovation into advancing the quality, productivity and efficiency of her work.

She introduced cutting edge applied research such as advanced psychometrics, e-learning, big data and data visualisation into the operation of SLEQ as well as other ad hoc projects. She implemented computer programming to streamline the process of survey analysis and report production and increase efficiency and productivity. She piloted new techniques to secure a better user experience, as well as refining the report presentation and introducing innovations for converting data into information that could be more readily used by Faculties and committees.

Her dedication has transformed SLEQ from a small scale campus survey into a sophisticated assessment instrument that is recognised in international education journals and functions as an integral source of the University’s teaching and learning quality assurance.

Her professional expertise in educational assessment has also received recognition in the wider community. Under her leadership, T&LEMU joined UNESCO’s Network on Education Quality Monitoring in the Asia-Pacific as an institutional member, strengthening the Unit’s capacity on the rigorous use of student data for improving student learning and promoting education quality.

Creating a positive workplace
Maggie is an effective leader. She listens to colleagues’ needs and helps them identify areas for professional development. She has offered tutorials to colleagues, encouraged team collaboration and shared new ways of working.

Maggie was shortlisted as one of the Professional Services Individual Award finalists as her work has always been of the highest standard. She has demonstrated a commitment to excellence and to transforming professional services that has benefited the University. She has a passion for supporting her staff and aims to create an inclusive working environment where colleagues can thrive, develop and succeed.
Mr. Alan WONG Hin Lun
Health and Fitness Development Manager,
Centre for Sports and Exercise

Nominated by Dr. Michael Tse, Assistant Director, Centre for Sports and Exercise

Mr. Alan Wong Hin Lun has made an enormous difference to the way the University’s sports teams and students are trained by developing the new High Performance Unit (HPU) at the Centre for Sports and Exercise with enthusiasm, dedication and professionalism. His work has significantly improved sports performance by introducing greater scientific training and giving centralised support to all university teams.

Benefiting students with centralised support

Alan has been tireless in his efforts to set up HPU so that HKU athletes could have access to centralised, systematic scientific support including fitness assessments, strength and conditioning, injury prevention measures, performance monitoring and educational workshops. Such development has not only enhanced students’ sports performances, but also facilitated discipline, enhanced students’ self-confidence, engendered teamwork and created an environment that encourages athletes to excel beyond their limits.

Alan started HP training with HKU Rowing Team, which quickly led to interest from other sports teams. In response, Alan established a 100-hour Fitness Trainer Certification Programme to qualify students to assist in HPU, creating a dual value for athletes and students.

Alan also adopted an inter-professional approach by partnering with sports and health professionals including the Active Health Clinic, the Sports and Recreation Team, the Li Ka Shing Faculty of Medicine, as well as with national athletes and coaches.

Using resources in a smarter way

To obtain the best results, Alan was innovative in his use of resources, developing an online training system with instant updates and feedback from athletes to reduce duplicated communication. Instead of acquiring expensive HP equipment, he modified testing and training protocols which used existing equipment to ensure inexpensive and effective training.

Through Alan’s efforts and thanks to the contribution by his team, today 14 HKU and 4 national sports teams – a total of more than 100 athletes – have been receiving HP training under his guidance.

Alan was shortlisted as one of the Professional Services Individual Award finalists for his outstanding contribution in establishing HPU to enhance students’ overall wellness, strength and whole-person development. His work has earned him letters of commendation and contributed to enhancing the University’s reputation in athletics and education.
Mr. LAM Siu Kay
IT Officer,
Information Technology Services
Nominated by Mr. Lee Shiu Lung, Assistant IT Director, Information Technology Services

Mr. Lam Siu Kay has shown great enthusiasm in taking on the challenging project of developing a number of mobile apps for the University to a tight deadline. His excellent work has brought many benefits to students, staff and external stakeholders, who can access University information anywhere, anytime.

Working with innovation
Lam Siu Kay is not just a dedicated worker; he is also quick to act and innovate. He has been the driving force behind the swift development of mobile apps for HKU events, eNotices and shuttle bus information in addition to his other work. He has tirelessly looked for the most efficient and cost-effective way to complete the project.

He worked hard to ensure that the apps could be used on both Apple and Android platforms. He attended an evening course to learn the latest mobile development tools and explored ways to apply these tools to the project to achieve the best results.

Partnering with teams
In the development of the apps, he collaborated with colleagues in Information Technology Services and the Estates Office. His hard work and professionalism contributed to the successful roll-out of the mobile apps, with the Shuttle Bus module being accessed over 51,100 times from October 2016 to September 2017, a 90% increase in uptake compared to the same period the previous year, when the old Shuttle Bus module was used.

Lam Siu Kay was shortlisted as one of the Professional Services Individual Award finalists for his dedication in tackling new challenges. His passion for acquiring new knowledge and being a pioneer in the application of innovative technology sets an impressive example to others. The impact of his work has been felt far and wide within and outside the University.
Ms Cindy Shi Tik CHAN
Senior Communication Manager, Faculty of Science
Nominated by Ms Venus Chu, Faculty Secretary, Faculty of Science

As Head of the Outreach and Publicity Team of the Faculty of Science, Ms Cindy Shi Tik Chan has abandoned traditions and developed creative ideas to promote the Faculty’s vision and 5-year plan and enhance media exposure. She has adopted smarter ways of working and motivated colleagues to get out of their comfort zone. Her enthusiasm and commitment to work has been inspirational.

Thinking outside the box
Cindy is a driving force within her team and has demonstrated high professionalism in translating the Faculty’s vision and 5-year plan into creative publicity plans with excellent results. Eschewing conventions, she has created a refreshing new face for all publicity materials with prominent highlights of the Faculty’s core messages and innovative use of infographics. She has mobilised her team to develop a staff intranet and an electronic welcome pack for new staff within a short timeframe, which has noticeably strengthened internal communications.

Externally, Cindy has collaborated closely with the central office and the Communications and Public Affairs Office to enhance the Faculty’s representation in the community and media exposure. Her dedication and concerted efforts with working partners helped the Faculty’s media coverage increase by over 100% in 2016-17 when compared to the previous year.

Striving for continuous improvement
Bringing positive energy to her team, Cindy has encouraged her colleagues to develop comprehensive checklists to monitor the progress of projects. She motivates her team members to unceasingly improve and develop new skills at work. For example, she encouraged a team member who provided the reception service to brush up her skills and take up the role of in-house designer.

Cindy was shortlisted as one of the Professional Services Individual Award finalists as she created great value for the Faculty. She showed immense commitment to her work. She has lived up to the spirit of working productively, partnering with teams and improving continuously. Her inventiveness in communicating the Faculty’s vision to stakeholders demonstrates her dedication to introducing new ways of working to achieve the best results. ✈
Get to know the SMARTER@HKU Programme

OUR MISSION

The University introduced the SMARTER@HKU Programme to modernise professional services and develop leadership. SMARTER@HKU strives to create the Enabling Platform to develop a world-class intellectual environment that attracts top student talent and pioneers academic excellence in pursuit of the University’s vision of becoming Asia’s Global University by 2025.

SMARTER@HKU Launch Ceremony
April 2017

The Senior Management Team and leaders of professional services embarked on the SMARTER@HKU transformation journey.

Idea-thon
May 2017

Colleagues from Faculties and professional services departments generated ideas on working smarter.

SMARTER@HKU Roadshows
August and October 2017

The HKU family was introduced to the SMARTER@HKU Programme through informative tours, talks, interactive displays, an Idea Wall and fun quizzes.
OUR TRANSFORMATION JOURNEY

The University is a large, complex organisation with ten Faculties and other academic and administrative departments. This complexity may result in inefficiency over time. By means of the SMARTER@HKU Programme, we aim to work together to modernise professional services, thus transforming the University into a more dynamic and exciting environment.

SMARTER@HKU in 3 Phases:

1. 6-month Analysis and Design Phase
   (Jan-Jun 2017)
   • Devise a roadmap and improvement plans (the Building Blocks)
   • Set up a Leadership Development Programme

2. 3-month Mobilisation Phase
   (Jul-Sep 2017)
   • Communicate the Programme
   • Set up Governance Structure and Task Forces
   • Set up Programme Management Office
   • Refine plans for implementation

3. 2-year Implementation Phase
   (Oct 2017-Sep 2019)
   • Implement Building Blocks
   • Deliver improvement projects
   • Track realisation of positive impacts
   • Develop leadership capabilities

OUR WORKSTREAMS

SMARTER@HKU consists of two distinct and yet integrated workstreams:

- **Efficient Resources Management (ERM)** - aims to improve the way that we work and maximise the utilisation of the University’s resources

- **Leadership Development (LD)** - aims to develop the University’s leadership capabilities to bring about the ERM transformation

HKU Becomes First University in Asia to Join Lean HE Australasia Hub
November 2017

Lean HE is a global network committed to promoting Lean and supporting service improvement efforts within Higher Education (HE). By joining the Hub, the University has raised its profile in service improvement efforts at an international level.

Free Membership of University Sports Facilities
November 2017

The Centre for Sports and Exercise and the SMARTER@HKU Programme jointly announced that from December 1, 2017, all eligible full-time staff, retirees, visiting staff and family members enjoy free access to University sports facilities. This initiative has helped promote an active lifestyle among colleagues and reduce administrative procedures.

Good Practices and Tips on Professoriate Staff Appointment Process
March 2018

The SMARTER@HKU Programme reviewed the University’s professoriate staff appointment process and identified good practices and tips for Faculties and departments to enhance effectiveness and efficiency.

SMARTER@HKU Leaders and Task Force Members commenced Wave 1 Implementation and were committed to action.
LEADERSHIP DEVELOPMENT

Good leadership is key to the success of transformation programmes. In this respect, SMARTER@HKU has introduced the Leadership Development Programme to equip SMARTER Leaders with the mindset and skills they need to overcome challenges in driving the SMARTER@HKU Programme and to modernise professional services for the University.

Leadership Development Kick-off Workshop
January 2018

Through presentations, discussions and sharing sessions during this 5-day workshop, SMARTER Leaders strengthened their leadership skills and capabilities in driving change to modernise professional services.

In one of the activities, SMARTER Leaders smashed all the obstacles to driving positive change.

Embracing the Challenge Workshop
January to February 2018

SMARter@HKU Programme

PROFESSIONAL SERVICES AWARD

As one of the important initiatives of the SMARTER@HKU Programme, the Professional Services Award recognises colleagues at the University level for their outstanding contribution in professional services. For details of the 2017 award, please refer to this booklet from p. 2.

To learn more about the SMARTER@HKU Programme, visit:

www.smarter.hku.hk