

- Further developing competency-based performance management systems.

Such systems are applied to deliver feedback on employee performance including goals and objectives related to a set of criteria. The system should include features as; associating individual goals to corporate goals, result oriented process improvement and routine reviews involving valid evaluations (Corporate Leadership Council, 2004).

Their main objective through implementing mentioned practices are to progress management methods to a more openly, caring and flexible style.

(Civil Service Bureau, 2012)

4. – Some of the private sector initiatives

4.1. – Modern Terminals Ltd.

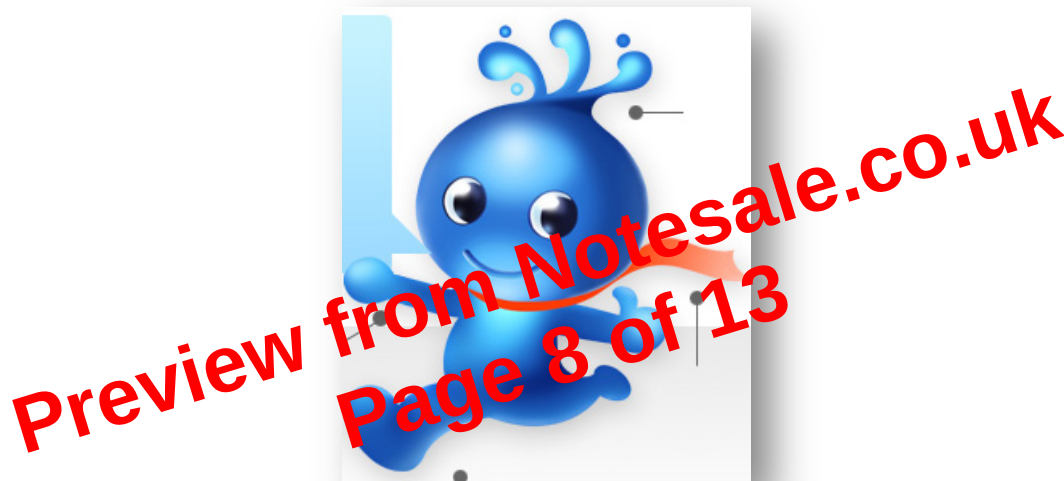
Modern Terminals Ltd. (MTL) states that in accordance to corporate sustainability there are certain corporate social responsibility (CSR) policies to be implemented as guidance towards sustainable development in addition to integrity strengthening Whistle Blowing Policy. The key components in their CSR policy being investing in people, health and safety, community involvement and environmental considerations, asserting that such policies align with their corporate mission, visions, strategies and values (Modern Terminals, 2015a).

- Investing in people (Modern Terminals, 2015b) – MTL desires to retain a talented, capable and professional workforce with a strong sense of belonging, providing opportunities for personal and occupational development.

Methods to achieve goals regarding cultivation of workforce capability should bear educational characteristics such as training programmes with benefits and amenities. Retaining talent lies in the process of proving a sense of belonging as well as leaving room to grow through psychological contracts. To retain a satisfying contract between employer and employee, there needs to be a mutual level of respect, recognition and an overall desirability to do so.

between departments through strengthening the team spirit (Hongkong International Terminals, 2015). In issuing three core values and twelve behavioural guidelines HIT put a strong focus on corporate culture. Though individual values are incorporated in the common norms and takes part in developing organisational culture, a well-outlined set of corporate values will achieve the same for the individual. There are a number of mechanisms to promote culture that could contribute to change, two of them being formal expression of ideology and introducing a new or changed symbol. The endeavour must have a clear ideological content and be an inspiring vision that appeals to shared values and ideals when it comes to customers, employees and the organization's overall goals.

Figure 2. Nannan, the mascot of HITs holding company



Source: (Hutchinson Port Holdings Trust, 2010)

The mascot represents the three corporate values that are customers, teamwork and innovation being symbolized in the three waves on the mascots head. The values endorse a dynamic corporate nature with regards to customers, openness to innovation and a goal-oriented fellowship. Each of the twelve guidelines put emphasis on the “we” in accordance to optimal team-based problem solving where every team-member must cooperate in a common network with interdependence, and the need for social contact and affiliations consistent with social needs theory.

4.3. - COSCO Information & Technology (H.K) Ltd.