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## HONG KONG TOURISM BOARD 香港旅遊發展局

Your Ref: CB(3)/PAC/R49  
 16 January 2008  
By Email and By Hand  
 Public Accounts Committee  
 Legislative Council  
 G/F., Legislative Council Building  
 8 Jackson Road, Central HK  
Attn: Ms Miranda Hon



Dear Ms Hon,

Re: The Director of Audit's Report on the results for value for money audits (Report No. 49) Chapter 5

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We refer to your letter of 14 January 2008 and would like to provide information as follows:

(a) (i) The annualized staff turnover rate of 14% in the first quarter of 2004 was considered high as compared to the overall staff turnover rate of 10% in FY03/04, representing a significant upsurge by 40% from 10% to 14%. The actual overall staff turnover rate for FY04/05 turned out to be 16% and even higher in subsequent years, further demonstrating the accurate observation of the upward trend. The staff turnover rates of FY01/02 to FY06/07 are summed up below for your easy reference:

FY01/02	13%
FY02/03	15%
FY03/04	10%
FY04/05	16%
FY05/06	25%
FY06/07	21%

(a) (ii) A quarterly staff turnover record (breakdown by posts and bands) of staff who left HKTB in 2004 is attached.

(b) There is actually no change to the organization chart nor the duties and responsibilities of the Executive Director and the Deputy Executive Director up to present. However, the current Deputy Executive Director has been tasked to implement a series of improvement measures according to the recommendations of the Director of Audit's report.

(c) The requested documents are attached. We would like to clarify that the performance assessment cycle of the DED was on financial year basis but the payment cycle of incentive payment to the DED was on calendar year basis.

(d) The basis of the Remuneration Review Committee (RRC)'s decision for granting the ED the variable payment (VP) in full in 2004-2005 and 2005-2006 has been set out in the "record of RRC Meeting on 22 March 2006 regarding the ED's VP for the period 19/3/2004 to 18/3/2005" and the "RRC Minutes of Meeting dated 30 November 2006" which has already been submitted with a list of documents to the PAC by courier service on 10 December 2007. The paper on the ED's performance mentioned in paragraph 2 of the minutes of the RRC meeting held on 30 November 2006 is enclosed in the aforesaid documents and the paper is entitled "Performance Report of ED for the period 19/3/2005 to 18/3/2006". We retrieve and attach the relevant documents again for the PAC's easy reference.

(e) While the principle for the proposed performance management system for Band A staff (including the respective weighting proposed for Key Performance Indicators, KSFs and competency assessment) has been endorsed by the Staff and Finance Committee on 10 January 2008, the management was tasked to further consult the Band A staff on the proposed mechanism before seeking for the HKTB Board's approval in March 2008. As such, we regret the details are not yet ready for submission at this juncture.

The above may include personal data and we appreciate the same not be included in the appendix of the PAC report and identities of individuals mentioned in those documents or information be masked.

We understand that the PAC will copy our response to relevant parties attending the hearing. For those who are unable to attend the hearing, the PAC will provide copy to them on the same day by mail.

Thank you for your kind attention to our request.

Yours sincerely



Mrs Daisy Lam  
Deputy Executive Director  
Enc.

Cc Secretary for Commerce and Economic Development (without enc)  
Commissioner for Tourism (without enc)  
Secretary for Financial Services and the Treasury (without enc)  
Director of Audit (without enc)  
Hon Mrs Selina Chow (without enc)  
Ms Clara Chong (without enc)  
Mrs Grace Lee (without enc)

*\*Note by Clerk, PAC: Attachments in items (c) and (d) not attached.*

**Staff Turnover Record from 1/1/04 to 31/12/04**

**Q1 2004**

<b>Department</b>	<b>Title</b>	<b>Band</b>
PTND-QTS	Executive	C
PTND-QTS	Officer	D
BDEV	Project Manager	B
PTND-QTS	Manager	B
OA	Executive	C
SM	Senior Manager	B
CONM	Manager	B
ITHR	Manager	B

**Q2 2004**

<b>Department</b>	<b>Title</b>	<b>Band</b>
LEGCON	Legal Assistant	C
FNMG	Clerk	D
MCOM	Executive	C
VS	Executive	C
PTND-QTS	Executive	C
EDM	Senior Executive	C
MCOM	Executive	C
CCPR	Manager	B

**Q3 2004**

<b>Department</b>	<b>Title</b>	<b>Band</b>
PTND-QTS	Manager	B
TRDM	Senior Executive	C
ITHR	Assistant Manager	C
TRDM	Assistant Manager	C
PTND-QTS	Officer, QTS Merchant Relationship Dev	D
TRDM	Secretary	D
PTND-QTS	Officer, QTS Merchant Relationship Dev	D
TDEV	Senior Executive	C

**Q4 2004**

<b>Department</b>	<b>Title</b>	<b>Band</b>
TRDM	Manager	B
CCPR	Assistant Manager	C
SPLG	Analyst	C
VS	Executive	C
VS	Executive	C
CMC	Senior Executive	C
CMC	Senior English Editor	C
CMC	Senior Executive	C
CMC	Executive	C