



THE HONG KONG FOOTBALL ASSOCIATION LIMITED
香港足球總會有限公司

HKFA

AFFILIATED TO FIFA & AFC IN 1954

Your Ref.: CB4/PAC/R74

Our Ref.: PW-0420/20

1 June 2020

Mr. Anthony CHU
 Clerk to the Public Accounts Committee
 Legislative Council Secretariat
 Legislative Council Complex
 1 Legislative Council Road
 Central, Hong Kong

Dear Mr. CHU,

Public Accounts Committee

Consideration of Chapter 1 of the Director of Audit's Report No. 74
Management of funding for sports development through
the Arts and Sports Development Fund (Sports Portion)

I refer to your letter of 18 May 2020. Our reply is provided in the ensuing paragraphs.

Item (a)

2034 Plan

The HKFA Chairman referred to the '2034 Plan' at the Public Accounts Committee. The '2034 plan' is a strategic goal in the proposed HKFA Strategic Plan 2020-2025. The Strategic Goal 1: The Hong Kong Project 2034 (draft) is to implement plans and actions to develop elite boy footballers to become professional players. The objective is for some of these elite players to ultimately represent Hong Kong with the ambitious target to enable Hong Kong Men to qualify for the FIFA World Cup in 2034.

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The proposed Strategic Plan 2020-2025 has not been endorsed by the HKFA Board at time of writing (27th May 2020) and therefore the details of the plan and resources required cannot be confirmed at this time.

Item (b)

According to FIFA official website, the highest ranking of the Hong Kong's football team is 90 (out of 181 countries / territories) in February 1996. Hong Kong ranked 103 (out of 167) in August 2013 and 143 (out of 211) currently, i.e. in April 2020.¹ FIFA membership has expanded from 167 to 211 and significant changes to the calculation method were made in 1999 and 2006. Both the calculation method and FIFA membership have changed since the ranking system started in 1992. Therefore the ranking in 1996 at 90 cannot be compared with that of 2020.

Item (c)

Members D, F and G were board members during football seasons 2014/15 to 2018/19.

Item (d)

The following proposed measures and timeline are initial ideas and Board approval is required.

a. Measures

(i) On the administration side

- to propose a collaborated calendar for HKFA meetings at the start of each season for Board's adoption and implementation, with regular interval between meetings and routinized day, time and venue of meetings
- to enhance communications with members
- to draft an "HKFA Organizational Regulations" for Board's adoption and implementation

¹ Source from FIFA official website: <https://www.fifa.com/fifa-world-ranking/associations/association/hkg/men/>



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香港足球總會有限公司

- Review time of meetings and plan to arrange out of office hours
- Report attendance of Board and Committee Members at meeting in HKFA Annual Report.

(ii) On the members' side Adopt a policy for non-attendance e.g. termination of appointment for attendance lower than an agreed attendance by the Board of Directors (This policy needs to be approved by the Board of Directors).

b. Timeline

A timetable will be passed to the Board to review and to consider to adopt the proposal.

Item (e)(i)

The “chairman” of the HKFA’s Audit Committee as referred to in Report No. 74 was in fact the convenor of the Audit Committee. There was misunderstanding because the minutes of the Board meeting on 6 July 2015 named the appointed director of all committees as “Convenor / Chairman” without further differentiation nor elaboration. It should be noted that the Board minutes were prepared for internal record purpose only.

A convenor will only be responsible for (i) nominating committee members for Board’s appointment and (ii) a bridge for communications between the Board and the Committee which consists of only independent (non-Board Member) chairman and members, e.g. Disciplinary Committee, Appeal Committee and Audit Committee, but without the rights of a chairman including (i) calling, attending and conducting a meeting and (ii) voting (including casting vote).

At the Board Meeting (meeting no. 1 of 2015-2016 Season) to inaugurate the newly elected Board held on 6 July 2015, a Director was appointed the ‘Convenor’ of the Audit Committee. .

Pursuant to Article 29.1 of Article of Association updated in March 2015, the Audit Committee constitutes one of the Standing Committees of HKFA.

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Item (e)(ii)

For avoidance of doubt, the Chief Executive Officer reported to the LegCo PAC meeting on 16 May 2020 that the Audit Committee was not set up during the 2015/16 to 2018/19 football season. As a matter of fact, the Audit Committee was set up in function during the 2013/14 football season, as evidenced by four meetings held in 2013/14 to 2014/15. According to HKFA Code of Conduct No. 18, it stated that *“Directors and staff members should not disclose any classified information of the Association to any other persons without authorization”*. Therefore, we are unable to disclose the HKFA Board minutes in 2014 and 2015 touching on the work of the Audit Committee. Please see the below summary after checked with the Board minutes:-

| Board meeting | Issues relating to the Audit Committee |
|--|--|
| 7 February 2014 (No. 5 of 2013-14 Season) | Board approved the establishment of the Audit Committee |
| 3 March 2014 (No. 6 of 2013-14 Season) | Board approved membership of the Audit Committee |
| 15 May 2014 (no. 8 of 2013-14 Season) | The Audit Committee held a meeting on 9 April 2014 and a report was presented to the Board. |
| 7 August 2014 (No. 1 of 2014-15 Season) | The Audit Committee held a meeting on 3 July 2014 and a report was presented to the Board. |
| 26 January 2015 (No. 5 of 2014-15 Season) | The Audit Committee held a meeting on 11 November 2014 and a report was presented to the Board. |
| 2 March 2015 (No. 6 of 2014-15 Season) | The Audit Committee held a meeting on 13 February 2015 and a report was presented to the Board. |
| End of 2014-15 Season | All HKFA Committees (including the Audit Committee) had the appointment term came to an end at the close of 2014-15 as the Board would have elections on 26 June 2015. |
| 6 July 2015 (No. 1 of 2015-16 Season) | Appointments for HKFA Committee for the new term (2015-2017) were made on the Board Meeting. Since the Audit Committee should consist of only independent (non-Board Member) chairman and members, a Board Director was appointed as convenor to nominate committee members for Board's appointment. |

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HKFA Secretariat did draw the attention to the Board that no successful appointments were made to the membership of the Audit Committee until the current term (2019-2021), i.e. the Audit Committee was failed to form in the terms 2015-2017 and 2017-2019. However, we accept that HKFA Secretariat should have been more forceful to inform the Board. Although the Audit Committee was failed to form, external audit company was appointed to carry out internal audit exercise services.

Item (e) (iii)

HKFA's Annual report is a publicity material prepared for the consumption of HKFA voting and non-voting members only, but is also made available publicly on HKFA's website to interested persons.

HKFA has checked the relevant minutes since 2014-15 and confirmed that all the audited accounts from 2013-14 onwards have already been approved by both the Finance Sub-Committee and the Board.

The Audit Committee was established in the 2013-14 with the first Committee meeting held in April 2014. On 13th February 2015, a Committee meeting was held and the annual audited financial statements for the year ended 30th June 2014 was presented to the Audit Committee and was passed by the members. As a result, there was a statement shown on the annual report 2013-14 that "The accounts of HKFA are endorsed by the Finance Sub-Committee and Audit Committee, and subsequently approved by the Board." The annual accounts 2013-14 of HKFA were endorsed by the Finance Sub-committee and the Audit Committee, and subsequently approved by the Board. However, the annual accounts 2014-15 to 2017-18 of HKFA were endorsed by the Finance Sub-committee but not by the Audit Committee prior to Board approval because the Audit Committee was not formed. The statement concerned in the 2016-2017 Annual Report inadvertently mentioned the Audit Committee. In future, HKFA will be more careful and accurate on the statements made on Annual Report.

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THE HONG KONG FOOTBALL ASSOCIATION LIMITED

香港足球總會有限公司

In 2019, a new Audit Committee had been formed. The annual audited financial statements of 2018/19 had been endorsed by the Audit Committee in February 2020.

In future, HKFA will be more careful and accurate on the statements made on Annual Report.

Item (e) (iv)

Agenda of meeting attached in **Annex A & Annex B**.

Item (e) (v)

The first appointment period of an audit firm to perform the internal audit service was a 3-year service contract commencing from April 2015.

The second appointment period of an audit firm to perform the internal audit service was a 2-year service contract commencing from October 2018.

Item (f)

A table with full list of board and committee meeting for full period with dates and indicate attached in **Annex C**

Item (g)(i)

The following table lists the 11 rejected applications under 6 recruitment exercises:



THE HONG KONG FOOTBALL ASSOCIATION LIMITED

香港足球總會有限公司

HKFA

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| No | Application Deadline | Date received |
|----|----------------------|---------------|
| 1 | 18-Oct-18 | 19-Oct-18 |
| 2 | 23-Jun-18 | 24-Jun-18 |
| 3 | 23-Jun-18 | 24-Jun-18 |
| 4 | 23-Jun-18 | 24-Jun-18 |
| 5 | 23-Jun-18 | 24-Jun-18 |
| 6 | 23-Jun-18 | 24-Jun-18 |
| 7 | 23-Jun-18 | 24-Jun-18 |
| 8 | 23-Jun-18 | 25-Jun-18 |
| 9 | 30-Sep-18 | 1-Oct-18 |
| 10 | 21-Jan-16 | 28-Jan-16 |
| 11 | 11-Jun-15 | 12-Jun-15 |

Item (g)(ii)

The existing Staff Recruitment Policy and Procedures do not specifically list out the procedures or approving authority where appropriate on handling applications received after deadlines or not sent to the designated recipients. However, existing practices addressing the concerned areas have been adopted under special circumstances, e.g. a vacant position does not have sufficient number of applicants meeting the minimum requirements after repeated job postings, the time and cost effectiveness of continued reposting the job, the level of skillset required for the position and the supply of the talents is exceptional limited in the labour market. When it is the situation, Hiring Manager is required to seek proper approval if warranted. Nevertheless, we will take the recommendations into account and follow up with the relevant committees accordingly.

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THE HONG KONG FOOTBALL ASSOCIATION LIMITED 香港足球總會有限公司

Item (g)(iii)

The recommendations made by the Director of Audit are well noted. Relevant guidelines will be added to the written policy when the Staff Recruitment Policy is reviewed by the Organization Development Committee and recommendations presented for the Board of Directors' approval.

Item (g)(iv)

A current policy approved by HKFA Board in February 2019 is appended in **Annex D**.

Item (g)(v)

The HKFA's engaged an external audit firm to review its staff recruitment policy and procedures in October to November 2018. While how to handle the late applications and applications not sent to designated recipients (i.e. the concerned areas identified in paragraph 4.26 of the No. 74 Report of the Director of Audit) have not been specifically addressed in the external audit review. The policy was then refined with the necessary guidelines to address the external auditors' recommendations, the changes made to the policy which mainly addressed the interview panel arrangements and the approval process for the forthcoming recruitment exercises of the three senior management posts, namely (1) the Chief Executive Officer, (2) Head Coach, (3) Technical Director at such time. Subsequently, the staff recruitment policy and procedures were revised and endorsed by the Board in February 2019 in accordance with the findings and recommendations of the external audit firm.

The observations made by the Director of Audit have been noted. Some specific guidelines to address the concerned inadequacies identified in the Director of Audit's report in regard to dealing with late applications and when applications are not sent to the designated recipients will be an agenda item for discussion at the coming ODC Meeting and then recommendations will be presented to the Board of Directors.



THE HONG KONG FOOTBALL ASSOCIATION LIMITED

香港足球總會有限公司

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Item (h)

The existing HKFA Code of Conduct contains the abridged guidelines in respect of the declarations of conflict of interest for recruitment and all staff members are required to strictly follow. Specifically, point 13 of the Code of Conduct stipulates that:

Directors and staff members are in the best position to decide or not there is a conflict of interest warranting declaration. If in doubt, it is prudent for the director or staff member to seek clarification from the Board or supervisor respectively.

The following relationship for which a declaration should be made has been stated in the Code of Conduct:

One of the candidates under consideration in a recruitment or promotion exercise is a family member, a relative or a close personal friend of the staff member involved in the process.

Under our current practice, the hiring manager is required to indicate whether he/she personally knows the applicant applying for the position when he/she fills in the shortlisting record. A form confirming the composition of interview panel needs to be approved by the approving authority for the interview arrangement (a copy is appended in **Annex E**). Moreover, all the members of the interview panel are required to make their declarations of interest by filling a declaration form which being the formal formalities required for handling conflict of interest. (please refer to **Annex F**).

Item (i)

There is no official / comprehensive study on complimentary tickets being carried out in the past.

For the international matches such as the event mentioned in paragraph 4.38(c)(i) of the audit report, HKFA have record of all the ticket number of those complimentary tickets distributed and we can carry out study as per that information, so that we can understand more and review the distribution list.

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THE HONG KONG FOOTBALL ASSOCIATION LIMITED

香港足球總會有限公司

With the exception of complimentary tickets to be distributed based on contractual requirements with parties such as the away team and sponsors, the CEO has the authority to allocate any unredeemed complimentary tickets by entitled persons.

Item (j) (i)

The audited financial statements for the year 2018-2019 has not yet been adopted by the AGM, where the AGM is postponed due to the outbreak of COVID-19.

Item (j)(ii)

The non-cash sponsorship mainly includes the in-kind sponsorship of football products of Hong Kong Representative Teams, referee uniform, drinks, etc...from sponsors. The unaudited amount of non-cash sponsorship received are shown as below,

| <u>Period of non-cash sponsorship received by HKFA</u> | <u>HK\$ (in million)</u> |
|--|--------------------------|
| Apr 2014 - Mar 2015 | 10.6 |
| Apr 2015 - Mar 2016 | 11.8 |
| Apr 2016 - Mar 2017 | 10.9 |
| Apr 2017 - Mar 2018 | 11.1 |
| Apr 2018 - Mar 2019 | 12.1 |
| Apr 2019 - Mar 2020 | 11.3 |

Item (j)(iii)

Reasons for the general decrease in self-generated income of HKFA – gate receipt

Over the four seasons 2014/15 to 2017/18, 82% of HKFA gate receipts were generated from HKFA major international matches / exhibition matches and Hong Kong team matches held in Hong Kong. The remaining 18% of HKFA gate receipts over the four seasons were generated from Hong Kong Premier League, cup matches, sanction fees and levies (i.e. Premier League Asia Trophy 2017). It is worth pointing out that HKFA only receives 5% of the gate receipts of Hong Kong Premier League and matches. Participating clubs would share most of the gate receipts.

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THE HONG KONG FOOTBALL ASSOCIATION LIMITED

香港足球總會有限公司

Therefore, the HKFA would rely heavily on international competitions, including official competitions such as the World Cup Qualification and Asian Cup qualifiers, and exhibition matches of high level and quality to attract higher attendance rates and generate more gate receipts for HKFA. However, the level and quality of international competitions depend on the draw results and is out of HKFA control.

The highest gate receipt generated from Hong Kong Team during this period is the Hong Kong vs China match in 2015 which generated HK\$660,320 (exclude the Centennial Exhibition match vs Argentina in 2014/15 which is an exceptional case).

The levy fee when Hong Kong hosted the English Premier League Asia Trophy in 2017 resulted in a rise in gate receipts for the season 2017/18.

The years with a smaller number of quality international matches held in Hong Kong results in the lower gate receipt generated.

Reasons for the general decrease in self-generated income of HKFA – sponsorship

Potential sponsors take into consideration the market value and positive branding image that HKFA and local football could bring. Local football has always attracted a lot of attention and is being discussed publicly in different perspectives by various stakeholders, some potential sponsors might hesitate to invest as sponsor. HKFA must focus on being a positive brand for sponsors to be associated.

We were able to retain major sponsors, yet we lost some secondary sponsors and individual sponsors, especially after the momentum of 2015 World Cup Qualifier HK Vs China.

The cash sponsorship amount had been relatively high for some potential sponsors, for example, the standard package of one local cup competition, i.e. FA Cup, is currently \$300,000 in order to cover most fee of professional cup matches. HKFA will review sponsorship packages to ensure attractive and affordable to potential sponsors.

In fact, sponsors interested in football may choose to support HKPL teams instead of HKFA because of the different objectives and marketing strategies of the sponsors. Currently many HKPL teams are supported by commercial sponsors and we

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香港足球總會有限公司

understand that some of them have increased their investments substantially in recent years.

Item (j) (iv)

Strengthening the functioning of marketing by being proactive in retaining existing sponsorship and soliciting new sponsorship, as well as developing an effective sponsorship sales strategy.

Target for sponsorship that last for longer period and sponsors that would engage in multi-matches (World Cup Qualifiers, Asian Cup or EAFF) in order to create a sustainable financial situation.

Revise sponsorship strategies that allow lower investment requirement and/or secondary sponsors so that allow the potential sponsors to support HKFA with smaller investment to generate more sponsorship.

Create more opportunities for advertising and brand exposure including enhance the technology such as LED stadium advertising.

Initiate the sponsorship soliciting process with main sponsors eight months in advanced, secondary sponsorship six months in advanced and approach sponsors for international matches three months in advanced or once the information of the international matches become available.

To utilize the opportunities from government matching grants and aim to obtaining more resources from such grants in order to diversity and strengthen the financial sources of HKFA.

HKFA secretariat will form a working group to work on a timeline. A general timeline will be passed to the Marketing and Communication Committee to review.



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THE HONG KONG FOOTBALL ASSOCIATION LIMITED

香港足球總會有限公司

Item (j) (v)

Measures to increase the gate receipts, including timeline and details of plan

- 1) Increase the number of Hong Kong Representative Team (HKRT) friendly matches:

Starting from 2020-2021 season, more HKRT friendly matches will be held in Hong Kong during the FIFA window in each season to generate more gate receipt for the HKFA. (Note: due to the COVID-19 pandemic situation, the official match schedule of World Cup Qualifier and Asian Cup Qualifier still pending which might occupy some of the slot in the FIFA window. At the moment, there are 5 FIFA window annually which can play 10 matches.) HKFA plan to invite opponents with high quality and popularity in order to attract audience and generate more gate receipts.

- 2) Usage of the Hong Kong Stadium for the HKRT matches:

In order to allow more people to purchase tickets and enjoy better match day experience, HKFA will put all the HKRT matches at the Hong Kong Stadium rather than Mong Kok Stadium starting from 2020-2021 seasons. HKFA must make effort to market and promote the international matches. The HKRT shall develop a “home venue” at the Hong Kong Stadium.

- 3) HKFA must make effort to market and promote the HKPL from 2020-2021 season to rebrand and raise the image of the HKPL and the clubs. HKFA will closely cooperate with the LCSD to explore various proposals on marketing activities and initiatives to facilitate the HKPL clubs. Before the start of each football season, HKFA and LCSD will conduct the joint meeting for review of the last season and the future planning.

With HKFA's support to HKPL clubs to develop a fan base within the catchment area of the stadium, including residence and surrounding schools with marketing and promotion campaigns with the objective of increasing attendance and therefore gate receipt. In addition, HKFA plan to change the current stadium/sports ground assignment in the Premier Division to a minimum period of

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香港足球總會有限公司

three years instead of the current practice of just one year. This will allow the clubs time to build up a fan base around the stadium location.

(j)(vi)

The net financial results of international matches, excluding the sponsorship by the President and Directors on the exhibition game in October 2014 between Hong Kong and Argentina, ranged from lowest of -\$11.6 million to the highest of \$1.2 million during the period 2014/15 to 2018/19.

(j)(vii)

With reference to the audited financial statements, the recurrent and non-recurrent support from Hong Kong Jockey Club (“HKJC”) over the football seasons 2015-2016 to 2017-2018 amounted to \$64 million and \$186 million respectively. For 2018-2019, the audited financial statement has not yet been adopted by the AGM, where the AGM is postponed due to the outbreak of COVID-19. For 2019-2020, the fiscal year will be ended on 30 June 2020.

The purpose of recurrent funding from Hong Kong Jockey Club is to support the youth football development programmes and events. The non-recurrent funding is the support the construction of the Jockey Club HKFA Football Training Centre.

Item (k)

HKFA is required to provide half-yearly report to HAB within one month after the end of the reporting period. However, at the time of preparing the half-yearly report, HKFA reported the figures based on the preliminary figures on hand. It is not unusual for having further adjustments when more information is obtained (e.g. a sponsor agreed to pay for the actual expenses of a particular match. However, at the time of submission the half-yearly report to HAB, the total amount of actual expenses to be sponsored was not yet confirmed due to the late submission of invoices from suppliers. HKFA was required to adjust the figure after the submission of half-yearly report.) or errors are discovered. Therefore, the breakdown submitted to Audit Commission in

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香港足球總會有限公司

August 2019 included all the subsequent adjustments and resulted in the discrepancies.

In addition, the figures presented to the HAB in the half-yearly reports are unaudited yearly figures ending in March and September, while the figures presented in the HKFA's audited accounts are audited yearly figures ending in June based on football season.

In future, HKFA will strengthen the monitoring on the accuracy of reported figures and update to the HAB in case subsequent adjustments have been made.

Item (I)

HKFA understand from the Director of Audit there were no quotations obtained for each of the five cases with reference to Table 39 of the Audit Report because the Commission considered there was no proper quotation exercises conducted on these five cases.

In regard to the two quotations received for 2016-2017 as mentioned in paragraph 4.59(a) of the Audit Report, these two quotations were received from insurance companies for the medical insurance of professional players and amateur players of Hong Kong Representative Teams after 16 insurance companies had been contacted through an appointed broker. However, our understanding from the Audit Commission was that HKFA were required to carry out a quotation exercise on the insurance broker, even though a quotation exercise was conducted for the appointment of an insurance company via the insurance broker.

Detailed of each of the five cases are further discussed in the following paragraph.

Item A refers to five procurement transactions of insurance for HK Representative Teams amateur players which occurred over three football seasons from 2015-2016 to 2017-18. In each of the five procurement transactions, HKFA did conduct quotation exercises on insurance company through the appointed insurance broker in the three football seasons. However, HKFA did not perform a quotation exercise on the insurance broker due to the lack of professional insurance knowledge on the establishment and running of a Collective Self Insurance Scheme for Football

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(“Insurance Scheme”).

In the end of 2014, HKFA was aware of the insufficient protection on accident, incident and/or injury of Hong Kong Representative Teams players. On 26 Jan 2015, the then CEO prepared a report to the Finance Sub-committee and the Board with recommendations. After further discussions, the proposal was finally approved in-principle the creation of an Insurance Scheme to cover accidents, illnesses, injuries, and compensation on salary of all registered players and seeking expert medical and insurance advice in relation to the establishment of the scheme.

In May 2015, an insurance broker presented a proposal for the procurement of medical, personal accident (“PA”) and employee compensation for players and clubs (“EC”) for taskforce discussion. HKFA Board then discussed the proposal in the meeting and instructed the Secretariat to inform the member clubs about the plan and to further discuss with the recommended broker in detail. The recommended insurance broker was then appointed and has been used by HKFA since then.

In each football season, the broker collects quotations from insurance companies for EC, Medical and PA Insurance on behalf of Premier League Clubs (“HKPL Clubs”) and Hong Kong Representative Teams (Amateur players). (Remark: HKPL clubs are required to procure EC, PA and medical insurance for professional players where HKFA is required to procure the medical and PA insurance for amateur players.) Since the insurance procured by HKPL Clubs forms the major part of the whole Insurance Scheme, the insurance broker were required to present in the HKPL Meeting of their analysis on the quotations from insurance companies and recommendations.

For 2015-2016 football season, the insurance broker contacted 16 insurance companies on behalf of HKFA and finally received two and three quotations for medical insurance and personal accidental respectively but there was only one insurance company could provide both the medical and personal accident insurance.

For 2016-2017 football season, the insurance broker contacted 16 insurance companies on behalf of HKFA and finally received 2 and 1 quotations for medical insurance and personal accidental respectively where only the existing insurance company could provide both the medical and personal accident insurance.

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For 2017-2018 football season, the insurance broker contacted 7 insurance companies and finally received 2 and 1 quotations for medical insurance and personal accidental respectively where only the existing insurance company could provide both the medical and personal accident insurance.

The Audit did understand that in some circumstances, there might be difficulties for HKFA in obtaining quotations.

In this case, due to the high risk of football playing and restriction of insurance industry practice, it would not be practicable for HKFA to do the quotation process by itself. Overall speaking, the insurance broker did help HKFA request quotations from more than 5 insurers in every year.

In future, HKFA will increase the transparency of the insurance broker appointment by inviting more than one broker to bid the service.

Item B refers to two individual procurement transactions, \$25,000 webpage production services and \$72,930 license fee for video analysis software occurred in October 2017 and September 2016 respectively.

Webpage production services refer to a marketing project of a popup store in September 2016. According to our record, the responsible staff considered that it was a sole supplier/service provider but without recording the justification of her judgement. The procurement was finally approved by the then CEO.

License fee for video analysis software refers to the procurement of software license for coaches and analysts to improve the performance of teams and players.

Since the selected software is focused on football aspect and could provide variety of statistical information for analysis, finally it was recommended by technical staff of Hong Kong Representative Teams to procure that software for coaches of different Hong Kong Representative Teams. At that time, HKFA understood from the vendor that it was the sole supplier in HK and did not recognize other vendors in HK were selling the same software. Although the procurement was finally approved by the then

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CEO, detailed justification had not been documented.

Overall, as a matter of fact, the Procurement Policies and Guidelines before October 2018 did not have a clear and explicit requirement on the justification requirement and approval authority of handling exceptional circumstances. Following the revision of Procurement Policies and Guidelines in October 2018, all the procurement cases requiring an exemption from the procurement procedures should provide a full justification with a special approval from the designated approving authority/person holding a higher office.

In future, HKFA will arrange seminars/meetings with procurement staffs to raise their awareness and knowledge on Procurement Policies and Guidelines and require staff to strictly follow the laid-down procedures.

Item C refers to the procurement of IT service for exporting Hong Kong Premier League data to a third-party website for the period from August 2018 to July 2019. The project required the service vendor to get access to HKFA's website server and the IT service vendor, who was responsible for the maintenance of HKFA website, was therefore appointed to handle the project. A written quotation was obtained from this sole service provider. The responsible staff recorded "sole supplier/service provider" on the procurement record but without detailing of his justification. However, according to our understanding, the Audit Commission did not consider it as a valid quotation exercise since proper justification on the procurement was not recorded.

As mentioned in the above, in future, HKFA will arrange seminars/meetings with procurement staffs to raise their awareness and knowledge on Procurement Policies and Guidelines and requires staff to strictly follow the laid-down procedures.

Item D refers to the banner advertising network service in September 2017 to promote 2 matches of Hong Kong Representative Team. According to our record, the responsible staff considered that it was a sole supplier/service provider but without recording the justification of her judgement. The procurement was finally approved by the then CEO.



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As stated, the Procurement Policies and Guidelines before October 2018 did not have a clear and explicit requirement on the justification requirement and approval authority of handling exceptional circumstances.

In future, HKFA will arrange seminars/meetings with procurement staffs to raise their awareness and knowledge on Procurement Policies and Guidelines and requires staff to strictly follow the laid-down procedures.

Item E refers to procurement of football fraud detection and monitoring services for the Reserve League from June 2018 to Sep 2019. That supplier was appointed by AFC to investigate and monitor leagues for potential match fixing and manipulation across Asia. It oversees all matches in the top two leagues and cups in the AFC Member Associations. Since reserve league had not been covered in the service agreement from AFC, HKFA was required to appoint the service vendor on its own for the football fraud detection and monitoring services. According to our records, the responsible staff had marked down the "Sole Supplier/service vendor" on the procurement record but without detailing the full justification.

As mentioned in the above, in future, HKFA will arrange seminars/meetings with procurement staffs to raise their awareness and knowledge on Procurement Policies and Guidelines and requires staff to strictly follow the laid-down procedures.

Item (m)

The following table shows a list of subvented positions of the HKFA created for implementing the Project Phoenix and FYSP. The duties of some posts, such as positions No. 1, 3, 4, 7 and 8, include improving the governance and management of HKFA.

| No. | HKFA Positions | Project Phoenix 2011 to 2015 | 5-Year Strategic Plan 2015 to 2020 |
|-----|--|---------------------------------|---------------------------------------|
| 1. | Chief Executive Officer | 2011 to present | |
| 2. | Personal Assistant to Chief Executive Officer | 2012 to present | |
| 3. | Head of Corporate Governance | 2013 to present | |
| - | Administrative Officer | 2012 to 2013 | N/A |

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| | | | |
|-----|---|--|-----------------|
| 4. | Financial Controller | 2011 to present | |
| 5. | Accounting Officer | 2011 to present | |
| 6. | Accounting Assistant | 2011 to present | |
| - | Corporate Support Manager | 2013 to 2014 | N/A |
| 7. | Internal Control Manager | 2014 to present | |
| 8. | Human Resources Manager | 2012 to present | |
| 9. | Human Resources Officer | 2012 to present | |
| 10. | IT Manager | 2013 to present | |
| - | Head of Marketing & Communications | 2013 to 2014 | N/A |
| 11. | Public Relations and Communications Manager | 2014 to present | |
| 12. | Marketing Manager | 2013 to present | |
| 13. | Marketing Officer | 2013 to present | |
| 14. | Public Relations & Communications Officer | Post not existed | 2016 to present |
| 15. | Social Media Officer | Post not existed | 2015 to present |
| 16. | Technical Director | 2012 to 2014 | 2019 to present |
| 17. | Head Coach | 2012 to 2014 | 2018 to present |
| - | Head Coach & Technical Director | 2014 to 2017, had split in two posts | |
| 18. | Academy Head Coach | 2012 to 2020 | |
| - | Special Projects Manager | 2013 to 2014 | N/A |
| 19. | Head of Football Development | 2014 to 2019, post no longer required since April 2019 | |
| 20. | Representative Teams Administrative Manager | 2013 to present | |
| 21. | Coach Education Manager | 2013 to present | |
| 22. | Grassroots Football Manager | 2013 to present | |
| 23. | Women's Football Manager | 2013 to present | |
| 24. | Futsal Manager (Part Time) | 2013 to present | |
| 25. | Futsal Coach (Part Time) | N/A | 2016 to present |
| 26. | Referees Manager | 2013 to present | |
| 27. | Referees Administrator | N/A | 2017 to present |

The job descriptions of the positions 1, 3, 4, 7 and 8 are appended in **Annex G**.

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Yours sincerely

(PUI Kwan Kay)

Chairman

- cc Secretary for Home Affairs (fax no. 2591 5536)
Director of Leisure and Cultural Services (fax no. 2691 4661)
Chief Executive Officer, Hong Kong Football Association Secretariat
(fax no. 2760-4303)
Secretary for Financial Services and the Treasury (fax no. 2147 5239)
Director of Audit (fax no. 2583 9063)

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Audit Committee

1st Meeting of 2019/20

Date : 18 December 2019 (Wednesday)

Time : 9:00 am

Venue : Board Room, 1/F, HKFA Building, 55 Fat Kwong Street, Homantin, Hong Kong.

| Agenda items |
|---|
| 1. Review of Terms of Reference |
| 2. Review of Internal Audit Charter |
| 3. Overview of Internal Audit Works with [REDACTED] |
| 4. Overview of External Audit Scope |
| 5. Any Other Business |



Audit Committee

Meeting of 2019/20 (Teleconference)

Date : 28 February 2020 (Friday)

Time : 11:00 am

| |
|--|
| Agenda items |
| 1. Review of Annual Audited Financial Statements of HKFA |

| | Jul-14 | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 | Jun-15 |
|---|--|---|--|--|--|--|--|--|--|--|--|--|
| General Meeting | | | | | | | | | 31 Mar 2015 Agenda: yes Minutes: yes | | | 26 Jun 2015 Agenda: yes Minutes: yes |
| Board | | 7 Aug 2014 Agenda: yes Minutes: yes | 26 Sep 2014 Agenda: yes Minutes: yes | 25 Oct 2014 Agenda: yes Minutes: yes | 3 Nov 2014 Agenda: yes Minutes: yes | 15 Dec 2014 Agenda: yes Minutes: yes | 26 Jan 2015 Agenda: yes Minutes: yes | 13 Apr 2015 Agenda: yes Minutes: yes | 2 Mar 2015 Agenda: yes Minutes: yes | 19 May 2015 Agenda: yes Minutes: yes | | |
| Disciplinary Committee | | | 22 Sep 2014 Agenda: Yes Minutes: Yes | 6 Oct 2014 Agenda: Yes Minutes: Yes | 3 Nov 2014 Agenda: Yes Minutes: Yes | 1 Dec 2014 Agenda: Yes Minutes: Yes | 12 Jan 2015 Agenda: Yes Minutes: Yes | 9 Feb 2015 Agenda: Yes Minutes: Yes | 9 Mar 2015 Agenda: Yes Minutes: Yes | 8 Apr 2015 Agenda: Yes Minutes: Yes | 4 May 2015 Agenda: Yes Minutes: Yes | 1 Jun 2015 Agenda: Yes Minutes: Yes |
| Appeal Committee | | | | | | | | | | | | |
| Finance & Strategy Committee | | | 23 Sep 2014 Agenda: Yes Minutes: Yes | | | 4 Dec 2014 Agenda: Yes Minutes: Yes | | 3 Feb 2015 Agenda: Yes Minutes: Yes | | | 13 May 2015 Agenda: Yes Minutes: Yes | |
| Organisational Development Committee | | 27 Aug 2014 Agenda: No Minutes: Yes | | | 24 Nov 2014 Agenda: No Minutes: Yes | | | | | | 11 May 2015 Agenda: No Minutes: Yes | |
| Technical and Playing Committee | | | | | | | | | | | | |
| Football Development Sub-committee | | | | | | 11 Dec 2014 Agenda: Yes Minutes: No | | | | | | |
| Representative Teams Management Sub-committee | | | | | | | | | | | | |
| Futsal and Women's Football Sub-committee | | | | | | | 7 Jan 2015 Agenda: Yes Minutes: Yes | | | 4 Apr 2015 Agenda: yes Minutes: no | | |
| Audit Committee | 3 Jul 2014 Agenda: No Minutes: Yes | | | | 11 Nov 2014 Agenda: Yes Minutes: Yes | | | 13 Feb 2015 Agenda: Yes Minutes: Yes | | | | |
| Referees Committee | | | 11 Sep 2014 Agenda: Yes Minutes: Yes | | 20 Nov 2014 Agenda: Yes Minutes: Yes | | 28 Jan 2015 Agenda: Yes Minutes: Yes | | 9 Mar 2015 Agenda: Yes Minutes: Yes | | 14 Apr 2015 Agenda: Yes Minutes: Yes | 9 Jun 2015 Agenda: Yes Minutes: Yes |
| Legal Committee | | 4 Aug 2014 Agenda: yes Minutes: yes | | | | | | 4 Feb 2015 Agenda: yes Minutes: yes | | | | |

| | Jul-14 | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 | Jun-15 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Marketing and Communications Committee | | | | | | | | | | | | |

| | Jul-15 | Aug-15 | Sep-15 | Oct-15 | Nov-15 | Dec-15 | Jan-16 | Feb-16 | Mar-16 | Apr-16 | May-16 | Jun-16 |
|--|---|---|--|--|---|---|---|--|--|--|---|---|
| General Meeting | | | | | | | | | 31 Mar 2016 Agenda: yes Minutes: yes | | | 26 Jun 2016 Agenda: yes Minutes: yes |
| Board | 6 Jul 2015 Agenda: yes Minutes: yes | 3 Aug 2015 Agenda: yes Minutes: yes | | 5 Oct 2015 Agenda: yes Minutes: yes | | 7 Dec 2015 Agenda: yes Minutes: yes | | 1 Feb 2016 Agenda: yes Minutes: yes 1 Feb 2016 Agenda: Yes Minutes: Yes | | 5 Apr 2016 Agenda: yes Minutes: yes | | 6 Jun 2016 Agenda: yes Minutes: yes |
| Disciplinary Committee | | | 29 Sep 2015 Agenda: Yes Minutes: Yes | 12 Oct 2015 Agenda: Yes Minutes: Yes 26 Oct 2015 Agenda: Yes Minutes: Yes | 9 Nov 2015 Agenda: Yes Minutes: Yes 23 Nov 2015 Agenda: Yes Minutes: Yes | 7 Dec 2015 Agenda: Yes Minutes: Yes 21 Dec 2015 Agenda: Yes Minutes: Yes | 4 Jan 2016 Agenda: Yes Minutes: Yes 18 Jan 2016 Agenda: Yes Minutes: Yes | 15 Feb 2016 Agenda: Yes Minutes: Yes 29 Feb 2016 Agenda: Yes Minutes: Yes | 14 Mar 2016 Agenda: Yes Minutes: Yes 29 Mar 2016 Agenda: Yes Minutes: Yes | 11 Apr 2016 Agenda: Yes Minutes: Yes 25 Apr 2016 Agenda: Yes Minutes: Yes | 9 May 2016 Agenda: Yes Minutes: Yes 23 May 2016 Agenda: Yes Minutes: Yes | 6 Jun 2016 Agenda: Yes Minutes: Yes 20 Jun 2016 Agenda: Yes Minutes: Yes |
| Appeal Committee | | | | | | | | | | 25 Apr 2016 Agenda: Yes Decision: Yes | | |
| Finance and Strategy Committee | | | | | | | | | | | | |
| Finance Sub-committee | | | | 7 Oct 2015 Agenda: Yes Minutes: Yes | | | 13 Jan 2016 Agenda: Yes Minutes: Yes | | | | 6 May 2016 Agenda: Yes Minutes: Yes | |
| Strategy Sub-committee | | | | 7 Oct 2015 Agenda: Yes Minutes: Yes | | | 13 Jan 2016 Agenda: Yes Minutes: Yes | | | | 6 May 2016 Agenda: Yes Minutes: Yes | |
| Organisational Development Committee | | | | | 26 Nov 2015 Agenda: Yes Minutes: Yes | | | | 2 Mar 2016 Agenda: Yes Minutes: Yes | | | |
| Technical and Playing Committee | | | | | | | 18 Jan 2016 Agenda: Yes Minutes: Yes | 17 Feb 2016 Agenda: no Minutes: yes | | | | |
| Futsal, Women's Football and Beach Soccer Sub-committee | | | | | | | | 5 Feb 2016 Agenda: yes Minutes: yes | | | | |
| Audit Committee | | | | | | | | | | | | |
| Referees Committee | | | 9 Sep 2015 Agenda: Yes Minutes: Yes | | 2 Nov 2015 Agenda: Yes Minutes: Yes | 17 Dec 2015 Agenda: Yes Minutes: Yes | | | | 26 Apr 2016 Agenda: Yes Minutes: Yes | | 22 Jun 2016 Agenda: Yes Minutes: Yes |
| Legal Committee | | | | | | | | | | | | |
| Marketing and Communications Committee | 28 Jul 2015 Agenda: Yes Minutes: No | | | | 05 Nov 2015 Agenda: Yes Minutes: No | 9 Dec 2015 Agenda: Yes Minutes: No | 14 Jan 2016 Agenda: yes Minutes: yes | | | | | |
| Members Committee | | | | | | | | | 3 Mar 2016 Agenda: yes Minutes: yes | | 24 May 2016 Agenda: yes Minutes: yes | |
| Electoral Committee | | | | | | | | | | | | |
| Medical Committee | | | | | | | | | | | | |

| Competitions Committee | Jul-15 | Aug-15 | Sep-15 | Oct-15 | Nov-15 | Dec-15 | Jan-16 | Feb-16 | Mar-16 | Apr-16 | May-16 | Jun-16 |
|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | | | | | | | | | | | |

| | Jul-16 | Aug-16 | Sep-16 | Oct-16 | Nov-16 | Dec-16 | Jan-17 | Feb-17 | Mar-17 | Apr-17 | May-17 | Jun-17 |
|--|--|---|--|--|--|--|--|--|---|--|--|--|
| General Meeting | | | | | | | | | 20 Mar 2017 Agenda: yes Minutes: yes | | | |
| Board | 11 Jul 2016 Agenda: yes Minutes: yes | 1 Aug 2016 Agenda: yes Minutes: yes | | 3 Oct 2016 Agenda: yes Minutes: yes 3 Oct 2016 Agenda: Yes Minutes: Yes | | 5 Dec 2016 Agenda: yes Minutes: yes | | 6 Feb 2017 Agenda: yes Minutes: yes | | 10 Apr 2017 Agenda: yes Minutes: yes | 2 May 2017 Agenda: Yes Minutes: Yes | 5 Jun 2017 Agenda: yes Minutes: yes |
| Disciplinary Committee | 4 Jul 2016 Agenda: Yes Minutes: Yes | | 5 Sep 2016 Agenda: Yes Minutes: Yes | 17 Oct 2016 Agenda: Yes Minutes: Yes | 14 Nov 2016 Agenda: Yes Minutes: Yes | 12 Dec 2016 Agenda: Yes Minutes: Yes | 9 Jan 2017 Agenda: Yes Minutes: Yes | 6 Feb 2017 Agenda: Yes Minutes: Yes | 6 Mar 2017 Agenda: Yes Minutes: Yes | 3 Apr 2017 Agenda: Yes Minutes: Yes | 15 May 2017 Agenda: Yes Minutes: Yes | 12 Jun 2017 Agenda: Yes Minutes: Yes |
| Appeal Committee | 25 Jul 2016 Agenda: Yes Minutes: Yes | | 19 Sep 2016 Agenda: Yes Minutes: Yes | 31 Oct 2016 Agenda: Yes Minutes: Yes | 28 Nov 2016 Agenda: Yes Minutes: Yes | 28 Dec 2016 Agenda: Yes Minutes: Yes | 23/1/2017 Agenda: Yes Minutes: Yes | 20 Feb 2017 Agenda: Yes Minutes: Yes | 20 Mar 2017 Agenda: Yes Minutes: Yes | 18 Apr 2017 Agenda: Yes Minutes: Yes | 29 May 2017 Agenda: Yes Minutes: Yes | |
| Finance and Strategy Committee | | | | | | | | | 15 Mar 2017 Agenda: Yes Decision: Yes | | | |
| Finance Sub-committee | | | 7 Sep 2016 Agenda: Yes Minutes: Yes | | 22 Nov 2016 Agenda: Yes Minutes: Yes | | 25 Jan 2017 Agenda: Yes Minutes: Yes | | | 27 Apr 2017 Agenda: Yes Minutes: Yes | | |
| Strategy Sub-committee | | | 7 Sep 2016 Agenda: Yes Minutes: Yes | | 22 Nov 2016 Agenda: Yes Minutes: Yes | | 25 Jan 2017 Agenda: Yes Minutes: Yes | | | 27 Apr 2017 Agenda: Yes Minutes: Yes | | |
| Organisational Development Committee | | | | | 24 Nov 2016 Agenda: Yes Minutes: Yes | | | | | | | |
| Technical and Playing Committee | | | | | | 17 Dec 2016 Agenda: yes Minutes: yes | | | | | 29 May 2017 Chairman Notes & Agenda: yes Minutes: yes | |
| Futsal, Women's Football and Beach Soccer Sub-committee | | | | | | | | | | | 7 May 2017 Agenda: yes Minutes: no | |
| Audit Committee | | | | | | | | | 29 Mar 2017 Agenda: yes Minutes: yes | | | |
| Referees Committee | | | 1 Sep 2016 Agenda: Yes Minutes: Yes | | 9 Nov 2016 Agenda: Yes Minutes: Yes | | 13 Jan 2017 Agenda: Yes Minutes: Yes | 23 Feb 2017 Agenda: Yes Minutes: Yes | | 27 Apr 2017 Agenda: Yes Minutes: Yes | | 14 Jun 2017 Agenda: Yes Minutes: Yes |
| Legal Committee | | | 12 Sep 2016 Agenda: yes Minutes: yes | | | | | | | | | |
| Marketing and Communications Committee | | | | | | | | | | | | |
| Members Committee | 5 Jul 2016 Agenda: yes Minutes: yes | | | | | | | | | | | |
| Electoral Committee | | | | | | | | | | | | |
| Medical Committee | | | | | | | | | | | | |

| | Jul-16 | Aug-16 | Sep-16 | Oct-16 | Nov-16 | Dec-16 | Jan-17 | Feb-17 | Mar-17 | Apr-17 | May-17 | Jun-17 |
|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--|--------|--|--|
| Competitions Committee | | | | | | | | | 27 Mar 2017 Agenda: Yes Minutes: Yes | | 15 May 2017 Agenda: Yes Minutes: Yes | 19 Jun 2017 Agenda: Yes Minutes: Yes 22 Jun 2017 Agenda: Yes Minutes: Yes |

| | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 |
|---|--|--|--|--|--|--|--|--|--|--|--|--|
| General Meeting | | | | | | | | | 28 Mar 2018 Agenda: yes Minutes: yes | | | |
| Board | 17 Jul 2017 Agenda: yes Minutes: yes | | | 9 Oct 2017 Agenda: yes Minutes: yes | | 18 Dec 2017 Agenda: yes Minutes: yes | 2 Jan 2018 Agenda: Yes Minutes: Yes | 5 Feb 2018 Agenda: yes Minutes: yes | 12 Mar 2018 Agenda: Yes Minutes: Yes | 16 Apr 2018 Agenda: yes Minutes: yes | | 4 Jun 2018 Agenda: yes Minutes: yes 4 Jun 2018 Agenda: Yes Minutes: Yes |
| Disciplinary Committee | 10 Jul 2017 Agenda: Yes Minutes: Yes | | 11 Sep 2017 Agenda: Yes Minutes: Yes | 9 Oct 2017 Agenda: Yes Minutes: Yes | 6 Nov 2017 Agenda: Yes Minutes: Yes | 4 Dec 2017 Agenda: Yes Minutes: Yes | 15 Jan 2018 Agenda: Yes Minutes: Yes | 12 Feb 2018 Agenda: Yes Minutes: Yes | 19 Mar 2018 Agenda: No Minutes: Yes | 9 Apr 2018 Agenda: Yes Minutes: Yes | 7 May 2018 Agenda: Yes Minutes: Yes | 7 June 2018 Agenda: No Minutes: Yes |
| Appeal Committee | | | 25 Sep 2017 Agenda: Yes Minutes: Yes | 23 Oct 2017 Agenda: Yes Minutes: Yes | 20 Nov 2017 Agenda: Yes Minutes: Yes | 20 Dec 2017 Agenda: Yes Minutes: Yes | 29 Jan 2018 Agenda: Yes Minutes: Yes | 26 Feb 2018 Agenda: Yes Minutes: Yes | 26 Mar 2018 Agenda: Yes Minutes: Yes | 23 Apr 2018 Agenda: Yes Minutes: Yes | 21 May 2018 Agenda: No Minutes: Yes | 19 June 2018 Agenda: Yes Minutes: Yes |
| Finance and Strategy Committee | | | | | | | 24 Jan 2018 Agenda: Yes Minutes: Yes | | | | | |
| Finance Sub-committee | | | | | | | | | | | | |
| Strategy Sub-committee | | | 13 Sep 2017 Agenda: Yes Minutes: Yes | | | | | | 8 Mar 2018 Agenda: Yes Minutes: Yes | | 21 May 2018 Agenda: Yes Minutes: Yes | |
| Organisational Development Committee | | | 13 Sep 2017 Agenda: Yes Minutes: Yes | | | | | | 8 Mar 2018 Agenda: Yes Minutes: Yes | | 21 May 2018 Agenda: Yes Minutes: Yes | |
| Technical and Playing Committee | | | | | | | | | | | | |
| Futsal, Women's Football and Beach Soccer Sub-committee | | 22 Aug 2017 Agenda: yes Minutes: yes | | | 22 Nov 2017 Agenda: yes Minutes: yes | | | 1 Feb 2018 Agenda: yes Minutes: yes | | | | |
| Audit Committee | | | | | | | | | | | | |
| Referees Committee | | 7 Aug 2017 Agenda: Yes Minutes: Yes | 27 Sep 2017 Agenda: Yes Minutes: Yes | | | 8 Dec 2017 Agenda: Yes Minutes: Yes | | 28 Feb 2018 Agenda: Yes Minutes: Yes | | 6 Apr 2018 Agenda: Yes Minutes: Yes | 18 May 2018 Agenda: yes Minutes: yes | 7 Jun 2018 Agenda: Yes Minutes: Yes |
| Legal Committee | | | | | | | | | | | | |
| Marketing and Communications Committee | | | | | | | | | | | | |
| Members Committee | | 22 Aug 2017 Agenda: yes Minutes: yes | | | 22 Nov 2017 Agenda: yes Minutes: yes | | | | | | | |
| Electoral Committee | | | | | | | | | | | | |
| Medical Committee | | | 6 Sep 2017 Agenda: Yes Minutes: Yes | | | | | | | | | 28 May 2018 Agenda: Yes Minutes: Yes |

| | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 |
|---|--------|---|--------|--------|--------|--------|--|--------|--------|--|--|---|
| HKPL Meeting | | | | | | | 23 Jan 2018 Agenda: Yes Minutes: Yes | | | 26 Apr 2018 Agenda: Yes Minutes: Yes | | 1 Jun 2018 Agenda: Yes Minutes: Yes |
| HKFL (1st, 2nd & 3rd Divisions) Meeting | | 23 Aug 2017 19:15-20:30 (Seminar) | | | | | | | | | | |
| Competitions Committee | | | | | | | | | | | 24 May 2018 Agenda: Yes Minutes: Yes | |

| | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 |
|--|---|--|--|---|--|---|--|--|--|---|---|---|
| General Meeting | | | | | | | | | 29 Mar 2019 Agenda: yes Minutes: yes | | | |
| Board | 26 Jul 2018 Agenda: yes Minutes: yes | 2 Aug 2018 Agenda: yes Minutes: yes | | 2 Oct 2018 Agenda: yes Minutes: yes | | 10 Dec 2018 Agenda: yes Minutes: yes 3 Dec 2018 Agenda: Yes Minutes: Yes | 18 Feb 2019 Agenda: Yes Minutes: yes | 1 Apr 2019 Agenda: yes Minutes: yes | 17 Jun 2019 Agenda: yes Minutes: yes | | | |
| Disciplinary Committee | 3 Jul 2018 Agenda: Yes Minutes: Yes 16 Jul 2018 Agenda: Yes Minutes: Yes 30 Jul 2018 Agenda: Yes Minutes: Yes | | 10 Sep 2018 Agenda: Yes Minutes: Yes 24 Sep 2018 Agenda: Yes Minutes: Yes | 8 Oct 2018 Agenda: Yes Minutes: Yes 22 Oct 2018 Agenda: Yes Minutes: Yes | 5 Nov 2018 Agenda: Yes Minutes: Yes 12 Nov 2018 Agenda: No Minutes: Yes 19 Nov 2018 Agenda: Yes Minutes: Yes | 17 Dec 2018 Agenda: Yes Minutes: Yes 20 Dec 2018 Agenda: No Minutes: Yes 31 Dec 2018 Agenda: Yes Minutes: Yes | 14 Jan 2019 Agenda: Yes Minutes: Yes 21 Jan 2019 Agenda: No Minutes: Yes 28 Jan 2019 Agenda: Yes Minutes: Yes 18 Jan 2019 Agenda: Yes Decision: Yes | 11 Feb 2019 Agenda: Yes Minutes: Yes 21 Feb 2019 Agenda: Yes Minutes: Yes 25 Feb 2019 Agenda: Yes Minutes: Yes | 8 Apr 2019 Agenda: Yes Minutes: Yes 23 Apr 2019 Agenda: Yes Minutes: Yes 26 Apr 2019 Agenda: No Minutes: Yes | 6 May 2019 Agenda: Yes Minutes: Yes 20 May 2019 Agenda: Yes Minutes: Yes | | 3 June 2019 Agenda: Yes Minutes: Yes 17 June 2019 Agenda: Yes Minutes: Yes |
| Appeal Committee | | | | | | | | | | | | |
| Finance and Strategy Committee | | | | | | | | | | | | |
| Finance Sub-committee | | | 18 Sep 2018 Agenda: Yes Minutes: Yes | | | | | | | | | |
| Strategy Sub-committee | | | 18 Sep 2018 Agenda: Yes Minutes: Yes | | | | | | | | | |
| Organisational Development Committee | | | | | 19 Nov 2018 Agenda: Yes Minutes: (not confirmed) | | | | | | | |
| Technical and Playing Committee | | | | | | | | 20 Feb 2019 Agenda: Yes Minutes: No | | | | |
| Futsal, Women's Football and Beach Soccer Sub-committee | | 15 Aug 2018 Agenda: yes Minutes: no | | | | | | | | | | |
| Audit Committee | | | | | | | | | | | | |
| Referees Committee | | 30 Aug 2018 Agenda: Yes Minutes: Yes 24 Aug 2018 Agenda: yes Minutes: yes | | 5 Oct 2018 Agenda: Yes Minutes: Yes | | 20 Dec 2018 Agenda: Yes Minutes: Yes | 22 Feb 2019 Agenda: Yes Minutes: Yes | 18 Apr 2019 Agenda: Yes Minutes: Yes | | | | 21 Jun 2019 Agenda: Yes Minutes: Yes |
| Legal Committee | | | | | | | | | | | | |
| Marketing and Communications Committee | | | | | | | | | | 2 Apr 2019 Agenda: Yes Minutes: Yes | 9 May 2019 Agenda: Yes Minutes: Yes | 20 Jun 2019 Agenda: Yes Minutes: Yes |

| | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 |
|------------------------|--------|--|--|--|--------|--------|--------|--------|--|--------|--|--------|
| Members Committee | | 15 Aug 2018 Agenda: yes Minutes: yes | | | | | | | | | 22 May 2019 Agenda: Yes Minutes: yes | |
| Electoral Committee | | | | | | | | | 15 Mar 2019 Agenda: Yes Minutes: yes | | 22 May 2019 Agenda: Yes Minutes: yes | |
| Medical Committee | | | 17 Sep 2018 Agenda: Yes Minutes: Yes | | | | | | | | 27 May 2019 Agenda: Yes Minutes: Yes | |
| Competitions Committee | | | | 30 Oct 2018 Agenda: Yes Minutes: Yes | | | | | | | 17 May 2019 Agenda: Yes Minutes: Yes | |

Meeting Schedule 2019

| | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 | Jan-20 | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 |
|---------------------------------------|---|--|---|--|--|---|---|---|--|--|--|--------|
| General Meeting | | | | | | | | | | | | |
| Board | 15 Jul 2019 Agenda: yes Minutes: yes | 14 Aug 2019 Agenda: yes Minutes: yes | | 8 Oct 2019 Agenda: yes Minutes: yes | | 12 Dec 2019 Agenda: yes Minutes: yes | 7 Jan 2020 Agenda: yes Minutes: yes 22 Jan 2020 Agenda: yes Minutes: yes | | 7 Mar 2020 Agenda: yes Minutes: yes 23 Mar 2020 Agenda: yes Minutes: yes 2 Mar 2020 Agenda: Yes Minutes: Yes 16 Mar 2020 Agenda: Yes Minutes: Yes 30 Mar 2020 Agenda: Yes Minutes: Yes | 16 Apr 2020 Agenda: yes Minutes: yes | | |
| Disciplinary Committee | 2 Jul 2019 Agenda: Yes Minutes: Yes 15 Jul 2019 Agenda: Yes Minutes: Yes | | 30 Sep 2019 Agenda: Yes Minutes: Yes | 14 Oct 2019 Agenda: Yes Minutes: Yes 28 Oct 2019 Agenda: Yes Minutes: Yes | 11 Nov 2019 Agenda: Yes Minutes: Yes 25 Nov 2019 Agenda: Yes Minutes: Yes | 9 Dec 2019 Agenda: Yes Minutes: Yes 23 Dec 2019 Agenda: Yes Minutes: Yes | 6 Jan 2020 Agenda: Yes Minutes: Yes 20 Jan 2020 Agenda: Yes Minutes: Yes | 3 Feb 2020 Agenda: Yes Minutes: Yes 17 Feb 2020 Agenda: Yes Minutes: Yes | | | | |
| Appeal Committee | | | | | | | | | | | | |
| Finance Sub-committee | | | 24 Sep 2019 Agenda: Yes Minutes: Not yet | | | | | | | | | |
| Strategy Sub-committee | | | 24 Sep 2019 (Part 1) Agenda: Yes Minutes: Not yet | 2 Oct 2019 (Part 2) 30 Oct 2019 (Part 3) Minutes: Not yet | | | | | | | | |
| Organisational Development Committee | | | | | 15 Nov 2019 Agenda: Yes Minutes: Yes 27 Nov 2019 Agenda: Yes Minutes: Yes | 4 Dec 2019 Agenda: Yes Minutes: Yes (not confirmed) | | | | | | |
| Technical and Playing Committee | | 1 Aug 2019 Agenda: Yes Minutes: Yes | | | | | | | | | 12 May 2020 Agenda: Yes Minutes: Yes | |
| Coaching Sub-Committee | | | | | 20 Nov 2019 Agenda: Yes Minutes: Yes 26 Nov 2019 Agenda: Yes Minutes: Yes | | | | | | | |
| Youth Development Sub-Committee | | | | | | | | | | | | |
| Competitions Sub-Committee | | | | | | | | | | | | |
| Futsal and Beach Soccer Sub-committee | | | | | 31 Nov 2019 Agenda: yes Minutes: no | | | | | | | |

Meeting Schedule 2019

| | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 | Jan-20 | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 |
|--|--------|--|--|--|---|--|--------|--|--------|--------|--------|--------|
| Women's Football Sub-Committee | | | | | | 11 Dec 2019 Agenda: yes Minutes: yes | | | | | | |
| Audit Committee | | | | | | 18 Dec 2019 Agenda: yes Minutes: yes (not yet confirm) | | 28 Feb 2020 Agenda: yes Minutes: yes (not yet confirm) | | | | |
| Referees Committee | | | 11 Sep 2019 Agenda: Yes Minutes: Yes | 28 Oct 2019 Agenda: Yes Minutes: Yes | | 20 Dec 2019 Agenda: Yes Minutes: Yes | | | | | | |
| Legal Committee | | | | | | | | | | | | |
| Marketing and Communications Committee | | | | 31 Oct 2019 Agenda: Yes Minutes: Yes | | | | | | | | |
| Members Committee | | | | | 1 Nov 2019 Agenda: yes Minutes: yes | | | | | | | |
| Electoral Committee | | 19 Aug 2019 Agenda: yes Minutes: yes | | | | | | | | | | |
| Electoral Appeal Committee | | | | | | | | | | | | |
| Medical Committee | | | | 21 Oct 2019 Agenda: Yes Minutes: Yes | | | | | | | | |

Staff Recruitment Policy and Procedures

1. Authorization of Recruitment Actions

- 1.1 To fill a vacant post, it may be through internal recruitment, and / or external recruitment, or transfer / deployment, or through internal promotion.
- 1.2 For any existing post, when it is vacant, the department head can authorize and inform HR to commence the recruitment action for the relevant post replacement. If needed, the department head can make modifications to that post (e.g. in job nature or post title), with consent from HR Manager. Advice from Head of Corporate Governance will be sought if needed. The CEO takes the responsibilities to confirm the job descriptions for all vacant positions. For the post of Chief Executive Officer, Head Coach and Technical Director, the recruitment procedures such as forming the recruitment panel (for shortlisting and conducting interviews) shall be determined by the Board of the HKFA. The job descriptions of the Chief Executive Officer shall be confirmed by the Board of HKFA.
- 1.3 For establishment of any new post in a department, approval by the CEO should first be sought, who will consult and get consent from the Organizational Development Committee (ODC) / relevant governing committee as appropriate. The department head can then authorize the recruitment procedures for the new post.

2. Arrangement for Internal and External Recruitment

- 2.1 The approach to fill vacant posts can be through following means under different scenarios:-

| No. | Scenario | Action to be taken |
|-----|---|---|
| 1 | Internal transfer Vacant position is found: - Potential staff member(s) considered suitable for | <i>(Not applicable to vacancies funded by LCSD / HAB)</i> - Direct appointment for internal transfer can be made with recommendation from respective |

| No. | Scenario | Action to be taken |
|-----|---|---|
| | transfer to this position (as recommended by department head) | department head(s) and approval from CEO. |
| 2 | <p>Internal promotion</p> <p>Vacant position is found:</p> <ul style="list-style-type: none"> - Potential staff member(s) considered suitable for promotion to this position (as recommended by department head) | <p><i>(Not applicable to vacancies funded by LCSD / HAB)</i></p> <ul style="list-style-type: none"> - Open external recruitment for internal promotion can be exempted with approval from CEO. - The vacancy needs to be made open for all internal staff members, with usual recruitment / interview processes followed through accordingly. |

- 2.2 Any staff member who considers himself/herself suitable for the vacant post and wants to apply may follow the application procedure as given in the relevant circular / advertisement.
- 2.3 External applicants for a vacant post may come from respondents to local newspaper advertisements, corporate website, and waiting list of previous recruitment exercises.

3. Recruitment Advertisements

- 3.1 Based on the job descriptions, the hiring department/unit is required to draft / review the advertisements, with input from HR which will help to place advertisements as appropriate.
- 3.2 The content of the advertisement should include:
- a) Specifications on the scope of responsibilities of the post;
 - b) Qualifications and experience required (should make reference to the entry requirement for related job grades);
 - c) Expected/preferred attributes, competencies and skills;
 - d) Brief indication of remunerations or requiring the applicant to state

- expected salary;
 - e) The address/e-mail and closing date for application;
 - f) Handling time frame, if appropriate (i.e. *“Applicants not contacted within 4 weeks after the deadline may consider their applications unsuccessful and all related information will be kept on our files up to a period of 6 months.”*).
 - g) The standard personal data collection statement (i.e. *“Personal data provided by job applicants will be used strictly in accordance with employer’s personal data policies for recruitment purpose”*).
- 3.3 The recruitment advertisement will be posted on the HKFA website (in addition to other channels that may be posted as agreed between HR and the hiring manager).

4. Short-listing Candidates

- 4.1 All applications should be processed in strict confidence according to the Personal Data (Privacy) Ordinance, especially for document bearing name and HKID no. of applicants.
- 4.2 The shortlisting process should be agreed with the Hiring Manager, who is responsible for the preliminary screening and short-listing, who may assign a designated staff member to assist where considered appropriate. Typically, the number of shortlisted candidates would be in the range between 3 and 8. Applications for the same position should adhere to the same recruitment process where only job applications fulfilling all requirements should be considered unless exceptional approval by the Hiring Manager.
- 4.3 Short-listing should strictly follow the written criteria deduced from the job analysis/description of the post. Shortlisting results and justifications need to be properly recorded and documented.

5. Selection and Appointment

- 5.1 Selection of a suitable candidate for a particular post is usually conducted in the form of interview.
- 5.2 Interview Arrangement

- a) All invitations for interview shall be coordinated by the HR.
- b) Applicants will be requested to submit their CVs before attending interviews if applicable.
- c) Interview will be conducted by the Hiring Manager and relevant parties (as stipulated below). An interview assessment form is required to be completed. The second/final interview of applicants will be conducted if considered necessary by the Hiring Manager. Apart from the recruitment of CEO, Head Coach and Technical Director, (these positions will be administered in different process with a recruitment panel (may involve an individual shortlisting panel and an individual interview panel) as determined by the Board), the following parties should be involved in the recruitment process (unless otherwise advised by the hiring manager). In any cases, at least two members should be involved in an interview.

| Level of Recruiting person | Parties to be involved in the Recruitment Process |
|---|---|
| CEO | <ul style="list-style-type: none"> - Chairman of the Board as the chairman of recruitment panel - Other relevant Board members as determined by The Board |
| Head Coach/ Technical Director | <ul style="list-style-type: none"> - Chairman of the Technical & Playing Committee as the chairman of recruitment panel. - CEO - Other relevant parties / committee members as determined by The Board |
| Senior management (e.g. department head) | <ul style="list-style-type: none"> - Chairman (or delegate) of relevant committee as the chairman of recruitment panel - Other relevant staff / committee member(s), as determined by the Chairman of relevant committee - CEO |
| Manager | <ul style="list-style-type: none"> - Hiring manager (i.e. respective department head), as the chairman of recruitment panel - Head of another department as the third party if needed (as determined by the hiring |

| | |
|-------------------|--|
| | <p>manager)</p> <ul style="list-style-type: none"> - Head of Corporate Governance / HR Manager |
| Officer and below | <ul style="list-style-type: none"> - Hiring manager (i.e. supervisor of the job position), as the chairman of recruitment panel - Respective department head (if he / she considers necessary, who will be the chairman of the interview panel then if present.) - Manager of another department as the third party if needed (as determined by the hiring manager) - HR Manager / Officer |

- d) Additional members where considered appropriate can be invited by the hiring manager / respective department head as needed, for ensuring the presence of necessary technical expertise in the selection process.
- e) Depending on the requirements of the post, written test may be conducted when it is deemed necessary by the hiring manager.
- f) If there are two (or more) candidates are considered with similar capability for the post and difficulty in conclusive selection is found, a 2nd interview can be arranged as determined by the hiring manager in such case. The hiring manager's supervisor (and other member(s) as considered appropriate by the hiring manager / respective department head) will be involved in the 2nd interview for the final selection.
- g) When a panel member declares with conflict of interest that he / she is a close friend/ relative of a candidate, the chairman of recruitment panel needs to consider if alternative arrangement should be made. Where appropriate, the concerned member should be refrained from the recruitment process. In case the hiring manger is involved, department head / CEO should be consulted instead.

5.3 During the Interview

- a) Hiring manager / recruitment /panel members responsible for the recruitment process should take reference to the job requirements and interview performance in selecting the most suitable candidate for the

post.

- b) Hiring manager is required to complete the *Interview Assessment Form* after the interview as substantiation on successful applicant(s), if any. Decision is expected to be made with a general consensus among recruitment panel members, with the final decision made by the chairman of recruitment panel. Further advice from the HR can be sought if needed.

5.4 After the Interview

- a) After the interview, the selection result will be confirmed by the recruitment panel. HR will follow up to propose the terms to be offered, conduct reference check (written (preferred) or verbal as far as possible, with consent from the candidate sought beforehand). If checking under Sexual Conviction Record Check Scheme is required, HR will coordinate the arrangement with user department.
- b) The proposed offer should be adhered to the budget as far as practicable. If the proposed salary offer has exceeded the pre-determined budget, approval from CEO is required. If the concerned post is department head / directorate, approval from the Chairman of relevant governing committee/ Board is required.
- c) The package offer should be further approved by the CEO and Head of Corporate Governance, before HR to further contact the identified candidate for checking the acceptance and reporting date etc.
- d) In case of any further negotiation about the salary offer as requested by the identified candidate, HR will further discuss with the Head of Corporate Governance and seek approval from the CEO; and reiterate the process of making the salary offer.
- e) The candidate as identified in the waiting list will be considered if the candidate of first priority fails to accept the offer. If no suitable candidate can be offered eventually, the recruitment cycle will need to be repeated then.
- f) When an offer is verbally confirmed with identified candidate, HR will prepare the offer letter and / or employment agreement which will be signed by the CEO to make the appointment accordingly. According to the Article of Association of HKFA, the CEO is delegated to appoint

employees whose annual salary are below HK\$500,000. For annual salary on/above HK\$500,000, offer can only be made to the selected candidate after Board's approval. The employment agreement shall be signed by the Chairman of the Board, subject to the confirmation of appointment by the relevant party has been sought beforehand.

- g) HR will arrange with the identified candidate to explain the employment terms and formally confirm the acceptance of offer with his / her signature on the offer level / employment agreement. HR should request the candidate to sign the employment agreement no later than the first day of employment as far as possible.
- h) For unsuccessful applicants, HR will handle the personal data in accordance with the Personal Data (Privacy) Ordinance. If there are more suitable candidates than the vacancies available, these candidates will be put on a waiting list for a period of not more than 6 months and will be considered when there are suitable vacancies.
- i) Personal data of unsuccessful candidates and applications will be destroyed within 6 months after the vacant post is filled.

Remark in relation to internal candidates

- For a vacant promotional position, if there is/are internal qualified potential candidate(s) possessing the required competencies, **internal candidate(s) will first be considered** due to the following reasons:
 - a) Internal candidate(s) usually already has/have the required knowledge and is/are familiar with the corporate culture and operations of HKFA;
 - b) Greater reliability than external recruitment because the Association has a better understanding about its present employee's personality, attitudes, values and job performance than an outside candidate; and
 - c) Internal promotion will help boost staff morale.
- However, such internal candidate(s) still need(s) to be interviewed and selected by appropriate parties according to the arrangement specified in this procedure.

THE HONG KONG FOOTBALL ASSOCIATION LIMITED
Interview Arrangement

Position: _____

Part A (I) - Composition of Interview Panel (to be completed by Hiring Manager)

Selection of Interview Panels:

No. of interviewers required (please tick): 2 3 4

1. _____
("Chair" of recruitment panel will lead and structure the interviews)
2. _____
(a member who have the necessary technical expertise/ knowledge of the job and how it fits into the area's overall objectives)
3. _____
(Representative from Corporate Services / HR where applicable)
4. _____
(Optional and depending on the role being recruited to and the complexity of potential issues this may need to be an independent party)

Part A (II) – Interview Tasks/Questions (to be completed by Hiring Manager)

- Shortlisted candidates will be required to perform interview test
 Not required

 Name & Title of Hiring Manager

 Signature

Date _____

Note: the duly completed form should be passed to HR section together with the interview task questions (if any) for obtaining approval

Part B - Decision (to be completed by Appointing Authority)

Please read overleaf before completing this section

- I approve the above composition of interview panel and recommend the following action(s) to be taken to mitigate the potential conflict of interest:
- Declaration of interest from interviewers is needed.
 - If any potential conflict of interest occurs, the following appropriate arrangements will be made:
 - No actions is required.
 - the concerned member should be refrained from the recruitment process / hiring recommendation
 - the presence of _____, member of the _____ Committee in the panel is required to ensure the selection for appointment to be on basis of merit, impartial, open competition and final decision is made without prejudice
 - other actions required:
- _____

 Name & Title of Appointing Authority

 Signature

Date _____

General notes for Composition of Interview Panel:

The appointing authority is generally the supervisor of the hiring manager who has to consider below issues when determining panel composition:

- Staff recruitment policy and procedures sets out the composition of interview panels shall include below for appointment of different position rank:

| Level of Recruiting person | Parties to be involved in the Selection Process |
|--|--|
| Senior management (e.g. department head) | <ul style="list-style-type: none"> - Chairman (or delegate) of relevant committee as the chairman of recruitment panel - Other relevant staff / committee member(s), as determined by the Chairman of relevant committee - CEO |
| Manager | <ul style="list-style-type: none"> - Hiring manager (i.e. respective department head), as the chairman of recruitment panel - Head of another department as the third party if needed (as determined by the hiring manager) - Head of Corporate Governance / HR Manager |
| Officer and below | <ul style="list-style-type: none"> - Hiring manager (i.e. supervisor of the job position), as the chairman of recruitment panel - Respective department head (if he / she considers necessary, who will be the chairman of the interview panel then if present.) - Manager of another department as the third party if needed (as determined by the hiring manager) - HR Manager / Officer |

- At least two people shall be involved in an interview and responsible for assessing applications. Additional members where considered appropriate can be invited by the hiring manager as needed.
- Grading of panel members (Panel member should be generally at a higher grade than the post being advertised, or at least of the same grade.)
- The necessity and adequacy of independent member(s) in the panel (An independent member must be someone who won't have a direct involvement in the role and can bring a different perspective and add value to selection as well as helping to ensure consistency across areas).
- Action required (if needed) to address perceived or actual conflicts of interest (All panel members are responsible for completing their conflict of interests form and for keeping their own notes throughout the process. They must be aware of the merit principle and the need to avoid favoritisms).

HONG KONG FOOTBALL ASSOCIATION
DECLARATION OF CONFLICT OF INTEREST

Part A - Declaration *(To be completed by Declaring Party)*

To : Position of HKFA (Approving party)

Name and Designation

I, _____, hereby declare that:

I am currently holding the post of _____ of the Hong Kong Football Association Ltd. I am nominated as an interview panel member for the recruiting position “_____”. I understand the job requirements of the position and the hiring manager considers that I am able to evaluate the suitability of the applicants. The arrangement is being approved by the CEO of HKFA.

Please tick an appropriate box:

I do not personally know any one of the shortlisted candidates applying for the position.

I personally know _____ of the shortlisted candidates:

Candidate name: _____

Relationship: _____

Candidate name: _____

Relationship: _____

No conflict of interest will arise during my involvement with the interview assessment where no private interest influence, or may be seen to influence my actions as an interview panel member.

I do not have any personal bias, inclination which may in any way affect my objectivity, independence or impartiality in making my recommendations for the position.

Signature of Declaring Party

Name/Title

Date

THE HONG KONG FOOTBALL ASSOCIATION LIMITED**JOB DESCRIPTION**

| | |
|----------------------------|---|
| Position: | Chief Executive Officer |
| Reports to: | Chairman |
| Expectation: | <p>The Chief Executive Officer will report to the Chairman and is accountable to the Board for the implementation and execution of the agreed strategy for the HKFA.</p> <p>This role is a key appointment as part of the plan for change and the HKFA Football Development strategy. The Chief Executive Officer will be responsible for the Executive leadership of the organisational transformation of the HKFA.</p> |
| Education Needed | Specific educational experience related to the sports industry, business and leadership is highly preferable. |
| Skills & Experience Needed | <p>Profile, Skills and Experience</p> <ol style="list-style-type: none"> 1. The successful candidate must have proven experience in a high profile, complex, multi stakeholder organisation. 2. Preferably, the successful candidate will have a track record of running a substantial business or organisation and will already have the necessary general management and executive leadership experience to take on this role. 3. Whilst it is not essential that the individual comes from a sports/football background, as a minimum requirement they must have an understanding and empathy with football both as a sport and as a business. 4. Evidence of success in brokering collaborative working relationships with a range of stakeholders across an industry will also be vital. 5. Well-developed leadership and management skills with a track record of creating a culture of strong internal effectiveness and developing senior management teams to deliver operationally against strategic aims and objectives. 6. Sound financial management and negotiation skills. 7. Demonstrable capacity to develop policy options for the Board. 8. Significant commercial achievements. 9. Management of complex organisational change. 10. As a high profile public face of the game in Hong Kong, you will also require skills and experience in managing relationships with the media. |

| | |
|-----------------------------|--|
| | <p>Personal Characteristics and Profile</p> <p>The personal style and approach of the individual is very important, as the job holder will have dealings with a significantly diverse group of interested parties. This means the individual must have an adaptable style with strong consistent interpersonal skills and a proven ability to work collaboratively.</p> <p>Key personal characteristics will include:</p> <ol style="list-style-type: none"> 1. A versatile and persuasive leader, capable of building interest with a dynamic personality. 2. A hands-on style, with considerable personal credibility and authority. 3. Maturity in terms of presentational style and behavior. 4. Good people management and team building skills in order to build and lead a strong, capable and effective team. 5. High energy, drive and determination and the ability to prioritise and juggle conflicting demands. 6. Calm but firm in terms of communication style and general demeanour. 7. Good strategic thinker - an influencer and shaper. 8. Resilient, patient and diplomatic, with gravitas and presence - a leader by example. |
| <p>Key Responsibilities</p> | <ol style="list-style-type: none"> 1. On behalf of the Board, to lead the implementation of football development strategy as a means of establishing the HKFA as a financially strong and effective entity and thereafter to oversee and direct the activities of the HKFA in such a manner that ensures the sustainability of the organisation as a strong and effective governing body. 2. To develop, review, update and implement strategies aimed at continually promoting and improving the game of football in Hong Kong at all levels from grassroots to the professional level including youth football, women's football and mini football/futsal. 3. To provide the HKFA with the direction and leadership to deliver its commercial objectives as agreed with the Chairman and the Board, including not only consolidating and building on existing income streams but continuously seeking to widen the sources of funding and introduce new revenue streams. 4. Through a wide range of potential commercial developments, broadcast and sponsorship revenues, to identify and exploit new income opportunities against agreed targets. |

| | |
|--|---|
| | <ol style="list-style-type: none"> 5. To lead and develop the HKFA in organizational terms, ensuring it is effectively and appropriately resourced to ensure the efficient and effective management of all operations. 6. To manage, and be accountable for the financial performance of the HKFA, monitoring and controlling costs in accordance with agreed objectives, as set by the Board. 7. To lead, motivate and inspire, creating a culture which allows staff to develop to their full potential, whilst ensuring they meet their objectives. 8. To create a performance culture throughout the organisation. This will include the setting of performance objectives and formally measuring against those objectives. 9. To create a cohesive organisation based on a strong ethos of consistent delivery and continuous operational improvement. 10. To ensure that the HKFA has a well-considered communications strategy and to oversee and direct its effective execution. 11. To maintain and develop relationships with all aspects of the media in order to highlight the work of the HKFA initiating PR activities as appropriate. 12. To lead and develop major projects at national and international level aimed at raising the profile of football in Hong Kong, maintaining and developing relationships with Government Ministers and Government Agencies and major sponsors as appropriate. 13. To serve on international football bodies and committees (such as the AFC) as authorised by the Board in order to influence and shape policy for the development of football in the Asia region, and ultimately worldwide, and to ensure that the HKFA is well placed to influence such development. 14. To lead on and develop structures to help secure the success of winning Hong Kong Teams. 15. To ensure that the HKFA delivers on all of its statutory requirements and promotes the highest standards of corporate governance and transparency. 16. To perform such other duties and responsibilities as instructed by the Board from time to time. 17. To develop business plans, widen the sources of funding and revenue streams, and be accountable for the operation and financial performance of the Football Training Centre. |
|--|---|

THE HONG KONG FOOTBALL ASSOCIATION LIMITED**JOB DESCRIPTION**

| | |
|--------------|--|
| Position: | Head of Corporate Governance |
| Reports to: | Chief Executive Officer |
| Expectation: | The appointee is a key member of the HKFA Senior Management Team and will report to the Chief Executive Officer. The job holder will be responsible for the provision of an efficient and effective business service delivery for the full spectrum of the corporate support activities of the HKFA, encompassing Financial Planning and Control, Legal and Compliance Matters (non-football), Human Resources, Information Technology, Internal Control, Procurement, Office Administration, Facility Management, and Committee Work. |

| | |
|----------------------------|---|
| Education Needed | Master/Degree holder in Business Administration/Finance/Legal or related discipline. |
| Skills & Experience Needed | <ol style="list-style-type: none"> 1. Minimum of 15 years relevant experience in a senior management position in a sizeable organization, preferably a sport-related or public organization. 2. Actual experience of operating at Executive Team/Board level within a high profile sports organization, Government/public sector and/or private sector/commercial fund providers would be highly advantageous. 3. Possession of knowledge in the management of Finance & Accounts, HR, IT, Internal Audit, Legal & Company Secretarial would be of advantage. 4. Capable in preparing relevant written material including annual reports, monthly bulletins, press releases, briefings and presentations. 5. Excellent interpersonal and team working skills. 6. Proven analytical, problem solving, and project management skills. 7. Well rounded management skills with proven business as well as financial acumen. 8. Good team player with excellent communication, leadership skills plus a positive and proactive attitude. 9. Excellent command of both written and spoken English, Chinese, and Mandarin. 10. Hard working mindset and willing to do what is required to support the organizational objectives. |

| | |
|-----------------------------|---|
| <p>Key Responsibilities</p> | <p>Departmental Management</p> <ol style="list-style-type: none"> 1. To oversee the day to day operations of the finance, administration, human resources, information technology and internal control sections. 2. To be responsible for departmental budgetary controls. 3. To ensure that the working environment of the HKFA is effective, productive, safe and that the ambience and appearance reflects the status of the organization as a NSA. <p>Senior Management</p> <ol style="list-style-type: none"> 1. To assist the Chief Executive Officer in the overall management, operations, financial planning and manpower planning. 2. To be responsible for legal and company secretarial matters. 3. To review the internal processes, systems procedures currently in place at the HKFA, to identify internal control issues and to produce reports for improvements recommendations. 4. To design, preparation and submission for the ODC Board's approval of HKFA policies and procedures manual which clarifies procurement and payment procedures, levels of designation for all tiers of management and all other necessary procedures to enable the HKFA to manage its affairs in strict accordance with relevant guidelines. 5. To set up new systems including HR policies, code of conduct, IT use policy and administration procedures, etc., to ensure best compliance with best practice. 6. To attend at and participate in all meetings of the Board and Committees whenever so requested. 7. To serve as Secretary of the relevant Committees and to be responsible for the drafting of papers and minutes of the meetings of both the Board of Directors and relevant Committees. 8. To liaise with the relevant Government departments relating to the funding arrangements. 9. To ensure that employees, Directors, contractors and partners uphold the highest standards of probity and full compliance with internal and external rules, regulations and policies. 10. To perform other duties as directed by the Chief Executive Officer from time to time. |
|-----------------------------|---|

JOB DESCRIPTION

| | |
|--------------|---|
| Position: | Financial Controller |
| Reports to: | Head of Corporate Governance |
| Expectation: | The position reports to the Head of Corporate Governance. The appointee will be leading a small team overseeing the daily accounting operation and full spectrum of finance and accounting duties of the Association. |

| | |
|----------------------------|---|
| Education Needed | Degree holder in Accounting / Finance or related discipline. |
| Skills & Experience Needed | <ol style="list-style-type: none"> 1. Qualified Accountant with over 8 years relevant experience, including at least 4 years' experience in similar position, with exposure in Big 4 accounting firm. 2. Well versed in management accounting, and solid exposure in management reporting to governing committee / Board. 3. Experience in handling government funding / other subvention, work exposure in public organizations, subvented bodies, sports industry would be advantageous. 4. Excellent command in both spoken and written English and Chinese. 5. Good leadership skills, communication with excellent interpersonal skills and ability to work with parties from different levels. 6. Able to work under pressure and meet tight deadlines. 7. Outdoor supervision to merchandize and ticketing activities may be required. |
| Key Responsibilities | <ol style="list-style-type: none"> 1. Supervise and oversee the daily operations of the finance department and provide guidance to finance staff. 2. Perform budgeting, budgetary control activities, cash flow management and financial forecasting. 3. Handle month end closures, tax issues, annual audits and liaise with auditors / subvention bodies. 4. Responsible for regular financial reporting, management reports and analysis. 5. Ensure statutory compliance to law and regulations, and per corporate / accounting standards. 6. Promulgate good practice in financial management and controls in accordance with AFC/FIFA protocols and industry best practice. 7. Review and enhance accounting policy and procedures. 8. Enhance costing systems to improve the operational efficiency of the Association. 9. Review and monitor the implementation and compliance of corporate procurement policies and procedures. 10. Handle other ad hoc assignments as requested. |

THE HONG KONG FOOTBALL ASSOCIATION LIMITED**JOB DESCRIPTION**

| | |
|--------------|--|
| Position: | Internal Control Manager |
| Reports to: | Head of Corporate Governance |
| Expectation: | Responsible for internal control matters, internal audit function and governance related committee work. |

| | |
|----------------------------|---|
| Education Needed | Degree holder with CPA (or equivalent) qualification. |
| Skills & Experience Needed | <ol style="list-style-type: none"> 1. At least 5 years working experience in auditing / internal control field. 2. Good understanding of corporate governance, internal control and risk management framework. 3. Excellent command of written and spoken English & Chinese. 4. Proficient in MS office and Chinese word processing. 5. Mature and able to work independently. |
| Key Responsibilities | <ol style="list-style-type: none"> 1. Oversee the development and implementation of internal control system. 2. Responsible for internal audit work and associated risk management function, having close liaison and coordination with professional firm in execution of internal audit assignments. 3. Responsible for the review and monitoring of deliverables and performance of internal audit professional firm. 4. Coordinate and follow up with internal parties to facilitate the execution of risk management and internal audit activities. 5. Provide guidance and advice in internal control reviews of processes and procedures for the Association. 6. Provide secretarial support for governance related committees, i.e. Audit Committee. 7. Prepare and monitor the budget in relation to discharging of required duties. 8. Coordinate and undertake other and ad hoc projects as assigned. |

THE HONG KONG FOOTBALL ASSOCIATION LIMITED**JOB DESCRIPTION**

| | |
|--------------|--|
| Position: | Human Resources Manager |
| Reports to: | Head of Corporate Governance |
| Expectation: | Develop and implement a full spectrum of human resource functions and support services, formulating HR policies and strategies in line with the needs of the Association and the HKFA strategic plan. The position requires close liaison with HAB and LCSD in relation to funding applications and documentation submissions. |

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| Education Needed | Degree Holder, preferably a MBA holder and professional qualification in Human Resources discipline is a must. |
| Skills & Experience Needed | <ol style="list-style-type: none"> 1. At least 10 years' relevant working experience in Human Resources Management in a senior/managerial position. 2. Well-versed in local employment law and other employment related ordinance. 3. Have a proven track record in HR management with a sound understanding and experience best practice HR processes and systems, preferably have applied knowledge of the legal factor involved in the administration of employment policies and services in non-government sectors. 4. Excellent command of spoken and written English and Chinese, communication and interpersonal skills. 5. Mature and able to work independently. |

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| <p>Key Responsibilities</p> | <ol style="list-style-type: none"> 1. Play a leadership role on implementing change, with particular focus on strategic Human Resources Management. 2. Provide consultancy to CEO and HCG to enhance organization effectiveness and corporate governance. 3. Manage the recruitment process, employment offers, contract renewals and terminations, advising CEO/HCG on HR matters such as utilizing the right resources, the right processes and the right timelines, ensure proper procedures are adhered in compliance with the funding requirements. 4. Establish HR needs of the Association to meet organizational objectives and services requirements, assure company compliance with provisions of employment related laws. 5. Communicate and facilitate implementation of the visions, policies, procedures and practices, in particular the harmonization exercise, new systems to be developed with the HCG and to evaluate the outcome. 6. Update of employee handbook/ HR guidelines to ensure compliance with legislative requirements. 7. Assist the HCG with analysis and mapping of staffing structure, forecasting of manpower needs and other elements necessary for the development of the Human Resources package. 8. Prepare yearly budget in relation to staff cost and employment related expenses. 9. Liaise with the Financial Controller internally and the HAB/LCSD externally in completing the annual audit, verifying the accuracy of funding disbursements quarterly. 10. Prepare and/ or collate HR reports to support the HKFA's funding applications, whenever required. 11. Manage monthly payroll, benefits administration and tax returns for employees. 12. Develop performance management processes. 13. Implement HR related projects and to monitor the consistency and on-going compliance. 14. Identify and plan development needs for staff, coach and guide other staff members on the team, motivate team members to service the objectives of the Corporate Services Department. |
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