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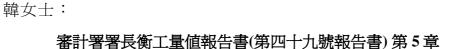
## HONG KONG TOURISM BOARD 香港旅遊發展局

參考編號: CB(3)/PAC/R49

2007年12月17日

專人<u>送遞</u> 香港中環昃臣道8號 立法會大樓地下 立法會 政府帳目委員會 韓律科女士

尊敬的



就 閣下 2007年12月17日的來函,現提供以下附加資料:

- a) 李陳嘉恩女士於香港旅遊協會(旅協)/香港旅遊發展局(旅發局)的工作 履歷概要,以及當中提及的附件。至於 2002 年 9 月 5 日考慮晉升李陳嘉恩 女士爲副總幹事的理事會會議紀錄,請參閱附件 16。我們未能找到李陳嘉 恩女士在此之前其他晉升事官的會議紀錄文件。
- b) 2004/2005 財政年度及 2005/2006 財政年度,旅發局的全年醫療及牙科保健保險費資料。
- c) 旅發局沒有任何資料,顯示臧明華女士於 2001 年加入旅發局前已認 識李陳嘉恩女士。隨函附李陳嘉恩女士加入旅協前的個人覆歷以供參 考。

以上所有回應均爲個人資料,敬請 貴會切勿夾附在政府帳目委員會報告的 附件內,而在有關文件或資料中所提及的人士的身份,亦請予以遮蔽。基於同 樣原因,上述所有附件我們均只抄送予李陳嘉恩女士。

謝謝。

香港旅遊發展局 副總幹事

林雷颖湖

林雷穎嫻 謹覆

附件

副本抄送:

商務及經濟發展局局長(不連附件)

旅遊事務專員(不連附件)

財經事務及庫務局局長(不連附件)

審計署署長(不連附件)

周梁淑怡議員(不連附件)

臧明華女士 (不連附件)

李陳嘉恩女士(連附件)

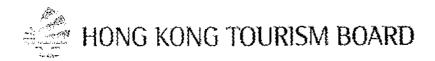
\*委員會秘書附註: (a) 附件1至18並無在此隨附。

- (b) 附件19只備英文本。
- (c) 李陳嘉恩女士在加入香港旅遊協會前的個人履歷並無在此隨附。

# 李陳嘉恩女士的受聘紀錄

入職日期:1986年5月8日 離職日期:2007年6月1日

生效日期	範疇	附件
86年5月8日	受聘爲「主任,稽核」,附職務範疇。	1 & 2
87年7月1日	受聘爲「管理會計主任」,附職務範疇。	3 & 4
87年12月10日	受聘爲「總會計主任」,附職務範疇。	5 & 6
91年10月1日	受聘爲「高級經理,財務及策劃」,附職務範疇及工作表現評估報告。	7,8 & 9
94年4月1日	受聘爲「總經理,財務及行政」,附工作表現評估報告。	10 & 11
96年1月1日	受聘爲「財務及行政幹事」,附職務範疇及工作表現評估報告。	12,13 & 14
01年8月16日	架構重組一附「企業行政總監」的職務範疇。	15
03年1月1日	受聘爲「副總幹事」,附職務範疇及理事會文件。	16,17,18 &19



#### JOB DESCRIPTION

Job Title	:	Deputy Executive Director	Date	:	March 2002
Incumbent	:	Grace Lee	Approval	:	(Superior)
Location	:	HKTB - Hong Kong	Approval	:	(Incumbent)

#### Purpose of the Job:

Establish short to long-term strategies to establish an efficient operating environment to the organization and direct delivery of corporate support and high-level commercial direction to all of the departments and offices around the world, which enables them to achieve their strategic objectives on time and within budget, in a cost efficient environment. Lead the ongoing development of best practice, business process across all departments and overseas offices.

As Deputy Executive Director take on the operational management of the organization, perform executive oversight of overseas offices and deputize the Executive Director as and when necessary. Be one of the key External Representatives for the HKTB.

Develop and maintain strong working relationships with government bodies including the Tourism Commission, ESB to facilitate operational support, negotiating annual budgets and act as the operating focal point for the HKTB and also key trade associations.

Lead and direct ad-hoc projects that may arise from time to time.

As the Secretary to the Board, support with full "company secretarial" services: ensure the Board operates within corporate governance and interpret the board discussions into succinct minutes, identify items of a procedural nature as well raise operational matters that require the attention and review of the Board.



#### **Dimensions**

- HKTB's total income including subvention \$534.03 million
- HKTB's total expenditure \$534.03 million
- Ad-hoc project funding \$20 million
- 13 Worldwide offices with 94 staff
- 6 Representative offices
- 316 headcount worldwide
- number of direct reports 7 and dotted line from 7
- number of indirect reports 41

#### **Internal Relationships**

Reports to Executive Director

Direct Reports General Manager, Human Resources

Senior Manager, Systems

Senior Manager, Business Process Management

Manager, Financial Management

Manager, Business Performance Monitoring

Legal Counsel

Manager, Tourism Orientation Programme

Regional Directors dotted line reporting relationship

Other: Audit Committee

Staff & Finance Committee

Task Forces and Committees set up from time to time

#### **External Relationships**

- Government bodies (primarily Tourism Commission, Economic Services Bureau and other Bureaux having a regard for tourism)
- External Auditor for annual audit of financial accounts and internal control reviews
- Government Internal Audit review of control processes and overall adherence to the Boards Ordinance
- Trade bodies and associations
- ICAC liaison point for regular reviews
- Media (on functional issues)
- Ex-officio on trade associations bodies BBTS, HARTCO
- Training Boards of educational / training institutions



#### Context of the Position

The position of Deputy Executive Director is comprised of three main threads: Head of Operational Support, Executive oversight of overseas marketing offices and as one of the key External Representatives for the HKTB.

Operational support comprises finance, legal, business efficiency, day-to-day control of internal audit and Human Resource management. This support provided by the sections of the department provide the usual operational platform for the organization to function. The incumbent, on the other hand, is far more integrated into the activities and decision-making process of the other departments. Utilizing the very deep and broad knowledge base of the incumbent, the HKTB departments have a very strong partner in the incumbent who provides high-level commercial and legal direction to the marketing activities. That knowledge base comprises strong working relations in various government departments, and the ability to gain action, as well as working relationships with a vast number of organizations, both in and outside the tourism industry, in Hong Kong.

The operational support portfolio under the incumbent's direction and management include human resource management, financial management, accounting systems and control, budgetary control, business performance monitoring and reporting, IT systems support and control, business process management, office administration, legal matters, insurance matters, board secretariat matters, compliance with HKTB Ordinance and all regulations. The incumbent is accountable for delivering the full range of corporate and commercial support to the various marketing departments and overseas offices of the HKTB. To ensure that the support services are in place on time to meet the future needs of the HKTB the incumbent must take a long term strategic view for developing the services and identify additional services which will be required.

The Legal Counsel forms part of the incumbent's goalkeeper role, whereby all commercial documents are vetted for exposure of the HKTB by either in-house counsel or external depending on the nature of the item. Similarly the need to monitor the performance of the strategic marketing activities and budgetary control round out this important goalkeeper role – a role that permits the Executive Director to focus on the internal and external marketing programs. Given that the Executive Director is out of Hong Kong for a large proportion of the time, the incumbent is deputizing for much of the time and needs to drive the ongoing operations. As DED, the incumbent is required to represent the HKTB on a number of professional and trade associations to advocate for the HKTB and identify key areas of concern facing those bodies.

The incumbent maintains strong working relationship with a number of government bodies so as to smooth the operations of the Board. This includes driving the budget annual process and also shaping the project based budgets in a way that is more agreeable to the reviewers to ensure successful authorization.

The incumbent ensures that the financial support is in place as and when it is needed. With almost half of the budgeted expenditure taking place overseas there is a clear need to hedge the FX exposure. Also, with funds on hand the incumbent establishes the ability to invest in proscribed financial tool after gaining acceptance and authority from the appropriate government departments.

There is a need to be fully conversant with the operating environment of HKTB (a Government subvented organization) as well as the rules, regulations and policies that govern the HKTB. As the HKTB operates in a global environment, the incumbent needs to be conversant with the rules and regulations of the countries that the HKTB operates in.

As the Secretary to the Board, the incumbent needs to work closely with the Chairman and Board members on matters that concern the Board, preparation of Board meetings and conduct follow up action and to facilitate Board members to discharge their duties. As Head of Operations, the incumbent is well placed to be able to deal with high level information needs form the Board and its members.

# Main Accountabilities and Responsibilities

## Deputized Head of HKTB

1. As Deputy Executive Director, maintain the overall operational management of the HKTB during the absences of the Executive Director by taking an executive oversight of ongoing marketing operations as well as represent the HKTB at external functions and events etc.

## Corporate Governance

- 2. Act as the main point of contact with Government on HKTB's governance matters including such matters as yearly application of subvention, policies and procedures on the use of subvention, operational guideline of HKTB to operate within the framework of a subvented organisation.
- 3. Ensure that all corporate activities and operations are carried out in compliance with HKTB Ordinance, corporate governance, laws and regulations as well as best business practices by developing and monitoring policies and procedures that most aptly ensure adherence.

#### External Relationships

- 4. Ensure that the image and strategic business position of the HKTB is maintained by representing the views of HKTB on various committees set up by external parties including the travel trade, training and education institutions, professional bodies, the government and agencies.
- 5. Be one of the key External Representatives for the HKTB.

## Executive oversight of International Offices

6. Ensure that the overseas offices operate as a cohesive part of the HKTB and maximize the contribution to achieving the strategic business plan by directing and monitoring their performance against planned results and assess the need for restructuring/reshaping/re-staffing to ensure goal achievement.

#### Operational Efficiency and Effectiveness

7. Ensure the operational efficiency and effectiveness of the HKTB is on par with world best practice through benchmarking and by directing regular reviews of all aspects operations, assessing centralized vs. decentralized processes (finance, control, legal, tendering, supplier management, etc) and define new standardized processes and guidelines which streamline the efficiency of the HKTB

## Develop Strategies, Operational Policies and Procedures

8. Develop strategies, policies and operational procedures for the finance, legal, systems, internal audit, corporate support functions to create an environment which ensures achievement of the Board's global marketing strategies by analyzing the strategic business plan and marketing plans of HKTB.

## Financial Control and Budget Development and Monitoring

9. Set policies and guidelines on the use of financial resources. Define the guidelines for the preparation of budgets to ensure a cohesive approach and regularly monitor the use of resources during the year and pursuing swift rectification of exceptions that arise during the year.

## Business Performance Monitoring

10. Monitor the overall performance of the organisation against plan and the performance of business units against corporate policies and procedures. Recommend corrective actions as appropriate.

## Human Resource Management

11. Formulate and direct implementation of strategies for attracting, retaining and developing the necessary human capital and organizational design, in the HK and overseas offices, through reward policies, performance management and training programs to meet the short to long term strategic objectives of the Board.

Advisory and Gatekeeper role for Commercial issues

12. Ensure that all commercial transactions and contracts safeguard the interests of the HKTB by establishing strong internal control policies, reviewing all commercial contracts for potential liability and providing other departments with high level technical advice on finance and commercial considerations.

#### Industry Training Programs

- 13. Represent the HKTB on various tourism training boards of educational institutes to provide input to academia on the manpower needs of the industry, particularly in terms of service quality.
- 14. Develop strategy and direct Industry Training Programs initiated by HKTB.

Oversee the operation of trade associations subsidised by HKTB

15. Approve the business plan of the trade associations and monitor the deliverables throughout the year.

Lead and direct ad-hoc projects initiated by Government from time to time

16.Develop strategy and lead the implementation of ad-hoc projects initiated by Government or HKTB from time to time.

#### Job Requirements:

- Extensive financial and management experience on a corporate level in a multi national organization
- Professional accounting qualification
- Experience in overseeing the general operations of a multi national organization
- Experience in managing the resources of an organization across many countries
- Seasoned professional with at least 15 years experience in overseeing the multi-jurisdiction regulatory and compliance functions of an organization which has offices throughout the world
- Highly conversant with government financial management system and procedures
- Sound understanding of the dynamic drivers operating the travel and tourismrelated industry in order to be able to represent the HKTB to the trade associations.
- Conversant with company secretariat matters
- Excellent analytical, interpersonal and communication skills to be able to persuade others, at all levels, to take on board changes in processes and thought.

# 醫療及牙科保險計劃保費

	類別	2004-05	2005-06	
		每年保費		
行政人員醫療保險	計劃(包括牙科保險)	港元	港元	
前總幹事	員工、配偶及一名子女	84,921	92,483	
	(單一個報價三人共用)			
僱員手冊標準醫療保險計劃				
A級員工	員工(男)	5,078	5,424	
	員工(女)	5,728	5,944	
	受供養人士 — 配偶(男)	6,244	6,672	
	受供養人士 一配偶(女)	6,894	7,192	
	受供養人士 一子女	6,244	6,672	
B級員工	員工(男)	3,814	4,032	
	員工(女)	4,464	4,552	
	受供養人士 一配偶(男)	4,692	4,962	
	受供養人士 一配偶(女)	5,342	5,482	
	受供養人士 一子女	4,692	4,962	
C級員工	員工(男)	2,994	3,146	
	員工(女)	3,644	3,666	
	受供養人士 一配偶(男)	3,684	3,870	
	受供養人士 一配偶(女)	4,334	4,390	
	受供養人士 一子女	3,684	3,870	
D級員工	員工(男)	2,716	2,818	
	員工(女)	3,366	3,338	
	受供養人士 一配偶(男)	3,340	3,466	
	受供養人士 一配偶(女)	3,990	3,986	
	受供養人士 一子女	3,340	3,466	
僱員手冊標準牙科	1保險計劃			
A級至D級員工	員工	400	380	
	受供養人士 一配偶	400	380	
	受供養人士 一子女	360	380	