

People Development



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Quality customer service begins with quality staff training. PCCW is keeping abreast of rapid developments in today's integrated telecommunications business by providing staff with value-adding skills via internal and external training programs.

AWARDS

The effort to continuously improve PCCW's customer service was recognized by the general public in a number of awards during 2001. Besides the aforementioned customer service awards listed in the business unit profiles, PCCW won several 2001 Customer Service Excellence Awards organized by the Hong Kong Association for Customer Service Excellence. These honors went to PCCW Field Engineering for Installation and Restoration of Voice Services; to the No.1 Club for Hotline Services, and to PCCW Retail for counter service.

CRM TRAINING

In a mid-2001 survey conducted by Gartner Research, PCCW was identified as a best-practice company in the deployment of CRM. It was noted that best practice companies in this arena consistently provided significantly more training than other organizations, leading to more competent customer service representatives and, in turn, to higher customer satisfaction.

More than 500 PCCW staff were trained in sales and marketing CRM system use during 2001, with another 400 scheduled for training in 2002. In addition, more than 100 senior staff were engaged in CRM seminars as part of PCCW's marketing curriculum.

CUSTOMER SERVICE TRAINING

In 2001 a significant percentage of technology training focused on skill certification for the customer services directorate.

More than 2,000 broadband, voice and data installation and maintenance technicians were trained and assessed against an enhanced customer service standard. In addition, technical training was provided to certify 450 staff members in broadband or LAN/WAN services provisioning, bringing the

total over two years to about 1,100 such certified Customer Service staff members trained to deliver the highest technical standards in their areas of work.

eLEARNING DEVELOPMENT

More than 4,800 staff took online training programs from PCCW's in-house Aladdin Learning portal in 2001, with almost 8,200 sign-ups for more than 400 Web-based programs provided by world-class content providers. As a result, staff were able to drive their own learning of technological, business, and management skills.

TECHNOLOGY TRAINING

PCCW provided more than 32,000 days of technology training in various fields such as IP and Internet operations, IP networking and server operations, Web content and application development as well as telecommunications facilities operations to build and enhance IT&T skills. In the customer service area alone, PCCW holds about 250 vendor accreditations in the areas of IP networking and server platform, provided by world-class vendors such as Avaya, Cisco, Nortel, Microsoft, Novell, Sun Microsystems and Compaq.

BUSINESS & MANAGEMENT TRAINING

More than 10,000 days of business and management training were offered to staff in 2001, aimed at sales and service development. A particular focus was on 500 days of consulting skills training and 1,100 days of sales training to support the Company's mission to add maximum value to customer relationships. More than 3,000 days focused on customer service training for front-line staff members with an aim to continuously improve the use of customer-related tools and increase levels of customer service and satisfaction.

NEW TALENT DEVELOPMENT

New talent is key to PCCW's success. In 2001, the Company operated structured trainee schemes for graduates, to recruit and develop new talent. Primary focus areas included the formalization of the China Management Trainee Scheme to build

managerial capability for future China business, strengthening of the Business Associate Scheme, and extension of the Trainee Engineer Scheme, geared to help customer service functions integrate technical and service skills growth.

All are two-year programs, taken by a select group of 50 young people, including trainees in Beijing, Shanghai and Guangzhou.

LEADERSHIP & CAREER DEVELOPMENT

A second Challenge21 leadership program was launched this year, engaging 39 high-performing young middle managers in stretching development activities including academic seminar sessions, team training, networking and action learning projects.

Training & Development's partnerships for executive development with INSEAD and the University of Michigan were also extended this year to include Tsing Hua University in Beijing and the Richard Ivey School of Business at the University of Western Ontario.

Thirteen managers participated in the INSEAD Asian International Executive program and two in the University of Michigan Strategic Planning & Implementation program. PCCW will nominate selected senior managers to the Tsing Hua/Harvard joint program on Competing in the Age of Globalization and has become a consortium member of Richard Ivey's Accelerating Management Talent program, with five managers participating this year.

Staff Conferences and Career Development Centers at a senior level continued to provide a systematic means to identify, develop and motivate high potential and high-performing staff members and to strengthen succession pools across the various businesses in which PCCW is engaged.