

For general training, two senior staff participated in a national studies programme run by the National School of Administration of the State Council in Beijing for senior government officials of Hong Kong. Another senior staff member attended a residential programme on leadership and strategic management delivered in Hong Kong by a renowned university in the US. Four other staff members attended central banking courses offered by other central banks. In addition to these training opportunities, the HKMA provided training to staff at different levels to improve their management, language and communication skills. A central banking course was also arranged for new staff to provide them with basic central banking knowledge.

For job-specific training, the HKMA continued to arrange for staff from different departments to attend programmes offered by other central banks, multilateral organisations and other institutions. Regular briefings and workshops were arranged for front-line bank supervisors to keep abreast of the latest developments in their field. Topics covered included Basel II, the Deposit Protection Scheme, the control of money laundering, the composite interest rate and specialised banking business. During the year, a three-week induction course was arranged for the new Assistant Managers in the banking departments.

## FINANCE AND ADMINISTRATION

The Finance and Administration Division aims at achieving an efficient allocation of resources within the HKMA. The administrative expenditure in 2005 and the budgeted expenditure for 2006 are shown in Table 3. In 2005 the Division continued to streamline and integrate its work to improve operational efficiency. The electronic procurement system was upgraded and an interactive voice responding system for handling external telephone calls was developed.

**Table 3 Administrative expenditure (2005 and 2006 budgeted)**

\$ million	2005 Budget*	2005 Actual	2006 Budget*
Staff costs	492		523
– Salaries and other staff costs		449	
– Retirement benefit costs		25	
Premises and equipment expenses			
– Operating lease charges	5	4	4
– Other premises expenses (including utility charges and management fees)	31	31	32
General operating costs			
– Maintenance of office and computer equipment	27	27	29
– Financial information and communication services (including trading, dealing terminals and data link charges)	30	28	31
– External relations (including international meetings)	16	12	18
– Professional and other services (including service fees for operating the interbank payment system)	29	23	45
– Training	5	4	4
– Others	15	13	15
<b>TOTAL</b>	<b>650</b>	<b>616</b>	<b>701</b>

\* Includes supplementary budget and relevant provisions in project budgets for the year.

The HKMA back-up site was remodelled during 2005 to meet the requirements of a revised and expanded business continuity plan. A two-week drill was carried out with satisfactory results. Corporate plans were also drawn up to prepare for a possible outbreak of novel influenza.

The HKMA issued an Environmental Policy in 2001 to increase colleagues' awareness of and support for environmental protection. Since then, a number of green-office measures have been implemented and the results have been encouraging. In 2005 requests for additional air-conditioning decreased by 65%, and the number of paper hand towels used was reduced by 25%. Since 2004 the HKMA has been using only electronic greeting cards.



*The HKMA Corporate Team finish fourth in the MTR Hong Kong Race Walking 2005.*



*Students of the Chak Yan Centre visit the HKMA Information Centre on 21 May 2005.*



*HKMA volunteers organise games for the Chak Yan Centre students.*

The HKMA continued to support recycling. Waste paper and used printer cartridges were collected for recycling. Old chairs were donated to charitable organisations. Regular campaigns were held to collect unwanted clothes, toys and other reusable items from staff for donation to charities.

During 2005, the HKMA participated in various community events and fund-raising activities. In February an HKMA team participated in the Hong Kong Marathon and the Green Power Hike. In the MTR Hong Kong Race Walking held on 3 April, the HKMA Team came fourth among 39 participating corporations. Forty-one staff took part in the Hong Kong Red Cross blood donation day in May. Staff also participated in various other fund-raising activities such as the Community Chest's Skip Lunch Day, Green Day and Dress Casual Day.

Members of the HKMA Volunteer Team gave more than 110 hours of their free time to voluntary service during 2005. They arranged for the students of the Chak Yan Centre to visit the HKMA in May, assisted the Airport Authority to conduct an emergency drill in June, and helped to organise activities, with environment-protection themes, to raise donations for the pupils in Liannan, one of the mountainous areas of Guangdong, inhabited by the minority Yao people.

## **INFORMATION TECHNOLOGY**

The HKMA back-up computer centre was expanded and remodelled in April 2005 to meet operational needs in the next three to five years. In July 2005, the Exchange Fund Advisory Committee (EFAC) endorsed a comprehensive IT upgrade programme covering PCs, printers, the file-and-print system, the e-mail and workflow system, IT security systems, the SWIFT system (a financial industry-owned