

# Organisational Matters

An efficient organisation relies on a combination of people with the right skills, knowledge and vision as well as a congenial work culture and comprehensive operational processes. At the SFC, we strive to ensure that all these elements are in place so that we can play our regulatory role properly.

## People

### Encouraging engagement

Our core values clearly state that we encourage a proactive attitude, that we maintain professional standards, and that in our organisation, “people count.” Our work culture is to encourage active participation of all employees. These values have fostered an appropriate environment for our employees to contribute to the organisation and develop their career.

We are determined to institutionalise a change of culture within the organisation to live up to our core values. During the year, we took steps to reinforce behaviour by integrating these core values into our daily processes.

Leadership development is a significant aspect of our culture campaign. “Cultivating the SFC Values: Your Role as a Manager” was the title of a series of workshops we held to enable our managers to better deliver their managerial responsibilities and cultivate the desired organisational behaviour within their teams.

In response to the “Living our Values Employee Engagement Survey” launched in late 2010, divisions have taken steps to encourage and involve their people in creating a participative work environment. A cross-divisional working group drew up an action plan on organisation-wide issues such as, enhancing employee recognition and communication, increasing the frequency and variety of employee activities and maintaining a pleasant working environment.

The Staff Activities Committee continued to host a broad spectrum of networking and recreational activities under the motto, “Enriching Your Work Life.” Activities such as a table

tennis tournament, movie nights, a wine-tasting workshop, festive celebrations and the SFC’s anniversary dinner have helped strengthen social and working relationships among employees and develop a sense of belonging.

### Reinforcing communication

We continued to host “CEO Sharing Sessions” during which our CEO updated our people on the latest market and regulatory issues and organisational matters that are of interest to staff. Last year, executive directors of different units also were invited to some of these sessions to share high-level insights on hot regulatory topics to foster a better understanding of the organisation’s work as a whole.

Similarly, the “Commission Connection Series” represented another new initiative to promote an understanding of the organisation among staff. Seminars were held to let different units share with other colleagues an update on their major achievements, upcoming projects, their focus and important market developments.

In addition, different units set up channels of communication either via Intranet or physical mailboxes for their people to voice concerns and make suggestions.

### Bolstering recruitment

During the year, 61 positions were added to handle our increased workload. We also broadened our search and recruited executives and secondees from China, Australia, the United Kingdom and Ireland.

In its third year, the Graduate Trainee Programme recruited 16 graduates and achieved a retention rate of 90% in the past 12 months, bringing the total number of trainees to 42. Having completed their job rotation, trainees from our first intake in 2009 have taken up positions in operational units of their choice. We truly believe in grooming talent from within to add to our professional pool in support of our organisational development.



Wine tasting workshop



Staff Christmas party