

Project Overview

Project Title (in English):
Joint-Institution Network for Student Success
(JINESS)

Project Title (in Chinese):

英才網*

**Note: The project title is a short form of "fostering valued attributes of young talents (作育英才)". JINESS is designed to tap potential talents and nurture them so that youngsters can develop transferable skills, which will appeal to prospective employers and contribute to a successful career.*

Executive Summary

A Joint-Institution Network for Student Success (JINESS) will be jointly established by five of the self-financing institutions registered under Cap. 320, namely **Hang Seng Management College (HSMC)**, **Caritas Institute of Higher Education**, **Centennial College**, **Chu Hai College of Higher Education** and **Tung Wah College**, which in its initial stage of development will provide students with unique opportunities for personal enrichment as well as all-round development while also preparing them for future careers. Students of other non-participating self-financing institutions will also be granted access to services through individual registration on the online platform. The JINESS also aims to heighten employers' awareness for the talent pool available from graduates/students of the self-financing higher education sector. Society at large will benefit when the pool of talents match with the needs of employers/industries.

JINESS aims to develop a "one-stop shop" by way of a platform for both students and employers in offering solutions to searching career opportunities and recruiting talents respectively. As a one-stop shop, JINESS will also facilitate inter-institutional events, such as career fair, HR forums, student conference and research. With the wealth of experience and contributions from each of the participating institution, JINESS will expose students of self-financing institutions to broadening career and experiential learning opportunities; develop their potentials to the fullest; and prepare them for challenges in life. It is expected that through the development of JINESS, a more prominent image and understanding of self-financing degree programmes and the unique professional-oriented education experience will be built and publicized.

JINESS will be the first of its kind in Hong Kong, establishing a tri-partite relationship among employers, students and self-financing institutions. This relationship will provide unique benefits to all parties:

1. To establish a professional branding of students of self-financing institutions for prospective employers and the community at large;
2. To enhance the self-confidence and self-image of students of self-financing institutions through network building and innovative means and programmes, and
3. To achieve synergy among self-financing institutions in providing their students with more opportunities and exposure for student success.

JINESS is pioneering innovative solutions for job seekers and recruiters by utilizing strategic partners' (i.e. SCMP, CTgoodjobs and Recruit, etc.) expertise and experience in the online job portal industry for the design of the major features and functionalities offered to the registered students, employers and administrators. The strategic partner's networks, industry connections and media relations will also be tapped on. The custom-built job portal will be using social media and mobile device, providing easier and more sustainable access to information.

Problems Identified

Universities nowadays are devoted to nurturing students through both curricular and co-curricular windows to ignite and unleash students' potential. Many self-financing higher education institutions also share the mission, yet they face constraints in resources, facilities and connections. Currently there is no common platform specially built for students in higher education sector for which students of self-financing education institutions have access rights (The only joint institutional career portal called JIIS is only accessible to students of UGC-funded universities). Students of self-financing institutions often deem that UGC-funded students are given more opportunities, and this belief lowers their existing self-confidence. At the same time, prospective employers and the society as a whole are not aware of the talents of the students and graduates from the self-financing sector.

While there are many job portals in the market, two intrinsic problems need to be tackled:

1. Students: There are too many jobs listed. It is difficult for fresh graduates as job seekers to identify which jobs to apply and how to make their applications stand out from others.
2. Employers: When a job is posted, either there are too many applicants, or too few. In the former case, it would be welcomed if some filtering mechanism would be available. In the latter case, employers would want their jobs to reach the most suitable candidates.

JINESS will implement an **Intelligent Job Matching Service (IJMS)**, which will allow students to match their capabilities with job requirements, and employers to sort and filter the applicants based on

capabilities, expectations, and experiences. IJMS will greatly enhance both the recruitment and the job seeking processes. Most importantly, it alerts students to the kind of criteria which might lead to success in specific careers. This will provide strong motivation for students to participate in career development programmes organized by each institution.

In addition, establishing a common career platform will facilitate students of self-financing institutions to develop their professional networks with employers, human resources personnels, chambers of commerce and other businesses or professional associations. In addition, students can easily keep abreast of up-to-date information on employment, salary trends, career paths, qualification frameworks, and share career success stories. It would also benefit employers in identifying suitable candidates from self-financing education sector in a time-saving manner through the one-stop career portal under JINESS, without having to approach self-financing institutions one by one.

Offering students more opportunities and building their self-confidence in an aggregating platform, providing common settings for students to form new bonds with peers who come from similar backgrounds and/or share similar experience, are also the core of this project.

Project Objectives and Deliverables	
Measurable Objectives	How it can be achieved
<p>1. To build a Joint-Institution Career Portal to facilitate employers to recruit talents and to empower students for career success</p>	<p>Employers</p> <ul style="list-style-type: none"> • Employers may post one job and receive applications from students of all participating institutions, and have the assistance of institutions in the recruitment process • When posting a job, employers may select from a list of Criteria for Career Success (i.e. language, computer, etc.), and indicate the salary range and advancement opportunities <p>Students</p> <ul style="list-style-type: none"> • When browsing for a job, students will identify jobs that will match with his/her strengths and aspirations, and know that they will succeed given this opportunity. • With the help of career office, students will be able to search their desired jobs and have authentic job seeking experiences before graduation, and be alerted to take effective actions in preparing for career success <p>Institutions</p> <ul style="list-style-type: none"> • Institutions will collaborate with each other in job referrals to meet the expectations of employers as well as the

	needs of students
<p>2. To develop a Joint-Institution Career Learning Centre with video lessons for students to master career-related attitudes, skills, and experiences in preparing for life-long and life-wide careers</p>	<p>The Learning Centre will offer a list of online courses, with short video lessons, exercises, and assessment and be supported by face-to-face sessions. To encourage enrolment, JINESS may implement a Certificate Programme for Career Success. The programme will have three levels, listing the necessary attitudes, skills, and capabilities for career success:</p> <ol style="list-style-type: none"> 1. Basic---Students who complete our Basic Career Development Programme, understand the difference between a job and a career, know the basic steps in identifying and applying for jobs, have a good preparation for job interviews, and commit to succeed in careers 2. Intermediate---Students who complete our Intermediate Career Development Programme, set up a Career Development Plan, establish links with mentors and career officers, and demonstrates good career attitudes, skills, and capabilities 3. Advanced---Students who have completed our Advanced Career Development Programme, demonstrates good progress in career preparation and execution of their plans, accumulate good working experiences relevant to career development, and become role models on attitudes, skills, capabilities, and experiences
<p>3. To offer Joint-Institution Career Programmes for students to engage in career development, and network with institutions, employers and other students</p>	<p>The JINESS project will allow institutions to collaborate and organize large scale programmes and raise the awareness among students and parents on career preparation. Some examples may include:</p> <ol style="list-style-type: none"> a. Joint-Institution Careers Fair b. Joint-Institution Careers Talks and Workshops c. Joint-Institution Career Summit <p>By participating Joint-Institution Career Programmes, employers will know about the similarities and differences of graduates from self-financing institutions, and students will interact with students from other institutions. This will help students to realize that they will be facing keen competitions, not only from other institutions but from all over Hong Kong and the world.</p>

	<p>The JINESS platform will provide the following support to participating institutions in organizing career development programmes:</p> <ol style="list-style-type: none"> a. Activities Management---Officers may post activities, invite participation, activity enrolment, attendance taking, and the issue of E-Certificates upon successful completion. This will reduce the administration work of Careers Officers, and allow them to focus on career guidance and interacting with students. b. Career Portfolio---Each E-Certificate will be associated with specific career-related capabilities. Students may collect these E-Certificates and relate them to jobs associated with specific success criteria. Hence students will be able to build up their Career Portfolio to prove to potential employers they have indeed qualities for target career opportunities c. Data Analysis---Institutions will be provided with tools and statistics on the use of the Job Portal, the participation of Career Activities, and the completion of specific Learning Programmes. Institutions will obtain insights on career trends, and provide guidance and advice to students on how to succeed in both career preparation and job seeking. Reports on these aspects could be compiled for the reference of both the participating institutions and the government.
<p>4. To increase students' confidence</p>	<p>Create an open and positive platform (JINESS) for learning by providing students with more curricular and extra-curricular opportunities for equal participation. The learning platform will offer students a conducive environment for them to express themselves, stimulate curiosity, increase their desire to learn and to execute their hidden potentials, which in turn develop their self-confidence, and enhance their positive engagement with the community.</p>
<p>5. To achieve synergy among self-financing institutions</p>	<p>Through job referral, sharing training materials and regular project collaboration and communications, JINESS will bring the expertise of all the institutions together, enabling this higher education sector to provide more diverse, creative and productive opportunities for students to obtain career success.</p>
<p>1. To provide professional development of career</p>	<p>Staff will engage in professional training and research for better understanding of career services in the higher education sector</p>

<p>staff in institutions (critical for sustainable development)</p>	<p>and of students' career needs.</p>
<p>Project Deliverables</p>	
<p>Deliverables</p>	<p>Sharing mechanism</p>
<p>1. An interactive career platform “Joint-Institution Network for Student Success (JINESS)” will be available to effectively gather career opportunities and present to undergraduates and recent graduates in self-financing sector; and facilitates employers to look for suitable young talents through the job portal embedded in JINESS.</p>	<p>JINESS is a sustainable online platform accessible easily by both desktop and mobile devices to make it popular to users. The sharing of vacancy information among different self-financing HEI essentially renders more opportunities to their students. Employers can also save time by uploading one job advertisement which is accessible to many participating institutions.</p> <p>Brief user manuals for students and employers would be uploaded to the platform for easy review.</p>
<p>2. CV and Cover Letter Builder in the platform to enable students to easily input and update information for making online application; at the same time, they can make use of the information to make professional printouts.</p>	<p>The function is open to current students and recent graduates of the participating self-financing HEI</p>
<p>3. “Career Doctor” column in platform to provide CV consultation, career advice, industry updates in the format of articles and videos. Students can raise questions online.</p>	<p>The articles and videos will be uploaded onto the JINESS platform and can be accessed by any visitors. They will also be properly archived, with keyword search enabled, so that users can make reference in later stage.</p>
<p>4. Provision of analytics of job-search behaviour (e.g. keywords/industries/seasons searched most frequently by students, job application submitted). These are valuable information for career advisors and employers.</p>	<p>There will be periodic release of statistics on JINESS platform which can be accessed by any visitor.</p>
<p>5. Career preparation workshops, CEO sharing sessions and</p>	<p>These opportunities and event details will be publicised through JINESS platform. Online registration can be made</p>

<p>company visits and other events (i.e. career summit, career fair, etc.) will be arranged under JINESS so that students can learn from multi-facet arrangement and sharpen their job application skills.</p>	<p>directly on the platform.</p> <p>Invitation emails and posters can be disseminated to students in other universities to promote the activities where appropriate.</p>
<p>6. Dedicated technical support on using the JINESS platform (e.g. uploading job posts, making online applications, etc.)</p>	<p>Email address and phone number of the technical support service will be available on the JINESS platform.</p>
<p>7. An evaluation report and sharing session to share the project findings, deliverables and major observations such as students' job-search behaviour.</p>	<p>The report will be uploaded onto the JINESS platform.</p> <p>Sharing sessions can be arranged to share with stakeholders and general public as appropriate.</p>
<p>8. Qualifications Frameworks (QF) will be incorporated in the online platform to help students understand better about specification of competency standards for various industries</p>	<p>The Qualifications Frameworks will detail the competency standards for different industries by different competency levels and by major functional areas that are relevant to students of self-financing institutions. QF serves as a unified guide for students to set clearer career goals and strive towards a higher qualification level within a system.</p>
<p>9. A series of training to facilitate the continuing development of staff involved in career services</p>	<p>The following types of training will be provided to the career staff:</p> <ol style="list-style-type: none"> 1. Induction training on using the various features of the platform 2. Basic training in the concepts and skills of career development, guidance counselling, education, life and leadership training, etc. 3. Participation in regional and institutional conferences on vocational guidance, career counselling, and student success for higher education, etc. and frequent interaction with overseas institutions
<p>10. Research will be conducted on students and employers involved in JINESS project</p>	<p>Various research topics will be explored, including:</p> <ol style="list-style-type: none"> 1. The effectiveness and impacts on the students' job search and their career maturity 2. The development and modification of career assessment instruments for local use, with minimum cultural bias (i.e. career interest, value

	<p>systems, self-efficacy and maturity)</p> <ol style="list-style-type: none"> 3. The career challenges/difficulties faced by students and their coping strategies 4. Adjustment of students in the real world of work and what actions can be taken by Institutions 5. Tracer studies of graduates on their career development 6. Employer feedback on graduates and their suggestions for improvement
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Selected training materials and research findings

Beneficiaries

Expected type and number of beneficiaries of the project	Over 15,000
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Over **11,000 self-financing degree students** of the participating institutions will be given more opportunities and exposure for student success for the time being. While Caritas and other institutions have new campuses due for completion in the near future, the student enrollment will potentially grow (see the projected number below). Fresh graduates with less than one-year work experience will also be allowed to access the JINESS. The services of JINESS will only be provided to the five founding member institutions in the first year of the project. While the access to the job portal is created, JINESS will welcome other self-financing institutions to apply for participation in the project. Students of non-participating self-financing institutions will also be given access to services through registration for the online platform individually. **It is believed that an estimate of 15,000 will benefit from the project each year.**

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
No. of Students of all the participating institutions combined	10,600	11,500	12,420*	13,414*	14,487*

**projected number (based on 8% increase each year)*

Employers will be able to recruit talents in a cost-efficient and effective way

Participating institutions will

- achieve enhanced graduate employability rate and provide holistic, diversity and excellence in education for all-round student development;

- cultivate the leadership roles in the eyes of the public; and
- enhance reputation for the self-financing sector of higher education for playing a pivotal role in bridging the gap that stands between students and their potentials, thus helping them to succeed. This reputation will pave the way for self-financing higher education institutions registered under the Post-Secondary Colleges Ordinance (Cap. 320) to upgrade to universities upon appropriate accreditation, as encouraged by the Government. Not only would the development of private universities provide a channel for all sectors of the society to contribute resources and efforts to higher education for the benefits of students, but would also make the choices of private universities for further education taken more seriously.

The Government will help in enhancing students' qualities and facilitating deep collaborations among institutions with the resources needed, and thus, enhancing the competitiveness of the HKSAR.

Implementation Schedule		
Estimated start date of the project (month/year)		01/2017
Estimated end date of the project (month/year)		12/2018
Project duration (months)		24 months
Month	Key milestones	
	In terms of project activities and deliverables	In terms of monitoring and evaluation
1-6	<ul style="list-style-type: none"> • Design and implement the main components of the platform • Organize first event (Outlook on Construction Industry) and activities with strategic partner and sponsors 	<ul style="list-style-type: none"> • The Management Committee (MC) will monitor the progress of the online platform and will review the project deliverables • Meet with student organizations to encourage their members to participate in the joint-institutional events
7-12	<ul style="list-style-type: none"> • Test-run the online platform • Amend the software bugs • Finalize the online platform • Host second event (Career Summit) 	<ul style="list-style-type: none"> • The MC will invite students to test-run the platform for identifying defects and the user-friendliness of the system • Fine-tune the platform

13-18	<ul style="list-style-type: none"> • Promote and launch the online platform • Host third event (Career Fair and Launching of JINESS) 	<ul style="list-style-type: none"> • The MC will advise on the launch of the platform to students, employers and other institutions
19-24 (and ongoing)	<ul style="list-style-type: none"> • Host fourth and fifth events (HR Forum and Prospect of Journalism Industry) • Collect feedback from all the users and strategic partner • Collect data from the strategic partner for review • Discuss the continuity tasks to the next phase of project • Review the JINESS project 	<ul style="list-style-type: none"> • The MC will hold a regular meeting to discuss the progress of JINESS, comments obtained from users and other new ideas • The MC will hold a regular meeting to review the attainment of deliverables • Produce the evaluation report with recommended way forward for the JINESS project

Publicity Plan

Institutions

- Send Electronic Direct Mailing (EDM) to students
- Advertise in websites of the institutions
- Invite academic departments to assist in the promotion
- Involve careers officers to introduce the platform to students as well as to employers
- Engage business leaders, chambers of commerce, professional/industry associations and companies in the JINESS project promotion and activities

Strategic Partner

- Advertisements will be published in the strategic partner’s website and printed materials
- Send EDM to the strategic partner’s existing customers to promote JINESS
- Leverage the strategic partner’s wide network to reach and match quality employers to JINESS talents
- Organize events to promote graduate and alumni
- Pre and post event cover story in the strategic partner’s media channel

Cash Flow and Budget				
Project Expenditure				
	Amount in HK\$			
Period	Year 1	Year 2	Year 3	Total
Manpower	\$6,694,760	\$6,974,646		\$13,669,406
Equipment / Facilities	\$1,086,000			\$1,086,000
Services	\$600,000	\$750,000		\$1,350,000
General Expenses	\$1,426,100	\$2,146,400		\$3,572,500
Others	\$295,168	\$445,169		\$740,337
Total	\$10,102,028	\$10,316,215		\$20,418,243
Project Income (if any, e.g. fees received)				
	Amount in HK\$			
Period	Year 1	Year 2	Year 3	Total
Total				
Grant Sought under the Quality Enhancement Support Scheme			\$20,418,243	
Funding from the Principal Applicant / Applicant(s)				
Funding from Other Sources				
Total Project Value			\$20,418,243	
Post	Duties			
Project Manager	To manage the project team, solicit partnership and sponsorship, and organize large-scale events			
Senior Project Officer	To provide marketing, promotion, and liaise support from participating organizations and agencies			
Executive Assistant	To provide administrative support, content management, and information records			
Project Officers (5) (one per institution)	To liaise within individual institution on the delivery of service, including promotion, training, and management of programmes			
IT Consultant	To coordinate the IT team and ensure system integration			
Senior Programmer	To develop and build the Joint-Portal and related applications (Mobile App/Web)			
Analyst/Programmer	To develop and build the Joint-Portal and related applications (Mobile App/Web)			
Instruction Designer	To develop e-Learning materials for career success			
Web/Graphics Designer	To provide web/mobile/graphics design support			

Project Sustainability

JINESS is sustainable for two reasons: (1) the concept of the project is realizable and coherent to available resources and (2) it meets the stakeholders' expectations.

IT Infrastructure

Each participating institution has its own job portal, which allows employers to post jobs and students to apply for the openings. All the involved institutions are responsible for their annual job portal maintenance costs and administration fees. In order to optimize the maintenance process, reduce operation costs and enhance the overall quality and variety of available career opportunities, JINESS is built to serve as a common platform for all the participating institutions. The combined efforts will generate higher efficiency and greater effectiveness than individual effects. At the appropriate time, the institutional based portal will be migrated to JINESS. Therefore, even each institution will be able to redirect their existing resources to support the JINESS.

The key element of the project sustainability is largely due to the availability of the already-existing resources, including the staff experience in the job portal operation and maintenance, annual budget for the administration and other support fees. This means the required resources for the project are likely to be available for the foreseeable future, which minimizes the possibility of compromising the operation, or discontinuing services, of JINESS after its launch.

Staff

In the long run institutions will be prepared and able to absorb the costs of running the project including the maintenance of staff. It is beneficial to institutions to retain the staff employed in this project so that the experience gained can continue to benefit our students. With the increasing student number and natural staff turnover, staff would likely be integrated into the regular staff force of individual institutions.

Events

When the project is launched, JINESS will solicit assistance from the strategic partner for promotion, organizing a media conference, maintaining relationships with existing employers and seeking potential sponsors for large-scale events. The participating institutions will also collaborate with the various industry and commerce associations to broaden the network of prospective employers. The attention is paid to both employers' requirements as well as students' career needs as a way of determining if the results of a project will likely be popular enough to generate demand that will last throughout the length of the project. With reference to the business model of JIIS (the joint-U job information system of UGC-funded institutions), once the branding is successfully built, the job portal will require less publicity or events to attract employers to place recruitment requests.