

**REPORT TO THE GENERAL ASSEMBLY OF
THE 59th NATIONAL CONVENTION
FROM STRATEGIC PLANNING COMMITTEE CHAIRMAN
SENATOR GENE TANG**

1. OBJECTIVE AND MAJOR GOALS

Scope of Work of JCI Hong Kong Strategic Planning Committee (2023-2025)

Gather ideas from committee members to execute strategic thinking (using intuition and creativity to define an integrated perspective, roadmap or vision), which helps to understand, explore, analyze and define complex solutions and where our organization should be going in next three or five years. The ideas would help develop planning action plan that will bring the greatest possible positive impact towards our organization's pre- defined goal. The committee has also received several requests from National President Ben and analyzed the feasibility of those requests.

2. COMMISSION STRUCTURE

It is my great pleasure to be appointed as the Chairman of the JCI Hong Kong Strategic Planning Committee for year 2023-2025 and I am glad to have the following committee members:

2012 National President	Senator Stanley Ng
2013 National President	Senator Paul Wu
2014 National President	Senator Johnny Kwan
2015 National President	Senator Anthony Leung
2016 National President	Senator Brian Kwan
2017 National President	Senator Teresa Poon
2019 National President	Senator Zenith Lin
2020 National President	Senator Maric Cheng
2024 National President	Senator Ben Mak (Ex-officio)

3. AREA REPORT

3.1 Membership Recruitment and Membership Services

3.1.1 Idea for Membership Recruitment

The Membership Growth Strategy Tactics "***Engage new members market from various talent admission scheme***" has been reviewed and discussed by the committee. We recommend our organization to prepare ourselves to welcome these new group of members and to create a pilot program of new membership recruitment to engage this group of new immigrants.

Recommendations: **Design and execute a Pilot Program**

We believe it's time to embrace the new revolution of our city and make modifications on our membership recruitment strategy to meet the future change. There are a few options recommended to the board. Before fully rolling out new initiatives based on trends, we recommend to test them with a pilot program.

- i. Select 3 voluntary LOMs to try to adopt the pilot program in 2025. A proper practical membership recruitment method, policies and details should be designed and delivered from NOM to LOMs. NOM must frequently review the efficiency of the pilot program with the 3 LOMs through NAEOs. Any new members who are new immigrants via various talent admission scheme recruited through NOM would be referred to these 3 LOMs. If the pilot program proves to be successful, it's recommended to invite more voluntary LOMs to join.
- ii. An ad-hoc committee should be formed to assist NOM board to design, execute and review the pilot program. Based on the insights gathered from feedback and data, the committee would suggest adjusting details to better align with the new group of members and current member needs and preferences.
- iii. NOM board is recommended to reserve budget and appoint a director to manage this new membership strategy including hosting specific PMO or any networking event for new members recruitment, do survey on how to make these members adapt to JCI Hong Kong, offer assistance and support to the voluntary LOMs.

For the details of the analysis and the recommendation, please refer to Appendix 1.

3.1.2 Idea for Membership Services

Increase Manpower in Office

Membership retention is one of the key elements in membership strategy. We would suggest NOM to consider to recruit one Manager office to facilitate, provide quality services to our members, and cater useful tools for LOM board members.

3.2 National Convention Awards Scheme Review

As evidenced by the consistently high number of entries, the awards system is one of the most influential programs in motivating JCI members and LOMs' activities in JCI Hong Kong. Both local and global awards schemes are reviewed. Also, interviews with executives of NOM have been conducted.

Formation of Judging Panel with External Representatives

After the trial of involving non-JCI members in judging panel for Most Outstanding President and Chapter-oriented Awards in the past 3 years, we concluded this strategy neither lead to better nor fairer judging decision. There are challenging factors during the execution which are considered to be unnecessary and non-effective. These factors include 1) the diversity of external representatives, 2) challenges in inviting enough representatives, 3) lacking understanding of JCI initiatives for external representatives, 4) unnecessary increased workload for the responsible office.

Scoring System and Qualitative Discussion in Merit Decision

The score-based judging with 75% or above as a passing line for awards eligibility has been adopted for years.

It is recommended to review:

- 1) the possibility of using a rank-based system instead of 1-100% score-based scheme in order to optimize the judging process, avoid potential conflict of interest and biases
- 2) an aligned quantitative scheme in Merit decisions instead of individual discussion.

For the details of the recommendation, please refer to Appendix 2.

3.3 Trainings

Review on JCIHK Official Courses

In last report, we mentioned that we will form a committee to have further explore how we structure the incoming training courses to facilitate our members' growth in term of competency in both project and chapter management.

A review meeting was held on 12 August 2024 with NP Ben Mak, PNP Tony Chan, PNP Maric Cheng, NEVP Rafael Wong, NVP Carol Wong, and NTDCC Claudia Chor. We have reviewed both the training camp program and the Trainer's training program in this 5-STAR Training Program.

We would recommend that 5-STAR Program could be included the assessment checklist for Trainer team to assess the trainees during the camp to achieve the desired competency at the end of training, an assessment checklist for Head Trainer/Deputy Head Trainers to evaluate the performance of the Assistant Trainer, preparation an evaluation report by Head Trainer and Chairman of OC Team after the training camp to facilitate the knowledge management.

For the details of the recommendation, please refer to Appendix 3.

For the Executive Academy Camp, we noted that this program is

restructured in 2023, and was jointly conducted with JCI Macao, China. It is suggested to be renewed in near future after gathering more feedbacks.

For the JCIHK Trainer Mentorship Program, we will review it after we get more information from JCI for the new JCI Trainer Program to be launched. Our intention is to facilitate our members to have more training opportunities, effectively usage of JCI resources, and cultivate the bonding between the experienced Trainers and new Trainers.

4. OUTSTANDING TASKS

Nil

Senator Gene Tang
Strategic Planning Committee Chairman

Appendix 1: Membership Growth Strategy Tactics
Appendix 2: Review on National Convention Awards Scheme
Appendix 3: Review on 5-STAR Program

Appendix 1 Membership Growth Strategy Tactics

Introduction

Membership is one of the most significant brand assets, a fundamental health and key revenue stream for our organization. Board of directors of LOMs and NOM tend to focus less on membership recruitment and retention strategies in favor of sponsorship engagement as the income from membership fees is not enough to sustain the operations. The age limit and one-year-leadership are somehow unique characteristics and advantages for our organization but this also requires high demand of new members recruitment and retention. SPC believes it's time to review the membership strategy of our organization and wish to provide recommendations for the upcoming board of directors of LOMs and NOM.

The Existing Membership

The membership figures of JCI Hong Kong for past 3 years is collected and reviewed. According to table 1, the membership number ranges from 1,400 to 1,500. There's no significant decrease or increase in these three years but considering the negative influence on membership during pandemic in 2021 and 2022, we were expecting an improvement, a significant increase in membership in 2023 when social activities and physical meetings resume to normal, and the figure didn't meet the expectation.

Table 1. Membership figure of JCI Hong Kong in the year of 2021, 2022 and 2023

	Full Member	Prospective Member	Total Number ¹
2021	1,253	267	1,520
2022	1,209	261	1,470
2023	1,222	272	1,494

1. Senior member number is not considered and reviewed for membership growth strategy

We recommend LOMs and NOM to review their members recruitment method and strategy, understand our niche and know our value proposition, explore new potential members group, and review the existing training, projects and management method that can make members stay.

Engage new members market from various talent admission scheme

What worked yesterday might not work today. By staying updated with industry trends, it's important to have our membership program remain relevant to both potential and current members. The committee is aware that there's a significant increasing number of new immigrants to Hong Kong through various talent admission scheme in 2023. Their qualification and education background also fulfill our members target group. According to Appendix A, a total number of **32,896** approved individuals who are under **40** years old are reported in 2023. Out of all eligible applicants, **57%** comes from Mainland China in category B and C. Others are from United States (**16%**), United Kingdom (**8%**), Australia (**9%**), Canada (**6%**) and other countries. **5%** of this pool (**32,896**) can contribute double

of our membership. We recommend our organization to prepare ourselves to welcome these new group of members and to create a pilot program of new membership recruitment to engage this group of new immigrants.

One of the major purposes for members to stay in an organization is connection and networking. Building a meaningful community among members helps our organization membership recruitment strategy by making existing members happy, who will hopefully encourage others to join as well. We recommend the board can do relevant survey in order to build a proper community for this new group of members, and they can also take the opportunity to adapt themselves to the local culture, working method, communication method and expand their local network in a short period of time. We believe the new membership strategy could also help the city to create a harmonious environment for the young generation.

Recommendations: Design and execute a Pilot Program

We believe it's time to embrace the new revolution of our city and make modifications on our membership recruitment strategy in order to meet the future change. There are a few options recommended to the board. Before fully rolling out new initiatives based on trends, we recommend to test them with a pilot program.

1. Select **3** voluntary LOMs to try to adopt the pilot program in 2025. A proper practical membership recruitment method, policies and details should be designed and delivered from NOM to LOMs. NOM must frequently review the efficiency of the pilot program with the **3** LOMs through NAEOs. Any new members who are new immigrants via various talent admission scheme recruited through NOM would be referred to these **3** LOMs. If the pilot program proves to be successful, it's recommended to invite more voluntary LOMs to join.
2. An ad-hoc committee should be formed to assist NOM board to design, execute and review the pilot program. Based on the insights gathered from feedback and data, the committee would suggest adjusting details to better align with the new group of members and current member needs and preferences.
3. NOM board is recommended to reserve budget and appoint a director to manage this new membership strategy including hosting specific PMO or any networking event for new members recruitment, do survey on how to make these members adapt to JCI Hong Kong, offer assistance and support to the voluntary LOMs.

Conclusion

A membership growth strategy isn't just about increasing the size of the member roll. It's about setting the foundation for future efforts and building a thriving organization. When members see that our organization is dynamic and forward-thinking, they are more likely to stay engaged.

Appendix 2: Review on National Convention Awards Scheme

Forward

As evidenced by the consistently high number of entries, the award system is one of the most influential programs in motivating JCI members and LOMs' activities in JCI Hong Kong. This paper aims to review the highlighted issues of the local awards system. Both local and international award schemes are reviewed. Also, interviews with executives of JCI Hong Kong have been conducted.

Formation of Judging Panel with External Representatives

After the trial of involving non-JCI members in judging panel for Most Outstanding President and Chapter-oriented Awards in the past 5 years, we concluded this strategy neither lead to better nor fairer judging decision. There are challenging factors during the execution which are considered to be unnecessary and non-effective. These factors include 1) the diversity of external representatives, 2) challenges in inviting enough representatives, 3) lacking understanding of JCI initiatives for external representatives, 4) unnecessary increased workload for the responsible office.

Scoring System and Qualitative Discussion in Merit Decision

The scored-based system with 75% or above as a passing line for award eligibility has been adopted for years. Nominated judges are free to score their assigned entry with their independent judgment. The credibility and fairness of this system heavily rely on the professional and independent judgment of judges. However, for Group I,II and IIB awards judges, with the increased number of ExCom members and IPP joining the panel, there is a concern of having panel members who might have potential conflict of interest and biases. It is recommended to review

- 1) the possibility of using a rank-based system instead of 1-100% score-based scheme, in order to optimize the judging process, avoid conflict of interest and biases.
- 2) an aligned quantitative scheme in Merit decisions instead of individual discussion

National Convention Awardees Vs World Congress Nomination

In all the awards that are aligned to JCI Awards Programs, the following notes are stated in the Awards Manual:

- a) Awards is aligned to JCI Award Programs.
- b) Given the difference in award period for National Convention and ASPAC, the National Convention awardees in the previous year will NOT be automatically become the representative of JCI Hong Kong in ASPAC.

However, the World Congress nomination is not mentioned. It is recommended to state the World Congress nomination would be a separate decision like the nomination for ASPAC, which also reflects in the current practice.

Also, the formation of World Congress and ASPAC Nomination Panel is not stated in the Award Manual. It is recommended to state clearly the formation of the panels, the selection criteria in the manual.

Awards Category

JCI Hong Kong National Convention Awards program has a good alignment in terms of categories with JCI Awards program and has good adoption of different categories which cater our LOMs' needs (Appendix A). It is recommended to maintain the current categories.

Consequence of Breaking House Rules (Non-Disclosure Agreement)

It is found that the potential penalty or consequence for judges violating the non-disclosure agreement of the awards results is not mentioned in the Award Manual. It is recommended to add relevant clauses in the Award Manual to deter people from revealing most sensitive information during judging process and protect the confidentiality of the results before awards announcement.

Considering the level of seriousness of violating the non-disclosure, it is recommended to add penalty to all chapter entries (not less than 3 points) of the LOM which this judge or judges belongs to. A clear statement of violating non-disclosure which covers not only Results, but also Discussion Content, Awards Reviewed (in LOM project panels), Judges Comments (LOM project panels) and all information about judging should be included in Awards Manual. This is highly recommended in order to provide a pressure-free judging atmosphere and ensure high standard of integrity of all judges.

Conclusion

This paper is drafted in July 2024. It is recommended to take action in the fastest pace. Hopefully, some if not all of the recommendations could be implemented in 2024 National Convention.













Appendix A



Award No.	Award Name	Page
<u>Group I (Individuals)</u>		
I.1	Most Outstanding Member	P.17-18
I.2	Most Outstanding New Member	P.19-20
I.3	Most Outstanding Senator	P.21
I.4	Most Outstanding Trainer	P.22
I.5.1	Most Outstanding Chapter President (25–55 members)	P.23-24
I.5.2	Most Outstanding Chapter President (56–90 members)	P.25-26
I.5.3	Most Outstanding Chapter President (91+ members)	P.27-28
<u>Group II (Individuals – NOM)</u>		
II.1	Outstanding NOM ExCom Member Award	P.29-30
II.2	Outstanding NOM Director/Officer Award	P.31-32
II.3	Outstanding NOM Commission Chairman Award	P.33
<u>Group III A (for LOMs)</u>		
III.A.1	Best Business and Entrepreneurship Program	P.34-35
III.A.2	Best Corporate Communication Program	P.36
III.A.3	Best Community Impact Program	P.37-38
III.A.4	Best E–Marketing Award	P.39
III.A.5	Best Global Goals Project	P.40-41
III.A.6	Best Growth and Development Program	P.42-43
III.A.7	Best Individual Development Program	P.44-45
III.A.8	Best International Cooperation Project	P.46
III.A.9	Best Inter-organization Collaboration Project	P.47-48
III.A.10	Best JCI Members Training and Development Program	P.49
III.A.11	Best JCI RISE Project	P.50



III.A.12	Best Mainland Affairs Program	P.51
III.A.13	Best New Project	P.52
III.A.14	Best Publication Award	P.53
III.A.15	Best Environmental Sustainability Program	P.54
III.A.16	Best of the Best	P.55
<u>Group III B (for LOMs – Special Award)</u>		
III.B.1.1	Best Chapter of the Area (25–55 members)	P.56-57
III.B.1.2	Best Chapter of the Area (56–90 members)	P.58-59
III.B.1.3	Best Chapter of the Area (91+ members)	P.60-61
III.B.2	Outstanding Progressive LOM Award	P.62
III.B.3.1	Award for LOM with the Best Contribution in NOM Activities (25-55 members)	P.63
III.B.3.2	Award for LOM with the Best Contribution in NOM Activities (56-90 members)	P.64
III.B.3.3	Award for LOM with the Best Contribution in NOM Activities (91+ members)	P.65
III.B.4	Award for LOM with the Best Organization Management for Learning and Knowledge	P.66-67
III.B.5	The Best NOM Project hosted by LOM	P.68

-  Home
-  Personal Profile
-  JCI Organizations
-  Interest Club
-  Chat
-  JCI Senate
-  Event
-  Meeting
-  Program
-  Skills
-  JCI Projects
-  Donation

The best projects and initiatives compete at regional, national, and panel of international judges. Winners will be announced at the A Congress.

Multiple Entry Award Categories

- Best JCI RISE Project
- Best Local Entrepreneurship and Business Program
- Best Local Individual Development Program
- Best Local Growth and Development Program
- Best International Cooperation Project
- Best Inter-Organizational Collaboration Project
- Best Local Community Impact Program
- Best Local Global Goals Project

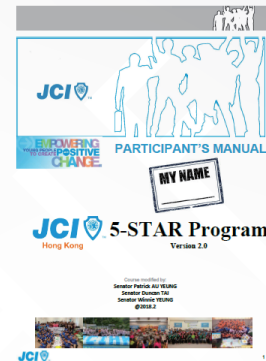
Best of the Best Award Categories

- Best National Flagship Program
- Best National Growth and Development Program
- Most Outstanding New Local Organization
- Most Outstanding Local Organization
- Most Outstanding New Member
- Most Outstanding Member
- Most Outstanding Local President

Appendix 3 Review on 5-STAR Program

Background:

Our 5-STAR program, launched in 2008, has successfully organized 40 training camps to date. The program was last reviewed in August 2018 (version 2). We appreciate the efforts of all NPs, NOM, Head Trainers, Trainer Team, Hosting Chapters, and OC teams. It is an opportune time to review this successful program to achieve even more in the near future.



A review meeting was held on 12 August 2024 with NP Ben Mak, PNP Tony Chan, PNP Maric Cheng, NEVP Rafael Wong, NVP Carol Wong, and NTDCC Claudia Chor.

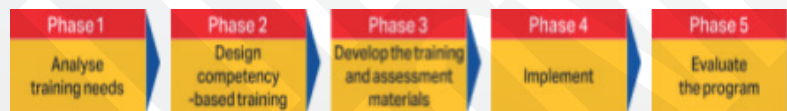
We have reviewed the program in two areas:

1. The program for the participants (Trainees).
2. The Trainer structure for the Trainer Team (Head Trainer, Deputy Trainers, Assistant Trainers, and Group Facilitators).

Part 1: Review the Program for the Participants (Trainees)

Review mechanism

We use the following model to review the 5-STAR Program from a course design perspective.



For Phase 1 – Analyse Training Needs:

We have reviewed the training needs of the targeted participants of the 5-STAR Program. This includes the tasks that the newly joined JC members may encounter, changes in the JCI Mission & Vision, JCI Program (e.g., JCV, Action Framework, CYE), and the shift in the learning culture post-COVID-19.

Recommendations:

1. We suggest that NOM consider arranging at least four training camps per year to engage more new JC members. It is recommended that each training camp should not exceed 50 participants.
2. It is recommended that participants should have no more than one year of JC experience. For newcomers, it is recommended to have at least one JC OC project experience to enhance facilitation during the training camp.
3. All changes from JCI should be included in the training materials, presentations, and training booklet.
4. Skills in using new technology should be included in the training camp.

For Phase 2 –Design the Competency-Based Training:

Part 1: Review the Course Modules

After discussion, we agree that the seven course modules are suitable. However, the course contents should include changes in the JCI Mission & Vision, JCI Program (e.g., JCV, Action Framework, CYE), and an awareness of the shift in the learning culture post-COVID-19. We recommend the modules revised as follow:

Module One: JCI Values, Vision, and Mission **Objectives of this Module:**

- Understand what JCI is about and its values.
- Get to know the Vision and Mission of JCI.
- Learn how to fulfill our mission as JC members.

Module Two: Development in JC — Creating Positive Change **Objectives of this Module:**

- Introduce the structure of JC.
- Know the partners and connections of JC.
- Understand the different development paths in JC and create positive change.
- Design your own JC career plan.
- Apply JC skills in daily life.

Module Three: JCI Action Framework and Project Impact **Objectives of this Module:**

- Gain a comprehensive understanding of the JCI Action Framework, including its principles and methodologies.
- Become familiar with the basic components of the JCI Action Framework and how it functions.
- Know how to do impactful projects with Action Framework

Module Four: The JC Opportunities—Business, International, and Community Development **Objectives of this Module:**

- Understand the business, international, and community development opportunities in JCI.
- Explore the crossover of different opportunities.
- Network through these opportunities.
- Learn how JC opportunities align with SDG, ESG, and the Action Framework.

Module Five: Protocol **Objectives of this Module:**

- Understand what protocol is and why it is necessary.
- Learn the basic rules of protocol in event management.
- Know the protocol in event management.

**Module Six: Meeting Administration & Parliamentary Procedure
Objectives of this Module:**

- Understand the importance of protocol in meetings.
- Learn the principles of parliamentary procedure.
- Handle motions effectively.
- Understand the voting system.

**Module Seven: Team Building
Objectives of this Module:**

- Clarify the process (assumptions and perceptions) by which individuals and teams choose or act.
- Foster a sense of belonging and unity within the JC family.
- Strengthen communication among team members.
- Learn how to cooperate effectively with others in daily interactions.

**Part 2: Review the Desired Level of Proficiency and Assessment Method of
Trainee Competence**

We have reviewed the contents of the seven modules and suggested reinforcing the assessment of trainee competence after the completion of the training. It is recommended that the Trainer team use a checklist to observe the trainees' performance during and after each module.

This checklist may be defined in the 5-STAR Program to facilitate knowledge management in the future.

Additionally, we have reviewed the desired level of proficiency for each module, which is summarized as follows:

Recommendations:

**Module One: JCI Values, Vision, and Mission
Desired Level of Proficiency:**

At the end of the training camp, trainees should be able to:

1. Recite the Creed, Vision, and Mission of JCI.
2. Understand the JCI Creed and explain some of the key words in it.

Module Two: Development in JC — Creating Positive Change

Desired Level of Proficiency: At the end of the training camp, trainees should be able to:

1. Name the structure of JCI at both local and national levels.
2. Identify the partners and connections of JCI.
3. Understand the different development paths in JCI.

Module Three: JCI Action Framework and Project Impact

Desired Level of Proficiency: At the end of the training camp, trainees should be able to:

1. Name the elements in the JCI Action Framework.
2. Appreciate the benefits of executing impactful projects using the Action Framework.
3. Design a project that incorporates the elements of the JCI Action Framework.

Module Four: The JC Opportunities—Business, International, and Community Development

Desired Level of Proficiency: At the end of the training camp, trainees should be able to:

1. Name JCI programs at both national and local levels.
2. Explain the four areas of opportunities in JCI with examples.
3. Appreciate the benefits of the four areas of opportunities in JCI with examples.

Module Five: Protocol

Desired Level of Proficiency: At the end of the training camp, trainees should be able to:

1. Understand what protocol is, its benefits, and its importance in JCI.
2. Demonstrate the basic rules of protocol that they may encounter in OC projects.

Module Six: Meeting Administration & Parliamentary Procedure

Desired Level of Proficiency: At the end of the training camp, trainees should be able to:

1. Understand the administrative elements of a meeting.
2. Understand what Parliamentary Procedure is, its benefits, and its importance in JCI culture.
3. Know the principles of Parliamentary Procedure.
4. Handle a motion that they may encounter in the daily OC environment.
5. Understand the voting system.

Module Seven: Team Building

Desired Level of Proficiency: It is suggested that Head Trainer/Deputy Head Trainers define the desired learning outcomes for team building to ensure that the desired objectives are achieved.

For Phase 3 – Design the Training and Assessment Materials

Recommendations:

Assessment Materials:

1. We suggest that an assessment tool (checklist) be created for the Trainer team to follow. This will ensure that whenever training activities and events are changed in each 5-STAR training camp, the Head Trainer can assess the trainees' competence after the completion of the camp.

Training Materials:

1. We recommend that NOM gather the current and previous PowerPoint slides to prepare one standard PPT material for incoming Head Trainers. This will facilitate their use during the camp.
2. While Trainers may use their own examples when conducting the training, this standard PPT material can enhance their performance and shorten preparation time. It is suggested that some PPT slides be made mandatory for Trainers to use to ensure quality assurance.
3. Some contents in the training booklets should be amended to include new content, such as the new JCI Mission & Vision, JCI Program (e.g., JCV, Action Framework, CYE).

For Phase 4 – Implementation of the Training (Event Day)

We have some suggestions to enhance the learning experience of trainees during the training camp.

Recommendations:

1. It is agreed that the 5-STAR Program should maintain its current practice of being a training camp with a 2-day, 1-night format, and conducted in a cross-chapter format.
2. It is suggested to establish a set of facilities criteria (standards) for running a 5-STAR training camp. This includes minimum space requirements for the training room (based on the desired number of participants) and minimum space (facilities) for outdoor activities.

For Phase 5 – Evaluate the Program

In past years, after running the 5-STAR Programs, the OC team would submit the project file to NOM. However, we found that the know-how (Evaluation Summary) in conducting the 5-STAR Program was not easily retained.

We recommend that the project file include an Evaluation Report for each training camp. It is suggested to include:

1. Observation Summary from Trainer Team:

We suggest the program include a list of standard questions for the Head Trainer to document their findings. This could include observations of the trainees' competency, recommendations on conducting each module, training activities/events that were effective and suitable for future 5-STAR Programs, and recommendations on coaching tips for training Assistant Trainers. This summary is recommended to be included in the Project File.

2. OC Team Feedback Summary:

It is recommended to include a list of standard questions for the Project Chairman to recap the findings on the preparation program for further improvement in the future.

3. Trainees Feedback Summary:

It is recommended to conduct a feedback survey and consolidate a summary for the Trainer Team and OC Team for further evaluation.

Part 2: Review the Trainer Structure for the Trainer Team (Head Trainer, Deputy Trainers, Assistant Trainers, and Group Facilitators)

Background:

We noted that we have a Trainer structure for the Trainer Team, initiated in 2018, to facilitate the training for new Trainers and to establish a trainer path for new generations. The trainer path consists of four levels:

1. Head Trainer
2. Two Deputy Trainers
3. Four to Six Assistant Trainers
4. Eight to Ten Group Facilitators

In our current practice, the Head Trainer is invited by NOM and adopted by the NOM Board during Board meetings. The 5-STAR Program has set a minimum criterion for the qualification of the Head Trainer, in terms of training background and teaching experience.

We have the following recommendations for the structure:

Recommendations:

1. We have reviewed the current practice for the Trainer's path in the 5-STAR Program. The Head Trainer should be equipped with teaching skills, training design skills, and training assessment skills, along with experienced knowledge in JC. We suggest maintaining the current practice that the Head Trainer should conduct the 5-STAR Program at least twice as a Deputy Head Trainer with outstanding performance before being promoted to Head Trainer. We recommend not setting a strict requirement that the Head Trainer must be a Past President.
2. We recommend setting up a mechanism, regardless of whether the proposed Head Trainer is a Past President or not. When a trainer is promoted and invited to be a Head Trainer, similar to the concept of the NOM project bidding form, it is suggested to invite the Head Trainer to fill in a form listing their qualifications. This will provide more information for the NOM board for consideration and for record-keeping.
3. We recommend that NOM consolidate the 5-STAR Program Trainer list to facilitate the traceability of trainers' experience in the future.
4. We noted that in current practice, NOM may have open recruitment for Deputy Head Trainers, while in some occasions, they are nominated by the Head Trainer. We do not have any comments on this practice, as long as the minimum qualifications and requirements for Deputy Head Trainers are met. We agree to keep the current practice that NOM should open the recruitment for Assistant Trainers.

5. We suggest creating an assessment checklist to evaluate the performance of Assistant Trainers and assess their training competency during the event day. This checklist would serve as a tool for Deputy Head Trainers and the Head Trainer to coach the Assistant Trainers during and after the training camp.

6. As mentioned in the previous section of this report, we suggest the program include a list of standard questions for the Head Trainer to document their findings. This could include observations of the trainees' competency, recommendations on conducting each module, training activities/events that were effective and suitable for future 5-STAR Programs, and recommendations on coaching tips for training Assistant Trainers. This summary is recommended to be included in the Project File.