

TIME TO CHANGE SURVEY REPORT

SEPTEMBER 2021

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EXECUTIVE SUMMARY

The “Consultancy Services for Developing a HKIE – Time to Change Roadmap” aims to develop a roadmap for change that will effectively translate ideas, which will be collected through extensive engagement exercises, into a concrete plan for successful change in the HKIE spanning multiple years.

The Time of Change Survey is one of the major engagement exercises in Stage 1 of the Consultancy and its objective was to gather feedback and insights from the members to gauge consensus on the overall priorities for preliminary initiatives, which will ultimately factor into the five main focus areas of the HKIE – Time to Change Roadmap. The online questionnaire survey was carried out from 9 July 2021 to 6 August 2021, and was made available on multiple platforms, including email, HKIE e-Newsletter, and other social media forums. The questionnaire comprised of a total of 43 questions, including a combination of multiple-choice questions, short questions, mandatory questions as well as optional questions. A total of 1,331 responses were received from the members across various membership grades and age groups.

The key findings of the survey are grouped into 6 categories:

- | | |
|----------------------------------|----------------------------------|
| 1. General | 4. Boosting Professionalism |
| 2. Pursuing Digitalisation | 5. Facilitating Innovation |
| 3. Enhancing Services to Members | 6. Undertaking Governance Review |

A total of over 20 key findings were identified and the table below summarizes the key findings of each category:

Category	Key Findings
General	
Reasons for Maintaining HKIE Membership	<p>Top 3 reasons include:</p> <ul style="list-style-type: none"> Obtain a Hong Kong-based engineering professional qualification to work in Hong Kong; HKIE is a more prestigious professional institution compared to others locally and globally; and Obtain knowledge and join events.
Leaving HKIE Membership	<ul style="list-style-type: none"> 12.4% of respondents have considered leaving HKIE membership. <p>Top 3 reasons for consideration of leaving include:</p> <ul style="list-style-type: none"> Membership of other professional institutions is sufficient; Lack of mutual recognition with other professional institutions or difficulty in attaining the professional qualification; and HKIE membership’s subscription fee is too expensive.
HKIE Membership Value	Overall neutral level of member satisfaction to HKIE’s membership value.
Whether HKIE is doing enough in various areas	<p>Top 3 areas for room for improvement by HKIE include:</p> <ul style="list-style-type: none"> Promoting its professional image and engineering profession to the public; Driving government policy; and Facilitating innovation.
Importance of the Five Focus Areas for Change	<p>Importance of five focus areas for change (in the order of most important to least important):</p> <ul style="list-style-type: none"> Boosting professionalism Pursuing digitalisation Enhancing services to members Facilitating innovation Undertaking governance review

Category	Key Findings
Pursuing Digitalisation	
Preference of Communication Method	<ul style="list-style-type: none"> Overall, Email was the most preferred method, followed by e-Newsletter. Among Graduate and Student Members, Mobile App was the second preferred method over e-Newsletter.
Preference of Social Media Communication Medium	<ul style="list-style-type: none"> Facebook was the overall top preferred medium. Instagram outranked Facebook among the Graduate and Student Members demographics. LinkedIn was most preferred by Fellow Members.
HKIE Webpage	<ul style="list-style-type: none"> Overall neutral level of member satisfaction with current HKIE webpage in terms of user-friendliness, visual appealing, and informative aspects. Room for improvement to enhance the user-friendliness, visual appeal and informative aspects of HKIE Members Login area.
New HKIE Mobile App	<p>Top 3 features respondents would like to see on a new HKIE Mobile App include:</p> <ul style="list-style-type: none"> Event information and registration; E-membership card; and Receiving CPD certificates, automatic CPD log and post-event feedback survey.
Digital Learning Tools and Services	77% of respondents are highly likely to use digital learning tools and services to support their professional development.
Enhancing Services to Members	
HKIE-organised Events	<ul style="list-style-type: none"> Members are relatively more satisfied with seminars/webinars and technical visits organised by HKIE. While, there is room for improvement in the organisation of conferences and social/networking functions. <p>Top aspects that would further enhance members' likelihood of participation in a HKIE-organised training or professional development activity:</p> <ul style="list-style-type: none"> Event topics to be better aligned with member preferences; and Flexible methods of participation (e.g. virtual format and playback recording).
HKIE Membership Application Process	<p>Generally, the membership application process is considered 'fair', however, improvements could be made in the following aspects:</p> <ul style="list-style-type: none"> Efficiency; Transparency; and Counselling support.
Boosting Professionalism	
Current Image of HKIE	<ul style="list-style-type: none"> Approximately 44% of members think HKIE is "traditional, conservative, old-fashioned" and "professional". Only about 7% of members felt HKIE was "up-to-date, modern".
Suggestions to Enhance Institutional Image	<p>Top suggestions include:</p> <ul style="list-style-type: none"> Engage and increase interaction with the public so as to promote the engineering field and the HKIE Embrace collaboration with other international institutions to develop stronger international relationships.
Suggested Measures for HKIE to provide more Professional Engineering Advice	Organise regular events, press conferences, or reports on engineering topics relating to social interest or concerns, as well as the short to long-term development of Hong Kong.

Category	Key Findings
Facilitating Innovation	
Enginpreneurs Hub	<ul style="list-style-type: none"> • Only 21.56% of members have heard of it. • Majority of the younger members have not heard of it. • 80% of members that have heard of the Hub have no intention of being involved, mainly due to lack of available time. • Most common stated use of the Hub is to attend webinars.
Undertaking Governance Review	
Aspects of Governance	<p>Top 3 aspects of HKIE's governance rated by members include:</p> <ul style="list-style-type: none"> • Fairness; • Accountability; and • Leadership.
HKIE's Selection Processes	<ul style="list-style-type: none"> • Members generally felt improvements can be made to the transparency and fairness of the various selection processes, namely council election, boards/committees appointments, and other external appointments. • Overall, council election was viewed as slightly fairer and more transparent than the boards/committee appointments and other external appointments.
Feedback Opportunities	<ul style="list-style-type: none"> • 30% of members felt there are currently insufficient opportunities for feedback with HKIE. • Suggestions asked for a more open feedback environment and conversation across membership grades, including establishing open forums to collect opinions and feedback from members, and adding an anonymous feedback function on the HKIE website.



01

**SURVEY BACKGROUND
AND DESIGN**

1 SURVEY BACKGROUND AND DESIGN

1.1 Survey Background

The Hong Kong Institute of Engineers (HKIE) commissioned Arcadis Consultancy Hong Kong Limited (Arcadis) in May 2021 to conduct the “Consultancy Services for Developing a HKIE – Time to Change Roadmap” with the aim of developing a roadmap for change that will effectively translate ideas into a concrete plan for successful change in the HKIE spanning multiple years, through an extensive engagement exercising involving different stakeholder groups.

As one of the main engagement exercises in Stage 1 of the Consultancy, the objective of the Time to Change Survey was to collect feedback and insights from members to gauge consensus on their priorities for preliminary initiatives, which will ultimately contribute to the HKIE – Time to Change Roadmap with five main focus areas. The findings from the survey will be used, in conjuncture with other benchmarking and engagement exercises, to identify the key issues and challenges which members feel the Institution is facing as well as potential room for improvement perceived by the members, from which preliminary recommendations will be devised and proposed. These recommendations will ultimately factor into the five main focus areas of the HKIE – Time to Change Roadmap.

Arcadis was responsible for designing the questionnaire survey, developing and testing the online platform of the survey, monitoring the survey responses through a PowerBI dashboard, as well as data analysis; HKIE was responsible for providing a consolidated contacts list as well as the survey’s distribution logistics, including sending email invitations, distribution on various social media platforms, and issuing follow-up emails to non-respond members to boost the response rate.

1.2 Survey Design

The survey was conducted through an online questionnaire. To facilitate convenience of accessibility to the questionnaire, it was made available on multiple platforms, including email, HKIE e-Newsletter, and other social media forums. The survey collection period was from 9 July 2021 to 6 August 2021.

The questionnaire comprised of a total of 43 questions and included a combination of multiple-choice questions, short answer questions, mandatory questions as well as optional questions. 30 questions were directly related to either one of the five focus areas and the number of questions for each focus area are as follows: 6 for ‘Pursuing Digitalisation’, 12 for ‘Enhancing Service to Members’, 3 for ‘Boosting Professionalism’, 5 for ‘Facilitating Innovation’, and 4 for ‘Undertaking Governance Review’. The remaining 13 questions were related to demographics, general satisfaction levels, perceived level of priority for each focus area, as well as welcoming further suggestions for enhancing the value of HKIE membership. The questionnaire was designed to have an approx. 10-minute estimated completion time. The full questionnaire is attached in Appendix A.

The survey was distributed to all current members of HKIE of over 34,000 members, as per the 2019-2020 HKIE Annual Report. To achieve adequate representation of the member population, a survey sample size was proposed and stratified by membership grades using 95% confidence interval, 5% margin of error. A total of 1,331 responses were received. Table 1 below compares the actual number of survey responses received with the target sample sizes per membership grade. The number of responses received for most of the membership grades were slightly lower than targeted, while the ‘Member’ strata exceeded its target sample size by 106.4% (i.e. a total of 774 responses were received compared to the target of 375 responses). Responses from the ‘Member’ grade also contributed to over half of the total number of responses received from the survey – the most among all membership grade categories (see Figure 1).

Membership Grade	Target Sample Size	Actual No. of Responses Received
Honorary Fellow	16	0
Fellow	294	167
Member	375	774
Graduate Member	369	282
Associate Member	264	23
Companion	15	3
Student Member	367	76
Affiliate	173	6
Total	1,873	1,331

Table 1 – Comparison of actual number of survey responses received with target sample sizes by membership grades

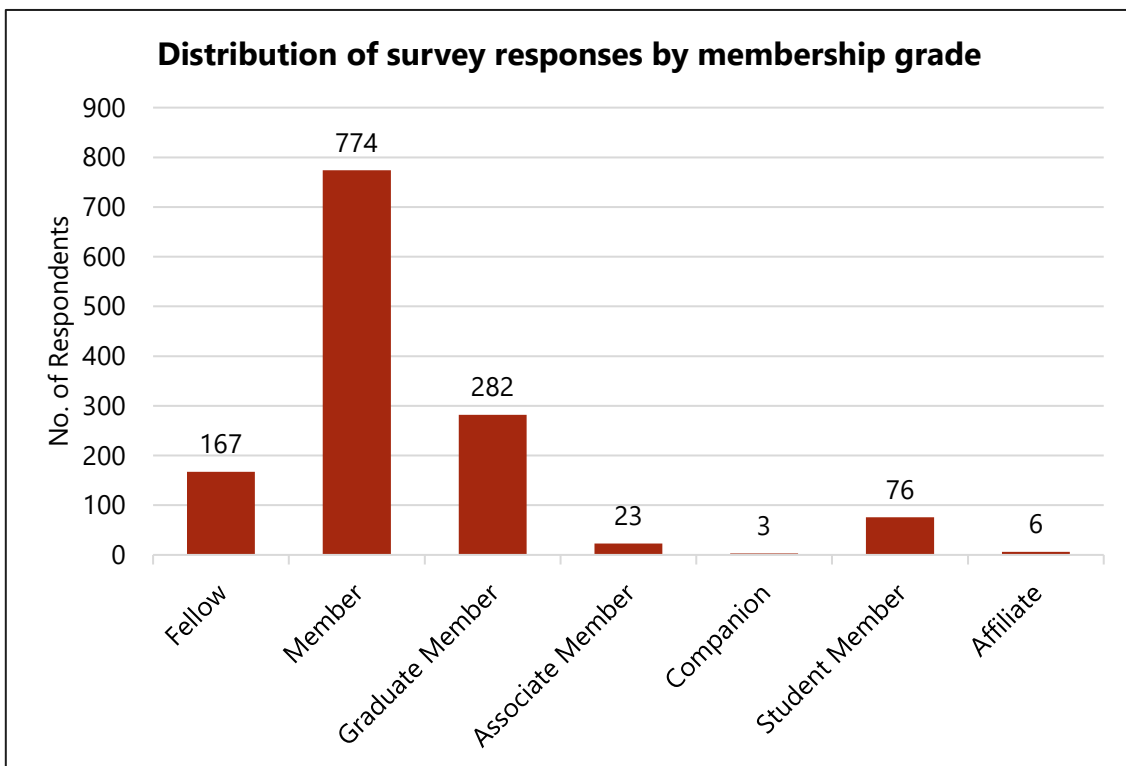


Figure 1 – Distribution of survey responses received by membership grade

The age distribution of the responses collected is relatively uniform, with an average of 246 responses, with the exception of the 'Over 65' age category, as only a total of 99 responses were received (see Figure 2).

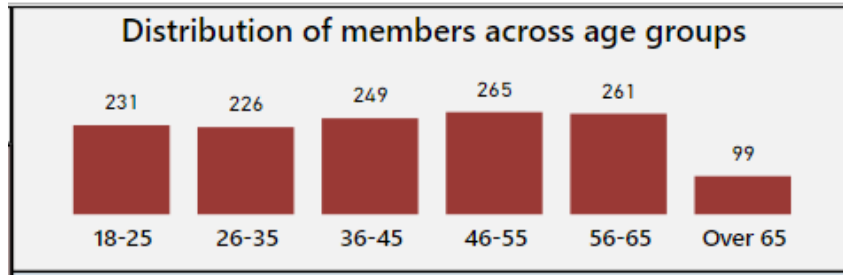


Figure 2 – Distribution of survey responses received by age group

02

SURVEY FINDINGS

2 SURVEY FINDINGS

2.1 General

On an overall level, members were queried on their reasons for maintaining or considered leaving HKIE membership, satisfaction levels on various aspects of HKIE, as well as their views on the importance of each of the five focus areas for the next five years.

Regarding reasons for **maintaining the membership**, as shown in Figure 3 below, the topmost frequently stated reason is to “obtain a Hong Kong-based engineering professional qualification to work in Hong Kong” (i.e. 76% of responses). The second most common reason is “HKIE is a more prestigious professional institution compared to others locally and globally” (i.e. 40% of responses), followed by “obtain knowledge and join events” (i.e. 39% of responses), “provide networking opportunity” (i.e. 41% of responses), and “provide certain status in the industry” (i.e. 37% of responses). 165 respondents provided other reasons for maintaining membership, of which the most common answer was about having professional status (17%) (see word cloud in Figure 4 – with the most common answer given greater prominence visually).

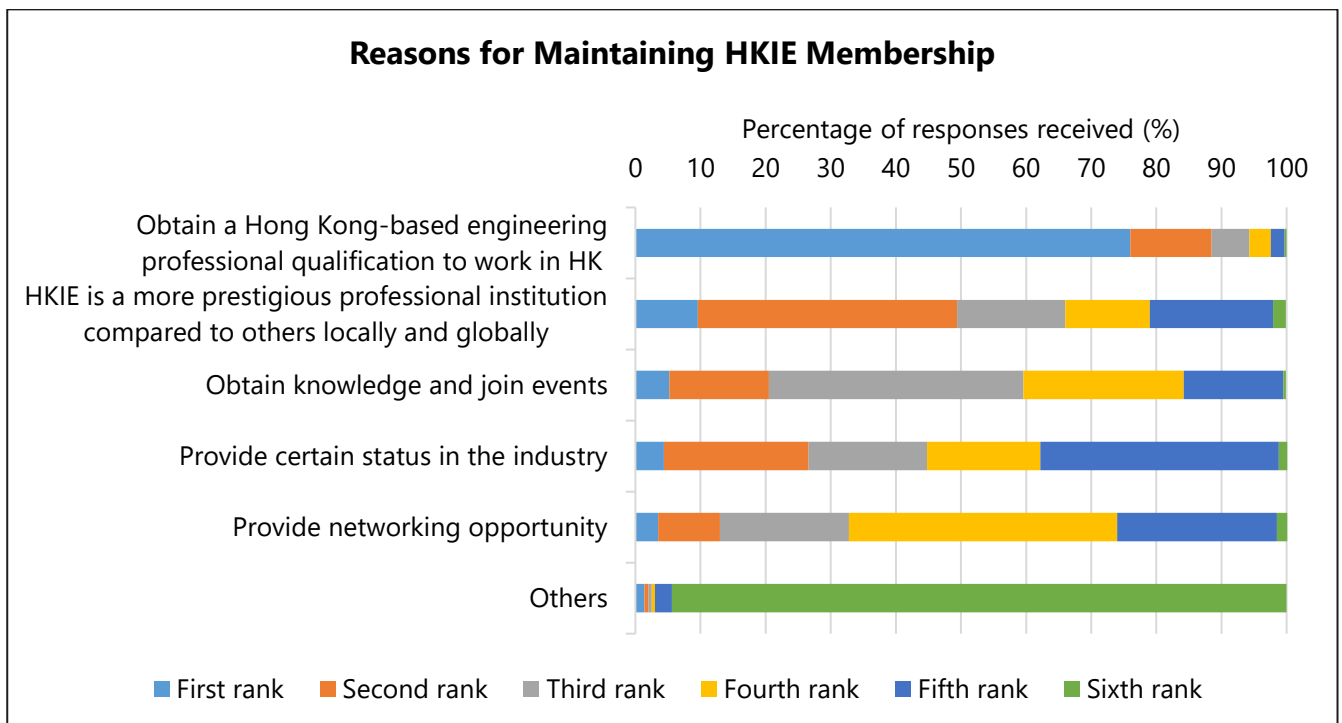


Figure 3 – (Q6) Reasons for maintaining HKIE membership ranked by survey respondents



Figure 4 – (Q7) Word cloud visualisation illustrating other reasons for maintaining HKIE membership

As for **leaving HKIE membership**, 12.4% of the respondents (166 respondents) have considered leaving the membership, many of which are younger members and members over 65 years old (see Figure 5).

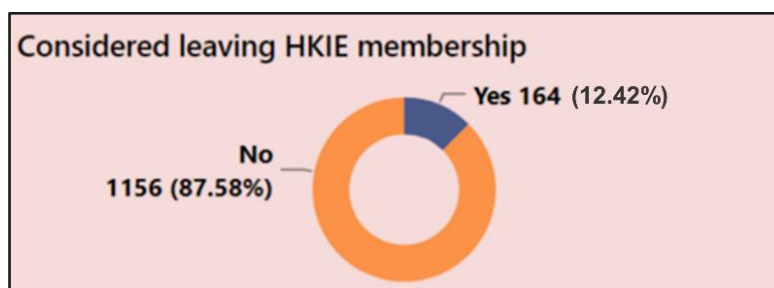


Figure 5 – (Q8) Number of members that have considered leaving HKIE membership

Among the 12.4%, “having the membership status of other professional institutions is enough” was the most frequently cited main reason for leaving (49 out of 166 respondents). This is followed by “other” (37 respondents), “subscription fee is too expensive” (28 respondents), “not satisfied with HKIE’s institutional image” (18 respondents), “not satisfied with the value of HKIE’s membership (in terms of quality of member services and membership benefits)” (17 respondents), “do not want to commit to CPD requirements” (11 respondents), and lastly “HKIE does not organise enough trainings, professional development activities and other events” (6 respondents) (see Figure 6). Among respondents that selected “others”, recurring themes in their elaboration include lack of mutual recognition with other international professional institutions, difficulty in attaining the professional qualification, and retirement.

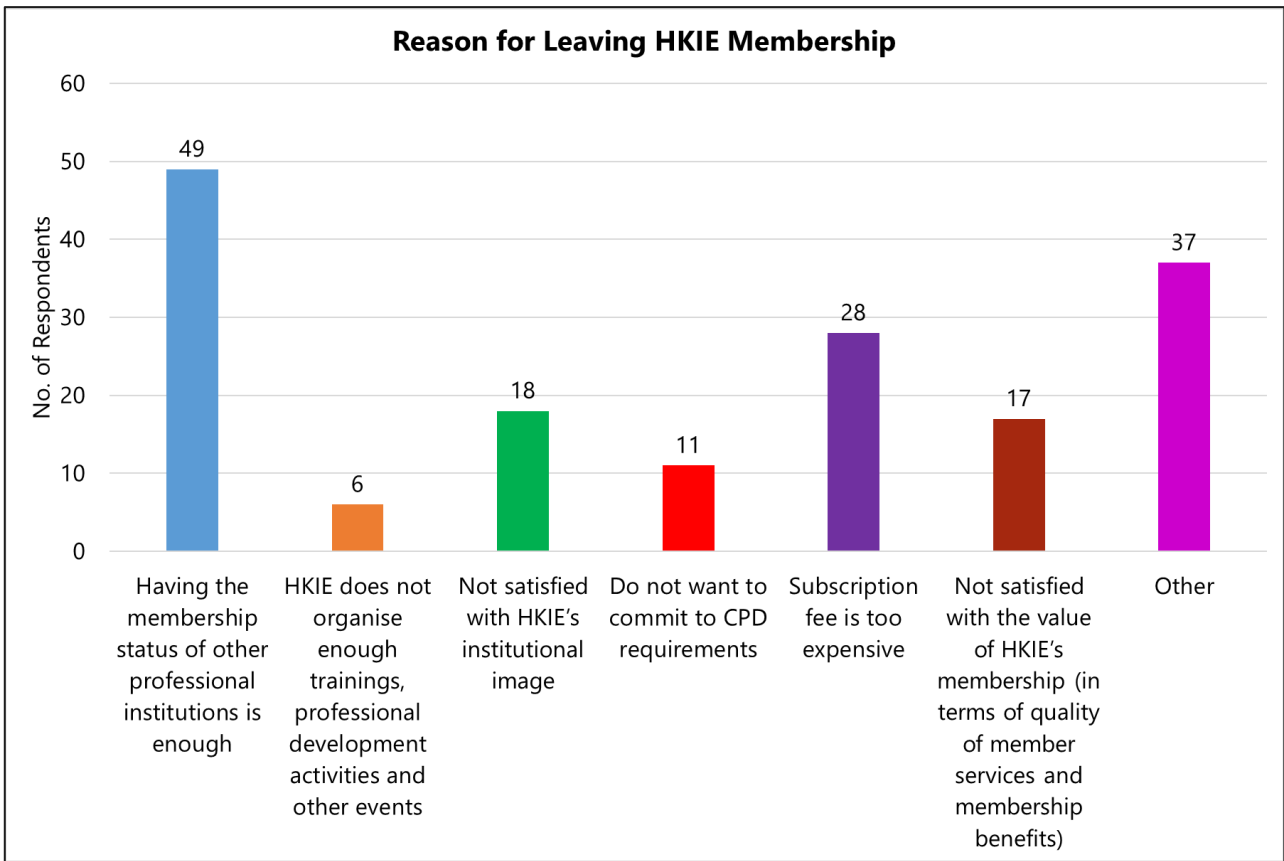


Figure 6 – (Q9) Main reason for leaving HKIE membership

When asked about **member satisfaction levels with respect to overall HKIE membership’s value**, the average score was 3.31 out of 5, indicating an overall neutral level of member satisfaction (see Figure 7).

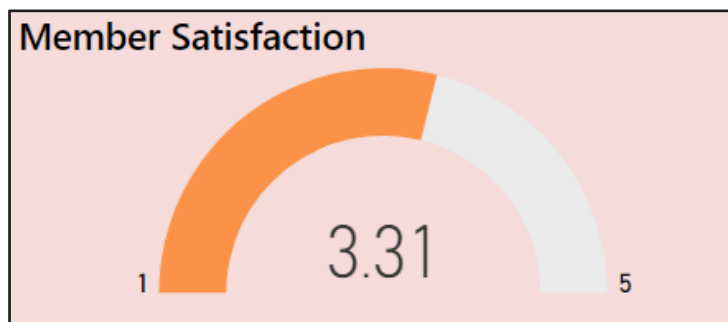


Figure 7 – (Q11) General member satisfaction level pertaining to HKIE membership's value (1 Very dissatisfied; 3 Neutral; 5 Very satisfied)

Upon rating from 1 to 5 whether members felt **HKIE was doing enough in specific fields**, HKIE has room for improvement in the following areas, as indicated by members: “promoting HKIE’s professional image and engineering profession to public” (average score of 2.87), “driving government policy” (average score of 2.77), “facilitating innovation” (average score of 2.90), and “enhancing Hong Kong engineering’s international status” (average score of 2.78). Meanwhile, they were generally neutral regarding the areas “knowledge sharing” (average score of 3.50) and “supporting professional development and nurturing engineers” (average score of 3.26) (see Table 2).

Activity/ Area	Average score
Knowledge sharing	3.50
Promoting HKIE's professional image and engineering profession to public	2.87
Supporting professional development and nurturing engineers	3.26
Driving government policy	2.77
Facilitating innovation	2.90
Enhancing Hong Kong engineering's international status	2.78

Table 2 – (Q10) Members views on whether HKIE is doing enough in various areas (1 HKIE is not doing enough at all; 3 Neutral; 5 HKIE is doing a lot)

As for the **importance of the five focus areas for change**, “Boosting Professionalism” was regarded as the most important area amongst all respondents (average score of 4.24), followed by “Pursuing Digitalization” (average score of 4.03), “Enhancing Services to Members” (average score of 3.98), “Facilitating Innovation” (average score of 3.97), and lastly, “Undertake Governance Review” (average score of 3.85) (see Figure 8).

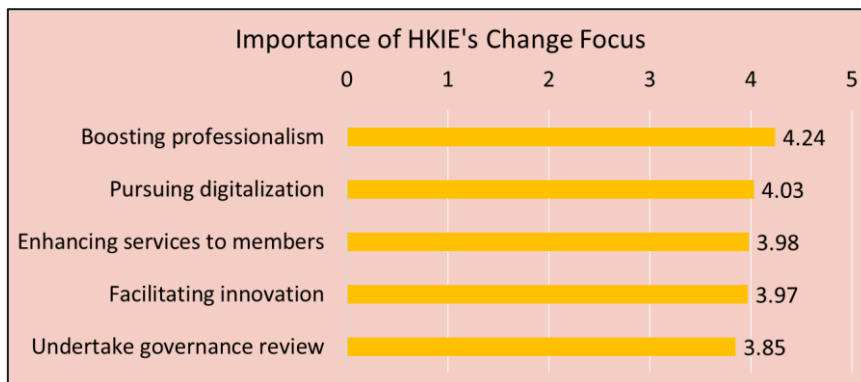


Figure 8 – (Q42) Ranked importance of each focus area for HKIE in the next 5 years (1 Not important at all; 3 Neutral; 5 Very important)

2.2 Pursuing Digitalisation

With regards to **communications from HKIE**, 79% of respondents think that they currently receive “just enough” number of communications, while 16% of them think they receive “too little” communications. The remaining 5% felt they the number of HKIE communications they currently receive is “too many” (see Figure 9).

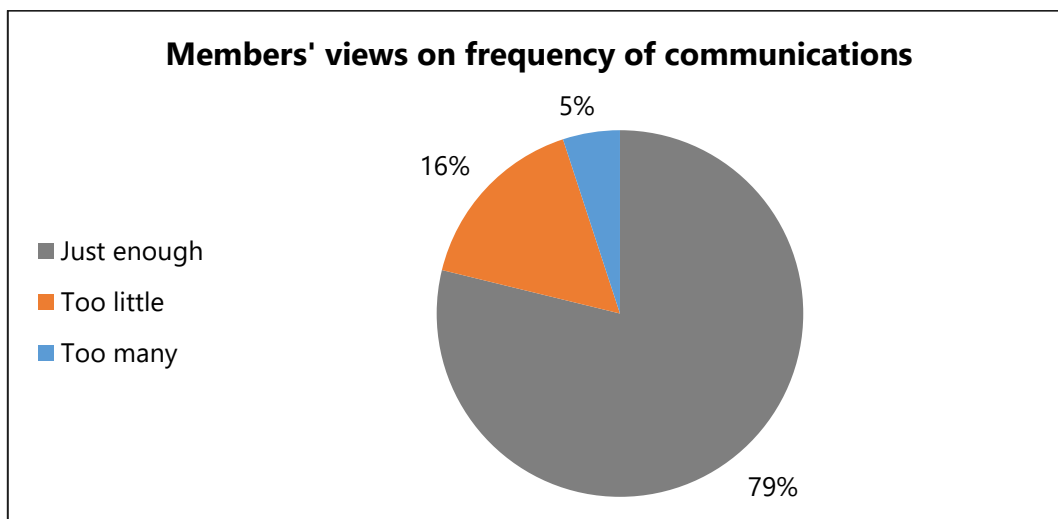


Figure 9 – (Q12) Members' views on the frequency of HKIE communications

Among all respondents, email was the most preferred method of communication. The second most preferred method is e-Newsletter, followed by mobile app, HKIE website, and SMS. The least preferred method is letter by post (see Figure 10).

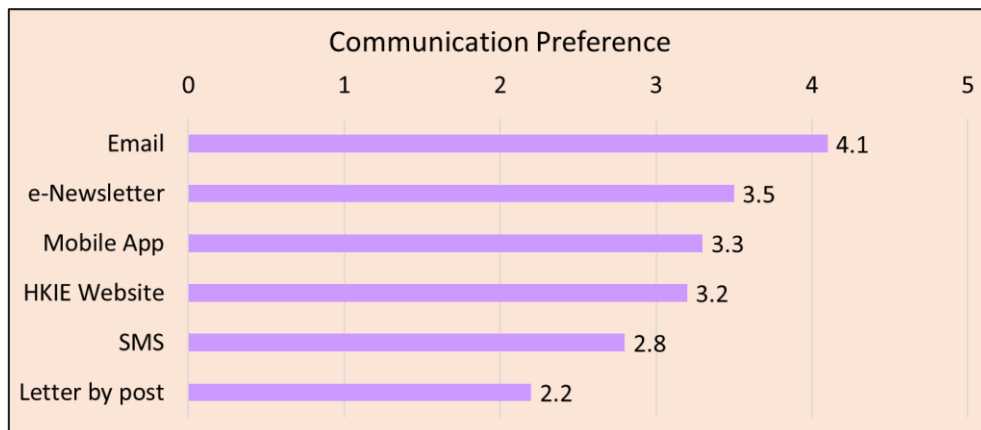


Figure 10 – (Q13) HKIE communication medium preferences among all members (1 Not preferred at all; 3 Neutral; 5 Preferred)

However, among the younger members (i.e. Graduate and Student Members), it is worth noting that mobile app is preferred over e-Newsletters, as shown in Figure 11 and Figure 12 below.

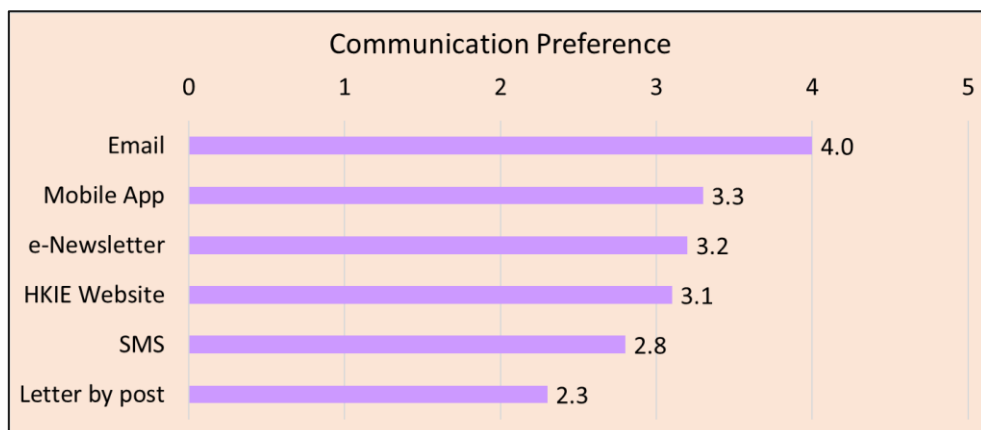


Figure 11 – (Q13) HKIE communication medium preferences among Graduate Members (1 Not preferred at all; 3 Neutral; 5 Preferred)

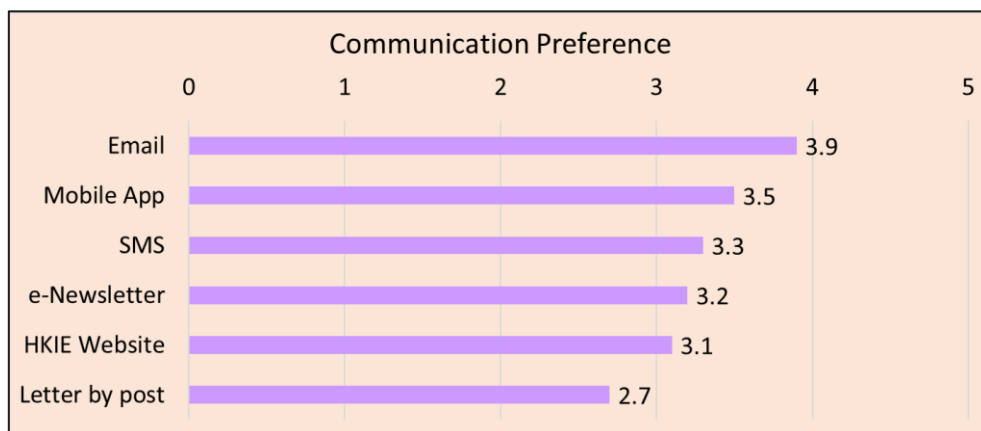


Figure 12 – (Q13) HKIE communication medium preferences among Student Members (1 Not preferred at all; 3 Neutral; 5 Preferred)

When asked to rate their **likeliness of using various social media platforms for communications with HKIE**, Facebook was relatively more preferred as a medium of communication overall (i.e. average score of 3 out of 5). LinkedIn, Instagram, and Twitter were the respective second, third and fourth preference of communication among all members (see Figure 13).

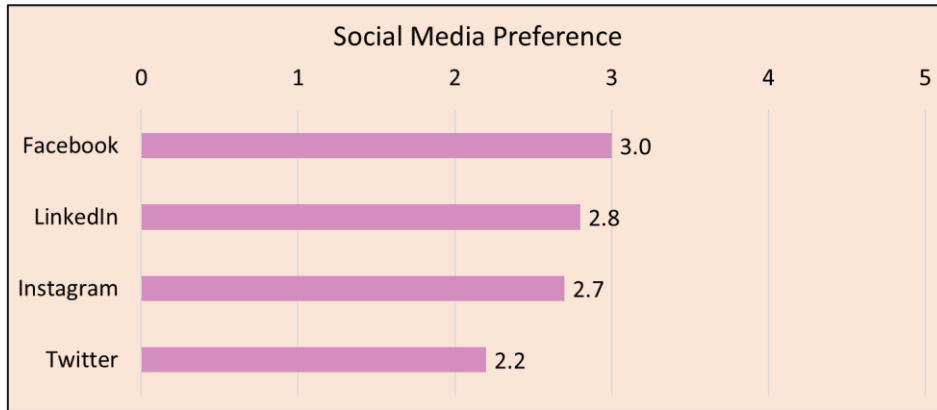


Figure 13 – (Q14) Social media preferences among all members
(1 Not preferred at all; 3 Neutral; 5 Preferred)

However, among the young members demographic (i.e. Graduate and Student Members), Instagram was more preferred compared to Facebook (see Figure 14 and Figure 15).

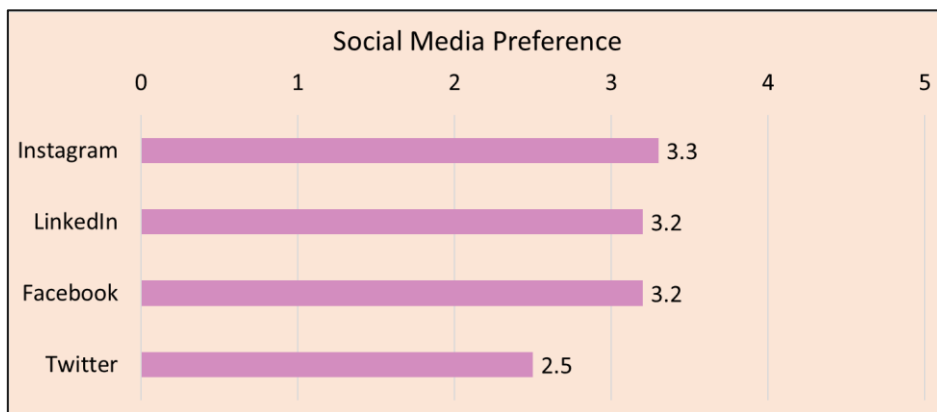


Figure 14 – (Q14) Social media preferences among Graduate Members
(1 Not preferred at all; 3 Neutral; 5 Preferred)

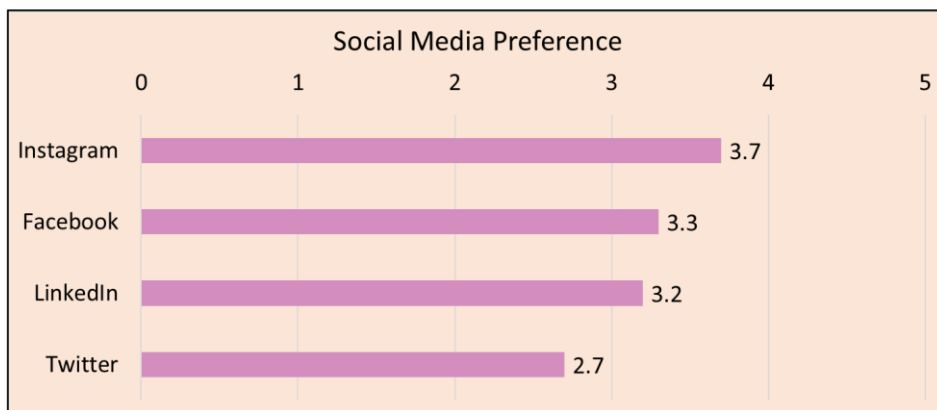


Figure 15 – (Q14) Social media preferences among Student Members

(1 Not preferred at all; 3 Neutral; 5 Preferred)

Furthermore, LinkedIn was the most preferred for Fellow Members (see Figure 16).

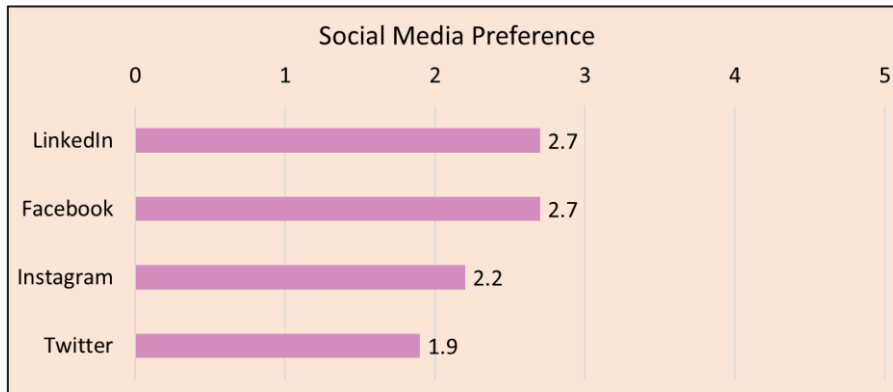


Figure 16 – (Q14) Social media preferences among Fellow Members (1 Not preferred at all; 3 Neutral; 5 Preferred)

Members were also asked for their **views and satisfaction levels with the current HKIE webpage**. As for the user-friendliness, visually appealing, and informative aspects of the HKIE webpage, respondents indicated that they were mostly neutral on all three categories (see Figure 17) and that there was room for HKIE to improve upon.

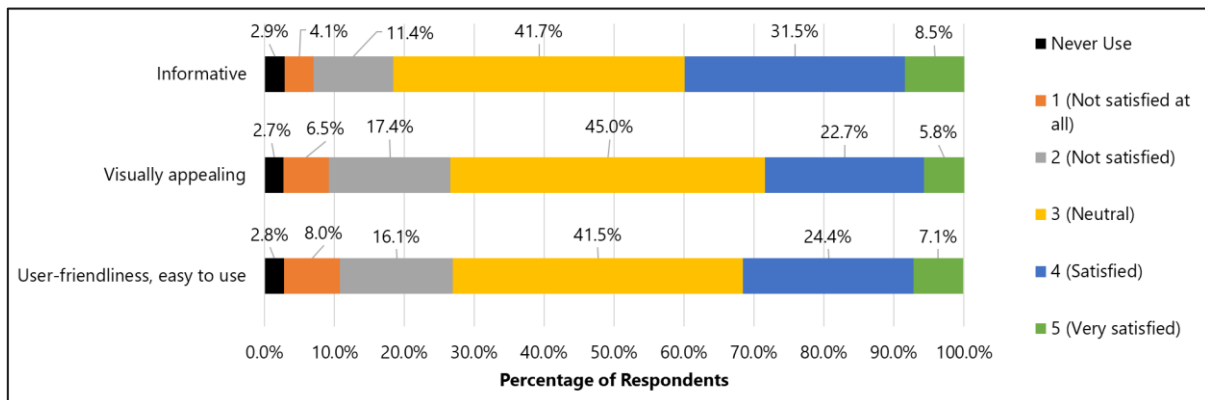


Figure 17 – (Q15) Member satisfaction levels with current HKIE webpage (1 Not satisfied at all; 3 Neutral; 5 Very Satisfied; Never Use)

Respondents were also asked about the same three aspects for the HKIE Members Login area of the webpage. The results were similar with the previous question, with all three categories having improvement opportunities (see Figure 18).

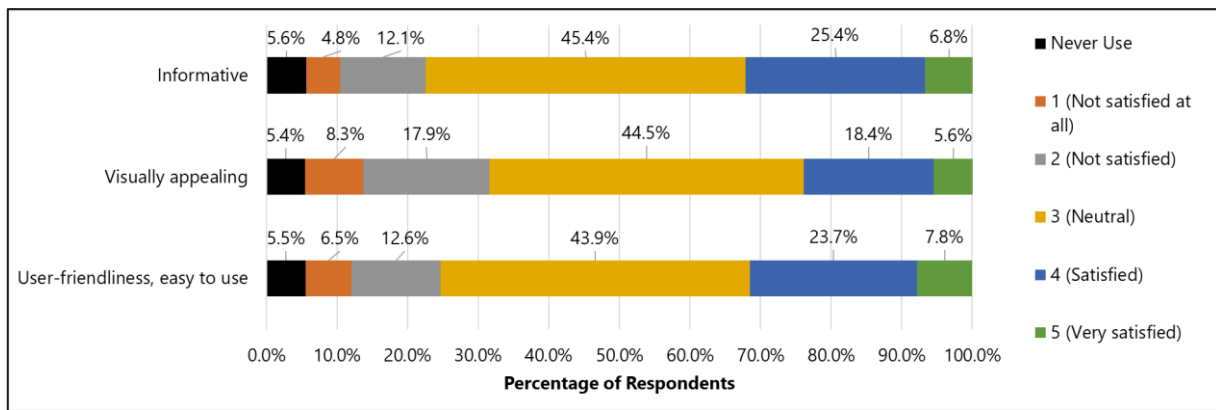


Figure 18 – (Q16) Member satisfaction levels with current HKIE Members Login webpage area (1 Not satisfied at all; 3 Neutral; 5 Very Satisfied; Never Use)

When asked about **features respondents would like to see on a new HKIE Mobile App**, the top three features were: “Event information and registration” (1,101 responses received), “E-membership card” (965 responses received), and “Receiving CPD certificates, automatic CPD log and post-event feedback survey” (873 responses received). This is followed by “Centralised online fee payment (e.g. events, seminars, site visits)” (866 responses received), “Discount codes and other membership benefits” (839 responses received) and “Personalisation based on member preferences (e.g. only receive event information from specific Divisions)” (665 responses received). Only 74 responses selected “other” feature (see Figure 19), of which the most frequent comment amongst these respondents was their disapproval or lack of interest for the creation of another mobile app.

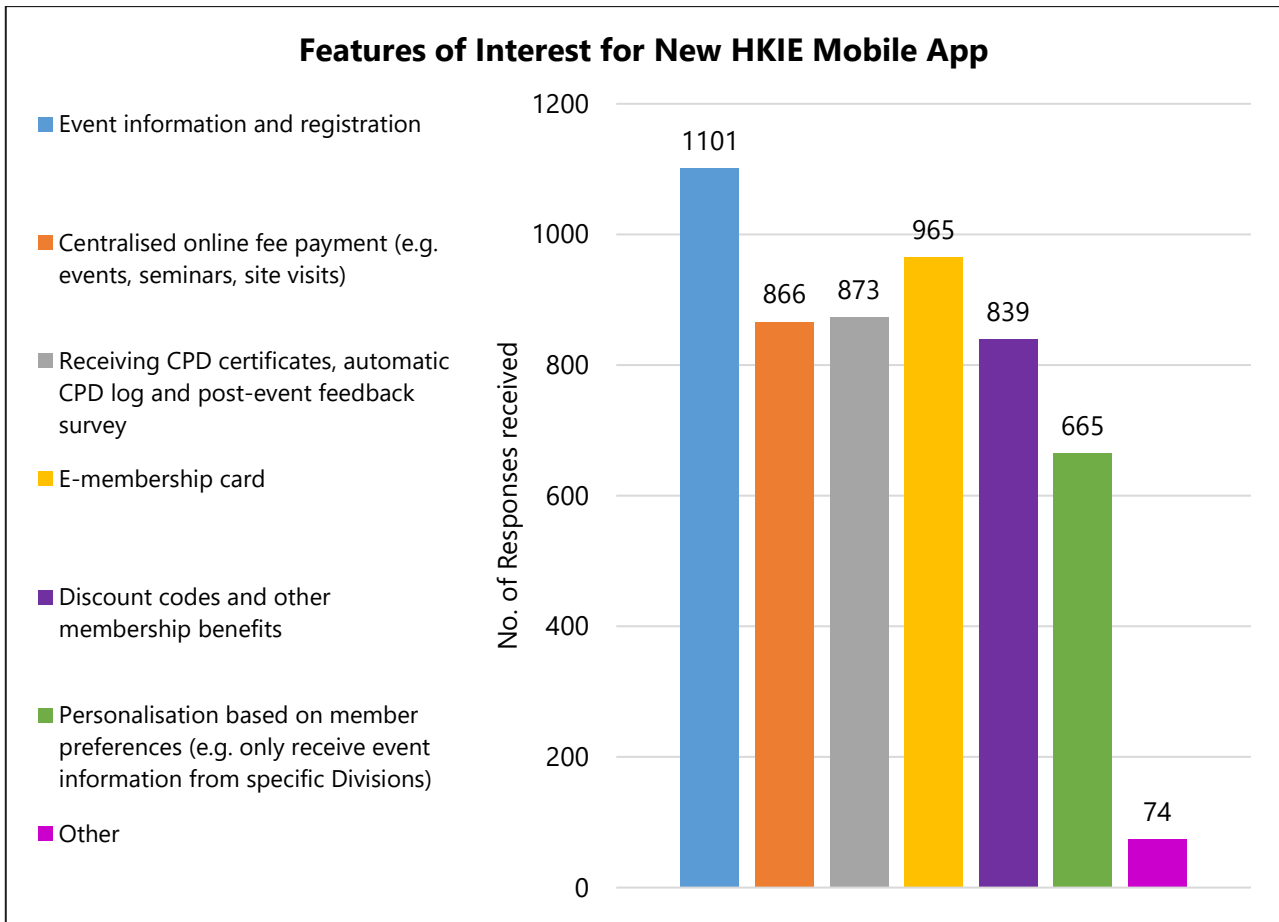


Figure 19 – (Q17) Summary of members' interest pertaining to features for a new HKIE Mobile App

Regarding **likeliness to use digital learning tools & services to support professional development**, 574 respondents gave a score of 4, and 437 respondents gave a score of 5. Collectively, this represents 77% of respondents, which indicates that members are highly likely to use digital learning tools & services to support their professional development (e.g. recorded seminars, links to useful guidelines and standards) (see Figure 20).

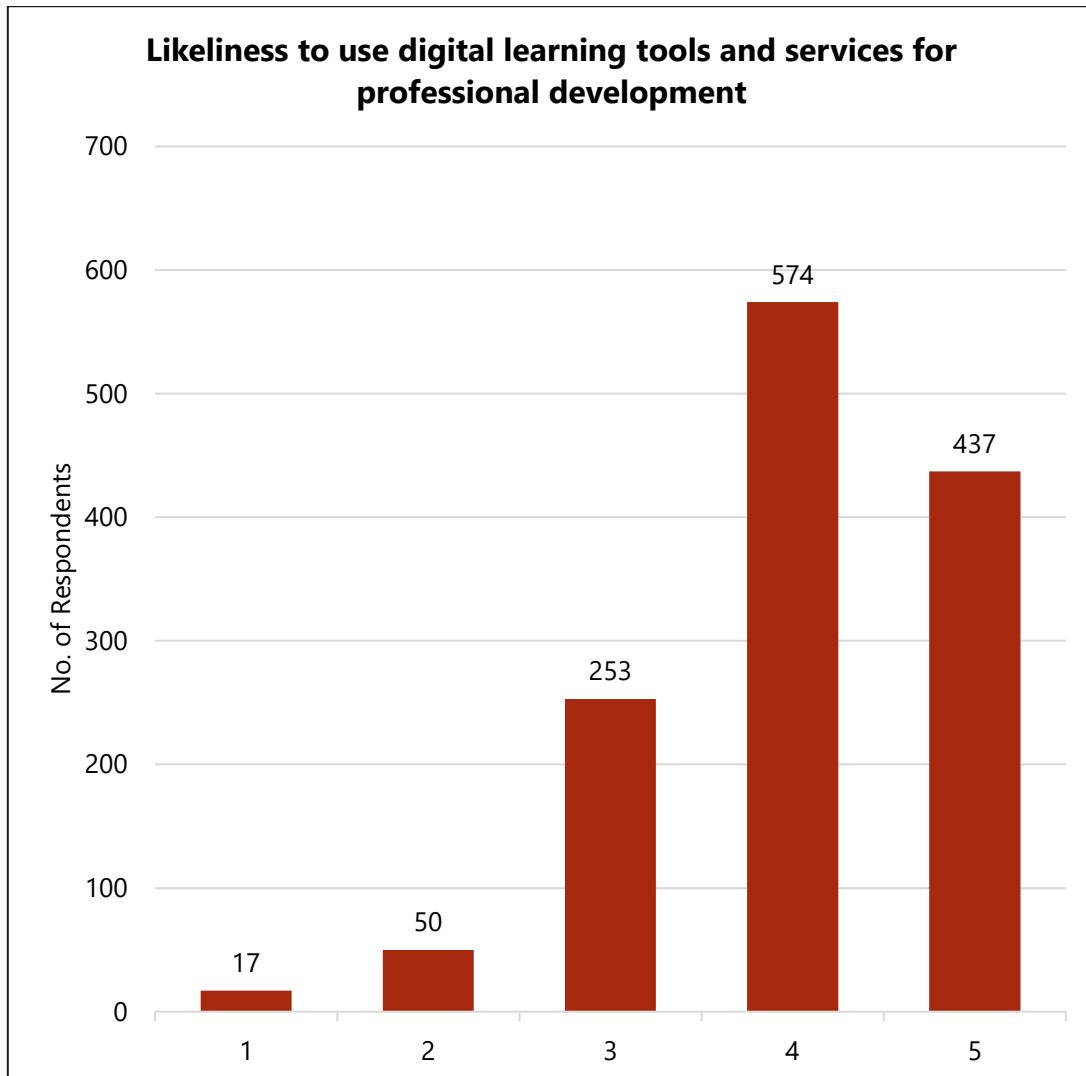


Figure 20 – (Q18) Summary of members' likeliness to use digital learning tools & services for professional development (1 Very unlikely; 3 Neutral; 5 Very likely)

2.3 Enhancing Services to Members

With respect to **members' satisfaction level with events currently organised by HKIE**, especially in terms of their relevance, quality and attractiveness, respondents were relatively more satisfied with seminar/webinars. Technical visits followed relatively close behind. Meanwhile, conferences and social/networking functions were met with more neutral views by respondents (see Figure 21).

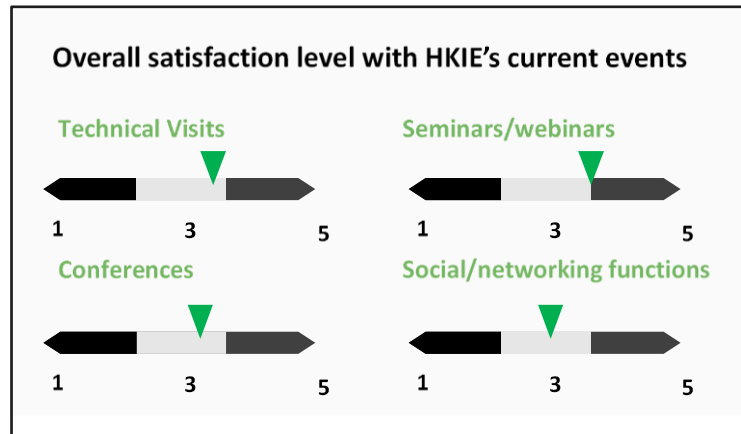


Figure 21 – (Q19-22) Member satisfaction overview pertaining to HKIE's current events
(1 Very dissatisfied; 3 Neutral; 5 Very satisfied)

Two recurring themes were identified from the open feedback from members on how HKIE can improve their events. First was for the provision of virtual attendance and event recording playback, so that it is more convenient for members to join. Second was the organisation of more events with socialising or networking opportunities, so as to facilitate member networking.

The most frequently cited **reason for members enrolling in a professional development activity** is "to enhance knowledge/skills" (1,160 responses received), followed by "to fulfil CPD requirements or acquire relevant qualifications" (1,048 responses received), and "to have a career advancement or change of job" with 378 responses (see Figure 22). Only 35 responses cited "other" as a reason, of which the most frequent reason among these respondents was that they had interest in the activity's subject matter.

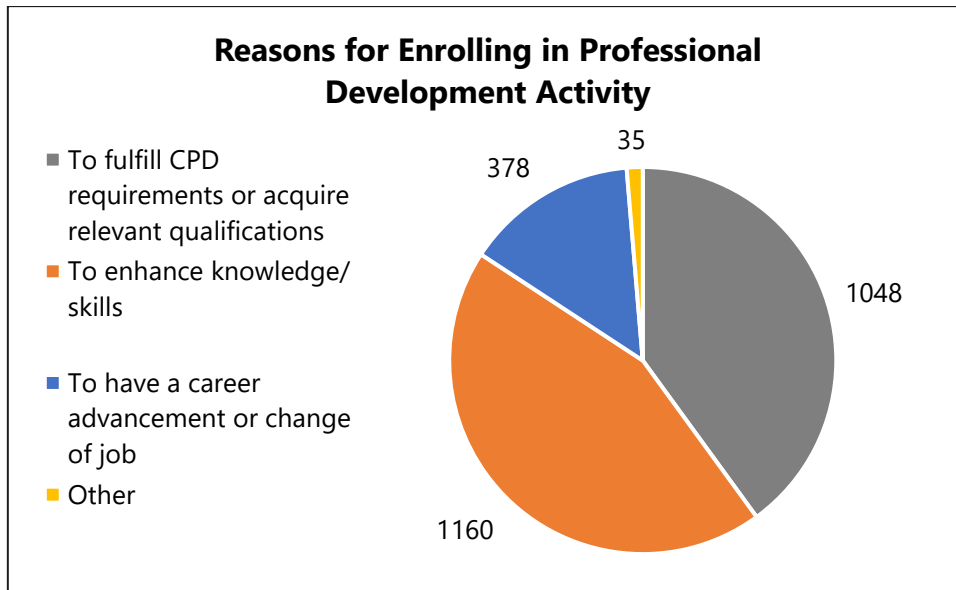


Figure 22 – (Q24) Breakdown of reasons for members to enroll in a professional development activity

As for **aspects that would further increase members’ likelihood of joining a HKIE-organised training or professional development activity**, the top two selected were: “organise events with topics that are more aligned with member preferences” (396 respondents) and “flexible ways of joining (e.g. option for playback seminar video)” (387 respondents). Followed behind at a distance were “collaboration with other parties”, “invite international speakers”, “more frequent reminders of activities”, and lastly “other” (see Figure 23). Calls for organising more topics that are relevant to social hot topics as well as increase of activity capacity were the main suggestions amongst the “other” category. Collectively, more than half (58.8%) of respondents chose either of the top two options when responding to the question, indicating the high interest in events with flexible ways of joining and featuring topics that are more aligned to member preferences.

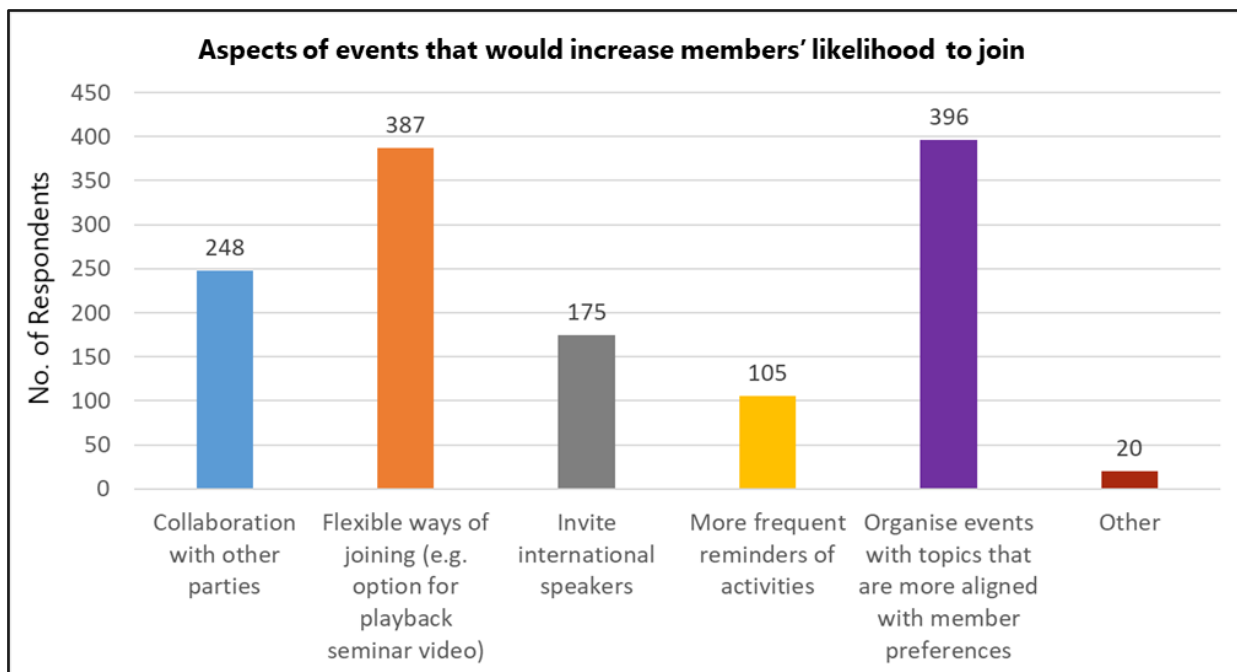


Figure 23 – (Q25) Summary of aspects of events that would increase member's likelihood to join

As for satisfaction with **young members involvement in Institutional affairs and activities**, the average score among all respondents was 3.24 out of 5 (with 1 being very dissatisfied and 5 being very satisfied), which indicated they felt more could be done. 161 respondents provided suggestions on how to continue involving young members and there were three recurring themes among the responses: increase interaction with local universities to raise interest from engineering students, increase young members' scope of involvement in HKIE committees, and lastly, enhance social media presence and welcome digitalisation.

Respondents were also asked to rate their **satisfaction levels with various dimensions of the HKIE membership application process**. Among the five surveyed dimensions of the application process, fairness scored the highest in member satisfaction (average score of 3.41 out of 5) (see Figure 24). Overall, respondents felt there was still room for improvement in the application process in terms of efficiency, transparency and counselling support. Furthermore, approximately 12% of the respondents had selected 'no comment', as they were not familiar with the membership application process.

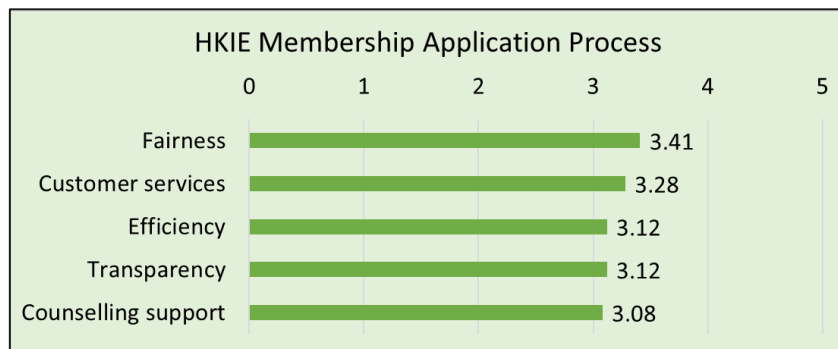


Figure 24 – (Q28) Summary of respondents' satisfaction with various aspects of the membership application process (1 Very dissatisfied; 3 Neutral; 5 Very satisfied)

As shown in Figure 25 below, the most frequently cited suggestion for improving the application process was to digitalise the entire process. A total of 23 respondents, out of 187 respondents, that answered the question advocated for some form of digitalisation of the application process.



Figure 25 – (Q29) Word cloud visualisation illustrating suggestions to enhance the membership application process

2.4 Boosting Professionalism

With this focus area, the core focus was to gather respondents' **views on HKIE's current image**. 44.41% of respondents perceive HKIE's image as "traditional, conservative, old-fashioned", while 39.2% perceived it as "professional" (see Figure 26). At a large margin behind, only 6.97% of respondents felt HKIE was "up-to-date, modern".

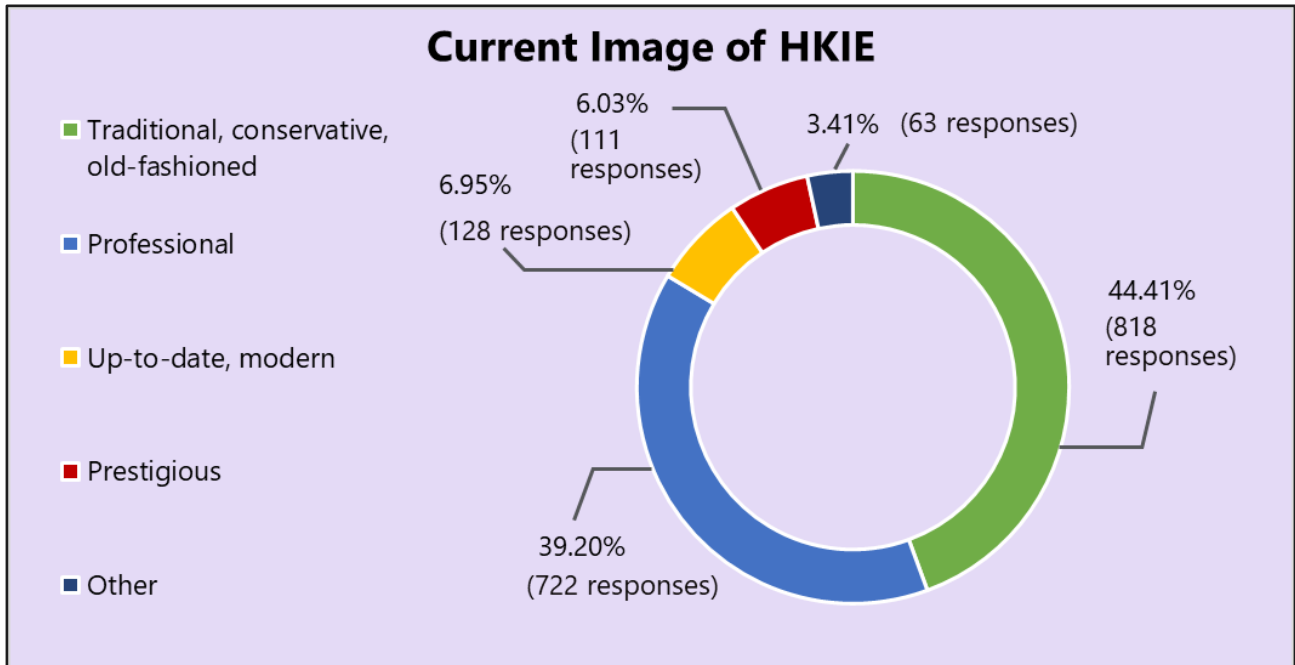


Figure 26 – (Q31) Members' views of HKIE's current image

Multiple common themes were found in the suggestions raised to enhance HKIE's institutional image, of which the first recurring theme was to engage and increase interaction with the public, to promote the engineering field and the Institution. Secondly, embrace collaboration with other international institutions, so as to develop stronger international relationships.

Members were also asked to suggest measures to provide the public with more professional engineering advice in order to enhance HKIE's institutional image. A common theme identified in the feedback gathered was social interest. Multiple respondents suggested that HKIE could actively organise regular events, press conferences, or reports on engineering topics that relates to the public's current social interest or concerns, as well as related to the short to long-term development of Hong Kong.

2.5 Facilitating Innovation

In terms of facilitating innovation, responses from the questionnaire reflected that **HKIE's Enginpreneurs Hub** is not well known among members, as only 21.56% of members reported that they have heard of it (see Figure 27).

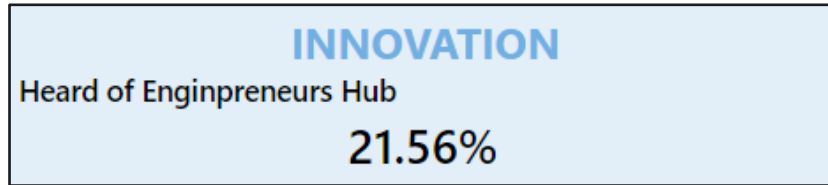


Figure 27 – (Q33) Percentage of respondents that have heard of Enginpreneurs Hub

Respondents that have heard of Enginpreneurs Hub were generally skewed towards older members (i.e. 48% of respondents fall under the 56-65 and over 65 age groups), while the majority of younger members had not heard of it (only 7% of members aged 18-25 have heard of it) (see Figure 28).

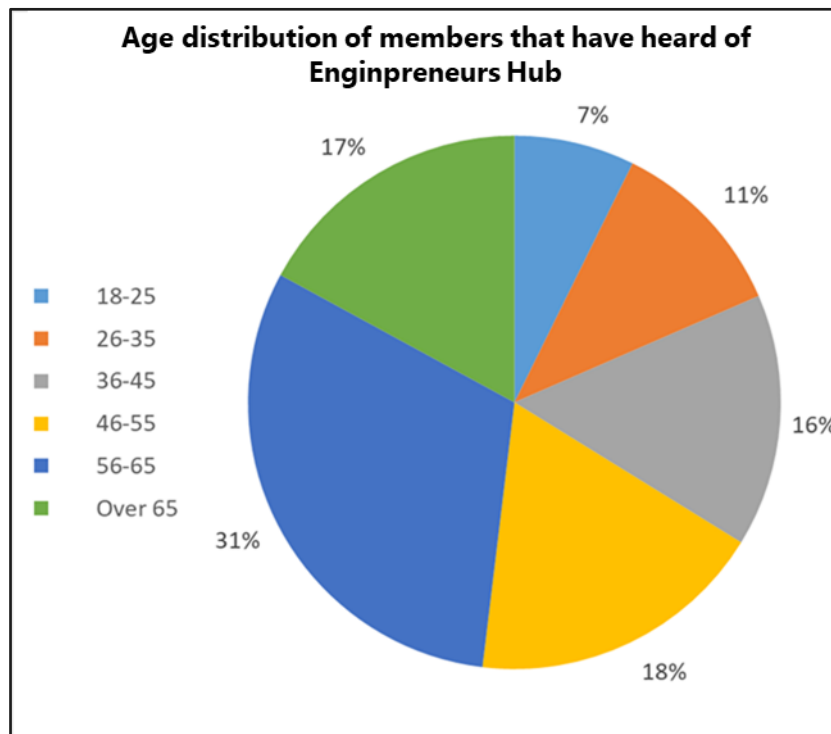


Figure 28 – (Q33) Age distribution of members that have heard of Enginpreneurs Hub

Moreover, among members that know of Enginpreneurs Hub, 80% of them are currently not involved in it or have no intention of being involved, 12% have interest in being involved in it, while only 8% are currently involved (see Figure 29).

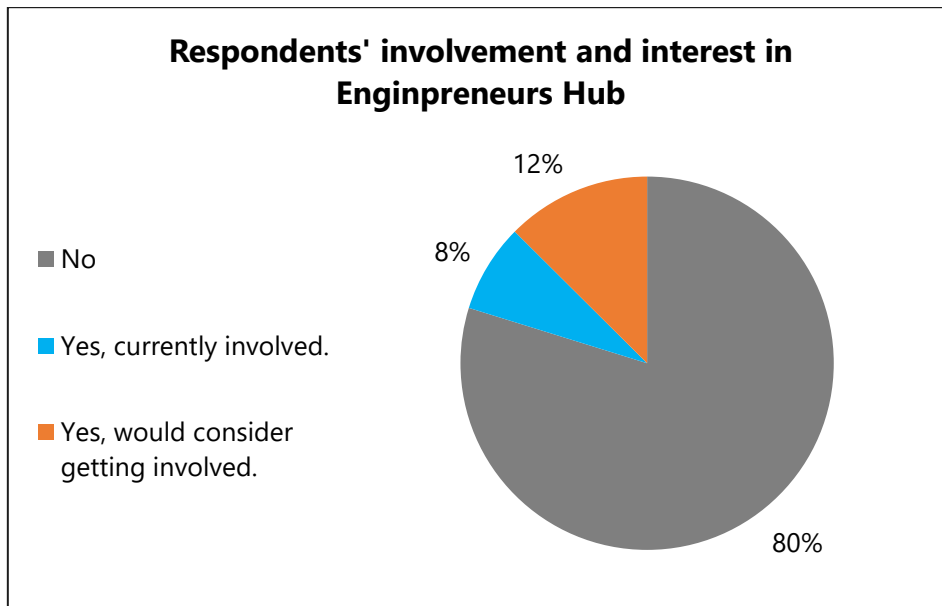


Figure 29 – (Q34) Respondents' involvement and interest in Enginpreneurs Hub

Among members that have expressed no intention in joining the Enginpreneurs Hub, 63% cited “lack of time availability” as their main reason, while 13% cited “other”, and 12% cited “IP and regulatory concerns” (see Figure 30).

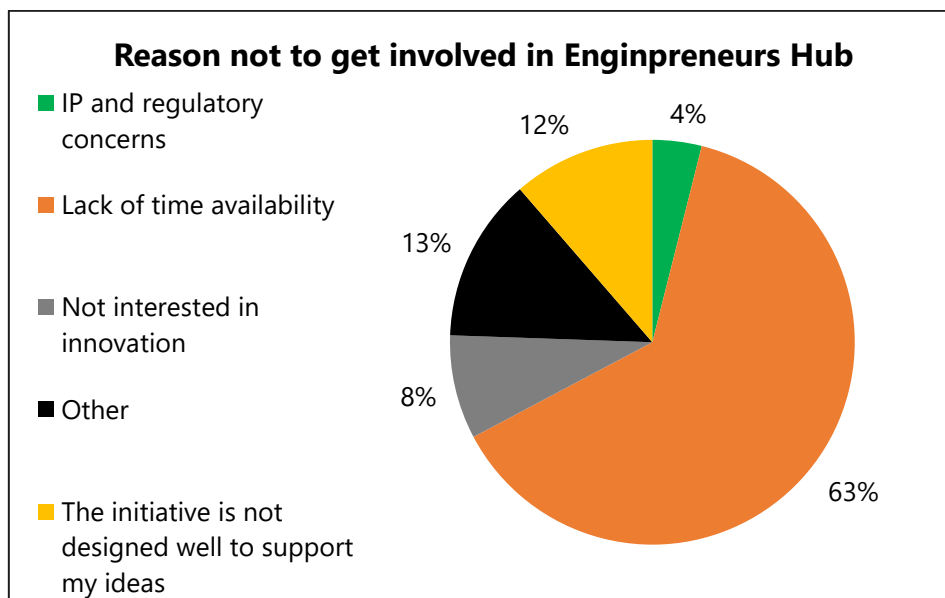


Figure 30 – (Q36) Overview of reasons as to why members do not want to get involved in Enginpreneurs Hub

Key reasons provided in “other” include members “don’t know what exactly it is” despite having heard of it, and “the Institution is not the best forum for promoting innovation”. Meanwhile, among respondents that have the intention of being involved or are currently involved in Enginpreneurs Hub, the top 2 features they wish to see on the Hub are “more knowledge exchange opportunities” and “strategic collaboration with external parties” (see Figure 31).

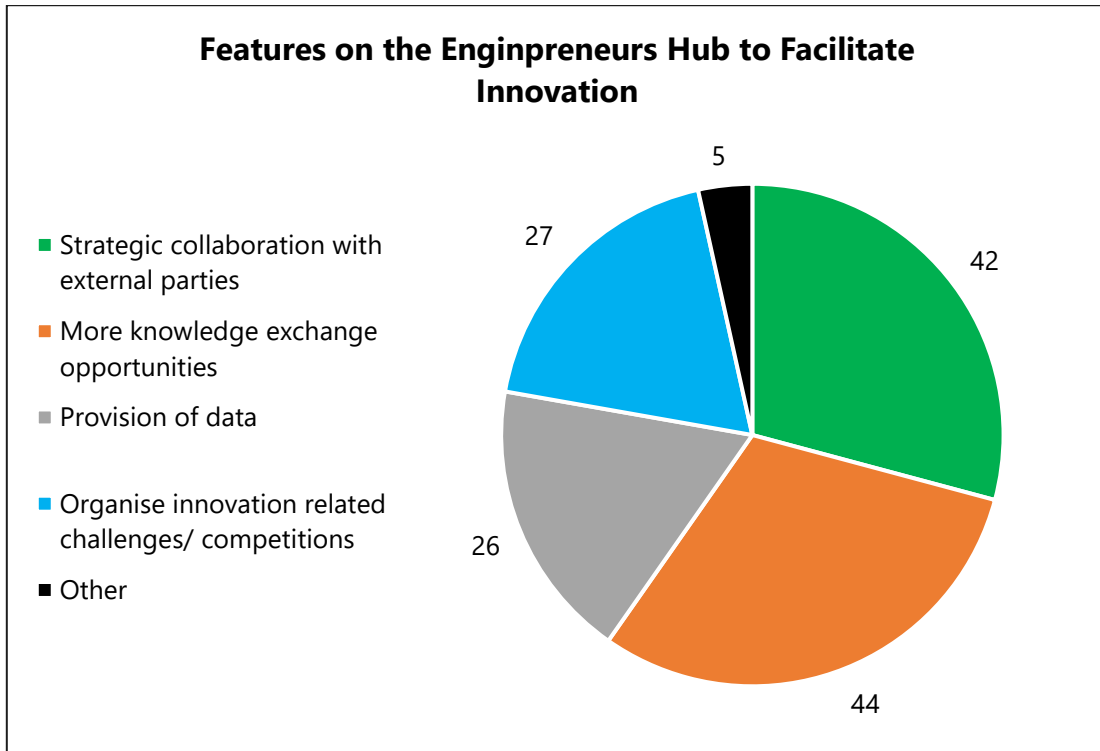


Figure 31 – (Q37) Features that interested or engaged respondents wish to see on the Enginpreneurs Hub

Among this group of respondents, 58 respondents elaborated on their type of involvement in the Hub, of which the common theme was that they attended webinars from the Hub (16 out of 58 respondents) (see Figure 32).

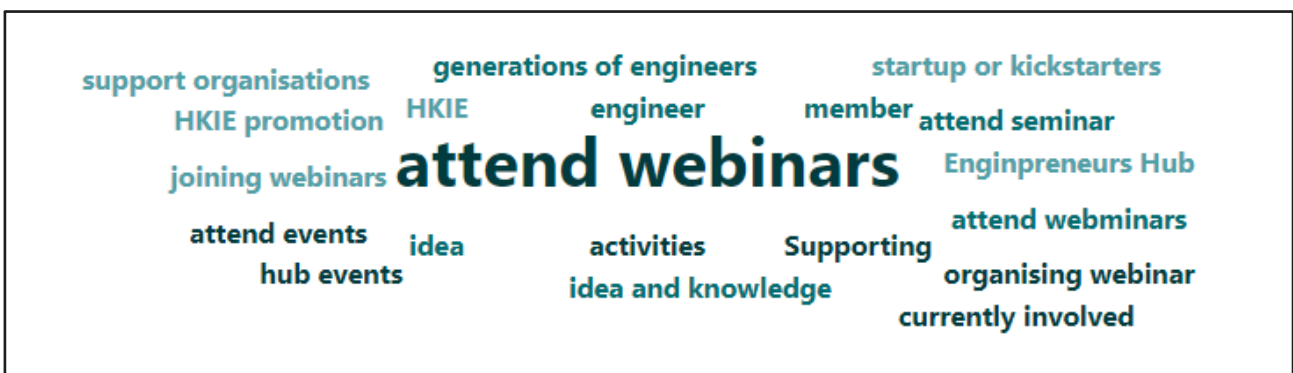


Figure 32 – (Q35) Word cloud visualisation illustrating how members are currently involved or plan to be involved in the Hub

2.6 Undertaking Governance Review

Members rated fairness, accountability, and leadership as the top three most important aspects with regards to **HKIE's governance**. These were followed by the ability to protect members' views and benefits, transparency, efficiency, and finally, diversity and inclusion (see Figure 33).

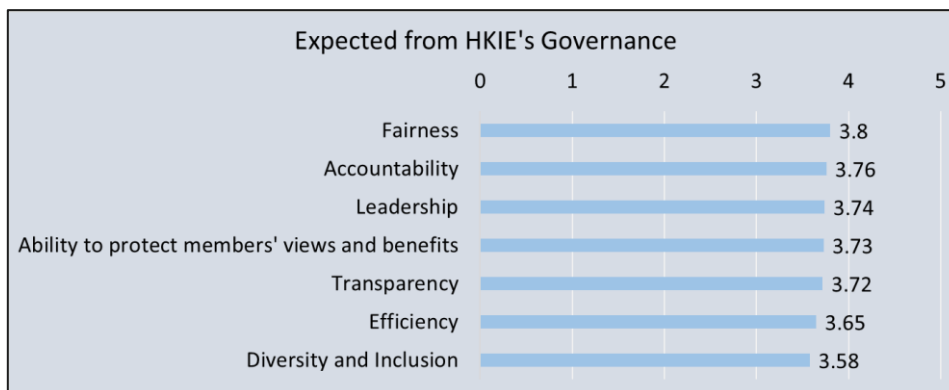


Figure 33 – (Q38) Respondents perceived importance of various areas of governance (1 Very unimportant; 3 Neutral; 5 Very important)

Additionally, members generally consider there is room for improvement for the Institution's governance with regards to transparency and fairness of its **various selection processes** (including council election, boards/committee appointments, and other external appointments). Members viewed the council election process (average score of 3.19 out of 5) as slightly more transparent and fairer than appointments to boards or committees (average score of 2.98 out of 5) and other external appointments (average score of 2.76 out of 5) (see Figure 34). Furthermore, 93 respondents (7% of total respondents) were unaware of the council election, 106 respondents (8% of total respondents) were unaware of board or committee appointments, and 148 respondents (11% of total respondents) were unaware of other external appointments in HKIE.

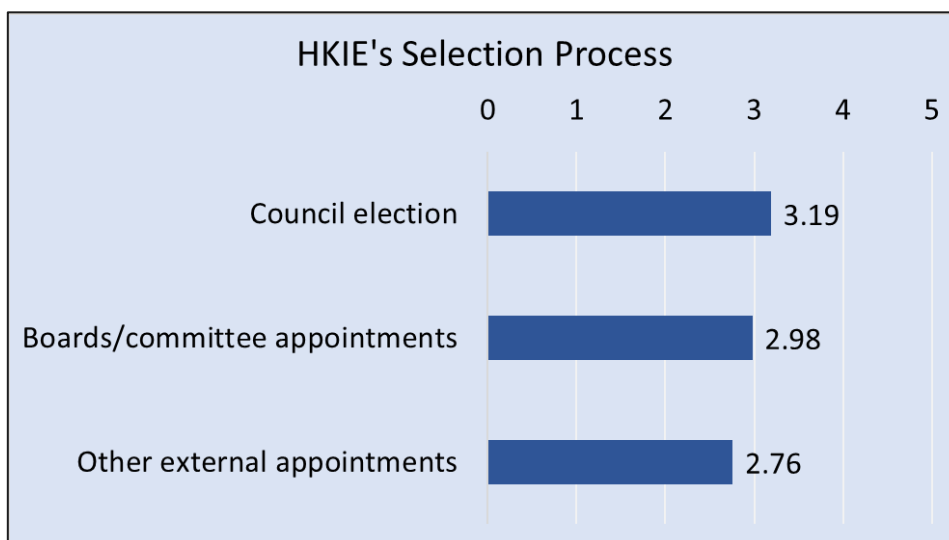


Figure 34 – (Q39) Respondents perceived level of transparency and fairness in HKIE's selection processes (1 Not transparent and fair at all; 3 Neutral; 5 Very transparent and fair; unaware of these elections and appointments)

Finally, 30% of respondents felt there are currently **insufficient opportunities for members to provide feedback to HKIE** (see Figure 35). Among suggestions they provided to facilitate feedback sharing with HKIE, members were mainly asking for a more open environment for feedback and conversation across the membership grades and age groups. A common proposal was for HKIE to establish “open forums for the President, Executive and Council Members to collect opinions and feedback from members”. Another was for the addition of an anonymous feedback section on the HKIE website.

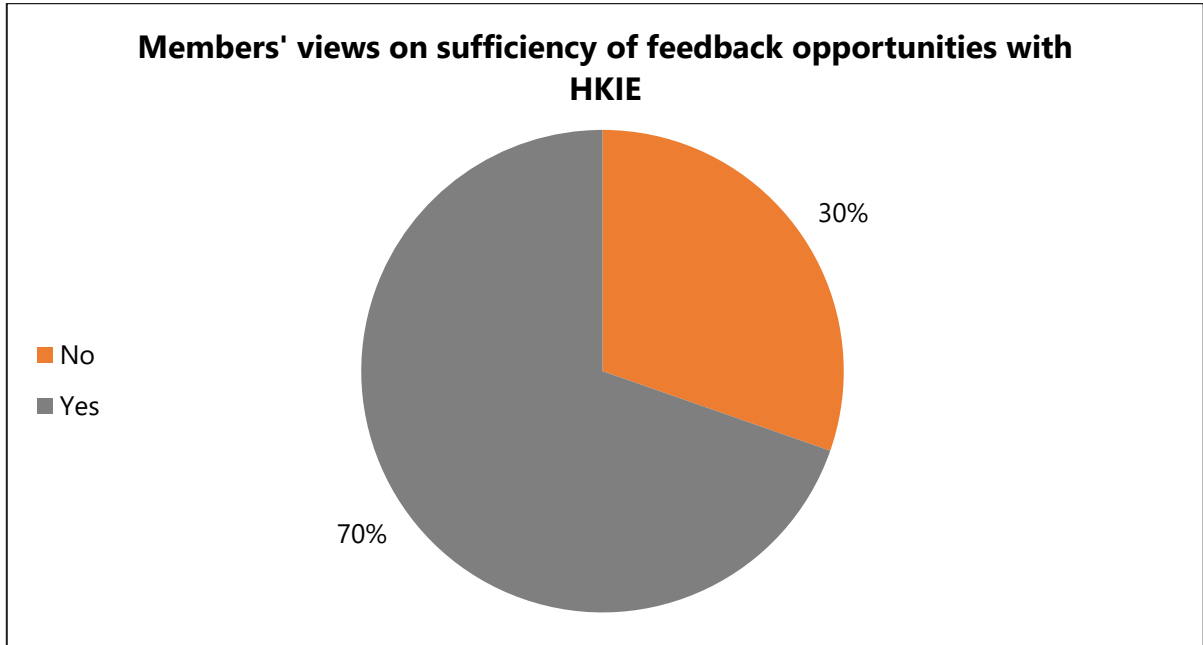


Figure 35 – (Q40) Members views on sufficiency of feedback opportunities with HKIE

A large, bold, orange letter 'A' is centered on the page. The background features a diagonal split: the top-left and bottom-right quadrants are white, while the bottom-left and top-right quadrants are a light gray. A thick orange diagonal band runs from the top-left to the bottom-right, overlapping the white areas.

APPENDIX – QUESTIONNAIRE

APPENDIX A – QUESTIONNAIRE

The HKIE Time to Change Survey

As part of the theme for Session 2021/2022 "HKIE – Time to change" [香港工程師學會 - 專業維新], the HKIE will take a much more proactive approach to solving problems and nurturing a culture of change. To ensure that the Institution will be well-equipped to meet the challenges of today and the future, we will develop a Time to Change roadmap with scheduled milestones and foreseeable changes for the years to come. As a first step, the Institution would like to welcome members to complete this survey, so as to collect feedback and insights that will contribute towards the roadmap and Institution's transformation under five major areas of focus:

1. Pursuing digitalisation
2. Enhancing service to Members
3. Boosting professionalism
4. Facilitating innovation
5. Undertaking governance review

Please note this survey will take approx. 10 minutes, and all responses will remain anonymous and kept confidential. Please also limit to one response per member. Thank you.

* Required

Basic demographics

1. Gender *

Male

Female

2. Age group *

- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- Over 65

3. Current membership grade *

- Honorary Fellow
- Fellow
- Member
- Associate Member
- Companion
- Graduate Member
- Student Member
- Affiliate

4. How long have you been working in the field of engineering? *

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-20 years
- 21-30 years
- 31-40 years
- Over 40 years
- Not applicable - I am a student

5. How long have you been a member of the HKIE? *

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-20 years
- 21-30 years
- 31-40 years
- Over 40 years

General Questions

6. Please rank the following in the order of your main reason for maintaining HKIE membership? *

Obtain a Hong Kong-based engineering professional qualification to work in Hong Kong

HKIE is a more prestigious professional institution compared to others locally and globally

Obtain knowledge and join events

Provide networking opportunity

Provide certain status in the industry

Others, please specify in the following question

7. Please list out other reasons for maintaining HKIE membership. (Optional)

8. Did you ever consider leaving HKIE membership or have your subscription suspended on purpose? *

Yes

No

9. What was the main reason for considering leaving or suspending HKIE membership?
(Please select one) *

- Having the membership status of other professional institutions is enough
- HKIE does not organise enough trainings, professional development activities and other events
- Not satisfied with HKIE's institutional image
- Do not want to commit to CPD requirements
- Subscription fee is too expensive
- Not satisfied with the value of HKIE's membership (in terms of quality of member services and membership benefits)

Other

10. Please use a scale of 1 to 5 to rate whether HKIE is doing enough in terms of the following areas: *

	1 (HKIE is not doing enough at all)	2	3 (Neutral)	4	5 (HKIE is doing a lot)
Knowledge sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting HKIE's professional image and engineering profession to public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supporting professional development and nurturing engineers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Driving government policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitating innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhancing Hong Kong engineering's international status	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please use a scale of 1 to 5 to rate your satisfaction level in terms of the value of your HKIE membership. *

Very dissatisfied 1 2 3 4 5 Very satisfied

Pursuing Digitalisation

12. Do you think the number of communications you currently receive from HKIE is adequate? *

- Just enough
- Too many
- Too little

13. Please use a scale of 1 to 5 to rate your preference with the following medium of communication between HKIE and members. *

	1 (Not preferred at all)	2	3 (Neutral)	4	5 (Preferred)
Email	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobile App	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HKIE Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e-Newsletter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SMS, WhatsApp or other instant messaging apps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Letter by post	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Please use a scale of 1 to 5 to rate your likeliness of using the following social media platforms to receive information and communicate with HKIE. *

	1 (Not preferred at all)	2	3 (Neutral)	4	5 (Preferred)
LinkedIn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Instagram	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Twitter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please use a scale of 1 to 5 to rate your satisfaction level in terms of the following aspects of the current HKIE webpage. *

	1 (Not satisfied at all)	2	3 (Neutral)	4	5 (Very satisfied)	Never use (please select for all)
User-friendliness, easy to use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visually appealing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Please use a scale of 1 to 5 to rate your satisfaction level in terms of the following aspects of the current HKIE Members Login area on the webpage. *

	1 (Not satisfied at all)	2	3 (Neutral)	4	5 (Very satisfied)	Never use (please select for all)
User-friendliness, easy to use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visually appealing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. What features would you like to see on a new HKIE Mobile App? (You may choose more than one answer) *

- Event information and registration
- Centralised online fee payment (e.g. events, seminars, site visits)
- Receiving CPD certificates, automatic CPD log and post-event feedback survey
- E-membership card
- Discount codes and other membership benefits
- Personalisation based on member preferences (e.g. only receive event information from specific Divisions)

Other

Enhancing Service to Members

18. Please use a scale of 1 to 5 to rate your likeliness with using digital learning tools and services to support your professional development (e.g. recorded seminars, links to useful guidelines and standards) *

Very unlikely 1 2 3 4 5 Very likely

19. Please use the following matrices to rate your satisfaction level with current events organized by HKIE in terms of relevance, quality and attractiveness.

Technical Visits *

	1 Very dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Very satisfied
Relevance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Seminars/webinars *

	1 Very dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Very satisfied
Relevance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Conferences *

	1 Very dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Very satisfied
Relevance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Social/networking functions *

	1 Very dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Very satisfied
Relevance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. How do you think HKIE can make their events better? (Optional)

24. Please indicate your reasons for enrolling in a professional development activity (You may choose more than one answer) *

To fulfill CPD requirements or acquire relevant qualifications

To enhance knowledge/ skills

To have a career advancement or change of job

Other

25. What would make you more likely to join a training/ professional development activity organized by HKIE beyond the reason(s) you have selected in the previous question? (Please select one) *

Collaboration with other parties

Invite international speakers

More frequent reminders of activities

Organise events with topics that are more aligned with member preferences

Flexible ways of joining (e.g. option for playback seminar video)

Other

26. Please use a scale of 1 to 5 to rate your satisfaction level with how HKIE currently involves young members in Institutional affairs and activities. *

Very dissatisfied 1 2 3 4 5 Very satisfied

27. Please share ideas on how HKIE can continue to involve more young members in institutional activities. (Optional)

28. Please use a scale of 1 to 5 to rate your satisfaction level with the following areas related to HKIE membership application process: *

	1 (Very dissatisfied)	2	3 (Neutral)	4	5 (Very satisfied)	No comment - not familiar with the membership application process (please select for all)
Efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transparency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Counselling support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fairness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. Please suggest any improvements HKIE could undertake to enhance its membership application process? (e.g. digitalisation of notification process) (Optional)

Boosting Professionalism

30. What measures could HKIE adopt to provide more professional engineering advice to the general public, government bodies, and/or policymakers to enhance its institutional image? (Optional)

(e.g. give advice and engineering insights on current affairs)

31. How would you describe HKIE's image currently? (You may choose more than one answer) *

Professional

Traditional, conservative, old-fashioned

Up-to-date, modern

Prestigious

Other

32. Please suggest any ideas on how HKIE can continue to enhance its Institutional image. (Optional)

Facilitating Innovation

33. Have you heard of Enginpreneurs Hub? *

Yes

No

34. Are you currently involved or would you consider getting involved? If so, how? (e.g. submit I&T ideas, attended webinars) *

Yes, currently involved. Please specify in the following question

Yes, would consider getting involved. Please specify in the following question

No

35. Please specify how you are currently or plan to get involved in Enginpreneurs Hub. *

36. What is your main reason for not getting involved? *

Not interested in innovation

IP and regulatory concerns

Lack of time availability

The initiative is not designed well to support my ideas

Other

37. What features would you like to see on this Hub to facilitate innovation? (You may choose more than one answer) *

- Strategic collaboration with external parties
- More knowledge exchange opportunities
- Provision of data
- Organise innovation related challenges/ competitions
-

Other

Undertaking Governance Review

38. Please use a scale of 1 to 5 to rate your level of importance with the following areas related to HKIE governance. *

	1 (Very unimportant)	2	3 (Neutral)	4	5 (Very important)
Transparency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accountability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity and Inclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to protect members' views and benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fairness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. Please use a scale of 1 to 5 to rate the level of transparency and fairness HKIE incorporates into the selection process of the following: *

	1 (Not transparent and fair at all)	2	3 (Neutral)	4	5 (Very transparent and fair)	Unaware of these elections and appointments
Council election	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Boards/committee appointments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other external appointments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

40. Are there currently enough opportunities for members to share feedback with HKIE? *

Yes

No. Please elaborate in the following question

41. Please suggest ideas facilitating feedback sharing with HKIE. (Optional)

Other Questions

42. Please rate the importance of the following areas for HKIE in the next 5 years *

	1 (Not important at all)	2	3 (Neutral)	4	5 (Very important)
Pursuing digitalization – adopt tools to align with the landscape change (e.g. mobile apps, institutional website) and update current system architecture for more efficient daily operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhancing services to members – increase members’ satisfaction and value through enhancing service quality and user experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Boosting professionalism – uplift the professional status of HKIE and engineers in society at large and explore further opportunities for training and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitating innovation – inspire engineers to bring their ideas to life related to approaches or technologies that drive productivity, efficiency and enhanced project delivery outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Undertake governance review – revamp HKIE’s governance to adapt to changing demands and new circumstances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

43. Please share other ideas on how HKIE can continue to enhance the value of membership. (Optional)

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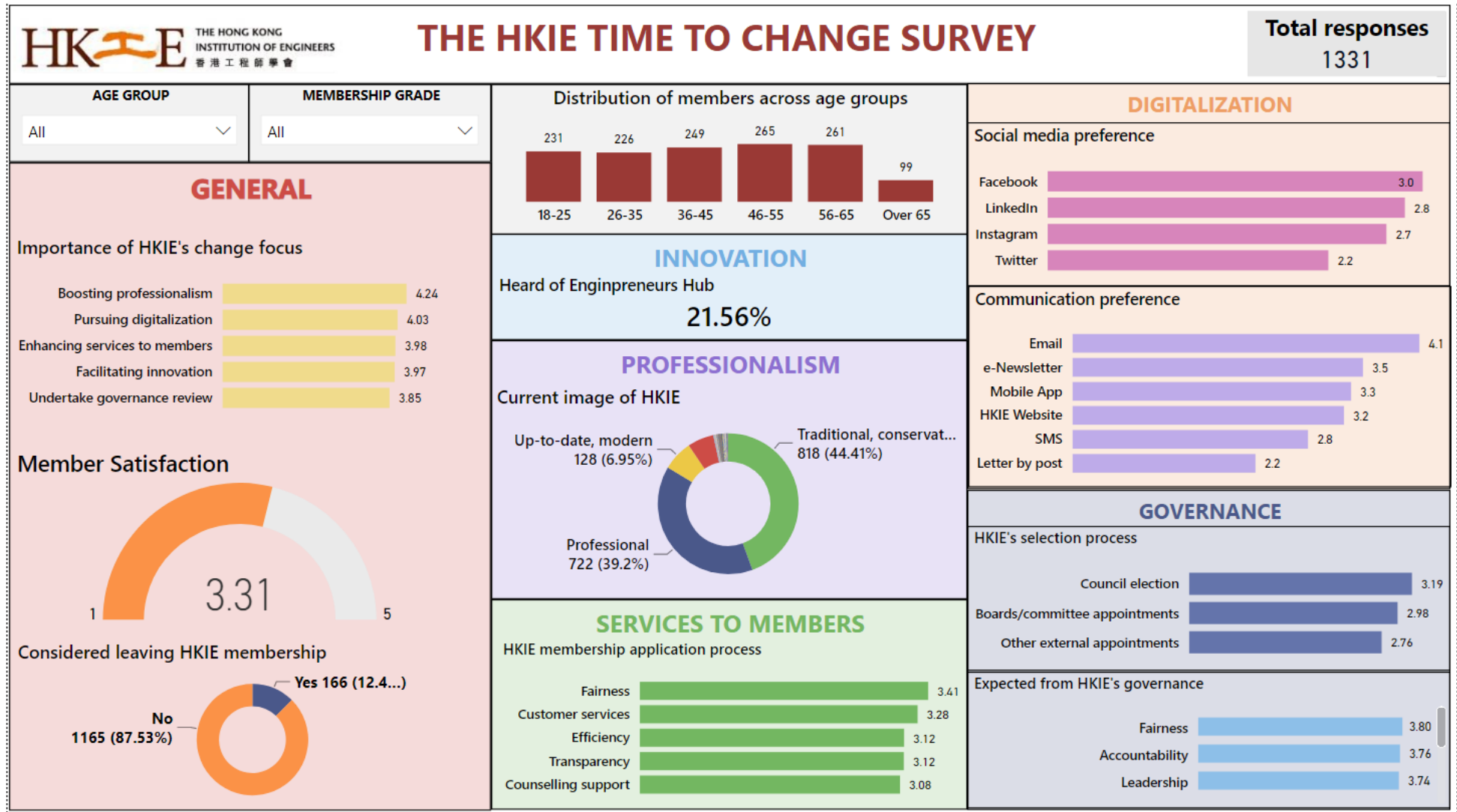
 Microsoft Forms

B

APPENDIX – POWER BI DASHBOARD

APPENDIX B – POWER BI DASHBOARD

Overall – no filters applied on age group and membership grade



Filter by membership grade

THE HKIE TIME TO CHANGE SURVEY

Total responses
167

AGE GROUP
MEMBERSHIP GRADE

GENERAL

Importance of HKIE's change focus

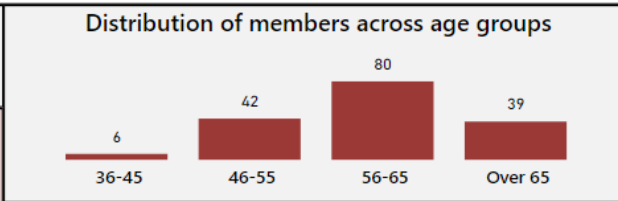
Boosting professionalism	4.51
Pursuing digitalization	4.21
Enhancing services to members	4.13
Facilitating innovation	4.05
Undertake governance review	3.98

Member Satisfaction

3.37

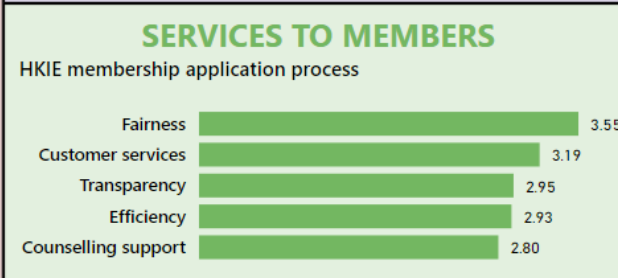
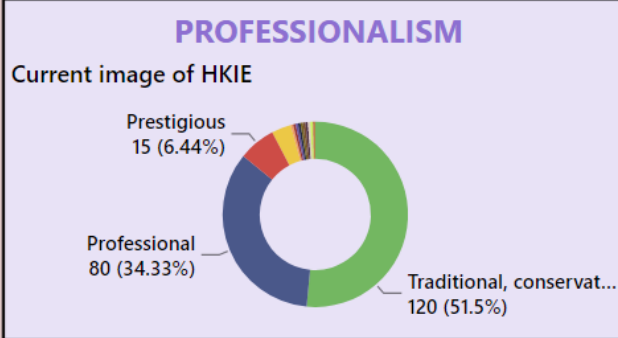
Considered leaving HKIE membership

No	155 (92.81%)
Yes	12 (7.19%)

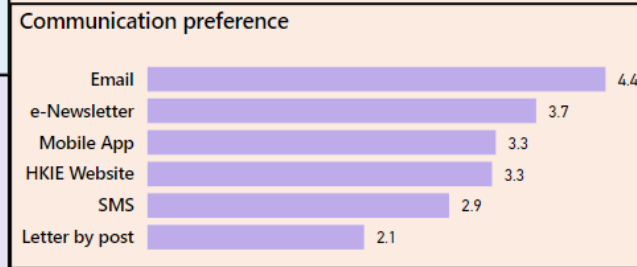
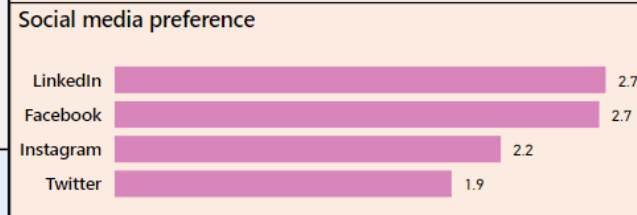


INNOVATION

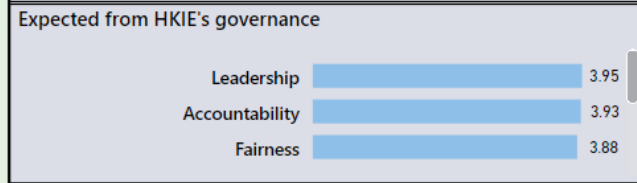
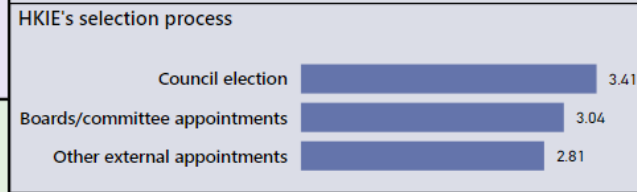
Heard of Engineers Hub
41.32%



DIGITALIZATION



GOVERNANCE



AGE GROUP
All

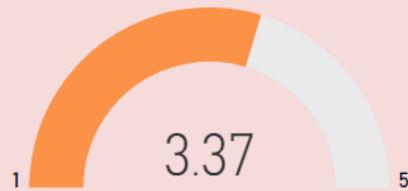
MEMBERSHIP GRADE
Member

GENERAL

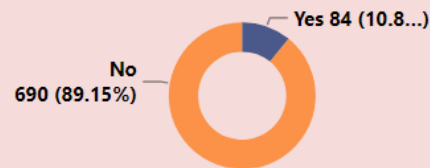
Importance of HKIE's change focus



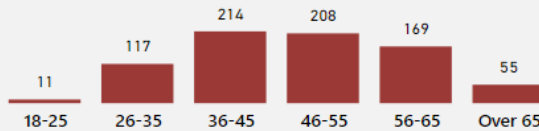
Member Satisfaction



Considered leaving HKIE membership



Distribution of members across age groups



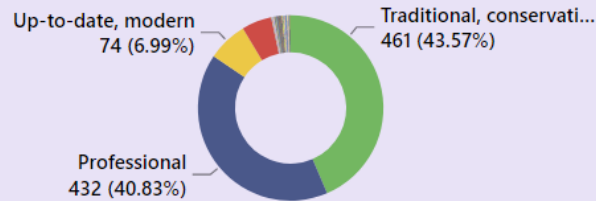
INNOVATION

Heard of Engineers Hub

21.19%

PROFESSIONALISM

Current image of HKIE



SERVICES TO MEMBERS

HKIE membership application process

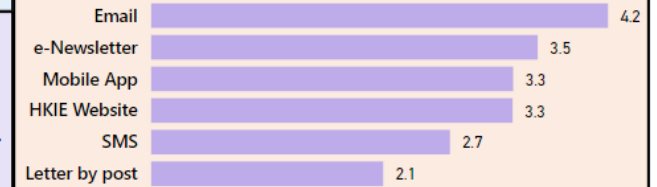


DIGITALIZATION

Social media preference



Communication preference

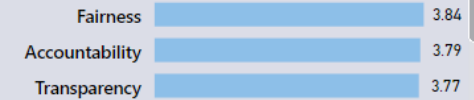


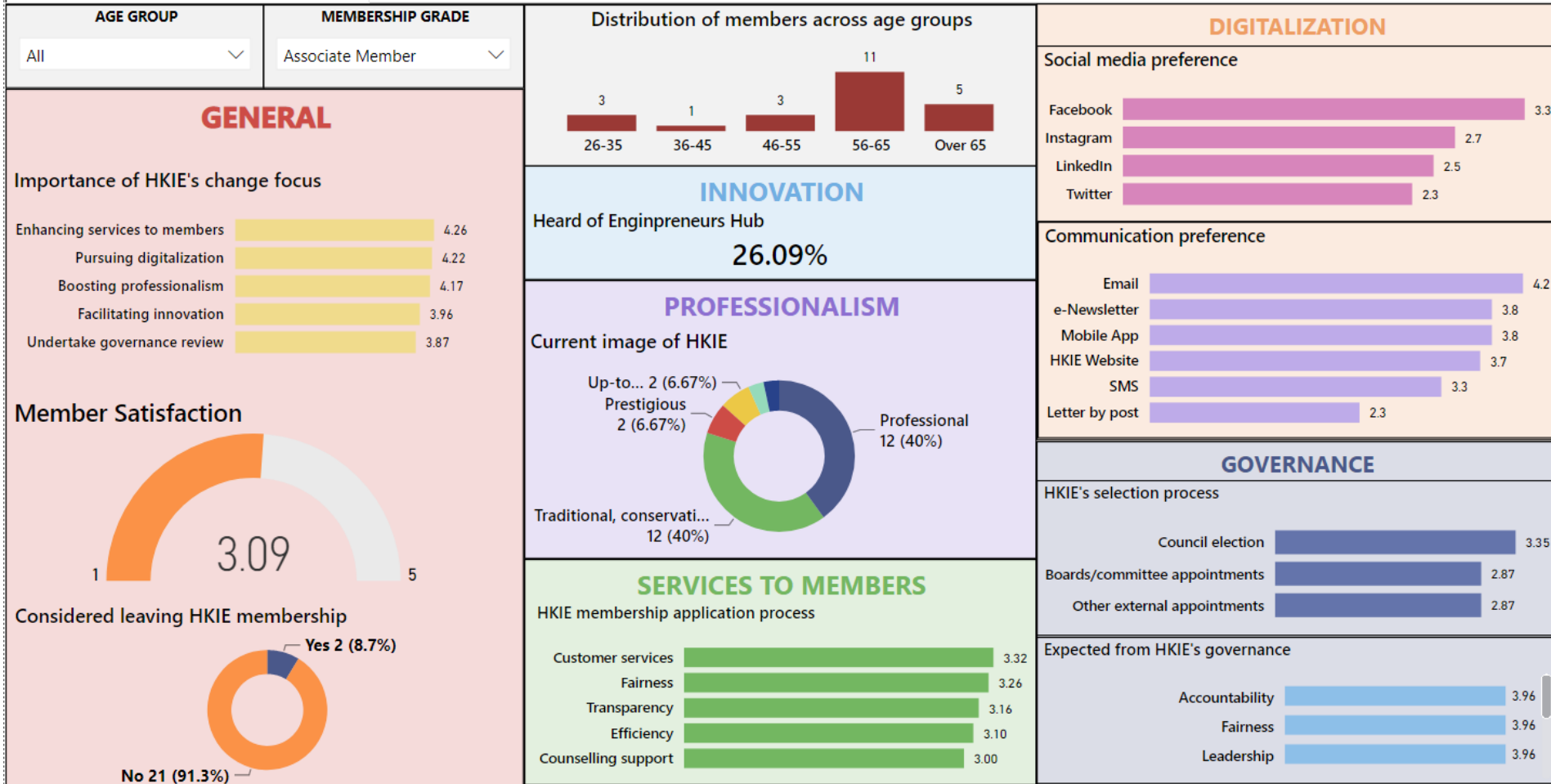
GOVERNANCE

HKIE's selection process



Expected from HKIE's governance





AGE GROUP
All

MEMBERSHIP GRADE
Graduate Member

GENERAL

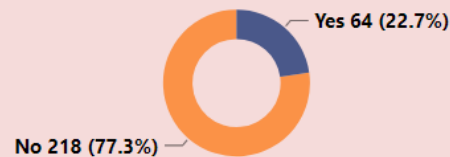
Importance of HKIE's change focus



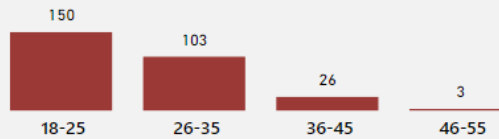
Member Satisfaction



Considered leaving HKIE membership



Distribution of members across age groups



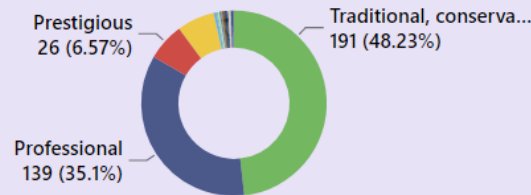
INNOVATION

Heard of Engineers Hub

13.48%

PROFESSIONALISM

Current image of HKIE



SERVICES TO MEMBERS

HKIE membership application process

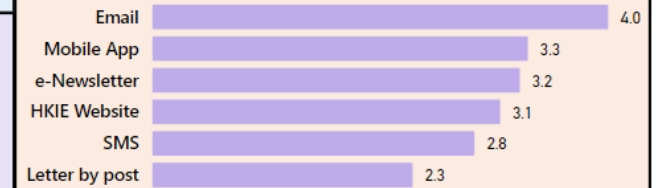


DIGITALIZATION

Social media preference



Communication preference

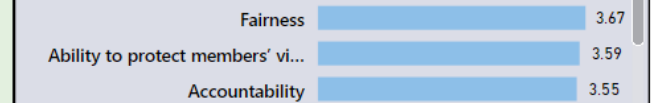


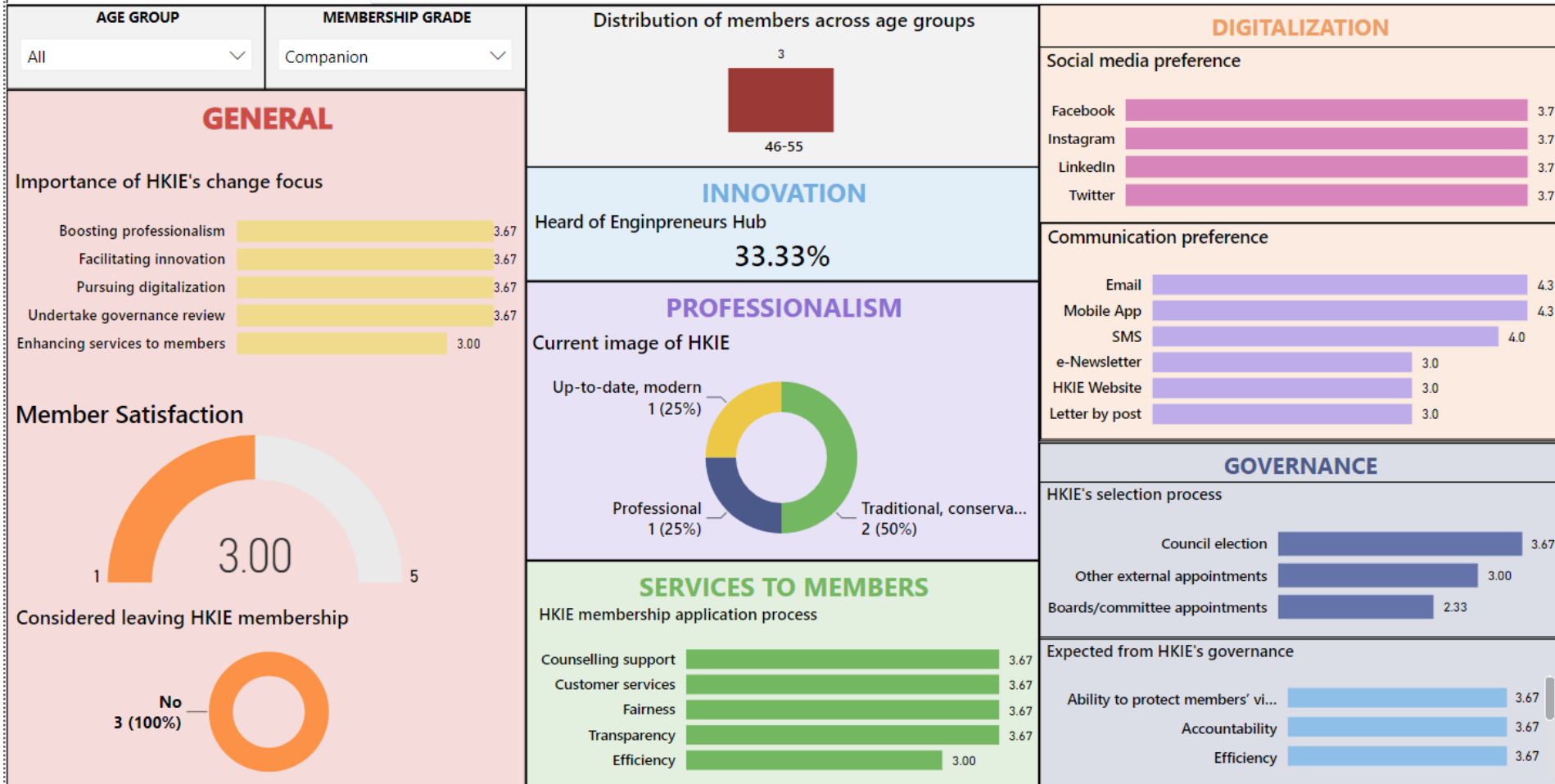
GOVERNANCE

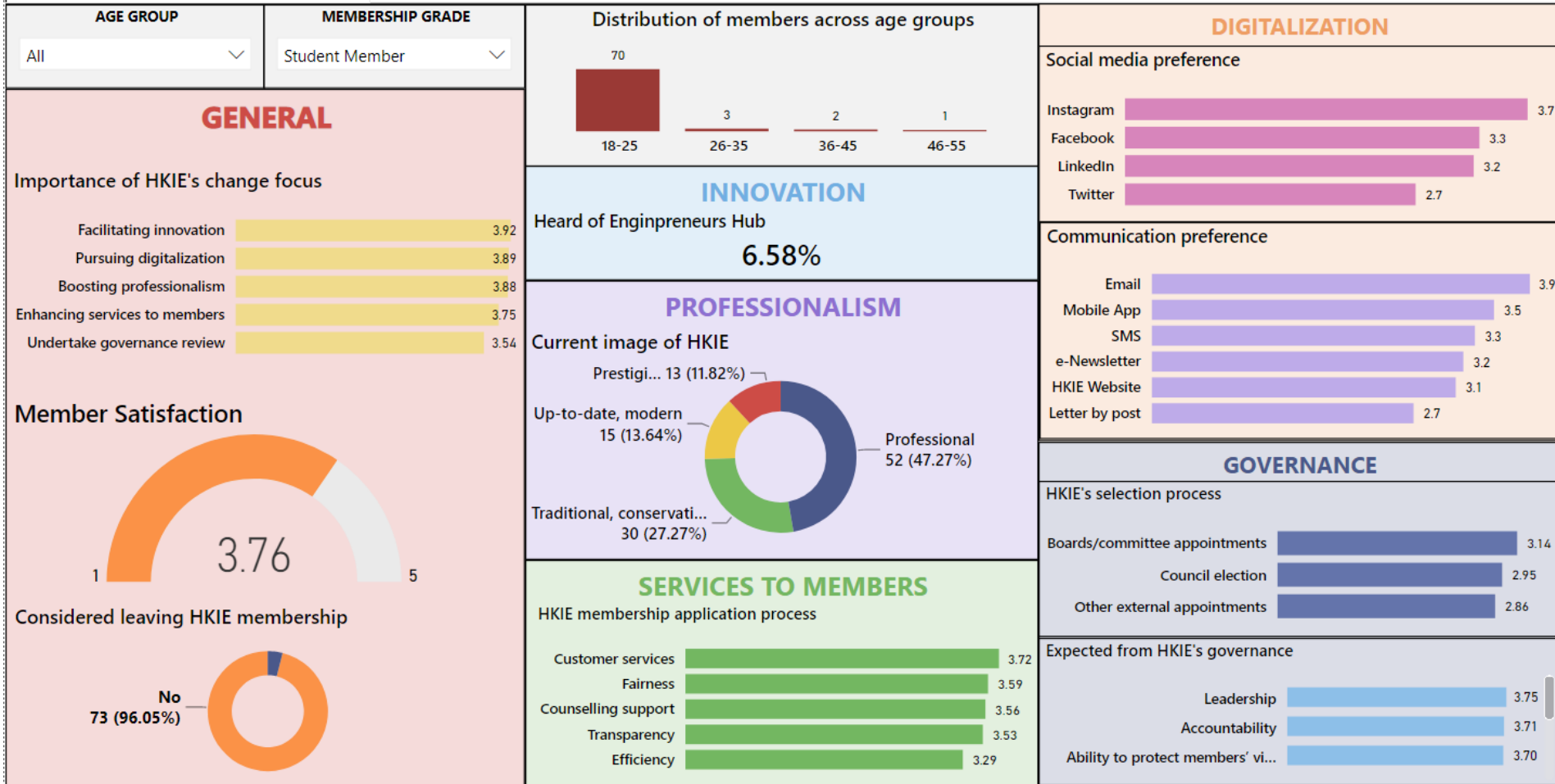
HKIE's selection process

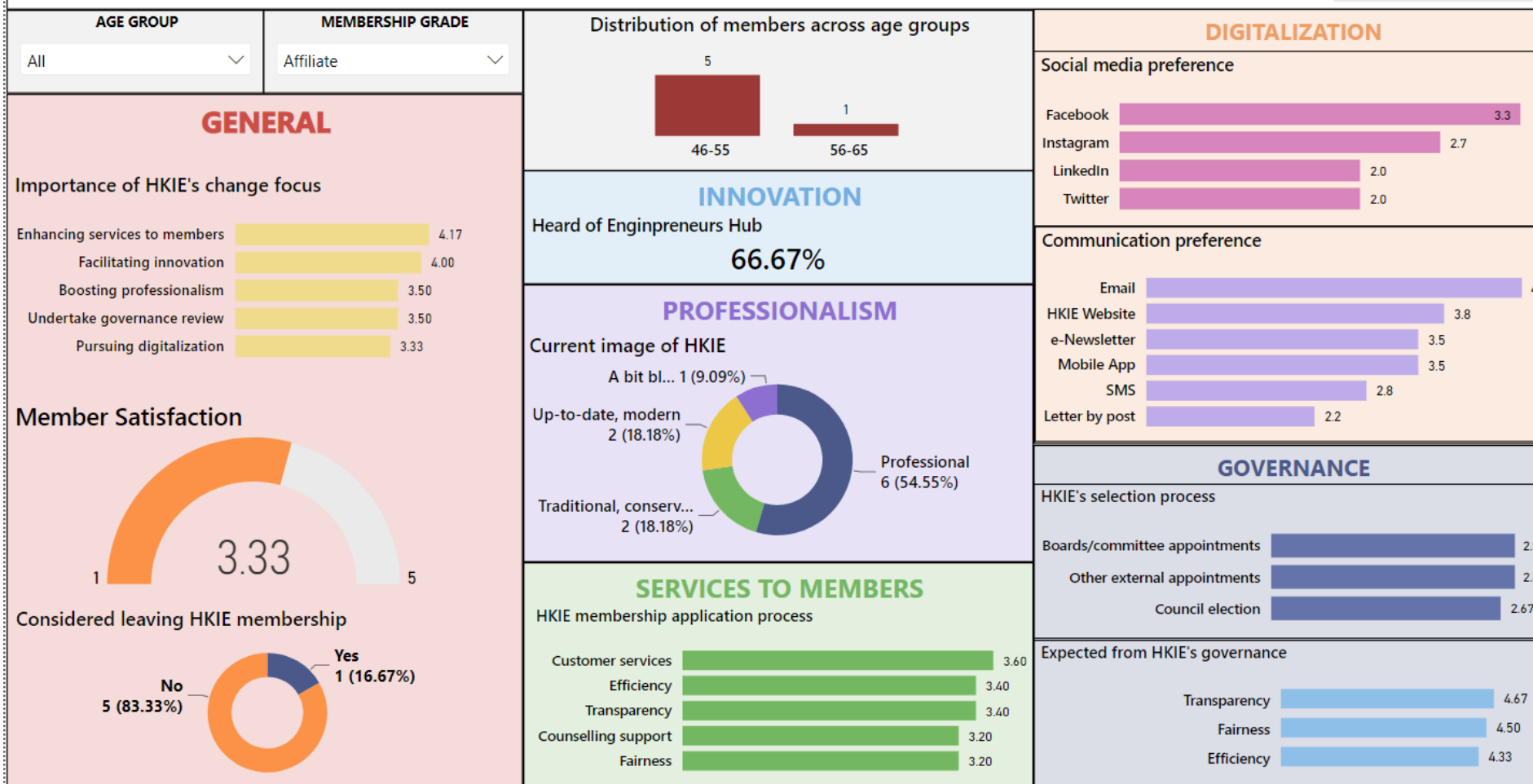


Expected from HKIE's governance

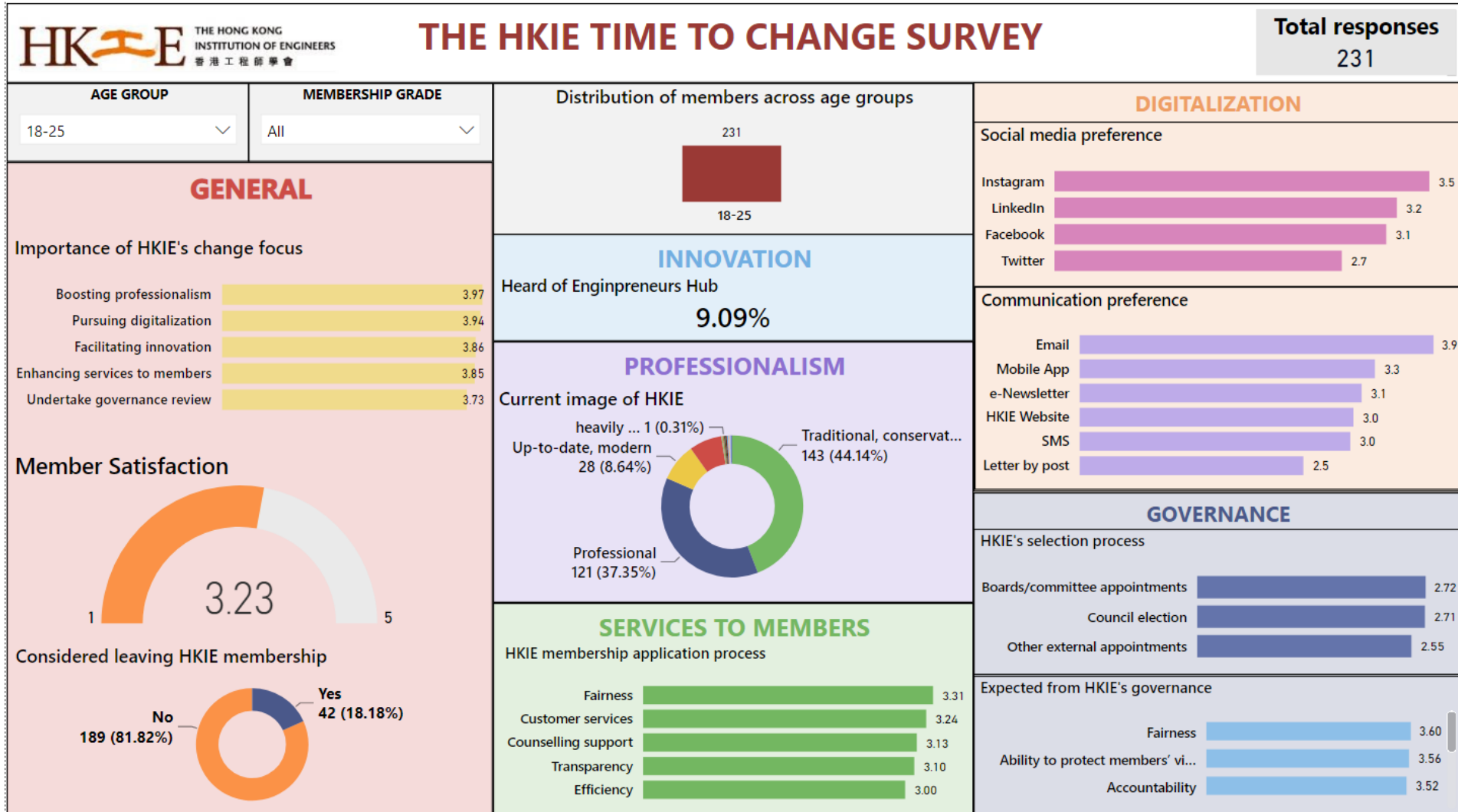


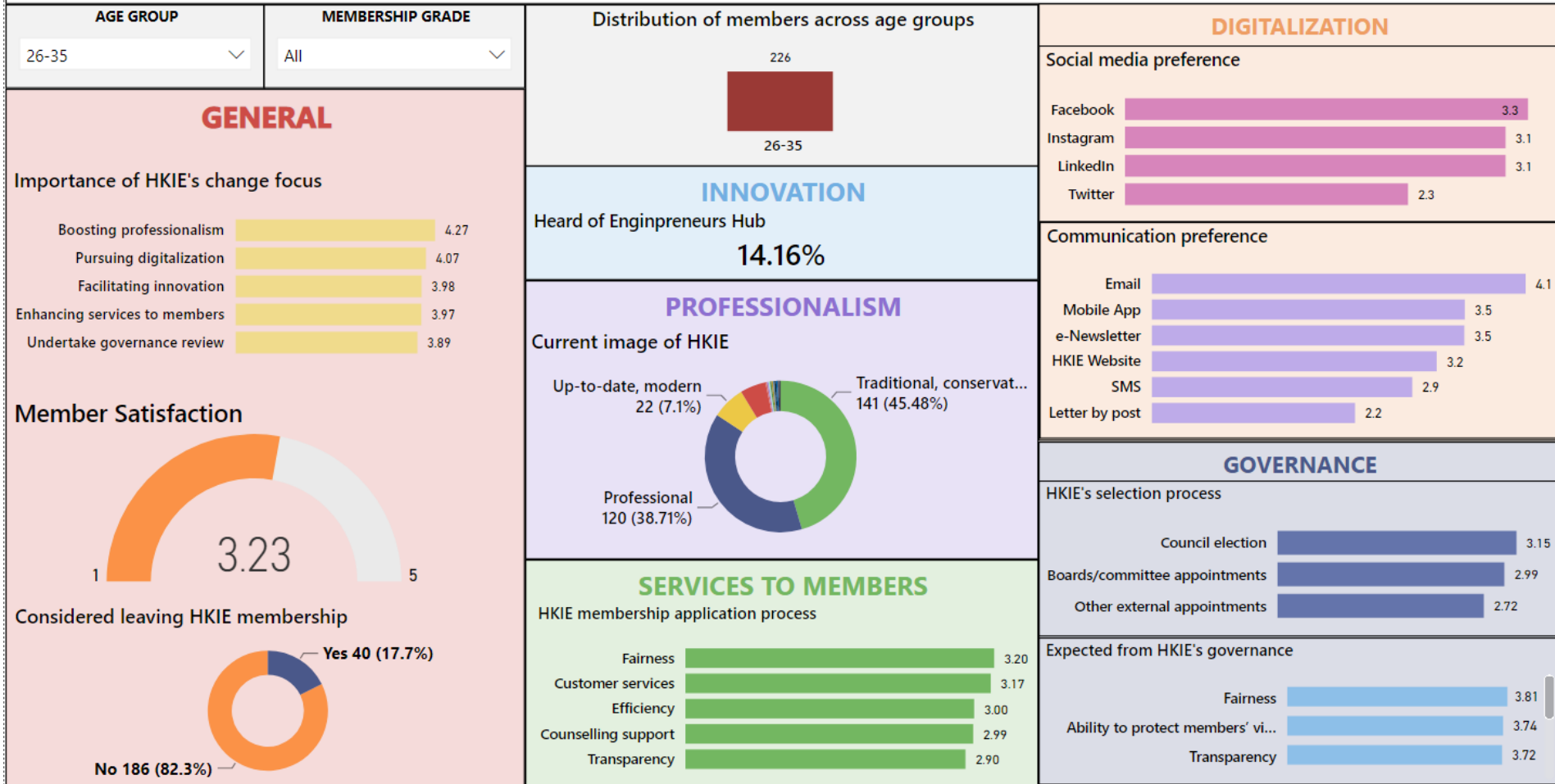






Filter by age group

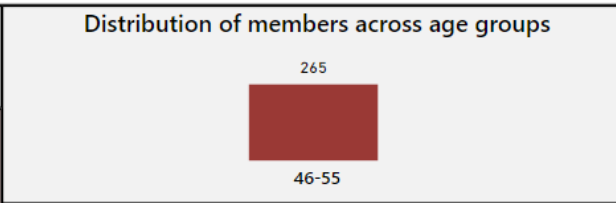




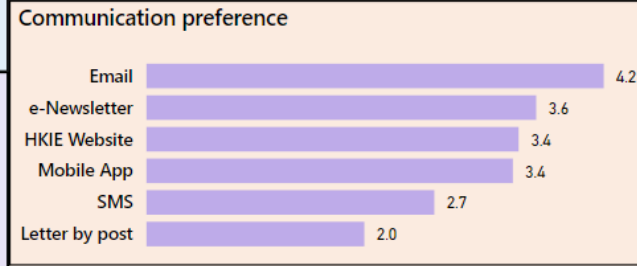
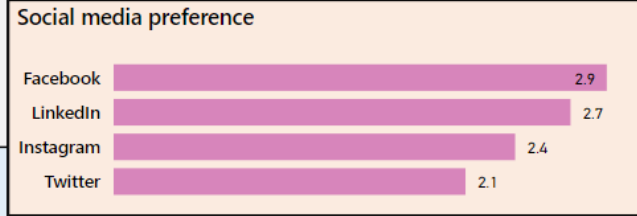
AGE GROUP 36-45	MEMBERSHIP GRADE All	Distribution of members across age groups 249 36-45	DIGITALIZATION
GENERAL		INNOVATION Heard of Engineers Hub 17.67%	Social media preference Facebook 3.2 LinkedIn 2.9 Instagram 2.7 Twitter 2.2
Importance of HKIE's change focus Boosting professionalism 4.24 Pursuing digitalization 4.01 Enhancing services to members 3.98 Facilitating innovation 3.88 Undertake governance review 3.81		PROFESSIONALISM Current image of HKIE Up-to-date, modern 23 (6.89%) Traditional, conservat... 157 (47.01%) Professional 128 (38.32%)	Communication preference Email 4.1 e-Newsletter 3.4 Mobile App 3.3 HKIE Website 3.2 SMS 2.7 Letter by post 2.2
Member Satisfaction 3.24 Considered leaving HKIE membership Yes 21 (8.43%) No 228 (91.57%)		SERVICES TO MEMBERS HKIE membership application process Fairness 3.44 Customer services 3.35 Transparency 3.16 Efficiency 3.15 Counselling support 3.11	GOVERNANCE HKIE's selection process Council election 3.22 Boards/committee appointments 3.00 Other external appointments 2.68 Expected from HKIE's governance Ability to protect members' vi... 3.80 Fairness 3.80 Transparency 3.77

AGE GROUP
46-55

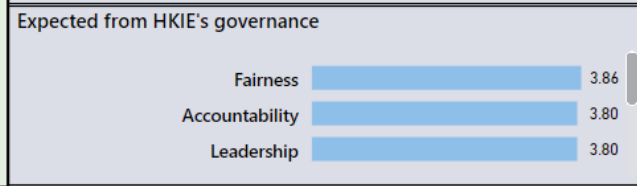
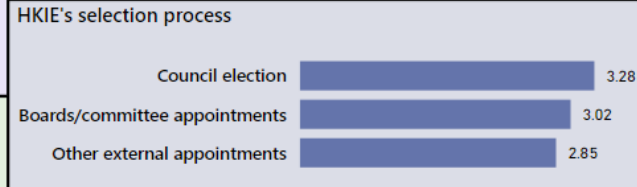
MEMBERSHIP GRADE
All



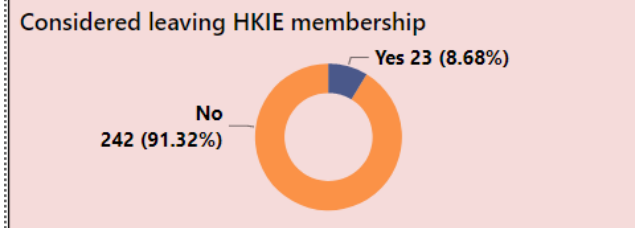
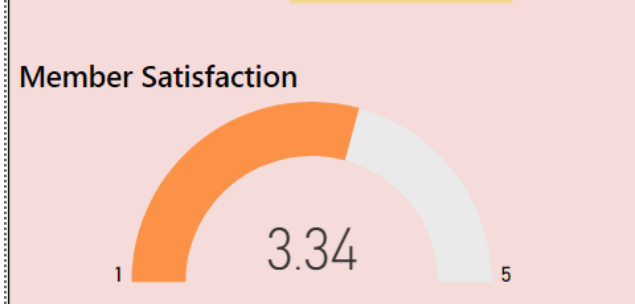
DIGITALIZATION



GOVERNANCE

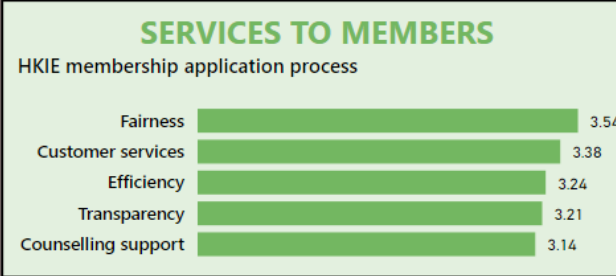
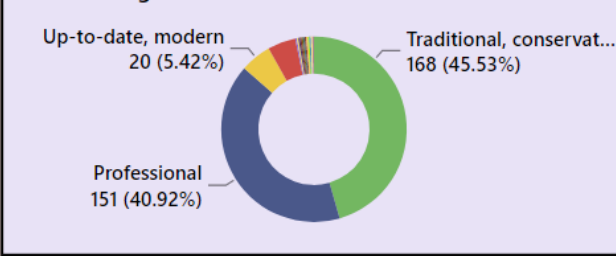


GENERAL

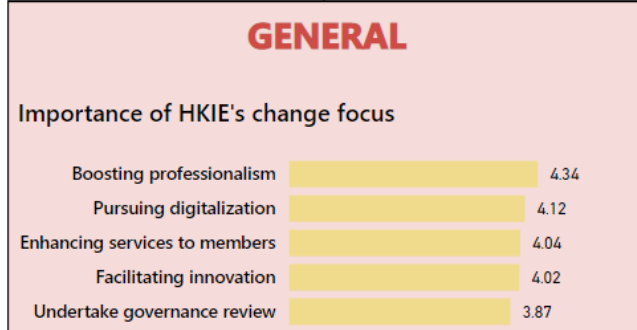
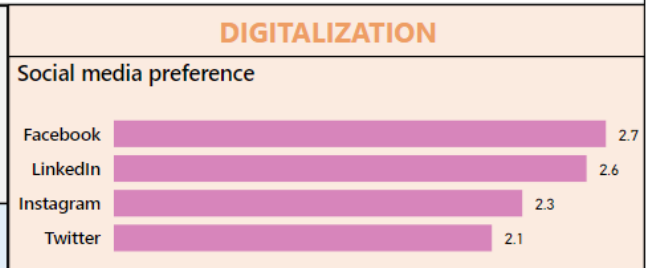
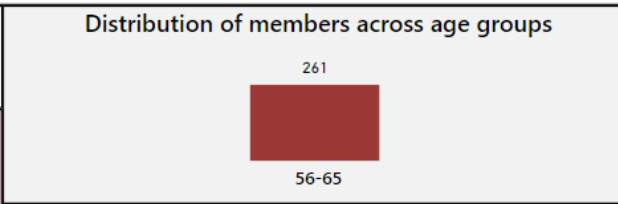


INNOVATION

Heard of Engineers Hub
19.62%

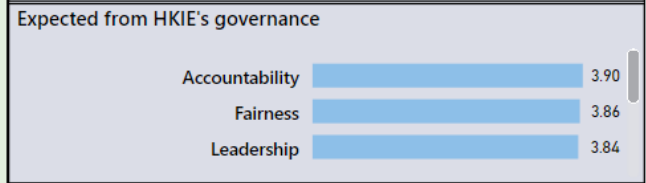
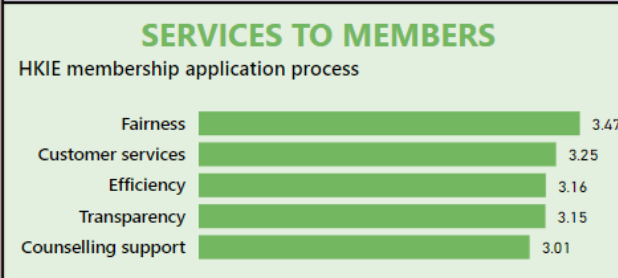
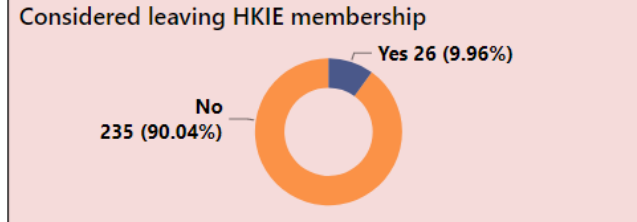
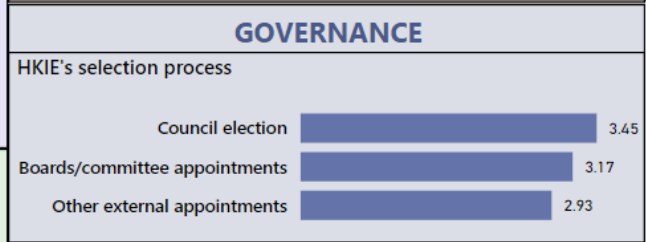
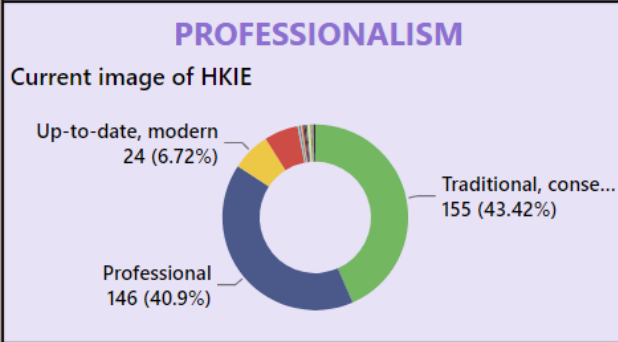
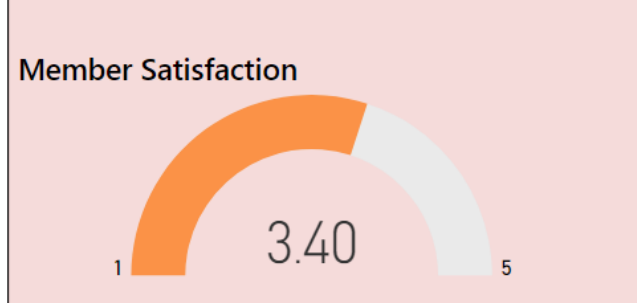
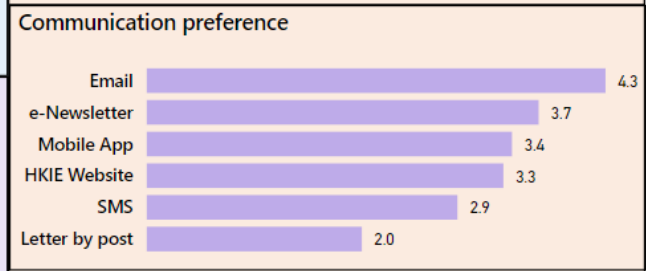


AGE GROUP: 56-65
MEMBERSHIP GRADE: All



INNOVATION

Heard of Engineers Hub
34.10%



AGE GROUP
Over 65

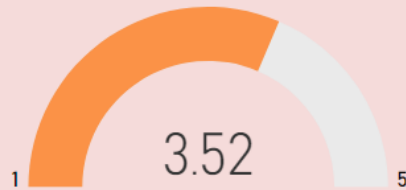
MEMBERSHIP GRADE
All

GENERAL

Importance of HKIE's change focus



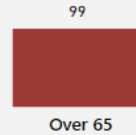
Member Satisfaction



Considered leaving HKIE membership



Distribution of members across age groups



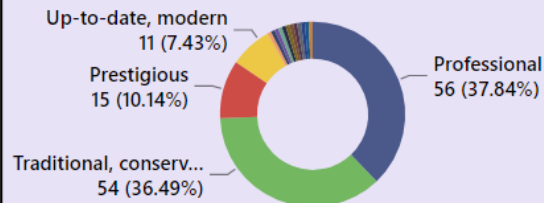
INNOVATION

Heard of Engineers Hub

49.49%

PROFESSIONALISM

Current image of HKIE



SERVICES TO MEMBERS

HKIE membership application process

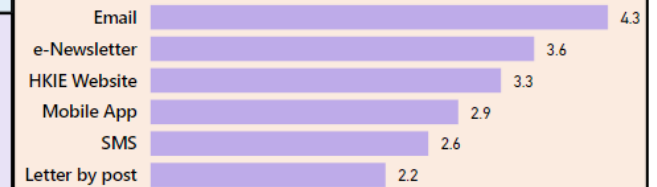


DIGITALIZATION

Social media preference

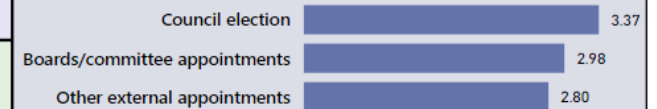


Communication preference



GOVERNANCE

HKIE's selection process



Expected from HKIE's governance

