Consultation on

the Future Arrangement

of the Standing Offer Agreement for

Quality Professional Services

in the Government of the

Hong Kong Special Administrative Region

Office of the Government Chief Information Officer
The Government of the Hong Kong Special Administrative Region
23 February 2016

I.   Introduction

Since 1994, the Office of the Government Chief Information Officer (OGCIO)[1] has adopted a bulk supply arrangement to enable Government bureaux/departments ("B/Ds") to obtain IT professional services as and when required.

2   Over the years, such arrangements have been continuously improved.   The present arrangement, namely the Standing Offer Agreement for Quality Professional Services 3 (SOA-QPS3) launched in July 2013, has 43 contractors under 69 Standing Offer Agreements.   The SOA-QPS3 has incorporated enhancements over its immediate predecessor SOA-QPS2 in various areas such as introducing a new service on independent testing; extending the number of contractors in each service category/group; and implementing the regulating and monitoring procedures on contractors' performance.

3   As the SOA-QPS3 will expire in July 2017, the OGCIO is now reviewing the arrangement and exploring further improvements in the present arrangement to cope with the latest development.

4   This consultation paper describes the present arrangement and discusses the salient issues and areas for potential improvement that have been identified through feedback from B/Ds and suppliers.   It also provides the available options with associated considerations of the suggested improvements.

5   **We would like to invite views from the IT industry in response to this consultation document, and solicit comments and suggestions on improvements to the present arrangement.   Please send your comments to the Office of the Government Chief Information Officer on or before <u>15 March 2016</u> by one of the following means:**

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[1] In the capacity of the then Information Technology Services Department.

By Post: Office of the Government Chief Information Officer
6/F, North Point Government Offices
333 Java Road
North Point
Hong Kong
(Attention: Mr. Tony KM WONG, Senior Systems Manager)

By Fax: (852) 2574 3670

By E-mail: qps_consultation@ogcio.gov.hk

6   Please address enquiries of this consultation exercise to:

Mr. Gilmen WF CHAN, Systems Manager
by telephone at (852) 2231 5533

or

Mr. Tony KM WONG, Senior Systems Manager
by telephone at (852) 2231 5480

or

"qps_consultation@ogcio.gov.hk" by E-mail

7   **To facilitate our processing, please mark on your reply email or document the title** "**Consultation on the future arrangement of the SOA-QPS".** **To enable further communication where necessary, please supply your name, contact telephone number/email and the name of your organisation in your feedback.**

8   This consultation document does not constitute legal, commercial or technical advice, nor does it commit the Government to adopting any or all of the suggestions received. It is assumed that all submissions to this consultation are not made in confidence unless you

specify otherwise. The Government may reproduce and publish the submissions in whole or in part in any form and use, adapt or develop any proposals put forward without seeking permission from or providing acknowledgement to the parties that submit the proposals.

II.   Background

The Need for IT Professional Services

9   The Government of the Hong Kong Special Administrative Region is a major consumer of IT professional services. The Government leads by example in the use of IT for internal operation as well as delivery of public services. These demand a large IT professional service capacity to deliver IT solutions and IT outsourcing is adopted to meet its IT needs and to benefit from the state-of-the-art technologies and services.

Government Procurement

10   Government procurement is based on the principles of fair and open competition, transparency, public accountability, and value for money. This is a long-standing policy proven to be effective in ensuring that public money is well spent through an open and transparent procurement process.

11   For procurement of stores and general services (including IT stores and services) exceeding HK$1.43 million in value, it is normally done by the use of open tendering procedures so as to obtain the best value for money.

12   A typical open tendering exercise involves the formal process of invitation and submission of tenders, evaluation of tenders, recommendation for acceptance of tenders for consideration and approval by the relevant tender boards, and award of contract.

Procurement of IT Professional Services

Objectives

13   The primary objective in procuring IT professional services is to obtain the best value for money in meeting the operational and service needs of B/Ds.   Given the rapid changes in IT market, it is imperative that the procurement arrangements have to be efficient, responsive and able to provide timely solutions to address the business needs of B/Ds.

14   In addition to meeting the above requirements, we also continue to find ways and means through our procurement arrangements to foster the development of the local IT industry, particularly the participation of small and medium enterprises (SMEs) in Government IT projects.

The SOA-QPS3

15   In July 2013, the OGCIO launched the SOA-QPS3 to enable B/Ds to obtain IT professional services efficiently under a competitive environment.   The SOA-QPS3 is a bulk supply arrangement that aims to strike an optimal balance between maintaining efficiency and competition in the acquisition of IT professional services.   **Annex A** provides a general description of the SOA-QPS3.

16   The SOA-QPS3 involves a two-stage procurement process.   In the first stage, the Government enters into a number of standing offer agreements (the SOAs) with selected suppliers through open tendering. In the second stage, when B/Ds invite proposals for individual IT work assignments from the SOA-QPS3 contractors, services will be awarded to the contractor with a proposal meeting the technical requirements and attaining the highest overall Technical and Price Score according to the Standard Marking Scheme as described at **Annex B**.

17   From the statistics and feedbacks collected, the SOA-QPS3 has been well received by B/Ds as an effective and efficient means to acquire IT professional services as compared with open tendering.

18   We are however not complacent about these achievements, and would like to explore if there are further improvement areas.   We therefore launch this consultation exercise to solicit opinions from the IT industry in order to enrich or further improve the new arrangement that will dovetail the SOA-QPS3 upon its expiry in July 2017.

III.   Consultation

19   Feedback from IT Industry to this consultation exercise is crucial to the formulation of the new arrangement with further improvements.

20   The following paragraphs highlight the areas that we would like to specifically invite views from respondents while comments/suggestions on other aspects are also welcome.

      (a) **Categorisation of Services**
      (b) **Number of Contractors for Each Service Category / Group**
      (c) **Duration of Contracts**
      (d) **Staff Categories and Charging Structure**
      (e) **Sub-contracting**
      (f) **Time for submitting Proposal**
      (g) **Payment for Services**
      (h) **Typical Performance Issues**

(a) Categorisation of Services
   – **Service Categories**
   – **Minor and Major Service Group**

Service Categories

21   The SOA-QPS3 divides professional services into the four (4) service categories listed below:

Category 1: Pre-implementation and Independent Programme / Project Management Services

Category 2: On-going Services

Category 3: Implementation and Combined System Development Services

Category 4: Information Security and Independent Testing Services

22   We have noted that the existing service categorisation is effective in facilitating B/Ds to identify contractors with the right skills to suit their projects.   Since the service categorisation is designed to be independent from technical platform/technology, new technologies should have generally been covered by the existing service categories.   **The four services categories in the SOA-QPS3 will likely continue to stay, but we also welcome views from the industry, especially on whether specific new technologies should be explicitly separated from or subsumed within the existing service categories.**

Minor and Major Service Group

23   Under the existing SOA-QPS3 arrangement, Service Category 2 and Service Category 3 are sub-divided into two groups, namely Minor Service Group (<=HK$1.43 million) and Major Service Group (>HK$1.43 million and <=HK$10 million).   For Service Categories 1 and 4, there is no sub-division into Service Groups.   A supplier can be a contractor in more than one service category but can only be in either one service group within Service Category 2 or within Service Category 3. The service group sub-division has the effect of creating two competition platforms within a service category.   This, to an extent, enhances the opportunity for contractors of different capacities to compete in respective platforms.

24   Although the involved parties are satisfied with the existing arrangement, there have been suggestions of adjusting upward the demarcation limit of service groups so that companies in the Minor Service Group, including SMEs, could participate more in Government IT projects of larger values.   However, increasing the demarcation limit

may also have the effect that more medium to large-size companies may join the Minor Service Group to compete in the Group. In this connection, **we would like to know the views on the demarcation arrangement and demarcation limit from the Industry.**

(b) Number of Contractors for Each Service Category/Group

25   The SOA-QPS3, through open tendering, pre-selects contractors to commission work for Government IT projects. The arrangement embodies a two-stage competition process that enhances efficiency in the selection of contractors for individual projects. The contractual arrangement also enables an effective governance framework to be put in place to ensure overall integrity of the system.

26   Within each service category/group (i.e. Category 1, Category 2 Minor, Category 2 Major, Category 3 Minor, Category 3 Major, Category 4), 10 to 12 contractors are awarded with the SOA-QPS3 contract to undertake IT projects.

27   **We are reviewing the number of contractors for each of the service category / service group and adjustment of the cap on the number of contractors. Further extending the number of contractors will allow more companies to participate in Government IT projects and so foster the development of the IT industry.**

(c) Duration of Contracts

28   Duration of contracts has been of interests to most suppliers. A short contract period would give suppliers that have not been selected for inclusion in the current arrangement another opportunity sooner, and is thus generally favoured by the unsuccessful bidders. On the other hand, a long contract period is commonly preferred by the successful contractors, but it may render the arrangement less responsive to market and technology conditions.

29   The existing SOA-QP3 contracts are valid for 48 months with an option for the Government to exercise early exit in the last 12 months

of the contract period.   It seems to be a common view that technological changes during the contract period should not have any substantial impact on the effectiveness of the arrangement because the services covered by the arrangement are largely technology neutral.

30   It is also noted that tendering exercises generally involve administrative costs for both the Government and the bidders.   All successful bidders will incur additional administrative costs in, on top of preparing the tender proposals, setting up their respective programme management systems and providing project statistics to support the ongoing execution of the contracts.   A right balance should therefore be struck in determining the duration of the contracts so that resources investment would be optimal and fair opportunities would be provided to market players.   **There have been suggestions that the existing duration of 48 months should remain.**

(d) Staff Categories and Charging Structure
  – **Service Charging Structure**
  – **Standard Staff Categories**
  – **Supplier Specific Staff Categories**

Service Charging Structure

31   The work assignments under the SOA-QPS3 are conducted on a fixed-price basis.   The service charge proposed by the contractor for individual work assignments is required to be broken down by the manpower requirements (e.g. man-days) of each proposed Staff Category together with the respective charging rate which should not exceed the ceiling rate quoted by the contractor in its tender proposal.   **The present arrangement is satisfactory and considered appropriate to be adopted in future arrangement.**

Standard Staff Categories

32   Some Standard Staff Categories are defined under the SOA-QPS3 based on general IT qualification and length of relevant working experience.   The ranking structure so constituted represents a

common reference framework for B/Ds to specify their requirements in work assignment brief and the contractors to state the resources in their proposal. **The general feedback from the involved parties reveals that the existing staff categorisation generally serves the purposes.**

Supplier Specific Staff Categories

33   Apart from the Standard Staff Categories, the SOA-QPS3 also allows Supplier-specific Staff Categories be proposed by individual tenderers. Although there is no new Staff Category so introduced, it provides flexibility for the Government to access new and specialist skills that may not have been covered in the Standard Staff Categories. **We believe that keeping this feature in future arrangement will provide the necessary flexibility to both the Government and contractors.**

(e) Sub-contracting

34   Sub-contracting is generally allowed in Government IT contracts but the prime contractor remains contractually fully accountable for the Government IT projects awarded. As of end December 2015, under the SOA-QPS3, there are more than 130 sub-contractors and more than 10% of work assignments involved sub-contracting.

35   As an established practice, the Government does not intervene in the commercial relationship or the operational arrangements between the prime contractors and sub-contractors. We also strive to minimise the processing time required for the prime contractors to obtain the Government's approval to engage or change sub-contractors. This is typically accomplished within 10 working days. **We believe that we should continue to uphold the policy of non-intervention in the commercial relationship between the prime contractors and sub-contractors.**

(f) Time for submitting Proposal

36   Contractors are normally given 10 working days for work assignments with value not exceeding HK$1.43 million and 20 working

days for work assignments with value exceeding HK$1.43 million to prepare and submit their proposals in response to the work assignment brief issued by B/Ds. For complex projects, we also encourage B/Ds to give briefing on the service requirements. We believe the briefing arrangement can facilitate contractors in understanding the service requirements as well as preparing proposals within the allowed timeframe.

37   There has been occasional expression of desire for a longer timeframe for proposal submission. We believe that efficiency is important to the SOA-QPS3 procurement arrangement. Increasing the timeframe allowed for proposal submission may erode the benefits of the SOA-QPS3 and undermine the effectiveness of the invitation and bidding processes. **While the present arrangement has been generally working well, we will continue to enhance it and find ways to facilitate contractors in preparing their proposals.**

(g) Payment for Services
  – **Payment of One-off Services**
  – **Payment of On-going Services**

Payment of One-off Services

38   Under the SOA-QPS3, payment for one-off services will comprise one or more of the following components:
  – **Completion-of-Work fee:** payable upon satisfactory completion of a one-off service contract;
  – **Stage fees**: payable upon acceptance of the work deliverables of the stage; and
  – **Monthly or regular fees**: payable on a monthly or regular interval basis.

Payment of On-going Services

39   Similar to one-off services, payment for on-going services will be made either at:

– **Fixed price in regular intervals; or**
– **Time and material basis**

40   **We note that the existing payment arrangements are effective and can serve the needs of different types of projects in the SOA-QPS3.**

(h) Typical Performance Issues
– **Staff Turnover Issues**
– **Staff's Participation in Multiple Projects Issues**
– **Project Delay and Quality Issues**

Staff Turnover Issues

41   Staff turnover issues, leading to adverse effects to the services of the SOA-QPS3 including project delay, were reported by B/Ds. Although there is change management mechanism in place in the SOA-QPS3 in which the staff changes should be agreed by both the concerned B/Ds and the contractor, there are strong demands for improvement.

42   **One of the suggestions is that if a contractor initiates to change a core staff (say at the rank of system analyst or above) during the course of the service contract, the contractor will be disallowed from nominating the staff concerned under other work assignment(s) for a period of time, say 3 to 6 months. Another suggestion is to factor in such staff turnover rate during the assessment of contractor's performance.**

Staff's Participation in Multiple Projects Issues

43   It is also reported that, in some occasions, **staff heavily engaged in a number of Government IT project(s) are still nominated as the core members in the proposals for bidding further work assignments. Given the overlapping timeframe of the projects involved, the acquiring B/D frequently queried the availability of the proposed staff. This will inevitably create adverse effects on the**

progress and quality of the projects and demand a proper way to handle the issues.

Project Delay and Quality Issues

44   Whether a contractor can complete a project on time and provide deliverables in acceptable quality level are of paramount importance to the success of a project. In the SOA-QPS3, a higher weighting, as compared to SOA-QPS2, has been put on the "Delivery of Work" and "Quality of Work" in assessing the performance of the contractors. **We consider the current assessment weightings are in general at an appropriate level but welcome views from the Industry.** The current assessment weighting can be found in **Annex C**.

IV.   Briefing Session

45   A briefing on this industry consultation will be held on 8 March 2016.   Interested parties may register by completing and submitting the registration form in **Annex D** by 1 March 2016 to E-mail: qps_consultation@ogcio.gov.hk

46   For enquiry on the registration, please contact Mr. Albert HUI by telephone at (852) 2231 5471 or by E-mail at qps_consultation@ogcio.gov.hk.

Office of the Government Chief Information Officer
The Government of the Hong Kong Special Administrative Region

February 2016

The Standing Offer Agreement for Quality Professional Services 3 (SOA-QPS3)

Background

Through open tendering, the Office of the Government Chief Information Officer (OGCIO) has entered into 69 Standing Offer Agreements (SOAs) with 43 contractors, out of which 10 are SMEs, for the provision of IT professional services for 48 months effective from 31 July 2013 with an option of early exit during the last 12 months of the validity period. The SOAs are non-exclusive contractual agreements with a uniform set of terms and conditions.

Service Categories/Groups

2. There are four service categories of IT professional services. Service Categories 2 and 3 are sub-divided into two service groups, namely Minor Service Group and Major Service Group. There are 10 to 12 contractors in each service category/group.

3. The service categories and service groups of the SOA-QPS3 are listed as follows:

Service Categories

Service Category	Description
1	Pre-implementation & Independent Programme / Project Management Services: - Departmental Information Technology Plan - Feasibility and Technical Study - Independent Programme Management - Independent Project Management

2	On-going Services: - System Maintenance and Support - Network Support Services
3	Implementation & Combined System Development Services: - Network Planning, Design and Implementation - Office System Implementation - System Analysis and Design - System Implementation and System Integration - Combined System Development Services
4	Information Security and Independent Testing Services: - Security Risk Assessment and Audit Services - Security Management Design and Implementation Services - IT Security Monitoring and Incident Response Support Services - Independent Testing Services

Service Groups

For Service Categories 1 and 4, there is no sub-division into Service Groups.

For Service Categories 2 and 3, each of them is further divided into Minor and Major Service Group.

Service Group	Service Contract Value
Minor	Not exceeding HK$1.43 million
Major	Exceeding HK$1.43 million and not exceeding HK$10 million

Staff Categories

4.   The SOA-QPS3 has a set of Standard Staff Categories, which can be augmented by Supplier Specific Staff Categories, if any, for individual SOA-QPS3 contractors.   The following is a summary of the staff categories and their respective requirements on qualification / experience:

	Service Category	Staff Category
1	Pre-implementation & Independent Programme / Project Management Services	There are 10 staff categories requiring from at least 1 year to at least 15 years of IT experience, including specified length of experience in the relevant function/speciality.
2	On-going Services	There are 10 staff categories requiring from at least 1 year to at least 11 years of IT experience, including specified length of experience in the relevant function/speciality.
3	Implementation & Combined System Development Services	There are 12 staff categories requiring from at least 1 year to at least 15 years of IT experience, including specified length of experience in the relevant function/speciality.
4	Information Security and Independent Testing Services	There are 6 staff categories requiring from at least 2 years to at least 15 years of IT experience, including specified length of experience in the relevant function/speciality.

Invitation and Evaluation of Proposals

5.   To obtain IT professional services under the SOA-QPS3, a B/D issues a work assignment brief to invite for proposals from contractors in the relevant service category/group.   The work assignment brief will describe service requirements that should be within the scope of the selected service category/group.   Each contractor in the service category/group would normally have 10 to 20 working days to prepare and submit a service proposal in response to the work assignment brief. B/D awards the work assignment to the contractor that submits the proposal meeting the technical requirements and attaining the highest Technical-Price Score under the Standard Marking Scheme.

Ceiling Rate

6.   There is a ceiling rate for each staff category under each service category for each contractor in respect of on-site, off-site and off-shore execution of work assignments.   The service charge for a work assignment is calculated based on the manpower requirement and relevant staff charging rates limited by the ceiling rates.   The ceiling rates are subject to review and adjustment upward or downward after 24 months from the start date of the Standing Offer Agreements, based on the changes of the Consumer Price Index (B) in the past 24 months.   To offer more competitive prices to the Government, contractors may apply staff charging rate lower than the corresponding ceiling rate in their service proposals.   If a quoted staff charging rate is higher than the respective ceiling rate, the proposal will be treated as a non-compliance proposal.

Performance Assessment

7.   B/Ds will assess contractors' performance upon completion of each service contract and at least once every six months during the execution of each service contract.   Based on the assessment ratings, a Contractor Performance Score (CPS) would be computed for each contractor.   The CPS will be factored into the evaluation of future proposals submitted by the contractor.

SOA-QPS3 Statistics

8.   Between 31 July 2013 and 31 December 2015, over 700 SOA-QPS3 work assignments were awarded at a total contract value of over HK$600 million.   Over 40% of these work assignments were awarded within 30 working days from invitation for proposals and over 90% were awarded within 60 working days.   The latest statistics of the SOA-QPS3 can be found at:

http://www.ogcio.gov.hk/en/business/business_window/soa_qps.htm

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Standard Marking Scheme under the SOA-QPS3

The SOA-QPS3 Standard Marking Scheme for the award of service contracts under the agreement adopts a 70% price weighting and a 30% technical weighting in the computation of the Combined Score:

Combined Score = Technical Score + Price Score

$$\text{where} \quad \text{Technical Score} = \frac{\text{'Total Technical Mark'}}{\text{Highest 'Total Technical Mark'}} \times 30$$

$$\text{Price Score} = \frac{\text{Lowest 'total price'}}{\text{'total price'}} \times 70$$

'Total Technical Mark' is the 'Total Technical Mark' attained by the proposal of the contractor

Highest 'Total Technical Mark' is the highest 'Total Technical Mark' among all conforming proposals received from contractors

'total price' is the total price quoted in the price proposal by the contractor

Lowest 'total price' is the lowest total price among all conforming proposals received from contractors

2.   Depending on the estimated contract value, the Total Technical Mark is calculated from the Past Performance Mark or the sum of the Past Performance Mark and the Work Assignment Technical Mark.

Please refer to **Annex C** for the calculation of the Contractor Performance Score which derives the Past Performance Mark.   The calculation of the Total Technical Mark is given below.

a. For work assignment with estimated contract value not exceeding HK$1.43 million

Item	Description	Maximum Mark
Past Performance Mark	Contractor Performance Score (CPS)	30
	Total Technical Mark	30

b. For work assignment with estimated contract value exceeding HK$1.43 million

Item	Description	Maximum Mark
Past Performance Mark	$$\frac{CPS}{2}$$	15
Work Assignment Technical Mark	i. Contractor's experience in the business area / technology area specified in the work assignment brief Marks will be given according to: ● Number of IT projects the contractor has implemented that match with the business area / technology area specified in the work assignment brief	5
	ii. Experience of key project staff proposed to be deployed to the work assignment Marks will be given according to: ● Number of years that exceed the required experience on each business area / technology area	5
	iii. Proposed work approach	

	Marks will be given according to:	
	• **Compatibility** – the ability of the proposed technical solution to integrate with the existing architecture	1
	• **Flexibility** – the ability of the proposed technical solution to adapt its architecture and/or design to changes	1
	• **Integration of System Components as a Total Solution** – the ability of the hardware and/or software components of the proposed technical solution to work together to fulfill the requirement	1
	• **Security** – the technology as well as the technological and managerial procedures applied to the proposed technical solution to ensure the availability, integrity and confidentiality of information being managed	1
	• **Usability** – the convenience and practicality of the proposed technical solution	1
	Total Technical Mark	30

**Contractor's Performance Assessment and
Compilation of Contractor Performance Score (CPS)**

Contractor's Performance Assessment

B/Ds will assess contractors' performance upon completion of each service contract and at least once every six months during the execution of each service contract. The final performance assessment upon completion of a service contract will only cover the residual period of the contract.

2. A standard contractor performance appraisal report (CPAR), with aspects of performance in the area of delivery of work, quality of work and managing of resources, will be used for performance assessment by B/Ds. The detailed assessment aspects are listed below:

No.	Description of Aspects	Maximum Mark
Delivery of Work (15 Marks)		
1	Effectiveness in planning, scheduling and monitoring	3
2	Completion of major tasks/milestones/deliverables on schedule, including the administrative aspects (e.g., project progress reports, minutes of meeting, etc.)	3
3	Ability to identify risk factors and alternatives for alleviating risk	3
4	Ability to manage changes	1
5	Ability to control cost/resources to complete the services	1
6	Follow-up on issues and problems identified	1
7	Effective communication with the Government	1
8	Promptness in responding to client's requests and enquiries	1
9	Effective interactions & co-ordination with other third party, i.e., contractors, suppliers or other Government Bureaux/Departments	1

No.	Description of Aspects	Maximum Mark
Quality of Work (10 Marks)		
1	Quality of deliverables including the administrative aspects (e.g., project progress reports, minutes of meeting, etc.)	2
2	Knowledge of work to be performed	2
3	Ability to observe Government regulations, procedures and standards	2
4	Ability to employ and adhere to professional standards and methods	2
5	Ability to appreciate business environment needs and challenge	2
Managing of Resources (5 Marks)		
1	Adequacy of project team members	1
2	Effectiveness and reliability of project team	1
3	Skills and experience of project team members	1
4	Continuity of project team members	1
5	Ability to mitigate impact of staff turnover	1
	Total Mark	30

3.   The Government will rate the individual aspects of the contractor's performance according to 'Good', 'Satisfactory', 'Fair' and 'Poor' with the corresponding mark as follows:

Rating of Individual Aspects	Mark
Good	1.0 x maximum mark of that item
Satisfactory	0.75 x maximum mark of that item
Fair	0.5 x maximum mark of that item
Poor	0

Note:

Good: Performance of contractor exceeded the requirement

Satisfactory: Performance met requirements in full

Fair: Performance met requirements marginally

Poor: Performance did not meet requirements

4.   A performance mark will be computed based on the assessment by B/Ds given in each performance appraisal report:

$$\text{Performance mark} = \text{Total marks obtained by the contractor in all aspects}$$

Compilation of Contractor Performance Score (CPS)

5.   The CPS for all contractors is compiled twice a year. The CPS for a contractor (per service category/group) is the average of the performance marks of the CPARs of the contractor from the commencement date of SOA-QPS3 (31 July 2013) to the cut-off date of the current cycle.

6.   After approving by the QPS3 Reporting Review Committee, the CPS will constitute part of the score in evaluating subsequent bidding of work assignments from the contractors.

Enrolment Form for SOA-QPS Industry Consultation Briefing

Date: 8 March 2016 (Tue)

Time: 9:45 am – 11:15 am

Venue: Room 513, Level 5, Cyberport 1,
            100 Cyberport Road, Hong Kong

Part A : Basic Information

Name of Company: _____

Name of Contact Person: _____

Title of Contact Person: _____

Phone No. of Contact Person: _____

Email Address of Contact Person: _____

Part B : Enrolment Details

	Name	Title	Email Address
1			
2			
3			
4			

Note: Please send the completed enrolment form by email to qps_consultation@ogcio.gov.hk on or before 1 March 2016. For enquiries, please contact Mr. Albert HUI by telephone at (852) 2231 5471 or by E-mail at qps_consultation@ogcio.gov.hk. Confirmation of the registration will be notified by email a few days before the briefing.