



澳門特別行政區政府
Governo da Região Administrativa Especial de Macau
人才發展委員會
Comissão de Desenvolvimento de Talentos

Introduction to ‘Five-Year Action Plan of the Medium and Long-Term Talent Cultivation of Macao’ (hereafter referred to as the ‘Action Plan’)

1. Formulation of the Action Plan

Working in tandem with the directions of nurturing talent in the first ‘Five-Year Development Plan’ of Macao SAR to implement the medium-term measures as planned, the Talents Development Committee collected in the fourth quarter of 2016 the ideas and opinions from Committee members in terms of talent planning assessment, nurturing of talent, and return of talent. The Talents Development Committee then commissioned a research institution to further consolidate and analyse the ideas and opinions, which laid the foundation for the feasibility of the Action Plan, and formulated the Action Plan in its preliminary form in March 2017.

As the preliminary Action Plan, approved in the Talents Development Committee’s regular general assembly in May 2017, covered certain areas responsible by other public departments/institutions, the Committee solicited before August 2017 opinions from the entities involved, which include: Macao Foundation, Science and Technology Development Fund, Tertiary Education Services Office, Education and Youth Affairs Bureau, Monetary Authority, Macao Economic Services, Macao Trade and Investment Promotion Institute, Cultural Affairs Bureau, Labour Affairs Bureau, Public Administration and Civil Service Bureau, University of Macao, Macao Polytechnic Institute, Institute For Tourism Studies, Macau University of Science and Technology, City University of Macau and so on. Thanks to the support and supplementary advice from the entities above, the Talents Development Committee has finally compiled the ‘Five-Year Action Plan of the Medium and Long-Term Talent Cultivation of Macao’ (‘Talent Cultivation Action Plan of Macao’), facilitating the orderly implementation of the measures in talent cultivation.

2. Objectives and Steps of Formulation

2.1. Objectives

The Action Plan is formulated with the dual-track approach, namely ‘top-down approach’ and ‘bottom-up approach’. The Talents Development Committee has started with the talent development strategy covered in the Five-Year Development Plan of the SAR Government, which formed its basis of formulating measures in talent cultivation, and formulated the Action Plan after listening to the opinions from the Committee members as well as the responsible departments. The responsible departments/institutions then carry out the measures/projects as set out in the Action Plan to develop various types of talent, observing the overall development plan of the Macao SAR.

The following types of talent are to be developed progressively through the Action Plan: talent in short supply in the key industries, talent needed for the development of diversified industries, talent in finance and insurance industries, Chinese-Portuguese bilingual talent, talent in marine economy, elites, professionals and application-oriented talent, talent returning from overseas, talent in innovative technologies, talent specialising in competitions as well as talent in public administration.



澳門特別行政區政府
Governo da Região Administrativa Especial de Macau
人才發展委員會
Comissão de Desenvolvimento de Talentos

2.2. Steps of Formulation

1. The talent development strategy explained
2. Measures/projects suggested for talent development
3. Feasibility of the measures/projects reviewed
4. Opinions solicited from the relevant departments
5. Formulation of the Action Plan

3. Highlights of the Action Plan

The Action Plan is divided into 19 development strategies and 45 measures/projects, which are to be held responsible and executed by the Talents Development Committee and the relevant institutions/departments. The 45 measures/projects are classified into two areas:

(1) 24 measures responsible by relevant institutions/departments: Talent development will be facilitated with measures implemented by 15 public departments/institutions responsible for nurturing talent, which involve talent cultivation, subsidies, collaboration, research and introduction of mechanisms. The Talents Development Committee will then follow up on the implementation progress.

(2) 21 measures under the responsibility or with the participation of the Talents Development Committee: The measures are to be carried out by the three task forces of the Committee: Task Force of Planning and Evaluation, Task Force of Talents Training Programme and Task Force of Encouraging Talents to Return to Macao.

3.1. Talent Planning Assessment (18 Measures)

Eleven measures have already been launched or are being continuously pushed forward by the Talents Development Committee or relevant departments/institutions as of now, six measures to be launched or pushed forward in 2018 and three after 2018. Two of the measures serve to continue the previous ones.

All the said measures aim at gradually forming a stable mechanism of talent development to enable the orderly implementation of measures in nurturing talent and encouraging their return, mainly with continuous tasks involving research on the forecast of demands for scarce talent, the establishment and enhancement of a talent database, as well as the search for scientific data and data regarding certificates and professional qualifications. These continuous tasks include:

1. On the basis of the completed research on the talent demand in gaming, retail, hotel, catering and MICE industry, research projects on the talent in other industries, such as those just finished for finance and construction industries, will be launched with the talent demand considered for the acceleration of Macao's 'One Centre, One Platform' development. The major measures include: database setup for high-in-demand talent based on the data collected from the said research projects, establishment of an online information collection platform with an updating mechanism, and timely announcement of information on the said talent.



澳門特別行政區政府
Governo da Região Administrativa Especial de Macau
人才發展委員會
Comissão de Desenvolvimento de Talentos

2. A talent database will be established and enhanced to encourage registration of talent from different industries. The major measures include: consistently vigorous efforts in facilitating the talent database setup and data analysis, inclusion of statistics related to the applications for the ‘Incentive Programme for Citizens to Obtain Certifications’ and announcement of the talent database annual reports.
3. Efforts will be made in facilitating cultivation of talent in finance and insurance industries, marine economy, innovative technologies as well as those proficient in both Chinese and Portuguese. The major measures include: research on planning the cultivation of talent based on the development of emerging industries, research on teaching modes which help foster students’ innovative way of thinking as well as the proposals on such teaching reform.
4. A competitive mechanism will be formed for nurturing talent with consistent promotion of the industry-university-research collaboration. The major measures include: promotion of the industry-university-research integrated approach by encouraging collaboration between private universities and industries, as well as collaboration plans to be pushed forward with scientific research funds to subsidise universities and enterprises.
5. An accreditation system will be established with orientation towards talent demands of the industries to facilitate development of professionals and application-oriented talent. The major measures include: progressive communication with local industry associations to understand the demands of industries for different professional qualifications, as well as continuous collection of statistical data regarding certificates and professional qualifications.
6. A review will be conducted for the current mechanism of encouraging and sponsoring teenagers to join international or regional academic exchanges and competitions. The major measure includes obtaining information on the competitions from relevant departments.

3.2. Talent Cultivation (16 Measures)

Fifteen measures have already been launched or are being continuously pushed forward by the Talents Development Committee or relevant departments/institutions as of now, and one measure to be launched or pushed forward in 2018. The talent cultivation measures will be implemented with the tasks involving the systems of scholarships and loans, introduction of experts and scholars, mentorship by teachers and peers and encouragement for accreditation. The tasks include:

1. A scholarship system will be added and tertiary institutions will be encouraged to expand their students’ horizons by introducing internationally renowned experts and scholars. The major measures include: increase in the ceilings of existing scholarships and loans, establishment of special scholarships for nurturing talent needed for



澳門特別行政區政府
Governo da Região Administrativa Especial de Macau
人才發展委員會
Comissão de Desenvolvimento de Talentos

Macao's social development, increase in subsidies to students admitted to top world-ranked universities as well as encouragement to institutions to invite famous academic experts from overseas to hold talks or teach in Macao.

2. Great importance will be attached to mentorship by teachers, peers and experienced practitioners, and more learning and internship opportunities created to help talent in various disciplines. The major measures include: introduction of mentorship programmes involving teachers, peers and experienced practitioners, provision of diverse internship opportunities through agreements with well-known overseas organisations, encouragement to young scholars to visit famous universities or international organisations for academic exchanges, opportunities for young scholars to participate in international or regional research projects, more internship and exchange opportunities for civil servants, encouragement to tertiary institutions to arrange internships in Portuguese-speaking countries for their students as well as to enterprises to provide overseas on-the-job training opportunities for their employees.
3. Residents will be encouraged to upgrade their professional skills with seamless integration of 'training, accreditation and application' by obtaining the respective certificates and licences. The major measures include: establishment of the platform for information on professional certificates and licences, launch of incentive schemes for accreditation, encouragement to tertiary institutions to run certificate courses as well as to enterprises to collaborate in training and assisting staff in obtaining certificates.

3.3. Return of Overseas Talent (11 Measures)

Five measures have already been launched or are being continuously pushed forward by the Talents Development Committee or relevant departments/institutions as of now, one measure to be launched or pushed forward in 2018 and seven after 2018. Two of the measures serve to continue the previous ones. The strategy of attracting the return of talent in the Action Plan has already included suggestions made according to related topical research. In the Action Plan, the eleven measures attracting the return of talent focus on the directions of providing information, facilitating close contact, enhancing systems and creating opportunities.

1. Providing information on living in Macao as well as its development and job opportunities to talent who intend to return to the city. The major measure includes the establishment of a one-stop platform for such information.
2. Facilitating close contact with Macao talent living overseas through a variety of effective channels. The major measures include promotion of talent registration services by creating celebrity effect and strengthened contacts with Macao talent living overseas.
3. Enhancing systems with better policies for overseas talent's return to Macao. The major measures include adjustment of examination requirements for civil service



澳門特別行政區政府
Governo da Região Administrativa Especial de Macau
人才發展委員會
Comissão de Desenvolvimento de Talentos

openings and research on establishing a talent assessment system.

4. Creating Opportunities and raising the possibility for overseas Macao talent to return by increasing their interaction with Macao society. The major measures include: encouragement to overseas Macao talent to share experiences and to provide short-term services, such as retired veteran professionals to share experiences or provide technical guidance; as well as enhancement of learning experience for overseas Macao students to return for career development.