

香港社會服務聯會

向立法會福利事務委員會 (2017.6.12 會議) 提交的
「2015/16 年度受資助社福機構主管的報酬水平」
研究結果重點撮要

香港社會服務聯會 (社聯) 及受資助機構認同透明度和公眾問責的重要性。相關機構已按照行政署給予所有政府部門有關提升受資助機構薪酬透明度的指引，向社會福利署提交最高三層職員薪酬檢討報告，而社會福利署亦會於 2017 年 6 月 30 日前，透過署方網頁向公眾披露有關報告。

為了促進業界、公眾及議員了解社福機構主管報酬的普遍情況，進一步提升業界透明度，社聯邀請香港人力資源管理學會進行獨立研究。85 間接受社署整筆撥款津助的社聯會員機構參與是次調查，它們的整筆撥款津助額佔社署整體整筆撥款津助額的七成半 (參看表一)。隨本文件附上香港人力資源管理學會撰寫的研究報告，以下為研究結果重點撮要及分析。

1. 在整筆撥款制度下，制定員工薪酬的政策由機構的董事會負責。回覆問卷顯示，全部 100% 機構的主管薪酬均由董事會按其機構政策而訂定，而非由主管本人決定；其中 15% 的董事會在政策制訂過程中有諮詢內部高級管理人員或外間顧問。
2. 以下簡述不同規模受資助機構的主管報酬。由於現金或非現金津貼是人力資源政策的一般組成部份，因此以下顯示其整體實質工資而非個別組成部份。(參看表四及表五)
 - 2.1 對於年度總開支低於 2 千萬港元的小型機構，在 2015/16 年度，主管年度實質工資的 25、50、75 百分值分別為 58.2 萬、71.8 萬及 88.9 萬港元。任職於這類機構的主管，一般由於沒有資源聘用行政管理人員及最高級督導人員，一般會由其本人作為機構主管兼任專業督導人員，然而他們的薪酬仍未達到公務員職系社會工作主任水平。
 - 2.2 總開支在 2 千萬至 1 億港元之間的中型機構，主管年度實質工資的 25、50、75 百分值分別為 76.5 萬、97.4 萬及 107.0 萬港元，接近公務員職系高級社會工作主任的水平，但這個水平未及二級校長 (管理 15 至 23 班中學) 的薪酬。
 - 2.3 總開支在 1 億至 5 億港元以上的大型機構，主管年度實質工資的 25、50、75 百分值分別為 114.5 萬、131.3 萬及 152.4 萬港元，與公務員職系總社會工作主任或一級校長 (管理 24 班或以上中學) 的薪酬相若。當中，四成機構的年度收入為 1 至 3 億港元，三成為 3 至 5 億元，另外三成為年度收入 5 億元以上的機構。

3. 機構主管不僅肩負行政管理工作，亦負責帶領與督導跨專業團隊，包括社工、幼兒工作者及各種專職醫療人員，推動機構服務發展及策劃，代表機構與政府、社區、撥款機構及業界聯繫，促進社會接納及支持社會福利服務發展。儘管機構主管的職能和責任重大，但普遍來說，他們獲得的整體報酬待遇低於政府或相關界別的公務員或管理人員。（參看表六）
4. 部份機構因應不同人力資源政策，將報酬劃分不同組成部份，包括現金或非現金津貼等，甚至有可能將基本薪金的一部份從薪酬劃分出來，作為表現獎勵。就有提供「現金津貼」的機構而言，提供表現獎勵的機構有 11%、醫療津貼的有 6%，約滿酬金的有 5%。數字反映情況並不普遍，而現金及非現金津貼的金額總和，約佔整體報酬不到 3%。即使連同公積金僱主供款（佔整體薪酬 9%），福利機構主管的津貼及福利佔整體薪酬比例 12%，只是其他界別的高級行政人員 24% 的一半（香港人力資源管理學會提供資料）。另外，提供津貼是機構政策，津貼不是為機構主管而設，機構內其他職級人員亦按政策訂明的條件獲得同樣的津貼。（參看表七）

表一 受訪機構規模的分佈

機構規模 (年度收入 - 港元)	百分比	年度收入 - 港元	百分比
小型機構 (2000 萬以下)	35%	1000 萬以下	15%
		1000-2000 萬	20%
中型機構 (2000 萬至 1 億)	28%	2000-5000 萬	16%
		5000 萬 - 1 億	12%
大型機構 (1 億以上)	37%	1 億 - 3 億	15%
		3 億 - 5 億	11%
		5 億以上	11%

研究以問卷形式進行，涵蓋 2015 至 16 年度，接受社署整筆撥款津助的社聯會員機構。回覆問卷合共 85 間機構，回覆率為六成，而它們獲得的整筆撥款津助佔當年整體的 75%。以營運規模而言，小型（年度收入 2 千萬港元以下）、中型（年度收入 2 千萬至 1 億港元）及大型（年度收入 1 億港元以上）機構，分別佔 35%、28%、37%。在年度收入 1 億港元以上的大型機構中，四成年度收入為 1-3 億港元，三成為 3-5 億港元，另外三成超過 5 億港元。

表二 機構主管全年整體報酬水平 (包括基本薪酬、公積金、現金及非現金津貼)

	平均 萬港元	25%百分值 萬港元	中位數 萬港元	75%百分值 萬港元
小型機構 年度收入 2 千萬港元以下	79.5	59.6	77.4	97.6
中型機構 年度收入 2 千萬至 1 億港元	101.8	82.5	107.2	121.6
大型機構 年度收入 1 億港元以上	153.1	125.0	149.4	168.7

研究主要詢問機構主管在 2015 年 4 月至 2016 年 3 月的全年整體報酬水平。整體報酬包括基本薪酬、公積金、現金及非現金津貼。按人力資源學會的專業意見，不同機構可能因應不同人力資源政策，將報酬劃分不同組成部份，因此整體報酬最能反映機構為員工提供所有報酬的總和。

表三 僱主為機構主管提供的公積金供款

	25%百分值 萬港元	中位數 萬港元	75%百分值 萬港元
小型機構 年度收入 2 千萬港元以下	2.5	4.5	11.1
中型機構 年度收入 2 千萬至 1 億港元	4.9	10.5	15.7
大型機構 年度收入 1 億港元以上	8.9	16.0	20.1

機構主管的年資平均為 26.6 年。而他們在現職崗位工作的時間平均為 12 年，其中四分之一的主管在現職的任職期更超過 20 年。僱主的公積金供款平均為他們基本薪金的 11.6% (小、中、大型機構分別為 10.4%、12.3%、12.1%)。

表四 機構主管全年實質工資水平 (包括基本薪酬、現金及非現金津貼)

	25% 百分值 萬港元	中位數 萬港元	75% 百分值 萬港元
小型機構 年度收入 2 千萬港元以下	58.2	71.8	88.9
中型機構 年度收入 2 千萬至 1 億港元	76.5	97.4	107.0
大型機構 年度收入 1 億港元以上	114.5	131.3	152.4

僱主的公積金供款百分比是因應年資及入職時期有差異，因此難以比較。在是次調查，人力資源學會採用整體報酬減去公積金供款部分，以掌握實質工資 (take home salary) 的狀況，即基本薪酬、現金及非現金津貼的總和。

表五 機構主管實質工資、公務員 / 教育界管理人員的薪酬

	機構主管實質工資 25% 值 / 中位數 / 75% 值 (2015/16 年度全年基本薪酬、現金及非 現金津貼總和)	公務員相關職位薪級 (2015/16 年度 全年薪酬) 未計算公積金及福利	教育界相關職位薪級 (2015/16 年度全年薪酬) 未計算公積金及福利
小型機構主管 負責管理 年度收入 2 千萬港元以下機構	58.2 / 71.8 / 88.9 萬港元	社會工作主任 34-39 點 (75.7 - 93.2 萬港元)	首席學位教師 34-39 點 (75.7 - 93.2 萬港元)
中型機構主管 負責管理 年度收入 2 千萬至 1 億港元機構	76.5 / 97.4 / 107.0 萬港元	高級社會工作 主任 40-44 點 (97.2 - 114.3 萬港元)	二級校長 40-44 點 (97.2 - 114.3 萬港元)
大型機構主管 負責管理 年度收入 1 億港元以上機構 其中，40% 為 1-3 億港元， 30% 為 3-5 億港元， 另外 30% 為 5 億港元以上	114.5 / 131.3 / 152.4 萬港元	總社會工作主任 45-49 點 (121.9 - 140.5 萬港元)	一級校長 45-49 點 (121.9 - 140.5 萬港元)

為協助公眾了解主管總薪酬的水平，本會採用公務員相關職位薪級及教育界相關職位薪級作為參考工具。相關資料只作參考用途，公務員總薪級表列出相關職位起薪及最高點，不能與調查中的 25% 值 / 中位數 / 75% 值作直接比較。不同界別的专业性質亦有不同，亦不能直接比較。

表六 機構主管的職責

	負責管理經費	負責管理員工數目 (平均數)	負責管理服務單位數目* (平均數)
小型機構	年度收入 2 千萬港元以下	56 人 (包括 34 名專業人士及 23 名其他員工)	3 所
中型機構	年度收入 2 千萬至 1 億港元	126 人 (包括 51 名專業人士及 75 名其他員工)	13 所
大型機構	年度收入 1 億港元以上	1006 人 (包括 361 名專業人士及 645 名其他員工)	56 所

根據人力資源管理學會的意見，制訂主管人員的薪酬，最重要的考慮因素是其職責及所需的專業技能，包括負責管理的經費及職員數目。根據社聯社會服務機構總覽的記錄，在 140 所受社署整筆撥款津助的社聯會員機構之中，有 131 所有提交服務單位數目的數據。當中小型機構、中型機構及大型機構負責管理服務單位數目的平均數分別是 3 所、13 所及 56 所。

機構主管的職能不僅肩負行政管理及帶領與督導專業團隊，推行專業服務，其工作範疇包括機構整體服務發展策劃、持續改善服務質素、人力資源管理、財務監控、風險責任管理、內部審計及管控、與不同伙伴協作等等。而服務團隊的專業背景，並非單一專業，除了註冊社工外，還有註冊及登記護士、物理治療師、職業治療師、言語治療師、臨床心理/教育心理學家、幼兒工作者等等。

表七 機構主管的現金及非現金津貼

	津貼類別	主管獲有關津貼的機構	有關津貼的現金價值 (萬港元)	其他同事獲同樣的津貼的機構
現金津貼	表現獎勵 / 花紅	11%	4.4	12%
	醫療津貼	6%	0.1	5%
非現金津貼	約滿酬金	5%	9.5	5%
	醫療或牙科保險	41%	非現金津貼	
	培訓津貼	5%	全部合共 0.8 萬港元	

在整體報酬的組成中，部份機構有提供現金津貼 (包括提供表現獎勵 / 花紅的有 11%、醫療津貼的有 6%、約滿酬金的有 5% 等) 及非現金津貼 (包括提供醫療或牙科保險的有 41%、培訓津貼的有 5%)，然而情況並不普遍。而現金及非現金津貼的總和，約佔整體報酬 3%。相關津貼不單專為機構主管而設，機構內其他同事亦獲得同樣的津貼。

2017 年 6 月 9 日

Appendix

Survey on Pay Level and Allowances of Heads of Agencies

conducted by HONG KONG INSTITUTE OF
HUMAN RESOURCE MANAGEMENT (HKIHRM)



Survey on Pay Level and Allowances of Heads of Agencies

Full Report

May 2017

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1. Research Objectives

Research Objectives

- To measure the annual base pay of heads of agencies
- To gauge other provisions in the remuneration package of heads of agencies including cash allowances, non-cash based benefits and employer's provident fund contributions

2. Methodology & Response Rate

Methodology & Response Rate

- Data collection : self-administered structured questionnaire
- Target respondents : All HKCSS member agencies receiving Lump Sum Grant Subventions from Social Welfare Department
- Fieldwork period : 03 - 26 April 2017
- Sample size : N = 85
- Response rate : 60.7%

3. Definitions

Definitions - 1

Head of Agency (HOA) : refers to the most senior paid executive in a social service agency which receives subventions of “Lump Sum Grants” from the Social Welfare Department. The Head of Agency is generally defined as the executive head of the NGO, who is directly responsible to the NGO Board / Management Committee.

Annual Base Pay : 12 months’ salary excluding other cash allowances.

Total Remuneration : Annual base pay, cash allowances, non-cash based benefits, employer’s provident fund contributions.

Number of Employees : Includes the Head of Agency & restricted to social services only, including both Lump Sum Grant & non-LSG services but excluding non-social services & aided schools.

Category A Employees : Social workers, child care professionals, psychologists, medical & paramedical practitioners.

Category B Employees : All employees other than those in Category A



Definitions - 2

25th Percentile (25P) : refers to the limit under which the bottom 25% of remuneration practices are located. 25% of participants pay less than this level and 75% pay more.

Median : refers to the limit that divides the remuneration practices into two equal groups of 50% with 50% of practices paying more and 50% paying less.

75th Percentile (75P) : refers to the limit above which the top 25% of remuneration practices are located. 75% of participants pay less than this level and 25% pay more.

Average : refers to the sum of all the reported values of a measure and dividing it by the count of reporting participants

Base : refers to the total number of participants providing data for a particular measure.

Data period : April 1, 2015 – March 31, 2016*

Definitions - 3

Scale of Operation of Agency

Small - agencies with annual income under HK\$20 million

Medium - agencies with annual income from HK\$20 million to under HK\$100 million

Large - agencies with annual income of HK\$100 million or above



4. Reporting Thresholds of Statistics



Reporting Threshold of Statistics

The minimum amounts of data required in order to report standard statistics are as follows :

Reporting Statistics	Threshold*
25 th percentile	9
Median	4
75 th percentile	9
Average	4

* Minimum number of responses needed in order to report respective statistics



5. Survey Findings



5.1 Annual Base Pay



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Annual Base Pay by Scale of Operation of Agency

Annual Base Pay (\$ in thousand)	25P	Median	75P	Average	Base
ALL participating agencies	725	962	1,177	987	85
Scale of Operation (annual income \$)					
Small	567	689	834	699	30
Medium	755	951	1,060	901	24
Large	1,123	1,209	1,523	1,332	31



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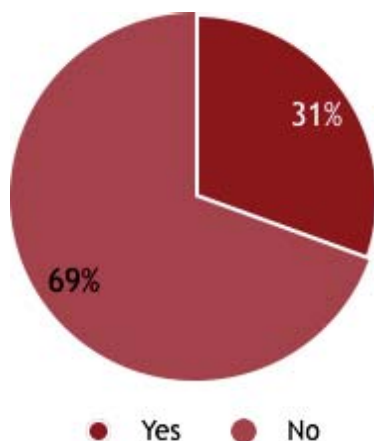
5.2 Cash Allowances



Provision of Cash Allowances

Slightly under one third of the surveyed agencies provided some form of cash allowances to their HOA.

Any Cash Allowances included in Remuneration Package of Head of Agency



Base : All participating agencies, N=85

Cash Allowances included in HOA's Remuneration Package (% of Yes)	
ALL AGENCIES	31%
Scale of Operation	
Small	38%
Medium	23%
Large	38%

Base : Scale of operation : Small N= 30, Medium N=24, Large N=31



Annual Total Value of Cash Allowances by Scale of Operation of All Participating Agencies

Annual Total Value of Cash Allowances (\$ in thousand)	25P	Median	75P	Average	Base
ALL participating agencies	0	0	5.5	25.6	85
<i>Scale of Operation (annual income \$)</i>					
Small	0	0	5.9	25.7	30
Medium	0	0	1.8	15.4	24
Large	0	0	2.9	33.3	31



Annual Total Value of Cash Allowances by Scale of Operation of Agencies with such Provisions

Annual Total Value of Cash Allowances (\$ in thousand)	25P	Median	75P	Average	Base
Agencies with such provisions	7	30	117	84	26
<i>Scale of Operation (annual income \$)</i>					
Small	7	29	61	77	10
Medium	11	35	79	62	6
Large	6	50	146	103	10



Cash Allowances Available to HOA By Scale of Operation of All Participating Agencies

Cash Allowances Available to HOA	ALL Participating Agencies	Scale of Operation (annual income \$)		
		Small	Medium	Large
BASE	85	30	24	31
Performance reward / Bonus	11%	7%	13%	13%
Medical allowance / subsidy	6%	10%	0%	6%
Gratuity	5%	7%	4%	3%
Responsibility allowance	4%	0%	4%	6%
Housing allowance	1%	3%	0%	0%
Hardship allowance	1%	3%	0%	0%
Entertainment expenses	1%	0%	0%	3%
45週年活動獎賞	1%	0%	4%	0%
安康獎	1%	0%	4%	0%
Performance responsibility Recognition Scheme	1%	0%	0%	3%
Education duty allowance	1%	0%	0%	3%
Overtime allowance	0%	0%	0%	0%



Cash Allowances also Available to Other Staff By Scale of Operation of All Participating Agencies

Cash Allowances also Available to OTHER STAFF	ALL Participating Agencies	Scale of Operation (annual income \$)		
		Small	Medium	Large
BASE	85	30	24	31
Performance reward / Bonus	12%	7%	13%	16%
Medical allowance / subsidy	5%	7%	0%	6%
Gratuity	5%	7%	4%	3%
Responsibility allowance	6%	0%	4%	13%
Housing allowance	2%	3%	0%	3%
Hardship allowance	4%	3%	4%	3%
Entertainment expenses	2%	0%	0%	6%
45週年活動獎賞	1%	0%	4%	0%
安康獎	1%	0%	4%	0%
Performance responsibility recognition scheme	1%	0%	0%	3%
Education duty allowance	0%	0%	0%	0%
Overtime allowance	2%	3%	0%	3%



Average Annual Value of Cash Allowances

<i>Cash Allowances available to HOA</i>	<i>Average Annual Value \$</i>	<i>Base*</i>
Gratuity	\$95,259	4
Performance reward / Bonus	\$44,130	9
Medical allowance / subsidy	\$978	5

* Number of participating agencies providing the allowance to HOA

Note : Cash allowances with less than four data points were not reported



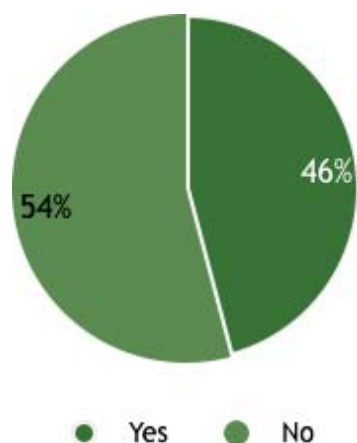
5.3 Non-Cash Based Benefits



Provision of Non-Cash Based Benefits

- 46% of surveyed agencies provided their HOA with some form of non-cash based benefits. This is higher than the incidence of provision of cash allowances (31%).

Any Non-Cash Based Benefits included in Remuneration Package of Head of Agency



Base : All participating agencies, N=85

Non-Cash Based Benefits included in HOA's Remuneration Package (% of Yes)

ALL participating agencies	46%
<i>Scale of Operation (annual income)</i>	
Small	30%
Medium	63%
Large	48%

Base : Scale of operation : Small N= 30, Medium N=24, Large N=31

Annual Total Value of Non-Cash Based Benefits by Scale of Operation of All Participating Agencies

Annual Total Value of Non-Cash Based Benefits (\$ in thousand)	25P	Median	75P	Average	Base
ALL participating agencies	0	0	2.0	8.4	85
<i>Scale of Operation (annual income \$)</i>					
Small	0	0	2.5	5.3	30
Medium	0	1.4	2.4	3.4	24
Large	0	0	1.4	15.4	31

Annual Total Value of Non-Cash Based Benefits by Scale of Operation of Agencies with such Provisions

Annual Total Value of Non-Cash Based Benefits (\$ in thousand)	25P	Median	75P	Average	Base
Agencies with such provisions	1.3	2.4	6.0	18.4	39
<i>Scale of Operation (annual income \$)</i>					
Small	3.0	5.0	15.0	17.6	9
Medium	1.5	2.0	5.7	5.4	15
Large	1.1	1.6	4.9	31.8	15



Non-Cash Based Benefits for HOA by Scale of Operation & Size of Agency

Medical / dental insurance was the most common non-cash based benefit across agencies of different scale of operation.

Non-Cash Based Benefits	Agencies with such provisions	Scale of Operation (annual income \$)		
		Small	Medium	Large
BASE	85	30	24	31
Medical / dental insurance	41%	27%	54%	45%
Training / Education	5%	7%	8%	0%
Life insurance	4%	0%	0%	10%
Staff quarters	2%	3%	0%	3%
Transportation only	2%	3%	4%	0%
Employee compensation	1%	0%	0%	3%
Staff welfare	1%	3%	0%	0%
Medical services at discounted price	1%	0%	0%	3%



5.4 Employer's Contribution of Provident Fund



Employer's Annual Provident Fund Contribution by Scale of Operation & Size of Agency

<i>Employer's Annual Provident Fund Contribution (\$ in thousand)</i>	25P	Median	75P	Average	Base
ALL participating agencies	44	108	159	106	85
<i>Scale of Operation (annual income \$)</i>					
Small	25	45	111	66	30
Medium	49	105	157	98	24
Large	89	160	201	150	31

5.5 Total Remuneration & Remuneration Mix



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Total Remuneration excluding Provident Fund by Scale of Operation of Agency

Total Remuneration * <i>(\$ in thousand)</i>	25P	Median	75P	Average	Base
ALL participating agencies	747	999	1,196	1,021	85
<i>Scale of Operation (annual income \$)</i>					
Small	582	718	889	730	30
Medium	765	974	1,070	920	24
Large	1,145	1,313	1,524	1,380	31

* Total Remuneration = Annual Base Pay + Cash Allowances + Non-cash based Benefits



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Total Remuneration by Scale of Operation of Agency

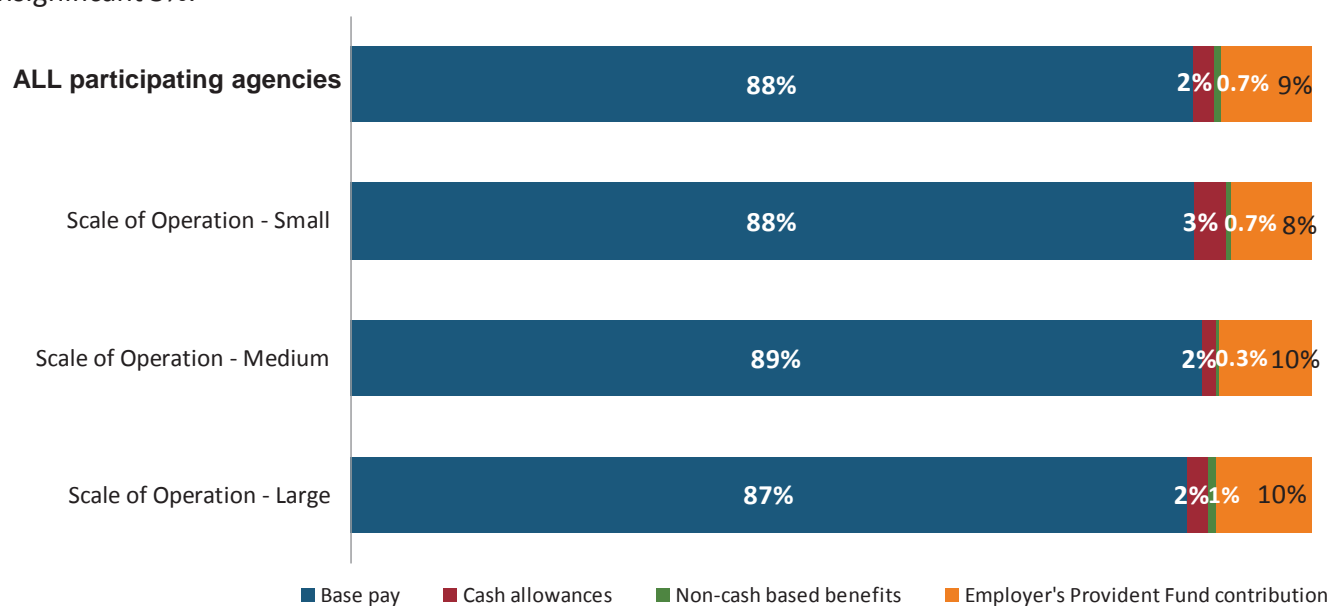
Total Remuneration * (\$ in thousand)	25P	Median	75P	Average	Base
ALL participating agencies	769	1,076	1,329	1,126	85
<i>Scale of Operation (annual income \$)</i>					
Small	596	774	976	795	30
Medium	825	1,072	1,216	1,018	24
Large	1,250	1,494	1,687	1,531	31

* Total Remuneration = Annual Base Pay + Cash Allowances + Non-cash based Benefits + Employer's Provident Fund Contribution



Remuneration Mix by Scale of Operation of Agency

Base pay took the lion's share of HOA's remuneration package (88%) while employer's provident fund contribution accounted for another 9%. Cash allowances and non-cash based benefits made up an insignificant 3%.

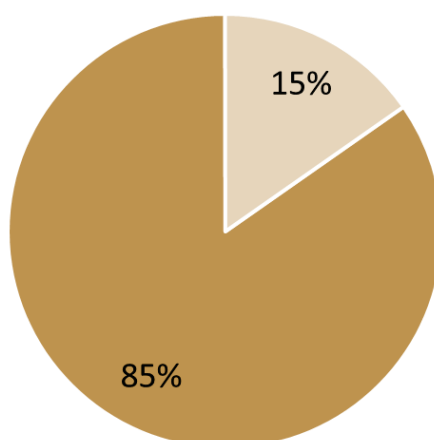


5.6 Bodies Responsible for Decisions on HOA's Remuneration



Bodies Responsible for Decisions on HOA's Remuneration

The vast majority of surveyed agencies (85%) rely solely on the Board / Management Committee when making decisions related to the HOA's remuneration.



- Board/ Management Committee only
- Board/ Management Committee in consultation with other parties*



* External consultants, senior agency executives, HOA, HR manager, service supervisor, according to MPS
Base : All participating agencies, N=85

5.7 Agency Profile



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Annual Lump Sum Grant Subventions

From April 1, 2015 to March 31, 2016, 32% of surveyed agencies received lump sum grant subventions of under HK\$10m. Another 45% received between HK\$10m and under HK\$100m while the remaining 24% were granted HK\$100m or more .

Annual Lump Sum Grant Subventions (HK\$ million)	%
Under 5	15%
5 - 9	16%
10 - 19	20%
20 - 49	16%
50 - 99	8%
100 - 199	7%
200 - 299	8%
300 or above	8%

Average Annual Lump Sum Grant Subventions
\$87.6m



Base : All participating agencies, N=85
 Note : Individual figures do not add up to sub-totals / 100% due to rounding

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Annual Income

35% of surveyed agencies were defined as having small scale of operation. Their annual income was under HK\$20m. Another 28% with medium scale of operation reported receiving annual income between HK\$20m and under HK\$100m. Large agencies with annual income of HK\$100m or above accounted for the remaining 36%.

Annual Income (HK\$ million)	%
Under 10	15%
10 - 19	20%
20 - 49	16%
50 - 99	12%
100 - 299	15%
300 - 499	11%
500 or above	11%

Average Annual Income
\$163.1m



Base : All participating agencies, N=85

Note : Individual figures may not add up to sub-totals / 100% due to rounding

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Number of Staff by Scale of Operation of Agency

Agencies that were small in scale of operation tended to have a relatively higher ratio of Category A staff than medium and large sized agencies. The latter two types of agencies registered similar ratios.

Average Number of Staff	Category A	Category B	Total	Cat A : Cat B Ratio	Base
ALL agencies	158	265	422	37 : 63	85
<i>Scale of Operation (annual income \$)</i>					
Small	34	23	56	60 : 40	30
Medium	51	75	126	41 : 59	24
Large	361	645	1,006	36 : 64	31

Base : All participating agencies, N= 85

Notes : Category A staff includes social workers, child care professionals, psychologists, medical & paramedical practitioners

Category B staff are all employees other than those in Category A

Sum of Category A and Category staff may not add up to Total due to rounding



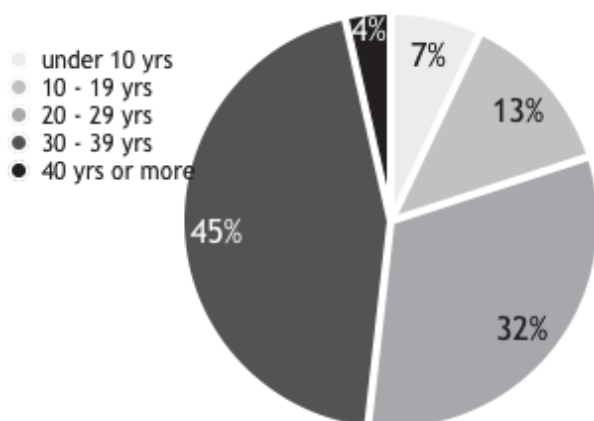
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5.8 Work Experience of HOA



Experience of HOA in Social Welfare Industry

- HOAs of the surveyed agencies are seasoned professional with an average of 26.6 years of experience in the social welfare industry.
- HOA of large agencies tended to be more experienced than those in medium and small sized ones.



Average Years of Experience in Social Welfare Industry	
ALL agencies	26.6
<i>Scale of Agency (annual income \$)</i>	
Small	22.5
Medium	28.0
Large	29.5

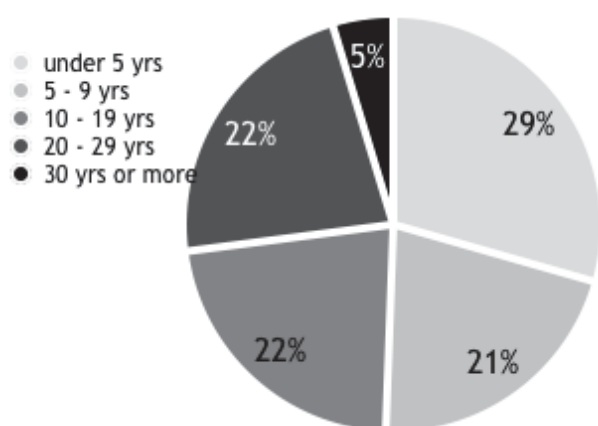
Base : Scale of operation : Small N= 30, Medium N=24, Large N=31

Average Years of Experience in Social Welfare Industry
26.6 years



Tenure of HOA

- The average tenure of the HOA of the surveyed agencies is 12.0 years.
- Over one quarter of HOA have been in the current position for 20 years or more.



Average Years as HOA
12.0 years

Average Years as HOA

ALL agencies	12.0
<i>Scale of Agency (annual income \$)</i>	
Small	12.2
Medium	13.1
Large	10.9

Base : Scale of operation : Small N= 30, Medium N=24, Large N=31



Base : All participating agencies, N=85
Note : Individual figures do not add up 100% due to rounding

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Concluding Remarks

- When evaluating the remuneration of HOA with similar positions in other industries, benchmarking with the total remuneration package is more relevant. While base pay is usually a key element, other components can sometimes account for a good portion in the package.
- Findings from 2016 HKIHRM Pay Trend Survey indicated that for top and senior employees, annual base pay accounted for 76% of total remuneration package while allowances and other benefits* took up the remaining 24%.
- For responding HKCSS agencies, annual base pay represented 88% of HOA's total remuneration while cash allowances, non-cash based benefits and employer's provident contributions together made up 12%. This shows that the remuneration package of HOAs are more skewed towards annual base pay and less reliant on other allowances and benefits than their counterparts in other industries.

* Guaranteed bonus, non-guaranteed bonus, other bonuses, allowances, pension, housing, medical, education, other listed benefits, miscellaneous

Thank You