

Insurance Training Board
保險業訓練委員會



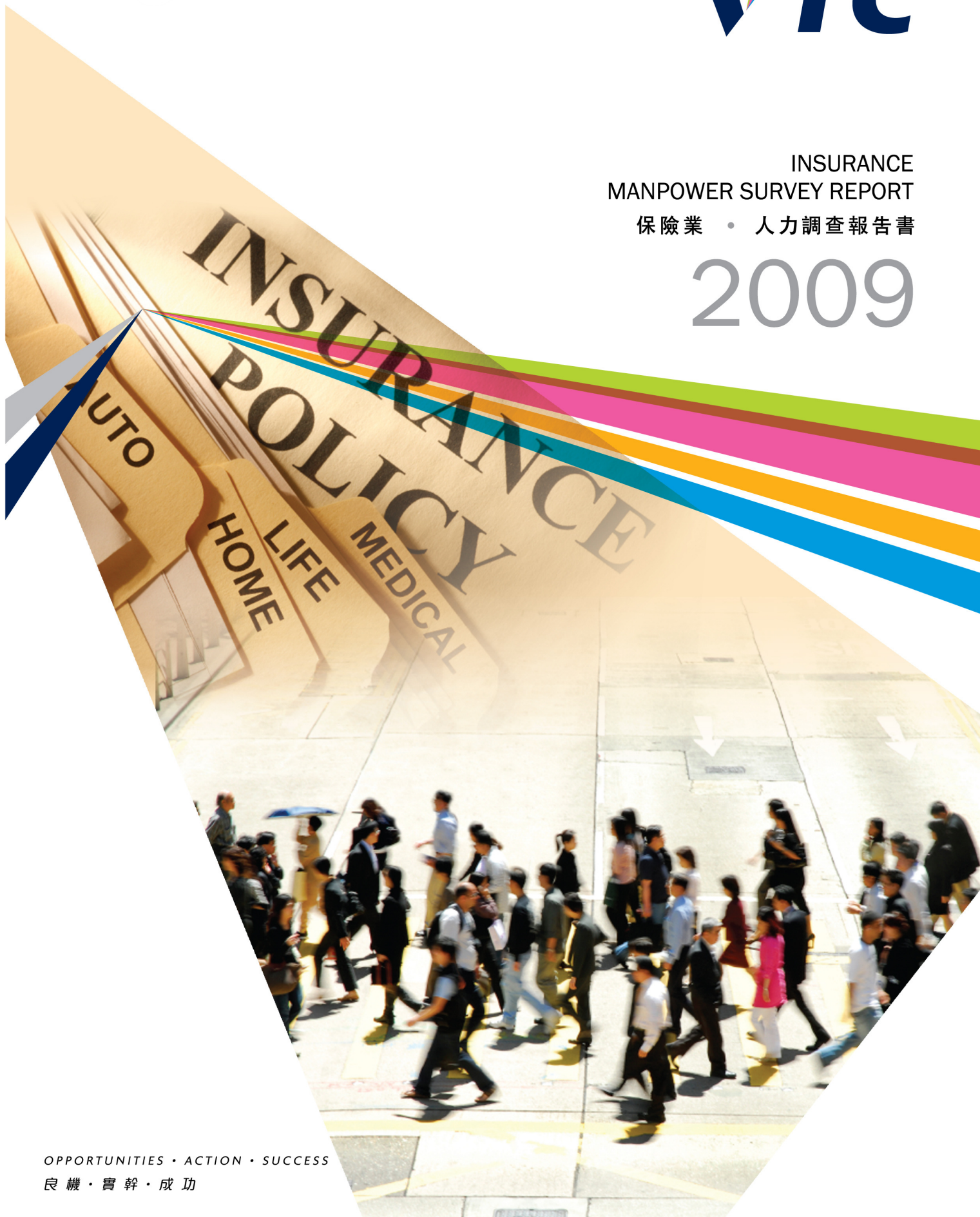
INSURANCE
MANPOWER SURVEY REPORT

保險業 • 人力調查報告書

2009

MANPOWER SURVEY REPORT 2009 INSURANCE INDUSTRY

保險業2009年度人力調查報告書



OPPORTUNITIES • ACTION • SUCCESS
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2009 MANPOWER SURVEY REPORT

INSURANCE INDUSTRY

保險業

二零零九年人力調查報告

INSURANCE TRAINING BOARD

VOCATIONAL TRAINING COUNCIL

職業訓練局

保險業訓練委員會

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The 2009 Manpower Survey Report of the Insurance Industry

Executive Summary

Background

1. The Insurance Training Board, with the assistance of the Census and Statistics Department (C&SD), conducted the 14th biennial manpower survey of the insurance industry from 12th January 2009 to 11th March 2009. Follow-up fieldwork with non-respondents was completed at the end of May 2009. After data processing by the C&SD, full sets of tabulations were available by mid of July 2009.

Purpose of the Survey

2. The survey was conducted with the following objectives:
- (a) to assess the manpower and training needs of insurance employees and insurance intermediaries¹;
 - (b) to forecast the likely growth of the insurance industry in terms of manpower and training;
 - (c) to recommend measures to meet the training needs and manpower demand of insurance employees², insurance agents and technical representatives³.

¹ An insurance intermediary can be either an insurance agent or an insurance broker. Under the Insurance Companies Ordinance (Cap. 41) (“ICO”), an insurance agent is defined as a person who holds himself out to advise on or arrange contracts of insurance in or from Hong Kong as an agent or subagent of one or more insurers (i.e. insurance companies). An insurance broker is defined under the ICO as a person who carries on the business of negotiating or arranging contracts of insurance in or from Hong Kong as the agent of the policy holder or potential policy holder or advising on matters related to insurance.

² Insurance employees are from the surveyed companies composing of life insurance, general insurance and composite insurance companies, insurance intermediaries which include insurance companies agencies, consisting also of bancassurances (i.e. banking selling insurance) registered with the Insurance Agents Registration Board (IARB) and insurance brokers.

³ A technical representative of an insurance agent is a person (not being an insurance subagent) who provides advice to a policy holder or potential policy holder on insurance matters for such insurance agent, or arrange contracts of insurance in or from Hong Kong on behalf of that insurance agent.

3. The previous manpower survey was conducted in March 2007. As requested by the Advisory Committee on Human Resources Development in the Financial Services Sector (FinMan Committee) of the Financial Services and the Treasury Bureau, the Insurance Training Board agreed to synchronize its 2009 Manpower Survey with the Banking and Finance Industry Manpower Survey and the Accountancy Manpower Survey. Survey findings of these 3 surveys are expected to provide comprehensive manpower statistics which would help the community formulate manpower training and development strategies for the entire financial services sector.

Scope of the Survey

4. Similar to the last survey, this survey covered life insurance, general insurance and composite insurance companies, insurance intermediaries which include insurance companies agencies, consisting also of bancassurances (i.e. banking selling insurance) registered with the Insurance Agents Registration Board (IARB) and insurance brokers. Stratified random sampling was then used to select a sample, which consisted of 745 companies.

5. The 745 surveyed establishments (out of total 2 632 establishments) comprised 150 insurers (42 life insurers, 91 general insurers and 17 composite insurers), 199 insurance brokers, 359 insurance company agencies and 37 bancassurances. Among the sampled insurance company agencies, 183 engaged in insurance business, 176 were alternative distributors (such as travel agents, employment agencies, car dealers etc. with employees providing insurance services or handling insurance related matters and registered with the IARB). Of the 2 632 establishments, there were 175 establishments revealed as non-insurance related establishments because their employees' job duties were not directly related to insurance (less than 50%) and thus the total number of establishments in insurance industry would be 2 457. The Insurance Training Board estimated that this manpower survey covered most part of the manpower of the insurance industry. The remaining manpower would mostly be employed by government bodies, educational institutions and companies which might have ancillary services related to insurance but were excluded in this survey.

Responses

6. From the sample of 745 companies, 622 responded, 45 refused to reply while 78 had either closed, moved or temporarily ceased operation. The effective response rate was 93.3%.

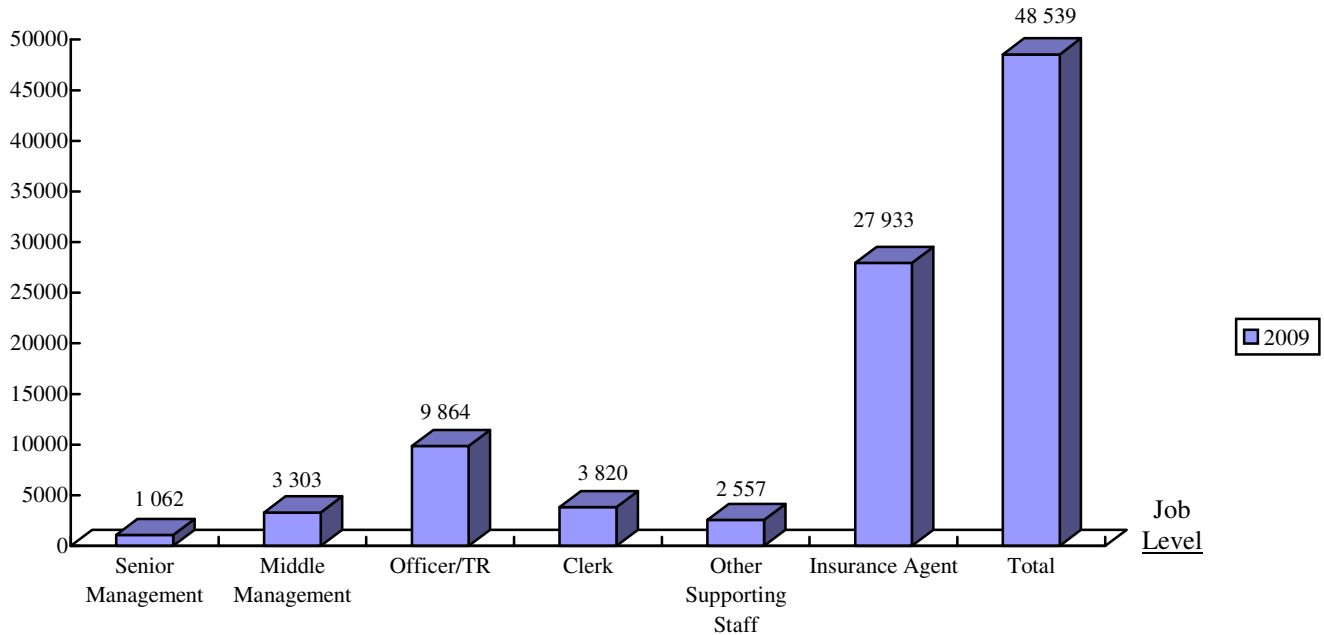
Survey Findings

Existing Workforce

7. The survey reveals that as at Jan 2009, the insurance industry had existing workforce of 48 539 people. Among them, 18 049 (37.2%) were insurance employees, 27 933 (57.5%) were insurance agents, and 2 557 (5.3%) were supporting staff members or non-insurance employees who would be excluded from subsequent analyses. The distribution of the existing workforce in the insurance industry by job level is shown in Diagram 1 below.

Diagram 1 : Distribution of Existing Workforce in the Insurance Industry by Job Level

Number of Persons



Manpower Changes in Workforce between 2007 and 2009 Surveys

8. The workforce of the insurance industry had increased slightly from 47 652 persons in 2007 to 48 539 in 2009, or +1.9% between these two Surveys. The number of insurance agents had increased by 1 126, or 4.2%, from 26 807 in 2007 to 27 933 in 2009, whilst the manpower in the officer level had increased by 597, or 6.4%, from 9 267 in 2007 to 9 864 in 2009. The manpower changes of insurance employees and insurance agents by job level in the insurance industry between 2007 and 2009 Surveys are given in Diagrams 2 and 3 respectively.

Diagram 2: Manpower Changes of Insurance Workforce between 2007 and 2009 Surveys

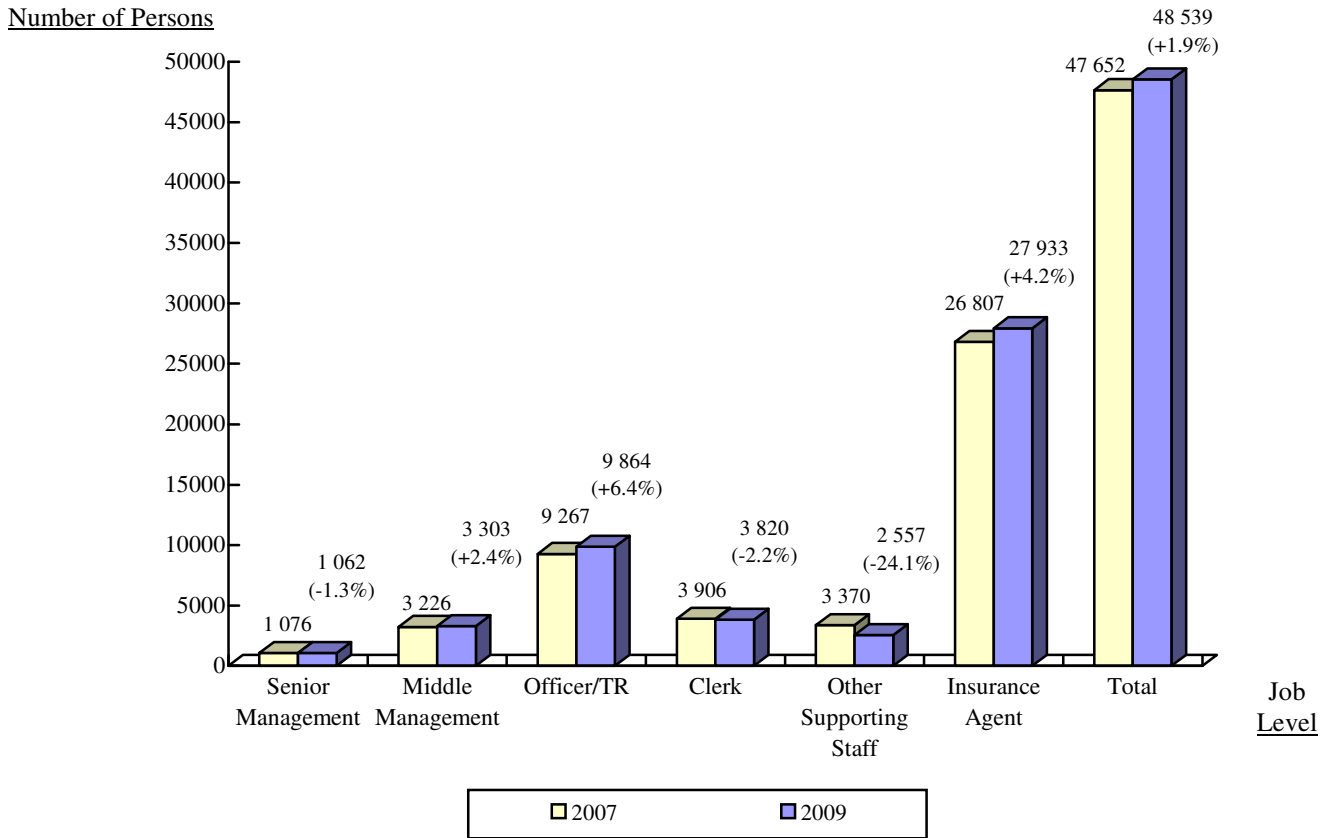
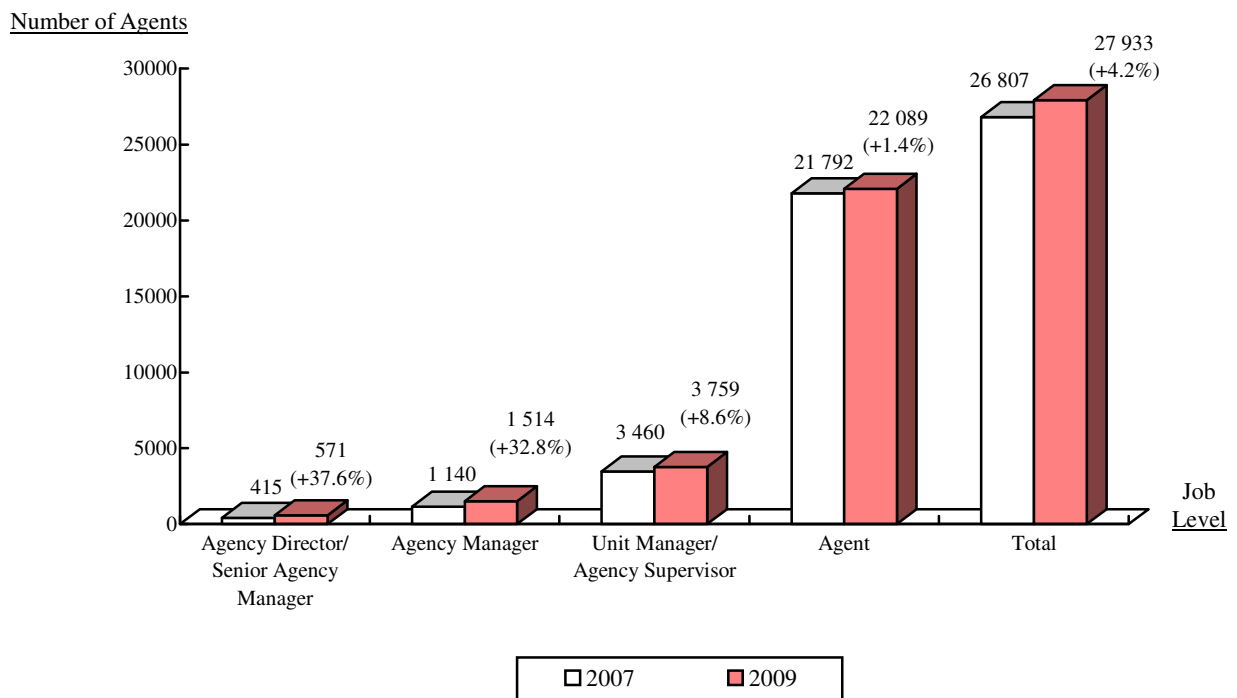


Diagram 3: Manpower Changes of Insurance Agents between 2007 and 2009 Surveys



Note : Figures in brackets denote the percentage changes of the manpower relative to 2007 at the same job level.

9. As shown in Diagram 3, there were increments across all levels of insurance agents. The highest percentage change in the total manpower of general and life insurance agents between 2007 and 2009 Surveys was the increase of agency directors/senior agency managers from 415 in 2007 to 571 in 2009, i.e. 156 people or 37.6%. More detailed analysis by dividing into general and life insurance sectors have been made in the following paragraphs.

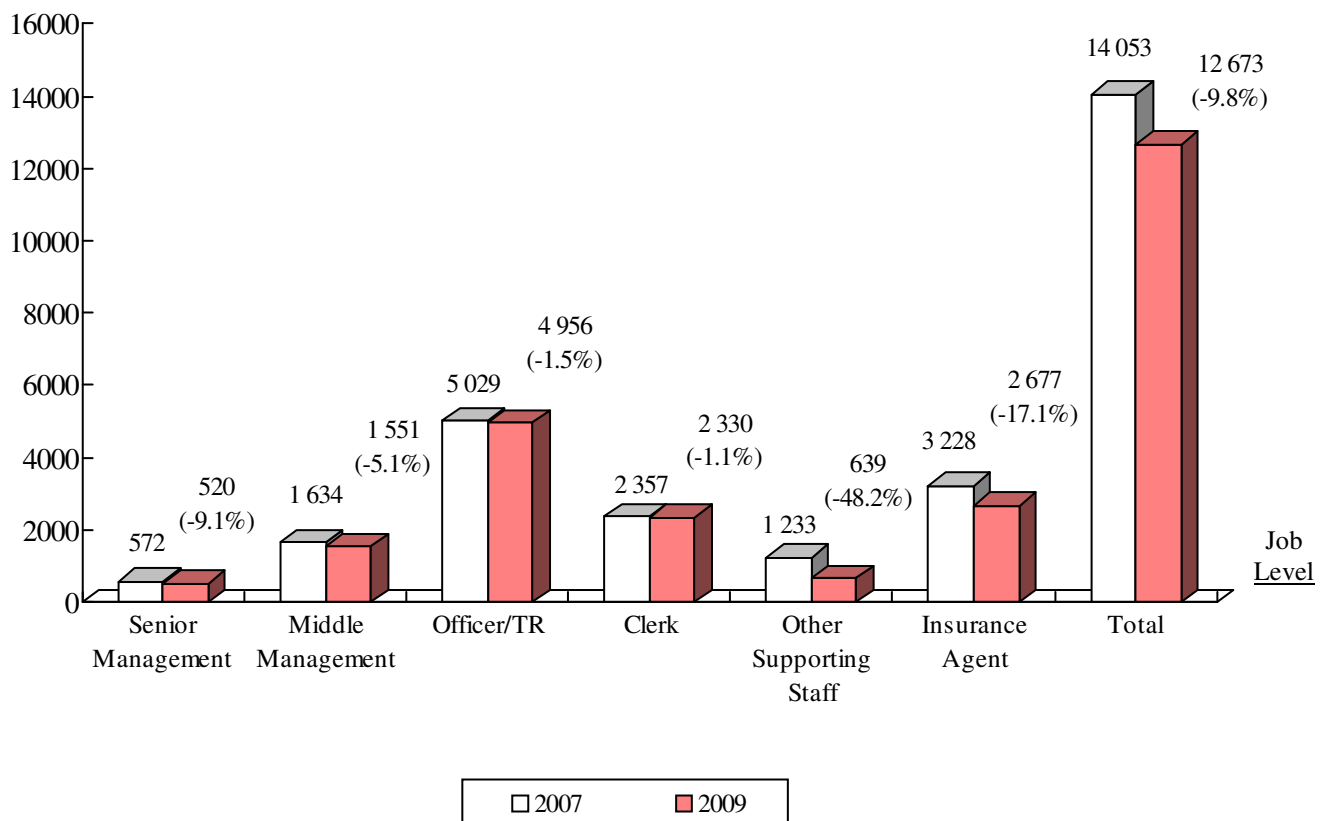
The General Insurance Sector

Manpower Changes between 2007 and 2009 Surveys

10. The manpower changes in the general insurance sector by job levels between 2007 and 2009 Surveys are summarized in Diagram 4 below. The most significant change was in the number of insurance agents who had decreased by 551 or 17.1%, from 3 228 in 2007 to 2 677 in 2009. The senior management staff had decreased by 52 or 9.1% from 572 in 2007 to 520 in 2009. It is noted that the number of employees had decreased at all levels. It is reflected that the decrease in industry profitability and the global economy downturn causing the need for manpower had decreased. In particular, the outsourcing of administrative tasks is main reason for the decrease in supporting staff manpower (-48.2%) while the new distribution channel of e-business causing less insurance agents enter into the general insurance industry.

Diagram 4: Manpower Changes of Insurance and Non-insurance Employees between 2007 and 2009 Surveys in the General Insurance Sector

Number of Employees



Note : Figures in brackets denote the changes of 2009 manpower relative to 2007 at the same job level.

Vacancies in the General Insurance Sector

11. A total of 226 vacancies in the general insurance sector were reported in this survey which are more than the number of vacancies reported in 2007 (i.e. 185 vacancies). The major increase was in the number of vacant posts for technical representatives (156 or 69% of the total 226 vacancies).

Projection of General Insurance Manpower

12. A moderate decline of 95 persons in 2010, or 0.8% decrease in comparison with the manpower of 12 256 persons in January 2009. This figure is different with the 1.7% forecast growth in the 2007 Survey. The forecast manpower requirements for the next 12 months by job levels are summarized in the following table. It is advised by the Insurance Training Board that the downturn of the global economy due to the financial tsunami had resulted in the reduction of number of employees required in general insurance industry.

	Manpower in 2009	Forecast Manpower Demand by Jan 2010	Average Annual Growth (%)
Senior Management	520	510	-10 (-2.0%)
Middle Management	1 561	1 556	-5 (-0.3%)
Officer	2 239	2 229	-10 (-0.4%)
Technical Representative	2 899	2 847	-52 (-1.8%)
Clerk	2 355	2 337	-18 (-0.8%)
Insurance Agent	2 682	2 682	0 (0%)
Total	12 256	12 161	-95 (-0.8%)

Minimum Requirement of Education/Professional Qualification of General Insurance Manpower

13. The most required minimum education/qualifications of the general insurance workforce at each job level are given in Table 1 below. General insurance employers generally preferred their staff members at senior management level and middle management to possess university or above education and/or professional qualification. Even at officer level and technical representative level, 27.2% and 19.1% of employers respectively preferred their staff to have higher diploma or associate degree education. However, the Insurance Training Board Members considered that the overall percentages of professional qualification (14.6%) seemed relatively low.

Table 1: Minimum Education/Professional Qualification Requirement of General Insurance Workforce

<u>Education/Qualification</u>	<u>Senior Management</u>	<u>Middle Management</u>	<u>Officer</u>	<u>Technical Representative</u>	<u>Clerical</u>	<u>Insurance Agents</u>
Professional Qualification	64.0%	45.4%	13.1%	13.5%	-	2.5%
University or Above	78.7%	55.4%	9.2%	0.9%	0.04%	0.4%
Higher Dip./Asso. Degree or Equivalent	8.5%	28.9%	27.2%	19.1%	0.9%	-
Diploma/Higher Cert./Cert. or Equivalent	-	1.2%	19.2%	5.7%	18.1%	6.9%
Matriculation	-	0.6%	11.5%	12.5%	8.8%	-
Secondary 5 or Equivalent	1.5%	1.8%	9.8%	59.5%	55.7%	88.5%

Minimum Requirement on Year(s) of Experience of General Insurance Workforce

14. Most employers required their staff at senior management level to possess 5 to more than 10 years of working experience. The requirements for officers and technical representatives were mostly from 1 to 5 years. For agents, the requirement varied from less than 1 year to 5 years, with the majority in the bracket of 1 to 2 years. It is noted that Unspecified/Refused percentages are relatively high, showing that respondents are not too willing to disclose such information.

Average Monthly Income Range of General Insurance Workforce

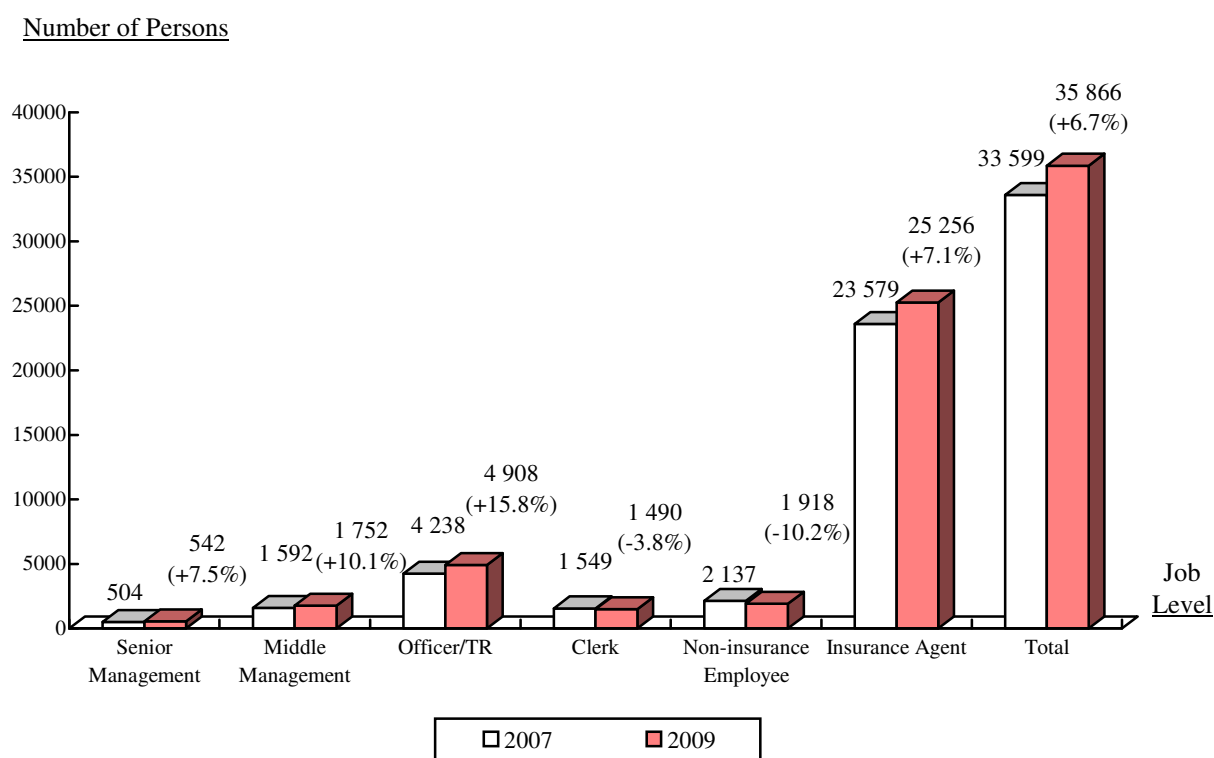
15. The term “monthly income” used in the survey includes basic salary, overtime, bonus, housing allowance, cost-of-living allowance and meal allowance. It excludes payments in kind, such as free housing. For insurance agents who are paid on commission basis, their average commission income for the month of January was taken as the monthly income. However, majority of respondents indicated “Unspecified” average monthly income range, thus, there is no sufficient data to reveal the distribution and no conclusion could be drawn in this section.

The Life Insurance Sector

Manpower Changes in Life Insurance Workforce between 2007 and 2009 Surveys

16. The manpower changes of the life insurance workforce by job level between 2007 and 2009 Surveys are summarized in Diagram 5 below. When compared with the findings in the 2007 Survey, the life insurance manpower in 2009 Survey (excluding the non-insurance employees) had increased at all levels except a decrease of 59 or 3.8% at the clerk level, while the greatest increase for the officers or technical representatives (an increase of 670 or 15.8 %).

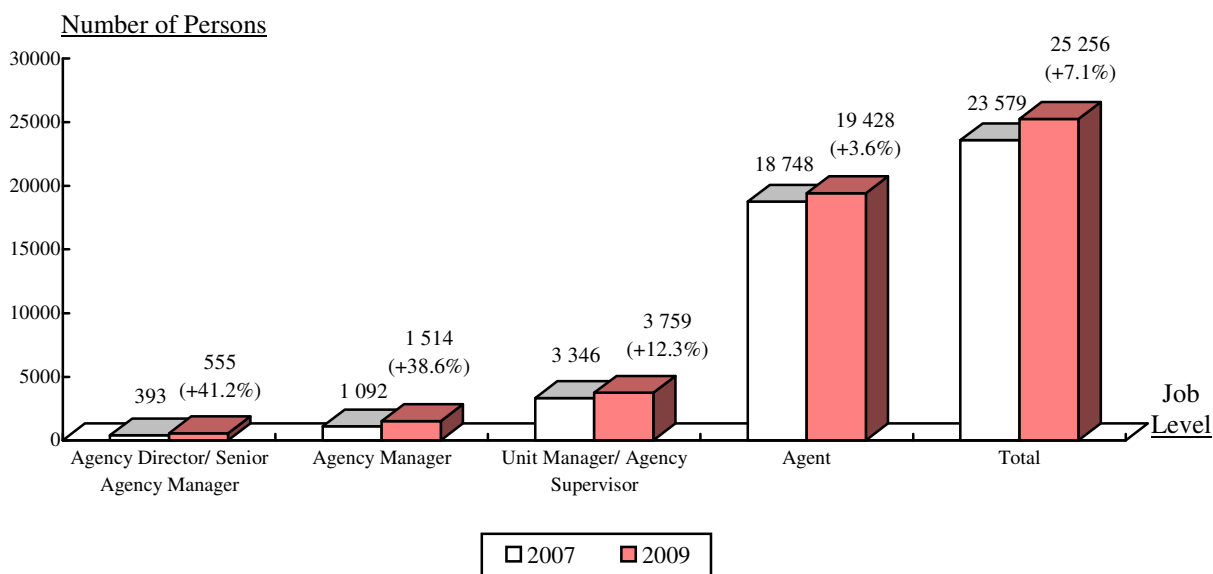
Diagram 5: Manpower Changes of the Insurance Workforce between 2007 and 2009 Surveys in the Life Insurance Sector



Note : Figures in brackets denote the percentage changes of manpower relative to 2007 at the same job level.

17. With reference to Diagram 6 below, the total number of life insurance agents had increased by 1 677, or 7.1% from 23 579 persons in 2007 to 25 256 persons in 2009. Manpower at all levels had also increased. More significantly, the number of agency director/senior agency manager had increased by 162 people, or 41.2%. The number of agency managers had increased by 422 people, or 38.6%. The number of unit manager/agency supervisor had also increased by 413 people, or 12.3%.

Diagram 6: Manpower Changes of Life Insurance Agents between 2007 and 2009 Surveys



Note : Figures in brackets denote the percentage changes of manpower relative to 2007 at the same job level.

Vacancies and Employers' Forecast of Life Insurance Manpower

18. The Survey reveals that there were 853 vacancies comprising 18 from the middle management, 25 officers, 12 clerks, 750 life insurance agents, 47 technical representatives and 1 non-insurance employee. This shows a decrease of 893 vacancies when compared with 1746 vacancies in 2007 Survey. The greatest decrease in the number of vacancies was in the life insurance agent sector which showed a drop of 555 (from 1 305 in 2007 to 750 in 2009) vacancies. A comparison of the distribution of vacancies in the life insurance agent sector between 2007 and 2009 Surveys is given in Table below. The number of vacancies reported seems low when compared with that of 2007 Survey. It is advised by the Insurance Training Board that the global financial crisis has caused significant volatility in the financial markets which hindered the organisations to hire new staff. The agent has the largest number of vacancies (627) which shows the importance of the sales force.

Table 2: Comparison of the Distribution of Vacancies in the Life Insurance Agents Sector

	<u>Number of Vacancies</u>	
	<u>2007</u>	<u>2009</u>
Agency Director/Senior Agency Manager	14	3
Agency Manager	42	7
Unit Manager/Agency Supervisor	180	113
Agent	1 069	627
Total	1 305 =====	750 =====

Projection of Life Insurance Manpower

19. A growth of 2 020 persons by Jan 2010, or 5.8% increase in comparison with the manpower demand of 34 800 persons by January 2009. The employers' forecast manpower requirements for the next 12 months by job levels are summarized as follows.

	Manpower in 2009	Forecast Manpower Demand by Jan 2010	Average Annual Growth (%)
Senior Management	542	540	-2 (-0.4%)
Middle Management	1 770	1 770	0 (0%)
Officer	2 853	2 872	+19 (+0.7%)
Technical Representative	2 127	2 123	-4 (-0.2%)
Clerk	1 502	1 502	0 (0%)
Insurance Agent	26 006	28 013	+2 007 (+7.7%)
Total	34 800	36 820	+2 020 (+5.8%)

Minimum Education/Professional Qualification Requirement of the Life Insurance Workforce

20. Survey shows that life insurance employers generally preferred their staff members at senior management level and middle management level to possess university or above education and/or professional qualification. Even at officer level, 29.7% of employers preferred their staff to have university or above education. Table 3 below shows the percentages of the minimum education/ qualification requirement of the life insurance workforce at various job levels preferred by respondents.

Table 3: Minimum Education/ Professional Qualification
Requirement of Life Insurance Workforce

<u>Education/ Qualification</u>	<u>Senior Management</u>	<u>Middle Management</u>	<u>Officer</u>	<u>Technical Representative</u>	<u>Clerical</u>	<u>Insurance Agents</u>
Professional Qualification	38.4%	24.9%	13.6%	39.9%	-	12.4%
University or Above	81.9%	74.4%	29.7%	0.2%	-	2.4%
Higher Dip./Asso. Degree or Equivalent	4.1%	10.1%	23.4%	9.6%	7.2%	-
Diploma/Higher Cert./Cert. or equivalent	-	0.2%	10.3%	3.0%	6.1%	-
Matriculation	-	0.7%	5.7%	13.8%	4.0%	1.8%
Secondary 5 or Equivalent	-	0.2%	17.4%	62.2%	69.9%	70.9%

Minimum Requirement on Year(s) of Experience of Life Insurance Workforce

21. The survey findings show that most employers required their staff at senior management level to possess 5 to more than 10 years of working experience. The requirement for officers was mainly from 2 to 5 years. For technical representatives, the requirement was mostly from 1 to 2 years. For agents, the requirement varied from less than 1 year to 2 years. Again, there was a large number of unspecified/refused replies, with the greatest number coming from the category of agent (10 841). This renders the information collected not very meaningful.

Average Monthly Income Range of Life Insurance Workforce

22. Similar to general insurance sector, majority of respondents indicated “Unspecified” average monthly income range for life insurance personnel, thus, there is no sufficient data to indicate the distribution and no conclusion could be drawn in this section.

Staff Turnover in the Insurance Industry In the Past 12 Months

23. Table 4 below shows the staff turnover statistics for the insurance industry in the past 12 months. The highest turnover rate (i.e. 14.7%) was in the clerical level, followed by the officer level (11.2%). The overall turnover rate was 6.0%.

Table 4 : Staff Turnover of the Insurance Industry in the Past 12 Months

	Managerial	Officer	Clerical	Technical Representative/ Insurance Agent	Total
Number Recruited	285	629	649	582	2 145
Number Left	292	570	568	1 390	2 820
Net Effect Increase (Decrease)	(7)	59	81	(808)	(675)
Number of People in the Job Level	4 393	5 092	3 857	33 714	47 056
Staff Turnover Rate*	6.6%	11.2%	14.7%	4.1%	6.0%

* Staff Turnover Rate in a Specified Period of Time = $\frac{\text{No. of People Left in the Specified Period of Time}}{\text{Average No. of People in the Specified Period of Time}}$

Internal Promotion

24. The Survey shows that 1 063 insurance personnel got their promotion in the past 12 months. The numbers of internal promotions in the insurance industry by branches and by job levels are summarized in Table 5 below. It indicates that the greatest number of promotions was in the rank from Agent/TR to Unit Manager/Agency Supervisor.

Table 5 : Number of Internal Promotions in the
Insurance Industry in the Past 12 Months
(1.1.2008 to 31.12.2008)

<u>Job Level</u>	<u>No. of Internal Promotions</u>
From Officer to Manager	146
From Clerk to Officer	123
From Others to Clerk	10
From Agent/TR to Unit Manager/ Agency Supervisor	660
From Unit Manager/Agency Supervisor to Agency Manager	108
From Agency Manager to Agency Director/ Senior Agency Manager	16
Total	1 063 =====

Reasons of Recruitment Difficulties

25. Establishments which had encountered recruitment difficulties reported that the three main reasons of recruitment difficulties were the same as the Survey 2007:

Reasons

1. Lack of candidates with relevant experience and training
2. Working conditions/remuneration package could not meet recruits' expectations
3. Lack of candidates with good language capabilities
 - (i) English
 - (ii) Putonghua

Projected Additional Manpower Requirements

26. A summary of the projected total additional manpower requirements in the insurance industry by Jan 2010 is given in Table 6 below:

**Table 6 : Summary of Additional Manpower Requirements
in the Insurance Industry by Jan 2010**

<u>Job Level</u>	<u>Additional Manpower Requirements in General Insurance Sector by Jan 2010</u>	<u>Additional Manpower Requirements in Life Insurance Sector by Jan 2010</u>	<u>Total Additional Manpower Requirements in Insurance Industry by Jan 2010</u>
Senior Management	-5	3	-2
Middle Management	31	54	85
Officer	64	97	161
Technical Representative	287	111	398
Clerk	55	39	94
Insurance Agent	37	3 760	3 797
Total	469 =====	4 064 =====	4 533 =====

Education/Professional Qualification Requirement of the Additional Manpower by Jan 2010

27. A summary of the required number of insurance practitioners with the required education/qualification by Jan 2010 is given in Table 7 below. The demand for people with secondary 5 or equivalent is the highest (3 020), followed by professional qualification (597).

**Table 7 : Education/Professional Qualification Requirements of the Additional
Manpower of the Insurance Industry by Jan 2010**

<u>Education Qualification</u>	<u>No. of Required Personnel in the General Insurance Sector</u>	<u>No. of Required Personnel in the Life Insurance Sector</u>	<u>Total</u>
Professional Qualification	59	538	597
University or Above	22	162	184
Higher Dip./Asso Degree or Equivalent	81	42	123
Diploma/Higher Cert./ Cert. or Equivalent	42	16	58
Matriculation	48	90	138
Secondary 5 or Equivalent	241	2 779	3 020
Total	493 =====	3 627 =====	4 120 =====

Manpower Supply of Insurance Personnel

28. The highest demand for insurance personnel is having the education background of secondary 5 or equivalent, it is feasible to meet such demand as the market has abundant supply of secondary 5 graduates every year. In terms of the supply of manpower with other qualifications, such as university, professional qualification, higher diploma, etc., it is found that there are limited education/training programmes solely related to insurance in Hong Kong according to the information provided by the University Grants Committee of Hong Kong (UGC), the Hong Kong Institute of Vocational Education (IVE) and course providers running insurance-related courses being accredited by the Hong Kong Council for Accreditation of Academic & Vocational Qualifications.

Mismatch of Manpower Demand and Supply

29. There is no significant mismatch of insurance manpower demand and supply due to the fact that no specific pre-requisites required for the graduates to join the industry, especially for the insurance agents and technical representatives. Graduates from various disciplines could join the industry and they would be offered on-the-job training upon commencement of employment and thus the demand for pre-employment insurance related education or training is relatively low. Despite there is no boundaries for the education disciplines, it is difficult for the insurance companies to recruit new entries and to retain the employees because the public still has an adverse perception for insurance. Parents do not accept their children to pursue in insurance career and de-motivated the graduates to consider starting their career in insurance companies. In order to tackle this problem, Insurance Training Board has set up a Working Party on Promoting Insurance Career as a Profession with an aim to enhance the public image and standard of professionalism for the insurance industry. With the upgrading of the industry image and career professionalism, it would be more attractive to the public to join the industry.

Number of Hong Kong Insurance Personnel Who Have to work in the Mainland Effects of Mainland Insurance Operations on Hong Kong Insurance Personnel

30. There is an insignificant number of insurance personnel (i.e. 168 people) working in the Mainland. The figure is similar when the respondents were being asked to estimate for Jan 2010 in which 169 insurance personnel would have to work in the Mainland, of whom 14 people would be on Stationed Basis and 155 people on Travelling Basis. Moreover, the Survey reveals that there are no additional insurance personnel required to recruit or to be trained for the Mainland operations due to the localization of workforce in Mainland.

Estimated Training Plans of Insurance Personnel in the Next 12 Months

31. In the 2009 Survey, employers were requested to suggest the 5 most important types/topics of training for the development of insurance manpower in the next 12 months. The topics of training are categorized into 4 areas, namely, "Management/Executive", "Professional Knowledge", "Basic Job-related" and "Generic Skills" and the training selected for various job levels in the order of importance and the detailed findings by job level are

summarized in Table 8-12 below.

Table 8 : Topics of Training for Managerial Staff

	Category	Topics of Training
1	Management/ Executive	Leadership
2	Management/ Executive	Risk Management
3	Management/ Executive	Problem Solving and Decision Making
4	Management/ Executive	Strategic Management
5	Management/ Executive	Principles & Practice of Management

Table 9 : Topics of Training for Officers

	Category	Topics of Training
1	Basic Job-related	General Insurance
2	Management/ Executive	Problem Solving and Decision Making
3	Management/ Executive	Leadership
4	Management/ Executive	Principles & Practice of Management
5	Basic Job-related	Law Relating to Insurance

Table 10 : Topics of Training for Clerical Staff

	Category	Topics of Training
1	Generic Skills	English Writing
2	Generic Skills	Spoken English
3	Generic Skills	Use of Computer
4	Basic Job-related	General Insurance
5	Generic Skills	Putonghua

Table 11 : Topics of Training for Technical Representatives

	Category	Topics of Training
1	Basic Job-related	General Insurance
2	Basic Job-related	Law Relating to Insurance
3	Professional Knowledge	Ass. of the Chartered Insurance Institute (ACII)
4	Generic Skills	English Writing
5	Generic Skills	Interpersonal Skills

Table 12 : Topics of Training for Insurance Agents

	Category	Topics of Training
1	Basic Job-related	General Insurance
2	Basic Job-related	Law Relating to Insurance
3	Basic Job-related	Life Insurance
4	Generic Skills	Effective Communication Skills
5	Generic Skills	English Writing & Spoken English

32. In general, the management/executive training of Leadership training is important to managerial staff, while basic job-related training of General Insurance is important to officers, technical representatives and insurance agents. For clerical staff, English writing is of the utmost importance.

Part-time Insurance Personnel Employed in the Industry

33. The Survey indicates that only 127 part-time insurance personnel were employed in the insurance industry to help the 45 982 (total workforce of 48 539 minus 2 557 non-insurance employees) full-time insurance personnel perform insurance-related functions.

Recommendations

Business Outlook

34. The global financial crisis and the ensuing severe recession continue to weigh heavily on Hong Kong economy. Under such a difficult and uncertain global economic climate, Hong Kong's economic contraction is believed to continue in 2009. The insurance market in Hong Kong still recorded with a growth in the annual turnover of general insurance business but not for the long-term business. Notwithstanding this, the insurance companies are not planning to curtail their headcounts due to the desire in expansion of businesses and clienteles which is shown in the high demand for salespersons. In addition, some of the companies have been undergoing shortage of manpower in 2008 and these surplus vacancies from 2008 would offset the less demand of manpower in 2009.

35. The following manpower trends may be observed:
- a. In the general insurance sector, the overall manpower situation is in the decreasing trend, the biggest drop in percentage is in the job level of supporting staff. The trend is considered in the continuing mode as the advancement of technology and outsourcing of administrative services will result in less demand of supporting staff.
 - b. In the life insurance sector, despite the difficult business environment, the manpower demand for insurance agents will continue its growth attribute to the nature of business which need the personal selling approach. Similar to the general insurance sector, the demand for supporting staff will be in the decreasing trend.
 - c. There is a shortage of experienced professional to take up leadership and management roles in the insurance companies. Hence, it is important for the companies to identify and develop succession planning strategies for senior executives.
 - d. Apart from the insurance knowledge, insurance practitioners are required to have understanding on their customers' industries so as to provide tailor-made services to suit both personal and business needs of the customers.
 - e. Insurance practitioners tend to acquire various professional qualifications to strengthen its professional know-how and to receive recognition from the employers. Enhancement of the reputation of professional qualifications would boost the standard of professionalism and build up a good public image and standing for the insurance industry.
 - f. With regard to the outbreak of complaints alleging improper selling of investment products linked to Lehman Brothers, the government has set up more requirements governing how investment products should be sold to investors in order to reinforce investors' protection. Insurance practitioners are required to properly assess the suitability of investment products for their customers and adequate disclosure of the nature and risks of the products, especially to the Investment-Linked Insurance products. Therefore, risk management and compliance are the essential subject matters for practitioners to further develop in the future.

36. The projected additional manpower requirements in 2009 in the insurance industry will be as follows:

<u>Job Level</u>	<u>Additional Manpower Requirements in General Insurance Sector by Jan 2010</u>	<u>Additional Manpower Requirements in Life Insurance Sector by Jan 2010</u>	<u>Total Additional Manpower Requirements in Insurance Industry by Jan 2010</u>
Senior Management	-5	3	-2
Middle Management	31	54	85
Officer	64	97	161
Technical Representative	287	111	398
Clerk	55	39	94
Insurance Agent	37	3 760	3 797
Total	469	4 064	4 533
	=====	=====	=====

Most Wanted Attributes

37. Apart from the generic attributes of possessing good understanding of insurance principles and concepts, well-versed product knowledge, good sales and marketing skills and good inter-personal communication skill, Insurance practitioners would outperform with their most wanted attributes of commitment and can-do attitude in providing value-added and heart-felt customer services. They should strive to raise the quality of their pre and post sales services and be dedicated to follow through the customers' requests, such as claim arrangement to shorten the turnaround time.

38. Apart from active participation in the CPD Programme, the Insurance practitioners are strongly encouraged to acquire various professional qualifications to strengthen their professional knowledge and to receive positive recognition from the employers.

Strategies to Attract and Retain Talents

39. Realizing that a continuous supply of well-trained manpower to deliver quality services was crucial for the development of insurance industry, a Working Party on Promoting Insurance Career as a Profession has been set up under Insurance Training Board with an aim to foster a positive image of insurance practitioners and to educate the public the importance of insurance as well as to arouse their awareness on the industry professionalism. It is believed that the success in image branding would attract new blood to join the insurance industry and retain those who have joined the workforce.

40. The Insurance Training Board recommends the insurance companies to provide the insurance practitioners with a clear career path, motivating them to upgrade their qualification and seek for career advancement, promotion or pay rise opportunities in the future.

41. In light of the recruitment difficulty being identified in 2009 Survey is to hire

candidates with relevant experience and training, insurance companies are advised to develop succession planning strategies which would assist in the transition of staff through the various levels within the company. In particular, it is necessary to draw up a management succession plan to groom good quality and high potential staff for advancement to senior management and develop a pool of talents for senior positions.

Manpower Training

42. With reference to paragraph 31 regarding the important types/topics of training for the development of insurance manpower in the next 12 months, it is found that the management/executive training of Leadership is important to managerial staff, while basic job-related training of General Insurance is important to officers, technical representatives and insurance agents. For clerical staff, English writing is of the utmost importance.

43. Despite the fact that large insurance companies have internal training department to organize in-house training, the 2009 Survey reveals that the training of most of the companies is fully provided by external course providers in the next 12 months. In addition, the training expenses in 2008 as compared with those in 2007 and the training budget for 2009 as compared with the training expenses in 2008 remain unchanged for the majority as indicated from the Survey. It is encouraging to learn that most insurance companies keep on investing in staff training and development in spite of the foreseen economic downturn in 2009 and that indicates companies value the vital of staff training.

44. Staff training needs to be treated as investment rather than cost, the training programme should aim at improving the organisational agility – if a workforce has the relevant skills, changing requirements, approaches and even products become much easier and being capable to cope with the ever-changing business environment. Besides, the training programmes should also focus on increasing workforce productivity and efficiency.

45. Apart from the value-added training with customized training requirements from individual companies, there is also demand on generic product knowledge training due to limited supply and resources available from the market, in particular to the specialized General Insurance products.

Training Programmes

46. With reference to paragraph 3.18 of Section III, the following training topics have been suggested by employers as 5 most important types/topics of training in different job levels:

- Associate of the Chartered Insurance Institute (ACII)
- Effective Communication Skills
- English Writing
- Spoken English
- General Insurance
- Interpersonal Skills

- Law Relating to Insurance
- Leadership
- Life Insurance
- Principles & Practice of Management
- Problem Solving and Decision Making
- Putonghua
- Risk Management
- Strategic Management
- Use of Computer

47. With regard to the outbreak of Lehman Brothers' complaints alleging improper selling of investment products and the future change of the regulatory requirement in respect of Paper V of Investment-linked Long Term Insurance, the demand on risk management and compliance training would be increased in order to suit the increasing sophistication of insurance investment-linked products and to assist the insurance practitioners to identify the suitability of investment products for their customers as well as to ensure adequate disclosure of the nature and risks of the products.

48. Training on work ethics and code of practice would be in demand due to the importance of the integrity of insurance practitioners and the necessity to foster a high professional standard in the transaction of insurance business and to encourage practitioners to promote and enhance the industry's public image and standing.

49. Apart from the insurance industry knowledge, insurance practitioners are required to have understanding on their customers' industries so as to provide tailor-made services to suit both personal and business needs of the customers. Therefore, training on business acumen and various industry familiarizations would have potential to develop in the market.

50. Majority of establishments considered that the most effective way to encourage employers to provide training to their employees is reimbursement of course fees to employers or provision of subsidy to employers. It is suggested that both employers and insurance practitioners should consider participating the training programmes which are eligible for Government subsidies, for instance, Continuing Education Fund and Skills Upgrading Scheme.

SECTION I

SURVEY PURPOSE AND SCOPE

The Training Board

1.1 The Insurance Training Board of the Vocational Training Council is appointed by the HKSAR Government to be responsible for, among other duties, assessing the manpower situation and training needs in the industry and recommending to the Vocational Training Council measures to meet the demand for trained personnel in the industry. The Training Board comprises members nominated by trade associations, insurance institutions, educational/training institutions and government departments. The memberships of the Training Board and the Working Party on 2009 Manpower Survey are listed in Appendices 1 and 1a. The terms of reference of the Training Board are given in Appendix 2.

Purpose of the Survey

1.2 The Insurance Training Board, with the assistance of the Census and Statistics Department (C&SD), conducted the 14th biennial manpower survey of the insurance industry from 12th January 2009 to 11th March 2009. Follow-up fieldwork with non-respondents was completed at the end of May 2009. After data processing by the C&SD, full sets of tabulations were available by the mid of July 2009.

1.3 The survey was conducted with the following objectives:

- (a) to assess the manpower and training needs of insurance employees and insurance intermediaries¹;
- (b) to forecast the likely growth of the insurance industry in terms of manpower and training; and
- (c) to recommend measures to meet the training needs and manpower demand of insurance employees², insurance agents and technical representatives³.

¹ An insurance intermediary can be either an insurance agent or an insurance broker. Under the Insurance Companies Ordinance (Cap. 41) (“ICO”), an insurance agent is defined as a person who holds himself out to advise on or arrange contracts of insurance in or from Hong Kong as an agent or subagent of one or more insurers (i.e. insurance companies). An insurance broker is defined under the ICO as a person who carries on the business of negotiating or arranging contracts of insurance in or from Hong Kong as the agent of the policy holder or potential policy holder or advising on matters related to insurance.

² Insurance employees are from the surveyed companies composing of life insurance, general insurance and composite insurance companies, insurance intermediaries which include insurance companies agencies, consisting also of bancassurances (i.e. banking selling insurance) registered with the Insurance Agents Registration Board (IARB) and insurance brokers.

³ A technical representative of an insurance agent is a person (not being an insurance subagent) who provides advice to a policy holder or potential policy holder on insurance matters for such insurance agent, or arrange contracts of insurance in or from Hong Kong on behalf of that insurance agent.

1.4 The previous manpower survey was conducted by the Insurance Training Board in March 2007. As requested by the Advisory Committee on Human Resources Development in the Financial Services Sector (FinMan Committee) of the Financial Services and the Treasury Bureau, the Insurance Training Board agreed to synchronize its 2009 Manpower Survey with the Banking and Finance Industry Manpower Survey and the Accountancy Manpower Survey. The fieldwork of these 3 surveys had been extended to accommodate late respondents. Survey findings of these 3 surveys are expected to provide comprehensive manpower statistics which would help the community formulate manpower training and development strategies for the entire financial services sector.

Scope of the Survey

1.5 Similar to the last survey, this survey covered life insurance, general insurance and composite insurance companies, insurance intermediaries which include insurance companies agencies, consisting also of bancassurances (i.e. banking selling insurance) registered with the Insurance Agents Registration Board (IARB) and insurance brokers. Stratified random sampling was then used to select a sample, which consisted of 745 companies.

1.6 The 745 surveyed establishments (out of total 2 632 establishments) comprised 150 insurers (42 life insurers, 91 general insurers and 17 composite insurers), 199 insurance brokers, 359 insurance company agencies and 37 bancassurances. Among the sampled insurance company agencies, 183 engaged in insurance business, 176 were alternative distributors (such as travel agents, employment agencies, car dealers etc. with employees providing insurance services or handling insurance related matters and registered with the IARB). Of the 2 632 establishments, there were 175 establishments revealed as non-insurance related establishments because their employees' job duties were not directly related to insurance (less than 50%) and thus the total number of establishments in insurance industry would be 2 457. The Insurance Training Board estimated that this manpower survey covered most part of the manpower of the insurance industry. The remaining manpower would mostly be employed by government bodies, educational institutions and companies which might have ancillary services related to insurance but were excluded in this survey.

Survey Document

1.7 The Insurance Training Board had designed questionnaires with relevant principal jobs for general insurers, life insurers, composite insurers, insurance brokers, company agencies and bancassurers. The principal jobs included in the questionnaires were similar to those in the last survey for comparison purposes. Additional questions were incorporated in the questionnaire to collect information on insurance companies with business involvement in Mainland China, training needs of insurance employees, technical representatives and insurance agents. In addition, training expenses and training budget comparison with preceding year were included in the questionnaire to indicate any company investment changes on training and development activities.

1.8 A set of survey documents, including a letter from the Chairman of the Insurance Training Board (**Appendix 3**) and the questionnaire (**Appendix 4**), explanatory notes (**Appendix 5**) and job descriptions (**Appendix 6**) were sent to the sampled companies according to their branches of business for job matching one week before the fieldwork. The reference date of the manpower data was fixed as at 2nd January 2009.

1.9 Employers were assured that the data collected would be handled in the strictest confidence and published only in the form of statistical summaries without reference to individual establishments.

Procedures of the Survey

1.10 During the fieldwork, interviewing officers of the C&SD visited these establishments to collect the completed questionnaires and, where necessary, to assist in filling the data. The fieldwork of the survey was so much longer than expected that the cut-off date for the survey was extended to the end of May 2009 with a view to improving the response rate and thus to enhancing the reliability of the survey findings. All completed questionnaires were checked, coded and, if necessary, verified with the respondents before data processing and tabulation. Data obtained from the sampled respondents were statistically grossed up to obtain a full picture of the manpower situation in the insurance industry.

Response Rate

1.11 From the sample of 745 companies, 622 responded, 45 refused to reply while 78 had either closed, moved or temporarily ceased operation. The effective response rate was 93.3%.

Focus Group

1.12 A focus group comprising practitioners from the life insurer, general insurer, broker, company agencies, bancassurer and independent financial adviser sectors was set up to provide expert advice on various aspects of the manpower situation of the insurance industry. Its membership is given in Appendix 1b. Views of the Focus Group members have been incorporated into relevant sections of the manpower survey report.

Presentation of Findings

1.13 The background, methodology and coverage of the survey are presented in Section I and summary of survey findings in Section II. The Insurance Training Board's conclusions, recommendations and business outlook are set out in Sections III respectively. An Executive Summary on the major findings is also published. Detailed statistics tabulated separately for general insurers, general insurance brokers, general insurance company agencies, general insurance intermediaries and life insurers, life insurance brokers, life insurance agents, life insurance intermediaries, and bancassurers are compiled in separate manuals. Interested respondents will each receive a copy of the Executive Summary of the Report on the 2009

Manpower Survey of the Insurance Industry. Interested parties can download all information from <http://intb.vtc.edu.hk>.

1.14 In this survey, the manpower of the insurance industry was classified into insurance employees, insurance intermediaries and non-insurance employees (non-insurance clerical staff and other supporting staff). For easy reference, all data were presented separately for the general insurance sector and life insurance sector with graphics. Except in the total headcount of workforce, non-insurance employees are excluded from subsequent analyses. Slight discrepancies in the total figures might occur due to blowing-up of data to yield an overall picture of the insurance industry.

Classification of Job Levels and Principal Jobs

1.15 Based on the typical organization structure of insurance companies, insurance employees were further classified into 5 levels, viz:

- (1) Senior Management Level
- (2) Middle Management Level
- (3) Officer Level
- (4) Technical Representative Level
- (5) Clerical Level

1.16 Similarly, insurance agents were classified into the following 4 levels in the questionnaire:

- (1) Agency Director/Senior Agency Manager Level
- (2) Agency Manager Level
- (3) Unit Manager/Agency Supervisor Level
- (4) Agent Level

SECTION II

SUMMARY OF SURVEY FINDINGS

A. THE INSURANCE INDUSTRY

Introduction

2.1 The survey was mainly concerned with the manpower and training needs of insurance employees and intermediaries in the general and life insurance sectors. Respondent companies had to provide the relevant information about their employees or intermediaries according to their major activities in the general insurance business or the life insurance business. In this section, data collected from the 745 selected establishments (samples) out of total 2 457 establishments have been processed by the C&SD and statistically projected to reflect the overall picture of the manpower situation of the whole insurance industry.

2.2 In this section, survey data are categorized into two main sectors, namely, general insurance and life insurance, while data related to manpower statistics including number of establishments, employees, vacancies and manpower changes (i.e. paragraphs 2.9 – 2.13) are first presented in an overall industry summary and followed by a further breakdown of the general and life insurance sector (i.e. paragraphs 2.14 - 2.46). Paragraphs 2.47 – 2.69 could only be revealed as in the whole insurance industry instead of presenting by sector because the findings are related to companies which may refer to composite industry groups without a clear cut in general or life insurance industry.

2.3 The main survey findings are presented by sector and by job level of senior management, middle management, officer, technical representative and clerical for insurance employees. Insurance agents are presented by level of agency director/senior agency manager, agency manager, unit manager/agency supervisor, and agent. The companies are classified by branches of life insurers, general insurers, composite insurers, brokers, company agencies (insurance) / (alternative distribution) and bancassurance.

Changes in the 2009 Survey

2.4 In the 2009 Survey, respondents were asked to provide the data of minimum education requirement and the requirement of professional qualification in separated column instead of stating either one of the requirements. Such modification would allow respondents to reflect the comprehensive requirements for each principal job as both education and professional qualification are of equal importance.

2.5 In the 2009 Survey, respondents were asked to suggest 5 types/topics of training that are considered the most important for the development of insurance manpower instead of estimating the total trainee hours of respective training in the next 12 months. It is expected that the findings of the survey would help to identify more accurate training needs of the insurance industry and readers of the manpower survey report, in particular the course providers could

plan and organize suitable training programme portfolios to meet the market needs. In order to understand in what extent that the companies are going to deploy training to external resources, the 2009 survey has requested the respondents to estimate the percentage of training to be provided by external course providers instead of indicating only the trainee hours.

2.6 In the 2009 Survey, survey questions have been expanded to include the information of training expenses in 2008 as compared with those in 2007, training budget for 2009 as compared with the training expenses in 2008 and incentives that may encourage employers to provide training to employees with a view to reveal more detailed information of the industry resources, practices and recommendations on staff training and development.

2.7 Owing to the changes of the survey questionnaire design, the data collected in 2007 Survey and 2009 Survey may not be directly comparable. Readers of the manpower survey report are advised to take note of this when they compare the manpower statistics in the two manpower survey reports.

Analyses of Manpower Statistics

2.8 The insurance manpower is analysed by revealing the number of establishments, the number of employees and the number of vacancies in 2009 as presented in the following paragraphs 2.9 – 2.13.

Number of Establishments in 2009

2.9 There were 2 457 establishments in the insurance industry at the time of the survey. The distribution of the establishments in each branch is summarized in Table 1 below

Table 1 : Distribution of Establishments by Branches (as at Jan 2009)

Life Insurers	General Insurers	Composite Insurers	Brokers	Company Agencies (Insurance)	Company Agencies (Alternative distribution)	Bancassurances	Total
34	77	14	428	901	970	33	2 457

Number of Employees in the Industry

2.10 The survey reveals that as at Jan 2009, the insurance industry had existing workforce of 48 539 people. Among them, 18 049 (37.2%) were insurance employees, 27 933 (57.5%) were insurance agents, and 2 557 (5.3%) were supporting staff members or non-insurance employees who would be excluded from subsequent analyses. The distribution of the number of employees in the insurance industry is shown in Diagram 1 and Diagram 2 below.

Diagram 1 : Distribution of Number of Employees in the Insurance Industry

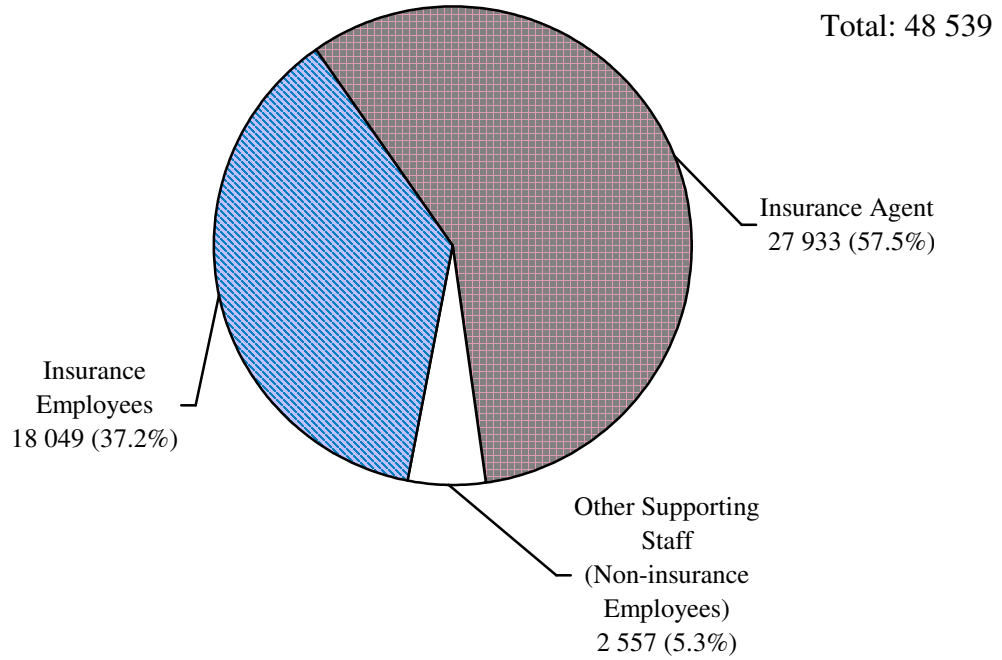
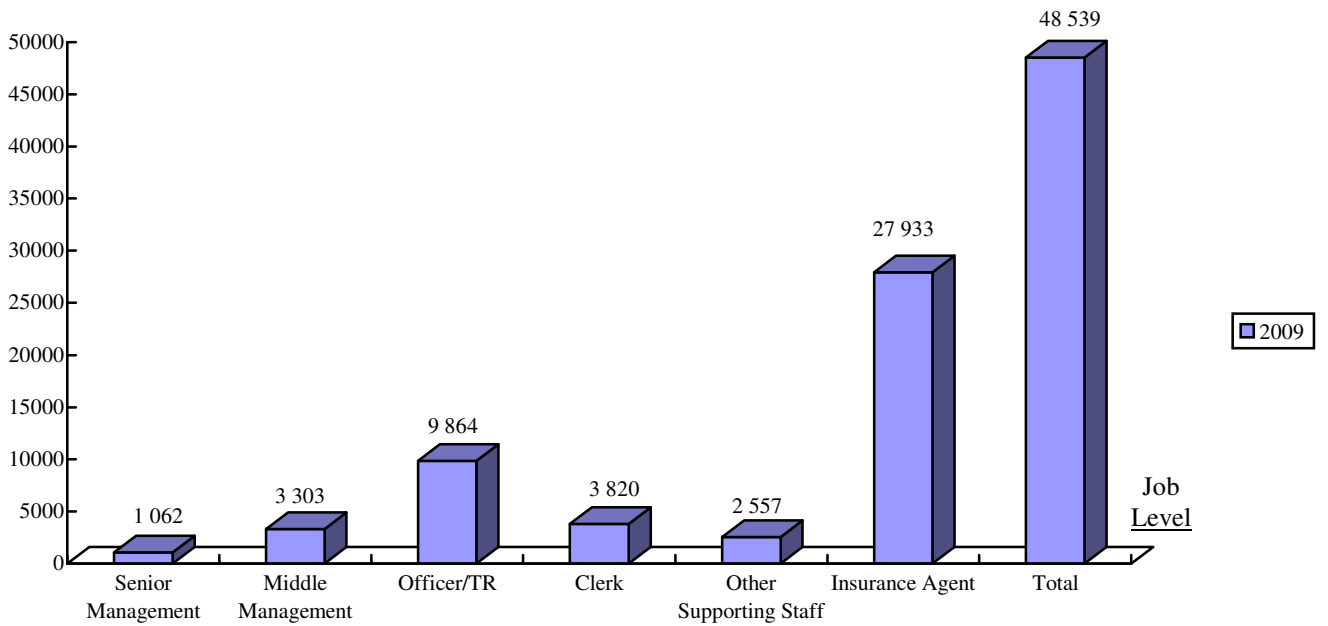


Diagram 2 : Distribution of the Number of Employees in the Insurance Industry by Job Level

Number of Persons

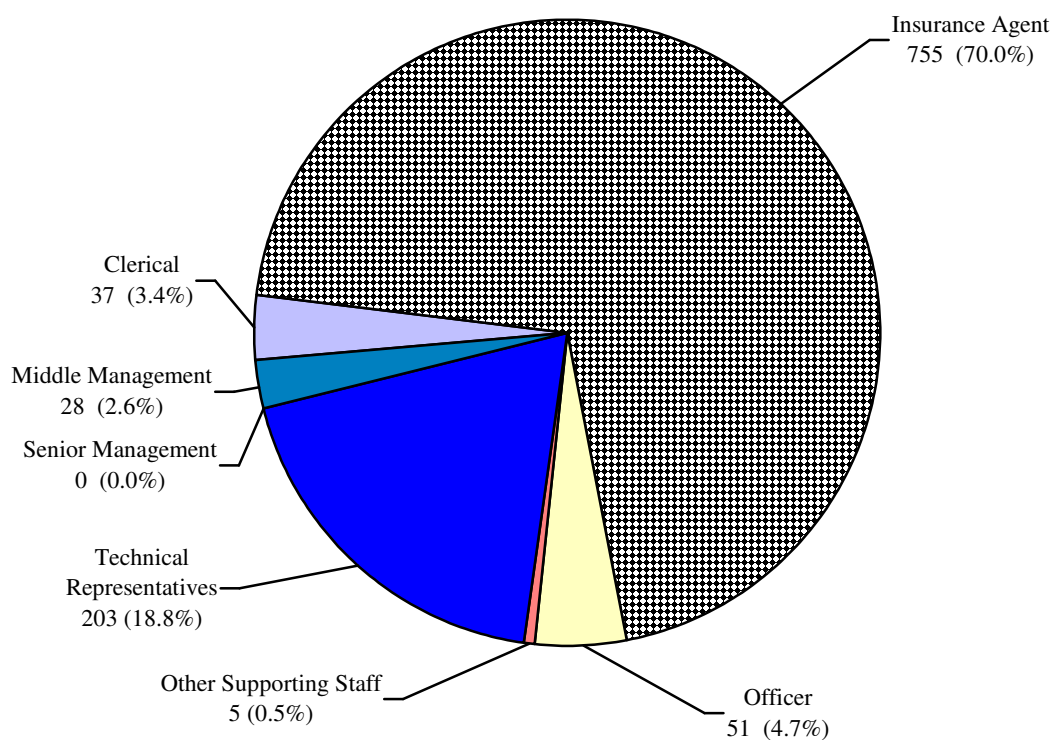


Number of Vacancies in the Industry

2.11 The distribution of total number of vacancies is shown in Diagram 3 and it is found that there were 1 079 vacancies in the whole insurance industry.

**Diagram 3 : Number of Vacancies by Job Level
In the Insurance Industry**

Total: 1 079



Manpower Changes between 2007 and 2009 Surveys

2.12 The workforce of the insurance industry had increased slightly from 47 652 persons in 2007 to 48 539 in 2009, or +1.9% between these two Surveys. The number of insurance agents had increased by 1 126, or 4.2%, from 26 807 in 2007 to 27 933 in 2009, whilst the manpower in the officer level had increased by 597, or 6.4%, from 9 267 in 2007 to 9 864 in 2009. The manpower changes of insurance employees and insurance agents by job level in the insurance industry between 2007 and 2009 Surveys are given in Diagrams 4 and 5 respectively.

Diagram 4: Manpower Changes of Insurance Workforce between 2007 and 2009 Surveys

Number of Persons

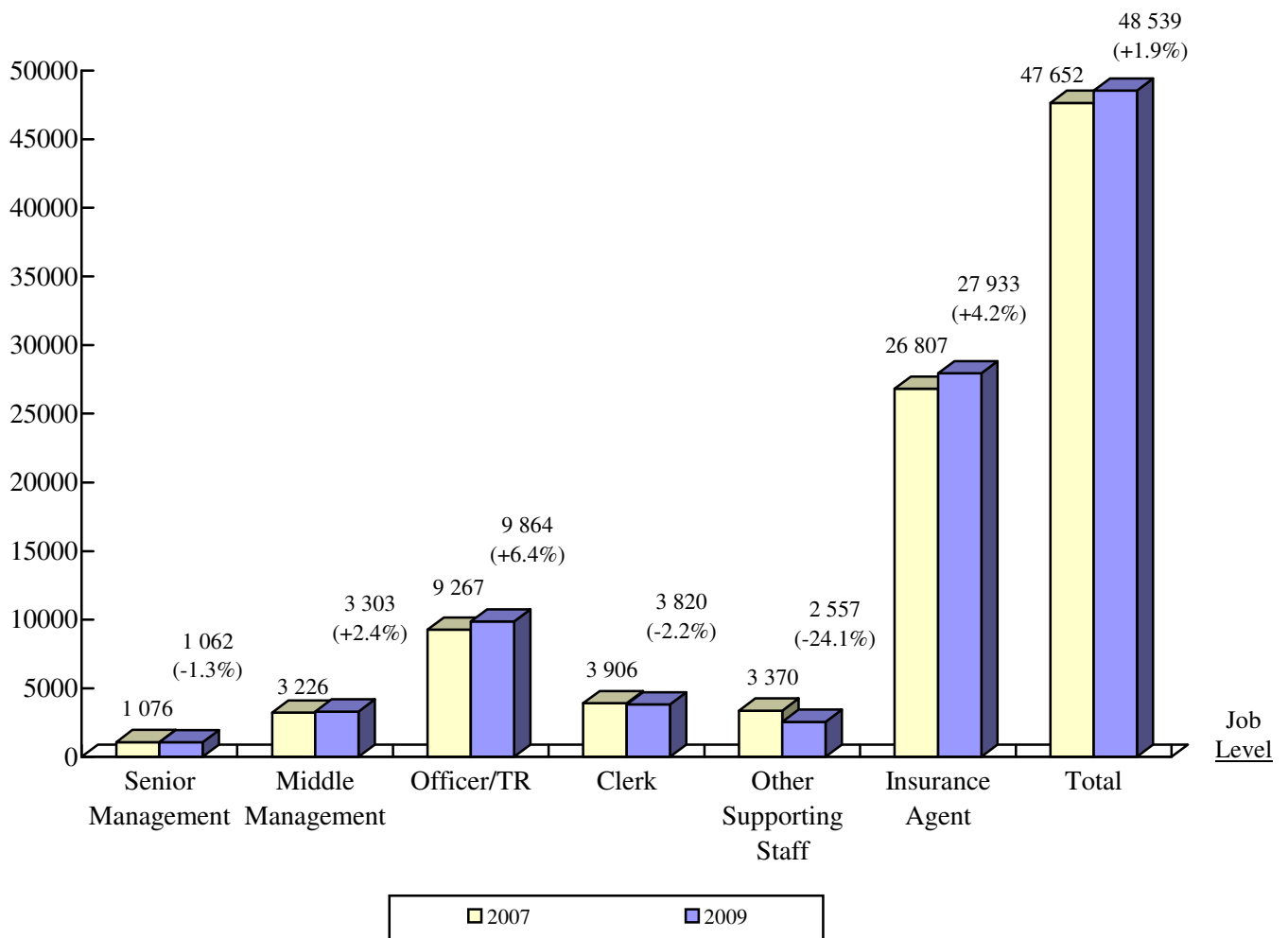
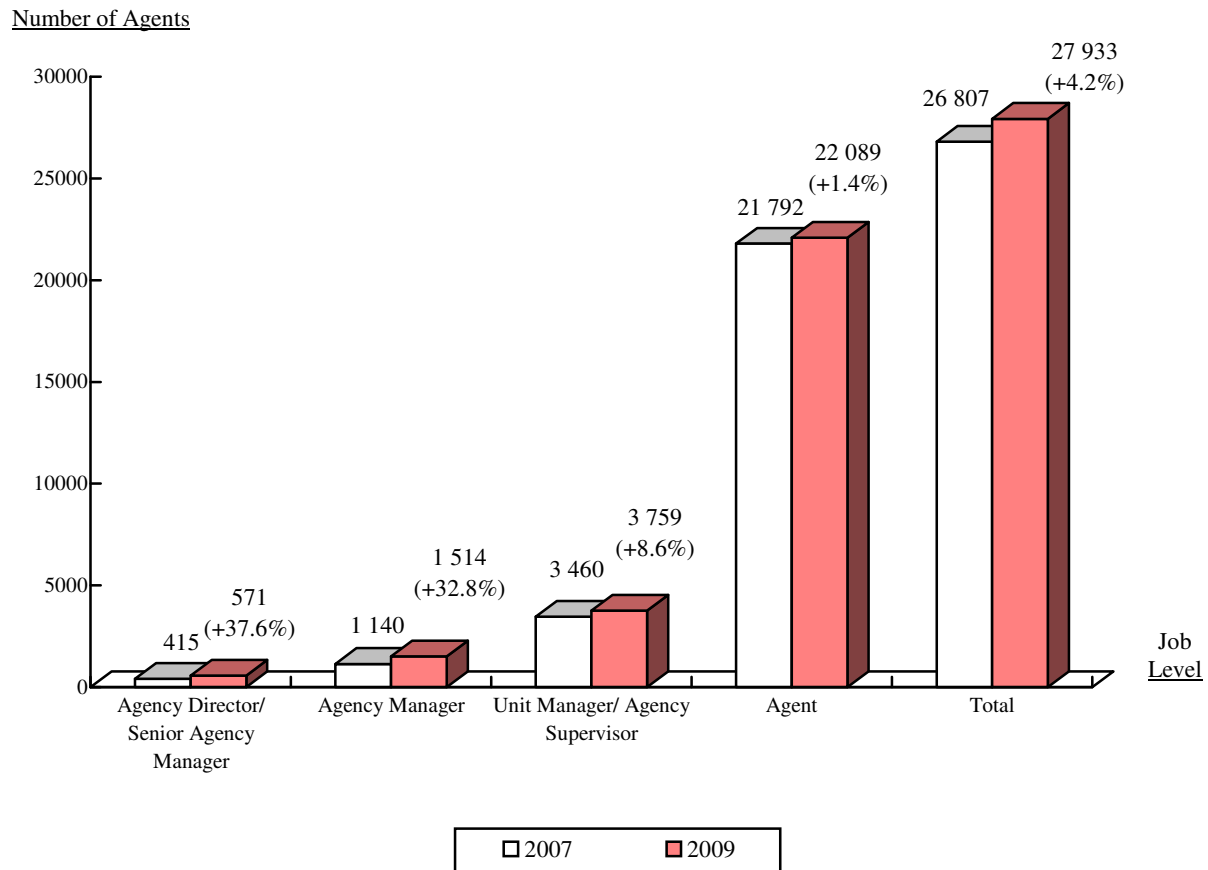


Diagram 5: Manpower Changes of Insurance Agents between 2007 and 2009 Surveys



Note : Figures in brackets denote the percentage changes of the manpower relative to 2007 at the same job level.

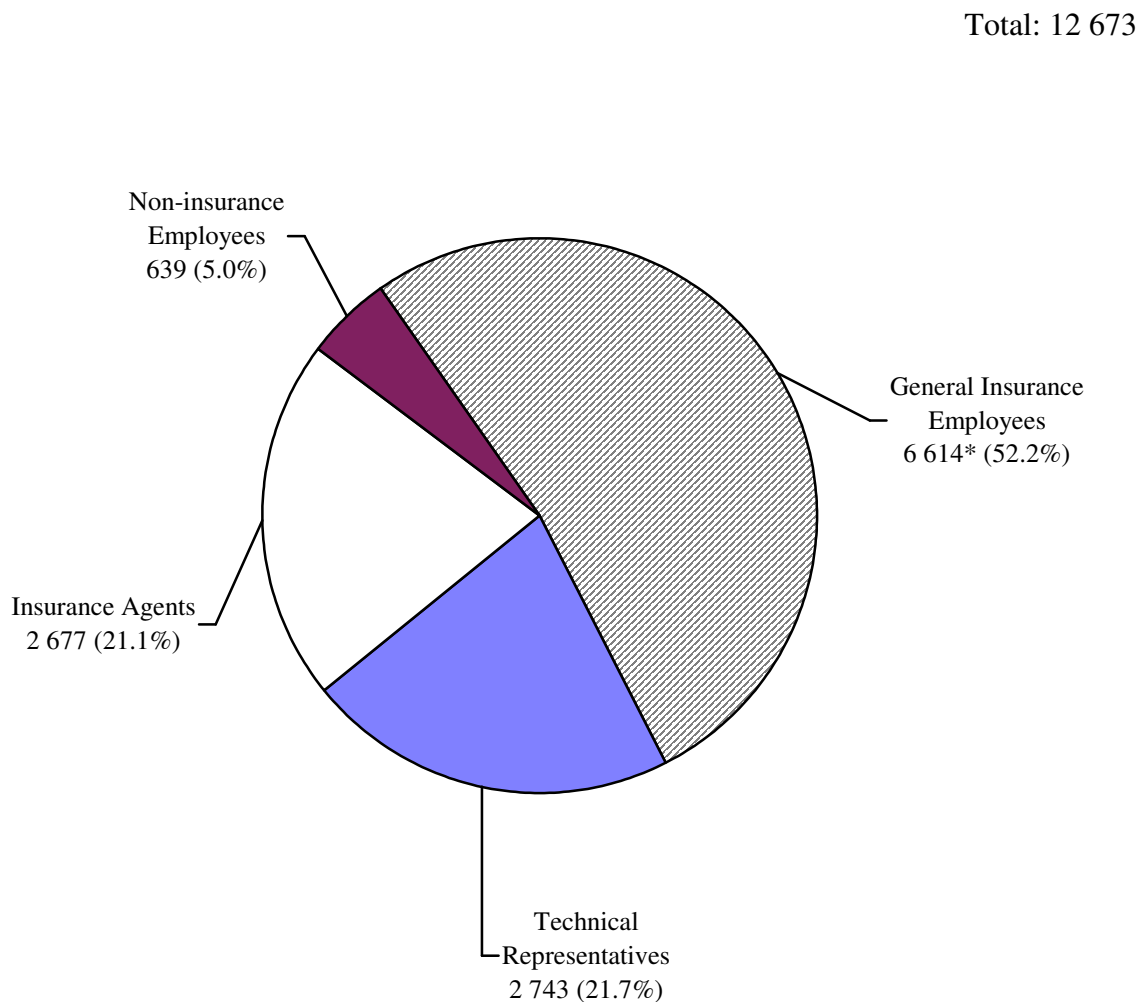
2.13 As shown in Diagram 5, there were increments across all levels of insurance agents. The highest percentage change in the total manpower of general and life insurance agents between 2007 and 2009 Surveys was the increase of agency directors/senior agency managers from 415 in 2007 to 571 in 2009, i.e. 156 people or 37.6%. More detailed analysis by dividing into general and life insurance sectors have been made in the following paragraphs.

B. THE GENERAL INSURANCE SECTOR

Number of Employees in the General Insurance Industry

2.14 The general insurance existing workforce amounted to 12 673 comprising 6 614* general insurance employees, 2 677 insurance agents, 2 743 technical representatives and 639 non-insurance employees, representing 26.1% of the total insurance workforce (48 539). The distribution of the number of employees is shown in Diagram 6 below.

Diagram 6 : Distribution of Number of Employees in the General Insurance Sector



* 6 614 general insurance employees comprised 520 senior management employees, 1 551 middle management employees, 2 213 officers and 2 330 clerks (Please refer to Table 2 below).

2.15 The distribution of the general insurance's number of employees by job level is shown in Table 2. A detailed summary of the general insurance's number of employees by branch and by principal job is given in Appendix 7. Comparison between 2007 and 2009 Surveys is presented in Diagram 8.

Table 2 : Distribution of Number of Employees by Job Level in the General Insurance Sector

	Senior Management	Middle Management	Officer	Technical Representative	Clerk	Insurance Agent#	Other Supporting Staff	Total
General Insurers	191	613	859	-	924	2 351	333	5 271
Composite Insurers	94	168	437	-	376	326	36	1 437
Brokers	182	504	412	928	532	-	112	2 670
Company Agencies - Insurance	39	201	236	1 569	468	-	153	2 666
Company Agencies - Alternative Distribution	-	-	20	136	10	-	-	166
Bancassurances	14	65	249	110	20	-	5	463
Total	520	1 551	2 213	2 743	2 330	2 677	639	12 673

Insurance Agent includes marketing and sales staff.

2.16 The 5 principal jobs with the largest numbers of insurance personnel in the general insurance sector are as follows:

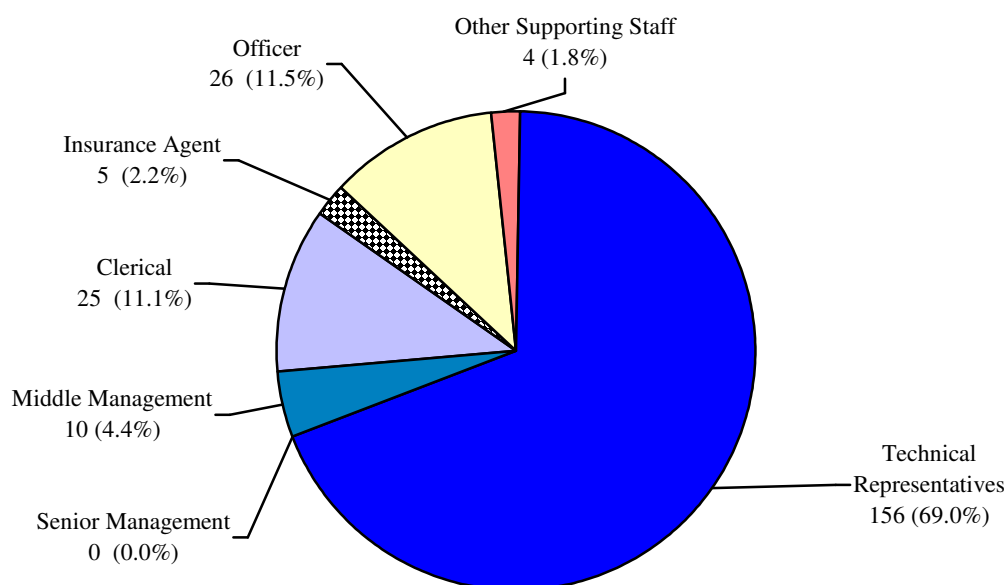
<u>Job Title</u>	<u>No. of Employees</u>	<u>Percentage of Total General Insurance Workforce</u>
Technical Representative	2 743	21.6
Agent	2 661	21.0
Clerical Staff	1 212	9.6
Underwriting/Claims Clerk	816	6.4
Account/Underwriting Officer	411	3.2
	7 843	61.8

Number of Vacancies in the General Insurance Industry

2.17 It was reported that there were 226 vacancies in the general insurance sector. The distribution of vacancies is summarized in Diagram 7 below. There is no vacancy for senior management staff which may reveal that companies prefer internal promotion for management positions.

Diagram 7 : Number of Vacancies by Job Level In the General Insurance Sector

Total : 226

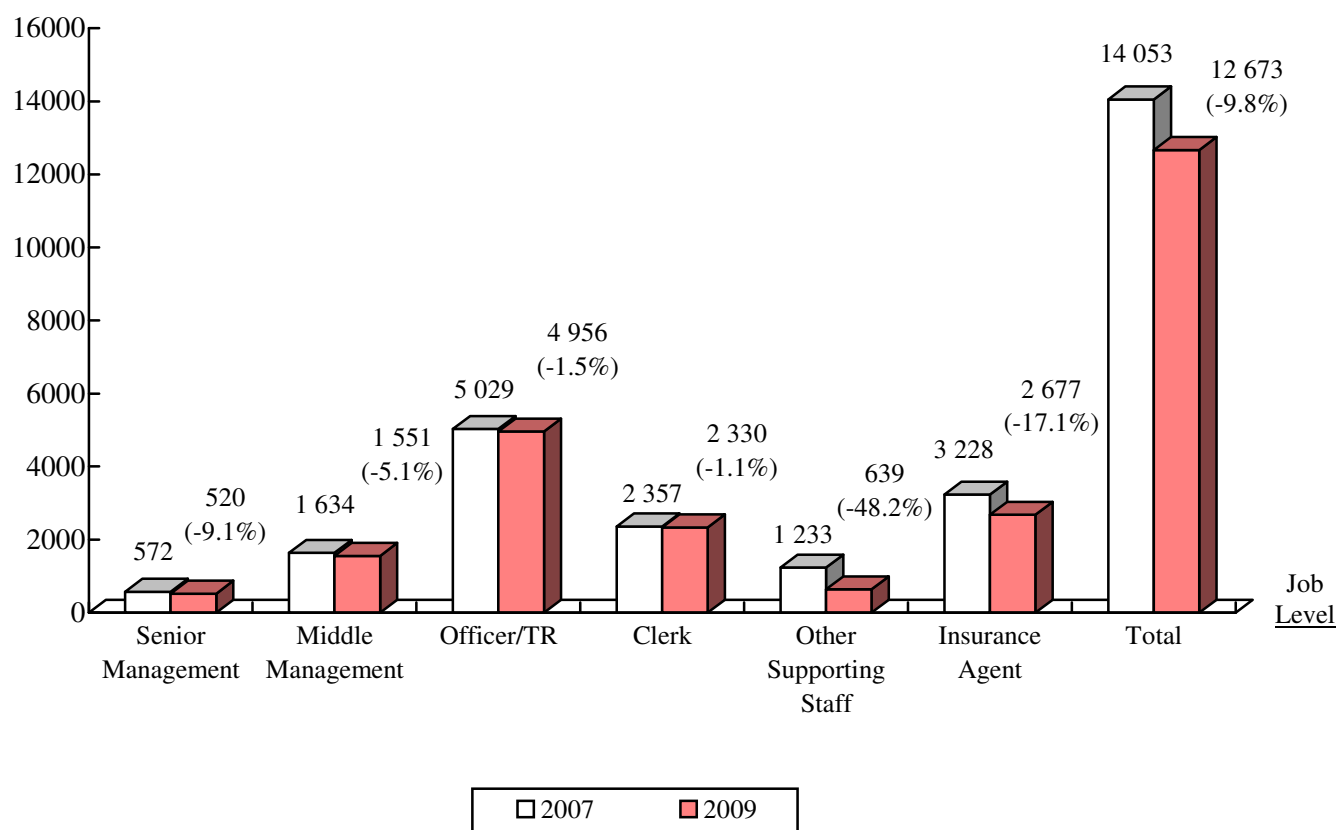


Manpower Changes in General Insurance Workforce between 2007 and 2009 Surveys

2.18 With reference to the statistics in Table 2, and the corresponding figures in the 2009 survey, the manpower changes in the general insurance sector by job level between the 2007 and 2009 Surveys are summarized in Diagram 8 below. The most significant change was in the number of insurance agents who had decreased by 551 or 17.1%, from 3 228 in 2007 to 2 677 in 2009. The senior management staff had decreased by 52 or 9.1% from 572 in 2007 to 520 in 2009.

Diagram 8: Manpower Changes of Insurance and Non-insurance Employees between 2007 and 2009 Surveys in the General Insurance Sector

Number of Employees



Note : Figures in brackets denote the changes of 2009 manpower relative to 2007 at the same job level.

2.19 It is noted that the number of employees had decreased at all levels. It is reflected that the decrease in industry profitability and the global economy downturn causing the need for manpower had decreased. In particular, the outsourcing of administrative tasks is main reason for the decrease in supporting staff manpower (-48.2%) while the new distribution channel of e-business causing less insurance agents enter into the general insurance industry. The manpower changes in general insurance establishments between 2007 and 2009 Surveys are shown in Table 3 below:

Table 3: Manpower Changes in General Insurance Establishments between 2007 and 2009 Surveys

<u>Job Level</u>	<u>Number of Staff Reported in 2007 Survey</u>					<u>Number of Staff Reported in 2009 Survey</u>					<u>Trend (+/-) %</u>
	<u>Insurer</u>	<u>Broker</u>	<u>Company Agencies</u>	<u>Bancassurances</u>	<u>Total</u>	<u>Insurer</u>	<u>Broker</u>	<u>Company Agencies</u>	<u>Bancassurances</u>	<u>Total</u>	
Senior Management	310	200	46	16	572	285	182	39	14	520	-52 (-9.1%)
Middle Management	715	511	219	189	1 634	781	504	201	65	1 551	-83 (-5.1%)
Officer/TR	1 387	1 192	1 954	496	5 029	1 296	1 340	1 961	359	4 956	-73 (-1.5%)
Clerk	1 326	515	375	141	2 357	1 300	532	478	20	2 330	-27 (-1.1%)
Other Supporting Staff	793	355	85	-	1 233	369	112	153	5	639	-594 (-48.2%)
Insurance Agent	3 188	40	-	-	3 228	2 677	-	-	-	2 677	-551 (-17.1%)
Total	7 719	2 813	2 679	842	14 053	6 708	2 670	2 832	463	12 673	-1 380 (-9.8%)

Forecast of General Insurance Manpower for the next 12 months

2.20 General insurance employers were asked to forecast their manpower for the next 12 months. The forecast of general insurance manpower (excluding other supporting staff who were non-insurance employees) as at January 2010 would be 12 161, a decrease of 95 persons (-0.8%) in comparison with the manpower demand of 12 256 persons in January 2009. Table 4 shows the distribution of general insurance manpower forecast by branch and by job level.

Table 4: Forecast of General Insurance Manpower by Branch by Job Level

Branch	Manpower Demand = Existing Manpower + Vacancies																				
	Senior Management			Middle Management			Officer			Technical Representative			Clerk			Insurance Agent			Total		
	2009	2010	Increase (Decrease)	2009	2010	Increase (Decrease)	2009	2010	Increase (Decrease)	2009	2010	Increase (Decrease)	2009	2010	Increase (Decrease)	2009	2010	Increase (Decrease)	2009	2010	Increase (Decrease)
General Insurers	191	188	-3 -1.6%	623	622	-1 -0.2%	872	872	-	-	-	-	934	931	-3 -0.3%	2 356	2 356	-	4 976	4 969	-7 -0.1%
Composite Insurers	94	94	-	168	170	2 1.2%	447	448	1 0.2%	-	-	-	378	378	-	326	326	-	1 413	1 416	3 0.2%
Brokers	182	177	-5 -2.8%	504	505	1 0.2%	413	414	1 0.2%	1 073	1 088	15 1.4%	543	543	-	-	-	-	2 715	2 727	12 0.4%
Company Agencies - Insurance	39	37	-2 -5.1%	201	194	-7 -3.5%	237	225	-12 -5.1%	1 579	1 512	-67 -4.2%	470	455	-15 -3.2%	-	-	-	2 526	2 423	-103 -4.1%
Company Agencies - Alternative Distribution	-	-	-	-	-	-	20	20	-	136	136	-	10	10	-	-	-	-	166	166	-
Bancassurances	14	14	-	65	65	-	250	250	-	111	111	-	20	20	-	-	-	-	460	460	-
All Branches	520	510	-10 -2.0%	1 561	1 556	-5 -0.3%	2 239	2 229	-10 -0.4%	2 899	2 847	-52 -1.8%	2 355	2 337	-18 -0.8%	2 682	2 682	-	12 256	12 161	-95 -0.8%

* The figure in 2009 manpower demand is equal to the sum of existing manpower and vacancies.

* Other supporting staff (639) are excluded from the above table.

Projection of General Insurance Manpower

2.21 With reference to paragraph 2.20, employers had forecast a moderate decline of 95 persons in 2010, or 0.8% decrease in comparison with the manpower of 12 256 persons in January 2009. This figure is different with the 1.7% forecast growth in the 2007 Survey. The employers' forecast manpower requirements for the next 12 months by job level are summarized as follows:

	Manpower in 2009	Forecast Manpower Demand by Jan 2010	Average Annual Growth (%)
Senior Management	520	510	-10 (-2.0%)
Middle Management	1 561	1 556	-5 (-0.3%)
Officer	2 239	2 229	-10 (-0.4%)
Technical Representative	2 899	2 847	-52 (-1.8%)
Clerk	2 355	2 337	-18 (-0.8%)
Insurance Agent	2 682	2 682	0 (0%)
Total	12 256	12 161	-95 (-0.8%)

It is advised by the Insurance Training Board that the downturn of the global economy due to the financial tsunami had resulted in the reduction of number of employees required in general insurance industry.

2.22 As indicated by the forecast, the job levels in the general insurance sector that will have the highest decline by Jan 2010 will be as follows:

	<u>Decrease in Number</u>
Technical Representative	52
Clerk	18
Senior Management	10
Officer	10

Minimum Education/Professional Qualification Requirement of General Insurance Workforce

2.23 General insurance employers were asked to indicate the minimum requirement of education and qualifications for their staff members. A summary of the findings of minimum requirement is shown in Table 5, for example, it showed that there are 409 senior management staff required minimum education of university degree or above out of the total 520 existing manpower. Findings of minimum requirement of professional qualifications are shown in Table 6.

Table 5: Minimum Education Requirement of General Insurance Workforce

<u>Job Level</u>	<u>Minimum Education Requirement</u>						<u>Total</u>
	<u>University Degree or Above</u>	<u>Higher Dip. / Asso. Degree or Equivalent</u>	<u>Diploma / High Cert. / Cert. or Equivalent</u>	<u>Matriculation</u>	<u>Secondary 5 or Equivalent</u>	<u>Unspecified</u>	
Senior Management	409	44	-	-	8	59	520
Middle Management	860	449	19	9	28	186	1 551
Officer	203	601	424	255	216	514	2 213
Technical Representative	25	525	156	343	1 632	62	2 743
Clerical	1	22	422	206	1 298	381	2 330
Insurance Agents	12	-	184	-	2 370	111	2 677
Total	1 510	1 641	1 205	813	5 552	1 313	12 034
	12.5%	13.6%	10.0%	6.8%	46.1%	10.9%	100%

Table 6: Professional Qualification Requirement of General Insurance Workforce

<u>Job Level</u>	<u>No. of Employee Required Professional Qualification*</u>	<u>Total</u>	<u>Percentage</u>
Senior Management	333	520	64%
Middle Management	704	1 551	45.4%
Officer	289	2 213	13.1%
Technical Representative	370	2 743	13.5%
Clerical	-	2 330	-
Insurance Agents	66	2 677	2.5%
Total	1 762	12 034	14.6%

* Other than the Insurance Intermediaries Qualifying Examination ("IIQE"), all the insurance qualifications are taken into account as professional qualification such as Certified Financial Planner (CFP), Ass. of the Chartered Insurance Institute (ACII), Professional Diploma in Insurance Program (PDI), etc and Table 6 shows that senior management staff have the highest percentage requiring professional qualification, in which the positions of 333 senior management staff require professional qualification out of the total 520 existing manpower (i.e. 64%).

2.24 With reference to paragraph 2.23, the most required minimum education/professional qualifications of the general insurance workforce at each job level preferred by respondents are given in Table 7 below. General insurance employers generally preferred their staff members at senior management level and middle management to possess university or above education and/or professional qualification. Even at officer level and technical representative level, 27.2% and 19.1% of employers respectively preferred their staff to have higher diploma or associate degree education. However, the Insurance Training Board Members considered that the overall percentages of professional qualification (14.6%) seemed relatively low.

Table 7: Minimum Education/Professional Qualification Requirement of General Insurance Workforce

<u>Education/Qualification</u>	<u>Senior Management</u>	<u>Middle Management</u>	<u>Officer</u>	<u>Technical Representative</u>	<u>Clerical</u>	<u>Insurance Agents</u>
Professional Qualification	64.0%	45.4%	13.1%	13.5%	-	2.5%
University or Above	78.7%	55.4%	9.2%	0.9%	0.04%	0.4%
Higher Dip./Asso. Degree or Equivalent	8.5%	28.9%	27.2%	19.1%	0.9%	-
Diploma/Higher Cert./Cert. or Equivalent	-	1.2%	19.2%	5.7%	18.1%	6.9%
Matriculation	-	0.6%	11.5%	12.5%	8.8%	-
Secondary 5 or Equivalent	1.5%	1.8%	9.8%	59.5%	55.7%	88.5%

Minimum Requirement of Year(s) of Experience of General Insurance Workforce

2.25 Table 8 below shows the general insurance workforce's minimum requirement of year(s) of experience.

Table 8: Employees' Minimum Requirement on Year(s) of Experience in General Insurance Sector

	<u>Job Level</u>	<u>Number of Employees</u>					Unspecified/ Refused	Total
		Less than 1 Year	1 Year to 2 Years	2 Years to 5 Years	5 Years to 10 Years	Over 10 Years		
(i)	Insurance Employees							
	Senior Management	-	-	28	321	106	65	520
		-	-	5.4%	61.7%	20.4%	12.5%	100.0%
	Middle Management	-	-	299	976	83	193	1 551
		-	-	19.3%	62.9%	5.4%	12.4%	100%
	Officer	-	157	1 458	72	4	522	2 213
		-	7.1%	65.9%	3.3%	0.2%	23.6%	100%
	Technical Representative	33	1 183	1 392	64	25	46	2 743
		1.2%	43.1%	50.7%	2.3%	0.9%	1.7%	100%
	Clerical	164	1714	65	-	-	387	2 330
		7.0%	73.6%	2.8%	-	-	16.6%	100%
	Sub-total	197	3054	3 242	1433	218	1 213	9 357
		2.1%	32.6%	34.6%	15.3%	2.3%	13.0%	100%
(ii)	Insurance Agents							
	Agency Director/	-	-	10	1	1	4	16
	Senior Agency Manager	-	-	62.5%	6.3%	6.3%	25.0%	100%
	Agent	323	1 853	378	-	-	107	2 661
		12.14%	69.6%	14.2%	-	-	4.0%	100%
	Sub-total	323	1 853	388	1	1	111	2 677
		12.1%	69.2%	14.5%	0.0%	0.04%	4.1%	100.0%
	Total	520	4 907	3 630	1 434	219	1 324	12 034
		3.8%	36.3%	25.0%	9.30%	0.60%	25.0%	100%

2.26 With reference to paragraph 2.25, the survey findings show that most employers required their staff at senior management level to possess 5 to more than 10 years of working experience. The requirements for officers and technical representatives were mostly from 1 to 5 years. For agents, the requirement varied from less than 1 year to 5 years, with the majority in the bracket of 1 to 2 years. It is noted that Unspecified/Refused percentages are relatively high, showing that respondents are not too willing to disclose such information.

Distribution of General Insurance Personnel
by Average Monthly Income Range by Job Level

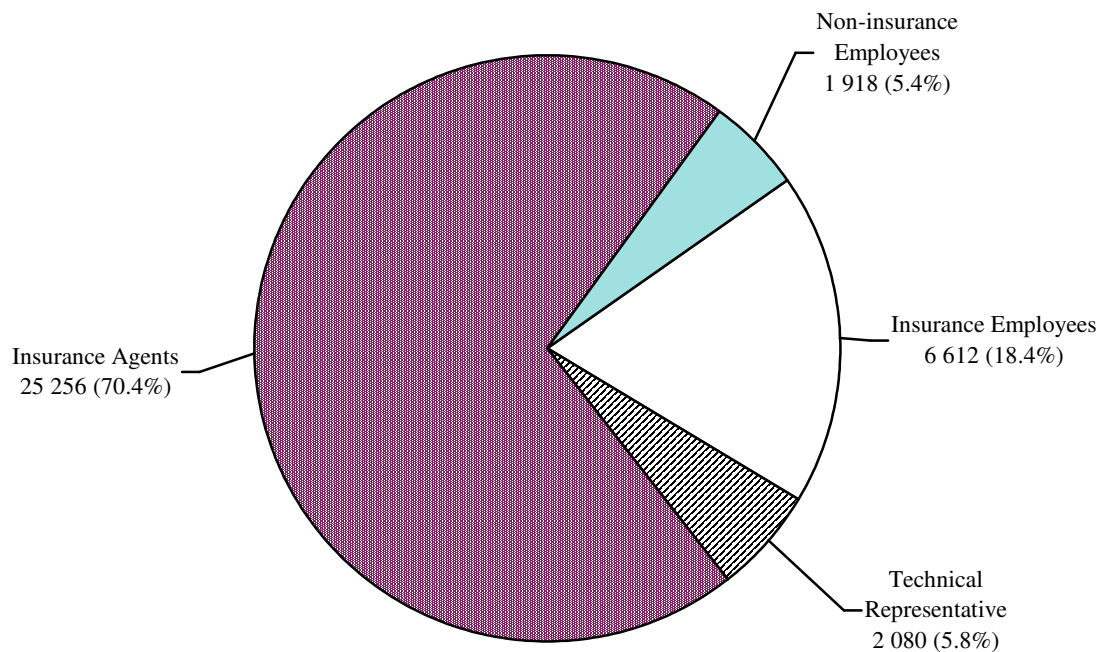
2.27 The term “monthly income” used in the survey includes basic salary, overtime, bonus, housing allowance, cost-of-living allowance and meal allowance. It excludes payments in kind, such as free housing. For insurance agents who are paid on commission basis, their average commission income for the month of January was taken as the monthly income. However, majority of respondents indicated “Unspecified” average monthly income range, thus, there is no sufficient data to reveal the distribution and no conclusion could be drawn in this section.

C. THE LIFE INSURANCE SECTOR

Number of Employees in the Life Insurance Industry

2.28 The life insurance sector engaged a total of 35 866 persons or 73.9% of the industry's number of employees (48 539) during the period of survey. The distribution of the life insurance existing number of employees is shown in Diagram 9 below.

Diagram 9 : Distribution of Number of Employees in the Life Insurance Sector



2.29 The distribution of the number of employees in the life insurance sector by job level is shown in Table 9, Table 10 and Diagram 10 below. A summary of the life insurance number of employees excluding the supporting staff by branch and by principal job is given in Appendix 8. Comparison between 2007 and 2009 is presented in Diagram 13.

Table 9 : Distribution of Number of Employees by Job Level in the Life Insurance Sector

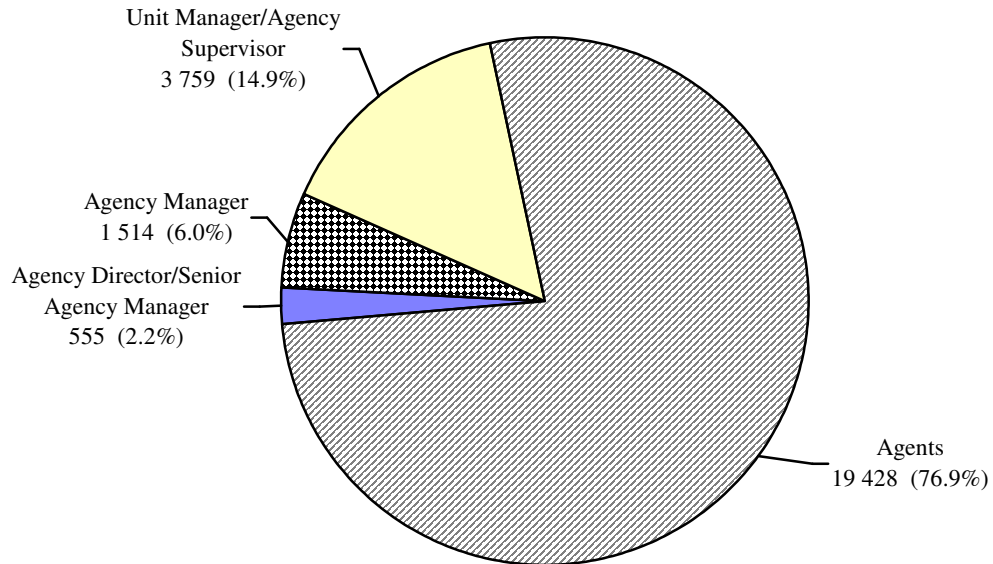
	Senior Management	Middle Management	Officer	Technical Representative	Clerk	Insurance Agent	Other Supporting Staff	Total
Life Insurers	212	667	1159	-	646	11506	575	14 765
Composite Insurers	203	672	1349	-	464	13750	1190	17 628
Brokers	105	366	202	1465	318	-	104	2 560
Company Agencies - Insurance	21	33	91	557	30	-	48	780
Company Agencies - Alternative Distribution	-	-	4	12	-	-	-	16
Bancassurances	1	14	23	46	32	-	1	117
Total	542	1 752	2 828	2 080	1 490	25 256	1 918	35 866

Table 10 : Distribution of Life Insurance Agents

	Agency Director/ Senior Agency Manager	Agency Manager	Unit Manager/ Agency Supervisor	Agent	Total
Life Insurers	360	906	1 417	8 823	11 506
Composite Insurers	195	608	2 342	10 605	13 750
Brokers	-	-	-	-	0
Company Agencies - Insurance	-	-	-	-	0
Company Agencies - Alternative Distribution	-	-	-	-	0
Bancassurances	-	-	-	-	0
Total	555	1 514	3 759	19 428	25 256

Diagram 10 : Distribution of Life Insurance Agents

Total : 25 256



2.30 Life insurance agents remained the bulk of the life insurance industry workforce. The 5 principal jobs with the largest numbers of persons in this sector are as follows:

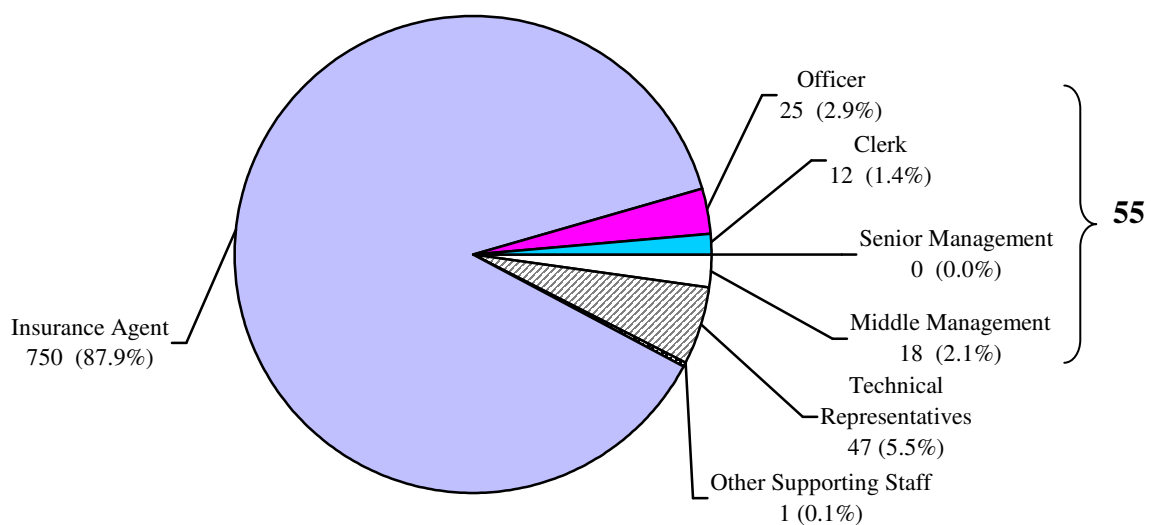
<u>Job Title</u>	<u>No. of Persons</u>	<u>Percentage of Total Life Insurance Workforce</u>
Life Insurance Agent	19 428	54.2
Unit Manager/ Agency Supervisor	3 759	10.5
Technical Representative	2 080	5.8
Agency Manager	1 514	4.2
Clerical Staff	1 358	3.8
	—————	—————
	28 139	78.5

Number of Vacancies in the Life Insurance Industry

2.31 A total of 853 vacancies were reported, including 55 for life insurance employees, 750 for life insurance agents, 47 for technical representatives and 1 for non-insurance employee. The distributions of vacancies for life insurance employees, life insurance agents and technical representatives by job level are shown in Diagrams 11 and 12 respectively. There is no vacancy for senior management staff which may reveal that companies prefer internal promotion for management positions.

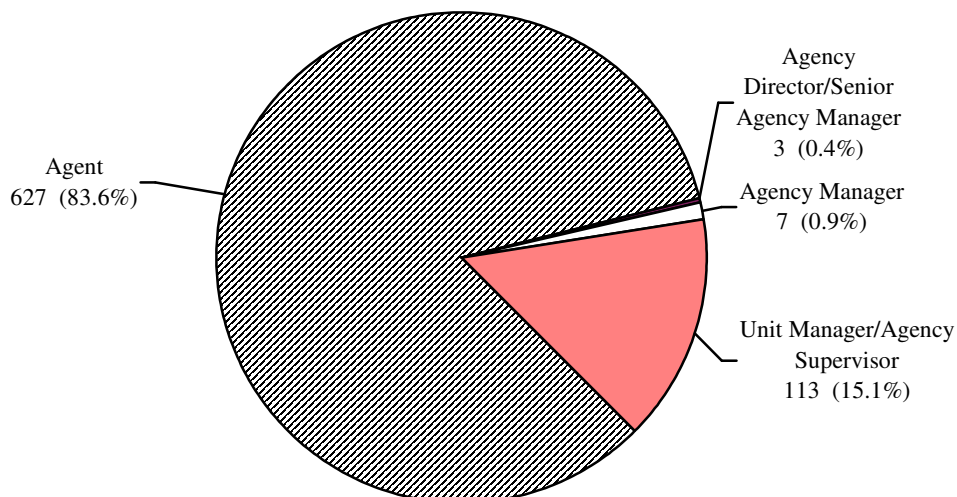
**Diagram 11 : Number of Vacancies by Job Level
In the Life Insurance Industry**

Total: 853



**Diagram 12 : Number of Vacancies for
Life Insurance Agents by Job Level**

Total : 750



Vacancies and Employers' Forecast of Life Insurance Manpower

2.32 With reference to paragraph 2.31, the Survey reveals that there were 853 vacancies comprising 18 from the middle management, 25 officers, 12 clerks, 750 life insurance agents, 47 technical representatives and 1 non-insurance employee. This shows a decrease of 893 vacancies when compared with 1746 vacancies in 2007 Survey. The greatest decrease in the number of vacancies was in the life insurance agent sector which showed a drop of 555 (from 1 305 in 2007 to 750 in 2009) vacancies. A comparison of the distribution of vacancies in the life insurance agent sector between 2007 and 2009 Surveys is given in Table 11 below:

Table 11: Comparison of the Distribution of Vacancies
in the Life Insurance Agents Sector

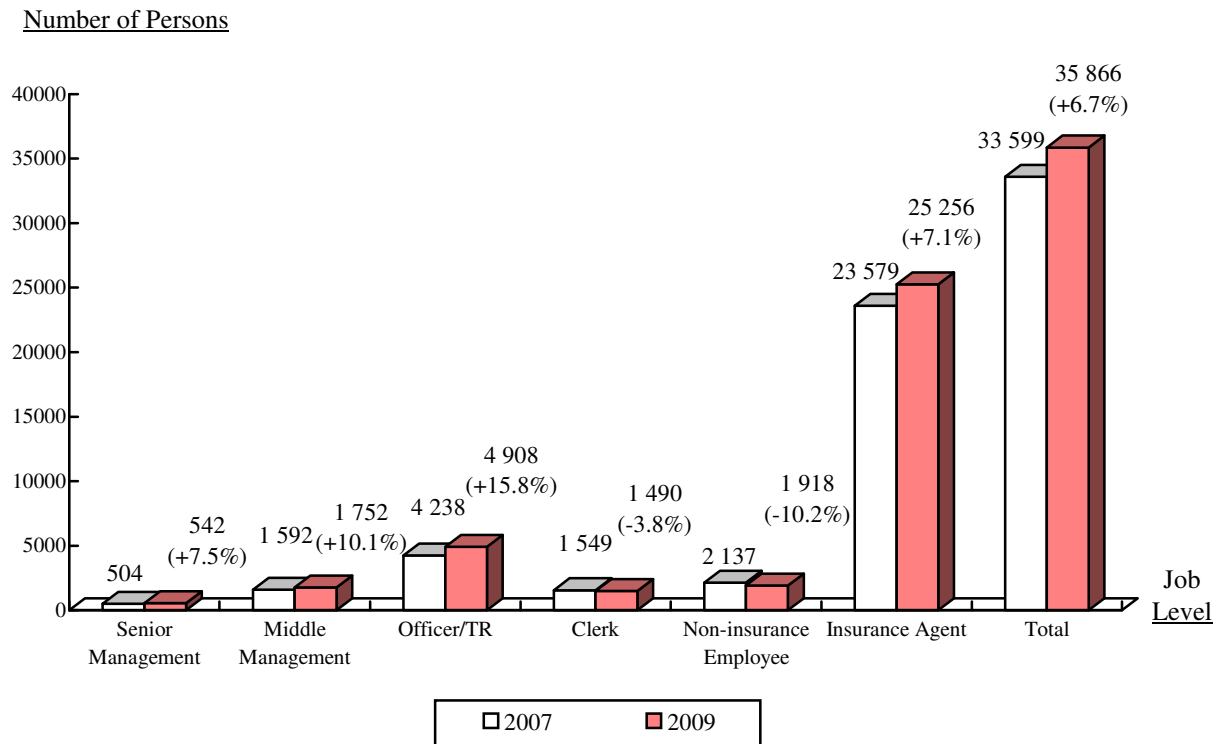
	<u>Number of Vacancies</u>	
	<u>2007</u>	<u>2009</u>
Agency Director/Senior Agency Manager	14	3
Agency Manager	42	7
Unit Manager/Agency Supervisor	180	113
Agent	1 069	627
Total	1 305	750
	=====	=====

2.33 The number of vacancies reported seems low when compared with that of 2007 Survey. It is advised by the Insurance Training Board that the global financial crisis has caused significant volatility in the financial markets which hindered the organisations to hire new staff. The agent has the largest number of vacancies (627) which shows the importance of the sales team.

Manpower Changes in Life Insurance Workforce between 2007 and 2009 Surveys

2.34 With reference to paragraph 2.32, the manpower changes of the life insurance workforce by job level between 2007 and 2009 Surveys are summarized in Diagram 13 below. When compared with the findings in the 2007 Survey, the life insurance manpower in 2009 Survey (excluding the non-insurance employees) had increased at all levels except a decrease of 59 or 3.8% at the clerk level, while the greatest increase for the officers or technical representatives (an increase of 670 or 15.8 %).

Diagram 13: Manpower Changes of the Insurance Workforce between 2007 and 2009 Surveys in the Life Insurance Sector



Note : Figures in brackets denote the percentage changes of manpower relative to 2007 at the same job level.

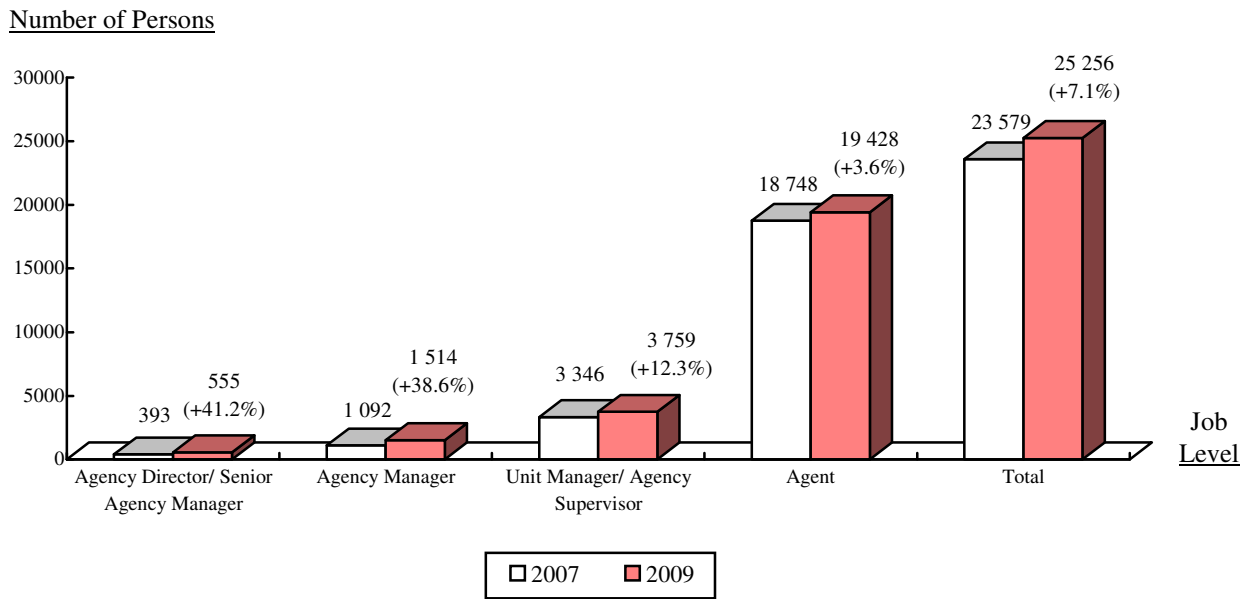
2.35 When compared with 2007 Survey, it is noted that branches of brokers, company agencies and bancassurances had employed more officers (in particular technical representatives) to promote various insurance products and services, e.g. investment-linked products, financial planning and asset management services, to their clients. The decline of other supporting staff is due to the computerization and outsourcing of administrative services to vendors. The changes in the distribution of employees in life insurance establishments are presented in Table 12 below:

Table 12: Manpower Changes in Life Insurance
Establishments between 2007 and 2009 Surveys

Job Level	Number of Staff Reported in 2007					Number of Staff Reported in 2009					Change (+/-) %
	Insurer	Broker	Company Agencies	Bancassurances	Total	Insurer	Broker	Company Agencies	Bancassurances	Total	
Senior Management	401	79	23	1	504	415	105	21	1	542	38 (+7.5%)
Middle Management	1 314	227	34	17	1 592	1 339	366	33	14	1 752	160 (+10.1%)
Officer/TR	2 526	1 051	595	66	4 238	2 508	1667	664	69	4 908	670 (+15.8%)
Clerk	1 252	200	90	7	1 549	1 110	318	30	32	1 490	-59 (-3.8%)
Other Supporting Staff	1 688	412	37	-	2 137	1 765	104	48	1	1 918	-219 (-10.2%)
Insurance Agent	23 154	394	31	-	23 579	25 256	-	-	-	25 256	1 677 (+7.1%)
Total	30 335	2 363	810	91	33 599	32 393	2560	796	117	35 866	2 267 (+6.7%)

2.36 With reference to Table 12 and Diagram 14, the total number of life insurance agents had increased by 1 677, or 7.1% from 23 579 persons in 2007 to 25 256 persons in 2009. Manpower at all levels had also increased. More significantly, the number of agency director/senior agency manager had increased by 162 people, or 41.2%. The number of agency managers had increased by 422 people, or 38.6%. The number of unit manager/agency supervisor had also increased by 413 people, or 12.3%.

Diagram 14: Manpower Changes of Life Insurance Agents between 2007 and 2009 Surveys



Note : Figures in brackets denote the percentage changes of manpower relative to 2007 at the same job level.

Forecast of Life Insurance Manpower for the next 12 months

2.37 Life insurance employers were asked to forecast their manpower for the next 12 months. The forecast of life insurance manpower (excluding other supporting staff who were non-insurance staff) by January 2010 would be 36 820, representing an increase of 2 020 persons (5.8%) in comparison with the manpower demand of 34 800 persons by January 2009. The distributions of manpower forecast by job level are shown in table 13 below:

Table 13: Forecast of Life Insurance Manpower by Branch by Job Level

Branch	Manpower Demand = Existing Manpower + Vacancies																				
	Senior Management			Middle Management			Officer			Technical Representative			Clerk			Insurance Agent			Total		
	2009	2010	Increase (Decrease)	2009	2010	Increase (Decrease)	2009	2010	Increase (Decrease)	2009	2010	Increase (Decrease)	2009	2010	Increase (Decrease)	2009	2010	Increase (Decrease)	2009	2010	Increase (Decrease)
Life Insurers	212	212	-	668	668	-	1 163	1 182	19 1.6%	-	-	-	651	651	-	11 856	11 866	10 0.1%	14 550	14 579	29 0.2%
Composite Insurers	203	201	(2) (1.0%)	683	683	-	1 365	1 365	-	-	-	-	464	464	-	14 150	16 147	1 997 14.1%	16 865	18 860	1 995 11.8%
Brokers	105	105	-	372	372	-	207	207	-	1 512	1 508	(4) (0.3%)	325	325	-	-	-	-	2 521	2 517	(4) (0.2%)
Company Agencies - Insurance	21	21	-	33	33	-	91	91	-	557	557	-	30	30	-	-	-	-	732	732	-
Company Agencies - Alternative Distribution	-	-	-	-	-	-	4	4	-	12	12	-	-	-	-	-	-	-	16	16	-
Bancassurances	1	1	-	14	14	-	23	23	-	46	46	-	32	32	-	-	-	-	116	116	-
All Branches	542	540	(2) (0.4%)	1 770	1 770	-	2 853	2 872	19 0.7%	2 127	2 123	(4) (0.2%)	1 502	1 502	-	26 006	28 013	2 007 7.7%	34 800	36 820	2 020 5.8%

* The figure in 2009 manpower demand is equal to the sum of existing manpower and vacancies.

* Other supporting staff (1 918) are excluded from the above table.

Projection of Life Insurance Manpower

2.38 With reference to paragraph 2.37, employers had forecast a growth of 2 020 persons by Jan 2010, or 5.8% increase in comparison with the manpower demand of 34 800 persons by January 2009. The employers' forecast manpower requirements for the next 12 months by job levels are summarized in Table 14.

Table 14: Forecast of Manpower Requirements by job level

	Manpower in 2009	Forecast Manpower Demand by Jan 2010	Average Annual Growth (%)
Senior Management	542	540	-2 (-0.4%)
Middle Management	1 770	1 770	0 (0%)
Officer	2 853	2 872	+19 (+0.7%)
Technical Representative	2 127	2 123	-4 (-0.2%)
Clerk	1 502	1 502	0 (0%)
Insurance Agent	26 006	28 013	+2 007 (+7.7%)
Total	34 800	36 820	+2 020 (+5.8%)

2.39 With reference to paragraph 2.38, employers had forecast a growth of 2 020 life insurance personnel by Jan 2010 (compared with 3 557 persons in 2008).

2.40 Insurance employees at two levels, insurance agents and officers will be in demand. Again, the agent has the largest forecast growth which indicates the importance of the sales force in the life insurance sector. The job levels that will have the highest forecast growth by Jan 2010 will be:

	<u>Growth in Number</u>
Agent	2 007
Officer	19

2.41 The Insurance Training Board agrees that the employers' forecast on the additional life insurance manpower in the following 12 months is reasonable and realistic.

Minimum Education/Professional Qualification
Requirement of Life Insurance Workforce

2.42 Life insurance respondents were asked to indicate the minimum requirement of education and qualifications for their staff members. A summary of the findings of minimum requirement is shown in Table 15, for example, it showed that there are 444 senior management staff required minimum education of university degree or above out of the total 542 existing manpower. Findings of minimum requirement of professional qualifications are shown in Table 16.

Table 15: Minimum Education Requirement
of Life Insurance Workforce

<u>Job Level</u>	University Degree or Above	Higher Dip. / Asso. Degree or Equivalent	Diploma / High Cert. / Cert. or Equivalent	Matriculation	Secondary 5 or Equivalent	Unspecified	Total
Senior Management	444	22	-	-	-	76	542
Middle Management	1303	177	3	12	3	254	1 752
Officer	839	662	290	161	492	384	2 828
Technical Representative	5	199	62	287	1 293	234	2 080
Clerical	-	108	91	60	1 041	190	1 490
Insurance Agents	618	8	-	444	17 914	6 272	25 256
Total	3 209	1 176	446	964	20 743	7 410	33 948
	9.5%	3.5%	1.3%	2.8%	61.1%	21.8%	100. 0%

Table 16: Professional Qualification Requirement
of Life Insurance Workforce

Job Level	Professional Qualification*	Total	Percentage
Senior Management	208	542	38.4%
Middle Management	436	1 752	24.9%
Officer	384	2 828	13.6%
Technical Representative	830	2 080	39.9%
Clerical	-	1 490	-
Insurance Agents	3 124	25 256	12.4%
Total	4 982	33 948	14.7%

* Other than the Insurance Intermediaries Qualifying Examination (IIQE), all the insurance qualifications are taken into account as professional qualification such as Certified Financial Planner (CFP), Fellow, Life Management Institute (FLMI), Professional Diploma in Insurance Program (PDI), etc and Table 19 shows that technical representatives have the highest percentage requiring professional qualification, in which the positions of 830 technical representatives require professional qualification out of the total 2 080 existing manpower (i.e. 39.9%).

2.43 With reference to paragraph 2.42, the Survey shows that life insurance employers generally preferred their staff members at senior management level and middle management level to possess university or above education and/or professional qualification. Even at officer level, 29.7% of employers preferred their staff to have university or above education. Table 17 below shows the percentages of the minimum education/ qualification requirement of the life insurance workforce at various job levels preferred by respondents.

Table 17: Minimum Education/Professional Qualification Requirement of Life Insurance Workforce

<u>Education/ Qualification</u>	<u>Senior Management</u>	<u>Middle Management</u>	<u>Officer</u>	<u>Technical Representative</u>	<u>Clerical</u>	<u>Insurance Agents</u>
Professional Qualification	38.4%	24.9%	13.6%	39.9%	-	12.4%
University or Above	81.9%	74.4%	29.7%	0.2%	-	2.4%
Higher Dip./Asso. Degree or Equivalent	4.1%	10.1%	23.4%	9.6%	7.2%	-
Diploma/Higher Cert./Cert. or Equivalent	-	0.2%	10.3%	3.0%	6.1%	-
Matriculation	-	0.7%	5.7%	13.8%	4.0%	1.8%
Secondary 5 or Equivalent	-	0.2%	17.4%	62.2%	69.9%	70.9%

Minimum Requirement of Year(s) of Experience of Life Insurance Workforce

2.44 Table 18 below shows the life insurance workforce's minimum requirement of year(s) of experience.

Table 18: Employees' Minimum Requirement on Year(s) of Experience in Life Insurance Sector

	<u>Job Level</u>	<u>Number of Employees</u>					<u>Unspecified/**</u> <u>Refused</u>	<u>Total</u>
		<u>Less than</u> <u>1 Year</u>	<u>1 Year to</u> <u>2 Years</u>	<u>2 Years to</u> <u>5 Years</u>	<u>5 Years to</u> <u>10 Years</u>	<u>Over</u> <u>10 Years</u>		
(i)	Insurance Employees							
	Senior Management	-	-	18	174	68	282	542
		-	-	3.3%	32.1%	12.5%	52.0%	100.0%
	Middle Management	-	8	280	491	36	937	1 752
		-	0.5%	16.0%	28.0%	2.1%	53.5%	100.0%
	Officer	-	458	886	43	-	1 441	2 828
		-	16.2%	31.3%	1.5%	-	51.0%	100.0%
	Technical	33	1032	733	48	-	234	2 080
	Representative	1.6%	49.6%	35.2%	2.3%	-	11.3%	100.0%
	Clerical	106	594	11	-	-	779	1490
		7.11%	39.87%	0.74%	-	-	52.28%	100.0%
	Sub-total	139	2092	1928	756	104	3 673	8 692
		1.6%	24.1%	22.2%	8.7%	1.2%	42.3%	100.0%
(ii)	Insurance Agents							
	Agency Director/	-	-	-	128	-	427	555
	Senior Agency Manager	-	-	-	23.1%	-	76.9%	100.0%
	Agency Manager	-	-	100	387	-	1 027	1 514
		-	-	6.6%	25.6%	-	67.8%	100.0%
	Unit Manager/	-	-	1 849	10	-	1 900	3 759
	Agency Supervisor	-	-	49.2%	0.3%	-	50.5%	100.0%
	Agent	6 403	2 184	-	-	-	10 841	19 428
		33.0%	11.2%	-	-	-	55.8%	100.0%
	Sub-total	6 403	2 184	1 949	525	-	14 195	25 256
		25.4%	8.6%	7.7%	2.1%	-	56.2%	100.0%
	Total	6 542	4 276	3 877	1 281	104	17 868	33 948
		19.3%	12.6%	11.4%	3.8%	0.3%	52.6%	100.0%

** Caution should be taken when analysing Table 18 in view of the high percentage of unspecified/refused responses.

2.45 With reference to paragraph 2.46, the survey findings show that most employers required their staff at senior management level to possess 5 to more than 10 years of working experience. The requirement for officers was mainly from 2 to 5 years. For technical representatives, the requirement was mostly from 1 to 2 years. For agents, the requirement varied from less than 1 year to 2 years. Again, there was a large number of unspecified/refused replies, with the greatest number coming from the category of agent (10 841). This renders the information collected not very meaningful.

Distribution of Life Insurance Personnel by Average Monthly Income Range by Job Level

2.46 Similar to the paragraph 2.27 of general insurance sector, majority of respondents indicated “Unspecified” average monthly income range for life insurance personnel, thus, there is no sufficient data to indicate the distribution and no conclusion could be drawn in this section.

D. OVERALL VIEW OF INSURANCE INDUSTRY

2.47 The following sections are presented to capture the overall view in respect of insurance industry without differentiation between General and Life Insurance sector.

Staff Turnover in the Insurance Industry in the Past 12 Months

2.48 In the past 12 months (i.e. in the 12 months prior to the fieldwork of the Survey), 2 104 insurance personnel left their employment. Table 19 below shows the number of insurance personnel who left in the past 12 months by reason and by job level. During the same period, 2 145 insurance personnel were recruited. Table 20 below shows the number of insurance personnel recruited in the past 12 months by source and by geographic origin.

Table 19 : The Number of Insurance Personnel Who Left Their Employment
in the Past 12 Months by Reason and by Job Level

Reason		Managerial	Officer	Clerical	Technical Representative/ Insurance Agent	Total
(I) Leaving of the company is initiated by the employee						
(a)	Taking up another insurance job/job related to the insurance industry or starting own insurance related business	191	279	175	452	1 097
(b)	Taking up banking/finance job/ job related to the banking/finance industry or starting own finance related business	23	42	45	18	128
(c)	Taking up a job outside the insurance/ banking/finance industry or starting own business outside the insurance/banking/finance industry	7	57	113	57	234
(d)	Emigration	1	9	14	3	27
(e)	Repatriation	1	-	-	2	3
(f)	Retirement	5	-	6	1	12
(g)	Further studies	-	20	23	-	43
(h)	Other reasons	2	5	19	13	39
(i)	Reasons unknown	32	126	93	10	261
Sub-total		262	538	488	556	1 844
(II) Leaving of the company is initiated by the company						
(a)	Retrenchment	7	3	11	-	21
(b)	Company re-structured/closed	9	2	4	78	93
(c)	Expiry of employment contract	3	10	35	-	48
(d)	Poor performance	10	17	30	40	97
(e)	Other reasons	-	-	-	-	-
(f)	Reasons unknown	1	-	-	-	1
Sub-total		30	32	80	118	260
Total		292	570	568	674	2 104

Table 20 : The Number of Recruits in the Insurance Industry
in the Past 12 Months by Source and by Geographic Origin

(I) The number of recruits in the past 12 months by source:						
Source		Managerial	Officer	Clerical	Technical Representative/ Insurance Agent	Total
(a)	From another insurance company/ insurance intermediary/insurance related company	221	318	210	230	979
(b)	From a bank/finance company	24	61	32	86	203
(c)	From a company outside the insurance/ banking/ finance industry	-	128	207	92	427
(d)	From a college/school direct	-	39	83	171	293
(e)	Other sources	-	-	-	3	3
(f)	Source unclassified	40	83	117	-	240
Total		285	629	649	582	2 145
(II) The number of recruits in the past 12 months by geographic origin:						
Geographic Origin		Managerial	Officer	Clerical	Technical Representative/ Insurance Agent	Total
(a)	Hong Kong	276	619	647	581	2 123
(b)	Mainland	2	-	1	-	3
(c)	Macau	2	10	1	-	13
(d)	Taiwan	1	-	-	-	1
(e)	Others	4	-	-	1	5
(f)	Source unclassified	-	-	-	-	-
Total		285	629	649	582	2 145

2.49 With reference to paragraph 2.48, Table 21 below shows the staff turnover statistics for the insurance industry in the past 12 months. The highest turnover rate (i.e. 14.7%) was in the clerical level, followed by the officer level (11.2%). The overall turnover rate was 6.0%.

Table 21 : Staff Turnover of the Insurance Industry in the Past 12 Months

	Managerial	Officer	Clerical	Technical Representative/ Insurance Agent	Total
Number Recruited	285	629	649	582	2 145
Number Left	292	570	568	1 390	2 820
Net Effect Increase (Decrease)	(7)	59	81	(808)	(675)
Number of People in the Job Level	4 393	5 092	3 857	33 714	47 056
Staff Turnover Rate*	6.6%	11.2%	14.7%	4.1%	6.0%

$$* \text{ Staff Turnover Rate in a Specified Period of Time} = \frac{\text{No. of People Left in the Specified Period of Time}}{\text{Average No. of People in the Specified Period of Time}}$$

Wastage

2.50 With reference to paragraph 2.48, 1 865 (out of 2 104 as shown in Table 21) insurance practitioners were reported to have either left the insurance field, emigrated, retired, repatriated, gone for further studies and retrenchment (i.e. 21 people) during the past 12 months. Details are shown in Table 22 below. The wastage of 468 persons represented 1.0% of the manpower demand of 47 056 people in 2009. However, the wastage rate could be higher if the 300 insurance practitioners who had left for “Other Reasons” (39) and “Reasons Unknown” (261) were taken into account. Establishments have to recruit staff as replacement for the wastage.

Table 22 : Number of Insurance Personnel Who had
Left Insurance Sector in the Past Months

<u>Reason</u>	<u>Number Left</u>	
Taking up another insurance job in Hong Kong	1 097	
Taking up banking/finance or related job in Hong Kong	128	} 468 (wastage)
Taking up a non-insurance job in Hong Kong	234	
Emigration	27	
Repatriation	3	
Retirement	12	
Further Studies	43	
Retrenchment	21	
Other reasons*	39	
Reasons unknown	261	
Total	1 865	
	=====	
Manpower in 2009 (including vacancies):	General insurance	= 12 256 (see Table 6, para. 2.20)
	Life insurance	= <u>34 800</u> (see Table 17, para. 2.39)
		47 056
		=====

* Other reasons included health problems, taking care of family and personal reasons, etc.

Number of Internal Promotions
in the Insurance Industry in the Past 12 Months

2.51 The Survey shows that 1 063 insurance personnel got their promotion in the past 12 months. The numbers of internal promotions in the insurance industry by branches and by job levels are summarized in Table 23 below. It indicates that the greatest number of promotions was in the rank from Agent/TR to Unit Manager/Agency Supervisor.

Table 23 : Number of Internal Promotions in the
Insurance Industry in the Past 12 Months
(1.1.2008 to 31.12.2008)

<u>Job Level</u>	<u>No. of Internal Promotions</u>
From Officer to Manager	146
From Clerk to Officer	123
From Others to Clerk	10
From Agent/TR to Unit Manager/ Agency Supervisor	660
From Unit Manager/Agency Supervisor to Agency Manager	108
From Agency Manager to Agency Director/ Senior Agency Manager	16
<hr/>	
Total	1 063 ====

Recruitment Difficulties

2.52 Table 24 below shows the number of insurance establishments which had encountered recruitment difficulties in the past months by branch and by job level. 47 insurance establishments reported difficulties in the recruitment of insurance agents/technical representatives and 39 establishments reported difficulties in the recruitment of clerks.

Table 24: Number of Insurance Establishments which had Encountered Recruitment Difficulties in the Past 12 Months

Branch	Recruitment Difficulties	Managerial		Officer		Clerical		Insurance Agent/ Technical Representative	
		No. of Establishments	Percentage	No. of Establishments	Percentage	No. of Establishments	Percentage	No. of Establishments	Percentage
Life Insurance	Yes	5	20.8%	7	29.2%	1	4.2%	-	-
	No	9	37.5%	7	29.2%	12	50.0%	-	-
	Have not recruited or tried to recruit	10	41.7%	10	41.7%	11	45.8%	24	100.0%
	Total	24	100.0%	24	100.0%	24	100.0%	24	100.0%
General Insurance	Yes	6	8.5%	12	16.9%	7	9.9%	-	-
	No	9	12.7%	17	23.9%	24	33.8%	-	-
	Have not recruited or tried to recruit	56	78.9%	42	59.2%	40	56.3%	71	100.0%
	Total	71	100.0%	71	100.0%	71	100.0%	71	100.0%
Composite (i.e. Life and General) Insurance	Yes	5	55.6%	3	33.3%	2	22.2%	-	-
	No	3	33.3%	5	55.6%	4	44.4%	-	-
	Have not recruited or tried to recruit	1	11.1%	1	11.1%	3	33.3%	9	100.0%
	Total	9	100.0%	9	100.0%	9	100.0%	9	100.0%
Insurance Broker	Yes	6	1.4%	7	1.7%	24	5.8%	29	7.0%
	No	20	4.8%	34	8.2%	66	15.9%	64	15.4%
	Have not recruited or tried to recruit	389	93.8%	374	90.1%	325	78.4%	322	77.6%
	Total	415	100.0%	415	100.0%	415	100.0%	415	100.0%

Branch	Recruitment Difficulties	Managerial		Officer		Clerical		Insurance Agent/ Technical Representative	
		No. of Establishments	Percentage	No. of Establishments	Percentage	No. of Establishments	Percentage	No. of Establishments	Percentage
Company Agencies – Insurance	Yes	2	0.2%	3	0.3%	4	0.4%	16	1.8%
	No	3	0.3%	7	0.8%	27	3.0%	6	0.7%
	Have not recruited or tried to recruit	889	99.4%	884	98.9%	863	96.5%	872	97.5%
	Total	894	100.0%	894	100.0%	894	100.0%	894	100.0%
Company Agencies – Alternative Distribution	Yes	-	-	-	-	-	-	-	-
	No	-	-	-	-	-	-	-	-
	Have not recruited or tried to recruit	111	100.0%	111	100.0%	111	100.0%	111	100.0%
	Total	111	100.0%	111	100.0%	111	100.0%	111	100.0%
Bancassurances	Yes	-	-	1	5.3%	1	5.3%	2	10.5%
	No	1	5.3%	3	15.8%	3	15.8%	3	15.8%
	Have not recruited or tried to recruit	18	94.7%	15	78.9%	15	78.9%	14	73.7%
	Total	19	100.0%	19	100.0%	19	100.0%	19	100.0%
All Branches	Yes	24	1.6%	33	2.1%	39	2.5%	47	3.0%
	No	45	2.9%	73	4.7%	136	8.8%	73	4.7%
	Have not recruited or tried to recruit	1 474	95.5%	1 437	93.2%	1 368	88.7%	1 423	92.3%
	Total	1 543	100.0%	1 543	100.0%	1 543	100.0%	1 543	100.0%

2.53 Table 25 shows the reasons of recruitment difficulties in the insurance industry in the past 12 months.

Table 25 : Reasons of Recruitment Difficulties in the Insurance Industry
in the Past 12 Months (1.1.2008 to 31.12.2008)

Reason		Managerial	Officer	Clerical	Insurance Agent/ Technical Representative	Total
(a)	General labour shortage in Hong Kong	4	4	6	2	16
(b)	Insufficient graduates in relevant disciplines from tertiary institutions	1	7	3	1	12
(c)	Lack of candidates with relevant experience and training	19	29	21	34	103
(d)	Working conditions/ remuneration package could not meet recruits' expectations	11	19	22	17	69
(e)	Lack of candidates with good language capabilities					
	(i) English	1	6	12	10	29
	(ii) Putonghua	1	5	7	1	14
(f)	Other reasons	1	-	9	-	10
Total		38	70	80	65	253

Reasons of Recruitment Difficulties

2.54 With reference to paragraphs 2.52 and 2.53, establishments which had encountered recruitment difficulties reported that the three main reasons of recruitment difficulties were:

<u>Reasons</u>	<u>Number of Establishments</u>	<u>%</u>
1. Lack of candidates with relevant experience and training	103	40.7
2. Working conditions/remuneration package could not meet recruits' expectations	69	27.3
3. Lack of candidates with good language capabilities		
(i) English	29	11.5
(ii) Putonghua	14	5.5

2.55 It is worth noting that only 12 establishments or 4.7% reported that they had recruitment difficulties due to insufficient graduates in relevant disciplines from tertiary institutions. If employers want to retain their staff members or attract new entrants to the insurance profession, they will need to improve the working conditions and remuneration packages for the insurance employees as well as to provide good training both in professional skills and language skills.

Manpower Supply and Demand in the Insurance Industry

Demand for Personnel

Projected Additional Manpower Requirements in the General Insurance Sector by Jan 2010

2.56 The projected additional manpower requirements for the general insurance sector by Jan 2010 are worked out and shown in Table 26 below (with reference to paragraphs 2.17, 2.20 and 2.50 and assuming a wastage of 1.0%). As shown in Table 26, the total projected additional manpower requirements in the general insurance sector by Jan 2010 will be 469, with the highest in technical representatives (287) followed by officers (64) and clerks (55).

Table 26 : Projected Additional Manpower Requirements
in the General Insurance Sector by Jan 2010

Job Level	(a) Manpower Projection by Jan 2010	(b) Manpower in 2009	(c) = (a) – (b) Projected Additional People Required by Jan 2010	(d) Replacement for Wastage (at 1.0%)	(e) Inputs to Fill Vacancies in 2009	(f) = (c) +(d) + (e) Projected Additional Manpower Requirements by Jan 2010
Senior Management	510	520	-10	5	0	-5
Middle Management	1 556	1 551	5	16	10	31
Officer	2 229	2 213	16	22	26	64
Technical Representative	2 847	2 743	104	27	156	287
Clerk	2 337	2 330	7	23	25	55
Insurance Agent	2 682	2 677	5	27	5	37
Total	12 161	12 034	127	120	222	469

Projected Additional Manpower Requirements in the Life Insurance Sector by Jan 2010

2.57 The projected additional manpower requirements for the life insurance sector in 2010 are worked out and shown in Table 27 below (with reference to paragraphs 2.31, 2.37 and 2.50 and assuming a wastage of 1.0%). As shown in Table 27, the total projected additional manpower requirements in the life insurance sector by Jan 2010 will be 4 064, with the highest in insurance agents (3 760), followed by technical representatives (111) and officers (97).

Table 27 : Projected Additional Manpower Requirements
in the Life Insurance Sector by Jan 2010

Job Level	(a) Manpower Projection for 2010	(b) Manpower in 2009	(c) = (a) – (b) Projected Additional People Required in 2010	(d) Replacement for Wastage (at 1.0%)	(e) Inputs to Fill Vacancies in 2009	(f) = (c) +(d) + (e) Projected Additional Manpower Requirements in 2010
Senior Management	540	542	-2	5	0	3
Middle Management	1 770	1 752	18	18	18	54
Officer	2 872	2 828	44	28	25	97
Technical Representative	2 123	2 080	43	21	47	111
Clerk	1 502	1 490	12	15	12	39
Insurance Agent	28 013	25 256	2 757	253	750	3 760
Total	36 820	33 948	2 872	340	852	4 064

2.58 A summary of the projected total additional manpower requirements in the insurance industry by Jan 2010 is given in Table 28 below:

Table 28 : Summary of Additional Manpower Requirements
in the Insurance Industry by Jan 2010

<u>Job Level</u>	<u>Additional Manpower Requirements in General Insurance Sector by Jan 2010</u>	<u>Additional Manpower Requirements in Life Insurance Sector by Jan 2010</u>	<u>Total Additional Manpower Requirements in Insurance Industry by Jan 2010</u>
Senior Management	-5	3	-2
Middle Management	31	54	85
Officer	64	97	161
Technical Representative	287	111	398
Clerk	55	39	94
Insurance Agent	37	3 760	3 797
Total	469	4 064	4 533
	====	====	====

Education/Professional Qualification Requirement
of the Additional Manpower by Jan 2010

2.59 With reference to Table 7 in paragraph 2.24, Table 17 in paragraph 2.43 and Table 28 in paragraph 2.58, a summary of the required number of insurance practitioners with the required education/qualification by Jan 2010 is given in Table 29 below. The demand for people with secondary 5 or equivalent is the highest (3 020), followed by professional qualification (597).

**Table 29 : Education/Professional Qualification Requirements of the Additional
Manpower of the Insurance Industry by Jan 2010**

<u>Education Qualification</u>	<u>No. of Required Personnel in the General Insurance Sector</u>	<u>No. of Required Personnel in the Life Insurance Sector</u>	<u>Total</u>
Professional Qualification	59	538	597
University or Above	22	162	184
Higher Dip./Asso Degree or Equivalent	81	42	123
Diploma/Higher Cert./ Cert. or Equivalent	42	16	58
Matriculation	48	90	138
Secondary 5 or Equivalent	241	2 779	3 020
Total	493 ===	3 627 =====	4 120 =====

Manpower Supply of Insurance Personnel

2.60 With reference to paragraph 2.59 that the highest demand for insurance personnel is having the education background of secondary 5 or equivalent, it is feasible to meet such demand as the market has abundant supply of secondary 5 graduates every year. In terms of the supply of manpower with other qualifications, such as university, professional qualification, higher diploma, etc., it is found that there is no education/training programmes solely related to insurance in Hong Kong. According to the information provided by the University Grants Committee of Hong Kong (UGC), the Hong Kong Institute of Vocational Education (IVE) and course providers running insurance-related courses being accredited by the Hong Kong Council for Accreditation of Academic & Vocational Qualifications, the estimated number of graduates with degree and sub-degree/associate degree qualification in related to insurance discipline (e.g. financial planning, financial investment, finance, etc) would be 1 248. However, such data does not reveal the whole manpower supply in the industry which is subject to the responses received from the course providers and the overseas graduates are not included. The details are summarized in Table 30.

Table 30 : Supply of Insurance-related Education/Training Programmes Graduates

	<u>Estimated Number of Graduates in 2009/2010</u>
Degree	839
Sub-degree	409
Total	1 248

Mismatch of Manpower Demand and Supply

2.61 There is no significant mismatch of insurance manpower demand and supply due to the fact that no specific pre-requisites required for the graduates to join the industry, especially for the insurance agents and technical representatives. Graduates from various disciplines could join the industry and they would be offered on-the-job training upon commencement of employment and thus the demand for pre-employment insurance related education or training is relatively low. Despite there is no boundaries for the education disciplines, it is difficult for the insurance companies to recruit new entries and to retain the employees because the public still has an adverse perception for insurance. Parents do not accept their children to pursue in insurance career and de-motivated the graduates to consider starting their career in insurance companies. In order to tackle this problem, Insurance Training Board has set up a Working Party on Promoting Insurance Career as a Profession with an aim to enhance the public image and standard of professionalism for the insurance industry. With the upgrading of the industry image and career professionalism, it would be more attractive to the public to join the industry.

Number of Hong Kong Insurance Personnel Who Have to Work in the Mainland

2.62 The Survey reveals that there were 168 insurance personnel who had to work in the Mainland during the survey period. Of these, 15 (8.9%) were on Stationed Basis (i.e. having to stay in the Mainland for 50% or above of the working time) and 153 (91.1%) were on Travelling Basis.

Effects of Mainland Insurance Operations and
Hurdles in Mobility of Talents Across the Border

2.63 With reference to paragraph 2.62, there is an insignificant number of insurance personnel (i.e. 168 people) had to work in the Mainland. The figure is similar when asked the respondents to estimate for Jan 2010 in which 169 insurance personnel would have to work in the Mainland, of whom 14 people would be on Stationed Basis and 155 people on Travelling Basis. However, the Survey reveals that there are no additional insurance personnel required to recruit or to be trained for the Mainland operations due to the localization of workforce in Mainland.

Estimated Training Plans of Insurance
Personnel in the Next 12 Months

2.64 In the 2009 Survey, employers were requested to suggest the 5 most important types/topics of training for the development of insurance manpower in the next 12 months. The topics of training are categorized into 4 areas, namely, “Management/Executive”, “Professional Knowledge”, “Basic Job-related” and “Generic Skills” and the training selected for various job levels in the order of importance and the detailed findings by job level are summarized in Table 31-35 below.

Table 31 : Topics of Training for Managerial Staff

	Category	Topics of Training
1	Management/ Executive	Leadership
2	Management/ Executive	Risk Management
3	Management/ Executive	Problem Solving and Decision Making
4	Management/ Executive	Strategic Management
5	Management/ Executive	Principles & Practice of Management

Table 32 : Topics of Training for Officers

	Category	Topics of Training
1	Basic Job-related	General Insurance
2	Management/ Executive	Problem Solving and Decision Making
3	Management/ Executive	Leadership
4	Management/ Executive	Principles & Practice of Management
5	Basic Job-related	Law Relating to Insurance

Table 33 : Topics of Training for Clerical Staff

	Category	Topics of Training
1	Generic Skills	English Writing
2	Generic Skills	Spoken English
3	Generic Skills	Use of Computer
4	Basic Job-related	General Insurance
5	Generic Skills	Putonghua

Table 34 : Topics of Training for Technical Representatives

	Category	Topics of Training
1	Basic Job-related	General Insurance
2	Basic Job-related	Law Relating to Insurance
3	Professional Knowledge	Ass. of the Chartered Insurance Institute (ACII)
4	Generic Skills	English Writing
5	Generic Skills	Interpersonal Skills

Table 35 : Topics of Training for Insurance Agents

	Category	Topics of Training
1	Basic Job-related	General Insurance
2	Basic Job-related	Law Relating to Insurance
3	Basic Job-related	Life Insurance
4	Generic Skills	Effective Communication Skills
5	Generic Skills	English Writing & Spoken English

2.65 In general, the management/executive training of Leadership training is important to managerial staff, while basic job-related training of General Insurance is important to officers, technical representatives and insurance agents. For clerical staff, English writing is of the utmost importance.

Estimated Percentage of Training to be provided by External Course Providers in the Next 12 Months

2.66 The 2009 Survey reveals that the training of most of the companies is fully provided by external course providers in the next 12 months. The detailed information is shown in Table 36.

Table 36 : Percentage of Training to be provided by External Course Providers in the Next 12 Months

Percentage of external training	Managerial	Officer	Clerical	TR	Insurance Agent
0%	91	124	329	155	10
1% - 24%	33	34	64	9	8
25% - 49%	30	22	36	25	2
50% - 74%	25	26	40	34	-
75% - 99%	23	22	21	17	3
100%	296	191	178	1 102	7

Training Expenses in 2007-2009

2.67 Table 37 and Table 38 shows information of the establishments on the training expenses and training Budget in 2007-2009 for insurance employees and insurance agents respectively. The training expenses in 2008 as compared with those in 2007 and the training budget for 2009 as compared with the training expenses in 2008 remain unchanged for the majority as indicated from the survey.

Table 37 : Percentage of Change on the Training Expenses and Training Budget in 2007-2009 (excluding Insurance Agents)

Percentage Change	Range	The training expenses in 2008 as compared with those in 2007	The training budget for 2009 as compared with the training expenses in 2008
No Change	No Change	1 428	1 437
Increase by	over 50%	10	5
	21% to 50%	11	3
	11% to 20%	18	9
	5% to 10%	28	25
	less than 5%	8	2
	Sub-total		75
Decrease by	over 50%	-	12
	21% to 50%	-	4
	11% to 20%	4	5
	5% to 10%	1	1
	less than 5%	-	5
	Sub-total		5
Unspecified	Unspecified	78	78
Total		1 586	1 586

Table 38 : Percentage of Change on the Training Expenses and Training Budget in 2007-2009 (for insurance agents)

Percentage Change	Range	The training expenses in 2008 as compared with those in 2007	The training budget for 2009 as compared with the training expenses in 2008
No Change	No Change	28	26
Increase by	over 50%	-	1
	21% to 50%	-	1
	11% to 20%	1	1
	5% to 10%	-	-
	less than 5%	-	-
	Sub-total	1	3
Decrease by	over 50%	-	-
	21% to 50%	-	-
	11% to 20%	-	-
	5% to 10%	-	-
	less than 5%	-	-
	Sub-total	-	-
Unspecified	Unspecified	20	20
Total		49	49

** Caution should be taken when analysing Table 38 in view of the high percentage of unspecified responses.

The way to encourage employers to provide training to their employees

2.68 1 105 or 45.7% establishments considered that the most effective way to encourage employers to provide training to their employees is reimbursement of course fees to employers. The detailed information is showed in Table 39.

Table 39 : Incentives to Encourage Employers to Provide Training to their Employees

Incentives to Encourage Employers to Provide Training to their Employees	No. of Companies (for Insurance Employees)	No. of Companies (for Insurance Agents)	Total
Reimbursement of course fees to employers	1 083	22	1 105
Provision of subsidy to employers	843	23	866
Government loan/grant to employers	423	12	435
Others	11	-	11
Total	2 360	57	2 417

Part-time Insurance Personnel Employed in the Industry

2.69 The Survey indicates that only 127 part-time insurance personnel were employed in the insurance industry to help the 45 982 (total workforce of 48 539 minus 2 557 non-insurance employees) full-time insurance personnel perform insurance-related functions.

SECTION III

RECOMMENDATIONS

Business Outlook of the Insurance Industry

3.1 Hong Kong experienced an economic turbulence in the 2008. The impact of the global financial crisis on the insurance industry originated from the structured products akin to mini-bonds in the first three quarters of 2008 was not significant. The business receipts of the industry still recorded mild year-on-year increases during the period. However, the business receipts of the insurance industry in the 4th quarter of 2008 dropped by 19% as compared with 4th quarter of 2007. In accordance to the Census and Statistics Department, the Gross Domestic Product (GDP) of the 4th Quarter in 2008 recorded a 2.8% drop on year-to-year change and 1.9% drop on quarter-to-quarter change.

3.2 Notwithstanding this, the insurance market in Hong Kong still recorded with a growth in the annual turnover of general insurance business but not for the long-term business. Gross premium income from new long-term insurance business decreased by 24.9% in 2008. For the fourth quarter of 2008 alone, total premium for long-term business decreased even more by 75.6% year-on-year. As regards gross premium for general business, there was an increase of 12.3% for 2008 as a whole.

3.3 In 2009 the development of general insurance business may remain moderate going forward. The Insurance Training Board considers that the business of “Accident and Health” insurance is promising, as the public awareness of accident and health protection is increasing. Specifically, medical business reported a surge in profit from \$43 million to \$88 million due to sustained premium growth in the first quarter of 2009. The further potential of business might come from the mandatory private health insurance scheme but depends on the progress of legislation.

3.4 In the life insurance sector, the business is projected to be in a year of struggle. Notably, total revenue premiums of long term in-force business was HK\$37.009 billion in the first quarter of 2009, decreasing by 21.3% over the same period in 2008. Besides, new office premiums (excluding Retirement Scheme business) of long term business for the first quarter of 2009 receded significantly by 60.5% to \$8.544 billion compared with the same period in 2008, attributable to 24.2% drop in Individual Life and Annuity (Non-Linked) business that made up \$6.223 billion and 83.5% drop in Individual Life and Annuity (Linked) business that accounted for \$2.198 billion.

3.5 The following manpower trends may be observed:

- a. In the general insurance sector, the overall manpower situation is in the decreasing trend, the biggest drop in percentage is in the job level of supporting staff. The trend is considered in the continuing mode as the advancement of technology and outsourcing of administrative services will result in less demand of supporting staff.
- b. In the life insurance sector, despite the difficult business environment, the manpower demand for insurance agents will continue its growth attribute to the nature of business which need

the personal selling approach. Similar to the general insurance sector, the demand for supporting staff will be in the decreasing trend.

- c. There is a shortage of experienced professional to take up leadership and management roles in the insurance companies. Hence, it is important for the companies to identify and develop succession planning strategies for senior executives.
- d. Apart from the insurance knowledge, insurance practitioners are required to have understanding on their customers' industries so as to provide tailor-made services to suit both personal and business needs of the customers.
- e. Insurance practitioners tend to acquire various professional qualifications to strengthen its professional know-how and to receive recognition from the employers. Enhancement of the reputation of professional qualifications would boost the standard of professionalism and build up a good public image and standing for the insurance industry.
- f. With regard to the outbreak of complaints alleging improper selling of investment products linked to Lehman Brothers, the government has set up more requirements governing how investment products should be sold to investors in order to reinforce investors' protection. Insurance practitioners are required to properly assess the suitability of investment products for their customers and adequate disclosure of the nature and risks of the products, especially to the Investment-Linked Insurance products. Therefore, risk management and compliance are the essential subject matters for practitioners to further develop in the future.

Utilization of the 2009 Manpower Survey Report

3.6 The 2009 Manpower Survey Report was compiled with the aim of furnishing users with information on the manpower situation and training needs in the insurance industry. Users are advised to take note that after the fieldwork of the survey, there might be changes in the business environment, especially in the second and third quarter of 2009, which might have significant effects on the manpower supply and demand situation in the insurance industry.

Future Surveys

3.7 The Insurance Training Board considers that the current practice of conducting manpower surveys at a 2-year interval is useful in building up a series of historical data for comparison and for projecting manpower requirements. As Hong Kong's economy is rather volatile, it is essential that the manpower demand and supply situation must be closely monitored through biennial manpower surveys in order to enable the insurance training course providers to introduce measures to meet training requirements of the insurance industry.

Manpower Demand of the Insurance Sector

3.8 The global financial crisis and the ensuing severe recession continue to weigh heavily on Hong Kong economy. Under such a difficult and uncertain global economic climate, Hong Kong's economic contraction is believed to continue in 2009. In the contrary, the insurance companies are not planning to curtail their headcounts due to the desire in expansion of businesses and clientele which is shown in the high demand for salespersons. In addition, some of the companies have been undergoing shortage of manpower in 2008 and these surplus vacancies from 2008 would offset the less demand of manpower in 2009.

3.9 As revealed by the 2009 Survey (paragraph 2.58), the projected additional manpower requirements in 2010 in the insurance industry will be as follows:

<u>Job Level</u>	<u>Additional Manpower Requirements in General Insurance Sector by Jan 2010</u>	<u>Additional Manpower Requirements in Life Insurance Sector by Jan 2010</u>	<u>Total Additional Manpower Requirements in Insurance Industry by Jan 2010</u>
Senior Management	-5	3	-2
Middle Management	31	54	85
Officer	64	97	161
Technical Representative	287	111	398
Clerk	55	39	94
Insurance Agent	37	3 760	3 797
Total	469	4 064	4 533
	=====	=====	=====

3.10 In the general insurance sector, the projected manpower demand in 2010 is not too high, i.e. 469 persons, with the highest in technical representatives (287) followed by officers (64) and clerks (55). In the life insurance sector, the projected manpower demand is relatively higher, i.e. 4 064 persons, with the highest in insurance agent (3 760) followed by technical representatives (111) and officers (97).

Most Wanted Attributes and How They Can Be Acquired

3.11 Apart from the generic attributes of possessing good understanding of insurance principles and concepts, well-versed product knowledge, good sales and marketing skills and good inter-personal communication skill, Insurance practitioners would outperform with their most wanted attributes of commitment and can-do attitude in providing value-added and heart-felt customer services. They should strive to raise the quality of their pre and post sales services and be dedicated to follow through the customers' requests, such as claim arrangement to shorten the turnaround time.

3.12 Vocational education and training are the pave for equipping the insurance practitioner with the above mentioned attributes. It includes education, in house training,

skills upgrading training by course providers and on-the-job training.

3.13 Insurance Intermediaries Qualifying Examination (IIQE) and Continuing Professional Development (CPD) Programme under the Insurance Intermediaries Quality Assurance Scheme (IIQAS) serve as the basic requirements to ensure professional standard of insurance intermediaries and to protect the interests of the insuring public. Apart from active participation in the CPD Programme, the Insurance practitioners are strongly encouraged to acquire various professional qualifications to strengthen their professional knowledge and to receive positive recognition from the employers.

3.14 Taking into consideration that the high reputation of the professional qualifications in accountancy industry has boosted their standard of professionalism and in turn built up a good public image, it is recommended that the insurance industry should strive ahead to increase the popularity and participation of the professional qualifications.

3.15 Realizing that a continuous supply of well-trained manpower to deliver quality services was crucial for the development of insurance industry, a Working Party on Promoting Insurance Career as a Profession has been set up under Insurance Training Board with an aim to foster a positive image of insurance practitioners and to educate the public the importance of insurance as well as to arouse their awareness on the industry professionalism. It is believed that the success in image branding would attract new blood to join the insurance industry and retain those who have joined the workforce.

3.16 The Insurance Training Board recommends the insurance companies to provide the insurance practitioners with a clear career path, motivating them to upgrade their qualification and seek for career advancement, promotion or pay rise opportunities in the future.

3.17 In light of the recruitment difficulty being identified in 2009 Survey is to hire candidates with relevant experience and training, insurance companies are advised to develop succession planning strategies which would assist in the transition of staff through the various levels within the company. In particular, it is necessary to draw up a management succession plan to groom good quality and high potential staff for advancement to senior management and develop a pool of talents for senior positions.

Manpower Training

3.18 The 2009 Survey has requested the employers to suggest the 5 most important types/topics of training for the development of insurance manpower in the next 12 months. The topics of training are categorized into 4 areas, namely, "Management/Executive", "Professional Knowledge", "Basic Job-related" and "Generic Skills" and the training selected for various job levels in the order of importance and the detailed findings by job level are summarized in Table 1-5 below. (see paragraph 2.64):

Table 1 : Topics of Training for Managerial Staff

	Category	Topics of Training
1	Management/ Executive	Leadership
2	Management/ Executive	Risk Management
3	Management/ Executive	Problem Solving and Decision Making
4	Management/ Executive	Strategic Management
5	Management/ Executive	Principles & Practice of Management

Table 2 : Topics of Training for Officers

	Category	Topics of Training
1	Basic Job-related	General Insurance
2	Management/ Executive	Problem Solving and Decision Making
3	Management/ Executive	Leadership
4	Management/ Executive	Principles & Practice of Management
5	Basic Job-related	Law Relating to Insurance

Table 3 : Topics of Training for Clerical Staff

	Category	Topics of Training
1	Generic Skills	English Writing
2	Generic Skills	Spoken English
3	Generic Skills	Use of Computer
4	Basic Job-related	General Insurance
5	Generic Skills	Putonghua

Table 4 : Topics of Training for Technical Representatives

	Category	Topics of Training
1	Basic Job-related	General Insurance
2	Basic Job-related	Law Relating to Insurance
3	Professional Knowledge	Associate of the Chartered Insurance Institute (ACII)
4	Generic Skills	English Writing
5	Generic Skills	Interpersonal Skills

Table 5 : Topics of Training for Insurance Agents

	Category	Topics of Training
1	Basic Job-related	General Insurance
2	Basic Job-related	Law Relating to Insurance
3	Basic Job-related	Life Insurance
4	Generic Skills	Effective Communication Skills
5	Generic Skills	English Writing & Spoken English

3.19 In general, the management/executive training of Leadership training is important to managerial staff, while basic job-related training of General Insurance is important to officers, technical representatives and insurance agents. For clerical staff, English writing is of the utmost importance.

3.20 Despite the fact that large insurance companies have internal training department to organize in-house training, the 2009 Survey reveals that the training of most of the companies is fully provided by external course providers in the next 12 months. In addition, the training expenses in 2008 as compared with those in 2007 and the training budget for 2009 as compared with the training expenses in 2008 remain unchanged for the majority as indicated from the Survey. It is encouraging to learn that most insurance companies keep on investing in staff training and development in spite of the foreseen economic downturn in 2009 and that indicates companies value the vital of staff training.

3.21 Staff training needs to be treated as investment rather than cost, the training programme should aim at improving the organisational agility – if a workforce has the relevant skills, changing requirements, approaches and even products become much easier and being capable to cope with the ever-changing business environment. Besides, the training programmes should also focus on increasing workforce productivity and efficiency.

3.22 Apart from the value-added training with customized training requirements from individual companies, there is also demand on generic product knowledge training due to limited supply and resources available from the market, in particular to the specialized General Insurance products.

Training Programmes

3.23 With reference to paragraph 3.18, the following training topics have been suggested by employers as 5 most important types/topics of training in different job levels:

- Associate of the Chartered Insurance Institute (ACII)
- Effective Communication Skills
- English Writing
- Spoken English
- General Insurance
- Interpersonal Skills
- Law Relating to Insurance
- Leadership
- Life Insurance
- Principles & Practice of Management
- Problem Solving and Decision Making
- Putonghua
- Risk Management
- Strategic Management
- Use of Computer

3.24 With regard to the outbreak of Lehman Brothers' complaints alleging improper selling of investment products and the future change of the regulatory requirement in respect of Paper V of Investment-linked Long Term Insurance, the demand on risk management and compliance training would be increased in order to suit the increasing sophistication of insurance investment-linked products and to assist the insurance practitioners to identify the suitability of investment products for their customers as well as to ensure adequate disclosure of the nature and risks of the products.

3.25 Training on work ethics and code of practice would be in demand due to the importance of the integrity of insurance practitioners and the necessity to foster a high professional standard in the transaction of insurance business and to encourage practitioners to promote and enhance the industry's public image and standing.

3.26 Apart from the insurance industry knowledge, insurance practitioners are required to have understanding on their customers' industries so as to provide tailor-made services to suit both personal and business needs of the customers. Therefore, training on business acumen and various industry familiarizations would have potential to develop in the market.

3.27 Majority of establishments considered that the most effective way to encourage employers to provide training to their employees is reimbursement of course fees to employers or provision of subsidy to employers. It is suggested that both employers and insurance practitioners should consider participating the training programmes which are eligible for Government subsidies, for instance, Continuing Education Fund and Skills Upgrading Scheme.

Insurance Training Board

Membership List

Chairman

Mr LEUNG On-fook, JP (ad personam)

Members

Mr CHOW Yiu-ming, Andrew (nominated by the Insurance Institute of Hong Kong)

Mr CHUN Yuk-chi, Jackie (ad personam)

Dr HAU Tak-ming, Arthur (nominated by a Local Tertiary Institution)

Mr LAU Ting-yin, Anthony (nominated by the Hong Kong Society of Certified Insurance Practitioners)

Mr LEE Kwun-kwan, Davey (nominated by the General Agents and Managers Association of Hong Kong)

Mr LEE Siu-chuen, Mike (nominated by the Life Insurance Council of the Hong Kong Federation of Insurers)

Mr LUNG Tat-ming, Geoffrey (ad personam)

Ms MA Oi-wah, Teresa (nominated by the General Insurance Council of the Hong Kong Federation of Insurers)

Mr NG Chi-keung, Jack (nominated by the Hong Kong General Insurance Agents Association Limited)

Mr NG Po-kwong, Paul (ad personam)

Mr SHAU Kwok-lam, Gollum (nominated by the LOMA Society of Hong Kong)

Dr SZE Tak-chee, Sidney (nominated by the Hong Kong Confederation of Insurance Brokers)

Ms Lily WONG (nominated by the Life Underwriters Association of Hong Kong Limited)

Ms LEE Chung-san, Susanna (representing the Managing Director of the Mandatory Provident Fund Schemes Authority)

Mr LIU Wai-ho, David (representing the Commissioner of Insurance)

Mr MAK Chi-tung, William (representing the Commissioner for Labour)

Ms CHAN Sau-ching, Susanna (representing the Executive Director of the Vocational Training Council)

Secretary

Mr Kevin CHOI (Vocational Training Council)

Working Party on 2009 Manpower Survey
of the Insurance Industry

Membership List

Convener

Mr CHOW Yiu-ming, Andrew (nominated by the Insurance Institute of Hong Kong)

Members

Miss CHAN Suet-ying, Maria (nominated by the Hong Kong Institute of Vocational Education (Chai Wan) of the VTC)

Ms CHAN Sau-ching, Susanna (representing the Executive Director of the Vocational Training Council)

Mr LEE Kwun-kwan, Davey (nominated by the General Agents and Managers Association of Hong Kong)

Mr LEUNG On-fook, JP (ad personam)

Mr LUNG Tat-ming, Geoffrey (ad personam)

Ms MA Oi-wah, Teresa (nominated by the General Insurance Council of the Hong Kong Federation of Insurers)

Ir MAK Chi-keung, Bosco (Vocational Training Council)

Mr MAK Wing-kwong, Tony (ad personam)

Mr NG Po-kwong, Paul (ad personam)

Secretary

Mr Kevin CHOI (Vocational Training Council)

Focus Group on 2009 Manpower Survey
of the Insurance Industry

Membership List

Convener

Mr CHOW Yiu-ming, Andrew (nominated by the Insurance Institute of Hong Kong)

Members

Mr CHAN Chi-keung, Stanley (representing the IFA sector)

Ms CHAN Sau-ching, Susanna (representing the Executive Director of the Vocational Training Council)

Mr HO Lung-wai, Stanley (representing the insurance broker sector)

Mr LAM Kin-man, Allan (representing the company agencies sector)

Mr LEUNG Hoo-lau (representing the company agencies sector)

Mr LEUNG On-fook, JP (ad personam)

Mr LI Chit-hang, Alvin (representing the bancassurer sector)

Mr MA Chan-hang, Leo (representing the general insurer sector)

Mr PUN Kei-yuen, Henry (representing the bancassurer sector)

Mr WONG Kwok-ho (representing the general insurer sector)

Mr WONG Man-to, Johnson (representing the life insurer sector)

Ms Winnie WONG (representing the insurance broker sector)

Mr TO Kok-ying (representing the life insurer sector)

Secretary

Mr Kevin CHOI (Vocational Training Council)

Terms of Reference of Training Boards

1. To determine the manpower demand of the industry, including the collection and analysis of relevant manpower and student/trainee statistics and information on socio-economic, technological and labour market developments.
2. To assess and review whether the manpower supply for the industry matches with the manpower demand.
3. To recommend to the Vocational Training Council the development of vocational education and training facilities to meet the assessed manpower demand.
4. To advise the Hong Kong Institute of Vocational Education (IVE) and training & development centres on the direction and strategic development of their programmes in the relevant disciplines.
5. To advise on the course planning, curriculum development and quality assurance systems of the IVE and training & development centres.
6. To prescribe job specifications for the principal jobs in the industry defining the skills, knowledge and training required.
7. To advise on training programmes for the principal jobs in the industry specifying the time a trainee needs to spend on each skill elements.
8. To tender advice in respect of skill assessments, trade tests and certification for in-service workers, apprentices and trainees, for the purpose of ascertaining that the specified skill standards have been attained.
9. To advise on the conduct of skill competitions in key trades in the industry for the promotion of vocational education and training as well as participation in international competitions.
10. To liaise with relevant bodies on matters pertaining to the development and promotion of vocational education and training in the industry, including employers, employers' associations, trade unions, professional institutions, training and educational institutions and government departments.
11. To organize seminars/conferences/symposia on vocational education and training for the industry.
12. To advise on the publicity relating to the activities of the Training Board and relevant vocational education and training programmes of the VTC.
13. To submit to the Council an annual report on the Training Board's work and its recommendations on the strategies for programmes in the relevant disciplines.
14. To undertake any other functions delegated by the Council in accordance with Section 7 of the Vocational Training Council Ordinance.

Vocational Training Council 職業訓練局

Headquarters Division 2 總辦事處二科
20F, Skyline Tower, 39 Wang Kwong Road, Kowloon Bay, Kowloon, Hong Kong
香港九龍九龍灣宏光道39號宏天廣場20樓
www.vtc.edu.hk

Telephone No 電話

Facsimile No 傳真

3748 9400 / 3748 9401

Our Reference 本局檔號 IN/1/2/2009

Your Reference 來函檔號



5th January 2009

Dear Sir/Madam,

The 2009 Manpower Survey of the Insurance Industry

I am writing to enlist your help in the 2009 Manpower Survey of the Insurance Industry to be conducted by the Insurance Training Board of the Vocational Training Council (VTC).

The Insurance Training Board, appointed by the Chief Executive of the Hong Kong Special Administrative Region (HKSAR), is responsible for matters pertaining to manpower training in the insurance industry. In order to ascertain information on the latest local manpower situation so that meaningful recommendations on manpower training in the coming years can be formulated, the Insurance Training Board will conduct the captioned survey from 12th January 2009 to 12th February 2009.

During the survey period, an officer of the Census and Statistics Department (C&SD) will visit your office to assist you if necessary in the completion of the questionnaire which is enclosed, together with the Explanatory Note and Job Descriptions, for your processing.

I wish to assure you that the information you provide will be handled in the strictest confidence. In conjunction with this survey, the Education Bureau (EDB) of the Government of the HKSAR, would also wish to have access to the information we collect and, in addition to theirs, draft manpower development policies for the various industry sectors. For compliance with the Personal Data (Privacy) Ordinance, we wish to obtain your explicit consent for us to share our data with the EDB which will of course treat the data in the same confidence.

The Manpower Survey Report compiled afterwards will be uploaded onto the VTC website at <http://intb.vtc.edu.hk>. Please provide us with your e-mail address in the enclosed questionnaire and we will notify you of the release of the Survey Report in due course.

Should you have any queries in connection with the survey, please contact the Manpower Statistics Section of the C&SD at telephone 2116 8505.

Yours faithfully,

(LEUNG On-fook)
Chairman

Insurance Training Board

Encl.

CONFIDENTIAL

WHEN ENTERED WITH DATA

填入數據後即成

機密文件**VOCATIONAL TRAINING COUNCIL****職業訓練局****THE 2009 MANPOWER SURVEY OF THE INSURANCE INDUSTRY****保險業2009年人力調查****QUESTIONNAIRE****調查表**

(PLEASE READ THE ATTACHED EXPLANATORY NOTES BEFORE COMPLETING THIS QUESTIONNAIRE)

(請於填表前詳閱附註)

For Official Use Only:

此欄毋須填寫

Rec. Type	Survey Code	Industry Code	Establishment No.	Enumerator's No.	Editor's No.	Check Digit	No. of Employees/ Insurance Agents/TRs Covered by the Questionnaire
<input type="text" value="1"/>	<input type="text" value="2"/> <input type="text" value="5"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2 3	4 5 6 7 8 9	10 11 12 13 14 15	16 17	18 19	20 21 22	23 24 25 26 27

Name of Establishment: _____

機構名稱

Address: _____

地址

Total No. of Persons Engaged: _____

僱員總數

Name of Person to Contact: _____

聯絡人姓名

28

47

Position: _____

職位

Tel. No.: _____

電話

48

55

56

63

Fax. No.: _____

傳真

E-mail: _____

電郵

64

98

No. of technical representatives (TRs) registered under your company: _____

經貴公司註冊的持牌保險業務代表人數:

99 100 101 102

VOCATIONAL TRAINING COUNCIL
職業訓練局
THE 2009 MANPOWER SURVEY OF THE INSURANCE INDUSTRY
保險業 2009 年人力調查
QUESTIONNAIRE (PART IA)
調查表(第一甲部分)

(A) Principal Jobs 主要職務			(B) No. of Employees/ TRs at Date of Survey 現有僱員/ 業務代表 人數	(C) No. of Vacancies at Date of Survey 現有 空缺數目	(D) Forecast No. of Employees/ TRs in 12 Months' Time 預測 12個月後的 僱員/ 業務代表 保險代理人/ 人數	(E) Minimum Education Requirement for the Principal Job 此主要職務 的基本教育 程度要求 (see Column I) (見 I 欄)	(F) Requirement of Professional Qualification for the Principal Job ("✓" for Yes) "X" for No) 此主要職務 要求 專業資格 (是"✓"/ 否"X")	(G) Minimum Requirement of Year(s) of Experience in the Industry 在此行業 的基本 年資要求 (see Column I) (見 I 欄)	(H) Average Monthly Income Range 平均每月 收入的 幅度 (see Column I) (見 I 欄)	(I) Please use the following Codes for Columns (E), (G) and (H). 請按下列編號, 填入(E)、 (G)及(H)欄內。 For Column (E) 供(E)欄用	
Title 職稱	Rec. Type 紀錄 類型	Code 編號								Code 編號	Education 教育程度
		8-10	11-14	15-17	18-21	22	23	24	25		
1	2										1 University Degree or above 大學學位或以上
2	2										2 Higher Diploma/Associate Degree or equivalent 高級文憑/副學士或 同等學歷
3	2										3 Diploma/Higher Certificate/ Certificate or equivalent 文憑/高級證書/證書 或同等學歷
4	2										4 Matriculation 預科
5	2										5 Secondary 5 or equivalent 中五或同等學歷
6	2										6 Below Secondary 5 中五以下
7	2										For Column (G) 供(G)欄用
8	2										Year(s) of Experience in the Industry 在此行業的年資
9	2										1 less than 1 year 少於1年
10	2										2 1 - 2 years 1至2年
11	2										3 over 2 years - 5 years 多於2年至5年
12	2										4 over 5 years - 10 years 多於5年至10年
13	2										5 over 10 years 多於10年
14	2										For Column (H) 供(H)欄用
15	2										The monthly income should include basic salary, overtime pay, other allowances, commission and bonus. (See explanatory notes)
16	2										「每月收入」包括底薪、逾時 工作津貼、其他津貼、佣金及 花紅。(見附註)
17	2										Average Monthly Income Range 平均每月收入的幅度
18	2										1 Below \$6,000以下
19	2										2 \$6,001 - \$10,000
20	2										3 \$10,001 - \$20,000
21	2										4 \$20,001 - \$30,000
22	2										5 \$30,001 - \$40,000
23	2										6 \$40,001 - \$60,000
24	2										7 \$60,001 - \$80,000
25	2										8 \$80,001 - \$100,000
26	2										9 Above \$100,000以上
27	2										
28	2										
29	2										
30	2										

If additional lines are necessary, please tick here and enter on supplementary sheet(s).
如此頁不敷應用, 請先✓, 然後另紙繼續填寫。

VOCATIONAL TRAINING COUNCIL
職業訓練局
THE 2009 MANPOWER SURVEY OF THE INSURANCE INDUSTRY
保險業 2009 年人力調查
QUESTIONNAIRE (PART II)
調查表 (第二部分)

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此欄毋須填寫

Er. No. _____

Est. No. _____

1. The number of employees /TRs (excluding insurance agents) who left in the past 12 months (1.1.2008 to 31.12.2008) by reason:
按原因劃分，過去 12 個月內 (1.1.2008 至 31.12.2008) 離職的僱員／業務代表人數(保險代理人除外)：

- (i) Leaving of the company is initiated by the employee/TR (excluding insurance agents)
由僱員／業務代表(保險代理人除外)主動申請離職

Reason 原因	Managerial 經理級	Officer 主任級	Clerical 文員級	TR 業務代表
(a) Taking up another job in the insurance industry or starting own insurance related business 擔任另一份保險業工作或創辦與保險有關的業務	8	11	14	17
(b) Taking up a job in the banking/ finance industry or starting own finance related business 擔任另一份銀行／財務業工作或創辦與財務有關的業務	20	23	26	29
(c) Taking up a job outside the insurance/ banking/finance industry or starting own business outside the insurance/banking/finance industry 擔任保險／財務／銀行業以外的工作或創辦與保險／財務／銀行業以外的業務	32	35	38	41
(d) Emigration 移民	44	47	50	53
(e) Repatriation 回國	56	59	62	65
(f) Retirement 退休	68	71	74	77
(g) Further studies 繼續進修	80	83	86	89
(h) Other reasons 其他原因	92	95	98	101

Please specify _____
請註明 _____

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此欄毋須填寫

104 107 110 113

- (ii) Leaving of the company is initiated by the company
 由公司安排離職

Reason 原因	Managerial 經理級	Officer 主任級	Clerical 文員級	TR 業務代表
(a) Retrenchment 裁員	116	119	122	125
(b) Company re-structured/closed 公司改組/結業	128	131	134	137
(c) Expiry of employment contract 僱傭合約期滿	140	143	146	149
(d) Poor performance 工作表現欠佳	152	155	158	161
(e) Other reasons 其他原因	164	167	170	173

Please specify _____
 請註明 _____

For Official Use Only 此欄毋須填寫	176	179	182	185	188
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2. The number of recruits in the past 12 months (1.1.2008 to 31.12.2008) by source :
 按來源劃分，過去 12 個月內（1.1.2008 至 31.12.2008）所招聘的人數：

Source 來源	Managerial 經理級	Officer 主任級	Clerical 文員級	TR 業務代表
(a) From another insurance company/insurance intermediary 來自另一間保險公司/保險中介人公司	189	192	195	198
(b) From a bank /finance company 來自銀行/財務機構	201	204	207	210
(c) From a company outside the insurance/ banking/ finance industry 來自保險/銀行/財務業務以外的機構	213	216	219	222
(d) From a college/school direct 直接來自院校/學校				
(i) University Graduate 大學畢業生	225	228	231	234
(ii) Sub-degree Holder (Associate Degree/Higher Diploma) 副學位畢業生(副學士 /高級文憑)	237	240	243	246
(iii) Secondary School Leaver 中學畢業生	249	252	255	258
(e) Other sources 其他來源	261	264	267	270

Please specify _____
 請註明 _____

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3. The number of recruits in the past 12 months (1.1.2008 to 31.12.2008) by geographic origin :
按地域來源劃分，過去 12 個月內（1.1.2008 至 31.12.2008）所招聘的僱員人數：

Geographic Origin 地域來源	Managerial 經理級	Officer 主任級	Clerical 文員級	TR 業務代表
(a) Hong Kong 香港	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 286	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 289	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 292	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 295
(b) The Mainland of China 中國內地	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 298	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 301	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 304	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 307
(c) Macau 澳門	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 310	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 313	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 316	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 319
(d) Taiwan 台灣	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 322	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 325	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 328	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 331
(e) Other places 其他地方	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 334	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 337	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 340	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 343

Please specify _____
請註明 _____

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346 349 352 355 358

4. The number of internal promotions in the past 12 months (1.1.2008 to 31.12.2008) :
過去 12 個月內 (1.1.2008 至 31.12.2008) 由內部晉升的僱員人數 :

	From 由	To 至	No. of Internal Promotions 由內部晉升的僱員人數
(a)	Officer 主任	Manager 經理	<input type="text" value="359"/>
(b)	Clerk 文員	Officer 主任	<input type="text" value="362"/>
(c)	Others 其他職級	Clerk 文員	<input type="text" value="365"/>
(d)	Agent/TR 營業員／業務代表	Unit Manager/ Agency Supervisor 單位經理／營業主任	<input type="text" value="368"/>
(e)	Unit Manager/ Agency Supervisor 單位經理／ 營業主任	Agency Manager 營業經理	<input type="text" value="371"/>
(f)	Agency Manager 營業經理	Agency Director/ Senior Agency Manager 營業總監／高級營業經理	<input type="text" value="374"/>

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- End of Questionnaire (Part II) -
- 調查表 (第二部分) 完 -

VOCATIONAL TRAINING COUNCIL
職業訓練局
THE 2009 MANPOWER SURVEY OF THE INSURANCE INDUSTRY
保險業2009年人力調查
QUESTIONNAIRE (PART III)
調查表 (第三部分)

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Er. No. _____

Est. No. _____

1. Has your company experienced any recruitment difficulty in the past 12 months (1.1.2008 to 31.12.2008)? (Please tick as appropriate)
過去12個月內(1.1.2008至31.12.2008)貴機構在招聘僱員時有否遇到困難?
(請 ✓在適當格內)

	Managerial 經理級	Officer 主任級	Clerical 文員級	TR 業務代表
(a) Yes 有	<input type="checkbox"/> 378	<input type="checkbox"/> 379	<input type="checkbox"/> 380	<input type="checkbox"/> 381
(b) No 沒有	<input type="checkbox"/> 382	<input type="checkbox"/> 383	<input type="checkbox"/> 384	<input type="checkbox"/> 385
(c) Has not recruited or tried to recruit in the past 12 months 過去12個月未曾招聘或未有嘗試招聘	<input type="checkbox"/> 386	<input type="checkbox"/> 387	<input type="checkbox"/> 388	<input type="checkbox"/> 389

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2. If your company has experienced recruitment difficulty in the past 12 months (1.1.2008 - 31.12.2008), what do you think are the reasons? You may provide more than 1 reason for each job level. (Please tick as appropriate)
 如貴機構過去12個月內（1.1.2008 - 31.12.2008）在招聘員工方面有困難，你認為是什麼原因？
 每職級可提供多於一項原因。（請 ✓ 在適當格內）

Reason 原因	Managerial 經理級	Officer 主任級	Clerical 文員級	TR 業務代表
(a) General labour shortage in Hong Kong 香港勞工短缺情況普遍	<input type="checkbox"/> 391	<input type="checkbox"/> 392	<input type="checkbox"/> 393	<input type="checkbox"/> 394
(b) Insufficient graduates in relevant disciplines (e.g. Insurance, Business Administration, Banking and Finance, etc.) from tertiary institutions 專上院校有關學系（例如保險、 工商管理、銀行及財務等） 畢業生數目不足	<input type="checkbox"/> 395	<input type="checkbox"/> 396	<input type="checkbox"/> 397	<input type="checkbox"/> 398
(c) Lack of candidates with relevant experience and training 缺乏具相關經驗及訓練的職位申請人	<input type="checkbox"/> 399	<input type="checkbox"/> 400	<input type="checkbox"/> 401	<input type="checkbox"/> 402
(d) Working conditions/remuneration package could not meet recruits' expectations 服務條件／薪酬未能符合 求職者的要求	<input type="checkbox"/> 403	<input type="checkbox"/> 404	<input type="checkbox"/> 405	<input type="checkbox"/> 406
(e) Lack of candidates with good language capabilities 職位申請人缺乏良好語言能力				
(i) English 英語	<input type="checkbox"/> 407	<input type="checkbox"/> 408	<input type="checkbox"/> 409	<input type="checkbox"/> 410
(ii) Putonghua 普通話	<input type="checkbox"/> 411	<input type="checkbox"/> 412	<input type="checkbox"/> 413	<input type="checkbox"/> 414
(f) Other reasons 其他原因	<input type="checkbox"/> 415	<input type="checkbox"/> 416	<input type="checkbox"/> 417	<input type="checkbox"/> 418
Please specify 請註明	_____			

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<input type="checkbox"/> 419	<input type="checkbox"/> 420	<input type="checkbox"/> 421	<input type="checkbox"/> 422	<input type="checkbox"/> 423
---------------------------------	---------------------------------	---------------------------------	---------------------------------	---------------------------------

3. The number of employees/TRs of your company who have to work in the Mainland of China (including only those still on Hong Kong Company's payroll):
貴機構須在中國內地工作的僱員／業務代表人數（只包括繼續由香港公司發薪的僱員）：

	At Date of Survey 現時	In January 2010 2010年1月時
(a) <u>Managerial</u> <u>經理級</u>		
- Stationed Basis* 長駐	□□□□ 424	□□□□ 427
- Travelling Basis 非長駐	□□□□ 430	□□□□ 433
(b) <u>Officer</u> <u>主任級</u>		
- Stationed Basis* 長駐	□□□□ 436	□□□□ 439
- Travelling Basis 非長駐	□□□□ 442	□□□□ 445
(c) <u>Clerical</u> <u>文員級</u>		
- Stationed Basis* 長駐	□□□□ 448	□□□□ 451
- Travelling Basis 非長駐	□□□□ 454	□□□□ 457
(d) <u>TR</u> <u>業務代表</u>		
- Stationed Basis* 長駐	□□□□ 460	□□□□ 463
- Travelling Basis 非長駐	□□□□ 466	□□□□ 469

* Note: Stationed Basis means 50% or above of the working time that an employee/insurance agent/TR has to stay in the Mainland of China.
註：長駐指一位僱員／保險代理人／業務代表有百分之五十或以上的工作時間需要在中國內地。

4. The effects on your Hong Kong employees/TRs as a result of Mainland operations:
內地業務對貴機構本地僱員／業務代表的影響：

	At Date of Survey 現時	In January 2010 2010年1月時
(a) How many additional employees/insurance agents/TRs do you need to recruit? 因在內地發展業務而須增聘的僱員／保險代理人／業務代表數目有多少？	□□□□ 472	□□□□ 475
(b) The number of existing employees/TRs to be trained to deal with Mainland operations in terms of control, communication skills and Mainland regulations. 為處理內地業務而須接受管理、溝通技巧、內地法規等方面訓練的現職僱員／業務代表數目。	□□□□ 478	□□□□ 481
(c) Any other effects? 其他影響？		
Please specify 請註明		

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□□□□□□
484 485 486 487 488 489

5. Please suggest 5 types/topics of training that are considered the most important for the development of insurance manpower. (Examples of training topics are given below for reference)
 請就貴機構認為對保險人力發展至為重要的五項訓練類別/ 課題作出建議。
 (一些訓練課題作例子載列於本問題之後以供參考)

Please specify if the suggested type/topic of training is not included in the list of examples provided.
 如建議的訓練類別/課題不包括在所提供的例子清單內, 請詳細註明。

	Order of Importance (1 to 5, 1 is the most important)		Code 編號	
	重要性 1至5, 1為最重要			
<u>Managerial</u> 經理級	1	<input type="text"/>	<input type="text"/> 490	<hr/>
	2	<input type="text"/>	<input type="text"/> 493	<hr/>
	3	<input type="text"/>	<input type="text"/> 496	<hr/>
	4	<input type="text"/>	<input type="text"/> 499	<hr/>
	5	<input type="text"/>	<input type="text"/> 502	<hr/>
<u>Officer</u> 主任級	1	<input type="text"/>	<input type="text"/> 505	<hr/>
	2	<input type="text"/>	<input type="text"/> 508	<hr/>
	3	<input type="text"/>	<input type="text"/> 511	<hr/>
	4	<input type="text"/>	<input type="text"/> 514	<hr/>
	5	<input type="text"/>	<input type="text"/> 517	<hr/>
<u>Clerical</u> 文員級	1	<input type="text"/>	<input type="text"/> 520	<hr/>
	2	<input type="text"/>	<input type="text"/> 523	<hr/>
	3	<input type="text"/>	<input type="text"/> 526	<hr/>
	4	<input type="text"/>	<input type="text"/> 529	<hr/>
	5	<input type="text"/>	<input type="text"/> 532	<hr/>
<u>TR</u> 業務代表	1	<input type="text"/>	<input type="text"/> 535	<hr/>
	2	<input type="text"/>	<input type="text"/> 538	<hr/>
	3	<input type="text"/>	<input type="text"/> 541	<hr/>
	4	<input type="text"/>	<input type="text"/> 544	<hr/>
	5	<input type="text"/>	<input type="text"/> 547	<hr/>

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Examples of Training Topics

訓練課題的例子

Management/Executive

管理／行政之發展

Code 編號	Skills/Knowledge 技能／知識	Code 編號	Skills/Knowledge 技能／知識
101	Principles & Practice of Management 管理理論與實務	110	Leadership 領導才能
102	Problem Solving and Decision Making 解決困難及作出決定	111	Team Building 團隊之建立
103	Strategic Management 策略管理	112	Motivation 激勵
104	Marketing Management 市場管理	113	Coaching & Counseling 訓練及輔導下屬
105	Quality Management 優質服務管理	114	Dealing with Conflict 處理衝突
106	Risk Management 風險管理	115	Implementing Change 推行變革
107	Stress Management 壓力處理	116	Time Management 時間管理
108	Crisis Management 危機管理	117	Agency Building and Development 代理人之建立及發展
109	Human Resources Management 人力資源管理		

Professional Knowledge

專業知識

Code 編號	Skills/Knowledge 技能／知識
201	Associate of the Chartered Insurance Institute (ACII)
202	Fellow, Australian & New Zealand Institute of Insurance & Finance (ANZIIF)
203	Senior Associate, Australian & New Zealand Institute of Insurance & Finance (ANZIIF)
204	Certified Financial Planner (CFP)
205	Chartered Financial Consultant (ChFC)
206	Chartered Life Underwriter (CLU)
207	Chartered Property and Casualty Underwriter (CPCU)
208	Fellow of the Chartered Insurance Institute (FCII)
209	Fellow of the Faculty of Actuaries in Scotland (FFA)

Professional Knowledge

專業知識

Code 編號	Skills/Knowledge 技能／知識
210	Fellow of the Institute of Actuaries (FIA)
211	Fellow of the Institute of Actuaries of Australia (FIAA)
212	Fellow, Chartered Financial Practitioner (FChFP)
213	Fellow of the Society of Actuaries (FSA)
214	Graduate Diploma of Insurance (GDI)
215	Fellow, Hong Kong Society of Certified Insurance Practitioners (HKCIP)
216	Insurance Institute of Hong Kong (IIHK) Diploma
217	Fellow, Life Management Institute (FLMI)
218	Life Underwriter Training Council Fellow (LUTCF)
219	Professional Diploma in Insurance Programme (PDI)
220	Registered Financial Planner (RFP)
221	SFC related courses

Basic Job-related

基本業務知識

Code 編號	Skills/Knowledge 技能／知識	Code 編號	Skills/Knowledge 技能／知識
301	Actuarial Science 精算學	308	Investment-linked Insurance 投資相連保險
302	General Insurance 一般保險	309	Asset Management 資產管理
303	Life Insurance 人壽保險	310	Estate Planning 遺產策劃
304	MPF 強制性公積金	311	Retirement Planning 退休策劃
305	Investment Planning 投資策劃	312	Reinsurance 再保險
306	Financial Planning 財務策劃	313	Health-related Training 與健康有關之訓練
307	Law Relating to Insurance 與保險有關之法律		

Generic Skills

通用技能

Code	Skills/Knowledge
編號	技能／知識
401 English Writing	英文書寫
402 Spoken English	英語會話
403 Chinese Writing	中文書寫
404 Cantonese	廣東話
405 Putonghua	普通話
406 Use of Computer	基本電腦應用
407 IT Enabling Systems	資訊科技系統
408 Effective Communication Skills	有效溝通技巧
409 Marketing/Selling Skills	市場推廣／銷售技巧
410 Presentation Skills	表達技巧
411 Basic Accounting	基本會計
412 Interpersonal Skills	人際關係技巧
413 Negotiation Skills	談判技巧
414 Telemarketing Skills	電話銷售技巧

6. Please estimate the percentage of training to be provided by external course providers to your employees/ TRs in the next 12 months. (Please tick as appropriate)

請估計在未來12個月，貴機構的僱員/業務代表訓練將由外間培訓機構提供的百分比。
(請✓在適當格內)

	Managerial 經理級	Officer 主任級	Clerical 文員級	TR 業務代表
0%	<input type="checkbox"/> 555	<input type="checkbox"/> 556	<input type="checkbox"/> 557	<input type="checkbox"/> 558
1% - 24%	<input type="checkbox"/> 559	<input type="checkbox"/> 560	<input type="checkbox"/> 561	<input type="checkbox"/> 562
25% - 49%	<input type="checkbox"/> 563	<input type="checkbox"/> 564	<input type="checkbox"/> 565	<input type="checkbox"/> 566
50% - 74%	<input type="checkbox"/> 567	<input type="checkbox"/> 568	<input type="checkbox"/> 569	<input type="checkbox"/> 570
75% - 99%	<input type="checkbox"/> 571	<input type="checkbox"/> 572	<input type="checkbox"/> 573	<input type="checkbox"/> 574
100%	<input type="checkbox"/> 575	<input type="checkbox"/> 576	<input type="checkbox"/> 577	<input type="checkbox"/> 578

7. Please give information on the training expenses of your company in 2007-2009.

請提供貴機構在2007-2009年的訓練支出情況。

(a) The training expenses in 2008
as compared with those in 2007:

2008年較2007年
的訓練支出

(b) The training budget for 2009
as compared with the training
expenses in 2008:

2009年的訓練開支預算
較2008年的訓練開支

(i) No Change 沒有改變

579

580

(ii) Increase by 增加

> 50%

581

582

21% - 50%

583

584

11% - 20%

585

586

5% - 10%

587

588

< 5%

589

590

(iii) Decrease by 減少

> 50%

591

592

21% - 50%

593

594

11% - 20%

595

596

5% - 10%

597

598

< 5%

599

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8. What incentives do you think may encourage employers to provide training to their employees?

(you may provide more than one answer)

你認為有什麼方法可有效鼓勵僱主提供訓練予其僱員？(可提供多於一項答案)

605 Reimbursement of course fees to employers
向僱主退還僱員學費

606 Provision of subsidy to employers
提供僱員訓練津貼予僱主

607 Government loan/grant to employers
政府給予僱主貸款/補助金

608 Others (Please specify) e.g. Best Employer Award
其他(請註明)例如:最佳僱主獎

(i) _____

(ii) _____

(iii) _____

9. If your company employs part-time staff to perform job duties in addition to those full-time employees/TRs reported in Part IA, please state the total number of these part-time staff.

除了在第一部分填報的全職僱員/業務代表外,如貴機構亦有聘用兼職員工協助工作,請提供此等兼職員工的總數:

	Present No. of Full-time Employees/TRs (Reported in Part IA) 現有全職的僱員/ 業務代表人數 (在第一甲部分填報之數據)	No. of Part-time Employees/TRs 兼職僱員/ 業務代表人數
(a) Managerial 經理級	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 609	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 613
(b) Officer 主任級	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 617	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 621
(c) Clerical 文員級	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 625	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 629
(d) TR 業務代表	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 633	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 637

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- End of Questionnaire (Part III) -
- 調查表(第三部分)完 -

VOCATIONAL TRAINING COUNCIL
職業訓練局
THE 2009 MANPOWER SURVEY OF THE INSURANCE INDUSTRY
保險業 2009 年人力調查
QUESTIONNAIRE (PART IB - INSURANCE AGENTS)
調查表(第一乙部分 - 保險代理人)

(A) Principal Jobs 主要職務			(B) No. of Insurance Agents at Date of Survey 現有保險代理人人數	(C) No. of Vacancies at Date of Survey 現有空缺數目	(D) Forecast No. of Insurance Agents in 12 Months' Survey 12個月後的保險代理人人數	(E) Minimum Education Requirement for the Principal Job 此主要職務的基本教育程度要求 (see Column I) (見 I 欄)	(F) Requirement of Professional Qualification for the Principal Job 此主要職務的專業資格 (是"✓"/否"X")	(G) Minimum Requirement of Year(s) of Experience in the Industry 在此行業的基本年資要求 (see Column I) (見 I 欄)	(H) Average Monthly Income Range 平均每月收入的幅度 (see Column I) (見 I 欄)	(I) Please use the following Codes for Columns (E), (G) and (H). 請按下列編號，填入(E)、(G)及(H)欄內。 For Column (E) 供(E)欄用 Code 編號 Education 教育程度
Title 職稱	Rec. Type 紀錄類型	Code 編號	11-14	15-17	18-21	22	23	24	25	1 University Degree or above 大學學位或以上 2 Higher Diploma/Associate Degree or equivalent 高級文憑/副學士或同等學歷 3 Diploma/Higher Certificate/Certificate or equivalent 文憑/高級證書/證書或同等學歷 4 Matriculation 預科 5 Secondary 5 or equivalent 中五或同等學歷 6 Below Secondary 5 中五以下 For Column (G) 供(G)欄用 Year(s) of Experience in the Industry 在此行業的年資 Code 編號
General Insurance Agent 一般保險代理人										
Agency Director/Senior Agency Manager 營業總監/高級營業經理	2	5 2 1								1 University Degree or above 大學學位或以上
Agent 營業員	2	5 2 4								2 Higher Diploma/Associate Degree or equivalent 高級文憑/副學士或同等學歷
	2									3 Diploma/Higher Certificate/Certificate or equivalent 文憑/高級證書/證書或同等學歷
	2									4 Matriculation 預科
	2									5 Secondary 5 or equivalent 中五或同等學歷
	2									6 Below Secondary 5 中五以下
	2									For Column (G) 供(G)欄用
	2									Year(s) of Experience in the Industry 在此行業的年資
	2									Code 編號
Life Insurance Agent 人壽保險代理人										
Agency Director/Senior Agency Manager 營業總監/高級營業經理	2	5 1 1								1 less than 1 year 少於1年
Agency Manager 營業經理	2	5 1 2								2 1 - 2 years 1至2年
Unit Manager/Agency Supervisor 單位經理/營業主任	2	5 1 3								3 over 2 years - 5 years 多於2年至5年
Agent 營業員	2	5 1 4								4 over 5 years - 10 years 多於5年至10年
	2									5 over 10 years 多於10年
	2									For Column (H) 供(H)欄用
	2									The monthly income should include basic salary, overtime pay, other allowances, commission and bonus. (See explanatory notes) 「每月收入」包括底薪、逾時工作津貼、其他津貼、佣金及花紅。(見附註)
	2									Average Monthly Income Range 平均每月收入的幅度
	2									Code 編號
	2									1 Below \$6,000 以下
	2									2 \$6,001 - \$10,000
	2									3 \$10,001 - \$20,000
	2									4 \$20,001 - \$30,000
	2									5 \$30,001 - \$40,000
	2									6 \$40,001 - \$60,000
	2									7 \$60,001 - \$80,000
	2									8 \$80,001 - \$100,000
	2									9 Above \$100,000 以上

VOCATIONAL TRAINING COUNCIL
職業訓練局
THE 2009 MANPOWER SURVEY OF THE INSURANCE INDUSTRY
保險業2009年人力調查
QUESTIONNAIRE (PART IV - INSURANCE AGENTS)
調查表 (第四部分 - 保險代理人)

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Er. No. _____

Est. No. _____

1. For insurance agents, please provide the following figures of the company in the past 12 months (1.1.2008 to 31.12.2008):
請提供公司內保險代理人過去12個月內 (1.1.2008至31.12.2008) 的下列數字：

- | | | | | | |
|---|--|--|--|--|--|
| a. No. of insurance agents registered as at 1.1.2008
在1.1.2008註冊保險代理人數目 | <table border="1" style="width: 100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table> <p style="text-align: center; margin-top: -10px;">643</p> | | | | |
| | | | | | |
| b. No. of insurance agents registered as at 31.12.2008
在31.12.2008註冊保險代理人數目 | <table border="1" style="width: 100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table> <p style="text-align: center; margin-top: -10px;">648</p> | | | | |
| | | | | | |
| c. No. of insurance agents newly registered during the past 12 months (1.1.2008 – 31.12.2008)
在過去12個月內(1.1.2008 – 31.12.2008) 新註冊保險代理人數目 | <table border="1" style="width: 100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table> <p style="text-align: center; margin-top: -10px;">653</p> | | | | |
| | | | | | |

2. Please suggest 5 types/topics of training that are considered the most important for the development of insurance agents.
(Examples of training topics are given below for reference)
請就貴機構認為對保險代理人發展至為重要的五項訓練類別/課題作出建議。
(一些訓練課題作例子載列於本問題之後以供參考)

Please specify if the suggested type/topic of training is not included in the list of examples provided.
如建議的訓練類別/課題不包括在所提供的例子清單內, 請詳細註明。

	Order of Importance (1 to 5, 1 is the most important) 重要性 1至5, 1為最重要	Code 編號					
Insurance Agents 保險代理人	1	<table border="1" style="width: 100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table> <p style="text-align: center; margin-top: -10px;">658</p>					
	2	<table border="1" style="width: 100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table> <p style="text-align: center; margin-top: -10px;">661</p>					
	3	<table border="1" style="width: 100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table> <p style="text-align: center; margin-top: -10px;">664</p>					
	4	<table border="1" style="width: 100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table> <p style="text-align: center; margin-top: -10px;">667</p>					
	5	<table border="1" style="width: 100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table> <p style="text-align: center; margin-top: -10px;">670</p>					

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Examples of Training Topics

訓練課題的例子

Management/Executive

管理／行政之發展

Code 編號	Skills/Knowledge 技能／知識	Code 編號	Skills/Knowledge 技能／知識
101	Principles & Practice of Management 管理理論與實務	110	Leadership 領導才能
102	Problem Solving and Decision Making 解決困難及作出決定	111	Team Building 團隊之建立
103	Strategic Management 策略管理	112	Motivation 激勵
104	Marketing Management 市場管理	113	Coaching & Counseling 訓練及輔導下屬
105	Quality Management 優質服務管理	114	Dealing with Conflict 處理衝突
106	Risk Management 風險管理	115	Implementing Change 推行變革
107	Stress Management 壓力處理	116	Time Management 時間管理
108	Crisis Management 危機管理	117	Agency Building and Development 代理人之建立及發展
109	Human Resources Management 人力資源管理		

Professional Knowledge

專業知識

Code 編號	Skills/Knowledge 技能／知識
201	Associate of the Chartered Insurance Institute (ACII)
202	Fellow, Australian & New Zealand Institute of Insurance & Finance (ANZIIF)
203	Senior Associate, Australian & New Zealand Institute of Insurance & Finance (ANZIIF)
204	Certified Financial Planner (CFP)
205	Chartered Financial Consultant (ChFC)

- 206 Chartered Life Underwriter (CLU)
- 207 Chartered Property and Casualty Underwriter (CPCU)
- 208 Fellow of the Chartered Insurance Institute (FCII)
- 209 Fellow of the Faculty of Actuaries in Scotland (FFA)

Professional Knowledge

專業知識

Code 編號	Skills/Knowledge 技能／知識
210	Fellow of the Institute of Actuaries (FIA)
211	Fellow of the Institute of Actuaries of Australia (FIAA)
212	Fellow, Chartered Financial Practitioner (FChFP)
213	Fellow of the Society of Actuaries (FSA)
214	Graduate Diploma of Insurance (GDI)
215	Fellow, Hong Kong Society of Certified Insurance Practitioners (HKCIP)
216	Insurance Institute of Hong Kong (IIHK) Diploma
217	Fellow, Life Management Institute (FLMI)
218	Life Underwriter Training Council Fellow (LUTCF)
219	Professional Diploma in Insurance Programme (PDI)
220	Registered Financial Planner (RFP)
221	SFC related courses

Basic Job-related

基本業務知識

Code 編號	Skills/Knowledge 技能／知識	Code 編號	Skills/Knowledge 技能／知識
301	Actuarial Science 精算學	308	Investment-linked Insurance 投資相連保險
302	General Insurance 一般保險	309	Asset Management 資產管理
303	Life Insurance 人壽保險	310	Estate Planning 遺產策劃
304	MPF 強制性公積金	311	Retirement Planning 退休策劃
305	Investment Planning 投資策劃	312	Reinsurance 再保險
306	Financial Planning 財務策劃	313	Health-related Training 與健康有關之訓練

Generic Skills**通用技能**

Code 編號	Skills/Knowledge 技能／知識
401 English Writing	英文書寫
402 Spoken English	英語會話
403 Chinese Writing	中文書寫
404 Cantonese	廣東話
405 Putonghua	普通話
406 Use of Computer	基本電腦應用
407 IT Enabling Systems	資訊科技系統
408 Effective Communication Skills	有效溝通技巧
409 Marketing/Selling Skills	市場推廣／銷售技巧
410 Presentation Skills	表達技巧
411 Basic Accounting	基本會計
412 Interpersonal Skills	人際關係技巧
413 Negotiation Skills	談判技巧
414 Telemarketing Skills	電話銷售技巧

3. Please estimate the percentage of training to be provided by external course providers to your insurance agents in the next 12 months. (Please tick as appropriate)
 請估計在未來12個月，貴機構的保險代理人訓練將由外間培訓機構提供的百分比。
 (請✓在適當格內)

Insurance Agents
 保險代理人

0%	<input type="checkbox"/> 677
1% - 24%	<input type="checkbox"/> 678
25% - 49%	<input type="checkbox"/> 679
50% - 74%	<input type="checkbox"/> 680
75% - 99%	<input type="checkbox"/> 681
100%	<input type="checkbox"/> 682

4. For insurance agents, please give information on the training expenses of your company in 2007-2009.
 請提供貴機構在2007-2009年的保險代理人訓練支出情況。

(a) The training expenses in 2008
 as compared with those in 2007:
 2008年較2007年
 的訓練支出

(b) The training budget for 2009
 as compared with the training
 expenses in 2008:
 2009年的訓練開支預算
 較2008年的訓練開支

(i) No Change 沒有改變	<input type="checkbox"/> 683	<input type="checkbox"/> 684
(ii) Increase by 增加		
> 50%	<input type="checkbox"/> 685	<input type="checkbox"/> 686
21% - 50%	<input type="checkbox"/> 687	<input type="checkbox"/> 688
11% - 20%	<input type="checkbox"/> 689	<input type="checkbox"/> 690
5% - 10%	<input type="checkbox"/> 691	<input type="checkbox"/> 692
< 5%	<input type="checkbox"/> 693	<input type="checkbox"/> 694
(iii) Decrease by 減少		
> 50%	<input type="checkbox"/> 695	<input type="checkbox"/> 696
21% - 50%	<input type="checkbox"/> 697	<input type="checkbox"/> 698
11% - 20%	<input type="checkbox"/> 699	<input type="checkbox"/> 700
5% - 10%	<input type="checkbox"/> 701	<input type="checkbox"/> 702
< 5%	<input type="checkbox"/> 703	<input type="checkbox"/> 704

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5. What incentives do you think may encourage employers to provide training to insurance agents?
(you may provide more than one answer)

你認為有什麼方法可有效鼓勵僱主提供訓練予保險代理人？(可提供多於一項答案)

Reimbursement of course fees to employers
709 向僱主退還僱員學費

Provision of subsidy to employers
710 提供僱員訓練津貼予僱主

Government loan/grant to employers
711 政府給予僱主貸款/補助金

Others (Please specify) e.g. Best Employer Award
712 其他 (請註明) 例如：最佳僱主獎

(i) _____

(ii) _____

(iii) _____

6. The number of internal promotions in the past 12 months (1.1.2008 to 31.12.2008) for insurance agents :

過去 12 個月內 (1.1.2008 至 31.12.2008) 由內部晉升的保險代理人人數：

	From <u>由</u>	To <u>至</u>	No. of Internal Promotions <u>由內部晉升的僱員人數</u>				
(a)	Agent/TR 營業員／業務代表	Unit Manager/ Agency Supervisor 單位經理／營業主任	<table border="1" style="width: 100px; height: 20px; margin: 0 auto;"> <tr> <td style="width: 25px;"> </td> <td style="width: 25px;"> </td> <td style="width: 25px;"> </td> <td style="width: 25px;"> </td> </tr> </table> 713				
(b)	Unit Manager/ Agency Supervisor 單位經理／營業主任	Agency Manager 營業經理	<table border="1" style="width: 100px; height: 20px; margin: 0 auto;"> <tr> <td style="width: 25px;"> </td> <td style="width: 25px;"> </td> <td style="width: 25px;"> </td> <td style="width: 25px;"> </td> </tr> </table> 716				
(c)	Agency Manager 營業經理	Agency Director/ Senior Agency Manager 營業總監／高級營業經理	<table border="1" style="width: 100px; height: 20px; margin: 0 auto;"> <tr> <td style="width: 25px;"> </td> <td style="width: 25px;"> </td> <td style="width: 25px;"> </td> <td style="width: 25px;"> </td> </tr> </table> 719				

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The 2009 Manpower Survey of the Insurance Industry

保險業 2009 年人力調查

Explanatory Notes

問卷附註

1. This Questionnaire covers four Parts about your business sector. Part I is about principal jobs, Part II and III are about employees and technical representatives while Part IV is about insurance agents. For the ease of completion, we suggest Part IA, Part II and III to be completed by Human Resources Division and Part 1B and Part IV by Agency Administration Division in your business sector.
此調查表函蓋四部份。第一部份是查詢貴機構之主要職務，第二及第三部份是有關僱員及業務代表，而第四部份是有關保險代理人。為方便貴機構填寫此調查表，我們提議由貴機構人力資源部門填寫調查表一甲、二及三之部份，而一乙部及四部份則由代理人行政部填寫。
2. Please complete all columns ('A' to 'H') of the questionnaire which are applicable to your business sector and insert a zero (0) in any column which is not.
請填寫表內 (A) 至 (H) 欄。如不適用，請填 (0) 符號。
3. Column 'A' - Titles of Principal Jobs in the Insurance Industry
(A) 欄 — 保險業主要職務名稱
 - (a) Please choose the job descriptions which best fit the business classification of your organisation in Appendix C, e.g. General Insurer Sector, General Insurance Agent, Life Insurer Sector, Life Insurance Agent, Insurance Broker (General Insurance), Insurance Broker (Life Insurance), Company Agencies (General Insurance), Company Agencies (Life Insurance), Bancassurance Sector (General Insurance), Bancassurance Sector (Life Insurance), etc.
請在附錄 C 選擇最適合貴公司行業分類的工作說明，例如：一般保險承保公司，一般保險代理人，人壽保險承保公司，人壽保險代理人，保險經紀業（一般保險），保險經紀業（人壽保險），代理人公司（一般保險），代理人公司（人壽保險），銀行附屬保險（一般保險），銀行附屬保險（人壽保險）等。
 - (b) Please refer to the job code list in Appendix C. Some of the job titles may not be the same as those used in your firm. Please classify an employee/insurance agent/technical representative according to his/her major duties and supply the required information if the jobs have similar or related functions.
請參考附錄 C 內的職稱編號。表內部分職稱可能有別於貴公司所採用的，請根據僱員的主要職責分類。若員工/保險代理人/業務代表職責與表內某職務的職責相近，可視作相同職務，請提供所需資料。
 - (c) If necessary, please add 'Other Principal Jobs' Section and record those jobs not included in Appendix C but are considered as principal jobs in your organization. Please briefly outline their job descriptions and indicate their skill levels on a blank sheet.
若有需要，請加入「其他主要職務」部分，以填寫貴機構的其他並未包括在附錄 C 內的主要職務，並請另紙簡述這些職務的工作範圍及指出其所屬技能等

級。

- (d) If necessary, please add 'Other Supporting Staff' Section which includes those employees whose activities are not usually specific to insurance, such as secretaries, receptionists, messengers and clerical staff providing general clerical duties such as document processing and operating various office machines. Please provide information as required by Column B of the questionnaire.

若有需要，請加入「其他輔助人員」部分，以填寫一般並非專責保險事務的員工，例如秘書、接待員、信差及執行一般文書職務的文書人員，例如文件處理及操作各種辦公室器材等。請祇填寫調查表 B 欄所需的資料。

4. Column 'B' - Number of Employees/Insurance Agents/Technical Representatives (TRs) at Date of Survey

(B) 欄 — 現有僱員/保險代理人/業務代表人數

'Employees' refer to those working full-time under the payroll of the firm. These include proprietors, and partners working full-time for the company. This definition also applies to 'employee(s)' appearing in other parts of the questionnaire.

「僱員」指在貴公司內全職工作的受薪人員，其中包括在公司內全職工作的東主及合夥人。調查表他處出現的「僱員」一詞，定義亦同。

5. Column 'C' - Number of Vacancies at Date of Survey

(C) 欄 — 現有空缺額

'Number of Vacancies at Date of Survey' refers to those unfilled, immediately available job openings for which the establishment is actively trying to recruit at the date of survey.

「現有空缺數目」指該職位仍懸空，須立刻填補而現正積極招聘人員填補。

6. Column 'D' - Forecast Number of Employees/Insurance Agents/Technical Representatives (TRs) in 12 Months' Time

(D) 欄 — 預測在 12 個月後之僱員/保險代理人/業務代表人數

Please fill in the forecast number of employees/insurance agents/technical representatives (TRs) you will be employing for each principal job in the next 12 months. The number given could be more/less than that in Column 'B' if an expansion/a contraction is expected. 請填上貴公司預測在 12 個月後的主要職務僱員/保險代理人/業務代表人數。如估計業務屆時可能擴張/收縮，此欄所填的數字應多於/少於 (B) 欄。

7. Column 'E' - Minimum Education Requirement for the Principal Job

(E) 欄 — 此主要職務基本教育程度的要求

Please enter in Column 'E' the appropriate code number as given in Column 'I' showing the minimum education which an employer requires his employee(s)/ insurance agent(s)/technical representative(s) should possess.

請按(D)欄所示編號把僱主認為僱員/保險代理人/業務代表需要持有的基本學歷填入 (E) 欄內。

8. Column 'F' – Requirement of Professional Qualification for the Principal Job

(F) 欄 — 此主要職務要求專業資格

Please enter in Column 'F' whether an employer requires his employee(s) /insurance agent(s)/technical representative(s) should possess any Professional Qualification.
請在(F)欄填上貴公司認為僱員/保險代理人/業務代表是否需要擁有專業資格。

9. Column 'G' - Minimum Requirement of Year(s) of Experience in the Industry

(G) 欄 — 在此行業的基本年資要求

Please enter in Column 'G' the appropriate code number as given in Column 'I' showing the minimum year(s) of experience in the industry an employer requires his employee(s) /insurance agent(s)/technical representative(s) should possess.

請按(I)欄所示編號把僱主認為僱員/保險代理人/業務代表需要擁有的在此行業的基本年資要求填入 (G) 欄內。

10. Column 'H' - Average Monthly Income Range

(H) 欄 — 平均每月收入的幅度

Please enter in Column 'H' the appropriate code number as given in Column 'I' showing the average monthly income range for the employee(s).

請按(I)欄所示編號填寫僱員平均每月收入的幅度於(H) 欄。

If you have more than one employee doing the same principal job, please enter in this column the weighted average figure for that principal job which is given by:

$$\frac{\text{Total amount of income for all employees performing that principal job}}{\text{Total number of employees performing that principal job}}$$

若從事同類主要職務的僱員超過 1 名，請以下列算式取其加權平均數值：

$$\frac{\text{該主要職務僱員的總收入}}{\text{從事該主要職務的僱員人數}}$$

**Job Description of Principal Jobs
in the General Insurer Sector**
一般保險承保公司主要職務的工作說明

Code No. 編號	Job Title 職稱	Job Description 工作說明
SENIOR MANAGEMENT LEVEL 高層管理人員級		
121	Managing Director/ General Manager/ Chief Executive 常務董事／總經理／ 行政總裁	Assumes total management responsibility of the company with other managers/executives as direct subordinates. Formulates company policies and objectives with a view to achieving them. Collects, collates and presents information required by directors. Represents the company in dealing with the government, business concerns and the public. 全權負責管理公司，直接管轄各部門經理／行政人員。制訂公司政策，以求達致公司目標。收集、整理及提交董事所需資料。代表公司與政府、商業團體及公眾聯絡。
122	Deputy Managing Director/ Deputy General Manager 副常務董事／副總經理	Provides leadership, direction, and guidance of company activities to ensure the short-term and long-term strategies being implemented. Assists the Chief Executive in future business development and maintenance of organization. 領導公司的營運，提出方向及指引，確保短期及長期策略得以落實。協助行政總裁發展業務，以及維持公司的運作。
123	Assistant General Manager/ Senior Manager 助理總經理／高級經理	Manages the operational activities of all departments and branches. Formulates strategies for business expansion and integrates the marketing plans of various functional areas. Implements company policies. Streamlines and standardizes operational procedures and systems. 負責管理各個部門及分公司的運作。制訂業務發展策略，以及綜合各部門的市場計劃。執行公司政策、簡化及統一運作程序及制度。

MIDDLE MANAGEMENT LEVEL 中層管理人員級		
220	Actuarial Manager 精算經理	Carries out actuarial studies related to the establishment's operations. Supervises the preparation of valuations and reports as required. Assists management in the formulation of product development and pricing. 進行與公司運作有關的精算研究。監督屬下編製評估書及報告。協助管理層制訂產品發展計劃，以及訂定產品價格。
221	Reinsurance Manager 再保險經理	Formulates company's reinsurance policy. Determines company's retention and monitors reinsurance treaties. Evaluates and accepts reinsurance from ceding companies. Works closely with the underwriting and claims managers. 制訂公司的再保險政策。決定公司的自留額及監管再保險條約。評估及接受其他公司的再保險。與核保經理及索償經理緊密合作。
222	Underwriting Manager 核保經理	Formulates and implements company's underwriting policy. Reviews insurance applications and supporting materials. Evaluates risks involved and determines premiums and extent of cover. May specialize in underwriting one type of insurance such as accident, fire and marine, and is designated accordingly. Coordinates and supervises the work of subordinates. 負責制訂及執行公司的核保政策。複查投保申請書及有關資料。評估所涉及的風險，決定保費及承保範圍。倘若對某一類保險，如意外險、火險或水險具有專門知識，其職稱亦根據其專門知識而定。協調及監督屬下職員的工作。

MIDDLE MANAGEMENT LEVEL (Continued) 中層管理人員級 (續)		
223	Account Manager/ Claims Manager 客戶經理／索償經理	<p>Servicing existing client business, investigates and approves claims filed under an insurance policy or determines company's liability in claims. Oversees negotiation of settlement with claimants and recommends litigation when necessary. Works in close liaison with other professionals like loss adjusters, average adjusters, surveyors, lawyers and reinsurers. Supervises and trains subordinates. Keeps and analyses statistics.</p> <p>負責向現有客戶提供服務，調查及批准根據保單提出的賠償要求，或決定公司在這方面的責任。監察與索償者間的談判，並於需要時建議訴訟行動。與其他專業人士如賠款理算師、海損理算師、查勘員、律師及再保險公司等緊密聯絡。監督及訓練屬下職員。保留及分析統計數字。</p>
224	Marketing/ Servicing Manager 市務／服務經理	<p>Participates in formulating and implementing marketing/servicing policies. Be responsible for monitoring marketing programmes. Liaises with clients and public relations. Formulates new products and services for business expansion and meeting customers' needs. Trains and supervises subordinates.</p> <p>參與制訂及執行市務／服務政策。負責執行推銷方案、客戶聯絡及公關工作。制訂新產品及服務，以發展業務和滿足客戶的需要。訓練及監督屬下職員的工作。</p>
225	Human Resources/ Training Manager 人力資源／訓練經理	<p>Implements and coordinates recruitment, selection, placement, transfer, and staff welfare programmes. Identifies training needs and organizes training and employee career development programmes. Evaluates the effectiveness of training activities.</p> <p>執行及統籌僱員招聘、甄選、指派、遷調及福利計劃。確定訓練需求，籌辦訓練及員工職業發展計劃。評估訓練工作的成效。</p>

MIDDLE MANAGEMENT LEVEL (Continued) 中層管理人員級 (續)		
226	Information Technology Manager 資訊科技經理	Analyses and develops systems to cover assigned projects. Produces systems specifications, documentation, user guide, implementation plan or operation manual for application systems in accordance with established procedures and company guidelines. 分析及發展資訊系統，以執行指派的工作。按照既定程序及公司指引，為應用系統編製規格、文件、用者指引、執行計劃及操作手冊。
227	Manager - Accounting 經理 - 會計	Develops and implements financial policies and procedures. Oversees management information adequacy and the compliance with statutory requirements. Assesses strategic initiatives including mergers, acquisitions and diversions. 管理會計工作，發展會計及管理程序。監督報表編製工作，以符合監管機構的呈報規定。
228	Assistant Manager 助理經理	Assists managers in various functional areas. Trains and supervises the work of subordinates. Carries out other duties as specified. 協助經理執行各項工作，訓練及督導屬下員工，執行其他指定職務。
OFFICER LEVEL 主任級		
320	Compliance Officer 合規主任	Raising the level of compliance awareness and fostering a compliance culture. Responsible for implementing compliance policy and procedures. Ensuring that the business complies with all relevant laws, codes, rules, regulations and standards. Maintaining the Compliance Manual to ensure the contents are up-to-date and that all staff in their business areas are aware of the contents of the Compliance Manual. 提升公司對合規的關注水平並提倡合規文化，負責執行合規政策及程序，確保公司符合所有相關法例、法規、守則、附屬法例及標準，維持合規手冊內容的適時更新及所有員工皆了解合規手冊的內容。
321	Actuarial Officer 精算主任	Works under the guidance of the actuarial manager. Applies the knowledge of mathematics and statistics to the design and operation of various insurance plans. 在精算經理指導下工作。運用數學及統計學知識，設計及執行各類保險計劃。

OFFICER LEVEL(Continued) 主任級 (續)		
322	Account Officer/ Underwriting Officer 客戶主任 / 核保主任	Assists the Account Manager/Claims Manager in underwriting business and files claims. Reviews sales performance and implements sales programme. Contacts clients to promote sales. 協助客戶經理／索償經理處理核保及索償事宜。檢討業績，以及推行營業計劃。與客戶接觸，推廣公司業務。
323	Policy Services / Claims Officer 保單服務／索償主任	Underwrites policies and approves claims within authorized limits. Keeps and analyzes new business and claims statistics. Implements the company's guideline for risks appraisal or claims settlement. 在授權範圍內審核保單，以及批准根據保單提出的賠償要求。保留及分析新業務及索償統計數字。執行公司對風險評估及索償所訂的準則。
324	Marketing Officer 市務主任	Assists the Marketing/Servicing Manager in analysing market potential and conditions. Handles enquiries from existing and prospective clients. Prepares promotion materials. 協助市務／服務經理分析市場潛能及情況。處理客戶的查詢。預備宣傳資料。
325	Accounting Officer 會計主任	Supervises the work of the accounting staff to ensure the provision of reliable accounting information and records. Assists the Manager-Accounting in analyzing statistics and preparing management reports and statutory returns. 監督會計人員的工作，確保會計資料及紀錄準確。協助「經理－會計」分析統計資料、編製管理報告及法定報表。
326	Assistant Executive/ Supervisor 助理主任	Assists managers in the daily operations of various function areas. Supervises clerical staff to ensure rules and guidelines established by management are followed. 協助經理執行日常職務。監督文書人員工作，確保他們遵守管方所定下的規則及指引。

OFFICER LEVEL(Continued) 主任級 (續)		
327	Information Technology Staff 資訊科技人員	Plans, maintains and controls the applications of information technology in insurance, office automation and telecommunication. Analyzes the applications of information technology to development projects and specific user problems. 策劃、維持及控制資訊科技在保險、辦公室自動化及電訊方面的應用。分析資訊科技在發展計劃和個別用戶方面的應用情況。
CLERICAL LEVEL 文員級		
421	Underwriting Clerk/ Claims Clerk 核保文員／索償文員	Checks insurance applications. Calculates premium. Prepares policies, endorsements and premium notes. Keeps records and statistics. May handle one or more classes of insurance. Carries out other clerical duties according to predetermined procedure or as assigned by supervisor. 審查投保申請。計算保費。編製保單、附加條款及保費單。保存紀錄及統計數字。可能須處理一類或多類保險。按照既定程序或上司的指示從事其他文書職務。
422	Accounting Clerk 會計文員	Raises vouchers and completes posting of accounting entries. Assists in preparing financial statements, statistical reports and statutory returns. 開立付款憑單及過帳。協助擬備財務報表、統計報告及法定報表。
423	Clerical Staff 文書人員	Performs clerical duties in relation to the issue of insurance policies and endorsements. Keeps records and statistics. 執行文書職務，印發保單及附加條款。保存紀錄及統計數字。

OTHERS 其他		
129	Other Principal Jobs 其他主要職務 - Managerial Level 經理級	In this column, please write below the jobs not classified by us but are considered as principal jobs in your organization. Please briefly outline their job descriptions and indicate their skill levels (129/229) on a blank sheet. Please provide information as required by Columns B to H of the Questionnaire (Part I). Please also complete Questionnaire (Part II and Part III).請在此欄填上貴機構的其他主要職務，並另紙簡述這些職務的工作範圍及指出其所屬技能等級（129／229）。請同時填寫調查表(第一部分)內 B 至 H 各欄的資料。並請填寫調查表(第二及第三部分)。
229	- Supervisory Level 主管級	
621	Other Supporting Staff 其他輔助員工	In this column, please provide information as required by Columns B, C and D of the Questionnaire (Part I). Other supporting staff refer to those employees whose activities are not usually specific to banking, such as secretaries, bank guards, and messengers. 請在此欄填寫調查表(第一部分)內 B、C、D 各欄所需資料。「其他輔助員工」指一般並非專責銀行事務的員工，例如秘書、護衛員及信差等。

Job Description of General Insurance Agent
一般保險代理人的工作說明

Code No. 編號	Job Title 職稱	Job Description 工作說明
521	Agency Director/ Senior Agency Manager 營業總監／高級營業經理	Plans and develops business for the agencies. Manages directly and indirectly over 50 agents. Provides management development training to agency managers and supervisors. Handles agency office management, budgeting and administration. Communicates with the home office and the agents. Reviews agency performance. Carries out public relations and marketing activities. 策劃及發展營業業務。直接及間接管理 50 位以上營業員。為營業經理及主任提供管理發展訓練。管理營業處及制訂預算。與總公司及營業員聯絡，檢討營業處的業績，執行公關及市務工作。
524	Agent 營業員	Identifies prospective clients to acquire new business and serves existing policyholders. 確定有潛力的客戶，以拓展業務，並為保單持有人提供服務。

**Job Description of Principal Jobs
in the Life Insurer Sector**
人壽保險承保公司主要職務的工作說明

Code No. 編號	Job Title 職稱	Job Description 工作說明
SENIOR MANAGEMENT LEVEL		高層管理人員級
111	Managing Director/ Chief Executive 常務董事／行政總裁	Assumes total management responsibility of the company with other managers/executives as direct subordinates. Formulates company policies and objectives with a view to achieving them. Collects, collates and presents information required by directors. Represents the company in dealing with the government, business concerns and the public. 全權負責管理公司，直接管轄各部門經理／行政人員。制訂公司政策，以求達致公司目標。收集、整理及提交董事所需資料。代表公司與政府、商業團體及公眾聯絡。
112	Chief Actuary 總精算師	Assesses and certifies the solvency of the company as a whole. Ensures the valuations of liabilities of the company for various statutory purposes comply with the Insurance Companies Ordinance. Determines the transfer of assets out of the life fund. Formulates guidelines and assumptions for carrying out various actuarial studies. 評估及證明公司整體的償債能力，確保公司因各種法定目的而進行的債務評估，符合保險公司條例的規定。決定何時將資產自人壽基金調出。制訂各種精算研究的指引及假設。
113	Head - Individual Long Term Business 主管 - 個人長期業務	Manages the operational activities of the individual life portfolio. Formulates strategies and develops new products for business expansion. Establishes objectives and performance targets. Coordinates with other departments to streamline existing procedures and provides quality services to clients. 管理個人保險業務的運作。制訂業務發展策略及開發新產品。訂立工作及績效指標。協調其他部門簡化現有程序，並為客戶提供優質服務。

SENIOR MANAGEMENT LEVEL (Continued)		高層管理人員級 (續)
114	<p>Head - Marketing/ Agency Operation</p> <p>主管 - 市務／營業代理運作</p>	<p>Plans, coordinates and implements the organization's business development strategies and marketing plans. Conducts market research. Identifies and analyses opportunities to increase business and market share. Provides services and prepares promotion kits for sales force. Trains and supervises sales force/agents. Appoints brokers and liaises with them.</p> <p>策劃、協調及執行業務發展策略和市務計劃。進行市場研究。留意及分析各種機會，以拓展業務和提高市場佔有率。為營業人員提供服務，以及製備宣傳套件。培訓及監督營業人員／代理員。聘用經紀，並與他們保持聯絡。</p>
115	<p>Head - Group Benefits Business</p> <p>主管 - 團體福利業務</p>	<p>Manages the operational activities of the group benefits plans for corporate employees. Advises corporate clients the benefits, provident schemes and retirement plans best suited to their employees. Identifies new markets and development in statutory requirements for business expansion. Trains and supervises subordinates in marketing, administration and claims settlement on employee benefits plans.</p> <p>管理為公司僱員而設的團體福利計劃。建議公司客戶採用最切合其僱員需要的福利、公積金及退休計劃。留意新市場，以及法例的改變，隨時把握機會，拓展業務。培訓及監督下屬推廣和管理員工福利計劃，以及處理有關索償。</p>
116	<p>Head - Finance/Investment/ Treasurer</p> <p>主管 - 財務／投資／司庫</p>	<p>Advises top management on investment of insurance funds and financing of capital expenditure. Administers assets. Plans and organizes budgeting and financial control systems. Presents budgets and financial reports to management. Modifies the reporting systems as required to meet statutory requirements.</p> <p>就保險基金的投資及資本支出的融資問題，向高層提供意見。管理資產。策劃及組織財政預算及管制系統。向管理層提交預算及財政報告。修訂報告系統，以符合法例規定。</p>

SENIOR MANAGEMENT LEVEL (Continued)		高層管理人員級 (續)
117	Head - Human Resources/ Training 主管 - 人力資源／訓練	Develops, maintains and administers human resources management programmes in order to promote efficient operations. Implements and coordinates recruitment, placement, performance appraisal, salary administration, employee relations and other benefits. Advises top management on human resources issues and manages training and development programmes for staff. 制訂及推行人力資源管理計劃，以提高運作效率。執行及協調員工招聘、工作安排、表現評核、薪金政策、員工關係及其他福利。向高層提供有關人力資源事務的意見及管理員工訓練及發展計劃。
MIDDLE MANAGEMENT LEVEL		中層管理人員級
210	Manager - Accounting 經理 - 會計	Develops and implements financial policies and procedures. Oversees management information adequacy and the compliance with statutory requirements. Assesses strategic initiatives including mergers, acquisitions and diversions. 管理會計工作，發展會計及管理程序。監督報表編製工作，以符合監管機構的呈報規定。
211	Actuarial Manager 精算經理	Carries out actuarial studies related to the establishment's operations. Supervises the preparation of valuations and reports as required. Assists management in the formulation of product development and pricing. 進行與公司運作有關的精算研究。監督屬下編製評估書及報告。協助管理層制訂產品發展計劃，以及訂定產品價格。

MIDDLE MANAGEMENT LEVEL (Continued)		中層管理人員級 (續)
212	Underwriting Manager 核保經理	<p>Formulates and implements company's underwriting policy. Reviews insurance applications and supporting materials. Evaluates risks involved and determines premiums and extent of cover. Works closely with reinsurers and determines acceptance of insurance. Approves the issue of policies and endorsements. Coordinates and supervises the work of subordinates.</p> <p>負責制訂及執行公司的核保政策。複查投保申請書及有關資料。評估所涉及的風險，決定保費及承保範圍。與再保險公司緊密聯絡，並決定應否接受投保。批准發出保單及附加條款。協調及監督下屬的工作。</p>
213	Policy Services/ Claims Manager 保單服務／索償經理	<p>Directs a complete range of satisfactory service to policyholders. Investigates and approves claims filed under an insurance policy or determines company's liability in claims. Oversees negotiation of settlement with claimants and recommends litigation when necessary. Supervises and trains subordinates to provide prompt and courteous responses to customers' enquiries and requests. Keeps and analyses claims statistics.</p> <p>向客戶提供週全的服務。調查及批准根據保單提出的賠償要求，或決定公司在這方面的責任。監察與索償者間的談判，並在有需要時建議訴訟行動。監督及培訓下屬，使他們能迅速、適當地回應客戶的查詢和要求。保存及分析索償統計數字。</p>

MIDDLE MANAGEMENT LEVEL (Continued)		中層管理人員級 (續)
214	Marketing / Agency Manager 市務 / 營業代理經理	Formulates and implements training programmes for sales agents. Implements and coordinates marketing activities and launches promotion campaigns. Arranges sales conventions, conferences and seminars. Liaises with advertising agencies. Prepares promotion kits and provides services to sales force and agents. Manages the administration of various agencies of the company according to pre-determined guidelines. Evaluates sales operation and performances of agencies and agents. 制訂及執行訓練方案，培訓業務代理員。執行及協調市場推廣工作，並舉辦推廣活動。安排業務會議及研討會。與廣告公司聯絡。製備宣傳套件，並為業務人員及營業員提供服務。根據既定指引，監管各營業處的行政工作。評估推廣方法、營業處的業績及營業員的工作表現。
215	Group Benefits Business Manager 團體福利業務經理	Develops and implements working procedures and guidelines for underwriting/claims and administering employee benefits plans. Provides prompt services and answers to clients and other departments on group insurance products and specific employee benefits. Oversees negotiation of settlement and recommends litigation when necessary. Keeps and analyses statistics. Coordinates with other departments for quality services and efficiency. 制訂與執行工作程序和指引，以便承保／賠償及管理員工福利計劃。就團體保險及特定的員工福利，向客戶及其他部門提供快捷的服務及回應。監察與索償者間的談判，並在有需要時建議訴訟行動。保存及分析統計數字。與其他部門協調，致力提高服務質素與工作效率。
216	Accounting/ Investment Manager 財務／投資經理	Supervises the day-to-day administration of fund portfolios and implements the investment policy. Provides technical advice on budgeting, taxation, financial analysis, forecasting and long-term planning. 監督基金組合的日常管理工作及推行投資政策。就財政預算、稅務、財務分析、預測及長期策劃等提供專業意見及指引。

MIDDLE MANAGEMENT LEVEL (Continued) 中層管理人員級 (續)		
217	Human Resources/ Training Manager 人力資源／訓練經理	Implements and coordinates recruitment, selection, placement, transfer, and staff welfare programmes. Identifies training needs and organizes training and employee career development programmes. Evaluates the effectiveness of training activities. 執行及統籌僱員招聘、甄選、指派、遷調及福利計劃。確定訓練需求，籌辦訓練及員工職業發展計劃。評估訓練工作的成效。
218	Information Technology Manager 資訊科技經理	Analyses and develops systems to cover assigned projects. Produces systems specifications, documentation, user guide, implementation plan or operation manual for application systems in accordance with established procedures and company guidelines. 分析及發展資訊系統，以執行指派的工作。按照既定程序及公司指引，為應用系統編製規格、文件、用者指引、執行計劃及操作手冊。
OFFICER LEVEL 主任級		
310	Compliance Officer 合規主任	Raising the level of compliance awareness and fostering a compliance culture. Responsible for implementing compliance policy and procedures. Ensuring that the business complies with all relevant laws, codes, rules, regulations and standards. Maintaining the Compliance Manual to ensure the contents are up-to-date and that all staff in their business areas are aware of the contents of the Compliance Manual. 提升公司對合規的關注水平並提倡合規文化，負責執行合規政策及程序，確保公司符合所有相關法例、法規、守則、附屬法例及標準，維持合規手冊內容的適時更新及所有員工皆了解合規手冊的內容。
311	Actuarial Officer 精算主任	Works under the guidance of the actuarial manager. Applies the knowledge of mathematics and statistics to the design and operation of various insurance plans and pension schemes. 在精算經理指導下工作。運用數學及統計學知識，設計及執行各類保險計劃及退休金計劃。

OFFICER LEVEL (Continued) 主任級 (續)		
312	Underwriting Officer 核保主任	Assists the Underwriting/Policy Services Manager in implementing company's underwriting policies as directed and appraises risks within authorized limits. Issues policies, premium notes and endorsements. Keeps records and statistics. 根據指示，協助核保／保單服務經理執行公司的核保政策，並在授權範圍內，評估風險。發出保單、保費單及附加條款。保存紀錄及統計數字。
313	Policy Services/ Claims Officer 保單服務／索償主任	Keeps and analyses policy records and claims statistics. Answers enquiries from policyholders. Implements the company's guideline for claims settlement. Investigates and approves claims filed under an insurance policy within authorized limits. 保存、分析保單紀錄和索償統計數字。解答客戶查詢。按照公司所訂指引，處理索償。在授權範圍內，調查及批核按保單提出的索償申請。
314	Marketing/Agency Officer 市務／營業代理主任	Assists the Marketing/Agency Manager to prepare promotional materials. Liaises with mass media and carries out publicity activities or exhibitions. Coordinates with marketing and sales staff to organize sales promotion/training programme. Assists the Agency Administration Manager in monitoring the administration of agencies to comply with the company's policies, procedures and standards. 協助市務／營業代理經理編製宣傳資料。聯絡傳媒，進行宣傳活動或舉辦展覽。與負責市場推廣的員工合作，籌辦業務推廣／訓練計劃。協助代理行政經理監管營業處的運作，使其符合保險公司的政策、所訂程序及標準。

OFFICER LEVEL (Continued) 主任級 (續)		
315	Group Benefits Business Officer 團體福利業務主任	Assists the Manager in preparing group benefits proposals. Prepares work schedules and calculates premium for employee benefits plans. Checks, updates and verifies the accuracies of data or claims documents provided by clients. Keeps records and prepares certificates/statements to employees. Handles settlement of claims. 協助經理擬定團體福利計劃。編製工作時間表，計算僱員福利計劃的保費。察查、更新及核實客戶所提供的資料或索償文件。保存紀錄，編製員工福利證明書／通知書。處理賠償事宜。
316	Accounting/ Investment Officer 財務／投資主任	Assists the Accounting/Investment Manager in planning and organizing budgeting/accounting and financial control systems. Prepares budgets and financial reports to top management. 協助財務／投資經理策劃及建立預算／會計及財政管制系統。制訂預算及財政報告，呈交高層管理人員。
317	Human Resources/ Training Officer 人力資源／訓練主任	Assists the Human Resources/Training Manager in recruitment, selection, placement, transfer, training, employee career development and staff welfare programmes. 協助人力資源／訓練經理執行招聘、甄選、指派、遷調、訓練、職業發展及僱員福利計劃。
318	Accounting Officer 會計主任	Supervises the work of the accounting staff to ensure the provision of reliable accounting information and records. Assists the Manager-Accounting in analyzing statistics and preparing management reports and statutory returns. 監督會計人員的工作，確保會計資料及紀錄準確。協助「經理－會計」分析統計資料、編製管理報告及法定報表。

OFFICER LEVEL (Continued) 主任級 (續)		
319	Information Technology Staff 資訊科技人員	Plans, maintains and controls the applications of information technology in insurance, office automation and telecommunication. Analyzes the applications of information technology to development projects and specific user problems. 策劃、維持及控制資訊科技在保險、辦公室自動化及電訊方面的應用。分析資訊科技在發展計劃和個別用戶方面的應用情況。
CLERICAL LEVEL 文員級		
412	Accounting Clerk 會計文員	Raises vouchers and completes posting of accounting entries. Assists in preparing financial statements, statistical reports and statutory returns. 開立付款憑單及過帳。協助擬備財務報表、統計報告及法定報表。
413	Clerical Staff 文書人員	Performs clerical duties in relation to the issue of insurance policies and endorsements. Keeps records and statistics. 執行文書職務，印發保單及附加條款。保存紀錄及統計數字。
OTHERS 其他		
119 219	Other Principal Jobs 其他主要職務 - Managerial Level 經理級 - Supervisory Level 主管級	In this column, please write below the jobs not classified by us but are considered as principal jobs in your organization. Please briefly outline their job descriptions and indicate their skill levels (119/219) on a blank sheet. Please provide information as required by Columns B to H of the Questionnaire (Part I). Please also complete Questionnaire (Part II and Part III). 請在此欄填上貴機構的其他主要職務，並另紙簡述這些職務的工作範圍及指出其所屬技能等級（119/219）。請同時填寫調查表(第一部分)內 B 至 H 各欄的資料。並請填寫調查表(第二及第三部分)。

OTHERS(Continued) 其他 (續)		
611	Other Supporting Staff 其他輔助員工	<p>In this column, please provide information as required by Columns B, C and D of the Questionnaire (Part I). Other supporting staff refer to those employees whose activities are not usually specific to banking, such as secretaries, bank guards, and messengers.</p> <p>請在此欄填寫調查表(第一部分)內 B、C、D 各欄所需資料。「其他輔助員工」指一般並非專責銀行事務的員工，例如秘書、護衛員及信差等。</p>

Job Description for Life Insurance Agent
人壽保險代理人的工作說明

Code No. 編號	Job Title 職稱	Job Description 工作說明
511	Agency Director/ Senior Agency Manager 營業總監／高級營業經理	Plans and develops business for the agencies. Manages directly and indirectly over 50 agents. Provides management development training to agency managers and supervisors. Handles agency office management, budgeting and administration. Communicates with the home office and the agents. Reviews agency performance. Carries out public relations and marketing activities. 策劃及發展營業業務。直接及簡接管理 50 位以上營業員。為營業經理及主任提供管理發展訓練。管理營業處及制訂預算。與總公司及營業員聯絡，檢討營業處的業績，執行公關及市務工作。
512	Agency Manager 營業經理	Owns or controls an agency. Manages directly and indirectly 10 - 50 agents. Formulates and executes sales and promotion programmes. Recruits, supervises and trains agents to acquire new business and serve existing policyholders. Personally contacts clients to promote sales. 擁有及管理營業處。直接及簡接管理 10 - 50 位營業員。制訂及執行營業及推廣計劃。招募、督導及培訓營業員，以取得新客戶，並為保單持有人提供服務。與客戶聯絡，推廣業務。
513	Unit Manager / Agency Supervisor 單位經理／營業主任	Recruits, supervises and trains a team of agents to acquire new business and serve existing policyholders. Manages a single layer or agency with less than 10 agents. Personally contacts clients to promote sales. 招募、督導及培訓屬下營業員，以取得新客戶，並為保單持有人提供服務。直接管理少於 10 位營業員。與客戶聯絡，推廣業務。
514	Agent 營業員	Identifies prospective clients to acquire new business and serves existing policyholders. 確定有潛力的客戶，以拓展業務，並為保單持有人提供服務。

Job Description of Principal Jobs
in the Insurance Broker Sector (General Insurance)
保險經紀業（一般保險）主要職務的工作說明

Code No. 編號	Job Title 職稱	Job Description 工作說明
SENIOR MANAGEMENT LEVEL		高層管理人員級
141	Managing Director/ General Manager/ Chief Executive 常務董事／總經理／ 行政總裁	Assumes total management responsibility of the company with other managers/executives as direct subordinates. Formulates company policies and objectives with a view to achieving them. Collects, collates and presents information required by directors. Represents the company in dealing with the government, business concerns and the public. 全權負責管理公司，直接管轄各部門經理／行政人員。制訂公司政策，以求達致公司目標。收集、整理及提交董事所需資料。代表公司與政府、商業團體及公眾聯絡。
142	Assistant General Manager/ Account Director/ Chief Operating Officer 助理總經理／客戶總監／ 營運總監	Manages the operational activities of all departments and branches. Formulates strategies for business expansion and integrates the marketing plans of various functional areas. Implements company policies. Streamlines and standardizes operational procedures and systems. 負責管理各個部門及分公司的運作。制訂業務發展策略，以及綜合各部門的市場計劃。執行公司政策、簡化及統一運作程序及制度。
143	Assistant Director/ Divisional Director 助理總監／業務部門總監	Heads and manages the operational activities of the Business Division. 負責領導及管理公司業務部門之運作。
MIDDLE MANAGEMENT LEVEL		中層管理人員級
241	Senior Account Manager 高級客戶經理	Plans, coordinates and implements the company's business development strategy. Identifies and analyzes opportunities to increase business. Works closely with insurers and liaises with clients. 策劃、統籌及執行公司業務發展策略。確定及分析拓展業務的機會。與保險公司緊密合作，並與客戶聯絡。

MIDDLE MANAGEMENT LEVEL (Continued)		中層管理人員級 (續)
242	Marketing Manager/ Sales Manager/Business Development Manager 市務經理／營業經理／ 業務發展經理	Participates in formulating and implementing marketing/servicing policies. Be responsible for implementing marketing programmes. Liaises with clients and public relations. Trains and supervises subordinates. 參與制訂及執行市務／服務政策。負責執行推銷方案、客戶聯絡及公關工作。訓練及監督屬下職員的工作。
243	Account Manager/ Claims Manager 客戶經理／索償經理	Servicing existing client business, investigates and approves claims filed under an insurance policy or determines company's liability in claims. Oversees negotiation of settlement with claimants and recommends litigation when necessary. Works in close liaison with other professionals like loss adjusters, average adjusters, surveyors, reinsurers and lawyers. Supervises and trains subordinates. Keeps and analyses statistics. 負責向現有客戶提供服務，調查及批准根據保單提出的賠償要求，或決定公司在這方面的責任。監察與索償者間的談判，並於需要時建議訴訟行動。與其他專業人士如賠款理算師、海損理算師、查勘員、律師及再保險公司等緊密聯絡。監督及訓練屬下職員。保留及分析統計數字。
244	Manager - Accounting 經理 - 會計	Develops and implements financial policies and procedures. Oversees management information adequacy and the compliance with statutory requirements. Assesses strategic initiatives including mergers, acquisitions and diversions. 管理會計工作，發展會計及管理程序。監督報表編製工作，以符合監管機構的呈報規定。

OFFICER LEVEL 主任級		
340	Compliance Officer 合規主任	Raising the level of compliance awareness and fostering a compliance culture. Responsible for implementing compliance policy and procedures. Ensuring that the business complies with all relevant laws, codes, rules, regulations and standards. Maintaining the Compliance Manual to ensure the contents are up-to-date and that all staff in their business areas are aware of the contents of the Compliance Manual. 提升公司對合規的關注水平並提倡合規文化，負責執行合規政策及程序，確保公司符合所有相關法例、法規、守則、附屬法例及標準，維持合規手冊內容的適時更新及所有員工皆了解合規手冊的內容。
341	Claims Officer 索償主任	Underwrites policies and approves claims within authorized limits. Keeps and analyzes new business and claims statistics. Implements the company's guideline for risks appraisal or claims settlement. 在授權範圍內審核保單，以及批准根據保單提出的賠償要求。保留及分析新業務及索償統計數字。執行公司對風險評估及索償所訂的準則。
343	Client Servicing Officer 客戶服務主任	Handles enquiries from existing and prospective clients. Gives explanation and advice to customers and if necessary, directs them to appropriate sections or managers. 處理客戶的查詢。向客戶解釋公司的服務，並提供意見。如有需要，將客戶轉介至有關部門或經理。
344	Accounting Officer 會計主任	Supervises the work of the accounting staff to ensure the provision of reliable accounting information and records. Assists the Manager-Accounting in analyzing statistics and preparing management reports and statutory returns. 監督會計人員的工作，確保會計資料及紀錄準確。協助「經理 – 會計」分析統計資料、編製管理報告及法定報表。

TECHNICAL REPRESENTATIVE 業務代表		
342	Technical Representative 業務代表	Provides advice to a policy holder or potential policy holder on insurance matters for the insurance broker, or arranges contracts of insurance in or from Hong Kong on behalf of the insurance broker. 就保險事宜代表保險經紀向保單持有人或準保單持有人提供意見，或代表保險經紀在香港或從香港安排保險合約。
CLERICAL LEVEL 文員級		
442	Accounting Clerk 會計文員	Raises vouchers and completes posting of accounting entries. Assists in preparing financial statements, statistical reports and statutory returns. 開立付款憑單及過帳。協助擬備財務報表、統計報告及法定報表。
443	Clerical Staff 文書人員	Performs clerical duties in relation to the issue of insurance policies and endorsements. Keeps records and statistics. 執行文書職務，印發保單及附加條款。保存紀錄及統計數字。
OTHERS 其他		
149 249	Other Principal Jobs 其他主要職務 - Managerial Level 經理級 - Supervisory Level 主管級	In this column, please write below the jobs not classified by us but are considered as principal jobs in your organization. Please briefly outline their job descriptions and indicate their skill levels (149/249) on a blank sheet. Please provide information as required by Columns B to H of the Questionnaire (Part I). Please also complete Questionnaire (Part II and Part III). 請在此欄填上貴機構的其他主要職務，並另紙簡述這些職務的工作範圍及指出其所屬技能等級（149／249）。請同時填寫調查表(第一部分)內 B 至 H 各欄的資料。並請填寫調查表(第二及第三部分)。
641	Other Supporting Staff 其他輔助員工	In this column, please provide information as required by Columns B, C and D of the Questionnaire (Part I). Other supporting staff refer to those employees whose activities are not usually specific to banking, such as secretaries, bank guards, and messengers. 請在此欄填寫調查表(第一部分)內 B、C、D 各欄所需資料。「其他輔助員工」指一般並非專責銀行事務的員工，例如秘書、護衛員及信差等。

Job Description of Principal Jobs
in the Insurance Broker Sector (Life Insurance)
 保險經紀業（人壽保險）主要職務的工作說明

Code No. 編號	Job Title 職稱	Job Description 工作說明
SENIOR MANAGEMENT LEVEL		高層管理人員級
131	Managing Director/ General Manager/ Chief Executive 常務董事／總經理／ 行政總裁	Assumes total management responsibility of the company with other managers/executives as direct subordinates. Formulates company policies and objectives with a view to achieving them. Collects, collates and presents information required by directors. Represents the company in dealing with the government, business concerns and the public. 全權負責管理公司，直接管轄各部門經理／行政人員。制訂公司政策，以求達致公司目標。收集、整理及提交董事所需資料。代表公司與政府、商業團體及公眾聯絡。
132	Assistant General Manager/ Account Director/Chief Operating Officer 助理總經理／客戶總監／ 營運總監	Manages the operational activities of all departments and branches. Formulates strategies for business expansion and integrates the marketing plans of various functional areas. Implements company policies. Streamlines and standardizes operational procedures and systems. 負責管理各個部門及分公司的運作。制訂業務發展策略，以及綜合各部門的市場計劃。執行公司政策、簡化及統一運作程序及制度。
MIDDLE MANAGEMENT LEVEL		中層管理人員級
231	Senior Account Manager 高級客戶經理	Plans, coordinates and implements the company's business development strategy. Identifies and analyzes opportunities to increase business. Works closely with insurers and liaises with clients. 策劃、統籌及執行公司業務發展策略。確定及分析拓展業務的機會。與保險公司緊密合作，並與客戶聯絡。

MIDDLE MANAGEMENT LEVEL (Continued)		中層管理人員級 (續)
232	Marketing Manager/ Sales Manager/Business Development Manager 市務經理／營業經理／ 業務發展經理	Participates in formulating and implementing marketing/servicing policies. Be responsible for implementing marketing programmes. Liaises with clients and public relations. Trains and supervises subordinates. 參與制訂及執行市務／服務政策。負責執行推銷方案、客戶聯絡及公關工作。訓練及監督屬下職員的工作。
233	Account Manager/ Claims Manager 客戶經理／索償經理	Servicing existing client business, investigates and approves claims filed under an insurance policy or determines company's liability in claims. Oversees negotiation of settlement with claimants and recommends litigation when necessary. Works in close liaison with other professionals like loss adjusters, average adjusters, surveyors, reinsurers and lawyers. Supervises and trains subordinates. Keeps and analyses statistics. 負責向現有客戶提供服務，調查及批准根據保單提出的賠償要求，或決定公司在這方面的責任。監察與索償者間的談判，並於需要時建議訴訟行動。與其他專業人士如賠款理算師、海損理算師、查勘員、律師及再保險公司等緊密聯絡。監督及訓練屬下職員。保留及分析統計數字。
234	Manager - Accounting 經理 - 會計	Develops and implements financial policies and procedures. Oversees management information adequacy and the compliance with statutory requirements. Assesses strategic initiatives including mergers, acquisitions and diversions. 管理會計工作，發展會計及管理程序。監督報表編製工作，以符合監管機構的呈報規定。

OFFICER LEVEL 主任級		
330	Compliance Officer 合規主任	Raising the level of compliance awareness and fostering a compliance culture. Responsible for implementing compliance policy and procedures. Ensuring that the business complies with all relevant laws, codes, rules, regulations and standards. Maintaining the Compliance Manual to ensure the contents are up-to-date and that all staff in their business areas are aware of the contents of the Compliance Manual. 提升公司對合規的關注水平並提倡合規文化，負責執行合規政策及程序，確保公司符合所有相關法例、法規、守則、附屬法例及標準，維持合規手冊內容的適時更新及所有員工皆了解合規手冊的內容。
331	Claims Officer 索償主任	Underwrites policies and approves claims within authorized limits. Keeps and analyzes new business and claims statistics. Implements the company's guideline for risks appraisal or claims settlement. 在授權範圍內審核保單，以及批准根據保單提出的賠償要求。保留及分析新業務及索償統計數字。執行公司對風險評估及索償所訂的準則。
333	Client Servicing Officer 客戶服務主任	Handles enquiries from existing and prospective clients. Gives explanation and advice to customers and if necessary, directs them to appropriate sections or managers. 處理客戶的查詢。向客戶解釋公司的服務，並提供意見。如有需要，將客戶轉介至有關部門或經理。
334	Accounting Officer 會計主任	Supervises the work of the accounting staff to ensure the provision of reliable accounting information and records. Assists the Manager-Accounting in analyzing statistics and preparing management reports and statutory returns. 監督會計人員的工作，確保會計資料及紀錄準確。協助「經理 – 會計」分析統計資料、編製管理報告及法定報表。

TECHNICAL REPRESENTATIVE 業務代表		
332	Technical Representative 業務代表	Provides advice to a policy holder or potential policy holder on insurance matters for the insurance broker, or arranges contracts of insurance in or from Hong Kong on behalf of the insurance broker. 就保險事宜代表保險經紀向保單持有人或準保單持有人提供意見，或代表保險經紀在香港或從香港安排保險合約。
CLERICAL LEVEL 文員級		
432	Accounting Clerk 會計文員	Raises vouchers and completes posting of accounting entries. Assists in preparing financial statements, statistical reports and statutory returns. 開立付款憑單及過帳。協助擬備財務報表、統計報告及法定報表。
433	Clerical Staff 文書人員	Performs clerical duties in relation to the issue of insurance policies and endorsements. Keeps records and statistics. 執行文書職務，印發保單及附加條款。保存紀錄及統計數字。
OTHERS 其他		
139 239	Other Principal Jobs 其他主要職務 - Managerial Level 經理級 - Supervisory Level 主管級	In this column, please write below the jobs not classified by us but are considered as principal jobs in your organization. Please briefly outline their job descriptions and indicate their skill levels (139/239) on a blank sheet. Please provide information as required by Columns B to H of the Questionnaire (Part I). Please also complete Questionnaire (Part II and Part III). 請在此欄填上貴機構的其他主要職務，並另紙簡述這些職務的工作範圍及指出其所屬技能等級（139／239）。請同時填寫調查表(第一部分)內 B 至 H 各欄的資料。並請填寫調查表(第二及第三部分)。

OTHERS 其他(Continued) (續)		
631	Other Supporting Staff 其他輔助員工	<p>In this column, please provide information as required by Columns B, C and D of the Questionnaire (Part I). Other supporting staff refer to those employees whose activities are not usually specific to banking, such as secretaries, bank guards, and messengers.</p> <p>請在此欄填寫調查表(第一部分)內 B、C、D 各欄所需資料。「其他輔助員工」指一般並非專責銀行事務的員工，例如秘書、護衛員及信差等。</p>

Job Description of Principal Jobs in Company Agencies (General Insurance)
代理人公司（一般保險）主要職務的工作說明

Code No. 編號	Job Title 職稱	Job Description 工作說明
SENIOR MANAGEMENT LEVEL		高層管理人員級
161	Managing Director/ General Manager/ Chief Executive 常務董事／總經理／ 行政總裁	Assumes total management responsibility of the company with other managers/executives as direct subordinates. Formulates company policies and objectives with a view to achieving them. Collects, collates and presents information required by directors. Represents the company in dealing with the government, business concerns and the public. 全權負責管理公司，直接管轄各部門經理／行政人員。制訂公司政策，以求達致公司目標。收集、整理及提交董事所需資料。代表公司與政府、商業團體及公眾聯絡。
162	Assistant General Manager/ Account Director 助理總經理／客戶總監	Manages the operational activities of all departments and branches. Formulates strategies for business expansion and integrates the marketing plans of various functional areas. Implements company policies. Streamlines and standardizes operational procedures and systems. 負責管理各個部門及分公司的運作。制訂業務發展策略，以及綜合各部門的市務計劃。執行公司政策、簡化及統一運作程序及制度。
MIDDLE MANAGEMENT LEVEL		中層管理人員級
261	Senior Sales Manager 高級營業經理	Plans, coordinates and implements the company's business development strategy. Identifies and analyzes opportunities to increase business. Works closely with insurers and liaises with clients. 策劃、統籌及執行公司業務發展策略。確定及分析拓展業務的機會。與保險公司緊密合作，並與客戶聯絡。

MIDDLE MANAGEMENT LEVEL (Continued) 中層管理人員級 (續)		
262	Marketing Manager/ Sales Manager 市務經理／營業經理	Participates in formulating and implementing marketing/servicing policies. Be responsible for implementing marketing programmes. Liaises with clients and public relations. Identifies and advises insurance and investment plans to meet customers' needs. Analyses new products in the market and statistics. Maintains relationship with insurers and clients. Trains and supervises subordinates. 參與制訂及執行市務／服務政策。負責執行推銷方案、客戶聯絡及公關工作。確定及建議保險及投資計劃，以滿足顧客的需要。分析市場上的新產品及統計數字。與保險公司及客戶維持聯繫。訓練及監督屬下職員的工作。
263	Manager - Accounting 經理 - 會計	Develops and implements financial policies and procedures. Oversees management information adequacy and the compliance with statutory requirements. Assesses strategic initiatives including mergers, acquisitions and diversions. 管理會計工作，發展會計及管理程序。監督報表編製工作，以符合監管機構的呈報規定。
OFFICER LEVEL 主任級		
360	Compliance Officer 合規主任	Raising the level of compliance awareness and fostering a compliance culture. Responsible for implementing compliance policy and procedures. Ensuring that the business complies with all relevant laws, codes, rules, regulations and standards. Maintaining the Compliance Manual to ensure the contents are up-to-date and that all staff in their business areas are aware of the contents of the Compliance Manual. 提升公司對合規的關注水平並提倡合規文化，負責執行合規政策及程序，確保公司符合所有相關法例、法規、守則、附屬法例及標準，維持合規手冊內容的適時更新及所有員工皆了解合規手冊的內容。
361	Account Officer 客戶主任	Underwrites policies within authorized limits. Keeps and analyzes new business statistics. Implements the company's guideline for risks appraisal. 在授權範圍內審核保單。保留及分析新業務統計數字。執行公司對風險評估所訂的準則。

OFFICER LEVEL (Continued)		主任級 (續)
362	Client Servicing Officer 客戶服務主任	Handles enquiries from existing and prospective clients. Gives explanation and advice to customers and if necessary, directs them to appropriate sections or managers. 處理客戶的查詢。向客戶解釋公司的服務，並提供意見。如有需要，將客戶轉介至有關部門或經理。
363	Accounting Officer 會計主任	Supervises the work of the accounting staff to ensure the provision of reliable accounting information and records. Assists the Manager-Accounting in analyzing statistics and preparing management reports and statutory returns. 監督會計人員的工作，確保會計資料及紀錄準確。協助「經理 - 會計」分析統計資料、編製管理報告及法定報表。
TECHNICAL REPRESENTATIVE 業務代表		
364	Technical Representative 業務代表	Provides advice to a policy holder or potential policy holder on insurance matters for the insurance company agency, or arranges contracts of insurance in or from Hong Kong on behalf of the insurance company agency. 就保險事宜代表保險代理人公司向保單持有人或準保單持有人提供意見，或代表保險代理人公司在香港或從香港安排保險合約。
CLERICAL LEVEL 文員級		
462	Accounting Clerk 會計文員	Raises vouchers and completes posting of accounting entries. Assists in preparing financial statements, statistical reports and statutory returns. 開立付款憑單及過帳。協助擬備財務報表、統計報告及法定報表。
463	Clerical Staff 文書人員	Performs clerical duties in relation to the issue of insurance policies and endorsements. Keeps records and statistics. 執行文書職務，印發保單及附加條款。保存紀錄及統計數字。

OTHERS 其他		
169 269	Other Principal Jobs 其他主要職務 - Managerial Level 經理級 - Supervisory Level 主管級	In this column, please write below the jobs not classified by us but are considered as principal jobs in your organization. Please briefly outline their job descriptions and indicate their skill levels (169/269) on a blank sheet. Please provide information as required by Columns B to H of the Questionnaire (Part I). Please also complete Questionnaire (Part II and Part III). 請在此欄填上貴機構的其他主要職務，並另紙簡述這些職務的工作範圍及指出其所屬技能等級（169／269）。請同時填寫調查表(第一部分)內 B 至 H 各欄的資料。並請填寫調查表(第二及第三部分)。
661	Other Supporting Staff 其他輔助員工	In this column, please provide information as required by Columns B, C and D of the Questionnaire (Part I). Other supporting staff refer to those employees whose activities are not usually specific to banking, such as secretaries, bank guards, and messengers. 請在此欄填寫調查表(第一部分)內 B、C、D 各欄所需資料。「其他輔助員工」指一般並非專責銀行事務的員工，例如秘書、護衛員及信差等。

Job Description of Principal Jobs in Company Agencies (Life Insurance)
代理人公司（人壽保險）主要職務的工作說明

Code No. 編號	Job Title 職稱	Job Description 工作說明
SENIOR MANAGEMENT LEVEL		高層管理人員級
151	Managing Director/ General Manager/ Chief Executive 常務董事／總經理／ 行政總裁	Assumes total management responsibility of the company with other managers/executives as direct subordinates. Formulates company policies and objectives with a view to achieving them. Collects, collates and presents information required by directors. Represents the company in dealing with the government, business concerns and the public. 全權負責管理公司，直接管轄各部門經理／行政人員。制訂公司政策，以求達致公司目標。收集、整理及提交董事所需資料。代表公司與政府、商業團體及公眾聯絡。
152	Assistant General Manager/ Account Director 助理總經理／客戶總監	Manages the operational activities of all departments and branches. Formulates strategies for business expansion and integrates the marketing plans of various functional areas. Implements company policies. Streamlines and standardizes operational procedures and systems. 負責管理各個部門及分公司的運作。制訂業務發展策略，以及綜合各部門的市務計劃。執行公司政策、簡化及統一運作程序及制度。
MIDDLE MANAGEMENT LEVEL		中層管理人員級
251	Senior Sales Manager 高級營業經理	Plans, coordinates and implements the company's business development strategy. Identifies and analyzes opportunities to increase business. Works closely with insurers and liaises with clients. 策劃、統籌及執行公司業務發展策略。確定及分析拓展業務的機會。與保險公司緊密合作，並與客戶聯絡。

MIDDLE MANAGEMENT LEVEL (Continued) 中層管理人員級 (續)		
252	Marketing Manager/ Sales Manager 市務經理／營業經理	Participates in formulating and implementing marketing/servicing policies. Be responsible for implementing marketing programmes. Liaises with clients and public relations. Identifies and advises insurance and investment plans to meet customers' needs. Analyses new products in the market and statistics. Maintains relationship with insurers and clients. Trains and supervises subordinates. 參與制訂及執行市務／服務政策。負責執行推銷方案、客戶聯絡及公關工作。確定及建議保險及投資計劃，以滿足顧客的需要。分析市場上的新產品及統計數字。與保險公司及客戶維持聯繫。訓練及監督屬下職員的工作。
253	Manager - Accounting 經理 - 會計	Develops and implements financial policies and procedures. Oversees management information adequacy and the compliance with statutory requirements. Assesses strategic initiatives including mergers, acquisitions and diversions. 管理會計工作，發展會計及管理程序。監督報表編製工作，以符合監管機構的呈報規定。
OFFICER LEVEL 主任級		
350	Compliance Officer 合規主任	Raising the level of compliance awareness and fostering a compliance culture. Responsible for implementing compliance policy and procedures. Ensuring that the business complies with all relevant laws, codes, rules, regulations and standards. Maintaining the Compliance Manual to ensure the contents are up-to-date and that all staff in their business areas are aware of the contents of the Compliance Manual. 提升公司對合規的關注水平並提倡合規文化，負責執行合規政策及程序，確保公司符合所有相關法例、法規、守則、附屬法例及標準，維持合規手冊內容的適時更新及所有員工皆了解合規手冊的內容。
351	Account Officer 客戶主任	Underwrites policies within authorized limits. Keeps and analyzes new business statistics. Implements the company's guideline for risks appraisal. 在授權範圍內審核保單。保留及分析新業務統計數字。執行公司對風險評估所訂的準則。

OFFICER LEVEL (Continued)		主任級 (續)
352	Client Servicing Officer 客戶服務主任	Handles enquiries from existing and prospective clients. Gives explanation and advice to customers and if necessary, directs them to appropriate sections or managers. 處理客戶的查詢。向客戶解釋公司的服務，並提供意見。如有需要，將客戶轉介至有關部門或經理。
353	Accounting Officer 會計主任	Supervises the work of the accounting staff to ensure the provision of reliable accounting information and records. Assists the Manager-Accounting in analyzing statistics and preparing management reports and statutory returns. 監督會計人員的工作，確保會計資料及紀錄準確。協助「經理 - 會計」分析統計資料、編製管理報告及法定報表。
TECHNICAL REPRESENTATIVE 業務代表		
354	Technical Representative 業務代表	Provides advice to a policy holder or potential policy holder on insurance matters for the insurance company agency, or arranges contracts of insurance in or from Hong Kong on behalf of the insurance company agency. 就保險事宜代表保險代理人公司向保單持有人或準保單持有人提供意見，或代表保險代理人公司在香港或從香港安排保險合約。
CLERICAL LEVEL 文員級		
452	Accounting Clerk 會計文員	Raises vouchers and completes posting of accounting entries. Assists in preparing financial statements, statistical reports and statutory returns. 開立付款憑單及過帳。協助擬備財務報表、統計報告及法定報表。
453	Clerical Staff 文書人員	Performs clerical duties in relation to the issue of insurance policies and endorsements. Keeps records and statistics. 執行文書職務，印發保單及附加條款。保存紀錄及統計數字。

OTHERS 其他		
<p>159</p> <p>259</p>	<p>Other Principal Jobs 其他主要職務</p> <p>- Managerial Level 經理級</p> <p>- Supervisory Level 主管級</p>	<p>In this column, please write below the jobs not classified by us but are considered as principal jobs in your organization. Please briefly outline their job descriptions and indicate their skill levels (159/259) on a blank sheet. Please provide information as required by Columns B to H of the Questionnaire (Part I). Please also complete Questionnaire (Part II and Part III).</p> <p>請在此欄填上貴機構的其他主要職務，並另紙簡述這些職務的工作範圍及指出其所屬技能等級（159／259）。請同時填寫調查表(第一部分)內 B 至 H 各欄的資料。並請填寫調查表(第二及第三部分)。</p>
651	Other Supporting Staff 其他輔助員工	<p>In this column, please provide information as required by Columns B, C and D of the Questionnaire (Part I). Other supporting staff refer to those employees whose activities are not usually specific to banking, such as secretaries, bank guards, and messengers.</p> <p>請在此欄填寫調查表(第一部分)內 B、C、D 各欄所需資料。「其他輔助員工」指一般並非專責銀行事務的員工，例如秘書、護衛員及信差等。</p>

Job Description of Principal Jobs in Bancassurance Sector (General Insurance)
銀行附屬保險(一般保險)主要職務的工作說明

Code No. 編號	Job Title 職稱	Job Description 工作說明
SENIOR MANAGEMENT LEVEL		高層管理人員級
181	Managing Director/ General Manager/ Chief Executive 常務董事／總經理／ 行政總裁	Assumes total management responsibility of the company with other managers/executives as direct subordinates. Formulates company policies and objectives with a view to achieving them. Collects, collates and presents information required by directors. Represents the company in dealing with the government, business concerns and the public. 全權負責管理公司，直接管轄各部門經理／行政人員。制訂公司政策，以求達致公司目標。收集、整理及提交董事所需資料。代表公司與政府、商業團體及公眾聯絡。
182	Assistant General Manager/ Account Director 助理總經理／客戶總監	Manages the operational activities of all departments and branches. Formulates strategies for business expansion and integrates the marketing plans of various functional areas. Implements company policies. Streamlines and standardizes operational procedures and systems. 負責管理各個部門及分公司的運作。制訂業務發展策略，以及綜合各部門的市務計劃。執行公司政策、簡化及統一運作程序及制度。
MIDDLE MANAGEMENT LEVEL		中層管理人員級
281	Senior Sales Manager/ Senior Insurance Manager 高級營業經理／ 高級保險經理	Plans, coordinates and implements the company's business development strategy. Identifies and analyzes opportunities to increase business. Works closely with insurers and liaises with clients. 策劃、統籌及執行公司業務發展策略。確定及分析拓展業務的機會。與保險公司緊密合作，並與客戶聯絡。

MIDDLE MANAGEMENT LEVEL (Continued) 中層管理人員級 (續)		
282	Marketing Manager/ Sales Manager/ Insurance Manager 市務經理／營業經理／ 保險經理	Participates in formulating and implementing marketing/servicing policies. Be responsible for implementing marketing programmes. Liaises with clients and public relations. Identifies and advises insurance and investment plans to meet customers' needs. Analyses new products in the market and statistics. Maintains relationship with insurers and clients. Trains and supervises subordinates. 參與制訂及執行市務／服務政策。負責執行推銷方案、客戶聯絡及公關工作。確定及建議保險及投資計劃，以滿足顧客的需要。分析市場上的新產品及統計數字。與保險公司及客戶維持聯繫。訓練及監督屬下職員的工作。
283	Manager - Accounting 經理 - 會計	Develops and implements financial policies and procedures. Oversees management information adequacy and the compliance with statutory requirements. Assesses strategic initiatives including mergers, acquisitions and diversions. 管理會計工作，發展會計及管理程序。監督報表編製工作，以符合監管機構的呈報規定。
OFFICER LEVEL 主任級		
380	Compliance Officer 合規主任	Raising the level of compliance awareness and fostering a compliance culture. Responsible for implementing compliance policy and procedures. Ensuring that the business complies with all relevant laws, codes, rules, regulations and standards. Maintaining the Compliance Manual to ensure the contents are up-to-date and that all staff in their business areas are aware of the contents of the Compliance Manual. 提升公司對合規的關注水平並提倡合規文化，負責執行合規政策及程序，確保公司符合所有相關法例、法規、守則、附屬法例及標準，維持合規手冊內容的適時更新及所有員工皆了解合規手冊的內容。
381	Account Officer/ Marketing Officer/ Insurance Officer 客戶主任／市務主任／ 保險主任	Underwrites policies within authorized limits. Keeps and analyzes new business statistics. Implements the company's guideline for risks appraisal. 在授權範圍內審核保單。保留及分析新業務統計數字。執行公司對風險評估所訂的準則。

OFFICER LEVEL (Continued)		主任級 (續)
382	Client Servicing Officer 客戶服務主任	Handles enquiries from existing and prospective clients. Gives explanation and advice to customers and if necessary, directs them to appropriate sections or managers. 處理客戶的查詢。向客戶解釋公司的服務，並提供意見。如有需要，將客戶轉介至有關部門或經理。
383	Accounting Officer 會計主任	Supervises the work of the accounting staff to ensure the provision of reliable accounting information and records. Assists the Manager-Accounting in analyzing statistics and preparing management reports and statutory returns. 監督會計人員的工作，確保會計資料及紀錄準確。協助「經理 - 會計」分析統計資料、編製管理報告及法定報表。
TECHNICAL REPRESENTATIVE 業務代表		
384	Technical Representative 業務代表	Provides advice to a policy holder or potential policy holder on insurance matters for the insurance company agency, or arranges contracts of insurance in or from Hong Kong on behalf of the insurance company agency. 就保險事宜代表保險代理人公司向保單持有人或準保單持有人提供意見，或代表保險代理人公司在香港或從香港安排保險合約。
CLERICAL LEVEL 文員級		
481	Accounting Clerk 會計文員	Raises vouchers and completes posting of accounting entries. Assists in preparing financial statements, statistical reports and statutory returns. 開立付款憑單及過帳。協助擬備財務報表、統計報告及法定報表。
482	Clerical Staff 文書人員	Performs clerical duties in relation to the issue of insurance policies and endorsements. Keeps records and statistics. 執行文書職務，印發保單及附加條款。保存紀錄及統計數字。

OTHERS 其他		
189	Other Principal Jobs 其他主要職務 - Managerial Level 經理級	<p>In this column, please write below the jobs not classified by us but are considered as principal jobs in your organization. Please briefly outline their job descriptions and indicate their skill levels (189/289) on a blank sheet. Please provide information as required by Columns B to H of the Questionnaire (Part I). Please also complete Questionnaire (Part II and Part III).</p> <p>請在此欄填上貴機構的其他主要職務，並另紙簡述這些職務的工作範圍及指出其所屬技能等級 (189/289)。請同時填寫調查表(第一部分)內 B 至 H 各欄的資料。並請填寫調查表(第二及第三部分)。</p>
289	- Supervisory Level 主管級	
681	Other Supporting Staff 其他輔助員工	<p>In this column, please provide information as required by Columns B, C and D of the Questionnaire (Part I). Other supporting staff refer to those employees whose activities are not usually specific to banking, such as secretaries, bank guards, and messengers.</p> <p>請在此欄填寫調查表(第一部分)內 B、C、D 各欄所需資料。「其他輔助員工」指一般並非專責銀行事務的員工，例如秘書、護衛員及信差等。</p>

Job Description of Principal Jobs in Bancassurance Sector (Life Insurance)
銀行附屬保險(人壽保險)主要職務的工作說明

Code No. 編號	Job Title 職稱	Job Description 工作說明
SENIOR MANAGEMENT LEVEL		高層管理人員級
171	Managing Director/ General Manager/ Chief Executive 常務董事／總經理／ 行政總裁	Assumes total management responsibility of the company with other managers/executives as direct subordinates. Formulates company policies and objectives with a view to achieving them. Collects, collates and presents information required by directors. Represents the company in dealing with the government, business concerns and the public. 全權負責管理公司，直接管轄各部門經理／行政人員。制訂公司政策，以求達致公司目標。收集、整理及提交董事所需資料。代表公司與政府、商業團體及公眾聯絡。
172	Assistant General Manager/ Account Director 助理總經理／客戶總監	Manages the operational activities of all departments and branches. Formulates strategies for business expansion and integrates the marketing plans of various functional areas. Implements company policies. Streamlines and standardizes operational procedures and systems. 負責管理各個部門及分公司的運作。制訂業務發展策略，以及綜合各部門的市務計劃。執行公司政策、簡化及統一運作程序及制度。
MIDDLE MANAGEMENT LEVEL		中層管理人員級
271	Senior Sales Manager/ Senior Insurance Manager 高級營業經理／ 高級保險經理	Plans, coordinates and implements the company's business development strategy. Identifies and analyzes opportunities to increase business. Works closely with insurers and liaises with clients. 策劃、統籌及執行公司業務發展策略。確定及分析拓展業務的機會。與保險公司緊密合作，並與客戶聯絡。

MIDDLE MANAGEMENT LEVEL (Continued) 中層管理人員級 (續)		
272	Marketing Manager/ Sales Manager/ Insurance Manager 市務經理／營業經理／ 保險經理	Participates in formulating and implementing marketing/servicing policies. Be responsible for implementing marketing programmes. Liaises with clients and public relations. Identifies and advises insurance and investment plans to meet customers' needs. Analyses new products in the market and statistics. Maintains relationship with insurers and clients. Trains and supervises subordinates. 參與制訂及執行市務／服務政策。負責執行推銷方案、客戶聯絡及公關工作。確定及建議保險及投資計劃，以滿足顧客的需要。分析市場上的新產品及統計數字。與保險公司及客戶維持聯繫。訓練及監督屬下職員的工作。
273	Manager - Accounting 經理 - 會計	Develops and implements financial policies and procedures. Oversees management information adequacy and the compliance with statutory requirements. Assesses strategic initiatives including mergers, acquisitions and diversions. 管理會計工作，發展會計及管理程序。監督報表編製工作，以符合監管機構的呈報規定。
OFFICER LEVEL 主任級		
370	Compliance Officer 合規主任	Raising the level of compliance awareness and fostering a compliance culture. Responsible for implementing compliance policy and procedures. Ensuring that the business complies with all relevant laws, codes, rules, regulations and standards. Maintaining the Compliance Manual to ensure the contents are up-to-date and that all staff in their business areas are aware of the contents of the Compliance Manual. 提升公司對合規的關注水平並提倡合規文化，負責執行合規政策及程序，確保公司符合所有相關法例、法規、守則、附屬法例及標準，維持合規手冊內容的適時更新及所有員工皆了解合規手冊的內容。
371	Account Officer/ Marketing Officer/ Insurance Officer 客戶主任／市務主任／ 保險主任	Underwrites policies within authorized limits. Keeps and analyzes new business statistics. Implements the company's guideline for risks appraisal. 在授權範圍內審核保單。保留及分析新業務統計數字。執行公司對風險評估所訂的準則。

OFFICER LEVEL (Continued)		主任級 (續)
372	Client Servicing Officer 客戶服務主任	Handles enquiries from existing and prospective clients. Gives explanation and advice to customers and if necessary, directs them to appropriate sections or managers. 處理客戶的查詢。向客戶解釋公司的服務，並提供意見。如有需要，將客戶轉介至有關部門或經理。
373	Accounting Officer 會計主任	Supervises the work of the accounting staff to ensure the provision of reliable accounting information and records. Assists the Manager-Accounting in analyzing statistics and preparing management reports and statutory returns. 監督會計人員的工作，確保會計資料及紀錄準確。協助「經理 - 會計」分析統計資料、編製管理報告及法定報表。
TECHNICAL REPRESENTATIVE 業務代表		
374	Technical Representative 業務代表	Provides advice to a policy holder or potential policy holder on insurance matters for the insurance company agency, or arranges contracts of insurance in or from Hong Kong on behalf of the insurance company agency. 就保險事宜代表保險代理人公司向保單持有人或準保單持有人提供意見，或代表保險代理人公司在香港或從香港安排保險合約。
CLERICAL LEVEL 文員級		
471	Accounting Clerk 會計文員	Raises vouchers and completes posting of accounting entries. Assists in preparing financial statements, statistical reports and statutory returns. 開立付款憑單及過帳。協助擬備財務報表、統計報告及法定報表。
472	Clerical Staff 文書人員	Performs clerical duties in relation to the issue of insurance policies and endorsements. Keeps records and statistics. 執行文書職務，印發保單及附加條款。保存紀錄及統計數字。

OTHERS 其他		
179 279	Other Principal Jobs 其他主要職務 - Managerial Level 經理級 - Supervisory Level 主管級	<p>In this column, please write below the jobs not classified by us but are considered as principal jobs in your organization. Please briefly outline their job descriptions and indicate their skill levels (179/279) on a blank sheet. Please provide information as required by Columns B to H of the Questionnaire (Part I). Please also complete Questionnaire (Part II and Part III).</p> <p>請在此欄填上貴機構的其他主要職務，並另紙簡述這些職務的工作範圍及指出其所屬技能等級 (179/279)。請同時填寫調查表(第一部分)內 B 至 H 各欄的資料。並請填寫調查表(第二及第三部分)。</p>
671	Other Supporting Staff 其他輔助員工	<p>In this column, please provide information as required by Columns B, C and D of the Questionnaire (Part I). Other supporting staff refer to those employees whose activities are not usually specific to banking, such as secretaries, bank guards, and messengers.</p> <p>請在此欄填寫調查表(第一部分)內 B、C、D 各欄所需資料。「其他輔助員工」指一般並非專責銀行事務的員工，例如秘書、護衛員及信差等。</p>

**Number of Employees by Branches and by Principal Jobs
in the General Insurance Sector**

Branch Job Title	General Insurers	Composite Insurers	Brokers	Company Agencies - Insurance	Company Agencies - Alternative Distribution	Bancassurances	Total
SENIOR MANAGEMENT LEVEL							
Managing Director/ General Manager/ Chief Executive	70	15	83	29	-	5	202
Deputy Managing Director/ Deputy General Manager	35	22	-	-	-	-	57
Assistant General Manager/ Senior Manager/Account Director/Chief Operating Officer	84	57	67	10	-	9	227
Assistant Director/ Divisional Director	-	-	32	-	-	-	32
Others	2	-	-	-	-	-	2
Sub-Total	191	94	182	39	-	14	520
MIDDLE MANAGEMENT LEVEL							
Actuarial Manager	6	3	10	-	-	-	19
Reinsurance Manager	19	8	-	-	-	-	27
Underwriting Manager	121	34	-	6	-	-	161
Account Manager/Claims Manager	99	20	150	4	-	1	274
Marketing/Serviceing Manager	85	42	-	-	-	-	127
Human Resources/Training Manager	29	12	2	8	-	-	51
Information Technology Manager	33	12	1	9	-	-	55
Manager - Accounting	47	10	38	12	-	1	108
Assistant Manager	174	27	-	-	-	-	201
Senior Account Manager	-	-	138	-	-	-	138
Marketing Manager/Sales Manager/Business Development Manager	-	-	165	-	-	-	165
Marketing Manager/Sales Manager	-	-	-	123	-	-	123
Marketing Manager/Sales Manager/Insurance Manager	-	-	-	-	-	61	61
Senior Sales Manager/Senior Insurance Manager	-	-	-	-	-	2	2
Senior Sales Manager	-	-	-	39	-	-	39
Sub-Total	613	168	504	201	-	65	1 551

Branch Job Title	General Insurers	Composite Insurers	Brokers	Company Agencies - Insurance	Company Agencies - Alternative Distribution	Bancassurances	Total
OFFICER AND TECHNICAL REPRESENTATIVE LEVEL							
Compliance Officer	4	-	3	-	-	-	7
Actuarial Officer	2	-	17	-	-	-	19
Account Officer/Underwriting Officer	255	148	-	8	-	-	411
Policy Services/Claims Officer	167	82	-	4	-	-	253
Marketing Officer	126	32	2	-	-	-	160
Accounting Officer	70	37	67	36	-	1	211
Assistant Executive/Supervisor	142	119	-	3	-	1	265
Information Technology Staff	93	19	11	49	-	1	173
Claims Officer	-	-	76	-	-	-	76
Technical Representative	-	-	928	1 569	136	110	2 743
Client Servicing Officer	-	-	236	69	-	3	308
Account Officer/Marketing Officer/Insurance Officer	-	-	-	-	-	181	181
Account Officer	-	-	-	67	20	-	87
Others	-	-	-	-	-	62	62
Sub-Total	859	437	1 340	1 805	156	359	4 956
CLERICAL LEVEL							
Underwriting Clerk/Claims Clerk	553	243	4	16	-	-	816
Accounting Clerk	107	32	82	66	-	15	302
Clerical Staff	264	101	446	386	10	5	1 212
Sub-Total	924	376	532	468	10	20	2 330
AGENT							
Agency Director/Senior Agency Manager	12	4	-	-	-	-	16
Agent	2 339	322	-	-	-	-	2 661
Sub-Total	2 351	326	-	-	-	-	2 677
Grand Total	4 938	1 401	2 558	2 513	166	458	12 034

Note : Other supporting staff (639 persons) not included.

**Number of Employees by Branches and by Principal Jobs
in the Life Insurance Sector**

Branch Job Title	Life Insurers	Composite Insurers	Brokers	Company Agencies - Insurance	Company Agencies - Alternative Distribution	Bancassurances	Total
<i>SENIOR MANAGEMENT LEVEL</i>							
Managing Director/General Manager/Chief Executive	44	21	50	11	-	-	126
Deputy Managing Director/Deputy General Manager	-	-	-	-	-	-	0
Chief Actuary	24	29	-	-	-	-	53
Head – Individual Long Term Business	23	24	-	-	-	-	47
Head - Marketing/Agency Operation	48	42	-	-	-	-	90
Head - Group Benefits Business	15	20	-	-	-	-	35
Head - Finance/Investment/Treasurer	24	40	-	-	-	-	64
Head - Human Resources/Training	13	27	-	-	-	-	40
Assistant General Manager/Account Director/Chief Operating Officer	-	-	53	10	-	-	63
Others	21	-	2	-	-	1	24
Sub-Total	212	203	105	21	-	1	542
<i>MIDDLE MANAGEMENT LEVEL</i>							
Actuarial Manager	58	9	-	-	-	-	67
Senior Account Manager	-	79	54	-	-	-	133
Senior Sales Manager	-	-	-	5	-	2	7
Underwriting Manager	69	60	-	-	-	-	129
Policy Services/Claims Manager/Account Manager	123	77	-	-	-	-	200
Marketing/Sales/Agency Manager/Business Development Manager	152	126	204	26	-	-	508
Senior Sales Manager/Senior Insurance Manager	-	-	-	-	-	11	11
Group Benefits Business Manager	39	69	-	-	-	-	108
Accounting/Investment Manager	41	60	-	-	-	-	101
Human Resources/Training Manager	32	63	3	-	-	-	98
Information Technology Manager	116	129	2	-	-	-	247
Account Manager/Claims Manager	-	-	84	-	-	-	84
Manager - Accounting	37	-	19	2	-	1	59
Sub-Total	667	672	366	33	0	14	1752

Branch Job Title	Life Insurers	Composite Insurers	Brokers	Company Agencies - Insurance	Company Agencies - Alternative Distribution	Bancassurances	Total
<i>OFFICER LEVEL</i>							
Actuarial Officer	82	89	-	-	-	-	171
Compliance Officer	21	10	5	-	-	-	36
Underwriting Officer	122	113	-	-	-	-	235
Policy Services/ Claims Officer	287	203	32	-	-	-	522
Client Servicing Officer	-	-	127	68	4	4	203
Marketing/Sales/Agency Officer	183	210	-	-	-	-	393
Group Benefits Business Officer	67	132	-	-	-	-	199
Accounting/Investment Officer	59	268	-	-	-	-	327
Account Officer/Marketing Officer/Insurance Officer	-	-	-	-	-	18	18
Human Resources/ Training Officer	39	49	1	-	-	-	89
Accounting Officer	61	11	34	3	-	1	110
Account Officer	-	-	-	20	-	-	20
Technical Representative	-	-	1465	557	12	46	2 080
Information Technology Staff	238	264	3	-	-	-	505
Sub-Total	1159	1349	1667	648	16	69	4908
<i>CLERICAL LEVEL</i>							
Accounting Clerk	49	35	46	2	-	-	132
Clerical Staff	597	429	272	28	-	32	1 358
Sub-Total	646	464	318	30	-	32	1490
<i>INSURANCE AGENTS</i>							
Agency Director/Senior Agency Manager	360	195	-	-	-	-	555
Agency Manager	906	608	-	-	-	-	1 514
Unit Manager/ Agency Supervisor	1417	2 342	-	-	-	-	3 759
Agent	8 823	10 605	-	-	-	-	19 428
Sub-Total	11 506	13 750	-	-	-	-	25 256
Grand Total	14 190	16 438	2 456	732	16	116	33 948

Note : Other supporting staff (1 918 persons) not included.