



INSURANCE TRAINING BOARD

保險業訓練委員會

2007

MANPOWER SURVEY REPORT • INSURANCE INDUSTRY

人力調查報告書 • 保險業



**2007 MANPOWER SURVEY REPORT**

**INSURANCE INDUSTRY**

保險業

二零零七年人力調查報告

**INSURANCE TRAINING BOARD**

**VOCATIONAL TRAINING COUNCIL**

職業訓練局

保險業訓練委員會

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# The 2007 Manpower Survey Report of the Insurance Industry

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## Executive Summary

### Introduction

1. The Insurance Training Board, with the assistance of the Census and Statistics Department (C&SD), conducted the 13th biennial manpower survey of the insurance industry from 8<sup>th</sup> January 2007 to 8<sup>th</sup> March 2007. Follow-up fieldwork with non-respondents was completed at the end of June 2007. After data processing by the C&SD, full sets of tabulations were available by early September 2007.

### 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 intermediaries<sup>1</sup>;
  - (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 employees, insurance agents and technical representatives<sup>2</sup>.

<sup>1</sup> 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.

<sup>2</sup> 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 November 2005. 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 2007 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 brokers and insurance company agencies registered with the Insurance Agents Registration Board (IARB), and bancassurers (i.e. banks selling insurance). Stratified random sampling was then used to select a sample, which consisted of 726 companies.

5. The 726 surveyed establishments comprised 139 insurers (36 life insurers, 86 general insurers and 17 composite insurers), 207 insurance brokers, 340 insurance company agencies and 40 bancassurers. Among the sampled insurance company agencies, 167 engaged in insurance business, 173 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). 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 and educational institutions which might have ancillary services related to insurance but were excluded in this survey.

#### Responses

6. From the sample of 726 companies, 613 companies were successfully contacted. Out of these 613 companies, 578 companies had responded. The remaining 113 companies were found either closed, moved or temporarily ceased operation. The effective response rate was 94%.

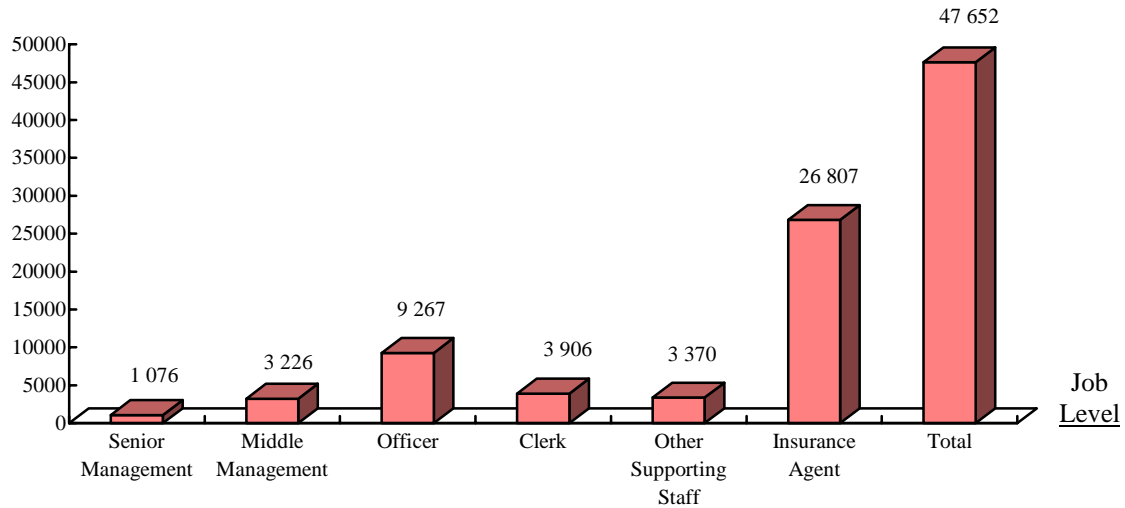
#### Survey Findings

##### Existing Workforce

7. The survey reveals that in March 2007, the insurance industry had existing workforce of 47 652 people. Among them, 17 475 (36.7%) were insurance employees, 26 807 (56.2%) were insurance agents, and 3 370 (7.1%) 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

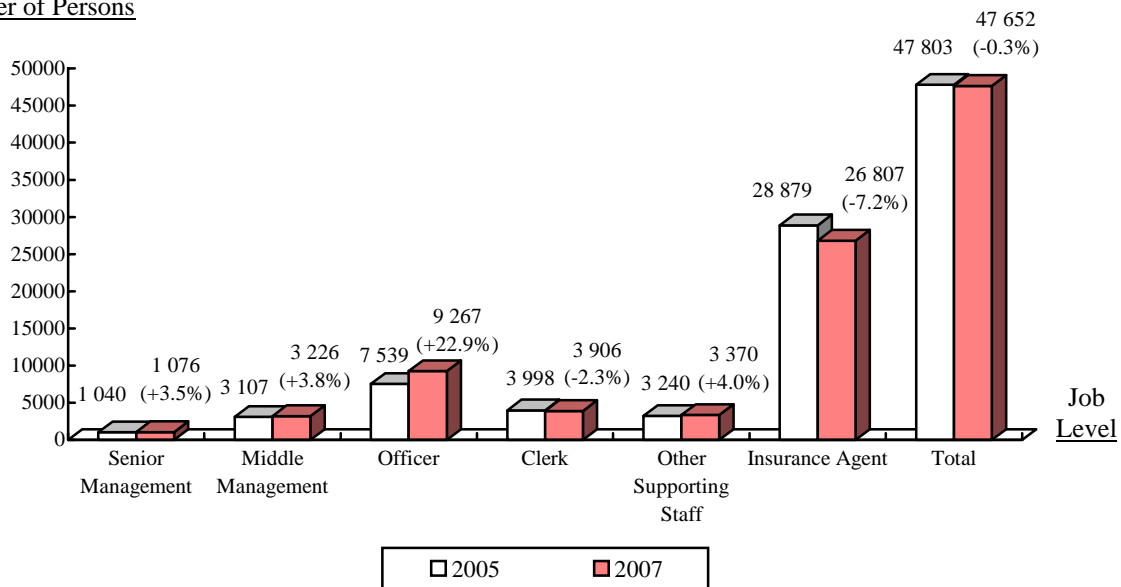


Manpower Changes in Workforce between 2005 and 2007

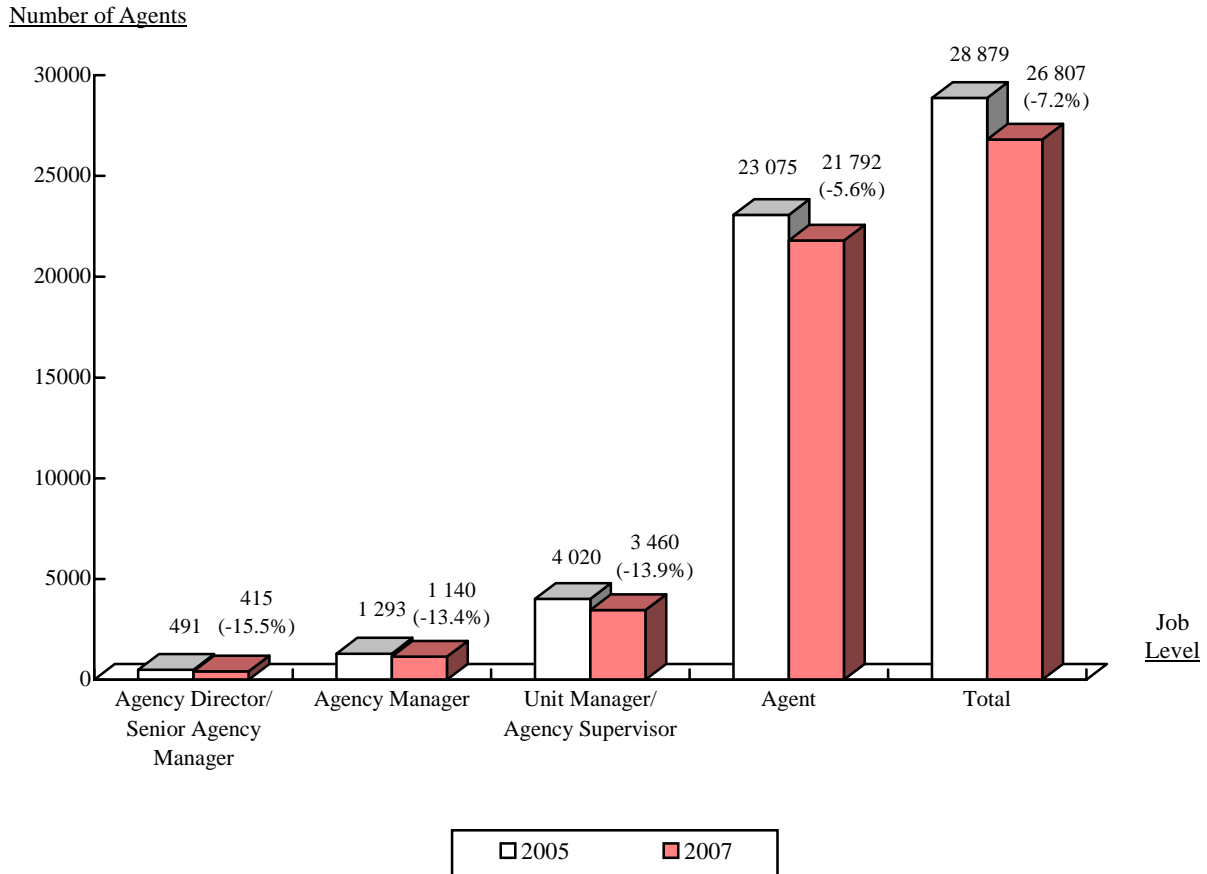
8. The workforce of the insurance industry had decreased slightly from 47 803 persons in 2005 to 47 652 in 2007, or -0.3% over the 2-year period. The number of officers had increased by 1 728, or 22.9%, from 7 539 in 2005 to 9 267 in 2007, whilst the manpower in the middle management level had increased by 119, or 3.8%, from 3 107 in 2005 to 3 226 in 2007. The manpower changes of insurance employees and insurance agents by job level in the insurance industry between 2005-2007 are given in Diagrams 2 and 3 respectively.

**Diagram 2: Manpower Changes of Insurance Workforce between 2005 and 2007**

Number of Persons



**Diagram 3: Manpower Changes of Total (General and Life) Insurance Agents between 2005 and 2007**



Note : Figures in brackets denote the percentage changes of the manpower relative to 2005 at the same job level.

9. As shown in Diagram 3 there were reductions across all levels of insurance agents. The highest percentage change in the manpower of general and life insurance agents between 2005 and 2007 was the decrease of agency directors/senior agency managers from 491 in 2005 to 415 in 2007, i.e. 76 people or 15.5%. More detailed analysis will be made in the following paragraphs.

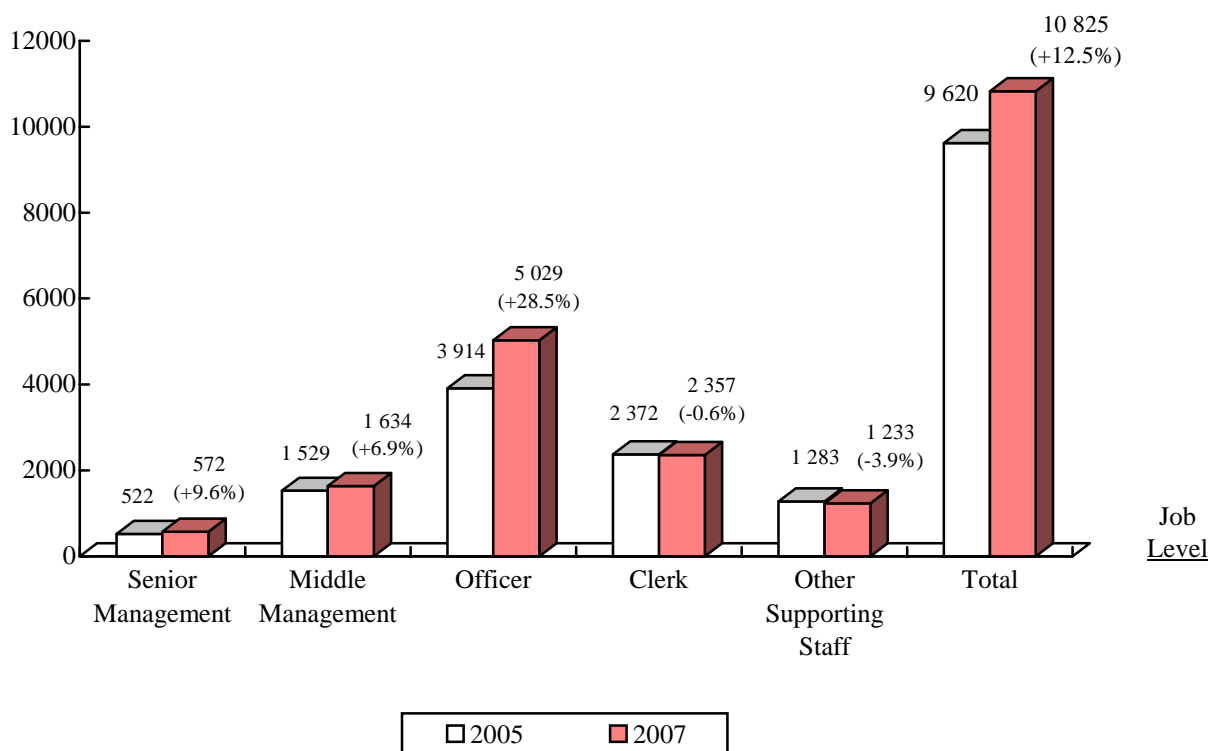
## The General Insurance Sector

### Manpower Changes between 2005 and 2007

10. The manpower changes in the general insurance sector by job level over the 2-year period are summarized in Diagram 4 below. The most significant change was in the number of officers (the number includes technical representatives) who had increased by 1 115 or 28.5%, from 3 914 in 2005 to 5 029 in 2007. The senior management staff had increased by 50 or 9.6% from 522 in 2005 to 572 in 2007. Employees at the clerical level and other supporting staff had decreased. It seemed that as the economy picked up, the need for manpower had increased. Among the different branches, brokers had increased their staffs at all levels. Company agencies showed a reduction of staff across all levels except at the officer level. It might be due to the fact that some company agencies staffs have switched to become brokers or independent financial advisers.

**Diagram 4: Manpower Changes of Insurance and Non-insurance Employees between 2005 and 2007 in the General Insurance Sector**

#### Number of Employees



Note : Figures in brackets denote the changes of 2007 manpower relative to 2005 at the same job level.



### Vacancies in the General Insurance Sector

11. A total of 185 vacancies in the general insurance sector was reported in this survey which are more or less the same as the number of vacancies reported in 2005 (i.e. 186 vacancies). The major increase was in the number of vacant posts for technical representatives (82 or 44.3% of the total 185 vacancies).

### Projection of General Insurance Manpower

12. A moderate growth of 215 persons in 2008, or 1.7% increase in comparison with the manpower demand of 12 820 persons in January 2007 was forecast. This figure is slightly less than the 2.2% forecast growth in the 2005 Survey. The forecast manpower requirements for the next 12 months by job level are summarized in the following table. The Insurance Training Board agreed that the general insurance sector was not a growth area and the future demand for manpower should be limited. The employers' one-year forecast at the date of survey on the additional manpower required in the following 12 months was considered realistic.

	Manpower Demand in 2007	Forecast Manpower Demand in 2008	Average Annual Growth (%)
Senior Management	572	572	0
Middle Management	1 634	1 658	+24 (+1.4%)
Officer	2 183	2 230	+47 (+2.1%)
Technical Representative	2 846	2 957	+111 (+3.8%)
Clerk	2 357	2 385	+28 (+1.2%)
Insurance Agent	3 228	3 233	+5 (+0.2%)
<b>Total</b>	<b>12 820</b>	<b>13 035</b>	<b>+215 (+1.7%)</b>

### Minimum Requirement of Education/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, 23.4% and 11.8% of employers respectively preferred their staff to have university or above education. However, the Insurance Training Board Members considered that the percentages of professional qualification for the senior management and middle management people seemed relatively low.

**Table 1: Minimum Education/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	34.4%	10.9%	0.3%			0.1%
University or Above	54.7%	76.4%	23.4%	11.8%		3.2%
Higher Dip./ Asso. Degree or Equivalent		0.2%	17.8%	24.8%	3.5%	3.0%
Diploma/Higher Cert./Cert. or Equivalent		0.1%	28.8%	6.3%	12.9%	27.4%
Matriculation Secondary 5 or Equivalent		0.1%	9.0%	53.5%	64.2%	65.2%

**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 worthy to note that Unspecified/Refused percentages are relatively high, showing that respondents are not too willing to provide relevant information in this respect.

**Average Monthly Income Range of General Insurance Workforce**

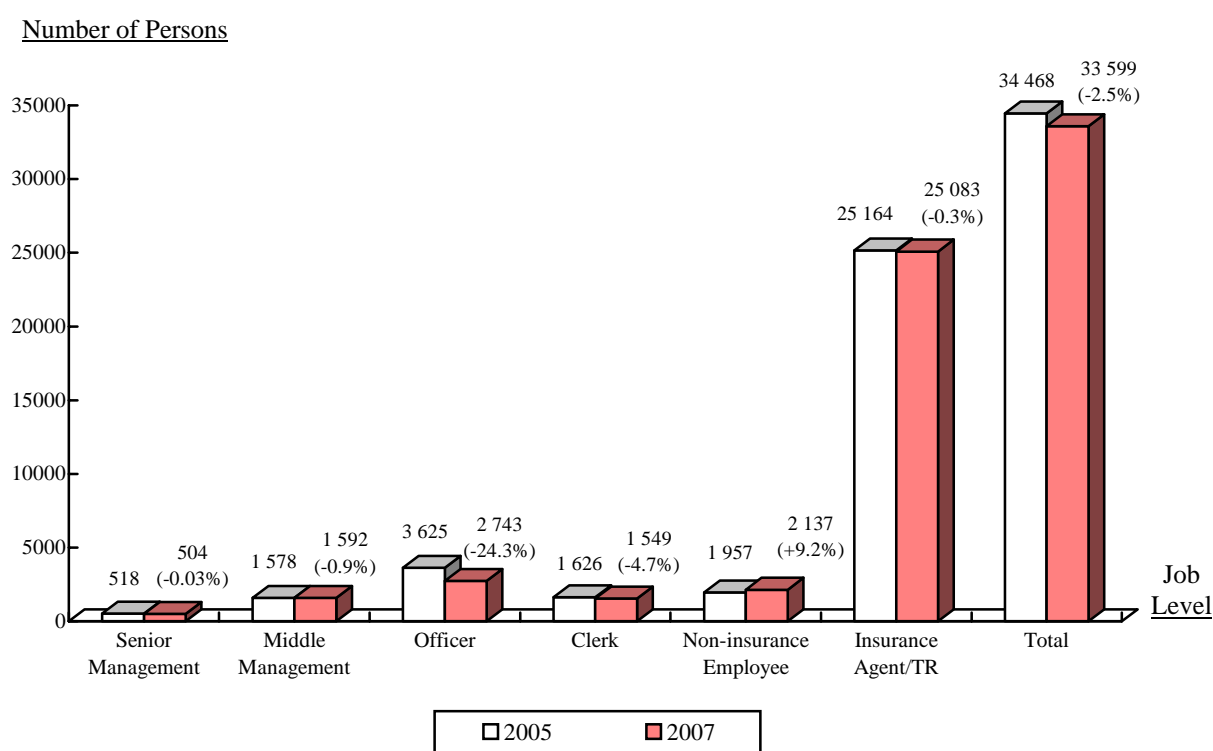
15. 70.6% of the senior management of the general insurance workforce earned between \$30,001 to above \$100,000 per month. The average monthly income range of the middle management was widely spread and varied from \$10,001 to \$100,000 but the majority was in the bracket of \$30,001 to \$40,000. The majority of the technical representatives would receive from \$10,001 to \$40,000 per month. Most officers would earn from \$10,000 to \$30,000. With regard to insurance agents, the majority of agency director/senior agency manager would earn \$40,000 to \$60,000, whilst agency manager would earn \$30,000 to \$40,000 per month. Most unit manager/agency supervisor would have monthly income of \$20,001 to \$30,000, whilst most agents would earn \$6,000 to \$20,000 per month.

## The Life Insurance Sector

### Manpower Changes in Life Insurance Workforce between 2005 and 2007

16. The manpower changes of the life insurance workforce by job level over the 2-year period are summarized in Diagram 5 below. When compared with the findings in the 2005 Survey, the life insurance manpower in 2007 (excluding the non-insurance employees) had decreased at all levels, with the greatest decrease at the officer level (a decrease of 882 or 24.3%).

**Diagram 5: Manpower Changes of the Insurance Workforce between 2005 and 2007 in the Life Insurance Sector**

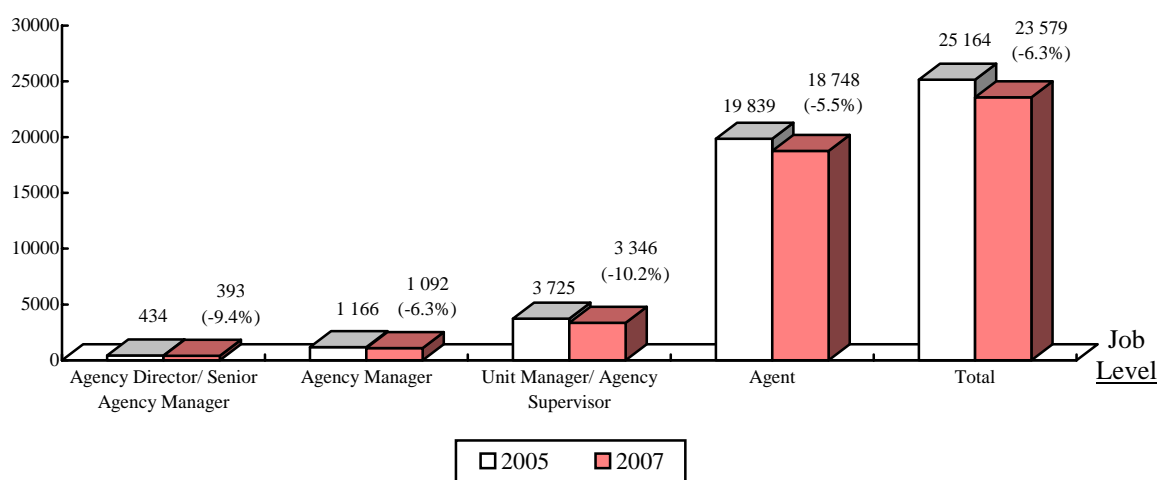


Note : Figures in brackets denote the percentage changes of manpower relative to 2005 at the same job level.

17. With reference to Diagram 6 below, the total number of life insurance agents had decreased by 1 585, or 6.3% from 25 164 persons in 2005 to 23 579 persons in 2007. Manpower at all levels had decreased. These reductions had occurred probably because the life insurance industry was undergoing a consolidation process heading for a higher degree of expertise and versatility, especially in financial planning and investment-linked products. New entrants might find it difficult to meet the more stringent licensing requirements whilst some senior practitioners might not be able to survive the business targets. It is also possible that many life insurance agents have switched to the banking field because many banks are now selling insurance products, in particular, investment-linked insurance products. Banks have been aggressively expanding their sales force by recruiting experienced life insurance practitioners with the relevant marketing skills. Furthermore, it is observed that some life insurance agents have started their own independent financial advisory (IFA) business.

## **Diagram 6: Manpower Changes of Life Insurance Agents between 2005 and 2007**

### Number of Persons



Note : Figures in brackets denote the percentage changes of manpower relative to 2005 at the same job level.

### Vacancies and Employers' Forecast of Life Insurance Manpower

18. The Survey reveals that there were 1 561 vacancies comprising 5 from the senior management, 25 from the middle management, 31 officers, 14 clerks, 1 305 life insurance agents and 181 technical representatives. This shows a decrease of 405 vacancies when compared with 1 966 vacancies in 2005. A comparison of the distribution of vacancies in the life insurance agent sector between 2005 and 2007 is given in Table 2 below the number of vacancies reported seems low even when compared with that of 2005. As the reference date of the manpower statistics was fixed on 2<sup>nd</sup> January 2007, employees would usually leave the companies after receiving the annual bonus which would generally be paid after the Lunar New Year. The agent has the largest number of vacancies which shows the importance of the sales team.

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

	<u>Number of Vacancies</u>	
	<u>2005</u>	<u>2007</u>
Agency Director/Senior Agency Manager	14	14
Agency Manager	46	42
Unit Manager/Agency Supervisor	188	180
Agent/TR	1 537	1 250
<b>Total</b>	<b>1 785</b> =====	<b>1 486</b> =====

### Projection of Life Insurance Manpower

19. A growth of 3 557 persons in 2008, or 11.3% increase in comparison with the manpower demand of 31 462 persons in January 2007 was forecast. The employers' forecast manpower requirements for the next 12 months by job level are summarized as follows. The Insurance Training Board agreed that the life insurance sector would continue its growth. The one-year forecast at the date of survey on the additional manpower required in the following 12 months was considered realistic.

	Manpower Demand in 2007	Forecast Manpower Demand in 2008	Average Annual Growth (%)
Senior Manager	504	510	+6 (1.2%)
Middle Management	1 592	1 619	+27 (+1.7%)
Officer	2 734	2 763	+29 (+1.0%)
Technical Representative	1 504	1 758	+254 (+14.4%)
Clerk	1 549	1 572	+23 (1.5%)
Insurance Agent	23 579	26 797	+3 218 (+13.6%)
<b>Total</b>	<b>31 462</b>	<b>35 019</b>	<b>+3 557 (+11.3%)</b>

### Minimum Education/Qualification Requirement of the Life Insurance Workforce

20. The Survey shows that university or above education and/or professional qualification were preferred at senior management level and middle management level. Even at officer level, 45.6% of employers preferred their staff to have university or above education. The highest number of unspecified reply was from the category of insurance agents (6 811); this figure might include insurance agents with education below secondary 5. 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/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	20.6%	5.7%	0.4%			0.3%
University or Above	66.1%	78.6%	45.6%	13.8%		3.6%
Higher Dip./Asso. Degree or Equivalent			9.0%	30.4%	16.6%	0.6%
Diploma/Higher Cert./Cert. or Equivalent		0.2%	19.4%	14.4%	6.1%	3.2%
Matriculation/Secondary 5 or Equivalent			10.8%	39.2%	59.5%	63.4%

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

21. Staff at senior management level were preferred 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 5 years. For agents, the requirement varied from less than 1 year to 5 years. Again, there was a large number of unspecified/refused replies, with the greatest number coming from the category of agent (16 664). This renders the information collected not very meaningful.

Average Monthly Income Range of Life Insurance Workforce

22. 46.4% of senior management of the life insurance workforce earned between \$30,001 to above \$100,000 per month. The average monthly income range of the middle management was widely spread and varied from \$10,001 to \$100,000 but the majority was in the bracket of \$30,001 to \$40,000. The majority of the technical representatives would receive from \$10,001 to \$40,000 per month. With regard to insurance agents, the majority of agency director/senior agency manager would earn \$80,001 to \$100,000, whilst agency manager would earn \$30,001 to \$60,000 per month. Most unit manager/agency supervisor would have monthly income of \$20,001 to \$40,000, whilst most agents would earn \$6,001 to \$30,000 per month.

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. 12.42%) was in the clerical level, followed by the officer level (6.49%). The overall turnover rate was 3.94%. It is felt that these rates generally reflect the real situation as 2006 was considered a relatively stagnant year as far as staff turnover in the insurance industry is concerned.

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

	Managerial	Officer	Clerical	Insurance Agent/ Technical Representative	Total
Number Recruited	149	308	483	1 149	<b>2 089</b>
Number Left	168	319	485	772	<b>1 744</b>
<b>Net Effect Increase (Decrease)</b>	<b>(19)</b>	<b>(11)</b>	<b>(2)</b>	<b>377</b>	<b>345</b>
Number of People in the Job Level	4 302	4 917	3 906	31 157	<b>44 282</b>
<b>Staff Turnover Rate*</b>	<b>3.91%</b>	<b>6.49%</b>	<b>12.42%</b>	<b>2.48%</b>	<b>3.94%</b>

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

## Reasons of Recruitment Difficulties

24. Establishments which had encountered recruitment difficulties reported that the three main reasons of recruitment difficulties were:

### 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

## Impacts of Mainland Insurance Operations on Hong Kong Insurance Personnel

25. The survey reveals that an insignificant number of insurance personnel (i.e. 79 people) had to work in the Mainland during the survey period, of whom 72 people (91.1%) were on Travelling Basis. The Survey also shows that only 80 insurance-related personnel worked in subsidiaries/associates and other group companies in the Mainland. Furthermore, it was forecast that in 2008 only 22 additional insurance personnel needed to be recruited for insurance operations in the Mainland and 27 existing insurance personnel had to be trained for Mainland operations. These facts reflect that the impacts of Mainland operation on Hong Kong insurance personnel are minimal.

## Projected Additional Manpower Requirements

26. A summary of the projected total additional manpower requirements in the insurance industry in 2008 is given in Table 5 below:

Table 5 : Summary of Projected Additional Manpower Requirements  
in the Insurance Industry in 2008

<u>Job Level</u>	<u>Additional Manpower Requirements in General Insurance Sector in 2008</u>	<u>Additional Manpower Requirements in Life Insurance Sector in 2008</u>	<u>Total Additional Manpower Requirements in Insurance Industry</u>
Senior Management	6	16	22
Middle Management	62	66	128
Officer	113	270	383
Technical Representative	220	449	669
Clerk	76	51	127
Insurance Agent	39	4 735	4 774
<b>Total</b>	<b>516</b> ===	<b>5 587</b> =====	<b>6 103</b> =====

Education/Qualification Requirement  
of the Additional Manpower in 2008

27. A summary of the required number of insurance practitioners with the required education/qualification in 2008 is given in Table 5 below. The demand for people with matriculation/secondary 5 or equivalent is still the highest (3429), followed by university or above (523).

Table 5 : Education/Qualification Requirements of the Additional  
Manpower of the Insurance Industry in 2008

<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	10	22	<b>32</b>
University or above	104	419	<b>523</b>
Higher Dip./Asso Degree or Equivalent	78	197	<b>275</b>
Diploma/Higher Cert./ Cert. or Equivalent	66	271	<b>337</b>
Matriculation/Secondary 5 or Equivalent	192	3 237	<b>3 429</b>
<b>Total</b>	<b>450</b> ===	<b>4 146</b> =====	<b>4 596</b> =====

Manpower Supply of Insurance Personnel

28. To meet the manpower demand in the insurance industry, there is abundant supply of matriculation/secondary 5 graduates in Hong Kong. Based on 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 which had been accredited by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications, pre-employment insurance education and training were relatively scarce in Hong Kong. Due to a weak demand, very few course providers offered Higher Diploma/Diploma/Certificate insurance-specific courses. Currently, the IVE does not offer pure insurance programmes, but offers some programmes which have some elements of financial planning.



## Mismatch of Manpower Demand and Supply

29. Front-line staff in the area of marketing and sales e.g. insurance agents and technical representatives, who are crucial for the expansion of insurance business, are in great demand in the market. Insurance agents, by their job nature, are not employees and do not carry heavy overheads. Insurance companies and agencies generally like to engage as many agents as possible with a view to expanding their sales teams and generating more income. Traditionally, the insurance business has attracted all sorts of people, as the entrance requirement is relatively not high. There have been very successful practitioners/salespersons irrespective of their education and qualifications. The manpower demand and supply situation in the insurance industry was very fluid, which used to be dictated by market forces. Students from various disciplines and workers from other industries could easily join the insurance industry if they decided to do so, as there were always openings in the sales of insurance products. It is also a common phenomenon that the supply of manpower in the insurance industry hinges on the economy. When the economy is booming, more jobs are available and job seekers have more options. Less people will enter the insurance industry. The reverse is true when the economy turns bad.

30. It is necessary for all insurance intermediaries to pass the Insurance Intermediaries Qualifying Examination (IIQE) under the Insurance Authority as a condition of registration or authorization. This regulates the supply of manpower in the insurance industry. As reported by the PEAK Examination Centre (i.e. the Examination Body of the IIQE), on average about 100 000 candidates took the six IIQE papers every year.

## Estimated Training Needs of Insurance Personnel in the Next 12 Months

31. It was reported that a total of 242 105 estimated trainee hours would be required by insurance personnel in the next 12 months in the 4 areas of training, namely “Management/Executive”, “Professional Qualification”, “Basic Job-related” and “Generic Skill”. Table 36 below shows the distribution of estimated trainee hours in the 4 areas by job level. Insurance agents/technical representatives need about half of the total required training across the 4 areas. Officers will need relatively more basic job-related training whilst managerial staff will require more management/executive and professional qualification training.

Table 37 : Distribution of Estimated  
Trainee Hours by Job Level

<u>Skills/Knowledge</u>	<u>Managerial</u>	<u>Officer</u>	<u>Clerical</u>	<u>Insurance Agent/Technical Representative</u>	<u>Total</u>
Management/ Executive	8 437 31.8%	2 276 8.6%	426 1.6%	15 395 58%	<b>26 534</b> <b>100%</b>
Professional Qualification	2 546 20.4%	2 576 20.7%	1 469 11.8%	5 883 47.2%	<b>12 474</b> <b>100%</b>
Basic Job-related	17 223 11%	42 156 26.8%	19 422 12.4%	78 225 49.8%	<b>157 026</b> <b>100%</b>
Generic Skills	8 799 19.1%	7 056 15.3%	8 146 17.7%	22 070 47.9%	<b>46 071</b> <b>100%</b>
<b>Total</b>	<b>37 005</b> <b>15.3%</b>	<b>54 064</b> <b>22.3%</b>	<b>29 463</b> <b>12.2%</b>	<b>121 573</b> <b>50.2%</b>	<b>242 105</b> <b>100%</b>

Licensing and Registration  
with the Securities and Futures Commission (SFC)

32. Insurance brokers, company agencies and bancassurers were the major organizations licensed by or registered with the SFC for selling or advising on investment products. The 3 types of regulated activities carried out by the largest number of insurance companies are:

		<u>No. of Insurance Organizations</u>
Type 4	Advising on Securities	82
Type 9	Asset Management	50
Type 1	Dealing in Securities	41

Some insurance organizations are carrying out more than one type of regulated activities.

Recommendations

Business Outlook

33. It is believed that the Hong Kong's economic growth will continue into 2008 and probably further. Following China's WTO accession, the implementation of the Closer Economic Partnership Arrangement (CEPA) and the strong interest of foreign insurers and reinsurers in expanding their businesses in the region, there will be high demand for insurance professionals to provide the increasing need for professional services.

34. To capitalize on the Mainland's fast economic growth and to cope with China's 11<sup>th</sup> Five-Year-Plan, the following measures on the insurance business in Hong Kong have been proposed:

- to develop captive insurance;
- to further fund management services;
- to facilitate development of Mainland insurance market;
- to enhance Hong Kong's infrastructure;
- to participate in the offering of annuity business in the Mainland; and
- to assist the Mainland to enhance its insurance market discipline and trade practices by sharing of experiences, training and education.

35. The projected additional manpower requirements in 2008 in the insurance industry will be as follows:

	Projected Additional Manpower Demand in the <u>General Insurance Sector</u>	Projected Additional Manpower Demand in the <u>Life Insurance Sector</u>	<b>Total Additional Manpower Demand in 2008</b>
Senior Management	6	16	<b>22</b>
Middle Management	62	66	<b>128</b>
Officer	113	270	<b>383</b>
Technical Representative	220	449	<b>669</b>
Clerical	76	51	<b>127</b>
Insurance Agent	39	4 735	<b>4 774</b>
<b>Total</b>	<b>516</b> ====	<b>5 587</b> =====	<b>6 103</b> =====

#### Most Wanted Attributes

36. It has been indicated that the most wanted attributes of insurance practitioners are good understanding of insurance principles and concepts, sound product knowledge, good sales and marketing skills, and good inter-personal communication skills. With the opening up of the Mainland market, knowledge about the market and proficiency in Putonghua are important. Thus, sufficient training in the above-mentioned aspects should be made available. Qualified financial planners and investment advisers would be in great demand. Cross-discipline knowledge is also very important. Well-trained and experienced professionals at the executive and management level, with global vision and exposure to international business will be in demand. Expertise in specialized markets e.g. aviation and high technology insurance, financial planning, asset management, investment, retirement planning, etc. will be necessary.

## Strategies to Attract and Retain Talents

37. To improve the manpower supply situation, it is necessary to enhance the public perception of the insurance industry. The industry should organize more career conferences/seminars for students studying in universities, the IVE and secondary schools as well as for their parents so that they can have a better understanding of the insurance industry and the prospects in pursuing a career in the insurance business. New roles of practitioners, such as financial planners, asset management practitioners, investment and independent financial advisers, should be promoted so that the image of the industry can be enhanced.

38. It has been indicated that to retain talents, insurance companies and agencies should provide sufficient training to new entrants so that they can have the appropriate attitudes and direction as well as the necessary skills to generate more income to survive and develop their careers in the insurance industry. Training is also important for existing insurance practitioners who should be up-graded to enhance their professionalism and income-generating capacity. Practitioners should be encouraged to study for and acquire relevant professional qualifications so that the public's confidence can be secured.

## Manpower Training

39. The Insurance Training Board further considers that in order for Hong Kong to sustain its status as an international financial centre, employers should map out long-term plans for their manpower training and development. Insurance practitioners should upgrade themselves continuously in order to meet the increasing demand for high level job skills and knowledge in the business community.

40. The survey has found out the following estimated training requirements (in terms of trainee -hours) of the insurance workforce in the next 12 months (see paragraph 3.39):

### Estimated Training Requirements (in Terms of Trainee-hours) of the Insurance Workforce in the Next 12 Months

	<u>Management/ Executive</u>	<u>Professional Qualification</u>	<u>Basic Job-related</u>	<u>Generic Skills</u>	<u><b>Total</b></u>
Managerial	8 437	2 546	17 223	8 799	<b>37 005</b>
Officer	2 276	2 576	42 156	7 056	<b>54 064</b>
Clerical	426	1 469	19 422	8 146	<b>29 463</b>
Insurance Agent/ Technical Representative	15 395	5 883	78 225	22 070	<b>121 573</b>
<b>Total</b>	<b>26 534</b>	<b>12 474</b>	<b>157 026</b>	<b>46 071</b>	<b>242 105</b>

41. Insurance companies should develop and provide more in-house training if they have their own training facilities, and sponsor their staff to take external training courses. Such programmes and courses should aim not only to upgrade and update job skills and knowledge of insurance practitioners to meet the job requirements in the insurance profession, but also to furnish them with knowledge in other related trades.

42. Staff training has become a lifelong learning process; course providers are recommended to target at brokers and company agents and provide tailor-made courses. Course providers are also recommended to design modular courses and courses with suitable durations to cope with preference reported by respondents.

43. Some of the training programmes are eligible for Government subsidies, e.g. the Continuing Education Fund and the Skills Upgrading Scheme. Insurance personnel are recommended to make good use of these programmes in developing their careers in the insurance profession.

#### Training Programmes

44. Course providers should step up their provision of training programmes on the following topics which are in great demand:

- General Insurance
- Law Relating to Insurance
- Life Insurance
- Financial Planning
- Investment Planning
- Business Communication (Putonghua)
- MPF
- Risk Management
- Use of Computer
- Investment-linked Insurance

45. With the introduction of the new category of “travel insurance agents”, it is anticipated that considerable increase in insurance training needs will be generated. Course providers should gear up to provide the required training for these travel insurance agents.

46. With the growing involvements in Types 1, 4 and 9 SFC regulated activities by insurance brokers, company agencies and bancassurers, course providers should be proactive in coping with the rising training needs.

47. In view of Hong Kong’s close tie with the Mainland and the accelerated opening up of the Mainland insurance market, educational/training institutions should develop appropriate training programmes and seminars/workshops to help insurance professionals capitalize on the business opportunities and cope with the rapidly changing business environment.

## SECTION I

### SURVEY BACKGROUND, METHODOLOGY AND COVERAGE

#### 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 2007 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 13th biennial manpower survey of the insurance industry from 8<sup>th</sup> January 2007 to 8<sup>th</sup> March 2007. Follow-up fieldwork with non-respondents was completed at the end of June 2007. After data processing by the C&SD, full sets of tabulations were available by early September 2007.

1.3 The survey was conducted with the following objectives:

- (a) to assess the manpower and training needs of insurance employees and insurance intermediaries<sup>1</sup>;
- (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 employees, insurance agents and technical representatives<sup>2</sup>.

<sup>1</sup> 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.

<sup>2</sup> 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 November 2005. 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 2007 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 brokers and insurance company agencies registered with the Insurance Agents Registration Board (IARB), and bancassurers (i.e. banks selling insurance). Stratified random sampling was then used to select a sample, which consisted of 726 companies.

1.6 The 726 surveyed establishments comprised 139 insurers (36 life insurers, 86 general insurers and 17 composite insurers), 207 insurance brokers, 340 insurance company agencies and 40 bancassurers. Among the sampled insurance company agencies, 167 engaged in insurance business, 173 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). 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 and educational institutions 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, as well as licensing and registration matters with the Securities and Futures Commission.

1.8 An appropriate set of survey documents, including a letter from the Chairman of the Insurance Training Board and the questionnaire (**Appendix 3**), explanatory notes (**Appendix 4**) and job descriptions (**Appendix 5**) 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 on 2<sup>nd</sup> January, 2007.

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.

### Fieldwork

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 June 2007 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.

### Responses

1.11 From the sample of 726 companies, 613 companies were successfully contacted. Out of these 613 companies, 578 companies had responded. The remaining 113 companies were found either closed, moved or temporarily ceased operation. The effective response rate was 94%.

### 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, IV and V 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 2007 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

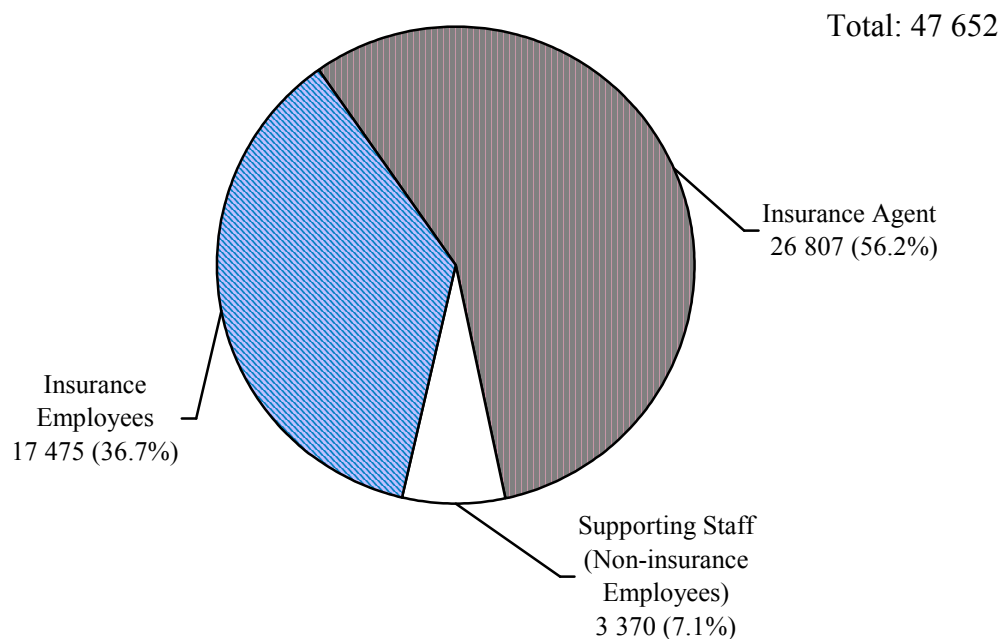
##### Presentation

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, 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.

##### Existing Workforce

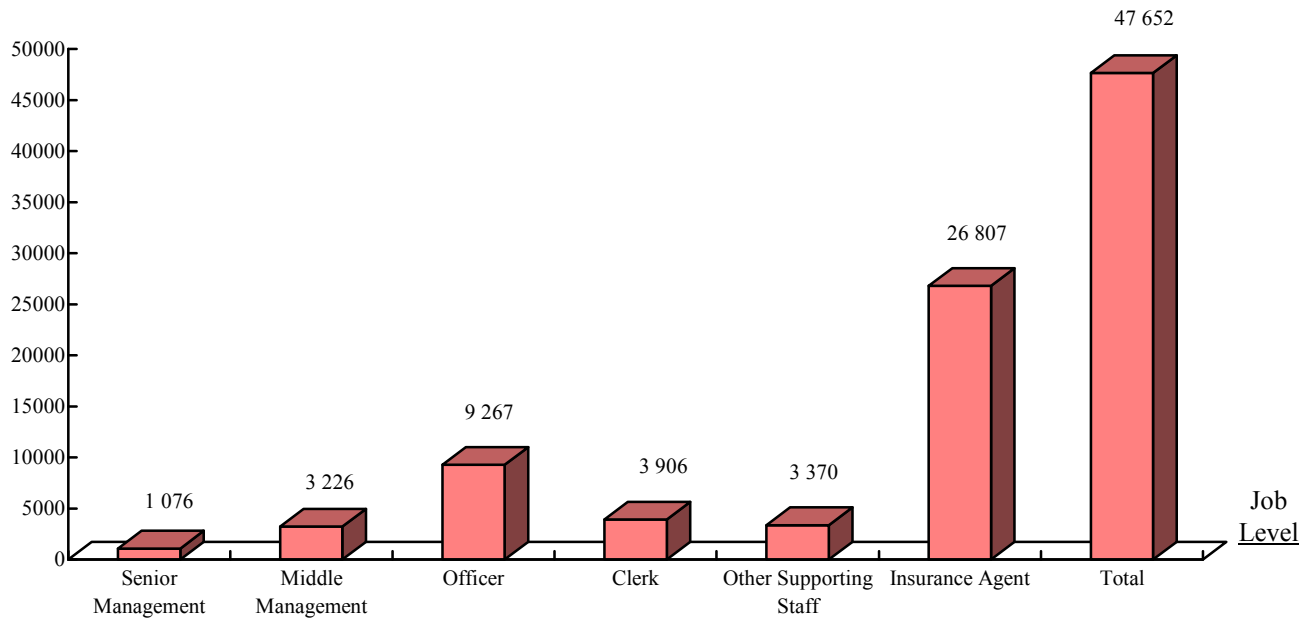
2.2 The survey reveals that in March 2007, the insurance industry had existing workforce of 47 652 people. Among them, 17 475 (36.7%) were insurance employees, 26 807 (56.2%) were insurance agents, and 3 370 (7.1%) were supporting staff members or non-insurance employees who would be excluded from subsequent analyses. The distribution of the workforce in the insurance industry is shown in Diagram 1 and Diagram 2 below.

**Diagram 1 : Distribution of Existing Workforce  
in the Insurance Industry**



**Diagram 2 : Distribution of the Existing Workforce  
in the Insurance Industry by Job Level**

Number of Persons



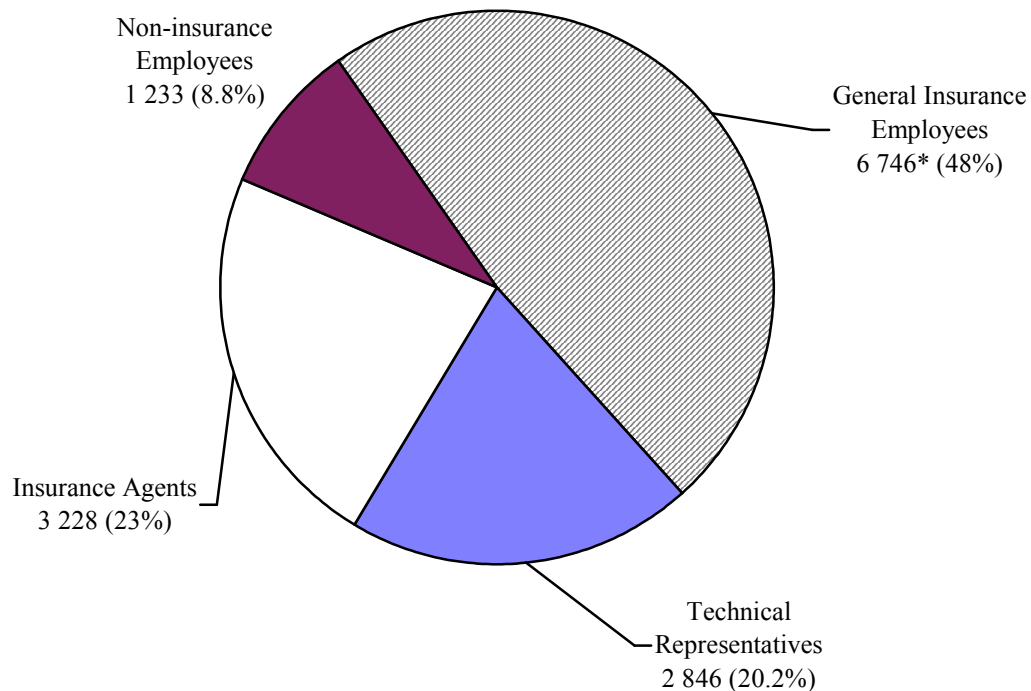
## B. THE GENERAL INSURANCE SECTOR

### Existing Workforce

2.3 The general insurance existing workforce amounted to 14 053 comprising 6 746\* general insurance employees, 3 228 insurance agents 2 846, technical representatives and 1 233 non-insurance employees, representing 29.5% of the total insurance workforce (47 652). The distribution of the existing workforce is shown in Diagram 3 below.

**Diagram 3 : Distribution of Existing Workforce  
in the General Insurance Sector**

Total: 14 053



\* 6 746 general insurance employees comprised 572 senior management employees, 1 634 middle management employees, 2 183 officers and 2 357 clerks (Please refer to Table 1 on page 8).

2.4 The distribution of the general insurance existing workforce by job level is shown in Table 1, Table 2 and Diagram 3 below. A summary of the general insurance existing workforce by branch and by principal job is given in Table 4 below:

Table 1 : Distribution of Existing Workforce by Job Level in the General Insurance Sector

	Senior Management	Middle Management	Officer	Technical Representative*	Clerk	Insurance Agent	Other Supporting Staff	Total
General Insurers	207	564	917	-	897	2 989	526	<b>6 100</b>
Composite Insurers	103	151	470	-	429	199	267	<b>1 619</b>
Brokers	200	511	319	873	515	40	355	<b>2 813</b>
Company Agencies - Insurance	45	218	152	1654	373	-	84	<b>2 526</b>
Company Agencies - Alternative Distribution	1	1	-	148	2	-	1	<b>153</b>
Bancassurers	16	189	325	171	141	-	-	<b>842</b>
<b>Total</b>	<b>572</b>	<b>1 634</b>	<b>2 183</b>	<b>2 846</b>	<b>2 357</b>	<b>3 228</b>	<b>1 233</b>	<b>14 053</b>

\* In general insurance, technical representatives perform mainly management and administrative duties.

Table 2 : Distribution of General Insurance Agents

	Agency Director/ Senior Agency Manager	Agency Manager	Unit Manager/ Agency Supervisor	Agent	Total
General Insurers	19	37	83	2 850	<b>2 989</b>
Composite Insurers	3	11	31	154	<b>199</b>
Brokers	-	-	-	40	<b>40</b>
Company Agencies - Insurance	-	-	-	-	<b>0</b>
Company Agencies - Alternative Distribution	-	-	-	-	<b>0</b>
Bancassurers	-	-	-	-	<b>0</b>
<b>Total</b>	<b>22</b>	<b>48</b>	<b>114</b>	<b>3 044</b>	<b>3 228</b>

**Diagram 4 : Distribution of General Insurance Agents**

Total : 3 228

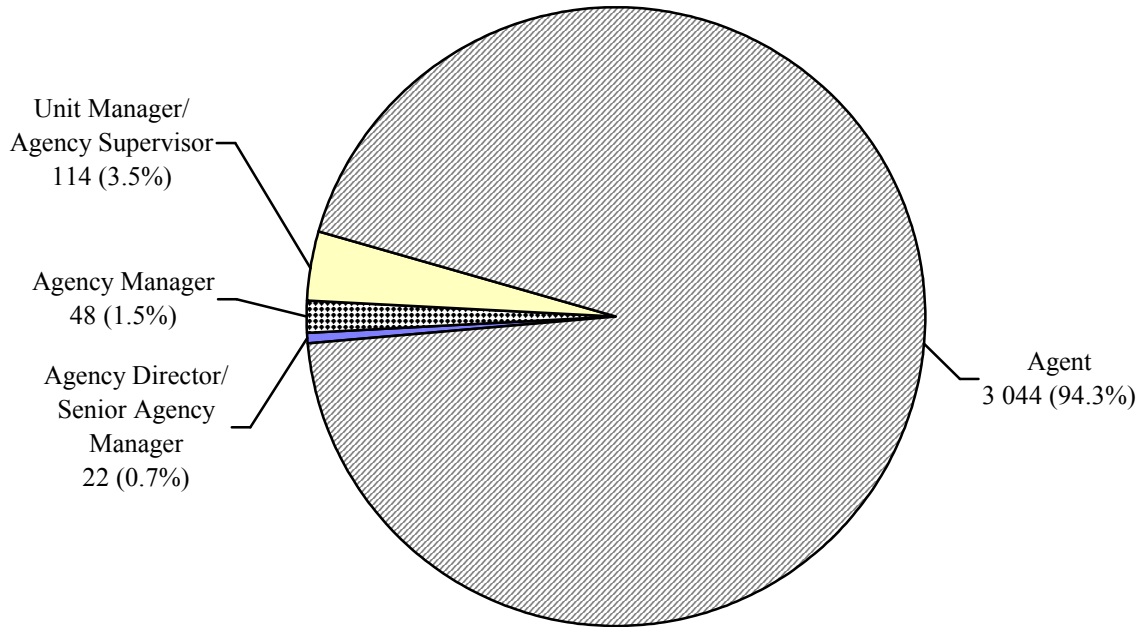


Table 3: Existing Workforce by Branch and by Principal Jobs in the General Insurance Sector

Branch Job Title	General Insurers	Composite Insurers	Brokers	Company Agencies - Insurance	Company Agencies - Alternative Distribution	Bancassurer	Total
<b>SENIOR MANAGEMENT LEVEL</b>							
Managing Director/ General Manager/ Chief Executive	86	18	98	36	1	4	<b>243</b>
Deputy Managing Director/ Deputy General Manager	32	26	-	-	-	1	<b>59</b>
Assistant General Manager/ Senior Manager/Account Director/Chief Operating Officer	88	59	74	9	-	11	<b>241</b>
Assistant Director/ Divisional Director	-	-	28	-	-	-	<b>28</b>
Others	1	-	-	-	-	-	<b>1</b>
<b>Sub-Total</b>	<b>207</b>	<b>103</b>	<b>200</b>	<b>45</b>	<b>1</b>	<b>16</b>	<b>572</b>
<b>MIDDLE MANAGEMENT LEVEL</b>							
Reinsurance Manager	16	4	-	-	-	-	<b>20</b>
Senior Account Manager	-	-	149	-	-	-	<b>149</b>
Senior Sales Manager	-	-	-	90	-	-	<b>90</b>
Underwriting Manager	103	30	-	-	-	3	<b>136</b>
Account Manager/ Claims Manager	125	16	182	-	-	16	<b>339</b>
Marketing/Sales/ Servicing Manager/ Business Development Manager	68	34	148	123	1	54	<b>428</b>
Human Resources/ Training Manager	20	7	-	-	-	-	<b>27</b>
Accounting/ Investment Manager	-	-	-	-	-	27	<b>27</b>
Information Technology Manager	32	8	-	-	-	-	<b>40</b>
Manager - Accounting	38	7	26	5	-	-	<b>76</b>
Assistant Manager	160	45	-	-	-	89	<b>294</b>
Others	2	-	6	-	-	-	<b>8</b>
<b>Sub-Total</b>	<b>564</b>	<b>151</b>	<b>511</b>	<b>218</b>	<b>1</b>	<b>189</b>	<b>1 634</b>

Branch Job Title	General Insurers	Composite Insurers	Brokers	Company Agencies - Insurance	Company Agencies - Alternative Distribution	Bancassurer	Total
<b>OFFICER AND TECHNICAL REPRESENTATIVE LEVEL</b>							
Account Officer/ Underwriting Officer	232	163	-	61	-	160	<b>616</b>
Policy Services/ Claims Officer	208	97	-	-	-	24	<b>329</b>
Client Servicing Officer	-	-	177	78	-	-	<b>255</b>
Marketing/Sales Officer	154	24	-	-	-	137	<b>315</b>
Claims Officer	-	-	71	-	-	-	<b>71</b>
Accounting Officer	51	30	59	13	-	-	<b>153</b>
Assistant Executive/ Supervisor	157	128	-	-	-	-	<b>285</b>
Technical Representative	-	-	873	1 654	148	171	<b>2 846</b>
Information Technology Staff	111	28	-	-	-	1	<b>140</b>
Others	4	-	12	-	-	3	<b>19</b>
<b>Sub-Total</b>	<b>917</b>	<b>470</b>	<b>1 192</b>	<b>1 806</b>	<b>148</b>	<b>496</b>	<b>5 029</b>
<b>CLERICAL LEVEL</b>							
Underwriting Clerk/ Claims Clerk	594	272	-	-	-	16	<b>882</b>
Accounting Clerk	70	16	51	41	1	-	<b>179</b>
Clerical Staff	233	137	464	332	1	125	<b>1 292</b>
Accounting Clerk	-	4	-	-	-	-	<b>4</b>
<b>Sub-Total</b>	<b>897</b>	<b>429</b>	<b>515</b>	<b>373</b>	<b>2</b>	<b>141</b>	<b>2 357</b>
<b>AGENT</b>							
Agency Director/ Senior Agency Manager	19	3	-	-	-	-	<b>22</b>
Agency Manager	37	11	-	-	-	-	<b>48</b>
Unit Manager/ Agency Supervisor	83	31	-	-	-	-	<b>114</b>
Agent	2 850	154	40	-	-	-	<b>3 044</b>
<b>Sub-Total</b>	<b>2 989</b>	<b>199</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3 228</b>
<b>Grand Total</b>	<b>5 574</b>	<b>1 352</b>	<b>2 458</b>	<b>2 442</b>	<b>152</b>	<b>842</b>	<b>12 820</b>

Note : Other supporting staff (1 233 persons) not included.



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

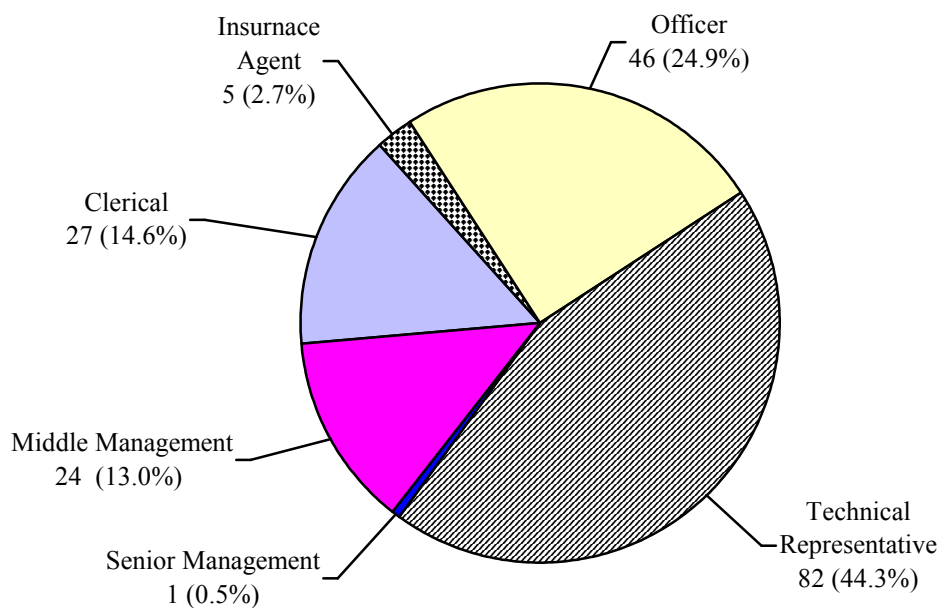
<u>Job Title</u>	<u>No. of Employees</u>	<u>Percentage of Total General Insurance Workforce</u>
Agent	3 044	21.7
Technical Representative	2 846	20.3
Clerical Staff	1 292	9.2
Underwriting/Claims Clerk	882	6.3
Account/Underwriting Officer	616	4.4
	8 680	61.9

Vacancies

2.6 It was reported that there were 185 vacancies in the general insurance sector. The distribution of vacancies is summarized in Diagram 5 below.

**Diagram 5 : Number of Vacancies by Job Level  
In the General Insurance Sector**

Total : 185



## Forecast of General Insurance Manpower in 2008

2.7 General insurance employers were asked to forecast their manpower in 2008. The forecast of general insurance manpower (excluding other supporting staff who were non-insurance employees) in January 2008 would be 13 035, an increase of 215 persons (1.7%) in comparison with the manpower demand of 12 820 persons in January 2007. Table 4 shows the distribution of general insurance manpower forecast by branch and by job level.

Table 4: Forecast of General Insurance Manpower in 2008 by Branch by Job Level

Branch	Manpower Demand																				
	Senior Management			Middle Management			Officer			Technical Representative			Clerk			Insurance Agent			Total		
	2007	2008	Increase (Decrease)	2007	2008	Increase (Decrease)	2007	2008	Increase (Decrease)	2007	2008	Increase (Decrease)	2007	2008	Increase (Decrease)	2007	2008	Increase (Decrease)	2007	2008	Increase (Decrease)
General Insurers	207	206	(1) -0.5%	564	578	14 2.4%	917	940	23 2.4%	-	-	-	897	904	7 0.8%	2 989	2 989	-	5 574	5 617	43 0.8%
Composite Insurers	103	104	1 1.0%	151	151	-	470	481	11 2.3%	-	-	-	429	440	11 2.6%	199	199	-	1 352	1 375	23 1.7%
Brokers	200	200	-	511	518	7 1.4%	319	332	13 4.1%	873	906	33 3.8%	515	525	10 1.9%	40	45	5 12.5%	2 458	2 526	68 2.8%
Company Agencies - Insurance	45	45	-	218	218	-	152	152	-	1 654	1 727	73 4.2%	373	373	-	-	-	-	2 442	2 515	73 2.9%
Company Agencies - Alternative Distribution	1	1	-	1	1	-	-	-	-	148	150	2	2	2	-	-	-	-	152	154	2
Bancassurer	16	16	-	189	192	3	325	325	-	171	174	3	141	141	-	-	-	-	842	848	6
<b>All Branches</b>	<b>572</b>	<b>572</b>	<b>-</b>	<b>1 634</b>	<b>1 658</b>	<b>24</b> <b>1.5%</b>	<b>2 183</b>	<b>2 230</b>	<b>47</b> <b>2.2%</b>	<b>2 846</b>	<b>2 957</b>	<b>111</b> <b>3.9%</b>	<b>2 357</b>	<b>2 385</b>	<b>28</b> <b>1.2%</b>	<b>3 228</b>	<b>3 233</b>	<b>5</b> <b>0.2%</b>	<b>12 820</b>	<b>13 035</b>	<b>215</b> <b>1.7%</b>

Minimum Education/Qualification  
Requirement of General Insurance Workforce

2.8 General insurance employers were asked to indicate the minimum requirement of education and qualifications for their staff members. A summary of the findings is given in Table 5 below.

Table 5: Minimum Education/Qualification Requirement  
of General Insurance Workforce

		<u>Minimum Education/Qualification Requirement</u>							
<u>Job Level</u>	<u>Professional Qualification</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 / Secondary 5 or Equivalent</u>	<u>Below Secondary 5</u>	<u>Unspecified</u>	<u>Total</u>	
14 Senior Management	197	313	-	-	-	-	62	<b>572</b>	
Middle Management	178	1 248	4	1	1	-	202	<b>1 634</b>	
Officer	6	510	388	629	197	-	453	<b>2 183</b>	
Technical Representative	-	335	707	178	1 523	-	103	<b>2 846</b>	
Clerical	-	-	82	305	1 514	-	456	<b>2 357</b>	
Insurance Agents	3	103	98	883	2 106	-	35	<b>3 228</b>	
<b>Total</b>	<b>384</b>	<b>2 509</b>	<b>1 279</b>	<b>1 996</b>	<b>5 341</b>	-	<b>1 311</b>	<b>12 820</b>	
	<b>3.0%</b>	<b>19.6%</b>	<b>10.0%</b>	<b>15.6%</b>	<b>41.7%</b>	-	<b>10.2%</b>	<b>100%</b>	

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

2.9 Table 6 below shows the general insurance workforce's minimum requirement of year(s) of experience.

Table 6: Employees' Minimum Requirement on Year(s) of Experience in General Insurance Sector

<u>Job Level</u>	<u>Number of Employees</u>						<u>Total</u>
	<u>Less than 1 Year</u>	<u>1 Year to 2 Years</u>	<u>2 Years to 5 Years</u>	<u>5 Years to 10 Years</u>	<u>Over 10 Years</u>	<u>Unspecified/ Refused</u>	
<b>(i) Insurance Employees</b>							
Senior Management	-	-	16	341	53	162	<b>572</b>
	-	-	2.8%	59.6%	9.3%	28.3%	<b>100%</b>
Middle Management	-	-	380	713	28	513	<b>1 634</b>
	-	-	23.3%	43.6%	1.7%	31.4%	<b>100%</b>
Officer	-	268	1 078	25	-	812	<b>2 183</b>
	-	12.3%	49.4%	1.1%	-	37.2%	<b>100%</b>
Technical Representative	63	1 221	1 339	38	-	185	<b>2 846</b>
	2.2%	42.9%	47.0%	1.3%	-	6.5%	<b>100%</b>
Clerical	182	1 423	25	1	-	726	<b>2 357</b>
	7.7%	60.4%	1.1%	-	-	30.8%	<b>100%</b>
<b>Sub-total</b>	<b>245</b>	<b>2 912</b>	<b>2 838</b>	<b>1 118</b>	<b>81</b>	<b>2 398</b>	<b>9 592</b>
	<b>2.6%</b>	<b>30.4%</b>	<b>29.6%</b>	<b>11.7%</b>	<b>0.8%</b>	<b>25.0%</b>	<b>100%</b>
<b>(ii) Insurance Agents</b>							
Agency Director/	-	-	-	16	-	6	<b>22</b>
Senior Agency Manager	-	-	-	72.7%	-	27.3%	<b>100%</b>
Agency Manager	-	-	7	30	-	11	<b>48</b>
	-	-	14.6%	62.5%	-	22.9%	<b>100%</b>
Unit Manager/	-	1	58	30	-	25	<b>114</b>
Agency Supervisor	-	0.9%	50.9%	26.3%	-	21.9%	<b>100%</b>
Agent	239	1 738	301	-	-	766	<b>3 044</b>
	7.9%	57.1%	9.9%	-	-	25.1%	<b>100%</b>
<b>Total</b>	<b>484</b>	<b>4 651</b>	<b>3 204</b>	<b>1 194</b>	<b>81</b>	<b>3 206</b>	<b>12 820</b>
	<b>3.8%</b>	<b>36.3%</b>	<b>25.0%</b>	<b>9.3%</b>	<b>0.6%</b>	<b>25.0%</b>	<b>100%</b>

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

2.10 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. As this was not a wage survey, the information obtained was for cross-checking purposes only.

2.11 The distribution of general insurance employees and insurance agents by job level and by average monthly income range is shown in Table 7 below:

Table 7 : Number of Existing Employees by Average Monthly Income Range (General Insurance)

Job Level	\$6,000 or below	\$6,001- \$10,000	\$10,001- \$20,000	\$20,001- \$30,000	\$30,001- \$40,000	\$40,001- \$60,000	\$60,001- \$80,000	\$80,001- \$100,000	\$100,001 or above	Unspecified
<b>(i) Insurance Employees</b>										
Senior Management	-	-	-	21 (3.7)	60 (10.5)	135 (23.6)	103 (18.0)	83 (14.5)	23 (4.0)	147 (25.7)
Middle Management	-	-	63 (3.9)	298 (18.2)	641 (39.2)	222 (13.6)	17 (1.0)	39 (2.4)	3 (0.2)	351 (21.5)
Officer	-	16 (0.7)	935 (42.8)	308 (14.1)	97 (4.4)	32 (1.5)	-	-	-	795 (36.4)
Technical Representative	-	46 (1.6)	1 487 (52.2)	816 (28.7)	309 (10.9)	68 (2.4)	-	-	-	120 (4.2)
Clerical	2 (0.1)	812 (34.4)	766 (32.5)	46 (2.0)	-	-	-	-	-	731 (31.0)
<b>(ii) Insurance Agents</b>										
Agency Director/ Senior Agency Manager	-	-	-	-	-	3 (13.6)	-	-	-	19 (86.4)
Agency Manager	-	-	-	-	7 (14.6)	-	-	-	-	41 (85.4)
Unit Manager/ Agency Supervisor	-	-	1 (0.8)	28 (24.6)	-	-	-	-	-	85 (74.6)
Agent	146 (4.8)	205 (6.7)	254 (8.3)	-	-	-	-	-	-	2 439 (80.2)

Note : Figures in brackets denote percentages of the total number employed at the same job level.

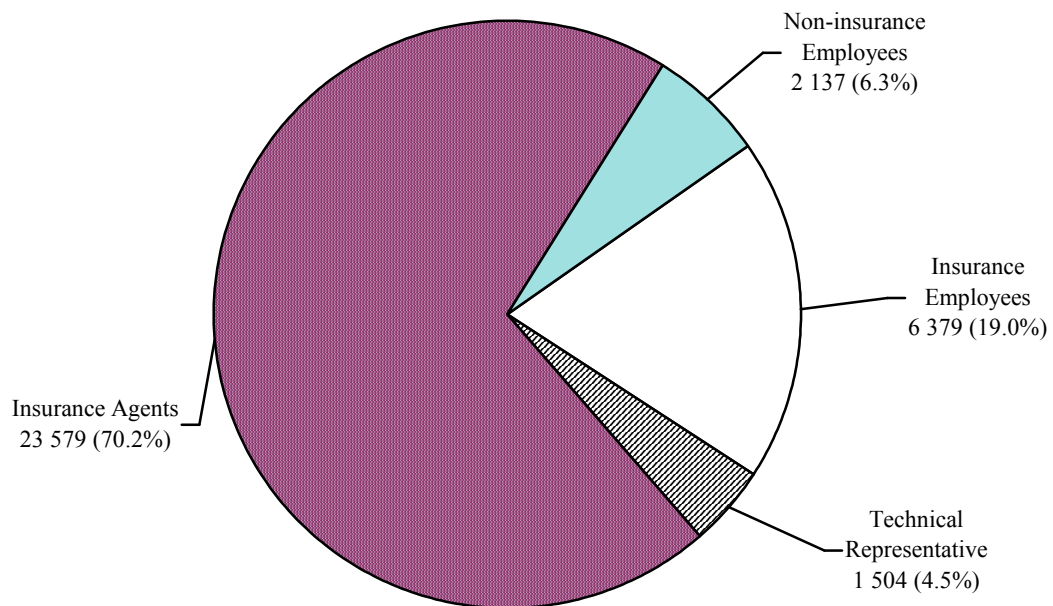
## C. THE LIFE INSURANCE SECTOR

### Existing Workforce

2.12 The life insurance sector engaged a total of 33 599 persons or 70.5% of the industry existing workforce (47 652) during the period of survey. The distribution of the life insurance existing workforce is shown in Diagram 6 below.

**Diagram 6 : Distribution of Existing Workforce in the Life Insurance Sector**

Total : 33 599



2.13 The distribution of the existing workforce in the life insurance sector by job level is shown in Table 8, Table 9 and Diagram 7 below. A summary of the life insurance existing workforce excluding the supporting staff by branch and by principal job is given in Table 10 below:

Table 8 : Distribution of Existing Workforce by Job Level in the Life Insurance Sector

	Senior Management	Middle Management	Officer	Technical Representative	Clerk	Insurance Agent	Other Supporting Staff	Total
Life Insurers	207	688	1 139	-	881	9 450	521	<b>12 886</b>
Composite Insurers	194	626	1 387	-	371	13 704	1 167	<b>17 449</b>
Brokers	79	227	178	873	200	394	412	<b>2 363</b>
Company Agencies - Insurance	23	34	19	554	90	31	37	<b>788</b>
Company Agencies - Alternative Distribution	-	-	-	22	-	-	-	<b>22</b>
Bancassurers	1	17	11	55	7	-	-	<b>91</b>
<b>Total</b>	<b>504</b>	<b>1 592</b>	<b>2 734</b>	<b>1 504</b>	<b>1 549</b>	<b>23 579</b>	<b>2 137</b>	<b>33 599</b>

Table 9 : Distribution of Life Insurance Agents

	Agency Director/ Senior Agency Manager	Agency Manager	Unit Manager/ Agency Supervisor	Agent	Total
Life Insurers	197	513	1 876	6 864	<b>9 450</b>
Composite Insurers	196	579	1 470	11 459	<b>13 704</b>
Brokers	-	-	-	394	<b>394</b>
Company Agencies - Insurance	-	-	-	31	<b>31</b>
Company Agencies - Alternative Distribution	-	-	-	-	<b>0</b>
Bancassurers	-	-	-	-	<b>0</b>
<b>Total</b>	<b>393</b>	<b>1 092</b>	<b>3 346</b>	<b>18 748</b>	<b>23 579</b>

Note : Information on life insurance agents was collected according to licence registrations.

### Diagram 7 : Distribution of Life Insurance Agents

Total : 23 579

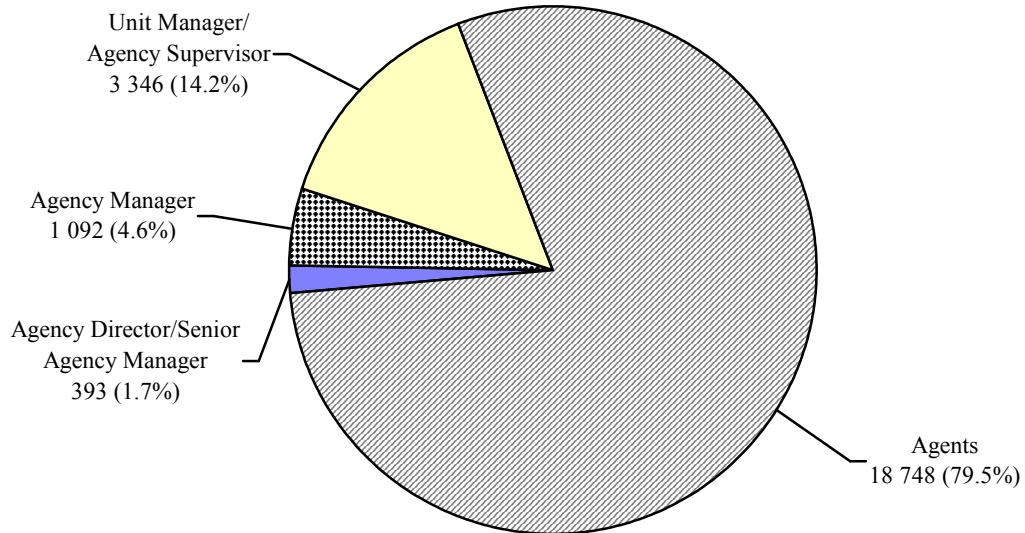


Table 10: Existing Workforce by Branch and by Principal Jobs in the Life Insurance Sector

Branch \ Job Title	Life Insurers	Composite Insurers	Brokers	Company Agencies - Insurance	Company Agencies - Alternative Distribution	Bancassurers	Total
	<i>SENIOR MANAGEMENT LEVEL</i>						
Managing Director/General Manager/Chief Executive	45	19	42	18	-	-	<b>124</b>
Deputy Managing Director/ Deputy General Manager	-	-	-	-	-	1	<b>1</b>
Chief Actuary	24	27	-	-	-	-	<b>51</b>
Head – Individual Long Term Business	22	20	-	-	-	-	<b>42</b>
Head - Marketing/ Agency Operation	42	48	-	-	-	-	<b>90</b>
Head - Group Benefits Business	23	23	-	-	-	-	<b>46</b>
Head - Finance/ Investment/Treasurer	34	38	-	-	-	-	<b>72</b>
Head - Human Resources/ Training	15	19	-	-	-	-	<b>34</b>
Assistant General Manager/ Account Director/Chief Operating Officer	-	-	37	5	-	-	<b>42</b>
Others	2	-	-	-	-	-	<b>2</b>
<b>Sub-Total</b>	<b>207</b>	<b>194</b>	<b>79</b>	<b>23</b>	<b>0</b>	<b>1</b>	<b>504</b>



Branch Job Title	Life Insurers	Composite Insurers	Brokers	Company Agencies - Insurance	Company Agencies - Alternative Distribution	Bancassurers	Total
<i>MIDDLE MANAGEMENT LEVEL</i>							
Actuarial Manager	42	79	3	-	-	-	124
Senior Account Manager	-	-	49	-	-	-	49
Senior Sales Manager	-	-	-	7	-	-	7
Underwriting Manager	69	62	-	-	-	1	132
Policy Services/Claims Manager/Account Manager	89	51	62	-	-	-	202
Marketing/Sales/Agency Manager/Business Development Manager	121	103	106	23	-	2	355
Group Benefits Business Manager	57	78	-	-	-	-	135
Accounting/Investment Manager	83	62	-	-	-	14	159
Human Resources/ Training Manager	47	58	-	-	-	-	105
Information Technology Manager	163	131	-	-	-	-	294
Manager - Accounting	17	2	6	4	-	-	29
Others	-	-	1	-	-	-	1
<b>Sub-Total</b>	<b>688</b>	<b>626</b>	<b>227</b>	<b>34</b>	<b>0</b>	<b>17</b>	<b>1 592</b>
<i>OFFICER LEVEL</i>							
Actuarial Officer	62	88	7	-	-	-	157
Underwriting Officer	123	113	-	-	-	3	239
Policy Services/ Claims Officer	189	209	34	-	-	7	439
Client Servicing Officer	-	-	126	4	-	-	130
Marketing/Sales/Agency Officer	167	227	-	-	-	1	395
Group Benefits Business Officer	104	140	-	-	-	-	244
Accounting/Investment Officer	94	268	9	14	-	-	385
Human Resources/ Training Officer	54	50	-	-	-	-	104
Accounting Officer	41	12	-	1	-	-	54
Technical Representative	-	-	873	554	22	55	1 504
Information Technology Staff	305	280	-	-	-	-	585
Others	-	-	2	-	-	-	2
<b>Sub-Total</b>	<b>1 139</b>	<b>1 387</b>	<b>1 051</b>	<b>573</b>	<b>22</b>	<b>66</b>	<b>4 238</b>
<i>CLERICAL LEVEL</i>							
Accounting Clerk	38	3	15	39	-	-	95
Underwriting Clerk/ Claims Clerk	-	-	-	-	-	4	4
Clerical Staff	843	368	185	51	-	3	1 450
<b>Sub-Total</b>	<b>881</b>	<b>371</b>	<b>200</b>	<b>90</b>	<b>0</b>	<b>7</b>	<b>1 549</b>

Branch Job Title	Life Insurers	Composite Insurers	Brokers	Company Agencies - Insurance	Company Agencies - Alternative Distribution	Bancassurers	Total
<i>INSURANCE AGENTS</i>							
Agency Director/Senior Agency Manager	197	196	-	-	-	-	<b>393</b>
Agency Manager	513	579	-	-	-	-	<b>1 092</b>
Unit Manager/ Agency Supervisor	1 876	1 470	-	-	-	-	<b>3 346</b>
Agent	6 864	11 459	394	31	-	-	<b>18 748</b>
<i>Sub-Total</i>	<i>9 450</i>	<i>13 704</i>	<i>394</i>	<i>31</i>	<i>0</i>	<i>0</i>	<i>23 579</i>
<b>Grand Total</b>	<b>12 365</b>	<b>16 283</b>	<b>1 950</b>	<b>751</b>	<b>22</b>	<b>91</b>	<b>31 462</b>

Note : Other supporting staff (2 137 persons) not included.

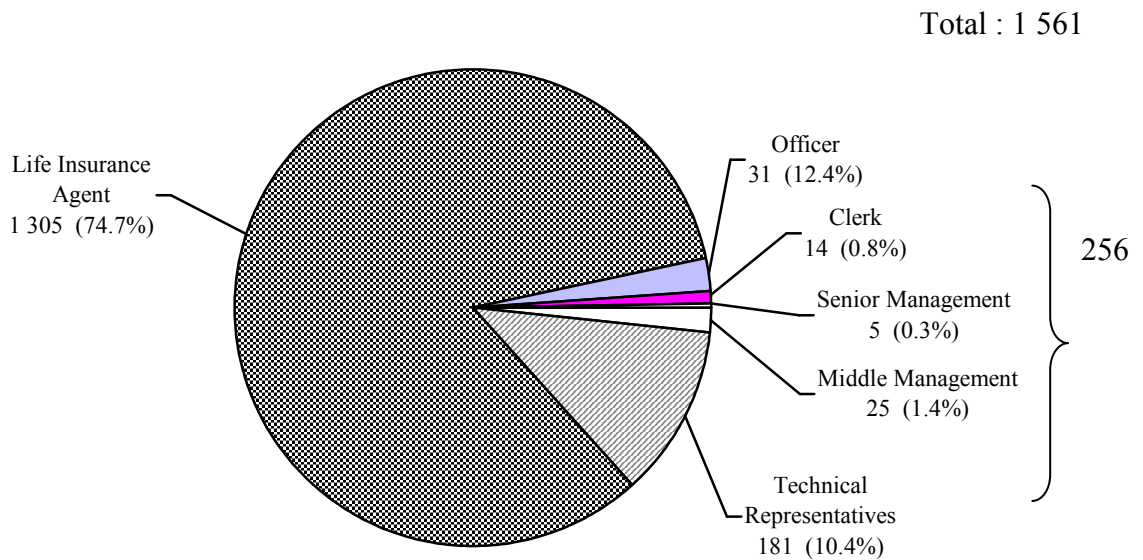
2.14 Life insurance agents remained the bulk of the life insurance industry workforce. The 5 principal jobs with the largest numbers of persons in this sector are as follows:

<u>Job Title</u>	<u>No. of Persons</u>	<u>Percentage of Total Life Insurance Workforce</u>
Life Insurance Agent	18 748	55.8
Unit Manager/ Agency Supervisor	3 346	10.0
Technical Representative	1 504	4.5
Clerical Staff	1 450	4.3
Agency Manager	1 092	3.3
	26 140	77.9

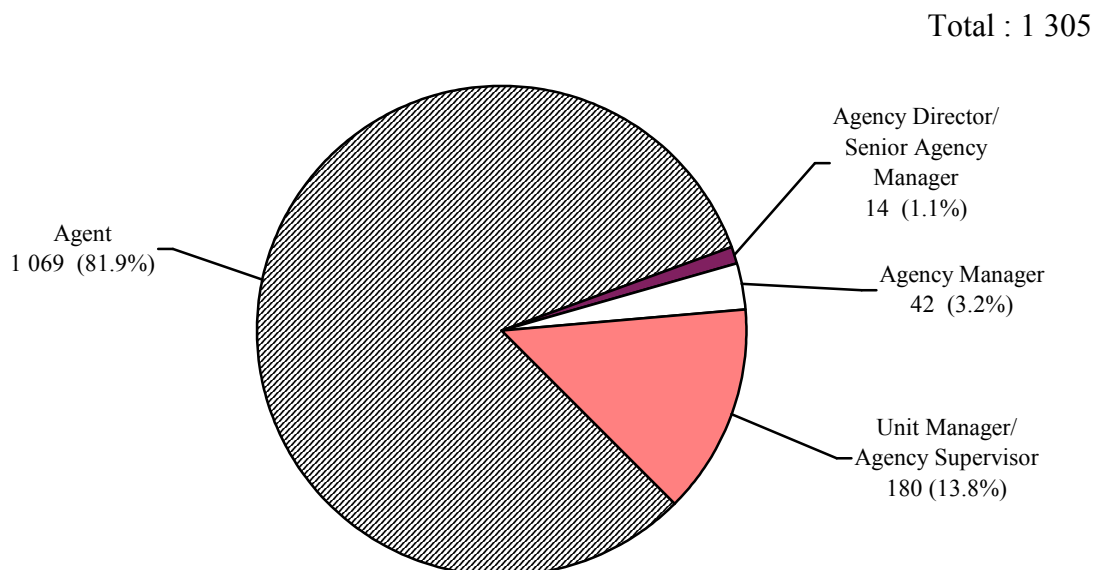
Vacancies

2.15 A total of 1 746 vacancies were reported, including 260 for life insurance employees, 1 305 for life insurance agents and 181 for technical representatives. The distributions of vacancies for life insurance employees, life insurance agents and technical representatives by job level are shown in Diagrams 8 and 9 respectively:

**Diagram 8 : Number of Vacancies by Job Level  
In the Life Insurance Sector**



**Diagram 9 : Number of Vacancies for  
Life Insurance Agents by Job Level**



## Forecast of Life Insurance Manpower in 2008

2.16 Life insurance employers were asked to forecast their manpower in 2008. The forecast of life insurance manpower (excluding other supporting staff who were non-insurance staff) in January 2008 would be 35 019, representing an increase of 3 557 persons (11.3%) in comparison with the manpower demand of 31 462 persons in January 2007. The distributions of manpower forecast by job level are shown in table 11 below:

Table 11: Forecast of Life Insurance Manpower in 2008 by Branch by Job Level

Branch	Manpower Demand																				
	Senior Management			Middle Management			Officer			Technical Representative			Clerk			Insurance Agent			Total		
	2007	2008	Increase (Decrease)	2007	2008	Increase (Decrease)	2007	2008	Increase (Decrease)	2007	2008	Increase (Decrease)	2007	2008	Increase (Decrease)	2007	2008	Increase (Decrease)	2007	2008	Increase (Decrease)
Life Insurers	207	208	1 0.5%	688	693	5 0.7%	1 139	1 153	14 1.2%	-	-	-	881	892	11 1.2%	9 450	9 861	411 4.3%	12 365	12 807	442 3.6%
Composite Insurers	194	196	2 1.0%	626	639	13 2.1%	1 387	1 402	15 1.1%	-	-	-	371	367	(4) -1.1%	13 704	16 446	2 742 20.0%	16 282	19 050	2 768 17.0%
Brokers	79	82	3 3.8%	227	236	9 4.0%	178	178	-	873	999	126 14.4%	200	215	15 7.5%	394	459	65 16.5%	1 951	2 169	218 11.2%
Company Agencies - Insurance	23	23	-	34	34	-	19	19	-	554	682	128 23.1%	90	91	1 1.1%	31	31	0 0%	751	880	129 17.2%
Company Agencies - Alternative Distribution	-	-	-	-	-	-	-	-	-	22	22	-	-	-	-	-	-	-	22	22	-
Bancassurer	1	1	-	17	17	-	11	11	-	55	55	-	7	7	-	-	-	-	91	91	-
<b>All Branches</b>	<b>504</b>	<b>510</b>	<b>6 1.2%</b>	<b>1 592</b>	<b>1 619</b>	<b>27 1.7%</b>	<b>2 734</b>	<b>2 763</b>	<b>29 1.1%</b>	<b>1 504</b>	<b>1 758</b>	<b>254 16.9%</b>	<b>1 549</b>	<b>1 572</b>	<b>23 1.5%</b>	<b>23 579</b>	<b>26 797</b>	<b>3 218 13.6%</b>	<b>31 462</b>	<b>35 019</b>	<b>3 557 11.3%</b>

Minimum Education/Qualification  
Requirement of Life Insurance Workforce

2.17 Life insurance respondents were asked to indicate the minimum requirement of education and qualifications for their staff members. A summary of the findings is given in Table 12 below:

Table 12: Minimum Education/Qualification Requirement of Life Insurance Workforce

<u>Job Level</u>	<u>Minimum Education/Qualification Requirement</u>							<u>Total</u>
	<u>Professional Qualification</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 / Secondary 5 or Equivalent</u>	<u>Below Secondary 5</u>	<u>Unspecified</u>	
Senior Management	104	333	-	-	-	-	67	<b>504</b>
Middle Management	91	1 252	-	3	-	-	246	<b>1 592</b>
Officer	10	1 246	245	530	295	-	408	<b>2 734</b>
Technical Representative	-	207	457	216	590	-	34	<b>1 504</b>
Clerical	-	-	257	94	922	-	276	<b>1 549</b>
Insurance Agents	60	856	137	763	14 952	-	6 811	<b>23 579</b>
<b>Total</b>	<b>265</b> <b>0.8%</b>	<b>3 894</b> <b>12.4%</b>	<b>1 096</b> <b>3.5%</b>	<b>1 606</b> <b>5.1%</b>	<b>16 759</b> <b>53.3%</b>	-	<b>7 842</b> <b>24.9%</b>	<b>31 462</b> <b>100%</b>

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

2.18 Table 13 below shows the life insurance workforce's minimum requirement of year(s) of experience.

Table 13: Employees' Minimum Requirement on Year(s) of Experience in Life Insurance Sector

	<u>Job Level</u>	<u>Number of Employees</u>					<u>Unspecified/** Refused</u>	<u>Total</u>
		<u>Less than 1 Year</u>	<u>1 Year to 2 Years</u>	<u>2 Years to 5 Years</u>	<u>5 Years to 10 Years</u>	<u>Over 10 Years</u>		
<b>(i)</b>	<b>Insurance Employees</b>							
	Senior Management	- -	- -	28 5.6%	114 22.6%	22 4.4%	340 67.5%	<b>504</b> <b>100%</b>
	Middle Management	- -	- -	237 14.9%	256 16.1%	3 0.2%	1 096 68.8%	<b>1 592</b> <b>100%</b>
	Officer	- -	269 9.8%	746 27.3%	2 0.1%	- -	1 717 62.8%	<b>2 734</b> <b>100%</b>
	Technical Representative	32 2.1%	690 45.9%	676 44.9%	24 1.6%	- -	82 5.5%	<b>1 504</b> <b>100%</b>
	Clerical	131 8.5%	402 25.9%	76 4.9%	- -	- -	940 60.7%	<b>1 549</b> <b>100%</b>
	<b>Sub-total</b>	<b>163</b> <b>2.1%</b>	<b>1 361</b> <b>17.3%</b>	<b>1 763</b> <b>22.4%</b>	<b>396</b> <b>5.0%</b>	<b>25</b> <b>0.3%</b>	<b>4 175</b> <b>53.0%</b>	<b>7 883</b> <b>100%</b>
<b>(ii)</b>	<b>Insurance Agents</b>							
	Agency Director/ Senior Agency Manager	- -	- -	- -	3 0.8%	- -	390 99.2%	<b>393</b> <b>100</b>
	Agency Manager	- -	- -	6 0.5%	2 0.2%	- -	1 084 99.3%	<b>1 092</b> <b>100%</b>
	Unit Manager/ Agency Supervisor	- -	- -	21 0.6%	32 1.0%	- -	3 293 98.4%	<b>3 346</b> <b>100%</b>
	Agent	1 300 6.9%	514 2.7%	270 1.4%	- -	- -	16 664 88.9%	<b>18 748</b> <b>100%</b>
	<b>Total</b>	<b>1 463</b> <b>4.7%</b>	<b>1 875</b> <b>6.0%</b>	<b>2 060</b> <b>6.5%</b>	<b>433</b> <b>1.4%</b>	<b>25</b> <b>0.1%</b>	<b>25 606</b> <b>81.4%</b>	<b>31 462</b> <b>100%</b>

\*\* Caution should be taken when analysing Table 13 in view of the high percentage of unspecified/refused responses.

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

2.19 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 paid on commission basis, their average commission income for the month of January was taken as the monthly income. As this is not a wage survey, the information obtained is for cross-checking purpose only.

2.20 The distribution of life insurance personnel by average monthly income range and by job level is shown in Table 14 below:

Table 14: Number of Existing Employees by Average Monthly Income Range (Life Insurance)

Job Level	\$6,000 or below	\$6,001-\$10,000	\$10,001-\$20,000	\$20,001-\$30,000	\$30,001-\$40,000	\$40,001-\$60,000	\$60,001-\$80,000	\$80,001-\$100,000	\$100,001 or above	Unspecified
<b>(i) Insurance Employees</b>										
Senior Management	-	-	-	2 (0.4)	32 (6.3)	37 (7.3)	80 (15.9)	72 (14.3)	13 (2.6)	268 (53.2)
Middle Management	-	-	20 (1.3)	145 (9.1)	387 (24.3)	165 (10.4)	15 (0.9)	7 (0.4)	1 (0.1)	852 (53.5)
Officer	-	2 (0.1)	878 (32.1)	222 (8.1)	86 (3.1)	6 (0.2)	-	-	-	1 540 (56.3)
Technical Representative	-	-	423 (28.1)	458 (30.5)	328 (21.8)	12 (0.8)	-	-	-	283 (18.8)
Clerical	-	323 (20.9)	416 (26.9)	7 (0.4)	-	-	-	-	-	803 (51.8)
<b>(ii) Insurance Agents</b>										
Agency Director/ Senior Agency Manager	-	-	-	-	-	-	3 (0.8)	44 (11.2)	-	346 (88.0)
Agency Manager	-	-	-	-	142 (13.0)	54 (4.9)	-	-	-	896 (82.1)
Unit Manager/ Agency Supervisor	-	-	3 (0.1)	507 (15.2)	392 (11.7)	-	-	-	-	2 444 (73.0)
Agent	-	2 025 (10.8)	1 998 (10.7)	358 (1.9)	-	-	-	-	-	14 367 (76.6)

Note : Figures in brackets denote percentages of the total number employed at the same job level.

## Staff Turnover in the Insurance Industry in the Past 12 Months

2.21 In the past 12 months (i.e. in the 12 months prior to the fieldwork of the Survey), 1 744 insurance personnel left their employment. Table 15 below shows the number of insurance personnel who left in the past 12 months by reason and by job level. During the same period, 2 089 insurance personnel were recruited. Table 16 below shows the number of insurance personnel recruited in the past 12 months by source and by geographic origin.

**Table 15 : The Number of Insurance Personnel Who Left Their Employment in the Past 12 Months by Reason and by Job Level**

Reason		Managerial	Officer	Clerical	Insurance Agent/ Technical Representative	Total
<b>(I) Leaving of the company is initiated by the employee</b>						
(a)	Taking up another insurance job/job related to the insurance industry or starting own insurance related business	88	140	146	234	<b>608</b>
(b)	Taking up banking/finance job/job related to the banking/finance industry or starting own finance related business	4	28	13	51	<b>96</b>
(c)	Taking up non-insurance/non-finance/non-banking job or starting own non-insurance/non-banking/non-finance business	8	39	121	55	<b>223</b>
(d)	Emigration	2	6	5	1	<b>14</b>
(e)	Repatriation	3	-	1	-	<b>4</b>
(f)	Retirement	6	2	3	-	<b>11</b>
(g)	Further studies	-	10	2	36	<b>48</b>
(h)	Other reasons	6	18	38	17	<b>79</b>
(i)	Reasons unknown	21	38	75	361	<b>495</b>
<b>Sub-total</b>		<b>138</b>	<b>281</b>	<b>404</b>	<b>755</b>	<b>1 578</b>
<b>(II) Leaving of the company is initiated by the company</b>						
(a)	Retrenchment	11	1	3	-	<b>15</b>
(b)	Company re-structured/closed	9	20	16	-	<b>45</b>
(c)	Expiry of employment contract	4	5	32	-	<b>41</b>
(d)	Poor performance	5	12	30	16	<b>63</b>
(e)	Other reasons	-	-	-	1	<b>1</b>
(f)	Reasons unknown	1	-	-	-	<b>1</b>
<b>Sub-total</b>		<b>30</b>	<b>38</b>	<b>81</b>	<b>17</b>	<b>166</b>
<b>Total</b>		<b>168</b>	<b>319</b>	<b>485</b>	<b>772</b>	<b>1 744</b>



Table 16 : 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	Insurance Agent/ Technical Representative	Total
(a)	From another insurance company/ insurance intermediary/insurance related company	119	200	168	738	1 225
(b)	From a bank/finance company	11	35	27	148	221
(c)	From a non-insurance/non-bank/ non-finance company	16	42	231	60	349
(d)	From a college/school direct	1	28	31	47	107
(e)	Other sources	2	1	5	6	14
(f)	Source unclassified	-	2	21	150	173
<b>Total</b>		<b>149</b>	<b>308</b>	<b>483</b>	<b>1 149</b>	<b>2 089</b>
(II) The number of recruits in the past 12 months by geographic origin:						
Geographic Origin		Managerial	Officer	Clerical	Insurance Agent/ Technical Representative	Total
(a)	Hong Kong	139	305	478	1 142	2 064
(b)	Mainland	3	-	-	-	3
(c)	Macau	1	3	2	-	6
(d)	Taiwan	1	-	-	-	1
(e)	Others	5	-	3	7	15
(f)	Source unclassified	-	-	-	-	0
<b>Total</b>		<b>149</b>	<b>308</b>	<b>483</b>	<b>1 149</b>	<b>2 089</b>

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

2.22 The Survey shows that 202 insurance personnel got their promotion in the past 12 months. The number of internal promotions in the insurance industry by branch and by job level are summarized in Table 17 below. It indicates that the greatest number of promotions was in the rank of officers.

Table 17 : Number of Internal Promotions in the  
Insurance Industry in the Past 12 Months  
(1.1.2006 to 31.12.2006)

<u>Job Level</u>	<u>No. of Internal Promotions</u>
From Officer to Manager	58
From Clerk to Officer	95
From Others to Clerk	10
From Agent to Unit Manager/ Agency Supervisor	34
From Unit Manager/Agency Supervisor to Agency Manager	1
From Agency Manager to Agency Director/ Senior Agency Manager	4
<hr/>	
<b>Total</b>	<b><u><u>202</u></u></b>

### Recruitment Difficulties

2.23 Table 18 below shows the number of insurance establishments which had encountered recruitment difficulties in the past months by branch and by job level. 76 insurance establishments reported difficulties in the recruitment of insurance agents/technical representatives and 52 establishments reported difficulties in the recruitment of officers.

Table 18: 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	2	10.5	7	36.8	2	10.5	1	5.3
	No	7	36.8	4	21.1	6	31.6	-	-
	Have not recruited or tried to recruit	10	52.7	8	42.1	11	57.9	18	94.7
	<b>Total</b>	<b>19</b>	<b>100</b>	<b>19</b>	<b>100</b>	<b>19</b>	<b>100</b>	<b>19</b>	<b>100</b>
General Insurance	Yes	11	18.3	10	16.7	7	11.7	-	-
	No	8	13.3	11	18.3	21	35.0	2	3.3
	Have not recruited or tried to recruit	41	68.4	39	65.0	32	53.3	58	96.7
	<b>Total</b>	<b>60</b>	<b>100</b>	<b>60</b>	<b>100</b>	<b>60</b>	<b>100</b>	<b>60</b>	<b>100</b>
Composite (i.e. Life and General) Insurance	Yes	1	14.3	3	42.9	3	42.9	-	-
	No	2	28.6	1	14.2	1	14.2	-	-
	Have not recruited or tried to recruit	4	57.1	3	42.9	3	42.9	7	100
	<b>Total</b>	<b>7</b>	<b>100</b>	<b>7</b>	<b>100</b>	<b>7</b>	<b>100</b>	<b>7</b>	<b>100</b>
Insurance Broker	Yes	9	2.3	20	5.2	30	7.8	40	10.3
	No	21	5.4	33	8.5	70	18.0	39	10.1
	Have not recruited or tried to recruit	357	92.3	334	86.3	287	74.2	308	79.6
	<b>Total</b>	<b>387</b>	<b>100</b>	<b>387</b>	<b>100</b>	<b>387</b>	<b>100</b>	<b>387</b>	<b>100</b>

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	0.3	2	0.3	7	0.9	32	4.0
	No	3	0.4	3	0.4	16	2.0	3	0.4
	Have not recruited or tried to recruit	791	99.3	791	99.3	773	97.1	761	95.6
	<b>Total</b>	<b>796</b>	<b>100</b>	<b>796</b>	<b>100</b>	<b>796</b>	<b>100</b>	<b>796</b>	<b>100</b>
Company Agencies – Alternative Distribution	Yes	-	-	10	1.6	-	-	-	-
	No	-	-	-	-	-	-	14	2.2
	Have not recruited or tried to recruit	628	100	618	98.4	628	100	614	97.8
	<b>Total</b>	<b>628</b>	<b>100</b>	<b>628</b>	<b>100</b>	<b>628</b>	<b>100</b>	<b>628</b>	<b>100</b>
Bancassurer	Yes	1	3.8	-	-	-	-	3	11.5
	No	2	7.7	3	11.5	2	7.7	3	11.5
	Have not recruited or tried to recruit	23	88.5	23	88.5	24	92.3	20	77.0
	<b>Total</b>	<b>26</b>	<b>100</b>	<b>26</b>	<b>100</b>	<b>26</b>	<b>100</b>	<b>26</b>	<b>100</b>
<b>All Branches</b>	Yes	<b>26</b>	<b>1.4</b>	<b>52</b>	<b>2.7</b>	<b>49</b>	<b>2.5</b>	<b>76</b>	<b>4.0</b>
	No	<b>43</b>	<b>2.2</b>	<b>55</b>	<b>2.9</b>	<b>116</b>	<b>6.0</b>	<b>61</b>	<b>3.2</b>
	Have not recruited or tried to recruit	<b>1 854</b>	<b>96.4</b>	<b>1 816</b>	<b>94.4</b>	<b>1 758</b>	<b>91.5</b>	<b>1 786</b>	<b>92.8</b>
	<b>Total</b>	<b>1 923</b>	<b>100</b>	<b>1 923</b>	<b>100</b>	<b>1 923</b>	<b>100</b>	<b>1 923</b>	<b>100</b>

2.24 Table 19 shows the reasons of recruitment difficulties in the insurance industry in the past 12 months.

Table 19 : Reasons of Recruitment Difficulties in the Insurance Industry  
in the Past 12 Months (1.1.2006 to 31.12.2006)

Reason		Managerial	Officer	Clerical	Insurance Agent/ Technical Representative	Total
(a)	General labour shortage in Hong Kong	2	2	3	8	15
(b)	Insufficient graduates in relevant disciplines from tertiary institutions	2	8	3	6	19
(c)	Lack of candidates with relevant experience and training	25	47	49	58	179
(d)	Working conditions/ remuneration package could not meet recruits' expectations	15	26	24	29	94
(e)	Lack of candidates with good language capabilities					
	(i) English	3	10	21	7	41
	(ii) Putonghua	2	3	3	4	12
(f)	Other reasons	-	-	7	5	12
<b>Total</b>		<b>49</b>	<b>96</b>	<b>110</b>	<b>117</b>	<b>372</b>

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

2.25 The Survey reveals that there were 79 insurance personnel who had to work in the Mainland during the survey period. Of these, 7 (8.9%) were on Stationed Basis (i.e. having to stay in the Mainland for 50% or above of the working time) and 72 (91.1%) were on Travelling Basis.

### Number of Insurance/Finance-related Personnel Working in Subsidiaries/Associates and Other Group Companies in the Mainland

2.26 The Survey reveals that there were 80 insurance-related personnel working in subsidiaries/associates and other group companies in the Mainland. The statistics by job level are summarized in Table 20 below:

Table 20: Insurance-related Manpower Working in Subsidiaries/Associates and other Group Companies in the Mainland

<u>Job Level</u>	<u>Number of Insurance-related Personnel</u>	<u>%</u>
Managerial	35	43.7
Officer	15	18.8
Clerical	18	22.5
Insurance Agent/Technical Representative	12	15.0
Total	80	100%

### Effect of Mainland Operations on Hong Kong Insurance Personnel

2.27 The Survey reveals that in 2007, as a result of insurance operations in the Mainland, 10 additional insurance personnel needed to be recruited. Furthermore, 24 existing insurance personnel had to be trained for the purposes of handling operations in the Mainland. It was forecast that in 2008, 22 additional insurance personnel will be required to be recruited for insurance operations in the Mainland and 27 existing insurance personnel have to be trained for Mainland operations.

### The Training Needs of Insurance Personnel

2.28 Insurance intermediaries, their chief executives/responsible officers and technical representatives are required to comply with the requirements of the Continuing Professional Development (CPD) Programme under the Insurance Intermediaries Quality Assurance Scheme (IIQAS) implemented by the Insurance Authority. The objective of implementing the CPD Programme is to ensure that insurance intermediaries will continue to possess professional competence and standard in providing advice and service to the policy holders and potential policy holders. Insurance intermediaries are required to earn 10 CPD hours every year.

2.29 According to the Insurance Authority, Qualified CPD activities are structured activities (i.e. activities which require involvement with other people such as training courses and seminars) and must be related to local insurance (or related ) legislation, regulatory aspects of insurance practice in Hong Kong, insurance, actuarial science, risk management, financial planning, or other disciplines which are directly related to the work of insurance intermediaries, such as investment, law and legal knowledge, finance, business, commerce management, engineering or communication skills. Generally, one CPD hour can be earned for each hour of participation in these activities.

Estimated Training Needs of Insurance Personnel in the Next 12 Months

2.30 In the Survey, employers were requested to estimate the total trainee hours required by insurance personnel in 4 areas, namely “Management/Executive”, “Professional Qualification”, “Basic Job-related” and “Generic Skills” in the next 12 months. The total estimated trainee hours required were 242 105. The topics of training in the 4 areas and the respective estimated total trainee hours required are summarized in Table 21 below.

Table 21 : Estimated Total Trainee Hours Required by Insurance Personnel in the Next 12 Months

Skills/ Knowledge	Topics of Training	Estimated Total Trainee Hours				
		Managerial	Officer	Clerical	Insurance Agent/ Technical Representative	Total
Management/ Executive	101 Principles & Practice of Management	1 381	455	55	3 936	<b>5 827</b>
	102 Strategic Management	846	211	-	459	<b>1 516</b>
	103 Marketing Management	813	177	8	1 136	<b>2 134</b>
	104 Quality Management	489	190	29	2 484	<b>3 192</b>
	105 Risk Management	2 919	384	221	4 941	<b>8 465</b>
	106 Human Resources Management	522	139	-	324	<b>985</b>
	107 Supervisory Skills	1 467	720	113	1 955	<b>4 255</b>
	108 Others	-	-	-	160	<b>160</b>
	Sub-total	8 437	2 276	426	15 395	<b>26 534</b>

Skills/ Knowledge	Topics of Training	Estimated Total Trainee Hours				
		Managerial	Officer	Clerical	Insurance Agent/ Technical Representative	Total
Professional Qualification	201 Associate of the Chartered Insurance Institute (ACII)	272	548	30	350	<b>1 200</b>
	202 Fellow, Australian & New Zealand Institute of Insurance & Finance (ANZIIF)	241	560	-	-	<b>801</b>
	203 Senior Associate, Australian & New Zealand Institute of Insurance & Finance (ANZIIF)	621	387	950	260	<b>2 218</b>
	204 Certified Financial Planner (CFP)	534	410	-	3 229	<b>4 173</b>
	205 Chartered Financial Consultant (ChFC)	164	10	-	10	<b>184</b>
	206 Chartered Life Underwriter (CLU)	20	20	-	-	<b>40</b>
	207 Chartered Property and Casualty Underwriter (CPCU)	-	-	-	-	<b>0</b>
	208 Fellow of the Chartered Insurance Institute (FCII)	2	-	-	-	<b>2</b>
	209 Fellow of the Faculty of Actuaries in Scotland (FFA)	-	-	-	-	<b>0</b>
	210 Fellow of the Institute of Actuaries (FIA)	-	-	-	-	<b>0</b>
	211 Fellow of the Institute of Actuaries of Australia (FIAA)	10	10	-	-	<b>20</b>
	212 Fellow, Chartered Financial Practitioner (FChFP)	40	-	-	-	<b>40</b>



Skills/ Knowledge	Topics of Training	Estimated Total Trainee Hours				
		Managerial	Officer	Clerical	Insurance Agent/ Technical Representative	Total
Professional Qualification	213 Fellow of the Society of Actuaries (FSA)	50	50	-	-	<b>100</b>
	214 Graduate Diploma of Insurance (GDI)	48	70	120	-	<b>238</b>
	215 Fellow, Hong Kong Society of Certified Insurance Practitioners (HKCIP)	138	6	-	292	<b>436</b>
	216 Insurance Institute of Hong Kong (IIHK) Diploma	92	120	94	76	<b>382</b>
	217 Fellow, Life Management Institute (FLMI)	40	55	-	300	<b>395</b>
	218 Life Underwriter Training Council Fellow (LUTCF)	-	-	-	10	<b>10</b>
	219 Professional Diploma in Insurance Programme (PDI)	120	-	245	1 250	<b>1 615</b>
	220 Registered Financial Planner (RFP)	-	-	-	-	<b>0</b>
	221 Others	154	330	30	106	<b>620</b>
	Sub-total	2 546	2 576	1 469	5 883	<b>12 474</b>
Basic Job-related	301 Actuarial Science	116	30	30	20	<b>196</b>
	302 General Insurance	8 074	22 214	5 555	29 225	<b>65 068</b>
	303 Life Insurance	1 341	4 709	3 023	10 110	<b>19 183</b>
	304 MPF	978	4 212	2 870	2 845	<b>10 905</b>
	305 Investment Planning	997	4 253	2 792	3 959	<b>12 001</b>
	306 Financial Planning	1 153	4 193	2 748	5 448	<b>13 542</b>
	307 Law Relating to Insurance	2 487	1 856	1 727	14 461	<b>20 531</b>
	308 Investment-linked Insurance	893	173	264	4 903	<b>6 233</b>
	309 Asset Management	260	72	24	1 070	<b>1 426</b>
	310 Estate Planning	184	28	-	529	<b>741</b>
	311 Retirement Planning	256	141	8	1 703	<b>2 108</b>
	312 Reinsurance	210	275	310	499	<b>1 294</b>
	313 Others	274	-	71	3 453	<b>3 798</b>
Sub-total	17 223	42 156	19 422	78 225	<b>157 026</b>	

Skills/ Knowledge	Topics of Training	Estimated Total Trainee Hours				
		Managerial	Officer	Clerical	Insurance Agent/ Technical Representative	Total
Generic Skills	401 Business Communication Skills (English)					
	(i) Written	465	527	526	1 289	<b>2 807</b>
	(ii) Oral	135	458	600	2 480	<b>3 673</b>
	402 Business Communication Skills (Chinese)					
	(i) Written	15	146	30	1 458	<b>1 649</b>
	(ii) Cantonese	10	-	-	43	<b>53</b>
	(iii) Putonghua	3 841	2 301	2 780	2 831	<b>11 753</b>
	403 Use of Computer	1 492	643	2 095	2 419	<b>6 649</b>
	404 IT Enabling Systems	123	277	246	260	<b>906</b>
	405 Effective Communication Skills	390	752	484	4 188	<b>5 814</b>
	406 Marketing/Selling Skills	548	668	381	1 717	<b>3 314</b>
	407 Time Management	267	306	150	546	<b>1 269</b>
	408 Presentation Skills	535	354	118	2 385	<b>3 392</b>
	409 Basic Accounting	230	123	267	132	<b>752</b>
	410 Interpersonal Skills	340	124	267	1 199	<b>1 930</b>
411 Negotiation Skills	288	337	186	857	<b>1 668</b>	
412 Others	120	40	16	266	<b>442</b>	
	Sub-total	8 799	7 056	8 146	22 070	<b>46 071</b>
		<b>37 005</b>	<b>54 064</b>	<b>29 463</b>	<b>121 573</b>	<b>242 105*</b>
<b>Estimated training needs of insurance practitioners not reported</b>						<b>576 544**</b>
<b>Total estimated training needs of the insurance industry</b>						<b>818 649***</b>

\* In this survey, 1 872 companies engaging 12 772 persons reported their estimated training needs of 242 105 trainee hours (1 095 persons were reported to be without training).

\*\* 85 companies engaging 30 415 persons did not report their estimated training requirements. Assuming that these 30 415 persons have similar training requirements, they will need 576 544 trainee hours in the next 12 months.

\*\*\* A total of 818 649 estimated trainee hours will be required by the total number of persons engaged in the insurance industry.

2.31 It was revealed that the 242 105 estimated trainee hours were reported by 1 872 companies engaging 12 772 persons. The remaining 85 respondents in the Survey engaging 30 415 persons did not report their estimated training requirements. In fact, these 30 415 persons will need either skills upgrading training, training to satisfy the CPD requirements or generic skills training. The estimated total trainee hours for these 30 415 persons for the next 12 months were re-calculated with reference to the 242 105 estimated trainee hours. A total of 818 649 estimated trainee hours for the 44 282 people were derived. The 242 105 estimated trainee hours reported were distributed among the 4 areas, namely “Management/Executive”, “Professional Qualification”, “Basic Job-related” and “Generic Skills”. For simplicity sake, the total of 818 649 estimated trainee hours will not be re-distributed among the 4 areas. Readers of this manpower survey report are advised to take note of this point when making reference to these figures. The subsequent analyses on estimated trainee hours are based on the 242 105 estimated trainee hours.

### Part-time Insurance Personnel

2.32 The Survey indicates that only 57 part-time insurance personnel were employed in the insurance industry to help the 44 282 (total workforce of 47 652 – 3 370 non-insurance employees) full-time insurance personnel perform insurance-related functions.

### Licensing and Registration with the Securities and Futures Commission (SFC)

2.33 With a view to tracking the emergence of a new branch of insurance personnel under the name of Wealth Financial Planners, respondents were asked to provide information on their licensing or registration with the SFC and the types of regulated activities that they had been handling. Summaries of the statistics are given in Tables 22, 23 and 24 below:

Table 22 : Number of Insurance Organizations Licensed by  
or Registered with the SFC

	Whether licensed or registered			
	Yes	No	Unspecified	All
Life Insurers	2	23	6	<b>31</b>
General Insurers	-	69	6	<b>75</b>
Composite Insurers	2	8	5	<b>15</b>
Brokers	74	330	2	<b>406</b>
Company Agencies - Insurance	3	794	12	<b>809</b>
Company Agencies - Alternative Distribution	22	606	-	<b>628</b>
Bancassurers	22	13	2	<b>37</b>
<b>All</b>	<b>125</b>	<b>1 843</b>	<b>33</b>	<b>2 001</b>

Table 23 : Number of organizations which have carried out regulated activities authorized by the SFC

	Type 1 Dealing in Securities	Type 2 Dealing in Futures Contracts	Type 3 Leveraged Foreign Exchange Trading	Type 4 Advising on Securities	Type 5 Advising on Futures Contracts	Type 6 Advising on Corporate Finance	Type 7 Providing Automated Trading Services	Type 8 Securities Margin Financing	Type 9 Asset Management	Unspecified	All
Life Insurers	-	-	-	2	-	-	-	-	2	5	9
General Insurers	-	-	-	-	-	-	-	-	-	6	6
Composite Insurers	-	-	-	2	-	-	-	-	-	4	6
Brokers	18	1	1	52	1	10	9	1	37	2	132
Company Agencies - Insurance	-	-	-	2	-	-	-	-	1	12	15
Company Agencies - Alternative Distribution	2	12	-	12	2	2	12	12	2	-	56
Bancassurers	21	1	-	12	-	1	3	3	8	1	50
<b>All</b>	<b>41</b>	<b>14</b>	<b>1</b>	<b>82</b>	<b>3</b>	<b>13</b>	<b>24</b>	<b>16</b>	<b>50</b>	<b>30</b>	<b>274</b>

Table 24 : Number of Registered Technical Representatives and Their Involvement in SFC Regulated Activities

	Number of Registered Technical Representatives	Number of Technical Representatives registered with the SFC to carry out the regulated activities		
		At Present	Estimate in the next 12 months	Percentage change
Life Insurers	11	-	-	N.A.
General Insurers	275	-	-	N.A.
Composite Insurers	554	1 292	76	-94.12%
Brokers	3 447	864	1 004	16.20%
Company Agencies - Insurance	2 526	14	5	-64.29%
Company Agencies - Alternative Distribution	2 678	56	56	0.00%
Bancassurers	16 564*	22 441*	22 754*	1.39%
<b>All</b>	<b>26 055</b>	<b>24 667</b>	<b>23 895</b>	<b>-3.13%</b>

\* One technical representative might have registered with the SFC to carry out more than one regulated activity.

## SECTION III

### CONCLUSIONS

#### A. THE INSURANCE INDUSTRY

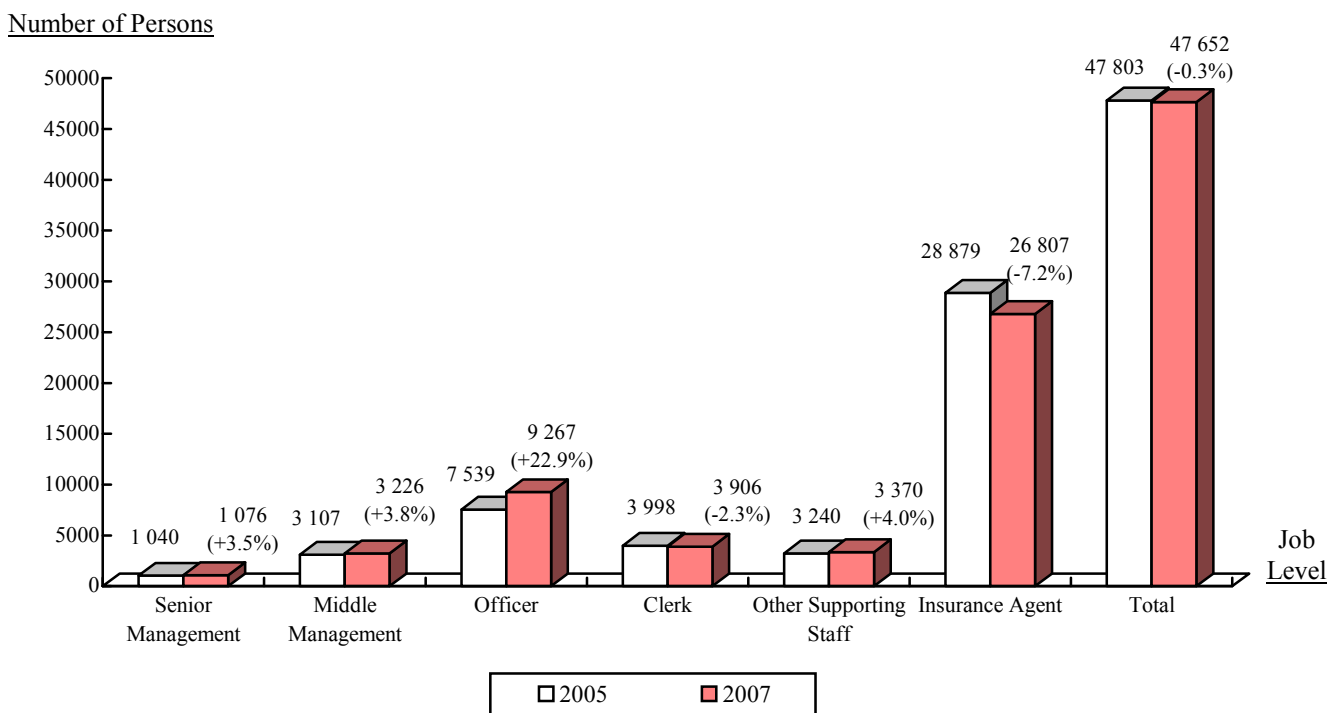
##### Validity of the Survey Findings

3.1 The Insurance Training Board has examined the survey findings and is of the opinion that they generally reflect the manpower and training situation of the insurance industry at the time of the survey. The Insurance Training Board believes that major parts of the workforce in the insurance industry had been covered. The remaining workforce not covered in this survey would be those engaged in government bodies and educational institutions.

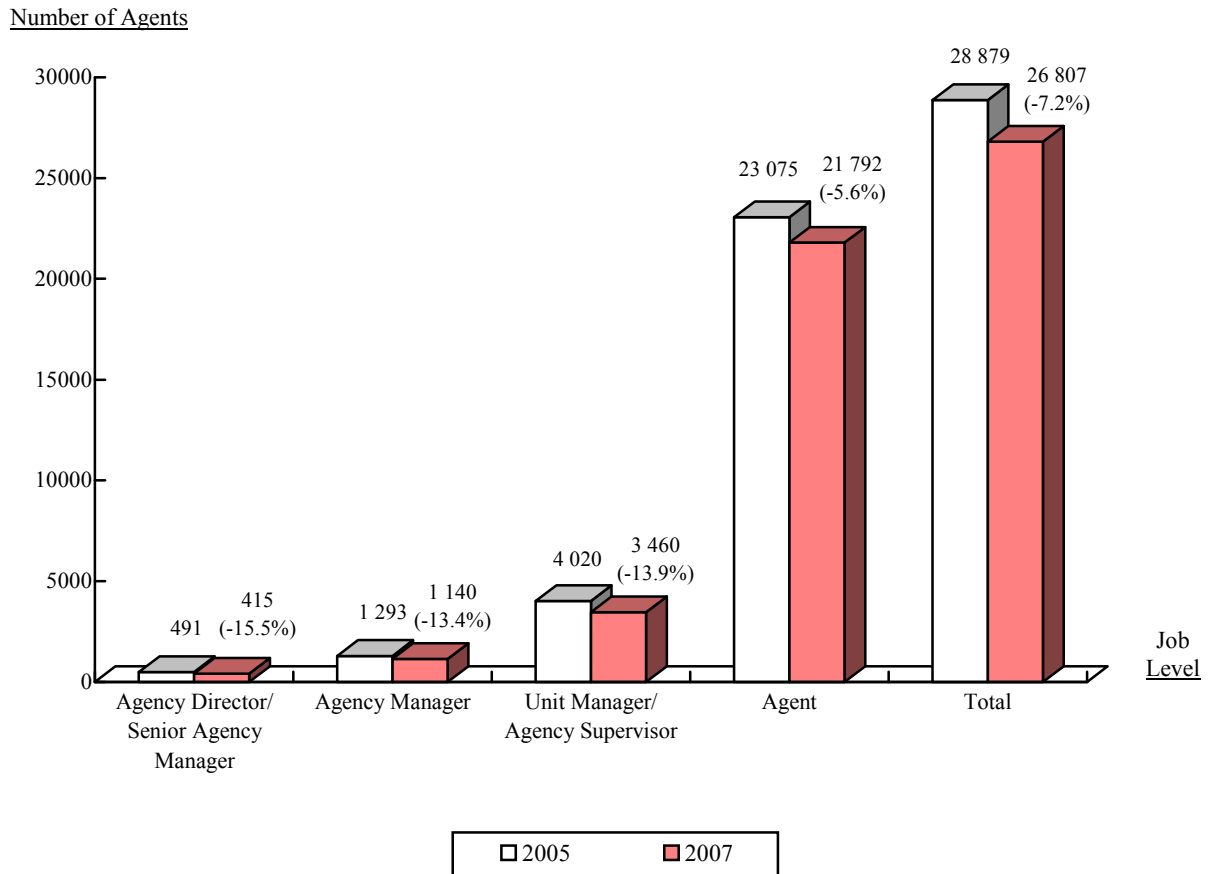
##### Manpower Changes in Workforce between 2005 and 2007

3.2 With reference to paragraph 2.2, the workforce of the insurance industry had decreased slightly from 47 803 persons in 2005 to 47 652 in 2007, or -0.3% over the 2-year period. The number of officers had increased by 1 728, or 22.9%, from 7 539 in 2005 to 9 267 in 2007, whilst the manpower in the middle management level had increased by 119, or 3.8%, from 3 107 in 2005 to 3 226 in 2007. The manpower changes of insurance employees and insurance agents by job level in the insurance industry between 2005-2007 are given in Diagrams 10 and 11 respectively.

**Diagram 10: Manpower Changes of Insurance Workforce between 2005 and 2007**



**Diagram 11: Manpower Changes of Total (General and Life) Insurance Agents between 2005 and 2007**



Note : Figures in brackets denote the percentage changes of the manpower relative to 2005 at the same job level.

3.3 As shown in Diagram 11, there were reductions across all levels of insurance agents. The highest percentage change in the total manpower of general and life insurance agents between 2005 and 2007 was the decrease of agency directors/senior agency managers from 491 in 2005 to 415 in 2007, i.e. 76 people or 15.5%. More detailed analysis will be made in the following paragraphs.

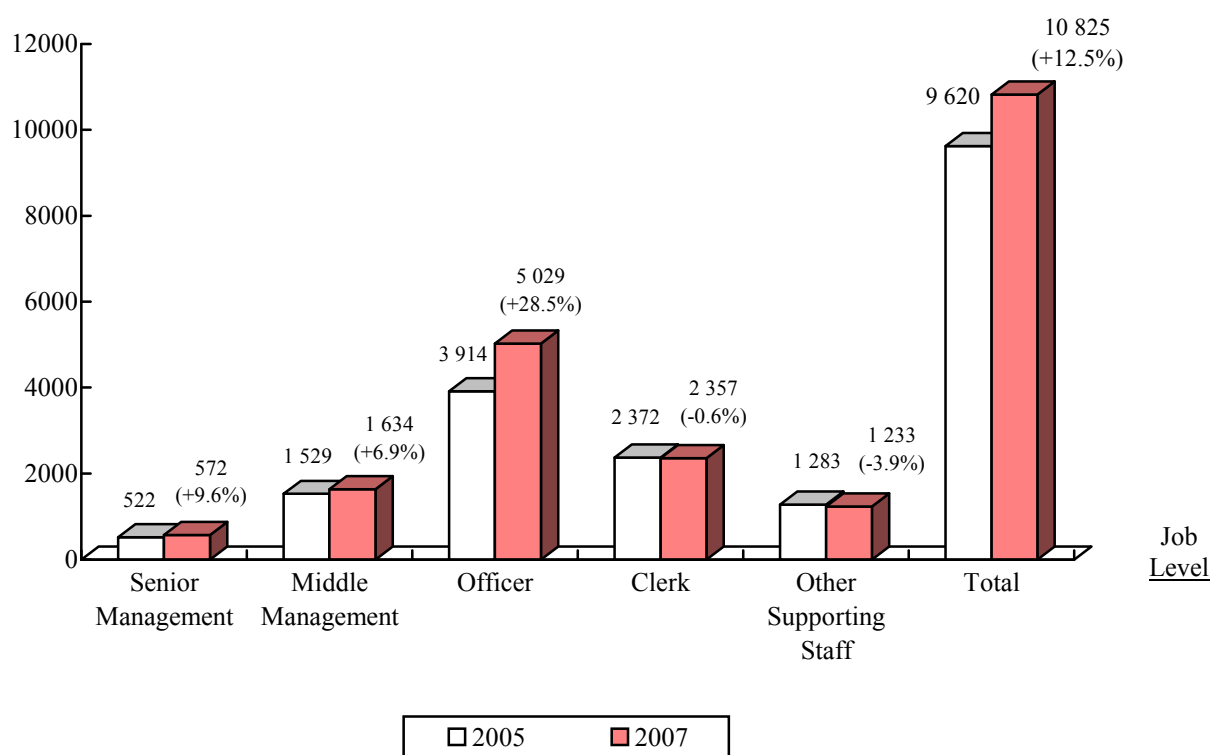
## B. THE GENERAL INSURANCE SECTOR

### Manpower Changes between 2005 and 2007

3.4 With reference to the statistics in Table 1 on page 8, and the corresponding figures in the 2005 survey, the manpower changes in the general insurance sector by job level over the 2-year period are summarized in Diagram 12 below. The most significant change was in the number of officers (the number includes technical representatives) who had increased by 1 115 or 28.5%, from 3 914 in 2005 to 5 029 in 2007. The senior management staff had increased by 50 or 9.6% from 522 in 2005 to 572 in 2007.

**Diagram 12: Manpower Changes of Insurance and Non-insurance Employees between 2005 and 2007 in the General Insurance Sector**

Number of Employees



Note : Figures in brackets denote the changes of 2007 manpower relative to 2005 at the same job level.



3.5 It is noted that the number of employees had increased at the senior management level, the middle management level and the officer level. Employees at the clerical level and other supporting staff had decreased. It seemed that as the economy picked up, the need for manpower had increased. Among the different branches, brokers had increased their staffs at all levels. Company agencies showed a reduction of staff across all levels except at the officer level. It might be due to the fact that some company agencies staff have switched to become brokers or independent financial advisers. The manpower changes in general insurance establishments between 2005 and 2007 are shown in Table 25 below:

Table 25: Manpower Changes in General Insurance Establishments between 2005 and 2007

Job Level	Number of Staff Reported in 2005					Number of Staff Reported in 2007					Trend (+/-) %
	Insurer	Broker	Company Agencies	Bancassurer	Total	Insurer	Broker	Company Agencies	Bancassurer	Total	
Senior Management	311	108	88	15	522	310	200	46	16	572	+50 (+9.6%)
Middle Management	751	328	240	210	1 529	715	511	219	189	1 634	+105 (+6.9%)
Officer	1 407	514	1 560	433	3 914	1 387	1 192	1 954	496	5 029	+1 115 (+28.5%)
Clerk	1 377	258	575	162	2 372	1 326	515	375	141	2 357	-15 (-0.6%)
Other Supporting Staff	581	261	441	-	1 283	793	355	85	-	1 233	-50 (-3.9%)
<b>Total</b>	<b>4 427</b>	<b>1 469</b>	<b>2 904</b>	<b>820</b>	<b>9 620</b>	<b>4 531</b>	<b>2 773</b>	<b>2 679</b>	<b>842</b>	<b>10 825</b>	<b>+1 205</b> <b>(+12.5%)</b>

### Vacancies

3.6 With reference to paragraph 2.6, employers in this survey had reported a total of 185 vacancies in the general insurance sector in this survey which are more or less the same as the number of vacancies reported in 2005 (i.e. 186 vacancies). The major increase was in the number of vacant posts for technical representatives (82 or 44.3% of the total 185 vacancies).

### Projection of General Insurance Manpower

3.7 With reference to paragraph 2.7, employers had forecast a moderate growth of 215 persons in 2008, or 1.7% increase in comparison with the manpower of 12 820 persons in January 2007. This figure is slightly less than the 2.2% forecast growth in the 2005 Survey. The employers' forecast manpower requirements for the next 12 months by job level are summarized as follows:

	Manpower in 2007	Forecast Manpower Demand in 2008	Average Annual Growth (%)
Senior Management	572	572	0
Middle Management	1 634	1 658	+24 (+1.5%)
Officer	2 183	2 230	+47 (+2.2%)
Technical Representative	2 846	2 957	+111 (+3.9%)
Clerk	2 357	2 385	+28 (+1.2%)
Insurance Agent	3 228	3 233	+5 (+0.2%)
<b>Total</b>	<b>12 820</b>	<b>13 035</b>	<b>+215 (+1.7%)</b>

The Insurance Training Board agreed that the general insurance sector was not a growth area and the future demand for manpower should be limited. The employers' one-year forecast at the date of survey on the additional manpower required in the following 12 months was considered realistic.

3.8 As forecast, the job levels in the general insurance sector that will have the highest forecast growth in 2008 will be as follows:

	<u>Increase in Number</u>
Technical Representative	111
Officer	47
Clerk	28
Middle Management	24

Minimum Requirement of Education/Qualification  
of General Insurance Manpower

3.9 With reference to paragraph 2.8, the most required minimum education/qualifications of the general insurance workforce at each job level preferred by respondents are given in Table 26 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, 23.4% and 11.8% of employers respectively preferred their staff to have university or above education. However, the Insurance Training Board Members considered that the percentages of professional qualification for the senior management and middle management people seemed relatively low.

Table 26: Minimum Education/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	34.4%	10.9%	0.3%			0.1%
University or Above	54.7%	76.4%	23.4%	11.8%		3.2%
Higher Dip./ Asso. Degree or Equivalent		0.2%	17.8%	24.8%	3.5%	3.0%
Diploma/Higher Cert./Cert. or Equivalent		0.1%	28.8%	6.3%	12.9%	27.4%
Matriculation Secondary 5 or Equivalent		0.1%	9.0%	53.5%	64.2%	65.2%

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

3.10 With reference to paragraph 2.9, 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 worthy to note that Unspecified/Refused percentages are relatively high, showing that respondents are not too willing to provide relevant information in this respect.

### Average Monthly Income Range of General Insurance Workforce

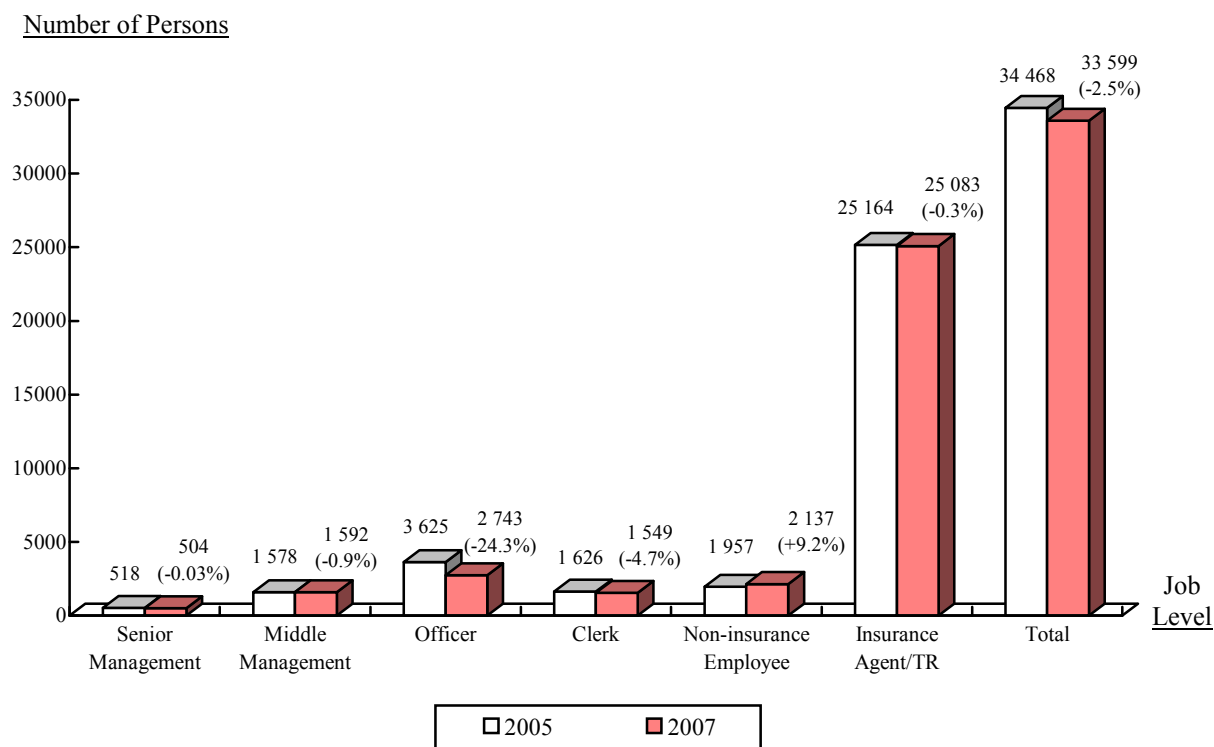
3.11 Paragraph 2.11 showed that 70.6% of the senior management of the general insurance workforce earned between \$30,001 to above \$100,000 per month. The average monthly income range of the middle management was widely spread and varied from \$10,001 to \$100,000 but the majority was in the bracket of \$30,001 to \$40,000. The majority of the technical representatives would receive from \$10,001 to \$40,000 per month. Most officers would earn from \$10,001 to \$30,000. With regard to insurance agents, the majority of agency director/senior agency manager would earn \$40,001 to \$60,000, whilst agency manager would earn \$30,001 to \$40,000 per month. Most unit manager/agency supervisor would have monthly income of \$20,001 to \$30,000, whilst most agents would earn \$6,001 to \$20,000 per month.

### C. THE LIFE INSURANCE SECTOR

#### Manpower Changes in Life Insurance Workforce between 2005 and 2007

3.12 With reference to paragraph 2.13, the manpower changes of the life insurance workforce by job level over the 2-year period are summarized in Diagram 13 below. When compared with the findings in the 2005 Survey, the life insurance manpower in 2007 (excluding the non-insurance employees) had decreased at all levels, with the greatest decrease at the officer level (a decrease of 882 or 24.3%).

**Diagram 13: Manpower Changes of the Insurance Workforce  
between 2005 and 2007 in the Life Insurance Sector**



Note : Figures in brackets denote the percentage changes of manpower relative to 2005 at the same job level.

3.13 When compared with 2005, it is noted that brokers, company agencies and bancassurers 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 changes in the distribution of employees in life insurance establishments are presented in Table 27 below:

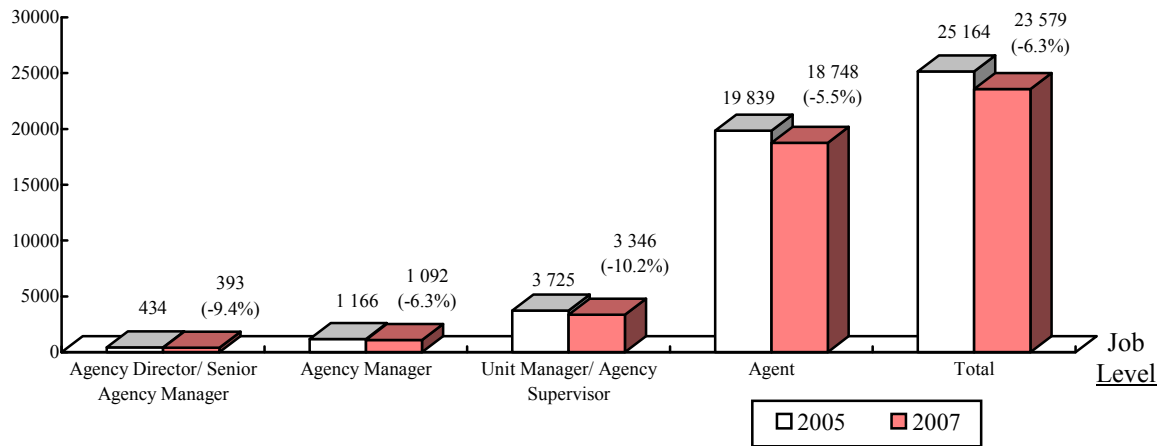
Table 27: Manpower Changes in Life Insurance Establishments between 2005 and 2007

Job Level	Number of Staff Reported in 2005					Number of Staff Reported in 2007					Trend (+/-) %
	Insurer	Broker	Company Agencies	Bancassurer	Total	Insurer	Broker	Company Agencies	Bancassurer	Total	
Senior Management	405	108	5	-	518	401	79	23	1	504	-14 (-2.7%)
Middle Management	1 326	227	25	-	1 578	1 314	227	34	17	1 592	+14 (+0.9%)
Officer	2 745	470	403	7	3 625	2 526	1 051	595	66	4 238	+620 (+17.1%)
Clerk	1 478	104	44	-	1 626	1 252	200	90	7	1 549	-77 (-4.7%)
Other Supporting Staff	1 498	386	73	-	1 957	1 688	412	37	-	2 137	+180 (+9.2%)
<b>Total</b>	<b>7 452</b>	<b>1 295</b>	<b>550</b>	<b>7</b>	<b>9 304</b>	<b>7 181</b>	<b>1 969</b>	<b>779</b>	<b>91</b>	<b>10 020</b>	<b>+723</b> <b>(+7.8%)</b>

3.14 With reference to Table 9 and Diagram 14 below, the total number of life insurance agents had decreased by 1 585, or 6.3% from 25 164 persons in 2005 to 23 579 persons in 2007. Manpower at all levels had also decreased. More significantly, the number of unit manager/agency supervisor had decreased by 379 people, or 10.2%. The number of agency director/senior agency manager had decreased by 41 people, or 9.4%. The number of agency managers had also decreased by 74 people, or 6.3%. These reductions had occurred probably because the life insurance industry was undergoing a consolidation process heading for a higher degree of expertise and versatility, especially in financial planning and investment-linked products. New entrants might find it difficult to meet the more stringent licensing requirements whilst some senior practitioners might not be able to survive the business targets. It is also possible that many life insurance agents have switched to the banking field because many banks are now selling insurance products, in particular, investment-linked insurance products. Banks have been aggressively expanding their sales force by recruiting experienced life insurance practitioners with the relevant marketing skills. Furthermore, it is observed that some life insurance agents have started their own independent financial advisory (IFA) business.

### **Diagram 14: Manpower Changes of Life Insurance Agents between 2005 and 2007**

Number of Persons



Note : Figures in brackets denote the percentage changes of manpower relative to 2005 at the same job level.

### Vacancies and Employers' Forecast of Life Insurance Manpower

3.15 With reference to paragraph 2.15, the Survey reveals that there were 1 746 vacancies comprising 5 from the senior management, 25 from the middle management, 216 officers, 14 clerks, 1 305 life insurance agents and 181 technical representatives. This shows a decrease of 220 vacancies when compared with 1 966 vacancies in 2005. The greatest decrease in the number of vacancies was in the life insurance agent sector which showed a drop of 480 (from 1 785 in 2005 to 1 305 in 2007) vacancies. A comparison of the distribution of vacancies in the life insurance agent sector between 2005 and 2007 is given in Table 28 below:

Table 28: Comparison of the Distribution of Vacancies in the Life Insurance Agents Sector

	<u>Number of Vacancies</u>	
	<u>2005</u>	<u>2007</u>
Agency Director/Senior Agency Manager	14	14
Agency Manager	46	42
Unit Manager/Agency Supervisor	188	180
Agent	1 537	1 069
<b>Total</b>	<b><u>1 785</u></b>	<b><u>1 305</u></b>

3.16 The number of vacancies reported seems low even when compared with that of 2005. As the reference date of the manpower statistics was fixed on 2<sup>nd</sup> January 2007, employees would usually leave the companies after receiving the annual bonus which would generally be paid after the Lunar New Year. The agent has the largest number of vacancies (1 069) which shows the importance of the sales team.

Projection of Life Insurance Manpower

3.17 With reference to paragraph 2.16, employers had forecast a growth of 3 557 persons in 2008, or 11.3% increase in comparison with the manpower demand of 31 462 persons in January 2007. The employers' forecast manpower requirements for the next 12 months by job level are summarized as follows:

	Manpower in 2007	Forecast Manpower Demand in 2008	Average Annual Growth (%)
Senior Manager	504	510	+6 (1.2%)
Middle Management	1 592	1 619	+27 (+1.7%)
Officer	2 734	2 763	+29 (+1.0%)
Technical Representative	1 504	1 758	+254 (+14.4%)
Clerk	1 549	1 572	+23 (1.5%)
Insurance Agent	23 579	26 797	+3 218 (+13.6%)
<b>Total</b>	<b>31 462</b>	<b>35 019</b>	<b>+3 557 (+11.3%)</b>

The Insurance Training Board agreed that the life insurance sector would continue its growth. The one-year forecast at the date of survey on the additional manpower required in the following 12 months was considered realistic.

3.18 With reference to paragraph 2.16, employers had forecast a growth of 3 557 life insurance personnel in 2008 (compared with 3 813 persons in 2006). Insurance employees at various levels, insurance agents and technical representatives 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 in 2008 will be:

	<u>Growth in Number</u>
Agent	3 218
Technical Representative	254
Officer	29
Middle Management	27
Clerk	23

3.19 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/Qualification Requirement of the Life Insurance Workforce

3.20 With reference to paragraph 2.17, 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, 45.6% of employers preferred their staff to have university or above education. The highest number of unspecified reply was from the category of insurance agents (6 811); this figure might include insurance agents with education below secondary 5. Table 29 below shows the percentages of the minimum education/ qualification requirement of the life insurance workforce at various job levels preferred by respondents.

Table 29: Minimum Education/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	20.6%	5.7%	0.4%			0.3%
University or Above	66.1%	78.6%	45.6%	13.8%		3.6%
Higher Dip./Asso. Degree or Equivalent			9.0%	30.4%	16.6%	0.6%
Diploma/Higher Cert./Cert. or Equivalent		0.2%	19.4%	14.4%	6.1%	3.2%
Matriculation/Secondary 5 or Equivalent			10.8%	39.2%	59.5%	63.4%

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

3.21 With reference to paragraph 2.18, 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 5 years. For agents, the requirement varied from less than 1 year to 5 years. Again, there was a large number of unspecified/refused replies, with the greatest number coming from the category of agent (16 664). This renders the information collected not very meaningful.



### Average Monthly Income Range of Life Insurance Workforce

3.22 Paragraph 2.20 shows that 46.4% of senior management of the life insurance workforce earned between \$30,001 to above \$100,000 per month. The average monthly income range of the middle management was widely spread and varied from \$10,001 to \$100,000 but the majority was in the bracket of \$30,001 to \$40,000. The majority of the technical representatives would receive from \$10,001 to \$40,000 per month. With regard to insurance agents, the majority of agency director/senior agency manager would earn \$80,001 to \$100,000, whilst agency manager would earn \$30,001 to \$60,000 per month. Most unit manager/agency supervisor would have monthly income of \$20,001 to \$40,000, whilst most agents would earn \$6,001 to \$30,000 per month.

### Staff Turnover in the Insurance Industry In the Past 12 Months

3.23 With reference to paragraph 2.21, Table 30 below shows the staff turnover statistics for the insurance industry in the past 12 months. The highest turnover rate (i.e. 12.42%) was in the clerical level, followed by the officer level (6.49%). The overall turnover rate was 3.94%. It is felt that these rates generally reflect the real situation as 2006 was considered a relatively stagnant year as far as staff turnover in the insurance industry is concerned.

Table 30 : Staff Turnover of the Insurance Industry in the Past 12 Months

	Managerial	Officer	Clerical	Insurance Agent/ Technical Representative	Total
Number Recruited	149	308	483	1 149	<b>2 089</b>
Number Left	168	319	485	772	<b>1 744</b>
<b>Net Effect Increase (Decrease)</b>	<b>(19)</b>	<b>(11)</b>	<b>(2)</b>	<b>377</b>	<b>345</b>
Number of People in the Job Level	4 302	4 917	3 906	31 157	<b>44 282</b>
<b>Staff Turnover Rate*</b>	<b>3.91%</b>	<b>6.49%</b>	<b>12.42%</b>	<b>2.48%</b>	<b>3.94%</b>

\* 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

3.24 With reference to paragraph 2.21, 1 593 (out of 1 744 as shown in Table 30) insurance practitioners were reported to have either left the insurance field, emigrated, retired, repatriated, gone for further studies and retrenchment (i.e. 15 people) during the past 12 months. Details are shown in Table 31 below. The wastage of 411 persons represented 0.9% of the manpower demand of 44 282 people in 2007. However, the wastage rate could be higher if the 574 insurance practitioners who had left for “Other Reasons” (79) and “Reasons Unknown” (495) were taken into account. Establishments have to recruit staff as replacement for the wastage.

Table 31 : 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	608	} 411 (wastage)
Taking up banking/finance or related job in Hong Kong	96	
Taking up a non-insurance job in Hong Kong	223	
Emigration	14	
Repatriation	4	
Retirement	11	
Further Studies	48	
Retrenchment	15	
Other reasons*	79	
Reasons unknown	495	
<b>Total</b>	<b>1 593</b>	
	=====	
Manpower in 2007:	General insurance	= 12 820 (see Table 4, para. 2.7)
	Life insurance	= 31 462 (see Table 11, para. 2.16)
		<b>44 282</b>
		=====

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

### Reasons of Recruitment Difficulties

3.25 With reference to paragraphs 2.23 and 2.24, 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	179	48.1
2. Working conditions/remuneration package could not meet recruits' expectations	94	25.3
3. Lack of candidates with good language capabilities		
(i) English	41	11.0
(ii) Putonghua	12	3.2

It is worth noting that only 19 establishments or 5.1% 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.

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

3.26 With reference to paragraphs 2.25, 2.26 and 2.27 the survey reveals that an insignificant number of insurance personnel (i.e. 79 people) had to work in the Mainland during the survey period, of whom 72 people (91.1%) were on Travelling Basis. The Survey also shows that only 80 insurance-related personnel worked in subsidiaries/associates and other group companies in the Mainland. Furthermore, it was forecast that in 2008 only 22 additional insurance personnel needed to be recruited for insurance operations in the Mainland and 27 existing insurance personnel had to be trained for Mainland operations. These facts reflect that the impacts of Mainland operation on Hong Kong insurance personnel are minimal. It may be due to the fact that the Mainland insurance market is quite localized. Generally speaking, the main target of insurance companies is expansion of business through sales and marketing. The sales job can best be performed by the local people and therefore the demand for Hong Kong people is not high. Secondment of a few management employees may suffice. Furthermore, the minimum requirements for foreign insurance companies to apply for establishing a foreign funded insurance company in the Mainland have been so high (e.g. US\$50 billion in total assets, 30 years of insurance business and 2 years of representative office status) that not too many Hong Kong insurance companies can enter into the Mainland insurance market.

### Manpower Demand and Supply in the Insurance Industry

#### Projected Additional Manpower Requirements in the General Insurance Sector in 2008

3.27 The projected additional manpower requirements for the general insurance sector in 2008 are worked out and shown in Table 32 below (with reference to paragraphs 2.6, 2.7 and 3.24). As shown in Table 32, the total projected additional manpower requirements in the general insurance sector in 2008 will be 516, with the highest in technical representatives (220) followed by officers (113) and clerks (76).

**Table 32 : Projected Additional Manpower Requirements  
in the General Insurance Sector in 2008**

Job Level	(a) Manpower Projection for 2008	(b) Manpower in 2007	(c) = (a) – (b) Projected Additional People Required in 2008	(d) Replacement for Wastage (at 0.9%)	(e) Inputs to Fill Vacancies in 2007	(f) = (c) + (d) + (e) Projected Additional Manpower Requirements in 2008
Senior Management	572	572	0	5	1	6
Middle Management	1 658	1 634	24	14	24	62
Officer	2 230	2 183	47	20	46	113
Technical Representative	2 957	2 846	111	27	82	220
Clerk	2 385	2 357	28	21	27	76
Insurance Agent	3 233	3 228	5	29	5	39
<b>Total</b>	<b>13 035</b>	<b>12 820</b>	<b>215</b>	<b>116</b>	<b>185</b>	<b>516</b>

**Projected Additional Manpower Requirements  
in the Life Insurance Sector in 2008**

3.28 The projected additional manpower requirements for the life insurance sector in 2008 are worked out and shown in Table 33 below (with reference to paragraphs 2.15, 2.16 and 3.24 and assuming a wastage of 0.9%). As shown in Table 33, the total projected additional manpower requirements in the life insurance sector in 2008 will be 5 587, with the highest in insurance agents (4 735), followed by technical representatives (449) and officers (270).

**Table 33 : Projected Additional Manpower Requirements  
in the Life Insurance Sector in 2008**

Job Level	(a) Manpower Projection for 2008	(b) Manpower in 2007	(c) = (a) – (b) Projected Additional People Required in 2008	(d) Replacement for Wastage (at 0.9%)	(e) Inputs to Fill Vacancies in 2007	(f) = (c) + (d) + (e) Projected Additional Manpower Requirements in 2008
Senior Management	510	504	6	5	5	16
Middle Management	1 619	1 592	27	14	25	66
Officer	2 763	2 734	29	25	216	270
Technical Representative	1 758	1 504	254	14	181	449
Clerk	1 572	1 549	23	14	14	51
Insurance Agent	26 797	23 579	3 218	212	1 305	4 735
<b>Total</b>	<b>35 019</b>	<b>31 462</b>	<b>3 557</b>	<b>284</b>	<b>1 746</b>	<b>5 587</b>

3.29 A summary of the projected total additional manpower requirements in the insurance industry in 2008 is given in Table 34 below:

Table 34 : Summary of Additional Manpower Requirements  
in the Insurance Industry in 2008

<u>Job Level</u>	<u>Additional Manpower Requirements in General Insurance Sector in 2008</u>	<u>Additional Manpower Requirements in Life Insurance Sector in 2008</u>	<u>Total Additional Manpower Requirements in Insurance Industry in 2008</u>
Senior Management	6	16	22
Middle Management	62	66	128
Officer	113	270	383
Technical Representative	220	449	669
Clerk	76	51	127
Insurance Agent	39	4 735	4 774
<b>Total</b>	<b><u>516</u></b>	<b><u>5 587</u></b>	<b><u>6 103</u></b>

Education/Qualification Requirement of the Additional Manpower in 2008

3.30 With reference to Table 26 in paragraph 3.9, Table 29 in paragraph 3.19 and Table 34 in paragraph 3.29, a summary of the required number of insurance practitioners with the required education/qualification in 2008 is given in Table 35 below. The demand for people with matriculation/secondary 5 or equivalent is still the highest (3429), followed by university or above (523).

Table 35 : Education/Qualification Requirements of the Additional Manpower of the Insurance Industry in 2008

<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>	<b>Total</b>
Professional Qualification	10	22	<b>32</b>
University or Above	104	419	<b>523</b>
Higher Dip./Asso Degree or Equivalent	78	197	<b>275</b>
Diploma/Higher Cert./ Cert. or Equivalent	66	271	<b>337</b>
Matriculation/Secondary 5 or Equivalent	192	3 237	<b>3 429</b>
<b>Total</b>	<b><u>450</u></b>	<b><u>4 146</u></b>	<b><u>4 596</u></b>

## Manpower Supply of Insurance Personnel

3.31 To meet the manpower demand in the insurance industry in 2008 as shown in paragraph 3.30, there is abundant supply of matriculation/secondary 5 graduates in Hong Kong. With regard to the supply of manpower with other qualifications, e.g. university, professional qualification, Higher Diploma, etc., we need to look at the special situation in Hong Kong. Based on 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 which had been accredited by the Hong Kong Council for Academic Accreditation (name already changed to Hong Kong Council for Accreditation of Academic & Vocational Qualification), pre-employment insurance education and training were relatively scarce in Hong Kong. Some relevant education/training programmes provided by universities in Hong Kong are as follows:

<u>University</u>	<u>Programme</u>	<u>No. of Graduates in 07/08</u>
HKU	BSSc in Actuarial Science	70
HKUST	BBA/Bachelor of Economics	417
CUHK	BBA – Insurance, Financial and Actuarial Analysis	43
HKBU	BBA – Finance	42
CityU	BBA (Hons) Finance	96
LU	BBA (Hons) (The programme has a stream on Risk and Insurance Management, with about 25 graduates every year.)	274

3.32 It was learnt that due to a weak demand, very few course providers offered Higher Diploma/Diploma/Certificate insurance-specific courses. Currently, the IVE does not offer pure insurance programmes, but offers the following programmes which have some elements of financial planning:

	<u>No. of Graduates in 07/08</u>
- Higher Diploma in Financial Planning and Investment	161
- Higher Diploma in Business Administration	679

## Any Mismatch of Manpower Demand and Supply ?

### General Insurance Sector

3.33 In the general insurance sector, the demand for manpower has not been great because the general insurance business has not been growing too significantly. Officers and technical representatives are the two levels that have relatively high demand. In general, the relatively small demand can easily be satisfied by the supply of manpower, who can come from other trades and different disciplines.

## Life Insurance Sector

3.34 Life insurance business has continued its double-digit growth. Insurance agents and technical representatives will continue to be in great demand. Life insurance agents, by their job nature, are not employees and therefore do not carry heavy overheads. Therefore, life insurance companies and agencies generally like to engage as many agents as possible with a view to expanding their sales teams and generating more income. Agents can be Form 5 graduates or matriculants the supply of whom is abundant. They can also come from other trades.

3.35 Traditionally, the insurance business has attracted all sorts of people, as the entrance requirement is relatively not high. There have been very successful practitioners/salespersons irrespective of their education and qualifications. A Member of the Insurance Training Board has indicated that the manpower demand and supply situation in the insurance industry was very fluid, which used to be dictated by market forces. The mismatch of manpower demand and supply, if any, is not as serious as it seems because students from various disciplines and workers from other industries can easily join the insurance industry if they decide to do so, as there are always openings in the sales of insurance products.

3.36 The supply of manpower in the insurance industry hinges on the economy. When the economy is booming, more jobs are available and job seekers can have more options. Less people will become insurance agents. Conversely, when the economy turns bad, potential candidates will have less choice, and will opt for the job of insurance agents. Thus, the supply of manpower will increase.

3.37 Sometimes, the demand for insurance people depends on business plans of big insurance companies. When they plan to expand their business, the demand for manpower in the market will increase. Conversely, if they plan to reduce their business activities, the demand for new recruits will then be reduced.

3.38 One problem that the insurance industry is facing is its image. It has been a common phenomenon that university graduates and students in general are unwilling to take up insurance jobs, in particular the selling jobs. It has been reported that many parents did not want their children to pursue a career in the insurance industry in particular in selling insurance products. Even if some students take insurance courses, they would prefer taking underwriting and claims courses rather than insurance sales and marketing courses. It seems that it is a matter of perception of the insurance industry which in turn affects the aspirations of students. To address the problem, the image and perception of the industry have to be enhanced.

Estimated Training Needs of Insurance Personnel  
in the Next 12 Months

3.39 Other than training new recruits, existing practitioners also need training. With the implementation of the CPD by the Insurance Authority in January 2002, the training needs of the insurance industry, in particular the insurance intermediaries, have greatly increased. Furthermore, with the growing popularity of investment-linked products, financial planning services and travel insurance services, insurance intermediaries need to equip themselves with the required knowledge and skills.

3.40 As shown in paragraph 2.30, it was reported that a total of 242 105 estimated trainee hours would be required by insurance personnel in the next 12 months in the 4 areas of training, namely “Management/Executive”, “Professional Qualification”, “Basic Job-related” and “Generic Skill”. Topics of training with the 5 highest percentages in the 4 areas are summarized in Table 36 below:

Table 36 : Summary of Topics and Estimated Trainee Hours  
Required by Insurance Personnel in the Next 12 Months

<u>Skills/Knowledge</u>	<u>Estimated Trainee Hours</u>	<u>(%)</u>
<b><u>Management/Executive</u></b>		
Risk Management	8 465	31.9
Principles & Practice of Management	5 827	22.0
Supervisory Skills	4 255	16.0
Quality Management	3 192	12.0
Marketing Management	2 134	8.0
<b>Sub-Total</b>	<b>23 873</b>	
<b><u>Professional/Qualification</u></b>		
Certified Financial Planner	4 173	33.5
Senior Associate, Australia & New Zealand Institute of Insurance & Finance (ANZIIF)	2 218	17.8
Professional Diploma in Insurance Programme (PDI)	1 615	12.9
Associate of the Chartered Insurance Institute (ACII)	1 200	9.6
Fellow, ANZIIF	801	6.4
<b>Sub-total</b>	<b>10 007</b>	



<u>Skills/Knowledge</u>	<u>Estimated Trainee Hours</u>	<u>(%)</u>
<b><u>Basic Job-related</u></b>		
General Insurance	65 068	41.4
Law Relating to Insurance	20 531	13.1
Life Insurance	19 183	12.2
Financial Planning	13 542	8.6
Investment Planning	12 001	7.6
<b>Sub-total</b>	<b>130 325</b>	
<b><u>Generic Skills</u></b>		
Putonghua	11 753	7.5
Use of Computer	6 649	4.2
Effective Communication Skills	5 814	3.7
Business Communication Skills (Oral English)	3 673	2.3
Presentation Skills	3 392	2.2
<b>Sub-total</b>	<b>31 281</b>	

3.41 With regard to the training needs of the insurance industry by job level, Table 37 below shows the distribution of estimated trainee hours in the 4 areas by job level. It can be seen that insurance agents/technical representatives need about half of the total required training across the 4 areas. Officers will need relatively more basic job-related training whilst managerial staff will require more management/executive and professional qualification training.

Table 37 : Distribution of Estimated Trainee Hours by Job Level

<u>Skills/Knowledge</u>	<u>Managerial</u>	<u>Officer</u>	<u>Clerical</u>	<u>Insurance Agent/Technical Representative</u>	<u>Total</u>
Management/ Executive	8 437 31.8%	2 276 8.6%	426 1.6%	15 395 58%	<b>26 534</b> <b>100%</b>
Professional Qualification	2 546 20.4%	2 576 20.7%	1 469 11.8%	5 883 47.2%	<b>12 474</b> <b>100%</b>
Basic Job-related	17 223 11%	42 156 26.8%	19 422 12.4%	78 225 49.8%	<b>157 026</b> <b>100%</b>
Generic Skills	8 799 19.1%	7 056 15.3%	8 146 17.7%	22 070 47.9%	<b>46 071</b> <b>100%</b>
<b>Total</b>	<b>37 005</b> <b>15.3%</b>	<b>54 064</b> <b>22.3%</b>	<b>29 463</b> <b>12.2%</b>	<b>121 573</b> <b>50.2%</b>	<b>242 105</b> <b>100%</b>

Licensing and Registration  
with the Securities and Futures Commission (SFC)

3.42 With reference to paragraph 2.32, insurance brokers, company agencies and bancassurers were the major organizations licensed by or registered with the SFC for selling or advising on investment products. As shown in Table 24, the 3 types of regulated activities carried out by the largest number of insurance companies are:

		<u>No. of Insurance Organizations</u>
Type 4	Advising on Securities	82
Type 9	Asset Management	50
Type 1	Dealing in Securities	41

Some insurance organizations are carrying out more than one type of regulated activities.

## SECTION IV

### RECOMMENDATIONS

#### Business Outlook of the Insurance Industry

4.1 In 2006, the insurance market in Hong Kong, benefited from robust economic conditions, continued to achieve a double-digit growth of 13.7% to reach HK\$156 billion in its total gross premiums (general insurance business + long term insurance business). It contributed to about 10.6% of our Gross Domestic Product. Mixed business results were recorded for the general insurance sector and the long term insurance sector. General insurance business only registered a modest rise in gross premiums of 1.8% to HK\$22,958 million whilst the long term insurance business gained 16% to HK\$133,087 million in its total office premiums in force.

4.2 In the first half of 2007, according to provisional statistics, gross and net premiums for general insurance business recorded a growth of 6.7% to HK\$12,948 million and 5.9% to HK\$9,355 million respectively as compared with the corresponding period of 2006. However, the overall underwriting result had decreased from a profit of HK\$1,360 million to HK\$1,039 million for the period.

4.3 With regard to the long term in-force business, total revenue premiums amounted to HK\$76,827 million in the first half of 2007, representing an increase of 17.6% over the same period of 2006.

4.4 In 2008 the development of general insurance business will continue to be slow and gradual. The new business opportunities for specialized insurance products, such as personal line, medical, professional liability, product liability and third party insurance, etc. are comparatively more promising.

4.5 With regard to life insurance, the business outlook in 2008 will be optimistic. The life insurance sector will capitalize on the growing wealth of Hong Kong people and the development of Hong Kong into an asset management centre. Financial planning, investment-linked products and asset management will continue their popularity. The ageing population will increase the demand for MPF, annuities, medical and health insurance products, etc. Demand for insurance protection will come back after considerable growth of investment-linked products in the past few years.

4.6 Taking advantage of a more liberal regional insurance market, many foreign insurers have expanded their operations in the region. China's accession to the World Trade Organization (WTO) has also accelerated the process. A number of foreign insurers have expanded their regional operations in Hong Kong to cater to the development of the regional insurance market. These will increase the demand for quality manpower.

4.7 Hong Kong, with its close tie with the Mainland, will continue to benefit from the booming economy and the accelerated opening up of the Mainland market. With the growing wealth of the people in the Mainland, more and more practitioners will explore business opportunities there, especially when the 3rd phase of the CEPA has become effective. New initiatives and opportunities for insurance companies and intermediaries will arise.

4.8 To capitalize on the Mainland's fast economic growth and to cope with China's 11<sup>th</sup> Five-Year-Plan, the following measures on the insurance business in Hong Kong have been proposed:

- to develop captive insurance;
- to further fund management services;
- to facilitate development of Mainland insurance market;
- to enhance Hong Kong's infrastructure;
- to participate in the offering of annuity business in the Mainland; and
- to assist the Mainland to enhance its insurance market discipline and trade practices by sharing of experiences, training and education.

4.9 The following manpower trends may be observed:

- a. In the general insurance sector, as business will not grow significantly, manpower growth will be moderate. The biggest growth will be in technical representatives.
- b. In the life insurance sector, business will continue its double-digit growth. Insurance agents/technical representatives will be in great demand.
- c. Well-trained and experienced professionals at the executive and management level, with global vision and exposure to international business will be in demand.
- d. Expertise in specialized markets e.g. aviation and high technology insurance, financial planning, asset management, investment, retirement planning, etc. will be in demand.
- e. Quality insurance services are required to meet rising customer expectations.
- f. Knowledge of the Mainland insurance market will become very important.

## Utilization of the 2007 Manpower Survey Report

4.10 The 2007 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 2007, that might have significant effects on the manpower supply and demand situation in the insurance industry.

## Future Surveys

4.11 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

4.12 The Insurance Training Board believes that the Hong Kong's economic growth will continue into 2008 and probably further. Following China's WTO accession, the implementation of the Closer Economic Partnership Arrangement (CEPA) and the strong interest of foreign insurers and reinsurers in expanding their businesses in the region, there will be high demand for insurance professionals to provide the increasing need for professional services.

4.13 As revealed by the Survey (paragraph 3.29), the projected additional manpower requirements in 2008 in the insurance industry will be as follows:

	<u>Projected Additional Manpower Requirements in the General Insurance Sector</u>	<u>Projected Additional Manpower Requirements in the Life Insurance Sector</u>	<b><u>Total Projected Additional Manpower Requirements in Insurance Industry in 2008</u></b>
Senior Management	6	16	<b>22</b>
Middle Management	62	66	<b>128</b>
Officer	113	270	<b>383</b>
Technical Representative	220	449	<b>669</b>
Clerical	76	51	<b>127</b>
Insurance Agent	39	4 735	<b>4 774</b>
<b>Total</b>	<b>516</b> ====	<b>5 587</b> =====	<b>6 103</b> =====

In the general insurance sector, the projected manpower demand in 2008 is not too high, i.e. 516 persons, with the highest in technical representatives (220) followed by officers (113) and clerks (76). In the life insurance sector, the projected manpower demand is relatively higher, i.e. 5 587 persons, with the highest in insurance agent (4735) followed by technical representatives (449) and officers (270).

#### Most Wanted Attributes and How They Can Be Acquired

4.14 The most wanted attributes of insurance practitioners are good understanding of insurance principles and concepts, sound product knowledge and good sales and marketing skills. Good inter-personal communication skill is also important. With the opening up of the Mainland market, knowledge about the market and proficiency in Putonghua are also important. Due to the convergence and maturity of the insurance market, customers are becoming more sophisticated. They will look for more transparency of transactions and quality advice, especially on financial planning and investment. Thus, qualified financial planners and investment advisers would be in great demand. Cross-discipline knowledge is also very important. Well-trained and experienced professionals at the executive and management level, with global vision and exposure to international business will be in demand. Expertise in specialized markets e.g. aviation and high technology insurance, financial planning, asset management, investment, retirement planning, etc. will be necessary.

4.15 To acquire the above mentioned attributes, vocational education and training are essential. This includes education, in house training and skills upgrading training by course providers.

4.16 To ensure and enhance the professional standard of insurance intermediaries so as to protect the interests of the insuring public, it is necessary for all insurance intermediaries to pass the Insurance Intermediaries Qualifying Examination (IIQE) under the Insurance Authority as a condition of registration or authorization. Thus, this regulates the supply of manpower in the insurance industry. As reported by the PEAK Examination Centre (i.e. the Examination Body of the IIQE), on average about 100 000 candidates took the six IIQE papers every year.

4.17 Insurance intermediaries, their chief executives/responsible officers and technical representatives are required to comply with the requirements of the Continuing Professional Development (CPD) Programme under the Insurance Intermediaries Quality Assurance Scheme (IIQAS) implemented by the Insurance Authority. The objective of implementing the CPD Programme is to ensure that insurance intermediaries will continue to possess professional competence and standard in providing advice and service to the policy holders and potential policy holders. Insurance intermediaries are required to earn 10 CPD hours every year.

4.18 Some training programmes are eligible for Government subsidies, e.g. the Continuing Education Fund and the Skills Upgrading Scheme. Insurance personnel are recommended to make good use of these programmes in developing their careers in the insurance profession.

4.19 With the growing involvements in Types 1, 4 and 9 SFC regulated activities by insurance brokers, company agencies and bancassurers, course providers should be proactive in coping with the rising training needs.

4.20 In view of Hong Kong's close tie with the Mainland and the accelerated opening up of the Mainland insurance market, education/training institutions should develop appropriate training programmes and seminars/workshops to help insurance professionals capitalize on the business opportunities and cope with the rapidly changing business environment.

4.21 To improve the manpower supply situation, it is necessary to enhance the public perception of the insurance industry. The industry should organize more career conferences/seminars for students studying in universities, the IVE and secondary schools as well as for their parents so that they can have a better understanding of the insurance industry and the prospects in pursuing a career in the insurance business. New roles of practitioners, such as financial planners, asset management practitioners, investment and independent financial advisers, should be promoted so that the image of the industry can be enhanced.

4.22 It has been indicated that to retain talents, insurance companies and agencies should provide sufficient training to new entrants so that they can have the appropriate attitudes and direction as well as the necessary skills to generate more income to survive and develop their careers in the insurance industry. Training is also important for existing insurance practitioners who should be up-graded to enhance their professionalism and income-generating capacity. Practitioners should be encouraged to study for and acquire relevant professional qualifications so that the public's confidence can be secured.

### Manpower Training

4.23 The Insurance Training Board further considers that in order for Hong Kong to sustain its status as an international financial centre, employers should map out long-term plans for their manpower training and development. Insurance practitioners should upgrade themselves continuously in order to meet the increasing demand for high level job skills and knowledge in the business community.

4.24 The survey has found out the following estimated training requirements (in terms of trainee-hours) of the insurance workforce in the next 12 months (see paragraph 3.39):

Estimated Training Requirements (in Terms of Trainee-hours)  
of the Insurance Workforce in the Next 12 Months

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	<u>Management/ Executive</u>	<u>Professional Qualification</u>	<u>Basic Job-related</u>	<u>Generic Skills</u>	<b><u>Total</u></b>
Managerial	8 437	2 546	17 223	8 799	<b>37 005</b>
Officer	2 276	2 576	42 156	7 056	<b>54 064</b>
Clerical	426	1 469	19 422	8 146	<b>29 463</b>
Insurance Agent/ Technical Representative	15 395	5 883	78 225	22 070	<b>121 573</b>
<b>Total</b>	<b>26 534</b>	<b>12 474</b>	<b>157 026</b>	<b>46 071</b>	<b>242 105</b>

4.25 At present, some large insurance companies have their own staff training departments to provide training in-house. However, it was found in the survey that insurance brokers and company agents would rely mainly on external training institutions. It is recommended that insurance companies should develop and provide more in-house training if they have their own training facilities, and sponsor their staff to take external training courses. Such programmes and courses should aim not only to upgrade and update job skills and knowledge of insurance practitioners to meet the job requirements in the insurance profession, but also to furnish them with knowledge in other related trades.

4.26 Staff training has become a lifelong learning process; course providers are recommended to target at brokers and company agents and provide tailor-made courses. Course providers are also recommended to design modular courses and courses with suitable durations to cope with preferences reported by respondents.

### Training Programmes

4.27 On the basis of findings in the 2007 survey (paragraphs 2.30 and 3.38), course providers should step up their provision of training programmes on the following topics which are in great demand:

- General Insurance
- Law Relating to Insurance
- Life Insurance
- Financial Planning
- Investment Planning
- Business Communication (Putonghua)
- MPF
- Risk Management
- Use of Computer
- Investment-linked Insurance

4.28 With the introduction of the new category of “travel insurance agents”, it is anticipated that considerable increase in insurance training needs will be generated. Course providers should gear up to provide the required training for these travel insurance agents.



Insurance Training Board

Membership List

Chairman:

Mr LEUNG On-fook (ad personam)

Vice-Chairman:

Mr CHAN Shiu-yin, Elex (ad personam)

Members:

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

Mr CHUN Yuk-chi, Jackie (ad personam)

Mr Andrew G EDEN (nominated by the Hong Kong Confederation of Insurance Brokers)

Ms LAM Ching-han, Anita (nominated by the LOMA Society of Hong Kong)

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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 Hong Kong)

Mr LUNG Tat-ming, Geoffrey (ad personam)

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

Mr NG Po-kwong, Paul (ad personam)

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Mr SHUM Chun-yau, Clement (nominated by a Local Tertiary Institution)

Mr WONG Kwan-kit, Jeff (nominated by the Life Underwriters Association of Hong Kong)

Ms CHAN Sau-ching, Susanna	(representing the Executive Director of the Vocational Training Council)
Mr LIU Wai-ho, David	(representing the Commissioner of Insurance)
Ms HUI Wai-yee, Cynthia	(representing the Managing Director of the Mandatory Provident Fund Schemes Authority)
Mr SIU Lap-kei, Sunny	(representing the Commissioner for Labour)

Secretary:

Mr TSANG Yau-hang, Andrew	(Vocational Training Council)
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Working Party on 2007 Manpower Survey  
of the Insurance Industry

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Dr CHENG Wai-kei, Anthony (nominated by Headquarters Division Two of Vocational Training Council)

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Mr Andrew G EDEN (nominated by the Hong Kong Confederation of Insurance Brokers)

Mr LEUNG On-fook (ad personam)

Mr LAM Wai-lim, William (Statistician, Census and Statistics Department)

Secretary:

Mr TSANG Yau-hang, Andrew (Vocational Training Council)

Focus Group on 2007 Manpower Survey  
of the Insurance Industry

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

Ms SO Yuen-may, Teresa (representing the company agencies sector)

Mr TAO Kwok-lau, Clement (representing the insurance broker sector)

Mr WONG Yun-tong, Tony (representing the life insurance sector)

Secretary:

Mr TSANG Yau-hang, Andrew (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  
Headquarters Division Two  
16/Fl., VTC Tower  
27 Wood Road, Wanchai  
Hong Kong

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電話 Telephone No:

傳真 Facsimile No:

本局檔號 Our Reference:  
IN/1/2 (2007)

來函檔號 Your Reference:

2<sup>nd</sup> January 2007

Dear Sir/Madam,

The 2007 Manpower Survey of the Insurance Industry

I am writing to solicit your cooperation in the 2007 Manpower Survey of the Insurance Industry to be conducted by the Insurance Training Board of the Vocational Training Council (VTC).

The Insurance Training Board is appointed by the Chief Executive of the Hong Kong Special Administrative Region (HKSAR) to be responsible for matters pertaining to manpower training in the insurance industry. In order to collect information on the latest manpower situation for the purposes of formulating meaningful recommendations on manpower training for the industry, the Insurance Training Board will conduct the captioned survey from 8<sup>th</sup> January 2007 to 8<sup>th</sup> February 2007.

-----  
I enclose one copy each of the Survey Questionnaire, Explanatory Notes, and Job Descriptions of Principal Jobs in the Insurance Industry for your reference and completion. During the survey period, an officer of the Census and Statistics Department (C&SD) will call at your office to see you or your authorized representative. The officer will answer any queries you may have, and collect the completed questionnaire for data processing.

I wish to assure you that the information collected will be handled in the strictest confidence and will be published only in the form of statistical summaries without reference to individual organizations. May I also draw your kind attention to the fact that the Education and Manpower Bureau (EMB), a policy branch of the Government of the HKSAR, will base on our findings/recommendations in addition to their own surveys, to formulate manpower development policies of the Government of the HKSAR. In this connection, they may make use of the data collected from this survey if necessary. For compliance with the Personal Data (Privacy) Ordinance, we wish to solicit your explicit consent for us to share our data with the EMB for the specific purpose of government's manpower planning, with the understanding that confidentiality will again be strictly observed.

-----  
The Manpower Survey Report will be uploaded onto the VTC website at <http://intb.vtc.edu.hk>. You may download the Survey Report when it is finalized. Kindly provide us with your e-mail address in the enclosed questionnaire and you will be informed 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 by telephoning 2887 5155.

Yours faithfully,



(Tony Mak)  
Chairman

Insurance Training Board

**CONFIDENTIAL**  
WHEN ENTERED WITH DATA

填入數據後即成  
**機密文件**

## 職業訓練局

**THE 2007 MANPOWER SURVEY OF THE INSURANCE INDUSTRY**  
保險業2007年人力調查

**QUESTIONNAIRE**  
調查表

(PLEASE READ THE 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								No. of Employees/ Insurance Agents/TRs Covered by the Questionnaire
Rec. Type	Survey Code	Industry Code	Establishment No.	Enumerator's No.	Editor's No.	Check Digit		
1	2 5							
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

Nature of Business\*:  Life Insurance 人壽保險  General Insurance 一般保險  Composite (i.e. Life and General) Insurance 綜合(人壽及一般)保險  
行業性質

Classification of Business\*:  Insurance Company (保險公司)  
行業分類

Insurer 承保公司  Reinsurer 再保險公司

Insurance Intermediary (保險中介人)

Insurance Broker 保險經紀  Company Agencies - Insurance 代理人公司 — 保險  Company Agencies - Alternative distribution (i.e. motor dealers, employment agencies, travel agents) 代理人公司 — 其他 (汽車代理, 僱傭代理, 旅遊公司)

Bancassurer (i.e. banks selling insurance) 銀行附屬保險

Total No. of Persons Engaged: \_\_\_\_\_  
僱員總數

Name of Person to Contact: \_\_\_\_\_ Position: \_\_\_\_\_  
聯絡人姓名 28 47 職位

Tel. No.: \_\_\_\_\_ Fax No.: \_\_\_\_\_  
電話 48 55 56 63 傳真

E-mail: \_\_\_\_\_  
電郵 64 98

<p>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</p> <p>_____</p> <p>99 100 101 102</p>	<p><b>For Company Agencies Only 代理人公司適用</b></p> <p>No. of technical representatives (TRs) who have to partly (less than 50%) participate in customer services relating to insurance services 需兼任與保險有關(少於50%)的顧客服務的業務代表人數</p> <table border="1"> <thead> <tr> <th>Senior Management Level 高層管理人員級</th> <th>Management Level 管理人員級</th> <th>Officer Level 主任級</th> <th>Clerical Level 文員級</th> </tr> </thead> <tbody> <tr> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>103 104 105 106</td> <td>107 108 109 110</td> <td>111 112 113 114</td> <td>115 116 117 118</td> </tr> </tbody> </table>	Senior Management Level 高層管理人員級	Management Level 管理人員級	Officer Level 主任級	Clerical Level 文員級	_____	_____	_____	_____	103 104 105 106	107 108 109 110	111 112 113 114	115 116 117 118
Senior Management Level 高層管理人員級	Management Level 管理人員級	Officer Level 主任級	Clerical Level 文員級										
_____	_____	_____	_____										
103 104 105 106	107 108 109 110	111 112 113 114	115 116 117 118										

\* Please tick as appropriate  
請✓在適當格內

VOCATIONAL TRAINING COUNCIL  
職業訓練局  
THE 2007 MANPOWER SURVEY OF THE INSURANCE INDUSTRY  
保險業 2007 年人力調查  
QUESTIONNAIRE (PART I)  
調查表(第一部分)

(A) Principal Jobs 主要職務			(B) No. of Employees/ Insurance Agents/ TRs at Date of Survey 現有僱員/ 保險代理人/ 業務代表 人數	(C) No. of Vacancies at Date of Survey 現有 空缺額	(D) Forecast No. of Employees/ Insurance Agents/ TRs in 12 Months' Time 預測 12個月後的 僱員/ 保險代理人/ 業務代表 人數	(E) Minimum Education/ Qualification Requirement 基本教育 程度/ 資歷 的要求 (see Column H) (見 H 欄)	(F) Minimum Requirement of Year(s) of Experience in the Industry 在此行業 的基本 年資要求 (see Column H) (見 H 欄)	(G) Average Monthly Income Range 平均每月 收入的 幅度 (see Column H) (見 H 欄)	(H) Enter in Columns E, F and G the minimum education/ qualification and year(s) of experience in the industry requirements which an employee should have and the average monthly income range according to the following codes: 請將僱員基本教育程度/ 資歷及年資的要求及平均每月 收入的幅度, 按下列類別編號, 填入(E), (F) 及(G) 欄內:  Education/ Qualification Code 編號 教育程度/資歷
Title 職稱	Rec. Type 紀錄 類型	Code 編號							
		8-10	11-14	15-17	18-21	22	23	24-25	1 Professional Qualification 專業資格
1	2								2 University Degree or above 大學學位或以上
2	2								3 Higher Diploma/Associate Degree or equivalent 高級文憑/副學士或 同等學歷
3	2								4 Diploma/Higher Certificate/ Certificate or equivalent 文憑/高級證書/證書 或同等學歷
4	2								5 Matriculation/Secondary 5 or equivalent 預科/中五或同等學歷
5	2								6 Below Secondary 5 中五以下
6	2								Year(s) of Experience in the Industry Code 編號 在此行業的年資
7	2								1 less than 1 year 少於1年
8	2								2 1 - 2 years 1至2年
9	2								3 over 2 years - 5 years 多於2年至5年
10	2								4 over 5 years - 10 years 多於5年至10年
11	2								5 over 10 years 多於10年
12	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)
13	2								Average Monthly Income Range Code 編號 平均每月收入的幅度
14	2								1 Below \$6,000以下
15	2								2 \$6,001 - \$10,000
16	2								3 \$10,001 - \$20,000
17	2								4 \$20,001 - \$30,000
18	2								5 \$30,001 - \$40,000
19	2								6 \$40,001 - \$60,000
20	2								7 \$60,001 - \$80,000
21	2								8 \$80,001 - \$100,000
22	2								9 Above \$100,000以上
23	2								
24	2								
25	2								
26	2								
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 2007 MANPOWER SURVEY OF THE INSURANCE INDUSTRY  
保險業 2007 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/insurance agents/TRs who left in the past 12 months (1.1.2006 to 31.12.2006) by reason:  
按原因劃分，過去 12 個月內 ( 1.1.2006 至 31.12.2006 ) 離職的僱員／保險代理人／業務代表人數：

- (I) Leaving of the company is initiated by the employee/insurance agent/TR  
由僱員／保險代理人／業務代表主動申請離職

Reason 原因	Managerial 經理級	Officer 主任級	Clerical 文員級	Insurance Agent/TR 保險 代理人／ 業務代表
(a) Taking up another insurance job/job related to the insurance industry or starting own insurance related business 擔任保險業或與保險業有關的工作或創辦與保險有關的業務	8	11	14	17
(b) Taking up banking/finance job/job related to the banking/finance industry or starting own finance related business 擔任銀行／財務或與銀行／財務有關的工作或創辦與財務有關的業務	20	23	26	29
(c) Taking up non-insurance/non-finance/non-banking job or starting own non-insurance/non-banking/non-finance business 擔任非保險／非財務／非銀行的工作或創辦非保險／非財務／非銀行的業務	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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(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	Insurance Agent/TR 保險 代理人/ 業務代表
(a) Retrenchment 裁員	117	120	123	126
(b) Company re-structured/closed 公司改組/結業	129	132	135	138
(c) Expiry of employment contract 僱傭合約期滿	141	144	147	150
(d) Poor performance 工作表現欠佳	153	156	159	162
(e) Other reasons 其他原因	165	168	171	174

Please specify  
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2. The number of recruits in the past 12 months (1.1.2006 to 31.12.2006) by source :  
 按來源劃分，過去 12 個月內 (1.1.2006 至 31.12.2006) 所招聘的人數：

Source 來源	Managerial 經理級	Officer 主任級	Clerical 文員級	Insurance Agent/TR 保險 代理人/ 業務代表
(a) From another insurance company/insurance intermediary/insurance related company 來自另一間保險公司/保險中介人/ 與保險業務有關的公司	190	193	196	199
(b) From a bank /finance company 來自銀行/財務機構	202	205	208	211
(c) From a non-insurance/non-bank/ non-finance company 來自非保險/非銀行/ 非財務業務的機構	214	217	220	223
(d) From a college/school direct 直接來自院校/學校	226	229	232	235
(e) Other sources 其他來源	238	241	244	247

Please specify  
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3. The number of recruits in the past 12 months (1.1.2006 to 31.12.2006) by geographic origin :  
按地域劃分，過去 12 個月內（1.1.2006 至 31.12.2006）所招聘的人數：

Geographic Origin 地域	Managerial 經理級	Officer 主任級	Clerical 文員級	Insurance Agent/TR 保險 代理人/ 業務代表
(a) Hong Kong 香港	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 263	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 266	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 269	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 272
(b) Mainland 內地	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 275	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 278	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 281	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 284
(c) Macau 澳門	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 287	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 290	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 293	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 296
(d) Taiwan 台灣	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 299	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 302	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 305	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 308
(e) Other geographic origins 其他地域	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 311	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 314	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 317	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 320

Please specify \_\_\_\_\_  
請註明 \_\_\_\_\_

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4. No. of internal promotions in the past 12 months (1.1.2006 to 31.12.2006) :  
過去 12 個月內 (1.1.2006 至 31.12.2006) 由內部晉升的人數 :

	No. of Internal Promotions 由內部晉升的僱員/ 保險代理人/業務代表人數								
(a) From Officer to Manager 由主任晉升為經理	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> <tr> <td colspan="4" style="text-align: center;">336</td> </tr> </table>					336			
336									
(b) From Clerk to Officer 由文員晉升為主任	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> <tr> <td colspan="4" style="text-align: center;">339</td> </tr> </table>					339			
339									
(c) From Others to Clerk 由其他職級晉升為文員	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> <tr> <td colspan="4" style="text-align: center;">342</td> </tr> </table>					342			
342									
(d) From Agent/TR to Unit Manager/ Agency Supervisory 由營業員/業務代表晉升為單位 經理/營業主任	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> <tr> <td colspan="4" style="text-align: center;">345</td> </tr> </table>					345			
345									
(e) From Unit Manager/Agency Supervisor to Agency manager 由單位經理/營業主任晉升為 營業經理	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> <tr> <td colspan="4" style="text-align: center;">348</td> </tr> </table>					348			
348									
(f) From Agency Manager to Agency Director/ Senior Agency Manager 由營業經理晉升為營業總監/高級 營業經理	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> <tr> <td colspan="4" style="text-align: center;">351</td> </tr> </table>					351			
351									

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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 2007 MANPOWER SURVEY OF THE INSURANCE INDUSTRY  
保險業2007年人力調查  
QUESTIONNAIRE (PART III)  
調查表 (第三部分)

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Er. No. \_\_\_\_\_

Est. No. \_\_\_\_\_

1. Have you experienced any difficulty in filling the positions at various job levels in the past 12 months (1.1.2006 to 31.12.2006)? (Please tick as appropriate)  
過去12個月內(1.1.2006至31.12.2006)貴機構有否在填補下列各職級人員時遇到困難?  
(請 ✓在適當格內)

	Managerial 經理級	Officer 主任級	Clerical 文員級	Insurance Agent/TR 保險 代理人/ 業務代表
(a) Yes 有	<input type="checkbox"/> 355	<input type="checkbox"/> 356	<input type="checkbox"/> 357	<input type="checkbox"/> 358
(b) No 沒有	<input type="checkbox"/> 359	<input type="checkbox"/> 360	<input type="checkbox"/> 361	<input type="checkbox"/> 362
(c) Have 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"/> 363	<input type="checkbox"/> 364	<input type="checkbox"/> 365	<input type="checkbox"/> 366

2. If you have experienced recruitment difficulty in the past 12 months (1.1.2006 - 31.12.2006), please state the reasons. You may wish to choose more than 1 box for each job level. (Please tick as appropriate)  
 如貴機構過去12個月內（1.1.2006至31.12.2006）在招聘方面有困難，請說明原因  
 每職級可選擇1項或以上。（請✓在適當格內）

	Managerial 經理級	Officer 主任級	Clerical 文員級	Insurance Agent/TR 保險 代理人／ 業務代表
(a) General labour shortage in Hong Kong 香港勞工短缺情況普遍	<input type="checkbox"/> 367	<input type="checkbox"/> 368	<input type="checkbox"/> 369	<input type="checkbox"/> 370
(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"/> 371	<input type="checkbox"/> 372	<input type="checkbox"/> 373	<input type="checkbox"/> 374
(c) Lack of candidates with relevant experience and training 職位申請人缺乏相關經驗及 訓練	<input type="checkbox"/> 375	<input type="checkbox"/> 376	<input type="checkbox"/> 377	<input type="checkbox"/> 378
(d) Working conditions/remuneration package could not meet recruits' expectations 服務條件／薪酬未能符合 求職者要求	<input type="checkbox"/> 379	<input type="checkbox"/> 380	<input type="checkbox"/> 381	<input type="checkbox"/> 382
(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"/> 383	<input type="checkbox"/> 384	<input type="checkbox"/> 385	<input type="checkbox"/> 386
(ii) Putonghua 普通話	<input type="checkbox"/> 387	<input type="checkbox"/> 388	<input type="checkbox"/> 389	<input type="checkbox"/> 390
(f) Other reasons 其他原因	<input type="checkbox"/> 391	<input type="checkbox"/> 392	<input type="checkbox"/> 393	<input type="checkbox"/> 394

Please specify  
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3. Number of Hong Kong employees/insurance agents/TRs who have to work (on HK payroll) in the Mainland  
貴機構須在內地工作（香港支薪）的香港僱員／保險代理人／業務代表人數：

	At Date of Survey 現時	In January 2008 2008年1月時
(a) <u>Managerial</u> <u>經理級</u>		
- Stationed Basis* 長駐	□□□□ 401	□□□□ 404
- Travelling Basis 非長駐	□□□□ 407	□□□□ 410
(b) <u>Officer</u> <u>主任級</u>		
- Stationed Basis* 長駐	□□□□ 413	□□□□ 416
- Travelling Basis 非長駐	□□□□ 419	□□□□ 422
(c) <u>Clerical</u> <u>文員級</u>		
- Stationed Basis* 長駐	□□□□ 425	□□□□ 428
- Travelling Basis 非長駐	□□□□ 431	□□□□ 434
(d) <u>Insurance Agent/TR</u> <u>保險代理人／業務代表</u>		
- Stationed Basis* 長駐	□□□□ 437	□□□□ 440
- Travelling Basis 非長駐	□□□□ 443	□□□□ 446

\* Note: Stationed Basis means that 50% or above of the working time of an employee/insurance agent/TR is in the Mainland.

\* 註：長駐指一位僱員／保險代理人／業務代表有50%或以上的工作時間需要在內地工作。

4. Effects on your Hong Kong employees/insurance agents/TRs as a result of the Mainland operations:  
內地業務對貴機構本地僱員／保險代理人／業務代表的影響：

	At Date of Survey 現時	In January 2008 2008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？	□□□□ 449	□□□□ 452
(b) Number of existing employees/insurance agents/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／保險代理人／業務代表數目。	□□□□ 455	□□□□ 458
(c) Any other effects? 其他影響？		

Please specify  
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□□ □□ □□ □□ □□ □□  
461 462 463 464 465 466

5. Please estimate the total trainee hours<sup>#</sup> preferred for respective skills and knowledge training in the next 12 months.  
請估計在未來12個月內各技能及知識訓練所屬意的總學員訓練時數<sup>#</sup>。

Code 編號	Skills and/or Knowledge 技能及/或知識	Total Trainee Hours preferred in the Next 12 Months 在未來12個月內屬意的總學員訓練時數			
		Managerial 經理級	Officer 主任級	Clerical 文員級	Insurance Agent/TR 保險代理人/ 業務代理
101	Principles & Practice of Management 管理理論與實務	467	472	477	482
102	Strategic Management 策略管理	487	492	497	502
103	Marketing Management 市場管理	507	512	517	522
104	Quality Management 優質服務管理	527	532	537	542
105	Risk Management 風險管理	547	552	557	562
106	Human Resources Management 人力資源管理	567	572	577	582
107	Supervisory Skills 督導技巧	587	592	597	602
e.g.例如： Motivation 激勵 Team Building 團隊之建立 Leadership 領導才能 Coaching & Counseling 訓練及輔導下屬 Dealing with Conflict 處理衝突 Implementing Change 推行變革 Problem Solving and Decision Making 解決困難及作出決定 Stress Management 壓力處理 Crisis Management 危機管理					
108	Others (Please specify) 其他（請註明）				
	(i) _____	607	612	617	622
	(ii) _____	627	632	637	642
	(iii) _____	647	652	657	662

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。

# Total Trainee Hours Required in the Next 12 Months are defined as the preferred training hours per employee/insurance agent/TR in the next 12 months times the no. of employees at various job levels.  
總學員訓練時數定義為在未來12個月內計劃每位僱員/保險代理人/業務代表屬意接受之訓練時數乘以各技能等級僱員之人數。



Code 編號	Skills and/or Knowledge 技能及/或知識	Total Trainee Hours preferred in the Next 12 Months 在未來12個月內屬意的總學員訓練時數			
		Managerial 經理級	Officer 主任級	Clerical 文員級	Insurance Agent/TR 保險代理人/ 業務代理
Professional Qualification 專業資格					
201	Associate of the Chartered Insurance Institute (ACII)	667	672	677	682
202	Fellow, Australian & New Zealand Institute of Insurance & Finance (ANZIIF)	687	692	697	702
203	Senior Associate, Australian & New Zealand Institute of Insurance & Finance (ANZIIF)	707	712	717	722
204	Certified Financial Planner (CFP)	727	732	737	742
205	Chartered Financial Consultant (ChFC)	747	752	757	762
206	Chartered Life Underwriter (CLU)	767	772	777	782
207	Chartered Property and Casualty Underwriter (CPCU)	787	792	797	802
208	Fellow of the Chartered Insurance Institute (FCII)	807	812	817	822
209	Fellow of the Faculty of Actuaries in Scotland (FFA)	827	832	837	842
210	Fellow of the Institute of Actuaries (FIA)	847	852	857	862
211	Fellow of the Institute of Actuaries of Australia (FIAA)	867	872	877	882
212	Fellow, Chartered Financial Practitioner (FChFP)	887	892	897	902
213	Fellow of the Society of Actuaries (FSA)	907	912	917	922
214	Graduate Diploma of Insurance (GDI)	927	932	937	942

Code 編號	Skills and/or Knowledge 技能及/或知識	Total Trainee Hours preferred in the Next 12 Months 在未來12個月內屬意的總學員訓練時數			
		Managerial 經理級	Officer 主任級	Clerical 文員級	Insurance Agent/TR 保險代理人/ 業務代理
Professional Qualification 專業資格					
215	Fellow, Hong Kong Society of Certified Insurance Practitioners (HKCIP)	947	952	957	962
216	Insurance Institute of Hong Kong (IIHK) Diploma	967	972	977	982
217	Fellow, Life Management Institute (FLMI)	987	992	997	1002
218	Life Underwriter Training Council Fellow (LUTCF)	1007	1012	1017	1022
219	Professional Diploma in Insurance Programme (PDI)	1027	1032	1037	1042
220	Registered Financial Planner (RFP)	1047	1052	1057	1062
221	Others (Please specify) 其他 (請註明)				
	(i) _____	1067	1072	1077	1082
	(ii) _____	1087	1092	1097	1102
<b>Basic Job-related 基本業務知識</b>					
301	Actuarial Science 精算學	1107	1112	1117	1122
302	General Insurance 一般保險	1127	1132	1137	1142
303	Life Insurance 人壽保險	1147	1152	1157	1162
304	MPF 強制性公積金	1167	1172	1177	1182
305	Investment Planning 投資策劃	1187	1192	1197	1202
306	Financial Planning 財務策劃	1207	1212	1217	1222

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。

Code 編號	Skills and/or Knowledge 技能及／或知識	Total Trainee Hours preferred in the Next 12 Months 在未來12個月內屬意的總學員訓練時數			
		Managerial 經理級	Officer 主任級	Clerical 文員級	Insurance Agent/TR 保險代理人／ 業務代理
<b>Basic Job-related</b> 基本業務知識					
307	Law Relating to Insurance 與保險有關之法律	<input type="text"/> 1227	<input type="text"/> 1232	<input type="text"/> 1237	<input type="text"/> 1242
308	Investment-linked Insurance 投資相連保險	<input type="text"/> 1247	<input type="text"/> 1252	<input type="text"/> 1257	<input type="text"/> 1262
309	Asset Management 資產管理	<input type="text"/> 1267	<input type="text"/> 1272	<input type="text"/> 1277	<input type="text"/> 1282
310	Estate Planning 遺產策劃	<input type="text"/> 1287	<input type="text"/> 1292	<input type="text"/> 1297	<input type="text"/> 1302
311	Retirement Planning 退休策劃	<input type="text"/> 1307	<input type="text"/> 1312	<input type="text"/> 1317	<input type="text"/> 1322
312	Reinsurance 再保險	<input type="text"/> 1327	<input type="text"/> 1332	<input type="text"/> 1337	<input type="text"/> 1342
313	Others (Please specify) 其他（請註明）				
	(i) _____	<input type="text"/> 1347	<input type="text"/> 1352	<input type="text"/> 1357	<input type="text"/> 1362
	(ii) _____	<input type="text"/> 1367	<input type="text"/> 1372	<input type="text"/> 1377	<input type="text"/> 1382
	(iii) _____	<input type="text"/> 1387	<input type="text"/> 1392	<input type="text"/> 1397	<input type="text"/> 1402
<b>Generic Skills</b> 通用技能					
401	Business Communication (English) 商業語文（英文）				
	(i) Written 書寫	<input type="text"/> 1407	<input type="text"/> 1412	<input type="text"/> 1417	<input type="text"/> 1422
	(ii) Oral 會話	<input type="text"/> 1427	<input type="text"/> 1432	<input type="text"/> 1437	<input type="text"/> 1442
402	Business Communication (Chinese) 商業語文（中文）				
	(i) Written 書寫	<input type="text"/> 1447	<input type="text"/> 1452	<input type="text"/> 1457	<input type="text"/> 1462
	(ii) Cantonese 廣東話	<input type="text"/> 1467	<input type="text"/> 1472	<input type="text"/> 1477	<input type="text"/> 1482
	(iii) Putonghua 普通話	<input type="text"/> 1487	<input type="text"/> 1492	<input type="text"/> 1497	<input type="text"/> 1502
403	Use of Computer 基本電腦應用	<input type="text"/> 1507	<input type="text"/> 1512	<input type="text"/> 1517	<input type="text"/> 1522

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。

Code 編號	Skills and/or Knowledge 技能及/或知識	Total Trainee Hours preferred in the Next 12 Months 在未來12個月內屬意的總學員訓練時數			
		Managerial 經理級	Officer 主任級	Clerical 文員級	Insurance Agent/TR 保險代理人/ 業務代理
Generic Skills 通用技能					
404	IT Enabling Systems 資訊科技系統	1527	1532	1537	1542
405	Effective Communication Skills 有效溝通技巧	1547	1552	1557	1562
406	Marketing/Selling Skills 市場推廣/銷售技巧	1567	1572	1577	1582
407	Time Management 時間管理	1587	1592	1597	1602
408	Presentation Skills 表達技巧	1607	1612	1617	1622
409	Basic Accounting 基本會計	1627	1632	1637	1642
410	Interpersonal Skills 人際關係技巧	1647	1652	1657	1662
411	Negotiation Skills 談判技巧	1667	1672	1677	1682
412	Others (Please specify) 其他(請註明)				
	(i) _____	1687	1692	1697	1702
	(ii) _____	1707	1712	1717	1722
	(iii) _____	1727	1732	1737	1742

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。

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1747 1752 1757 1762 1767

6. Please estimate the percentage of trainee hours to be provided by external course providers for your employees/ insurance agents/TRs in the next 12 months.

(Please tick as appropriate)

請估計在未來12個月，貴機構之僱員／保險代理人／業務代表所接受之培訓，將會有多少學員訓練時數為外間培訓機構所提供。  
(請✓在適當格內)

	Managerial 經理級	Officer 主任級	Clerical 文員級	Insurance Agent / TR 保險代理人／ 業務代表
Less Than 25% 25% 以下	<input type="checkbox"/> 1768	<input type="checkbox"/> 1769	<input type="checkbox"/> 1770	<input type="checkbox"/> 1771
25% - Less Than 50% 25% 至 50% 以下	<input type="checkbox"/> 1772	<input type="checkbox"/> 1773	<input type="checkbox"/> 1774	<input type="checkbox"/> 1775
50% - Less Than 75% 50% 至 75% 以下	<input type="checkbox"/> 1776	<input type="checkbox"/> 1777	<input type="checkbox"/> 1778	<input type="checkbox"/> 1779
75% - Less Than 100% 75% 至 100% 以下	<input type="checkbox"/> 1780	<input type="checkbox"/> 1781	<input type="checkbox"/> 1782	<input type="checkbox"/> 1783
100%	<input type="checkbox"/> 1784	<input type="checkbox"/> 1785	<input type="checkbox"/> 1786	<input type="checkbox"/> 1787

7. If your company employs part-time staff to perform job duties in addition to the total number of full-time employees insurance agents/TRs reported in Part I, please state the total number of these part-time staff in the following spaces:

除了在第一部分填報的全職僱員／保險代理人／業務代表外，如貴機構亦有聘用兼職員工協助工作，請提供以下職級的兼職員工總數：

	Present No. of Full-time Employees/ Insurance Agents/TRs (Reported in Part I) 現有全職的僱員／ 保險代理人／業務代表人數 (在第一部分填報之數據)	No. of Part-time Employees/ Insurance Agents/TRs 兼職僱員／ 保險代理人／ 業務代表人數
(a) Managerial 經理級	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1788	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1792
(b) Officer 主任級	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1796	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1800
(c) Clerical 文員級	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1804	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1808
(d) Insurance Agent / TR 保險代理人業務代表	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1812	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1816

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1820

1821

8. Does your company have subsidiaries/associates and other group companies in the Mainland?  
貴機構有否在內地開設附屬公司？

Yes (Go to Q.9 to Q.11)  
1822 有 (請回答第9至第11題)

No (Go to Q.11)  
1823 無 (請回答第11題)

9. Please state the total number of insurance/finance-related employees/insurance agents/TRs in the subsidiaries/associates and other group companies in the Mainland.

請填報在內地附屬公司僱用與保險／財務有關之僱員／保險代理人／業務代表總數。

- (a) Managerial 經理級        
1824
- (b) Supervisory 主管級        
1828
- (c) Clerical 文員級        
1832
- (d) Insurance Agent/TR 保險代理人／業務代表        
1836

10. Please state the total number of insurance/finance-related employees/insurance agents/TRs in your Hong Kong company who were recruited for the subsidiaries/associates and other group companies in the Mainland in the previous 12 months (1.1.2006 to 31.12.2006) and they were paid under the subsidiaries/associates and other group companies' payroll record.

請填報貴公司在過去12個月(1.1.2006至31.12.2006)招聘與保險／財務有關之僱員／保險代理人／業務代表而該等僱員獲安排往內地的附屬公司工作，其薪金是由內地的附屬公司發放的僱員總數。

- (a) Managerial 經理級        
1840
- (b) Supervisory 主管級        
1844
- (c) Clerical 文員級        
1848
- (d) Insurance Agent/TR 保險代理人／業務代表        
1852

11. Please estimate the total number of insurance/finance-related employees/insurance agents/TRs in your Hong Kong company who would be recruited for the subsidiaries/associates and other group companies in the Mainland in the next 12 months' time and their salaries would be paid under the subsidiaries/associates and other group companies' payroll record.

請估計在12個月後由貴公司招聘與保險／財務有關之僱員／保險代理人／業務代表而該等僱員將會被安排往內地的附屬公司工作，其薪金是由內地的附屬公司發放的僱員總數。

- (a) Managerial 經理級        
1856
- (b) Supervisory 主管級        
1860
- (c) Clerical 文員級        
1864
- (d) Insurance Agent/TR 保險代理人／業務代表        
1868

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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 2007 MANPOWER SURVEY OF THE INSURANCE INDUSTRY  
保險業2007年人力調查

SUPPLEMENTARY QUESTIONNAIRE  
補充調查表

1. Has your company been licensed by or registered with the SFC to carry on regulated activities?  
貴公司是否已向證監會領取牌照或在證監會註冊以進行受規管活動？

1876 Yes (Go to Q. 2 to Q. 3)  
是 (請回答第2至第3題)

1877 No (Go to Q. 4)  
否 (請回答第4題)

2. Which of the following type(s) of regulated activities (RAs) is/are your company authorized to carry on by the SFC? (Please tick as appropriate and you may choose more than one type)  
貴公司已獲證監會批准進行的受規管活動屬於以下那種類別？  
(請✓在適當格內及可選多於1類)

1878 Type 1 Dealing in Securities  
第一類 證券交易

1879 Type 2 Dealing in Futures Contracts  
第二類 期貨合約交易

1880 Type 3 Leveraged Foreign Exchange Trading  
第三類 槓桿式外匯交易

1881 Type 4 Advising on Securities  
第四類 就證券提供意見

1882 Type 5 Advising on Futures Contracts  
第五類 就期貨合約提供意見

1883 Type 6 Advising on Corporate Finance  
第六類 就機構融資提供意見

1884 Type 7 Providing Automated Trading Services  
第七類 提供自動化交易服務

1885 Type 8 Securities Margin Financing  
第八類 提供證券保證金融資

1886 Type 9 Asset Management  
第九類 提供資產管理

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1887

1888

3. Please report the number of employees/insurance agents/TRS who are registered to carry on the above regulated activities (RAs).

請填報負責進行該等類別受規管活動的僱員／保險代理人／業務代表人數。

		No. of Employees/ Insurance Agents/TRS Registered to Carry on RAs at Date of Survey 現有進行規管活動的僱員／ 保險代理人／業務代表人數	Estimated No. of Employees/ Insurance Agents/TRS who will be Registered to Carry on RAs in Next 12 Months 估計未來 12個月進行規管 活動的僱員／ 保險代理人／業務代表																
Type 1 第一類	Dealing in Securities 證券交易	<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1889</td><td></td><td></td><td></td></tr> </table>					1889				<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1893</td><td></td><td></td><td></td></tr> </table>					1893			
1889																			
1893																			
Type 2 第二類	Dealing in Futures Contracts 期貨合約交易	<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1897</td><td></td><td></td><td></td></tr> </table>					1897				<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1901</td><td></td><td></td><td></td></tr> </table>					1901			
1897																			
1901																			
Type 3 第三類	Leveraged Foreign Exchange Trading 槓桿式外匯交易	<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1905</td><td></td><td></td><td></td></tr> </table>					1905				<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1909</td><td></td><td></td><td></td></tr> </table>					1909			
1905																			
1909																			
Type 4 第四類	Advising on Securities 就證券提供意見	<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1913</td><td></td><td></td><td></td></tr> </table>					1913				<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1917</td><td></td><td></td><td></td></tr> </table>					1917			
1913																			
1917																			
Type 5 第五類	Advising on Futures Contracts 就期貨合約提供意見	<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1921</td><td></td><td></td><td></td></tr> </table>					1921				<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1925</td><td></td><td></td><td></td></tr> </table>					1925			
1921																			
1925																			
Type 6 第六類	Advising on Corporate Finance 就機構融資提供意見	<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1929</td><td></td><td></td><td></td></tr> </table>					1929				<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1933</td><td></td><td></td><td></td></tr> </table>					1933			
1929																			
1933																			
Type 7 第七類	Providing Automated Trading Services 提供自動化交易服務	<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1937</td><td></td><td></td><td></td></tr> </table>					1937				<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1941</td><td></td><td></td><td></td></tr> </table>					1941			
1937																			
1941																			
Type 8 第八類	Securities Margin Financing 證券保證金融資	<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1945</td><td></td><td></td><td></td></tr> </table>					1945				<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1949</td><td></td><td></td><td></td></tr> </table>					1949			
1945																			
1949																			
Type 9 第九類	Asset Management 提供資產管理	<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1953</td><td></td><td></td><td></td></tr> </table>					1953				<table border="1" style="margin: auto;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td>1957</td><td></td><td></td><td></td></tr> </table>					1957			
1953																			
1957																			

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1961

1962

1963



4. Please report the number of employees/insurance agents/TRs who have passed/will take the following Insurance Intermediaries Qualifying Examinations as required by the Office of the Commissioner of Insurance for dealing with insurance business.

請填報為從事保險業務，而應保險業監理處的要求，已經通過/將會參加下列各科資格考試的僱員／保險代理人／業務代表人數。

	No. of Employees/ Insurance Agents/TRs already Passed Relevant Examinations at Date of Survey 現有各科考試合格 的僱員／保險 代理人／業務代表人數	Estimated No. of Employees/Insurance Agents/TRs who will Participate in Relevant Examinations in Next 12 Months 估計未來12個月參加 各科考試的僱員／保險 代理人／業務代表人數
(a) Principles and Practice of Insurance 保險原理及實務	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1964	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1968
(b) General Insurance 一般保險	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1972	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1976
(c) Long Term Insurance 長期保險	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1980	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1984
(d) Investment-linked Long Term Insurance 投資相連長期保險	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1988	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1992
(e) Travel Insurance Agents 旅遊保險代理人	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1996	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 2000
(f) Mandatory Provident Fund (MPF) Schemes 強制性公積金計劃	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 2004	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 2008

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2012

2013

2014

- End of Supplementary Questionnaire -  
- 補充調查表完 -

**Thank you for your co-operation**  
**多謝合作**

**The completed questionnaire will be collected by an officer from the Census and Statistics Department.**  
**政府統計處職員會收回填妥的調查表。**

The 2007 Manpower Survey of the Insurance Industry  
保險業 2007 年人力調查

Explanatory Notes

問卷附註

1. Please complete all columns ('A' to 'G') 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 (G) 欄。如不適用，請填 (0) 符號。
  
2. Column 'A' - Titles of Principal Jobs in the Insurance Industry  
(A) 欄 — 保險業主要職務名稱
  - (a) Please fill in the business classification of your organisation, 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), Bancassurer Sector (General Insurance), Bancassurer Sector (Life Insurance), etc.  
請填上貴公司所屬之行業分類，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。

3. 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 (i.e. at least 4 weeks a month, and not less than 18 hours in each week) 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 (即每月最少 4 週、每週不少於 18 小時) 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。

4. 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。

5. 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。

6. Column 'E' - Minimum Education/Qualification Requirement

(E) 欄 — 基本教育程度/資歷的要求

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

請按(H)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/資歷填入 (E) 欄內。

7. Column 'F' - Minimum Requirement of Year(s) of Experience in the Industry

(F) 欄 — 在此行業之基本年資要求

Please enter in Column 'F' the appropriate code number as given in Column 'H' 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(H)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 (F) 欄內。

8. Column 'G' - Average Monthly Income Range

(G) 欄 — 平均每月收入幅度

Please enter in Column 'G' the appropriate code number as given in Column 'H' showing the average monthly income range for the employee(s). The monthly income should include basic salary, overtime pay, other allowances, commission and bonus.

請按(H)欄所示編號填寫僱員平均每月收入幅度。「每月收入」包括底薪、逾時工作津貼、其他津貼、佣金及花紅。

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:

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

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：

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

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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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
MIDDLE MANAGEMENT LEVEL 中層管理人員級		
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。
223	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, lawyers and reinsurers. 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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
MIDDLE MANAGEMENT LEVEL (Continued) 中層管理人員級 (續)		
224	Marketing/Service Manager  市務／服務經理	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. 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。
225	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。
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
OFFICER LEVEL 主任級		
321	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。
322	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。
323	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。
324	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。
325	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。



Code No. 編號	Job Title 職稱	Job Description 工作說明
OFFICER LEVEL (Continued) 主任級 (續)		
326	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。

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。
522	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。直接及間接管理 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。
523	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。
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
<b>SENIOR MANAGEMENT LEVEL</b>		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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
SENIOR MANAGEMENT LEVEL (Continued) 高層管理人員級 (續)		
114	Head - Marketing/ Agency Operation  主管 - 市務／營業代理運作	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. 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。
115	Head – Group Benefits Business  主管 - 團體福利業務	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. 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。
116	Head - Finance/Investment/ Treasurer  主管 - 財務／投資／司庫	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. 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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
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		
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。
212	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. Works closely with reinsurers and determines acceptance of insurance. Approves the issue of policies and endorsements. 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。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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
MIDDLE MANAGEMENT LEVEL (Continued)      中層管理人員級 (續)		
213	Policy Services/ Claims Manager  保單服務／索償經理	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. 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。
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
MIDDLE MANAGEMENT LEVEL (Continued)      中層管理人員級 (續)		
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。
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
MIDDLE MANAGEMENT LEVEL (Continued)      中層管理人員級 (續)		
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。
219	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		
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。
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。



Code No. 編號	Job Title 職稱	Job Description 工作說明
OFFICER LEVEL (Continued) 主任級 (續)		
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。
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
OFFICER LEVEL (Continued) 主任級 (續)		
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。
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
CLERICAL LEVEL (Continued) 文員級 (續)		
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。

Job Description of 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。
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。直接及間接管理 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
<b>SENIOR MANAGEMENT LEVEL      高層管理人員級</b>		
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。
<b>MIDDLE MANAGEMENT LEVEL      中層管理人員級</b>		
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
OFFICER LEVEL 主任級		
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。
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。
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。
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
CLERICAL LEVEL (Continued) 文員級 (續)		
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。



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
<b>SENIOR MANAGEMENT LEVEL</b> 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。
<b>MIDDLE MANAGEMENT LEVEL</b> 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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
OFFICER LEVEL 主任級		
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。
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。
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。
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
CLERICAL LEVEL (Continued) 文員級 (續)		
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。

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
<b>SENIOR MANAGEMENT LEVEL      高層管理人員級</b>		
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。
<b>MIDDLE MANAGEMENT LEVEL      中層管理人員級</b>		
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
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		
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。
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
OFFICER LEVEL (Continued) 主任級 (續)		
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。
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。

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
<b>SENIOR MANAGEMENT LEVEL      高層管理人員級</b>		
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。
<b>MIDDLE MANAGEMENT LEVEL      中層管理人員級</b>		
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。



Code No. 編號	Job Title 職稱	Job Description 工作說明
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		
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。
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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
OFFICER LEVEL (Continued)                      主任級 (續)		
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。
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。

Job Description of Principal Jobs  
in the Bancassurer 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	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。
183	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務計劃。執行公司政策、簡化及統一運作程序及制度。

Code No. 編號	Job Title 職稱	Job Description 工作說明
MIDDLE MANAGEMENT LEVEL 中層管理人員級		
281	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。
282	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。
283	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, lawyers and reinsurers. 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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
<b>MIDDLE MANAGEMENT LEVEL (Continued) 中層管理人員級 (續)</b>		
284	Marketing Manager/ Sales Manager  市務經理／營業經理	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. 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。
285	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。
286	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。
287	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。
<b>OFFICER LEVEL 主任級</b>		
381	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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
OFFICER LEVEL (Continued) 主任級 (續)		
382	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。
383	Marketing Officer/Sales Officer  市務主任／營業主任	Assists the Marketing/Sales Manager in analysing market potential and conditions. Handles enquiries from existing and prospective clients. Prepares promotion materials. 協助市務／營業經理分析市場潛能及情況。處理客戶的查詢。預備宣傳資料。
384	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。
385	Technical Representative  業務代表	Provides advice to a policy holder or potential policy holder on insurance matters for the bank, or arranges contracts of insurance in or from Hong Kong on behalf of the bank. 就保險事宜代表銀行向保單持有人或準保單持有人提供意見，或代表銀行在香港或從香港安排保險合約。
386	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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
CLERICAL LEVEL 文員級		
481	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。
482	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。
483	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。

Job Description of Principal Jobs  
in the Bancassurer 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
<b>SENIOR MANAGEMENT LEVEL 高層管理人員級</b>		
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	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。
173	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務計劃。執行公司政策、簡化及統一運作程序及制度。
<b>MIDDLE MANAGEMENT LEVEL 中層管理人員級</b>		
271	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。



Code No. 編號	Job Title 職稱	Job Description 工作說明
MIDDLE MANAGEMENT LEVEL (Continued) 中層管理人員級 (續)		
272	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。
273	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, lawyers and reinsurers. 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。
274	Marketing Manager/ Sales Manager  市務經理／營業經理	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. 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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
<b>MIDDLE MANAGEMENT LEVEL (Continued) 中層管理人員級 (續)</b>		
275	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。
276	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。
277	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。
<b>OFFICER LEVEL 主任級</b>		
371	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。
372	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。
373	Marketing Officer/Sales Officer  市務主任／營業主任	Assists the Marketing/Sales Manager in analysing market potential and conditions. Handles enquiries from existing and prospective clients. Prepares promotion materials. 協助市務／營業經理分析市場潛能及情況。處理客戶的查詢。預備宣傳資料。

Code No. 編號	Job Title 職稱	Job Description 工作說明
OFFICER LEVEL (Continued) 主任級 (續)		
374	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。
375	Technical Representative  業務代表	Provides advice to a policy holder or potential policy holder on insurance matters for the bank, or arranges contracts of insurance in or from Hong Kong on behalf of the bank. 就保險事宜代表銀行向保單持有人或準保單持有人提供意見，或代表銀行在香港或從香港安排保險合約。
376	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		
471	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。
472	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。

Code No. 編號	Job Title 職稱	Job Description 工作說明
CLERICAL LEVEL (Continued) 文員級 (續)		
473	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。

Job Description of Principal Jobs  
in the Insurance Industry (For all sectors)  
保險業主要職務的工作說明（適用於所有類別）

Code No. 編號	Job Title 職稱	Job Description 工作說明
OTHERS 其他		
199	Other Principal Jobs 其他主要職務 - Senior Management Level 高層管理人員級	Please write 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 (199/299/399) on a blank sheet. Please provide information as required by Columns B of the Questionnaire. 請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(199/299/399)。請同時填寫問卷 B 各欄的資料。
299	- Middle Management Level 中層管理人員級	
399	- Officer Level 主任級	
699	Other Supporting Staff  其他輔助人員	Please provide information as required by Columns B of the Questionnaire. Other supporting staff refer to 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. 請填寫問卷內 B 欄所需的資料。「其他輔助人員」，指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。