

HR AND PAY POLICY REVIEW 2011 - HIGHLIGHTS

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A management culture that aligns with New Life's core values

- Care for People
- Excel for Quality

Review

- Employment contract and related practices
- Pay practices – grading and pay structure, pay review
- Performance management
- Benefits – retirement benefits, leave entitlement, other leaves
- Staff training and development

PAY POLICY – NON-SNAPSHOT STAFF

Pay Policy – NON-SNAPSHOT STAFF

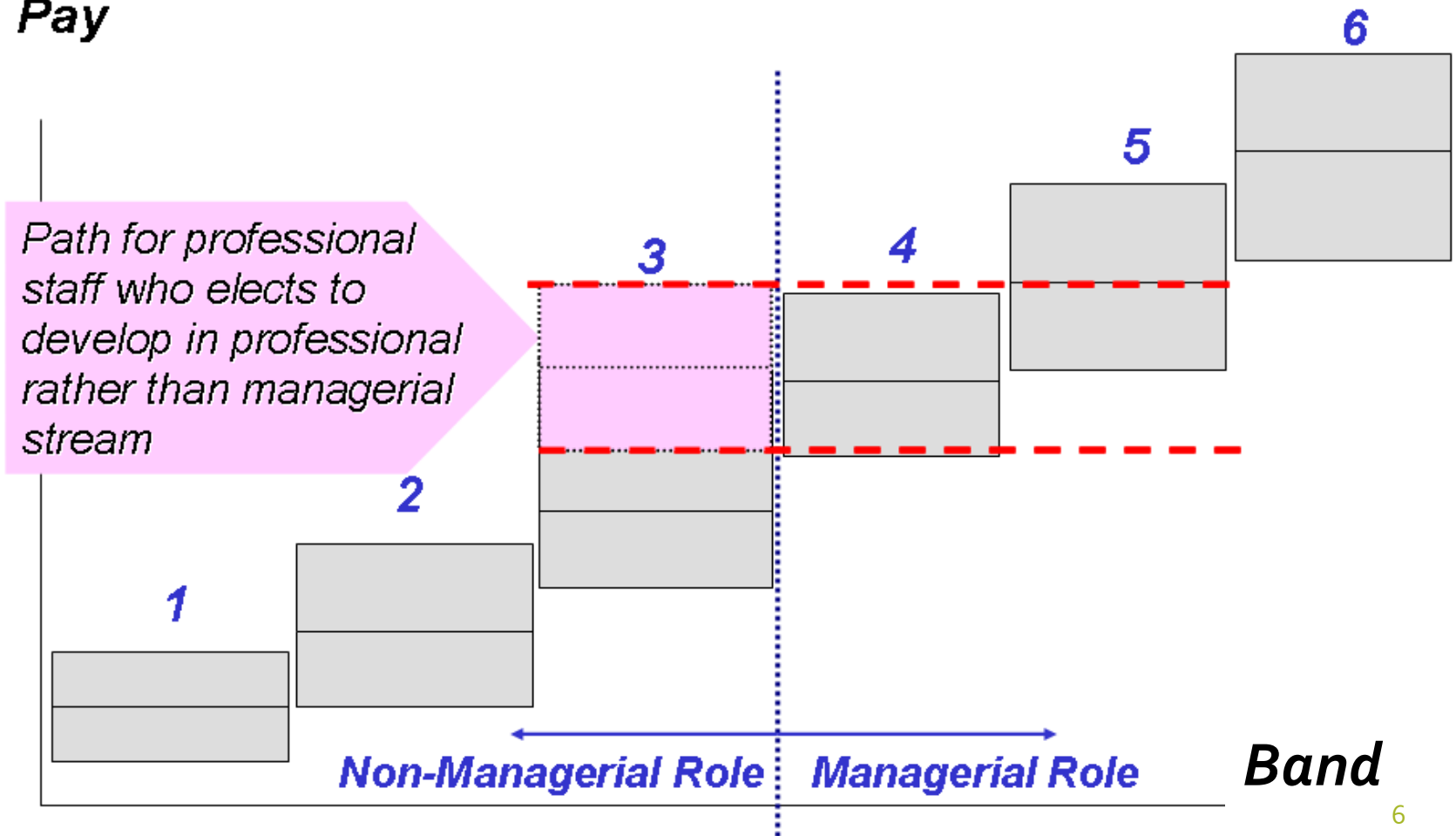
- One system for professional and non-professional staff
- Minimum and maximum levels of pay range referenced to MPS / salary survey of HKCSS / advices from consultants
- Flexibility in pay adjustment, not based on pay points
- Individual pay adjustment will be based on staff performance

Pay Structure – NON-SNAPSHOT STAFF

- Grouping of jobs by levels/bands based on Job Evaluation (JE) and Job Value (JV) results to finalize Job Description (JD).
- Introducing sub-bands to allow for progression / promotion within band.
- Designing dual career streams for professional staff with an option to pursue their career in professional or managerial stream. Band 3 is expanded to include senior positions that require professional expertise with less managerial role.

Pay Structure with dual career streams for professional staff

Pay



Pay Structure with dual career streams for professional staff

- Dual career streams for professional staff are introduced.
- Staff can pursue their career as senior practitioner or managerial role.
- Overlap between ranges acknowledges that an experienced individual (senior practitioner) who is capable to perform a job role of higher value to the organization than a general performer of similar position in the same grade.
- It is also a common market practice to allow more flexibility for pay management.

Bands, Levels & Posts

Band	Level / Post
1	Supporting , e.g. Clerk ,Cook, Driver, HW(II), Warden, etc.
2	Technical , e.g. Accounts Clerk, Foreman, HW (I), Instructor (II), IT Assistant, etc.
3	Executive/Professional , e.g. Counselor, Officer, OT/PT (II), Nurse (III), SW (III), etc.
4	Managerial , e.g. CP, OT/PT(I), Manager (II & I), Nurse (I), SW (II & I), Superintendent
5	Senior Management , e.g. General Manager, Professional Service Manager, Social Work Supervisor
6	Top Management

** Salary range for each rank & post*

Regression Line – alignment

Pay

70000

60000

50000

40000

30000

20000

10000

0

150

350

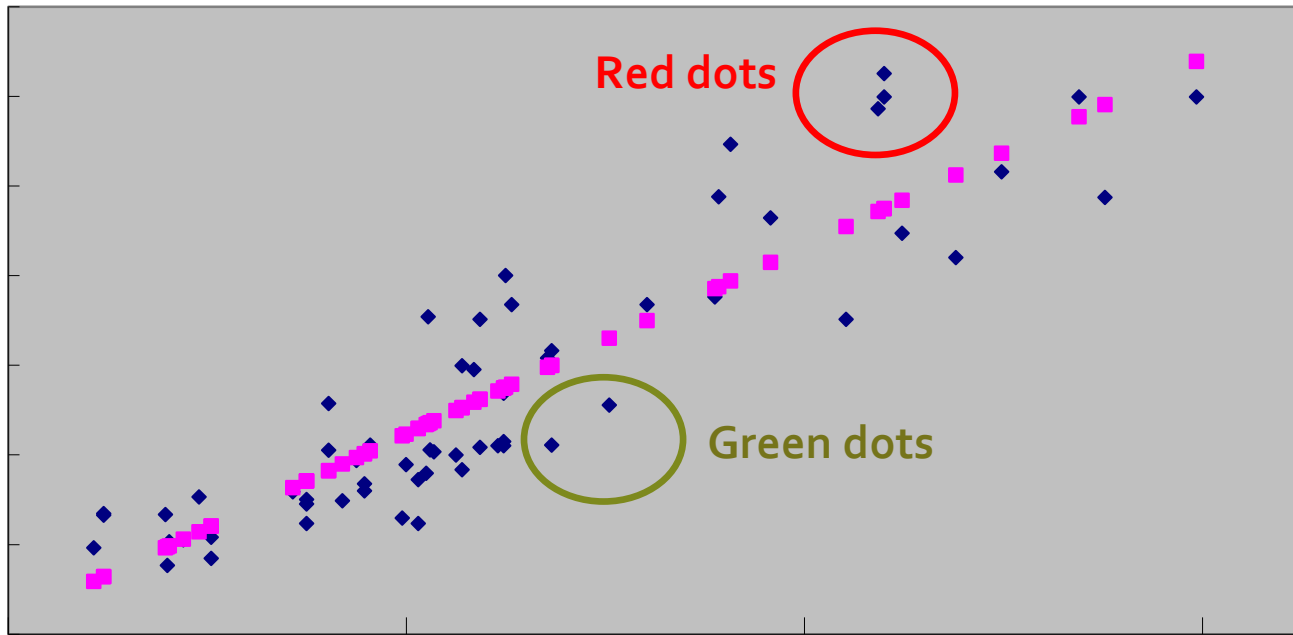
550

750

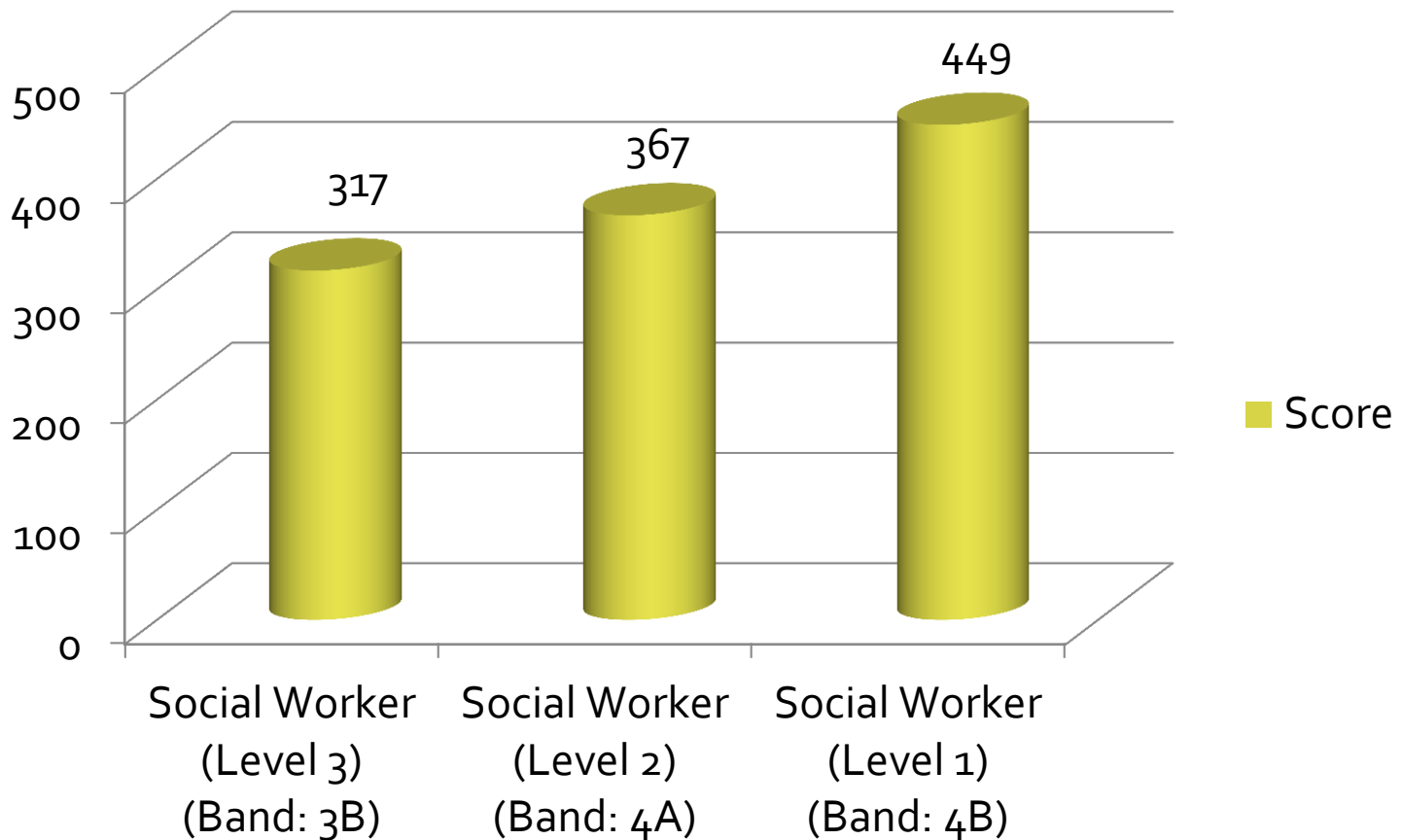
Score

Red dots

Green dots

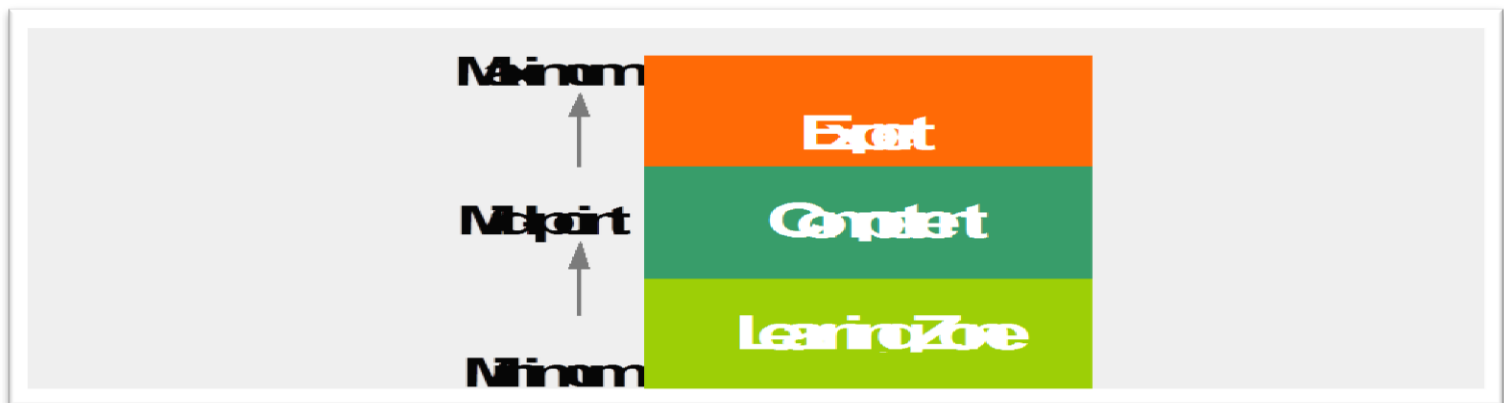


Job Value / Score (Social Worker)



Entry Pay

- Proper mechanism in determining the entry pay for new hires, with consideration of the following factors:
 - experience, knowledge, and skills of the finalist in relation to those required by the position
 - salary history and expectation of the finalist
 - availability of qualified candidates
 - internal equity – the existing pay levels of incumbents in the same or similar position
 - financial affordability of the Association



Performance Management – “Pay by Performance” Approach

Group Appraisal Meeting

- Supervisors and OICs meet to appraise performance of staff of same post, e.g. SW, EO, Manager etc.
 - align standard of performance
 - as training on effective performance management
- Rule of thumb : Strictly confidential

Pay by Performance:

- Incremental percentage assigned to each grade e.g.3% increment for C grade, 5% for B grade and 7-10 % for Grade A
- Incremental percentage reviewed annually according to the financial situation of the Association, market trend etc.

MPF Contribution

- Principles:
 - Financial affordability
 - Fairness to employees
- One-off additional contribution to staff's MPF account upon 5 years of service to retain non-snapshot staff.
- This one-off additional contribution will be reviewed regularly.

EMPLOYMENT POLICIES

Revision / Enhancement of:

- Terms of employment
 - Standardize “time limited contract staff” to “non-time limited contract” upon completion of two consequent contracts and subject to satisfactory performance (except for project posts)
 - 1st contract: 2 years
 - 2nd contract: 2 years
 - 3rd contact onwards: non-time limited
 - Shorten the probationary period
 - Align the notice period of termination of employment for managerial staff

Leave Entitlement - for all staff

- Accrual of annual leave
 - Individual's maximum accrual capped at 30 days
 - Implementation transition 5 years
- Compassionate leave
 - 2 days with full pay per annum
- Paternity leave
 - 3 days with full pay

Areas in the Pipeline

- Align the performance appraisal dates
- Develop and refine core competency model
- Develop a structured talent management and development programme

Thank You