

# **Seminar on Staff Salary Policy & Practices for Non-subvented Organizations**

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**Chairperson, Executive Committee**

**Hong Kong Federation of Women's Centres**

# Hong Kong Federation of Women's Centres

- **Hong Kong Federation of Women's Centres (HKFWC), founded in 1981, is a non-partisan and non-religious women's organization.**
- **We concern about the situation of grassroots women, and promote gender equality in Hong Kong through services, education and advocacy, enabling women to develop their Confidence, Independence and Competence.**

| Year    | Key Development of HKFWC  |
|---------|---|
| 1970s   | 1970s War on Rape   |
| 1981    | Hong Kong Council of Women;<br>1st women's hotline in HK            |
| 1985    | <b>Lai Kok Centre</b>   |
| 1989    | Community Chest membership  |
| 1992    | HKCSS membership;<br>re-named as <b>HKFWC</b>                       |
| 1996    | <b>Jockey Club Tai Wo Centre</b>                                    |
| 2002    | UN Special Consultative Status with the Economic and Social Council |
| 2014    | <b>Women in Self Enhancement (WISE) Fanling Centre</b>              |
| 2015    | EGM;<br>set up HKFWC Ltd  |
| 2016    | <b>Women in Self Enhancement (WISE) Sheung Shui Centre</b>          |
| 2019/20 | <b>Jockey Club Wah Fu Centre</b>                                    |

# Triggers for salary & staffing review (2013-14)

- **Staff turnover arising from less favourable employment terms**
- **Lacking the sense of job security and career development**
- **Burden on middle management**
- **Emerging needs of project-based service expansion**
- **Women service long term development**

# Salary & staffing structure review

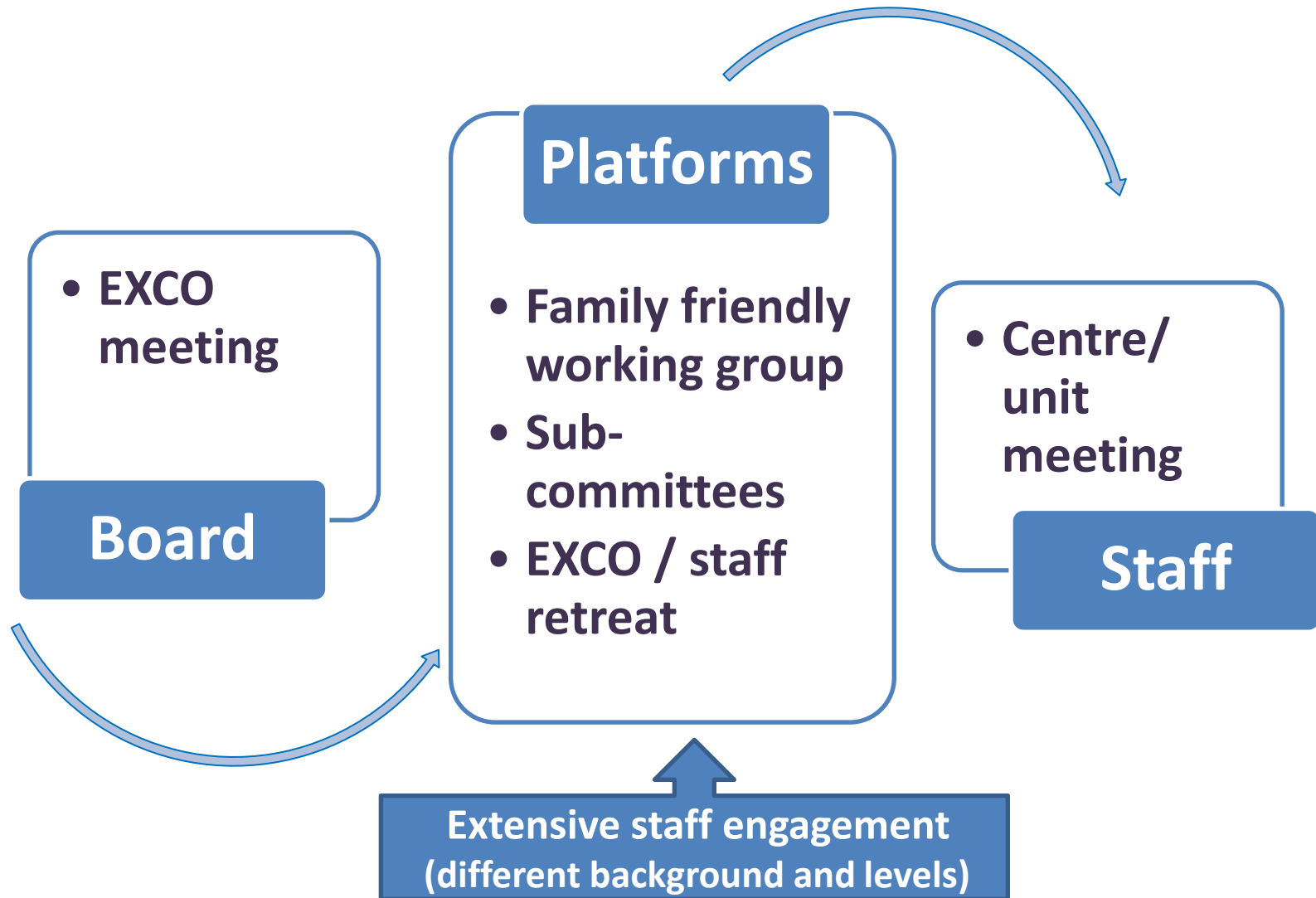
## Objectives

- To attract suitable persons
- To retain experienced staff
- To facilitate career development

## Methods

- moving from non-MPS scale to MPS scale
- aligning social work and non-social work posts
- creating career mobility

# The process




# The process

## Staff Engagement and consultation

- EXCO and staff to collect information from various sources
- drawing reference from other NGOs policies, and the government and overseas legislations
- thinking ahead about all the implications

# The new salary and staffing structure

| Before 2015 | 2015-2017          |   |
|-------------|--------------------|---|
|             | Service support    | Admin   |
| Director    | Director           |  <p data-bbox="1468 828 1758 985"> <b>HR</b><br/> <b>Finance</b><br/> <b>Development</b> </p> |
| Centre i/c  | Service Supervisor |   |
| EO          | O i/c              |   |
| PW          | SEO                |   |
|             | EO                 |   |
| PW          | PW 1               |   |
|             | PW 2               |   |



# Financial viability and commitment

- **Financial condition and forecast – must be safe enough to kick-start;**
- **Exit / suspension mechanism**
- **Implementation by 3 phases, the senior staff at the last**

***Some reflections.....***

# EXCO retreat 2015

- 1. capacity building for staff in writing up funding proposals**
- 2. building in family-friendly element in personnel and administrative policies**

**EXCO attended the staff retreat to share with staff the above directions**

# Review and adjustment mechanism

- **Staffing structure adjustment mechanism**  
(可加可減機制)
- **Annual review on salary (and 5-day work) – tag with annual budget and program planning**
- **Project-based funding management**
  - **application and continuation cycle**
  - **maintaining good project management**
  - **agency provision of 3-month salary buffer for 1-headcount at project end for worst-case scenario or tie-over period to another project**

# Financial sustainability

- **Writing funding proposals – understand own niche, service needs and build on the 1<sup>st</sup> round to continue another round**
- **Frank exchange with funders at funding application**
  - **at MPS scale**
  - **with levels of seniority as project leader & team member to head up and/ or implement**
  - **admin overheads**

# Family-friendly measures Advocacy & staff morale



# Family-friendly measures

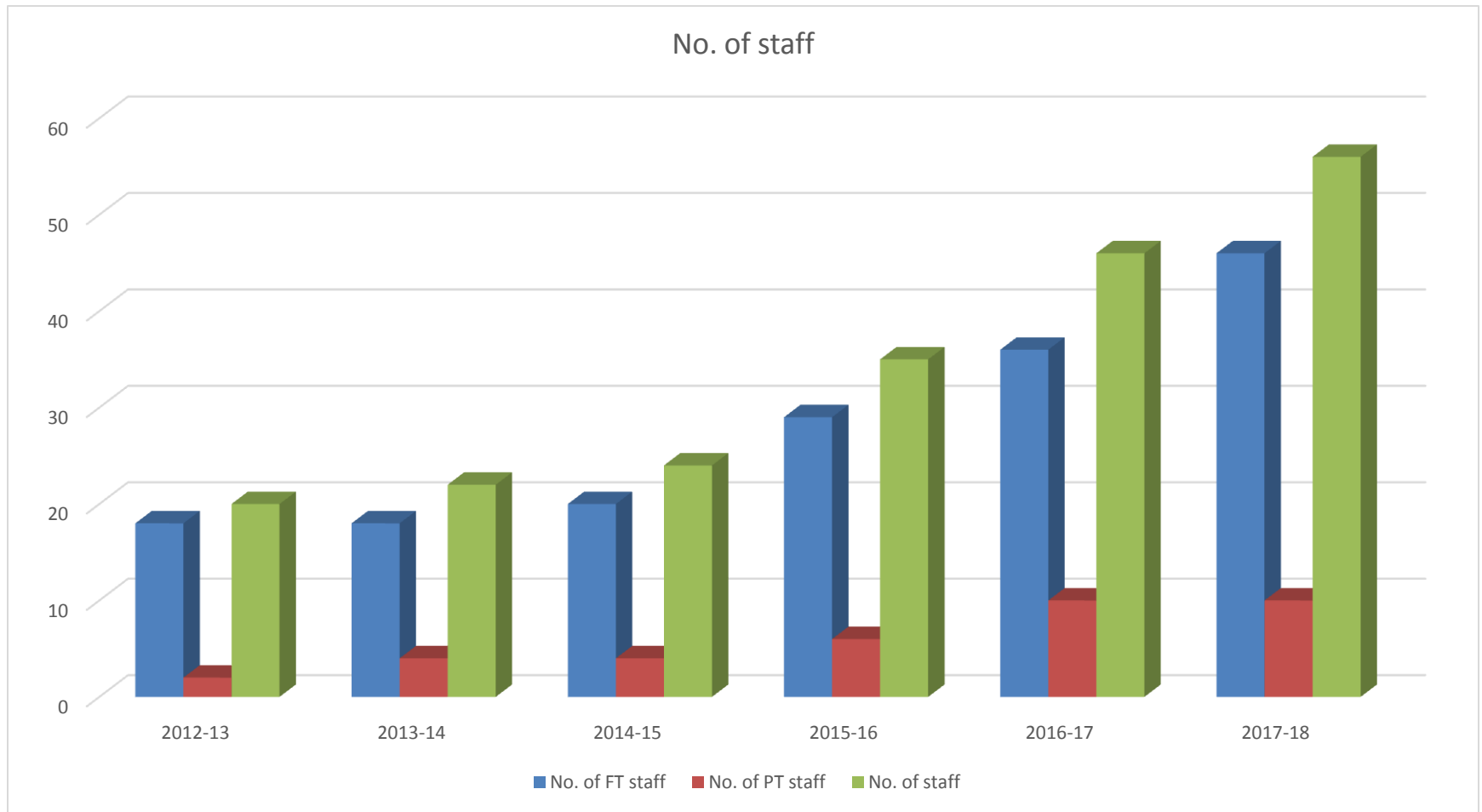
## Advocacy & staff morale

- **Some special features:-**
  - **Maternity leave - 14 weeks**
  - **Paternity leave - 7 days**
  - **Gender-specific leave**
    - miscarriage leave - 1-4 weeks**
  - **Family care leave - 3 days**
  - **Breastfeeding facilities and time**
  - **Use of agency childcare facilities for staff in cases of emergency**
  - **Job sharing in certain posts**

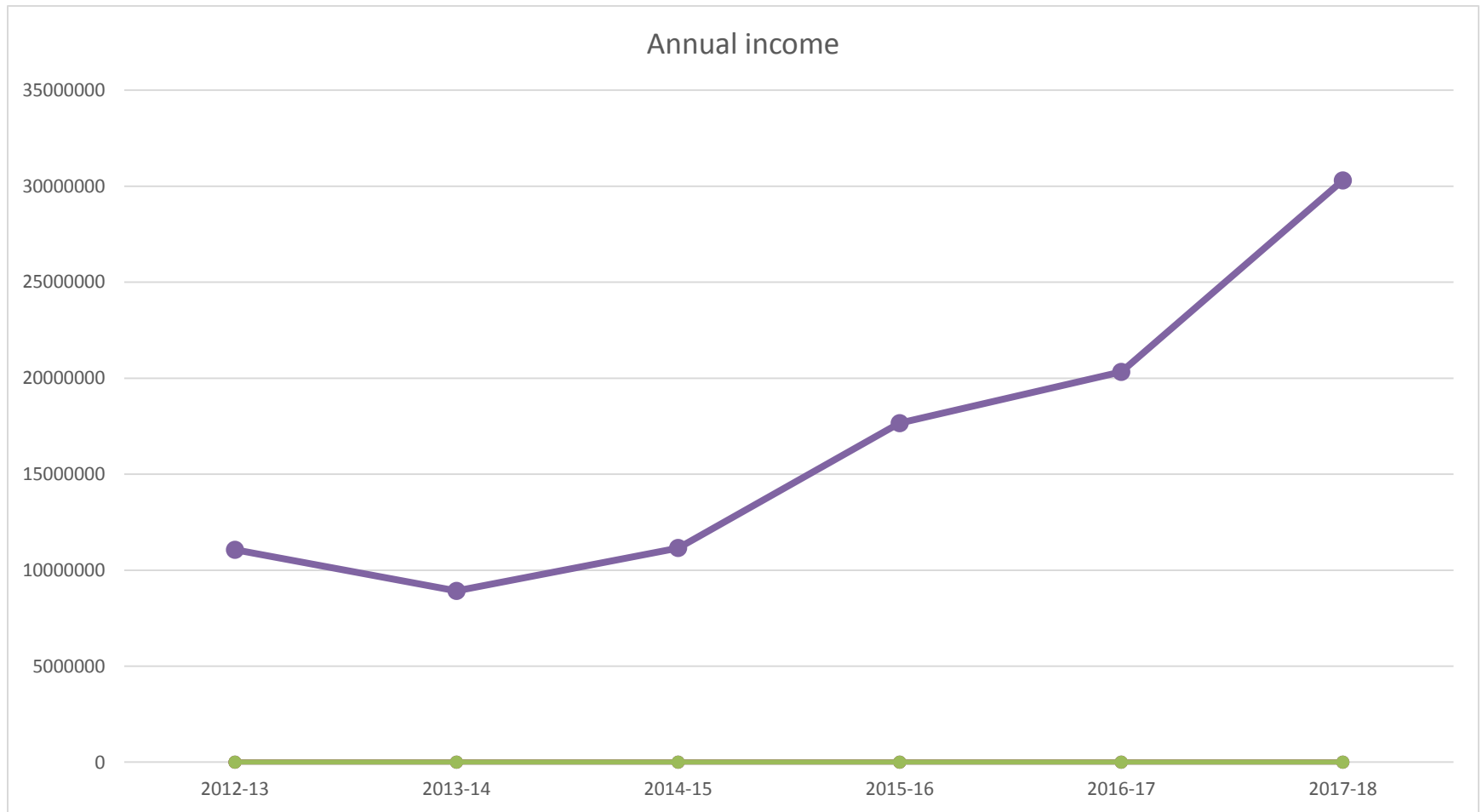
***Progress to date .....***



# Number of staff (2012-18)



# Income (2012-18)





Confidence Independence Competence