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專業服務的可持續發展與社會流動力：以香港會計專業為研究個案

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**Sustainability and Social Mobility in Professional Services:
A Case Study of Accounting Profession in Hong Kong**

專業服務的可持續發展與社會流動力：以香港會計專業為研究個案

Public Policy Research Funding Scheme

Final Report

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Abstract

This Study addresses the longstanding challenge of enhancing socio-economic sustainability and social mobility in Hong Kong through an examination of the accounting profession as a case study. Given the pivotal role of the professional services in the Hong Kong economy and the impressive track record of the accounting sector in particular in cross-border collaborations and co-development, the insights from a study of the accounting profession will be of special reference to our understanding of existing gaps in our economic policy-governance infrastructure. In particular, the Study canvasses the views of diverse stakeholders (industry leaders, early and mid-career staff, big vis-a-vis small firms, accountant-in-practice vis-a-vis accountant-in-business, government, academia and students) through in-depth interviews, customized surveys, focus group meetings and discussion forums. The systematic analysis of stakeholders' inputs enables us to identify not only the major gaps in policy and practices at various levels (individual/firm/industry/government), but also assess the variations in views and convergences over a range of openings and strategies of potentials to meet the gaps.

In a nutshell, the sector's self-assessment of prospects (both personal and sector-wide) is, on the average, moderate and pessimistic for some. Young and prospective accountants have positive aspirations for their personal careers but the sector at large faces entrenched issues of governance and equity (e.g. excessively long working hours and stagnant entry-level pay), increasingly cut-throat competition and rising business risks and costs. There is a felt need for more broad-based and creative training and education programs to meet the need for new talent to provide non-core services and the needs of a new generation of quality professionals and business leaders. Investment in research and development on exploring new markets, new services and new technology, both in the sector or in academia, is considered to be insufficient. To meet these gaps, more proactive leadership and stepped-up assistance from the industry leaders, sectoral professional bodies, the Government and the academia is called for. This study has laid down recommendations to facilitate the process whereby the diverse views can be translated into potent forces for positive change and action.

摘要

本研究以會計專業作為案例，探討促進香港爭持已久的社會經濟可持續發展和社會流動議題。專業服務在香港經濟中一直扮演關鍵角色，會計業是重要一環，特別是在過往中港跨境合作及共同發展中創下了輝煌往績，深入解讀會計業的現況將有助我們了解目前香港社會經濟、政策與治理架構中存在的缺位。尤其是本研究通過深入訪談、專門設計問卷調查、焦點小組討論和分享論壇搜集了不同持分者的觀點（行業資深領導者、中層和初入職員工；不同規模的會計師事務所；在事務所內執業或在不同機構工作的註冊會計師；學術界和學生），系統地分析這些觀點不僅讓我們梳理出各個層面（個人/企業/行業/政府）的政策和日常操作中的差距，也可有助於評估一系列建議措施彌合這種差距的潛在可能。

簡而言之，會計界從業員的自我前景評估（無論是個人或是行業）大多只屬中游，部分偏向悲觀。年輕或將入行的會計師對個人事業的確有憧憬，惟整體行業卻面對一系列治理的問題、合適待遇（例如工時過長及入職起薪金停滯）、日益激烈的割喉式競爭、商業風險和成本上升。我們需要涵蓋更多多學科的訓練和富創造力的培訓和教育課程，培養新的人才提供非核心會計專業服務，並孕育新一代專業人員和商界領袖。香港會計業界及學界在投資研發(R&D)、發掘新市場、新服務以及新科技等各方面都做得不夠，這都需要行業領袖、專業協會、政府以及學界更主動及積極的領導及協助。本研究提出了一些建議促進這過程，讓不同持分者的意見揉合成有效推動行業正面轉變及行動的力量。

An Overview

A. Research Problem and Objectives

This Study addresses a longstanding issue much discussed in the Hong Kong society and policy community, as well as in the Chinese leadership: how best to improve our business and policy governance to enhance the sustainable development of the city and its people. In particular, the Study aims to gain insights from a systematic analysis of the diverse views of multiple groups of stakeholders (industry leaders, early and mid-career staff, government) to identify gaps in the institutions and practices at various levels (individual/firm/industry/government) and openings that will meet, at least in part, the diverse demands and to develop future strategies. To keep the scale of the study manageable, we focus our analysis on one professional sector, namely the accounting profession, using the ‘extreme case study’ method. According to data from Census and Statistics Department (C&SD), professional services (which cover legal, accountancy, auditing, architecture and engineering activities, technical testing and analysis, scientific research and development, management and management consultancy activities, information technology related services, advertising, specialized design and related services) in Hong Kong generated an added value of \$106,700 million (or 4.8% of GDP) and provided jobs for 208,900 persons (or 5.6% of total employment) in 2014 (Census and Statistics Department, 2014 & 2016a). The added value is double the level a decade ago (2004) and 60.9% above that of 2007. The export of accounting services was valued at HK\$1,518 million in 2014 and the number of establishments and people engaged in accounting services reached 5,295 and 29,789 in the third season of 2015 (Census and Statistics Department, 2016a & 2016b). The sector was considered to possess much room for further development – for example, it is estimated that 350,000 additional qualified accountants are needed in Mainland China. By 31st March 2014, the Chinese Institute of Certified Public Accountants (CICPA) had only 8,238 group members (accounting firms), of which 40 and 11 were qualified to conduct security and future-related businesses, and H-share audit respectively. There were 200,000 individual members, of whom 98,208 are CPAs. Those CPAs provide professional services to over 3.5 million enterprises and public institutions, including 2,537 public companies (CICPA website). To enhance the competitiveness of the professional services for further global development, the Chief Executive emphasized in the 2014 and 2015 Policy Addresses that the government would examine into the ways to strengthen the competitiveness of the sector *via* enhanced research and development, manpower development and business restructuring, promotion of the ‘Hong Kong brand’, as well as to facilitate the upward mobility of young people through education, training and employment.

The Study seeks to contribute towards the following objectives:

1. To examine the relationship between prospects of the selected industry (i.e. accounting) and social mobility within, and how such relationship contributes to the sustainable socio-economic development of society in general;

2. To inquire into the views of different actors and their diverse interests/values/identities/ethical concerns towards the development of and mobility within the accounting profession;
3. To examine how the cross-border interaction between the Mainland and Hong Kong affects the key stakeholders' perceptions of the sectoral development and mobility of accounting professionals;
4. To identify strengths of the current sector-specific or policy governance practices with respect to their contributions to the development of the industry in Hong Kong and China, at both the sector/staff levels;
5. To investigate problems, opportunities forgone and future potentials, and assess possible means to address them.

B. Methodology

This project has a dual level of analysis: the individual level of the members of the accounting profession, and the sectoral level of the accounting industry. The two levels are nested, as the mobility of practitioners hinges on the opportunities offered in the industry, while the sectoral development is in part the outcome of the agency of the practitioners. The project consists of three main research components. (1) Background research – in-depth textual analysis and evaluation of primary and secondary materials so as to review the structural development of the sector and the major themes of discussion in the sector. (2) Interviews with key stakeholders, including practitioners at senior management level of CPA firms of various scales, non-practicing accountants at senior management level in business sector, and key stakeholders in the public sector. The interviews are helpful for (i) understanding the opportunities and challenges posed to the development of sector and the stakeholders within the sector, and (ii) identifying constraints for the sectoral development and the competitiveness of individual firms. (3) Surveys of a broader spectrum of sector stakeholders, tailored-made for each of the 3 main groups namely, the professional accountants-in-practice, professional accountants-in-business and university students majoring in accounting.

(1) Background Research

Major areas covered in Background Research include:

- a. Directorship and senior management profile of listed companies in Hong Kong
- b. Membership profile of Hong Kong Institute of Certified Public Accountants (HKICPA)
- c. In-depth textual analysis and review of relevant government policies in Hong Kong and China regarding cross-border collaborations over accounting practice development and related matters
- d. Regulations and professional standards in relation to accounting
- e. Hong Kong representation in major international accounting professional bodies

Background Research on these themes assisted us to (a) assess the pattern of demand for professional accountants against supply, and the relationship between prospects of the accounting sector and social mobility of its young staff, (b) arrive a better understanding of the

development trajectory of the sector and its contexts, both national and international; and (c) identify the major themes of concerns current in the sector. The concerns are:

- New Challenges: (i) changes in business model posed by, say, new technology; (ii) increased regulatory oversight on capital market; (iii) regulatory oversights on auditing
- Changes in code of professional ethics
- Increased frequency and scale of disciplinary actions against professional accountants
- Increased demands in training, promotion, staff salary and welfare; rising rent and associated cost

Findings from the Background Research informed the interview guidelines and survey questions in the later stage.

(2) Interviews with major stakeholders within the sector

The interviews were conducted in a semi-structured, informal and dialogue manner to facilitate spontaneous interactions. The following questions serve as guidance in the interviews.

1. Leveraging experience in/observations of your firm, what are your views towards the recent development of the industry along the increased interactions of the sector with Mainland China?
2. The opportunities and challenges for the development of the industry in future?
3. Your views towards the mobility of the accounting professionals at all levels within the industry?
4. The factors affecting the (upward/downward) mobility of the accounting professionals at all levels within the industry?
5. What do you think the profession can do to improve the business situation/meet the challenges/enhance the prospect?
6. What do you think the government can do to improve the situation?

(3) Surveys of major stakeholders

The responses collected in the interviews, together with the Background Research, inform the design of three surveys.

The survey for Professional Accountant-in-Practice (PAIP) consists of six sections – (a) factors that may affect the development of participant’s firm; (b) factors that may affect the development of the accounting profession in Hong Kong; (c) factors that may affect the upward mobility of Hong Kong’s young accountants (0-5 year of experience); (d) strategies fostering the development of the profession; (e) overall evaluation of personal and sectoral development; and (f) participants’ personal background information.

The survey for Professional Accountant-in-Business (PAIB) consists of seven sections in three parts– Part 1 covers participants’ personal experience; Part 2 explores into (a) participants’ views on the profession (PAIB) generally and overall evaluation of the personal and sectoral development, and (b) factors that may affect the upward mobility of Hong Kong young accountants (0-5 year of experience); Part 3 is participants’ personal background information.

The Student survey consists of thirteen questions covering study choice, competitive edge of accounting students from Hong Kong and mainland China, factors of career development, overall evaluation of the personal and sector development, and participants' personal background information.

C. Execution

1. Background Research

A background study on the research subject was conducted intensively in the first three months of the research period and constantly throughout the research period, when necessary, for the benefit of data analysis and report writing.

For the patterns of demand for accountants in Hong Kong, the research team reviewed relevant previous local surveys and studies, including membership survey done by Hong Kong Institute of Certified Public Accountants (HKICPA), manpower survey report-accounting sector from Vocational Training Council, labour statistics provided by Census and Statistics Department, HKSAR, and HSI Constituents Annual Reports from HKEX and HIS website etc., on the demand and supply for the workforce of Hong Kong accounting profession. An analysis on the compositions of current accounting workforce was conducted.

- (a) Background of directors and senior management in listed companies – 94 companies listed in Hong Kong Stock Exchange, which represent 65% of market capitalization of the whole 1810 companies in Hong Kong Stock Exchange according to records as at 20 August 2015, are selected. Among the 94 selected companies, 50 companies are in Hang Seng Index (HSI), 40 companies are in Hang Seng China Enterprises Index (HKCEI) and 25 companies are in Hang Seng China-Affiliated Corporations Index (HKCCI), with 21 duplicated. The 94 selected companies consist of 4 stock types (i.e., Hong Kong Ordinary Shares (24), H Share (40), Red Chip (25) and other Hong Kong-listed mainland companies (5)), and 4 categories of industries by Hang Seng Index Ltd. (i.e., Financials (25), Utilities (12), Properties (18) and Commerce & Industry (39)). A total of 1,485 directors (excluding independent non-executive directors) and senior management are recorded among the 94 selected companies.
- (b) Membership profile of Hong Kong Institute of Certified Public Accountants (HKICPA) – Membership surveys (2011 to 2016) are studied to identify the key features of the agents of the profession – the accountants- and discern any change in patterns and requirements.

For the structural development and policy context of the accounting profession, the research team collected and examined information on the policy changes relating to accounting industry in China and in Hong Kong from materials including: policy documents and consultation papers from governmental departments, submissions on consultation papers from professional bodies and commentaries published in media.

Information from international professional bodies, such as the International Accounting Standard Board and the International Federation of Accountants, was studied as part of the assessment of the impact of global changes of accounting standards and regulations on the sector.

The research team also started literature review on accounting education reforms worldwide and studied the current curricula of accounting degree programs in Hong Kong universities in order to identify the gaps between industry needs and degree program design and inform the future direction of Hong Kong accounting education.

2. *In-depth interviews with experts and stakeholder group representatives*

A total of 54 in-depth interviews were done to (i) understand opportunities and challenges posed to the development of the industry/jobs/careers, and (ii) identify constraints for the sectoral development and the competitiveness of individual firms in particular and (iii) understand how it would affect the sustainable and well-balanced socio-economic development of society in a longer term. The interview period started from December 2014 to August 2016.

In 2014, there were around 1,660 listed companies in Hong Kong of which 65% were audited by Big 4 (Mid-Tier Firm Alliance, 2014). Big 4 hire around 1,000 Hong Kong graduates in total every year. Given the important share and leadership role of Big 4 firms in the industry, both locally and globally, a total of 12 representatives from Big 4 were interviewed.

According to HKICPA's 2014 membership survey (HKICPA, 2014), nearly 70% of professional accountants working in practices were employed by non-Big 4 CPA firms. It was supposed that there should be some discrepancies on the views towards the industry between those working in Big 4 and those in non-Big 4 due to differences in company scale and clientele. A total of 14 representatives from non-Big 4 CPA firms, including second tier international firms and local CPA firms, were interviewed.

Other than those working in practices, the research team also interviewed professional accountants in the commercial sector (PAIBs), which comprised 77% of total professional accountants in Hong Kong (HKICPA, 2014). A total of 15 PAIBs were invited to participate in the in-depth interviews.

Representatives from professional bodies, including HKICPA, CPA Australia, The Hong Kong General Chamber of Commerce (HKGCC), Hong Kong Trade Development Council (HKTDC), Legislative Council, and Commission on Youth, CEOs of different companies and scholars from different universities were also interviewed to understand the prospect and challenges of the industry from various perspectives.

3. *Surveys of major stakeholders within the sector*

Based on discussions with the interview informants, two sets of survey questionnaires were tailored made for the professional accountants in practice (PAIPs) and PAIBs respectively. During the process of interviews, the research team identified possible gaps between the expectation of industry and current educational experience of accounting students. We hence designed a student survey to capture the perspective of accounting undergraduates.

A pilot test was done and further improvements were made on design and related matters upon feedbacks from industry before launch.

PAIP Survey

Due to the absence of a full sampling frame of individual accountants and other practicability concerns, snowball sampling was applied to recruit respondents. The research team invited those interview informants, who were working in CPA firms to help with distributing the questionnaire to staffs and colleagues in their firms, both in the form of filling hard copies of questionnaires or online questionnaires. The research team realized that it was difficult to reach the PAIPs working in local, small-scale, CPA firms and, therefore, adopted another method to reach those in local CPA firms. The research team got a list of practices from the website of HKICPA with 1514 different addresses (except Big 4 and those CPA firms the research team had contacted through in-depth interviews). Because of limited time and human resources, the research team did not chose random sampling, but identified 14 buildings in which 10 or more CPA firms were located and our survey assistants visited, in person, all the CPA firms in these 14 buildings. Among the 14 selected buildings, one rejected our research team to conduct survey in their buildings. In the rest – 13 buildings, the survey assistants visited all CPA firms therein and invited them to fill in the questionnaires, and followed up with a telephone call after 2-3 weeks if the questionnaires were not returned at the time of the visit. A total of 428 valid questionnaires were received for the survey on PAIPs.

PAIB Survey

Due to same reasons as per PAIP survey, the research team also adopted a snowball sampling method for this survey. Those interview informants, who were working in the business sector, were invited to distribute our survey to their staffs/colleagues and friends who are working in accounting/financial departments. The respondents were asked to fill in either hard copies of questionnaires or online questionnaires. CPA Australia, CIMA and HKBAA also helped to distribute the survey to their members. The research team also distributed PAIB questionnaires through 2 seminars of Continuing Professional Education (CPE). The research team received a total of 315 completed questionnaires for the survey on PAIBs.

Student Survey

The research team invited the faculty members in the accounting departments of eight Hong Kong tertiary institutes to distribute our questionnaires to their students majoring in Accounting. The eight Hong Kong institutes were:

1. The University of Hong Kong (HKU)
2. The Chinese University of Hong Kong (CUHK)
3. City University of Hong Kong (CityU)
4. Hong Kong Baptist University (HKBU)
5. Lingnan University (LU)
6. Hong Kong Shue Yan University (SYU)
7. The Open University of Hong Kong (OUHK)
8. Hang Seng Management College (HSMC)

A total of 1,152 completed questionnaires were received for the survey on undergraduates majoring in Accounting.

4. *Industry Sharing Forum and Dissemination of Findings*

An Industry Sharing Forum was organized on 17 May 2016 at CityU. The Forum served two purposes: (1) to share our preliminary findings on PAIP and student surveys; and (2) to reconcile the divergent views among and within the sub-sectors of Professional-Accountants-in-Practice and Professional-Accountants-in-Business for synergies. It was well attended by over 50 industry leaders, including senior partners of major CPA firms, leaders of major professional bodies and the incumbent Legislative Councillor elected from the Accounting Functional Constituency, as well as academics and students.

Timely publication of initial analysis in professional media also facilitated public dissemination of project findings and enhanced visibility and impact of the research. Six Chinese-linguaged papers in reader-friendly language were published in Master-Insight.com (<http://master-insight.com>) during May-October 2016, attracting instant attention and enquiries from Financial Reporting Council and Trade Development Council. One more paper is forthcoming. [Encl. 6]

D. Major Findings

Background Research: Overall picture

Patterns of demand for accountants in Hong Kong

- The study on the background of the directors and senior management profile of the listed companies indicates that
 - Accounting degree holders with a second non-accounting degree (such as business administration and economics) are more preferable than accounting degree holders without a second degree for senior management positions in all types of listed companies.
 - PRC Accountant is the most popular accounting qualification held by directors and senior management in companies listed in Hong Kong Stock Exchange.
 - It may be easier for accounting degree holders to be promoted to director's level in utilities and properties companies than financials and commerce & industry.
 - However, majority of senior positions in charge of finance (e.g. Financial Controller, Finance Director) are held by non-accounting degree holders. This reflects practitioners with both accounting professional knowledge and business knowledge at a macro level would be an advantage for promoting to senior positions.

- The membership profile of Hong Kong Institute of Certified Public Accountants (HKICPA) indicates that
 - Although HKICPA members increased from 30,417 in 2010 to 38,699 in 2015, its annual growth rate is in the decline (5.76% during 2010 and 2011 vis-a-vis 4.04% during 2014 and 2015).
 - While the supply of qualified accountants is sufficient at junior level, the shortage of supply is serious for middle-rank level.

- There is an observation that the entry level pay of young accountants has stayed at more or less the same level at current prices over the past decade, meaning that the real pay considering inflation and living cost factors has indeed decreased.

Structural development of accounting profession

- Regarding the latest changes of regulations and standards in accounting profession, the international convergence programme of Hong Kong Financial Reporting Standards (HKFRs) were fully in place in 2005. Being a member of International Federation of Accountants (IFAC), the Hong Kong Institute of Certified Public Accountants (HKICPA) also adopted the IESBA Code of Ethics for Professional Accountants issued by the IFAC International Ethics Standards Board of Accountant (IESBA) as the ethical requirements for its members. A total of 51 major amendments in International Reporting Standards (IFRs) are made between 2003 and 2016 and the count of major amendments on International Accounting Standards (IASs) is nearly 80 during the same period of time.
- Regarding the representatives of Hong Kong in major international accounting professional bodies, Hong Kong actively participates in various international, regional and other professional bodies. They are (a) International Federation of Accountants, (b) IFRS Foundation and International Accounting Standards Board, (c) International Forum of Accounting Standard Setters, (d) World Standard Setters (financial reporting), (e) Asian-Oceanian Standard-Setters Group (financial reporting), (f) Global Accounting Alliance, (g) International Association of Restructuring Insolvency and Bankruptcy Professionals (INSOL International), (h) Accounting for Sustainability (A4S), (i) Asian-Oceania Tax Consultants' Association (j) Chartered Accountants Group of Executives, and (k) Institute of Chartered Accountants in England and Wales. (HKICPA 2015 annual report)
- Regarding the government policies to promote cross-border interactions between China and Hong Kong, a wide range of measures has been introduced by both PRC and HKSAR government to facilitate collaboration between the two places since 1990s and hence foster the development of accounting profession in both places. Although professional services have made relatively significant progress in the economic integration process between China and Hong Kong when compared with the other 'pillar industries', there have been ongoing discussions in the sector regarding the optimality of government policies in enhancing the competitiveness and further global development of professional services, and the accounting profession in particular.

Key Stakeholders Interviews

- Almost all respondents agreed that long working hours and worsening business opportunities (in Hong Kong, mainland China and overseas) would have great impact to the development of their firms and the sector.
- In particular, most converged on long working hours and high staff turnover rate as two factors threatening the internal operations/management of individual firms.

- Almost all interviewees agreed that competition among CPA firms in Hong Kong is getting more intense nowadays and this may not be good to the longer term development of the sector.
- Almost all interviewees maintained that the golden rule to uphold the integrity of Hong Kong accounting profession is to follow strictly the changes of international accounting standards. In doing so, practitioners need to be vigilant and equip themselves with soft skills and improve their professional judgment continually.
- Respondents from the Big4 and small-and-medium sized firms held different views on the tightening up of regulatory oversight by professional bodies and government: the Big4 respondents generally felt this is a trend mandated by global changes in the sector, whilst the second-tiered and smaller firms stressed the constraining impact on them in terms of increased cost, risk of penalty and reduced market access.
- Regarding the upward social mobility of Hong Kong young accountants, interviewees identified English proficiency and self-motivation as two areas that young accountants need further improvement. They agreed to the challenge to upward mobility and that there have been fewer opportunities for Hong Kong accountants in junior grade to work in mainland China due to localization of accounting profession in mainland China. They also agreed that the competitive edge of mainland accountants has been generally improving.
- Interviewees maintained that joint venture arrangement among CPA firms in Hong Kong and firms in overseas/mainland China is the trend and a means to expansion, especially for small-and medium-sized firms.
- Interviewees in general saw the potential of the ‘going out’ policy under the One Belt One Road Initiative to advance sector development in a longer term. However, they were more inclined to support measures that directly attract businesses opportunities to Hong Kong.
- Interviewees agreed that provision of diverse and value-added services with high quality is a better way to combat the intense competition among CPA firms in Hong Kong, instead of cutting the audit fees.

Surveys

Professional Accountants in Practices (PAIP) [Encl. 1 for details]

1. Profile of respondents

- The respondents in our sample [a total of 428 completed questionnaires] are younger (90% under 45) than the age profile of the HKICPA members (60% under 45). About one third of them have not obtained CPA qualification (i.e., they are not HKICPA members) while another one third have less than 3 years post-qualification experience. About 90% of our respondents work in large CPA firms serving listed clients (Big4 and Non-Big 4 with listed clients). About one third of the respondents earn less than

HK\$20,000 per month which is commensurate with their experience and qualification as one third of the respondents have less than 3-year experience and have not obtained CPA qualification.

- 48% of the respondents plan to change job within the next 5 years. However, majority of them had not decided where to move. More respondents working in Big 4 and non-Big 4 with listed clients at the junior/middle levels plan to change job within the next 3 years. The results are consistent with the anecdotal evidence that there is high turn rate for newly qualified accountants with 3- year experience in Big 4 and large international firms serving listed clients.

2. Factors affecting the development of CPA firms

- Long working hours and high staff turnover are the two most important factors affecting the development of CPA firms, particularly for Big 4 and non-Big 4 with listed clients whereas rising rent is the most important factor for small CPA firms without listed clients.
- The HKICPA also recognizes that long working hours is a hot issue that needs to be addressed. However, there is currently no single best way to deal with the issue. The preliminary analysis done by the Institute indicates that culture, low productivity and human resource planning may contribute to long working hours (HKICPA 2016 membership survey).
- Those at the senior level perceived that frequent changes of accounting standards and more rigid regulatory oversights are the most important factors while those at the junior and middle levels have lower rating on these two factors.
- Similarly, those at the senior level such as partners are more concerned about the competition among CPA firms and worsening business opportunities in Hong Kong that will affect their firms' development. Finally, they are also concerned about the quality of young accountants.

3. Factors affecting the development of the accounting profession in Hong Kong

- Respondents agreed that the competitive edge of the Mainland counterparts is improving. This will have negative impact on the development of Hong Kong accounting profession. In the past three decades, the growth of Hong Kong accounting profession mainly relied on the demand of auditing services from Chinese enterprises.
- Respondents in general opined that technical support from HKICPA is normal. However, those at the senior level are not satisfied with the technical support. In addition, respondents are not satisfied with the networking support from HKICPA to create or explore business opportunity for their members.
- Respondents are not satisfied with the Hong Kong government's role in attracting business investment to Hong Kong.

4. Factors affecting the upward mobility of Hong Kong young accountants

- Respondents in general considered that young accountants' ethical standard, language competence, communication and social skills, undergraduate professional training, technical competence and self-motivation are between adequate and good.

- Those at the senior level gave significantly lower rating than those at the junior and middle levels. Except ethical standard, the ratings for other factors are all below adequate. In contrast, those at the junior level rated all factors above adequate. The differences in ratings between senior and junior indicate that there are expectation gaps that need to close.
5. Comparing Hong Kong young accountants with the Mainland counterparts
- More than 50% of respondents agreed that Hong Kong young accountants are better than Mainland young accountants in respect of English proficiency, international exposure and professional ethics.
 - More respondents at the senior level agreed that Hong Kong young accountants have better professional ethics than those at junior and middle levels. On the other hand, more junior accountants thought that Hong Kong young accountants are better in respect of communication and social skills and technical knowledge.
6. Work environment
- Respondents in general considered that the opportunities to work in Mainland China, professional training and availability of senior positions are stable to improving.
 - Respondents at the middle level had the lowest ratings for all the areas of work environment affecting young accountants. In particular, they rated the salary level and fairness of reward system as worsening. Their views are supported by the recent reduction in pay raise for junior and middle level staff in some Big4 firms (HKET, 2016/09/29).
7. Strategies that foster the development of the accounting profession
- Of the 11 strategies listed, respondents rated ‘investment in IT to enhance efficiency’ as the top strategy while ‘leveraging the Belt-Road initiative’ tailed the list. However, they all agreed that the 11 strategies can help foster the development of the accounting profession.
 - The strategy of ‘expanding non-core business’ was considered important by respondents from Big 4, non-Big 4 without listed clients and those at the senior level.
8. Overall evaluation
- In general, respondents were quite satisfied about their job and their own prospect in the profession. They were confident that they have adequate professional knowledge and competence to face the challenges in their job.
 - Regarding the current and future development of the profession, respondents have moderate views only. In particular, those at the middle and senior levels are less optimistic about the future development than those at the junior level.

Professional Accountants in Business (PAIB) [Encl.2 for details]

The survey for professional accountants in business (PAIBs) was conducted from March-May 2016 through various channels including questionnaires distributed to participants at continuing professional education seminars and online survey. A total of 315 responses were received. The following summarized the major findings from the survey.

1. Majority of the respondents (63%) are under 45 years old and 53.6% of them have monthly income less than HK\$50,000. Most of them (58.4%) work in medium to large organization with 100 or employees. About 50% of them are in the middle level and about 23% of them at the senior level as Director, Vice president, Senior Manager/ Chief accountant.
2. On the job training is considered as the most important training for PAIBs to enhance their competitiveness. Interdisciplinary courses and internship programme taken during the undergraduate studies are considered to be more important by respondents at the senior level than those at the junior level.
3. About two third of the respondents have prior CPA firm experience and about half of them worked in Big 4. Majority of them left the CPA firms when they were at the assistant manager grade or below. The main reasons for switching from PAIP to PAIB are long working hours in CPA firms (56.4%), better prospect in business (31.9%) and attractive salary increment at the time of change (26.1%).
4. Most of the respondents that have CPA firm experience agreed that such experience has positive impact on their work as PAIBs. In particular, CPA firm experience has positive impact on the knowledge of and exposure to different industries, increase their familiarity with financial reporting standards, ability to meet deadlines and multitask.
5. In general, their overall evaluation on job satisfaction, prospect in the profession and their profession knowledge and competence to meet challenges are moderately positive with mean scores between 6 and 7 (the range is from 0 to 10).
6. The most important factor affecting the competitiveness and upward mobility of PAIBs is communication and interpersonal skills. Those at the senior level considered ability to work effectively with people outside accounting/finance department, leadership and supervisory skills , awareness of changes in business trend and aspiration to become a member of the management team are important to be able to move up in the organization and assume senior management position.
7. Regarding the quality of Hong Kong young accountants, respondents agreed that language and technical competence, ethical standard of young accountants are between adequate and good. However, self-motivation has the lowest rating and just be considered as adequate only.
8. Compared with mainland accountants, Hong Kong young accountants are better in terms of professional ethics, international exposures and English proficiency. However, communication and social skills and Chinese proficiency are worse than their counterparts.
9. In general, respondents considered the work environment of young accountants to be stable and those at the junior level had lower rating for the fairness of the reward system.

Comparison between PAIP and PAIB surveys [Encl.3 for details]

- When comparing the findings between PAIP and PAIB surveys, it is worth noting that PAIPs in general have lower job satisfaction and less confidence in their professional knowledge and competence to meet the challenges of their work than PAIBs. In particular, the ratings for language and technical competence rated by PAIPs are significantly lower than that rated by PAIBs. These highlight the importance of and greater demand for communication skills and technical competence for young accountants in practice.
- In comparing Hong Kong young accountants with mainland accountants, while more PAIP respondents agree that Hong Kong accountants' English proficiency and communication and social skills are better than mainland accountants, more PAIB respondents indicate that Hong Kong young accountants have better professional ethics than mainland accountants.

Student Survey [Encl.4 for details]

1. Respondent Profile

- Among the 1152 questionnaires received, 62.2% of respondents were female, 37.1% were male and 0.3% are others. Nearly half of them were in Year 3, around forty percent of them are in Year 4, one tenth are in Year 2 and only 0.4% are in Year 1. Around 90% of them were local students. Among the non-local students, 71% came from Mainland China.

2. The attractiveness of studying Accounting as major subject

- Majority of respondents replied that Accounting was their first choice when they were admitted to tertiary institution.
- For both local and non-local students, "more work opportunities" was the most popular reason for making the choice. "Good prospect" was the second most popular reason for both groups. "Interest" was the third popular reason for local students, but the fourth for non-local student, which ranked after "Influence from parents".
- Surprisingly, 46.1% of overall respondents (47.0% of local students and 36.6% of non-local students) replied that they would *not* choose accounting again. "Accounting profession is too harsh" was the main reason for not choosing it again. This perception was more popular among local students.

3. Job related preference and expectation

- For both groups of students, "Salary and benefits" was regarded as the most important consideration for their choice of first job. "Opportunity to learn and gain experience" was regarded by non-local students as more important while "working hours" and "distance between home and office" were more of a concern

for local students. “Opportunity to work in Mainland” was regarded as important by non-local students but it was the least consideration for local students.

- “Government” was the most popular choice of organization for first job for local students, but it was ranked the fourth for non-local students. “Big 4” was the most popular choice for non-local students while it was the second for the local students.
- Almost all respondents (local students: 96.6%; non-local students: 88.5%) indicated that they were willing to work abroad within 5 years after graduation. Taiwan was the most popular choice of location for local students while it was the fourth popular for non-local students. Mainland was the most popular for non-local students while it was the fourth popular for local students.
- Non-local students were willing to work abroad for a longer time and had a higher expectation of their salary within 5 years after graduation than local students.

4. Self-evaluation on different abilities and attitudes

- The respondents were asked to evaluate 15 of their own abilities and attitudes, including, Cantonese, professional ethics, endurance, willing to suffer loss, ambition, Putonghua, communication and social skills, flexibility, English, technical knowledge, information management, working experience, long term career plan, international exposure, application of accounting software.
 - The respondents in general rated all their abilities and attitudes normal or above on average.
 - Except “Cantonese” and “willing to suffer loss”, non-local students rate themselves higher than local students in all other 13 aspects.
 - Apart from “Cantonese” and “Putonghua”, the difference of means scores for “International exposure” was largest because non-local students rated their “international exposure” much higher than local students did.
- The respondents were then asked to compare in terms of the above 15 abilities and attitudes with other group of students, i.e. local students were asked to compare with non-local students and vice versa.
 - Both local students and non-local students agreed that local student were stronger in Cantonese while non-local students were stronger in Putonghua.
 - Except “professional ethics”, “social and communication skills”, “work experience (internship and part-time work)”, non-local students’ self-evaluations of their comparative strength in all the remaining 10 aspects were stronger than local students.

5. Prospects

- Non-local students rated their personal prospect, prospect of accounting industry and prospect of Hong Kong higher than local students.
- The respondents were also asked to rate 8 factors (personal ability, development of accounting industry, Hong Kong economy, Hong Kong social environment, Hong Kong political environment, opportunity outside China, opportunity from China and Belt and Road Initiative) in terms of how they affect their prospects.

- Both local and non-local students agreed that personal ability had the largest effect on their prospects among the eight factors.
- The effect of “Belt and Road Initiative” was rated lowest.
- The rating of “opportunity from China” by non-local students was significantly higher than the rating by local students.
- Student’s evaluation of personal prospect had a much stronger correlation with their evaluation on prospect of Hong Kong and accounting professions than their self-evaluation of the 15 abilities and attitudes.

6. Analysis

- Since many respondents thought that they had wrongly chosen accounting as their major, students need to be better informed of the workload, job nature, and the prospect of the accounting profession.
- The rating of important abilities and attitudes by local students were not as high as the rating by non-local students. Local students’ self-evaluations of their comparative strength were weaker than that of the non-local students. There is also evidence that local students had a different work ethics from their older generation and non-local students, and a lower expectation about their prospects than non-local students. Measures targeting at enhancing local students’ competitive edge and strengthening their confidence about their future are needed.
- There is evidence that local students are not aware of the opportunities from China, including the Belt and Road Initiative, are important for the sustainability of the accounting profession and promoting their personal prospects in the profession. More education about this is needed.

Industry Sharing Forum [Encl.5 for details]

Most Forum participants agreed to the findings of the PAIP survey we shared with the participants and offered further substantive observations from their experience and suggestions for the sector. Specifically,

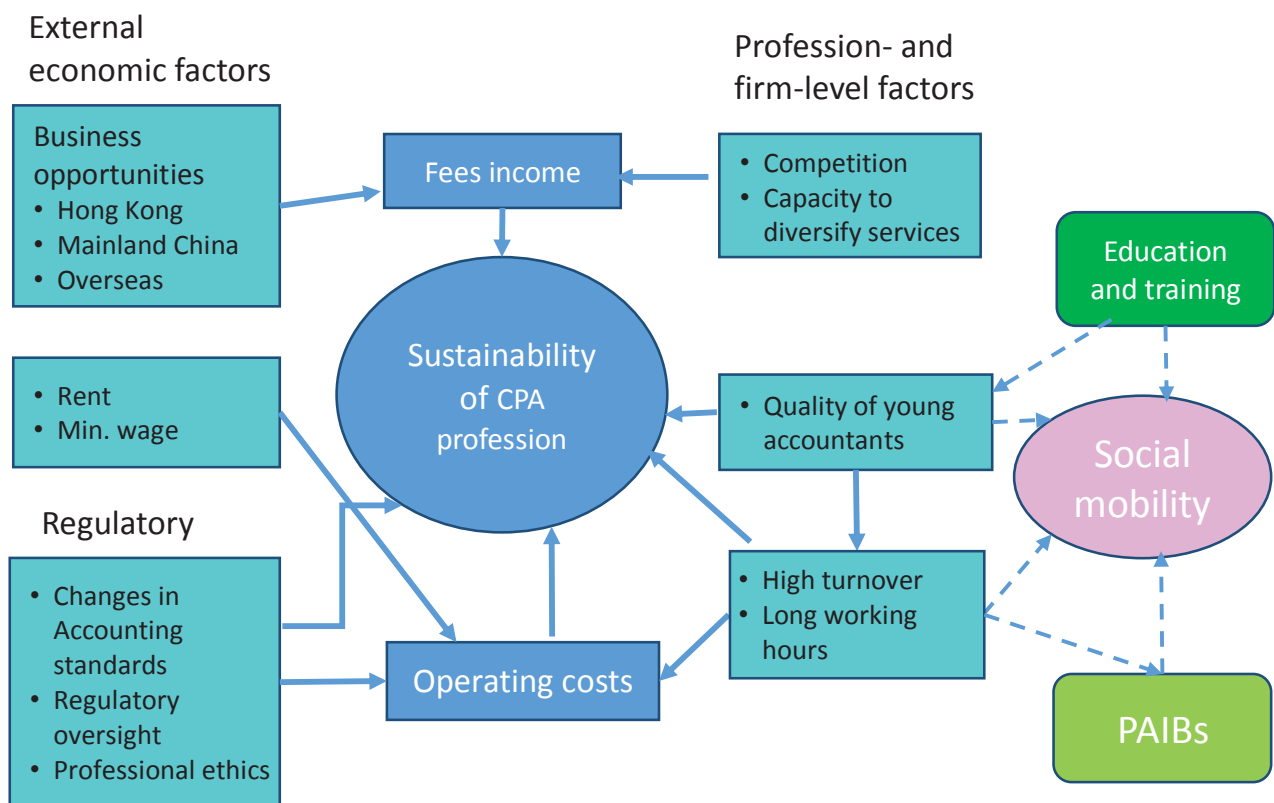
- The participants converged that the growth of the sector is slowing down and firms with different sizes are encountering different challenges in development, such as long working hours, lack of succession planning (in the small-and-medium size of CPA firms), limited salary increment, and shortage of experienced staff at middle-grade level.
- They noted the importance of differentiating and lifting the quality and standard of accounting services in Hong Kong from that in the Mainland, and the need to follow closely the frequent changes of accounting standards and regulation, so as to uphold the competitive edge of the Hong Kong accounting profession. They also emphasized the necessity of cooperation among firms in Hong Kong and of cross-border collaboration.
- Regarding the further development of the sector, participants demanded the government to take a more proactive role in attracting business opportunities to Hong Kong and exploring opportunities in overseas markets.

- Participants stressed the importance to improve soft skills, such as communication skills, IT applications, leadership and management skills, international exposure etc. of the practitioners in the industry.

E. Analysis

The following conceptual framework is formulated on the factors affecting the sustainability and social mobility of CPA profession in Hong Kong to inform our analysis of findings from surveys/interviews.

The Conceptual Framework



Our initial analysis of findings has been articulated and timely disseminated in several published articles in Master-Insight.com to stimulate more discussion in the sector and policy circle [Encl. 6]. The Research Team will continue the analysis and work on academic and other professional publications in the coming months.

The key observations are summarized as follows:

Theme/Objective	Key Observations/Analysis
<p>1. Sector Prospects and Staff Mobility</p>	<p>1.1 The assessment of one’s personal career prospect and job satisfaction in the sector, by practitioners across the board, is, generally, slightly more optimistic than the moderate assessment on sector prospects and current profile. Within the sector, the younger (and more junior-rank) accountants (year 20-29) are more optimistic in their future prospect than their more senior peers, with the middle-ranked cohort being the least satisfied group. We believe that this finding of the young accountants’ positive image of their career prospect is a timely reminder of the need not to over-generalise current perceptions of youth frustrations in the community, as perceptions and visions may vary across groups and/or domains within a cohort/group. The existence of varied visions and perceptions on subjects of different domains within a cohort or even for an individual will require us to reconsider the meaning of each of the visions and their possible implications for courses of actions for the individuals involved and society at large.</p> <p>1.2 Self-assessment of the young accountants aside, there are divergent views amongst the sector stakeholders on the upward mobility of HK young accountants, which cut through various cohorts/ranks. Those holding a more pessimistic assessment stress the slowing of economic growth in Hong Kong, Mainland, and major overseas economies, rising operational costs in particular rent, the rising supply of young graduates against reduced demand, etc. The more optimistic view lays emphasis on the potential of the globalization of Mainland economy, including the new OBOR Initiative, and the strategic role the professional services in Hong Kong can serve in this process. This view also sees opportunities in the global trend of diversification of services and use of new technology in the profession, and the potential of Hong Kong to reap the benefits given its traditional edge as a major international city, quality education, and free economy.</p>
<p>2 Stakeholders’ perspectives</p>	<p>2.1 Diversity of views falls along the lines of (a) types of practice (PAIPs vis-a-vis PAIBs), and, amongst PAIPs, along (b) scale of the CPA firms and (c) cohort/rank.</p> <p>2.2 PAIP/PAIB: The survey findings suggest that CPA firms and in particular the larger firms have served as the major ground of practical professional training of the sector, as a large proportion of PAIBs have started their career as professional accountant as PAIPs in CPA firms and most have positively</p>

	<p>evaluated their experience there as beneficial for their subsequent career as PAIBs.</p> <p>2.3 At the same time, there is indication for a need of broad exposure and creative thinking that an accounting training traditionally conceived may not be sufficient, and more cross-disciplinary education (including humanities and social sciences) and training and ‘out-of-box’ thinking will be beneficial for a successful business career at the top/senior levels.</p> <p>2.4 Medium-sized CPA firms with listed clients are amongst those having the most optimistic view on sector/firm prospect, vis-a-vis the Big4 and the small firms. The medium-sized firms have benefited from the ‘going out’ strategy of local CPA firms in the mainland, which sees PRC-local firms sought them as partners or parties of merger deals. On the other hand, the big firms witnessed a saturation of their market after two decades of exponential growth on their part, and the small firms felt the most pressure from rising operational costs and stagnant demand for their services.</p> <p>2.5 The younger and more junior-ranked accountants are the most optimistic in both sector and personal prospects as they are at the beginning of an upward career curve and far away from pressures of sector costs (rent/regulation/business), with which the senior levels are more preoccupied. The middle-ranked face the bottleneck of career advancements and the most pressures from the job (including the pressures of internal management such as high staff turnover, long working hours, staff morale) and are the least positive, whilst the senior level accountants are in the middle.</p> <p>2.6 Long working hours become the single subject on which the sector stakeholders converge. Despite the convergence of the problem, and the negative impact on staff morale/high turnover and in-firm management (e.g. a good portion of accounting major students in the survey remarked that they would not choose to study accounting if they have a second chance to choose due to the hardship and in particular long hours in the sector), no effective means to mitigate the issue has been reached. Some suggested that the issue can be solved if simply more hands are recruited to spread the job; and more use of new technology and big data management and changes in the routine work model in the sector, including work culture within firm or audit teams will help. We believe that this is an important area worth further study and the sector needs to apply more efforts in identifying options.</p>
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<p>3 Cross-border impacts</p>	<p>3.1 There is broad consensus in the sector that the sector has benefited immensely from the opening/reform and economic development in Mainland China over the past 30 years. However, the recent localization policy and practices of the mainland accounting sector, partly an outcome of the success of the HK-based Big8/4s in developing their mainland practice, has created new challenges to the HK sector. Opportunities for junior-middle ranked HK accountants are seen to have substantially reduced, for example, and there are rising competition from local-PRC firms and mainland students for job opportunities.</p> <p>3.2 At the same time, the new strategies of ‘going out’ and OBOR offer new growth opportunities of the HK sector. There are uncertainties on what these opportunities are and how best the HK firms/accountants may act to catch the opportunities, however.</p>
<p>4 Policy impacts</p>	<p>4.1 Most in the sector agreed to the need to follow closely changes in the international accounting standards in order for the HK firms to keep pace with global trends and sustain its comparative edge over mainland competitors. At the same time, there is recognition of the risks and difficulties the changes may incur on the small firms. There is room for fine-tuning of the execution and the details of the rules/standards by HKICPA to befit local circumstances.</p> <p>4.2 Policies to tighten up sector regulation receive a similar reception. For example, the recently started reform of the Financial Reporting Council is strongly opposed by the smaller CPA firms for the additional risk, oversight pressure, reduced market opportunities the new measures are perceived to lead to them.</p> <p>4.3 A recent attempt to restrain non-Mainland CPA firms in audit practices in the mainland by the PRC Government also met fierce opposition from the smaller firms due to the reduced market this will incur, while bigger firms are not affected given their pre-existing mainland practice.</p> <p>4.4 The differential impacts of policies on different segments of the sector pose a challenge to the governments and regulating authorities: how best to reconcile the diverse conditions of the sector and to achieve sustained development both at a sectoral level and individual level, if not firm level.</p> <p>4.5 There is a perception in the sector government policies have not been sufficiently proactive or helpful to the development</p>

	<p>needs of the sector. A similar sentiment applies to the role of the professional body (in particular HKICPA given its statutory function), especially in the view of the smaller firms.</p>
<p>5 Future strategies</p>	<p>5.1 There has yet to be a convergence of views on strategies within the sector, while different segments of the sector have surmised a list of options (below). This calls for more soul searching and in-depth exchange of views and discussion within the sector, and amongst its diverse segments in particular.</p> <p>5.2 Possible strategies:</p> <p>5.2.1. Partnering with overseas and mainland firms through formal joint venture or informal collaborative arrangements. [small-medium sized firms]</p> <p>5.2.2. ‘Vertical collaboration’ between big and small firms on a need basis: e.g. referral of clients; joint participation in different parts of a project leveraging on respective comparative advantages.</p> <p>5.2.3. Diversification of services from assurance to advisory, insolvency, wealth management, etc.</p> <p>5.2.4. Investment in and use of new technology (e.g., fintech and big data) and development of a new model of work to raise productivity and mitigate pressure on staff turnover and working hours.</p> <p>5.2.5. Enhancing HK’s role and participation in the global market and sector: HK’s version of ‘going out’; enhanced participation in the international leadership of the sector.</p> <p>5.2.6. Leveraging on and contributing to the OBOR Initiative of the Mainland.</p> <p>5.2.7. More investment in training and staff development, both pre-job education or on-the-job training, to enhance the professionalism of the sector. Apart from the expanding horizons of technical and business knowledge, important areas worth more investment include professional ethics, communication and interpersonal skills, and a broad-based outlook in humanities and social sciences, as well as in macro-business and industry trends.</p> <p>5.2.8. Review of regulatory framework and improving support policies and measures of the Government and professional bodies.</p> <p>5.2.9. Improving firm-level governance and measures including improving the reward system in favour of equity and higher entry-level pay, a family-friendly and more sustainable work culture, better work-life balance, etc.</p>

F. Policy Implications and Recommendations

This study aims to examine the sustainability of HK professional services sector through an in-depth case study of the accounting profession. Within the 15-month duration of the project, we successfully completed a great deal of research activities including 3 surveys and more than 50 in-depth interviews with industry leaders. A follow-up, and larger scale, study has also been envisaged and planned vide a Strategic Public Policy Grant Proposal, submitted in August 2016 [S.2016.A1.009: Hong Kong Professional Services in the Co-Evolving Belt-Road Initiative: Innovative Agency for Sustainable Development]. Pending further analysis and investigation, the Research Team has the following recommendations for the various sector stakeholders (industry/government/academia) to consider:

1. The alarm bell has rung, calling for a more proactive strategy and vision for sustainable socio-economic development.
Our findings indicate that the sector's overall self-assessment is mildly beyond a 'pass mark', despite its impressive role in the Mainland's economic development and reform process. The senior leaders of the top segment of the sector, namely partners at Big4 firms, generally hold unenthusiastic if not pessimistic views on the sectoral prospect, which are echoed by the small firms if for different considerations. The sector is also bisected by a conspicuous divergence of interests and a lack of effective communication across its various segments, as illustrated by occasional outbreaks of conflicts. There is indication that in-firm communication between ranks has been no better. Long working hours and stagnant entry-level pay have persisted across the board despite pervasive complaints and high staff turnover. As a self-governing professional sector, the HKICPA appears to be confronted with a whole range of issues, constraining its efficacy as a regulator and facilitator of sectoral development. All these call for a more proactive strategy by the leaders of the sector to think beyond the interests of individual firms as competitors, but as co-members and collaborators in a profession with common interests. More communications and collaborations are necessary amongst the Big4s, between the senior, middle and junior ranks of a firm, between the various segments of the sector, between the sector and the Government, and between the sector, the Government and the academia which conducts research and training for the sector.
2. Enhancing the role of professional bodies.
Professional bodies play a pivotal role in the development of collaboration amongst multiple stakeholders. This is true for various bodies in the sector but especially so for HKICPA given its statutory functions. To better enable the role, there should be a review of HKICPA's structure and practices, in particular its strategy on addressing the concerns of young and prospective accountants.
3. More investment in research, development and education-training in the sector.
It is broadly shared that Hong Kong's professional services will need to keep, and enhance, its competitive edge. To achieve this objective the Hong Kong practice will need to align itself with, and contribute to, the cutting edge of global standards and best practices, and to continuously improve the quality and range of its services. This boils down to raising the quality of its already strong talents. More investment in R & D and education-training both pre- and on-the- job is required.

4. More sector-related research and development in academia, and review of education programs

R&D and training in the sector will need to be supported by similar developments in the universities, where more applied research and transfer of knowledge should be encouraged, and funded. One area of sectoral development that requires more academic research is big data, which may acquire a different meaning as used by accountants—both on the academic and practitioner sides --- from its definition in the data analytics community.

The need for more applied research applies not only to accounting and business departments, as other disciplines also contribute to business and professional success especially at the senior levels. In particular, ethics and integrity – which we found a recognised strength of Hong Kong accountants --- are core attributes in professional services and a key leadership quality.

5. An enlightening work culture to sustain the grooming and flourishing of top quality professionals and business leaders

Top quality professional and leaders blend work and life that optimizes responsibilities and commitments in the public and private domains. Diversities in interests and needs are respected whilst reconciled continually. The key is in fostering effective in-group and between-group communications to build trust and synergies. Many firms have started this process with substantial investment in corporate social responsibility and cultivation of team spirits. A holistic approach, through say a small adjustment of the reward system in the favour of the juniors, will enhance these efforts to enable staff to benefit from, as well as contribute to, the investment in R&D as mentioned above.

6. Implications for Government.

The role of government is embedded throughout 1-5 above. Specifically point 1-5 will call for

- 6.1 A more proactive government leadership in promoting sustainable socio-economic development generally and the needs of specific industries and sectors, including an enhanced sensitivity towards diverse sectoral interests to enable industry-government synergy;
- 6.2 Steering actions from the Government to foster equity of reward systems and social mobility of young professionals whilst enhancing overall competitiveness of HK sector;
- 6.3 Promoting in-sector collaborations and in particular the stronger/bigger assisting the weaker/smaller players;
- 6.4 Designing incentives through tax or other schemes to promote sectoral/firm-level R&D and investment in human development, new technology and an enlightened, life-friendly work culture;
- 6.5 Investing more in tertiary/professional-level research and knowledge transfer infrastructure, and broadening the curriculum design of university programs to better train future generations of top professionals and business leaders, and
- 6.6 A more effective strategy towards elevating the status of Hong Kong as an international city and professional services hub in Asia, including more proactive communications and collaborations with industry and the academia on an ongoing basis. A recent focal point requiring more leadership from Government is One Belt One Road (OBOR) Initiative. This Study identifies an understanding deficit amongst many industry stakeholders in OBOR and HK's role/potential benefit from it. More R&D and communications on the matter will be necessary.

Enclosures:

1. PAIP Survey and findings
2. PAIB Survey and findings
3. Comparison between PAIP and PAIB surveys
4. Accounting Student Survey and findings
5. Industry Sharing Forum: Feedbacks from sector on findings and emerging ideas on future strategies
6. Published articles

Appendices

- A. PAIP Survey Questionnaire
- B. PAIB Survey Questionnaire
- C. Student Survey Questionnaire

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Enclosure 1

PAIP Survey and findings

Summary

1. Profile of respondents

- The respondents in our sample are younger (90% under 45) than the age profile of the HKICPA members (60% under 45). About one third of them have not obtained CPA qualification (i.e., they are not HKICPA members) while another one third have less than 3 years post-qualification experience. About 90% of our respondents work in large CPA firms serving listed clients (Big4 and Non-Big 4 with listed clients). About one third of the respondents earn less than HK\$20,000 per month which is commensurate with their experience and qualification as one third of the respondents have less than 3-year experience and have not obtained CPA qualification.
- 48% of the respondents plan to change job within the next 5 years. However, majority of them had not decided where to move. More respondents working in Big 4 and non-Big 4 with listed clients at the junior/middle levels plan to change job within the next 3 years. The results are consistent with the anecdotal evidence that there is high turn rate for newly qualified accountants with 3- year experience in Big 4 and large international firms serving listed clients.

2. Factors affecting the development of CPA firms

- Long working hours and high staff turnover are the two most important factors affecting the development of CPA firms, particularly for Big 4 and non-Big 4 with listed clients whereas rising rent is the most important factor for small CPA firms without listed clients.
- The HKICPA also recognizes that long working hours is a hot issue that needs to be addressed. However, there is currently no single best way to deal with the issue. The preliminary analysis done by the Institute indicates that culture, low productivity and human resource planning may contribute to long working hours (HKICPA 2016 membership survey).
- Those at the senior level perceived that frequent changes of accounting standards and more rigid regulatory oversights are the most important factors while those at the junior and middle levels have lower rating on these two factors.
- Similarly, those at the senior level such as partners are more concerned about the competition among CPA firms and worsening business opportunities in Hong Kong that will affect their firms' development. Finally, they are also concerned about the quality of young accountants.

3. Factors affecting the development of the accounting profession in Hong Kong

- Respondents agreed that the competitive edge of the Mainland counterparts is improving. This will have negative impact on the development of Hong Kong accounting profession. In the past three decades, the growth of Hong Kong

- accounting profession mainly relied on the demand of auditing services from Chinese enterprises.
- Respondents in general opined that technical support from HKICPA is normal. However, those at the senior level are not satisfied with the technical support. In addition, respondents are not satisfied with the networking support from HKICPA to create or explore business opportunity for their members.
 - Respondents are not satisfied with the Hong Kong government's role in attracting business investment to Hong Kong.
4. Factors affecting the upward mobility of Hong Kong young accountants
- Respondents in general considered that young accountants' ethical standard, language competence, communication and social skills, undergraduate professional training, technical competence and self-motivation are between adequate and good.
 - Those at the senior level gave significantly lower rating than those at the junior and middle levels. Except ethical standard, the ratings for other factors are all below adequate. In contrast, those at the junior level rated all factors above adequate. The differences in ratings between senior and junior indicate that there are expectation gaps that need to close.
5. Comparing Hong Kong young accountants with the Mainland counterparts
- More than 50% of respondents agreed that Hong Kong young accountants are better than Mainland young accountants in respect of English proficiency, international exposure and professional ethics.
 - More respondents at the senior level agreed that Hong Kong young accountants have better professional ethics than those at junior and middle levels. On the other hand, more junior accountants thought that Hong Kong young accountants are better in respect of communication and social skills and technical knowledge.
6. Work environment
- Respondents in general considered that the opportunities to work in Mainland China, professional training and availability of senior positions are stable to improving.
 - Respondents at the middle level had the lowest ratings for all the areas of work environment affecting young accountants. In particular, they rated the salary level and fairness of reward system as worsening. Their views are supported by the recent reduction in pay raise for junior and middle level staff in some Big4 firms (HKET, 2016/09/29).
7. Strategies that foster the development of the accounting profession
- Of the 11 strategies listed, respondents rated 'investment in IT to enhance efficiency' as the top strategy while 'leveraging the Belt-Road initiative' tailed the list. However, they all agreed that the 11 strategies can help foster the development of the accounting profession.
 - The strategy of 'expanding non-core business' was considered important by respondents from Big 4, non-Big 4 without listed clients and those at the senior level.

8. Overall evaluation

- In general, respondents were quite satisfied about their job and their own prospect in the profession. They were confident that they have adequate professional knowledge and competence to face the challenges in their job.
- Regarding the current and future development of the profession, respondents have moderate views only. In particular, those at the middle and senior levels are less optimistic about the future development than those at the junior level.

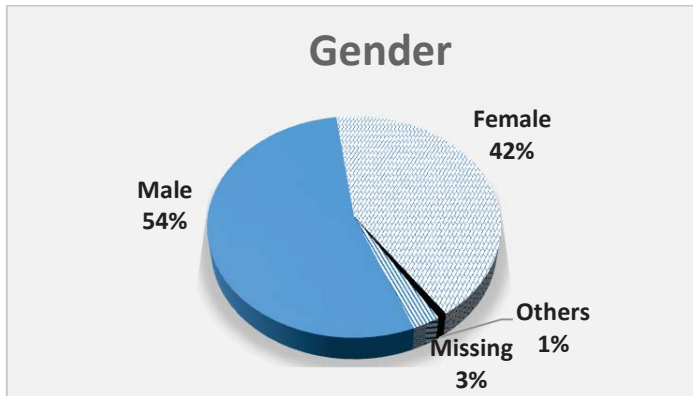
Results of PAIP Survey

1. Profile of Respondents

There are a total of 428 valid questionnaires received through emails as well as online website. The profile of the respondents is summarized as follows:

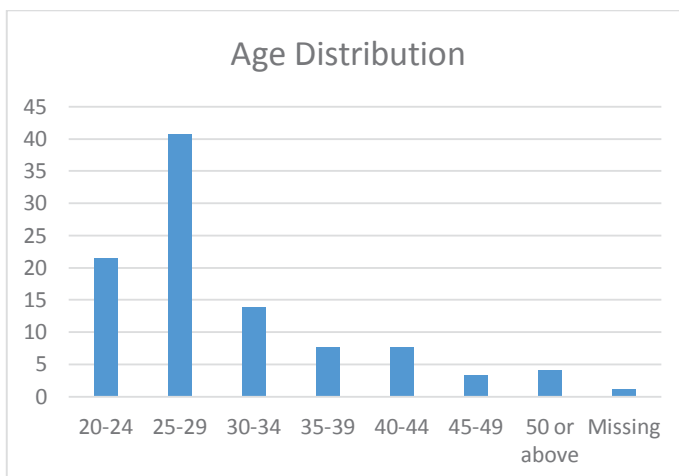
- *Gender*

About of 54.0% of the respondents are male while 42.3% are female. The ratio is comparable to the gender distribution of HKICPA members, which was 50% male and 50% female in 2016 (HKICPA 2016).



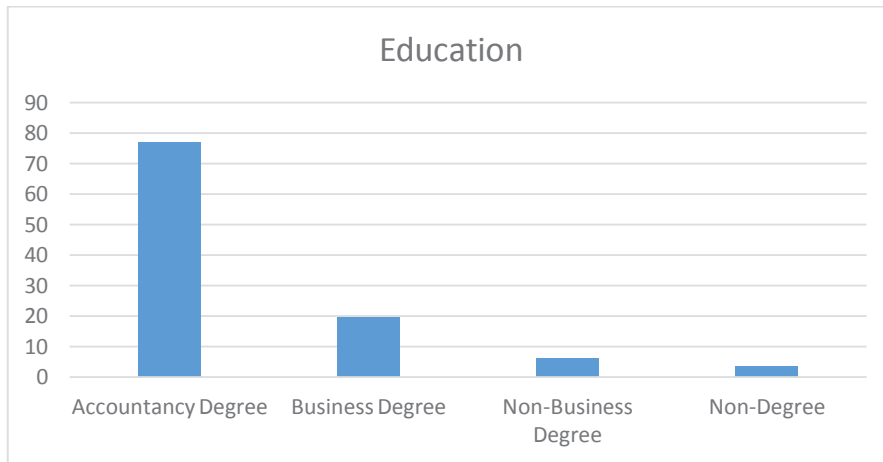
- *Age*

Over 70% of the respondents are under 35 years old (20% are aged 20-24; around 40% are aged 25-29 and 14% are aged 30-34) while the distribution among the other age groups is quite even with 7.7% for those aged 35-39 and 40-44 and 7.5% from those aged 45 or above. There is no significant difference in the age distribution between male and female respondents. The respondents are younger (about 90% under 45) than the age distribution of HKICPA members (60 % under 45)



- *Education Background*

Majority of the respondents are Accountancy Degree graduates (77%), 20% of them hold Business Degree and 6.1% are Non-Business Degree holders. There are 7.5% of the respondents holding 2 degrees.



d. *Years of Experience*

36.9% of respondents have less than 3 years of experience in the practicing accounting field, 26.4% have 4-6 years of experience, almost 10% had 7 -9 years of experience. 5.5% had 10-12 years of experience and 13-15 years of experience respectively and 14% had over 15 years of experience.

Regarding years of experience after CPA qualification, 34% of the respondents have not obtained CPA qualification. Nearly one third of them obtained CPA qualification for less than 3 years, about 15% of them have 4-9 years post qualification experience while 17% have 10 years or more post qualification experience. Cross tabulation revealed that nearly 70% of those having less than 3 years of experience in accounting do not have CPA qualification at the moment of survey. The results are consistent with the fact that CPA qualification requires 3 years relevant working experience and many of the respondents are young accountants aged below 30.

e. *Type of CPA Firms*

39% of the respondents are working at Big 4 while half of them are working at non-Big 4 with listed clients. Only 9.1% of them are working at non-Big 4 without listed clients. The distribution is quite different from the distribution of respondents who work in CPA firms in HKICPA's membership survey that the largest percentage of respondents is from those working at non-Big 4 without listed clients (15%), whereas 7% from Big 4 and 5% from non-Big 4 with listed clients (HKICPA 2016 member survey). The respondents

were asked to indicate the number of employees of their firms. The distribution was consistent with that of type of firm.



f. *Job titles*

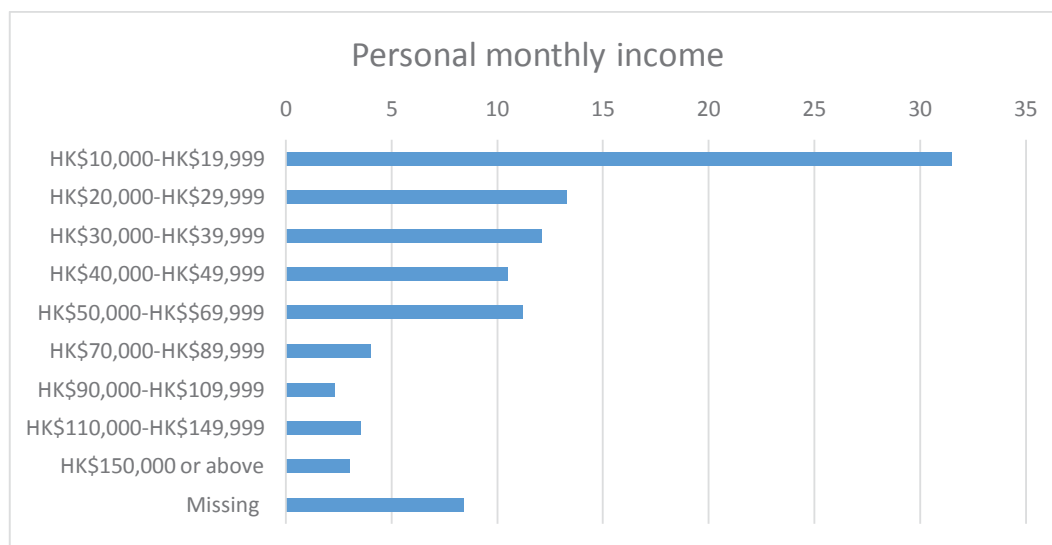
44% of the respondents are associates/auditors. Around 15% of them are supervisors/ assistant managers and associate managers/ managers, respectively. Around 10% of them are senior managers/ directors. 8% of them are partners/ CEO/ managing directors. Respondents with the job titles of associate/auditors are classified as junior grade, those with the title of supervisor/ assistant manager and associate manager/ manager are grouped as middle grade, whereas senior manager/ director, partner/ CEO/ managing director are categorized as senior grade to facilitate analyses.

In our sample, respondents are concentrated at the junior level with only 20% of respondents are at the senior level with leadership responsibilities. This distribution is different from the HKICPA 2016 membership survey, the distribution of respondents who are PAIPs is quite even with 9% at junior level, 8% at middle and 10% at senior levels.



g. *Monthly Income*

Nearly one third of the respondents have monthly income in the range of HK\$10,000 to HK\$19,999. For the income ranges above HK\$20,000 to below HK\$70,000, the distribution is quite even (around 10-13% in each range). About 13% of the respondents have monthly income above HK\$70,000. Overall, only 24% of the respondents earn more than HK\$50,000 per month (i.e., HK\$600,000 per year). According to the HKICPA 2016 membership survey, 45% of the respondents earn more than HK\$600,000 per year. The difference is mainly due to the fact that the respondents in our survey are younger and at junior level as the personal monthly income is highly correlated with years of experience and the position grading.



h. *Plan to Change Job*

About 48% of the respondents planned to change job in the next five years. Among those who planned to change job within 5 years, more than half of them have not decided what type of job they would move to, 16.7% planned to move to other CPA firms, 12.3% would move to business and other organizations (PAIB), 13.7% would move to non-accounting related positions. Our results are similar to the HKICPA 2016 membership survey that 45% of their respondents (including PAIP and PAIB) would engage in a job search.

Table 1 shows the cross tabulation of plan to change job with type of firm and grade. The result showed that almost 60% of respondents working in Big 4 planned to change job within 5 years, 44.1% of those working in non-Big 4 with listed clients intended to change job and less than 30% of those working in non-Big 4 with no listed clients planned to move. These results suggest that those working in bigger firms are more competitive and thus more mobile.

Table 1

	Overall	Type of firm			Grade		
		Big 4	Non-big 4 (With listed clients)	Non-big 4 (No listed clients)	Junior	Middle	Senior
Within 1 year	14.3%	20.1%	10.9%	7.7%	11.7%	24.0%	6.0%
1-3 years	28.7%	33.7%	28.0%	17.9%	34.6%	36.0%	8.4%
4-5 years	4.7%	4.7%	5.2%	2.6%	5.3%	4.8%	3.6%
No planning	49.5%	39.1%	55.5%	69.2%	47.9%	35.2%	75.9%
Retirement	1.4%	2.4%	0.5%	2.6%	0.5%	-	6.0%
Missing	1.4%	-	-	-	-	-	-
	100%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Slightly more than half of the respondents at junior level would like to change job in the coming 5 years. 64.8% of those at middle level had intention to move within 5 years and only 18% of those at senior level planned to change job. These results indicate that young accountants are more likely to change job. This is also consistent with the HKICPA 2016 membership survey that of those who plan to move, the majority (53%) are under 35 years old.

2. Factors affecting the development of CPA firms

The respondents were asked to rate the factors that might affect the development of their firm from very minimal to very large at a 5-point Likert scale (1: very minimal, 5: very large).

Table 2 Factors affecting the development of CPA firms

	Type of firm				Grade		
	Overall	Big 4	Non-big 4 (With listed clients)	Non-big 4 (No listed clients)	Junior	Middle	Senior
Factors affect the development of CPA firms							
Long working hours	4.08	4.24	4.08	3.41***	4.10	4.15	3.83*
High staff turnover	3.96	4.11	3.96	3.32***	3.87	4.08	3.93
Frequent changes of accounting standards	3.72	3.61	3.77	3.97	3.53	3.74	4.11***
The regulatory oversights become rigid	3.71	3.70	3.70	3.84	3.38	3.79	4.30***
Rising rent	3.60	3.54	3.55	4.14**	3.41	3.64	3.95***
Intense competition among CPA firms in Hong Kong	3.60	3.69	3.54	3.53	3.50	3.56	3.89**
Worsening business opportunities in Hong Kong	3.43	3.58	3.29	3.49*	3.27	3.43	3.75**
Quality of young accountants getting worse	3.38	3.41	3.42	3.20	3.17	3.55	3.53**
Limited capacity to diversify service	3.37	3.45	3.34	3.30	3.25	3.45	3.42
Worsening business opportunities in Mainland China	3.34	3.44	3.32	3.11	3.18	3.42	3.59*
Worsening business opportunities Overseas	3.07	3.19	2.96	3.00	2.94	3.18	3.10
Minimum wage requirement	2.63	2.53	2.69	2.77	2.73	2.53	2.59

a. Long working hours

The overall mean score of “Long working hours” is 4.09 which is the highest among the mean scores of all the factors. In other words, respondents perceived that long working hours is the most important factor that affects the development of their CPA firms. The results echoed the findings of HKICPA 2014 membership survey that 86 percent of the respondents agreed that there was a long working hour culture in the accounting profession.

There is a significant difference among respondents working in different types of CPA firms. Those working in Big 4 have significant higher rating (4.28) than those working in non-Big 4 without listed clients (3.41). This indicates that the effect of long working hours has larger impact on the development of Big 4 and non-Big 4 with listed clients than that on non-Big 4 without listed clients. In terms of grade level, those at the junior (4.10) and the middle (4.15) levels have higher rating than those at the senior level (3.83). The differences in mean scores among the three grades were statistically significant. Taken together, the effect of long working hours has the largest perceived impact on the development of CPA firms for those working in Big 4 and those at the junior/middle levels.

b. High staff turnover

The overall mean score of “High staff turnover” (3.96) was the second highest among all the factors. The differences in mean scores among the types of CPA firm were statistically significant with the highest rating by those working in Big 4 (4.28) and followed by non-Big 4 with listed clients (4.08) as compared to that rated by those working in non-Big 4 without listed clients (3.32). However, there was no significant difference in the mean score among the junior, middle and senior levels. There was a significant positive correlation (0.63) between the “Long working hours” and “High staff turnover”. This high correlation may help to suggest that long working hours may lead to high staff turnover whereas staff shortage due to high staff turnover makes it necessary for work long hours. [The two factors reinforce one another to set in a vicious cycle]

c. Frequent changes of accounting standards

The overall mean score of “Frequent changes of accounting standard” (3.72) was the third highest among all the factors. There was no significant difference in the mean score rated by those working in Big 4 (3.61), non-Big 4 with listed clients (3.77) and non-Big 4 without listed clients (3.97). However, those working in non-Big 4 without listed clients perceived this factor to be very important and the score was the second highest among all the factors. It might be due to a lack of resources for those working in non-Big 4 without listed clients to catch up with the changes of accounting standards. In addition, there is significant difference in the mean scores rated by those at the junior (3.53), the middle (3.74) and the senior (4.11) levels with those at the senior level having the highest rating than others.

d. The regulatory oversight becomes more rigid

The overall mean score of this factor is 3.71 which ranks the fourth highest among all the factors. There was no significant difference in the mean scores among those working in different types of firms. However, there was significant difference in the mean scores among those at the junior (3.38), middle (3.79) and senior (4.30) levels. The difference indicates that

those at the senior level perceived that more rigid regulatory oversight will have large impact on the development of their CPA firms whereas those at the junior level perceived that this factor has average impact only. It might reflect the fact that those in more senior position are required to take more responsibility of the accounting reports and the regulatory oversight directly associated with the risk borne by those at the senior level.

e. Rising rent

The overall mean score of “Rising rent” (3.60) was the fifth highest among all the factors. There are significant differences in the mean scores between those working in Big 4 (3.54)/ non-big 4 with listed clients (3.55) and non-Big 4 without listed clients. This factor was rated as the most important factor among all the factors by those working in non-Big 4 without listed clients (4.14). These results suggest that rental expense has significant impact on the sustainability and development of smaller CPA firms. There are also significant differences in the mean score among respondents at different levels with those at the senior level having the highest score (3.95) compared to those at the junior (3.41) and the middle level (3.64). This indicates that those at the senior level are more concerned about the operating expenses of the CPA firms than those at the junior level.

f. Intense competition among CPA firms in Hong Kong (Intense competition)

The overall mean score of “Intense competition” (3.60) was the same as that of “Rising rent”. The ratings for those working in different types of CPA firms are similar and they all agreed that the effect of keen competition among CPA firms on their firm’s development is slightly above moderate. However, those respondents at the senior level opined that the effect of “Intense competition” on the development of their firms was larger than those in junior and middle level did. As it is the responsibility of those at senior level to generate business, they should have a better understanding of the impact of competition on their business.

g. Worsening business opportunities in Hong Kong

The overall mean score of this factor was 3.43 suggesting that respondents perceived the effect of this factor on the development of CPA firms is between moderate to large. There is a marginal significant difference in the mean score rated by those working in Big 4 (3.58), non-Big 4 with listed clients (3.29) and non-Big 4 without listed clients (3.49). The results suggest that non-Big 4 with listed clients are less affected by the worsening business opportunities in Hong Kong. However, this mean score of this factor was the 2nd highest score rated by non-big 4 without listed clients. It might be due to the fact that most of non-Big 4 without listed clients focus their business on Hong Kong’s local market. Similar to the competition factor, respondents at the senior level had significant higher rating than those at junior and middle levels.

h. Quality of young accountants getting worse

The overall mean score of “Quality of young accountants getting worse” was 3.38 implying that the effect of this factor on the development of CPA firms fell between moderate to relatively large. There was no significant difference in the mean score of the factor among those working in different types of CPA firms. However, there were significant differences among those at the junior (3.17), middle (3.55) and the senior (3.53) levels. Those at the

middle and senior levels perceived that this factor has larger impact on the development on their firms than those at the junior level.

i. Limited capacity to diversify service

The overall mean score of this factor was 3.37 implying that the effect of this factor on the development of CPA firms fell between moderate to relatively large. There was no significant difference in the mean score of this factor among those working in different types of firms or at different levels.

j. Worsening business opportunities in Mainland China

The overall mean score was 3.34 implying that the effect of this factor on the development of CPA firms fell between moderate to relatively large. There was no significant difference in ratings among those working in Big 4, non-Big 4 with or without listed clients and non-big 4 without listed clients. However, respondents at the senior level perceived that this factor has larger impact on the development on their firms than those at lower levels.

k. Worsening business opportunities Overseas

The overall mean score of “Worsening business opportunities Overseas” was 3.07 implying that the effect of this factor on the development of CPA firms was moderate. There was no significant difference among those working in different types of firms nor at different ranks.

l. Minimum wage

The overall mean score of “Minimum wage” (2.63) was the lowest among all the factors listed. In general, respondents perceived this factor to have minimal to moderate impact on the development of their firms.

In summary, the most important factors affecting CPA firms are long working hours, high staff turnover and frequent changes of standards. These findings are in line with the top three issues identified by firm leaders in HKICPA membership survey: 1. hiring and /or retaining qualified staff (21%), retaining quality clients (20%), keeping up with the standards (16%) (HKICPA 2016 membership survey).

3. Factors affect the development of the accounting profession in Hong Kong

Through our in-depth interviews with practitioners and other stakeholders including representatives from professional bodies, we identified a list of factors that were considered to have impact on the development of the accounting profession in Hong Kong. Respondents are requested to indicate the extent of effect on the development of the profession on a 5-point Likert scale. (1: significantly worsening/very inadequate, 3: stable/ normal, 5: significantly improving/ very adequate).

Table 3 Factors affect the development of the accounting profession in Hong Kong

	Overall	Type of firm			Grade		
		Big 4	Non-big 4 (With listed clients)	Non-big 4 (No listed clients)	Junior	Middle	Senior
Competitive edge of the Mainland counterparts over Hong Kong	3.71	3.72	3.65	3.85	3.73	3.54	3.84
Capacity of firms to cooperate with the Mainland counterparts	3.83	3.98	3.78	3.47**	3.90	3.74	3.88
Technical support from HKICPA	3.02	3.01	3.00	3.11	3.16	2.88	2.93*
The role of HKICPA in adapting to changes of global practice	3.20	3.21	3.16	3.39	3.28	3.13	3.14
Networking support from HKICPA to create or explore business opportunity	2.88	2.80	2.93	2.89	3.07	2.70	2.68***
Attracting business investment to Hong Kong by Hong Kong government	2.70	2.53	2.82	2.78*	2.97	2.48	2.37***

a. Competitive edge of accounting profession in Mainland

Hong Kong accounting professionals have been playing a key role in the development of the accounting profession in the Mainland. Hong Kong accounting professionals helped the internationalization of the Chinese accounting standards and training of young accounting professionals to meet the acute demand for accounting professionals. With the rapid development of the capital market in the Mainland and the public listing of state-owned enterprises in the Hong Kong and overseas stock exchanges, there has been a rapid growth of the Hong Kong accounting profession in the past two decades. However, as the accounting profession in the Mainland becomes more developed and the government started implementing localization of the accounting profession, the demand for Hong Kong accounting professionals has been decreasing. In addition, Hong Kong CPA firms are recently required by the regulation issued by the Ministry of Finance and CICPA that Hong Kong CPA firms need to cooperate with Mainland CPA firms in conducting audits for Chinese enterprises. The capacity of finding qualified CPA firms in China to cooperate with might affect the development of Hong Kong CPA firms.

The respondents were asked to rate the competitive edge of Mainland counterparts over Hong Kong in a 5-point Likert scale (1: significantly worsening; 3: stable; 5: significantly improving). The overall mean score was 3.71 suggesting that the respondents generally agreed that the competitive edge of mainland accounting professionals are improving. There was no significant difference in the ratings among those working in different types of firms and those at different ranks.

b. Capability to cooperate with the Mainland counterparts

The respondents were then asked to rate the capability of their firms to cooperate with their Mainland counterparts (1: very incapable; 3: normal; 5: very capable). The mean score was then calculated. The overall mean score was 3.83 suggesting that the respondents are capable and have capacity to cooperate with their Mainland counterparts. Comparison among different types of CPA firms indicates that Big 4 (3.98) have greater capability to cooperate with their Mainland counterparts than others while those working in non-Big 4 with listed clients were more confident than those working in non-big 4 without listed clients. There was no significant difference among those at different levels on this issue.

c. Support from HKICPA & Hong Kong government

The development of the accounting profession in Hong Kong to a large extent depends on the support from the professional organization and the government. Respondents were asked to rate the adequacy of support from HKICPA and Hong Kong government on a 5-point scale (1: very inadequate 5: very adequate) in four dimensions:

1. Technical support from HKICPA;
2. The role of HKICPA in adapting to changes of global practice;
3. Networking support from HKICPA to create or explore business opportunity; and
4. The role of Hong Kong Government in attracting business investment to Hong Kong

The results of the rating and univariate tests are summarized in Table 3.1.

1. Technical support from HKICPA

The overall mean score was 3.02 indicating that respondents, on average opined that the technical support provided by HKICPA was normal. There was no significant difference in the ratings among those working in the 3 types of firms. However, significant differences were found among those at different ranks. Those at the senior levels (middle to senior) are not satisfied with such technical support from HKICPA (average rating below normal).

2. The role of HKICPA in adapting to changes of global practice

The overall mean score of this function was 3.20. In general, respondents are satisfied with the role HKICPA plays and there is no significant difference among respondents from different firms and at different levels.

3. Networking support from HKICPA to create or explore business opportunity

The mean score was 2.88 and was below the normal rating suggesting that respondents were not satisfied with the support from HKICPA to create or explore business opportunities. There was no significant difference in the mean score among those working in 3 types of firms. However, significant differences were found in the mean

scores given by those at junior (3.07), middle (2.70) and senior (2.68) level. Those at the junior level gave higher rating than middle and senior level.

4. The role of Hong Kong Government in attracting business investment to Hong Kong The mean score was 2.70 and this rating was between inadequate to normal. There was significant difference among those working in different types of firms and at different ranks. Those working in Big 4 (2.53) and at middle (2.48) to senior (2.37) levels were not satisfied with the Hong Kong government in attracting more investment to Hong Kong which in turn help the development of the accounting profession.

In summary, the overall mean scores of all the four dimensions were all below 4 (adequate). These results indicate that HKICPA and Hong Kong government have not played an adequate role in enhancing the development of the Hong Kong accounting profession. They should strengthen their support in that four areas.

4. Factors affect the upward mobility of Hong Kong young accountants

4.1 Quality of Hong Kong young accountants

Respondents were asked to rate the quality of young accountants (0-5 year experience) in following 6 aspects from very inadequate to excellent using a 5-point scale (1: very inadequate, 3. Adequate; 5: excellent) and the results are summarized in Table 4.1.

1. Ethical standard;
2. Language competence;
3. Communication and social skills;
4. Undergraduate professional training;
5. Technical competence; and
6. Self-motivation

Table 4 Quality of Hong Kong young accountants

	Overall	Type of firm			Grade		
		Big 4	Non-big 4 (With listed clients)	Non-big 4 (No listed clients)	Junior	Middle	Senior
Ethical standard	3.40	3.45	3.41	3.14	3.60	3.25	3.10***
Language competence	3.27	3.32	3.27	3.05	3.54	3.18	2.74***
Communication and social skills	3.23	3.27	3.23	3.08	3.55	3.09	2.71***
Undergraduate professional training	3.19	3.22	3.15	3.20	3.39	3.02	2.89***
Technical competence	3.13	3.19	3.08	3.16	3.35	2.93	2.87***
Self-motivation	3.06	3.05	3.14	2.70*	3.45	2.79	2.50***

a. *Ethical standard*

The overall mean score of ethical standard of young accountants was 3.40 which is the highest among the 6 aspects. There was no significant difference between the mean score rated by those working in different type of firms. However, significant differences were found in the mean scores given by those at the junior (3.60), middle (3.21) and the senior (3.10) level. Those at the junior level gave higher rating than middle and senior level on the ethical standards of young accountants.

b. *Language competence*

The overall mean score of language competence of young accountants was 3.27. There was no significant difference among the mean score rated by those working in different type of firms. However, significant differences were found in the mean scores given by those at the junior (3.54), middle (3.18) and the senior (2.74) level. Those at the senior level have significant lower rating about the language competence of young accountants while those young accountants (at junior level) are more confident about their language competence.

c. *Communication and social skills*

The overall mean score was 3.23. There was no significant difference between the mean score rated by those working in different type of firms. However, significant differences were found in the mean scores given by those in junior (3.55), middle (3.09) and senior (2.71) level. Those at the senior level had a lower rating on the communication and social skills of young accountants than those at the junior level.

d. *Undergraduate professional training*

The overall mean score was 3.19 slightly above adequate. There was no significant difference between the mean scores rated by those working in different type of firms. However, significant differences were found in the mean scores given by those in junior (3.39), middle (3.02) and senior (2.89) levels. The rating given by those at the senior level was lower than adequate while those at the junior and middle levels opined that the young accountants' undergraduate training was adequate.

e. *Technical competence*

The overall mean score of technical competence of young accountants was 3.13 which is slightly above adequate. There was no significant difference between the mean score rated by those working in different type of firms. However, significant differences were found in the mean scores given by those at the junior (3.35), middle (2.93) and the senior (2.87) levels. Those at the junior level gave higher rating than middle and senior level.

f. Self motivation

The overall mean score of self-motivation of young accountants was 3.06 (i.e. adequate). There was significant difference among the mean score rated by those working in Big 4 (3.05), non-Big 4 with listed clients (3.14) and non-Big 4 without listed clients (2.70). Those working in non-Big 4 without listed clients rated significantly lower than those working in Big 4 and non-Big 4 with listed clients. Significant differences were also found in the mean scores given by those at different levels. In particular, those at the middle and senior levels have relatively negative rating on the self-motivation of young accountants (both rated below 3.0 i.e. not adequate) while those at the junior level rated more than adequate (3.45).

In summary, except self-motivation, there was no significant difference on the views of the quality of young accountants among those working in the three types of firms. However, when comparing the views of those at different grade levels, those at the junior level tended to rate higher than those at the middle and senior levels in all aspects. Those at the senior level had the lowest rating among the three levels. Except ethical standards, the mean scores of other aspects rated by seniors were below 3.

5. Comparison Hong Kong young accountants with the Mainland accountants

The respondents were asked to compare the quality of Hong Kong young accountants with those in the Mainland in six aspects and indicated which they agreed that Hong Kong young accountants performed better than mainland accountants. The aspects for comparison are: 1. English proficiency, 2. International exposure, 3. Professional ethics, 4. Communication and social skills, 5. Technical knowledge and 6. Chinese proficiency. The results are summarized in Table 5.1 as below.

Table 5

<i>Hong Kong young accountants perform better than mainland accountants (%)</i>							
	Overall	Type of firm			Grade		
		Big 4	Non-big 4 (With listed clients)	Non-big 4 (No listed clients)	Junior	Middle	Senior
English proficiency	71.0	75.1	69.0	71.8	71.3	73.2	74.7
International exposure	57.2	63.3	54.3	56.4	61.7	54.5	57.8
Professional Ethics	50.5	49.7	50.5	46.4	47.3	48.0	65.1*
Communication and social skills	38.6	40.2	36.7	41.0	44.7	39.0	21.7**
Technical knowledge	34.3	27.2	43.8	17.9***	42.0	32.5	24.1*
Chinese proficiency	7.5	8.3	5.7	7.7	8.5	6.5	4.8

Over 70% of the respondents agreed that Hong Kong young accountants' English proficiency was better than their mainland counterparts. More than 50% of the respondents agreed that Hong Kong young accountants outperformed the Mainland accountants in the aspects of international exposure (57.2%) and professional ethics (50.5%). However, less than 40% of the respondents agreed that Hong Kong young accountants are better than their Mainland counterparts in communication and social skills and technical knowledge. In terms of Chinese proficiency, only 7.5% agreed that Hong Kong young accountants performed better.

Except technical knowledge, respondents working in different types of CPA firms have similar views. For technical knowledge, only 18% of those working in non-Big 4 without listed clients agreed that Hong Kong young accountants have better technical knowledge than their Mainland counterparts. On the other hand, respondents at the senior level have views different from those at the lower ranks regarding professional ethics, communication and social skills and technical knowledge. More respondents at the senior level agreed that Hong Kong accountants have better professional ethics, but fewer of them agreed for the aspects of communication and social skills and technical knowledge than those at the junior levels.

6. Work environment of Hong Kong young accountants

Respondents were asked to rate the work environment of young accountants (0-5 year experience) in 5 areas: 1 Opportunity to work in Mainland China, 2 Professional training, 3 Availability of senior positions, 4 Salary level, 5 Fairness of the reward system, at a 5 Likert scale from significant worsening (1) to significant improving (5). The mean score of each area were summarized in Table 6.1 below.

Table 6 Work environment

	Overall	Type of firm			Grade		
		Big 4	Non-big 4 (With listed clients)	Non-big 4 (No listed clients)	Junior	Middle	Senior
Opportunities to work in Mainland China	3.38	3.13	3.55	3.41***	3.52	3.14	3.32**
Professional training	3.24	3.20	3.27	3.38	3.26	3.14	3.35
Availability of senior positions	3.13	3.03	3.17	3.38	3.19	2.95	3.15
Salary level	3.12	2.98	3.19	3.46**	3.10	2.94	3.36**
Fairness of the reward system	2.97	2.89	2.99	3.21	3.01	2.72	3.14**

The overall mean score of opportunity for Hong Kong young accountants to work in Mainland China was 3.38 which is between stable and improving. Respondents working in Big 4 (3.13) and at the middle level (3.14) perceived less opportunity to work in the

Mainland. This might be due to the fact that Big 4 CPA firms in China have been well established and have less reliance on Hong Kong accountants at the middle or senior levels due to the localization policy.

For the professional training and availability of senior positions, the ratings for respondents from different types of firm and at different levels are similar with the overall mean scores slightly above 3 (i.e., stable to improving).

Regarding the compensation issues, respondents working in Big 4 rated that their salary level is declining (2.98) and the reward system (2.89) is not fair while those working in non-Big 4 without listed clients have higher ratings in these two aspects (3.46 and 3.21). In addition, those at the middle level rated that their pay level is worsening and the reward system is not fair.

In summary, those at the middle level rated the lowest in all areas of work environment for Hong Kong young accountants among the three levels. Also, they rated “availability of senior position”, “salary level” and “fairness of reward system” below 3 on average. It might reflect that there is a bottleneck at the middle level and they were not satisfied with their reward and promotion opportunity.

7. Strategies that foster the development of the accounting profession

Respondents were asked to state to what extent they agreed that the 11 strategies listed could help to foster the development of the accounting profession at a 5-point Likert scale from strongly disagree (1) to strongly agree (5). The results are summarized in Table 7.

	Overall	Type of firm			Grade		
		Big 4	Non-big 4 (With listed clients)	Non-big 4 (No listed clients)	Junior	Middle	Senior
Invest in IT to enhance efficiency	3.90	4.01	3.80	4.00*	3.88	3.86	3.95
Follow closely the global changes in accounting standards and regulatory oversight practices	3.86	3.95	3.79	3.86	3.86	3.87	3.88
Increase cooperation with CPA firms overseas	3.73	3.71	3.74	3.79	3.77	3.73	3.60
Invest in expanding services in Environmental Social and Governance reporting, risk management and internal control.	3.70	3.78	3.66	3.57	3.66	3.75	3.75
Expand non-core services	3.65	3.81	3.51	3.71***	3.61	3.60	3.90**
Strengthen inspection on malpractices in the profession	3.65	3.72	3.59	3.76	3.65	3.70	3.57

Strengthen Continued Professional Education (CPE)	3.61	3.58	3.58	3.81	3.59	3.52	3.75
Increase cooperation with CPA firms in mainland China	3.59	3.62	3.57	3.58	3.62	3.57	3.46
Raise the qualification requirements	3.56	3.61	3.49	3.78	3.46	3.62	3.65
Conduct training in resolving ethical dilemmas in workplace	3.56	3.59	3.53	3.67	3.52	3.54	3.67
Leverage the Belt Road strategy	3.25	3.29	3.16	3.50	3.31	3.17	3.24

Table 7 Strategies that foster the development of the accounting profession

As shown in Table 7, the mean scores of the 11 strategies proposed are all between 3 (neutral) and 4 (agree). The investment in IT strategy ranked at the top of the list of strategies proposed. The overall mean score of this strategy was 3.90 which is the highest among the 11 strategies. This finding reflects the significant impact of IT in the accounting profession. Both the Big 4 (4.01) and non-Big 4 without listed clients (4.00) have higher rating that investment in IT can help enhance their efficiency than non-big 4 with listed clients (3.80). There was no significant difference between the mean scores rated by those at different levels.

The second highest rated strategy is to follow closely the global changes in accounting standards and regulatory oversight practices (overall mean score 3.86), then followed by the strategy to increase cooperation with CPA firms overseas (3.73) and to invest in expanding CPA firms' services such as Environmental, Social and Governance reporting, risk management and internal control (3.70). For these three strategies, there was no difference in the mean score among respondents from different types of firm and those at different grade.

Although respondents in general agreed that the strategy to expand non-core services can help foster the development of the profession (mean score 3.65), those from non-Big 4 with listed clients had lower rating than others. On the other hand, those at the senior level (3.90) had higher rating than those at junior and middle levels as they considered that it was important to expand non-core services.

Respondents from different types of CPA firm and at different levels tended to have consistent views and agreed that other strategies proposed in the list including the strategy to “*strengthen inspection on malpractice in the profession*”, to “*strengthen Continued Professional Education (CPE)*”, to “*increase cooperation with CPA firms in mainland China*”, to “*raise the qualification requirements*” and to “*conduct training in resolving ethical dilemmas in workplace*” can help the development of the accounting profession. The mean scores of these strategies are quite close (ranging from 3.56 to 3.65).

However, the “*leverage the Belt Road strategy*” had the lowest mean score of 3.25 which is significantly lower than other strategies. As the Belt-Road initiative is the most important strategy promoted by the Chinese and Hong Kong governments, it is interesting to note that respondents from different types of CPA firm and at different levels did not consider that this strategy can help to foster the profession's future development.

In summary, our results are consistent with the HKICPA 2016 membership survey that CPA firms' top priorities in the future are to invest in IT, develop and expand non-core services to clients to improve their productivity and maintain sustainable. New services suggested by members include cloud-based accounting services and firm monitoring reviews (HKICPA 2016 membership survey). In addition, they need to develop strategies to meet the challenges of stricter regulatory oversights and changes in reporting standards.

8. Overall evaluation of the development of accounting profession

Respondents were asked to evaluate their job satisfaction, personal prospect and development of accounting professions from 0 (the worst) to 10 (the best). The mean scores of every item were presented in Table 8.

In general, respondents had moderate satisfaction about their job with a mean score of 6.07. Although there is difference among those working in different types of CPA firms, those at the middle level were significantly not so satisfied with their job (mean score 5.66) but those at the senior level were more satisfied.

About their own prospect in the accounting profession, respondents rated a bit higher than the job satisfaction. There was no significant difference among those from different types of CPA firms and at different levels. For the assessment of their professional knowledge and competence to face the challenges in their job, respondents are more positive and confident on this aspect with the highest mean score of 6.41. In particular, those at the senior level are significantly more confident (7.00) than those at junior and middle levels.

Table 8 Overall Evaluation

	Overall	Type of firm			Grade		
		Big 4	Non-big 4 (With listed clients)	Non-big 4 (No listed clients)	Junior	Middle	Senior
Your job satisfaction	6.07	6.02	6.09	6.32	6.05	5.66	6.66***
Your prospect in the profession	6.14	6.21	6.10	6.11	6.17	5.84	6.34
Your professional knowledge and competence to face the challenges in your job	6.41	6.53	6.33	6.34	6.24	6.31	7.00***
Current development of accounting profession	5.90	5.78	6.02	5.89	6.09	5.70	5.71
Future development of accounting profession	5.75	5.59	5.90	5.76	6.05	5.40	5.41**

Finally, the respondents' overall assessment of the current and future development of the accounting profession were not that high, the overall mean scores being 5.90 and 5.75 respectively. However, those at the junior levels were more positive with mean score higher than 6.00 than those at the middle and senior levels (mean score below 6.00).

In summary, those at middle level rated the lowest in 4 of the five items of overall evaluations, including their job satisfaction, their prospect in the profession, current and future development of accounting profession. These results suggest that there is a bottleneck for those working at the middle level of the accounting profession. In order to maintain sustainability of the profession and to foster the development and mobility of the accounting professionals, we need to look for measures to overcome the problems.

Enclosure 2

PAIB Survey and findings

Summary

The survey for professional accountants in business (PAIBs) was conducted from March-May 2016 through various channels including questionnaires distributed to participants at continuing professional education seminars and online survey. A total of 315 responses were received. The following summarized the major findings from the survey.

10. Majority of the respondents (63%) are under 45 years old and 53.6% of them have monthly income less than HK\$50,000. Most of them (58.4%) work in medium to large organization with 100 or employees. About 50% of them are in the middle level and about 23% of them at the senior level as Director, Vice president, Senior Manager/ Chief accountant.
11. On the job training is considered as the most important training for PAIBs to enhance their competitiveness. Interdisciplinary courses and internship programme taken during the undergraduate studies are considered to be more important by respondents at the senior level than those at the junior level.
12. About two third of the respondents have prior CPA firm experience and about half of them worked in Big 4. Majority of them left the CPA firms when they were at the assistant manager grade or below. The main reasons for switching from PAIP to PAIB are long working hours in CPA firms (56.4%), better prospect in business (31.9%) and attractive salary increment at the time of change (26.1%).
13. Most of the respondents that have CPA firm experience agreed that such experience has positive impact on their work as PAIBs. In particular, CPA firm experience has positive impact on the knowledge of and exposure to different industries, increase their familiarity with financial reporting standards, ability to meet deadlines and multitask.
14. In general, their overall evaluation on job satisfaction, prospect in the profession and their profession knowledge and competence to meet challenges are moderately positive with mean scores between 6 and 7 (the range is from 0 to 10).
15. The most important factor affecting the competitiveness and upward mobility of PAIBs is communication and interpersonal skills. Those at the senior level considered ability to work effectively with people outside accounting/finance department, leadership and supervisory skills, awareness of changes in business trend and aspiration to become a member of the management team are important to be able to move up in the organization and assume senior management position.
16. Regarding the quality of Hong Kong young accountants, respondents agreed that language and technical competence, ethical standard of young accountants are between adequate and good. However, self-motivation has the lowest rating and just be considered as adequate only.
17. Compared with mainland accountants, Hong Kong young accountants are better in terms of professional ethics, international exposures and English proficiency. However, communication and social skills and Chinese proficiency are worse than their counterparts.

18. In general, respondents considered the work environment of young accountants to be stable and those at the junior level had lower rating for the fairness of the reward system.

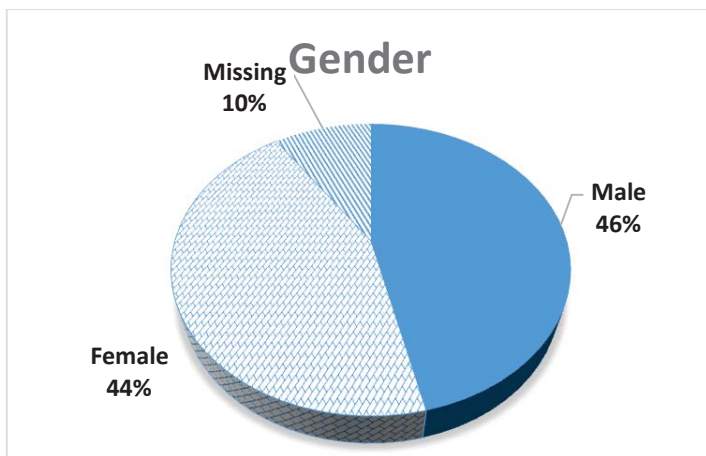
Results of PAIB survey

1. Profile of Respondents

a. Gender

Among the 315 valid responses, 46.3% are male, 44.1% are female. The distribution is quite close to the HKICPA's membership statistics (50% male, 50% female).

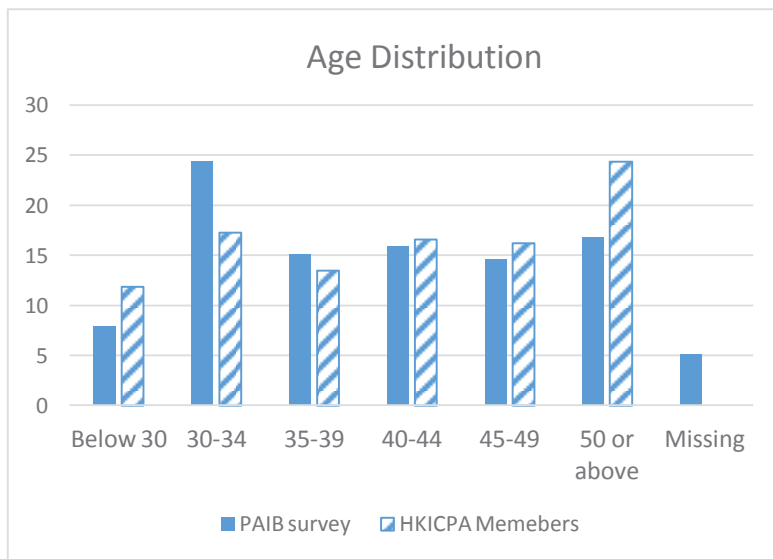
Fig 1. Gender



b. Age

There are only 7.9% of respondents under 30 years old. Around one-third of respondents are aged 30-34. The percentages of respondents aged 35-39 and 40-44 are almost the same (15.2% & 15.9%). 14.6% of them are aged 45-50 while 16.8% of them are aged 50 or above. Overall, 63.4% of the respondents are under 45 years old (HKICPA members: 60% under 45).

Fig 2. Age distribution



There are significant differences (p -value < 0.01) on the age distribution between male and female respondents (Table 1). Around one third of female respondents are aged 30-34 while 20% of male are in this age range. There are one fourth of male respondents aged 50 or above while only 10.4% of female respondents are aged 50 or above

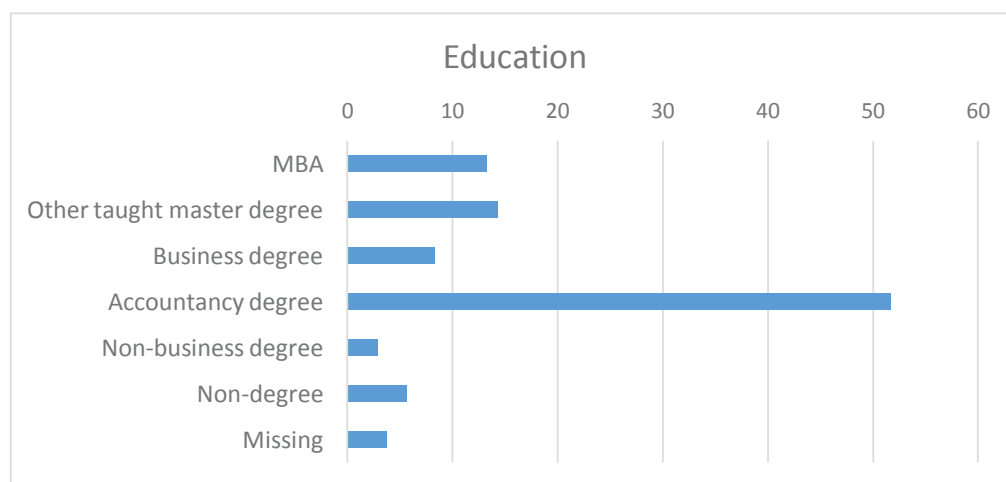
Table 1. 1 Cross tabulation between gender and age

		Gender		Total
		Male	Female	
Age	25-29	9.7%	8.2%	9.0%
	30-34	19.3%	33.6%	26.2%
	35-39	17.9%	14.2%	16.1%
	40-44	14.5%	17.9%	16.1%
	45-49	13.1%	15.7%	14.3%
	50 or above	25.5%	10.4%	18.3%
Total		100.0%	100.0%	100.0%

c. Education

More than half of the respondents (51.7%) had obtained Accountancy degree, 8.3% had obtained Business degree and only 2.9% had obtained non-business degree. There are over one fourth of respondents had obtained master degree, in which 13.3% are MBA and 14.3% are other taught master degree. 5.7% of respondent do not have bachelor degree.

Figure 3. Education background of respondents



d. Years of experience in Accounting and number of years after obtaining CPA qualification

As shown in Table 1.2 below, most of the respondents have over 10 years experience in the accounting field and over 40% of the respondents have over 10 years after obtaining the CPA qualification.

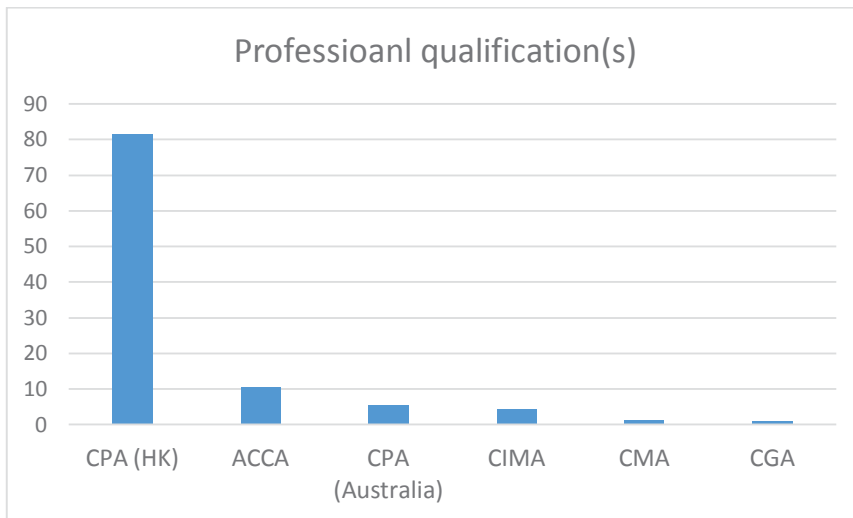
Table 1.2 Years of experience

	Years of experience in Accounting (%)	Years of post qualification experience (%)
Less than 3 years	3.2	14.3
4-6 years	8.3	17.5
7-9 years	9.2	9.2
10-12 years	18.1	12.4
13-15 years	8.3	7.0
Over 15 years	34.3	23.5
<i>Missing</i>	<i>18.7</i>	<i>16.2</i>
Total	100	100

e. Professional qualification(s)

Majority of the respondents (81.3%) are holding CPA (HK) qualification showing that CPA (HK) is the most popular accounting professional qualification among business accountants in Hong Kong. The second popular qualification is ACCA (10.5%) and about 18.5% of respondents are holding 2 or more qualifications.

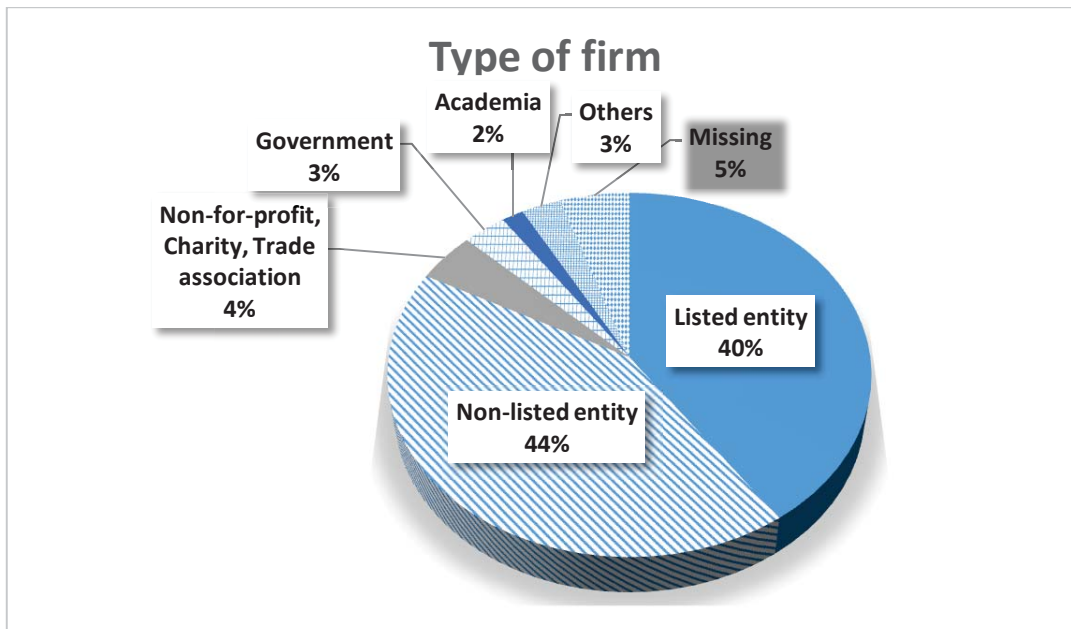
Fig 4 Professional qualification(s)



f. Type and size of firm

Majority of the respondents work in business organizations with 43% of them work in non-listed entities and 40% of them work in listed entities. Only a small percentage of the respondents are from NGOs, government and academia.

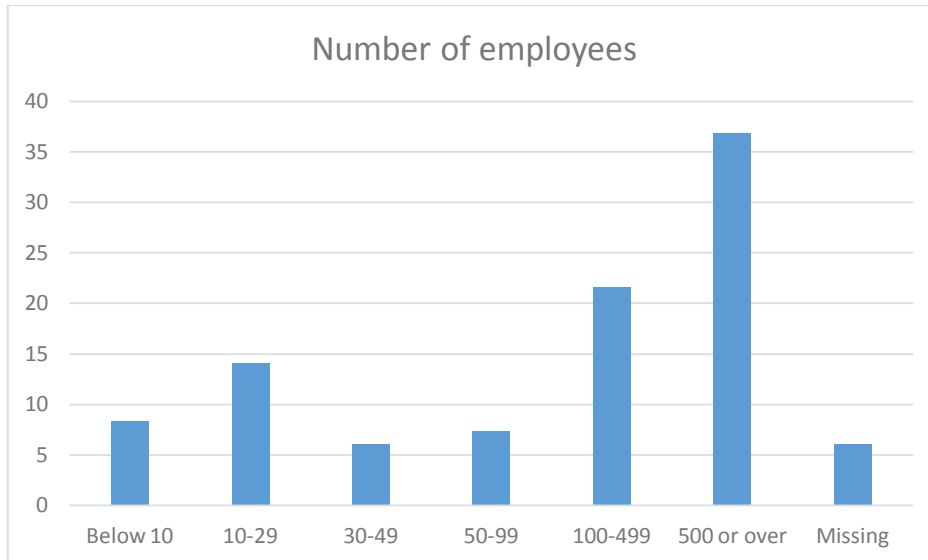
Fig 5 Type of firm



Regarding the size of firms, 36.8% of the respondents work in large organizations with 500 or more employees in their firms while 21.6% of them work in firms with number of employees

falls between 100 and 499. Less than 30% of them are working in small companies with the number of employees below 50.

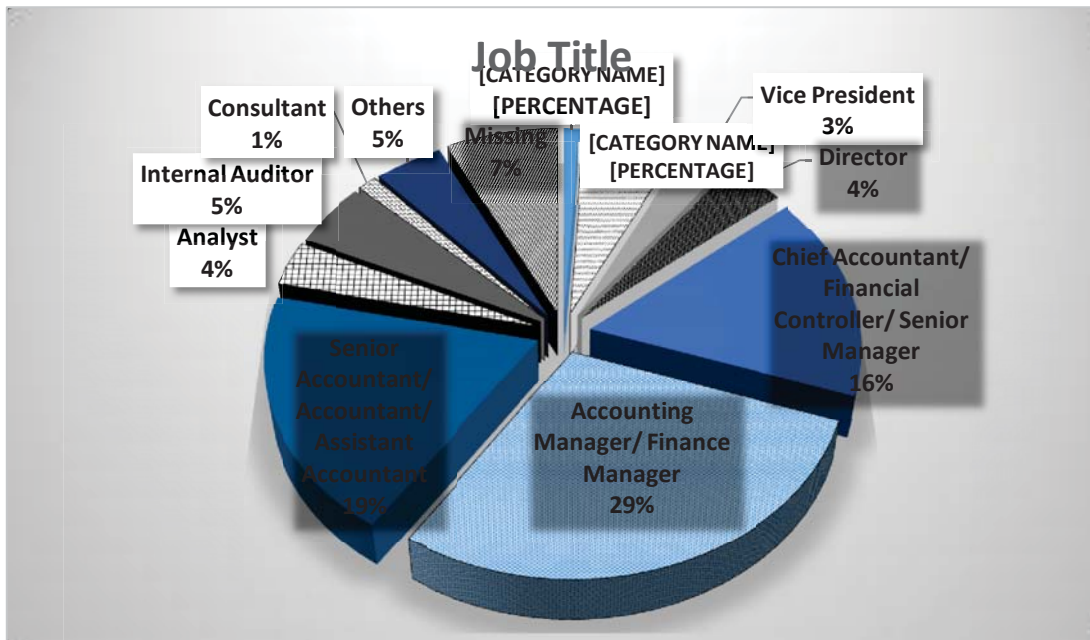
Fig 6 Number of employees in respondents' firms



g. Job title

About half of the respondents are at the middle and senior levels in the accounting department of their organizations with the job title of accountants, accounting/finance manager, financial controller / chief accountant. Around 14% of the respondents are at the senior management level such as director, vice president, CFO/ GM, president, CEO or owner. About 10% of them are in non-traditional accounting field such as analysts, internal auditors and consultant.

Fig 7 Job Title

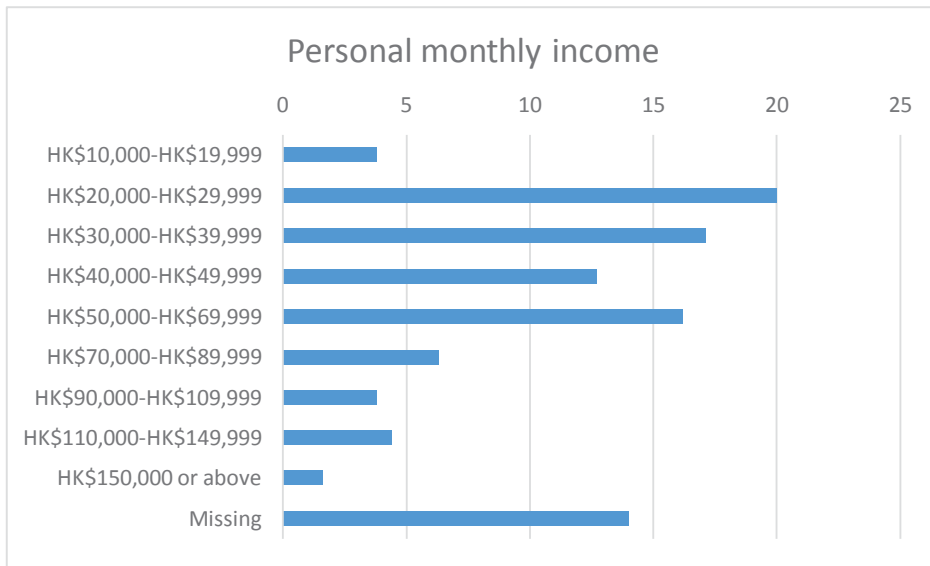


h. Monthly income

Less than one third of the respondents (32.5%) have their monthly income above HK\$50,000, Less than 10% of the respondents have monthly income more than HK\$90,000. (According to the HKICPA 2016 survey which includes both PAIPs and PAIBs, 45% of their respondents earn more than HK\$600,000 per year and 15% earn more than HK\$1.2 million per year including salary, bonus and incentive schemes).

The personal monthly income is moderately correlated with the years of experience in accounting and the position grading.

Fig 8 Personal monthly income



i. Plan to change job

44.7% of respondents plan to change job within the next 5 years (HKICPA 2016 survey: 45% would engage in a job search). Majority (76.9%) of those planning to change job plan to move to a different organization in the same field, 10% plan to move out of traditional accounting function, 5% plan to move within organization, and only 1.4% would move in to CPA firm.



2. Effect of Accounting Training

Usefulness of the accounting training to respondents' work as PAIBs

The respondents were asked to rate how beneficial/ useful of the accounting training, including education and work experience, was to their current work as a PAIB from (1) not useful at all to (4) very useful. The overall mean score is 3.36 lying between somewhat useful to very useful. Those at the senior level have a significant higher rating (3.48) than those at the middle (3.42) and junior (3.20) levels.

The respondent were then asked to indicate to what extent they agreed the seven specific training listed could enhance their competitiveness as a PAIB at a 5 Likert scale from strongly disagree (1) to strongly agree (5).

Table 2 Specific training that enhance competitiveness as a PAIB

	Overall	Grade		
		Junior	Middle	Senior
On the job training provided by the company	4.44	4.27	4.56	4.40
Training course for PAIB provided by professional organization	3.93	3.94	3.89	4.02
Experience-sharing sessions with other PAIBs	3.79	3.85	3.72	3.90
Interdisciplinary undergraduate courses	3.71	3.61	3.51	4.56*
Undergraduate internship programmes	3.64	3.66	3.53	3.95*
MBA programmes	3.63	3.51	3.71	3.60
Mentoring programmes provided by professional organizations	3.52	3.56	3.48	3.58

As shown in Table 2, on the job training ranked top of the list with the mean score of 4.44. As a professional accountant in business practice, it is most important to have sufficient knowledge about the organization they work with and thus on the job training is considered to be the most important. Training courses and experience sharing sessions with other PAIBs are also considered to be very useful for enhancing their competitiveness. For the training during undergraduate studies, interdisciplinary courses and internship programmes are considered to be more useful by those at the senior levels than those at the junior and middle levels. This may reflect the situation that those at the senior level require wider scope of knowledge, not just accounting knowledge, to carry out their duties effectively, thus they found interdisciplinary training useful. In addition, those at senior level need to have good interpersonal skills and communication skills, internship programmes can help enhance these skills as well.

3. CPA Experience

Among the 315 respondents, 67.6% of them had CPA firm experience. There is no significant difference between different grades of respondents. This finding is consistent with the traditional career path of most accounting graduates that they start their professional career in a CPA firm and then switch to business organizations at a later stage.

Table 3 CPA Experience of PAIBs

CPA firm experience (%)					
		Overall	Grade		
			Junior	Middle	Senior
Previously worked in a CPA firm	Yes	67.6	67.0	67.8	68.2
	No	32.4	33.0	32.2	31.8
Type of firm	Big 4	47.3	32.8	51.5	63.3*
	Non-big 4 (with listed clients)	30.9	39.3	27.8	23.3
	Non-big 4 (no listed clients)	29.3	34.4	30.9	13.3
Last job title in CPA firm	Associate/ Auditor	35.5	58.3	23.7	27.6***
	Supervisor/ Assistant Manager	35.5	21.7	45.4	31.0
	Associate Manager/ Manager	16.7	10.0	20.6	17.2
	Senior Manager/ Director	7.0	1.7	5.2	24.1
	Partner/ Managing director	1.1	-	2.1	-
	Others	4.3	8.3	3.1	-
Reasons for switching from PAIP to PAIB	Long working hours in CPA firm	55.8	70.5	53.6	36.7**
	Better prospect of PAIB than of PAIP	31.9	26.2	34.0	36.7
	Attractive salary increment at the time of switch	26.1	23.0	28.9	23.3
	Unsuitable job nature	19.1	18.0	18.6	23.3
	Lacking of promotion opportunity	10.6	1.6	15.5	13.3*
	Other reasons	4.3	3.3	1.0	16.7

Types of CPA firm

For those who had previously worked in a CPA firm, 47.3% had worked in Big 4, 30.9% had worked in non-big 4 with listed clients and 29.3% had worked in non-big 4 without listed clients. For those respondents that had worked in CPA firms, those at the senior position are mainly with Big 4 experience (63.3%), while only about 23% are those from non-Big 4 with listed clients and 13% from non-Big 4 without listed clients. This finding reflects the significant importance of Big 4 experience for the upward mobility of professional accountants.

Last title in CPA firm

For those who had CPA firm experience, most of their last job titles at CPA firms were associate/ auditor (35.5%) and supervisor/assistant manager (35.5%). 16.7% of them were associate manager or manager and 7.0% of them were senior manager or above. Therefore, most of these respondents switched from PAIP to PAIB when they were at the junior and middle levels at the CPA firms. Less than 10% of those at the senior level switched from CPA firms to business organizations.

Reason(s) for switching from PAIP to PAIB

Long working hours in CPA firms is top cited reason (55.8%) for switching from CPA practice to business. In particular, those at the junior (70.5%) and middle (53.6%) levels choose this reason for the change compared with only 36.7% at the senior level. This finding is consistent with the findings in our PAIP survey that long working hours and high turnover rate are the two important factors affecting the CPA firms.

The second most popular reason is better prospect of PAIB than of PAIP (31.9%). Attractive salary increment at the time of switch is another reason for switching. Unsuitable job nature (19.1%) and lack of promotion opportunity (10.6%) are less frequently cited reasons for the switch. However, significantly more respondents at the middle (15.5%) and senior (13.3%) levels cited the lack of promotion opportunity as a reason for their switch from CPA firm to business organization than those at the junior level (1.6%).

4. Impacts of CPA firm experience on current employment as a PAIB

For those respondents that have CPA firm experience, they were asked to rate a list of possible impacts of such CPA firm experience on their employment as a PAIB from Negative (-1), Neutral (0) to Positive (1). The mean scores of the impacts are summarized and classified by grade as follows. There is no significant difference among respondents at different grade.

Table 4 Impacts of CPA firm experience on employment as a PAIB

	Overall	Grade		
		Junior	Middle	Senior
Impact of CPA firm experience in general	0.84	0.80	0.87	0.80
Knowledge of and exposure to different industries	0.80	0.81	0.81	0.76
Familiarity with financial reporting requirement	0.80	0.81	0.79	0.77
Ability to work against deadlines	0.76	0.68	0.81	0.77
Ability to multitask	0.75	0.72	0.80	0.67
Analytical and problem-solving skills	0.71	0.76	0.67	0.69
Ability to work systematically	0.67	0.61	0.73	0.60
Ability to work as a team	0.65	0.70	0.63	0.60
Sensitivity to numbers	0.64	0.57	0.63	0.83
Leadership/ supervisory skills	0.47	0.53	0.45	0.45
Out-of-the-box thinking	0.44	0.42	0.51	0.24
Ability to exercise discretion	0.43	0.53	0.43	0.21

People management	0.42	0.42	0.41	0.43
Awareness of changes in business trend	0.39	0.44	0.40	0.27

In general, respondents agreed that CPA firm experience has positive impact on their current work as PAIB with a mean score of 0.84. Specifically, they found that CPA firm experience can broaden their knowledge of and exposure to different industries (mean score=0.80) and also enhance their familiarity with the financial reporting requirements (mean score=0.80). The other positive impacts of CPA firm experience include the ability to work against deadlines (mean score=0.76) and the ability to work multitask (mean score=0.75). Respondents also tend to agree that CPA firm experience has positive impacts (with mean score > 0.60) on their analytical and problem-solving skills, ability to work systematically, ability to work as a team and are more sensitive to numbers.

However, CPA firm experience seems do not have much positive impact on leadership/supervisory skills (mean score=0.47), out-of-the-box thinking (mean score=0.44), ability to exercise discretion (mean score=0.43), people management (mean score=0.42) and awareness of changes in business trend (mean score=0.39). Those respondents at the senior level have lower rating than those at the junior and middle levels for the out-of-the-box thinking (mean score=0.24), ability to exercise discretion (mean score=0.21) and awareness of changes in business trend (mean score=0.27) although there is no statistical significant difference in the mean scores of these impacts among respondents at different levels. These findings may suggest that those PAIB at the senior level realize the importance of these soft skills but their previous CPA firm experience does not have much positive impact to enhance their current work.

5. Overall Evaluation

Respondents were asked to evaluate their job satisfaction, their prospect in the profession and their professional knowledge and competence to face the challenges in their current job from 0 (the worst) to 10 (the best). The mean score is summarized in Table 5.

Table 5 Overall evaluation

	Overall	Grade		
		Junior	Middle	Senior
Your job satisfaction	6.31	5.76	6.45	7.18***
Your prospect in the profession	6.09	5.76	6.17	6.93**
Your professional knowledge and competence to face the challenges in your job	6.59	6.16	6.73	7.52***

As shown in Table 5, overall, respondents have moderately positive views towards their job satisfaction, prospect in the profession and their competence to face the challenges in their job.

The mean scores on these three aspects are between 6 and 7 (higher than the mid-point of 5). However, significant differences in the mean score are found among respondents at different grades. Those at the senior level have the highest rating on the three aspects while those at the junior level have the lowest rating. In particular, junior accountants are less positive regarding their job satisfaction and prospect in the profession with the mean scores below 6.

6. Factors affecting the competitiveness and upward mobility of a PAIB

The respondents were asked to rate the importance of nine factors that may affect the competitiveness and upward mobility of a PAIB from 0 (not important at all) to 10 (most important). The mean score for each factor is summarized in Table 6.

Table 6 Factor affecting the competitiveness and upward mobility of a PAIB

	Overall	Grade		
		Junior	Middle	Senior
Communication and interpersonal skills	8.09	7.96	8.05	8.52
Analytical and problem-solving skills	7.87	7.73	7.82	8.32
Ability to work effectively with people outside accounting/finance department	7.77	7.65	7.67	8.34*
Leadership and supervisory skills	7.67	7.40	7.73	8.05*
Multitasking	7.47	7.58	7.43	7.41
Awareness of changes in business trend	7.42	7.09	7.44	8.05**
Aspiration to become a member of the management team of the business	7.35	7.02	7.38	7.95**
Self-learning ability	7.33	7.24	7.34	7.45
Company growth and its expansion	7.29	7.21	7.22	7.70

The most important factor affecting the competitiveness and upward mobility is communication and interpersonal skills (mean score =8.09). Respondents at different levels rate this factor as the most important among the nine factors and there is no statistical difference among them.

All the other eight factors have the mean scores between 7 and 8. There are significant differences in the mean scores among respondents at different levels in some factors. In particular, those at the senior levels considered ability to work effectively with people outside accountancy/finance department (mean score=8.34, the second highest score), leadership and supervisory skills (mean score=8.05), awareness of changes in business trend (mean score=8.05) and aspiration to become a member of the management team (mean score=7.95) to be more important for a PAIB to maintain their competitiveness and have upward mobility. In contrast, those at the junior level rate the awareness of changes in business trend (mean score=7.09) and aspiration to become a management team member (mean score=7.02) as the least important factors.

7. Factors affecting the upward mobility of Hong Kong young accountants

7.1 Quality of Hong Kong young accountants

Respondents were asked to rate the quality of Hong Kong young accountants (0-5 year experience) in 6 aspects: Language competence; Technical competence; Ethical standard; Self motivation; Communication and social skills; and Undergraduate professional training, from very inadequate to excellent (1: very inadequate; 2: inadequate; 3: adequate; 4: good and 5: excellent).

Table 7.1 Quality of Hong Kong young accountants

	Overall	Grade		
		Junior	Middle	Senior
Language competence	3.45	3.57	3.42	3.24
Technical competence	3.44	3.58	3.37	3.39
Ethical standard	3.43	3.44	3.46	3.36
Communication and social skills	3.29	3.31	3.34	3.05
Undergraduate professional training	3.28	3.37	3.23	3.12
Self-motivation	3.19	3.22	3.23	3.00

Language competence, technical competence and ethical standard have the highest mean scores among the six factors while self-motivation ranks the lowest. The mean scores of the six aspects are in the range of 3.19 to 3.45. In other words, respondents considered the quality of young accountants to be slightly more than adequate only. Although there is no statistically significant difference in the mean score among the respondents at different levels, those at the senior level consistently have low rating than those at the junior level.

7.2 Quality of Hong Kong young accountants compared with Mainland young accountants

The respondents were asked to indicate the aspects that they considered Hong Kong young accountants outperformed the mainland accountants. There are 6 aspects for comparison: 1. Professional ethics, 2. International exposure, 3. English proficiency, 4. Technical knowledge, 5. Communication and social skills and 6. Chinese proficiency.

Table 7.2 Aspects that Hong Kong young accountants are better than their counterparts in Mainland

<i>Hong Kong young accountants perform better than mainland accountants (%)</i>				
	Overall	Grade		
		Junior	Middle	Senior
Professional ethics	64.3	58.9	63.8	68.2
International exposure	62.2	63.3	61.7	61.4
English proficiency	59.5	67.8	59.3	50.0
Technical knowledge	35.3	26.7	39.7	34.1
Communication and social skills	29.4	31.1	31.2	18.2
Chinese proficiency	7.6	10.0	7.1	6.8

About 60% of the respondents considered that Hong Kong young accountants are better than those in the Mainland in terms of professional ethics (64.3%), international exposure (62.2%) and English proficiency (59.5%). For technical knowledge and communication and social skills, only about one third of the respondents agreed that Hong Kong young accountants are better. Less than 10% of the respondents agreed that Hong Kong young accountants' Chinese proficiency is better. Although no statistically significant difference among respondents at different levels, more respondents at the senior level considered Hong Kong young accountants have better professional ethics and technical knowledge than those at the junior level. However, more respondents at the junior level considered Hong Kong young accountants' English proficiency and communication and social skills are better.

7.3 Work environment of Hong Kong young accountants

Respondents were asked to rate the work environment of young accountants (0-5 year experience) in 5 areas: 1. Professional training ; 2. Opportunity to work in Mainland China; 3. Salary level; 4. Availability of senior positions; 5. Fairness of the reward system, at a 5-point Likert scale from significant worsening (1) to significant improving (5). The mean score of each area is summarized in Table 7.3

Table 7.3 Work environment

	Overall	Grade		
		Junior	Middle	Senior
Professional training	3.31	3.29	3.37	3.31
Opportunities to work in Mainland China	3.21	3.29	3.21	3.26
Salary level	3.05	3.06	3.12	3.09
Availability of senior positions	3.00	3.00	3.11	2.85
Fairness of the reward system	2.96	2.88	3.04	3.05

The overall mean scores of the 5 areas range from 2.96 to 3.31 indicating that respondents considered that the work environment for Hong Kong young accountants are basically stable. There is no statistically significant difference among the respondents at different levels. Those at the junior level considered that the fairness of the reward system is slightly getting worse (mean score=2.88) while those at the senior level are more pessimistic about the availability of senior positions (mean score=2.85).

Enclosure 3

Comparison between PAIP and PAIB surveys

Summary

As the nature of work and work environment for PAIPs and PAIBs are quite different, we expect the opportunities and challenges these two types of accountants will be different as well. Therefore, we would like to investigate whether there is any significant difference in their self-evaluation in terms of job satisfaction, future prospect in the profession and their professional knowledge and competence to face the challenge of their work. In addition, we also examine their assessment of factors affecting Hong Kong young accountants' upward mobility.

In general, PAIPs have lower job satisfaction and less confidence in their professional knowledge and competence to meet the challenges of their work than PAIBs. Regarding the assessment of the quality of Hong Kong young accountants, PAIPs have lower rating on the quality of young accountants than PAIBs, in particular on the language and technical competence. In comparing with young accountants in the Mainland, more than 50% of PAIPs and PAIBs agreed that Hong Kong young accountants have competitive advantage over their counterparts in the Mainland in terms of English proficiency, international exposure and professional ethics. However, more PAIPs agreed that Hong Kong accountants' English proficiency is better whereas more PAIBs agreed that Hong Kong accountants' professional ethics is better. For the work environment, the ratings by PAIPs and PAIBs are quite consistent, except that PAIP respondents perceived to have opportunities to work in the Mainland than PAIBs.

1. Overall Self-evaluation of PAIPs and PAIBs

As shown in the table below, the overall mean scores of job satisfaction and professional knowledge and competence to face the challenges of their work rated by PAIPs are lower than that rated by PAIBs. The mean differences are 0.24 and 0.19 respectively. PAIPs have lower job satisfaction and less confidence in their professional knowledge and competence to meet the challenges of their work than PAIBs.

	PAIP	PAIB	Mean difference
Your job satisfaction	6.07	6.31	-0.24
Your prospect in the profession	6.14	6.09	0.05
Your professional knowledge and competence to face the challenges in your job	6.41	6.59	-0.18

2. Factors affecting upward mobility of Hong Kong young accountants

We also examined whether there are significant differences between respondents from PAIPs and PAIBs about the factors affecting upward mobility of Hong Kong young accountants. Any differences identified will help to formula strategies that can enhance the mobility of young accountants in public practice and in business.

Table 2.1 Quality of Hong Kong young accountants

	PAIP	PAIB	Mean difference
<i>Quality of young accountants</i>			
Ethical standard	3.40	3.43	-0.03
Language competence	3.27	3.45	-0.18**
Communication and social skills	3.23	3.29	-0.06
Undergraduate professional training	3.19	3.28	-0.09
Technical competence	3.13	3.44	-0.31***
Self-motivation	3.06	3.19	-0.13

The mean scores of the six aspects about the quality of Hong Kong young accountants rated by PAIPs and PAIBs are all in between 3 and 3.5. However, the mean scores of the PAIPs are consistently lower than those of PAIBs in all six aspects. In particular, the ratings for language and technical competence rated by PAIPs are significantly lower than that rated by PAIBs. These highlight the importance of and greater demand for language and technical competence for young accountants in practice. These may be due to the fact that PAIPs need to deal with clients in different industries and also need to have technical knowledge on both financial reporting standards as well as auditing standards while PAIBs are mainly required to have technical competence for financial reporting.

Further comparison between PAIPs and PAIBs by grade indicates that those PAIPs at the senior level have significantly lower ratings (mean scores are below 3, except for ethical standard) than PAIBs at senior level (all mean scores are above 3). As those at the senior level are in a better position to evaluate whether the competence of young accountants can meet the requirement and challenges of the job, the low ratings by senior PAIPs suggest that they are not satisfied with the quality of young PAIPs while the young PAIPs are quite confident about their competence. In other words, there is an expectation gap between junior and senior PAIPs. On the other hand, there is no significant difference in the perceived competence and quality of young accountants among PAIBs at different levels.

Table 2.2 Comparison between Hong Kong and Mainland young accountants

<i>Hong Kong young accountants perform better than mainland accountants (%)</i>			
	PAIP	PAIB	Mean difference
English proficiency	71.0	59.5	11.5**
International exposure	57.2	62.2	-5.0
Professional ethics	50.5	64.3	-13.8**
Communication and social skills	38.6	29.4	9.2**
Technical knowledge	34.3	35.3	-1.0
Chinese proficiency	7.5	7.6	-0.1

In comparing Hong Kong young accountants with mainland accountants, some significant differences are found. Larger proportion of PAIP respondents agreed that Hong Kong accountants' English proficiency (71.0% vs 59.5%) and communication and social skills (38.6% vs 29.4%) are better than mainland accountants' compared with that of PAIB respondents. However, more PAIB respondents (64.3%) indicate that Hong Kong young accountants have better professional ethics than mainland accountants (50.5%).

Table 2.3 Work environment of Hong Kong young accountants

<i>Work environment</i>			
	PAIP	PAIB	Mean difference
Opportunities to work in Mainland China	3.38	3.21	0.17*
Professional training	3.24	3.31	-0.07
Salary level	3.12	3.05	0.07
Availability of senior positions	3.13	3.00	0.13
Fairness of the reward system	2.97	2.96	0.01

There is no significant difference between PAIP and PAIB respondents towards the five work environment of Hong Kong young accountants, except opportunity to work in Mainland China. PAIP respondents (3.38) rated higher than PAIB respondents (3.21) on Hong Kong young accountants' opportunity to work in Mainland China. This is probably due to more CPA firms' clients having business operations in Mainland China.

Enclosure 4

Accounting Student Survey and findings

Summary

1. Respondent Profile

- Among the 1152 questionnaires received, 62.2% of respondents were female, 37.1% were male and 0.3% are others. Nearly half of them were in Year 3, around forty percent of them are in Year 4, one tenth are in Year 2 and only 0.4% are in Year 1. Around 90% of them were local students. Among the non-local students, 71% came from Mainland China.

2. The attractiveness of studying Accounting as major subject

- Majority of respondents replied that Accounting was their first choice when they were admitted to tertiary institution.
- For both local and non-local students, “more work opportunities” was the most popular reason for making the choice. “Good prospect” was the second most popular reason for both groups. “Interest” was the third popular reason for local students, but the fourth for non-local student, which ranked after “Influence from parents”.
- Surprisingly, 46.1% of overall respondents (47.0% of local students and 36.6% of non-local students) replied that they would not choose accounting again. “Accounting profession is too harsh” was the main reason for not choosing it again. This perception was more popular among local students.

3. Job related preference and expectation

- For both groups of students, “Salary and benefits” was regarded as the most important consideration for their choice of first job. “Opportunity to learn and gain experience” was regarded by non-local students as more important while “working hours” and “distance between home and office” were more of a concern for local students. “Opportunity to work in Mainland” was regarded as important by non-local students but it was the least consideration for local students.
- “Government” was the most popular choice of organization for first job for local students, but it was ranked the fourth for non-local students. “Big 4” was the most popular choice for non-local students while it was the second for the local students.
- Almost all respondents (local students: 96.6%; non-local students: 88.5%) indicated that they were willing to work abroad within 5 years after graduation. Taiwan was the most popular choice of location for local students while it was the fourth popular for non-local students. Mainland was the most popular for non-local students while it was the fourth popular for local students.
- Non-local students were willing to work abroad for a longer time and had a higher expectation of their salary within 5 years after graduation than local students.

4. Self-evaluation on different abilities and attitudes

- The respondents were asked to evaluate 15 of their own abilities and attitudes, including, Cantonese, professional ethics, endurance, willing to suffer loss, ambition, Putonghua, communication and social skills, flexibility, English, technical knowledge, information management, working experience, long term career plan, international exposure, application of accounting software.
 - The respondents in general rated all their abilities and attitudes normal or above on average.
 - Except “Cantonese” and “willing to suffer loss”, non-local students rate themselves higher than local students in all other 13 aspects.
 - Apart from “Cantonese” and “Putonghua”, the difference of means scores for “International exposure” was largest because non-local students rated their “international exposure” much higher than local students did.
- The respondents were then asked to compare in terms of the above 15 abilities and attitudes with other group of students, i.e. local students were asked to compare with non-local students and vice versa.
 - Both local students and non-local students agreed that local student were stronger in Cantonese while non-local students were stronger in Putonghua.
 - Except “professional ethics”, “social and communication skills”, “work experience (internship and part-time work)”, non-local students’ self-evaluations of their comparative strength in all the remaining 10 aspects were stronger than local students.

5. Prospects

- Non-local students rated their personal prospect, prospect of accounting industry and prospect of Hong Kong higher than local students.
- The respondents were also asked to rate 8 factors (personal ability, development of accounting industry, Hong Kong economy, Hong Kong social environment, Hong Kong political environment, opportunity outside China, opportunity from China and Belt and Road Initiative) in terms of how they affect their prospects.
 - Both local and non-local students agreed that personal ability had the largest effect on their prospects among the eight factors.
 - The effect of “Belt and Road Initiative” was rated lowest.
 - The rating of “opportunity from China” by non-local students was significantly higher than the rating by local students.
 - Student’s evaluation of personal prospect had a much stronger correlation with their evaluation on prospect of Hong Kong and accounting professions than their self-evaluation of the 15 abilities and attitudes.

6. Analysis

- Since many respondents thought that they had wrongly chosen accounting as their major, students need to be better informed of the workload, job nature, and the prospect of the accounting profession.

- The rating of important abilities and attitudes by local students were not as high as the rating by non-local students. Local students' self-evaluations of their comparative strength were weaker than that of the non-local students. There is also evidence that local students had a different work ethics from their older generation and non-local students, and a lower expectation about their prospects than non-local students. Measures targeting at enhancing local students' competitive edge and strengthening their confidence about their future are needed.
- There is evidence that local students are not aware of the opportunities from China, including the Belt and Road Initiative, are important for the sustainability of the accounting profession and promoting their personal prospects in the profession. More education about this is needed.

Results of Accounting Student Survey

Respondent Profile

Among the 1152 questionnaires received, 62.2% of respondents were female, 37.1% were male and 0.3% are others. Nearly half of them are studying Year 3, around forty percent of them are studying Year 4, one tenth were in Year 2 and only 0.4% were in Year 1. Around 90% of them were local students. Among the non-local students, 71% came from Mainland China.

		% (N=1152)
Gender	Male	37.1%
	Female	62.2%
	Others	0.3%
	<i>Missing</i>	0.4%
Class	Year 1	0.4%
	Year 2	10.8%
	Year 3	48.4%
	Year 4	39.9%
	<i>Missing</i>	0.4%
Local Students	Yes	90.7%
	No	8.1%
	<i>Missing</i>	1.2%
University	HKU	12.1%
	CUHK	4.8%
	CityU	11.0%
	HKBU	5.8%
	LU	5.6%
	SYU	12.7%
	OUHK	16.2%
	HSMC	31.3%
	<i>Missing</i>	0.6%

The attractiveness of studying Accounting as major subject

Majority (72.1%) of respondents replied that Accounting was their first choice when they entered tertiary institution. The percentage of local students (73.8%) choosing Accounting as their first choice was statistically significantly higher than that of non-local students (53.8%). Among the 36.6% of non-local students who did not choose Accounting as their first choice, nearly one third of them indicated that their first choice was economics and finance related subjects (E&F, Economics, Finance and Quantitative Finance) while among those local students who replied that Accounting was not their first choice, only around one-tenth of them replied that economics and finance related subjects were their first choice.

The respondents were asked the reasons of choosing Accounting as major. “More work opportunities” was the most popular reason: 46.6% of local students and 60.2% of non-local students indicated it as one of the reasons. Around two fifth of both local students (42.0%) and (40.9%) non-local students replied that “Good prospect” was one of the reasons of choosing Accounting as major subject. “Interest” was the third popular reasons indicated by local students (37.5%) and the forth (25.8%) ranked after “Influence from parents” (26.9%) by non-local students. There was significant difference between the percentage of local students and that of non-local students indicating “Interest” as one of the reasons choosing Accounting as major.

Reasons of choosing Accounting as major

	Local Students	Non-local Students
1	More work opportunities (46.6%)	More work opportunities (60.2%)
2	Good prospect (42.0%)	Good prospect (40.9%)
3	Interest (37.5%)	Influence from parents (26.9%)
4	Influence from parents (19.2%)	Interest (25.8%)
5	Influence from peers (13.4%)	Influence from peers (14.0%)

The questionnaire further asked if the respondents were given a second chance, whether they would choose Accounting as major again. Surprisingly, 46.1% of overall respondents (47.0% of local students and 36.6% of non-local students) replied that they would NOT choose Accounting again. Among the 47.0% of local students who would not choose Accounting as major if they were given a second chance, 67.4% of them indicated that “Accounting profession was too harsh” as one of the reasons, while only 35.5% of non-local students so selected it. The figures were quite alarming that the work environment of the accounting profession might deter the university students from entering the profession and might lead to shortage of talents in the long run.

Job related preference and expectation

The respondents were asked to rank the first 5 considerations affecting their choice of organization for their first job from 1 to 5. The ranking were converted to score by assigning 5 marks to the first ranking, 4 marks to the 2nd ranking, 3 marks to the 3rd ranking, 2 marks to the 4th ranking, 1 mark to the 5th ranking and no mark for those not being ranked. “Salary & benefit” was scored the highest by both local students (3.48) and non-local students (3.13). “Clear career

path” was scored the second highest by local students (2.09) while it was scored the third highest (2.13) following “opportunity to learn and gain experience” (2.22) as the second highest by non-local students. There was significant difference in the mean scores of “opportunity to learn and gain experience” between local students (1.24) and non-local students implying that non-local students concern this factor more than local student do. “Working hours” scores the third highest followed by “opportunity to learn and gain experience” as the fourth highest by local students (1.86) while the mean score of that was only 0.99 in the group of non-local students indicating that local students might concern more about work-life balance. “Company size” scored the fifth highest among the local students (1.24) and forth highest among non-local students (1.48). The fifth highest factors rated by non-local students (1.20) is “Meaning of work”. There were statistically significant differences in the mean scores of “Distance between home and office” and “Opportunity to work in Mainland” between local students and non-local students. Local students (0.40) score higher for “Distance between home and office” than non-local students (0.15) did. It was the least consideration for non-local students in their choice of organization for their first job. Non-local students (0.53) score higher for “Opportunity to work in Mainland” than local students (0.06) do. It was the least important considerstion for local students for their choice of organization for their first job.

Top five factors affecting choice of organization for first job

	Local Students	Non-local Students
1	Salary & benefit	Salary & benefit
2	Clear career path	Opportunity to learn and gain experience
3	Working hours	Clear career path
4	Opportunity to learn and gain experience	Company size
5	Company size	Meaning of work

The respondents were asked to rank the preference of organizations (Big4, Non Big4 (2nd Tier), Other SM CPA firms, Commercial organization, NGOs, Education and others) for their first job from 1 to 8. The research team converted the ranking into scoring by assigning 7 marks to the first ranking, 6 marks to the 2nd ranking, 5 marks to the 3rd ranking, 4 marks to the 4th ranking, 3 marks to the 5th ranking, 2 marks to the 6th ranking, 1 mark to the 7th ranking and no mark for the least ranking. The mean scores of each type of organization were then calculated. “Government”

gets the highest mean score among local students (5.36), implying that it was the most popular organization for local students. However, the mean score of “Government” was only 2.51 rated by non-local students. “Big4” was the second popular organization among local students (4.87) and the first popular organization among non-local students (6.12). It was coherent with the considerations of selecting organization for first job that local respondents were more concerned about working hours. It was then followed by Commercial organization (4.28 for local students and 4.74 for non-local students) and Non Big 4 (2nd tier) (4.24 for local students and 3.92 for non-local students).

Top five choices of organization for first job

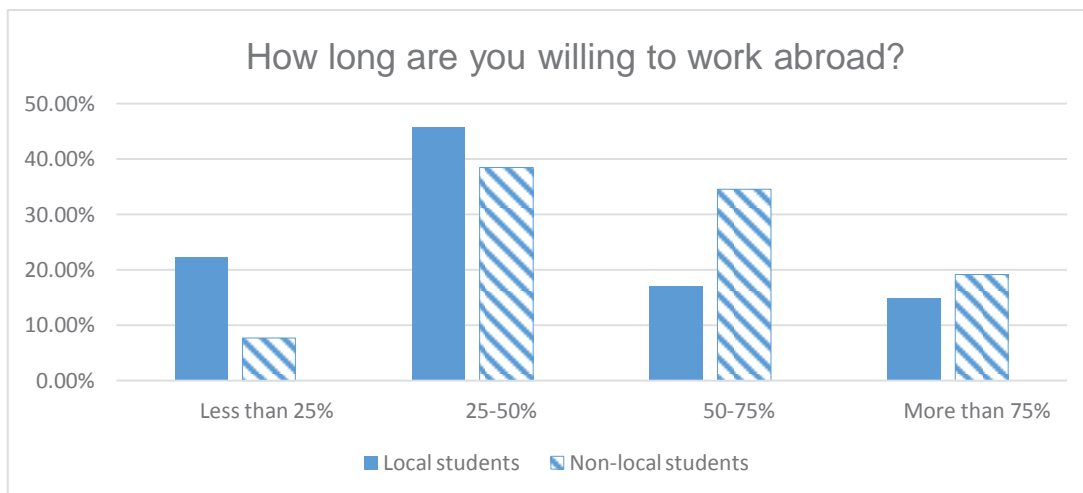
	Local Students	Non-local Students
1	Government	Big4
2	Big4	Commercial organization
3	Commercial organization	Non Big4 (2 nd tier)
4	Non Big4 (2 nd tier)	Government
5	Other SM CPA firms	Other SM CPA firms
6	NGOs	Education
7	Education	NGOs

Almost 90% of overall respondents, with 88.5% of local students and 96.6% of non-local students, replied that they were willing to work abroad within 5 years after graduation. Those who indicated that they were willing to work abroad are further asked which locations they preferred to work at. More than 65% of both local and non-local students showed that they were willing to work at Mainland China and US. Mainland China was the most popular location among non-local students (70.2%) while Taiwan and Europe were the most popular locations among local students (74.1%). Macau was the least popular locations among the choices among the local students (57.9% of local students and 28.2% of non-local students). The result revealed that among those willing to work abroad, local students seemed to be not so selective compared with non-local students on the locations. Many of the non-local students did not prefer Asian regions, except Mainland China.

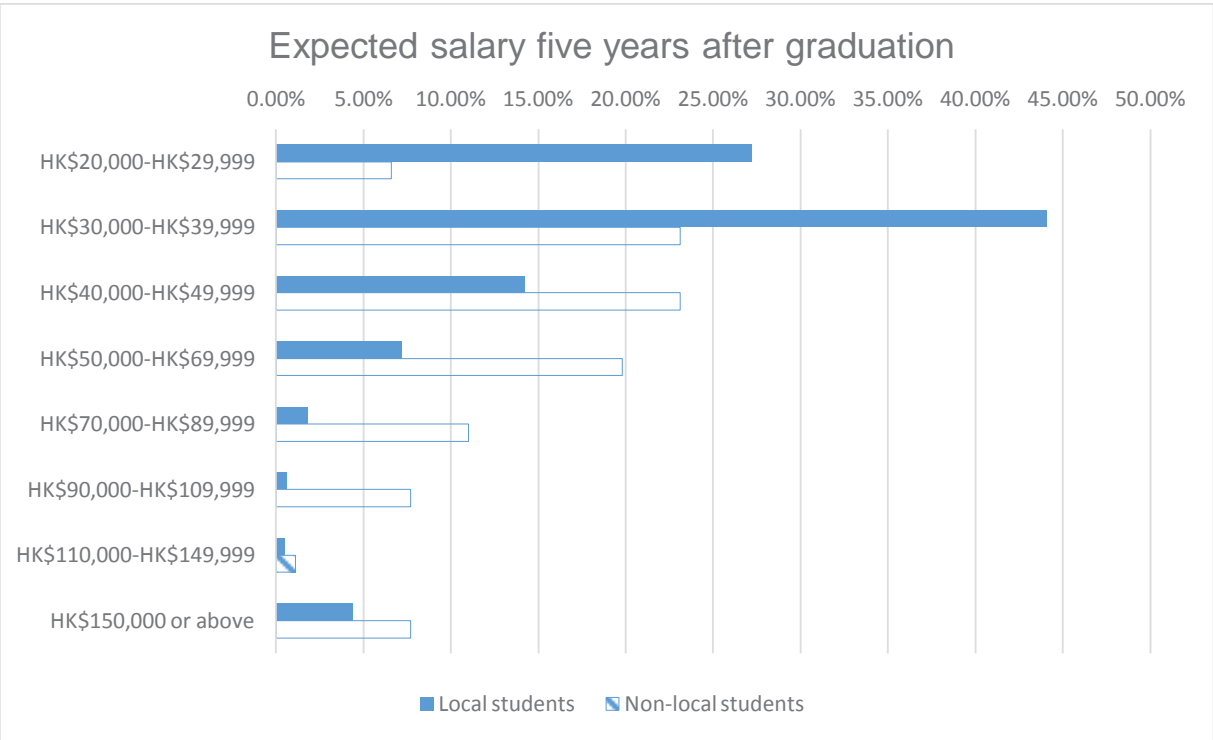
The locations where respondents are willing to work at

	Local Students	Non-local Students
1	Taiwan (74.1%)	Mainland China (70.2%)
2	Europe (74.1%)	US (67.1%)
3	US (66.9%)	Europe (56.5%)
4	Mainland China (65.2%)	Taiwan (36.5%)
5	Other Asian countries (58.1%)	Other Asian countries (32.9%)
6	Macau (57.9%)	Macau (28.2%)

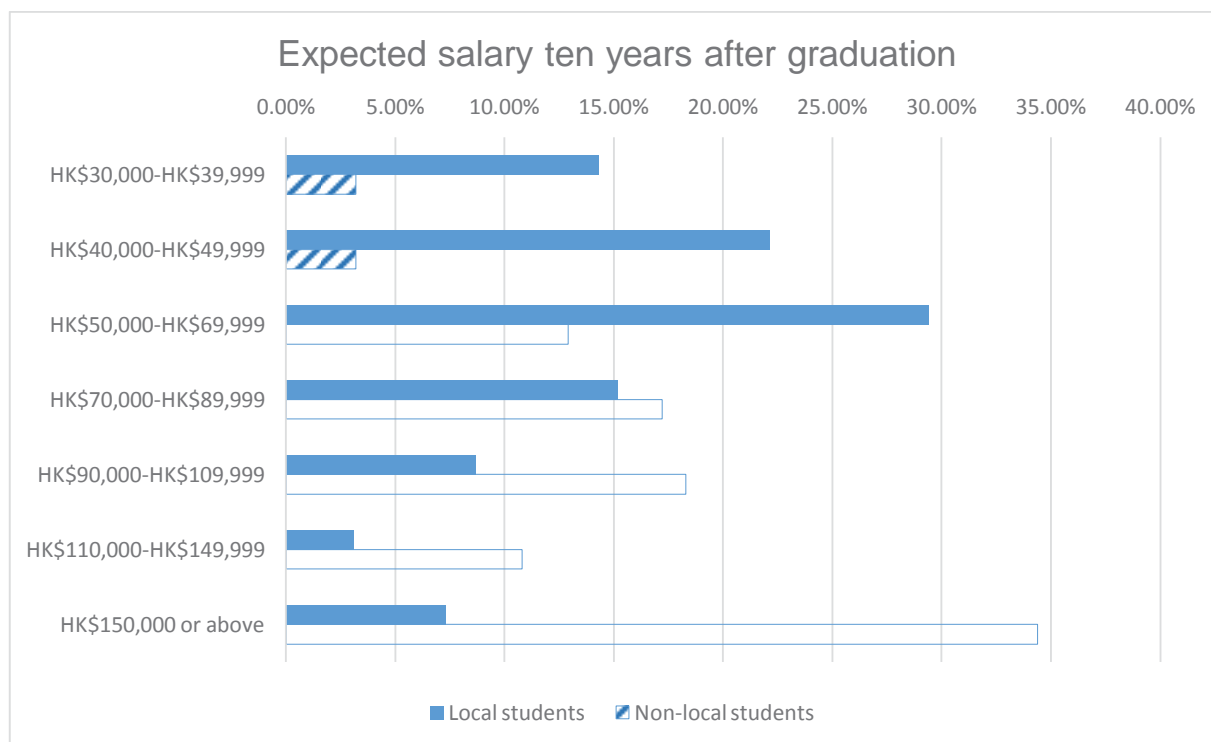
45.8% of local students and 38.5% of non-local students replied that they were willing to spend 25-50% of time working abroad. 22.3% of local students indicated that they were willing to spend less than 25% of time working abroad while less than 10% of non-local students replied so. One third of non-local students selected 50-75% when they were asked how long they were willing to work abroad while only 17% of local students selected so.



The respondents were asked to predict their salary five years after graduation. Over 70% of local students expected their monthly income ranging from HK\$20,000 to HK\$39,999 five years after graduation while only around 30% of non-local students expected the same range. 21.4% of local students and 42.9% of non-local students expected their monthly income ranging from HK\$40,000 to HK\$69,999 five years after graduation. Around 7% of local students expected that their monthly income would reach HK\$70,000 while more than a quarter of non-local students expected so. It seems that non-local students expected higher income than local students did.



There respondents were further asked their expected monthly salary ten years after graduation. Similar to expected monthly income five years after graduation, non-local students expected higher income than local students did. Around one third of local students expected to receive HK\$30,000to HK\$49,999 ten years after graduation, but only 6.4% of non-local students expected so. Thirty percent of local students and 12.9% of non-local students expected that their monthly salary would fall within range from HK\$50,000 to HK\$69,999 ten years after graduation. Slightly more than 10% of local students predicted that their monthly income would range from HK\$90,000 to HK\$149,999 ten years after graduation while almost 30% of non-local expected that range. Only 7.3% of local students expected that their monthly income would reach HK\$150,000 or above ten years after graduation, but 34.4% of non-local students expected so.



Self-evaluation on abilities and attitudes

The respondents were asked to evaluate their different abilities and attitudes from very weak to very strong at a 5 Likert scale. 1 mark was given to very weak, 2 marks were given to weak, 3 marks were given to normal, 4 marks were given to strong and 5 marks were given to very strong. The mean scores of every ability and attitude were then calculated. All the mean scores were 3 or above showing that the respondents rate all their abilities and attitudes normal or above on average. Except “Cantonese” and “Willing to suffer loss”, the mean scores of all aspects rated by non-local students were higher than that rated by local students. There were significant differences in the mean scores of many aspects between local and non-local students, except “Endurance”, “Willing to suffer loss” and “Work experience”. Non-local students were, apparently, more confident in their abilities and attitudes. Putting aside the obvious items of difference, “Cantonese” and “Putonghua” (local students rated “Cantonese” the highest (4.64) while non-local students rated “Putonghua” the highest (4.70)), “International exposure” gets the largest difference (0.61) in the mean scores, with non-local students rating more highly their “international exposure”. Professional ethics rated the second highest among all the abilities and attitudes for both local (4.03) and non-local students (4.30). Endurance was the third highest rated by local students (3.70) and the fourth highest rated by non-local students. Ambition was the third highest rated by non-local students (3.86) and the fifth rated by local students (3.59).

Top five abilities/ attitudes rated by respondents

	Local students	Non-local students
1	Cantonese	Putonghua
2	Professional ethics	Professional ethics
3	Endurance	Ambition
4	Willing to suffer loss	Endurance
5	Ambition	English

The respondents were asked to compare their abilities and attitudes with other group of students, i.e. local students were asked to compare with non-local students and vice versa, at a 5 Likert scale from much weaker to much stronger. 1 mark was given to much weaker, 2 marks were given to weaker, 3 marks were given to same, 4 marks were given to stronger and 5 marks were given to much stronger. The mean scores of every ability and attitude were then calculated. Both local students and non-local students agreed that local students were stronger in Cantonese while non-local students were stronger in Putonghua. However, both local (3.82 and 3.50) and non-local students (3.76 and 3.52) thought that their professional ethics and flexibility were stronger than each other. Only four aspects, Cantonese, professional ethics, communication and social skills and flexibility, got mean scores greater than 3.5 rated by local students while there were 8 abilities/ attitudes (Putonghua, Professional ethics, Ambition, Endurance, Willing to suffer loss, English, Technical Knowledge and Flexibility) having mean score greater than 3.5 rated by non-local students. It can be that non-local students believed that they were stronger than local students in many aspects while local students tended to believe that many of their abilities/ attitudes were not significantly different from that of non-local students.

Distribution of mean scores of self-evaluation: non-local/ local students

Mean Score	Local students	Non-local students
4 or above	Cantonese	Putonghua
3.50 to 3.99	Professional ethics Communication and social skills Flexibility	Professional ethics Ambition Endurance Willing to suffer loss English Technical Knowledge Flexibility
3.00 to 3.49	English Willing to suffer loss Working experience International exposure Technical knowledge Information management Endurance Ambition Application of accounting software Long term career plan	Communication and social skills International exposure Information management Application of accounting software Long term career plan
Below 3.00	Putonghua	Working experience Cantonese

Prospect

The respondents were asked to rate their personal prospect, the prospect of accounting industry and the prospect of Hong Kong from 0 to 10 where 0 is the worst and 10 is the best. The mean scores of personal prospect were 5.67 rated by local students and 7.20 rated by non-local students. The mean scores of prospect of accounting industry were 5.44 rated by local students and 6.23 rated by non-local students. The mean scores of prospect of Hong Kong were 5.17 rated by local students and 5.74 rated by non-local students. The mean scores of personal prospect,

prospect of accounting industry and prospect of Hong Kong rated by non-local students were statistically higher than that rated by local students implying that non-local students were more positive than local students towards these three types of prospects. Both local students and non-local students rated their personal prospect higher than prospect of accounting industry on average. The prospect of Hong Kong was rated the lowest among the three types of prospect.

The respondents were also asked to rate 8 factors (personal ability, development of accounting industry, Hong Kong economy, Hong Kong social environment, Hong Kong political environment, opportunity outside China, opportunity from China and Belt and Road Initiative) affecting their prospect from no effect (1 mark) to very large effect (4 marks). Both local and non-local students agreed that personal ability had the largest effect on their prospects among the eight factors while Belt and Road Initiative had the lowest effect. According to the ranking of the mean scores of every item, the sequence of factors rated by local students were quite different from that rated by non-local students. However, there was only one item, Opportunity from China, having statistically significant different mean scores between local and non-local students. It indicates that the non-local students thought that this opportunity would have a larger impact on their personal prospect than local student did.

The sequence of factors affecting personal prospect by mean scores

	Local students	Non-local students
1	Personal ability	Personal ability
2	Development of accounting industry	Hong Kong economy
3	Hong Kong economy	Development of accounting industry
4	Hong Kong social environment	Opportunity from China
5	Hong Kong political environment	Opportunity outside China
6	Opportunity outside China	Hong Kong social environment
7	Opportunity from China	Hong Kong political environment
8	Belt and Road Initiative	Belt and Road Initiative

Further analysis was done on the correlations of respondents' self-evaluation on their different abilities and attitudes and their evaluation on prospect of Hong Kong and accounting professions with their evaluation of personal prospect. The result shows that there were correlations between personal prospect and prospect of accounting industry, prospect of Hong Kong and the 15 self-

rated abilities/ attitudes. The prospect of accounting industry (0.526) and the prospect of Hong Kong (0.503) were moderately correlated to personal prospect. There were positive correlation between the prospect of accounting industry, prospect of Hong Kong and personal prospect. Except Cantonese, all the 14 self-rated abilities/ attitudes were positively correlated to personal prospect. The top five coefficients among the 15 self-rated abilities/ attitudes are long term career plan (0.273), communication and social skills (0.265), technical knowledge (0.264), international exposure (0.255)/ ambition (0.255) and working experience (0.252). The negative correlation (-0.084) between Cantonese and personal prospect suggest that non-local students gave a high rating on their personal prospect despite a low score to Cantonese.

Correlation between personal prospect and self-evaluation on different aspects

	Correlation to Personal Prospect
Prospect of accounting industry	.526***
Prospect of Hong Kong	.503***
Long term career plan	.273***
Communication and social skills	.265***
Technical knowledge	.264***
International exposure	.255***
Ambition	.255***
Working experience	.252***
Flexibility	.233***
Application of accounting software	.209***
Information management	.208***
English	.183***
Professional ethics	.166***
Putonghua	.150***
Endurance	.142***
Willing to suffer loss	.094**
Cantonese	-.084**

	Overall	Local Students N _l =1045	Non local Students N _n =93	P-value
1. The reasons of choosing Accounting as major subject				
a. More work opportunities	47.7%	46.6%	60.2%	.013*
b. Good Prospect	42.0%	42.0%	40.9%	.913
c. Interest	36.5%	37.5%	25.8%	.025*
d. Influence from parents	19.8%	19.2%	26.9%	.078
e. Influence from peers	13.4%	13.3%	14.0%	.874
2. Accounting was the first choice				
Yes	72.1%	73.8%	53.8%	.000***
No	27.9%	26.3%	46.2%	
3. If you were given a second chance to choose, will you choose Accounting as major again?				
Yes	53.9%	53.0%	63.4%	.065
No	46.1%	47.0%	36.6%	
Reasons of not choosing Accounting as major when given a second chance				
a. Accounting profession is too harsh	65.5%	67.4%	35.5%	.001**
b. No talent in Accounting	38.8%	39.4%	29.0%	.342
c. No interest	34.9%	34.6%	38.7%	.699
4. Preferred organization for first job (Score from 0 to 7)				
a. Government	5.13	5.36	2.51	.000***
b. Big 4	4.97	4.87	6.12	.000***
c. Commercial organization	4.32	4.28	4.74	.021*
d. Non Big 4 (2 nd tier)	4.22	4.24	3.92	.156
e. Other SM CPA firms	2.86	2.93	2.17	.000***
f. NGOs	2.31	2.35	1.84	.008**
g. Education	2.10	2.11	1.90	.297
5. Factors affecting choice of organization for first job (Score from 0 to 5)				
a. Salary & benefit	3.45	3.48	3.13	.056
b. Clear career path	2.09	2.09	2.13	.817
c. Working hours	1.78	1.86	0.99	.000***
d. Opportunity to learn and gain experience	1.32	1.24	2.22	.000***
e. Company size	1.26	1.24	1.48	.182
f. Assistance in obtaining CPA qualification	1.20	1.22	1.01	.244
g. Meaning of work	1.03	1.01	1.20	.269
h. Interest	0.96	0.98	0.71	.121
i. Work environment	0.71	0.71	0.74	.816
j. On-the job training	0.67	0.67	0.71	.772
k. Distance between home and office	0.38	0.40	0.15	.015*
l. Opportunity to work overseas	0.22	0.22	0.30	.311
m. Opportunity to work in Mainland	0.10	0.06	0.53	.000***

	Overall	Local Students N _l =1045	Non local Students N _n =93	P-value
6. Self-evaluation on different aspects (Score from 1 to 5)				
a. Cantonese	4.52	4.64	3.09	.000***
b. Professional ethics	4.05	4.03	4.30	.001**
c. Endurance	3.71	3.70	3.81	.222
d. Willing to suffer loss	3.65	3.66	3.61	.579
e. Ambition	3.61	3.59	3.86	.001**
f. Putonghua	3.60	3.50	4.70	.000***
g. Communication and social skills	3.59	3.57	3.76	.031*
h. Flexibility	3.56	3.53	3.80	.001**
i. English	3.48	3.45	3.81	.000***
j. Technical knowledge	3.37	3.35	3.67	.000***
k. Information management	3.29	3.27	3.53	.001**
l. Working experience	3.24	3.24	3.26	.791
m. Long term career plan	3.15	3.12	3.44	.000***
n. International exposure	3.12	3.07	3.68	.000***
o. Application of accounting software	3.02	3.00	3.22	.016*
7. Self-evaluation on different aspects compared with non-local/ local students (Score from 1 to 5)				
a. Cantonese	4.51	4.70	2.17	.000***
b. Professional ethics	3.82	3.82	3.76	.465
c. Communication and social skills	3.51	3.52	3.37	.117
d. Flexibility	3.50	3.50	3.52	.813
e. English	3.33	3.30	3.63	.001**
f. Willing to suffer loss	3.30	3.27	3.70	.000***
g. Working experience	3.29	3.32	2.99	.001**
h. International exposure	3.25	3.24	3.45	.038*
i. Technical knowledge	3.24	3.21	3.53	.000***
j. Information management	3.20	3.18	3.41	.007**
k. Endurance	3.15	3.11	3.71	.000***
l. Ambition	3.15	3.09	3.73	.000***
m. Application of accounting software	3.10	3.09	3.23	.114
n. Long term career plan	3.09	3.06	3.41	.000***
o. Putonghua	2.69	2.52	4.57	.000***

	Overall	Local Students N _l =1045	Non local Students N _n =93	P-value
8. Rating on factors affecting respondents' prospect (Score from 1 to 4)				
a. Personal ability	3.69	3.69	3.73	.522
b. Development of accounting industry	3.61	3.62	3.53	.254
c. Hong Kong economy	3.61	3.61	3.55	.350
d. Hong Kong social environment	3.36	3.37	3.32	.529
e. Hong Kong political environment	3.23	3.24	3.13	.210
f. Opportunity outside China	3.22	3.21	3.36	.066
g. Opportunity from China	3.19	3.16	3.47	.001**
h. Belt and Road Initiative	2.84	2.83	2.93	.390
9. Evaluation on three aspects (Score from 1 to 10)				
a. Personal prospect	5.80	5.67	7.20	.000***
b. Prospect of accounting industry	5.50	5.44	6.23	.000***
c. Prospect of Hong Kong	5.22	5.17	5.74	.007**
10. Within 5 years after graduation, are you willing to work abroad?				
Yes	89.1%	88.5%	96.6%	.019*
10.1 Which locations are you willing to work at				
Mainland China	65.7%	65.2%	70.2%	.402
Macau	55.4%	57.9%	28.2%	.000***
Taiwan	70.9%	74.1%	36.5%	.000***
Other Asian countries	56.0%	58.1%	32.9%	.000***
Europe	72.6%	74.1%	56.5%	.001**
US	66.9%	66.9%	67.1%	1.000
10.2 How long are you willing to work abroad?				
Less than 25%	21.1%	22.3%	7.7%	.000***
25-50%	45.2%	45.8%	38.5%	
50-75%	18.5%	17.0%	34.6%	
More than 75%	15.2%	14.8%	19.2%	
No	10.9%	11.5%	3.4%	
11. Expected salary five years after graduation				
HK\$20,000-HK\$29,999	25.5%	27.2%	6.6%	.000***
HK\$30,000-HK\$39,999	42.4%	44.1%	23.1%	
HK\$40,000-HK\$49,999	14.9%	14.2%	23.1%	
HK\$50,000-HK\$69,999	8.2%	7.2%	19.8%	
HK\$70,000-HK\$89,999	2.6%	1.8%	11.0%	
HK\$90,000-HK\$109,999	1.1%	0.6%	7.7%	
HK\$110,000-HK\$149,999	0.5%	0.5%	1.1%	
HK\$150,000 or above	4.7%	4.4%	7.7%	

	Overall	Local Students N _l =1045	Non local Students N _n =93	P-value
12. Expected salary ten years after graduation				
HK\$30,000-HK\$39,999	13.4%	14.3%	3.2%	.000***
HK\$40,000-HK\$49,999	20.5%	22.1%	3.2%	
HK\$50,000-HK\$69,999	28.0%	29.4%	12.9%	
HK\$70,000-HK\$89,999	15.3%	15.2%	17.2%	
HK\$90,000-HK\$109,999	9.5%	8.7%	18.3%	
HK\$110,000-HK\$149,999	3.7%	3.1%	10.8%	
HK\$150,000 or above	9.5%	7.3%	34.4%	

Enclosure 5

Industry Sharing Forum: Feedbacks from sector on findings and emerging ideas on future strategies

再思優勢產業 —— 香港會計業的可持續發展

研究成果發佈暨業界交流會觀點綜述

我們在 2016 年 5 月 17 日舉行了研討會與業界交流研究成果，出席的包括了香港會計師公會、澳洲會計師公會等專業組織的成員；四大、非四大(second tier)以及中小行的合夥人及從業員；商界人士；學者；立法會議員以及傳媒記者。交流會繞圍城市大學研究團隊的問卷調查結果展開討論。

1. 會計業 臨瓶頸

與會者大多認同城市大學的調查反映了業內的實況，調查顯示整體受訪者對個人前景看法只屬中性(以 10 分為滿分，只得 6.14 分)，不同年齡段當中，又以 30-44 歲的會計師對自己在行業內的前景看得最淡 (20-29 歲:6.17 分; 30-44 歲:6.06 分;45 歲或以上:6.34 分)。有會計師公會管理層認為這個評分顯示出了業內的瓶頸，從大環境來看，經過了過去幾十年的高速發展後，整個行業的增長速度已經大不如前，高層職位已經沒有以前那麼多。目前年輕的會計師對前景看法仍較為樂觀，是因為剛入行的頭幾年，都幾乎年年可以獲得加薪以及升職，但當晉升至中層職位後便慢下來，當升職加薪受阻時，他們對會計行業的憧憬也會消失，因而形成個人發展上的瓶頸。此外，一些中小型的會計師事務所的東主，只是希望把公司傳給子女，當子女不願接手時公 便會倒閉，在這類型事務所工作的中高層僱員，由於看不到公司的傳承規劃(succession planning)，也會由此產生一種事業『到頂』的感覺。有大型公共事業公司財務總監認為，除了工作上的壓力外，當一個人爬升至中層位置的時候，意味他也到了成家立室的年齡，在婚姻、照顧子女以至供樓的重重壓力之下，當然會對前景產生較為負面的影響。

- 會計行業工時長難解決？

有與會大 會計講座教授表示，認同調查所指工時過長是香港會計業急需解決的問題，他認為過長的工時已打擊了部份想入行的學生的意願，長遠而言不利行業發展。針對工時過長，部份與會者提出了兩個主要成因:a.) 中國政府因素，內地在每年的春季都會舉行『兩會』，由於會上要報告所有經濟的統計數據，因此所有內地公司都要在 6 月做半年結，以及 12 月做全年結，會計師公會代表指出，他們曾約見內地政府，希望對方能夠給予年結時間一定的彈性; b.) 工作性質，有大型公共事業公司財務總監指出，會計行業就是要趕各種各樣的『死線』，以公司上市(IPO)為例，就必定要在期限前完成工作，不能往後拖，否則便無法上市，這決定了在一些時間段(peak season)

內會計從業員難免要超時工作，如果當 IPO 個案愈來愈多，peak season 自然愈來愈長。對於工時長是否不能解決，有與會者表達了不同看法，例如增聘人手，問題是增聘人手以後，每位從業員的工資是否能夠維持在現水平。

- **工資增長緩**

談到工資的問題，有與會者慨嘆在過去 10 多年會計行業新入職者的工資都是維持在萬多元的水平。有退休四大合夥人更指出，在工資沒有多大增長的同時，香港的物價卻上漲了不少，樓價的升幅更以倍 計算，因此無論從絕對數值或是相對數值來說，現在的會計從業員的收入都是不及他們的前輩的。對於工資沒有增長，會計師公會代表指出，這與供應及需求有密切關係，每年從大 業的會計學生數以千計，他們又多 以加入四大、或以加入會計師事務所作為職業起點作目標，在這種情況下，僱主自然不用抬高薪金，此外部分事務所聘請內地來港讀書學生的比例有所增加，也造成一定影響。不過，有另一位四大主管合夥人認為，從事會計這門『專業』，除了要講金錢回報外，也要喜歡這項工作，從工作中找尋樂趣，這樣才會做得成功。有與會學生贊同在選取工作的時候也會視乎理想與意義，但出於現實考慮，如果其他工種是薪金較高的話，同學們也是會先選擇薪金優厚的職位。

- **監管準則改變與道德標準**

對於不少中小型會計師事務所感覺監管準則經常改變，會計師公會代表指出這是一個世界潮流，要維持高標準就要跟得貼，他指在澳洲以外，亞太地區來說香港比日本、南韓、中國大陸都要走得更前，而這正是維持香港高水平的關鍵。此外，與會者幾乎一致同意城大調查所指，香港會從業員自覺專業道德水平較內地同業為高，有大學教授指出，香港的會計課程反覆強調道德和專業操守的重要，因此得出這個結果是順理成章。而有大型公共事業公司財務總監亦認為，正由於香港人的專業水平較高，所以駐港的跨國公司在聘請財務高層職位時也會以香港人為優先考慮。不過，亦有與會者指出部份來自外地的公司，在來香港設立分公司或地區總部後或會更傾向用一些「同聲同氣」的員工，所以道德水平較高是否一定會為本畢業生帶來更多工作機會很難一概而論。

- **與內地同業合作比競爭重要**

有四大會計師事務所的主管合夥人認同，本地 業生具有較高的道德水平並不代表有更大的競爭力，他指正由於高水平的道德要求，跑部門、搞關係等工作，香港人都比不上內地同事，他同時悲觀地指出，經過廿多年發展後，內地同事的會計專業知識已不比香港同遜色，IPO 的前期工作基本上已由內地同事負責，因此香港會計業的優勢已不在於傳統的審計範疇，而是要發展商業諮 等更高增值的服務。談到與內地競爭，有中小所負責人則認為，香港會計師的價值正在於向內地展示另一種工作方式，她已考取了內地會計師牌照(CIPA)，但在申請稅票的時候同樣遇過很

多挑戰，但她堅持要在過程中秉持合情、合理、合法，最終也成功完成工作，並得到相關部門的認可。

至於另一位剛與內地會計師事務所合併的中小所負責人表示，應該以另一角度思考問題，香港與內地同業不一定處於競爭的位置，兩者其實可以透過合作取長補短，她以自己的經歷為例子指出，很早已留意內地事務所的強項所在，同時找出自己已有那些優勝的地方，經過很長時間的醞釀，終於和一間規模比她的事務所大的內地所合併，內地的事務所往後可以憑藉她已建立的網絡打開國際市場，而她就可反過來借助內地事務所的規模實力擴大經營業務範疇，做到雙贏，所以她認為透過與內地事務所合併或許時香港中小所的出路之一。

2. 香港會計業的發展出路

對會計業內的千頭萬緒，交流會中亦嘗試拋出一些建議讓與會者討論。會議主持人用了紅酒來比喻香港的會計行業，她指極高檔紅酒以及較優質紅酒的口感並非 差很遠，但就是因為這一點點的差異，卻令兩者的身價相去甚遠，香港會計師專業發展的關鍵就是如何去保持這種特有的優勢，教育客戶領會香港與競爭對手的一點點差異。

- **一帶一路?**

對於城大調查指受訪會計師將「一帶一路」置於解決行業困難 項的最末位置，有北京智庫成員對此感到驚訝，並認為香港會計專業可在中國企業走出去的過程中發揮重要角色，但他同時批評香港會計專業對「一帶一路」的認識不深，而且不夠主動，未能夠令內地政府及企業知悉香港會計專業的優勢所在。有四大主管合夥人認同一帶一路將帶來很大的機遇，但要把握卻相當困難。他認為不能將業界參與一帶一路與當年參與中國內地改革開放的過程簡單等同，因為香港與內地在語言、文化上都相對接近，但香港對一帶一路沿線國家的認識卻不深，影響了香港能夠發揮的空間。有會計師公會代表也認為，如果以四大來說的話，他們在世界各地都有網點，內地企業大可透過內地四大分所直接與海外所聯繫，此外，香港不少中型及中小事務所在越南等新興市場其實已經設有分所，但要他們在風險因素未明的情況下，貿然再到一些他們並不熟識的一帶一路國家擴展業務、開設辦事處是相當困難，他認為較可行的辦法是由港府牽頭爭取亞投行來香港設立分行，又或者透過稅務安排等誘因，吸引參與一帶一路的企業來港集資，只要能夠把企業「引進來」，香港的專業界別即可提供相關服務。不過，一家中型所的合夥人表示，有參與一帶一路項目的地方企業擬來港設立實體公司以便發債，並要他們提供 應協助，這家中型所合夥人認為這是活生生的案例，顯示出只要業界願意主動出擊，香港在一帶一路中其實可以扮演吃重的角色。

- **藍海戰略?**

對於主動出擊，代表澳洲會計師公會出席會議的一名中小所合夥人可謂經驗豐富，他的公 在十多年前已開始進軍海外市場，目前拉丁美洲以及西班牙的客戶收入佔了全公司的兩成，他形容此為「藍海戰略」，可以幫助中小所避免與同行以低價搶奪本地客人，亦都可以在中型所以及四大環伺的局 下區別出自己的特色。走出去的具體做法是先透過香港會計師公會的國際網絡在海外找尋合作伙伴，然後再互相推薦客戶，他亦會每年到海外市場參展及演講藉此推廣公司業務。這位合夥人 信中小所必定要不斷招攬新客戶才能保持競爭力，而且從海外找回來的客戶，更能做大香港業務的“餅”，創造更多新類型的就業機會。

- **香港會計師公會的角色**

城大的調查結果顯示香港會計師公會在促進行業發展方面表現中規中矩(以 5 分為滿分，受訪者評分介乎 2.68 分-3.28 分)，有會計師公會代表認為他們的工作已達到了行業組織能力的界限，對於部份中小所投訴公會的支援太少，亦起不到作為大行與中小行之間的橋樑角色，他認為牽涉到不同事務所的商业考慮，很難要求他們無保留地共享信息。有中型所的合夥人為公會抱不平，她舉例自己曾報名參與會計師公會舉辦的海外交流計劃，但最終因為報名人數不足而取消，她慨嘆會員們投入不足。另一位身兼會計師公會小組成員的大型公共事業公司財務總監同意公會面臨不少困難，指出他所屬的公會小組也曾舉辦一些培訓課程，但最終參與的人數不多，他認為香港不少會計師的目光過於短視，往往認為培訓課程或活動未能帶來即時及立竿見影的效果就不熱衷參與。會計師公會代表補充指出公會是收取業界會費營運的，如果搞出來的活動不受歡迎將有機會被質疑亂花錢，所以會計業界的支持和態度直接影響公會的職能和發揮。

3. 生能力及教育界的角色

在城大的調查中，上一輩受訪者對下一輩的評分普遍低於下一輩的自我評分。有與會者指出，新一代的從業員除了英文能力比過往遜色外，『軟』能力及 IT 的培訓也嫌不足。

- **培訓『軟』能力**

有資深業界人士指出香港學生在會計知識上達標，社交能力卻較為遜色，在商談具體業務操作時不會有困難，但每當談及英國脫歐或德國難民等話題時便多 搭不上來，他認為討論這些國際間大事實有助於建立與客戶間的共同語言，因此他認為 校應該要加強人文學科的教育。另外，有電力公 財務總監則指出，會計與醫生等專業不同，會計是一門對人以及團隊合作的行業，因此人事管理、領導能力等技巧就相對重要，可惜這些都是現在教育課程中比較欠缺的。

- **培訓 IT**

在交流會中大部份與會人士都同意科技發展對會計行業會帶來重大影響，有會計師公會代表甚至相信 IT 發展可能會令會計業流失大量初級職位，不過，有立法會議員卻認為專業服務始終是『對人』的服務，因此只要從業員掌握到新技術，便可以運用這些技術來更可地服務客戶。有大學教授指出，他曾統計全港 8 間大學的會計系課程，發現在 **BIG DATA** 等較新的領域尚少涉獵，一些海外留 生想做學分轉移也不成功，因為在香港根本找不到相類似的學科來作轉移，他建議大學的課程應要與時並進。

Enclosure 6

Published Articles

再思優勢產業

之一

--- 香港會計業調查

李芝蘭、巫麗蘭、陳浩文、甘翠萍、胡瑞芯、李建安

[灼見名家李芝蘭 | 再思·香港 | 2016年5月11日]

香港多年以來一直在討論經濟如何轉型，董建華主政時曾提出數碼港以及中藥港等建設構想，曾蔭權亦有新六大產業的規劃，乃至最近梁振英倡議以創新科技和再工業興港。與此同時中國社科院撰寫的城市競爭力藍皮書，去年香港首次被深圳超越，整體競爭力滑落至第二位。國際智庫組織 Z/YEN 公布的「全球金融中心指數」排名，香港亦被新加坡趕過而跌至第 4 位，保不住「紐、倫、港」的金漆招牌。要突破香港經濟發展瓶頸，我們在尋找新的增長點之外，更應深入審視我們的傳統優勢產業，到底遇到了甚麼困難。

據統計處數字，專業服務以及其他生產服務是香港四大支柱產業之一，佔 GDP 總額 12.4%，其中會計業是專業服務重要一環，2014 年香港會計業的服務輸出金額高達 15.18 億港元。香港會計師公會註冊會員接近四萬，當中三分之一是在會計師事務所工作。我們由去年八月開始以會計業作案例進行一項經濟持續發展研究，旨在探討傳統優勢產業的發展前景和瓶頸，透過深入訪問及問卷調查了解事務所內專業會計師對行業前景的看法，合共收回 428 份有效問卷。

表一、專業會計師對個人及整體的評價平均數 (0 分=最低 / 10 分=最高) (N=428)

	評分
整體行業目前的發展	5.90
整體行業未來的發展	5.75
個人工作滿足度	6.07
個人在行業的前途	6.14

如果以 10 分為最高分計算，表一顯示受訪者對會計專業整體行業發展現況的評分是 5.90 分，對行業未來前景的評分則是 5.75 分，兩者均屬中游的評分，而行業前景評分又略低於行業現況的評分，反映受訪者對於整體行業的未來沒有太大的憧憬。另一方面，受訪者給予自己目前的工作滿足程度有 6.07 分，對於自己在行業的前途評估則有 6.14 分，兩個分數均高於對整體行業的評價，更值得注意的是與整體行業評價不同，受訪者在自我評價當中，對自己前景的評分是略高於對自己現況的評分，這種差異驟眼看來並不突出，但如果分開不同年齡段去分析，就可以發現年輕會計師 (20-29 歲) 對個人未來發展的看法較其他年齡組別更為積極。

從表二可以見到，年輕會計師對於個人現時工作滿足度的評分雖然只有 5.95 分，低於其他兩個年齡段 (30-44 歲: 6.21 分; 45 歲或以上: 6.69 分)，但對於個人在行業前途的評分卻有 6.17 分，比其個人工作滿足度高出 0.22 分。年輕會計師在行業內佔的人數最多，他們對於個人前途有較正面的預期，顯示了大環境即使未盡如人意，但年輕會計師對自我在行業的前景仍具一定的信心，這與坊間標籤年輕人負面思維憤世疾俗的形象有明顯分別。

表二、各年齡組別專業會計師對個人及整體的評價平均數 (0 分=最低 / 10 分=最高)

(N=428)

	A. 個人工作 滿足度	B. 個人在行 業的前途	B-A 的分差	C. 整體行業 目前的發 展	D. 整體行業 未來的發 展	D-C 的分差
20-29	5.95	6.17	+0.22	6.02	5.94	-0.08
30-44	6.21	6.06	-0.15	5.72	5.43	-0.29
45 歲 或 以上	6.69	6.34	-0.35	5.81	5.59	-0.22

既然受訪者對行業的發展評分只屬於中游，那麼受訪者認為是甚麼因素導致行業出現瓶頸呢？透過與數十位業界人士的深入訪談，我們在問卷中歸納設定了四大類因素：會計師事務所內部管理、外部監管環境、行業因素以及經濟環境。表三展示的調查結果發現，來自事務所內部的管理困難最受注視，約七成的受訪者認同長工時以及流失率高嚴重影響公司運作，而在這約七成人當中，又有超過一半的人坦承有轉工打算。

表三、嚴重影響會計師事務所營運的因素 (N=428)

	同意比率
1. 會計師事務所內部管理	
長工時	72.7%
流失率高	69.9%
2. 會計監管環境	
會計準則經常改變	56.1%
監管機構愈益嚴厲	55.4%
3. 會計行業因素	
香港會計師樓間競爭激烈	51.6%
年輕會計師質素變差	37.4%
開拓多元化業務能力有限	36.4%
4. 整體經濟大環境	
租金令營運成本上升	46.7%
香港商業機會變差	43.2%
大陸商業機會變差	41.1%
海外商業機會變差	25.9%
最低工資令營運成本上升	17.1%

此外，過半數受訪者覺得會計準則經常改變以及監管機構愈益嚴厲對會計師事務所影響很大，不過要留意的是，監管嚴格其實是一鏡的兩面，一方面會計師事務所的經營成本因而上升，但在問卷另一部份問及如何促進會計行業發展時，卻有近六成的受訪者同意需要加強監察同業的專業操守，更有近 7 成人認同香港要緊跟國際會計準則，因為專業會計師都清楚會計準則與時並進的必要，亦要時刻保持嚴謹的專業操守，香港的會計界才能維持領先中國大陸同業的位置。

在行業因素方面，表三顯示過半數受訪者認為會計師事務所之間競爭激烈。有會計師事務所管理層就曾經坦言，合夥人都有壓力去計算自己所帶領隊伍的開支與收入，無奈之下亦要以同對手競價的方式來爭取業務，如果要避免價格戰，出路之一就是要開拓更多元化的業務。

至於經濟大環境方面，受訪者最重視的是租金上升引致成本上漲，也有 4 成多人覺得香港以及大陸的商業機會正在變差，在我們接觸的會計界人士當中，不少都覺得香港已是一個成熟的市場，每年新增的企業數目有限，難以再增加業務總量，過去二十年來內地企業來港集資的熱潮近年亦有退卻的跡象，上市公司數目儘管尚未顯著減少，集資額已大不如前。

問卷調查結果反映出香港的會計業面臨的千頭萬緒處境，或多或少折射出香港的現況：社會不同持份者的多元利益衝突、外圍經濟環境陰晴不定，上海、深圳、新加坡等近鄰競爭愈趨激烈。我們認為要在眾多問題中找到突破，首先要梳理出上述一系列困難之中，有哪些是會計師事務所內部有可能解決的，哪些是需要集合行業的力量去尋求改變，哪些又是屬於整體社會經濟政策層面的問題，得由政府以及工商業界來作協調規劃。在找尋解決困難的方法前，我們也需要留意會計界內不同年齡層之間對行業前景的看法其實差異頗大，

上一輩對下一輩的能力評價，相比於年輕會計師的自我能力評價更是南轅北轍。雖然如此，從這次調查結果看來，年輕會計師對行業的怨氣沒有想像中那麼大，如前文所述，他們對個人前景看法較為正面，對於薪酬以及晉升等各方面也未有太大不滿。現時社會上熱談世代之爭往往陷進二元對立的套路，一方面上一輩指責下一輩崇尚空談，下一輩就反斥上一輩保護既得利益，阻礙社會流動。這些世代矛盾的調子在我們對會計行業的調查並非簡單的出現，而是呈現出更多樣的形態。為了更好地理順整個會計行業的挑戰，我們需要找出不同年齡段之間有那些共通點，有那些分歧點，而那些分歧點又是源於甚麼呢？我們相信，惟有透過客觀分析來檢視各方的不同看法，才能找到共同前進的方向，達致行業的持續性發展。對此我們將另文再談。

專題系列：

再思香港產業優勢

之二

會計業內的多元視角看發展瓶頸和出路

李芝蘭、巫麗蘭、陳浩文、甘翠萍、胡瑞芯、李建安

[灼見名家李芝蘭 | 再思·香港 | 2016年5月18日]

承接上文，我們透過訪談梳理出了香港會計行業正面臨的 4 類挑戰：整體經濟大環境；會計監管環境；行業環境；以及會計師事務所內部管理。為了釐清不同會計師事務所之間對 4 類挑戰的看法，我們把會計師事務所分成 3 大類別：四大行（下稱 A 類行）；擁有上市公司客戶的非四大行（下稱 B 類行）；以及沒有上市公司客戶的中小行（下稱 C 類行），並在今年 3 至 5 月以問卷 式調查了 428 位專業會計師，當中來自四大行的受訪者佔了約 4 成、非四大行佔比約 5 成，中小行則佔餘下約 1 成。

表一、各類會計師事務所對影響營運因素的評估 (N=428)

	全體受訪者	(A 類) 四大行	(B 類) 非四大行	(C 類) 中小行	P 值
會計師事務所內部管理					
長工時 **	4.09	4.24	4.08	3.41	0.000
流失率高 **	3.97	4.11	3.96	3.32	0.000
會計監管環境					
監管機構愈益嚴厲	3.71	3.70	3.70	3.84	0.693
會計準則經常改變 *	3.73	3.61	3.77	3.97	0.050
會計行業環境					
香港會計師樓間競爭激烈	3.60	3.69	3.54	3.53	0.289

年輕會計師質素變差	3.40	3.41	3.42	3.20	0.495
開拓多元化業務能力有限	3.38	3.45	3.34	3.30	0.447
整體經濟大環境					
租金令營運成本上升 **	3.61	3.54	3.55	4.14	0.002
香港商業機會變差 *	3.43	3.58	3.29	3.49	0.017
大陸商業機會變差	3.35	3.44	3.32	3.11	0.189
海外商業機會變差	3.06	3.19	2.96	3.00	0.071
最低工資令營運成本上升	2.63	2.53	2.69	2.77	0.342

注:評估由 1-5 分，1 為影響非常輕微;5 分為影響非常嚴重。

P 值量度各組別差異的統計顯著度， $P < 0.05$ 為顯著 (*)， $P < 0.01$ 為非常顯著 (**)。

從表一看到 A 類行對香港商業機會變差的影響評估最悲觀 (3.58 分)，近年內地大型企業來港上市招股的熱潮已不復當年，而本港新冒起的企業又少，四大行之間激烈競爭之餘，亦要面對非四大行崛起的挑戰，接受我們訪談的多位四大行合夥人其實都自覺面臨較大的發展瓶頸，他們都指出四大行是 3 類會計師事務所中最早進入內地拓展業務，有過擴張的黃金期，但二十多年的急速發展似乎已經到了成熟放緩的階段，再加上受到公司本身以及政府本地化政策的影響，內地分部員工的數字已超越香港，香港人員獲派北上做審核的人次亦逐年減少，四大行的香港會計師在內地的發展機會已今非昔比，由此香港業務能否進一步向縱深發展對香港的四大行便更關鍵，香港整體經濟環境的重要性不言而喻。

相較四大行，B 類行對香港商業機會變差的影響評估反而相對樂觀 (3.29 分)，表二顯示了在 2010 年至 2015 年間，由 B 類行出任核數師的上市公司目增長較快，有業內人士解釋，近年國內一些主要會計師事務所因為內地「走出去」的政策，都在香港尋找一些相對有規模的中小型會計師事務所合併或結盟，令這些香港中小型會計師事務所成為他們在香港的成員所，這種合併或結盟大大增強了原有香

港事務所在國內的網絡以及競爭力，亦有助爭取更多的上市公司客戶，在這種大環境下，B類行看到的機會便相應較多。

表二、香港交易所上市公司核數師統計

	2010年	2015年	增幅
上市公司總	1421間	1780間	25.3%
(A類) 四大行出任核 師	921間	1149間	24.8%
(B類) 非四大行出任核 師	500間	631間	26.2%

資料來源:香港交易及結算所有限公司

C類行主要服務香港中小企，對內地及海外的商業機會的影響感受較小(香港商業機會變差:3.49分;大陸商業機會變差:3.11分;海外商業機會變差:3.0分)。值得注意的是對C類行來說，最大的困擾的並非源自商業機會變差而是租金令成本上升，這項評估高達4.14分，嚴重程度遠超其他兩類行(A類:3.54分;B類:3.55分)，反映了租金對愈小規模的事務所壓力愈大。

此外，3類型會計師事務所對內部管理的挑戰評估亦有差異。A類行及B類行給予長工時以及高流失率的影響評估都接近4分或以上，相反C類行的評估則只有3.41分及3.32分。對長工時以及高流失率，不同事務所之間採取了不同的辦法解決。

有四大會計師事務所的合夥人向我們介紹一系列改善工作環境的措施，包括彈性上班、申請無薪假期、裝修辦公室、以及舉辦員工活動等等，並指出四大會計師事務所每年聘用數百新入職者，其實是計及了人員流失的因素，但基層職員流失對於大行來說影響不大，中層職員才是重點挽留的對象。至於一些中小所則採取了更靈活的人事策略應付挑戰，

包括在旺季以兼職或自由身形式聘用人員來補充人手，也會與一些規模相約的中小所簽訂協議互相介紹工作甚至替對方簽發審計報告。

另一方面，3 類行在監管機構愈益嚴厲對營運的影響看法傾向接近 (A 類:3.7 分; B 類: 3.7; C 類: 3.84 分)。值得注意的是曾有評論指嚴厲監管對擁有較優厚資源的大型會計師事務所有利，例如財務匯報局(FRC)改革建議對上市公司審計紕漏處以最高 1000 萬元的罰則，就引來部份會計業界人士批評增加了中小所承接上市公司工作的風險，變相偏幫了大型會計師樓和扼殺中小所的生存空間。我們的調查發現 3 類行在此選項中自覺所承受的壓力相若，有四大行的合夥人向我們訴說，由於四大行審計的上市公司數目比中小所多，承擔風險相對亦更高。

會計準則經常改變亦影響了所有類型的會計師事務所，不同的是大行設有技術部門提供支援，相反中小所能夠投放的資源就相對較少，因此中小所的影響評估分數較其他兩類行高 (A 類:3.61; B 類: 3.77; C 類: 3.97)。正如我們在上一篇文章指出，會計業界普遍認同緊跟國際會計準則，但會計師公會或應該提供更多技術支援，在國際會計準則落地香港時也應兼顧不同類型會計師事務所的承受能力。根據我們的調查，3 成 6 的受訪者滿意公會落實國際會計準則的工作，但滿意公會的技術支援服務只有 28.5%。

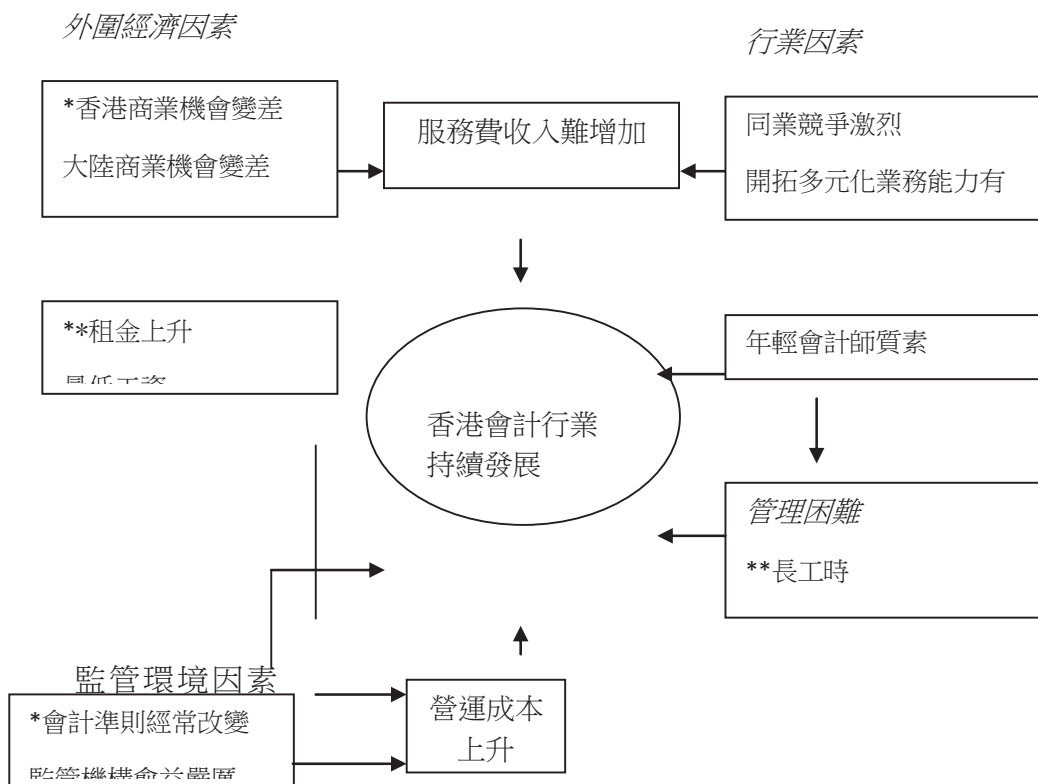
在眾多影響營運的因素當中，表三的排序顯示 A 類行以及 B 類行的看法較為接近，同樣都是以長工時以及流失率高作為頭兩大選項，相反，C 類行受訪者更看重的是租金上升以及會計準則經常改變。通過這個對比可以看到，擺在規模最細的中小所眼前的最大座山是直接成本增加，長工時以及人手流失的內部管理壓力反而沒有那麼大。

表三、各類會計師事務所對影響營運因素的排序 (N=428)

	(A 類) 四大行	(B 類) 非四大行	(C 類) 中小行
第一	長工時 (4.24)	長工時 (4.08)	租金令營運成本上升 (4.14)
第二	流失率高 (4.11)	流失率高 (3.96)	會計準則經常改變 (3.97)
第三	同業競爭激烈 (3.69)	會計準則經常改變 (3.77)	監管機構愈益嚴厲 (3.84)
第四	監管機構愈益嚴厲 (3.70)	監管機構愈益嚴厲 (3.70)	同業競爭激烈 (3.53)
第五	香港商業機會變差 (3.58)	同業競爭激烈 (3.54)	香港商業機會變差 (3.49)

以圖一來作總結說明的話，從統計學上來看，3 類型會計師事務所在長工時、流失率高、香港商業機會變差、租金上升以及會計準則經常改變這 5 個方面的看法有較顯著的差異。我們認為長工時和流失率高的內部管理問題可能要個別公司按照具體情況處理，會計準則經常改變則有賴業界攜手在落實國際會計準則以及營運壓力中找到平衡，至於香港商業機會變差以及租金上升則或更要依靠商界以及政府共同協力規劃。

圖一：香港會計行業經營瓶頸



面對以上種種瓶頸因素，我們於問卷中開列了 10 項建議解決辦法，表四顯示各類型會計師事務所的受訪者對各項措施的重要性評估，從高到低的排序。

表四、各類型會計師事務所對促進行業措施的評估(N=428)

	全體受訪者	四大行	非四大行	中小行
投資 IT 促進效率	3.91	4.01	3.80	4.00
緊隨國際會計準則及監管要求	3.86	3.95	3.79	3.86
與海外 CPA 加強合作	3.73	3.71	3.74	3.79
提供 ESG 等審計服務	3.70	3.78	3.66	3.57
加強巡查同業不守規則的活動	3.66	3.72	3.59	3.76
拓展非核心業務	3.65	3.81	3.51	3.71
與內地 CPA 加強合作	3.59	3.62	3.57	3.58
強化 CPE 課程	3.60	3.58	3.58	3.81
加強道德培訓	3.56	3.59	3.53	3.67
提高行業入職標準	3.56	3.61	3.49	3.78
開拓一帶一路商機	3.24	3.29	3.16	3.50

注：評估由 1-5 分，1 分代表非常不同意，5 分代表非常同意。

值得注意的是，被訪者對各項促進行業措施的評分差異不大，從排在首位的‘投資 IT 促進效率’（3.91）到第十位的‘開拓一帶一路商機’（3.24），相差只是 0.67 分。三類行在各項措施評分的差異亦同樣不大，除了在投資 IT 促進效率（第一項）以及拓展非核心業務（第五項）兩個範疇上，A 類行給的評分最高（4.01 分以及 3.81 分），C 類行次之（4.00 分以及 3.71 分），而 B 類行就排在最末（3.80 分以及 3.51 分），這是 10 項建議中 3 類會計師事務所所有較顯著分別的兩個選項。開拓一帶一路的商機排在第十位，反映 3 類型會計師事務所的看法對這個國家策略對行業發展的作用都是看得較淡。

專題系列：

再思香港產業優勢

之三

世代鴻溝是否不可跨越？

李芝蘭、巫麗蘭、陳浩文、甘翠萍、胡瑞芯、李建安

[灼見名家李芝蘭 | 再思·香港 | 2016年5月31日]

社會流動減慢、生活壓力與日俱增所引發的世代之爭是香港近年的熱點題目，但眾多討論往往流於情緒宣泄及互相指摘，反而未能清楚釐清各方的異同，找出解決問題的方向。我們今年4月至5月針對會計業的問卷調查把從業員按級別（初級、中級、高級）區分，透過分析他們對不同問題的看法，發現了不同級別的會計師的確存在分歧，但卻不一定像坊間流行說法般愈年輕便愈不滿，初級與高級之間的觀點差異更多可能是因為視角不同，而非一道不可跨越的鴻溝。

表一顯示了各級別會計師對於年輕會計師（入行5年或以下）6項能力的評估，以1分為最差，5分為最好，結果統計學上全部評分都出現了顯著差異，一般來說，級別愈高的會計師給予年輕會計師的評分愈低。初級會計師在6個大項的自我評分都偏向正面（達3分以上），反映出他們的自我感覺還是不錯的。中級對年輕會計師的評分在「技術能力」及「自發性」低於3分，其他4個項目評分均偏向正面。相反高級會計師就認為年輕會計師只有「道德水平」及「大學專業培訓」稍為理想，其餘4項能力評估都傾向負面。

表一、按級別對年輕會計師的能力評估 (N=428)

	初級	中級	高級	<i>p</i> 值
語文能力	3.54	3.18	2.74	0.000
技術能力	3.35	2.93	2.87	0.000
道德水平	3.60	3.25	3.10	0.000
自發性	3.45	2.79	2.50	0.000
溝通及社交技巧	3.55	3.09	2.71	0.000
大學專業培訓	3.39	3.02	3.17	0.000

注: 1 分為最差; 3 分為一般; 5 分為最好。P 值<0.05 表示差異度顯著; P 值<0.01 表示差異度非常顯著。

當我們要求受訪者比較香港及內地的年輕會計師時，結果便頗為有趣。前表所述初級會計師自我的評價不差，只是與內地同儕放在一起就有點自信不足，表二羅列的 6 大項比較評估當中，只有「英語水平」以及「國際視野」得到了過半數初級會計師受訪者認同香港比較優勝。反觀在表一對年輕會計師看似處處不滿的高級會計師，卻有逾 6 成半的人覺得香港年輕會計師的「道德水平」較高，認同比率較其他兩個組別多出 17 個百分點或以上，這個結果清楚顯示出香港的上一代(高級會計師)未必處處都看輕香港的年輕人。

表二、按級別認同香港年輕會計師優於內地年輕會計師的比例(N=428)

	初級	中級	高級	<i>p</i> 值
英語水平	71.3%	73.3%	74.7%	0.831
國際視野	61.7%	54.5%	57.8%	0.443
道德水平	47.3%	48.0%	65.1%	0.018
溝通及社交技巧	44.7%	39.0%	21.7%	0.002
技術知識	42.0%	32.5%	24.1%	0.013
中文水平	8.5%	6.5%	4.8%	0.525

注: P 值<0.05 表示差異度顯著; P 值<0.01 表示差異度非常顯著。

從我們的訪談觀察，社會上總是瀰漫著上一代不斷指摘下一代的氛圍，原因在於身處較高層級位置的人往往從香港競爭力出發看事物，在面臨內地激烈競爭時，不期然就會恨鐵不成鋼、抱怨香港的年輕人自我裝備不足、缺乏危機意識，但從表二看來又不見得年輕人完全沒有危機意識，他們都知道內地同輩競爭對手強勁，從這個角度來看，年輕人的危機意識不比上一代低。換言之，雙方要撫平分歧就不應再糾纏於爭拗誰是誰非，而是要著力於討論如何增強我們共同認可的長處 (英語水平、國際視野、道德水平) 以及改善不足 (溝通及社交技巧、技術知識及中文水平)。

同處會計師事務所內，但由於級別不同，看事物的視角也有分別，表三是從不同級別會計師受訪者對影響事務所運作的評估，在 12 項因素中，有 8 項的評估在統計學上是出現了顯著的分別，愈高級別的會計師會傾向認為該項因素對營運的影響愈嚴重。當中又以「會計準則經常改變」以及「租金令營運成本上升」兩項的差異最大。有業內人士解釋，初級人員的主要職責是在上級指引下具體執行工作，對會計準則改變的感受因此沒有中高級人員那麼深，至於租金更加不是所有初級人員都能接觸的事物。

表三、按級別評估影響會計師事務所營運的因素 (N=428)

	全體受訪者	初級	中級	高級	<i>P</i> 值
1. 會計師事務所內部管理					
長工時	4.08	4.1	4.15	3.83	0.043
流失率高	3.96	3.87	4.08	3.93	0.158
2. 會計監管環境					
會計準則經常改變	3.72	3.53	3.74	4.11	0.000
監管機構愈益嚴厲	3.71	3.38	3.79	4.30	0.000

3. 會計行業因素					
香港會計師樓間競爭激烈	3.60	3.50	3.65	3.89	0.007
年輕會計師質素變差	3.38	3.17	3.55	3.53	0.003
開拓多元化業務能力有限	3.37	3.25	3.45	3.42	0.135
4. 整體經濟大環境					
租金令營運成本上升	3.60	3.41	3.64	3.95	0.000
香港商業機會變差	3.43	3.27	3.43	3.75	0.001
大陸商業機會變差	3.34	3.18	3.42	3.59	0.012
海外商業機會變差	3.07	2.94	3.18	3.10	0.092
最低工資令營運成本上升	2.63	2.73	2.53	2.59	0.358

注: 1 分為影響非常輕微; 3 分為一般; 5 分為影響非常嚴重。P 值<0.05 表示差異度顯著; P 值<0.01 表示差異度非常顯著。

對於會計師事務所的營運，有初級人員在接受我們訪問時坦言，希望公司在遇到困難時能夠開誠佈公，和公司職員一起尋求解決辦法，他們認為透明度愈高，就愈能夠減少下屬不必要的猜度。事實上，香港年輕人經常被人批評憤世疾俗，但我們的問卷調查結果卻不見得如此，表四反映在我們設訂的 5 大工作環境評估中，初級會計師在「到內地工作的機會」以及「高層職位空缺」兩個選項都是 3 個組別中給予最高評分的。值得留意的反而是中級會計師的各項評分反而最低，有四大會計師行合伙人解釋，會計師的職業發展是一個「U」型的歷程，新人初入職頭幾年幾乎肯定每年都有加薪及晉升的機會，直至 5 至 6 年後晉升

至經理，由於會計師事務所的人事架構是金字塔型，因此不少中級從業員便會陷入一個停滯期，所以可以理解他們在各組別中是相對悲觀的一群。有會計師公會資深成員認為，會計師事務所不可能讓所有人都晉身成為合伙人，因此橫向流動（由執業會計師轉型至商業會計師）是一個重要向上提升渠道，事實上，會計師事務所是不少年輕人踏入其他行業的跳板，根據會計師公會的統計，在 4 萬多名會員中有近 3 分之 2 是在商業、政府、或教育機構中任職，因此要減少會計師事務所內中級人員的不滿，除了審視會計師事務所本身的內部管理問題外，更重要的課題是如何協助他們成功過渡至其他機構並獲得良好發展。

表四、按級別對會計師事務所工作環境的評價(N=428)

	初級	中級	高級	<i>p</i> 值
到內地工作的機會	3.52	3.14	3.32	0.001
薪酬水平	3.10	2.94	3.36	0.003
專業訓練	3.26	3.14	3.35	0.097
高層職位空缺	3.19	2.95	3.15	0.052
薪酬制度公平	3.01	2.72	3.14	0.001

注: 1 分為最差; 3 分為一般; 5 分為最好。P 值<0.05 表示差異度顯著; P 值<0.01 表示差異度非常顯著。

另外，坊間經常有印象，愈年輕的人對建制組織愈不滿意。有趣的是我們的調查發現初級會計師無論對「公會」以及「政府」的評價都是相對最高分的。當中在對「公會助拓展商機」以及「政府吸引投資」這兩項，高級會計師給予的評分反而是三個級別中最低的，這或反映出上一輩縱然不認同年輕人的抗議手法，但雙方對於爭取政府或業界組織改善管治的期盼卻是相當一致的。

表五、按級別對政府及公會的評價(N=428)

	初級	中級	高級	<i>p 值</i>
公會技術支援	3.16	2.88	2.93	<i>0.016</i>
公會落實國際準則	3.28	3.13	3.14	<i>0.277</i>
公會助拓展商機	3.07	2.70	2.68	<i>0.001</i>
政府吸引投資	2.97	2.48	2.37	<i>0.000</i>

注: 1 分為最差; 3 分為一般; 5 分為最好。P 值<0.05 表示差異度顯著; P 值<0.01 表示差異度非常顯著。

總結來說，通過我們的調查可以看到各級會計師之間雖然在很多地方都存在差異，但這些差異卻不一定如坊間般定型，年輕的不一定最不滿、上一輩也不盡是輕視年輕人，所謂世代之爭其實很多時或只是大家缺乏溝通，在未有理順各方的差異與共同點之前就以情緒宣泄為主導的意氣之爭，我們認為，有系統地羅列各方的分歧與不滿是解決問題的第一步，唯有放下成見才能找到共同前進的方向。

專題系列：

再思香港產業優勢

之四

“一帶一路”非出路？

李芝蘭、巫麗蘭、陳浩文、甘翠萍、胡瑞芯、李建安

[灼見名家李芝蘭 | 再思·香港 | 2016年6月14日]

一帶一路已被官方視為國家級戰略，全國人大委員長張德江形容一帶一路將是香港發展的另一次歷史機遇，呼籲香港要靈活配合和用好本港的獨特優勢，香港特區政府官員也多番強調香港將可成為超級聯繫人，由於一帶一路涉及的多是大型基建、財務及法律等範疇，因此普羅市民不甚了了、甚至出現「官熱民冷」的現象，坊間評論都不覺得奇怪。但我們今年3月至5月進行的問卷調查卻發現，作為專業服務界別的會計師對於一帶一路的期望也不算高，以5分為滿分計算，認為一帶一路能夠促進行業發展的評分只有3.24分，只能位列11項改善措施之末。

表一、各類型會計師事務所對促進行業措施的評估排名(N=428)

促進行業措施	評分	促進行業措施	評分
1. 投資 IT 促進效率	3.91	6. 拓展非核心業務	3.65
2. 緊隨國際會計準則及監管要求	3.86	7. 與內地 CPA 加強合作	3.59
3. 與海外 CPA 加強合作	3.73	8. 強化 CPE 課程	3.60
4. 提供 ESG 等審計服務	3.70	9. 加強道德培訓	3.56
5. 加強巡查同業不守規則的活動	3.66	10. 提高行業入職標準	3.56
		11. 開拓一帶一路商機	3.24

注：評估由 1-5 分，1 分代表非常不同意，5 分代表非常同意。

為了釐清是否有個別類型會計師事務所、又或是個別層級會計師的負面看法拉低了整體平均評分，我們以交叉數據分析(crosstab analysis)，結果發現不同類型事務所以及不同職級會計師的看法在統計學上並沒有顯著差異，與我們交流過的大部分會計師一方面覺得一帶一路重要，但同時又看不到業界具體可以做些甚麼去參與其中，因此評分結果只是剛剛越過 3 分的中界線，以四大行來說，由於都是跨國的事務所，內地分所可以直接與一帶一路沿線國家的分所聯繫，即使有內地企業想到外地投資等商機，也不一定要經香港當中間人，至於中小所就根本無足夠資源去開拓語言、文化及法律俱不熟識的市場。

此外，也有會計業界人士擔心，香港專業界別向來都是以普通法以及國際會計準則運作，去到中亞、中東、甚至是東南亞等諸國，香港那一套未必具有競爭優勢。香港會計業界反而更加希望中央政府以及港府能夠透過在香港設立亞投行分區總部等措施，把國際的項目及資金引進來，再由香港的專業界別向進駐的企業及機構提供服務，正如當香港交易所成為集資平台後，各地公司來港上市、發債或融資，便可為律師、會計師、投資銀行家等一系列專業人士創造工作機會。

表二、各級別及各類型會計師事務所對一帶一路促進行業措施的評估(N=428)

按會計師級別分	高級	中級	初級	<i>P</i> 值
	3.24	3.17	3.31	0.391
按會計師行類型分	四大行	非四大	中小行	<i>P</i> 值
	3.29	3.16	3.50	0.069

注：評估由 1-5 分，1 分代表非常不同意，5 分代表非常同意。*P* 值大於 0.05 顯示受訪者看法沒有顯著差異。

有內地智庫組織的成員對上述結果感到驚訝，並認為香港的會計業界不能夠坐等中央政府給政策，而是應該要多了解一帶一路的內容，甚至主動找中央部委講出香港能夠做些甚麼。香港會計業界人士以及內地智庫成員的反應或許折射出了香港參與一帶一路的盲點，當香港專業界別以至商界人士都在冀盼中央能夠給予更清晰的政策指引時，內地也許亦正在指望香港能在規劃方案的過程中作出更多的貢獻。

回望上世紀 90 年代，當中國大陸開始構建資本市場之初，香港會計業界已積極參與其中，在建立審計稅務準則以至是公司股份改制等領域上為內地政府建言，反過來香港會計業也

伴隨中國經濟起飛而得到了長足發展，這種互惠互利的認識不知從何時起開始變質，當今香港社會在討論 CEPA、自由行、人民幣離岸中心、滬港通以至是最近的深港通時，每每都會以中央「送大禮」來形容這些政策，仿佛大家都接受了香港就是處於一個被動的位置。或許我們是時候要再一次追本溯源，再思我們的產業優勢到底在哪，找出香港專業人士不會被內地以至國際同業取代的特質，在協助大陸公司走出去、成為項目融資平台和國際商業仲裁中心、又或是幫助中國釐訂國際準則等等範疇上，定位出香港在一帶一路中的獨特位置。

再思優勢產業 (五) ——

香港會計業的可持續發展

研究成果發佈暨業界交流會觀點綜述

撰文：李芝蘭、巫麗蘭、陳浩文、甘翠萍、李建安

[灼見名家 李芝蘭 | 再思·香港 | 2016年10月25日]

我們在今年初以問卷形式訪問了專業會計師 (PAIP)、商業會計師 (PAIB) 以及會計系學生，研究會計業界人士對行業現況及前景的看法，在得出初步成果後，我們於 2016 年 5 月 17 日舉行了研討會與業界交流成果，出席的包括了香港會計師公會、澳洲會計師公會等專業組織的成員；四大、非四大(second tier)以及中小行的合夥人及從業員；商界人士；學者；立法會議員以及傳媒記者。交流會繞圍我們團隊的問卷調查結果展開討論。

1. 會計業 臨瓶頸

與會者大多數認同調查反映了業內的實況，調查顯示整體受訪者對個人前景看法只屬中性 (以 10 分為滿分，只得 6.14 分)，不同年齡段當中，又以 30-44 歲的會計師對自己在行業內的前景看得最淡 (20-29 歲:6.17 分; 30-44 歲:6.06 分; 45 歲或以上:6.34 分)。有會計師公會管理層認為這個評分顯示出了業內的瓶頸，從大環境來看，經過了過去幾十年的高速發展後，整個行業的增長速度已經大不如前，高層職位已經沒有以前那麼多。目前年輕的會計師對前景看法仍較為樂觀，是因為剛入行的頭幾年，都幾乎年年可以獲得加薪以及升職，但當晉升至中層職位後便慢下來，當升職加薪受阻時，他們對會計行業的憧憬也會消失，因而形成個人發展上的瓶頸。此外，一些中小型的會計師事務所的東主，只是希望把公司傳給子女，當子女不願接手時公司便會倒閉，在這類型事務所工作的中高層僱員，由於看不到公司的傳承規劃(succession planning)，也會由此產生一種事業『到頂』的感覺。有大型公共事業公司財務總監認為，除了工作上的壓力外，當一個人爬升至中層位置的時候，意味他也到了成家立室的年齡，在婚姻、照顧子女以至供樓的重重壓力之下，當然會對前景產生較為負面的影響。

會計行業工時長難解決？

有與會大學會計講座教授表示，認同調查所指工時過長是香港會計業急需解決的問題，他認為過長的工時已打擊了部份想入行的學生的意願，長遠而言不利行業發展。針對工時過長，部份與會者提出了兩個主要成因：a.) 中國政府因素，內地在每年的春季都會舉行『兩會』，由於會上要報告所有經濟的統計數據，因此所有內地公司都要在 6 月做半年結，以及 12 月做全年結，會計師公會代表指出，他們曾約見內地政府，希望對方能夠給予年結時間一定的彈性；b.) 工作性質，有大型公共事業公司財務總監指出，會計行業就是要趕各種各樣的『死線』，以公司上市(IPO)為例，就必定要在期限前完成工作，不能往後拖，否則便無法上市，這決定了在一些時尖峰間段(peak season)內會計從業員難免要超時工作，如果當 IPO 個案愈來愈多，尖峰間段自然愈來愈長。對於工時長是否不能解決，有與會者表達了不同看法，例如增聘人手，問題是增聘人手以後，每位從業員的工資是否能夠維持在現水平。

• 工資增長緩

談到工資的問題，有與會者慨嘆在過去 10 多年會計行業新入職者的工資都是維持在萬多元的水平。有四大合夥人指出，在工資沒有多大增長的同時，香港的物價卻上漲了不少，樓價的升幅更以倍數計算，因此無論從絕對數值或是相對數值來說，現在的會計從業員的收入都是不及他們的前輩的。對於工資沒有增長，公會代表指出這與供應及需求有密切關係，每年從大學畢業的會計學生數以千計，他們又多數以加入四大、或以加入會計師事務所作為職業起點作目標，在這種情況下，僱主自然不用抬高薪金，此外部分事務所聘請內地來港讀書學生的比例有所增加，也造成一定影響。不過，另有四大主管合夥人認為，從事會計這門『專業』，除了要講金錢回報外，也要喜歡這項工作，從工作中找尋樂趣，這樣才會做得成功。有與會學生贊同在選取工作的時候也會視乎理想與意義，但出於現實考慮，如果其他工種是薪金較高的話，同學們也是會先選擇薪金優厚的職位。

• 監管準則改變與道德標準

對於不少中小型會計師事務所感覺監管準則經常改變，會計師公會代表指出這是一個世界潮流，要維持高標準就要跟得貼，他指在澳洲以外，亞太地區來說香港比日本、南韓、中國大陸都要走得更前，而這正是維持香港高水平的關鍵。此外，與會者幾乎一致同意城大

調查所指，香港會從業員自覺專業道德水平較內地同業為高，有大學教授指出，香港的會計課程反覆強調道德和專業操守的重要，因此得出這個結果是順理成章。而有大型公共事業公司財務總監亦認為，正由於香港人的專業水平較高，所以駐港的跨國公司在聘請財務高層職位時也會以香港人為優先考慮。不過，亦有與會者指出部份來自外地的公司，在來香港設立分公司或地區總部後或會更傾向用一些「同聲同氣」的員工，所以道德水平較高是否一定會為本畢業生帶來更多工作機會很難一概而論。

- **與內地同業合作比競爭重要**

有四大會計師事務所的主管合夥人認同，本地畢業生具有較高的道德水平並不代表有更大的競爭力，他指正正由於高水平的道德要求，跑部門、搞關係等工作，香港人都比不上內地同事，他同時悲觀地指出，經過廿多年發展後，內地同事的會計專業知識已不比香港同遜色，IPO 的前期工作基本上已由內地同事負責，因此香港會計業的優勢已不在於傳統的審計範疇，而是要發展商業諮詢等更高增值的服務。談到與內地競爭，有中小所負責人則認為，香港會計師的價值正在於向內地展示另一種工作方式，她已考取了內地會計師牌照 (CIPA)，但在申請稅票的時候同樣遇過很多挑戰，但她堅持要在過程中秉持合情、合理、合法，最終也成功完成工作，並得到相關部門的認可。

一位剛與內地會計師事務所合併的中小所負責人表示，應該以另一角度思考問題，香港與內地同業不一定處於競爭的位置，兩者其實可以透過合作取長補短，她以自己的經歷為例子指出，很早已留意內地事務所的強項所在，同時找出自己已有那些優勝的地方，經過很長時間的醞釀，終於和一間規模比她的事務所大的內地所合併，內地的事務所往後可以憑藉她已建立的網絡打開國際市場，而她就可反過來借助內地事務所的規模實力擴大經營業務範疇，做到雙贏，所以她認為透過與內地事務所合併或許時香港中小所的路之一。

2. 香港會計業的發展出路

面對會計業內的千頭萬緒，交流會嘗試拋出一些建議讓與會者討論。

- **一帶一路?**

對於城大調查指受訪會計師將「一帶一路」置於解決行業困難選項的最末位置，有北京智庫成員對此感到驚訝，並認為香港會計專業可在中國企業走出去的過程中發揮重要角色，

但他同時批評香港會計專業對「一帶一路」的認識不深，而且不夠主動，未能夠令內地政府及企業知悉香港會計專業的優勢所在。有四大主管合夥人認同一帶一路將帶來很大的機遇，但要把握卻相當困難。他認為不能將業界參與一帶一路與當年參與中國內地改革開放的過程簡單等同，因為香港與內地語言、文化上都相對接近，但香港對一帶一路沿線國家的認識卻不深，影響了香港能夠發揮的空間。有會計師公會代表也認為，如果以四大來說的話，他們在世界各地都有網點，內地企業大可透過內地四大分所直接與海外所聯繫，此外，香港不少中型及中小事務所在越南等新興市場其實已經設有分所，但要他們在風險因素未明的情況下，貿然再到一些他們並不熟識的一帶一路國家擴展業務、開設辦事處是相當困難，他認為較可行的辦法是由港府牽頭爭取亞投行來香港設立分行，又或者透過稅務安排等誘因，吸引參與一帶一路的企業來港集資，只要能夠把企業「引進來」，香港的專業界別即可提供相關服務。不過，一家中型所的合夥人表示，有參與一帶一路項目的地方企業擬來港設立實體公司以便發債，並要他們提供相應協助，這家中型所合夥人認為這是活生生的案例，顯示出只要業界願意主動出擊，香港在一帶一路中其實可以扮演吃重的角色。

- **藍海戰略？**

對於主動出擊，代表澳洲會計師公會出席會議的一名中小所合夥人可謂經驗豐富，他的公司在十多年前已開始進軍海外市場，目前拉丁美洲以及西班牙的客戶收入佔了全公司的兩成，他形容此為「藍海戰略」，可以幫助中小所避免與同行以低價搶奪本地客人，亦都可以在中型所以及四大環伺的局面下區別出自己的特色。走出去的具體做法是先透過香港會計師公會的國際網絡在海外找尋合作伙伴，然後再互相推薦客戶，他亦會每年到海外市場參展及演講藉此推廣公司業務。這位合夥人相信中小所必定要不斷招攬新客戶才能保持競爭力，而且從海外找回來的客戶，更能做大香港業務的“餅”，創造更多新類型的就業機會。

- **香港會計師公會的角色**

城大的調查結果顯示香港會計師公會在促進行業發展方面表現中規中矩(以 5 分為滿分，受訪者評分介乎 2.68 分-3.28 分)，有會計師公會代表認為他們的工作已達到了行業組織能力的界限，對於部份中小所投訴公會的支援太少，亦起不到作為大行與中小行之間的橋樑角色，他認為牽涉到不同事務所的商業考慮，很難要求他們無保留地共享信息。有中型所的合夥人為公會抱不平，她舉例自己曾報名參與會計師公會舉辦的海外交流計劃，但最終

因為報名人數不足而取消，她慨嘆會員們投入不足。另一位身兼會計師公會小組成員的大型公共事業公司財務總監同意公會面臨不少困難，指出他所屬的公會小組也曾舉辦一些培訓課程，但最終參與的人數不多，他認為香港不少會計師的目光過於短視，往往認為培訓課程或活動未能帶來即時及立竿見影的效果就不熱衷參與。會計師公會代表補充指出公會是收取業界會費營運的，如果搞出來的活動不受歡迎將有機會被質疑亂花錢，所以會計業界的支持和態度直接影響公會的職能和發揮。

3. 生能力及教育界的角色

在城大的調查中，上一輩受訪者對下一輩的評分普遍低於下一輩的自我評分。有與會者指出，新一代的從業員除了英文能力比過往遜色外，『軟』能力及 IT 的培訓也嫌不足。

- **培訓『軟』能力**

有資深業界人士指出香港學生在會計知識上達標，社交能力卻較為遜色，在商談具體業務操作時不會有困難，但每當談及英國脫歐或德國難民等話題時便多數搭不上來，他認為討論這些國際間大事實有助於建立與客戶間的共同語言，因此他認為學校應該要加強人文學科的教育。另外，有電力公司財務總監則指出，會計與醫生等專業不同，會計是一門對人以及團隊合作的行業，因此人事管理、領導能力等技巧就相對重要，可惜這些都是現在教育課程中比較欠缺的。

- **培訓 IT**

在交流會中大部份與會人士都同意科技發展對會計行業會帶來重大影響，有會計師公會代表甚至相信 IT 發展可能會令會計業流失大量初級職位，不過，有立法會議員卻認為專業服務始終是『對人』的服務，因此只要從業員掌握到新技術，便可以運用這些技術來更可地服務客戶。有大學教授指出，他曾統計全港 8 間大學的會計系課程，發現在 BIG DATA 等較新的領域尚少涉獵，一些海外留學生想做學分轉移也不成功，因為在香港根本找不到相類似的學科來作轉移，他建議大學的課程應要與時並進。

再思優勢產業（六）——

會計系 生對前景的評估

李芝蘭、巫麗蘭、陳浩文、甘翠萍、李建安

[灼見名家李芝蘭 | 再思·香港 | 2016年10月28日]

會計師公會 2016年會員人數超過 4萬，註冊學生人數亦逾 1萬 7千人，要了解會計界人士對前景的看法，不能忽略這批未來「新血」的觀點。我們在今年 5月以問卷形式訪問了 1,152名會計系學生（當中包括 1,045名本地生以及 93名非本地生），發現整體來說學生對個人、行業乃至香港前途的看法都屬中游的評價，以 10分為最好、1分為最差，表一顯示學生給予各項前景的評分介乎 5.22分至 5.8分。

表一、會計系學生對於前景的評分 (N=1,152)

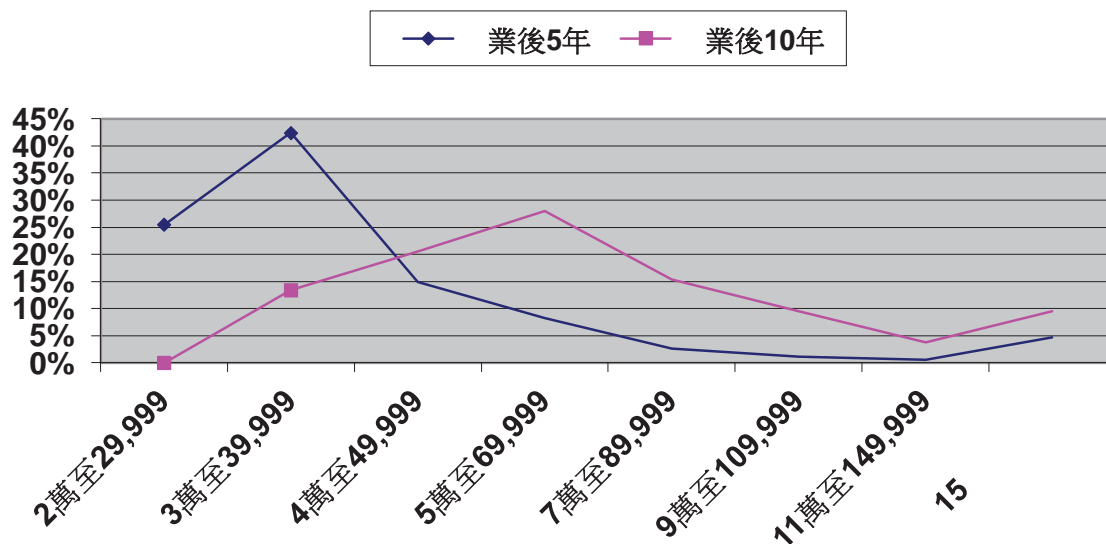
	總體評分
個人前景	5.8
行業前景	5.5
香港前景	5.22

注：1分為最差、10分為最好。

值得注意的是，學生對於個人前景的評估(5.8分)較整體行業前景(5.5分)以及香港前景(5.22分)都要樂觀，顯示學生普遍相信有能力跑贏同輩，這亦可在薪酬期望中具體反映，以 2016年為當年價計算，超過 70%的人認為在畢業 5年後拿到的月薪可以超過 3萬元，認為薪金可達 5萬或以上(中位數為 3萬至 4萬)的有 17%。而在畢業後 10年，覺得薪金可達 5萬以上的受訪者升至 66%(中位數為 5萬至 7萬)。這個數字相對全港的整體工資水平而言可謂相當不俗，根據統計處的字，25歲至 34歲青年(即相當於大學畢業後 5至 10年)的工資中位數則為 16,200元。若以此作計算，受訪者期望的薪金中位數相當於同齡人士 1至 4倍。會計系學生對自我能力的肯定，與我們之前針對會計從業員的調查是一致的，已投身社會工作的會計從業員給予個人前途的評分亦屬最高。根據香港會計師公會 2016年會員調查，會員年薪中位數介乎 30萬至 59.9萬(折合約月薪 2.5

萬至 5 萬)，亦遠較全港月薪金中位數 1.55 萬元高，單以薪金來說的話，受訪學生以及會計從業員的判斷可以說是合理的。

表二、會計系學生對 業後薪金的期望 (N=1,152)



事

實上，表三結果亦顯示受訪者將「個人的能力」排在影響個人前途因素的首位，4 分為滿分計算高達 3.69 分，令人感到驚訝的是，特區政府以及業界多番強調與香港發展息息相關的「中國的發展機遇」以及「一帶一路倡議」位列最尾兩項，排在「中國以外地區的發展機遇」的後面，這或反映出在本地思潮下年青人的潛在想法。

表三、會計系學生對影響前途因素的評分(N=1,152)

	評分		評分
1. 個人的能力	3.69	5. 香港的政治情況	3.23
2. 會計行業的發展	3.61	6. 中國以外地區的發展機遇	3.22
3. 香港的經濟情況	3.61	7. 中國的發展機遇	3.19
4. 香港的社會情況	3.36	8. 一帶一路倡議	2.84

注: 1 分代表最不重要、4 分代表最重要

個人能力如斯重要，問卷內設訂了 15 項技能讓受訪者自我評分，以 5 分最強、1 分最弱作計算，發現所有評分都在中間數 3 分以上，再一次印證了**受訪者對個人能力的評估 當有信心**。值得注意的是坊間經常批評 生工作態度欠佳，這與調查反映的數字有明顯落差，撇除大多 受訪者的母語 (廣東話) 能力之外，「肯捱苦」、「肯吃虧」及有「上進心」在評分中都排在前列的位置。相反地，**在我們訪談中多 管理層認為新入職者的專業技能 (例如會計專業知識，資訊科技應用**

等等)問題不大， 生的自我評分反而較低。到底是 生自我的評估與現實有距離，還是管理層未能識別發掘出 生的優點？這種落差值得會計業界以及教育界進一步探討。

表四、會計系學生對自我能力的評估(N=1,152)

	評分		評分
1. 廣東話	4.52	9. 英文	3.48
2. 職業道德	4.05	10. 會計專業知識	3.37
3. 肯捱苦	3.71	11. 資訊管理	3.29
4. 肯「吃虧」	3.65	12. 實際工作經驗(例如實習、兼職)	3.24
5. 上進心	3.61	13. 長遠職業規劃	3.15
6. 普通話	3.60	14. 國際視野	3.12
7. 人際關係及溝通技巧	3.59	15. 會計軟件應用	3.02
8. 應變能力	3.56		

注: 5 分為最強、1 分為最弱。

此外，在與一些會計師行合夥人訪談時，部分會認為新入職員工的生活優渥而偏向自我中心、陳義過高，但我們的調查發現大多數學生選讀會計學系的原因是因為「較容易找到工作」(47.7%)以及「晉升前景」(42%)。表五的結果亦顯示 生在挑 第一份職業時，是以「薪酬以及員工福利」和「清晰的晉升階梯」為首兩大主要考量因素， 生其實 當「貼地」，對於一些看似較形而上的考慮，例如「工作的意義」以及「興趣」在 13 個選項中只排第 7 及第 8 的相對次要位置。

表五、會計系學生選取第一份工作的考慮因素(N=1,152)

項	評分	項	評分
1. 薪金及員工福利	3.45	8. 興趣	0.96
2. 清晰的晉升階梯	2.09	9. 辦公室的環境	0.71
3. 工作時數	1.78	10. 在職培訓的機會	0.67
4. 學習機會、能否從中汲取有用經驗	1.32	11. 上班地點與家的距離	0.38
5. 公司的規模	1.26	12. 到外地工作的機會	0.22
6. 提供協助予員工考取專業資格	1.20	13. 到內地工作的機會	0.10
7. 工作意義	1.03		

注: 5 分為最重要因素、0 分為最不重要因素

不過，有一點相當有趣，雖然受訪者對會計業薪金的期望相當高(表二)、亦稱自己肯捱苦(表四)、並且最重視薪金以及晉升階梯(表五)，但卻有 46%的受訪 生表示若再給他們 擇的話，他們不會再 讀會計 系，當中大部份人 (65.5%) 的原因都是指會計行業「太過辛苦」，有曾與我們交流的會計系學生表示，從各方得到的訊息都是指會計行業「有開工、無放工」。

表六 會計系學生會否再選讀會計系(N=1,152)

會	53.9%
不會	46.1%
• 大過辛苦	65.5%
• 無天份	38.8%
• 無興趣	34.6%

注: 由於在挑選「不會」的原因時可選多於一項，因此總數合計多於 100%。

不單只有部分學生不想再讀會計學系，在選取工作的時候，最多受訪者 擇的是加入政府做公務員 (表七)。

表七、會計系學生畢業後選擇的工作機構(N=1,152)

機構類型	評分	機構類型	評分
1. 政府	5.13	5. 其他中小型會計師事務所	2.86
2. 四大會計師事務所	4.97	6. 非政府組織	2.31
3. 商業機構	4.32	7. 教育機構	2.10
4. 二線會計師事務所 (2nd tier)	4.22		

注: 7 分為最首選、0 分為最後選擇

香港會計業界要持續發展，就要不斷提升國際競爭力，吸納更多精英新血入行至關重要，表六及表七的結果對於會計業界來說或許是一個警號，會計行業從薪金增幅來說極為吸引，學生亦有意願投入這個行業，但超強度的工作要求卻令不少有志者躊躇卻步。受訪學生的擔憂不是杞人憂天，我們之前針對會計從業員的調查中，「長工時」以及「流失率高」也是困擾會計師事務所營運的首兩大主要因素。我們都知道香港會計業界已在不斷思考如何平衡生活與工作 (work-life balance)、認真檢討薪酬架構 (例如多年未提升及被指偏低的起薪點) 以及改善工作環境，由此招攬及挽留人才。但從這份調查反映出，效果似乎並未得到受訪者完全認同。

再思香港產業優勢 (七)

港生不如外地生？

李芝蘭、巫麗蘭、陳浩文、甘翠萍、李建安

近年社會有種意見認為本地畢業生質素不如外地來港求學的畢業生，到底學生之間是如何看待這個問題呢？我們在今年 5 月針對會計系學生的問卷調查中，分別有 1,045 位本地生（下稱「港生」）以及 93 名非本地生（下稱「外地生」），透過交叉分析 (cross-tab analysis) 發現外地生對於前景的看法普遍較港生樂觀，在「個人前景」、「行業前景」以及「香港前景」3 方面，兩者差異達 1.53 分、0.79 分以及 0.57 分，在統計學上都出現了顯著差異。與會計從業員及港生的調查一樣，外地生同樣是給予「個人前景」最高的評分，會計行業次之，香港整體環境排在最末。

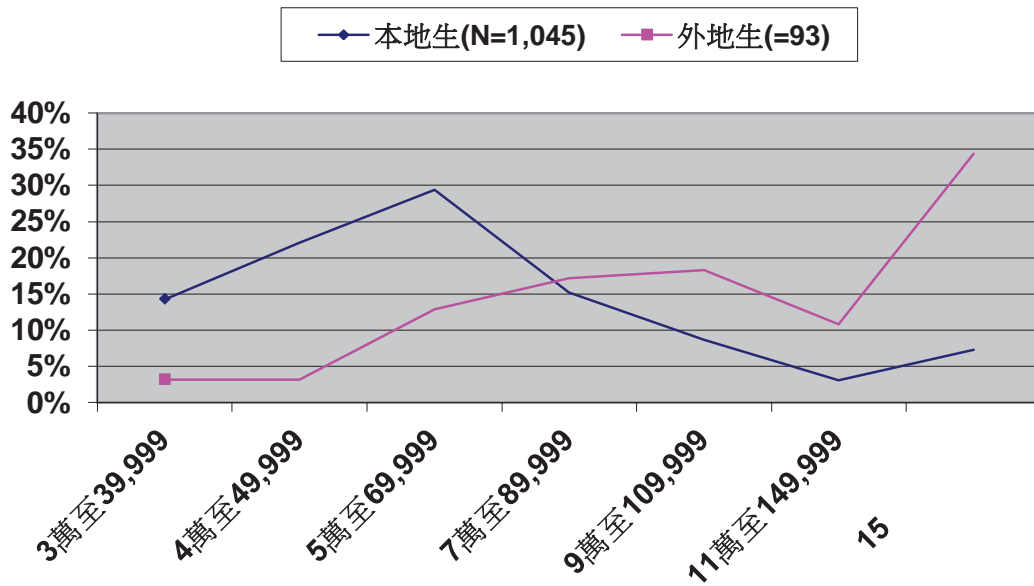
表一、不同會計系學生對於前景的評分

	港生評分 (N=1,045)	外地生評 分 (N=93)	兩者差異	<i>P</i> 值
個人前景	5.67	7.20	1.53	0.000
行業前景	5.44	6.23	0.79	0.000
香港前景	5.17	5.74	0.57	0.007

注：1 分為最差、10 分為最好。*P* 值少於 0.05 代表統計學上有顯著差異。

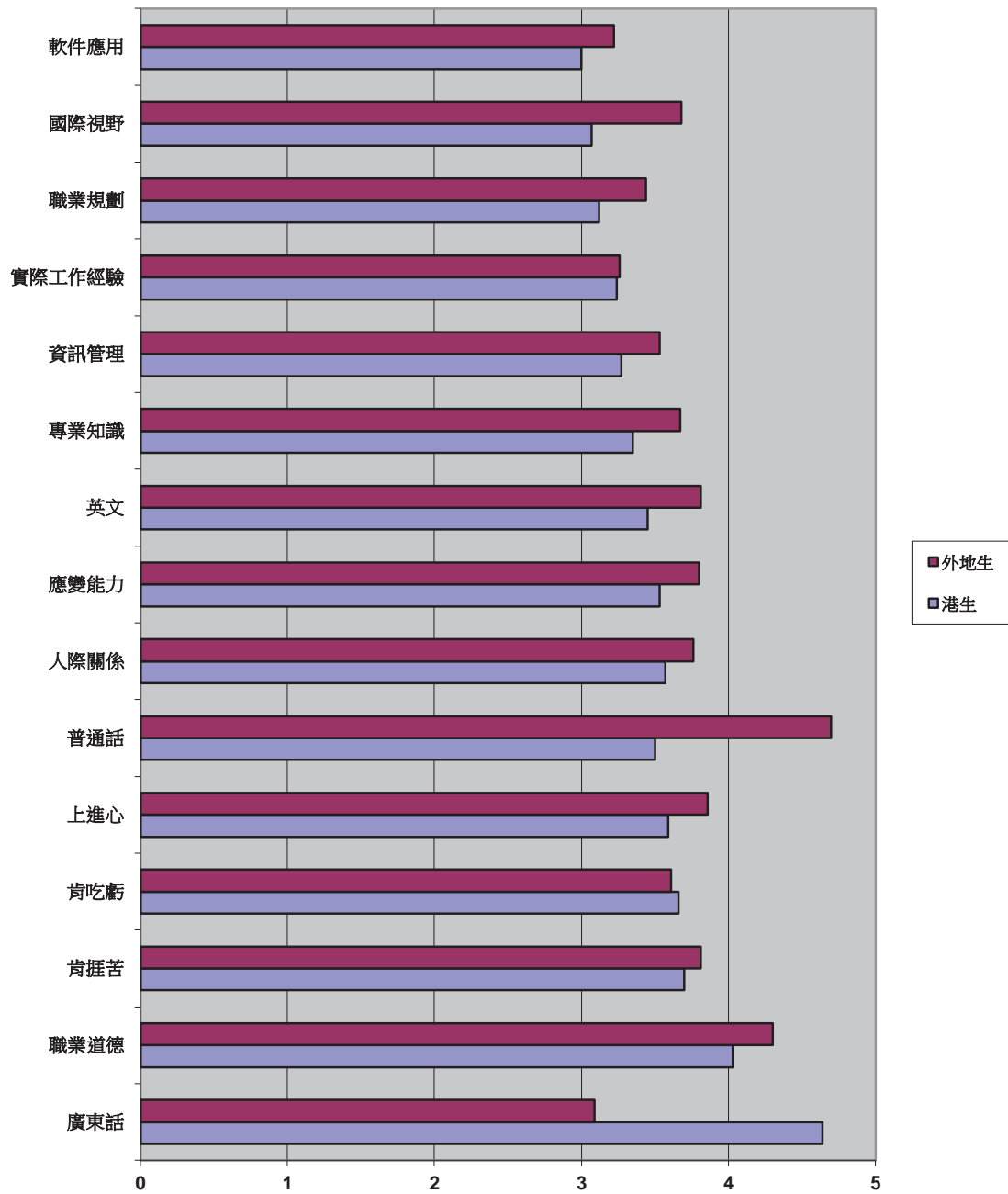
外地生對前景較本地生樂觀的另一項具體指標是對薪金的期望，表二看到外地生期望在畢業 10 年後，每月薪酬中位數(median) 達 9 萬以上至 11 萬以下，眾數(mode)則為 15 萬或以上 (比例達 34.4%)。相反，港生對畢業後 10 年每月薪酬的期望中位數及眾數只介乎 5 萬以上至 7 萬元以下，認為可以拿到 15 萬或以上工資的本地生人數比例只有 7.3%。

表二、不同會計系學生對畢業 10 年後每月薪酬期望



外地生不單對前景樂觀，自我評價也較高。在我們問卷中設定的 15 項能力評估中，外地生除了在港生母語「廣東語」以及「肯吃虧」兩項的自我評分較低外，其餘 13 項的自我評分都高於港生，當中包括了一直被視為是香港人強項的「職業道德」、「英文」以及「國際視野」。坊間一直有種意見，認為不應將外地生以及港生作直接比較，因為離鄉來港讀書的外地生都是「精英」，因此得出的評分高於港生並不奇怪、也不公平，然而本文要探討的正正是港生在面對這群外來精英時，會怎樣自我評價。

表三、不同會計系學生對自我能力的評估



非常有趣的是，當我們在問卷要求外地生以及港生就著表三羅列的 15 項能力與對方作比較時，無論是自我評價較高的外地生、還是自我評價較低的港生都認為自己在多個範疇比對方優勝。表四的結果可以反映出，香港學生在自我評估的時候傾向保守，但當要與競爭對手評比時卻未必一定自感落於下風。我們曾與一些剛畢業的港生討論，他們也不認為自

已的能力比外地生輸蝕，只不過現在會計師事務所很多業務都是面向中國大陸，在當地土生土長、熟識當地文化以及有人事關係的外地生 (大部分來自內地) 自然佔有優勢。

表四、不同會計系學生與對方比較時評分

	港生評分 (N=1,045)	外地生評分 (N=93)
1. 廣東話	4.70 (較對方強很多)	2.17 (弱於對方)
2. 職業道德	3.82 (較強於對方)	3.76 (較強於對方)
3. 肯捱苦	3.11 (較強於對方)	3.71 (較強於對方)
4. 肯「吃虧」	3.27 (較強於對方)	3.70 (較強於對方)
5. 上進心	3.09 (較強於對方)	3.73 (較強於對方)
6. 普通話	2.52 (較強於對方)	4.57 (較對方強很多)
7. 人際關係及溝通技巧	3.52 (較強於對方)	3.37(較強於對方)
8. 應變能力	3.50 (較強於對方)	3.52(較強於對方)
9. 英文	3.30 (較強於對方)	3.63(較強於對方)
10. 會計專業知識	3.21 (較強於對方)	3.53(較強於對方)
11. 資訊管理	3.18 (較強於對方)	3.41(較強於對方)
12. 實際工作經驗 (例如 實習、兼職)	3.32 (較強於對方)	2.99 (弱於對方)
13. 長遠職業規劃	3.06 (較強於對方)	3.41(較強於對方)
14. 國際視野	3.24 (較強於對方)	3.45(較強於對方)
15. 會計軟件應用	3.18 (較強於對方)	3.41(較強於對方)

注: 3分代表一樣, 高於3分 (紅色標示部分) 偏向認為強於對方、3分以下 (綠色標示部分) 偏向認為弱於對方。

從本次調查中可以看到, 外地生的自我實力評估非常高, 對本地生來講的確是強勁的競爭對手, 但即便如此, 我們的調查也反映出本地生在面對挑戰時其實具備相當信心。在我們訪談中受訪者也有一個基本共識 – 香港是一個多元化的外向型經濟, 不應以強制的政策措施排擠任何外來者。面對優質的外地生流入, 香港方面要做的是加強本地生的培訓, 針對學生的弱項改善課程設計、並增加實習和交流的機會, 這樣才能促進良性競爭。

Appendices

- A. PAIP Survey Questionnaire**
- B. PAIB Survey Questionnaire**
- C. Student Survey Questionnaire**



City University of Hong Kong

**Survey on Hong Kong Accounting Profession
(Professional Accountants in Practice [PAIP])**

This project is undertaken by a research team¹ from City University of Hong Kong with funding support from Public Policy Research Funding Scheme, Central Policy Unit, HKSAR (Project number: 2014.A1.020.15B). The purpose of the project is to examine the factors affecting the development of Hong Kong accounting profession, as well as the social mobility of its professional workforce with a view to contributing towards strategies to enhance the sustainable socio-economic development of Hong Kong.

We adopt three approaches of data collection for this project, namely textual background analysis, in-depth interviews with key stakeholders and survey with practitioners. The questions designed in this survey are informed by the observations from the interviews and a pilot test was run in January 2016 for the clarity check of the questions.

You are invited to kindly contribute your views towards the factors affecting the development and social mobility of the accounting profession in Hong Kong by completing this survey. The survey consists of five sections including your personal background information and it will take you round 20 minutes to complete. All data collected from this survey will be used for research purposes only and your personal information will be kept strictly confidential. All questionnaires will be destroyed one year after completion of this study.

Should you have any questions about this study, please email Ms Janet Wu, Senior Research Assistant of the research team (shuiswu@cityu.edu.hk). If you have questions about your rights as a participant in this project, please contact the Research Committee of CityU at 3442 6266.

Thanks again for taking part in this project!

¹ Professor Linda Chelan Li and Dr. Ho Mun Chan from Department of Public Policy, Professor Phyllis Mo from Department of Accountancy and Dr. Iris Chui Ping Kam from Office of the Provost.

A. Below are the factors that may affect the development of your firm. Please indicate whether you agree with the following statements. If yes, please indicate the effect. Please put a 「√」 in the appropriate . (Tick one box only)

	Effect						
	Disagree with this statement	Very Minimal	Minimal	Moderate	Large	Very Large	Not sure /No comment
Profession-related factors on your firm							
1. Frequent changes of accounting standards (Financial reporting standards, codes of ethics, auditing and assurance standards) in recent years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The regulatory oversight by professional bodies and government (HKICPA, FRC etc.) becoming rigid in the foreseeable future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Quality of young accountants with less than 3 year experience getting worse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. High staff turnover rate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Long working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Limited capacity to develop diversity of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic factors on your firm							
1. Rising rent increasing operating costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Minimum wage increasing operating costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Worsening business opportunities in Hong Kong	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Worsening business opportunities in Mainland China	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Worsening business opportunities Overseas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Intense competition among CPA firms in Hong Kong	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. Below are the factors that may affect the development of the accounting profession in Hong Kong. Please put a 「√」 in the appropriate . (Tick one box only)

Accounting profession in the Mainland

	Significantly worsening	Worsening	Stable	Improving	Significantly improving	Not sure
1. Competitive edge of mainland counterparts over Hong Kong	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Capacity of your firm to cooperate with mainland counterparts	Very incapable <input type="checkbox"/>	Incapable <input type="checkbox"/>	Normal <input type="checkbox"/>	Capable <input type="checkbox"/>	Very capable <input type="checkbox"/>	Not sure <input type="checkbox"/>

Support from HKICPA & Hong Kong government

	Very inadequate	Inadequate	Normal	Adequate	Very adequate	Not sure
1. Technical support from HKICPA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The role of HKICPA in adapting to changes of global practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Networking support from HKICPA to create or explore business opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Attracting business investment to Hong Kong by Hong Kong government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other factors that may affect the development of your firms and the professions (Please specify):

C. Below are the factors that may affect the upward mobility of Hong Kong's **Young Accountants (0-5 year experience)**. Please answer the following questions based on your general perception. Please put a 「√」 in the appropriate □. (Tick one box only)

Quality of Young Accountants

	Very				Not sure /No comment
	Inadequate	Inadequate	Adequate	Good	Excellent
1. Language competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Technical competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Ethical standard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Self-motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Communication and social skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Undergraduate professional training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Work environment

	Significantly worsening			Significantly improving			Not sure /No comment
	Worsening	Stable	Improving	Improving	improving		comment
1. Opportunities to work in Mainland China	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Salary level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Professional training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Availability of senior positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Fairness of the reward system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Which of the following aspects do the Hong Kong's young accountants perform better than mainland accountants? (You can select more than 1 aspect)

- English proficiency Chinese proficiency Professional Ethics
- International exposure Communication and social skills Technical knowledge
- Others (Please specify: _____)

Other factors that may affect the upward mobility of Hong Kong's Young Accountants (Please specify):

D. Do you agree that the following strategies can help foster the development of the accounting profession? Please put a 「✓」 in the appropriate □. (Tick one box only)

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	No opinion
1. Invest in IT to enhance efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Expend non-core services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Leverage the Belt Road strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Increase cooperation with CPA firms overseas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Increase cooperation with CPA firms in mainland China	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Follow closely the global changes in accountant standards and regulatory oversight practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Strengthen inspection on malpractice in the profession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Raise the qualification requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Strengthen Continued Professional Education (CPE)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Conduct training in resolving ethical dilemmas in workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Invest in expanding services, such as Environmental, Social and Governance reporting, risk management and internal control.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Others (Please specify)						

E. Please indicate your evaluation of the following items (0 is the worst , 10 is the best). (Tick one box only)

	Worst											Best
	0	1	2	3	4	5	6	7	8	9	10	
1. Your job satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Your prospect in the profession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Your professional knowledge and competence to face the challenges in your job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Current development of the accounting profession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Future development of the accounting profession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

F. Personal information. Please put a 「✓」 in the appropriate .

1. Gender:	<input type="checkbox"/> Male	<input type="checkbox"/> Female	<input type="checkbox"/> Others		
2. Age:	<input type="checkbox"/> 20 – 24	<input type="checkbox"/> 25 – 29	<input type="checkbox"/> 30 – 34	<input type="checkbox"/> 35 – 39	<input type="checkbox"/> 40 – 44
	<input type="checkbox"/> 45 – 49	<input type="checkbox"/> 50 or above			
3. Education (You can select more than 1 aspect):	<input type="checkbox"/> Accountancy degree	<input type="checkbox"/> Business degree	<input type="checkbox"/> Non business degree	<input type="checkbox"/> Non-degree	
4. Years of experience in accounting:	<input type="checkbox"/> Less than 3 years	<input type="checkbox"/> 4-6 years	<input type="checkbox"/> 7-9 years	<input type="checkbox"/> 10-12 years	
	<input type="checkbox"/> 13-15 years	<input type="checkbox"/> Over 15 years			
5. Years after obtaining CPA qualification:	<input type="checkbox"/> Less than 3 years	<input type="checkbox"/> 4-6 years	<input type="checkbox"/> 7-9 years	<input type="checkbox"/> 10-12 years	
	<input type="checkbox"/> 13-15 years	<input type="checkbox"/> Over 15 years	<input type="checkbox"/> N/A		
6. Type of firm:	<input type="checkbox"/> Big 4	<input type="checkbox"/> Non-big 4 (With listed clients)	<input type="checkbox"/> Non-big 4 (No listed clients)		

7. Number of employees in your firm Below 10 10 – 29 30 – 49 50 – 99 100 – 499 500 or over

8. Personal monthly income: HK\$10,000- HK\$19,999 HK\$20,000- HK\$29,999 HK\$30,000- HK\$39,999 HK\$40,000- HK\$49,999 HK\$50,000- HK\$59,999 HK\$70,000- HK\$89,999 HK\$90,000- HK\$109,999 HK\$110,000- HK\$149,999 HK\$150,000 or above

9. Job title: Associate/ Auditor Supervisor/ Assistant Manager Associate Manager/ Manager Senior Manager/ Director Partner/ CEO/ Managing director Others (Please specify: _____)

10. Service sector Audit & Assurance Tax Advisory Others (Please specify: _____)

11. Plan to change job: Within 1 year 1-3 years 4-5 years No planning Retirement

12. If you plan to change job, which type of job will you move to: Other CPA firm PAIB Non accounting related Others (Please specify: _____) Not yet decided



City University of Hong Kong
Survey on Hong Kong Accounting Profession
(Professional Accountants in Business [PAIB])

This project is undertaken by a research team² from City University of Hong Kong with funding support from Public Policy Research Funding Scheme, Central Policy Unit, HKSAR (Project number: 2014.A1.020.15B). The purpose of the project is to examine the factors affecting the development of Hong Kong accounting profession, as well as the social mobility of its professional workforce with a view to contributing towards strategies to enhance the sustainable socio-economic development of Hong Kong.

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You are invited to kindly contribute your views towards the factors affecting the development and social mobility of the accounting profession in Hong Kong by completing this survey. The survey consists of seven sections including your personal background information and it will take you round 20 minutes to complete. All data collected from this survey will be used for research purposes only and your personal information will be kept strictly confidential. All questionnaires will be destroyed one year after completion of this study.

Should you have any questions about this study, please email Ms Janet Wu, Senior Research Assistant of the research team (shuiswu@cityu.edu.hk). If you have questions about your rights as a participant in this project, please contact the Research Committee of CityU at 3442 6266.

Last but not least, a Sharing Forum will be held to foster further discussion and share our initial findings within industry and profession members on 17 May 2016 (Tuesday) from 9:30am to 12:00noon at City University of Hong Kong. Please come and join us.

Thanks again for taking part in this project.

Reply Slip

I would like to receive the event rundown and details of the Sharing Forum on 17 May 2016. Please send to:

² Professor Linda Chelan Li and Dr. Ho Mun Chan from Department of Public Policy, Professor Phyllis Mo from Department of Accountancy and Dr. Iris Chui Ping Kam from Office of the Provost.

A. How beneficial/useful is the accounting training (education and/ or experience) you have had to your current work as a PAIB?

- Not useful at all
 Not very useful
 Somewhat useful
 Very useful
 Not sure

B. Do you agree that the following training can enhance your competitiveness as a PAIB? Please put a 「✓」 in the appropriate .
 (Tick one box only)

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not sure
1. Training courses for PAIB provided by professional organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Mentoring Programme provided by professional organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Undergraduate internship programmes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Interdisciplinary undergraduate courses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. MBA programmes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. On job training provided by the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Sharing sessions with other PAIBs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Other training that can equip you to be a competitive PAIB? (Please specify) _____						

C. Have you previously worked in a CPA firm?

- No
 Yes =>
 1. What type of firm(s) have you worked in? (You can select more than 1 box)
 - Big 4 Non-big 4 (With listed clients) Non-big 4 (No listed clients)
 2. Your last job title in CPA firm
 - Associate/ Auditor Supervisor/ Assistant Manager Associate Manager/ Manager
 - Senior Manager/ Director Partner/ Managing director Others (Please specify: _____)

3. The reason(s) for switching from a Professional Accountant in Practice (PAIP) to PAIB

(You can select more than 1 box)

- Unsuitable job nature
- Long working hours in CPA firm
- Lacking of promotion opportunity
- Attractive salary increment at the time of switch
- Better prospect of PAIB than of PAIP
- Other reasons (Please specify: _____)

4. Please rate (positive/ neutral/ negative) the following impacts on your employment as a PAIB from your CPA firm experience?

	Positive	Neutral	Negative	No such impact
a. Knowledge of and exposure to different industries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Out-of-the-box thinking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Familiarity with financial reporting requirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Sensitivity to numbers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Analytical and problem-solving skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. People management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Ability to exercise discretion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Ability to work systematically	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Ability to multitask	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Ability to work as a team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Awareness of changes in business trend	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Ability to work against deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Leadership/ supervisory skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Other impacts (Please specify): _____				

5. In general, what impact does the working experience in a CPA firm have on your current job?

- Positive
- Neutral
- Negative
- Not sure

D. Please indicate your evaluation of the following items (0 is the worst 10 is the best). (Tick one box only)

	Worst										Best
	0	1	2	3	4	5	6	7	8	9	10
1. Your job satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Your prospect in the profession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Your professional knowledge and competence to face the challenges in your current job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E. The following are factors that may affect the competitiveness and upward mobility of a Professional Accountant in Business (PAIB). Please rate the importance of the factors (0 is Not important at all, 10 is the most important). (Tick one box only).

	Not important at all										Most important
	0	1	2	3	4	5	6	7	8	9	10
1. Analytical and problem-solving skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Multitasking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Communication and interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Self-learning ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Leadership and supervisory skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Awareness of changes in business trend	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Aspiration to become a member of the management team of the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Company growth and its expansion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Work with people outside accounting/finance department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Other factors that are important to upward mobility of PAIBs (Please specify): _____											

F. Below are the factors that may affect the upward mobility of Hong Kong **Young Accountants (0-5 year experience)**. Please answer the following questions based on your general perception. Please put a 「√」 in the appropriate □. (Tick one box only)

Quality of Young Accountants	Very					Not sure /No comment
	Inadequate	Inadequate	Adequate	Good	Excellent	
1. Language competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Technical competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Ethical standard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Self-motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Communication and social skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Undergraduate professional training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work environment						Not sure /No comment
	Significantly worsening	Worsening	Stable	Improving	Significantly improving	
1. Opportunities to work in Mainland China	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Salary level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Professional training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Availability of senior positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Fairness of the reward system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Which of the following aspects do the Hong Kong young accountants perform better than mainland accountants? (You may select more than 1 aspect)						
<input type="checkbox"/> English proficiency						<input type="checkbox"/> Professional ethics
<input type="checkbox"/> International exposure						<input type="checkbox"/> Communication and social skills <input type="checkbox"/> Technical knowledge

Other factors that may affect the upward mobility of Hong Kong Young Accountants (Please specify): _____

G. Personal information. Please put a 「✓」 in the appropriate box .

1. Gender: Male Female Others
2. Age: 20 – 24 25 – 29 30 – 34 35 – 39 40 – 44
 45 – 49 50 or above
3. Education (You can select more than 1 box)
 MBA Other taught master degree (Please specify: _____)
 Business degree Accountancy degree Non-business degree Non-degree
4. Total no. of years of experience in the accounting profession: _____
5. Professional qualification(s) CPA HK CMA CIMA CGA Others (Please specify: _____)
6. No. of years after obtaining your first professional qualification: _____ N/A
7. No. of years of being a PAIB: _____
8. Type of your firm: Listed entity Non-listed entity Non-for-profit, Charity, Trade association
 Government Academia Other (Please specify: _____)
9. Number of employees in your firm
 Below 10 10 – 29 30 – 49 50 – 99 100 – 499 500 or over
10. Personal monthly income:
 HK\$10,000- HK\$19,999 HK\$20,000- HK\$30,000- HK\$40,000- HK\$50,000-
 HK\$70,000- HK\$90,000- HK\$110,000- HK\$150,000-
 HK\$89,999 HK\$109,999 HK\$149,999 or above
11. Job title:
 President/ CEO/ Owner CFO Vice President Director
 Chief Accountant/ Financial Controller Accounting Manager
 Analyst Internal Auditor Consultant Other (Please specify: _____)
12. Plan to change job: Within 1 year 1-3 years 4-5 years No planning Retiring within 2 years
13. If you plan to change job, which field will you likely move to:
 Move to a different organization in the same field Move out of traditional accounting function
 Move within organization Move in to CPA firm (PAIP)
 Others (Please specify: _____)



香港城市大
香港會計行業調查
[香港高等 校會計系 生問卷]

香港城市大學研究團隊³現正進行一項有關香港會計行業的研究，是次研究由香港特別行政區政府-中央政策組透過「公共政策研究資助計劃」資助(項目編號：2014.A1.020.15B)。研究目的是探討香港會計行業前景及會計師向上流動的機會。研究結果將協助我們設計相關策略，以提升香港長遠的社會經濟發展。

是次研究採用三種研究方法：本文背景分析、與相關持份者的深度訪談及香港會計從業員和香港高等院校會計系學生的問卷調查。是次問卷調查的問題設計是從訪談及聚焦小組觀察所得。此問卷已於2016年3月進行了一次先導測試以檢查問題的清晰度。

懇請閣下參與是次問卷調查，為探討影響香港年輕會計從業員流動性的因素，提供寶貴的意見。此份問卷共有十三條題目，當中包括閣下的個人背景資料。此問卷大概需要15分鐘完成。是次調查所收集的數據只作研究之用，閣下的個人資料會絕對保密。所有問卷將於研究完成後一年銷毀。

如閣下對是次研究有任何疑問，請致電本研究的高級研究助理胡瑞芯小姐查詢(電話：3442 7732)。如閣下想知道更多有關研究參與者的權益，請聯絡香港城市大學研究操守委員會聯絡(電話：3442 6266)。

最後，我們將會在2016年5月17日(星期二)上午於香港城市大學，舉行一場分享論壇。我們會於論壇上匯報研究發現，及進一步促進業界不同持份者的討論。懇請閣下來臨參加！

如閣下想收到有關是次論壇的流程及詳細資料，請在下方填寫聯絡方法(電郵或通訊地址)：

再次感謝閣下的參與！

1. 你為什麼選擇會計作為主修科目?(可選多項)

³ 公共政策學系 李芝蘭教授、陳浩文博士；會計學系 巫麗蘭教授；副校長辦公室 甘翠萍博士

- 興趣 晉升前景 較高的工作機會 父母影響
朋輩影響 其他(請註明：_____)

2. 會計學系是否你當年入學心目中的首選科目？

- 是 否 => 1.你當年入學心目中的首選科目是：_____

3. 如果可以重新選擇，你仍會選擇會計作為主修科目嗎？

- 會
不會 => 1. 為什麼？(可選多項)
對會計沒興趣 在會計方面沒有天份 會計行業辛苦
其他(請註明：_____)

2. 如可再一次選擇，你會選擇主修哪一個科目？

4. 請問你在畢業後，最想加入哪個機構？(以 1 為首選、2 為次選、如此類推)

機構類型	排序
A. 四大會計師事務所	
B. 二線會計師事務所 (2 nd tier)	
C. 其他中小型會計師事務所	
D. 商業機構	
E. 政府	
F. 非政府組織 (NGOs)	
G. 教育機構	
H. 其他 (請註明)	

5. 你在選取畢業後的首份工作時，最重要的考慮因素是甚麼？請在以下選項中，排列出最重要的 5 項。(以 1 為首要、2 為次要、如此類推)

考慮因素	排序	考慮因素	排序
A. 薪金及員工福利		B. 清晰的晉升階梯	
C. 工作時數		D. 上班地點與家的距離	
E. 工作意義		F. 公司的規模	
G. 辦公室的環境		H. 在職培訓的機會	
I. 往內地工作的機會		J. 興趣	
K. 提供協助予員工考取專業資格 (如學習假期、培訓等)		L. 往外地工作的機會	
M. 學習機會、能否從中汲取到有用的工作經驗		N. 其他 (請註明)	

6. 你認為在下列選項中，哪個是你的強項，哪個是弱項，請在合適方格打剔。

	非常強	強	一般	弱	非常弱	不清楚/ 說不定
1. 廣東話	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. 普通話	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. 英文	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. 長遠職業規劃	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. 上進心	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. 捱苦能力	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. 願意「吃虧」	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. 職業道德	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. 會計專業知識	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. 資訊管理	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. 會計軟件應用	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. 國際視野	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. 實際工作經驗 (例如: 實習、兼職)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. 人際關係及溝通技巧	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. 應變能力	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. 其他強項，請說明: _____						

7. 如你是本地學生，與非本地生相比，你認為自己在以下的能力方面，較強或較弱 /
如你不是本地學生，與本地生相比，你認為自己在以下的能力方面，較強或較弱？

	強很多	較強	一樣	較弱	弱很多	不清楚/ 說不定
1. 廣東話	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. 普通話	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. 英文	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. 長遠職業規劃	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. 上進心	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. 捱苦能力	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. 願意「吃虧」	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. 職業道德	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. 會計專業知識	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. 資訊管理	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. 會計軟件應用	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. 國際視野	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. 實際工作經驗 (例如: 實習、兼職)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. 人際關係及溝通技巧	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. 應變能力	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. 其他強項，請說明: _____						

8. 你認為以下因素對你的前途有沒有影響？

	沒有影 響	不大有 影響	有一點 影響	非常大 影響	不清楚/說 不定
1. 香港的經濟情況	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. 香港的社會情況	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. 香港的政治情況	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. 會計行業的發展	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. 個人的能力	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. 一帶一路倡議	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. 中國的發展機遇	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. 中國以外地區的發展機遇	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. 你對總體前景的評價。(0 是最差，10 是最好)

	0	1	2	3	4	5	6	7	8	9	10
1. 香港前景	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. 會計業前景	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. 個人前景	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. 畢業後的五年內，你會否願意到外地工作？

願意 => 1. 願意到哪裡工作？(可選多項)

- 中國內地 澳門 台灣 其他亞洲國家
 歐洲 美國 其他(請註明：_____)

2. 願意留多少時間在外地工作？

- 少於 25% 25%-50% 50%-75% 多於 75%

不願意

11. 你期望畢業五年後，你的月入(以現時物價水平)會是？

- HK\$20,000- HK\$29,999 HK\$30,000- HK\$39,999 HK\$40,000- HK\$49,999
 HK\$50,000- HK\$69,999 HK\$70,000- HK\$89,999 HK\$90,000- HK\$109,999
 HK\$110,000- HK\$149,999 HK\$150,000 或以上

12. 你期望畢業十年後，你的月入(以現時物價水平)會是？

- HK\$30,000- HK\$39,999 HK\$40,000- HK\$49,999 HK\$50,000- HK\$69,999
 HK\$70,000- HK\$89,999 HK\$90,000- HK\$109,999 HK\$110,000- HK\$149,999
 HK\$150,000 或以上

13. 背景資料

- 性別：
 男 女 其他
 級別：
 一年級 二年級 三年級 四年級
 本地生：
 是 否 => 國籍：_____
 所屬院校：
 香港大學 香港中文大學 香港科技大學 香港理工大學
 香港城市大學 香港浸會大學 嶺南大學
 香港樹仁大學 香港公開大學 恒生管理學院