

**Report on the  
2005 Survey of the Managerial Competency Profile and  
Management Training Needs of  
Managers and Supervisors in the Next Three Years**

**二 五年管理及督導人員  
未來三年管理才能及訓練需求  
調查報告**

**Committee on Management and Supervisory Training  
Vocational Training Council**

**職業訓練局  
管理及督導訓練委員會**

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# **2005 Survey of the Managerial Competency Profile and Management Training Needs of Managers and Supervisors in the Next Three Years**

## **Executive Summary**

### **Introduction**

1. In the second half of 2005, the Committee on Management and Supervisory Training (CMST) had conducted a survey on small and medium enterprises (SMEs) employing ten or more people to study the managerial competency profile, and the current and anticipated management development needs of managers and supervisors working in Hong Kong and in the Mainland for the next three years.

### **Purpose of the Survey**

2. The field work of this survey was conducted in September 2005 with the objectives of assessing the managerial competency of managers and supervisors working in SMEs owned/operated by Hong Kong residents in eight major business sectors, both at the current stage and in the next three years, and identifying major management concerns encountered and anticipated in relation to management training needs and training plans for managers and supervisors. The survey findings would provide useful information for training providers, institutions, and trade associations to plan and implement courses of action to tackle the identified management problems and training needs.

3. A few changes had been introduced into the present survey when compared with the previous ones. The reasons for these changes are: as Hong Kong firms continue their expansion of business into Mainland China, more and more of them have set up operations across the border; in addition, Hong Kong firms also employ more people with different cultural or ethnic backgrounds. Such human resources policy will increase the diversity of the workforce. This survey therefore first looked into the diverse training needs, if any, of local and mainland operations. Secondly, this survey also looked into the issues concerning international exposure and cultural diversity among Hong Kong and the mainland workers.

### **Coverage of the Survey**

4. The survey covered a sample of 1,344 randomly selected SMEs from a population of 31,460 which employed 10 to 100 employees in eight major business sectors. These sectors are: manufacturing; electricity, gas & water; construction; wholesale, retail & import/export trades; transport, storage & communication; finance, insurance, real estates & business services; community, social services & personal services; and restaurants & hotels.

## Analysis of Findings

### *Key Competencies of Managers and Supervisors in the Next Three Years in Hong Kong*


5. The respondents were asked to choose 10 out of the 35 competencies that they regarded as the most important for managers and supervisors in the next three years.

6. Table 1 presents the ranking of the key competencies. It is noticeable that seven out of the top ten key competencies of managers and supervisors in the next three years were regarded by the respondents to be identical, while eight of the ten least important competencies of the two groups were also identical.

Table 1: Key Competency Ranking of Managers and Supervisors  
in the Next Three Years in Hong Kong

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Coaching and Counseling                             | 47.45 | 1    | Communication Skills                                | 62.99 |
| 2    | Sense of Responsibility                             | 47.29 | 2    | Sense of Responsibility                             | 62.70 |
| 3    | Communication Skills                                | 47.09 | 3    | Customer Concern                                    | 51.65 |
| 4    | Crisis Management                                   | 44.91 | 4    | Interpersonal Skills                                | 48.54 |
| 5    | Interpersonal Skills                                | 41.10 | 5    | Team Spirit                                         | 45.71 |
| 6    | Planning Skills                                     | 40.71 | 6    | Coaching and Counseling                             | 42.69 |
| 7    | Business Acumen                                     | 38.02 | 7    | Self Management                                     | 37.57 |
| 8    | Analytical in Approach to People and Problems       | 37.13 | 8    | Problem Solving and Decision Making                 | 36.48 |
| 9    | Problem Solving and Decision Making                 | 36.46 | 9    | Analytical in Approach to People and Problems       | 36.07 |
| 10   | Self Management                                     | 35.57 | 10   | English (Spoken and Writing)                        | 35.93 |
| 11   | Team Spirit                                         | 34.95 | 11   | Dealing with Conflict                               | 34.04 |
| 12   | Dealing with Conflict                               | 34.11 | 12   | Quality Conscious / Quality Minded                  | 31.92 |
| 13   | Customer Concern                                    | 33.16 | 13   | Crisis Management                                   | 31.76 |
| 14   | English (Spoken and Writing)                        | 30.74 | 14   | Putonghua                                           | 30.22 |
| 15   | Business Ethics                                     | 30.64 | 15   | Instructional, Training and Presentation Skills     | 30.03 |
| 16   | Instructional, Training and Presentation Skills     | 30.00 | 16   | Integrity and Trust                                 | 29.74 |
| 17   | Stress Management                                   | 27.91 | 17   | IT Knowledge and Application                        | 26.80 |
| 18   | IT Knowledge and Application                        | 27.90 | 18   | Planning Skills                                     | 26.28 |
| 19   | Team Building                                       | 26.89 | 19   | Business Ethics                                     | 25.12 |
| 20   | International Exposure and Knowledge                | 26.43 | 20   | Stress Management                                   | 24.18 |
| 21   | AQ (Adversity Quotient)                             | 26.08 | 21   | Business Acumen                                     | 23.26 |
| 22   | Quality Conscious / Quality Minded                  | 25.68 | 22   | Team Building                                       | 21.43 |
| 23   | Integrity and Trust                                 | 22.09 | 23   | Self Improvement                                    | 20.68 |
| 24   | Putonghua                                           | 20.10 | 24   | EQ (Emotional Quotient)                             | 18.90 |
| 25   | Creativity and Innovation                           | 19.89 | 25   | AQ (Adversity Quotient)                             | 18.78 |
| 26   | Self Improvement                                    | 19.29 | 26   | Creativity and Innovation                           | 17.19 |
| 27   | Willingness to Taken Calculated Risks               | 17.74 | 27   | Negotiation Skills                                  | 16.99 |
| 28   | Negotiation Skills                                  | 17.39 | 28   | Knowledge of Value, Culture                         | 14.38 |
| 29   | Implementing Change                                 | 17.30 | 29   | International Exposure and Knowledge                | 14.30 |
| 30   | EQ (Emotional Quotient)                             | 16.98 | 30   | Zealous in Development Talent / Potential in Others | 13.92 |
| 31   | Motivating Others                                   | 15.80 | 31   | Understanding of Others / Empathy                   | 13.82 |
| 32   | Understanding of Others / Empathy                   | 14.87 | 32   | Motivating Others                                   | 12.49 |
| 33   | Zealous in Development Talent / Potential in Others | 14.59 | 33   | Willingness to Taken Calculated Risks               | 10.84 |
| 34   | Knowledge of Value, Culture                         | 14.54 | 34   | Implementing Change                                 | 8.93  |
| 35   | Delegation                                          | 14.36 | 35   | Delegation                                          | 5.13  |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents

7. Among the top ten key competencies, three of them were considered as core (i.e. by over 50% of the respondents) for supervisors. They are *communication skills*, *sense of responsibility* and *customer concern*. For managers, the top three competencies are *coaching and counseling*, *sense of responsibility* and *communication skills*. Since none had achieved the 50% benchmark, it shows respondents' diverse perceptions about the core competencies for managers. *Team spirit* and *Putonghua* have become significant for both groups. In particular, *Putonghua* was regarded as more important for supervisors than managers.

8. Two competencies - *coaching and counseling* and *communication skills* - were chosen as key competencies for managers by all eight sectors. *Sense of responsibility* was chosen by seven sectors as a key competency.

9. For supervisors, four competencies - *communication skills*, *sense of responsibility*, *interpersonal skills*, and *coaching and counseling* - were found to be key competencies for all eight sectors.

### ***The Rationale behind the Choice of the Key Competencies in Hong Kong***

10. In relation to the 35 competencies, a list of 34 reasons, covering aspects of People, Products, Market, Finance, Information Technology, Economy and Cultural Diversity in Work Places, was developed by the Working Party on Manpower Survey and used in the questionnaire. Respondents were asked to rate the reasons that they considered responsible for their choice of the key competencies for managers and supervisors for the next three years.

11. As shown in Table 2, the ranking of the reasons for managers and supervisors are almost the same.

Table 2: Ranking of Reasons for Choice of Key Competencies  
for Managers and Supervisors in Hong Kong

| Reasons                                                   |                                     | Managers |                         | Supervisors |                         |
|-----------------------------------------------------------|-------------------------------------|----------|-------------------------|-------------|-------------------------|
|                                                           |                                     | Ranks    | Average Weighted Scores | Ranks       | Average Weighted Scores |
| Higher Expectation from Customers                         | (Market)                            | 1        | 4.86                    | 1           | 4.80                    |
| Good Employees are Difficult to Find                      | (People)                            | 2        | 4.23                    | 2           | 4.12                    |
| Greater Intra-Industry Competition in the Territory       | (Market)                            | 3        | 4.16                    | 3           | 4.12                    |
| Promoting Better Cooperation Among Employees              | (People)                            | 4        | 4.13                    | 4           | 4.08                    |
| Increased Use of IT within the Company                    | (IT)                                | 5        | 3.76                    | 5           | 3.53                    |
| Generating more Creative and Innovative Ideas             | (People)                            | 6        | 3.69                    | 6           | 3.50                    |
| Current Staff are not Performing to Standard              | (People)                            | 7        | 3.34                    | 7           | 3.38                    |
| Change of Business Operating Process                      | (Product)                           | 8        | 3.2                     | 8           | 3.04                    |
| Greater Competition from the Mainland                     | (Market)                            | 9        | 3.14                    | 10          | 2.94                    |
| Company's Services/Products Gradually become Outdated     | (Product)                           | 10       | 3.13                    | 9           | 3.03                    |
| More Business Opportunities in the Territory              | (Economy)                           | 11       | 3.04                    | 11          | 2.93                    |
| More Business Opportunities in the Mainland               | (Economy)                           | 12       | 2.90                    | 14          | 2.67                    |
| Rapid Development of e-Commerce for Business Transactions | (IT)                                | 13       | 2.87                    | 13          | 2.75                    |
| Greater Competition from Overseas Countries               | (Market)                            | 14       | 2.86                    | 15          | 2.65                    |
| Downsize Existing Establishment                           | (People)                            | 15       | 2.83                    | 12          | 2.80                    |
| Diversify Company's Business                              | (Market)                            | 16       | 2.80                    | 16          | 2.62                    |
| Expand Business in the Mainland                           | (Economy)                           | 17       | 2.70                    | 18          | 2.48                    |
| More Business Opportunities from Other Parts of the World | (Economy)                           | 18       | 2.69                    | 17          | 2.51                    |
| Harmony Introduced by the Cultural Diversity              | (Cultural, Diversity in Work Place) | 19       | 2.62                    | 19          | 2.47                    |
| Change of Business Nature                                 | (Economy)                           | 20       | 2.56                    | 21          | 2.40                    |
| Contract Out Jobs to Cut Cost                             | (Finance)                           | 21       | 2.55                    | 20          | 2.47                    |
| Benefits/Cost of Cultural Diversity                       | (Cultural, Diversity in Work Place) | 22       | 2.53                    | 22          | 2.37                    |
| China's Accession to World Trade Organisation (WTO)       | (Economy)                           | 23       | 2.46                    | 23          | 2.29                    |
| Relocate Company's Business to Other Places               | (Market)                            | 24       | 2.39                    | 24          | 2.25                    |
| Bank Facilities are Difficult to Obtain                   | (Finance)                           | 25       | 2.38                    | 25          | 2.22                    |
| Implementation of CEPA                                    | (Economy)                           | 26       | 2.36                    | 26          | 2.20                    |

12. The top four reasons were: *higher expectation from customers, good employees are difficult to find, greater intra-industry competition in the territory, and promoting better cooperation among employees.*

### **Key Competency Ranking of Managers and Supervisors in Mainland China in the Next Three Years**

13. The survey indicated that respondents in all the six sectors<sup>(1)</sup> expected managers and supervisors in Mainland China to have similar competencies. As shown in Table 3, seven of the key competencies: (*viz. sense of responsibility, communication skills, English (spoken and written), problem solving and decision making, coaching and counseling, quality conscious/quality minded and team spirit*) are the same among the two groups. There are nevertheless some noted differences in expectations from the two groups.

Table 3: Key Competency Ranking of Managers and Supervisors in the Next Three Years in Mainland China

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Sense of Responsibility                             | 61.38 | 1    | Sense of Responsibility                             | 72.48 |
| 2    | Communication Skills                                | 50.35 | 2    | Communication Skills                                | 58.86 |
| 3    | English (Spoken and Writing)                        | 44.54 | 3    | Integrity and Trust                                 | 51.28 |
| 4    | Problem Solving and Decision Making                 | 42.70 | 4    | Quality Conscious / Quality Minded                  | 50.92 |
| 5    | Coaching and Counseling                             | 41.55 | 5    | Problem Solving and Decision Making                 | 46.71 |
| 6    | Quality Conscious / Quality Minded                  | 40.59 | 6    | English (Spoken and Writing)                        | 46.67 |
| 7    | Planning Skills                                     | 38.78 | 7    | Coaching and Counseling                             | 42.59 |
| 8    | Team Spirit                                         | 38.74 | 8    | Customer Concern                                    | 42.18 |
| 9    | Crisis Management                                   | 37.06 | 9    | Team Spirit                                         | 41.32 |
| 10   | IT Knowledge and Application                        | 36.89 | 10   | Self Management                                     | 37.98 |
| 11   | Analytical in Approach to People and Problems       | 35.68 | 11   | Dealing with Conflict                               | 37.78 |
| 12   | Dealing with Conflict                               | 35.25 | 12   | IT Knowledge and Application                        | 36.09 |
| 13   | Self Management                                     | 34.89 | 13   | Self Improvement                                    | 35.47 |
| 14   | Integrity and Trust                                 | 34.21 | 14   | Interpersonal Skills                                | 34.74 |
| 15   | Customer Concern                                    | 34.15 | 15   | Analytical in Approach to People and Problems       | 33.01 |
| 16   | International Exposure and Knowledge                | 31.32 | 16   | Instructional, Training and Presentation Skills     | 32.01 |
| 17   | Interpersonal Skills                                | 28.73 | 17   | Planning Skills                                     | 25.97 |
| 18   | Business Acumen                                     | 28.57 | 18   | Business Ethics                                     | 25.69 |
| 19   | Team Building                                       | 27.93 | 19   | Crisis Management                                   | 24.32 |
| 20   | Self Improvement                                    | 27.79 | 20   | International Exposure and Knowledge                | 21.77 |
| 21   | Business Ethics                                     | 25.64 | 21   | Team Building                                       | 18.87 |
| 22   | Instructional, Training and Presentation Skills     | 24.45 | 22   | Knowledge of Value, Culture                         | 16.66 |
| 23   | Stress Management                                   | 23.52 | 23   | Creativity and Innovation                           | 15.35 |
| 24   | Knowledge of Value, Culture                         | 22.37 | 24   | Implementing Change                                 | 14.30 |
| 25   | Implementing Change                                 | 18.91 | 25   | Business Acumen                                     | 14.10 |
| 26   | Creativity and Innovation                           | 17.97 | 26   | Understanding of Others / Empathy                   | 13.78 |
| 27   | AQ (Adversity Quotient)                             | 17.66 | 27   | Putonghua                                           | 12.69 |
| 28   | Negotiation Skills                                  | 17.58 | 28   | Stress Management                                   | 12.65 |
| 29   | Willingness to Taken Calculated Risks               | 15.44 | 29   | AQ (Adversity Quotient)                             | 11.95 |
| 30   | EQ (Emotional Quotient)                             | 15.09 | 30   | Negotiation Skills                                  | 11.87 |
| 31   | Putonghua                                           | 12.74 | 31   | EQ (Emotional Quotient)                             | 11.65 |
| 32   | Delegation                                          | 10.79 | 32   | Motivating Others                                   | 11.16 |
| 33   | Understanding of Others / Empathy                   | 10.03 | 33   | Willingness to Taken Calculated Risks               | 10.88 |
| 34   | Motivating Others                                   | 9.99  | 34   | Zealous in Development Talent / Potential in Others | 10.24 |
| 35   | Zealous in Development Talent / Potential in Others | 9.37  | 35   | Delegation                                          | 5.43  |

\* % = Percentage of Responding Companies

Core competencies, i.e. chosen by over 50% of the respondents

<sup>(1)</sup> Two of the eight sectors do not have data for SME respondents with operations in the Mainland, viz. Electricity, Gas, Water and Restaurants and Hotels.



14. For example, compared with findings on managers of Hong Kong, their counterparts in the Mainland were expected to possess three key competencies - *English ability, quality consciousness and IT knowledge and application*.

15. Similarly, compared with findings on supervisors of Hong Kong, their counterparts in the Mainland were expected to possess *quality consciousness* as a key competency. Also, *IT knowledge and application* and *English ability* were regarded as the more important competencies.

### ***Key Competencies Chosen by Various Business Sectors in Mainland China***

16. Two competencies - *sense of responsibility* and *communication skills* - were chosen as key competencies for managers in all six sectors. For supervisors, three competencies - *sense of responsibility, communication skills* and *problem solving and decision making* - were found to be the key competencies by all six sectors.

### ***The Rationale behind the Choice of Key Competencies in Mainland China***

17. As shown in Table 4, the rankings of the top ten reasons for both managers and supervisors are almost identical. *Higher expectation from customers, good employees are difficult to find, promoting better cooperation among employees* and *increased use of IT within the company* are the top four reasons. The rankings of the top ten reasons for managers and supervisors in the Mainland and Hong Kong are almost the same. However, *harmony introduced by the cultural diversity* is one of the top reasons for the Mainland but not an important reason for Hong Kong.

Table 4: Ranking of Reasons for Choice of Key Competencies  
for Managers and Supervisors in the Mainland

| Reasons                                                       |                                     | Managers |                         | Supervisors |                         |
|---------------------------------------------------------------|-------------------------------------|----------|-------------------------|-------------|-------------------------|
|                                                               |                                     | Ranks    | Average Weighted Scores | Ranks       | Average Weighted Scores |
| Higher Expectation from Customers                             | (Market)                            | 1        | 4.71                    | 1           | 4.64                    |
| Good Employees are Difficult to Find                          | (People)                            | 2        | 4.42                    | 3           | 4.23                    |
| Promoting Better Cooperation Among Employees                  | (People)                            | 3        | 4.32                    | 2           | 4.24                    |
| Increased Use of IT within the Company                        | (IT)                                | 4        | 4.00                    | 4           | 3.84                    |
| Current Staff are not Performing to Standard                  | (People)                            | 5        | 3.82                    | 6           | 3.64                    |
| Greater Competition from the Mainland                         | (Market)                            | 6        | 3.81                    | 5           | 3.66                    |
| Generating More Creative and Innovative Ideas                 | (People)                            | 7        | 3.67                    | 8           | 3.47                    |
| Greater Intra-Industry Competition in the Territory           | (Market)                            | 8        | 3.61                    | 7           | 3.48                    |
| More Business Opportunities from the Mainland                 | (Economy)                           | 9        | 3.54                    | 11          | 3.32                    |
| Expand Business in the Mainland                               | (Economy)                           | 10       | 3.48                    | 9           | 3.35                    |
| Harmony Introduced by the Cultural Diversity                  | (Cultural, Diversity in Work Place) | 11       | 3.44                    | 10          | 3.34                    |
| Rapid Development of e-Commerce for Business Transactions     | (IT)                                | 12       | 3.38                    | 14          | 3.21                    |
| Greater Competition from Overseas Countries                   | (Market)                            | 13       | 3.37                    | 12          | 3.31                    |
| Benefits/Cost of Cultural Diversity                           | (Cultural, Diversity in Work Place) | 14       | 3.35                    | 13          | 3.24                    |
| Change of Business Operating Process                          | (Product)                           | 15       | 3.34                    | 15          | 3.17                    |
| Company's Services/Products Gradually Become Outdated         | (Product)                           | 16       | 3.13                    | 17          | 2.94                    |
| More Business Opportunities from the Other Parts of the World | (Economy)                           | 17       | 3.11                    | 16          | 2.96                    |
| More Business Opportunities in the Territory                  | (Economy)                           | 18       | 2.99                    | 18          | 2.81                    |
| China's Accession to World Trade Organisation (WTO)           | (Economy)                           | 19       | 2.96                    | 19          | 2.78                    |
| Diversify Company's Business                                  | (Market)                            | 20       | 2.91                    | 20          | 2.74                    |
| Downsize Existing Establishment                               | (People)                            | 21       | 2.88                    | 24          | 2.65                    |
| Implementation of CEPA                                        | (Economy)                           | 22       | 2.85                    | 22          | 2.69                    |
| Contract Out Jobs to Cut Cost                                 | (Finance)                           | 23       | 2.78                    | 21          | 2.74                    |
| Change of Business Nature                                     | (Economy)                           | 24       | 2.77                    | 23          | 2.68                    |
| Relocate Company's Business to Other Places                   | (Market)                            | 25       | 2.76                    | 25          | 2.65                    |
| Bank Facilities are Difficult to Obtain                       | (Finance)                           | 26       | 2.59                    | 26          | 2.49                    |

**Conflict between Hong Kong and Mainland Chinese Employees**

18. Companies were asked to rate on six questions if there was any conflict or disagreement between Hong Kong and Mainland employees. Respondents were to use a five-point scale (1-no problem; 5-a lot of problems). Companies reported only *relatively few or some problems*.

**Management Training Situation in Hong Kong**

19. The survey found that more than half of the managers and supervisors (72.54% and 77.7% respectively) have not had any prior management training before they were appointed or promoted to their present levels (Figure 1). The survey also revealed that just about one third of the companies would provide management training to existing managers (36.09%) and supervisors (32.88%) in the next three years (Figure 2). The Committee is concerned about the situation that only about one fourth of the companies had reported to have any management training plans for their managers and supervisors in the next three years.

Figure 1:  
Distribution of Companies Recruiting Managers and Supervisors  
With Prior Management Training by Sector

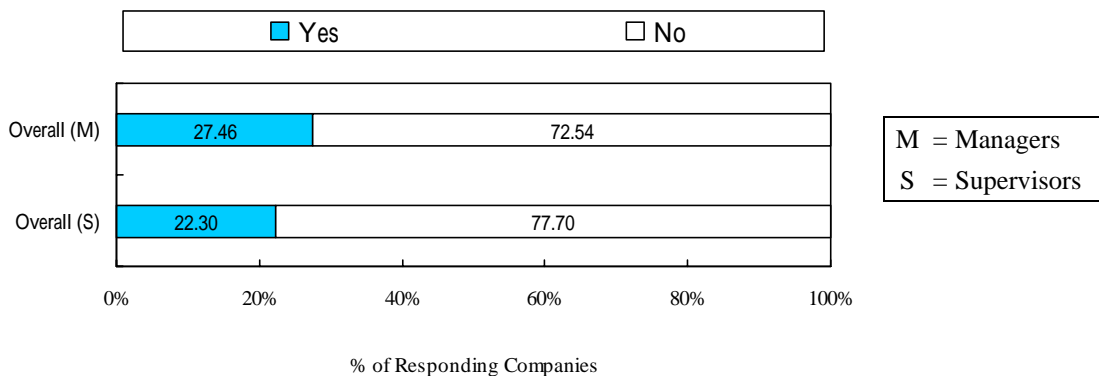
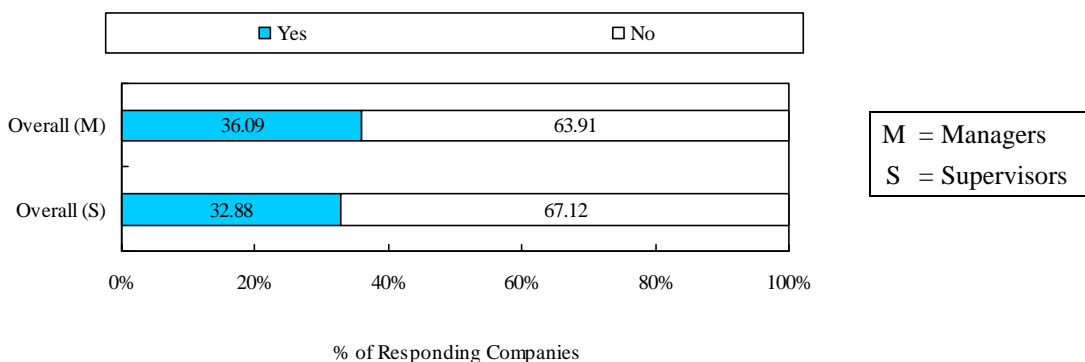


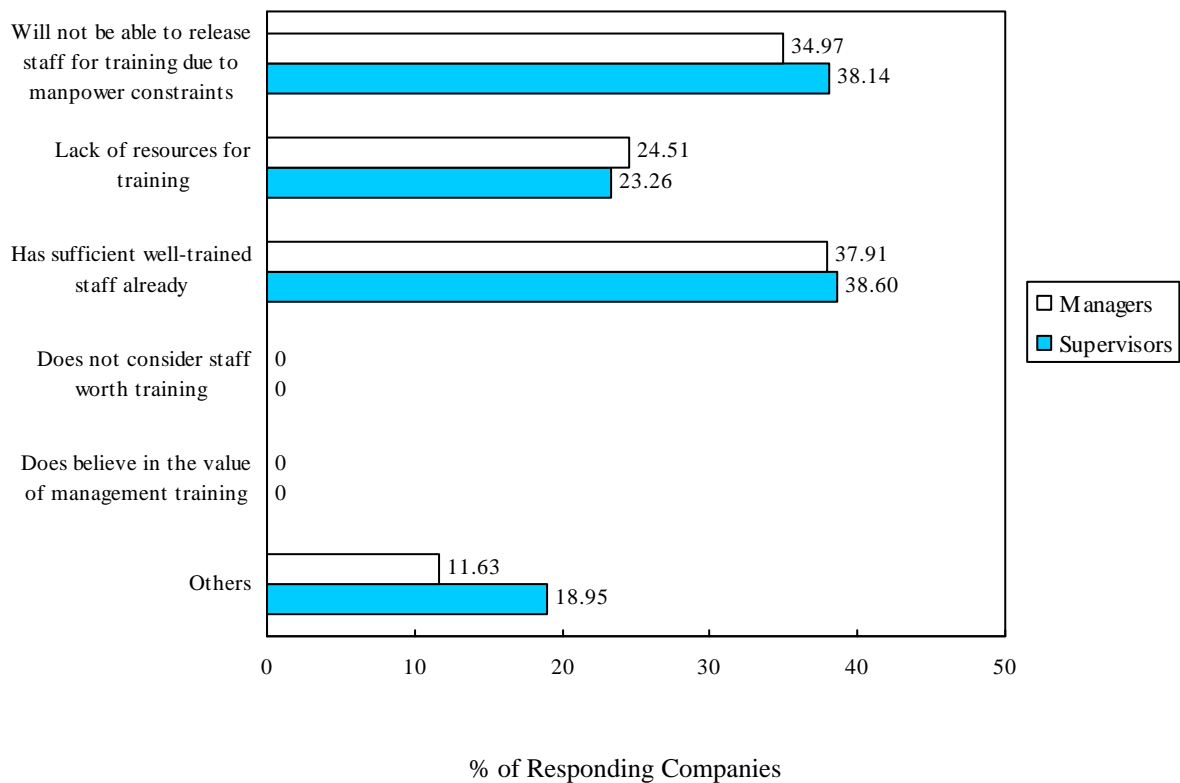
Figure 2:  
Distribution of Companies Providing Management Training to  
Managers and Supervisors in the Next Three Years by Sector



20. With regard to those companies that would arrange management training, a high percentage (64.59% for managers and 63.36% for supervisors) would adopt *external evening programmes*. The other three types of training modes in descending order of preference were *in-company programmes*, *external day programmes* and *local/overseas attachments or programmes*.

21. For those without any formal management training plan for their staff in the next three years, Figure 3 shows that the two most common reasons were that they *have sufficient well-trained staff already* and that they *will not be able to release staff for training due to manpower constraints*.

Figure 3:  
Reasons for Not Arranging Management Training for  
Managers and Supervisors in the Next Three Years

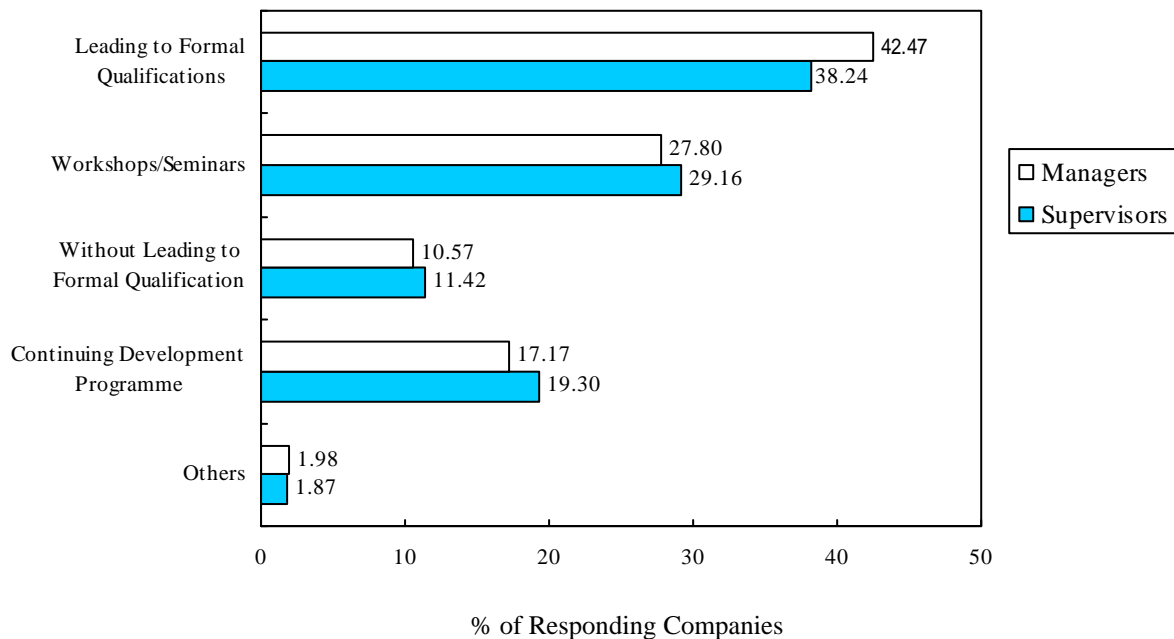


22. About 40% of the companies would be willing both to *release their staff during office hours* and to *pay or reimburse them for the fees paid*. On top of this 40%, about another 40% of the companies would be willing to just *pay or reimburse* their staff for attending relevant management courses.

### Management Training Preferences In The Next Three Years

23. Figure 4 indicated that the most preferred type of management training indicated by responding companies for both managers and supervisors was *course leading to formal qualifications* followed by *workshops and seminars*. Management training programmes of duration *shorter than one week* would be the most preferred arrangement (close to one third). Only about 10% of the respondents like programmes *longer than 12 months*.

Figure 4:  
Preferred Types of Management Training for  
Managers and Supervisors in the Next Three Years



24. The most preferred frequency of meetings of management training programmes was *once a week*. The next preferred option was *less than once a week*. About 50% of the companies preferred their managers and supervisors to attend management training on a *combination of weekdays and weekends*. Most companies preferred their managers and supervisors to attend management training programmes *after office hours* or *both during and after office hours*.

25. Most respondents preferred to receive training in both *Cantonese and English*. Using only *English or Putonghua* remains quite unpopular.

26. *Mentoring/coaching* was regarded as the most preferred learning approach for management training. Following closely was *small groups training*.

### ***Management Training on Cultural Differences***

27. Companies were asked to indicate the extent to which their staff had received training on cultural differences. Findings indicated that about 8% of the staff had received such training. Companies also planned to give 18% of their managers and 10% of their supervisors such training. Larger firms tended to find such training more important.

### ***Application for the SME Training Fund***

28. Companies were asked if they had applied for the SME Training Fund. Overall, one third used this fund before. Across the sectors, the wholesale, retail and trades sector applied for the fund most frequently (46%), followed by the transport, storage and communication sector (35%).

### ***Trends of the Management Training Requirements of Companies Operating in Hong Kong***

29. Relevant data collected for the last two surveys (in 1999 and 2001) of a similar nature were extracted and used to compare with those gathered in this survey.

30. There were considerable increases in the number of respondents who would recruit managers and supervisors *without prior management training* in 2005.

31. Compared with previous surveys, fewer companies in 2005 chose to arrange *external day programme* for their managers and supervisors. Most companies still preferred *external evening programme* and *in-company training*. In 2005, though the majority of companies still preferred *on-the-job training*, more companies would opt for *off-the-job training*.

32. In 2005, respondents indicated that they had allocated smaller *training budgets* for management training. They were also more reluctant to have their own *training centre* and *part-time and full-time training staff*.

33. In the 1999 survey, over 12% of the respondents indicated that they *did not believe in the value of management training*. In 2005, none of the respondents indicated that they *do not consider staff worth training* and *do not believe in the value of management training*. The survey also found that similar to the 2001 survey, over 80% of respondents would be willing to sponsor managers and supervisors to attend relevant management courses.

34. In 2005, more respondents were willing to release *their managers and supervisors to management training during office hours*. There was a significant drop in *doing both to release them during office hours and just pay or reimburse their course fees*.

35. In 2005, there was an upward trend that respondents were more concerned about whether the management training for their managers and supervisors would *lead to formal qualification*. Moreover, there was an increase of preference to use *continuing development programme*.

36. In 2001, more companies indicated their preference of having a duration of *one to less than three months* of management training for their managers and supervisors. In 2005, more expressed a preference of *less than one week* duration.

37. Similar to the findings of the last two surveys i.e. in 1999 and 2001, most companies would prefer the frequency of management training to be *once a week* for their managers and supervisors. Fewer companies indicated that they preferred their management training to be conducted *during weekdays*. A decreasing number of companies preferred to have their management training conducted during *both weekdays and weekends*.

38. Similar to the 2001 survey, the 2005 survey indicated that more or less the same number of respondents preferred to have meeting time of management training *after office hours* (42.39%) and *both during office hours and after office hours* (43.36%) for their managers. However, more respondents (45.11%) preferred *after office hours* for their supervisors.

39. The three surveys indicated that *Cantonese/English*, and *Cantonese* were still the most preferred medium of instruction for management training. In 2005, there was a significant decrease in the preference for *Cantonese/English*, but an increase in the preference for *Putonghua/English*.

40. *Mentoring/coaching* and *small groups training* continued to be considered the most adopted learning approaches for management training for both managers and supervisors. *Distance learning* and *self-learning using company learning resource centre* were the least preferred.

## **Major Recommendations**

41. The Committee's major recommendations are summarised below:

(a) ***Levels of Provision of Management Training for Managers and Supervisors***

- (i) to recommend to employers and employer/trade associations in Hong Kong to exert more effort to promote the awareness of and encourage commitment to providing or supporting management training to their managers and supervisors.
- (ii) to help disseminate the market needs for competencies identified and accorded with high priorities in this survey so that efforts can be concerted to enable all stakeholders to channel their resources into these areas.
- (iii) to recommend to public bodies concerned with such training to seriously consider channelling funds (e.g. the Continuing Education Fund) to influence both the training community (the supply side) and the mass public (the demand side) to focus more on strengthening the identified management competencies.

(b) ***Approaches to Provide Training or Competency Areas Needed by Managers and Supervisors***

- (i) to step up training and development for managers in relevant areas (such as *crisis management, dealing with conflict, planning skills, selfmanagement, stress management, team spirit, business acumen and interpersonal skills*) to enable managers and supervisors to make necessary adjustments to the changing environment, especially after China's WTO accession and the introduction of CEPA which facilitate the cross-border flow of business activities, capitals and personnel between the HKSAR and the Mainland.
- (ii) to provide more technical-linguistic skills and attitudinal training to managers working in the Mainland, e.g. *English, quality consciousness and IT knowledge and application*.
- (iii) to provide more training on *integrity and trust and quality consciousness* to supervisors working in the Mainland.

(c) ***Approaches for Organizations to Enhance Management Competency***

- (i) to design modular courses and adopt intensive training approaches and methodologies to cope with respondents' preference of training programmes with shorter durations.



- (ii) to develop training programmes that are short and yet are leading to qualifications of some sort, and that have a modular course structure employing interactive participative/approaches and industry and/or job-related cases/critical incidents that enable trainees to accumulate qualification credits over time to earn a qualification.
- (iii) to adopt the *mentoring/coaching* and *small group training* approaches, as they were preferred by respondents.
- (iv) to develop managers (and to a lesser extent supervisors) into trainers/coaches/counsellors to support the training and development functions of their companies.
- (v) to design training to accommodate cultural (and sub-cultural) diversity for industries that are more active in capitalizing on the Mainland market and are in closer and more direct contact with mainlanders, such as the wholesale and retail sector and the transport and storage sector.
- (vi) to establish and develop collaborative arrangements with local partners in the Mainland to effectively satisfy market needs.

(d) ***Provision of Management Training and Development***

- (i) to convince the senior management of local companies to invest more in human capital at the two job levels and release their managerial staff to take up training.
- (ii) to convince the Government:
  - (a) to help facilitate the business community to build a competent management team that will sustain competitiveness and productivity, and that will become more aware of such needs; e.g. the Qualifications Framework for lifelong learning from supervisory level up;
  - (b) to gear funding schemes (direct ones such as the Continuing Education Fund (CEF), and indirect ones such as the SME Development Fund) towards promoting the supply of as well as the demand for training that aims at building and strengthening the needs of managerial competencies;
  - (c) to further expand the scope of the CEF and constantly review its coverage to ensure that incentives are at all times targeted at changing needs; and

(d) to structure the Qualifications Framework with proper provision and arrangement to accommodate experience because proper recognition of prior learning is pivotal in encouraging the working population to pursue life-long education.

(e) ***Future Surveys***

- (i) to continuously assess the management training and development needs of managers and supervisors in the light of constant regionalization, globalization, and the increasingly cosmopolitan community, the current practice of conducting manpower and training needs surveys at 2 to 3-year intervals should be continued.
- (ii) to enable the Committee to closely monitor and detect new modes of organizational operations and emergent competencies for managerial development, and to respond with timely recommendations accordingly. Smaller-scale studies employing methodologies such as focus groups and web surveys should be carried out from time to time if deemed necessary, and funds should be made available.

## PART I

### INTRODUCTION

#### The Committee

1.1 The Committee on Management and Supervisory Training (CMST) of the Vocational Training Council is appointed by the Chief Executive of the Hong Kong Special Administrative Region Government to be responsible for, among other duties, determining the manpower situation and training needs of managers and supervisors and recommending to the Vocational Training Council measures to meet the demand for personnel training. The CMST comprises members nominated by professional bodies, trade associations, education/training institutions and government departments. The membership list and terms of reference of the CMST are listed in **Appendices 1 and 2**.

#### Purpose of the Survey

1.2 The field work of this survey was conducted in September 2005 with two objectives: (1) assessing the managerial competencies of employees at the job levels of managers and supervisors in small and medium enterprises (SMEs) owned/operated by Hong Kong residents in eight major business sectors both at the current stage and in the next three years; and (2) identifying major management concerns encountered and anticipated in relation to management training needs and training plans for managers and supervisors. The survey findings would provide information for management, training providers, institutions, and trade associations in formulating courses of action to tackle the identified management problems and training needs.

1.3 A few changes had been introduced into the present survey when compared with the previous ones. The reasons for these changes are: as Hong Kong firms continue their expansion of business into Mainland China, more and more of them have set up operations across the border; in addition, Hong Kong firms also employ more people with different cultural or ethnic backgrounds. Such human resources policy will increase the diversity of the workforce. This survey therefore first looked into the diverse training needs, if any, of local and mainland operations. Secondly, this survey also looked into the issues concerning international exposure and knowledge, and cultural diversity among Hong Kong and the mainland workers.

## Data Collection

1.4 A survey questionnaire consisting of two sections was used. The first section aimed to capture the basic classification data of the responding organizations. The second section of the three-part main questionnaire was structured as follows:

- (i) Part I collected the respondents' (the officer/manager/owner of the organisation) views on training needs and key competencies expected of managers and supervisors in the next three years in Hong Kong, as well as the rationale behind the given views.
- (ii) Part II sought views from respondents having business operations in the Mainland or other countries/places on possible conflicts, training needs and competencies of their managers and supervisors in the next three years in the Mainland and other locations, as well as the rationale behind the given views.
- (iii) Part III gathered the training preferences and requirements in the areas of supervisory and managerial training and development in the next three years.

A copy of the survey questionnaire is in **Appendix 3**.

## Coverage of the Survey

1.5 The survey covered a sample of 1 344 SMEs randomly selected from a population of 31 460 SMEs which employed 10 to 100 employees in eight major business sectors. These sectors are:

- (i) Manufacturing
- (ii) Electricity, Gas & Water
- (iii) Construction
- (iv) Wholesale, Retail and Import/Export Trades
- (v) Transport, Storage & Communication
- (vi) Financing, Insurance, Real Estate & Business Services
- (vii) Community, Social & Personal Services
- (viii) Restaurants & Hotels

Companies with less than 10 employees were not covered as experience from previous surveys showed that managers and supervisors of these establishments were mostly owner managers and sole proprietors.

1.6 The coverage and sample selection plan is shown in **Appendix 4**. The survey has achieved an effective response rate of about 90%. The analysis of responses is given in **Appendix 5**. The survey data of the sample have been statistically grossed up to provide an overall picture.

#### Presentation of Survey Findings

1.7 To make it possible to compare with similar surveys conducted by the CMST in previous years, only effective responses from firms with employment size of 10 or more were reported in this report for consistency's sake.

1.8 Summaries of the survey findings are reported in Part II and Part III, followed by the CMST's recommendations in Part IV.

## PART II

### MANAGERIAL COMPETENCIES

#### Method of Analysis

2.0.1 The first two parts in the questionnaire asked about respondents' views on key competencies expected of managers and supervisors in Hong Kong and in the Mainland in the next three years. These two parts had listed 35 competencies that covered knowledge, skills and attitudes generally required in management. The list was developed by the Working Party on the Survey after making reference to the Managerial Capability Framework published by The Management Development Centre of Hong Kong. The definitions of the competencies are provided in **Appendix 6**.

2.0.2 Respondents were asked to choose 10 out of the 35 competencies that they regarded as the most important. To make it easier to identify the most predominant competencies, the competencies are ranked and presented in tabular form in accordance with the percentage scored in descending order. The top ten competencies receiving the highest percentages are labelled 'key competencies.' In addition, competencies receiving 50% or more are called 'core competencies' that were considered to be the most important competencies in the next three years by the majority of respondents.

2.0.3 In relation to the list of competencies, a list of 34 reasons (covering the various aspects of People, Products, Market, Finance, Information Technology, Economy and Cultural Diversity in Work Places) was developed by the Working Party. The respondents were asked to rate the reasons that they considered responsible for their choice of the key competencies. A rating scheme (on a scale of 1 - 6, where 1 = very low, 2 = low, 3 = below average, 4 = above average, 5 = high and 6 = very high) was used to indicate the level of importance that they attached to these reasons. A weighted average score for each reason was then worked out and ranked in descending order of importance.

2.0.4 The results concerning competencies of Hong Kong managers and supervisors will first be discussed, followed by those of mainland China.

## Limitations and Interpretation

2.0.5 When comparing the percentages between this and previous surveys, readers should note that the use of a new questionnaire may be the cause of any observed differences. First, three more competencies were added to the 32 competencies used in the 2001 survey. Other things being equal, the same competency would be chosen by a lower percentage of people. Secondly, in this survey the questions asked companies to consider the managerial competencies separately for Hong Kong and Mainland China. In previous surveys, companies were not asked to make such a distinction. Thus, findings in previous surveys may reflect companies' general expectations without considering geographic differences.

### 2.1 Key Competencies of Managers and Supervisors in the Next Three Years in Hong Kong

Table 2.1.1 presents the rankings of the key competencies of managers alongside those of supervisors. In addition, the percentages of the competencies chosen are presented in descending order. Seven out of the top ten key competencies of managers and supervisors were identical while eight of the ten least important competencies of the two groups were also identical.

*Business Acumen, planning skills* and *crisis management* are considered to be key competencies for managers but not for supervisors. In the latter case, they are actually being ranked much lower. The expectations for managers rather than supervisors to handle uncertainty and development may explain such findings.

Among the key competencies, three of them were considered as core (i.e., by over 50% of the respondents) for supervisors. They are *communication skills, sense of responsibility* and *customer concern*. For managers, the top three competencies are *coaching and counseling, sense of responsibility* and *communication skills*. Since none had achieved the 50% benchmark, it shows respondents' diverse perceptions about the core competencies for managers. These findings suggest that respondents tend to have a more consensual view on what competencies supervisors rather than managers should have.

A key competency in the 2001 survey, *integrity and trust*, was being ranked much lower in this survey. It is believed that improvement in the awareness of corporate governance through more education, discussion, publicity and the introduction of monitoring systems, may have lowered its significance as a competency for managers.

On the other hand, *team spirit* and *Putonghua* have become significant for both groups. In particular, *Putonghua* was regarded as more important for supervisors than managers. The integration of the two economies (of Hong Kong and China) and the differences in job nature may explain these observations.

Two competencies - *knowledge of value and culture* and *international exposure and knowledge* - were added in this survey to verify if they are required for management consequent upon the Closer Economic Partnership Arrangement (CEPA) and increasing international competition. Contrary to general presumption, the findings show that both were not considered really important.

Table 2.1.1  
Key Competency Ranking of Managers and Supervisors  
in the Next Three Years in Hong Kong

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Coaching and Counseling                             | 47.45 | 1    | Communication Skills                                | 62.99 |
| 2    | Sense of Responsibility                             | 47.29 | 2    | Sense of Responsibility                             | 62.70 |
| 3    | Communication Skills                                | 47.09 | 3    | Customer Concern                                    | 51.65 |
| 4    | Crisis Management                                   | 44.91 | 4    | Interpersonal Skills                                | 48.54 |
| 5    | Interpersonal Skills                                | 41.10 | 5    | Team Spirit                                         | 45.71 |
| 6    | Planning Skills                                     | 40.71 | 6    | Coaching and Counseling                             | 42.69 |
| 7    | Business Acumen                                     | 38.02 | 7    | Self Management                                     | 37.57 |
| 8    | Analytical in Approach to People and Problems       | 37.13 | 8    | Problem Solving and Decision Making                 | 36.48 |
| 9    | Problem Solving and Decision Making                 | 36.46 | 9    | Analytical in Approach to People and Problems       | 36.07 |
| 10   | Self Management                                     | 35.57 | 10   | English (Spoken and Writing)                        | 35.93 |
| 11   | Team Spirit                                         | 34.95 | 11   | Dealing with Conflict                               | 34.04 |
| 12   | Dealing with Conflict                               | 34.11 | 12   | Quality Conscious / Quality Minded                  | 31.92 |
| 13   | Customer Concern                                    | 33.16 | 13   | Crisis Management                                   | 31.76 |
| 14   | English (Spoken and Writing)                        | 30.74 | 14   | Putonghua                                           | 30.22 |
| 15   | Business Ethics                                     | 30.64 | 15   | Instructional, Training and Presentation Skills     | 30.03 |
| 16   | Instructional, Training and Presentation Skills     | 30.00 | 16   | Integrity and Trust                                 | 29.74 |
| 17   | Stress Management                                   | 27.91 | 17   | IT Knowledge and Application                        | 26.80 |
| 18   | IT Knowledge and Application                        | 27.90 | 18   | Planning Skills                                     | 26.28 |
| 19   | Team Building                                       | 26.89 | 19   | Business Ethics                                     | 25.12 |
| 20   | International Exposure and Knowledge                | 26.43 | 20   | Stress Management                                   | 24.18 |
| 21   | AQ (Adversity Quotient)                             | 26.08 | 21   | Business Acumen                                     | 23.26 |
| 22   | Quality Conscious / Quality Minded                  | 25.68 | 22   | Team Building                                       | 21.43 |
| 23   | Integrity and Trust                                 | 22.09 | 23   | Self Improvement                                    | 20.68 |
| 24   | Putonghua                                           | 20.10 | 24   | EQ (Emotional Quotient)                             | 18.90 |
| 25   | Creativity and Innovation                           | 19.89 | 25   | AQ (Adversity Quotient)                             | 18.78 |
| 26   | Self Improvement                                    | 19.29 | 26   | Creativity and Innovation                           | 17.19 |
| 27   | Willingness to Taken Calculated Risks               | 17.74 | 27   | Negotiation Skills                                  | 16.99 |
| 28   | Negotiation Skills                                  | 17.39 | 28   | Knowledge of Value, Culture                         | 14.38 |
| 29   | Implementing Change                                 | 17.30 | 29   | International Exposure and Knowledge                | 14.30 |
| 30   | EQ (Emotional Quotient)                             | 16.98 | 30   | Zealous in Development Talent / Potential in Others | 13.92 |
| 31   | Motivating Others                                   | 15.80 | 31   | Understanding of Others / Empathy                   | 13.82 |
| 32   | Understanding of Others / Empathy                   | 14.87 | 32   | Motivating Others                                   | 12.49 |
| 33   | Zealous in Development Talent / Potential in Others | 14.59 | 33   | Willingness to Taken Calculated Risks               | 10.84 |
| 34   | Knowledge of Value, Culture                         | 14.54 | 34   | Implementing Change                                 | 8.93  |
| 35   | Delegation                                          | 14.36 | 35   | Delegation                                          | 5.13  |

\* % = Percentage of Responding Companies

Core competencies, i.e. chosen by over 50% of the respondents



## 2.2 Key Competencies of Managers and Supervisors in the Next Three Years in Hong Kong by Business Sector

The rankings of the key competencies for managers and supervisors of the eight different sectors in Hong Kong are listed in the same manner as in Table 2.1.1. Overall, sectoral differences have become larger in comparison with findings of the 2001 survey, showing that probably some competencies had become more sector-specific.

### 2.2.1 Key Competencies of Managers and Supervisors in the Next Three Years in the Manufacturing Sector in Hong Kong

As shown in Table 2.2.1, seven of the ten key competencies and eight of the ten key competencies are the same for managers and supervisors respectively. Only *coaching and counseling* was regarded as a core competency for managers. However, Four key competencies were regarded as core competencies for supervisors. They are *sense of responsibility, communication skills, team spirit* and *quality consciousness*. These findings reaffirm the extent of dissimilarity of the competencies required for managers and supervisors.

Companies regarded *IT knowledge* and *business acumen* as two key competencies for managers but not for supervisors. They also expected managers to be more competent in taking an *analytical approach to people and problem*. On the other hand, supervisors were expected to be more competent in *interpersonal skills, self-management* and *customer concern*.


*IT knowledge* and *quality consciousness* are more important to manufacturing managers than managers in general. The competency in *IT knowledge* has also gained significance since the last survey in 2001.

*International exposure* was regarded as more important for managers than supervisors whereas *Putonghua* was regarded as more important for supervisors than managers.

Table 2.2.1  
Competency Ranking of Managers and Supervisors in the  
Manufacturing Sector in Hong Kong

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Coaching and Counseling                             | 51.68 | 1    | Sense of Responsibility                             | 73.02 |
| 2    | Crisis Management                                   | 46.83 | 2    | Communication Skills                                | 54.72 |
| 3    | Business Acumen                                     | 46.44 | 3    | Quality Conscious / Quality Minded                  | 52.79 |
| 4    | Quality Conscious / Quality Minded                  | 45.73 | 4    | Team Spirit                                         | 50.38 |
| 5    | Sense of Responsibility                             | 45.02 | 5    | Customer Concern                                    | 46.73 |
| 6    | Analytical in Approach to People and Problems       | 42.17 | 6    | Coaching and Counseling                             | 44.10 |
| 7    | IT Knowledge and Application                        | 41.14 | 7    | Interpersonal Skills                                | 41.15 |
| 8    | Problem Solving and Decision Making                 | 40.94 | 8    | Self Management                                     | 40.93 |
| 9    | Team Spirit                                         | 39.65 | 9    | Problem Solving and Decision Making                 | 36.00 |
| 10   | Communication Skills                                | 36.87 | 10   | Crisis Management                                   | 34.60 |
| 11   | Planning Skills                                     | 36.68 | 11   | Analytical in Approach to People and Problems       | 33.69 |
| 12   | Customer Concern                                    | 36.29 | 12   | Dealing with Conflict                               | 33.05 |
| 13   | Dealing with Conflict                               | 34.41 | 13   | IT Knowledge and Application                        | 32.73 |
| 14   | Interpersonal Skills                                | 34.28 | 14   | Instructional, Training and Presentation Skills     | 29.77 |
| 15   | Self Management                                     | 33.12 | 15   | Putonghua                                           | 29.35 |
| 16   | International Exposure and Knowledge                | 32.60 | 16   | Integrity and Trust                                 | 28.81 |
| 17   | AQ (Adversity Quotient)                             | 32.02 | 17   | English (Spoken and Writing)                        | 25.43 |
| 18   | Business Ethics                                     | 29.43 | 18   | Stress Management                                   | 24.46 |
| 19   | Instructional, Training and Presentation Skills     | 28.91 | 19   | Business Ethics                                     | 23.93 |
| 20   | Stress Management                                   | 23.22 | 20   | Planning Skills                                     | 23.66 |
| 21   | Creativity and Innovation                           | 23.16 | 21   | Self Improvement                                    | 23.44 |
| 22   | Understanding of Others / Empathy                   | 22.83 | 22   | Business Acumen                                     | 23.34 |
| 23   | Integrity and Trust                                 | 22.06 | 23   | Creativity and Innovation                           | 21.41 |
| 24   | English (Spoken and Writing)                        | 21.67 | 24   | AQ (Adversity Quotient)                             | 19.10 |
| 25   | Self Improvement                                    | 21.60 | 25   | Team Building                                       | 17.06 |
| 26   | Team Building                                       | 21.35 | 26   | Knowledge of Value, Culture                         | 15.72 |
| 27   | Putonghua                                           | 19.66 | 27   | Zealous in Development Talent / Potential in Others | 15.24 |
| 28   | Zealous in Development Talent / Potential in Others | 18.37 | 28   | EQ (Emotional Quotient)                             | 14.06 |
| 29   | Delegation                                          | 17.98 | 29   | Understanding of Others / Empathy                   | 10.84 |
| 30   | Knowledge of Value, Culture                         | 17.27 | 30   | Implementing Change                                 | 9.55  |
| 31   | Implementing Change                                 | 15.33 | 31   | Negotiation Skills                                  | 9.23  |
| 32   | Negotiation Skills                                  | 13.58 | 32   | International Exposure and Knowledge                | 9.17  |
| 33   | EQ (Emotional Quotient)                             | 12.10 | 33   | Motivating Others                                   | 8.37  |
| 34   | Willingness to Taken Calculated Risks               | 11.06 | 34   | Willingness to Taken Calculated Risks               | 5.15  |
| 35   | Motivating Others                                   | 9.90  | 35   | Delegation                                          | 3.97  |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents

### 2.2.2 Key Competencies of Managers and Supervisors in the Next Three Years in the Electricity, Gas, & Water Sector in Hong Kong

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Only a few companies in this sector were surveyed, therefore the percentages are subject to greater sampling variation. They must be interpreted with caution and, in most cases, only as preliminary findings.

Of the ten key competencies, only five are shared by managers and supervisors (see Table 2.2.2). They are *coaching and counseling*, *integrity and trust*, *communication skills*, *dealing with conflict* and *customer concern*. Similarly, only four of the bottom ten competencies are shared.

It should be noted that *integrity and trust* and *business ethics* were regarded as important in this sector now but not in the 2001 survey. Their importance has also dropped for managers and supervisors in other sectors.

Another notable finding is that *IT knowledge* has become less important compared with the 2001 survey. This fact tends to agree with the general finding across all sectors.

Table 2.2.2  
Competency Ranking of Managers and Supervisors in the  
the Electricity, Gas and Water Sector in Hong Kong

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*     |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|--------|
| 1    | Business Ethics                                     | 80.00 | 1    | Communication Skills                                | 100.00 |
| 2    | Coaching and Counseling                             | 80.00 | 2    | Customer Concern                                    | 100.00 |
| 3    | Dealing with Conflict                               | 60.00 | 3    | Analytical in Approach to People and Problems       | 75.00  |
| 4    | Integrity and Trust                                 | 60.00 | 4    | Crisis Management                                   | 75.00  |
| 5    | Problem Solving and Decision Making                 | 60.00 | 5    | Integrity and Trust                                 | 75.00  |
| 6    | AQ (Adversity Quotient)                             | 40.00 | 6    | Interpersonal Skills                                | 75.00  |
| 7    | Business Acumen                                     | 40.00 | 7    | Sense of Responsibility                             | 75.00  |
| 8    | Communication Skills                                | 40.00 | 8    | Coaching and Counseling                             | 50.00  |
| 9    | Creativity and Innovation                           | 40.00 | 9    | Dealing with Conflict                               | 50.00  |
| 10   | Customer Concern                                    | 40.00 | 10   | EQ (Emotional Quotient)                             | 50.00  |
| 11   | Interpersonal Skills                                | 40.00 | 11   | Instructional, Training and Presentation Skills     | 50.00  |
| 12   | Sense of Responsibility                             | 40.00 | 12   | Team Spirit                                         | 50.00  |
| 13   | Stress Management                                   | 40.00 | 13   | Zealous in Development Talent / Potential in Others | 50.00  |
| 14   | Team Building                                       | 40.00 | 14   | Business Acumen                                     | 25.00  |
| 15   | Team Spirit                                         | 40.00 | 15   | English (Spoken and Writing)                        | 25.00  |
| 16   | Understanding of Others / Empathy                   | 40.00 | 16   | Problem Solving and Decision Making                 | 25.00  |
| 17   | Willingness to Taken Calculated Risks               | 40.00 | 17   | Team Building                                       | 25.00  |
| 18   | Analytical in Approach to People and Problems       | 20.00 | 18   | Understanding of Others / Empathy                   | 25.00  |
| 19   | Crisis Management                                   | 20.00 | 19   | AQ (Adversity Quotient)                             | 0.00   |
| 20   | English (Spoken and Writing)                        | 20.00 | 20   | Business Ethics                                     | 0.00   |
| 21   | Instructional, Training and Presentation Skills     | 20.00 | 21   | Creativity and Innovation                           | 0.00   |
| 22   | Putonghua                                           | 20.00 | 22   | Delegation                                          | 0.00   |
| 23   | Quality Conscious / Quality Minded                  | 20.00 | 23   | Implementing Change                                 | 0.00   |
| 24   | Self Improvement                                    | 20.00 | 24   | International Exposure and Knowledge                | 0.00   |
| 25   | Self Management                                     | 20.00 | 25   | IT Knowledge and Application                        | 0.00   |
| 26   | Zealous in Development Talent / Potential in Others | 20.00 | 26   | Knowledge of Value, Culture                         | 0.00   |
| 27   | Delegation                                          | 0.00  | 27   | Motivating Others                                   | 0.00   |
| 28   | EQ (Emotional Quotient)                             | 0.00  | 28   | Negotiation Skills                                  | 0.00   |
| 29   | Implementing Change                                 | 0.00  | 29   | Planning Skills                                     | 0.00   |
| 30   | International Exposure and Knowledge                | 0.00  | 30   | Putonghua                                           | 0.00   |
| 31   | IT Knowledge and Application                        | 0.00  | 31   | Quality Conscious / Quality Minded                  | 0.00   |
| 32   | Knowledge of Value, Culture                         | 0.00  | 32   | Self Improvement                                    | 0.00   |
| 33   | Motivating Others                                   | 0.00  | 33   | Self Management                                     | 0.00   |
| 34   | Negotiation Skills                                  | 0.00  | 34   | Stress Management                                   | 0.00   |
| 35   | Planning Skills                                     | 0.00  | 35   | Willingness to Taken Calculated Risks               | 0.00   |

\* % = Percentage of Responding Companies

Core competencies, i.e. chosen by over 50% of the respondents

### 2.2.3 Key Competencies of Managers and Supervisors in the Next Three Years in the Construction Sector in Hong Kong

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As shown in Table 2.2.3, seven of the ten key competencies and eight of the ten least important competencies for managers and supervisors are the same. Four competencies were chosen as core competencies for managers. Only three of these four were also regarded as core competencies for supervisors. The three shared core competencies are *sense of responsibility*, *communication skills* and *team spirit*. These findings suggest that the competencies required for managers and supervisors are quite similar in this sector.

Comparing the top ten competencies required for managers and supervisors, managers were expected to be competent in *crisis management*, adopting an *analytical approach to people and problem*, and practising *business ethics*. Supervisors were expected to be competent in *interpersonal skills* and *self-management*, and being *quality conscious*.


In contrast to other sectors, companies in this sector chose *instructional, training and presentation skills* as a key competency. On the other hand, *Putonghua* was considered much less important.

The competencies of *instructional, training and presentation skills*, *dealing with conflict* and *team spirit* were regarded as important in this survey although they were rated much less so in the 2001 survey.

**Table 2.2.3**  
**Competency Ranking of Managers and Supervisors in the**  
**Construction Sector in Hong Kong**

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Team Spirit                                         | 59.29 | 1    | Sense of Responsibility                             | 65.30 |
| 2    | Communication Skills                                | 54.67 | 2    | Communication Skills                                | 55.65 |
| 3    | Coaching and Counseling                             | 53.60 | 3    | Quality Conscious / Quality Minded                  | 55.16 |
| 4    | Sense of Responsibility                             | 50.91 | 4    | Team Spirit                                         | 54.50 |
| 5    | Crisis Management                                   | 49.19 | 5    | Problem Solving and Decision Making                 | 47.14 |
| 6    | Problem Solving and Decision Making                 | 48.23 | 6    | Instructional, Training and Presentation Skills     | 46.40 |
| 7    | Dealing with Conflict                               | 45.76 | 7    | Interpersonal Skills                                | 46.40 |
| 8    | Analytical in Approach to People and Problems       | 44.58 | 8    | Coaching and Counseling                             | 45.66 |
| 9    | Instructional, Training and Presentation Skills     | 43.07 | 9    | Dealing with Conflict                               | 44.84 |
| 10   | Business Ethics                                     | 41.25 | 10   | Self Management                                     | 42.80 |
| 11   | Planning Skills                                     | 40.71 | 11   | Crisis Management                                   | 35.27 |
| 12   | Quality Conscious / Quality Minded                  | 39.53 | 12   | Customer Concern                                    | 33.22 |
| 13   | Interpersonal Skills                                | 35.66 | 13   | Stress Management                                   | 31.42 |
| 14   | Self Management                                     | 34.05 | 14   | English (Spoken and Writing)                        | 31.34 |
| 15   | English (Spoken and Writing)                        | 33.19 | 15   | Analytical in Approach to People and Problems       | 30.36 |
| 16   | Customer Concern                                    | 31.26 | 16   | Planning Skills                                     | 29.87 |
| 17   | Willingness to Taken Calculated Risks               | 28.36 | 17   | Willingness to Taken Calculated Risks               | 27.25 |
| 18   | Integrity and Trust                                 | 25.13 | 18   | Integrity and Trust                                 | 25.37 |
| 19   | Business Acumen                                     | 24.70 | 19   | EQ (Emotional Quotient)                             | 23.32 |
| 20   | IT Knowledge and Application                        | 24.06 | 20   | Self Improvement                                    | 18.99 |
| 21   | EQ (Emotional Quotient)                             | 21.59 | 21   | IT Knowledge and Application                        | 18.90 |
| 22   | Stress Management                                   | 21.48 | 22   | Negotiation Skills                                  | 17.68 |
| 23   | Negotiation Skills                                  | 21.37 | 23   | AQ (Adversity Quotient)                             | 17.59 |
| 24   | Team Building                                       | 21.37 | 24   | Team Building                                       | 17.02 |
| 25   | AQ (Adversity Quotient)                             | 21.27 | 25   | Motivating Others                                   | 16.28 |
| 26   | Implementing Change                                 | 16.97 | 26   | Understanding of Others / Empathy                   | 15.79 |
| 27   | Delegation                                          | 15.25 | 27   | International Exposure and Knowledge                | 14.98 |
| 28   | Motivating Others                                   | 14.18 | 28   | Business Acumen                                     | 13.58 |
| 29   | Understanding of Others / Empathy                   | 13.32 | 29   | Putonghua                                           | 12.93 |
| 30   | International Exposure and Knowledge                | 12.46 | 30   | Business Ethics                                     | 12.77 |
| 31   | Putonghua                                           | 8.81  | 31   | Implementing Change                                 | 11.46 |
| 32   | Self Improvement                                    | 7.95  | 32   | Creativity and Innovation                           | 10.80 |
| 33   | Creativity and Innovation                           | 6.23  | 33   | Zealous in Development Talent / Potential in Others | 8.10  |
| 34   | Zealous in Development Talent / Potential in Others | 5.91  | 34   | Knowledge of Value, Culture                         | 6.79  |
| 35   | Knowledge of Value, Culture                         | 3.54  | 35   | Delegation                                          | 4.83  |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents

#### 2.2.4 Key Competencies of Managers and Supervisors in the Next Three Years in the Wholesale, Retail and Import/Export Trade Sector in Hong Kong

As shown in Table 2.2.4, seven of the ten key competencies and eight of the ten least important competencies are shared between the managers and supervisors. Moreover, only two key competencies for supervisors - *communication skills* and *sense of responsibility* - were rated as core while none of the competencies for managers were similarly rated. Therefore, there is only moderate overlap between the competencies required for managers and supervisors.

Managers were expected to demonstrate more competencies in *planning*, *business acumen* and *crisis management*. Supervisors were expected to be competent in dealing with *customer concern*, *team spirit* and *quality*. Companies seemed to expect managers and supervisors in this sector to be more specialized in their duties.

Similar to the 2001 survey, *English* was regarded as more important for this sector than other sectors because of the nature of its business. By the same token, *international exposure and knowledge* was also regarded as more important to managers of this sector in this survey. However, two competencies, *IT knowledge and application* and *trust and integrity*, were rated as far less important in this survey than in the 2001 survey. These findings may reflect the changing needs for business in the past few years.

**Table 2.2.4**  
**Competency Ranking of Managers and Supervisors in the**  
**Wholesale, Retail and Import/Export Trades Sector in Hong Kong**

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Coaching and Counseling                             | 45.37 | 1    | Communication Skills                                | 62.24 |
| 2    | Communication Skills                                | 43.53 | 2    | Sense of Responsibility                             | 56.80 |
| 3    | Planning Skills                                     | 43.19 | 3    | Customer Concern                                    | 49.91 |
| 4    | Sense of Responsibility                             | 43.03 | 4    | Interpersonal Skills                                | 45.48 |
| 5    | Business Acumen                                     | 42.03 | 5    | Team Spirit                                         | 44.27 |
| 6    | Crisis Management                                   | 40.35 | 6    | English (Spoken and Writing)                        | 44.02 |
| 7    | English (Spoken and Writing)                        | 38.12 | 7    | Coaching and Counseling                             | 40.95 |
| 8    | Analytical in Approach to People and Problems       | 37.64 | 8    | Problem Solving and Decision Making                 | 37.38 |
| 9    | Self Management                                     | 36.89 | 9    | Self Management                                     | 37.16 |
| 10   | Interpersonal Skills                                | 36.16 | 10   | Analytical in Approach to People and Problems       | 36.50 |
| 11   | Problem Solving and Decision Making                 | 35.80 | 11   | Putonghua                                           | 36.41 |
| 12   | International Exposure and Knowledge                | 33.78 | 12   | Quality Conscious / Quality Minded                  | 33.12 |
| 13   | Customer Concern                                    | 32.27 | 13   | Dealing with Conflict                               | 31.65 |
| 14   | Business Ethics                                     | 31.53 | 14   | Integrity and Trust                                 | 31.29 |
| 15   | Dealing with Conflict                               | 30.97 | 15   | IT Knowledge and Application                        | 30.59 |
| 16   | Team Spirit                                         | 30.45 | 16   | Planning Skills                                     | 28.27 |
| 17   | Stress Management                                   | 28.23 | 17   | Business Ethics                                     | 28.13 |
| 18   | IT Knowledge and Application                        | 28.05 | 18   | Business Acumen                                     | 26.63 |
| 19   | AQ (Adversity Quotient)                             | 27.33 | 19   | Crisis Management                                   | 25.96 |
| 20   | Quality Conscious / Quality Minded                  | 26.13 | 20   | Instructional, Training and Presentation Skills     | 25.09 |
| 21   | Team Building                                       | 25.97 | 21   | Negotiation Skills                                  | 20.59 |
| 22   | Instructional, Training and Presentation Skills     | 23.27 | 22   | Stress Management                                   | 20.24 |
| 23   | Creativity and Innovation                           | 23.06 | 23   | Team Building                                       | 20.03 |
| 24   | Putonghua                                           | 21.84 | 24   | Knowledge of Value, Culture                         | 19.73 |
| 25   | Integrity and Trust                                 | 21.79 | 25   | AQ (Adversity Quotient)                             | 19.48 |
| 26   | Negotiation Skills                                  | 20.28 | 26   | EQ (Emotional Quotient)                             | 19.42 |
| 27   | Knowledge of Value, Culture                         | 19.80 | 27   | Self Improvement                                    | 18.69 |
| 28   | Self Improvement                                    | 19.64 | 28   | Creativity and Innovation                           | 17.94 |
| 29   | Willingness to Taken Calculated Risks               | 17.12 | 29   | International Exposure and Knowledge                | 17.63 |
| 30   | EQ (Emotional Quotient)                             | 15.97 | 30   | Motivating Others                                   | 12.10 |
| 31   | Delegation                                          | 15.40 | 31   | Understanding of Others / Empathy                   | 11.73 |
| 32   | Motivating Others                                   | 15.27 | 32   | Zealous in Development Talent / Potential in Others | 11.73 |
| 33   | Implementing Change                                 | 15.10 | 33   | Willingness to Taken Calculated Risks               | 10.60 |
| 34   | Understanding of Others / Empathy                   | 12.59 | 34   | Implementing Change                                 | 9.51  |
| 35   | Zealous in Development Talent / Potential in Others | 11.81 | 35   | Delegation                                          | 6.04  |

\* % = Percentage of Responding Companies



Core competencies, i.e. chosen by over 50% of the respondents



### 2.2.5 Key Competencies of Managers and Supervisors in the Next Three Years in the Transport, Storage and Communication Sector in Hong Kong

As shown in Table 2.2.5, only six of the ten key competencies and seven of the ten least important competencies for managers and supervisors are common. Three key competencies for managers and three others for supervisors were rated as core competencies. Two core competencies - *sense of responsibility* and *interpersonal skills* - were shared among the two groups. Overall, the findings suggest that the competencies required for managers and supervisors are only moderately alike.

Other important competencies in this sector are shared by managers and supervisors in general. Managers were expected to be more competent in *business acumen* and *planning* whereas supervisors were expected to be abler to deal with *customer concern* and *team spirit*. The group differences are probably due to the diverse job nature of managers and supervisors.

Compared with other sectors, managers and supervisors in this sector were expected to have better language ability in both *English* and *Putonghua*. These two languages were in fact rated as key competencies for supervisors.

Language ability was expected to be even more important by companies in this survey than those in the 2001 survey. The changed environment and business concepts of this sector both contributed to such increased need.

**Table 2.2.5**  
**Competency Ranking of Managers and Supervisors in the**  
**Transport, Storage and Communication Sector in Hong Kong**

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Crisis Management                                   | 55.86 | 1    | Sense of Responsibility                             | 74.95 |
| 2    | Sense of Responsibility                             | 55.27 | 2    | Communication Skills                                | 65.77 |
| 3    | Interpersonal Skills                                | 52.95 | 3    | Interpersonal Skills                                | 50.84 |
| 4    | Communication Skills                                | 46.15 | 4    | Customer Concern                                    | 46.16 |
| 5    | Planning Skills                                     | 44.66 | 5    | English (Spoken and Writing)                        | 45.41 |
| 6    | Business Acumen                                     | 41.45 | 6    | Crisis Management                                   | 45.03 |
| 7    | Analytical in Approach to People and Problems       | 40.10 | 7    | Putonghua                                           | 41.47 |
| 8    | Coaching and Counseling                             | 38.24 | 8    | Problem Solving and Decision Making                 | 40.91 |
| 9    | Problem Solving and Decision Making                 | 37.94 | 9    | Team Spirit                                         | 36.23 |
| 10   | IT Knowledge and Application                        | 36.52 | 10   | Coaching and Counseling                             | 34.73 |
| 11   | English (Spoken and Writing)                        | 36.30 | 11   | Analytical in Approach to People and Problems       | 32.85 |
| 12   | Dealing with Conflict                               | 33.83 | 12   | Dealing with Conflict                               | 32.67 |
| 13   | Business Ethics                                     | 32.64 | 13   | Planning Skills                                     | 32.42 |
| 14   | Putonghua                                           | 31.14 | 14   | IT Knowledge and Application                        | 30.67 |
| 15   | Team Building                                       | 30.40 | 15   | Instructional, Training and Presentation Skills     | 29.98 |
| 16   | International Exposure and Knowledge                | 29.65 | 16   | Self Management                                     | 27.48 |
| 17   | Instructional, Training and Presentation Skills     | 29.57 | 17   | Business Acumen                                     | 26.48 |
| 18   | AQ (Adversity Quotient)                             | 26.29 | 18   | Stress Management                                   | 25.48 |
| 19   | Customer Concern                                    | 25.84 | 19   | Integrity and Trust                                 | 23.92 |
| 20   | Knowledge of Value, Culture                         | 23.30 | 20   | Business Ethics                                     | 22.17 |
| 21   | Stress Management                                   | 22.63 | 21   | Self Improvement                                    | 20.17 |
| 22   | Team Spirit                                         | 21.96 | 22   | AQ (Adversity Quotient)                             | 20.05 |
| 23   | Implementing Change                                 | 20.76 | 23   | International Exposure and Knowledge                | 18.93 |
| 24   | Self Management                                     | 19.72 | 24   | Knowledge of Value, Culture                         | 18.55 |
| 25   | Willingness to Taken Calculated Risks               | 18.60 | 25   | EQ (Emotional Quotient)                             | 16.55 |
| 26   | Zealous in Development Talent / Potential in Others | 18.60 | 26   | Team Building                                       | 15.49 |
| 27   | Integrity and Trust                                 | 18.52 | 27   | Zealous in Development Talent / Potential in Others | 15.12 |
| 28   | Self Improvement                                    | 17.92 | 28   | Negotiation Skills                                  | 14.30 |
| 29   | EQ (Emotional Quotient)                             | 17.85 | 29   | Motivating Others                                   | 11.74 |
| 30   | Quality Conscious / Quality Minded                  | 12.99 | 30   | Creativity and Innovation                           | 10.93 |
| 31   | Motivating Others                                   | 12.70 | 31   | Understanding of Others / Empathy                   | 9.81  |
| 32   | Creativity and Innovation                           | 12.25 | 32   | Willingness to Taken Calculated Risks               | 9.37  |
| 33   | Delegation                                          | 9.26  | 33   | Quality Conscious / Quality Minded                  | 6.18  |
| 34   | Understanding of Others / Empathy                   | 7.32  | 34   | Delegation                                          | 5.62  |
| 35   | Negotiation Skills                                  | 7.09  | 35   | Implementing Change                                 | 4.25  |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents

### 2.2.6 Key Competencies of Managers and Supervisors in the Next Three Years in the Finance, Insurance, Real Estate and Business Services Sector in Hong Kong

As shown in Table 2.2.6, managers and supervisors in this sector were expected to have moderately similar competencies. Seven of the ten key competencies and six of the ten supplementary competencies were shared between the two groups. Among the key competencies, two for managers and three for supervisors were rated as core competencies. Only the core competency of *communication skills* was common to both groups in this regard.

Similar to other sectors, managers from this sector were expected to be more competent in *planning* and *problem solving* whereas supervisors were expected to be abler to deal with *customer concern* and *team spirit*, and possess better language abilities of *English* and *Putonghua*. These group differences are again probably due to job nature of managers and supervisors.

An interesting finding is related to the competency of *stress management* for managers in this sector. This competency is rated much less important for managers in other sectors and supervisors in all sectors. Besides, the 2001 survey also showed that this competency was not regarded as important. Stiffer competition and heavier work burden may have increased the stress level of managers in this sector.

Table 2.2.6  
Competency Ranking of Managers and Supervisors in the  
Finance, Insurance, Real Estate and Business Services Sector in Hong Kong

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Crisis Management                                   | 51.37 | 1    | Communication Skills                                | 63.80 |
| 2    | Communication Skills                                | 50.56 | 2    | Sense of Responsibility                             | 58.52 |
| 3    | Sense of Responsibility                             | 49.44 | 3    | Customer Concern                                    | 54.92 |
| 4    | Planning Skills                                     | 46.00 | 4    | Interpersonal Skills                                | 44.27 |
| 5    | Coaching and Counseling                             | 42.59 | 5    | Coaching and Counseling                             | 40.27 |
| 6    | Self Management                                     | 40.51 | 6    | English (Spoken and Writing)                        | 38.33 |
| 7    | Interpersonal Skills                                | 38.88 | 7    | Crisis Management                                   | 37.85 |
| 8    | Analytical in Approach to People and Problems       | 36.99 | 8    | Team Spirit                                         | 37.56 |
| 9    | Problem Solving and Decision Making                 | 35.88 | 9    | Analytical in Approach to People and Problems       | 36.67 |
| 10   | Stress Management                                   | 35.03 | 10   | Self Management                                     | 34.29 |
| 11   | Customer Concern                                    | 34.80 | 11   | Integrity and Trust                                 | 33.74 |
| 12   | Team Spirit                                         | 33.25 | 12   | Putonghua                                           | 33.11 |
| 13   | Business Acumen                                     | 32.91 | 13   | IT Knowledge and Application                        | 31.94 |
| 14   | Team Building                                       | 32.21 | 14   | Problem Solving and Decision Making                 | 30.07 |
| 15   | Dealing with Conflict                               | 32.13 | 15   | Business Ethics                                     | 30.03 |
| 16   | Instructional, Training and Presentation Skills     | 31.99 | 16   | Stress Management                                   | 29.26 |
| 17   | Business Ethics                                     | 31.28 | 17   | Instructional, Training and Presentation Skills     | 28.63 |
| 18   | IT Knowledge and Application                        | 28.84 | 18   | Team Building                                       | 26.91 |
| 19   | Integrity and Trust                                 | 23.83 | 19   | Planning Skills                                     | 26.84 |
| 20   | English (Spoken and Writing)                        | 22.39 | 20   | Dealing with Conflict                               | 24.82 |
| 21   | International Exposure and Knowledge                | 21.79 | 21   | Self Improvement                                    | 21.51 |
| 22   | Willingness to Taken Calculated Risks               | 20.87 | 22   | Negotiation Skills                                  | 20.74 |
| 23   | AQ (Adversity Quotient)                             | 20.61 | 23   | Quality Conscious / Quality Minded                  | 19.71 |
| 24   | Implementing Change                                 | 19.46 | 24   | Business Acumen                                     | 18.94 |
| 25   | Delegation                                          | 18.24 | 25   | Willingness to Taken Calculated Risks               | 18.91 |
| 26   | Quality Conscious / Quality Minded                  | 18.05 | 26   | International Exposure and Knowledge                | 18.10 |
| 27   | Putonghua                                           | 17.12 | 27   | Creativity and Innovation                           | 17.77 |
| 28   | EQ (Emotional Quotient)                             | 17.09 | 28   | Knowledge of Value, Culture                         | 14.46 |
| 29   | Self Improvement                                    | 16.75 | 29   | AQ (Adversity Quotient)                             | 14.13 |
| 30   | Negotiation Skills                                  | 16.38 | 30   | EQ (Emotional Quotient)                             | 12.41 |
| 31   | Zealous in Development Talent / Potential in Others | 15.79 | 31   | Motivating Others                                   | 11.75 |
| 32   | Creativity and Innovation                           | 15.38 | 32   | Zealous in Development Talent / Potential in Others | 11.16 |
| 33   | Motivating Others                                   | 13.34 | 33   | Understanding of Others / Empathy                   | 10.90 |
| 34   | Understanding of Others / Empathy                   | 12.79 | 34   | Delegation                                          | 9.07  |
| 35   | Knowledge of Value, Culture                         | 7.64  | 35   | Implementing Change                                 | 9.07  |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents

### 2.2.7 Key Competencies of Managers and Supervisors in the Next Three Years in the Community, Social & Personal Services Sector in Hong Kong

As shown in Table 2.2.7, managers and supervisors in this sector were expected to have moderately similar competencies. Seven of the ten key competencies are shared between the two groups whereas only five of the bottom ten competencies are common. Three key competencies each for managers and supervisors were considered as core competencies; but among them, there is only one common competency - viz. *communication skills*.

In this sector, managers were expected by more companies to be competent in *planning* whereas supervisors, to be competent in *customer concern* and *self-management*, and adopting an *analytic approach to people and problems*.


Compared with other sectors, managers and supervisors were expected by more companies to be competent in *dealing with conflict* and *stress*, and be more skillful in giving *instructions, training and presentation*. On the other hand, *business acumen* was rated as less important.

A comparison of the current findings with those of the 2001 survey suggests that *dealing with conflict* and *team spirit* were regarded as more important whereas *analytical in approach to people and problems* was regarded as less important. These findings indicate that more training is required to cope with collaboration issues, a need probably arising from increased business competition and complexity in organizations.

Table 2.2.7  
Competency Ranking of Managers and Supervisors in the  
Community, Social & Personal Services Sector in Hong Kong

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Crisis Management                                   | 56.19 | 1    | Communication Skills                                | 68.22 |
| 2    | Communication Skills                                | 53.23 | 2    | Sense of Responsibility                             | 61.26 |
| 3    | Coaching and Counseling                             | 52.73 | 3    | Interpersonal Skills                                | 54.27 |
| 4    | Interpersonal Skills                                | 47.13 | 4    | Customer Concern                                    | 49.89 |
| 5    | Sense of Responsibility                             | 45.95 | 5    | Self Management                                     | 48.87 |
| 6    | Dealing with Conflict                               | 40.66 | 6    | Team Spirit                                         | 48.75 |
| 7    | Team Spirit                                         | 40.57 | 7    | Dealing with Conflict                               | 41.87 |
| 8    | Instructional, Training and Presentation Skills     | 38.11 | 8    | Coaching and Counseling                             | 41.27 |
| 9    | Planning Skills                                     | 38.11 | 9    | Crisis Management                                   | 40.59 |
| 10   | Problem Solving and Decision Making                 | 35.25 | 10   | Analytical in Approach to People and Problems       | 40.33 |
| 11   | Self Management                                     | 34.02 | 11   | Instructional, Training and Presentation Skills     | 40.06 |
| 12   | Team Building                                       | 32.01 | 12   | Problem Solving and Decision Making                 | 38.96 |
| 13   | Analytical in Approach to People and Problems       | 30.37 | 13   | EQ (Emotional Quotient)                             | 29.02 |
| 14   | Stress Management                                   | 29.51 | 14   | Stress Management                                   | 28.42 |
| 15   | Customer Concern                                    | 27.69 | 15   | Planning Skills                                     | 27.63 |
| 16   | Creativity and Innovation                           | 26.46 | 16   | IT Knowledge and Application                        | 26.98 |
| 17   | Self Improvement                                    | 24.95 | 17   | Team Building                                       | 25.36 |
| 18   | English (Spoken and Writing)                        | 24.54 | 18   | Zealous in Development Talent / Potential in Others | 24.38 |
| 19   | IT Knowledge and Application                        | 24.04 | 19   | Self Improvement                                    | 23.81 |
| 20   | Implementing Change                                 | 23.27 | 20   | Integrity and Trust                                 | 23.28 |
| 21   | Business Acumen                                     | 23.09 | 21   | Quality Conscious / Quality Minded                  | 22.41 |
| 22   | Zealous in Development Talent / Potential in Others | 22.86 | 22   | English (Spoken and Writing)                        | 20.37 |
| 23   | EQ (Emotional Quotient)                             | 22.22 | 23   | AQ (Adversity Quotient)                             | 19.88 |
| 24   | Business Ethics                                     | 21.95 | 24   | Understanding of Others / Empathy                   | 19.35 |
| 25   | Motivating Others                                   | 21.58 | 25   | Putonghua                                           | 18.71 |
| 26   | Understanding of Others / Empathy                   | 21.36 | 26   | Business Acumen                                     | 17.01 |
| 27   | AQ (Adversity Quotient)                             | 20.26 | 27   | Creativity and Innovation                           | 17.01 |
| 28   | International Exposure and Knowledge                | 17.99 | 28   | Business Ethics                                     | 15.68 |
| 29   | Negotiation Skills                                  | 17.76 | 29   | Negotiation Skills                                  | 15.68 |
| 30   | Quality Conscious / Quality Minded                  | 17.58 | 30   | Motivating Others                                   | 14.59 |
| 31   | Integrity and Trust                                 | 17.21 | 31   | Implementing Change                                 | 9.67  |
| 32   | Willingness to Taken Calculated Risks               | 17.08 | 32   | International Exposure and Knowledge                | 9.45  |
| 33   | Putonghua                                           | 14.89 | 33   | Knowledge of Value, Culture                         | 7.48  |
| 34   | Delegation                                          | 10.61 | 34   | Willingness to Taken Calculated Risks               | 5.63  |
| 35   | Knowledge of Value, Culture                         | 8.33  | 35   | Delegation                                          | 1.25  |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents

### 2.2.8 Key Competencies of Managers and Supervisors in the Next Three Years in the Restaurants and Hotels Sector in Hong Kong

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As presented in Table 2.2.8, companies in this sector regarded managers and supervisors to have similar competencies. Seven of the ten key competencies were regarded as the same in the two groups although the rankings were slightly different. These competencies are *interpersonal skills, sense of responsibility, coaching and counseling, communication skills, customer concern, team spirit* and *dealing with conflict*. Also, eight of the ten least important competencies are the same for the two groups.

The competencies of *business acumen* and *skills to instruct, train, and do presentation* were emphasized more for managers whereas *integrity and trust* and *quality consciousness* were stressed more for supervisors.


More companies in this sector expected managers to be competent in scoring a high *AQ (Adversity Quotient)* and dealing with *customer concern* than those in other sectors. The business nature of this sector may support these findings.

The expected competencies in this sector tend to be more stable across time, except that language abilities, especially *English*, have gained more importance.

Table 2.2.8  
Competency Ranking of Managers and Supervisors in the  
Restaurants and Hotels Sector in Hong Kong

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Interpersonal Skills                                | 62.14 | 1    | Sense of Responsibility                             | 73.67 |
| 2    | Sense of Responsibility                             | 61.05 | 2    | Customer Concern                                    | 72.54 |
| 3    | Coaching and Counseling                             | 59.24 | 3    | Communication Skills                                | 67.24 |
| 4    | Communication Skills                                | 57.56 | 4    | Interpersonal Skills                                | 63.43 |
| 5    | Customer Concern                                    | 47.09 | 5    | Coaching and Counseling                             | 55.88 |
| 6    | Team Spirit                                         | 45.48 | 6    | Team Spirit                                         | 55.00 |
| 7    | Instructional, Training and Presentation Skills     | 43.93 | 7    | Dealing with Conflict                               | 40.91 |
| 8    | Business Acumen                                     | 43.73 | 8    | Quality Conscious / Quality Minded                  | 40.51 |
| 9    | Self Management                                     | 39.34 | 9    | Analytical in Approach to People and Problems       | 35.89 |
| 10   | Dealing with Conflict                               | 37.53 | 10   | Integrity and Trust                                 | 33.04 |
| 11   | AQ (Adversity Quotient)                             | 34.04 | 11   | Self Management                                     | 32.12 |
| 12   | Analytical in Approach to People and Problems       | 32.17 | 12   | Instructional, Training and Presentation Skills     | 31.23 |
| 13   | Quality Conscious / Quality Minded                  | 30.75 | 13   | Problem Solving and Decision Making                 | 29.83 |
| 14   | Business Ethics                                     | 30.10 | 14   | Business Ethics                                     | 27.54 |
| 15   | Problem Solving and Decision Making                 | 29.78 | 15   | Team Building                                       | 25.69 |
| 16   | Integrity and Trust                                 | 28.68 | 16   | Business Acumen                                     | 24.81 |
| 17   | Crisis Management                                   | 27.71 | 17   | Crisis Management                                   | 24.61 |
| 18   | Stress Management                                   | 24.68 | 18   | Stress Management                                   | 24.09 |
| 19   | Motivating Others                                   | 24.22 | 19   | English (Spoken and Writing)                        | 24.05 |
| 20   | Planning Skills                                     | 22.93 | 20   | Self Improvement                                    | 22.88 |
| 21   | Putonghua                                           | 21.25 | 21   | Understanding of Others / Empathy                   | 22.64 |
| 22   | Team Building                                       | 20.99 | 22   | AQ (Adversity Quotient)                             | 19.67 |
| 23   | Understanding of Others / Empathy                   | 20.67 | 23   | Putonghua                                           | 18.39 |
| 24   | Self Improvement                                    | 19.57 | 24   | Creativity and Innovation                           | 18.07 |
| 25   | English (Spoken and Writing)                        | 18.09 | 25   | EQ (Emotional Quotient)                             | 16.26 |
| 26   | EQ (Emotional Quotient)                             | 16.02 | 26   | Zealous in Development Talent / Potential in Others | 14.93 |
| 27   | Willingness to Taken Calculated Risks               | 15.96 | 27   | Motivating Others                                   | 14.21 |
| 28   | Implementing Change                                 | 15.89 | 28   | Planning Skills                                     | 13.21 |
| 29   | Negotiation Skills                                  | 13.82 | 29   | Negotiation Skills                                  | 8.23  |
| 30   | Zealous in Development Talent / Potential in Others | 13.31 | 30   | Implementing Change                                 | 7.19  |
| 31   | Creativity and Innovation                           | 13.24 | 31   | Willingness to Taken Calculated Risks               | 5.62  |
| 32   | IT Knowledge and Application                        | 12.73 | 32   | IT Knowledge and Application                        | 4.01  |
| 33   | Delegation                                          | 7.82  | 33   | International Exposure and Knowledge                | 3.61  |
| 34   | International Exposure and Knowledge                | 7.43  | 34   | Delegation                                          | 2.33  |
| 35   | Knowledge of Value, Culture                         | 4.13  | 35   | Knowledge of Value, Culture                         | 1.97  |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents



## Key Competencies Chosen by Various Business Sectors in Hong Kong

2.3.1 Table 2.3.1 summarizes the numbers of times each competency was being chosen as a key competency in the eight sectors. Two competencies - *coaching and counseling* and *communication skills* - were chosen as key competencies for managers by all eight sectors in this survey. The Table also shows that *coaching and counseling* was chosen as core competency in five sectors and *communication skills* in four sectors respectively.

Compared with the 2001 survey, *sense of responsibility* remains a key competency for seven sectors. However, *customer concern* was chosen only by two sectors. Several competencies were regarded as key competencies in this survey but not in the 2001 survey. They are: *crisis management*, *dealing with conflict*, *team spirit* and *planning skills*. Training programs for managers should be adjusted in light of these changes.

Table 2.3.1  
Ranking of the Core Competencies Chosen for Managers  
in Hong Kong by Various Sectors

| Rank | Managers                                        | Number of Business Sectors  |                                      |
|------|-------------------------------------------------|-----------------------------|--------------------------------------|
|      |                                                 | Ranked it within the Top 10 | Ranked it with a Majority (Over 50%) |
| 1    | Coaching and Counseling                         | 8                           | 5                                    |
| 2    | Communication Skills                            | 8                           | 4                                    |
| 3    | Sense of Responsibility                         | 7                           | 3                                    |
| 4    | Crisis Management                               | 6                           | 3                                    |
| 5    | Problem Solving and Decision Making             | 6                           | 1                                    |
| 6    | Interpersonal Skills                            | 5                           | 2                                    |
| 7    | Analytical in Approach to People and Problems   | 5                           | 0                                    |
| 8    | Business Acumen                                 | 5                           | 0                                    |
| 9    | Dealing with Conflict                           | 4                           | 1                                    |
| 10   | Team Spirit                                     | 4                           | 1                                    |
| 11   | Planning Skills                                 | 4                           | 0                                    |
| 12   | Instructional, Training and Presentation Skills | 3                           | 0                                    |
| 13   | Self Management                                 | 3                           | 0                                    |
| 14   | Business Ethics                                 | 2                           | 1                                    |
| 15   | Customer Concern                                | 2                           | 0                                    |
| 16   | IT Knowledge and Application                    | 2                           | 0                                    |

2.3.2 Similar analysis was conducted for supervisors. Results presented in Table 2.3.2 show that four competencies - *communication skills*, *sense of responsibility*, *interpersonal skills* and *coaching and counseling* - were found to be key competencies for all eight sectors. The first two competencies were regarded as core competencies for all sectors as well.

While findings concerning key competencies are similar, there are noted differences among the findings of this survey and those of the 2001 survey. The competencies of *crisis management* and *team spirit* were regarded as key competencies by a large number of sectors whereas the competency of *integrity and trust* was chosen much less frequently in this survey. Again, training programs for supervisors should be adjusted because of these changes.

Table 2.3.2  
Ranking of the Core Competencies Chosen for Supervisors  
in Hong Kong by Various Sectors

| Rank | Supervisors                                   | Number of Business Sectors  |                                      |
|------|-----------------------------------------------|-----------------------------|--------------------------------------|
|      |                                               | Ranked it within the Top 10 | Ranked it with a Majority (Over 50%) |
| 1    | Communication Skills                          | 8                           | 8                                    |
| 2    | Sense of Responsibility                       | 8                           | 8                                    |
| 3    | Interpersonal Skills                          | 8                           | 4                                    |
| 4    | Coaching and Counseling                       | 8                           | 1                                    |
| 5    | Customer Concern                              | 7                           | 3                                    |
| 6    | Team Spirit                                   | 7                           | 3                                    |
| 7    | Analytical in Approach to People and Problems | 5                           | 1                                    |
| 8    | Crisis Management                             | 5                           | 1                                    |
| 9    | Self Management                               | 5                           | 0                                    |
| 10   | Dealing with Conflict                         | 4                           | 0                                    |
| 11   | Problem Solving and Decision Making           | 4                           | 0                                    |
| 12   | Quality Conscious / Quality Minded            | 3                           | 2                                    |
| 13   | English (Spoken and Written)                  | 3                           | 0                                    |
| 14   | Integrity and Trust                           | 2                           | 1                                    |

## The Rationale Behind the Choice of the Key Competencies in Hong Kong

2.4 To understand more about the key competencies for the next three years, the questionnaire also asked companies the reasons behind their choices. They were asked to evaluate each reason on a 6-point scale (1-least important; 6-most important). A weighted average of the ratings was calculated for each reason. The reasons were then ranked in descending order based on the average ratings (see Table 2.4).

The rankings of the reasons for managers and supervisors are almost the same with the exception of one.

*Higher expectations from customers, good employees are difficult to find, greater intra-industry competition in the territory and promoting better cooperation among employees* were the top four reasons. While the first three reasons were also cited in the 2001 survey, the last reason was rated very low in this survey.

The competitive pressure from customers and other companies has continued to motivate the responding companies to train their employees. The challenge of obtaining effective service from employees also remained another driving force behind companies' consideration of training. Apart from insufficient talent, the need to improve collaboration is a new dimension regarding effective service.

Perhaps related to improved collaboration is the reason of *generating more creative and innovative ideas*. This reason was also rated very low in the 2001 survey. As the market becomes saturated, companies now strive to be innovative; as a result, collaboration among employees from different departments becomes more common than before for cross-fertilization and new ideas.

Surprisingly, *implementation of CEPA* was not considered a chief reason that affected training needs. Perhaps, macro-level policy changes had less direct influence on SMEs covered in this survey.

Since most companies might have adapted to new environment and technology over time, *China's accession to WTO* and *rapid development for e-commerce for business transactions* were now evaluated as less important.

Table 2.4  
Ranking of Reasons for Choice of Key Competencies  
for Managers and Supervisors in Hong Kong

| Reasons                                                   |                                     | Managers |                         | Supervisors |                         |
|-----------------------------------------------------------|-------------------------------------|----------|-------------------------|-------------|-------------------------|
|                                                           |                                     | Ranks    | Average Weighted Scores | Ranks       | Average Weighted Scores |
| Higher Expectation from Customers                         | (Market)                            | 1        | 4.86                    | 1           | 4.80                    |
| Good Employees are Difficult to Find                      | (People)                            | 2        | 4.23                    | 2           | 4.12                    |
| Greater Intra-Industry Competition in the Territory       | (Market)                            | 3        | 4.16                    | 3           | 4.12                    |
| Promoting Better Cooperation Among Employees              | (People)                            | 4        | 4.13                    | 4           | 4.08                    |
| Increased Use of IT within the Company                    | (IT)                                | 5        | 3.76                    | 5           | 3.53                    |
| Generating more Creative and Innovative Ideas             | (People)                            | 6        | 3.69                    | 6           | 3.50                    |
| Current Staff are not Performing to Standard              | (People)                            | 7        | 3.34                    | 7           | 3.38                    |
| Change of Business Operating Process                      | (Product)                           | 8        | 3.2                     | 8           | 3.04                    |
| Greater Competition from the Mainland                     | (Market)                            | 9        | 3.14                    | 10          | 2.94                    |
| Company's Services/Products Gradually become Outdated     | (Product)                           | 10       | 3.13                    | 9           | 3.03                    |
| More Business Opportunities in the Territory              | (Economy)                           | 11       | 3.04                    | 11          | 2.93                    |
| More Business Opportunities in the Mainland               | (Economy)                           | 12       | 2.90                    | 14          | 2.67                    |
| Rapid Development of e-Commerce for Business Transactions | (IT)                                | 13       | 2.87                    | 13          | 2.75                    |
| Greater Competition from Overseas Countries               | (Market)                            | 14       | 2.86                    | 15          | 2.65                    |
| Downsize Existing Establishment                           | (People)                            | 15       | 2.83                    | 12          | 2.80                    |
| Diversify Company's Business                              | (Market)                            | 16       | 2.80                    | 16          | 2.62                    |
| Expand Business in the Mainland                           | (Economy)                           | 17       | 2.70                    | 18          | 2.48                    |
| More Business Opportunities from Other Parts of the World | (Economy)                           | 18       | 2.69                    | 17          | 2.51                    |
| Harmony Introduced by the Cultural Diversity              | (Cultural, Diversity in Work Place) | 19       | 2.62                    | 19          | 2.47                    |
| Change of Business Nature                                 | (Economy)                           | 20       | 2.56                    | 21          | 2.40                    |
| Contract Out Jobs to Cut Cost                             | (Finance)                           | 21       | 2.55                    | 20          | 2.47                    |
| Benefits/Cost of Cultural Diversity                       | (Cultural, Diversity in Work Place) | 22       | 2.53                    | 22          | 2.37                    |

| Reasons                                             |           | Managers |                         | Supervisors |                         |
|-----------------------------------------------------|-----------|----------|-------------------------|-------------|-------------------------|
|                                                     |           | Ranks    | Average Weighted Scores | Ranks       | Average Weighted Scores |
| China's Accession to World Trade Organisation (WTO) | (Economy) | 23       | 2.46                    | 23          | 2.29                    |
| Relocate Company's Business to Other Places         | (Market)  | 24       | 2.39                    | 24          | 2.25                    |
| Bank Facilities are Difficult to Obtain             | (Finance) | 25       | 2.38                    | 25          | 2.22                    |
| Implementation of CEPA                              | (Economy) | 26       | 2.36                    | 26          | 2.20                    |

## 2.5 Key Competencies of Managers and Supervisors in Mainland China in the Next Three Years

As the findings shown in Table 2.5.1, companies expected managers and supervisors in Mainland China to have similar competencies. Seven of the ten key competencies are the same among the two groups. Nine of the least important competencies are also shared. Moreover, two of the four core competencies for supervisors also coincide with the two core competencies for managers: viz. *sense of responsibility* and *communication skills*. Overall, the competencies required for managers and supervisors in the mainland can be regarded as similar.

There are nevertheless some noted differences in expectations concerning the two groups. Companies emphasized *planning* and *crisis management* as managers' key competencies. However, they expected supervisors to have *integrity and trust* and *customer concern* as their key competencies.

Compared with findings on managers of Hong Kong (see Table 2.1.1), managers of the mainland were expected to possess three key competencies - *English ability*, *quality consciousness* and *IT knowledge and application*. On the other hand, *interpersonal skills* and *business acumen* were deemed less important.


Compared with findings on supervisors of Hong Kong, supervisors in the mainland were expected to possess *quality consciousness* as a key competency. Also, *IT knowledge and application* and *English ability* were regarded as the more important competencies. On the other hand, *interpersonal skills* and *Putonghua* were considered less important.

The two new competencies - *knowledge of value and culture* and *international exposure and knowledge* - were not considered key competencies for managers and supervisors in the mainland although they were considered more important than for Hong Kong managers and supervisors. Restricted inflow of outside information and people's insufficient knowledge of the outside world might have made these two competencies more desirable for mainland managers.

**Table 2.5.1**  
**Key Competency Ranking of Managers and Supervisors**  
**in the Next Three Years in Mainland China**

| <b>Rank</b> | <b>Managers</b>                                     | <b>%*</b> | <b>Rank</b> | <b>Supervisors</b>                                  | <b>%*</b> |
|-------------|-----------------------------------------------------|-----------|-------------|-----------------------------------------------------|-----------|
| 1           | Sense of Responsibility                             | 61.38     | 1           | Sense of Responsibility                             | 72.48     |
| 2           | Communication Skills                                | 50.35     | 2           | Communication Skills                                | 58.86     |
| 3           | English (Spoken and Writing)                        | 44.54     | 3           | Integrity and Trust                                 | 51.28     |
| 4           | Problem Solving and Decision Making                 | 42.70     | 4           | Quality Conscious / Quality Minded                  | 50.92     |
| 5           | Coaching and Counseling                             | 41.55     | 5           | Problem Solving and Decision Making                 | 46.71     |
| 6           | Quality Conscious / Quality Minded                  | 40.59     | 6           | English (Spoken and Writing)                        | 46.67     |
| 7           | Planning Skills                                     | 38.78     | 7           | Coaching and Counseling                             | 42.59     |
| 8           | Team Spirit                                         | 38.74     | 8           | Customer Concern                                    | 42.18     |
| 9           | Crisis Management                                   | 37.06     | 9           | Team Spirit                                         | 41.32     |
| 10          | IT Knowledge and Application                        | 36.89     | 10          | Self Management                                     | 37.98     |
| 11          | Analytical in Approach to People and Problems       | 35.68     | 11          | Dealing with Conflict                               | 37.78     |
| 12          | Dealing with Conflict                               | 35.25     | 12          | IT Knowledge and Application                        | 36.09     |
| 13          | Self Management                                     | 34.89     | 13          | Self Improvement                                    | 35.47     |
| 14          | Integrity and Trust                                 | 34.21     | 14          | Interpersonal Skills                                | 34.74     |
| 15          | Customer Concern                                    | 34.15     | 15          | Analytical in Approach to People and Problems       | 33.01     |
| 16          | International Exposure and Knowledge                | 31.32     | 16          | Instructional, Training and Presentation Skills     | 32.01     |
| 17          | Interpersonal Skills                                | 28.73     | 17          | Planning Skills                                     | 25.97     |
| 18          | Business Acumen                                     | 28.57     | 18          | Business Ethics                                     | 25.69     |
| 19          | Team Building                                       | 27.93     | 19          | Crisis Management                                   | 24.32     |
| 20          | Self Improvement                                    | 27.79     | 20          | International Exposure and Knowledge                | 21.77     |
| 21          | Business Ethics                                     | 25.64     | 21          | Team Building                                       | 18.87     |
| 22          | Instructional, Training and Presentation Skills     | 24.45     | 22          | Knowledge of Value, Culture                         | 16.66     |
| 23          | Stress Management                                   | 23.52     | 23          | Creativity and Innovation                           | 15.35     |
| 24          | Knowledge of Value, Culture                         | 22.37     | 24          | Implementing Change                                 | 14.30     |
| 25          | Implementing Change                                 | 18.91     | 25          | Business Acumen                                     | 14.10     |
| 26          | Creativity and Innovation                           | 17.97     | 26          | Understanding of Others / Empathy                   | 13.78     |
| 27          | AQ (Adversity Quotient)                             | 17.66     | 27          | Putonghua                                           | 12.69     |
| 28          | Negotiation Skills                                  | 17.58     | 28          | Stress Management                                   | 12.65     |
| 29          | Willingness to Taken Calculated Risks               | 15.44     | 29          | AQ (Adversity Quotient)                             | 11.95     |
| 30          | EQ (Emotional Quotient)                             | 15.09     | 30          | Negotiation Skills                                  | 11.87     |
| 31          | Putonghua                                           | 12.74     | 31          | EQ (Emotional Quotient)                             | 11.65     |
| 32          | Delegation                                          | 10.79     | 32          | Motivating Others                                   | 11.16     |
| 33          | Understanding of Others / Empathy                   | 10.03     | 33          | Willingness to Taken Calculated Risks               | 10.88     |
| 34          | Motivating Others                                   | 9.99      | 34          | Zealous in Development Talent / Potential in Others | 10.24     |
| 35          | Zealous in Development Talent / Potential in Others | 9.37      | 35          | Delegation                                          | 5.43      |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents

## 2.6 Key Competencies of Managers and Supervisors in the Next Three Years in Mainland China by Business Sector

The rankings of the key competencies of managers and supervisors from six business sectors are listed in the same manner as in Tables 2.2.1. to 2.2.8. The sector of electricity, gas, and water and the sector of restaurants and hotels will not be discussed because in these two sectors there was no data from SME respondents with operations in the mainland.

The differences across the business sectors will be discussed in the following paragraphs with a focus on comparing the findings with Hong Kong managers and supervisors.

### 2.6.1 Key Competencies of Managers and Supervisors in the Next Three Years in the Manufacturing Sector in Mainland China

Companies' expectations of managers and supervisors in this sector are moderately similar in terms of competencies. As shown in Table 2.6.1, seven of the key competencies and seven of the ten least important competencies are shared. There are three core competencies for managers and six core competencies for supervisors. However, only *coaching and counseling* was a core competency common to both groups.

Three key competencies for managers were not expected for supervisors. They are *business acumen*, *crisis management* and *planning skills*. On the other hand, *interpersonal skills*, *self-management* and *problem solving and decision-making* were expected to be key competencies for supervisors but not for managers.

Compared with Hong Kong managers (Table 2.2.1), mainland managers were expected to have *planning skills* and *dealing with conflict* as their key competencies. *Team building* and *EQ (Emotional Quotient)* were also emphasized more as important competencies. However, *IT knowledge* and *analytical in approach to people and problem* were regarded as less important.


With respect to supervisors, *dealing with conflict* was considered a key competency for mainland supervisors while *crisis management* was not any more. Besides, mainland supervisors were expected to have *self-improvement*, *EQ* and *team building* as their competencies.

These findings indicate that training programmes for manufacturing companies in Mainland China and Hong Kong can be similar, but adjustments are still required to accommodate different regional requirements.

**Table 2.6.1**  
**Competency Ranking of Managers and Supervisors**  
**in the Manufacturing Sector in Mainland China**

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Coaching and Counseling                             | 70.77 | 1    | Sense of Responsibility                             | 77.90 |
| 2    | Planning Skills                                     | 60.87 | 2    | Quality Conscious / Quality Minded                  | 68.56 |
| 3    | Business Acumen                                     | 53.38 | 3    | Interpersonal Skills                                | 55.58 |
| 4    | Customer Concern                                    | 49.28 | 4    | Communication Skills                                | 55.13 |
| 5    | Quality Conscious / Quality Minded                  | 45.17 | 5    | Coaching and Counseling                             | 52.39 |
| 6    | Sense of Responsibility                             | 45.17 | 6    | Customer Concern                                    | 51.71 |
| 7    | Communication Skills                                | 42.75 | 7    | Dealing with Conflict                               | 46.24 |
| 8    | Dealing with Conflict                               | 40.82 | 8    | Self Management                                     | 42.37 |
| 9    | Crisis Management                                   | 39.13 | 9    | Problem Solving and Decision Making                 | 38.95 |
| 10   | Team Spirit                                         | 39.13 | 10   | Team Spirit                                         | 36.90 |
| 11   | Team Building                                       | 37.68 | 11   | IT Knowledge and Application                        | 33.71 |
| 12   | EQ (Emotional Quotient)                             | 37.44 | 12   | Self Improvement                                    | 33.71 |
| 13   | IT Knowledge and Application                        | 37.20 | 13   | English (Spoken and Writing)                        | 32.80 |
| 14   | Analytical in Approach to People and Problems       | 33.57 | 14   | Instructional, Training and Presentation Skills     | 31.21 |
| 15   | Self Management                                     | 33.33 | 15   | Team Building                                       | 30.07 |
| 16   | English (Spoken and Writing)                        | 33.09 | 16   | Integrity and Trust                                 | 26.88 |
| 17   | Problem Solving and Decision Making                 | 29.47 | 17   | Business Acumen                                     | 26.42 |
| 18   | Business Ethics                                     | 24.88 | 18   | Crisis Management                                   | 26.20 |
| 19   | Self Improvement                                    | 23.67 | 19   | EQ (Emotional Quotient)                             | 26.20 |
| 20   | International Exposure and Knowledge                | 23.43 | 20   | Creativity and Innovation                           | 24.15 |
| 21   | Putonghua                                           | 21.74 | 21   | AQ (Adversity Quotient)                             | 23.92 |
| 22   | Willingness to Taken Calculated Risks               | 19.81 | 22   | Business Ethics                                     | 21.87 |
| 23   | Instructional, Training and Presentation Skills     | 19.32 | 23   | Analytical in Approach to People and Problems       | 20.73 |
| 24   | Interpersonal Skills                                | 17.87 | 24   | Putonghua                                           | 20.73 |
| 25   | AQ (Adversity Quotient)                             | 17.39 | 25   | Understanding of Others / Empathy                   | 18.22 |
| 26   | Implementing Change                                 | 15.70 | 26   | Planning Skills                                     | 17.08 |
| 27   | Creativity and Innovation                           | 14.01 | 27   | Motivating Others                                   | 11.16 |
| 28   | Stress Management                                   | 11.59 | 28   | Negotiation Skills                                  | 9.11  |
| 29   | Integrity and Trust                                 | 9.90  | 29   | Knowledge of Value, Culture                         | 9.11  |
| 30   | Motivating Others                                   | 9.90  | 30   | International Exposure and Knowledge                | 7.29  |
| 31   | Understanding of Others / Empathy                   | 9.90  | 31   | Implementing Change                                 | 7.29  |
| 32   | Zealous in Development Talent / Potential in Others | 9.90  | 32   | Willingness to Taken Calculated Risks               | 5.69  |
| 33   | Negotiation Skills                                  | 9.66  | 33   | Delegation                                          | 5.47  |
| 34   | Delegation                                          | 7.49  | 34   | Zealous in Development Talent / Potential in Others | 3.42  |
| 35   | Knowledge of Value, Culture                         | 3.62  | 35   | Stress Management                                   | 0.00  |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents



## 2.6.2 Key Competencies of Managers and Supervisors in the Next Three Years in the Construction Sector in Mainland China

As shown in Table 2.6.2, managers and supervisors have six common key competencies. Seven and five core competencies were also identified for managers and for supervisors respectively. Given the large number of core competencies identified, companies seemed to have a consensual view on who are competent managers and supervisors in this sector.

Companies, however, seem to have very different views concerning managing staffs in Hong Kong and the mainland when the findings are compared with those presented in Table 2.2.3. In general, toughness was emphasized for mainland managers while more training and problem solving were expected from Hong Kong managers.

Mainland managers were expected to have *EQ, AQ, willingness to take calculated risk, quality consciousness* and *English* as their key competencies, but none of these appeared as key competencies for mainland supervisors. These competencies were not expected for Hong Kong managers. Instead, *crisis management, problem solving and decision making, dealing with conflict, analytical in approach to people and problem* and *instructional, training and presentation skills* were considered key competencies for Hong Kong managers.


Mainland supervisors were expected to have *negotiation skills, willingness to take calculated risks, planning skills* and *crisis management* as their key competencies. These competencies were not expected for Hong Kong supervisors. Hong Kong supervisors, instead, were expected to have *self-management, dealing with conflict, coaching and counseling* and *instructional, training and presentation skills* as their key competencies.

These findings indicate that very different programmes are required to accommodate the training needs of this sector in the mainland. In particular, the programmes should address the need for *EQ, AQ, negotiation skills* and *willingness to take calculated risks*.

Table 2.6.2  
Competency Ranking of Managers and Supervisors  
in the Construction Sector in Mainland China

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Communication Skills                                | 69.72 | 1    | Communication Skills                                | 79.92 |
| 2    | Quality Conscious / Quality Minded                  | 69.72 | 2    | Sense of Responsibility                             | 76.22 |
| 3    | Analytical in Approach to People and Problems       | 61.47 | 3    | Negotiation Skills                                  | 65.03 |
| 4    | Planning Skills                                     | 61.47 | 4    | Problem Solving and Decision Making                 | 53.15 |
| 5    | Sense of Responsibility                             | 61.47 | 5    | Analytical in Approach to People and Problems       | 52.45 |
| 6    | EQ (Emotional Quotient)                             | 54.13 | 6    | English (Spoken and Writing)                        | 47.55 |
| 7    | Willingness to Taken Calculated Risks               | 54.13 | 7    | Interpersonal Skills                                | 47.55 |
| 8    | AQ (Adversity Quotient)                             | 45.87 | 8    | Crisis Management                                   | 47.55 |
| 9    | Business Acumen                                     | 45.87 | 9    | Planning Skills                                     | 46.85 |
| 10   | English (Spoken and Writing)                        | 45.87 | 10   | Willingness to Taken Calculated Risks               | 46.85 |
| 11   | Business Ethics                                     | 38.53 | 11   | Knowledge of Value, Culture                         | 46.85 |
| 12   | Interpersonal Skills                                | 38.53 | 12   | EQ (Emotional Quotient)                             | 41.26 |
| 13   | Stress Management                                   | 38.53 | 13   | Quality Conscious / Quality Minded                  | 34.97 |
| 14   | Coaching and Counseling                             | 31.19 | 14   | Business Acumen                                     | 34.97 |
| 15   | Instructional, Training and Presentation Skills     | 31.19 | 15   | Putonghua                                           | 29.37 |
| 16   | Integrity and Trust                                 | 31.19 | 16   | Motivating Others                                   | 29.37 |
| 17   | Problem Solving and Decision Making                 | 31.19 | 17   | Coaching and Counseling                             | 23.78 |
| 18   | Team Spirit                                         | 31.19 | 18   | Instructional, Training and Presentation Skills     | 23.78 |
| 19   | Creativity and Innovation                           | 30.28 | 19   | Integrity and Trust                                 | 23.78 |
| 20   | Self Improvement                                    | 30.28 | 20   | Team Spirit                                         | 23.78 |
| 21   | International Exposure and                          | 22.94 | 21   | Customer Concern                                    | 23.78 |
| 22   | Knowledge of Value, Culture                         | 22.94 | 22   | Dealing with Conflict                               | 23.78 |
| 23   | Negotiation Skills                                  | 22.94 | 23   | Creativity and Innovation                           | 23.08 |
| 24   | IT Knowledge and Application                        | 14.68 | 24   | Self Improvement                                    | 17.48 |
| 25   | Putonghua                                           | 7.34  | 25   | International Exposure and                          | 17.48 |
| 26   | Team Building                                       | 7.34  | 26   | Business Ethics                                     | 11.19 |
| 27   | Crisis Management                                   | 0.00  | 27   | AQ (Adversity Quotient)                             | 5.59  |
| 28   | Customer Concern                                    | 0.00  | 28   | Self Management                                     | 5.59  |
| 29   | Dealing with Conflict                               | 0.00  | 29   | Stress Management                                   | 0.00  |
| 30   | Delegation                                          | 0.00  | 30   | IT Knowledge and Application                        | 0.00  |
| 31   | Implementing Change                                 | 0.00  | 31   | Team Building                                       | 0.00  |
| 32   | Motivating Others                                   | 0.00  | 32   | Delegation                                          | 0.00  |
| 33   | Self Management                                     | 0.00  | 33   | Implementing Change                                 | 0.00  |
| 34   | Understanding of Others / Empathy                   | 0.00  | 34   | Understanding of Others / Empathy                   | 0.00  |
| 35   | Zealous in Development Talent / Potential in Others | 0.00  | 35   | Zealous in Development Talent / Potential in Others | 0.00  |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents

### 2.6.3 Key Competencies of Managers and Supervisors in the Next Three Years in the Wholesale, Retail and Import/Export Trades Sector in Mainland China

The competencies expected for managers and supervisors are very similar. As shown in Table 2.6.3, the two groups share nine key competencies and nine least important competencies.

Managers in the mainland were expected to be quite different from those of Hong Kong. Compared with Table 2.2.4, mainland managers were expected to have *integrity and trust*, *team spirit*, *IT knowledge*, *quality consciousness* and *problem solving and decision making* as key competencies; whereas Hong Kong managers were expected to have *planning skills*, *business acumen*, *crisis management* and *interpersonal skills*, and be *analytical in approach to people and problems*.


Supervisors in the mainland were expected to possess key competencies quite similar to those of Hong Kong supervisors. The former group was expected to have *trust and integrity* and *quality consciousness*. The latter group was expected to have *interpersonal skills* and be *analytical in approach to people and problems*.

In designing training programmes for mainland companies in this sector, some adjustments are needed for supervisors but more are needed for managers. For both groups, *trust and integrity* and *quality consciousness* are the most important.

**Table 2.6.3**  
**Competency Ranking of Managers and Supervisors in the**  
**Wholesale, Retail and Import/Export Trades Sector in Mainland China**

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Sense of Responsibility                             | 62.56 | 1    | Sense of Responsibility                             | 72.82 |
| 2    | Communication Skills                                | 49.41 | 2    | Communication Skills                                | 59.46 |
| 3    | English (Spoken and Writing)                        | 44.99 | 3    | Integrity and Trust                                 | 56.82 |
| 4    | Problem Solving and Decision Making                 | 43.99 | 4    | Quality Conscious / Quality Minded                  | 53.40 |
| 5    | Quality Conscious / Quality Minded                  | 42.31 | 5    | English (Spoken and Writing)                        | 46.68 |
| 6    | Coaching and Counseling                             | 40.41 | 6    | Problem Solving and Decision Making                 | 46.03 |
| 7    | IT Knowledge and Application                        | 39.15 | 7    | Coaching and Counseling                             | 45.04 |
| 8    | Team Spirit                                         | 39.09 | 8    | Team Spirit                                         | 44.58 |
| 9    | Integrity and Trust                                 | 38.81 | 9    | Customer Concern                                    | 42.56 |
| 10   | Self Management                                     | 37.05 | 10   | Self Management                                     | 40.13 |
| 11   | Dealing with Conflict                               | 37.02 | 11   | IT Knowledge and Application                        | 38.60 |
| 12   | Crisis Management                                   | 35.10 | 12   | Dealing with Conflict                               | 37.86 |
| 13   | Planning Skills                                     | 34.98 | 13   | Self Improvement                                    | 37.80 |
| 14   | Analytical in Approach to People and Problems       | 34.70 | 14   | Analytical in Approach to People and Problems       | 35.54 |
| 15   | Customer Concern                                    | 33.56 | 15   | Instructional, Training and Presentation Skills     | 34.80 |
| 16   | International Exposure and Knowledge                | 30.79 | 16   | Interpersonal Skills                                | 34.55 |
| 17   | Interpersonal Skills                                | 28.38 | 17   | Business Ethics                                     | 25.73 |
| 18   | Team Building                                       | 27.35 | 18   | Planning Skills                                     | 24.61 |
| 19   | Self Improvement                                    | 27.13 | 19   | International Exposure and Knowledge                | 18.71 |
| 20   | Business Acumen                                     | 26.59 | 20   | Crisis Management                                   | 18.55 |
| 21   | Business Ethics                                     | 25.89 | 21   | Implementing Change                                 | 16.31 |
| 22   | Instructional, Training and Presentation Skills     | 23.71 | 22   | Team Building                                       | 16.25 |
| 23   | Knowledge of Value, Culture                         | 23.15 | 23   | Knowledge of Value, Culture                         | 15.68 |
| 24   | Stress Management                                   | 21.76 | 24   | Understanding of Others / Empathy                   | 14.50 |
| 25   | Implementing Change                                 | 20.33 | 25   | Stress Management                                   | 14.29 |
| 26   | AQ (Adversity Quotient)                             | 17.20 | 26   | Creativity and Innovation                           | 13.30 |
| 27   | Creativity and Innovation                           | 17.17 | 27   | Zealous in Development Talent / Potential in Others | 12.97 |
| 28   | Negotiation Skills                                  | 16.95 | 28   | Business Acumen                                     | 12.16 |
| 29   | Willingness to Taken Calculated Risks               | 14.57 | 29   | AQ (Adversity Quotient)                             | 11.34 |
| 30   | Delegation                                          | 11.55 | 30   | Putonghua                                           | 11.09 |
| 31   | Putonghua                                           | 11.38 | 31   | Willingness to Taken Calculated Risks               | 9.78  |
| 32   | Understanding of Others / Empathy                   | 10.21 | 32   | Motivating Others                                   | 9.48  |
| 33   | Zealous in Development Talent / Potential in Others | 9.82  | 33   | Negotiation Skills                                  | 9.07  |
| 34   | EQ (Emotional Quotient)                             | 9.73  | 34   | EQ (Emotional Quotient)                             | 7.68  |
| 35   | Motivating Others                                   | 9.51  | 35   | Delegation                                          | 6.12  |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents

#### 2.6.4 Key Competencies of Managers and Supervisors in the Next Three Years in the Transport, Storage, and Communication Sector in Mainland China

The key competencies expected for managers and supervisors are almost identical. As shown in Table 2.6.4, the two groups share nine key competencies. Responding companies had identified five core competencies for managers and seven competencies for supervisors. Four of these were also shared.

The key competencies for managers in the mainland were again compared with those in Hong Kong (see Table 2.2.5). Although these competencies seem different, the differences are not as large as they appear to be. A marked discrepancy is that mainland managers were more expected to have *international exposure and knowledge* as a competency, but less expected to possess *planning skills*.


Companies seemed to expect supervisors in the mainland to possess competencies somewhat dissimilar to supervisors in Hong Kong. Supervisors there were expected to have *international exposure and knowledge, IT knowledge, business ethics* and *crisis management*. They were expected to have *knowledge of value and culture*. However, they were less expected to have *interpersonal skills, team spirit, self-management* and be *analytical in approach to people and problem*.

*International and cultural knowledge* and *business ethics* seem to be more important to this sector in Mainland China. Training programmes should therefore be developed to cater to this need.

**Table 2.6.4**  
**Competency Ranking of Managers and Supervisors in the**  
**Transport, Storage and Communication Sector in Mainland China**

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Sense of Responsibility                             | 80.66 | 1    | Problem Solving and Decision Making                 | 80.66 |
| 2    | International Exposure and Knowledge                | 60.91 | 2    | Sense of Responsibility                             | 80.66 |
| 3    | Communication Skills                                | 56.79 | 3    | English (Spoken and Writing)                        | 59.67 |
| 4    | English (Spoken and Writing)                        | 56.38 | 4    | Crisis Management                                   | 57.61 |
| 5    | Crisis Management                                   | 55.97 | 5    | Business Ethics                                     | 54.32 |
| 6    | Problem Solving and Decision Making                 | 49.79 | 6    | International Exposure and Knowledge                | 53.91 |
| 7    | Dealing with Conflict                               | 43.62 | 7    | Customer Concern                                    | 50.62 |
| 8    | Coaching and Counseling                             | 40.74 | 8    | Coaching and Counseling                             | 43.62 |
| 9    | Business Ethics                                     | 37.04 | 9    | IT Knowledge and Application                        | 43.62 |
| 10   | Customer Concern                                    | 36.21 | 10   | Communication Skills                                | 39.51 |
| 11   | Analytical in Approach to People and Problems       | 35.80 | 11   | Knowledge of Value, Culture                         | 34.16 |
| 12   | Interpersonal Skills                                | 33.33 | 12   | Dealing with Conflict                               | 32.92 |
| 13   | IT Knowledge and Application                        | 33.33 | 13   | Instructional, Training and Presentation Skills     | 30.45 |
| 14   | Instructional, Training and Presentation Skills     | 30.04 | 14   | Planning Skills                                     | 30.04 |
| 15   | Team Building                                       | 26.75 | 15   | Self Management                                     | 30.04 |
| 16   | Self Management                                     | 26.34 | 16   | Team Spirit                                         | 28.81 |
| 17   | EQ (Emotional Quotient)                             | 23.87 | 17   | AQ (Adversity Quotient)                             | 26.75 |
| 18   | Putonghua                                           | 23.87 | 18   | Self Improvement                                    | 25.93 |
| 19   | Stress Management                                   | 23.87 | 19   | Integrity and Trust                                 | 23.05 |
| 20   | Integrity and Trust                                 | 23.05 | 20   | Analytical in Approach to People and Problems       | 19.34 |
| 21   | Negotiation Skills                                  | 23.05 | 21   | Negotiation Skills                                  | 16.87 |
| 22   | Quality Conscious / Quality Minded                  | 22.22 | 22   | Putonghua                                           | 16.87 |
| 23   | Willingness to Taken Calculated Risks               | 20.58 | 23   | Team Building                                       | 16.87 |
| 24   | Business Acumen                                     | 19.75 | 24   | Business Acumen                                     | 16.46 |
| 25   | Knowledge of Value, Culture                         | 16.87 | 25   | EQ (Emotional Quotient)                             | 16.46 |
| 26   | Planning Skills                                     | 16.87 | 26   | Quality Conscious / Quality Minded                  | 16.46 |
| 27   | Self Improvement                                    | 16.05 | 27   | Interpersonal Skills                                | 13.17 |
| 28   | AQ (Adversity Quotient)                             | 13.58 | 28   | Willingness to Taken Calculated Risks               | 13.17 |
| 29   | Motivating Others                                   | 13.58 | 29   | Understanding of Others / Empathy                   | 9.88  |
| 30   | Team Spirit                                         | 12.76 | 30   | Stress Management                                   | 9.05  |
| 31   | Delegation                                          | 10.29 | 31   | Motivating Others                                   | 6.17  |
| 32   | Understanding of Others / Empathy                   | 10.29 | 32   | Implementing Change                                 | 2.88  |
| 33   | Implementing Change                                 | 5.76  | 33   | Creativity and Innovation                           | 0.00  |
| 34   | Creativity and Innovation                           | 0.00  | 34   | Delegation                                          | 0.00  |
| 35   | Zealous in Development Talent / Potential in Others | 0.00  | 35   | Zealous in Development Talent / Potential in Others | 0.00  |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents

### 2.6.5 Key Competencies of Managers and Supervisors in the Next Three Years in the Finance, Insurance, Real Estate and Business Services Sector in Mainland China

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As shown in Table 2.6.5, managers and supervisors share seven key competencies and seven least important competencies. Companies in this sector also identified six and four core competencies for managers and supervisors respectively. Only two of these were common. Therefore, the competencies expected for managers and supervisors are only moderately similar.


When the key competencies for managers in the mainland were compared with those in Hong Kong (Table 2.2.6), three key competencies for mainland managers are not found for Hong Kong managers. These are *self-improvement*, *creativity and innovation* and *English*. On the other hand, *coaching and counseling*, *self-management* and *interpersonal skills* were considered much less important to mainland managers than to their Hong Kong counterparts.

Companies expected supervisors in Mainland China to be very different from those in Hong Kong. Only four key competences are common. Mainland supervisors were expected to have key competencies of *integrity and trust*, *international exposure and knowledge*, *quality conscious*, *dealing with conflict*, *planning skills* and *problem solving and decision-making*. Training programs developed for Hong Kong supervisors must be adjusted to yield effective results for mainland supervisors.

**Table 2.6.5**  
**Competency Ranking of Managers and Supervisors in the**  
**Finance, Insurance, Real Estate and Business Services Sector in Mainland China**

| Rank | Managers                                            | %*    | Rank | Supervisors                                         | %*    |
|------|-----------------------------------------------------|-------|------|-----------------------------------------------------|-------|
| 1    | Sense of Responsibility                             | 59.95 | 1    | Sense of Responsibility                             | 61.17 |
| 2    | Team Spirit                                         | 55.97 | 2    | Integrity and Trust                                 | 57.70 |
| 3    | Planning Skills                                     | 53.86 | 3    | English (Spoken and Writing)                        | 55.53 |
| 4    | Crisis Management                                   | 53.63 | 4    | Communication Skills                                | 54.88 |
| 5    | Self Improvement                                    | 50.35 | 5    | International Exposure and Knowledge                | 48.16 |
| 6    | English (Spoken and Writing)                        | 50.12 | 6    | Quality Conscious / Quality Minded                  | 46.64 |
| 7    | Communication Skills                                | 46.14 | 7    | Dealing with Conflict                               | 41.21 |
| 8    | Stress Management                                   | 44.26 | 8    | Crisis Management                                   | 41.00 |
| 9    | Problem Solving and Decision Making                 | 42.62 | 9    | Planning Skills                                     | 35.79 |
| 10   | Creativity and Innovation                           | 40.05 | 10   | Problem Solving and Decision Making                 | 35.57 |
| 11   | Knowledge of Value, Culture                         | 36.77 | 11   | Self Improvement                                    | 35.57 |
| 12   | Analytical in Approach to People and Problems       | 36.53 | 12   | Team Spirit                                         | 33.62 |
| 13   | International Exposure and Knowledge                | 34.89 | 13   | Self Management                                     | 32.32 |
| 14   | Quality Conscious / Quality Minded                  | 34.89 | 14   | Creativity and Innovation                           | 31.67 |
| 15   | Self Management                                     | 34.89 | 15   | Team Building                                       | 28.42 |
| 16   | Interpersonal Skills                                | 32.55 | 16   | Analytical in Approach to People and Problems       | 24.73 |
| 17   | Instructional, Training and Presentation Skills     | 30.91 | 17   | Motivating Others                                   | 23.43 |
| 18   | Integrity and Trust                                 | 29.04 | 18   | Business Ethics                                     | 22.99 |
| 19   | Implementing Change                                 | 27.17 | 19   | Coaching and Counseling                             | 21.26 |
| 20   | Dealing with Conflict                               | 26.46 | 20   | Customer Concern                                    | 21.04 |
| 21   | Coaching and Counseling                             | 22.95 | 21   | IT Knowledge and Application                        | 19.74 |
| 22   | Negotiation Skills                                  | 22.95 | 22   | Negotiation Skills                                  | 19.74 |
| 23   | Team Building                                       | 22.95 | 23   | Stress Management                                   | 19.74 |
| 24   | Business Acumen                                     | 21.31 | 24   | Implementing Change                                 | 18.00 |
| 25   | EQ (Emotional Quotient)                             | 21.31 | 25   | Interpersonal Skills                                | 17.57 |
| 26   | IT Knowledge and Application                        | 21.31 | 26   | Knowledge of Value, Culture                         | 16.05 |
| 27   | Business Ethics                                     | 19.20 | 27   | EQ (Emotional Quotient)                             | 14.32 |
| 28   | Motivating Others                                   | 17.10 | 28   | Instructional, Training and Presentation Skills     | 14.32 |
| 29   | AQ (Adversity Quotient)                             | 15.46 | 29   | Business Acumen                                     | 12.58 |
| 30   | Customer Concern                                    | 15.46 | 30   | Putonghua                                           | 12.58 |
| 31   | Zealous in Development Talent / Potential in Others | 15.22 | 31   | Understanding of Others / Empathy                   | 12.58 |
| 32   | Putonghua                                           | 13.58 | 32   | Willingness to Taken Calculated Risks               | 12.58 |
| 33   | Understanding of Others / Empathy                   | 13.58 | 33   | Delegation                                          | 5.42  |
| 34   | Delegation                                          | 13.35 | 34   | Zealous in Development Talent / Potential in Others | 5.42  |
| 35   | Willingness to Taken Calculated Risks               | 9.60  | 35   | AQ (Adversity Quotient)                             | 1.74  |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents



#### 2.6.6 Key Competencies of Managers and Supervisors in the Next Three Years in the Community, Social and Personal Services Sector in Mainland China

Only a few companies belonged to this category, so caution must be exercised in interpreting the results. As shown in Table 2.6.6 the managers and supervisors share nine key competencies and seven least important competencies. Companies in this sector also identified five core competencies for managers and seven core competencies for supervisors. Five of these were common. Therefore, the competencies expected for managers and supervisors are very similar.


When the key competencies for managers in the mainland were compared with those in Hong Kong (Table 2.2.7), five key competencies of mainland managers are not found for Hong Kong managers. Three marked absentees are *IT knowledge*, *team building* and *planning skills*. On the other hand, *instructional, training and presentation skills*, *team spirit* and *dealing with conflict* were considered by more companies as less important to mainland managers than to Hong Kong managers.

Companies expected supervisors in Mainland China to possess competencies similar to those in Hong Kong. Eight of the key competencies are common. The only marked difference concerns the competency of *dealing with conflict*. More companies expected this to be a key competency for Hong Kong supervisors than for mainland supervisors.

**Table 2.6.6**  
**Competency Ranking of Managers and Supervisors in the**  
**Community, Social & Personal Services Sector in Mainland China**

| Rank | Managers                                            | %*     | Rank | Supervisors                                         | %*     |
|------|-----------------------------------------------------|--------|------|-----------------------------------------------------|--------|
| 1    | Customer Concern                                    | 100.00 | 1    | Communication Skills                                | 100.00 |
| 2    | Communication Skills                                | 93.46  | 2    | Customer Concern                                    | 100.00 |
| 3    | Coaching and Counseling                             | 53.27  | 3    | Interpersonal Skills                                | 69.51  |
| 4    | IT Knowledge and Application                        | 53.27  | 4    | IT Knowledge and Application                        | 69.51  |
| 5    | Team Building                                       | 53.27  | 5    | Problem Solving and Decision Making                 | 69.51  |
| 6    | Analytical in Approach to People and Problems       | 46.73  | 6    | Sense of Responsibility                             | 60.98  |
| 7    | Interpersonal Skills                                | 46.73  | 7    | Team Building                                       | 60.98  |
| 8    | Planning Skills                                     | 46.73  | 8    | Analytical in Approach to People and Problems       | 39.02  |
| 9    | Problem Solving and Decision Making                 | 46.73  | 9    | Crisis Management                                   | 39.02  |
| 10   | Sense of Responsibility                             | 46.73  | 10   | Coaching and Counseling                             | 30.49  |
| 11   | Business Acumen                                     | 29.91  | 11   | English (Spoken and Writing)                        | 30.49  |
| 12   | Negotiation Skills                                  | 29.91  | 12   | EQ (Emotional Quotient)                             | 30.49  |
| 13   | Stress Management                                   | 29.91  | 13   | Instructional, Training and Presentation Skills     | 30.49  |
| 14   | AQ (Adversity Quotient)                             | 23.36  | 14   | Integrity and Trust                                 | 30.49  |
| 15   | Crisis Management                                   | 23.36  | 15   | Planning Skills                                     | 30.49  |
| 16   | English (Spoken and Writing)                        | 23.36  | 16   | Self Management                                     | 30.49  |
| 17   | EQ (Emotional Quotient)                             | 23.36  | 17   | Team Spirit                                         | 30.49  |
| 18   | Instructional, Training and Presentation Skills     | 23.36  | 18   | Dealing with Conflict                               | 8.54   |
| 19   | Integrity and Trust                                 | 23.36  | 19   | Willingness to Taken Calculated Risks               | 8.54   |
| 20   | Knowledge of Value, Culture                         | 23.36  | 20   | AQ (Adversity Quotient)                             | 0.00   |
| 21   | Self Management                                     | 23.36  | 21   | Business Acumen                                     | 0.00   |
| 22   | Team Spirit                                         | 23.36  | 22   | Business Ethics                                     | 0.00   |
| 23   | Business Ethics                                     | 6.54   | 23   | Creativity and Innovation                           | 0.00   |
| 24   | Dealing with Conflict                               | 6.54   | 24   | Delegation                                          | 0.00   |
| 25   | International Exposure and Knowledge                | 6.54   | 25   | Implementing Change                                 | 0.00   |
| 26   | Creativity and Innovation                           | 0.00   | 26   | International Exposure and Knowledge                | 0.00   |
| 27   | Delegation                                          | 0.00   | 27   | Knowledge of Value, Culture                         | 0.00   |
| 28   | Implementing Change                                 | 0.00   | 28   | Motivating Others                                   | 0.00   |
| 29   | Motivating Others                                   | 0.00   | 29   | Negotiation Skills                                  | 0.00   |
| 30   | Putonghua                                           | 0.00   | 30   | Putonghua                                           | 0.00   |
| 31   | Quality Conscious / Quality Minded                  | 0.00   | 31   | Quality Conscious / Quality Minded                  | 0.00   |
| 32   | Self Improvement                                    | 0.00   | 32   | Self Improvement                                    | 0.00   |
| 33   | Understanding of Others / Empathy                   | 0.00   | 33   | Stress Management                                   | 0.00   |
| 34   | Willingness to Taken Calculated Risks               | 0.00   | 34   | Understanding of Others / Empathy                   | 0.00   |
| 35   | Zealous in Development Talent / Potential in Others | 0.00   | 35   | Zealous in Development Talent / Potential in Others | 0.00   |

\* % = Percentage of Responding Companies

 Core competencies, i.e. chosen by over 50% of the respondents

## Key Competencies Chosen by Various Business Sectors in Mainland China

2.7.1 Table 2.7.1 summarizes the numbers of times each competency was being chosen either as a key competency or as a core competency in the six sectors studied. Two competencies - *sense of responsibility* and *communication skills* - were chosen as a key competency for all six sectors.

For Hong Kong managers, *English*, *customer concern* and *quality consciousness* were chosen as key competencies for more sectors. On the other hand, *business acumen*, *dealing with conflict* and *interpersonal skills* were chosen for much fewer sectors.

Table 2.7.1  
Ranking of the Core Competencies Chosen for Managers  
in the Mainland by Various Sectors

| Rank | Managers                                      | Number of Business Sectors  |                                      |
|------|-----------------------------------------------|-----------------------------|--------------------------------------|
|      |                                               | Ranked it within the Top 10 | Ranked it with a Majority (Over 50%) |
| 1    | Sense of Responsibility                       | 6                           | 4                                    |
| 2    | Communication Skills                          | 6                           | 3                                    |
| 3    | Planning Skills                               | 4                           | 3                                    |
| 4    | Coaching and Counseling                       | 4                           | 2                                    |
| 5    | English (Spoken and Writing)                  | 4                           | 2                                    |
| 6    | Problem Solving and Decision Making           | 4                           | 0                                    |
| 7    | Crisis Management                             | 3                           | 2                                    |
| 8    | Customer Concern                              | 3                           | 1                                    |
| 9    | Quality Conscious / Quality Minded            | 3                           | 1                                    |
| 10   | Team Spirit                                   | 3                           | 1                                    |
| 11   | Analytical in Approach to People and Problems | 2                           | 1                                    |
| 12   | Business Acumen                               | 2                           | 1                                    |
| 13   | IT Knowledge and Application                  | 2                           | 1                                    |
| 14   | Self Management                               | 2                           | 1                                    |
| 15   | Dealing with Conflict                         | 2                           | 0                                    |

2.7.2 Similar analysis was also conducted for supervisors with results presented in Table 2.7.2. It shows that three competencies - *sense of responsibility*, *communication skills*, *interpersonal skills* and *problem solving and decision making* - were found to be key competencies for all six sectors.

While findings concerning key competencies are similar for Hong Kong and mainland supervisors, there are also noted differences. For example, *problem solving and decision-making* and *English* were considered key competencies by more sectors in the mainland. On the other hand, *team spirit* and *self-management* were considered by much fewer sectors in the mainland as key competencies.

Another noticeable and interesting finding is that *international exposure and knowledge* was considered key competencies for two sectors in the mainland whereas it was not considered important in any sectors in Hong Kong. Training programmes for supervisors should be adjusted because of these differences.

Table 2.7.2  
Ranking of the Core Competencies Chosen for Supervisors  
in the Mainland by Various Sectors

| Rank | Supervisors                                   | Number of Business Sectors  |                                      |
|------|-----------------------------------------------|-----------------------------|--------------------------------------|
|      |                                               | Ranked it within the Top 10 | Ranked it with a Majority (Over 50%) |
| 1    | Sense of Responsibility                       | 6                           | 6                                    |
| 2    | Communication Skills                          | 6                           | 5                                    |
| 3    | Problem Solving and Decision Making           | 6                           | 3                                    |
| 4    | Customer Concern                              | 4                           | 3                                    |
| 5    | English (Spoken and Writing)                  | 4                           | 2                                    |
| 6    | Coaching and Counseling                       | 4                           | 1                                    |
| 7    | Crisis Management                             | 4                           | 1                                    |
| 8    | Interpersonal Skills                          | 3                           | 2                                    |
| 9    | Quality Conscious / Quality Minded            | 3                           | 2                                    |
| 10   | Integrity and Trust                           | 2                           | 2                                    |
| 11   | Analytical in Approach to People and Problems | 2                           | 1                                    |
| 12   | International Exposure and Knowledge          | 2                           | 1                                    |
| 13   | IT Knowledge and Application                  | 2                           | 1                                    |
| 14   | Dealing with Conflict                         | 2                           | 0                                    |
| 15   | Planning Skills                               | 2                           | 0                                    |
| 16   | Self Management                               | 2                           | 0                                    |
| 17   | Team Spirit                                   | 2                           | 0                                    |

## The Rationale Behind the Choice of Key Competencies in Mainland China

2.8 The reasons why respondents had chosen their key competencies were ranked in descending order based on the average ratings of importance (1-least important; 6-most important). The findings were presented in Table 2.8 in the same fashion as previous analysis (see Table 2.4). The rankings of the top ten reasons for managers and supervisors are almost identical. Only the ranking of one reason is different. Our discussion will focus on comparing the findings for Hong Kong and for the mainland.

*Higher expectations from customers, good employees are difficult to find, promoting better cooperation among employees and increased use of IT within the company* were the top four reasons. Despite some interesting differences, the rankings of the top ten reasons for managers and supervisors in the mainland and Hong Kong are almost identical.

The competitive pressure from customers and other companies affected the responding companies in the mainland as in Hong Kong. Similarly, the challenge of obtaining effective service from employees is also another driving force behind companies' consideration of training. Apart from insufficient talent, the needs to improve collaboration and generate innovative ideas are also dimensions regarding effective service.

An intriguing finding concerning differences between the mainland and Hong Kong is related to the reason of *harmony introduced by the cultural diversity*. It is one of the top reasons for the mainland but not an important reason for Hong Kong. A related reason *benefit/cost of cultural diversity* was also found to be considered important for the mainland. It is possible that the diverse workforce in operation of Hong Kong firms has raised the awareness and caused problems involving issues concerning cultural differences. (See section 2.9 for more discussion.)

Table 2.8  
Ranking of Reasons for Choice of Key Competencies  
for Managers and Supervisors in the Mainland

| Reasons                                                       |                                     | Managers |                         | Supervisors |                         |
|---------------------------------------------------------------|-------------------------------------|----------|-------------------------|-------------|-------------------------|
|                                                               |                                     | Ranks    | Average Weighted Scores | Ranks       | Average Weighted Scores |
| Higher Expectation from Customers                             | (Market)                            | 1        | 4.71                    | 1           | 4.64                    |
| Good Employees are Difficult to Find                          | (People)                            | 2        | 4.42                    | 3           | 4.23                    |
| Promoting Better Cooperation Among Employees                  | (People)                            | 3        | 4.32                    | 2           | 4.24                    |
| Increased Use of IT within the Company                        | (IT)                                | 4        | 4.00                    | 4           | 3.84                    |
| Current Staff are not Performing to Standard                  | (People)                            | 5        | 3.82                    | 6           | 3.64                    |
| Greater Competition from the Mainland                         | (Market)                            | 6        | 3.81                    | 5           | 3.66                    |
| Generating More Creative and Innovative Ideas                 | (People)                            | 7        | 3.67                    | 8           | 3.47                    |
| Greater Intra-Industry Competition in the Territory           | (Market)                            | 8        | 3.61                    | 7           | 3.48                    |
| More Business Opportunities from the Mainland                 | (Economy)                           | 9        | 3.54                    | 11          | 3.32                    |
| Expand Business in the Mainland                               | (Economy)                           | 10       | 3.48                    | 9           | 3.35                    |
| Harmony Introduced by the Cultural Diversity                  | (Cultural, Diversity in Work Place) | 11       | 3.44                    | 10          | 3.34                    |
| Rapid Development of e-Commerce for Business Transactions     | (IT)                                | 12       | 3.38                    | 14          | 3.21                    |
| Greater Competition from Overseas Countries                   | (Market)                            | 13       | 3.37                    | 12          | 3.31                    |
| Benefits/Cost of Cultural Diversity                           | (Cultural, Diversity in Work Place) | 14       | 3.35                    | 13          | 3.24                    |
| Change of Business Operating Process                          | (Product)                           | 15       | 3.34                    | 15          | 3.17                    |
| Company's Services/Products Gradually Become Outdated         | (Product)                           | 16       | 3.13                    | 17          | 2.94                    |
| More Business Opportunities from the Other Parts of the World | (Economy)                           | 17       | 3.11                    | 16          | 2.96                    |
| More Business Opportunities in the Territory                  | (Economy)                           | 18       | 2.99                    | 18          | 2.81                    |
| China's Accession to World Trade Organisation (WTO)           | (Economy)                           | 19       | 2.96                    | 19          | 2.78                    |
| Diversify Company's Business                                  | (Market)                            | 20       | 2.91                    | 20          | 2.74                    |
| Downsize Existing Establishment                               | (People)                            | 21       | 2.88                    | 24          | 2.65                    |
| Implementation of CEPA                                        | (Economy)                           | 22       | 2.85                    | 22          | 2.69                    |
| Contract Out Jobs to Cut Cost                                 | (Finance)                           | 23       | 2.78                    | 21          | 2.74                    |
| Change of Business Nature                                     | (Economy)                           | 24       | 2.77                    | 23          | 2.68                    |
| Relocate Company's Business to Other Places                   | (Market)                            | 25       | 2.76                    | 25          | 2.65                    |
| Bank Facilities are Difficult to Obtain                       | (Finance)                           | 26       | 2.59                    | 26          | 2.49                    |

## Conflict between Hong Kong and Mainland Chinese Employees

2.9.1 To explore this issue, companies were asked to rate on six questions if there was any conflict or disagreement between Hong Kong and mainland employees. They responded on a five-point scale (1-no problem; 5-a lot of problems). As shown in Table 2.9.1, companies reported only ‘relatively few’ or ‘some’ problems. The average scores are between 2.18 to 2.60 out of a maximum of 5. Nonetheless, this issue shall continue to be studied.

2.9.2 Sectoral differences were found in the analysis. Companies in the three sectors of wholesale, retail and import/export trades; construction and manufacturing reported relatively more conflict than the remaining three sectors.

Table 2.9.1  
Average Weighted Score of Conflict by Principal Line of Business

| Principal Line of Business                            | Employment Size | Average Weighted Score                                     |                                                                            |                                                                      |                                                                                              |                                                                                  |                                                                                 | Average all weighted score |
|-------------------------------------------------------|-----------------|------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------|
|                                                       |                 | How much friction is there among HK & the Mainland workers | How much are personality conflicts evident among HK & the Mainland workers | How much emotional conflict is there among HK & the Mainland workers | How often do HK & the Mainland workers disagree about opinions regarding the work being done | How much conflict about the work you do is there among HK & the Mainland workers | To what extent are there differences of opinion among HK & the Mainland workers |                            |
| Manufacturing                                         | 10 - 19         | 2.01                                                       | 2.25                                                                       | 2.00                                                                 | 2.25                                                                                         | 2.25                                                                             | 2.51                                                                            | 2.21                       |
|                                                       | 20 - 49         | 2.33                                                       | 3.11                                                                       | 2.56                                                                 | 2.67                                                                                         | 2.56                                                                             | 2.22                                                                            | 2.57                       |
|                                                       | 50 - 99         | 2.38                                                       | 2.73                                                                       | 2.74                                                                 | 2.44                                                                                         | 2.85                                                                             | 2.14                                                                            | 2.55                       |
|                                                       | <b>All</b>      | <b>2.26</b>                                                | <b>2.78</b>                                                                | <b>2.46</b>                                                          | <b>2.49</b>                                                                                  | <b>2.56</b>                                                                      | <b>2.28</b>                                                                     | <b>2.47</b>                |
| Construction                                          | 10 - 19         | 2.00                                                       | 2.25                                                                       | 2.25                                                                 | 2.00                                                                                         | 2.25                                                                             | 2.25                                                                            | 2.17                       |
|                                                       | 20 - 49         | 2.76                                                       | 3.00                                                                       | 2.52                                                                 | 3.00                                                                                         | 3.27                                                                             | 2.76                                                                            | 2.88                       |
|                                                       | 50 - 99         | 3.00                                                       | 3.24                                                                       | 4.00                                                                 | 3.48                                                                                         | 3.48                                                                             | 3.24                                                                            | 3.41                       |
|                                                       | <b>All</b>      | <b>2.29</b>                                                | <b>2.53</b>                                                                | <b>2.58</b>                                                          | <b>2.41</b>                                                                                  | <b>2.62</b>                                                                      | <b>2.50</b>                                                                     | <b>2.49</b>                |
| Wholesale, Retail and Import/Export Trades            | 10 - 19         | 2.21                                                       | 2.63                                                                       | 2.42                                                                 | 2.34                                                                                         | 2.73                                                                             | 2.65                                                                            | 2.50                       |
|                                                       | 20 - 49         | 2.32                                                       | 2.62                                                                       | 2.32                                                                 | 2.35                                                                                         | 2.69                                                                             | 2.53                                                                            | 2.47                       |
|                                                       | 50 - 99         | 2.56                                                       | 2.70                                                                       | 2.62                                                                 | 2.43                                                                                         | 2.84                                                                             | 2.66                                                                            | 2.64                       |
|                                                       | <b>All</b>      | <b>2.29</b>                                                | <b>2.63</b>                                                                | <b>2.40</b>                                                          | <b>2.35</b>                                                                                  | <b>2.73</b>                                                                      | <b>2.61</b>                                                                     | <b>2.50</b>                |
| Transport, Storage and Communication                  | 10 - 19         | 1.40                                                       | 1.20                                                                       | 1.40                                                                 | 1.46                                                                                         | 1.40                                                                             | 1.40                                                                            | 1.37                       |
|                                                       | 20 - 49         | 2.25                                                       | 2.25                                                                       | 2.25                                                                 | 2.51                                                                                         | 3.01                                                                             | 3.26                                                                            | 2.59                       |
|                                                       | 50 - 99         | 2.12                                                       | 2.86                                                                       | 2.30                                                                 | 2.70                                                                                         | 3.09                                                                             | 3.19                                                                            | 2.71                       |
|                                                       | <b>All</b>      | <b>1.86</b>                                                | <b>1.97</b>                                                                | <b>1.91</b>                                                          | <b>2.12</b>                                                                                  | <b>2.36</b>                                                                      | <b>2.47</b>                                                                     | <b>2.11</b>                |
| Finance, Insurance, Real Estate and Business Services | 10 - 19         | 2.02                                                       | 2.15                                                                       | 2.02                                                                 | 1.87                                                                                         | 2.24                                                                             | 2.36                                                                            | 2.11                       |
|                                                       | 20 - 49         | 1.84                                                       | 1.84                                                                       | 2.00                                                                 | 2.31                                                                                         | 2.62                                                                             | 1.85                                                                            | 2.08                       |
|                                                       | 50 - 99         | 1.63                                                       | 2.29                                                                       | 2.38                                                                 | 1.91                                                                                         | 2.00                                                                             | 2.00                                                                            | 2.03                       |
|                                                       | <b>All</b>      | <b>1.93</b>                                                | <b>2.10</b>                                                                | <b>2.06</b>                                                          | <b>1.97</b>                                                                                  | <b>2.30</b>                                                                      | <b>2.20</b>                                                                     | <b>2.09</b>                |
| Community, Social and Personal Services               | 10 - 19         | 1.00                                                       | 1.00                                                                       | 1.00                                                                 | 1.00                                                                                         | 1.00                                                                             | 1.00                                                                            | 1.00                       |
|                                                       | 20 - 49         | 1.38                                                       | 2.13                                                                       | 1.56                                                                 | 1.75                                                                                         | 1.75                                                                             | 1.94                                                                            | 1.75                       |
|                                                       | 50 - 99         | 2.24                                                       | 2.68                                                                       | 2.43                                                                 | 3.13                                                                                         | 3.47                                                                             | 3.32                                                                            | 2.88                       |
|                                                       | <b>All</b>      | <b>1.45</b>                                                | <b>1.89</b>                                                                | <b>1.58</b>                                                          | <b>1.83</b>                                                                                  | <b>1.91</b>                                                                      | <b>1.95</b>                                                                     | <b>1.77</b>                |
| Restaurants and Hotels                                | 10 - 19         | -                                                          | -                                                                          | -                                                                    | -                                                                                            | -                                                                                | -                                                                               | -                          |
|                                                       | 20 - 49         | -                                                          | -                                                                          | -                                                                    | -                                                                                            | -                                                                                | -                                                                               | -                          |
|                                                       | 50 - 99         | 2.00                                                       | 2.00                                                                       | 2.07                                                                 | 1.53                                                                                         | 2.53                                                                             | 2.53                                                                            | 2.11                       |
|                                                       | <b>All</b>      | <b>2.00</b>                                                | <b>2.00</b>                                                                | <b>2.07</b>                                                          | <b>1.53</b>                                                                                  | <b>2.53</b>                                                                      | <b>2.53</b>                                                                     | <b>2.21</b>                |
| ALL                                                   | <b>10 - 19</b>  | <b>2.09</b>                                                | <b>2.41</b>                                                                | <b>2.25</b>                                                          | <b>2.17</b>                                                                                  | <b>2.50</b>                                                                      | <b>2.47</b>                                                                     | <b>2.32</b>                |
|                                                       | <b>20 - 49</b>  | <b>2.23</b>                                                | <b>2.57</b>                                                                | <b>2.27</b>                                                          | <b>2.36</b>                                                                                  | <b>2.64</b>                                                                      | <b>2.45</b>                                                                     | <b>2.42</b>                |
|                                                       | <b>50 - 99</b>  | <b>2.37</b>                                                | <b>2.68</b>                                                                | <b>2.61</b>                                                          | <b>2.49</b>                                                                                  | <b>2.85</b>                                                                      | <b>2.64</b>                                                                     | <b>2.61</b>                |
|                                                       | <b>All</b>      | <b>2.18</b>                                                | <b>2.50</b>                                                                | <b>2.31</b>                                                          | <b>2.28</b>                                                                                  | <b>2.60</b>                                                                      | <b>2.49</b>                                                                     | <b>2.39</b>                |

## **PART III**

### **MANAGEMENT TRAINING**

#### Introduction

3.0.1 Besides managerial competences, the survey also studied the training requirements and preferences of managers and supervisors in the next three years.

3.0.2 Responding companies, which had indicated that they would both draw up a training plan and arrange formal management training, were further asked about the types of programmes and types of resources planned for the next three years. On the other hand, responding companies, which had indicated that they would make a training plan but would not arrange any formal training, were further asked about the reason(s) behind.

3.0.3 A trend analysis was made with relevant data collected in this survey and in the last two surveys (in 1999 and 2001).

#### Percentages of Managers and Supervisors Who Received Training Prior to Being Appointed/ Promoted to their Positions

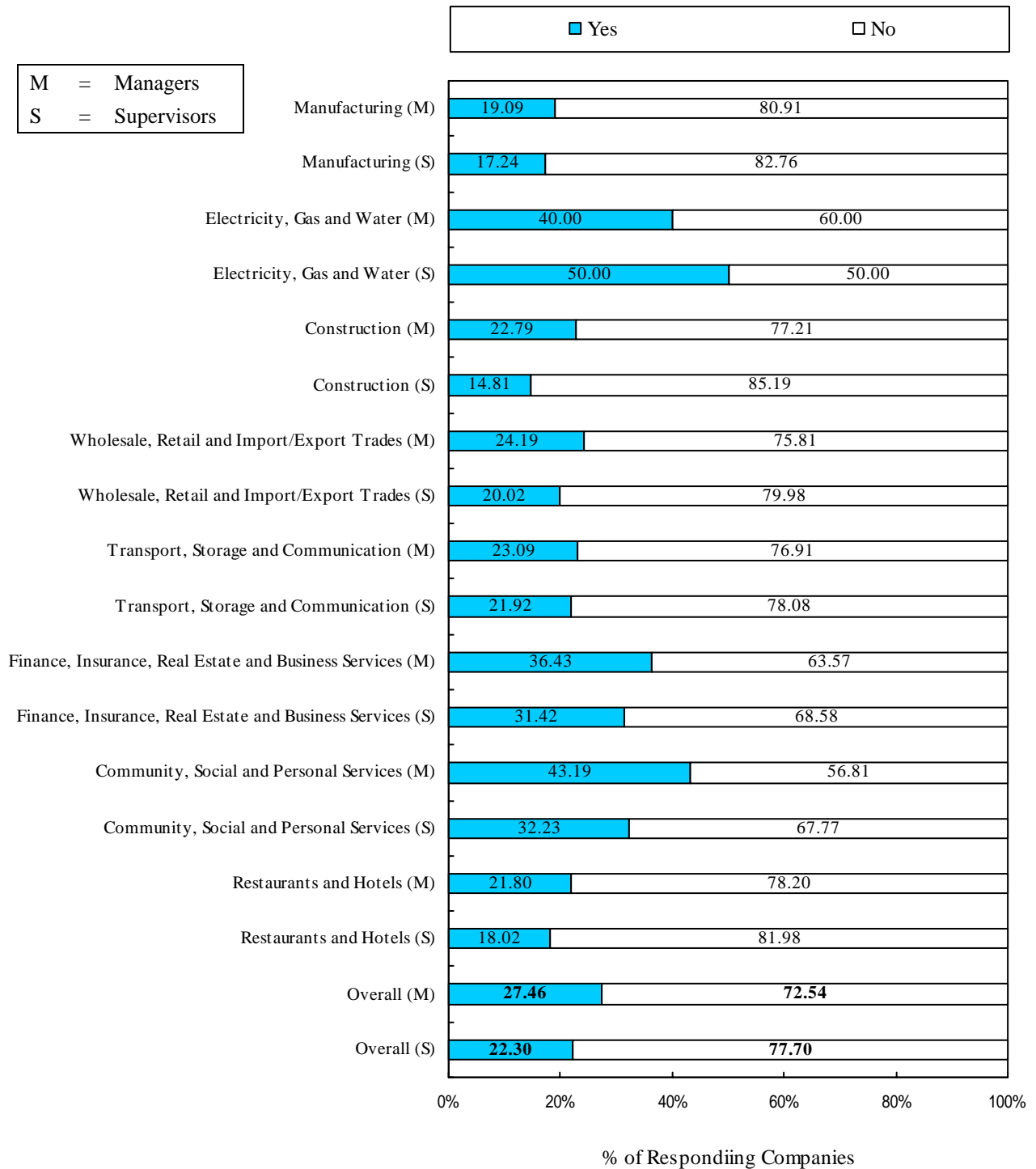
3.1.1 The survey found that more than half of the managers and supervisors (72.54% and 77.7% respectively) have not had any management training before they were appointed or promoted to their present levels. In other words, only 27.46% of managers and 22.30% of supervisors had received management training (see Figure 3.1.2).

3.1.2 In the 2001 survey, about half of the managers and supervisors had received training. While these findings revealed an alarming fact, they also indicated a large opportunity for training providers.

3.1.3 Considerable variation exists across sectors. The manufacturing sector had the lowest portion of staff receiving training prior to their appointments (over 80%). The sectors of construction, and restaurant and hotel are not any better (close to 80%). The other three sectors are a little bit better, but still a majority of their staffs were reported as not receiving any training before assignment to the present positions.



**Figure 3.1.2:  
Distribution of Companies Recruiting Managers and Supervisors  
With Prior Management Training by Sector**



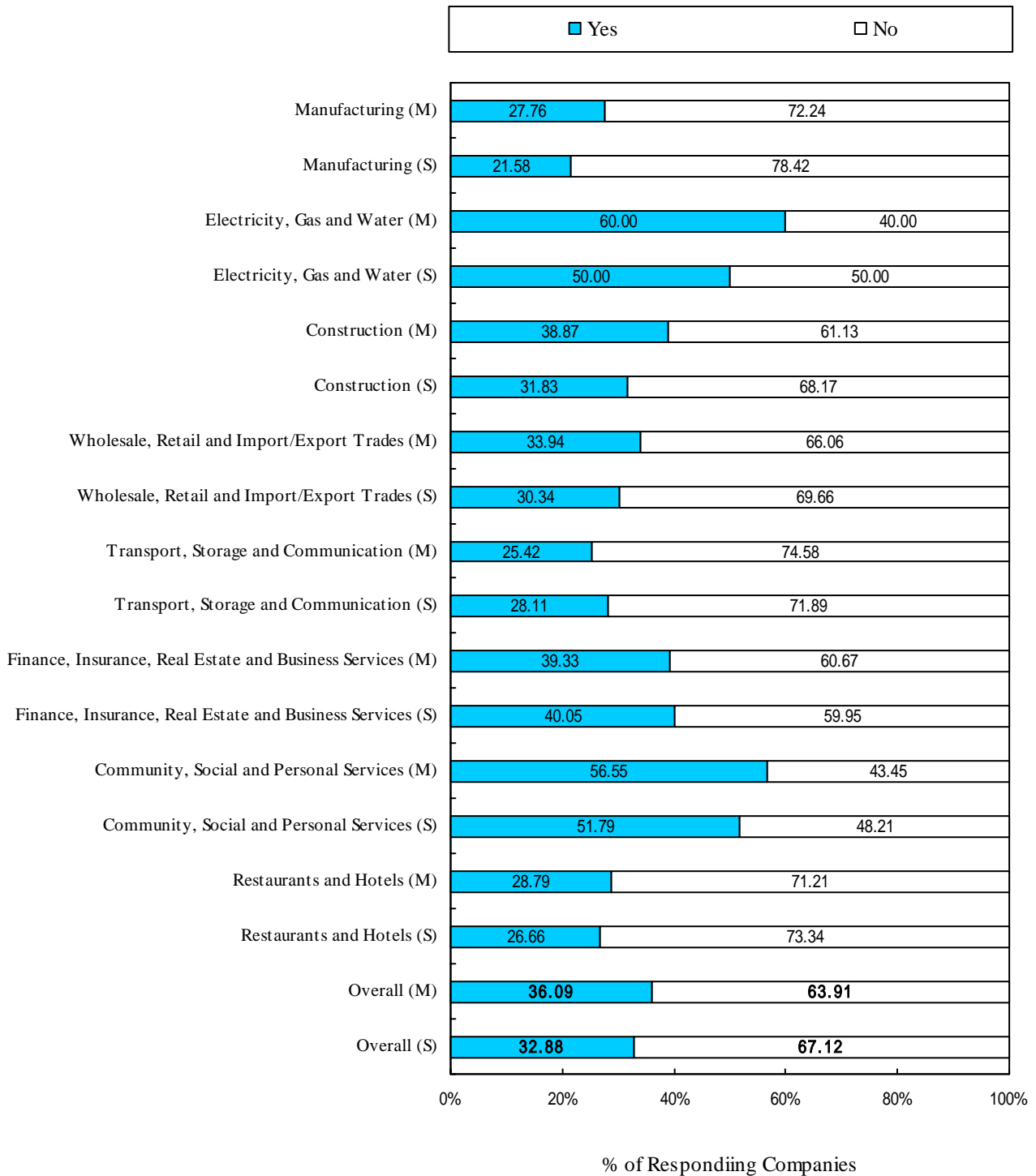
### Provision of Management Training to Existing Managers and Supervisors in the Next 3 Years

3.2.1 Just about one third of the companies will provide training to existing managers (36.09%) and supervisors (32.88%) in the next three years (Figure 3.2.2). This situation is unfortunate because so many companies continue to ignore the benefits of training in raising the management standard of their staff.

3.2.2 Similar to the findings in section 3.1, the sectors of manufacturing, construction, and restaurants and hotels showed less interest in providing training than the other three sectors. It seems that the three sectors that have the smaller portions of their staff being trained continue to think that training is not necessary.

Figure 3.2.2:  
Distribution of Companies Providing Management Training to  
Managers and Supervisors in the Next Three Years by Sector

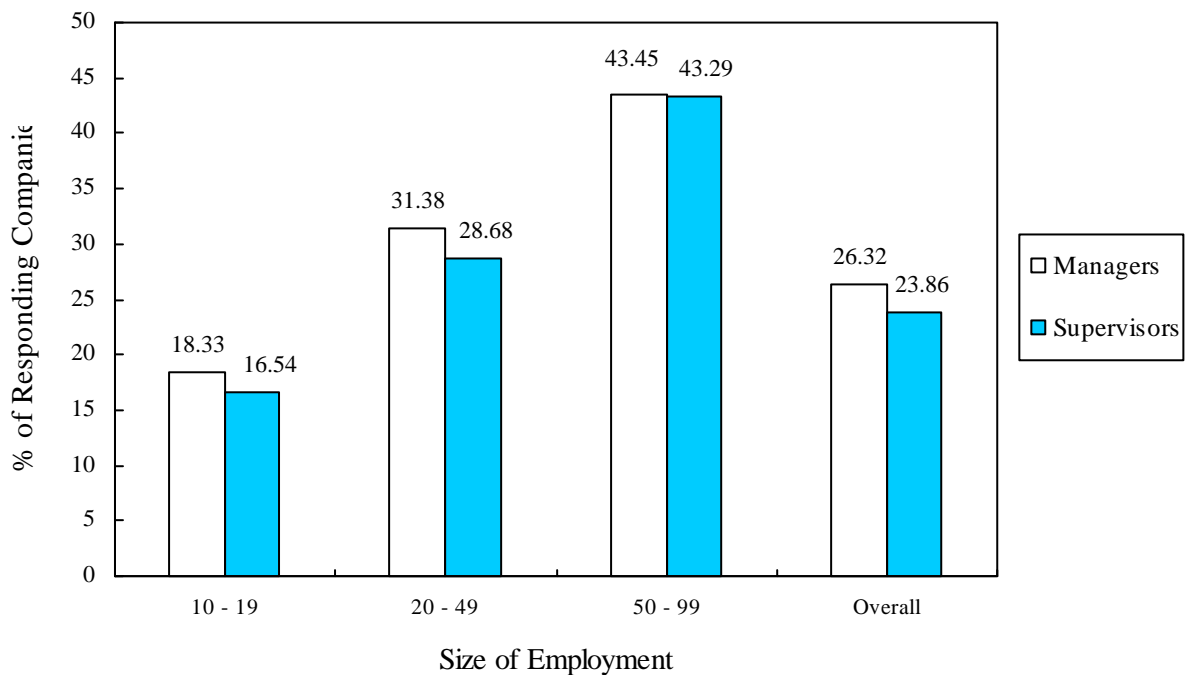
M = Managers  
S = Supervisors



### Availability of Management Training Plans in the Next Three Years by Employment Size

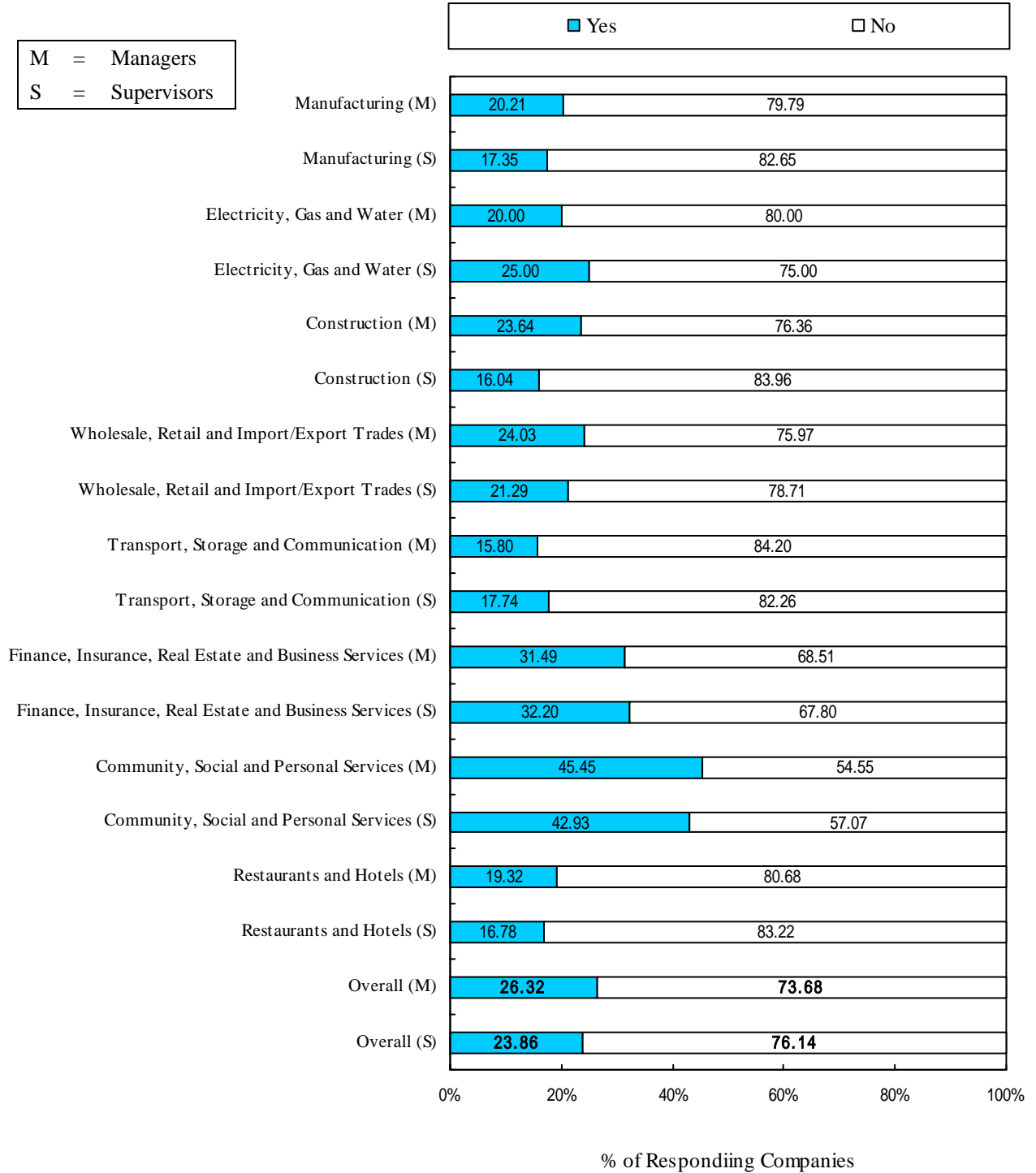
3.3.1 Only about one fourth of the companies reported to have plans to arrange training for their staff as shown in Figure 3.3.1. Across the sectors, the community, social, and personal services; and the finance, insurance, real estate, and business services are the two more ambitious sectors.

Figure 3.3.1:  
Distribution of Companies Having a Management Training Plan  
in the Next Three Years by Size of Employment



3.3.2 The provision of training was also studied across different company sizes (Figure 3.3.2). It is found that larger firms are more likely than smaller firms to provide training. More than 40% of the firms with a size between 50-99 employees reported that they would provide training.

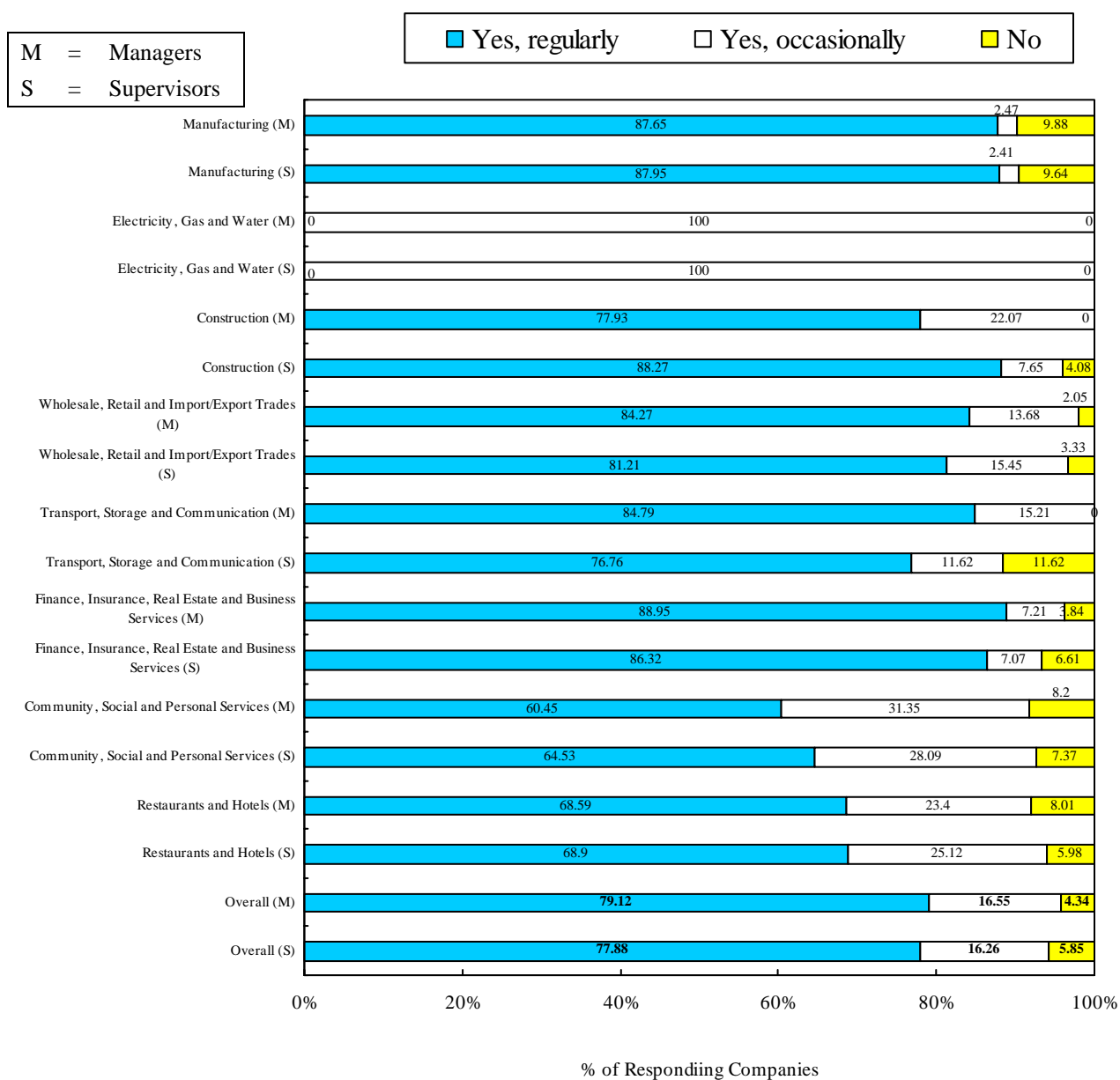
**Figure 3.3.2:  
Distribution of Companies Providing Management Training Plan to  
Managers and Supervisors in the Next Three Years by Sector**



## Arranging Formal Management Training in the Next Three Years

3.4.1 Among the firms that would provide training, most of them would arrange regular training for their staff (close to 80%). Companies in the manufacturing sector would even arrange close to 90% of their training as regular. In contrast, all companies in the electricity, gas, and water indicate that they would only arrange occasional training sessions for their staff (Figure 3.4).

Figure 3.4:  
Arrangement of Formal Management Training for  
Managers and Supervisors in the Next Three Years



## Types of Management Training to be Organized

3.5.1 Companies were asked to indicate how they would arrange their training programmes among four different choices (Figure 3.5.1). Of those firms that would provide training, a large percentage would adopt *external evening programmes* and *in-company programmes* (over 60%).

3.5.2 There are several significant sectoral differences in preferred training programmes. The manufacturing and construction sectors prefer overwhelmingly *external evening programmes*. On the other hand, the restaurants and hotels sectors prefer *in-company programmes* much more than other sectors. The finance, insurance, real estate, and business services; and the community, social and personal services sectors also prefer *in-company programmes*, but to a much lesser extent.

3.5.3 *External Day programmes* are preferred by the community, social and personal services; the manufacturing; and the wholesale, retail and import/export trades sectors.

Figure 3.5.1:  
Types of Formal Management Training to be Arranged by Companies  
in the Next Three Years to Managers and Supervisors

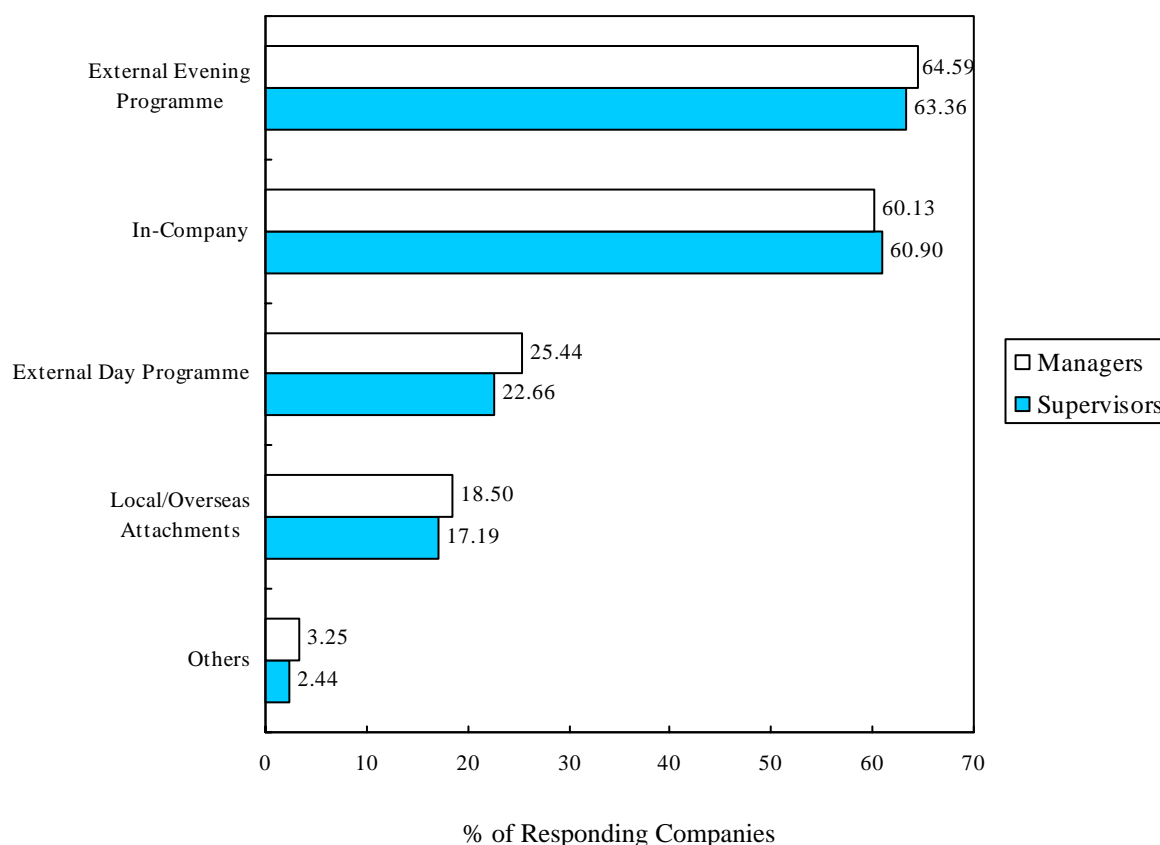
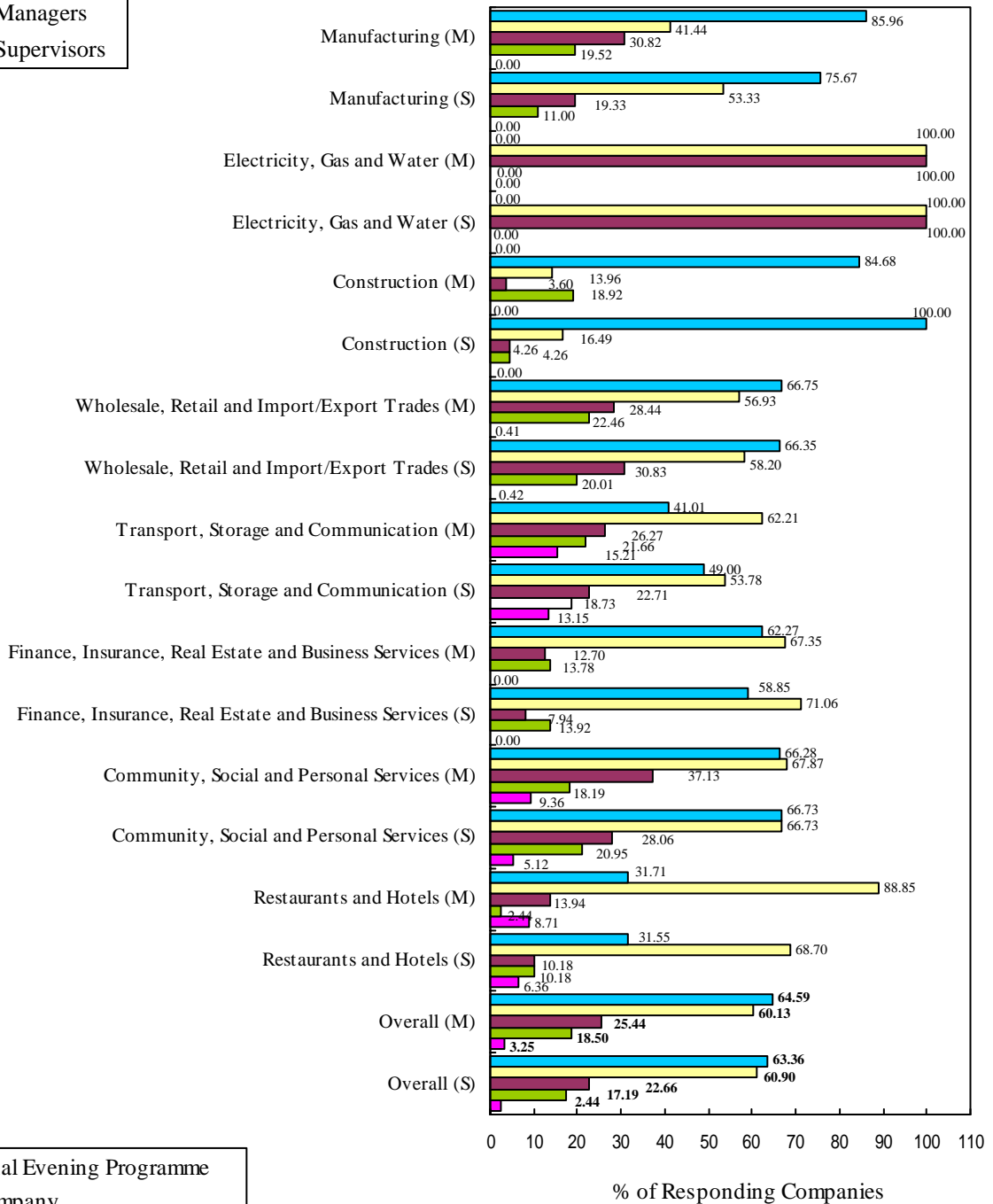


Figure 3.5.2:  
Types of Formal Management Training Arranged for  
Managers and Supervisors in the Next Three Years by Sector

M = Managers  
S = Supervisors



External Evening Programme  
In-Company  
External Day Programme  
Local/Overseas Attachments  
Others



## Models of In-Company Training Provided

3.6.1 As shown in Figure 3.6.1, *on-the-job training*, i.e. providing hands-on, practical training or instructions during normal working hours, is preferred by over half of the respondents. About one-tenth of the companies would use *off-the-job training*.

3.6.2 *Dual mode* of training is preferred by companies in the manufacturing and the electricity, gas and water sectors. All the other sectors prefer *on-the-job training* to other types. *Off-the-job training* seems to be of interest to only the transport, storage and communication sector.

Figure 3.6.1:  
Types of In-Company Management Training for  
Managers and Supervisors in the Next Three Years

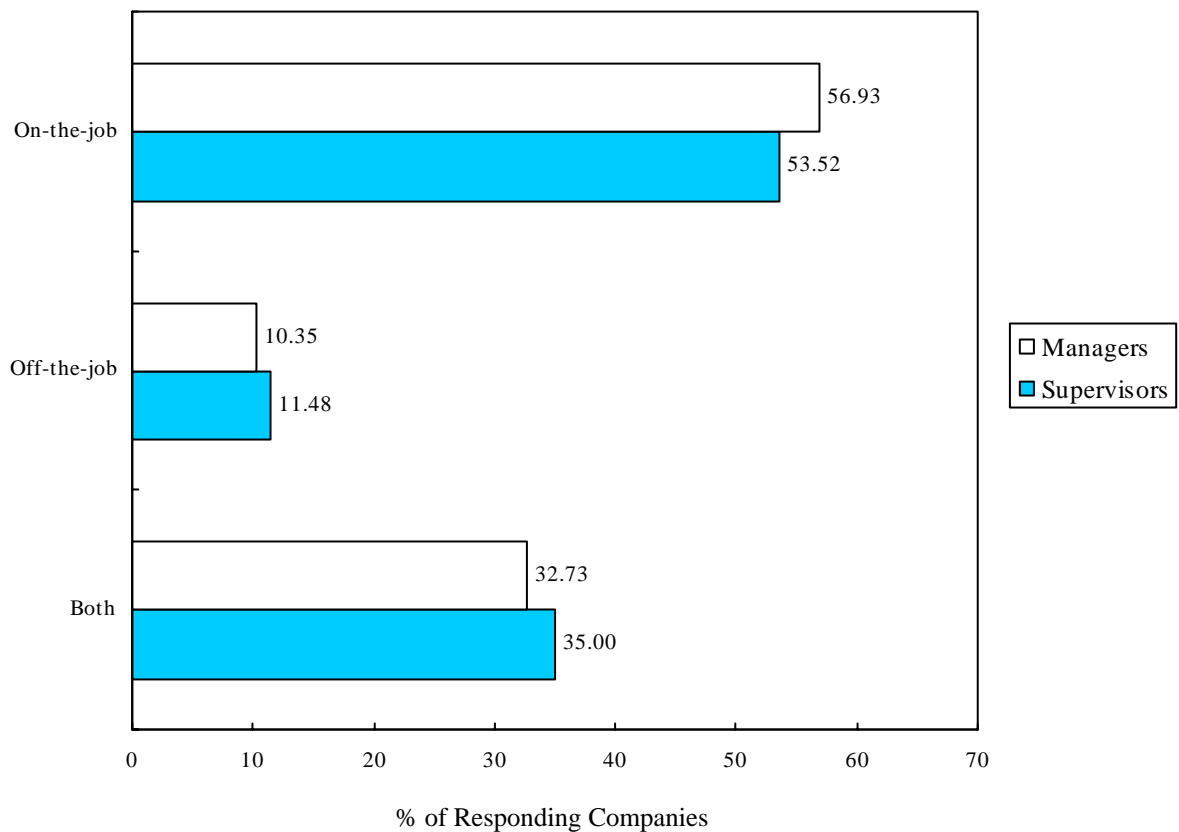
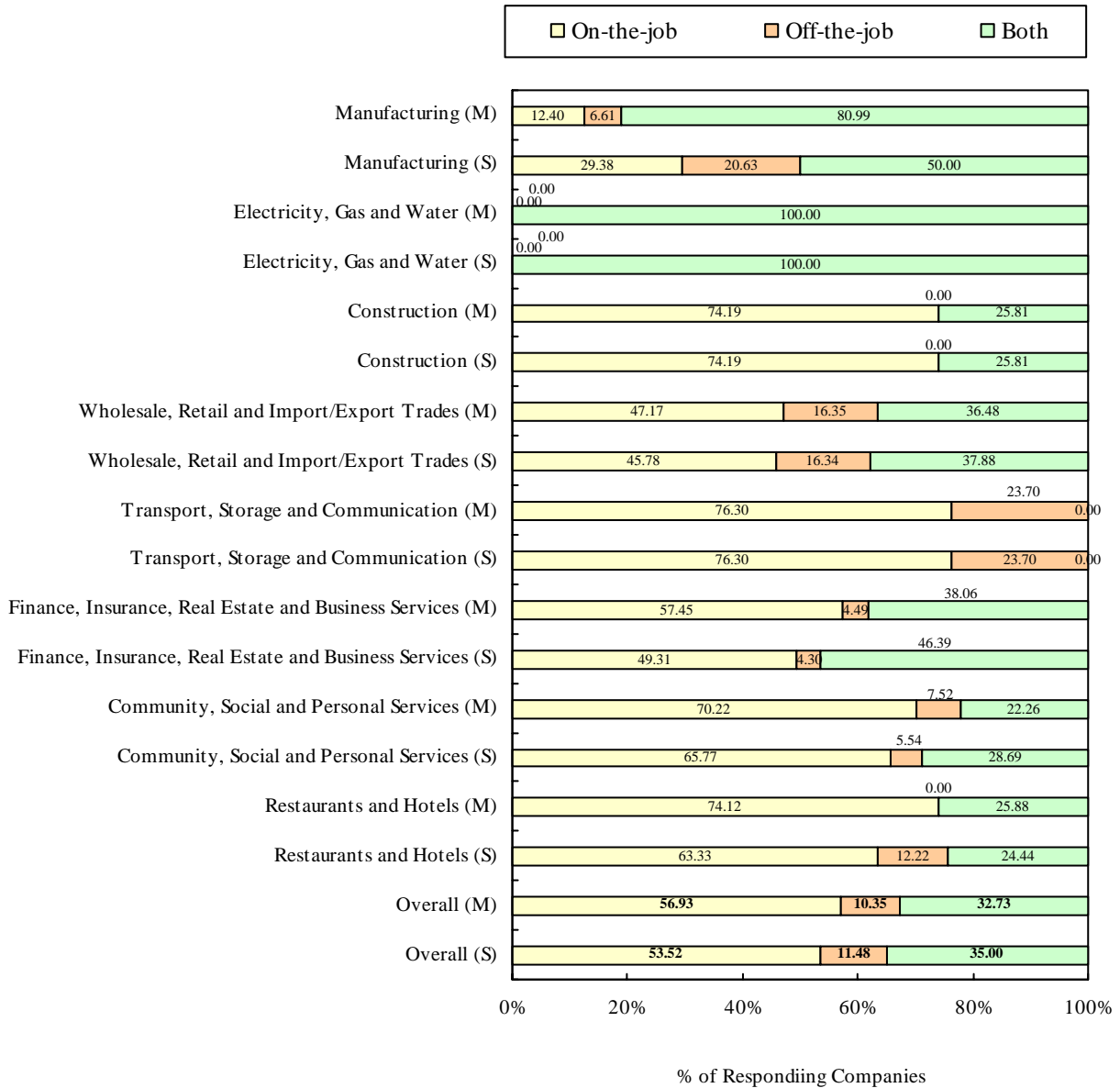


Figure 3.6.2:  
Distribution of the Modes of In-Company Training by Sector  
in the Next Three Years

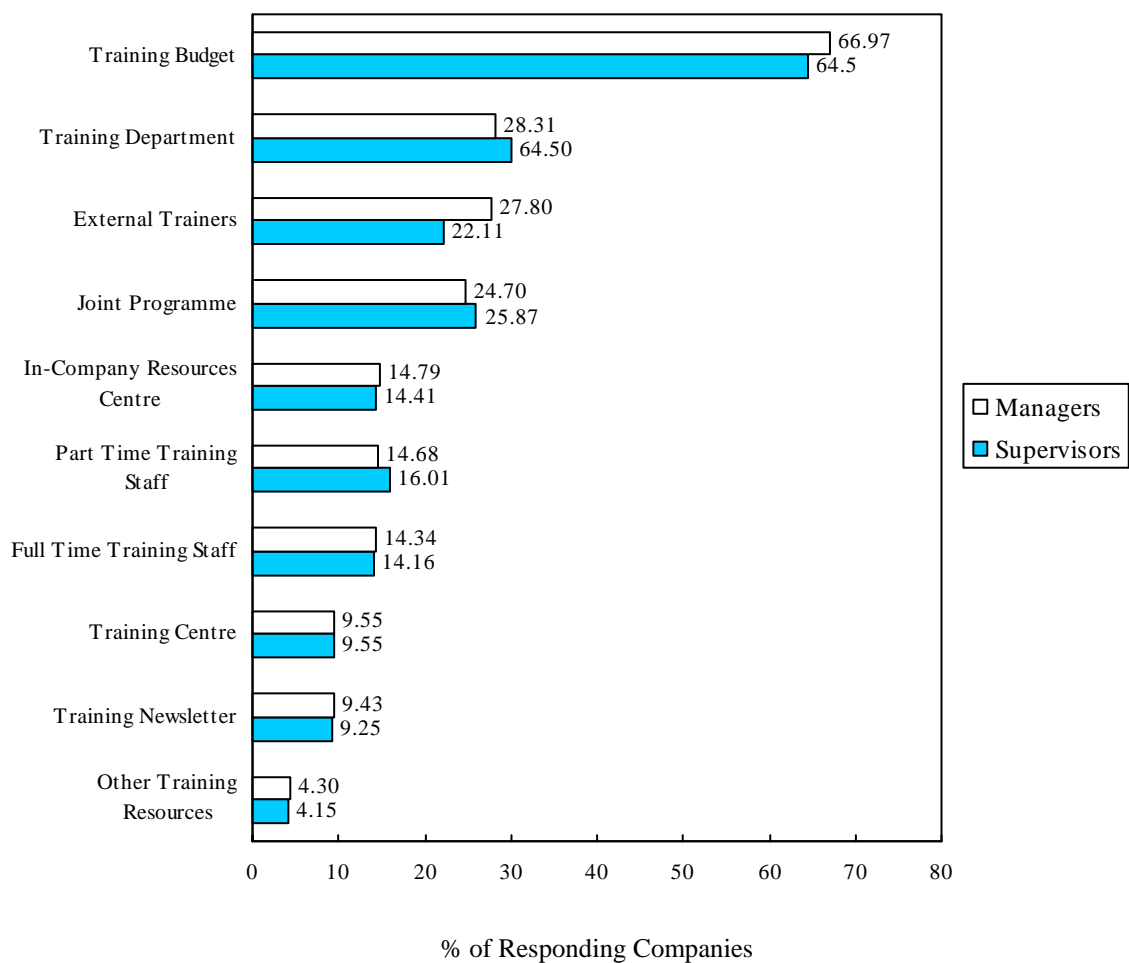
M = Managers  
S = Supervisors



## Resources for Management Training in the Next Three Years

3.7.1 Companies that would arrange formal management training were asked to indicate from a list of ten resources that they would use in the next 3 years. Results are presented in Figure 3.7. *Training budget* is the most commonly chosen resources (over 60%). *Training department* is the next preferred choice (close to 30%). *Hiring external trainers* and *using joint programmes* are the third and fourth choices, each was chosen by about 25% of the companies.

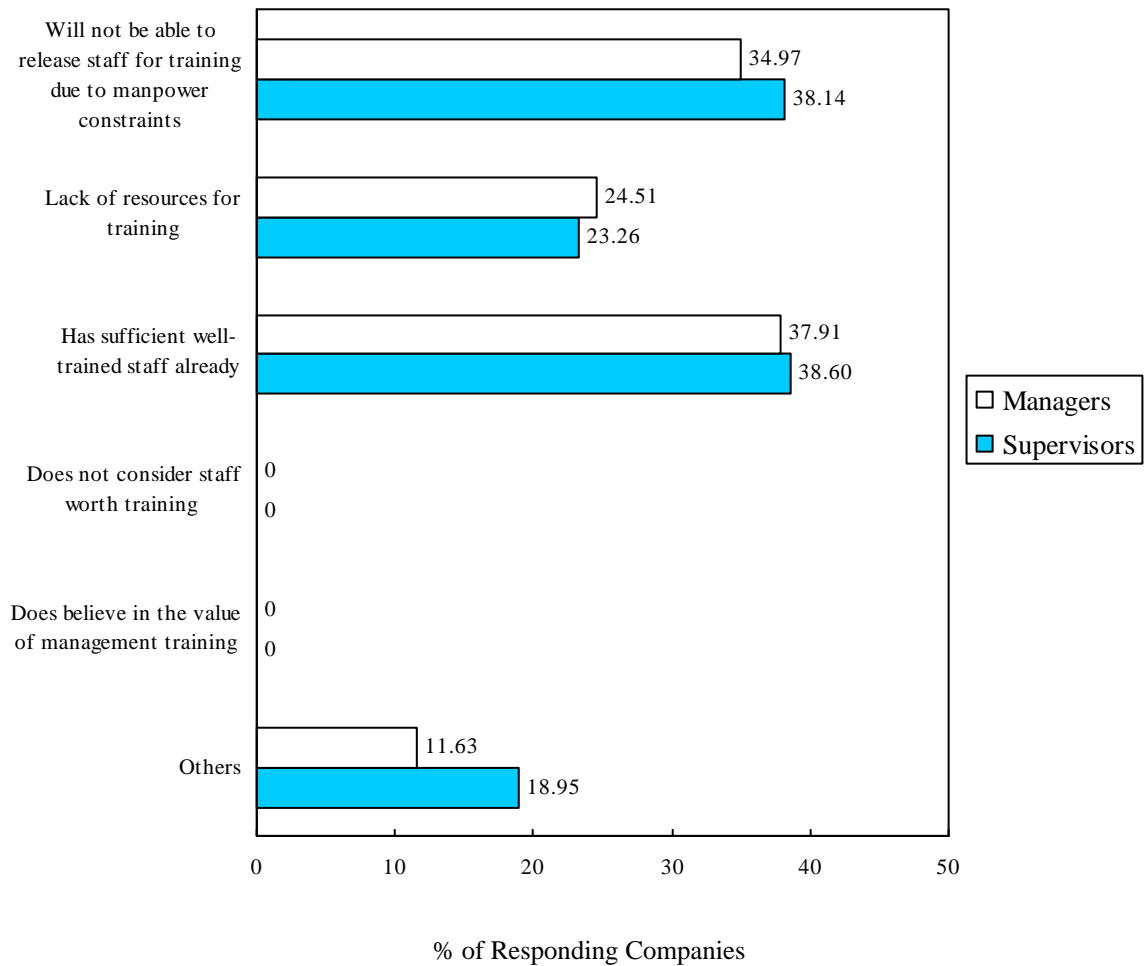
Figure 3.7:  
Resources for Management Training in the Next Three Years



Reasons for not Arranging Management Training

3.8.1 Companies that indicated they would have a management training plan but would not arrange any formal management training in the next three years were asked for their reasons (Figure 3.8). The two most common reasons are that *staff cannot be released for training owing to manpower constraints* and that *companies already have sufficient trained staff*. It is encouraging to see that all companies no longer found *does not consider staff worth training* and *does not believe in the value of management training* as reasons.

Figure 3.8:  
Reasons for Not Arranging Management Training for  
Managers and Supervisors in the Next Three Years



## Sponsorship to Management Courses

3.9.1 The results presented in Figure 3.9.1 indicate that the majority of the companies would be willing to sponsor their managers and supervisors to attend relevant management courses in the next 3 years (over 80%).

3.9.2 Some sectors are more willing to sponsor their staffs (Figure 3.9.2). The manufacturing and the electricity, gas, and water sectors would provide overwhelming support whereas the sectors of transport, storage, and communication, and of finance, insurance, real estate, and business services are relatively less interested.

Figure 3.9.1:  
Willingness to Sponsor Managers and Supervisors to Attend Relevant Management Courses in the Next Three Years

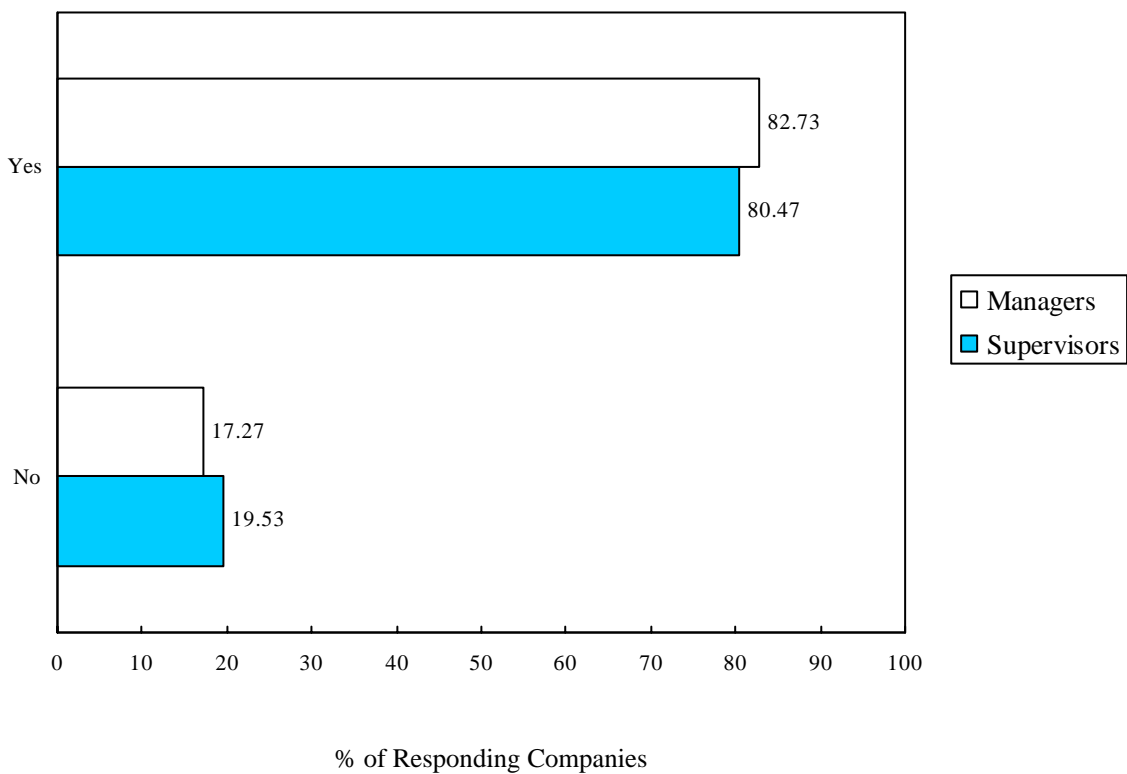
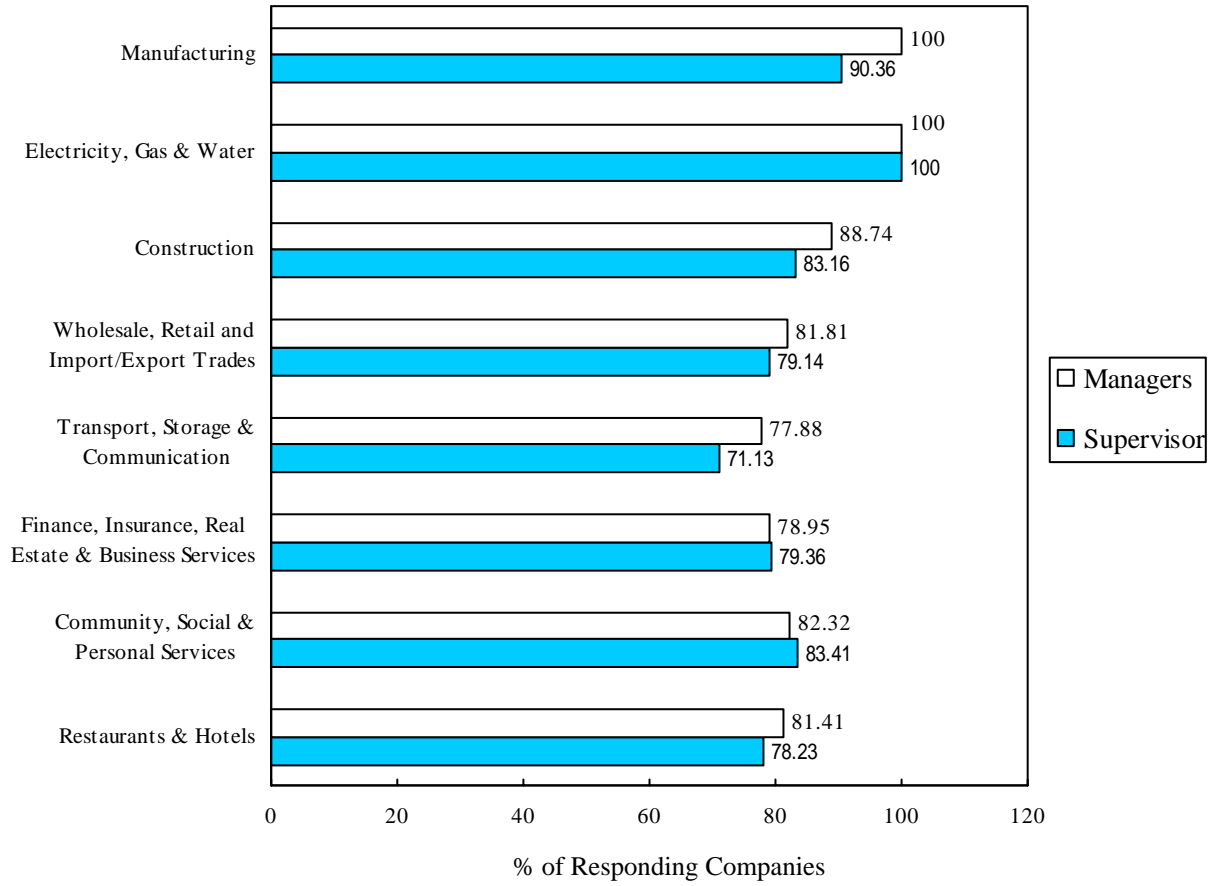


Figure 3.9.2:  
Willingness to Sponsor Managers and Supervisors to  
 Attend Relevant Management Training Courses by Sector



## Ways of Sponsorship

3.10.1 Findings presented in Figure 3.10.1 suggest that only about 40% of the companies are willing to *release staff during office hours* and *pay or reimburse for course fees* of their staff. Managers are more likely than supervisors to receive this kind of sponsorship.

3.10.2 Among all the sectors, the electricity, gas, and water sector was the most generous, as all the responding companies in this sector would sponsor their staff in terms of released time and money. In comparison, the construction sector was the least willing to provide such generous benefits. Companies in this sector and companies in the transport, storage and communication sector prefer to give time off to staff as sponsorship.

Figure 3.10.1:  
Ways of Sponsoring Managers and Supervisors to Relevant  
Management Training Courses in the Next Three Years

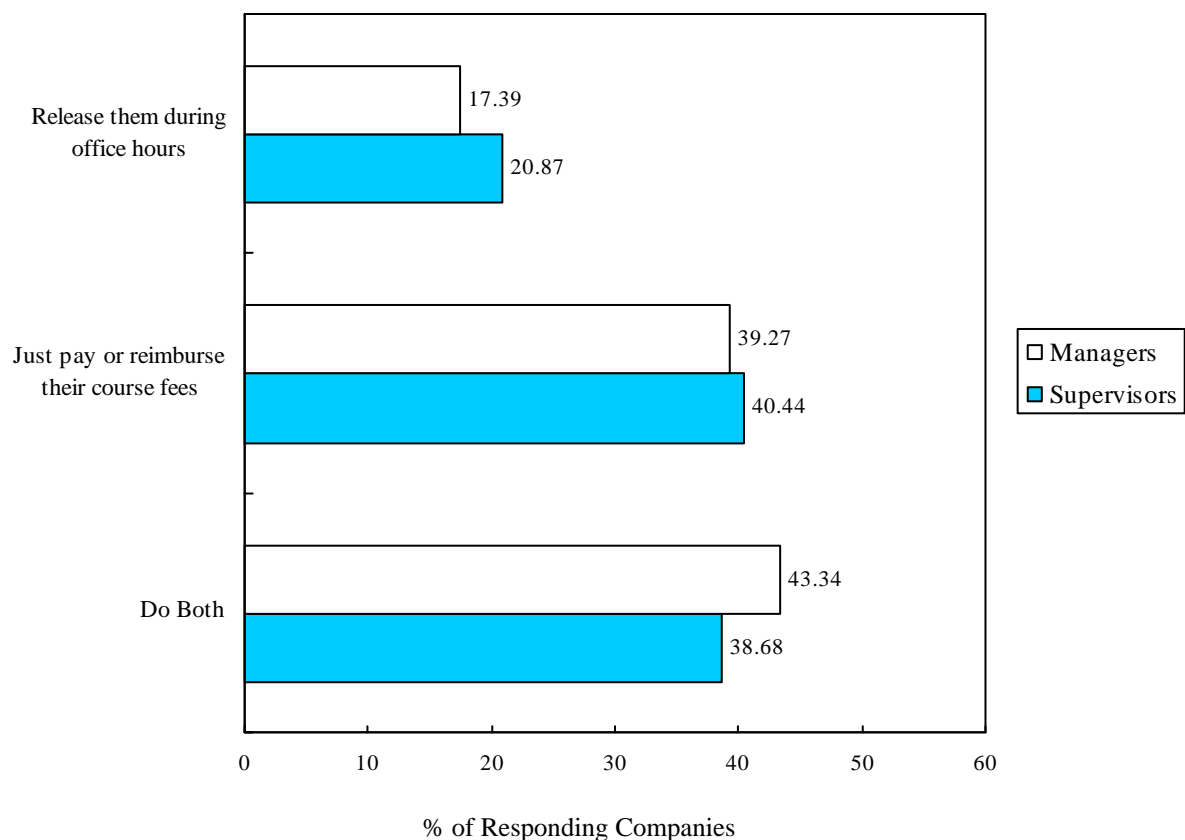
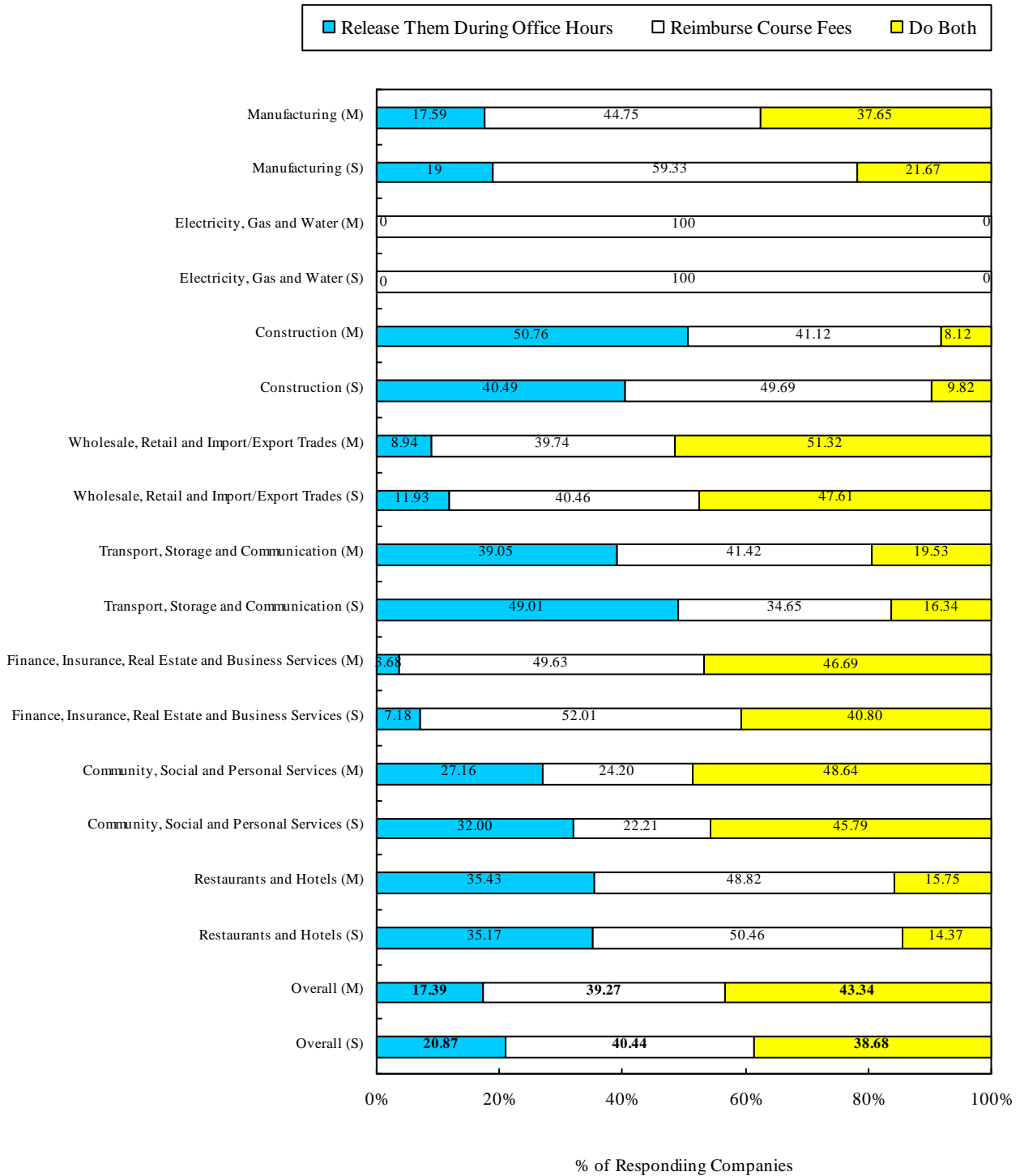


Figure 3.10.2:  
Distribution of Companies in the  
Ways of sponsorship by Sector

M = Managers  
S = Supervisors

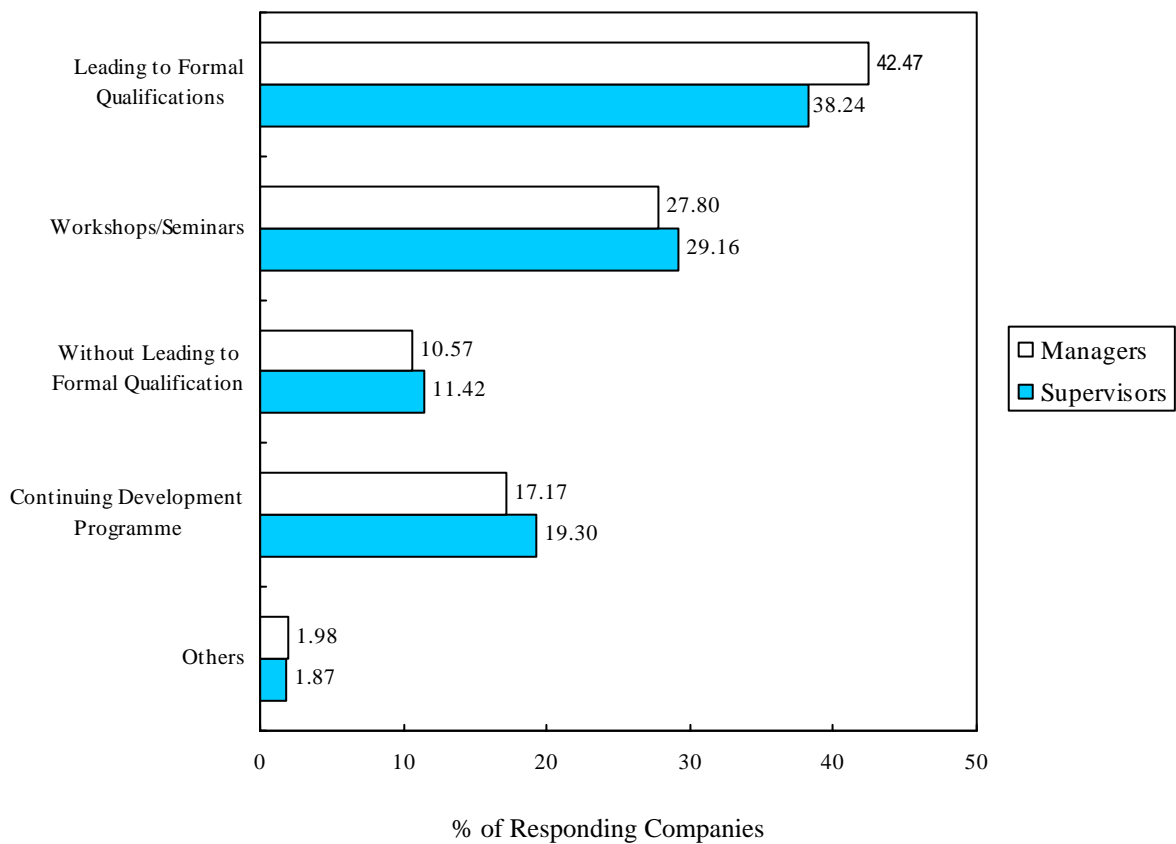




## Preferred Scheme of Management Training

3.11.1 Figure 3.11 suggests that the most preferred type of training is programmes that lead to formal qualification (close to 40%). Quite a lot of the companies also chose workshops or seminars. The least preferred scheme is programmes that do not lead to formal qualification.

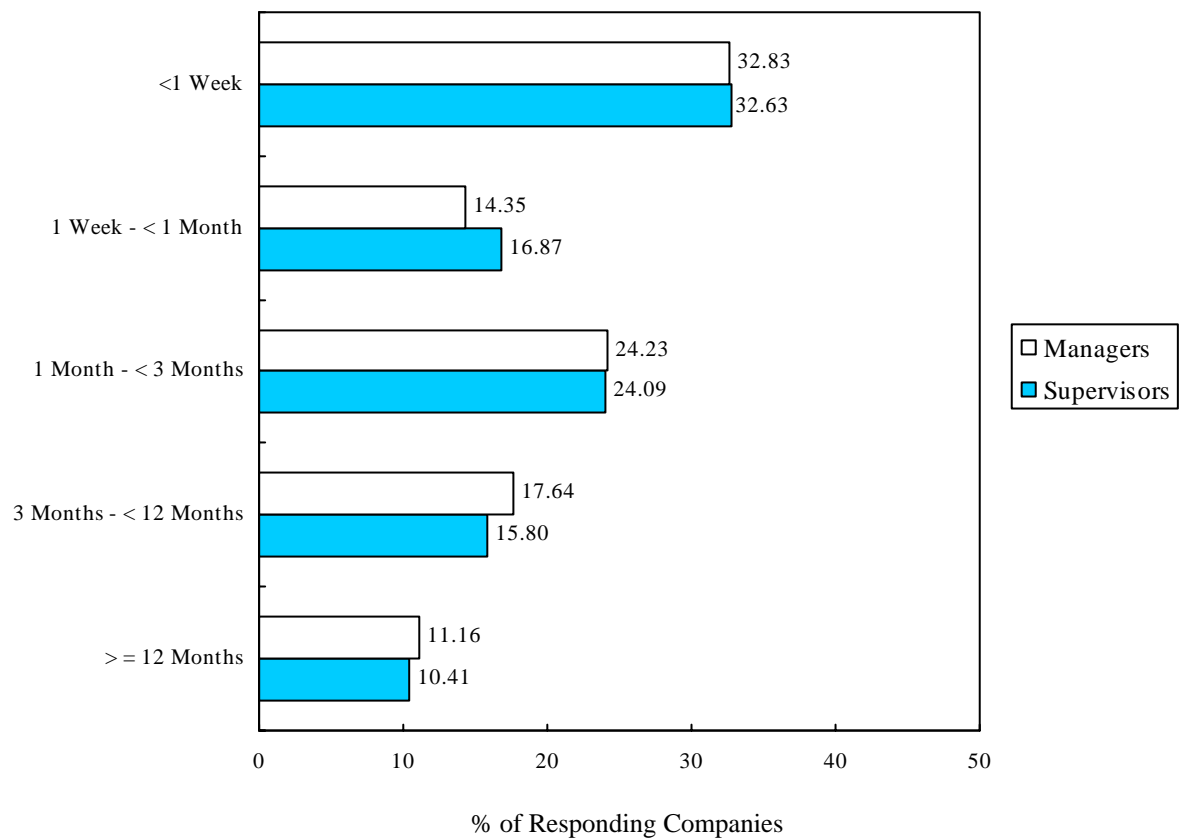
Figure 3.11:  
Preferred Types of Management Training for  
Managers and Supervisors in the Next Three Years



### Preferred Duration of Management Training Programme

3.12.1 As shown in Figure 3.12, programmes of duration *shorter than one week* was the most preferred arrangement (close to one-third). The next arrangement is programmes of length *between one to three months*. Only about 10% of the respondents like programmes *longer than one year*.

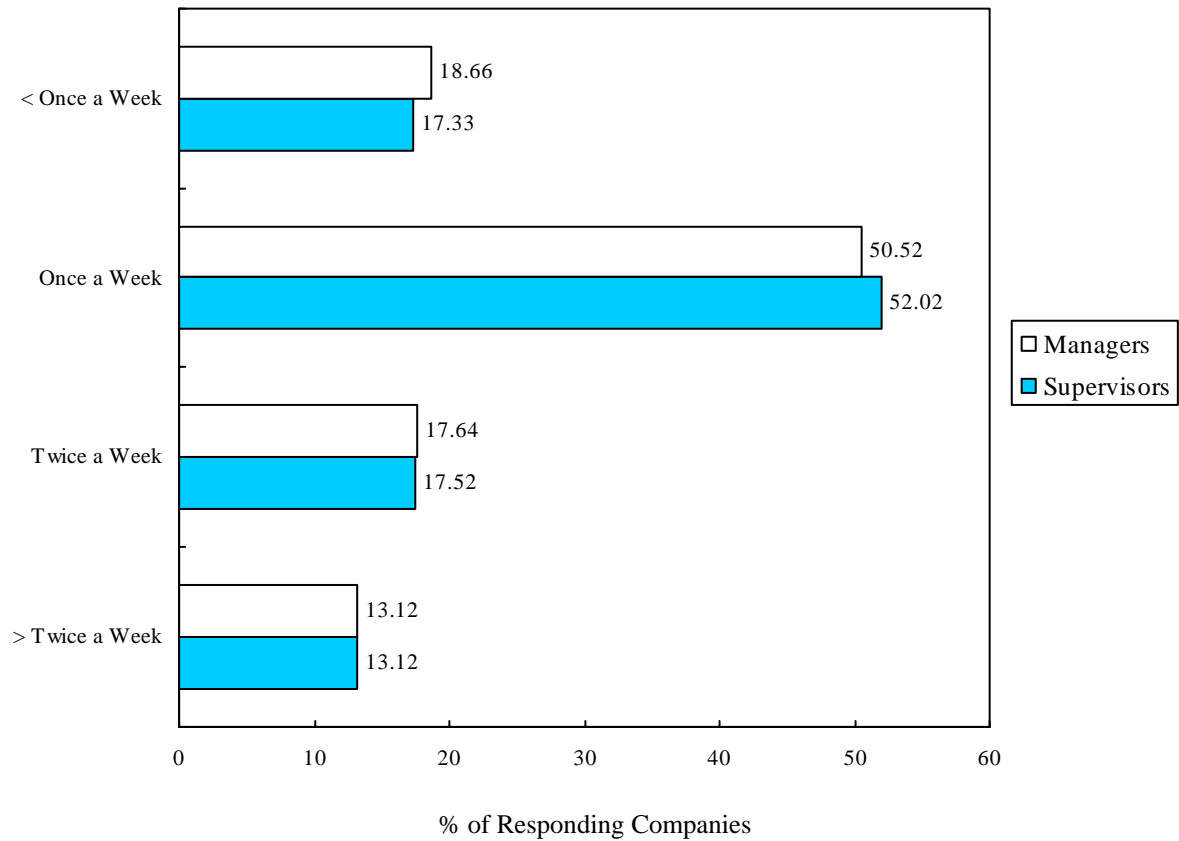
Figure 3.12:  
Preferred Duration of Management Training Programme for  
Managers and Supervisors in the Next Three Years



### Preferred Frequency of Management Training Meetings

3.13.1 Programmes that meet *once a week* received overwhelming support. As shown in Figure 3.13, over 50% of the respondents preferred this mode. Other choices received support from less than 20% of the respondents.

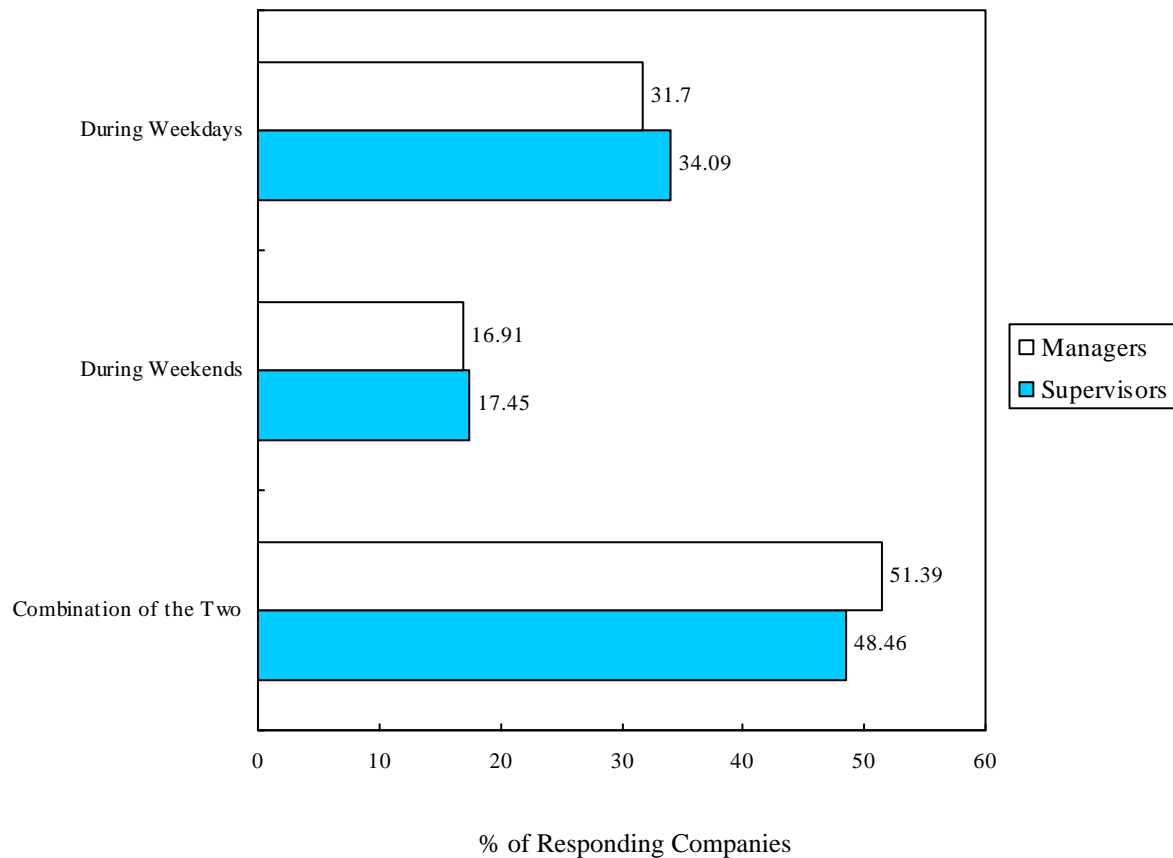
Figure 3.13:  
Preferred Frequency of Management Training for  
Managers and Supervisors in the Next Three Years



### Preferred Days in the Week for Management Training

3.14.1 About half of the respondents preferred programmes held *during both weekdays and weekends* (see Figure 3.14). *Weekday* programmes also received about 30% of support.

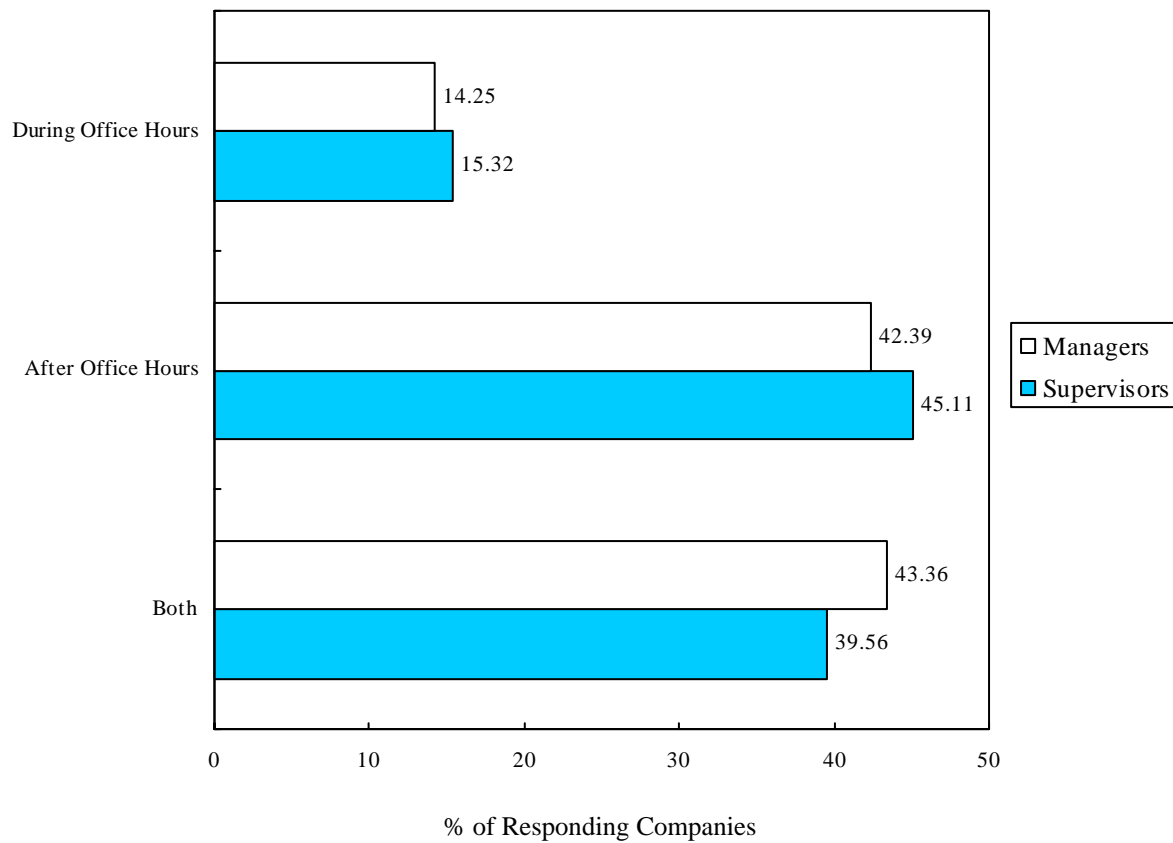
Figure 3.14:  
Preferred Days of Management Training for  
Managers and Supervisors in the Next Three Years



Preferred Meeting Time for Management Training

3.15.1 People preferred to attend programmes *after office hours* as shown in Figure 3.15, although most of them do not mind attending programmes *during office hours*.

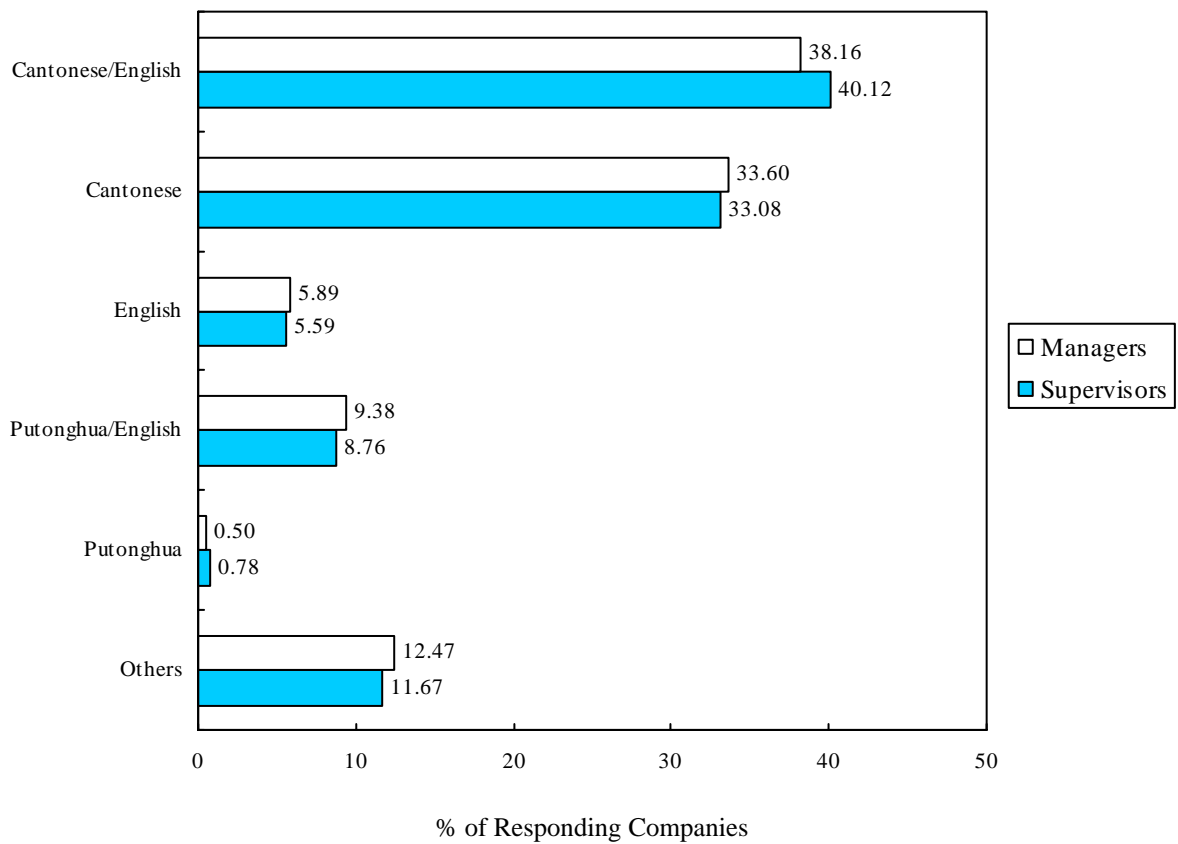
Figure 3.15:  
Preferred Meeting Time of Management Training for  
Managers and Supervisors in the Next Three Years



### Preferred Medium of Instruction of Management Training

3.16.1 Being a bilingual society, most people preferred to receive training in both *Cantonese and English*. However, as shown in Figure 3.16, just about equal proportion of people prefers *Cantonese only*. Using *English* or *Putonghua* remains quite unpopular.

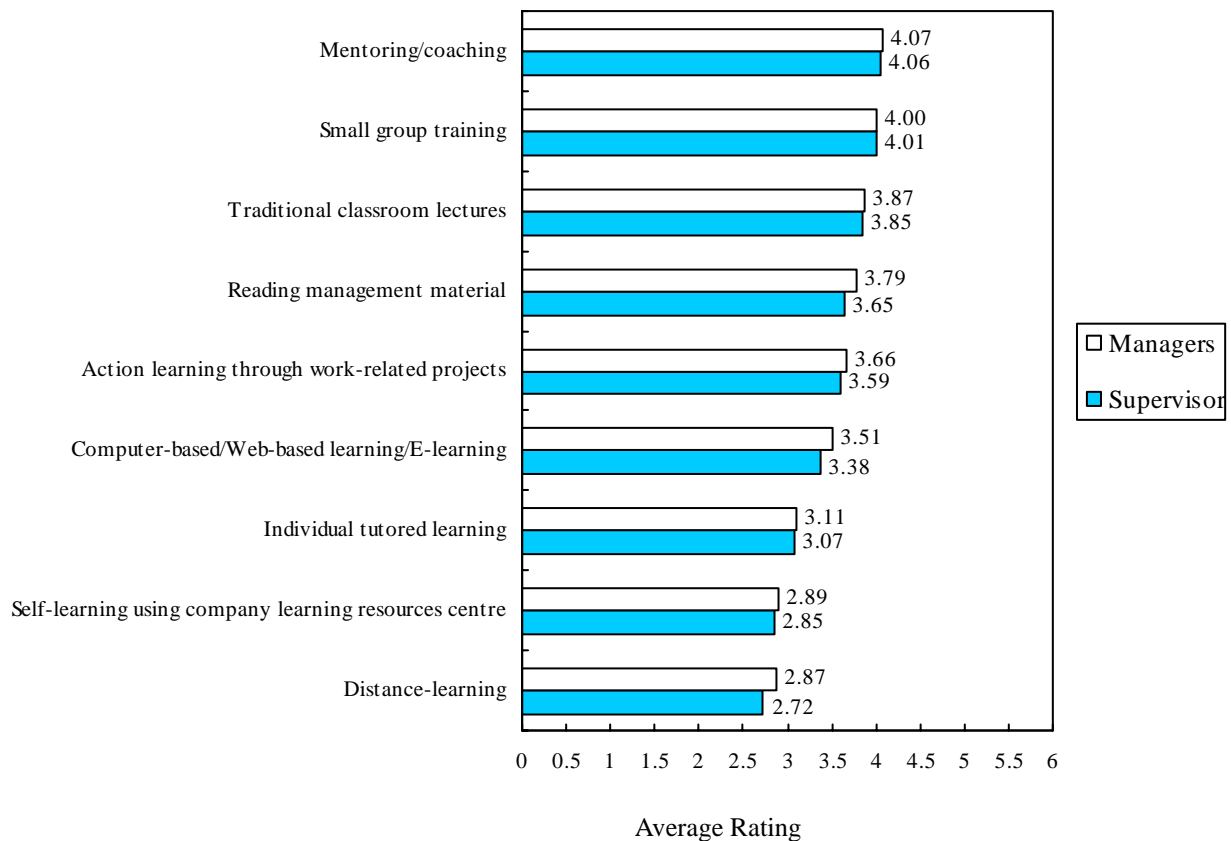
Figure 3.16:  
Preferred Medium of Instruction of Management Training for  
Managers and Supervisors in the Next Three Years



## Preference of Learning Approaches for Management Training

3.17.1 Responding companies were asked to indicate their preferences on several learning approaches on a rating scale (1-most unlikely; 6-most likely). The answers for managers and supervisors are almost the same. *Mentoring/coaching* is the most preferred approach, followed closely by *small group training* with an average score of over 4.0. Four other approaches are less preferred, but enjoy a score of over 3.5 except one case. These four approaches are *traditional lectures*, *reading management material*, *action learning through work-related projects*, and *computer-based/Web-based learning/E-learning*. The relatively least preferred approaches included *individual tutored learning*, *self-learning using company learning resources*, and *distance learning*. These results are more or less the same as the results in the survey of 2001.

Figure 3.17:  
Preference of Learning Approaches for Management Training  
in the Next Three Years



## Management Training on Cultural Differences

3.18.1 Companies were asked to indicate the extent to which their staff had received training on cultural differences. They were also asked to indicate the extent to which their staff would receive such training in the next 3 years. The findings as shown in Table 3.18a suggest that about 8% of the staff had received such training. Companies also planned to give 18% of their managers and 10% of their supervisors such training.

3.18.2 Companies of different sizes exhibited large differences. Larger firms tended to find such training more important.

3.18.3 Sectoral differences are large. Companies in the wholesale, retail and import/export trades sector had the most staff receiving this training, and they planned to do even more for their managers. The construction sector had very few staff receiving such training, but they planned to give 35% of their staff such training in the next three years. The transport, storage, and communication sector also planned to do the same and to even a larger extent. Training organizations should take note of such demand.

Table 3.18a  
Employees Trained on Diversity in the Work Force

| Principal Line of Business                            | Employment Size | Number of Employees Trained on Diversity in the Work Force |             |                     |              | Number of Firms Providing Training on Diversity in the Work Force |             |                     |             | Total Number of Firms |
|-------------------------------------------------------|-----------------|------------------------------------------------------------|-------------|---------------------|--------------|-------------------------------------------------------------------|-------------|---------------------|-------------|-----------------------|
|                                                       |                 | In the past 12 months                                      |             | In the next 3 years |              | In the past 12 months                                             |             | In the next 3 years |             |                       |
|                                                       |                 | Managers                                                   | Supervisors | Managers            | Supervisors  | Managers                                                          | Supervisors | Managers            | Supervisors |                       |
| Manufacturing                                         | 10 - 19         | 165                                                        | 165         | 362                 | 330          | 33                                                                | 33          | 65                  | 33          | 886                   |
|                                                       | 20 - 49         | 0                                                          | 0           | 50                  | 50           | 0                                                                 | 0           | 25                  | 25          | 690                   |
|                                                       | 50 - 99         | 0                                                          | 8           | 0                   | 24           | 0                                                                 | 8           | 0                   | 8           | 338                   |
|                                                       | <b>All</b>      | <b>165</b>                                                 | <b>173</b>  | <b>412</b>          | <b>404</b>   | <b>33</b>                                                         | <b>41</b>   | <b>90</b>           | <b>66</b>   | <b>1914</b>           |
| Electricity, Gas and Water                            | 10 - 19         | 0                                                          | 0           | 0                   | 0            | 0                                                                 | 0           | 0                   | 0           | 4                     |
|                                                       | 20 - 49         | 0                                                          | 0           | 0                   | 0            | 0                                                                 | 0           | 0                   | 0           | 1                     |
|                                                       | 50 - 99         | 0                                                          | 0           | 0                   | 0            | 0                                                                 | 0           | 0                   | 0           | 0                     |
|                                                       | <b>All</b>      | <b>0</b>                                                   | <b>0</b>    | <b>0</b>            | <b>0</b>     | <b>0</b>                                                          | <b>0</b>    | <b>0</b>            | <b>0</b>    | <b>5</b>              |
| Construction                                          | 10 - 19         | 0                                                          | 34          | 0                   | 0            | 0                                                                 | 34          | 0                   | 0           | 688                   |
|                                                       | 20 - 49         | 0                                                          | 0           | 0                   | 0            | 0                                                                 | 0           | 0                   | 0           | 423                   |
|                                                       | 50 - 99         | 0                                                          | 0           | 160                 | 160          | 0                                                                 | 0           | 8                   | 8           | 179                   |
|                                                       | <b>All</b>      | <b>0</b>                                                   | <b>34</b>   | <b>160</b>          | <b>160</b>   | <b>0</b>                                                          | <b>34</b>   | <b>8</b>            | <b>8</b>    | <b>1290</b>           |
| Wholesale, Retail and Import/Export Trades            | 10 - 19         | 1725                                                       | 491         | 6850                | 1460         | 59                                                                | 92          | 59                  | 59          | 6169                  |
|                                                       | 20 - 49         | 3183                                                       | 2475        | 7491                | 4800         | 133                                                               | 100         | 233                 | 200         | 2669                  |
|                                                       | 50 - 99         | 1581                                                       | 850         | 2826                | 976          | 65                                                                | 73          | 49                  | 65          | 765                   |
|                                                       | <b>All</b>      | <b>6489</b>                                                | <b>3816</b> | <b>17167</b>        | <b>7236</b>  | <b>257</b>                                                        | <b>265</b>  | <b>341</b>          | <b>324</b>  | <b>9603</b>           |
| Transport, Storage and Communication                  | 10 - 19         | 0                                                          | 0           | 50                  | 50           | 0                                                                 | 0           | 25                  | 25          | 875                   |
|                                                       | 20 - 49         | 0                                                          | 0           | 0                   | 0            | 0                                                                 | 0           | 0                   | 0           | 587                   |
|                                                       | 50 - 99         | 28                                                         | 35          | 140                 | 371          | 7                                                                 | 7           | 14                  | 14          | 173                   |
|                                                       | <b>All</b>      | <b>28</b>                                                  | <b>35</b>   | <b>190</b>          | <b>421</b>   | <b>7</b>                                                          | <b>7</b>    | <b>39</b>           | <b>39</b>   | <b>1635</b>           |
| Finance, Insurance, Real Estate and Business Services | 10 - 19         | 99                                                         | 132         | 132                 | 330          | 33                                                                | 33          | 33                  | 33          | 1512                  |
|                                                       | 20 - 49         | 0                                                          | 0           | 0                   | 0            | 0                                                                 | 0           | 0                   | 0           | 1095                  |
|                                                       | 50 - 99         | 94                                                         | 105         | 176                 | 195          | 40                                                                | 33          | 40                  | 33          | 315                   |
|                                                       | <b>All</b>      | <b>193</b>                                                 | <b>237</b>  | <b>308</b>          | <b>525</b>   | <b>73</b>                                                         | <b>66</b>   | <b>73</b>           | <b>66</b>   | <b>2922</b>           |
| Community, Social and Personal Services               | 10 - 19         | 118                                                        | 34          | 118                 | 59           | 93                                                                | 34          | 93                  | 59          | 1109                  |
|                                                       | 20 - 49         | 108                                                        | 158         | 158                 | 183          | 42                                                                | 67          | 67                  | 67          | 972                   |
|                                                       | 50 - 99         | 184                                                        | 288         | 318                 | 344          | 32                                                                | 48          | 55                  | 48          | 639                   |
|                                                       | <b>All</b>      | <b>410</b>                                                 | <b>480</b>  | <b>594</b>          | <b>586</b>   | <b>167</b>                                                        | <b>149</b>  | <b>215</b>          | <b>174</b>  | <b>2720</b>           |
| Restaurants and Hotels                                | 10 - 19         | 0                                                          | 0           | 0                   | 0            | 0                                                                 | 0           | 0                   | 0           | 1327                  |
|                                                       | 20 - 49         | 100                                                        | 564         | 350                 | 1064         | 25                                                                | 57          | 50                  | 82          | 814                   |
|                                                       | 50 - 99         | 16                                                         | 16          | 16                  | 16           | 8                                                                 | 8           | 8                   | 8           | 408                   |
|                                                       | <b>All</b>      | <b>116</b>                                                 | <b>580</b>  | <b>366</b>          | <b>1080</b>  | <b>33</b>                                                         | <b>65</b>   | <b>58</b>           | <b>90</b>   | <b>2549</b>           |
| ALL                                                   | 10 - 19         | 2107                                                       | 856         | 7512                | 2229         | 218                                                               | 226         | 275                 | 209         | 12570                 |
|                                                       | 20 - 49         | 3391                                                       | 3197        | 8049                | 6097         | 200                                                               | 224         | 375                 | 374         | 7251                  |
|                                                       | 50 - 99         | 1903                                                       | 1302        | 3636                | 2086         | 152                                                               | 177         | 174                 | 184         | 2817                  |
|                                                       | <b>All</b>      | <b>7401</b>                                                | <b>5355</b> | <b>19197</b>        | <b>10412</b> | <b>570</b>                                                        | <b>627</b>  | <b>824</b>          | <b>767</b>  | <b>22638</b>          |



Table 3.18b  
Average Number of Employees Trained on Diversity in the Workforce

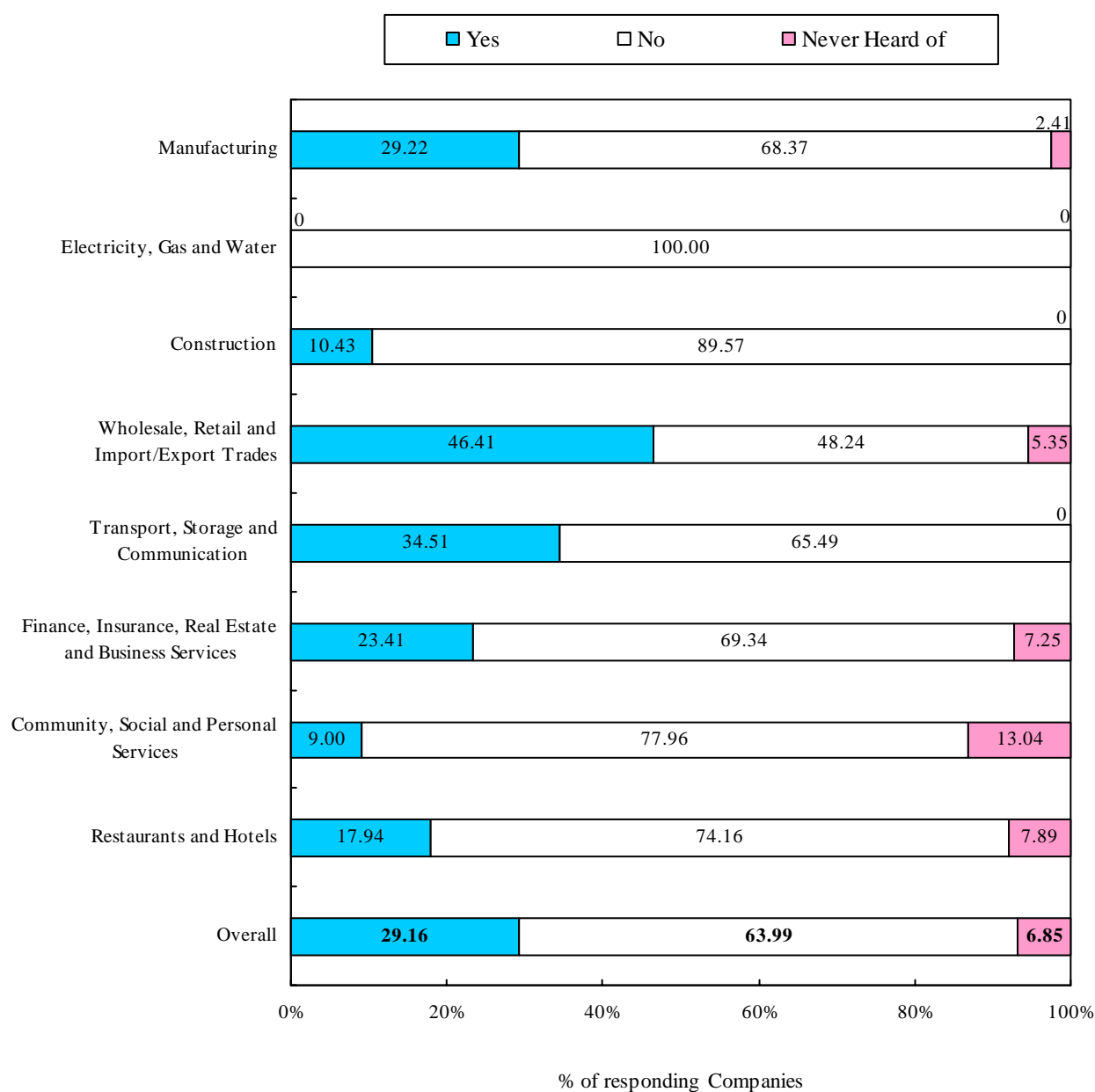
| Principal Line of Business                            | Employment Size | In the past 12 months |              | In the next 3 years |              |
|-------------------------------------------------------|-----------------|-----------------------|--------------|---------------------|--------------|
|                                                       |                 | Managers              | Supervisors  | Managers            | Supervisors  |
| Manufacturing                                         | 10 - 19         | 5.00                  | 5.00         | 5.57                | 10.00        |
|                                                       | 20 - 49         | -                     | -            | 2.00                | 2.00         |
|                                                       | 50 - 99         | -                     | 1.00         | -                   | 3.00         |
|                                                       | <b>Total</b>    | <b>5.00</b>           | <b>4.22</b>  | <b>4.58</b>         | <b>6.12</b>  |
| Electricity, Gas and Water                            | 10 - 19         | -                     | -            | -                   | -            |
|                                                       | 20 - 49         | -                     | -            | -                   | -            |
|                                                       | 50 - 99         | -                     | -            | -                   | -            |
|                                                       | <b>Total</b>    | <b>-</b>              | <b>-</b>     | <b>-</b>            | <b>-</b>     |
| Construction                                          | 10 - 19         | -                     | 1.00         | -                   | -            |
|                                                       | 20 - 49         | -                     | -            | -                   | -            |
|                                                       | 50 - 99         | -                     | -            | 20.00               | 20.00        |
|                                                       | <b>Total</b>    | <b>-</b>              | <b>1.00</b>  | <b>20.00</b>        | <b>20.00</b> |
| Wholesale, Retail and Import/Export Trades            | 10 - 19         | 29.24                 | 5.34         | 2 *                 | 24.75        |
|                                                       | 20 - 49         | 23.93                 | 24.75        | 32.15               | 24.00        |
|                                                       | 50 - 99         | 24.32                 | 11.64        | 57.67               | 15.02        |
|                                                       | <b>Total</b>    | <b>25.25</b>          | <b>14.40</b> | <b>50.34</b>        | <b>22.33</b> |
| Transport, Storage and Communication                  | 10 - 19         | -                     | -            | -                   | -            |
|                                                       | 20 - 49         | -                     | -            | -                   | -            |
|                                                       | 50 - 99         | 4.00                  | 5.00         | 10.00               | 26.50        |
|                                                       | <b>Total</b>    | <b>4.00</b>           | <b>5.00</b>  | <b>4.87</b>         | <b>10.79</b> |
| Finance, Insurance, Real Estate and Business Services | 10 - 19         | 3.00                  | 4.00         | 4.00                | 10.00        |
|                                                       | 20 - 49         | -                     | -            | -                   | -            |
|                                                       | 50 - 99         | 2.35                  | 3.18         | 4.40                | 5.91         |
|                                                       | <b>Total</b>    | <b>2.64</b>           | <b>3.59</b>  | <b>4.22</b>         | <b>7.95</b>  |
| Community, Social and Personal Services               | 10 - 19         | 1.27                  | 1.00         | 1.27                | 1.00         |
|                                                       | 20 - 49         | 2.57                  | 2.36         | 2.36                | 2.73         |
|                                                       | 50 - 99         | 5.75                  | 6.00         | 5.78                | 7.17         |
|                                                       | <b>Total</b>    | <b>2.46</b>           | <b>3.22</b>  | <b>2.76</b>         | <b>3.37</b>  |
| Restaurants and Hotels                                | 10 - 19         | -                     | -            | -                   | -            |
|                                                       | 20 - 49         | 4.00                  | 9.80         | 7.00                | 12.98        |
|                                                       | 50 - 99         | 2.00                  | 2.00         | 2.00                | 2.00         |
|                                                       | <b>Total</b>    | <b>3.52</b>           | <b>8.92</b>  | <b>6.31</b>         | <b>12.00</b> |
| ALL                                                   | 10 - 19         | 9.67                  | 3.79         | 27.32               | 10.67        |
|                                                       | 20 - 49         | 16.96                 | 14.27        | 21.46               | 16.30        |
|                                                       | 50 - 99         | 12.52                 | 7.36         | 20.90               | 11.34        |
|                                                       | <b>Total</b>    | <b>12.98</b>          | <b>8.54</b>  | <b>23.30</b>        | <b>13.57</b> |

\* One respondent responded with the figure of 200 which seemed unreasonable, and was discarded.

### Application for the SME Training Fund

3.19.1 Companies were asked if they had applied for the SME Training Fund (see Figure 3.18). Overall, one-third used this funding before. Across the sectors, the wholesale, retail and trades sector applied the most frequently (46%), followed by the transport, storage and communication sector (35%). Interestingly, companies in the electricity, gas, and water, and the community, social and personal services sectors seldom used such funding. Probably the majority of them in this sector are not SMEs

Figure 3.18:  
Distribution of Companies applied for the SME Training Fund  
provided by the Government



## Trends of Management Training Requirements by Companies Operating in Hong Kong

3.20.1 Relevant data collected in the last two surveys (in 1999 and 2001) of a similar nature were extracted for the following trend analysis. These trends provide some indications on the current management training situation and requirements.

3.20.2 Figures 3.19.1a and 3.19.1b below show considerable increases in the number of respondents who had and would recruit managers and supervisors *without prior management training*.

Figure 3.19.1a:  
Trend of Companies Recruiting Managers With or Without Prior Management Training

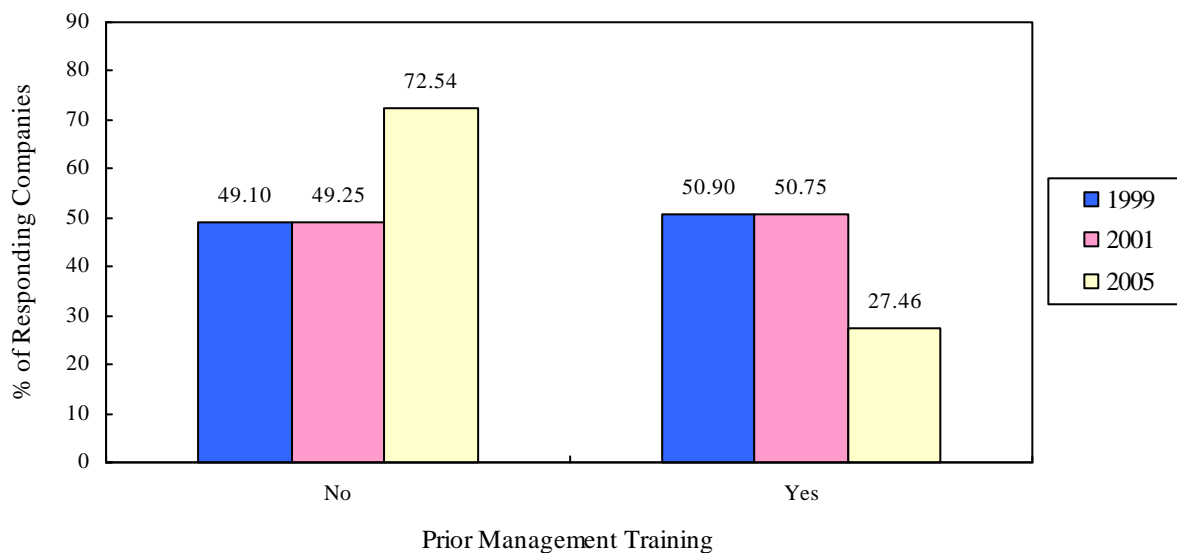
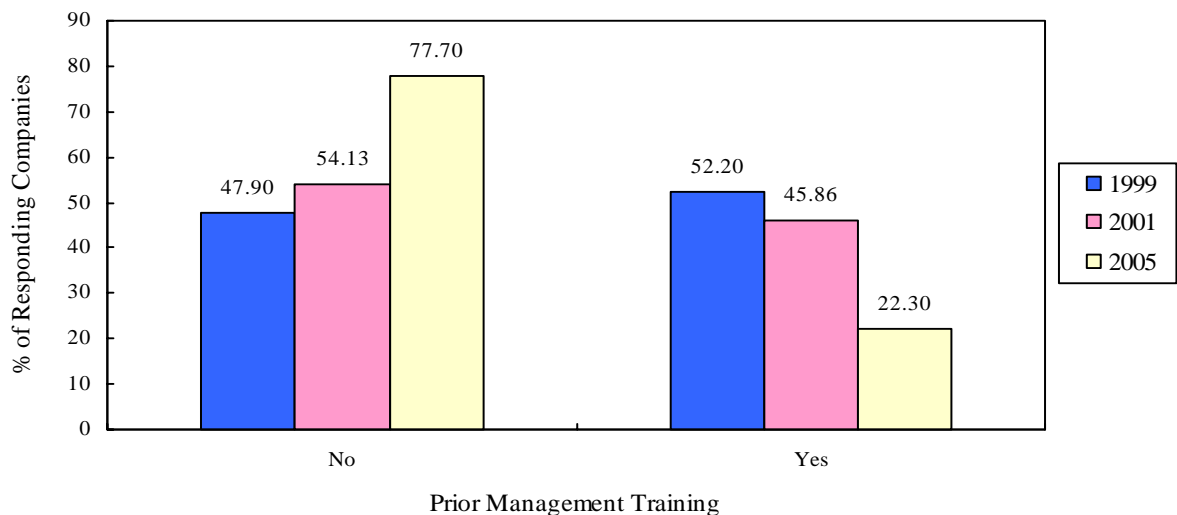


Figure 3.19.1b:  
Trend of Companies Recruiting Supervisors With or Without Prior Management Training



3.20.3 In 2005, fewer companies indicated that they would provide management training to their managers and supervisors than in 1999 and 2001.

Figure 3.19.2a:  
Trend of Companies Providing Management Training to Managers

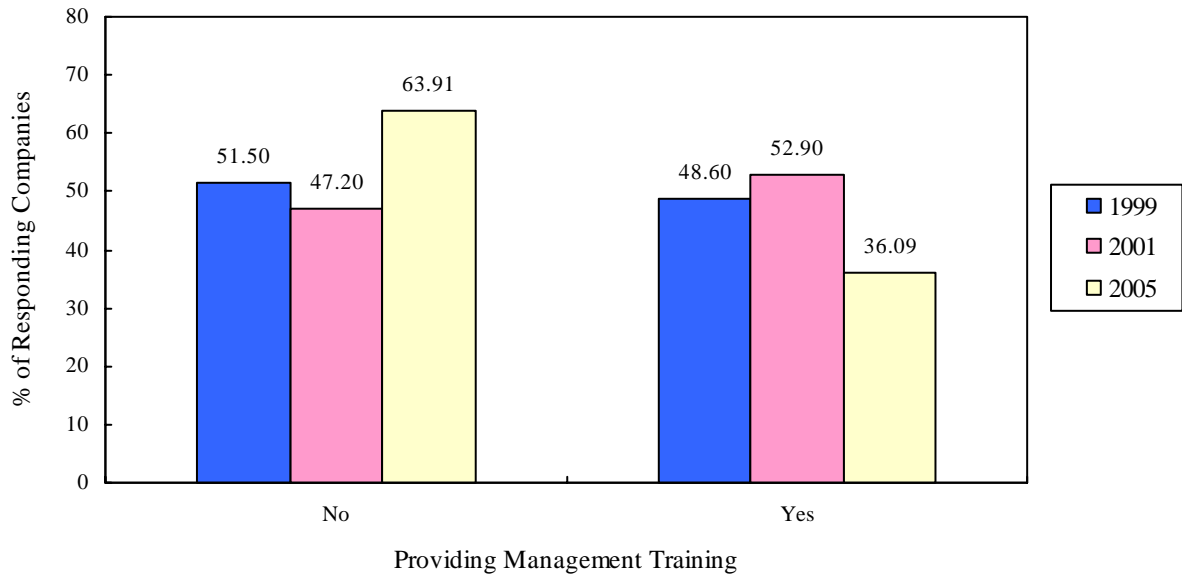
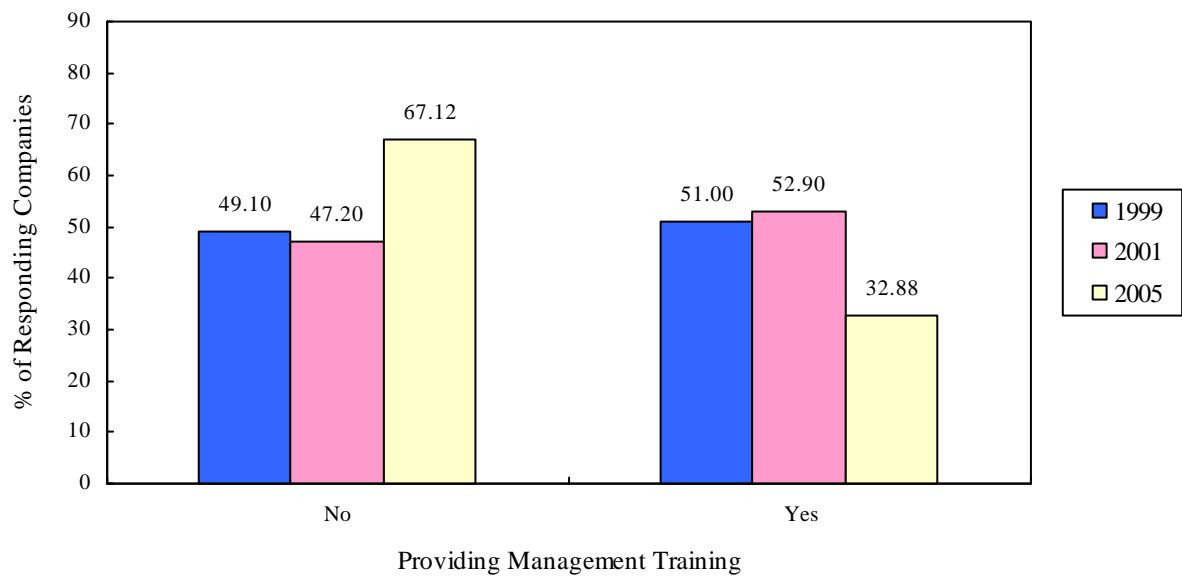


Figure 3.19.2b:  
Trend of Companies Providing Management Training to Supervisors



3.20.4 Compared with previous surveys, fewer companies in 2005 chose to arrange *external day programme* for their managers and supervisors. Most companies still preferred *external evening programme* and *in-company training*. Details are shown in Figures 3.19.3a and 3.19.3b.

Figure 3.19.3a:  
Trend of Types of Formal Management Training to be Arranged by Companies for Managers

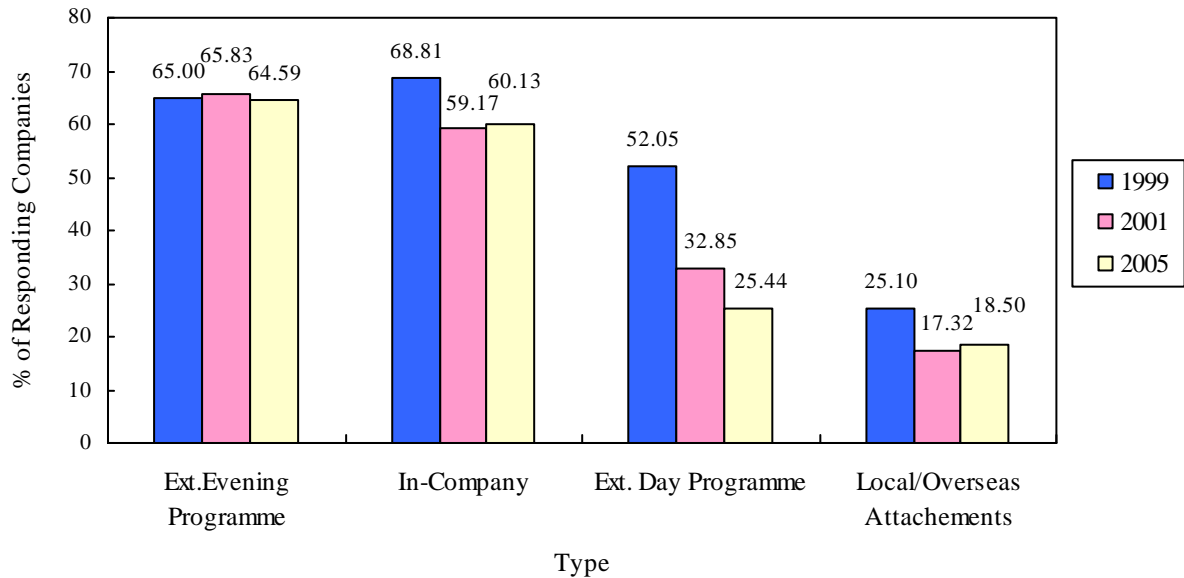
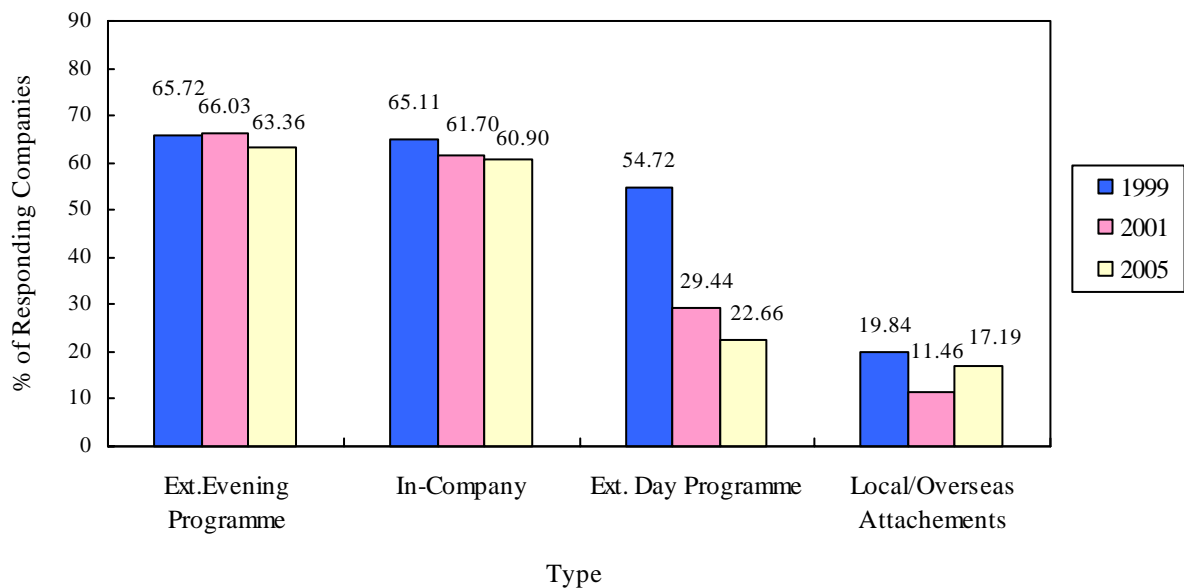


Figure 3.19.3b:  
Trend of Types of Formal Management Training to be Arranged by Companies for Supervisors



3.20.5 In 2005, though the majority of companies still preferred *on-the-job* training, more companies would provide *off-the-job* training. Details are shown in Figures 3.19.4a and 3.19.4b.

Figure 3.19.4a:  
Trend of Types of In-Company Management Training  
for Managers

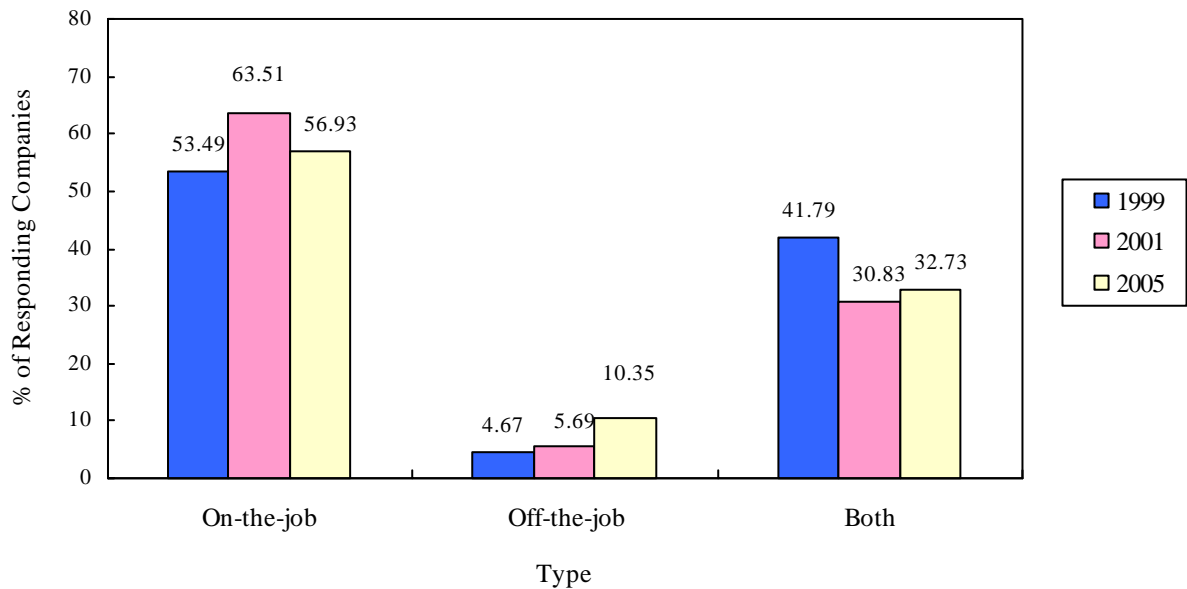
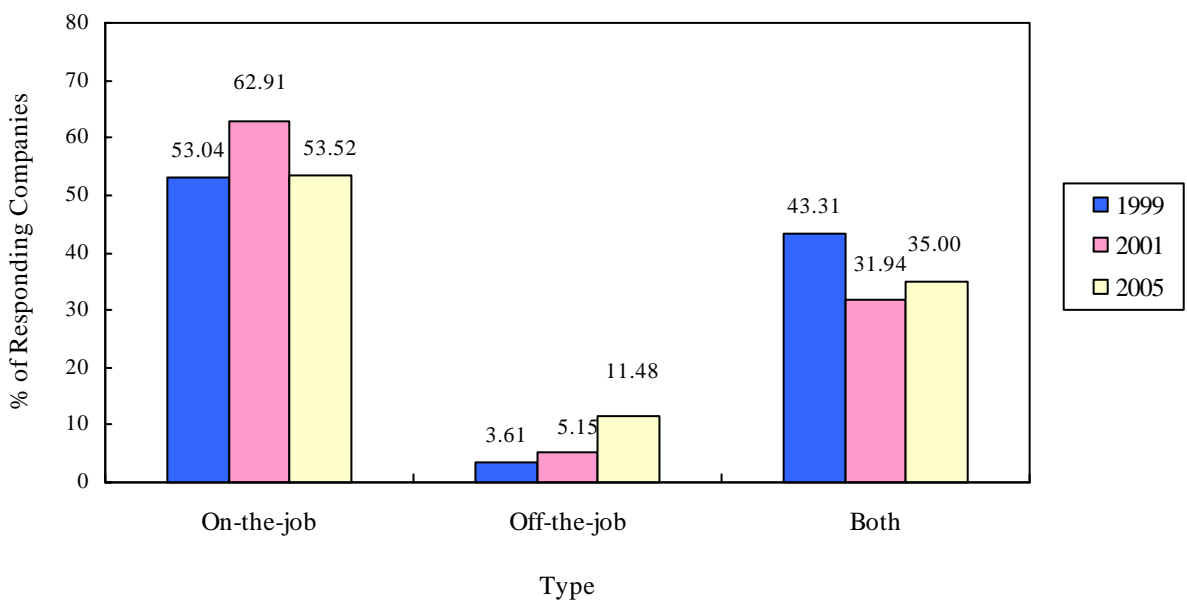


Figure 3.19.4b:  
Trend of Types of In-Company Management Training  
for Supervisors



3.20.6 In 2005, responding companies indicated that they had allocated less *training budgets* for management training for their managers and supervisors as compared with 1999 to 2001. They were also more reluctant to have their own *training centre* and *part-time and full-time training staff*. Details are shown in Figures 3.19.5a and 3.19.5b.

Figure 3.19.5a:  
Trend of Resources for Management Training for Managers

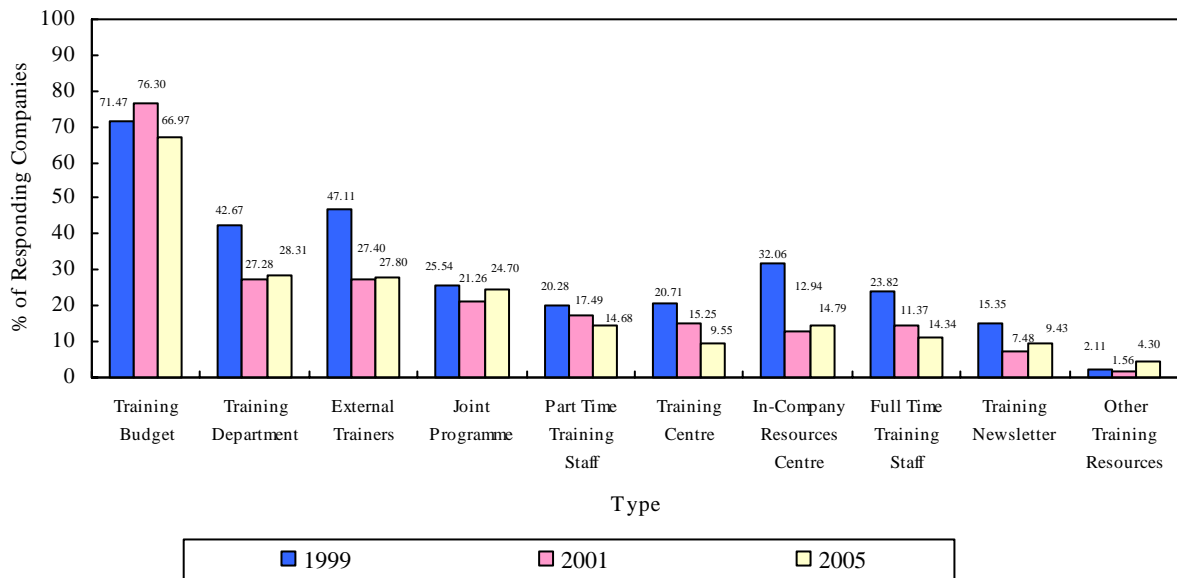
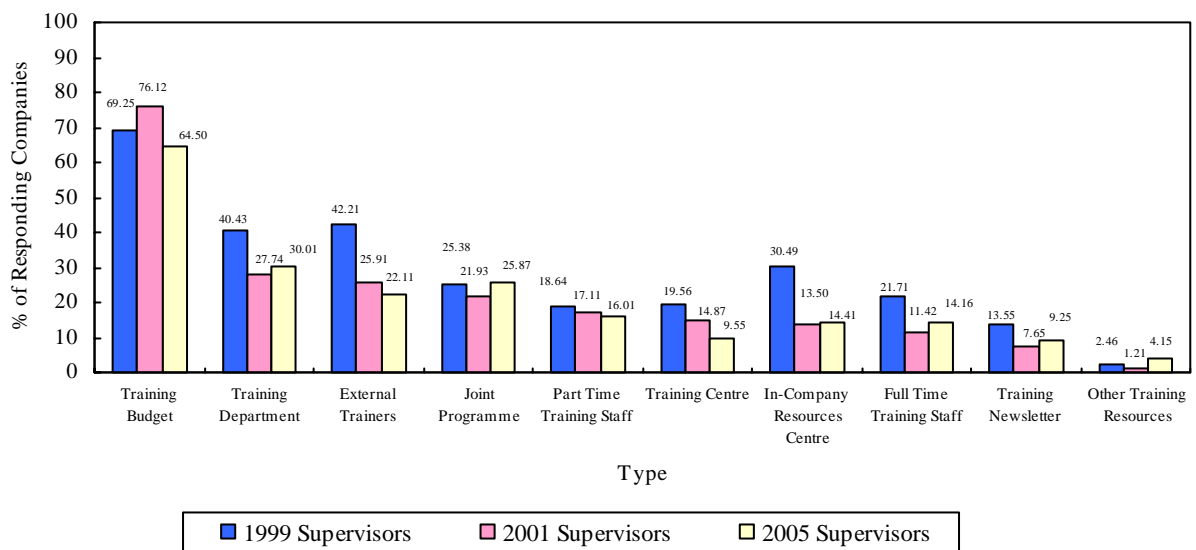


Figure 3.19.5b:  
Trend of Resources for Management Training for Supervisors



3.20.7 In 2005, none of the respondents indicated that they *do not consider staff worth training* and *do not believe in the value of management training*. Rather, *has sufficient well-trained staff already* became the major reason for not arranging managing training for both managers and supervisors. Details are given in Figures 3.19.6a and 3.19.6b.

Figure 3.19.6a:  
Trend of Reasons for Not Arranging Management Training for Managers

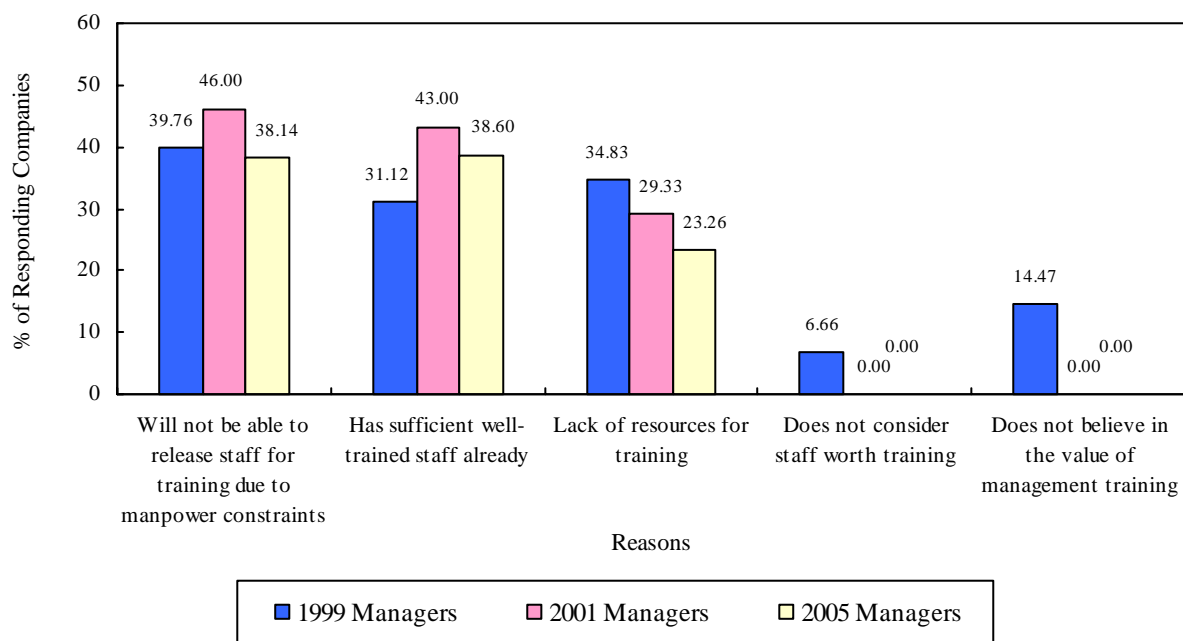
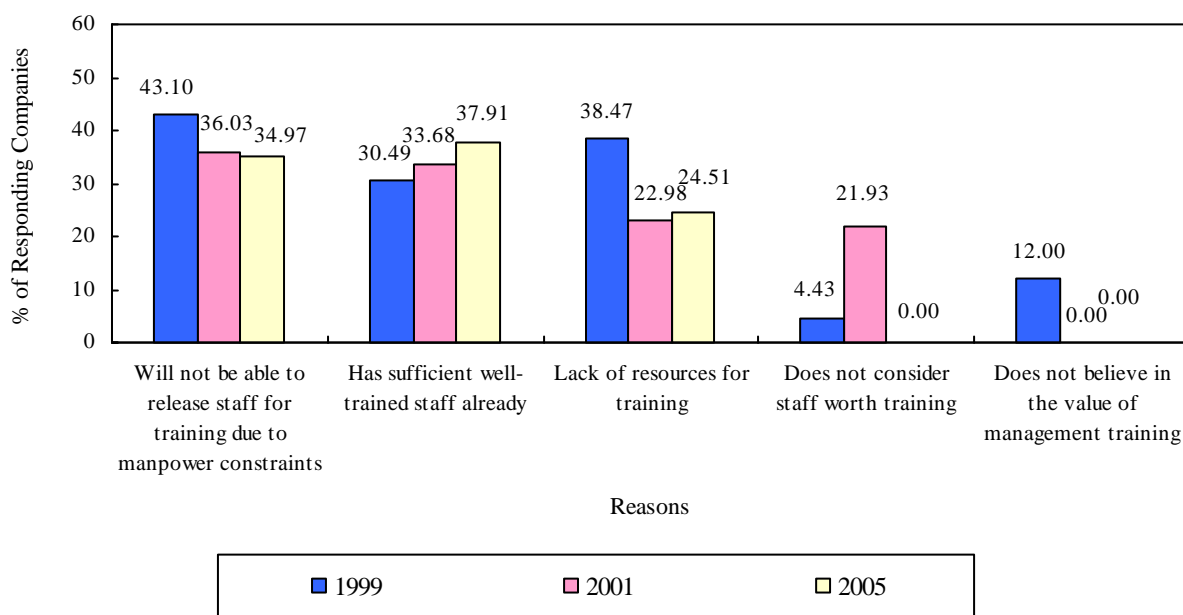


Figure 3.19.6b:  
Trend of Reasons for Not Arranging Management Training for Supervisors





3.20.8 The survey found that in 2005, there was a slight increase in the number of responding companies which were not willing to sponsor their managers and supervisors to attend relevant management courses. Details are shown in Figures 3.19.7a and 3.19.7b below.

Figure 3.19.7a:  
Trend of Willingness to Sponsor Managers to Attend Relevant Management Courses

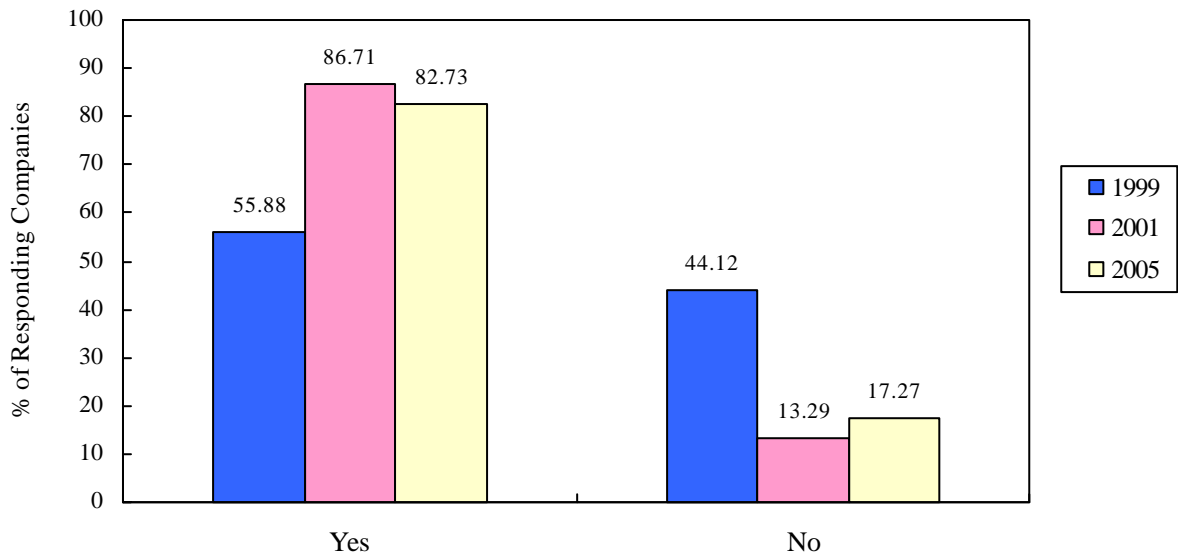
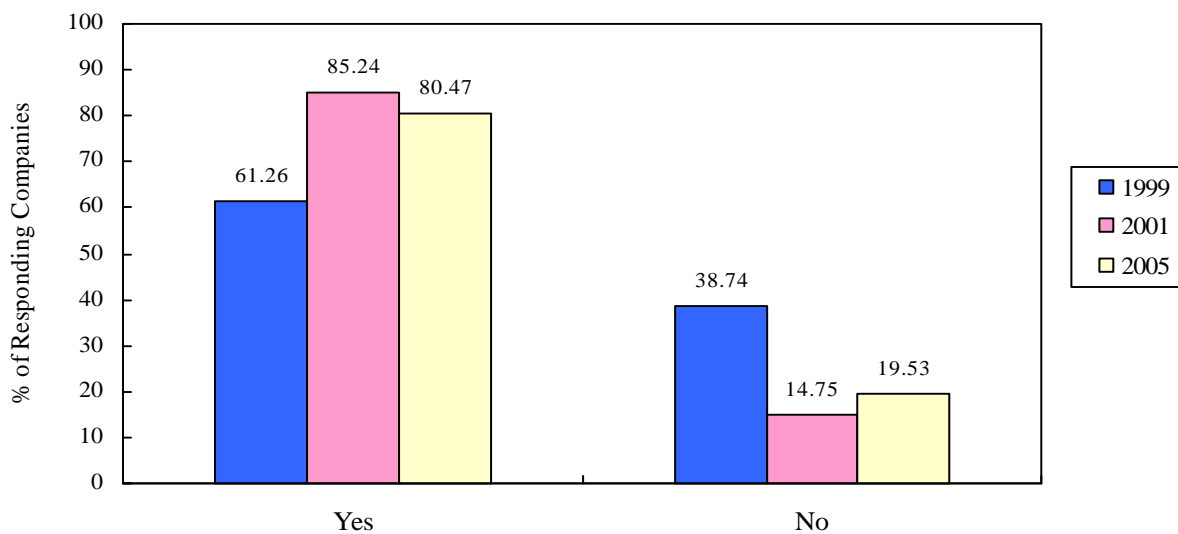


Figure 3.19.7b:  
Trend of Willingness to Sponsor Supervisors to Attend Relevant Management Courses



3.20.9 More respondents were willing to *release their managers and supervisors to management training during office hours* in 2005. In addition, there was a significant drop in *doing both*. Details are shown in Figures 3.19.8a and 3.19.8b.

Figure 3.19.8a:  
Trend of Ways of Sponsoring  
Managers to Management Training Courses

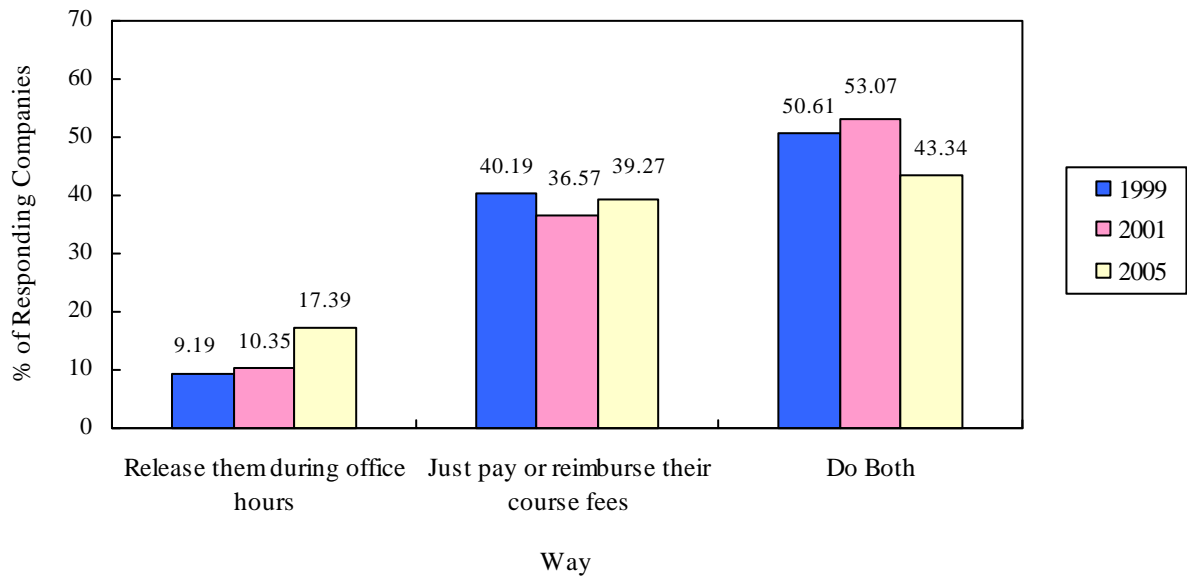
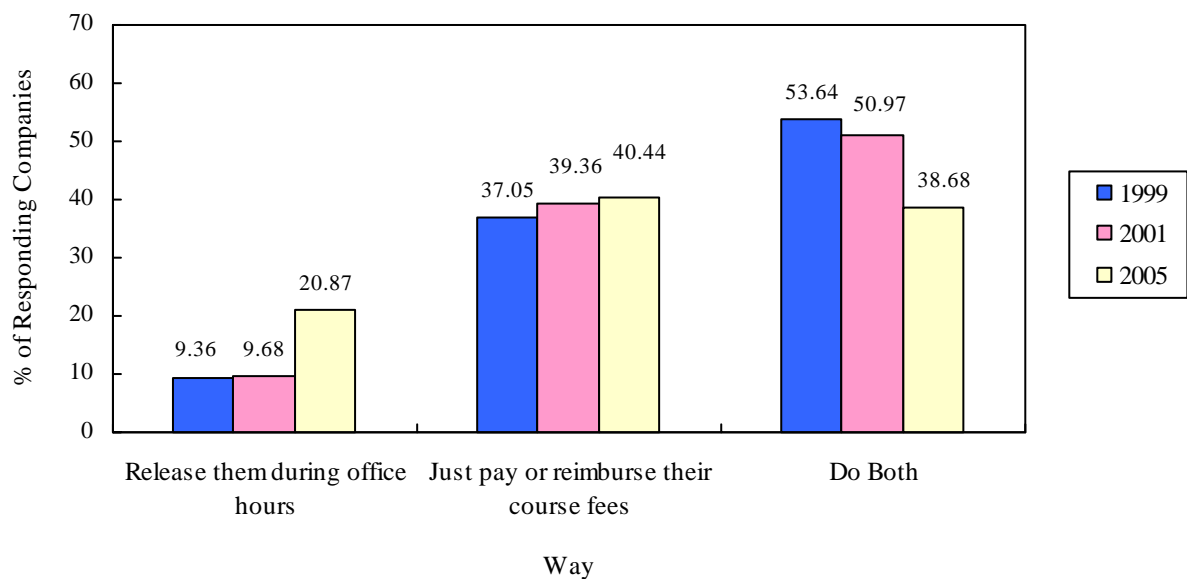


Figure 3.19.8b:  
Trend of Ways of Sponsoring  
Supervisors to Management Training Courses



3.20.10 There is an upward trend that respondents were more concerned about whether the management training for their managers and supervisors would *lead to formal qualifications*. Correspondingly, there is a downward trend for companies to prefer management training *without leading to formal qualifications*. Moreover, there was an increase in the preference for *Continuing Development Programme*. Details are shown in Figures 3.19.9a and 3.19.9b below.

Figure 3.19.9a:  
Trend of Preferred Types of Management Training for Managers

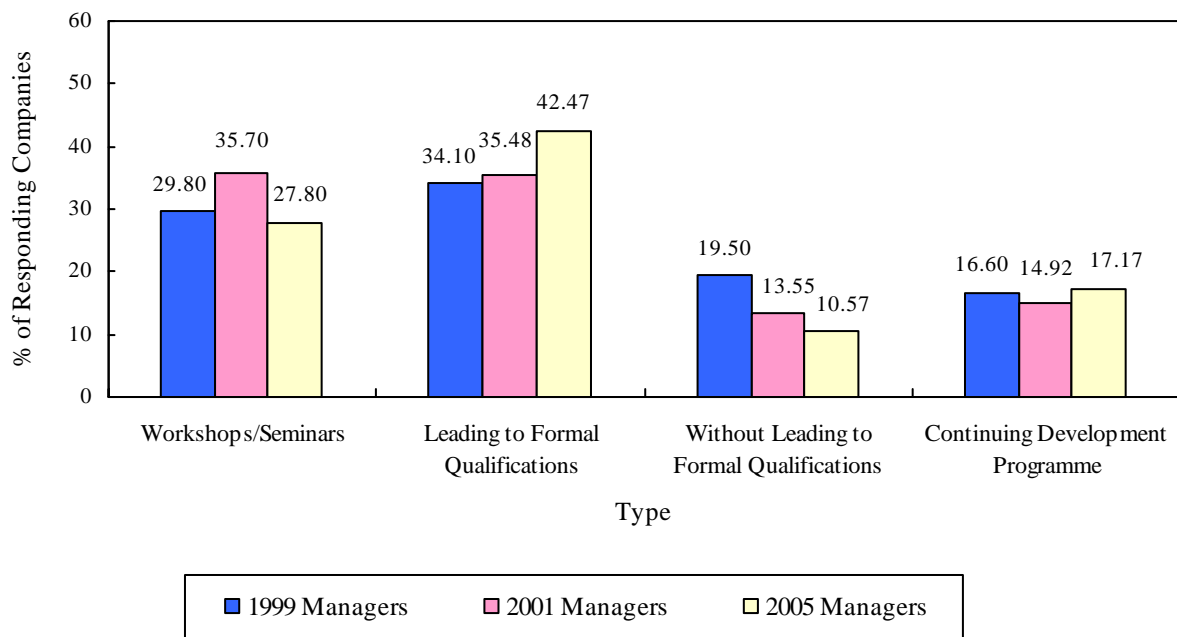
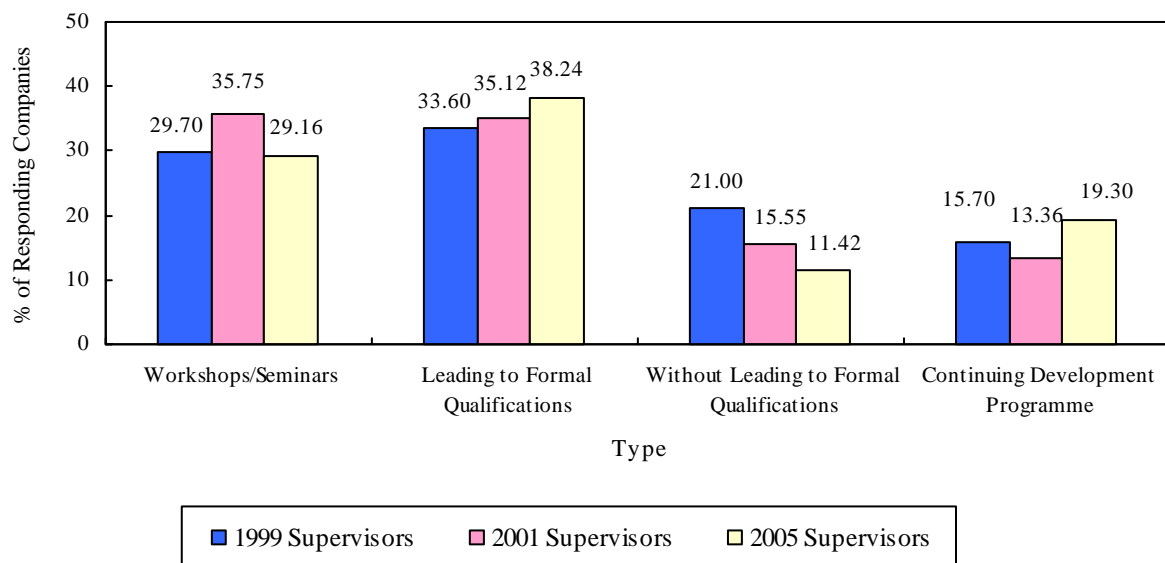


Figure 3.19.9b:  
Trend of Preferred Types of Management Training for Supervisors



3.20.11 In 2001 more companies had indicated their preference of having a duration of *one to less than three months* management training for their managers and supervisors. However, in 2005, more expressed a preference of *less than one week*. Details are shown in Figures 3.19.10a and 3.19.10b.

Figure 3.19.10a:  
Trend of Preferred Duration of Management Training Programme for Managers

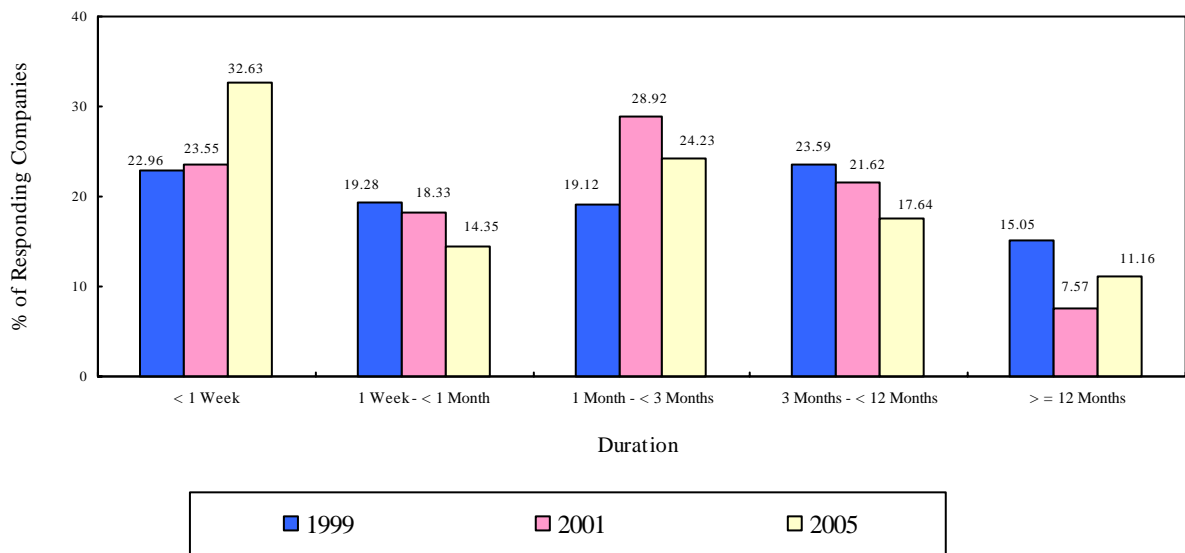
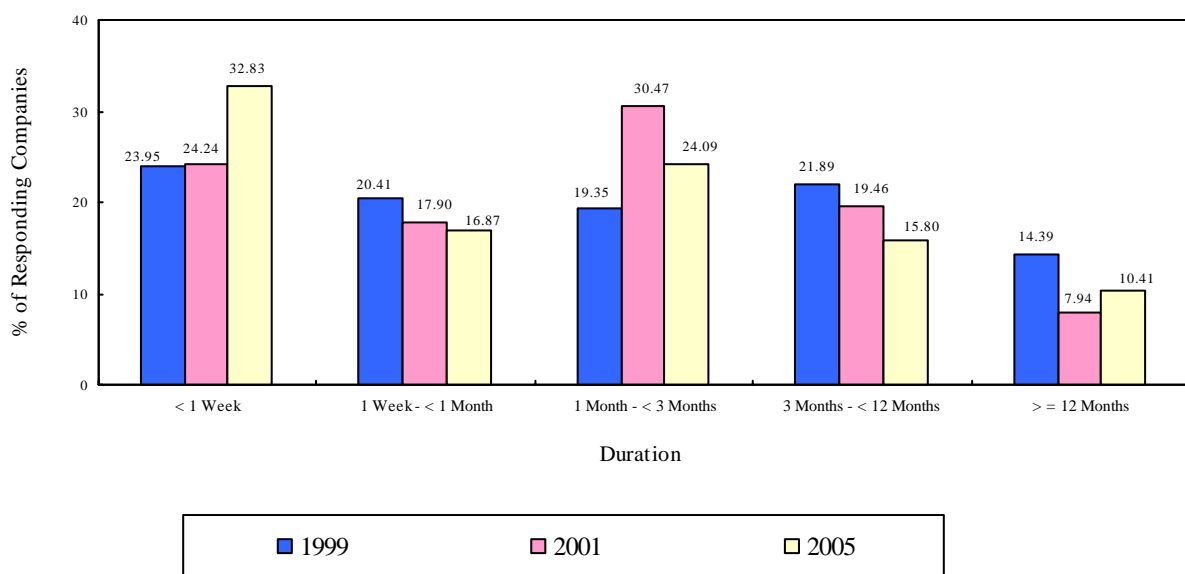


Figure 3.19.10b:  
Trend of Preferred Duration of Management Training Programme for Supervisors



3.20.12 Similar to the last two surveys in 1999 and 2001, most companies would prefer the frequency of management training to be *once a week* for their managers and supervisors. Details are shown in Figures 3.19.11a and 3.19.11b.

Figure 3.19.11a:  
Trend of Preferred Frequency of Management Training for Managers

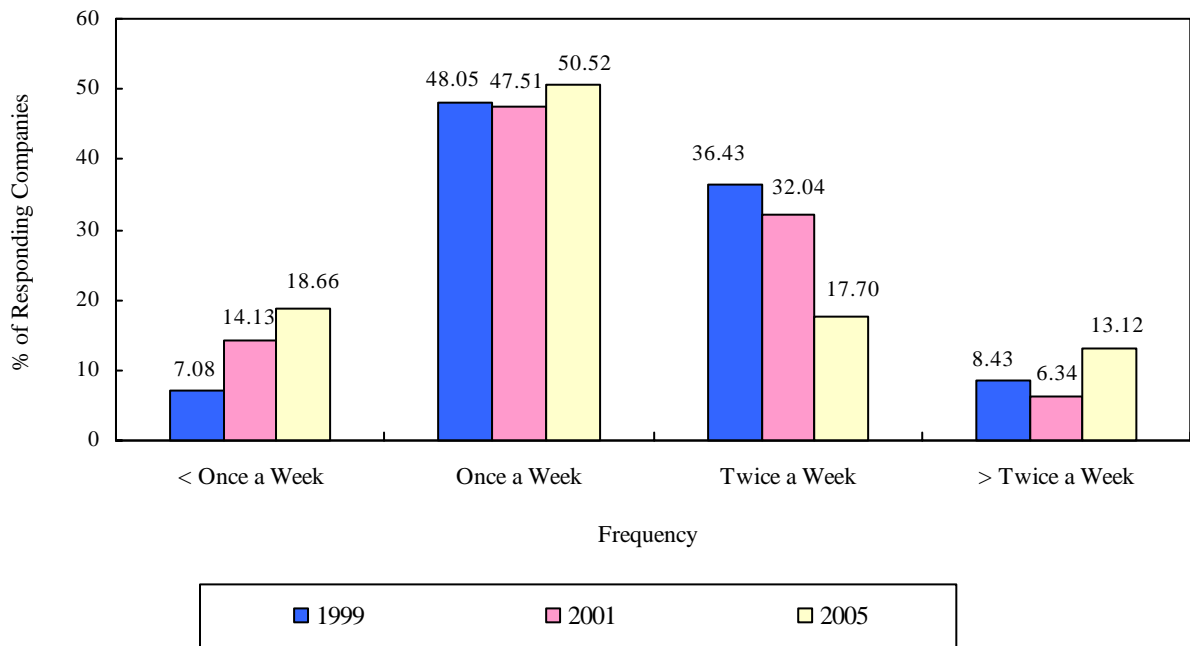
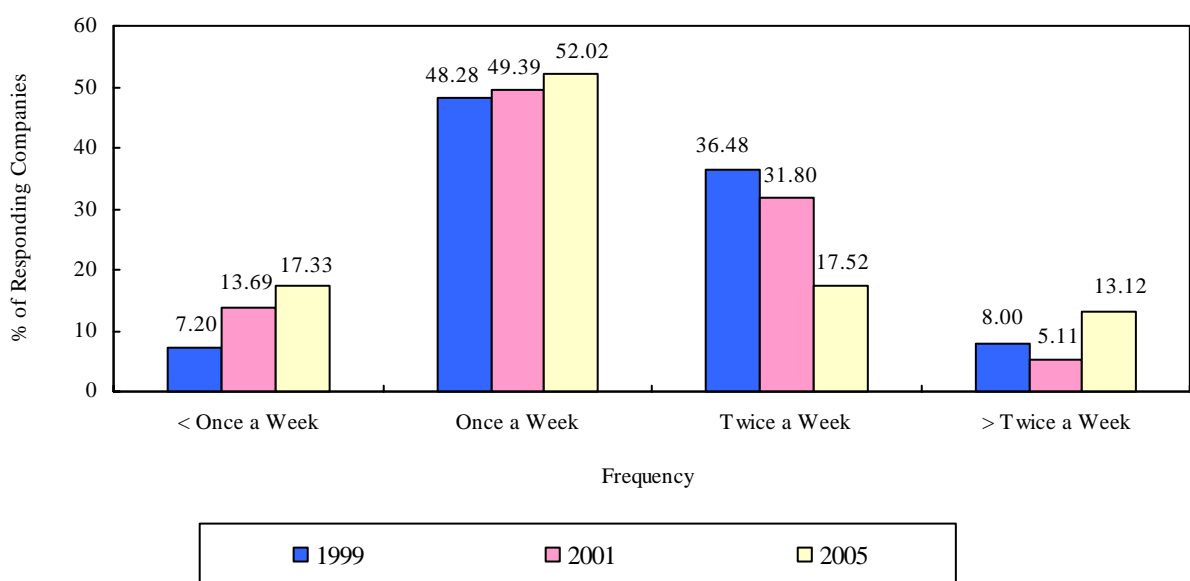


Figure 3.19.11b:  
Trend of Preferred Frequency of Management Training for Supervisors



3.20.13 Fewer companies indicated that they preferred management training for their managers and supervisors to be conducted *during weekdays*. When compared with 2001, more companies preferred *during weekends*. Details are shown in Figures 3.19.12a and 3.19.12b.

Figure 3.19.12a:  
Trend of Preferred Days of Management Training  
for Managers

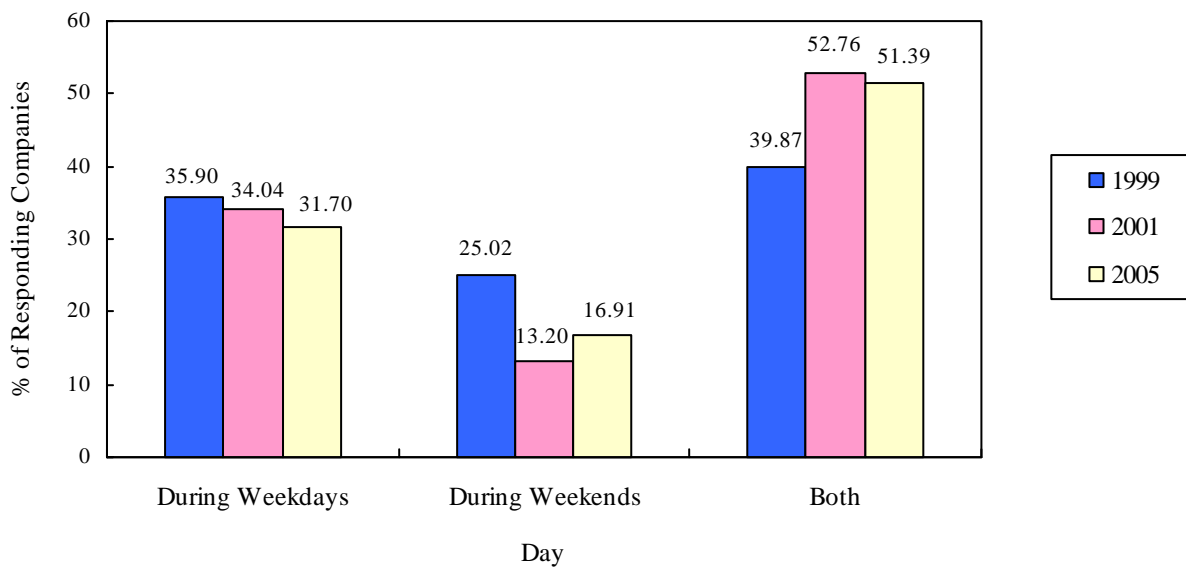
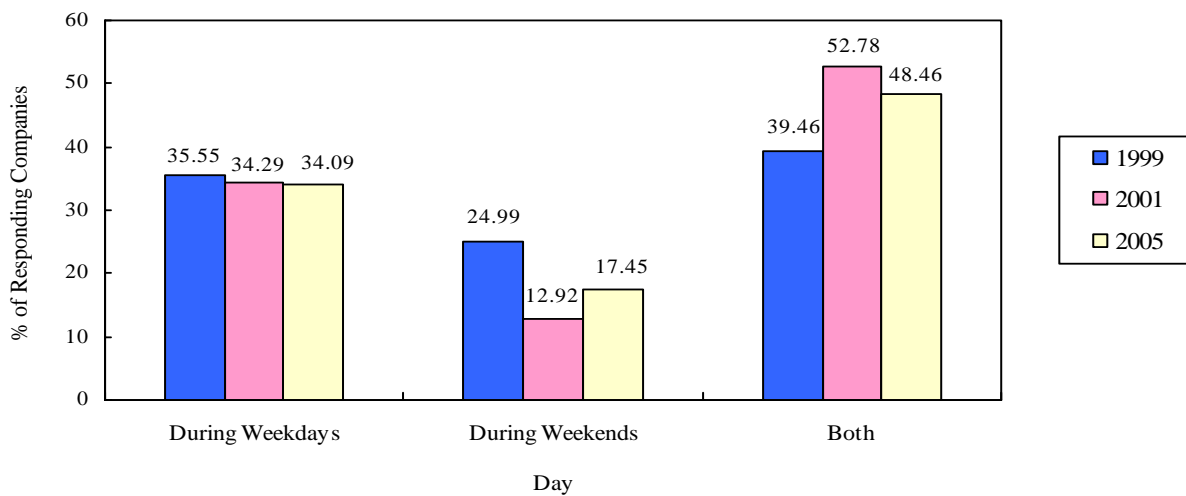


Figure 3.19.12b:  
Trend of Preferred Days of Management Training  
for Supervisors



3.20.14 Similar to the 2001 survey, the 2005 survey indicated that more or less the same number of respondents preferred to have meeting time of management training *after office hours* (42.39%) and *both during office hours and after office hours* (43.36%) for their managers. However, more respondents (45.11%) preferred *after office hours* for their supervisors. Details are shown in Figures 3.19.13a and 3.19.13b below.

Figure 3.19.13a:  
Trend of Preferred Meeting Time of Management Training  
for Managers

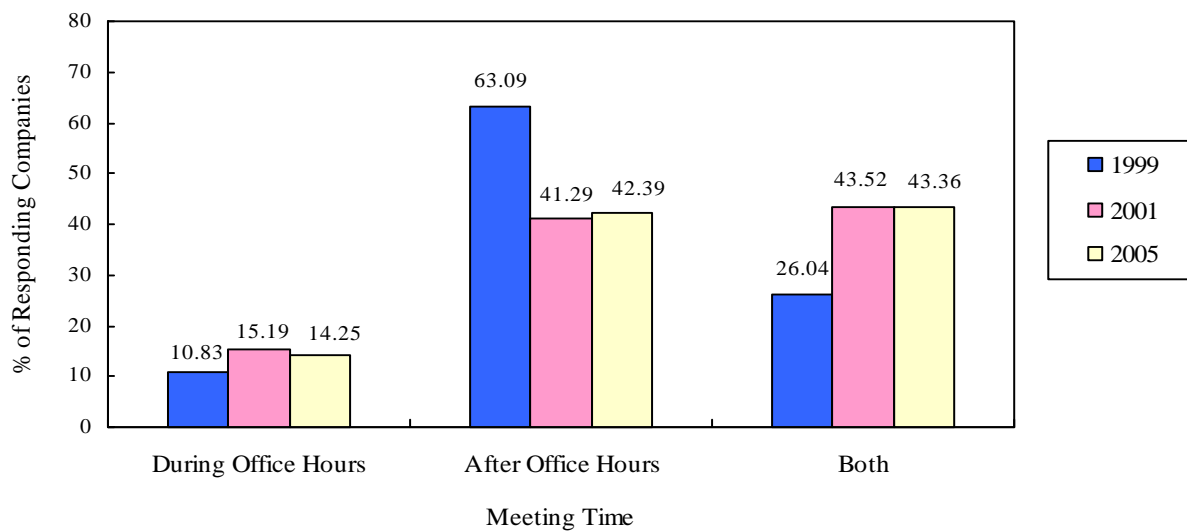
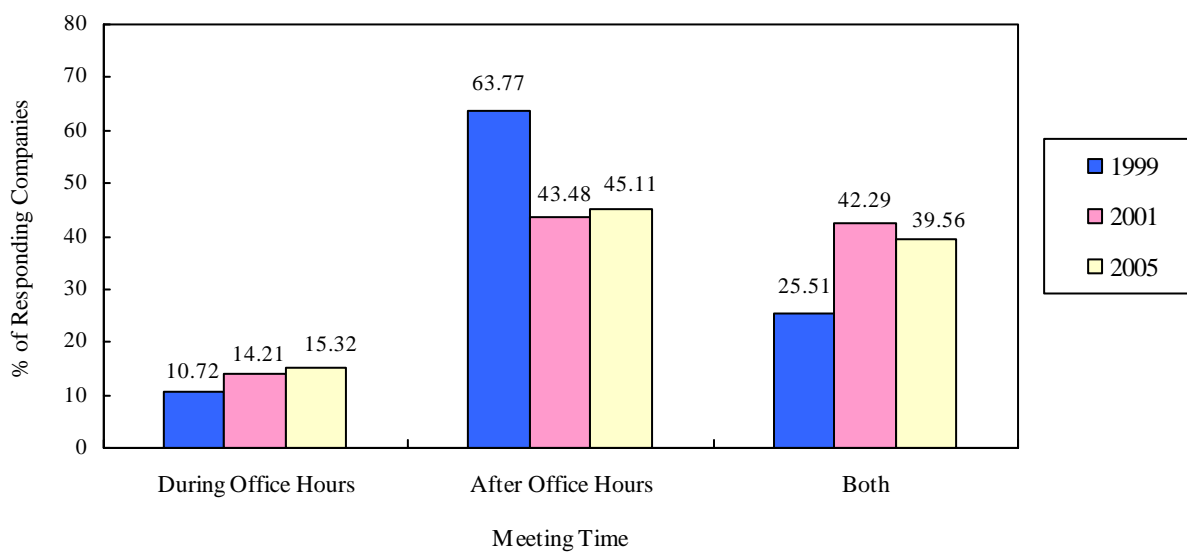


Figure 3.19.13b:  
Trend of Preferred Meeting Time of Management Training  
for Supervisors



3.20.15 The three surveys in 1999, 2001 and 2005 had indicated that *Cantonese/English* and *Cantonese* were still the most preferred medium of instruction for management training for managers and supervisors. In 2005, there was a significant decrease in the preference for *Cantonese/English*, but an increase in the preference for *Putonghua/English*. Details are shown in Figures 3.19.14a and 3.19.14b.

Figure 3.19.14a:  
Trend of Preferred Medium of Instruction of Management Training  
for Managers

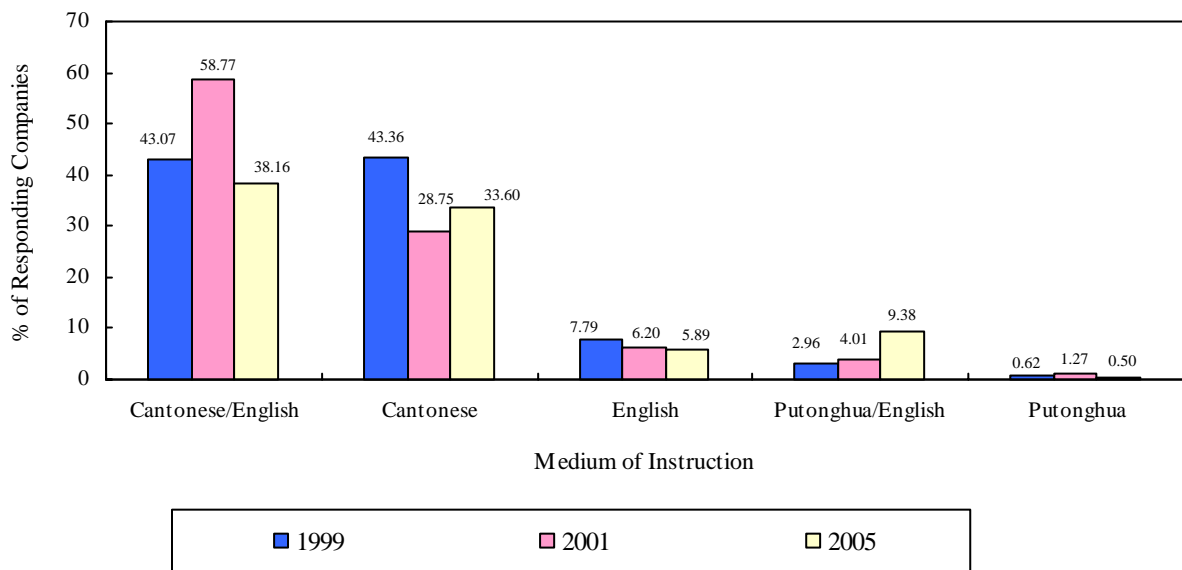
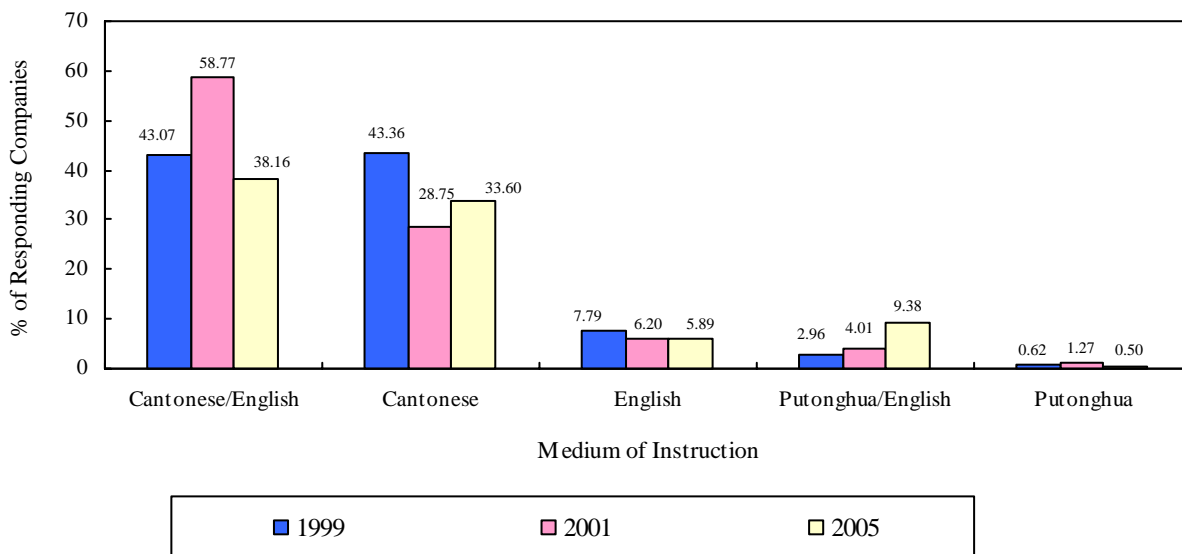


Figure 3.19.14b:  
Trend of Preferred Medium of Instruction of Management Training  
for Supervisors





3.20.16 *Mentoring/coaching* and *small group training* continued to be considered the most preferred learning approaches for management training for both managers and supervisors. *Distance learning* and *self-learning using company learning resource centre* were the least preferred. Details are shown in Figures 3.19.15a and 3.19.15b below.

Figure 3.19.15a:  
Trend of Preference of Learning Approaches for Management Training  
for Managers

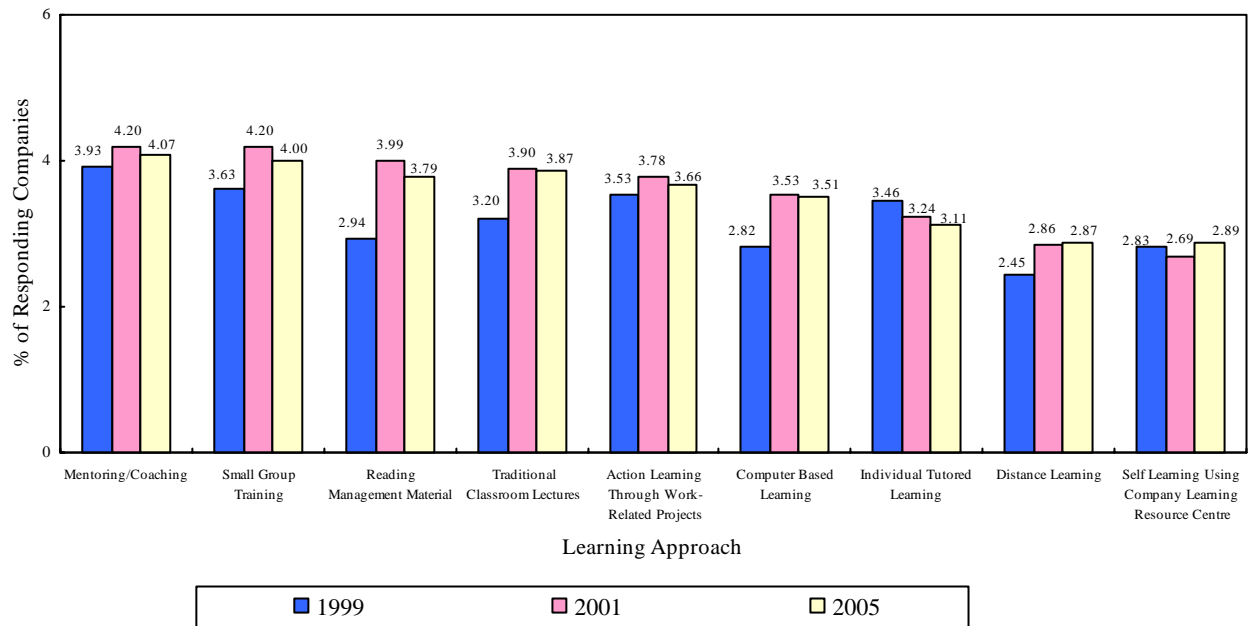
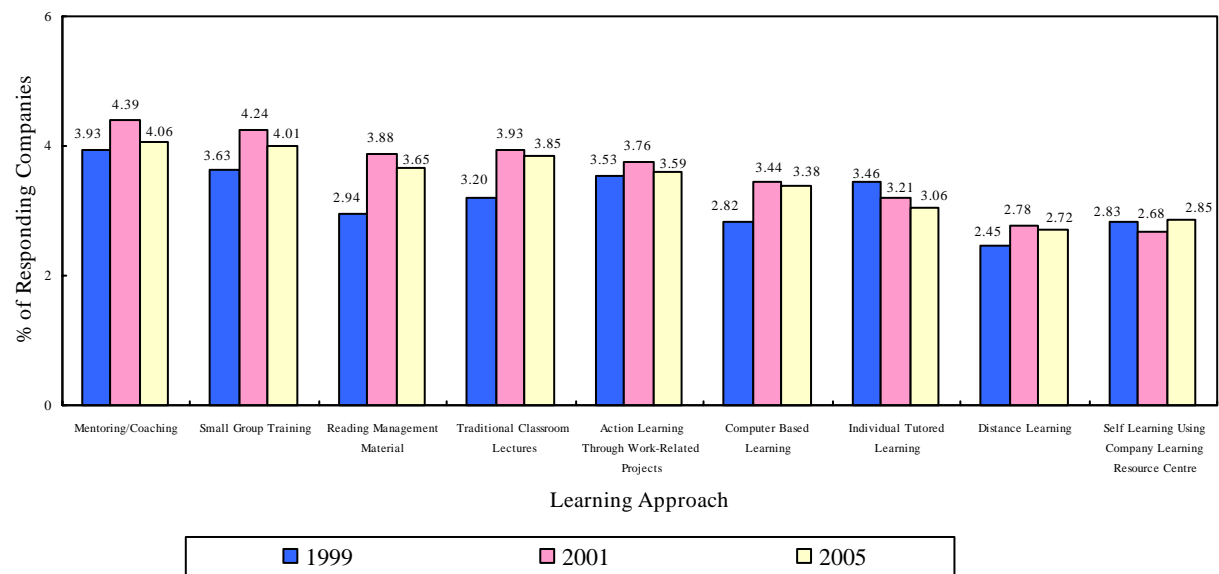


Figure 3.19.15b:  
Trend of Preference of Learning Approaches for Management Training  
for Supervisors



## **PART IV**

### **RECOMMENDATIONS**

#### **4.1 Level of Provision of Management Training for Managers and Supervisors**

4.1.1 The 2005 survey found a higher proportion of managers and supervisors not having had management training prior to their appointment or promotion to their current positions (see Section 3.1). An uncomfortable trend is clearly visible since 1999 and 2001. Over the period, the proportion has jumped from around half to three quarters (see Section 3.19). In view of this alarming and worsening trend, the Committee strongly recommends employers and employer/trade associations in Hong Kong to exert more effort to promote the awareness of and encourage commitment to providing or supporting management training to their managers and supervisors. Local training providers should also help disseminate the market needs for competencies identified and accorded with higher priorities in this survey. The concerted efforts should enable all stakeholders to channel their resources into these areas in order to serve the market better.

4.1.2 The widening gap of provision of management training to managers and supervisors (compared to the findings of 2001) implies that there may now exist a growing population of less competent managerial personnel serving in Hong Kong. To maintain and enhance Hong Kong's role as the regional hub and service centre, government bureaux and public bodies concerned with such training ought to seriously (in fact urgently) consider shifting funds (e.g. the Continuing Education Fund) to influence both the training community (the supply side) and the mass public (the demand side) to focus more on strengthening the identified management competencies so as to bridge the competency gap.

#### **4.2 Competencies Identified**

4.2.1 The operating environment for Hong Kong enterprises over the years has changed considerably, both in Hong Kong and in the Mainland. The opening up of the Mainland markets as a result of China's accession to the WTO and the introduction of CEPA scheme facilitating the cross-border flow of business activities, capitals and personnel between the SAR and the Mainland are amongst the major factors.

4.2.2 Generally speaking managers working in Hong Kong are now facing a more dynamic and challenging environment; and they are expected to be more capable, independent, and able to tackle conflicting, stressful and critical situations (as evidenced by the emergence of competencies such as *crisis management, dealing with conflict, planning skills, self management* and *stress management*). They also need to be more responsive, sensible and accommodating in dealing with both customers and colleagues (as evidenced by the popularity of *team spirit, business acumen, and interpersonal skills*).

4.2.3 Relatively speaking competencies demanded of supervisors operating in Hong Kong are more stable (compared with the findings in 2001). Nevertheless, judging from the new competencies that are found in the 'top ten', the Committee notes that supervisors' roles have expanded over the last five years. Depending on the sectors they are engaged in, they are now more involved in quality enhancement, team work, training/instructing other staff, customer service, as well as crisis and conflict management. For the trading and services sectors, language competencies (English and Putonghua) are high on their skills list.

4.2.4 Training that helps develop competencies of managers and supervisors working in Hong Kong is generally applicable to their counterparts working in the Mainland. However, there are also competencies that employers particularly demand of their managerial staff working across the border. Training providers may note that relatively speaking, in the Mainland, technical-linguistic skills and attitudinal training are more in need than people-oriented competency areas. For managers, *English, quality consciousness* and *IT knowledge and application*, not found in the 'top ten' list in Hong Kong, occupy high ranking in the Mainland. As for supervisors, *integrity and trust* and *quality consciousness* (ranked 16 and 12 respectively in Hong Kong) are the 3<sup>rd</sup> and 4<sup>th</sup> key competencies in the Mainland. (See Section 2.5)

### 4.3 Enhancing Managerial Competency

4.3.1 Compared with 2001, employers are more willing to release their staff to attend relevant management training courses during office hours. In the last (2001) survey, 10.4% of companies surveyed indicated that they were prepared to release their managers to attend training during office hours; and 9.7% of these companies said they were prepared to do so for their supervisors. In the current survey, the respective percentages are 17.4% and 20.9% (Section 3.10). The Committee believes that this might partly be due to the common practice of keeping their staff working long past the conventional closing hours. However, this phenomenon should be of interest to local training providers and external trainers, as such practice may mean their client organisations are more prepared to accept external and in-company training that is run during normal office hours.

4.3.2 While management training that *leads to formal qualifications* is the most popular type (42.5% and 38.2% for managers and supervisors; whilst for the second most popular type – *workshops/seminars* – the respective percentages are 27.8% and 29.2%, Section 3.11), programme duration that is shorter tends to be preferred to those that last over a long period (Section 3.12). Training providers should take into account these seemingly contradicting expectations in designing and offering their courses. Modular design, and intensive training approaches and methodologies appear to be the optimum combination for meeting stakeholders’ expectations.

4.3.3 The survey found that *mentoring/coaching* is the most preferred approach, followed by *small group training*. The high ranking of *coaching and counseling* as a competency on the managers’ and supervisors’ lists reinforces the need for and the potential of developing managers (and to a lesser extent supervisors) into trainers/coaches/counselors to support the training and development functions of their companies. The more traditional classroom lecturing ranks third in popularity. Solitary approaches that heavily rely on personal discipline, such as *self-learning/learning resource centre* and *distance learning* rank the bottom of the list. In-company training personnel and local training providers should bear these in mind when planning and designing their training provision for their staff.

4.3.4 As more companies expand their operations into the Mainland, training in accommodating cultural (and sub-cultural) diversity is increasingly becoming a hot topic. As expected, industries that are more active in exploiting the Mainland markets and are in closer and more direct contact with mainlanders, such as the wholesale & retail sector and the transport & storage sector (taking advantage of CEPA), are more eager to embark on such investment for their staff. This clearly highlights a growth area for the training community. As cultural aspects, and sub-cultural ones as well, are very much locally oriented and not easily substitutable; it will also mean that training providers will need to establish and develop collaborative arrangements with local partners in the Mainland to effectively satisfy such market needs.

#### 4.4 Messages to the Management Training Community

4.4.1 The survey indicates a growing gap in the level of competency of managers and supervisors working in Hong Kong and the Mainland. While it may infer a prominent potential market yet to be tapped, it may also imply that the senior management of local companies have yet to be convinced to invest more in human capital at the two job levels and be persuaded to release their managerial staff to take up training.

4.4.2 To meet the emergent needs, training providers have to develop new programmes or substantially modify their existing ones, and to get the message across to their potential clients. Government machinery may help in facilitating the business community to build a competent management team (e.g. the Qualifications Framework for lifelong learning from supervisory level up) to sustain competitiveness and productivity, and become more aware of such needs. Funding schemes (direct ones such as the Continuing Education Fund (CEF), and indirect ones such as the SME Development Fund) should be geared towards promoting the supply of as well as the demand for training that aims at building and strengthening the needed managerial competencies. The addition of the “Interpersonal & Intrapersonal Skills for the Workplace” as a ‘sector’ in the CEF is a good sign of responsiveness to industry needs, but the Committee regards that its scope still has to be further expanded, and that the content coverage should be constantly reviewed to ensure that incentives are at all times targeted at the changing needs.

4.4.3 Companies surveyed indicated that they expect training programmes to be short and yet leading to qualifications of some sort, and that more intimate/personal/intensive and spontaneously responsive/job-related approaches are preferred. The training community may like to take these preferences into account in developing their programme offerings. The ‘winning formula’ or optimum combination should be a modular course structure employing interactive participative approaches and industry and/or job-related cases/critical incidents and enabling trainees to accumulate qualification credits over time to earn a qualification of some sort. Officials structuring the Qualifications Framework should also consider such provision and arrangement because proper recognition is pivotal in encouraging the working population to pursue lifelong education, a goal long cherished by the HKSAR Government.

#### 4.5 Future Surveys

4.5.1 As before, the Committee recommends that to continuously assess the management training and development needs of managers and supervisors in the constantly changing and increasingly cosmopolitan Hong Kong community, the current practice of conducting manpower and training needs surveys at 2 to 3-year intervals should be continued. However, to enable the Committee to closely monitor the fast changing operating environment and quickly advancing technologies, both in organisational operations and in the field of training & development, and to respond with timely recommendations accordingly, smaller scale studies employing methodologies such as focus groups and web surveys should be carried out from time to time as deemed necessary, and funds should be made available.

## 二 五年管理及督導人員 未來三年管理才能及訓練需求調查

### 報告書摘要

#### 引言

1. 管理及督導訓練委員會於二〇〇五年下半年進行調查，研究本港及內地管理及督導人員現時及未來三年的管理才能及訓練需要，對象為僱用 10 名員工或以上的中小型企業。

#### 調查目的

2. 實地調查工作於二〇〇五年九月間進行，對象為本港八大行業由香港居民擁有／經營的中小型企業，旨在評估現時及未來三年這些企業管理及督導人員的管理才能，以及確定各大主要行業的管理培訓需要和與培訓計劃相關的管理問題。調查結果有助培訓機構、院校及行業協會制定並推行適當措施，解決管理問題，滿足訓練需要。

3. 與過往調查相比，是次調查的著眼點有些微修改，這是因為香港公司持續擴充內地業務，愈來愈多分公司在內地成立；另外，香港公司亦增聘不同文化或種族背景的員工，在這樣的人力資源政策下，工作環境的文化差異亦隨之增加。因此，是次調查會探討本港與內地公司不同的訓練需要，並研究香港及內地員工的國際視野及文化差異。

#### 調查範圍

4. 本會從八個主要行業 31,460 間僱用 10 至 100 名員工的中小型企業，以隨機抽樣方式選取 1,344 間機構。這些機構來自以下行業：製造；水、電、氣體燃料；建造；零售批發及出入口；運輸、儲存、通訊；金融、保險、房地產及商業服務；社區、社會及個人服務；食肆及酒店。

#### 分析

##### **未來三年香港管理及督導人員所需主要才能**


5. 受訪機構需從 35 項才能中，選出未來三年其認為對管理及督導人員最為重要的 10 項。

6. 表 1 顯示，未來三年管理及督導人員所需的 10 項主要才能中，有 7 項完全相同；而最不受重視的 10 項才能中，則有 8 項完全相同。

**表 1：未來三年香港管理及督導人員所需主要才能排名**

| 排名 | 管理人員          | 百分率*  | 排名 | 督導人員          | 百分率*  |
|----|---------------|-------|----|---------------|-------|
| 1  | 訓練與輔導下屬       | 47.45 | 1  | 溝通技巧          | 62.99 |
| 2  | 責任感           | 47.29 | 2  | 責任感           | 62.70 |
| 3  | 溝通技巧          | 47.09 | 3  | 關心和照顧客戶需要     | 51.65 |
| 4  | 危機管理          | 44.91 | 4  | 人際關係技巧        | 48.54 |
| 5  | 人際關係技巧        | 41.10 | 5  | 團隊精神          | 45.71 |
| 6  | 策劃技巧          | 40.71 | 6  | 訓練與輔導下屬       | 42.69 |
| 7  | 營商智慧          | 38.02 | 7  | 自我管理          | 37.57 |
| 8  | 對人對事善於分析      | 37.13 | 8  | 解決困難及作出決定     | 36.48 |
| 9  | 解決困難及作出決定     | 36.46 | 9  | 對人對事善於分析      | 36.07 |
| 10 | 自我管理          | 35.57 | 10 | 英語（講、寫）       | 35.93 |
| 11 | 團隊精神          | 34.95 | 11 | 處理衝突          | 34.04 |
| 12 | 處理衝突          | 34.11 | 12 | 重視品質          | 31.92 |
| 13 | 關心和照顧客戶需要     | 33.16 | 13 | 危機管理          | 31.76 |
| 14 | 英語（講、寫）       | 30.74 | 14 | 普通話           | 30.22 |
| 15 | 商業道德          | 30.64 | 15 | 指導、訓練及講解技巧    | 30.03 |
| 16 | 指導、訓練及講解技巧    | 30.00 | 16 | 正直誠實          | 29.74 |
| 17 | 壓力處理          | 27.91 | 17 | 資訊科技知識及應用     | 26.80 |
| 18 | 資訊科技知識及應用     | 27.90 | 18 | 策劃技巧          | 26.28 |
| 19 | 建立團隊          | 26.89 | 19 | 商業道德          | 25.12 |
| 20 | 國際認知          | 26.43 | 20 | 壓力處理          | 24.18 |
| 21 | 逆境智商          | 26.08 | 21 | 營商智慧          | 23.26 |
| 22 | 重視品質          | 25.68 | 22 | 建立團隊          | 21.43 |
| 23 | 正直誠實          | 22.09 | 23 | 自我改進          | 20.68 |
| 24 | 普通話           | 20.10 | 24 | 情緒智商          | 18.90 |
| 25 | 創造力           | 19.89 | 25 | 逆境智商          | 18.78 |
| 26 | 自我改進          | 19.29 | 26 | 創造力           | 17.19 |
| 27 | 願意承擔預計的風險     | 17.74 | 27 | 談判技巧          | 16.99 |
| 28 | 談判技巧          | 17.39 | 28 | 對價值、文化的認識     | 14.38 |
| 29 | 推行變革          | 17.30 | 29 | 國際認知          | 14.30 |
| 30 | 情緒智商          | 16.98 | 30 | 樂於協助他人發揮所長    | 13.92 |
| 31 | 激勵他人          | 15.80 | 31 | 體諒別人 / 理解他人處境 | 13.82 |
| 32 | 體諒別人 / 理解他人處境 | 14.87 | 32 | 激勵他人          | 12.49 |
| 33 | 樂於協助他人發揮所長    | 14.59 | 33 | 願意承擔預計的風險     | 10.84 |
| 34 | 對價值、文化的認識     | 14.54 | 34 | 推行變革          | 8.93  |
| 35 | 授權            | 14.36 | 35 | 授權            | 5.13  |

\* 百分率 = 填覆機構百分率

 核心才能(即有過半數的填覆機構選取)

7. 從表 1 可見，管理及督導人員所需的 10 項主要才能中，有 3 項被評為督導人員所需的核心才能（有逾 50% 的機構填選），分別為「溝通技巧」、「責任感」及「關心和照顧客戶需要」。管理人員方面，3 項最重要才能為：「訓練與輔導下屬」、「責任感」及「溝通技巧」。以上 3 項才能都未能獲得超過 50% 的機構填選，顯示機構對管理人員所需的核心才能看法不一。「團隊精神」及「普通話」對兩組人員同樣重要，相比管理人員，「普通話」對督導人員較為重要。

8. 全部八個行業均選取「訓練與輔導下屬」及「溝通技巧」為管理人員所需主要才能，而其中七個行業的機構認為「責任感」乃管理人員需具備的主要才能。

9. 全部八個行業均選取「溝通技巧」、「責任感」、「人際關係技巧」、「訓練與輔導下屬」4 項，認為是督導人員需具備的主要才能。

#### **影響香港管理及督導人員選擇所需才能的原因**

10. 調查表除列出 35 項才能外，人力調查工作小組亦提供了 34 個原因，分別從人、產品、市場、財務、資訊科技、經濟及工作環境文化差異的角度作分析。受訪機構須為所選主要才能說明原因，並評定其重要性。



11. 表 2 顯示，影響管理及督導人員所需才能的原因排名大致相同。

**表 2：影響香港管理及督導人員選擇所需才能的原因排名**

| 原因              |             | 管理人員 |       | 督導人員 |       |
|-----------------|-------------|------|-------|------|-------|
|                 |             | 排名   | 加權平均分 | 排名   | 加權平均分 |
| 客戶要求愈來愈高        | (市場)        | 1    | 4.86  | 1    | 4.80  |
| 優秀僱員難求          | (人)         | 2    | 4.23  | 2    | 4.12  |
| 本地業內競爭愈來愈劇烈     | (市場)        | 3    | 4.16  | 3    | 4.12  |
| 促進員工之間的合作       | (人)         | 4    | 4.13  | 4    | 4.08  |
| 公司漸多應用資訊科技      | (資訊科技)      | 5    | 3.76  | 5    | 3.53  |
| 產生更多創新的構思       | (人)         | 6    | 3.69  | 6    | 3.50  |
| 現有人員表現未如理想      | (人)         | 7    | 3.34  | 7    | 3.38  |
| 營運方式有變          | (產品)        | 8    | 3.2   | 8    | 3.04  |
| 來自內地競爭愈來愈劇烈     | (市場)        | 9    | 3.14  | 10   | 2.94  |
| 公司服務 / 產品漸趨過時   | (產品)        | 10   | 3.13  | 9    | 3.03  |
| 本地更多商機          | (經濟)        | 11   | 3.04  | 11   | 2.93  |
| 內地更多商機          | (經濟)        | 12   | 2.90  | 14   | 2.67  |
| 正加快以電子商貿形式經營業務  | (資訊科技)      | 13   | 2.87  | 13   | 2.75  |
| 來自海外競爭愈來愈劇烈     | (市場)        | 14   | 2.86  | 15   | 2.65  |
| 裁減現有人手編制        | (人)         | 15   | 2.83  | 12   | 2.80  |
| 分散公司業務          | (市場)        | 16   | 2.80  | 16   | 2.62  |
| 業務擴充至內地         | (經濟)        | 17   | 2.70  | 18   | 2.48  |
| 世界其他各地更多商機      | (經濟)        | 18   | 2.69  | 17   | 2.51  |
| 協調各方面文化差異       | (工作環境的文化差異) | 19   | 2.62  | 19   | 2.47  |
| 業務性質改變          | (經濟)        | 20   | 2.56  | 21   | 2.40  |
| 外判工作減低成本        | (財務)        | 21   | 2.55  | 20   | 2.47  |
| 文化差異帶來的利與害      | (工作環境的文化差異) | 22   | 2.53  | 22   | 2.37  |
| 中國加入世界貿易組織(WTO) | (經濟)        | 23   | 2.46  | 23   | 2.29  |
| 公司業務遷往他處        | (市場)        | 24   | 2.39  | 24   | 2.25  |
| 銀行融資困難          | (財務)        | 25   | 2.38  | 25   | 2.22  |
| 更緊密經貿關係安排的實施    | (經濟)        | 26   | 2.36  | 26   | 2.20  |

12. 最重要的四個因素是「客戶要求愈來愈高」、「優秀僱員難求」、「本地業內競爭愈來愈劇烈」及「促進員工之間的合作」。

## 未來三年內地管理及督導人員所需主要才能

13. 調查顯示六個行業<sup>(1)</sup>的受訪機構均認為內地管理及督導人員所需才能與本地的相約。表 3 顯示，內地兩組人員 7 項的主要才能相同，分別為：「責任感」、「溝通技巧」、「英語(講、寫)」、「解決困難及作出決定」、「訓練與輔導下屬」、「重視品質」及「團隊精神」。儘管如此，機構對兩組人員的期望不盡相同。

**表 3：未來三年內地管理及督導人員主要才能排名**

| 排名 | 管理人員        | 百分率*  | 排名 | 督導人員        | 百分率*  |
|----|-------------|-------|----|-------------|-------|
| 1  | 責任感         | 61.38 | 1  | 責任感         | 72.48 |
| 2  | 溝通技巧        | 50.35 | 2  | 溝通技巧        | 58.86 |
| 3  | 英語(講、寫)     | 44.54 | 3  | 正直誠實        | 51.28 |
| 4  | 解決困難及作出決定   | 42.70 | 4  | 重視品質        | 50.92 |
| 5  | 訓練與輔導下屬     | 41.55 | 5  | 解決困難及作出決定   | 46.71 |
| 6  | 重視品質        | 40.59 | 6  | 英語(講、寫)     | 46.67 |
| 7  | 策劃技巧        | 38.78 | 7  | 訓練與輔導下屬     | 42.59 |
| 8  | 團隊精神        | 38.74 | 8  | 關心和照顧客戶需要   | 42.18 |
| 9  | 危機管理        | 37.06 | 9  | 團隊精神        | 41.32 |
| 10 | 資訊科技知識及應用   | 36.89 | 10 | 自我管理        | 37.98 |
| 11 | 對人對事善於分析    | 35.68 | 11 | 處理衝突        | 37.78 |
| 12 | 處理衝突        | 35.25 | 12 | 資訊科技知識及應用   | 36.09 |
| 13 | 自我管理        | 34.89 | 13 | 自我改進        | 35.47 |
| 14 | 正直誠實        | 34.21 | 14 | 人際關係技巧      | 34.74 |
| 15 | 關心和照顧客戶需要   | 34.15 | 15 | 對人對事善於分析    | 33.01 |
| 16 | 國際認知        | 31.32 | 16 | 指導、訓練及講解技巧  | 32.01 |
| 17 | 人際關係技巧      | 28.73 | 17 | 策劃技巧        | 25.97 |
| 18 | 營商智慧        | 28.57 | 18 | 商業道德        | 25.69 |
| 19 | 建立團隊        | 27.93 | 19 | 危機管理        | 24.32 |
| 20 | 自我改進        | 27.79 | 20 | 國際認知        | 21.77 |
| 21 | 商業道德        | 25.64 | 21 | 建立團隊        | 18.87 |
| 22 | 指導、訓練及講解技巧  | 24.45 | 22 | 對價值、文化的認識   | 16.66 |
| 23 | 壓力處理        | 23.52 | 23 | 創造力         | 15.35 |
| 24 | 對價值、文化的認識   | 22.37 | 24 | 推行變革        | 14.30 |
| 25 | 推行變革        | 18.91 | 25 | 營商智慧        | 14.10 |
| 26 | 創造力         | 17.97 | 26 | 體諒別人/理解他人處境 | 13.78 |
| 27 | 逆境智商        | 17.66 | 27 | 普通話         | 12.69 |
| 28 | 談判技巧        | 17.58 | 28 | 壓力處理        | 12.65 |
| 29 | 願意承擔預計的風險   | 15.44 | 29 | 逆境智商        | 11.95 |
| 30 | 情緒智商        | 15.09 | 30 | 談判技巧        | 11.87 |
| 31 | 普通話         | 12.74 | 31 | 情緒智商        | 11.65 |
| 32 | 授權          | 10.79 | 32 | 激勵他人        | 11.16 |
| 33 | 體諒別人/理解他人處境 | 10.03 | 33 | 願意承擔預計的風險   | 10.88 |
| 34 | 激勵他人        | 9.99  | 34 | 樂於協助他人發揮所長  | 10.24 |
| 35 | 樂於協助他人發揮所長  | 9.37  | 35 | 授權          | 5.43  |

\* 百分率 = 填覆機構百分率

核心才能(即有過半數的填覆機構選取)

<sup>(1)</sup> 八個行業中，其中兩個行業並無在內地經營業務的中小型企業數據，該兩個行業分別為水、電、氣體燃料業和食肆及酒店業。

14. 與香港管理人員相比，機構期望內地管理人員有 3 項主要才能，分別為：「英語能力」、「重視品質」及「資訊科技知識及應用」。

15. 同樣地，與香港督導人員相比，機構期望內地督導人員有「重視品質」的主要才能；另外「資訊科技知識及應用」及「英語能力」則是較重要的才能。

### **各行業所選取的內地人員主要才能**

16. 全部六個行業均選取「責任感」及「溝通技巧」為管理人員所需的主要才能；另外，全部六個行業均選取「責任感」、「溝通技巧」及「解決困難及作出決定」，認為是督導人員需具備的主要才能。

### **影響內地管理及督導人員選擇所需才能的原因**

17. 表 4 顯示，影響管理及督導人員選擇所需才能的十大原因排名大致相同。最重要的四個因素是「客戶要求愈來愈高」、「優秀僱員難求」、「促進員工之間的合作」及「公司漸多應用資訊科技」。影響香港管理及督導人員所需才能的十大原因排名，與影響內地人員才能原因的排名大致相同。「協調各方面文化差異」為內地的主要原因之一，但卻不適用於香港。

**表 4：影響內地管理及督導人員選擇所需才能的原因排名**

| 原因              |             | 管理人員 |       | 督導人員 |       |
|-----------------|-------------|------|-------|------|-------|
|                 |             | 排名   | 加權平均分 | 排名   | 加權平均分 |
| 客戶要求愈來愈高        | (市場)        | 1    | 4.71  | 1    | 4.64  |
| 優秀僱員難求          | (人)         | 2    | 4.42  | 3    | 4.23  |
| 促進員工之間的合作       | (人)         | 3    | 4.32  | 2    | 4.24  |
| 公司漸多應用資訊科技      | (資訊科技)      | 4    | 4.00  | 4    | 3.84  |
| 現有人員表現未如理想      | (人)         | 5    | 3.82  | 6    | 3.64  |
| 來自內地競爭愈來愈劇烈     | (市場)        | 6    | 3.81  | 5    | 3.66  |
| 產生更多創新的構思       | (人)         | 7    | 3.67  | 8    | 3.47  |
| 本地業內競爭愈來愈劇烈     | (市場)        | 8    | 3.61  | 7    | 3.48  |
| 內地更多商機          | (經濟)        | 9    | 3.54  | 11   | 3.32  |
| 業務擴充至內地         | (經濟)        | 10   | 3.48  | 9    | 3.35  |
| 協調各方面文化差異       | (工作環境的文化差異) | 11   | 3.44  | 10   | 3.34  |
| 正加快以電子商貿形式經營業務  | (資訊科技)      | 12   | 3.38  | 14   | 3.21  |
| 來自海外競爭愈來愈劇烈     | (市場)        | 13   | 3.37  | 12   | 3.31  |
| 文化差異帶來的利與害      | (工作環境的文化差異) | 14   | 3.35  | 13   | 3.24  |
| 營運方式有變          | (產品)        | 15   | 3.34  | 15   | 3.17  |
| 公司服務 / 產品漸趨過時   | (產品)        | 16   | 3.13  | 17   | 2.94  |
| 世界其他各地更多商機      | (經濟)        | 17   | 3.11  | 16   | 2.96  |
| 本地更多商機          | (經濟)        | 18   | 2.99  | 18   | 2.81  |
| 中國加入世界貿易組織(WTO) | (經濟)        | 19   | 2.96  | 19   | 2.78  |
| 分散公司業務          | (市場)        | 20   | 2.91  | 20   | 2.74  |
| 裁減現有人手編制        | (人)         | 21   | 2.88  | 24   | 2.65  |
| 更緊密經貿關係安排的實施    | (經濟)        | 22   | 2.85  | 22   | 2.69  |
| 外判工作減低成本        | (財務)        | 23   | 2.78  | 21   | 2.74  |
| 業務性質改變          | (經濟)        | 24   | 2.77  | 23   | 2.68  |
| 公司業務遷往他處        | (市場)        | 25   | 2.76  | 25   | 2.65  |
| 銀行融資困難          | (財務)        | 26   | 2.59  | 26   | 2.49  |

## 香港與內地僱員之間的矛盾

18. 問卷要求受訪機構根據五個等級(1 為沒有問題；5 為很多問題)，就因香港與內地僱員之間的矛盾或意見分歧而衍生的六個問題作出評分。結果顯示機構只有「頗少問題」或「有些問題」。

## 本港的管理培訓情況

19. 圖 1 顯示，超過半數的管理及督導人員(分別為 72.54% 及 77.7%)，未曾受過管理培訓，便獲委聘或擢升他們至現時擔任的職位；圖 2 顯示，只有約三分之一的機構會在未來三年向現職管理人員(36.09%)及督導人員(32.88%)提供管理培訓。委員會亦關注到只有約四分之一的機構計劃在未來三年為管理及督導人員制定管理培訓計劃。

圖 1：  
各行業管理及督導人員受僱  
晉升現職前接受管理培訓的分布情況

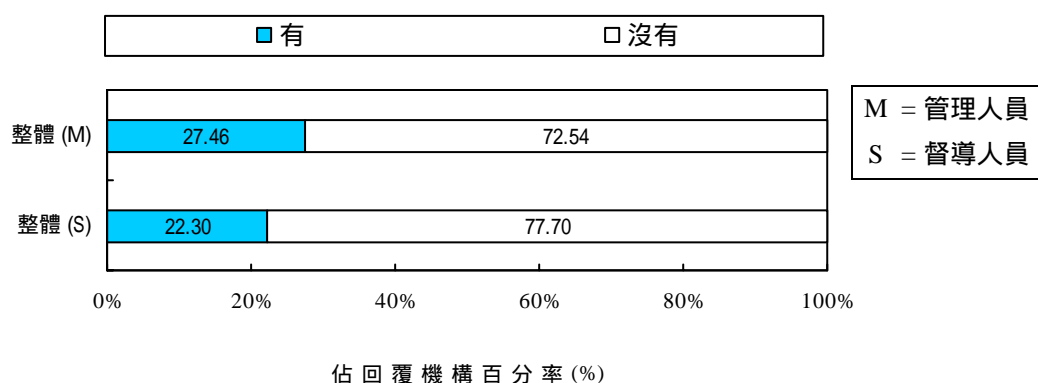
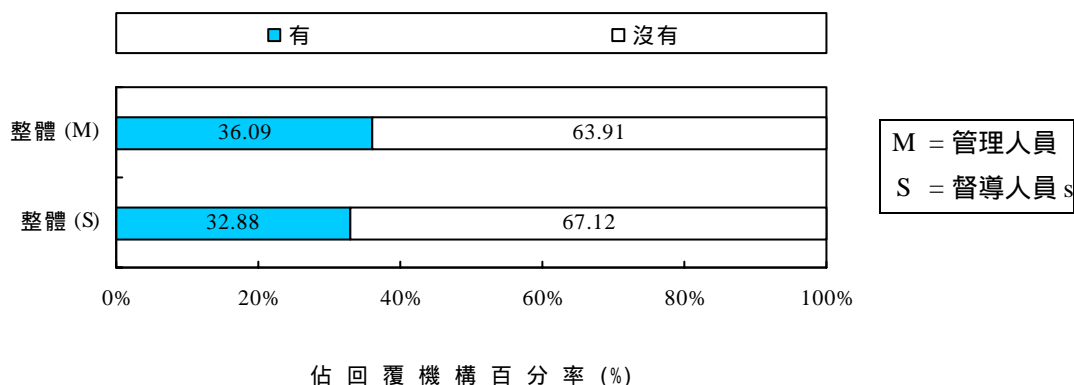


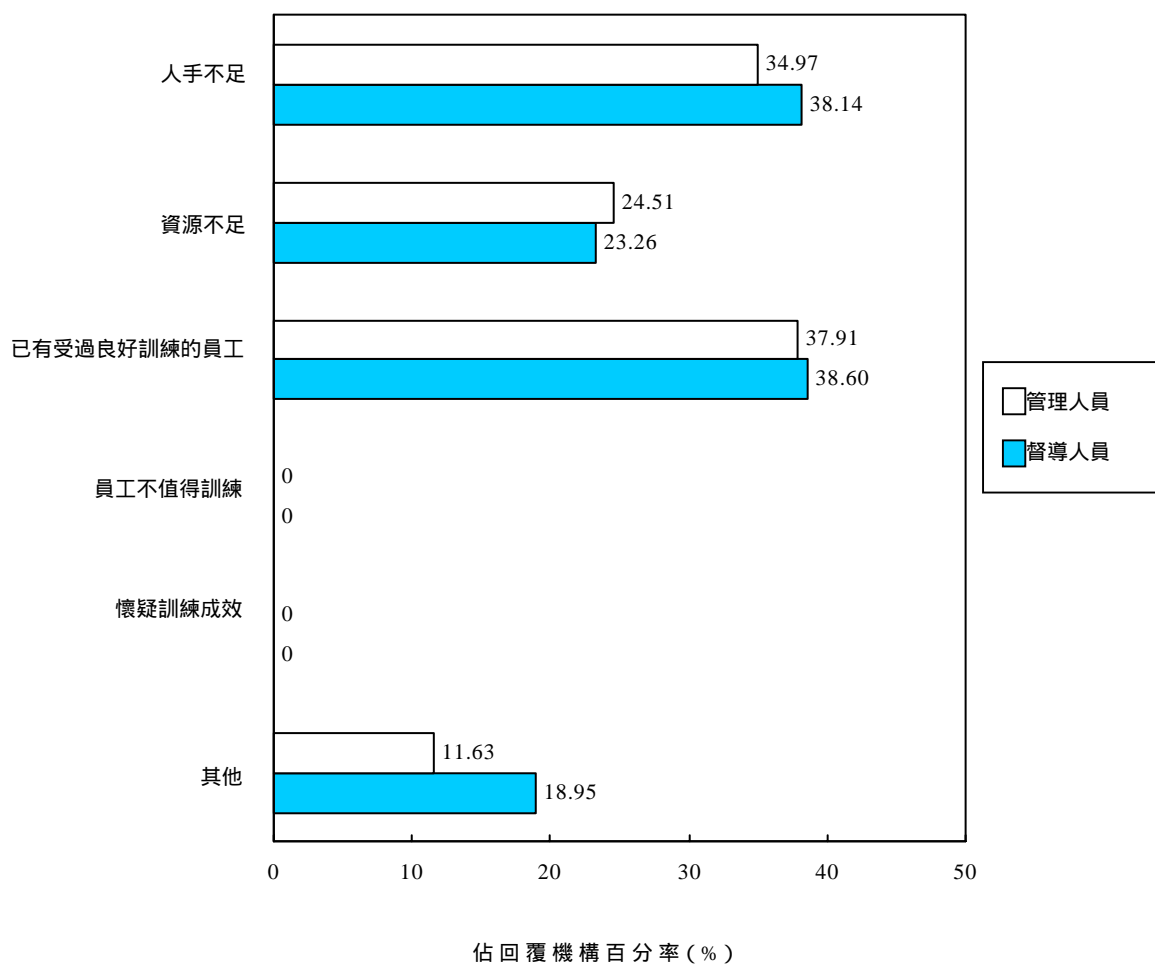
圖 2：  
未來三年各行業為管理及督導人員  
提供管理培訓的分布情況



20. 在會為員工安排管理培訓的機構中，大部分(管理人員：64.59%；督導人員：63.36%)會選取「外間夜間課程」；其餘三個按受歡迎程度排列的培訓形式為「機構自辦培訓」、「外間日間課程」，以及「於本地／海外實習或修讀課程」。

21. 從圖 3 可見，受訪機構在未來三年不會為員工安排正式管理培訓兩個最普遍的原因為：「已有足夠受過良好訓練的員工」及「人手不足，無法派遣職員接受訓練」。

圖 3：  
未來三年沒有為管理及督導人員  
安排管理培訓的原因

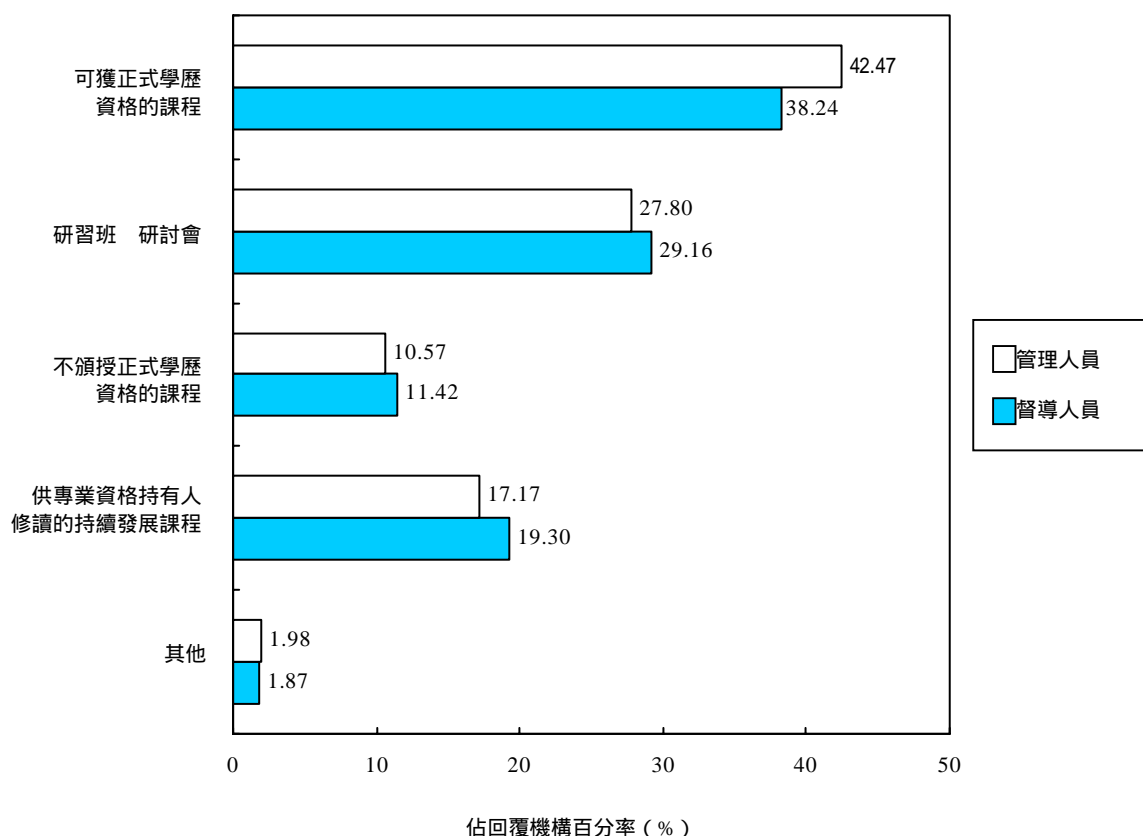


22. 約四成機構「准許員工於辦公時間內」接受培訓，並會為他們「繳付或發還已付的學費」；另外四成機構則只願意為修讀管理相關課程的員工「繳付或發還已付的學費」。

## 未來三年機構屬意的管理培訓

23. 圖 4 顯示，最多回覆機構表示會為管理及督導人員選擇「可獲正式學歷資格的課程」，其次為「研習班 / 研討會」；課程修讀期為「少於一星期」（有接近三分之一機構選擇），「十二個月以上」的課程則只有約一成機構選擇。

圖 4：  
未來三年管理及督導人員屬意的管理培訓種類



24. 上課次數方面，機構多屬意「每星期一次」，其次為「少於每星期一次」。約五成機構屬意上課日子為「平日及週末混合」；但上課時間則屬意「下班後」或「辦公時間內與下班後兩者混合」。

25. 「粵語及英語」為機構最支持採用的授課語言，只以「英語或普通話」授課仍不甚獲支持。

26. 「由管理人員從旁指導，學習管理技巧」為機構最支持採用的學習方式，其次為「小組培訓」；兩者的比重相近。

### **有關文化差異的培訓**

27. 是次調查詢問機構為員工提供有關文化差異培訓的情況。結果顯示約 8% 的員工有接受此類型的培訓，機構並表示計劃為 18% 的管理人員及 10% 的督導人員提供有關培訓。較大型的公司較重視此類型的培訓。

### **申請中小企業培訓基金**

28. 是次調查探討機構有否申請中小企業培訓基金。整體上，三分之一的機構有接受基金資助。在眾多行業中，批發、零售及從事貿易的行業最常申請該基金(46%)，其次為運輸、儲存及通訊行業(35%)。

### **本地機構對管理培訓需求的趨勢**

29. 過去兩次調查(一九九九及二〇〇一年)同類的相關資料經抽取後，會與是次調查所得資料作比較。

30. 是次調查顯示，會聘請「未曾受過管理培訓」的管理及督導人員的機構大幅增加。

31. 與過往調查比較，是次調查顯示，較少機構會為管理及督導人員安排「外間日間課程」。較多機構寧可安排「外間夜間課程」及「機構自辦培訓」。雖然大部分機構仍屬意提供「在職培訓」，但與以往相比，較多機構表示會為員工安排「職外(脫產)培訓」。

32. 是次調查顯示，機構減少了「培訓經費預算」，並較以往更不情願增設本身的「培訓中心」及「兼職及全職培訓人員」。

33. 一九九九年調查顯示，逾 12% 的回覆機構表示「不認為管理培訓有價值」；二〇〇五年，無受訪機構表示「不認為員工值得訓練」及「不認為管理培訓有價值」。與二〇〇一年情況相約，有逾八成機構樂意資助管理及督導人員修讀相關的管理課程。

34. 較多機構會讓管理及督導人員於「辦公時間內接受管理培訓」；會選擇讓員工於「辦公時間內接受管理培訓」並「為他們繳付或發還學費」的機構與「只為他們繳付或發還學費」的機構則大幅減少。



35. 與 一年比較，更多機構關注員工接受培訓後是否會「獲頒授正式學歷資格」，並趨向採用「持續發展課程」。

36. 二 一年時，較多機構表示會為管理及督導人員安排為期「一個月至三個月以下」的管理培訓。但二 五年時，較多機構表示會為員工安排「一星期以下」的管理培訓。

37. 與一九九九與二 一年上兩次的調查結果相似，大部分機構認為管理及督導人員的上課次數以「每星期一次」為合，但希望管理培訓於「平日」進行的機構則較少。此外，屬意管理培訓於「平日及週末」同時進行的機構亦有減少。

38. 是次調查顯示有 42.39% 的機構屬意管理人員於「下班後」上課，選擇「辦公時間內及下班後」的機構則佔 43.36%，結果與二 一年的調查相約。另一方面，較多機構(45.11%)屬意督導人員於「下班後」上課。

39. 三次調查均顯示「粵語／英語」，以及「粵語」仍是機構較樂意採用的授課語言。二 五年，選擇採用「粵語／英語」為授課語言的機構大幅減少，選擇「普通話／英語」的機構則有增加。

40. 在管理及督導人員的管理培訓中，「由管理人員從旁指導，學習管理技巧」，以及「小組培訓」仍是最多機構屬意採用的授課方式。「遙距學習」及「利用機構內設學習資源中心進行自修」則為最少機構選擇的學習方式。

## **主要建議**

41. 本會主要建議如下：

### **(a) 為管理及督導人員提供管理培訓**

- (i) 建議香港僱主、僱主聯會／行業協會投放更多資源，致力提供或支援管理及督導人員的管理培訓，並提高機構為有關人員提供培訓的意識。
- (ii) 發佈調查結果，讓業界了解市場對個別才能的需求及調查顯示的重點培訓項目，以協助機構、僱主及僱員集中資源，加強個別才能的培訓。
- (iii) 建議負責培訓事務的公營機構認真考慮調配基金(如持續進修基金)，鼓勵培訓機構(供應者)及大眾市民(需求者)加強若干管理才能的培訓。

**(b) 如何提供管理及督導人員所需的管理才能培訓**

- (i) 加強管理人員在相關方面的培訓及發展，如「危機管理」、「處理衝突」、「策劃技巧」、「自我管理」、「壓力處理」、「團隊精神」、「營商智慧」及「人際關係技巧」，以協助管理及督導人員適應轉變，特別是中國加入世貿(WTO)落實執行內地與香港更緊密經貿關係(CEPA)安排後，中港兩地人才、商務及資金互通所帶來的轉變。
- (ii) 為在內地工作的管理人員提供更多專門技能、語文及改善工作態度的培訓，如「英語」、「重視品質」、「資訊科技知識及應用」。
- (iii) 為在內地工作的督導人員提供更多有關「正直誠實」及「重視品質」的培訓。

**(c) 有意提升管理才能的機構**

- (i) 設計單元課程，採用密集式培訓及教學方式，以滿足回覆機構希望員工修讀短期課程的意願。
- (ii) 開辦短期、會頒授資歷的培訓課程，發展單元課程學制，採用互動、鼓勵學員投入的授課方式，以行業及/或與工作有關的個案/重大事件為教材，以協助學員累積學分，並在完成課程後取得正式資歷。
- (iii) 採用回覆機構屬意的授課方式：「由管理人員從旁指導，學習管理技巧」及「小組培訓」。
- (iv) 培訓管理人員(並為督導人員提供較小規模的培訓)成為訓練人員/導師/輔導員以支援公司培訓及發展的工作。
- (v) 特別為某些集中開發內地市場、與內地人員有較緊密及直接聯繫的行業(如批發及零售業和運輸及儲存業)設計培訓課程，在課程中加入對文化(及亞文化)多元性的探討。
- (vi) 與內地機構合作，建立伙伴關係，以提供針對市場需要的服務。

**(d) 提供管理培訓及發展**

- (i) 鼓勵本地公司的高層管理人員在此兩個職級投放更多人力資源，並派遣管理人員修讀培訓課程。
- (ii) 游說政府：
  - (a) 鼓勵政府協助商界建立卓越的管理團隊，以維持香港的競爭力、生產力及提升機構為員工提供培訓的意識（如訂立資歷架構，鼓勵督導級或以上的員工終身學習）。
  - (b) 調整資助計劃（直接資助計劃如持續進修基金及間接資助計劃如中小企業發展基金），以鼓勵更多機構提供加強管理才能的培訓，並吸引更多員工及機構申請報讀。
  - (c) 擴大持續進修基金的覆蓋範圍，不時檢討基金的資助詳情，以確保基金有足夠的吸引力，並時刻配合社會不斷轉變的需求。
  - (d) 在資歷架構下，設立完善的資歷頒發機制，承認過往的學習經驗，因為在職人士要確保過往資歷獲得認可，才會致力追求終身學習。

**(e) 未來調查**

- (i) 在地區化及全球化的影響下，香港的世界城市地位不斷提高，因此應繼續每兩至三年進行一次人力及訓練需求調查，以便持續評估管理及督導人員的管理培訓及發展需求。
- (ii) 為了協助委員會更貼切了解新的機構營運模式及管理才能的最新發展，並適時跟進提出建議，在有需要時，應不時舉行小規模調查，採用其他方法，如焦點小組調查、網上調查等，並增撥資源進行有關工作。

# 第一章

## 緒論

### 管理及督導訓練委員會

1.1 職業訓練局屬下管理及督導訓練委員會由香港特別行政區政府委任，負責評估管理及督導人員的人力狀況及訓練需求，並向職業訓練局提出建議，以配合業界對人才訓練的需求。本會委員由專業團體、行業協會、教育／培訓機構及政府部門提名。本會的委員名單及職權範圍載於附錄 1 及 2。

### 調查目的

1.2 本會於二〇〇五年九月間進行調查，對象為本港八大行業由香港居民擁有／經營的中小型企業，旨在(1)評估現時及未來三年這些企業管理及督導人員的管理才能，以及(2)確定各大主要行業的管理培訓需要和與培訓計劃相關的管理問題。

1.3 與過往調查相比，是次調查的著眼點有些微修改。隨著香港公司持續擴充內地業務，愈來愈多分公司在內地成立；是次調查將分別探討本港及內地公司的訓練需求。為了應付內地發展的需要，香港公司亦增聘不同文化或種族背景的人士，此舉會增加人力的多樣性。因此，是次調查亦會探討香港及內地員工對國際的認識及兩者的文化差異。

1.4 調查結果會為管理人員、培訓機構、院校及行業協會提供資料，以便制定措施，配合本港的管理及訓練需求。

### 資料收集

1.5 是次調查所用的問卷分為兩部分。第一部分紀錄受訪機構的基本分類資料，然後為問卷下半部，共分以下三部分：

- (i) 第一部分收集填覆者(機構的行政人員／經理／東主)對香港管理及督導人員未來三年主要才能及訓練需求的意見，並說明提出這些意見的原因。

- (ii) 第二部分針對在內地或其他國家 / 地方經營業務的填覆者,要求他們就內地或其他地區管理及督導人員未來三年所需才能、訓練需求及有可能出現的紛爭提出意見,並說明提出這些意見的原因。
- (iii) 第三部分則研究未來三年管理及督導訓練發展取向及需求。

問卷載於附錄 3。

### 調查範圍

1.6 本會從八個主要行業 31,460 間僱用 10 名至不超過 100 名員工的中小型企業,以隨機抽樣方式選取 1,344 間機構。這些機構來自以下行業:

- (i) 製造
- (ii) 水、電、氣體燃料
- (iii) 建造
- (iv) 零售批發及出入口
- (v) 運輸、儲存、通訊
- (vi) 金融、保險、房地產及商業服務
- (vii) 社區、社會及個人服務
- (viii) 食肆及酒店

過去調查顯示,少於 10 名員工公司的東主或獨資經營業務人士通常會兼任管理及督導人員,因此,是次調查並不包括這些公司。

1.7 調查範圍及取樣方法載於附錄 4。調查的有效回應率為 90%,回應分析載於附錄 5。本會根據所得資料加以推算,從而反映整體狀況。

### 調查報告

1.8 為與本會以往進行的同類調查比較,調查報告只包括最少有 10 名僱員的機構所作的有效回應,以確保分析一致。

1.9 調查結果摘要載於第二章及第三章,本會建議載於第四章。

## 第二章 管理才能

### 分析方法

2.0.1 問卷首兩部分詢問填覆者對本港及內地管理及督導人員未來三年所需主要才能的意見；兩部分均列出包括一般管理所需的知識、技巧及態度等 35 項才能。才能一覽表由調查工作小組參考香港管理專業發展中心出版的《管理才能評估方案》後定出。各項才能的定義載於附錄 6。

2.0.2 填覆者需在 35 項才能中，選出 10 項最為重要的。為更容易找出最重要的管理才能，本章會按填覆者選擇該項才能的百分比高低，依次表列各項才能。百分比最高的首 10 項才能，會列為「主要才能」；百分比達 50% 或以上的會列為「核心才能」。這些均為大部分回覆機構認為未來三年最重要的管理才能。

2.0.3 調查工作小組又在問卷中，列出可能影響填覆者選擇才能的 34 項因素；這些因素與以下幾方面有關：人、產品、市場、財務、資訊科技、經濟及工作環境的文化差異。填覆者需以 1 至 6 的數字，反映每項因素的重要性：1=極低，2=低，3=中下，4=中上，5=高，6=極高。每項因素均會計算出一個加權平均分，本章會按分數高低依次列出。

2.0.4 本章會先討論本港管理及督導人員所需才能的調查結果，有關內地人員的調查結果會在隨後列出。

### 調查結果的闡釋及局限

2.0.5 比較是次與過去調查的結果，讀者若發現有較大的差異，這可能是由於是次調查採用了新的問卷。首先，與二〇〇一年調查比較，是次調查新增了 3 項才能。假若其他因素維持不變，同一項才能獲選取的百分比將會下降。第二，是次調查要求受訪機構分開評估本港及內地人員所需的才能。過往調查的受訪機構則無需作出個別評估，因此，過往調查所反映的是機構對管理才能的一般期望，並未能顯示出地理因素對調查結果的影響。

## 2.1 未來三年香港管理及督導人員所需主要才能

表 2.1.1 按百分率順序列出管理及督導人員的主要才能排名。10 項管理及督導人員所需的主要才能中，7 項是相同的；10 項最不重要的才能中，則有 8 項相同。

「營商智慧」、「策劃技巧」及「危機管理」被視作管理人員的主要才能，但對督導人員，則排名偏低，原因可能是回覆機構傾向期望管理人員負責發展公司業務及處理不明朗因素。

管理及督導人員所需的 10 項主要才能中，有 3 項被評為督導人員所需的核心才能（有逾 50% 的機構填選），分別為「溝通技巧」、「責任感」及「關心和照顧客戶需要」。管理人員方面，3 項最重要才能為：「訓練與輔導下屬」、「責任感」及「溝通技巧」。以上 3 項才能都未能獲得超過 50% 的機構填選，顯示機構對管理人員所需的主要才能看法不一。調查結果顯示回覆機構對督導人員所需才能，有較一致的看法。

於二〇一一年調查被視為主要才能的「正直誠實」，今年的排名則遠遠不及五年前，相信是因為教育、討論及宣傳提高了員工企業管治的意識，再加上機構紛紛制訂監管機制，以致「正直誠實」對管理人員的重要性降低。


另一方面，「團隊精神」及「普通話」對兩組人員都重要，「普通話」對督導人員的重要性更較管理人員為高，這可能是由於兩地經濟（香港及中國）的融合及工作性質不同所致。

是次調查新增兩項才能（「對內地價值、文化的認識」及「國際認知」），以了解內地與香港更緊密經貿關係安排的落實執行及國際競爭日益加劇對管理人員所需才能有否影響。出乎所料，調查結果顯示機構對兩項才能都不大重視。

表 2.1.1：  
未來三年香港管理及督導人員主要才能排名

| 排名 | 管理人員        | 百分率*  | 排名 | 督導人員        | 百分率*  |
|----|-------------|-------|----|-------------|-------|
| 1  | 訓練與輔導下屬     | 47.45 | 1  | 溝通技巧        | 62.99 |
| 2  | 責任感         | 47.29 | 2  | 責任感         | 62.70 |
| 3  | 溝通技巧        | 47.09 | 3  | 關心和照顧客戶需要   | 51.65 |
| 4  | 危機管理        | 44.91 | 4  | 人際關係技巧      | 48.54 |
| 5  | 人際關係技巧      | 41.10 | 5  | 團隊精神        | 45.71 |
| 6  | 策劃技巧        | 40.71 | 6  | 訓練與輔導下屬     | 42.69 |
| 7  | 營商智慧        | 38.02 | 7  | 自我管理        | 37.57 |
| 8  | 對人對事善於分析    | 37.13 | 8  | 解決困難及作出決定   | 36.48 |
| 9  | 解決困難及作出決定   | 36.46 | 9  | 對人對事善於分析    | 36.07 |
| 10 | 自我管理        | 35.57 | 10 | 英語（講、寫）     | 35.93 |
| 11 | 團隊精神        | 34.95 | 11 | 處理衝突        | 34.04 |
| 12 | 處理衝突        | 34.11 | 12 | 重視品質        | 31.92 |
| 13 | 關心和照顧客戶需要   | 33.16 | 13 | 危機管理        | 31.76 |
| 14 | 英語（講、寫）     | 30.74 | 14 | 普通話         | 30.22 |
| 15 | 商業道德        | 30.64 | 15 | 指導、訓練及講解技巧  | 30.03 |
| 16 | 指導、訓練及講解技巧  | 30.00 | 16 | 正直誠實        | 29.74 |
| 17 | 壓力處理        | 27.91 | 17 | 資訊科技知識及應用   | 26.80 |
| 18 | 資訊科技知識及應用   | 27.90 | 18 | 策劃技巧        | 26.28 |
| 19 | 建立團隊        | 26.89 | 19 | 商業道德        | 25.12 |
| 20 | 國際認知        | 26.43 | 20 | 壓力處理        | 24.18 |
| 21 | 逆境智商        | 26.08 | 21 | 營商智慧        | 23.26 |
| 22 | 重視品質        | 25.68 | 22 | 建立團隊        | 21.43 |
| 23 | 正直誠實        | 22.09 | 23 | 自我改進        | 20.68 |
| 24 | 普通話         | 20.10 | 24 | 情緒智商        | 18.90 |
| 25 | 創造力         | 19.89 | 25 | 逆境智商        | 18.78 |
| 26 | 自我改進        | 19.29 | 26 | 創造力         | 17.19 |
| 27 | 願意承擔預計的風險   | 17.74 | 27 | 談判技巧        | 16.99 |
| 28 | 談判技巧        | 17.39 | 28 | 對價值、文化的認識   | 14.38 |
| 29 | 推行變革        | 17.30 | 29 | 國際認知        | 14.30 |
| 30 | 情緒智商        | 16.98 | 30 | 樂於協助他人發揮所長  | 13.92 |
| 31 | 激勵他人        | 15.80 | 31 | 體諒別人／理解他人處境 | 13.82 |
| 32 | 體諒別人／理解他人處境 | 14.87 | 32 | 激勵他人        | 12.49 |
| 33 | 樂於協助他人發揮所長  | 14.59 | 33 | 願意承擔預計的風險   | 10.84 |
| 34 | 對價值、文化的認識   | 14.54 | 34 | 推行變革        | 8.93  |
| 35 | 授權          | 14.36 | 35 | 授權          | 5.13  |

\* 百分率 = 回覆機構百分率

 核心才能(即有過半數的回覆機構選取)



## 2.2 未來三年香港各行業管理及督導人員所需主要才能

八個不同行業管理及督導人員的主要才能，如表 2.1.1 所示順序排名。與二〇一一年調查相比，是次調查的行業差距較大，由此顯示個別行業日益重視某幾項才能。

### 2.2.1 未來三年香港製造業管理及督導人員的主要才能

表 2.2.1 顯示，對於業內的管理人員，頭 10 項主要才能中，有 7 項相同；對於督導人員，則有 8 項相同。只有「訓練與輔導下屬」被視為管理人員的核心才能，但是，被視為督導人員核心才能的則有四項，分別為「責任感」、「溝通技巧」、「團隊精神」及「重視品質」。調查結果再一次顯示管理及督導人員所需才能的相異程度。

機構認為「資訊科技知識」及「營商智慧」為管理人員的主要才能，但卻並不適用於督導人員。他們亦期望管理人員在「對人對事善於分析」方面有較佳掌握。另一方面，督導人員則需要在「人際關係技巧」、「自我管理」及「關心和照顧客戶需要」方面有較佳表現。


相對於其他行業的管理人員，「資訊科技知識」及「重視品質」對製造業管理人員較為重要。自二〇一一年調查完成以後，「資訊科技知識」的重要性日益提高。

相對於督導人員，「國際認識」對管理人員較為重要；反之，「普通話」則對督導人員較為重要。

表 2.2.1：  
香港製造業管理及督導人員的才能排名

| 排名 | 管理人員          | 百分率*  | 排名 | 督導人員          | 百分率*  |
|----|---------------|-------|----|---------------|-------|
| 1  | 訓練與輔導下屬       | 51.68 | 1  | 責任感           | 73.02 |
| 2  | 危機管理          | 46.83 | 2  | 溝通技巧          | 54.72 |
| 3  | 營商智慧          | 46.44 | 3  | 重視品質          | 52.79 |
| 4  | 重視品質          | 45.73 | 4  | 團隊精神          | 50.38 |
| 5  | 責任感           | 45.02 | 5  | 關心和照顧客戶需要     | 46.73 |
| 6  | 對人對事善於分析      | 42.17 | 6  | 訓練與輔導下屬       | 44.10 |
| 7  | 資訊科技知識及應用     | 41.14 | 7  | 人際關係技巧        | 41.15 |
| 8  | 解決困難及作出決定     | 40.94 | 8  | 自我管理          | 40.93 |
| 9  | 團隊精神          | 39.65 | 9  | 解決困難及作出決定     | 36.00 |
| 10 | 溝通技巧          | 36.87 | 10 | 危機管理          | 34.60 |
| 11 | 策劃技巧          | 36.68 | 11 | 對人對事善於分析      | 33.69 |
| 12 | 關心和照顧客戶需要     | 36.29 | 12 | 處理衝突          | 33.05 |
| 13 | 處理衝突          | 34.41 | 13 | 資訊科技知識及應用     | 32.73 |
| 14 | 人際關係技巧        | 34.28 | 14 | 指導、訓練及講解技巧    | 29.77 |
| 15 | 自我管理          | 33.12 | 15 | 普通話           | 29.35 |
| 16 | 國際認知          | 32.60 | 16 | 正直誠實          | 28.81 |
| 17 | 逆境智商          | 32.02 | 17 | 英語（講、寫）       | 25.43 |
| 18 | 商業道德          | 29.43 | 18 | 壓力處理          | 24.46 |
| 19 | 指導、訓練及講解技巧    | 28.91 | 19 | 商業道德          | 23.93 |
| 20 | 壓力處理          | 23.22 | 20 | 策劃技巧          | 23.66 |
| 21 | 創造力           | 23.16 | 21 | 自我改進          | 23.44 |
| 22 | 體諒別人 / 理解他人處境 | 22.83 | 22 | 營商智慧          | 23.34 |
| 23 | 正直誠實          | 22.06 | 23 | 創造力           | 21.41 |
| 24 | 英語（講、寫）       | 21.67 | 24 | 逆境智商          | 19.10 |
| 25 | 自我改進          | 21.60 | 25 | 建立團隊          | 17.06 |
| 26 | 建立團隊          | 21.35 | 26 | 對價值、文化的認識     | 15.72 |
| 27 | 普通話           | 19.66 | 27 | 樂於協助他人發揮所長    | 15.24 |
| 28 | 樂於協助他人發揮所長    | 18.37 | 28 | 情緒智商          | 14.06 |
| 29 | 授權            | 17.98 | 29 | 體諒別人 / 理解他人處境 | 10.84 |
| 30 | 對價值、文化的認識     | 17.27 | 30 | 推行變革          | 9.55  |
| 31 | 推行變革          | 15.33 | 31 | 談判技巧          | 9.23  |
| 32 | 談判技巧          | 13.58 | 32 | 國際認知          | 9.17  |
| 33 | 情緒智商          | 12.10 | 33 | 激勵他人          | 8.37  |
| 34 | 願意承擔預計的風險     | 11.06 | 34 | 願意承擔預計的風險     | 5.15  |
| 35 | 激勵他人          | 9.90  | 35 | 授權            | 3.97  |

\* 百分率 = 回覆機構百分率

 核心才能(即有過半數的回覆機構選取)

### 2.2.2 未來三年香港水、電、氣體燃料業管理及督導人員的主要才能

是次調查只以問卷訪問了業內幾間機構，因此，調查結果不能作準，並需考慮擴大調查範圍後有可能出現的差距。在大多數情況下，是次調查結果只能作初步參考。

10 項主要才能中，業內管理及督導人員只有 5 項才能相同(見表 2.2.2)，分別為「訓練與輔導下屬」、「正直誠實」、「溝通技巧」、「處理衝突」及「關心和照顧客戶需要」。同樣地，名單中 10 項排名最末的才能中，只有 4 項相同。

值得注意的是，「正直誠實」及「商業道德」在二〇一〇年的調查未受重視，但於是次調查卻被視為業內重要才能。另一方面，這兩項才能對於其他行業管理及督導人員的重要性均有下降。

另外值得注意的是，與二〇一〇年調查相比，「資訊科技知識」的重要性下降。此情況在其他行業亦有出現。

**表 2.2.2 :**  
**香港水、電、氣體燃料業管理及督導人員的才能排名**

| 排名 | 管理人員          | 百分率*  | 排名 | 督導人員          | 百分率*   |
|----|---------------|-------|----|---------------|--------|
| 1  | 商業道德          | 80.00 | 1  | 溝通技巧          | 100.00 |
| 2  | 訓練與輔導下屬       | 80.00 | 2  | 關心和照顧客戶需要     | 100.00 |
| 3  | 處理衝突          | 60.00 | 3  | 對人對事善於分析      | 75.00  |
| 4  | 正直誠實          | 60.00 | 4  | 危機管理          | 75.00  |
| 5  | 解決困難及作出決定     | 60.00 | 5  | 正直誠實          | 75.00  |
| 6  | 逆境智商          | 40.00 | 6  | 人際關係技巧        | 75.00  |
| 7  | 營商智慧          | 40.00 | 7  | 責任感           | 75.00  |
| 8  | 溝通技巧          | 40.00 | 8  | 訓練與輔導下屬       | 50.00  |
| 9  | 創造力           | 40.00 | 9  | 處理衝突          | 50.00  |
| 10 | 關心和照顧客戶需要     | 40.00 | 10 | 情緒智商          | 50.00  |
| 11 | 人際關係技巧        | 40.00 | 11 | 指導、訓練及講解技巧    | 50.00  |
| 12 | 責任感           | 40.00 | 12 | 團隊精神          | 50.00  |
| 13 | 壓力處理          | 40.00 | 13 | 樂於協助他人發揮所長    | 50.00  |
| 14 | 建立團隊          | 40.00 | 14 | 營商智慧          | 25.00  |
| 15 | 團隊精神          | 40.00 | 15 | 英語（講、寫）       | 25.00  |
| 16 | 體諒別人 / 理解他人處境 | 40.00 | 16 | 解決困難及作出決定     | 25.00  |
| 17 | 願意承擔預計的風險     | 40.00 | 17 | 建立團隊          | 25.00  |
| 18 | 對人對事善於分析      | 20.00 | 18 | 體諒別人 / 理解他人處境 | 25.00  |
| 19 | 危機管理          | 20.00 | 19 | 逆境智商          | 0.00   |
| 20 | 英語（講、寫）       | 20.00 | 20 | 商業道德          | 0.00   |
| 21 | 指導、訓練及講解技巧    | 20.00 | 21 | 創造力           | 0.00   |
| 22 | 普通話           | 20.00 | 22 | 授權            | 0.00   |
| 23 | 重視品質          | 20.00 | 23 | 推行變革          | 0.00   |
| 24 | 自我改進          | 20.00 | 24 | 國際認知          | 0.00   |
| 25 | 自我管理          | 20.00 | 25 | 資訊科技知識及應用     | 0.00   |
| 26 | 樂於協助他人發揮所長    | 20.00 | 26 | 對價值、文化的認識     | 0.00   |
| 27 | 授權            | 0.00  | 27 | 激勵他人          | 0.00   |
| 28 | 情緒智商          | 0.00  | 28 | 談判技巧          | 0.00   |
| 29 | 推行變革          | 0.00  | 29 | 策劃技巧          | 0.00   |
| 30 | 國際認知          | 0.00  | 30 | 普通話           | 0.00   |
| 31 | 資訊科技知識及應用     | 0.00  | 31 | 重視品質          | 0.00   |
| 32 | 對價值、文化的認識     | 0.00  | 32 | 自我改進          | 0.00   |
| 33 | 激勵他人          | 0.00  | 33 | 自我管理          | 0.00   |
| 34 | 談判技巧          | 0.00  | 34 | 壓力處理          | 0.00   |
| 35 | 策劃技巧          | 0.00  | 35 | 願意承擔預計的風險     | 0.00   |

\* 百分率 = 回覆機構百分率

核心才能(即有過半數的回覆機構選取)

### 2.2.3 未來三年香港建造業管理及督導人員的主要才能

如表 2.2.3 所示，對於業內管理及督導人員，首 10 項主要才能中，有 7 項相同，而最末 10 項才能則有 8 項相同。有 4 項才能被選為管理人員的核心才能，此 4 項才能中，只有 3 項亦被視為督導人員的核心才能。3 項重疊的核心才能為「責任感」、「溝通技巧」及「團隊精神」。調查結果顯示業內對管理及督導人員才能的要求相約。

比較首 10 項管理及督導人員所需才能，顯示機構期望管理人員在「危機管理」、「對人對事善於分析」及「商業道德」方面有較佳掌握；督導人員則需要在「人際關係技巧」、「自我管理」及「重視品質」方面有較佳表現。


與其他行業相比，建造業機構視「指導、訓練及講解技巧」為主要才能。另一方面，「普通話」的重要性則偏低。

雖然「指導、訓練及講解技巧」、「處理衝突」及「團隊精神」在二一年的調查中不大受重視，這 3 項在是次調查中被視為重要才能。

表 2.2.3 :  
香港建造業管理及督導人員的才能排名

| 排名 | 管理人員          | 百分率*  | 排名 | 督導人員          | 百分率*  |
|----|---------------|-------|----|---------------|-------|
| 1  | 團隊精神          | 59.29 | 1  | 責任感           | 65.30 |
| 2  | 溝通技巧          | 54.67 | 2  | 溝通技巧          | 55.65 |
| 3  | 訓練與輔導下屬       | 53.60 | 3  | 重視品質          | 55.16 |
| 4  | 責任感           | 50.91 | 4  | 團隊精神          | 54.50 |
| 5  | 危機管理          | 49.19 | 5  | 解決困難及作出決定     | 47.14 |
| 6  | 解決困難及作出決定     | 48.23 | 6  | 指導、訓練及講解技巧    | 46.40 |
| 7  | 處理衝突          | 45.76 | 7  | 人際關係技巧        | 46.40 |
| 8  | 對人對事善於分析      | 44.58 | 8  | 訓練與輔導下屬       | 45.66 |
| 9  | 指導、訓練及講解技巧    | 43.07 | 9  | 處理衝突          | 44.84 |
| 10 | 商業道德          | 41.25 | 10 | 自我管理          | 42.80 |
| 11 | 策劃技巧          | 40.71 | 11 | 危機管理          | 35.27 |
| 12 | 重視品質          | 39.53 | 12 | 關心和照顧客戶需要     | 33.22 |
| 13 | 人際關係技巧        | 35.66 | 13 | 壓力處理          | 31.42 |
| 14 | 自我管理          | 34.05 | 14 | 英語（講、寫）       | 31.34 |
| 15 | 英語（講、寫）       | 33.19 | 15 | 對人對事善於分析      | 30.36 |
| 16 | 關心和照顧客戶需要     | 31.26 | 16 | 策劃技巧          | 29.87 |
| 17 | 願意承擔預計的風險     | 28.36 | 17 | 願意承擔預計的風險     | 27.25 |
| 18 | 正直誠實          | 25.13 | 18 | 正直誠實          | 25.37 |
| 19 | 營商智慧          | 24.70 | 19 | 情緒智商          | 23.32 |
| 20 | 資訊科技知識及應用     | 24.06 | 20 | 自我改進          | 18.99 |
| 21 | 情緒智商          | 21.59 | 21 | 資訊科技知識及應用     | 18.90 |
| 22 | 壓力處理          | 21.48 | 22 | 談判技巧          | 17.68 |
| 23 | 談判技巧          | 21.37 | 23 | 逆境智商          | 17.59 |
| 24 | 建立團隊          | 21.37 | 24 | 建立團隊          | 17.02 |
| 25 | 逆境智商          | 21.27 | 25 | 激勵他人          | 16.28 |
| 26 | 推行變革          | 16.97 | 26 | 體諒別人 / 理解他人處境 | 15.79 |
| 27 | 授權            | 15.25 | 27 | 國際認知          | 14.98 |
| 28 | 激勵他人          | 14.18 | 28 | 營商智慧          | 13.58 |
| 29 | 體諒別人 / 理解他人處境 | 13.32 | 29 | 普通話           | 12.93 |
| 30 | 國際認知          | 12.46 | 30 | 商業道德          | 12.77 |
| 31 | 普通話           | 8.81  | 31 | 推行變革          | 11.46 |
| 32 | 自我改進          | 7.95  | 32 | 創造力           | 10.80 |
| 33 | 創造力           | 6.23  | 33 | 樂於協助他人發揮所長    | 8.10  |
| 34 | 樂於協助他人發揮所長    | 5.91  | 34 | 對價值、文化的認識     | 6.79  |
| 35 | 對價值、文化的認識     | 3.54  | 35 | 授權            | 4.83  |

\* 百分率 = 回覆機構百分率

 核心才能(即有過半數的回覆機構選取)

#### 2.2.4 未來三年香港零售批發及出入口業管理及督導人員的主要才能

如表 2.2.4 所示，對於業內管理及督導人員，首 10 項主要才能中，有 7 項相同，而最末 10 項才能則有 8 項相同。另外，只有兩項督導人員的主要才能 - 「溝通技巧」及「責任感」 - 被視為核心才能；對於管理人員，則沒有一項被視為核心。因此，業內管理及督導人員所需才能只出現部分重疊。


機構期望管理人員在「策劃」、「營商智慧」及「危機管理」方面有較佳掌握；督導人員則需要在「關心和照顧客戶需要」、「團隊精神」及「重視品質」方面有較佳表現。業內機構似乎期望管理及督導人員具備較專門的才能。

與二〇一一年調查結果相約，由於受行業性質影響，業內機構較其他行業重視「英語」。同樣地，「國際認知」對於業內管理人員較為重要。但是，與二〇一一年調查相比，今年「資訊科技知識及應用」及「正直誠實」的重要性大幅降低。調查結果反映過去幾年行業不斷轉變的需求。

表 2.2.4 :  
香港零售批發及出入口業管理及督導人員的才能排名

| 排名 | 管理人員        | 百分率*  | 排名 | 督導人員        | 百分率*  |
|----|-------------|-------|----|-------------|-------|
| 1  | 訓練與輔導下屬     | 45.37 | 1  | 溝通技巧        | 62.24 |
| 2  | 溝通技巧        | 45.53 | 2  | 責任感         | 56.80 |
| 3  | 策劃技巧        | 43.19 | 3  | 關心和照顧客戶需要   | 49.91 |
| 4  | 責任感         | 43.03 | 4  | 人際關係技巧      | 45.48 |
| 5  | 營商智慧        | 42.03 | 5  | 團隊精神        | 44.27 |
| 6  | 危機管理        | 40.35 | 6  | 英語（講、寫）     | 44.02 |
| 7  | 英語（講、寫）     | 38.12 | 7  | 訓練與輔導下屬     | 40.95 |
| 8  | 對人對事善於分析    | 37.64 | 8  | 解決困難及作出決定   | 37.38 |
| 9  | 自我管理        | 36.89 | 9  | 自我管理        | 37.16 |
| 10 | 人際關係技巧      | 36.16 | 10 | 對人對事善於分析    | 36.50 |
| 11 | 解決困難及作出決定   | 35.80 | 11 | 普通話         | 36.41 |
| 12 | 國際認知        | 33.78 | 12 | 重視品質        | 33.12 |
| 13 | 關心和照顧客戶需要   | 32.27 | 13 | 處理衝突        | 31.65 |
| 14 | 商業道德        | 31.53 | 14 | 正直誠實        | 31.29 |
| 15 | 處理衝突        | 30.97 | 15 | 資訊科技知識及應用   | 30.59 |
| 16 | 團隊精神        | 30.45 | 16 | 策劃技巧        | 28.27 |
| 17 | 壓力處理        | 28.23 | 17 | 商業道德        | 28.13 |
| 18 | 資訊科技知識及應用   | 28.05 | 18 | 營商智慧        | 26.63 |
| 19 | 逆境智商        | 27.33 | 19 | 危機管理        | 25.96 |
| 20 | 重視品質        | 26.13 | 20 | 指導、訓練及講解技巧  | 25.09 |
| 21 | 建立團隊        | 25.97 | 21 | 談判技巧        | 20.59 |
| 22 | 指導、訓練及講解技巧  | 23.27 | 22 | 壓力處理        | 20.24 |
| 23 | 創造力         | 23.06 | 23 | 建立團隊        | 20.03 |
| 24 | 普通話         | 21.84 | 24 | 對價值、文化的認識   | 19.73 |
| 25 | 正直誠實        | 21.79 | 25 | 逆境智商        | 19.48 |
| 26 | 談判技巧        | 20.28 | 26 | 情緒智商        | 19.42 |
| 27 | 對價值、文化的認識   | 19.80 | 27 | 自我改進        | 18.69 |
| 28 | 自我改進        | 19.64 | 28 | 創造力         | 17.94 |
| 29 | 願意承擔預計的風險   | 17.12 | 29 | 國際認知        | 17.63 |
| 30 | 情緒智商        | 15.97 | 30 | 激勵他人        | 12.10 |
| 31 | 授權          | 15.40 | 31 | 體諒別人／理解他人處境 | 11.73 |
| 32 | 激勵他人        | 15.27 | 32 | 樂於協助他人發揮所長  | 11.73 |
| 33 | 推行變革        | 15.10 | 33 | 願意承擔預計的風險   | 10.60 |
| 34 | 體諒別人／理解他人處境 | 12.59 | 34 | 推行變革        | 9.51  |
| 35 | 樂於協助他人發揮所長  | 11.81 | 35 | 授權          | 6.04  |

\* 百分率 = 回覆機構百分率

 核心才能(即有過半數的回覆機構選取)



### 2.2.5 未來三年香港運輸、儲存、通訊業管理及督導人員的主要才能

如表 2.2.5 所示，對於業內管理及督導人員首 10 項主要才能中，有 6 項相同，而最末 10 項才能則有 7 項相同。有 3 項管理人員的主要才能被視為核心；另外 3 項則為督導人員的核心才能。兩組人員有兩項核心才能重疊，分別為「責任感」及「人際關係技巧」。總言之，業內管理及督導人員所需才能只有部分相同。

業內其他重要才能亦適用於其他行業的管理及督導人員。機構期望管理人員在「營商智慧」及「策劃」方面有較佳掌握；督導人員則需要在「關心和照顧客戶需要」及「團隊精神」方面有較佳表現。機構對兩組人員有不同的才能要求，相信是由於管理及督導人員工作性質不同所致。


業內機構較其他行業重視語文能力，並期望管理及督導人員有較佳的「英語」及「普通話」能力。此兩種語文被選為督導人員的主要才能。

與二一年調查相比，今年機構更重視語文能力。行業環境及營商理念的轉變令機構對員工的語文能力有更高的要求。

表 2.2.5 :  
香港運輸、儲存、通訊業管理及督導人員的才能排名

| 排名 | 管理人員          | 百分率*  | 排名 | 督導人員          | 百分率*  |
|----|---------------|-------|----|---------------|-------|
| 1  | 危機管理          | 55.86 | 1  | 責任感           | 74.95 |
| 2  | 責任感           | 55.27 | 2  | 溝通技巧          | 65.77 |
| 3  | 人際關係技巧        | 52.95 | 3  | 人際關係技巧        | 50.84 |
| 4  | 溝通技巧          | 46.15 | 4  | 關心和照顧客戶需要     | 46.16 |
| 5  | 策劃技巧          | 44.66 | 5  | 英語（講、寫）       | 45.41 |
| 6  | 營商智慧          | 41.45 | 6  | 危機管理          | 45.03 |
| 7  | 對人對事善於分析      | 40.10 | 7  | 普通話           | 41.47 |
| 8  | 訓練與輔導下屬       | 38.24 | 8  | 解決困難及作出決定     | 40.91 |
| 9  | 解決困難及作出決定     | 37.94 | 9  | 團隊精神          | 36.23 |
| 10 | 資訊科技知識及應用     | 36.52 | 10 | 訓練與輔導下屬       | 34.73 |
| 11 | 英語（講、寫）       | 36.30 | 11 | 對人對事善於分析      | 32.85 |
| 12 | 處理衝突          | 33.83 | 12 | 處理衝突          | 32.67 |
| 13 | 商業道德          | 32.64 | 13 | 策劃技巧          | 32.42 |
| 14 | 普通話           | 31.14 | 14 | 資訊科技知識及應用     | 30.67 |
| 15 | 建立團隊          | 30.40 | 15 | 指導、訓練及講解技巧    | 29.98 |
| 16 | 國際認知          | 29.65 | 16 | 自我管理          | 27.48 |
| 17 | 指導、訓練及講解技巧    | 29.57 | 17 | 營商智慧          | 26.48 |
| 18 | 逆境智商          | 26.29 | 18 | 壓力處理          | 25.48 |
| 19 | 關心和照顧客戶需要     | 25.84 | 19 | 正直誠實          | 23.92 |
| 20 | 對價值、文化的認識     | 23.30 | 20 | 商業道德          | 22.17 |
| 21 | 壓力處理          | 22.63 | 21 | 自我改進          | 20.17 |
| 22 | 團隊精神          | 21.96 | 22 | 逆境智商          | 20.05 |
| 23 | 推行變革          | 20.76 | 23 | 國際認知          | 18.93 |
| 24 | 自我管理          | 19.72 | 24 | 對價值、文化的認識     | 18.55 |
| 25 | 願意承擔預計的風險     | 18.60 | 25 | 情緒智商          | 16.55 |
| 26 | 樂於協助他人發揮所長    | 18.60 | 26 | 建立團隊          | 15.49 |
| 27 | 正直誠實          | 18.52 | 27 | 樂於協助他人發揮所長    | 15.12 |
| 28 | 自我改進          | 17.92 | 28 | 談判技巧          | 14.30 |
| 29 | 情緒智商          | 17.85 | 29 | 激勵他人          | 11.74 |
| 30 | 重視品質          | 12.99 | 30 | 創造力           | 10.93 |
| 31 | 激勵他人          | 12.70 | 31 | 體諒別人 / 理解他人處境 | 9.81  |
| 32 | 創造力           | 12.25 | 32 | 願意承擔預計的風險     | 9.37  |
| 33 | 授權            | 9.26  | 33 | 重視品質          | 6.18  |
| 34 | 體諒別人 / 理解他人處境 | 7.32  | 34 | 授權            | 5.62  |
| 35 | 談判技巧          | 7.09  | 35 | 推行變革          | 4.25  |

\* 百分率 = 回覆機構百分率

 核心才能(即有過半數的回覆機構選取)

### 2.2.6 未來三年香港金融、保險、房地產及 商業服務業管理及督導人員的主要才能

如表 2.2.6 所示，對於業內管理及督導人員，首 10 項主要才能中，有 7 項相同，而首 10 項次要才能則有 6 項相同，可見兩組人員所需才能部分相約。有 2 項管理人員的主要才能被視為核心；被選為督導人員核心才能的則有 3 項。兩組人員只有一項核心才能(「溝通技巧」)相同。

與其他行業情況相約，機構期望業內管理人員在「策劃」及「解決困難」方面有較佳掌握；督導人員則需要在「關心和照顧客戶需要」及「團隊精神」方面有較佳表現，並需具備較高語文(「英語」及「普通話」)能力。機構對兩組人員有不同的才能要求，相信是由於管理及督導人員工作性質不同所致。


值得注意的是機構對管理人員「壓力處理」的看法。其他行業的管理人員及所有行業的督導人員需具備此項能力的程度，遠遠不及金融、保險、房地產及商業服務業的人員。此外，二〇一一年調查亦顯示此項才能並不重要。行內競爭加劇及日益繁重的工作可能是導致業內管理人員壓力上升的原因。

表 2.2.6 :

香港金融、保險、房地產及商業服務業管理及督導人員的才能排名

| 排名 | 管理人員          | 百分率*  | 排名 | 督導人員          | 百分率*  |
|----|---------------|-------|----|---------------|-------|
| 1  | 危機管理          | 51.37 | 1  | 溝通技巧          | 63.80 |
| 2  | 溝通技巧          | 50.56 | 2  | 責任感           | 58.52 |
| 3  | 責任感           | 49.44 | 3  | 關心和照顧客戶需要     | 54.92 |
| 4  | 策劃技巧          | 46.00 | 4  | 人際關係技巧        | 44.27 |
| 5  | 訓練與輔導下屬       | 42.59 | 5  | 訓練與輔導下屬       | 40.27 |
| 6  | 自我管理          | 40.51 | 6  | 英語（講、寫）       | 38.33 |
| 7  | 人際關係技巧        | 38.88 | 7  | 危機管理          | 37.85 |
| 8  | 對人對事善於分析      | 36.99 | 8  | 團隊精神          | 37.56 |
| 9  | 解決困難及作出決定     | 35.88 | 9  | 對人對事善於分析      | 36.67 |
| 10 | 壓力處理          | 35.03 | 10 | 自我管理          | 34.29 |
| 11 | 關心和照顧客戶需要     | 34.80 | 11 | 正直誠實          | 33.74 |
| 12 | 團隊精神          | 33.25 | 12 | 普通話           | 33.11 |
| 13 | 營商智慧          | 32.91 | 13 | 資訊科技知識及應用     | 31.94 |
| 14 | 建立團隊          | 32.21 | 14 | 解決困難及作出決定     | 30.37 |
| 15 | 處理衝突          | 32.13 | 15 | 商業道德          | 30.03 |
| 16 | 指導、訓練及講解技巧    | 31.99 | 16 | 壓力處理          | 29.26 |
| 17 | 商業道德          | 31.28 | 17 | 指導、訓練及講解技巧    | 28.63 |
| 18 | 資訊科技知識及應用     | 28.84 | 18 | 建立團隊          | 29.61 |
| 19 | 正直誠實          | 23.83 | 19 | 策劃技巧          | 26.84 |
| 20 | 英語（講、寫）       | 22.39 | 20 | 處理衝突          | 24.82 |
| 21 | 國際認知          | 21.79 | 21 | 自我改進          | 21.51 |
| 22 | 願意承擔預計的風險     | 20.87 | 22 | 談判技巧          | 20.74 |
| 23 | 逆境智商          | 20.61 | 23 | 重視品質          | 19.71 |
| 24 | 推行變革          | 19.46 | 24 | 營商智慧          | 18.94 |
| 25 | 授權            | 18.24 | 25 | 願意承擔預計的風險     | 18.91 |
| 26 | 重視品質          | 18.05 | 26 | 國際認知          | 18.10 |
| 27 | 普通話           | 17.12 | 27 | 創造力           | 17.77 |
| 28 | 情緒智商          | 17.09 | 28 | 對價值、文化的認識     | 14.46 |
| 29 | 自我改進          | 16.75 | 29 | 逆境智商          | 14.13 |
| 30 | 談判技巧          | 16.38 | 30 | 情緒智商          | 12.41 |
| 31 | 樂於協助他人發揮所長    | 15.79 | 31 | 激勵他人          | 11.75 |
| 32 | 創造力           | 15.38 | 32 | 樂於協助他人發揮所長    | 11.16 |
| 33 | 激勵他人          | 13.34 | 33 | 體諒別人 / 理解他人處境 | 10.90 |
| 34 | 體諒別人 / 理解他人處境 | 12.79 | 34 | 授權            | 9.07  |
| 35 | 對價值、文化的認識     | 7.64  | 35 | 推行變革          | 9.07  |

\* 百分率 = 回覆機構百分率

 核心才能(即有過半數的回覆機構選取)

### 2.2.7 未來三年香港社區、社會及 個人服務業管理及督導人員的主要才能

如表 2.2.7 所示，對於業內管理及督導人員，首 10 項主要才能中，有 7 項相同，而最末 10 項則有 5 項相同，可見兩組人員所需才能部分相約。被評為管理及督導人員核心才能的均有 3 項，但兩組人員只有一項核心才能（「溝通技巧」）相同。

機構期望業內管理人員在「策劃」方面有較佳掌握；督導人員則需要在「關心和照顧客戶需要」、「自我管理」及「對人對事善於分析」方面有較佳表現。

與其他行業相比，業內管理及督導人員需較懂得「處理衝突」及「壓力」，和具備較高的「指導、訓練及講解技巧」。另一方面，「營商智慧」較不重要。

比較二 一年與今年調查的結果，會發現機構今年較重視「處理衝突」及「團隊精神」，而「對人對事善於分析」則屬次要。調查結果顯示，隨著業內競爭加劇及機構架構愈見複雜，實有需要提供更多培訓，以提高員工合作性。

**表 2.2.7 :**  
**香港社區、社會及個人服務業管理及督導人員的才能排名**

| 排名 | 管理人員        | 百分率*  | 排名 | 督導人員        | 百分率*  |
|----|-------------|-------|----|-------------|-------|
| 1  | 危機管理        | 56.19 | 1  | 溝通技巧        | 68.22 |
| 2  | 溝通技巧        | 53.23 | 2  | 責任感         | 61.26 |
| 3  | 訓練與輔導下屬     | 52.73 | 3  | 人際關係技巧      | 54.27 |
| 4  | 人際關係技巧      | 47.13 | 4  | 關心和照顧客戶需要   | 49.89 |
| 5  | 責任感         | 45.95 | 5  | 自我管理        | 48.87 |
| 6  | 處理衝突        | 40.66 | 6  | 團隊精神        | 48.75 |
| 7  | 團隊精神        | 40.57 | 7  | 處理衝突        | 41.87 |
| 8  | 指導、訓練及講解技巧  | 38.11 | 8  | 訓練與輔導下屬     | 41.27 |
| 9  | 策劃技巧        | 38.11 | 9  | 危機管理        | 40.59 |
| 10 | 解決困難及作出決定   | 35.25 | 10 | 對人對事善於分析    | 40.33 |
| 11 | 自我管理        | 34.02 | 11 | 指導、訓練及講解技巧  | 40.06 |
| 12 | 建立團隊        | 32.01 | 12 | 解決困難及作出決定   | 38.96 |
| 13 | 對人對事善於分析    | 30.37 | 13 | 情緒智商        | 29.02 |
| 14 | 壓力處理        | 29.51 | 14 | 壓力處理        | 28.42 |
| 15 | 關心和照顧客戶需要   | 27.69 | 15 | 策劃技巧        | 27.63 |
| 16 | 創造力         | 26.46 | 16 | 資訊科技知識及應用   | 26.98 |
| 17 | 自我改進        | 24.95 | 17 | 建立團隊        | 25.36 |
| 18 | 英語（講、寫）     | 24.54 | 18 | 樂於協助他人發揮所長  | 24.38 |
| 19 | 資訊科技知識及應用   | 24.04 | 19 | 自我改進        | 23.81 |
| 20 | 推行變革        | 23.27 | 20 | 正直誠實        | 23.28 |
| 21 | 營商智慧        | 23.09 | 21 | 重視品質        | 22.41 |
| 22 | 樂於協助他人發揮所長  | 22.86 | 22 | 英語（講、寫）     | 20.37 |
| 23 | 情緒智商        | 22.22 | 23 | 逆境智商        | 19.88 |
| 24 | 商業道德        | 21.95 | 24 | 體諒別人／理解他人處境 | 19.35 |
| 25 | 激勵他人        | 21.58 | 25 | 普通話         | 18.71 |
| 26 | 體諒別人／理解他人處境 | 21.36 | 26 | 營商智慧        | 17.01 |
| 27 | 逆境智商        | 20.26 | 27 | 創造力         | 17.01 |
| 28 | 國際認知        | 17.99 | 28 | 商業道德        | 15.68 |
| 29 | 談判技巧        | 17.76 | 29 | 談判技巧        | 15.68 |
| 30 | 重視品質        | 17.58 | 30 | 激勵他人        | 14.59 |
| 31 | 正直誠實        | 17.21 | 31 | 推行變革        | 9.67  |
| 32 | 願意承擔預計的風險   | 17.08 | 32 | 國際認知        | 9.45  |
| 33 | 普通話         | 14.89 | 33 | 對價值、文化的認識   | 7.48  |
| 34 | 授權          | 10.61 | 34 | 願意承擔預計的風險   | 5.63  |
| 35 | 對價值、文化的認識   | 8.33  | 35 | 授權          | 1.25  |

\* 百分率 = 回覆機構百分率

核心才能(即有過半數的回覆機構選取)

### 2.2.8 未來三年香港食肆及酒店業管理及督導人員的主要才能

如表 2.2.8 所示，業內管理及督導人員所需才能相約。即使才能排名有些微差別，兩組人員首 10 項主要才能有 7 項相同，分別為「人際關係技巧」、「責任感」、「訓練與輔導下屬」、「溝通技巧」、「關心和照顧客戶需要」、「團隊精神」及「處理衝突」。兩組人員最末 10 項才能亦有 8 項相同。

機構期望業內管理人員在「營商智慧」及「指導、訓練及講解技巧」方面有較佳掌握；督導人員則需要在「正直誠實」及「重視品質」方面有較佳表現。

與其他行業相比，業內管理人員需具備較高的「逆境智商」及較懂得「關心和照顧客戶需要」，這可能與行業性質有關。

除了語文能力日益備受重視(其中以「英語」尤甚)，業內機構對管理及督導人員才能的需求並未有大的變動。

表 2.2.8 :  
香港食肆及酒店業管理及督導人員的才能排名

| 排名 | 管理人員          | 百分率*  | 排名 | 督導人員          | 百分率*  |
|----|---------------|-------|----|---------------|-------|
| 1  | 人際關係技巧        | 62.14 | 1  | 責任感           | 73.67 |
| 2  | 責任感           | 61.05 | 2  | 關心和照顧客戶需要     | 72.54 |
| 3  | 訓練與輔導下屬       | 59.24 | 3  | 溝通技巧          | 67.24 |
| 4  | 溝通技巧          | 57.56 | 4  | 人際關係技巧        | 63.43 |
| 5  | 關心和照顧客戶需要     | 47.09 | 5  | 訓練與輔導下屬       | 55.88 |
| 6  | 團隊精神          | 45.48 | 6  | 團隊精神          | 55.00 |
| 7  | 指導、訓練及講解技巧    | 43.93 | 7  | 處理衝突          | 40.91 |
| 8  | 營商智慧          | 43.73 | 8  | 重視品質          | 40.51 |
| 9  | 自我管理          | 39.34 | 9  | 對人對事善於分析      | 35.89 |
| 10 | 處理衝突          | 37.53 | 10 | 正直誠實          | 33.04 |
| 11 | 逆境智商          | 34.04 | 11 | 自我管理          | 32.12 |
| 12 | 對人對事善於分析      | 32.17 | 12 | 指導、訓練及講解技巧    | 31.23 |
| 13 | 重視品質          | 30.75 | 13 | 解決困難及作出決定     | 29.83 |
| 14 | 商業道德          | 30.10 | 14 | 商業道德          | 27.54 |
| 15 | 解決困難及作出決定     | 29.78 | 15 | 建立團隊          | 25.69 |
| 16 | 正直誠實          | 28.68 | 16 | 營商智慧          | 24.81 |
| 17 | 危機管理          | 27.71 | 17 | 危機管理          | 24.61 |
| 18 | 壓力處理          | 24.68 | 18 | 壓力處理          | 24.09 |
| 19 | 激勵他人          | 24.22 | 19 | 英語（講、寫）       | 24.05 |
| 20 | 策劃技巧          | 22.93 | 20 | 自我改進          | 22.88 |
| 21 | 普通話           | 21.25 | 21 | 體諒別人 / 理解他人處境 | 22.64 |
| 22 | 建立團隊          | 20.99 | 22 | 逆境智商          | 19.67 |
| 23 | 體諒別人 / 理解他人處境 | 20.67 | 23 | 普通話           | 18.39 |
| 24 | 自我改進          | 19.57 | 24 | 創造力           | 18.07 |
| 25 | 英語（講、寫）       | 18.09 | 25 | 情緒智商          | 16.26 |
| 26 | 情緒智商          | 16.02 | 26 | 樂於協助他人發揮所長    | 14.93 |
| 27 | 願意承擔預計的風險     | 15.96 | 27 | 激勵他人          | 14.21 |
| 28 | 推行變革          | 15.89 | 28 | 策劃技巧          | 13.21 |
| 29 | 談判技巧          | 13.82 | 29 | 談判技巧          | 8.23  |
| 30 | 樂於協助他人發揮所長    | 13.31 | 30 | 推行變革          | 7.19  |
| 31 | 創造力           | 13.24 | 31 | 願意承擔預計的風險     | 5.62  |
| 32 | 資訊科技知識及應用     | 12.73 | 32 | 資訊科技知識及應用     | 4.01  |
| 33 | 授權            | 7.82  | 33 | 國際認知          | 3.61  |
| 34 | 國際認知          | 7.43  | 34 | 授權            | 2.33  |
| 35 | 對價值、文化的認識     | 4.13  | 35 | 對價值、文化的認識     | 1.97  |

\* 百分率 = 回覆機構百分率

核心才能(即有過半數的回覆機構選取)



## 2.3 香港各行業所需的主要才能

2.3.1 表 2.3.1 列出每項才能獲八個行業評為主要才能的次數。八個行業均選取「訓練與輔導下屬」及「溝通技巧」為管理人員的主要才能。從下表所見，「訓練與輔導下屬」獲五個行業評為核心才能，而「溝通技巧」則獲四個行業評為核心才能。

與二〇一一年調查結果相比，「責任感」仍獲七個行業選為主要才能，但是，只有兩個行業選取「關心和照顧客戶需要」為主要才能。部分於二〇一一年調查未有獲選的才能於是次調查被視為主要才能，分別為「危機管理」、「處理衝突」、「團隊精神」及「策劃技巧」，因此，實有需要因應以上才能需求的轉變調整管理人員的培訓課程。

表 2.3.1：  
香港各行業管理人員的核心才能排名

| 排名 | 管理人員       | 行業數目        |              |
|----|------------|-------------|--------------|
|    |            | 名列頭<br>10 名 | 有逾 50%<br>評分 |
| 1  | 訓練與輔導下屬    | 8           | 5            |
| 2  | 溝通技巧       | 8           | 4            |
| 3  | 責任感        | 7           | 3            |
| 4  | 危機管理       | 6           | 3            |
| 5  | 解決困難及作出決定  | 6           | 1            |
| 6  | 人際關係技巧     | 5           | 2            |
| 7  | 對人對事善於分析   | 5           | 0            |
| 8  | 營商智慧       | 5           | 0            |
| 9  | 處理衝突       | 4           | 1            |
| 10 | 團隊精神       | 4           | 1            |
| 11 | 策劃技巧       | 4           | 0            |
| 12 | 指導、訓練及講解技巧 | 3           | 0            |
| 13 | 自我管理       | 3           | 0            |
| 14 | 商業道德       | 2           | 1            |
| 15 | 關心和照顧客戶需要  | 2           | 0            |
| 16 | 資訊科技知識及應用  | 2           | 0            |

2.3.2 督導人員的調查結果亦作出了同樣的分析。表 2.3.2 顯示八個行業均選取「溝通技巧」、「責任感」、「人際關係技巧」及「訓練與輔導下屬」為主要才能。首兩項才能更獲所有行業評為核心才能。

雖然有關主要才能的調查結果沒有大差別，二一年與是次調查的結果則有明顯的差距。「危機管理」及「團隊精神」於是次調查獲大部分行業選為主要才能，相反，「正直誠實」則不大受重視，因此，實有需要因應以上才能需求的轉變調整督導人員的培訓課程。

表 2.3.2：  
香港各行業督導人員的核心才能排名

| 排名 | 管理人員      | 行業數目        |              |
|----|-----------|-------------|--------------|
|    |           | 名列頭<br>10 名 | 有逾 50%<br>評分 |
| 1  | 溝通技巧      | 8           | 8            |
| 2  | 責任感       | 8           | 8            |
| 3  | 人際關係技巧    | 8           | 4            |
| 4  | 訓練與輔導下屬   | 8           | 1            |
| 5  | 關心和照顧客戶需要 | 7           | 3            |
| 6  | 團隊精神      | 7           | 3            |
| 7  | 對人對事善於分析  | 5           | 1            |
| 8  | 危機管理      | 5           | 1            |
| 9  | 自我管理      | 5           | 0            |
| 10 | 處理衝突      | 4           | 0            |
| 11 | 解決困難及作出決定 | 4           | 0            |
| 12 | 重視品質      | 3           | 2            |
| 13 | 英語（講、寫）   | 3           | 0            |
| 14 | 正直誠實      | 2           | 1            |

## 香港機構選取主要才能的原因

2.4 為了對未來三年所需主要才能有更深入的了解，問卷亦要求回覆機構說明各項選擇背後的原因。回覆機構須將每個選擇原因評級，順序由 1（極低）至 6（極高）顯示其重要性。對於每一個原因的評分，會計算出一個加權平均值。表 2.4 按加權平均值從高至低順序列出各個原因。

除了其中一項，影響管理及督導人員所需才能的原因排名大致相同。

最重要的四個原因是「客戶要求愈來愈高」、「優秀僱員難求」、「本地業內競爭愈來愈劇烈」及「促進員工之間的合作」。除了第四項原因的排名偏低，首三個原因在二〇一一年調查亦有提及。

客戶要求及同行公司的競爭壓力促使回覆機構加強員工培訓。希望提升員工表現是機構培訓員工的另一原動力。除了需解決人才不足的問題，機構亦需要提高員工的合作性，作為提升服務水平的新元素。

「產生更多創新的構思」或許與加強合作有關。此項原因於二〇一一年調查中排名極低。隨著市場呈現飽和，公司致力創新，為了響應跨部門合作以孕育新創見，來自不同部門的僱員互相合作已愈見普遍。

出乎意料，機構並不認為「更緊密經貿關係安排的實施」是影響訓練需要的重要因素，這或許是因為宏觀層面的政策改動對是次調查的對象 - 中小型企業 - 並沒有重要的直接影響。

隨著大多數公司已適應新環境及能掌握新科技，「中國加入世界貿易組織(WTO)」及「正加快以電子商貿形式經營業務」的重要性已相對減少。

**表 2.4 :**  
**影響選取香港管理及督導人員所需才能的原因排名**

| 原因              |             | 管理人員 |       | 督導人員 |       |
|-----------------|-------------|------|-------|------|-------|
|                 |             | 排名   | 加權平均分 | 排名   | 加權平均分 |
| 客戶要求愈來愈高        | (市場)        | 1    | 4.86  | 1    | 4.80  |
| 優秀僱員難求          | (人)         | 2    | 4.23  | 2    | 4.12  |
| 本地業內競爭愈來愈劇烈     | (市場)        | 3    | 4.16  | 3    | 4.12  |
| 促進員工之間的合作       | (人)         | 4    | 4.13  | 4    | 4.08  |
| 公司漸多應用資訊科技      | (資訊科技)      | 5    | 3.76  | 5    | 3.53  |
| 產生更多創新的構思       | (人)         | 6    | 3.69  | 6    | 3.50  |
| 現有人員表現未如理想      | (人)         | 7    | 3.34  | 7    | 3.38  |
| 營運方式有變          | (產品)        | 8    | 3.2   | 8    | 3.04  |
| 來自內地競爭愈來愈劇烈     | (市場)        | 9    | 3.14  | 10   | 2.94  |
| 公司服務 / 產品漸趨過時   | (產品)        | 10   | 3.13  | 9    | 3.03  |
| 本地更多商機          | (經濟)        | 11   | 3.04  | 11   | 2.93  |
| 內地更多商機          | (經濟)        | 12   | 2.90  | 14   | 2.67  |
| 正加快以電子商貿形式經營業務  | (資訊科技)      | 13   | 2.87  | 13   | 2.75  |
| 來自海外競爭愈來愈劇烈     | (市場)        | 14   | 2.86  | 15   | 2.65  |
| 裁減現有人手編制        | (人)         | 15   | 2.83  | 12   | 2.80  |
| 分散公司業務          | (市場)        | 16   | 2.80  | 16   | 2.62  |
| 業務擴充至內地         | (經濟)        | 17   | 2.70  | 18   | 2.48  |
| 世界其他各地更多商機      | (經濟)        | 18   | 2.69  | 17   | 2.51  |
| 協調各方面文化差異       | (工作環境的文化差異) | 19   | 2.62  | 19   | 2.47  |
| 業務性質改變          | (經濟)        | 20   | 2.56  | 21   | 2.40  |
| 外判工作減低成本        | (財務)        | 21   | 2.55  | 20   | 2.47  |
| 文化差異帶來的利與害      | (工作環境的文化差異) | 22   | 2.53  | 22   | 2.37  |
| 中國加入世界貿易組織(WTO) | (經濟)        | 23   | 2.46  | 23   | 2.29  |
| 公司業務遷往他處        | (市場)        | 24   | 2.39  | 24   | 2.25  |
| 銀行融資困難          | (財務)        | 25   | 2.38  | 25   | 2.22  |
| 更緊密經貿關係安排的實施    | (經濟)        | 26   | 2.36  | 26   | 2.20  |

## 2.5 未來三年內地管理及督導人員所需主要才能

如表2.5.1所示，機構期望內地管理及督導人員具備相約的才能，10項兩組人員所需的主要才能中，7項是相同的；至於最不重要的才能，則有9項相同。4項督導人員的核心才能中，有兩項與管理人員的核心才能重疊，分別為「責任感」及「溝通技巧」。總言之，內地管理及督導人員所需才能相約。

儘管如此，機構對兩組人員才能的要求亦有些差距。「策劃」及「危機管理」被視作管理人員的主要才能，至於督導人員，則要求他們「正直誠實」及「關心和照顧客戶需要」。

與香港管理人員所需才能相比(見表2.1.1)，內地管理人員需具備3項主要才能：「英語」能力、「重視品質」及「資訊科技知識及應用」；另一方面，「人際關係技巧」及「營商智慧」則較不重要。

與香港督導人員所需才能相比，內地督導人員需具備的主要才能為「重視品質」。「資訊科技知識及應用」及「英語」能力亦為較重要的才能；另一方面，「人際關係技巧」及「普通話」則較次要。


是次調查新增兩項才能，分別為「對價值、文化的認識」及「國際認知」。這兩項才能並不屬於內地管理及督導人員的主要才能，但對內地人員的重要性仍較香港人員為高。內地資訊流通受阻，再加上內地人對外界認識不足，因此，此兩項才能對內地管理人員較為重要。

表 2.5.1

## 未來三年內地管理及督導人員主要才能排名

| 排名 | 管理人員          | 百分率*  | 排名 | 督導人員          | 百分率*  |
|----|---------------|-------|----|---------------|-------|
| 1  | 責任感           | 61.38 | 1  | 責任感           | 72.48 |
| 2  | 溝通技巧          | 50.35 | 2  | 溝通技巧          | 58.86 |
| 3  | 英語（講、寫）       | 44.54 | 3  | 正直誠實          | 51.28 |
| 4  | 解決困難及作出決定     | 42.70 | 4  | 重視品質          | 50.92 |
| 5  | 訓練與輔導下屬       | 41.55 | 5  | 解決困難及作出決定     | 46.71 |
| 6  | 重視品質          | 40.59 | 6  | 英語（講、寫）       | 46.67 |
| 7  | 策劃技巧          | 38.78 | 7  | 訓練與輔導下屬       | 42.59 |
| 8  | 團隊精神          | 38.74 | 8  | 關心和照顧客戶需要     | 42.18 |
| 9  | 危機管理          | 37.06 | 9  | 團隊精神          | 41.32 |
| 10 | 資訊科技知識及應用     | 36.89 | 10 | 自我管理          | 37.98 |
| 11 | 對人對事善於分析      | 35.68 | 11 | 處理衝突          | 37.78 |
| 12 | 處理衝突          | 35.25 | 12 | 資訊科技知識及應用     | 36.09 |
| 13 | 自我管理          | 34.89 | 13 | 自我改進          | 35.47 |
| 14 | 正直誠實          | 34.21 | 14 | 人際關係技巧        | 34.74 |
| 15 | 關心和照顧客戶需要     | 34.15 | 15 | 對人對事善於分析      | 33.01 |
| 16 | 國際認知          | 31.32 | 16 | 指導、訓練及講解技巧    | 32.01 |
| 17 | 人際關係技巧        | 28.73 | 17 | 策劃技巧          | 25.97 |
| 18 | 營商智慧          | 28.57 | 18 | 商業道德          | 25.69 |
| 19 | 建立團隊          | 27.93 | 19 | 危機管理          | 24.32 |
| 20 | 自我改進          | 27.79 | 20 | 國際認知          | 21.77 |
| 21 | 商業道德          | 25.64 | 21 | 建立團隊          | 18.87 |
| 22 | 指導、訓練及講解技巧    | 24.45 | 22 | 對價值、文化的認識     | 16.66 |
| 23 | 壓力處理          | 23.52 | 23 | 創造力           | 15.35 |
| 24 | 對價值、文化的認識     | 22.37 | 24 | 推行變革          | 14.30 |
| 25 | 推行變革          | 18.91 | 25 | 營商智慧          | 14.10 |
| 26 | 創造力           | 17.97 | 26 | 體諒別人 / 理解他人處境 | 13.78 |
| 27 | 逆境智商          | 17.66 | 27 | 普通話           | 12.69 |
| 28 | 談判技巧          | 17.58 | 28 | 壓力處理          | 12.65 |
| 29 | 願意承擔預計的風險     | 15.44 | 29 | 逆境智商          | 11.95 |
| 30 | 情緒智商          | 15.09 | 30 | 談判技巧          | 11.87 |
| 31 | 普通話           | 12.74 | 31 | 情緒智商          | 11.65 |
| 32 | 授權            | 10.79 | 32 | 激勵他人          | 11.16 |
| 33 | 體諒別人 / 理解他人處境 | 10.03 | 33 | 願意承擔預計的風險     | 10.88 |
| 34 | 激勵他人          | 9.99  | 34 | 樂於協助他人發揮所長    | 10.24 |
| 35 | 樂於協助他人發揮所長    | 9.37  | 35 | 授權            | 5.43  |

\* 百分率 = 回覆機構百分率

 核心才能(即有過半數的回覆機構選取)

## 2.6 未來三年內地各行業管理及督導人員所需主要才能

六個行業管理及督導人員的主要才能，如表 2.2.1 至 2.2.8 所示順序排列。由於未能獲得從事水、電、氣體燃料業及食肆及酒店業的中小型企業機構在內地經營業務的數據，因此，以下的調查結果並不包括這兩個行業。

以下各段將會闡釋行業之間的差距，並集中比較兩地(香港及內地)管理及督導人員的調查結果。

### 2.6.1 未來三年內地製造業管理及督導人員的主要才能

業內管理及督導人員所需的才能部分相約。表 2.6.1 顯示，兩者有 7 項主要才能相同，10 項最不重要才能中，亦有 7 項相同。有 3 項才能被視為管理人員的核心才能，被視為督導人員核心才能的則有 6 項。但是，只有「訓練與輔導下屬」同被視為兩組人員的核心才能。

機構認為「營商智慧」、「危機管理」及「策劃技巧」為管理人員的主要才能，但卻不適用於督導人員。另外，「人際關係技巧」、「自我管理」及「解決困難及作出決定」雖為督導人員的主要才能，但卻不適用於管理人員。

與香港管理人員相比(表 2.2.1)，機構期望內地管理人員具備「策劃技巧」及「處理衝突」這兩項主要才能。另外，「團隊精神」及「情緒智商」亦被視為重要才能，但是，「資訊科技知識」及「對人對事善於分析」則較次要。

對於督導人員，機構已不期望他們具備「危機管理」能力，但卻視「處理衝突」為主要才能。另外，他們亦需具備「自我改進」、「情緒智商」及「團隊精神」這些才能。


調查結果顯示本港與內地製造業人員的培訓課程可大致相同，但仍有需要考慮兩地不同的需求，並作出相應調整。

表 2.6.1

內地製造業管理及督導人員的才能排名

| 排名 | 管理人員        | 百分率*  | 排名 | 督導人員        | 百分率*  |
|----|-------------|-------|----|-------------|-------|
| 1  | 訓練與輔導下屬     | 70.77 | 1  | 責任感         | 77.90 |
| 2  | 策劃技巧        | 60.87 | 2  | 重視品質        | 68.56 |
| 3  | 營商智慧        | 53.38 | 3  | 人際關係技巧      | 55.58 |
| 4  | 關心和照顧客戶需要   | 49.28 | 4  | 溝通技巧        | 55.13 |
| 5  | 重視品質        | 45.17 | 5  | 訓練與輔導下屬     | 52.39 |
| 6  | 責任感         | 45.17 | 6  | 關心和照顧客戶需要   | 51.71 |
| 7  | 溝通技巧        | 42.75 | 7  | 處理衝突        | 46.24 |
| 8  | 處理衝突        | 40.82 | 8  | 自我管理        | 42.37 |
| 9  | 危機管理        | 39.13 | 9  | 解決困難及作出決定   | 38.95 |
| 10 | 團隊精神        | 39.13 | 10 | 團隊精神        | 36.90 |
| 11 | 建立團隊        | 37.68 | 11 | 資訊科技知識及應用   | 33.71 |
| 12 | 情緒智商        | 37.44 | 12 | 自我改進        | 33.71 |
| 13 | 資訊科技知識及應用   | 37.20 | 13 | 英語（講、寫）     | 32.80 |
| 14 | 對人對事善於分析    | 33.57 | 14 | 指導、訓練及講解技巧  | 31.21 |
| 15 | 自我管理        | 33.33 | 15 | 建立團隊        | 30.07 |
| 16 | 英語（講、寫）     | 33.09 | 16 | 正直誠實        | 26.88 |
| 17 | 解決困難及作出決定   | 29.47 | 17 | 營商智慧        | 26.42 |
| 18 | 商業道德        | 24.88 | 18 | 危機管理        | 26.20 |
| 19 | 自我改進        | 23.67 | 19 | 情緒智商        | 26.20 |
| 20 | 國際認知        | 23.43 | 20 | 創造力         | 24.15 |
| 21 | 普通話         | 21.74 | 21 | 逆境智商        | 23.92 |
| 22 | 願意承擔預計的風險   | 19.81 | 22 | 商業道德        | 21.87 |
| 23 | 指導、訓練及講解技巧  | 19.32 | 23 | 對人對事善於分析    | 20.73 |
| 24 | 人際關係技巧      | 17.87 | 24 | 普通話         | 20.73 |
| 25 | 逆境智商        | 17.39 | 25 | 體諒別人／理解他人處境 | 18.22 |
| 26 | 推行變革        | 15.70 | 26 | 策劃技巧        | 17.08 |
| 27 | 創造力         | 14.01 | 27 | 激勵他人        | 11.16 |
| 28 | 壓力處理        | 11.59 | 28 | 談判技巧        | 9.11  |
| 29 | 正直誠實        | 9.90  | 29 | 對價值、文化的認識   | 9.11  |
| 30 | 激勵他人        | 9.90  | 30 | 國際認知        | 7.29  |
| 31 | 體諒別人／理解他人處境 | 9.90  | 31 | 推行變革        | 7.29  |
| 32 | 樂於協助他人發揮所長  | 9.90  | 32 | 願意承擔預計的風險   | 5.69  |
| 33 | 談判技巧        | 9.66  | 33 | 授權          | 5.47  |
| 34 | 授權          | 7.49  | 34 | 樂於協助他人發揮所長  | 3.42  |
| 35 | 對價值、文化的認識   | 3.62  | 35 | 壓力處理        | 0.00  |

\* 百分率 = 回覆機構百分率

 核心才能(即有過半數的回覆機構選取)



## 2.6.2 未來三年內地建造業管理及督導人員的主要才能

如表 2.6.2 所示，管理及督導人員有 6 項主要才能相同。有 7 項才能被選為管理人員的核心才能，被視為督導人員核心才能的則只有 5 項。兩組人員有多項核心才能重疊，由此可見，機構對管理及督導人員所需才能有一致的看法。

與表 2.2.3 所列出的調查結果比較，可見機構對香港及內地管理人員所需才能有不同不同的看法。機構一般要求內地管理人員可以堅強面對工作，並期望香港的管理人員能接受更多培訓和具備較高的解決困難能力。

被視為內地管理人員主要才能的有「情緒智商」、「逆境智商」、「願意承擔預計的風險」、「重視品質」及「英語」，以上並無一項適用於內地督導人員及香港的管理人員；被視為香港管理人員主要才能的有「危機管理」、「解決困難及作出決定」、「處理衝突」、「對人對事善於分析」及「指導、訓練及講解技巧」。

被視為內地督導人員主要才能的有「談判技巧」、「願意承擔預計的風險」、「策劃技巧」及「危機管理」，以上 3 項才能都不適用於香港督導人員。被視為香港督導人員主要才能的有「自我管理」、「處理衝突」、「訓練與輔導下屬」及「指導、訓練及講解技巧」。

調查結果顯示有需要重新安排課程，以配合內地建築業的需求。課程應特別著重「情緒智商」、「逆境智商」、「談判技巧」及「願意承擔預計的風險」方面的培訓。

表 2.6.2

## 內地建造業管理及督導人員的才能排名

| 排名 | 管理人員          | 百分率*  | 排名 | 督導人員          | 百分率*  |
|----|---------------|-------|----|---------------|-------|
| 1  | 溝通技巧          | 69.72 | 1  | 溝通技巧          | 79.92 |
| 2  | 重視品質          | 69.72 | 2  | 責任感           | 76.22 |
| 3  | 對人對事善於分析      | 61.47 | 3  | 談判技巧          | 65.03 |
| 4  | 策劃技巧          | 61.47 | 4  | 解決困難及作出決定     | 53.15 |
| 5  | 責任感           | 61.47 | 5  | 對人對事善於分析      | 52.45 |
| 6  | 情緒智商          | 54.13 | 6  | 英語（講、寫）       | 47.55 |
| 7  | 願意承擔預計的風險     | 54.13 | 7  | 人際關係技巧        | 47.55 |
| 8  | 逆境智商          | 45.87 | 8  | 危機管理          | 47.55 |
| 9  | 營商智慧          | 45.87 | 9  | 策劃技巧          | 46.85 |
| 10 | 英語（講、寫）       | 45.87 | 10 | 願意承擔預計的風險     | 46.85 |
| 11 | 商業道德          | 38.53 | 11 | 對價值、文化的認識     | 46.85 |
| 12 | 人際關係技巧        | 38.53 | 12 | 情緒智商          | 41.26 |
| 13 | 壓力處理          | 38.53 | 13 | 重視品質          | 34.97 |
| 14 | 訓練與輔導下屬       | 31.19 | 14 | 營商智慧          | 34.97 |
| 15 | 指導、訓練及講解技巧    | 31.19 | 15 | 普通話           | 29.37 |
| 16 | 正直誠實          | 31.19 | 16 | 激勵他人          | 29.37 |
| 17 | 解決困難及作出決定     | 31.19 | 17 | 訓練與輔導下屬       | 23.78 |
| 18 | 團隊精神          | 31.19 | 18 | 指導、訓練及講解技巧    | 23.78 |
| 19 | 創造力           | 30.28 | 19 | 正直誠實          | 23.78 |
| 20 | 自我改進          | 30.28 | 20 | 團隊精神          | 23.78 |
| 21 | 國際認知          | 22.94 | 21 | 關心和照顧客戶需要     | 23.78 |
| 22 | 對價值、文化的認識     | 22.94 | 22 | 處理衝突          | 23.78 |
| 23 | 談判技巧          | 22.94 | 23 | 創造力           | 23.08 |
| 24 | 資訊科技知識及應用     | 14.68 | 24 | 自我改進          | 17.48 |
| 25 | 普通話           | 7.34  | 25 | 國際認知          | 17.48 |
| 26 | 建立團隊          | 7.34  | 26 | 商業道德          | 11.19 |
| 27 | 危機管理          | 0.00  | 27 | 逆境智商          | 5.59  |
| 28 | 關心和照顧客戶需要     | 0.00  | 28 | 自我管理          | 5.59  |
| 29 | 處理衝突          | 0.00  | 29 | 壓力處理          | 0.00  |
| 30 | 授權            | 0.00  | 30 | 資訊科技知識及應用     | 0.00  |
| 31 | 推行變革          | 0.00  | 31 | 建立團隊          | 0.00  |
| 32 | 激勵他人          | 0.00  | 32 | 授權            | 0.00  |
| 33 | 自我管理          | 0.00  | 33 | 推行變革          | 0.00  |
| 34 | 體諒別人 / 理解他人處境 | 0.00  | 34 | 體諒別人 / 理解他人處境 | 0.00  |
| 35 | 樂於協助他人發揮所長    | 0.00  | 35 | 樂於協助他人發揮所長    | 0.00  |

\* 百分率 = 回覆機構百分率

核心才能(即有過半數的回覆機構選取)

### 2.6.3 未來三年內地零售批發及出入口業管理及督導人員的主要才能

如表 2.6.3 所示，業內管理及督導人員所需才能大致相同，兩組人員首 10 項及末 10 項主要才能均有 9 項相同。

機構對香港及內地管理人員所需才能有不同的看法。與表 2.2.4 調查結果比較，被視為內地管理人員主要才能的有「正直誠實」、「團隊精神」、「資訊科技知識」、「重視品質」及「解決困難及作出決定」；香港管理人員所需主要才能則包括「策劃技巧」、「營商智慧」、「危機管理」、「人際關係技巧」及「對人對事善於分析」。


機構期望內地及香港督導人員具備相類似的主要才能。前者所需的主要才能有「正直誠實」及「重視品質」，後者的才能則包括「人際關係技巧」及「對人對事善於分析」。

為內地零售批發及出入口業機構設計培訓課程時，應考慮督導及管理人員的才能需要作出相應調整，其中需特別留意管理人員所需才能。兩組人員均最需要「正直誠實」及「重視品質」方面的培訓。

表 2.6.3 :  
內地零售批發及出入口業管理及督導人員的才能排名

| 排名 | 管理人員          | 百分率*  | 排名 | 督導人員          | 百分率*  |
|----|---------------|-------|----|---------------|-------|
| 1  | 責任感           | 62.56 | 1  | 責任感           | 72.82 |
| 2  | 溝通技巧          | 49.41 | 2  | 溝通技巧          | 59.46 |
| 3  | 英語（講、寫）       | 44.99 | 3  | 正直誠實          | 56.82 |
| 4  | 解決困難及作出決定     | 43.99 | 4  | 重視品質          | 53.40 |
| 5  | 重視品質          | 42.31 | 5  | 英語（講、寫）       | 46.68 |
| 6  | 訓練與輔導下屬       | 40.41 | 6  | 解決困難及作出決定     | 46.03 |
| 7  | 資訊科技知識及應用     | 39.15 | 7  | 訓練與輔導下屬       | 45.04 |
| 8  | 團隊精神          | 39.09 | 8  | 團隊精神          | 44.58 |
| 9  | 正直誠實          | 38.81 | 9  | 關心和照顧客戶需要     | 42.56 |
| 10 | 自我管理          | 37.05 | 10 | 自我管理          | 40.13 |
| 11 | 處理衝突          | 37.02 | 11 | 資訊科技知識及應用     | 38.60 |
| 12 | 危機管理          | 35.10 | 12 | 處理衝突          | 37.86 |
| 13 | 策劃技巧          | 34.98 | 13 | 自我改進          | 37.80 |
| 14 | 對人對事善於分析      | 34.70 | 14 | 對人對事善於分析      | 35.54 |
| 15 | 關心和照顧客戶需要     | 33.56 | 15 | 指導、訓練及講解技巧    | 34.80 |
| 16 | 國際認知          | 30.79 | 16 | 人際關係技巧        | 34.55 |
| 17 | 人際關係技巧        | 28.38 | 17 | 商業道德          | 25.73 |
| 18 | 建立團隊          | 27.32 | 18 | 策劃技巧          | 24.61 |
| 19 | 自我改進          | 27.13 | 19 | 國際認知          | 18.71 |
| 20 | 營商智慧          | 26.59 | 20 | 危機管理          | 18.55 |
| 21 | 商業道德          | 25.89 | 21 | 推行變革          | 16.31 |
| 22 | 指導、訓練及講解技巧    | 23.71 | 22 | 建立團隊          | 16.25 |
| 23 | 對價值、文化的認識     | 23.15 | 23 | 對價值、文化的認識     | 15.68 |
| 24 | 壓力處理          | 21.76 | 24 | 體諒別人 / 理解他人處境 | 14.50 |
| 25 | 推行變革          | 20.33 | 25 | 壓力處理          | 14.29 |
| 26 | 逆境智商          | 17.20 | 26 | 創造力           | 13.30 |
| 27 | 創造力           | 17.17 | 27 | 樂於協助他人發揮所長    | 12.97 |
| 28 | 談判技巧          | 16.95 | 28 | 營商智慧          | 12.16 |
| 29 | 願意承擔預計的風險     | 14.57 | 29 | 逆境智商          | 11.34 |
| 30 | 授權            | 11.55 | 30 | 普通話           | 11.09 |
| 31 | 普通話           | 11.38 | 31 | 願意承擔預計的風險     | 9.78  |
| 32 | 體諒別人 / 理解他人處境 | 10.21 | 32 | 激勵他人          | 9.48  |
| 33 | 樂於協助他人發揮所長    | 9.82  | 33 | 談判技巧          | 9.07  |
| 34 | 情緒智商          | 9.73  | 34 | 情緒智商          | 7.68  |
| 35 | 激勵他人          | 9.51  | 35 | 授權            | 6.12  |

\* 百分率 = 回覆機構百分率

 核心才能(即有過半數的回覆機構選取)

#### 2.6.4 未來三年內地運輸、儲存、通訊業管理及督導人員的主要才能

業內管理及督導人員所需主要才能大致相同。如表 2.6.4 所示，兩組人員有 9 項主要才能重疊。有 5 項才能被選為管理人員的核心才能，被視為督導人員核心才能的則有 7 項。兩組人員有 4 項核心才能重疊。

再次比較香港(見表 2.2.5)與內地管理人員的調查結果，表面上看，兩地人員所需才能不盡相同，但是，實質上，兩者之間的差異並不如想像中大，其中較明顯的分別是機構較著重內地管理人員的「國際認知」，反之，「策劃技巧」則屬次要。


機構對兩地督導人員所需才能的看法不盡相同。內地督導人員需具備「國際認知」、「資訊科技知識」、「商業道德」、「危機管理」技巧及「對價值、文化的認識」。反之，「人際關係技巧」、「團隊精神」、「自我管理」及「對人對事善於分析」的能力則較次要。

「對國際及文化的認識」及「商業道德」對內地運輸、儲存、通訊業人員較重要，因此，應發展合適的培訓課程，配合有關需要。

**表 2.6.4 :**  
**內地運輸、儲存、通訊業管理及督導人員的才能排名**

| 排名 | 管理人員        | 百分率*  | 排名 | 督導人員        | 百分率*  |
|----|-------------|-------|----|-------------|-------|
| 1  | 責任感         | 80.66 | 1  | 解決困難及作出決定   | 80.66 |
| 2  | 國際認知        | 60.91 | 2  | 責任感         | 80.66 |
| 3  | 溝通技巧        | 56.79 | 3  | 英語（講、寫）     | 59.67 |
| 4  | 英語（講、寫）     | 56.38 | 4  | 危機管理        | 57.61 |
| 5  | 危機管理        | 55.97 | 5  | 商業道德        | 54.32 |
| 6  | 解決困難及作出決定   | 49.79 | 6  | 國際認知        | 53.91 |
| 7  | 處理衝突        | 43.62 | 7  | 關心和照顧客戶需要   | 50.62 |
| 8  | 訓練與輔導下屬     | 40.74 | 8  | 訓練與輔導下屬     | 43.62 |
| 9  | 商業道德        | 37.04 | 9  | 資訊科技知識及應用   | 43.62 |
| 10 | 關心和照顧客戶需要   | 36.21 | 10 | 溝通技巧        | 39.51 |
| 11 | 對人對事善於分析    | 35.80 | 11 | 對價值、文化的認識   | 34.16 |
| 12 | 人際關係技巧      | 33.33 | 12 | 處理衝突        | 32.92 |
| 13 | 資訊科技知識及應用   | 33.33 | 13 | 指導、訓練及講解技巧  | 30.45 |
| 14 | 指導、訓練及講解技巧  | 30.04 | 14 | 策劃技巧        | 30.04 |
| 15 | 建立團隊        | 26.75 | 15 | 自我管理        | 30.04 |
| 16 | 自我管理        | 26.34 | 16 | 團隊精神        | 28.81 |
| 17 | 情緒智商        | 23.87 | 17 | 逆境智商        | 26.75 |
| 18 | 普通話         | 23.87 | 18 | 自我改進        | 25.93 |
| 19 | 壓力處理        | 23.87 | 19 | 正直誠實        | 23.05 |
| 20 | 正直誠實        | 23.05 | 20 | 對人對事善於分析    | 19.34 |
| 21 | 談判技巧        | 23.05 | 21 | 談判技巧        | 16.87 |
| 22 | 重視品質        | 22.22 | 22 | 普通話         | 16.87 |
| 23 | 願意承擔預計的風險   | 20.58 | 23 | 建立團隊        | 16.87 |
| 24 | 營商智慧        | 19.75 | 24 | 營商智慧        | 16.46 |
| 25 | 對價值、文化的認識   | 16.87 | 25 | 情緒智商        | 16.46 |
| 26 | 策劃技巧        | 16.87 | 26 | 重視品質        | 16.46 |
| 27 | 自我改進        | 16.05 | 27 | 人際關係技巧      | 13.17 |
| 28 | 逆境智商        | 13.58 | 28 | 願意承擔預計的風險   | 13.17 |
| 29 | 激勵他人        | 13.58 | 29 | 體諒別人／理解他人處境 | 9.88  |
| 30 | 團隊精神        | 12.76 | 30 | 壓力處理        | 9.05  |
| 31 | 授權          | 10.29 | 31 | 激勵他人        | 6.17  |
| 32 | 體諒別人／理解他人處境 | 10.29 | 32 | 推行變革        | 2.88  |
| 33 | 推行變革        | 5.76  | 33 | 創造力         | 0.00  |
| 34 | 創造力         | 0.00  | 34 | 授權          | 0.00  |
| 35 | 樂於協助他人發揮所長  | 0.00  | 35 | 樂於協助他人發揮所長  | 0.00  |

\* 百分率 = 回覆機構百分率

 核心才能(即有過半數的回覆機構選取)

#### 2.6.5 未來三年內地金融、保險、房地產及 商業服務業管理及督導人員的主要才能

如表 2.6.5 所示，對於業內管理及督導人員，首 10 項及末 10 項主要才能均有 7 項相同。有 6 項管理人員的主要才能被視為核心；被選為督導人員核心才能的則有 4 項。兩組人員只有 2 項核心才能相同。因此，管理及督導人員所需才能只有部分相同。

比較香港(表 2.2.6)及內地管理人員所需主要才能，「自我改進」、「創造力」及「英語」被評為內地管理人員的主要才能，但卻不適用於香港。反之，「訓練與輔導下屬」、「自我管理」及「人際關係技巧」對香港管理人員頗為重要，但對於內地管理人員則屬次要。


機構對兩地督導人員所需才能的看法迥異。兩者只有 4 項主要才能重疊。被視為內地督導人員主要才能的有「正直誠實」、「國際認知」、「重視品質」、「處理衝突」、「策劃技巧」及「解決困難及作出決定」。需因應調查結果調整為香港督導人員而設的培訓課程，以便於內地應用時能協助內地督導人員掌握所需的才能。

表 2.6.5 :

## 內地金融、保險、房地產及商業服務業管理及督導人員的才能排名

| 排名 | 管理人員        | 百分率*  | 排名 | 督導人員        | 百分率*  |
|----|-------------|-------|----|-------------|-------|
| 1  | 責任感         | 59.95 | 1  | 責任感         | 61.17 |
| 2  | 團隊精神        | 55.97 | 2  | 正直誠實        | 57.70 |
| 3  | 策劃技巧        | 53.86 | 3  | 英語(講、寫)     | 55.53 |
| 4  | 危機管理        | 53.63 | 4  | 溝通技巧        | 54.88 |
| 5  | 自我改進        | 50.35 | 5  | 國際認知        | 48.16 |
| 6  | 英語(講、寫)     | 50.12 | 6  | 重視品質        | 46.64 |
| 7  | 溝通技巧        | 46.14 | 7  | 處理衝突        | 41.21 |
| 8  | 壓力處理        | 44.26 | 8  | 危機管理        | 41.00 |
| 9  | 解決困難及作出決定   | 42.62 | 9  | 策劃技巧        | 35.79 |
| 10 | 創造力         | 40.05 | 10 | 解決困難及作出決定   | 35.57 |
| 11 | 對價值、文化的認識   | 36.77 | 11 | 自我改進        | 35.57 |
| 12 | 對人對事善於分析    | 36.53 | 12 | 團隊精神        | 33.62 |
| 13 | 國際認知        | 34.89 | 13 | 自我管理        | 32.32 |
| 14 | 重視品質        | 34.89 | 14 | 創造力         | 31.67 |
| 15 | 自我管理        | 34.89 | 15 | 建立團隊        | 28.42 |
| 16 | 人際關係技巧      | 32.55 | 16 | 對人對事善於分析    | 24.73 |
| 17 | 指導、訓練及講解技巧  | 30.91 | 17 | 激勵他人        | 23.43 |
| 18 | 正直誠實        | 29.04 | 18 | 商業道德        | 22.99 |
| 19 | 推行變革        | 27.17 | 19 | 訓練與輔導下屬     | 21.26 |
| 20 | 處理衝突        | 26.46 | 20 | 關心和照顧客戶需要   | 21.04 |
| 21 | 訓練與輔導下屬     | 22.95 | 21 | 資訊科技知識及應用   | 19.74 |
| 22 | 談判技巧        | 22.95 | 22 | 談判技巧        | 19.74 |
| 23 | 建立團隊        | 22.95 | 23 | 壓力處理        | 19.74 |
| 24 | 營商智慧        | 21.31 | 24 | 推行變革        | 18.00 |
| 25 | 情緒智商        | 21.31 | 25 | 人際關係技巧      | 17.57 |
| 26 | 資訊科技知識及應用   | 21.31 | 26 | 對價值、文化的認識   | 16.05 |
| 27 | 商業道德        | 19.20 | 27 | 情緒智商        | 14.32 |
| 28 | 激勵他人        | 17.10 | 28 | 指導、訓練及講解技巧  | 14.32 |
| 29 | 逆境智商        | 15.46 | 29 | 營商智慧        | 12.58 |
| 30 | 關心和照顧客戶需要   | 15.46 | 30 | 普通話         | 12.58 |
| 31 | 樂於協助他人發揮所長  | 15.22 | 31 | 體諒別人/理解他人處境 | 12.58 |
| 32 | 普通話         | 13.58 | 32 | 願意承擔預計的風險   | 12.58 |
| 33 | 體諒別人/理解他人處境 | 13.58 | 33 | 授權          | 5.42  |
| 34 | 授權          | 13.35 | 34 | 樂於協助他人發揮所長  | 5.42  |
| 35 | 願意承擔預計的風險   | 9.60  | 35 | 逆境智商        | 1.74  |

\* 百分率 = 回覆機構百分率

 核心才能(即有過半數的回覆機構選取)



#### 2.6.6 未來三年內地社區、社會及 個人服務業管理及督導人員的主要才能

是次調查，只有數間機構被歸類為社區、社會及個人服務業，因此於分析調查結果時，需份外小心。如表 2.6.6 所示，對於業內管理及督導人員，首 10 項主要才能各有 9 項相同，而最末 10 項則有 7 項相同。被評為管理及督導人員核心才能的分別有 5 項及 7 項。兩組人員有 5 項核心才能相同。由此可見兩組人員所需才能極為相似。

比較香港(表 2.2.7)及內地管理人員的調查結果，有 5 項才能被評為內地管理人員的主要才能，但卻不適用於香港，其中以「資訊科技知識」、「建立團隊」及「策劃技巧」較不獲重視。另外，較多機構認為，與香港管理人員相比，「指導、訓練及講解技巧」、「團隊精神」及「處理衝突」對內地管理人員較不重要。

機構對兩地督導人員所需才能的看法相近。兩者有 8 項主要才能重疊，唯一明顯的分別是較多機構視「處理衝突」為香港督導人員所需的主要才能。

**表 2.6.6 :**  
**內地社區、社會及個人服務業管理及督導人員的才能排名**

| 排名 | 管理人員          | 百分率*   | 排名 | 督導人員          | 百分率*   |
|----|---------------|--------|----|---------------|--------|
| 1  | 關心和照顧客戶需要     | 100.00 | 1  | 溝通技巧          | 100.00 |
| 2  | 溝通技巧          | 93.46  | 2  | 關心和照顧客戶需要     | 100.00 |
| 3  | 訓練與輔導下屬       | 53.27  | 3  | 人際關係技巧        | 69.51  |
| 4  | 資訊科技知識及應用     | 53.27  | 4  | 資訊科技知識及應用     | 69.51  |
| 5  | 建立團隊          | 53.27  | 5  | 解決困難及作出決定     | 69.51  |
| 6  | 對人對事善於分析      | 46.73  | 6  | 責任感           | 60.98  |
| 7  | 人際關係技巧        | 46.73  | 7  | 建立團隊          | 60.98  |
| 8  | 策劃技巧          | 46.73  | 8  | 對人對事善於分析      | 39.02  |
| 9  | 解決困難及作出決定     | 46.73  | 9  | 危機管理          | 39.02  |
| 10 | 責任感           | 46.73  | 10 | 訓練與輔導下屬       | 30.49  |
| 11 | 營商智慧          | 29.91  | 11 | 英語（講、寫）       | 30.49  |
| 12 | 談判技巧          | 29.91  | 12 | 情緒智商          | 30.49  |
| 13 | 壓力處理          | 29.91  | 13 | 指導、訓練及講解技巧    | 30.49  |
| 14 | 逆境智商          | 23.36  | 14 | 正直誠實          | 30.49  |
| 15 | 危機管理          | 23.36  | 15 | 策劃技巧          | 30.49  |
| 16 | 英語（講、寫）       | 23.36  | 16 | 自我管理          | 30.49  |
| 17 | 情緒智商          | 23.36  | 17 | 團隊精神          | 30.49  |
| 18 | 指導、訓練及講解技巧    | 23.36  | 18 | 處理衝突          | 8.54   |
| 19 | 正直誠實          | 23.36  | 19 | 願意承擔預計的風險     | 8.54   |
| 20 | 對價值、文化的認識     | 23.36  | 20 | 逆境智商          | 0.00   |
| 21 | 自我管理          | 23.36  | 21 | 營商智慧          | 0.00   |
| 22 | 團隊精神          | 23.36  | 22 | 商業道德          | 0.00   |
| 23 | 商業道德          | 6.54   | 23 | 創造力           | 0.00   |
| 24 | 處理衝突          | 6.54   | 24 | 授權            | 0.00   |
| 25 | 國際認知          | 6.54   | 25 | 推行變革          | 0.00   |
| 26 | 創造力           | 0.00   | 26 | 國際認知          | 0.00   |
| 27 | 授權            | 0.00   | 27 | 對價值、文化的認識     | 0.00   |
| 28 | 推行變革          | 0.00   | 28 | 激勵他人          | 0.00   |
| 29 | 激勵他人          | 0.00   | 29 | 談判技巧          | 0.00   |
| 30 | 普通話           | 0.00   | 30 | 普通話           | 0.00   |
| 31 | 重視品質          | 0.00   | 31 | 重視品質          | 0.00   |
| 32 | 自我改進          | 0.00   | 32 | 自我改進          | 0.00   |
| 33 | 體諒別人 / 理解他人處境 | 0.00   | 33 | 壓力處理          | 0.00   |
| 34 | 願意承擔預計的風險     | 0.00   | 34 | 體諒別人 / 理解他人處境 | 0.00   |
| 35 | 樂於協助他人發揮所長    | 0.00   | 35 | 樂於協助他人發揮所長    | 0.00   |

\* 百分率 = 回覆機構百分率

核心才能(即有過半數的回覆機構選取)

## 內地各行業選擇所需的主要才能

2.7.1 表 2.7.1 列出每項才能獲六個行業評為主要或核心才能的次數。六個行業均選取「責任感」及「溝通技巧」為主要才能。

較多行業選取「英語」、「關心和照顧客戶需要」及「重視質素」為香港管理人員的主要才能，相比之下，選取「營商智慧」、「處理衝突」及「人際關係技巧」的行業則較少。

表 2.7.1：  
內地各行業管理人員的核心才能排名

| 排名 | 管理人員      | 行業數目        |              |
|----|-----------|-------------|--------------|
|    |           | 名列頭<br>10 名 | 有逾 50%<br>評分 |
| 1  | 責任感       | 6           | 4            |
| 2  | 溝通技巧      | 6           | 3            |
| 3  | 策劃技巧      | 4           | 3            |
| 4  | 訓練與輔導下屬   | 4           | 2            |
| 5  | 英語（講、寫）   | 4           | 2            |
| 6  | 解決困難及作出決定 | 4           | 0            |
| 7  | 危機管理      | 3           | 2            |
| 8  | 關心和照顧客戶需要 | 3           | 1            |
| 9  | 重視品質      | 3           | 1            |
| 10 | 團隊精神      | 3           | 1            |
| 11 | 對人對事善於分析  | 2           | 1            |
| 12 | 營商智慧      | 2           | 1            |
| 13 | 資訊科技知識及應用 | 2           | 1            |
| 14 | 自我管理      | 2           | 1            |
| 15 | 處理衝突      | 2           | 0            |

2.7.2 督導人員的調查結果亦進行了同樣的分析。表 2.7.2 顯示，六個行業均選取「責任感」、「溝通技巧」、「人際關係技巧」及「解決困難及作出決定」為主要才能。

雖然香港及內地督導人員所需主要才能沒有大差別，但兩地人員的調查結果也有相異的地方。例如，「解決困難及作出決定」及「英語」獲較多內地行業選為主要才能，相反，「團隊精神」及「自我管理」則不大受內地行業重視。

同樣值得注意的是，「國際認知」獲內地兩個行業選為主要才能，但卻不獲是次調查涵蓋的香港行業重視，實有需要因應以上差距調整督導人員的培訓課程。

**表 2.7.2**  
**內地各行業督導人員的核心才能排名**

| 排名 | 管理人員      | 行業數目        |              |
|----|-----------|-------------|--------------|
|    |           | 名列頭<br>10 名 | 有逾 50%<br>評分 |
| 1  | 責任感       | 6           | 6            |
| 2  | 溝通技巧      | 6           | 5            |
| 3  | 解決困難及作出決定 | 6           | 3            |
| 4  | 關心和照顧客戶需要 | 4           | 3            |
| 5  | 英語（講、寫）   | 4           | 2            |
| 6  | 訓練與輔導下屬   | 4           | 1            |
| 7  | 危機管理      | 4           | 1            |
| 8  | 人際關係技巧    | 3           | 2            |
| 9  | 重視品質      | 3           | 2            |
| 10 | 正直誠實      | 2           | 2            |
| 11 | 對人對事善於分析  | 2           | 1            |
| 12 | 國際認知      | 2           | 1            |
| 13 | 資訊科技知識及應用 | 2           | 1            |
| 14 | 處理衝突      | 2           | 0            |
| 15 | 策劃技巧      | 2           | 0            |
| 16 | 自我管理      | 2           | 0            |
| 17 | 團隊精神      | 2           | 0            |

## 選取內地管理及督導人員所需主要才能的原因

2.8 回覆機構須將每個選擇原因評級，順序由 1（極低）至 6（極高）顯示各原因的重要性。表 2.8 列出評級結果，其排列方式與前表 2.4 相同。除其中一項外，影響管理及督導人員所需才能的頭十大原因排名大致相同。以下將著重比較香港與內地的調查結果。

最重要的四個原因是「客戶要求愈來愈高」、「優秀僱員難求」、「促進員工之間的合作」及「公司漸多應用資訊科技」。除了部分差距，影響香港及內地管理及督導人員所需才能的頭十大原因排名大致相同。

客戶要求及同行公司的競爭壓力對香港及內地的回覆機構均構成影響。同樣地，員工表現未如理想亦是機構培訓員工的另一原動力。除了需解決人才不足的問題，機構亦需要提高員工的合作性及鼓勵創見，作為提升服務水平的途徑。

比較香港及內地原因的排名，可以發現一項有趣的差別：雖然「協調各方面文化差異」是影響機構選擇內地人員才能其中一項最主要的原因，但對香港卻未有構成重要影響。與之相關的原因 - 「文化差異帶來的利與害」 - 亦只對內地有較大的影響，這可能是因為香港的工作人口來自不同背景，因文化差異而衍生的問題偶有發生，社會對有關問題已有一定的認識(更詳盡的分析請參閱第 2.9 段)。

**表 2.8 :**  
**影響選取內地管理及督導人員所需主要才能的原因排名**

| 原因              |             | 管理人員 |       | 督導人員 |       |
|-----------------|-------------|------|-------|------|-------|
|                 |             | 排名   | 加權平均分 | 排名   | 加權平均分 |
| 客戶要求愈來愈高        | (市場)        | 1    | 4.71  | 1    | 4.64  |
| 優秀僱員難求          | (人)         | 2    | 4.42  | 3    | 4.23  |
| 促進員工之間的合作       | (人)         | 3    | 4.32  | 2    | 4.24  |
| 公司漸多應用資訊科技      | (資訊科技)      | 4    | 4.00  | 4    | 3.84  |
| 現有人員表現未如理想      | (人)         | 5    | 3.82  | 6    | 3.64  |
| 來自內地競爭愈來愈劇烈     | (市場)        | 6    | 3.81  | 5    | 3.66  |
| 產生更多創新的構思       | (人)         | 7    | 3.67  | 8    | 3.47  |
| 本地業內競爭愈來愈劇烈     | (市場)        | 8    | 3.61  | 7    | 3.48  |
| 內地更多商機          | (經濟)        | 9    | 3.54  | 11   | 3.32  |
| 業務擴充至內地         | (經濟)        | 10   | 3.48  | 9    | 3.35  |
| 協調各方面文化差異       | (工作環境的文化差異) | 11   | 3.44  | 10   | 3.34  |
| 正加快以電子商貿形式經營業務  | (資訊科技)      | 12   | 3.38  | 14   | 3.21  |
| 來自海外競爭愈來愈劇烈     | (市場)        | 13   | 3.37  | 12   | 3.31  |
| 文化差異帶來的利與害      | (工作環境的文化差異) | 14   | 3.35  | 13   | 3.24  |
| 營運方式有變          | (產品)        | 15   | 3.34  | 15   | 3.17  |
| 公司服務 / 產品漸趨過時   | (產品)        | 16   | 3.13  | 17   | 2.94  |
| 世界其他各地更多商機      | (經濟)        | 17   | 3.11  | 16   | 2.96  |
| 本地更多商機          | (經濟)        | 18   | 2.99  | 18   | 2.81  |
| 中國加入世界貿易組織(WTO) | (經濟)        | 19   | 2.96  | 19   | 2.78  |
| 分散公司業務          | (市場)        | 20   | 2.91  | 20   | 2.74  |
| 裁減現有人手編制        | (人)         | 21   | 2.88  | 24   | 2.65  |
| 更緊密經貿關係安排的實施    | (經濟)        | 22   | 2.85  | 22   | 2.69  |
| 外判工作減低成本        | (財務)        | 23   | 2.78  | 21   | 2.74  |
| 業務性質改變          | (經濟)        | 24   | 2.77  | 23   | 2.68  |
| 公司業務遷往他處        | (市場)        | 25   | 2.76  | 25   | 2.65  |
| 銀行融資困難          | (財務)        | 26   | 2.59  | 26   | 2.49  |

## 香港與內地僱員之間的分歧

2.9.1 為了探討有關問題，機構需根據五個等級(1為沒有問題；5為很多問題)，就因香港與內地僱員爭執或意見分歧而衍生的六個問題作出評分。如表 2.9.1 所示，機構表示只遇到「頗少問題」或「有些問題」。5為最高平均分，各問題所得的平均分為 2.18 至 2.60。雖然如此，有關問題仍值得繼續跟進。

2.9.2 有關分析出現行業差距。相對於其他三個行業，零售批發及出入口業、建造業及製造業的機構遇到較多問題。

**表 2.9.1**

**按主要業務性質劃分各問題所得的加權平均分**

| 主要業務性質          | 僱員人數      | 加權平均分       |             |             |             |             |             | 總加權平均分      |
|-----------------|-----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                 |           | 兩地員工的衝突     | 性格上的分歧      | 情緒上的分歧      | 工作上的分歧      | 工作完成後的分歧    | 意見分歧        |             |
| 製造業             | 10-19     | 2.01        | 2.25        | 2.00        | 2.25        | 2.25        | 2.51        | 2.21        |
|                 | 20-49     | 2.33        | 3.11        | 2.56        | 2.67        | 2.56        | 2.22        | 2.57        |
|                 | 50-99     | 2.38        | 2.73        | 2.74        | 2.44        | 2.85        | 2.14        | 2.55        |
|                 | <b>總計</b> | <b>2.26</b> | <b>2.78</b> | <b>2.46</b> | <b>2.49</b> | <b>2.56</b> | <b>2.28</b> | <b>2.47</b> |
| 建造業             | 10-19     | 2.00        | 2.25        | 2.25        | 2.00        | 2.25        | 2.25        | 2.17        |
|                 | 20-49     | 2.76        | 3.00        | 2.52        | 3.00        | 3.27        | 2.76        | 2.88        |
|                 | 50-99     | 3.00        | 3.24        | 4.00        | 3.48        | 3.48        | 3.24        | 3.41        |
|                 | <b>總計</b> | <b>2.29</b> | <b>2.53</b> | <b>2.58</b> | <b>2.41</b> | <b>2.62</b> | <b>2.50</b> | <b>2.49</b> |
| 零售批發及出入口業       | 10-19     | 2.21        | 2.63        | 2.42        | 2.34        | 2.73        | 2.65        | 2.50        |
|                 | 20-49     | 2.32        | 2.62        | 2.32        | 2.35        | 2.69        | 2.53        | 2.47        |
|                 | 50-99     | 2.56        | 2.70        | 2.62        | 2.43        | 2.84        | 2.66        | 2.64        |
|                 | <b>總計</b> | <b>2.29</b> | <b>2.63</b> | <b>2.40</b> | <b>2.35</b> | <b>2.73</b> | <b>2.61</b> | <b>2.50</b> |
| 食肆及酒店業          | 10-19     | -           | -           | -           | -           | -           | -           | -           |
|                 | 20-49     | -           | -           | -           | -           | -           | -           | -           |
|                 | 50-99     | 2.00        | 2.00        | 2.07        | 1.53        | 2.53        | 2.53        | 2.11        |
|                 | <b>總計</b> | <b>2.00</b> | <b>2.00</b> | <b>2.07</b> | <b>1.53</b> | <b>2.53</b> | <b>2.53</b> | <b>2.21</b> |
| 運輸、儲存、通訊業       | 10-19     | 1.40        | 1.20        | 1.40        | 1.46        | 1.40        | 1.40        | 1.37        |
|                 | 20-49     | 2.25        | 2.25        | 2.25        | 2.51        | 3.01        | 3.26        | 2.59        |
|                 | 50-99     | 2.12        | 2.86        | 2.30        | 2.70        | 3.09        | 3.19        | 2.71        |
|                 | <b>總計</b> | <b>1.86</b> | <b>1.97</b> | <b>1.91</b> | <b>2.12</b> | <b>2.36</b> | <b>2.47</b> | <b>2.11</b> |
| 金融、保險、房地產及商業服務業 | 10-19     | 2.02        | 2.15        | 2.02        | 1.87        | 2.24        | 2.36        | 2.11        |
|                 | 20-49     | 1.84        | 1.84        | 2.00        | 2.31        | 2.62        | 1.85        | 2.08        |
|                 | 50-99     | 1.63        | 2.29        | 2.38        | 1.91        | 2.00        | 2.00        | 2.03        |
|                 | <b>總計</b> | <b>1.93</b> | <b>2.10</b> | <b>2.06</b> | <b>1.97</b> | <b>2.30</b> | <b>2.20</b> | <b>2.09</b> |
| 社區、社會及個人服務業     | 10-19     | 1.00        | 1.00        | 1.00        | 1.00        | 1.00        | 1.00        | 1.00        |
|                 | 20-49     | 1.38        | 2.13        | 1.56        | 1.75        | 1.75        | 1.94        | 1.75        |
|                 | 50-99     | 2.24        | 2.68        | 2.43        | 3.13        | 3.47        | 3.32        | 2.88        |
|                 | <b>總計</b> | <b>1.45</b> | <b>1.89</b> | <b>1.58</b> | <b>1.83</b> | <b>1.91</b> | <b>1.95</b> | <b>1.77</b> |
| 總計              | 10-19     | 2.09        | 2.41        | 2.25        | 2.17        | 2.50        | 2.47        | 2.32        |
|                 | 20-49     | 2.23        | 2.57        | 2.27        | 2.36        | 2.64        | 2.45        | 2.42        |
|                 | 50-99     | 2.37        | 2.68        | 2.61        | 2.49        | 2.85        | 2.64        | 2.61        |
|                 | <b>總計</b> | <b>2.18</b> | <b>2.50</b> | <b>2.31</b> | <b>2.28</b> | <b>2.60</b> | <b>2.49</b> | <b>2.39</b> |

## 第三章

### 管理培訓情況

#### 引言

3.0.1 是次調查亦有研究管理及督導人員的訓練需求及取向。

3.0.2 調查請有意制定培訓計劃和安排正式管理培訓的受訪機構，說明未來三年有關培訓的形式及資源。如受訪機構有培訓計劃，但不會安排正式管理培訓，則請其說明原因。

3.0.3 是次調查所得有關資料亦與一九九九及二〇〇一年兩次調查比較，以作趨勢分析。

#### 管理及督導人員在受僱 / 晉升現職前所接受管理培訓的比率

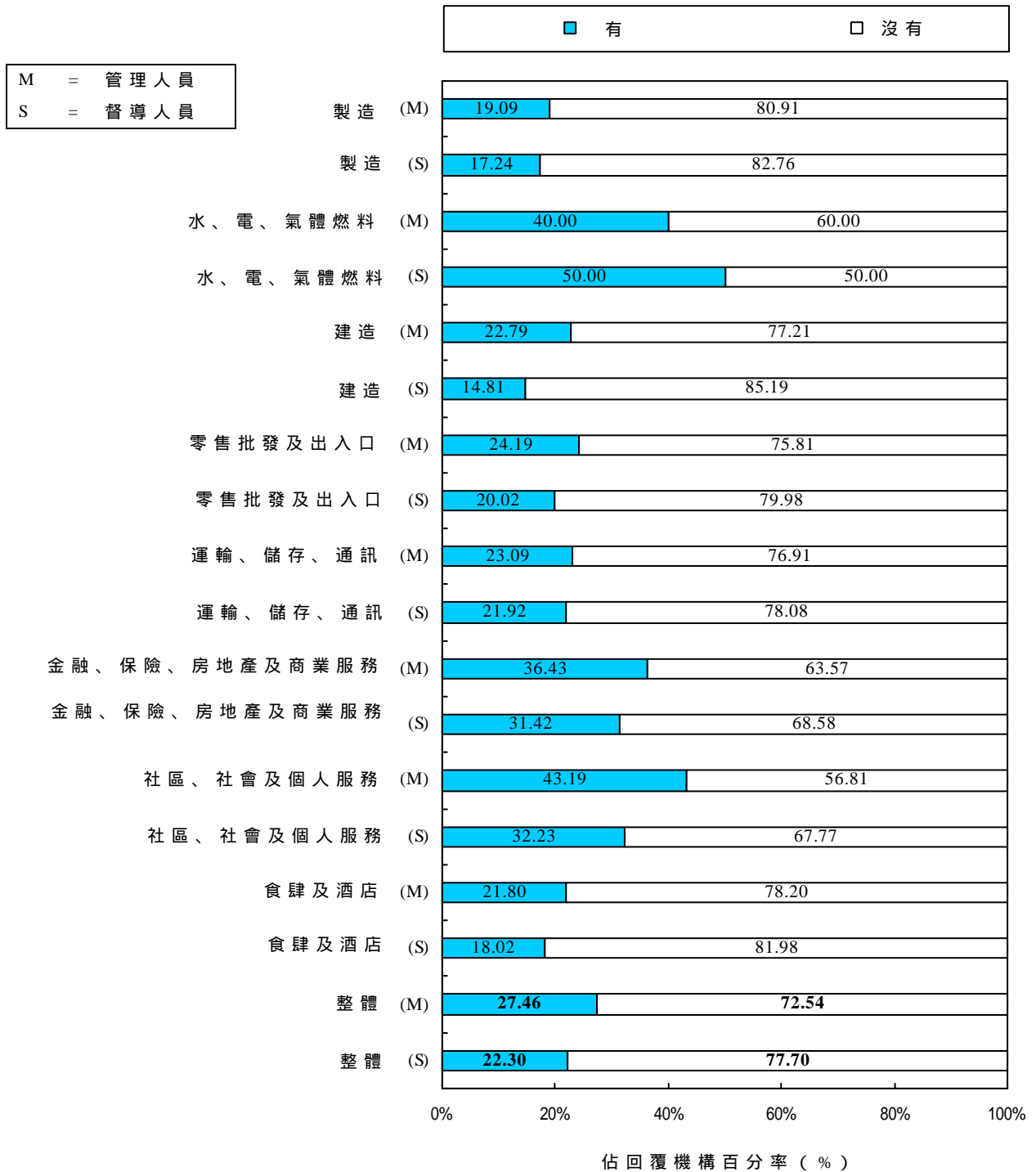
3.1.1 調查顯示，超過半數的管理及督導人員（分別為 72.54% 及 77.7%），在入職或晉升至現職前，並無受過管理培訓；換言之，只有 27.46% 的管理人員及 22.30% 的督導人員之前曾受過訓練（見圖 3.1.2）。

3.1.2 二〇〇一年調查時，約有半數管理及督導人員受過管理培訓。是次調查的結果雖然有點令人擔心，但對培訓機構來說，不失為一個契機。

3.1.3 各行業在這方面的差異相當大。製造業有最多機構僱用未受過管理培訓的員工，比率超過 80%；建造和食肆及酒店兩個行業亦情況相近，比率接近 80%。其他三個行業的情況略好，但大部分從業員上任前亦未受過訓練。



圖 3.1.2 :  
 各行業管理及督導人員受僱  
 晉升現職前接受管理培訓的分布情況



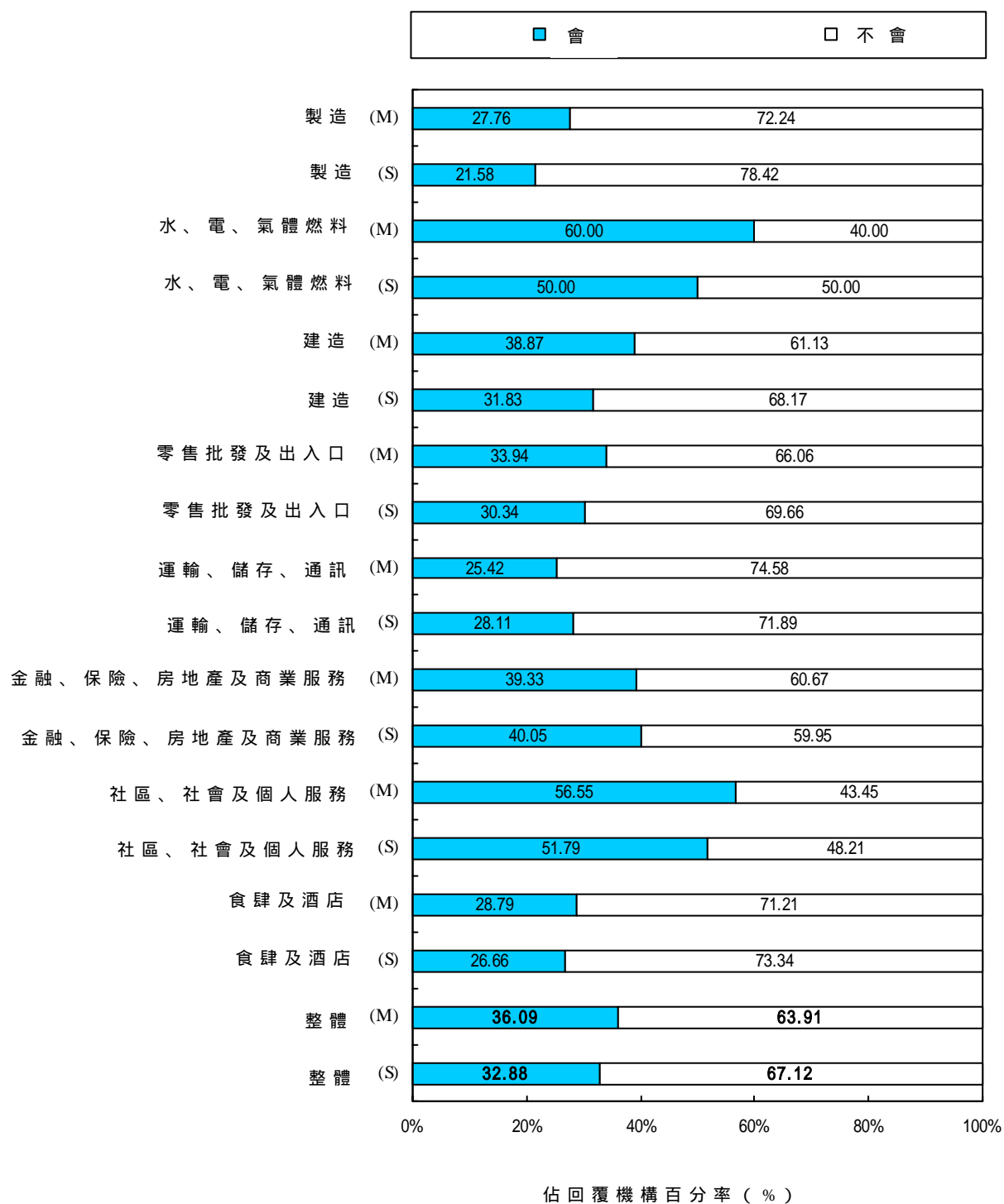
### 未來三年機構提供管理培訓的情況

3.2.1 未來三年，約三分之一的機構會為管理及督導人員提供管理培訓，比率分別是 36.09% 及 32.88% (圖 3.2.2)。這種情況並不理想，反映許多機構仍然忽視訓練能提升員工管理水平的好處。

3.2.2 與 3.1 段的調查結果一樣，製造業、建造業和食肆及酒店業並不熱衷為員工提供訓練，情況較其他三個行業普遍。受訓僱員比率較低的三個行業似乎認為訓練並非有需要。

圖 3.2.2 :  
未來三年各行業為管理及督導人員  
提供管理培訓的分布情況

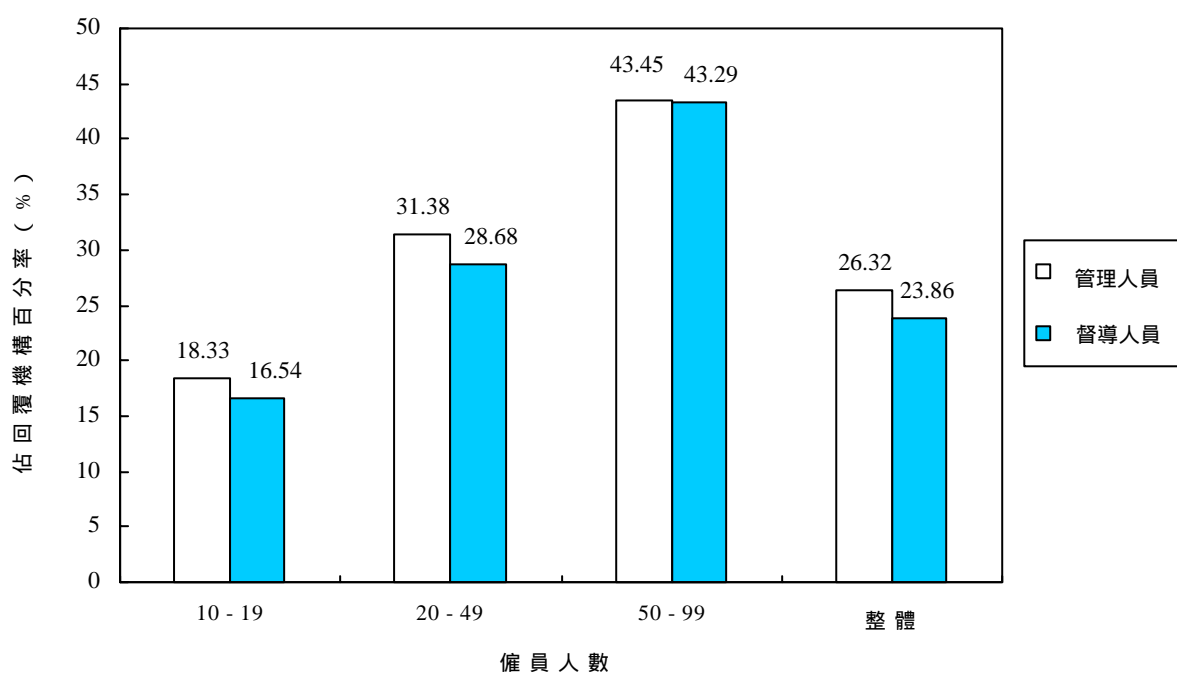
M = 管理人員  
S = 督導人員



## 未來三年機構設立管理培訓計劃的情況（按僱員人數劃分）

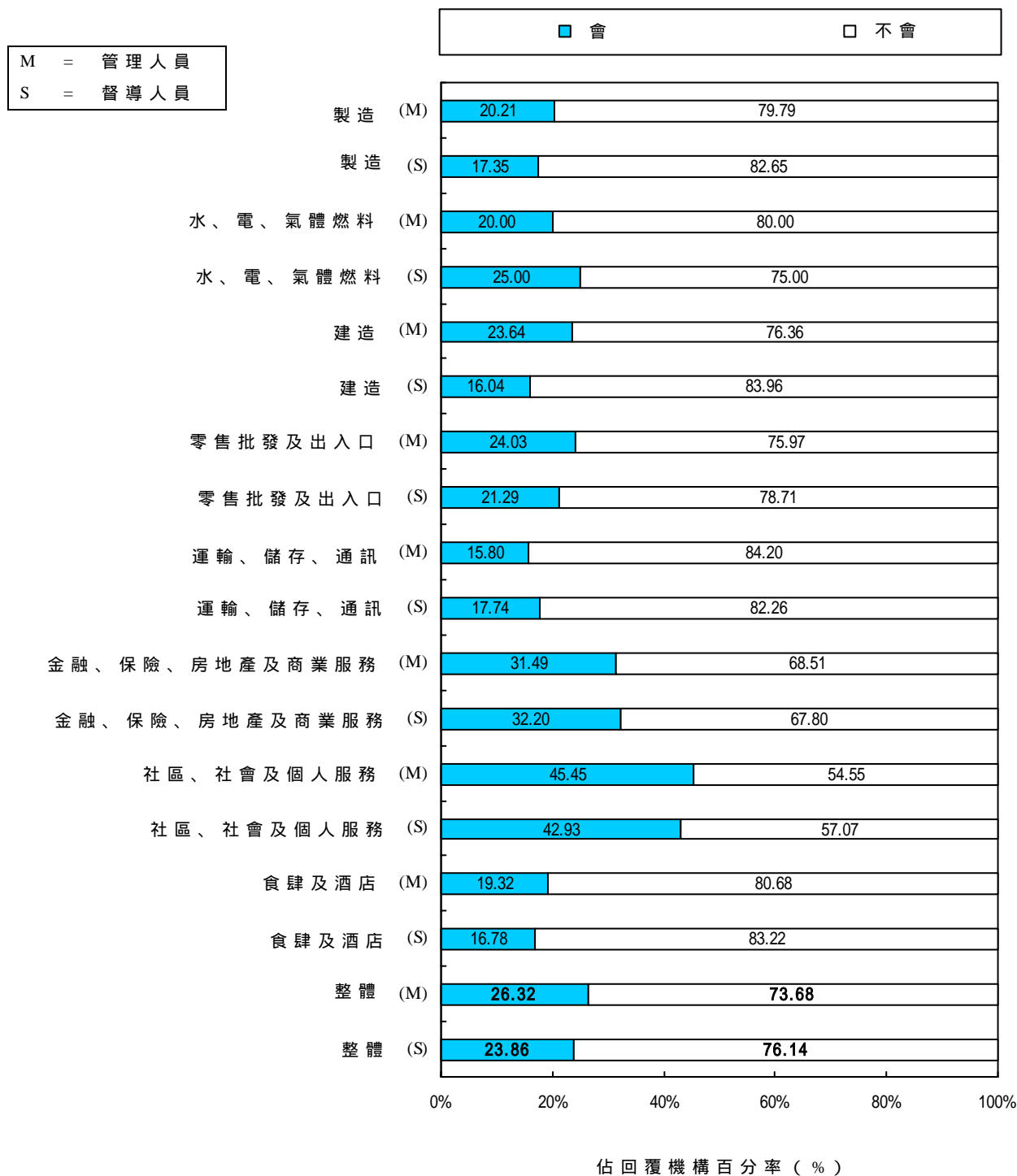
3.3.1 圖 3.3.1 顯示，只有約四分之一的機構表示會為其員工設立培訓計劃。就這項安排而言，社區、社會及個人服務和金融、保險、房地產及商業服務兩個行業表現得較積極。

圖 3.3.1：  
機構為管理及督導人員設立管理培訓計劃的分布情況  
（按僱員人數劃分）



3.3.2 調查亦就機構規模與提供培訓的關係作出分析（圖 3.3.2）。結果顯示，僱員人數較多的機構似比僱員人數較少者更願意為員工提供培訓。僱員人數介乎 50 至 99 人的機構中，超過 40% 表示會為員工提供培訓。

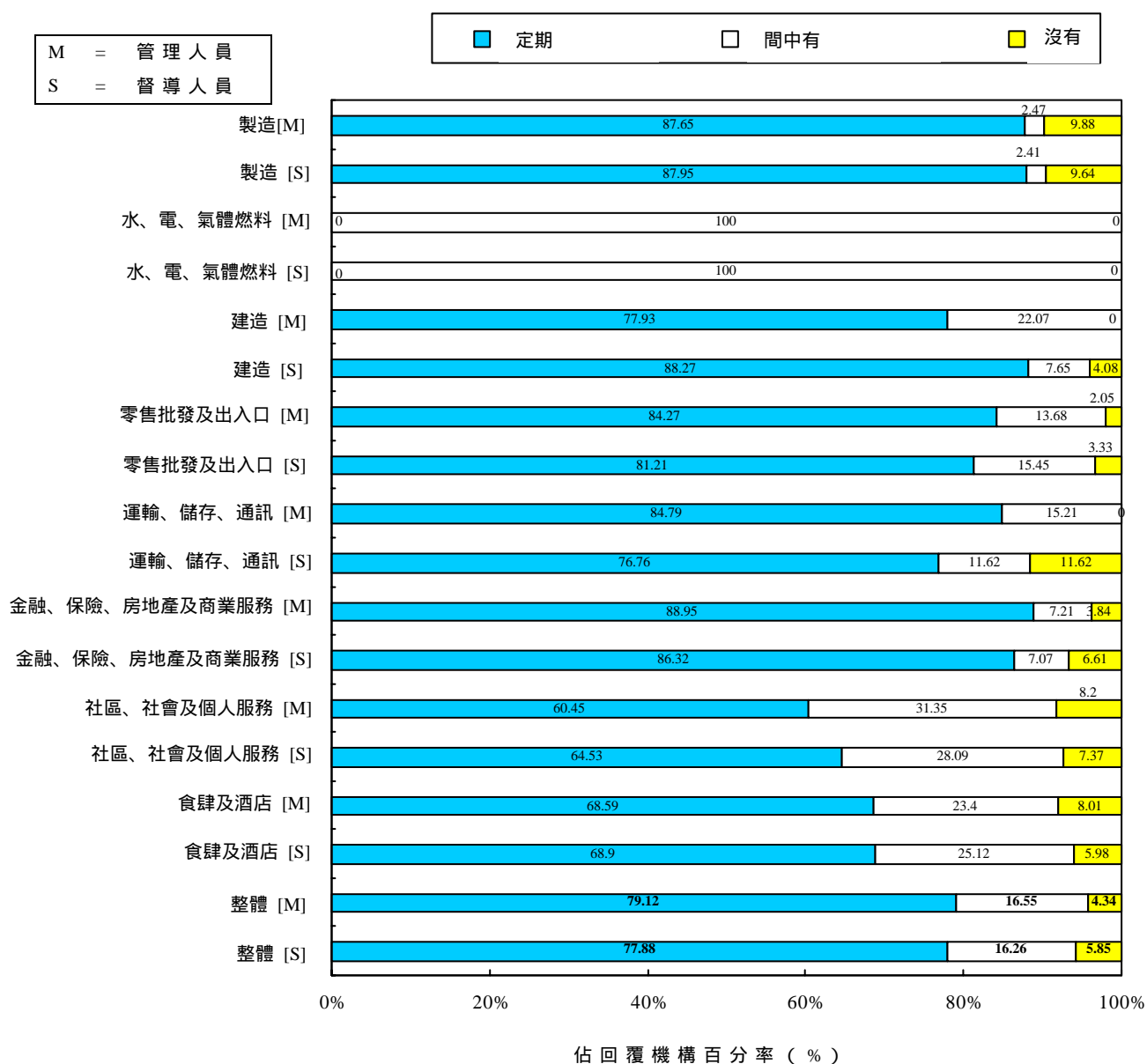
圖 3.3.2 :  
未來三年各行業為管理及督導人員  
設立管理培訓計劃的分布情況



## 未來三年間安排正式管理培訓的情況

3.4.1 有意提供培訓的機構中，大部分（近 80%）會定期為僱員安排訓練；製造業甚至有近 90% 的機構會作這樣的安排。不過，水、電、氣體燃料業所有受訪機構只會間中為員工安排訓練（圖 3.4）。

圖 3.4：  
未來三年各行業會為管理及督導人員  
安排正式管理培訓的情況



## 管理培訓種類

3.5.1 是次調查亦請受訪機構提供資料，說明對四種受訓途徑的意向（圖 3.5.1）。結果，計劃以「外間課程（夜）」及「自辦管理培訓」的機構最多，二者比率均超過 60%。

3.5.2 各行業對培訓方式的取態有明顯差異。製造業及建造業特別偏好「外間夜間課程」。食肆及酒店業屬意「自辦管理培訓」，情況較其他行業普遍得多。金融、保險、房地產及商業服務和社區、社會及個人服務兩個行業亦屬意這一方式，惟比率低得多。

3.5.3 社區、社會及個人服務業、製造業和零售批發及出入口業，均屬意「外間日間課程」。

圖 3.5.1：  
未來三年機構為管理及督導人員  
安排的正式管理培訓種類

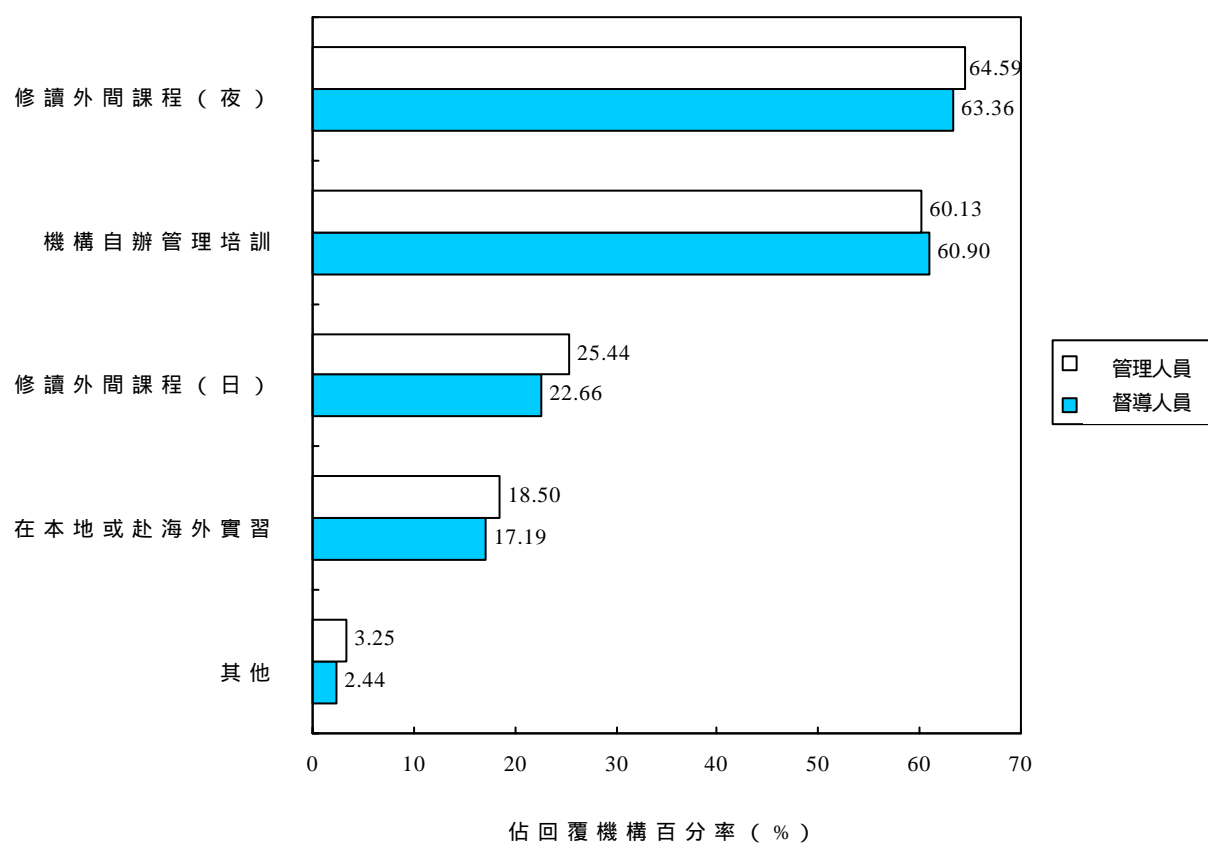
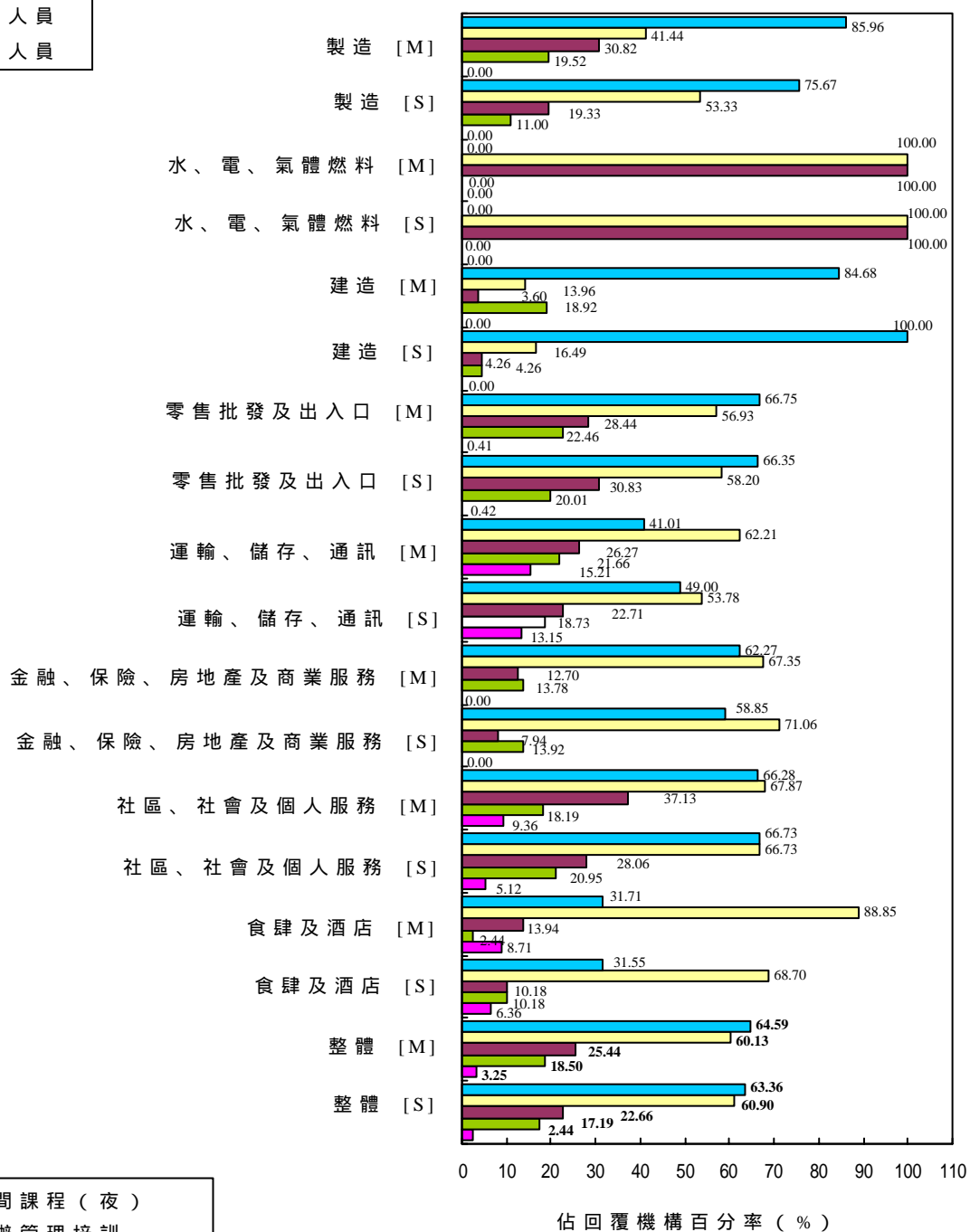


圖 3.5.2 :  
未來三年各行業為管理及督導人員  
安排的正式管理培訓種類

M = 管理人員  
S = 督導人員



■ 修讀外間課程 (夜)  
■ 機構自辦管理培訓  
■ 修讀外間課程 (日)  
■ 在本地或赴海外實習  
■ 其他



## 機構自辦管理培訓的形式

3.6.1 如圖 3.6.1 所示，超過五成的回覆機構屬意「在職培訓」（於一般辦公時間內提供實務訓練 指導）。約有十分之一的機構則會選取「職外培訓」的方式。

3.6.2 製造業與水、電、氣體燃料業傾向同時採用「在職及職外培訓」，其他行業則屬意「在職培訓」多於其他訓練方式。此外，採用「職外培訓」單一形式的，以運輸、儲存、通訊業機構較多。

圖 3.6.1：  
未來三年機構為管理及督導人員  
自辦管理培訓的方式

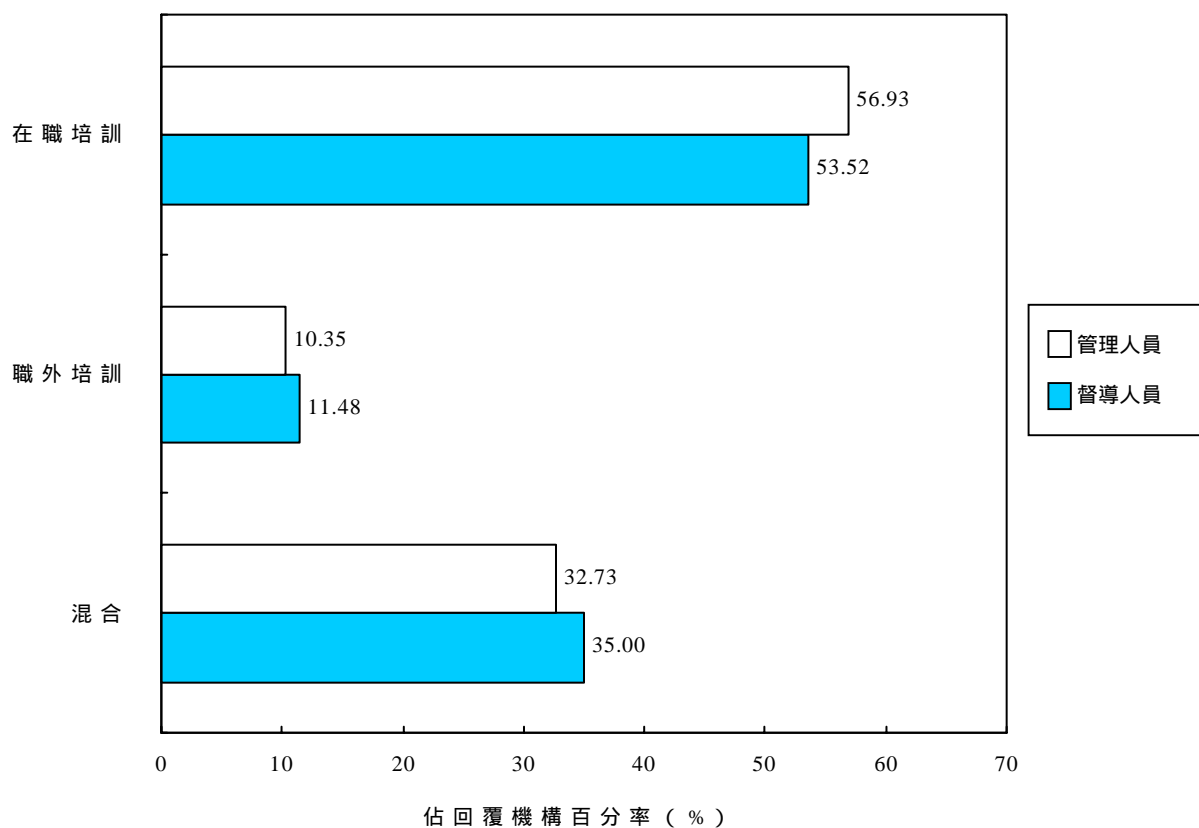
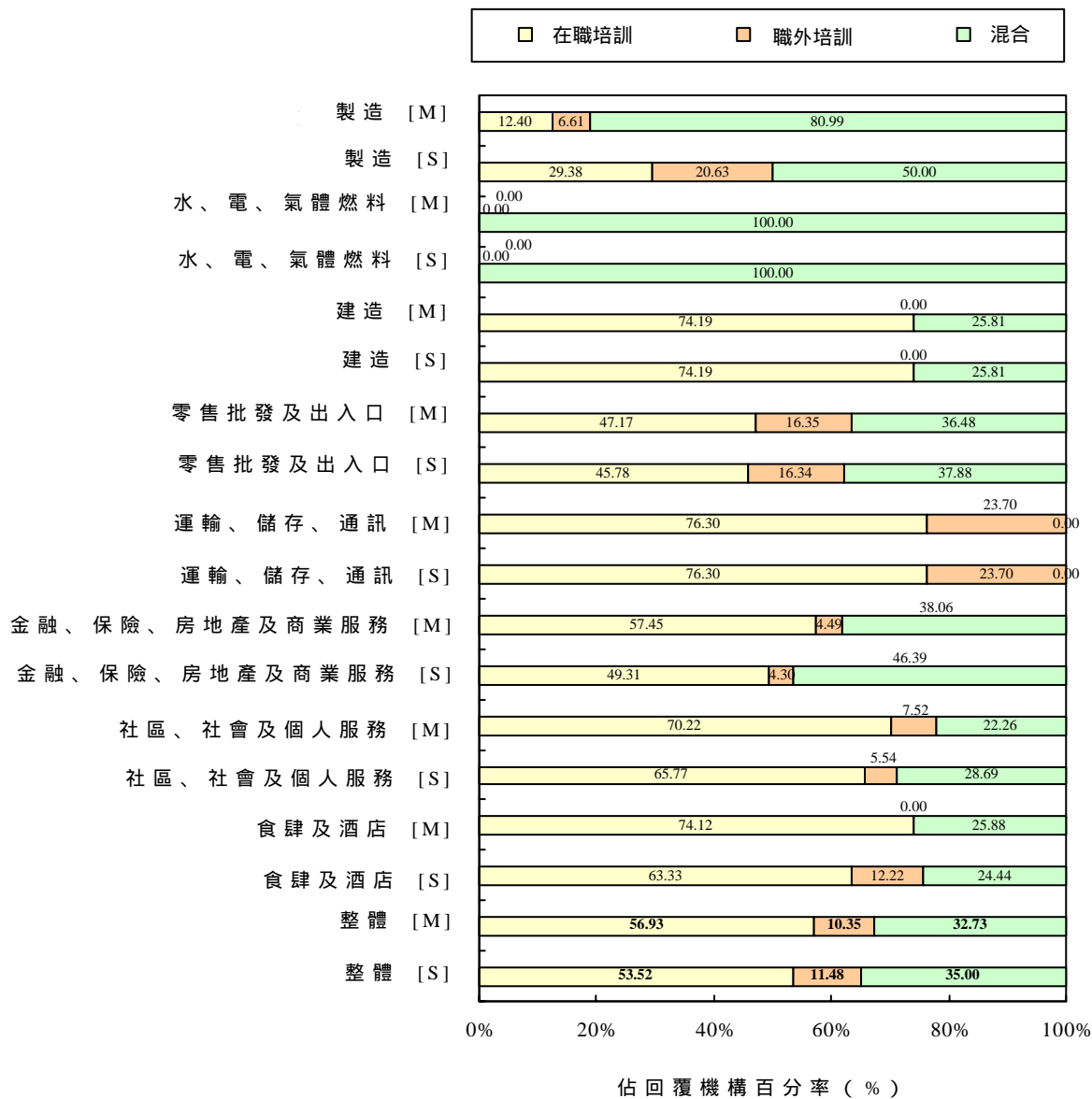


圖 3.6.2 :  
未來三年各行業自辦管理培訓的方式

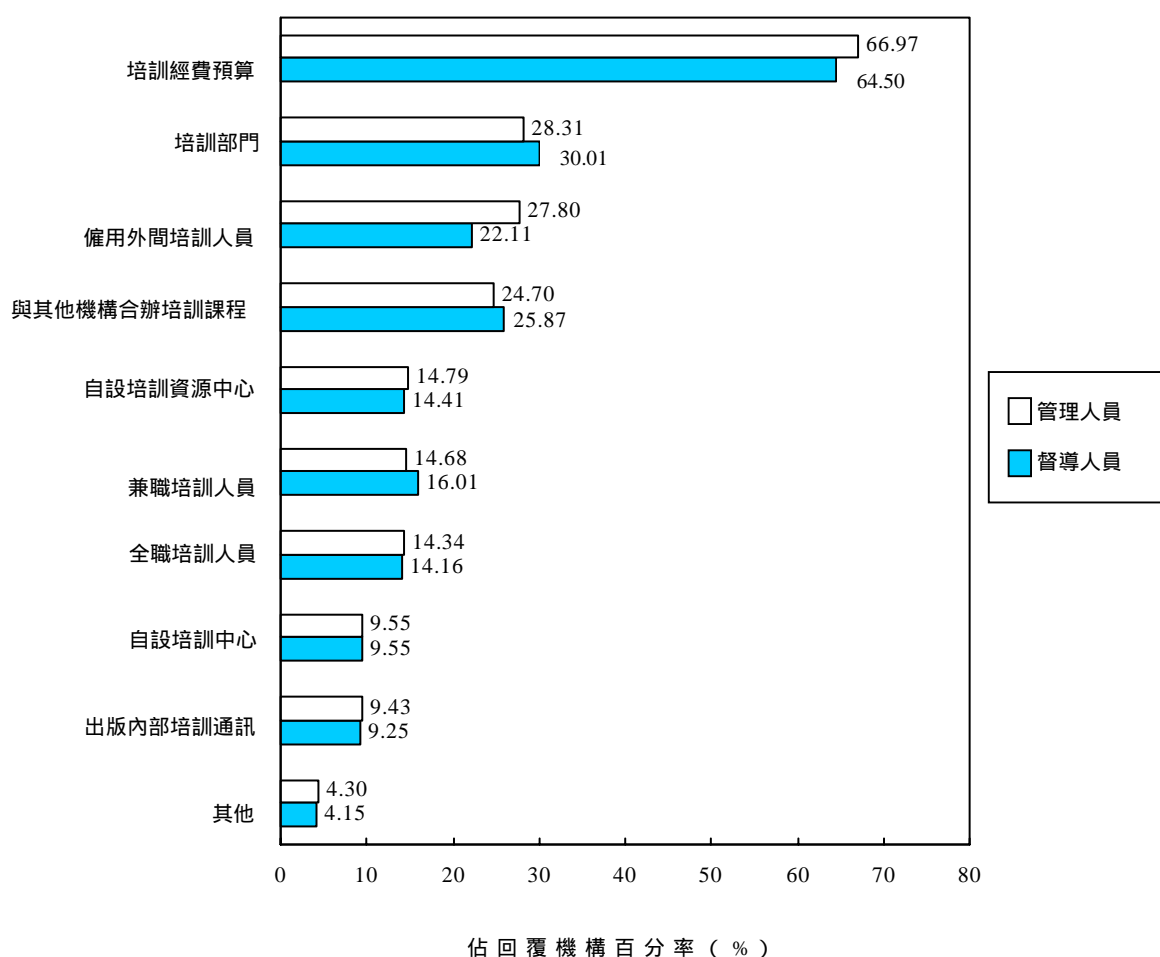
M = 管理人員  
S = 督導人員



## 未來三年管理培訓資源

3.7.1 調查亦請那些會安排正式管理培訓的機構提供資料，說明未來三年將用於管理培訓的資源。所得結果列載於圖 3.7。管理培訓資源方面，為管理及督導人員預留「培訓經費」的機構最多，超過 60%。其次為設立「培訓部門」，有近 30% 的機構會採用；之後是「僱用外間培訓人員」和「合辦培訓課程」，各有大約 25% 的機構選擇。

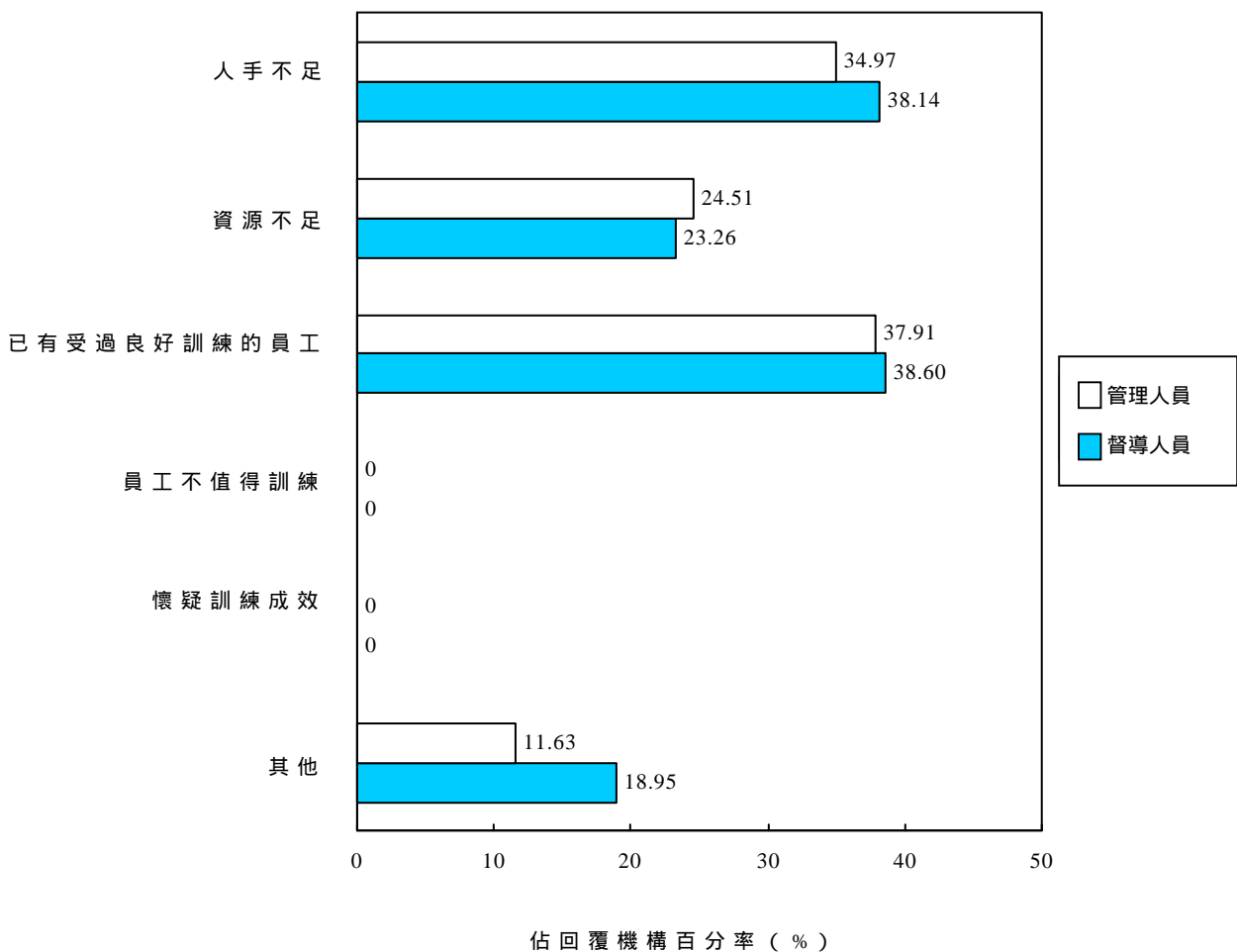
圖 3.7：  
未來三年管理培訓資源的分布情況



## 沒有安排管理培訓的原因

3.8.1 部分回覆機構表示會在未來三年制定管理培訓計劃，卻不打算為管理及督導人員安排正式管理培訓；有關原因見圖 3.8。該等機構大多表示因「人手不足，無法派遣員工接受訓練」；其次是「已有足夠受過良好訓練的員工」。令人鼓舞的是，再沒有機構表示「員工不值得訓練」，又或「質疑訓練成效」。

圖 3.8：  
未來三年沒有為管理及督導人員  
安排管理培訓的原因



## 管理課程的資助

3.9.1 圖 3.9.1 顯示，大部分機構願意在未來三年資助員工修讀相關的管理課程，比率超過 80%。

3.9.2 某些行業較願意資助員工修讀管理課程（圖 3.9.2）。製造及水、電、氣體燃料兩個行業對此極表支持，但運輸、儲存、通訊業與金融、保險、房地產及商業服務業則較不熱衷。

圖 3.9.1：  
未來三年機構願意資助僱員  
接受相關管理培訓的情況

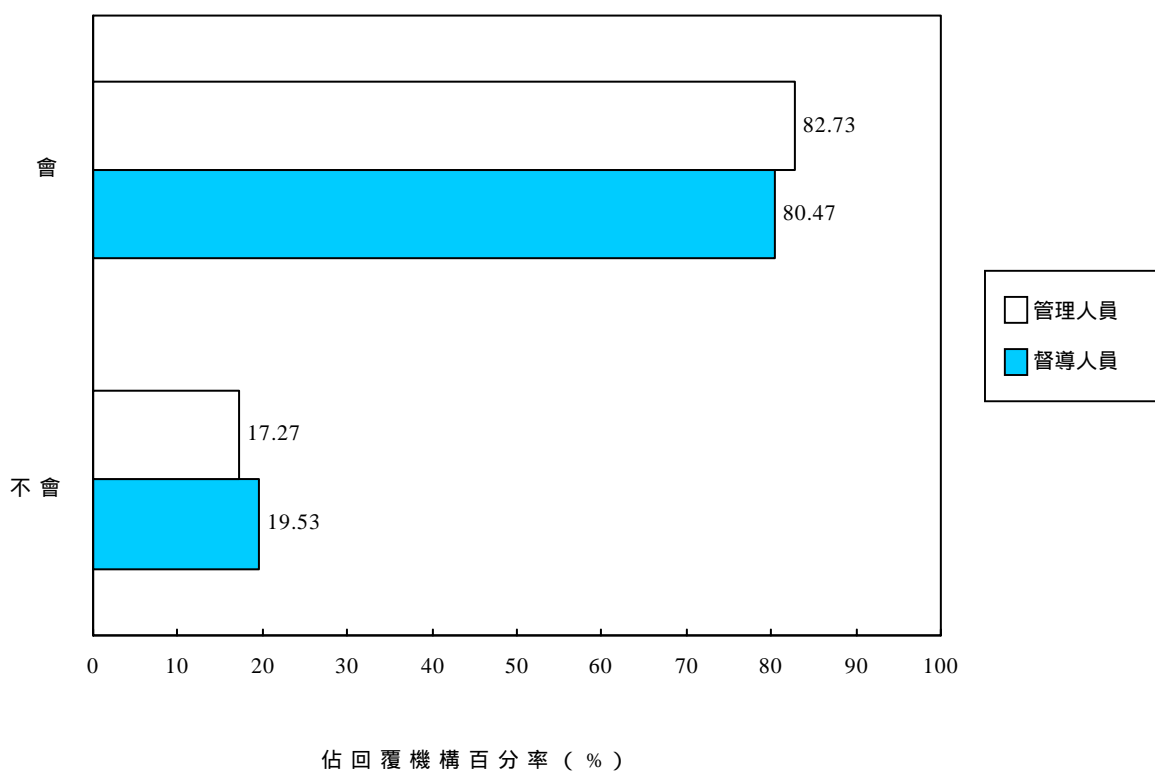
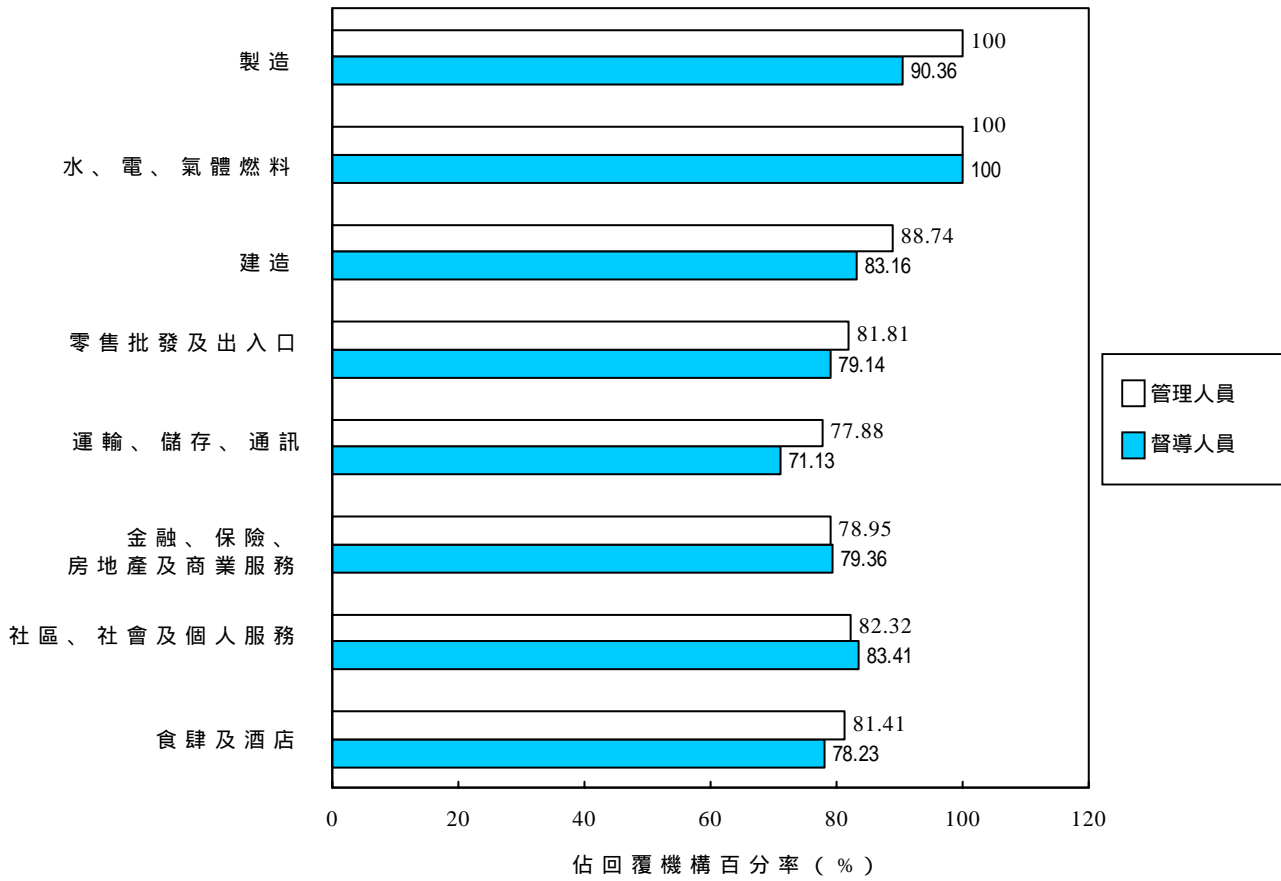


圖 3.9.2 :  
 各行業願意資助管理及督導人員  
 修讀相關管理課程的情況



## 資助方式

3.10.1 從圖 3.10.1 可見，僅約 40% 的僱主准許員工「於辦公時間內修讀相關課程」，同時願意「代為繳付或發還學費」。管理人員獲此一形式資助，機會較督導人員為高。

3.10.2 水、電、氣體燃料業所有機構均願意給假員工修讀管理課程，同時代為繳付或發還學費，在各行業中比率最高。至於建造業，則最不願意以此方式資助員工；這個行業與運輸、儲存、通訊業的機構屬意以給假方式資助員工。

圖 3.10.1：  
未來三年資助管理及督導人員  
修讀管理課程的方式

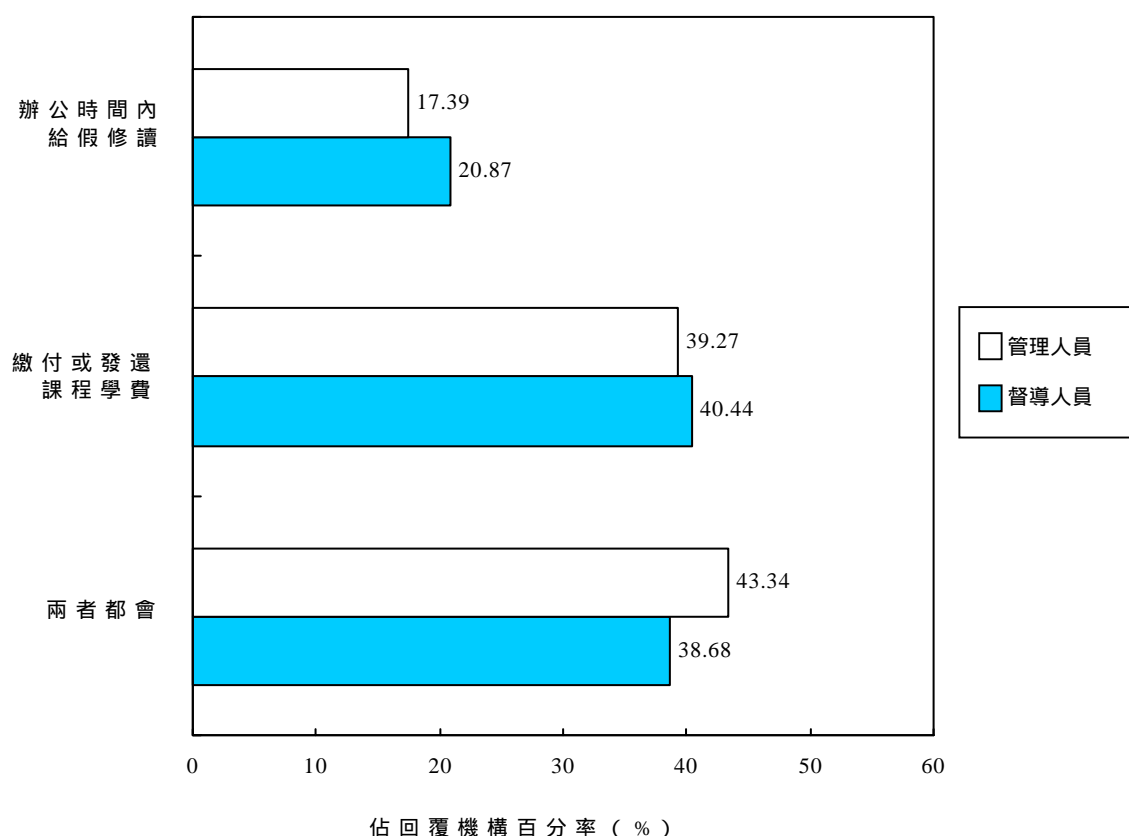
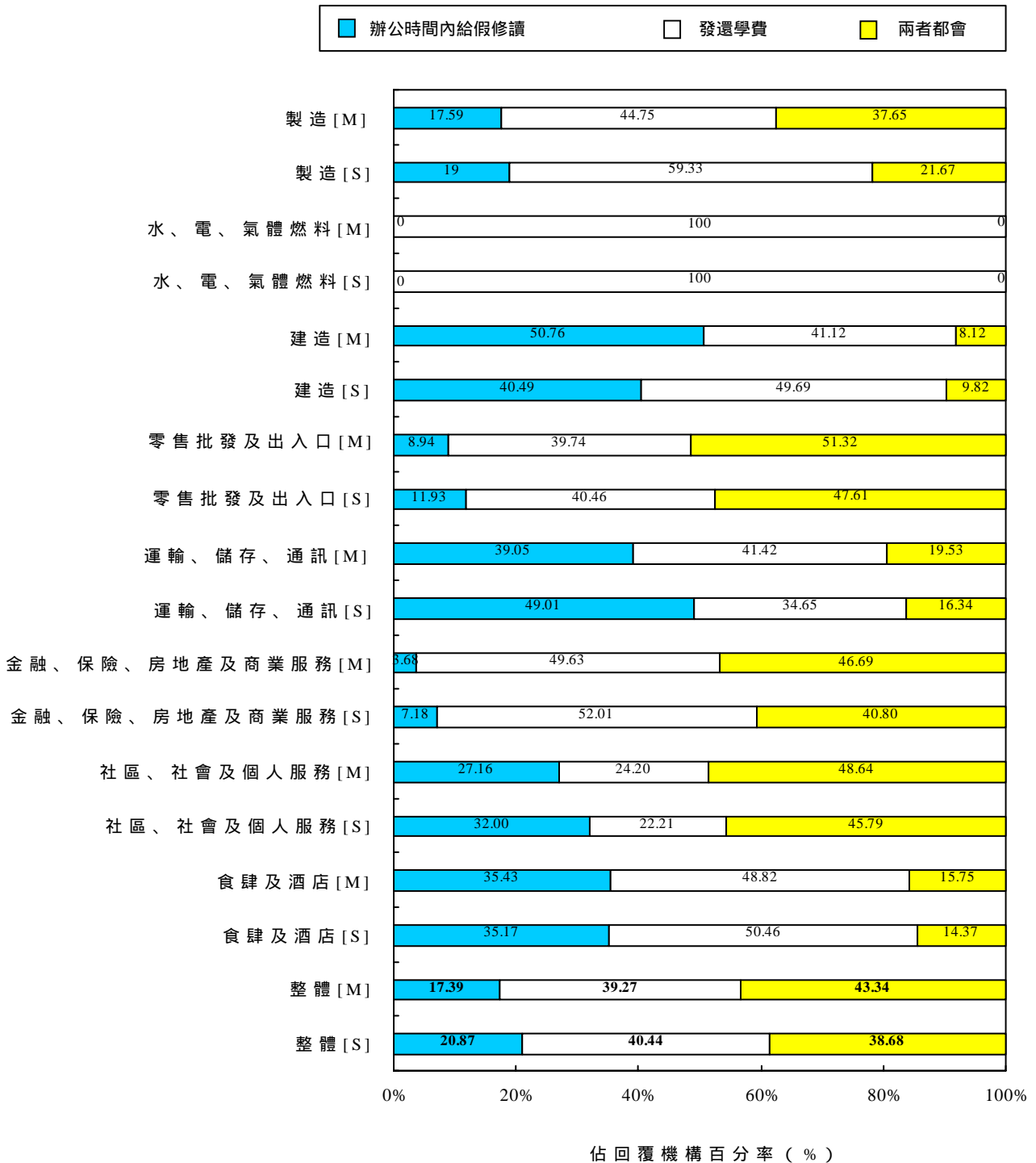


圖 3.10.2 :  
各行業資助方式比較

M = 管理人員  
S = 督導人員

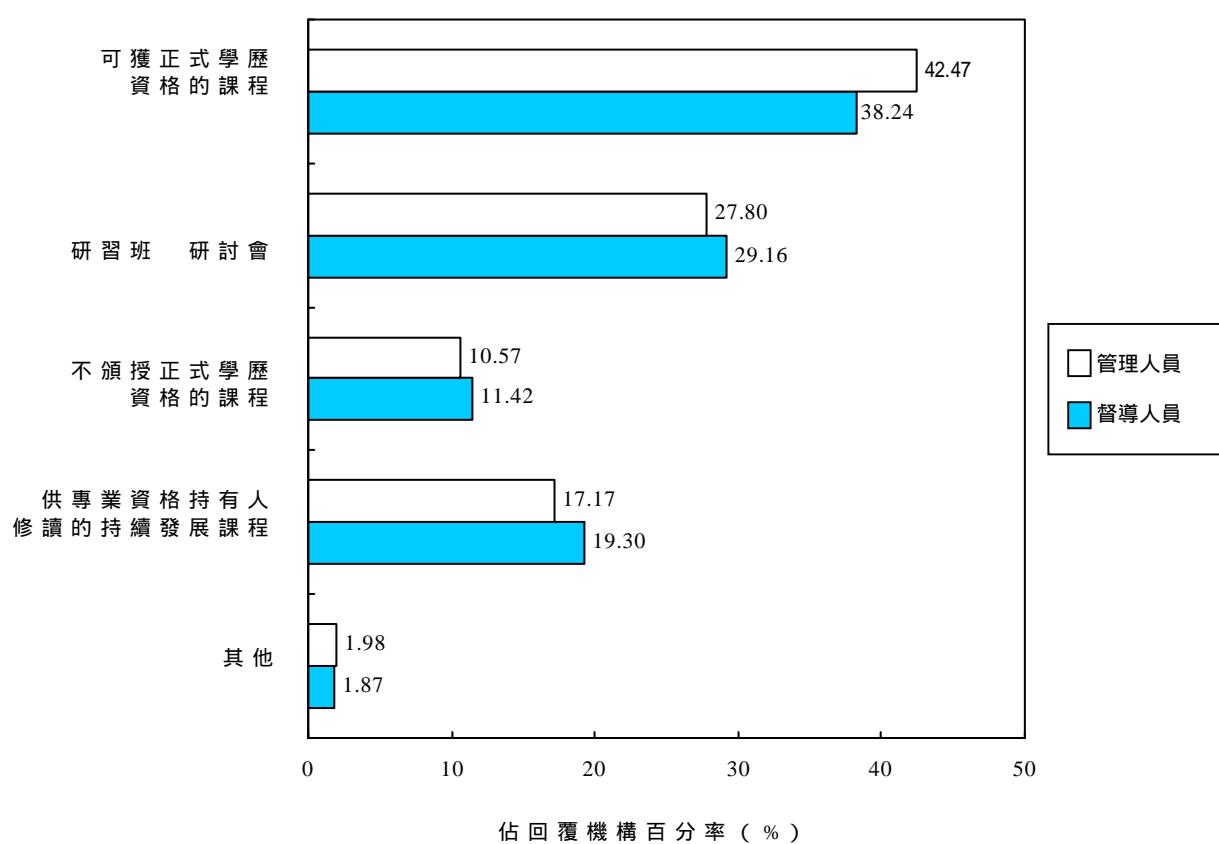




## 屬意的管理培訓種類

3.11.1 從圖 3.11 可見，最多僱主（接近 40%）屬意的培訓種類為「可獲正式學歷資格的課程」，亦有頗多僱主選擇「研習班 研討會」，而最少僱主採用的培訓種類為「不頒授正式學歷資格的課程」。

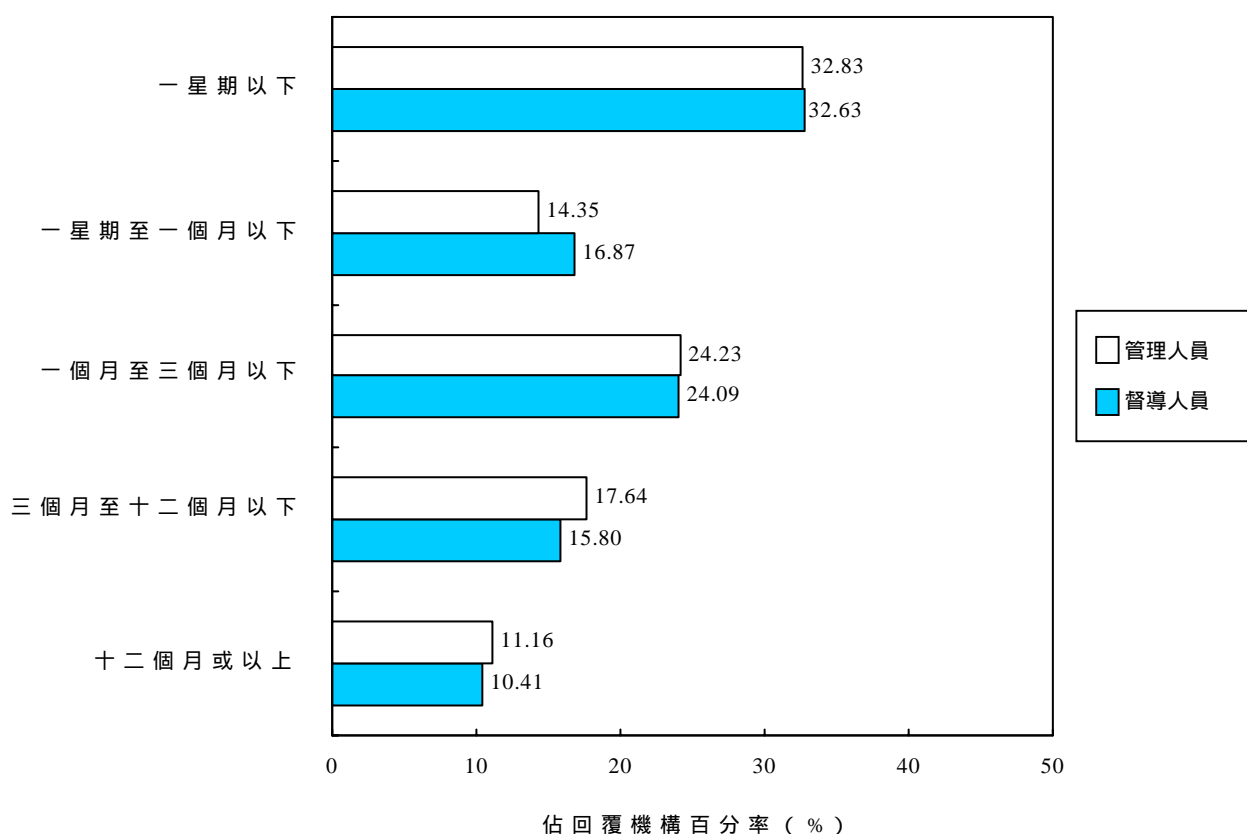
圖 3.11：  
未來三年管理及督導人員屬意的管理培訓種類



## 屬意的訓練期

3.12.1 從圖 3.12 可見，最多僱主（接近三分之一）選擇的訓練期為「一星期以下」，其次為「一個月至三個月以下」。只有約 10% 的僱主認為員工較適合參加「十二個月或以上」的訓練。

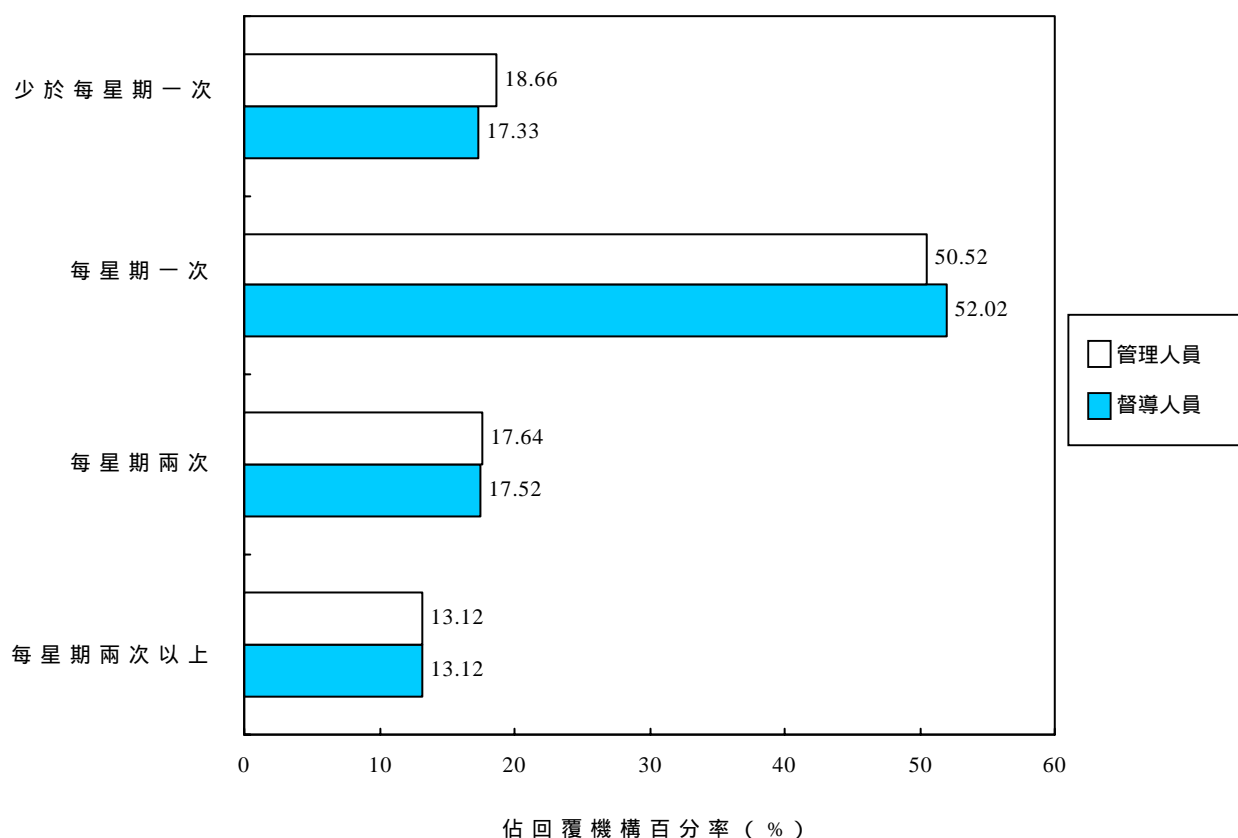
圖 3.12：  
未來三年管理及督導人員屬意的訓練期



## 屬意的上課次數

3.13.1 最多回覆機構認為，修讀管理培訓課程的員工適宜「每星期上課一次」。正如圖 3.13 所示，屬意這個上課次數的機構超過 50%。選擇其他上課次數的機構較少，比率均在 20% 以下。

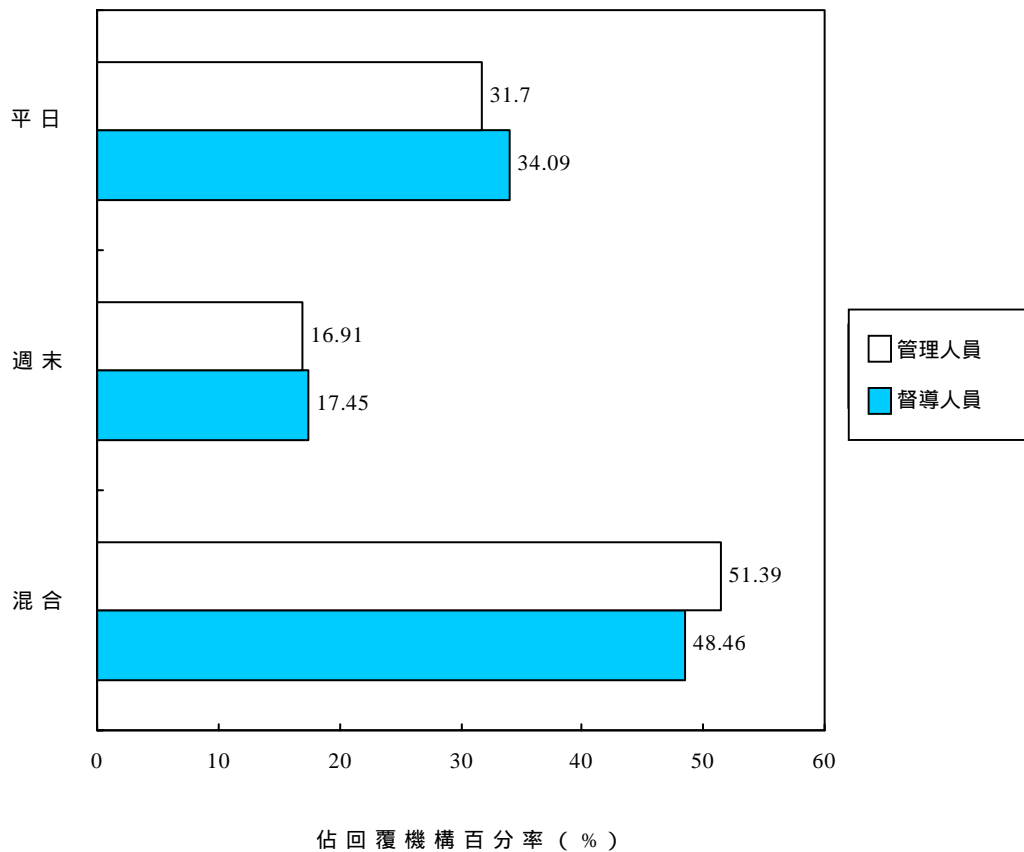
圖 3.13：  
未來三年管理及督導人員屬意的上課次數



## 每週屬意的上課日子

3.14.1 約有半數回覆機構選擇每週上課的日子是「平日與週末混合」（見圖 3.14）；而只選擇「平日」者，則約佔 30%。

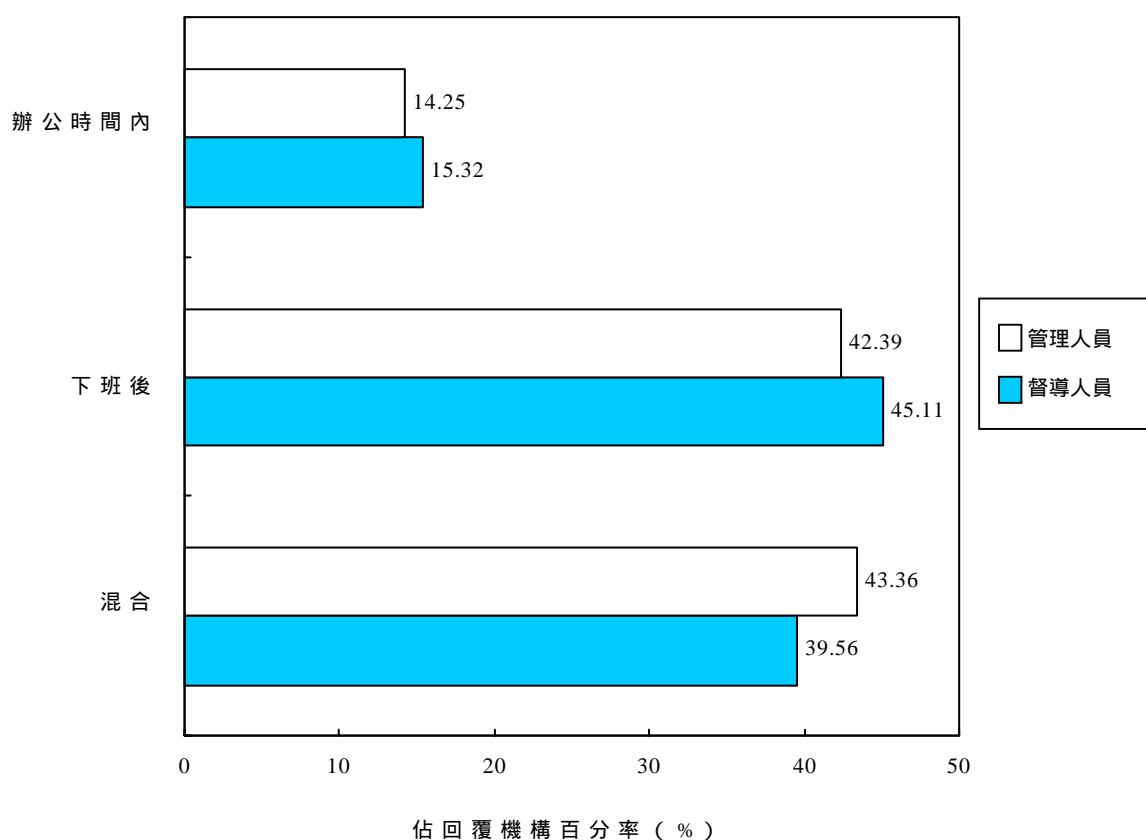
圖 3.14：  
未來三年管理及督導人員每週屬意的上課日子



## 屬意的上課時間

3.15.1 從圖 3.15 可見，最多僱主認為管理及督導人員宜在「下班後」上課，但亦有不少僱主會容許員工在「辦公時間內」上課。

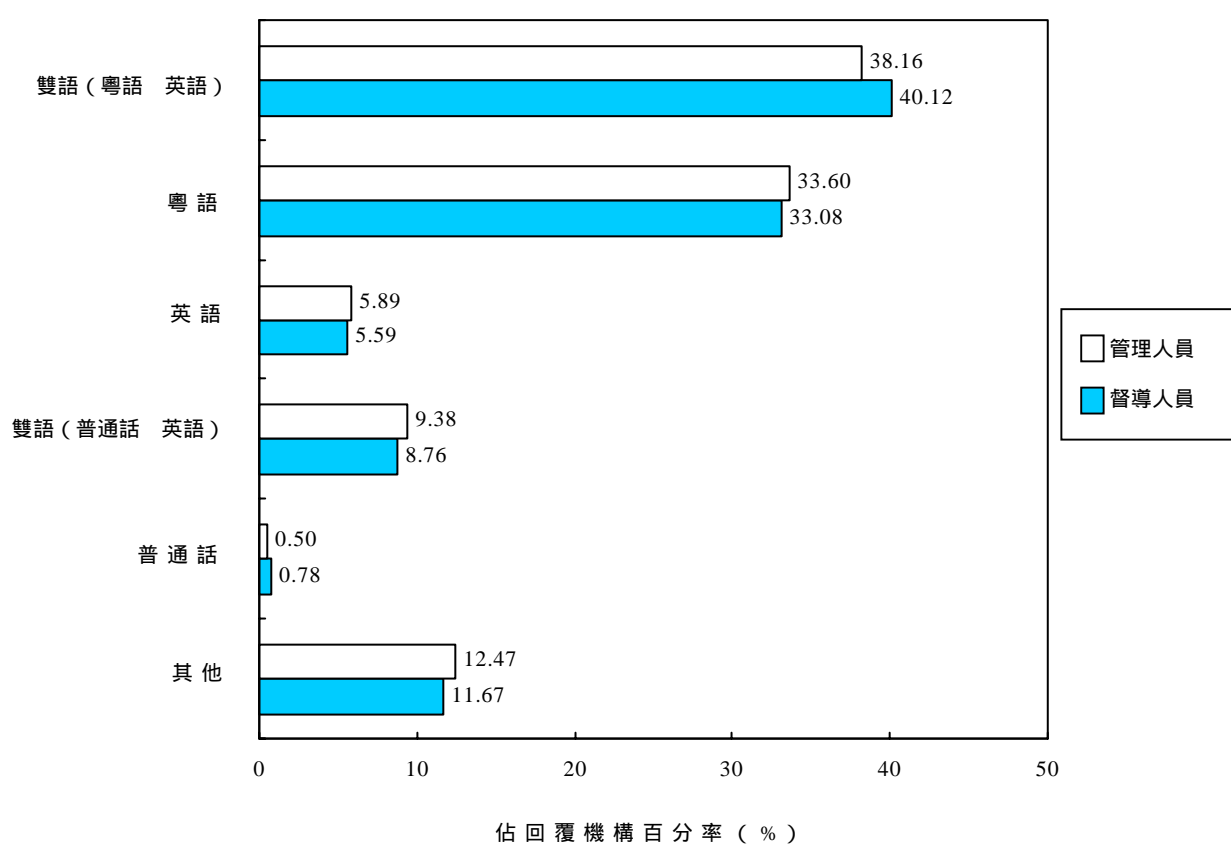
圖 3.15：  
未來三年管理及督導人員屬意的上課時間



## 未來三年在管理培訓方面屬意的授課語言

3.16.1 香港是使用雙語的社會，所以最多僱主選擇「雙語（粵語 英語）」為授課語言；至於選擇純以粵語授課的僱主，比率亦相去不遠。認為適宜以「英語或普通話」向員工授課的機構仍然不多。

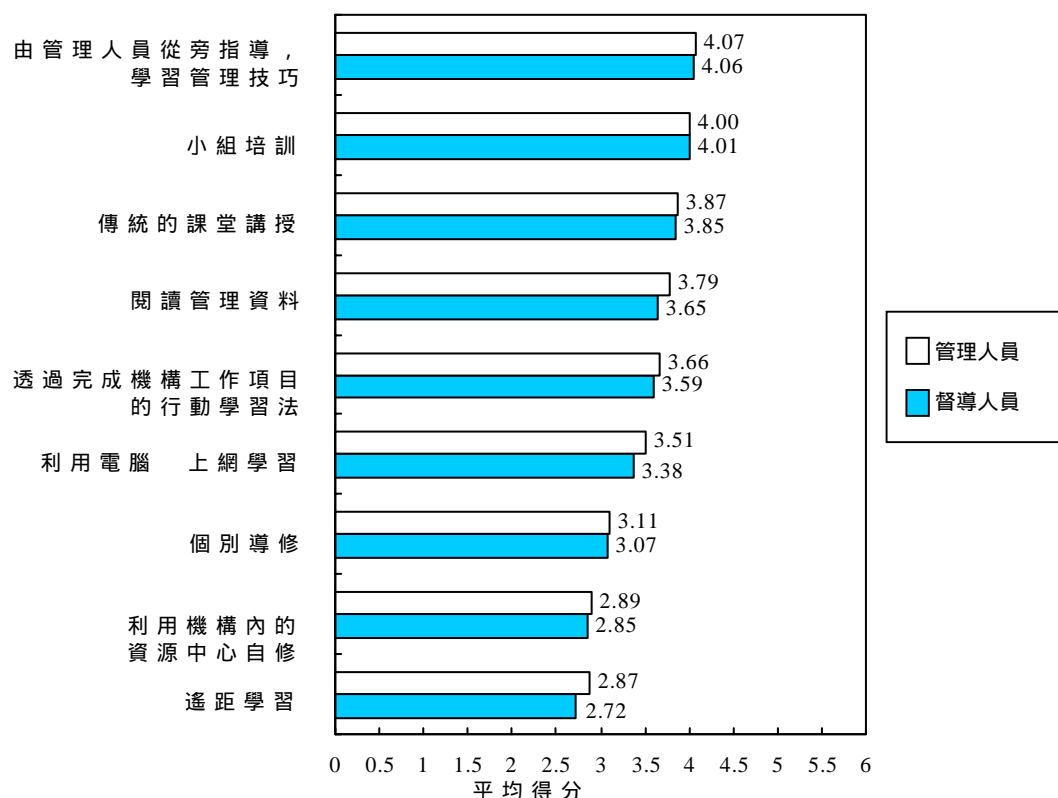
圖 3.16：  
未來三年管理及督導人員  
受訓時宜用的授課語言



## 僱主對管理學習方式的取向

3.17.1 回覆機構須對多個管理學習方式取向評級，共分六級，1 為完全沒有機會，6 為很有機會。結果顯示，機構認為適合管理人員採用的學習方式，亦同樣適用於督導人員，故二者評分極其接近。最多機構屬意的管理學習方式為「由管理人員從旁指導，學習管理技巧」；僅次為「小組培訓」，平均得分超過 4。之後為「傳統的課堂講授」、「閱讀管理資料」、「透過完成機構工作項目的行動學習法」及「利用電腦上網學習」，這幾項的得分均超過 3.5（除其中一項外）。最少機構擬採用的幾種方式有「個別導修」、「利用機構內的資源中心自修」及「遙距學習」。所得結果與一年調查的相近。

圖 3.17：  
未來三年僱主對管理學習方式的取向



## 有關文化差異的管理培訓

3.18.1 回覆機構須提供資料，說明員工接受有關文化差異培訓的情況，包括未來三年擬接受這類訓練的員工數目。表 3.18a 顯示，大約 8% 的員工曾接受有關文化差異的培訓，而機構在未來三年擬為 18% 管理人員及 10% 督導人員安排這類訓練。

3.18.2 不同規模的機構在文化差異培訓的意欲相差甚大，規模較大者似較重視這類訓練。

3.18.3 各行業在這方面的取向差異頗大。零售批發及出入口業機構有最多僱員受過這類訓練，並擬為更多管理人員提供相關訓練。建造業機構曾為極少數僱員安排文化差異培訓，但計劃在未來三年為 35% 的員工提供這類訓練。運輸、儲存、通訊業亦計劃作同樣安排，培訓規模甚至會更大。培訓機構宜留意此等需求。

表 3.18a  
僱員接受有關文化差異管理培訓情況

| 主要業務性質                 | 機構僱用人數    | 接受文化差異培訓的僱員人數 |             |              |              | 為員工提供文化差異培訓的機構數目 |            |            |            | 機構數目         |
|------------------------|-----------|---------------|-------------|--------------|--------------|------------------|------------|------------|------------|--------------|
|                        |           | 過去十二個月        |             | 未來三年         |              | 過去十二個月           |            | 未來三年       |            |              |
|                        |           | 管理人員          | 督導人員        | 管理人員         | 督導人員         | 管理人員             | 督導人員       | 管理人員       | 督導人員       |              |
| 製造                     | 10 - 19   | 165           | 165         | 362          | 330          | 33               | 33         | 65         | 33         | 886          |
|                        | 20 - 49   | 0             | 0           | 50           | 50           | 0                | 0          | 25         | 25         | 690          |
|                        | 50 - 99   | 0             | 8           | 0            | 24           | 0                | 8          | 0          | 8          | 338          |
|                        | <b>合計</b> | <b>165</b>    | <b>173</b>  | <b>412</b>   | <b>404</b>   | <b>33</b>        | <b>41</b>  | <b>90</b>  | <b>66</b>  | <b>1914</b>  |
| 水、電、<br>氣體燃料           | 10 - 19   | 0             | 0           | 0            | 0            | 0                | 0          | 0          | 0          | 4            |
|                        | 20 - 49   | 0             | 0           | 0            | 0            | 0                | 0          | 0          | 0          | 1            |
|                        | 50 - 99   | 0             | 0           | 0            | 0            | 0                | 0          | 0          | 0          | 0            |
|                        | <b>合計</b> | <b>0</b>      | <b>0</b>    | <b>0</b>     | <b>0</b>     | <b>0</b>         | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>5</b>     |
| 建造                     | 10 - 19   | 0             | 34          | 0            | 0            | 0                | 34         | 0          | 0          | 688          |
|                        | 20 - 49   | 0             | 0           | 0            | 0            | 0                | 0          | 0          | 0          | 423          |
|                        | 50 - 99   | 0             | 0           | 160          | 160          | 0                | 0          | 8          | 8          | 179          |
|                        | <b>合計</b> | <b>0</b>      | <b>34</b>   | <b>160</b>   | <b>160</b>   | <b>0</b>         | <b>34</b>  | <b>8</b>   | <b>8</b>   | <b>1290</b>  |
| 零售批發<br>及出入口           | 10 - 19   | 1725          | 491         | 6850         | 1460         | 59               | 92         | 59         | 59         | 6169         |
|                        | 20 - 49   | 3183          | 2475        | 7491         | 4800         | 133              | 100        | 233        | 200        | 2669         |
|                        | 50 - 99   | 1581          | 850         | 2826         | 976          | 65               | 73         | 49         | 65         | 765          |
|                        | <b>合計</b> | <b>6489</b>   | <b>3816</b> | <b>17167</b> | <b>7236</b>  | <b>257</b>       | <b>265</b> | <b>341</b> | <b>324</b> | <b>9603</b>  |
| 運輸、儲存、<br>通訊           | 10 - 19   | 0             | 0           | 50           | 50           | 0                | 0          | 25         | 25         | 875          |
|                        | 20 - 49   | 0             | 0           | 0            | 0            | 0                | 0          | 0          | 0          | 587          |
|                        | 50 - 99   | 28            | 35          | 140          | 371          | 7                | 7          | 14         | 14         | 173          |
|                        | <b>合計</b> | <b>28</b>     | <b>35</b>   | <b>190</b>   | <b>421</b>   | <b>7</b>         | <b>7</b>   | <b>39</b>  | <b>39</b>  | <b>1635</b>  |
| 金融、保險、<br>房地產及<br>商業服務 | 10 - 19   | 99            | 132         | 132          | 330          | 33               | 33         | 33         | 33         | 1512         |
|                        | 20 - 49   | 0             | 0           | 0            | 0            | 0                | 0          | 0          | 0          | 1095         |
|                        | 50 - 99   | 94            | 105         | 176          | 195          | 40               | 33         | 40         | 33         | 315          |
|                        | <b>合計</b> | <b>193</b>    | <b>237</b>  | <b>308</b>   | <b>525</b>   | <b>73</b>        | <b>66</b>  | <b>73</b>  | <b>66</b>  | <b>2922</b>  |
| 社區、社會及<br>個人服務         | 10 - 19   | 118           | 34          | 118          | 59           | 93               | 34         | 93         | 59         | 1109         |
|                        | 20 - 49   | 108           | 158         | 158          | 183          | 42               | 67         | 67         | 67         | 972          |
|                        | 50 - 99   | 184           | 288         | 318          | 344          | 32               | 48         | 55         | 48         | 639          |
|                        | <b>合計</b> | <b>410</b>    | <b>480</b>  | <b>594</b>   | <b>586</b>   | <b>167</b>       | <b>149</b> | <b>215</b> | <b>174</b> | <b>2720</b>  |
| 食肆及酒店                  | 10 - 19   | 0             | 0           | 0            | 0            | 0                | 0          | 0          | 0          | 1327         |
|                        | 20 - 49   | 100           | 564         | 350          | 1064         | 25               | 57         | 50         | 82         | 814          |
|                        | 50 - 99   | 16            | 16          | 16           | 16           | 8                | 8          | 8          | 8          | 408          |
|                        | <b>合計</b> | <b>116</b>    | <b>580</b>  | <b>366</b>   | <b>1080</b>  | <b>33</b>        | <b>65</b>  | <b>58</b>  | <b>90</b>  | <b>2549</b>  |
| 整體                     | 10 - 19   | 2107          | 856         | 7512         | 2229         | 218              | 226        | 275        | 209        | 12570        |
|                        | 20 - 49   | 3391          | 3197        | 8049         | 6097         | 200              | 224        | 375        | 374        | 7251         |
|                        | 50 - 99   | 1903          | 1302        | 3636         | 2086         | 152              | 177        | 174        | 184        | 2817         |
|                        | <b>合計</b> | <b>7401</b>   | <b>5355</b> | <b>19197</b> | <b>10412</b> | <b>570</b>       | <b>627</b> | <b>824</b> | <b>767</b> | <b>22638</b> |



表 3.18b  
接受有關文化差異管理培訓的僱員平均人數

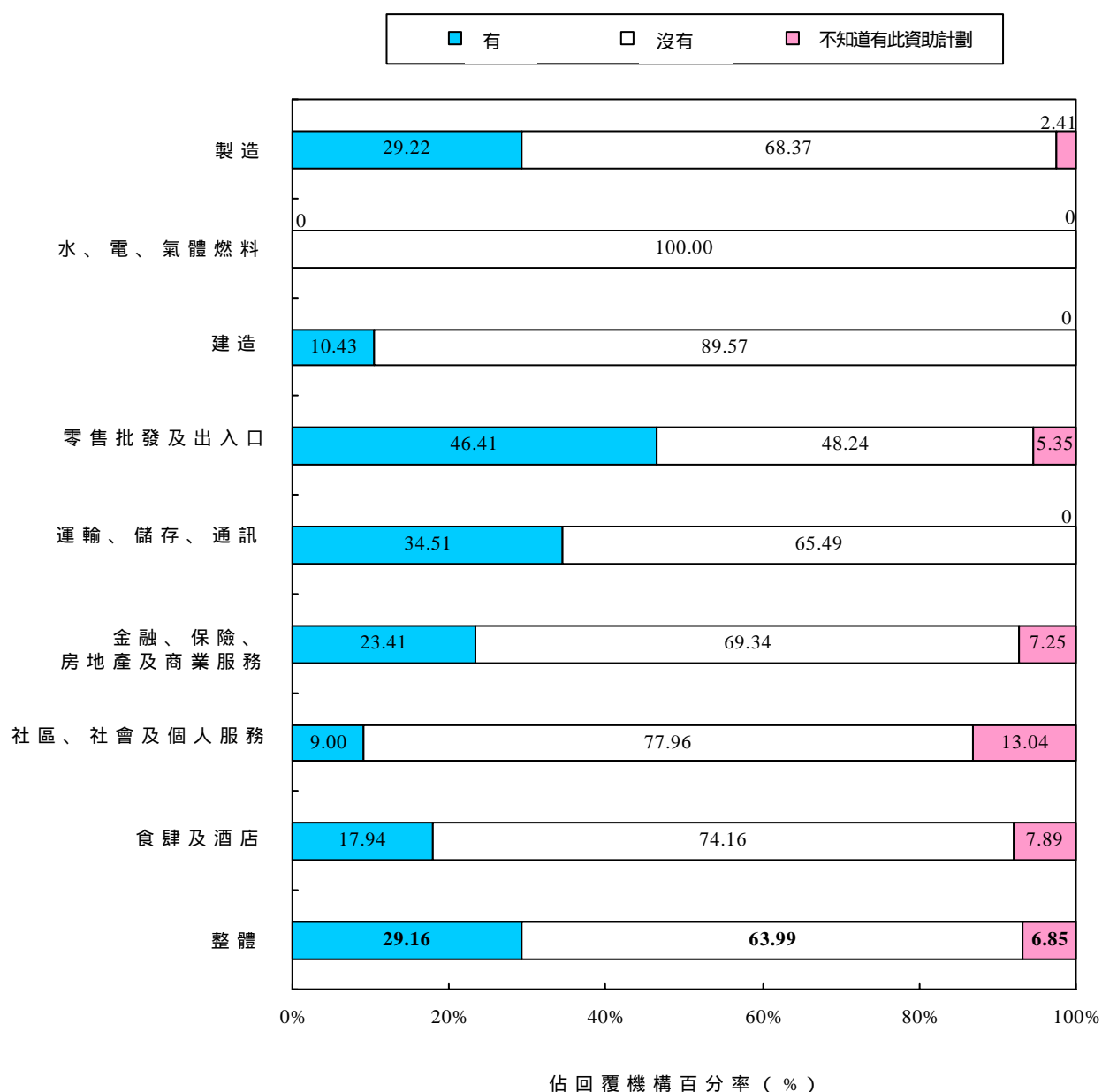
| 主要業務性質         | 機構僱用人數    | 過去十二個月       |              | 未來三年         |              |
|----------------|-----------|--------------|--------------|--------------|--------------|
|                |           | 管理人員         | 督導人員         | 管理人員         | 督導人員         |
| 製造             | 10 - 19   | 5.00         | 5.00         | 5.57         | 10.00        |
|                | 20 - 49   | -            | -            | 2.00         | 2.00         |
|                | 50 - 99   | -            | 1.00         | -            | 3.00         |
|                | <b>合計</b> | <b>5.00</b>  | <b>4.22</b>  | <b>4.58</b>  | <b>6.12</b>  |
| 水、電、氣體燃料       | 10 - 19   | -            | -            | -            | -            |
|                | 20 - 49   | -            | -            | -            | -            |
|                | 50 - 99   | -            | -            | -            | -            |
|                | <b>合計</b> | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>-</b>     |
| 建造             | 10 - 19   | -            | 1.00         | -            | -            |
|                | 20 - 49   | -            | -            | -            | -            |
|                | 50 - 99   | -            | -            | 20.00        | 20.00        |
|                | <b>合計</b> | <b>-</b>     | <b>1.00</b>  | <b>20.00</b> | <b>20.00</b> |
| 零售批發及出入口       | 10 - 19   | 29.24        | 5.34         | 2 *          | 24.75        |
|                | 20 - 49   | 23.93        | 24.75        | 32.15        | 24.00        |
|                | 50 - 99   | 24.32        | 11.64        | 57.67        | 15.02        |
|                | <b>合計</b> | <b>25.25</b> | <b>14.40</b> | <b>50.34</b> | <b>22.33</b> |
| 運輸、儲存、通訊       | 10 - 19   | -            | -            | -            | -            |
|                | 20 - 49   | -            | -            | -            | -            |
|                | 50 - 99   | 4.00         | 5.00         | 10.00        | 26.50        |
|                | <b>合計</b> | <b>4.00</b>  | <b>5.00</b>  | <b>4.87</b>  | <b>10.79</b> |
| 金融、保險、房地產及商業服務 | 10 - 19   | 3.00         | 4.00         | 4.00         | 10.00        |
|                | 20 - 49   | -            | -            | -            | -            |
|                | 50 - 99   | 2.35         | 3.18         | 4.40         | 5.91         |
|                | <b>合計</b> | <b>2.64</b>  | <b>3.59</b>  | <b>4.22</b>  | <b>7.95</b>  |
| 社區、社會及個人服務     | 10 - 19   | 1.27         | 1.00         | 1.27         | 1.00         |
|                | 20 - 49   | 2.57         | 2.36         | 2.36         | 2.73         |
|                | 50 - 99   | 5.75         | 6.00         | 5.78         | 7.17         |
|                | <b>合計</b> | <b>2.46</b>  | <b>3.22</b>  | <b>2.76</b>  | <b>3.37</b>  |
| 食肆及酒店          | 10 - 19   | -            | -            | -            | -            |
|                | 20 - 49   | 4.00         | 9.80         | 7.00         | 12.98        |
|                | 50 - 99   | 2.00         | 2.00         | 2.00         | 2.00         |
|                | <b>合計</b> | <b>3.52</b>  | <b>8.92</b>  | <b>6.31</b>  | <b>12.00</b> |
| 整體             | 10 - 19   | 9.67         | 3.79         | 27.32        | 10.67        |
|                | 20 - 49   | 16.96        | 14.27        | 21.46        | 16.30        |
|                | 50 - 99   | 12.52        | 7.36         | 20.90        | 11.34        |
|                | <b>合計</b> | <b>12.98</b> | <b>8.54</b>  | <b>23.30</b> | <b>13.57</b> |

\* 其中一間回覆機構提供的資料為 200；由於這個數字並不合理，故不予採用。

## 申請「中小企業培訓基金」情況

3.19.1 是次調查亦請機構回答有否申請「中小企業培訓基金」（見圖 3.18）。整體而言，有三分之一的機構曾申請「中小企業培訓基金」。零售批發及出入口業機構最踴躍（46%），其次為運輸、儲存、通訊業機構（35%）。另一方面，水、電、氣體燃料及社區、社會及個人服務兩個行業則甚少申請這項培訓基金，這可能與業內機構大多不是中小型企业有關。

圖 3.18：  
申請政府「中小型企业培訓基金」的機構分布情況



## 本地機構對管理培訓需求的趨勢

3.20.1 過去兩次調查（一九九九及二〇〇一年）同類的相關資料經抽取後，會用作分析發展趨勢，所得結果可在某程度上反映現時管理培訓情況及需求。

3.20.2 從圖 3.19.1a 及 3.19.1b 可見，許多回覆機構僱用及將僱用「未受過管理培訓」的管理及督導人員，數目較以往大幅增加。

圖 3.19.1a：  
僱用曾受或未受管理培訓管理人員的趨勢

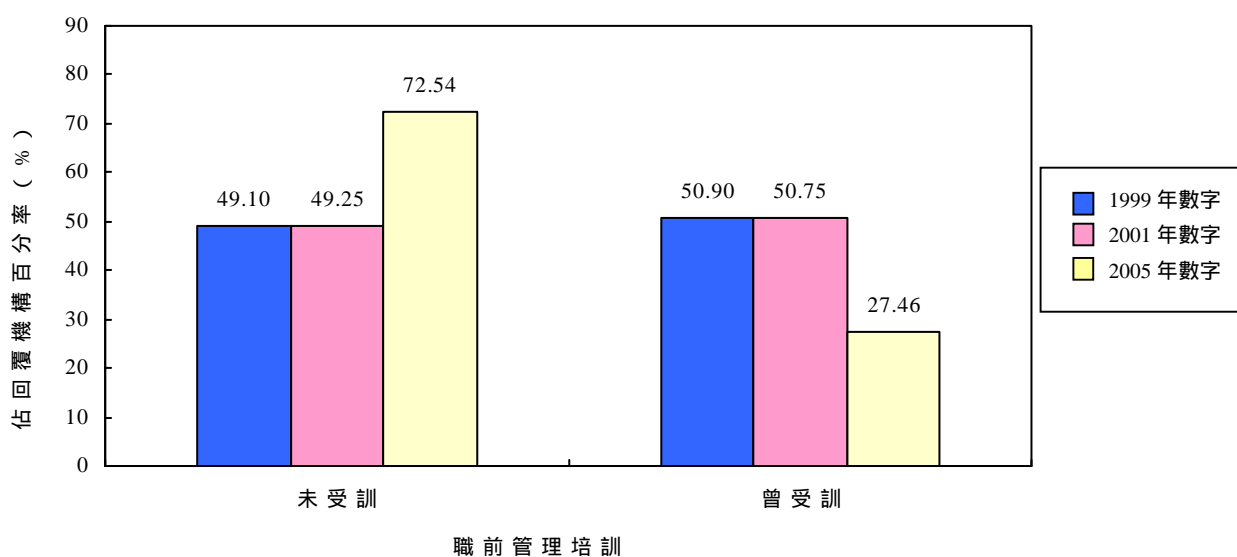
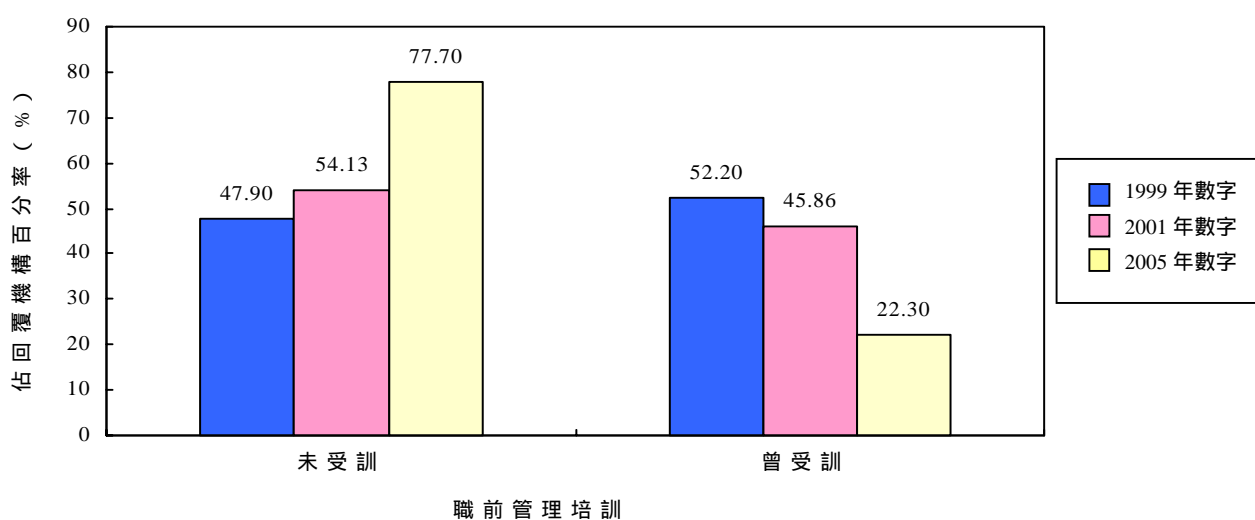


圖 3.19.1b：  
僱用曾受或未受管理培訓督導人員的趨勢



3.20.3 與九九及 一年比較， 五年時，較少機構表示會為管理及督導人員提供管理培訓。

圖 3.19.2a：  
機構向管理人員提供管理培訓的趨勢

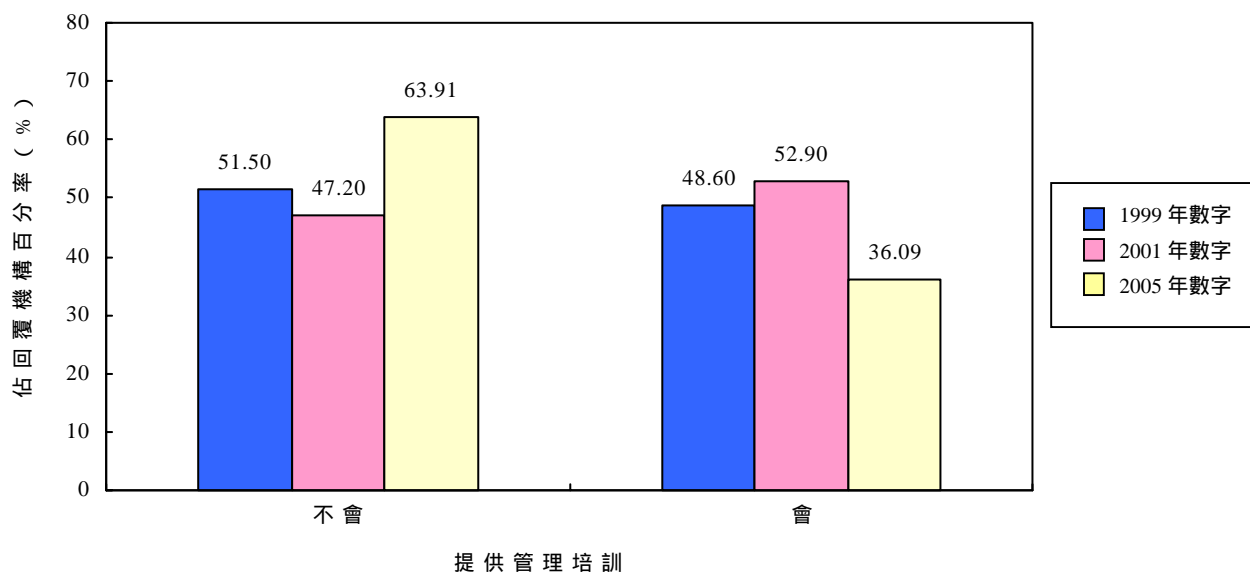
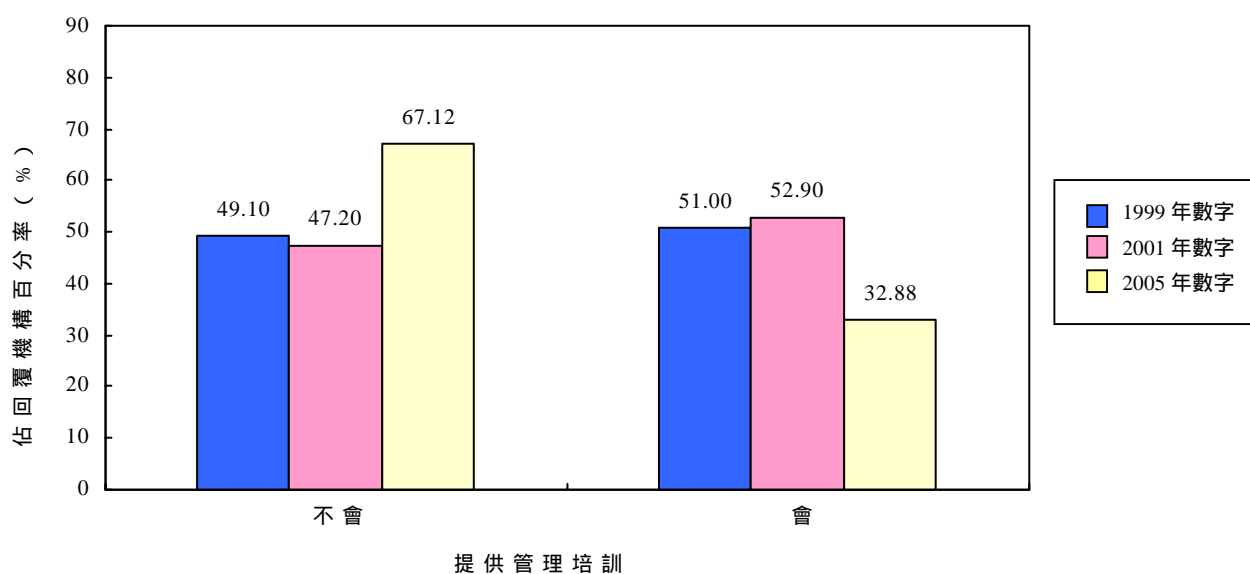


圖 3.19.2b：  
機構向督導人員提供管理培訓的趨勢



3.20.4 與前兩次調查比較，五年時，較少機構為管理及督導人員安排「外間日間課程」；大部分機構仍屬意「外間夜間課程」及「自辦管理培訓」。詳情見圖 3.19.3a 及 3.19.3b。

圖 3.19.3a：  
機構為管理人員安排正式管理培訓種類的趨勢

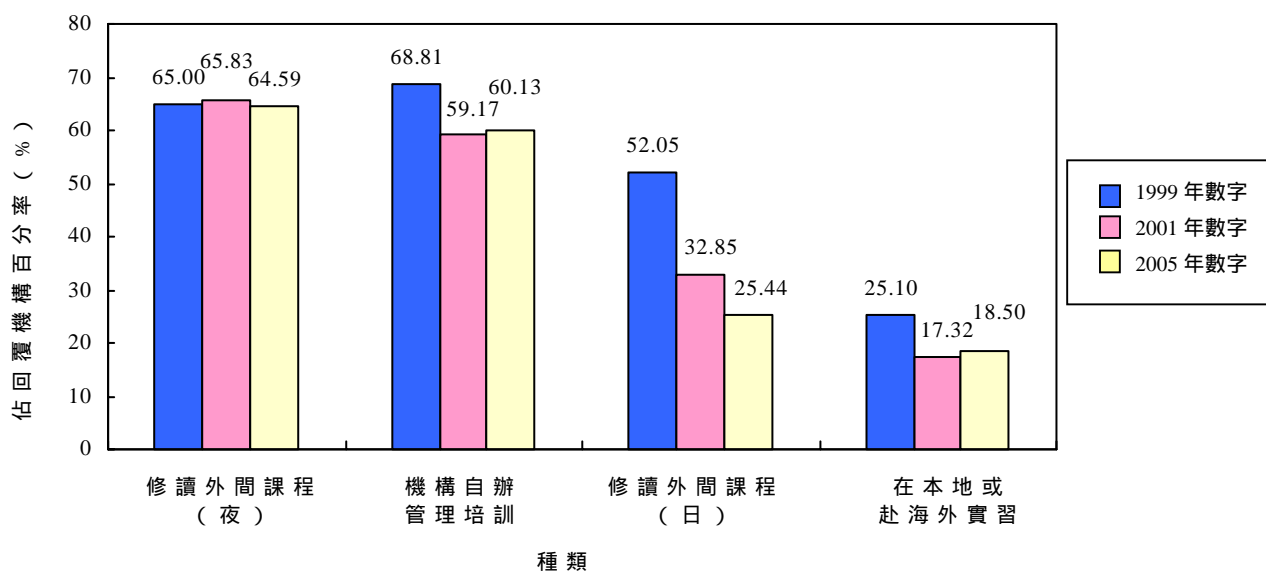
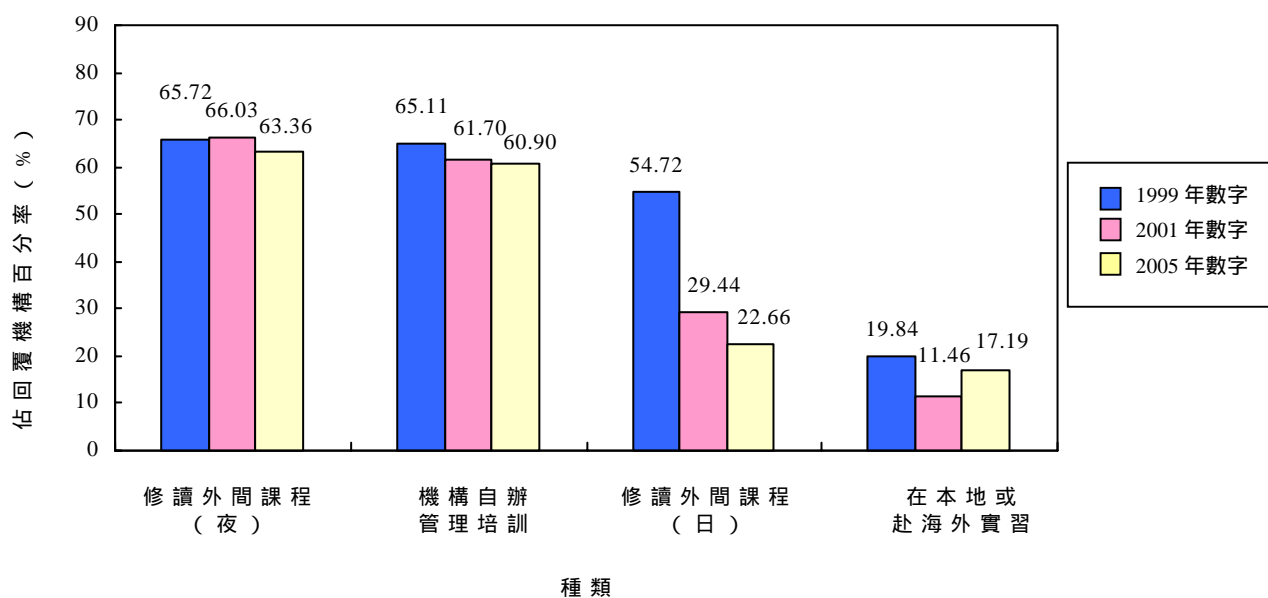


圖 3.19.3b：  
機構為督導人員安排正式管理培訓種類的趨勢



3.20.5 五年時，大部分機構仍選擇為員工提供「在職培訓」，不過，選擇「職外培訓」的機構已較以往增多。比較詳情見圖 3.19.4a 及 3.19.4b。

圖 3.19.4a：  
機構為管理人員自辦管理培訓形式的趨勢

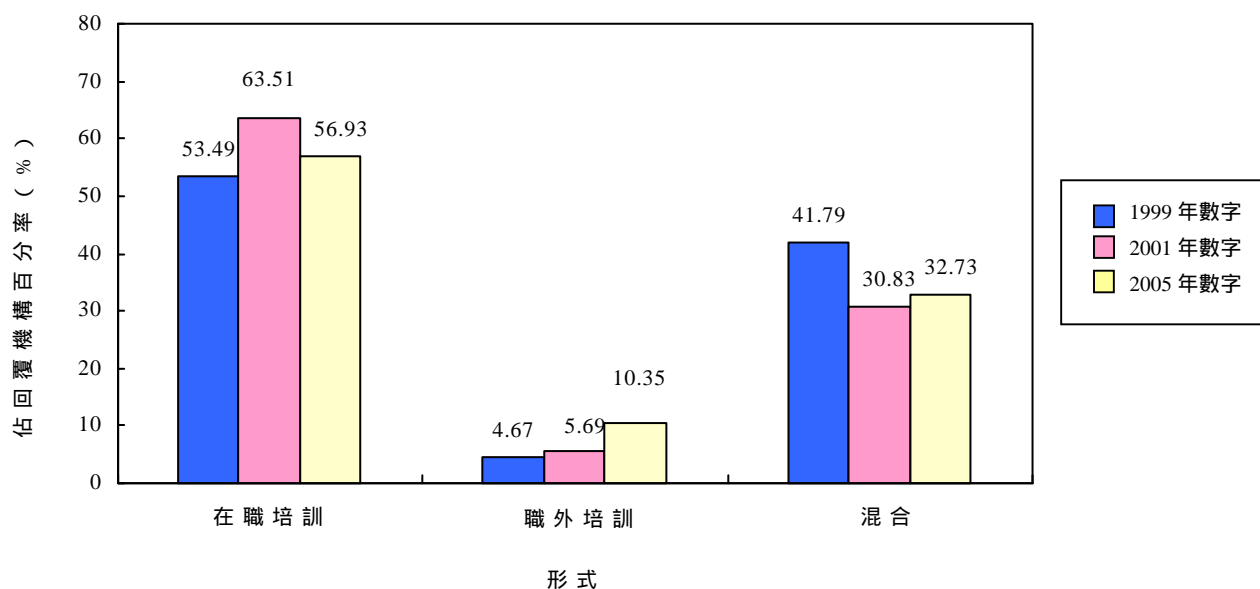
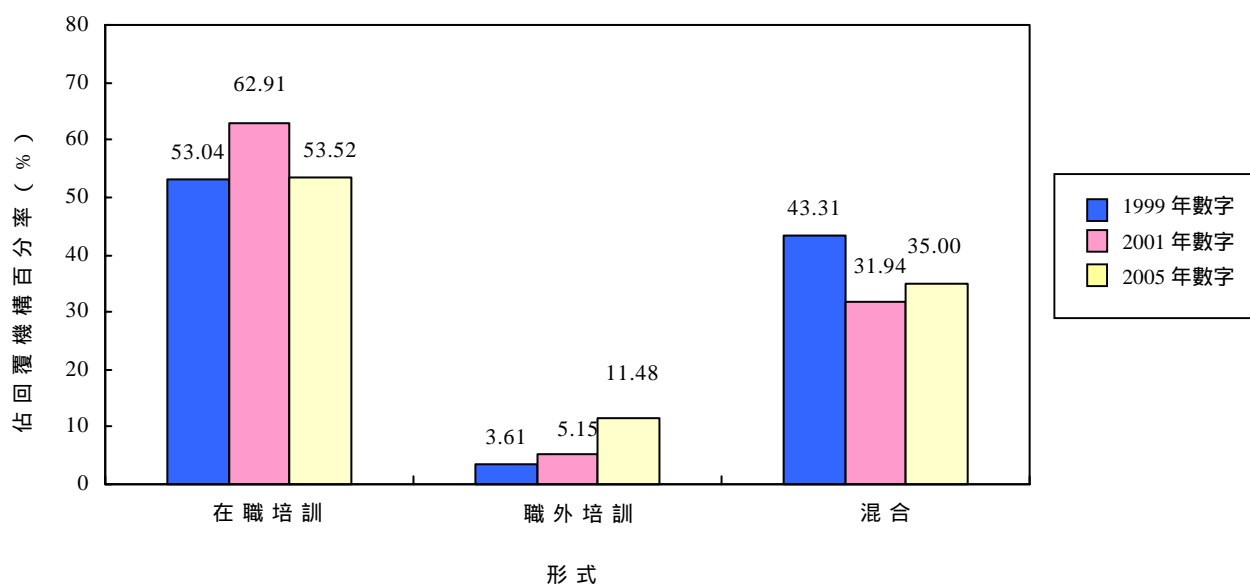


圖 3.19.4b：  
機構為督導人員自辦管理培訓形式的趨勢



3.20.6 與九九及 一年比較，五年時，回覆機構「減少了員工管理培訓的經費預算」，亦較少會「自設培訓中心」，以及僱用「兼職或全職培訓人員」。比較詳情見圖 3.19.5a 及 3.19.5b。

圖 3.19.5a：  
為管理人員提供管理培訓資源的趨勢

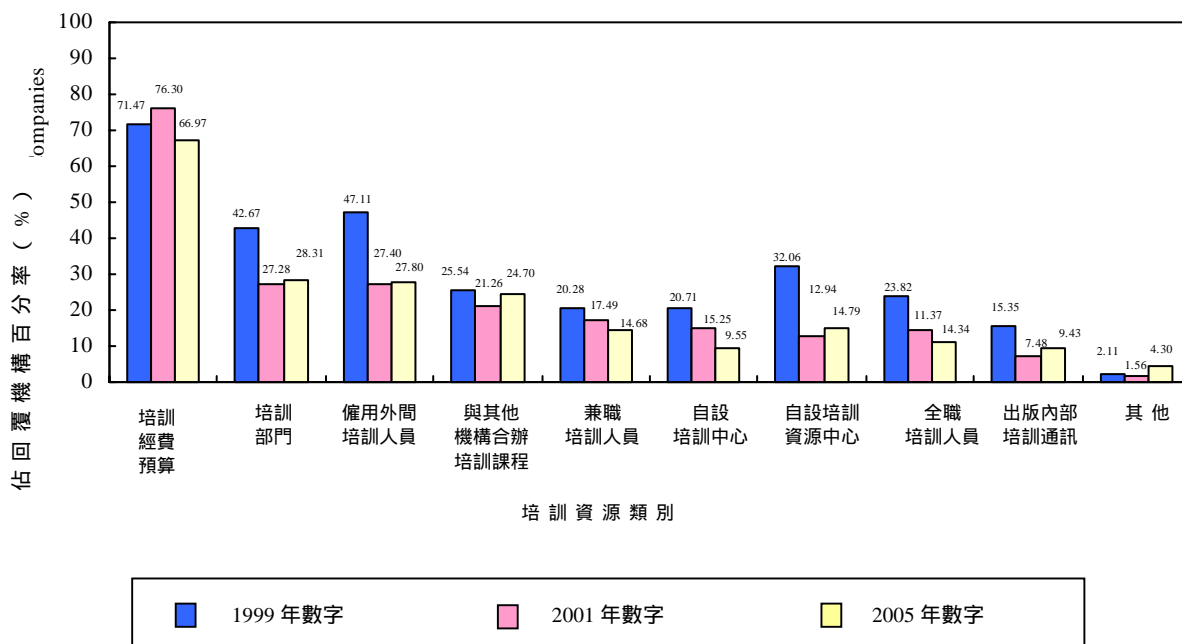
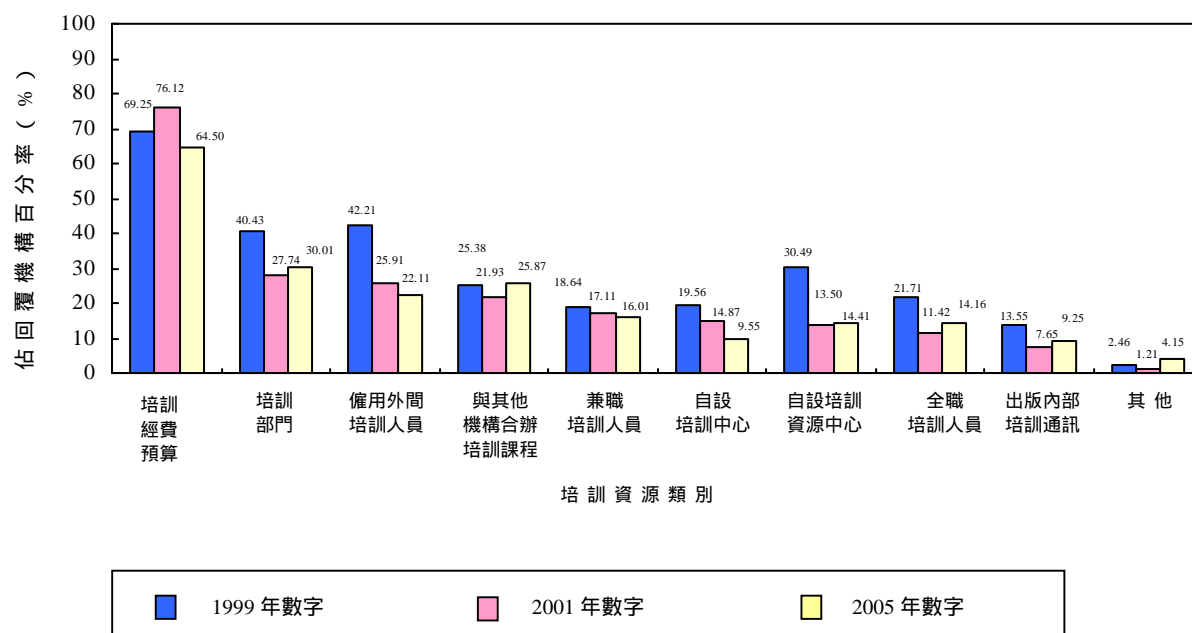


圖 3.19.5b：  
為督導人員提供管理培訓資源的趨勢



3.20.7 五年時，沒有機構表示員工「不值得訓練」，又或「質疑訓練成效」。不為管理及督導人員安排管理培訓，主要原因是「已有足夠幹練員工」。比較詳情見 3.19.6a 及 3.19.6b。

圖 3.19.6a：  
不為管理人員安排管理培訓的原因比較

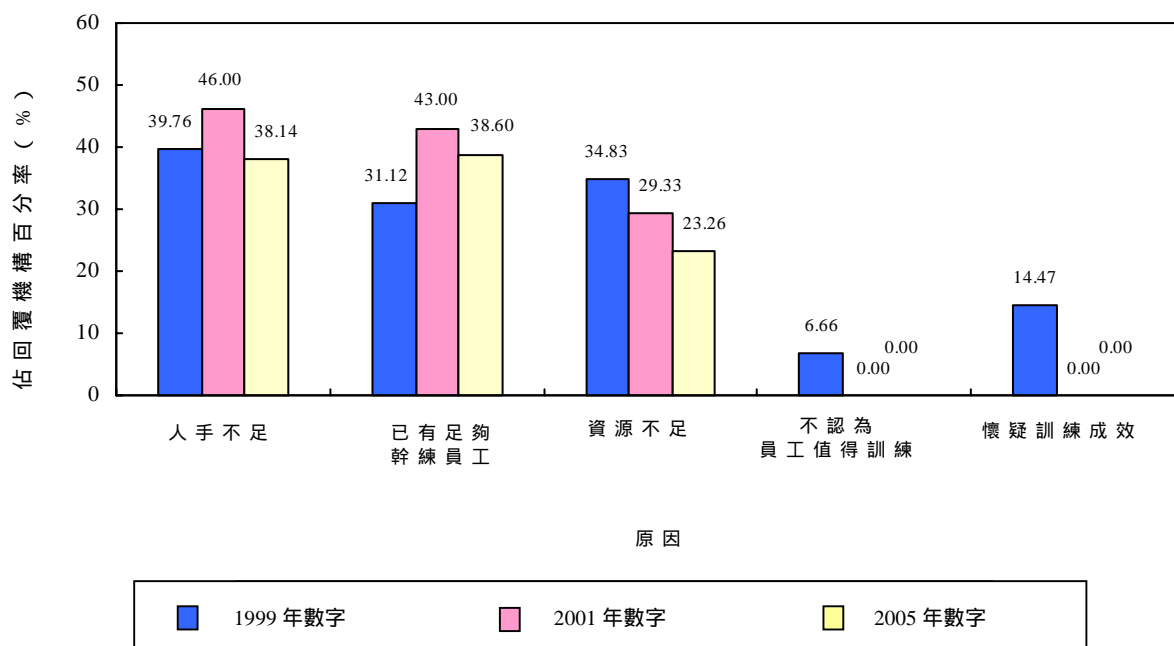
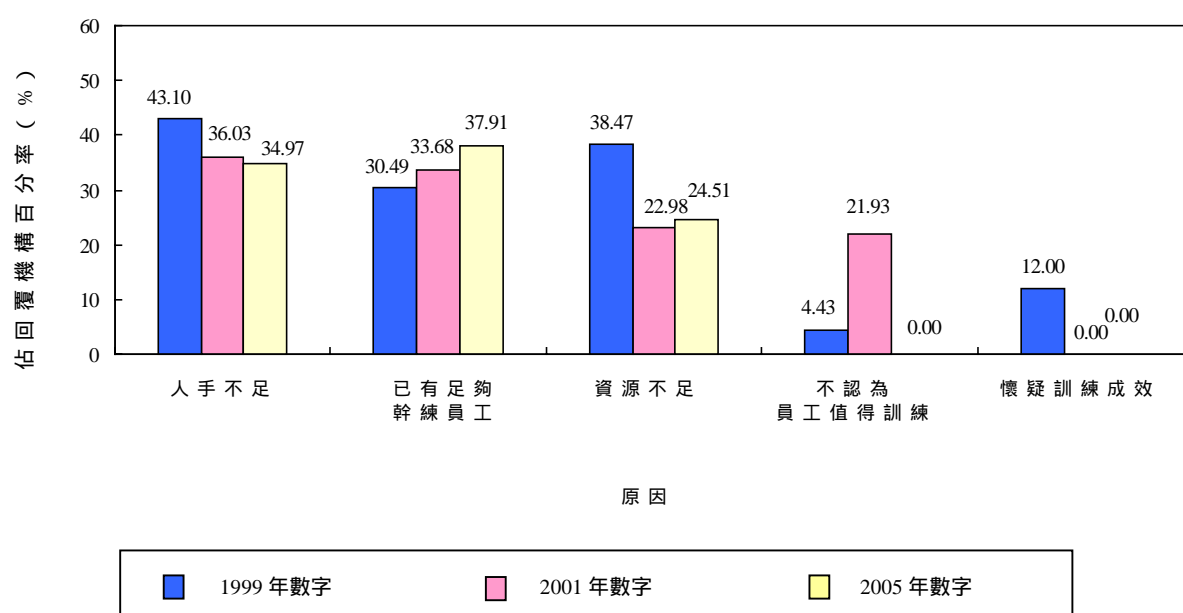


圖 3.19.6b：  
不為督導人員安排管理培訓的原因比較





3.20.8 調查結果顯示，五年時，回覆機構不願資助管理及督導人員修讀相關管理培訓課程的數目，比以往輕微上升。有關比較見圖 3.19.7a 及 3.19.7b。

圖 3.19.7a：  
資助管理人員修讀相關管理課程的趨勢

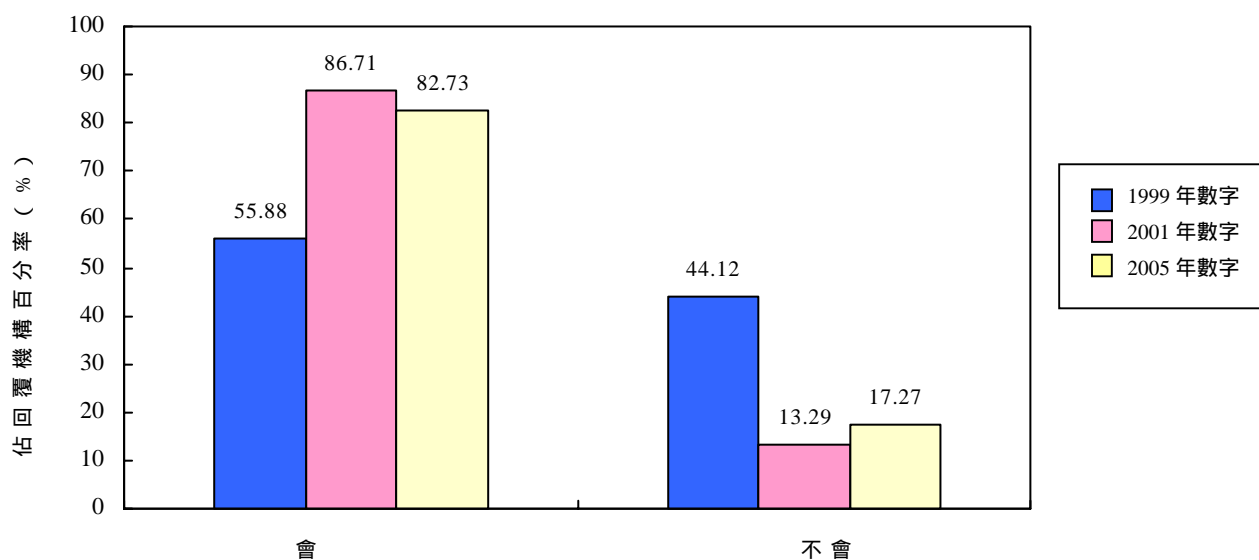
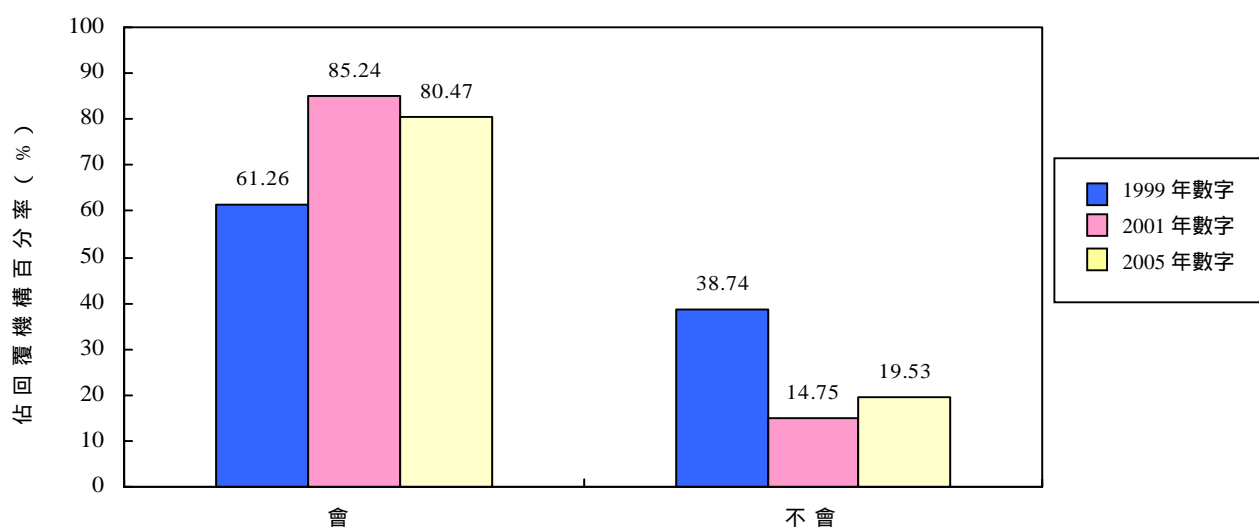


圖 3.19.7b：  
資助督導人員修讀相關管理課程的趨勢



3.20.9 五年時，更多機構願意讓管理及督導人員於「辦公時間內接受管理培訓」；不過，選擇「兩者都會」的機構則大幅減少。比較詳情見圖 3.19.8a 及 3.19.8b。

圖 3.19.8a：  
管理人員修讀管理課程的資助方式趨勢

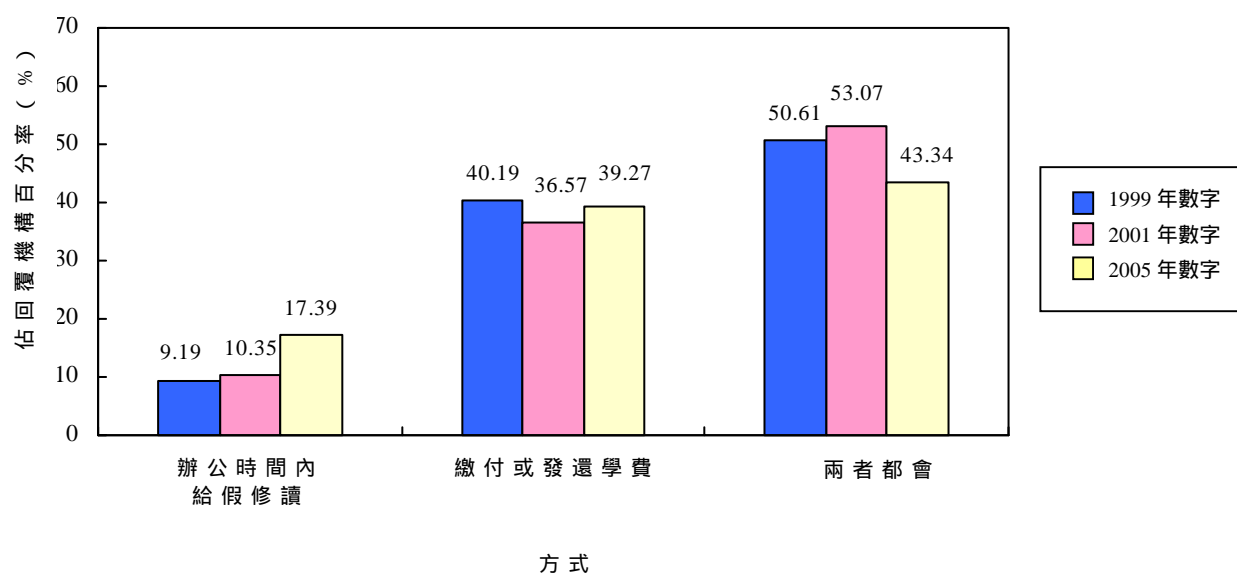
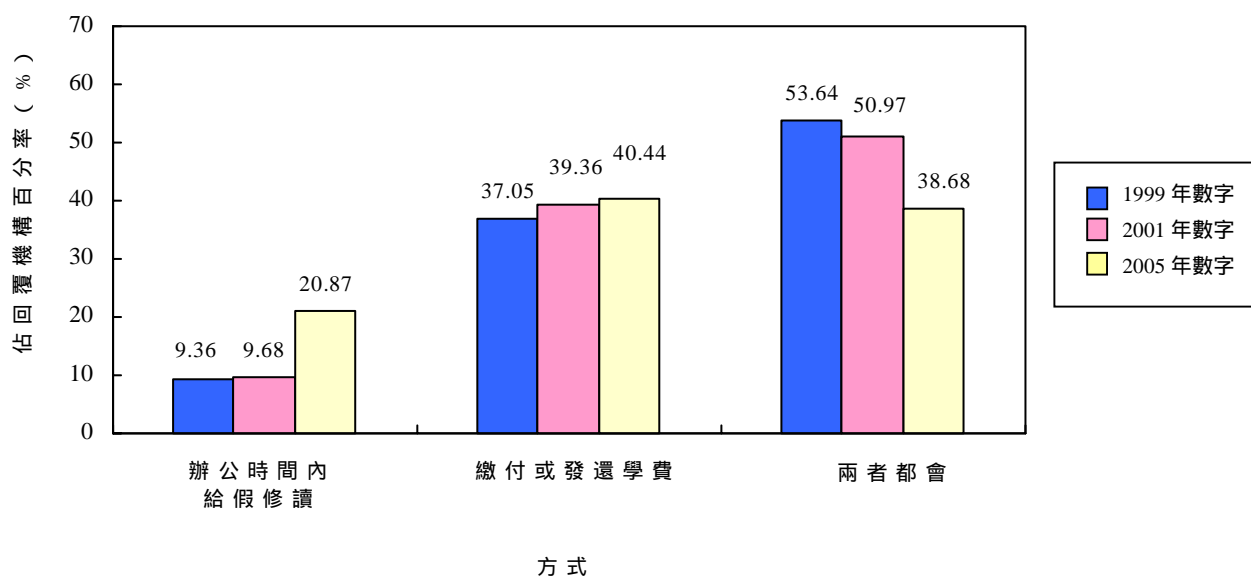


圖 3.19.8b：  
督導人員修讀管理課程的資助方式趨勢



3.20.10 回覆機構較著重管理及督導人員受訓後會否「獲頒正式學歷資格」，而此情況有上升趨勢。屬意「不頒授正式學歷資格」課程的機構，則較以往減少。至於擬採用「持續發展課程」的機構，則有所增加。比較詳情見圖 3.19.9a 及 3.19.9b。

圖 3.19.9a：  
管理人員屬意的管理培訓種類比較

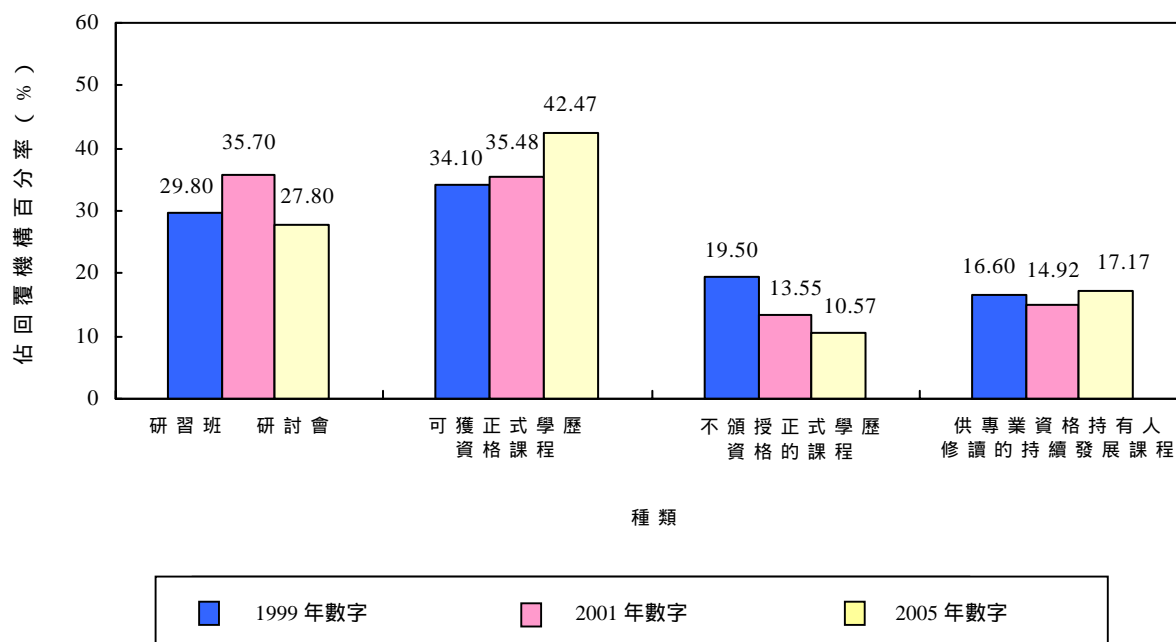
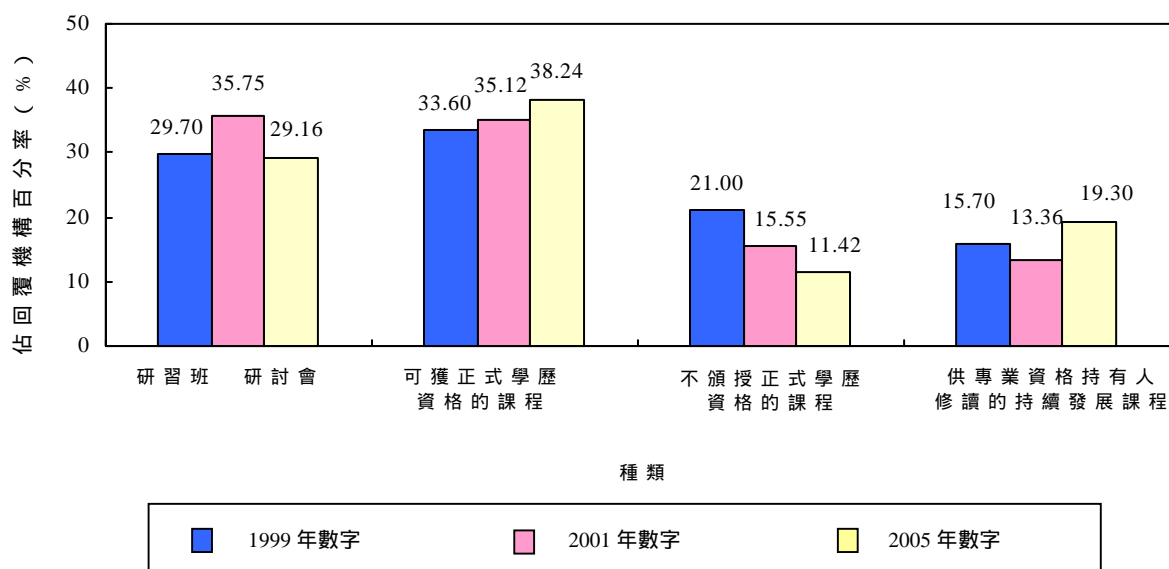


圖 3.19.9b：  
督導人員屬意的管理培訓種類比較



3.20.11 一年時，頗多機構表示會為管理及督導人員選擇為期「一個月至三個月以下」的管理培訓。到五年，則機構較多屬意「一星期以下」的管理培訓。比較詳情見圖 3.19.10a 及 3.19.10b。

圖 3.19.10a：  
管理人員屬意訓練期的比較

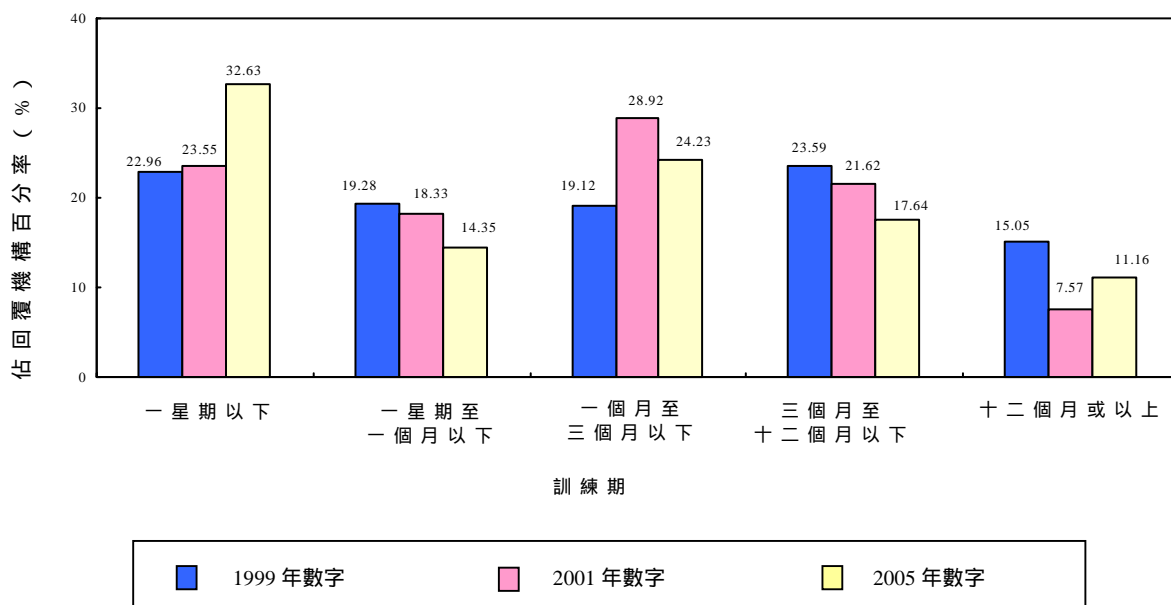
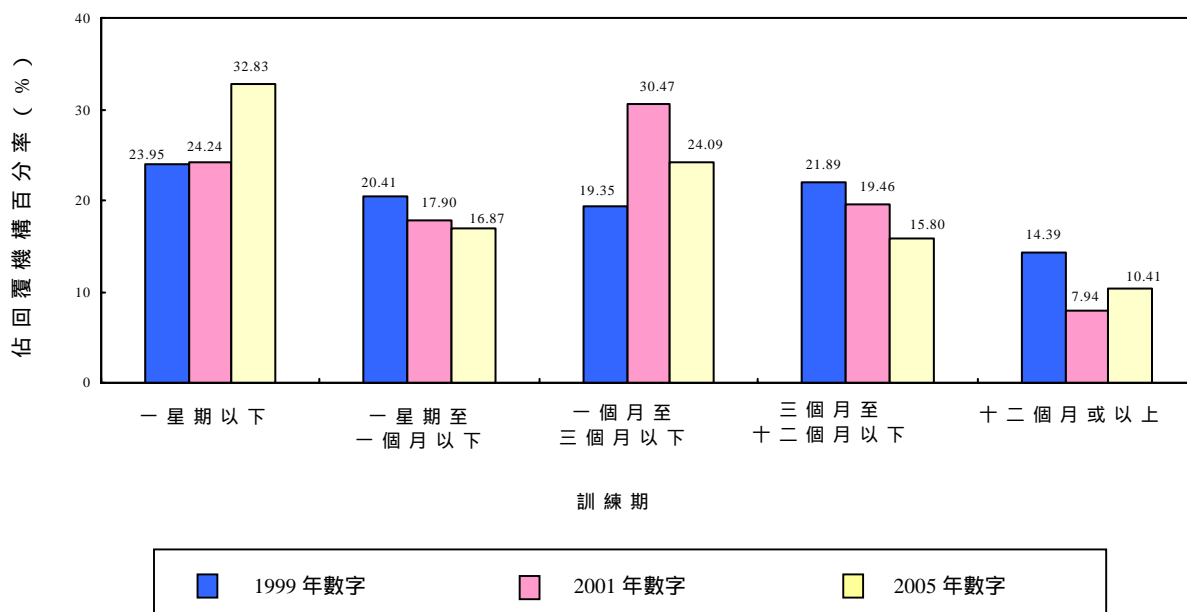


圖 3.19.10b：  
督導人員屬意訓練期的比較



3.20.12 與九九及 一年上兩次的調查結果相似，五年時，大部分機構認為管理及督導人員的上課次數以「每星期一次」為合。比較詳情見圖 3.19.11a 及 3.19.11b。

圖 3.19.11a：  
管理人員屬意上課次數的比較

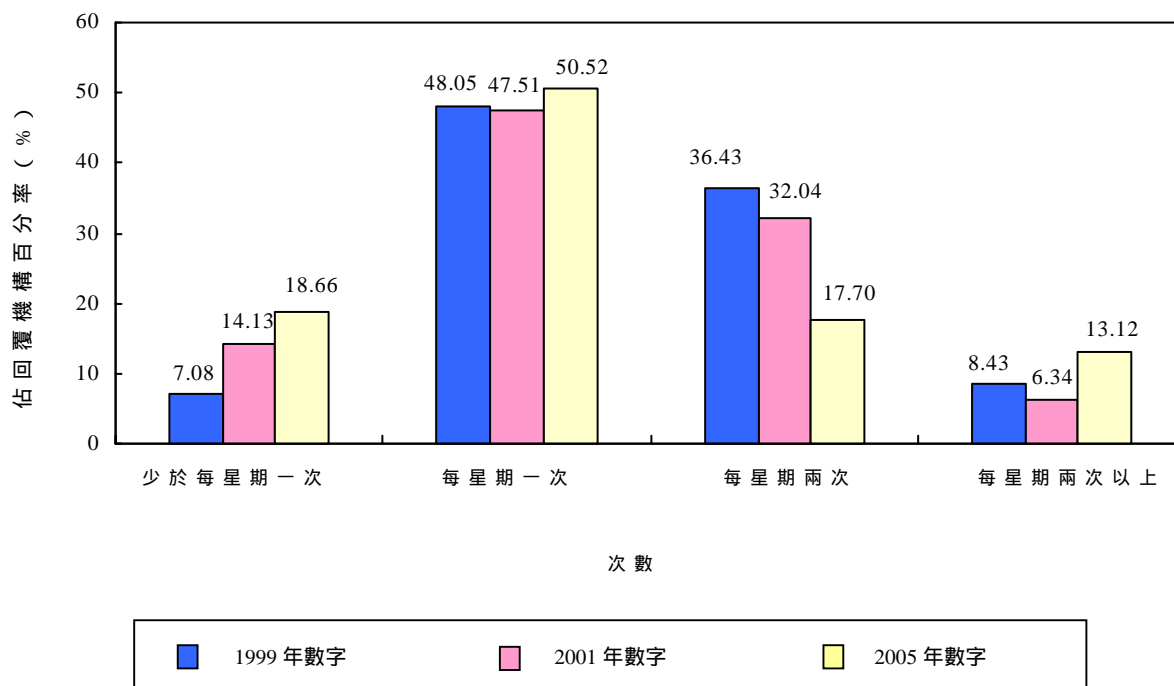
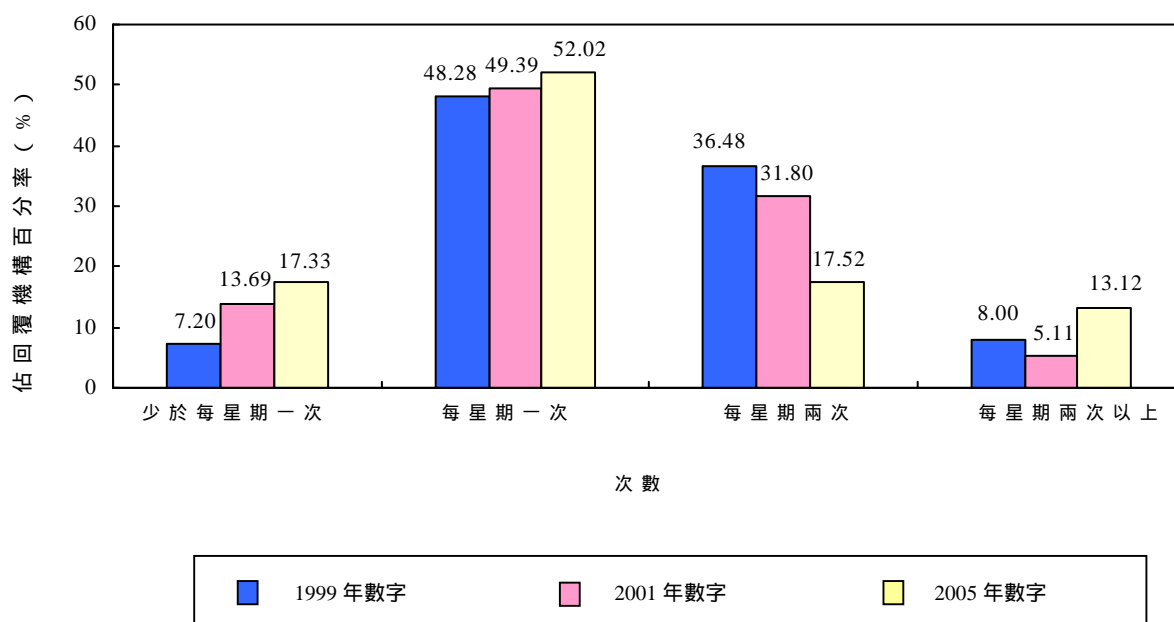


圖 3.19.11b：  
督導人員屬意上課次數的比較



3.20.13 較少機構選擇在「平日」為管理及督導人員進行管理培訓，但屬意「週末」的機構則較一年為多。詳情見圖 3.19.12a 及 3.19.12b。

圖 3.19.12a：  
管理人員每週適宜上課日子的比較

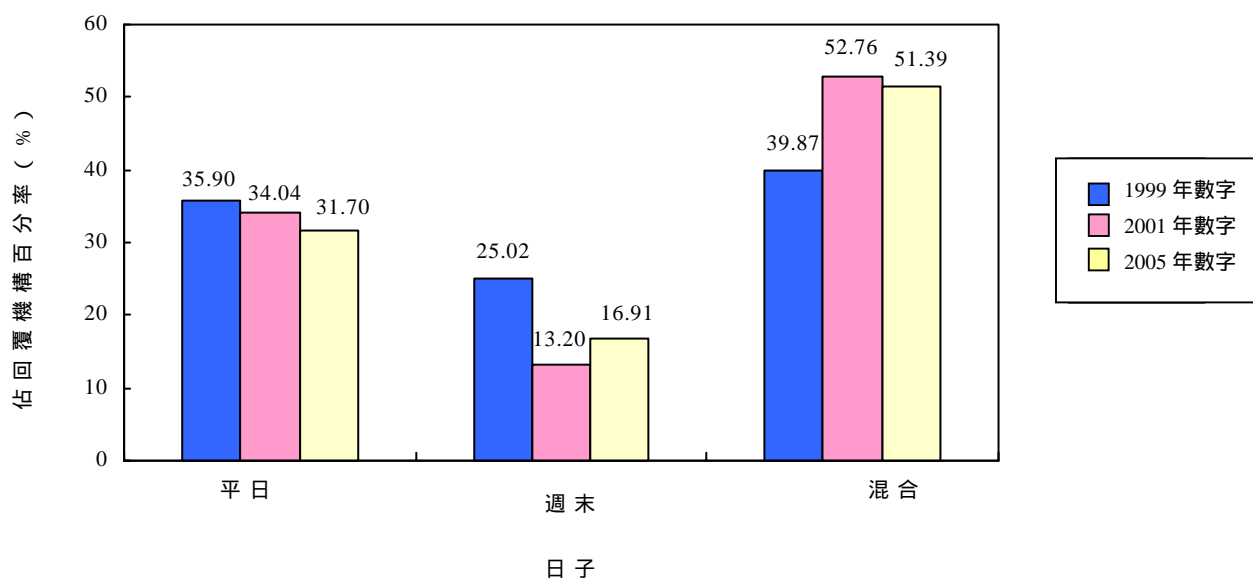
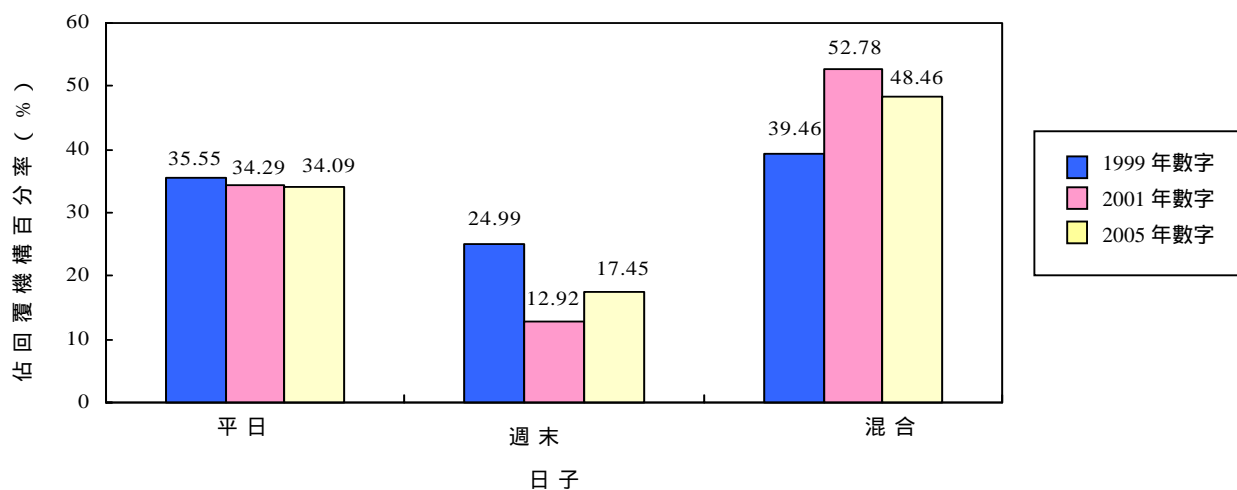


圖 3.19.12b：  
督導人員每週適宜上課日子的比較



3.20.14 五年時，認為管理人員宜於「下班後」上課的機構（42.39%），又或適合採用「辦公時間內和下班後」的混合方式者（43.36%），比率與一年調查結果相約；不過，較多機構認為督導人員適合在「下班後」上課（45.11%）。比較詳情見圖 3.19.13a 及 3.19.13b。

圖 3.19.13a：  
管理人員適宜上課時間的比較

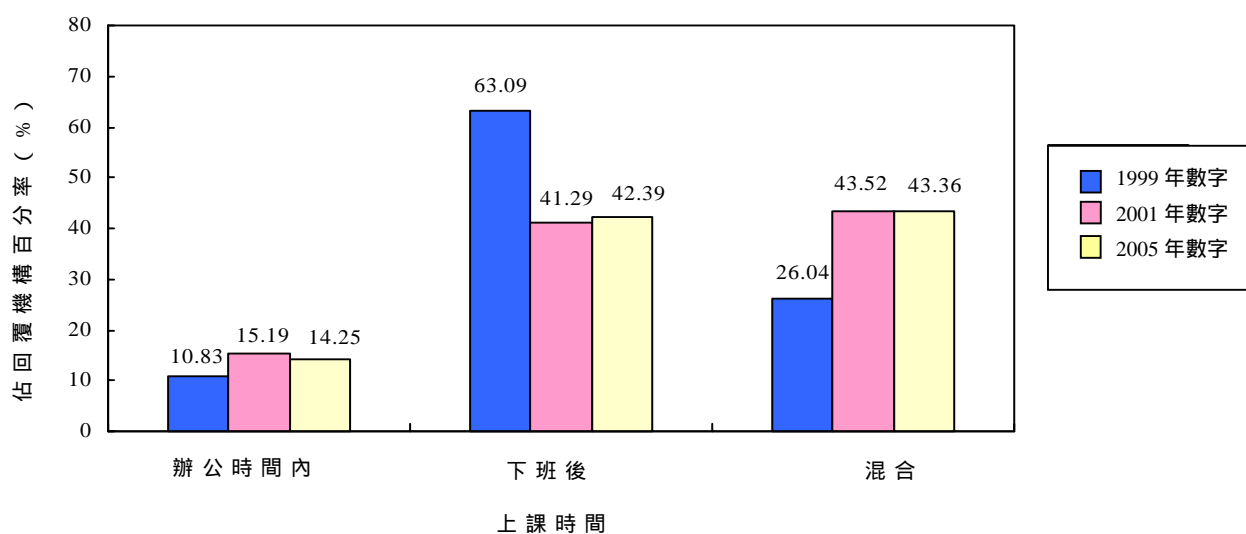
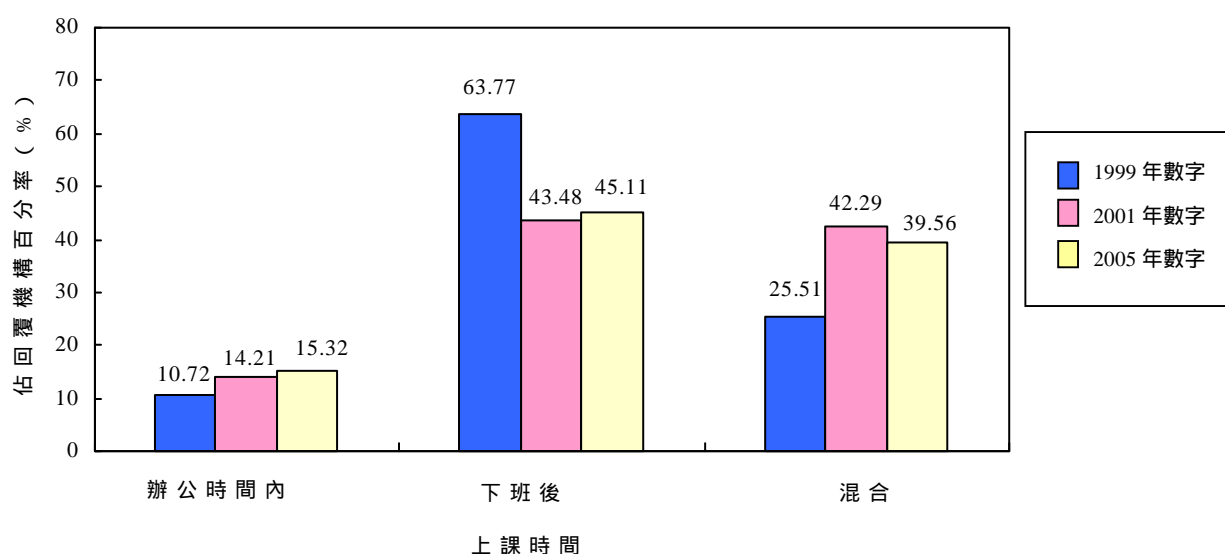


圖 3.19.13b：  
督導人員適宜上課時間的比較



3.20.15 從九九、一及五年三個調查可見，「雙語（粵語 英語）」及「粵語」依然是機構較樂意選用的授課語言。不過，五年時，選取「雙語（粵語 英語）」的機構大為減少，而屬意「雙語（普通話 英語）」者則有所增加。比較詳情見 3.19.14a 及 3.19.14b。

圖 3.19.14a：  
管理人員屬意的授課語言趨勢

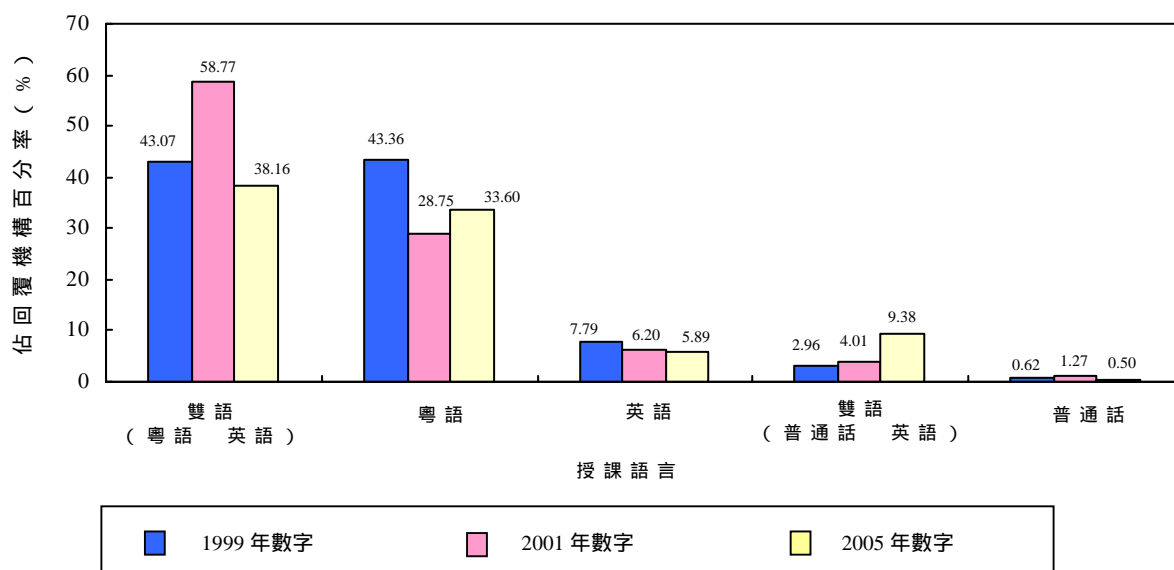
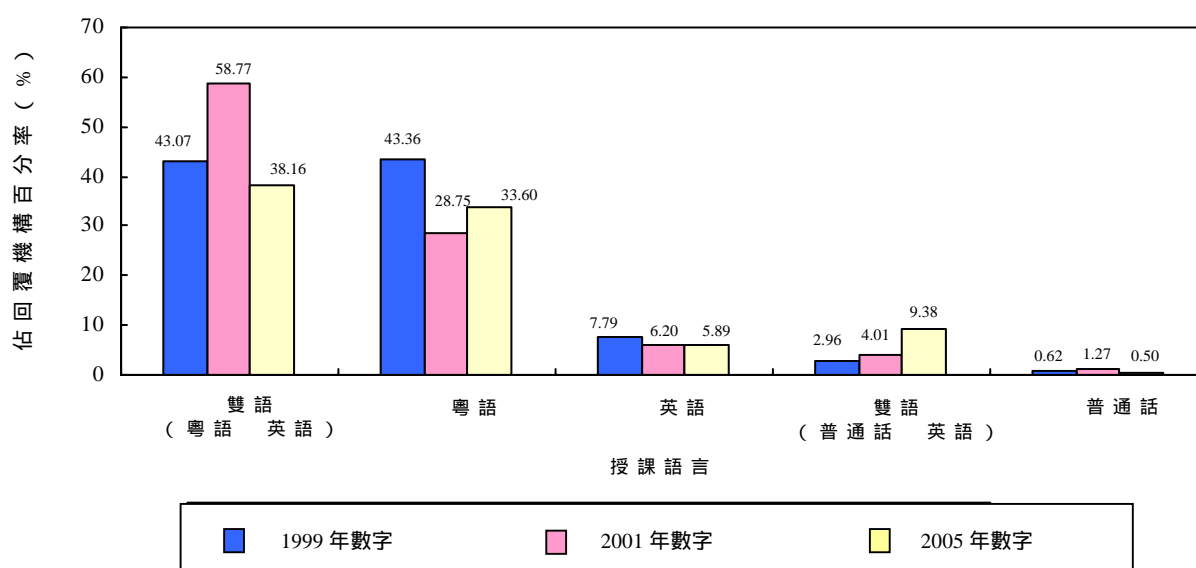


圖 3.19.14b：  
督導人員屬意的授課語言趨勢





3.20.16 「由管理人員從旁指導，學習管理技巧」，以及「小組培訓」，仍是機構較樂意採用的學習方式。至於「遙距學習」及「利用機構內的資源中心自修」，則較少機構採用。比較詳情見圖 3.19.15a 及 3.19.15b。

圖 3.19.15a：  
管理人員學習方式取向的比較

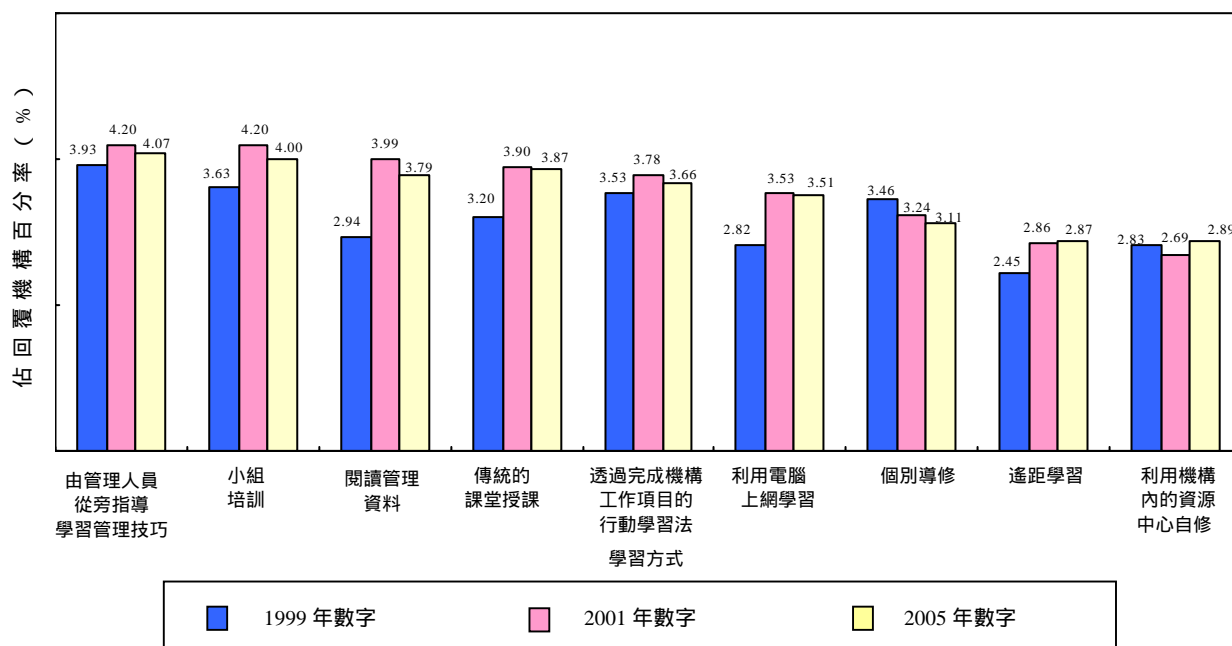
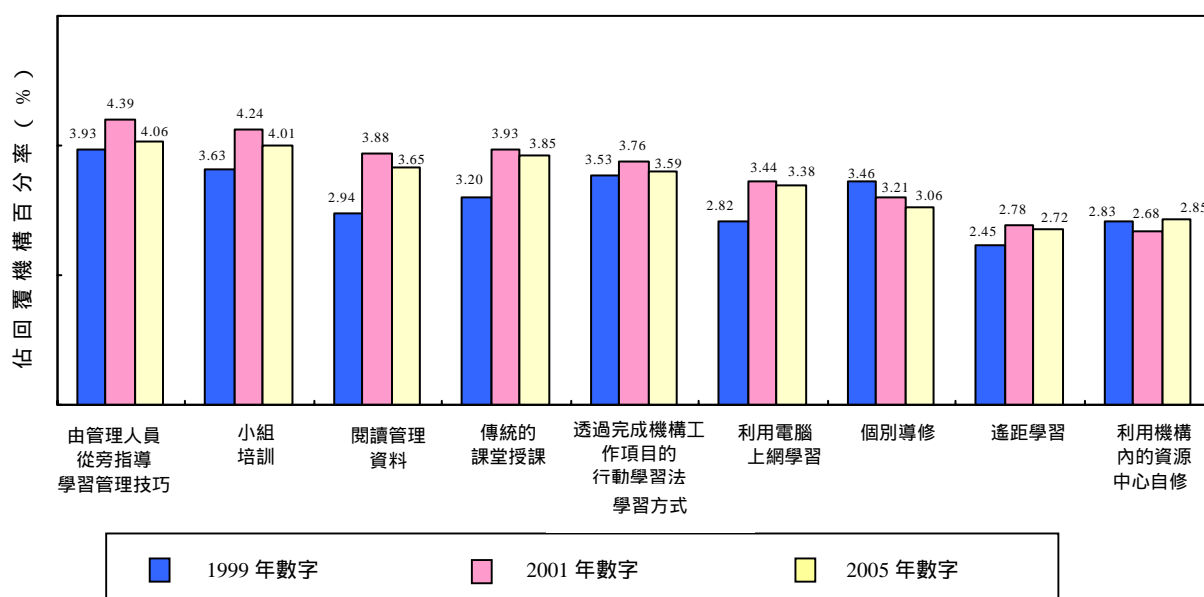


圖 3.19.15b：  
督導人員學習方式取向的比較



## 第四章

### 建議

#### 4.1 提供管理培訓的情況

4.1.1 從五年的調查可見，有頗高比例的管理及督導人員未曾受過管理培訓，便獲委聘或擢升至現時職位（見 3.1 段）。九九至一年的發展趨勢清楚展示這種不理想情況。由該段時間至是次調查期間，上述未受訓僱員比例由約半數躍升至四分之三（見 3.19 段）。由於情況持續，必須加以正視，本會建議僱主及僱主聯會行業協會投放更多資源，積極提供或支援管理及督導人員的管理培訓，並提高機構為有關人員提供培訓的意識。本地培訓機構亦應協助發佈調查結果，讓業界了解市場對個別才能的需求及調查顯示的重點培訓項目，以便機構、僱主及僱員集中資源，加強個別才能的培訓，應付市場需求。

4.1.2 與一年的調查結果相比，未受訓管理及督導人員的比率持續上升，這意味著現職僱員中，愈來愈多未具足夠管理才能。為鞏固本港作為服務中心及地區樞紐的地位，建議負責培訓事務的政府部門及公營機構認真（甚或盡快）考慮重新調配資助（如持續進修基金），以鼓勵培訓業界（供應者）及大眾市民（需求者）加強若干管理才能的培訓，扭轉合資格管理人才不足的情況。

#### 4.2. 所需管理才能

4.2.1 過去幾年，本港及內地的經營環境變化極大，主要原因是中國加入世貿後市場開放，而更緊密經貿關係安排亦令中港兩地人才、商業及資金加快互通。

4.2.2 面對多變、充滿挑戰的環境，現今的本港管理人員必須精明能幹、獨立，有能力處理衝突、壓力及緊急事故；這從各行業重視「危機處理」、「處理衝突」、「策劃技巧」、「自我管理」及「壓力處理」等可以印證。應付顧客或與同事相處時，管理人員必須反應迅速、靈活及理性；機構重視「團隊精神」、「營商智慧」及「人際關係技巧」等管理才能，便屬最佳佐證。

4.2.3 與 一年的調查比較，本地督導人員所需才能變化並不太大。根據「十大才能名單」新出現的項目，督導人員的職責在過去五年有所擴闊。即使各行業督導人員的情況不盡相同，但他們須較多參與以下事務：質素提升、團隊工作、訓練與輔導同事、客戶服務、處理危機與衝突。對貿易及服務行業來說，語言能力（英語及普通話）屬相當重要項目。

4.2.4 調查發現，有助發展本地管理及督導人員才能的培訓，通常適用於在內地工作的員工，但僱主亦期望派駐內地的管理人員具備某些不同的才能；培訓機構宜加以留意。對於內地工作的僱員來說，專門技能、語文及改善工作態度的訓練，較掌握個人技巧來得重要。「英語」、「重視品質」及「資訊科技知識及應用」不在本港管理人員所需「十大才能名單」之列，但卻是內地管理人員極需培養的項目。至於督導人員所需才能，「正直誠實」與「重視品質」兩項分別位列本地僱員培訓需求第十六及第十二，但對於派駐內地工作的僱員，卻高踞第三及第四位（見 2.5 段）。

#### 4.3 提升管理才能

4.3.1 與 一年調查相比，僱主較願意讓僱員於辦公時間內接受管理培訓。上次調查（ 一年）時，有 10.4% 的受訪機構表示會容許管理人員於辦公時間內接受訓練，9.7% 的機構表示會為督導人員作同一安排。兩類僱員在是次調查的比率分別為 17.4% 及 20.9%（見 3.10 段）。本會認為，出現這種情況，部分原因可能是僱員一般須超時工作很久。這種現象值得本地培訓機構及外間培訓人員留意，因它反映了機構傾向安排員工於一般辦公時間內接受外間提供或自辦的管理培訓。

4.3.2 機構屬意的管理培訓種類中，以「可獲正式學歷資格的課程」最受歡迎，為管理人員及督導人員選擇此方式的機構分別有 42.5% 及 38.2%；其次是「研習班 研討會」，分別有 27.8% 及 29.2%（見 3.11 段）；而訓練期短的課程，亦較長的受歡迎（見 3.12 段）。培訓機構設計及開辦課程時，亦應考慮這些有點自相矛盾的取向。最理想的組合應是單元式設計，並採用密集式培訓與教學方法。

4.3.3 調查顯示，「由管理人員從旁指導，學習管理技巧」，仍是最多機構屬意的授課方式，其次是「小組培訓」。甚多機構認為管理及督導人員宜具「訓練與輔導下屬」的才能，反映有需要把管理人員培訓成訓練人員 導師 輔導員（為督導人員提供規模較少的同類訓練），以協助機構的培訓發展工作。較傳統的「課堂講授」則位列第三。至於極依賴僱員自律的個人方式，如「利用機構內的學習資源中心自修」及「遙距學習」，則最少機構選用。公司內部培訓人員與外間培訓機構進行課程策劃及設計時，請留意此情況。

4.3.4 愈來愈多機構將業務擴展至內地，有關處理文化（或亞文化）差異的培訓亦更形重要。一如所料，某些較集中開發內地市場、與內地人員有較緊密及直接聯繫的行業，如批發及零售業和運輸及儲存業（因受惠於更緊密經貿關係安排），較願意在這方面培訓投放資源。對培訓業界來說，這是甚具發展空間的範疇。由於涉及文化或亞文化的思維多源自當地，亦不易取代，因此，業界須與內地機構建立伙伴關係，以提供針對市場需要的培訓服務。

#### 4.4 調查結果對管理培訓業界的意義

4.4.1 調查顯示，本港與內地僱員在管理才能方面的差距不斷擴大。雖然這情況反映某些培訓範疇尚待開拓，但亦表示要積極鼓勵本地公司的高層管理人員在此兩個職級投放更多人力資源，並派遣管理人員修讀培訓課程。

4.4.2 為應付新出現的需求，培訓機構須發展新課程，或大幅修訂現有課程，同時要讓有培訓需要的機構對象了解有關訊息。政府可協助商界建立卓越的管理團隊（如訂立資歷架構，鼓勵督導級或以上的員工終身學習），以維持香港的競爭力、生產力及提升機構為員工提供培訓的意識。此外，亦應調整資助計劃（直接資助計劃如持續進修基金及間接資助計劃如中小企業發展支援基金），以鼓勵更多機構提供加強管理才能的培訓，並吸引更多員工及機構申請報讀。持續進修基金將「工作間的人際及個人才能」課程納入資助範圍，正好顯示政府迅速回應業界需要的決心。不過，本會建議當局進一步擴大持續進修基金的覆蓋範圍，亦應不時檢討資助詳情，以確保基金有足夠的吸引力，並適時配合社會不斷轉變的需求。

4.4.3 受訪機構期望市場能提供短期、頒授資歷的培訓課程，並需較互動、個人化、密集，以及可迅速配合需求及與工作有關。培訓業界發展課程時，須考慮上述傾向。總括而言，致勝方程式或最理想的組合是單元學制，授課方式能鼓勵學員參與，提供行業及或與工作有關的個案、處境，以及可累積學分，並在完成課程後頒授正式資歷。負責制訂資歷架構的官員須考慮有關安排，因為在職人士要確定培訓課程獲得認可，才會響應政府呼籲，致力終身學習。

#### 4.5 未來調查

4.5.1 香港的國際地位不斷提高，社會轉變步伐急速，因此一如以往，本會建議繼續每兩至三年進行一次人力及訓練需求調查，以便持續評估管理及督導人員的管理培訓及發展需求。此外，為了更貼切了解瞬息萬變的經營環境，配合在機構營運及培訓發展方面的科技發展，並適時跟進建議，在有需要時，應不時舉行小規模調查，採用其他方法，如焦點小組調查、網上調查等，並增撥資源進行有關工作。

**VOCATIONAL TRAINING COUNCIL**

**Committee on Management and Supervisory Training**

**Membership List (2005-06)**

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Nominated by

(on ad personam basis)

Members:

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(The Chinese University of Hong Kong)

Miss Teresa P.Y. Au

(Employers' Federation of Hong Kong)

Mr Felix K.W. Chan

(on ad personam basis)

Mr Victor C.Y. Chan

(The Hong Kong Chamber of Small & Medium Business Limited)

Mr Alfred S.P. Ho

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Dr David C.S. Ho

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Mr Benjamin C.Y. Kwok

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Ms Judy W.C. Leung

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Ms Sara S.L. Wong

(The Hong Kong General Chamber of Commerce)

Representing

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Dr Florence Ho

(The American Chamber of Commerce in  
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Mr Ronald Ho

(The Civil Service Training & Development  
Institute, Civil Service Bureau)

Secretary:

Mr Andrew Y.H. Tsang

(Vocational Training Council)

職業訓練局  
管理及督導訓練委員會

委員名單（二 五 六年度）

主席：

梁永祥先生, JP (獨立人士)

委員：

區玉輝博士 (香港中文大學提名)  
區佩兒女士 (香港僱主聯合會提名)  
陳國威先生 (獨立人士)  
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何巧清博士 (美國商會提名)  
何貴益先生 (公務員事務局公務員培訓處代表)

秘書：

曾有恆先生 (職業訓練局)



## Terms of Reference of

### **The Committee on Management and Supervisory Training**

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

管理及督導訓練委員會

職權範圍

1. 確定業內的人力需求，包括收集、分析相關的人力和學生／學員統計數字，以及關於社會經濟、科技及人力市場發展的資料。
2. 評估及研究本業的人力供求是否平衡。
3. 就發展業內專業教育及訓練設施應付人力需求，向職業訓練局提供意見。
4. 就管理課程發展方向及策略，向高峰進修學院(PEAK)提出建議。
5. 就高峰進修學院相關學科的課程策劃、課程發展及質素保證制度提供意見。
6. 擬訂本業主要職務的工作範圍，界定所需的技能、知識及訓練。
7. 建議本業主要職務訓練方案，訂定每種技能所需的訓練期。
8. 對技術評估、技能測驗及證書頒發制度提供意見，以確定從業員、學徒及見習員的技能水平。
9. 就本業主要行業舉辦技能比賽提供意見，以推廣專業教育與訓練和派員參加國際賽事。
10. 就管理及督導訓練的發展與推廣事宜，與僱主、僱主聯會、工會、專業團體、訓練及教育機構、政府部門等聯絡。
11. 為本業舉辦有關管理及督導訓練的研討會與會議。
12. 就業內訓練委員會工作、有關職訓局專業教育及訓練課程的宣傳事宜提供意見。
13. 每年向局方呈交訓練委員會工作報告，以及相關學科課程發展策略建議。
14. 根據《職業訓練局條例》第 7 條，負責局方所委派的其他工作。

**VOCATIONAL TRAINING COUNCIL**

**Committee on Management and Supervisory Training**

**Working Party on 2005 Manpower Survey**

Prof Kevin Y.F. Au (Convenor)

Mr Alfred S.P. Ho

Dr David C.S. Ho

Ms Stella W.F. Lee

Dr C.Y. Wong

Mr Andrew Tsang (Secretary)

職業訓練局

管理及督導訓練委員會

二 五年度人力調查工作小組委員名單

區玉輝博士 (召集人)

何世柏先生

何志盛博士

李慧芬女士

黃昭欽博士

曾有恆先生 (秘書)

**Terms of Reference of  
The Working Party on the 2005 Survey**

- (i) To devise the sampling frame for the survey;
- (ii) To design the survey questionnaire and documents;
- (iii) To monitor the implementation of the survey fieldwork;
- (iv) to advise on the training requirements in the light of survey findings;
- (v) To formulate recommendations; and
- (vi) To advise on the compilation of the survey report.

管理及督導訓練委員會

二 五年人力調查工作小組

職權範圍

- (i) 計劃調查範圍及抽樣方法；
- (ii) 設計調查問卷及有關文件；
- (iii) 監察實地調查工作之執行；
- (iv) 根據調查結果，就培訓需要提供意見；
- (v) 制定建議；及
- (vi) 就調查報告之編製提供意見。



1.1 Principal Line of Business : (Please tick ✓ one)

- (i) Manufacturing
- (ii) Electricity, Gas, Water
- (iii) Construction
- (iv) Wholesale, Retail and Import/Export Trades
- (v) Transport, Storage, Communication
- (vi) Financing, Insurance, Real Estate and Business Services
- (vii) Community, Social and Personal Services
- (viii) Restaurants and Hotels
- (ix) Others (please specify): \_\_\_\_\_

1.2 Year of Incorporation \_\_\_\_\_

1.3 Location of Headquarters & Operating in : (Please tick ✓ one)

- (i) Hong Kong
- (ii) Mainland
- (iii) USA
- (iv) Europe
- (v) Japan
- (vi) Other Asian Countries (please specify): \_\_\_\_\_
- (vii) Others (please specify): \_\_\_\_\_

1.4 Have you established a business operation in the Mainland?  
(Note: if the answer is 'yes', respondent needs to answer relevant questions below)

Yes

No



**Part I: Training Needs of Managers & Supervisors in the Next Three Years in HONG KONG**

1.5 Please go through the following list of competencies that cover the skills, knowledge, and attitudes generally required in management. Choose **TEN (10)** that you regard as **most important to train SUPERVISORS/FRONT-LINE MANAGERS for the NEXT THREE YEARS IN HONG KONG** by ticking '✓' the box against each.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>15 Analytical in Approach to People &amp; Problems</p> <p>17 AQ (Adversity Quotient)</p> <p>19 Business Acumen</p> <p>Official Use Only <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>21 Business Ethics <span style="float: right;">13 14</span></p> <p>23 Coaching &amp; Counseling</p> <p>25 Communication Skills</p> <p>27 Creativity and Innovation</p> <p>29 Crisis Management</p> <p>31 Customer Concern</p> <p>33 Dealing with Conflict</p> <p>35 Delegation</p> <p>37 English (spoken and written)</p> <p>39 EQ (Emotional Quotient)</p> <p>41 Knowledge of value, culture, habits of the Mainland</p> <p>43 Implementing Change</p> <p>45 Instructional , Training and Presentation Skills</p> <p>47 Integrity and Trust</p> <p>49 Interpersonal Skills</p> | <p>16 International exposure &amp; Knowledge</p> <p>18 IT Knowledge and Application</p> <p>20 Motivating Others</p> <p>22 Negotiation Skills</p> <p>24 Planning Skills</p> <p>26 Problem Solving and Decision Making</p> <p>28 Putonghua</p> <p>30 Quality Conscious/ Quality Minded</p> <p>32 Self Improvement</p> <p>34 Self Management (e.g. time management, prioritization, etc.)</p> <p>36 Sense of Responsibility</p> <p>38 Stress Management</p> <p>40 Team Building</p> <p>42 Team Spirit</p> <p>44 Understanding of Others/ Empathy</p> <p>46 Willingness to Take Calculated Risks</p> <p>48 Zealous in Developing Talent/ Potential in Others</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Others :

50 (1) \_\_\_\_\_

51 (2) \_\_\_\_\_

52 (3) \_\_\_\_\_

1.6 Please go through the following list of competencies that cover the skills, knowledge, and attitudes generally required in management. Choose **TEN (10)** that you regard as **most important to train MIDDLE MANAGERS/DEPARTMENT HEADS for the NEXT THREE YEARS IN HONG KONG** by ticking '✓' the box against each.

|    |                                                     |    |                                                              |
|----|-----------------------------------------------------|----|--------------------------------------------------------------|
| 54 | Analytical in Approach to People & Problems         | 55 | International exposure & Knowledge                           |
| 56 | AQ (Adversity Quotient)                             | 57 | IT Knowledge and Application                                 |
| 58 | Business Acumen                                     | 59 | Motivating Others                                            |
| 60 | Business Ethics                                     | 61 | Negotiation Skills                                           |
| 62 | Coaching & Counseling                               | 63 | Planning Skills                                              |
| 64 | Communication Skills                                | 65 | Problem Solving and Decision Making                          |
| 66 | Creativity and Innovation                           | 67 | Putonghua                                                    |
| 68 | Crisis Management                                   | 69 | Quality Conscious/ Quality Minded                            |
| 70 | Customer Concern                                    | 71 | Self Improvement                                             |
| 72 | Dealing with Conflict                               | 73 | Self Management (e.g. time management, prioritization, etc.) |
| 74 | Delegation                                          | 75 | Sense of Responsibility                                      |
| 76 | English (spoken and written)                        | 77 | Stress Management                                            |
| 78 | EQ (Emotional Quotient)                             | 79 | Team Building                                                |
| 80 | Knowledge of value, culture, habits of the Mainland | 81 | Team Spirit                                                  |
| 82 | Implementing Change                                 | 83 | Understanding of Others/ Empathy                             |
| 84 | Instructional , Training and Presentation Skills    | 85 | Willingness to Take Calculated Risks                         |
| 86 | Integrity and Trust                                 | 87 | Zealous in Developing Talent/ Potential in Others            |
| 88 | Interpersonal Skills                                |    |                                                              |

Others :

89 (1) \_\_\_\_\_

90 (2) \_\_\_\_\_

91 (3) \_\_\_\_\_

1.7 *The Rationale Behind*

How important the following reasons that you consider are responsible for leading to your choice of answers in 1.5 & 1.6? Use a scale of **1-6** to rate the importance of each factor, where **1** = very low, **2** = low, **3** = below average, **4** = above average, **5** = high, **6** = very high.

|                                                                            | <b>Supervisors/<br/>Front-line<br/>managers</b> | <b>Middle<br/>Managers/<br/>Dept. heads</b> |
|----------------------------------------------------------------------------|-------------------------------------------------|---------------------------------------------|
| <b><u>People</u></b>                                                       |                                                 |                                             |
| a) Downsize existing establishment                                         | <input type="checkbox"/> <sup>93</sup>          | <input type="checkbox"/> <sup>94</sup>      |
| b) Current staff are not performing to standard                            | <input type="checkbox"/> <sup>95</sup>          | <input type="checkbox"/> <sup>96</sup>      |
| c) Good employees are difficult to find                                    | <input type="checkbox"/> <sup>97</sup>          | <input type="checkbox"/> <sup>98</sup>      |
| d) Promoting better cooperation among employees                            | <input type="checkbox"/> <sup>99</sup>          | <input type="checkbox"/> <sup>100</sup>     |
| e) Generating more creative and innovative ideas                           | <input type="checkbox"/> <sup>101</sup>         | <input type="checkbox"/> <sup>102</sup>     |
| f) Others (please specify) : _____                                         | <input type="checkbox"/> <sup>103</sup>         | <input type="checkbox"/> <sup>104</sup>     |
| <b><u>Product</u></b>                                                      |                                                 |                                             |
| g) Change of business operating process                                    | <input type="checkbox"/> <sup>105</sup>         | <input type="checkbox"/> <sup>106</sup>     |
| h) Company's services/products become outdated                             | <input type="checkbox"/> <sup>107</sup>         | <input type="checkbox"/> <sup>108</sup>     |
| i) Others (please specify) : _____                                         | <input type="checkbox"/> <sup>109</sup>         | <input type="checkbox"/> <sup>110</sup>     |
| <b><u>Market</u></b>                                                       |                                                 |                                             |
| j) Diversify company's business                                            | <input type="checkbox"/> <sup>111</sup>         | <input type="checkbox"/> <sup>112</sup>     |
| k) Relocate company's business to other places<br>(including the Mainland) | <input type="checkbox"/> <sup>113</sup>         | <input type="checkbox"/> <sup>114</sup>     |
| l) Greater competition from overseas countries                             | <input type="checkbox"/> <sup>115</sup>         | <input type="checkbox"/> <sup>116</sup>     |
| m) Greater competition from the Mainland                                   | <input type="checkbox"/> <sup>117</sup>         | <input type="checkbox"/> <sup>118</sup>     |
| n) Greater intra-industry competition in the<br>territory                  | <input type="checkbox"/> <sup>119</sup>         | <input type="checkbox"/> <sup>120</sup>     |
| o) Higher expectation from customers                                       | <input type="checkbox"/> <sup>121</sup>         | <input type="checkbox"/> <sup>122</sup>     |
| p) Others (please specify) : _____                                         | <input type="checkbox"/> <sup>123</sup>         | <input type="checkbox"/> <sup>124</sup>     |
| <b><u>Finance</u></b>                                                      |                                                 |                                             |
| q) Contract out jobs to cut cost                                           | <input type="checkbox"/> <sup>125</sup>         | <input type="checkbox"/> <sup>126</sup>     |
| r) Bank facilities are difficult to obtain                                 | <input type="checkbox"/> <sup>127</sup>         | <input type="checkbox"/> <sup>128</sup>     |
| s) Others (please specify) : _____                                         | <input type="checkbox"/> <sup>129</sup>         | <input type="checkbox"/> <sup>130</sup>     |

|                                                                                                                       | <b><u>Supervisors/<br/>Front-line<br/>managers</u></b> | <b><u>Middle<br/>Managers/<br/>Dept. heads</u></b> |
|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------|
| <b><u>Information Technology (IT)</u></b>                                                                             |                                                        |                                                    |
| t) Increased use of IT within the company for production, marketing, general administration, logistic management etc. | <input type="checkbox"/> 135                           | <input type="checkbox"/> 136                       |
| u) Rapid development of e-commerce for business transactions                                                          | <input type="checkbox"/> 137                           | <input type="checkbox"/> 138                       |
| v) Others (please specify) : _____                                                                                    | <input type="checkbox"/> 139                           | <input type="checkbox"/> 140                       |
| <b><u>Economy</u></b>                                                                                                 |                                                        |                                                    |
| w) Change of business nature                                                                                          | <input type="checkbox"/> 141                           | <input type="checkbox"/> 142                       |
| x) Expand business in the Mainland                                                                                    | <input type="checkbox"/> 143                           | <input type="checkbox"/> 144                       |
| y) China's accession to World Trade Organization (WTO)                                                                | <input type="checkbox"/> 145                           | <input type="checkbox"/> 146                       |
| z) Implementation of CEPA                                                                                             | <input type="checkbox"/> 147                           | <input type="checkbox"/> 148                       |
| aa) More business opportunities from overseas countries                                                               | <input type="checkbox"/> 149                           | <input type="checkbox"/> 150                       |
| ab) More business opportunities from the Mainland                                                                     | <input type="checkbox"/> 151                           | <input type="checkbox"/> 152                       |
| ac) More business opportunities in the territory                                                                      | <input type="checkbox"/> 153                           | <input type="checkbox"/> 154                       |
| ad) More business opportunities from other parts of the world                                                         | <input type="checkbox"/> 155                           | <input type="checkbox"/> 156                       |
| ae) Others (please specify) : _____                                                                                   | <input type="checkbox"/> 157                           | <input type="checkbox"/> 158                       |
| <b><u>Cultural Diversity in Work Place</u></b>                                                                        |                                                        |                                                    |
| af) Harmony introduced in the organization by the cultural diversity                                                  | <input type="checkbox"/> 159                           | <input type="checkbox"/> 160                       |
| ag) Benefits/ Costs of cultural diversity to the organization                                                         | <input type="checkbox"/> 161                           | <input type="checkbox"/> 162                       |
| ah) Others (please specify) : _____                                                                                   | <input type="checkbox"/> 163                           | <input type="checkbox"/> 164                       |

**Part II** (Please fill in Part II if you have business operation in the Mainland or other countries/ places)

2.1 What are the major business activities of your operations in Hong Kong and in the Mainland (You may tick more than one box)?

|                                | <u>HK</u> | <u>Mainland</u> |
|--------------------------------|-----------|-----------------|
| Marketing/Sales                | 168       | 169             |
| Design                         | 170       | 171             |
| Trading                        | 172       | 173             |
| Financial Control/ Accounting  | 174       | 175             |
| Retailing                      | 176       | 177             |
| Manufacturing                  | 178       | 179             |
| Purchasing                     | 180       | 181             |
| Others (Please specify): _____ | 182       | 183             |

2.2 How many employees are there in your operations?

|                           |     |         |
|---------------------------|-----|---------|
| In Hong Kong operation    | 184 | _ _ _ _ |
| In the Mainland operation | 189 | _ _ _ _ |
| In other places           | 194 | _ _ _ _ |

A) In the Hong Kong operation, what are the percentage of  
 Mainland middle managers/ department heads  
 Mainland supervisors/front-line managers heads

|     |       |   |
|-----|-------|---|
| 199 | _ _ _ | % |
| 202 | _ _ _ | % |

B) In the Mainland operation, what are the percentage of  
 Hong Kong middle managers/ department heads  
 Hong Kong supervisors/front-line managers

|     |       |   |
|-----|-------|---|
| 205 | _ _ _ | % |
| 208 | _ _ _ | % |

2.3 Number of employees that left the company in the past 12 months

|              |     |         |
|--------------|-----|---------|
| In Hong Kong | 211 | _ _ _ _ |
| In Mainland  | 215 | _ _ _ _ |

2.4 Conflict

As Hong Kong firms continue to expand to China and overseas, they start to hire and employ people from different countries and with different cultural or ethnic background. This usually increases the diversity in the work place.

Please circle the number that best describes your view toward this phenomenon for each of the following statement:

|                                                                                                         | None | A Little | Some | Much | A Lot |
|---------------------------------------------------------------------------------------------------------|------|----------|------|------|-------|
| A) How much friction is there among Hong Kong & the Mainland workers?                                   | 1    | 2        | 3    | 4    | 5     |
| B) How much are personality conflicts evident among Hong Kong & the Mainland workers?                   | 1    | 2        | 3    | 4    | 5     |
| C) How much emotional conflict is there among Hong Kong & the Mainland workers                          | 1    | 2        | 3    | 4    | 5     |
| D) How often do Hong Kong & the Mainland workers disagree about opinions regarding the work being done? | 1    | 2        | 3    | 4    | 5     |
| E) How much conflict about the work you do is there among Hong Kong & the Mainland workers              | 1    | 2        | 3    | 4    | 5     |
| F) To what extent are there differences of opinion among Hong Kong & the Mainland workers               | 1    | 2        | 3    | 4    | 5     |

**Training Needs of Managers & Supervisors in the Next Three Years in the MAINLAND**

2.5 Please go through the following list of competencies that cover the skills, knowledge, and attitudes generally required in management. Choose **TEN (10)** that you regard as **most important to train SUPERVISORS/FRONT-LINE MANAGERS for the NEXT THREE YEARS IN THE MAINLAND** by ticking '✓' the box against each.

|          |                                                     |     |                                                              |
|----------|-----------------------------------------------------|-----|--------------------------------------------------------------|
| 228      | Analytical in Approach to People & Problems         | 229 | International exposure & Knowledge                           |
| 230      | AQ (Adversity Quotient)                             | 231 | IT Knowledge and Application                                 |
| 232      | Business Acumen                                     | 233 | Motivating Others                                            |
| 234      | Business Ethics                                     | 235 | Negotiation Skills                                           |
| 236      | Coaching & Counseling                               | 237 | Planning Skills                                              |
| 238      | Communication Skills                                | 239 | Problem Solving and Decision Making                          |
| 240      | Creativity and Innovation                           | 241 | Putonghua                                                    |
| 242      | Crisis Management                                   | 243 | Quality Conscious/ Quality Minded                            |
| 244      | Customer Concern                                    | 245 | Self Improvement                                             |
| 246      | Dealing with Conflict                               | 247 | Self Management (e.g. time management, prioritization, etc.) |
| 248      | Delegation                                          | 249 | Sense of Responsibility                                      |
| 250      | English (spoken and written)                        | 251 | Stress Management                                            |
| 252      | EQ (Emotional Quotient)                             | 253 | Team Building                                                |
| 254      | Knowledge of value, culture, habits of the Mainland | 255 | Team Spirit                                                  |
| 256      | Implementing Change                                 | 257 | Understanding of Others/ Empathy                             |
| 258      | Instructional , Training and Presentation Skills    | 259 | Willingness to Take Calculated Risks                         |
| 260      | Integrity and Trust                                 | 261 | Zealous in Developing Talent/ Potential in Others            |
| 262      | Interpersonal Skills                                |     |                                                              |
| Others : |                                                     |     |                                                              |
| 263      | (1) _____                                           |     |                                                              |
| 264      | (2) _____                                           |     |                                                              |
| 265      | (3) _____                                           |     |                                                              |

2.6 Please go through the following list of competencies that cover the skills, knowledge, and attitudes generally required in management. Choose **TEN (10)** that you regard as **most important to train MIDDLE MANAGERS/DEPARTMENT HEADS for the NEXT THREE YEARS IN THE MAINLAND** by ticking '✓' the box against each.

|          |                                                     |     |                                                              |
|----------|-----------------------------------------------------|-----|--------------------------------------------------------------|
| 267      | Analytical in Approach to People & Problems         | 268 | International exposure & Knowledge                           |
| 269      | AQ (Adversity Quotient)                             | 270 | IT Knowledge and Application                                 |
| 271      | Business Acumen                                     | 272 | Motivating Others                                            |
| 273      | Business Ethics                                     | 274 | Negotiation Skills                                           |
| 275      | Coaching & Counseling                               | 276 | Planning Skills                                              |
| 277      | Communication Skills                                | 278 | Problem Solving and Decision Making                          |
| 279      | Creativity and Innovation                           | 280 | Putonghua                                                    |
| 281      | Crisis Management                                   | 282 | Quality Conscious/ Quality Minded                            |
| 283      | Customer Concern                                    | 284 | Self Improvement                                             |
| 285      | Dealing with Conflict                               | 286 | Self Management (e.g. time management, prioritization, etc.) |
| 287      | Delegation                                          | 288 | Sense of Responsibility                                      |
| 289      | English (spoken and written)                        | 290 | Stress Management                                            |
| 291      | EQ (Emotional Quotient)                             | 292 | Team Building                                                |
| 293      | Knowledge of value, culture, habits of the Mainland | 294 | Team Spirit                                                  |
| 295      | Implementing Change                                 | 296 | Understanding of Others/ Empathy                             |
| 297      | Instructional , Training and Presentation Skills    | 298 | Willingness to Take Calculated Risks                         |
| 299      | Integrity and Trust                                 | 300 | Zealous in Developing Talent/ Potential in Others            |
| 301      | Interpersonal Skills                                |     |                                                              |
| Others : |                                                     |     |                                                              |
| 302      | (1) _____                                           |     |                                                              |
| 303      | (2) _____                                           |     |                                                              |
| 304      | (3) _____                                           |     |                                                              |



## 2.7 *The Rationale Behind*

How important the following reasons that you consider are responsible for leading to your choice of answers in 2.5 & 2.6? Use a scale of **1-6** to rate the importance of each factor, where **1** = very low, **2** = low, **3** = below average, **4** = above average, **5** = high, **6** = very high.

|                                                                            | <b>Supervisors/<br/>Front-line<br/>managers</b> | <b>Middle<br/>Managers/<br/>Dept. heads</b> |
|----------------------------------------------------------------------------|-------------------------------------------------|---------------------------------------------|
| <b><u>People</u></b>                                                       |                                                 |                                             |
| a) Downsize existing establishment                                         | <input type="checkbox"/> <sup>306</sup>         | <input type="checkbox"/> <sup>307</sup>     |
| b) Current staff are not performing to standard                            | <input type="checkbox"/> <sup>308</sup>         | <input type="checkbox"/> <sup>309</sup>     |
| c) Good employees are difficult to find                                    | <input type="checkbox"/> <sup>310</sup>         | <input type="checkbox"/> <sup>311</sup>     |
| d) Promoting better cooperation among employees                            | <input type="checkbox"/> <sup>312</sup>         | <input type="checkbox"/> <sup>313</sup>     |
| e) Generating more creative and innovative ideas                           | <input type="checkbox"/> <sup>314</sup>         | <input type="checkbox"/> <sup>315</sup>     |
| f) Others (please specify) : _____                                         | <input type="checkbox"/> <sup>316</sup>         | <input type="checkbox"/> <sup>317</sup>     |
| <b><u>Product</u></b>                                                      |                                                 |                                             |
| g) Change of business operating process                                    | <input type="checkbox"/> <sup>318</sup>         | <input type="checkbox"/> <sup>319</sup>     |
| h) Company's services/products become outdated                             | <input type="checkbox"/> <sup>320</sup>         | <input type="checkbox"/> <sup>321</sup>     |
| i) Others (please specify) : _____                                         | <input type="checkbox"/> <sup>322</sup>         | <input type="checkbox"/> <sup>323</sup>     |
| <b><u>Market</u></b>                                                       |                                                 |                                             |
| j) Diversify company's business                                            | <input type="checkbox"/> <sup>324</sup>         | <input type="checkbox"/> <sup>325</sup>     |
| k) Relocate company's business to other places<br>(including the Mainland) | <input type="checkbox"/> <sup>326</sup>         | <input type="checkbox"/> <sup>327</sup>     |
| l) Greater competition from overseas countries                             | <input type="checkbox"/> <sup>328</sup>         | <input type="checkbox"/> <sup>329</sup>     |
| m) Greater competition from the Mainland                                   | <input type="checkbox"/> <sup>330</sup>         | <input type="checkbox"/> <sup>331</sup>     |
| n) Greater intra-industry competition in the<br>territory                  | <input type="checkbox"/> <sup>332</sup>         | <input type="checkbox"/> <sup>333</sup>     |
| o) Higher expectation from customers                                       | <input type="checkbox"/> <sup>334</sup>         | <input type="checkbox"/> <sup>335</sup>     |
| p) Others (please specify) : _____                                         | <input type="checkbox"/> <sup>336</sup>         | <input type="checkbox"/> <sup>337</sup>     |
| <b><u>Finance</u></b>                                                      |                                                 |                                             |
| q) Contract out jobs to cut cost                                           | <input type="checkbox"/> <sup>338</sup>         | <input type="checkbox"/> <sup>339</sup>     |
| r) Bank facilities are difficult to obtain                                 | <input type="checkbox"/> <sup>340</sup>         | <input type="checkbox"/> <sup>341</sup>     |
| s) Others (please specify) : _____                                         | <input type="checkbox"/> <sup>342</sup>         | <input type="checkbox"/> <sup>343</sup>     |

|                                                                                                                       | <b><u>Supervisors/<br/>Front-line<br/>managers</u></b> | <b><u>Middle<br/>Managers/<br/>Dept. heads</u></b> |
|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------|
| <b><u>Information Technology (IT)</u></b>                                                                             |                                                        |                                                    |
| t) Increased use of IT within the company for production, marketing, general administration, logistic management etc. | <input type="checkbox"/> 348                           | <input type="checkbox"/> 349                       |
| u) Rapid development of e-commerce for business transactions                                                          | <input type="checkbox"/> 350                           | <input type="checkbox"/> 351                       |
| v) Others (please specify) : _____                                                                                    | <input type="checkbox"/> 352                           | <input type="checkbox"/> 353                       |
| <b><u>Economy</u></b>                                                                                                 |                                                        |                                                    |
| w) Change of business nature                                                                                          | <input type="checkbox"/> 354                           | <input type="checkbox"/> 355                       |
| x) Expand business in the Mainland                                                                                    | <input type="checkbox"/> 356                           | <input type="checkbox"/> 357                       |
| y) China's accession to World Trade Organization (WTO)                                                                | <input type="checkbox"/> 358                           | <input type="checkbox"/> 359                       |
| z) Implementation of CEPA                                                                                             | <input type="checkbox"/> 360                           | <input type="checkbox"/> 361                       |
| aa) More business opportunities from overseas countries                                                               | <input type="checkbox"/> 362                           | <input type="checkbox"/> 363                       |
| ab) More business opportunities from the Mainland                                                                     | <input type="checkbox"/> 364                           | <input type="checkbox"/> 365                       |
| ac) More business opportunities in the territory                                                                      | <input type="checkbox"/> 366                           | <input type="checkbox"/> 367                       |
| ad) More business opportunities from other parts of the world                                                         | <input type="checkbox"/> 368                           | <input type="checkbox"/> 369                       |
| ae) Others (please specify) : _____                                                                                   | <input type="checkbox"/> 370                           | <input type="checkbox"/> 371                       |
| <b><u>Cultural Diversity in Work Place</u></b>                                                                        |                                                        |                                                    |
| af) Harmony introduced in the organization by the cultural diversity                                                  | <input type="checkbox"/> 372                           | <input type="checkbox"/> 373                       |
| ag) Benefits/ Costs of cultural diversity to the organization                                                         | <input type="checkbox"/> 374                           | <input type="checkbox"/> 375                       |
| ah) Others (please specify) : _____                                                                                   | <input type="checkbox"/> 376                           | <input type="checkbox"/> 377                       |

**Part III: Future Training Preferences & Requirement of Managers & Supervisors**

Please place a "✓" in the appropriate box.

|                                                                                                                                                      | <b><u>Supervisors/<br/>Front-line<br/>managers</u></b> | <b><u>Middle<br/>Managers/<br/>Dept. heads</u></b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------|
| 3.1 Do your existing managers or supervisors have had management training before they were appointed/promoted to this level in your company?         |                                                        |                                                    |
| Yes                                                                                                                                                  | 381                                                    | 382                                                |
| No                                                                                                                                                   | 383                                                    | 384                                                |
| 3.2 Do your existing managers or supervisors will receive management training <b>in the next 3 years?</b>                                            |                                                        |                                                    |
| Yes                                                                                                                                                  | 385                                                    | 386                                                |
| No                                                                                                                                                   | 387                                                    | 388                                                |
| 3.3 Will your company (or your parent company) have a management training plan <b>in the next 3 years?</b>                                           |                                                        |                                                    |
| Yes                                                                                                                                                  | 389                                                    | 390                                                |
| No (Please go to Question 3.14.)                                                                                                                     | 391                                                    | 392                                                |
| 3.4 Will your company (or your parent company) arrange formal management training <b>in the next 3 years?</b>                                        |                                                        |                                                    |
| Yes, just occasionally                                                                                                                               | 393                                                    | 394                                                |
| Yes, regularly                                                                                                                                       | 395                                                    | 396                                                |
| No (Please go to Question 3.8)                                                                                                                       | 397                                                    | 398                                                |
| 3.5 How would your company (or your parent company) arrange formal management training <b>in the next 3 years?</b> (You may tick more than one box.) |                                                        |                                                    |
| Organizing in-company management training                                                                                                            | 399                                                    | 400                                                |
| Sponsoring management staff to attend external evening programmes                                                                                    | 401                                                    | 402                                                |
| Sponsoring management staff to attend external day programmes                                                                                        | 403                                                    | 404                                                |
| Sponsoring management staff to attend local/overseas attachments or programmes                                                                       | 405                                                    | 406                                                |
| Others (please specify) : _____                                                                                                                      | 407                                                    | 408                                                |

**Supervisors/  
Front-line**

**Middle  
Managers/**

Official Use Only

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 409                      | 410                      | 411                      | 412                      | 413                      |

|     |                                                                                                                                                                           |     |     |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 3.6 | If your company (or your parent company) will organize in-company management training <b>in the next 3 years</b> , how would it be done?                                  |     |     |
|     | On-the-job                                                                                                                                                                | 414 | 415 |
|     | Off-the-job                                                                                                                                                               | 416 | 417 |
|     | By Both                                                                                                                                                                   | 418 | 419 |
| 3.7 | Will your company (or your parent company) have any of the following resources for management training <b>in the next 3 years</b> ? (You may tick more than one box.)     |     |     |
|     | Training budget                                                                                                                                                           | 420 | 421 |
|     | Training department/section                                                                                                                                               | 422 | 423 |
|     | In-company training centre                                                                                                                                                | 424 | 425 |
|     | In-company learning resources centre (e.g. with books, videos etc.) where staff can study in their own or the company's time                                              | 426 | 427 |
|     | Full-time trainer(s)                                                                                                                                                      | 428 | 429 |
|     | Part-time trainer(s)                                                                                                                                                      | 430 | 431 |
|     | Joint training programme with other companies                                                                                                                             | 432 | 433 |
|     | Use of external management trainers                                                                                                                                       | 434 | 435 |
|     | Publishing in-house training newsletter                                                                                                                                   | 436 | 437 |
|     | Others (please specify): _____<br>(Please go to Question 3.9)                                                                                                             | 438 | 439 |
| 3.8 | If your company (or your parent company) will not arrange management training <b>in the next 3 years</b> , it is because your company: (You may tick more than one box.): |     |     |
|     | Lack of resources for training                                                                                                                                            | 440 | 441 |
|     | Does not believe in the value of management training                                                                                                                      | 442 | 443 |
|     | Will not be able to release staff for training due to manpower constraints                                                                                                | 444 | 445 |
|     | Does not consider staff worth training                                                                                                                                    | 446 | 447 |
|     | Has sufficient well-trained staff already                                                                                                                                 | 448 | 449 |
|     | Others (please specify): _____                                                                                                                                            | 450 | 451 |

|      |                                                                                                                                                                                       | <u>Supervisors/<br/>Front-line<br/>managers</u> | <u>Middle<br/>Managers/<br/>Dept. heads</u> |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|---------------------------------------------|
| 3.9  | A) Will your company sponsor management staff to attend relevant management courses <b>in the next 3 years?</b>                                                                       |                                                 |                                             |
|      | Yes                                                                                                                                                                                   | 455                                             | 456                                         |
|      | No (Please go to Question 3.10)                                                                                                                                                       | 457                                             | 458                                         |
|      | B) Will your company:                                                                                                                                                                 |                                                 |                                             |
|      | Release them during office hours                                                                                                                                                      | 459                                             | 460                                         |
|      | Just pay or reimburse their course fees                                                                                                                                               | 461                                             | 462                                         |
|      | Do both                                                                                                                                                                               | 463                                             | 464                                         |
| 3.10 | Which would be your preference concerning the following arrangements for management training <b>in the next 3 years</b> : (Please tick <u>the most</u> appropriate box in each item.) |                                                 |                                             |
|      | A) Type:                                                                                                                                                                              |                                                 |                                             |
|      | Courses leading to formal qualifications                                                                                                                                              | 465                                             | 466                                         |
|      | Refresher/upgrading courses without leading to formal qualifications                                                                                                                  | 467                                             | 468                                         |
|      | Workshops/seminars                                                                                                                                                                    | 469                                             | 470                                         |
|      | Continuing development programme for maintaining professional qualifications                                                                                                          | 471                                             | 472                                         |
|      | Others (please specify): _____                                                                                                                                                        | 473                                             | 474                                         |
|      | B) Duration:                                                                                                                                                                          |                                                 |                                             |
|      | Less than 1 week                                                                                                                                                                      | 475                                             | 476                                         |
|      | 1 week - less than 1 month                                                                                                                                                            | 477                                             | 478                                         |
|      | 1 - less than 3 months                                                                                                                                                                | 479                                             | 480                                         |
|      | 3 - less than 12 months                                                                                                                                                               | 481                                             | 482                                         |
|      | 12 months or more                                                                                                                                                                     | 483                                             | 484                                         |
|      | C) Frequency of Meetings:                                                                                                                                                             |                                                 |                                             |
|      | More than twice a week                                                                                                                                                                | 485                                             | 486                                         |
|      | Twice a week                                                                                                                                                                          | 487                                             | 488                                         |
|      | Once a week                                                                                                                                                                           | 489                                             | 490                                         |
|      | Less than once a week                                                                                                                                                                 | 491                                             | 492                                         |

|                                | <b><u>Supervisors/<br/>Front-line<br/>managers</u></b> | <b><u>Middle<br/>Managers/<br/>Dept. heads</u></b> |
|--------------------------------|--------------------------------------------------------|----------------------------------------------------|
| D) Days of the Week:           |                                                        |                                                    |
| During weekdays                | 498                                                    | 499                                                |
| During weekends                | 500                                                    | 501                                                |
| Combination of the above       | 502                                                    | 503                                                |
| E) Meeting Time:               |                                                        |                                                    |
| During office hours            | 504                                                    | 505                                                |
| After office hours             | 506                                                    | 507                                                |
| Combination of the above       | 508                                                    | 509                                                |
| F) Medium of Instruction:      |                                                        |                                                    |
| Cantonese                      | 510                                                    | 511                                                |
| Putonghua                      | 512                                                    | 513                                                |
| English                        | 514                                                    | 515                                                |
| Bi-lingual (Cantonese/English) | 516                                                    | 517                                                |
| Bi-lingual (Putonghua/English) | 518                                                    | 519                                                |
| Others (please specify): _____ | 520                                                    | 521                                                |

- 3.11 A) The number of employees trained in your company regarding diversity in the work force in the past 12 months
- |                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|-----|--|--|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|-----|--|--|--|--|
| <table border="1" style="display: inline-table; border-collapse: collapse;"> <tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr> <tr><td style="text-align: center;">522</td><td></td><td></td><td></td><td></td></tr> </table> |  |  |  |  |  | 522 |  |  |  |  | <table border="1" style="display: inline-table; border-collapse: collapse;"> <tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr> <tr><td style="text-align: center;">526</td><td></td><td></td><td></td><td></td></tr> </table> |  |  |  |  |  | 526 |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |
| 522                                                                                                                                                                                                                                                                                                                                                                                                               |  |  |  |  |  |     |  |  |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |
| 526                                                                                                                                                                                                                                                                                                                                                                                                               |  |  |  |  |  |     |  |  |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |
- B) The number of employees your company planned to train regarding diversity in the work force in the next 3 years (per annum)
- |                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|-----|--|--|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|-----|--|--|--|--|
| <table border="1" style="display: inline-table; border-collapse: collapse;"> <tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr> <tr><td style="text-align: center;">530</td><td></td><td></td><td></td><td></td></tr> </table> |  |  |  |  |  | 530 |  |  |  |  | <table border="1" style="display: inline-table; border-collapse: collapse;"> <tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr> <tr><td style="text-align: center;">534</td><td></td><td></td><td></td><td></td></tr> </table> |  |  |  |  |  | 534 |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |
| 530                                                                                                                                                                                                                                                                                                                                                                                                               |  |  |  |  |  |     |  |  |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |
| 534                                                                                                                                                                                                                                                                                                                                                                                                               |  |  |  |  |  |     |  |  |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |  |  |     |  |  |  |  |

3.12 Please indicate whether your organization will adopt any of the following methods, approaches or methodologies **in the next 3 years**: (Please enter a number from ‘1’ to ‘6’ in each of the following boxes.)

Likeliness scale:

- 1 = most unlikely      2 = unlikely      3 = probably unlikely  
 4 = probably likely      5 = quite likely      6 = most likely

|                                                      | <b>Supervisors/<br/>Front-line<br/>managers</b> | <b>Middle<br/>Managers/<br/>Dept. heads</b> |
|------------------------------------------------------|-------------------------------------------------|---------------------------------------------|
| Reading management material                          | <input type="text"/> 543                        | <input type="text"/> 544                    |
| Traditional classroom lectures                       | <input type="text"/> 545                        | <input type="text"/> 546                    |
| Small group training                                 | <input type="text"/> 547                        | <input type="text"/> 548                    |
| Self-learning using company learning resource centre | <input type="text"/> 549                        | <input type="text"/> 550                    |
| Action learning through work-related projects        | <input type="text"/> 551                        | <input type="text"/> 552                    |
| Distance-learning                                    | <input type="text"/> 553                        | <input type="text"/> 554                    |
| Computer-based/Web-based learning/E-learning         | <input type="text"/> 555                        | <input type="text"/> 556                    |
| Individual tutored learning                          | <input type="text"/> 557                        | <input type="text"/> 558                    |
| Mentoring/coaching                                   | <input type="text"/> 559                        | <input type="text"/> 560                    |
| Others (please specify): _____                       | <input type="text"/> 561                        | <input type="text"/> 562                    |

3.13 Have you applied for the SME Training Fund provided by the government before?

- Yes 563
- No 564
- Never heard 565

3.14 One of the mission of the Institute of Professional Education And Knowledge (PEAK) is to develop, promote and extend managerial effectiveness in Hong Kong.

A) Have you come across any materials/news/publicity messages related to PEAK?

- Yes 566
- No (Please go to Question 3.15.) 567

B) Please specify from which activities/media sources that you came across materials/news/publicity messages related to PEAK? (Tick all that apply.)

|                                                                            |     |
|----------------------------------------------------------------------------|-----|
| Direct mailing                                                             | 571 |
| Visits by PEAK staff                                                       | 572 |
| Promotion seminars                                                         | 573 |
| Career talks                                                               | 574 |
| Exhibitions                                                                | 575 |
| VTC web site                                                               | 576 |
| PEAK web site                                                              | 577 |
| Email                                                                      | 578 |
| Advertisements/special supplements on journals,<br>magazines and newspaper | 579 |
| Press releases                                                             | 580 |
| Newsletters of professional bodies                                         | 581 |
| Others (please specify): _____                                             | 582 |

3.15 Please indicate in your opinion the usefulness of this kind of surveys on a scale of 1 to 4: (Please enter a number from '1' to '4' in each of the following boxes.)

Usefulness scale:

1 = not useful at all      2 = not too useful  
3 = useful                      4 = most useful

- (A) To your organization?  583
- (B) To the HKSAR Government?  584
- (C) To local educational and training institutes/  
organizations?  585
- (D) To the human resources/personnel/training  
professionals?  586

3.16 Do you want to be notified by email after the release of the Manpower Survey?

- Yes 587
- No 588

**- End of Questionnaire -  
THANK YOU VERY MUCH!!**





1.1 主要業務性質：（請 ✓ 一項）

- (i) 製造
- (ii) 水、電、氣體燃料
- (iii) 建造
- (iv) 零售批發及出入口
- (v) 運輸、倉庫、通訊
- (vi) 金融、保險、地產及商業服務
- (vii) 社區、社會及個人服務
- (viii) 食肆及酒店
- (ix) 其他（請註明）：

---

1.2 在港成立年份

---

1.3 總辦事處地點：（請 ✓ 一項）

- (i) 香港
- (ii) 內地
- (iii) 美國
- (iv) 歐洲
- (v) 日本
- (vi) 其他亞洲國家（請註明）：

---

(vii) 其他地區（請註明）：

---

1.4 是否有業務於內地運作？（如有，請回答以下相關問題）

是

否

**第一部分：未來三年香港管理及督導人員主要培訓需求**

1.5 請細閱下列包括技巧、知識及態度等才能項目，選出(✓)十項未來三年香港的督導人員 / 前線管理人員最為需要培訓的項目。

|     |                |       |                        |
|-----|----------------|-------|------------------------|
| 15  | 對人對事善於分析       | 16    | 國際認知                   |
| 17  | 逆境智商           | 18    | 資訊科技知識及應用              |
| 19  | 營商智慧           | 20    | 激勵他人                   |
| 21  | 商業道德           | 22    | 談判技巧                   |
| 23  | 訓練與輔導下屬        | 24    | 策劃技巧                   |
| 25  | 溝通技巧           | 26    | 解決困難及作出決定              |
| 27  | 創造力            | 28    | 普通話                    |
| 29  | 危機管理           | 30    | 重視品質                   |
| 31  | 關心和照顧客戶需要      | 32    | 自我改進                   |
| 33  | 處理衝突           | 34    | 自我管理（如：時間管理、判別工作優先次序等） |
| 35  | 授權             | 36    | 責任感                    |
| 37  | 英語（講、寫）        | 38    | 壓力處理                   |
| 39  | 情緒智商           | 40    | 建立團隊                   |
| 41  | 對內地價值、文化、習慣的認識 | 42    | 團隊精神                   |
| 43  | 推行變革           | 44    | 體諒別人 / 理解他人處境          |
| 45  | 指導、訓練及講解技巧     | 46    | 願意承擔預計的風險              |
| 47  | 正直誠實           | 48    | 樂於協助他人發揮所長             |
| 49  | 人際關係技巧         |       |                        |
| 其他： |                |       |                        |
| 50  | (1)            | _____ |                        |
| 51  | (2)            | _____ |                        |
| 52  | (3)            | _____ |                        |

1.6 請細閱下列包括技巧、知識及態度等才能項目，選出(✓)十項未來三年香港的中級管理人員 / 部門主管最為需要培訓的項目。

|     |                |       |                        |
|-----|----------------|-------|------------------------|
| 54  | 對人對事善於分析       | 55    | 國際認知                   |
| 56  | 逆境智商           | 57    | 資訊科技知識及應用              |
| 58  | 營商智慧           | 59    | 激勵他人                   |
| 60  | 商業道德           | 61    | 談判技巧                   |
| 62  | 訓練與輔導下屬        | 63    | 策劃技巧                   |
| 64  | 溝通技巧           | 65    | 解決困難及作出決定              |
| 66  | 創造力            | 67    | 普通話                    |
| 68  | 危機管理           | 69    | 重視品質                   |
| 70  | 關心和照顧客戶需要      | 71    | 自我改進                   |
| 72  | 處理衝突           | 73    | 自我管理(如：時間管理、判別工作優先次序等) |
| 74  | 授權             | 75    | 責任感                    |
| 76  | 英語(講、寫)        | 77    | 壓力處理                   |
| 78  | 情緒智商           | 79    | 建立團隊                   |
| 80  | 對內地價值、文化、習慣的認識 | 81    | 團隊精神                   |
| 82  | 推行變革           | 83    | 體諒別人 / 理解他人處境          |
| 84  | 指導、訓練及講解技巧     | 85    | 願意承擔預計的風險              |
| 86  | 正直誠實           | 87    | 樂於協助他人發揮所長             |
| 88  | 人際關係技巧         |       |                        |
| 其他： |                |       |                        |
| 89  | (1)            | _____ |                        |
| 90  | (2)            | _____ |                        |
| 91  | (3)            | _____ |                        |

## 1.7 原因

下列因素可能影響了閣下在 1.5 及 1.6 的選擇。請以 1 至 6 的數字，反映每項因素的重要性。

重要性：

1 = 極低 2 = 低 3 = 中下 4 = 中上 5 = 高 6 = 極高

中級管理人員/  
部門主管

督導人員/  
前線管理人員

### 與人有關因素

- |                  |                              |                              |
|------------------|------------------------------|------------------------------|
| a) 裁減現有人手編制      | <input type="checkbox"/> 93  | <input type="checkbox"/> 94  |
| b) 現有人員表現未如理想    | <input type="checkbox"/> 95  | <input type="checkbox"/> 96  |
| c) 優秀僱員難求        | <input type="checkbox"/> 97  | <input type="checkbox"/> 98  |
| d) 促進員工之間的合作     | <input type="checkbox"/> 99  | <input type="checkbox"/> 100 |
| e) 產生更多創新的構思     | <input type="checkbox"/> 101 | <input type="checkbox"/> 102 |
| f) 其他（請註明）：_____ | <input type="checkbox"/> 103 | <input type="checkbox"/> 104 |

### 與產品有關因素

- |                  |                              |                              |
|------------------|------------------------------|------------------------------|
| g) 營運方式有變        | <input type="checkbox"/> 105 | <input type="checkbox"/> 106 |
| h) 公司服務 / 產品漸趨過時 | <input type="checkbox"/> 107 | <input type="checkbox"/> 108 |
| i) 其他（請註明）：_____ | <input type="checkbox"/> 109 | <input type="checkbox"/> 110 |

### 與市場有關因素

- |                     |                              |                              |
|---------------------|------------------------------|------------------------------|
| j) 分散公司業務           | <input type="checkbox"/> 111 | <input type="checkbox"/> 112 |
| k) 公司業務遷往他處（包括中國內地） | <input type="checkbox"/> 113 | <input type="checkbox"/> 114 |
| l) 來自海外競爭愈來愈劇烈      | <input type="checkbox"/> 115 | <input type="checkbox"/> 116 |
| m) 來自內地競爭愈來愈劇烈      | <input type="checkbox"/> 117 | <input type="checkbox"/> 118 |
| n) 本地業內競爭愈來愈劇烈      | <input type="checkbox"/> 119 | <input type="checkbox"/> 120 |
| o) 客戶要求愈來愈高         | <input type="checkbox"/> 121 | <input type="checkbox"/> 122 |
| p) 其他（請註明）：_____    | <input type="checkbox"/> 123 | <input type="checkbox"/> 124 |

### 與財務有關因素

- |                  |                              |                              |
|------------------|------------------------------|------------------------------|
| q) 外判工作減低成本      | <input type="checkbox"/> 125 | <input type="checkbox"/> 126 |
| r) 銀行融資困難        | <input type="checkbox"/> 127 | <input type="checkbox"/> 128 |
| s) 其他（請註明）：_____ | <input type="checkbox"/> 129 | <input type="checkbox"/> 130 |

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131 132 133 134

**與資訊科技有關因素**

- |                                         |                              |                              |
|-----------------------------------------|------------------------------|------------------------------|
| t) 公司的生產運作、市場推廣、一般行政、<br>後勤管理等，漸多應用資訊科技 | <input type="checkbox"/> 135 | <input type="checkbox"/> 136 |
| u) 正加快以電子商貿形式經營業務                       | <input type="checkbox"/> 137 | <input type="checkbox"/> 138 |
| v) 其他（請註明）：_____                        | <input type="checkbox"/> 139 | <input type="checkbox"/> 140 |

**與經濟有關因素**

- |                    |                              |                              |
|--------------------|------------------------------|------------------------------|
| w) 業務性質改變          | <input type="checkbox"/> 141 | <input type="checkbox"/> 142 |
| x) 業務擴充至內地         | <input type="checkbox"/> 143 | <input type="checkbox"/> 144 |
| y) 中國加入世界貿易組織（WTO） | <input type="checkbox"/> 145 | <input type="checkbox"/> 146 |
| z) 更緊密經貿關係安排的實施    | <input type="checkbox"/> 147 | <input type="checkbox"/> 148 |
| aa) 海外更多商機         | <input type="checkbox"/> 149 | <input type="checkbox"/> 150 |
| ab) 內地更多商機         | <input type="checkbox"/> 151 | <input type="checkbox"/> 152 |
| ac) 本地更多商機         | <input type="checkbox"/> 153 | <input type="checkbox"/> 154 |
| ad) 世界其他各地更多商機     | <input type="checkbox"/> 155 | <input type="checkbox"/> 156 |
| ae) 其他（請註明）：_____  | <input type="checkbox"/> 157 | <input type="checkbox"/> 158 |

**與工作環境的文化差異有關因素**

- |                   |                              |                              |
|-------------------|------------------------------|------------------------------|
| af) 協調各方面文化差異     | <input type="checkbox"/> 159 | <input type="checkbox"/> 160 |
| ag) 文化差異帶來的利與害    | <input type="checkbox"/> 161 | <input type="checkbox"/> 162 |
| ah) 其他（請註明）：_____ | <input type="checkbox"/> 163 | <input type="checkbox"/> 164 |

**第二部分** (如貴公司有業務於內地或其他國家/地區, 請填妥第二部份。)

2.1 貴機構 (或母公司) 於香港及內地的主要業務  
(可選擇多項):

|                  | 香港  | 內地  |
|------------------|-----|-----|
| 市場/ 銷售           | 168 | 169 |
| 設計               | 170 | 171 |
| 貿易               | 172 | 173 |
| 財務/ 會計           | 174 | 175 |
| 零售               | 176 | 177 |
| 製造               | 178 | 179 |
| 採購               | 180 | 181 |
| 其他 (請註明) : _____ | 182 | 183 |

2.2 貴機構 (或母公司) 員工的數目:

|         |     |                      |                      |                      |                      |                      |                      |
|---------|-----|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 香港業務    | 184 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| 內地業務    | 189 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| 其他地區的業務 | 194 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

A) 香港業務中,

內地的督導人員 / 前線管理人員所佔比例 199     %

內地的中級管理人員 / 部門主管所佔比例 202     %

B) 內地業務中,

香港的督導人員 / 前線管理人員所佔比例 205     %

香港的中級管理人員 / 部門主管所佔比例 208     %

2.3 過往十二個月內, 貴機構 (或母公司) 的員工離職人數:

|    |     |                      |                      |                      |                      |                      |                      |
|----|-----|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 香港 | 211 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| 內地 | 215 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |





**未來三年內地的管理及督導人員主要培訓需求**

2.5 請細閱下列包括技巧、知識及態度等才能項目，選出(✓)十項未來三年內地的督導人員 / 前線管理人員最為需要培訓的項目。

|     |                |     |                        |
|-----|----------------|-----|------------------------|
| 228 | 對人對事善於分析       | 229 | 國際認知                   |
| 230 | 逆境智商           | 231 | 資訊科技知識及應用              |
| 232 | 營商智慧           | 233 | 激勵他人                   |
| 234 | 商業道德           | 235 | 談判技巧                   |
| 236 | 訓練與輔導下屬        | 237 | 策劃技巧                   |
| 238 | 溝通技巧           | 239 | 解決困難及作出決定              |
| 240 | 創造力            | 241 | 普通話                    |
| 242 | 危機管理           | 243 | 重視品質                   |
| 244 | 關心和照顧客戶需要      | 245 | 自我改進                   |
| 246 | 處理衝突           | 247 | 自我管理(如：時間管理、判別工作優先次序等) |
| 248 | 授權             | 249 | 責任感                    |
| 250 | 英語(講、寫)        | 251 | 壓力處理                   |
| 252 | 情緒智商           | 253 | 建立團隊                   |
| 254 | 對內地價值、文化、習慣的認識 | 255 | 團隊精神                   |
| 256 | 推行變革           | 257 | 體諒別人 / 理解他人處境          |
| 258 | 指導、訓練及講解技巧     | 259 | 願意承擔預計的風險              |
| 260 | 正直誠實           | 261 | 樂於協助他人發揮所長             |
| 262 | 人際關係技巧         |     |                        |
|     | 其他             |     |                        |
|     | 263 (1) _____  |     |                        |
|     | 264 (2) _____  |     |                        |
|     | 265 (3) _____  |     |                        |

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2.6 請細閱下列包括技巧、知識及態度等才能項目，選出(✓)十項未來三年香港的中級管理人員 / 部門主管最為需要培訓的項目。

|     |                |     |                        |
|-----|----------------|-----|------------------------|
| 267 | 對人對事善於分析       | 268 | 國際認知                   |
| 269 | 逆境智商           | 270 | 資訊科技知識及應用              |
| 271 | 營商智慧           | 272 | 激勵他人                   |
| 273 | 商業道德           | 274 | 談判技巧                   |
| 275 | 訓練與輔導下屬        | 276 | 策劃技巧                   |
| 277 | 溝通技巧           | 278 | 解決困難及作出決定              |
| 279 | 創造力            | 280 | 普通話                    |
| 281 | 危機管理           | 282 | 重視品質                   |
| 283 | 關心和照顧客戶需要      | 284 | 自我改進                   |
| 285 | 處理衝突           | 286 | 自我管理(如：時間管理、判別工作優先次序等) |
| 287 | 授權             | 288 | 責任感                    |
| 289 | 英語(講、寫)        | 290 | 壓力處理                   |
| 291 | 情緒智商           | 292 | 建立團隊                   |
| 293 | 對內地價值、文化、習慣的認識 | 294 | 團隊精神                   |
| 295 | 推行變革           | 296 | 體諒別人 / 理解他人處境          |
| 297 | 指導、訓練及講解技巧     | 298 | 願意承擔預計的風險              |
| 299 | 正直誠實           | 300 | 樂於協助他人發揮所長             |
| 301 | 人際關係技巧         |     |                        |
|     | 其他             |     |                        |
|     | 302 (1) _____  |     |                        |
|     | 303 (2) _____  |     |                        |
|     | 304 (3) _____  |     |                        |

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## 2.7 原因

下列因素可能影響了閣下在 2.5 及 2.6 的選擇。請以 1 至 6 的數字，反映每項因素的重要性。

重要性：

1 = 極低 2 = 低 3 = 中下 4 = 中上 5 = 高 6 = 極高

|                       | <u>中級管理人員/<br/>部門主管</u>      | <u>督導人員/<br/>前線管理人員</u>      |
|-----------------------|------------------------------|------------------------------|
| <b><u>與人有關因素</u></b>  |                              |                              |
| a) 裁減現有人手編制           | <input type="checkbox"/> 306 | <input type="checkbox"/> 307 |
| b) 現有人員表現未如理想         | <input type="checkbox"/> 308 | <input type="checkbox"/> 309 |
| c) 優秀僱員難求             | <input type="checkbox"/> 310 | <input type="checkbox"/> 311 |
| d) 促進員工之間的合作          | <input type="checkbox"/> 312 | <input type="checkbox"/> 313 |
| e) 產生更多創新的構思          | <input type="checkbox"/> 314 | <input type="checkbox"/> 315 |
| f) 其他（請註明）：_____      | <input type="checkbox"/> 316 | <input type="checkbox"/> 317 |
| <b><u>與產品有關因素</u></b> |                              |                              |
| g) 營運方式有變             | <input type="checkbox"/> 318 | <input type="checkbox"/> 319 |
| h) 公司服務 / 產品漸趨過時      | <input type="checkbox"/> 320 | <input type="checkbox"/> 321 |
| i) 其他（請註明）：_____      | <input type="checkbox"/> 322 | <input type="checkbox"/> 323 |
| <b><u>與市場有關因素</u></b> |                              |                              |
| j) 分散公司業務             | <input type="checkbox"/> 324 | <input type="checkbox"/> 325 |
| k) 公司業務遷往他處（包括中國內地）   | <input type="checkbox"/> 326 | <input type="checkbox"/> 327 |
| l) 來自海外競爭愈來愈劇烈        | <input type="checkbox"/> 328 | <input type="checkbox"/> 329 |
| m) 來自內地競爭愈來愈劇烈        | <input type="checkbox"/> 330 | <input type="checkbox"/> 331 |
| n) 本地業內競爭愈來愈劇烈        | <input type="checkbox"/> 332 | <input type="checkbox"/> 333 |
| o) 客戶要求愈來愈高           | <input type="checkbox"/> 334 | <input type="checkbox"/> 335 |
| p) 其他（請註明）：_____      | <input type="checkbox"/> 336 | <input type="checkbox"/> 337 |
| <b><u>與財務有關因素</u></b> |                              |                              |
| q) 外判工作減低成本           | <input type="checkbox"/> 338 | <input type="checkbox"/> 339 |
| r) 銀行融資困難             | <input type="checkbox"/> 340 | <input type="checkbox"/> 341 |
| s) 其他（請註明）：_____      | <input type="checkbox"/> 342 | <input type="checkbox"/> 343 |

中級管理人員/  
部門主管

督導人員/  
前線管理人員

**與資訊科技有關因素**

- |                                         |                              |                              |
|-----------------------------------------|------------------------------|------------------------------|
| t) 公司的生產運作、市場推廣、一般行政、<br>後勤管理等，漸多應用資訊科技 | <input type="checkbox"/> 348 | <input type="checkbox"/> 349 |
| u) 正加快以電子商貿形式經營業務                       | <input type="checkbox"/> 350 | <input type="checkbox"/> 351 |
| v) 其他（請註明）：_____                        | <input type="checkbox"/> 352 | <input type="checkbox"/> 353 |

**與經濟有關因素**

- |                    |                              |                              |
|--------------------|------------------------------|------------------------------|
| w) 業務性質改變          | <input type="checkbox"/> 354 | <input type="checkbox"/> 355 |
| x) 業務擴充至內地         | <input type="checkbox"/> 356 | <input type="checkbox"/> 357 |
| y) 中國加入世界貿易組織（WTO） | <input type="checkbox"/> 358 | <input type="checkbox"/> 359 |
| z) 更緊密經貿關係安排的實施    | <input type="checkbox"/> 360 | <input type="checkbox"/> 361 |
| aa) 海外更多商機         | <input type="checkbox"/> 362 | <input type="checkbox"/> 363 |
| ab) 內地更多商機         | <input type="checkbox"/> 364 | <input type="checkbox"/> 365 |
| ac) 本地更多商機         | <input type="checkbox"/> 366 | <input type="checkbox"/> 367 |
| ad) 世界其他各地更多商機     | <input type="checkbox"/> 368 | <input type="checkbox"/> 369 |
| ae) 其他（請註明）：_____  | <input type="checkbox"/> 370 | <input type="checkbox"/> 371 |

**與工作環境的文化差異有關因素**

- |                   |                              |                              |
|-------------------|------------------------------|------------------------------|
| af) 協調各方面文化差異     | <input type="checkbox"/> 372 | <input type="checkbox"/> 373 |
| ag) 文化差異帶來的利與害    | <input type="checkbox"/> 374 | <input type="checkbox"/> 375 |
| ah) 其他（請註明）：_____ | <input type="checkbox"/> 376 | <input type="checkbox"/> 377 |

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|                          |                          |                          |
|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|

378 379 380

**第三部分： 管理及督人員未來的訓練取向及需求**

請“✓”適當方格。

|                                             | <u>中級管理人員/<br/>部門主管</u> | <u>督導人員/<br/>前線管理人員</u> |
|---------------------------------------------|-------------------------|-------------------------|
| 3.1 貴機構有多少現職管理及督導人員，在受僱貴機構／晉升至現職位前，曾接受管理培訓？ |                         |                         |
| 有                                           | 381                     | 382                     |
| 沒有                                          | 383                     | 384                     |
| 3.2 未來三年，貴機構會為現職管理及督導人員提供多少管理培訓？            |                         |                         |
| 會                                           | 385                     | 386                     |
| 不會                                          | 387                     | 388                     |
| 3.3 未來三年，貴機構（或母公司）會否制定管理培訓計劃？               |                         |                         |
| 會                                           | 389                     | 390                     |
| 不會（請續答第 3.14 題）                             | 391                     | 392                     |
| 3.4 未來三年，貴機構（或母公司）會否安排正式的管理培訓？              |                         |                         |
| 間中                                          | 393                     | 394                     |
| 定期                                          | 395                     | 396                     |
| 不會（請續答第 3.8 題）                              | 397                     | 398                     |
| 3.5 未來三年，貴機構（或母公司）會如何安排正式的管理培訓？（可 ✓ 超過一項）   |                         |                         |
| 由機構自辦管理培訓                                   | 399                     | 400                     |
| 資助員工修讀外間夜間課程                                | 401                     | 402                     |
| 資助員工修讀外間日間課程                                | 403                     | 404                     |
| 資助員工在本地或赴海外實習或修讀課程                          | 405                     | 406                     |
| 其他（請註明）： _____                              | 407                     | 408                     |

|                                                                             | <u>中級管理人員/<br/>部門主管</u> | <u>督導人員/<br/>前線管理人員</u> |
|-----------------------------------------------------------------------------|-------------------------|-------------------------|
| 3.6 若貴機構（或母公司）未來三年會自辦管理培訓，其形式為？                                             |                         |                         |
| 在職培訓                                                                        | 414                     | 415                     |
| 職外（「脫產」）培訓                                                                  | 416                     | 417                     |
| 以上兩者                                                                        | 418                     | 419                     |
| 3.7 未來三年，貴機構（或母公司）會否有下列管理培訓資源？（可 <input checked="" type="checkbox"/> 超過一項）  |                         |                         |
| 培訓經費預算                                                                      | 420                     | 421                     |
| 培訓部門／組                                                                      | 422                     | 423                     |
| 自設培訓中心                                                                      | 424                     | 425                     |
| 自設培訓資源中心（備有書刊、錄影帶等）供職員在工餘或辦公時間內學習                                           | 426                     | 427                     |
| 全職培訓人士                                                                      | 428                     | 429                     |
| 兼職培訓人士                                                                      | 430                     | 431                     |
| 與其他機構合辦培訓課程                                                                 | 432                     | 433                     |
| 僱用外間管理培訓人士                                                                  | 434                     | 435                     |
| 出版內部培訓通訊                                                                    | 436                     | 437                     |
| 其他（請註明）：_____                                                               | 438                     | 439                     |
| （請續答第 3.9 題）                                                                |                         |                         |
| 3.8 貴機構（或母公司）未來三年不會安排管理培訓，其原因是（可 <input checked="" type="checkbox"/> 超過一項）： |                         |                         |
| 培訓資源不足                                                                      | 440                     | 441                     |
| 不認為管理培訓有價值                                                                  | 442                     | 443                     |
| 人手不足，無法派遣職員接受訓練                                                             | 444                     | 445                     |
| 不認為員工值得訓練                                                                   | 446                     | 447                     |
| 已有足夠受過良好訓練的員工                                                               | 448                     | 449                     |
| 其他（請註明）：_____                                                               | 450                     | 451                     |

|      |    |                                     |     |     |
|------|----|-------------------------------------|-----|-----|
| 3.9  | A) | 未來三年，貴機構會否資助員工修讀相關的管理課程：            |     |     |
|      |    | 會                                   | 455 | 456 |
|      |    | 不會（請續答第 3.10 題）                     | 457 | 458 |
|      | B) | 貴機構會否：                              |     |     |
|      |    | 准許他們於辦公時間內修讀                        | 459 | 460 |
|      |    | 只為他們繳付或發還學費                         | 461 | 462 |
|      |    | 兩者都會                                | 463 | 464 |
| 3.10 |    | 未來三年，貴機構會選擇下列那一種管理培訓安排？（請 ✓ 最適當的方格） |     |     |
|      | A) | 課程種類：                               |     |     |
|      |    | 可獲正式學歷資格的課程                         | 465 | 466 |
|      |    | 不頒授正式學歷資格的複修 / 增修課程                 | 467 | 468 |
|      |    | 研習班 / 研討會                           | 469 | 470 |
|      |    | 供專業資格持有人修讀的持續發展課程                   | 471 | 472 |
|      |    | 其他（請註明）： _____                      | 473 | 474 |
|      | B) | 課程期限：                               |     |     |
|      |    | 一星期以下                               | 475 | 476 |
|      |    | 一星期至一個月以下                           | 477 | 478 |
|      |    | 一個月至三個月以下                           | 479 | 480 |
|      |    | 三個月至十二個月以下                          | 481 | 482 |
|      |    | 十二個月或以上                             | 483 | 484 |
|      | C) | 上課次數：                               |     |     |
|      |    | 每星期兩次以上                             | 485 | 486 |
|      |    | 每星期兩次                               | 487 | 488 |
|      |    | 每星期一次                               | 489 | 490 |
|      |    | 少於每星期一次                             | 491 | 492 |

|                         |                         |
|-------------------------|-------------------------|
| <u>中級管理人員/<br/>部門主管</u> | <u>督導人員/<br/>前線管理人員</u> |
|-------------------------|-------------------------|

D) 每週上課日子：

平日

498

499

週末

500

501

兩者混合

502

503

E) 上課時間：

辦公時間內

504

505

下班後

506

507

兩者混合

508

509

F) 授課語言

粵語

510

511

普通話

512

513

英語

514

515

雙語（粵語 / 英語）

516

517

雙語（普通話 / 英語）

518

519

其他（請註明）： \_\_\_\_\_

520

521

3.11 A) 過去十二個月，貴機構（或母公司）曾接受有關文化差異培訓的員工人數

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  |  |  |
|--|--|--|--|--|

522

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  |  |  |
|--|--|--|--|--|

526

B) 未來三年，貴機構（或母公司）計劃在有關文化差異培訓的員工人數（每年）

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  |  |  |
|--|--|--|--|--|

530

|  |  |  |  |  |
|--|--|--|--|--|
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|--|--|--|--|--|

534

毋須填寫

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  |  |  |
|--|--|--|--|--|

538    539    540    541    542



3.12 請指出貴機構有多大機會會在未來三年採用下列管理學習方式？  
(請在每個方格填上 1 至 6 的數字)

會採用的機會：

1 = 完全沒有機會    2 = 沒有機會    3 = 不大有機會  
4 = 可能有機會    5 = 有機會    6 = 很有機會

中級管理人員/  
部門主管

督導人員/  
前線管理人員

|                     |                              |                              |
|---------------------|------------------------------|------------------------------|
| 閱讀管理資料              | <input type="checkbox"/> 543 | <input type="checkbox"/> 544 |
| 傳統的課堂講授             | <input type="checkbox"/> 545 | <input type="checkbox"/> 546 |
| 小組培訓                | <input type="checkbox"/> 547 | <input type="checkbox"/> 548 |
| 利用機構內設學習資源中心進行自修    | <input type="checkbox"/> 549 | <input type="checkbox"/> 550 |
| 透過完成與工作有關項目研究的行動學習法 | <input type="checkbox"/> 551 | <input type="checkbox"/> 552 |
| 遙距學習                | <input type="checkbox"/> 553 | <input type="checkbox"/> 554 |
| 利用電腦 / 上網 / 電子方式學習  | <input type="checkbox"/> 555 | <input type="checkbox"/> 556 |
| 個別導修                | <input type="checkbox"/> 557 | <input type="checkbox"/> 558 |
| 由管理人員從旁指導，學習管理技巧    | <input type="checkbox"/> 559 | <input type="checkbox"/> 560 |
| 其他（請註明）：_____       | <input type="checkbox"/> 561 | <input type="checkbox"/> 562 |

3.13 閣下曾否申請由政府資助的「中小企業培訓基金」？

|           |     |
|-----------|-----|
| 有         | 563 |
| 沒有        | 564 |
| 不知道有此資助計劃 | 565 |

3.14 負責發展和提高本港工商界的管理效能是高峰進修學院成立的目的之一。

A) 閣下有否接觸過有關該學院資料 / 消息 / 宣傳訊息？

|                 |     |
|-----------------|-----|
| 有               | 566 |
| 沒有（請續答第 3.15 題） | 567 |

毋須填寫

568    569    570

B) 請選出接觸這些資料 / 消息 / 宣傳訊息的途徑。(可選多過一項)

|                  |     |
|------------------|-----|
| 直接郵寄             | 571 |
| 該學院派員探訪          | 572 |
| 推廣研討會            | 573 |
| 職業講座             | 574 |
| 展覽               | 575 |
| 職業訓練局網址          | 576 |
| 該學院網址            | 577 |
| 電郵               | 578 |
| 報刊雜誌廣告 / 特刊      | 579 |
| 新聞稿              | 580 |
| 專業團體通訊           | 581 |
| 其他 (請註明) : _____ | 582 |

3.15 請指出此類調查對下列範疇的有用程度：(請在每個方格填上 1 至 4 的數字)

有用程度：

1 = 完全沒有用    2 = 不大有用    3 = 有用    4 = 非常有用

- |                          |                          |     |
|--------------------------|--------------------------|-----|
| (A) 對貴機構？                | <input type="checkbox"/> | 583 |
| (B) 對香港特區政府？             | <input type="checkbox"/> | 584 |
| (C) 對本地教育及訓練機構？          | <input type="checkbox"/> | 585 |
| (D) 對人力資源 / 人事 / 培訓專業人員？ | <input type="checkbox"/> | 586 |

3.16 閣下是否希望(經電郵)收取是次調查報告？

- |   |     |
|---|-----|
| 是 | 587 |
| 否 | 588 |

- 全卷完 -  
多謝合作

毋須填寫     
589    590    591

**2005 Survey of the Managerial Competency Profile and Management Training Needs of  
Managers and Supervisors in the Next Three Years**

**Sample Coverage & Sampling Plan**

| Employment Size | All Sectors                    |                                     |                   | Manufacturing                  |                                     |
|-----------------|--------------------------------|-------------------------------------|-------------------|--------------------------------|-------------------------------------|
|                 | No. of Companies in Population | Proposed No. of Companies in Sample | Sampling Fraction | No. of Companies in Population | Proposed No. of Companies in Sample |
| 10-19           | 18 555                         | 563                                 | 3%                | 1 246                          | 37                                  |
| 20-49           | 9 987                          | 401                                 | 4%                | 987                            | 39                                  |
| 50-99           | 2 918                          | 380                                 | 13%               | 249                            | 32                                  |
| <b>Total</b>    | <b>31 460</b>                  | <b>1 344</b>                        | <b>4.3%</b>       | <b>2 482</b>                   | <b>108</b>                          |

| Employment Size | Electricity, Gas & Water       |                                     | Construction                   |                                     | Wholesale, Retail & Import/Export Trades |                                     |
|-----------------|--------------------------------|-------------------------------------|--------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
|                 | No. of Companies in Population | Proposed No. of Companies in Sample | No. of Companies in Population | Proposed No. of Companies in Sample | No. of Companies in Population           | Proposed No. of Companies in Sample |
| 10-19           | 6                              | 6                                   | 1 745                          | 52                                  | 8 222                                    | 247                                 |
| 20-49           | 1                              | 1                                   | 698                            | 28                                  | 3 724                                    | 149                                 |
| 50-99           | -                              | -                                   | 189                            | 25                                  | 775                                      | 101                                 |
| <b>Total</b>    | <b>7</b>                       | <b>7</b>                            | <b>2 632</b>                   | <b>105</b>                          | <b>12 721</b>                            | <b>497</b>                          |

| Employment Size | Restaurants & Hotels           |                                     | Transport, Storage & Communication |                                     | Financing, Insurance, Real Estate & Business Services |                                     |
|-----------------|--------------------------------|-------------------------------------|------------------------------------|-------------------------------------|-------------------------------------------------------|-------------------------------------|
|                 | No. of Companies in Population | Proposed No. of Companies in Sample | No. of Companies in Population     | Proposed No. of Companies in Sample | No. of Companies in Population                        | Proposed No. of Companies in Sample |
| 10-19           | 1 921                          | 59                                  | 1 379                              | 41                                  | 2 314                                                 | 69                                  |
| 20-49           | 1 250                          | 50                                  | 743                                | 30                                  | 1 439                                                 | 58                                  |
| 50-99           | 441                            | 58                                  | 187                                | 24                                  | 383                                                   | 50                                  |
| <b>Total</b>    | <b>3 612</b>                   | <b>167</b>                          | <b>2 309</b>                       | <b>95</b>                           | <b>4 136</b>                                          | <b>177</b>                          |

| Employment Size | Community, Social & Personal Services |                                     |
|-----------------|---------------------------------------|-------------------------------------|
|                 | No. of Companies in Population        | Proposed No. of Companies in Sample |
| 10-19           | 1 722                                 | 52                                  |
| 20-49           | 1 145                                 | 46                                  |
| 50-99           | 694                                   | 90                                  |
| <b>Total</b>    | <b>3 561</b>                          | <b>188</b>                          |

## 二 五年管理及督導人員未來三年管理才能需求及訓練調查

抽樣範圍及抽樣方法

| 行業        | 所有行業          |              |             | 製造           |            |
|-----------|---------------|--------------|-------------|--------------|------------|
|           | 機構數目          | 抽樣數目         | 抽樣分數        | 機構數目         | 抽樣數目       |
| 10-19     | 18 555        | 563          | 3%          | 1 246        | 37         |
| 20-49     | 9 987         | 401          | 4%          | 987          | 39         |
| 50-99     | 2 918         | 380          | 13%         | 249          | 32         |
| <b>總計</b> | <b>31 460</b> | <b>1 344</b> | <b>4.3%</b> | <b>2 482</b> | <b>108</b> |

| 行業        | 水、電、氣體燃料 |          | 建造           |            | 零售批發及出入口      |            |
|-----------|----------|----------|--------------|------------|---------------|------------|
|           | 機構數目     | 抽樣數目     | 機構數目         | 抽樣數目       | 機構數目          | 抽樣數目       |
| 10-19     | 6        | 6        | 1 745        | 52         | 8 222         | 247        |
| 20-49     | 1        | 1        | 698          | 28         | 3 724         | 149        |
| 50-99     | -        | -        | 189          | 25         | 775           | 101        |
| <b>總計</b> | <b>7</b> | <b>7</b> | <b>2 632</b> | <b>105</b> | <b>12 721</b> | <b>497</b> |

| 行業           | 食肆及酒店        |            | 運輸、儲存、通訊     |           | 金融、保險、房地產及商業服務 |            |
|--------------|--------------|------------|--------------|-----------|----------------|------------|
|              | 機構數目         | 抽樣數目       | 機構數目         | 抽樣數目      | 機構數目           | 抽樣數目       |
| 10-19        | 1 921        | 59         | 1 379        | 41        | 2 314          | 69         |
| 20-49        | 1 250        | 50         | 743          | 30        | 1 439          | 58         |
| 50-99        | 441          | 58         | 187          | 24        | 383            | 50         |
| <b>Total</b> | <b>3 612</b> | <b>167</b> | <b>2 309</b> | <b>95</b> | <b>4 136</b>   | <b>177</b> |

| 行業           | 社區、社會及個人服務   |            |
|--------------|--------------|------------|
|              | 機構數目         | 抽樣數目       |
| 10-19        | 1 722        | 52         |
| 20-49        | 1 145        | 46         |
| 50-99        | 694          | 90         |
| <b>Total</b> | <b>3 561</b> | <b>188</b> |

**2005 Survey of the Managerial Competency Profile and  
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**Analysis of Result of Enumeration**

| <b>Branch</b><br><b>Results</b>                 | <b>1</b>   | <b>2</b> | <b>3</b>   | <b>4</b>   | <b>5</b>   | <b>6</b>  | <b>7</b>   | <b>8</b>   | <b>Total</b> |
|-------------------------------------------------|------------|----------|------------|------------|------------|-----------|------------|------------|--------------|
| Closed                                          |            |          | 1          | 2          | 5          | 2         | 2          | 1          | 13           |
| Door-locked                                     | 1          |          | 1          |            |            |           |            |            | 2            |
| Moved, Address Cannot<br>be Located/Untraceable | 4          |          | 7          | 7          | 21         | 2         |            | 2          | 43           |
| Non-contact                                     | 4          |          | 11         | 37         | 5          | 5         | 13         | 6          | 81           |
| Not Engaged in<br>Specified Trade               | 7          | 1        | 21         | 41         | 12         | 9         | 17         | 17         | 125          |
| Refusal                                         | 3          | 1        | 1          | 25         |            | 5         | 11         | 8          | 54           |
| Registered Office /<br>Corresponding Address    |            |          |            | 3          |            |           | 5          |            | 8            |
| Response                                        | 91         | 5        | 53         | 374        | 121        | 67        | 125        | 152        | 988          |
| Temporary Ceased                                |            |          | 9          | 6          | 3          | 4         | 5          | 1          | 28           |
| Vacant                                          |            |          |            | 1          |            | 1         |            |            | 2            |
| <b>Total</b>                                    | <b>110</b> | <b>7</b> | <b>104</b> | <b>496</b> | <b>167</b> | <b>95</b> | <b>178</b> | <b>187</b> | <b>1 344</b> |

Branch 1 : Manufacturing

Branch 2 : Electricity, Gas & Water

Branch 3 : Construction

Branch 4 : Wholesale, Retail & Import/Export Trades

Branch 5 : Restaurants & Hotels

Branch 6 : Transport, Storage & Communication

Branch 7 : Finance, Insurance, Real Estate & Business Services

Branch 8 : Community, Social & Personal Services

**二 五年管理及督導人員  
未來三年管理才能需求及訓練調查**

**整體機構數目分析**

| 行業<br>機構數目 | 1          | 2        | 3          | 4          | 5          | 6         | 7          | 8          | 總數           |
|------------|------------|----------|------------|------------|------------|-----------|------------|------------|--------------|
| 停業         |            |          | 1          | 2          | 5          | 2         | 2          | 1          | 13           |
| 大門鎖上       | 1          |          | 1          |            |            |           |            |            | 2            |
| 已搬遷 / 地址不詳 | 4          |          | 7          | 7          | 21         | 2         |            | 2          | 43           |
| 無法聯絡       | 4          |          | 11         | 37         | 5          | 5         | 13         | 6          | 81           |
| 沒有從事有關行業   | 7          | 1        | 21         | 41         | 12         | 9         | 17         | 17         | 125          |
| 拒絕回覆       | 3          | 1        | 1          | 25         |            | 5         | 11         | 8          | 54           |
| 註冊辦事處      |            |          |            | 3          |            |           | 5          |            | 8            |
| 回覆         | 91         | 5        | 53         | 374        | 121        | 67        | 125        | 152        | 988          |
| 暫時停業       |            |          | 9          | 6          | 3          | 4         | 5          | 1          | 28           |
| 空置         |            |          |            | 1          |            | 1         |            |            | 2            |
| <b>總數</b>  | <b>110</b> | <b>7</b> | <b>104</b> | <b>496</b> | <b>167</b> | <b>95</b> | <b>178</b> | <b>187</b> | <b>1 344</b> |

- 行業 1 : 製造  
 行業 2 : 水、電、氣體燃料  
 行業 3 : 建造  
 行業 4 : 零售批發及出入口  
 行業 5 : 食肆及酒店  
 行業 6 : 運輸、儲存、通訊  
 行業 7 : 金融、保險、房地產及商業服務  
 行業 8 : 社區、社會及個人服務

**Committee on Management and Supervisory Training of the Vocational Training Council**

**2005 Survey of the Managerial Competency Profile and  
Management Training Needs of Managers and  
Supervisors in the Next Three Years**

**Definition of Managerial Competencies**

|     | <b><u>Managerial Competency</u></b>         | <b><u>Definition</u></b>                                                                                                                   |
|-----|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| 1/  | Analytical in Approach to People & Problems | - Analyses the situation, identifies the key elements, pinpoints the causes and deals with the issue or problem objectively.               |
| 2/  | AQ (Adversity Quotient)                     | - Understands adversity well and is able to surmount it.                                                                                   |
| 3/  | Business Acumen                             | - Is knowledgeable in current and possible future policies, practices, trends and information affecting his/her business and organisation. |
| 4/  | Business Ethics                             | - Understands and complies with the principles and rules about what is morally right and wrong in his/her business and profession.         |
| 5/  | Coaching & Counseling                       | - Initiates contact with subordinates to improve their performance and helps them with empathy to overcome difficult situations.           |
| 6/  | Communication Skills                        | - Delivers his or her ideas clearly and listens attentively to the comments of others in return.                                           |
| 7/  | Creativity and Innovation                   | - Generates new and innovative but practical approaches in dealing with problems or handling routine and non-routine tasks.                |
| 8/  | Crisis Management                           | - Develops and implements strategic crisis response, business recovery plans and processes.                                                |
| 9/  | Customer Concern                            | - Identifies customers' needs and ensures that they receive the service they require; keeps in close contact with customers.               |
| 10/ | Dealing with Conflict                       | - Anticipates and manages conflict as it arises and uses conflict productively as a means of developing new solutions to problems.         |

| <b><u>Managerial Competency</u></b>                     | <b><u>Definition</u></b>                                                                                                                                                        |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11/ Delegation                                          | - Delegates both routine and important tasks and decisions clearly, and tends to trust people to perform.                                                                       |
| 12/ English (spoken and written)                        | - Is good in both spoken and written English.                                                                                                                                   |
| 13/ EQ (Emotional Quotient)                             | - Is able to express anger appropriately without resorting to violence, demonstrates concerned and considerate behaviour towards others.                                        |
| 14/ Knowledge of Value, Culture, Habits of the Mainland | - Understands well the value, culture and habits of the local people in Mainland China and applies this knowledge to his/her job effectively.                                   |
| 15/ Implementing Change                                 | - Is sensitive and positive in coping with the changes which impact upon the operation of the organisation.                                                                     |
| 16/ Instructional, Training and Presentation Skills     | - Is effective in a variety of formal presentation settings, e.g. one-to-one, small and large groups etc.                                                                       |
| 17/ Integrity and Trust                                 | - Is widely trusted and is seen as a direct, truthful individual.                                                                                                               |
| 18/ Interpersonal Skills                                | - Relates well to all kinds of people, and builds constructive and effective relationships.                                                                                     |
| 19/ International Exposure & Knowledge                  | - Has the experience of working in and knowledge about international organizations or environment; is able to apply them in his/her job effectively.                            |
| 20/ IT Knowledge and Application                        | - Has the required IT knowledge and skills, able to apply to the job effectively.                                                                                               |
| 21/ Motivating Others                                   | - Understands each person's capabilities and interests and uses this knowledge to get the best out of him/her, creates a climate in which people want to do their best.         |
| 22/ Negotiation Skills                                  | - Negotiates skillfully in tough situations with both internal and external groups, settles differences with minimum noise and wins concessions without damaging relationships. |
| 23/ Planning Skills                                     | - Sets priorities and schedules activities that have an effect on his or her own work efficiency.                                                                               |
| 24/ Problem Solving and Decision Making                 | - Is willing to accept responsibility and make decisions within his or her own authority.                                                                                       |



| <b><u>Managerial Competency</u></b>                              | <b><u>Definition</u></b>                                                                                                                                                             |
|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 25/ Putonghua                                                    | - Speaks fluent Putonghua/Mandarin.                                                                                                                                                  |
| 26/ Quality Conscious/Quality Minded                             | - Is dedicated to providing the highest quality products and services which meet the needs and requirements of internal and external customers.                                      |
| 27/ Self Improvement                                             | - Is personally committed to and actively works towards continuously improving him/herself.                                                                                          |
| 28/ Self Management (e.g. time management, prioritization, etc.) | - Maintains a conscious balance between work and personal life, and uses his/her time effectively and efficiently by concentrating his/her efforts on the more important priorities. |
| 29/ Sense of Responsibility                                      | - Does not shirk personal responsibility and can be relied on.                                                                                                                       |
| 30/ Stress Management                                            | - Understands the causes of stress, and then copes with, controls and reduces it in the most effective way.                                                                          |
| 31/ Team Building                                                | - Involves others and builds teams in which others feel valued and which have shared goals.                                                                                          |
| 32/ Team Spirit                                                  | - Creates strong morale and spirit in his/her team, shares wins and successes and creates a feeling of belonging in the team.                                                        |
| 33/ Understanding of Others/Empathy                              | - Is aware of the strengths and weaknesses of work partners, predicts what others will do across different situations and motivates and drives people to behave as they do.          |
| 34/ Willingness to Take Calculated Risks                         | - Is able to anticipate risk, enters new areas after analysing the situation but accepting that risks are unavoidable, and calculates the odds of failure or success                 |
| 35/ Zealous in Developing Talent/Potential in Others             | - Is a good judge of talent, articulates the strengths and limitations of people; and accurately projects what people are likely to do across a variety of situations.               |

管理及督導訓練委員會

二 五年管理及督導人員未來三年管理才能需求及訓練調查

管理才能及表現描述

| <u>管理才能</u>           | <u>描述</u>                              |
|-----------------------|----------------------------------------|
| 1/ 對人對事善於分析           | - 能分析形勢、認清重點，客觀地處理問題。                  |
| 2/ 逆境智商               | - 充分了解逆境，並有能力克服困難。                     |
| 3/ 營商智慧               | - 對可能影響業務、機構的政策、趨勢、資料等瞭如指掌。            |
| 4/ 商業道德               | - 能夠了解並遵守其業務及專業之操守及道德。                 |
| 5/ 訓練與輔導下屬            | - 主動與下屬建立良好關係，改善其工作能力，了解其情況並協助他們解決困難。  |
| 6/ 溝通技巧               | - 能專心聆聽別人的意見，亦能清晰表達自己的見解。              |
| 7/ 創造力                | - 以富創意又可行的方法，處理各項事務及困難。                |
| 8/ 危機管理               | - 發展推行危機應對策略、業務重整計劃及步驟。                |
| 9/ 關心客戶需要             | - 與客戶保持緊密連繫，認清客戶需要，提供適當服務。             |
| 10/ 處理衝突              | - 能預計衝突出現，適時處理，找出解決困難的方法。              |
| 11/ 授權                | - 將日常及重要工作、決策等清楚授權下屬執行。                |
| 12/ 英語（講、寫）           | - 英語講、寫流暢。                             |
| 13/ 情緒智商              | - 能適當地表達憤怒情緒，不會訴諸暴力，懂得為他人設想。           |
| 14/ 對中國國內的價值、文化及習慣的認識 | - 能夠了解中國國內的價值、文化及習慣，並能將有關知識有效地運用於其工作上。 |
| 15/ 推行改革              | - 對轉變先知先覺，並以正面的態度應付隨之而來的衝擊。            |
| 16/ 指導、訓練及講解技巧        | - 能在個別接觸、小組或大型場合有效地運用講解技巧。             |

## 管理才能

## 描述

- |                            |   |                                           |
|----------------------------|---|-------------------------------------------|
| 17/ 正直誠實                   | - | 廣獲信賴，為人坦誠可靠。                              |
| 18/ 人際關係技巧                 | - | 能與別人有效溝通，積極建立良好關係。                        |
| 19/ 國際經驗及知識                | - | 擁有在國際機構或國際環境工作所獲得之經驗及知識，並能有效地運用於其工作上。     |
| 20/ 資訊科技知識及應用              | - | 具備所需資訊科技知識及技能，並有效應用在工作上。                  |
| 21/ 激勵他人                   | - | 了解各人所長及興趣，善加利用；激勵員工勉力工作。                  |
| 22/ 談判技巧                   | - | 面對內外困難時仍能有技巧地磋商；在不影響彼此關係的情況下，輕易化解分歧，達成共識。 |
| 23/ 策劃技巧                   | - | 能定出事情的優先次序，編排工作以提高效率。                     |
| 24/ 解決困難及作出決定              | - | 勇於承擔責任，並能在職權範圍內當機立斷。                      |
| 25/ 普通話                    | - | 流利普通話／國語。                                 |
| 26/ 重視品質                   | - | 致力提供優質產品及服務，應付機構內外客戶的需要。                  |
| 27/ 自我改進                   | - | 不斷努力，積極求進。                                |
| 28/ 自我管理（如：時間管理、判別工作優先次序等） | - | 在工作與個人生活之間保持平衡，善用時間，優次有序。                 |
| 29/ 責任感                    | - | 可靠，不會推卸責任。                                |
| 30/ 壓力處理                   | - | 了解壓力成因，並能有效地應付、控制和消滅壓力。                   |
| 31/ 建立團隊                   | - | 讓其他人參與工作；建立工作團隊，有一致的目標，令成員感到受尊重。          |
| 32/ 團隊精神                   | - | 重視團隊士氣和精神，與夥伴分享成果，讓他們對團隊產生歸屬感。            |
| 33/ 體諒別人／理解他人處境            | - | 了解工作夥伴的長處和短處，能設身處地，激勵和推動他人。               |
| 34/ 願意承擔預計的風險              | - | 能預計風險、分析形勢、於衡量成敗得失之後開拓新領域。                |
| 35/ 樂於協助他人發揮所長             | - | 欣賞他人才華，了解他們的長處和短處，能準確估計各人的處事方式。           |

## Key Statistical Tables

**Table 3.1-M : Management Training for Managers Prior to their Appointment  
by Principal Line of Business by Employment Size**  
**表 3.1-M : 管理人員接受職前管理訓練的情況**

| Principal Line of Business<br>主要業務                                         | Employment Size<br>員工人數 | Yes<br>有    |               | No<br>無      |               | Total<br>總數  |
|----------------------------------------------------------------------------|-------------------------|-------------|---------------|--------------|---------------|--------------|
|                                                                            |                         | No.         | %             | No.          | %             |              |
| Manufacturing<br>製造                                                        | 10 - 19                 | 130         | 19.55%        | 535          | 80.45%        | 665          |
|                                                                            | 20 - 49                 | 99          | 16.28%        | 509          | 83.72%        | 608          |
|                                                                            | 50 - 99                 | 77          | 23.33%        | 253          | 76.67%        | 330          |
|                                                                            | <b>Total</b>            | <b>306</b>  | <b>19.09%</b> | <b>1297</b>  | <b>80.91%</b> | <b>1603</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                     | 10 - 19                 | 2           | 50.00%        | 2            | 50.00%        | 4            |
|                                                                            | 20 - 49                 | 0           | 0.00%         | 1            | 100.00%       | 1            |
|                                                                            | <b>Total</b>            | <b>2</b>    | <b>40.00%</b> | <b>3</b>     | <b>60.00%</b> | <b>5</b>     |
| Construction<br>建造                                                         | 10 - 19                 | 109         | 23.59%        | 353          | 76.41%        | 462          |
|                                                                            | 20 - 49                 | 8           | 2.48%         | 315          | 97.52%        | 323          |
|                                                                            | 50 - 99                 | 97          | 62.99%        | 57           | 37.01%        | 154          |
|                                                                            | <b>Total</b>            | <b>214</b>  | <b>22.79%</b> | <b>725</b>   | <b>77.21%</b> | <b>939</b>   |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                     | 10 - 19                 | 926         | 18.49%        | 4081         | 81.51%        | 5007         |
|                                                                            | 20 - 49                 | 723         | 28.23%        | 1838         | 71.77%        | 2561         |
|                                                                            | 50 - 99                 | 361         | 48.78%        | 379          | 51.22%        | 740          |
|                                                                            | <b>Total</b>            | <b>2010</b> | <b>24.19%</b> | <b>6298</b>  | <b>75.81%</b> | <b>8308</b>  |
| Restaurants and Hotels<br>食肆及酒店                                            | 10 - 19                 | 66          | 8.74%         | 689          | 91.26%        | 755          |
|                                                                            | 20 - 49                 | 158         | 30.15%        | 366          | 69.85%        | 524          |
|                                                                            | 50 - 99                 | 128         | 38.10%        | 208          | 61.90%        | 336          |
|                                                                            | <b>Total</b>            | <b>352</b>  | <b>21.80%</b> | <b>1263</b>  | <b>78.20%</b> | <b>1615</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                           | 10 - 19                 | 66          | 9.71%         | 614          | 90.29%        | 680          |
|                                                                            | 20 - 49                 | 180         | 34.62%        | 340          | 65.38%        | 520          |
|                                                                            | 50 - 99                 | 71          | 41.04%        | 102          | 58.96%        | 173          |
|                                                                            | <b>Total</b>            | <b>317</b>  | <b>23.09%</b> | <b>1056</b>  | <b>76.91%</b> | <b>1373</b>  |
| Finance, Insurance, Real Estate<br>and Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 454         | 33.53%        | 900          | 66.47%        | 1354         |
|                                                                            | 20 - 49                 | 393         | 35.89%        | 702          | 64.11%        | 1095         |
|                                                                            | 50 - 99                 | 148         | 52.48%        | 134          | 47.52%        | 282          |
|                                                                            | <b>Total</b>            | <b>995</b>  | <b>36.43%</b> | <b>1736</b>  | <b>63.57%</b> | <b>2731</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                      | 10 - 19                 | 329         | 40.37%        | 486          | 59.63%        | 815          |
|                                                                            | 20 - 49                 | 349         | 43.30%        | 457          | 56.70%        | 806          |
|                                                                            | 50 - 99                 | 295         | 46.68%        | 337          | 53.32%        | 632          |
|                                                                            | <b>Total</b>            | <b>973</b>  | <b>43.19%</b> | <b>1280</b>  | <b>56.81%</b> | <b>2253</b>  |
| ALL<br>整體                                                                  | 10 - 19                 | 2082        | 21.37%        | 7660         | 78.63%        | 9742         |
|                                                                            | 20 - 49                 | 1910        | 29.67%        | 4528         | 70.33%        | 6438         |
|                                                                            | 50 - 99                 | 1177        | 44.47%        | 1470         | 55.53%        | 2647         |
|                                                                            | <b>Total</b>            | <b>5169</b> | <b>27.46%</b> | <b>13658</b> | <b>72.54%</b> | <b>18827</b> |

**Table 3.1-S : Management Training for Supervisor Prior to their Appointment  
by Principal Line of Business by Employment Size**  
**表 3.1-S : 督導人員接受職前管理訓練的情況**

| Principal Line of Business<br>主要業務                                          | Employment Size<br>員工人數 | Yes<br>有    |               | No<br>無      |               | Total<br>總數  |
|-----------------------------------------------------------------------------|-------------------------|-------------|---------------|--------------|---------------|--------------|
|                                                                             |                         | No.         | %             | No.          | %             |              |
| Manufacturing<br>製造                                                         | 10 - 19                 | 130         | 14.67%        | 756          | 85.33%        | 886          |
|                                                                             | 20 - 49                 | 131         | 18.99%        | 559          | 81.01%        | 690          |
|                                                                             | 50 - 99                 | 69          | 20.41%        | 269          | 79.59%        | 338          |
|                                                                             | <b>Total</b>            | <b>330</b>  | <b>17.24%</b> | <b>1584</b>  | <b>82.76%</b> | <b>1914</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                      | 10 - 19                 | 2           | 66.67%        | 1            | 33.33%        | 3            |
|                                                                             | 20 - 49                 | 0           | 0.00%         | 1            | 100.00%       | 1            |
|                                                                             | <b>Total</b>            | <b>2</b>    | <b>50.00%</b> | <b>2</b>     | <b>50.00%</b> | <b>4</b>     |
| Construction<br>建造                                                          | 10 - 19                 | 75          | 12.10%        | 545          | 87.90%        | 620          |
|                                                                             | 20 - 49                 | 16          | 3.78%         | 407          | 96.22%        | 423          |
|                                                                             | 50 - 99                 | 90          | 50.28%        | 89           | 49.72%        | 179          |
|                                                                             | <b>Total</b>            | <b>181</b>  | <b>14.81%</b> | <b>1041</b>  | <b>85.19%</b> | <b>1222</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                      | 10 - 19                 | 934         | 15.71%        | 5012         | 84.29%        | 5946         |
|                                                                             | 20 - 49                 | 574         | 22.13%        | 2020         | 77.87%        | 2594         |
|                                                                             | 50 - 99                 | 353         | 46.57%        | 405          | 53.43%        | 758          |
|                                                                             | <b>Total</b>            | <b>1861</b> | <b>20.02%</b> | <b>7437</b>  | <b>79.98%</b> | <b>9298</b>  |
| Restaurants and Hotels<br>食肆及酒店                                             | 10 - 19                 | 92          | 7.25%         | 1177         | 92.75%        | 1269         |
|                                                                             | 20 - 49                 | 215         | 26.41%        | 599          | 73.59%        | 814          |
|                                                                             | 50 - 99                 | 142         | 34.80%        | 266          | 65.20%        | 408          |
|                                                                             | <b>Total</b>            | <b>449</b>  | <b>18.02%</b> | <b>2042</b>  | <b>81.98%</b> | <b>2491</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                            | 10 - 19                 | 66          | 7.85%         | 775          | 92.15%        | 841          |
|                                                                             | 20 - 49                 | 214         | 36.46%        | 373          | 63.54%        | 587          |
|                                                                             | 50 - 99                 | 71          | 41.04%        | 102          | 58.96%        | 173          |
|                                                                             | <b>Total</b>            | <b>351</b>  | <b>21.92%</b> | <b>1250</b>  | <b>78.08%</b> | <b>1601</b>  |
| Finance, Insurance, Real Estate<br>and Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 355         | 25.12%        | 1058         | 74.88%        | 1413         |
|                                                                             | 20 - 49                 | 386         | 38.14%        | 626          | 61.86%        | 1012         |
|                                                                             | 50 - 99                 | 115         | 38.46%        | 184          | 61.54%        | 299          |
|                                                                             | <b>Total</b>            | <b>856</b>  | <b>31.42%</b> | <b>1868</b>  | <b>68.58%</b> | <b>2724</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                       | 10 - 19                 | 318         | 29.58%        | 757          | 70.42%        | 1075         |
|                                                                             | 20 - 49                 | 290         | 30.62%        | 657          | 69.38%        | 947          |
|                                                                             | 50 - 99                 | 247         | 39.14%        | 384          | 60.86%        | 631          |
|                                                                             | <b>Total</b>            | <b>855</b>  | <b>32.23%</b> | <b>1798</b>  | <b>67.77%</b> | <b>2653</b>  |
| ALL<br>整體                                                                   | 10 - 19                 | 1972        | 16.36%        | 10081        | 83.64%        | 12053        |
|                                                                             | 20 - 49                 | 1826        | 25.83%        | 5242         | 74.17%        | 7068         |
|                                                                             | 50 - 99                 | 1087        | 39.02%        | 1699         | 60.98%        | 2786         |
|                                                                             | <b>Total</b>            | <b>4885</b> | <b>22.30%</b> | <b>17022</b> | <b>77.70%</b> | <b>21907</b> |

**Table 3.2-M : Management Training for Managers in the Next Three Years  
by Principal Line of Business by Employment Size**  
**表 3.2-M : 機構在未來三年提供管理人員入職後管理訓練的情況**

| Principal Line of Business<br>主要業務                                          | Employment Size<br>員工人數 | Yes<br>有    |               | No<br>無      |               | Total<br>總數  |
|-----------------------------------------------------------------------------|-------------------------|-------------|---------------|--------------|---------------|--------------|
|                                                                             |                         | No.         | %             | No.          | %             |              |
| Manufacturing<br>製造                                                         | 10 - 19                 | 156         | 23.46%        | 509          | 76.54%        | 665          |
|                                                                             | 20 - 49                 | 180         | 29.61%        | 428          | 70.39%        | 608          |
|                                                                             | 50 - 99                 | 109         | 33.03%        | 221          | 66.97%        | 330          |
|                                                                             | <b>Total</b>            | <b>445</b>  | <b>27.76%</b> | <b>1158</b>  | <b>72.24%</b> | <b>1603</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                      | 10 - 19                 | 3           | 75.00%        | 1            | 25.00%        | 4            |
|                                                                             | 20 - 49                 | 0           | 0.00%         | 1            | 100.00%       | 1            |
|                                                                             | <b>Total</b>            | <b>3</b>    | <b>60.00%</b> | <b>2</b>     | <b>40.00%</b> | <b>5</b>     |
| Construction<br>建造                                                          | 10 - 19                 | 160         | 34.63%        | 302          | 65.37%        | 462          |
|                                                                             | 20 - 49                 | 124         | 38.39%        | 199          | 61.61%        | 323          |
|                                                                             | 50 - 99                 | 81          | 52.60%        | 73           | 47.40%        | 154          |
|                                                                             | <b>Total</b>            | <b>365</b>  | <b>38.87%</b> | <b>574</b>   | <b>61.13%</b> | <b>939</b>   |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                      | 10 - 19                 | 1197        | 23.91%        | 3810         | 76.09%        | 5007         |
|                                                                             | 20 - 49                 | 1145        | 44.71%        | 1416         | 55.29%        | 2561         |
|                                                                             | 50 - 99                 | 478         | 64.59%        | 262          | 35.41%        | 740          |
|                                                                             | <b>Total</b>            | <b>2820</b> | <b>33.94%</b> | <b>5488</b>  | <b>66.06%</b> | <b>8308</b>  |
| Restaurants and Hotels<br>食肆及酒店                                             | 10 - 19                 | 99          | 13.11%        | 656          | 86.89%        | 755          |
|                                                                             | 20 - 49                 | 233         | 44.47%        | 291          | 55.53%        | 524          |
|                                                                             | 50 - 99                 | 133         | 39.58%        | 203          | 60.42%        | 336          |
|                                                                             | <b>Total</b>            | <b>465</b>  | <b>28.79%</b> | <b>1150</b>  | <b>71.21%</b> | <b>1615</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                            | 10 - 19                 | 100         | 14.71%        | 580          | 85.29%        | 680          |
|                                                                             | 20 - 49                 | 156         | 30.00%        | 364          | 70.00%        | 520          |
|                                                                             | 50 - 99                 | 93          | 53.76%        | 80           | 46.24%        | 173          |
|                                                                             | <b>Total</b>            | <b>349</b>  | <b>25.42%</b> | <b>1024</b>  | <b>74.58%</b> | <b>1373</b>  |
| Finance, Insurance, Real Estate<br>and Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 446         | 32.94%        | 908          | 67.06%        | 1354         |
|                                                                             | 20 - 49                 | 445         | 40.64%        | 650          | 59.36%        | 1095         |
|                                                                             | 50 - 99                 | 183         | 64.89%        | 99           | 35.11%        | 282          |
|                                                                             | <b>Total</b>            | <b>1074</b> | <b>39.33%</b> | <b>1657</b>  | <b>60.67%</b> | <b>2731</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                       | 10 - 19                 | 337         | 41.35%        | 478          | 58.65%        | 815          |
|                                                                             | 20 - 49                 | 498         | 61.79%        | 308          | 38.21%        | 806          |
|                                                                             | 50 - 99                 | 439         | 69.46%        | 193          | 30.54%        | 632          |
|                                                                             | <b>Total</b>            | <b>1274</b> | <b>56.55%</b> | <b>979</b>   | <b>43.45%</b> | <b>2253</b>  |
| ALL<br>整體                                                                   | 10 - 19                 | 2498        | 25.64%        | 7244         | 74.36%        | 9742         |
|                                                                             | 20 - 49                 | 2781        | 43.20%        | 3657         | 56.80%        | 6438         |
|                                                                             | 50 - 99                 | 1516        | 57.27%        | 1131         | 42.73%        | 2647         |
|                                                                             | <b>Total</b>            | <b>6795</b> | <b>36.09%</b> | <b>12032</b> | <b>63.91%</b> | <b>18827</b> |

**Table 3.2-S : Management Training for Supervisors in the Next Three Years  
by Principal Line of Business by Employment Size**  
**表 3.2-S : 機構在未來三年提供督導人員入職後管理訓練的情況**

| Principal Line of Business<br>主要業務                                         | Employment Size<br>員工人數 | Yes<br>有    |               | No<br>無      |               | Total<br>總數  |
|----------------------------------------------------------------------------|-------------------------|-------------|---------------|--------------|---------------|--------------|
|                                                                            |                         | No.         | %             | No.          | %             |              |
| Manufacturing<br>製造                                                        | 10 - 19                 | 156         | 17.61%        | 730          | 82.39%        | 886          |
|                                                                            | 20 - 49                 | 156         | 22.61%        | 534          | 77.39%        | 690          |
|                                                                            | 50 - 99                 | 101         | 29.88%        | 237          | 70.12%        | 338          |
|                                                                            | <b>Total</b>            | <b>413</b>  | <b>21.58%</b> | <b>1501</b>  | <b>78.42%</b> | <b>1914</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                     | 10 - 19                 | 2           | 66.67%        | 1            | 33.33%        | 3            |
|                                                                            | 20 - 49                 | 0           | 0.00%         | 1            | 100.00%       | 1            |
|                                                                            | <b>Total</b>            | <b>2</b>    | <b>50.00%</b> | <b>2</b>     | <b>50.00%</b> | <b>4</b>     |
| Construction<br>建造                                                         | 10 - 19                 | 126         | 20.32%        | 494          | 79.68%        | 620          |
|                                                                            | 20 - 49                 | 165         | 39.01%        | 258          | 60.99%        | 423          |
|                                                                            | 50 - 99                 | 98          | 54.75%        | 81           | 45.25%        | 179          |
|                                                                            | <b>Total</b>            | <b>389</b>  | <b>31.83%</b> | <b>833</b>   | <b>68.17%</b> | <b>1222</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                     | 10 - 19                 | 1289        | 21.68%        | 4657         | 78.32%        | 5946         |
|                                                                            | 20 - 49                 | 1054        | 40.63%        | 1540         | 59.37%        | 2594         |
|                                                                            | 50 - 99                 | 478         | 63.06%        | 280          | 36.94%        | 758          |
|                                                                            | <b>Total</b>            | <b>2821</b> | <b>30.34%</b> | <b>6477</b>  | <b>69.66%</b> | <b>9298</b>  |
| Restaurants and Hotels<br>食肆及酒店                                            | 10 - 19                 | 157         | 12.37%        | 1112         | 87.63%        | 1269         |
|                                                                            | 20 - 49                 | 365         | 44.84%        | 449          | 55.16%        | 814          |
|                                                                            | 50 - 99                 | 142         | 34.80%        | 266          | 65.20%        | 408          |
|                                                                            | <b>Total</b>            | <b>664</b>  | <b>26.66%</b> | <b>1827</b>  | <b>73.34%</b> | <b>2491</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                           | 10 - 19                 | 134         | 15.93%        | 707          | 84.07%        | 841          |
|                                                                            | 20 - 49                 | 223         | 37.99%        | 364          | 62.01%        | 587          |
|                                                                            | 50 - 99                 | 93          | 53.76%        | 80           | 46.24%        | 173          |
|                                                                            | <b>Total</b>            | <b>450</b>  | <b>28.11%</b> | <b>1151</b>  | <b>71.89%</b> | <b>1601</b>  |
| Finance, Insurance, Real Estate<br>and Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 471         | 33.33%        | 942          | 66.67%        | 1413         |
|                                                                            | 20 - 49                 | 412         | 40.71%        | 600          | 59.29%        | 1012         |
|                                                                            | 50 - 99                 | 208         | 69.57%        | 91           | 30.43%        | 299          |
|                                                                            | <b>Total</b>            | <b>1091</b> | <b>40.05%</b> | <b>1633</b>  | <b>59.95%</b> | <b>2724</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                      | 10 - 19                 | 462         | 42.98%        | 613          | 57.02%        | 1075         |
|                                                                            | 20 - 49                 | 498         | 52.59%        | 449          | 47.41%        | 947          |
|                                                                            | 50 - 99                 | 414         | 65.61%        | 217          | 34.39%        | 631          |
|                                                                            | <b>Total</b>            | <b>1374</b> | <b>51.79%</b> | <b>1279</b>  | <b>48.21%</b> | <b>2653</b>  |
| ALL<br>整體                                                                  | 10 - 19                 | 2797        | 23.21%        | 9256         | 76.79%        | 12053        |
|                                                                            | 20 - 49                 | 2873        | 40.65%        | 4195         | 59.35%        | 7068         |
|                                                                            | 50 - 99                 | 1534        | 55.06%        | 1252         | 44.94%        | 2786         |
|                                                                            | <b>Total</b>            | <b>7204</b> | <b>32.88%</b> | <b>14703</b> | <b>67.12%</b> | <b>21907</b> |

**Table 3.3-M : Management Training Plan for Managers in the Next Three Years  
by Principal Line of Business by Employment Size**

**表 3.3-M : 機構在未來三年為管理人員設立管理培訓計劃的情況**

| Principal Line of Business<br>主要業務                                          | Employment Size<br>員工人數 | Yes<br>有    |               | No<br>無      |               | Total<br>總數  |
|-----------------------------------------------------------------------------|-------------------------|-------------|---------------|--------------|---------------|--------------|
|                                                                             |                         | No.         | %             | No.          | %             |              |
| Manufacturing<br>製造                                                         | 10 - 19                 | 122         | 18.35%        | 543          | 81.65%        | 665          |
|                                                                             | 20 - 49                 | 132         | 21.71%        | 476          | 78.29%        | 608          |
|                                                                             | 50 - 99                 | 70          | 21.21%        | 260          | 78.79%        | 330          |
|                                                                             | <b>Total</b>            | <b>324</b>  | <b>20.21%</b> | <b>1279</b>  | <b>79.79%</b> | <b>1603</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                      | 10 - 19                 | 1           | 25.00%        | 3            | 75.00%        | 4            |
|                                                                             | 20 - 49                 | 0           | 0.00%         | 1            | 100.00%       | 1            |
|                                                                             | <b>Total</b>            | <b>1</b>    | <b>20.00%</b> | <b>4</b>     | <b>80.00%</b> | <b>5</b>     |
| Construction<br>建造                                                          | 10 - 19                 | 67          | 14.50%        | 395          | 85.50%        | 462          |
|                                                                             | 20 - 49                 | 99          | 30.65%        | 224          | 69.35%        | 323          |
|                                                                             | 50 - 99                 | 56          | 36.36%        | 98           | 63.64%        | 154          |
|                                                                             | <b>Total</b>            | <b>222</b>  | <b>23.64%</b> | <b>717</b>   | <b>76.36%</b> | <b>939</b>   |
| Restaurants and Hotels<br>食肆及酒店                                             | 10 - 19                 | 91          | 12.05%        | 664          | 87.95%        | 755          |
|                                                                             | 20 - 49                 | 183         | 34.92%        | 341          | 65.08%        | 524          |
|                                                                             | 50 - 99                 | 38          | 11.31%        | 298          | 88.69%        | 336          |
|                                                                             | <b>Total</b>            | <b>312</b>  | <b>19.32%</b> | <b>1303</b>  | <b>80.68%</b> | <b>1615</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                      | 10 - 19                 | 782         | 15.62%        | 4225         | 84.38%        | 5007         |
|                                                                             | 20 - 49                 | 824         | 32.17%        | 1737         | 67.83%        | 2561         |
|                                                                             | 50 - 99                 | 390         | 52.70%        | 350          | 47.30%        | 740          |
|                                                                             | <b>Total</b>            | <b>1996</b> | <b>24.03%</b> | <b>6312</b>  | <b>75.97%</b> | <b>8308</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                            | 10 - 19                 | 91          | 13.38%        | 589          | 86.62%        | 680          |
|                                                                             | 20 - 49                 | 81          | 15.58%        | 439          | 84.42%        | 520          |
|                                                                             | 50 - 99                 | 45          | 26.01%        | 128          | 73.99%        | 173          |
|                                                                             | <b>Total</b>            | <b>217</b>  | <b>15.80%</b> | <b>1156</b>  | <b>84.20%</b> | <b>1373</b>  |
| Finance, Insurance, Real Estate<br>and Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 363         | 26.81%        | 991          | 73.19%        | 1354         |
|                                                                             | 20 - 49                 | 353         | 32.24%        | 742          | 67.76%        | 1095         |
|                                                                             | 50 - 99                 | 144         | 51.06%        | 138          | 48.94%        | 282          |
|                                                                             | <b>Total</b>            | <b>860</b>  | <b>31.49%</b> | <b>1871</b>  | <b>68.51%</b> | <b>2731</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                       | 10 - 19                 | 269         | 33.01%        | 546          | 66.99%        | 815          |
|                                                                             | 20 - 49                 | 348         | 43.18%        | 458          | 56.82%        | 806          |
|                                                                             | 50 - 99                 | 407         | 64.40%        | 225          | 35.60%        | 632          |
|                                                                             | <b>Total</b>            | <b>1024</b> | <b>45.45%</b> | <b>1229</b>  | <b>54.55%</b> | <b>2253</b>  |
| ALL<br>整體                                                                   | 10 - 19                 | 1786        | 18.33%        | 7956         | 81.67%        | 9742         |
|                                                                             | 20 - 49                 | 2020        | 31.38%        | 4418         | 68.62%        | 6438         |
|                                                                             | 50 - 99                 | 1150        | 43.45%        | 1497         | 56.55%        | 2647         |
|                                                                             | <b>Total</b>            | <b>4956</b> | <b>26.32%</b> | <b>13871</b> | <b>73.68%</b> | <b>18827</b> |



**Table 3.3-S : Management Training Plan for Supervisor in the Next Three Years  
by Principal Line of Business by Employment Size**  
**表 3.3-S : 機構在未來三年為督導人員設立管理培訓計劃的情況**

| Principal Line of Business<br>主要業務                                          | Employment Size<br>員工人數 | Yes<br>有    |               | No<br>無      |               | Total<br>總數  |
|-----------------------------------------------------------------------------|-------------------------|-------------|---------------|--------------|---------------|--------------|
|                                                                             |                         | No.         | %             | No.          | %             |              |
| Manufacturing<br>製造                                                         | 10 - 19                 | 122         | 13.77%        | 764          | 86.23%        | 886          |
|                                                                             | 20 - 49                 | 132         | 19.13%        | 558          | 80.87%        | 690          |
|                                                                             | 50 - 99                 | 78          | 23.08%        | 260          | 76.92%        | 338          |
|                                                                             | <b>Total</b>            | <b>332</b>  | <b>17.35%</b> | <b>1582</b>  | <b>82.65%</b> | <b>1914</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                      | 10 - 19                 | 1           | 33.33%        | 2            | 66.67%        | 3            |
|                                                                             | 20 - 49                 | 0           | 0.00%         | 1            | 100.00%       | 1            |
|                                                                             | <b>Total</b>            | <b>1</b>    | <b>25.00%</b> | <b>3</b>     | <b>75.00%</b> | <b>4</b>     |
| Construction<br>建造                                                          | 10 - 19                 | 33          | 5.32%         | 587          | 94.68%        | 620          |
|                                                                             | 20 - 49                 | 107         | 25.30%        | 316          | 74.70%        | 423          |
|                                                                             | 50 - 99                 | 56          | 31.28%        | 123          | 68.72%        | 179          |
|                                                                             | <b>Total</b>            | <b>196</b>  | <b>16.04%</b> | <b>1026</b>  | <b>83.96%</b> | <b>1222</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                      | 10 - 19                 | 841         | 14.14%        | 5105         | 85.86%        | 5946         |
|                                                                             | 20 - 49                 | 741         | 28.57%        | 1853         | 71.43%        | 2594         |
|                                                                             | 50 - 99                 | 398         | 52.51%        | 360          | 47.49%        | 758          |
|                                                                             | <b>Total</b>            | <b>1980</b> | <b>21.29%</b> | <b>7318</b>  | <b>78.71%</b> | <b>9298</b>  |
| Restaurants and Hotels<br>食肆及酒店                                             | 10 - 19                 | 124         | 9.77%         | 1145         | 90.23%        | 1269         |
|                                                                             | 20 - 49                 | 240         | 29.48%        | 574          | 70.52%        | 814          |
|                                                                             | 50 - 99                 | 54          | 13.24%        | 354          | 86.76%        | 408          |
|                                                                             | <b>Total</b>            | <b>418</b>  | <b>16.78%</b> | <b>2073</b>  | <b>83.22%</b> | <b>2491</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                            | 10 - 19                 | 125         | 14.86%        | 716          | 85.14%        | 841          |
|                                                                             | 20 - 49                 | 114         | 19.42%        | 473          | 80.58%        | 587          |
|                                                                             | 50 - 99                 | 45          | 26.01%        | 128          | 73.99%        | 173          |
|                                                                             | <b>Total</b>            | <b>284</b>  | <b>17.74%</b> | <b>1317</b>  | <b>82.26%</b> | <b>1601</b>  |
| Finance, Insurance, Real Estate<br>and Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 388         | 27.46%        | 1025         | 72.54%        | 1413         |
|                                                                             | 20 - 49                 | 320         | 31.62%        | 692          | 68.38%        | 1012         |
|                                                                             | 50 - 99                 | 169         | 56.52%        | 130          | 43.48%        | 299          |
|                                                                             | <b>Total</b>            | <b>877</b>  | <b>32.20%</b> | <b>1847</b>  | <b>67.80%</b> | <b>2724</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                       | 10 - 19                 | 360         | 33.49%        | 715          | 66.51%        | 1075         |
|                                                                             | 20 - 49                 | 373         | 39.39%        | 574          | 60.61%        | 947          |
|                                                                             | 50 - 99                 | 406         | 64.34%        | 225          | 35.66%        | 631          |
|                                                                             | <b>Total</b>            | <b>1139</b> | <b>42.93%</b> | <b>1514</b>  | <b>57.07%</b> | <b>2653</b>  |
| ALL<br>整體                                                                   | 10 - 19                 | 1994        | 16.54%        | 10059        | 83.46%        | 12053        |
|                                                                             | 20 - 49                 | 2027        | 28.68%        | 5041         | 71.32%        | 7068         |
|                                                                             | 50 - 99                 | 1206        | 43.29%        | 1580         | 56.71%        | 2786         |
|                                                                             | <b>Total</b>            | <b>5227</b> | <b>23.86%</b> | <b>16680</b> | <b>76.14%</b> | <b>21907</b> |

**Table 3.4-M : Arranging Management Training for Managers  
by Principal Line of Business by Employment Size  
表 3.4-M : 為管理人員安排正式管理培訓的頻密程度**

| Principal Line of Business<br>主要業務                                          | Employment Size<br>員工人數 | Occasionally<br>間中 |               | Regularly<br>定期 |                | No<br>不會   |              | Total<br>總數 |
|-----------------------------------------------------------------------------|-------------------------|--------------------|---------------|-----------------|----------------|------------|--------------|-------------|
|                                                                             |                         | No.                | %             | No.             | %              | No.        | %            |             |
| Manufacturing<br>製造                                                         | 10 - 19                 | 90                 | 73.77%        | 0               | 0.00%          | 32         | 26.23%       | 122         |
|                                                                             | 20 - 49                 | 132                | 100.00%       | 0               | 0.00%          | 0          | 0.00%        | 132         |
|                                                                             | 50 - 99                 | 62                 | 88.57%        | 8               | 11.43%         | 0          | 0.00%        | 70          |
|                                                                             | <b>Total</b>            | <b>284</b>         | <b>87.65%</b> | <b>8</b>        | <b>2.47%</b>   | <b>32</b>  | <b>9.88%</b> | <b>324</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                      | 10 - 19                 | 0                  | 0.00%         | 1               | 100.00%        | 0          | 0.00%        | 1           |
|                                                                             | 20 - 49                 | 0                  |               | 0               |                | 0          |              | 0           |
|                                                                             | <b>Total</b>            | <b>0</b>           | <b>0.00%</b>  | <b>1</b>        | <b>100.00%</b> | <b>0</b>   | <b>0.00%</b> | <b>1</b>    |
| Construction<br>建造                                                          | 10 - 19                 | 33                 | 49.25%        | 34              | 50.75%         | 0          | 0.00%        | 67          |
|                                                                             | 20 - 49                 | 91                 | 91.92%        | 8               | 8.08%          | 0          | 0.00%        | 99          |
|                                                                             | 50 - 99                 | 49                 | 87.50%        | 7               | 12.50%         | 0          | 0.00%        | 56          |
|                                                                             | <b>Total</b>            | <b>173</b>         | <b>77.93%</b> | <b>49</b>       | <b>22.07%</b>  | <b>0</b>   | <b>0.00%</b> | <b>222</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                      | 10 - 19                 | 657                | 84.02%        | 92              | 11.76%         | 33         | 4.22%        | 782         |
|                                                                             | 20 - 49                 | 774                | 93.93%        | 50              | 6.07%          | 0          | 0.00%        | 824         |
|                                                                             | 50 - 99                 | 251                | 64.36%        | 131             | 33.59%         | 8          | 2.05%        | 390         |
|                                                                             | <b>Total</b>            | <b>1682</b>        | <b>84.27%</b> | <b>273</b>      | <b>13.68%</b>  | <b>41</b>  | <b>2.05%</b> | <b>1996</b> |
| Restaurants and Hotels<br>食肆及酒店                                             | 10 - 19                 | 66                 | 72.53%        | 0               | 0.00%          | 25         | 27.47%       | 91          |
|                                                                             | 20 - 49                 | 125                | 68.31%        | 58              | 31.69%         | 0          | 0.00%        | 183         |
|                                                                             | 50 - 99                 | 23                 | 60.53%        | 15              | 39.47%         | 0          | 0.00%        | 38          |
|                                                                             | <b>Total</b>            | <b>214</b>         | <b>68.59%</b> | <b>73</b>       | <b>23.40%</b>  | <b>25</b>  | <b>8.01%</b> | <b>312</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                            | 10 - 19                 | 58                 | 63.74%        | 33              | 36.26%         | 0          | 0.00%        | 91          |
|                                                                             | 20 - 49                 | 81                 | 100.00%       | 0               | 0.00%          | 0          | 0.00%        | 81          |
|                                                                             | 50 - 99                 | 45                 | 100.00%       | 0               | 0.00%          | 0          | 0.00%        | 45          |
|                                                                             | <b>Total</b>            | <b>184</b>         | <b>84.79%</b> | <b>33</b>       | <b>15.21%</b>  | <b>0</b>   | <b>0.00%</b> | <b>217</b>  |
| Finance, Insurance, Real Estate<br>and Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 363                | 100.00%       | 0               | 0.00%          | 0          | 0.00%        | 363         |
|                                                                             | 20 - 49                 | 298                | 84.42%        | 47              | 13.31%         | 8          | 2.27%        | 353         |
|                                                                             | 50 - 99                 | 104                | 72.22%        | 15              | 10.42%         | 25         | 17.36%       | 144         |
|                                                                             | <b>Total</b>            | <b>765</b>         | <b>88.95%</b> | <b>62</b>       | <b>7.21%</b>   | <b>33</b>  | <b>3.84%</b> | <b>860</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                       | 10 - 19                 | 118                | 43.87%        | 117             | 43.49%         | 34         | 12.64%       | 269         |
|                                                                             | 20 - 49                 | 199                | 57.18%        | 124             | 35.63%         | 25         | 7.18%        | 348         |
|                                                                             | 50 - 99                 | 302                | 74.20%        | 80              | 19.66%         | 25         | 6.14%        | 407         |
|                                                                             | <b>Total</b>            | <b>619</b>         | <b>60.45%</b> | <b>321</b>      | <b>31.35%</b>  | <b>84</b>  | <b>8.20%</b> | <b>1024</b> |
| ALL<br>整體                                                                   | 10 - 19                 | 1385               | 77.55%        | 277             | 15.51%         | 124        | 6.94%        | 1786        |
|                                                                             | 20 - 49                 | 1700               | 84.16%        | 287             | 14.21%         | 33         | 1.63%        | 2020        |
|                                                                             | 50 - 99                 | 836                | 72.70%        | 256             | 22.26%         | 58         | 5.04%        | 1150        |
|                                                                             | <b>Total</b>            | <b>3921</b>        | <b>79.12%</b> | <b>820</b>      | <b>16.55%</b>  | <b>215</b> | <b>4.34%</b> | <b>4956</b> |

**Table 3.4-S : Arranging Management Training for Supervisors  
by Principal Line of Business by Employment Size  
表 3.4-S : 為督導人員安排正式管理培訓的頻密程度**

| Principal Line of Business<br>主要業務                                         | Employment Size<br>員工人數 | Occasionally<br>間中 |               | Regularly<br>定期 |               | No<br>不會   |               | Total<br>總數 |
|----------------------------------------------------------------------------|-------------------------|--------------------|---------------|-----------------|---------------|------------|---------------|-------------|
|                                                                            |                         | No.                | %             | No.             | %             | No.        | %             |             |
| Manufacturing<br>製造                                                        | 10 - 19                 | 90                 | 73.77%        | 0               | 0.00%         | 32         | 26.23%        | 122         |
|                                                                            | 20 - 49                 | 132                | 100.0%        | 0               | 0.00%         | 0          | 0.00%         | 132         |
|                                                                            | 50 - 99                 | 70                 | 89.74%        | 8               | 10.26%        | 0          | 0.00%         | 78          |
|                                                                            | <b>Total</b>            | <b>292</b>         | <b>87.95%</b> | <b>8</b>        | <b>2.41%</b>  | <b>32</b>  | <b>9.64%</b>  | <b>332</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                     | 10 - 19                 | 0                  | 0.00%         | 1               | 100.0%        | 0          | 0.00%         | 1           |
|                                                                            | 20 - 49                 | 0                  |               | 0               |               | 0          |               | 0           |
|                                                                            | <b>Total</b>            | <b>0</b>           | <b>0.00%</b>  | <b>1</b>        | <b>100.0%</b> | <b>0</b>   | <b>0.00%</b>  | <b>1</b>    |
| Construction<br>建造                                                         | 10 - 19                 | 33                 | 100.0%        | 0               | 0.00%         | 0          | 0.00%         | 33          |
|                                                                            | 20 - 49                 | 91                 | 85.05%        | 8               | 7.48%         | 8          | 7.48%         | 107         |
|                                                                            | 50 - 99                 | 49                 | 87.50%        | 7               | 12.50%        | 0          | 0.00%         | 56          |
|                                                                            | <b>Total</b>            | <b>173</b>         | <b>88.27%</b> | <b>15</b>       | <b>7.65%</b>  | <b>8</b>   | <b>4.08%</b>  | <b>196</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                     | 10 - 19                 | 682                | 81.09%        | 126             | 14.98%        | 33         | 3.92%         | 841         |
|                                                                            | 20 - 49                 | 658                | 88.80%        | 58              | 7.83%         | 25         | 3.37%         | 741         |
|                                                                            | 50 - 99                 | 268                | 67.34%        | 122             | 30.65%        | 8          | 2.01%         | 398         |
|                                                                            | <b>Total</b>            | <b>1608</b>        | <b>81.21%</b> | <b>306</b>      | <b>15.45%</b> | <b>66</b>  | <b>3.33%</b>  | <b>1980</b> |
| Restaurants and Hotels<br>食肆及酒店                                            | 10 - 19                 | 99                 | 79.84%        | 0               | 0.00%         | 25         | 20.16%        | 124         |
|                                                                            | 20 - 49                 | 150                | 62.50%        | 90              | 37.50%        | 0          | 0.00%         | 240         |
|                                                                            | 50 - 99                 | 39                 | 72.22%        | 15              | 27.78%        | 0          | 0.00%         | 54          |
|                                                                            | <b>Total</b>            | <b>288</b>         | <b>68.90%</b> | <b>105</b>      | <b>25.12%</b> | <b>25</b>  | <b>5.98%</b>  | <b>418</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                           | 10 - 19                 | 92                 | 73.60%        | 33              | 26.40%        | 0          | 0.00%         | 125         |
|                                                                            | 20 - 49                 | 81                 | 71.05%        | 0               | 0.00%         | 33         | 28.95%        | 114         |
|                                                                            | 50 - 99                 | 45                 | 100.0%        | 0               | 0.00%         | 0          | 0.00%         | 45          |
|                                                                            | <b>Total</b>            | <b>218</b>         | <b>76.76%</b> | <b>33</b>       | <b>11.62%</b> | <b>33</b>  | <b>11.62%</b> | <b>284</b>  |
| Finance, Insurance, Real Estate and<br>Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 388                | 100.0%        | 0               | 0.00%         | 0          | 0.00%         | 388         |
|                                                                            | 20 - 49                 | 265                | 82.81%        | 47              | 14.69%        | 8          | 2.50%         | 320         |
|                                                                            | 50 - 99                 | 104                | 61.54%        | 15              | 8.88%         | 50         | 29.59%        | 169         |
|                                                                            | <b>Total</b>            | <b>757</b>         | <b>86.32%</b> | <b>62</b>       | <b>7.07%</b>  | <b>58</b>  | <b>6.61%</b>  | <b>877</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                      | 10 - 19                 | 234                | 65.00%        | 92              | 25.56%        | 34         | 9.44%         | 360         |
|                                                                            | 20 - 49                 | 199                | 53.35%        | 149             | 39.95%        | 25         | 6.70%         | 373         |
|                                                                            | 50 - 99                 | 302                | 74.38%        | 79              | 19.46%        | 25         | 6.16%         | 406         |
|                                                                            | <b>Total</b>            | <b>735</b>         | <b>64.53%</b> | <b>320</b>      | <b>28.09%</b> | <b>84</b>  | <b>7.37%</b>  | <b>1139</b> |
| ALL<br>整體                                                                  | 10 - 19                 | 1618               | 81.14%        | 252             | 12.64%        | 124        | 6.22%         | 1994        |
|                                                                            | 20 - 49                 | 1576               | 77.75%        | 352             | 17.37%        | 99         | 4.88%         | 2027        |
|                                                                            | 50 - 99                 | 877                | 72.72%        | 246             | 20.40%        | 83         | 6.88%         | 1206        |
|                                                                            | <b>Total</b>            | <b>4071</b>        | <b>77.88%</b> | <b>850</b>      | <b>16.26%</b> | <b>306</b> | <b>5.85%</b>  | <b>5227</b> |

**Table 3.5-M : Types of Management Training for Managers  
by Principal Line of Business by Employment Size**  
**表 3.5-M : 機構為管理人員安排的管理培訓種類**

| Principal Line of Business<br>主要業務                                      | Employment Size<br>員工人數 | In-Company<br>由機構自辦<br>管理培訓 |                | Sponsoring Management Staff to Attend External Evening Programmes<br>資助員工修讀外間夜間課程 |               | Sponsoring Management Staff to Attend External Day Programmes<br>資助員工修讀外間日間課程 |                | Sponsoring Management Staff to Attend Local/Overseas Attachment Programmes<br>資助員工在本地或赴海外實習或修讀課程 |               | Others<br>其他 |               | Total<br>總數 |
|-------------------------------------------------------------------------|-------------------------|-----------------------------|----------------|-----------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------------------------|---------------|--------------|---------------|-------------|
|                                                                         |                         | No.                         | %              | No.                                                                               | %             | No.                                                                           | %              | No.                                                                                              | %             | No.          | %             |             |
| Manufacturing<br>製造                                                     | 10 - 19                 | 33                          | 36.67%         | 90                                                                                | 100.00%       | 57                                                                            | 63.33%         | 32                                                                                               | 35.56%        | 0            | 0.00%         | 90          |
|                                                                         | 20 - 49                 | 57                          | 43.18%         | 107                                                                               | 81.06%        | 25                                                                            | 18.94%         | 25                                                                                               | 18.94%        | 0            | 0.00%         | 132         |
|                                                                         | 50 - 99                 | 31                          | 44.29%         | 54                                                                                | 77.14%        | 8                                                                             | 11.43%         | 0                                                                                                | 0.00%         | 0            | 0.00%         | 70          |
|                                                                         | <b>Total</b>            | <b>121</b>                  | <b>41.44%</b>  | <b>251</b>                                                                        | <b>85.96%</b> | <b>90</b>                                                                     | <b>30.82%</b>  | <b>57</b>                                                                                        | <b>19.52%</b> | <b>0</b>     | <b>0.00%</b>  | <b>292</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                  | 10 - 19                 | 1                           | 100.00%        | 0                                                                                 | 0.00%         | 1                                                                             | 100.00%        | 0                                                                                                | 0.00%         | 0            | 0.00%         | 1           |
|                                                                         | <b>Total</b>            | <b>1</b>                    | <b>100.00%</b> | <b>0</b>                                                                          | <b>0.00%</b>  | <b>1</b>                                                                      | <b>100.00%</b> | <b>0</b>                                                                                         | <b>0.00%</b>  | <b>0</b>     | <b>0.00%</b>  | <b>1</b>    |
| Construction<br>建造                                                      | 10 - 19                 | 0                           | 0.00%          | 33                                                                                | 49.25%        | 0                                                                             | 0.00%          | 34                                                                                               | 50.75%        | 0            | 0.00%         | 67          |
|                                                                         | 20 - 49                 | 8                           | 8.08%          | 99                                                                                | 100.00%       | 0                                                                             | 0.00%          | 8                                                                                                | 8.08%         | 0            | 0.00%         | 99          |
|                                                                         | 50 - 99                 | 23                          | 41.07%         | 56                                                                                | 100.00%       | 8                                                                             | 14.29%         | 0                                                                                                | 0.00%         | 0            | 0.00%         | 56          |
|                                                                         | <b>Total</b>            | <b>31</b>                   | <b>13.96%</b>  | <b>188</b>                                                                        | <b>84.68%</b> | <b>8</b>                                                                      | <b>3.60%</b>   | <b>42</b>                                                                                        | <b>18.92%</b> | <b>0</b>     | <b>0.00%</b>  | <b>222</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 358                         | 47.80%         | 466                                                                               | 62.22%        | 150                                                                           | 20.03%         | 167                                                                                              | 22.30%        | 0            | 0.00%         | 749         |
|                                                                         | 20 - 49                 | 508                         | 61.65%         | 616                                                                               | 74.76%        | 275                                                                           | 33.37%         | 133                                                                                              | 16.14%        | 0            | 0.00%         | 824         |
|                                                                         | 50 - 99                 | 247                         | 64.66%         | 223                                                                               | 58.38%        | 131                                                                           | 34.29%         | 139                                                                                              | 36.39%        | 8            | 2.09%         | 382         |
|                                                                         | <b>Total</b>            | <b>1113</b>                 | <b>56.93%</b>  | <b>1305</b>                                                                       | <b>66.75%</b> | <b>556</b>                                                                    | <b>28.44%</b>  | <b>439</b>                                                                                       | <b>22.46%</b> | <b>8</b>     | <b>0.41%</b>  | <b>1955</b> |
| Restaurants and Hotels<br>食肆及酒店                                         | 10 - 19                 | 66                          | 100.00%        | 0                                                                                 | 0.00%         | 0                                                                             | 0.00%          | 0                                                                                                | 0.00%         | 0            | 0.00%         | 66          |
|                                                                         | 20 - 49                 | 158                         | 86.34%         | 75                                                                                | 40.98%        | 25                                                                            | 13.66%         | 0                                                                                                | 0.00%         | 25           | 13.66%        | 183         |
|                                                                         | 50 - 99                 | 31                          | 81.58%         | 16                                                                                | 42.11%        | 15                                                                            | 39.47%         | 7                                                                                                | 18.42%        | 0            | 0.00%         | 38          |
|                                                                         | <b>Total</b>            | <b>255</b>                  | <b>88.85%</b>  | <b>91</b>                                                                         | <b>31.71%</b> | <b>40</b>                                                                     | <b>13.94%</b>  | <b>7</b>                                                                                         | <b>2.44%</b>  | <b>25</b>    | <b>8.71%</b>  | <b>287</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                        | 10 - 19                 | 33                          | 36.26%         | 25                                                                                | 27.47%        | 0                                                                             | 0.00%          | 0                                                                                                | 0.00%         | 33           | 36.26%        | 91          |
|                                                                         | 20 - 49                 | 57                          | 70.37%         | 57                                                                                | 70.37%        | 57                                                                            | 70.37%         | 33                                                                                               | 40.74%        | 0            | 0.00%         | 81          |
|                                                                         | 50 - 99                 | 45                          | 100.00%        | 7                                                                                 | 15.56%        | 0                                                                             | 0.00%          | 14                                                                                               | 31.11%        | 0            | 0.00%         | 45          |
|                                                                         | <b>Total</b>            | <b>135</b>                  | <b>62.21%</b>  | <b>89</b>                                                                         | <b>41.01%</b> | <b>57</b>                                                                     | <b>26.27%</b>  | <b>47</b>                                                                                        | <b>21.66%</b> | <b>33</b>    | <b>15.21%</b> | <b>217</b>  |
| Finance, Insurance, Real Estate and Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 330                         | 90.91%         | 198                                                                               | 54.55%        | 33                                                                            | 9.09%          | 0                                                                                                | 0.00%         | 0            | 0.00%         | 363         |
|                                                                         | 20 - 49                 | 155                         | 44.93%         | 198                                                                               | 57.39%        | 41                                                                            | 11.88%         | 91                                                                                               | 26.38%        | 0            | 0.00%         | 345         |
|                                                                         | 50 - 99                 | 72                          | 60.50%         | 119                                                                               | 100.00%       | 31                                                                            | 26.05%         | 23                                                                                               | 19.33%        | 0            | 0.00%         | 119         |
|                                                                         | <b>Total</b>            | <b>557</b>                  | <b>67.35%</b>  | <b>515</b>                                                                        | <b>62.27%</b> | <b>105</b>                                                                    | <b>12.70%</b>  | <b>114</b>                                                                                       | <b>13.78%</b> | <b>0</b>     | <b>0.00%</b>  | <b>827</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                   | 10 - 19                 | 92                          | 39.15%         | 167                                                                               | 71.06%        | 25                                                                            | 10.64%         | 92                                                                                               | 39.15%        | 34           | 14.47%        | 235         |
|                                                                         | 20 - 49                 | 265                         | 82.04%         | 215                                                                               | 66.56%        | 207                                                                           | 64.09%         | 24                                                                                               | 7.43%         | 0            | 0.00%         | 323         |
|                                                                         | 50 - 99                 | 281                         | 73.56%         | 241                                                                               | 63.09%        | 117                                                                           | 30.63%         | 55                                                                                               | 14.40%        | 54           | 14.14%        | 382         |
|                                                                         | <b>Total</b>            | <b>638</b>                  | <b>67.87%</b>  | <b>623</b>                                                                        | <b>66.28%</b> | <b>349</b>                                                                    | <b>37.13%</b>  | <b>171</b>                                                                                       | <b>18.19%</b> | <b>88</b>    | <b>9.36%</b>  | <b>940</b>  |
| ALL<br>整體                                                               | 10 - 19                 | 913                         | 54.93%         | 979                                                                               | 58.90%        | 266                                                                           | 16.00%         | 325                                                                                              | 19.55%        | 67           | 4.03%         | 1662        |
|                                                                         | 20 - 49                 | 1208                        | 60.80%         | 1367                                                                              | 68.80%        | 630                                                                           | 31.71%         | 314                                                                                              | 15.80%        | 25           | 1.26%         | 1987        |
|                                                                         | 50 - 99                 | 730                         | 66.85%         | 716                                                                               | 65.57%        | 310                                                                           | 28.39%         | 238                                                                                              | 21.79%        | 62           | 5.68%         | 1092        |
|                                                                         | <b>Total</b>            | <b>2851</b>                 | <b>60.13%</b>  | <b>3062</b>                                                                       | <b>64.59%</b> | <b>1206</b>                                                                   | <b>25.44%</b>  | <b>877</b>                                                                                       | <b>18.50%</b> | <b>154</b>   | <b>3.25%</b>  | <b>4741</b> |

**Table 3.5-S : Types of Management Training for Supervisors  
by Principal Line of Business by Employment Size**  
**表3.5-S : 機構為督導人員安排的管理培訓種類**

| Principal Line of Business<br>主要業務                                      | Employment Size<br>員工人數 | In-Company<br>由機構自辦<br>管理培訓 |               | Sponsoring Management Staff to Attend External Evening Programmes<br>資助員工修讀外間夜間課程 |               | Sponsoring Management Staff to Attend External Day Programmes<br>資助員工修讀外間日間課程 |               | Sponsoring Management Staff to Attend Local/Overseas Attachment Programmes<br>資助員工在本地或赴海外實習或修讀課程 |               | Others<br>其他 |               | Total<br>總數 |
|-------------------------------------------------------------------------|-------------------------|-----------------------------|---------------|-----------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------|---------------|--------------|---------------|-------------|
|                                                                         |                         | No.                         | %             | No.                                                                               | %             | No.                                                                           | %             | No.                                                                                              | %             | No.          | %             |             |
| Manufacturing<br>製造                                                     | 10 - 19                 | 65                          | 72.22%        | 58                                                                                | 64.44%        | 25                                                                            | 27.78%        | 0                                                                                                | 0.00%         | 0            | 0.00%         | 90          |
|                                                                         | 20 - 49                 | 57                          | 43.18%        | 107                                                                               | 81.06%        | 25                                                                            | 18.94%        | 25                                                                                               | 18.94%        | 0            | 0.00%         | 132         |
|                                                                         | 50 - 99                 | 38                          | 48.72%        | 62                                                                                | 79.49%        | 8                                                                             | 10.26%        | 8                                                                                                | 10.26%        | 0            | 0.00%         | 78          |
|                                                                         | <b>Total</b>            | <b>160</b>                  | <b>53.33%</b> | <b>227</b>                                                                        | <b>75.67%</b> | <b>58</b>                                                                     | <b>19.33%</b> | <b>33</b>                                                                                        | <b>11.00%</b> | <b>0</b>     | <b>0.00%</b>  | <b>300</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                  | 10 - 19                 | 1                           | 100.0%        | 0                                                                                 | 0.00%         | 1                                                                             | 100.0%        | 0                                                                                                | 0.00%         | 0            | 0.00%         | 1           |
|                                                                         | <b>Total</b>            | <b>1</b>                    | <b>100.0%</b> | <b>0</b>                                                                          | <b>0.00%</b>  | <b>1</b>                                                                      | <b>100.0%</b> | <b>0</b>                                                                                         | <b>0.00%</b>  | <b>0</b>     | <b>0.00%</b>  | <b>1</b>    |
| Construction<br>建造                                                      | 10 - 19                 | 0                           | 0.00%         | 33                                                                                | 100.0%        | 0                                                                             | 0.00%         | 0                                                                                                | 0.00%         | 0            | 0.00%         | 33          |
|                                                                         | 20 - 49                 | 8                           | 8.08%         | 99                                                                                | 100.0%        | 0                                                                             | 0.00%         | 8                                                                                                | 8.08%         | 0            | 0.00%         | 99          |
|                                                                         | 50 - 99                 | 23                          | 41.07%        | 56                                                                                | 100.0%        | 8                                                                             | 14.29%        | 0                                                                                                | 0.00%         | 0            | 0.00%         | 56          |
|                                                                         | <b>Total</b>            | <b>31</b>                   | <b>16.49%</b> | <b>188</b>                                                                        | <b>100.0%</b> | <b>8</b>                                                                      | <b>4.26%</b>  | <b>8</b>                                                                                         | <b>4.26%</b>  | <b>0</b>     | <b>0.00%</b>  | <b>188</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 391                         | 48.39%        | 549                                                                               | 67.95%        | 217                                                                           | 26.86%        | 202                                                                                              | 25.00%        | 0            | 0.00%         | 808         |
|                                                                         | 20 - 49                 | 458                         | 63.97%        | 508                                                                               | 70.95%        | 250                                                                           | 34.92%        | 75                                                                                               | 10.47%        | 0            | 0.00%         | 716         |
|                                                                         | 50 - 99                 | 265                         | 67.95%        | 213                                                                               | 54.62%        | 123                                                                           | 31.54%        | 106                                                                                              | 27.18%        | 8            | 2.05%         | 390         |
|                                                                         | <b>Total</b>            | <b>1114</b>                 | <b>58.20%</b> | <b>1270</b>                                                                       | <b>66.35%</b> | <b>590</b>                                                                    | <b>30.83%</b> | <b>383</b>                                                                                       | <b>20.01%</b> | <b>8</b>     | <b>0.42%</b>  | <b>1914</b> |
| Restaurants and Hotels<br>食肆及酒店                                         | 10 - 19                 | 66                          | 66.67%        | 33                                                                                | 33.33%        | 0                                                                             | 0.00%         | 0                                                                                                | 0.00%         | 0            | 0.00%         | 99          |
|                                                                         | 20 - 49                 | 165                         | 68.75%        | 75                                                                                | 31.25%        | 25                                                                            | 10.42%        | 25                                                                                               | 10.42%        | 25           | 10.42%        | 240         |
|                                                                         | 50 - 99                 | 39                          | 72.22%        | 16                                                                                | 29.63%        | 15                                                                            | 27.78%        | 15                                                                                               | 27.78%        | 0            | 0.00%         | 54          |
|                                                                         | <b>Total</b>            | <b>270</b>                  | <b>68.70%</b> | <b>124</b>                                                                        | <b>31.55%</b> | <b>40</b>                                                                     | <b>10.18%</b> | <b>40</b>                                                                                        | <b>10.18%</b> | <b>25</b>    | <b>6.36%</b>  | <b>393</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                        | 10 - 19                 | 33                          | 26.40%        | 59                                                                                | 47.20%        | 0                                                                             | 0.00%         | 0                                                                                                | 0.00%         | 33           | 26.40%        | 125         |
|                                                                         | 20 - 49                 | 57                          | 70.37%        | 57                                                                                | 70.37%        | 57                                                                            | 70.37%        | 33                                                                                               | 40.74%        | 0            | 0.00%         | 81          |
|                                                                         | 50 - 99                 | 45                          | 100.0%        | 7                                                                                 | 15.56%        | 0                                                                             | 0.00%         | 14                                                                                               | 31.11%        | 0            | 0.00%         | 45          |
|                                                                         | <b>Total</b>            | <b>135</b>                  | <b>53.78%</b> | <b>123</b>                                                                        | <b>49.00%</b> | <b>57</b>                                                                     | <b>22.71%</b> | <b>47</b>                                                                                        | <b>18.73%</b> | <b>33</b>    | <b>13.15%</b> | <b>251</b>  |
| Finance, Insurance, Real Estate and Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 355                         | 91.49%        | 198                                                                               | 51.03%        | 33                                                                            | 8.51%         | 0                                                                                                | 0.00%         | 0            | 0.00%         | 388         |
|                                                                         | 20 - 49                 | 155                         | 49.68%        | 165                                                                               | 52.88%        | 8                                                                             | 2.56%         | 91                                                                                               | 29.17%        | 0            | 0.00%         | 312         |
|                                                                         | 50 - 99                 | 72                          | 60.50%        | 119                                                                               | 100.0%        | 24                                                                            | 20.17%        | 23                                                                                               | 19.33%        | 0            | 0.00%         | 119         |
|                                                                         | <b>Total</b>            | <b>582</b>                  | <b>71.06%</b> | <b>482</b>                                                                        | <b>58.85%</b> | <b>65</b>                                                                     | <b>7.94%</b>  | <b>114</b>                                                                                       | <b>13.92%</b> | <b>0</b>     | <b>0.00%</b>  | <b>819</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                   | 10 - 19                 | 159                         | 48.77%        | 224                                                                               | 68.71%        | 25                                                                            | 7.67%         | 135                                                                                              | 41.41%        | 0            | 0.00%         | 326         |
|                                                                         | 20 - 49                 | 265                         | 76.15%        | 240                                                                               | 68.97%        | 148                                                                           | 42.53%        | 24                                                                                               | 6.90%         | 0            | 0.00%         | 348         |
|                                                                         | 50 - 99                 | 280                         | 73.49%        | 240                                                                               | 62.99%        | 123                                                                           | 32.28%        | 62                                                                                               | 16.27%        | 54           | 14.17%        | 381         |
|                                                                         | <b>Total</b>            | <b>704</b>                  | <b>66.73%</b> | <b>704</b>                                                                        | <b>66.73%</b> | <b>296</b>                                                                    | <b>28.06%</b> | <b>221</b>                                                                                       | <b>20.95%</b> | <b>54</b>    | <b>5.12%</b>  | <b>1055</b> |
| ALL<br>整體                                                               | 10 - 19                 | 1070                        | 57.22%        | 1154                                                                              | 61.71%        | 301                                                                           | 16.10%        | 337                                                                                              | 18.02%        | 33           | 1.76%         | 1870        |
|                                                                         | 20 - 49                 | 1165                        | 60.43%        | 1251                                                                              | 64.89%        | 513                                                                           | 26.61%        | 281                                                                                              | 14.57%        | 25           | 1.30%         | 1928        |
|                                                                         | 50 - 99                 | 762                         | 67.85%        | 713                                                                               | 63.49%        | 301                                                                           | 26.80%        | 228                                                                                              | 20.30%        | 62           | 5.52%         | 1123        |
|                                                                         | <b>Total</b>            | <b>2997</b>                 | <b>60.90%</b> | <b>3118</b>                                                                       | <b>63.36%</b> | <b>1115</b>                                                                   | <b>22.66%</b> | <b>846</b>                                                                                       | <b>17.19%</b> | <b>120</b>   | <b>2.44%</b>  | <b>4921</b> |

**Table 3.6-M : Types of In-Company Management Training for Managers  
by Principal Line of Bussiness by Employment Size  
表 3.6-M : 機構為管理人員自辦管理培訓的形式**

| Principal Line of Business<br>主要業務                                          | Employment Size<br>員工人數 | On-the-job<br>在職培訓 |               | Off-the-job<br>職外<br>(「脫產」)<br>培訓 |               | Both<br>兩者混合 |                | Total<br>總數 |
|-----------------------------------------------------------------------------|-------------------------|--------------------|---------------|-----------------------------------|---------------|--------------|----------------|-------------|
|                                                                             |                         | No.                | %             | No.                               | %             | No.          | %              |             |
| Manufacturing<br>製造                                                         | 10 - 19                 | 0                  | 0.00%         | 0                                 | 0.00%         | 33           | 100.00%        | 33          |
|                                                                             | 20 - 49                 | 0                  | 0.00%         | 0                                 | 0.00%         | 57           | 100.00%        | 57          |
|                                                                             | 50 - 99                 | 15                 | 48.39%        | 8                                 | 25.81%        | 8            | 25.81%         | 31          |
|                                                                             | <b>Total</b>            | <b>15</b>          | <b>12.40%</b> | <b>8</b>                          | <b>6.61%</b>  | <b>98</b>    | <b>80.99%</b>  | <b>121</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                      | 10 - 19                 | 0                  | 0.00%         | 0                                 | 0.00%         | 1            | 100.00%        | 1           |
|                                                                             | 20 - 49                 | 0                  |               | 0                                 |               | 0            |                | 0           |
|                                                                             | <b>Total</b>            | <b>0</b>           | <b>0.00%</b>  | <b>0</b>                          | <b>0.00%</b>  | <b>1</b>     | <b>100.00%</b> | <b>1</b>    |
| Construction<br>建造                                                          | 10 - 19                 | 0                  |               | 0                                 |               | 0            |                | 0           |
|                                                                             | 20 - 49                 | 0                  | 0.00%         | 0                                 | 0.00%         | 8            | 100.00%        | 8           |
|                                                                             | 50 - 99                 | 23                 | 100.00%       | 0                                 | 0.00%         | 0            | 0.00%          | 23          |
|                                                                             | <b>Total</b>            | <b>23</b>          | <b>74.19%</b> | <b>0</b>                          | <b>0.00%</b>  | <b>8</b>     | <b>25.81%</b>  | <b>31</b>   |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                      | 10 - 19                 | 157                | 43.85%        | 66                                | 18.44%        | 135          | 37.71%         | 358         |
|                                                                             | 20 - 49                 | 225                | 44.29%        | 100                               | 19.69%        | 183          | 36.02%         | 508         |
|                                                                             | 50 - 99                 | 143                | 57.89%        | 16                                | 6.48%         | 88           | 35.63%         | 247         |
|                                                                             | <b>Total</b>            | <b>525</b>         | <b>47.17%</b> | <b>182</b>                        | <b>16.35%</b> | <b>406</b>   | <b>36.48%</b>  | <b>1113</b> |
| Restaurants and Hotels<br>食肆及酒店                                             | 10 - 19                 | 66                 | 100.00%       | 0                                 | 0.00%         | 0            | 0.00%          | 66          |
|                                                                             | 20 - 49                 | 100                | 63.29%        | 0                                 | 0.00%         | 58           | 36.71%         | 158         |
|                                                                             | 50 - 99                 | 23                 | 74.19%        | 0                                 | 0.00%         | 8            | 25.81%         | 31          |
|                                                                             | <b>Total</b>            | <b>189</b>         | <b>74.12%</b> | <b>0</b>                          | <b>0.00%</b>  | <b>66</b>    | <b>25.88%</b>  | <b>255</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                            | 10 - 19                 | 33                 | 100.00%       | 0                                 | 0.00%         | 0            | 0.00%          | 33          |
|                                                                             | 20 - 49                 | 33                 | 57.89%        | 24                                | 42.11%        | 0            | 0.00%          | 57          |
|                                                                             | 50 - 99                 | 37                 | 82.22%        | 8                                 | 17.78%        | 0            | 0.00%          | 45          |
|                                                                             | <b>Total</b>            | <b>103</b>         | <b>76.30%</b> | <b>32</b>                         | <b>23.70%</b> | <b>0</b>     | <b>0.00%</b>   | <b>135</b>  |
| Finance, Insurance, Real Estate and<br>Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 198                | 60.00%        | 0                                 | 0.00%         | 132          | 40.00%         | 330         |
|                                                                             | 20 - 49                 | 97                 | 62.58%        | 0                                 | 0.00%         | 58           | 37.42%         | 155         |
|                                                                             | 50 - 99                 | 25                 | 34.72%        | 25                                | 34.72%        | 22           | 30.56%         | 72          |
|                                                                             | <b>Total</b>            | <b>320</b>         | <b>57.45%</b> | <b>25</b>                         | <b>4.49%</b>  | <b>212</b>   | <b>38.06%</b>  | <b>557</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                       | 10 - 19                 | 92                 | 100.00%       | 0                                 | 0.00%         | 0            | 0.00%          | 92          |
|                                                                             | 20 - 49                 | 216                | 81.51%        | 0                                 | 0.00%         | 49           | 18.49%         | 265         |
|                                                                             | 50 - 99                 | 140                | 49.82%        | 48                                | 17.08%        | 93           | 33.10%         | 281         |
|                                                                             | <b>Total</b>            | <b>448</b>         | <b>70.22%</b> | <b>48</b>                         | <b>7.52%</b>  | <b>142</b>   | <b>22.26%</b>  | <b>638</b>  |
| ALL<br>整體                                                                   | 10 - 19                 | 546                | 59.80%        | 66                                | 7.23%         | 301          | 32.97%         | 913         |
|                                                                             | 20 - 49                 | 671                | 55.55%        | 124                               | 10.26%        | 413          | 34.19%         | 1208        |
|                                                                             | 50 - 99                 | 406                | 55.62%        | 105                               | 14.38%        | 219          | 30.00%         | 730         |
|                                                                             | <b>Total</b>            | <b>1623</b>        | <b>56.93%</b> | <b>295</b>                        | <b>10.35%</b> | <b>933</b>   | <b>32.73%</b>  | <b>2851</b> |

**Table 3.6-S : Types of In-Company Management Training for Supervisors  
by Principal Line of Bussiness by Employment Size  
表 3.6-S : 機構為督導人員自辦管理培訓的形式**

| Principal Line of Business<br>主要業務                                          | Employment Size<br>員工人數 | On-the-job<br>在職培訓 |               | Off-the-job<br>職外<br>(「脫產」)<br>培訓 |               | Both<br>兩者混合 |                | Total<br>總數 |
|-----------------------------------------------------------------------------|-------------------------|--------------------|---------------|-----------------------------------|---------------|--------------|----------------|-------------|
|                                                                             |                         | No.                | %             | No.                               | %             | No.          | %              |             |
| Manufacturing<br>製造                                                         | 10 - 19                 | 32                 | 49.23%        | 0                                 | 0.00%         | 33           | 50.77%         | 65          |
|                                                                             | 20 - 49                 | 0                  | 0.00%         | 25                                | 43.86%        | 32           | 56.14%         | 57          |
|                                                                             | 50 - 99                 | 15                 | 39.47%        | 8                                 | 21.05%        | 15           | 39.47%         | 38          |
|                                                                             | <b>Total</b>            | <b>47</b>          | <b>29.38%</b> | <b>33</b>                         | <b>20.63%</b> | <b>80</b>    | <b>50.00%</b>  | <b>160</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                      | 10 - 19                 | 0                  | 0.00%         | 0                                 | 0.00%         | 1            | 100.00%        | 1           |
|                                                                             | 20 - 49                 | 0                  | 0.00%         | 0                                 | 0.00%         | 0            | 0.00%          | 0           |
|                                                                             | <b>Total</b>            | <b>0</b>           | <b>0.00%</b>  | <b>0</b>                          | <b>0.00%</b>  | <b>1</b>     | <b>100.00%</b> | <b>1</b>    |
| Construction<br>建造                                                          | 10 - 19                 | 0                  | 0.00%         | 0                                 | 0.00%         | 0            | 0.00%          | 0           |
|                                                                             | 20 - 49                 | 0                  | 0.00%         | 0                                 | 0.00%         | 8            | 100.00%        | 8           |
|                                                                             | 50 - 99                 | 23                 | 100.00%       | 0                                 | 0.00%         | 0            | 0.00%          | 23          |
|                                                                             | <b>Total</b>            | <b>23</b>          | <b>74.19%</b> | <b>0</b>                          | <b>0.00%</b>  | <b>8</b>     | <b>25.81%</b>  | <b>31</b>   |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                      | 10 - 19                 | 157                | 40.15%        | 66                                | 16.88%        | 168          | 42.97%         | 391         |
|                                                                             | 20 - 49                 | 200                | 43.67%        | 100                               | 21.83%        | 158          | 34.50%         | 458         |
|                                                                             | 50 - 99                 | 153                | 57.74%        | 16                                | 6.04%         | 96           | 36.23%         | 265         |
|                                                                             | <b>Total</b>            | <b>510</b>         | <b>45.78%</b> | <b>182</b>                        | <b>16.34%</b> | <b>422</b>   | <b>37.88%</b>  | <b>1114</b> |
| Restaurants and Hotels<br>食肆及酒店                                             | 10 - 19                 | 33                 | 50.00%        | 33                                | 50.00%        | 0            | 0.00%          | 66          |
|                                                                             | 20 - 49                 | 107                | 64.85%        | 0                                 | 0.00%         | 58           | 35.15%         | 165         |
|                                                                             | 50 - 99                 | 31                 | 79.49%        | 0                                 | 0.00%         | 8            | 20.51%         | 39          |
|                                                                             | <b>Total</b>            | <b>171</b>         | <b>63.33%</b> | <b>33</b>                         | <b>12.22%</b> | <b>66</b>    | <b>24.44%</b>  | <b>270</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                            | 10 - 19                 | 33                 | 100.00%       | 0                                 | 0.00%         | 0            | 0.00%          | 33          |
|                                                                             | 20 - 49                 | 33                 | 57.89%        | 24                                | 42.11%        | 0            | 0.00%          | 57          |
|                                                                             | 50 - 99                 | 37                 | 82.22%        | 8                                 | 17.78%        | 0            | 0.00%          | 45          |
|                                                                             | <b>Total</b>            | <b>103</b>         | <b>76.30%</b> | <b>32</b>                         | <b>23.70%</b> | <b>0</b>     | <b>0.00%</b>   | <b>135</b>  |
| Finance, Insurance, Real Estate and<br>Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 165                | 46.48%        | 0                                 | 0.00%         | 190          | 53.52%         | 355         |
|                                                                             | 20 - 49                 | 97                 | 62.58%        | 0                                 | 0.00%         | 58           | 37.42%         | 155         |
|                                                                             | 50 - 99                 | 25                 | 34.72%        | 25                                | 34.72%        | 22           | 30.56%         | 72          |
|                                                                             | <b>Total</b>            | <b>287</b>         | <b>49.31%</b> | <b>25</b>                         | <b>4.30%</b>  | <b>270</b>   | <b>46.39%</b>  | <b>582</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                       | 10 - 19                 | 92                 | 57.86%        | 0                                 | 0.00%         | 67           | 42.14%         | 159         |
|                                                                             | 20 - 49                 | 216                | 81.51%        | 0                                 | 0.00%         | 49           | 18.49%         | 265         |
|                                                                             | 50 - 99                 | 155                | 55.36%        | 39                                | 13.93%        | 86           | 30.71%         | 280         |
|                                                                             | <b>Total</b>            | <b>463</b>         | <b>65.77%</b> | <b>39</b>                         | <b>5.54%</b>  | <b>202</b>   | <b>28.69%</b>  | <b>704</b>  |
| ALL<br>整體                                                                   | 10 - 19                 | 512                | 47.85%        | 99                                | 9.25%         | 459          | 42.90%         | 1070        |
|                                                                             | 20 - 49                 | 653                | 56.05%        | 149                               | 12.79%        | 363          | 31.16%         | 1165        |
|                                                                             | 50 - 99                 | 439                | 57.61%        | 96                                | 12.60%        | 227          | 29.79%         | 762         |
|                                                                             | <b>Total</b>            | <b>1604</b>        | <b>53.52%</b> | <b>344</b>                        | <b>11.48%</b> | <b>1049</b>  | <b>35.00%</b>  | <b>2997</b> |

Table 3.7-M : Resources for Management Training for Managers by Principal Line of Business by Employment Size  
表 3.7M : 管理人員管理培訓資源的分佈情況

| Principal Line of Business<br>主要業務                                       | Employment Size<br>員工人數 | Training Budget<br>經濟預算 |                | Training Department/Section<br>部門 / 組 |                | In-company Training Centre<br>自設培訓中心 |               | In-company Learning Resources Centre<br>自設培訓資源中心 |               | Full-time Trainer<br>全職培訓人士 |               | Part-time Trainer<br>兼職培訓人士 |               | Joint Training Programme with Other Companies<br>與其他機構合辦培訓課程 |                | Use of External Management Trainers<br>僱用外間管理培訓人士 |               | Publishing In-house Training Newsletter<br>出版內部培訓通訊 |               | Others<br>其他 |               | Total<br>總數 |
|--------------------------------------------------------------------------|-------------------------|-------------------------|----------------|---------------------------------------|----------------|--------------------------------------|---------------|--------------------------------------------------|---------------|-----------------------------|---------------|-----------------------------|---------------|--------------------------------------------------------------|----------------|---------------------------------------------------|---------------|-----------------------------------------------------|---------------|--------------|---------------|-------------|
|                                                                          |                         | No.                     | %              | No.                                   | %              | No.                                  | %             | No.                                              | %             | No.                         | %             | No.                         | %             | No.                                                          | %              | No.                                               | %             | No.                                                 | %             | No.          | %             |             |
| Manufacturing<br>製造                                                      | 10 - 19                 | 90                      | 100.00%        | 33                                    | 36.67%         | 0                                    | 0.00%         | 65                                               | 72.22%        | 33                          | 36.67%        | 65                          | 72.22%        | 33                                                           | 36.67%         | 32                                                | 35.56%        | 0                                                   | 0.00%         | 0            | 0.00%         | 90          |
|                                                                          | 20 - 49                 | 82                      | 62.12%         | 57                                    | 43.18%         | 25                                   | 18.94%        | 0                                                | 0.00%         | 25                          | 18.94%        | 0                           | 0.00%         | 25                                                           | 18.94%         | 32                                                | 24.24%        | 0                                                   | 0.00%         | 25           | 18.94%        | 132         |
|                                                                          | 50 - 99                 | 54                      | 77.14%         | 24                                    | 34.29%         | 0                                    | 0.00%         | 0                                                | 0.00%         | 0                           | 0.00%         | 0                           | 0.00%         | 14                                                           | 20.00%         | 15                                                | 21.43%        | 0                                                   | 0.00%         | 0            | 0.00%         | 70          |
|                                                                          | <b>Total</b>            | <b>226</b>              | <b>77.40%</b>  | <b>114</b>                            | <b>39.04%</b>  | <b>25</b>                            | <b>8.56%</b>  | <b>65</b>                                        | <b>22.26%</b> | <b>58</b>                   | <b>19.86%</b> | <b>65</b>                   | <b>22.26%</b> | <b>72</b>                                                    | <b>24.66%</b>  | <b>79</b>                                         | <b>27.05%</b> | <b>0</b>                                            | <b>0.00%</b>  | <b>25</b>    | <b>8.56%</b>  | <b>292</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                   | 10 - 19                 | 1                       | 100.00%        | 1                                     | 100.00%        | 0                                    | 0.00%         | 0                                                | 0.00%         | 0                           | 0.00%         | 0                           | 0.00%         | 1                                                            | 100.00%        | 0                                                 | 0.00%         | 0                                                   | 0.00%         | 0            | 0.00%         | 1           |
|                                                                          | <b>Total</b>            | <b>1</b>                | <b>100.00%</b> | <b>1</b>                              | <b>100.00%</b> | <b>0</b>                             | <b>0.00%</b>  | <b>0</b>                                         | <b>0.00%</b>  | <b>0</b>                    | <b>0.00%</b>  | <b>0</b>                    | <b>0.00%</b>  | <b>1</b>                                                     | <b>100.00%</b> | <b>0</b>                                          | <b>0.00%</b>  | <b>0</b>                                            | <b>0.00%</b>  | <b>0</b>     | <b>0.00%</b>  | <b>1</b>    |
| Construction<br>建造                                                       | 10 - 19                 | 0                       | 0.00%          | 0                                     | 0.00%          | 0                                    | 0.00%         | 0                                                | 0.00%         | 0                           | 0.00%         | 33                          | 49.25%        | 0                                                            | 0.00%          | 34                                                | 50.75%        | 0                                                   | 0.00%         | 0            | 0.00%         | 67          |
|                                                                          | 20 - 49                 | 41                      | 41.41%         | 8                                     | 8.08%          | 0                                    | 0.00%         | 8                                                | 8.08%         | 0                           | 0.00%         | 25                          | 25.25%        | 8                                                            | 8.08%          | 25                                                | 25.25%        | 0                                                   | 0.00%         | 0            | 0.00%         | 99          |
|                                                                          | 50 - 99                 | 7                       | 12.50%         | 8                                     | 14.29%         | 8                                    | 14.29%        | 8                                                | 14.29%        | 8                           | 14.29%        | 25                          | 44.64%        | 16                                                           | 28.57%         | 16                                                | 28.57%        | 0                                                   | 0.00%         | 7            | 12.50%        | 56          |
|                                                                          | <b>Total</b>            | <b>48</b>               | <b>21.62%</b>  | <b>16</b>                             | <b>7.21%</b>   | <b>8</b>                             | <b>3.60%</b>  | <b>16</b>                                        | <b>7.21%</b>  | <b>8</b>                    | <b>3.60%</b>  | <b>83</b>                   | <b>37.39%</b> | <b>24</b>                                                    | <b>10.81%</b>  | <b>75</b>                                         | <b>33.78%</b> | <b>0</b>                                            | <b>0.00%</b>  | <b>7</b>     | <b>3.15%</b>  | <b>222</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                   | 10 - 19                 | 559                     | 74.63%         | 99                                    | 13.22%         | 33                                   | 4.41%         | 67                                               | 8.95%         | 0                           | 0.00%         | 67                          | 8.95%         | 133                                                          | 17.76%         | 150                                               | 20.03%        | 0                                                   | 0.00%         | 33           | 4.41%         | 749         |
|                                                                          | 20 - 49                 | 433                     | 52.55%         | 208                                   | 25.24%         | 75                                   | 9.10%         | 100                                              | 12.14%        | 175                         | 21.24%        | 200                         | 24.27%        | 75                                                           | 9.10%          | 208                                               | 25.24%        | 58                                                  | 7.04%         | 25           | 3.03%         | 824         |
|                                                                          | 50 - 99                 | 239                     | 62.57%         | 152                                   | 39.79%         | 31                                   | 8.12%         | 89                                               | 23.30%        | 16                          | 4.19%         | 56                          | 14.66%        | 123                                                          | 32.20%         | 146                                               | 38.22%        | 57                                                  | 14.92%        | 8            | 2.09%         | 382         |
|                                                                          | <b>Total</b>            | <b>1231</b>             | <b>62.97%</b>  | <b>459</b>                            | <b>23.48%</b>  | <b>139</b>                           | <b>7.11%</b>  | <b>256</b>                                       | <b>13.09%</b> | <b>191</b>                  | <b>9.77%</b>  | <b>323</b>                  | <b>16.52%</b> | <b>331</b>                                                   | <b>16.93%</b>  | <b>504</b>                                        | <b>25.78%</b> | <b>115</b>                                          | <b>5.88%</b>  | <b>66</b>    | <b>3.38%</b>  | <b>1955</b> |
| Restaurants and Hotels<br>食肆及酒店                                          | 10 - 19                 | 33                      | 50.00%         | 0                                     | 0.00%          | 0                                    | 0.00%         | 0                                                | 0.00%         | 0                           | 0.00%         | 0                           | 0.00%         | 0                                                            | 0.00%          | 0                                                 | 0.00%         | 0                                                   | 0.00%         | 33           | 50.00%        | 66          |
|                                                                          | 20 - 49                 | 133                     | 72.68%         | 133                                   | 72.68%         | 25                                   | 13.66%        | 33                                               | 18.03%        | 58                          | 31.69%        | 0                           | 0.00%         | 83                                                           | 45.36%         | 83                                                | 45.36%        | 33                                                  | 18.03%        | 0            | 0.00%         | 183         |
|                                                                          | 50 - 99                 | 31                      | 81.58%         | 15                                    | 39.47%         | 15                                   | 39.47%        | 16                                               | 42.11%        | 15                          | 39.47%        | 8                           | 21.05%        | 8                                                            | 21.05%         | 15                                                | 39.47%        | 14                                                  | 36.84%        | 0            | 0.00%         | 38          |
|                                                                          | <b>Total</b>            | <b>197</b>              | <b>68.64%</b>  | <b>148</b>                            | <b>51.57%</b>  | <b>40</b>                            | <b>13.94%</b> | <b>49</b>                                        | <b>17.07%</b> | <b>73</b>                   | <b>25.44%</b> | <b>8</b>                    | <b>2.79%</b>  | <b>91</b>                                                    | <b>31.71%</b>  | <b>98</b>                                         | <b>34.15%</b> | <b>47</b>                                           | <b>16.38%</b> | <b>33</b>    | <b>11.50%</b> | <b>287</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                         | 10 - 19                 | 91                      | 100.00%        | 33                                    | 36.26%         | 33                                   | 36.26%        | 33                                               | 36.26%        | 33                          | 36.26%        | 0                           | 0.00%         | 33                                                           | 36.26%         | 66                                                | 72.53%        | 33                                                  | 36.26%        | 0            | 0.00%         | 91          |
|                                                                          | 20 - 49                 | 57                      | 70.37%         | 33                                    | 40.74%         | 33                                   | 40.74%        | 0                                                | 0.00%         | 33                          | 40.74%        | 33                          | 40.74%        | 57                                                           | 70.37%         | 48                                                | 59.26%        | 0                                                   | 0.00%         | 24           | 29.63%        | 81          |
|                                                                          | 50 - 99                 | 14                      | 31.11%         | 14                                    | 31.11%         | 15                                   | 33.33%        | 0                                                | 0.00%         | 16                          | 35.56%        | 0                           | 0.00%         | 22                                                           | 48.89%         | 7                                                 | 15.56%        | 0                                                   | 0.00%         | 0            | 0.00%         | 45          |
|                                                                          | <b>Total</b>            | <b>162</b>              | <b>74.65%</b>  | <b>80</b>                             | <b>36.87%</b>  | <b>81</b>                            | <b>37.33%</b> | <b>33</b>                                        | <b>15.21%</b> | <b>82</b>                   | <b>37.79%</b> | <b>33</b>                   | <b>15.21%</b> | <b>112</b>                                                   | <b>51.61%</b>  | <b>121</b>                                        | <b>55.76%</b> | <b>33</b>                                           | <b>15.21%</b> | <b>24</b>    | <b>11.06%</b> | <b>217</b>  |
| Finance, Insurance, Real Estate and Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 231                     | 63.64%         | 99                                    | 27.27%         | 33                                   | 9.09%         | 0                                                | 0.00%         | 66                          | 18.18%        | 0                           | 0.00%         | 33                                                           | 9.09%          | 33                                                | 9.09%         | 66                                                  | 18.18%        | 0            | 0.00%         | 363         |
|                                                                          | 20 - 49                 | 287                     | 83.19%         | 121                                   | 35.07%         | 32                                   | 9.28%         | 47                                               | 13.62%        | 32                          | 9.28%         | 24                          | 6.96%         | 33                                                           | 9.57%          | 33                                                | 9.57%         | 41                                                  | 11.88%        | 0            | 0.00%         | 345         |
|                                                                          | 50 - 99                 | 94                      | 78.99%         | 7                                     | 5.88%          | 7                                    | 5.88%         | 7                                                | 5.88%         | 7                           | 5.88%         | 15                          | 12.61%        | 72                                                           | 60.50%         | 55                                                | 46.22%        | 25                                                  | 21.01%        | 0            | 0.00%         | 119         |
|                                                                          | <b>Total</b>            | <b>612</b>              | <b>74.00%</b>  | <b>227</b>                            | <b>27.45%</b>  | <b>72</b>                            | <b>8.71%</b>  | <b>54</b>                                        | <b>6.53%</b>  | <b>105</b>                  | <b>12.70%</b> | <b>39</b>                   | <b>4.72%</b>  | <b>138</b>                                                   | <b>16.69%</b>  | <b>121</b>                                        | <b>14.63%</b> | <b>132</b>                                          | <b>15.96%</b> | <b>0</b>     | <b>0.00%</b>  | <b>827</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                    | 10 - 19                 | 201                     | 85.53%         | 50                                    | 21.28%         | 0                                    | 0.00%         | 50                                               | 21.28%        | 34                          | 14.47%        | 0                           | 0.00%         | 92                                                           | 39.15%         | 33                                                | 14.04%        | 0                                                   | 0.00%         | 34           | 14.47%        | 235         |
|                                                                          | 20 - 49                 | 256                     | 79.26%         | 74                                    | 22.91%         | 58                                   | 17.96%        | 116                                              | 35.91%        | 83                          | 25.70%        | 91                          | 28.17%        | 158                                                          | 48.92%         | 115                                               | 35.60%        | 90                                                  | 27.86%        | 0            | 0.00%         | 323         |
|                                                                          | 50 - 99                 | 241                     | 63.09%         | 173                                   | 45.29%         | 30                                   | 7.85%         | 62                                               | 16.23%        | 46                          | 12.04%        | 54                          | 14.14%        | 152                                                          | 39.79%         | 172                                               | 45.03%        | 30                                                  | 7.85%         | 15           | 3.93%         | 382         |
|                                                                          | <b>Total</b>            | <b>698</b>              | <b>74.26%</b>  | <b>297</b>                            | <b>31.60%</b>  | <b>88</b>                            | <b>9.36%</b>  | <b>228</b>                                       | <b>24.26%</b> | <b>163</b>                  | <b>17.34%</b> | <b>145</b>                  | <b>15.43%</b> | <b>402</b>                                                   | <b>42.77%</b>  | <b>320</b>                                        | <b>34.04%</b> | <b>120</b>                                          | <b>12.77%</b> | <b>49</b>    | <b>5.21%</b>  | <b>940</b>  |
| ALL<br>整體                                                                | 10 - 19                 | 1206                    | 72.56%         | 315                                   | 18.95%         | 99                                   | 5.96%         | 215                                              | 12.94%        | 166                         | 9.99%         | 165                         | 9.93%         | 325                                                          | 19.55%         | 348                                               | 20.94%        | 99                                                  | 5.96%         | 100          | 6.02%         | 1662        |
|                                                                          | 20 - 49                 | 1289                    | 64.87%         | 634                                   | 31.91%         | 248                                  | 12.48%        | 304                                              | 15.30%        | 406                         | 20.43%        | 373                         | 18.77%        | 439                                                          | 22.09%         | 544                                               | 27.38%        | 222                                                 | 11.17%        | 74           | 3.72%         | 1987        |
|                                                                          | 50 - 99                 | 680                     | 62.27%         | 393                                   | 35.99%         | 106                                  | 9.71%         | 182                                              | 16.67%        | 108                         | 9.89%         | 158                         | 14.47%        | 407                                                          | 37.27%         | 426                                               | 39.01%        | 126                                                 | 11.54%        | 30           | 2.75%         | 1092        |
|                                                                          | <b>Total</b>            | <b>3175</b>             | <b>66.97%</b>  | <b>1342</b>                           | <b>28.31%</b>  | <b>453</b>                           | <b>9.55%</b>  | <b>701</b>                                       | <b>14.79%</b> | <b>680</b>                  | <b>14.34%</b> | <b>696</b>                  | <b>14.68%</b> | <b>1171</b>                                                  | <b>24.70%</b>  | <b>1318</b>                                       | <b>27.80%</b> | <b>447</b>                                          | <b>9.43%</b>  | <b>204</b>   | <b>4.30%</b>  | <b>4741</b> |



Table 3.7-S : Resources for Management Training for Supervisors by Principal Line of Business by Employment Size  
表3.7S : 督導人員管理培訓資源的分佈情況

| Principal Line of Business<br>主要業務                                       | Employment Size<br>員工人數 | Training Budget<br>經濟預算 |               | Training Department/Section<br>部門 / 組 |               | In-company Training Centre<br>自設培訓中心 |               | In-company Learning Resources Centre<br>自設培訓資源中心 |               | Full-time Trainer<br>全職培訓人士 |               | Part-time Trainer<br>兼職培訓人士 |               | Joint Training Programme with Other Companies<br>與其他機構合辦培訓課程 |               | Use of External Management Trainers<br>僱用外間管理培訓人士 |               | Publishing In-house Training Newsletter<br>出版內部培訓通訊 |               | Others<br>其他 |              | Total<br>總數 |
|--------------------------------------------------------------------------|-------------------------|-------------------------|---------------|---------------------------------------|---------------|--------------------------------------|---------------|--------------------------------------------------|---------------|-----------------------------|---------------|-----------------------------|---------------|--------------------------------------------------------------|---------------|---------------------------------------------------|---------------|-----------------------------------------------------|---------------|--------------|--------------|-------------|
|                                                                          |                         | No.                     | %             | No.                                   | %             | No.                                  | %             | No.                                              | %             | No.                         | %             | No.                         | %             | No.                                                          | %             | No.                                               | %             | No.                                                 | %             | No.          | %            |             |
| Manufacturing<br>製造                                                      | 10 - 19                 | 58                      | 64.44%        | 33                                    | 36.67%        | 0                                    | 0.00%         | 65                                               | 72.22%        | 33                          | 36.67%        | 65                          | 72.22%        | 33                                                           | 36.67%        | 0                                                 | 0.00%         | 0                                                   | 0.00%         | 0            | 0.00%        | 90          |
|                                                                          | 20 - 49                 | 82                      | 62.12%        | 57                                    | 43.18%        | 25                                   | 18.94%        | 0                                                | 0.00%         | 25                          | 18.94%        | 0                           | 0.00%         | 50                                                           | 37.88%        | 32                                                | 24.24%        | 0                                                   | 0.00%         | 25           | 18.94%       | 132         |
|                                                                          | 50 - 99                 | 54                      | 69.23%        | 24                                    | 30.77%        | 0                                    | 0.00%         | 0                                                | 0.00%         | 0                           | 0.00%         | 0                           | 0.00%         | 22                                                           | 28.21%        | 15                                                | 19.23%        | 0                                                   | 0.00%         | 0            | 0.00%        | 78          |
|                                                                          | <b>Total</b>            | <b>194</b>              | <b>64.67%</b> | <b>114</b>                            | <b>38.00%</b> | <b>25</b>                            | <b>8.33%</b>  | <b>65</b>                                        | <b>21.67%</b> | <b>58</b>                   | <b>19.33%</b> | <b>65</b>                   | <b>21.67%</b> | <b>105</b>                                                   | <b>35.00%</b> | <b>47</b>                                         | <b>15.67%</b> | <b>0</b>                                            | <b>0.00%</b>  | <b>25</b>    | <b>8.33%</b> | <b>300</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                   | 10 - 19                 | 1                       | 100.0%        | 1                                     | 100.0%        | 0                                    | 0.00%         | 0                                                | 0.00%         | 0                           | 0.00%         | 0                           | 0.00%         | 1                                                            | 100.0%        | 0                                                 | 0.00%         | 0                                                   | 0.00%         | 0            | 0.00%        | 1           |
|                                                                          | <b>Total</b>            | <b>1</b>                | <b>100.0%</b> | <b>1</b>                              | <b>100.0%</b> | <b>0</b>                             | <b>0.00%</b>  | <b>0</b>                                         | <b>0.00%</b>  | <b>0</b>                    | <b>0.00%</b>  | <b>0</b>                    | <b>0.00%</b>  | <b>1</b>                                                     | <b>100.0%</b> | <b>0</b>                                          | <b>0.00%</b>  | <b>0</b>                                            | <b>0.00%</b>  | <b>0</b>     | <b>0.00%</b> | <b>1</b>    |
| Construction<br>建造                                                       | 10 - 19                 | 0                       | 0.00%         | 0                                     | 0.00%         | 0                                    | 0.00%         | 0                                                | 0.00%         | 0                           | 0.00%         | 33                          | 100.0%        | 0                                                            | 0.00%         | 0                                                 | 0.00%         | 0                                                   | 0.00%         | 0            | 0.00%        | 33          |
|                                                                          | 20 - 49                 | 41                      | 41.41%        | 8                                     | 8.08%         | 0                                    | 0.00%         | 8                                                | 8.08%         | 0                           | 0.00%         | 25                          | 25.25%        | 8                                                            | 8.08%         | 25                                                | 25.25%        | 0                                                   | 0.00%         | 0            | 0.00%        | 99          |
|                                                                          | 50 - 99                 | 7                       | 12.50%        | 8                                     | 14.29%        | 8                                    | 14.29%        | 8                                                | 14.29%        | 8                           | 14.29%        | 25                          | 44.64%        | 16                                                           | 28.57%        | 16                                                | 28.57%        | 0                                                   | 0.00%         | 7            | 12.50%       | 56          |
|                                                                          | <b>Total</b>            | <b>48</b>               | <b>25.53%</b> | <b>16</b>                             | <b>8.51%</b>  | <b>8</b>                             | <b>4.26%</b>  | <b>16</b>                                        | <b>8.51%</b>  | <b>8</b>                    | <b>4.26%</b>  | <b>83</b>                   | <b>44.15%</b> | <b>24</b>                                                    | <b>12.77%</b> | <b>41</b>                                         | <b>21.81%</b> | <b>0</b>                                            | <b>0.00%</b>  | <b>7</b>     | <b>3.72%</b> | <b>188</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                   | 10 - 19                 | 593                     | 73.39%        | 166                                   | 20.54%        | 33                                   | 4.08%         | 67                                               | 8.29%         | 0                           | 0.00%         | 134                         | 16.58%        | 158                                                          | 19.55%        | 117                                               | 14.48%        | 0                                                   | 0.00%         | 33           | 4.08%        | 808         |
|                                                                          | 20 - 49                 | 358                     | 50.00%        | 258                                   | 36.03%        | 75                                   | 10.47%        | 100                                              | 13.97%        | 175                         | 24.44%        | 200                         | 27.93%        | 50                                                           | 6.98%         | 125                                               | 17.46%        | 33                                                  | 4.61%         | 25           | 3.49%        | 716         |
|                                                                          | 50 - 99                 | 247                     | 63.33%        | 152                                   | 38.97%        | 23                                   | 5.90%         | 89                                               | 22.82%        | 33                          | 8.46%         | 48                          | 12.31%        | 107                                                          | 27.44%        | 138                                               | 35.38%        | 57                                                  | 14.62%        | 8            | 2.05%        | 390         |
|                                                                          | <b>Total</b>            | <b>1198</b>             | <b>62.59%</b> | <b>576</b>                            | <b>30.09%</b> | <b>131</b>                           | <b>6.84%</b>  | <b>256</b>                                       | <b>13.38%</b> | <b>208</b>                  | <b>10.87%</b> | <b>382</b>                  | <b>19.96%</b> | <b>315</b>                                                   | <b>16.46%</b> | <b>380</b>                                        | <b>19.85%</b> | <b>90</b>                                           | <b>4.70%</b>  | <b>66</b>    | <b>3.45%</b> | <b>1914</b> |
| Restaurants and Hotels<br>食肆及酒店                                          | 10 - 19                 | 66                      | 66.67%        | 0                                     | 0.00%         | 0                                    | 0.00%         | 0                                                | 0.00%         | 0                           | 0.00%         | 0                           | 0.00%         | 0                                                            | 0.00%         | 0                                                 | 0.00%         | 0                                                   | 0.00%         | 33           | 33.33%       | 99          |
|                                                                          | 20 - 49                 | 108                     | 45.00%        | 158                                   | 65.83%        | 25                                   | 10.42%        | 33                                               | 13.75%        | 65                          | 27.08%        | 0                           | 0.00%         | 83                                                           | 34.58%        | 58                                                | 24.17%        | 58                                                  | 24.17%        | 0            | 0.00%        | 240         |
|                                                                          | 50 - 99                 | 47                      | 87.04%        | 15                                    | 27.78%        | 15                                   | 27.78%        | 16                                               | 29.63%        | 15                          | 27.78%        | 8                           | 14.81%        | 8                                                            | 14.81%        | 7                                                 | 12.96%        | 14                                                  | 25.93%        | 0            | 0.00%        | 54          |
|                                                                          | <b>Total</b>            | <b>221</b>              | <b>56.23%</b> | <b>173</b>                            | <b>44.02%</b> | <b>40</b>                            | <b>10.18%</b> | <b>49</b>                                        | <b>12.47%</b> | <b>80</b>                   | <b>20.36%</b> | <b>8</b>                    | <b>2.04%</b>  | <b>91</b>                                                    | <b>23.16%</b> | <b>65</b>                                         | <b>16.54%</b> | <b>72</b>                                           | <b>18.32%</b> | <b>33</b>    | <b>8.40%</b> | <b>393</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                         | 10 - 19                 | 125                     | 100.0%        | 33                                    | 26.40%        | 33                                   | 26.40%        | 33                                               | 26.40%        | 33                          | 26.40%        | 0                           | 0.00%         | 33                                                           | 26.40%        | 66                                                | 52.80%        | 33                                                  | 26.40%        | 0            | 0.00%        | 125         |
|                                                                          | 20 - 49                 | 57                      | 70.37%        | 33                                    | 40.74%        | 33                                   | 40.74%        | 0                                                | 0.00%         | 33                          | 40.74%        | 33                          | 40.74%        | 57                                                           | 70.37%        | 48                                                | 59.26%        | 0                                                   | 0.00%         | 24           | 29.63%       | 81          |
|                                                                          | 50 - 99                 | 14                      | 31.11%        | 14                                    | 31.11%        | 15                                   | 33.33%        | 0                                                | 0.00%         | 16                          | 35.56%        | 0                           | 0.00%         | 22                                                           | 48.89%        | 7                                                 | 15.56%        | 0                                                   | 0.00%         | 0            | 0.00%        | 45          |
|                                                                          | <b>Total</b>            | <b>196</b>              | <b>78.09%</b> | <b>80</b>                             | <b>31.87%</b> | <b>81</b>                            | <b>32.27%</b> | <b>33</b>                                        | <b>13.15%</b> | <b>82</b>                   | <b>32.67%</b> | <b>33</b>                   | <b>13.15%</b> | <b>112</b>                                                   | <b>44.62%</b> | <b>121</b>                                        | <b>48.21%</b> | <b>33</b>                                           | <b>13.15%</b> | <b>24</b>    | <b>9.56%</b> | <b>251</b>  |
| Finance, Insurance, Real Estate and Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 256                     | 65.98%        | 99                                    | 25.52%        | 33                                   | 8.51%         | 0                                                | 0.00%         | 66                          | 17.01%        | 0                           | 0.00%         | 58                                                           | 14.95%        | 33                                                | 8.51%         | 66                                                  | 17.01%        | 0            | 0.00%        | 388         |
|                                                                          | 20 - 49                 | 254                     | 81.41%        | 121                                   | 38.78%        | 32                                   | 10.26%        | 47                                               | 15.06%        | 32                          | 10.26%        | 24                          | 7.69%         | 33                                                           | 10.58%        | 33                                                | 10.58%        | 41                                                  | 13.14%        | 0            | 0.00%        | 312         |
|                                                                          | 50 - 99                 | 94                      | 78.99%        | 7                                     | 5.88%         | 7                                    | 5.88%         | 7                                                | 5.88%         | 7                           | 5.88%         | 15                          | 12.61%        | 72                                                           | 60.50%        | 55                                                | 46.22%        | 25                                                  | 21.01%        | 0            | 0.00%        | 119         |
|                                                                          | <b>Total</b>            | <b>604</b>              | <b>73.75%</b> | <b>227</b>                            | <b>27.72%</b> | <b>72</b>                            | <b>8.79%</b>  | <b>54</b>                                        | <b>6.59%</b>  | <b>105</b>                  | <b>12.82%</b> | <b>39</b>                   | <b>4.76%</b>  | <b>163</b>                                                   | <b>19.90%</b> | <b>121</b>                                        | <b>14.77%</b> | <b>132</b>                                          | <b>16.12%</b> | <b>0</b>     | <b>0.00%</b> | <b>819</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                    | 10 - 19                 | 191                     | 58.59%        | 59                                    | 18.10%        | 25                                   | 7.67%         | 50                                               | 15.34%        | 34                          | 10.43%        | 33                          | 10.12%        | 160                                                          | 49.08%        | 33                                                | 10.12%        | 0                                                   | 0.00%         | 34           | 10.43%       | 326         |
|                                                                          | 20 - 49                 | 281                     | 80.75%        | 74                                    | 21.26%        | 58                                   | 16.67%        | 116                                              | 33.33%        | 83                          | 23.85%        | 91                          | 26.15%        | 158                                                          | 45.40%        | 115                                               | 33.05%        | 90                                                  | 25.86%        | 0            | 0.00%        | 348         |
|                                                                          | 50 - 99                 | 240                     | 62.99%        | 157                                   | 41.21%        | 30                                   | 7.87%         | 70                                               | 18.37%        | 39                          | 10.24%        | 54                          | 14.17%        | 144                                                          | 37.80%        | 165                                               | 43.31%        | 38                                                  | 9.97%         | 15           | 3.94%        | 381         |
|                                                                          | <b>Total</b>            | <b>712</b>              | <b>67.49%</b> | <b>290</b>                            | <b>27.49%</b> | <b>113</b>                           | <b>10.71%</b> | <b>236</b>                                       | <b>22.37%</b> | <b>156</b>                  | <b>14.79%</b> | <b>178</b>                  | <b>16.87%</b> | <b>462</b>                                                   | <b>43.79%</b> | <b>313</b>                                        | <b>29.67%</b> | <b>128</b>                                          | <b>12.13%</b> | <b>49</b>    | <b>4.64%</b> | <b>1055</b> |
| ALL<br>整體                                                                | 10 - 19                 | 1290                    | 68.98%        | 391                                   | 20.91%        | 124                                  | 6.63%         | 215                                              | 11.50%        | 166                         | 8.88%         | 265                         | 14.17%        | 443                                                          | 23.69%        | 249                                               | 13.32%        | 99                                                  | 5.29%         | 100          | 5.35%        | 1870        |
|                                                                          | 20 - 49                 | 1181                    | 61.26%        | 709                                   | 36.77%        | 248                                  | 12.86%        | 304                                              | 15.77%        | 413                         | 21.42%        | 373                         | 19.35%        | 439                                                          | 22.77%        | 436                                               | 22.61%        | 222                                                 | 11.51%        | 74           | 3.84%        | 1928        |
|                                                                          | 50 - 99                 | 703                     | 62.60%        | 377                                   | 33.57%        | 98                                   | 8.73%         | 190                                              | 16.92%        | 118                         | 10.51%        | 150                         | 13.36%        | 391                                                          | 34.82%        | 403                                               | 35.89%        | 134                                                 | 11.93%        | 30           | 2.67%        | 1123        |
|                                                                          | <b>Total</b>            | <b>3174</b>             | <b>64.50%</b> | <b>1477</b>                           | <b>30.01%</b> | <b>470</b>                           | <b>9.55%</b>  | <b>709</b>                                       | <b>14.41%</b> | <b>697</b>                  | <b>14.16%</b> | <b>788</b>                  | <b>16.01%</b> | <b>1273</b>                                                  | <b>25.87%</b> | <b>1088</b>                                       | <b>22.11%</b> | <b>455</b>                                          | <b>9.25%</b>  | <b>204</b>   | <b>4.15%</b> | <b>4921</b> |

**Table 3.8-M : Reasons for Not Arranging Management Training for Managers by Principal Line of Business by Employee Size**

**表 3.8M : 沒有為管理人員安排管理培訓的原因**

| Principal Line of Business<br>主要業務                                      | Employment Size<br>員工人數 | Lack of Resources for Training<br>資源不足 |               | Does Not Believe in the Value of Management Training<br>不認為管理培訓有價值 |              | Will Not Be Able to Release Staff for Training Due to Manpower Constraints<br>人手不足，無法派遣職員接受訓練 |                | Does Not Consider Staff Worth Training<br>不認為員工值得訓練 |              | Has Sufficient Well-trained Staff Already<br>已有足夠受過良好訓練的員工 |                | Others<br>其他 |               | Total<br>總數 |
|-------------------------------------------------------------------------|-------------------------|----------------------------------------|---------------|--------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------|--------------|------------------------------------------------------------|----------------|--------------|---------------|-------------|
|                                                                         |                         | No.                                    | %             | No.                                                                | %            | No.                                                                                           | %              | No.                                                 | %            | No.                                                        | %              | No.          | %             |             |
| Manufacturing<br>製造                                                     | 10 - 19                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 32                                                                                            | 100.00%        | 0                                                   | 0.00%        | 0                                                          | 0.00%          | 0            | 0.00%         | 32          |
|                                                                         | <b>Total</b>            | <b>0</b>                               | <b>0.00%</b>  | <b>0</b>                                                           | <b>0.00%</b> | <b>32</b>                                                                                     | <b>100.00%</b> | <b>0</b>                                            | <b>0.00%</b> | <b>0</b>                                                   | <b>0.00%</b>   | <b>0</b>     | <b>0.00%</b>  | <b>32</b>   |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 33                                                         | 100.00%        | 0            | 0.00%         | 33          |
|                                                                         | 50 - 99                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 8                                                          | 100.00%        | 0            | 0.00%         | 8           |
|                                                                         | <b>Total</b>            | <b>0</b>                               | <b>0.00%</b>  | <b>0</b>                                                           | <b>0.00%</b> | <b>0</b>                                                                                      | <b>0.00%</b>   | <b>0</b>                                            | <b>0.00%</b> | <b>41</b>                                                  | <b>100.00%</b> | <b>0</b>     | <b>0.00%</b>  | <b>41</b>   |
| Restaurants and Hotels<br>食肆及酒店                                         | 10 - 19                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 25                                                                                            | 100.00%        | 0                                                   | 0.00%        | 0                                                          | 0.00%          | 0            | 0.00%         | 25          |
|                                                                         | <b>Total</b>            | <b>0</b>                               | <b>0.00%</b>  | <b>0</b>                                                           | <b>0.00%</b> | <b>25</b>                                                                                     | <b>100.00%</b> | <b>0</b>                                            | <b>0.00%</b> | <b>0</b>                                                   | <b>0.00%</b>   | <b>0</b>     | <b>0.00%</b>  | <b>25</b>   |
| Finance, Insurance, Real Estate and Business Services<br>金融、保險、房地產及商業服務 | 20 - 49                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 8                                                          | 100.00%        | 0            | 0.00%         | 8           |
|                                                                         | 50 - 99                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 0                                                          | 0.00%          | 25           | 100.00%       | 25          |
|                                                                         | <b>Total</b>            | <b>0</b>                               | <b>0.00%</b>  | <b>0</b>                                                           | <b>0.00%</b> | <b>0</b>                                                                                      | <b>0.00%</b>   | <b>0</b>                                            | <b>0.00%</b> | <b>8</b>                                                   | <b>24.24%</b>  | <b>25</b>    | <b>75.76%</b> | <b>33</b>   |
| Community, Social and Personal Services<br>社區、社會及個人服務                   | 10 - 19                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 34                                                         | 100.00%        | 0            | 0.00%         | 34          |
|                                                                         | 20 - 49                 | 25                                     | 100.00%       | 0                                                                  | 0.00%        | 25                                                                                            | 100.00%        | 0                                                   | 0.00%        | 0                                                          | 0.00%          | 0            | 0.00%         | 25          |
|                                                                         | 50 - 99                 | 25                                     | 100.00%       | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 0                                                          | 0.00%          | 0            | 0.00%         | 25          |
|                                                                         | <b>Total</b>            | <b>50</b>                              | <b>59.52%</b> | <b>0</b>                                                           | <b>0.00%</b> | <b>25</b>                                                                                     | <b>29.76%</b>  | <b>0</b>                                            | <b>0.00%</b> | <b>34</b>                                                  | <b>40.48%</b>  | <b>0</b>     | <b>0.00%</b>  | <b>84</b>   |
| ALL<br>整體                                                               | 10 - 19                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 57                                                                                            | 45.97%         | 0                                                   | 0.00%        | 67                                                         | 54.03%         | 0            | 0.00%         | 124         |
|                                                                         | 20 - 49                 | 25                                     | 75.76%        | 0                                                                  | 0.00%        | 25                                                                                            | 75.76%         | 0                                                   | 0.00%        | 8                                                          | 24.24%         | 0            | 0.00%         | 33          |
|                                                                         | 50 - 99                 | 25                                     | 43.10%        | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 8                                                          | 13.79%         | 25           | 43.10%        | 58          |
|                                                                         | <b>Total</b>            | <b>50</b>                              | <b>23.26%</b> | <b>0</b>                                                           | <b>0.00%</b> | <b>82</b>                                                                                     | <b>38.14%</b>  | <b>0</b>                                            | <b>0.00%</b> | <b>83</b>                                                  | <b>38.60%</b>  | <b>25</b>    | <b>11.63%</b> | <b>215</b>  |

Table 3.8-S : Reasons for Not Arranging Management Training for Supervisors by Principal Line of Business by Employee Size

表 3.8S : 沒有為督導人員安排管理培訓的原因

| Principal Line of Business<br>主要業務                                       | Employment Size<br>員工人數 | Lack of Resources for Training<br>資源不足 |               | Does Not Believe in the Value of Management Training<br>不認為管理培訓有價值 |              | Will Not Be Able to Release Staff for Training Due to Manpower Constraints<br>人手不足，無法派遣職員接受訓練 |                | Does Not Consider Staff Worth Training<br>不認為員工值得訓練 |              | Has Sufficient Well-trained Staff Already<br>已有足夠受過良好訓練的員工 |                | Others<br>其他 |                | Total<br>總數 |
|--------------------------------------------------------------------------|-------------------------|----------------------------------------|---------------|--------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------|--------------|------------------------------------------------------------|----------------|--------------|----------------|-------------|
|                                                                          |                         | No.                                    | %             | No.                                                                | %            | No.                                                                                           | %              | No.                                                 | %            | No.                                                        | %              | No.          | %              |             |
| Manufacturing<br>製造                                                      | 10 - 19                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 32                                                                                            | 100.00%        | 0                                                   | 0.00%        | 0                                                          | 0.00%          | 0            | 0.00%          | 32          |
|                                                                          | <b>Total</b>            | <b>0</b>                               | <b>0.00%</b>  | <b>0</b>                                                           | <b>0.00%</b> | <b>32</b>                                                                                     | <b>100.00%</b> | <b>0</b>                                            | <b>0.00%</b> | <b>0</b>                                                   | <b>0.00%</b>   | <b>0</b>     | <b>0.00%</b>   | <b>32</b>   |
| Construction<br>建造                                                       | 20 - 49                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 8                                                          | 100.00%        | 0            | 0.00%          | 8           |
|                                                                          | <b>Total</b>            | <b>0</b>                               | <b>0.00%</b>  | <b>0</b>                                                           | <b>0.00%</b> | <b>0</b>                                                                                      | <b>0.00%</b>   | <b>0</b>                                            | <b>0.00%</b> | <b>8</b>                                                   | <b>100.00%</b> | <b>0</b>     | <b>0.00%</b>   | <b>8</b>    |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                   | 10 - 19                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 33                                                         | 100.00%        | 0            | 0.00%          | 33          |
|                                                                          | 20 - 49                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 25                                                                                            | 100.00%        | 0                                                   | 0.00%        | 0                                                          | 0.00%          | 0            | 0.00%          | 25          |
|                                                                          | 50 - 99                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 8                                                          | 100.00%        | 0            | 0.00%          | 8           |
|                                                                          | <b>Total</b>            | <b>0</b>                               | <b>0.00%</b>  | <b>0</b>                                                           | <b>0.00%</b> | <b>25</b>                                                                                     | <b>37.88%</b>  | <b>0</b>                                            | <b>0.00%</b> | <b>41</b>                                                  | <b>62.12%</b>  | <b>0</b>     | <b>0.00%</b>   | <b>66</b>   |
| Restaurants and Hotels<br>食肆及酒店                                          | 10 - 19                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 25                                                                                            | 100.00%        | 0                                                   | 0.00%        | 0                                                          | 0.00%          | 0            | 0.00%          | 25          |
|                                                                          | <b>Total</b>            | <b>0</b>                               | <b>0.00%</b>  | <b>0</b>                                                           | <b>0.00%</b> | <b>25</b>                                                                                     | <b>100.00%</b> | <b>0</b>                                            | <b>0.00%</b> | <b>0</b>                                                   | <b>0.00%</b>   | <b>0</b>     | <b>0.00%</b>   | <b>25</b>   |
| Transport, Storage and Communication<br>運輸、儲存及通訊                         | 20 - 49                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 0                                                          | 0.00%          | 33           | 100.00%        | 33          |
|                                                                          | <b>Total</b>            | <b>0</b>                               | <b>0.00%</b>  | <b>0</b>                                                           | <b>0.00%</b> | <b>0</b>                                                                                      | <b>0.00%</b>   | <b>0</b>                                            | <b>0.00%</b> | <b>0</b>                                                   | <b>0.00%</b>   | <b>33</b>    | <b>100.00%</b> | <b>33</b>   |
| Finance, Insurance, Real Estate and Bussiness Services<br>金融、保險、房地產及商業服務 | 20 - 49                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 8                                                          | 100.00%        | 0            | 0.00%          | 8           |
|                                                                          | 50 - 99                 | 25                                     | 50.00%        | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 25                                                         | 50.00%         | 25           | 50.00%         | 50          |
|                                                                          | <b>Total</b>            | <b>25</b>                              | <b>43.10%</b> | <b>0</b>                                                           | <b>0.00%</b> | <b>0</b>                                                                                      | <b>0.00%</b>   | <b>0</b>                                            | <b>0.00%</b> | <b>33</b>                                                  | <b>56.90%</b>  | <b>25</b>    | <b>43.10%</b>  | <b>58</b>   |
| Community, Social and Personal Services<br>社區、社會及個人服務                    | 10 - 19                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 34                                                         | 100.00%        | 0            | 0.00%          | 34          |
|                                                                          | 20 - 49                 | 25                                     | 100.00%       | 0                                                                  | 0.00%        | 25                                                                                            | 100.00%        | 0                                                   | 0.00%        | 0                                                          | 0.00%          | 0            | 0.00%          | 25          |
|                                                                          | 50 - 99                 | 25                                     | 100.00%       | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 0                                                          | 0.00%          | 0            | 0.00%          | 25          |
|                                                                          | <b>Total</b>            | <b>50</b>                              | <b>59.52%</b> | <b>0</b>                                                           | <b>0.00%</b> | <b>25</b>                                                                                     | <b>29.76%</b>  | <b>0</b>                                            | <b>0.00%</b> | <b>34</b>                                                  | <b>40.48%</b>  | <b>0</b>     | <b>0.00%</b>   | <b>84</b>   |
| ALL<br>整體                                                                | 10 - 19                 | 0                                      | 0.00%         | 0                                                                  | 0.00%        | 57                                                                                            | 45.97%         | 0                                                   | 0.00%        | 67                                                         | 54.03%         | 0            | 0.00%          | 124         |
|                                                                          | 20 - 49                 | 25                                     | 25.25%        | 0                                                                  | 0.00%        | 50                                                                                            | 50.51%         | 0                                                   | 0.00%        | 16                                                         | 16.16%         | 33           | 33.33%         | 99          |
|                                                                          | 50 - 99                 | 50                                     | 60.24%        | 0                                                                  | 0.00%        | 0                                                                                             | 0.00%          | 0                                                   | 0.00%        | 33                                                         | 39.76%         | 25           | 30.12%         | 83          |
|                                                                          | <b>Total</b>            | <b>75</b>                              | <b>24.51%</b> | <b>0</b>                                                           | <b>0.00%</b> | <b>107</b>                                                                                    | <b>34.97%</b>  | <b>0</b>                                            | <b>0.00%</b> | <b>116</b>                                                 | <b>37.91%</b>  | <b>58</b>    | <b>18.95%</b>  | <b>306</b>  |

**Table 3.9(A)-M : Willingness to Sponsor Managers to Attend Relevant Management Training by Principal Line of Business by Employment Size**  
**表 3.9(A)-M : 資助管理人員接受相關管理培訓的情況**

| Principal Line of Business<br>主要業務                                          | Employment Size<br>員工人數 | Yes<br>有    |                | No<br>無    |               | Total<br>總數 |
|-----------------------------------------------------------------------------|-------------------------|-------------|----------------|------------|---------------|-------------|
|                                                                             |                         | No.         | %              | No.        | %             |             |
| Manufacturing<br>製造                                                         | 10 - 19                 | 122         | 100.00%        | 0          | 0.00%         | 122         |
|                                                                             | 20 - 49                 | 132         | 100.00%        | 0          | 0.00%         | 132         |
|                                                                             | 50 - 99                 | 70          | 100.00%        | 0          | 0.00%         | 70          |
|                                                                             | <b>Total</b>            | <b>324</b>  | <b>100.00%</b> | <b>0</b>   | <b>0.00%</b>  | <b>324</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                      | 10 - 19                 | 1           | 100.00%        | 0          | 0.00%         | 1           |
|                                                                             | 20 - 49                 | 0           |                | 0          |               | 0           |
|                                                                             | <b>Total</b>            | <b>1</b>    | <b>100.00%</b> | <b>0</b>   | <b>0.00%</b>  | <b>1</b>    |
| Construction<br>建造                                                          | 10 - 19                 | 67          | 100.00%        | 0          | 0.00%         | 67          |
|                                                                             | 20 - 49                 | 74          | 74.75%         | 25         | 25.25%        | 99          |
|                                                                             | 50 - 99                 | 56          | 100.00%        | 0          | 0.00%         | 56          |
|                                                                             | <b>Total</b>            | <b>197</b>  | <b>88.74%</b>  | <b>25</b>  | <b>11.26%</b> | <b>222</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                      | 10 - 19                 | 550         | 70.33%         | 232        | 29.67%        | 782         |
|                                                                             | 20 - 49                 | 749         | 90.90%         | 75         | 9.10%         | 824         |
|                                                                             | 50 - 99                 | 334         | 85.64%         | 56         | 14.36%        | 390         |
|                                                                             | <b>Total</b>            | <b>1633</b> | <b>81.81%</b>  | <b>363</b> | <b>18.19%</b> | <b>1996</b> |
| Restaurants and Hotels<br>食肆及酒店                                             | 10 - 19                 | 58          | 63.74%         | 33         | 36.26%        | 91          |
|                                                                             | 20 - 49                 | 158         | 86.34%         | 25         | 13.66%        | 183         |
|                                                                             | 50 - 99                 | 38          | 100.00%        | 0          | 0.00%         | 38          |
|                                                                             | <b>Total</b>            | <b>254</b>  | <b>81.41%</b>  | <b>58</b>  | <b>18.59%</b> | <b>312</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                            | 10 - 19                 | 91          | 100.00%        | 0          | 0.00%         | 91          |
|                                                                             | 20 - 49                 | 57          | 70.37%         | 24         | 29.63%        | 81          |
|                                                                             | 50 - 99                 | 21          | 46.67%         | 24         | 53.33%        | 45          |
|                                                                             | <b>Total</b>            | <b>169</b>  | <b>77.88%</b>  | <b>48</b>  | <b>22.12%</b> | <b>217</b>  |
| Finance, Insurance, Real Estate<br>and Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 264         | 72.73%         | 99         | 27.27%        | 363         |
|                                                                             | 20 - 49                 | 271         | 76.77%         | 82         | 23.23%        | 353         |
|                                                                             | 50 - 99                 | 144         | 100.00%        | 0          | 0.00%         | 144         |
|                                                                             | <b>Total</b>            | <b>679</b>  | <b>78.95%</b>  | <b>181</b> | <b>21.05%</b> | <b>860</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                       | 10 - 19                 | 201         | 74.72%         | 68         | 25.28%        | 269         |
|                                                                             | 20 - 49                 | 315         | 90.52%         | 33         | 9.48%         | 348         |
|                                                                             | 50 - 99                 | 327         | 80.34%         | 80         | 19.66%        | 407         |
|                                                                             | <b>Total</b>            | <b>843</b>  | <b>82.32%</b>  | <b>181</b> | <b>17.68%</b> | <b>1024</b> |
| ALL<br>整體                                                                   | 10 - 19                 | 1354        | 75.81%         | 432        | 24.19%        | 1786        |
|                                                                             | 20 - 49                 | 1756        | 86.93%         | 264        | 13.07%        | 2020        |
|                                                                             | 50 - 99                 | 990         | 86.09%         | 160        | 13.91%        | 1150        |
|                                                                             | <b>Total</b>            | <b>4100</b> | <b>82.73%</b>  | <b>856</b> | <b>17.27%</b> | <b>4956</b> |

**Table 3.9(A)-S : Willingness to Sponsor Supervisors to Attend Relevent Management Training by Principal Line of Business by Employment Size**  
**表 3.9(A)-S : 資助督導人員接受相關管理培訓的情況**

| Principal Line of Business<br>主要業務                                          | Employment Size<br>員工人數 | Yes<br>有    |                | No<br>無     |               | Total<br>總數 |
|-----------------------------------------------------------------------------|-------------------------|-------------|----------------|-------------|---------------|-------------|
|                                                                             |                         | No.         | %              | No.         | %             |             |
| Manufacturing<br>製造                                                         | 10 - 19                 | 90          | 73.77%         | 32          | 26.23%        | 122         |
|                                                                             | 20 - 49                 | 132         | 100.00%        | 0           | 0.00%         | 132         |
|                                                                             | 50 - 99                 | 78          | 100.00%        | 0           | 0.00%         | 78          |
|                                                                             | <b>Total</b>            | <b>300</b>  | <b>90.36%</b>  | <b>32</b>   | <b>9.64%</b>  | <b>332</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                      | 10 - 19                 | 1           | 100.00%        | 0           | 0.00%         | 1           |
|                                                                             | 20 - 49                 | 0           |                | 0           |               | 0           |
|                                                                             | <b>Total</b>            | <b>1</b>    | <b>100.00%</b> | <b>0</b>    | <b>0.00%</b>  | <b>1</b>    |
| Construction<br>建造                                                          | 10 - 19                 | 33          | 100.00%        | 0           | 0.00%         | 33          |
|                                                                             | 20 - 49                 | 74          | 69.16%         | 33          | 30.84%        | 107         |
|                                                                             | 50 - 99                 | 56          | 100.00%        | 0           | 0.00%         | 56          |
|                                                                             | <b>Total</b>            | <b>163</b>  | <b>83.16%</b>  | <b>33</b>   | <b>16.84%</b> | <b>196</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                      | 10 - 19                 | 575         | 68.37%         | 266         | 31.63%        | 841         |
|                                                                             | 20 - 49                 | 658         | 88.80%         | 83          | 11.20%        | 741         |
|                                                                             | 50 - 99                 | 334         | 83.92%         | 64          | 16.08%        | 398         |
|                                                                             | <b>Total</b>            | <b>1567</b> | <b>79.14%</b>  | <b>413</b>  | <b>20.86%</b> | <b>1980</b> |
| Restaurants and Hotels<br>食肆及酒店                                             | 10 - 19                 | 91          | 73.39%         | 33          | 26.61%        | 124         |
|                                                                             | 20 - 49                 | 190         | 79.17%         | 50          | 20.83%        | 240         |
|                                                                             | 50 - 99                 | 46          | 85.19%         | 8           | 14.81%        | 54          |
|                                                                             | <b>Total</b>            | <b>327</b>  | <b>78.23%</b>  | <b>91</b>   | <b>21.77%</b> | <b>418</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                            | 10 - 19                 | 91          | 72.80%         | 34          | 27.20%        | 125         |
|                                                                             | 20 - 49                 | 90          | 78.95%         | 24          | 21.05%        | 114         |
|                                                                             | 50 - 99                 | 21          | 46.67%         | 24          | 53.33%        | 45          |
|                                                                             | <b>Total</b>            | <b>202</b>  | <b>71.13%</b>  | <b>82</b>   | <b>28.87%</b> | <b>284</b>  |
| Finance, Insurance, Real Estate<br>and Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 264         | 68.04%         | 124         | 31.96%        | 388         |
|                                                                             | 20 - 49                 | 263         | 82.19%         | 57          | 17.81%        | 320         |
|                                                                             | 50 - 99                 | 169         | 100.00%        | 0           | 0.00%         | 169         |
|                                                                             | <b>Total</b>            | <b>696</b>  | <b>79.36%</b>  | <b>181</b>  | <b>20.64%</b> | <b>877</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                       | 10 - 19                 | 292         | 81.11%         | 68          | 18.89%        | 360         |
|                                                                             | 20 - 49                 | 340         | 91.15%         | 33          | 8.85%         | 373         |
|                                                                             | 50 - 99                 | 318         | 78.33%         | 88          | 21.67%        | 406         |
|                                                                             | <b>Total</b>            | <b>950</b>  | <b>83.41%</b>  | <b>189</b>  | <b>16.59%</b> | <b>1139</b> |
| ALL<br>整體                                                                   | 10 - 19                 | 1437        | 72.07%         | 557         | 27.93%        | 1994        |
|                                                                             | 20 - 49                 | 1747        | 86.19%         | 280         | 13.81%        | 2027        |
|                                                                             | 50 - 99                 | 1022        | 84.74%         | 184         | 15.26%        | 1206        |
|                                                                             | <b>Total</b>            | <b>4206</b> | <b>80.47%</b>  | <b>1021</b> | <b>19.53%</b> | <b>5227</b> |

**Table 3.9(B)-M : Format of Sponsoring Managers Management Training  
by Principal Line of Business by Employment Size  
表 3.9(B)-M : 資助管理人員接受管理培訓的方式**

| Principal Line of Business<br>主要業務                                          | Employment Size<br>員工人數 | Release them During<br>Office Hours<br>准許他們於辦公<br>時間內修讀 |               | Just Pay or<br>Reimburse<br>Course Fees<br>只為他們繳付<br>或發還學費 |               | Do Both<br>兩者都會 |                | Total<br>總數 |
|-----------------------------------------------------------------------------|-------------------------|---------------------------------------------------------|---------------|------------------------------------------------------------|---------------|-----------------|----------------|-------------|
|                                                                             |                         | No.                                                     | %             | No.                                                        | %             | No.             | %              |             |
| Manufacturing<br>製造                                                         | 10 - 19                 | 0                                                       | 0.00%         | 58                                                         | 47.54%        | 64              | 52.46%         | 122         |
|                                                                             | 20 - 49                 | 25                                                      | 18.94%        | 57                                                         | 43.18%        | 50              | 37.88%         | 132         |
|                                                                             | 50 - 99                 | 32                                                      | 45.71%        | 30                                                         | 42.86%        | 8               | 11.43%         | 70          |
|                                                                             | <b>Total</b>            | <b>57</b>                                               | <b>17.59%</b> | <b>145</b>                                                 | <b>44.75%</b> | <b>122</b>      | <b>37.65%</b>  | <b>324</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                      | 10 - 19                 | 0                                                       | 0.00%         | 0                                                          | 0.00%         | 1               | 100.00%        | 1           |
|                                                                             | 20 - 49                 | 0                                                       |               | 0                                                          |               | 0               |                | 0           |
|                                                                             | <b>Total</b>            | <b>0</b>                                                | <b>0.00%</b>  | <b>0</b>                                                   | <b>0.00%</b>  | <b>1</b>        | <b>100.00%</b> | <b>1</b>    |
| Construction<br>建造                                                          | 10 - 19                 | 67                                                      | 100.00%       | 0                                                          | 0.00%         | 0               | 0.00%          | 67          |
|                                                                             | 20 - 49                 | 25                                                      | 33.78%        | 33                                                         | 44.59%        | 16              | 21.62%         | 74          |
|                                                                             | 50 - 99                 | 8                                                       | 14.29%        | 48                                                         | 85.71%        | 0               | 0.00%          | 56          |
|                                                                             | <b>Total</b>            | <b>100</b>                                              | <b>50.76%</b> | <b>81</b>                                                  | <b>41.12%</b> | <b>16</b>       | <b>8.12%</b>   | <b>197</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                      | 10 - 19                 | 25                                                      | 4.55%         | 232                                                        | 42.18%        | 293             | 53.27%         | 550         |
|                                                                             | 20 - 49                 | 75                                                      | 10.01%        | 283                                                        | 37.78%        | 391             | 52.20%         | 749         |
|                                                                             | 50 - 99                 | 46                                                      | 13.77%        | 134                                                        | 40.12%        | 154             | 46.11%         | 334         |
|                                                                             | <b>Total</b>            | <b>146</b>                                              | <b>8.94%</b>  | <b>649</b>                                                 | <b>39.74%</b> | <b>838</b>      | <b>51.32%</b>  | <b>1633</b> |
| Restaurants and Hotels<br>食肆及酒店                                             | 10 - 19                 | 25                                                      | 43.10%        | 33                                                         | 56.90%        | 0               | 0.00%          | 58          |
|                                                                             | 20 - 49                 | 50                                                      | 31.65%        | 83                                                         | 52.53%        | 25              | 15.82%         | 158         |
|                                                                             | 50 - 99                 | 15                                                      | 39.47%        | 8                                                          | 21.05%        | 15              | 39.47%         | 38          |
|                                                                             | <b>Total</b>            | <b>90</b>                                               | <b>35.43%</b> | <b>124</b>                                                 | <b>48.82%</b> | <b>40</b>       | <b>15.75%</b>  | <b>254</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                            | 10 - 19                 | 33                                                      | 36.26%        | 25                                                         | 27.47%        | 33              | 36.26%         | 91          |
|                                                                             | 20 - 49                 | 33                                                      | 57.89%        | 24                                                         | 42.11%        | 0               | 0.00%          | 57          |
|                                                                             | 50 - 99                 | 0                                                       | 0.00%         | 21                                                         | 100.00%       | 0               | 0.00%          | 21          |
|                                                                             | <b>Total</b>            | <b>66</b>                                               | <b>39.05%</b> | <b>70</b>                                                  | <b>41.42%</b> | <b>33</b>       | <b>19.53%</b>  | <b>169</b>  |
| Finance, Insurance, Real Estate<br>and Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 0                                                       | 0.00%         | 132                                                        | 50.00%        | 132             | 50.00%         | 264         |
|                                                                             | 20 - 49                 | 0                                                       | 0.00%         | 156                                                        | 57.56%        | 115             | 42.44%         | 271         |
|                                                                             | 50 - 99                 | 25                                                      | 17.36%        | 49                                                         | 34.03%        | 70              | 48.61%         | 144         |
|                                                                             | <b>Total</b>            | <b>25</b>                                               | <b>3.68%</b>  | <b>337</b>                                                 | <b>49.63%</b> | <b>317</b>      | <b>46.69%</b>  | <b>679</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                       | 10 - 19                 | 59                                                      | 29.35%        | 101                                                        | 50.25%        | 41              | 20.40%         | 201         |
|                                                                             | 20 - 49                 | 116                                                     | 36.83%        | 25                                                         | 7.94%         | 174             | 55.24%         | 315         |
|                                                                             | 50 - 99                 | 54                                                      | 16.51%        | 78                                                         | 23.85%        | 195             | 59.63%         | 327         |
|                                                                             | <b>Total</b>            | <b>229</b>                                              | <b>27.16%</b> | <b>204</b>                                                 | <b>24.20%</b> | <b>410</b>      | <b>48.64%</b>  | <b>843</b>  |
| ALL<br>整體                                                                   | 10 - 19                 | 209                                                     | 15.44%        | 581                                                        | 42.91%        | 564             | 41.65%         | 1354        |
|                                                                             | 20 - 49                 | 324                                                     | 18.45%        | 661                                                        | 37.64%        | 771             | 43.91%         | 1756        |
|                                                                             | 50 - 99                 | 180                                                     | 18.18%        | 368                                                        | 37.17%        | 442             | 44.65%         | 990         |
|                                                                             | <b>Total</b>            | <b>713</b>                                              | <b>17.39%</b> | <b>1610</b>                                                | <b>39.27%</b> | <b>1777</b>     | <b>43.34%</b>  | <b>4100</b> |

**Table 3.9B-S : Format of Sponsoring Supervisors Management Training by  
Principal Line of Business by Employment Size**  
**表 3.9(B)-S : 資助督導人員接受管理培訓的方式**

| Principal Line of Business<br>主要業務                                          | Employment Size<br>員工人數 | Release them During<br>Office Hours<br>准許他們於辦公<br>時間內修讀 |               | Just Pay or<br>Reimburse<br>Course Fees<br>只為他們繳付<br>或發還學費 |               | Do Both<br>兩者都會 |               | Total<br>總數 |
|-----------------------------------------------------------------------------|-------------------------|---------------------------------------------------------|---------------|------------------------------------------------------------|---------------|-----------------|---------------|-------------|
|                                                                             |                         | No.                                                     | %             | No.                                                        | %             | No.             | %             |             |
| Manufacturing<br>製造                                                         | 10 - 19                 | 0                                                       | 0.00%         | 58                                                         | 64.44%        | 32              | 35.56%        | 90          |
|                                                                             | 20 - 49                 | 25                                                      | 18.94%        | 82                                                         | 62.12%        | 25              | 18.94%        | 132         |
|                                                                             | 50 - 99                 | 32                                                      | 41.03%        | 38                                                         | 48.72%        | 8               | 10.26%        | 78          |
|                                                                             | <b>Total</b>            | <b>57</b>                                               | <b>19.00%</b> | <b>178</b>                                                 | <b>59.33%</b> | <b>65</b>       | <b>21.67%</b> | <b>300</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                      | 10 - 19                 | 0                                                       | 0.00%         | 0                                                          | 0.00%         | 1               | 100.0%        | 1           |
|                                                                             | 20 - 49                 | 0                                                       |               | 0                                                          |               | 0               |               | 0           |
|                                                                             | <b>Total</b>            | <b>0</b>                                                | <b>0.00%</b>  | <b>0</b>                                                   | <b>0.00%</b>  | <b>1</b>        | <b>100.0%</b> | <b>1</b>    |
| Construction<br>建造                                                          | 10 - 19                 | 33                                                      | 100.0%        | 0                                                          | 0.00%         | 0               | 0.00%         | 33          |
|                                                                             | 20 - 49                 | 25                                                      | 33.78%        | 33                                                         | 44.59%        | 16              | 21.62%        | 74          |
|                                                                             | 50 - 99                 | 8                                                       | 14.29%        | 48                                                         | 85.71%        | 0               | 0.00%         | 56          |
|                                                                             | <b>Total</b>            | <b>66</b>                                               | <b>40.49%</b> | <b>81</b>                                                  | <b>49.69%</b> | <b>16</b>       | <b>9.82%</b>  | <b>163</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                      | 10 - 19                 | 50                                                      | 8.70%         | 258                                                        | 44.87%        | 267             | 46.43%        | 575         |
|                                                                             | 20 - 49                 | 75                                                      | 11.40%        | 258                                                        | 39.21%        | 325             | 49.39%        | 658         |
|                                                                             | 50 - 99                 | 62                                                      | 18.56%        | 118                                                        | 35.33%        | 154             | 46.11%        | 334         |
|                                                                             | <b>Total</b>            | <b>187</b>                                              | <b>11.93%</b> | <b>634</b>                                                 | <b>40.46%</b> | <b>746</b>      | <b>47.61%</b> | <b>1567</b> |
| Restaurants and Hotels<br>食肆及酒店                                             | 10 - 19                 | 25                                                      | 27.47%        | 66                                                         | 72.53%        | 0               | 0.00%         | 91          |
|                                                                             | 20 - 49                 | 75                                                      | 39.47%        | 83                                                         | 43.68%        | 32              | 16.84%        | 190         |
|                                                                             | 50 - 99                 | 15                                                      | 32.61%        | 16                                                         | 34.78%        | 15              | 32.61%        | 46          |
|                                                                             | <b>Total</b>            | <b>115</b>                                              | <b>35.17%</b> | <b>165</b>                                                 | <b>50.46%</b> | <b>47</b>       | <b>14.37%</b> | <b>327</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                            | 10 - 19                 | 33                                                      | 36.26%        | 25                                                         | 27.47%        | 33              | 36.26%        | 91          |
|                                                                             | 20 - 49                 | 66                                                      | 73.33%        | 24                                                         | 26.67%        | 0               | 0.00%         | 90          |
|                                                                             | 50 - 99                 | 0                                                       | 0.00%         | 21                                                         | 100.0%        | 0               | 0.00%         | 21          |
|                                                                             | <b>Total</b>            | <b>99</b>                                               | <b>49.01%</b> | <b>70</b>                                                  | <b>34.65%</b> | <b>33</b>       | <b>16.34%</b> | <b>202</b>  |
| Finance, Insurance, Real Estate<br>and Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 0                                                       | 0.00%         | 132                                                        | 50.00%        | 132             | 50.00%        | 264         |
|                                                                             | 20 - 49                 | 0                                                       | 0.00%         | 181                                                        | 68.82%        | 82              | 31.18%        | 263         |
|                                                                             | 50 - 99                 | 50                                                      | 29.59%        | 49                                                         | 28.99%        | 70              | 41.42%        | 169         |
|                                                                             | <b>Total</b>            | <b>50</b>                                               | <b>7.18%</b>  | <b>362</b>                                                 | <b>52.01%</b> | <b>284</b>      | <b>40.80%</b> | <b>696</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                       | 10 - 19                 | 127                                                     | 43.49%        | 124                                                        | 42.47%        | 41              | 14.04%        | 292         |
|                                                                             | 20 - 49                 | 116                                                     | 34.12%        | 25                                                         | 7.35%         | 199             | 58.53%        | 340         |
|                                                                             | 50 - 99                 | 61                                                      | 19.18%        | 62                                                         | 19.50%        | 195             | 61.32%        | 318         |
|                                                                             | <b>Total</b>            | <b>304</b>                                              | <b>32.00%</b> | <b>211</b>                                                 | <b>22.21%</b> | <b>435</b>      | <b>45.79%</b> | <b>950</b>  |
| ALL<br>整體                                                                   | 10 - 19                 | 268                                                     | 18.65%        | 663                                                        | 46.14%        | 506             | 35.21%        | 1437        |
|                                                                             | 20 - 49                 | 382                                                     | 21.87%        | 686                                                        | 39.27%        | 679             | 38.87%        | 1747        |
|                                                                             | 50 - 99                 | 228                                                     | 22.31%        | 352                                                        | 34.44%        | 442             | 43.25%        | 1022        |
|                                                                             | <b>Total</b>            | <b>878</b>                                              | <b>20.87%</b> | <b>1701</b>                                                | <b>40.44%</b> | <b>1627</b>     | <b>38.68%</b> | <b>4206</b> |

**Table 3.10(A)-M : Preferred Type of Management Training for Managers  
by Principal Line of Business by Employment Size  
表 3.10(A)-M : 管理人員宜有的管理培訓種類**

| Principal Line of Business<br>主要業務                                      | Employment Size<br>員工人數 | Course Leading to<br>Formal Qualifications<br>可獲正式學歷資格的課程 |               | Refresher Upgrading<br>Courses without Leading to<br>Formal Qualifications<br>不頒授正式<br>學歷資格的複修 /<br>增修課程 |               | Workshop Seminars<br>研習班 / 研討會 |                | Continuing Development<br>Programme for Maintaining<br>Professional Qualifications<br>供專業資格持有人<br>修讀的持續發展課程 |               | Others<br>其他 |              | Total<br>總數 |
|-------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------|---------------|--------------------------------|----------------|-------------------------------------------------------------------------------------------------------------|---------------|--------------|--------------|-------------|
|                                                                         |                         | No.                                                       | %             | No.                                                                                                      | %             | No.                            | %              | No.                                                                                                         | %             | No.          | %            |             |
| Manufacturing<br>製造                                                     | 10 - 19                 | 90                                                        | 73.77%        | 32                                                                                                       | 26.23%        | 0                              | 0.00%          | 0                                                                                                           | 0.00%         | 0            | 0.00%        | 122         |
|                                                                         | 20 - 49                 | 50                                                        | 37.88%        | 32                                                                                                       | 24.24%        | 0                              | 0.00%          | 50                                                                                                          | 37.88%        | 0            | 0.00%        | 132         |
|                                                                         | 50 - 99                 | 39                                                        | 55.71%        | 8                                                                                                        | 11.43%        | 16                             | 22.86%         | 7                                                                                                           | 10.00%        | 0            | 0.00%        | 70          |
|                                                                         | <b>Total</b>            | <b>179</b>                                                | <b>55.25%</b> | <b>72</b>                                                                                                | <b>22.22%</b> | <b>16</b>                      | <b>4.94%</b>   | <b>57</b>                                                                                                   | <b>17.59%</b> | <b>0</b>     | <b>0.00%</b> | <b>324</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                  | 10 - 19                 | 0                                                         | 0.00%         | 0                                                                                                        | 0.00%         | 1                              | 100.00%        | 0                                                                                                           | 0.00%         | 0            | 0.00%        | 1           |
|                                                                         | 20 - 49                 | 0                                                         |               | 0                                                                                                        |               | 0                              |                | 0                                                                                                           |               | 0            |              | 0           |
|                                                                         | <b>Total</b>            | <b>0</b>                                                  | <b>0.00%</b>  | <b>0</b>                                                                                                 | <b>0.00%</b>  | <b>1</b>                       | <b>100.00%</b> | <b>0</b>                                                                                                    | <b>0.00%</b>  | <b>0</b>     | <b>0.00%</b> | <b>1</b>    |
| Construction<br>建造                                                      | 10 - 19                 | 67                                                        | 100.00%       | 0                                                                                                        | 0.00%         | 0                              | 0.00%          | 0                                                                                                           | 0.00%         | 0            | 0.00%        | 67          |
|                                                                         | 20 - 49                 | 49                                                        | 49.49%        | 25                                                                                                       | 25.25%        | 0                              | 0.00%          | 25                                                                                                          | 25.25%        | 0            | 0.00%        | 99          |
|                                                                         | 50 - 99                 | 41                                                        | 73.21%        | 0                                                                                                        | 0.00%         | 7                              | 12.50%         | 8                                                                                                           | 14.29%        | 0            | 0.00%        | 56          |
|                                                                         | <b>Total</b>            | <b>157</b>                                                | <b>70.72%</b> | <b>25</b>                                                                                                | <b>11.26%</b> | <b>7</b>                       | <b>3.15%</b>   | <b>33</b>                                                                                                   | <b>14.86%</b> | <b>0</b>     | <b>0.00%</b> | <b>222</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 256                                                       | 32.74%        | 134                                                                                                      | 17.14%        | 200                            | 25.58%         | 126                                                                                                         | 16.11%        | 66           | 8.44%        | 782         |
|                                                                         | 20 - 49                 | 333                                                       | 40.41%        | 100                                                                                                      | 12.14%        | 291                            | 35.32%         | 100                                                                                                         | 12.14%        | 0            | 0.00%        | 824         |
|                                                                         | 50 - 99                 | 151                                                       | 38.72%        | 31                                                                                                       | 7.95%         | 136                            | 34.87%         | 64                                                                                                          | 16.41%        | 8            | 2.05%        | 390         |
|                                                                         | <b>Total</b>            | <b>740</b>                                                | <b>37.07%</b> | <b>265</b>                                                                                               | <b>13.28%</b> | <b>627</b>                     | <b>31.41%</b>  | <b>290</b>                                                                                                  | <b>14.53%</b> | <b>74</b>    | <b>3.71%</b> | <b>1996</b> |
| Restaurants and Hotels<br>食肆及酒店                                         | 10 - 19                 | 0                                                         | 0.00%         | 0                                                                                                        | 0.00%         | 33                             | 36.26%         | 58                                                                                                          | 63.74%        | 0            | 0.00%        | 91          |
|                                                                         | 20 - 49                 | 100                                                       | 54.64%        | 0                                                                                                        | 0.00%         | 50                             | 27.32%         | 33                                                                                                          | 18.03%        | 0            | 0.00%        | 183         |
|                                                                         | 50 - 99                 | 23                                                        | 60.53%        | 0                                                                                                        | 0.00%         | 7                              | 18.42%         | 8                                                                                                           | 21.05%        | 0            | 0.00%        | 38          |
|                                                                         | <b>Total</b>            | <b>123</b>                                                | <b>39.42%</b> | <b>0</b>                                                                                                 | <b>0.00%</b>  | <b>90</b>                      | <b>28.85%</b>  | <b>99</b>                                                                                                   | <b>31.73%</b> | <b>0</b>     | <b>0.00%</b> | <b>312</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                        | 10 - 19                 | 33                                                        | 36.26%        | 0                                                                                                        | 0.00%         | 25                             | 27.47%         | 33                                                                                                          | 36.26%        | 0            | 0.00%        | 91          |
|                                                                         | 20 - 49                 | 57                                                        | 70.37%        | 0                                                                                                        | 0.00%         | 24                             | 29.63%         | 0                                                                                                           | 0.00%         | 0            | 0.00%        | 81          |
|                                                                         | 50 - 99                 | 0                                                         | 0.00%         | 0                                                                                                        | 0.00%         | 23                             | 51.11%         | 14                                                                                                          | 31.11%        | 8            | 17.78%       | 45          |
|                                                                         | <b>Total</b>            | <b>90</b>                                                 | <b>41.47%</b> | <b>0</b>                                                                                                 | <b>0.00%</b>  | <b>72</b>                      | <b>33.18%</b>  | <b>47</b>                                                                                                   | <b>21.66%</b> | <b>8</b>     | <b>3.69%</b> | <b>217</b>  |
| Finance, Insurance, Real Estate and Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 33                                                        | 9.09%         | 33                                                                                                       | 9.09%         | 165                            | 45.45%         | 132                                                                                                         | 36.36%        | 0            | 0.00%        | 363         |
|                                                                         | 20 - 49                 | 179                                                       | 50.71%        | 25                                                                                                       | 7.08%         | 75                             | 21.25%         | 74                                                                                                          | 20.96%        | 0            | 0.00%        | 353         |
|                                                                         | 50 - 99                 | 81                                                        | 56.25%        | 25                                                                                                       | 17.36%        | 16                             | 11.11%         | 22                                                                                                          | 15.28%        | 0            | 0.00%        | 144         |
|                                                                         | <b>Total</b>            | <b>293</b>                                                | <b>34.07%</b> | <b>83</b>                                                                                                | <b>9.65%</b>  | <b>256</b>                     | <b>29.77%</b>  | <b>228</b>                                                                                                  | <b>26.51%</b> | <b>0</b>     | <b>0.00%</b> | <b>860</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                   | 10 - 19                 | 152                                                       | 56.51%        | 8                                                                                                        | 2.97%         | 109                            | 40.52%         | 0                                                                                                           | 0.00%         | 0            | 0.00%        | 269         |
|                                                                         | 20 - 49                 | 232                                                       | 66.67%        | 25                                                                                                       | 7.18%         | 66                             | 18.97%         | 25                                                                                                          | 7.18%         | 0            | 0.00%        | 348         |
|                                                                         | 50 - 99                 | 139                                                       | 34.15%        | 46                                                                                                       | 11.30%        | 134                            | 32.92%         | 72                                                                                                          | 17.69%        | 16           | 3.93%        | 407         |
|                                                                         | <b>Total</b>            | <b>523</b>                                                | <b>51.07%</b> | <b>79</b>                                                                                                | <b>7.71%</b>  | <b>309</b>                     | <b>30.18%</b>  | <b>97</b>                                                                                                   | <b>9.47%</b>  | <b>16</b>    | <b>1.56%</b> | <b>1024</b> |
| ALL<br>整體                                                               | 10 - 19                 | 631                                                       | 35.33%        | 207                                                                                                      | 11.59%        | 533                            | 29.84%         | 349                                                                                                         | 19.54%        | 66           | 3.70%        | 1786        |
|                                                                         | 20 - 49                 | 1000                                                      | 49.50%        | 207                                                                                                      | 10.25%        | 506                            | 25.05%         | 307                                                                                                         | 15.20%        | 0            | 0.00%        | 2020        |
|                                                                         | 50 - 99                 | 474                                                       | 41.22%        | 110                                                                                                      | 9.57%         | 339                            | 29.48%         | 195                                                                                                         | 16.96%        | 32           | 2.78%        | 1150        |
|                                                                         | <b>Total</b>            | <b>2105</b>                                               | <b>42.47%</b> | <b>524</b>                                                                                               | <b>10.57%</b> | <b>1378</b>                    | <b>27.80%</b>  | <b>851</b>                                                                                                  | <b>17.17%</b> | <b>98</b>    | <b>1.98%</b> | <b>4956</b> |



**Table 3.10(A)-S : Preferred Type of Management Training for Supervisors  
by Principal Line of Business by Employment Size  
表 3.10(A)-S : 督導人員宜有的管理培訓種類**

| Principal Line of Business<br>主要業務                                      | Employment Size<br>員工人數 | Course Leading to<br>Formal Qualifications<br>可獲正式學歷資格的課程 |               | Refresher Upgrading<br>Courses without Leading to<br>Formal Qualifications<br>不頒授正式<br>學歷資格的複修 /<br>增修課程 |               | Workshop Seminars<br>研習班 / 研討會 |                | Continuing Development<br>Programme for Maintaining<br>Professional Qualifications<br>供專業資格持有人<br>修讀的持續發展課程 |               | Others<br>其他 |              | Total<br>總數 |
|-------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------|---------------|--------------------------------|----------------|-------------------------------------------------------------------------------------------------------------|---------------|--------------|--------------|-------------|
|                                                                         |                         | No.                                                       | %             | No.                                                                                                      | %             | No.                            | %              | No.                                                                                                         | %             | No.          | %            |             |
| Manufacturing<br>製造                                                     | 10 - 19                 | 58                                                        | 47.54%        | 32                                                                                                       | 26.23%        | 32                             | 26.23%         | 0                                                                                                           | 0.00%         | 0            | 0.00%        | 122         |
|                                                                         | 20 - 49                 | 75                                                        | 56.82%        | 0                                                                                                        | 0.00%         | 0                              | 0.00%          | 57                                                                                                          | 43.18%        | 0            | 0.00%        | 132         |
|                                                                         | 50 - 99                 | 39                                                        | 50.00%        | 8                                                                                                        | 10.26%        | 16                             | 20.51%         | 15                                                                                                          | 19.23%        | 0            | 0.00%        | 78          |
|                                                                         | <b>Total</b>            | <b>172</b>                                                | <b>51.81%</b> | <b>40</b>                                                                                                | <b>12.05%</b> | <b>48</b>                      | <b>14.46%</b>  | <b>72</b>                                                                                                   | <b>21.69%</b> | <b>0</b>     | <b>0.00%</b> | <b>332</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                  | 10 - 19                 | 0                                                         | 0.00%         | 0                                                                                                        | 0.00%         | 1                              | 100.00%        | 0                                                                                                           | 0.00%         | 0            | 0.00%        | 1           |
|                                                                         | 20 - 49                 | 0                                                         | 0.00%         | 0                                                                                                        | 0.00%         | 0                              | 0.00%          | 0                                                                                                           | 0.00%         | 0            | 0.00%        | 0           |
|                                                                         | <b>Total</b>            | <b>0</b>                                                  | <b>0.00%</b>  | <b>0</b>                                                                                                 | <b>0.00%</b>  | <b>1</b>                       | <b>100.00%</b> | <b>0</b>                                                                                                    | <b>0.00%</b>  | <b>0</b>     | <b>0.00%</b> | <b>1</b>    |
| Construction<br>建造                                                      | 10 - 19                 | 33                                                        | 100.00%       | 0                                                                                                        | 0.00%         | 0                              | 0.00%          | 0                                                                                                           | 0.00%         | 0            | 0.00%        | 33          |
|                                                                         | 20 - 49                 | 49                                                        | 45.79%        | 25                                                                                                       | 23.36%        | 0                              | 0.00%          | 33                                                                                                          | 30.84%        | 0            | 0.00%        | 107         |
|                                                                         | 50 - 99                 | 41                                                        | 73.21%        | 0                                                                                                        | 0.00%         | 7                              | 12.50%         | 8                                                                                                           | 14.29%        | 0            | 0.00%        | 56          |
|                                                                         | <b>Total</b>            | <b>123</b>                                                | <b>62.76%</b> | <b>25</b>                                                                                                | <b>12.76%</b> | <b>7</b>                       | <b>3.57%</b>   | <b>41</b>                                                                                                   | <b>20.92%</b> | <b>0</b>     | <b>0.00%</b> | <b>196</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 282                                                       | 33.53%        | 134                                                                                                      | 15.93%        | 225                            | 26.75%         | 134                                                                                                         | 15.93%        | 66           | 7.85%        | 841         |
|                                                                         | 20 - 49                 | 275                                                       | 37.11%        | 100                                                                                                      | 13.50%        | 241                            | 32.52%         | 125                                                                                                         | 16.87%        | 0            | 0.00%        | 741         |
|                                                                         | 50 - 99                 | 136                                                       | 34.17%        | 46                                                                                                       | 11.56%        | 152                            | 38.19%         | 56                                                                                                          | 14.07%        | 8            | 2.01%        | 398         |
|                                                                         | <b>Total</b>            | <b>693</b>                                                | <b>35.00%</b> | <b>280</b>                                                                                               | <b>14.14%</b> | <b>618</b>                     | <b>31.21%</b>  | <b>315</b>                                                                                                  | <b>15.91%</b> | <b>74</b>    | <b>3.74%</b> | <b>1980</b> |
| Restaurants and Hotels<br>食肆及酒店                                         | 10 - 19                 | 0                                                         | 0.00%         | 0                                                                                                        | 0.00%         | 66                             | 53.23%         | 58                                                                                                          | 46.77%        | 0            | 0.00%        | 124         |
|                                                                         | 20 - 49                 | 100                                                       | 41.67%        | 32                                                                                                       | 13.33%        | 25                             | 10.42%         | 83                                                                                                          | 34.58%        | 0            | 0.00%        | 240         |
|                                                                         | 50 - 99                 | 23                                                        | 42.59%        | 8                                                                                                        | 14.81%        | 15                             | 27.78%         | 8                                                                                                           | 14.81%        | 0            | 0.00%        | 54          |
|                                                                         | <b>Total</b>            | <b>123</b>                                                | <b>29.43%</b> | <b>40</b>                                                                                                | <b>9.57%</b>  | <b>106</b>                     | <b>25.36%</b>  | <b>149</b>                                                                                                  | <b>35.65%</b> | <b>0</b>     | <b>0.00%</b> | <b>418</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                        | 10 - 19                 | 33                                                        | 26.40%        | 0                                                                                                        | 0.00%         | 59                             | 47.20%         | 33                                                                                                          | 26.40%        | 0            | 0.00%        | 125         |
|                                                                         | 20 - 49                 | 90                                                        | 78.95%        | 0                                                                                                        | 0.00%         | 24                             | 21.05%         | 0                                                                                                           | 0.00%         | 0            | 0.00%        | 114         |
|                                                                         | 50 - 99                 | 0                                                         | 0.00%         | 0                                                                                                        | 0.00%         | 30                             | 66.67%         | 7                                                                                                           | 15.56%        | 8            | 17.78%       | 45          |
|                                                                         | <b>Total</b>            | <b>123</b>                                                | <b>43.31%</b> | <b>0</b>                                                                                                 | <b>0.00%</b>  | <b>113</b>                     | <b>39.79%</b>  | <b>40</b>                                                                                                   | <b>14.08%</b> | <b>8</b>     | <b>2.82%</b> | <b>284</b>  |
| Finance, Insurance, Real Estate and Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 33                                                        | 8.51%         | 33                                                                                                       | 8.51%         | 190                            | 48.97%         | 132                                                                                                         | 34.02%        | 0            | 0.00%        | 388         |
|                                                                         | 20 - 49                 | 171                                                       | 53.44%        | 25                                                                                                       | 7.81%         | 58                             | 18.13%         | 66                                                                                                          | 20.63%        | 0            | 0.00%        | 320         |
|                                                                         | 50 - 99                 | 74                                                        | 43.79%        | 50                                                                                                       | 29.59%        | 16                             | 9.47%          | 29                                                                                                          | 17.16%        | 0            | 0.00%        | 169         |
|                                                                         | <b>Total</b>            | <b>278</b>                                                | <b>31.70%</b> | <b>108</b>                                                                                               | <b>12.31%</b> | <b>264</b>                     | <b>30.10%</b>  | <b>227</b>                                                                                                  | <b>25.88%</b> | <b>0</b>     | <b>0.00%</b> | <b>877</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                   | 10 - 19                 | 117                                                       | 32.50%        | 41                                                                                                       | 11.39%        | 134                            | 37.22%         | 68                                                                                                          | 18.89%        | 0            | 0.00%        | 360         |
|                                                                         | 20 - 49                 | 232                                                       | 62.20%        | 25                                                                                                       | 6.70%         | 91                             | 24.40%         | 25                                                                                                          | 6.70%         | 0            | 0.00%        | 373         |
|                                                                         | 50 - 99                 | 138                                                       | 33.99%        | 38                                                                                                       | 9.36%         | 142                            | 34.98%         | 72                                                                                                          | 17.73%        | 16           | 3.94%        | 406         |
|                                                                         | <b>Total</b>            | <b>487</b>                                                | <b>42.76%</b> | <b>104</b>                                                                                               | <b>9.13%</b>  | <b>367</b>                     | <b>32.22%</b>  | <b>165</b>                                                                                                  | <b>14.49%</b> | <b>16</b>    | <b>1.40%</b> | <b>1139</b> |
| ALL<br>整體                                                               | 10 - 19                 | 556                                                       | 27.88%        | 240                                                                                                      | 12.04%        | 707                            | 35.46%         | 425                                                                                                         | 21.31%        | 66           | 3.31%        | 1994        |
|                                                                         | 20 - 49                 | 992                                                       | 48.94%        | 207                                                                                                      | 10.21%        | 439                            | 21.66%         | 389                                                                                                         | 19.19%        | 0            | 0.00%        | 2027        |
|                                                                         | 50 - 99                 | 451                                                       | 37.40%        | 150                                                                                                      | 12.44%        | 378                            | 31.34%         | 195                                                                                                         | 16.17%        | 32           | 2.65%        | 1206        |
|                                                                         | <b>Total</b>            | <b>1999</b>                                               | <b>38.24%</b> | <b>597</b>                                                                                               | <b>11.42%</b> | <b>1524</b>                    | <b>29.16%</b>  | <b>1009</b>                                                                                                 | <b>19.30%</b> | <b>98</b>    | <b>1.87%</b> | <b>5227</b> |

Table 3.10(B)-M : Preferred Duration of Management Training for Managers  
by Principal Line of Business by Employment Size  
表 3.10(B)-M : 管理人員宜有訓練期

| Principal Line of Business<br>主要業務                                      | Employment Size<br>員工人數 | Less than 1 Week<br>一星期以下 |               | 1 Week - Less than 1 Month<br>一星期至一個月以下 |               | 1 - Less than 3 Months<br>一個月至三個月以下 |               | 3 - Less than 12 Months<br>三個月至十二個月以下 |               | 12 Months or More<br>十二個月或以上 |                | Total<br>總數 |
|-------------------------------------------------------------------------|-------------------------|---------------------------|---------------|-----------------------------------------|---------------|-------------------------------------|---------------|---------------------------------------|---------------|------------------------------|----------------|-------------|
|                                                                         |                         | No.                       | %             | No.                                     | %             | No.                                 | %             | No.                                   | %             | No.                          | %              |             |
| Manufacturing<br>製造                                                     | 10 - 19                 | 32                        | 26.23%        | 32                                      | 26.23%        | 58                                  | 47.54%        | 0                                     | 0.00%         | 0                            | 0.00%          | 122         |
|                                                                         | 20 - 49                 | 0                         | 0.00%         | 25                                      | 18.94%        | 50                                  | 37.88%        | 25                                    | 18.94%        | 32                           | 24.24%         | 132         |
|                                                                         | 50 - 99                 | 16                        | 22.86%        | 0                                       | 0.00%         | 15                                  | 21.43%        | 31                                    | 44.29%        | 8                            | 11.43%         | 70          |
|                                                                         | <b>Total</b>            | <b>48</b>                 | <b>14.81%</b> | <b>57</b>                               | <b>17.59%</b> | <b>123</b>                          | <b>37.96%</b> | <b>56</b>                             | <b>17.28%</b> | <b>40</b>                    | <b>12.35%</b>  | <b>324</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                  | 10 - 19                 | 0                         | 0.00%         | 0                                       | 0.00%         | 0                                   | 0.00%         | 0                                     | 0.00%         | 1                            | 100.00%        | 1           |
|                                                                         | 20 - 49                 | 0                         | 0.00%         | 0                                       | 0.00%         | 0                                   | 0.00%         | 0                                     | 0.00%         | 0                            | 0.00%          | 0           |
|                                                                         | <b>Total</b>            | <b>0</b>                  | <b>0.00%</b>  | <b>0</b>                                | <b>0.00%</b>  | <b>0</b>                            | <b>0.00%</b>  | <b>0</b>                              | <b>0.00%</b>  | <b>1</b>                     | <b>100.00%</b> | <b>1</b>    |
| Construction<br>建造                                                      | 10 - 19                 | 0                         | 0.00%         | 67                                      | 100.00%       | 0                                   | 0.00%         | 0                                     | 0.00%         | 0                            | 0.00%          | 67          |
|                                                                         | 20 - 49                 | 0                         | 0.00%         | 66                                      | 66.67%        | 33                                  | 33.33%        | 0                                     | 0.00%         | 0                            | 0.00%          | 99          |
|                                                                         | 50 - 99                 | 0                         | 0.00%         | 25                                      | 44.64%        | 23                                  | 41.07%        | 8                                     | 14.29%        | 0                            | 0.00%          | 56          |
|                                                                         | <b>Total</b>            | <b>0</b>                  | <b>0.00%</b>  | <b>158</b>                              | <b>71.17%</b> | <b>56</b>                           | <b>25.23%</b> | <b>8</b>                              | <b>3.60%</b>  | <b>0</b>                     | <b>0.00%</b>   | <b>222</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 99                        | 12.66%        | 133                                     | 17.01%        | 134                                 | 17.14%        | 250                                   | 31.97%        | 166                          | 21.23%         | 782         |
|                                                                         | 20 - 49                 | 350                       | 42.48%        | 108                                     | 13.11%        | 216                                 | 26.21%        | 100                                   | 12.14%        | 50                           | 6.07%          | 824         |
|                                                                         | 50 - 99                 | 105                       | 26.92%        | 56                                      | 14.36%        | 76                                  | 19.49%        | 121                                   | 31.03%        | 32                           | 8.21%          | 390         |
|                                                                         | <b>Total</b>            | <b>554</b>                | <b>27.76%</b> | <b>297</b>                              | <b>14.88%</b> | <b>426</b>                          | <b>21.34%</b> | <b>471</b>                            | <b>23.60%</b> | <b>248</b>                   | <b>12.42%</b>  | <b>1996</b> |
| Restaurants and Hotels<br>食肆及酒店                                         | 10 - 19                 | 33                        | 36.26%        | 25                                      | 27.47%        | 33                                  | 36.26%        | 0                                     | 0.00%         | 0                            | 0.00%          | 91          |
|                                                                         | 20 - 49                 | 108                       | 59.02%        | 25                                      | 13.66%        | 25                                  | 13.66%        | 25                                    | 13.66%        | 0                            | 0.00%          | 183         |
|                                                                         | 50 - 99                 | 8                         | 21.05%        | 0                                       | 0.00%         | 8                                   | 21.05%        | 22                                    | 57.89%        | 0                            | 0.00%          | 38          |
|                                                                         | <b>Total</b>            | <b>149</b>                | <b>47.76%</b> | <b>50</b>                               | <b>16.03%</b> | <b>66</b>                           | <b>21.15%</b> | <b>47</b>                             | <b>15.06%</b> | <b>0</b>                     | <b>0.00%</b>   | <b>312</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                        | 10 - 19                 | 25                        | 27.47%        | 0                                       | 0.00%         | 66                                  | 72.53%        | 0                                     | 0.00%         | 0                            | 0.00%          | 91          |
|                                                                         | 20 - 49                 | 24                        | 29.63%        | 0                                       | 0.00%         | 57                                  | 70.37%        | 0                                     | 0.00%         | 0                            | 0.00%          | 81          |
|                                                                         | 50 - 99                 | 0                         | 0.00%         | 24                                      | 53.33%        | 7                                   | 15.56%        | 14                                    | 31.11%        | 0                            | 0.00%          | 45          |
|                                                                         | <b>Total</b>            | <b>49</b>                 | <b>22.58%</b> | <b>24</b>                               | <b>11.06%</b> | <b>130</b>                          | <b>59.91%</b> | <b>14</b>                             | <b>6.45%</b>  | <b>0</b>                     | <b>0.00%</b>   | <b>217</b>  |
| Finance, Insurance, Real Estate and Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 165                       | 45.45%        | 33                                      | 9.09%         | 99                                  | 27.27%        | 33                                    | 9.09%         | 33                           | 9.09%          | 363         |
|                                                                         | 20 - 49                 | 107                       | 30.31%        | 8                                       | 2.27%         | 147                                 | 41.64%        | 25                                    | 7.08%         | 66                           | 18.70%         | 353         |
|                                                                         | 50 - 99                 | 81                        | 56.25%        | 0                                       | 0.00%         | 8                                   | 5.56%         | 15                                    | 10.42%        | 40                           | 27.78%         | 144         |
|                                                                         | <b>Total</b>            | <b>353</b>                | <b>41.05%</b> | <b>41</b>                               | <b>4.77%</b>  | <b>254</b>                          | <b>29.53%</b> | <b>73</b>                             | <b>8.49%</b>  | <b>139</b>                   | <b>16.16%</b>  | <b>860</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                   | 10 - 19                 | 143                       | 53.16%        | 0                                       | 0.00%         | 33                                  | 12.27%        | 59                                    | 21.93%        | 34                           | 12.64%         | 269         |
|                                                                         | 20 - 49                 | 123                       | 35.34%        | 25                                      | 7.18%         | 58                                  | 16.67%        | 83                                    | 23.85%        | 59                           | 16.95%         | 348         |
|                                                                         | 50 - 99                 | 198                       | 48.65%        | 59                                      | 14.50%        | 55                                  | 13.51%        | 63                                    | 15.48%        | 32                           | 7.86%          | 407         |
|                                                                         | <b>Total</b>            | <b>464</b>                | <b>45.31%</b> | <b>84</b>                               | <b>8.20%</b>  | <b>146</b>                          | <b>14.26%</b> | <b>205</b>                            | <b>20.02%</b> | <b>125</b>                   | <b>12.21%</b>  | <b>1024</b> |
| ALL<br>整體                                                               | 10 - 19                 | 497                       | 27.83%        | 290                                     | 16.24%        | 423                                 | 23.68%        | 342                                   | 19.15%        | 234                          | 13.10%         | 1786        |
|                                                                         | 20 - 49                 | 712                       | 35.25%        | 257                                     | 12.72%        | 586                                 | 29.01%        | 258                                   | 12.77%        | 207                          | 10.25%         | 2020        |
|                                                                         | 50 - 99                 | 408                       | 35.48%        | 164                                     | 14.26%        | 192                                 | 16.70%        | 274                                   | 23.83%        | 112                          | 9.74%          | 1150        |
|                                                                         | <b>Total</b>            | <b>1617</b>               | <b>32.63%</b> | <b>711</b>                              | <b>14.35%</b> | <b>1201</b>                         | <b>24.23%</b> | <b>874</b>                            | <b>17.64%</b> | <b>553</b>                   | <b>11.16%</b>  | <b>4956</b> |

**Table 3.10(B)-S : Preferred Duration of Management Training for Supervisors  
by Principal Line of Business by Employment Size  
表 3.10(B)-S : 督導人員宜有訓練期**

| Principal Line of Business<br>主要業務                                      | Employment Size<br>員工人數 | Less than 1 Week<br>一星期以下 |               | 1 Week - Less than 1 Month<br>一星期至一個月以下 |               | 1 - Less than 3 Months<br>一個月至三個月以下 |               | 3 - Less than 12 Months<br>三個月至十二個月以下 |               | 12 Months or More<br>十二個月或以上 |                | Total<br>總數 |
|-------------------------------------------------------------------------|-------------------------|---------------------------|---------------|-----------------------------------------|---------------|-------------------------------------|---------------|---------------------------------------|---------------|------------------------------|----------------|-------------|
|                                                                         |                         | No.                       | %             | No.                                     | %             | No.                                 | %             | No.                                   | %             | No.                          | %              |             |
|                                                                         |                         |                           |               |                                         |               |                                     |               |                                       |               |                              |                |             |
| Manufacturing<br>製造                                                     | 10 - 19                 | 32                        | 26.23%        | 32                                      | 26.23%        | 58                                  | 47.54%        | 0                                     | 0.00%         | 0                            | 0.00%          | 122         |
|                                                                         | 20 - 49                 | 0                         | 0.00%         | 25                                      | 18.94%        | 50                                  | 37.88%        | 25                                    | 18.94%        | 32                           | 24.24%         | 132         |
|                                                                         | 50 - 99                 | 16                        | 20.51%        | 0                                       | 0.00%         | 30                                  | 38.46%        | 24                                    | 30.77%        | 8                            | 10.26%         | 78          |
|                                                                         | <b>Total</b>            | <b>48</b>                 | <b>14.46%</b> | <b>57</b>                               | <b>17.17%</b> | <b>138</b>                          | <b>41.57%</b> | <b>49</b>                             | <b>14.76%</b> | <b>40</b>                    | <b>12.05%</b>  | <b>332</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                  | 10 - 19                 | 0                         | 0.00%         | 0                                       | 0.00%         | 0                                   | 0.00%         | 0                                     | 0.00%         | 1                            | 100.00%        | 1           |
|                                                                         | 20 - 49                 | 0                         |               | 0                                       |               | 0                                   |               | 0                                     |               | 0                            |                | 0           |
|                                                                         | <b>Total</b>            | <b>0</b>                  | <b>0.00%</b>  | <b>0</b>                                | <b>0.00%</b>  | <b>0</b>                            | <b>0.00%</b>  | <b>0</b>                              | <b>0.00%</b>  | <b>1</b>                     | <b>100.00%</b> | <b>1</b>    |
| Construction<br>建造                                                      | 10 - 19                 | 0                         | 0.00%         | 33                                      | 100.00%       | 0                                   | 0.00%         | 0                                     | 0.00%         | 0                            | 0.00%          | 33          |
|                                                                         | 20 - 49                 | 8                         | 7.48%         | 66                                      | 61.68%        | 33                                  | 30.84%        | 0                                     | 0.00%         | 0                            | 0.00%          | 107         |
|                                                                         | 50 - 99                 | 0                         | 0.00%         | 25                                      | 44.64%        | 23                                  | 41.07%        | 8                                     | 14.29%        | 0                            | 0.00%          | 56          |
|                                                                         | <b>Total</b>            | <b>8</b>                  | <b>4.08%</b>  | <b>124</b>                              | <b>63.27%</b> | <b>56</b>                           | <b>28.57%</b> | <b>8</b>                              | <b>4.08%</b>  | <b>0</b>                     | <b>0.00%</b>   | <b>196</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 66                        | 7.85%         | 199                                     | 23.66%        | 226                                 | 26.87%        | 250                                   | 29.73%        | 100                          | 11.89%         | 841         |
|                                                                         | 20 - 49                 | 325                       | 43.86%        | 91                                      | 12.28%        | 150                                 | 20.24%        | 125                                   | 16.87%        | 50                           | 6.75%          | 741         |
|                                                                         | 50 - 99                 | 120                       | 30.15%        | 72                                      | 18.09%        | 85                                  | 21.36%        | 89                                    | 22.36%        | 32                           | 8.04%          | 398         |
|                                                                         | <b>Total</b>            | <b>511</b>                | <b>25.81%</b> | <b>362</b>                              | <b>18.28%</b> | <b>461</b>                          | <b>23.28%</b> | <b>464</b>                            | <b>23.43%</b> | <b>182</b>                   | <b>9.19%</b>   | <b>1980</b> |
| Restaurants and Hotels<br>食肆及酒店                                         | 10 - 19                 | 66                        | 53.23%        | 25                                      | 20.16%        | 33                                  | 26.61%        | 0                                     | 0.00%         | 0                            | 0.00%          | 124         |
|                                                                         | 20 - 49                 | 108                       | 45.00%        | 75                                      | 31.25%        | 25                                  | 10.42%        | 0                                     | 0.00%         | 32                           | 13.33%         | 240         |
|                                                                         | 50 - 99                 | 16                        | 29.63%        | 0                                       | 0.00%         | 24                                  | 44.44%        | 14                                    | 25.93%        | 0                            | 0.00%          | 54          |
|                                                                         | <b>Total</b>            | <b>190</b>                | <b>45.45%</b> | <b>100</b>                              | <b>23.92%</b> | <b>82</b>                           | <b>19.62%</b> | <b>14</b>                             | <b>3.35%</b>  | <b>32</b>                    | <b>7.66%</b>   | <b>418</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                        | 10 - 19                 | 59                        | 47.20%        | 0                                       | 0.00%         | 66                                  | 52.80%        | 0                                     | 0.00%         | 0                            | 0.00%          | 125         |
|                                                                         | 20 - 49                 | 57                        | 50.00%        | 0                                       | 0.00%         | 57                                  | 50.00%        | 0                                     | 0.00%         | 0                            | 0.00%          | 114         |
|                                                                         | 50 - 99                 | 0                         | 0.00%         | 24                                      | 53.33%        | 7                                   | 15.56%        | 14                                    | 31.11%        | 0                            | 0.00%          | 45          |
|                                                                         | <b>Total</b>            | <b>116</b>                | <b>40.85%</b> | <b>24</b>                               | <b>8.45%</b>  | <b>130</b>                          | <b>45.77%</b> | <b>14</b>                             | <b>4.93%</b>  | <b>0</b>                     | <b>0.00%</b>   | <b>284</b>  |
| Finance, Insurance, Real Estate and Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 124                       | 31.96%        | 66                                      | 17.01%        | 132                                 | 34.02%        | 33                                    | 8.51%         | 33                           | 8.51%          | 388         |
|                                                                         | 20 - 49                 | 107                       | 33.44%        | 16                                      | 5.00%         | 81                                  | 25.31%        | 25                                    | 7.81%         | 91                           | 28.44%         | 320         |
|                                                                         | 50 - 99                 | 81                        | 47.93%        | 7                                       | 4.14%         | 16                                  | 9.47%         | 32                                    | 18.93%        | 33                           | 19.53%         | 169         |
|                                                                         | <b>Total</b>            | <b>312</b>                | <b>35.58%</b> | <b>89</b>                               | <b>10.15%</b> | <b>229</b>                          | <b>26.11%</b> | <b>90</b>                             | <b>10.26%</b> | <b>157</b>                   | <b>17.90%</b>  | <b>877</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                   | 10 - 19                 | 211                       | 58.61%        | 33                                      | 9.17%         | 58                                  | 16.11%        | 34                                    | 9.44%         | 24                           | 6.67%          | 360         |
|                                                                         | 20 - 49                 | 123                       | 32.98%        | 25                                      | 6.70%         | 58                                  | 15.55%        | 83                                    | 22.25%        | 84                           | 22.52%         | 373         |
|                                                                         | 50 - 99                 | 197                       | 48.52%        | 68                                      | 16.75%        | 47                                  | 11.58%        | 70                                    | 17.24%        | 24                           | 5.91%          | 406         |
|                                                                         | <b>Total</b>            | <b>531</b>                | <b>46.62%</b> | <b>126</b>                              | <b>11.06%</b> | <b>163</b>                          | <b>14.31%</b> | <b>187</b>                            | <b>16.42%</b> | <b>132</b>                   | <b>11.59%</b>  | <b>1139</b> |
| ALL<br>整體                                                               | 10 - 19                 | 558                       | 27.98%        | 388                                     | 19.46%        | 573                                 | 28.74%        | 317                                   | 15.90%        | 158                          | 7.92%          | 1994        |
|                                                                         | 20 - 49                 | 728                       | 35.92%        | 298                                     | 14.70%        | 454                                 | 22.40%        | 258                                   | 12.73%        | 289                          | 14.26%         | 2027        |
|                                                                         | 50 - 99                 | 430                       | 35.66%        | 196                                     | 16.25%        | 232                                 | 19.24%        | 251                                   | 20.81%        | 97                           | 8.04%          | 1206        |
|                                                                         | <b>Total</b>            | <b>1716</b>               | <b>32.83%</b> | <b>882</b>                              | <b>16.87%</b> | <b>1259</b>                         | <b>24.09%</b> | <b>826</b>                            | <b>15.80%</b> | <b>544</b>                   | <b>10.41%</b>  | <b>5227</b> |

**Table 3.10(C)-M : Preferred Frequency of Management Training for Managers  
by Principal Line of Business by Employment Size  
表 3.10(C)-M : 管理人員宜有上課次數**

| Principal Line of Business<br>主要業務                                         | Employment Size<br>員工人數 | More than<br>Twice a Week<br>每星期兩次以上 |                | Twice a Week<br>每星期兩次 |               | Once a Week<br>每星期一次 |               | Less Than<br>Once a Week<br>少於每星期一次 |               | Total<br>總數 |
|----------------------------------------------------------------------------|-------------------------|--------------------------------------|----------------|-----------------------|---------------|----------------------|---------------|-------------------------------------|---------------|-------------|
|                                                                            |                         | No.                                  | %              | No.                   | %             | No.                  | %             | No.                                 | %             |             |
| Manufacturing<br>製造                                                        | 10 - 19                 | 0                                    | 0.00%          | 33                    | 27.05%        | 89                   | 72.95%        | 0                                   | 0.00%         | 122         |
|                                                                            | 20 - 49                 | 32                                   | 24.24%         | 50                    | 37.88%        | 50                   | 37.88%        | 0                                   | 0.00%         | 132         |
|                                                                            | 50 - 99                 | 8                                    | 11.43%         | 8                     | 11.43%        | 47                   | 67.14%        | 7                                   | 10.00%        | 70          |
|                                                                            | <b>Total</b>            | <b>40</b>                            | <b>12.35%</b>  | <b>91</b>             | <b>28.09%</b> | <b>186</b>           | <b>57.41%</b> | <b>7</b>                            | <b>2.16%</b>  | <b>324</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                     | 10 - 19                 | 1                                    | 100.00%        | 0                     | 0.00%         | 0                    | 0.00%         | 0                                   | 0.00%         | 1           |
|                                                                            | 20 - 49                 | 0                                    |                | 0                     |               | 0                    |               | 0                                   |               | 0           |
|                                                                            | <b>Total</b>            | <b>1</b>                             | <b>100.00%</b> | <b>0</b>              | <b>0.00%</b>  | <b>0</b>             | <b>0.00%</b>  | <b>0</b>                            | <b>0.00%</b>  | <b>1</b>    |
| Construction<br>建造                                                         | 10 - 19                 | 33                                   | 49.25%         | 34                    | 50.75%        | 0                    | 0.00%         | 0                                   | 0.00%         | 67          |
|                                                                            | 20 - 49                 | 0                                    | 0.00%          | 25                    | 25.25%        | 49                   | 49.49%        | 25                                  | 25.25%        | 99          |
|                                                                            | 50 - 99                 | 0                                    | 0.00%          | 8                     | 14.29%        | 23                   | 41.07%        | 25                                  | 44.64%        | 56          |
|                                                                            | <b>Total</b>            | <b>33</b>                            | <b>14.86%</b>  | <b>67</b>             | <b>30.18%</b> | <b>72</b>            | <b>32.43%</b> | <b>50</b>                           | <b>22.52%</b> | <b>222</b>  |
| Wholesale, Retail and<br>Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 132                                  | 16.88%         | 191                   | 24.42%        | 360                  | 46.04%        | 99                                  | 12.66%        | 782         |
|                                                                            | 20 - 49                 | 58                                   | 7.04%          | 116                   | 14.08%        | 375                  | 45.51%        | 275                                 | 33.37%        | 824         |
|                                                                            | 50 - 99                 | 33                                   | 8.46%          | 71                    | 18.21%        | 206                  | 52.82%        | 80                                  | 20.51%        | 390         |
|                                                                            | <b>Total</b>            | <b>223</b>                           | <b>11.17%</b>  | <b>378</b>            | <b>18.94%</b> | <b>941</b>           | <b>47.14%</b> | <b>454</b>                          | <b>22.75%</b> | <b>1996</b> |
| Restaurants and Hotels<br>食肆及酒店                                            | 10 - 19                 | 0                                    | 0.00%          | 25                    | 27.47%        | 66                   | 72.53%        | 0                                   | 0.00%         | 91          |
|                                                                            | 20 - 49                 | 0                                    | 0.00%          | 25                    | 13.66%        | 100                  | 54.64%        | 58                                  | 31.69%        | 183         |
|                                                                            | 50 - 99                 | 0                                    | 0.00%          | 0                     | 0.00%         | 30                   | 78.95%        | 8                                   | 21.05%        | 38          |
|                                                                            | <b>Total</b>            | <b>0</b>                             | <b>0.00%</b>   | <b>50</b>             | <b>16.03%</b> | <b>196</b>           | <b>62.82%</b> | <b>66</b>                           | <b>21.15%</b> | <b>312</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                           | 10 - 19                 | 33                                   | 36.26%         | 0                     | 0.00%         | 58                   | 63.74%        | 0                                   | 0.00%         | 91          |
|                                                                            | 20 - 49                 | 0                                    | 0.00%          | 57                    | 70.37%        | 24                   | 29.63%        | 0                                   | 0.00%         | 81          |
|                                                                            | 50 - 99                 | 8                                    | 17.78%         | 22                    | 48.89%        | 8                    | 17.78%        | 7                                   | 15.56%        | 45          |
|                                                                            | <b>Total</b>            | <b>41</b>                            | <b>18.89%</b>  | <b>79</b>             | <b>36.41%</b> | <b>90</b>            | <b>41.47%</b> | <b>7</b>                            | <b>3.23%</b>  | <b>217</b>  |
| Finance, Insurance, Real Estate and<br>Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 33                                   | 9.09%          | 0                     | 0.00%         | 231                  | 63.64%        | 99                                  | 27.27%        | 363         |
|                                                                            | 20 - 49                 | 0                                    | 0.00%          | 58                    | 16.43%        | 270                  | 76.49%        | 25                                  | 7.08%         | 353         |
|                                                                            | 50 - 99                 | 41                                   | 28.47%         | 23                    | 15.97%        | 65                   | 45.14%        | 15                                  | 10.42%        | 144         |
|                                                                            | <b>Total</b>            | <b>74</b>                            | <b>8.60%</b>   | <b>81</b>             | <b>9.42%</b>  | <b>566</b>           | <b>65.81%</b> | <b>139</b>                          | <b>16.16%</b> | <b>860</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                      | 10 - 19                 | 68                                   | 25.28%         | 59                    | 21.93%        | 142                  | 52.79%        | 0                                   | 0.00%         | 269         |
|                                                                            | 20 - 49                 | 116                                  | 33.33%         | 25                    | 7.18%         | 91                   | 26.15%        | 116                                 | 33.33%        | 348         |
|                                                                            | 50 - 99                 | 54                                   | 13.27%         | 47                    | 11.55%        | 220                  | 54.05%        | 86                                  | 21.13%        | 407         |
|                                                                            | <b>Total</b>            | <b>238</b>                           | <b>23.24%</b>  | <b>131</b>            | <b>12.79%</b> | <b>453</b>           | <b>44.24%</b> | <b>202</b>                          | <b>19.73%</b> | <b>1024</b> |
| ALL<br>整體                                                                  | 10 - 19                 | 300                                  | 16.80%         | 342                   | 19.15%        | 946                  | 52.97%        | 198                                 | 11.09%        | 1786        |
|                                                                            | 20 - 49                 | 206                                  | 10.20%         | 356                   | 17.62%        | 959                  | 47.48%        | 499                                 | 24.70%        | 2020        |
|                                                                            | 50 - 99                 | 144                                  | 12.52%         | 179                   | 15.57%        | 599                  | 52.09%        | 228                                 | 19.83%        | 1150        |
|                                                                            | <b>Total</b>            | <b>650</b>                           | <b>13.12%</b>  | <b>877</b>            | <b>17.70%</b> | <b>2504</b>          | <b>50.52%</b> | <b>925</b>                          | <b>18.66%</b> | <b>4956</b> |

**Table 3.10(C)-S : Preferred Frequency of Management Training for Supervisors  
by Principal Line of Business by Employment Size  
表 3.10(C)-S : 督導人員宜有上課次數**

| Principal Line of Business<br>主要業務                                         | Employment Size<br>員工人數 | More than<br>Twice a Week<br>每星期兩次以上 |                | Twice a Week<br>每星期兩次 |               | Once a Week<br>每星期一次 |               | Less Than<br>Once a Week<br>少於每星期一次 |               | Total<br>總數 |
|----------------------------------------------------------------------------|-------------------------|--------------------------------------|----------------|-----------------------|---------------|----------------------|---------------|-------------------------------------|---------------|-------------|
|                                                                            |                         | No.                                  | %              | No.                   | %             | No.                  | %             | No.                                 | %             |             |
| Manufacturing<br>製造                                                        | 10 - 19                 | 0                                    | 0.00%          | 33                    | 27.05%        | 89                   | 72.95%        | 0                                   | 0.00%         | 122         |
|                                                                            | 20 - 49                 | 32                                   | 24.24%         | 50                    | 37.88%        | 50                   | 37.88%        | 0                                   | 0.00%         | 132         |
|                                                                            | 50 - 99                 | 8                                    | 10.26%         | 8                     | 10.26%        | 54                   | 69.23%        | 8                                   | 10.26%        | 78          |
|                                                                            | <b>Total</b>            | <b>40</b>                            | <b>12.05%</b>  | <b>91</b>             | <b>27.41%</b> | <b>193</b>           | <b>58.13%</b> | <b>8</b>                            | <b>2.41%</b>  | <b>332</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                     | 10 - 19                 | 1                                    | 100.00%        | 0                     | 0.00%         | 0                    | 0.00%         | 0                                   | 0.00%         | 1           |
|                                                                            | 20 - 49                 | 0                                    |                | 0                     |               | 0                    |               | 0                                   |               | 0           |
|                                                                            | <b>Total</b>            | <b>1</b>                             | <b>100.00%</b> | <b>0</b>              | <b>0.00%</b>  | <b>0</b>             | <b>0.00%</b>  | <b>0</b>                            | <b>0.00%</b>  | <b>1</b>    |
| Construction<br>建造                                                         | 10 - 19                 | 33                                   | 100.00%        | 0                     | 0.00%         | 0                    | 0.00%         | 0                                   | 0.00%         | 33          |
|                                                                            | 20 - 49                 | 0                                    | 0.00%          | 25                    | 23.36%        | 57                   | 53.27%        | 25                                  | 23.36%        | 107         |
|                                                                            | 50 - 99                 | 0                                    | 0.00%          | 8                     | 14.29%        | 23                   | 41.07%        | 25                                  | 44.64%        | 56          |
|                                                                            | <b>Total</b>            | <b>33</b>                            | <b>16.84%</b>  | <b>33</b>             | <b>16.84%</b> | <b>80</b>            | <b>40.82%</b> | <b>50</b>                           | <b>25.51%</b> | <b>196</b>  |
| Wholesale, Retail and<br>Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 99                                   | 11.77%         | 183                   | 21.76%        | 460                  | 54.70%        | 99                                  | 11.77%        | 841         |
|                                                                            | 20 - 49                 | 50                                   | 6.75%          | 83                    | 11.20%        | 358                  | 48.31%        | 250                                 | 33.74%        | 741         |
|                                                                            | 50 - 99                 | 8                                    | 2.01%          | 79                    | 19.85%        | 208                  | 52.26%        | 103                                 | 25.88%        | 398         |
|                                                                            | <b>Total</b>            | <b>157</b>                           | <b>7.93%</b>   | <b>345</b>            | <b>17.42%</b> | <b>1026</b>          | <b>51.82%</b> | <b>452</b>                          | <b>22.83%</b> | <b>1980</b> |
| Restaurants and Hotels<br>食肆及酒店                                            | 10 - 19                 | 0                                    | 0.00%          | 25                    | 20.16%        | 99                   | 79.84%        | 0                                   | 0.00%         | 124         |
|                                                                            | 20 - 49                 | 25                                   | 10.42%         | 50                    | 20.83%        | 133                  | 55.42%        | 32                                  | 13.33%        | 240         |
|                                                                            | 50 - 99                 | 0                                    | 0.00%          | 8                     | 14.81%        | 38                   | 70.37%        | 8                                   | 14.81%        | 54          |
|                                                                            | <b>Total</b>            | <b>25</b>                            | <b>5.98%</b>   | <b>83</b>             | <b>19.86%</b> | <b>270</b>           | <b>64.59%</b> | <b>40</b>                           | <b>9.57%</b>  | <b>418</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                           | 10 - 19                 | 67                                   | 53.60%         | 0                     | 0.00%         | 58                   | 46.40%        | 0                                   | 0.00%         | 125         |
|                                                                            | 20 - 49                 | 0                                    | 0.00%          | 57                    | 50.00%        | 57                   | 50.00%        | 0                                   | 0.00%         | 114         |
|                                                                            | 50 - 99                 | 8                                    | 17.78%         | 22                    | 48.89%        | 8                    | 17.78%        | 7                                   | 15.56%        | 45          |
|                                                                            | <b>Total</b>            | <b>75</b>                            | <b>26.41%</b>  | <b>79</b>             | <b>27.82%</b> | <b>123</b>           | <b>43.31%</b> | <b>7</b>                            | <b>2.46%</b>  | <b>284</b>  |
| Finance, Insurance, Real Estate and<br>Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 33                                   | 8.51%          | 0                     | 0.00%         | 231                  | 59.54%        | 124                                 | 31.96%        | 388         |
|                                                                            | 20 - 49                 | 0                                    | 0.00%          | 58                    | 18.13%        | 237                  | 74.06%        | 25                                  | 7.81%         | 320         |
|                                                                            | 50 - 99                 | 41                                   | 24.26%         | 23                    | 13.61%        | 90                   | 53.25%        | 15                                  | 8.88%         | 169         |
|                                                                            | <b>Total</b>            | <b>74</b>                            | <b>8.44%</b>   | <b>81</b>             | <b>9.24%</b>  | <b>558</b>           | <b>63.63%</b> | <b>164</b>                          | <b>18.70%</b> | <b>877</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                      | 10 - 19                 | 126                                  | 35.00%         | 92                    | 25.56%        | 142                  | 39.44%        | 0                                   | 0.00%         | 360         |
|                                                                            | 20 - 49                 | 116                                  | 31.10%         | 50                    | 13.40%        | 116                  | 31.10%        | 91                                  | 24.40%        | 373         |
|                                                                            | 50 - 99                 | 39                                   | 9.61%          | 62                    | 15.27%        | 211                  | 51.97%        | 94                                  | 23.15%        | 406         |
|                                                                            | <b>Total</b>            | <b>281</b>                           | <b>24.67%</b>  | <b>204</b>            | <b>17.91%</b> | <b>469</b>           | <b>41.18%</b> | <b>185</b>                          | <b>16.24%</b> | <b>1139</b> |
| ALL<br>整體                                                                  | 10 - 19                 | 359                                  | 18.00%         | 333                   | 16.70%        | 1079                 | 54.11%        | 223                                 | 11.18%        | 1994        |
|                                                                            | 20 - 49                 | 223                                  | 11.00%         | 373                   | 18.40%        | 1008                 | 49.73%        | 423                                 | 20.87%        | 2027        |
|                                                                            | 50 - 99                 | 104                                  | 8.62%          | 210                   | 17.41%        | 632                  | 52.40%        | 260                                 | 21.56%        | 1206        |
|                                                                            | <b>Total</b>            | <b>686</b>                           | <b>13.12%</b>  | <b>916</b>            | <b>17.52%</b> | <b>2719</b>          | <b>52.02%</b> | <b>906</b>                          | <b>17.33%</b> | <b>5227</b> |

**Table 3.10(D)-M : Preferred Days of the Week of Management Training for Managers  
by Principal Line of Business by Employment Size**

**表 3.10(D)-M : 管理人員每週適宜上課的日子**

| Principal Line of Business<br>主要業務                    | Employment Size<br>員工人數 | During Weekdays<br>平日 |               | During Weekends<br>週末 |               | Combination of Both<br>兩者混合 |                | Total<br>總數 |
|-------------------------------------------------------|-------------------------|-----------------------|---------------|-----------------------|---------------|-----------------------------|----------------|-------------|
|                                                       |                         | No.                   | %             | No.                   | %             | No.                         | %              |             |
| Manufacturing<br>製造                                   | 10 - 19                 | 58                    | 47.54%        | 0                     | 0.00%         | 64                          | 52.46%         | 122         |
|                                                       | 20 - 49                 | 50                    | 37.88%        | 25                    | 18.94%        | 57                          | 43.18%         | 132         |
|                                                       | 50 - 99                 | 7                     | 10.00%        | 8                     | 11.43%        | 55                          | 78.57%         | 70          |
|                                                       | <b>Total</b>            | <b>115</b>            | <b>35.49%</b> | <b>33</b>             | <b>10.19%</b> | <b>176</b>                  | <b>54.32%</b>  | <b>324</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                | 10 - 19                 | 0                     | 0.00%         | 0                     | 0.00%         | 1                           | 100.00%        | 1           |
|                                                       | 20 - 49                 | 0                     | 0.00%         | 0                     | 0.00%         | 0                           | 0.00%          | 0           |
|                                                       | <b>Total</b>            | <b>0</b>              | <b>0.00%</b>  | <b>0</b>              | <b>0.00%</b>  | <b>1</b>                    | <b>100.00%</b> | <b>1</b>    |
| Construction<br>建造                                    | 10 - 19                 | 33                    | 49.25%        | 0                     | 0.00%         | 34                          | 50.75%         | 67          |
|                                                       | 20 - 49                 | 0                     | 0.00%         | 8                     | 8.08%         | 91                          | 91.92%         | 99          |
|                                                       | 50 - 99                 | 40                    | 71.43%        | 8                     | 14.29%        | 8                           | 14.29%         | 56          |
|                                                       | <b>Total</b>            | <b>73</b>             | <b>32.88%</b> | <b>16</b>             | <b>7.21%</b>  | <b>133</b>                  | <b>59.91%</b>  | <b>222</b>  |
| Wholesale, Retail and Import/Export<br>零售批發及出入口       | 10 - 19                 | 216                   | 27.62%        | 134                   | 17.14%        | 432                         | 55.24%         | 782         |
|                                                       | 20 - 49                 | 225                   | 27.31%        | 225                   | 27.31%        | 374                         | 45.39%         | 824         |
|                                                       | 50 - 99                 | 117                   | 30.00%        | 15                    | 3.85%         | 258                         | 66.15%         | 390         |
|                                                       | <b>Total</b>            | <b>558</b>            | <b>27.96%</b> | <b>374</b>            | <b>18.74%</b> | <b>1064</b>                 | <b>53.31%</b>  | <b>1996</b> |
| Restaurants and Hotels<br>食肆及酒店                       | 10 - 19                 | 91                    | 100.00%       | 0                     | 0.00%         | 0                           | 0.00%          | 91          |
|                                                       | 20 - 49                 | 133                   | 72.68%        | 0                     | 0.00%         | 50                          | 27.32%         | 183         |
|                                                       | 50 - 99                 | 23                    | 60.53%        | 0                     | 0.00%         | 15                          | 39.47%         | 38          |
|                                                       | <b>Total</b>            | <b>247</b>            | <b>79.17%</b> | <b>0</b>              | <b>0.00%</b>  | <b>65</b>                   | <b>20.83%</b>  | <b>312</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊      | 10 - 19                 | 33                    | 36.26%        | 25                    | 27.47%        | 33                          | 36.26%         | 91          |
|                                                       | 20 - 49                 | 24                    | 29.63%        | 0                     | 0.00%         | 57                          | 70.37%         | 81          |
|                                                       | 50 - 99                 | 23                    | 51.11%        | 0                     | 0.00%         | 22                          | 48.89%         | 45          |
|                                                       | <b>Total</b>            | <b>80</b>             | <b>36.87%</b> | <b>25</b>             | <b>11.52%</b> | <b>112</b>                  | <b>51.61%</b>  | <b>217</b>  |
| Finance, Insurance, Real Estate and<br>金融、保險、房地產及商業服務 | 10 - 19                 | 165                   | 45.45%        | 66                    | 18.18%        | 132                         | 36.36%         | 363         |
|                                                       | 20 - 49                 | 140                   | 39.66%        | 33                    | 9.35%         | 180                         | 50.99%         | 353         |
|                                                       | 50 - 99                 | 15                    | 10.42%        | 65                    | 45.14%        | 64                          | 44.44%         | 144         |
|                                                       | <b>Total</b>            | <b>320</b>            | <b>37.21%</b> | <b>164</b>            | <b>19.07%</b> | <b>376</b>                  | <b>43.72%</b>  | <b>860</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務 | 10 - 19                 | 67                    | 24.91%        | 92                    | 34.20%        | 110                         | 40.89%         | 269         |
|                                                       | 20 - 49                 | 25                    | 7.18%         | 33                    | 9.48%         | 290                         | 83.33%         | 348         |
|                                                       | 50 - 99                 | 86                    | 21.13%        | 101                   | 24.82%        | 220                         | 54.05%         | 407         |
|                                                       | <b>Total</b>            | <b>178</b>            | <b>17.38%</b> | <b>226</b>            | <b>22.07%</b> | <b>620</b>                  | <b>60.55%</b>  | <b>1024</b> |
| ALL<br>整體                                             | 10 - 19                 | 663                   | 37.12%        | 317                   | 17.75%        | 806                         | 45.13%         | 1786        |
|                                                       | 20 - 49                 | 597                   | 29.55%        | 324                   | 16.04%        | 1099                        | 54.41%         | 2020        |
|                                                       | 50 - 99                 | 311                   | 27.04%        | 197                   | 17.13%        | 642                         | 55.83%         | 1150        |
|                                                       | <b>Total</b>            | <b>1571</b>           | <b>31.70%</b> | <b>838</b>            | <b>16.91%</b> | <b>2547</b>                 | <b>51.39%</b>  | <b>4956</b> |

**Table 3.10(D)-S : Preferred Days of the Week of Management Training for Supervisors  
by Principal Line of Business by Employment Size**

**表 3.10(D)-S : 督導人員每週適宜上課的日子**

| Principal Line of Business<br>主要業務                    | Employment Size<br>員工人數 | During Weekdays<br>平日 |               | During Weekends<br>週末 |               | Combination of Both<br>兩者混合 |                | Total<br>總數 |
|-------------------------------------------------------|-------------------------|-----------------------|---------------|-----------------------|---------------|-----------------------------|----------------|-------------|
|                                                       |                         | No.                   | %             | No.                   | %             | No.                         | %              |             |
| Manufacturing<br>製造                                   | 10 -19                  | 58                    | 47.54%        | 64                    | 52.46%        | 0                           | 0.00%          | 122         |
|                                                       | 20 - 49                 | 25                    | 18.94%        | 50                    | 37.88%        | 57                          | 43.18%         | 132         |
|                                                       | 50 - 99                 | 15                    | 19.23%        | 8                     | 10.26%        | 55                          | 70.51%         | 78          |
|                                                       | <b>Total</b>            | <b>98</b>             | <b>29.52%</b> | <b>122</b>            | <b>36.75%</b> | <b>112</b>                  | <b>33.73%</b>  | <b>332</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                | 10 -19                  | 0                     | 0.00%         | 0                     | 0.00%         | 1                           | 100.00%        | 1           |
|                                                       | 20 - 49                 | 0                     |               | 0                     |               | 0                           |                | 0           |
|                                                       | <b>Total</b>            | <b>0</b>              | <b>0.00%</b>  | <b>0</b>              | <b>0.00%</b>  | <b>1</b>                    | <b>100.00%</b> | <b>1</b>    |
| Construction<br>建造                                    | 10 -19                  | 33                    | 100.00%       | 0                     | 0.00%         | 0                           | 0.00%          | 33          |
|                                                       | 20 - 49                 | 8                     | 7.48%         | 8                     | 7.48%         | 91                          | 85.05%         | 107         |
|                                                       | 50 - 99                 | 40                    | 71.43%        | 8                     | 14.29%        | 8                           | 14.29%         | 56          |
|                                                       | <b>Total</b>            | <b>81</b>             | <b>41.33%</b> | <b>16</b>             | <b>8.16%</b>  | <b>99</b>                   | <b>50.51%</b>  | <b>196</b>  |
| Wholesale, Retail and Import/Export<br>零售批發及出入口       | 10 -19                  | 183                   | 21.76%        | 134                   | 15.93%        | 524                         | 62.31%         | 841         |
|                                                       | 20 - 49                 | 225                   | 30.36%        | 200                   | 26.99%        | 316                         | 42.65%         | 741         |
|                                                       | 50 - 99                 | 143                   | 35.93%        | 15                    | 3.77%         | 240                         | 60.30%         | 398         |
|                                                       | <b>Total</b>            | <b>551</b>            | <b>27.83%</b> | <b>349</b>            | <b>17.63%</b> | <b>1080</b>                 | <b>54.55%</b>  | <b>1980</b> |
| Restaurants and Hotels<br>食肆及酒店                       | 10 -19                  | 91                    | 73.39%        | 0                     | 0.00%         | 33                          | 26.61%         | 124         |
|                                                       | 20 - 49                 | 190                   | 79.17%        | 0                     | 0.00%         | 50                          | 20.83%         | 240         |
|                                                       | 50 - 99                 | 39                    | 72.22%        | 0                     | 0.00%         | 15                          | 27.78%         | 54          |
|                                                       | <b>Total</b>            | <b>320</b>            | <b>76.56%</b> | <b>0</b>              | <b>0.00%</b>  | <b>98</b>                   | <b>23.44%</b>  | <b>418</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊      | 10 -19                  | 33                    | 26.40%        | 59                    | 47.20%        | 33                          | 26.40%         | 125         |
|                                                       | 20 - 49                 | 57                    | 50.00%        | 0                     | 0.00%         | 57                          | 50.00%         | 114         |
|                                                       | 50 - 99                 | 23                    | 51.11%        | 0                     | 0.00%         | 22                          | 48.89%         | 45          |
|                                                       | <b>Total</b>            | <b>113</b>            | <b>39.79%</b> | <b>59</b>             | <b>20.77%</b> | <b>112</b>                  | <b>39.44%</b>  | <b>284</b>  |
| Finance, Insurance, Real Estate and<br>金融、保險、房地產及商業服務 | 10 -19                  | 190                   | 48.97%        | 66                    | 17.01%        | 132                         | 34.02%         | 388         |
|                                                       | 20 - 49                 | 148                   | 46.25%        | 25                    | 7.81%         | 147                         | 45.94%         | 320         |
|                                                       | 50 - 99                 | 40                    | 23.67%        | 65                    | 38.46%        | 64                          | 37.87%         | 169         |
|                                                       | <b>Total</b>            | <b>378</b>            | <b>43.10%</b> | <b>156</b>            | <b>17.79%</b> | <b>343</b>                  | <b>39.11%</b>  | <b>877</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務 | 10 -19                  | 91                    | 25.28%        | 92                    | 25.56%        | 177                         | 49.17%         | 360         |
|                                                       | 20 - 49                 | 50                    | 13.40%        | 33                    | 8.85%         | 290                         | 77.75%         | 373         |
|                                                       | 50 - 99                 | 100                   | 24.63%        | 85                    | 20.94%        | 221                         | 54.43%         | 406         |
|                                                       | <b>Total</b>            | <b>241</b>            | <b>21.16%</b> | <b>210</b>            | <b>18.44%</b> | <b>688</b>                  | <b>60.40%</b>  | <b>1139</b> |
| ALL<br>整體                                             | 10 -19                  | 679                   | 34.05%        | 415                   | 20.81%        | 900                         | 45.14%         | 1994        |
|                                                       | 20 - 49                 | 703                   | 34.68%        | 316                   | 15.59%        | 1008                        | 49.73%         | 2027        |
|                                                       | 50 - 99                 | 400                   | 33.17%        | 181                   | 15.01%        | 625                         | 51.82%         | 1206        |
|                                                       | <b>Total</b>            | <b>1782</b>           | <b>34.09%</b> | <b>912</b>            | <b>17.45%</b> | <b>2533</b>                 | <b>48.46%</b>  | <b>5227</b> |

**Table 3.10(E)-M : Preferred Meeting Time of Management Training for Managers  
by Principal Line of Business by Employment Size  
表 3.10(E)-M : 管理人員適宜上課時間**

| Principal Line of Business<br>主要業務                                      | Employment Size<br>員工人數 | During Office Hours<br>辦公時間內 |               | After Office Hours<br>下班後 |               | Combination of Both<br>兩者混合 |                | Total<br>總數 |
|-------------------------------------------------------------------------|-------------------------|------------------------------|---------------|---------------------------|---------------|-----------------------------|----------------|-------------|
|                                                                         |                         | No.                          | %             | No.                       | %             | No.                         | %              |             |
| Manufacturing<br>製造                                                     | 10 - 19                 | 0                            | 0.00%         | 58                        | 47.54%        | 64                          | 52.46%         | 122         |
|                                                                         | 20 - 49                 | 0                            | 0.00%         | 50                        | 37.88%        | 82                          | 62.12%         | 132         |
|                                                                         | 50 - 99                 | 0                            | 0.00%         | 15                        | 21.43%        | 55                          | 78.57%         | 70          |
|                                                                         | <b>Total</b>            | <b>0</b>                     | <b>0.00%</b>  | <b>123</b>                | <b>37.96%</b> | <b>201</b>                  | <b>62.04%</b>  | <b>324</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                  | 10 - 19                 | 0                            | 0.00%         | 0                         | 0.00%         | 1                           | 100.00%        | 1           |
|                                                                         | 20 - 49                 | 0                            | 0.00%         | 0                         | 0.00%         | 0                           | 0.00%          | 0           |
|                                                                         | <b>Total</b>            | <b>0</b>                     | <b>0.00%</b>  | <b>0</b>                  | <b>0.00%</b>  | <b>1</b>                    | <b>100.00%</b> | <b>1</b>    |
| Construction<br>建造                                                      | 10 - 19                 | 33                           | 49.25%        | 0                         | 0.00%         | 34                          | 50.75%         | 67          |
|                                                                         | 20 - 49                 | 0                            | 0.00%         | 91                        | 91.92%        | 8                           | 8.08%          | 99          |
|                                                                         | 50 - 99                 | 8                            | 14.29%        | 48                        | 85.71%        | 0                           | 0.00%          | 56          |
|                                                                         | <b>Total</b>            | <b>41</b>                    | <b>18.47%</b> | <b>139</b>                | <b>62.61%</b> | <b>42</b>                   | <b>18.92%</b>  | <b>222</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 124                          | 15.86%        | 324                       | 41.43%        | 334                         | 42.71%         | 782         |
|                                                                         | 20 - 49                 | 100                          | 12.14%        | 283                       | 34.34%        | 441                         | 53.52%         | 824         |
|                                                                         | 50 - 99                 | 47                           | 12.05%        | 199                       | 51.03%        | 144                         | 36.92%         | 390         |
|                                                                         | <b>Total</b>            | <b>271</b>                   | <b>13.58%</b> | <b>806</b>                | <b>40.38%</b> | <b>919</b>                  | <b>46.04%</b>  | <b>1996</b> |
| Restaurants and Hotels<br>食肆及酒店                                         | 10 - 19                 | 0                            | 0.00%         | 33                        | 36.26%        | 58                          | 63.74%         | 91          |
|                                                                         | 20 - 49                 | 108                          | 59.02%        | 0                         | 0.00%         | 75                          | 40.98%         | 183         |
|                                                                         | 50 - 99                 | 0                            | 0.00%         | 8                         | 21.05%        | 30                          | 78.95%         | 38          |
|                                                                         | <b>Total</b>            | <b>108</b>                   | <b>34.62%</b> | <b>41</b>                 | <b>13.14%</b> | <b>163</b>                  | <b>52.24%</b>  | <b>312</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                        | 10 - 19                 | 0                            | 0.00%         | 58                        | 63.74%        | 33                          | 36.26%         | 91          |
|                                                                         | 20 - 49                 | 24                           | 29.63%        | 24                        | 29.63%        | 33                          | 40.74%         | 81          |
|                                                                         | 50 - 99                 | 16                           | 35.56%        | 21                        | 46.67%        | 8                           | 17.78%         | 45          |
|                                                                         | <b>Total</b>            | <b>40</b>                    | <b>18.43%</b> | <b>103</b>                | <b>47.47%</b> | <b>74</b>                   | <b>34.10%</b>  | <b>217</b>  |
| Finance, Insurance, Real Estate and Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 66                           | 18.18%        | 198                       | 54.55%        | 99                          | 27.27%         | 363         |
|                                                                         | 20 - 49                 | 65                           | 18.41%        | 158                       | 44.76%        | 130                         | 36.83%         | 353         |
|                                                                         | 50 - 99                 | 8                            | 5.56%         | 88                        | 61.11%        | 48                          | 33.33%         | 144         |
|                                                                         | <b>Total</b>            | <b>139</b>                   | <b>16.16%</b> | <b>444</b>                | <b>51.63%</b> | <b>277</b>                  | <b>32.21%</b>  | <b>860</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                   | 10 - 19                 | 34                           | 12.64%        | 210                       | 78.07%        | 25                          | 9.29%          | 269         |
|                                                                         | 20 - 49                 | 25                           | 7.18%         | 83                        | 23.85%        | 240                         | 68.97%         | 348         |
|                                                                         | 50 - 99                 | 48                           | 11.79%        | 152                       | 37.35%        | 207                         | 50.86%         | 407         |
|                                                                         | <b>Total</b>            | <b>107</b>                   | <b>10.45%</b> | <b>445</b>                | <b>43.46%</b> | <b>472</b>                  | <b>46.09%</b>  | <b>1024</b> |
| ALL<br>整體                                                               | 10 - 19                 | 257                          | 14.39%        | 881                       | 49.33%        | 648                         | 36.28%         | 1786        |
|                                                                         | 20 - 49                 | 322                          | 15.94%        | 689                       | 34.11%        | 1009                        | 49.95%         | 2020        |
|                                                                         | 50 - 99                 | 127                          | 11.04%        | 531                       | 46.17%        | 492                         | 42.78%         | 1150        |
|                                                                         | <b>Total</b>            | <b>706</b>                   | <b>14.25%</b> | <b>2101</b>               | <b>42.39%</b> | <b>2149</b>                 | <b>43.36%</b>  | <b>4956</b> |



**Table 3.10(E)-S : Preferred Meeting Time of Management Training for Supervisors  
by Principal Line of Business by Employment Size  
表 3.10(E)-S : 督導人員適宜上課時間**

| Principal Line of Business<br>主要業務                                      | Employment Size<br>員工人數 | During Office Hours<br>辦公時間內 |               | After Office Hours<br>下班後 |               | Combination of Both<br>兩者混合 |                | Total<br>總數 |
|-------------------------------------------------------------------------|-------------------------|------------------------------|---------------|---------------------------|---------------|-----------------------------|----------------|-------------|
|                                                                         |                         | No.                          | %             | No.                       | %             | No.                         | %              |             |
| Manufacturing<br>製造                                                     | 10 - 19                 | 32                           | 26.23%        | 90                        | 73.77%        | 0                           | 0.00%          | 122         |
|                                                                         | 20 - 49                 | 0                            | 0.00%         | 75                        | 56.82%        | 57                          | 43.18%         | 132         |
|                                                                         | 50 - 99                 | 0                            | 0.00%         | 15                        | 19.23%        | 63                          | 80.77%         | 78          |
|                                                                         | <b>Total</b>            | <b>32</b>                    | <b>9.64%</b>  | <b>180</b>                | <b>54.22%</b> | <b>120</b>                  | <b>36.14%</b>  | <b>332</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                  | 10 - 19                 | 0                            | 0.00%         | 0                         | 0.00%         | 1                           | 100.00%        | 1           |
|                                                                         | 20 - 49                 | 0                            | 0.00%         | 0                         | 0.00%         | 0                           | 0.00%          | 0           |
|                                                                         | <b>Total</b>            | <b>0</b>                     | <b>0.00%</b>  | <b>0</b>                  | <b>0.00%</b>  | <b>1</b>                    | <b>100.00%</b> | <b>1</b>    |
| Construction<br>建造                                                      | 10 - 19                 | 33                           | 100.00%       | 0                         | 0.00%         | 0                           | 0.00%          | 33          |
|                                                                         | 20 - 49                 | 0                            | 0.00%         | 99                        | 92.52%        | 8                           | 7.48%          | 107         |
|                                                                         | 50 - 99                 | 0                            | 0.00%         | 48                        | 85.71%        | 8                           | 14.29%         | 56          |
|                                                                         | <b>Total</b>            | <b>33</b>                    | <b>16.84%</b> | <b>147</b>                | <b>75.00%</b> | <b>16</b>                   | <b>8.16%</b>   | <b>196</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 124                          | 14.74%        | 350                       | 41.62%        | 367                         | 43.64%         | 841         |
|                                                                         | 20 - 49                 | 100                          | 13.50%        | 283                       | 38.19%        | 358                         | 48.31%         | 741         |
|                                                                         | 50 - 99                 | 55                           | 13.82%        | 191                       | 47.99%        | 152                         | 38.19%         | 398         |
|                                                                         | <b>Total</b>            | <b>279</b>                   | <b>14.09%</b> | <b>824</b>                | <b>41.62%</b> | <b>877</b>                  | <b>44.29%</b>  | <b>1980</b> |
| Restaurants and Hotels<br>食肆及酒店                                         | 10 - 19                 | 0                            | 0.00%         | 66                        | 53.23%        | 58                          | 46.77%         | 124         |
|                                                                         | 20 - 49                 | 115                          | 47.92%        | 50                        | 20.83%        | 75                          | 31.25%         | 240         |
|                                                                         | 50 - 99                 | 8                            | 14.81%        | 24                        | 44.44%        | 22                          | 40.74%         | 54          |
|                                                                         | <b>Total</b>            | <b>123</b>                   | <b>29.43%</b> | <b>140</b>                | <b>33.49%</b> | <b>155</b>                  | <b>37.08%</b>  | <b>418</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                        | 10 - 19                 | 0                            | 0.00%         | 92                        | 73.60%        | 33                          | 26.40%         | 125         |
|                                                                         | 20 - 49                 | 57                           | 50.00%        | 24                        | 21.05%        | 33                          | 28.95%         | 114         |
|                                                                         | 50 - 99                 | 16                           | 35.56%        | 21                        | 46.67%        | 8                           | 17.78%         | 45          |
|                                                                         | <b>Total</b>            | <b>73</b>                    | <b>25.70%</b> | <b>137</b>                | <b>48.24%</b> | <b>74</b>                   | <b>26.06%</b>  | <b>284</b>  |
| Finance, Insurance, Real Estate and Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 66                           | 17.01%        | 198                       | 51.03%        | 124                         | 31.96%         | 388         |
|                                                                         | 20 - 49                 | 65                           | 20.31%        | 158                       | 49.38%        | 97                          | 30.31%         | 320         |
|                                                                         | 50 - 99                 | 8                            | 4.73%         | 113                       | 66.86%        | 48                          | 28.40%         | 169         |
|                                                                         | <b>Total</b>            | <b>139</b>                   | <b>15.85%</b> | <b>469</b>                | <b>53.48%</b> | <b>269</b>                  | <b>30.67%</b>  | <b>877</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                   | 10 - 19                 | 34                           | 9.44%         | 209                       | 58.06%        | 117                         | 32.50%         | 360         |
|                                                                         | 20 - 49                 | 25                           | 6.70%         | 108                       | 28.95%        | 240                         | 64.34%         | 373         |
|                                                                         | 50 - 99                 | 63                           | 15.52%        | 144                       | 35.47%        | 199                         | 49.01%         | 406         |
|                                                                         | <b>Total</b>            | <b>122</b>                   | <b>10.71%</b> | <b>461</b>                | <b>40.47%</b> | <b>556</b>                  | <b>48.81%</b>  | <b>1139</b> |
| ALL<br>整體                                                               | 10 - 19                 | 289                          | 14.49%        | 1005                      | 50.40%        | 700                         | 35.11%         | 1994        |
|                                                                         | 20 - 49                 | 362                          | 17.86%        | 797                       | 39.32%        | 868                         | 42.82%         | 2027        |
|                                                                         | 50 - 99                 | 150                          | 12.44%        | 556                       | 46.10%        | 500                         | 41.46%         | 1206        |
|                                                                         | <b>Total</b>            | <b>801</b>                   | <b>15.32%</b> | <b>2358</b>               | <b>45.11%</b> | <b>2068</b>                 | <b>39.56%</b>  | <b>5227</b> |

**Table 3.10(F)-M : Preferred Medium of Instruction of Management Training for Managers  
by Principal Line of Business by Employment Size  
表 3.10(F)-M : 管理人員宜用授課語言**

| Principal Line of Business<br>主要業務                                      | Employment Size<br>員工人數 | Cantonese<br>粵語 |                | Putonghua<br>普通話 |              | English<br>英語 |               | Bi-lingual<br>(Cantonese/English)<br>雙語<br>(粵語 / 英語) |               | Bi-lingual<br>(Putonghua/English)<br>雙語<br>(普通話 / 英語) |               | Others<br>其他 |               | Total<br>總數 |
|-------------------------------------------------------------------------|-------------------------|-----------------|----------------|------------------|--------------|---------------|---------------|------------------------------------------------------|---------------|-------------------------------------------------------|---------------|--------------|---------------|-------------|
|                                                                         |                         | No.             | %              | No.              | %            | No.           | %             | No.                                                  | %             | No.                                                   | %             | No.          | %             |             |
| Manufacturing<br>製造                                                     | 10 - 19                 | 90              | 73.77%         | 0                | 0.00%        | 0             | 0.00%         | 0                                                    | 0.00%         | 32                                                    | 26.23%        | 0            | 0.00%         | 122         |
|                                                                         | 20 - 49                 | 0               | 0.00%          | 0                | 0.00%        | 0             | 0.00%         | 107                                                  | 81.06%        | 25                                                    | 18.94%        | 0            | 0.00%         | 132         |
|                                                                         | 50 - 99                 | 24              | 34.29%         | 0                | 0.00%        | 0             | 0.00%         | 46                                                   | 65.71%        | 0                                                     | 0.00%         | 0            | 0.00%         | 70          |
|                                                                         | <b>Total</b>            | <b>114</b>      | <b>35.19%</b>  | <b>0</b>         | <b>0.00%</b> | <b>0</b>      | <b>0.00%</b>  | <b>153</b>                                           | <b>47.22%</b> | <b>57</b>                                             | <b>17.59%</b> | <b>0</b>     | <b>0.00%</b>  | <b>324</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                  | 10 - 19                 | 1               | 100.00%        | 0                | 0.00%        | 0             | 0.00%         | 0                                                    | 0.00%         | 0                                                     | 0.00%         | 0            | 0.00%         | 1           |
|                                                                         | 20 - 49                 | 0               |                | 0                |              | 0             |               | 0                                                    |               | 0                                                     |               | 0            |               | 0           |
|                                                                         | <b>Total</b>            | <b>1</b>        | <b>100.00%</b> | <b>0</b>         | <b>0.00%</b> | <b>0</b>      | <b>0.00%</b>  | <b>0</b>                                             | <b>0.00%</b>  | <b>0</b>                                              | <b>0.00%</b>  | <b>0</b>     | <b>0.00%</b>  | <b>1</b>    |
| Construction<br>建造                                                      | 10 - 19                 | 67              | 100.00%        | 0                | 0.00%        | 0             | 0.00%         | 0                                                    | 0.00%         | 0                                                     | 0.00%         | 0            | 0.00%         | 67          |
|                                                                         | 20 - 49                 | 66              | 66.67%         | 0                | 0.00%        | 0             | 0.00%         | 33                                                   | 33.33%        | 0                                                     | 0.00%         | 0            | 0.00%         | 99          |
|                                                                         | 50 - 99                 | 15              | 26.79%         | 0                | 0.00%        | 0             | 0.00%         | 16                                                   | 28.57%        | 0                                                     | 0.00%         | 25           | 44.64%        | 56          |
|                                                                         | <b>Total</b>            | <b>148</b>      | <b>66.67%</b>  | <b>0</b>         | <b>0.00%</b> | <b>0</b>      | <b>0.00%</b>  | <b>49</b>                                            | <b>22.07%</b> | <b>0</b>                                              | <b>0.00%</b>  | <b>25</b>    | <b>11.26%</b> | <b>222</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 265             | 33.89%         | 0                | 0.00%        | 33            | 4.22%         | 226                                                  | 28.90%        | 101                                                   | 12.92%        | 157          | 20.08%        | 782         |
|                                                                         | 20 - 49                 | 133             | 16.14%         | 25               | 3.03%        | 25            | 3.03%         | 325                                                  | 39.44%        | 183                                                   | 22.21%        | 133          | 16.14%        | 824         |
|                                                                         | 50 - 99                 | 71              | 18.21%         | 0                | 0.00%        | 16            | 4.10%         | 214                                                  | 54.87%        | 41                                                    | 10.51%        | 48           | 12.31%        | 390         |
|                                                                         | <b>Total</b>            | <b>469</b>      | <b>23.50%</b>  | <b>25</b>        | <b>1.25%</b> | <b>74</b>     | <b>3.71%</b>  | <b>765</b>                                           | <b>38.33%</b> | <b>325</b>                                            | <b>16.28%</b> | <b>338</b>   | <b>16.93%</b> | <b>1996</b> |
| Restaurants and Hotels<br>食肆及酒店                                         | 10 - 19                 | 91              | 100.00%        | 0                | 0.00%        | 0             | 0.00%         | 0                                                    | 0.00%         | 0                                                     | 0.00%         | 0            | 0.00%         | 91          |
|                                                                         | 20 - 49                 | 108             | 59.02%         | 0                | 0.00%        | 25            | 13.66%        | 50                                                   | 27.32%        | 0                                                     | 0.00%         | 0            | 0.00%         | 183         |
|                                                                         | 50 - 99                 | 22              | 57.89%         | 0                | 0.00%        | 0             | 0.00%         | 8                                                    | 21.05%        | 0                                                     | 0.00%         | 8            | 21.05%        | 38          |
|                                                                         | <b>Total</b>            | <b>221</b>      | <b>70.83%</b>  | <b>0</b>         | <b>0.00%</b> | <b>25</b>     | <b>8.01%</b>  | <b>58</b>                                            | <b>18.59%</b> | <b>0</b>                                              | <b>0.00%</b>  | <b>8</b>     | <b>2.56%</b>  | <b>312</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                        | 10 - 19                 | 0               | 0.00%          | 0                | 0.00%        | 0             | 0.00%         | 66                                                   | 72.53%        | 25                                                    | 27.47%        | 0            | 0.00%         | 91          |
|                                                                         | 20 - 49                 | 0               | 0.00%          | 0                | 0.00%        | 24            | 29.63%        | 24                                                   | 29.63%        | 0                                                     | 0.00%         | 33           | 40.74%        | 81          |
|                                                                         | 50 - 99                 | 0               | 0.00%          | 0                | 0.00%        | 8             | 17.78%        | 21                                                   | 46.67%        | 0                                                     | 0.00%         | 16           | 35.56%        | 45          |
|                                                                         | <b>Total</b>            | <b>0</b>        | <b>0.00%</b>   | <b>0</b>         | <b>0.00%</b> | <b>32</b>     | <b>14.75%</b> | <b>111</b>                                           | <b>51.15%</b> | <b>25</b>                                             | <b>11.52%</b> | <b>49</b>    | <b>22.58%</b> | <b>217</b>  |
| Finance, Insurance, Real Estate and Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 132             | 36.36%         | 0                | 0.00%        | 33            | 9.09%         | 165                                                  | 45.45%        | 33                                                    | 9.09%         | 0            | 0.00%         | 363         |
|                                                                         | 20 - 49                 | 82              | 23.23%         | 0                | 0.00%        | 65            | 18.41%        | 173                                                  | 49.01%        | 0                                                     | 0.00%         | 33           | 9.35%         | 353         |
|                                                                         | 50 - 99                 | 41              | 28.47%         | 0                | 0.00%        | 39            | 27.08%        | 39                                                   | 27.08%        | 25                                                    | 17.36%        | 0            | 0.00%         | 144         |
|                                                                         | <b>Total</b>            | <b>255</b>      | <b>29.65%</b>  | <b>0</b>         | <b>0.00%</b> | <b>137</b>    | <b>15.93%</b> | <b>377</b>                                           | <b>43.84%</b> | <b>58</b>                                             | <b>6.74%</b>  | <b>33</b>    | <b>3.84%</b>  | <b>860</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                   | 10 - 19                 | 151             | 56.13%         | 0                | 0.00%        | 0             | 0.00%         | 93                                                   | 34.57%        | 0                                                     | 0.00%         | 25           | 9.29%         | 269         |
|                                                                         | 20 - 49                 | 158             | 45.40%         | 0                | 0.00%        | 0             | 0.00%         | 106                                                  | 30.46%        | 0                                                     | 0.00%         | 84           | 24.14%        | 348         |
|                                                                         | 50 - 99                 | 148             | 36.36%         | 0                | 0.00%        | 24            | 5.90%         | 179                                                  | 43.98%        | 0                                                     | 0.00%         | 56           | 13.76%        | 407         |
|                                                                         | <b>Total</b>            | <b>457</b>      | <b>44.63%</b>  | <b>0</b>         | <b>0.00%</b> | <b>24</b>     | <b>2.34%</b>  | <b>378</b>                                           | <b>36.91%</b> | <b>0</b>                                              | <b>0.00%</b>  | <b>165</b>   | <b>16.11%</b> | <b>1024</b> |
| ALL<br>整體                                                               | 10 - 19                 | 797             | 44.62%         | 0                | 0.00%        | 66            | 3.70%         | 550                                                  | 30.80%        | 191                                                   | 10.69%        | 182          | 10.19%        | 1786        |
|                                                                         | 20 - 49                 | 547             | 27.08%         | 25               | 1.24%        | 139           | 6.88%         | 818                                                  | 40.50%        | 208                                                   | 10.30%        | 283          | 14.01%        | 2020        |
|                                                                         | 50 - 99                 | 321             | 27.91%         | 0                | 0.00%        | 87            | 7.57%         | 523                                                  | 45.48%        | 66                                                    | 5.74%         | 153          | 13.30%        | 1150        |
|                                                                         | <b>Total</b>            | <b>1665</b>     | <b>33.60%</b>  | <b>25</b>        | <b>0.50%</b> | <b>292</b>    | <b>5.89%</b>  | <b>1891</b>                                          | <b>38.16%</b> | <b>465</b>                                            | <b>9.38%</b>  | <b>618</b>   | <b>12.47%</b> | <b>4956</b> |

**Table 3.10(F)-S : Preferred Medium of Instruction of Management Training for Supervisors  
by Principal Line of Business by Employment Size  
表 3.10(F)-S : 督導人員宜用授課語言**

| Principal Line of Business<br>主要業務                                      | Employment Size<br>員工人數 | Cantonese<br>粵語     |                | Putonghua<br>普通話 |              | English<br>英語 |               | Bi-lingual<br>(Cantonese/English)<br>雙語<br>(粵語 / 英語) |               | Bi-lingual<br>(Putonghua/English)<br>雙語<br>(普通話 / 英語) |               | Others<br>其他 |               | Total<br>總數 |
|-------------------------------------------------------------------------|-------------------------|---------------------|----------------|------------------|--------------|---------------|---------------|------------------------------------------------------|---------------|-------------------------------------------------------|---------------|--------------|---------------|-------------|
|                                                                         |                         | No.                 | %              | No.              | %            | No.           | %             | No.                                                  | %             | No.                                                   | %             | No.          | %             |             |
|                                                                         |                         | Manufacturing<br>製造 | 10 - 19        | 90               | 73.77%       | 0             | 0.00%         | 0                                                    | 0.00%         | 0                                                     | 0.00%         | 32           | 26.23%        |             |
|                                                                         | 20 - 49                 | 0                   | 0.00%          | 0                | 0.00%        | 0             | 0.00%         | 132                                                  | 100.00%       | 0                                                     | 0.00%         | 0            | 0.00%         | 132         |
|                                                                         | 50 - 99                 | 24                  | 30.77%         | 0                | 0.00%        | 0             | 0.00%         | 54                                                   | 69.23%        | 0                                                     | 0.00%         | 0            | 0.00%         | 78          |
|                                                                         | <b>Total</b>            | <b>114</b>          | <b>34.34%</b>  | <b>0</b>         | <b>0.00%</b> | <b>0</b>      | <b>0.00%</b>  | <b>186</b>                                           | <b>56.02%</b> | <b>32</b>                                             | <b>9.64%</b>  | <b>0</b>     | <b>0.00%</b>  | <b>332</b>  |
| Electricity, Gas and Water<br>水、電、氣體燃料                                  | 10 - 19                 | 1                   | 100.00%        | 0                | 0.00%        | 0             | 0.00%         | 0                                                    | 0.00%         | 0                                                     | 0.00%         | 0            | 0.00%         | 1           |
|                                                                         | 20 - 49                 | 0                   |                | 0                |              | 0             |               | 0                                                    |               | 0                                                     |               | 0            |               | 0           |
|                                                                         | <b>Total</b>            | <b>1</b>            | <b>100.00%</b> | <b>0</b>         | <b>0.00%</b> | <b>0</b>      | <b>0.00%</b>  | <b>0</b>                                             | <b>0.00%</b>  | <b>0</b>                                              | <b>0.00%</b>  | <b>0</b>     | <b>0.00%</b>  | <b>1</b>    |
| Construction<br>建造                                                      | 10 - 19                 | 33                  | 100.00%        | 0                | 0.00%        | 0             | 0.00%         | 0                                                    | 0.00%         | 0                                                     | 0.00%         | 0            | 0.00%         | 33          |
|                                                                         | 20 - 49                 | 66                  | 61.68%         | 0                | 0.00%        | 0             | 0.00%         | 41                                                   | 38.32%        | 0                                                     | 0.00%         | 0            | 0.00%         | 107         |
|                                                                         | 50 - 99                 | 23                  | 41.07%         | 0                | 0.00%        | 0             | 0.00%         | 8                                                    | 14.29%        | 0                                                     | 0.00%         | 25           | 44.64%        | 56          |
|                                                                         | <b>Total</b>            | <b>122</b>          | <b>62.24%</b>  | <b>0</b>         | <b>0.00%</b> | <b>0</b>      | <b>0.00%</b>  | <b>49</b>                                            | <b>25.00%</b> | <b>0</b>                                              | <b>0.00%</b>  | <b>25</b>    | <b>12.76%</b> | <b>196</b>  |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                  | 10 - 19                 | 199                 | 23.66%         | 0                | 0.00%        | 33            | 3.92%         | 350                                                  | 41.62%        | 135                                                   | 16.05%        | 124          | 14.74%        | 841         |
|                                                                         | 20 - 49                 | 50                  | 6.75%          | 41               | 5.53%        | 0             | 0.00%         | 375                                                  | 50.61%        | 150                                                   | 20.24%        | 125          | 16.87%        | 741         |
|                                                                         | 50 - 99                 | 104                 | 26.13%         | 0                | 0.00%        | 32            | 8.04%         | 189                                                  | 47.49%        | 33                                                    | 8.29%         | 40           | 10.05%        | 398         |
|                                                                         | <b>Total</b>            | <b>353</b>          | <b>17.83%</b>  | <b>41</b>        | <b>2.07%</b> | <b>65</b>     | <b>3.28%</b>  | <b>914</b>                                           | <b>46.16%</b> | <b>318</b>                                            | <b>16.06%</b> | <b>289</b>   | <b>14.60%</b> | <b>1980</b> |
| Restaurants and Hotels<br>食肆及酒店                                         | 10 - 19                 | 124                 | 100.00%        | 0                | 0.00%        | 0             | 0.00%         | 0                                                    | 0.00%         | 0                                                     | 0.00%         | 0            | 0.00%         | 124         |
|                                                                         | 20 - 49                 | 133                 | 55.42%         | 0                | 0.00%        | 25            | 10.42%        | 57                                                   | 23.75%        | 25                                                    | 10.42%        | 0            | 0.00%         | 240         |
|                                                                         | 50 - 99                 | 38                  | 70.37%         | 0                | 0.00%        | 0             | 0.00%         | 8                                                    | 14.81%        | 0                                                     | 0.00%         | 8            | 14.81%        | 54          |
|                                                                         | <b>Total</b>            | <b>295</b>          | <b>70.57%</b>  | <b>0</b>         | <b>0.00%</b> | <b>25</b>     | <b>5.98%</b>  | <b>65</b>                                            | <b>15.55%</b> | <b>25</b>                                             | <b>5.98%</b>  | <b>8</b>     | <b>1.91%</b>  | <b>418</b>  |
| Transport, Storage and Communication<br>運輸、儲存及通訊                        | 10 - 19                 | 34                  | 27.20%         | 0                | 0.00%        | 0             | 0.00%         | 66                                                   | 52.80%        | 25                                                    | 20.00%        | 0            | 0.00%         | 125         |
|                                                                         | 20 - 49                 | 24                  | 21.05%         | 0                | 0.00%        | 24            | 21.05%        | 0                                                    | 0.00%         | 0                                                     | 0.00%         | 66           | 57.89%        | 114         |
|                                                                         | 50 - 99                 | 0                   | 0.00%          | 0                | 0.00%        | 8             | 17.78%        | 21                                                   | 46.67%        | 0                                                     | 0.00%         | 16           | 35.56%        | 45          |
|                                                                         | <b>Total</b>            | <b>58</b>           | <b>20.42%</b>  | <b>0</b>         | <b>0.00%</b> | <b>32</b>     | <b>11.27%</b> | <b>87</b>                                            | <b>30.63%</b> | <b>25</b>                                             | <b>8.80%</b>  | <b>82</b>    | <b>28.87%</b> | <b>284</b>  |
| Finance, Insurance, Real Estate and Business Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 99                  | 25.52%         | 0                | 0.00%        | 66            | 17.01%        | 190                                                  | 48.97%        | 33                                                    | 8.51%         | 0            | 0.00%         | 388         |
|                                                                         | 20 - 49                 | 82                  | 25.63%         | 0                | 0.00%        | 65            | 20.31%        | 140                                                  | 43.75%        | 0                                                     | 0.00%         | 33           | 10.31%        | 320         |
|                                                                         | 50 - 99                 | 49                  | 28.99%         | 0                | 0.00%        | 24            | 14.20%        | 71                                                   | 42.01%        | 25                                                    | 14.79%        | 0            | 0.00%         | 169         |
|                                                                         | <b>Total</b>            | <b>230</b>          | <b>26.23%</b>  | <b>0</b>         | <b>0.00%</b> | <b>155</b>    | <b>17.67%</b> | <b>401</b>                                           | <b>45.72%</b> | <b>58</b>                                             | <b>6.61%</b>  | <b>33</b>    | <b>3.76%</b>  | <b>877</b>  |
| Community, Social and Personal Services<br>社區、社會及個人服務                   | 10 - 19                 | 234                 | 65.00%         | 0                | 0.00%        | 0             | 0.00%         | 101                                                  | 28.06%        | 0                                                     | 0.00%         | 25           | 6.94%         | 360         |
|                                                                         | 20 - 49                 | 158                 | 42.36%         | 0                | 0.00%        | 0             | 0.00%         | 131                                                  | 35.12%        | 0                                                     | 0.00%         | 84           | 22.52%        | 373         |
|                                                                         | 50 - 99                 | 164                 | 40.39%         | 0                | 0.00%        | 15            | 3.69%         | 163                                                  | 40.15%        | 0                                                     | 0.00%         | 64           | 15.76%        | 406         |
|                                                                         | <b>Total</b>            | <b>556</b>          | <b>48.81%</b>  | <b>0</b>         | <b>0.00%</b> | <b>15</b>     | <b>1.32%</b>  | <b>395</b>                                           | <b>34.68%</b> | <b>0</b>                                              | <b>0.00%</b>  | <b>173</b>   | <b>15.19%</b> | <b>1139</b> |
| ALL<br>整體                                                               | 10 - 19                 | 814                 | 40.82%         | 0                | 0.00%        | 99            | 4.96%         | 707                                                  | 35.46%        | 225                                                   | 11.28%        | 149          | 7.47%         | 1994        |
|                                                                         | 20 - 49                 | 513                 | 25.31%         | 41               | 2.02%        | 114           | 5.62%         | 876                                                  | 43.22%        | 175                                                   | 8.63%         | 308          | 15.19%        | 2027        |
|                                                                         | 50 - 99                 | 402                 | 33.33%         | 0                | 0.00%        | 79            | 6.55%         | 514                                                  | 42.62%        | 58                                                    | 4.81%         | 153          | 12.69%        | 1206        |
|                                                                         | <b>Total</b>            | <b>1729</b>         | <b>33.08%</b>  | <b>41</b>        | <b>0.78%</b> | <b>292</b>    | <b>5.59%</b>  | <b>2097</b>                                          | <b>40.12%</b> | <b>458</b>                                            | <b>8.76%</b>  | <b>610</b>   | <b>11.67%</b> | <b>5227</b> |

**Table 3.12-M2 : Average Weighted Scores of Likelihood of Learning Approaches to Be Adopted for Managers in the Next Three Years by Principal Line of Business by Employment Size**  
**表 3.12-M2 : 管理人員在未來三年採用各種管理學習方式的可能性**

| Principal Line of Business<br>主要業務                                       | Employment Size<br>員工人數 | No. of Firms<br>回覆機構<br>數目 | Reading Management Material<br>閱讀管理資料 | Traditional Classroom Lectures<br>傳統的<br>課堂講授 | Small Group Training<br>小組培訓 | Self-learning Using Company Learning Resources<br>利用機構<br>內設學習<br>資源中心<br>進行自修 | Action Learning Through Work-related Projects<br>透過完成<br>與工作有<br>關項目研<br>究的行動<br>學習法 | Distance-learning<br>遙距學習 | Computer-based/Web-based Learning/E-learning<br>利用電腦/<br>上網/電子<br>方式學習 | Individual Tutored Learning<br>個別導修 | Mentoring Coaching<br>由管理<br>人員從旁<br>指導,<br>學習管理<br>技巧 | Others<br>其他 |
|--------------------------------------------------------------------------|-------------------------|----------------------------|---------------------------------------|-----------------------------------------------|------------------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------|------------------------------------------------------------------------|-------------------------------------|--------------------------------------------------------|--------------|
| Manufacturing<br>製造                                                      | 10-19                   | 97                         | 4.32                                  | 4.68                                          | 4.01                         | 3.33                                                                           | 3                                                                                    | 2.98                      | 4.32                                                                   | 5.01                                | 5.34                                                   | 0            |
|                                                                          | 20-49                   | 132                        | 3.57                                  | 4                                             | 4.43                         | 2.7                                                                            | 4.22                                                                                 | 3                         | 3.62                                                                   | 3.62                                | 4.89                                                   | 0            |
|                                                                          | 50-99                   | 62                         | 3.39                                  | 4.43                                          | 3.71                         | 2.21                                                                           | 2.84                                                                                 | 1.89                      | 2.9                                                                    | 2.73                                | 3.29                                                   | 0            |
|                                                                          | <b>Total</b>            | <b>291</b>                 | <b>3.78</b>                           | <b>4.32</b>                                   | <b>4.14</b>                  | <b>2.81</b>                                                                    | <b>3.52</b>                                                                          | <b>2.76</b>               | <b>3.68</b>                                                            | <b>3.89</b>                         | <b>4.66</b>                                            | <b>0</b>     |
| Electricity, Gas, Water<br>水、電、氣體燃料                                      | 10-19                   | 1                          | 5                                     | 5                                             | 5                            | 3                                                                              | 5                                                                                    | 2                         | 2                                                                      | 4                                   | 4                                                      | 0            |
|                                                                          | 20-49                   | 0                          | 0                                     | 0                                             | 0                            | 0                                                                              | 0                                                                                    | 0                         | 0                                                                      | 0                                   | 0                                                      | 0            |
|                                                                          | <b>Total</b>            | <b>1</b>                   | <b>5</b>                              | <b>5</b>                                      | <b>5</b>                     | <b>3</b>                                                                       | <b>5</b>                                                                             | <b>2</b>                  | <b>2</b>                                                               | <b>4</b>                            | <b>4</b>                                               | <b>0</b>     |
| Construction<br>建造                                                       | 10-19                   | 67                         | 1                                     | 1                                             | 1                            | 1                                                                              | 1                                                                                    | 1                         | 1                                                                      | 1                                   | 2.97                                                   | 0            |
|                                                                          | 20-49                   | 99                         | 2.58                                  | 2.74                                          | 2.4                          | 2                                                                              | 3.07                                                                                 | 1.59                      | 2.07                                                                   | 2.08                                | 2.57                                                   | 0            |
|                                                                          | 50-99                   | 56                         | 3.32                                  | 3.46                                          | 3.8                          | 2.89                                                                           | 2.75                                                                                 | 3.36                      | 3.5                                                                    | 2.61                                | 3.21                                                   | 1            |
|                                                                          | <b>Total</b>            | <b>222</b>                 | <b>2.29</b>                           | <b>2.4</b>                                    | <b>2.33</b>                  | <b>1.92</b>                                                                    | <b>2.36</b>                                                                          | <b>1.86</b>               | <b>2.11</b>                                                            | <b>1.89</b>                         | <b>2.85</b>                                            | <b>1</b>     |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                   | 10-19                   | 782                        | 3.8                                   | 3.87                                          | 3.65                         | 3.33                                                                           | 3.53                                                                                 | 3.28                      | 4.01                                                                   | 2.91                                | 4.2                                                    | 1            |
|                                                                          | 20-49                   | 799                        | 3.85                                  | 3.36                                          | 4.13                         | 2.84                                                                           | 4.12                                                                                 | 2.94                      | 3.53                                                                   | 3.25                                | 4.35                                                   | 2            |
|                                                                          | 50-99                   | 390                        | 3.77                                  | 4.11                                          | 4.46                         | 2.84                                                                           | 3.89                                                                                 | 2.95                      | 3.71                                                                   | 3.26                                | 4.01                                                   | 1            |
|                                                                          | <b>Total</b>            | <b>1971</b>                | <b>3.82</b>                           | <b>3.7</b>                                    | <b>4.01</b>                  | <b>3.04</b>                                                                    | <b>3.84</b>                                                                          | <b>3.08</b>               | <b>3.76</b>                                                            | <b>3.11</b>                         | <b>4.22</b>                                            | <b>1.55</b>  |
| Restaurants and Hotels<br>食肆及酒店                                          | 10-19                   | 58                         | 2.57                                  | 2.57                                          | 2.43                         | 2.57                                                                           | 2.57                                                                                 | 2                         | 2                                                                      | 3.45                                | 4.45                                                   | 0            |
|                                                                          | 20-49                   | 183                        | 3.41                                  | 4.22                                          | 4.5                          | 2.59                                                                           | 3.27                                                                                 | 2.63                      | 2.77                                                                   | 3.09                                | 3.91                                                   | 0            |
|                                                                          | 50-99                   | 38                         | 3.74                                  | 4.58                                          | 4.39                         | 3.39                                                                           | 4.37                                                                                 | 1.95                      | 2.55                                                                   | 3.32                                | 4.34                                                   | 0            |
|                                                                          | <b>Total</b>            | <b>279</b>                 | <b>3.28</b>                           | <b>3.93</b>                                   | <b>4.05</b>                  | <b>2.7</b>                                                                     | <b>3.28</b>                                                                          | <b>2.41</b>               | <b>2.58</b>                                                            | <b>3.22</b>                         | <b>4.12</b>                                            | <b>0</b>     |
| Transport, Storage, Communication<br>運輸、儲存及通訊                            | 10-19                   | 91                         | 3.45                                  | 3.45                                          | 3.45                         | 3.09                                                                           | 3.81                                                                                 | 2.73                      | 2.73                                                                   | 3.09                                | 5.27                                                   | 1            |
|                                                                          | 20-49                   | 81                         | 4.19                                  | 4.3                                           | 4.19                         | 2.41                                                                           | 3                                                                                    | 3.19                      | 3.19                                                                   | 4                                   | 4.7                                                    | 0            |
|                                                                          | 50-99                   | 45                         | 3.42                                  | 4.49                                          | 2.93                         | 2.47                                                                           | 2.93                                                                                 | 2.62                      | 3.29                                                                   | 2.78                                | 4.31                                                   | 1            |
|                                                                          | <b>Total</b>            | <b>217</b>                 | <b>3.72</b>                           | <b>3.98</b>                                   | <b>3.62</b>                  | <b>2.71</b>                                                                    | <b>3.33</b>                                                                          | <b>2.88</b>               | <b>3.01</b>                                                            | <b>3.36</b>                         | <b>4.86</b>                                            | <b>1</b>     |
| Financing, Insurance, Real Estate and Business Service<br>金融、保險、房地產及商業服務 | 10-19                   | 363                        | 3.82                                  | 3.18                                          | 4.18                         | 2.91                                                                           | 3.82                                                                                 | 2.09                      | 3.45                                                                   | 2.82                                | 3.82                                                   | 0            |
|                                                                          | 20-49                   | 353                        | 3.69                                  | 4.33                                          | 4.09                         | 2.46                                                                           | 3.03                                                                                 | 3.01                      | 3.98                                                                   | 2.61                                | 3.62                                                   | 0            |
|                                                                          | 50-99                   | 144                        | 4.58                                  | 4.19                                          | 3.78                         | 2.51                                                                           | 4.12                                                                                 | 3.68                      | 3.83                                                                   | 3.27                                | 3.01                                                   | 0            |
|                                                                          | <b>Total</b>            | <b>860</b>                 | <b>3.89</b>                           | <b>3.82</b>                                   | <b>4.08</b>                  | <b>2.66</b>                                                                    | <b>3.54</b>                                                                          | <b>2.73</b>               | <b>3.73</b>                                                            | <b>2.81</b>                         | <b>3.6</b>                                             | <b>0</b>     |
| Community, Social and Personal Services<br>社區、社會及個人服務                    | 10-19                   | 269                        | 3.94                                  | 4.23                                          | 3.81                         | 3.61                                                                           | 4.31                                                                                 | 2.91                      | 3.81                                                                   | 4.29                                | 4.22                                                   | 1            |
|                                                                          | 20-49                   | 348                        | 4.23                                  | 4.4                                           | 4.73                         | 3.11                                                                           | 3.66                                                                                 | 2.77                      | 3.2                                                                    | 2.95                                | 4.26                                                   | 1            |
|                                                                          | 50-99                   | 399                        | 4.19                                  | 4.45                                          | 4.24                         | 2.87                                                                           | 3.81                                                                                 | 3.22                      | 3.48                                                                   | 2.98                                | 3.76                                                   | 1            |
|                                                                          | <b>Total</b>            | <b>1016</b>                | <b>4.14</b>                           | <b>4.38</b>                                   | <b>4.29</b>                  | <b>3.15</b>                                                                    | <b>3.89</b>                                                                          | <b>2.98</b>               | <b>3.47</b>                                                            | <b>3.32</b>                         | <b>4.05</b>                                            | <b>1</b>     |
| ALL<br>總數                                                                | 10-19                   | 1728                       | 3.69                                  | 3.65                                          | 3.66                         | 3.16                                                                           | 3.57                                                                                 | 2.79                      | 3.63                                                                   | 3.18                                | 4.21                                                   | 1            |
|                                                                          | 20-49                   | 1995                       | 3.78                                  | 3.84                                          | 4.2                          | 2.73                                                                           | 3.68                                                                                 | 2.84                      | 3.4                                                                    | 3.07                                | 4.13                                                   | 1.6          |
|                                                                          | 50-99                   | 1134                       | 3.96                                  | 4.26                                          | 4.16                         | 2.78                                                                           | 3.75                                                                                 | 3.05                      | 3.53                                                                   | 3.08                                | 3.73                                                   | 1            |
|                                                                          | <b>Total</b>            | <b>4857</b>                | <b>3.79</b>                           | <b>3.87</b>                                   | <b>4</b>                     | <b>2.89</b>                                                                    | <b>3.66</b>                                                                          | <b>2.87</b>               | <b>3.51</b>                                                            | <b>3.11</b>                         | <b>4.07</b>                                            | <b>1.2</b>   |

Table 3.12-S2 : Average Weighted Scores of Likeness of Learning Approaches to Be Adopted for Supervisors in the Next Three Years by Principal Line of Business by Employment Size

表 3.12-S2 : 督導人員在未來三年採用各種管理學習方式的可能性

| Principal Line of Business<br>主要業務                                       | Employment Size<br>員工人數 | No. of Firms<br>回覆機構<br>數目 | Reading Management Material<br>閱讀管理資料 | Traditional Classroom Lectures<br>傳統的課堂講授 | Small Group Training<br>小組培訓 | Self-learning Using Company Learning Resources<br>利用機構內設學習資源中心進行自修 | Action Learning Through Work-related Projects<br>透過完成與工作有關項目研究的行動學習法 | Distance-learning<br>遙距學習 | Computer-based/Web-based Learning/E-learning<br>利用電腦/上網/電子方式學習 | Individual Tutored Learning<br>個別導修 | Mentoring Coaching<br>由管理人員從旁指導, 學習管理技巧 | Others<br>其他 |
|--------------------------------------------------------------------------|-------------------------|----------------------------|---------------------------------------|-------------------------------------------|------------------------------|--------------------------------------------------------------------|----------------------------------------------------------------------|---------------------------|----------------------------------------------------------------|-------------------------------------|-----------------------------------------|--------------|
| Manufacturing<br>製造                                                      | 10-19                   | 97                         | 3.66                                  | 4.68                                      | 3.68                         | 3.33                                                               | 2.67                                                                 | 2.65                      | 3.99                                                           | 4.35                                | 5.01                                    | 0            |
|                                                                          | 20-49                   | 132                        | 3.38                                  | 4.62                                      | 4.19                         | 2.7                                                                | 3.46                                                                 | 3.38                      | 3.81                                                           | 3.62                                | 3.95                                    | 0            |
|                                                                          | 50-99                   | 70                         | 3.59                                  | 3.97                                      | 3.74                         | 2.07                                                               | 3.31                                                                 | 1.79                      | 2.71                                                           | 2.76                                | 3.36                                    | 0            |
|                                                                          | <b>Total</b>            | <b>299</b>                 | <b>3.52</b>                           | <b>4.48</b>                               | <b>3.92</b>                  | <b>2.76</b>                                                        | <b>3.17</b>                                                          | <b>2.77</b>               | <b>3.59</b>                                                    | <b>3.66</b>                         | <b>4.13</b>                             | <b>0</b>     |
| Electricity, Gas, Water<br>水、電、氣體燃料                                      | 10-19                   | 1                          | 5                                     | 5                                         | 5                            | 3                                                                  | 5                                                                    | 2                         | 2                                                              | 4                                   | 4                                       | 0            |
|                                                                          | 20-49                   | 0                          | 0                                     | 0                                         | 0                            | 0                                                                  | 0                                                                    | 0                         | 0                                                              | 0                                   | 0                                       | 0            |
|                                                                          | <b>Total</b>            | <b>1</b>                   | <b>5</b>                              | <b>5</b>                                  | <b>5</b>                     | <b>3</b>                                                           | <b>5</b>                                                             | <b>2</b>                  | <b>2</b>                                                       | <b>4</b>                            | <b>4</b>                                | <b>0</b>     |
| Construction<br>建造                                                       | 10-19                   | 33                         | 1                                     | 1                                         | 1                            | 1                                                                  | 1                                                                    | 1                         | 1                                                              | 1                                   | 5                                       | 0            |
|                                                                          | 20-49                   | 107                        | 2.46                                  | 2.61                                      | 2.37                         | 2                                                                  | 2.76                                                                 | 1.62                      | 1.99                                                           | 1.84                                | 2.67                                    | 0            |
|                                                                          | 50-99                   | 56                         | 3.18                                  | 3.32                                      | 3.84                         | 2.89                                                               | 3.18                                                                 | 3.21                      | 3.21                                                           | 2.02                                | 2.96                                    | 1            |
|                                                                          | <b>Total</b>            | <b>196</b>                 | <b>2.42</b>                           | <b>2.54</b>                               | <b>2.56</b>                  | <b>2.09</b>                                                        | <b>2.58</b>                                                          | <b>1.97</b>               | <b>2.17</b>                                                    | <b>1.75</b>                         | <b>3.15</b>                             | <b>1</b>     |
| Wholesale, Retail and Import/Export Trades<br>零售批發及出入口                   | 10-19                   | 907                        | 3.55                                  | 3.77                                      | 3.71                         | 3.25                                                               | 3.5                                                                  | 3.23                      | 3.96                                                           | 3.14                                | 4.11                                    | 1            |
|                                                                          | 20-49                   | 716                        | 3.68                                  | 3.42                                      | 4.09                         | 2.98                                                               | 4.06                                                                 | 2.84                      | 3.51                                                           | 3.24                                | 4.46                                    | 1            |
|                                                                          | 50-99                   | 373                        | 3.51                                  | 4.14                                      | 4.33                         | 2.83                                                               | 3.92                                                                 | 2.75                      | 3.41                                                           | 3.14                                | 3.91                                    | 1            |
|                                                                          | <b>Total</b>            | <b>1996</b>                | <b>3.59</b>                           | <b>3.71</b>                               | <b>3.96</b>                  | <b>3.07</b>                                                        | <b>3.78</b>                                                          | <b>3</b>                  | <b>3.7</b>                                                     | <b>3.18</b>                         | <b>4.19</b>                             | <b>1</b>     |
| Restaurants and Hotels<br>食肆及酒店                                          | 10-19                   | 91                         | 2.36                                  | 2.36                                      | 3                            | 2                                                                  | 2                                                                    | 1.64                      | 1.64                                                           | 3.06                                | 4.6                                     | 0            |
|                                                                          | 20-49                   | 240                        | 3.45                                  | 3.93                                      | 4.51                         | 2.65                                                               | 3.21                                                                 | 2.57                      | 2.92                                                           | 3.41                                | 4.48                                    | 0            |
|                                                                          | 50-99                   | 54                         | 3.26                                  | 3.67                                      | 4.57                         | 3.43                                                               | 4.11                                                                 | 1.98                      | 2.7                                                            | 3.26                                | 4.26                                    | 0            |
|                                                                          | <b>Total</b>            | <b>385</b>                 | <b>3.17</b>                           | <b>3.52</b>                               | <b>4.16</b>                  | <b>2.6</b>                                                         | <b>3.05</b>                                                          | <b>2.27</b>               | <b>2.58</b>                                                    | <b>3.29</b>                         | <b>4.49</b>                             | <b>0</b>     |
| Transport, Storage, Communication<br>運輸、儲存及通訊                            | 10-19                   | 125                        | 3.6                                   | 3.06                                      | 3.6                          | 2.52                                                               | 3.86                                                                 | 1.73                      | 2.8                                                            | 2.79                                | 5.47                                    | 1            |
|                                                                          | 20-49                   | 114                        | 3.26                                  | 3.63                                      | 3.34                         | 2.29                                                               | 3                                                                    | 2.42                      | 2.13                                                           | 3.29                                | 3.21                                    | 0            |
|                                                                          | 50-99                   | 45                         | 3.42                                  | 4.33                                      | 3.09                         | 2.47                                                               | 3.24                                                                 | 2.62                      | 3.29                                                           | 2.78                                | 4.78                                    | 1            |
|                                                                          | <b>Total</b>            | <b>284</b>                 | <b>3.44</b>                           | <b>3.49</b>                               | <b>3.42</b>                  | <b>2.42</b>                                                        | <b>3.42</b>                                                          | <b>2.15</b>               | <b>2.61</b>                                                    | <b>2.99</b>                         | <b>4.45</b>                             | <b>1</b>     |
| Financing, Insurance, Real Estate and Business Service<br>金融、保險、房地產及商業服務 | 10-19                   | 388                        | 3.74                                  | 3.23                                      | 4.34                         | 2.85                                                               | 4.15                                                                 | 2.02                      | 3.36                                                           | 2.85                                | 3.87                                    | 0            |
|                                                                          | 20-49                   | 320                        | 3.66                                  | 4.55                                      | 4.1                          | 2.41                                                               | 3.03                                                                 | 2.93                      | 3.87                                                           | 2.56                                | 3.58                                    | 0            |
|                                                                          | 50-99                   | 169                        | 4.05                                  | 3.72                                      | 3.37                         | 2.29                                                               | 3.66                                                                 | 3.28                      | 3.41                                                           | 2.85                                | 2.8                                     | 1            |
|                                                                          | <b>Total</b>            | <b>877</b>                 | <b>3.77</b>                           | <b>3.81</b>                               | <b>4.06</b>                  | <b>2.58</b>                                                        | <b>3.65</b>                                                          | <b>2.59</b>               | <b>3.55</b>                                                    | <b>2.75</b>                         | <b>3.56</b>                             | <b>1</b>     |
| Community, Social and Personal Services<br>社區、社會及個人服務                    | 10-19                   | 326                        | 3.95                                  | 4.51                                      | 4.36                         | 3.04                                                               | 3.51                                                                 | 2.36                      | 3.52                                                           | 3.6                                 | 4.42                                    | 0            |
|                                                                          | 20-49                   | 340                        | 4.51                                  | 4.44                                      | 4.82                         | 3.1                                                                | 3.82                                                                 | 2.66                      | 2.99                                                           | 2.82                                | 3.97                                    | 1            |
|                                                                          | 50-99                   | 398                        | 4.06                                  | 4.26                                      | 4.2                          | 2.97                                                               | 3.84                                                                 | 3.16                      | 3.44                                                           | 2.89                                | 3.86                                    | 1            |
|                                                                          | <b>Total</b>            | <b>1064</b>                | <b>4.17</b>                           | <b>4.4</b>                                | <b>4.46</b>                  | <b>3.04</b>                                                        | <b>3.73</b>                                                          | <b>2.75</b>               | <b>3.31</b>                                                    | <b>3.08</b>                         | <b>4.07</b>                             | <b>1</b>     |
| ALL<br>總數                                                                | 10-19                   | 1968                       | 3.57                                  | 3.67                                      | 3.86                         | 3                                                                  | 3.5                                                                  | 2.61                      | 3.54                                                           | 3.16                                | 4.29                                    | 1            |
|                                                                          | 20-49                   | 1969                       | 3.68                                  | 3.9                                       | 4.15                         | 2.76                                                               | 3.58                                                                 | 2.73                      | 3.25                                                           | 3.03                                | 4.02                                    | 1            |
|                                                                          | 50-99                   | 1165                       | 3.75                                  | 4.06                                      | 4.05                         | 2.77                                                               | 3.76                                                                 | 2.89                      | 3.33                                                           | 2.93                                | 3.7                                     | 1            |
|                                                                          | <b>Total</b>            | <b>5102</b>                | <b>3.65</b>                           | <b>3.85</b>                               | <b>4.01</b>                  | <b>2.85</b>                                                        | <b>3.59</b>                                                          | <b>2.72</b>               | <b>3.38</b>                                                    | <b>3.06</b>                         | <b>4.06</b>                             | <b>1</b>     |

**Table 3.14A : Knowing About The Institute of Professional Education and Knowledge  
by Principal Line of Business by Employment Size  
表 3.14A : 對高峰進修學院的認識**

| Principal Line of Business<br>主要業務                                          | Employment Size<br>員工人數 | Yes<br>有    |              | No<br>無      |               | Total<br>總數  |               |
|-----------------------------------------------------------------------------|-------------------------|-------------|--------------|--------------|---------------|--------------|---------------|
|                                                                             |                         | No.         | %            | No.          | %             | No.          | %             |
| Manufacturing<br>製造                                                         | 10 - 19                 | 98          | 11.06        | 788          | 88.94         | 886          | 100.00        |
|                                                                             | 20 - 49                 | 106         | 15.36        | 584          | 84.64         | 690          | 100.00        |
|                                                                             | 50 - 99                 | 24          | 7.10         | 314          | 92.90         | 338          | 100.00        |
|                                                                             | <b>Total</b>            | <b>228</b>  | <b>11.91</b> | <b>1686</b>  | <b>88.09</b>  | <b>1914</b>  | <b>100.00</b> |
| Electricity, Gas and Water<br>水、電、氣體燃料                                      | 10 - 19                 | 0           | 0.00         | 4            | 100.00        | 4            | 100.00        |
|                                                                             | 20 - 49                 | 0           | 0.00         | 1            | 100.00        | 1            | 100.00        |
|                                                                             | <b>Total</b>            | <b>0</b>    | <b>0.00</b>  | <b>5</b>     | <b>100.00</b> | <b>5</b>     | <b>100.00</b> |
| Construction<br>建造                                                          | 10 - 19                 | 59          | 8.58         | 629          | 91.42         | 688          | 100.00        |
|                                                                             | 20 - 49                 | 33          | 7.80         | 390          | 92.20         | 423          | 100.00        |
|                                                                             | 50 - 99                 | 50          | 27.93        | 129          | 72.07         | 179          | 100.00        |
|                                                                             | <b>Total</b>            | <b>142</b>  | <b>11.01</b> | <b>1148</b>  | <b>88.99</b>  | <b>1290</b>  | <b>100.00</b> |
| Wholesale, Retail and Import/<br>Export Trades<br>零售批發及出入口                  | 10 - 19                 | 448         | 7.26         | 5721         | 92.74         | 6169         | 100.00        |
|                                                                             | 20 - 49                 | 206         | 7.72         | 2463         | 92.28         | 2669         | 100.00        |
|                                                                             | 50 - 99                 | 57          | 7.45         | 708          | 92.55         | 765          | 100.00        |
|                                                                             | <b>Total</b>            | <b>711</b>  | <b>7.40</b>  | <b>8892</b>  | <b>92.60</b>  | <b>9603</b>  | <b>100.00</b> |
| Restaurants and Hotels<br>食肆及酒店                                             | 10 - 19                 | 124         | 9.34         | 1203         | 90.66         | 1327         | 100.00        |
|                                                                             | 20 - 49                 | 65          | 7.99         | 749          | 92.01         | 814          | 100.00        |
|                                                                             | 50 - 99                 | 63          | 15.44        | 345          | 84.56         | 408          | 100.00        |
|                                                                             | <b>Total</b>            | <b>252</b>  | <b>9.89</b>  | <b>2297</b>  | <b>90.11</b>  | <b>2549</b>  | <b>100.00</b> |
| Transport, Storage and<br>Communication<br>運輸、儲存及通訊                         | 10 - 19                 | 0           | 0.00         | 875          | 100.00        | 875          | 100.00        |
|                                                                             | 20 - 49                 | 57          | 9.71         | 530          | 90.29         | 587          | 100.00        |
|                                                                             | 50 - 99                 | 15          | 8.67         | 158          | 91.33         | 173          | 100.00        |
|                                                                             | <b>Total</b>            | <b>72</b>   | <b>4.40</b>  | <b>1563</b>  | <b>95.60</b>  | <b>1635</b>  | <b>100.00</b> |
| Finance, Insurance, Real Estate<br>and Bussiness Services<br>金融、保險、房地產及商業服務 | 10 - 19                 | 99          | 6.55         | 1413         | 93.45         | 1512         | 100.00        |
|                                                                             | 20 - 49                 | 58          | 5.18         | 1062         | 94.82         | 1120         | 100.00        |
|                                                                             | 50 - 99                 | 58          | 18.89        | 249          | 81.11         | 307          | 100.00        |
|                                                                             | <b>Total</b>            | <b>215</b>  | <b>7.32</b>  | <b>2724</b>  | <b>92.68</b>  | <b>2939</b>  | <b>100.00</b> |
| Community, Social and<br>Personal Services<br>社區、社會及個人服務                    | 10 - 19                 | 25          | 2.25         | 1084         | 97.75         | 1109         | 100.00        |
|                                                                             | 20 - 49                 | 99          | 10.45        | 848          | 89.55         | 947          | 100.00        |
|                                                                             | 50 - 99                 | 54          | 8.35         | 593          | 91.65         | 647          | 100.00        |
|                                                                             | <b>Total</b>            | <b>178</b>  | <b>6.59</b>  | <b>2525</b>  | <b>93.41</b>  | <b>2703</b>  | <b>100.00</b> |
| ALL<br>整體                                                                   | 10 - 19                 | 853         | 6.79         | 11717        | 93.21         | 12570        | 100.00        |
|                                                                             | 20 - 49                 | 624         | 8.61         | 6627         | 91.39         | 7251         | 100.00        |
|                                                                             | 50 - 99                 | 321         | 11.40        | 2496         | 88.60         | 2817         | 100.00        |
|                                                                             | <b>Total</b>            | <b>1798</b> | <b>7.94</b>  | <b>20840</b> | <b>92.06</b>  | <b>22638</b> | <b>100.00</b> |

Table 3.14B : Activities/Media Sources About The Institute of Professional Education and Knowledge  
by Principal Line of Business by Employment Size

表 3.14B : 接觸高峰進修學院的途徑

| Principal Line of Business<br>主要業務                                             | Employment Size<br>員工人數 | Direct Mailing<br>直接郵寄 |               | Visits by<br>PEAK Staff<br>學院派員<br>探訪 |              | Promotion<br>Seminars<br>推廣研討會 |               | Career Talks<br>職業講座 |               | Exhibitions<br>展覽 |               | VTC Web Sites<br>職業訓練局<br>網址 |               | PEAK<br>Web Sites<br>學院網址 |               | Email<br>電郵 |               | Advertisements<br>報刊雜誌<br>廣告 / 特刊 |               | Press Releases<br>新聞稿 |               | Newsletters of<br>Professional<br>Bodies<br>專業團體通訊 |               | Others<br>其他 |               | Total<br>總數 |                |
|--------------------------------------------------------------------------------|-------------------------|------------------------|---------------|---------------------------------------|--------------|--------------------------------|---------------|----------------------|---------------|-------------------|---------------|------------------------------|---------------|---------------------------|---------------|-------------|---------------|-----------------------------------|---------------|-----------------------|---------------|----------------------------------------------------|---------------|--------------|---------------|-------------|----------------|
|                                                                                |                         | No.                    | %             | No.                                   | %            | No.                            | %             | No.                  | %             | No.               | %             | No.                          | %             | No.                       | %             | No.         | %             | No.                               | %             | No.                   | %             | No.                                                | %             | No.          | %             | No.         | %              |
| Manufacturing<br>製造                                                            | 10 - 19                 | 0                      | 0.00%         | 0                                     | 0.00%        | 32                             | 32.65%        | 32                   | 32.65%        | 33                | 33.67%        | 33                           | 33.67%        | 66                        | 67.35%        | 0           | 0.00%         | 32                                | 32.65%        | 0                     | 0.00%         | 0                                                  | 0.00%         | 0            | 0.00%         | 98          | 100.00%        |
|                                                                                | 20 - 49                 | 57                     | 53.77%        | 0                                     | 0.00%        | 0                              | 0.00%         | 0                    | 0.00%         | 0                 | 0.00%         | 24                           | 22.64%        | 0                         | 0.00%         | 0           | 0.00%         | 48                                | 45.28%        | 24                    | 22.64%        | 24                                                 | 22.64%        | 25           | 23.58%        | 106         | 100.00%        |
|                                                                                | 50 - 99                 | 24                     | 100.00%       | 0                                     | 0.00%        | 0                              | 0.00%         | 0                    | 0.00%         | 0                 | 0.00%         | 0                            | 0.00%         | 0                         | 0.00%         | 8           | 33.33%        | 8                                 | 33.33%        | 0                     | 0.00%         | 8                                                  | 33.33%        | 0            | 0.00%         | 24          | 100.00%        |
|                                                                                | <b>Total</b>            | <b>81</b>              | <b>35.53%</b> | <b>0</b>                              | <b>0.00%</b> | <b>32</b>                      | <b>14.04%</b> | <b>32</b>            | <b>14.04%</b> | <b>33</b>         | <b>14.47%</b> | <b>57</b>                    | <b>25.00%</b> | <b>66</b>                 | <b>28.95%</b> | <b>8</b>    | <b>3.51%</b>  | <b>88</b>                         | <b>38.60%</b> | <b>24</b>             | <b>10.53%</b> | <b>32</b>                                          | <b>14.04%</b> | <b>25</b>    | <b>10.96%</b> | <b>228</b>  | <b>100.00%</b> |
| Construction<br>建造                                                             | 10 - 19                 | 0                      | 0.00%         | 0                                     | 0.00%        | 0                              | 0.00%         | 0                    | 0.00%         | 0                 | 0.00%         | 0                            | 0.00%         | 0                         | 0.00%         | 0           | 0.00%         | 34                                | 57.63%        | 0                     | 0.00%         | 25                                                 | 42.37%        | 0            | 0.00%         | 59          | 100.00%        |
|                                                                                | 20 - 49                 | 33                     | 100.00%       | 0                                     | 0.00%        | 0                              | 0.00%         | 0                    | 0.00%         | 0                 | 0.00%         | 8                            | 24.24%        | 0                         | 0.00%         | 25          | 75.76%        | 0                                 | 0.00%         | 0                     | 0.00%         | 0                                                  | 0.00%         | 0            | 0.00%         | 33          | 100.00%        |
|                                                                                | 50 - 99                 | 25                     | 50.00%        | 0                                     | 0.00%        | 0                              | 0.00%         | 0                    | 0.00%         | 0                 | 0.00%         | 25                           | 50.00%        | 0                         | 0.00%         | 0           | 0.00%         | 25                                | 50.00%        | 0                     | 0.00%         | 0                                                  | 0.00%         | 0            | 0.00%         | 50          | 100.00%        |
|                                                                                | <b>Total</b>            | <b>58</b>              | <b>40.85%</b> | <b>0</b>                              | <b>0.00%</b> | <b>0</b>                       | <b>0.00%</b>  | <b>0</b>             | <b>0.00%</b>  | <b>0</b>          | <b>0.00%</b>  | <b>33</b>                    | <b>23.24%</b> | <b>0</b>                  | <b>0.00%</b>  | <b>25</b>   | <b>17.61%</b> | <b>59</b>                         | <b>41.55%</b> | <b>0</b>              | <b>0.00%</b>  | <b>25</b>                                          | <b>17.61%</b> | <b>0</b>     | <b>0.00%</b>  | <b>142</b>  | <b>100.00%</b> |
| Wholesale, Retail and Import/<br>Export Trades<br>零售批發及出入口                     | 10 - 19                 | 91                     | 20.31%        | 0                                     | 0.00%        | 34                             | 7.59%         | 0                    | 0.00%         | 33                | 7.37%         | 0                            | 0.00%         | 0                         | 0.00%         | 99          | 22.10%        | 199                               | 44.42%        | 157                   | 35.04%        | 50                                                 | 11.16%        | 67           | 14.96%        | 448         | 100.00%        |
|                                                                                | 20 - 49                 | 108                    | 52.43%        | 0                                     | 0.00%        | 33                             | 16.02%        | 8                    | 3.88%         | 25                | 12.14%        | 25                           | 12.14%        | 8                         | 3.88%         | 8           | 3.88%         | 174                               | 84.47%        | 40                    | 19.42%        | 33                                                 | 16.02%        | 0            | 0.00%         | 206         | 100.00%        |
|                                                                                | 50 - 99                 | 25                     | 43.86%        | 0                                     | 0.00%        | 33                             | 57.89%        | 8                    | 14.04%        | 8                 | 14.04%        | 8                            | 14.04%        | 8                         | 14.04%        | 25          | 43.86%        | 16                                | 28.07%        | 8                     | 14.04%        | 25                                                 | 43.86%        | 0            | 0.00%         | 57          | 100.00%        |
|                                                                                | <b>Total</b>            | <b>224</b>             | <b>31.50%</b> | <b>0</b>                              | <b>0.00%</b> | <b>100</b>                     | <b>14.06%</b> | <b>16</b>            | <b>2.25%</b>  | <b>66</b>         | <b>9.28%</b>  | <b>33</b>                    | <b>4.64%</b>  | <b>16</b>                 | <b>2.25%</b>  | <b>132</b>  | <b>18.57%</b> | <b>389</b>                        | <b>54.71%</b> | <b>205</b>            | <b>28.83%</b> | <b>108</b>                                         | <b>15.19%</b> | <b>67</b>    | <b>9.42%</b>  | <b>711</b>  | <b>100.00%</b> |
| Restaurants and Hotels<br>食肆及酒店                                                | 10 - 19                 | 0                      | 0.00%         | 0                                     | 0.00%        | 0                              | 0.00%         | 33                   | 26.61%        | 0                 | 0.00%         | 25                           | 20.16%        | 0                         | 0.00%         | 0           | 0.00%         | 66                                | 53.23%        | 0                     | 0.00%         | 0                                                  | 0.00%         | 33           | 26.61%        | 124         | 100.00%        |
|                                                                                | 20 - 49                 | 58                     | 89.23%        | 0                                     | 0.00%        | 33                             | 50.77%        | 0                    | 0.00%         | 0                 | 0.00%         | 0                            | 0.00%         | 33                        | 50.77%        | 33          | 50.77%        | 7                                 | 10.77%        | 33                    | 50.77%        | 33                                                 | 50.77%        | 0            | 0.00%         | 65          | 100.00%        |
|                                                                                | 50 - 99                 | 8                      | 12.70%        | 0                                     | 0.00%        | 8                              | 12.70%        | 15                   | 23.81%        | 0                 | 0.00%         | 8                            | 12.70%        | 8                         | 12.70%        | 0           | 0.00%         | 33                                | 52.38%        | 7                     | 11.11%        | 0                                                  | 0.00%         | 0            | 0.00%         | 63          | 100.00%        |
|                                                                                | <b>Total</b>            | <b>66</b>              | <b>26.19%</b> | <b>0</b>                              | <b>0.00%</b> | <b>41</b>                      | <b>16.27%</b> | <b>48</b>            | <b>19.05%</b> | <b>0</b>          | <b>0.00%</b>  | <b>33</b>                    | <b>13.10%</b> | <b>41</b>                 | <b>16.27%</b> | <b>33</b>   | <b>13.10%</b> | <b>106</b>                        | <b>42.06%</b> | <b>40</b>             | <b>15.87%</b> | <b>33</b>                                          | <b>13.10%</b> | <b>33</b>    | <b>13.10%</b> | <b>252</b>  | <b>100.00%</b> |
| Transport, Storage and<br>Communication<br>運輸、儲存及通訊                            | 20 - 49                 | 24                     | 42.11%        | 0                                     | 0.00%        | 24                             | 42.11%        | 0                    | 0.00%         | 0                 | 0.00%         | 0                            | 0.00%         | 0                         | 0.00%         | 0           | 0.00%         | 0                                 | 0.00%         | 33                    | 57.89%        | 0                                                  | 0.00%         | 24           | 42.11%        | 57          | 100.00%        |
|                                                                                | 50 - 99                 | 7                      | 46.67%        | 0                                     | 0.00%        | 0                              | 0.00%         | 0                    | 0.00%         | 0                 | 0.00%         | 7                            | 46.67%        | 0                         | 0.00%         | 0           | 0.00%         | 0                                 | 0.00%         | 8                     | 53.33%        | 0                                                  | 0.00%         | 0            | 0.00%         | 15          | 100.00%        |
|                                                                                | <b>Total</b>            | <b>31</b>              | <b>43.06%</b> | <b>0</b>                              | <b>0.00%</b> | <b>24</b>                      | <b>33.33%</b> | <b>0</b>             | <b>0.00%</b>  | <b>0</b>          | <b>0.00%</b>  | <b>7</b>                     | <b>9.72%</b>  | <b>0</b>                  | <b>0.00%</b>  | <b>0</b>    | <b>0.00%</b>  | <b>0</b>                          | <b>0.00%</b>  | <b>41</b>             | <b>56.94%</b> | <b>0</b>                                           | <b>0.00%</b>  | <b>24</b>    | <b>33.33%</b> | <b>72</b>   | <b>100.00%</b> |
| Finance, Insurance, Real Estate<br>and Business Services<br>金融、保險、房地產<br>及商業服務 | 10 - 19                 | 33                     | 33.33%        | 0                                     | 0.00%        | 0                              | 0.00%         | 0                    | 0.00%         | 0                 | 0.00%         | 0                            | 0.00%         | 0                         | 0.00%         | 0           | 0.00%         | 0                                 | 0.00%         | 33                    | 33.33%        | 33                                                 | 33.33%        | 0            | 0.00%         | 99          | 100.00%        |
|                                                                                | 20 - 49                 | 58                     | 100.00%       | 0                                     | 0.00%        | 0                              | 0.00%         | 0                    | 0.00%         | 0                 | 0.00%         | 0                            | 0.00%         | 0                         | 0.00%         | 25          | 43.10%        | 8                                 | 13.79%        | 0                     | 0.00%         | 33                                                 | 56.90%        | 0            | 0.00%         | 58          | 100.00%        |
|                                                                                | 50 - 99                 | 33                     | 56.90%        | 0                                     | 0.00%        | 0                              | 0.00%         | 25                   | 43.10%        | 0                 | 0.00%         | 25                           | 43.10%        | 0                         | 0.00%         | 8           | 13.79%        | 0                                 | 0.00%         | 0                     | 0.00%         | 8                                                  | 13.79%        | 0            | 0.00%         | 58          | 100.00%        |
|                                                                                | <b>Total</b>            | <b>124</b>             | <b>57.67%</b> | <b>0</b>                              | <b>0.00%</b> | <b>0</b>                       | <b>0.00%</b>  | <b>25</b>            | <b>11.63%</b> | <b>0</b>          | <b>0.00%</b>  | <b>25</b>                    | <b>11.63%</b> | <b>0</b>                  | <b>0.00%</b>  | <b>33</b>   | <b>15.35%</b> | <b>8</b>                          | <b>3.72%</b>  | <b>33</b>             | <b>15.35%</b> | <b>74</b>                                          | <b>34.42%</b> | <b>0</b>     | <b>0.00%</b>  | <b>215</b>  | <b>100.00%</b> |
| Community, Social and<br>Personal Services<br>社區、社會及個人服務                       | 10 - 19                 | 25                     | 100.00%       | 0                                     | 0.00%        | 0                              | 0.00%         | 0                    | 0.00%         | 0                 | 0.00%         | 0                            | 0.00%         | 25                        | 100.00%       | 0           | 0.00%         | 0                                 | 0.00%         | 25                    | 100.00%       | 25                                                 | 100.00%       | 0            | 0.00%         | 25          | 100.00%        |
|                                                                                | 20 - 49                 | 74                     | 74.75%        | 0                                     | 0.00%        | 24                             | 24.24%        | 0                    | 0.00%         | 0                 | 0.00%         | 0                            | 0.00%         | 0                         | 0.00%         | 50          | 50.51%        | 24                                | 24.24%        | 0                     | 0.00%         | 0                                                  | 0.00%         | 25           | 25.25%        | 99          | 100.00%        |
|                                                                                | 50 - 99                 | 24                     | 44.44%        | 0                                     | 0.00%        | 8                              | 14.81%        | 16                   | 29.63%        | 8                 | 14.81%        | 0                            | 0.00%         | 0                         | 0.00%         | 16          | 29.63%        | 23                                | 42.59%        | 0                     | 0.00%         | 23                                                 | 42.59%        | 8            | 14.81%        | 54          | 100.00%        |
|                                                                                | <b>Total</b>            | <b>123</b>             | <b>69.10%</b> | <b>0</b>                              | <b>0.00%</b> | <b>32</b>                      | <b>17.98%</b> | <b>16</b>            | <b>8.99%</b>  | <b>8</b>          | <b>4.49%</b>  | <b>0</b>                     | <b>0.00%</b>  | <b>25</b>                 | <b>14.04%</b> | <b>66</b>   | <b>37.08%</b> | <b>47</b>                         | <b>26.40%</b> | <b>25</b>             | <b>14.04%</b> | <b>48</b>                                          | <b>26.97%</b> | <b>33</b>    | <b>18.54%</b> | <b>178</b>  | <b>100.00%</b> |
| ALL<br>整體                                                                      | 10 - 19                 | 149                    | 17.47%        | 0                                     | 0.00%        | 66                             | 7.74%         | 65                   | 7.62%         | 66                | 7.74%         | 58                           | 6.80%         | 91                        | 10.67%        | 99          | 11.61%        | 331                               | 38.80%        | 215                   | 25.21%        | 133                                                | 15.59%        | 100          | 11.72%        | 853         | 100.00%        |
|                                                                                | 20 - 49                 | 412                    | 66.03%        | 0                                     | 0.00%        | 114                            | 18.27%        | 8                    | 1.28%         | 25                | 4.01%         | 57                           | 9.13%         | 41                        | 6.57%         | 141         | 22.60%        | 261                               | 41.83%        | 130                   | 20.83%        | 123                                                | 19.71%        | 74           | 11.86%        | 624         | 100.00%        |
|                                                                                | 50 - 99                 | 146                    | 45.48%        | 0                                     | 0.00%        | 49                             | 15.26%        | 64                   | 19.94%        | 16                | 4.98%         | 73                           | 22.74%        | 16                        | 4.98%         | 57          | 17.76%        | 105                               | 32.71%        | 23                    | 7.17%         | 64                                                 | 19.94%        | 8            | 2.49%         | 321         | 100.00%        |
|                                                                                | <b>Total</b>            | <b>707</b>             | <b>39.32%</b> | <b>0</b>                              | <b>0.00%</b> | <b>229</b>                     | <b>12.74%</b> | <b>137</b>           | <b>7.62%</b>  | <b>107</b>        | <b>5.95%</b>  | <b>188</b>                   | <b>10.46%</b> | <b>148</b>                | <b>8.23%</b>  | <b>297</b>  | <b>16.52%</b> | <b>697</b>                        | <b>38.77%</b> | <b>368</b>            | <b>20.47%</b> | <b>320</b>                                         | <b>17.80%</b> | <b>182</b>   | <b>10.12%</b> | <b>1798</b> | <b>100.00%</b> |

**Table 3.15-2 : Average Weighted Scores of Usefulness of the Survey  
by Principal Line of Bussiness by Employment Size  
表 3.15-2 : 對此調查的有用程度的意見**

| Principal Line of Bussiness<br>主要業務                                  | Employment Size<br>員工人數 | No. of Firms<br>回覆機構<br>數目 | To your Organization<br>對貴機構 | To the HKSAR Government<br>對香港特區政府 | To Local Educational and Training Institutes<br>對本地教育及訓練機構 | To the Human Resources/ Personnel/ Training Professionals<br>對人力資源 / 人事 / 培訓專業人員 |
|----------------------------------------------------------------------|-------------------------|----------------------------|------------------------------|------------------------------------|------------------------------------------------------------|----------------------------------------------------------------------------------|
| Manufacturing<br>製造                                                  | 10-19                   | 886                        | 1.93                         | 2.76                               | 2.84                                                       | 2.97                                                                             |
|                                                                      | 20-49                   | 690                        | 2.19                         | 2.61                               | 2.93                                                       | 2.93                                                                             |
|                                                                      | 50-99                   | 338                        | 2.04                         | 2.48                               | 2.59                                                       | 2.66                                                                             |
|                                                                      | <b>Total</b>            | <b>1914</b>                | <b>2.04</b>                  | <b>2.65</b>                        | <b>2.83</b>                                                | <b>2.90</b>                                                                      |
| Electricity, Gas, Water<br>水、電、氣體燃料                                  | 10-19                   | 4                          | 1.75                         | 2.75                               | 3.00                                                       | 3.00                                                                             |
|                                                                      | 20-49                   | 1                          | 2.00                         | 2.00                               | 4.00                                                       | 4.00                                                                             |
|                                                                      | <b>Total</b>            | <b>5</b>                   | <b>1.80</b>                  | <b>2.60</b>                        | <b>3.20</b>                                                | <b>3.20</b>                                                                      |
| Construction<br>建造                                                   | 10-19                   | 688                        | 1.77                         | 2.51                               | 2.65                                                       | 2.60                                                                             |
|                                                                      | 20-49                   | 423                        | 1.88                         | 2.39                               | 2.49                                                       | 2.55                                                                             |
|                                                                      | 50-99                   | 179                        | 2.24                         | 2.68                               | 2.86                                                       | 2.87                                                                             |
|                                                                      | <b>Total</b>            | <b>1290</b>                | <b>1.87</b>                  | <b>2.50</b>                        | <b>2.62</b>                                                | <b>2.62</b>                                                                      |
| Wholesale, Retail and Import/<br>Export Trades<br>零售批發及出入口           | 10-19                   | 6136                       | 1.99                         | 2.74                               | 2.87                                                       | 2.93                                                                             |
|                                                                      | 20-49                   | 2669                       | 2.11                         | 2.73                               | 2.84                                                       | 2.79                                                                             |
|                                                                      | 50-99                   | 765                        | 2.18                         | 2.58                               | 2.94                                                       | 2.92                                                                             |
|                                                                      | <b>Total</b>            | <b>9570</b>                | <b>2.04</b>                  | <b>2.72</b>                        | <b>2.87</b>                                                | <b>2.89</b>                                                                      |
| Restaurants and Hotels<br>食肆及酒店                                      | 10-19                   | 1327                       | 1.97                         | 2.47                               | 2.60                                                       | 2.68                                                                             |
|                                                                      | 20-49                   | 814                        | 2.15                         | 2.43                               | 2.44                                                       | 2.75                                                                             |
|                                                                      | 50-99                   | 408                        | 2.21                         | 2.72                               | 2.89                                                       | 2.91                                                                             |
|                                                                      | <b>Total</b>            | <b>2549</b>                | <b>2.07</b>                  | <b>2.50</b>                        | <b>2.60</b>                                                | <b>2.74</b>                                                                      |
| Transport, Storage,<br>Communication<br>運輸、儲存及通訊                     | 10-19                   | 875                        | 1.83                         | 2.66                               | 2.78                                                       | 2.74                                                                             |
|                                                                      | 20-49                   | 587                        | 1.94                         | 2.68                               | 2.91                                                       | 2.76                                                                             |
|                                                                      | 50-99                   | 173                        | 1.97                         | 2.79                               | 2.88                                                       | 2.73                                                                             |
|                                                                      | <b>Total</b>            | <b>1635</b>                | <b>1.89</b>                  | <b>2.68</b>                        | <b>2.84</b>                                                | <b>2.74</b>                                                                      |
| Financing, Insurance, Real<br>Estate and Business Servc<br>金融、保險、房地產 | 10-19                   | 1512                       | 2.02                         | 2.72                               | 2.85                                                       | 2.85                                                                             |
|                                                                      | 20-49                   | 1120                       | 1.92                         | 2.70                               | 2.90                                                       | 2.89                                                                             |
|                                                                      | 50-99                   | 307                        | 2.24                         | 2.83                               | 3.06                                                       | 2.97                                                                             |
|                                                                      | <b>Total</b>            | <b>2939</b>                | <b>2.01</b>                  | <b>2.73</b>                        | <b>2.89</b>                                                | <b>2.88</b>                                                                      |
| Community, Social and<br>Personal Services<br>社區、社會及個人服務             | 10-19                   | 1109                       | 2.05                         | 2.72                               | 2.97                                                       | 2.96                                                                             |
|                                                                      | 20-49                   | 947                        | 2.05                         | 2.61                               | 2.83                                                       | 2.98                                                                             |
|                                                                      | 50-99                   | 647                        | 2.05                         | 2.79                               | 2.93                                                       | 2.93                                                                             |
|                                                                      | <b>Total</b>            | <b>2703</b>                | <b>2.05</b>                  | <b>2.70</b>                        | <b>2.91</b>                                                | <b>2.96</b>                                                                      |
| ALL<br>整體                                                            | 10-19                   | 12537                      | 1.97                         | 2.69                               | 2.83                                                       | 2.87                                                                             |
|                                                                      | 20-49                   | 7251                       | 2.06                         | 2.64                               | 2.80                                                       | 2.82                                                                             |
|                                                                      | 50-99                   | 2817                       | 2.13                         | 2.68                               | 2.89                                                       | 2.88                                                                             |
|                                                                      | <b>Total</b>            | <b>22605</b>               | <b>2.02</b>                  | <b>2.67</b>                        | <b>2.83</b>                                                | <b>2.86</b>                                                                      |