

VOCATIONAL TRAINING COUNCIL

**COMMITTEE ON MANAGEMENT
AND SUPERVISORY TRAINING**

**Report on
2014 Survey of the Managerial Competency Profile
and
Management Training Needs
of Managers and Supervisors in the Next Three Years**

TABLE OF CONTENTS

<u>Section</u>		<u>Page</u>
I	Introduction	1 - 4
II	Survey Findings	5 - 42
III	Recommendations	43 - 45
 <u>Appendix</u>		
1	Committee on Management and Supervisory Training Membership List	46 - 47
2	Committee on Management and Supervisory Training Terms of Reference	48
3	Working Party on 2014 Manpower Survey Membership List & Terms of Reference	49
4	Survey Questionnaire	50 - 63
5	Explanatory Notes	64 - 71

PART I: INTRODUCTION

The Committee

1.1 The Committee on Management and Supervisory Training (CMST) of the Vocational Training Council is established, among other functions, to advise on the manpower development and training needs of managers and supervisors and to make recommendations on measures to enhance the quality of the workforce in management and supervisory areas. 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** respectively.

The Survey

1.2 From 2014 to 2015, the Committee conducted a cross-year survey on small and medium enterprises (SMEs) employing 10 to 99 people to study the managerial competency profile, and the current and anticipated management development needs of managers and supervisors working in Hong Kong for the next three years. The field work of this survey was conducted from November 2014 to January 2015 with the assistance of the Census and Statistics Department.

1.3 In the Survey, the Committee also included the concerns of the Steering Committee on Population Policy (SCPP) about releasing the potential manpower to cope with problem of aging society and shortage of working population. Therefore, the Committee conducted the survey with the following objectives:

- i. to assess the managerial competencies mostly required by managers and supervisors in small and medium enterprises (SMEs) in the next three years;
- ii. to identify SMEs' training plans/arrangements, preferences on modes of training and other training concerns in relation to managerial and supervisory training.
- iii. to find out the tendency of SMEs in hiring the potential manpower and hence to find out what sorts of assistance and training could be provided for SMEs.

Survey Scope and Methodology

1.4 By stratified random sampling method, the survey covered a sample of 1 031 SMEs out of 30 420 which employed 10 to 99 employees in eight major business sectors. Establishments 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. Detailed sampling breakdown by business sectors is shown below:

Business Sectors (Branches)		No. of Establishments	Sample Size
1	Manufacturing	1 437	42
2	Electricity, Gas and Water	32	10
3	Construction	1 834	56
4	Wholesale, Retail and Import/Export Trades	10 623	339
5	Restaurants and Hotels	3 876	154
6	Transport, Storage and Communication	4 166	161
7	Finance, Insurance, Real Estates and Business Services	3 126	97
8	Community, Social and Personal Services	5 326	172
9	Total	30 420	1 031

1.5 Questionnaires with explanatory notes were sent to the sampled establishments two weeks before the fieldwork.

1.6 Survey interviewing officers from the Census and Statistics Department (C&SD) visited the sampled establishments to ensure proper collection of information. The completed questionnaires were checked, coded and where necessary verified with the respondents. The survey data was then processed and tabulated by the C&SD.

1.7 The collected data were treated in strict confidence. Only aggregated data without reference to individual organisation would be published.

1.8 The following major information was collected from the survey:

- i. Manpower figures of the establishment, any recruitment difficulties and its challenges;

- ii. The potential manpower and training needs at managerial and supervisory levels;
- iii. Preferred training modes and training resources allocation.

Revision of the Survey Questionnaire Design

1.9 In order to focus on the new objectives and collect the relevant data, the survey was redesigned and the following simplifications were made:

- i. In view of a simpler structure of SMEs, the Managerial levels and Supervisory levels were combined into one category.
- ii. The questions related to overseas establishments were deleted to focus the study in Hong Kong.
- iii. The questions with similar findings in the past 3 surveys in 2005, 2008 and 2011, e.g. the top 10 competencies for Supervisors and Managers, were deleted/simplified. Also, questions related to management training modes, and programme design were deleted.
- iv. 20 out of the original 44 competencies were selected to reflect the focus of training needs for Supervisors and Managers particularly when leading new entrants.

Key Competencies of Managers and Supervisors

1.10 The second part of the questionnaire collected respondents' view on key competencies mostly required for managers and supervisors in leading new entrants. There were 20 competencies listed for the respondents that covered knowledge, skills and attitudes generally required in management. The list was developed by the Committee after making reference to the Managerial Capability Framework published by the Management Development Centre of Hong Kong (the predecessor of the Institute of Professional Education and Knowledge), related surveys of Hong Kong Institute of Human Resource Management and summaries of the previous surveys conducted before. The definitions of each competency are provided in **Appendix 5** (Section E at the Explanatory Notes of the survey document).

1.11 Compared with the survey in 2011, the list of competencies was trimmed down

into 20 competencies. The revision was based on the survey reports over the past years, the top 20 key competencies were similar with slight difference in rank. Also, the Committee would like to focus on understanding the challenge of opportunities to tap into the potential manpower, and thus the questionnaire required the respondents to choose the key competencies for the managers and supervisors in leading different groups of potential manpower.

Response Rate of the Survey

1.12 Of the 1031 sampled establishments, 839 provided the required information, whereas only 23 declined to respond. The remaining 169 establishments were either closed, moved, untraceable or not yet start operation, etc. The survey achieved an effective response rate of about 97%. The analysis on the Result of Enumeration (Overall) is in at Section IV.

Limitations and Interpretation

1.13 Owing to resource constraints, establishments were drawn by statistical sampling methods for this survey. Hence, statistical discrepancies were inevitable and might affect the interpretation of survey findings.

1.14 Besides, as the questionnaire design was mostly revised, the cross-year comparison in part III was largely modified and only significant topics will be discussed.

Presentation of Survey Findings

1.15 A summary of the survey findings and a cross-year comparison are reported in Part II, followed by and Committee's recommendations in Part III.

PART II: SURVEY FINDINGS

A. Employment Figures

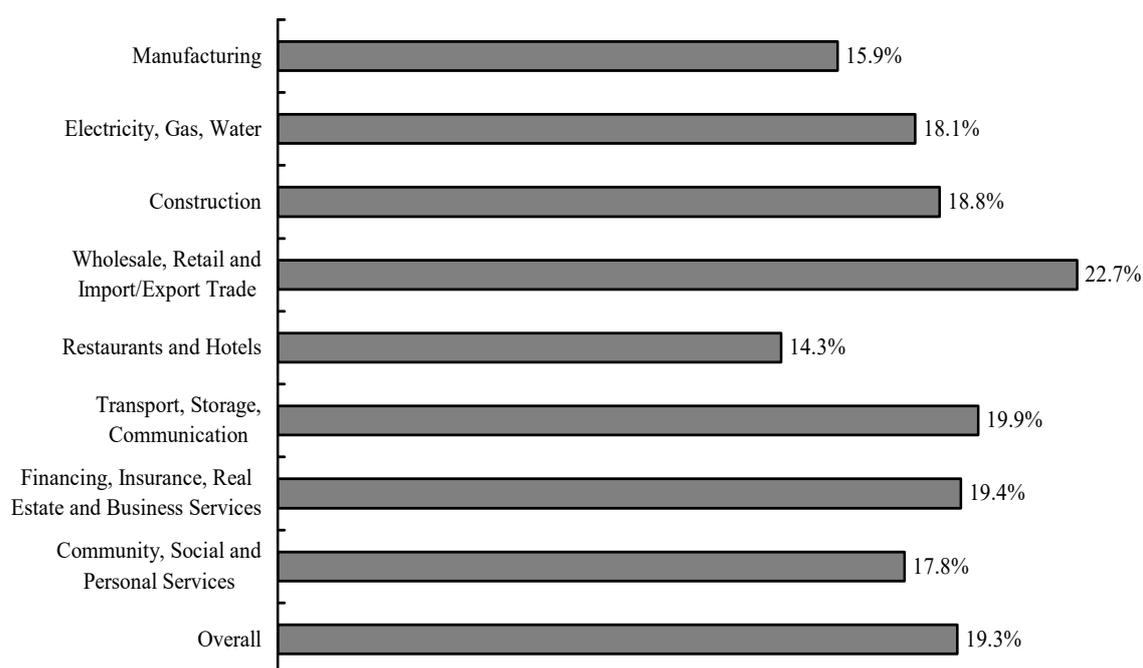
Number of Persons Employed

2.1 The survey reveals that during the report period, a total of 139 423 out of 721 832 employees were managers or supervisors (19.3%); the total number and percentage of managers & supervisors by business sectors are shown below:

Table 2.1: Number of Managers & Supervisors by Business Sectors

Business Sector	No. of Employees	No. of Managers & Supervisors
1. Manufacturing	34 822	5 535
2. Electricity, Gas, Water	636	115
3. Construction	38 960	7 317
4. Wholesale, Retail and Import/Export Trade	223 596	50 741
5. Restaurants and Hotels	99 117	14 179
6. Transport, Storage, Communication	78 335	15 580
7. Financing, Insurance, Real Estate and Business Services	131 433	25 551
8. Community, Social and Personal Services	114 933	20 405
<i>Overall</i>	721 832	139 423

Figure 2.1: Percentage of Managers & Supervisors by Business Sectors



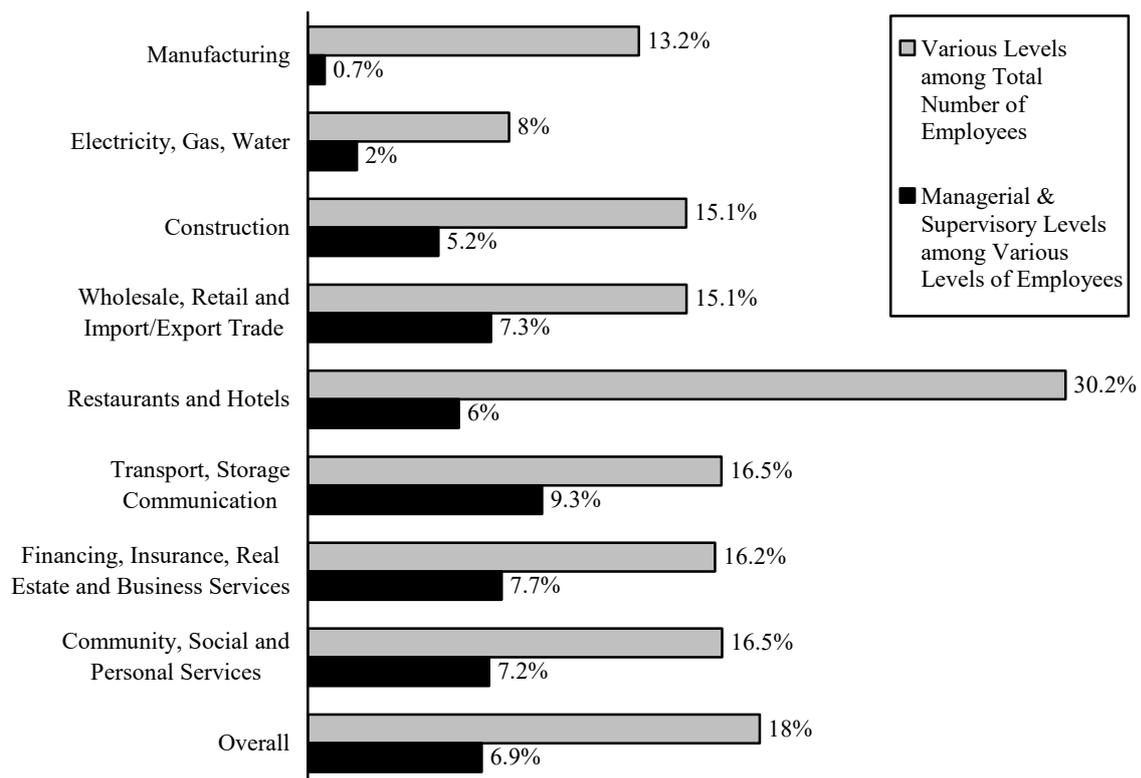
Number of Voluntary Turnover

2.2 As reported from the establishments, in the past 12 months (from 1.11.2013 to 31.10.2014), the overall number of voluntary turnover of employees at managerial and supervisory levels was 8 831 among 127 404 of voluntary turnover at various levels. The following table and chart show the total number and percentage of voluntary turnover by different business sectors.

Table 2.2: Number of Voluntary Turnover of Employees by Business Sectors

	Business Sector	Various Levels	Managerial & Supervisory Levels
1.	Manufacturing	4 598	31
2.	Electricity, Gas, Water	51	1
3.	Construction	5 873	306
4.	Wholesale, Retail and Import/Export Trade	33 742	2 462
5.	Restaurants and Hotels	29 924	1 804
6.	Transport, Storage, Communication	12 912	1 206
7.	Financing, Insurance, Real Estate and Business Services	21 331	1 649
8.	Community, Social and Personal Services	18 973	1 372
	Overall	127 404	8 831

Figure 2.2: Distribution of Voluntary Turnover of Employees by Business Sectors



2.3 The figures reveal that the highest percentage of voluntary turnover of managers and supervisors in SMEs are from (i) Transport, Storage, Communication (9%) and (ii) Financing, Insurance, Real Estate and Business Services (8%) relative to their total number of voluntary turnovers at various levels.

Number of Retired Employees in the Past 12 Months¹

2.4 The overall number of retired employees at various levels and at managerial and supervisory levels were 2 977 and 582 respectively in the past 12 months. The total number of retired employees by different business sectors is shown in Table 2.3.

**Table 2.3: Number of Retired Employees
at Various Levels and Managerial and Supervisory Levels**

Business Sector	Various Levels	Managerial & Supervisory Levels
1. Manufacturing	243	53
2. Electricity, Gas, Water	10	0
3. Construction	100	0
4. Wholesale, Retail and Import/Export Trade	699	172
5. Restaurants and Hotels	196	56
6. Transport, Storage, Communication	357	55
7. Financing, Insurance, Real Estate and Business Services	625	109
8. Community, Social and Personal Services	747	137
Overall	2 977	582

2.5 While compared to the total number of employees, there were 0.4% retirement in the past 12 months and 0.1% retirement at managerial and supervisory levels.

New Recruits in the Past 12 Months

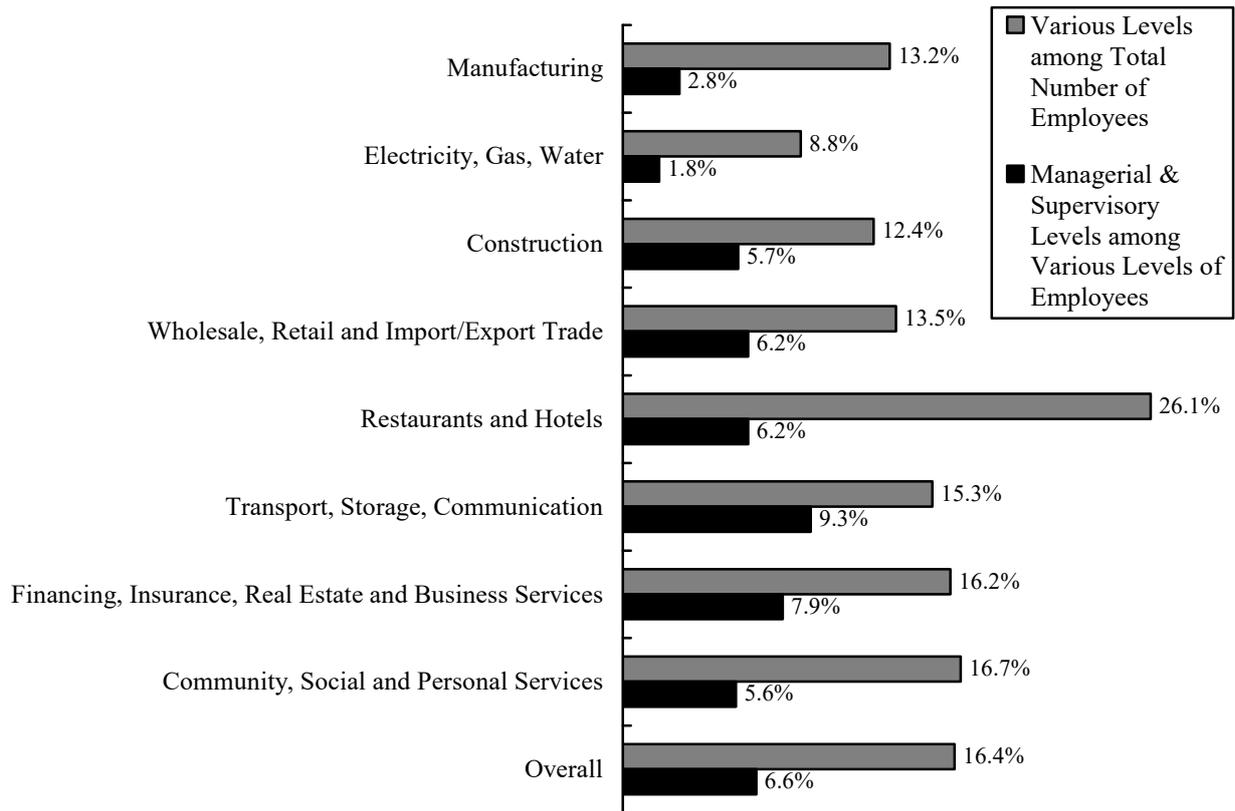
2.6 In the past 12 months, there were also a number of new recruits at various levels and at managerial and supervisory levels, which were 118 046 and 7 768 respectively. Among all business sectors, the highest percentage of new recruits at managerial and supervisory levels compared with that of new recruits at various levels are (i) Transport, Storage, Communication (9.3%) and (ii) Financing, Insurance, Real Estate and Business Services (7.9%). The detailed figures and distributions are shown as follows.

¹ It refers to the survey period between 1.11.2013 and 31.10.2014.

**Table 2.4: Number of New Recruits
at Various Levels and Managerial and Supervisory Levels**

Business Sector	Various levels	Managerial & Supervisory levels
1. Manufacturing	4 583	130
2. Electricity, Gas, Water	56	1
3. Construction	4 838	276
4. Wholesale, Retail and Import/Export Trade	30 214	1 863
5. Restaurants and Hotels	25 845	1 613
6. Transport, Storage, Communication	11 963	1 118
7. Financing, Insurance, Real Estate and Business Services	21 336	1 684
8. Community, Social and Personal Services	19 211	1 083
Overall	118 046	7 768

**Figure 2.3: Distribution of New Recruits
at Various Levels and Managerial and Supervisory Levels**



Manpower Forecast by Employers in the Next Three Years

2.7 At the time of survey, employers also reported the numbers of employees to be retired or promoted in the next three years. As shown in Table 2.5, the number of retirements in the Wholesale, Retail and Import/Export Trade is the largest (940), while the percentage of retirement in the Construction sector ranked the highest (51.8%).

Table 2.5: Estimated Numbers of Employees to be Retired in the Next Three Years

Business Sector	Various Levels	Managerial & Supervisory Levels	Percentage of Managerial & Supervisory Levels
1. Manufacturing	436	50	11.5%
2. Electricity, Gas, Water	25	0	0%
3. Construction	110	57	51.8%
4. Wholesale, Retail and Import/Export Trade	2 145	940	43.8%
5. Restaurants and Hotels	193	89	46.1%
6. Transport, Storage, Communication	1 239	237	19.1%
7. Financing, Insurance, Real Estate and Business Services	1 312	244	18.6%
8. Community, Social and Personal Services	1 873	368	19.6%
Overall	7 333	1 985	27.1%

2.8 In Table 2.6, it shows that 42.1% of the employees at various levels are expected to be promoted as managers & supervisors in the next three years. Amongst all sectors, percentage of promotion of managers and supervisors from the Electricity, Gas, Water and Restaurants and Hotels sectors ranked the highest.

Table 2.6: Estimated Number of Employees to be Promoted in the Next Three Years

Business Sector	Various Levels	Managerial & Supervisory Levels	Percentage of Managerial & Supervisory Levels
1. Manufacturing	346	0	0%
2. Electricity, Gas, Water	5	5	100%
3. Construction	406	66	16.3%
4. Wholesale, Retail and Import/Export Trade	3 485	1 054	30.2%
5. Restaurants and Hotels	1 553	925	59.6%
6. Transport, Storage, Communication	1 946	1 000	51.4%
7. Financing, Insurance, Real Estate and Business Services	2 732	1 257	46%
8. Community, Social and Personal Services	2 327	1 077	46.3%
Overall	12 800	5 384	42.1%

2.9 In general, establishments were found positive in the business sectors in the next three years, Table 2.7 shows that 19.9% of the establishments would anticipate an increase in the number of staff, while only 3.6% anticipated a decrease in the number of staff.

Table 2.7: Employers' Forecast in Staff Numbers in the Next Three Years

Business Sector	Increase	Decrease	No Change	Not sure	Total No. of Establishment
1. Manufacturing	19.1%	5.1%	72.6%	3.1%	1 437
2. Electricity, Gas, Water	34.4%	0%	56.3%	9.4%	32
3. Construction	19.8%	7.9%	62.4%	9.8%	1 834
4. Wholesale, Retail and Import/Export Trade	18.7%	4.6%	70%	6.7%	10 623
5. Restaurants and Hotels	21.2%	1.1%	73.6%	4.2%	4 166
6. Transport, Storage, Communication	25.4%	4.5%	61.8%	8.3%	3 126
7. Financing, Insurance, Real Estate and Business Services	17.6%	0.6%	77.1%	4.7%	5 326
8. Community, Social and Personal Services	20.6%	4.4%	68.4%	6.5%	3 876
Overall	19.9%	3.6%	70.3%	6.2%	30 420

Note: Total percentage may not be equal to 100% due to rounding.

Recruitment Difficulties at Managerial & Supervisory Levels

2.10 In the past 12 months, 9.4% of the employers had encounter difficulties in recruiting employees at managerial & supervisory levels. Following tables show that establishments with 50-99 employment size had encounter the most difficulties.

Table 2.8 Percentage of Recruitment Difficulties at Managerial & Supervisory Levels by Employment size in the Past 12 Months

Employment Size	No Difficulties	No Recruitment	Encountering Recruitment Difficulties
10-19	3.5%	89.7%	6.7%
20-49	9.6%	81.3%	9.1%
50-99	11.8%	63.9%	24.3%
Overall	6.3%	84.3%	9.4%

Note: Total percentage may not be equal to 100% due to rounding.

2.11 The establishments expected there would be similar situation in the next three years. As shown in Table 2.9, 8.2% of the establishments agreed that there would be

recruitment difficulties, and 22.4% of the establishments with 50-99 employment size expected the same situation when compared with those of the past 12 months (24.3%).

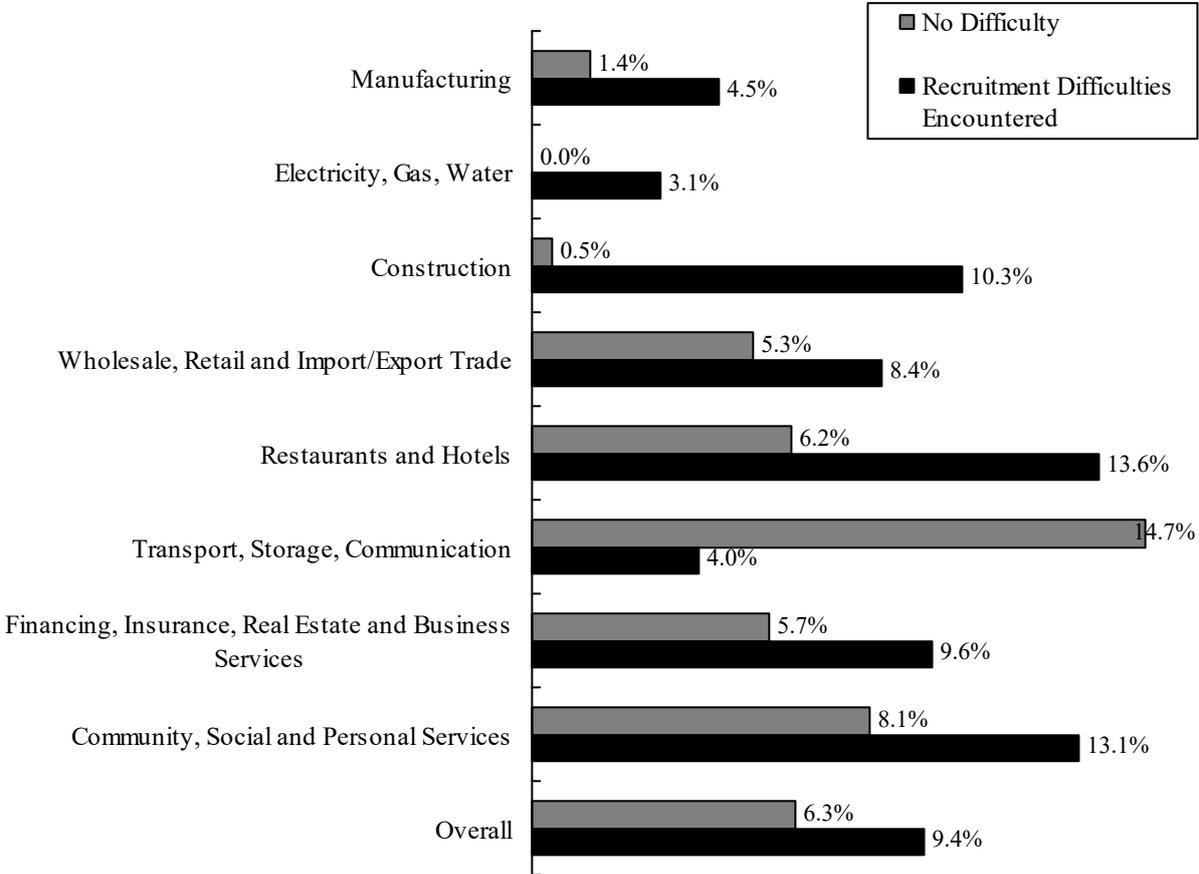
Table 2.9 Percentage of Recruitment Difficulties at Managerial & Supervisory Levels by Employment size in the Next 12 Months

Employment Size	No Difficulties	No Recruitment Planning	Not Sure	Expecting Recruitment Difficulties
10-19	2.5%	83.6%	8.4%	5.5%
20-49	5.3%	73.7%	12.7%	8.2%
50-99	8.4%	58.4%	10.7%	22.4%
Overall	4.1%	77.7%	10%	8.2%

Note: Total percentage may not be equal to 100% due to rounding.

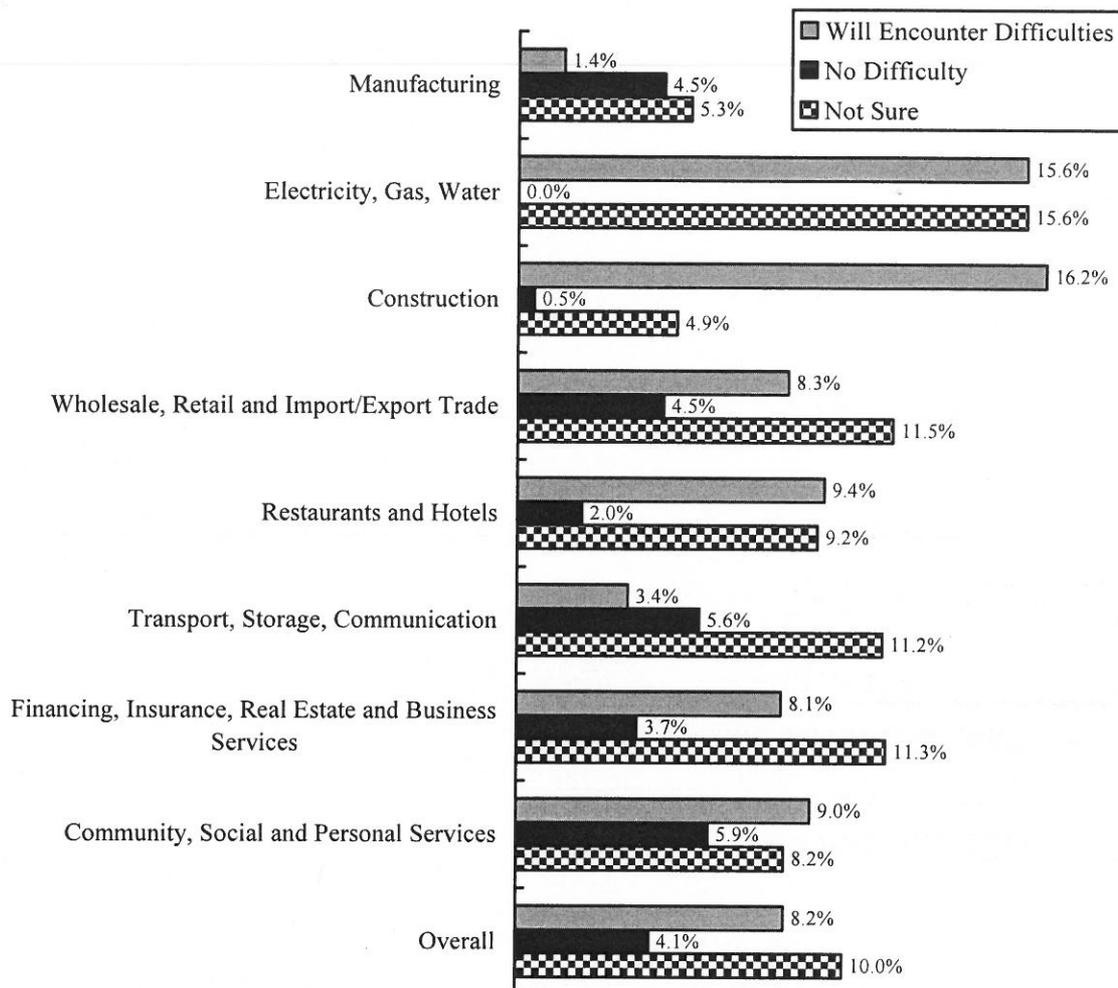
2.12 For different business sectors, Figure 2.4 shows that establishments encountered varying degrees of recruitment difficulties in the past 12 months. Restaurants and Hotels (13.6%), Community, Social and Personal Services (13.1%) and Construction (10.3%) encountered more recruitment difficulties while establishments in Transport, Storage, and Communication were found easier in recruitment.

Figure 2.4: Distribution of Recruitment Difficulties in the Past 12 Months



2.13 For the next three years, Figure 2.5 shows that establishments in Construction (16.2%), and Electricity, Gas, Water (15.6%) ranked highest.

Figure 2.5: Distribution of Recruitment difficulties in the Next Three Years



2.14 Among the reasons of recruitment difficulties, Table 2.10 shows that major difficulties which encountered by all establishments are the same, including “lack of candidates with relevant experiences” (40.5%) and “candidates found the remuneration package not attractive” (15.8%).

Table 2.10: Distributions of Reasons of Encountering Recruitment Difficulties

Reasons of Encountering Recruitment Difficulties		Employment Size			
		10-19	20-49	50-99	Overall
1.	No Candidates	8.6%	10.9%	10.3%	9.8%
2.	Lack of candidates with relevant experiences	34.2%	45.7%	43.7%	40.5%
3.	Candidates found the remuneration package not attractive	17.1%	14.3%	15.6%	15.8%

Reasons of Encountering Recruitment Difficulties		Employment Size			
		10-19	20-49	50-99	Overall
4.	Candidates were unwilling to work for long hours	5.7%	7.9%	9.1%	7.4%
5.	Unsatisfactory working environment	11.4%	4.4%	7.4%	8.1%
6.	Limited career prospects	5.7%	3.6%	2.2%	4%
7.	Insufficient trained/qualified manpower in the related disciplines	8.6%	10.9%	8.6%	9.3%
8.	Competition for manpower from Mainland/ Macau /Other cities	2.9%	0%	3.1%	2%
9.	Others	5.7%	2.2%	0%	3%

Note: Total percentage may not be equal to 100% due to rounding.

2.15 While for establishments with employment size 10-19, the unsatisfactory working environment is also one of the reasons (11.4%), and for those with employment size 20-49, over 10% employers stated that there was insufficient trained/qualified manpower in the related disciplines, and another 10.9% stated that there were “No Candidates”. Figures of different business sectors are at **Section IV**.

2.16 In coping with the recruitment difficulties, the survey suggested 5 strategies, which is listed in Table 2.11, for the establishments to deal with labour shortage. Among all, increasing salary and enhancing benefits (41.4%) and tapping into other talent resources/potential manpower (36.4%) were the most pursued.

Table 2.11: Distributions of Strategies Pursuing to Meet Recruitment Difficulties

Strategies Pursuing to Meet Recruitment Difficulties		Employment Size			
		10-19	20-49	50-99	Overall
1.	Outsourcing	3.8%	5.1%	8.5%	4.8%
2.	Automation	0.7%	2.4%	1.1%	1.3%
3.	Increasing salary and enhancing benefits	41%	42.8%	39.2%	41.4%
4.	Implementing apprenticeship/ internship	9.7%	10.4%	11.1%	10.1%
5.	Tapping into other talent resources/ potential manpower	38.3%	33.7%	35.5%	36.4%
6.	Others	6.5%	5.7%	4.6%	6%

Note: Total percentage may not be equal to 100% due to rounding.

Retirement Policy

2.17 In the light of the aging population and shortage of labour force, the survey had asked if the establishments had any specific retirement policy. Table 2.12 shows that only 20.3% (6 173) of the establishments had specific retirement policy; and 53.2% of these establishments (3 286) had adopted 60 as the retirement age.

Table 2.12: Retirement Policy by Employment Size

Employment Size	Have Retirement Policy		Retirement Age			
	NO	YES	55	60	65	70
10-19	14 509	2 843	0	1 503	1 340	0
20-49	7 722	2 095	97	999	965	34
50-99	2 016	1 235	30	784	421	0
Total No. of Establishments (Percentage)	24 247 (79.7%)	6 173 (20.3%)	127 (2.1%)	3 286 (53.2%)	2 726 (44.2%)	34 (0.6%)

2.18 Over 30% of the establishments from Community, Social and Personal Services (31.8%) and Transport, Storage, Communication (30.5%) had adopted retirement policy as shown in Table 2.13. Among different business sectors, retirement at age 60 were mostly adopted, whereas Community, Social and Personal Services ranked highest (25.6%).

Table 2.13: Retirement Policy and Retirement Age in Different Business Sectors

Business Sector	Have Retirement Policy		Retirement Age				No. of Establishments
	NO	YES	55	60	65	70	
1. Manufacturing	75.7%	24.3%	0.7%	8.3%	12.9%	2.4%	1 437
2. Electricity, Gas, Water	75%	25%	0%	3.1%	21.9%	0%	32
3. Construction	86.6%	13.4%	0%	4.9%	8.6%	0%	1 834
4. Wholesale, Retail and Import/Export Trade	80.4%	19.6%	0.1%	9.4%	10.1%	0%	10 623
5. Restaurants and Hotels	92.8%	7.2%	0%	3.3%	3.9%	0%	4 166
6. Transport, Storage, Communication	69.5%	30.5%	2%	18.2%	10.3%	0%	3 126
7. Financing, Insurance, Real Estate and Business Services	81.3%	18.7%	0%	7%	11.7%	0%	5 326
8. Community, Social and Personal Services	68.2%	31.8%	1.1%	25.6%	5.1%	0%	3 876
Overall	79.7%	20.3%	0.4%	10.8%	9%	0.1%	30 420

2.19 There were 6 173 respondents with retirement policy replied about if the establishments would consider extending the retirement age, Table 2.14 shows that a total of 1 366 establishments (22.1%) would consider an extension of the retirement age of staff at managerial and supervisory levels in the next three years. Overall, over 55% would consider an extension of less than 2 years, and 38.6% would consider extending around 2 to 5 years, especially the establishments with 10-19 employment size (41.9%). For establishments with 50-99 employment size, 70% of these establishments would consider the extension to less than 2 years.

Table 2.14: Possibility of Extending Retirement Age
of Managers and Supervisors by Employment Size

Employment Size	Possibility of Extending Retirement Age		Extension (Years)			No. of Establishments would consider extending the Retirement Age
	NO	YES	<2	2-5	>5	
10-19	76.5%	23.5%	58%	41.9%	0%	669
20-49	76.4%	23.6%	44%	39.9%	15.8%	494
50-99	83.6%	16.4%	70%	24.6%	4.9%	203
Overall	77.9%	22.1%	55%	38.6%	6.4%	1 366

2.20 To view the possibility of extending retirement age in these 1 366 establishments of different business sectors, Table 2.15 shows that the major business sectors considered extension of retirement age in the next three years are Construction (36.6%) and Transport, Storage, Communication (35.4%). For Community, Social and Personal Services, around 46% of the establishment are considering an extension more than 5 years.

Table 2.15: Establishments considering Extension of Retirement Age
of Managers and Supervisors in the Next Three Years

Business Sector	Possibility of Extending of Retirement Age	Extension (Years)			No. of Establishments
		<2	2-5	>5	
1. Manufacturing	24.9%	0%	100%	0%	87
2. Electricity, Gas, Water	0%	0%	0%	0%	0
3. Construction	36.6%	36.7%	63.3%	0%	90
4. Wholesale, Retail and Import/Export Trade	25.3%	41.2%	56.9%	1.9%	527
5. Restaurants and Hotels	3.3%	100%	0%	0%	10
6. Transport, Storage, Communication	35.4%	97%	3%	0%	338
7. Financing, Insurance, Real Estate and Business Services	14.3%	100%	0%	0%	143
8. Community, Social and Personal Services	13.9%	11.7%	42.7%	45.6%	171
Overall	22.1%	55%	38.6%	6.4%	1 366

B. Recruitment of Potential Manpower

2.21 As mentioned in 2.16, around 36.4% of the establishments would consider tapping into other talent resources/ potential manpower while encountering recruitment difficulties. The survey required the establishments to provide the recruitment figures of specific groups which were the potential manpower as suggested by the Steering Committee on Population Policy. These groups are:

1. Youth aged 15-24
2. Full-time homemakers before employment
3. People from the Mainland having resided in Hong Kong for less than 7 years
4. Mainland Talents/ Professionals
5. Overseas Talents/ Professionals/ Technical Labour
6. Persons with disabilities
7. Ethnic Minorities
8. Retired persons

*Note: The definitions of the above groups are given in **Appendix 5** under section D of the Explanatory Notes.*

2.22 In order to identify the training needs of employees at managerial and supervisory levels and also the measurements to encourage potential manpower re-entering the labour market, the survey was conducted to investigate the major groups that were hired by most establishments, and the related challenges encountered by the employers.

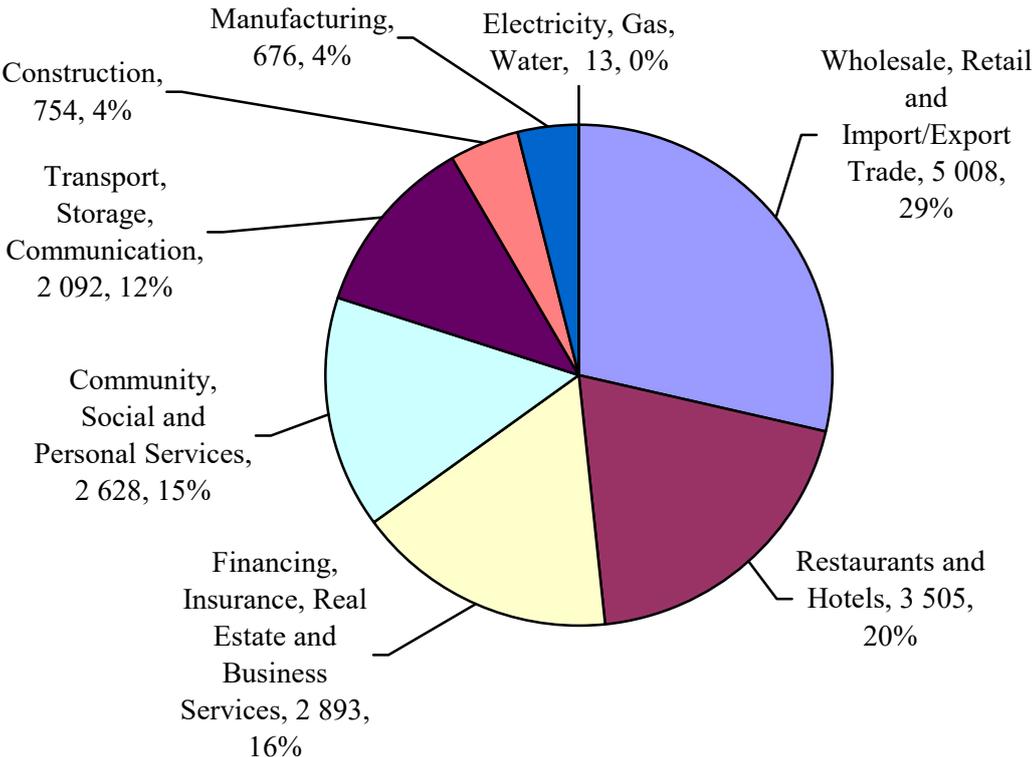
2.23 In the past 12 months, a total of 17 569 establishments had recruited talents/manpower from the potential manpower groups, which was 57.8% of the total number of establishments. The summary table below shows that over 80% of the employees came from establishments with smaller employment size. In particular, over 50% came from establishments of employment size with 10-19 staff.

Table 2.16 Establishments Recruited the Potential Manpower Groups in the Past 12 Months

Employment Size	No. of Establishments Recruited the Above Mentioned Groups in %	No. of Establishments Recruited the Above Mentioned Groups (% from Overall No. of Establishments)	Total No. of Establishments
10-19	51.4%	8 921 (50.8%)	17 352
20-49	61.8%	6 062 (34.5%)	9 817
50-99	79.5%	2 586 (14.7%)	3 251
Overall	57.8%	17 569	30 420

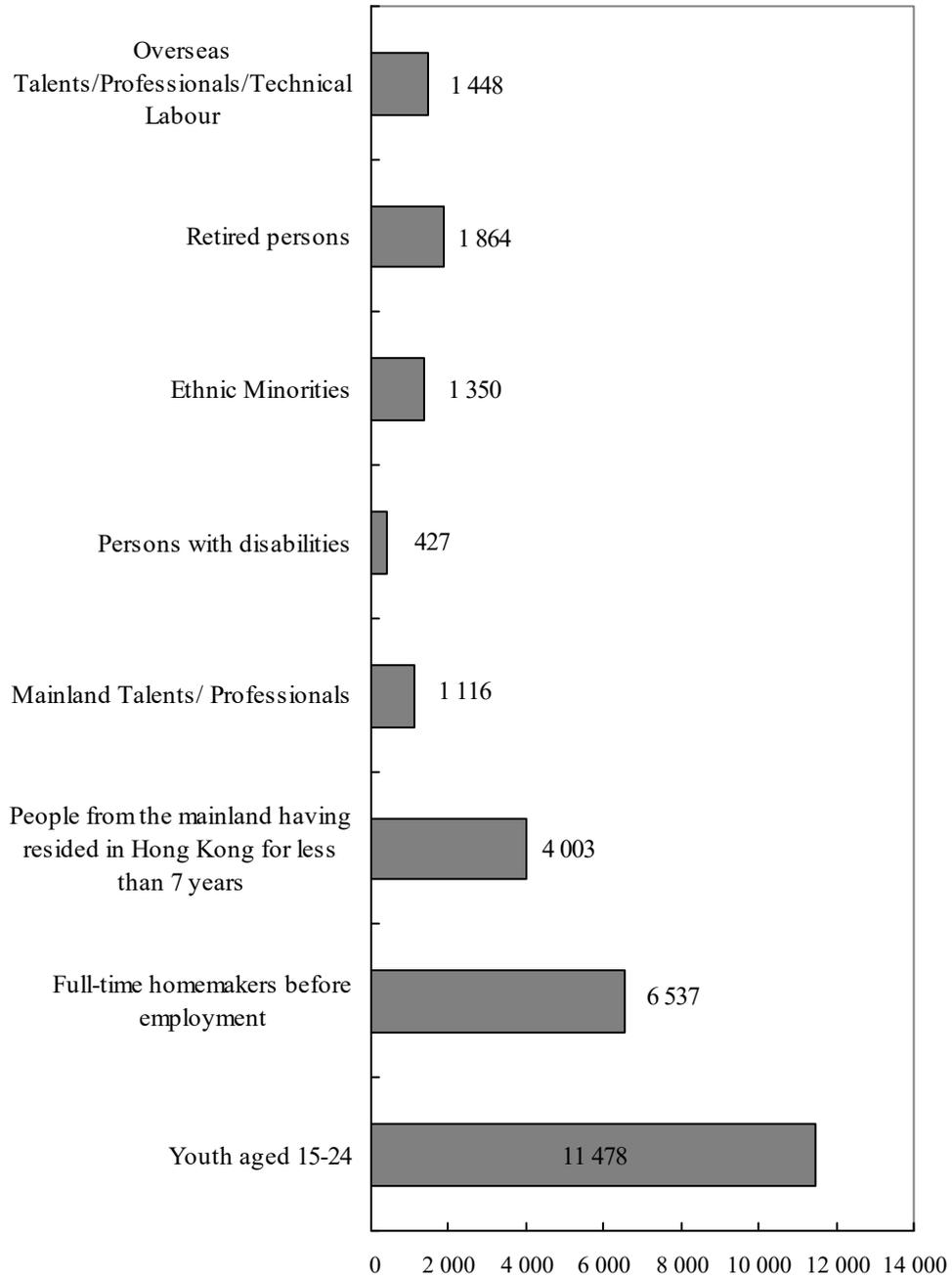
2.24 Figure 2.6 shows the distributions of establishments recruited the potential manpower groups in the past 12 months. Among 17 569 establishments, nearly 50% of the employees were hired by the Wholesale, Retail and Import/Export Trade (29%) and Restaurants and Hotels (20%) sectors.

Figure 2.6: Distribution of Establishments Recruited the Potential Manpower Groups in the Past 12 Months



2.25 Among the potential manpower groups, the group of youth aged 15-24 was the most recruited (11 478), followed by full-time homemakers before employment (6 537). Persons with disabilities were the least recruited (427). Detailed figures of different employment size and business sector are given in **Section IV**.

Figure 2.7: Distribution of Potential Manpower Groups Recruited by All Establishments in the Past 12 Months



Note: Establishments might choose more than one group in answering this question

2.26 There are 12 851 (42.2%) establishments did not recruit any of the potential manpower groups over the past 12 months. Using an open-ended questionnaire, the following 5 reasons were noted during the survey to the establishments:

- a. They have less experience or lower level of qualifications
- b. They require longer learning curve to become skilful
- c. Their energy level/ efficiency might be lower
- d. Some groups might not be familiar with Chinese/ Cantonese, which will take extra effort in communications
- e. Some groups might not have high commitment or work stability

2.27 Regardless whether the establishments had or had not recruited any of the potential manpower groups in the past 12 months, the survey asked all the establishments if they had any considerations while hiring those specific groups of the potential manpower. The top 5 reasons were provided in the interviews which were very similar with the above findings:

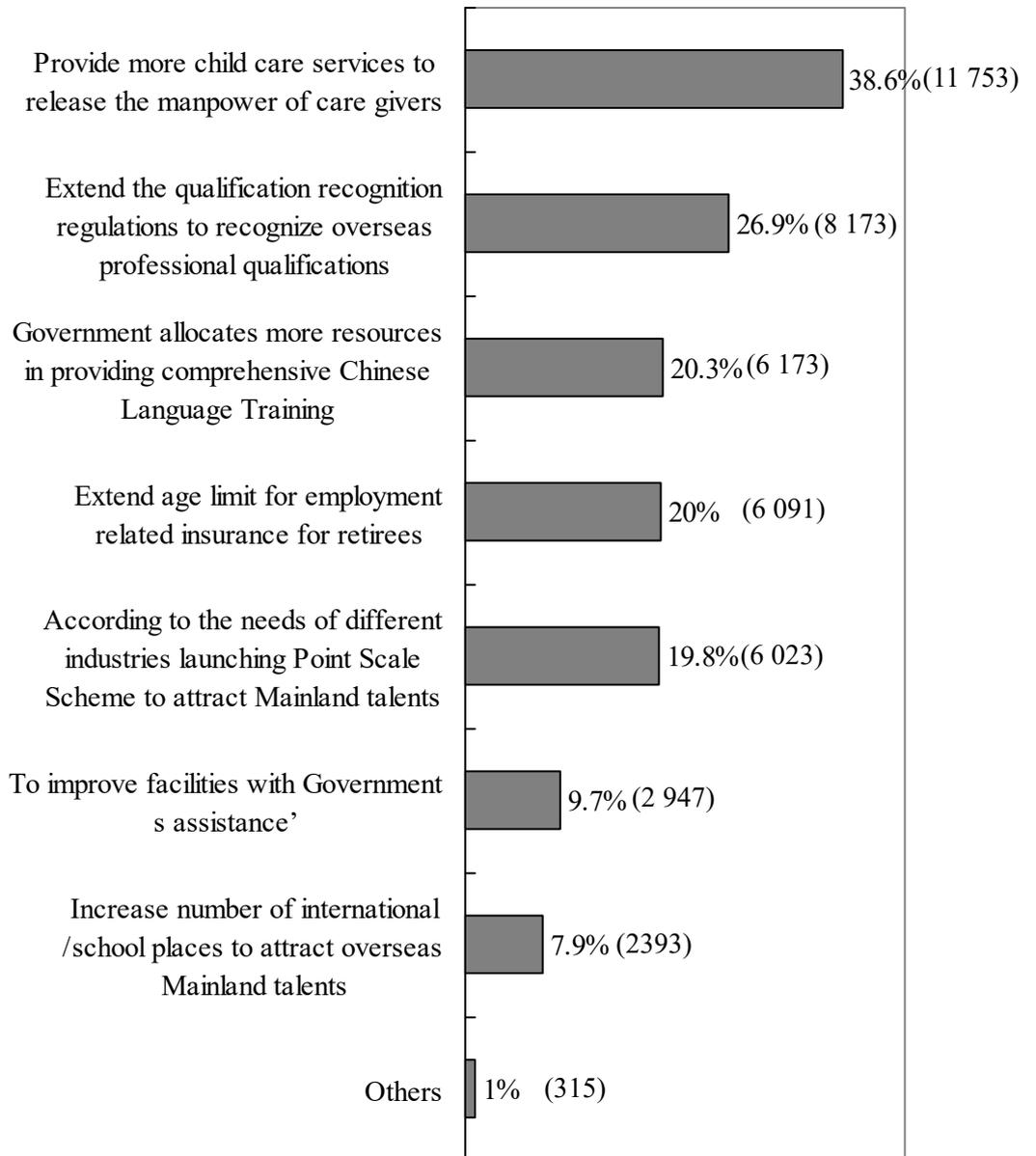
- a. They require longer learning curve to become skilful
- b. Some groups might not be familiar with Chinese/ Cantonese, which will take extra effort in communications
- c. Some groups might not have high commitment or work stability
- d. Some groups might have difficulties in adapting the changing environment
- e. The employee might not be able to meet the job expectation of the employers

2.28 The survey also asked in general if the establishments agreed on the advantages which had been bringing from the potential manpower groups, and the following 5 advantages were mentioned:

- a. Improve operational performance by having sufficient manpower
- b. Some groups might be more flexibly respond to business changes
- c. Experienced staff are available from these groups
- d. Some groups are more stable at work
- e. Got skilled talents for project-based/temporary work

2.29 To encourage the establishments to tap into the potential manpower, the survey identified some advancement suggested by the Steering Committee on Population Policy (SCPP) Report in 2014. Figure 2.8 below shows the distribution of preference of the establishments against the total number of establishments (30 420), it shows that among all the suggested advancements, “Child Care Services” was most preferred (38.6%). That explained why fulltime homemakers (most are having children) with experience were ranked second in the potential manpower groups. Details of different preference of different business sectors are given in **Section IV**.

Figure 2.8: Advancement that Could Encourage Establishment to Hire the Potential Manpower Groups



C. Training Needs and Resources Allocation

Key Competences for Managers and Supervisors in Different Business Sectors

2.30 The rankings of the key competencies for managers and supervisors for the eight business sectors and for leading different groups of potential manpower will be listed in this section for ease of comparison among business sectors. Detailed breakdown of figures by employment size are shown in **Section IV**.

2.31 Table 2.17 shows the rankings of 20 key competencies across all the business sectors. The top 10 competencies were found similar in most sectors, except for Electricity, Gas, and Water due to its technical job nature. It was noteworthy that “*Interpersonal skills*” ranked high in all sectors, whereas the least selected competency was “*Awareness of local human resources related laws*”.

Table 2.17: Key Competency Ranking of Manager and Supervisors by Business Sectors

Competencies	Overall	Manufacturing	Electricity, Gas, Water	Construction	Wholesale, Retail and Import/Export Trade	Restaurants and Hotels	Transport, Storage, Communication	Financing, Real Estate and Business Services	Community, Social and Personal Services	Overall in 2011*	
										Manager	Supervisor
Communication Skills	1	1	<u>15</u>	1	1	1	2	1	1	1	1
Interpersonal Skills	2	2	2	2	2	2	1	2	2	3	2
Team Work and Team Building	3	3	<u>16</u>	3	3	3	3	3	3	4	4
Emotional Intelligence (EI)	4	<u>11</u>	6	4	4	5	5	5	5	22	20
Planning and Organising Skills	5	7	3	9	6	6	4	4	7	11	11
Chinese (Putonghua and Business Writing Skills)	6	8	7	5	7	9	7	9	8	2	3
English (Spoken and Written)	7	5	8	<u>12</u>	5	<u>15</u>	8	<u>11</u>	9	5	5
Understanding of Others/ Empathy	8	6	<u>11</u>	<u>13</u>	8	4	<u>11</u>	<u>12</u>	6	33	33
Coaching and Counselling	9	10	<u>17</u>	7	<u>12</u>	8	<u>14</u>	6	4	9	9
Dealing with Conflict	10	4	5	<u>11</u>	<u>14</u>	7	6	7	<u>12</u>	12	12
Self-Management (e.g. time management, job prioritisation, etc.)	11	12	1	8	11	12	9	8	13	34	30
Stress Management	12	14	4	10	9	11	10	10	18	19	18
IT (information technology) Knowledge and Application	13	9	20	15	10	20	13	14	15	26	23
Zealous in Developing Talent/Potential in Others	14	13	10	16	13	10	15	17	10	39	39
Instructional, Training and Presentation Skills	15	19	9	14	15	16	12	13	11	27	27
Cross Cultural Awareness (e.g. Mainland China)/ Managing Diversity	16	17	14	19	16	13	17	15	14	37	34
Motivating Others	17	16	19	20	18	14	16	16	16	29	27
Negotiation Skills	18	15	13	18	19	18	18	18	17	25	25
Influencing Skills	19	18	12	17	17	17	20	19	19	31	29
Awareness of Local HR related laws	20	20	18	6	20	19	19	20	20	40	41

Notes: 1. In 2011, Managers and Supervisors' competencies were separated into two groups while in 2014 the figures are combined as similar rankings were found in previous years between two groups.

2. Highlighted figures by underline: for Comparison if the ranking is out of 1-10/11-20 when comparing with the overall findings.

2.32 In general, the top three competencies are “*Communication Skills*”, “*Interpersonal Skills*” and “*Team Work and Team Building*”, except for Electricity, Gas, Water sector. From the 4th to the 6th rankings, identical in ranking sequence are found as follows: “*Emotional Intelligence (EI)*”, “*Planning and Organising Skills*”, “*Understanding of Others/ Empathy*”. As for the rankings from 7th to 10th, there are more variations due to the job nature of different business sectors.

2.33 The overall top 10 competencies were identical in most business sectors except for Electricity, Gas, Water and Construction sectors. In the light of the technical job nature and independent working environment of Electricity, Gas, Water sector, “*Self-Management*” was ranking the first and more deviations were noted from the overall results. For Construction sector, “*Awareness of Local HR related laws*” ranked the 6th as occupational safety and labour legislation related matters were considered important due to the nature of the sector.

2.34 “*Chinese (Putonghua and business writing skills)*”, and “*English (spoken and written)*” Language skills are ranked at 6th and 7th respectively, the other 8 key competencies are mostly inter-personal related: “*Communication Skills*”, “*Interpersonal Skills*”, “*Team Work and Team Building*”, “*Emotional Intelligence (EI)*”, “*Planning and Organising Skills*”, “*Understanding of Others/ Empathy*”, “*Coaching and Counselling*” and “*Dealing with Conflict*”.

2.35 Comparing with the survey of 2011, two competencies moved to top 10 in 2014, which were both people-skills: “*Emotional Intelligence (EI)*” and “*Understanding of Others/ Empathy*”. The other competencies in top 10 were similar when comparing with the previous one.

Better Lead to the New Entrants

2.36 The rankings of the key competencies for managers and supervisors should be equipped when leading specific groups of potential manpower which were presented in Table 2.18 for easy comparison.

2.37 Table 2.18 shows the comparison of ranking of key competencies from overall to specific manpower groups by the establishments which hired the groups in past 12 months and those who did not.

Table 2.18 Ranking of Key Competencies of All Establishments

Competencies	Rank	
	Establishments that had Hired the specific groups of potential manpower in the past 12 months	
	YES	NO
1. Communication Skills	1	1
2. Interpersonal Skills	2	2
3. Team Work and Team Building	3	3
4. Emotional Intelligence (EI)	4	4
5. Planning and Organising Skills	5	5
6. Understanding of Others/ Empathy	6	8
7. Dealing with Conflict	7	13
8. Coaching and Counselling	8	11
9. Chinese (Putonghua and Business Writing Skills)	9	6
10. English (Spoken and Written)	10	7
11. Self-Management (e.g. time management, job prioritisation, etc.)	11	12
12. Zealous in Developing Talent/Potential in Others	12	16
13. Stress Management	13	9
14. IT (information technology) Knowledge and Application	14	10
15. Instructional, Training and Presentation Skills	15	14
16. Motivating Others	16	18
17. Cross Cultural Awareness (e.g. Mainland China)/ Managing Diversity	17	15
18. Influencing Skills	18	20
19. Negotiation Skills	19	19
20. Awareness of Local HR related laws	20	17

2.38 The comparison shows there were only minor differences between the two groups of employers. “*Stress Management*” and “*IT (information technology) Knowledge and Application*” were both ranked higher by establishments that had not recruited the potential manpower groups, while employers had previous experience in leading specific groups of potential manpower ranked “*Dealing with Conflict*” and “*Coaching and Counselling*” higher at 7th and 8th respectively.

2.39 The following two tables show the ranking by comparison of specific manpower groups, where Table 2.19a shows the data from the establishments which hired those groups in the past 12 months and 2.19b shows the data from the other groups of establishments.

Table 2.19a: Key Competency Ranking of Manager and Supervisors by Manpower Groups from the Establishments which **HIRED** Specific Groups of Potential Manpower in the Past 12 Months

Competencies	Overall	Youth aged 15-24	Full-time homemakers before employment	People from the Mainland having resided in Hong Kong for less than 7 years	Mainland Talents/ Professionals	Persons with disabilities	Ethnic Minorities	Retired persons	Overseas Talents/ Professionals/ Technical Labour
Communication Skills	1	1	1	1	1	1	1	1	1
Interpersonal Skills	2	2	2	2	2	2	2	2	2
Team Work and Team Building	3	3	3	3	3	4	4	4	3
Emotional Intelligence (EI)	4	5	5	<u>6</u>	5	3	3	3	<u>6</u>
Planning and Organising Skills	5	4	<u>6</u>	<u>9</u>	<u>6</u>	<u>8</u>	<u>7</u>	<u>8</u>	5
Understanding of Others/ Empathy	6	10	<u>4</u>	7	10	<u>5</u>	8	<u>5</u>	<u>11</u>
Dealing with Conflict	7	7	9	<u>5</u>	8	10	<u>11</u>	9	7
Coaching and Counselling	8	6	8	<u>11</u>	<u>12</u>	6	10	6	10
Chinese (Putonghua and Business Writing Skills)	9	<u>12</u>	<u>12</u>	<u>4</u>	<u>4</u>	7	6	10	8
English (Spoken and Written)	10	<u>11</u>	<u>13</u>	<u>12</u>	7	<u>12</u>	<u>5</u>	<u>13</u>	<u>4</u>
Self-Management (e.g. time management, job prioritisation, etc.)	11	<u>8</u>	<u>10</u>	14	11	11	<u>9</u>	12	12
Zealous in Developing Talent/Potential in Others	12	13	<u>7</u>	<u>10</u>	<u>16</u>	<u>9</u>	<u>16</u>	<u>7</u>	13
Stress Management	13	<u>9</u>	11	13	13	14	13	11	14
IT (information technology) Knowledge and Application	14	14	<u>16</u>	<u>17</u>	14	<u>17</u>	14	15	15
Instructional, Training and Presentation Skills	15	16	14	15	15	15	15	<u>16</u>	<u>16</u>
Motivating Others	16	<u>15</u>	<u>15</u>	16	18	<u>13</u>	18	<u>14</u>	18
Cross Cultural Awareness (e.g. Mainland China)/ Managing Diversity	17	19	20	<u>8</u>	<u>9</u>	20	<u>12</u>	19	<u>9</u>
Influencing Skills	18	18	18	19	17	16	19	17	17
Negotiation Skills	19	17	17	18	19	18	17	18	19
Awareness of Local HR related laws	20	20	19	20	20	19	20	20	20

Note: *Highlighted figures by underline – with comparison to the overall figures, these competencies fall into different ranges of ranking.*

Table 2.19b: Key Competency Ranking of Manager and Supervisors by Manpower Groups from the Establishments which did **NOT** hire Specific Groups of Potential Manpower in the Past 12 Months

Competencies	Overall	Youth aged 15-24	Full-time homemakers before employment	People from the Mainland having resided in Hong Kong for less than 7 years	Mainland Talents/ Professionals	Persons with disabilities	Ethnic Minorities	Retired persons	Overseas Talents/ Professionals/ Technical Labour
Communication Skills	1	1	1	1	1	2	1	1	1
Interpersonal Skills	2	2	2	2	2	1	2	2	2
Team Work and Team Building	3	3	3	3	3	3	3	3	5
Emotional Intelligence (EI)	4	4	4	<u>7</u>	8	4	5	5	<u>7</u>
Planning and Organising Skills	5	5	5	5	5	5	8	4	4
Chinese (Putonghua and Business Writing Skills)	6	10	6	4	4	8	6	6	6
English (Spoken and Written)	7	<u>11</u>	8	6	6	6	4	10	3
Understanding of Others/ Empathy	8	<u>12</u>	7	9	10	9	14	7	<u>12</u>
Stress Management	9	9	9	14	14	7	11	9	<u>11</u>
IT (information technology) Knowledge and Application	10	<u>13</u>	10	10	9	10	7	8	9
Coaching and Counselling	11	<u>7</u>	12	12	11	12	13	11	13
Self-Management (e.g. time management, job prioritisation, etc.)	12	<u>6</u>	11	11	15	11	12	12	14
Dealing with Conflict	13	8	14	16	12	17	15	15	10
Instructional, Training and Presentation Skills	14	14	13	13	13	14	9	13	15
Cross Cultural Awareness (e.g. Mainland China)/ Managing Diversity	15	20	20	8	7	20	10	20	8
Zealous in Developing Talent/Potential in Others	16	15	15	15	17	19	17	14	16
Awareness of Local HR related laws	17	18	16	17	16	18	16	19	18
Motivating Others	18	16	17	19	19	13	18	16	19
Negotiation Skills	19	17	18	18	18	16	19	17	17
Influencing Skills	20	19	19	20	20	15	20	18	20

Note: Highlighted figures by underline – with comparison to the overall figures, these competencies fall into different ranges of ranking.

2.40 In Table 2.19a, the top 5 key competencies of all sectors were found similar to each other, except for “Planning and Organising Skills” which was ranked lower for most of the groups with the exception of [Youth aged 15-24] and [Overseas Talents/ Professionals/Technical Labour].

2.41 Consistent with the previous comparisons for different business sectors, people skills, including “Communication Skills”, “Interpersonal Skills”, “Team Work and Team Building” and “Emotional Intelligence (EI)”, were ranked high in all groups.

2.42 “Understanding of Others/ Empathy” was ranked relatively higher than other groups like [Full-time homemakers before employment] and [Persons with disabilities] whereas “Cross Cultural Awareness” was ranked higher in different cultural groups, such as [People from the Mainland having resided in Hong Kong for less than 7 years], [Mainland Talents/ Professionals], [Ethnic Minorities], and [Overseas Talents/ Professionals/Technical Labour].

2.43 While in Table 2.19b, the top 5 key competencies of all sectors are very similar in that “Chinese” and “English” language skills were ranked higher, “Emotional Intelligence (EI)” ranked lower in groups including workforces from Mainland, overseas and the ethnic minorities as well.

Arrangement of Training

2.44 In addition to managerial competencies, the survey studied the management training arrangement and preference of managers and supervisors in the next three years. Responding establishments were asked a set of questions related to the provision of and preference on management training. Those establishments, which indicated that they did not have any resource of management training, were further asked about the reason(s) behind. Relevant data, which was collected in this survey and in the last two surveys (in 2008 and 2011), was further examined to make a trend analysis.

Training Received Prior to Appointment/Promotion to the Position

2.45 The survey found that only 22.8% of the managers and supervisors had received management training before they were appointed or promoted to the present level. By comparing the figures in different employment size in Table 2.20, it shows that over 80% of the establishments with 10-19 staff did not provide any management training for their managers and supervisors before their appointment/promotion, while over 60% of the

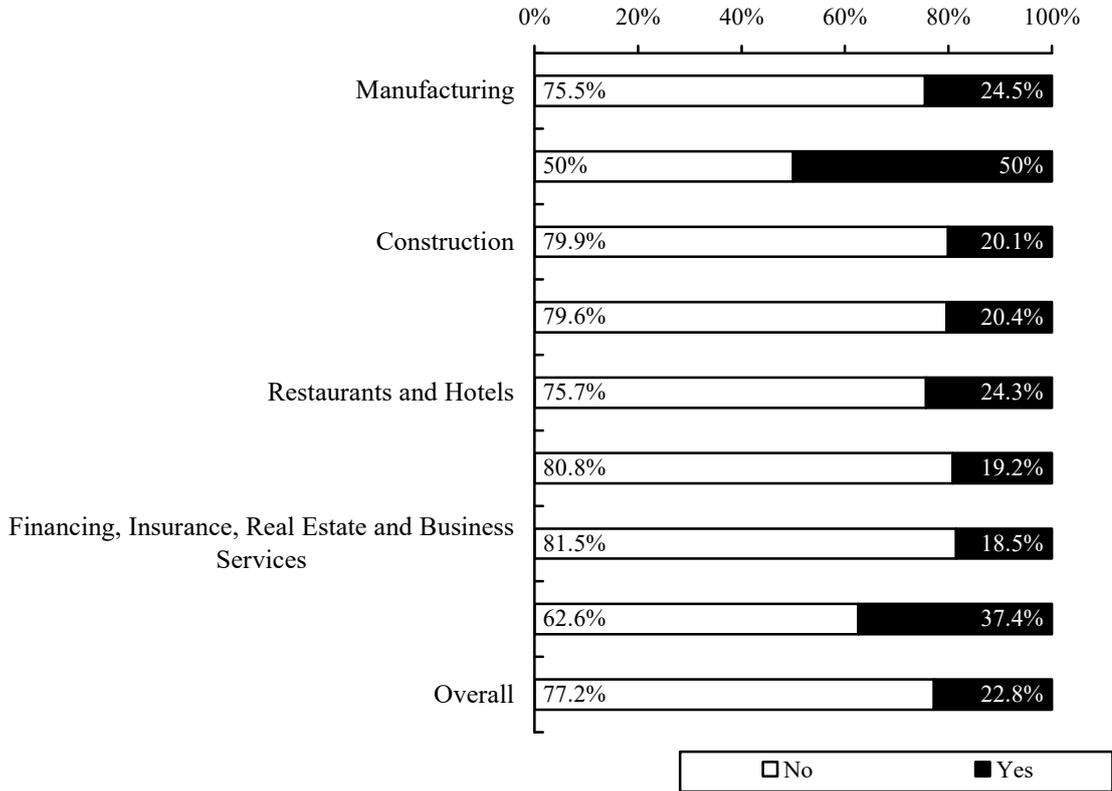
establishments with 50-99 staff had provided such training.

Table 2.20 Distribution of Establishments Recruiting Managers and Supervisors with/ without Prior Management Training by Employment Size

Employment Size	Without Prior Training	With Prior Training	Total Number of Establishments
10-19	82.1%	17.9%	1 7352
20-49	73.7%	26.3%	9 817
50-99	61.3%	38.7%	3 251
Overall	77.2%	22.8%	30 420

2.46 Variation across sectors was noticeable and considerable as shown in Figure 2.9. Among the eight sectors surveyed, “Financing, Insurance, Real Estate and Business Services”, “Transport, Storage, Communication”, “Wholesale, Retail and Import/Export Trade” and “Construction” had the lowest proportion of staff receiving management training prior to their appointments (average 20%). Only “Electricity, Gas, Water” and “Community, Social and Personal Services” had higher proportion with 50% and 37% respectively.

Figure 2.9 Distribution of Establishments Recruiting Managers and Supervisors with Prior Management Training by Business Sector



Modes of Training Received Prior to Appointment/Promotion to the Position

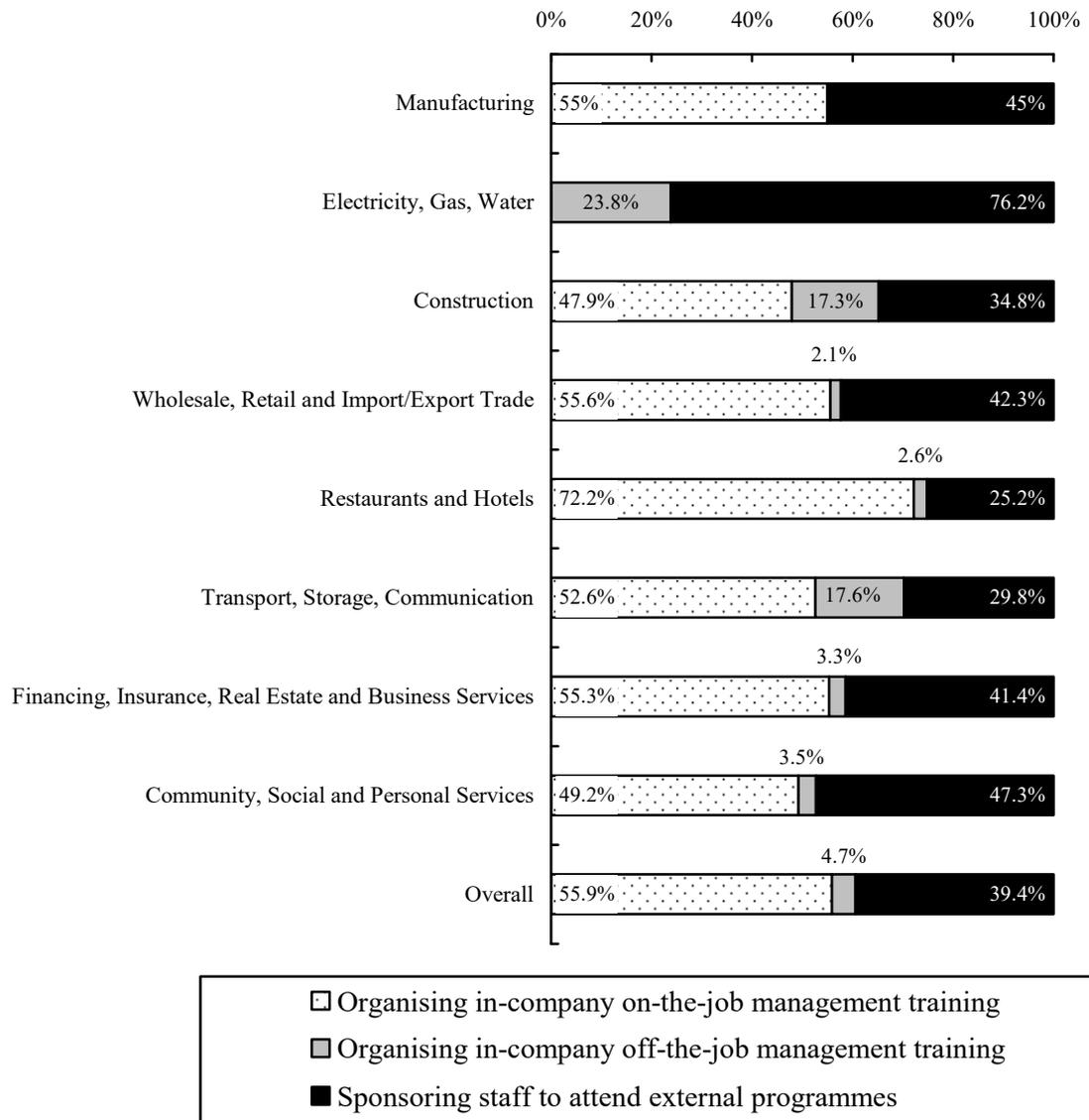
2.47 Among 8 275 establishments which had provided certain training for managers and supervisors before the appointments/promotions indicated their training mode were mainly on-the-job training (55.9%) and by sponsoring staff to attend external programmes (39.4%). It is quite obvious that organising in-company off-the-job training for managers and supervisors was most preferred by SMEs. Distribution of preference on training mode with different employment size is similar as shown in Table 2.21.

Table 2.21 Distribution of Preference on Training Mode by Employment Size

Training Mode	Employment Size			Overall
	10-19	20-49	50-99	
1. Organising in-company on-the-job management training	58.5%	51.3%	59.2%	55.9%
2. Organising in-company off-the-job management training	3.4%	4.1%	8.9%	4.7%
3. Sponsoring staff to attend external programmes	38.1%	44.6%	31.9%	39.4%
<i>Total Number of Establishments:</i>	3 482	3 184	1 609	8 275

2.48 For sectoral comparisons in Figure 2.10, the findings are similar except for the “Electricity, Gas, Water” sector which had with higher percentage in sponsoring staff to attend external programmes (76.2%) while “Restaurants and Hotels” recorded high percentage in “Organising in-company on-the-job management training” (72.2%) for newly recruited/promoted managers and supervisors.

Figure 2.10 Distribution of Training Mode by Business Sector



Duration per Arrangements

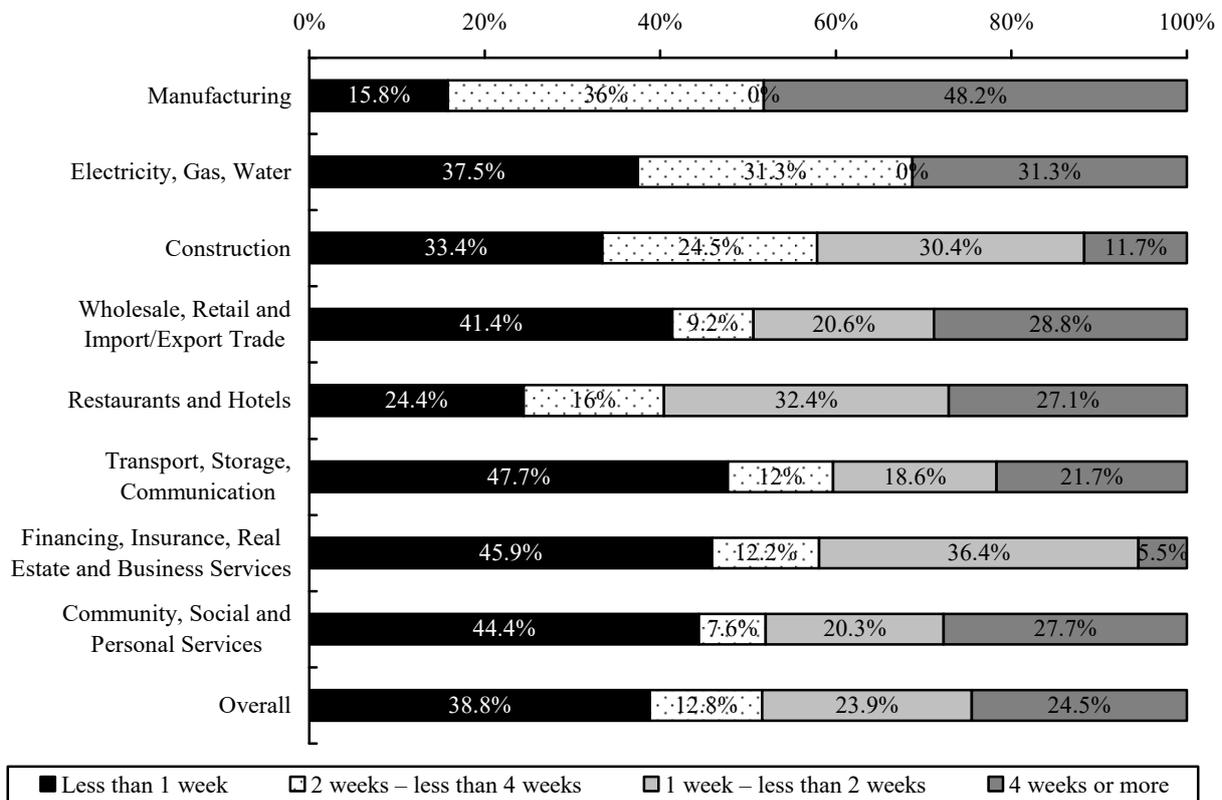
2.49 As shown in Table 2.22, management training programmes lasting for less than one week were most adopted by all sizes of SMEs. Establishments with 20-49 staff had a higher tendency to provide shorter period of training (47.3%). Nearly one-fourth of the establishments provided training with 4 weeks or more. The findings were similar to the figures of previous surveys.

Table 2.22 Duration of Management Training by Employment Size

Training Period	Employment Size			Overall
	10-19	20-49	50-99	
Less than 1 week	762 (31.6%)	597 (47.3%)	287 (39.1%)	1 646 (38.8%)
2 weeks – less than 4 weeks	838 (15%)	442 (11.2%)	327 (10.5%)	1 607 (12.8%)
1 week – less than 2 weeks	450 (28%)	280 (17.7%)	128 (26.8%)	858 (23.9%)
4 weeks or more	947 (25.4%)	1 185 (23.8%)	476 (23.6%)	2 608 (24.5%)
Total No. of Establishments	2 997	2 504	1 218	6 719

2.50 There were several sectoral differences in the duration of training provided to managers and supervisors. Four business sectors, “Wholesale, Retail and Import/Export Trade”, “Transport, Storage, Communication”, “Financing, Insurance, Real Estate and Business Services” and “Community, Social and Personal Services”, preferred training less than 1 week (over 40%), while over 48% of establishments from the “Manufacturing” sector provided training with 4 weeks or more.

Figure 2.11 Distribution of Duration of Management Training by Business Sector



Note: Total percentage may not be equal to 100% due to rounding.

Allocation of Training Resources in the Past 12 Months

2.51 The survey revealed that in the past 12 months, only 22.8% of the establishments had provided training resources for existing managers and supervisors. In Table 2.23, it shows that establishments with employment size under 50 staff were more willing to provide training resources for their existing managers and supervisors, which adds up to 18.7% of the total, while there are only 4.1% of the establishments with employment size 50-99 had allocated training resources in the past 12 months.

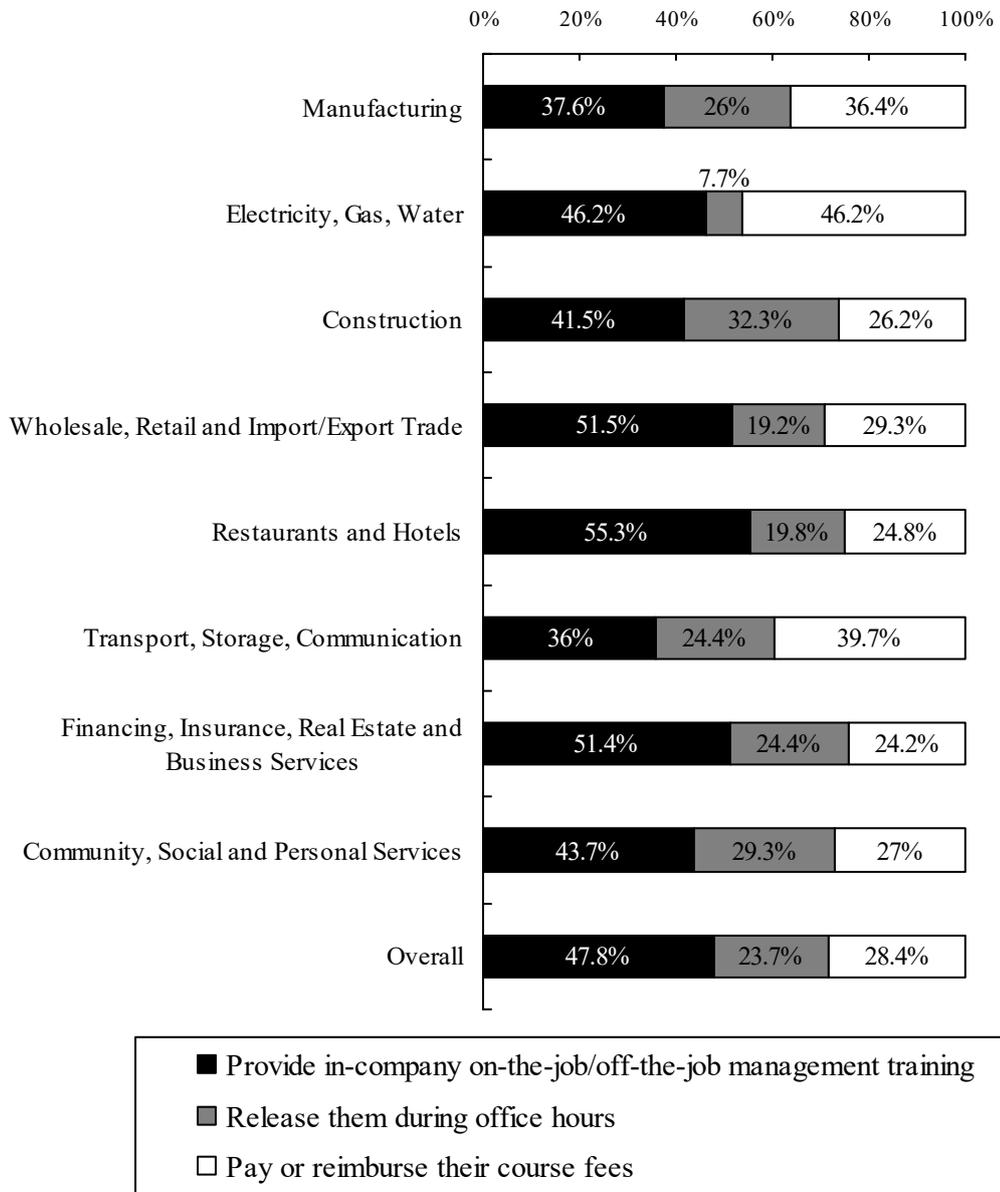
Table 2.23 shows that 55.8% establishments with employment size of 50-99 had provided training resources to their existing managers and supervisors.

Table 2.23 Establishments with/ without Training Resources Provided for Existing Managers and Supervisors in the Past 12 Months

Employment Size	With Resources	Without Resources	Total Number of Establishment
10-19	3 108 (10.2%)	14 244 (46.8%)	17 352
20-49	2 582 (8.5%)	7 235 (23.8%)	9 817
50-99	1 258 (4.1%)	1 993 (6.6%)	3 251
Overall	6 948 (22.8%)	23 472 (77.2%)	30 420 (100%)

2.52 As shown in figure 2.12, among establishments that had provided training resources to their managers and supervisor, 47.8% were provided as in-company on-the-job/off-the-job management training, 23.7% had released their staff for training during office hours, and 28.4% paid for their course fees. It also shows that over 50% of those sectors of “Restaurants and Hotels”, “Wholesale, Retail and Import/Export Trade” and “Financing, Insurance, Real Estate and Business Services” had provided in-company management training. Sectors of “Electricity, Gas, Water” and “Transport, Storage, Communication” were more inclined to pay for the course fee, while employers from “Constructions” preferred releasing their managers and supervisors for training during office hours.

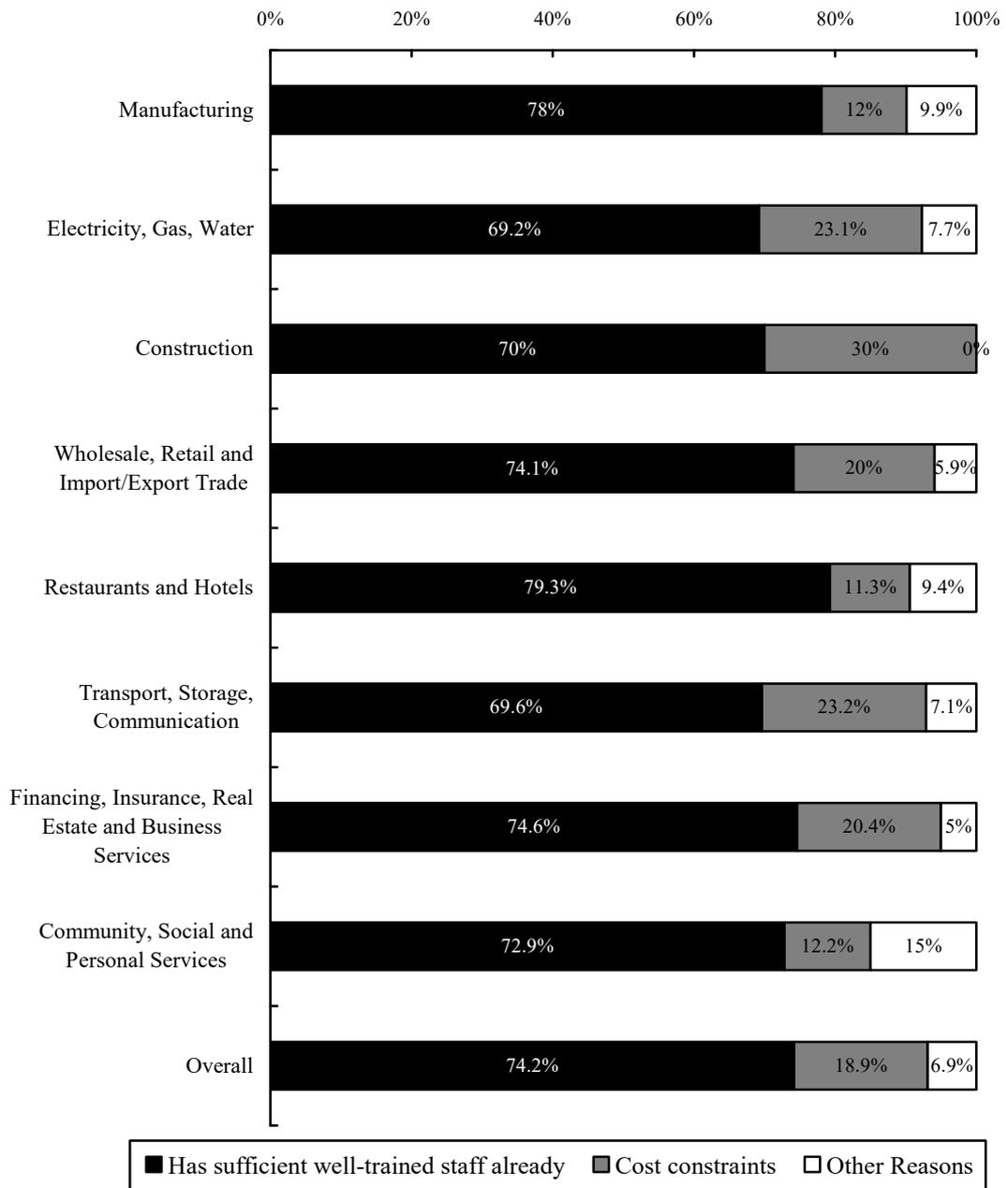
Figure 2.12 Distribution of Approaches in Providing Training Resources (Past 12 Months)



Note: Total percentage may not be equal to 100% due to rounding.

2.53 The survey also collected the reason(s) why the establishments that did not provide training resources for the managers and supervisors in the past 12 months. Except for 74% of the establishments having sufficient well-trained staff already, 19% of the establishments reflected that “Cost Constraints” was the main reason for not providing training resources. Figure 2.13 shows that “Construction” (30%), “Electricity, Gas, Water” (23.1%) and “Transport, Storage, Communication” (23.2%) sectors had a larger percentage for this reason.

Figure 2.13 Distribution of Approaches in Providing Training Resources (Past 12 Months)
by Business Sector



Note: Total percentage may not be equal to 100% due to rounding.

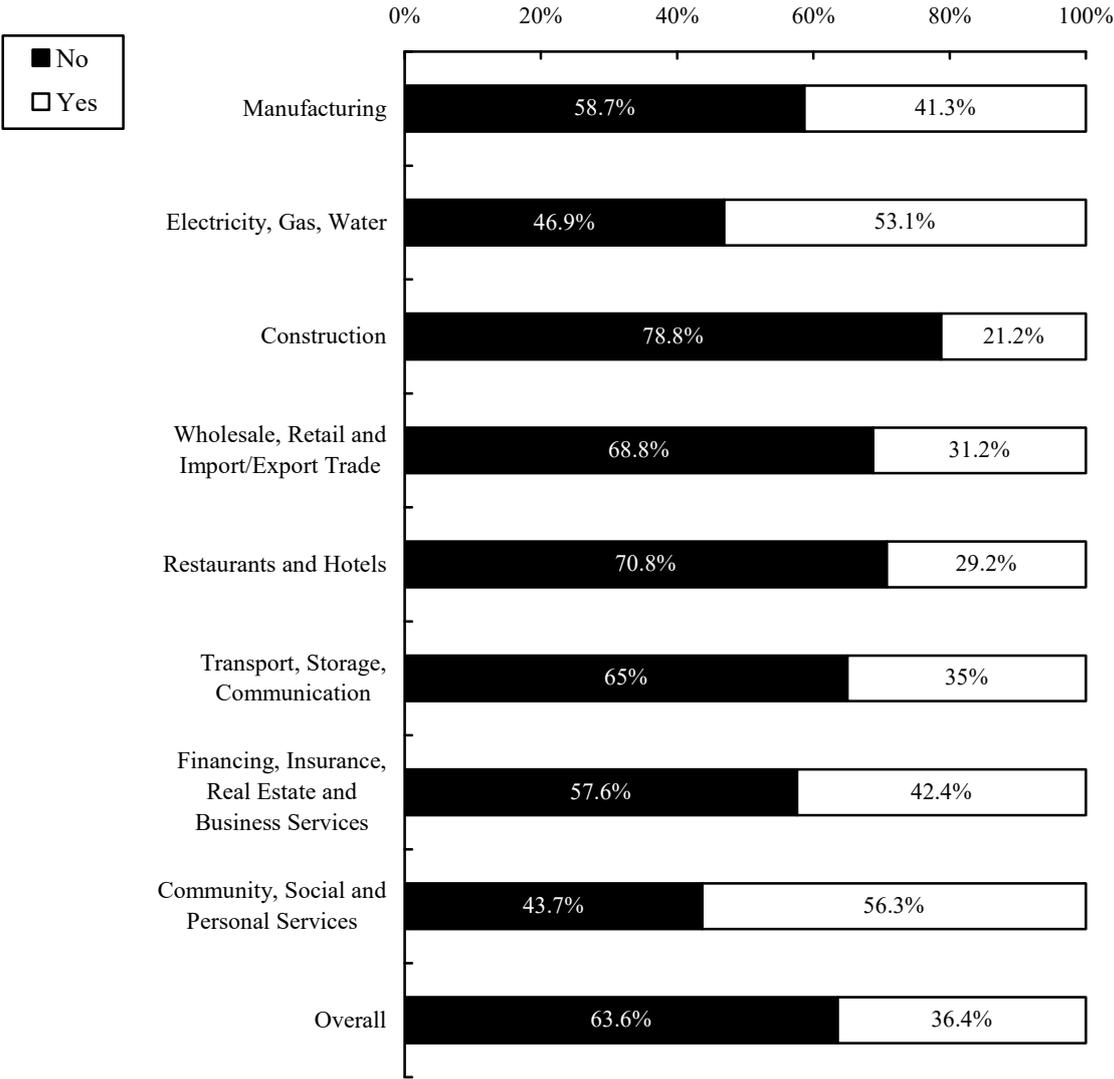
Provision of Training to Existing Managers and Supervisors in the Next Three Years

2.54 The survey revealed that one-third (11 062 out of 30 420) of the responding establishments would provide management training to existing managers and supervisors (36.4%) in the next three years, as shown in Figure 2.14. Among different sectors, establishments from “Community, Social and Personal Services” (56.3%), “Electricity, Gas, Water” (53.1%), “Manufacturing” (41.3%) and “Financing, Insurance, Real Estate and

Business Services” (42.4%) had the greatest support to allocate training resources for their managers and supervisors.

2.55 However, many establishments in “Construction” and “Restaurants and Hotels” showed no interest in management training, with over 70% reporting that they would not provide any management training for their managers or supervisors.

Figure 2.14 Establishments that would Provide Training Resources in the Next Three Years



2.56 Among these establishments, over 80% stated that the resources would remain unchanged, while 16.7% would increase the resources in the next three years. The allocation of resources among employment size does not have great difference which is shown in Table 2.24.

Table 2.24 Establishments with Training Resources Provided for
Existing Managers and Supervisors in the Next Three Years

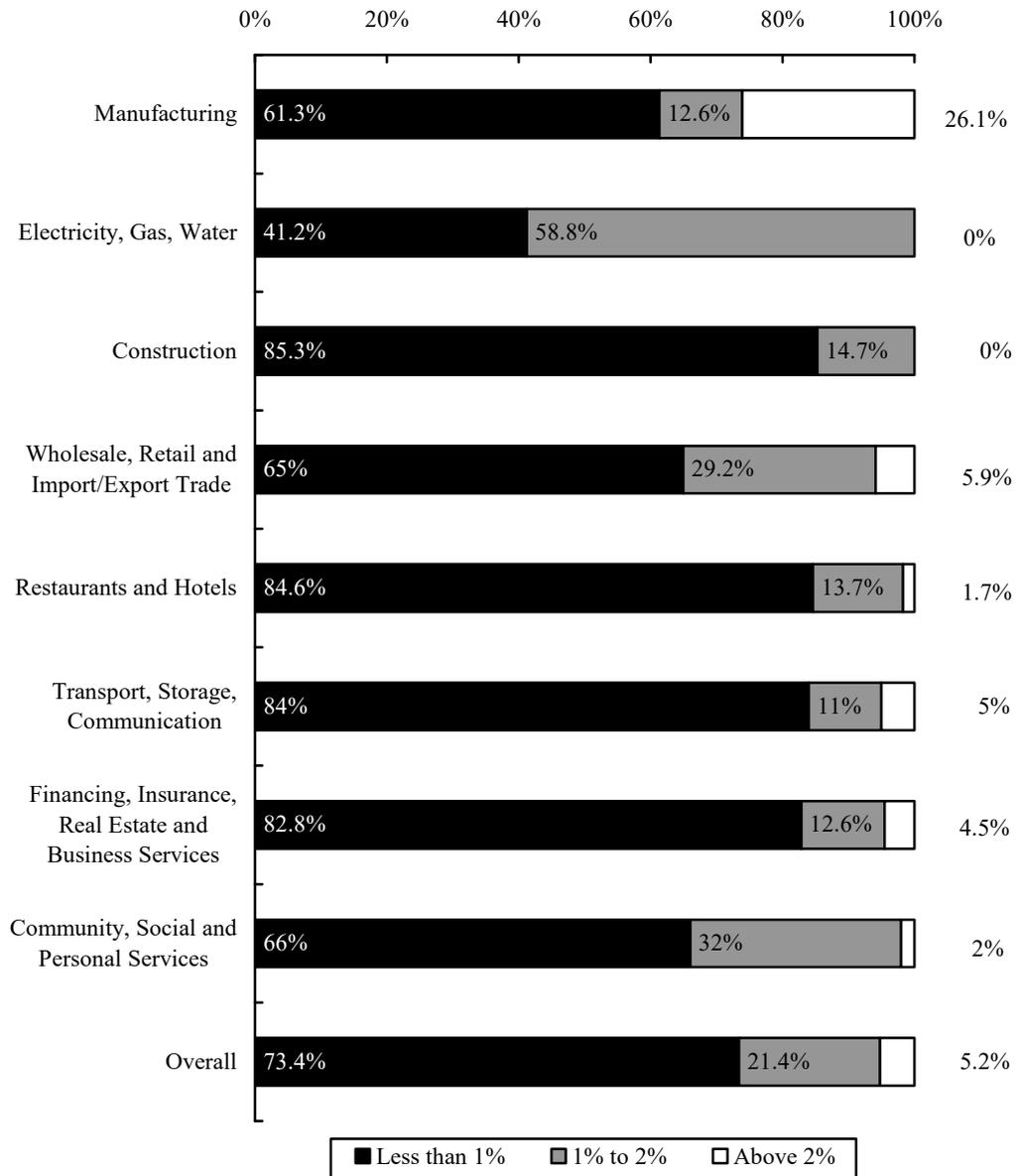
Employment Size	Will Increase Resources	Will Decrease Resources	Will Remain unchanged	Total number of Establishment
10-19	13.4%	2.2%	82.2%	4 892
20-49	17.3%	0%	82.7%	4 144
50-99	24%	0.5%	74.5%	1 895
Overall	16.7%	1.1%	81%	10 931*

*131 (1.2%) unknown cases from 11 062 establishments.

2.57 Combined the findings from Tables 2.20, 2.23 and Figure 2.14, it is worth to note that (i) 77.2% establishments did not provide any management training before appointment or promotion of their managers/supervisors; (ii) 66.7% did not allocate any training resources for the existing managers and supervisors in the past 12 months; and (iii) 63.6% reported that they were not able to allocate the training resources in the next three years.

2.58 Follow-up questions about proportion of the budget to average annual payroll and the most preferred training type were surveyed on those establishments which indicated that training resources would be available for the next three years. Figure 2.15 shows the distribution of the proportion of training and development budget to average annual payroll in the next three years.

Figure 2.15 Distribution of the Proportion of Training and Development Budget to Average Annual Payroll in the Next Three Years



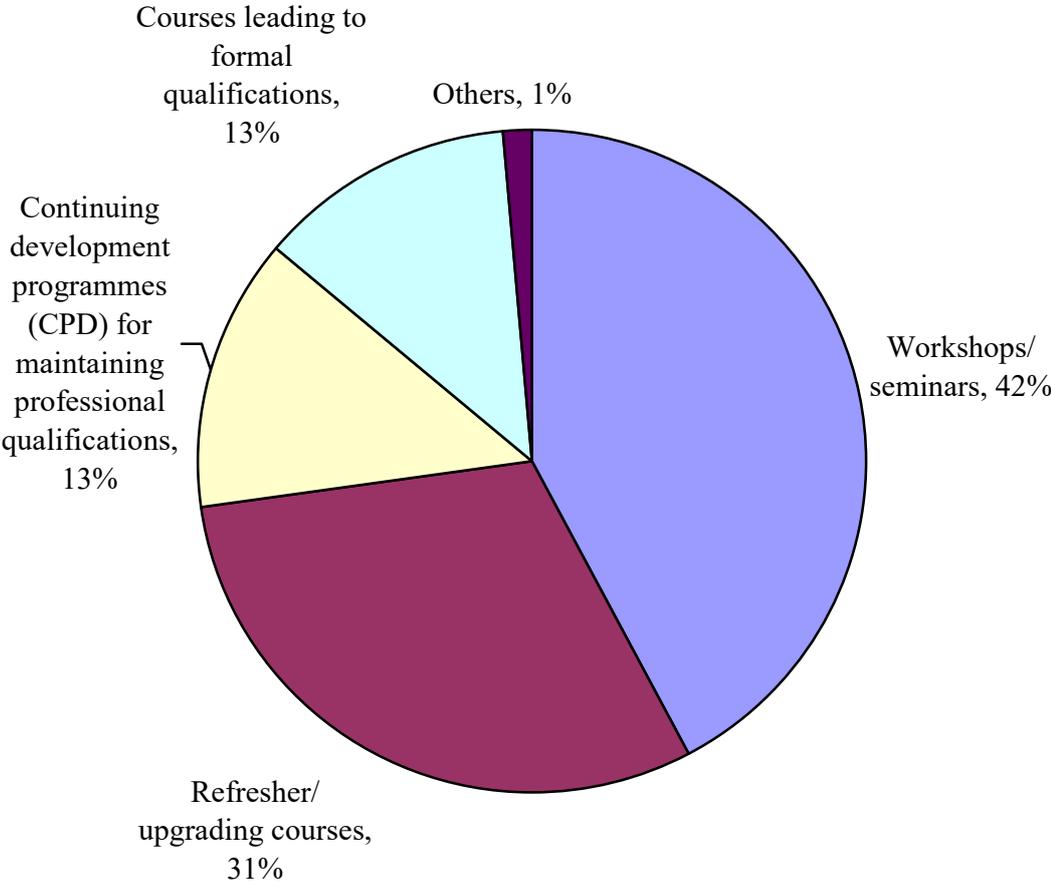
Note: Total percentage may not be equal to 100% due to rounding.

2.59 Among those establishments with training budget, 73.4% would allocate less than 1% of average annual payroll as training budget. There were about 5.2% of responding establishments would allocate above 2%, especially in “Manufacturing” sector (26.1%).

Most Preferred Types of Management Training Programme

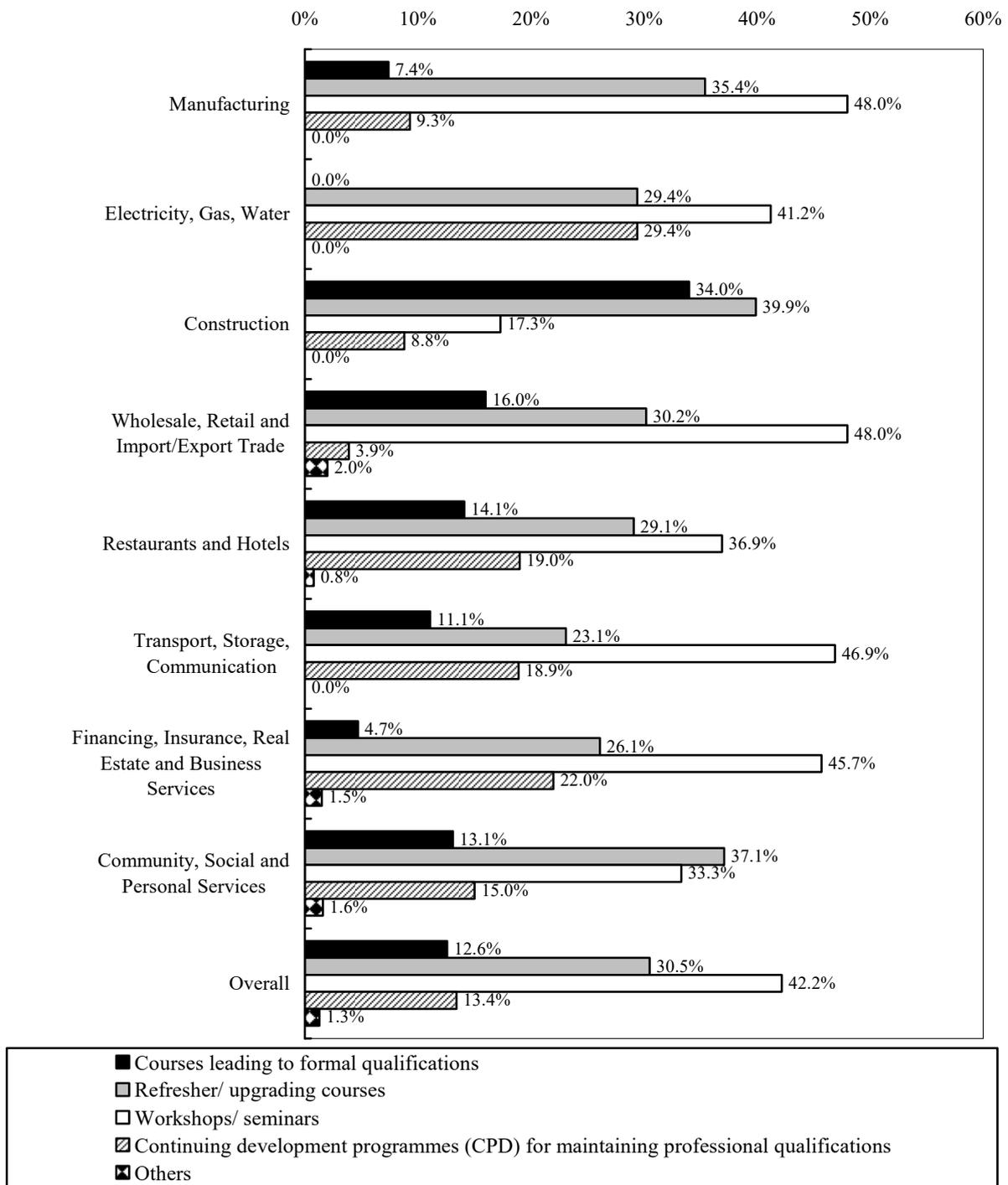
2.60 For establishments with resource allocation on management training, follow-up question was asked to indicate how they would arrange their training programmes among different choices. As shown in Figure 2.16, 42% of responding establishments would prefer “workshops/seminars” as the major type of training for their managers and supervisors, followed by Refresher/upgrading course (31%), as two major preferences.

Figure 2.16 Distributions of Most Preferred Types of Management Training by Business Sector



2.61 For sectoral comparison shown in Figure 2.17, two sectors, “Construction”, and “Community, Social and Personal Services”, preferred to arrange management training by “Refresher/ upgrading courses” more than other options. While “Courses leading to formal qualifications” was relatively less preferred (around 0-16%) in other sectors, except it was highly preferred in “Construction” sector (34%).

Figure 2.17 Distributions of Most Preferred Types of Management Training by Business Sector



Note: Total percentage may not be equal to 100% due to rounding.

D. Cross-year Comparison

2.62 Relevant data collected in the last two surveys (in 2011 and 2008) of similar nature were extracted for the following trend analysis. These trends would provide some indications on the current management training situation and requirements. Since the survey design in 2014 was largely modified to cope with the new objectives, findings in previous surveys might not be suitable for cross-year studied in this report. Therefore, only significant topics were chosen for cross-year comparison.

Trends of the Top Ten Competencies for Managers and Supervisors

2.63 Table 2.25 shows the trends of the top ten competencies for managers and supervisors. Among the top ten competencies, it could be noted that 6 out of 10 competencies in 2014 Survey were the same in 2011 Survey while 7 out of 10 were the same compared with the 2008 findings. Besides, it could also be noted that people skills, such as “Communication Skills”, “Interpersonal Skills”, “Team Work and Team Building” and “Emotional Intelligence (EI)”, had been taking up more important rank than other practical skills such as languages skills and management skills.

Table 2.25: Trends of the top 10 Competencies

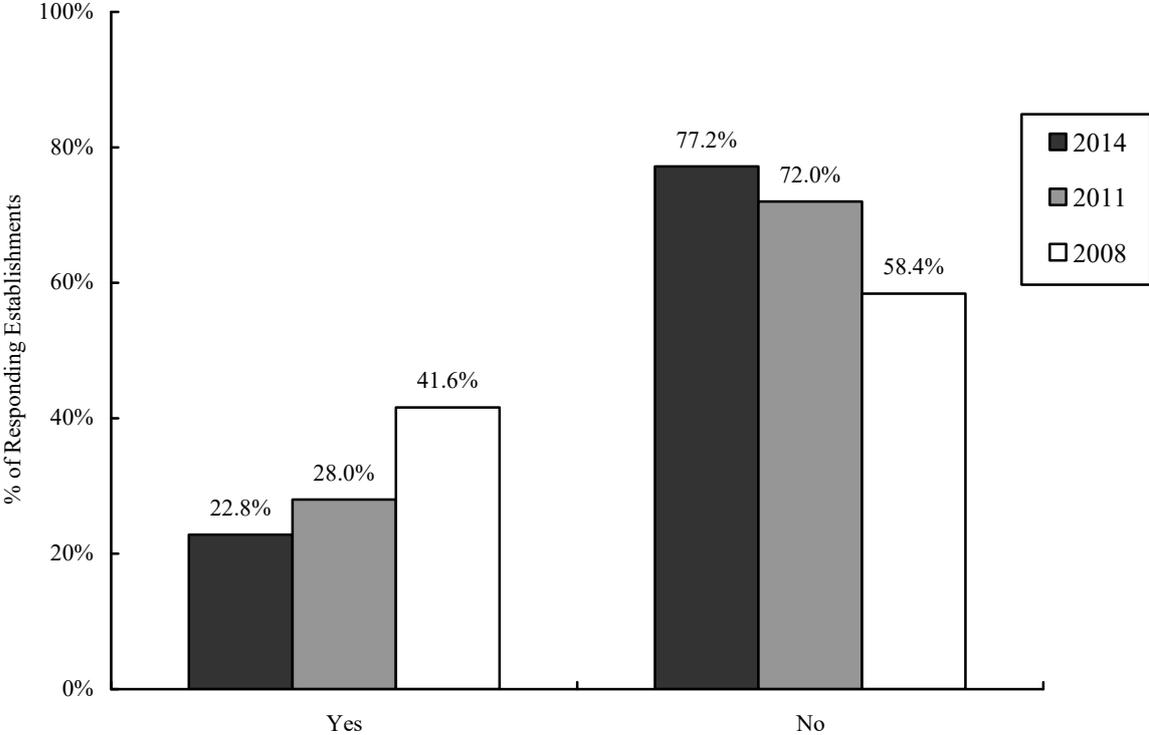
2014	2011 (Managers & Supervisors)	2008 (Managers & Supervisors)
Communication Skills	Communication skills ⁺	Crisis management
Interpersonal Skills	Chinese (Putonghua and business writing skills) ⁺	Coaching and counselling ⁺
Team Work and Team Building	Interpersonal skills ⁺	Communication skills ⁺
Emotional Intelligence (EI)	Team work and team building ⁺	Team work and team building ⁺
Planning and Organising Skills	English (spoken and written) ⁺	English (spoken and written) ⁺
Chinese (Putonghua and Business Writing Skills)	Crisis management	Business acumen (<i>for Managers</i>)
English (Spoken and Written)	Sense of accountability	Interpersonal skills ⁺
Understanding of Others/ Empathy	Analytical in approach to people and problems	Chinese (Putonghua and business writing skills) ⁺
Coaching and Counselling	Coaching and counselling ⁺	Sense of accountability
Dealing with Conflict	Problem solving and decision making	Planning and organising skills ⁺ (<i>for Managers</i>)
		Problem solving and decision making (<i>for Supervisors</i>)
		Analytical in approach to people and problems (<i>for Supervisors</i>)

Note: ⁺ Identical competencies as in 2014

Trends of Providing Management Training to Managers and Supervisors prior to Appointment/Promotion

2.64 Figure 2.18 below illustrated the percentage of establishments that provided management training prior to appointments/promotions for managers and supervisors has dropped over the past years from over 40% in 2008 to nearly 23% in 2014 only. Yet the trend shows that the drop in 2014 was not so significant when comparing with the figures in 2011.

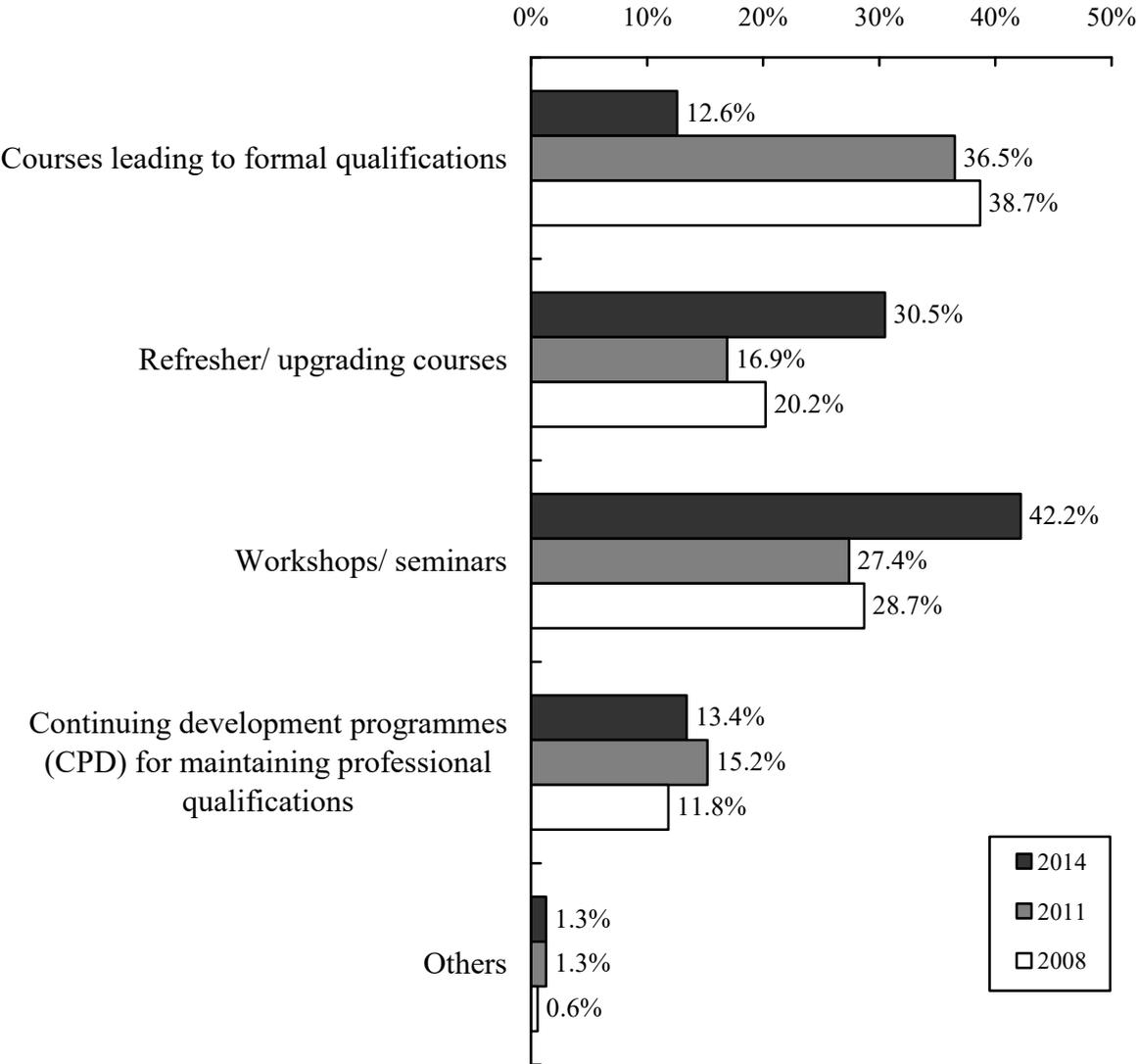
Figure 2.18: Trend of Providing Management Training to Managers and Supervisors Prior to Appointment/Promotion



Trend of Preferred Types of Management Training

2.65 As showed in Figure 2.19, the option of “Workshops/ seminars” has taken the first priority over “Courses leading to formal qualifications” as the most popular choice for managers and supervisors. “Refresher/ upgrading courses” also had a large growth compared with past years.

Figure 2.19: Trend of Preferred Types of Management Training



Note: The total figure in 2011 Survey Report included 2.7% cases without response which was not shown in Figure 2.19.

PART III : RECOMMENDATIONS

3.1 Recommendations by the Committees are worked out according to the survey findings and observations:

3.2 To the Policy-maker:

- to be proactive in formulating the policy and strategy to facilitate the business community to provide management training.
- to cultivate the sense that lifelong education is important for Hong Kong employees.
- to strengthen partnership with stakeholders including trade association, employers, professional bodies and training institutions to offer effective training program.
- to allocate more resources and support to local training institutions e.g. Vocational Training Council (VTC) and other extension arms of tertiary educational institutions to provide learning programs that could sustain the businesses of SMEs and the betterment of Hong Kong as a whole.
- to allocate more resources and support youngster to be involved in internship, international competitions, and other exchange programmes to enhance the vision of the younger generation.
- according to the view of employers, the following initiatives are most welcomed by the companies to hire the new entrants group which will ease the shortage of workforce:
 - Providing more child care services to release the manpower of care givers;
 - Extending the qualification recognition regulations to recognize overseas professional qualifications in Hong Kong; and
 - Extending age limit for employment related insurance for retirees.

3.3 To Employers:

- to allocate more resources and budget to support management training and release their managerial staff to attend training classes.
- to partner with trade associations
 - to promote the awareness of the importance of continuous learning in the industries they represent to sustain the growth of the industries;
 - to look for synergistic effects that bring higher value of learning

- en bloc;
 - to seek advices from related trade association and professional bodies in development of industry fit training program.
- to explore various training approaches for employees to achieve cost effectiveness and provide flexibility in learning in terms of time and location; one of which could be to develop managers into the trainers/coaches to support the training of their subordinates; others are mentoring/coaching, small group training as well as job related cases studies that can well fit for the needs of SMEs.
- to plan for staff development program by taking into account the job natures and requirement, competency required.
- to take a longer term view in people development and to integrate other people initiatives in retaining and motivating trained employees to ensure high return of their asset in human resources.
- to provide longer internship programmes for post-graduates to engage young generations to learn from real life experience.
- to prepare and encourage the pre-retirement employees to engage different roles in the company and in the society.
- as the company size of SMEs might not be able to provide the upward mobility for middle management roles, possible job shifting within the company could be a way to encourage the career development of the employees.

3.4 To Employees at Managerial and Supervisory Roles:

To be aware of:

- the changing job requirements and the increasing complexity of the nature of jobs relating to management and supervision.
- the opportunities and channels in learning managerial and supervisory skills for development and advancement.
- the competences required by most employers, especially communication and inter-personal skills which ranked high in the competency list.
- the tangible awards (such as qualifications) and intangible result of various kind of learning would bring.
- the fact that it is in the interest of both the employers and employees to improve managerial and supervisory skills.

- the needs of new entrant groups and to enhance the coaching skills for different new entrant groups by looking into their talents and special needs.

3.5 To Training Service Providers:

- to study this survey report and based on which to partner with trade associations and/or individual SMEs to tailor make learning programs that could elevate the level of key competencies of SMEs' managers and supervisors. To extend further its service as consultant to explore strategies that could integrate other non-training initiatives in providing total solution.
- to study the training needs of different new entrant groups and provide tailor-made training programmes for specific groups.
- to nurture young leaders, training institutes are encourage to provide more whole-person development programmes, for instance, mentor-mentee programmes, entrepreneurship development programmes, etc., to this target group.

Way Forward

3.6 In order to provide traceable record and up-to-date information to industries in formulating strategies of manpower development, the Committee recommends that the existing practice of conducting a periodical manpower and training needs surveys for managers and supervisor should be continued.

VOCATIONAL TRAINING COUNCIL

**Membership of the
Committee on Management and Supervisory Training
(April 2014 to March 2015)**

Dr LAU Kin-wah, Kevin, JP	Chairman	(ad personam)
Mr CHIU Chi-ming, Jimmy	Member	(nominated by a UGC tertiary institution)
Dr KO Chi-chung, Stephen	Member	(nominated by a UGC tertiary institution)
Mr KWAN Yau-fat, Fred	Member	(nominated by a major professional institution)
Mr KWONG Wing-tsuen, Wilson	Member	(nominated by the Employers' Federation of Hong Kong)
Ms LAM Tsui-wa, Connie	Member	(nominated by the Hong Kong General Chamber of Commerce)
Mr LAU Kar-wah	Member	(nominated by the Chinese General Chamber of Commerce)
Mr LAU Sun-tao, Gary	Member	(nominated by the Federation of Hong Kong Industries)
Mr LEE Chang-pui, Tony	Member	(nominated by the Hong Kong Information Technology Federation)
Mr LIU Sin-shing, Peter	Member	(nominated by the American Chamber of Commerce in HK)
Dr LO Kam-wing, Wingco	Member	(nominated by the Chinese Manufacturers' Association of Hong Kong)
Mr MOK Gar-lon, Francis	Member	(nominated by a major professional institution)
Mr MOK Wah-fun, Peter	Member	(ad personam)

Mr TING Tit-cheung, David, MH	Member	(nominated by a major SME trade association)
Ms LEUNG Sau-mui, Annie	Member	(representing the Civil Service Training and Development Institute, Civil Service Bureau)
Dr YAN Ting-kwan, Daniel	Member	(representing the Executive Director of VTC)
Ms KWAN Ying, Maggie	Secretary	(Vocational Training Council)

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 Hong Kong Institute of Vocational Education (IVE) and the Institute of Professional Education And Knowledge (PEAK) on the direction and strategic development of the relevant disciplines.
5. To advise on the course planning, curriculum development and quality assurance systems of the IVE and 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 element.
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.

VOCATIONAL TRAINING COUNCIL

**Working Party on the 2014 Survey of the
Managerial Competency Profile and Management Training Needs of
Managers and Supervisors in the Next Three Years**

Mr KWAN Yau-fat, Fred (Convener)

Mr CHIU Chi-ming, Jimmy

Dr KO Chi-chung, Stephen

Mr KWONG Wing-tsuen, Wilson

Ms LAM Tsui-wa, Connie

Mr MOK Gar-lon, Francis

Ms KWAN Ying, Maggie (Secretary)

Terms of Reference

- (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.

Vocational Training Council 職業訓練局

Headquarters (Industry Partnership) 總辦事處(行業合作)
6F, 20A Tsing Yi Road, Tsing Yi Island, New Territories, Hong Kong
香港新界青衣島青衣路20A號6樓
www.vtc.edu.hk

Telephone No 電話

Facsimile No 傳真

Our Reference 本局檔號 (2) in MST/1/2(14)

Your Reference 來函檔號



6 October 2014

Dear Sir/Madam,

2014 Survey of the Managerial Competency Profile and Management Training Needs of Managers and Supervisors in the Next Three Years

I am writing to solicit your support in a survey on the managerial competency profile and management training needs of managers and supervisors in the next three years to be conducted by the Committee on Management and Supervisory Training of the Vocational Training Council.

The Committee is appointed by the Government of the Hong Kong Special Administrative Region to be responsible for matters pertaining to management and supervisory training in Hong Kong. Among other functions, the Committee is required to study the training and development needs of managers and supervisors. For this purpose, the Committee is now carrying out a survey from 3 November to 2 December 2014 covering all sectors.

During the survey period, an interviewing officer from the Census and Statistics Department will contact you or your authorised representative. The interviewer will collect the completed questionnaire or, if necessary, assist you in completing the questionnaire. You may complete the questionnaire in either English or Chinese.

I wish to assure you that the information collected will be handled in strict confidence and will be published only in the form of statistical summaries without reference to any individual companies. You may like to note that our past surveys achieved response rates of over 90%.

For further enquiries, you may call the Manpower Statistics Section of the Census and Statistics Department at 2116 8172.

Finally may I thank you for your co-operation in this important project.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Kevin', written over a white background.

(Dr LAU Kin-wah, Kevin, JP)
Chairman
Committee on Management and
Supervisory Training

To: Employers/ Chief Executives/
Human Resources Managers

Vocational Training Council 職業訓練局

Headquarters (Industry Partnership) 總辦事處(行業合作)
6F, 20A Tsing Yi Road, Tsing Yi Island, New Territories, Hong Kong
香港新界青衣島青衣路20A號6樓
www.vtc.edu.hk

Telephone No 電話

Facsimile No 傳真

Our Reference 本局檔號 (2) in MST/1/2(14)

Your Reference 來函檔號

致：僱主／行政主管／人力資源經理

敬啟者：



二零一四年管理及督導人員 未來三年管理才能及訓練需求調查

職業訓練局屬下管理及督導訓練委員會，即將進行一項管理及督導人員未來三年管理才能及訓練需求調查，懇請 貴機構惠予合作。

管理及督導訓練委員會由香港特別行政區政府委任，負責有關管理及督導訓練事宜。本會的工作包括研究管理及督導人員的訓練及發展需求。為此，本會將於二零一四年十一月三日至十二月二日為各行業進行有關調查。

調查期間，政府統計處人員會聯絡 貴機構，收回填妥的問卷，並於需要時協助填表。問卷以中、英文填寫均可。

調查所得資料絕對保密，只以摘要統計數字發表，並不會提及個別機構。以往調查的回應率均超過 90%。

如欲查詢詳情，請致電 2116 8172 與政府統計處人力統計組聯絡。

是次調查對各行業的發展十分重要。如蒙支持，不勝銘感。

A handwritten signature in black ink, appearing to read 'Liu Jianhua'.

管理及督導訓練委員會主席
劉健華博士, JP

二零一四年十月六日

2014 Survey of the Managerial Competency Profile and Management Training Needs of Managers and Supervisors in the Next Three Years
二〇一四年度管理人員未來三年管理才能及訓練需求調查

QUESTIONNAIRE
調查表

(PLEASE READ THE EXPLANATORY NOTES BEFORE COMPLETING THIS QUESTIONNAIRE)

(填表前，請參閱附註)

For Official Use Only: 此欄毋須填寫		Survey Code	Industry Code	Establishment No.	Enumerator's No.	Editor's No.	Check Digit	No. of Employees Covered by the Questionnaire	SE	NGO Business
1	1	2 7	4 5 6 7 8 9	10 11 12 13 14 15	16 17	18 19	20 21 22	23 24 25 26 27	28	29 30

NAME OF ESTABLISHMENT: _____ ADDRESS: _____
公司名稱 地址

Year of incorporation/foundation: _____ Is your establishment a social enterprise? _____ Is your establishment a non-governmental organisation (NGO)? _____
成立年份 貴機構是社會企業嗎? 貴機構是非政府組織嗎? Yes 是 No 否

Principal Line Of Business : (Please tick '✓' one)
主要業務性質：(請'✓'一項)

- | | | |
|--|---|---|
| <input type="checkbox"/> Manufacturing
製造 | <input type="checkbox"/> Wholesale, Retail and Import/Export Trades
零售批發及出入口 | <input type="checkbox"/> Financing, Insurance, Real Estate and Business Services
金融、保險、地產及商業服務 |
| <input type="checkbox"/> Electricity, Gas, Water
電、氣體燃料、水 | <input type="checkbox"/> Transport, Storage, Communication
運輸、貨倉、通訊 | <input type="checkbox"/> Restaurants and Hotels
食肆及酒店 |
| <input type="checkbox"/> Construction
建造 | <input type="checkbox"/> Community, Social and Personal Services
社區、社會及個人服務 | <input type="checkbox"/> Others (please specify): _____
其他 (請註明) |

NAME OF PERSON TO CONTACT: _____ POSITION: _____
聯絡人姓名 職位

TEL. NO.: _____ FAX NO.: _____
電話 55 62 63 70 圖文傳真

E-mail: _____
電郵

Part I: Manpower of the Establishment
機構人力概況

Est. No. _____

ER No. _____

For Official Use Only
 此欄毋須填寫

Q.1 Please fill in the number of manpower figures:
 請填寫以下的人力數字：

A. As at 31.10.2014
 在2014年10月31日

1.1 Total number of persons engaged in Hong Kong:
 在香港工作的僱員人數

--	--	--	--	--

8

1.2 Number of Managers & Supervisors
 管理及督導人員人數

--	--	--	--	--

13

B. In the past 12 months (1.11.2013 – 31.10.2014)
 過去12個月內 (1.11.2013 – 31.10.2014)

Employees at various levels
 所有職級

Manager & Supervisors
 管理及督導人員

1.3 Number of voluntary turnover of employees in your establishment (Excluding retirement cases)
 自願離職的僱員人數 (不包括退休人數)

--	--	--	--	--

18

--	--	--	--	--

22

--	--	--	--	--

26

1.4 Number of employees retired
 退休的僱員人數

--	--	--	--	--

27

--	--	--	--	--

31

--	--	--	--	--

35

1.5 Number of new recruits
 新聘的僱員人數

--	--	--	--	--

36

--	--	--	--	--

40

--	--	--	--	--

44

C. In the next 3 years (1.11.2014 – 31.10.2017)
 未來3年內 (1.11.2014 – 31.10.2017)

Employees at various levels
 所有職級

Manager & Supervisors
 管理及督導人員

1.6 Number of employees to be retired
 即將退休的人數

--	--	--	--	--

45

--	--	--	--	--

49

--	--	--	--	--

53

1.7 Number of internal promotion
 內部晉升的人數

--	--	--	--	--

54

--	--	--	--	--

58

--	--	--	--	--

62

1.8 What will be the total number of staff you anticipate at your establishment?
 貴機構預測未來僱員總人數將

Increase
 63 增加

Decrease
 64 減少

Stay at current level
 65 保持不變

Not sure
 66 不確定

--	--	--	--	--

67

Q. 2 Did your establishment encounter any difficulties in recruitment of employees at Managerial & Supervisory levels in the past 12 months (1.11.2013 – 31.10.2014)?

貴機構過去12個月內 (1.11.2013 – 31.10.2014) 在招聘管理及督導人員級的僱員時有沒有遇到困難？

No difficulties
68 沒有困難

No recruitment
69 未有招聘

70

Yes. Reasons for encountering recruitment difficulties: (You may tick '✓' up to three options)
71 有，遇到困難的原因 (可✓選最多三項)

No Candidates
72 無應徵者

Lack of candidates with relevant experiences
73 缺乏具相關經驗應徵者

Candidates found the remuneration package not attractive
74 應徵者認為薪酬福利不吸引

Candidates were unwilling to work for long hours
75 應徵者不願意長時間工作

Unsatisfactory working environment
76 應徵者對工作環境不滿意

Limited career prospects
77 局限的職業發展前景

Insufficient trained/ qualified manpower in the related disciplines
78 缺乏具相關訓練／資歷的人力資源

Competition for manpower from Mainland/ Macao/ Other cities
79 與中國內地／澳門／其他城市競爭人力資源

Others (please specify): _____
80 其他 (請說明)

81

Q. 3 Would it be difficult to recruit employees at Managerial & Supervisory levels in the next 3 years (1.11.2014 – 31.10.2017)?

預計在未來三年 (1.11.2014 – 31.10.2017) 招聘管理及督導人員級的僱員時會遇到困難嗎？

Yes
82 有困難

Not difficult
83 沒有困難

No recruitment planning
84 無招聘計劃

Not sure
85 不確定

86

Q. 4 In case of encountering recruitment difficulties, what are the strategies of your establishment pursuing to meet the recruitment needs? (You may tick '✓' more than one box)
如貴機構遇到招聘困難會選擇什麼策略解決？(可✓選多項)

- 87 Outsourcing
外判工作
- 88 Automation
自動化
- 89 Increasing salary and enhancing benefits
提升薪酬及福利
- 90 Implementing apprenticeship/ internship
採納學徒／實習職位
- 91 Tapping into other talent resources/ potential manpower
利用其他人材資源／潛在人力
- 92 Others (please specify): _____
其他(請註明)：

93

**Q. 5 Does a policy exist in your establishment about the retirement age?
What is the current retirement age?**
貴機構是否有退休年齡相關的政策？指定退休年齡為？

- 94 No (Please go to Question 7)
沒有相關政策(請跳至第7題)
- 95 Yes, please provide current retirement age
有，請提供指定退休年齡

Age _____
年齡 96

98

Q. 6 Under the current situation of your establishment, will it consider extending the retirement age of existing Managers and Supervisors in the next 3 years (1.11.2014 – 31.10.2017)?
就貴機構的現況，未來3年(1.11.2014 – 31.10.2017)會否考慮延長現任為經理及主管僱員的退休年齡？

- 99 Yes
會
- 100 Less than 2 years
少於2年
- 101 2-5 years
2-5年
- 102 Above 5 years
多於5年
- 103 No. Please specify reason(s): _____
否。請說明原因：

104

Part II: The Potential Manpower

潛在人力資源

For Official Use Only
此欄毋須填寫

Q. 7 Some employers reported that they found difficulties in recruiting staff at various levels, did your establishment recruit the following group(s) in the past 12 months (1.11.2013 – 31.10.2014) to solve the shortage of manpower? (You may tick ‘✓’ more than one box)

有僱主表示在招聘各階層僱員時均遇到困難，貴機構曾否於過去12個月 (1.11.2013 – 31.10.2014) 內招聘下列組別的僱員以解決人手短缺問題？(可✓選多項)

105 No (Please go to Question 8)
否 (請跳至第8題)

106 Yes
有

107 Youth aged 15-24
15-24歲青年人

108 Full-time homemakers before employment
受僱用前為全職料理家務者

109 People from the mainland having resided in Hong Kong for less than 7 years
內地來港定居未足7年人士

110 Mainland Talents/ Professionals
內地專才

111 Persons with disabilities
殘疾人士

112 Ethnic Minorities
少數族裔人士

113 Retired persons
退休人士

114 Overseas Talents/Professionals/Technical Labour
透過不同輸入人才計劃輸入的海外技術／專業人才

115

(Please go to Question 9 請跳至第9題)

Q. 8 What was/ were the reason(s) for your establishment NOT hiring/ NOT considering to hire from the above-mentioned groups in Question 7 in the past 12 months (1.11.2013 – 31.10.2014)?

貴機構不曾聘用／不曾考慮於過去12個月內 (1.11.2013 – 31.10.2014) 聘用第7題所列組別人士的原因？

116

(Please go to Question 11 請跳至第11題)

Q. 9 The benefit(s) of staffing from the potential manpower mentioned in Question 7

(You may tick '✓' more than one box)

貴機構認為從第7題所提及的潛在人力資源中招聘員工的好處是(可 ✓ 選多項)

- 117 Improve operational performance by having sufficient manpower
足夠人力才可提升機構營運表現
- 118 Lower labour costs
減低勞工成本
- 119 Got talent that does not desire traditional working arrangements
吸引不喜歡傳統工作模式的人材
- 120 Got skilled talent for project-based/ temporary work
獲得技術人材應付個別項目／臨時工作
- 121 Got experienced staff
獲得富經驗的員工
- 122 More flexible to respond to business changes
更靈活應對營商環境的改變
- 123 They are more stable at work
他們工作較穩定
- 124 Others (please specify): _____
其他(請註明):

125

Q. 10 What do you think is/ are the challenge(s) of hiring the potential manpower mentioned in Question 7?
貴機構認為聘用第7題所提及的潛在人力資源將會遇到什麼挑戰？

126

Q. 11 Please advise if the following advancement would encourage your establishment to hire the above-mentioned group(s) in Question 7? (You may tick '✓' up to 3 boxes)

請問下列的措施能否鼓勵貴機構聘用第7題所列組別的人士？(可 ✓ 選最多3項)

- 127 Increase number of international school places to attract overseas/ Mainland talents
增加國際學校學額，吸引海外／內地專才
- 128 Extend the qualification recognition regulations to recognize overseas professional qualifications in Hong Kong
擴闊資歷認證制度，讓更多海外專業資格在香港獲得承認
- 129 According to the needs of different industries launching Point Scale Scheme to attract Mainland talents
針對不同行業需要，引入計分制度，鼓勵輸入內地人才
- 130 Provide more child care services to release the manpower of caregivers
增設更多幼兒托管服務，鼓勵照顧者就業
- 131 To improve facilities with Government's assistance such as installment of barrier-free facilities for employees with disabilities
政府協助改善設施，就聘用殘疾人士增設無障礙空間
- 132 Government allocates more resources in providing comprehensive Chinese Language Training for Ethnic Minorities
政府投入更多資源，為少數族裔人士提供更完善的中文訓練
- 133 Extend age limit for employment related insurance for retirees
延長退休人士的僱員相關保險之年齡限制
- 134 Others (please specify): _____
其他 (請註明)：

135

Q. 12 Please choose the TEN most required competences for your supervisors/ managers to be equipped to better lead the new entrants mentioned in Question 7? (You may tick '✓' no more than 10 competences for each group)

你認為貴機構的管理／督導人員在領導第7題所列的新入職員工時，最為需要的10項能力：(每個組別可✓選最多10項)

	Group 組別							
	Youth aged 15-24 15-24歲青年人	Full-time Homemakers before employment 受僱前為全職料理家務者	People from the mainland having resided in Hong Kong for less than 7 years 內地來港定居未足7年人士	Mainland Talents/ Professionals 內地專才	Persons with disabilities 殘疾人士	Ethnic Minorities 少數族裔人士	Retired persons 退休人士	Overseas Talents/ Professionals/ Technical Labour 透過不同輸入人才計劃輸入的海外技術／專業人才
A. Managerial Competency 管理才能								
1. Planning and Organising Skills 策劃及組織能力	<input type="checkbox"/> 136	<input type="checkbox"/> 137	<input type="checkbox"/> 138	<input type="checkbox"/> 139	<input type="checkbox"/> 140	<input type="checkbox"/> 141	<input type="checkbox"/> 142	<input type="checkbox"/> 143
2. Dealing with Conflict 處理衝突	<input type="checkbox"/> 144	<input type="checkbox"/> 145	<input type="checkbox"/> 146	<input type="checkbox"/> 147	<input type="checkbox"/> 148	<input type="checkbox"/> 149	<input type="checkbox"/> 150	<input type="checkbox"/> 151
B. Interpersonal Skills for the Workplace 工作間人際技巧								
3. Communication Skills 溝通技巧	<input type="checkbox"/> 152	<input type="checkbox"/> 153	<input type="checkbox"/> 154	<input type="checkbox"/> 155	<input type="checkbox"/> 156	<input type="checkbox"/> 157	<input type="checkbox"/> 158	<input type="checkbox"/> 159
4. Interpersonal Skills 人際關係技巧	<input type="checkbox"/> 160	<input type="checkbox"/> 161	<input type="checkbox"/> 162	<input type="checkbox"/> 163	<input type="checkbox"/> 164	<input type="checkbox"/> 165	<input type="checkbox"/> 166	<input type="checkbox"/> 167
5. Team Work and Team Building 團隊合作和建立團隊	<input type="checkbox"/> 168	<input type="checkbox"/> 169	<input type="checkbox"/> 170	<input type="checkbox"/> 171	<input type="checkbox"/> 172	<input type="checkbox"/> 173	<input type="checkbox"/> 174	<input type="checkbox"/> 175
6. Coaching and Counselling 訓練與輔導下屬	<input type="checkbox"/> 176	<input type="checkbox"/> 177	<input type="checkbox"/> 178	<input type="checkbox"/> 179	<input type="checkbox"/> 180	<input type="checkbox"/> 181	<input type="checkbox"/> 182	<input type="checkbox"/> 183
7. Negotiation Skills 談判／協商技巧	<input type="checkbox"/> 184	<input type="checkbox"/> 185	<input type="checkbox"/> 186	<input type="checkbox"/> 187	<input type="checkbox"/> 188	<input type="checkbox"/> 189	<input type="checkbox"/> 190	<input type="checkbox"/> 191
8. Motivating Others 激勵他人	<input type="checkbox"/> 192	<input type="checkbox"/> 193	<input type="checkbox"/> 194	<input type="checkbox"/> 195	<input type="checkbox"/> 196	<input type="checkbox"/> 197	<input type="checkbox"/> 198	<input type="checkbox"/> 199
9. Influencing Skills 影響力	<input type="checkbox"/> 200	<input type="checkbox"/> 201	<input type="checkbox"/> 202	<input type="checkbox"/> 203	<input type="checkbox"/> 204	<input type="checkbox"/> 205	<input type="checkbox"/> 206	<input type="checkbox"/> 207
10. Understanding of Others/ Empathy 體諒別人／理解他人處境	<input type="checkbox"/> 208	<input type="checkbox"/> 209	<input type="checkbox"/> 210	<input type="checkbox"/> 211	<input type="checkbox"/> 212	<input type="checkbox"/> 213	<input type="checkbox"/> 214	<input type="checkbox"/> 215
11. Zealous in Developing Talent/ Potential in Others 樂於協助他人發揮所長	<input type="checkbox"/> 216	<input type="checkbox"/> 217	<input type="checkbox"/> 218	<input type="checkbox"/> 219	<input type="checkbox"/> 220	<input type="checkbox"/> 221	<input type="checkbox"/> 222	<input type="checkbox"/> 223
12. Cross Cultural Awareness (e.g. Mainland China)/ Managing Diversity 跨文化認知(如中國內地)／ 處理文化差異	<input type="checkbox"/> 224	<input type="checkbox"/> 225	<input type="checkbox"/> 226	<input type="checkbox"/> 227	<input type="checkbox"/> 228	<input type="checkbox"/> 229	<input type="checkbox"/> 230	<input type="checkbox"/> 231
C. Language and IT Skills 語言及資訊科技能力								
13. Chinese (Putonghua and Business Writing Skills) 中文(普通話及商業書寫技巧)	<input type="checkbox"/> 232	<input type="checkbox"/> 233	<input type="checkbox"/> 234	<input type="checkbox"/> 235	<input type="checkbox"/> 236	<input type="checkbox"/> 237	<input type="checkbox"/> 238	<input type="checkbox"/> 239
14. English (Spoken and Written) 英語(講、寫)	<input type="checkbox"/> 240	<input type="checkbox"/> 241	<input type="checkbox"/> 242	<input type="checkbox"/> 243	<input type="checkbox"/> 244	<input type="checkbox"/> 245	<input type="checkbox"/> 246	<input type="checkbox"/> 247
15. IT (information technology) Knowledge and Application 資訊科技知識及應用	<input type="checkbox"/> 248	<input type="checkbox"/> 249	<input type="checkbox"/> 250	<input type="checkbox"/> 251	<input type="checkbox"/> 252	<input type="checkbox"/> 253	<input type="checkbox"/> 254	<input type="checkbox"/> 255
D. Other Competencies 其他才能								
16. Self Management (e.g. time management, job prioritisation, etc.) 自我管理(如時間管理、 判別工作優先次序等)	<input type="checkbox"/> 256	<input type="checkbox"/> 257	<input type="checkbox"/> 258	<input type="checkbox"/> 259	<input type="checkbox"/> 260	<input type="checkbox"/> 261	<input type="checkbox"/> 262	<input type="checkbox"/> 263
17. Stress Management 壓力處理	<input type="checkbox"/> 264	<input type="checkbox"/> 265	<input type="checkbox"/> 266	<input type="checkbox"/> 267	<input type="checkbox"/> 268	<input type="checkbox"/> 269	<input type="checkbox"/> 270	<input type="checkbox"/> 271
18. Emotional Intelligence (EI) 情緒智商	<input type="checkbox"/> 272	<input type="checkbox"/> 273	<input type="checkbox"/> 274	<input type="checkbox"/> 275	<input type="checkbox"/> 276	<input type="checkbox"/> 277	<input type="checkbox"/> 278	<input type="checkbox"/> 279
19. Instructional, Training and Presentation Skills 指導、訓練及講解技巧	<input type="checkbox"/> 280	<input type="checkbox"/> 281	<input type="checkbox"/> 282	<input type="checkbox"/> 283	<input type="checkbox"/> 284	<input type="checkbox"/> 285	<input type="checkbox"/> 286	<input type="checkbox"/> 287
20. Awareness of Local HR related laws 本地人力資源相關法律	<input type="checkbox"/> 288	<input type="checkbox"/> 289	<input type="checkbox"/> 290	<input type="checkbox"/> 291	<input type="checkbox"/> 292	<input type="checkbox"/> 293	<input type="checkbox"/> 294	<input type="checkbox"/> 295
E. Others (please specify the group(s) and the required competency) 其他(請註明組別及所需能力):								

Part III: Training Needs and Resources Allocation

培訓需求及資源分配

For Official Use Only
此欄毋須填寫

Q. 13 Do your existing Managers/ Supervisors have had management training before they were appointed/ promoted to this level in your establishment?
貴機構的現職管理及督導人員，有否在聘任時／晉升至現時職位前接受管理培訓？

No (Please go to Question 14)
298 沒有 (請跳至第14題)

Yes
299 有

300

13.1 Training Mode (You may tick '✓' more than one box)
培訓模式 (可 ✓ 選多項)

Organising in-company on-the-job management training
301 機構自辦在職培訓

Organising in-company off-the-job management training
302 機構自辦職外培訓

Sponsoring staff to attend external programmes
303 資助員工修讀外間課程

Others (please specify) : _____
304 其他 (請說明)

305

13.2 Training Period
培訓期

Less than 1 week
306 少於1星期

2 weeks – less than 4 weeks
307 2星期至少於4星期

1 week – less than 2 weeks
308 1星期至少於2星期

4 weeks or more
309 4星期或以上

310

Q. 14 Did your establishment provide training resources for the Managers/ Supervisors in the past 12 months (1.11.2013 – 31.10.2014)?

貴機構於過去12個月 (1.11.2013 – 31.10.2014) 內有否提供培訓資源給管理及督導人員？

Yes. How was the resource being provided? (You may tick '✓' more than one box)
311 有，提供培訓資源的方法：(可 ✓ 選多項)

Provide in-company on-the-job/off-the-job management training
312 提供機構自辦在職／職外培訓

Release them during office hours
313 准許他們於辦公時間內修讀

Pay or reimburse their course fees
314 為他們繳付或發還學費

Others (please specify) : _____
315 其他 (請說明)

316

No. Reasons: (You may tick '✓' more than one box)
317 沒有，原因是 (可 ✓ 選多項)

Has sufficient well-trained staff already
318 已有足夠受過良好訓練的員工

Cost constraints
319 成本因素

Others (please specify) : _____
320 其他 (請說明)

321

**Q. 15 Preferred management training arrangement for the Managers/ Supervisors in the next 3 years
(1.11.2014 – 31.10.2017)**

未來3年 (1.11.2014 – 31.10.2017) , 貴機構傾向給管理及督導人員的管理培訓安排

- 15.1 Will your establishment provide training resources for the Managers/ Supervisors?
貴機構會否提供培訓資源給管理及督導人員?

No (Please go to Question 16)
322 不會 (請跳至第16題)

Yes. Compared with the last year, the average annual training and development budget in the next 3 years will be
323 會。與過去一年比較, 未來3年平均每年的訓練及發展經費將會

Increased
324 增加

Decreased
325 減少

Remain unchanged
326 維持不變

327

- 15.2 The proportion of training and development budget to **average annual** payroll of your establishment in the next 3 years will be:
貴機構訓練及發展經費預算佔全年薪酬開支總額 (以未來3年平均計) 的比例為:

Less than 1%
328 少於1%

1% to 2%
329 1%至2%

Above 2%
330 2% 以上

331

- 15.3 The **Most Preferred** training type: (Please '✓' one box)
貴機構**最傾向**的培訓種類: (請 ✓ 選一項)

Courses leading to formal qualifications
332 可獲正式學歷資格的課程

Refresher/ upgrading courses
333 進修/ 提升課程

Workshops/ seminars
334 研習班/ 研討會

Continuing development programmes (CPD) for maintaining professional qualifications
335 提供專業資格持有人修讀的持續發展課程

Others (please specify): _____
336 其他 (請說明)

337

Q. 16 Has your establishment joined the following trade association(s) ?
貴機構有否加入下列行業商會？

Yes (You may tick '✓' more than one box)
338 有(可 ✓ 選多項)

The American Chamber of Commerce in Hong Kong
339 香港美國商會

The Chinese General Chamber of Commerce
340 香港中華總商會

The Chinese Manufacturers' Association of Hong Kong
341 香港中華廠商聯合會

Employers' Federation of Hong Kong
342 香港僱主聯合會

Federation of Hong Kong Industries
343 香港工業總會

The Hong Kong Chinese Enterprises Association
344 香港中國企業協會

Hong Kong General Chamber of Commerce
345 香港總商會

The Hong Kong General Chamber of Small and Medium Business
346 香港中小型企業總商會

Hong Kong Information Technology Federation
347 香港資訊科技商會

Hong Kong Young Industrialists Council
348 香港青年工業家協會

Hong Kong Institute of Human Resource Management
349 香港人力資源管理學會

Institute of Training Professionals
350 培訓專業學會

Others (please specify) : _____
351 其他(請說明)

No
352 沒有

353

Do you want to be notified by email after the release of this Survey?
閣下是否希望透過電郵獲通知是次調查報告的刊出？

Yes
354 是

No
355 否

356

問卷完 (End of questionnaire)

Committee on Management and Supervisory Training
of the Vocational Training Council

職業訓練局
管理及督導訓練委員會

2014 Survey of the Managerial Competency Profile and
Management Training Needs of Managers and Supervisors in the Next Three Years

二〇一四年管理及督導人員未來三年管理才能及訓練需求調查

Explanatory Notes

備 註

(A) General Information

一般資料

- 1/ The Committee on Management and Supervisory Training is appointed by the Chief Executive to be responsible for matters pertaining to management and supervisory training in Hong Kong.
管理及督導訓練委員會由行政長官委任，負責香港有關管理及督導人員的訓練事宜。
- 2/ This questionnaire aims to seek information about the competency and management training needs in the next three years for your establishment. Based on the information from all the responding companies, the Committee will formulate appropriate recommendations and take actions on improving the facilities for management and supervisory training in Hong Kong.
本會希望透過是次調查，了解 貴機構未來三年在管理才能及訓練方面的需求，本會會根據所得資料，就香港管理及督導人員的訓練提出適當建議，改善有關資源。
- 3/ All information will be kept strictly confidential. Your questionnaire will be tabulated by computer with many others to get an overview of the managerial competency and management training needs of managers and supervisors in the next three years in Hong Kong.
調查所得資料絕對保密。所有機構回覆的問卷將由電腦分析處理，以便了解香港管理及督導人員未來三年的管理才能及訓練需求。
- 4/ When the results have been analysed, they should enable the Committee to formulate recommendations for a better provision of management and supervisory training in Hong Kong.
調查結果經分析後，本會將提出建議，以便為香港管理及督導人員提供更佳訓練。
- 5/ The questionnaire should be completed by an authorised representative of the establishment who is in a position to respond to all questions. You may complete the questionnaire in either English or Chinese. During the survey period, an interviewing officer of the Census and Statistics Department will come to collect or, if necessary, assist you in completing the questionnaire.
請將問卷交由 貴機構授權人員填寫（該授權人員須擔任相當職級，能夠回覆所

有問題)，中文或英文均可。調查期間，政府統計處人員會前往 貴機構收集填妥的問卷，並於有需要時協助填寫。

- 6/ For enquiries, please contact the Manpower Statistics Section of the Census and Statistics Department at 2116 8172.
如有查詢，請致電 2116 8172 聯絡政府統計處人力統計組。

(B) Notes to Questionnaire

問題釋義

- 1/ Principal Line of Business — Different types of business will have different special needs in management and supervisory training. Classification according to sectors may help us to better meet some of the special needs.
主要業務性質 — 各類機構對管理及督導人員的訓練需求會有所不同。請按業務把 貴機構分類，以便本會更了解個別行業的特殊需求。
- 2/ Employees refer to those working full-time (i.e. at least 4 continuous weeks, and not less than 18 hours in each week) under the payroll of your establishment in Hong Kong.
員工指 貴機構在香港工作及支薪的全職人員（即連續工作四週，每週最少工作 18 小時）。
- 3/ In general, an social enterprise (SE) is a business to achieve specific social objectives such as providing the services (such as support service for the elderly) or products needed by the community, creating employment and training opportunities for the socially disadvantaged, protecting the environment, funding its other social services through the profits earned, etc. Its profits will be principally reinvested in the business for the social objectives that it pursues, rather than distribution to its shareholders.
一般而言，社會企業(社企)是一盤生意，以達致某種社會目的，例如提供社會所需的服務（如長者支援服務）或產品、為弱勢社羣創造就業和培訓機會、保護環境、利用本身賺取的利潤資助其轄下的社會服務等。社企所得利潤主要用作再投資於本身業務，以達到既定的社會目的，而非分派給股東。
- 4/ A non-governmental organization (NGO) is a term for an organization that is neither a part of a government nor a conventional for-profit business. Usually set up by ordinary citizens, NGOs may be funded by governments, foundations, businesses, or private persons. NGOs are highly diverse groups of organizations engaged in a wide range of activities, and take different forms. Some may have charitable status, while others may be registered for tax exemption based on recognition of social purposes. Others may be fronts for political, religious or other interest groups.
非政府組織泛指一般不屬於政府、亦非以營利為目的之機構。非政府組織一般由民間成立，或由政府資助，或以基金、商界或私人捐款營運，而機構性質亦非常多元化，以不同的形式提供多樣化的服務。其中或有登記註冊為慈善團體以讓捐款人可獲稅項減免，亦有機構致力推動政治、宗教或其他共同理念等等。

(C) Definitions of Supervisory and Managerial Levels

督導及管理人員級定義

- | | |
|---|--|
| 1/ <u>Supervisory Level</u>
督導人員級僱員 | - Is responsible for the operation of a small section or a particular area of activity or a team of employees and normally is not involved in policy making.
負責機構內某工作小組的運作，或某個範疇的工作，或督導一組僱員工作，一般並無參與政策制訂。 |
| 2/ <u>Managerial Level</u>
管理人員級僱員(經理) | - Is responsible for the day-to-day operation of a major function or department of the establishment such as personnel, training, finance, marketing and production.
負責機構內人事、培訓、財務、市場推廣或生產等主要部門的日常運作。 |

(D) Definition of the Potential Manpower (Question 7)

潛在的人力資源描述 (第 7 題)

<u>Groups</u> 組別	<u>Definition</u> 描述
1/ Youth aged 15-24 15-24 歲青年人	- People aged 15-24 are adopted as youth in this survey. 是次調查界定 15-24 歲人士為青年人。
2/ Full-time homemakers before employment 受僱用前為全職料理家務者	- People who work at own's home doing household duties such as cooking and cleaning etc, but do not have a job outside the house. 於自己家中處理日常家務如煮食、清潔等工作之人士，但没有在外受聘工作。
3/ People from the mainland having resided in Hong Kong for less than 7 years 內地來港定居未足 7 年人士	- 1. Were born in the mainland of China; (一)其出生地點為中國內地; 2. Were of Chinese nationality with place of domicile in Hong Kong and; (二)國籍是『中國〈永久居留地是香港〉』; 並 3. Had stayed in Hong Kong for less than 7 years. (三)居港少於 7 年的人士
4/ Mainland Talents/ Professionals 內地專才	- Qualified Mainland people who possess skills and knowledge not readily available or in shortage locally. 具有認可資歷的內地人，擁有本港缺乏或無法即時提供的專業知識和技能。

<u>Groups</u> 組別	<u>Definition</u> 描述
5/ Overseas Talents/ Professionals/ Technical Labour 透過不同輸入人才計劃輸 入的海外技術／專業人才	- In order to meet local manpower needs and enhance Hong Kong's competitiveness in the globalised market, overseas talents/ professionals/ technical labour who possess skills and knowledge are approved to come and work for companies in Hong Kong via different schemes. 擁有專業知識和技能的海外技術／專業人才，透過不同的人才輸入計劃獲准到香港工作，以滿足本港人才的需要，提高香港在國際市場的競爭力。
6/ Persons with disabilities 殘疾人士	- People who suffer from hearing/ visual/ speech impairment, physical disability, mental illness, autism, visceral disability/ chronic illness, attention deficit/ hyperactivity disorder or specific learning difficulties etc. 患聽／視障、言語障礙、肢體傷殘、精神病、自閉症、器官殘障／長期病患、注意力不足／過度活躍症或特殊學習困難等之人士。
7/ Ethnic Minorities 少數族裔人士	- People of non-Chinese ethnicity, such as India, Indonesia, Nepal, Pakistan, Philippines and Thailand etc. 非華裔種族人士，例如印度、印尼、尼泊爾、巴基斯坦、菲律賓及泰國等。
8/ Retired persons 退休人士	- People who stop work at the end of his/ her working life. The normal retirement age for civil servants in Hong Kong is 60. 從某一工作退下來並完結所有工作生活，而香港公務員的一般退休年齡為 60 歲。

(E) Definition of Managerial Competencies (Question 12)
管理才能描述 (第 12 題)

<u>Managerial Competency</u> 管理才能	<u>Definition</u> 描述
1/ Planning and Organising Skills 策劃及組織能力	- Considers the works carefully and set priorities, and makes arrangement in details to improve work efficiency of his/ her own and the whole working team. 善於編排工作的優先次序及相應細節以提升個人及團隊的工作效率。

<u>Managerial Competency</u> 管理才能	<u>Definition</u> 描述
2/ Dealing with Conflict 處理衝突	- Anticipates and manages argument between people/ groups as it arises and takes appropriate actions to handle it. 能預計及處理持不同意見的人／群組之爭論，找出適切的應對方法。
3/ Communication Skills 溝通技巧	- Is able to exchange information clearly, express his/ her thoughts/ feelings well so that other people can understand, and listens attentively to the comments of others in return. 能清晰地交流，表達自己的觀點／感覺並使人易於理解，同時亦能專注地聆聽別人的意見。
4/ Interpersonal Skills 人際關係技巧	- Is a social skill to communicate and interact with others, relate well to one another and builds constructive relationships. 善用社交技巧與別人有效溝通，並建立良好關係。
5/ Team Work and Team Building 團隊合作和建立團隊	- Employees are viewed as members of interdependent teams focusing on the same goals, work closely together to solve problems and improve team performance. 員工被視為工作小組的成員，就一致的目標緊密合作、解決問題及改善小組的整體表現。
6/ Coaching and Counselling 訓練與輔導下屬	- Teach subordinates the skills they need to improve their performance and to support/ help them to overcome difficult situations. 教導下屬所需技能以改善其工作能力，支持／協助他們解決困難。
7/ Negotiation Skills 談判／協商技巧	- Discusses skillfully between parties to reach an agreement and to craft outcomes satisfying various interests. 有技巧地磋商以達成共識並能滿足各方的需要。
8/ Motivating Others 激勵他人	- Understands each person's capabilities and interests and uses this knowledge to make someone want to achieve something and willing to work hard. 了解各人所長及興趣，善加利用；激發員工積極達成目標、努力工作。

<u>Managerial Competency</u> 管理才能	<u>Definition</u> 描述
9/ Influencing Skills 影響力	- Is proficient in the use of various kinds of techniques to change the way someone behaves or something develops; able to transform resistance into support. 善用各種技巧去改變他人的行為或事情的發展，將阻力轉化成支持。
10/ Understanding of Others/ Empathy 體諒別人／理解他人處境	- Is aware of the strengths and weaknesses of work partners, and their feelings, predicts what others will do across different situations. Motivates and drives people to behave. 了解工作夥伴的長處、短處及他們的感受，能設身處地，激勵和推動他人。
11/ Zealous in Developing Talent/ Potential in Others 樂於協助他人發揮所長	- Is a good judge of talent, identifies and develops high potential individuals, gets the best from the right person to boost performance of the organization. 欣賞他人才華，能辨識及發展有潛質的員工，善用各人才的長處以提升機構的表現。
12/ Cross Cultural Awareness (e.g. the mainland of China)/ Managing Diversity 跨文化認知（如內地）／處理文化差異	- Is aware of the variety of cultures in specific regions, able to work well with people of different cultures and respect each other's differences. 明白不同地區之文化差異，能與不同文化背景的人合作，尊重雙方差異。
13/ Chinese (Putonghua and Business Writing Skills) 中文（普通話及商業書寫技巧）	- Is good in speaking Putonghua and writing Chinese business correspondences. 普通話流暢，並具有良好的中文商業書寫技巧。
14/ English (Spoken and Written) 英語（講、寫）	- Is good in both spoken and written English. 英語講、寫流暢。
15/ IT (information technology) Knowledge and Application 資訊科技知識及應用	- Has the required IT knowledge and skills in the application of computer hardware, software and internet etc. to the job effectively. 具備所需資訊科技知識及技能，並有效應用電腦軟硬件及互聯網於工作上。

<u>Managerial Competency</u> 管理才能	<u>Definition</u> 描述
16/ Self Management (e.g. time management, job prioritisation, etc.) 自我管理 (如時間管理、判別工作優先次序等)	- Is able to arrange one's own activities properly toward the achievement of objectives, e.g. maintains a balance between work and personal life, and uses his/ her time efficiently by setting priorities. 能妥善地安排個人活動以達成目標，例如在工作與個人生活之間保持平衡，善用時間，優次有序。
17/ Stress Management 壓力處理	- Understands the causes of stress, and then to cope with, controls and reduces stress level in the most effective way. 了解壓力成因，並能有效地應付、控制和消減壓力水平。
18/ Emotional Intelligence (EI) 情緒智商	- Is able to express one's own emotions appropriately and to demonstrate positive thinking and behavior. 能適當地表達個人情緒，及顯示正面的想法及行為。
19/ Instructional, Training and Presentation Skills 指導、訓練及講解技巧	- Is effective in a variety of formal presentation settings, e.g. one-to-one, small and large groups etc. 能在個別接觸、小組或大型場合有效地運用講解技巧。
20/ Awareness of Local HR related laws 本地人力資源相關法律	- Knows the laws currently applied in local HR field such as law against discrimination, law in equal opportunity. 熟悉本地現行人力資源範疇的相關法律如：反歧視、平等機會方面的法律。

(F) Notes to Retirement Ages (Question 1, 5, 6)
退休年齡備註 (第 1、5、6 題)

With better health, higher education levels and less physically demanding jobs among the current and future elderly generations, the Steering Committee on Population Policy of Hong Kong expected that more and more mature workers would be willing to stay longer in the labour force. This expected trend is in line with the rise of the labour force participation rate for those aged 50-64, from 56% in 2002 to 60% in 2012. Yet, the committee suggested that we need to strike a balance of not hindering the career prospects of younger generations when promoting a longer working life.

The retirement age 60 is adopted in this survey, with reference to the normal retirement age of local civil servants is 60 in general.

就現今和未來的長者而言，由於健康情況較佳，學歷較高，而且參與需要體力勞動的工作較少，香港人口政策督導委員會預期愈來愈多年長工作人士願意延長工作年期。年齡介乎 50 至 64 歲人士的勞動人口參與率，由二零零二年的 56%，升至二零一二年的 60%，這個趨勢吻合上述的預期方向。然而，委員會建議提倡延長工作年期的同時，又不窒礙年青一代的職業前途，兩者需取得平衡。

此問卷參考本港一般公務員退休年齡為 60 歲，而採用 60 歲為一般機構之退休年齡。