



Manpower Update Report

Jewellery, Watch and Clock Industry

2019

Jewellery, Watch and Clock
Training Board

ACKNOWLEDGEMENT

The Jewellery, Watch and Clock Training Board would like to express gratitude to industry experts who participated as members of the focus group and contributed their time and offered valuable views on the manpower situation in the discussion meeting of the focus group for the jewellery, watch and clock industry. The opinions they made have formed an integral part of this update report.

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Introduction

Background

The Jewellery, Watch and Clock Training Board (JWCTB) of the Vocational Training Council (VTC) was appointed by the Government of the Hong Kong Special Administrative Region to be responsible for, among other duties, determining the manpower situation and training needs of the industry.

A new approach for conducting manpower surveys is adopted in 2017 to enhance the effectiveness of the manpower survey and better reflect the dynamic of the manpower situation. The new approach is to conduct a full

manpower survey for the respective industries once every four years, supplemented by periodic information updates through focus group meetings and desk research. The former Metals Training Board (currently named Manufacturing Technology Training Board) completed its full manpower survey in 2016, covering the manpower situation of the jewellery, watch and clock industries. Two manpower update reports would be prepared between 2018 and 2019. The JWCTB conducted a focus group meeting of the jewellery, watch and clock industries on 26 September 2018 to

collect views about the latest manpower situation and training needs from industry practitioners. Desk research has been performed to capture recruitment information including job vacancies of principal jobs, qualification requirements and salary offered in the industries for the period from the 2nd quarter of 2017 to the 1st quarter of 2018.

This is the first manpower update report of the jewellery, watch and clock industries which mainly covers the summary and analysis of views obtained from the focus group meeting, supplemented by the information acquired from desk research.

Objectives

The objectives of the manpower update are as follows:

- (i) To study the latest trends and development of the industry;
- (ii) To explore the job market and training needs;
- (iii) To analyse reasons for recruitment difficulties;
- (iv) To identify the job requirements; and
- (v) To review about the market remuneration package.

Methodology

Overview

To collect a holistic manpower information of the jewellery, watch and clock industries, a new approach is adopted by the JWCTB through conducting focus group meeting and desk research. For the purpose of this update report, only focus group discussions and desk research will be covered.

Focus Group Meeting

The focus group meeting was intended to collect experts opinions on the latest trend and development of the industries, including the manpower situation, training needs and recruitment challenges etc. the focus group members are the representatives from the two major sectors of the jewellery, watch and clock industries including:

Jewellery sector

- (i) Raw Materials
- (ii) Production/Manufacturing
- (iii) Retails
- (iv) Testing and Certification

Watch and Clock sector

- (i) Production/Manufacturing
- (ii) Retails

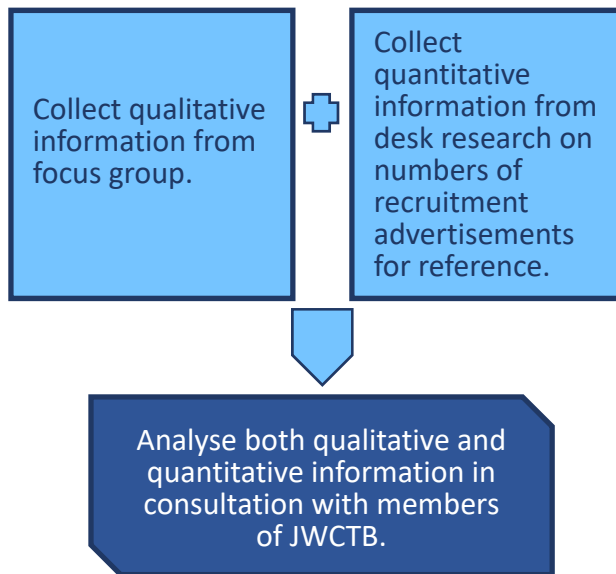
A 2-hours focus group meeting was conducted on 26 September 2018. 10 industry representatives had participated in the discussion. The meeting was led by an experienced moderator from a consultancy firm, who initiated the discussion with general questions and probed into more specific context to collect in-depth information on relevant topics in the discussion guide. The discussion at the meeting was transcribed to facilitate for the analysis.

Desk Research

Manpower information covering the period from the 2nd quarter of 2017 to the 1st quarter of 2018 was collected through desk research by quarter. The information included the number of job advertisements and job vacancies, required qualification and experience, market remuneration, etc. An integrated database was being developed to capture the relevant recruitment data from the major online recruitment portals. Around 1,709 recruitment records were collected during the research period. Mapping was made with the list of related companies under the Hong Kong Standard Industrial Classification for removal of any duplicated records.

Data Analysis

The analysis consists mainly of the following three steps:



Limitations

As this is not a comprehensive manpower survey, the findings and recommendations of the focus group meeting are more qualitative in nature and the report mainly focuses on the manpower trend.

In addition, the information on job advertisements was collected from major recruitment websites, the Labour Department and relevant websites including the website of “HKJMA Job Market”, while other channels such as head hunting for managerial positions or referral and recruitment via LinkedIn were not covered.

Apart from online recruitment, companies in the industries may also recruit employees via other channels. For

example, new employees can be identified by recruitment activities which are co-organised with education and training institutions, or through the referrals from relevant parties. Therefore, job advertisements collected through desk research did not reflect the full picture of the number of vacancies in the industries.

Besides, since the data collected is a snapshot of a particular period without reference to any historical data, this can only serve as reference information supplementary to the findings of the focus group meeting. For example, under the section of “Future Manpower Demand” in this update report, different methodologies were adopted between the 2016 Manpower Survey Report of Metal Industry (MPS) and the desk research. The number of vacancies recorded in the MPS was at the reference date of 27 June 2016 whereas the number of job advertisements was collected by quarter through desk research during the period from the 2nd quarter of 2017 to the 1st quarter of 2018. In view of the different methodologies for data collection, therefore, no direct comparison of respective findings can be made.

Findings

The Jewellery, Watch and Clock Training Board (JWTCB) had identified a number of factors that affected the development of the industry for discussion at the focus group meeting, so as to understand how these factors contributed to the recent development or changes in the industry.

Factors Affecting the Development of the Industry

The business development of the jewellery, watch and clock industries was quite volatile during the year from 2016 to 2017 but it had gradually stabilised in 2018. In view of the situations in different regions, businesses in the Asia Pacific region (especially China and India) achieved the strongest growth, while the business performance in the U.S. and Europe was steady or even recorded a slightly downward trend. In addition, as benefit from economic growth of China, the income of most Chinese people continued to increase globally. As a result, it has correspondingly enhanced their purchasing powers. Consumers are willing to spend money on luxury products, including precious jewellery and premium watches. In this regards, the future directions of products design from major fashion brands in the industries will mainly suit the Chinese market.

Even though the negotiations on Sino-US trade conflicts may continue over the next two years, its trade terms under discussion may not cause direct impacts on the development of the jewellery, watch and clock industries. However, it still poses many uncertainties, including its impact to the global economy. Therefore, the industry may expect an unstable business future. In general, industry players are cautious about the business development

and only focus on short-term plans (ranging from about three to six months).

Furthermore, in order to strengthen the market positions and enhance competitiveness, there is an increasing trend of consolidation for enterprises which may lead to more mergers and acquisitions in the future (e.g. a certain brand acquires another etc.). This will create a certain impact on the overall future manpower demand of the jewellery, watch and clock industries.

Innovation and information Technology

E-commerce becomes an important sales channel

- ◆ With the edges of cross-regional and without time restrictions, online commerce has become one of the major sales channels in the industries. There is increasing number of fashion brands using different social media (such as Facebook, Instagram, WeChat, WhatsApp, Weibo, etc.) and online platforms (such as Amazon, Alibaba, Tmall, etc.) to offer products promotions and sales services respectively, mainly targeting at low to and medium priced products.

- ◆ On the contrary, regarding the high-end product category in precious jewellery and premium watches, consumers/customers are generally inclined to visit and purchase at physical stores. From the perspective of these customers, they usually enjoy receiving a detailed introduction about different features and functions of luxury products from professional sales representatives. Therefore, e-commerce does not have a significant influence in this segment.
- ◆ Generally, e-commerce and physical stores can become omni-channel for sales and promotions, which is able to complement each other to foster further business growth in the long run.

Adopt big data for business development

- ◆ E-commerce has also generated a large volume of data, which will help the industries to continuously expand its businesses. In other words, with the aid of big data analysis, the industries are able to understand the personal preference of customers in different products available at the market based on the history of their purchases (including products choices, date, time, frequency, amount spent and purchasing pattern etc). Hence, the planning and design of future products as well as its brand positions can be better in meeting the market needs. Furthermore, such data will also help the industries to post online advertisements through the Internet/social media and be able to provide rapid and accurate sales

and promotions to target groups.

- ◆ Taking watch manufacturing as an example, local enterprises are mainly engaged in businesses of Original Equipment Manufacturer (OEM) and Original Design Manufacturer (ODM). Some small-scale enterprises may not be able to use big data effectively for comprehensive analysis. Therefore, relevant data analyses may only serve as reference to provide appropriate advices to their clients on how to keep up with the market needs.

Policies

High rental becomes the biggest obstacle to Hong Kong's re-industrialisation

- ◆ Despite the Government's intention to promote the strategy of "re-industrialisation" so as to encourage jewellery and watch manufacturers to remove their production lines back to Hong Kong and upgrade their businesses as high-end manufacturers, the desire for manufacturers to remove their production lines back to Hong Kong and comply with the requirements of "Made in Hong Kong" is low. In the first place, manufacturers indicated that relevant production lines have already been relocated to other regions for development over the years. A large space is required to accommodate the large-scale equipment which has to be installed to support the production process. On the other hand, owing to the limited land supply, Hong Kong currently experiences high rental rate

and land prices. In addition, as these production lines in different regions have been developed for many years, a group of experienced technical staff from these regions are well trained to be responsible for different tasks in the production process. The above considerations have become one of the biggest obstacles to the re-industrialisation in the jewellery, watch and clock industries.

- ◆ Notwithstanding the above, the Government has in the 2018 Policy Address, proposed to allocate \$2 billion for launching "Re-industrialisation Funding Scheme" to subsidise manufacturers on a matching basis, to set up smart production lines in Hong Kong. The aim is to encourage enterprises to engage in high-end production by tapping into I&T and application of smart technologies and production processes, and expediting the realisation of re-industrialisation. This measure may help the jewellery, watch and clock industries to develop towards re-industrialisation.

Strengthen supports in research as well as innovation and technology developments

- ◆ In recent years, the Government spares no effort in promoting the overall development of research, innovation and technology. Innovation and Technology Bureau was established in November 2015. With the setting up of the Innovation and Technology Fund, fourteen projects¹ were launched to provide subsidies in areas of supporting research and development (R&D), facilitating technology adoption and nurturing technology talents, etc. Some of these projects also support the jewellery, watch and clock industries in conducting R&D activities as well as the development of its innovation and technology.
- ◆ In addition, the Government has also amended the Inland Revenue Ordinance to provide additional tax deductions² for enterprises on the R&D activities in Hong Kong. This measure will help jewellery and watch enterprises to conduct R&D projects by introducing or continuously refining new materials and products as well as production techniques, so as to enhance the competitiveness of the industries in the long run.

¹ For details, please refer to the Innovation and Technology Fund Homepage (<https://www.itf.gov.hk/1-tc-about.asp>)

² The amendment classifies R&D spending into Type A expenditures, which qualify for 100% deduction, and Type B, which qualify for enhanced tax deduction. There is a two-tier deduction for "Type B expenditures". The deduction is 300% for the first \$2 million

of the aggregate amount of payments made to designated local research institutions for qualifying R&D activities, and for enterprises' expenditures for in-house qualifying R&D; the remaining amount will qualify for 200% deduction, with no cap on the enhanced tax deduction amount. (Source: https://www.news.gov.hk/eng/2018/11/20181102/20181102_121939_116.html)

Future Manpower Demand

The former Metals Training Board conducted a comprehensive Manpower Survey in 2016, which covered the manpower situation of the jewellery, watch and clock industries. The survey indicated that employers were cautious in the forecast of the manpower demand in 2017 but expected the manpower situation would remain stable. Charts 1 and 2 below show the vacancy situations of the industries in 2016.

Chart 1: Number of vacancy of the Jewellery, Watch and Clock Industries (by industry)

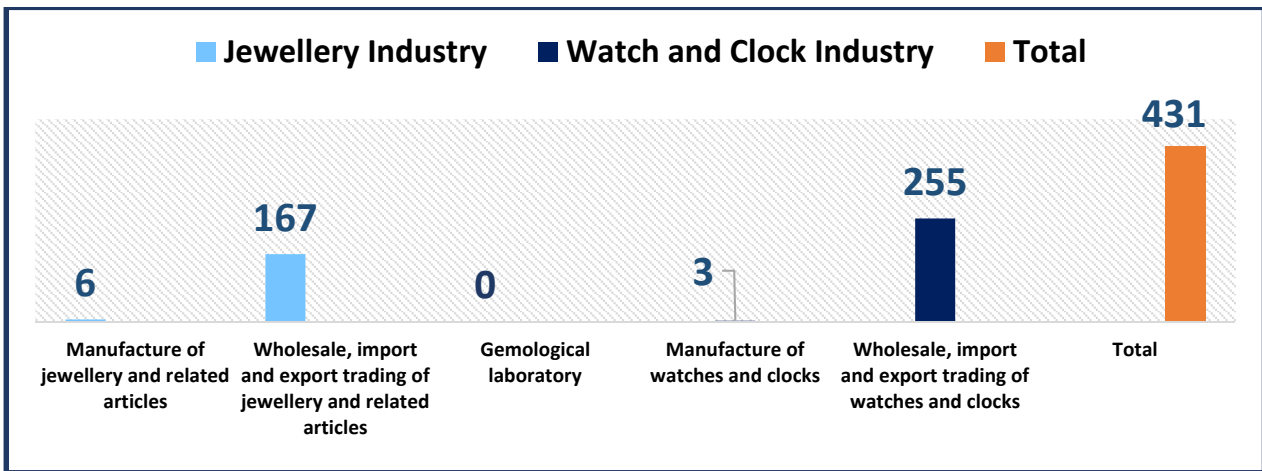
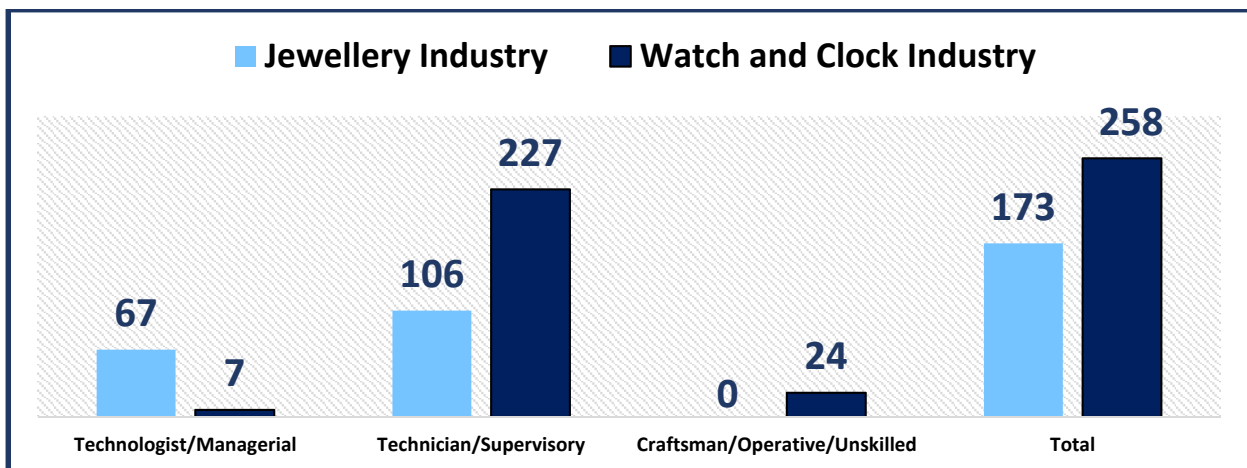


Chart 2: Number of vacancy of the Jewellery, Watch and Clock Industries (by Job Level)



The Jewellery, Watch and Clock Training Board conducted a desk research between the 2nd quarter in 2017 and the 1st quarter in 2018 to collect the number of job advertisements related to the jewellery, watch and clock industries. Charts 3a and 3b below show the respective number of related job advertisements in the industries. Under this categorisation, the number of job advertisements in the wholesale, import, export and

retail segments accounted for the highest proportion, i.e. covering 85% of total number of job advertisements.

In terms of job levels (Chart 4), the number of job advertisements in the technician/supervisory level in the jewellery, watch and clock industries accounted for the highest percentages of 77% and 66% respectively. Employers generally recruit major occupations or positions such as sales/marketing managers or executives as well as merchandisers.

Number of job advertisements of the Jewellery, Watch and Clock Industries for the period between 2nd Quarter of 2017 and 1st Quarter of 2018 (by industry)

Chart 3(a): Jewellery Industry

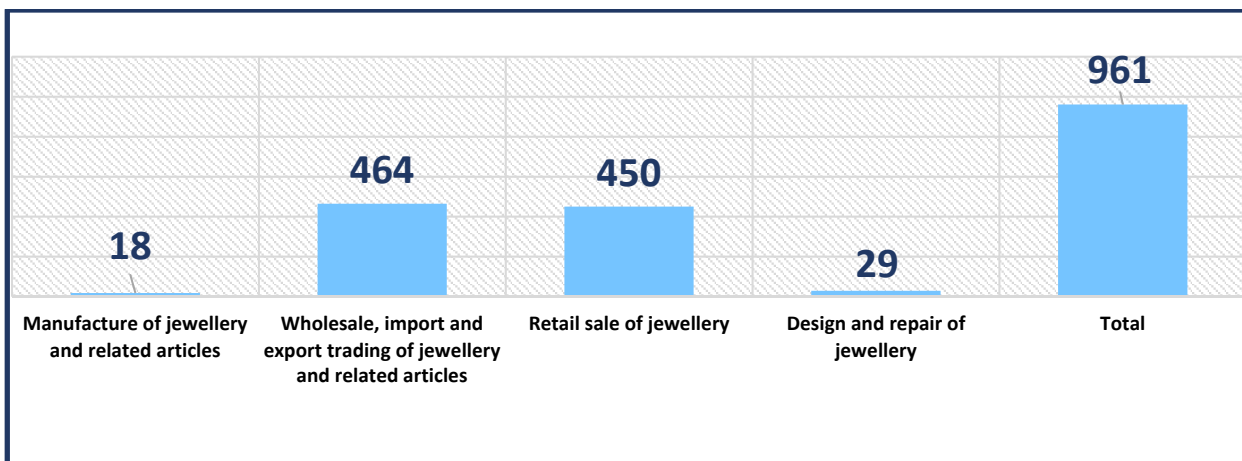


Chart 3(b): Watch and Clock Industry

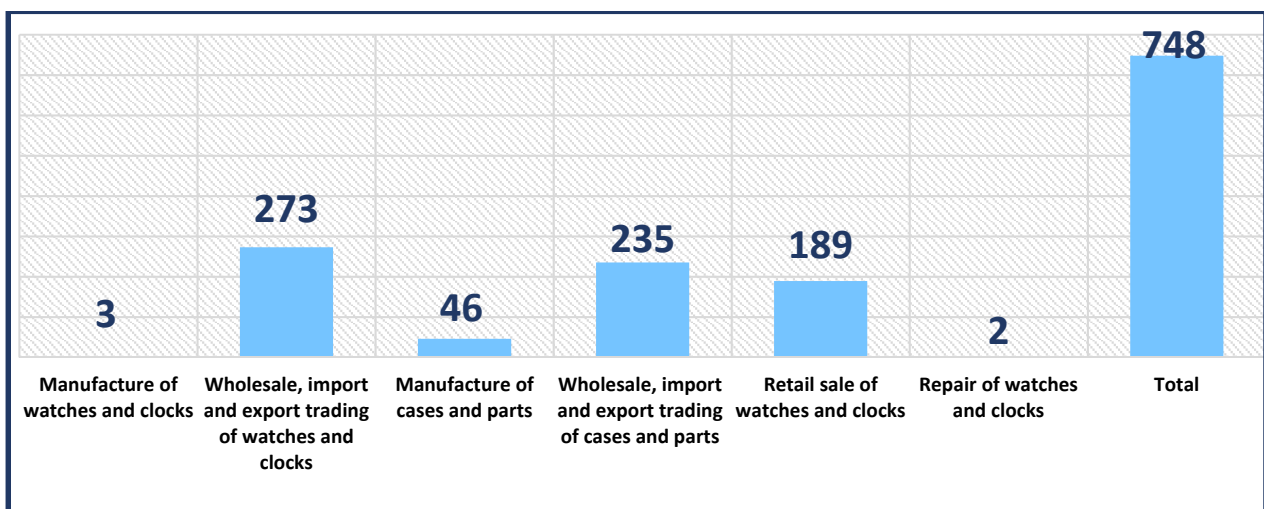
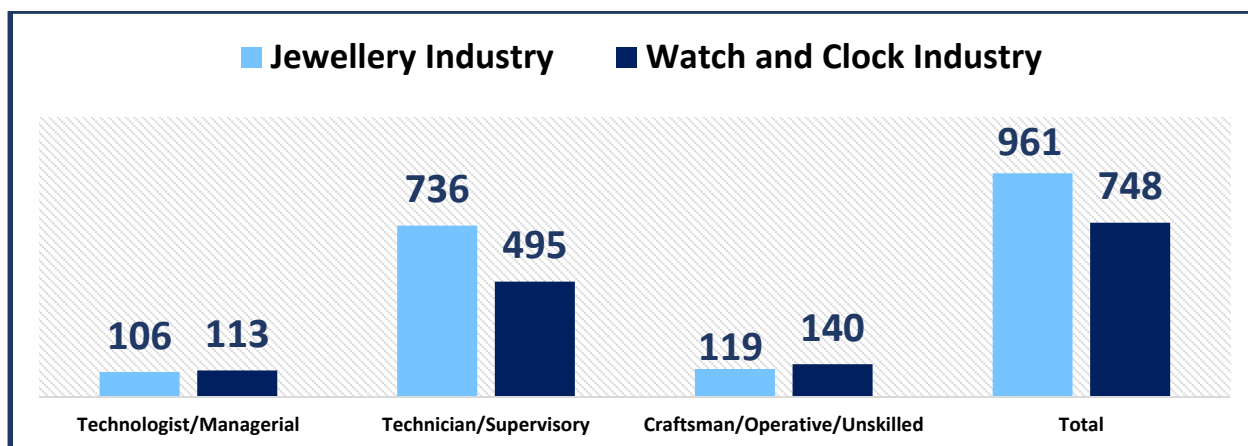


Chart 4: Number of job advertisements of the Jewellery, Watch and Clock Industries for the period between 2nd Quarter of 2017 and 1st Quarter of 2018 (by Job Level)



The Training Board projects the changes in manpower demands of various sectors based on the views collected from the focus group with reference to the discussed trends and development of the industry as mentioned above.

Jewellery industry

Jewellery manufacturing

- ◆ For the mass production in jewellery, the majority of the production works has been relocated to the Mainland or other regions, the demand for local manpower in jewellery manufacturing sector will continue to shrink. On the other hand, there is still a pool of experienced technologists with superb expertise and professional handicrafts skills to be responsible for the production of precious jewellery products in the Hong Kong market. On the contrary, young practitioners have normally adopted the computer-aided design (CAD) and computer-aided manufacturing (CAM) technologies to assist in the design and production of different jewellery

products, but their craftsmanship level is not as good as the traditional masters. Furthermore, with the gradual retirement of these experienced technologists, the industry believes that it may result in the loss or a gap in traditional craftsmanship and handicraft skills.

Fashion-oriented styles in jewellery design

- ◆ With the increasing trend of jewellery products to be part of daily accessories, in term of styles in jewellery design, various jewellery products in the market are more fashion-oriented and influenced by the fashion trends. Therefore, contemporary jewellery (including artificial jewellery) has the largest potential growth in the market. Moreover, innovative designs in jewellery products is an important

element to raise its standard level. Currently, the majority of jewellery design activities takes place in Hong Kong. In this regard, the manpower demand in this area (e.g. the posts of jewellery designers) will remain stable. Apart from equipping with trade-specific knowledge and skills, the industry would expect jewellery designers should also possess good communication skills so as to be able to explain the design concepts of jewellery products as well as convince customers to purchase the product.

Watch and Clock industry

Watch and clock manufacturing

- ◆ A majority of watch and clock manufacturing in Hong Kong relies on OEM and ODM businesses, and mainly focuses on export trades. Major products include wrist watches, different parts and components of watch and clocks, watch straps and other accessories. Similar to the jewellery manufacturing, local manpower demand will continue to decline as the manufacturing process has been relocated to the Mainland or other regions. Nonetheless, there will still be an acute manpower shortage across the whole production process, especially in the areas of watch assembly, cutting and setting, polishing, repairing, design and procurement.

Retail sector

Retailing in jewellery and timepieces products

- ◆ The growth of retail sector in jewellery and watch products remains stable. Although the sales of middle-end and low-end jewellery and watches articles rely on various online platforms which helps alleviate the manpower demand for salespersons, it is expected that there will still be a keen demand for professional frontline sales representatives to serve the high-end market of jewellery and watch products.

After sales repair services

- ◆ With an increasing purchasing power of global Chinese people, they still consider the precious jewellery and premium watches from prestigious brands as a symbol of their status. The demand of these products is expected to remain stable. Therefore, the industry expects that there is still a demand for technicians and watchmakers/watch repair technicians to support after sales repair services, i.e. including the services such as size adjustment and checking of jewellery products.

In general, the industries are facing the problem of acute manpower shortage. However, employers are still cautious in the making forecast of the future manpower demand due to the unstable business prospects in the near future.

Training Needs

Based on the fore-mentioned trends and development of the industry as well as the expected manpower changes, the focus group has identified the following skill sets as required by the industry.

Increase the mobility of manpower

- ◆ In general, in order to remain competitive, employees not only need to equip themselves with trade specific knowledge and skills in jewellery as well as watch and clock, they should also be more flexible and able to accept mobility in work so as to assist enterprises in developing their businesses in different regions.

Jewellery industry

Research and product development

- ◆ With the rapid development of advanced technology, the industry's premise is to upgrade its business as the high value-added category. For example, during the process of jewellery product development, newly improved materials and products as well as its production techniques should be introduced. The industry suggests that practitioners should strengthen the knowledge in research and product developments so as to help maintain the sustainable development of the industry and uplift of its professional status.

Products certification and gemstones identifications knowledge

- ◆ A variety of gemstones with different varieties and features (including natural, artificial or synthetic gemstones) have emerged in the market. Practitioners should keep abreast of the latest development of gemstones, strengthen its knowledge and master the techniques of gemstones identification, as well as to employ appropriate instruments to identify natural, artificial or synthetic gemstones. In addition, the industry also recommends that education sector should be invited to jointly offer recognised programmes with professional qualifications to enhance the standards of practitioners.
- ◆ Meanwhile, in order to uplift the professional standards of jewellery practitioners, the industry considers that having obtained professional certifications/qualifications in gemology (i.e. those issued by the Gemological Institute of America (GIA) or the Gemmological Association of Great Britain (FGA)) are only the entry requirements for joining the jewellery industry. Practitioners should also strengthen and accumulate more practical working experience so as to remain their competitiveness and enhance its professional status.

As the production lines of jewellery manufacturing have been relocated to the Mainland or other regions, employees or apprentices may not be able to master all-round knowledge and applications of the latest technology in various aspects in the manufacturing process. Therefore, apart from possessing the basic knowledge, practitioners should equip themselves with specialised skills in different areas.

Watch and Clock industry

Quality assurance and product safety knowledge in smart watches

- ◆ In the coming years, smart watches will remain one of the most popular categories with an increasing market share. To cater for the different consumer groups, the industry will continue to introduce more features and functions under the strategies of product development and design, especially in “wearable smart devices”. Functions include the connection of smartphone for activity tracking, measurement of important health data and the provision of identification and security. All these features aim at the production of “personalised watches” for applications of health management, elderly care as well as personal entertainment and leisure.
- ◆ The functions and configuration of smart watches as well as its knowledge and technology required are different from that of traditional watches. These involve the expertise and technical knowhow of

the Information and Technology as well as Electronics industries (e.g. PC operating systems, application of software programmes and cloud technology, etc). Therefore, practitioners should receive training in quality assurance and product safety for smart devices.

Knowledge in international specifications and standards

- ◆ With continuous updates of the quality and technical requirements in raw materials and accessories (including traditional and smart watches), as well as its international specifications and standards, practitioners should enhance their knowledge in relevant areas. Some examples of international specifications and standards are listed as below:

Product categories	Examples of relevant international specifications and standards
Traditional mechanical watches	<ul style="list-style-type: none"> ➤ Swiss Watch Industry Standard (NIHS) ➤ European Committee for Standardization (CEN) ➤ International Organization for Standardization (ISO)
Smart watches	<ul style="list-style-type: none"> ➤ Standards for Electromagnetic Compatibility (EMC) and Radio Frequency (RF)—including relevant standards in the European Union and America

Retails sector

Product knowledge

- ◆ As customers have increasing expectations of different luxury products in jewellery and wrist watches, the retail sector expects that frontline staff (e.g. sales representatives) should be well equipped with product knowledge to handle enquires from customers and persuade them to purchase. In addition, they are also advised to spend more time on learning and to strengthen the knowledge of different areas as well as accumulate relevant working experiences.

Sales strategies and brand management knowledge

- ◆ In addition to the trade-specific knowledge and skills in jewellery, watch and clock, the provision of relevant supporting works (such as sales strategies of luxury products, brand management, design of visual display as well as product display, etc) plays an increasingly important role. Therefore, practitioners should also keep abreast of the updated knowledge in these areas.

Enhancement of communication skills

- ◆ Apart from respective product knowledge, frontline staff (e.g. sales representatives) should be equipped with good communication skills with customers and to provide them quality services.

Recruitment Challenges

With regard to manpower recruitment of all job levels, the industries indicate that employers experience exceptional difficulties in recruiting managerial staff. This may be due to differences in the expectations between employers and job seekers in work requirements as well as the remuneration package and conditions offered. In addition, during the recruitment process, employers also encountered the following challenges to attract young generation joining the industries.

Long apprenticeship training period and blue-collar image

- ◆ In general, the public labels traditional apprenticeship training as "blue-collar" workers. They have negative impression on most of the works and positions of the industries which they consider that are mainly at craftsman level with low prestige, homogeneous techniques and skills required as well as the lack of career progression opportunities, etc.
- ◆ In addition, most of the training durations for apprenticeship are long (e.g. "Apprenticeship Scheme" and "VTC Earn & Learn Scheme" require four years to complete, but these only leading to obtain lower level of qualifications under the Hong Kong Qualifications Framework). The above reasons have adversely affected the desire of parents to let their children joining the apprenticeship training. Apprentices themselves may also find that apprenticeship is lack of recognition and they will not consider themselves as professional technical personnel. These often account for the poor responses from secondary students during in the vocational seminars organised by the industry/education

and training institutions.

Uncertainty in the prospect of the industries

- ◆ Young generation is lack of understanding about the industries development such as prospect, articulation pathway and career development opportunities. This is an important reason why they do not want to join the jewellery, watch and clock industries.

Expectations of young generation in the development of the industry

- ◆ The new generation often expects to acquire relevant knowledge and skills within the shortest possible time and to have fast promotion and career development. However, during their employments in the jewellery, watch and clock industries, they need to spend much time to learn the knowledge of different technical areas and accumulate relevant years of working experiences. The difference in the expectation has discouraged young people from joining the industries.

Competition for talents

- ◆ Another challenge in hiring is the keen competition among enterprises in the industries. Upon graduation, most apprentices prefer to join large scale enterprises (especially reputable jewellery or watch brands). Small and medium sized enterprises (SMEs) in general experience greater difficulties in attracting talents. This causes keen competition for talents among the industries which increases the recruitment difficulties of SMEs.

RECOMMENDATIONS

Measures to Meet the Training Needs

To cater for the future development of the industries, it is considered imperative for the government, education institutions and employers to jointly provide suitable training opportunities to the employees and students in the following areas:

Government

- ◆ To formulate an appropriate human resources policy (i.e. covering the areas of research, product innovation and development, and product testing) for training sufficient manpower to support the sustainable development of the jewellery, watch and clock industries.
 - ◆ To review the mechanism of Recognition of Prior Learning under the Hong Kong Qualifications Frameworks (QF) and explore the possibility to offer recognised qualifications at higher level to experienced industry practitioners and professionals so as to recognise their expertise and valuable contributions to the industries.
- (i) Regular review should be conducted to the existing curriculum such as to incorporate the latest knowledge and skills as appropriate;
 - (ii) Additional industrial attachment opportunities should be provided with an integration of workplace assessment by employers so as to effectively evaluate trainees' performance and its skill levels;
 - (iii) Training in soft skills including proper working attitudes and patience should be enhanced for students so as to strengthen their flexibility and adaptability in the workplace.
- ◆ Current programmes in various areas (e.g. research, innovation and technology, procurement in raw materials, production and manufacturing, retails, wholesales, gems identification, testing and certification, brand management, sales and promotion as well as after-sales services) should be consolidated so as to provide a holistic blueprint of recognised training programmes with better supports of facilities. It is hoped that this can help enhance the recognition and uplift the status of

Education Institutions

- ◆ With the rapid development of the industries, education institutions should strengthen industry collaborations to design suitable training programmes and apprenticeship training in order to suit the market needs, including:

professional qualification.

- ◆ QF recognised programmes at higher level (e.g. Professional Diploma and Degree programmes in jewellery or watch and clock) should be offered for nurturing professional talents.
- ◆ Funny elements should be adopted in pedagogy in order to arouse the learning interests and sense of participation of young people. It is hoped that this can increase their desire to join the industries.
- ◆ More internship opportunities and practical training should be arranged to ensure graduates can have a better understanding of the exact work requirements and lead them to have proper expectations in the industries.

Employers

- ◆ Employers should encourage and sponsor employees to pursue further studies in respective job areas for lifelong learning.
- ◆ In view of manpower shortage, employers should take part in the internship programmes and provide different internship opportunities so that young people can have better a understanding of the job nature and work requirements.
- ◆ Employers should enhance their recognition to QF recognised qualifications and offer more attractive remuneration packages and progression pathways to those employees who have attained these

qualifications.

Employees

- ◆ Employees are encouraged to make use of the subsidy schemes provided by the Government such as the Recognition of Prior Learning, Skills Upgrading Scheme Plus as well as Re-industrialisation and Technology Training Programme for lifelong learning and career development.

Suggestions to Ease the Problem of Manpower Shortage

To ease the problem of manpower shortage, the industries have made the following suggestions:

Government

Enhancement of public perception and recognition to the industries

- ◆ The Government should join hands with the industries to promote the social status and recognition of jewellery, watch and clock practitioners so as to get rid of the negative image of blue collar or craftsmanship with a view to upgrade their professional status. For example, success stories or inspirational cases can be developed to further promote the industries including prospects, progression pathway and proper information to the community.
- ◆ The Government should further promote the HKQF in order to arouse the stakeholders and public awareness with a view to strengthening and raising the recognition of its qualifications.
- ◆ The industries should recognise HKQF and retain their staff who have already obtained HKQF recognised qualifications by offering more

attractive remuneration packages and progression pathway.

Employers

Flexibility in staff deployment

- ◆ Flexibility in staff deployment should be provided including continuous employment of experienced retirees or relaxation/extension of retirement age to help alleviate the pressure of manpower shortage.