REPORT ON

2011 SURVEY OF THE MANAGERIAL COMPETENCY PROFILE AND MANAGEMENT TRAINING NEEDS OF MANAGERS AND SUPERVISORS IN THE NEXT THREE YEARS

2011 年管理及督導人員未來三年管理才能及訓練需求調查報告書

Committee on Management and Supervisory Training

Vocational Training Council

職業訓練局

管理及督導訓練委員會

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EXECUTIVE SUMMARY

Introduction

1. In the second half of 2011, the Committee on Management and Supervisory Training (CMST) conducted a 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 and outside Hong Kong for the next three years.

Purpose of the Survey

2. The field work of this survey was conducted with the assistance of the Census and Statistics Department. The survey aimed at (i) assessing the managerial competencies of managers and supervisors working in SMEs in the next three years; (ii) identifying SMEs' training plans/arrangements, preferences on modes of training and other training concerns in relation to managerial training to managers and supervisors. The survey would provide useful information for management, training providers, institutions, and trade associations to formulate courses to tackle the identified management training needs.

Coverage of the Survey

3. The survey covered a sample of 1,008 randomly selected SMEs from a population of 34,040 which employed 10 to 99 employees in eight major business sectors. These sectors were: Manufacturing; Electricity, Gas and Water; Construction; Wholesale, Retail and Import/Export Trades; Transport, Storage and Communication; Finance, Insurance, Real Estates and Business Services; Community, Social and Personal Services; and Restaurants and Hotels.

Findings and Observations

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

4. The respondents were asked to choose 10 out of the 44 competencies that they regarded as the most important for managers and supervisors in the next three years. Compared with the 39 competencies in the 2008 Survey, 5 new competencies options were introduced. They were: *"Japanese (Spoken and Written)"*, *"French (Spoken and Written)"*, *"Spanish (Spoken and Written)"*, *"Internet Marketing"* and *"Awareness of Local HR Related Laws"*.

5. Table 1 presents the rankings of the key competencies. The top ten key competencies of managers and supervisors were regarded by the respondents as identical but differed from the ranking only. For the ten least important competencies, nine out of ten were found the same in the supervisors group. It showed that the responding companies considered that the competencies required for managers and supervisors were quite similar.

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

Rank	Managers	%	Rank	Supervisors	%
1	Communication skills	51.22	1	Communication skills	55.23
2	Chinese (Putonghua and business writing skills)	50.07	2	Interpersonal skills	52.30
3	Interpersonal skills	49.87	3	Chinese (Putonghua and business writing skills)	51.31
4	Team work and team building	48.60	4	Team work and team building	51.29
5	English (spoken and written)	48.44	5	English (spoken and written)	49.87
6	Crisis management	47.52	6	Crisis management	44.60
7	Sense of accountability	46.55	7	Sense of accountability	44.06
8	Analytical in approach to people and problems	43.25	8	Analytical in approach to people and problems	40.59
9	Coaching and counselling	41.44	9	Coaching and counselling	39.21
10	Problem solving and decision making	37.73	10	Problem solving and decision making	38.87
11	Planning and organising skills	37.54	11	Planning and organising skills	35.36
12	Dealing with conflict	33.65	12	Dealing with conflict	33.77
13	Customer concern	31.17	13	Customer concern	33.07
14	Business acumen	30.76	14	Self management (e.g. time management, job prioritisation, etc.)	29.30
15	Quality conscious/quality minded	26.64	15	Quality conscious/quality minded	28.44
16	Self management (e.g. time management, job prioritisation, etc.)	26.29	16	Business acumen	25.71
17	Risks management	24.71	17	Risks management	23.19
18	Business ethics	21.85	18	Stress management	22.32
19	Stress management	21.31	19	Business ethics	21.72
20	Strategic thinking	19.39	20	Emotional Intelligence (EI)	21.18
21	Creativity and innovation	19.27	21	Integrity and trust	21.13
22	Emotional Intelligence (EI)	19.25	22	Creativity and innovation	18.78
23	Change management	17.59	23	IT knowledge and application	17.01
24	Integrity and trust	17.20	24	Strategic thinking	15.75
25	Negotiation skills	15.03	25	Negotiation skills	15.16
26	IT knowledge and application	14.91	26	Change management	13.99
27	Instructional, training and presentation skills	14.78	27	Motivating others	13.38
28	International exposure and knowledge	13.30	28	Adversity Quotient (AQ)	12.86
29	Motivating others	12.99	29	Influencing skills	11.97
30	Adversity Quotient (AQ)	12.86	30	Self improvement	11.86
31	Influencing skills	12.53	31	Instructional, training and presentation skills	11.71
32	Delegation	12.49	32	International exposure and knowledge	11.02
33	Understanding of others/empathy	11.23	33	Understanding of others/empathy	9.93
34	Self improvement	11.20	34	Cross cultural awareness (e.g. the mainland of China) / managing diversity	9.38
35	Laws and regulatory restrictions for access to the market of the mainland of China	10.83	35	Delegation	9.01
36	Trade practices in the mainland of China	10.51	36	Laws and regulatory restrictions for access to the market of the mainland of China	8.97
37	Cross cultural awareness (e.g. the mainland of China) / managing diversity	8.74	37	Trade practices in the mainland of China	8.67
38	Internet marketing	8.38	38	Internet marketing	8.12
39	Zealous in developing talent/ potential in others	7.26	39	Zealous in developing talent/ potential in others	6.63
40	Awareness of local HR related laws	3.88	40	Other languages	2.54
41	Other languages	1.92	41	Awareness of local HR related laws	2.13
42	Japanese (spoken and written)	1.37	42	Japanese (spoken and written)	1.23
43	French (spoken and written)	0.62	43	Spanish (spoken and written)	0.38
44	Spanish (spoken and written)	0.62	44	French (spoken and written)	0.38

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

6. Among the top ten key competencies, "Communication skills" and *"Chinese (Putonghua and business writing skills)"* were both considered as the core competencies (i.e. agreed by over 50% of the respondents) for managers while *"Communication skills"*, *"Interpersonal skills"*, *"Chinese (Putonghua and business writing skills)"* and *"Team work and team building"* were regarded as core competencies for supervisors.

7. On the other hand, some competencies, such as *"Influencing skills"* and *"Delegation"* which were traditionally regarded as essential for both managers and supervisors were ranked relative low in this survey. *"Influencing skills"* and *"Delegation"* were ranked 31st and 32nd respectively for managers and were ranked 29th and 35th for supervisors.

8. Compared with the findings in the 2008 Survey, *"Communication skills"* was ranked at the top for both managers and supervisors. *"Chinese (Putonghua and business writing skills)"* was also regarded as more important for both groups that it was in 2008. It was chosen by over 50% of responding companies as a key competency for managers and supervisors in this survey. It was also the first time that Chinese and Putonghua had ranked higher than English.

9. Two competencies – "*Communication skills*" and "*Chinese (Putonghua and business writing skills)" were chosen as key competencies for managers of all eight sectors. For supervisors,* "*Chinese (Putonghua and business writing skills)", "Communication skills*" and *"Team work and team building" were chosen as key competencies by all eight sectors.*

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

10. In relation to the list of competencies, a list of 10 reasons leading to the choice of key competencies was developed. Respondents were asked to rate the reasons that they considered responsible for their choice of the key competencies for managers and supervisors in the next three years.

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

Reasons	Managers		Supervisors	
	Rank	Average Weighted Scores	Rank	Average Weighted Scores
Market Competition	1	4.27	1	4.20
Continuous Improvement in Efficiency & Effectiveness	2	4.17	2	4.14
Business Expansion/Development	3	3.59	3	3.51
Talent Attraction & Retention	4	3.47	4	3.39
Business Refocus	5	3.03	6	2.95
Change of Government Policies or Regulations in Hong Kong	6	3.02	5	2.98
Change of Government Policies or Regulations in the mainland of China	7	2.93	7	2.88
Technology/Process Change	8	2.87	8	2.85
Cultural Diversity	9	2.64	9	2.60
Outsourcing	10	2.26	10	2.23

11. As shown in Table 2, the rankings of reasons for managers and supervisors were identical for the top four reasons, they were *"Market Competition", "Continuous Improvement in Efficiency & Effectiveness", "Business Expansion/Development"* and *"Talent Attraction & Retention"*.

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

12. The survey indicated that the respondents expected managers and supervisors working outside Hong Kong to have moderately similar competencies. As shown in Table 3, eight out of ten key competencies and nine of the ten least important competencies were the same among the two groups.

Table 3: Key Competency Ranking of Managers and Supervisors Outside Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	English (spoken and written)	51.53	1	Communication skills	53.43
2	Analytical in approach to people and problems	51.22	2	English (spoken and written)	51.24
3	Communication skills	47.16	3	Crisis management	47.06
4	Coaching and counselling	47.16	4	Chinese (Putonghua and business writing skills)	45.70
5	Chinese (Putonghua and business writing skills)	44.60	5	Sense of accountability	45.06
6	Crisis management	44.19	6	Interpersonal skills	44.68
7	Interpersonal skills	40.77	7	Analytical in approach to people and problems	42.26
8	Problem solving and decision making	39.08	8	Coaching and counselling	38.90
9	Sense of accountability	38.08	9	Team work and team building	38.70
10	Business acumen	35.82	10	Quality conscious/quality minded	36.80
11	Planning and organising skills	34.03	11	Planning and organising skills	34.28
12	Risks management	33.95	12	Problem solving and decision making	33.72
13	Trade practices in the mainland of China	30.25	13	Business acumen	32.51
14	Laws and regulatory restrictions for access to the market of the mainland of China	28.87	14	Self management (e.g. time management, job prioritisation, etc.)	32.08
15	Dealing with conflict	28.41	15	Risks management	30.28
16	Team work and team building	27.53	16	Laws and regulatory restrictions for access to the market of the mainland of China	30.00
17	Quality conscious/quality minded	26.89	17	Dealing with conflict	25.53
18	Cross cultural awareness (e.g. the mainland of China) / managing diversity	25.87	18	Trade practices in the mainland of China	25.10
19	Business ethics	25.56	19	Creativity and innovation	22.15
20	Change management	25.48	20	Cross cultural awareness (e.g. the mainland of China) / managing diversity	21.76
21	Self management (e.g. time management, job prioritisation, etc.)	24.66	21	Customer concern	21.53
22	International exposure and knowledge	24.63	22	Integrity and trust	21.50
23	Creativity and innovation	24.38	23	Change management	21.02
24	Negotiation skills	22.07	24	Business ethics	19.86
25	Delegation	21.94	25	Stress management	18.04
26	Customer concern	21.56	26	Instructional, training and presentation skills	17.86
27	IT knowledge and application	18.45	27	IT knowledge and application	17.86
28	Strategic thinking	18.37	28	Negotiation skills	17.81
29	Integrity and trust	18.35	29	Delegation	17.65
30	Influencing skills	18.14	30	Adversity Quotient (AQ)	17.42
31	Motivating others	17.81	31	Influencing skills	15.91
32	Adversity Quotient (AQ)	15.63	32	International exposure and knowledge	14.68
33	Stress management	14.91	33	Strategic thinking	12.42
34	Self improvement	14.78	34	Self improvement	11.91
35	Emotional Intelligence (EI)	11.75	35	Motivating others	11.32
36	Understanding of others/empathy	11.60	36	Emotional Intelligence (EI)	9.52
37	Awareness of local HR related laws	10.26	37	Internet marketing	8.83
38	Instructional, training and presentation skills	9.62	38	Zealous in developing talent/ potential in others	7.36
39	Internet marketing	8.83	39	Awareness of local HR related laws	6.24
40	Zealous in developing talent/ potential in others	8.19	40	Understanding of others/empathy	4.75
41	Japanese (spoken and written)	4.59	41	Japanese (spoken and written)	3.72
42	French (spoken and written)	3.70	42	French (spoken and written)	3.10
43	Spanish (spoken and written)	2.85	43	Other languages	2.49
44	Other languages	2.49	44	Spanish (spoken and written)	1.41

% = percentage of responding companies

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

13. *"English (spoken and written)"* and *"Analytical in approach to people and problems"* were both considered as core competencies (i.e. agreed by over 50% of the respondents) for managers while *"Communication skills"* and *"English (spoken and written)"* were regarded as core competencies for supervisors. It could be noted that *"Communication Skills"* was only ranked in the third place for managers and *"Analytical in approach to people and problems"* was ranked lower for supervisors.

14. Compared with their counterparts in Hong Kong, managers outside Hong Kong were expected to possess two key competencies – *"English (spoken and written)"* and *"Analytical in approach to people and problems"*. These two competencies were only ranked in 5th and 8th respectively for managers in Hong Kong. On the other hand, compared with the findings on supervisors in Hong Kong, supervisors outside Hong Kong were expected to possess key competencies of *"Communication skills"* and *"English (spoken and written)"*. *"Communication skills"* was ranked as the top important competency for supervisors in and outside Hong Kong.

15. Besides, *"Coaching and counseling"*, *"Chinese (Putonghua and business writing skills)"*, *"Crisis management"*, *"Interpersonal skills"* and *"Sense of accountability"* were considered as important competencies for managers and supervisors outside Hong Kong. Different competencies required among managers and supervisors outside Hong Kong were also found in this survey. *"Problem solving and decision making"* and *"Business acumen"* were rated as key competencies to managers but not to supervisors while *"Team work and team building"* and *"Quality conscious/quality minded"* were rated as key competencies to supervisor but not to managers.

16. *"Communication skills"* was chosen as a key competency for both managers and supervisors in all sectors.

The Rationale Behind the Choice of Key Competencies for Managers and Supervisors Outside Hong Kong

17. As shown in Table 4, the rankings of the reasons for both managers and supervisors were alike, it could be noted that *"Market Competition"* and *"Continuous Improvement in Efficiency & Effectiveness"*, *"Cultural Diversity"* and *"Technology/Process Change"* were in different order among the two groups.

Table 4: Ranking of Reasons for Choice of Key Competencies for Managers and Supervisors Outside Hong Kong

Reasons	Managers		Supervisors	
	Rank	Average Weighted Scores	Rank	Average Weighted Scores
Market Competition	1	4.42	2	4.35
Continuous Improvement in Efficiency & Effectiveness	2	4.40	1	4.42
Business Expansion/Development	3	4.17	3	4.15
Change of Government Policies or Regulations in the mainland of China	4	3.98	4	4.00
Talent Attraction & Retention	5	3.66	5	3.64
Business Refocus	6	3.50	6	3.45
Change of Government Policies or Regulations in Hong Kong	7	3.39	7	3.36
Cultural Diversity	8	3.26	9	3.26
Technology/Process Change	9	3.19	8	3.28
Outsourcing	10	2.57	10	2.58

18. The reasons in and outside Hong Kong were typically identical for the choice of competencies for managers. *"Market Competition"*, *"Continuous Improvement in Efficiency & Effectiveness"* and *"Business Expansion/Development"* were ranked in top three important reasons affecting the choice of competencies for managers in and outside Hong Kong. Among the reasons affecting the choice of competencies for supervisors, *"Continuous Improvement in Efficiency & Effectiveness"* was considered more important than *"Market Competition"* in case of those operated outside Hong Kong. However, *"Market Competition"* and *"Continuous Improvement in Efficiency & Effectiveness"* were regarded as the two important reasons affecting the choice of competencies for supervisors in Hong Kong.

Key Competencies of Managers and Supervisors in the Chinese Mainland in the Next Three Years

19. Taken into consideration of the influence of the Chinese Mainland on Hong Kong's development, the data regarding the Chinese Mainland were deliberately extracted from the findings concerning business operations outside Hong Kong for analysis.

Table 5: Key Competency Ranking of Managers and Supervisors in the Chinese Mainland in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	English (spoken and written)	53.20	1	Communication skills	53.47
2	Communication skills	49.31	2	English (spoken and written)	52.83
3	Analytical in approach to people and problems	48.90	3	Interpersonal skills	47.20
4	Coaching and counselling	46.19	4	Crisis management	44.97
5	Chinese (Putonghua and business writing skills)	44.02	5	Chinese (Putonghua and business writing skills)	44.80
6	Crisis management	41.92	6	Sense of accountability	43.48
7	Sense of accountability	41.71	7	Coaching and counselling	39.44
8	Interpersonal skills	40.46	8	Quality conscious/quality minded	39.21
9	Problem solving and decision making	38.83	9	Team work and team building	37.65
10	Risks management	35.92	10	Problem solving and decision making	37.44
11	Planning and organising skills	35.21	11	Analytical in approach to people and problems	36.36
12	Business acumen	35.04	12	Planning and organising skills	36.33
13	Trade practices in the mainland of China	32.46	13	Self management (e.g. time management, job prioritisation, etc.)	33.41
14	Quality conscious/quality minded	29.18	14	Risks management	33.28
15	Laws and regulatory restrictions for access to the market of the mainland of China	28.50	15	Laws and regulatory restrictions for access to the market of the mainland of China	32.97
16	Change management	26.53	16	Business acumen	30.97
17	Delegation	25.65	17	Trade practices in the mainland of China	27.96
18	Team work and team building	25.52	18	Dealing with conflict	25.86
19	Dealing with conflict	25.48	19	Change management	23.59
20	Business ethics	24.74	20	Integrity and trust	22.77
21	Self management (e.g. time management, job prioritisation, etc.)	23.99	21	Creativity and innovation	21.76
22	Creativity and innovation	22.47	22	Delegation	19.96
23	Integrity and trust	20.87	23	Stress management	19.72
24	Strategic thinking	20.54	24	Business ethics	19.45
25	Motivating others	18.30	25	Influencing skills	18.03
26	Customer concern	17.99	26	Customer concern	16.13
27	Influencing skills	17.96	27	IT knowledge and application	15.42
28	International exposure and knowledge	17.93	28	Instructional, training and presentation skills	15.35
29	Cross cultural awareness (e.g. the mainland of China) / managing diversity	17.62	29	Cross cultural awareness (e.g. the mainland of China) / managing diversity	15.32
30	Negotiation skills	17.21	30	Adversity Quotient (AQ)	15.08
31	Self improvement	15.38	31	Self improvement	14.61
32	IT knowledge and application	15.08	32	International exposure and knowledge	14.57
33	Adversity Quotient (AQ)	14.98	33	Strategic thinking	13.79
34	Stress management	11.86	34	Negotiation skills	13.45
35	Understanding of others/empathy	11.18	35	Emotional Intelligence (EI)	11.11
36	Emotional Intelligence (EI)	11.08	36	Internet marketing	10.54
37	Internet marketing	9.42	37	Motivating others	9.69
38	Zealous in developing talent/ potential in others	8.98	38	Awareness of local HR related laws	7.08
39	Awareness of local HR related laws	8.27	39	Zealous in developing talent/ potential in others	6.71
40	Instructional, training and presentation skills	5.52	40	Japanese (spoken and written)	4.91
41	Japanese (spoken and written)	4.95	41	Understanding of others/empathy	2.91
42	French (spoken and written)	1.12	42	Other languages	1.12
43	Other languages	1.12	43	French (spoken and written)	1.12
44	Spanish (spoken and written)	0.00	44	Spanish (spoken and written)	0.00

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

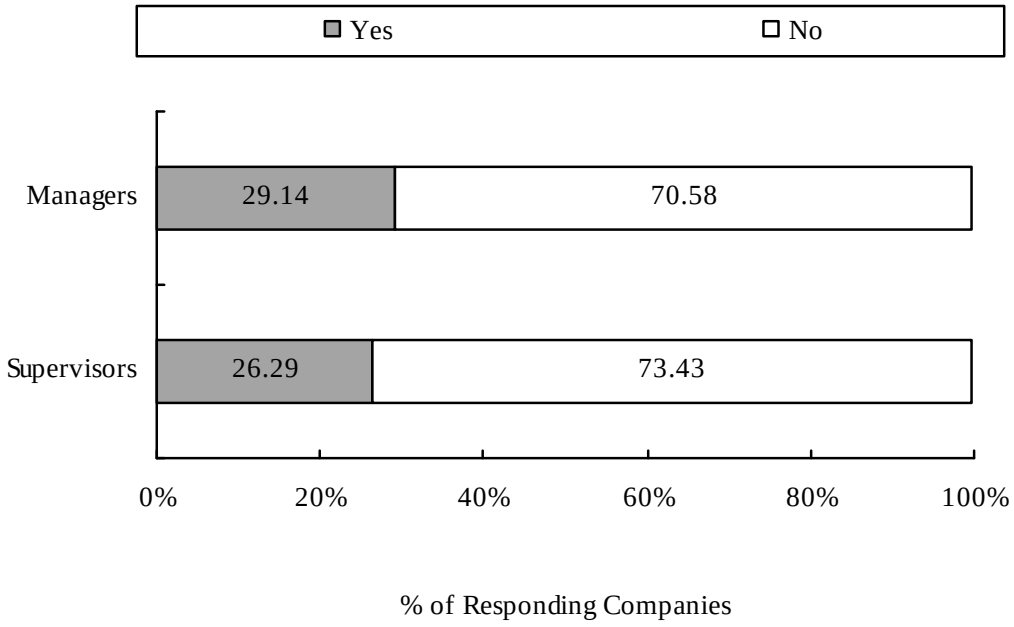
20. The rankings of the key competencies of managers alongside those of supervisors in the Chinese Mainland were presented in Table 5. Eight competencies, namely *"English (spoken and written)"*, *"Communication skills"*, *"Coaching and counselling"*, *"Chinese (Putonghua and business writing skills)"*, *"Crisis management"*, *"Sense of accountability"*, *"Interpersonal skills"* and *"Problem solving and decision making"* were ranked in the top ten important competencies for both managers and supervisors. Among them, *"English (spoken and written)"* and *"Communication skills"* were regarded core competencies (i.e. agreed by nearly/over 50% of the respondents) among the two groups.

21. Compared with the findings in the 2008 Survey, *"English (spoken and written)"* and *"Communication skills"* were ranked much higher for managers, from 7th in 2008 and jumped to the most important competency in 2011 and from 11th in 2008 to the second important in 2011 respectively. On the other hand, *"Communication skills"* on the same lines was considered as the most important competency for supervisors. *"English (spoken and written)"* was only ranked 7th in 2008.

Management Training Situation in Hong Kong

22. The Survey found that most of the managers and supervisors, 70.58% and 73.43% respectively, had not received any management training before they were appointed or promoted to the present levels, as shown in Figure 1. Compared with the findings of 57.57% for managers and 59.28% for supervisors in the 2008 Survey, there was a significant increase for managers and supervisors not receiving management training before recruitment / promotion.

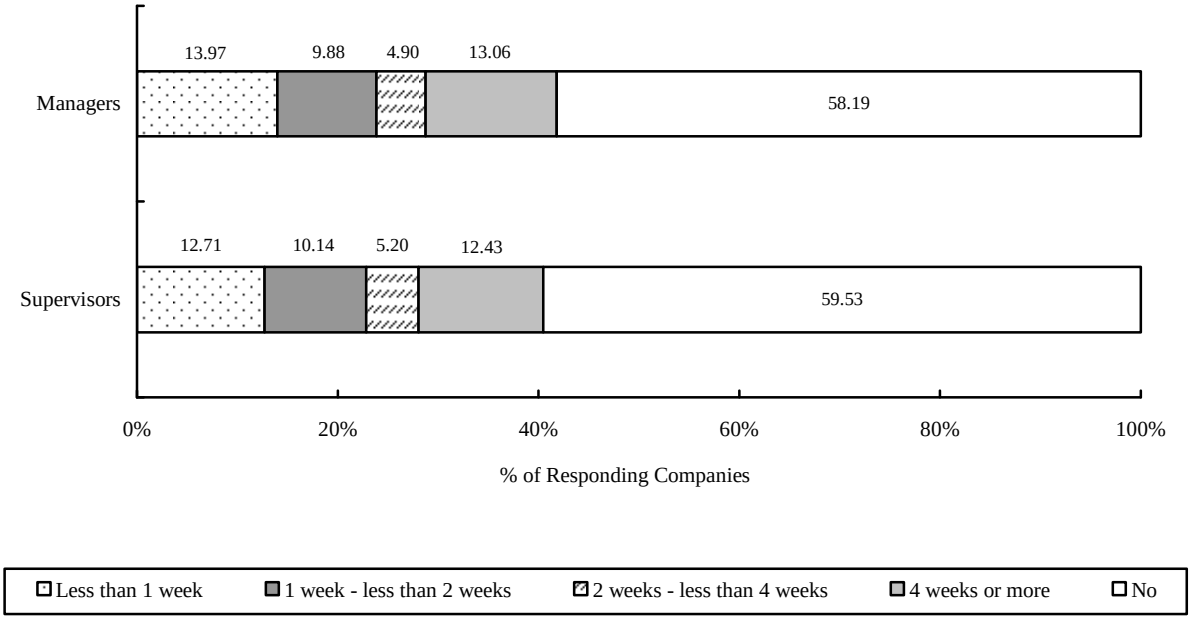
Figure 1: Distribution of Companies Appointing/Promoting Managers and Supervisors With Prior Management Training



Provision of On-the-Job Training to Newly Recruited Managers or Supervisors by Immediate Supervisors and Higher Level Managers

23. The survey result indicated that those companies having newly recruited managers or supervisors, nearly 60% will not be provided with on-the-job training by immediate supervisors and higher level managers. For those companies providing on-the-job training for managers and supervisors, the most preferred duration of training was *"Less than 1 week"* for 13.97% and 12.71% of the responding companies. *"Four weeks or more"* came second with 13.06% and 12.43% for managers and supervisors respectively. It could be noted that the preference on training duration appeared polarized. The two extremes, *"Less than 1 week"* or *"Four weeks or more"* were the most commonly cited.

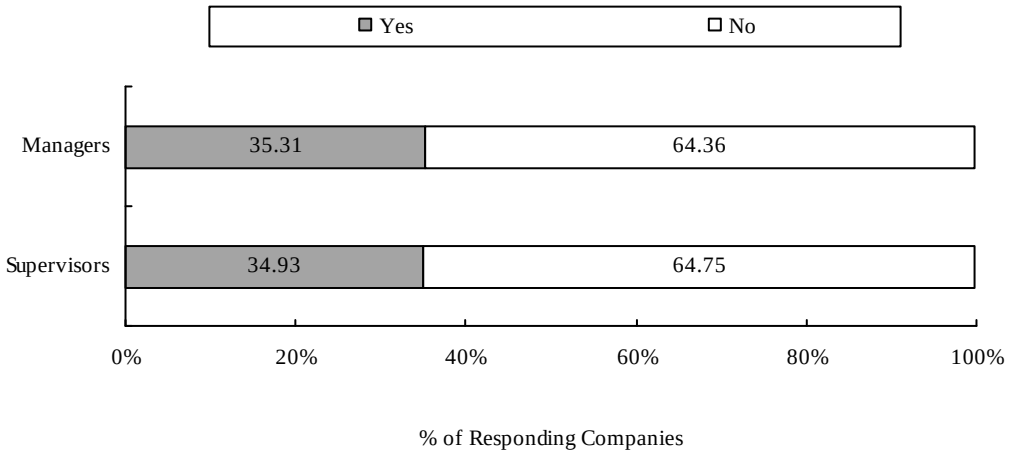
Figure 2: Distribution of Companies Providing On-the-job Training to Newly Recruited Managers and Supervisors



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

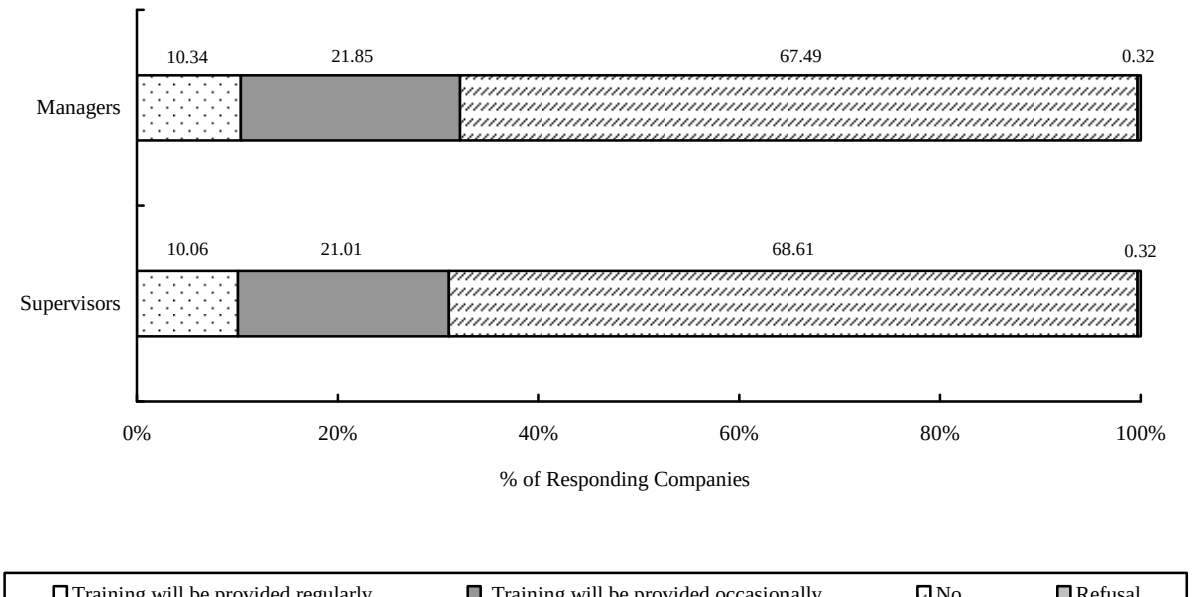
24. The Survey also revealed that only one-third responding companies would provide management training to existing managers (35.31%) and supervisors (34.93%) in the next three years, as shown in Figure 3. Compared with the findings of 45.21% for managers and 42.81% for supervisors in the 2008 Survey, there was a slight decrease in providing management training to managers and supervisors in the next three years.

Figure 3: Distribution of Companies Providing Management Training to Managers and Supervisors in the Next Three Years



25. Besides, only one-third of the responding companies had training plan for their managers and supervisors, 32.19 % and 31.07% respectively, in next three years. Among these training, only 10% would be provided regularly, as shown in Figure 4.

Figure 4: Mode of Management Training Will be Provided to Managers and Supervisors in the Next Three Years



Type of Resources Available for Management Training for Managers and Supervisors in the Next Three Years

26. 70% of respondents had no resources available for management training. Those companies indicated they had resources for management training for managers and supervisors, similar to the 2008 Survey's findings, "*Training budget*" was still the most common.

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

27. Those companies indicating that "*Training budget*" was one of the resources for management training for their managers and supervisors were asked the question of the proportion of the budget to average annual payroll and the variance of the budget compared to the last three years. The survey showed the distribution for the proportion of training and development budget to average annual payroll in the next three years. Among those companies with training budget, about 48.86% would allocate 1-3% of average annual payroll for training, and 32.80% and 13.05% would allocate 4-6 % and 7-15% respectively.

Variance of Training and Development Budget Compared to the Last Three Years

28. On the variance of training budget compared to the last three years, only about 43.49% of companies indicated that they had increased the training budget while 54.63% indicated that the training budget remain unchanged.

Types of Management Training to be Organised

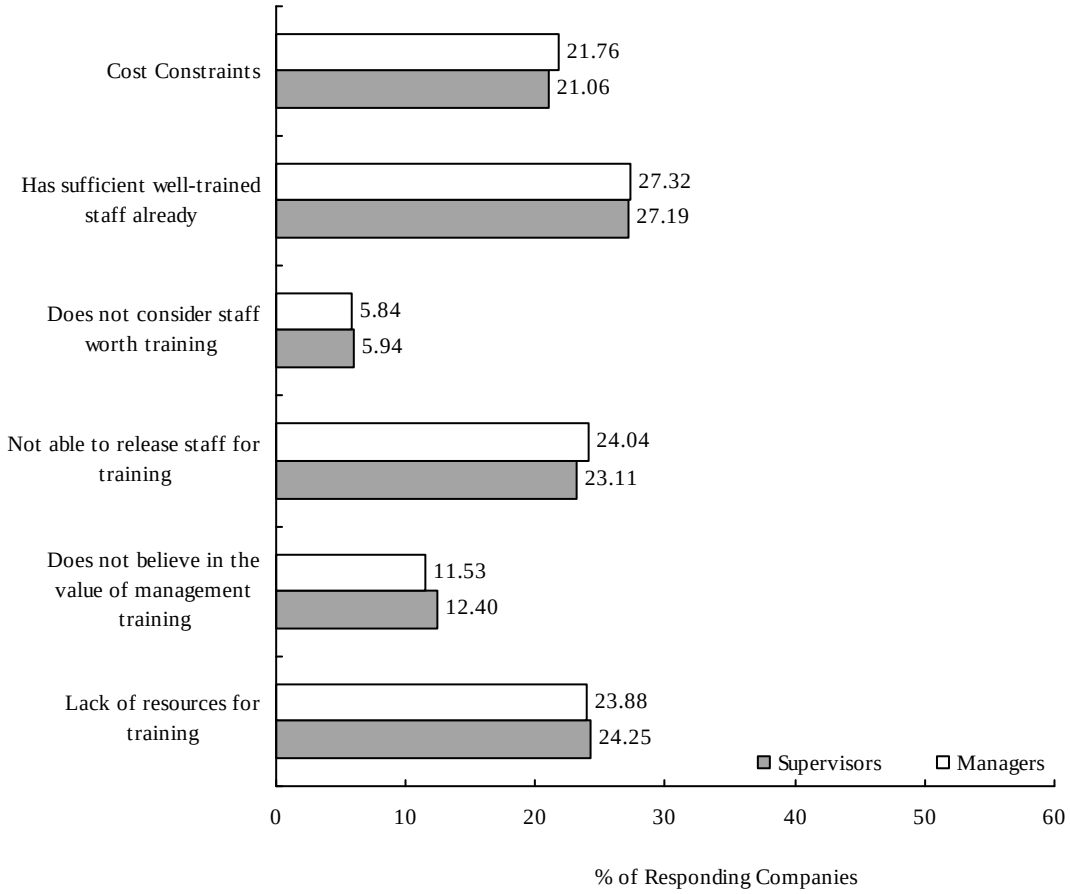
29. For those companies with resources allocation on management training, they were asked to indicate how they would arrange their training programmes among different choices. The survey indicated that nearly 70% responding companies would preferred "*Sponsoring management staff to attend external programmes*" as the major method in providing management training for their managers and supervisors.

30. Of those companies indicating that in-company management training would be organized, nearly 60% companies preferred to conduct "*On-the-job management training*". Only about 13% companies preferred "*Off-the-job management training*".

Reasons for Not Arranging Management Training to Managers and Supervisors in the Next Three Years

31. For those companies not going to provide management training in the next three years, Figure 5 showed that the major reasons were "*Having sufficient well-trained staff*", "*Lack of resources for training*" and "*Not able to release staff for training*".

Figure 5: Reasons for Not Arranging Management Training for Managers and Supervisors in the Next Three Years



Preferred Types of Sponsored Management Training Programmes

32. Regarding the type of programmes they preferred to sponsor, over 60% responding companies chose to sponsor their managers and supervisors, 65.94% and 65.49% respectively, to attend *"External Management Evening Programmes"*. Similar findings had been presented in the 2008 Survey.

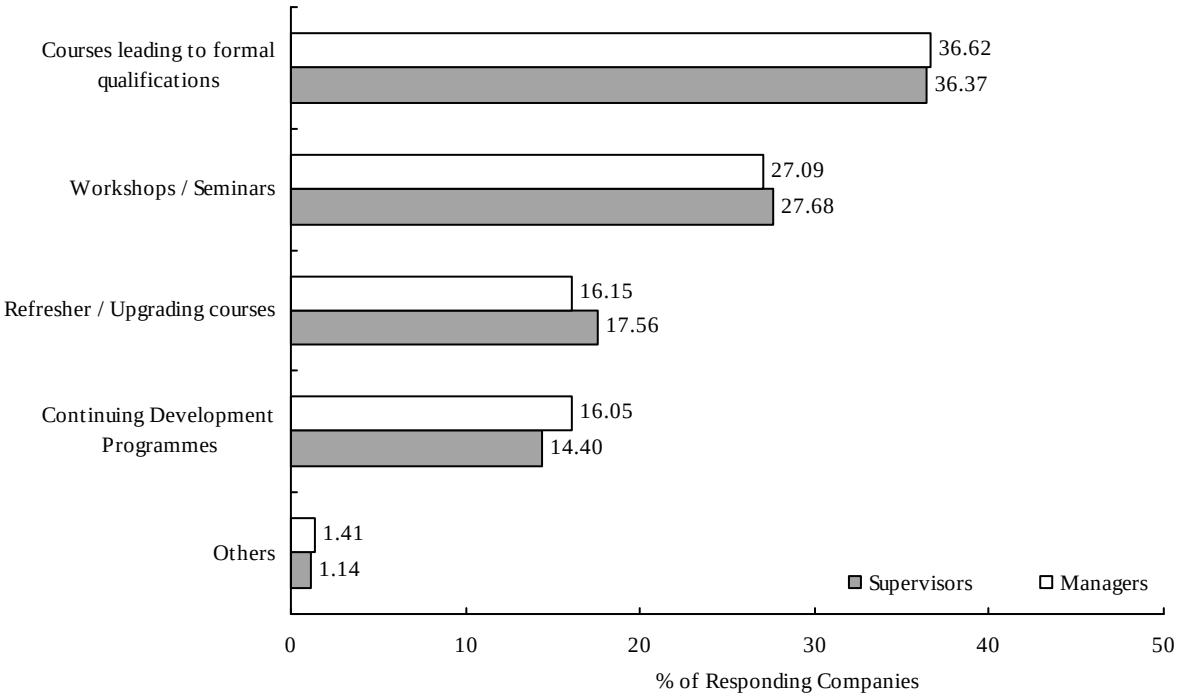
Preferred Types of Sponsorship

33. Over 40% of the responding companies would be willing to *"release their staff during office hours"* and *"pay or reimburse them for the fees paid"*. 41.22% of responding companies were willing to release during office hours cum pay or reimburse for managers and 40.75% for supervisors. This was a slight increase in the percentage compared with the findings in the 2008 Survey. Moreover, on top of this 40%, about 42% (42.23 % for managers and 41.82% for supervisors) of the responding companies would be willing to just *"pay or reimburse"* their staff for the course fees they had paid.

Management Training Preference in the Next Three Years

34. It could be seen in Figure 6 below, the most preferred type of management training for both managers and supervisors was *"Courses leading to formal qualifications"* for nearly 40% of the responding companies. *"Workshops and Seminars"* came second with nearly 30%.

Figure 6: Preferred Types of Management Training for Managers and Supervisors in the Next Three Years



35. Management training programmes lasted for *"Less than one week"* were most preferred for both managers and supervisors. Only about 7% of the respondents would consider programmes that last for *"12 months or more"*.

36. The Survey result indicated that *"One-off"* mode or training programme with frequency of *"Once a week"* were most popular for about 40% of the responding companies, leading others by a wide margin.

37. Nearly 50% responding companies preferred their managers and supervisors to attend management training programmes that were conducted in *"Combination of Weekdays and Weekends"*. Training programmes conducted in weekends only was less preferred and was chosen by only about 15% of responding companies.

38. More than four in ten responding companies preferred their managers and supervisors to attend management training programmes that were conducted *"After office hours"*. And *"Both during and after office hours"* followed closely and was chosen by over 30% of responding companies.

39. The majority preferred *"Cantonese"* as the medium of instruction for the management training programmes for both managers and supervisors for over 60% of responding companies, leading others by a wide margin. Besides, programmes conducted in bilingual format with Cantonese and English was also well accepted by nearly a quarter of responding companies. However, programmes conducted in solely *"English"* or *"Putonghua"* had lower popularity.

40. With regard to training methods, approaches or methodologies for managers and supervisors, *"Mentoring/Coaching"* was the most preferred approach, followed by *"Action learning through work-related projects"* and *"Small group training"*. .

Average Number of Training Days Provided Last Year

41. About 60% of responding companies had not provided training for their managers and supervisors during last year. For the rest of the 40% companies that training were provided, the programmes commonly lasted for *"1 day – 3 days"*.

Role of HKSAR Government and Related Organisations in Assisting/Supporting Management Training for Managers and Supervisors

42. The majority of the responding companies preferred the Government or related organisations to offer free/subsidised training course. Besides, *"Provide funding to companies"* was another preferred options for over 50% of the responding companies.

Cross Years Comparison

Trends of the Top Ten Competencies for Managers in Hong Kong

43. Table 6 showed the trends of the top ten competencies for manager in Hong Kong. Among the top ten competencies, it could be noted that 8 out of 10 competencies in 2011 Survey were the same in 2008 Survey while 5 out of 10 were the same compared with the 2005 findings. They were *"Communication skills"*, *"Chinese (Putonghua and business writing skills)"*, *"Interpersonal skills"*, *"Team work and team building"*, *"English (spoken and written)"*, *"Crisis management"*, *"Sense of accountability"*, *"Analytical in approach to people and problems"* and *"Coaching and counseling"*, *"Problem solving and decision making"*. Besides, it could also be noted that social skills, such as *"Communication skills"* and *"Interpersonal skills"*, took top positions in the ranking in the 2011 Survey which were rated higher (i.e as a core competencies) than those management skills, such as *"Crisis management"*, *"Sense of accountability"* and *"Analytical in approach to people and problems"*, for managers in Hong Kong.

Table 6: Trends of the top 10 Competencies for Managers in Hong Kong

Rank	2011	%	2008	%	2005	%
1	Communication skills	51.22	Crisis management	51.98	Coaching and Counseling	47.45
2	Chinese (Putonghua and business writing skills)	50.07	Coaching and counselling	46.59	Sense of Responsibility	47.29
3	Interpersonal skills	49.87	Communication skills	44.21	Communication Skills	47.09
4	Team work and team building	48.6	Team work and team building	44.09	Crisis Management	44.91
5	English (spoken and written)	48.44	English (spoken and written)	42.17	Interpersonal Skills	41.1
6	Crisis management	47.52	Business acumen	41.4	Planning Skills	40.71
7	Sense of accountability	46.55	Interpersonal skills	40.12	Business Acumen	38.02
8	Analytical in approach to people and problems	43.25	Chinese (Putonghua and business writing skills)	39.31	Analytical in Approach to People and Problems	37.13
9	Coaching and counselling	41.44	Sense of accountability	38.54	Problem Solving and Decision Making	36.46
10	Problem solving and decision making	37.73	Planning and organising skills	38.19	Self Management	35.57

% = percentage of responding companies

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

Trends of the Top Ten Competencies for Supervisors in Hong Kong

44. Table 7 showed the trends of the top ten competencies for supervisors in Hong Kong. Compared with the 2008 Survey's findings, it could be found that the top ten competencies of the 2011 Survey were identical but only differed from the ranking while 5 out of 10 were the same compared with those of the 2005. These top ten competencies were *"Communication skills"*, *"Interpersonal skills"*, *"Chinese (Putonghua and business writing skills)"*, *"Team work and team building"*, *"English (spoken and written)"*, *"Crisis management"*, *"Sense of accountability"*, *"Analytical in approach to people and problems"*, *"Coaching and counseling"* and *"Problem solving and decision making"*. Besides, *"Communication skills"* was rated as the most important competency for supervisors in three consecutive surveys.

Table 7: Trends of the top 10 Competencies for Supervisors in Hong Kong

Rank	2011	%	2008	%	2005	%
1	Communication skills	55.23	Communication skills	57.4	Communication Skills	62.99
2	Interpersonal skills	52.3	Team work and team building	53.35	Sense of Responsibility	62.7
3	Chinese (Putonghua and business writing skills)	51.31	English (spoken and written)	47.94	Customer Concern	51.65
4	Team work and team building	51.29	Interpersonal skills	46.89	Interpersonal Skills	48.54
5	English (spoken and written)	49.87	Sense of accountability	46.32	Team Spirit	45.71
6	Crisis management	44.6	Coaching and counselling	45.57	Coaching and Counseling	42.69
7	Sense of accountability	44.06	Problem solving and decision making	45.39	Self Management	37.57
8	Analytical in approach to people and problems	40.59	Crisis management	45.29	Problem Solving and Decision Making	36.48
9	Coaching and counselling	39.21	Chinese (Putonghua and business writing skills)	44.73	Analytical in Approach to People and Problems	36.07
10	Problem solving and decision making	38.87	Analytical in approach to people and problems	41.4	English (Spoken and Writing)	35.93

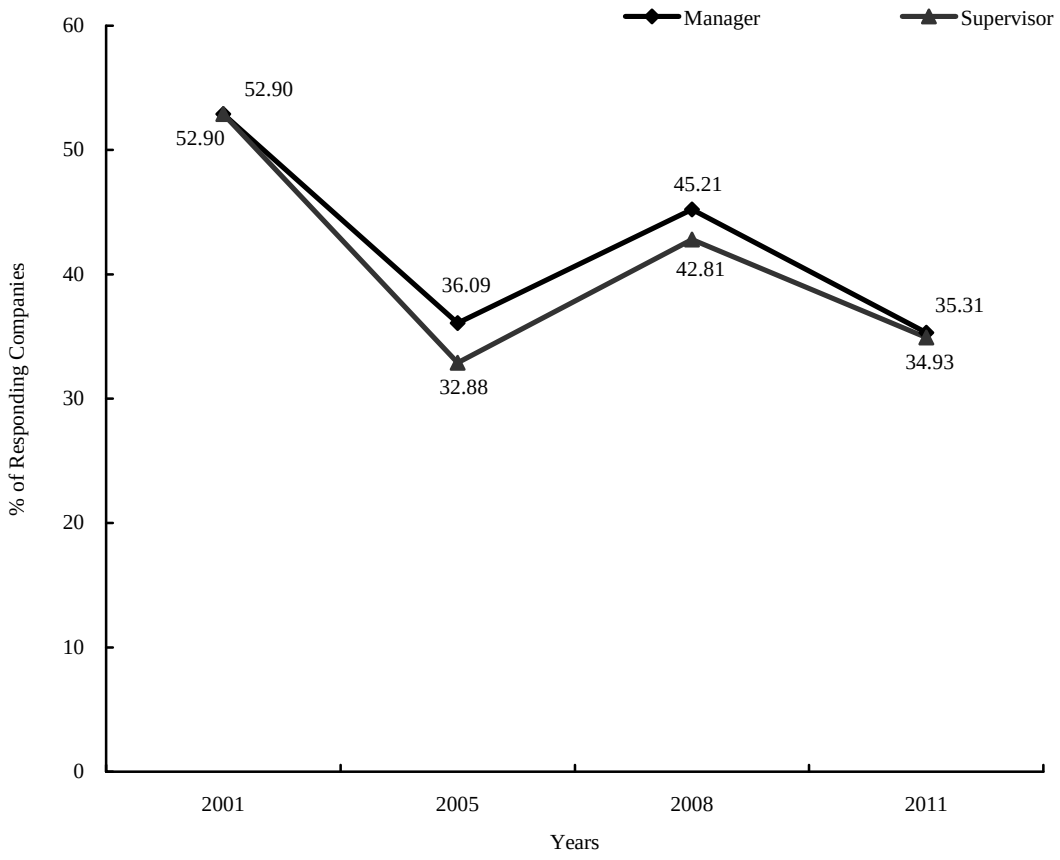
% = percentage of responding companies

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

Trends of Companies Providing Management Training to Managers and Supervisors

45. As shown in the Figure 7 below, a downward trend of companies providing management trainings to their managers and supervisors was observed. Only 35.31% companies would provide management training to managers, the lowest figure in nearly two surveys, and 34.93% companies would provide management training to supervisors. In fact, it had rebounded in 2008, increased to 45.21% and 42.81% from 36.09% and 32.88% in 2005 for managers and supervisors respectively, however, it had fallen to about 35% in 2011. Compared with the findings of ten year ago, it was a significant decrease from 52.9% for both managers and supervisors in 2001.

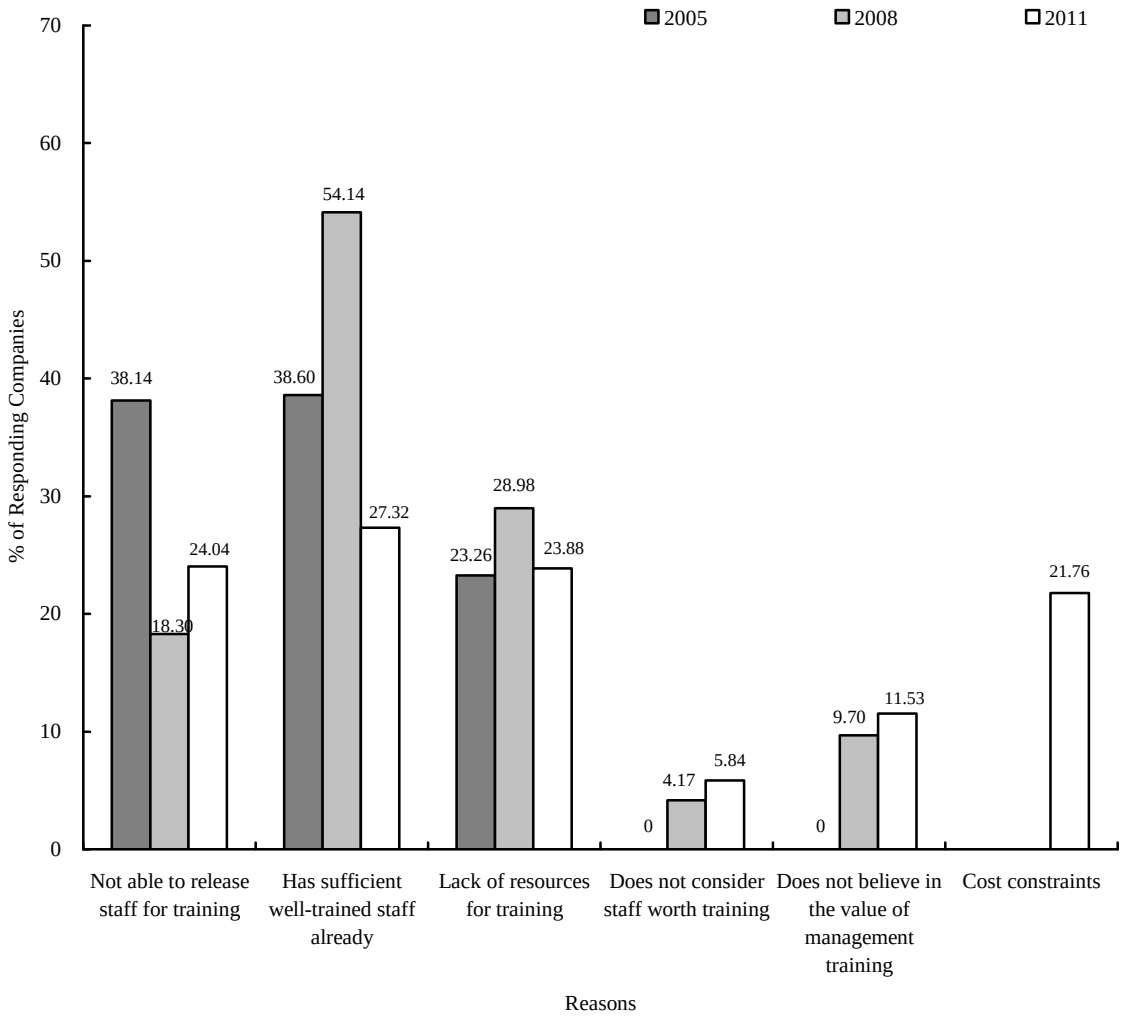
Figure 7: Trends of Companies Providing Management Training to Managers and Supervisors



Trends of Reasons for Not Arranging Management Training for Managers

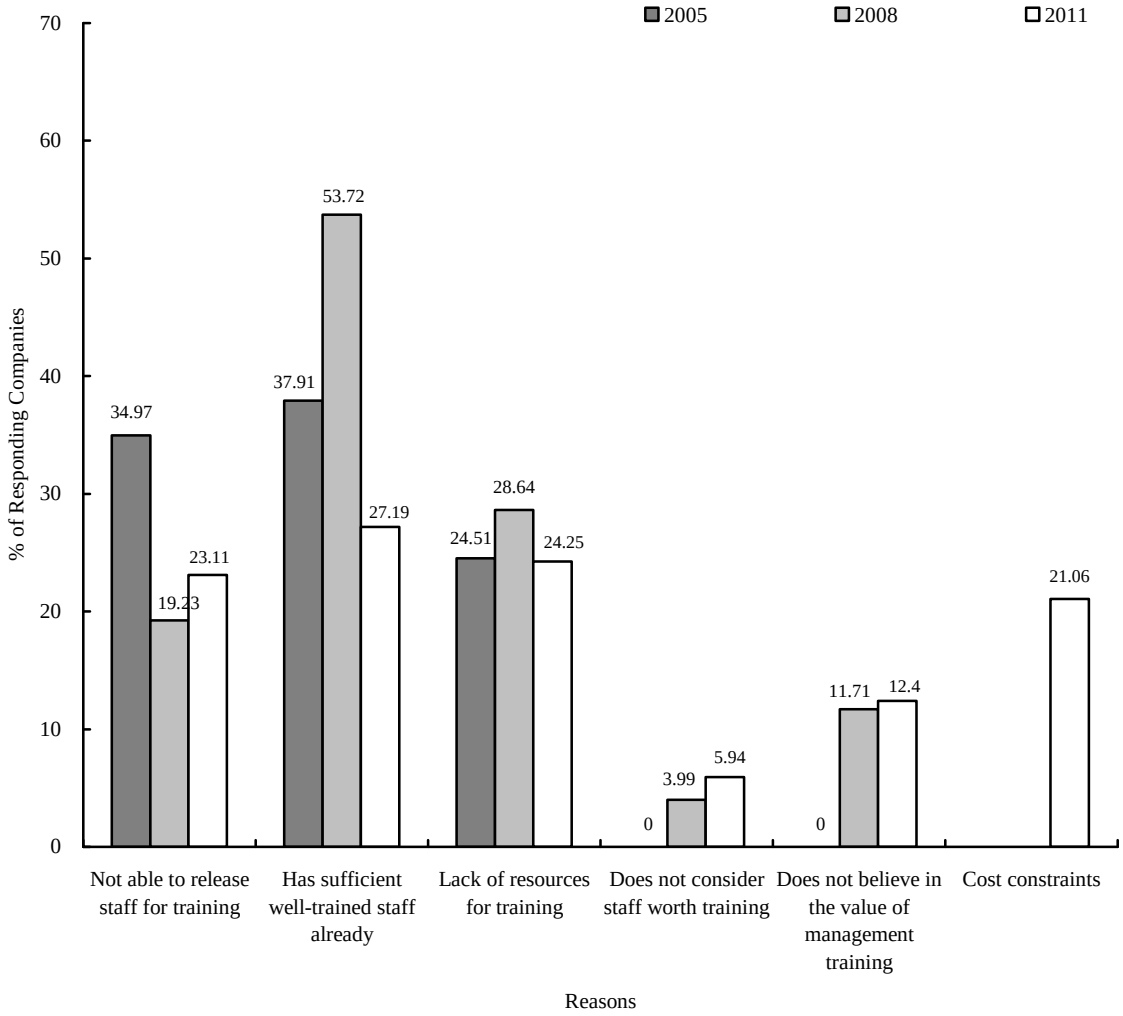
46. Figure 8 and 9 showed the reasons of companies not arranging management training for their managers and supervisors respectively. Most of the companies replied that they *"Have sufficient well-trained staff already"*. *"Not able to release staff for training"* and *"Lack of resources for training"* were the second and third reasons respectively for such phenomenon.

Figure 8: Trend of Reasons for Not Arranging Management Training for Managers



Remark: "Cost constraints" was the newly added options for this questions in the 2011 Survey, therefore, no data can be shown in the 2008 and the 2005 Survey's findings.

Figure 9: Trend of Reasons for Not Arranging Management Training for Supervisors

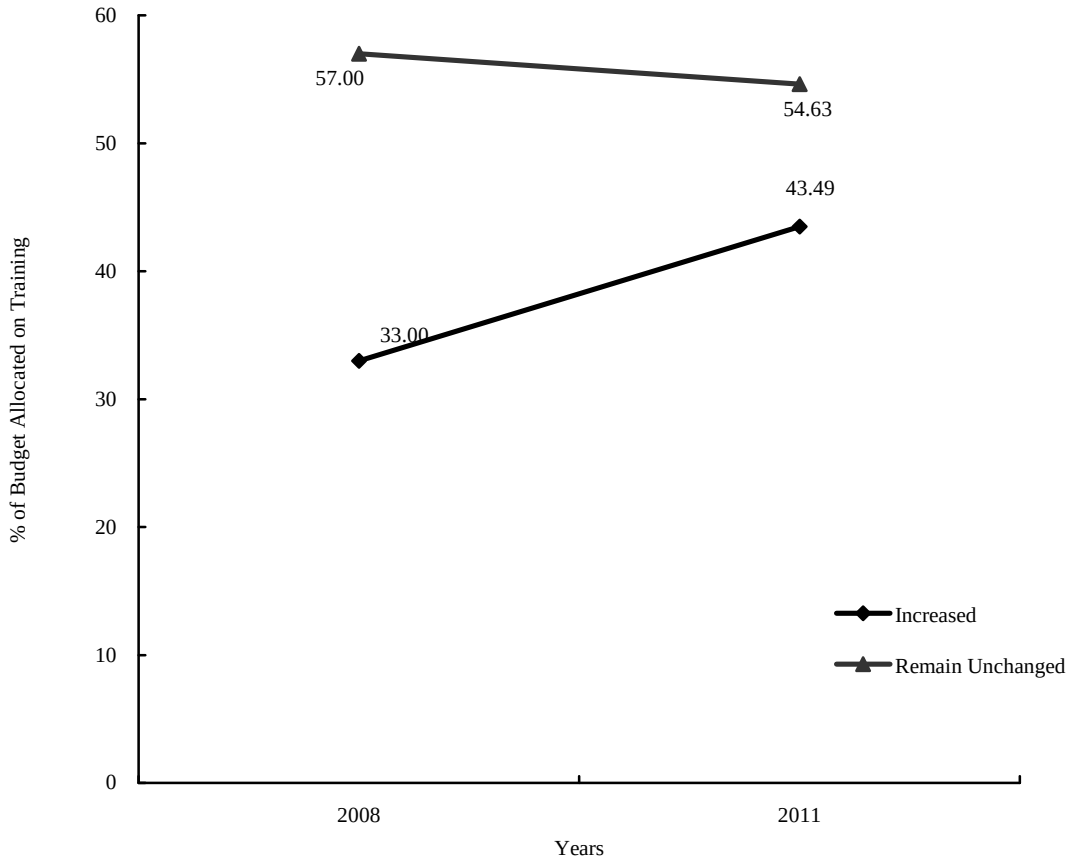


Remark: "Cost constraints" was the newly added options for this questions in the 2011 Survey, therefore, no data were shown in the 2008 and the 2005 Survey's findings.

Trends of Budget Allocated on Staff Training/Development Compared to the Last Three Years

47. Figure 10 showed the trends of budget allocated on staff training/development compared to the last three years. More than four in ten companies (43.49%) indicated that their training/development budget had been increased compared to the last three years. while 54.63% replied that the budget remained unchanged.

Figure 10: Trends of Budget Allocated on Training
Compared to the Last Three Years



Conclusions

48. After preliminary analysis of the findings of the survey, the Committee had decided to form a focus group comprised of members nominated by various trade associations and also practitioners in the SMEs. The purpose of the focus group is to collect views on specific topics that the structured survey may not be able to identify. The Focus Group had discussed and made its observations of the findings. The Committee then reviewed the opinions of the Focus Group and worked out the conclusions and the recommendations.

Key Managerial Competencies of Managers and Supervisors

49. The Survey found that the following key competencies were ranked in the top ten important competencies for both managers and supervisors in Hong Kong:

- *"Communication skills"*
- *"Chinese (Putonghua and business writing skills)"*
- *"Interpersonal skills"*
- *"Team work and team building"*
- *"English (spoken and written)"*
- *"Crisis management"*
- *"Sense of accountability"*
- *"Analytical in approach to people and problems"*
- *"Coaching and counseling"*
- *"Problem solving and decision making"*

50. It was obvious that the top ten competencies were the same for both managers and supervisors. The Focus Group opined that the flattening of organization might be the cause that renders less differentiation in job requirements between managers and supervisors, especially in SMEs. The Committee concluded that the old cliché in expecting supervisors to perform execution of work through supervising workers alone is long gone. A higher level of sophistication is now expected of the supervisors in leading people through coaching and counseling, team building. What is more is the elevation of job scope in helping to run business with more strategic thinking in analyzing people and problem, problem solving and making decision with a "looking from outside in" concept towards the business is essential. This finding's implication to course providers is that 'Bridging' courses might need to be worked out to develop supervisors for more complicated jobs.

51. The Survey found that consistently for the past three surveys, *"Communication skills"* was ranked the top key competency for supervisors in Hong Kong. The Committee agreed with the Focus Group's opinion that the high ranking of competencies related to communication and its sub-set: language and interpersonal skills might reflect that mastery of these competencies tend to bring direct and immediate benefits to the company, say through winning a new business by making an impactful presentation to customers. However, for learning such skills, drilling, practical training and exposures are keys to improvement and employees of SMEs are lack of time and opportunities to participate in such mode of training.

Management Training

52. The Survey found that over 70% of respondents indicated no prior management training was provided before appointing/promoting managers and supervisors. Moreover, close to 60% of respondents indicated no on-the-job training was provided to newly recruited managers and supervisors. Over 60% of the respondents indicated no management training would be provided to managers and supervisors in the next three years.

53. The Committee agreed with the Focus Group's opinion that this reflects that SMEs are more handicapped in budget/resources provision for training. The Focus Group opined that a lot of SMEs are in the stage of business start-up and training is not a priority. Moreover, SMEs tend to believe that a person should be equipped for his/her job before joining the company and therefore between 'buy' and 'make', SMEs tend to choose 'buy'. The Focus Group opined that it is a fact that comparatively, SMEs' ability to retain capable employees is lower than larger enterprises and SMEs had experienced loss of capable employees after being trained by the employers and SMEs could hardly afford this. To reduce employee turnover employers might turn to recruit people with lower qualifications and just provide good enough training for performing current role as they tend to believe that they should be more stable with a lower market value. Career development would less likely be considered. Shortage of hands is another impediment for employers releasing employees for external training.

54. The Committee agreed with the Focus Group's view that even though SMEs might recognize motivation is a purpose of managerial/supervisory training, again budget/resources might restrict the undertaking of this kind of training.

55. The Committee concluded that managerial/supervisory training is more conceptual compared to skills training and the benefit not immediate. SMEs would rather put in more resources in skills training than managerial/supervisory training probably to curb loss on Return on Investment by developing for others at the end of the day. It is in the long term interest of SME employers to review this kind of mindset. It is recommended that SME employers to integrate people development with other people retention initiatives to avoid loss on return on investment in their human capital asset that could bring much higher return.

56. About the mode of training most suitable to SMEs, the Committee agreed with the Focus Group's opinion that coaching by immediate supervisor is a pragmatic way because it is more job-related, and if given in a timely, amiable and assertive manner, the outcome should be effective.

57. The Committee concluded that some existing methods of training such as e-learning is not so well adopted by or neglected by SMEs. Employers of SMEs tend to believe that employees who are self-initiated and self-motivated should be able to take advantage of whatever methods of training without the involvement of employers. The Committee opined that employers should encourage their employees to undertake continuing learning for the long term benefit of the companies and the individuals. To do this, the mind-set of employers about training culture should be changed first.

58. The Committee concluded that innovative mode of learning should be introduced that is adaptable to the working environment of SMEs. The Committee cited the combination of face-to-face and e-learning as a possibility, it is flexible to the learners. Focused topics/area of learning arranged in modules is more appropriate for SMEs. Usually at the end of the programme and after assessment, qualifications are awarded. The Committee opined that whatever the learning is staged, it should make sense to SMEs because funding for learning and training is limited.

59. The Committee agreed with the Focus Group's observation that the working attitude and behavior of some of the younger generation (such as those so-called post-80s) are found to be less favourable. It becomes a vicious-cycle because employers are hesitant to allocate resources to train them up. However, it is more a social problem than a training problem. Managers and supervisors have to learn how to coach the younger generation. Training service providers should find out whether they could help managers and supervisors in this respect.

60. The Committee concluded that SMEs should explore new opportunities to enhance managerial/supervisory competencies of employees. Individual industry's interests are represented collectively by trade association and more liaisons with trade associations should take place. Trade associations should in turn represent the industry to collaborate with training service providers to design courses and programmes that are appropriate to SMEs.

61. The Committee agreed with the Focus Group's opinion that government support to the SMEs had benefited the SMEs by enhancing the competitiveness of SMEs. Support in training is one area that the government should help. The Continuing Education Fund and the SME Training Fund have been cited. The continuation of existing schemes and introduction of new schemes will be welcomed by SMEs.

62. The Committee opined that even though SMEs have many channels to voice their needs, by means of the survey report, the Committee could arouse the government's attention about the aspect of managerial and supervisory training concerning SMEs, for the benefit of SMEs.

63. The study by the Committee by means of conducting surveys supplemented by collecting opinions and recommendation from focus groups should be able to provide indications and guidelines to all stake holders.

Major Recommendations to Stakeholders

64. Based on the survey findings and discussion of the Focus Group, recommendations by the Committees are worked out.

65. To the Government:

- 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 consider to extend the scope and coverage of Continuing Education Fund (CEF) and resume the operation of SME Training Fund (STF) to ensure that the training needs are met;

- 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.

66. 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 with considering the job natures and requirement, competency required;

- to take a longer term view in people development and to integrate other people initiatives in retaining talent and motivating trained employees to ensure high return of their people asset.

67. To Employees:

- to be aware of the changing job requirements and the increasing complexity of the nature of jobs relating to management and supervision;

- to be aware of the opportunities and channels in learning managerial and supervisory skills for development and advancement;

- to be aware of the tangible awards (such as qualifications) and intangible result of various kind of learning would bring;

- to be aware of the fact that it is in the interest of both the employers and employees to improve managerial and supervisory skills.

68. 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.

VOCATIONAL TRAINING COUNCIL

COMMITTEE ON MANAGEMENT AND SUPERVISORY TRAINING

Report on
2011 Survey of the Managerial Competency Profile and Management Training Needs of Managers and Supervisors in the Next Three Years

PART I : INTRODUCTION

The Committee

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.

Purpose of the Survey

2. In the second half of 2011, the Committee conducted a 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 and outside Hong Kong for the next three years.

3. The field work of this survey was conducted with the assistance of the Census and Statistics Department. The survey aimed at: (i) assessing the managerial competencies mostly required by managers and supervisors in small and medium enterprises (SMEs) in the next three years; (ii) identifying SMEs' training plans/arrangements, preferences on modes of training and other training concerns in relation to managerial and supervisory training. The survey findings would provide useful information for management, training providers, institutions, and trade associations to formulate courses to tackle the identified management training needs.

4. Similar to the 2008 Survey, managerial competencies of managers and supervisors working in operations outside Hong Kong were not confined in the Chinese Mainland. Besides, in order to seek concrete information for other language abilities required for managers and supervisors in the industry nowadays, *"Other Languages"* was split into *"Japanese (Spoken and Written)"*, *"French (Spoken and Written)"*and *"Spanish (Spoken and Written)"* for selection in Key Competencies. Two new competencies options were also introduced. They were *"Internet Marketing"* and *"Awareness of Local HR Related Laws"*.

"Managers" and "Supervisors"

5. This Survey is aimed at determining the manpower development and training needs for managerial and supervisory level across various business sectors. Most organizations would have hierarchy of management but not all of them, in particular SMEs would have a clear-cut distinction between supervisory and managerial staff.

6. The Committee had made the following definitions for managerial and supervisory levels in this survey, as follows:

- *"Managers"* is referred to the middle managers and/or department heads which are responsible for the day-to-day operation of a major function or department of the company such as personnel, training, finance, marketing and production.

- *"Supervisors"* is referred to the supervisors and/or front-line managers in the company which are responsible for the operation of a small section or a particular area of activity or a team of employees and normally are not involved in policy making.

Data Collection

7. A survey questionnaire consisting of four parts was used. The questionnaire started with a cover page to capture basic classification data of the responding organisations, followed by the main content which was structured as follows:

(i) Part I collected the respondents' (the officer/manager/owner of the organisation) views on key competencies mostly required by managers and supervisors in the next three years in Hong Kong, as well as the rationale behind the given views.

(ii) Part II sought views from respondents having business operations outside Hong Kong on key competencies mostly required by managers and supervisors working outside Hong in the next three year, as well as the rationale behind the given views.

(iii) Part III gathered the training preferences and requirements in the areas of managerial/ supervisory training and development in the next three years.

8. A copy of the survey questionnaire is in **Appendix 8**.

Coverage of the Survey

9. The survey covered a sample of 1,008 randomly selected SMEs from a population of 34,040 which employed 10 to 99 employees in eight major business sectors. Companies with less than 10 employees were not covered as experience from previous surveys showed that managers and supervisors of these establishments were mostly owner managers and sole proprietors.

10. The business sectors (alternatively known as branches) are shown below. Detailed sampling breakdown by sectors is shown in **Appendix 6**.

Branch		No. of Companies	Sample Size
1	Manufacturing	1,606	47
2	Electricity, Gas and Water	28	11
3	Construction	2,000	60
4	Wholesale, Retail and Import/Export Trades	13,166	344
5	Transport, Storage and Communication	4,707	157
6	Finance, Insurance, Real Estates and Business Services	3,316	95
7	Community, Social and Personal Services	5,283	153
8	Restaurants and Hotels	3,934	141
9	**Total**	**34,040**	**1,008**

11. The sample selection plan is shown below.

Employment Size	**All Sectors**		
	No. of Companies in Population	Proposed No. of Companies in Sample	Sampling Fraction
10-19	19,818	359	1.8%
20-49	11,170	339	3%
50-99	3,052	310	10.2%
Total	**34,040**	**1,008**	**3%**

12. The survey achieved an effective response rate of about 97.25%. The survey data of the sample have been statistically grossed up to provide an overall picture. The analysis of responses is shown below.

Branch / Results	1	2	3	4	5	6	7	8	Total
Closed	1			1	4	1		1	8
Moved, Address cannot be located / Untraceable	2		5	5	13	3	1		29
Non-contact	2	3	4	32	13	7	26	17	104
Not yet start operation				1					1
Partial Response				3		1	3		7
Refusal			1	5		2	4	4	16
Registered office / Corresponding address				2		1	1		4
Response	42	8	48	285	125	74	115	117	814
Temporary ceased			2	10	2	6	3	2	25
Total	**47**	**11**	**60**	**344**	**157**	**95**	**153**	**141**	**1,008**

Branch 1 : Manufacturing
Branch 2 : Electricity, Gas & Water
Branch 3 : Construction
Branch 4 : Wholesales, Retail & Import/Export Trades
Branch 5 : Restaurants & Hotels
Branch 6 : Transport, Storage & Communications
Branch 7 : Finance, Insurance, Real Estate & Business Services
Branch 8 : Community, Social & Personal Services

Presentation of Survey Findings

13. For comparison with similar surveys conducted by the CMST in 2005 and 2008, only effective responses from firms with employment size of 10 or more were reported in this report for the sake of consistency. Highlights of the survey findings are reported in Part II and Part III, followed by the Conclusions in Part V and Recommendations in Part VI.

PART II : MANAGERIAL COMPETENCIES

Method of Analysis

14. The first two parts in the questionnaire collected respondents' views on key competencies mostly required for managers and supervisors working in and outside Hong Kong. These two parts listed 44 competencies that covered knowledge, skills and attitudes generally required in management. The list was developed by the Working Party on the Survey after making reference to the Managerial Capability Framework published by the Management Development Centre of Hong Kong (the predecessor of the Institute of Professional Education And Knowledge), related surveys of the Hong Kong Institute of Human Resource Management and summaries of the previous surveys conducted before. The definitions of the competencies are provided in **Appendix 7**.

15. Respondents were asked to choose 10 out of 44 competencies that they considered the most important. For easier identification on the most predominant competencies, the competencies were ranked and presented in tabular form in accordance with the percentage scored in descending order. The top ten competencies receiving the highest percentages were labelled **"Key Competencies"** that were considered to be the most important competencies in the next three years by the majority of respondents. In relation to the list of competencies, a list of 10 reasons leading to the choice of key competencies was developed by the Working Party. The respondents were asked to rate the reasons that they considered responsible for their choice of the key competencies. A rating scheme (on a scale of 1 – 6, where 1 = very low, 2 = low, 3 = below average, 4 = above average, 5 = high and 6 = very high) was adopted to indicate the level of importance that they attribute to these reasons. A weighted average score for each reason was then worked out and ranked in descending order of importance. The results concerning competencies of Hong Kong managers and supervisors will first be discussed, followed by those working outside Hong Kong.

Limitations and Interpretation

16. Compared with the 39 competencies in the 2008 Survey, 5 new competencies options were introduced. In order to seek concrete information for other language abilities required for managers and supervisors, *"Other Languages"* was split into *"Japanese (Spoken and Written)"*, *"French (Spoken and Written)"*and *"Spanish (Spoken and Written)"* for selection in Key Competencies. Another 2 competencies, namely *"Internet Marketing"* and *"Awareness of Local HR Related Laws"* were newly introduced.

17. Secondly, in the 2005 Survey, apart from the managerial competencies for Hong Kong, companies were asked to consider managerial competencies for the Chinese Mainland. However, in the 2008 and this Survey, companies were asked to consider the competencies for managers/supervisors working outside Hong Kong, and not confined to the Chinese Mainland. Since the coverage was expanded, the findings in this survey may reflect geographic and cultural differences which might not be considered in the survey conducted before 2008.

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

18. Table 1 presents the rankings of the key competencies of managers alongside those of supervisors across various business sectors. In addition, the percentages of the competencies chosen were presented in descending order. The top ten key competencies of managers and supervisors were regarded by the respondents as identical but differed from the ranking only. For the ten least important competencies, nine out of ten were found the same in supervisors group. It shows that the responding companies considered that the competencies required for managers and supervisors were quite similar.

19. Among the top ten key competencies across various business sectors, *"Communication Skills"* was ranked in the top of the key competency for two targets groups with similar percentage, 51.22% for managers group and 55.23% for supervisors group. *"Interpersonal skills"* and *"Chinese (Putonghua and business writing skills)"* followed in the 2nd and the 3rd with about 50% responding companies regarded as key competency for their managers and supervisors. From the 4th to the 10th, it was more or less identical in ranking sequence for both managers and supervisors as follows: *"Team work and team building"*, *"English (spoken and written)"*, *"Crisis management"*, *"Sense of accountability"*, *"Analytical in approach to people and problems"*, *"Coaching and counselling"* and *"Problem solving and decision making"*.

20. *"Chinese (Putonghua and business writing skills)"* had for the first time overtaken *"English (spoken and written)"* in ranking in this survey. Nevertheless, as the traditional communication medium in the business world, *"English (spoken and written)"* had been regarded by about 50% responding companies as a key competency and had been ranked as the 5th important competency for both managers and supervisors.

21. Beside the Chinese and English ability, among the three newly added language competencies, namely *"Japanese (Spoken and Written)"*, *"French (Spoken and Written)"*and *"Spanish (Spoken and Written)"*, *"Japanese"* were regarded as more important than the other two languages for both managers and supervisors.

22. Comparing with the previous survey's findings, *"Business Acumen"* and *"Planning and Organising Skills"* had the most significant difference between the key competencies required for managers. For *"Business Acumen"*, it had been placed at the 6th with 41.04% responding companies considered it as a key competency and the latter was ranked in the 10th with 38.19% responding companies considered it as a key competency required for managers in the 2008 Survey. However, these two competencies had both dropped out from the top ten key competencies for managers in the 2011 Survey. *"Business Acumen"* was listed in the 14th with only 30.76% responding companies considered it as a key competency while "Planning and Organising Skills" had dropped to the 11st with 37.54% responding companies chose it as a key competency required for managers.

23. On the other hand, the ranking of these two competencies were relatively stable for supervisors. *"Business Acumen"* had also been placed at the 16th with 25.71% responding companies considered it as a key competency and *"Planning and Organising Skills"* was ranked in the 11st, up one place compared with the 2008's ranking, with 35.36 % responding companies chose it as a key competency required for supervisors.

24. Moreover, some competencies, such as *"Influencing skills"* and *"Delegation"* which were traditionally regarded as essential for both managers and supervisors were ranked in a relatively low place in this survey. *"Influencing skills"* and *"Delegation"* were ranked in the 31st and the 32nd respectively for managers and were ranked in the 29th and the 35th for supervisors.

25. *"Self-management"*, once had been ranked in the top ten of both groups in 2005, had slightly increased its significance among the other competencies. It had ascended from the 22nd and the 15th in the 2008 Survey to the 16th and the 14th for managers and supervisors respectively.

26. For the other two new competencies, namely *"Internet Marketing"* and *"Awareness of local HR related laws"*, both of them were not considered really important, especially for *"Internet marketing"* that was only ranked in the 38th place.

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

Rank	Managers	%	Rank	Supervisors	%
1	Communication skills	51.22	1	Communication skills	55.23
2	Chinese (Putonghua and business writing skills)	50.07	2	Interpersonal skills	52.30
3	Interpersonal skills	49.87	3	Chinese (Putonghua and business writing skills)	51.31
4	Team work and team building	48.60	4	Team work and team building	51.29
5	English (spoken and written)	48.44	5	English (spoken and written)	49.87
6	Crisis management	47.52	6	Crisis management	44.60
7	Sense of accountability	46.55	7	Sense of accountability	44.06
8	Analytical in approach to people and problems	43.25	8	Analytical in approach to people and problems	40.59
9	Coaching and counselling	41.44	9	Coaching and counselling	39.21
10	Problem solving and decision making	37.73	10	Problem solving and decision making	38.87
11	Planning and organising skills	37.54	11	Planning and organising skills	35.36
12	Dealing with conflict	33.65	12	Dealing with conflict	33.77
13	Customer concern	31.17	13	Customer concern	33.07
14	Business acumen	30.76	14	Self management (e.g. time management, job prioritisation, etc.)	29.30
15	Quality conscious/quality minded	26.64	15	Quality conscious/quality minded	28.44
16	Self management (e.g. time management, job prioritisation, etc.)	26.29	16	Business acumen	25.71
17	Risks management	24.71	17	Risks management	23.19
18	Business ethics	21.85	18	Stress management	22.32
19	Stress management	21.31	19	Business ethics	21.72
20	Strategic thinking	19.39	20	Emotional Intelligence (EI)	21.18
21	Creativity and innovation	19.27	21	Integrity and trust	21.13
22	Emotional Intelligence (EI)	19.25	22	Creativity and innovation	18.78
23	Change management	17.59	23	IT knowledge and application	17.01
24	Integrity and trust	17.20	24	Strategic thinking	15.75
25	Negotiation skills	15.03	25	Negotiation skills	15.16
26	IT knowledge and application	14.91	26	Change management	13.99
27	Instructional, training and presentation skills	14.78	27	Motivating others	13.38
28	International exposure and knowledge	13.30	28	Adversity Quotient (AQ)	12.86
29	Motivating others	12.99	29	Influencing skills	11.97
30	Adversity Quotient (AQ)	12.86	30	Self improvement	11.86
31	Influencing skills	12.53	31	Instructional, training and presentation skills	11.71
32	Delegation	12.49	32	International exposure and knowledge	11.02
33	Understanding of others/empathy	11.23	33	Understanding of others/empathy	9.93
34	Self improvement	11.20	34	Cross cultural awareness (e.g. the mainland of China) / managing diversity	9.38
35	Laws and regulatory restrictions for access to the market of the mainland of China	10.83	35	Delegation	9.01
36	Trade practices in the mainland of China	10.51	36	Laws and regulatory restrictions for access to the market of the mainland of China	8.97
37	Cross cultural awareness (e.g. the mainland of China) / managing diversity	8.74	37	Trade practices in the mainland of China	8.67
38	Internet marketing	8.38	38	Internet marketing	8.12
39	Zealous in developing talent/ potential in others	7.26	39	Zealous in developing talent/ potential in others	6.63
40	Awareness of local HR related laws	3.88	40	Other languages	2.54
41	Other languages	1.92	41	Awareness of local HR related laws	2.13
42	Japanese (spoken and written)	1.37	42	Japanese (spoken and written)	1.23
43	French (spoken and written)	0.62	43	Spanish (spoken and written)	0.38
44	Spanish (spoken and written)	0.62	44	French (spoken and written)	0.38

No. of companies: 24,179

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

Key Competencies of Managers and Supervisors in Hong Kong in the Next Three Years by Business Sectors

27. The rankings of the key competencies for managers and supervisors of the eight different sectors in Hong Kong were presented below in the same manner as in Table 1 for easy comparison among business sectors.

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

28. Table 1.1 shows the ranking of the 44 key competencies of managers and supervisors in the next three years in the manufacturing sector in Hong Kong. It was noted that eight of the ten key competencies were the same in both groups. They were: *"Chinese (Putonghua and business writing skills)"*, *"Coaching and counselling"*, *"English (spoken and written)"*, *"Planning and organising skills"*, *"Crisis management"*, *"Problem solving and decision making"*, *"Communication skills"* and *"Sense of accountability"*. Among them, *"Chinese (Putonghua and business writing skills)"* was ranked in the top on the list with over 60% responding companies rated as core competency for managers and supervisors. Apart from this, *"Crisis Management"* was rated as core competency for supervisors but not for managers.

29. *"Analytical in approach to people and problems"* and *"Quality conscious/quality minded"* were regarded as two of the top ten competencies for managers but not for supervisors while *"Team work and team building"* and *"Self management (e.g. time management, job prioritisation, etc.)"* were regarded as top ten competencies for supervisors only. These findings would give us an idea of how the industry viewed the different roles played by managers and supervisors.

30. *"Chinese (Putonghua and business writing skills)"* was ranked in the top for managers and supervisors considering most companies in manufacturing sector had major business activities in the Chinese Mainland. *"English (spoken and written)"* followed in the 3rd and the 4th for manager and supervisors respectively. Comparing with the 2008 Survey, the expectation of English ability had slightly decreased for managers but increased for supervisors. In 2008 Survey, *"English (spoken and written)"* was ranked in the top of the competencies for managers and at the 7th for supervisors.

Table 1.1: Key Competency Ranking of Managers and Supervisors in Manufacturing Sector in Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	Chinese (Putonghua and business writing skills)	61.01	1	Chinese (Putonghua and business writing skills)	63.60
2	Coaching and counselling	48.65	2	Crisis management	51.01
3	English (spoken and written)	47.73	3	Communication skills	47.04
4	Analytical in approach to people and problems	47.33	4	English (spoken and written)	45.95
5	Planning and organising skills	47.21	5	Coaching and counselling	44.74
6	Crisis management	44.57	6	Planning and organising skills	42.50
7	Problem solving and decision making	42.78	7	Team work and team building	39.56
8	Communication skills	39.91	8	Self management (e.g. time management, job prioritisation, etc.)	38.93
9	Sense of accountability	37.78	9	Sense of accountability	37.72
10	Quality conscious/quality minded	33.41	10	Problem solving and decision making	37.61
11	Team work and team building	31.80	11	Quality conscious/quality minded	34.79
12	Self management (e.g. time management, job prioritisation, etc.)	31.17	12	Analytical in approach to people and problems	34.50
13	Interpersonal skills	30.36	13	Interpersonal skills	34.04
14	Risks management	28.81	14	Customer concern	28.18
15	Business acumen	26.11	15	Stress management	27.60
16	Creativity and innovation	24.96	16	Influencing skills	25.76
17	Laws and regulatory restrictions for access to the market of the mainland of China	24.73	17	Creativity and innovation	25.65
18	Business ethics	24.44	18	Dealing with conflict	24.73
19	Customer concern	24.27	19	Change management	24.15
20	Change management	22.94	20	Business ethics	23.81
21	Dealing with conflict	22.25	21	Risks management	23.17
22	Strategic thinking	21.22	22	Business acumen	22.25
23	International exposure and knowledge	20.36	23	Self improvement	20.47
24	IT knowledge and application	18.34	24	Strategic thinking	18.11
25	Influencing skills	18.06	25	Emotional Intelligence (EI)	17.19
26	Delegation	17.94	26	International exposure and knowledge	17.14
27	Emotional Intelligence (EI)	17.25	27	Adversity Quotient (AQ)	16.56
28	Stress management	16.85	28	IT knowledge and application	16.33
29	Adversity Quotient (AQ)	16.62	29	Cross cultural awareness (e.g. the mainland of China) / managing diversity	15.18
30	Self improvement	16.56	30	Integrity and trust	14.49
31	Negotiation skills	15.24	31	Instructional, training and presentation skills	14.20
32	Instructional, training and presentation skills	14.66	32	Motivating others	13.51
33	Trade practices in the mainland of China	14.43	33	Delegation	13.40
34	Cross cultural awareness (e.g. the mainland of China) / managing diversity	13.28	34	Negotiation skills	10.70
35	Integrity and trust	12.82	35	Laws and regulatory restrictions for access to the market of the mainland of China	9.37
36	Zealous in developing talent/ potential in others	11.50	36	Zealous in developing talent/ potential in others	8.97
37	Motivating others	11.04	37	Trade practices in the mainland of China	6.10
38	Internet marketing	10.18	38	Internet marketing	5.00
39	Understanding of others/empathy	3.80	39	Other languages	3.22
40	Other languages	3.22	40	Understanding of others/empathy	1.09
41	Awareness of local HR related laws	3.05	41	Awareness of local HR related laws	1.09
42	French (spoken and written)	0.00	42	Japanese (spoken and written)	0.00
43	Japanese (spoken and written)	0.00	43	French (spoken and written)	0.00
44	Spanish (spoken and written)	0.00	44	Spanish (spoken and written)	0.00

No. of companies:1,829

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

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

31. A few companies were found in this sector. Comparing with findings of this sector with the 2008 Survey, it was found that the ranking of the competencies was substantially changed.

32. Language competencies in both Chinese and English became the most important competency for managers and supervisors in this sector. *"Chinese (Putonghua and business writing skills)"* and *"English (spoken and written)"* jumped from the 7th in 2008 for managers group and from the 3rd and 20th respectively in 2008 for supervisors group to the top competencies in the 2011 Survey. Besides, eight competencies for managers, namely *"Business acumen"*, *"Change management"*, *"Customer concern"*, *"Dealing with conflict"*, *"Emotional Intelligence (EI)"*, *"Motivating others"*, *"Negotiation skills"* and *"Understanding of others/empathy"*, which had been considered as key competencies in 2008 had dropped out in 2011. Similar phenomenon had also been found in supervisors group. A total of six competencies were not chosen in 2011 but considered as key competencies in 2008. They were *"Dealing with conflict"*, *"Self improvement"*, *"Business acumen"*, *"Change management"*, *"Customer concern"* and *"Instructional, training and presentation skills"*.

33. Among those competencies not being chosen, *"Dealing with conflict"* was rated as a core competency for both managers and supervisors in the 2008 Survey. However, in this survey, no respondent chose it as one of the ten most important competencies for both groups.

34. Similar to the findings in 2008, many competencies had the same rankings in both manager and supervisor group as shown in Table 1.2. In general, eight out of ten competencies were chosen as the same for both groups. Nevertheless, *"Risks management"* and *"Communication skills"* were considered as top ten key competencies for managers but not for supervisors while *"Coaching and counselling"* and *"IT knowledge and application"* were considered as a top ten key competence for supervisors only. *"Chinese (Putonghua and business writing skills)"*, *"English (spoken and written)"*, *"Planning and organising skills"* and *"Team work and team building"* were ranked in the top four in both groups with over 90% respondents considered them as core competencies.

Table 1.2: Key Competency Ranking of Managers and Supervisors in Electricity, Gas, Water Sector in Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	Chinese (Putonghua and business writing skills)	100	1	Chinese (Putonghua and business writing skills)	100
2	English (spoken and written)	100	2	English (spoken and written)	100
3	Planning and organising skills	90.91	3	Planning and organising skills	90.91
4	Team work and team building	90.91	4	Team work and team building	90.91
5	Risks management	54.55	5	Analytical in approach to people and problems	54.55
6	Strategic thinking	54.55	6	Strategic thinking	54.55
7	Communication skills	54.55	7	Coaching and counselling	54.55
8	Analytical in approach to people and problems	45.45	8	IT knowledge and application	54.55
9	Crisis management	45.45	9	Crisis management	45.45
10	Problem solving and decision making	45.45	10	Problem solving and decision making	45.45
11	Quality conscious/quality minded	45.45	11	Quality conscious/quality minded	45.45
12	Sense of accountability	45.45	12	Risks management	45.45
13	Coaching and counselling	45.45	13	Sense of accountability	45.45
14	Interpersonal skills	45.45	14	Communication skills	45.45
15	IT knowledge and application	45.45	15	Interpersonal skills	45.45
16	Business ethics	45.45	16	Business ethics	45.45
17	Zealous in developing talent/ potential in others	9.09	17	Influencing skills	9.09
18	Internet marketing	9.09	18	International exposure and knowledge	9.09
19	Adversity Quotient (AQ)	9.09	19	Laws and regulatory restrictions for access to the market of the mainland of China	9.09
20	Instructional, training and presentation skills	9.09	20	Self management (e.g. time management, job prioritisation, etc.)	9.09
21	Stress management	9.09	21	Adversity Quotient (AQ)	0.00
22	Awareness of local HR related laws	0.00	22	Awareness of local HR related laws	0.00
23	Business acumen	0.00	23	Business acumen	0.00
24	Change management	0.00	24	Change management	0.00
25	Creativity and innovation	0.00	25	Creativity and innovation	0.00
26	Cross cultural awareness (e.g. the mainland of China) / managing diversity	0.00	26	Cross cultural awareness (e.g. the mainland of China) / managing diversity	0.00
27	Customer concern	0.00	27	Customer concern	0.00
28	Dealing with conflict	0.00	28	Dealing with conflict	0.00
29	Delegation	0.00	29	Delegation	0.00
30	Emotional Intelligence (EI)	0.00	30	Emotional Intelligence (EI)	0.00
31	French (spoken and written)	0.00	31	French (spoken and written)	0.00
32	Influencing skills	0.00	32	Instructional, training and presentation skills	0.00
33	Integrity and trust	0.00	33	Integrity and trust	0.00
34	International exposure and knowledge	0.00	34	Internet marketing	0.00
35	Japanese (spoken and written)	0.00	35	Japanese (spoken and written)	0.00
36	Laws and regulatory restrictions for access to the market of the mainland of China	0.00	36	Motivating others	0.00
37	Motivating others	0.00	37	Negotiation skills	0.00
38	Negotiation skills	0.00	38	Other languages	0.00
39	Other languages	0.00	39	Self improvement	0.00
40	Self improvement	0.00	40	Spanish (spoken and written)	0.00
41	Self management (e.g. time management, job prioritisation, etc.)	0.00	41	Stress management	0.00
42	Spanish (spoken and written)	0.00	42	Trade practices in the mainland of China	0.00
43	Trade practices in the mainland of China	0.00	43	Understanding of others/empathy	0.00
44	Understanding of others/empathy	0.00	44	Zealous in developing talent/ potential in others	0.00

No. of companies: 11

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

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

35. Nine of the ten key competencies were shared by managers and supervisors in Construction Sector as shown in Table 1.3. A total of four competencies were chosen as core competencies of each group and two of them, namely *"English (spoken and written)"* and *"Crisis management"* were shared by both groups. For managers, the other two competencies were *"Interpersonal skills"* and *"Planning and organising skills"*. For supervisors, the other two competencies were *"Interpersonal skills"* and *"Team work and team building"*.

36. Unlike the other sectors, the survey result indicated that English was still playing a prominent role for managers and supervisors in construction sector in Hong Kong. *"English (spoken and written)"* was ranked within top three, 1st for managers and 3rd for supervisors, and chosen as a core competency in both groups. *"Chinese (Putonghua and business writing skills)"* was only ranked in the 7th for managers and the 6th for supervisors among the other competencies. Besides, *"Crisis management"* and *"Risks management"* were ranked at relatively higher position among the other business sectors. *"Risks management"* was considered as more important competency for managers and *"Crisis management"* was topped the list in the supervisors group which was consistent with general perception that managers taking a greater responsibility in decision making and supervisors directing people at work in the frontline.

37. Comparing with the 2008 Survey's findings, three competencies, namely *"English (spoken and written)"*, *"Interpersonal skills"*, *"Communication skills"* and had moved up in top ten in managers group while another three competencies, *"Crisis management"*, *"English (spoken and written)"* and *"Chinese (Putonghua and business writing skills)"*, had moved up in supervisors group in 2011 Survey. In the meantime, the importance of *"Analytical in approach to people and problems"* and *"Dealing with conflict"* had slightly decreased for managers which both of them had been dropped out from the top ten key competencies and only occupied the 12th and 14th in the ranking in this survey. Similar situation had also been found in supervisors group. Both *"Quality conscious/quality minded"* and *"Customer concern"* had been rated as a top ten competency for supervisors in the 2008 Survey. However, the rankings of these two competencies had been significantly decreased in this survey and ranked at 23rd and 30th respectively.

Table 1.3: Key Competency Ranking of Managers and Supervisors in Construction Sector in Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	English (spoken and written)	58.04	1	Crisis management	60.93
2	Interpersonal skills	57.16	2	Interpersonal skills	54.94
3	Planning and organising skills	57.03	3	English (spoken and written)	54.94
4	Crisis management	54.07	4	Team work and team building	53.67
5	Team work and team building	49.70	5	Communication skills	49.70
6	Communication skills	46.47	6	Chinese (Putonghua and business writing skills)	48.15
7	Chinese (Putonghua and business writing skills)	45.93	7	Planning and organising skills	47.41
8	Coaching and counselling	45.39	8	Self management (e.g. time management, job prioritisation, etc.)	43.17
9	Sense of accountability	38.53	9	Coaching and counselling	40.89
10	Risks management	34.90	10	Sense of accountability	39.41
11	Self management (e.g. time management, job prioritisation, etc.)	34.03	11	Risks management	31.94
12	Analytical in approach to people and problems	33.83	12	Problem solving and decision making	31.81
13	Problem solving and decision making	29.59	13	Analytical in approach to people and problems	31.61
14	Dealing with conflict	29.52	14	Business acumen	27.91
15	Business acumen	27.24	15	Dealing with conflict	27.77
16	IT knowledge and application	20.24	16	IT knowledge and application	23.13
17	Stress management	19.84	17	Stress management	21.39
18	Strategic thinking	19.17	18	Self improvement	19.30
19	Creativity and innovation	17.89	19	Strategic thinking	18.22
20	Quality conscious/quality minded	17.82	20	Integrity and trust	17.08
21	Instructional, training and presentation skills	17.08	21	Creativity and innovation	17.01
22	Emotional Intelligence (EI)	16.95	22	Delegation	16.14
23	Self improvement	16.95	23	Quality conscious/quality minded	15.47
24	Negotiation skills	14.93	24	Internet marketing	14.26
25	Internet marketing	14.26	25	International exposure and knowledge	13.99
26	Business ethics	13.38	26	Business ethics	13.38
27	International exposure and knowledge	12.44	27	Motivating others	13.32
28	Trade practices in the mainland of China	12.44	28	Understanding of others/empathy	11.77
29	Understanding of others/empathy	11.77	29	Emotional Intelligence (EI)	11.77
30	Delegation	11.70	30	Customer concern	10.36
31	Integrity and trust	10.36	31	Instructional, training and presentation skills	10.36
32	Customer concern	9.68	32	Cross cultural awareness (e.g. the mainland of China) / managing diversity	10.15
33	Cross cultural awareness (e.g. the mainland of China) / managing diversity	9.48	33	Negotiation skills	9.75
34	Influencing skills	8.88	34	Change management	9.55
35	Motivating others	7.46	35	Influencing skills	9.55
36	Change management	7.33	36	Adversity Quotient (AQ)	9.48
37	Adversity Quotient (AQ)	7.26	37	Trade practices in the mainland of China	5.11
38	Zealous in developing talent/ potential in others	4.44	38	Zealous in developing talent/ potential in others	4.44
39	Awareness of local HR related laws	3.63	39	Laws and regulatory restrictions for access to the market of the mainland of China	3.56
40	Laws and regulatory restrictions for access to the market of the mainland of China	3.56	40	Other languages	0.67
41	Other languages	0.67	41	Awareness of local HR related laws	0.67
42	French (spoken and written)	0.00	42	French (spoken and written)	0.00
43	Japanese (spoken and written)	0.00	43	Japanese (spoken and written)	0.00
44	Spanish (spoken and written)	0.00	44	Spanish (spoken and written)	0.00

No. of companies: 1,542

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

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

38. As presented in Table 1.4, the top seven key competencies and the rankings were identical for managers and supervisors. The sequence was *"Communication skills"*, *"English (spoken and written)"*, *"Chinese (Putonghua and business writing skills)"*, *"Crisis management"*, *"Interpersonal skills"*, *"Team work and team building"* and *"Sense of accountability"*. These findings revealed that the competencies required for managers and supervisors were quite similar in this sector.

39. The difference of the competencies required by managers and supervisors was noted for the rankings of *"Business acumen"* and *"Coaching and counselling"*. Both of them were considered and chosen as top ten key competencies for managers but not for supervisors. Meanwhile, being competent in *"Problem solving and decision making"* and *"Quality conscious/quality minded"* were considered to be more important to supervisors than to managers. However, it was also noted that the different competencies required for managers and supervises was no longer clear-cut. *"Business acumen"* and *"Coaching and counselling"* were ranked in the 12th and the 13th respectively in supervisors group while *"Problem solving and decision making"* and *"Quality conscious/quality minded"* were placed in the 11th and the 13th respectively in managers group. The significant differentiation among the competencies required for managers and supervisors had not been found in the ranking sequence in this sector.

40. The key competencies identified in this sector were also similar to the general findings across sectors. Those generic social skills were topped in the 2011 Survey. Comparing with the survey in 2008, the importance of management skills, such as *"Crisis management"*, *"Risks management"*, *"Business acumen"*, and *"Planning and organising skills"* etc, was decreased in this sector. Some of them were no longer ranked in the top ten key competencies either in managers group or supervisors group.

Table 1.4: Key Competency Ranking of Managers and Supervisors in Wholesale, Retail and Import/Export Trades Sector in Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	Communication skills	53.93	1	Communication skills	61.19
2	English (spoken and written)	53.86	2	English (spoken and written)	56.22
3	Chinese (Putonghua and business writing skills)	49.85	3	Chinese (Putonghua and business writing skills)	50.11
4	Crisis management	48.60	4	Crisis management	47.38
5	Interpersonal skills	43.10	5	Interpersonal skills	46.16
6	Team work and team building	42.81	6	Team work and team building	44.09
7	Sense of accountability	42.80	7	Sense of accountability	42.92
8	Analytical in approach to people and problems	42.17	8	Problem solving and decision making	39.37
9	Coaching and counselling	37.61	9	Analytical in approach to people and problems	38.27
10	Business acumen	37.09	10	Quality conscious/quality minded	36.82
11	Problem solving and decision making	35.83	11	Planning and organising skills	35.15
12	Planning and organising skills	33.79	12	Business acumen	31.98
13	Quality conscious/quality minded	33.14	13	Coaching and counselling	31.82
14	Dealing with conflict	29.58	14	Customer concern	29.90
15	Self management (e.g. time management, job prioritisation, etc.)	28.40	15	Dealing with conflict	29.27
16	Customer concern	27.46	16	Integrity and trust	29.00
17	Risks management	26.53	17	Self management (e.g. time management, job prioritisation, etc.)	28.66
18	Business ethics	24.14	18	Risks management	26.68
19	Integrity and trust	23.15	19	Business ethics	25.20
20	Stress management	20.20	20	Stress management	21.07
21	Creativity and innovation	20.01	21	Emotional Intelligence (EI)	20.92
22	Emotional Intelligence (EI)	19.99	22	Creativity and innovation	18.86
23	Change management	19.02	23	IT knowledge and application	18.53
24	Strategic thinking	18.38	24	Negotiation skills	16.19
25	IT knowledge and application	16.09	25	Change management	15.85
26	Negotiation skills	15.86	26	Adversity Quotient (AQ)	15.47
27	Motivating others	15.37	27	Strategic thinking	14.21
28	Adversity Quotient (AQ)	14.91	28	Motivating others	13.68
29	Laws and regulatory restrictions for access to the market of the mainland of China	14.80	29	Laws and regulatory restrictions for access to the market of the mainland of China	12.91
30	International exposure and knowledge	14.51	30	Trade practices in the mainland of China	12.88
31	Influencing skills	14.39	31	International exposure and knowledge	11.95
32	Instructional, training and presentation skills	14.27	32	Influencing skills	11.21
33	Trade practices in the mainland of China	13.88	33	Self improvement	11.09
34	Delegation	11.79	34	Instructional, training and presentation skills	10.04
35	Self improvement	11.22	35	Internet marketing	8.53
36	Cross cultural awareness (e.g. the mainland of China) / managing diversity	10.13	36	Cross cultural awareness (e.g. the mainland of China) / managing diversity	8.11
37	Internet marketing	9.57	37	Understanding of others/empathy	7.99
38	Understanding of others/empathy	9.41	38	Zealous in developing talent/ potential in others	7.65
39	Zealous in developing talent/ potential in others	4.93	39	Delegation	7.01
40	Japanese (spoken and written)	3.19	40	Japanese (spoken and written)	2.81
41	Awareness of local HR related laws	3.07	41	Other languages	2.67
42	Other languages	2.67	42	Awareness of local HR related laws	2.43
43	Spanish (spoken and written)	1.02	43	Spanish (spoken and written)	1.02
44	French (spoken and written)	0.64	44	French (spoken and written)	0.64

No. of companies: 8,981

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

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

41. As shown in Table 1.5, nine of the ten key competencies and eight of the ten least important competencies were identical. There were five core competencies, "*Interpersonal skills"*, *"Communication skills"*, *"Team work and team building"*, *"Chinese (Putonghua and business writing skills)"* and *"Customer concern"*, were shared between managers and supervisors. For managers, two other competencies were rated as core. They were *"Sense of accountability"* and *"Coaching and counselling"*.

42. The most prominent difference noted for the competencies required by managers and supervisors was the ranking of *"Crisis management"*. It was ranked within top ten key competencies for managers but not for supervisors. Meanwhile, "*Quality conscious/quality minded*" was considered to be more important to supervisors.

43. As a service industry, it was understandable that those interpersonal/communication skills and languages abilities would overwhelm the managerial competencies in this sector. Besides, *"Customer concern"* and *"Dealing with conflict"* were also rated in the higher rankings in two groups, 7th and 8th respectively for managers and 5th and 8th respectively for supervisors, among the other business sectors. This sector was the only business sectors which *"English (spoken and written)"* had dropped out from the top ten key competencies for managers and supervisors. The shift of visitors from foreign countries to Mainland travelers since the introduction of Individual Visit Scheme (IVS) might explain. In fact, statistics from the Tourism Commission indicated that Mainland China continued to be the largest source of visitors of Hong Kong with 28.1 million arrivals (+23.9%), accounting for 67.0% of total arrivals in 2011. There were 65.3% or 18.3 million visitors came to Hong Kong under the IVS, up by 28.8% over 2010. Another evidence was the importance of proficiency in *"Chinese (Putonghua and business writing skills)"* was especially rising in supervisors group, from the 11th in the 2008 Survey to the 4th in 2011 Survey.

44. Indeed, the competencies required in this sector were quite stable over time. There were four core competencies rated for managers namely *"Sense of accountability"*, *"Chinese (Putonghua and business writing skills)"*, *"Coaching and counselling"* and *"Customer concern"*, were chosen as core competencies for manager in this survey but not in the 2008 ones.

Table 1.5: Key Competency Ranking of Managers and Supervisors in Restaurants and Hotels Sector in Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	Communication skills	62.66	1	Interpersonal skills	64.04
2	Interpersonal skills	61.59	2	Communication skills	61.01
3	Team work and team building	57.67	3	Team work and team building	57.61
4	Sense of accountability	53.72	4	Chinese (Putonghua and business writing skills)	53.03
5	Chinese (Putonghua and business writing skills)	52.22	5	Customer concern	52.09
6	Coaching and counselling	51.45	6	Coaching and counselling	49.00
7	Customer concern	50.72	7	Sense of accountability	48.06
8	Dealing with conflict	47.20	8	Dealing with conflict	46.09
9	Problem solving and decision making	47.17	9	Problem solving and decision making	44.00
10	Crisis management	40.09	10	Quality conscious/quality minded	41.12
11	Quality conscious/quality minded	39.36	11	English (spoken and written)	37.08
12	Analytical in approach to people and problems	37.92	12	Analytical in approach to people and problems	35.63
13	English (spoken and written)	34.79	13	Crisis management	33.90
14	Business acumen	30.78	14	Planning and organising skills	27.41
15	Planning and organising skills	28.02	15	Emotional Intelligence (EI)	27.32
16	Self management (e.g. time management, job prioritisation, etc.)	24.44	16	Self management (e.g. time management, job prioritisation, etc.)	25.50
17	Emotional Intelligence (EI)	22.82	17	Business acumen	20.80
18	Business ethics	20.80	18	Business ethics	17.95
19	Influencing skills	17.37	19	Negotiation skills	17.34
20	Creativity and innovation	17.21	20	Creativity and innovation	16.34
21	Negotiation skills	16.14	21	Influencing skills	16.25
22	Understanding of others/empathy	15.34	22	Understanding of others/empathy	15.22
23	Adversity Quotient (AQ)	14.09	23	Stress management	14.46
24	Stress management	13.26	24	Risks management	13.58
25	Instructional, training and presentation skills	13.05	25	Delegation	12.73
26	Risks management	13.02	26	Adversity Quotient (AQ)	12.31
27	Strategic thinking	13.02	27	Instructional, training and presentation skills	11.92
28	Motivating others	13.02	28	Motivating others	10.95
29	Delegation	12.07	29	Strategic thinking	9.88
30	Change management	8.94	30	Integrity and trust	9.67
31	Integrity and trust	8.76	31	Change management	9.55
32	Zealous in developing talent/ potential in others	6.98	32	Zealous in developing talent/ potential in others	8.91
33	IT knowledge and application	6.68	33	Self improvement	7.67
34	Self improvement	6.43	34	IT knowledge and application	6.00
35	Cross cultural awareness (e.g. the mainland of China) / managing diversity	3.68	35	Cross cultural awareness (e.g. the mainland of China) / managing diversity	3.64
36	Internet marketing	3.64	36	Internet marketing	3.31
37	International exposure and knowledge	3.03	37	International exposure and knowledge	3.00
38	Laws and regulatory restrictions for access to the market of the mainland of China	1.96	38	Trade practices in the mainland of China	1.91
39	Trade practices in the mainland of China	1.93	39	Laws and regulatory restrictions for access to the market of the mainland of China	1.64
40	Awareness of local HR related laws	1.23	40	Japanese (spoken and written)	1.00
41	Japanese (spoken and written)	1.01	41	Other languages	1.00
42	Other languages	1.01	42	Awareness of local HR related laws	0.91
43	French (spoken and written)	0.00	43	French (spoken and written)	0.00
44	Spanish (spoken and written)	0.00	44	Spanish (spoken and written)	0.00

No. of companies: 3,397

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

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

45. Table 1.6 showed that only seven of the ten key competencies for managers and supervisors were common. *"Team work and team building"* and *"Chinese (Putonghua and business writing skills)"* were rated as core competencies for both managers and supervisors while *"Sense of accountability"* and *"Crisis management"* were rated as core competencies only for managers and "Communication skills" was rated as core competencies for supervisors only. *"Team work and team building"* topped the list in both group and became the most important competency in this sector.

46 A total of three competencies on the top-ten list for managers, namely *"Interpersonal skills"*, *"Risks management"* and *"Planning and organising skills*, were ranked higher than supervisors. On the other hand, another three key competencies for supervisors, namely *"Self management (e.g. time management, job prioritisation, etc.)"*, *"Problem solving and decision making"* and *"IT knowledge and application"*, were considered to be more important to supervisors group than manager ones. These findings revealed that the competencies required for the two groups were not that alike.

47. Similar with the other business sectors, *"Chinese (Putonghua and business writing skills)"* was rated in higher than *"English (spoken and written)"*in managers group. It jumped from the 25th in the 2008 Survey to the 4th and rated as *core competencies* in this sector. However, some competencies were found to be trade-specific. Both *"IT knowledge and application"* and *"Integrity and trust"* were ranked higher compared with the other sectors. *"IT knowledge and application"* was ranked in the top ten for supervisor group and 13th for managers group. Although *"Integrity and trust"* had not been ranked within the top ten for both group, the rank of this competency had placed in a relatively high ranking, at the 19th and the 14th for managers and supervisors group respectively, among the other business sectors.

48. Comparing with the 2008 Survey, four competencies had dropped out from the top ten key competencies in managers group. They were *"Coaching and counselling"*, *"Business acumen"*, *"Strategic thinking"* and *"Dealing with conflict"*. In supervisors group, only two competencies, *"Coaching and counselling"* and *"Dealing with conflict"* had dropped out from the top ten key competencies. It was observed that the competencies required for supervisors in this sector were quite stable over time.

Table 1.6: Key Competency Ranking of Managers and Supervisors in Transport, Storage and Communications Sector in Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	Team work and team building	54.10	1	Team work and team building	66.09
2	Sense of accountability	53.23	2	Communication skills	62.14
3	Crisis management	52.97	3	Chinese (Putonghua and business writing skills)	51.84
4	Chinese (Putonghua and business writing skills)	51.38	4	Sense of accountability	48.62
5	English (spoken and written)	48.87	5	English (spoken and written)	47.69
6	Analytical in approach to people and problems	48.00	6	Crisis management	47.44
7	Interpersonal skills	47.95	7	Analytical in approach to people and problems	45.29
8	Communication skills	47.28	8	Self management (e.g. time management, job prioritisation, etc.)	42.42
9	Risks management	39.91	9	Problem solving and decision making	38.52
10	Planning and organising skills	35.09	10	IT knowledge and application	36.73
11	Coaching and counselling	32.22	11	Planning and organising skills	35.19
12	Problem solving and decision making	28.84	12	Interpersonal skills	32.53
13	IT knowledge and application	28.23	13	Risks management	29.61
14	Self management (e.g. time management, job prioritisation, etc.)	27.66	14	Integrity and trust	26.28
15	Business acumen	26.49	15	Coaching and counselling	25.31
16	Change management	25.72	16	Creativity and innovation	25.20
17	Creativity and innovation	22.90	17	Customer concern	24.95
18	Business ethics	22.80	18	Business ethics	23.41
19	Integrity and trust	22.80	19	Business acumen	23.10
20	Delegation	21.57	20	Dealing with conflict	22.13
21	Customer concern	21.57	21	Internet marketing	21.31
22	Strategic thinking	21.16	22	Strategic thinking	19.83
23	International exposure and knowledge	19.72	23	Quality conscious/quality minded	19.31
24	Laws and regulatory restrictions for access to the market of the mainland of China	19.72	24	Emotional Intelligence (EI)	16.44
25	Cross cultural awareness (e.g. the mainland of China) / managing diversity	18.08	25	Cross cultural awareness (e.g. the mainland of China) / managing diversity	14.19
26	Quality conscious/quality minded	17.62	26	Trade practices in the mainland of China	13.01
27	Dealing with conflict	17.57	27	International exposure and knowledge	12.96
28	Internet marketing	16.75	28	Delegation	12.40
29	Instructional, training and presentation skills	15.93	29	Laws and regulatory restrictions for access to the market of the mainland of China	11.78
30	Emotional Intelligence (EI)	15.88	30	Motivating others	10.66
31	Negotiation skills	13.73	31	Self improvement	10.19
32	Self improvement	10.76	32	Change management	9.12
33	Stress management	10.66	33	Stress management	8.97
34	Motivating others	8.45	34	Understanding of others/empathy	8.45
35	Trade practices in the mainland of China	8.45	35	Negotiation skills	7.99
36	Influencing skills	7.33	36	Instructional, training and presentation skills	7.84
37	Zealous in developing talent/ potential in others	6.76	37	Influencing skills	5.69
38	Adversity Quotient (AQ)	6.61	38	Adversity Quotient (AQ)	5.58
39	Understanding of others/empathy	6.25	39	Zealous in developing talent/ potential in others	3.38
40	Awareness of local HR related laws	4.56	40	Other languages	2.20
41	French (spoken and written)	2.87	41	Japanese (spoken and written)	0.51
42	Spanish (spoken and written)	2.87	42	French (spoken and written)	0.00
43	Japanese (spoken and written)	0.51	43	Spanish (spoken and written)	0.00
44	Other languages	0.46	44	Awareness of local HR related laws	0.00

No. of companies: 2,097

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

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

49. As shown in Table 1.7, eight of the ten key competencies for managers and supervisors were identical. Beside the *"Interpersonal skills"* topped in the list for both manager and supervisor groups, *"Sense of accountability"* was rated as core competency for managers while *"Coaching and counselling"* and *"English (spoken and written)"* were rated as core competencies for supervisors.

50. Among the 44 competencies, *"Planning and organising skills"* and *"Crisis management"* were considered more important to manager than to supervisors. *"Coaching and counselling"* and *"Customer concern"* were considered more important to supervisors than to managers.

51. Comparing with the other business sectors, half of the top ten key competencies for managers were management skills, namely *"Sense of accountability"*, *"Analytical in approach to people and problems"*, *"Planning and organising skills"*, *"Crisis management"* and *"Problem solving and decision making*", with relatively high rankings. However, only three management skills, namely *"Analytical in approach to people and problems"*, *"Sense of accountability"* and *"Problem solving and decision making*", with higher rankings were found in supervisors group. It might imply that the roles played by managers and supervisors in this sectors were quite different leading to a significant difference in competencies required.

52. In the 2008 Survey, *"Coaching and counselling"* and *"Dealing with conflict"* were regarded as key competencies for managers. However, they were ranked much lower, 13th and 14th respectively, with slightly decrease in the percentage share in this survey. Similar situation was found in supervisors group. Both *"Planning and organising skills"* and *"Crisis management"* had dropped out from the top-ten list as key competencies. However, the percentage share of *"Planning and organising skills"* was increased from 34.61% in the 2008 survey to 36.09% in this survey.

Table 1.7: Key Competency Ranking of Managers and Supervisors in Finance, Insurance, Real Estate and Business Services Sector in Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	Interpersonal skills	52.14	1	Interpersonal skills	62.53
2	Sense of accountability	51.26	2	Coaching and counselling	52.84
3	English (spoken and written)	49.74	3	English (spoken and written)	51.61
4	Analytical in approach to people and problems	48.83	4	Team work and team building	49.56
5	Chinese (Putonghua and business writing skills)	47.42	5	Chinese (Putonghua and business writing skills)	49.27
6	Planning and organising skills	45.84	6	Analytical in approach to people and problems	49.15
7	Communication skills	45.61	7	Sense of accountability	43.24
8	Crisis management	45.37	8	Communication skills	42.89
9	Team work and team building	43.79	9	Customer concern	42.04
10	Problem solving and decision making	42.51	10	Problem solving and decision making	41.04
11	Customer concern	39.84	11	Dealing with conflict	37.85
12	Stress management	39.55	12	Planning and organising skills	36.09
13	Coaching and counselling	39.23	13	Crisis management	34.07
14	Dealing with conflict	33.72	14	Stress management	33.28
15	Business acumen	27.08	15	Self management (e.g. time management, job prioritisation, etc.)	25.79
16	Self management (e.g. time management, job prioritisation, etc.)	26.43	16	Business acumen	22.98
17	Strategic thinking	22.86	17	Risks management	22.95
18	Risks management	19.09	18	Emotional Intelligence (EI)	22.89
19	Instructional, training and presentation skills	17.86	19	Negotiation skills	19.96
20	Emotional Intelligence (EI)	17.65	20	Business ethics	19.23
21	Creativity and innovation	17.54	21	Instructional, training and presentation skills	18.62
22	Business ethics	17.48	22	Creativity and innovation	17.89
23	Quality conscious/quality minded	14.96	23	Strategic thinking	15.66
24	Adversity Quotient (AQ)	14.55	24	Integrity and trust	13.91
25	Understanding of others/empathy	14.37	25	Cross cultural awareness (e.g. the mainland of China) / managing diversity	13.82
26	Change management	14.26	26	Change management	12.97
27	Negotiation skills	13.96	27	Quality conscious/quality minded	12.91
28	Self improvement	13.55	28	Self improvement	12.59
29	International exposure and knowledge	12.15	29	Motivating others	12.24
30	Trade practices in the mainland of China	11.56	30	IT knowledge and application	11.62
31	Delegation	11.50	31	Adversity Quotient (AQ)	11.50
32	Motivating others	11.39	32	Laws and regulatory restrictions for access to the market of the mainland of China	9.95
33	Integrity and trust	11.39	33	International exposure and knowledge	9.92
34	IT knowledge and application	10.30	34	Understanding of others/empathy	7.96
35	Influencing skills	9.22	35	Influencing skills	7.67
36	Laws and regulatory restrictions for access to the market of the mainland of China	8.05	36	Trade practices in the mainland of China	7.00
37	Awareness of local HR related laws	7.38	37	Delegation	6.12
38	Cross cultural awareness (e.g. the mainland of China) / managing diversity	5.47	38	Internet marketing	5.42
39	Zealous in developing talent/ potential in others	5.15	39	Awareness of local HR related laws	4.80
40	Internet marketing	4.07	40	Other languages	3.57
41	Other languages	1.93	41	Zealous in developing talent/ potential in others	1.55
42	French (spoken and written)	0.97	42	French (spoken and written)	0.97
43	Japanese (spoken and written)	0.00	43	Japanese (spoken and written)	0.00
44	Spanish (spoken and written)	0.00	44	Spanish (spoken and written)	0.00

No. of companies: 3,536

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

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

53. As shown in Table 1.8, the top ten key competencies for managers and supervisors were identical. *"Team work and team building"* and *"Interpersonal skills"* topped in the list as core competencies for managers group while the above mentioned competencies and *"Chinese (Putonghua and business writing skills)"* occupied the top three as core competencies in supervisors group. *"Dealing with conflict"* and *"Crisis management"* closely followed as core competencies at the 3rd and 4th place in the managers group.

54. Both *"Team work and team building"* and *"Interpersonal skills"* were considered as important competencies for managers and supervisors in this sector. Four management skills, namely *"Dealing with conflict", "Crisis management" "Sense of accountability"* and *"Analytical in approach to people and problems"*, were found in both managers and supervisors group but the rankings of importance were found in new order. Besides, language skills, English and Chinese (including Putonghua), were considered more important to supervisors than to managers. *"Chinese (Putonghua and business writing skills)"* was rated as core competencies for supervisors group but same competency were found at 7th in managers group. *"English (spoken and written)"* was rated at the bottom of the top-ten list in managers group and only at the 9th in the supervisors group. *"Change management"* was considered to be more important to managers than to supervisors in this sector.

55. Social skills formed the majority of the key competencies in both managers and supervisors groups probably because of personal service that is the nature of this sector. Only four management skills were found in managers group and same number of management skills was found in supervisors group. Among them, competent in *"Dealing with conflict"* of managers was ranked much higher than other business sectors.

56. Comparing with the 2008 Survey, *"Planning and organising skills"*, was considered as key competencies for managers and *"Problem solving and decision making"* and *"Customer concern"* were considered as key competencies for supervisors. But in this survey, three of them were ranked much lower and had dropped out from the top-ten ranking. The importance of *"Customer concern""* for supervisors had substantially dropped from 8th to 13th in the ranking, roughly 14% decreased in share. Besides, the rankings of *"Creativity and innovation"* in this sector was found much higher, 13th for managers and 15th for supervisors, than the other business sectors in 2008. However, same competency was not as outstanding as before which only occupied the middle-low range, 24th for managers group and 25th for supervisors group, in the 2011 Survey.

Table 1.8: Key Competency Ranking of Managers and Supervisors in Community, Social and Personal Services Sector in Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	Team work and team building	67.97	1	Interpersonal skills	69.05
2	Interpersonal skills	64.21	2	Team work and team building	64.03
3	Dealing with conflict	51.27	3	Chinese (Putonghua and business writing skills)	48.92
4	Crisis management	50.04	4	Analytical in approach to people and problems	48.52
5	Sense of accountability	49.13	5	Communication skills	48.12
6	Communication skills	48.55	6	Sense of accountability	47.18
7	Chinese (Putonghua and business writing skills)	45.73	7	Crisis management	46.82
8	Analytical in approach to people and problems	45.16	8	Dealing with conflict	45.48
9	Coaching and counselling	44.18	9	English (spoken and written)	44.11
10	English (spoken and written)	40.71	10	Coaching and counselling	39.30
11	Planning and organising skills	35.25	11	Planning and organising skills	33.51
12	Problem solving and decision making	34.09	12	Problem solving and decision making	33.26
13	Customer concern	31.81	13	Customer concern	30.44
14	Change management	23.93	14	Stress management	28.78
15	Business ethics	23.43	15	Emotional Intelligence (EI)	23.54
16	Business acumen	23.36	16	Strategic thinking	21.87
17	Strategic thinking	23.36	17	Integrity and trust	21.73
18	Stress management	22.92	18	Business ethics	20.21
19	Risks management	20.82	19	Motivating others	18.69
20	Emotional Intelligence (EI)	19.67	20	Business acumen	18.11
21	Integrity and trust	18.19	21	Understanding of others/empathy	17.75
22	Zealous in developing talent/ potential in others	16.70	22	Self management (e.g. time management, job prioritisation, etc.)	17.50
23	Understanding of others/empathy	16.20	23	Quality conscious/quality minded	15.51
24	Creativity and innovation	16.16	24	IT knowledge and application	15.11
25	Motivating others	14.86	25	Creativity and innovation	14.68
26	International exposure and knowledge	14.53	26	Risks management	14.64
27	Self management (e.g. time management, job prioritisation, etc.)	13.56	27	Change management	14.17
28	Negotiation skills	13.34	28	Negotiation skills	14.17
29	Instructional, training and presentation skills	12.69	29	International exposure and knowledge	12.18
30	Quality conscious/quality minded	12.40	30	Adversity Quotient (AQ)	11.68
31	IT knowledge and application	12.08	31	Influencing skills	11.64
32	Adversity Quotient (AQ)	7.95	32	Self improvement	10.20
33	Self improvement	7.77	33	Instructional, training and presentation skills	10.16
34	Influencing skills	7.27	34	Zealous in developing talent/ potential in others	9.00
35	Delegation	7.05	35	Cross cultural awareness (e.g. the mainland of China) / managing diversity	7.30
36	Trade practices in the mainland of China	6.72	36	Trade practices in the mainland of China	6.04
37	Awareness of local HR related laws	5.46	37	Delegation	5.46
38	Internet marketing	5.35	38	Internet marketing	5.31
39	Cross cultural awareness (e.g. the mainland of China) / managing diversity	4.59	39	Laws and regulatory restrictions for access to the market of the mainland of China	4.74
40	Other languages	1.55	40	Other languages	3.51
41	Laws and regulatory restrictions for access to the market of the mainland of China	1.23	41	Awareness of local HR related laws	2.31
42	Japanese (spoken and written)	0.00	42	Japanese (spoken and written)	0.00
43	French (spoken and written)	0.00	43	French (spoken and written)	0.00
44	Spanish (spoken and written)	0.00	44	Spanish (spoken and written)	0.00

No. of companies: 2,786

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

Key Competencies Chosen by Various Business Sectors in Hong Kong

57. The number of times each competency was being chosen as a key competency for managers/supervisors in the eight business sectors are presented in tables and discussed as follows.

Key Competencies Chosen for Managers by Various Business Sectors in Hong Kong

58. Table 2.1 listed the number of times each competency was being chosen as a key competency for managers in the eight business sectors. Three competencies, namely *"Communication skills"*, *"Crisis management"* and *"Sense of accountability"* were chosen as key competencies for managers by all eight sectors. The table also showed that the three competencies mentioned above were rated as core competencies in three sectors.

Table 2.1: Ranking of the Core Competencies Chosen for Managers in Hong Kong by Various Sectors

Rank	Managers	Number of Business Sectors	
		Ranked it within the Top 10	Ranked it as Core Competency *(Over 50%)*
1	Communication skills	8	3
2	Crisis management	8	3
3	Sense of accountability	8	3
4	Interpersonal skills	7	4
5	Team work and team building	7	4
6	English (spoken and written)	7	3
7	Chinese (Putonghua and business writing skills)	6	2
8	Coaching and counselling	6	1
9	Analytical in approach to people and problems	6	0
10	Planning and organising skills	5	2

59. Comparing with the 2008 Survey, eight out of ten key competencies were identical. *"Business acumen"* and *"Dealing with conflict"* were no longer as important as in 2008 which were replaced by *"Sense of accountability"* and *"Analytical in approach to people and problems"* as the most frequently appeared competencies in the eight business sectors in 2011. *"Crisis management"* had again topped the list in 2011 and *"Communication skills"* plus *"Sense of accountability"* were newcomers. Language skills, either English or Chinese, secured the middle of the range as Hong Kong is a language-conscious community with strong emphasizes on "Two Languages, Three Dialects" in both education system and business world. These changes in the competency requirement for managers do serve as reference for the design of training programmes.

Key Competencies Chosen for Supervisors by Various Business Sectors in Hong Kong

60. Similar analysis was conducted for supervisors and the results were presented in Table 2.2. *"Chinese (Putonghua and business writing skills)"*, *"Communication skills"*, *"Sense of accountability"* and *"Team work and team building"* were regarded as key competencies for supervisors in all business sectors. *"Chinese (Putonghua and business writing skills)"* were identified as core competency by six sectors. *"Team work and team building"* and *"Communication skills"* came second and third with five and three sectors respectively regarded as key competencies.

61. Comparing with the findings in the 2008 Survey, all of the key competencies were identical with only change of the ranking among competencies. *"Chinese (Putonghua and business writing skills)"* was found in the first place in a new ranking in eight business sectors with six of them rated as core competency. It might be explained by the rapidly growing economy of Mainland China and the expansions of Individual Visit Scheme which increased the further business interaction between Hong Kong and China. *"Team work and team building"* and *"Sense of accountability"* closely followed similar to the 2008 findings. However, the importance of *"Problem solving and decision making"* for supervisors had dropped from the 4th with seven sectors regarded as key competencies and one of them identified as core competency in 2008 to the 9th with only six sectors regarded as key competencies in 2011.

Table 2.2: Ranking of the Core Competencies Chosen for Supervisors in Hong Kong by Various Sectors

Rank	Supervisors	Number of Business Sectors	
		Ranked it within the Top 10	Ranked it as Core Competency *(Over 50%)*
1	Chinese (Putonghua and business writing skills)	8	6
2	Team work and team building	8	5
3	Communication skills	8	3
4	Sense of accountability	8	0
5	English (spoken and written)	7	4
6	Interpersonal skills	6	4
7	Coaching and counselling	6	2
8	Crisis management	6	2
9	Problem solving and decision making	6	0
10	Analytical in approach to people and problems	5	1

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

62. To understand the reasons leading to the choice of key competencies, respondents were also asked the rationale behind their choices by ranking the reasons on a 6-point scale (1-least important; 6-most important). A weighted average of the ratings was calculated for each reason. Based on the weighted average ratings, the reasons were then ranked in descending order as in Table 3.

Table 3: Ranking of Reasons for Choice of Key Competencies for Managers and Supervisors in Hong Kong

Reasons	Managers		Supervisors	
	Rank	Average Weighted Scores	Rank	Average Weighted Scores
Market Competition	1	4.27	1	4.20
Continuous Improvement in Efficiency & Effectiveness	2	4.17	2	4.14
Business Expansion/Development	3	3.59	3	3.51
Talent Attraction & Retention	4	3.47	4	3.39
Business Refocus	5	3.03	6	2.95
Change of Government Policies or Regulations in Hong Kong	6	3.02	5	2.98
Change of Government Policies or Regulations in the mainland of China	7	2.93	7	2.88
Technology/Process Change	8	2.87	8	2.85
Cultural Diversity	9	2.64	9	2.60
Outsourcing	10	2.26	10	2.23

63. The top four reasons were *"Market Competition"*, *"Continuous Improvement in Efficiency & Effectiveness"*, *"Business Expansion/Development"* and *"Talent Attraction & Retention"*. In fact, the rankings of the reasons were almost identical in the two groups, except that *"Business Refocus"* was considered more important than *"Change of Government Policies or Regulations in Hong Kong"* to managers, while the competencies came in reverse order to supervisors.

64. Comparing with the findings in the 2008 Survey, *"Market Competition"*, *"Continuous Improvement in Efficiency & Effectiveness"*, *"Business Expansion/Development"* and *"Talent Attraction & Retention"* were still regarded as the most important reasons leading to both groups' choices of key competencies but the average weighted scores had generally decreased.

65. It was noted that two competencies, namely *"Business Refocus"* and *"Technology/Process Change"*, moved upward. *"Business Refocus"* moved upward from the 7th in 2008 Survey to 5th in this survey while *"Technology/Process Change"* moved up to the 8th in this survey from the 9th in 2008

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

66. The survey indicated that the respondents expected managers and supervisors working outside Hong Kong to have moderately similar competencies. As shown in Table 4, eight out of ten key competencies and nine of the ten least important competencies were the same among two groups. *"English (spoken and written)"* and *"Analytical in approach to people and problems"* were both considered as a core (i.e. over 50% of the respondents) for managers while *"Communication skills"* and *"English (spoken and written)"* were regarded as core competencies for supervisors. It was noted that *"Communication Skills"* closely came in the third place for managers, however, *"Analytical in approach to people and problems"* was ranked lower for supervisors.

67. Five management skills, namely *"Analytical in approach to people and problems"*, *"Crisis management"*, *"Sense of accountability"*, *"Problem solving and decision making"* and *"Business acumen"*, were ranked in the top ten position for managers. Only four, the first three competencies just mentioned in managers group and *"Quality conscious/quality minded"*, were found in supervisors group. These findings revealed that the expectation on managers and supervisors were different.

68. Comparing with their counterparts in Hong Kong, managers outside Hong Kong were expected to possess two key competencies – *"English (spoken and written)"* and *"Analytical in approach to people and problems"*. These two competencies were only ranked in 5th and 8th respectively for managers in Hong Kong. On the other hand, comparing with the findings on supervisors in Hong Kong, supervisors outside Hong Kong were expected to possess key competencies of *"Communication skills"* and *"English (spoken and written)"*. *"Communication skills"* was ranked as the most important competency for supervisors in and outside Hong Kong.

69. Besides, *"Coaching and counselling"*, *"Chinese (Putonghua and business writing skills)"*, *"Crisis management"*, *"Interpersonal skills"* and *"Sense of accountability"* were considered as important competencies for managers and supervisors outside Hong Kong. Different competencies required among managers and supervisors outside Hong Kong were also found in this survey. *"Problem solving and decision making"* and *"Business acumen"* were rated as key competencies to managers only while *"Team work and team building"* and *"Quality conscious/quality minded"* were rated as key competencies to supervisor but not to managers.

70. Comparing with the findings in the 2008 Survey, *"Crisis management"* and *"Business acumen"* had significantly decreased in importance for managers. The former dropped from the top of the list to the 6th in 2011 and the later moved downward from the 2nd to the 10th in this survey. In addition, *"Planning and organising skills"*, *"Risks management"* and *"Dealing with conflict"* were no longer in the top ten position in managers group. For supervisors, *"Planning and organising skills"* and *"Dealing with conflict"* were also lost its importance and only occupied in the 11th and 17th respectively.

71. *"Trade practices in the mainland of China"*, *"Laws and regulatory restrictions for access to the market of the mainland of China"* and *"Cross cultural awareness (e.g. the mainland of China) / managing diversity"* were considered to be more important to managers and supervisors working outside Hong Kong. The findings were understandable since most operations outside Hong Kong being studied were located in the Chinese Mainland and it was more likely to have employees from different countries.

Table 4: Key Competency Ranking of Managers and Supervisors Outside Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	English (spoken and written)	51.53	1	Communication skills	53.43
2	Analytical in approach to people and problems	51.22	2	English (spoken and written)	51.24
3	Communication skills	47.16	3	Crisis management	47.06
4	Coaching and counselling	47.16	4	Chinese (Putonghua and business writing skills)	45.70
5	Chinese (Putonghua and business writing skills)	44.60	5	Sense of accountability	45.06
6	Crisis management	44.19	6	Interpersonal skills	44.68
7	Interpersonal skills	40.77	7	Analytical in approach to people and problems	42.26
8	Problem solving and decision making	39.08	8	Coaching and counselling	38.90
9	Sense of accountability	38.08	9	Team work and team building	38.70
10	Business acumen	35.82	10	Quality conscious/quality minded	36.80
11	Planning and organising skills	34.03	11	Planning and organising skills	34.28
12	Risks management	33.95	12	Problem solving and decision making	33.72
13	Trade practices in the mainland of China	30.25	13	Business acumen	32.51
14	Laws and regulatory restrictions for access to the market of the mainland of China	28.87	14	Self management (e.g. time management, job prioritisation, etc.)	32.08
15	Dealing with conflict	28.41	15	Risks management	30.28
16	Team work and team building	27.53	16	Laws and regulatory restrictions for access to the market of the mainland of China	30.00
17	Quality conscious/quality minded	26.89	17	Dealing with conflict	25.53
18	Cross cultural awareness (e.g. the mainland of China) / managing diversity	25.87	18	Trade practices in the mainland of China	25.10
19	Business ethics	25.56	19	Creativity and innovation	22.15
20	Change management	25.48	20	Cross cultural awareness (e.g. the mainland of China) / managing diversity	21.76
21	Self management (e.g. time management, job prioritisation, etc.)	24.66	21	Customer concern	21.53
22	International exposure and knowledge	24.63	22	Integrity and trust	21.50
23	Creativity and innovation	24.38	23	Change management	21.02
24	Negotiation skills	22.07	24	Business ethics	19.86
25	Delegation	21.94	25	Stress management	18.04
26	Customer concern	21.56	26	Instructional, training and presentation skills	17.86
27	IT knowledge and application	18.45	27	IT knowledge and application	17.86
28	Strategic thinking	18.37	28	Negotiation skills	17.81
29	Integrity and trust	18.35	29	Delegation	17.65
30	Influencing skills	18.14	30	Adversity Quotient (AQ)	17.42
31	Motivating others	17.81	31	Influencing skills	15.91
32	Adversity Quotient (AQ)	15.63	32	International exposure and knowledge	14.68
33	Stress management	14.91	33	Strategic thinking	12.42
34	Self improvement	14.78	34	Self improvement	11.91
35	Emotional Intelligence (EI)	11.75	35	Motivating others	11.32
36	Understanding of others/empathy	11.60	36	Emotional Intelligence (EI)	9.52
37	Awareness of local HR related laws	10.26	37	Internet marketing	8.83
38	Instructional, training and presentation skills	9.62	38	Zealous in developing talent/ potential in others	7.36
39	Internet marketing	8.83	39	Awareness of local HR related laws	6.24
40	Zealous in developing talent/ potential in others	8.19	40	Understanding of others/empathy	4.75
41	Japanese (spoken and written)	4.59	41	Japanese (spoken and written)	3.72
42	French (spoken and written)	3.70	42	French (spoken and written)	3.10
43	Spanish (spoken and written)	2.85	43	Other languages	2.49
44	Other languages	2.49	44	Spanish (spoken and written)	1.41

No. of companies: 4,009

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

Key Competencies of Managers and Supervisors in the Next Three Years for Different Business Sectors Outside Hong Kong

72. The rankings of the key competencies for managers and supervisors were listed by sectors. Since no data was available for the sector of "Electricity, gas, and water" and no statistically significant result for the sector of "Restaurants and Hotels" and "Community, Social and Personal Services", therefore, the following paragraphs will only discuss five business sectors with a focus on comparing the findings with Hong Kong managers and supervisors.

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

73. As shown in Table 4.1, seven of the key competencies were shared among managers and supervisors. There were six core competencies for managers and supervisors. Among these competencies, five competencies, namely *"English (spoken and written)"*, *"Crisis management"*, *"Coaching and counselling"*, *"Planning and organising skills"* and *"Chinese (Putonghua and business writing skills)"*, were regarded as core for both groups. *"Analytical in approach to people and problems"* was regarded as core competency for managers but not for supervisors while *"Communication skills"* was regarded as core competency for supervisors but not for managers.

74. Beside the "Analytical in approach to people and problems", there were another two key competencies, *"Dealing with conflict"* and *"Business acumen"*, were ranked less important to supervisors. Meanwhile, there were three key competencies for supervisors, namely *"Quality conscious/quality minded"*, *"Sense of accountability"* and *"Interpersonal skills"*, were not regarded as very important to managers. Among the top ten rankings, there were six management skills were found in managers group while only four were found for supervisors. These findings revealed that the competencies required for the two groups were not that alike as those working in Hong Kong.

75. Managers working in and outside Hong Kong shared very similar competencies (see Table 1.1), except that *"Chinese (Putonghua and business writing skills)"* was regarded as far less important while *"Business acumen"* and *"Dealing with conflict"* were considered far more important to managers outside Hong Kong. The key competencies required by supervisors in and outside Hong Kong were quite similar too. Eight of the ten key competencies were shared among them. Despite the similarity, two key competencies for Hong Kong supervisors, *"Quality conscious/quality minded"* and *"Interpersonal skills"*, were considered as key competencies for supervisors outside Hong Kong but not for their counterparts in Hong Kong. Two of the key competencies for Hong Kong supervisors, *"Team work and team building"* and *"Self management (e.g. time management, job prioritisation, etc.)"*, were not considered as key competencies for supervisors outside Hong Kong.

76. Besides, *"Chinese (Putonghua and business writing skills)"* had topped for both Hong Kong managers and supervisors, however, it was only rated at the 5th and 4th for manager and supervisors respectively outside Hong Kong. *"English (spoken and written)"* was rated at the higher rankings for managers and supervisors working outside Hong Kong.

Table 4.1: Key Competency Ranking of Managers and Supervisors in Manufacturing Sector Outside Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	English (spoken and written)	64.38	1	Crisis management	63.17
2	Crisis management	59.51	2	English (spoken and written)	61.19
3	Coaching and counselling	59.51	3	Communication skills	55.86
4	Planning and organising skills	56.01	4	Chinese (Putonghua and business writing skills)	54.34
5	Chinese (Putonghua and business writing skills)	54.34	5	Coaching and counselling	52.66
6	Analytical in approach to people and problems	52.66	6	Planning and organising skills	50.84
7	Communication skills	40.64	7	Quality conscious/quality minded	43.99
8	Dealing with conflict	38.96	8	Sense of accountability	40.79
9	Business acumen	35.16	9	Interpersonal skills	40.64
10	Problem solving and decision making	33.94	10	Problem solving and decision making	37.44
11	International exposure and knowledge	33.79	11	Dealing with conflict	35.77
12	Self management (e.g. time management, job prioritisation, etc.)	31.96	12	Analytical in approach to people and problems	35.62
13	Creativity and innovation	30.59	13	Team work and team building	35.62
14	Quality conscious/quality minded	30.44	14	Self management (e.g. time management, job prioritisation, etc.)	33.64
15	Influencing skills	29.07	15	Stress management	33.49
16	Sense of accountability	27.40	16	Delegation	28.61
17	Trade practices in the mainland of China	26.94	17	Creativity and innovation	27.40
18	Risks management	25.42	18	International exposure and knowledge	27.09
19	Interpersonal skills	23.90	19	Instructional, training and presentation skills	27.09
20	Change management	23.74	20	Laws and regulatory restrictions for access to the market of the mainland of China	25.27
21	Adversity Quotient (AQ)	23.74	21	Change management	23.74
22	Self improvement	23.74	22	Adversity Quotient (AQ)	23.74
23	IT knowledge and application	22.22	23	Self improvement	23.59
24	Negotiation skills	21.92	24	Zealous in developing talent/ potential in others	22.07
25	Business ethics	20.40	25	Business acumen	21.77
26	Integrity and trust	20.40	26	Trade practices in the mainland of China	21.77
27	Delegation	20.24	27	Emotional Intelligence (EI)	20.24
28	Team work and team building	20.09	28	IT knowledge and application	18.72
29	Zealous in developing talent/ potential in others	18.72	29	Influencing skills	15.53
30	Cross cultural awareness (e.g. the mainland of China) / managing diversity	18.57	30	Integrity and trust	15.22
31	Customer concern	16.89	31	Risks management	11.72
32	Laws and regulatory restrictions for access to the market of the mainland of China	16.74	32	Business ethics	10.20
33	Emotional Intelligence (EI)	15.07	33	Internet marketing	8.52
34	Motivating others	13.55	34	Customer concern	8.52
35	Stress management	11.57	35	Cross cultural awareness (e.g. the mainland of China) / managing diversity	5.18
36	Understanding of others/empathy	8.52	36	Motivating others	5.02
37	Internet marketing	8.52	37	Negotiation skills	5.02
38	Awareness of local HR related laws	6.70	38	Japanese (spoken and written)	5.02
39	Japanese (spoken and written)	5.18	39	Awareness of local HR related laws	1.52
40	Instructional, training and presentation skills	5.02	40	Strategic thinking	0.00
41	Strategic thinking	0.00	41	Understanding of others/empathy	0.00
42	French (spoken and written)	0.00	42	French (spoken and written)	0.00
43	Spanish (spoken and written)	0.00	43	Spanish (spoken and written)	0.00
44	Other languages	0.00	44	Other languages	0.00

No. of companies: 657

% = percentage of responding companies

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

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

77. As shown in Table 4.2, seven key competencies were identified for managers and supervisors and three of them, namely *"Problem solving and decision making"*, *"Interpersonal skills"* and *"Communication skills"*, were regarded as core competencies in both groups. Among the top ten competencies, six management skills were found in each group, they were *"Problem solving and decision making"*, *"Planning and organising skills"*, *"Crisis management"*, *"Dealing with conflict"*, *"Quality conscious/quality minded"*, and *"Risks management"* for managers while "Problem solving and decision making", *"Quality conscious/quality minded"*, *"Sense of accountability"*, *"Business acumen"*, *"Crisis management"* and *"Dealing with conflict"* for supervisors. In addition, *"Trade practices in the mainland of China"* was ranked much more higher than Hong Kong counterparts in both groups.

78. Comparing with Hong Kong managers in the construction sector (Table 1.3), the key competencies for manager outside Hong Kong were quite different. Four key competencies for Hong Kong managers, *"Sense of accountability"*, *"Chinese (Putonghua and business writing skills)"*, *"English (spoken and written)"* and *"Team work and team building"*, were not considered as important as manager outside Hong Kong. Another four competencies, namely *"Problem solving and decision making"*, *"Trade practices in the mainland of China"*, *"Dealing with conflict"* and *"Quality conscious/quality minded"*, occupied the top ten positions for managers working outside Hong Kong. It was also noted this sector was the only sector which had not regarded the language skills, either Chinese or English, as key competencies for managers in and outsider Hong Kong. Since only a small proportion of responding companies in the construction sector had business operations outside Hong Kong, it was believed that the findings might be subject to greater sampling variation.

79. The key competencies required for supervisors in and outside Hong Kong were more similar than that of managers. About half of the top ten competencies were shared among supervisors in and outside Hong Kong. A total of five key competencies, namely, *"Problem solving and decision making"*, *"Quality conscious/quality minded"*, *"Business acumen"*, *"Trade practices in the mainland of China"* and *"Dealing with conflict"*, were considered as more important than Hong Kong supervisors and rated within top ten position.

Table 4.2: Key Competency Ranking of Managers and Supervisors in Construction Sector Outside Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	Problem solving and decision making	91.60	1	Interpersonal skills	91.60
2	Interpersonal skills	83.19	2	Problem solving and decision making	63.87
3	Trade practices in the mainland of China	72.27	3	Quality conscious/quality minded	63.87
4	Planning and organising skills	63.87	4	Sense of accountability	55.46
5	Communication skills	63.87	5	Communication skills	55.46
6	Crisis management	36.13	6	Chinese (Putonghua and business writing skills)	55.46
7	Dealing with conflict	36.13	7	Business acumen	44.54
8	Quality conscious/quality minded	36.13	8	Trade practices in the mainland of China	44.54
9	Risks management	36.13	9	Crisis management	36.13
10	Coaching and counselling	36.13	10	Dealing with conflict	36.13
11	Laws and regulatory restrictions for access to the market of the mainland of China	36.13	11	Influencing skills	36.13
12	Business ethics	36.13	12	Team work and team building	36.13
13	Analytical in approach to people and problems	27.73	13	Laws and regulatory restrictions for access to the market of the mainland of China	36.13
14	Creativity and innovation	27.73	14	Analytical in approach to people and problems	27.73
15	Delegation	27.73	15	Change management	27.73
16	Sense of accountability	27.73	16	Creativity and innovation	27.73
17	Influencing skills	27.73	17	Delegation	27.73
18	Chinese (Putonghua and business writing skills)	27.73	18	Coaching and counselling	27.73
19	English (spoken and written)	27.73	19	English (spoken and written)	27.73
20	IT knowledge and application	27.73	20	IT knowledge and application	27.73
21	Cross cultural awareness (e.g. the mainland of China) / managing diversity	27.73	21	Customer concern	27.73
22	Self improvement	27.73	22	Self improvement	27.73
23	Self management (e.g. time management, job prioritisation, etc.)	27.73	23	Self management (e.g. time management, job prioritisation, etc.)	27.73
24	Business acumen	16.81	24	Planning and organising skills	16.81
25	Strategic thinking	16.81	25	Strategic thinking	16.81
26	Change management	8.40	26	Risks management	8.40
27	Team work and team building	8.40	27	International exposure and knowledge	8.40
28	International exposure and knowledge	8.40	28	Business ethics	8.40
29	Instructional, training and presentation skills	8.40	29	Instructional, training and presentation skills	8.40
30	Motivating others	0.00	30	Motivating others	0.00
31	Negotiation skills	0.00	31	Negotiation skills	0.00
32	Understanding of others/empathy	0.00	32	Understanding of others/empathy	0.00
33	Zealous in developing talent/ potential in others	0.00	33	Zealous in developing talent/ potential in others	0.00
34	Japanese (spoken and written)	0.00	34	Japanese (spoken and written)	0.00
35	French (spoken and written)	0.00	35	French (spoken and written)	0.00
36	Spanish (spoken and written)	0.00	36	Spanish (spoken and written)	0.00
37	Other languages	0.00	37	Other languages	0.00
38	Internet marketing	0.00	38	Internet marketing	0.00
39	Adversity Quotient (AQ)	0.00	39	Cross cultural awareness (e.g. the mainland of China) / managing diversity	0.00
40	Customer concern	0.00	40	Adversity Quotient (AQ)	0.00
41	Emotional Intelligence (EI)	0.00	41	Emotional Intelligence (EI)	0.00
42	Integrity and trust	0.00	42	Integrity and trust	0.00
43	Stress management	0.00	43	Stress management	0.00
44	Awareness of local HR related laws	0.00	44	Awareness of local HR related laws	0.00

No. of companies: 119

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

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

80. As shown in Table 4.3, there were eight common key competencies for managers and supervisors. They were *"Coaching and counselling"*, *"Analytical in approach to people and problems"*, *"Communication skills"*, *"English (spoken and written)"*, *"Crisis management"*, *"Chinese (Putonghua and business writing skills)"*, *"Interpersonal skills"* and *"Sense of accountability"*. Besides, *"Problem solving and decision making"* and *"Business acumen"* were regarded as key competencies for managers but not for supervisors while *"Quality conscious/quality minded"* and *"Team work and team building"* were ranked in the top ten in supervisors group but not in the managers. Two core competencies were identified for mangers and one for supervisors group. For managers, they were *"Coaching and counselling"*, and *"Analytical in approach to people and problems"*. These two competencies were found at top ten but were regarded as far less important to supervisors. For supervisors, *"Communication skills"* was considered as core competency and topped in the list but it was only ranked third in the managers group.

81. Comparing with managers in Hong Kong (Table 1.4), the key competencies for managers outside Hong Kong were nearly identical. A total of nine competencies were shared among managers in and outside Hong Kong. The only difference was competency of *"Team work and team building"* that was regarded more important for Hong Kong managers and it was only ranked at the 15th for managers working outside Hong Kong. While competency of *"Problem solving and decision making"* was regarded more important for managers working outside Hong Kong and which was ranked at 11th for Hong Kong managers.

82. Same finding was also observed for the supervisors working outside Hong Kong. Supervisors outside Hong Kong were expected to be competent in *"Coaching and counselling"* which was not considered as key competency for supervisors in Hong Kong. On the other hand, competency of *"Problem solving and decision making"* was not regarded as key competency for supervisors working outside Hong Kong.

Table 4.3: Key Competency Ranking of Managers and Supervisors in Wholesale, Retail and Import/Export Trades Sector Outside Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	Coaching and counselling	56.08	1	Communication skills	51.62
2	Analytical in approach to people and problems	52.55	2	Crisis management	47.63
3	Communication skills	49.07	3	Interpersonal skills	47.22
4	English (spoken and written)	47.73	4	Sense of accountability	47.17
5	Crisis management	47.22	5	English (spoken and written)	47.12
6	Chinese (Putonghua and business writing skills)	43.83	6	Analytical in approach to people and problems	44.62
7	Interpersonal skills	40.58	7	Chinese (Putonghua and business writing skills)	43.83
8	Problem solving and decision making	39.89	8	Coaching and counselling	39.01
9	Sense of accountability	39.56	9	Quality conscious/quality minded	38.45
10	Business acumen	38.36	10	Team work and team building	38.31
11	Risks management	38.08	11	Problem solving and decision making	37.38
12	Laws and regulatory restrictions for access to the market of the mainland of China	34.55	12	Self management (e.g. time management, job prioritisation, etc.)	36.55
13	Planning and organising skills	33.91	13	Business acumen	36.46
14	Trade practices in the mainland of China	33.91	14	Risks management	35.06
15	Team work and team building	31.12	15	Planning and organising skills	33.81
16	Quality conscious/quality minded	30.29	16	Laws and regulatory restrictions for access to the market of the mainland of China	30.89
17	Negotiation skills	26.58	17	Integrity and trust	26.16
18	Change management	26.53	18	Trade practices in the mainland of China	26.11
19	Delegation	25.74	19	Cross cultural awareness (e.g. the mainland of China) / managing diversity	24.91
20	Self management (e.g. time management, job prioritisation, etc.)	25.14	20	Change management	23.10
21	Cross cultural awareness (e.g. the mainland of China) / managing diversity	24.12	21	Dealing with conflict	23.05
22	Strategic thinking	23.61	22	Negotiation skills	22.96
23	Influencing skills	21.47	23	Customer concern	22.59
24	Motivating others	21.47	24	Delegation	19.06
25	Creativity and innovation	20.08	25	IT knowledge and application	18.00
26	Dealing with conflict	20.08	26	Influencing skills	17.53
27	International exposure and knowledge	20.04	27	Creativity and innovation	16.56
28	Business ethics	19.99	28	Strategic thinking	15.96
29	Integrity and trust	18.88	29	Motivating others	15.40
30	Customer concern	17.49	30	Business ethics	15.40
31	IT knowledge and application	16.47	31	Instructional, training and presentation skills	14.42
32	Adversity Quotient (AQ)	13.87	32	Internet marketing	13.36
33	Understanding of others/empathy	13.31	33	Adversity Quotient (AQ)	12.94
34	Internet marketing	11.83	34	Self improvement	10.81
35	Stress management	10.76	35	Stress management	8.26
36	Self improvement	10.30	36	Understanding of others/empathy	8.12
37	Zealous in developing talent/ potential in others	8.16	37	International exposure and knowledge	7.70
38	Emotional Intelligence (EI)	8.12	38	Zealous in developing talent/ potential in others	6.59
39	Japanese (spoken and written)	6.73	39	Awareness of local HR related laws	5.71
40	Instructional, training and presentation skills	6.73	40	Japanese (spoken and written)	5.19
41	Awareness of local HR related laws	6.17	41	French (spoken and written)	4.08
42	French (spoken and written)	2.55	42	Emotional Intelligence (EI)	4.04
43	Spanish (spoken and written)	2.55	43	Spanish (spoken and written)	2.55
44	Other languages	2.55	44	Other languages	2.55

No. of companies: 2,212

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

Key Competencies of Managers and Supervisors in the Next Three Years in the Transport, Storage and Communications Sector Outside Hong Kong

83. As shown in Table 4.4, there were seven key competencies shared by both managers and supervisors groups. They were, *"Analytical in approach to people and problems"*, *"Cross cultural awareness (e.g. the mainland of China) / managing diversity"*, *"Communication skills"*, *"English (spoken and written)"*, *"Laws and regulatory restrictions for access to the market of the mainland of China"*, *"Team work and team building"* and *"Trade practices in the mainland of China"*. A total of six competencies were identified as core competencies for each group and four of them were shared by both groups.

84. *"Interpersonal skills"*, *"International exposure and knowledge"* and *"Risks management"* were considered as key competencies for managers but not for supervisors. The first competency was rated far less important than supervisors. Apart from those key competencies shared with managers, supervisors were expected to possess another three key competencies, namely *"Creativity and innovation"*, *"Coaching and counseling"* and *"Business ethics"*.

85. Besides, three competencies, namely *"Cross cultural awareness (e.g. the mainland of China) / managing diversity"*, *"Laws and regulatory restrictions for access to the market of the mainland of China"* and *"Creativity and innovation"*, were ranked relatively high among the other business sectors. The first two competencies were regarded as core competencies in both group and the last competency was regarded as core competencies for supervisors in this sector. In addition, comparing with other business sectors, *"International exposure and knowledge"* was considered as an important competency for managers and supervisors in this sector. It was rated as key competency for managers and ranked at the 11th for supervisors.

86. Comparing with managers in Hong Kong (Table 1.6), a total of six competencies were shared among managers in and outside Hong Kong. They were *"Analytical in approach to people and problems"*, *"Communication skills"*, *"English (spoken and written)"*, *"Interpersonal skills"*, *"Team work and team building"* and *"Risks management"*. Among them, *"Team work and team building"* topped the list for Hong Kong managers but only ranked at the 8th for manager working outside Hong Kong. *"Analytical in approach to people and problems"* rated top in the list for managers working outside Hong Kong while it was only ranked at the 6th for Hong Kong managers. These findings implied that the responsibility and competencies required for the managers in and outside Hong Kong were not alike. The difference in importance was most significant for *"Cross cultural awareness (e.g. the mainland of China) / managing diversity"*, *"Laws and regulatory restrictions for access to the market of the mainland of China"* and *"International exposure and knowledge"*.

87. The key competencies required for supervisors in and outside Hong Kong were definitely not alike. Only four competencies, namely *"Communication skills"*, *"Team work and team building"*, *"English (spoken and written)"* and *"Analytical in approach to people and problems"*, were shared among supervisors in and outside Hong Kong. The remaining six competencies were actually rated far less important to supervisors working outside Hong Kong.

Table 4.4: Key Competency Ranking of Managers and Supervisors in Transport, Storage and Communications Sector Outside Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	Analytical in approach to people and problems	73.54	1	Communication skills	78.83
2	Cross cultural awareness (e.g. the mainland of China) / managing diversity	67.97	2	Team work and team building	73.26
3	Communication skills	66.85	3	English (spoken and written)	69.92
4	English (spoken and written)	63.51	4	Laws and regulatory restrictions for access to the market of the mainland of China	60.45
5	Laws and regulatory restrictions for access to the market of the mainland of China	51.25	5	Creativity and innovation	54.04
6	Interpersonal skills	50.97	6	Cross cultural awareness (e.g. the mainland of China) / managing diversity	52.37
7	International exposure and knowledge	48.75	7	Analytical in approach to people and problems	45.96
8	Team work and team building	48.47	8	Trade practices in the mainland of China	45.96
9	Trade practices in the mainland of China	45.96	9	Coaching and counselling	45.13
10	Risks management	44.85	10	Business ethics	43.18
11	Sense of accountability	42.62	11	International exposure and knowledge	42.34
12	Coaching and counselling	42.34	12	Chinese (Putonghua and business writing skills)	38.44
13	Business acumen	39.83	13	Crisis management	35.65
14	Strategic thinking	37.05	14	Self management (e.g. time management, job prioritisation, etc.)	30.64
15	Dealing with conflict	36.77	15	Risks management	29.25
16	Creativity and innovation	35.65	16	Planning and organising skills	27.58
17	Chinese (Putonghua and business writing skills)	35.65	17	Instructional, training and presentation skills	27.58
18	Business ethics	33.98	18	Sense of accountability	27.02
19	Crisis management	32.03	19	Interpersonal skills	26.18
20	Awareness of local HR related laws	31.20	20	Dealing with conflict	24.79
21	Self management (e.g. time management, job prioritisation, etc.)	27.86	21	Business acumen	24.23
22	Change management	27.58	22	IT knowledge and application	23.96
23	Problem solving and decision making	27.58	23	Problem solving and decision making	21.17
24	IT knowledge and application	23.96	24	Customer concern	21.17
25	Understanding of others/empathy	21.17	25	Negotiation skills	18.66
26	Customer concern	21.17	26	Delegation	15.60
27	Stress management	21.17	27	Stress management	14.76
28	Quality conscious/quality minded	20.89	28	Quality conscious/quality minded	14.48
29	Delegation	18.38	29	Strategic thinking	12.26
30	Instructional, training and presentation skills	18.38	30	Change management	11.98
31	French (spoken and written)	15.60	31	Influencing skills	11.98
32	Spanish (spoken and written)	15.60	32	Emotional Intelligence (EI)	5.57
33	Motivating others	14.76	33	Integrity and trust	5.57
34	Emotional Intelligence (EI)	14.76	34	Motivating others	2.79
35	Integrity and trust	14.76	35	Understanding of others/empathy	2.79
36	Negotiation skills	12.26	36	Adversity Quotient (AQ)	2.79
37	Planning and organising skills	11.98	37	Self improvement	2.79
38	Adversity Quotient (AQ)	11.98	38	Other languages	2.51
39	Self improvement	11.98	39	Zealous in developing talent/ potential in others	0.00
40	Zealous in developing talent/ potential in others	5.57	40	Japanese (spoken and written)	0.00
41	Influencing skills	2.79	41	French (spoken and written)	0.00
42	Other languages	2.51	42	Spanish (spoken and written)	0.00
43	Japanese (spoken and written)	0.00	43	Internet marketing	0.00
44	Internet marketing	0.00	44	Awareness of local HR related laws	0.00

No. of companies: 415

% = percentage of responding companies

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

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

88. As shown in Table 4.5, managers and supervisors had seven key competencies in common and six different core competencies were identified for managers and supervisors. The seven common key competencies were *"Analytical in approach to people and problems"*, *"Business ethics"*, *"Chinese (Putonghua and business writing skills)"*, *"Communication skills"*, *"English (spoken and written)"*, *"Interpersonal skills"* and *"Sense of accountability"*. For the core competencies of managers and supervisors, only one, *"English (spoken and written)"*, was found in common for both groups. The other five core competencies for managers were *"Interpersonal skills"*, *"Business ethics"*, *"Sense of accountability"*, *"Customer concern"* and *"Chinese (Putonghua and business writing skills)"*. And for supervisors, they were *"Sense of accountability"*, *"Analytical in approach to people and problems"*, *"Communication skills"*, *"Stress management"* and *"Adversity Quotient (AQ)"*.

89. When the key competencies for managers outside Hong Kong were compared with their Hong Kong counterparts (Table 1.7), three key competencies for managers outside Hong Kong were not found for managers in Hong Kong. They were *"Business ethics"*, *"Customer concern"* and *"Dealing with conflict"*. On the other hand, *"Crisis management"*, *"Planning and organising skills"* and *"Team work and team building"* were regarded less important to managers outside Hong Kong than to their Hong Kong counterparts. The first two just mentioned competencies were ranked at the 17th and 22nd respectively and the most significant difference in importance was for *"Team work and team building"* which was ranked at 32nd.

90. There were six key competencies shared by supervisors in and outside Hong Kong. They were *"Analytical in approach to people and problems"*, *"Chinese (Putonghua and business writing skills)"*, *"Communication skills"*, *"English (spoken and written)"*, *"Interpersonal skills"* and *"Sense of accountability"*. The other four different competencies required for supervisors working outside Hong Kong were *"Adversity Quotient (AQ)"*, *"Business ethics"*, *"Risks management"* and *"Stress management"*.

Table 4.5: Key Competency Ranking of Managers and Supervisors in Finance, Insurance, Real Estate and Business Service Sector Outside Hong Kong in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	English (spoken and written)	50.62	1	English (spoken and written)	50.62
2	Interpersonal skills	48.85	2	Sense of accountability	48.85
3	Business ethics	47.25	3	Analytical in approach to people and problems	43.16
4	Sense of accountability	47.07	4	Communication skills	43.16
5	Customer concern	43.16	5	Stress management	42.98
6	Chinese (Putonghua and business writing skills)	41.21	6	Adversity Quotient (AQ)	41.56
7	Analytical in approach to people and problems	37.30	7	Risks management	41.21
8	Dealing with conflict	37.30	8	Chinese (Putonghua and business writing skills)	41.21
9	Problem solving and decision making	35.35	9	Interpersonal skills	39.08
10	Communication skills	34.99	10	Business ethics	37.30
11	Stress management	33.21	11	Business acumen	33.39
12	Business acumen	29.31	12	Quality conscious/quality minded	33.39
13	Change management	27.71	13	Customer concern	33.21
14	Creativity and innovation	27.53	14	Crisis management	31.62
15	Risks management	23.27	15	Coaching and counselling	23.80
16	Emotional Intelligence (EI)	23.27	16	Emotional Intelligence (EI)	23.27
17	Crisis management	21.67	17	Dealing with conflict	21.49
18	Instructional, training and presentation skills	21.49	18	Planning and organising skills	21.49
19	Integrity and trust	21.49	19	Integrity and trust	21.49
20	Adversity Quotient (AQ)	19.72	20	Problem solving and decision making	19.54
21	Awareness of local HR related laws	19.72	21	Awareness of local HR related laws	19.54
22	Planning and organising skills	19.18	22	Team work and team building	19.36
23	Negotiation skills	17.58	23	Creativity and innovation	17.58
24	Motivating others	15.81	24	Negotiation skills	17.58
25	Cross cultural awareness (e.g. the mainland of China) / managing diversity	15.81	25	Instructional, training and presentation skills	17.41
26	Self improvement	15.81	26	Self management (e.g. time management, job prioritisation, etc.)	17.41
27	International exposure and knowledge	15.63	27	Change management	15.81
28	Self management (e.g. time management, job prioritisation, etc.)	13.50	28	Cross cultural awareness (e.g. the mainland of China) / managing diversity	15.81
29	Delegation	12.08	29	Strategic thinking	13.50
30	IT knowledge and application	11.72	30	Laws and regulatory restrictions for access to the market of the mainland of China	11.90
31	Strategic thinking	9.59	31	Influencing skills	9.59
32	Team work and team building	7.64	32	Trade practices in the mainland of China	7.82
33	Quality conscious/quality minded	6.04	33	Motivating others	5.86
34	Coaching and counselling	5.86	34	French (spoken and written)	5.86
35	Understanding of others/empathy	5.86	35	Other languages	5.86
36	French (spoken and written)	5.86	36	IT knowledge and application	5.86
37	Other languages	5.86	37	International exposure and knowledge	5.86
38	Internet marketing	5.86	38	Self improvement	5.86
39	Laws and regulatory restrictions for access to the market of the mainland of China	5.86	39	Delegation	0.00
40	Influencing skills	1.78	40	Understanding of others/empathy	0.00
41	Trade practices in the mainland of China	1.78	41	Zealous in developing talent/ potential in others	0.00
42	Zealous in developing talent/ potential in others	0.00	42	Japanese (spoken and written)	0.00
43	Japanese (spoken and written)	0.00	43	Spanish (spoken and written)	0.00
44	Spanish (spoken and written)	0.00	44	Internet marketing	0.00

No. of companies: 563

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

Key Competencies Chosen by Various Business Sectors Outside Hong Kong

91. The number of times each competency was ranked within the ten key competencies in the five sectors was discussed in the following paragraphs.

Key Competencies Chosen for Managers by Various Business Sectors Outside Hong Kong

92. As shown in Table 5.1, *"Communication skills"* was ranked as key competency for all the five sectors while two of them ranked it as a core competency for managers working outside Hong Kong. *"Analytical in approach to people and problems"*, *"English (spoken and written)"*, *"Interpersonal skills"* and *"Problem solving and decision making"* were closely followed and were chosen by four sectors as key competencies.

93. For managers in Hong Kong, *"Communication skills"* was chosen by all the eight sectors as key competencies. However, the second and the third competencies, *"Crisis management"* and *"Sense of accountability"*, for Hong Kong managers were ranked much lower in the case of managers working outside Hong Kong.

Table 5.1: Ranking of the Core Competencies Chosen for Managers by Various Sectors Outside Hong Kong

Rank	Managers	Number of Business Sectors	
		Ranked it within the Top 10	Ranked it as Core Competency *(Over 50%)*
1	Communication skills	5	2
2	Analytical in approach to people and problems	4	3
3	English (spoken and written)	4	3
4	Interpersonal skills	4	2
5	Problem solving and decision making	4	0
6	Coaching and counselling	3	2
7	Chinese (Putonghua and business writing skills)	3	1
8	Crisis management	3	1
9	Dealing with conflict	3	0
10	Planning and organising skills	2	1
11	Trade practices in the mainland of China	2	1

Key Competencies Chosen for Supervisors by Various Business Sectors Outside Hong Kong

94. Similar analysis was also conducted for supervisors. The results were presented in Table 5.2. Similar to managers working outside Hong Kong, *"Communication skills"* topped the list and was ranked as core competency for all the five sectors. The two languages, *"Sense of accountability"* and *"Interpersonal skills"* closely followed.

95. Findings concerning key competencies were quit similar for supervisors working in and outside Hong Kong. There were eight competencies shared among supervisors working in and outside Hong Kong with different rankings. Yet, some differences were also noted. *"Business acumen"* and *"Quality conscious/quality minded"* were considered as key competencies by three sectors for supervisors working outside Hong Kong but not for Hong Kong supervisors. For Hong Kong supervisors, *"Team work and team building"* and *"Problem solving and decision making"* were considered as much more important.

Table 5.2: Ranking of the Core Competencies Chosen for Supervisors by Various Sectors Outside Hong Kong

Rank	Supervisors	Number of Business Sectors	
		Ranked it within the Top 10	Ranked it as Core Competency *(Over 50%)*
1	Communication skills	5	5
2	English (spoken and written)	4	3
3	Chinese (Putonghua and business writing skills)	4	2
4	Sense of accountability	4	2
5	Interpersonal skills	4	1
6	Analytical in approach to people and problems	3	1
7	Coaching and counselling	3	1
8	Crisis management	3	1
9	Quality conscious/quality minded	3	1
10	Business acumen	3	0

The Rationale Behind the Choice of Key Competencies for Managers and Supervisors Outside Hong Kong

96. The reasons why responding companies chose their key competencies were ranked in descending order based on the average ratings of importance (1-least important; 6-most important). The findings were shown in Table 6 below in the same way as previous analysis for Hong Kong (see Table 3). The rankings of the reasons for managers and supervisors were very alike, except that *"Change of Government Policies or Regulations in Hong Kong"*, *"Cultural Diversity"* and *"Technology/Process Change"* were in different orders among two groups. The following discussion will focus on comparing the findings in and outside Hong Kong.

Table 6: Ranking of Reasons for Choice of Key Competencies for Managers and Supervisors Outside Hong Kong

Reasons	Managers		Supervisors	
	Rank	Average Weighted Scores	Rank	Average Weighted Scores
Market Competition	1	4.42	2	4.35
Continuous Improvement in Efficiency & Effectiveness	2	4.40	1	4.42
Business Expansion/Development	3	4.17	3	4.15
Change of Government Policies or Regulations in the mainland of China	4	3.98	4	4.00
Talent Attraction & Retention	5	3.66	5	3.64
Business Refocus	6	3.50	6	3.45
Change of Government Policies or Regulations in Hong Kong	7	3.39	7	3.36
Cultural Diversity	8	3.26	9	3.26
Technology/Process Change	9	3.19	8	3.28
Outsourcing	10	2.57	10	2.58

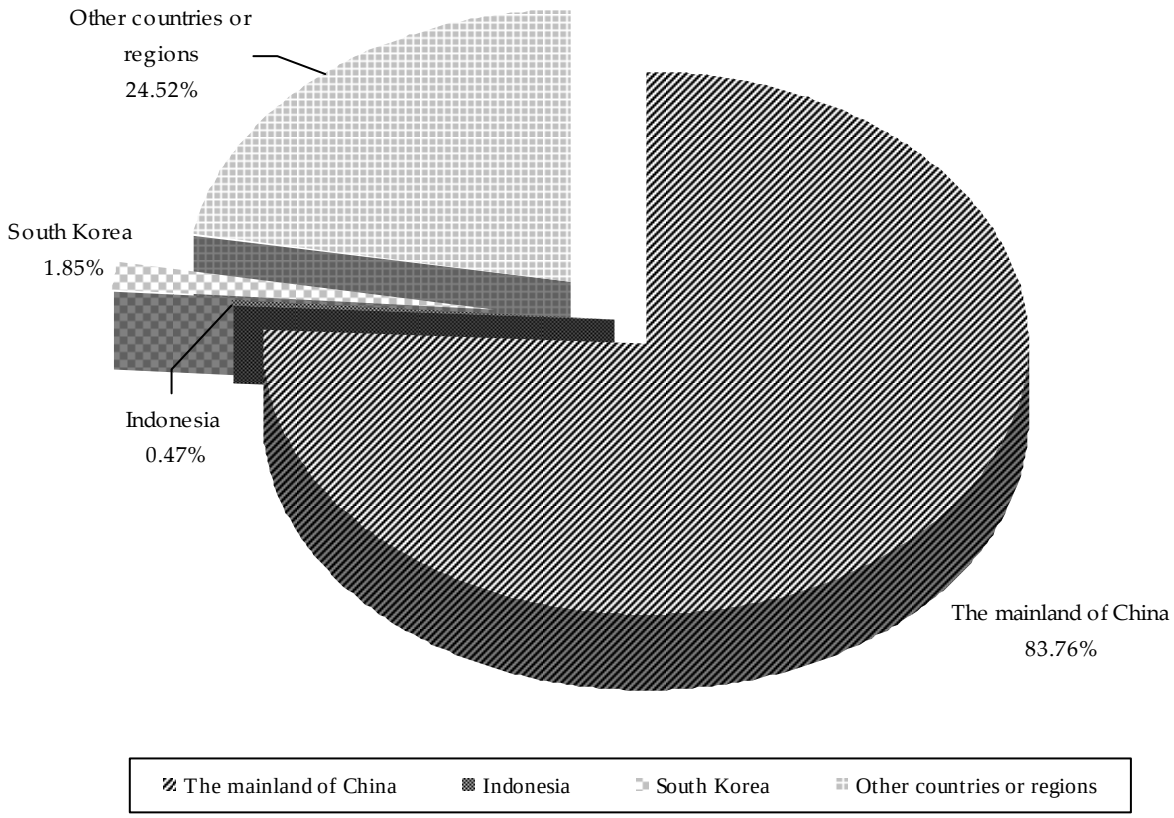
97. The rankings of reasons in and outside Hong Kong were typically identical for the choice of competencies for managers. *"Market Competition"*, *"Continuous Improvement in Efficiency & Effectiveness"* and *"Business Expansion/Development"* were also ranked in top three important reasons affecting the choice of competencies for managers and supervisors in and outside Hong Kong. Among the reasons affecting the choice of competencies for supervisors, *"Continuous Improvement in Efficiency & Effectiveness"* was considered more important than *"Market Competition"* in case of outside Hong Kong. However, *"Market Competition"* and *"Continuous Improvement in Efficiency & Effectiveness"* were regarded as the two important reasons affecting the choice of competencies for supervisors in Hong Kong.

98. In fact, geographic difference was noted regarding *"Change of Government Policies or Regulations in the mainland of China"* and *"Change of Government Policies or Regulations in Hong Kong"*. In this study, most business operations outside Hong Kong were located in the Chinese Mainland. Therefore, respondents normally considered that *"Change of Government Policies or Regulations in the mainland of China"* was an important factor affecting their choice of competencies. On the other hand, for the case of Hong Kong, local policy change was not ranked as an important factor affecting the choice of competencies. It might be explained that the relatively stable policy of the Hong Kong government may allow companies to have less concern on policy changes.

Key Competencies of Managers and Supervisors in the Chinese Mainland in the Next Three Years

99. Among the major countries/regions of responding companies with business operation outside Hong Kong, over 80% of responding companies established their business operation in the mainland of China, as shown in Figure 1 below.

Figure 1: Major Countries/Regions of Responding Companies which Established Business Operation Outside Hong Kong



100. Taken into consideration of influence of the Chinese Mainland on Hong Kong's development, among the findings concerning business operations outside Hong Kong, the data regarding the Chinese Mainland were extracted for analysis.

101. The rankings of the key competencies of managers alongside those of supervisors in the Chinese Mainland were presented in Table 7. Eight competencies, namely *"English (spoken and written)"*, *"Communication skills"*, *"Coaching and counselling"*, *"Chinese (Putonghua and business writing skills)"*, *"Crisis management"*, *"Sense of accountability"*, *"Interpersonal skills"* and *"Problem solving and decision making"* were ranked in the top ten important competencies for both managers and supervisors. Among them, *"English (spoken and written)"* and *"Communication skills"* were regarded core (i.e. nearly/over 50% of the respondents) among two groups.

102. Comparing with the findings in the 2008 Survey, *"English (spoken and written)"* and *"Communication skills"* were ranked much higher for managers, from the 7th in 2008 and jumped to the most important competency in 2011 and from the 11th in 2008 to second place in 2011 respectively. On the other hand, *"Communication skills"* was considered as the most important competency for supervisors in 2008 and 2011 Surveys. *"English (spoken and written)"* was a less important competency and was only ranked in 7th in 2008.

Table 7: Key Competency Ranking of Managers and Supervisors in the Chinese Mainland in the Next Three Years

Rank	Managers	%	Rank	Supervisors	%
1	English (spoken and written)	53.20	1	Communication skills	53.47
2	Communication skills	49.31	2	English (spoken and written)	52.83
3	Analytical in approach to people and problems	48.90	3	Interpersonal skills	47.20
4	Coaching and counselling	46.19	4	Crisis management	44.97
5	Chinese (Putonghua and business writing skills)	44.02	5	Chinese (Putonghua and business writing skills)	44.80
6	Crisis management	41.92	6	Sense of accountability	43.48
7	Sense of accountability	41.71	7	Coaching and counselling	39.44
8	Interpersonal skills	40.46	8	Quality conscious/quality minded	39.21
9	Problem solving and decision making	38.83	9	Team work and team building	37.65
10	Risks management	35.92	10	Problem solving and decision making	37.44
11	Planning and organising skills	35.21	11	Analytical in approach to people and problems	36.36
12	Business acumen	35.04	12	Planning and organising skills	36.33
13	Trade practices in the mainland of China	32.46	13	Self management (e.g. time management, job prioritisation, etc.)	33.41
14	Quality conscious/quality minded	29.18	14	Risks management	33.28
15	Laws and regulatory restrictions for access to the market of the mainland of China	28.50	15	Laws and regulatory restrictions for access to the market of the mainland of China	32.97
16	Change management	26.53	16	Business acumen	30.97
17	Delegation	25.65	17	Trade practices in the mainland of China	27.96
18	Team work and team building	25.52	18	Dealing with conflict	25.86
19	Dealing with conflict	25.48	19	Change management	23.59
20	Business ethics	24.74	20	Integrity and trust	22.77
21	Self management (e.g. time management, job prioritisation, etc.)	23.99	21	Creativity and innovation	21.76
22	Creativity and innovation	22.47	22	Delegation	19.96
23	Integrity and trust	20.87	23	Stress management	19.72
24	Strategic thinking	20.54	24	Business ethics	19.45
25	Motivating others	18.30	25	Influencing skills	18.03
26	Customer concern	17.99	26	Customer concern	16.13
27	Influencing skills	17.96	27	IT knowledge and application	15.42
28	International exposure and knowledge	17.93	28	Instructional, training and presentation skills	15.35
29	Cross cultural awareness (e.g. the mainland of China) / managing diversity	17.62	29	Cross cultural awareness (e.g. the mainland of China) / managing diversity	15.32
30	Negotiation skills	17.21	30	Adversity Quotient (AQ)	15.08
31	Self improvement	15.38	31	Self improvement	14.61
32	IT knowledge and application	15.08	32	International exposure and knowledge	14.57
33	Adversity Quotient (AQ)	14.98	33	Strategic thinking	13.79
34	Stress management	11.86	34	Negotiation skills	13.45
35	Understanding of others/empathy	11.18	35	Emotional Intelligence (EI)	11.11
36	Emotional Intelligence (EI)	11.08	36	Internet marketing	10.54
37	Internet marketing	9.42	37	Motivating others	9.69
38	Zealous in developing talent/ potential in others	8.98	38	Awareness of local HR related laws	7.08
39	Awareness of local HR related laws	8.27	39	Zealous in developing talent/ potential in others	6.71
40	Instructional, training and presentation skills	5.52	40	Japanese (spoken and written)	4.91
41	Japanese (spoken and written)	4.95	41	Understanding of others/empathy	2.91
42	French (spoken and written)	1.12	42	Other languages	1.12
43	Other languages	1.12	43	French (spoken and written)	1.12
44	Spanish (spoken and written)	0.00	44	Spanish (spoken and written)	0.00

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

PART III : MANAGEMENT TRAINING

Management Training

103. In addition to managerial competencies, the survey also studied the management training arrangement and preferences of managers and supervisors in the next three years. Responding companies were asked a set of questions related to the provision of and preferences on management training. Those companies, which indicated that they did not have any resource of management training, were further asked about the reason(s) behind. Relevant data collected in this survey and in the last two surveys (in 2005 and 2008) were further examined to make a trend analysis. Management Training involves basic leadership skills such as the development of the ability to focus on the effective management of employee resources, while striving to understand and achieve the strategies and goals of the organization. Managers and supervisors learn to effectively develop their employees by helping employees learn and change, as well as by identifying and preparing them for future responsibilities. Other elements of management development include decision-making skills, creating and managing successful work teams, allocating resources effectively, budgeting, communication skills, business planning, and goal setting. Supervisors act as a link between the organization's management and workforce, therefore their training would include the development of personal and interpersonal skills, understanding the management process, and productivity and quality improvement.

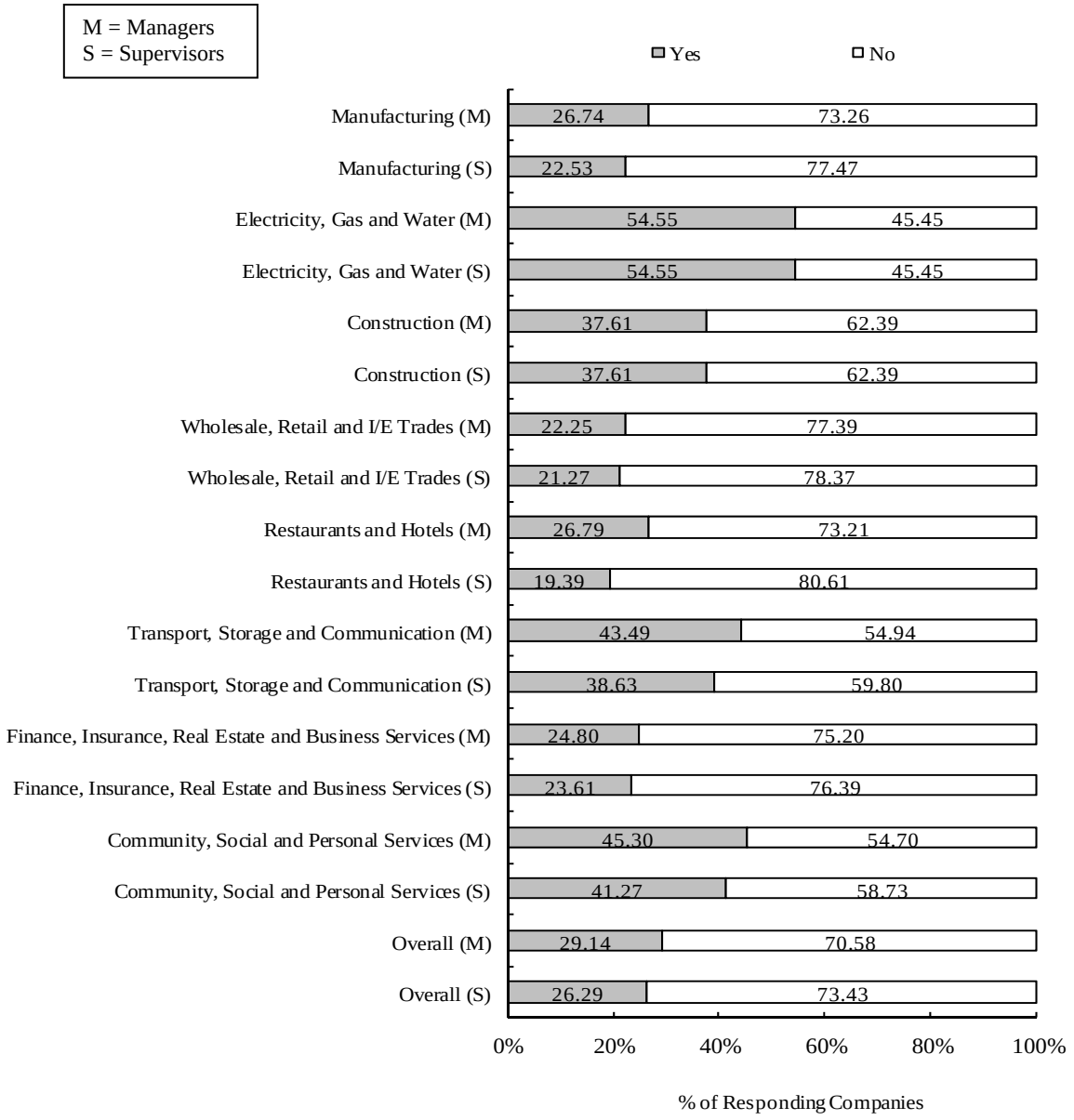
Training Received Prior to Appointment/Promotion to the Position

104. The Survey found that most of the managers and supervisors, 70.58% and 73.43% respectively, had not received any management training before they were appointed or promoted to the present levels, as shown in Figure 2. In other words, only 29.14% of managers and 26.29% of supervisors had received management training.

105. Comparing with the findings of management training received before appointed or promoted to the managerial and supervisory level in the 2008 and 2005 Survey, 42.43% for managers with 40.72% for supervisors and 27.46% for managers with 22.30% for supervisors respectively, a dropping proportion of staff had received management training before appointment or promotion.

106. Variation across sectors was noticeable and considerable as shown in Figure 2 below. Among the eight sectors surveyed, “Manufacturing”, “Wholesale, Retail and Import/Export Trades”, “Restaurants and Hotels” and “Finance, Insurance, Real Estate and Business Services” had the lowest proportion of staff received management training prior to their appointments (average less than 30%). The other four sectors were a little bit better, but still a majority of their staff reported not receiving any training before assigning to the present positions.

Figure 2: Distribution of Companies Recruiting
Managers and Supervisors With Prior Management Training by Sector

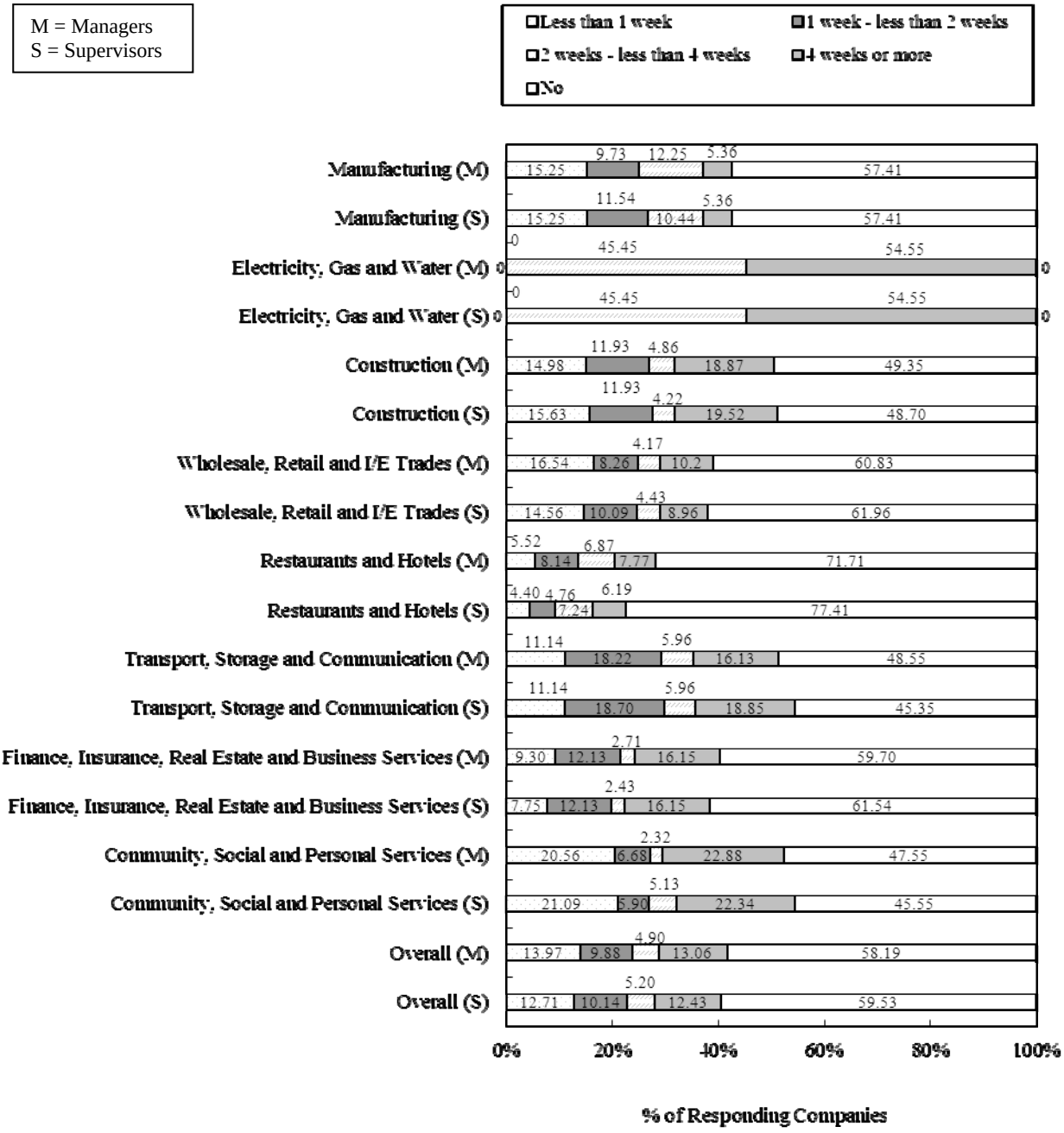


On-the Job Training to Newly Recruited Managers and Supervisors

107. The survey result presented in Figure 3 indicated that those companies having newly recruited managers or supervisors, nearly 60% would not provide on-the-job training by immediate supervisors and higher level managers. For those companies providing on-the-job training for managers and supervisors, the most preferred duration of training was *"Less than 1 week"* for 13.97% and 12.71% of the responding companies. *"Four weeks or more"* came second with 13.06% and 12.43% for managers and supervisors respectively. It could be noted that the preference on training duration appeared polarized. The two extremes, *"Less than 1 week"* or *"Four weeks or more"* were the most commonly cited.

108. There were several sectoral differences in the provision of on-the-job training to new recruits. It was obvious that three business sectors, "Restaurants and hotels", "Wholesale, Retail and Import/Export Trades" and "Finance, Insurance, Real Estate and Business Services", preferred not to provide on-the-job training after appointment, "Restaurants and hotels" was in particular, over 70%. The sectors of "Manufacturing", "Construction", "Transport, Storage and Communication" and "Community, Social and Personal Services" were not any better (nearly or over 50%). It could be concluded that the majority of the staff among various business sectors reported were not receiving any training before assigning to the present positions. "Electricity, Gas and Water" was the only business sector which providing on-job training to newly recruited managers and supervisors and the training commonly last for two weeks or more.

Figure 3: Distribution of Companies Providing On-the-job Training to Newly Recruited Managers and Supervisors by Sector



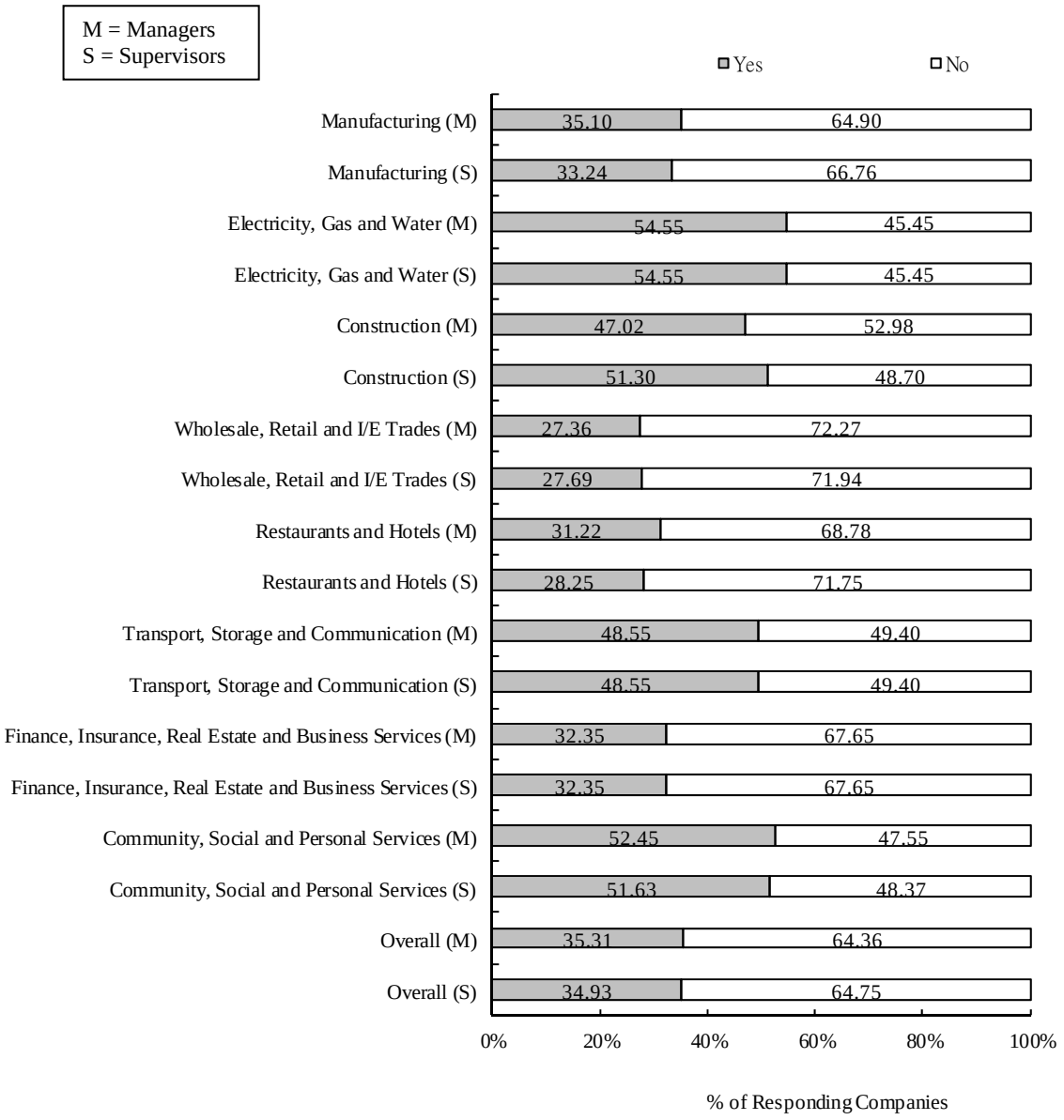
Provision of Training to Existing Managers and Supervisors in the Next Three Years

109. The Survey also revealed that only one-third of the responding companies would provide management training to existing manager (35.31%) and supervisors (34.93%) in the next three years, as shown in Figure 4. Comparing with the findings of 45.21% for managers and 42.81% for supervisors in the 2008 Survey, there was a slightly decrease in providing management training to managers and supervisors in the next three years. The intention of employers in providing training for their managers and supervisors was dropped back to the 2005 level with just about one third of the companies would provide management training to existing staff.

110. The survey findings also indicated that most of the business sectors would not have any management training for managers and supervisors in the next three years. As shown in the Figure 4, six out of eight business sectors showed less interest in providing training for the existing managers and supervisors in the next three years. Most of the companies in these sectors, nearly 70% of each sector, reported that they would not provide management training for managers or supervisors. Employers in "Wholesales, Retail and Import/Export Trades" sector significantly showed no interest on management training with over 70% of responding companies would not provide any management training for their managers or supervisors.

111. Only half of the companies in the remaining two business sectors, "Electricity, Gas and Water" and "Community, Social and Personal Services" would provide management training to existing managers and supervisors in the next three years. Combined the findings from Figure 2, 3 & 4, it revealed that over 70% managers or supervisors have not received any management training before appointment or promotion, and about 60% of newly recruited managers and supervisors would not receive on-the-job and over 60% of existing managers and supervisors would not receive any training in the next three years. This is a matter for concern.

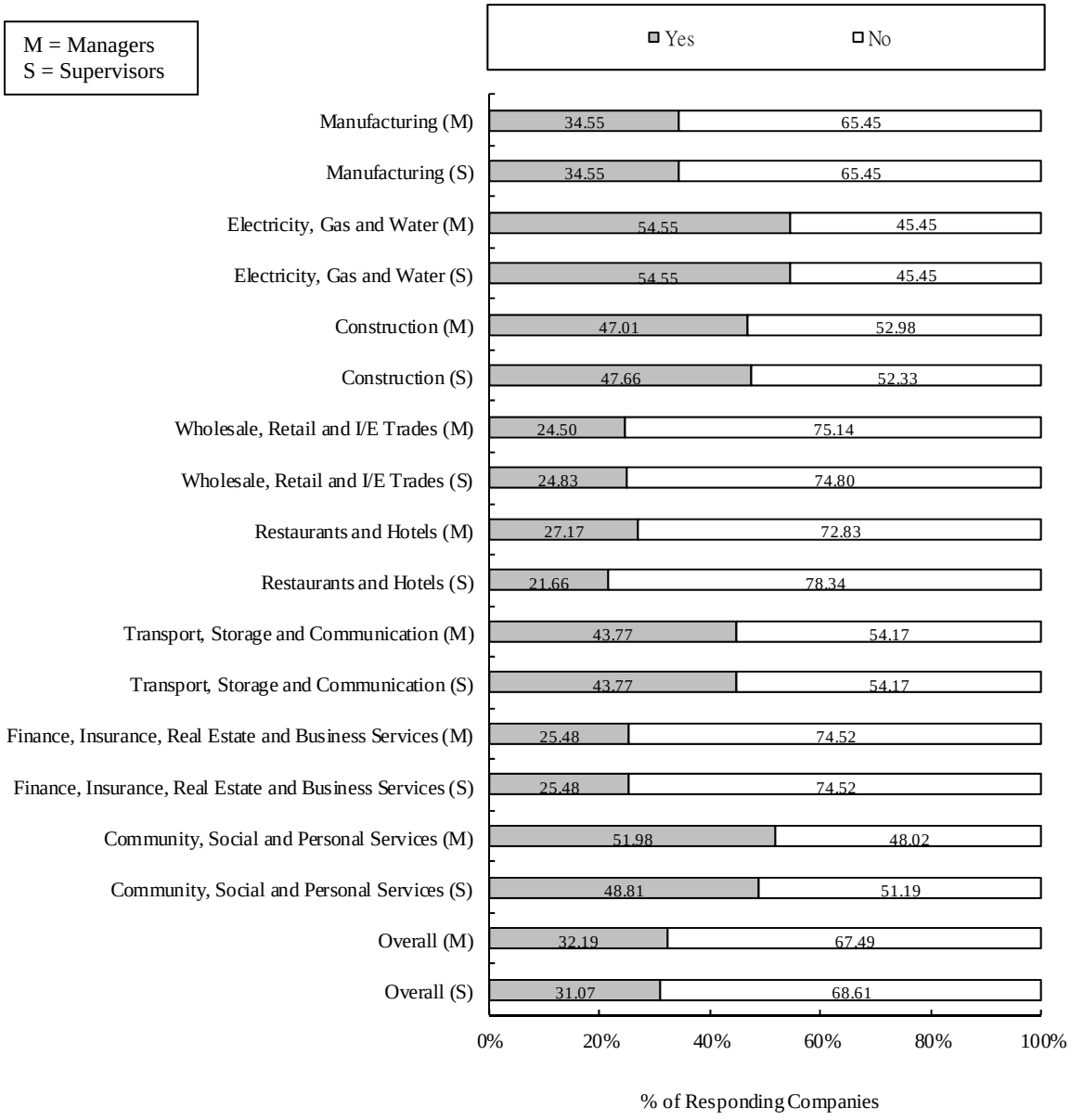
Figure 4: Distribution of Companies Providing Management Training to Existing Managers and Supervisors in the Next Three Years by Sector



Availability of Management Training Plans in the Next Three Years

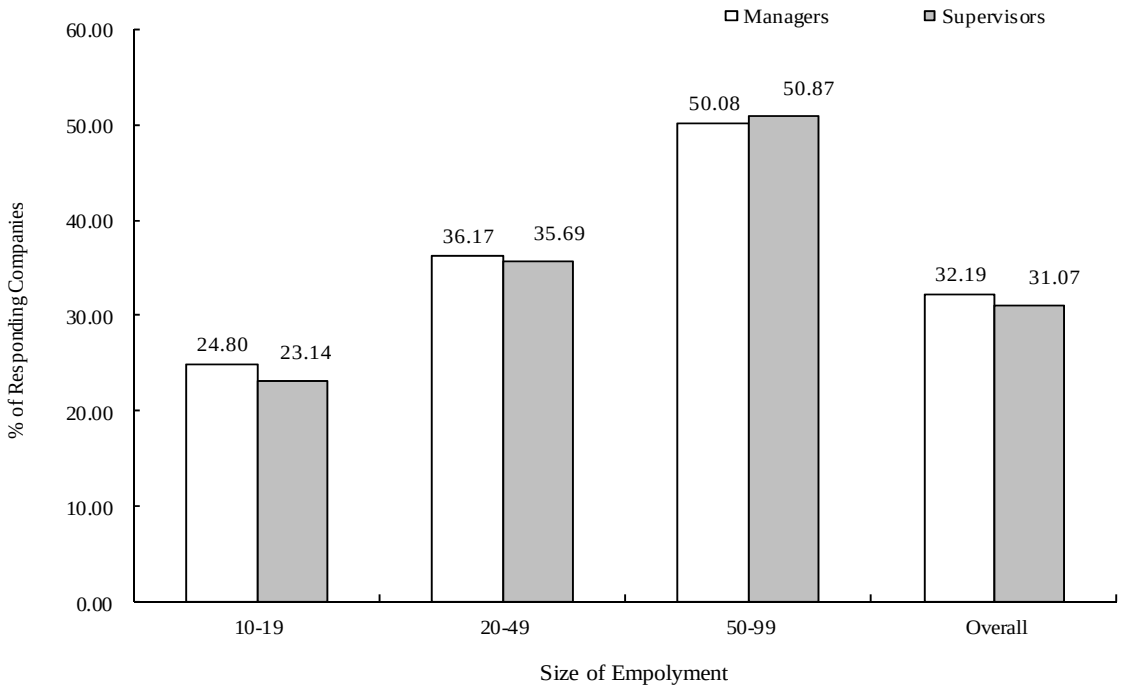
112. Only one-third of responding companies reported to arrange training plan for their staff as shown in Figure 5.1 below. Across the business sectors, "Electricity, Gas and Water" and "Community, Social and Personal Services" were the most positive with average over 50% of responding companies indicated to arrange training plan for their manager and supervisors in the next three years. "Transport, Storage and Communication" and "Manufacturing" came third and fourth with about 44% and 35% respectively in arranging training plan for their manager and supervisors.

Figure 5.1: Distribution of Companies Having Management Training Plan to Managers and Supervisors in the Next Three Years by Sector



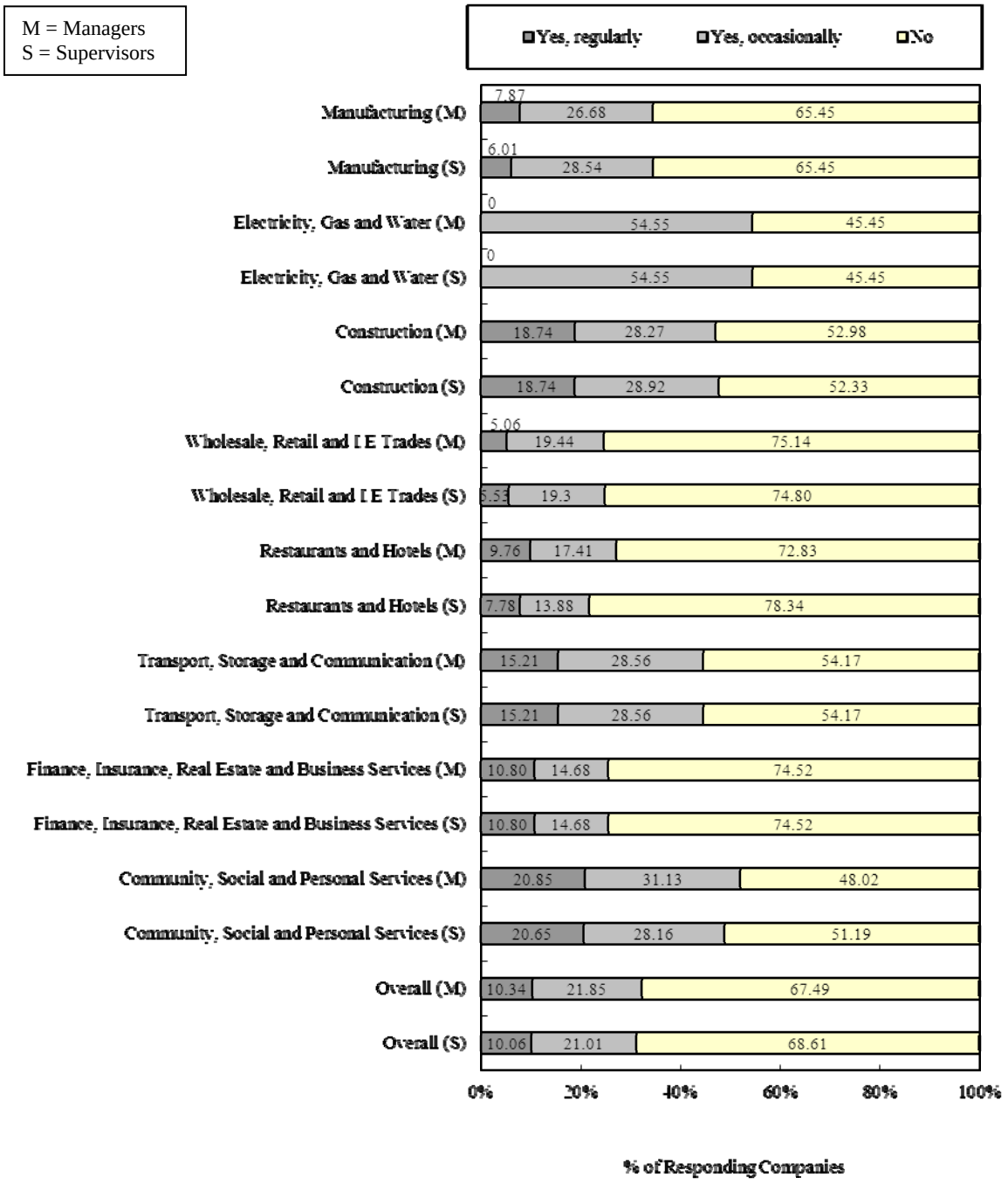
113. Besides, the provision of training was also studied across different company sizes as shown in Figure 5.2 below. It was found that larger firms were more likely than smaller firms to provide training. Half of the firms with a size between 50 to 99 employees reported that they would provide management training plan.

Figure 5.2: Distribution of Companies Having Management Training Plan to Managers and Supervisors in the Next Three Years by Size of Employment



114. Among the responding companies that would provide management training, most would arrange training occasionally to staff (over twofold for the digit of providing management training regularly). Results were shown in Figure 5.3.

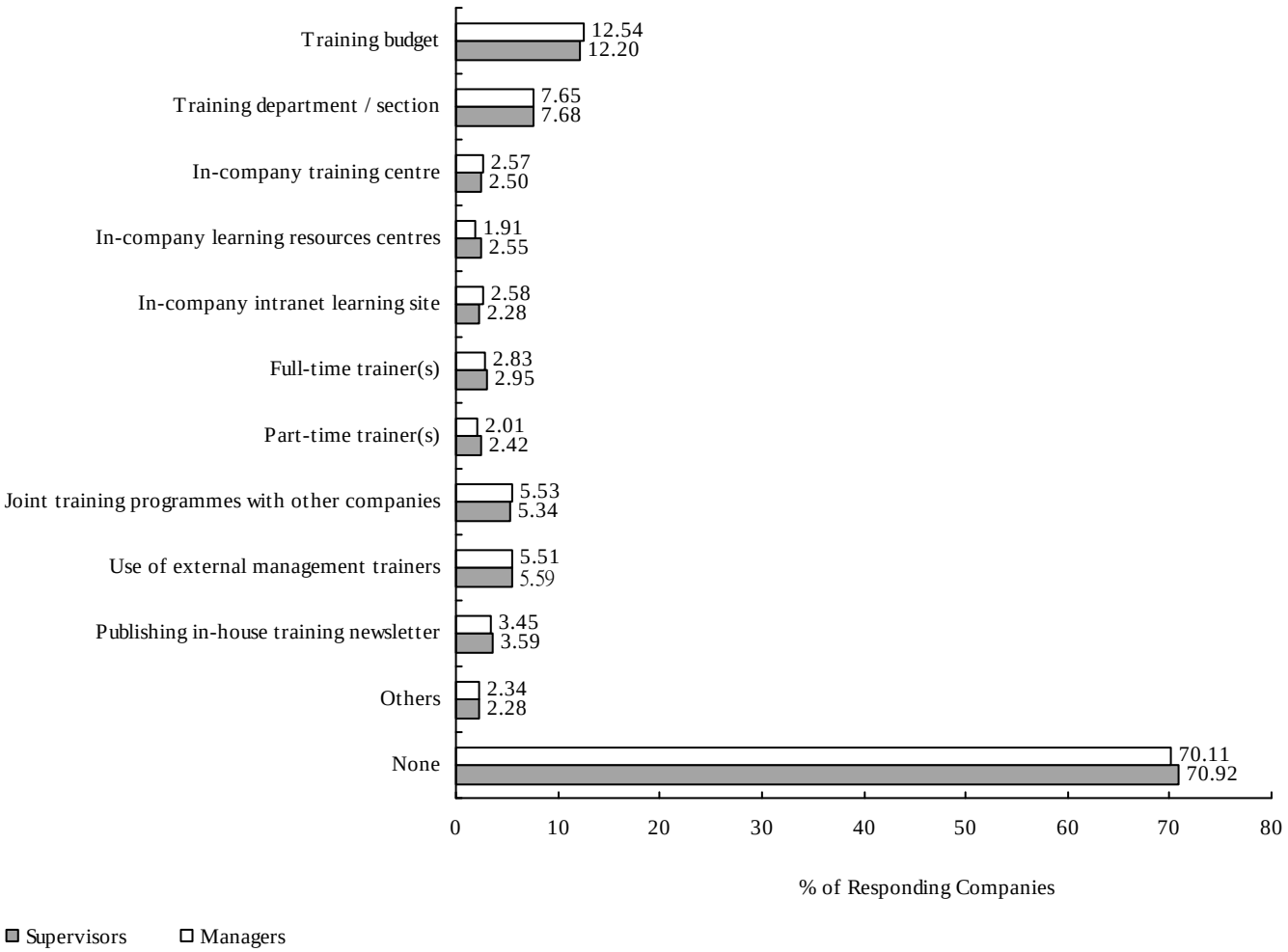
Figure 5.3: Arrangement of Management Training Plan to Managers and Supervisors in the Next Three Years by Sector



Resources for Management Training in the Next Three Years

115. Companies were then asked to indicate from a list of ten resources of management training they would have in the next 3 years. Results were presented in Figure 6 as below. 70% of responding companies indicated that they had no resources available for management training. Those companies indicated they had resources for management training for managers and supervisors, similar to the 2008 Survey's findings, *"Training budget"* was still the most popular choice, about 12% for both managers and supervisors. Although there were other training resources, such as *"Training department/section"*, *"Joint training programmes with other companies"*, *"Use of external management trainers"* indicated as preferred resources for the provision of management training, the popularity was far less than the *"Training budget"*.

Figure 6: Type of Resources Available for Management Training for Managers and Supervisors in the Next Three Years



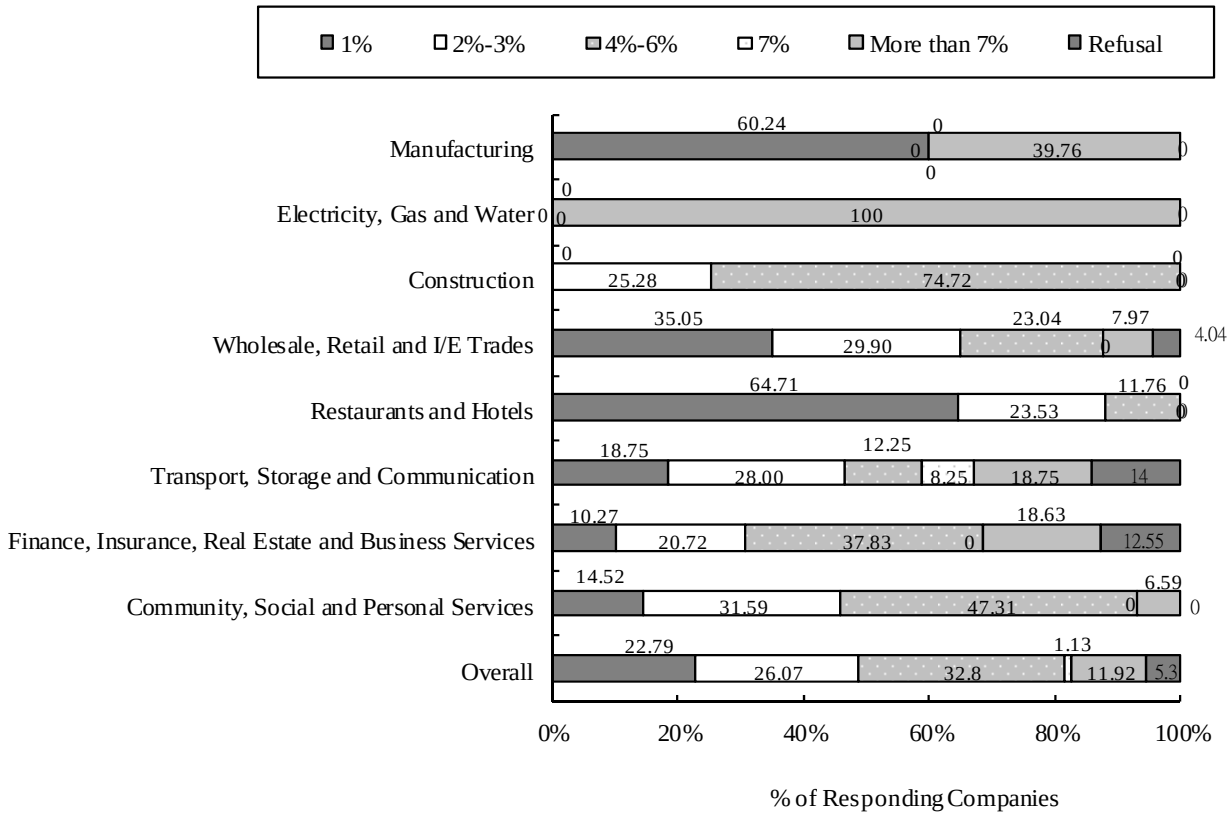
Training and Development Budget

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

116. Two follow-up questions, proportion of the budget to average annual payroll and the variance of the budget compared to the last three years, had been surveyed on those companies indicated that "Training budget" was one of the resources for management training for their managers and supervisors. Figure 7.1 showed the distribution for the proportion of training and development budget to average annual payroll in the next three years.

117. Among those companies with training budget, nearly 50% would allocate 1% to 3% of average annual payroll as training budget. About 33% of responding companies would spend 4% to 6% of annual payroll for training and development. Besides, there were about 13% of responding companies which would allocate 7% or above, mainly in "Electricity, Gas and Water" and "Finance, Insurance, Real Estate and Business Services" sectors, of average payroll for training.

Figure 7.1: Proportion of Training and Development Budget to Average Annual Payroll in the Next Three Years

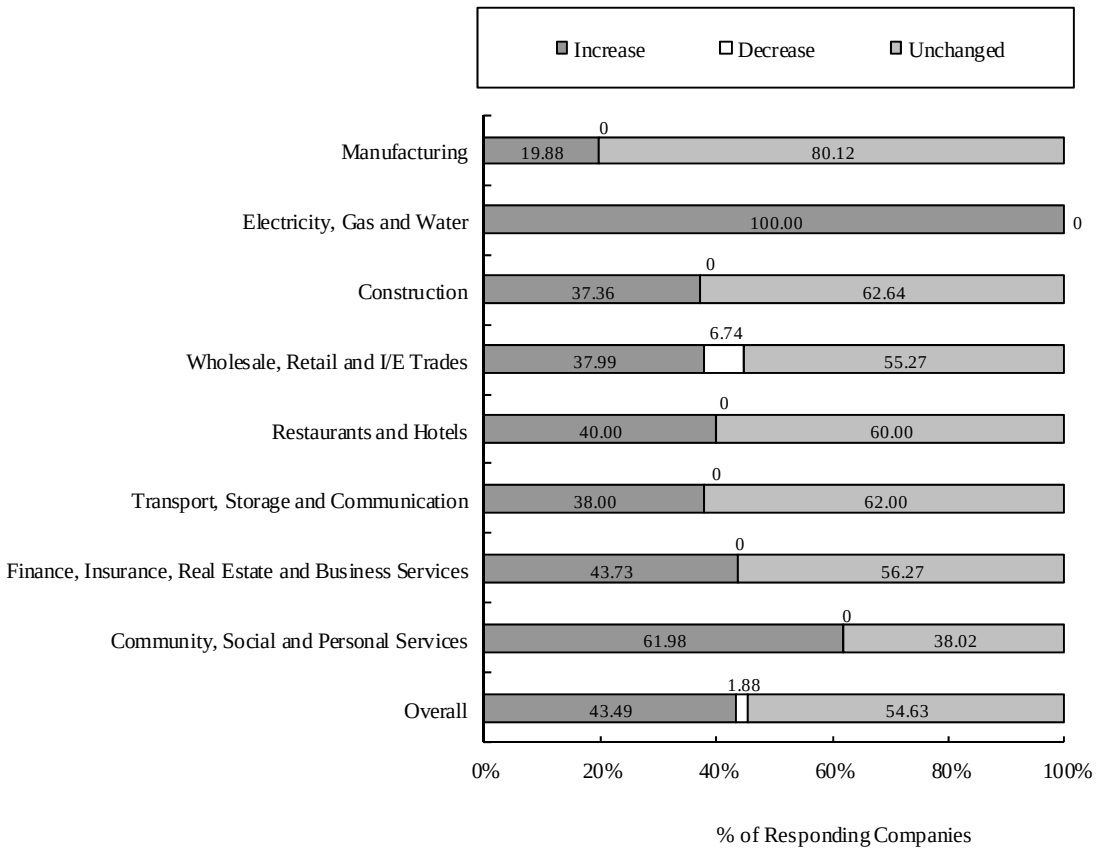


Variance of Training and Development Budget Compared to the Last Three Years

118. Companies that would have provision on training and development budget were then asked to make comparison with the past 3 years. About 55% of responding companies would freeze their training provision. Results were presented in Figure 7.2 below. On the other hand, about 44% of companies indicated an increment on training budget.

119. Sectoral difference was also observed in Figure 7.2. It was noted that the high proportion of companies (over 60%) in "Electricity, Gas and Water" sector and "Community, Social and Personal Services" sector that would increase the training budget. However, "Manufacturing" sector with 61% of responding companies indicated an increment on training budget in the 2008 survey had the lowest increment rate in training budget of 19.88% in the 2011.

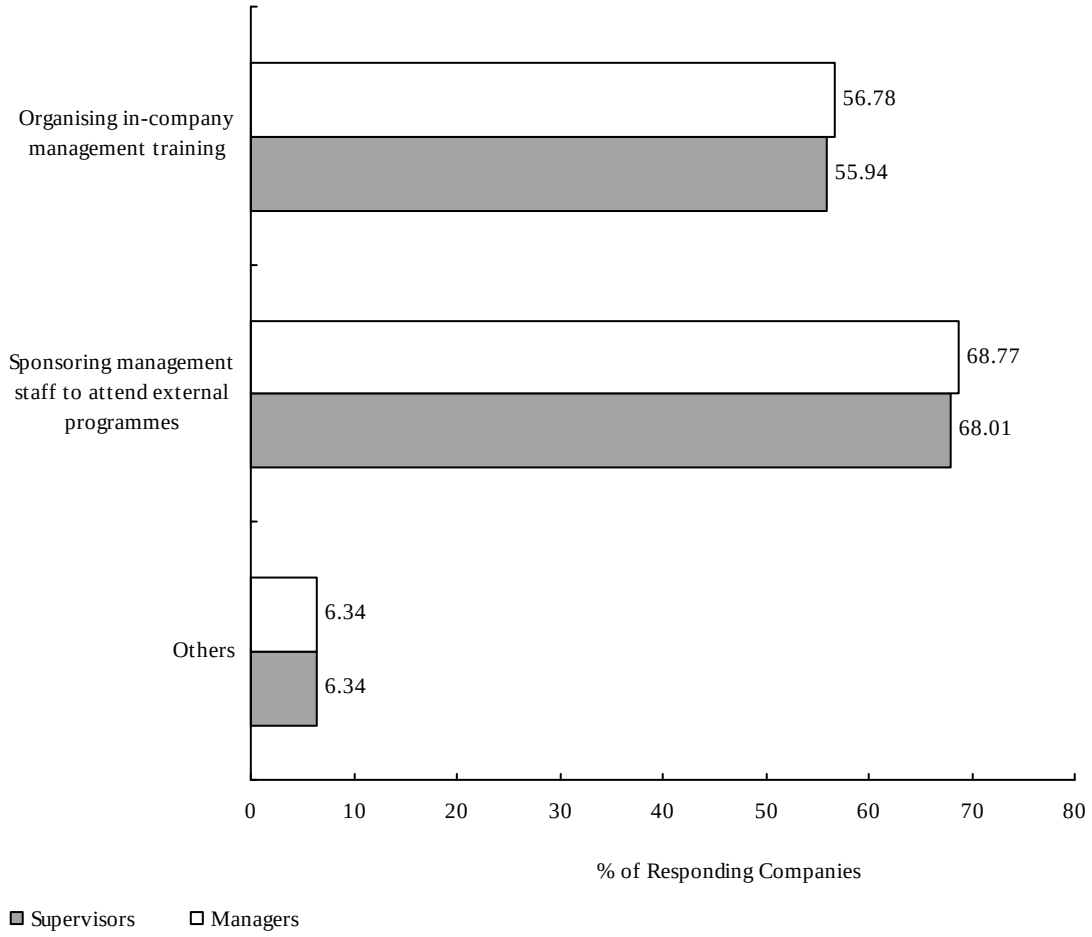
Figure 7.2: Variance of Training and Development Budget Compared to the Last Three Years By Sectors



Types of Management Training to be Organised

120. For companies with resources allocation on management training, they were then asked to indicate how they would arrange their training programmes among different choices. As shown in Figure 8.1, nearly 70% responding companies would preferred *"Sponsoring management staff to attend external programmes"* as the major method in providing management training for their managers and supervisors. Comparing with the findings of the 2008 & 2005 Survey, "*Organising in-company management training programmes"* was the most popular type of management training, however, it was replaced by "*Sponsoring management staff to attend external programmes"* in the 2011 Survey.

Figure 8.1: Types of Management Training to be Organised to Managers and Supervisors in the Next Three Years

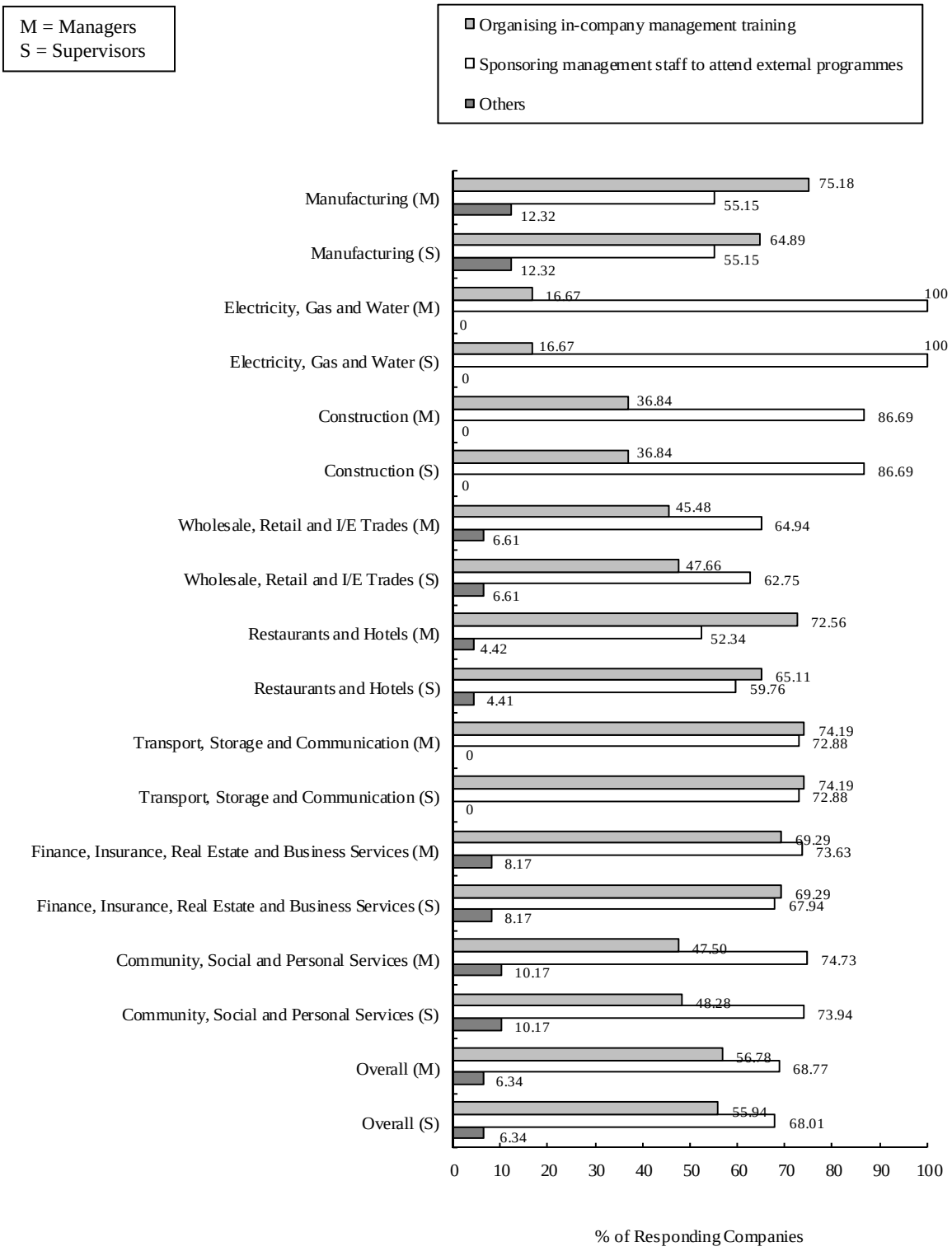


121. A detailed breakdown on the distribution of types of management training for managers and supervisors among business sectors was presented in Figure 8.2. Several significant sectoral differences in preferred training programmes among different business sectors were observed. Three business sectors, namely "Electricity, Gas and Water", "Construction" and "Community, Social and Personal Services", preferred to arrange management training by "*Sponsoring management staff to attend external programmes*". Meanwhile, another three sectors, "Manufacturing", "Restaurants and Hostel" and "Wholesale, Retail and Import/Export Trades" preferred to arrange management training by "*Organising in-company management training programmes*". In addition, it was found that the preference in arranging training by "*in-company*" or "*external programme*" were generally equal in the "Transport, Storage and Communication" sector and "Finance, Insurance, Real Estate and Business Services" sector

122. Between "*in-company*" or "*external programme*" of training, some industries had higher tendency to outsourcing than others. "Electricity, Gas and Water", "Construction" and "Community, Social and Personal Services" among them.

123. For "Manufacturing", "Restaurants and Hotel" and "Wholesale, Retail and Import/Export Trades" had higher tendency to adopt the "*in-company*" approach.

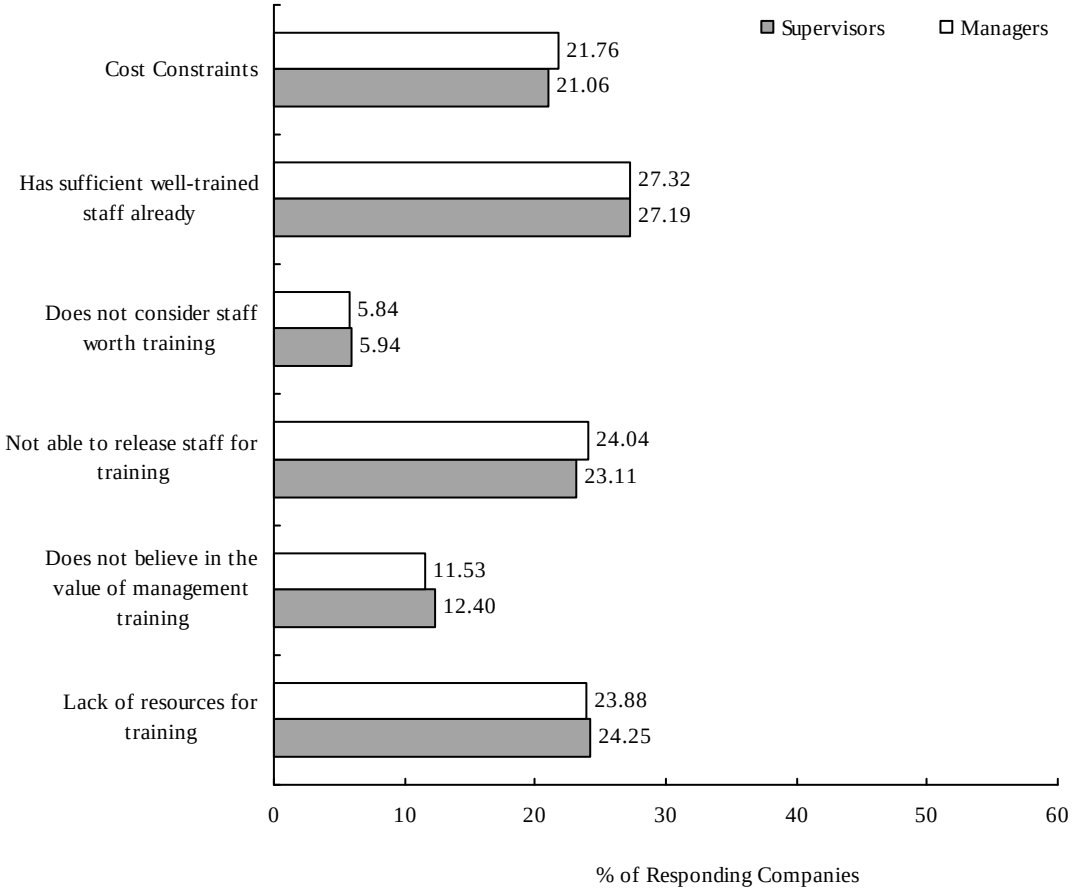
Figure 8.2: Distribution of Types of Management Training to be Arranged to Managers and Supervisors by Sector in the Next Three Years



Reasons for Not Arranging Management Training

124. Companies that indicated they would not allocate resources for management training in the next three years were then asked for the reasons. Figure 9 showed that the major reasons were *"Having sufficient well-trained staff"*, *"Not able to release staff for training"* and *"Lack of resources for training"*.

Figure 9: Reasons for Not Arranging Management Training for Managers and Supervisors in the Next Three Years



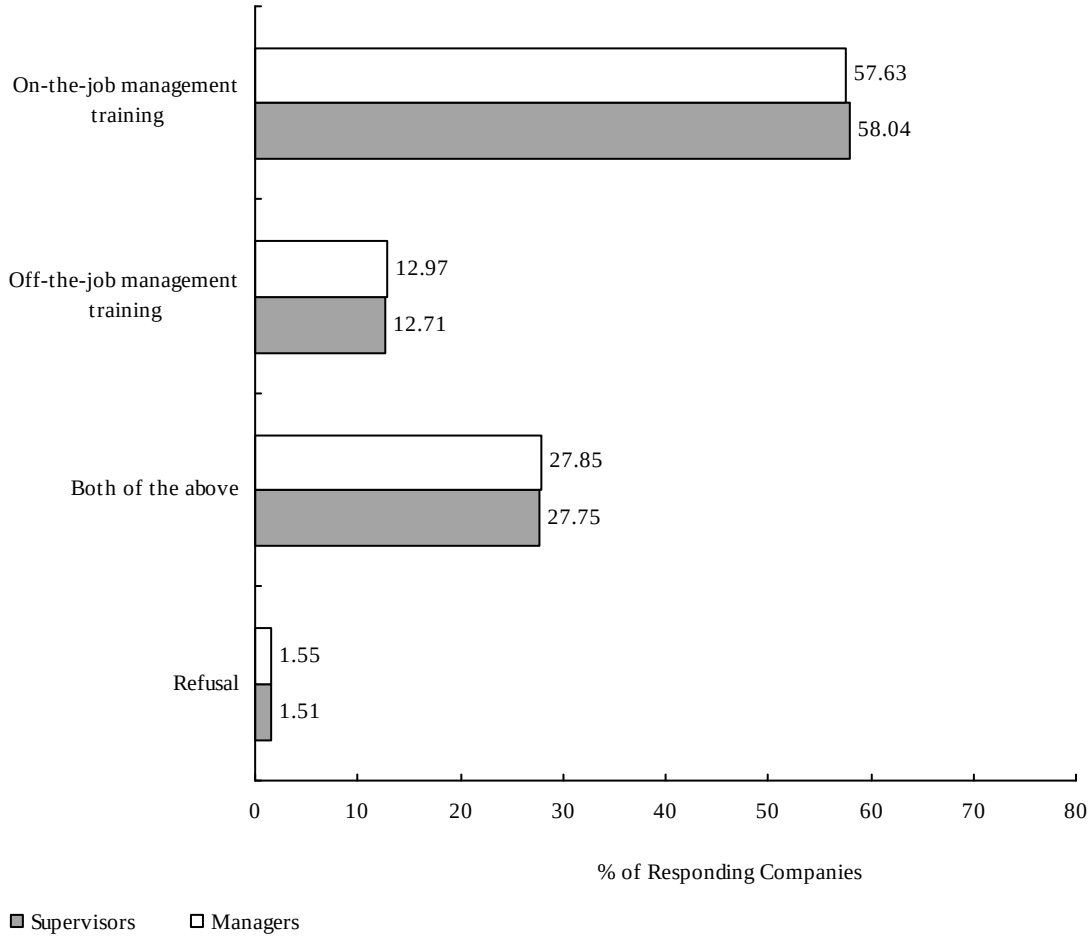
125. Nearly one-third of the responding companies explained that they already had sufficient well-trained staff, followed by the other two reasons, *"Not able to release staff for training"* and *"Lack of resources for training"*.

126. It was also noted that there was a slightly upward trend in both *"Not believe in the value of management training"* and *"Not consider staff worth training"*, from close to 10% in the 2008 survey to 12% in 2011 and from below 5% in 2008 to nearly 6% in 2011 respectively.

Modes of "In-company" Training Preferred

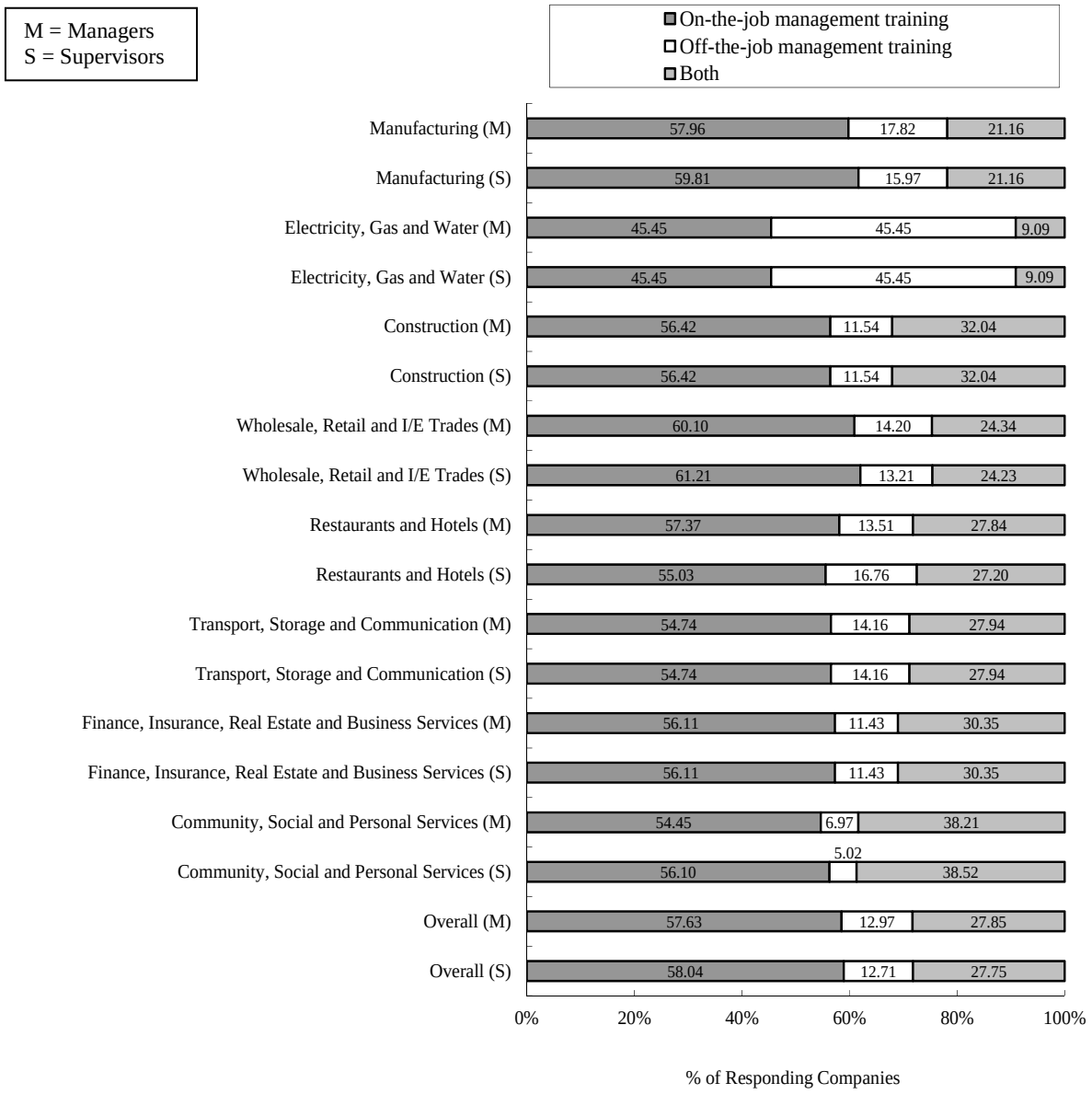
127. Responding companies were requested to indicate their preference on the modes of training if they arrange in-company training. As shown in Figure 10.1, nearly 60% companies preferred to conduct *"On-the-job management training"* which means providing hands-on, practical training or instruction during normal working hours. Only about 13% companies preferred *"Off-the-job management training"*.

Figure 10.1: Mode of the Management Training Preferred for Managers and Supervisors



128. Among the eight business sectors, it was found that nearly 40% of responding companies in "Community, Social and Personal Services" sector preferred dual mode which slightly increased 2% compared with the 2008 survey. "Finance, Insurance, Real Estates and Business Services" recorded a significantly increase in adopting the dual mode of training, from about 16% in the 2008 survey to about 31% in 2011. It was unveiled that flexible training mode had become more popular in those sectors.

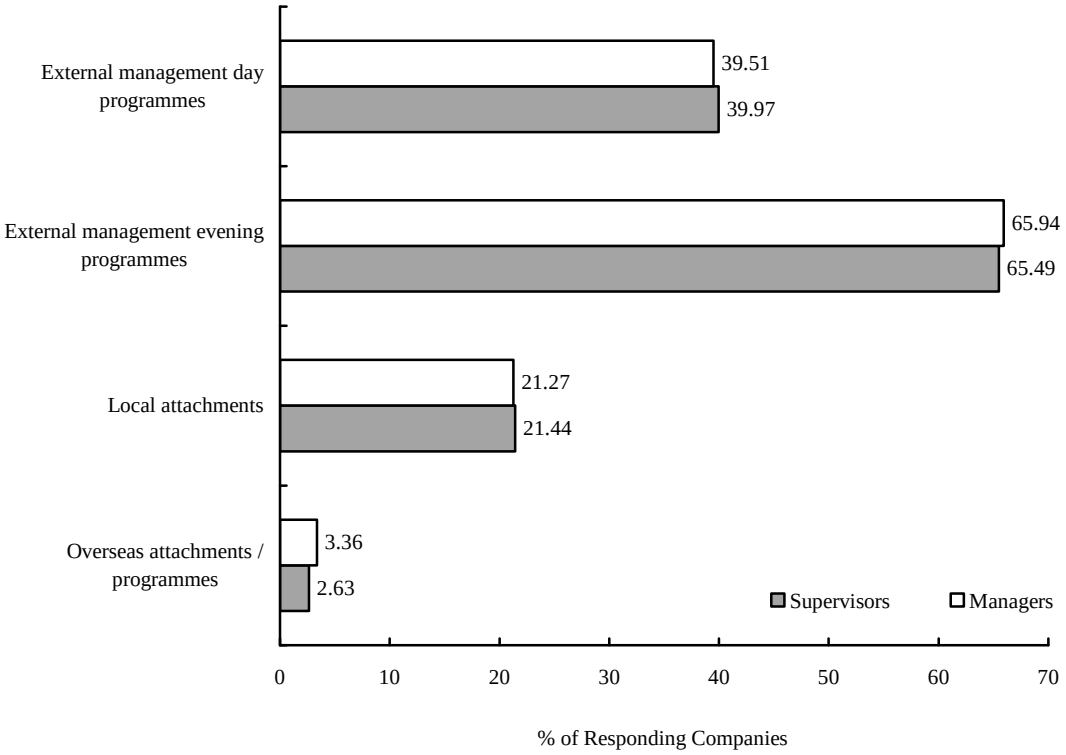
Figure 10.2: Distribution of the Modes of In-Company Training Provided to Managers and Supervisors by Sector



Sponsorship to Management Training Programme

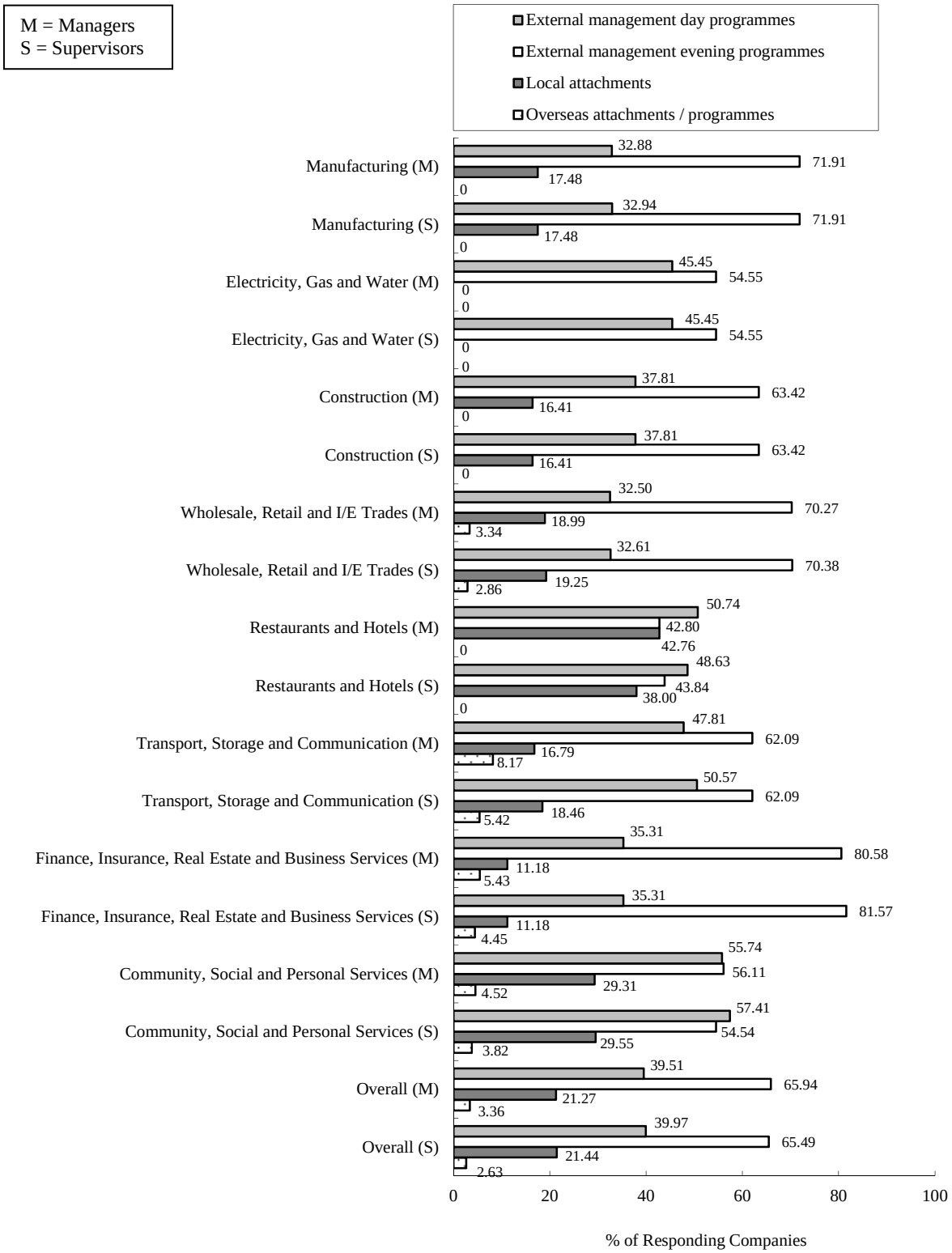
129. Responding companies were requested to indicate their preference on the type of programme if their companies commit to sponsor. The majority, over 60%, of the responding companies chose to sponsor their managers and supervisors, 65.94% and 65.49% respectively, to attend *"External Management Evening Programmes"*. Results were shown in Figure 11.1 below. Similar findings had also been found in the 2008 Survey.

Figure 11.1: Preferred Types of Training Programmes to be Provided to Managers and Supervisors



130. In considering the sectoral differences, responding companies from the "Restaurants and Hotels" and "Transport, Storage & Communications" were more willing to adopt external day programmes. Meanwhile, "Manufacturing", "Wholesales, Retail & Import/Export Trades" and "Finance, Insurance, Real Estate & Business Services" were more likely to consider external evening programmes. Day and evening programme were equally popular for the "Community, Social & Personal Services" and it was also the business sector to consider *"Local attachment"* most. The findings indicated that "Overseas attachment" was not popular with generally below 5% vote share in in all business sectors.

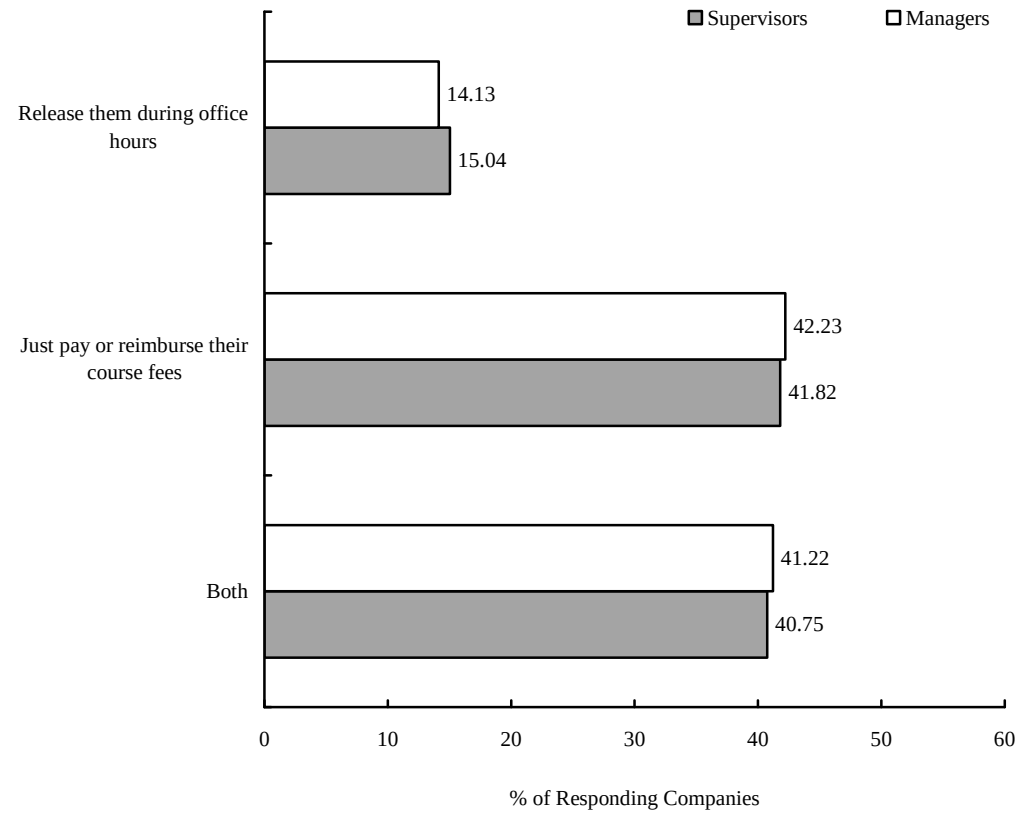
Figure 11.2: Distribution of Preferred Types of Training Programmes to be Provided to Managers and Supervisors by Sector



Ways of Sponsorship

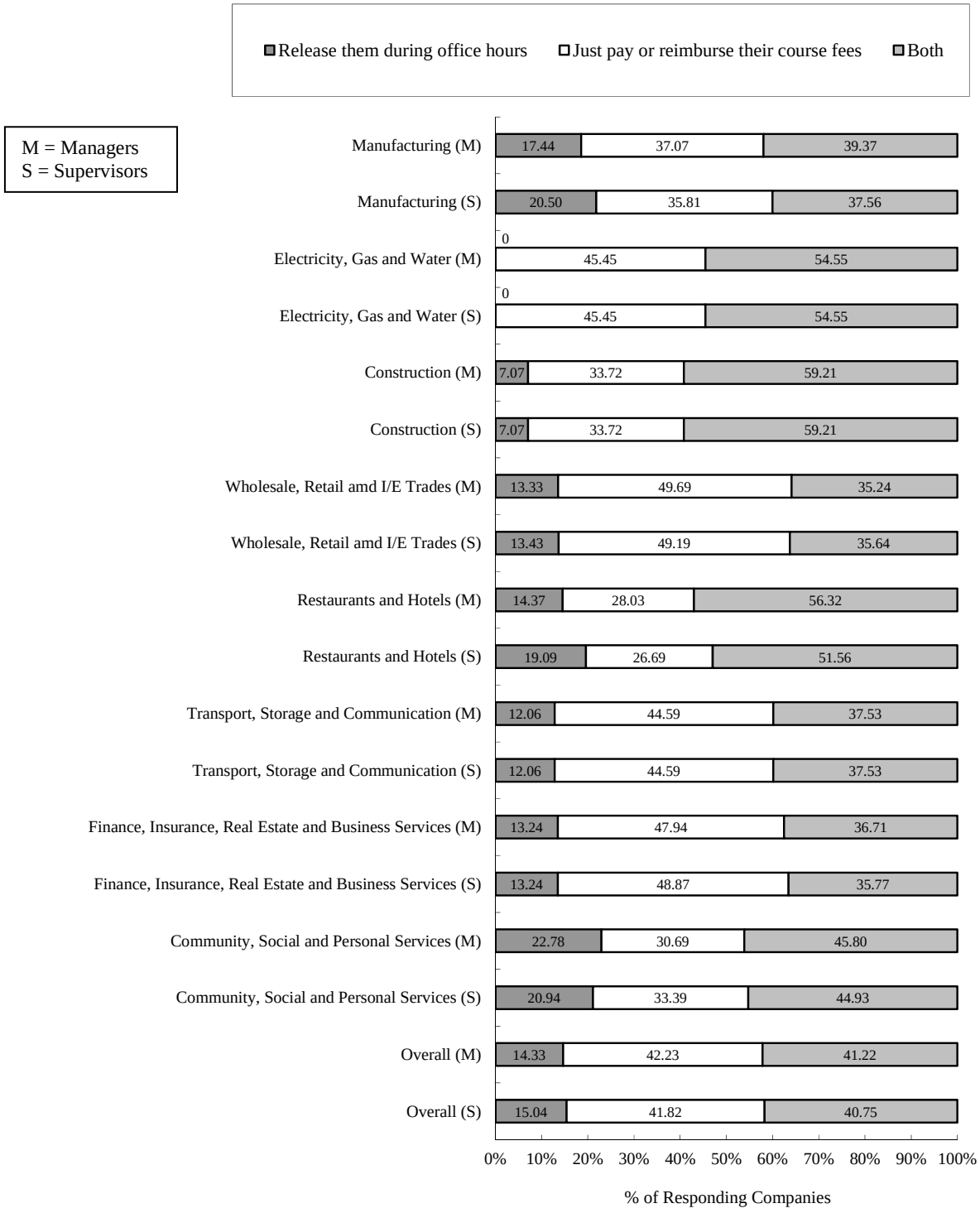
131. Findings in Figure 12.1 presented that over 40% of the responding companies would be willing to *"release their staff during office hours"* and *"pay or reimburse them for the fees paid"*. 41.22% of responding companies were willing to release staff during office hours with pay or reimburse for managers and 40.75% for supervisors. It was found that a slightly increase in the percentage compared with the findings of nearly 30% in the 2008 Survey. Moreover, on top of this 40%, about 42% (42.23 % for managers and 41.82% for supervisors) of the responding companies would be willing to just *"pay or reimburse"* their staff for the course fees they have paid.

Figure 12.1: Ways of Sponsorship to Managers and Supervisors for Management Training Courses



132. Similar to the findings in 2008, “Electricity, Gas & Water” was still the most generous among the all sectors which all the responding companies in this sector would sponsor their staff either in terms of money or both (released time and money)

Figure 12.2: Distribution of Ways of Sponsorship to Managers and Supervisors for Management Training Courses



Preferred Arrangements for Management Training

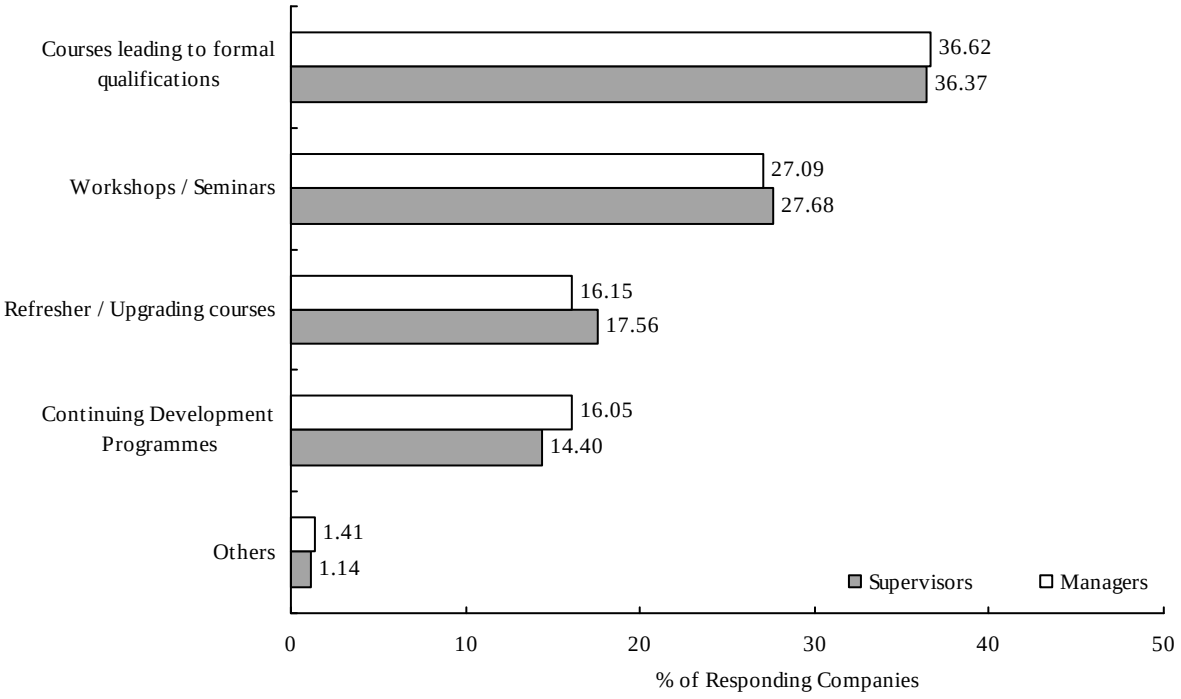
133. In order to further understand the preference of employers in providing management training for their staff, six questions regarding the training programme were asked.

Type of the Programme

134. As can be seen in Figure 13.1 below, the most preferred type of management training for both managers and supervisors was *"Courses leading to formal qualifications"* with nearly 40% vote share. *"Workshops and Seminars"* came second with nearly 30% and *"Refresher/upgrading course"* ranked third with about 17%. Training programme which lead to a formal qualification was still a major concern for the employers in arranging management training for their managers and supervisors.

135. Comparing with the 2008 survey finding, the percentage of the top four options were stable and ranking had remain unchanged. However, for the *"Continuing development programme"*, it was noted that there was a slightly increase in both managers and supervisors from 12.3% and 11.1% in the 2008 survey to 16.05% and 14.4% in this survey respectively. In addition, the share of *"Others"* had also increased.

Figure 13.1: Preferred Types of Management Training for Managers and Supervisors in the Next Three Years

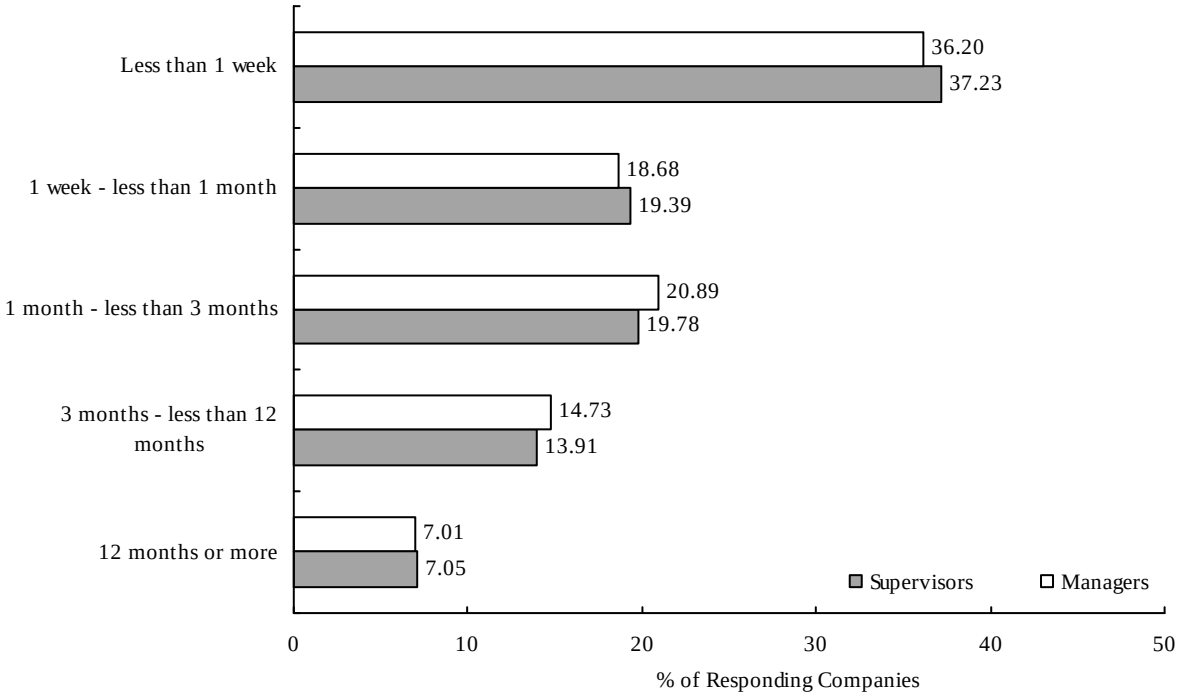


Duration per Arrangements

136. As shown in Figure 13.2, management training programmes last for *"Less than one week"* were most preferred for both managers and supervisors. The next preferred arrangement was programme with duration *"1 month to 3 months"* with about 20% share. Only about 7% of the respondents would consider programmes that last for *"12 months or more"*.

137. Similar findings were noted as compared with the 2008 and 2005 survey that training programme with duration *"Less than 1 week"* was most preferred.

Figure 13.2: Preferred Duration of Management Training for Managers and Supervisors in the Next Three Years

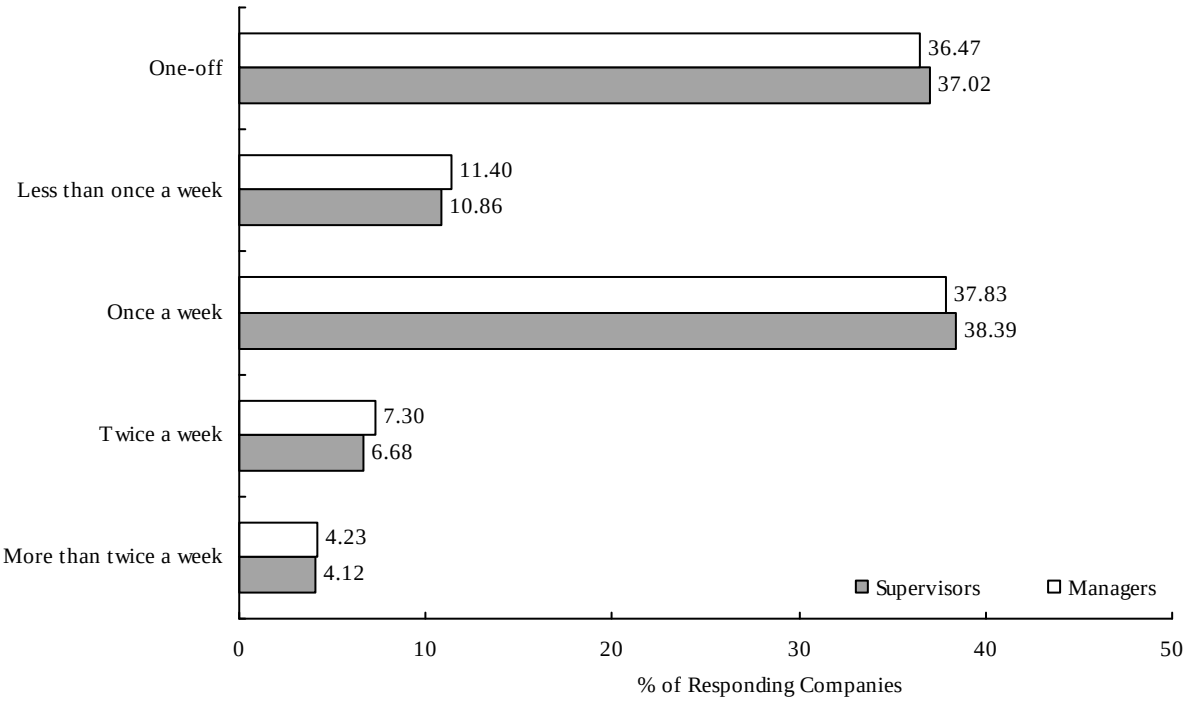


Frequency of Sessions per Arrangements

138. As shown in Figure 13.3, the Survey result indicated that *"One-off"* mode and training programme meeting *"Once a week"* were most popular with about 40% share respectively.

139. Programme that meet *"Once a week"* received overwhelming support, about 42%, in the 2008 survey while *"One-off"* mode was only received a quarter of respondents' support. However, the popularity of the later had caught up and received the same vote share with *"Once a week"* in this survey.

Figure 13.3: Preferred Frequency of Management Training for Managers and Supervisors in the Next Three Years

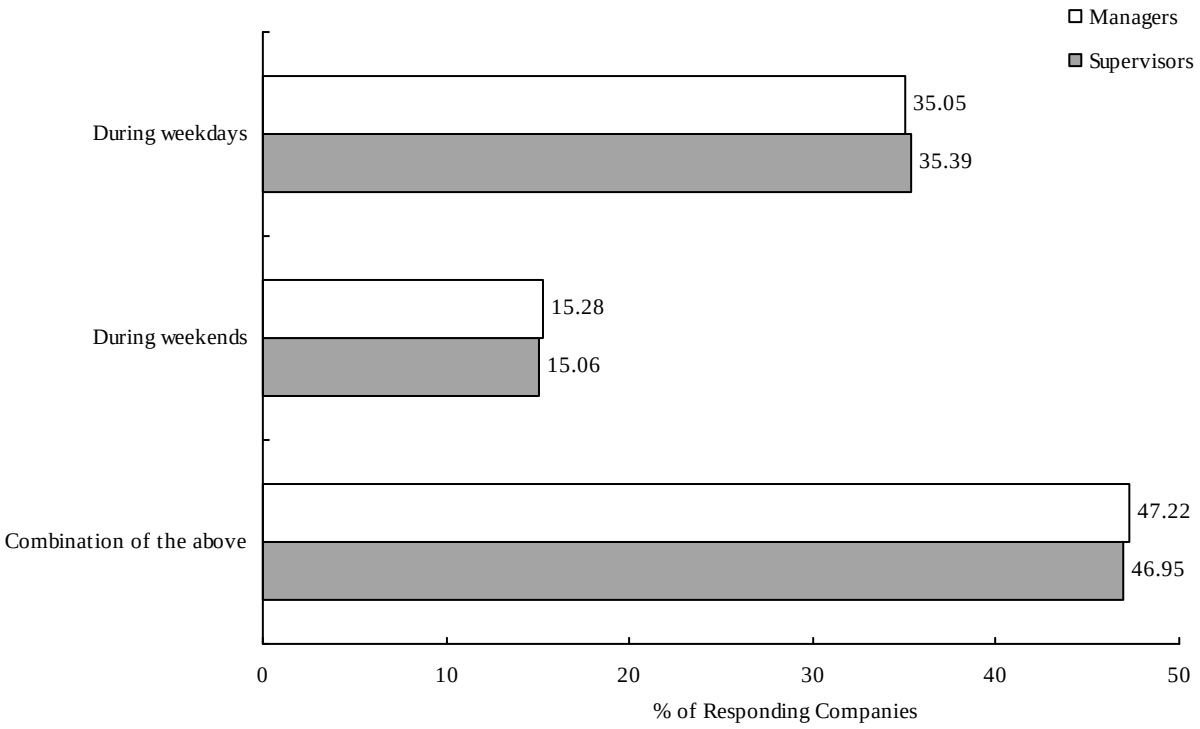


Days of the Week

140. Nearly 50% responding companies preferred their managers and supervisors to attend management training programmes that were conducted *"Combination of Weekdays and Weekends"*. *"During weekdays"* came second with about 15% vote share. For those training programmes conducted in weekends only was less preferred and was chosen by only about 15% of responding companies.

141. Comparing with the 2008 survey, about half of the responding companies preferred programme held during weekdays while another one-third would select both weekdays and weekends. However, the most preferred days of the week to held training programme had changed to *"Combination of Weekdays and Weekends"* in 2011 Survey.

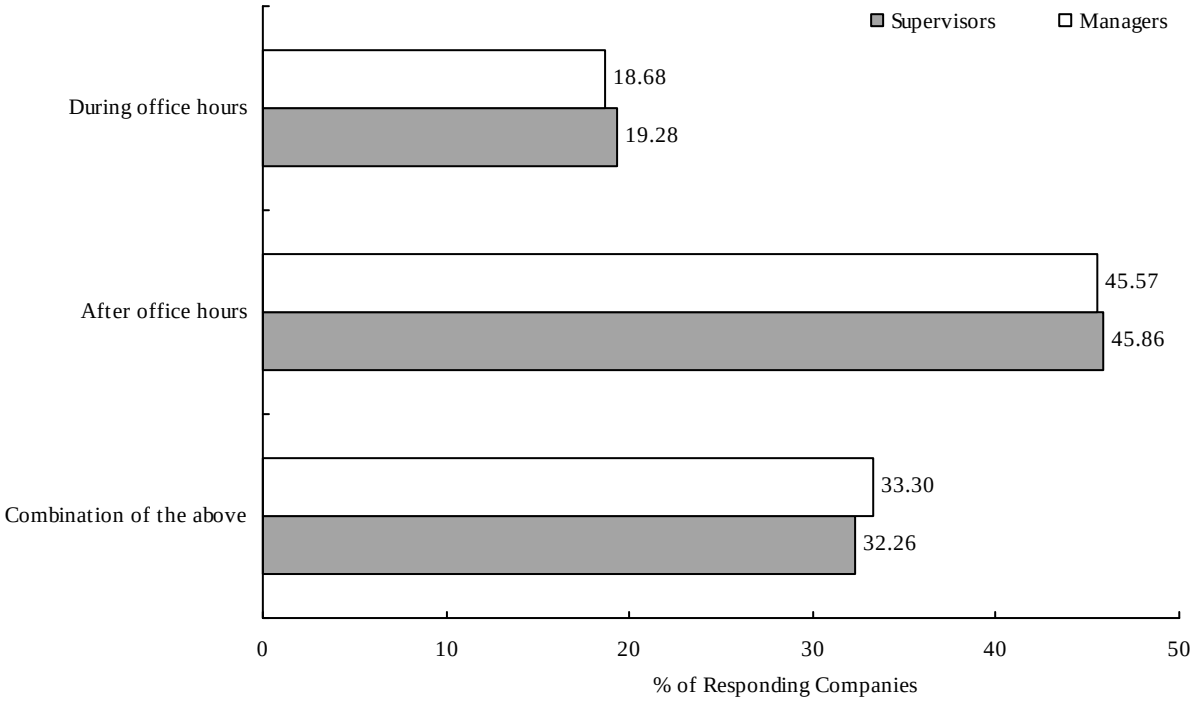
Figure 13.4: Preferred Days of the Week of Management Training for Managers and Supervisors in the Next Three Years



Session Time

142. As shown in Figure 13.5, more than four in ten responding companies preferred their managers and supervisors to attend management training programmes that were conducted *"After office hours"*. And *"Both during and after office hours"* followed closely and was chosen by over 30% of responding companies.

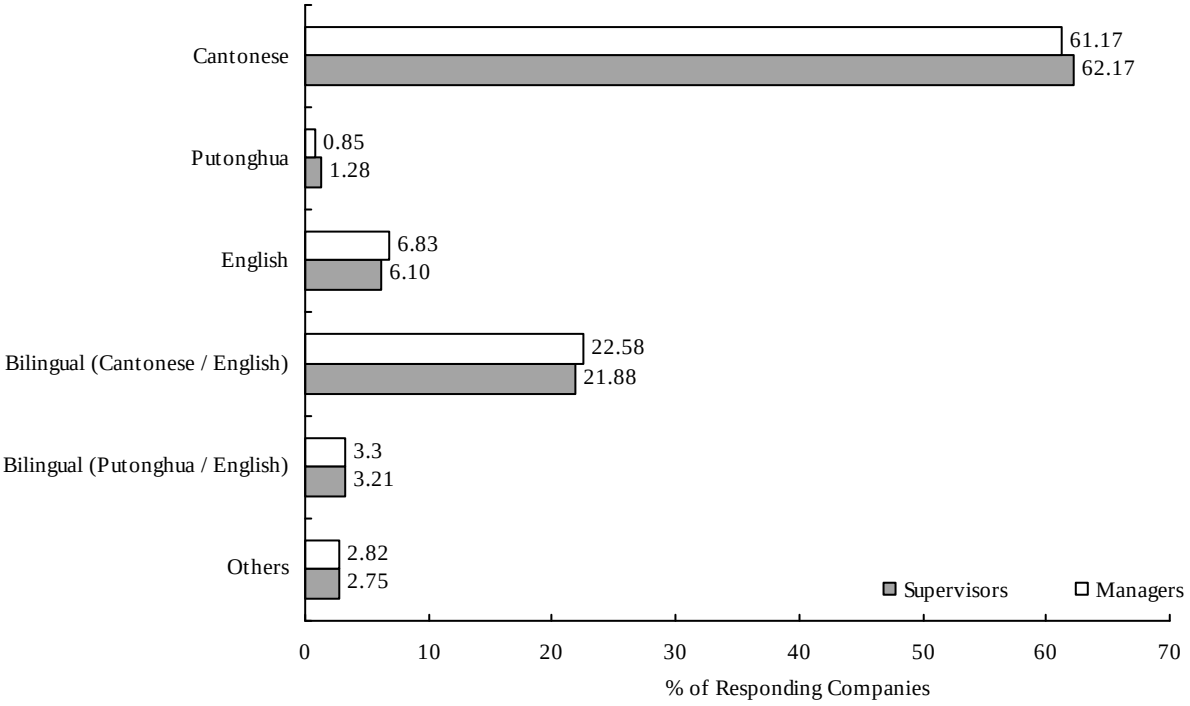
Figure 13.5: Preferred Session Time of Week of Management Training for Managers and Supervisors in the Next Three Years



Medium of Instruction

143. The majority preferred *"Cantonese"* as the medium of instruction for the management training programmes for both managers and supervisors with over 60% vote share, leading others by a wide margin. Besides, programmes conducted in bilingual format with Cantonese and English was also well accepted by nearly the quarter of responding companies. However, programmes conducted in solely *"English"* or *"Putonghua"* had lower popularity with only about 7% and 1% respectively.

Figure 13.6: Preferred Medium of Instruction of Week of Management Training for Managers and Supervisors in the Next Three Years



Preference of Training Methods, Approaches or Methodologies

144. Responding companies were asked to indicate their preferences on several learning approaches on a rating scale (1-most unlikely; 6-most likely). As shown in the Table 8, the ranking of training methods, approaches or methodologies for managers and supervisors was more or less identical. Topped the list with an average score of 3.42 and 3.43 for managers and supervisors respectively rated by responding companies were *"Mentoring/Coaching"*. *"Action learning through work-related projects"* came second with average score 2.75 for both managers and supervisors whereas *"Small group training"* ranked third with average score 2.70 for managers and 2.69 for supervisors.

145. The relatively less preferred approaches included *"Distance-learning"* and *"Self-learning using company learning resources centre"* which both of their score were two or below. Besides, it was also worthwhile to note that the rating of learning modes for "Individual tutored learning" and "Computer-based/web-based learning/E-learning" had low percentage.

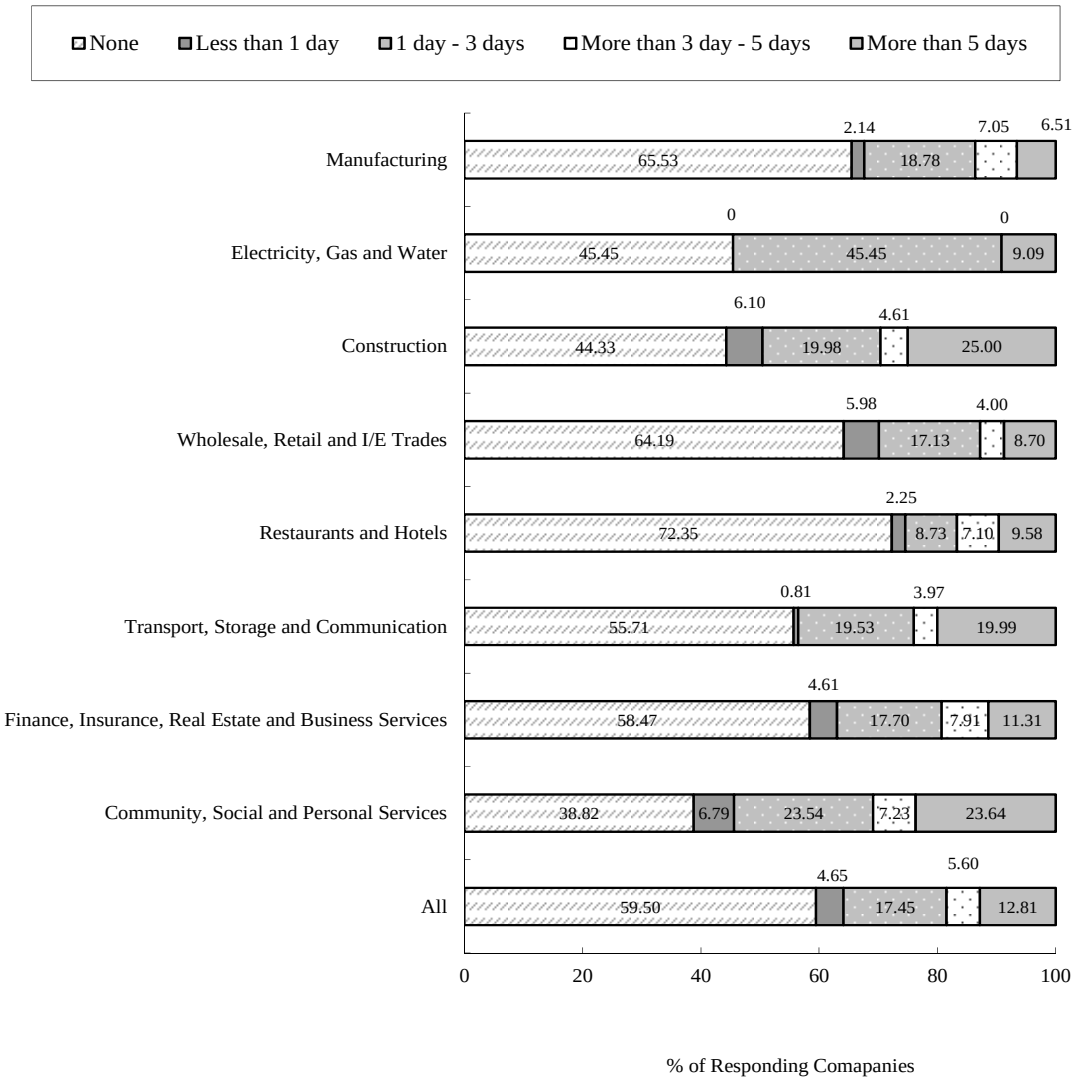
Table 8: Ranking of Training Methods, Approaches or Methodologies for Managers and Supervisors

Training Methods, Approaches or Methodologies	Managers		Supervisors	
	Rank	Average Weighted Scores	Rank	Average Weighted Scores
Mentoring / Coaching	1	3.42	1	3.43
Action learning through work-related projects	2	2.75	2	2.75
Small group training	3	2.70	3	2.69
Reading management material	4	2.61	4	2.57
Traditional classroom lectures	5	2.44	5	2.45
Computer-based/ Web-based learning/ E-learning	6	2.38	6	2.37
Individual tutored learning	7	2.33	7	2.30
Distance-learning	8	1.96	8	1.95
Self-learning using company learning resources centre	9	1.91	9	1.92

Average Number of Days of Managers and Supervisors Received Training in the Last 12 Months

146. Companies were asked to indicate the average number of days of managers and supervisors received training in the last 12 months. About 60% of responding companies had not provided training for their managers and supervisors in the last 12 months. For the rest of 40% companies that had training provided, about half of them offered for *"1 day to 3 days"*. Results were shown in Figure 14 below.

Figure 14: Average Number of Days of Managers and Supervisors Received Training in the Last 12 Months



PART IV : CROSS YEARS COMPARISON

147. Relevant data collected in the last two surveys (in 2008 and 2005) of similar nature were extracted for the following trend analysis. These trends would provide some indications on the current management training situation and requirements.

Trends of the Top Ten Competencies for Managers in Hong Kong

148. Table 9 showed the trends of the top ten competencies for manager in Hong Kong. Among the top ten competencies, it could be noted that 8 out of 10 competencies in 2011 Survey were the same in 2008 Survey while 6 out of 10 were the same compared with the 2005 findings. They were *"Communication skills"*, *"Chinese (Putonghua and business writing skills)"*, *"Interpersonal skills"*, *"Team work and team building"*, *"English (spoken and written)"*, *"Crisis management"*, *"Sense of accountability"*, *"Analytical in approach to people and problems"*, *"Coaching and counseling"* and *"Problem solving and decision making"*. Besides, it could also be noted that social skills, such as *"Communication skills"* and *"Interpersonal skills"*, took top positions in the ranking in the 2011 Survey which were rated higher (i.e. as a core competencies) than those management skills, such as *"Crisis management"*, *"Sense of accountability"* and *"Analytical in approach to people and problems"*, for managers in Hong Kong.

Table 9: Trends of the top 10 Competencies for Managers in Hong Kong

Rank	2011	%	2008	%	2005	%
1	Communication skills	51.22	Crisis management	51.98	Coaching and Counseling	47.45
2	Chinese (Putonghua and business writing skills)	50.07	Coaching and counselling	46.59	Sense of Responsibility	47.29
3	Interpersonal skills	49.87	Communication skills	44.21	Communication Skills	47.09
4	Team work and team building	48.6	Team work and team building	44.09	Crisis Management	44.91
5	English (spoken and written)	48.44	English (spoken and written)	42.17	Interpersonal Skills	41.1
6	Crisis management	47.52	Business acumen	41.4	Planning Skills	40.71
7	Sense of accountability	46.55	Interpersonal skills	40.12	Business Acumen	38.02
8	Analytical in approach to people and problems	43.25	Chinese (Putonghua and business writing skills)	39.31	Analytical in Approach to People and Problems	37.13
9	Coaching and counselling	41.44	Sense of accountability	38.54	Problem Solving and Decision Making	36.46
10	Problem solving and decision making	37.73	Planning and organising skills	38.19	Self Management	35.57

% = percentage of responding companies
core competencies, i.e. chosen by over 50% of the respondents

Trends of the Top Ten Competencies for Supervisors in Hong Kong

149. Table 10 showed the trends of the top ten competencies for supervisors in Hong Kong. Compared with the 2008 Survey's findings, it could be found that the top ten competencies of the 2011 Survey were identical but only differed from the ranking while 6 out of 10 were the same compared with those of the 2005. These top ten competencies were *"Communication skills"*, *"Interpersonal skills"*, *"Chinese (Putonghua and business writing skills)"*, *"Team work and team building"*, *"English (spoken and written)"*, *"Crisis management"*, *"Sense of accountability"*, *"Analytical in approach to people and problems"*, *"Coaching and counseling"* and *"Problem solving and decision making"*. Besides, *"Communication skills"* was rated as the most important competency for supervisors in three consecutive surveys.

Table 10: Trends of the top 10 Competencies for Supervisors in Hong Kong

Rank	2011	%	2008	%	2005	%
1	Communication skills	55.23	Communication skills	57.4	Communication Skills	62.99
2	Interpersonal skills	52.3	Team work and team building	53.35	Sense of Responsibility	62.7
3	Chinese (Putonghua and business writing skills)	51.31	English (spoken and written)	47.94	Customer Concern	51.65
4	Team work and team building	51.29	Interpersonal skills	46.89	Interpersonal Skills	48.54
5	English (spoken and written)	49.87	Sense of accountability	46.32	Team Spirit	45.71
6	Crisis management	44.6	Coaching and counselling	45.57	Coaching and Counseling	42.69
7	Sense of accountability	44.06	Problem solving and decision making	45.39	Self Management	37.57
8	Analytical in approach to people and problems	40.59	Crisis management	45.29	Problem Solving and Decision Making	36.48
9	Coaching and counselling	39.21	Chinese (Putonghua and business writing skills)	44.73	Analytical in Approach to People and Problems	36.07
10	Problem solving and decision making	38.87	Analytical in approach to people and problems	41.4	English (Spoken and Writing)	35.93

% = percentage of responding companies

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

Trend of Companies Recruiting Managers/Supervisors With or Without Prior Management Training

150. Figure 15.1 and 15.2 below depicted that there was an upward movement in 2008 but move downward again in 2011 in the percentage of responding companies whose had recruited managers and supervisors with prior management training. The percentage of newly recruited managers and supervisors with prior management training was dropped to 2005 level.

Figure 15.1: Trend of Companies Recruiting Managers With or Without Prior Management Training

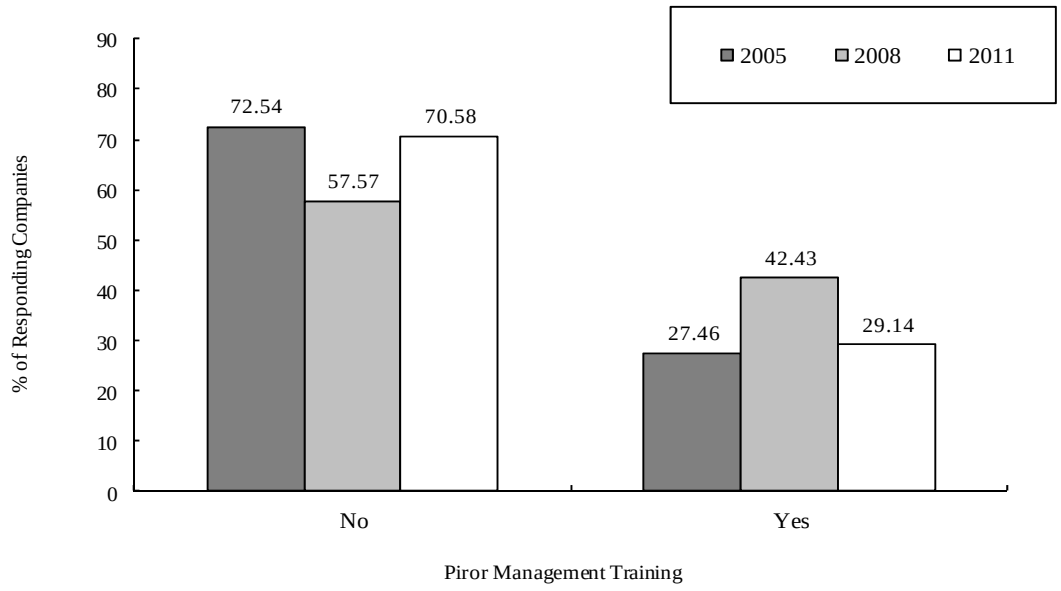
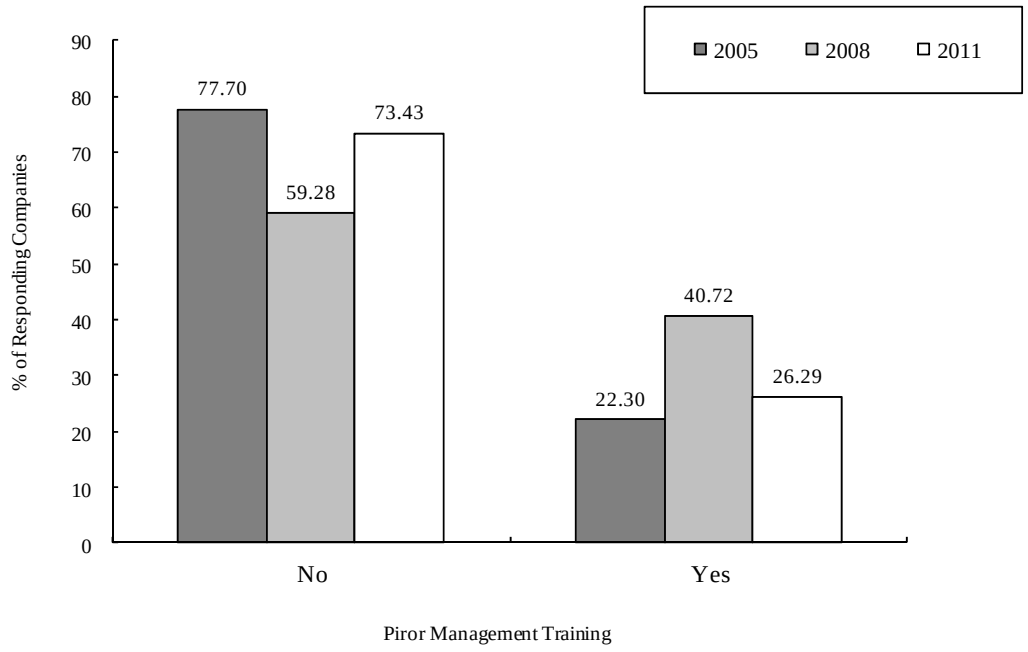


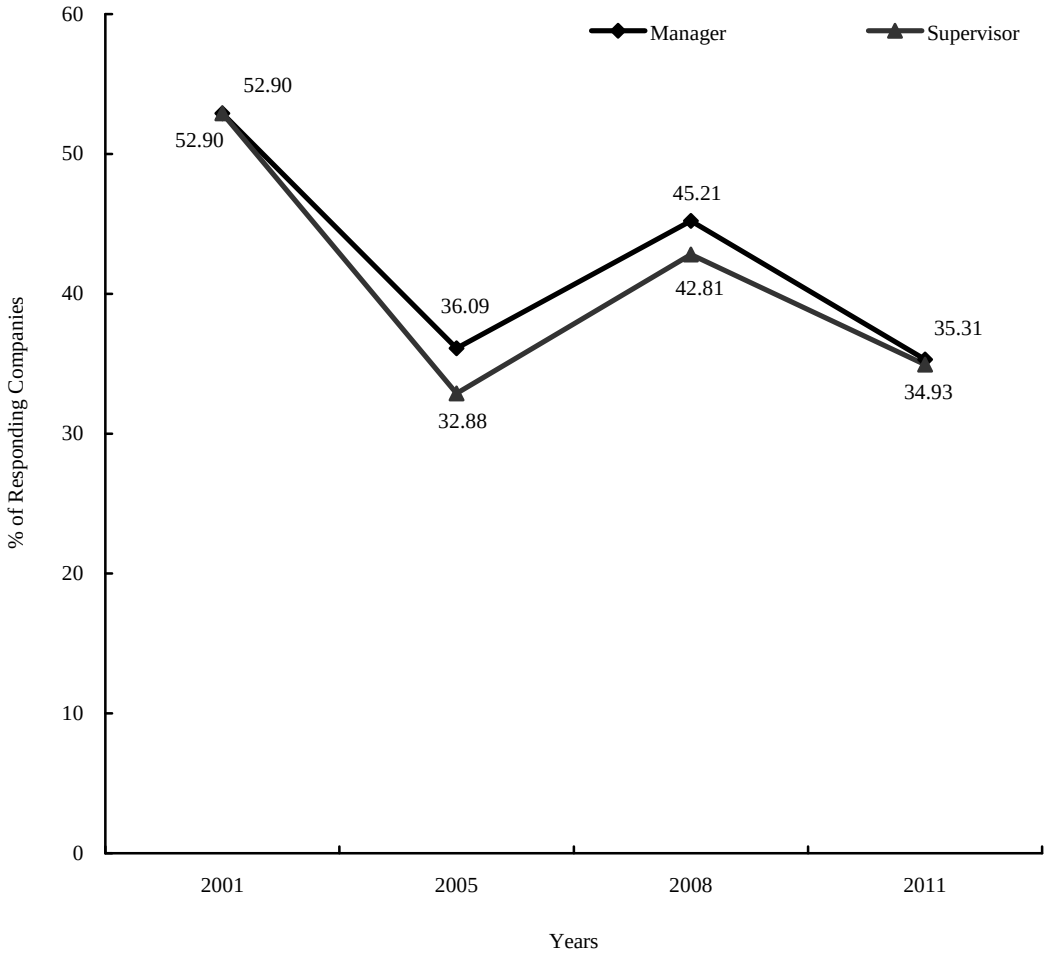
Figure 15.2: Trend of Companies Recruiting Supervisors With or Without Prior Management Training



Trends of Companies Providing Management Training to Managers and Supervisors

151. As shown in the Figure 16 below, a downward trend of companies providing management trainings to their managers and supervisors was observed. Only 35.31% companies would provide management training to managers, the lowest figure in nearly two surveys, and 34.93% companies would provide management training to supervisors. In fact, it had been rebounded in 2008, increased to 45.21% and 42.81% from 36.09% and 32.88% in 2005 for managers and supervisors respectively, however, it had fallen to about 35% in 2011. Compared with the findings of ten year ago, it was a significant decrease from 52.9% for both managers and supervisors in 2001.

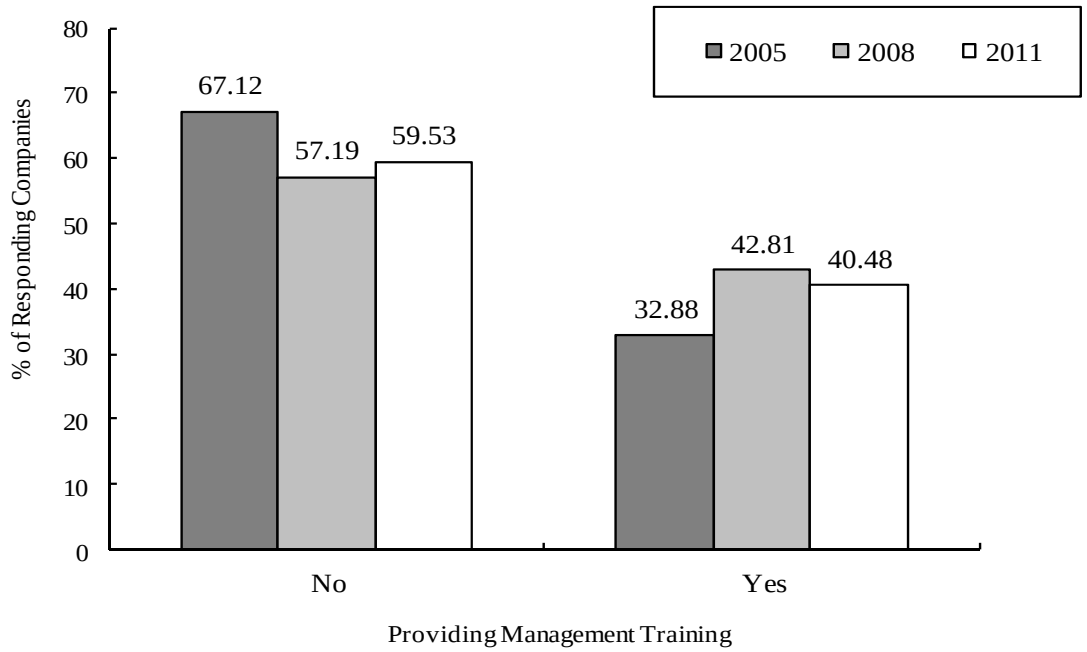
Figure 16: Trend of Companies Providing Management Training to Managers and Supervisors



152. A detailed cross-years comparison in both managers and supervision were shown in Figure 16.1 and Figure 16.2 below.

Figure 16.1: Trend of Companies Providing Management Training to Managers

Figure 16.2: Trend of Companies Providing Management Training to Supervisors



Trends of Preferred Type of In-Company Management Training

153. Comparing with the last three surveys, the majority of responding companies still preferred *"On-the-job management training"* as presented in Figure 17.1 and 17.2. It was noted that though there were decreased in both on-the-job and off-the-job management training, there was an increasing tendency to the mixed mode, combination of on-the-job and off-the-job, of in-company management training.

Figure 17.1: Trend of Preferred Types of In-company Management Training for Managers

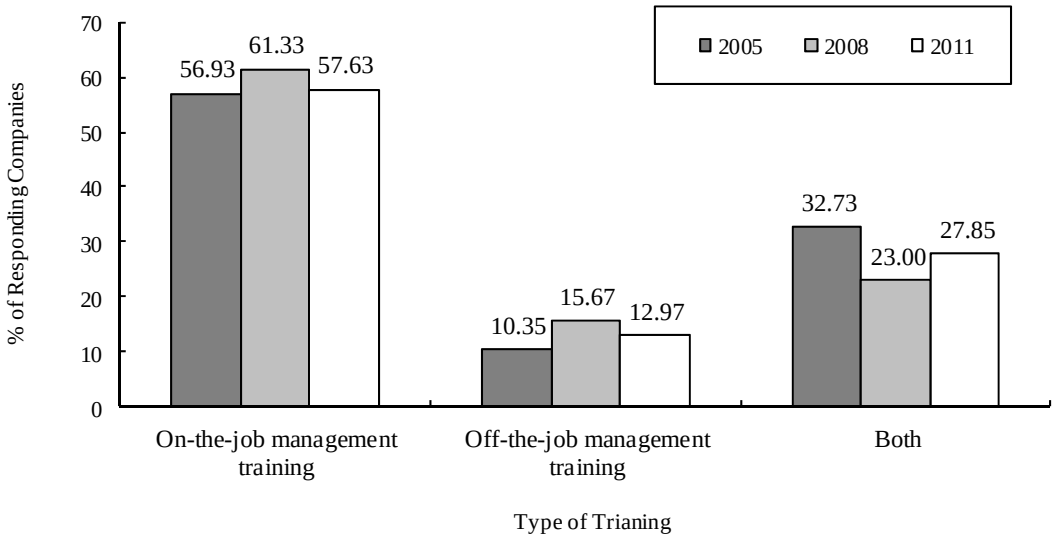
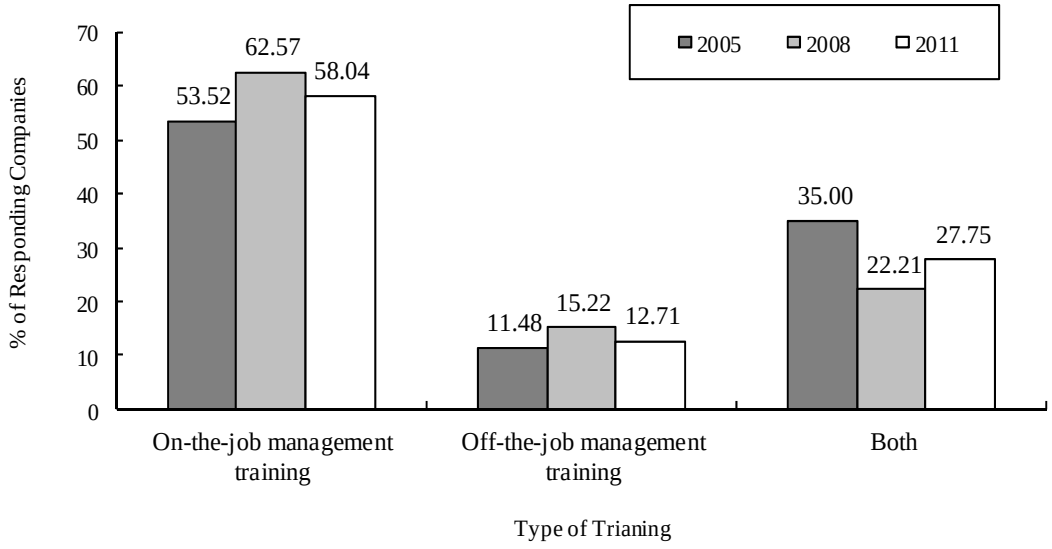


Figure 17.2: Trend of Preferred Types of In-company Management Training for Supervisors



Trends of Resources Allocated for Management Training

154. As showed in Figure 18.1 and 18.2, it was obvious that there was further decreased in company willing to allocate resources in *"Training Budget"* as compared with 2008 and 2005. In fact, the general picture shown in following figures indicated that most of the responding companies were reluctant to allocate resources, either in term of money or other human/materialist resources in providing management training for their staff.

Figure 18.1: Trend of Resources Allocated for Management Training for Managers

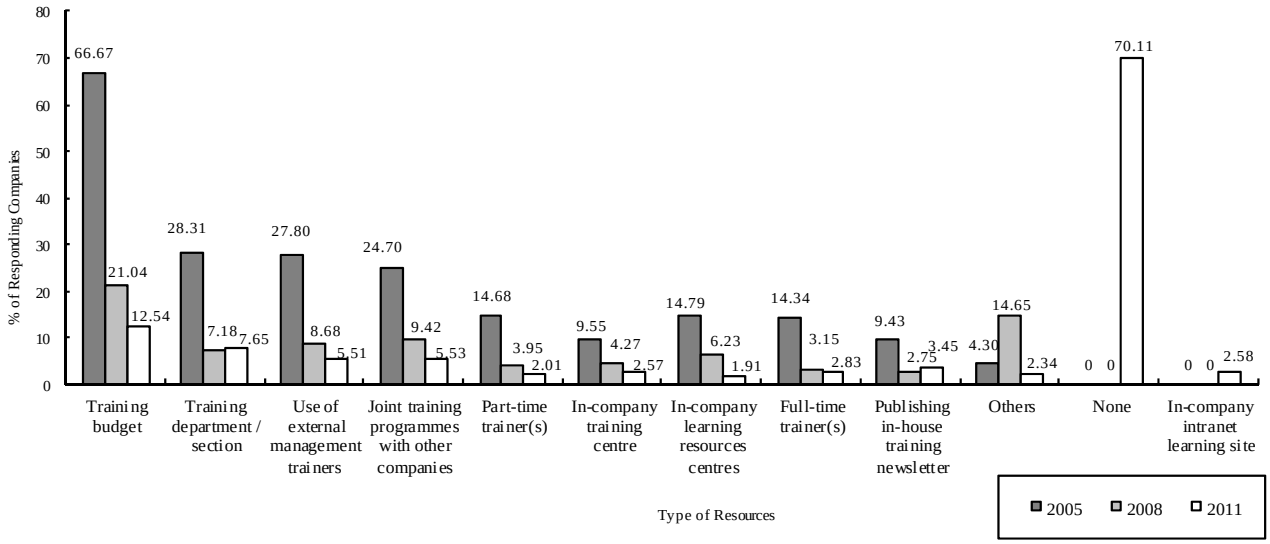
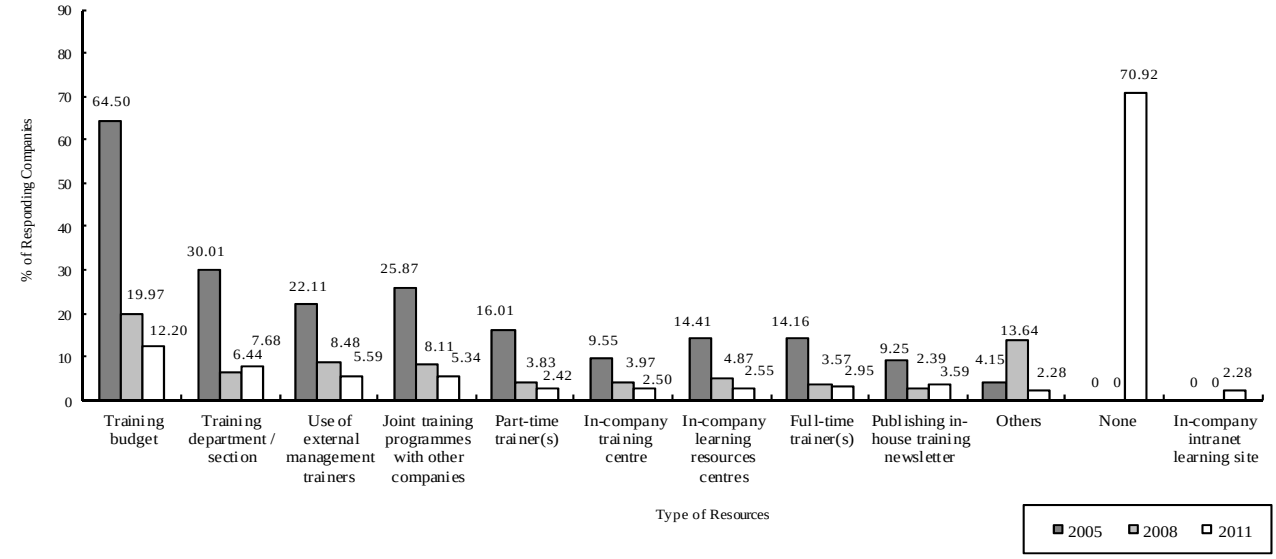


Figure 18.2: Trend of Resources Allocated for Management Training for Supervisors

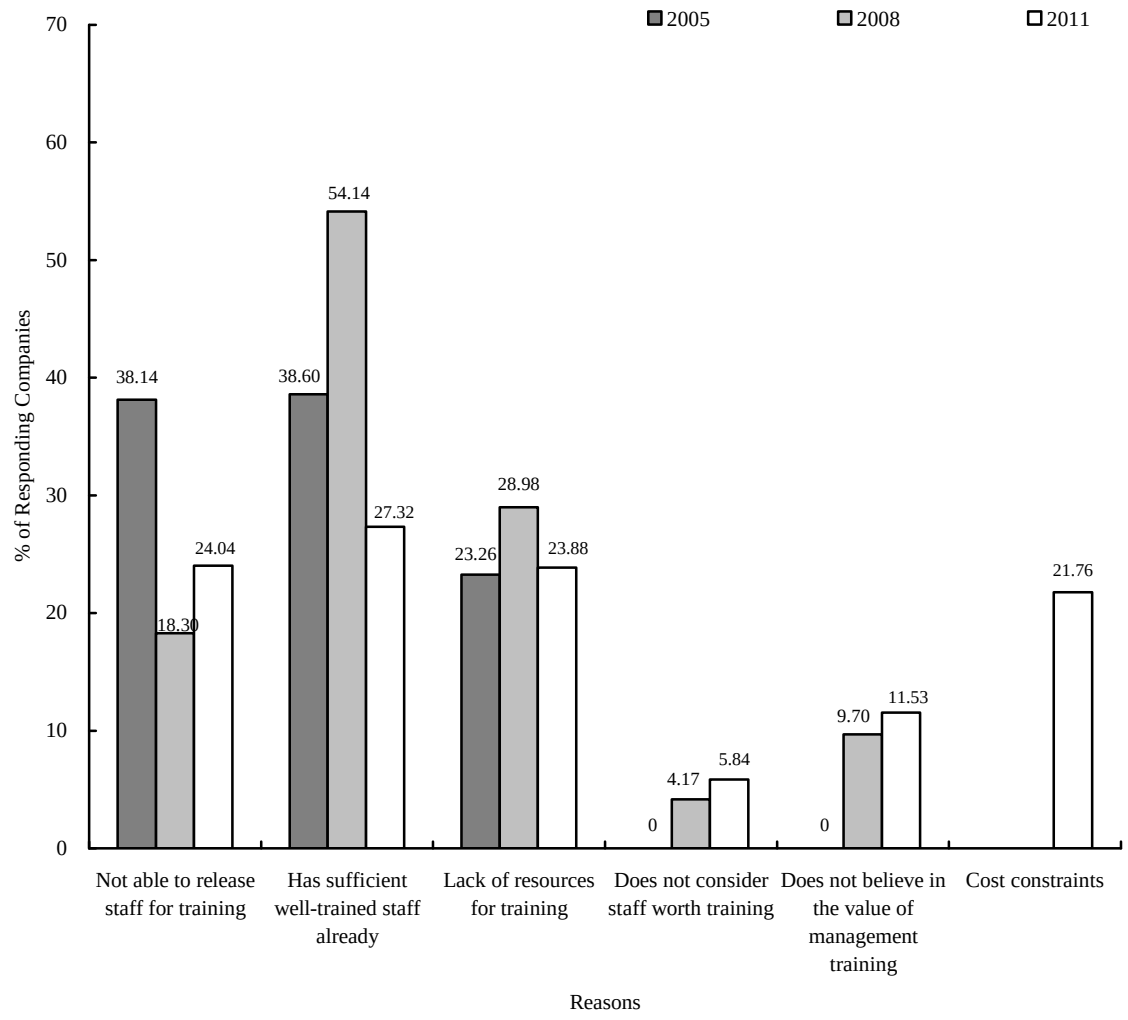


Trends of Reasons for Not Arranging Management Training

155. Figure 19.1 and 19.2 showed the reasons of companies not arranging management training for their managers and supervisors respectively. Most of the companies replied that they *"Have sufficient well-trained staff already"*. *"Not able to release staff for training"* and *"Lack of resources for training"* were the second and third reasons respectively for such phenomenon.

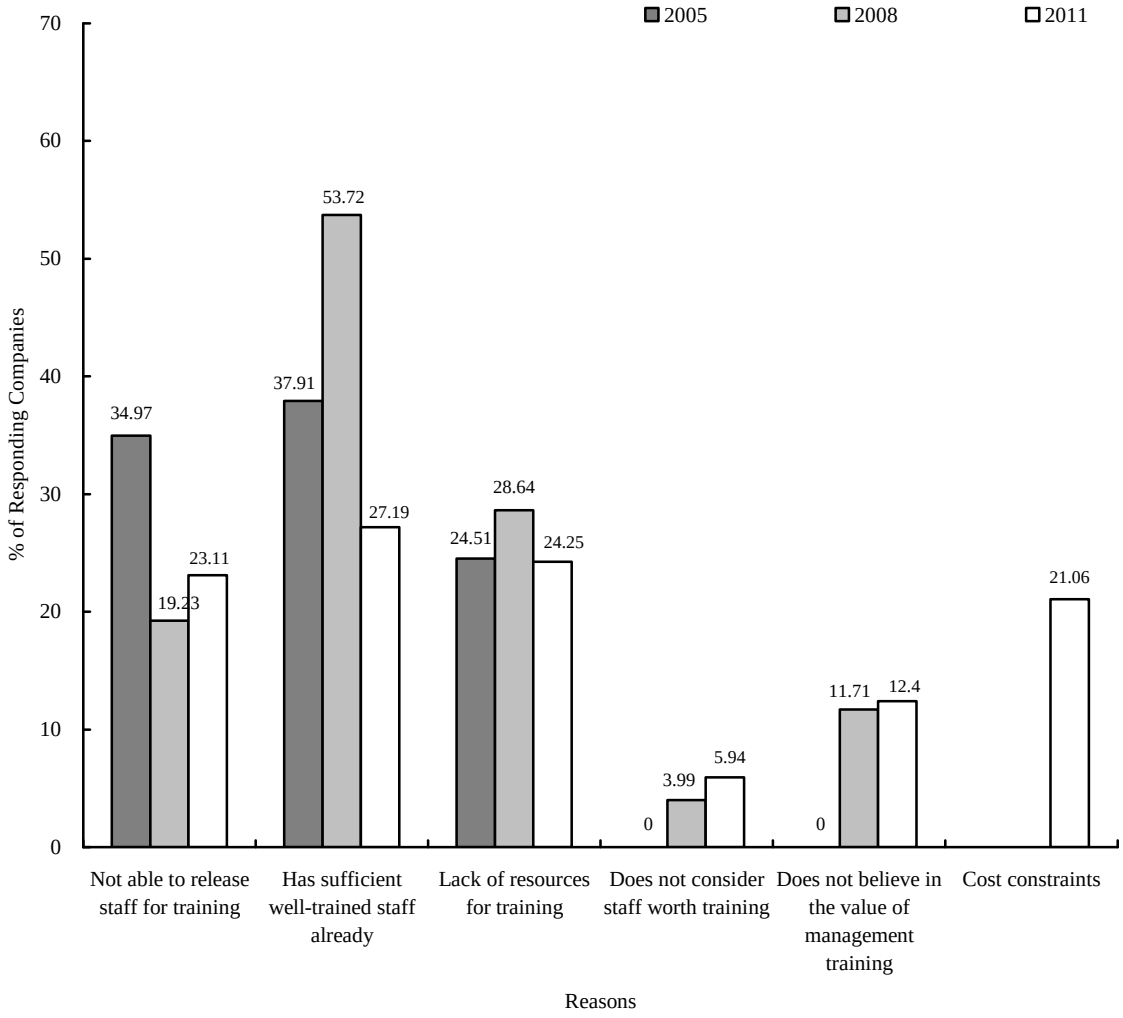
156. It had to be found out whether there was a rising tendency in the attitude of employers about the "worthiness" and "value" of providing management training which might discourage them to provide management training for their managers and supervisors.

Figure 19.1: Trend of Reasons for Not Arranging Management Training for Managers



Remarks: "Cost constraints" was the newly added options for this questions in the 2011 Survey, therefore, no data can be shown in the 2008 and the 2005 Survey's findings.

Figure 19.2: Trend of Reasons for Not Arranging Management Training for Supervisors



Remarks: "Cost constraints" was the newly added options for this questions in the 2011 Survey, therefore, no data were shown in the 2008 and the 2005 Survey's findings

Trends of Ways of Sponsorship to Management Training

157. As can be seen in Figure 20.1 and 20.2, there was a rising trend for companies to sponsor their staff by releasing them during office hour plus paying or reimbursing the course fees. However, there was a slightly drop in *"Release them during office hours"* and *"Just pay or reimburse their course fees"*.

Figure 20.1: Trend of Ways of Sponsoring Managers to Management Training

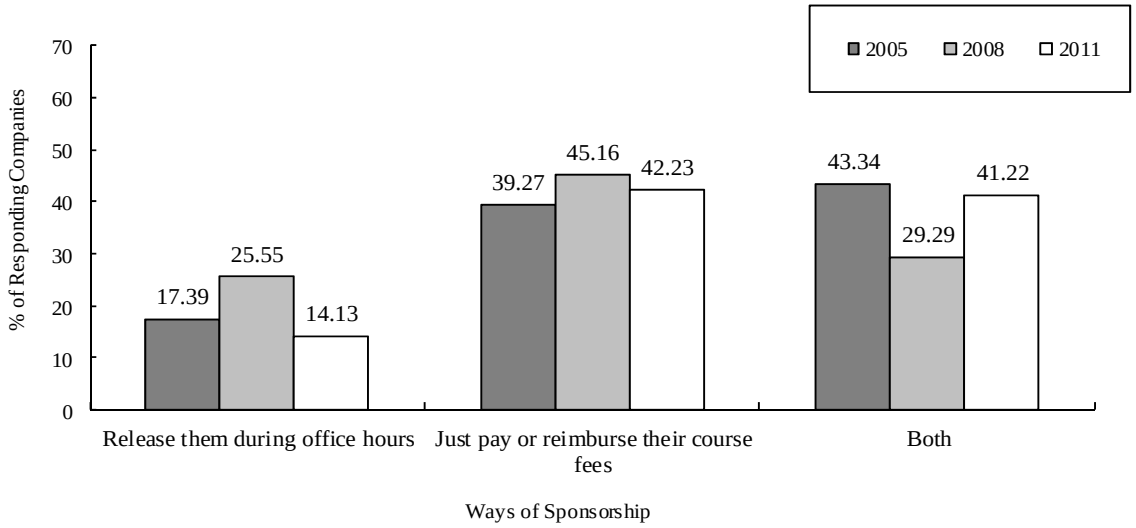
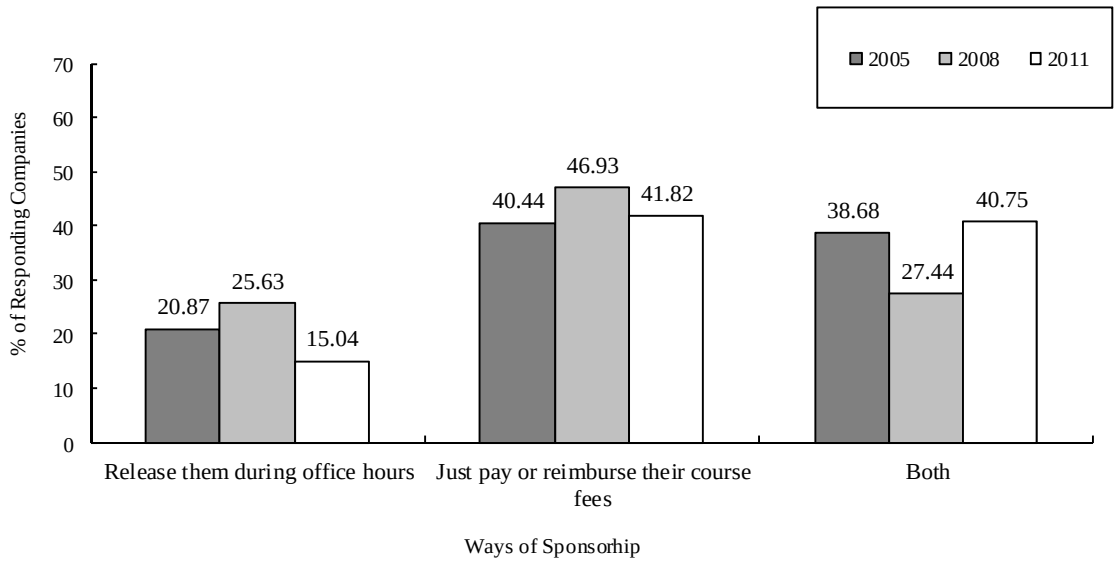


Figure 20.2: Trend of Ways of Sponsoring Supervisors to Management Training



Trends of Preferred Types of Management Training

158. As showed in Figure 21.1 and 21.2, the option of *"Courses leading to formal qualification"* was still the most popular choice for managers and supervisors.

Figure 21.1: Trend of Preferred Types of Management Training for Managers

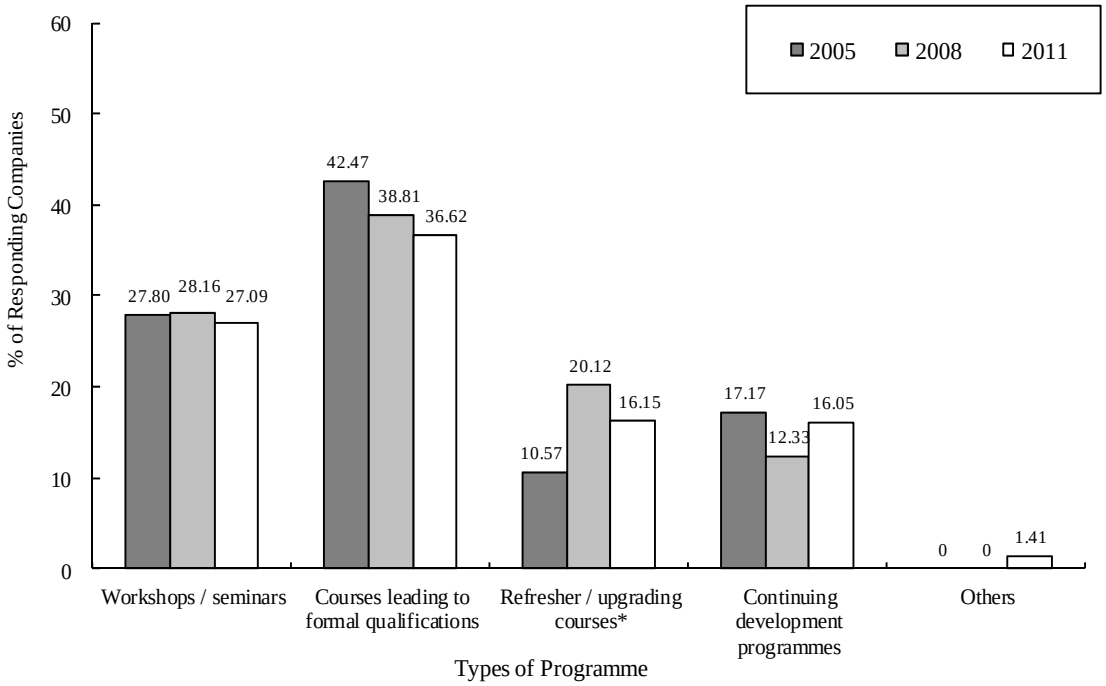
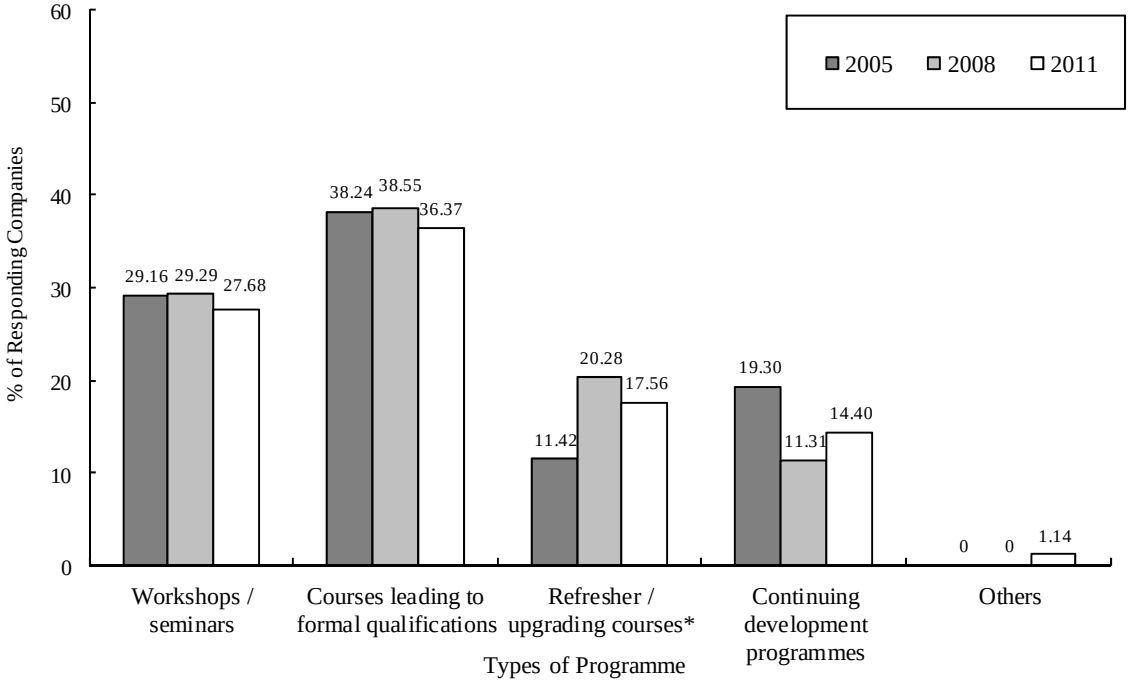


Figure 21.2: Trend of Preferred Types of Management Training for Supervisors



Remarks: The wordings had been amended from "Refresher/upgrading course without leading to formal qualifications" to "Refresher/upgrading courses" since 2008

Trends of Preferred Duration of Management Training

159. Figure 22.1 and 22.2 showed the trend of duration of management training for managers and supervisors. The findings across years were quite consistent. Training arranged less than one week was still the most popular and it was noted that there was a rising tendency of the option among the others. Besides, more companies were reluctant to arrange training for one to less than three months as compared with 2008 and 2005.

Figure 22.1: Trend of Preferred Duration of Management Training for Managers

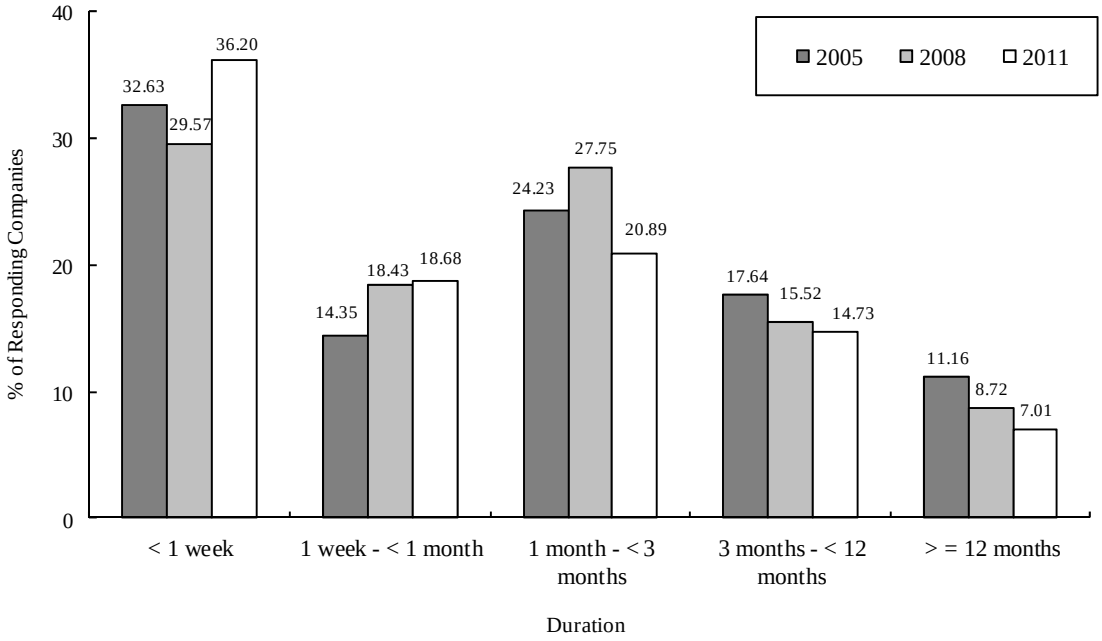
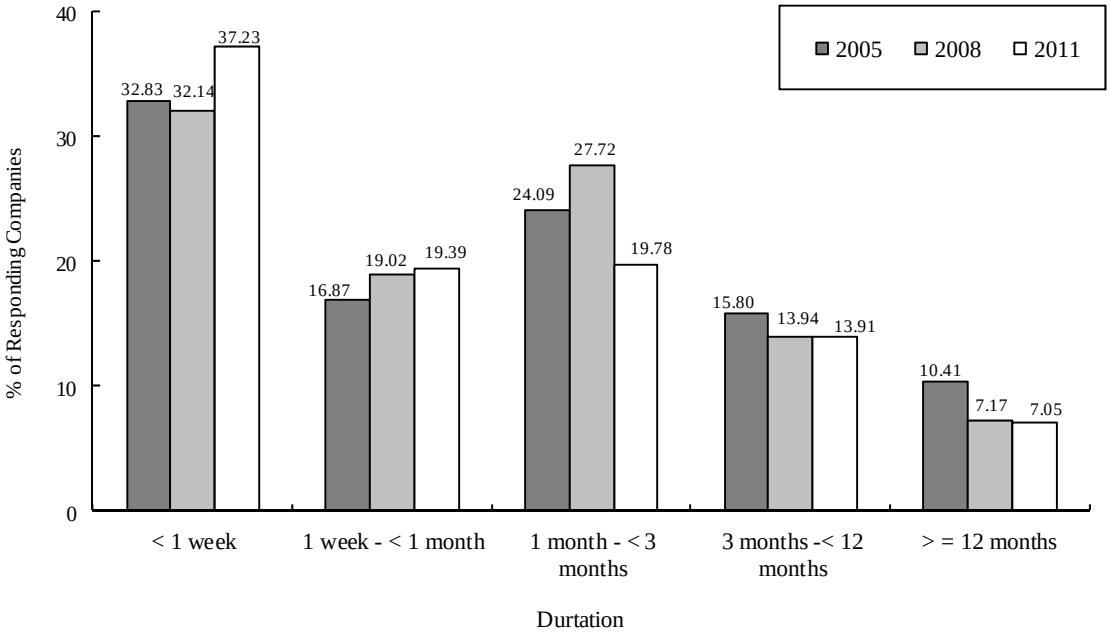


Figure 22.2: Trend of Preferred Duration of Management Training for Supervisors



Trends of Preferred Frequency of Management Training

160. Similar to the last two surveys in 2008 and 2005, most of the companies would prefer the frequency of management training for *"Once a week"* for their managers and supervisors. In addition, there was an increasing number of responding companies indicated *"One-off"* training to be their preferred choice. Details were shown in Figure 23.1 and 23.2 below.

Figure 23.1: Trend of Preferred Frequency of Management Training for Managers

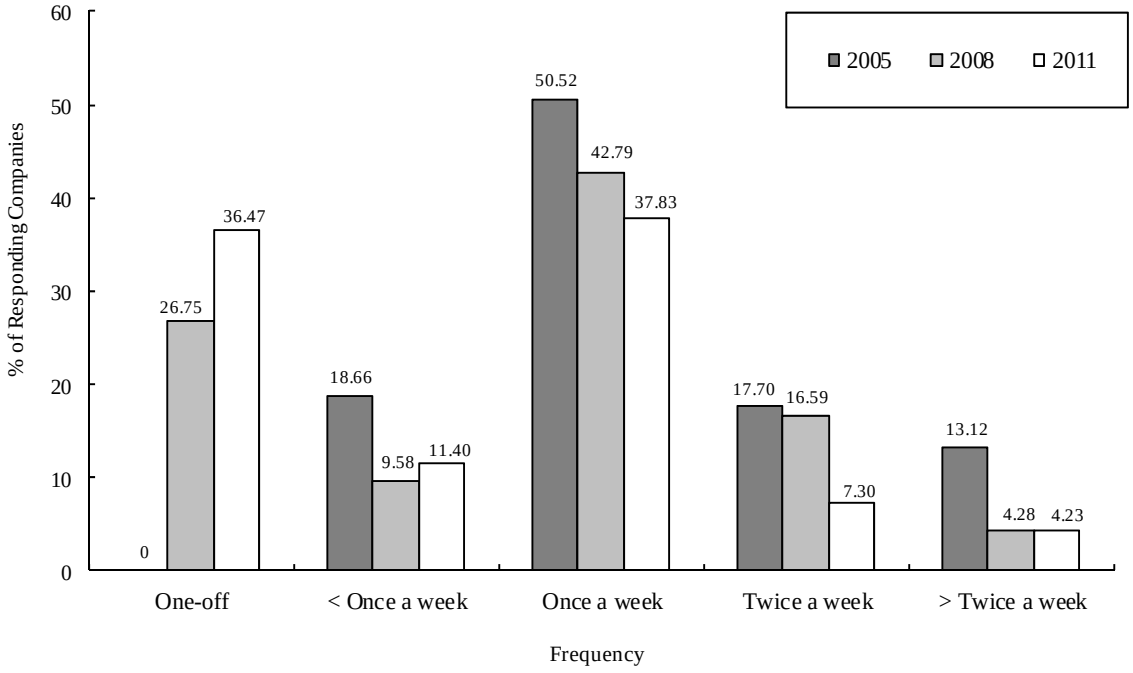
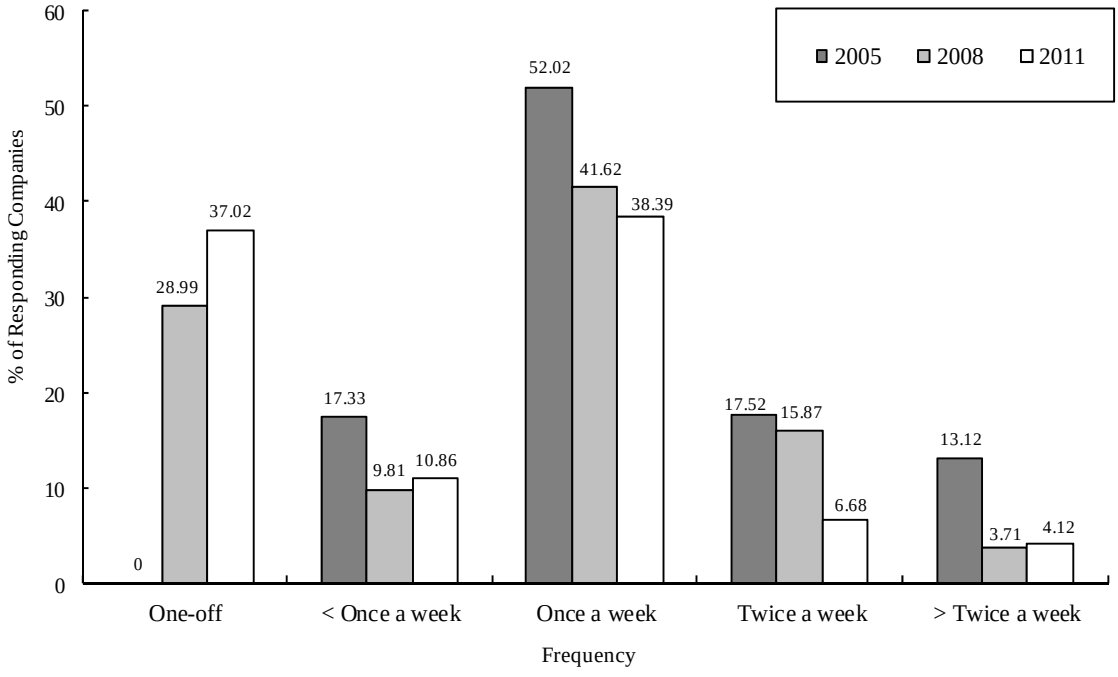


Figure 23.2: Trend of Preferred Frequency of Management Training for Supervisors



Trends of Preferred Days of Management Training

161. As shown in Figure 24.1 and 24.2, there was a significant dropped, about 10%, in the option of *"During weekdays"* in both managers and supervisors groups. Meanwhile, more responding companies indicated that they preferred the training conducted during weekdays and weekend.

Figure 24.1: Trend of Preferred Days of Management Training for Managers

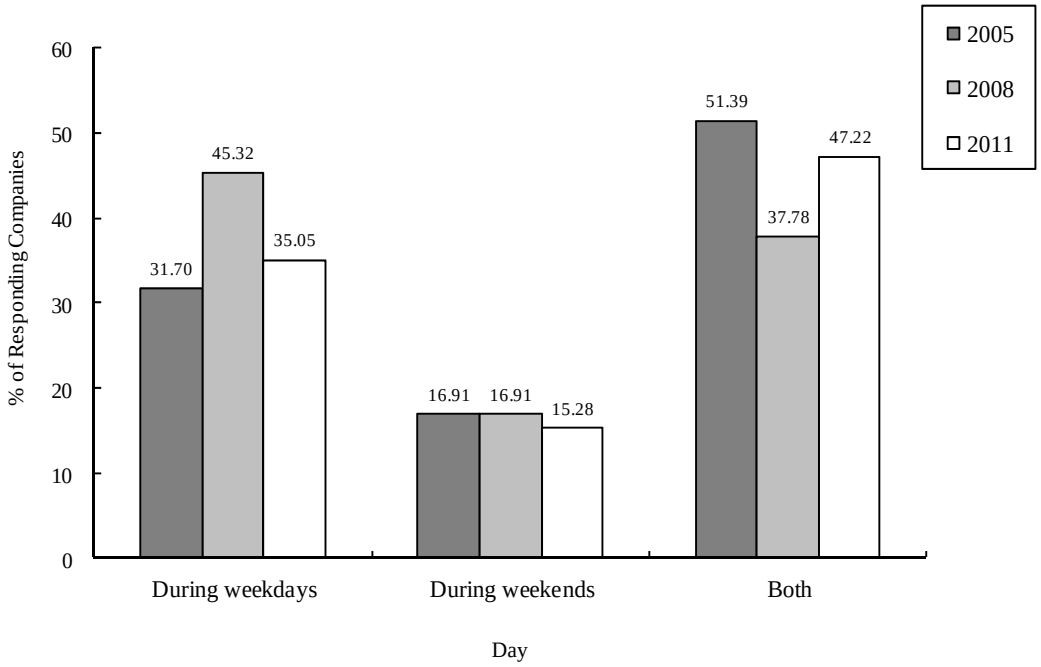
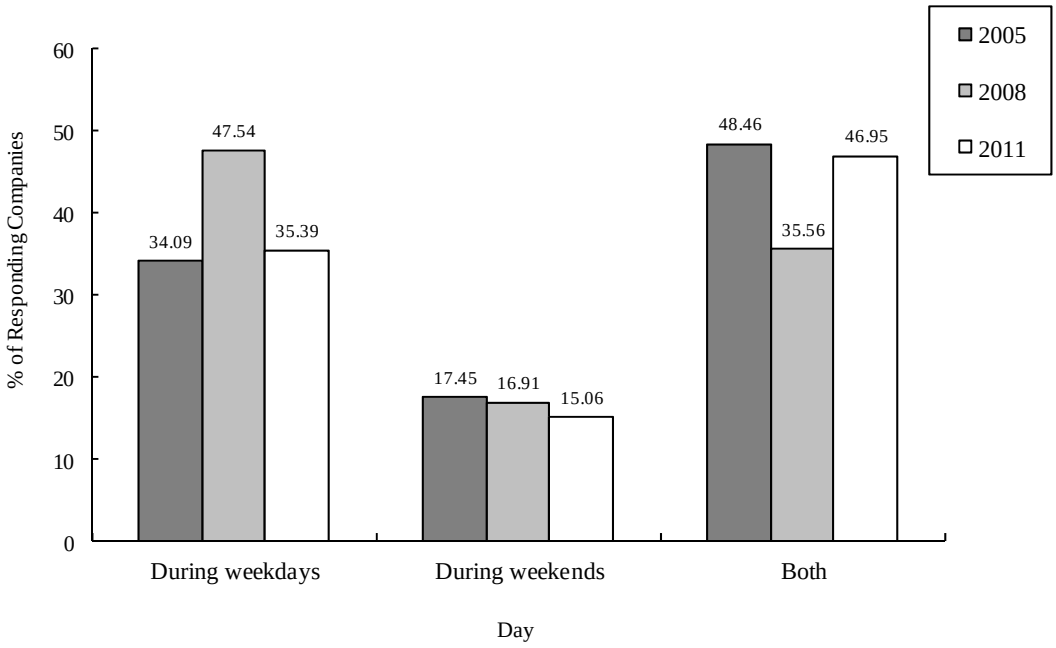


Figure 24.2: Trend of Preferred Days of Management Training for Supervisors



Trends of Preferred Meeting Time of Management Training

162. As shown in Figure 25.1 and 25.2, there was a downward trend of having session after office hour, but it still was the most preferred meeting time among the other two options for both managers and supervisors groups. Correspondingly, there was an upward trend for doing both.

Figure 25.1: Trend of Preferred Meeting Time of Management Training for Managers

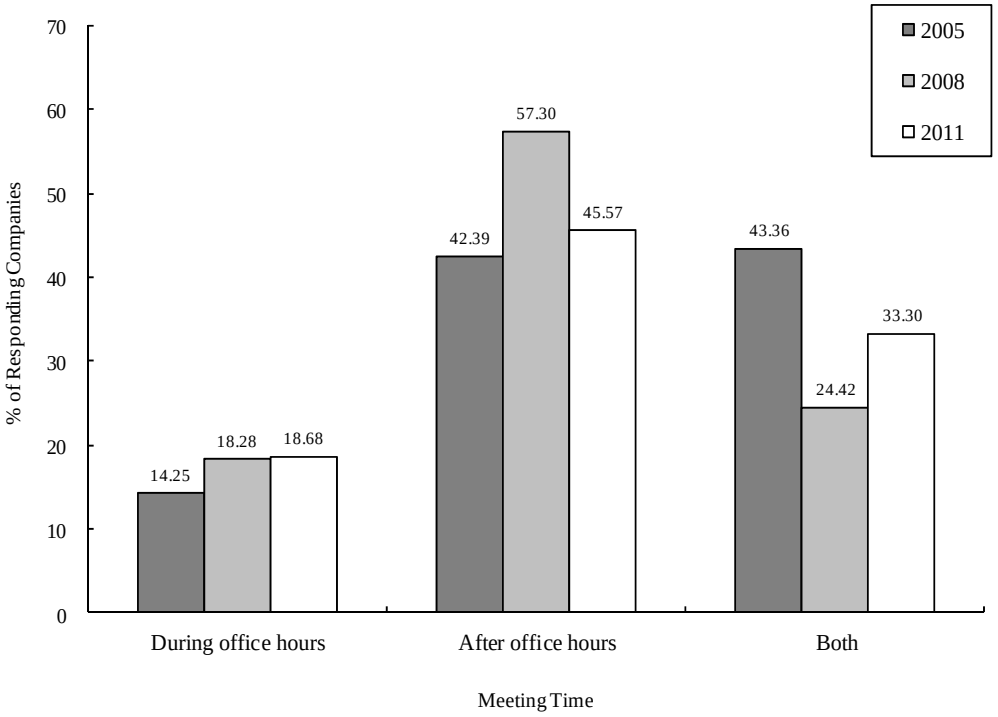
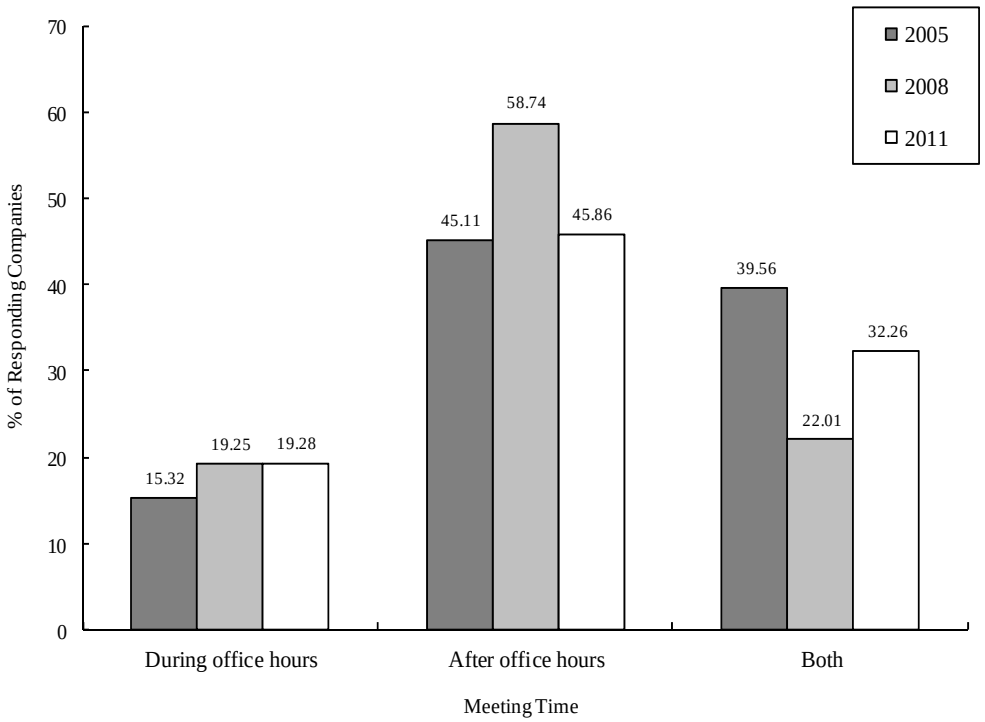


Figure 25.2: Trend of Preferred Meeting Time of Management Training for Supervisors



Trends of Preferred Medium of Instruction of Management Training

163. As shown in the Figure 26.1 and 26.2, "*Cantonese*" and "*Bilingual (Cantonese/English)*" demonstrated their dominance on the preference of medium of instruction for management training for managers and supervisors in the three surveys in 2011, 2008 and 2005. In addition, the preference of the "*Cantonese*" had recorded a significant increase in 2011 and was on the rising trend.

Figure 26.1: Trend of Preferred Medium of Instruction of Management Training for Managers

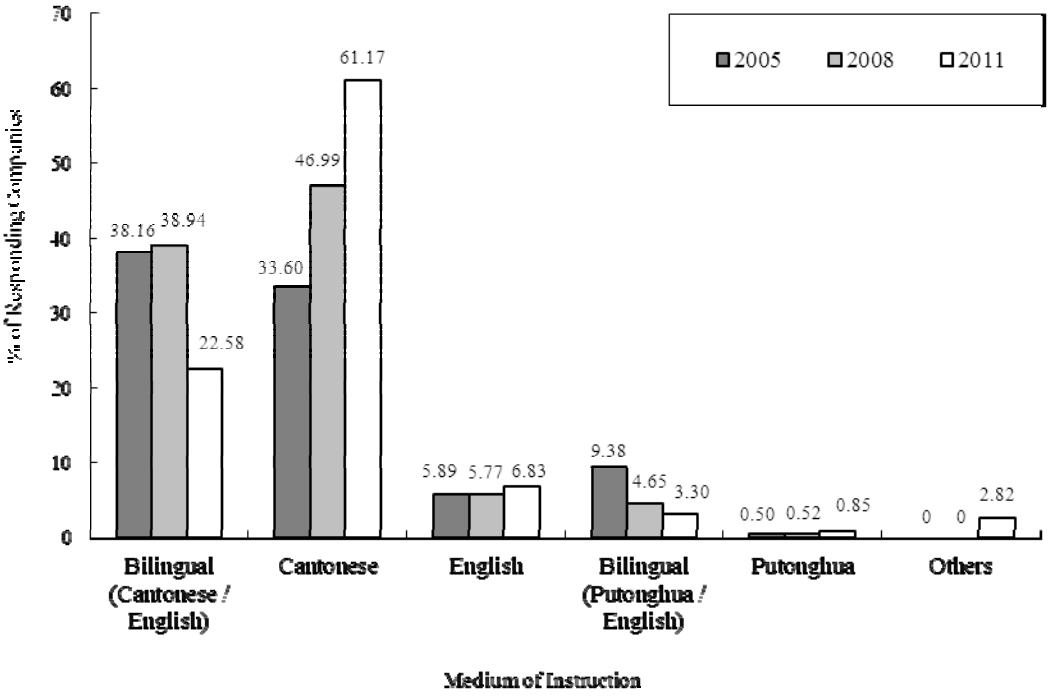
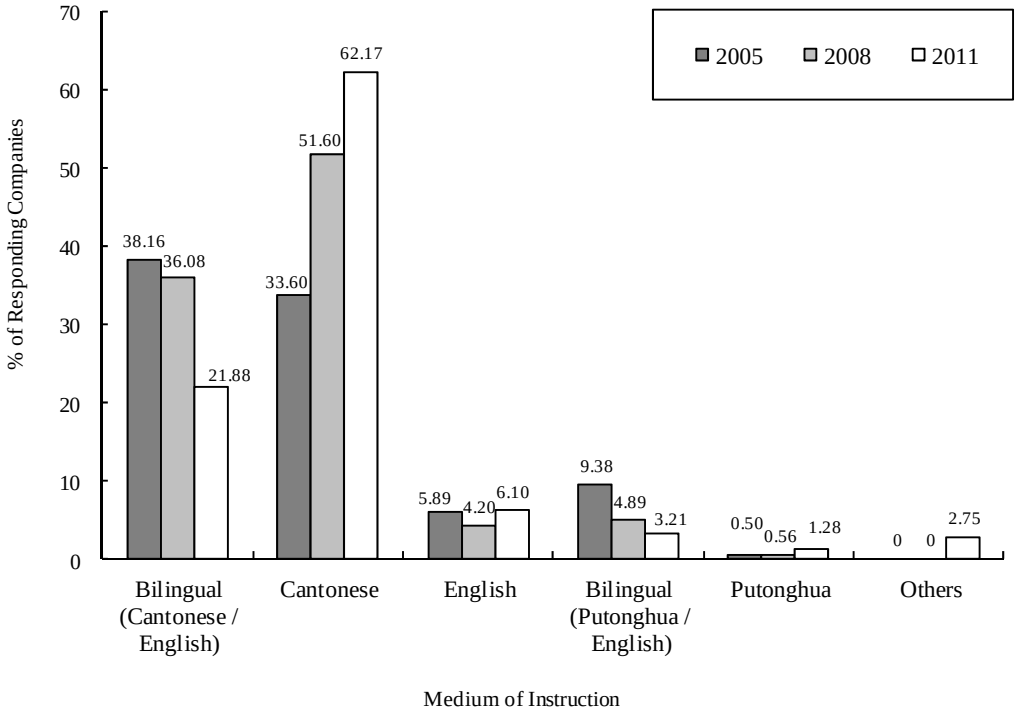


Figure 26.2: Trend of Preferred Medium of Instruction of Management Training for Supervisors



Trends of Preference of Learning Approaches for Management Training

164. *"Mentoring/coaching"* and *"Small group training"* continued to be scored as the most preferred learning approaches for management training for both managers and supervisors. *"Distance-learning"* and *"Self learning using company learning resources center"* were again scored as the least preferred.

Figure 27.1: Trends of Preference of Learning Approaches for Management Training for Managers

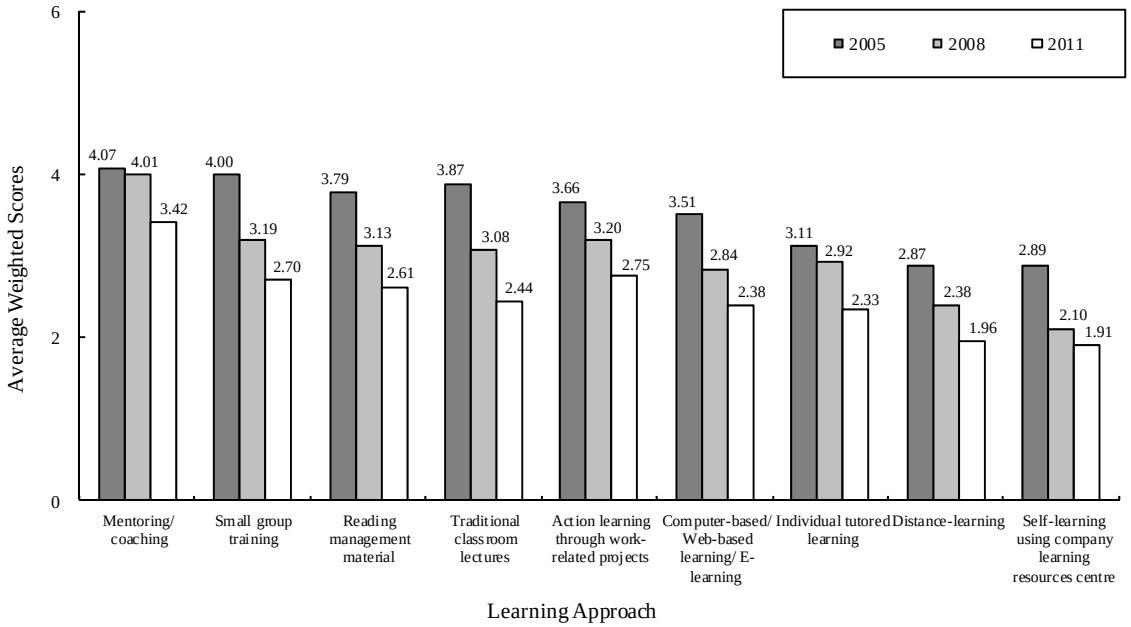
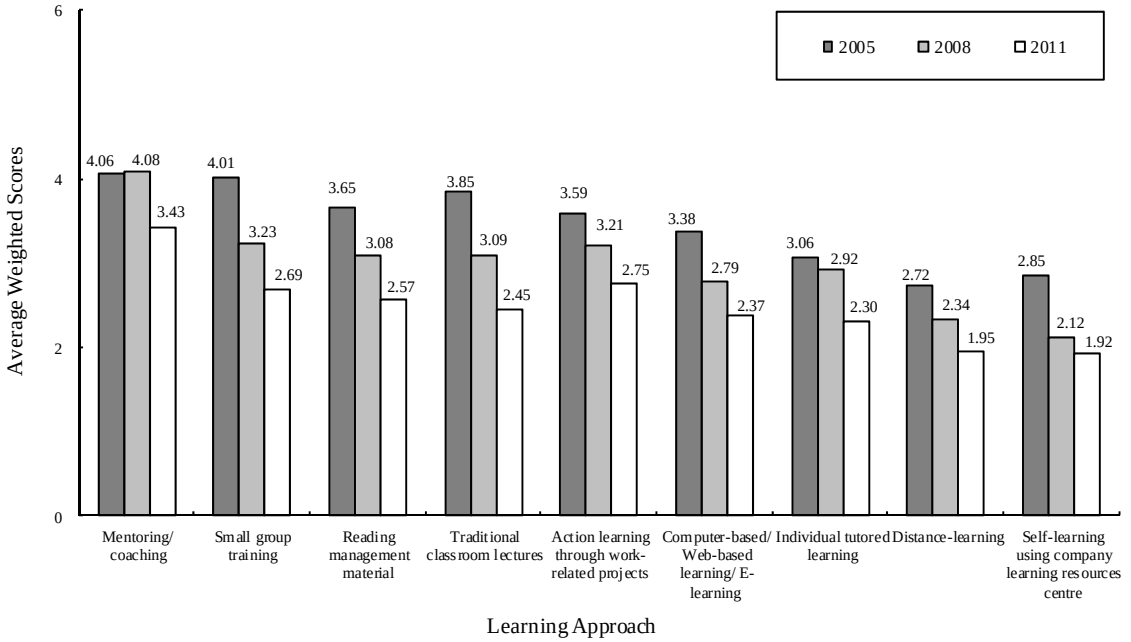


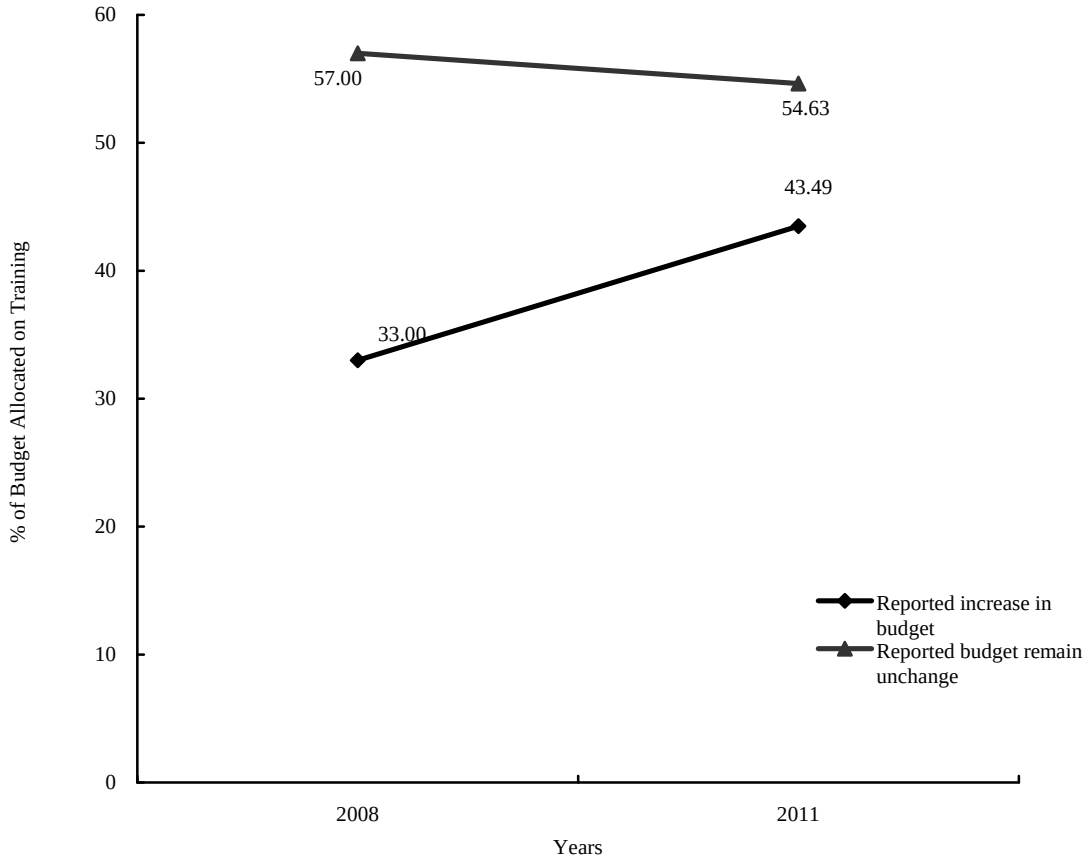
Figure 27.2: Trends of Preference of Learning Approaches for Management Training for Supervisors



Trends of Budget Allocated on Staff Training/Development

165. Figure 28 showed the trends of budget allocated on staff training/development compared to the last three years. More than four in ten companies (43.49%) indicated that their training/development budget had been increased compared to the last three years. while 54.63% replied that the budget remained unchanged.

Figure 28: Trends of Budget Allocated on Training
Compared to the Last Three Years



PART V : CONCLUSIONS

166. After preliminary analysis of the findings of the survey, the Committee had decided to form a focus group comprised of members nominated by various trade associations and also practitioners in the SMEs (**Appendix 5**). The purpose of the focus group is to collect views on specific topics that the structured survey may not be able to identify. The Focus Group had discussed and made its observations of the findings. The Committee then reviewed the opinions of the Focus Group and worked out the conclusions and the recommendations.

Key Managerial Competencies of Managers and Supervisors

167. The Survey found that the following key competencies were ranked in the top ten important competencies for both managers and supervisors in Hong Kong:

- *"Communication skills"*
- *"Chinese (Putonghua and business writing skills)"*
- *"Interpersonal skills"*
- *"Team work and team building"*
- *"English (spoken and written)"*
- *"Crisis management"*
- *"Sense of accountability"*
- *"Analytical in approach to people and problems"*
- *"Coaching and counseling"*
- *"Problem solving and decision making"*

168. It was obvious that the top ten competencies were the same for both managers and supervisors. The Focus Group opined that the flattening of organization might be the cause that renders less differentiation in job requirements between managers and supervisors, especially in SMEs. The Committee concluded that the old cliché in expecting supervisors to perform execution of work through supervising workers alone is long gone. A higher level of sophistication is now expected of the supervisors in leading people through coaching and counseling, team building. What is more is the elevation of job scope in helping to run business with more strategic thinking in analyzing people and problem, problem solving and making decision with a "looking from outside in" concept towards the business is essential. This finding's implication to course providers is that 'Bridging' courses might need to be worked out to develop supervisors for more complicated jobs.

169. The Survey found that consistently for the past three surveys, "Communication skills" was ranked the top key competency for supervisors in Hong Kong. The Committee agreed with the Focus Group's opinion that the high ranking of competencies related to communication and its sub-set: language and interpersonal skills might reflect that mastery of these competencies tend to bring direct and immediate benefits to the company, say through winning a new business by making an impactful presentation to customers. However, for learning such skills, drilling, practical training and exposures are keys to improvement and employees of SMEs are lack of time and opportunities to participate in such mode of training.

Management Training

170. The Survey found that over 70% of respondents indicated no prior management training was provided before appointing/promoting managers and supervisors. Moreover, close to 60% of respondents indicated no on-the-job training was provided to newly recruited managers and supervisors. Over 60% of the respondents indicated no management training would be provided to managers and supervisors in the next three years.

171. The Committee agreed with the Focus Group's opinion that this reflects that SMEs are more handicapped in budget/resources provision for training. The Focus Group opined that a lot of SMEs are in the stage of business start-up and training is not a priority. Moreover, SMEs tend to believe that a person should be equipped for his/her job before joining the company and therefore between 'buy' and 'make', SMEs tend to choose 'buy'. The Focus Group opined that it is a fact that comparatively, SMEs' ability to retain capable employees is lower than larger enterprises and SMEs had experienced loss of capable employees after being trained by the employers and SMEs could hardly afford this. To reduce employee turnover employers might turn to recruit people with lower qualifications and just provide good enough training for performing current role as they tend to believe that they should be more stable with a lower market value. Career development would less likely be considered. Shortage of hands is another impediment for employers releasing employees for external training.

172. The Committee agreed with the Focus Group's view that even though SMEs might recognize motivation is a purpose of managerial/supervisory training, again budget/resources might restrict the undertaking of this kind of training.

173. The Committee concluded that managerial/supervisory training is more conceptual compared to skills training and the benefit not immediate. SMEs would rather put in more resources in skills training than managerial/supervisory training probably to curb loss on Return on Investment by developing for others at the end of the day. It is in the long term interest of SME employers to review this kind of mindset. It is recommended that SME employers to integrate people development with other people retention initiatives to avoid loss on return on investment in their human capital asset that could bring much higher return.

174. About the mode of training most suitable to SMEs, the Committee agreed with the Focus Group's opinion that coaching by immediate supervisor is a pragmatic way because it is more job-related, and if given in a timely, amiable and assertive manner, the outcome should be effective.

175. The Committee concluded that some existing methods of training such as e-learning is not so well adopted by or neglected by SMEs. Employers of SMEs tend to believe that employees who are self-initiated and self-motived should be able to take advantage of whatever methods of training without the involvement of employers. The Committee opined that employers should encourage their employees to undertake continuing learning for the long term benefit of the companies and the individuals. To do this, the mind-set of employers about training culture should be changed first.

176. The Committee concluded that innovative mode of learning should be introduced that is adaptable to the working environment of SMEs. The Committee cited the combination of face-to-face and e-learning as a possibility, it is flexible to the learners. Focused topics/area of learning arranged in modules is more appropriate for SMEs. Usually at the end of the programme and after assessment, qualifications are awarded. The Committee opined that whatever the learning is staged, it should make sense to SMEs because

funding for learning and training is limited.

177. The Committee agreed with the Focus Group's observation that the working attitude and behavior of some of the younger generation (such as those so-called post-80s) are found to be less favourable. It becomes a vicious-cycle because employers are hesitant to allocate resources to train them up. However, it is more a social problem than a training problem. Managers and supervisors have to learn how to coach the younger generation. Training service providers should find out whether they could help managers and supervisors in this respect.

178. The Committee concluded that SMEs should explore new opportunities to enhance managerial/supervisory competencies of employees. Individual industry's interests are represented collectively by trade association and more liaisons with trade associations should take place. Trade associations should in turn represent the industry to collaborate with training service providers to design courses and programmes that are appropriate to SMEs.

179. The Committee agreed with the Focus Group's opinion that government support to the SMEs had benefited the SMEs by enhancing the competitiveness of SMEs. Support in training is one area that the government should help. The Continuing Education Fund and the SME Training Fund have been cited. The continuation of existing schemes and introduction of new schemes will be welcomed by SMEs.

180. The Committee opined that even though SMEs have many channels to voice their needs, by means of the survey report, the Committee could arouse the government's attention about the aspect of managerial and supervisory training concerning SMEs, for the benefit of SMEs.

181. The study by the Committee by means of conducting surveys supplemented by collecting opinions and recommendation from focus groups should be able to provide indications and guidelines to all stake holders.

PART VI : SURVEY RECOMMENDATIONS

182. Based on the survey findings and discussion of the Focus Group, recommendations by the Committees are worked out.

183. To the Government:

- 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 consider to extend the scope and coverage of Continuing Education Fund (CEF) and resume the operation of SME Training Fund (STF) to ensure that the training needs are met;

- 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.

184. 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 with considering the job natures and requirement, competency required;

- to take a longer term view in people development and to integrate other people initiatives in locking and motivating trained employees to ensure high return of their people asset.

185. To Employees:

- to be aware of the changing job requirements and the increasing complexity of the nature of jobs relating to management and supervision;

- to be aware of the opportunities and channels in learning managerial and supervisory skills for development and advancement;

- to be aware of the tangible awards (such as qualifications) and intangible result of various kind of learning would bring;

- to be aware of the fact that it is in the interest of both the employers and employees to improve managerial and supervisory skills.

186. 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.

Appendix 1

VOCATIONAL TRAINING COUNCIL

Membership of the
Committee on Management and Supervisory Training
(April 2011 to March 2012)

	Nominated by
Chairlady	
Mrs CHENG LAW Wai-fun Margaret	Ad personam
Member	
Mr CHAN Wai-man, Raymond	(Hong Kong Young Industrialists Council)
Prof HO Sai-pak Alfred	(Ad personam)
Mr KWAN Yau-fat Fred	(A major professional instiution*)
Ms LAM Tsui-wa Connie	(The Hong Kong General Chamber of Commerce)
Mr LAU Kar-wah	(The Chinese General Chamber of Commerce)
Dr LAU Kin-wah Kevin	(a major SME (Small and Medium-sized Enterprise) trade association*)
Mr Peter LIU	(The American Chamber of Commerce in Hong Kong)
Dr LO Kam-wing Wingco	(The Chinese Manufacturers' Association of Hong Kong)
Ms Anita MACK *(to 7 December 2011)*	(The Employers' Federation of Hong Kong)
Dr MAK Wai-ming, Mac	(UGC Tertiary Institution*)
Mr NG Hak-kim Eddie SBS, JP	(A major professional institution*)
Mr TAM Tin-fong Martin	(Federation of Hong Kong Industries)
Prof WONG Chi-sum	(UGC Tertiary Institution*)
Ms YEUNG Cheung-wah Winnie	(The Hong Kong Information Technology Federation)
Mr HO Kwai-yick Ronald	(Representing the Civil Service Training and Development Institute, Civil Service Bureau)
Ms KEA Chi-shun Josephine	(Representing the Executive Director of Vocational Training Council)
Secretary	
Mr LEE Hing-wai, Henry	(Vocational Training Council)

** Nominations for these members are rotated among related organisations/institutions and for the current term:*

Major professional institutions –

- *Hong Kong Institute of Human Resource Management (Mr NG Hak-kim, Eddie SBS, JP)*
- *Institute of Training Professionals (Mr KWAN Yau-fat, Fred)*

A major SME (Small and Medium-sized Enterprise) trade association –

- *Hong Kong General Chamber of Small and Medium Business (Dr LAU Kin-wah, Kevin)*

UGC tertiary institutions –

- *The Chinese University of Hong Kong (Prof WONG Chi-sum)*
- *The Hong Kong Polytechnic University (Dr MAK Wai-ming, Mac)*

Appendix 2

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.

Appendix 3

VOCATIONAL TRAINING COUNCIL

Working Party on the 2011 Survey of the Managerial Competency Profile and Management Training Needs of Managers and Supervisors in the Next Three Years

Prof WONG Chi-sum	(Convener)
Mrs CHENG LAW Wai-fun, Margaret	
Prof HO Sai-pak, Alfred	
Mr KWAN Yau-fat, Fred	
Dr MAK Wai-ming, Mac	
Mr NG Hak-kim, Eddie, SBS, JP	
Mr LEE Hing-wai, Henry	(Secretary)

Appendix 4

Terms of Reference of

The Working Party on 2011 Manpower Survey

(i) To devise the sampling frame for the survey;

(ii) To design the survey questionnaire and documents;

(iii) To monitor the implementation of the survey fieldwork;

(iv) To advise on the training requirements in the light of survey findings;

(v) To formulate recommendations; and

(vi) To advise on the compilation of the survey report

VOCATIONAL TRAINING COUNCIL

Committee on Management and Supervisory Training

2011 Survey of the Managerial Competency Profile and Management Training Needs of Managers and Supervisors in the Next Three Years

Composition of Focus Group

Mr Steven AU	(Federation of Hong Kong Footwear Limited)
Mr Felix CHAN	(Hong Kong Chamber of Small and Medium Business Limited)
Mr Wilson KWONG	(The Employers' Federation of Hong Kong)
Ms LAM Tsui-wa, Connie	(The Hong Kong General Chamber of Commerce)
Ms Judy LEUNG	(Hong Kong Information Technology Federation)
Mr K.C. LEUNG	(Federation of Hong Kong Industries)
Mr LI Ping-hung, Paul	(Hong Kong Sea Transport and Logistics Association Limited)
Mr Eric YEUNG	(Hong Kong Chamber of Small and Medium Business Limited)
Mr YIM Chi-ming, Eric	(Hong Kong Young Industrialist Council)

2011 Survey of the Managerial Competency Profiles and Management Training Needs of Managers and Supervisors in the Next Three Years

Sampling Coverage & Sampling Plan Among Business Sectors

Employment Size	Manufacturing		Electricity, Gas & Water		Construction		Wholesales, Retail & Import/Export Trades	
	No. of Companies in Population	Proposed No. of Companies in Sample	No. of Companies in Population	Proposed No. of Companies in Sample	No. of Companies in Population	Proposed No. of Companies in Sample	No. of Companies in Population	Proposed No. of Companies in Sample
10-19	896	16	15	3	1,111	20	8,414	151
20-49	575	17	9	4	700	21	4,029	121
50-99	135	14	4	4	189	19	723	72
Total	**1,606**	**47**	**28**	**11**	**2,000**	**60**	**13,166**	**344**

Employment Size	Restaurants & Hotels		Transport, Storage & Communication		Financing, Insurance, Real Estate & Business Services		Community, Social & Personal Services	
	No. of Companies in Population	Proposed No. of Companies in Sample	No. of Companies in Population	Proposed No. of Companies in Sample	No. of Companies in Population	Proposed No. of Companies in Sample	No. of Companies in Population	Proposed No. of Companies in Sample
10-19	2,436	44	1,911	34	3,004	54	2,031	37
20-49	1,628	49	1,138	34	1,854	56	1,237	37
50-99	643	64	267	27	425	43	666	67
Total	**4,707**	**157**	**3,316**	**95**	**5,283**	**153**	**3,934**	**141**

Appendix 7

VOCATIONAL TRAINING COUNCIL

Committee on Management and Supervisory Training

2011 Survey of the Managerial Competency Profile and Management Training Needs of Managers and Supervisors in the Next Three Years

Definition of Managerial Competencies

	Managerial Competency		Definition
1/	Analytical in Approach to People and Problems	-	Analyses the situation, identifies the key elements, pinpoints the cause and deals with the issue or problem objectively.
2/	Business Acumen	-	Is knowledgeable in current and possible future policies, practices, trends and information affecting his/her business and organisation.
3/	Change Management	-	Is sensitive and positive in coping with the changes which impact upon the operation of the organisation.
4/	Creativity and Innovation	-	Generates new and innovative but practical approaches in dealing with problems or handling routine and non-routine tasks.
5/	Crisis Management	-	Develops and implements strategic crisis response, business recovery plans and processes.
6/	Dealing with Conflict	-	Anticipates and manages conflict as it arises and uses conflict productively as a means of developing new solutions to problems.
7/	Delegation	-	Delegates both routine and important tasks and decisions clearly, and tends to trust people to perform.
8/	Planning and Organising Skills	-	Sets priorities and schedules activities in a way that can improve work efficiency of his/her own and the whole working team.
9/	Problem Solving and Decision Making	-	Is good at tackling problems and is willing to accept responsibility and make decisions within his or her own authority.

	Managerial Competency		Definition
10/	Quality Conscious/Quality Minded	-	Is dedicated to providing the highest quality products and services which meet the needs and requirements of internal and external customers.
11/	Risks Management	-	Is able to anticipate risk, enters new areas after analysing the situation but accepting that risks are unavoidable, and calculated the odds of failure or success.
12/	Sense of Accountability	-	Doesn't shirk personal accountability and can be relied on.
13/	Strategic Thinking	-	Is able to use systematic and rational methods in planning, problem-solving and decision-making.
14/	Coaching and Counselling	-	Initiates contact with subordinates to improve their performance and helps them with empathy to overcome difficult situations.
15/	Communication Skills	-	Delivers his or her ideas clearly and listens attentively to the comments of others in return.
16/	Influencing Skills	-	Is proficient in the use of various kinds of techniques to change the views of the others; able to transform resistance into support.
17/	Interpersonal Skills	-	Relates well to all kinds of people, and builds constructive and effective relationships.
18/	Motivating Others	-	Understands each person's capabilities and interests and uses this knowledge to get the best out of him/her, creates a climate in which people want to do their best.
19/	Negotiation Skills	-	Negotiates skillfully in tough situations with both internal and external groups, settles differences with minimum noise and wins concession without damaging relationships.
20/	Team Work and Team Building	-	Involves others and builds teams in which others feel valued and which have shared goals.
21/	Understanding of Others/Empathy	-	Is aware of the strengths and weaknesses of work partners, predicts what others will do across different situations and motivates and drives people to behave as they do.

	Managerial Competency		Definition
22/	Zealous in Developing Talent/Potential in Others	-	Is a good judge of talent, articulates the strengths and limitations of people; and accurately projects what people are likely to do across a variety of situations.
23/	Chinese (Putonghua and Business Writing Skills)	-	Is good in speaking Putonghua and writing Chinese business correspondences.
24/	English (Spoken and Written)	-	Is good in both spoken and written English.
25/	Japanese (Spoken and Written)	-	Is good in both spoken and written Japanese.
26/	French (Spoken and Written)	-	Is good in both spoken and written French.
27/	Spanish (Spoken and Written)	-	Is good in both spoken and written Spanish.
28/	Other Languages	-	Is good in speaking and writing languages other than those mentioned above.
29/	IT Knowledge and Application	-	Has the required IT knowledge and skills, able to apply to the job effectively.
30/	Internet Marketing	-	Has the marketing knowledge and skills utilising the Internet media.
31/	International Exposure and Knowledge	-	Has the experience of working in and knowledge about international organisations or environment; is able to apply them in his/her job effectively.
32/	Cross Cultural Awareness (e.g. the mainland of China)/Managing Diversity	-	Is aware of the cultural differences among people and works well with people of different backgrounds.
33/	Laws and Regulatory Restrictions for Access to the market of the mainland of China	-	Is knowledgeable on the laws and regulatory restrictions in the Chinese Mainland; can help the organisation to develop its business in the market of the mainland of China.
34/	Trade Practices in the mainland of China	-	Understands the common practices of trading in the mainland of China.
35/	Adversity Quotient (AQ)	-	Understands adversity well and is able to surmount it.

	Managerial Competency		Definition
36/	Business Ethics	-	Understands and complies with the principles and rules about what is morally right and wrong in his/her business and profession.
37/	Customer Concern	-	Identifies customers' needs and ensures that they receive the service they require; keeps in close contact with customers.
38/	Emotional Intelligence (EI)	-	Is able to express anger appropriately without resorting to violence, demonstrates concerned and considerate behaviour towards others.
39/	Instructional, Training and Presentation Skills	-	Is effective in a variety of formal presentation settings, e.g. one-to-one, small and large groups etc.
40/	Integrity and Trust	-	Is widely trusted and is seen as a direct, truthful individual.
41/	Self Improvement	-	Is personally committed to and actively works towards continuously improving him/herself.
42/	Self Management (e.g. time management, job prioritisation, etc.)	-	Maintains a conscious balance between work and personal life, and uses his/her time effectively and efficiently by concentrating his/her efforts on the more important priorities.
43/	Stress Management	-	Understands the causes of stress, and then copes with, controls and reduces it in the most effective way.
44/	Awareness of Local HR related laws	-	Knows the current laws applicable in the HR Management such as law against discrimination, law in equal opportunity.

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Vocational Training Council

Committee on Management and Supervisory Training

2011 Survey of the Managerial Competency Profile and
Management Training Needs of Managers and Supervisors in the **Next Three Years**

Questionnaire

For Official Use Only	Rec. Type	Survey Code	Industry Code	Establishment No.	Enumerators No.	Editor's No.	Check Digit	No. of Employees Covered by the Questionnaire
	1	27						
	1	2 3	4 5 6 7 8 9	10 11 12 13 14 15	16 17	18 19	20 21 22	23 24 25 26 27

NAME OF ESTABLISHMENT : _____

ADDRESS : _____

_____

YEAR OF INCORPORATION : _____

PRINCIPAL LINE OF BUSINESS : (Please tick '✓' one)

☐ Manufacturing
☐ Wholesale, Retail and Import/Export Trades
☐ Community, Social and Personal Services
☐ Electricity, Gas, Water
☐ Transport, Storage, Communication
☐ Restaurants and Hotels
☐ Construction
☐ Financing, Insurance, Real Estate and Business Services
☐ Others (please specify): _____

LOCATION OF HEADQUARTERS : (Please tick '✓' one)

☐ Hong Kong ☐ The mainland of China ☐ USA ☐ Europe ☐ Japan
☐ Other Asian Countries (please specify): _____ ☐ Others (please specify): _____

CONTACT INFORMATION

NAME OF CONTACT PERSON : (28 – 47)

POSITION : _____

TELEPHONE NO. : (48 – 55) - (56 – 63) FAX NO. : _____

E-MAIL ADDRESS : (64 – 98)

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

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

Management Skills

- ☐ 8 Analytical in Approach to People and Problems
- ☐ 9 Business Acumen
- ☐ 10 Change Management
- ☐ 11 Creativity and Innovation
- ☐ 12 Crisis Management
- ☐ 13 Dealing with Conflict
- ☐ 14 Delegation
- ☐ 15 Planning and Organising Skills
- ☐ 16 Problem Solving and Decision Making
- ☐ 17 Quality Conscious/ Quality Minded
- ☐ 18 Risks Management
- ☐ 19 Sense of Accountability
- ☐ 20 Strategic Thinking

Interpersonal Skills for the Workplace

- ☐ 21 Coaching and Counselling
- ☐ 22 Communication Skills
- ☐ 23 Influencing Skills
- ☐ 24 Interpersonal Skills
- ☐ 25 Motivating Others
- ☐ 26 Negotiation Skills
- ☐ 27 Team Work and Team Building
- ☐ 28 Understanding of Others/ Empathy
- ☐ 29 Zealous in Developing Talent/ Potential in Others

Language and IT Skills

- ☐ 30 Chinese (Putonghua and Business Writing Skills)
- ☐ 31 English (Spoken and Written)
- ☐ 32 Japanese (Spoken and Written)
- ☐ 33 French (Spoken and Written)
- ☐ 34 Spanish (Spoken and Written)
- ☐ 35 Others (please specify) : _____
- ☐ 36 IT Knowledge and Application
- ☐ 37 Internet Marketing

World Vision and China-related Knowledge

- ☐ 38 International Exposure and Knowledge
- ☐ 39 Cross Cultural Awareness (e.g. the mainland of China) / Managing Diversity
- ☐ 40 Laws and Regulatory Restrictions for Access to the market of the mainland of China
- ☐ 41 Trade Practices in the mainland of China

Other Competencies

- ☐ 42 Adversity Quotient (AQ)
- ☐ 43 Business Ethics
- ☐ 44 Customer Concern
- ☐ 45 Emotional Intelligence (EI)
- ☐ 46 Instructional, Training and Presentation Skills
- ☐ 47 Integrity and Trust
- ☐ 48 Self Improvement
- ☐ 49 Self Management (e.g. time management, job prioritisation, etc.)
- ☐ 50 Stress Management
- ☐ 51 Awareness of Local HR Related Laws

Others (please specify) :

- ☐ 52 (1) _____
- ☐ 53 (2) _____
- ☐ 54 (3) _____

For Official Use Only : ☐ 55 ☐ 56 ☐ 57

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

Management Skills

- ☐ 58 Analytical in Approach to People and Problems
- ☐ 59 Business Acumen
- ☐ 60 Change Management
- ☐ 61 Creativity and Innovation
- ☐ 62 Crisis Management
- ☐ 63 Dealing with Conflict
- ☐ 64 Delegation
- ☐ 65 Planning and Organising Skills
- ☐ 66 Problem Solving and Decision Making
- ☐ 67 Quality Conscious/ Quality Minded
- ☐ 68 Risks Management
- ☐ 69 Sense of Accountability
- ☐ 70 Strategic Thinking

Interpersonal Skills for the Workplace

- ☐ 71 Coaching and Counselling
- ☐ 72 Communication Skills
- ☐ 73 Influencing Skills
- ☐ 74 Interpersonal Skills
- ☐ 75 Motivating Others
- ☐ 76 Negotiation Skills
- ☐ 77 Team Work and Team Building
- ☐ 78 Understanding of Others/ Empathy
- ☐ 79 Zealous in Developing Talent/ Potential in Others

Language and IT Skills

- ☐ 80 Chinese (Putonghua and Business Writing Skills)
- ☐ 81 English (Spoken and Written)
- ☐ 82 Japanese (Spoken and Written)
- ☐ 83 French (Spoken and Written)
- ☐ 84 Spanish (Spoken and Written)
- ☐ 85 Others (please specify) : _____
- ☐ 86 IT Knowledge and Application
- ☐ 87 Internet Marketing

World Vision and China-related Knowledge

- ☐ 88 International Exposure and Knowledge
- ☐ 89 Cross Cultural Awareness (e.g. the mainland of China) / Managing Diversity
- ☐ 90 Laws and Regulatory Restrictions for Access to the market of the mainland of China
- ☐ 91 Trade Practices in the mainland of China

Other Competencies

- ☐ 92 Adversity Quotient (AQ)
- ☐ 93 Business Ethics
- ☐ 94 Customer Concern
- ☐ 95 Emotional Intelligence (EI)
- ☐ 96 Instructional, Training and Presentation Skills
- ☐ 97 Integrity and Trust
- ☐ 98 Self Improvement
- ☐ 99 Self Management (e.g. time management, job prioritisation, etc.)
- ☐ 100 Stress Management
- ☐ 101 Awareness of Local HR Related Laws

Others (please specify) :

- ☐ 102 (1) _____
- ☐ 103 (2) _____
- ☐ 104 (3) _____

For Official Use Only : ☐ 105

1.3 *The Rationale Behind*

How important the following reasons that you consider are responsible for leading to your choice of answers in 1.1 & 1.2? Use a scale of **1-6** to rate the importance of each factor, where **1** = very low, **2** = low, **3** = below average, **4** = above average, **5** = high, **6** = very high.

	Supervisors/ Front-line managers	**Middle managers/ Dept. heads**
a) Outsourcing	☐ 106	☐ 107
b) Technology/Process Change	☐ 108	☐ 109
c) Market Competition	☐ 110	☐ 111
d) Business Refocus	☐ 112	☐ 113
e) Business Expansion/Development	☐ 114	☐ 115
f) Continuous Improvement in Efficiency & Effectiveness	☐ 116	☐ 117
g) Cultural Diversity	☐ 118	☐ 119
h) Talent Attraction & Retention	☐ 120	☐ 121
i) Change of Government Policies or Regulations in Hong Kong	☐ 122	☐ 123
j) Change of Government Policies or Regulations in the mainland of China	☐ 124	☐ 125
k) Others (please specify) : _____	☐ 126	☐ 127

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Part II : <u>Training Needs of Managers & Supervisors in the Next Three Years in the OPERATIONS OUTSIDE HONG KONG</u>

2.1 Have you established a business operation (as a subsidiary) outside Hong Kong? (Please tick '✓' appropriate box)

- ☐ 129 The mainland of China
- ☐ 130 Vietnam
- ☐ 131 Indonesia
- ☐ 132 Russia
- ☐ 133 South Korea
- ☐ 134 Other Countries or Regions (please specify: _____)
- ☐ 135 None (please proceed to Part III)

2.2 Where are the major business activities of your operations? (You may tick '✓' more than one box)

- ☐ 136 Hong Kong
- ☐ 137 The mainland of China
- ☐ 138 Vietnam
- ☐ 139 Indonesia
- ☐ 140 Russia
- ☐ 141 South Korea
- ☐ 142 Other Countries or Regions (please specify: _____)

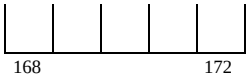
2.3 What are the major business activities of your operations? (You may tick '✓' more than one box)

	HK	Outside HK
Financial Services (A pillar/key industry of HK)	☐ 143	☐ 144
Tourism (A pillar/key industry of HK)	☐ 145	☐ 146
Trading & Logistics (A pillar/key industry of HK)	☐ 147	☐ 148
Professional Services (A pillar/key industry of HK)	☐ 149	☐ 150
Medical Services (A priority industry of HK)	☐ 151	☐ 152
Environmental Industries (A priority industry of HK)	☐ 153	☐ 154
Testing & Certification Services (A priority industry of HK)	☐ 155	☐ 156
Education Services (A priority industry of HK)	☐ 157	☐ 158
Innovation & Technology (A priority industry of HK)	☐ 159	☐ 160
Cultural & Creative Industries (A priority industry of HK)	☐ 161	☐ 162
Others (please specify: _____)	☐ 163	☐ 164

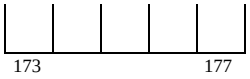
For Official Use Only : ☐ 165 ☐ 166 ☐ 167

2.4 How many employees are there in your operations?

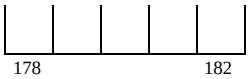
In the Hong Kong operations - staff of all levels



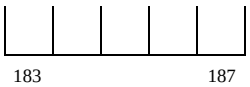
In the Hong Kong operations - staff of managerial/ supervisory Levels



In the operations outside Hong Kong - staff of all levels

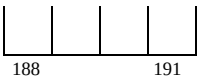


In the operations outside Hong Kong - staff of managerial/ supervisory levels

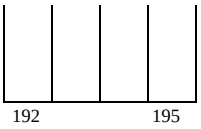


2.5 Number of employees who left the company in the past 12 months

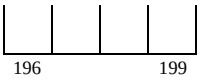
In the Hong Kong operations - staff of all levels



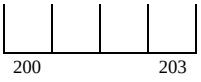
In the Hong Kong operations - staff of managerial/ supervisory levels



In the operations outside Hong Kong - staff of all levels

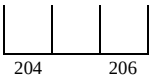


In the operations outside Hong Kong - staff of managerial/ supervisory levels



2.6 In the Hong Kong operations, what are the percentages of

Outside Hong Kong supervisors/ front-line managers



%

Outside Hong Kong middle managers/ department heads

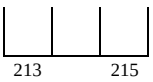
%

2.7 In the operations outside Hong Kong, what are the percentages of

Hong Kong supervisors/ front-line managers

%

Hong Kong middle managers/ department heads



%

For Official Use Only :

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

Management Skills

- ☐ 221 Analytical in Approach to People and Problems
- ☐ 222 Business Acumen
- ☐ 223 Change Management
- ☐ 224 Creativity and Innovation
- ☐ 225 Crisis Management
- ☐ 226 Dealing with Conflict
- ☐ 227 Delegation
- ☐ 228 Planning and Organising Skills
- ☐ 229 Problem Solving and Decision Making
- ☐ 230 Quality Conscious/ Quality Minded
- ☐ 231 Risks Management
- ☐ 232 Sense of Accountability
- ☐ 233 Strategic Thinking

Interpersonal Skills for the Workplace

- ☐ 234 Coaching and Counselling
- ☐ 235 Communication Skills
- ☐ 236 Influencing Skills
- ☐ 237 Interpersonal Skills
- ☐ 238 Motivating Others
- ☐ 239 Negotiation Skills
- ☐ 240 Team Work and Team Building
- ☐ 241 Understanding of Others/ Empathy
- ☐ 242 Zealous in Developing Talent/ Potential in Others

Language and IT Skills

- ☐ 243 Chinese (Putonghua and Business Writing Skills)
- ☐ 244 English (Spoken and Written)
- ☐ 245 Japanese (Spoken and Written)
- ☐ 246 French (Spoken and Written)
- ☐ 247 Spanish (Spoken and Written)
- ☐ 248 Others (please specify) : _____
- ☐ 249 IT Knowledge and Application
- ☐ 250 Internet Marketing

World Vision and China-related Knowledge

- ☐ 251 International Exposure and Knowledge
- ☐ 252 Cross Cultural Awareness (e.g. the mainland of China) / Managing Diversity
- ☐ 253 Laws and Regulatory Restrictions for Access to the market of the mainland of China
- ☐ 254 Trade Practices in the mainland of China

Other Competencies

- ☐ 255 Adversity Quotient (AQ)
- ☐ 256 Business Ethics
- ☐ 257 Customer Concern
- ☐ 258 Emotional Intelligence (EI)
- ☐ 259 Instructional, Training and Presentation Skills
- ☐ 260 Integrity and Trust
- ☐ 261 Self Improvement
- ☐ 262 Self Management (e.g. time management, job prioritisation, etc.)
- ☐ 263 Stress Management
- ☐ 264 Awareness of Local HR Related Laws

Others (please specify) :

- ☐ 265 (1) _____
- ☐ 266 (2) _____
- ☐ 267 (3) _____

For Official Use Only : ☐ 268

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

Management Skills

- ☐ 269 Analytical in Approach to People and Problems
- ☐ 270 Business Acumen
- ☐ 271 Change Management
- ☐ 272 Creativity and Innovation
- ☐ 273 Crisis Management
- ☐ 274 Dealing with Conflict
- ☐ 275 Delegation
- ☐ 276 Planning and Organising Skills
- ☐ 277 Problem Solving and Decision Making
- ☐ 278 Quality Conscious/ Quality Minded
- ☐ 279 Risks Management
- ☐ 280 Sense of Accountability
- ☐ 281 Strategic Thinking

Interpersonal Skills for the Workplace

- ☐ 282 Coaching and Counselling
- ☐ 283 Communication Skills
- ☐ 284 Influencing Skills
- ☐ 285 Interpersonal Skills
- ☐ 286 Motivating Others
- ☐ 287 Negotiation Skills
- ☐ 288 Team Work and Team Building
- ☐ 289 Understanding of Others/ Empathy
- ☐ 290 Zealous in Developing Talent/ Potential in Others

Language and IT Skills

- ☐ 291 Chinese (Putonghua and Business Writing Skills)
- ☐ 292 English (Spoken and Written)
- ☐ 293 Japanese (Spoken and Written)
- ☐ 294 French (Spoken and Written)
- ☐ 295 Spanish (Spoken and Written)
- ☐ 296 Others (please specify) : _____
- ☐ 297 IT Knowledge and Application
- ☐ 298 Internet Marketing

World Vision and China-related Knowledge

- ☐ 299 International Exposure and Knowledge
- ☐ 300 Cross Cultural Awareness (e.g. the mainland of China) / Managing Diversity
- ☐ 301 Laws and Regulatory Restrictions for Access to the market of the mainland of China
- ☐ 302 Trade Practices in the mainland of China

Other Competencies

- ☐ 303 Adversity Quotient (AQ)
- ☐ 304 Business Ethics
- ☐ 305 Customer Concern
- ☐ 306 Emotional Intelligence (EI)
- ☐ 307 Instructional, Training and Presentation Skills
- ☐ 308 Integrity and Trust
- ☐ 309 Self Improvement
- ☐ 310 Self Management (e.g. time management, job prioritisation, etc.)
- ☐ 311 Stress Management
- ☐ 312 Awareness of Local HR Related Laws

Others (please specify) :

- ☐ 313 (1) _____
- ☐ 314 (2) _____
- ☐ 315 (3) _____

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2.10 *The Rationale Behind*

How important the following reasons that you consider are responsible for leading to your choice of answers in 2.8 & 2.9? Use a scale of **1-6** to rate the importance of each factor, where **1** = very low, **2** = low, **3** = below average, **4** = above average, **5** = high, **6** = very high.

	Supervisors/ Front-line managers	**Middle managers/ Dept. heads**
a) Outsourcing	☐ 317	☐ 318
b) Technology/Process Change	☐ 319	☐ 320
c) Market Competition	☐ 321	☐ 322
d) Business Refocus	☐ 323	☐ 324
e) Business Expansion/Development	☐ 325	☐ 326
l) Continuous Improvement in Efficiency & Effectiveness	☐ 327	☐ 328
f) Cultural Diversity	☐ 329	☐ 330
g) Talent Attraction & Retention	☐ 331	☐ 332
h) Change of Government Policies or Regulations in Hong Kong	☐ 333	☐ 334
i) Change of Government Policies or Regulations in the mainland of China	☐ 335	☐ 336
j) Others (please specify) : _____	☐ 337	☐ 338

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

Please put a '✓' in the appropriate box.

		Supervisors/ Front-line managers	**Middle managers/ Dept. heads**
3.1	Do your existing managers or supervisors have had management training before they were appointed/ promoted to this level in your company?		
	Yes	☐ 340	☐ 341
	No	☐ 342	☐ 343
3.2	When a new manager/supervisor is hired, do his/her immediate supervisor and/or higher level managers need to provide on-the-job training to the new recruit?		
	Yes, and the on-the-job training usually lasts for :		
	Less than 1 week	☐ 344	☐ 345
	1 week – less than 2 weeks	☐ 346	☐ 347
	2 weeks – less than 4 weeks	☐ 348	☐ 349
	4 weeks or more	☐ 350	☐ 351
	No	☐ 352	☐ 353
3.3	Will your existing managers or supervisors receive management training **in the next 3 years?**		
	Yes	☐ 354	☐ 355
	No	☐ 356	☐ 357
3.4	Will your company (or your parent company) have a management training plan **in the next 3 years**?		
	Yes, training will be provided regularly	☐ 358	☐ 359
	Yes, training will be provided occasionally	☐ 360	☐ 361
	No	☐ 362	☐ 363

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3.5 Will your company (or your parent company) have any of the following resources for management training **in the next 3 years?** (You may tick '✓' more than one box.) ***(Unless otherwise specified, please go to question 3.8)***

	Supervisors/ Front-line managers	**Middle managers/ Dept. heads**
Training budget ***(Please answer questions 3.6 and 3.7)***	☐ 368	☐ 369
Training department/ section	☐ 370	☐ 371
In-company training centre	☐ 372	☐ 373
In-company learning resources centre (e.g. with books, video etc.) where staff can study in their own or the company's time	☐ 374	☐ 375
In-company intranet learning site	☐ 376	☐ 377
Full-time trainer(s)	☐ 378	☐ 379
Part-time trainer(s)	☐ 380	☐ 381
Joint training programmes with other companies	☐ 382	☐ 383
Use of external management trainers	☐ 384	☐ 385
Publishing in-house training newsletter	☐ 386	☐ 387
Others (please specify) : _____	☐ 388	☐ 389
None ***(Please answer question 3.9)***	☐ 390	☐ 391

3.6 The proportion of training and development budget to average annual payroll **in the next 3 years** : ☐☐☐ % (392 394)

3.7 Compared to **the last 3 years**, the budget has :

Increased ☐ 395

Decreased ☐ 396

Remained unchanged ☐ 397

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	Supervisors/ Front-line managers	Middle managers/ Dept. heads
3.8 How would your company (or your parent company) provide management training **in the next 3 years?** (You may tick '✓' more than one box.) ***(Please go to question 3.10)***		
Organising in-company management training	☐ 401	☐ 402
Sponsoring management staff to attend external programmes	☐ 403	☐ 404
Others (please specify) : _____	☐ 405	☐ 406
3.9 Reason(s) for your company (or your parent company) not providing management training **in the next 3 years** : (You may tick '✓' more than one box.)		
Lack of resources for training	☐ 407	☐ 408
Does not believe in the value of management training	☐ 409	☐ 410
Will not be able to release staff for training due to manpower constraints	☐ 411	☐ 412
Does not consider staff worth training	☐ 413	☐ 414
Has sufficient well-trained staff already	☐ 415	☐ 416
Cost constraints	☐ 417	☐ 418
Others (please specify) : _____	☐ 419	☐ 420
3.10 If your company (or your parent company) is going to provide in-company management training, which mode of training will your company prefer**?**		
On-the-job management training	☐ 421	☐ 422
Off-the-job management training	☐ 423	☐ 424
Both of the above	☐ 425	☐ 426

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	Supervisors/ Front-line managers	Middle managers/ Dept. heads
3.11 If your company (or your parent company) is going to sponsor the management staff to attend management training programmes, which type of programmes will your company prefer to sponsor? (You may tick '✓' more than one box.)		
External management day programmes	☐ 430	☐ 431
External management evening programmes	☐ 432	☐ 433
Local attachments	☐ 434	☐ 435
Overseas attachments/ programmes	☐ 436	☐ 437
3.12 If your company (or parent company) is going to sponsor the management staff to attend management training programmes, your company will prefer to:		
Release them during office hours	☐ 438	☐ 439
Just pay or reimburse their course fees	☐ 440	☐ 441
Do both	☐ 442	☐ 443

3.13 Which would be your preference concerning the following arrangements for management training **in the next 3 years**: (Please tick '✓' the most appropriate box in each item.)

A) Preferred Type :		
Courses leading to formal qualifications	☐ 444	☐ 445
Refresher/ upgrading courses	☐ 446	☐ 447
Workshops/ seminars	☐ 448	☐ 449
Continuing development programmes for maintaining professional qualifications	☐ 450	☐ 451
Others (please specify) : _____	☐ 452	☐ 453
B) Preferred Duration per Arrangement :		
Less than 1 week	☐ 454	☐ 455
1 week – less than 1 month	☐ 456	☐ 457
1 month – less than 3 months	☐ 458	☐ 459
3 months – less than 12 months	☐ 460	☐ 461
12 months or more	☐ 462	☐ 463

For Official Use Only : ☐ 464 ☐ 465 ☐ 466 ☐ 467

	Supervisors/ Front-line managers	**Middle managers/ Dept. heads**
C) Preferred Frequency of Sessions per Arrangement :		
One-off	☐ 468	☐ 469
Less than once a week	☐ 470	☐ 471
Once a week	☐ 472	☐ 473
Twice a week	☐ 474	☐ 475
More than twice a week	☐ 476	☐ 477
D) Preferred Days of the Week :		
During weekdays	☐ 478	☐ 479
During weekends	☐ 480	☐ 481
Combination of the above	☐ 482	☐ 483
E) Preferred Session Time :		
During office hours	☐ 484	☐ 485
After office hours	☐ 486	☐ 487
Combination of the above	☐ 488	☐ 489
F) Preferred Medium of Instruction :		
Cantonese	☐ 490	☐ 491
Putonghua	☐ 492	☐ 493
English	☐ 494	☐ 495
Bilingual (Cantonese / English)	☐ 496	☐ 497
Bilingual (Putonghua / English)	☐ 498	☐ 499
Others (please specify) : _____	☐ 500	☐ 501

For Official Use Only : ☐ 502 ☐ 503 ☐ 504 ☐ 505

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

Likeliness scale :

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

	Supervisors/ Front-line managers	**Middle managers/ Dept. heads**
Reading management material	☐ 506	☐ 507
Traditional classroom lectures	☐ 508	☐ 509
Small group training	☐ 510	☐ 511
Self-learning using company's learning resources centre	☐ 512	☐ 513
Action learning through work-related projects	☐ 514	☐ 515
Distance-learning	☐ 516	☐ 517
Computer-based/ Web-based learning/ E-learning	☐ 518	☐ 519
Individual tutored learning	☐ 520	☐ 521
Mentoring/ coaching	☐ 522	☐ 523
Others (please specify) : _____	☐ 524	☐ 525

3.15 The average number of training days per **manager** that your company (or your parent company) has provided funding for during the last 12 months :

☐ 526 None ☐ 527 Less than 1 day ☐ 528 1 day – 3 days ☐ 529 More than 3 days – 5 days ☐ 530 More than 5 days

3.16 The average number of training days per **supervisor** that your company (or your parent company) has provided funding for during the last 12 months :

☐ 531 None ☐ 532 Less than 1 day ☐ 533 1 day – 3 days ☐ 534 More than 3 days – 5 days ☐ 535 More than 5 days

3.17 The number of employees trained / planned to train regarding cultural diversity in the work force in the past 12 months / in the next 3 years (per annum)

	Supervisors/ Front-line managers	**Middle managers/ Dept. heads**
In the past 12 months	☐☐☐☐ 536 – 539	☐☐☐☐ 540 – 543
In the next 3 years (per annum)	☐☐☐☐ 544 – 547	☐☐☐☐ 548 – 551

For Official Use Only : ☐ 552 ☐ 553 ☐ 554 ☐ 555

3.18 What kind(s) of assistance/ support do you think the HKSAR Government and related organisations should provide in promoting training of managers and supervisors? (You may tick '✓' more than one box.)

	Supervisors/ Front-line managers	**Middle managers/ Dept. heads**
Provide funding to companies	☐ 556	☐ 557
Offer free/ subsidised training courses	☐ 558	☐ 559
Provide training advice	☐ 560	☐ 561
Others (please specify) : _____	☐ 562	☐ 563

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

Yes ☐ 564

No ☐ 565

Never heard of ☐ 566

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

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

☐ 567 Yes ***(Please answer question 3.21)*** ☐ 568 No ***(Please go to question 3.22)***

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

☐ 569 Direct mailing

☐ 570 Visits by PEAK Staff

☐ 571 Promotion seminars

☐ 572 Career talks

☐ 573 Exhibitions

☐ 574 VTC web site

☐ 575 PEAK web site

☐ 576 Email

☐ 577 Advertisements/ special supplements on journals, magazines and newspaper

☐ 578 Press releases

☐ 579 Newsletter of professional bodies

☐ 580 Others (please specify) : _____

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

Usefulness scale:

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

To your organisation? ☐ 585

To the HKSAR Government? ☐ 586

To local educational and training institutes/ organisations? ☐ 587

To the human resources/ personnel/ training professionals? ☐ 588

- End of questionnaire -

Do you want to be notified by email after the release of this Training Needs Survey?

☐ 589 Yes ☐ 590 No

THANK YOU VERY MUCH!

For Official Use Only : ☐ 591 ☐ 592

報告書摘要

引言

1. 管理及督導訓練委員會於 2011 年下半年向僱用 10 至 99 名員工的中小型企業進行調查，研究本港境內外的管理督導才能，以及目前與未來三年的培訓需求。

調查目的

2. 實地調查工作在政府統計處協助下進行。調查旨在(i) 評估未來三年中小型企業管理及督導人員所需的管理才能；(ii) 確定這些企業的培訓計劃／安排、屬意的培訓模式，以及與管理培訓相關的其他課題。調查可爲管理階層、培訓機構、院校及行業商會提供有用的資料，以便配合所辨識的管理培訓需求而制訂課程。

調查範圍

3. 這次調查從八大行業 34,040 間僱用 10 至 99 名員工的中小型企業中，隨機抽取 1,008 間作調查樣本。這些行業計有：製造；水、電及氣體燃料；建造；零售批發及出入口；運輸、倉庫及通訊；金融、保險、地產及商業服務；社區、社會及個人服務；食肆及酒店。

調查結果分析

未來三年本港管理及督導人員所需主要才能

4. 填覆機構需在 44 項才能中，選出十項其認爲本港管理及督導人員於未來三年最需要的才能。相對於 2008 年調查的 39 項才能，是次調查新增了五項才能選擇，包括「日文（講、寫）」、「法文（講、寫）」、「西班牙文（講、寫）」、「互聯網市場推廣」及「本地人力資源有關法律」。

5. 表 1 列出所需主要才能的排名。對於管理及督導人員，填覆機構認爲首十項主要才能相同，只是排名各異。至於末十項才能，其中九項亦相同。顯示這些機構認爲管理及督導人員所需才能大致相若。

表 1: 未來三年本港管理及督導人員所需主要才能排名

排名	管理人員	%	排名	督導人員	%
1	溝通技巧	51.22	1	溝通技巧	55.23
2	中文（普通話及商業書寫技巧）	50.07	2	人際關係技巧	52.30
3	人際關係技巧	49.87	3	中文（普通話及商業書寫技巧）	51.31
4	團隊合作和建立團隊	48.60	4	團隊合作和建立團隊	51.29
5	英語（講、寫）	48.44	5	英語（講、寫）	49.87
6	危機管理	47.52	6	危機管理	44.60
7	對責任的承擔	46.55	7	對責任的承擔	44.06
8	對人對事善於分析	43.25	8	對人對事善於分析	40.59
9	訓練與輔導下屬	41.44	9	訓練與輔導下屬	39.21
10	解決困難及作出決定	37.73	10	解決困難及作出決定	38.87
11	策劃及組織能力	37.54	11	策劃及組織能力	35.36
12	處理衝突	33.65	12	處理衝突	33.77
13	關心和照顧客戶需要	31.17	13	關心和照顧客戶需要	33.07
14	營商智慧	30.76	14	自我管理（如：時間管理、判別工作優先次序等）	29.30
15	重視品質	26.64	15	重視品質	28.44
16	自我管理（如：時間管理、判別工作優先次序等）	26.29	16	營商智慧	25.71
17	風險管理	24.71	17	風險管理	23.19
18	商業道德	21.85	18	壓力處理	22.32
19	壓力處理	21.31	19	商業道德	21.72
20	策略性思考	19.39	20	情緒智商	21.18
21	創造力	19.27	21	正直誠實	21.13
22	情緒智商	19.25	22	創造力	18.78
23	變革管理	17.59	23	資訊科技知識及應用	17.01
24	正直誠實	17.20	24	策略性思考	15.75
25	談判技巧	15.03	25	談判技巧	15.16
26	資訊科技知識及應用	14.91	26	變革管理	13.99
27	指導、訓練及講解技巧	14.78	27	激勵他人	13.38
28	國際經驗及知識	13.30	28	逆境智商	12.86
29	激勵他人	12.99	29	影響力	11.97
30	逆境智商	12.86	30	自我改進	11.86
31	影響力	12.53	31	指導、訓練及講解技巧	11.71
32	授權	12.49	32	國際經驗及知識	11.02
33	體諒別人／理解他人處境	11.23	33	體諒別人／理解他人處境	9.93
34	自我改進	11.20	34	跨文化認知（如內地）／處理文化差異	9.38
35	進入中國市場的法律和規條限制	10.83	35	授權	9.01
36	在中國內地的營商常規	10.51	36	進入中國市場的法律和規條限制	8.97
37	跨文化認知（如內地）／處理文化差異	8.74	37	在中國內地的營商常規	8.67
38	互聯網市場推廣	8.38	38	互聯網市場推廣	8.12
39	樂於協助他人發揮所長	7.26	39	樂於協助他人發揮所長	6.63
40	本地人力資源有關法律	3.88	40	其他語言	2.54
41	其他語言	1.92	41	本地人力資源有關法律	2.13
42	日文（講、寫）	1.37	42	日文（講、寫）	1.23
43	法文（講、寫）	0.62	43	西班牙文（講、寫）	0.38
44	西班牙文（講、寫）	0.62	44	法文（講、寫）	0.38

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

6. 在首十項主要才能之中，「溝通技巧」及「中文（普通話及商業書寫技巧）」均視爲管理人員的核心才能，獲過半數填覆機構選取；而「溝通技巧」、「人際關係技巧」、「中文（普通話及商業書寫技巧）」及「團隊合作和建立團隊」則視爲督導人員的核心才能。

7. 以往視爲管理及督導人員均須具備的某些才能，例如「影響力」和「授權」，在這次調查的排名相對較低。「影響力」和「授權」的排名，對於管理人員分別爲第 31 及 32 位，而對於督導人員則爲第 29 及 35 位。

8. 相對於 2008 年的調查結果，「溝通技巧」在這次調查對於管理及督導人員均名列首位，而「中文（普通話及商業書寫技巧）」對於兩組人員亦較 2008 年時重要，獲過半數填覆機構選爲所需的主要才能，這也是首次中文和普通話排名高於英語。

9. 全部八個行業選「溝通技巧」及「中文（普通話及商業書寫技巧）」這兩項爲管理人員所需的主要才能；「中文（普通話及商業書寫技巧）」、「溝通技巧」及「團隊合作和建立團隊」爲督導人員所需的主要才能。

本港管理及督導人員所需主要才能選取原因

10. 這次調查因應所列的主要才能，訂立十個選取管理及督導人員未來三年所需主要才能的可能原因。填覆機構需按重要性排列這些原因。

表 2：本港管理及督導人員所需主要才能選取原因

原因	管理人員		督導人員	
	排名	加權平均分	排名	加權平均分
市場競爭	1	4.27	1	4.20
持續改進效率與效能	2	4.17	2	4.14
業務擴充／發展	3	3.59	3	3.51
吸引及挽留人才	4	3.47	4	3.39
業務重新定位	5	3.03	6	2.95
香港政策及條例轉變	6	3.02	5	2.98
中國內地政策及條例轉變	7	2.93	7	2.88
科技／工序轉變	8	2.87	8	2.85
文化差異	9	2.64	9	2.60
外判工作	10	2.26	10	2.23

11. 如表 2 所示，對於管理及督導人員，首四位排名的原因相同，計有「市場競爭」、「持續改進效率與效能」、「業務擴充／發展」、「吸引及挽留人才」。

未來三年港外管理及督導人員所需主要才能

12. 調查顯示，填覆機構期望在港外工作的管理及督導人員具備的才能大致相若。如表 3 所示，兩個組別的首十項主要才能有八項相同，而最末十項才能有九項相同。

表 3：未來三年境外管理及督導人員所需主要才能

排名	管理人員	%	排名	督導人員	%
1	英語（講、寫）	51.53	1	溝通技巧	53.43
2	對人對事善於分析	51.22	2	英語（講、寫）	51.24
3	溝通技巧	47.16	3	危機管理	47.06
4	訓練與輔導下屬	47.16	4	中文（普通話及商業書寫技巧）	45.70
5	中文（普通話及商業書寫技巧）	44.60	5	對責任的承擔	45.06
6	危機管理	44.19	6	人際關係技巧	44.68
7	人際關係技巧	40.77	7	對人對事善於分析	42.26
8	解決困難及作出決定	39.08	8	訓練與輔導下屬	38.90
9	對責任的承擔	38.08	9	團隊合作和建立團隊	38.70
10	營商智慧	35.82	10	重視品質	36.80
11	策劃及組織能力	34.03	11	策劃及組織能力	34.28
12	風險管理	33.95	12	解決困難及作出決定	33.72
13	在中國內地的營商常規	30.25	13	營商智慧	32.51
14	進入中國市場的法律和規條限制	28.87	14	自我管理（如：時間管理、判別工作優先次序等）	32.08
15	處理衝突	28.41	15	風險管理	30.28
16	團隊合作和建立團隊	27.53	16	進入中國市場的法律和規條限制	30.00
17	重視品質	26.89	17	處理衝突	25.53
18	跨文化認知（如內地）／處理文化差異	25.87	18	在中國內地的營商常規	25.10
19	商業道德	25.56	19	創造力	22.15
20	變革管理	25.48	20	跨文化認知（如內地）／處理文化差異	21.76
21	自我管理（如：時間管理、判別工作優先次序等）	24.66	21	關心和照顧客戶需要	21.53
22	國際經驗及知識	24.63	22	正直誠實	21.50
23	創造力	24.38	23	變革管理	21.02
24	談判技巧	22.07	24	商業道德	19.86
25	授權	21.94	25	壓力處理	18.04
26	關心和照顧客戶需要	21.56	26	指導、訓練及講解技巧	17.86
27	資訊科技知識及應用	18.45	27	資訊科技知識及應用	17.86
28	策略性思考	18.37	28	談判技巧	17.81
29	正直誠實	18.35	29	授權	17.65
30	影響力	18.14	30	逆境智商	17.42
31	激勵他人	17.81	31	影響力	15.91
32	逆境智商	15.63	32	國際經驗及知識	14.68
33	壓力處理	14.91	33	策略性思考	12.42
34	自我改進	14.78	34	自我改進	11.91
35	情緒智商	11.75	35	激勵他人	11.32
36	體諒別人／理解他人處境	11.60	36	情緒智商	9.52
37	本地人力資源有關法律	10.26	37	互聯網市場推廣	8.83
38	指導、訓練及講解技巧	9.62	38	樂於協助他人發揮所長	7.36
39	互聯網市場推廣	8.83	39	本地人力資源有關法律	6.24
40	樂於協助他人發揮所長	8.19	40	體諒別人／理解他人處境	4.75
41	日文（講、寫）	4.59	41	日文（講、寫）	3.72
42	法文（講、寫）	3.70	42	法文（講、寫）	3.10
43	西班牙文（講、寫）	2.85	43	其他語言	2.49
44	其他語言	2.49	44	西班牙文（講、寫）	1.41

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

13. 「英語（講、寫）」及「對人對事善於分析」視爲管理人員的核心才能，而「溝通技巧」和「英語（講、寫）」則視爲督導人員的核心才能，獲過半數填覆機構選取。「溝通技巧」在管理人員組別只排第三，而「對人對事善於分析」在督導人員組別的排名低於在另一組別。

14. 對於港外工作的管理人員，填覆機構期望他們具備「英語（講、寫）」及「對人對事善於分析」這兩項主要才能，相對於本港管理人員，這兩項只是排第五及第八。另一方面，對於港外工作的督導人員，填覆機構期望他們具備「溝通技巧」和「英語（講、寫）」兩項主要才能，其中「溝通技巧」則無論香港內外，督導人員均首要具備。

15. 對於港外工作的管理及督導人員，「訓練與輔導下屬」、「中文（普通話及商業書寫技巧）」、「危機管理」、「人際關係技巧」及「對責任的承擔」均屬重要才能。調查亦發現港外兩組人員所需才能的差異。「解決困難及作出決定」及「營商智慧」獲評爲管理人員的主要才能，但對於督導人員並非主要，而「團隊合作和建立團隊」及「重視品質」則評爲督導人員的主要才能，但對於管理人員並非主要。

16. 這次調查所見，「溝通技巧」獲選爲各個行業管理及督導人員所需的主要才能。

港外管理及督導人員所需主要才能選取原因

17. 如表 4 所示，對於管理及督導人員，這些原因均排名相若。可以見到，「市場競爭」、「持續改進效率與效能」、「文化差異」及「科技／工序轉變」在兩個組別的排名各異。

表 4：港外管理及督導人員所需主要才能選取原因

原因	管理人員		督導人員	
	排名	加權平均分	排名	加權平均分
市場競爭	1	4.42	2	4.35
持續改進效率與效能	2	4.40	1	4.42
業務擴充／發展	3	4.17	3	4.15
中國內地政策及條例轉變	4	3.98	4	4.00
吸引及挽留人才	5	3.66	5	3.64
業務重新定位	6	3.50	6	3.45
香港政策及條例轉變	7	3.39	7	3.36
文化差異	8	3.26	9	3.26
科技／工序轉變	9	3.19	8	3.28
外判工作	10	2.57	10	2.58

18. 對於香港內外管理人員所需主要才能，其選取原因一般相同。「市場競爭」、「持續改進效率與效能」及「業務擴充／發展」是影響選擇的三個首要原因。對於港外工作的督導人員，在影響選擇其所需主要才能的原因之中，「持續改進效率與效能」被視爲比「市場競爭」重要。不過，對於境內督導人員所需主要才能，「市場競爭」及「持續改進效率與效能」則視爲影響選擇的兩個重要原因。

未來三年內地管理及督導人員所需主要才能

19. 鑑於中國內地對香港發展會有相當影響，這次從境外業務的調查結果中，特別抽取有關內地的數據，以作分析。

表 5：未來三年內地管理及督導人員所需主要才能

排名	管理人員	%	排名	督導人員	%
1	英語（講、寫）	53.20	1	溝通技巧	53.47
2	溝通技巧	49.31	2	英語（講、寫）	52.83
3	對人對事善於分析	48.90	3	人際關係技巧	47.20
4	訓練與輔導下屬	46.19	4	危機管理	44.97
5	中文（普通話及商業書寫技巧）	44.02	5	中文（普通話及商業書寫技巧）	44.80
6	危機管理	41.92	6	對責任的承擔	43.48
7	對責任的承擔	41.71	7	訓練與輔導下屬	39.44
8	人際關係技巧	40.46	8	重視品質	39.21
9	解決困難及作出決定	38.83	9	團隊合作和建立團隊	37.65
10	風險管理	35.92	10	解決困難及作出決定	37.44
11	策劃及組織能力	35.21	11	對人對事善於分析	36.36
12	營商智慧	35.04	12	策劃及組織能力	36.33
13	在中國內地的營商常規	32.46	13	自我管理（如：時間管理、判別工作優先次序等）	33.41
14	重視品質	29.18	14	風險管理	33.28
15	進入中國市場的法律和規條限制	28.50	15	進入中國市場的法律和規條限制	32.97
16	變革管理	26.53	16	營商智慧	30.97
17	授權	25.65	17	在中國內地的營商常規	27.96
18	團隊合作和建立團隊	25.52	18	處理衝突	25.86
19	處理衝突	25.48	19	變革管理	23.59
20	商業道德	24.74	20	正直誠實	22.77
21	自我管理（如：時間管理、判別工作優先次序等）	23.99	21	創造力	21.76
22	創造力	22.47	22	授權	19.96
23	正直誠實	20.87	23	壓力處理	19.72
24	策略性思考	20.54	24	商業道德	19.45
25	激勵他人	18.30	25	影響力	18.03
26	關心和照顧客戶需要	17.99	26	關心和照顧客戶需要	16.13
27	影響力	17.96	27	資訊科技知識及應用	15.42
28	國際經驗及知識	17.93	28	指導、訓練及講解技巧	15.35
29	跨文化認知（如內地）／處理文化差異	17.62	29	跨文化認知（如內地）／處理文化差異	15.32
30	談判技巧	17.21	30	逆境智商	15.08
31	自我改進	15.38	31	自我改進	14.61
32	資訊科技知識及應用	15.08	32	國際經驗及知識	14.57
33	逆境智商	14.98	33	策略性思考	13.79
34	壓力處理	11.86	34	談判技巧	13.45
35	體諒別人／理解他人處境	11.18	35	情緒智商	11.11
36	情緒智商	11.08	36	互聯網市場推廣	10.54
37	互聯網市場推廣	9.42	37	激勵他人	9.69
38	樂於協助他人發揮所長	8.98	38	本地人力資源有關法律	7.08
39	本地人力資源有關法律	8.27	39	樂於協助他人發揮所長	6.71
40	指導、訓練及講解技巧	5.52	40	日文（講、寫）	4.91
41	日文（講、寫）	4.95	41	體諒別人／理解他人處境	2.91
42	法文（講、寫）	1.12	42	其他語言	1.12
43	其他語言	1.12	43	法文（講、寫）	1.12
44	西班牙文（講、寫）	0.00	44	西班牙文（講、寫）	0.00

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

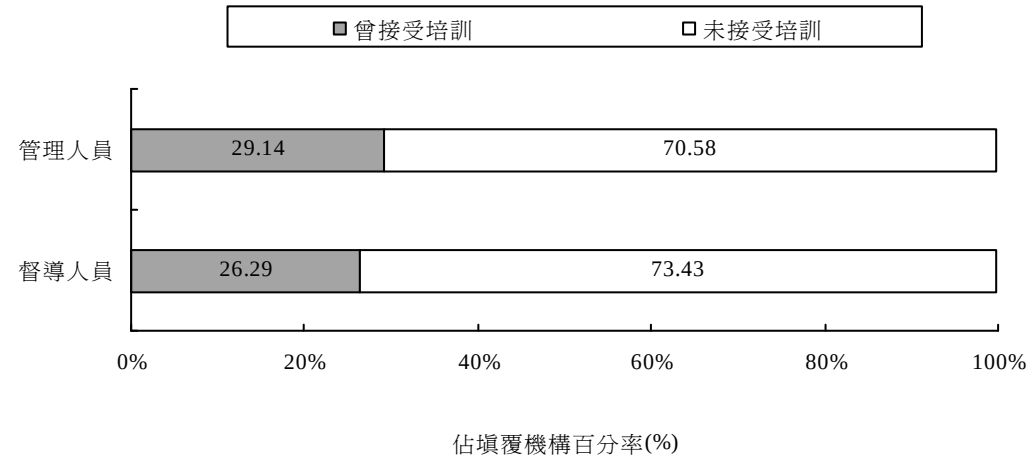
20. 中國內地管理及督導人員所需主要才能的排名見表 5。首十項主要才能之中，管理及督導人員有八項相同，分別是:「英語（講、寫）」、「溝通技巧」、「訓練與輔導下屬」、「中文（普通話及商業書寫技巧）」、「危機管理」、「對責任的承擔」、「人際關係技巧」、「解決困難及作出決定」；其中，「英語（講、寫）」及「溝通技巧」視爲核心才能，獲近半或過半數填覆機構選取。

21. 與 2008 年的調查結果相比，「英語（講、寫）」及「溝通技巧」在管理人員組別的排名大幅提升，於 2008 至 2011 年期間，分別由第七位躍升至首位，以及從第十一位上升至第二位；在督導人員組別，「溝通技巧」亦視爲最重要的才能，而「英語（講、寫）」在 2008 年僅列第七位。

香港的管理培訓情況

22. 是次調查發現，在獲聘任或晉升至現職前，大部分管理及督導人員（分別爲 70.58% 及 73.43%）並未接受任何管理培訓，如圖 1 所示。相對於 2008 年調查所得的 57.57%及 59.28%，未有接受職前管理培訓的人員比率大幅增加。

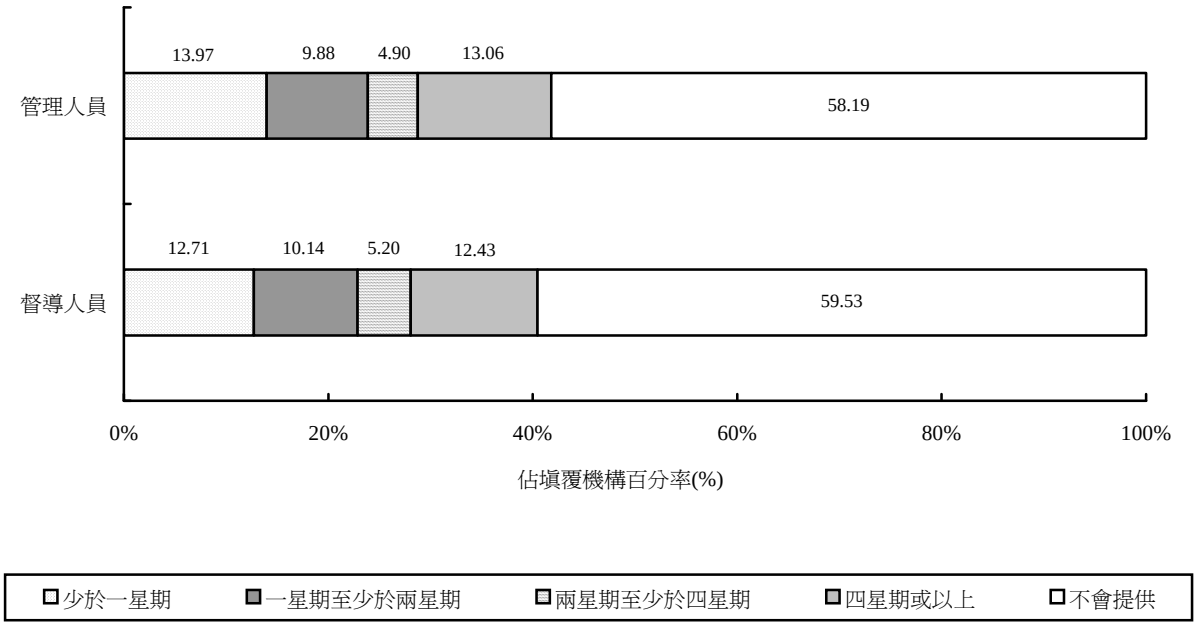
圖 1：聘任／晉升曾接受管理培訓的管理及督導人員機構分布情況



新聘管理及督導人員職內培訓情況

23. 調查結果顯示，新聘管理及督導人員的機構之中，近六成不會安排直屬主管及管理高層提供職內培訓。至於有提供職內培訓的填覆機構，則認爲管理人員及督導的培訓期以「少於一星期」最佳，比率分別爲 13.97% 及 12.71%，次選爲「四星期或以上」，比率分別爲 13.06% 及 12.43%。選擇「少於一星期」或「四星期或以上」的機構數目最多，由此可見，機構對於培訓期的取向甚爲極端。

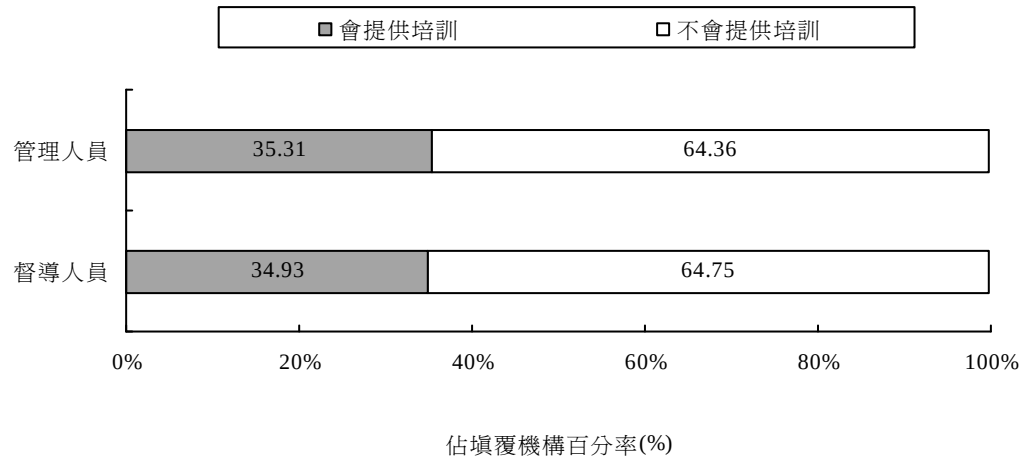
圖 2：爲新聘管理及督導人員提供職內培訓機構分布情況



未來三年現職管理及督導人員管理培訓情況

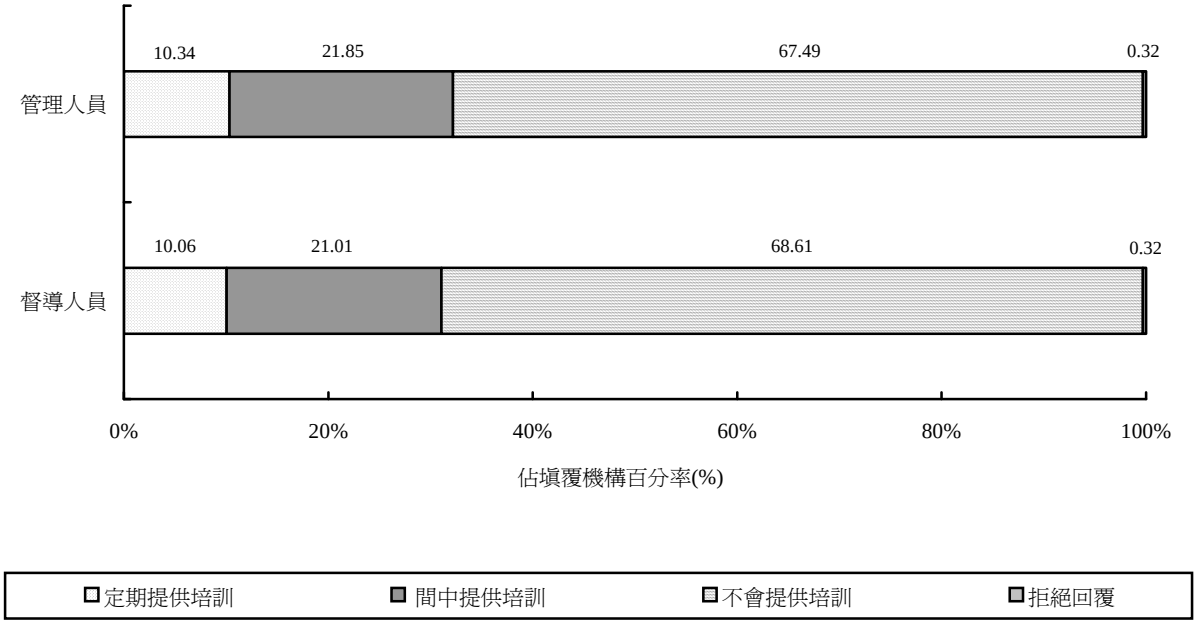
24. 調查亦顯示，只有三分之一的填覆機構會在未來三年爲現職管理人員(35.31%)及督導人員(34.93%)提供管理培訓，見圖 3。相對於 2008 年調查的 45.21%及 42.81%比率，略爲減少。

圖 3：未來三年現職管理及督導人員管理培訓情況



25. 此外，只有三分之一的填覆機構計劃未來三年培訓管理及督導人員，兩組人員的比率分別爲 32.19 % 及 31.07%，其中僅有一成會定期提供培訓，見圖 4。

圖 4：未來三年管理培訓的模式



未來三年擬提供的管理培訓資源

26. 七成填覆機構表示沒有管理培訓資源。至於表示具備培訓資源的機構，最普遍的資源仍是「培訓經費預算」，情況與 2008 年調查結果相若。

未來三年各行業的培訓發展經費預算 （佔全年平均薪酬支出的比例）

27. 有撥備「培訓經費預算」的機構，亦需填報培訓經費在全年平均薪酬支出中所佔的比例及與三年前的比較，以便於調查報告內顯示培訓經費與薪酬開支的比例。48.86%的機構會投放全年平均薪酬支出的 1 至 3%作爲培訓經費，而 32.80%的機構會撥出 4 至 6 %，13.05%的機構則會撥出 7 至 15%。

培訓發展經費預算 （與三年前比較）

28. 與三年前比較，僅 43.49%的機構表示培訓經費預算有所增加，而 54.63%則表示維持不變。

擬採用的管理培訓種類

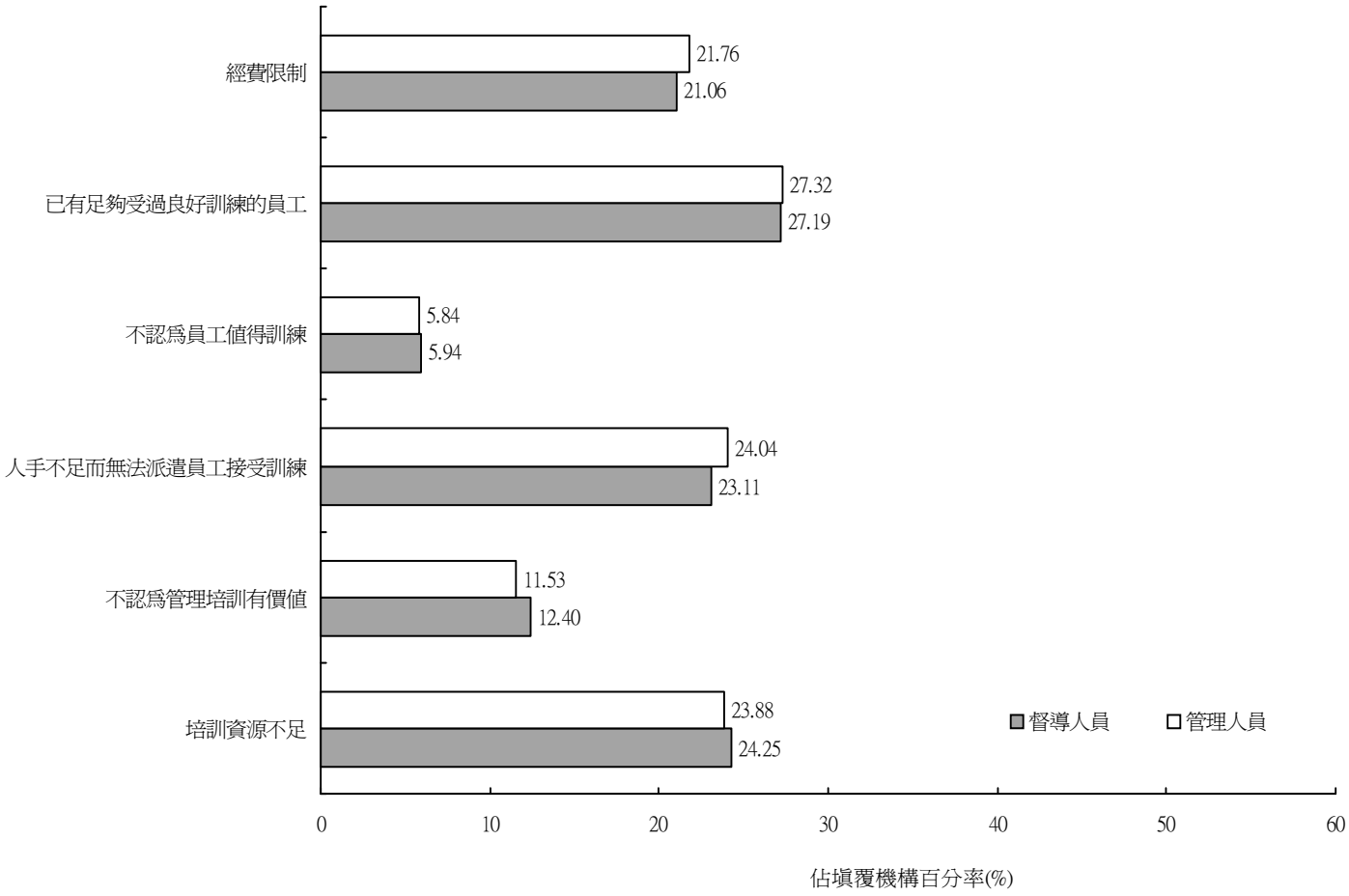
29. 提供管理培訓資源的機構需填覆如何安排培訓。結果顯示，近七成填覆機構主要會以「資助員工修讀外間課程」的方式，爲管理及督導人員提供管理培訓。

30. 在表示會自辦管理培訓的機構之中，近六成選擇採取「職內培訓」，只有約 13%屬意「職外培訓」。

未來三年不擬安排管理培訓的原因

31. 對於未來三年不擬提供管理培訓的機構，主要原因是「已有足夠受過良好訓練的員工」、「培訓資源不足」及「人手不足而無法派遣員工接受訓練」，見圖 5。

圖 5：未來三年不擬安排管理培訓的原因



屬意資助的管理培訓課程種類

32. 至於所屬意的資助課程種類，逾六成填覆機構選擇資助管理及督導人員修讀「外間夜間課程」，兩組人員的比率分別爲 65.94% 及 65.49%，與 2008 年的調查結果相若。

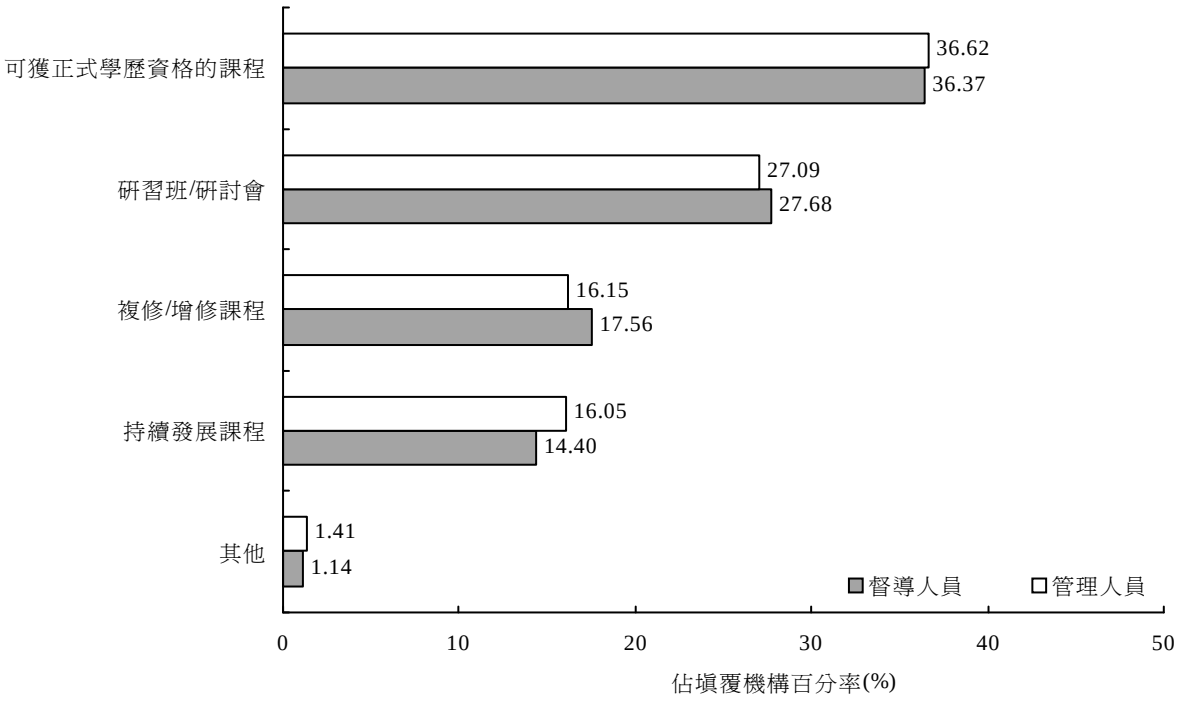
屬意的資助方式

33. 逾四成填覆機構願意「准許員工於辦公時間內修讀」及「爲他們繳付或發還學費」，41.22%的機構願意爲管理人員提供這兩項資助，而願意爲督導人員提供這兩項資助的機構有 40.75%，百分率較 2008 年的調查結果微升。在這四成機構以外，約 42%的機構願意只爲員工「繳付或發還」學費，其中，管理人員組別爲 42.23 %，督導人員組別爲 41.82%。

屬意的管理培訓種類

34. 在以下圖 6 可見，近四成填覆機構首選的管理培訓種類爲「可獲正式學歷資格的課程」，其次是「研習班／研討會」，有近三成機構選取。

圖 6：未來三年機構屬意的管理培訓種類



35. 對於管理或督導人員，「一星期以下」的管理培訓課程是最多填覆機構屬意的。僅約 7%的機構會考慮「十二個月或以上」的課程。

36. 調查結果顯示，「一次性」或「每星期一次」的培訓課程最受歡迎，有約四成機構填選，大幅領先其他選項。

37. 近半數填覆機構屬意員工修讀「平日與週末兩者混合」的管理培訓課程。較少機構屬意只在週末進行的課程，填選的機構僅約 15%。

38. 逾四成填覆機構屬意員工修讀「下班後」上課的管理培訓課程，而「辦公時間內及下班後兩者混合」的課程緊隨其後，有逾三成機構選取。

39. 大多數（即逾六成）填覆機構屬意「粵語」爲授課語言，比率遠超其他語言。此外，近四分之一的機構樂於接受以英、粵雙語授課。單用「英語」或「普通話」授課的課程受歡迎程度較低。

40. 至於培訓方法，最多機構屬意「由管理人員從旁指導來學習管理技巧」，其次爲「透過完成與工作有關項目研究的行動學習法」及「小組培訓」。

管理及督導人員去年受訓的平均日數

41. 約六成填覆機構去年並未爲管理及督導人員提供培訓，其餘四成機構曾提供培訓，課程通常爲期「一至三日」。

政府及有關機構的支援角色

42. 大多數填覆機構屬意政府或有關機構提供免費／資助培訓課程。此外，逾半數機構選取「提供資助金予機構」。

跨年比較

本港管理人員首十項主要才能趨勢

43. 本港管理人員首十項主要才能的趨勢見表 6。十項主要才能包括:「溝通技巧」、「中文(普通話及商業書寫技巧)」、「人際關係技巧」、「團隊合作和建立團隊」、「英語(講、寫)」、「危機管理」、「對責任的承擔」、「對人對事善於分析」、「訓練與輔導下屬」、「解決困難及作出決定」。其中八項與 2008 年調查相同,而其中六項亦與 2005 年的調查結果相同。對於本港管理人員,社交技巧如「溝通技巧」及「人際關係技巧」在 2011 年的調查排於前列,評爲核心才能,評級較「危機管理」、「對責任的承擔」及「對人對事善於分析」等管理技巧爲高。

表 6:本港管理人員首十項主要才能趨勢

排名	2011	%	2008	%	2005	%
1	溝通技巧	51.22	危機管理	51.98	訓練與輔導下屬	47.45
2	中文(普通話及商業書寫技巧)	50.07	訓練與輔導下屬	46.59	責任感	47.29
3	人際關係技巧	49.87	溝通技巧	44.21	溝通技巧	47.09
4	團隊合作和建立團隊	48.6	團隊合作和建立團隊	44.09	危機管理	44.91
5	英語(講、寫)	48.44	英語(講、寫)	42.17	人際關係技巧	41.1
6	危機管理	47.52	營商智慧	41.4	策劃技巧	40.71
7	對責任的承擔	46.55	人際關係技巧	40.12	營商智慧	38.02
8	對人對事善於分析	43.25	中文(普通話及商業書寫技巧)	39.31	對人對事善於分析	37.13
9	訓練與輔導下屬	41.44	對責任的承擔	38.54	解決困難及作出決定	36.46
10	解決困難及作出決定	37.73	策劃及組織能力	38.19	自我管理	35.57

% = 佔填覆機構百分率
核心才能(即獲過半數填覆機構選取)

本港督導人員首十項主要才能趨勢

44. 本港督導人員首十項主要才能的趨勢見表 7。這些才能包括:「溝通技巧」、「人際關係技巧」、「中文(普通話及商業書寫技巧)」、「團隊合作和建立團隊」、「英語(講、寫)」、「危機管理」、「對責任的承擔」、「對人對事善於分析」、「訓練與輔導下屬」、「解決困難及作出決定」。比較 2011 年與 2008 年的調查結果,首十項主要才能相同,只是排名略有差別,亦有五項與 2005 年的調查結果相同。此外,「溝通技巧」在連續三次調查中均獲評爲督導人員最需具備的才能。

表 7:本港督導人員首十項主要才能趨勢

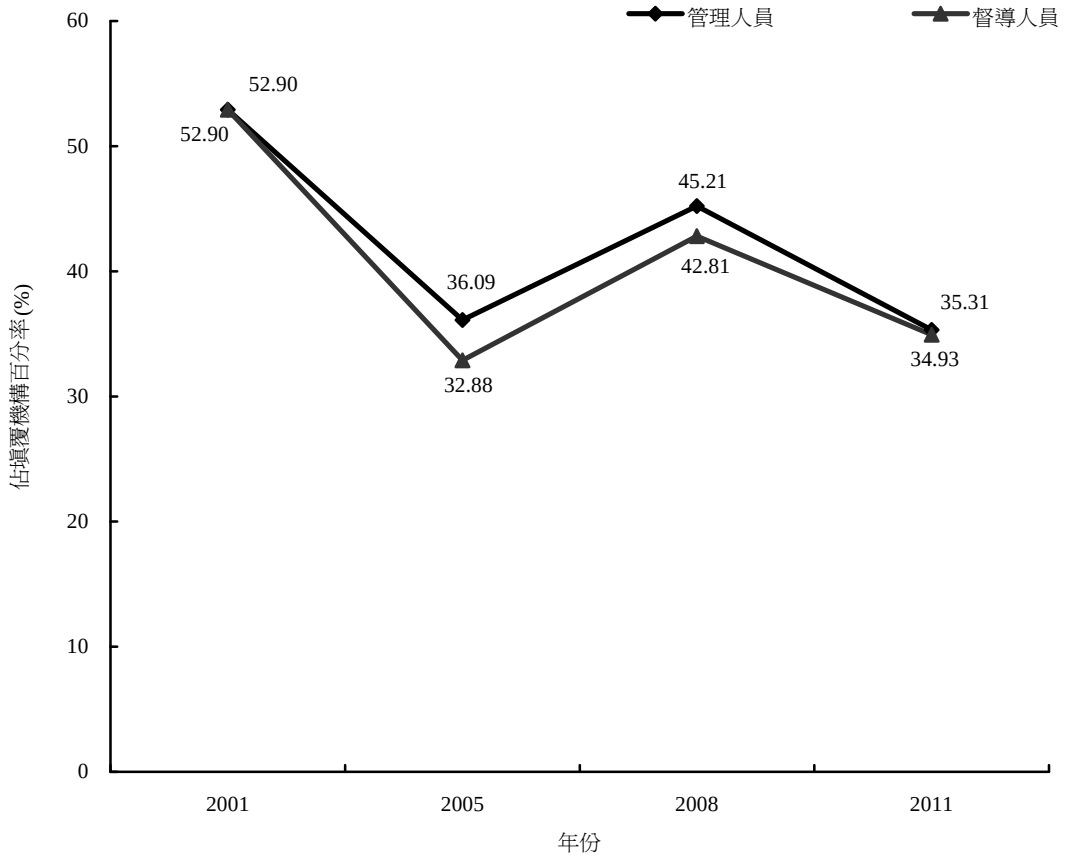
排名	2011	%	2008	%	2005	%
1	溝通技巧	55.23	溝通技巧	57.4	溝通技巧	62.99
2	人際關係技巧	52.3	團隊合作和建立團隊	53.35	責任感	62.7
3	中文(普通話及商業書寫技巧)	51.31	英語(講、寫)	47.94	關心和照顧客戶需要	51.65
4	團隊合作和建立團隊	51.29	人際關係技巧	46.89	人際關係技巧	48.54
5	英語(講、寫)	49.87	對責任的承擔	46.32	團隊精神	45.71
6	危機管理	44.6	訓練與輔導下屬	45.57	訓練與輔導下屬	42.69
7	對責任的承擔	44.06	解決困難及作出決定	45.39	自我管理	37.57
8	對人對事善於分析	40.59	危機管理	45.29	解決困難及作出決定	36.48
9	訓練與輔導下屬	39.21	中文(普通話及商業書寫技巧)	44.73	對人對事善於分析	36.07
10	解決困難及作出決定	38.87	對人對事善於分析	41.4	英語(講、寫)	35.93

% = 佔填覆機構百分率
核心才能(即獲過半數填覆機構選取)

管理及督導人員管理培訓趨勢

45. 如以下圖 7 所示，爲管理及督導人員提供管理培訓的機構有減少的趨勢，會爲管理人員提供培訓的機構只有 35.31%，比率在兩次調查中最低，會爲督導人員提供培訓的機構有 34.93%。事實上，2005 年至 2008 年之間，這項數字曾經反彈，爲管理及督導人員提供培訓的機構分別由 36.09% 及 32.88%增至 45.21% 及 42.81%。與十年前（2001 年）的 52.9%相比，則大幅下降至約 35%。

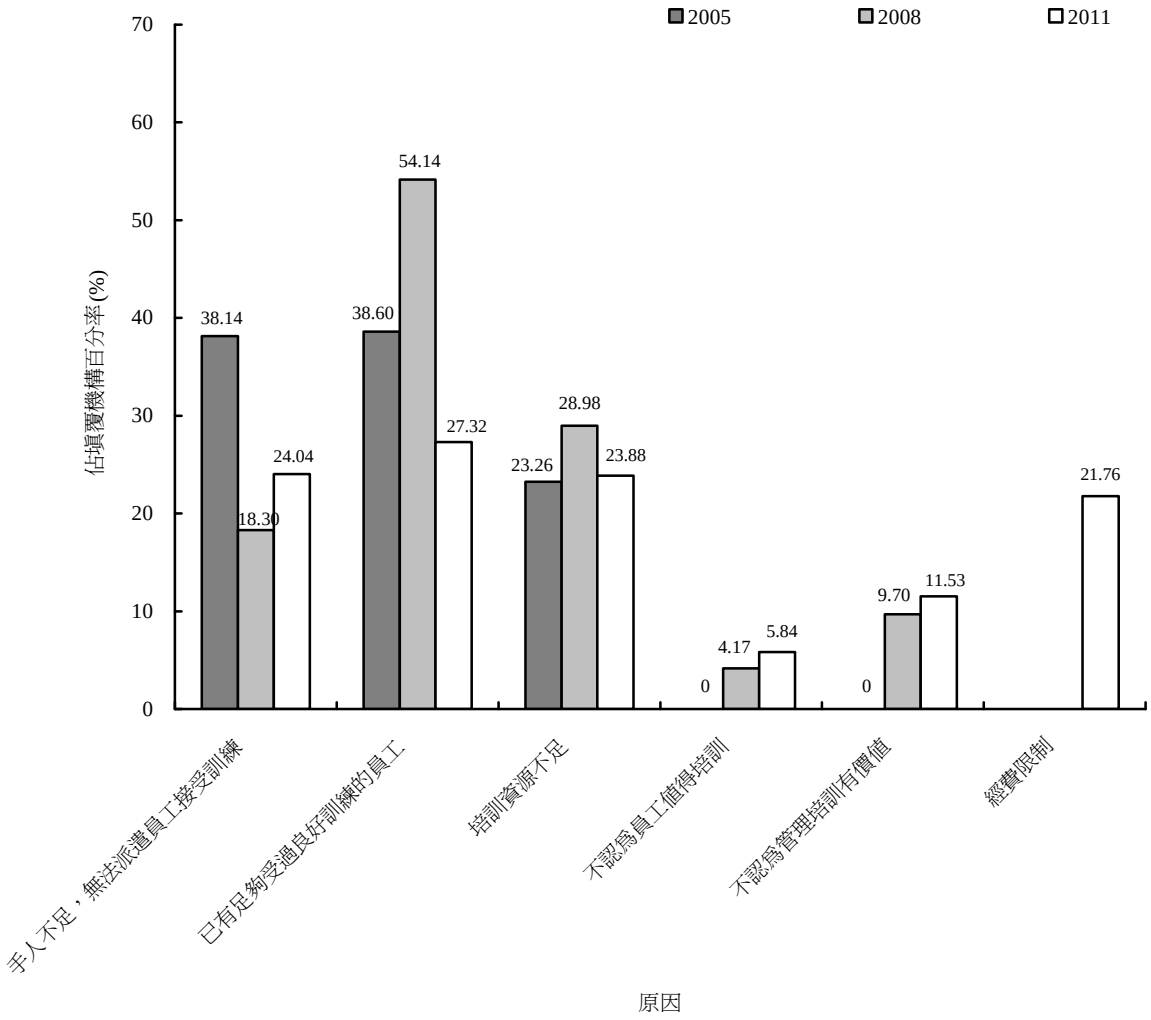
圖 7：機構爲管理及督導人員提供管理培訓的趨勢



未爲管理人員安排培訓的原因

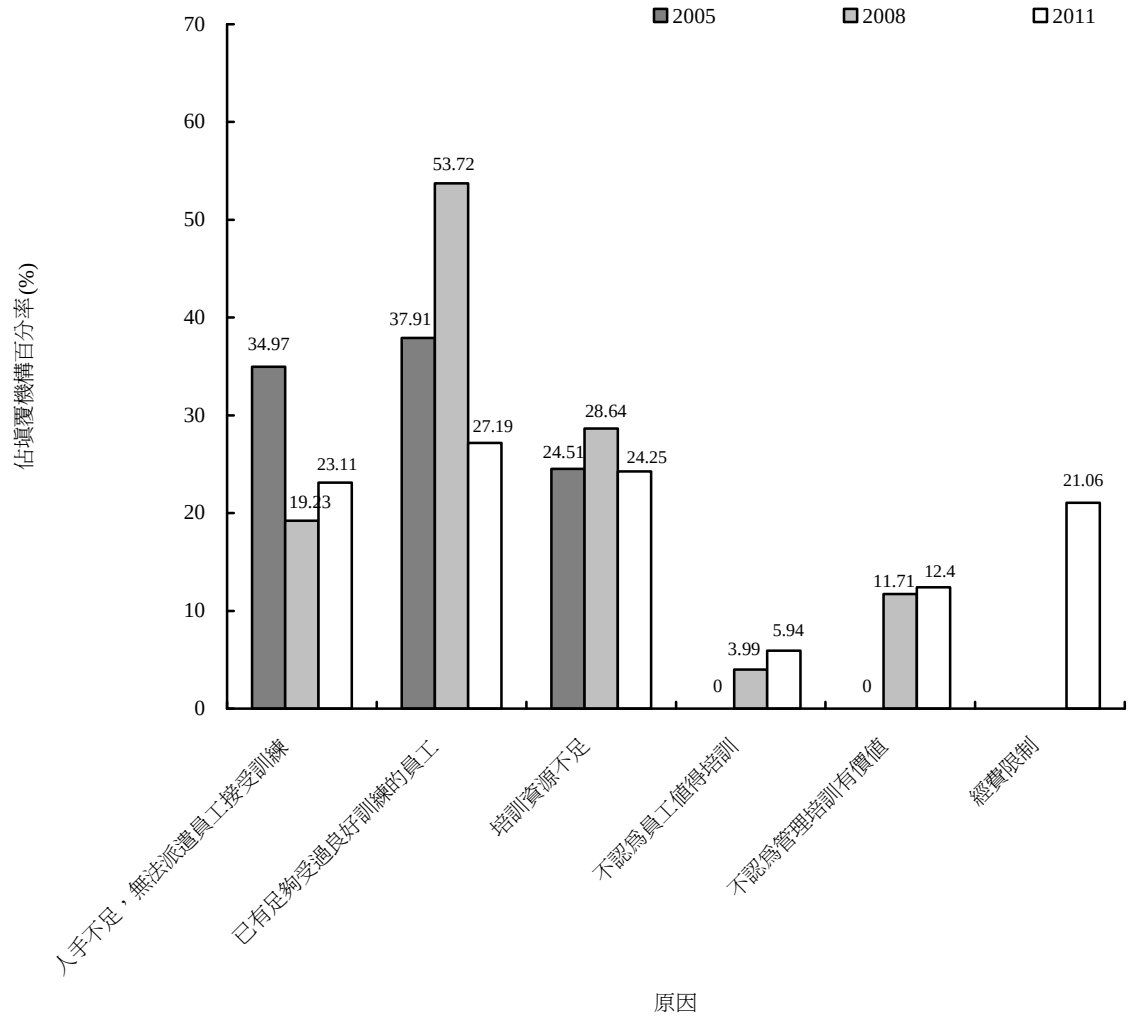
46. 機構未有爲管理及督導人員安排管理培訓的原因見圖 8 及圖 9，其中大部分機構回答「已有足夠受過良好訓練的員工」，而「人手不足，無法派遣員工接受訓練」及「培訓資源不足」則爲第二及第三個主因。

圖 8：未爲管理人員安排培訓的原因



註：「經費限制」是 2011 年調查的新增選項，因此並無 2008 年及 2005 年的數據可供比較。

圖 9：未爲督導人員安排培訓的原因

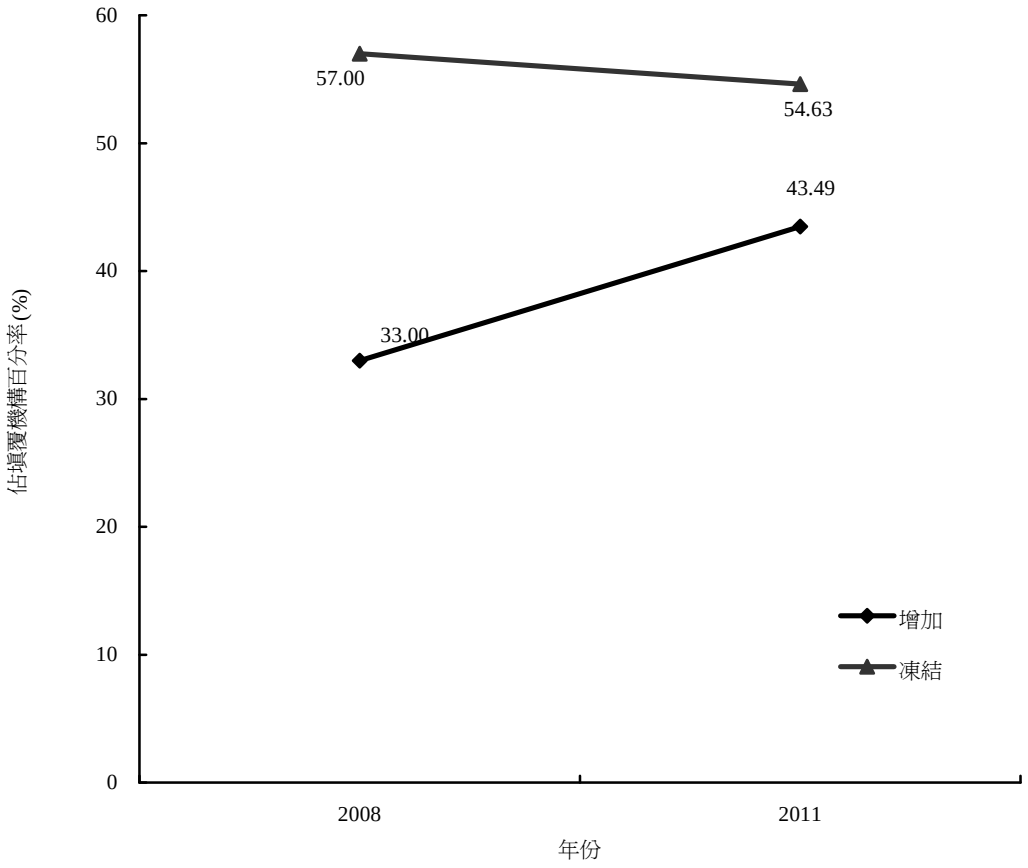


註：「經費限制」是 2011 年調查的新增選項，因此並無 2008 年及 2005 年的數據可供比較。

員工培訓／發展經費預算趨勢　（與三年前比較）

47.　　與三年前比較的員工培訓／發展經費預算趨勢見圖 10。填覆機構之中逾四成（43.49%）表示預算有所增加，而 54.63%則維持不變。

圖 10：與三年前比較的培訓經費預算趨勢



結論

48. 本委員會初步分析是次調查結果後，決定成立焦點小組，由各行業商會提名代表及中小型企業從業員出任。某些課題或未能循結構化的調查方式收集意見，焦點小組可補充此項功能。小組已討論過調查結果，並提出一些觀察意見。委員會其後審視小組的意見，並擬訂結論和建議。

主要管理才能

49. 調查發現，本港管理及督導人員所需的首十項主要才能如下：

- *「溝通技巧」；*
- *「中文（普通話及商業書寫技巧）」；*
- *「人際關係技巧」；*
- *「團隊合作和建立團隊」；*
- *「英語（講、寫）」；*
- *「危機管理」；*
- *「對責任的承擔」；*
- *「對人對事善於分析」；*
- *「訓練與輔導下屬」；*
- *「解決困難及作出決定」。*

50. 管理及督導人員所需的首十項主要才能全部相同。焦點小組認爲，管理及督導人員的工作要求差距縮窄，是因爲中小企的組織架構趨向精簡。然而，委員會認爲，只透過監督下屬來執行督導工作這種看法，早已過時。今時今日，機構要求督導人員具備更高層次的技巧，需要透過訓練與輔導及建立團隊來領導下屬；此外還須提升工作範疇，業務營運上更要具策略性思維，跳出傳統框框，分析人和事、解決困難及作出決定。培訓機構也許需要制訂「銜接」課程，以培訓督導人員處理更複雜的職務。

51. 這次調查顯示，「溝通技巧」連續於過去三次調查中獲評爲本港督導人員的首要主要才能。焦點小組認爲，與溝通相關的語言和人際關係技巧居於主要才能前列，也許反映出掌握這些才能可爲機構帶來即時利益，例如具說服力的客戶演說能爲公司取得業務進帳，所以受到重視，委員會亦同意這種看法。不過，要熟習這些技巧，操練、實習和見識是進步的要訣，但中小型企業的員工卻缺乏時間和機會參與這種模式的培訓。

管理培訓

52. 調查發現，逾七成填覆機構在聘任／晉升管理及督導人員之前不會爲他們提供管理培訓。此外，近六成機構表示沒有爲新聘管理及督導人員提供職內培訓，而逾六成機構表示未來三年不會爲這些人員提供管理培訓。

53. 委員會認同焦點小組的看法，這種現象反映出中小企的培訓經費預算／資源較爲緊絀。小組認爲，很多中小企正處於成立初期，培訓並非其當前要務。此外，這些企業多認爲，員工入職前應已裝備好，所以在「購買」人才或「培養」人才之間，傾向選擇前者。小組認爲，中小企挽留幹練員工的能力遜於大型企業，流失幹練員工極爲可惜。爲減少人手流動的影響，中小企的僱主或會改聘資歷較低的人員，認爲這些僱員的市場價值較低，應該較爲安於現狀，並只爲他們提供僅足應付現職的培訓，較少考慮員工的事業發展。人手不足是另一製肘，令僱主難以讓員工參與外間培訓。

54. 焦點小組認爲，儘管中小企認識到激勵員工是管理／督導培訓的一項目的，但經費預算／資源可能會限制他們承擔這類培訓，委員會亦同意這一點。

55. 委員會認爲，與技能訓練相比，管理／督導培訓較爲概念化，並非立見成效。中小企寧可投放較多資源於技能訓練；避免爲他人作嫁衣裳，或許是其中原因。中小企僱主要檢討這種心態，認識管理／督導培訓能符合其長遠利益。委員會建議，如能將員工培訓結合其他挽留人才措施，避免人力資源損失，這種投資可帶來更高回報。

56. 焦點小組認爲，由直屬主管指導下屬，是務實的做法，且與工作較爲相關，是最適合中小企的培訓模式；若適時推行，有和睦的關係和明確指導，應具成效，委員會亦同意這觀點。

57. 中小企並未善用甚或忽略一些現行的培訓方法，如網上學習等。僱主傾向認爲，員工如能主動及自發進修，應能善用任何培訓途徑，無需僱主參與。本會認爲，爲了機構及員工個人的長遠利益，僱主應該鼓勵員工持續學習；爲此，僱主應首先改變本身對培訓文化的心態。

58. 委員會認爲應該引入創新學習模式，配合中小企的工作環境。可以考慮面授及網上學習的混合方式，對學員較具彈性。單元形式的專題學習範疇，一般會於課程完結及成績評核後頒授學歷，較爲適合中小企。本會認爲，由於中小企的培訓經費有限，應採用其認爲最合用的學習模式。

59. 焦點小組觀察到部分年輕人（例如社會所稱的「八十後」）的工作態度和行爲未如理想，僱主對投放資源培訓他們亦有猶疑，因而造成惡性循環，委員會同意此點。不過，這是社會問題多於培訓問題。管理及督導人員須認識怎樣指導年輕一代，培訓機構應審視

自己可否在這方面協助這些人員。

60. 委員會認爲，中小企應該探索新機會，提升員工的管理／督導才能。行業商會既代表業界的集體利益，業界應多與其聯繫；行業商會亦應代表業界與培訓機構合作，設計適合中小企的課程。

61. 焦點小組認爲政府的支援有助提升中小企的競爭力，委員會亦同意。政府可在培訓範疇給予支援，「持續進修基金」及「中小企業培訓基金」是其中例子。政府繼續營運現有計劃及推出新計劃，將會受到中小企歡迎。

62. 委員會認爲，中小企雖已有多個途徑表達訴求，本調查報告可令政府關注這類企業的管理及督導培訓，讓企業得益。

63. 委員會相信，透過調查研究以及焦點小組所收集的意見和建議，應該能爲所有持份者提供啓示和指引。

主要建議

64. 根據調查結果及焦點小組的討論，委員會爲各持份各方擬訂了一些建議。

65. 給政府的建議：

- 制訂具前瞻性的政策和策略，協助商界提供管理培訓；
- 培養本港僱員終身學習的意識；
- 加強與不同持份者的伙伴關係，包括行業商會、僱主、專業團體及培訓機構，以提供具成效的培訓課程；
- 考慮擴展「持續進修基金」的覆蓋範圍及恢復運作「中小企業培訓基金」，以確保滿足培訓需要；
- 分配更多資源及支援予本地培訓機構，例如職業訓練局及其他大專院校的附屬學院，以提供可以扶助中小企業務及有利香港整體發展的課程。

66. 給僱主的建議：

- 投放更多資源及經費預算於管理培訓，並給假培訓；
- 與行業商會合作
  - 在商會代表的業界提倡須持續學習的意識，令行業持續增長；
  - 尋求協同效益，整體提升學習價值；
  - 徵詢相關行業商會及專業團體的意見，制訂適合業界

的培訓課程；

- 探討各種具成本效益的培訓方式，靈活安排學習時間和地點；例如培訓管理人員成爲導師，以支援培訓下屬，其他包括「由管理人員從旁指導來學習管理技巧」、「小組培訓」、切合中小企需要與工作相關個案研究；

- 考慮工作性質、要求及所需才能，規劃員工發展課程；

- 長線展望員工發展，並結合其他挽留和激勵幹練員工的措施，確保人力投資帶來理想回報。

67. 給員工的建議：

- 瞭解工作要求不斷轉變，以及管理及督導方面的性質日趨複雜；

- 瞭解學習管理及督導技巧的機會和途徑，以助個人發展；

- 瞭解各類學習可帶來的有形回報（例如學歷）及無形回報；

- 瞭解改善管理及督導技巧對於勞資雙方均有裨益。

68. 給培訓機構的建議：

- 根據本調查報告與行業商會及／或個別中小企合作，按特定需要設計課程，助這些企業的管理及督導人員提升主要才能。此外，進一步擴展顧問服務，探討可與培訓互相配合的策略，爲企業提供全面的方案。

職業訓練局

管理及督導訓練委員會

2011 年管理及督導人員
未來三年管理才能及訓練需求調查

第一章：引言

委員會

1. 職業訓練局成立管理及督導訓練委員會，目的爲管理及督導人才的人力發展和培訓需要提供意見，並提交有關提升人才質素的建議。本會委員由專業團體、行業商會、教育／培訓機構及政府部門提名出任。委員名單及職權範圍分別載於**附錄 1** 及 **2**。

調查目的

2. 委員會於 2011 年下半年向僱用 10 至 99 名員工的中小型企業進行調查，研究本港境內外的管理督導才能，以及目前與未來三年的培訓需求。

3. 實地調查工作在政府統計處協助下進行。調查旨在 (i) 評估未來三年中小型企業管理及督導人員所需的管理才能；(ii) 確定這些企業的培訓計劃／安排、屬意的培訓模式，以及與管理及督導培訓相關的其他課題。調查結果可爲管理階層、培訓機構、院校及行業商會提供有用的資料，以便配合所辨識的管理培訓需求而制訂課程。

4. 是次調查亦有研究港外企業管理及督導人員所需的管理才能，與 2008 年調查時類似，而調查範圍亦不僅限於中國內地。此外，爲蒐集現今各行各業對此類人員在其他語言能力方面的具體要求，本會將主要才能中的*「其他語言」*選項，細分爲*「日文（講、寫）」*、*「法文（講、寫）」*及*「西班牙文（講、寫）」*三項，同時亦新增了兩項才能，包括*「互聯網市場推廣」*及*「本地人力資源有關法律」*。

「管理人員」及「督導人員」

5. 調查旨在確定各行各業的管理和督導級別在人力發展和訓練方面的需求。大部分機構會有管理階層，但並不是所有機構（尤其是中小企）都會清楚地劃分督導和管理人員。

6. 委員會對調查所述的管理和督導級別給予以下定義：

- 「*管理人員*」指中層管理人員及／或部門主管，他們負責機構的主要職能或部門的日常運作（例如人事、培訓、財務、市場推廣和生產）。
-
- 「*督導人員*」指公司內的督導人員及／或前線經理，他們負責分科組別或特定工作範疇或一組僱員的工作，一般並不參與決策。

資料收集

7. 調查所使用的問卷分爲四個部分。問卷的首頁紀錄受訪機構的基本分類資料，然後爲問卷的主要內容，共分爲以下三個部分：

(iv) 第一部分：收集受訪者（機構的行政人員／經理／東主)對未來三年本港管理及督導人員所需主要才能的意見，以及提出這些意見的原因。

(v) 第二部分:要求在港外地區開設業務的受訪機構對未來三年港外地區管理及督導人員需要的主要才能提供意見，以及提出這些意見的原因。

(vi) 第三部分：收集機構對未來三年管理/督導培訓與發展的取向和需求的意見。

8. 調查問卷載於**附錄 8**。

調查範圍

9. 調查從八個主要行業界別共 34,040 間中小企抽樣,以隨機方式選取當中的 1,008 間。這些中小企的僱員數目在 10 至 99 名以內。過去調查顯示，在少於 10 名員工的機構，東主或獨資經營者大多會兼任管理及督導人員；因此，是次調查並不包括這些機構。

10. 調查涵蓋的行業界別（或「門類」）表列如下。按界別分項的抽樣數字載於**附錄 6**。

行業		機構數目	抽樣規模
1	製造	1,606	47
2	水、電、氣體燃料	28	11
3	建造	2,000	60
4	零售批發及出入口	13,166	344
5	運輸、倉庫、通訊	4,707	157
6	金融、保險、地產及商業服務	3,316	95
7	社區、社會及個人服務	5,283	153
8	食肆及酒店	3,934	141
9	**總計**	**34,040**	**1,008**

11. 抽樣方法如下：

員工數目	**所有行業**		
	機構數目	擬定的抽樣數目	抽樣分數
10-19	19,818	359	1.8%
20-49	11,170	339	3%
50-99	3,052	310	10.2%
總計	**34,040**	**1,008**	**3%**

12. 調查取得的有效回應率約爲 97.25%。本會根據抽樣所得的調查資料以統計學方式推算，以反映整體狀況。有關分析如下：

行業 訪問結果	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**總計**
結業	1			1	4	1		1	8
已搬遷／地址不詳／無法查找	2		5	5	13	3	1		29
無法聯絡	2	3	4	32	13	7	26	17	104
尚未開業				1					1
回答部分問題				3		1	3		7
拒絕回覆			1	5		2	4	4	16
註冊辦事處／聯絡地址				2		1	1		4
回覆	42	8	48	285	125	74	115	117	814
暫時停業			2	10	2	6	3	2	25
總計	**47**	**11**	**60**	**344**	**157**	**95**	**153**	**141**	**1,008**

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

調查報告

13. 爲方便與本會 2005 年及 2008 年進行的同類調查作比較，是次調查報告只公布僱員 10 名或以上機構的有效回應，以確保分析一致。調查結果要點載於第二章及第三章，而結論及本會建議則分別載於第五和第六章。

第二章：管理才能

分析方法

14. 在問卷首兩個部分，受訪機構需填寫所認爲本港及港外地區管理及督導人員普遍需要的主要才能，包括管理工作通常需要的知識、技巧及態度等四十四項才能。調查工作小組參考香港管理專業發展中心（高峰進修學院的前身）出版的《管理才能評估方案》，以及香港人力資源管理學會進行的相關調查後，定出才能一覽表。各項才能的定義載於**附錄 7**。

15. 受訪者需在四十四項才能中，選出最爲重要的十項。各項才能按所得的百分率高低表列名次，以便找出百分率最高的首十項，列作「主要才能」，亦即大部分受訪機構視爲未來三年內最重要的才能。調查工作小組在問卷中，又列出影響受訪者選取各主要才能的十項因素。受訪者需以 1 至 6 的數字，反映每項因素的重要性：1=極低，2=低，3=中下，4=中上，5=高，6=極高。每項因素均會配以加權平均分，然後按分數高低依次排序。本章會先討論香港管理及督導人員所需才能的調查結果，隨後再討論港外地區的相關調查結果。

調查結果的局限及詮釋

16. 2008 年的調查涵蓋三十九項才能。是次調查加入了五項新的才能。爲具體了解兩組人員掌握其他語言能力的資料，主要才能中的*「其他語言」*一項分拆爲*「日文（講、寫）」*、*「法文（講、寫）」*，以及*「西班牙文（講、寫）」*等項目以供受訪者選擇。調查另外亦加入兩項才能，即「互聯網市場推廣」和「本地人力資源有關法律」。

17. 在 2005 年的調查中，受訪機構評估本港和內地所需的管理才能。2008 年和是次的調查則要求機構評估港外地區管理／督導人員所需管理才能，並不只限於內地。由於擴大了範圍，因此是次調查的所得結果可反映地理和文化差異的影響，而這是 2008 年以前的調查所未能反映的。

未來三年本港管理及督導人員所需主要才能

18. 表 1 同時列出各行業的管理及督導人員所需的主要才能排名，並按才能所得的百分率由高至低排列。受訪機構認爲，兩組人員首要的十項主要才能均相同，只是排名各異。至於重要程度位列尾末的十項才能，兩組人員其中有九項相同。這顯示受訪機構認爲兩組人員所需的才能大致相若。

19. 在各行業所著重的首十項主要才能中，受訪機構均把「*溝通技巧*」列於兩組人員的首位，所佔的百分比分別爲 51.22%和 55.23%。「*人際關係技巧*」和「*中文（普通話及商業書寫技巧）*」則緊接第二和第三位，約半數受訪機構認爲是兩組人員所需的主要才能。兩組人員第四至第十項才能的排列大致一樣，其排序如下：「*團隊合作和建立團隊*」、「*英語（講、寫）*」、「*危機管理*」、「*對責任的承擔*」、「*對人對事善於分析*」、「*訓練與輔導下屬*」和「*解決困難及作出決定*」。

20. 「*中文（普通話及商業書寫技巧）*」的排名首次超越「*英語（講、寫）*」。然而，英語是各行業的傳統溝通媒介，仍獲大約半數受訪機構重視，「*英語（講、寫）*」獲選取爲兩組人員第五項最重要的才能。

21. 除了中英語文能力外，調查新加入了三項語言能力，即「*日文（講、寫）*」、「*法文（講、寫）*」、「*西班牙文（講、寫）*」；受訪機構認爲對兩組人員而言，「*日文*」較其餘兩種語言更爲之重要。

22. 與去年調查結果相比，「*營商智慧*」和「*策劃及組織能力*」在管理人員所需主要才能中的排名變化最大。管理人員的「*營商智慧*」在 2008 年的調查中列於第六位，獲 41.04%的受訪機構選爲主要才能；「*策劃及組織能力*」則名列第十位，獲 38.19%的受訪機構選取。可是，這兩項才能在 2011 年的調查中雙雙跌出前十項排名以外，「*營商智慧*」名列第十四位，僅有 30.76%的受訪機構選取，而「*策劃及組織能力*」跌至第十一位，獲 37.54%的受訪機構選取。

23. 在督導人員方面，這兩項才能的排名較爲穩定。「*營商智慧*」依舊排在第十六位，獲 25.71%的受訪機構認爲是督導人員所需的主要才能；「*策劃及組織能力*」列於第十一位，較 2008 年排名上升一級，獲 35.36%的受訪機構選取。

24. 此外，以往視爲管理及督導人員均須具備的某些才能，例如「*影響力*」和「*授權*」， 在這次調查的排名相對較低。「*影響力*」和「*授權*」在管理人員的才能中分別排於第三十一及三十二位，而在督導人員才能中則排於第二十九及三十五位。

25. 在各項才能中，「*自我管理*」的重要性稍有提升。該項才能曾一度在 2005 年同時進入兩組人員排名的前十位。對於管理人員，該項才能的排名從 2008 年調查的第二十二位晉升至第十六位，對於督導人員，則由第十五位升至第十四位。

26. 至於另外兩項新的才能，即「*互聯網市場推廣*」和「*本地人力資源有關法律*」，均不甚獲重視，尤其「*互聯網市場推廣*」，僅僅排於第三十八位。

表 1: 未來三年本港管理及督導人員所需主要才能排名

排名	管理人員	%	排名	督導人員	%
1	溝通技巧	51.22	1	溝通技巧	55.23
2	中文（普通話及商業書寫技巧）	50.07	2	人際關係技巧	52.30
3	人際關係技巧	49.87	3	中文（普通話及商業書寫技巧）	51.31
4	團隊合作和建立團隊	48.60	4	團隊合作和建立團隊	51.29
5	英語（講、寫）	48.44	5	英語（講、寫）	49.87
6	危機管理	47.52	6	危機管理	44.60
7	對責任的承擔	46.55	7	對責任的承擔	44.06
8	對人對事善於分析	43.25	8	對人對事善於分析	40.59
9	訓練與輔導下屬	41.44	9	訓練與輔導下屬	39.21
10	解決困難及作出決定	37.73	10	解決困難及作出決定	38.87
11	策劃及組織能力	37.54	11	策劃及組織能力	35.36
12	處理衝突	33.65	12	處理衝突	33.77
13	關心和照顧客戶需要	31.17	13	關心和照顧客戶需要	33.07
14	營商智慧	30.76	14	自我管理（如：時間管理、判別工作優先次序等）	29.30
15	重視品質	26.64	15	重視品質	28.44
16	自我管理（如：時間管理、判別工作優先次序等）	26.29	16	營商智慧	25.71
17	風險管理	24.71	17	風險管理	23.19
18	商業道德	21.85	18	壓力處理	22.32
19	壓力處理	21.31	19	商業道德	21.72
20	策略性思考	19.39	20	情緒智商	21.18
21	創造力	19.27	21	正直誠實	21.13
22	情緒智商	19.25	22	創造力	18.78
23	變革管理	17.59	23	資訊科技知識及應用	17.01
24	正直誠實	17.20	24	策略性思考	15.75
25	談判技巧	15.03	25	談判技巧	15.16
26	資訊科技知識及應用	14.91	26	變革管理	13.99
27	指導、訓練及講解技巧	14.78	27	激勵他人	13.38
28	國際經驗及知識	13.30	28	逆境智商	12.86
29	激勵他人	12.99	29	影響力	11.97
30	逆境智商	12.86	30	自我改進	11.86
31	影響力	12.53	31	指導、訓練及講解技巧	11.71
32	授權	12.49	32	國際經驗及知識	11.02
33	體諒別人／理解他人處境	11.23	33	體諒別人／理解他人處境	9.93
34	自我改進	11.20	34	跨文化認知（如內地）／處理文化差異	9.38
35	進入中國市場的法律和規條限制	10.83	35	授權	9.01
36	在中國內地的營商常規	10.51	36	進入中國市場的法律和規條限制	8.97
37	跨文化認知（如內地）／處理文化差異化差異	8.74	37	在中國內地的營商常規	8.67
38	互聯網市場推廣	8.38	38	互聯網市場推廣	8.12
39	樂於協助他人發揮所長	7.26	39	樂於協助他人發揮所長	6.63
40	本地人力資源有關法律	3.88	40	其他語言	2.54
41	其他語言	1.92	41	本地人力資源有關法律	2.13
42	日文（講、寫）	1.37	42	日文（講、寫）	1.23
43	法文（講、寫）	0.62	43	西班牙文（講、寫）	0.38
44	西班牙文（講、寫）	0.62	44	法文（講、寫）	0.38

機構數目：24,179

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

未來三年本港各行業管理及督導人員所需主要才能

27. 本港八個不同行業管理及督導人員的主要才能排名，將如表1所示方式表達，以便比較。

製造業

28. 表1.1顯示未來三年本港製造業管理及督導人員所需的四十四項主要才能的排名。我們注意到，在兩組人員最需要的十項主要才能中有八項相同，分別爲*「中文（普通話及商業書寫技巧）」*、*「訓練與輔導下屬」*、*「英語（講、寫）」*、*「策劃及組織能力」*、*「危機管理」*、*「解決困難及作出決定」*、*「溝通技巧」*和*「對責任的承擔」*。其中，*「中文（普通話及商業書寫技巧）」*排在首位，獲六成以上的受訪機構評選爲兩組人員所需的核心才能。此外，*「危機管理」*獲評選爲督導人員所需的核心才能，但管理人員則不然。

29. 十大才能之中，*「對人對事善於分析」*和*「重視品質」*是管理人員需具備的其中兩項，但卻不適用於督導人員。另一方面，*「團隊合作和建立團隊」*及*「自我管理（如：時間管理、判別工作優先次序等）」*只適用於督導人員。從調查結果可了解業界怎樣看待管理及督導人員所擔當的不同職能。

30. 我們認爲，由於製造業大部分機構的主要業務均設於中國內地，因此*「中文（普通話及商業書寫技巧）」*獲評爲管理及督導人員的首要才能。*「英語（講、寫）」*則緊隨其後，在管理及督導組別分別排於第三和第四位。與2008年的調查相比，機構對管理人員的英語能要求稍爲下降，而對督導人員這項才能要求則有所上升。在2008年的調查中，*「英語（講、寫）」*列於管理人員組別排名的首位，而在督導人員組別的排名爲第七位。

表 1.1：未來三年本港製造業管理及督導人員所需主要才能排名

排名	管理人員	%	排名	督導人員	%
1	中文（普通話及商業書寫技巧）	61.01	1	中文（普通話及商業書寫技巧）	63.60
2	訓練與輔導下屬	48.65	2	危機管理	51.01
3	英語（講、寫）	47.73	3	溝通技巧	47.04
4	對人對事善於分析	47.33	4	英語（講、寫）	45.95
5	策劃及組織能力	47.21	5	訓練與輔導下屬	44.74
6	危機管理	44.57	6	策劃及組織能力	42.50
7	解決困難及作出決定	42.78	7	團隊合作和建立團隊	39.56
8	溝通技巧	39.91	8	自我管理（如：時間管理、判別工作優先次序等）	38.93
9	對責任的承擔	37.78	9	對責任的承擔	37.72
10	重視品質	33.41	10	解決困難及作出決定	37.61
11	團隊合作和建立團隊	31.80	11	重視品質	34.79
12	自我管理（如：時間管理、判別工作優先次序等）	31.17	12	對人對事善於分析	34.50
13	人際關係技巧	30.36	13	人際關係技巧	34.04
14	風險管理	28.81	14	關心和照顧客戶需要	28.18
15	營商智慧	26.11	15	壓力處理	27.60
16	創造力	24.96	16	影響力	25.76
17	進入中國市場的法律和規條限制	24.73	17	創造力	25.65
18	商業道德	24.44	18	處理衝突	24.73
19	關心和照顧客戶需要	24.27	19	變革管理	24.15
20	變革管理	22.94	20	商業道德	23.81
21	處理衝突	22.25	21	風險管理	23.17
22	策略性思考	21.22	22	營商智慧	22.25
23	國際經驗及知識	20.36	23	自我改進	20.47
24	資訊科技知識及應用	18.34	24	策略性思考	18.11
25	影響力	18.06	25	情緒智商	17.19
26	授權	17.94	26	國際經驗及知識	17.14
27	情緒智商	17.25	27	逆境智商	16.56
28	壓力處理	16.85	28	資訊科技知識及應用	16.33
29	逆境智商	16.62	29	跨文化認知（如內地）／處理文化差異	15.18
30	自我改進	16.56	30	正直誠實	14.49
31	談判技巧	15.24	31	指導、訓練及講解技巧	14.20
32	指導、訓練及講解技巧	14.66	32	激勵他人	13.51
33	在中國內地的營商常規	14.43	33	授權	13.40
34	跨文化認知（如內地）／處理文化差異	13.28	34	談判技巧	10.70
35	正直誠實	12.82	35	進入中國市場的法律和規條限制	9.37
36	樂於協助他人發揮所長	11.50	36	樂於協助他人發揮所長	8.97
37	激勵他人	11.04	37	在中國內地的營商常規	6.10
38	互聯網市場推廣	10.18	38	互聯網市場推廣	5.00
39	體諒別人／理解他人處境	3.80	39	其他語言	3.22
40	其他語言	3.22	40	體諒別人／理解他人處境	1.09
41	本地人力資源有關法律	3.05	41	本地人力資源有關法律	1.09
42	法文（講、寫）	0.00	42	日文（講、寫）	0.00
43	日文（講、寫）	0.00	43	法文（講、寫）	0.00
44	西班牙文（講、寫）	0.00	44	西班牙文（講、寫）	0.00

機構數目：1,829

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

水、電、氣體燃料業

31. 業內機構爲數不多。與 2008 年此行業的調查結果相比，各項才能的排名變化甚大。

32. 中文和英語語言能力成爲業內管理及督導人員最重要的才能。對於管理人員，*「中文（普通話及商業書寫技巧）」*和*「英語（講、寫）」*2008 年排名均爲第七位；而對於督導人員，兩項才能分別爲第三和第二十位，其後在 2011 年的調查中一躍成爲重要才能。此外，管理人員中有八項在 2008 年視爲主要才能，即*「營商智慧」*、*「變革管理」*、*「關心和照顧客戶需要」*、*「處理衝突」*、*「情緒智商」*、*「激勵他人」*、*「談判技巧」*和*「體諒別人／理解他人處境」*，在 2011 年跌出主要才能之外。在督導人員中的排名亦出現類似情況，共有六項在 2008 年的主要才能卻在 2011 年不獲機構選取，分別爲*「處理衝突」*、*「自我改進」*、*「營商智慧」*、*「變革管理」*、*「關心和照顧客戶需要」*和*「指導、訓練及講解技巧」*。

33. 在不獲選取的才能當中，*「處理衝突」*在 2008 年調查中獲評選爲管理及督導人員的核心才能。然而，在是次調查並未獲選取爲兩組人員的十大重要才能。

34. 多項才能在兩組人員的排名中並無改變，與 2008 年的結果相似。如表 1.2 所示。兩組人員的十大才能中有八項的名次相同。儘管如此，機構認爲*「風險管理」*和*「溝通技巧」*屬管理人員的十大主要才能，但對督導人員則不然；又認爲*「訓練與輔導下屬」*和*「資訊科技知識及應用」*屬督導人員十大主要才能。*「中文（普通話及商業書寫技巧）」*、*「英語（講、寫）」*、*「策劃及組織能力」*和*「團隊合作和建立團隊」*的排名在首四位內，獲九成以上的受訪機構視爲兩組人員核心才能。

表 1.2：未來三年本港水、電、氣體燃料業管理及督導人員所需的主要才能

排名	管理人員	%	排名	督導人員	%
1	中文（普通話及商業書寫技巧）	100	1	中文（普通話及商業書寫技巧）	100
2	英語（講、寫）	100	2	英語（講、寫）	100
3	策劃及組織能力	90.91	3	策劃及組織能力	90.91
4	團隊合作和建立團隊	90.91	4	團隊合作和建立團隊	90.91
5	風險管理	54.55	5	對人對事善於分析	54.55
6	策略性思考	54.55	6	策略性思考	54.55
7	溝通技巧	54.55	7	訓練與輔導下屬	54.55
8	對人對事善於分析	45.45	8	資訊科技知識及應用	54.55
9	危機管理	45.45	9	危機管理	45.45
10	解決困難及作出決定	45.45	10	解決困難及作出決定	45.45
11	重視品質	45.45	11	重視品質	45.45
12	對責任的承擔	45.45	12	風險管理	45.45
13	訓練與輔導下屬	45.45	13	對責任的承擔	45.45
14	人際關係技巧	45.45	14	溝通技巧	45.45
15	資訊科技知識及應用	45.45	15	人際關係技巧	45.45
16	商業道德	45.45	16	商業道德	45.45
17	樂於協助他人發揮所長	9.09	17	影響力	9.09
18	互聯網市場推廣	9.09	18	國際經驗及知識	9.09
19	逆境智商	9.09	19	進入中國市場的法律和規條限制	9.09
20	指導、訓練及講解技巧	9.09	20	自我管理（如：時間管理、判別工作優先次序等）	9.09
21	壓力處理	9.09	21	逆境智商	0.00
22	本地人力資源有關法律	0.00	22	本地人力資源有關法律	0.00
23	營商智慧	0.00	23	營商智慧	0.00
24	變革管理	0.00	24	變革管理	0.00
25	創造力	0.00	25	創造力	0.00
26	跨文化認知（如內地）／處理文化差異化差異	0.00	26	跨文化認知（如內地）／處理文化差異化差異	0.00
27	關心和照顧客戶需要	0.00	27	關心和照顧客戶需要	0.00
28	處理衝突	0.00	28	處理衝突	0.00
29	授權	0.00	29	授權	0.00
30	情緒智商	0.00	30	情緒智商	0.00
31	法文（講、寫）	0.00	31	法文（講、寫）	0.00
32	影響力	0.00	32	指導、訓練及講解技巧	0.00
33	正直誠實	0.00	33	正直誠實	0.00
34	國際經驗及知識	0.00	34	互聯網市場推廣	0.00
35	日文（講、寫）	0.00	35	日文（講、寫）	0.00
36	進入中國市場的法律和規條限制	0.00	36	激勵他人	0.00
37	激勵他人	0.00	37	談判技巧	0.00
38	談判技巧	0.00	38	其他語言	0.00
39	其他語言	0.00	39	自我改進	0.00
40	自我改進	0.00	40	西班牙文（講、寫）	0.00
41	自我管理（如：時間管理、判別工作優先次序等）	0.00	41	壓力處理	0.00
42	西班牙文（講、寫）	0.00	42	在中國內地的營商常規	0.00
43	在中國內地的營商常規	0.00	43	體諒別人／理解他人處境	0.00
44	體諒別人／理解他人處境	0.00	44	樂於協助他人發揮所長	0.00

機構數目：11

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

建造業

35. 如表 1.3 所示，建造業管理及督導人員的十大主要才能中有九項相同。兩組人員的四項核心才能當中，*「英語（講、寫）」*和*「危機管理」*兩項相同。管理人員的其餘兩項核心才能是*「人際關係技巧」*和*「策劃及組織能力」*，而督導人員的則是*「人際關係技巧」*和*「團隊合作和建立團隊」*。

36. 調查結果顯示，英語對建造業管理及督導人員仍然舉足輕重，有別於其他行業。在所需才能中，*「英語（講、寫）」*排名首三位，在管理人員組別爲第一位，督導人員組別爲第三位，並獲選爲兩組人員的核心才能。*「中文（普通話及商業書寫技巧）」*僅僅在管理人員組別排名第七，以及在督導人員組別排名第六。此外，和其他行業相比，*「危機管理」*和*「風險管理」*在建造業的排名相對較高。機構認爲*「風險管理」*對管理人員較爲重要，而把*「危機管理」*列於督導人員才能的首位，符合管理人員以決策爲重、督導人員以指導前線工作爲主的普遍看法。

37. 與 2008 年的調查結果相比，在 2011 年的調查中，另外三項才能，即*「英語（講、寫）」*、*「人際關係技巧」*和*「溝通技巧」*，在管理人員組別排名晉升至前十位以內；另外三項才能，即*「危機管理」*、*「英語（講、寫）」*和*「中文（普通話及商業書寫技巧）」*在督導人員組別的排名則有所提升。與此同時，在是次調查中，*「對人對事善於分析」*和*「處理衝突」*在管理人員組別的名次稍微下降，同時跌出十大主要才能以下，僅列第十二和第十四位。督導人員組別亦出現同樣情況。*「重視品質」*和*「關心和照顧客戶需要」*兩項在 2008 年的調查時屬督導人員十大才能；可是，在是次調查中的排名大幅下降，分別取得第二十三和第三十位。

表 1.3：未來三年本港建造業管理及督導人員所需的主要才能

排名	管理人員	%	排名	督導人員	%
1	英語（講、寫）	58.04	1	危機管理	60.93
2	人際關係技巧	57.16	2	人際關係技巧	54.94
3	策劃及組織能力	57.03	3	英語（講、寫）	54.94
4	危機管理	54.07	4	團隊合作和建立團隊	53.67
5	團隊合作和建立團隊	49.70	5	溝通技巧	49.70
6	溝通技巧	46.47	6	中文（普通話及商業書寫技巧）	48.15
7	中文（普通話及商業書寫技巧）	45.93	7	策劃及組織能力	47.41
8	訓練與輔導下屬	45.39	8	自我管理（如：時間管理、判別工作優先次序等）	43.17
9	對責任的承擔	38.53	9	訓練與輔導下屬	40.89
10	風險管理	34.90	10	對責任的承擔	39.41
11	自我管理（如：時間管理、判別工作優先次序等）	34.03	11	風險管理	31.94
12	對人對事善於分析	33.83	12	解決困難及作出決定	31.81
13	解決困難及作出決定	29.59	13	對人對事善於分析	31.61
14	處理衝突	29.52	14	營商智慧	27.91
15	營商智慧	27.24	15	處理衝突	27.77
16	資訊科技知識及應用	20.24	16	資訊科技知識及應用	23.13
17	壓力處理	19.84	17	壓力處理	21.39
18	策略性思考	19.17	18	自我改進	19.30
19	創造力	17.89	19	策略性思考	18.22
20	重視品質	17.82	20	正直誠實	17.08
21	指導、訓練及講解技巧	17.08	21	創造力	17.01
22	情緒智商	16.95	22	授權	16.14
23	自我改進	16.95	23	重視品質	15.47
24	談判技巧	14.93	24	互聯網市場推廣	14.26
25	互聯網市場推廣	14.26	25	國際經驗及知識	13.99
26	商業道德	13.38	26	商業道德	13.38
27	國際經驗及知識	12.44	27	激勵他人	13.32
28	在中國內地的營商常規	12.44	28	體諒別人／理解他人處境	11.77
29	體諒別人／理解他人處境	11.77	29	情緒智商	11.77
30	授權	11.70	30	關心和照顧客戶需要	10.36
31	正直誠實	10.36	31	指導、訓練及講解技巧	10.36
32	關心和照顧客戶需要	9.68	32	跨文化認知（如內地）／處理文化差異化差異	10.15
33	跨文化認知（如內地）／處理文化差異	9.48	33	談判技巧	9.75
34	影響力	8.88	34	變革管理	9.55
35	激勵他人	7.46	35	影響力	9.55
36	變革管理	7.33	36	逆境智商	9.48
37	逆境智商	7.26	37	在中國內地的營商常規	5.11
38	樂於協助他人發揮所長	4.44	38	樂於協助他人發揮所長	4.44
39	本地人力資源有關法律	3.63	39	進入中國市場的法律和規條限制	3.56
40	進入中國市場的法律和規條限制	3.56	40	其他語言	0.67
41	其他語言	0.67	41	本地人力資源有關法律	0.67
42	法文（講、寫）	0.00	42	法文（講、寫）	0.00
43	日文（講、寫）	0.00	43	日文（講、寫）	0.00
44	西班牙文（講、寫）	0.00	44	西班牙文（講、寫）	0.00

機構數目：1,542

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

零售批發及出入口業

38. 正如表 1.4 所示，管理及督導人員的首七項主要才能排名相同。依次爲*「溝通技巧」*、*「英語（講、寫）」*、*「中文（普通話及商業書寫技巧）」*、*「危機管理」*、*「人際關係技巧」*、*「團隊合作和建立團隊」*和*「對責任的承擔」*。上述結果顯示兩組人員所需的才能十分相似。

39. 我們從*「營商智慧」*和*「訓練與輔導下屬」*的排名注意到，管理及督導人員需要不同的才能。這兩項才能列入管理人員十大主要才能，對督導人員則不然，反而*「解決困難及作出決定」*和*「重視品質」*對督導人員更爲重要。不過，我們亦注意到，雖然管理及督導人員需有不同才能，但不再有顯著分別。*「營商智慧」*和*「訓練與輔導下屬」*在督導人員組別排列第十二和第十三位，而*「解決困難及作出決定」*和*「重視品質」*在管理人員組別排列第十一和第十三位；從排序所見，業內機構對兩組人員才能的需要並無顯著差異。

40. 業內所需的主要才能與其他行業的整體調查結果亦大致相同。一般社交技巧在 2011 年的調查均取得前列排名。與 2008 年的調查相比，*「危機管理」*、*「風險管理」*、*「營商智慧」*和*「策劃及組織能力」*等管理技巧對業內機構的重要性有所下降，有部分才能不論在管理及督導人員組別均不再列入爲十大主要才能。

表 1.4：未來三年本港零售批發及出入口業管理及督導人員所需的主要才能

排名	管理人員	%	排名	督導人員	%
1	溝通技巧	53.93	1	溝通技巧	61.19
2	英語（講、寫）	53.86	2	英語（講、寫）	56.22
3	中文（普通話及商業書寫技巧）	49.85	3	中文（普通話及商業書寫技巧）	50.11
4	危機管理	48.60	4	危機管理	47.38
5	人際關係技巧	43.10	5	人際關係技巧	46.16
6	團隊合作和建立團隊	42.81	6	團隊合作和建立團隊	44.09
7	對責任的承擔	42.80	7	對責任的承擔	42.92
8	對人對事善於分析	42.17	8	解決困難及作出決定	39.37
9	訓練與輔導下屬	37.61	9	對人對事善於分析	38.27
10	營商智慧	37.09	10	重視品質	36.82
11	解決困難及作出決定	35.83	11	策劃及組織能力	35.15
12	策劃及組織能力	33.79	12	營商智慧	31.98
13	重視品質	33.14	13	訓練與輔導下屬	31.82
14	處理衝突	29.58	14	關心和照顧客戶需要	29.90
15	自我管理（如：時間管理、判別工作優先次序等）	28.40	15	處理衝突	29.27
16	關心和照顧客戶需要	27.46	16	正直誠實	29.00
17	風險管理	26.53	17	自我管理（如：時間管理、判別工作優先次序等）	28.66
18	商業道德	24.14	18	風險管理	26.68
19	正直誠實	23.15	19	商業道德	25.20
20	壓力處理	20.20	20	壓力處理	21.07
21	創造力	20.01	21	情緒智商	20.92
22	情緒智商	19.99	22	創造力	18.86
23	變革管理	19.02	23	資訊科技知識及應用	18.53
24	策略性思考	18.38	24	談判技巧	16.19
25	資訊科技知識及應用	16.09	25	變革管理	15.85
26	談判技巧	15.86	26	逆境智商	15.47
27	激勵他人	15.37	27	策略性思考	14.21
28	逆境智商	14.91	28	激勵他人	13.68
29	進入中國市場的法律和規條限制	14.80	29	進入中國市場的法律和規條限制	12.91
30	國際經驗及知識	14.51	30	在中國內地的營商常規	12.88
31	影響力	14.39	31	國際經驗及知識	11.95
32	指導、訓練及講解技巧	14.27	32	影響力	11.21
33	在中國內地的營商常規	13.88	33	自我改進	11.09
34	授權	11.79	34	指導、訓練及講解技巧	10.04
35	自我改進	11.22	35	互聯網市場推廣	8.53
36	跨文化認知（如內地）／處理文化差異	10.13	36	跨文化認知（如內地）／處理文化差異	8.11
37	互聯網市場推廣	9.57	37	體諒別人／理解他人處境	7.99
38	體諒別人／理解他人處境	9.41	38	樂於協助他人發揮所長	7.65
39	樂於協助他人發揮所長	4.93	39	授權	7.01
40	日文（講、寫）	3.19	40	日文（講、寫）	2.81
41	本地人力資源有關法律	3.07	41	其他語言	2.67
42	其他語言	2.67	42	本地人力資源有關法律	2.43
43	西班牙文（講、寫）	1.02	43	西班牙文（講、寫）	1.02
44	法文（講、寫）	0.64	44	法文（講、寫）	0.64

機構數目：8,981

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

食肆及酒店業

41. 如表 1.5 所示，業內管理及督導人員所需十項主要才能中，有九項相同，而尾末十項較不重要的才能中，有八項相同。相同的主要才能中，有五項屬核心才能，分別爲*「人際關係技巧」*、*「溝通技巧」*、*「團隊合作和建立團隊」*、*「中文（普通話及商業書寫技巧）」*和*「關心和照顧客戶需要」*。另外尚有兩項獲評爲管理人員核心才能，即*「對責任的承擔」*和*「訓練與輔導下屬」*。

42. 調查發現，*「危機管理」*在兩組人員所需才能的排序分別最大，對管理人員屬於十大主要才能，對督導人員則不然。此外，機構認爲*「重視品質」*的才能對督導人員較爲重要。

43. 我們可以理解，食肆及酒店屬於服務行業，管理及督導人員所需的管理才能會以人際／溝通技巧和語言能力爲主。此外，相對於其他行業，*「關心和照顧客戶需要」*和*「處理衝突」*亦排名較前，在管理人員的才能中排於第七和第八位，而在督導人員才能中排於第五和第八位。在各大行業之中，只有此界別的*「英語（講、寫）」*不列入十大主要才能。個人遊計劃的推行，內地旅客較外國旅客爲多，或可解釋上述情況。旅遊事務署的數據顯示，訪港旅客持續以內地人士爲主，達 2810 萬人次（升幅爲 23.9%），佔 2011 年訪港人次總數 67.0%。內地旅客中，1830 萬人次 (65.3%) 是經個人遊計劃來港，較 2010 年上升了 28.8%。內地旅客增多的另一項證明是，掌握*「中文（普通話及商業書寫技巧）」*才能的重要性正在提高，尤其在督導人員組別更明顯；該項才能的排名由 2008 年調查的第十一位上升至 2011 年的第四位。

44. 事實上，此行業所需才能的變化一向不大。有四項才能，即*「對責任的承擔」*、*「中文（普通話及商業書寫技巧）」*、*「訓練與輔導下屬」*和*「關心和照顧客戶需要」*，在是次調查獲選爲管理人員核心才能，但在 2008 年的調查中卻未有獲選。

表 1.5：未來三年本港食肆及酒店業管理及督導人員所需的主要才能

排名	管理人員	%	排名	督導人員	%
1	溝通技巧	62.66	1	人際關係技巧	64.04
2	人際關係技巧	61.59	2	溝通技巧	61.01
3	團隊合作和建立團隊	57.67	3	團隊合作和建立團隊	57.61
4	對責任的承擔	53.72	4	中文（普通話及商業書寫技巧）	53.03
5	中文（普通話及商業書寫技巧）	52.22	5	關心和照顧客戶需要	52.09
6	訓練與輔導下屬	51.45	6	訓練與輔導下屬	49.00
7	關心和照顧客戶需要	50.72	7	對責任的承擔	48.06
8	處理衝突	47.20	8	處理衝突	46.09
9	解決困難及作出決定	47.17	9	解決困難及作出決定	44.00
10	危機管理	40.09	10	重視品質	41.12
11	重視品質	39.36	11	英語（講、寫）	37.08
12	對人對事善於分析	37.92	12	對人對事善於分析	35.63
13	英語（講、寫）	34.79	13	危機管理	33.90
14	營商智慧	30.78	14	策劃及組織能力	27.41
15	策劃及組織能力	28.02	15	情緒智商	27.32
16	自我管理（如：時間管理、判別工作優先次序等）	24.44	16	自我管理（如：時間管理、判別工作優先次序等）	25.50
17	情緒智商	22.82	17	營商智慧	20.80
18	商業道德	20.80	18	商業道德	17.95
19	影響力	17.37	19	談判技巧	17.34
20	創造力	17.21	20	創造力	16.34
21	談判技巧	16.14	21	影響力	16.25
22	體諒別人／理解他人處境	15.34	22	體諒別人／理解他人處境	15.22
23	逆境智商	14.09	23	壓力處理	14.46
24	壓力處理	13.26	24	風險管理	13.58
25	指導、訓練及講解技巧	13.05	25	授權	12.73
26	風險管理	13.02	26	逆境智商	12.31
27	策略性思考	13.02	27	指導、訓練及講解技巧	11.92
28	激勵他人	13.02	28	激勵他人	10.95
29	授權	12.07	29	策略性思考	9.88
30	變革管理	8.94	30	正直誠實	9.67
31	正直誠實	8.76	31	變革管理	9.55
32	樂於協助他人發揮所長	6.98	32	樂於協助他人發揮所長	8.91
33	資訊科技知識及應用	6.68	33	自我改進	7.67
34	自我改進	6.43	34	資訊科技知識及應用	6.00
35	跨文化認知（如內地）／處理文化差異	3.68	35	跨文化認知（如內地）／處理文化差異	3.64
36	互聯網市場推廣	3.64	36	互聯網市場推廣	3.31
37	國際經驗及知識	3.03	37	國際經驗及知識	3.00
38	進入中國市場的法律和規條限制	1.96	38	在中國內地的營商常規	1.91
39	在中國內地的營商常規	1.93	39	進入中國市場的法律和規條限制	1.64
40	本地人力資源有關法律	1.23	40	日文（講、寫）	1.00
41	日文（講、寫）	1.01	41	其他語言	1.00
42	其他語言	1.01	42	本地人力資源有關法律	0.91
43	法文（講、寫）	0.00	43	法文（講、寫）	0.00
44	西班牙文（講、寫）	0.00	44	西班牙文（講、寫）	0.00

機構數目：3,397

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

運輸、倉庫及通訊業

45. 表 1.6 顯示，業內管理及督導人員的十項主要才能中，有七項相同。*「團隊合作和建立團隊」*和*「中文（普通話及商業書寫技巧）」*獲評爲兩組人員的核心才能，而*「對責任的承擔」*和*「危機管理」*只屬於管理人員的核心才能，*「溝通技巧」*則只屬於督導人員的核心才能。*「團隊合作和建立團隊」*排於首位，成爲業內兩組人員最重要的才能。

46 十大才能的排名中，*「人際關係技巧」*、*「風險管理」*和*「策劃及組織能力」*三項在管理人員組別排名較高。另一方面，*「自我管理（如：時間管理、判別工作優先次序等）」*、*「解決困難及作出決定」*和*「資訊科技知識及應用」*三項，則在督導人員排名較高，對管理人員的重要性較低。上述調查結果顯示，兩組人員所需的才能並不一樣。

47. 與其他行業的情況相若，在管理人員組別，*「中文（普通話及商業書寫技巧）」*較*「英語（講、寫）」*評分爲高。該項才能由 2008 年調查中的第二十五位跳升至現時的第四位，並獲評選爲業內的核心才能。調查亦發現，某些才能是行業特定所需；*「資訊科技知識及應用」*和*「正直誠實」*兩者的排名較其他行業的排名爲高。*「資訊科技知識及應用」*在督導人員中排在首十名，而在管理人員中則是第十三位。雖然*「正直誠實」*在兩組人員的排名均不入十大，卻相對於其他行業，但這項才能在業內的排名甚高，分別排於管理及督導人員才能的第十九和第十四位。

48. 與 2008 年調查相比，*「訓練與輔導下屬」*、*「營商智慧」*、*「策略性思考」*和*「處理衝突」*四項跌出管理人員十大主要才能以外。對於督導人員，只有*「訓練與輔導下屬」*和*「處理衝突」*兩項不入十大。觀察所得，業內督導人員所需的才能一直變化不大。

表 1.6：未來三年本港運輸、倉庫及通訊業管理及督導人員所需的主要才能

排名	管理人員	%	排名	督導人員	%
1	團隊合作和建立團隊	54.10	1	團隊合作和建立團隊	66.09
2	對責任的承擔	53.23	2	溝通技巧	62.14
3	危機管理	52.97	3	中文（普通話及商業書寫技巧）	51.84
4	中文（普通話及商業書寫技巧）	51.38	4	對責任的承擔	48.62
5	英語（講、寫）	48.87	5	英語（講、寫）	47.69
6	對人對事善於分析	48.00	6	危機管理	47.44
7	人際關係技巧	47.95	7	對人對事善於分析	45.29
8	溝通技巧	47.28	8	自我管理（如：時間管理、判別工作優先次序等）	42.42
9	風險管理	39.91	9	解決困難及作出決定	38.52
10	策劃及組織能力	35.09	10	資訊科技知識及應用	36.73
11	訓練與輔導下屬	32.22	11	策劃及組織能力	35.19
12	解決困難及作出決定	28.84	12	人際關係技巧	32.53
13	資訊科技知識及應用	28.23	13	風險管理	29.61
14	自我管理（如：時間管理、判別工作優先次序等）	27.66	14	正直誠實	26.28
15	營商智慧	26.49	15	訓練與輔導下屬	25.31
16	變革管理	25.72	16	創造力	25.20
17	創造力	22.90	17	關心和照顧客戶需要	24.95
18	商業道德	22.80	18	商業道德	23.41
19	正直誠實	22.80	19	營商智慧	23.10
20	授權	21.57	20	處理衝突	22.13
21	關心和照顧客戶需要	21.57	21	互聯網市場推廣	21.31
22	策略性思考	21.16	22	策略性思考	19.83
23	國際經驗及知識	19.72	23	重視品質	19.31
24	進入中國市場的法律和規條限制	19.72	24	情緒智商	16.44
25	跨文化認知（如內地）／處理文化差異	18.08	25	跨文化認知（如內地）／處理文化差異	14.19
26	重視品質	17.62	26	在中國內地的營商常規	13.01
27	處理衝突	17.57	27	國際經驗及知識	12.96
28	互聯網市場推廣	16.75	28	授權	12.40
29	指導、訓練及講解技巧	15.93	29	進入中國市場的法律和規條限制	11.78
30	情緒智商	15.88	30	激勵他人	10.66
31	談判技巧	13.73	31	自我改進	10.19
32	自我改進	10.76	32	變革管理	9.12
33	壓力處理	10.66	33	壓力處理	8.97
34	激勵他人	8.45	34	體諒別人／理解他人處境	8.45
35	在中國內地的營商常規	8.45	35	談判技巧	7.99
36	影響力	7.33	36	指導、訓練及講解技巧	7.84
37	樂於協助他人發揮所長	6.76	37	影響力	5.69
38	逆境智商	6.61	38	逆境智商	5.58
39	體諒別人／理解他人處境	6.25	39	樂於協助他人發揮所長	3.38
40	本地人力資源有關法律	4.56	40	其他語言	2.20
41	法文（講、寫）	2.87	41	日文（講、寫）	0.51
42	西班牙文（講、寫）	2.87	42	法文（講、寫）	0.00
43	日文（講、寫）	0.51	43	西班牙文（講、寫）	0.00
44	其他語言	0.46	44	本地人力資源有關法律	0.00

機構數目：2,097

% = 佔填覆機構百分率
核心才能（即獲過半數填覆機構選取）

金融、保險、地產及商業服務業

49. 如表 1.7 所示，管理及督導人員的十大主要才能中有八項相同。*「人際關係技巧」*在兩組人員中同列才能榜首，*「對責任的承擔」*獲評選爲管理人員的核心才能，而*「訓練與輔導下屬」*和*「英語（講、寫）」*則獲評選爲督導人員的核心才能。

50. 兩組人員所需的四十四項才能當中，機構認爲*「策劃及組織能力」*和*「危機管理」*對管理人員較爲重要，而*「訓練與輔導下屬」*和*「關心和照顧客戶需要」*對督導人員較爲重要。

51. 與其他行業相比，管理人員的十項主要才能中，管理技巧佔了半數，取得相對較高的排名，分別是*「對責任的承擔」*、*「對人對事善於分析」*、*「策劃及組織能力」*、*「危機管理」*和*「解決困難及作出決定」*。但對於督導人員，只有*「對人對事善於分析」*、*「對責任的承擔」*和*「解決困難及作出決定」*三項管理才能獲得較高名次。這可能意味著內的管理及督導人員的職責差異甚大，以致所需才能大有不同。

52. 在 2008 年的調查中，*「訓練與輔導下屬」*和*「處理衝突」*視爲管理人員主要才能。然而，兩項才能在是次調查中的排名大爲落後，獲選取的百分比稍微下降，排名分別是第十三和第十四位。同樣情況亦發生在督導人員組別。*「策劃及組織能力」*和*「危機管理」*兩項均跌出十大主要才能之下。不過，選取*「策劃及組織能力」*的百分比則由 2008 年調查的 34.61%上升至是次調查的 36.09%。

表 1.7：未來三年本港金融、保險、地產及商業服務業管理及督導人員所需的主要才能

排名	管理人員	%	排名	督導人員	%
1	人際關係技巧	52.14	1	人際關係技巧	62.53
2	對責任的承擔	51.26	2	訓練與輔導下屬	52.84
3	英語（講、寫）	49.74	3	英語（講、寫）	51.61
4	對人對事善於分析	48.83	4	團隊合作和建立團隊	49.56
5	中文（普通話及商業書寫技巧）	47.42	5	中文（普通話及商業書寫技巧）	49.27
6	策劃及組織能力	45.84	6	對人對事善於分析	49.15
7	溝通技巧	45.61	7	對責任的承擔	43.24
8	危機管理	45.37	8	溝通技巧	42.89
9	團隊合作和建立團隊	43.79	9	關心和照顧客戶需要	42.04
10	解決困難及作出決定	42.51	10	解決困難及作出決定	41.04
11	關心和照顧客戶需要	39.84	11	處理衝突	37.85
12	壓力處理	39.55	12	策劃及組織能力	36.09
13	訓練與輔導下屬	39.23	13	危機管理	34.07
14	處理衝突	33.72	14	壓力處理	33.28
15	營商智慧	27.08	15	自我管理（如：時間管理、判別工作優先次序等）	25.79
16	自我管理（如：時間管理、判別工作優先次序等）	26.43	16	營商智慧	22.98
17	策略性思考	22.86	17	風險管理	22.95
18	風險管理	19.09	18	情緒智商	22.89
19	指導、訓練及講解技巧	17.86	19	談判技巧	19.96
20	情緒智商	17.65	20	商業道德	19.23
21	創造力	17.54	21	指導、訓練及講解技巧	18.62
22	商業道德	17.48	22	創造力	17.89
23	重視品質	14.96	23	策略性思考	15.66
24	逆境智商	14.55	24	正直誠實	13.91
25	體諒別人／理解他人處境	14.37	25	跨文化認知（如內地）／處理文化差異	13.82
26	變革管理	14.26	26	變革管理	12.97
27	談判技巧	13.96	27	重視品質	12.91
28	自我改進	13.55	28	自我改進	12.59
29	國際經驗及知識	12.15	29	激勵他人	12.24
30	在中國內地的營商常規	11.56	30	資訊科技知識及應用	11.62
31	授權	11.50	31	逆境智商	11.50
32	激勵他人	11.39	32	進入中國市場的法律和規條限制	9.95
33	正直誠實	11.39	33	國際經驗及知識	9.92
34	資訊科技知識及應用	10.30	34	體諒別人／理解他人處境	7.96
35	影響力	9.22	35	影響力	7.67
36	進入中國市場的法律和規條限制	8.05	36	在中國內地的營商常規	7.00
37	本地人力資源有關法律	7.38	37	授權	6.12
38	跨文化認知（如內地）／處理文化差異	5.47	38	互聯網市場推廣	5.42
39	樂於協助他人發揮所長	5.15	39	本地人力資源有關法律	4.80
40	互聯網市場推廣	4.07	40	其他語言	3.57
41	其他語言	1.93	41	樂於協助他人發揮所長	1.55
42	法文（講、寫）	0.97	42	法文（講、寫）	0.97
43	日文（講、寫）	0.00	43	日文（講、寫）	0.00
44	西班牙文（講、寫）	0.00	44	西班牙文（講、寫）	0.00

機構數目：3,536

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

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社區、社會及個人服務業

53. 如表 1.8 所示，管理及督導人員的十大主要才能相同。*「團隊合作和建立團隊」*和*「人際關係技巧」*在管理人員的核心才能中，排於首兩位；這兩項才能和*「中文（普通話及商業書寫技巧）」*在督導人員的核心才能排於首三位。緊隨這兩項的是*「處理衝突」*和*「危機管理」*，在管理人員核心才能中排在第三和第四位。

54. *「團隊合作和建立團隊」*和*「人際關係技巧」*兩項視爲業內管理及督導人員的重要才能。*「處理衝突」*、*「危機管理」*、*「對責任的承擔」*和*「對人對事善於分析」*這四項管理技巧，同屬重要才能，但在兩組人員的才能排名有所更迭。此外，英語和中文（包括普通話）兩項語言技巧對督導人員比較重要。*「中文(普通話及商業書寫技巧)」*獲評爲督導人員核心才能，但在管理人員的排名則是第七位。*「英語（講、寫)」*排在管理人員十大才能尾末位置，而在督導人員才能的排名則是第九位。*「變革管理」*對於業內管理人員較爲重要。

55. 大概因爲行業屬於個人服務性質，因此業內管理及督導人員的主要才能重在社交技巧。在管理人員十大才能中只有四項是管理技巧，與督導人員才能排序相同。當中，*「處理衝突」*這項才能，在業內管理人員才能的排名遠高於其他行業。

56. 與 2008 年的調查相比，機構視*「策劃及組織能力」*爲管理人員的主要才能，而*「解決困難和作出決定」*和*「關心和照顧客戶需要」*則爲督導人員主要才能。不過，在是次調查中，這三項才能的排名遠遜之前，已跌出十大主要才能之外。*「關心和照顧客戶需要」*這項才能的重要性從第八位大幅下跌至第十三位，獲選比率大約下跌 14%。另外，在 2008 年，*「創造力」*在本行的排名較其他行業的高出頗多，在管理人員才能的排名是第十三位，而在督導人員的才能排名是第十五位。然而在 2011 年的調查中，排名遠較以往遜色，只取得中下游位置，在管理人員的才能排名是第二十四位，而在督導人員的才能排名是第二十五位。

表 1.8：未來三年本港社區、社會及個人服務業管理及督導人員所需的主要才能

排名	管理人員	%	排名	督導人員	%
1	團隊合作和建立團隊	67.97	1	人際關係技巧	69.05
2	人際關係技巧	64.21	2	團隊合作和建立團隊	64.03
3	處理衝突	51.27	3	中文（普通話及商業書寫技巧）	48.92
4	危機管理	50.04	4	對人對事善於分析	48.52
5	對責任的承擔	49.13	5	溝通技巧	48.12
6	溝通技巧	48.55	6	對責任的承擔	47.18
7	中文（普通話及商業書寫技巧）	45.73	7	危機管理	46.82
8	對人對事善於分析	45.16	8	處理衝突	45.48
9	訓練與輔導下屬	44.18	9	英語（講、寫）	44.11
10	英語（講、寫）	40.71	10	訓練與輔導下屬	39.30
11	策劃及組織能力	35.25	11	策劃及組織能力	33.51
12	解決困難及作出決定	34.09	12	解決困難及作出決定	33.26
13	關心和照顧客戶需要	31.81	13	關心和照顧客戶需要	30.44
14	變革管理	23.93	14	壓力處理	28.78
15	商業道德	23.43	15	情緒智商	23.54
16	營商智慧	23.36	16	策略性思考	21.87
17	策略性思考	23.36	17	正直誠實	21.73
18	壓力處理	22.92	18	商業道德	20.21
19	風險管理	20.82	19	激勵他人	18.69
20	情緒智商	19.67	20	營商智慧	18.11
21	正直誠實	18.19	21	體諒別人／理解他人處境	17.75
22	樂於協助他人發揮所長	16.70	22	自我管理（如：時間管理、判別工作優先次序等）	17.50
23	體諒別人／理解他人處境	16.20	23	重視品質	15.51
24	創造力	16.16	24	資訊科技知識及應用	15.11
25	激勵他人	14.86	25	創造力	14.68
26	國際經驗及知識	14.53	26	風險管理	14.64
27	自我管理（如：時間管理、判別工作優先次序等）	13.56	27	變革管理	14.17
28	談判技巧	13.34	28	談判技巧	14.17
29	指導、訓練及講解技巧	12.69	29	國際經驗及知識	12.18
30	重視品質	12.40	30	逆境智商	11.68
31	資訊科技知識及應用	12.08	31	影響力	11.64
32	逆境智商	7.95	32	自我改進	10.20
33	自我改進	7.77	33	指導、訓練及講解技巧	10.16
34	影響力	7.27	34	樂於協助他人發揮所長	9.00
35	授權	7.05	35	跨文化認知（如內地）／處理文化差異	7.30
36	在中國內地的營商常規	6.72	36	在中國內地的營商常規	6.04
37	本地人力資源有關法律	5.46	37	授權	5.46
38	互聯網市場推廣	5.35	38	互聯網市場推廣	5.31
39	跨文化認知（如內地）／處理文化差異	4.59	39	進入中國市場的法律和規條限制	4.74
40	其他語言	1.55	40	其他語言	3.51
41	進入中國市場的法律和規條限制	1.23	41	本地人力資源有關法律	2.31
42	日文（講、寫）	0.00	42	日文（講、寫）	0.00
43	法文（講、寫）	0.00	43	法文（講、寫）	0.00
44	西班牙文（講、寫）	0.00	44	西班牙文（講、寫）	0.00

機構數目：2,786

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

香港各行業選取的主要才能

57. 本部分表列八大行業爲管理／督導人員選取的主要才能和所佔的行業數目，並提出以下討論。

香港各行業選取管理人員所需的主要才能

58. 表 2.1 載列八大行業所選管理人員的主要才能。*「溝通技巧」*、*「危機管理」*及*「對責任的承擔」*三項才能，獲八大行業選爲管理人員的主要才能，亦分別獲三個行業評選爲核心才能。

表 2.1：香港各行業管理人員的核心才能排名

排名	管理人員	填選才能的行業數目	
		十大才能	核心才能 *（逾半數機構選取）*
1	溝通技巧	8	3
2	危機管理	8	3
3	對責任的承擔	8	3
4	人際關係技巧	7	4
5	團隊合作和建立團隊	7	4
6	英語（講、寫）	7	3
7	中文（普通話及商業書寫技巧）	6	2
8	訓練與輔導下屬	6	1
9	對人對事善於分析	6	0
10	策劃及組織能力	5	2

59. 與 2008 年的調查相比，十項主要才能中有八項相同。*「營商智慧」*和*「處理衝突」*不似 2008 年般重要，由*「對責任的承擔」*和*「對人對事善於分析」*取之代之，成爲 2011 年最多機構選取的才能。*「危機管理」*在 2011 年再度排前，而排於十大的新才能則有*「溝通技巧」*和*「對責任的承擔」*。由於香港社會重視語文能力，教育制度和商業環境均強調「兩文三語」，因此無論是中文或英語才能均穩佔中游位置。各行業對管理人員才能需要的轉變資料，可供設計培訓課程時作爲參考。

香港各行業選取督導人員所需的主要才能

60. 是次調查亦對督導人員進行同類分析，有關結果載於表2.2。*「中文（普通話及商業書寫技巧）」*、*「溝通技巧」*、*「對責任的承擔」*和*「團隊合作和建立團隊」*獲所有行業視爲督導人員的主要才能。*「中文（普通話及商業書寫技巧）」*獲六個行業選爲核心才能。*「團隊合作和建立團隊」*和*「溝通技巧」*分別獲五個和三個行業選取，排在核心才能第二和第三位。

61. 與 2008 年調查結果相比，所有主要才能相同，只是排名出現變化。*「中文（普通話及商業書寫技巧）」*在八大行業的新排名中取得首位，並獲六個行業評選爲核心才能。以下原因或可解釋此現象 —— 中國內地經濟急速增長，以及個人遊計劃擴大推行，令中港商業接觸進一步增加。*「團隊合作和建立團隊」*和*「對責任的承擔」*緊隨其後，與 2008 年的調查結果相若。然而，*「解決困難及作出決定」*對督導人員的重要性有所下降，2008 年時排名第四，獲七個行業視爲主要才能，以及一個行業選爲核心才能，但到了 2011 年，下跌至第九位，只得六個行業視爲主要才能。

表 2.2：香港各行業督導人員的核心才能排名

排名	督導人員	填選才能的行業數目	
		十大才能	核心才能 *（逾半數機構選取）*
1	中文（普通話及商業書寫技巧）	8	6
2	團隊合作和建立團隊	8	5
3	溝通技巧	8	3
4	對責任的承擔	8	0
5	英語（講、寫）	7	4
6	人際關係技巧	6	4
7	訓練與輔導下屬	6	2
8	危機管理	6	2
9	解決困難及作出決定	6	0
10	對人對事善於分析	5	1

本港選取管理及督導人員所需主要才能原因

62. 爲了解受訪機構填選主要才能的原因，問卷亦要求他們以 1（最不重要）至 6（最重要）評定每項原因的重要性。每項原因配以加權平均值，表 3 按加權平均值高低，依次排列各項原因。

表 3：影響機構選取香港管理及督導人員所需主要才能的原因

原因	管理人員		督導人員	
	排名	加權平均分	排名	加權平均分
市場競爭	1	4.27	1	4.20
持續改進效率與效能	2	4.17	2	4.14
業務擴充／發展	3	3.59	3	3.51
吸引及挽留人才	4	3.47	4	3.39
業務重新定位	5	3.03	6	2.95
香港政策及條例轉變	6	3.02	5	2.98
中國內地政策及條例轉變	7	2.93	7	2.88
科技／工序轉變	8	2.87	8	2.85
文化差異	9	2.64	9	2.60
外判工作	10	2.26	10	2.23

63. 首四項原因是*「市場競爭」*、*「持續改進效率與效能」*、*「業務擴充／發展」*和*「吸引及挽留人才」*。事實上，填選管理人員所需才能方面，*「業務重新定位」*的影響較大，排名在*「香港政策及條例轉變」*之前（但在督導人員的才能排名榜上，此兩項原因之排序則相反）。除此以外，影響填選兩組人員所需才能的原因排序大致相同。

64. 與 2008 年的調查結果相比，*「市場競爭」*、*「持續改進效率與效能」*、*「業務擴充／發展」*和*「吸引及挽留人才」*仍屬影響填選兩組人員才能的主因，但有關的加權平均值普遍有所下跌。

65. 我們發現*「業務重新定位」*和*「科技／工序轉變」*兩項的排名上升。*「業務重新定位」*由 2008 年調查的第七位上升至是次調查的第五位，而*「科技／工序轉變」*由 2008 年的第九位上升至是次調查的第八位。

未來三年港外管理及督導人員所需主要才能

66. 調查顯示，受訪機構對港外工作的管理及督導人員的才能期望大致相同。如表 4 所示，兩個組別的首十項主要才能有八項相同，而最末十項才能有九項相同。「*英語（講、寫）*」及「*對人對事善於分析*」視爲管理人員的核心才能，而「*溝通技巧*」和「*英語（講、寫）*」則視爲督導人員的核心才能，獲過半數受訪機構選取。「*溝通技巧*」在管理人員組別排在第三位；然而，「*對人對事善於分析*」在督導人員組別的排名則較低。

67. 十大才能中，機構認爲管理人員需具備「*對人對事善於分析*」、「*危機管理*」、「*對責任的承擔*」、「*解決困難及作出決定*」和「*營商智慧*」五項管理技巧；至於督導人員，機構認爲他們需具備前述的首三項和「*重視品質*」。這反映了業內認爲管理和督導員應具備的管理才能理應有所不同的看法。

68. 與香港管理人員相比，受訪機構期望在港外工作的管理人員具備兩大主要才能 －「*英語（講、寫）*」和「*對人對事善於分析*」。這兩項才能分別只列於香港管理人員組別排名的第五和第八位。另一方面，與香港督導人員相比，機構期望港外督導人員具備「*溝通技巧*」和「*英語（講、寫）*」這兩項主要才能，其中「*溝通技巧*」無論對於港內港外的督導人員，都屬於最重要才能。

69. 此外，對於港外的管理及督導人員，「*訓練與輔導下屬*」、「*中文（ 普通話及商業書寫技巧）*」、「*危機管理*」、「*人際關係技巧*」及「*對責任的承擔*」均屬重要才能。調查亦發現港外兩組人員所需才能的差異。「*解決困難及作出決定*」及「*營商智慧*」獲評爲管理人員的主要才能，而「*團隊合作和建立團隊*」及「*重視品質*」則評選爲督導人員的主要才能，但對於管理人員並非主要。

70. 與 2008 年調查結果相比，「*危機管理*」和「*營商智慧*」對管理人員的重要性大幅下降。前者由首位下跌至 2011 年的第六位，而後者則由第二位下降至是次調查的第十位。另外，「*策劃及組織能力*」、「*風險管理*」和「*處理衝突*」在管理人員組別跌出十大。「*策劃及組織能力*」和「*處理衝突*」對督導人員不再是主要才能，分別只取得第十一和第十七位。

71. 「*在中國內地的營商常規*」、「*進入中國市場的法律和規條限制*」及「*跨文化認知／處理文化差異*」對港外地區管理及督導人員較重要。調查結果不難理解，因爲受訪機構的港外業務大多設於中國內地，很可能需要面對不同國家的僱員。

表 4：未來三年境外管理及督導人員所需主要才能排名

排名	管理人員	%	排名	督導人員	%
1	英語（講、寫）	51.53	1	溝通技巧	53.43
2	對人對事善於分析	51.22	2	英語（講、寫）	51.24
3	溝通技巧	47.16	3	危機管理	47.06
4	訓練與輔導下屬	47.16	4	中文（普通話及商業書寫技巧）	45.70
5	中文（普通話及商業書寫技巧）	44.60	5	對責任的承擔	45.06
6	危機管理	44.19	6	人際關係技巧	44.68
7	人際關係技巧	40.77	7	對人對事善於分析	42.26
8	解決困難及作出決定	39.08	8	訓練與輔導下屬	38.90
9	對責任的承擔	38.08	9	團隊合作和建立團隊	38.70
10	營商智慧	35.82	10	重視品質	36.80
11	策劃及組織能力	34.03	11	策劃及組織能力	34.28
12	風險管理	33.95	12	解決困難及作出決定	33.72
13	在中國內地的營商常規	30.25	13	營商智慧	32.51
14	進入中國市場的法律和規條限制	28.87	14	自我管理（如：時間管理、判別工作優先次序等）	32.08
15	處理衝突	28.41	15	風險管理	30.28
16	團隊合作和建立團隊	27.53	16	進入中國市場的法律和規條限制	30.00
17	重視品質	26.89	17	處理衝突	25.53
18	跨文化認知（如內地）／處理文化差異	25.87	18	在中國內地的營商常規	25.10
19	商業道德	25.56	19	創造力	22.15
20	變革管理	25.48	20	跨文化認知（如內地）／處理文化差異	21.76
21	自我管理（如：時間管理、判別工作優先次序等）	24.66	21	關心和照顧客戶需要	21.53
22	國際經驗及知識	24.63	22	正直誠實	21.50
23	創造力	24.38	23	變革管理	21.02
24	談判技巧	22.07	24	商業道德	19.86
25	授權	21.94	25	壓力處理	18.04
26	關心和照顧客戶需要	21.56	26	指導、訓練及講解技巧	17.86
27	資訊科技知識及應用	18.45	27	資訊科技知識及應用	17.86
28	策略性思考	18.37	28	談判技巧	17.81
29	正直誠實	18.35	29	授權	17.65
30	影響力	18.14	30	逆境智商	17.42
31	激勵他人	17.81	31	影響力	15.91
32	逆境智商	15.63	32	國際經驗及知識	14.68
33	壓力處理	14.91	33	策略性思考	12.42
34	自我改進	14.78	34	自我改進	11.91
35	情緒智商	11.75	35	激勵他人	11.32
36	體諒別人／理解他人處境	11.60	36	情緒智商	9.52
37	本地人力資源有關法律	10.26	37	互聯網市場推廣	8.83
38	指導、訓練及講解技巧	9.62	38	樂於協助他人發揮所長	7.36
39	互聯網市場推廣	8.83	39	本地人力資源有關法律	6.24
40	樂於協助他人發揮所長	8.19	40	體諒別人／理解他人處境	4.75
41	日文（講、寫）	4.59	41	日文（講、寫）	3.72
42	法文（講、寫）	3.70	42	法文（講、寫）	3.10
43	西班牙文（講、寫）	2.85	43	其他語言	2.49
44	其他語言	2.49	44	西班牙文（講、寫）	1.41

機構數目：4,009

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

未來三年港外地區管理及督導人員所需主要才能（按行業分析）

72. 本部分列出港外地區各行業管理及督導人員的主要才能排名。由於未能獲得「*水、電、氣體燃料*」業的數據，而「食肆及酒店業」、「社區、社會及個人服務業」的統計數據並無重大分析意義，因此，下文只討論 5 個行業，並集中與香港管理及督導人員的調查結果比較。

製造業

73. 如表 4.1 所示，業內兩組人員有七項主要才能相同。有六項爲核心才能，而其中「*英語（講、寫）*」、「*危機管理*」、「*訓練與輔導下屬*」、「*策劃及組織能力*」及「*中文（普通話及商業書寫技巧）*」五項爲兩組人員共通的核心才能。「*對人對事善於分析*」視爲管理人員的核心才能，但對督導人員則不是；而「*溝通技巧*」視爲督導人員的核心才能，但對管理人員則不是。

74. 除了「*對人對事善於分析*」外，「*處理衝突*」和「*營商智慧*」兩項主要才能對督導人員亦屬次要。督導人員有三項主要才能，即「*重視品質*」、「*對責任的承擔*」和「*人際關係技巧*」，對管理人員亦非十分重要。十大才能中，有六項管理技巧適用於管理人員，而只有四項適用於督導人員。上述調查結果顯示，境外兩組人員所需才能並不相似，不像本港的情況。

75. 港內港外管理人員所需才能極爲相似（見表 1.1）。對於港外地區的管理人員，「*中文（普通話及商業書寫技巧）*」不及在香港般受重視，而「*營商智慧*」和「*處理衝突*」則較在香港受重視。港內港外督導人員所需主要才能亦大致相若，十項主要才能中，有八項相同；不過，「*重視品質*」和「*人際關係技巧*」兩項視爲港外地區督導人員的主要才能，對香港督導人員則不是。香港督導人員的兩項主要才能，即「*團隊合作和建立團隊*」和「*自我管理（如：時間管理、判別工作優先次序等）*」，對港外地區督導人員亦不屬於主要。

76. 此外，「*中文（普通話及商業書寫技巧）*」在香港管理及督導人員的才能表中居首，但在港外地區管理及督導人員才能中卻分別排在第五和第四位。「*英語（講、寫）*」在港外兩組人員的才能表排名較高。

表 4.1：未來三年港外地區製造業管理及督導人員所需主要才能

排名	管理人員	%	排名	督導人員	%
1	英語（講、寫）	64.38	1	危機管理	63.17
2	危機管理	59.51	2	英語（講、寫）	61.19
3	訓練與輔導下屬	59.51	3	溝通技巧	55.86
4	策劃及組織能力	56.01	4	中文（普通話及商業書寫技巧）	54.34
5	中文（普通話及商業書寫技巧）	54.34	5	訓練與輔導下屬	52.66
6	對人對事善於分析	52.66	6	策劃及組織能力	50.84
7	溝通技巧	40.64	7	重視品質	43.99
8	處理衝突	38.96	8	對責任的承擔	40.79
9	營商智慧	35.16	9	人際關係技巧	40.64
10	解決困難及作出決定	33.94	10	解決困難及作出決定	37.44
11	國際經驗及知識	33.79	11	處理衝突	35.77
12	自我管理（如：時間管理、判別工作優先次序等）	31.96	12	對人對事善於分析	35.62
13	創造力	30.59	13	團隊合作和建立團隊	35.62
14	重視品質	30.44	14	自我管理（如：時間管理、判別工作優先次序等）	33.64
15	影響力	29.07	15	壓力處理	33.49
16	對責任的承擔	27.40	16	授權	28.61
17	在中國內地的營商常規	26.94	17	創造力	27.40
18	風險管理	25.42	18	國際經驗及知識	27.09
19	人際關係技巧	23.90	19	指導、訓練及講解技巧	27.09
20	變革管理	23.74	20	進入中國市場的法律和規條限制	25.27
21	逆境智商	23.74	21	變革管理	23.74
22	自我改進	23.74	22	逆境智商	23.74
23	資訊科技知識及應用	22.22	23	自我改進	23.59
24	談判技巧	21.92	24	樂於協助他人發揮所長	22.07
25	商業道德	20.40	25	營商智慧	21.77
26	正直誠實	20.40	26	在中國內地的營商常規	21.77
27	授權	20.24	27	情緒智商	20.24
28	團隊合作和建立團隊	20.09	28	資訊科技知識及應用	18.72
29	樂於協助他人發揮所長	18.72	29	影響力	15.53
30	跨文化認知（如內地）／處理文化差異	18.57	30	正直誠實	15.22
31	關心和照顧客戶需要	16.89	31	風險管理	11.72
32	進入中國市場的法律和規條限制	16.74	32	商業道德	10.20
33	情緒智商	15.07	33	互聯網市場推廣	8.52
34	激勵他人	13.55	34	關心和照顧客戶需要	8.52
35	壓力處理	11.57	35	跨文化認知（如內地）／處理文化差異	5.18
36	體諒別人／理解他人處境	8.52	36	激勵他人	5.02
37	互聯網市場推廣	8.52	37	談判技巧	5.02
38	本地人力資源有關法律	6.70	38	日文（講、寫）	5.02
39	日文（講、寫）	5.18	39	本地人力資源有關法律	1.52
40	指導、訓練及講解技巧	5.02	40	策略性思考	0.00
41	策略性思考	0.00	41	體諒別人／理解他人處境	0.00
42	法文（講、寫）	0.00	42	法文（講、寫）	0.00
43	西班牙文（講、寫）	0.00	43	西班牙文（講、寫）	0.00
44	其他語言	0.00	44	其他語言	0.00

機構數目：657

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

建造業

77. 一如表 4.2 所示，有七項才能獲選爲業內管理及督導人員所需的主要才能，當中*「解決困難及作出決定」*、*「人際關係技巧」*和*「溝通技巧」*視爲兩組人員所需的核心才能。在十大才能中，兩組人員各需具備六項管理技巧，在管理人員組別是*「解決困難及作出決定」*、*「策劃及組織能力」*、*「危機管理」*、*「處理衝突」*、*「重視品質」*和*「風險管理」*，而在督導人員組別則是*「解決困難及作出決定」*、*「重視品質」*、*「對責任的承擔」*、*「營商智慧」*、*「危機管理」*和*「處理衝突」*。此外，*「進入中國市場的法律和規條限制」*排名較在香港爲高。

78. 與香港建造業管理人員相比（表 1.3），港外地區管理人員需具備不同的主要才能。香港管理人員所需的四項主要才能，即*「對責任的承擔」*、*「中文（普通話及商業書寫技巧）」*、*「英語（講、寫）」*和*「團隊合作和建立團隊」*在港外地區受重視的程度不及香港。另外四項才能，即*「解決困難及作出決定」*、*「在中國內地的營商常規」*、*「處理衝突」*和*「重視品質」*，在港外地區管理人員才能組別排列十大。我們亦注意到，這是唯一不視語言技巧（中英亦然）爲港內外管理人員主要才能的行業。由於建造業只有小部分受訪機構在港外地區進行商業活動，相信樣本的參差較大，調查結果會受到影響。

79. 相對於管理人員，香港和港外地區督導人員所需的主要才能較爲相似，在十大才能中約有半數相同。與香港督導人員比較，共有五項主要才能對港外督導人員更爲重要，列入十大才能，分別爲*「解決困難及作出決定」*、*「重視品質」*、*「營商智慧」*、*「在中國內地的營商常規」*和*「處理衝突」*。

表 4.2：未來三年港外地區建造業管理及督導人員所需主要才能

排名	管理人員	%	排名	督導人員	%
1	解決困難及作出決定	91.60	1	人際關係技巧	91.60
2	人際關係技巧	83.19	2	解決困難及作出決定	63.87
3	在中國內地的營商常規	72.27	3	重視品質	63.87
4	策劃及組織能力	63.87	4	對責任的承擔	55.46
5	溝通技巧	63.87	5	溝通技巧	55.46
6	危機管理	36.13	6	中文（普通話及商業書寫技巧）	55.46
7	處理衝突	36.13	7	營商智慧	44.54
8	重視品質	36.13	8	在中國內地的營商常規	44.54
9	風險管理	36.13	9	危機管理	36.13
10	訓練與輔導下屬	36.13	10	處理衝突	36.13
11	進入中國市場的法律和規條限制	36.13	11	影響力	36.13
12	商業道德	36.13	12	團隊合作和建立團隊	36.13
13	對人對事善於分析	27.73	13	進入中國市場的法律和規條限制	36.13
14	創造力	27.73	14	對人對事善於分析	27.73
15	授權	27.73	15	變革管理	27.73
16	對責任的承擔	27.73	16	創造力	27.73
17	影響力	27.73	17	授權	27.73
18	中文（普通話及商業書寫技巧）	27.73	18	訓練與輔導下屬	27.73
19	英語（講、寫）	27.73	19	英語（講、寫）	27.73
20	資訊科技知識及應用	27.73	20	資訊科技知識及應用	27.73
21	跨文化認知（如內地）／處理文化差異	27.73	21	關心和照顧客戶需要	27.73
22	自我改進	27.73	22	自我改進	27.73
23	自我管理（如：時間管理、判別工作優先次序等）	27.73	23	自我管理（如：時間管理、判別工作優先次序等）	27.73
24	營商智慧	16.81	24	策劃及組織能力	16.81
25	策略性思考	16.81	25	策略性思考	16.81
26	變革管理	8.40	26	風險管理	8.40
27	團隊合作和建立團隊	8.40	27	國際經驗及知識	8.40
28	國際經驗及知識	8.40	28	商業道德	8.40
29	指導、訓練及講解技巧	8.40	29	指導、訓練及講解技巧	8.40
30	激勵他人	0.00	30	激勵他人	0.00
31	談判技巧	0.00	31	談判技巧	0.00
32	體諒別人／理解他人處境	0.00	32	體諒別人／理解他人處境	0.00
33	樂於協助他人發揮所長	0.00	33	樂於協助他人發揮所長	0.00
34	日文（講、寫）	0.00	34	日文（講、寫）	0.00
35	法文（講、寫）	0.00	35	法文（講、寫）	0.00
36	西班牙文（講、寫）	0.00	36	西班牙文（講、寫）	0.00
37	其他語言	0.00	37	其他語言	0.00
38	互聯網市場推廣	0.00	38	互聯網市場推廣	0.00
39	逆境智商	0.00	39	跨文化認知（如內地）／處理文化差異	0.00
40	關心和照顧客戶需要	0.00	40	逆境智商	0.00
41	情緒智商	0.00	41	情緒智商	0.00
42	正直誠實	0.00	42	正直誠實	0.00
43	壓力處理	0.00	43	壓力處理	0.00
44	本地人力資源有關法律	0.00	44	本地人力資源有關法律	0.00

機構數目：119

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

零售批發及出入口業

80. 一如表 4.3 所示，管理及督導人員有八項主要才能相同，分別是*「訓練與輔導下屬」*、*「對人對事善於分析」*、*「溝通技巧」*、*「英語（講、寫）」*、*「危機管理」*、*「中文（普通話及商業書寫技巧）」*、*「人際關係技巧」*和*「對責任的承擔」*。另外，*「解決困難及作出決定」*和*「營商智慧」*視爲管理人員的主要才能，但對督導人員則不是。核心才能方面，管理人員有兩項，督導人員則有一項。對管理人員而言，分別是*「訓練與輔導下屬」*和*「對人對事善於分析」*，兩項才能排名在前十位，但對督導人員的重要性偏低。*「溝通技巧」*則是對於督導人員的核心才能，排於首位，但在管理人員組別只取得第三位。

81. 與香港管理人員的才能（見表 1.4）比較，港外管理人員所需的主要才能幾乎完全相同，十大主要才能有九項共通。唯一的分別是*「團隊合作和建立團隊」*對港外管理人更重要，但在香港管理人員的才能排名卻只是第十一位。

82. 港外地區督導人員方面亦看到同樣結果。機構期望他們具備*「訓練與輔導下屬」*的才能，惟該項才能不獲視作香港人員所需的主要才能。另一方面，機構並不視*「解決困難及作出決定」*爲港外人員所需的主要才能。

表 4.3: 未來三年港外地區零售批發及出入口業管理及督導人員所需主要才能

排名	管理人員	%	排名	督導人員	%
1	訓練與輔導下屬	56.08	1	溝通技巧	51.62
2	對人對事善於分析	52.55	2	危機管理	47.63
3	溝通技巧	49.07	3	人際關係技巧	47.22
4	英語（講、寫）	47.73	4	對責任的承擔	47.17
5	危機管理	47.22	5	英語（講、寫）	47.12
6	中文（普通話及商業書寫技巧）	43.83	6	對人對事善於分析	44.62
7	人際關係技巧	40.58	7	中文（普通話及商業書寫技巧）	43.83
8	解決困難及作出決定	39.89	8	訓練與輔導下屬	39.01
9	對責任的承擔	39.56	9	重視品質	38.45
10	營商智慧	38.36	10	團隊合作和建立團隊	38.31
11	風險管理	38.08	11	解決困難及作出決定	37.38
12	進入中國市場的法律和規條限制	34.55	12	自我管理（如：時間管理、判別工作優先次序等）	36.55
13	策劃及組織能力	33.91	13	營商智慧	36.46
14	在中國內地的營商常規	33.91	14	風險管理	35.06
15	團隊合作和建立團隊	31.12	15	策劃及組織能力	33.81
16	重視品質	30.29	16	進入中國市場的法律和規條限制	30.89
17	談判技巧	26.58	17	正直誠實	26.16
18	變革管理	26.53	18	在中國內地的營商常規	26.11
19	授權	25.74	19	跨文化認知（如內地）／處理文化差異	24.91
20	自我管理（如：時間管理、判別工作優先次序等）	25.14	20	變革管理	23.10
21	跨文化認知（如內地）／處理文化差異	24.12	21	處理衝突	23.05
22	策略性思考	23.61	22	談判技巧	22.96
23	影響力	21.47	23	關心和照顧客戶需要	22.59
24	激勵他人	21.47	24	授權	19.06
25	創造力	20.08	25	資訊科技知識及應用	18.00
26	處理衝突	20.08	26	影響力	17.53
27	國際經驗及知識	20.04	27	創造力	16.56
28	商業道德	19.99	28	策略性思考	15.96
29	正直誠實	18.88	29	激勵他人	15.40
30	關心和照顧客戶需要	17.49	30	商業道德	15.40
31	資訊科技知識及應用	16.47	31	指導、訓練及講解技巧	14.42
32	逆境智商	13.87	32	互聯網市場推廣	13.36
33	體諒別人／理解他人處境	13.31	33	逆境智商	12.94
34	互聯網市場推廣	11.83	34	自我改進	10.81
35	壓力處理	10.76	35	壓力處理	8.26
36	自我改進	10.30	36	體諒別人／理解他人處境	8.12
37	樂於協助他人發揮所長	8.16	37	國際經驗及知識	7.70
38	情緒智商	8.12	38	樂於協助他人發揮所長	6.59
39	日文（講、寫）	6.73	39	本地人力資源有關法律	5.71
40	指導、訓練及講解技巧	6.73	40	日文（講、寫）	5.19
41	本地人力資源有關法律	6.17	41	法文（講、寫）	4.08
42	法文（講、寫）	2.55	42	情緒智商	4.04
43	西班牙文（講、寫）	2.55	43	西班牙文（講、寫）	2.55
44	其他語言	2.55	44	其他語言	2.55

機構數目：2,212

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

運輸、倉庫及通訊業

83. 一如表 4.4 所示，管理及督導人員有七項主要才能相同，分別是*「對人對事善於分析」*、*「跨文化認知（如內地）／處理文化差異化差異」*、*「溝通技巧」*、*「英語（講、寫）」*、*「進入中國市場的法律和規條限制」*、*「團隊合作和建立團隊」*和*「在中國內地的營商常規」*。機構分別爲兩個組別選出六項核心才能，當中四項共通。

84. *「人際關係技巧」*、*「國際經驗及知識」*和*「風險管理」*視爲管理人員的主要才能，但對督導人員則不是。管理人員的首項主要才能對督導人員的重要程度偏低。兩組人員共通的主要才能外，機構期望督導人員具備另外三項主要才能，分別是*「創造力」*、*「訓練與輔導下屬」*和*「商業道德」*。

85. 相對於其他行業，*「跨文化認知（如內地）／處理文化差異化差異」*、*「進入中國市場的法律和規條限制」*和*「創造力」*三項才能在業內的排名甚高。業內機構視首兩項爲兩組人員所需的核心才能，而最後一項視爲督導人員的核心才能。除此之外，與其他行業相比，業內機構認爲*「國際經驗及知識」*亦爲重要的才能，屬於管理人員的主要才能，在督導人員所需才能的排名是第十一位。

86. 與香港管理人員相比（表 1.6），港外管理人員所需的才能有六項相同，分別爲*「對人對事善於分析」*、*「溝通技巧」*、*「英語（講、寫）」*、*「人際關係技巧」*、*「團隊合作和建立團隊」*和*「風險管理」*。當中，*「團隊合作和建立團隊」*在香港管理人員的才能表排於首位，但在港外僅只取得第八位。*「對人對事善於分析」*在港外地區管理人員的才能表居於首位，但在香港只排第六位。上述結果意味港內外管理人的責任與所需才能並不相似。兩者對才能重視程度的差異，以*「跨文化認知（如內地）／處理文化差異化差異」*、*「進入中國市場的法律和規條限制」*和*「國際經驗及知識」*最爲明顯。

87. 港內外督導人員所需的主要才能明顯不同。只有*「溝通技巧」*、*「團隊合作和建立團隊」*、*「英語（講、寫）」*和*「對人對事善於分析」*四項同屬港內外督導人員所需的重要才能。餘下六項才能實際上對港外地區督導人員的重要性大大下降。

表 4.4：未來三年港外地區運輸、倉庫及通訊業管理及督導人員所需的主要才能

排名	管理人員	%	排名	督導人員	%
1	對人對事善於分析	73.54	1	溝通技巧	78.83
2	跨文化認知（如內地）／處理文化差異	67.97	2	團隊合作和建立團隊	73.26
3	溝通技巧	66.85	3	英語（講、寫）	69.92
4	英語（講、寫）	63.51	4	進入中國市場的法律和規條限制	60.45
5	進入中國市場的法律和規條限制	51.25	5	創造力	54.04
6	人際關係技巧	50.97	6	跨文化認知（如內地）／處理文化差異	52.37
7	國際經驗及知識	48.75	7	對人對事善於分析	45.96
8	團隊合作和建立團隊	48.47	8	在中國內地的營商常規	45.96
9	在中國內地的營商常規	45.96	9	訓練與輔導下屬	45.13
10	風險管理	44.85	10	商業道德	43.18
11	對責任的承擔	42.62	11	國際經驗及知識	42.34
12	訓練與輔導下屬	42.34	12	中文（普通話及商業書寫技巧）	38.44
13	營商智慧	39.83	13	危機管理	35.65
14	策略性思考	37.05	14	自我管理（如：時間管理、判別工作優先次序等）	30.64
15	處理衝突	36.77	15	風險管理	29.25
16	創造力	35.65	16	策劃及組織能力	27.58
17	中文（普通話及商業書寫技巧）	35.65	17	指導、訓練及講解技巧	27.58
18	商業道德	33.98	18	對責任的承擔	27.02
19	危機管理	32.03	19	人際關係技巧	26.18
20	本地人力資源有關法律	31.20	20	處理衝突	24.79
21	自我管理（如：時間管理、判別工作優先次序等）	27.86	21	營商智慧	24.23
22	變革管理	27.58	22	資訊科技知識及應用	23.96
23	解決困難及作出決定	27.58	23	解決困難及作出決定	21.17
24	資訊科技知識及應用	23.96	24	關心和照顧客戶需要	21.17
25	體諒別人／理解他人處境	21.17	25	談判技巧	18.66
26	關心和照顧客戶需要	21.17	26	授權	15.60
27	壓力處理	21.17	27	壓力處理	14.76
28	重視品質	20.89	28	重視品質	14.48
29	授權	18.38	29	策略性思考	12.26
30	指導、訓練及講解技巧	18.38	30	變革管理	11.98
31	法文（講、寫）	15.60	31	影響力	11.98
32	西班牙文（講、寫）	15.60	32	情緒智商	5.57
33	激勵他人	14.76	33	正直誠實	5.57
34	情緒智商	14.76	34	激勵他人	2.79
35	正直誠實	14.76	35	體諒別人／理解他人處境	2.79
36	談判技巧	12.26	36	逆境智商	2.79
37	策劃及組織能力	11.98	37	自我改進	2.79
38	逆境智商	11.98	38	其他語言	2.51
39	自我改進	11.98	39	樂於協助他人發揮所長	0.00
40	樂於協助他人發揮所長	5.57	40	日文（講、寫）	0.00
41	影響力	2.79	41	法文（講、寫）	0.00
42	其他語言	2.51	42	西班牙文（講、寫）	0.00
43	日文（講、寫）	0.00	43	互聯網市場推廣	0.00
44	互聯網市場推廣	0.00	44	本地人力資源有關法律	0.00

機構數目：415

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

金融、保險、地產及商業服務業

88. 一如表 4.5 所示，管理及督導人員有七項主要才能相同，分別是*「對人對事善於分析」*、*「商業道德」*、*「中文（普通話及商業書寫技巧）」*、*「溝通技巧」*、*「英語（講、寫）」*、*「人際關係技巧」*和*「對責任的承擔」*。兩組人員各有六項核心才能。在管理及督導人員的核心才能中，只有*「英語（講、寫）」*一項共通。管理人員另外五項核心才能是、*「人際關係技巧」*、*「商業道德」*、*「對責任的承擔」*、*「關心和照顧客戶需要」*和*「中文（普通話及商業書寫技巧）」*。至於督導人員方面，分別是*「對責任的承擔」*、*「對人對事善於分析」*、*「溝通技巧」*、*「壓力處理」*和*「逆境智商」*。

89. 與香港管理人員的才能(表 1.7)比較時發現，港外地區管理人員所需的三項主要才能，分別是*「商業道德」*、*「關心和照顧客戶需要」*和*「處理衝突」*，並未選作香港管理人員的主要才能。相反，*「危機管理」*、*「策劃及組織能力」*和*「團隊合作和建立團隊」*對香港管理人員頗爲重要，但對於港外地區管理人員則屬次要。*「危機管理」*、*「策劃及組織能力」*排第十七和第廿二位，最大差別的才能是*「團隊合作和建立團隊」*，重視程度排第卅二位。

90. 港內外督導人員所需的主要才能有六項相同，分別是*「對人對事善於分析」*、*「中文（普通話及商業書寫技巧）」*、*「溝通技巧」*、*「英語（講、寫）」*、*「人際關係技巧」*和*「對責任的承擔」*。其餘四項港外地區督導人員所需的才能是*「逆境智商」*、*「商業道德」*、*「風險管理」*和*「壓力處理」*。

表 4.5：未來三年港外地區金融、保險、地產及商業服務業管理及督導人員所需的主要才能

排名	管理人員	%	排名	督導人員	%
1	英語（講、寫）	50.62	1	英語（講、寫）	50.62
2	人際關係技巧	48.85	2	對責任的承擔	48.85
3	商業道德	47.25	3	對人對事善於分析	43.16
4	對責任的承擔	47.07	4	溝通技巧	43.16
5	關心和照顧客戶需要	43.16	5	壓力處理	42.98
6	中文（普通話及商業書寫技巧）	41.21	6	逆境智商	41.56
7	對人對事善於分析	37.30	7	風險管理	41.21
8	處理衝突	37.30	8	中文（普通話及商業書寫技巧）	41.21
9	解決困難及作出決定	35.35	9	人際關係技巧	39.08
10	溝通技巧	34.99	10	商業道德	37.30
11	壓力處理	33.21	11	營商智慧	33.39
12	營商智慧	29.31	12	重視品質	33.39
13	變革管理	27.71	13	關心和照顧客戶需要	33.21
14	創造力	27.53	14	危機管理	31.62
15	風險管理	23.27	15	訓練與輔導下屬	23.80
16	情緒智商	23.27	16	情緒智商	23.27
17	危機管理	21.67	17	處理衝突	21.49
18	指導、訓練及講解技巧	21.49	18	策劃及組織能力	21.49
19	正直誠實	21.49	19	正直誠實	21.49
20	逆境智商	19.72	20	解決困難及作出決定	19.54
21	本地人力資源有關法律	19.72	21	本地人力資源有關法律	19.54
22	策劃及組織能力	19.18	22	團隊合作和建立團隊	19.36
23	談判技巧	17.58	23	創造力	17.58
24	激勵他人	15.81	24	談判技巧	17.58
25	跨文化認知（如內地）／處理文化差異	15.81	25	指導、訓練及講解技巧	17.41
26	自我改進	15.81	26	自我管理（如：時間管理、判別工作優先次序等）	17.41
27	國際經驗及知識	15.63	27	變革管理	15.81
28	自我管理（如：時間管理、判別工作優先次序等）	13.50	28	跨文化認知（如內地）／處理文化差異	15.81
29	授權	12.08	29	策略性思考	13.50
30	資訊科技知識及應用	11.72	30	進入中國市場的法律和規條限制	11.90
31	策略性思考	9.59	31	影響力	9.59
32	團隊合作和建立團隊	7.64	32	在中國內地的營商常規	7.82
33	重視品質	6.04	33	激勵他人	5.86
34	訓練與輔導下屬	5.86	34	法文（講、寫）	5.86
35	體諒別人／理解他人處境	5.86	35	其他語言	5.86
36	法文（講、寫）	5.86	36	資訊科技知識及應用	5.86
37	其他語言	5.86	37	國際經驗及知識	5.86
38	互聯網市場推廣	5.86	38	自我改進	5.86
39	進入中國市場的法律和規條限制	5.86	39	授權	0.00
40	影響力	1.78	40	體諒別人／理解他人處境	0.00
41	在中國內地的營商常規	1.78	41	樂於協助他人發揮所長	0.00
42	樂於協助他人發揮所長	0.00	42	日文（講、寫）	0.00
43	日文（講、寫）	0.00	43	西班牙文（講、寫）	0.00
44	西班牙文（講、寫）	0.00	44	互聯網市場推廣	0.00

機構數目：563

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

港外地區各行業選取的主要才能

91. 獲填選爲管理／督導人員十大才能所佔的五大機構類別數目如下，並附有討論。

港外地區各行業選取管理人員的主要才能

92. 一如表 5.1 所示，*「溝通技巧」*獲全部五個行業選爲港外地區管理人員所需的主要才能，其中兩個行業更將之列爲核心才能。*「對人對事善於分析」*、*「英語（講、寫）」*、*「人際關係技巧」*和*「解決困難及作出決定」*緊隨其後，獲四個行業選爲主要才能。

93. 香港的八大行業同樣填選*「溝通技巧」*爲香港管理人員的主要才能。不過，第二位的*「危機管理」*和第三項的*「對責任的承擔」*在港外地區的評分遠較香港爲低。

表 5.1：港外地區各行業管理人員的核心才能排名

排名	管理人員	填選才能的行業數目	
		十大才能	核心才能 *（過半數機構選取）*
1	溝通技巧	5	2
2	對人對事善於分析	4	3
3	英語（講、寫）	4	3
4	人際關係技巧	4	2
5	解決困難及作出決定	4	0
6	訓練與輔導下屬	3	2
7	中文（普通話及商業書寫技巧）	3	1
8	危機管理	3	1
9	處理衝突	3	0
10	策劃及組織能力	2	1
11	在中國內地的營商常規	2	1

港外地區各行業選取督導人員的主要才能

94. 本會亦對港外地區督導人員的調查結果進行了同樣分析，結果載於表 5.2。與管理人員組別的排名情況相似，*「溝通技巧」*排於首位，獲全部五個行業選爲核心才能。中、英兩種語言、*「對責任的承擔」*和*「人際關係技巧」*緊接其後。

95. 港內外督導人員主要才能的調查結果十分相似。共有八項才能共通，但排名有所不同。不過，我們也發現另一些差異。有三個行業認爲*「營商智慧」*和*「重視品質」*是港外地區督導人員的主要才能，但對香港的督導人員卻不是；機構認爲*「團隊合作和建立團隊」*和*「解決困難及作出決定」*對香港督導人員重要得多。

表 5.2：港外地區各行業督導人員的核心才能排名

排名	督導人員	填選才能的行業數目	
		十大才能	核心才能 *（過半數機構選取）*
1	溝通技巧	5	5
2	英語（講、寫）	4	3
3	中文（普通話及商業書寫技巧）	4	2
4	對責任的承擔	4	2
5	人際關係技巧	4	1
6	對人對事善於分析	3	1
7	訓練與輔導下屬	3	1
8	危機管理	3	1
9	重視品質	3	1
10	營商智慧	3	0

港外選取管理及督導人員所需主要才能原因

96. 本會將受訪機構選取主要才能的原因按其重要性顯示，以所得平均分由高至低排列（1-最不重要；6-最重要）。與前文香港各行業情況的分析方法相同（見表 3），有關結果載於表 6。除「*香港政策及條例轉變*」、「*文化差異*」及「*科技／工序轉變*」在兩組人員的排名有異之外，影響機構選取兩組人員所需才能的原因排序大致相同。港內港外機構的調查結果見下文。

表 6：影響機構選取港外管理及督導人員所需主要才能的原因

原因	管理人員		督導人員	
	排名	加權平均分	排名	加權平均分
市場競爭	1	4.42	2	4.35
持續改進效率與效能	2	4.40	1	4.42
業務擴充／發展	3	4.17	3	4.15
中國內地政策及條例轉變	4	3.98	4	4.00
吸引及挽留人才	5	3.66	5	3.64
業務重新定位	6	3.50	6	3.45
香港政策及條例轉變	7	3.39	7	3.36
文化差異	8	3.26	9	3.26
科技／工序轉變	9	3.19	8	3.28
外判工作	10	2.57	10	2.58

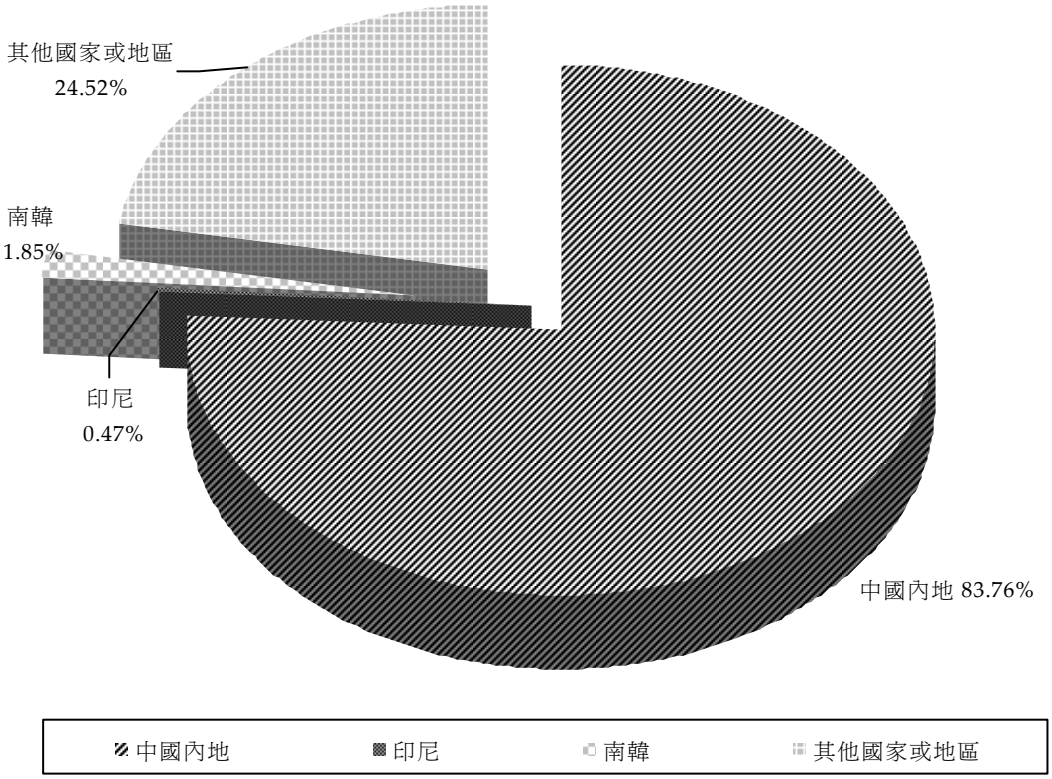
97. 港內港外機構填選管理人員所需才能的原因排序完全相同。對於督導人員，「*市場競爭*」、「*持續改進效率與效能*」和「*業務擴充／發展*」亦是影響機構填選才能的三大原因。不過，機構認爲填選境外督導人員才能時，「*持續改進效率與效能*」比「*市場競爭*」的影響更加重要，而「*市場競爭*」及「*持續改進效率與效能*」兩項則對填選港內督導人員才能有較重要的影響。

98. 事實上，「*中國內地政策及條例轉變*」和「*香港政策及條例轉變*」兩項因素反映出地域的差異。是次調查受訪機構的港外業務大多設於中國內地，他們通常認爲「*中國內地政策及條例的轉變*」對他們填選才能有重大影響。另一方面，本地政策改變對香港機構填選才能的影響不大。或許可解釋爲香港政府政策相對穩定，令機構較少關注這方面的轉變。

未來三年內地管理及督導人員所需主要才能

99. 有在港外主要國家／地區經營的受訪機構中，超過八成在中國內地開拓業務，如以下圖 1 所示。

圖 1：受訪機構在港外開拓業務的主要國家／地區



100. 考慮到中國內地對香港發展的影響，我們從港外營商機構的調查結果抽取中國內地的數據加以分析。

101. 中國內地管理及督導人員所需主要才能的排名見表 7。十大才能之中，兩組人員有八項相同，分別是*「英語（講、寫）」*、*「溝通技巧」*、*「訓練與輔導下屬」*、*「中文（普通話及商業書寫技巧）」*、*「危機管理」*、*「對責任的承擔」*、*「人際關係技巧」*和*「解決困難及作出決定」*；其中，*「英語（講、寫）」*及*「溝通技巧」*視爲核心才能，獲近半或過半數受訪機構選取。

102. 與 2008 年的調查結果相比，*「英語（講、寫）」*及*「溝通技巧」*在管理人員組別的排名大幅提升，分別由 2008 年的第七位躍升至 2011 年的首位，以及從 2008 年的第十一位上升至 2011 年的第二位；在督導人員組別，*「溝通技巧」*視爲最重要的才能，而*「英語（講、寫）」*的重要性則較低，在 2008 年僅排第七位。

表 7：未來三年內地管理及督導人員所需主要才能

排名	管理人員	%	排名	督導人員	%
1	英語（講、寫）	53.20	1	溝通技巧	53.47
2	溝通技巧	49.31	2	英語（講、寫）	52.83
3	對人對事善於分析	48.90	3	人際關係技巧	47.20
4	訓練與輔導下屬	46.19	4	危機管理	44.97
5	中文（普通話及商業書寫技巧）	44.02	5	中文（普通話及商業書寫技巧）	44.80
6	危機管理	41.92	6	對責任的承擔	43.48
7	對責任的承擔	41.71	7	訓練與輔導下屬	39.44
8	人際關係技巧	40.46	8	重視品質	39.21
9	解決困難及作出決定	38.83	9	團隊合作和建立團隊	37.65
10	風險管理	35.92	10	解決困難及作出決定	37.44
11	策劃及組織能力	35.21	11	對人對事善於分析	36.36
12	營商智慧	35.04	12	策劃及組織能力	36.33
13	在中國內地的營商常規	32.46	13	自我管理（如：時間管理、判別工作優先次序等）	33.41
14	重視品質	29.18	14	風險管理	33.28
15	進入中國市場的法律和規條限制	28.50	15	進入中國市場的法律和規條限制	32.97
16	變革管理	26.53	16	營商智慧	30.97
17	授權	25.65	17	在中國內地的營商常規	27.96
18	團隊合作和建立團隊	25.52	18	處理衝突	25.86
19	處理衝突	25.48	19	變革管理	23.59
20	商業道德	24.74	20	正直誠實	22.77
21	自我管理（如：時間管理、判別工作優先次序等）	23.99	21	創造力	21.76
22	創造力	22.47	22	授權	19.96
23	正直誠實	20.87	23	壓力處理	19.72
24	策略性思考	20.54	24	商業道德	19.45
25	激勵他人	18.30	25	影響力	18.03
26	關心和照顧客戶需要	17.99	26	關心和照顧客戶需要	16.13
27	影響力	17.96	27	資訊科技知識及應用	15.42
28	國際經驗及知識	17.93	28	指導、訓練及講解技巧	15.35
29	跨文化認知（如內地）／處理文化差異	17.62	29	跨文化認知（如內地）／處理文化差異	15.32
30	談判技巧	17.21	30	逆境智商	15.08
31	自我改進	15.38	31	自我改進	14.61
32	資訊科技知識及應用	15.08	32	國際經驗及知識	14.57
33	逆境智商	14.98	33	策略性思考	13.79
34	壓力處理	11.86	34	談判技巧	13.45
35	體諒別人／理解他人處境	11.18	35	情緒智商	11.11
36	情緒智商	11.08	36	互聯網市場推廣	10.54
37	互聯網市場推廣	9.42	37	激勵他人	9.69
38	樂於協助他人發揮所長	8.98	38	本地人力資源有關法律	7.08
39	本地人力資源有關法律	8.27	39	樂於協助他人發揮所長	6.71
40	指導、訓練及講解技巧	5.52	40	日文（講、寫）	4.91
41	日文（講、寫）	4.95	41	體諒別人／理解他人處境	2.91
42	法文（講、寫）	1.12	42	其他語言	1.12
43	其他語言	1.12	43	法文（講、寫）	1.12
44	西班牙文（講、寫）	0.00	44	西班牙文（講、寫）	0.00

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

第三章：管理培訓情況

管理培訓情況

103. 除管理才能外，調查內容亦涵蓋未來三年機構屬意爲管理及督導人員所作的管理培訓安排。機構需填覆一系列問題，內容有關提供管理培訓的方式及屬意的管理培訓等；如機構表示沒有管理培訓資源，亦需說明原因。本會將是次調查與過往兩次調查（2001 年及 2005 年）的相關資料作進一步研究，以便分析趨勢。管理培訓包括基本領導技巧，例如發展才能以便有效管理人手資源，了解機構政策，致力達成機構目標。管理及督導人員學習適當培育僱員發展，協助他們學習和改變，以及界定員工的職責範圍，裝備他們負起未來的職責。管理才能的其他發展要素包括決策技巧、建立和管理成功的工作團隊、有效分配資源、制訂預算、溝通技巧、業務策劃和訂立目標。督導人員是組織管理層和職工的橋樑；因此，他們的培訓範疇會包括發展個人和人際關係技巧、理解管理步驟，以及改善生產力和質素。

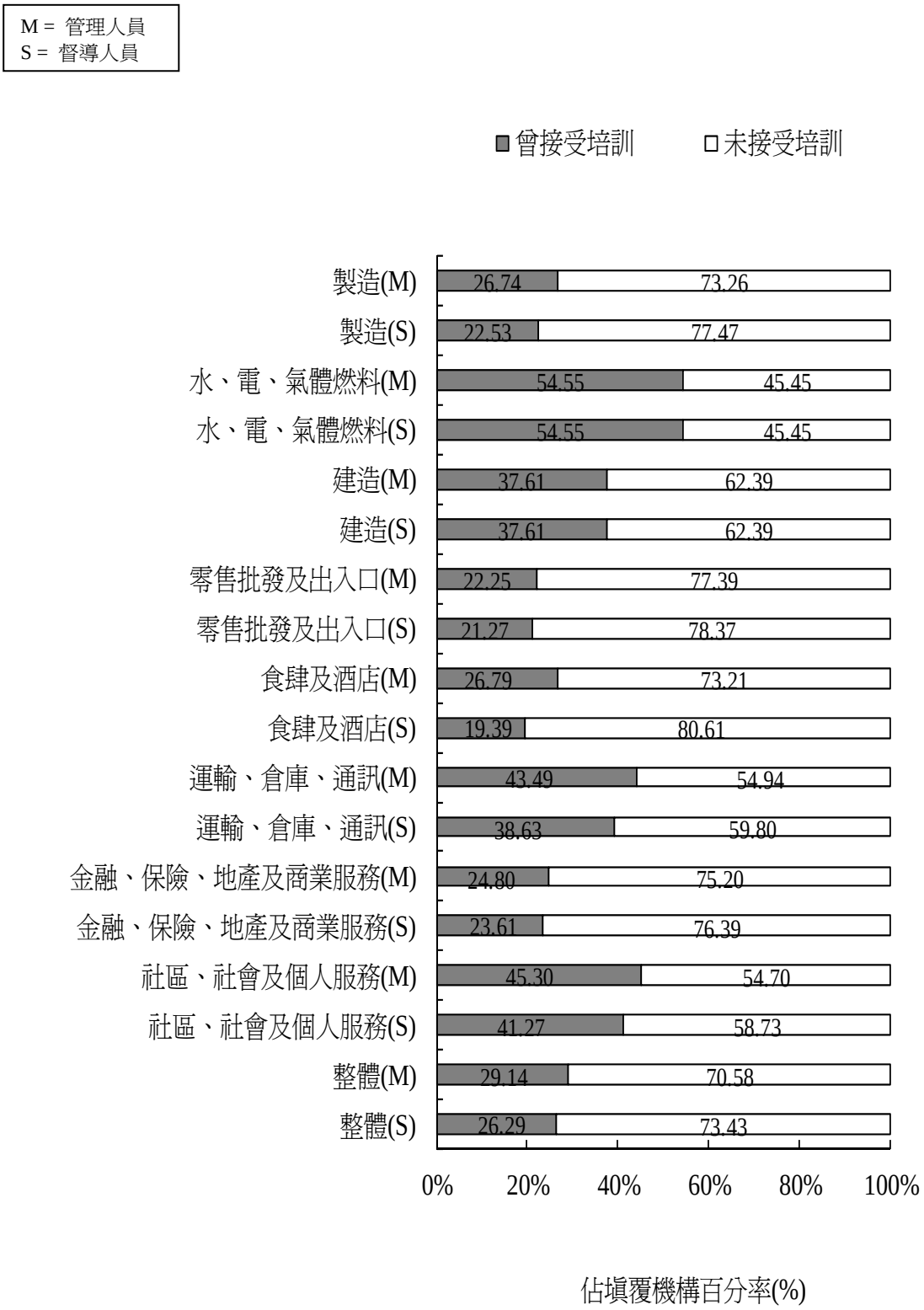
受僱／晉升至現職前曾接受的培訓

104. 是次調查發現，大部分管理及督導人員（分別爲 70.58%及 73.43%）在獲聘任或晉升至現職前並未接受任何管理培訓，如圖 2 所示。換言之，只有 29.14%的管理人員及 26.29%的督導人員之前曾受過管理訓練。

105. 本會曾就管理及督導階層在受僱／晉升前接受管理培訓的情況進行調查。2008 年時，兩組人員曾接受培訓的比率分別是 42.43%及 40.72%，2005 年時，比率分別是和 27.46%及 22.30%。比較發現，受僱／晉升前曾接受管理培訓的人員在是次調查的比率有所下跌。

106. 如以下圖 2 所示，各行業在這方面有顯著和相當的差異。在八大行業中，「製造」、「零售批發及出入口」、「食肆及酒店」和「金融、保險、地產及商業服務」最多員工在獲聘任前未接受過職前管理培訓，平均受訓比率低於 30%。其餘四個行業的情況略好，但仍有大部分員工在上任前未接受過任何管理培訓。

圖 2：各行業管理及督導人員受僱現職前接受管理培訓的分布情況

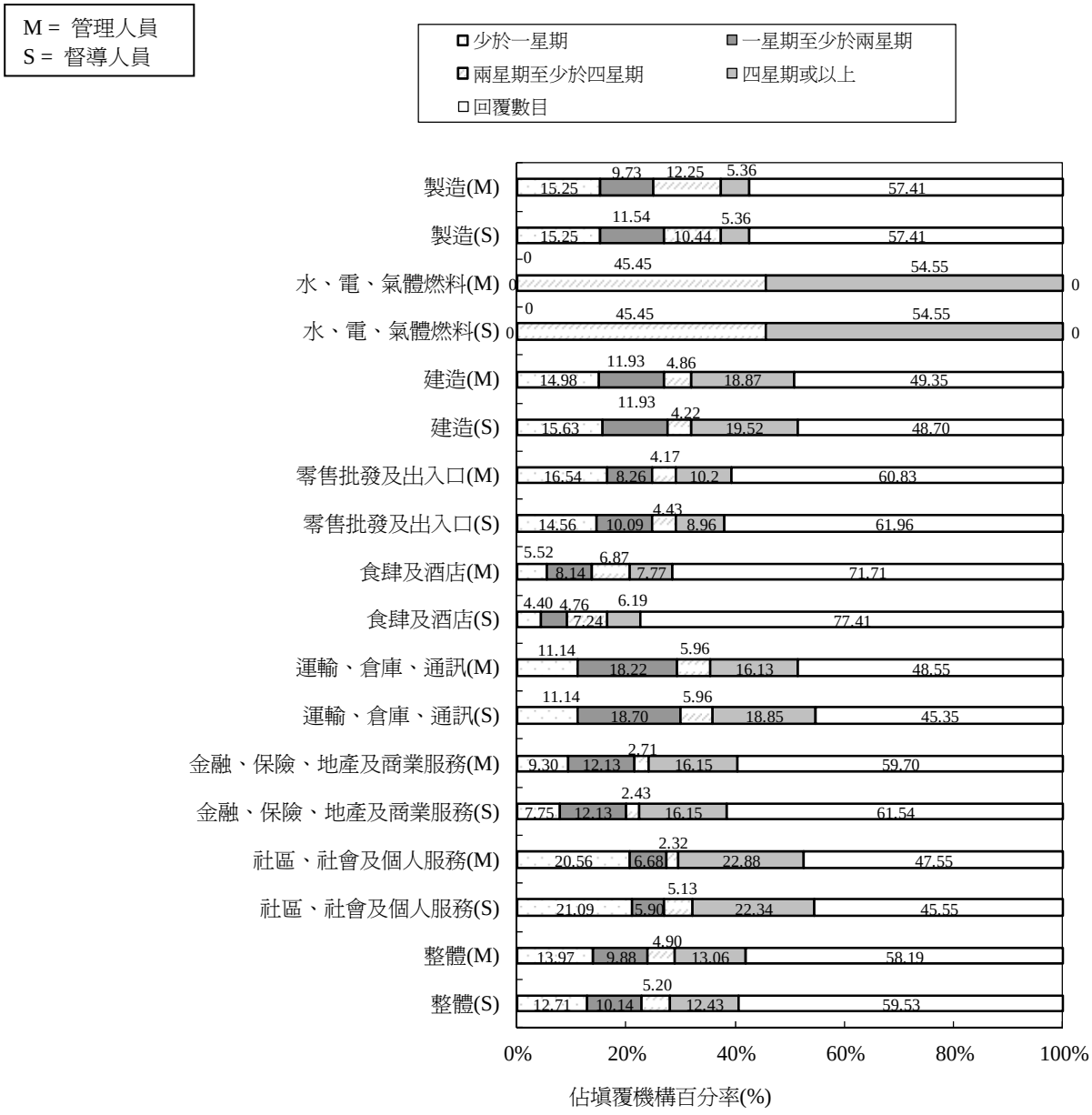


新聘管理及督導人員職內培訓的情況

107. 調查結果如圖 3 顯示，新聘管理及督導人員的機構之中，近六成不會安排直屬主管及管理高層提供職內培訓。至於有提供職內培訓的受訪機構，則認爲管理及督導人員的培訓期以*「少於一星期」*最佳，持此意見的機構比率分別爲 13.97%及 12.71%，次選爲*「四星期或以上」*，比率分別爲 13.06%及 12.43%。機構對於培訓期的取向甚爲極端，選擇*「少於一星期」*或*「四星期或以上」*的機構數目最多。

108. 對於爲新聘員工提供職內培訓，各行業有不同意見。「食肆及酒店」、「零售批發及出入口」和「金融、保險、地產及商業服務」三個行業明顯不打算爲員工提供職內培訓；尤其是「食肆及酒店」業，當中逾 70%的機構沒有這打算。「製造」、「建造」、「運輸、倉庫、通訊」和「社區、社會及個人服務」行業的意願亦不大，近半數或以上機構沒有打算提供職內培訓。結論是，各行業的大部分員工到現職上任前並無接受任何培訓。唯有「水、電及氣體燃料」業才向新聘管理及督導人員提供職內培訓，而培訓期一般是兩周或以上。

圖 3：各行業爲新聘人員提供職內培訓的情況



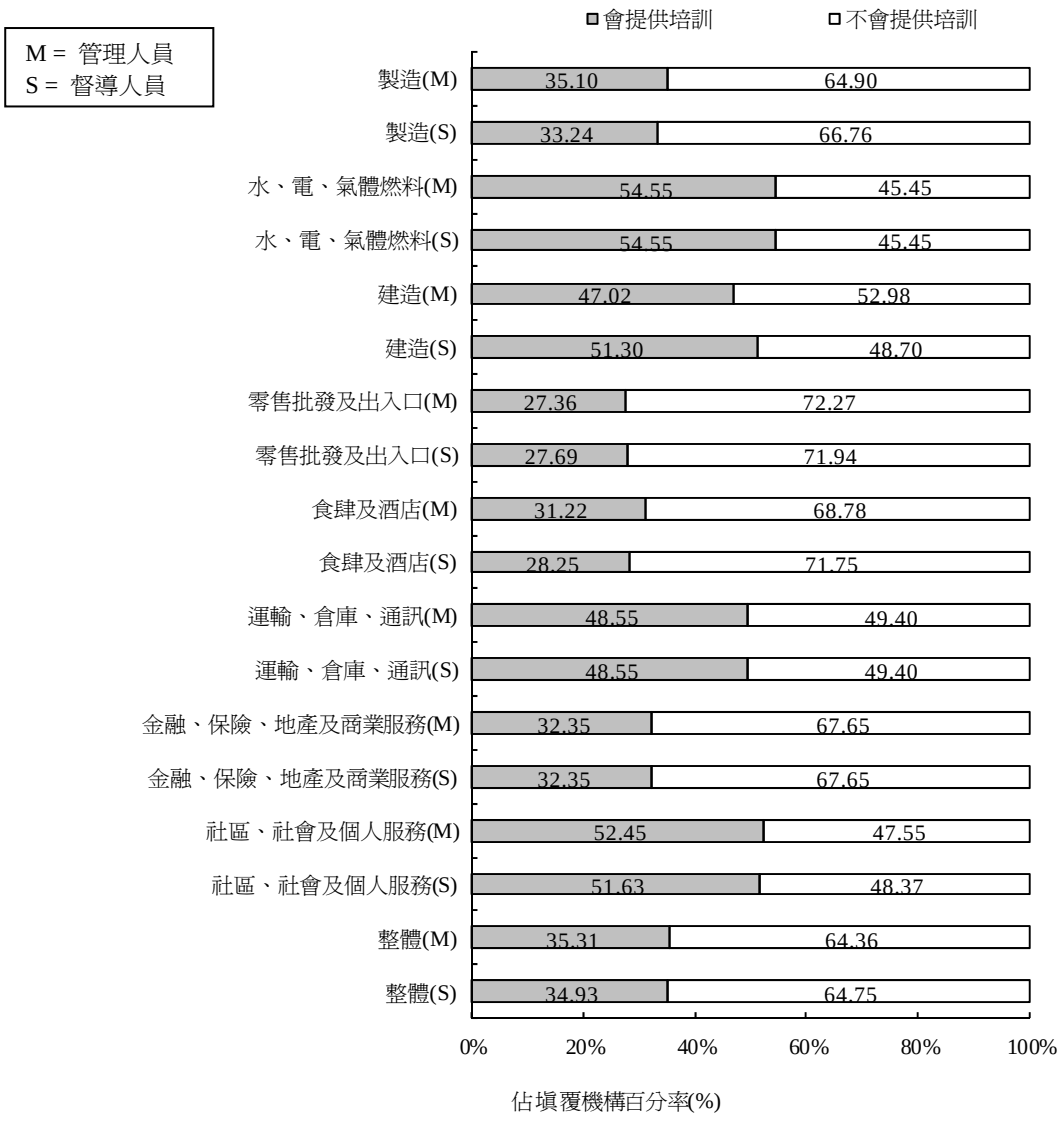
未來三年現職管理及督導人員的培訓情況

109. 與2008年有45.21%和42.81%的機構擬向管理及督導人員提供培訓的調查結果相比，未來三年機構擬向兩組人員提供管理培訓的比率出現輕微下跌。調查顯示，僱主提供培訓的意欲下跌至2005年的水平，只有約三份之一的機構會向現職員工提供管理培訓，爲管理人員提供培訓的機構有35.31%，爲督導人員提供培訓的機構有34.93%，如圖4所示。

110. 調查結果亦顯示絕大部分行業在未來三年不會向管理及督導人員提供任何管理培訓。如圖4所示，八個行業中有六個對於在未來三年爲現職管理及督導人員提供培訓不大關注。在這些行業的大部分機構（各行中約有七成）表明不會爲管理及督導人員提供管理培訓，零售批發及出入口業的僱主更明確表示不會提供培訓。

111. 在餘下的「水、電及氣體燃料」和「社區、社會及個人服務」兩個行業中，只有半數機構會在未來三年向現職管理及督導人員提供管理培訓。歸納圖2、3和4的調查結果，顯示出七成以上的管理及督導人員在獲聘任和晉升前並無接受任何管理培訓，約六成新聘的管理及督導人員中沒有安排直屬主管及管理高層提供職內培訓及超過六成以上的現職的管理及督導人員亦不會在未來三年內接受職內培訓或其他培訓，此事值得機構關注。

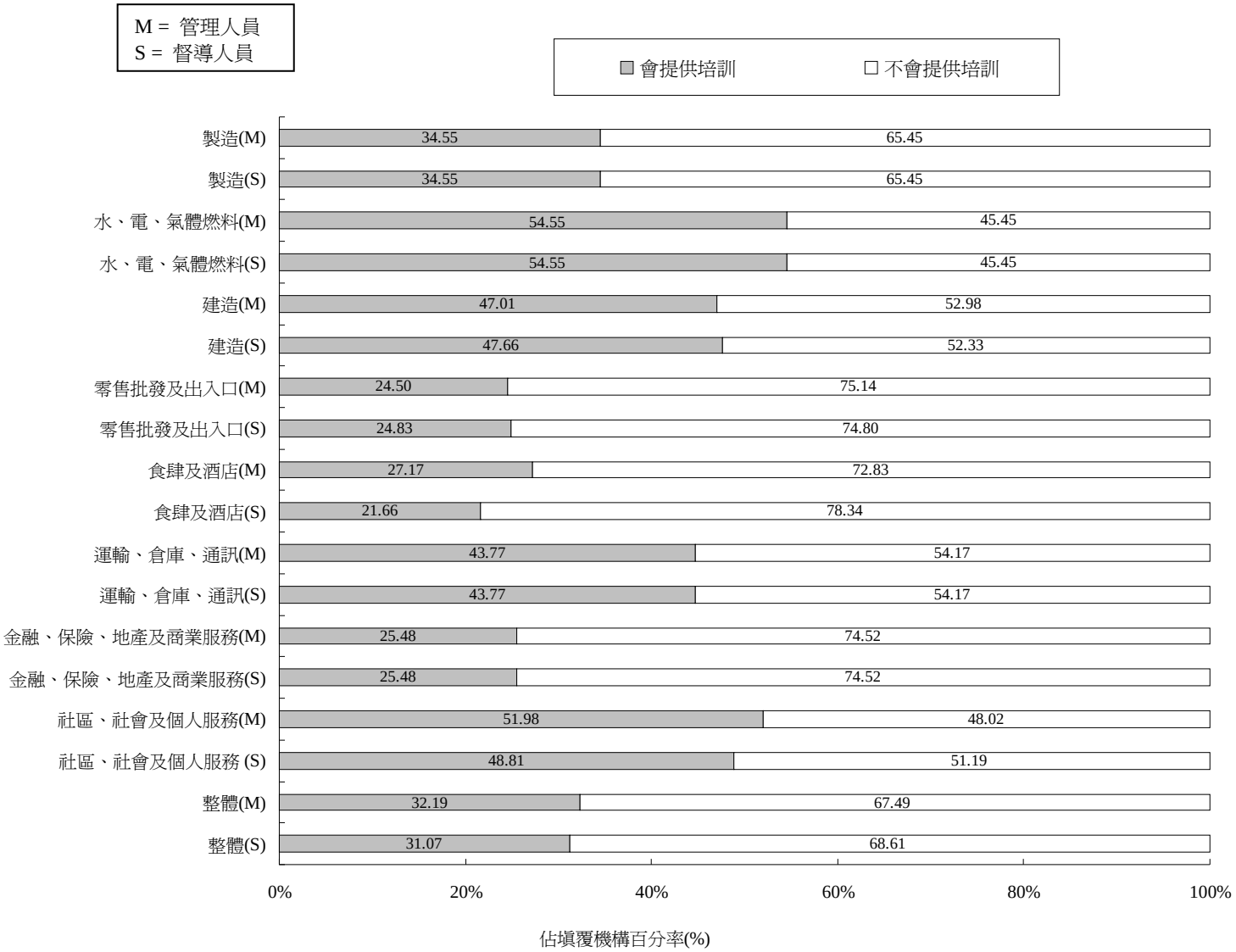
圖 4：未來三年各行業機構提供管理培訓的情況



未來三年機構安排管理培訓計劃的情況

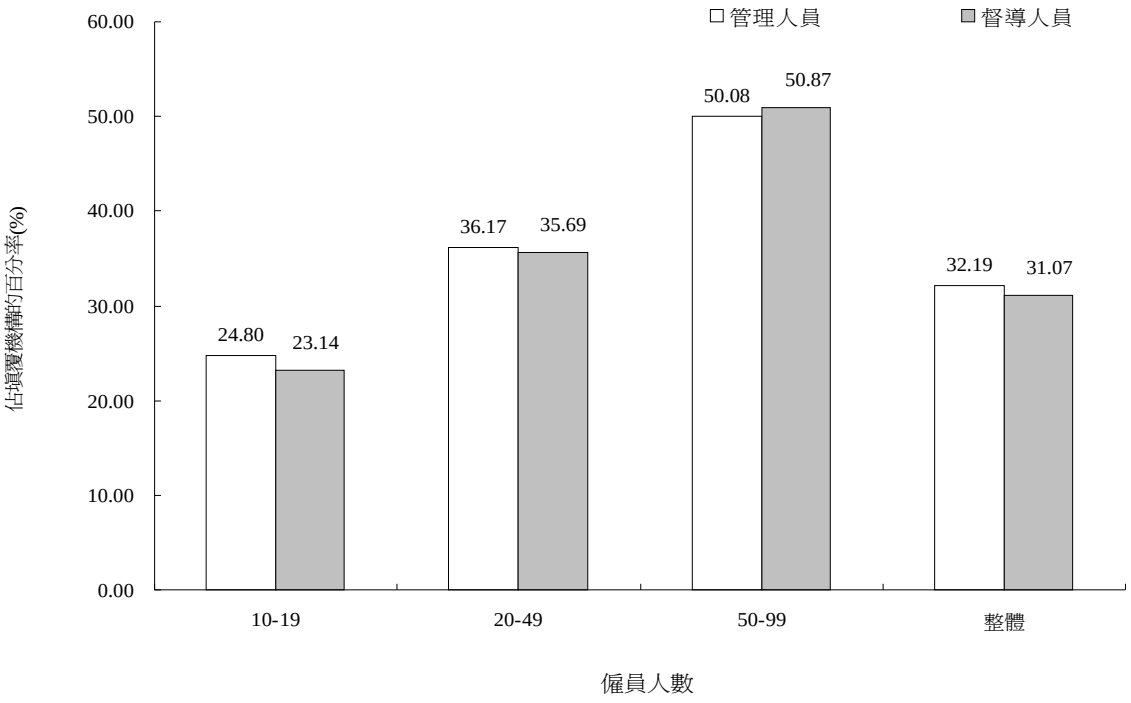
112. 如圖 5.1 所示，只有三份之一的填覆機構表示會爲員工安排培訓計劃。在各行業中，以「水、電及氣體燃料」和「社區、社會及個人服務」最積極，平均超過半數機構表示會在未來三年爲管理及督導人員安排培訓計劃。「運輸、倉庫、通訊」和「製造」行業則排名第三和第四，分別有約 44%和 35%的機構打算爲管理及督導人員安排培訓計劃。

圖 5.1：未來三年各行業機構安排管理培訓的情況



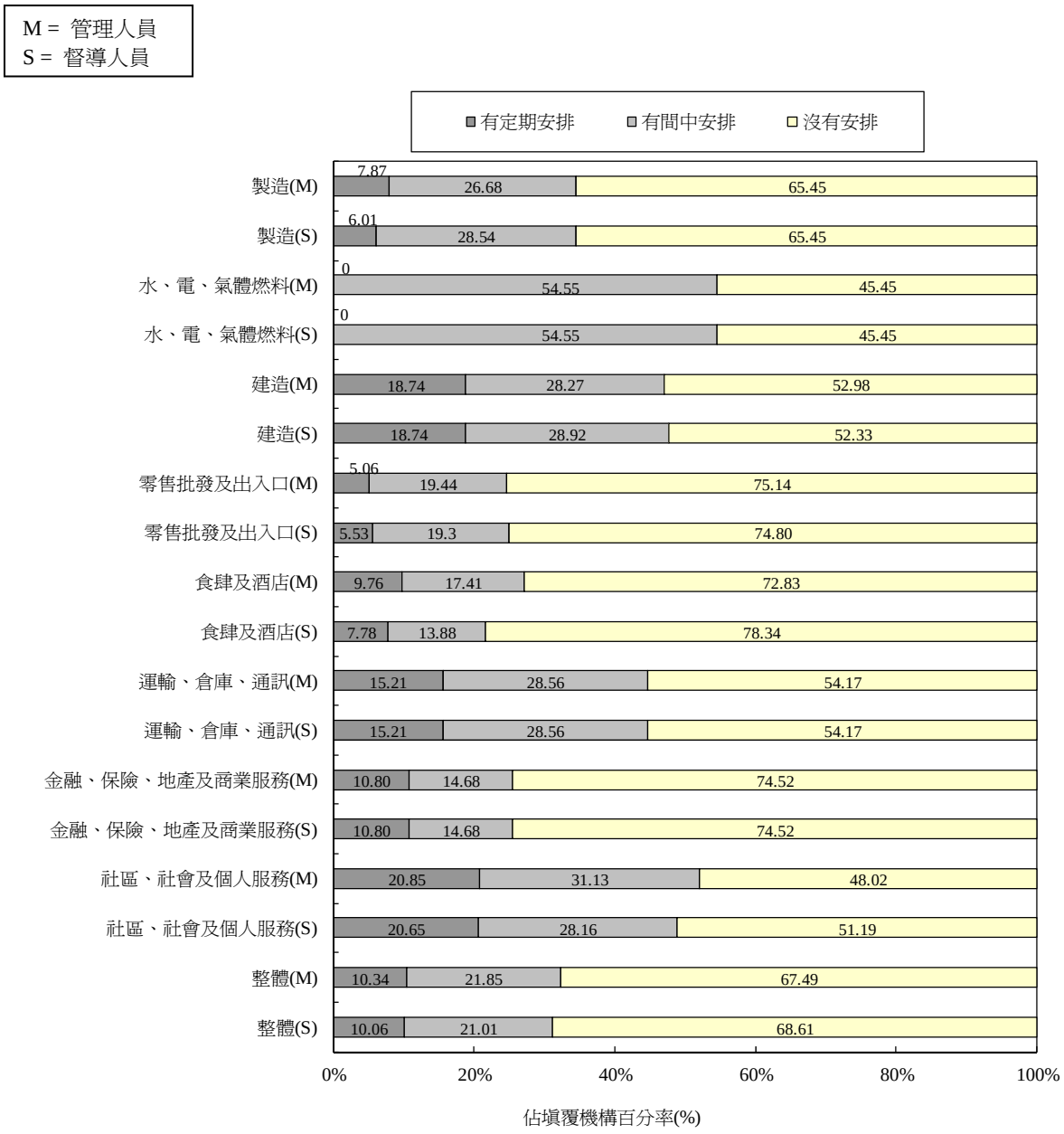
113. 此外，調查亦分析機構規模與提供培訓的關係（圖 5.2）。結果顯示，大機構比較願意爲員工提供培訓。僱員人數介乎 50 至 99 人的機構中，半數表示會爲員工提供管理培訓計劃。

圖 5.2：未來三年機構擬安排管理培訓的情況
（按僱員人數劃分）



114. 有意提供管理培訓的填覆機構中，大部分只會間中爲僱員安排培訓(數目比定期安排培訓的機構超逾兩倍)。有關結果載於圖 5.3。

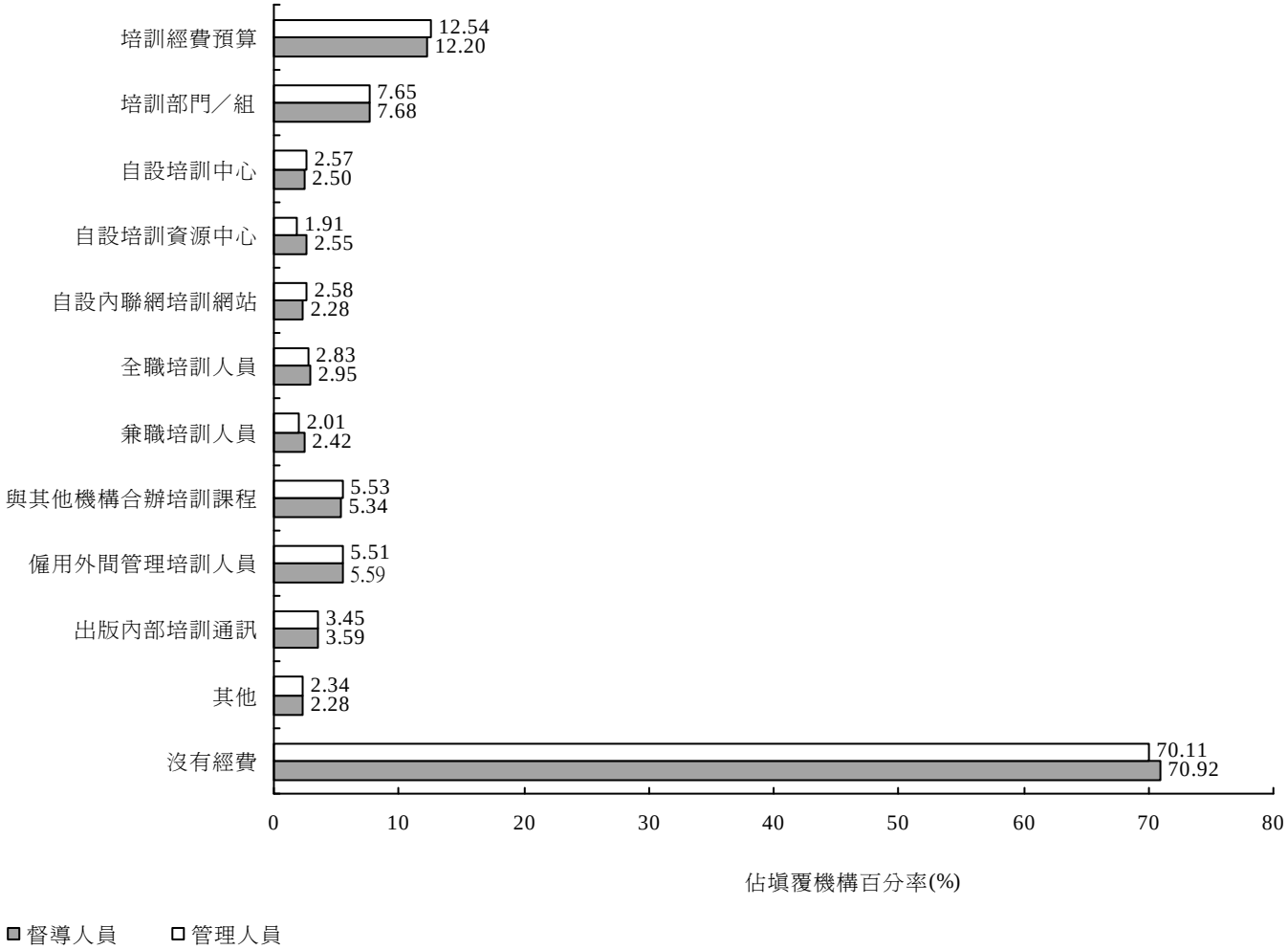
圖 5.3：未來三年各行業機構擬安排管理培訓計劃的情況



未來三年管理培訓資源

115. 是次調查亦要求機構從十項管理培訓資源中，選出未來三年會使用的資源。所得結果列載於以下圖 6。七成填覆機構表示沒有資源可用於管理培訓。至於表示擁有管理培訓資源的機構，最普遍的資源仍是*「培訓經費預算」*，約有 12%的機構爲管理及督導人員準備了培訓預算，情況與 2008 年調查結果相若。雖然機構表示希望提供*「培訓部門／組」*、*「與其他機構合辦培訓課程」*、*「僱用外間培訓人員」*等其他培訓資源，但普遍程度遠遠不及*「培訓經費預算」*。

圖 6：未來三年機構擬提供的管理培訓資源



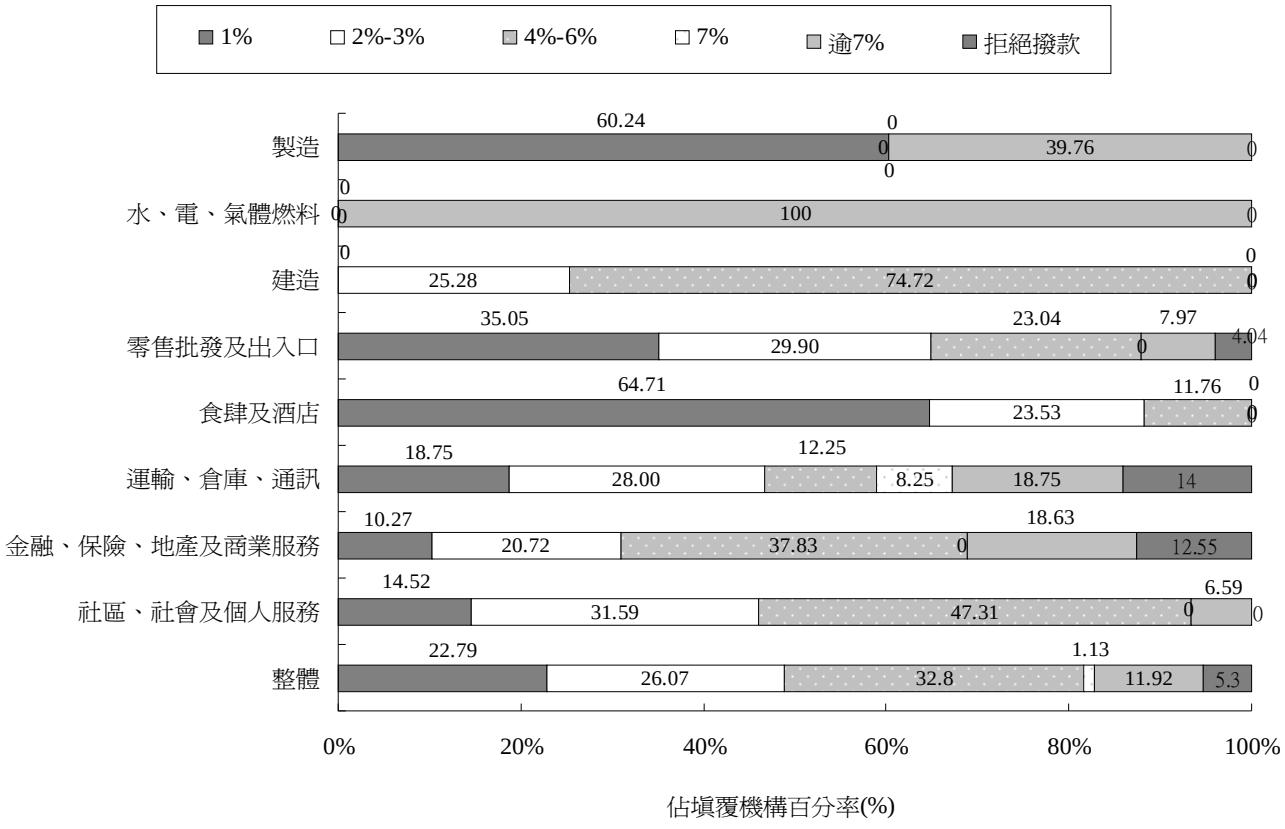
訓練及發展經費預算

未來三年各行業的培訓發展經費預算（佔全年平均薪酬支出的比例）

116. 對於表示有爲管理及督導人員撥備「培訓經費預算」的機構，會有兩條跟進問題，查詢他們填報的培訓經費在全年平均薪酬支出中所佔的比例，以及與過去三年的差額。圖 7.1 顯示未來三年培訓發展經費與全年平均薪酬開支的比例。

117. 在已撥備培訓經費預算的機構中，約半數機構會投放全年平均薪酬支出的 1 至 3%作爲培訓經費；而約 33%的填覆機構會撥出 4 至 6%。此外，約 13%的機構，主要是「水、電及氣體燃料」和「金融、保險、地產及商業服務」則會撥出平均薪酬支出的 7%或以上作爲培訓預算。

圖 7.1：未來三年各行業的培訓發展經費預算
（佔全年平均薪酬支出的比例）

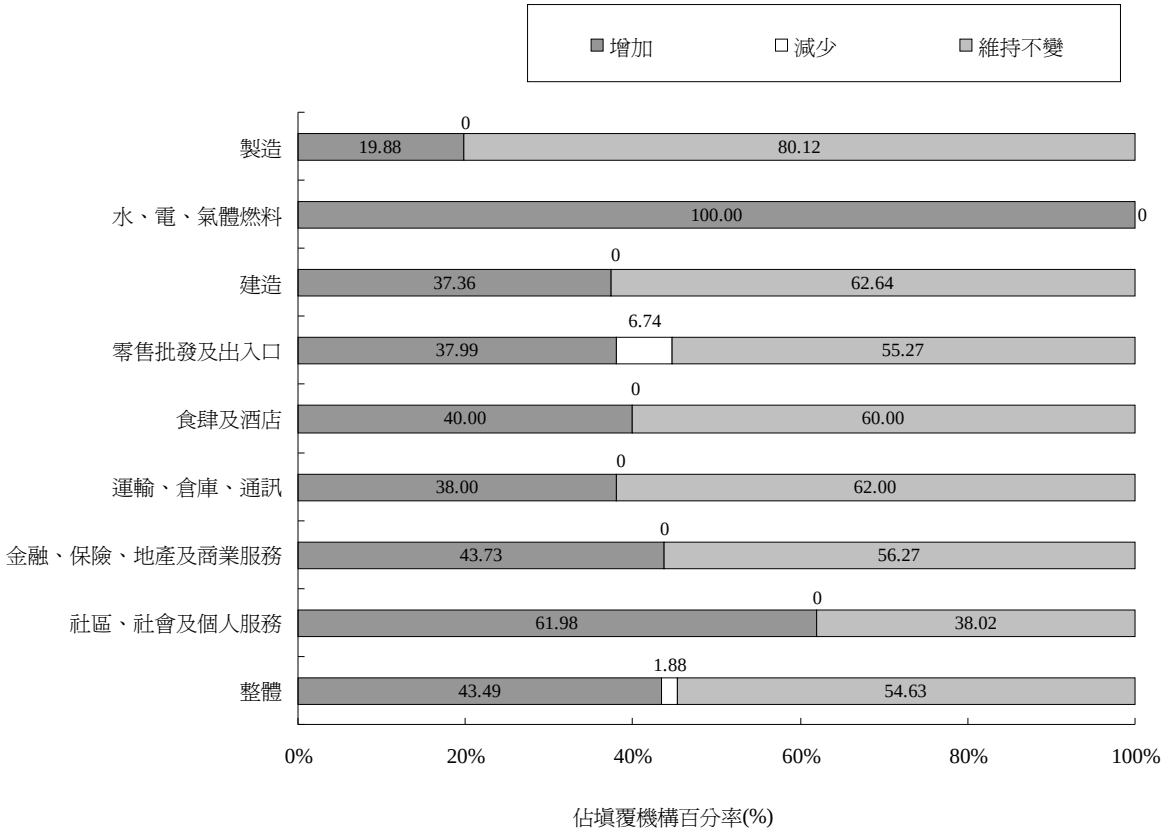


培訓發展經費預算（與過往三年比較）

118. 是次調查亦要求有撥備訓練及發展經費的機構，比較過往三年的情況。約 55%的填覆機構會凍結培訓經費。有關結果載於圖 7.2。另一方面，約有 44%的機構表示會增加培訓經費。

119. 從圖 7.2 可見各行業在這方面取向不一。「水、電及氣體燃料」和「社區、社會及個人服務」的大多數機構（逾 60%）會增加培訓經費。然而，「製造」業有 61%的機構曾於 2008 年增加撥備；但到了 2011 年，增加撥備的比率是眾行業中最低，只有 19.88%。

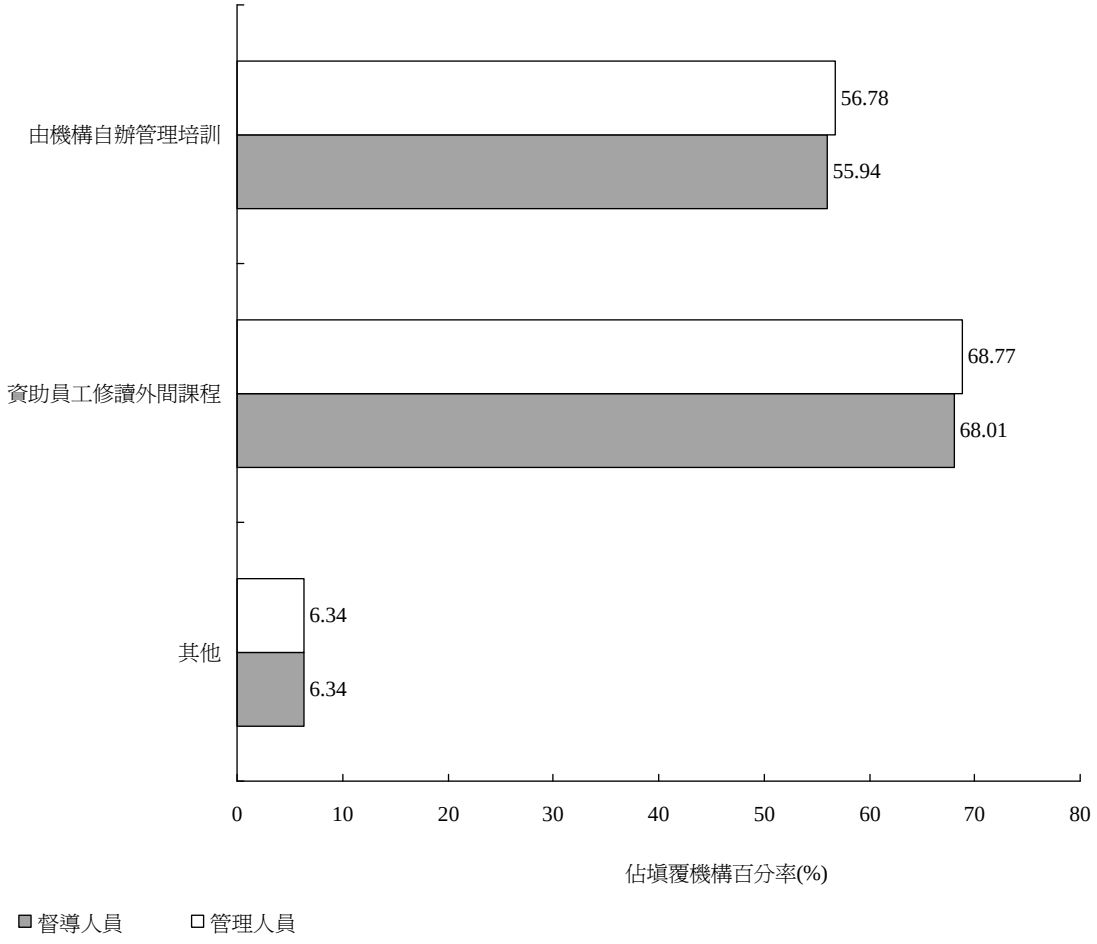
圖 7.2：培訓發展經費預算（與過往三年比較）



擬採用的管理培訓種類

120. 提供管理培訓資源的機構需填覆如何安排培訓課程。如圖 8.1 所示，近七成填覆機構主要會以*「資助員工修讀外間課程」*的方式提供管理培訓。在 2008 及 2005 年的調查中，*「自辦管理培訓課程」*獲最多機構選取。但 2011 年的調查顯示*「資助員工修讀外間課程」已*取而代之。

圖 8.1：機構在未來三年擬採用的管理培訓種類

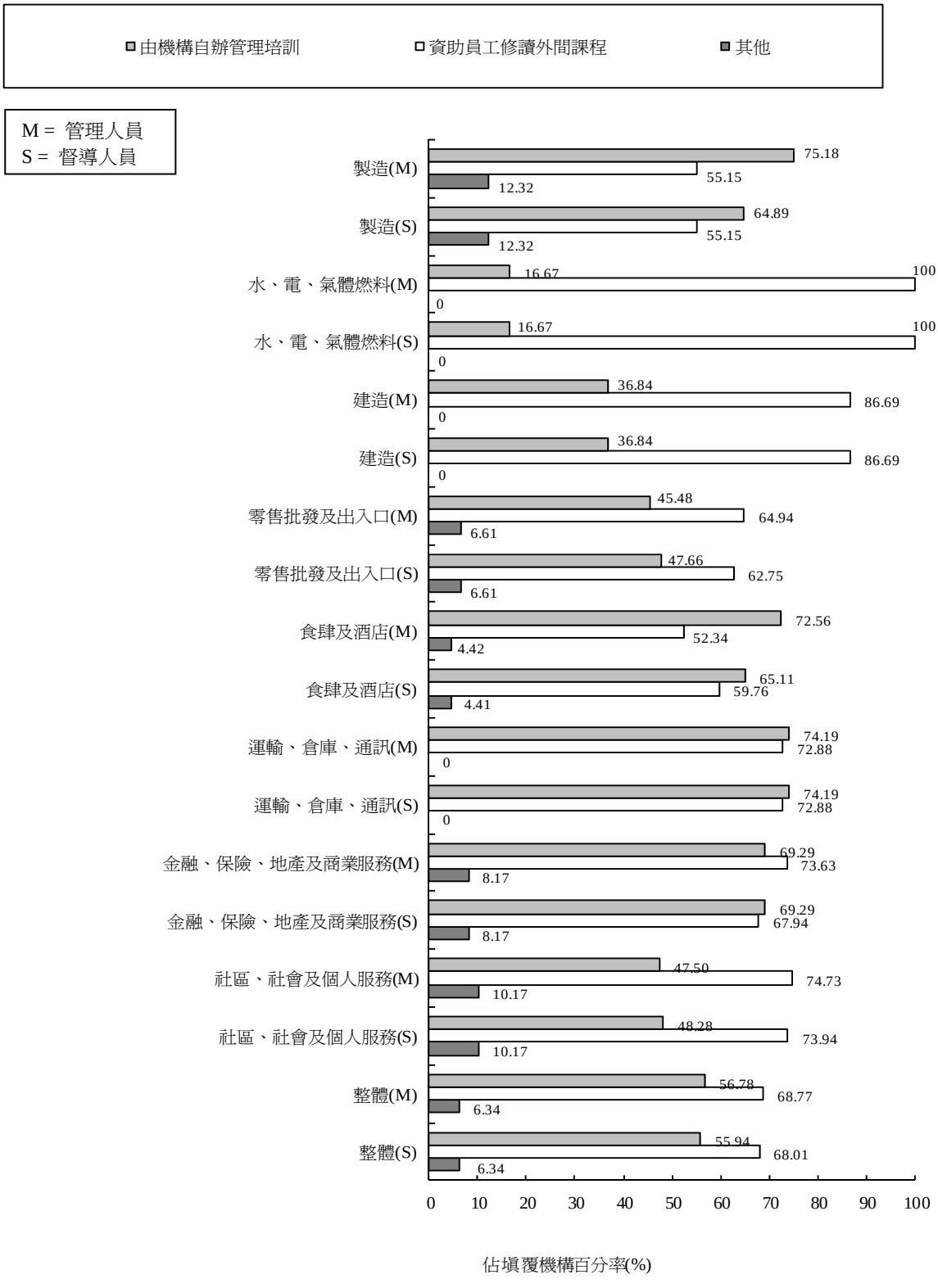


121. 圖 8.2 顯示各行業爲管理及督導人員安排管理培訓的詳細分項，從中可發現各行業屬意的培訓課程在幾方面有明顯差異。「水、電及氣體燃料」、「建造」和「社區、社會及個人服務」三個行業屬意以*「資助員工修讀外間課程」*安排管理培訓。與此同時，「製造」、「食肆及酒店」和「零售批發及出入口」等另外三個行業屬意*「自辦管理培訓課程」*。此外，「運輸、倉庫、通訊」和「金融、保險、地產及商業服務」對*「自辦課程」*或*「外間課程」*沒有特別偏好。

122. 部分行業在選擇*「自辦課程」*或*「外間課程」*時，較傾向於把培訓工作外判，例如「水、電及氣體燃料」、「建造」和「社區、社會及個人服務」便是。

123. 「製造」、「食肆及酒店」和「零售批發及出入口」行業則較傾向於採用*「自辦課程」*的培訓方式。

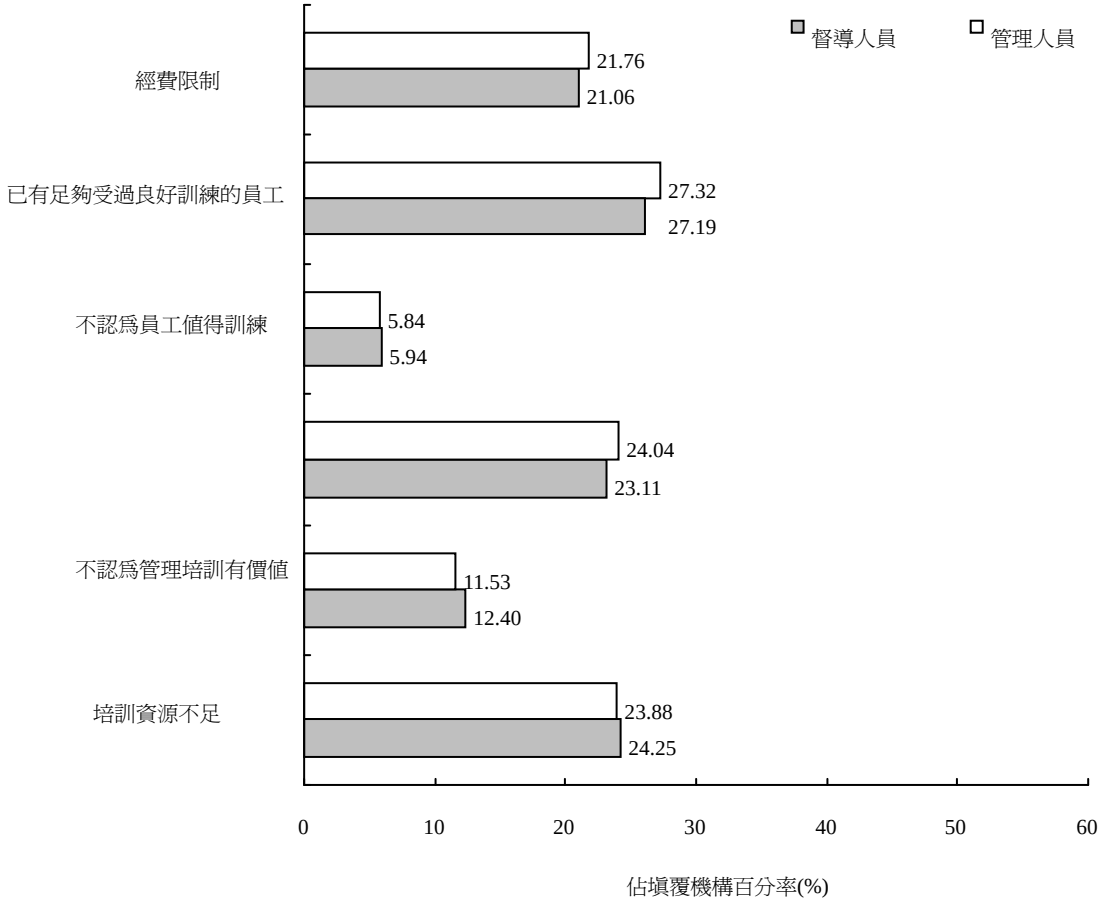
圖 8.2：未來三年各行業安排管理培訓種類的情況



未來三年不擬安排管理培訓的原因

124. 機構如表示在未來三年不擬撥備管理培訓資源，亦需填寫有關原因。圖 9 顯示當中的主要原因是*「已有足夠受過良好訓練的員工」*、*「人手不足而無法派遣員工接受訓練」*和*「培訓資源不足」*。

圖 9：未來三年不擬安排管理培訓的原因



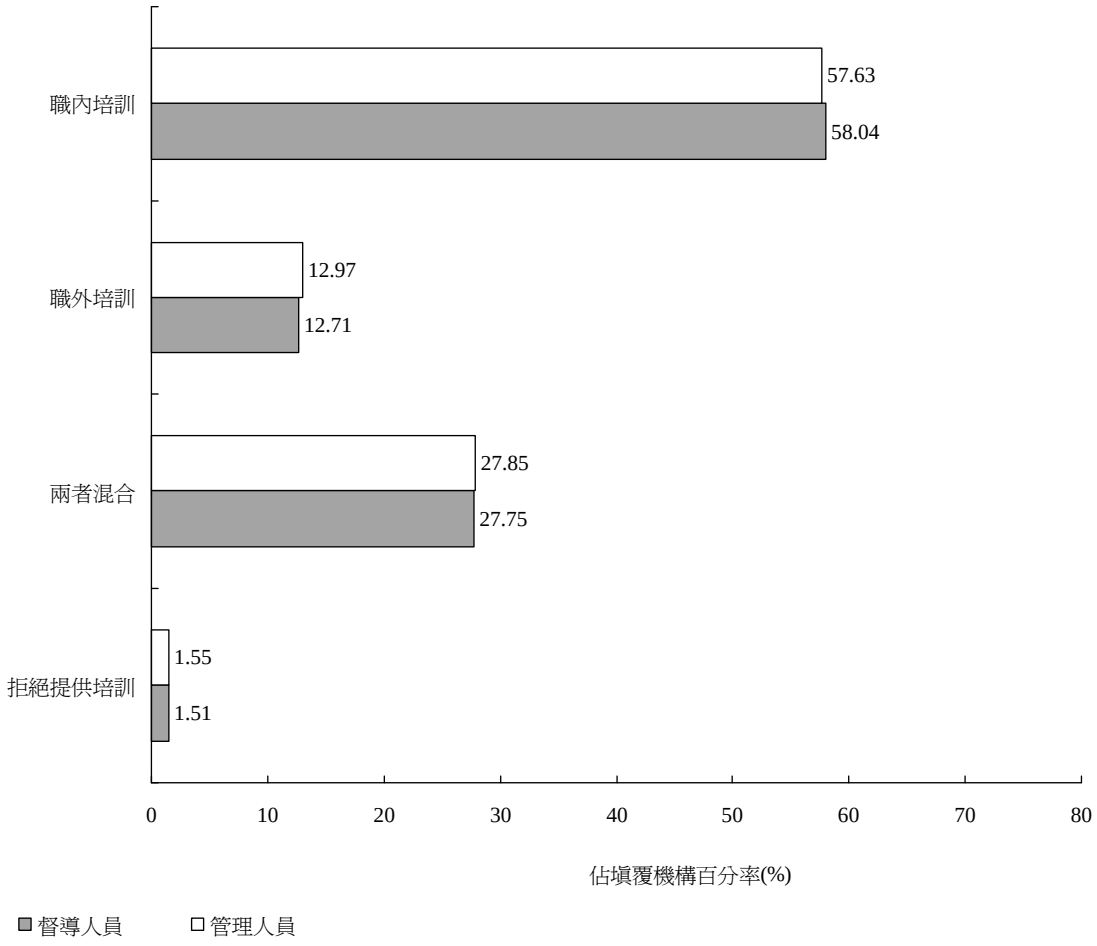
125. 約三份之一的填覆機構解釋已有足夠受過良好訓練的員工，而另外兩項緊隨其後的原因是*「人手不足而無法派遣員工接受訓練」*和*「培訓資源不足」*。

126. 調查也發現*「不認爲管理培訓有價值」*和*「不認爲員工值得訓練」*的意見有微升趨勢，由 2008 年調查中分別有近 10%和低於 5%的機構持有上述意見，上升至 2011 年的 12%和 6%。

機構屬意的「自辦課程」培訓方式

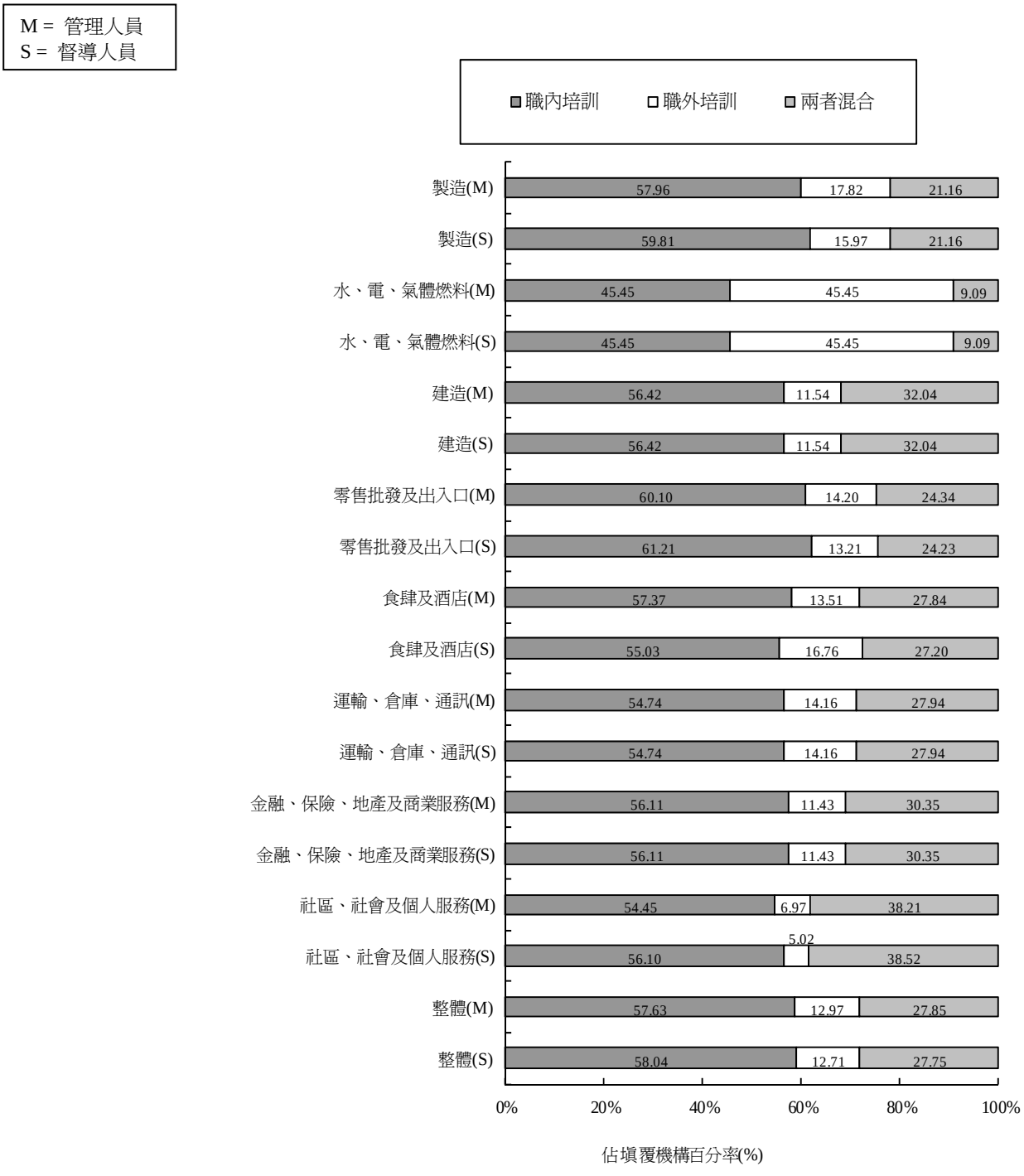
127. 機構如有安排自辦課程培訓，需填覆屬意的培訓方式。一如圖 10.1 所示，約六成機構屬意*「職內培訓」*，即在正常辦公時間內提供實務訓練／指導。只有 13%的機構屬意*「職外培訓」*。

圖 10.1：機構屬意的管理培訓方式



128. 在八個行業中，「社區、社會及個人服務」行業約有四成機構屬意混合培訓模式，較 2008 年的調查結果輕微上升了 2%。採用混合培訓模式的「金融、保險、地產及商業服務」機構則大幅上升，比率由 2008 年調查的約 16%上升至 2011 年的 31%，顯示靈活的培訓模式在該等行業較爲受歡迎。

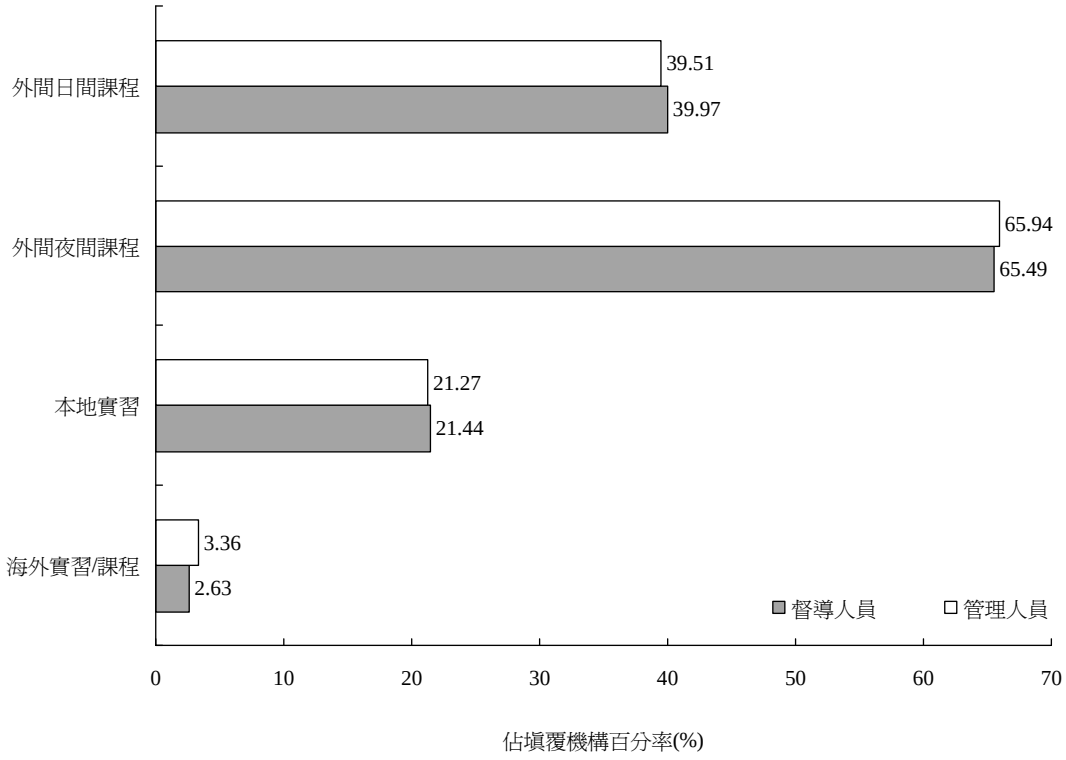
圖 10.2：自辦管理培訓計劃不同模式的分布情況



管理培訓課程的資助

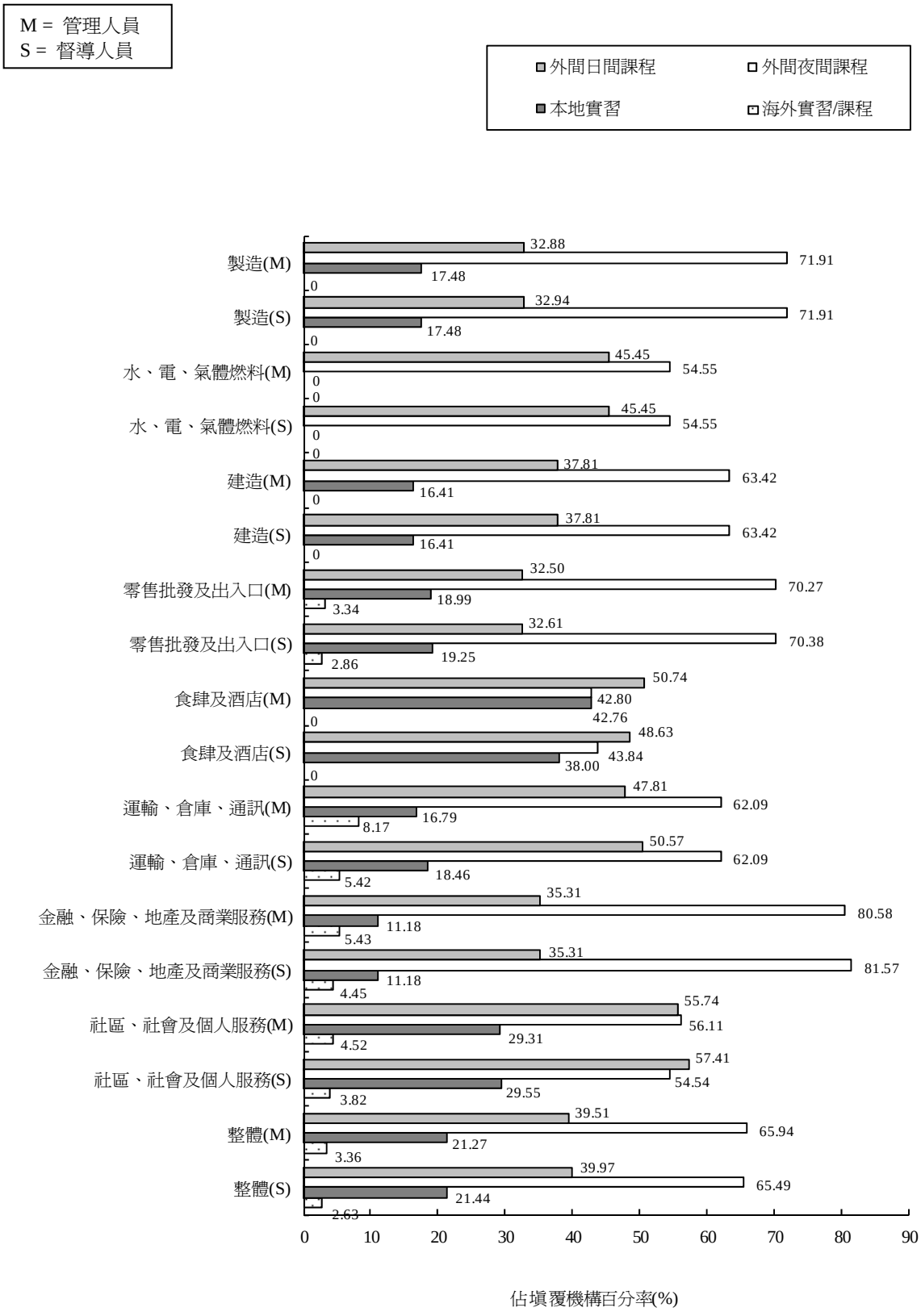
129. 願意資助培訓的機構需填覆他們屬意的課程種類。大部分機構（逾 60%）選擇資助管理及督導人員，而資助兩組人員修讀*「外間夜間課程」*的機構比率分別是 65.94%和 65.49%。所得結果載於圖 11.1。2008 年的調查也取得類似結果。

圖 11.1：未來三年機構屬意的管理培訓課程種類



130. 各行業在這方面持不同意見，「食肆及酒店」和「運輸、倉庫、通訊」行業的機構較願意選擇外間日間課程。與此同時，「製造」、「零售批發及出入口」和「金融、保險、地產及商業服務」會多考慮外間夜間課程。「社區、社會及個人服務」行業選擇日間和夜間課程的情況同樣普遍，而且更是考慮採用*「本地實習」*模式最高比率的行業。調查結果顯示，「海外實習」並不普遍，各行業選擇此項的比率也低於 5%。

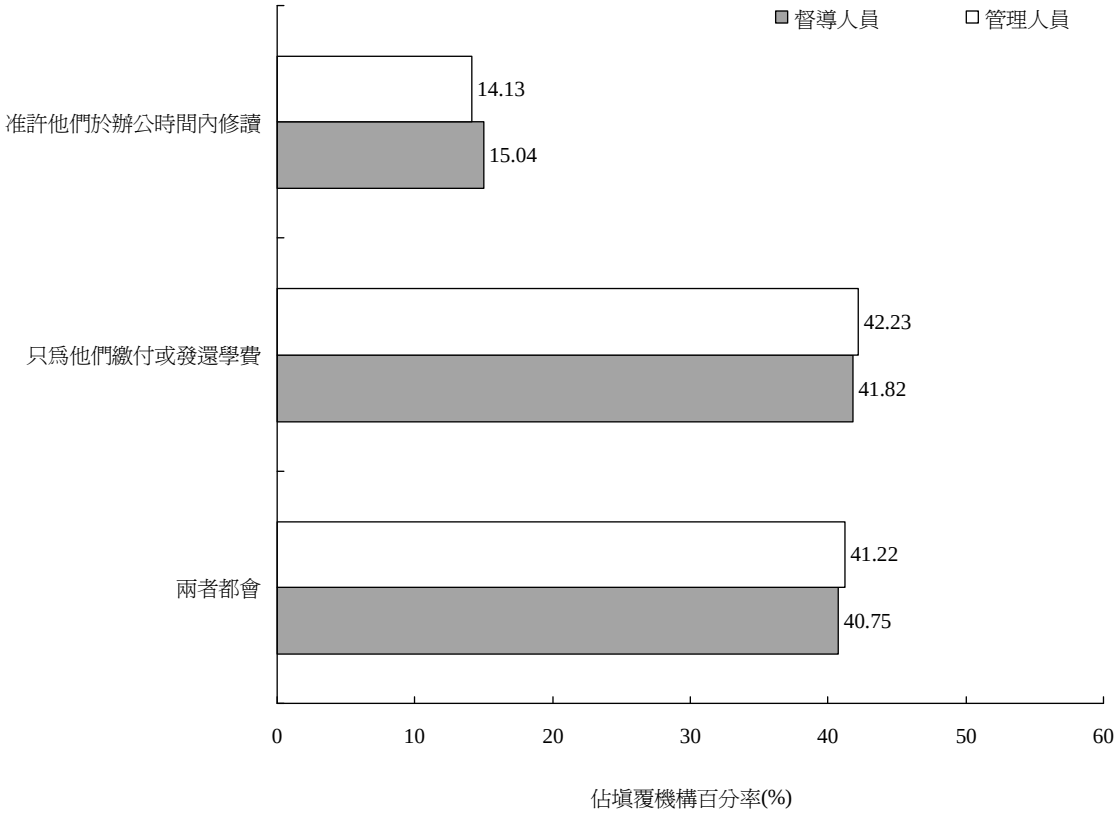
圖 11.2：未來三年機構屬意的管理培訓課程種類



資助修讀管理培訓課程的方式

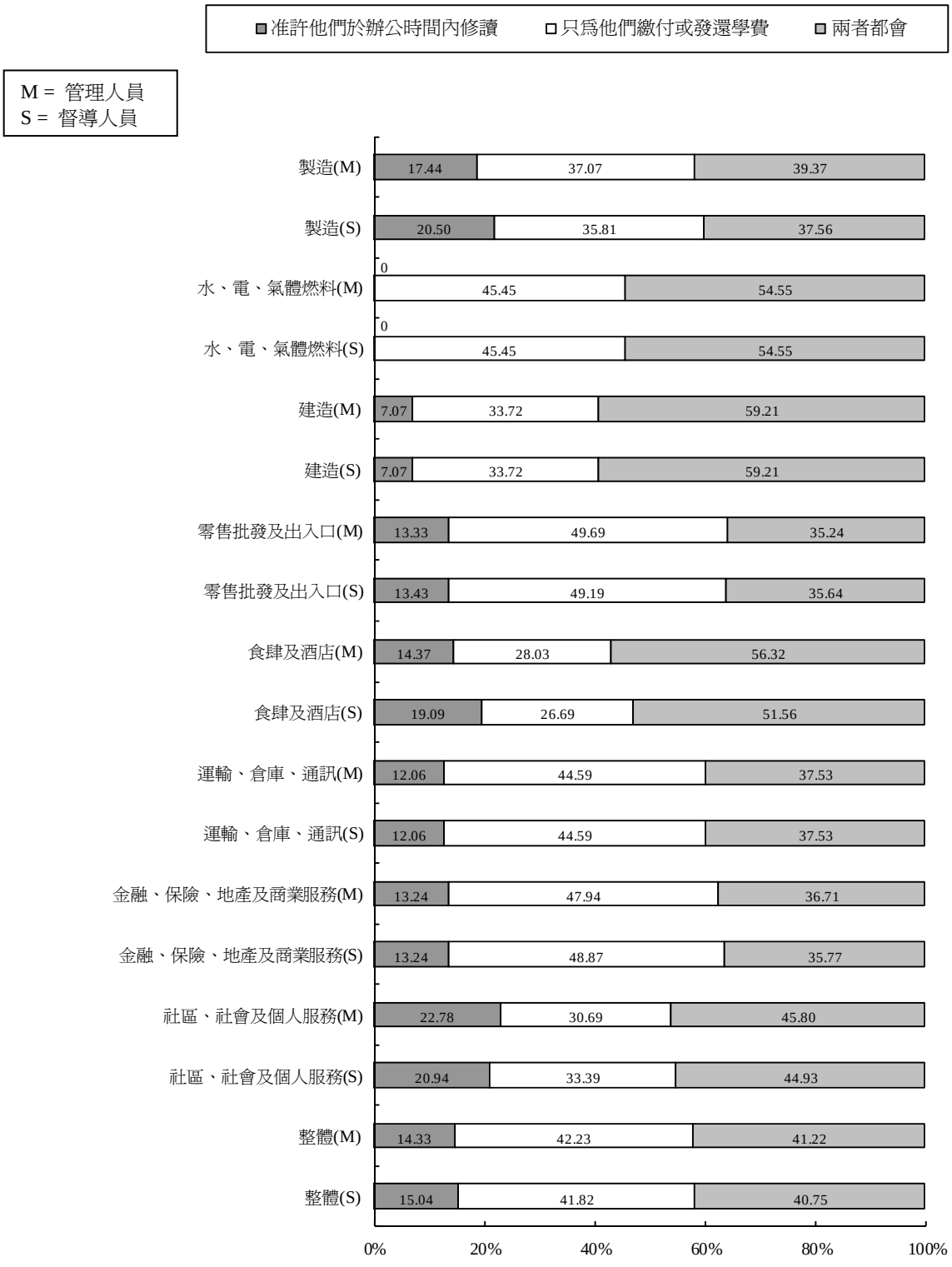
131. 從圖 12.1 的調查結果可見，逾四成填覆機構願意「*准許員工於辦公時間內修讀*」及「*爲他們繳付或發還學費*」，41.22%的機構願意爲管理人員提供這兩項資助，而願意爲督導人員提供這兩項資助的機構有 40.75%，較之 2008 年調查結果的近 30%，百分率有所微升。在這四成機構以外，約 42%的機構只願意爲員工「*繳付或發還*」學費，其中，管理人員組別爲 42.23%，督導人員組別爲 41.82%。

圖 12.1：資助修讀管理培訓課程的方式



132. 與 2008 年調查結果相似，「水、電、氣體燃料」行業仍是最慷慨，而業內所有填覆機構均會資助員工學費，或同時資助學費和給假於辦公時間內上課。

圖 12.2：資助修讀管理培訓課程的方式



機構屬意的管理培訓安排

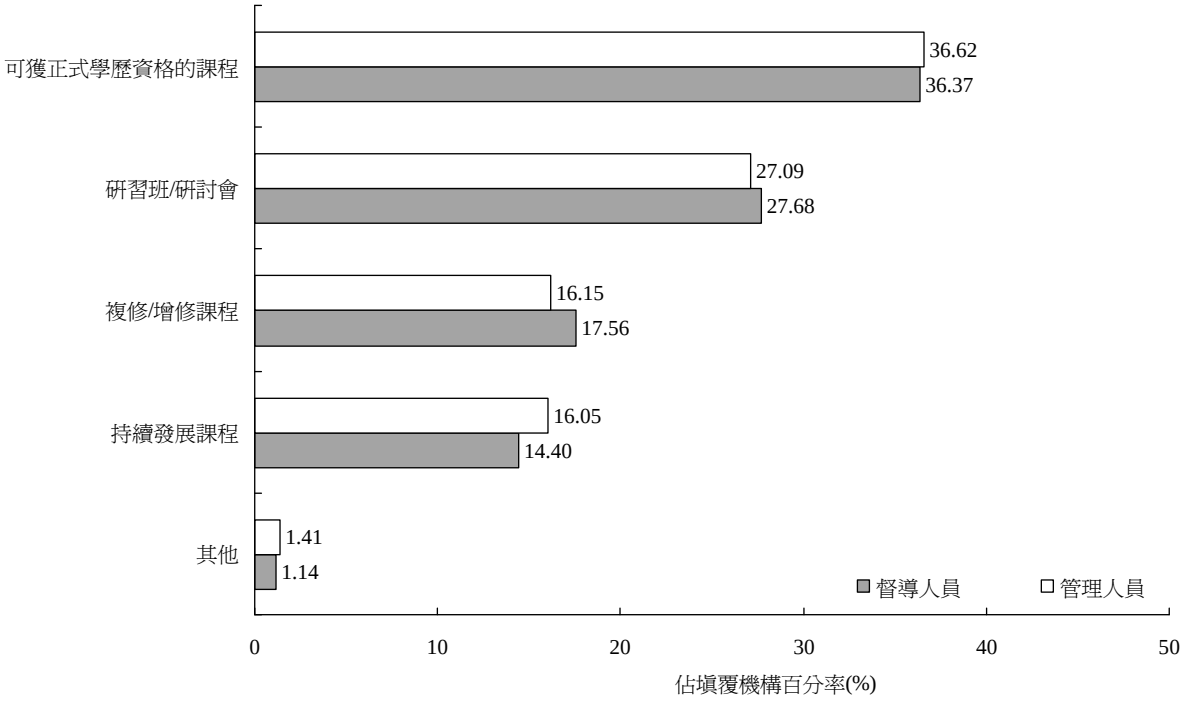
133. 爲了進一步了解僱主對管理培訓的偏好，調查提出六條有關培訓課程的問題。

課程種類

134. 從圖 13.1 可見，近四成填覆機構首選的管理培訓種類爲*「可獲正式學歷資格的課程」*；其次是*「研習班／研討會」*，有近三成機構選取，而*「複修/增修課程」*則是第三選擇，約有一成七的機構選取。僱主安排管理培訓時，課程能否讓僱員獲得正式學歷仍是主要的關注點。

135. 與 2008 年的調查相比，首四項選擇所得的比率和排名穩定，名次依然沒變。不過，調查發現*「持續發展課程」*在管理及督導人員組別獲揀選的比率有少許上升，分別由 2008 年調查的 12.3%和 11.1%上升至是次調查的 16.05%和 14.4%。此外，選擇*「其他」*一項的機構比率亦有上升。

圖 13.1：未來三年機構屬意的管理培訓種類

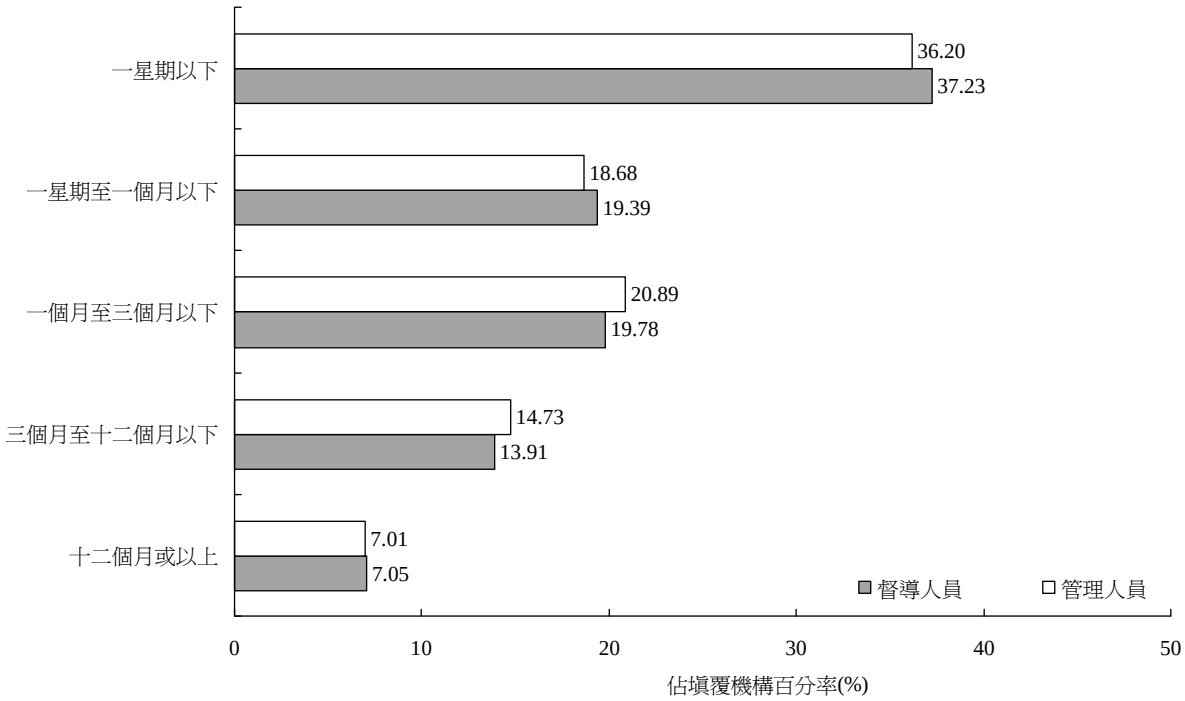


課程修讀期

136. 一如圖 13.2 所示，*「一星期以下」*的管理培訓課程最受歡迎。其次便是*「一個月至三個月」*，有 20%的機構屬意這樣安排。僅約 7%的機構會考慮*「十二個月或以上」*的課程。

137. 2008 和 2005 的調查亦發現類似結果，以*「一星期以下」*的培訓課程最受歡迎。

圖 13.2：未來三年機構屬意的管理培訓課程修讀期

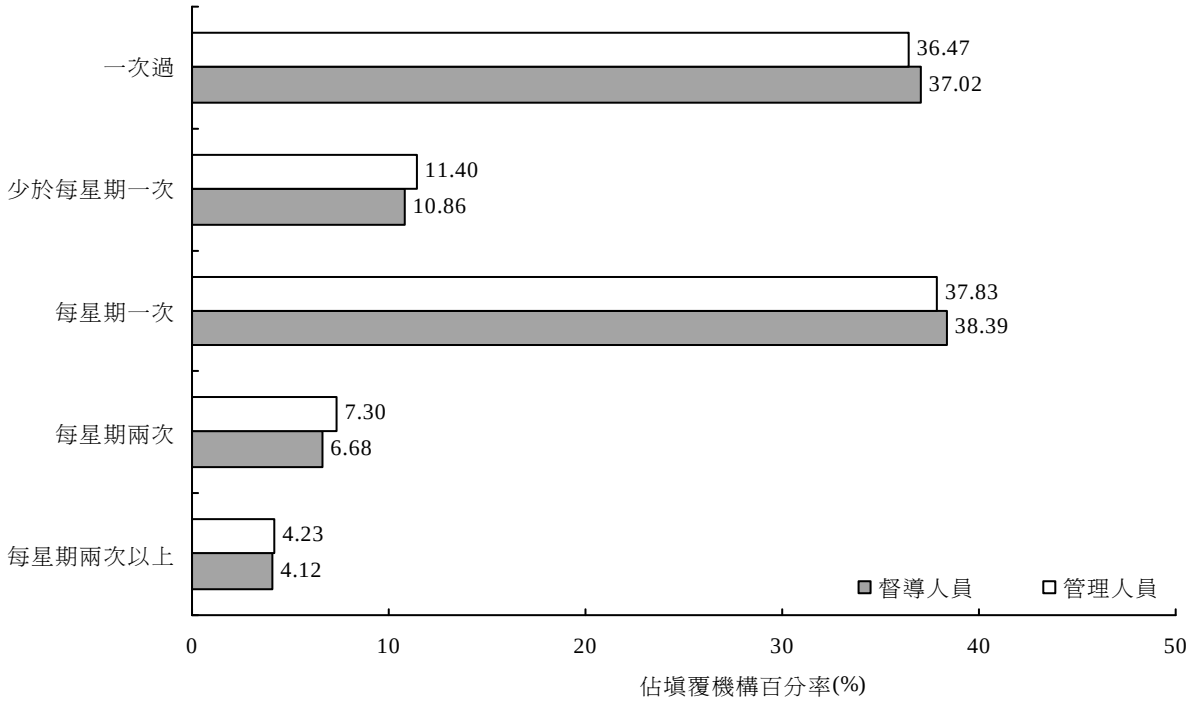


課程頻密度

138. 正如圖 13.3 所見，調查結果顯示「*一次過*」或「*每星期一次*」的培訓課程最受歡迎，有約四成機構填選。

139. 「*每星期一次*」的管理培訓課程得到最多填覆機構支持，在 2008 年約有 42%的機構填選，而「*一次過*」的課程則僅有四分之一的機構填選。不過，「*一次過*」課程的受歡迎程度在是次調查中迎頭趕上，與「*每星期一次*」的課程獲同樣多的機構選取。

圖 13.3：未來三年機構安排管理培訓所屬意的頻密度

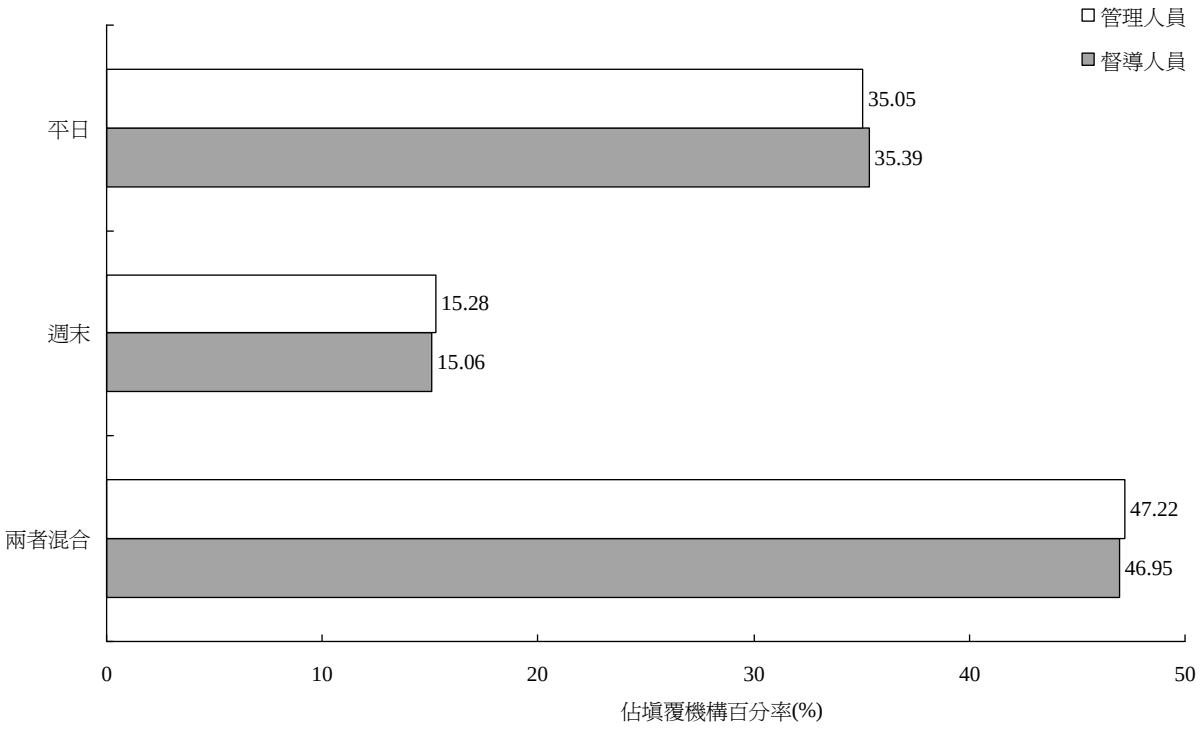


屬意的週內培訓時段

140. 近半數填覆機構屬意員工修讀*「平日與週末兩者混合」*的管理培訓課程。次選則是*「平日」*上課，約有 15%的機構選擇。較少機構屬意員工只在週末修讀課程，填選的機構僅約有 15%。

141. 在 2008 年的調查中，約半數機構屬意平日上課的課程，其餘有三份一的機構則選擇平日與週末兩者混合。然而，在 2011 年的調查中，*「平日與週末兩者混合」*變成最受歡迎。

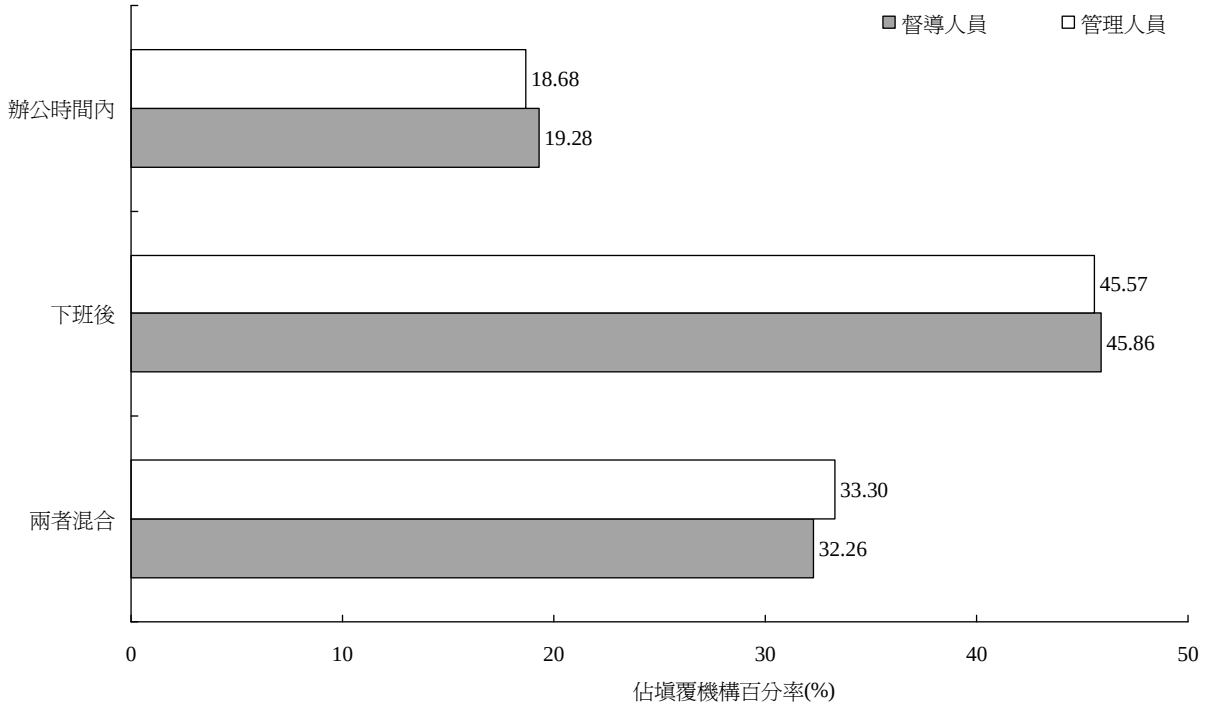
圖 13.4：未來三年機構屬意的週內培訓時段



課堂時間

142. 一如圖 13.5 所示，逾四成填覆機構屬意員工修讀*「下班後」*上課的課程，而*「辦公時間內及下班後兩者混合」*的課程緊隨其後，有逾三成機構選取。

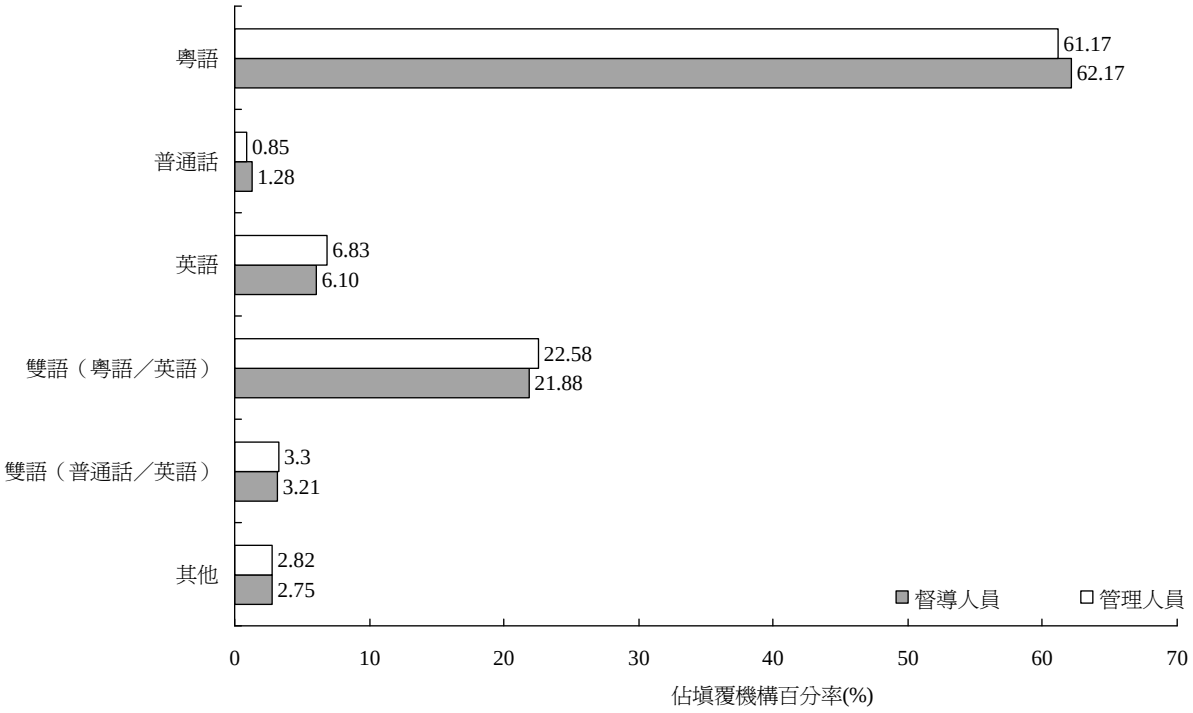
圖 13.5：未來三年機構屬意的管理培訓課堂時間



授課語言

143. 大多數（逾六成）填覆機構屬意*「粵語」*爲授課語言，比率遠超其他語言。此外，近四分之一的機構樂於接受以英、粵雙語授課。單用*「英語」*或*「普通話」*授課的課程受歡迎程度較低，分別只有7%和 1%的機構接受。

圖 13.6: 未來三年機構所屬意的授課語言



機構屬意的培訓模式

144. 填覆機構須對採取多種學習方式的意向評級（1－完全沒機會採用；6－很有機會採用），以顯示屬意的學習方式。如表 8 所示，機構爲管理及督導人員揀選的培訓方法，排名大致一樣。*「由管理人員從旁指導來學習管理技巧」*分別在管理及督導人員組別取得 3.42 和 3.43 的平均分。其次是*「透過完成與工作有關項目研究的行動學習法」*，在兩組人員組別也取得 2.75 分，而*「小組培訓」*排行第三，分別在管理及督導人員組別取得 2.70 和 2.69 的平均分。

145. 較少機構選擇的學習方式包括*「遙距學習」*和*「利用機構內設學習資源中心自修」*，兩者的分數是 2 或以下。另外，值得注意的是「個別導修」和「利用電腦／上網／電子方式學習」均獲得低的評分。.

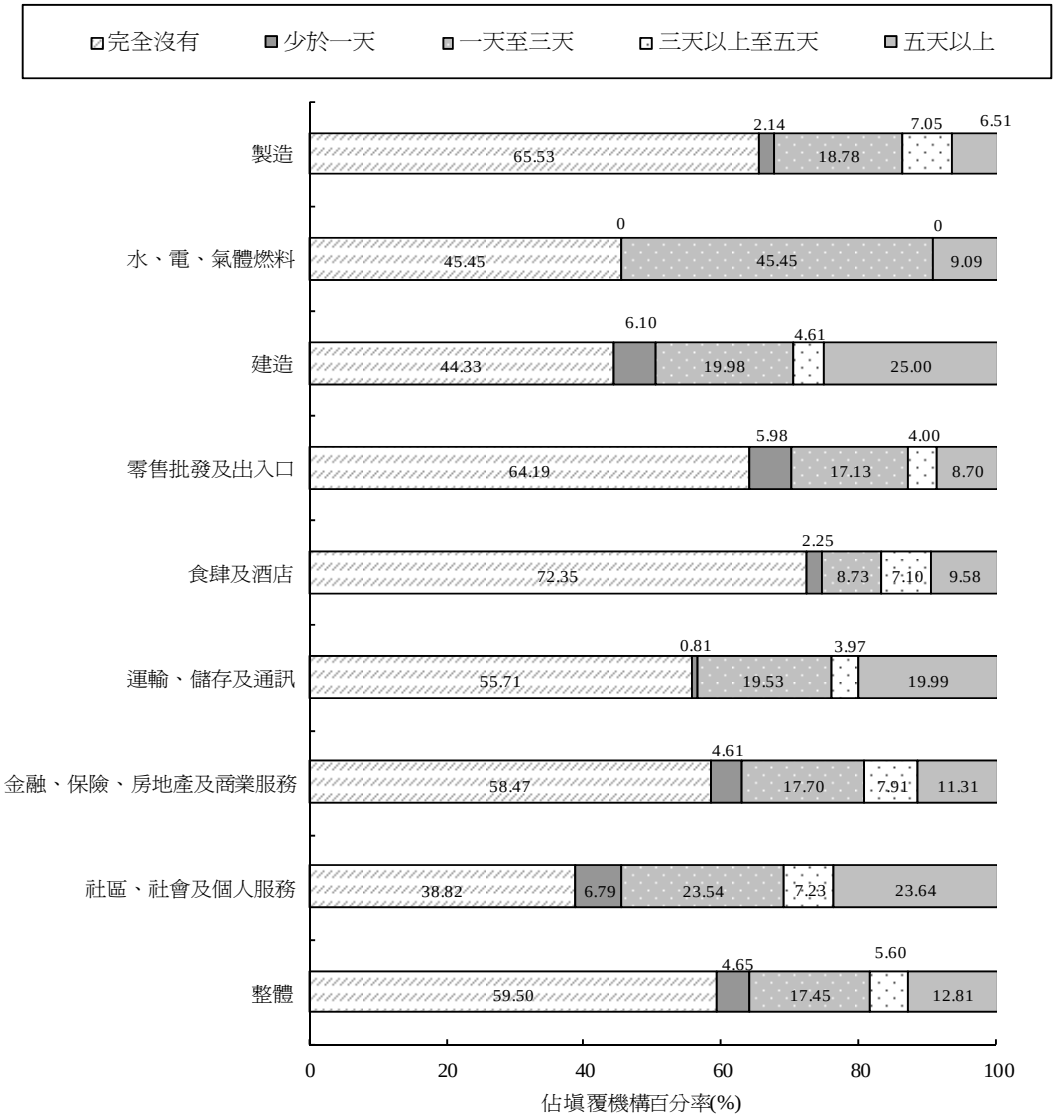
表 8：機構屬意的培訓方法模式

培訓方法	管理人員		督導人員	
	排名	加權平均分	排名	加權平均分
由管理人員從旁指導，學習管技巧	1	3.42	1	3.43
透過完成與工作有關項目研究的行動學習法	2	2.75	2	2.75
小組培訓	3	2.70	3	2.69
閱讀管理資料	4	2.61	4	2.57
傳統的課堂講授	5	2.44	5	2.45
利用電腦／上網／電子方式學習	6	2.38	6	2.37
個別導修	7	2.33	7	2.30
遙距學習	8	1.96	8	1.95
利用機構內設學習資源中心自修	9	1.91	9	1.92

管理及督導人員去年接受培訓的平均日數

146. 調查要求機構填覆管理及督導人員去年接受培訓的日數。約六成填覆機構去年並未爲管理及督導人員提供培訓，其餘四成曾提供培訓的機構，半數安排的課程爲期「*一至三日*」。調查結果載於以下圖 14。

圖 14：管理及督導人員去年接受培訓的平均日數



第四章：跨年比較

147. 本會抽取過去兩次調查（2005 年及 2008 年）的相關資料，與是次調查作下列趨勢分析。這些趨勢可在某程度上反映現時的管理培訓情況和需求。

趨勢分析：本港管理人員首十項主要才能

148. 本港管理人員首十項主要才能的趨勢見表 9。十項主要才能包括：*「溝通技巧」*、*「中文（普通話及商業書寫技巧）」*、*「人際關係技巧」*、*「團隊合作和建立團隊」*、*「英語（講、寫）」*、「危機管理」、*「對責任的承擔」*、*「對人對事善於分析」*、*「訓練與輔導下屬」*、*「解決困難及作出決定」*。其中八項與 2008 年調查相同，而其中六項亦與 2005 年的調查結果相同。對於本港管理人員，社交技巧如*「溝通技巧」*及*「人際關係技巧」*在 2011 年的調查排於前列，評爲核心才能，評級較*「危機管理」*、*「對責任的承擔」*及*「對人對事善於分析」*等管理技巧爲高。

表 9：本港管理人員首十項主要才能趨勢

排名	2011	%	2008	%	2005	%
1	溝通技巧	51.22	危機管理	51.98	訓練與輔導下屬	47.45
2	中文（普通話及商業書寫技巧）	50.07	訓練與輔導下屬	46.59	責任感	47.29
3	人際關係技巧	49.87	溝通技巧	44.21	溝通技巧	47.09
4	團隊合作和建立團隊	48.6	團隊合作和建立團隊	44.09	危機管理	44.91
5	英語（講、寫）	48.44	英語（講、寫）	42.17	人際關係技巧	41.1
6	危機管理	47.52	營商智慧	41.4	策劃技巧	40.71
7	對責任的承擔	46.55	人際關係技巧	40.12	營商智慧	38.02
8	對人對事善於分析	43.25	中文（普通話及商業書寫技巧）	39.31	對人對事善於分析	37.13
9	訓練與輔導下屬	41.44	對責任的承擔	38.54	解決困難及作出決定	36.46
10	解決困難及作出決定	37.73	策劃及組織能力	38.19	自我管理	35.57

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

趨勢分析：本港督導人員首十項主要才能

149. 本港督導人員首十項主要才能的趨勢見表 10。這些才能包括：*「溝通技巧」*、*「人際關係技巧」*、*「中文(普通話及商業書寫技巧)」*、*「團隊合作和建立團隊」*、*「英語（講、寫)」*、「危機管理」、*「對責任的承擔」*、*「對人對事善於分析」*、*「訓練與輔導下屬」*、*「解決困難及作出決定」*。比較 2011 年與 2008 年的調查結果，首十項主要才能相同，只是排名略有差別，亦有六項與 2005 年的調查結果相同。此外，*「溝通技巧」*在連續三次調查中均獲評爲督導人員最需具備的才能。

表 10：本港督導人員首十項主要才能趨勢

排名	2011	%	2008	%	2005	%
1	溝通技巧	55.23	溝通技巧	57.4	溝通技巧	62.99
2	人際關係技巧	52.3	團隊合作和建立團隊	53.35	責任感	62.7
3	中文（普通話及商業書寫技巧）	51.31	英語（講、寫）	47.94	關心和照顧客戶需要	51.65
4	團隊合作和建立團隊	51.29	人際關係技巧	46.89	人際關係技巧	48.54
5	英語（講、寫）	49.87	對責任的承擔	46.32	團隊精神	45.71
6	危機管理	44.6	訓練與輔導下屬	45.57	訓練與輔導下屬	42.69
7	對責任的承擔	44.06	解決困難及作出決定	45.39	自我管理	37.57
8	對人對事善於分析	40.59	危機管理	45.29	解決困難及作出決定	36.48
9	訓練與輔導下屬	39.21	中文（普通話及商業書寫技巧）	44.73	對人對事善於分析	36.07
10	解決困難及作出決定	38.87	對人對事善於分析	41.4	英語（講、寫）	35.93

% = 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

趨勢分析：聘用曾經／未曾受訓管理及督導人員的趨勢

150. 下圖 15.1 及 15.2 顯示，聘用曾經受訓管理及督導人員的機構數目於 2008 年有所上升，但卻又於 2011 年再度回落至與 2005 年相若的水平。

圖 15.1：機構聘用曾經／未曾受訓管理人員的趨勢

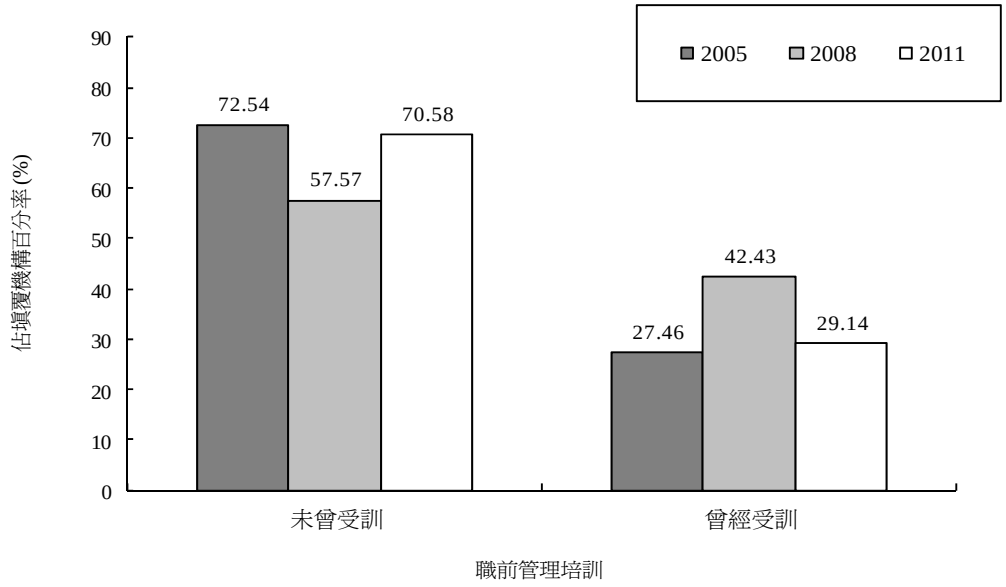
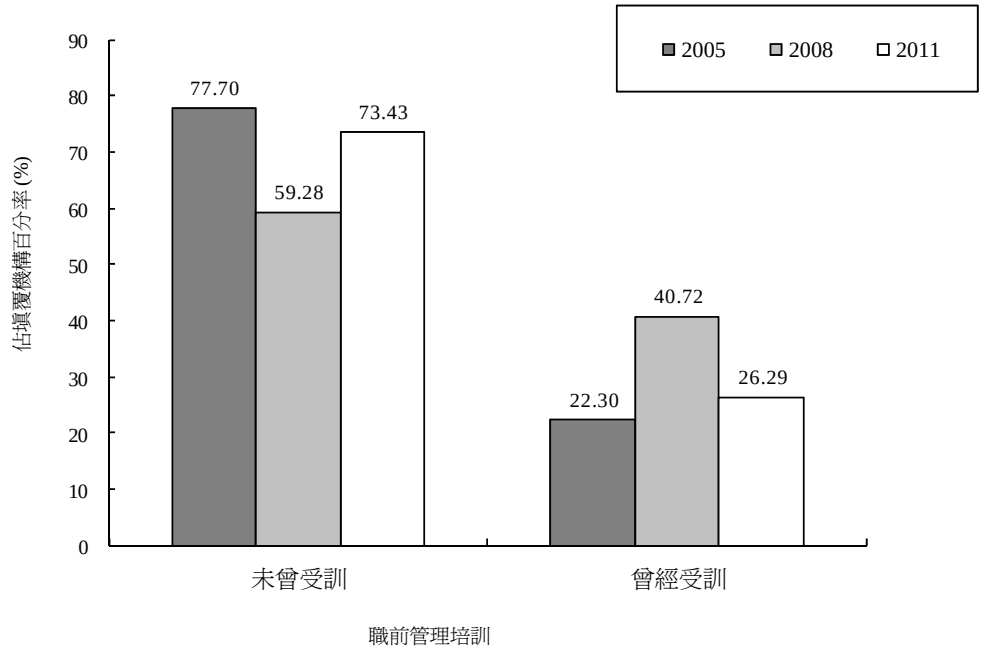


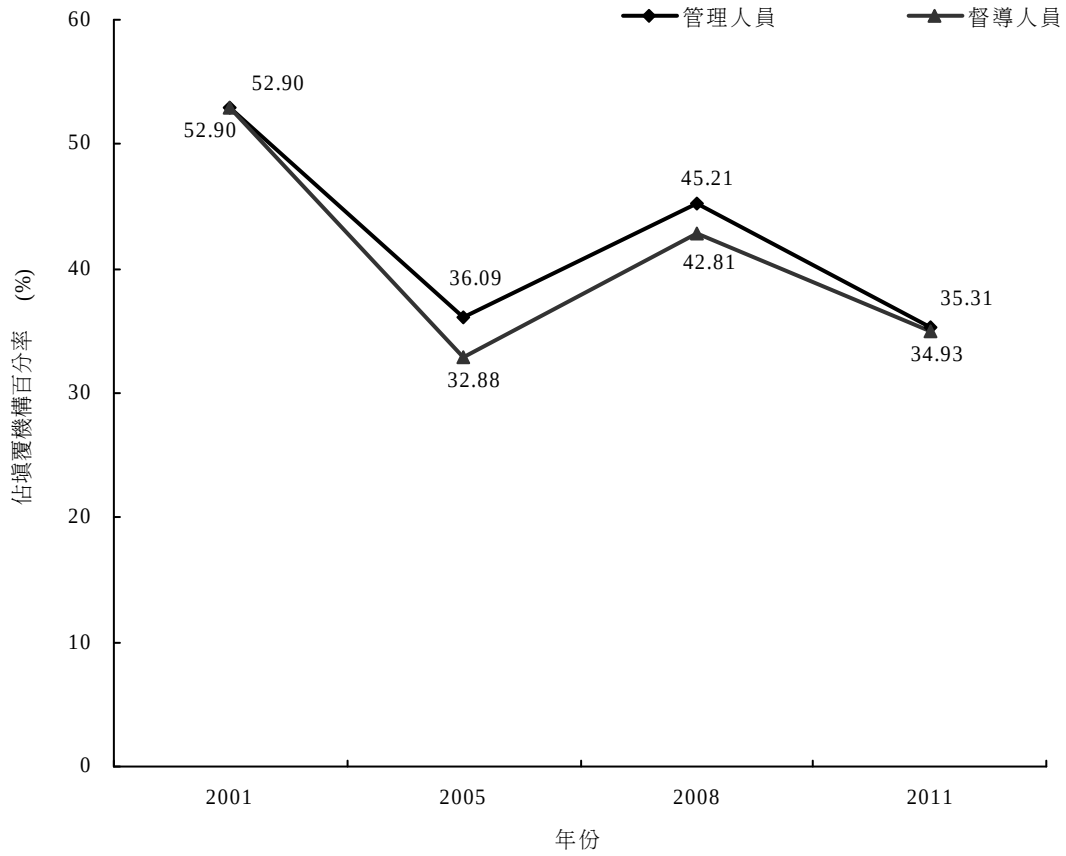
圖 15.2：機構聘用曾經／未曾受訓督導人員的趨勢



趨勢分析：管理及督導人員管理培訓趨勢

151. 如以下圖 16 所示，爲管理及督導人員提供管理培訓的機構有減少的趨勢，會爲管理人員提供培訓的機構只有 35.31%，比率在兩次調查中最低，會爲督導人員提供培訓的機構有 34.93%。事實上，2005 年至 2008 年之間，這項數字曾經反彈，爲管理及督導人員提供培訓的機構分別由 36.09% 及 32.88%增至 45.21% 及 42.81%。與十年前（2001 年）的 52.9%相比，則大幅下降至約 35%。

圖 16：機構爲管理及督導人員提供管理培訓的趨勢



152. 機構爲管理及督導人員提供管理培訓的跨年趨勢見圖 16.1 及圖 16.2。

圖 16.1：機構爲管理人員提供管理培訓的趨勢

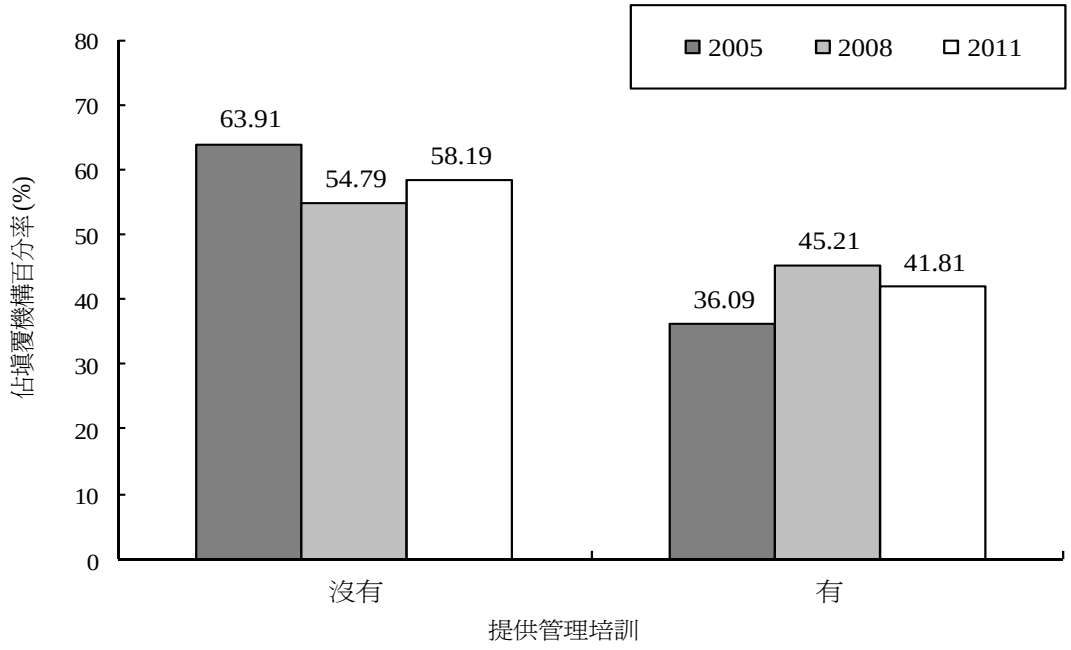
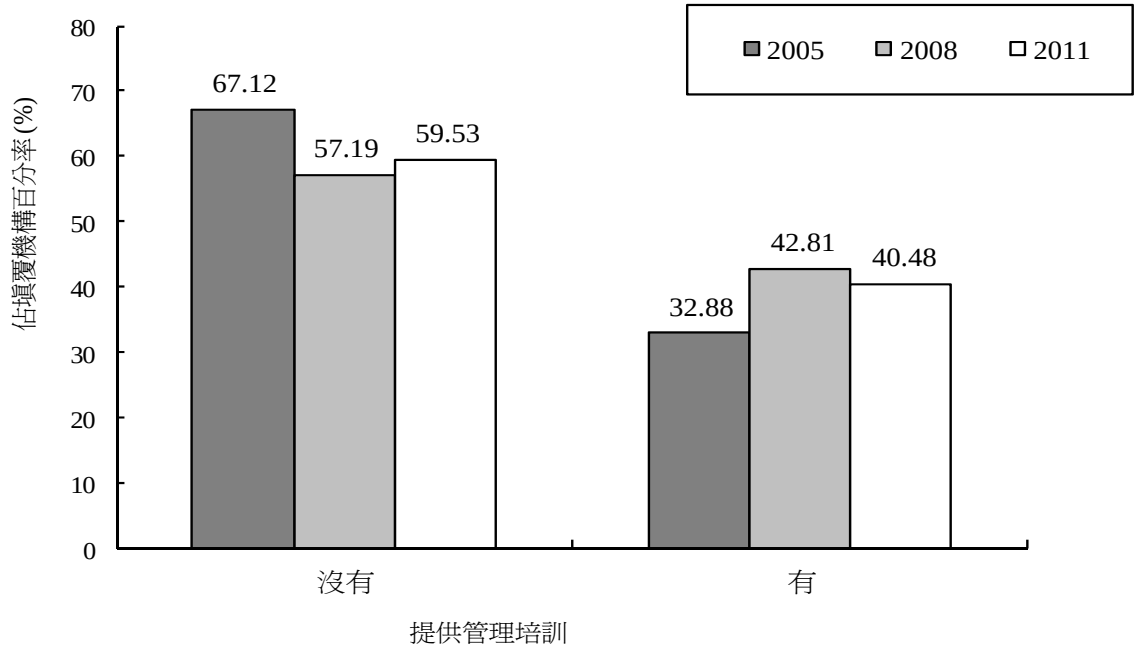


圖 16.2：機構爲督導人員提供管理培訓的趨勢



趨勢分析：屬意的自辦管理培訓種類

153. 比較過去三次調查，大部分受訪機構仍然屬意採取「職內培訓」(詳見圖 17.1 及圖 17.2)。雖然選取「職內培訓」及「職外培訓」的機構數目有所減少，但卻有愈來愈多機構屬意「兩者混合」的自辦管理培訓模式。

圖 17.1：機構屬意的自辦管理培訓種類（管理人員）

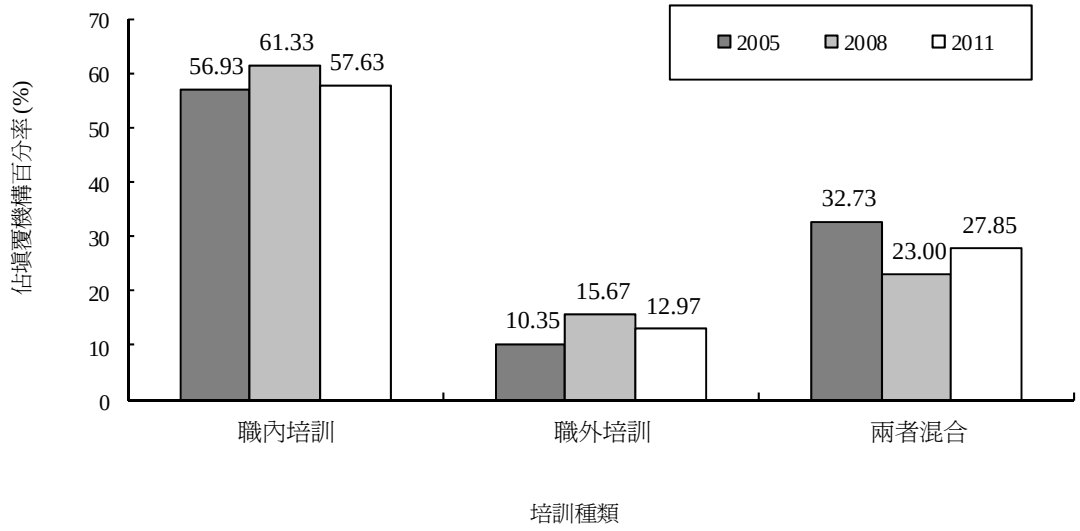
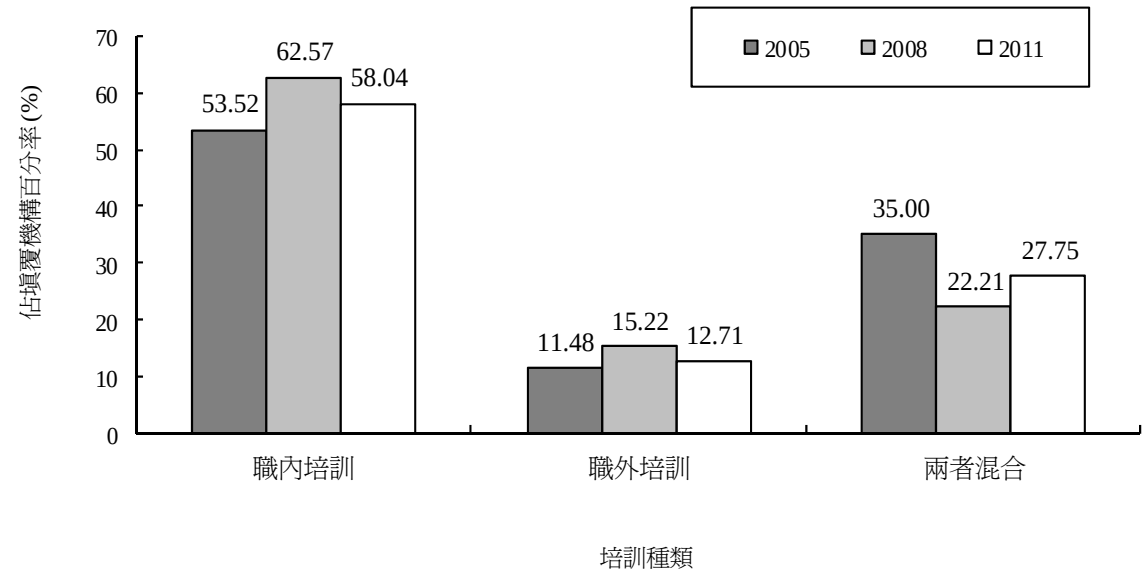


圖 17.2：機構屬意的自辦管理培訓種類（督導人員）



趨勢分析：管理培訓資源分配

154. 從圖 18.1 及圖 18.2 可見，願意從「培訓經費預算」中調撥資源進行培訓的機構較 2005 年及 2008 年明顯減少。事實上，如下圖所示，大部分受訪機構並不願意調撥資源（無論是金錢或其他人力／物質資源）爲員工提供管理培訓。

圖 18.1：機構對管理人員的培訓資源分配趨勢

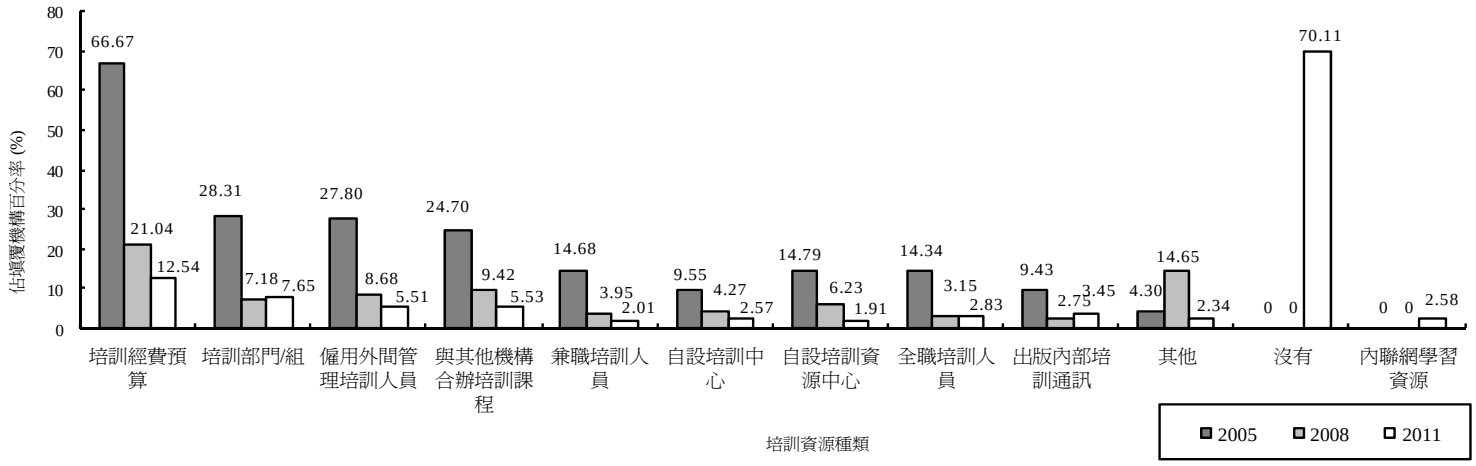
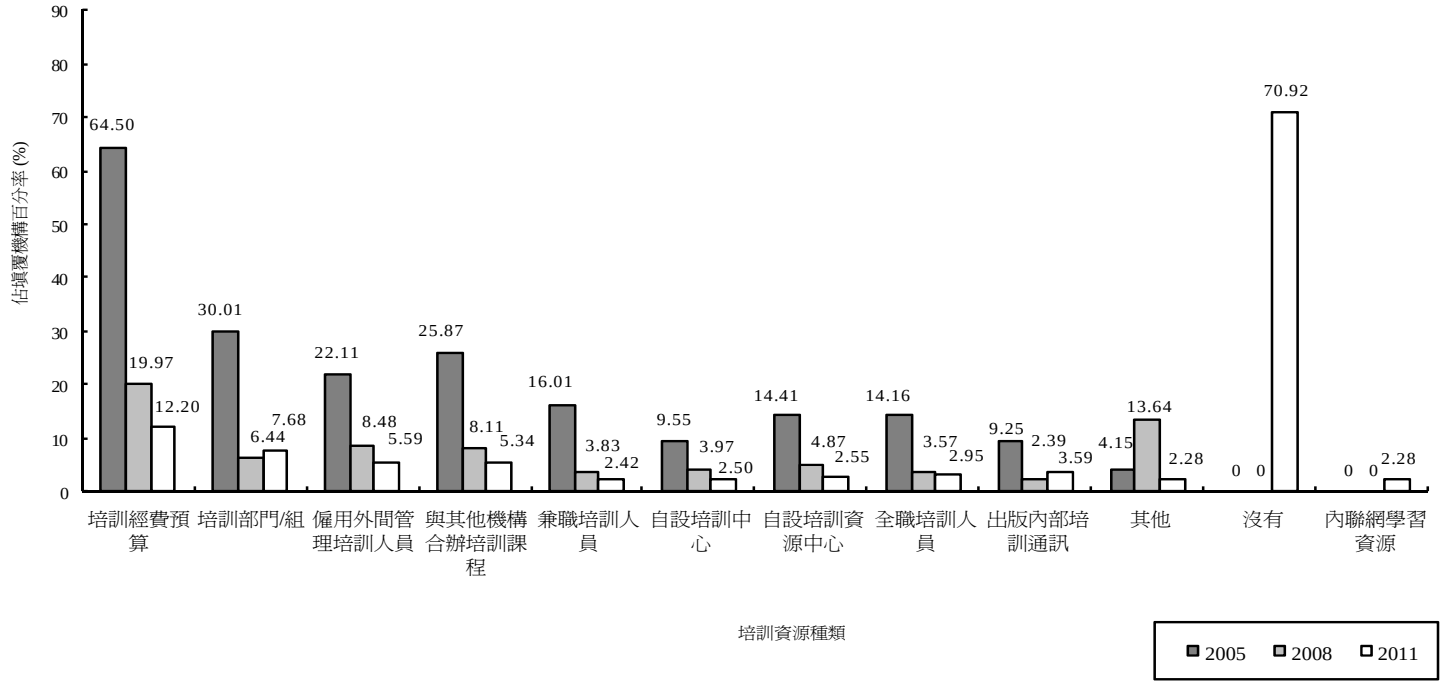


圖 18.2：機構對督導人員的培訓資源分配趨勢

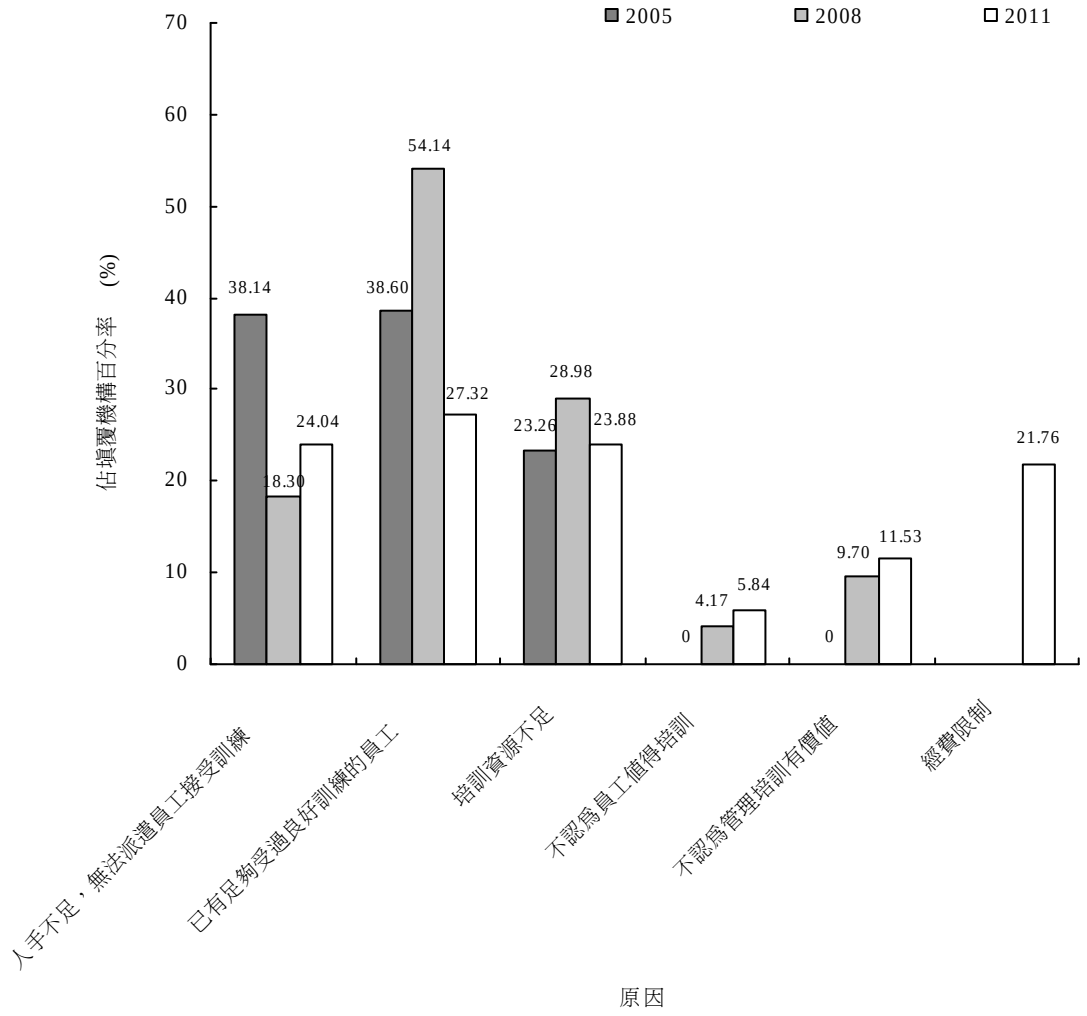


趨勢分析：不擬安排管理培訓的原因

155. 機構未有爲管理及督導人員安排管理培訓的原因見圖 19.1及 圖 19.2，其中大部分機構回答「已有足夠受過良好訓練的員工」，而「人手不足，無法派遣員工接受訓練」及「培訓資源不足」則爲第二及第三個主因。

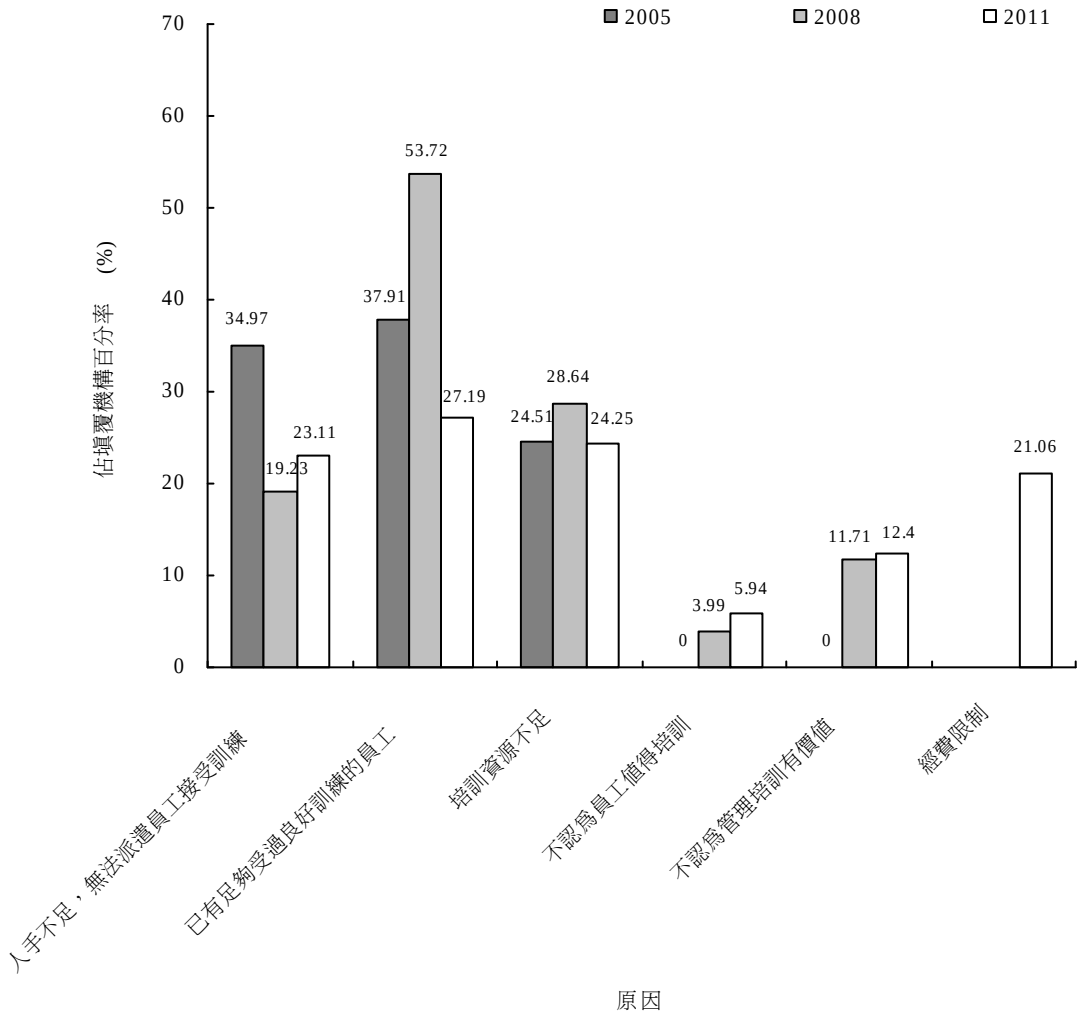
156. 本會認爲有需要了解僱主對管理培訓的態度，找出是否有愈來愈多僱主對培訓的「意義」及「價值」存疑，因而影響他們對屬下管理及督導人員提供培訓的決定。

圖 19.1：未爲管理人員安排培訓的原因



註：「經費限制」是 2011 年調查的新增選項，因此並無 2005 年及 2008 年的數據可供比較。

圖 19.2：未爲督導人員安排培訓的原因



註：「經費限制」是 2011 年調查的新增選項，因此並無 2005 年及 2008 年的數據可供比較。

趨勢分析：屬意的資助方式

157. 從圖 20.1 及圖 20.2 可見，單單選擇「准許員工於辦公時間內修讀」或「爲員工繳付或發還學費」的機構數目輕微下跌，而選擇「混合」資助模式的機構卻有所上升。

圖 20.1：機構屬意資助管理人員的方式

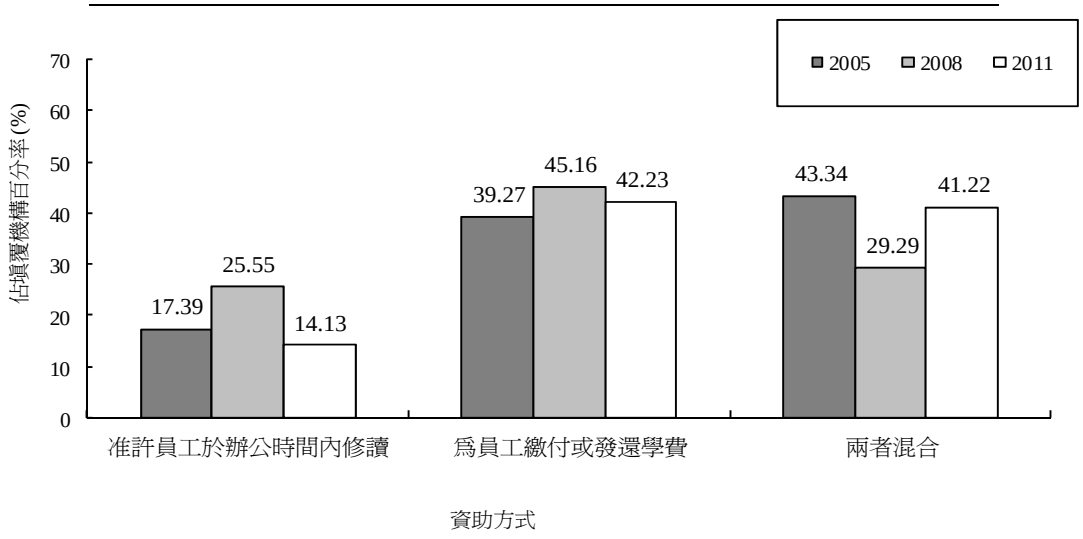
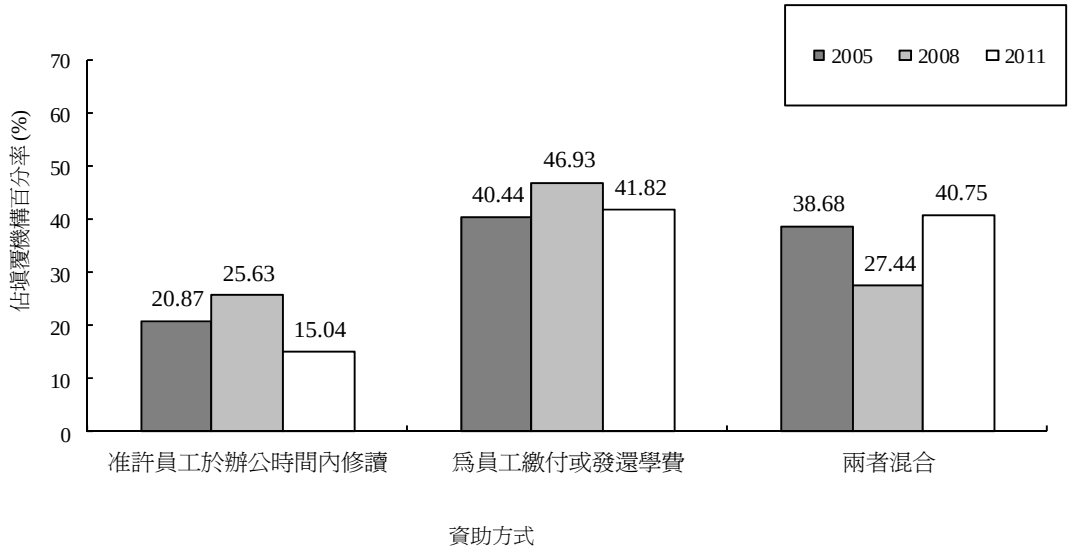


圖 20.2：機構屬意資助督導人員的方式



趨勢分析：屬意的管理培訓種類

158. 如圖 21.1 及圖 21.2 所示，受訪機構首選的管理培訓種類仍是「可獲正式學歷資格的課程」。

圖 21.1：機構屬意的管理人員培訓課程種類

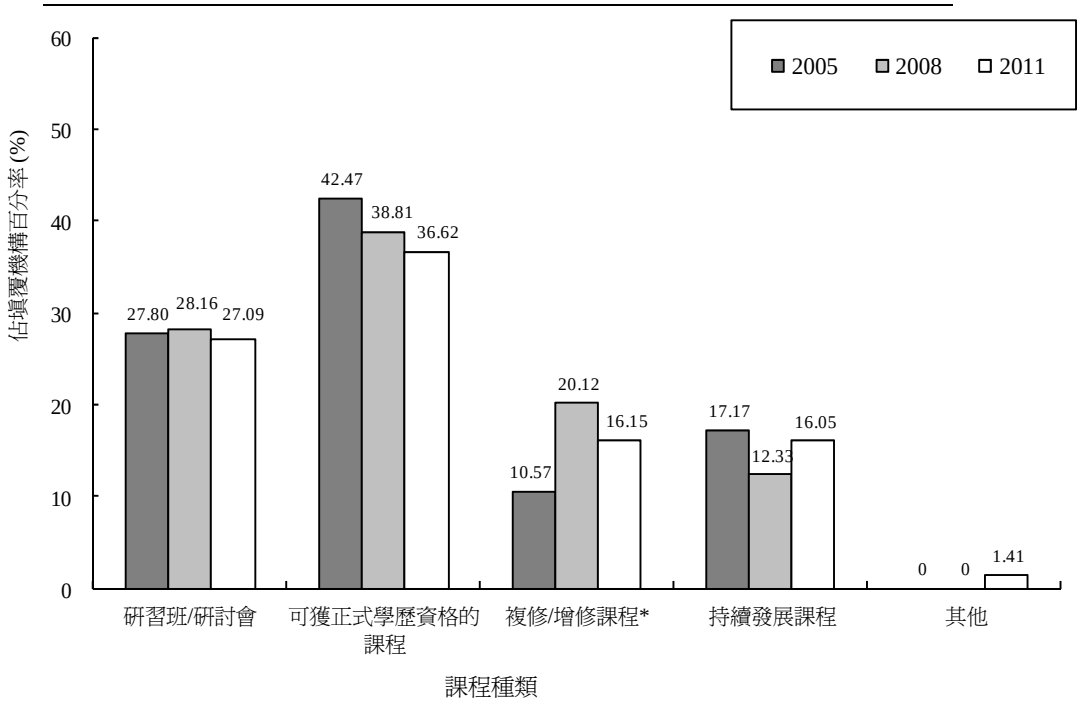
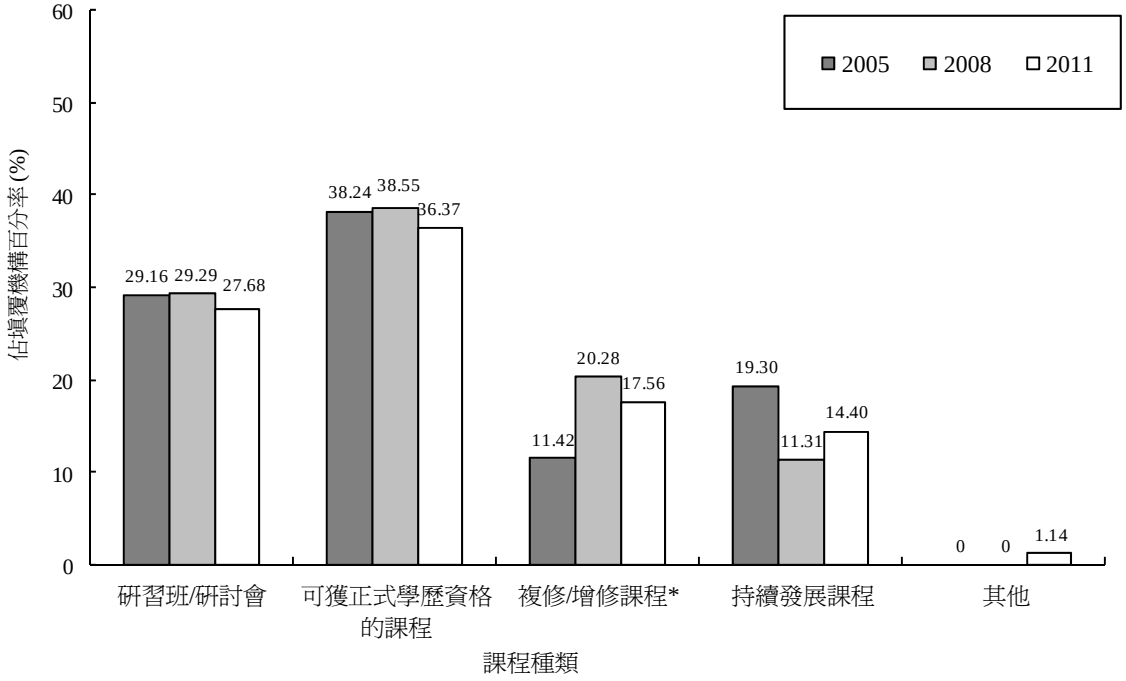


圖 21.2：機構屬意的督導人員培訓課程種類



註：由 2008 年開始，調查把選項「不獲正式學歷資格的複修／增修課程」修訂爲「複修／增修課程」。

趨勢分析：屬意的培訓期

159. 受訪機構屬意的培訓期趨勢見圖 22.1 及圖 22.2。過去三次調查的結果頗爲一致，當中「一星期以下」的培訓長度仍是最多機構的首選，亦是唯一錄得明顯升幅的選項。此外，與 2005 年及 2008 年調查相比，選取「一個月至三個月以下」培訓期的機構跌幅亦較明顯。

圖 22.1：機構屬意管理人員的培訓期

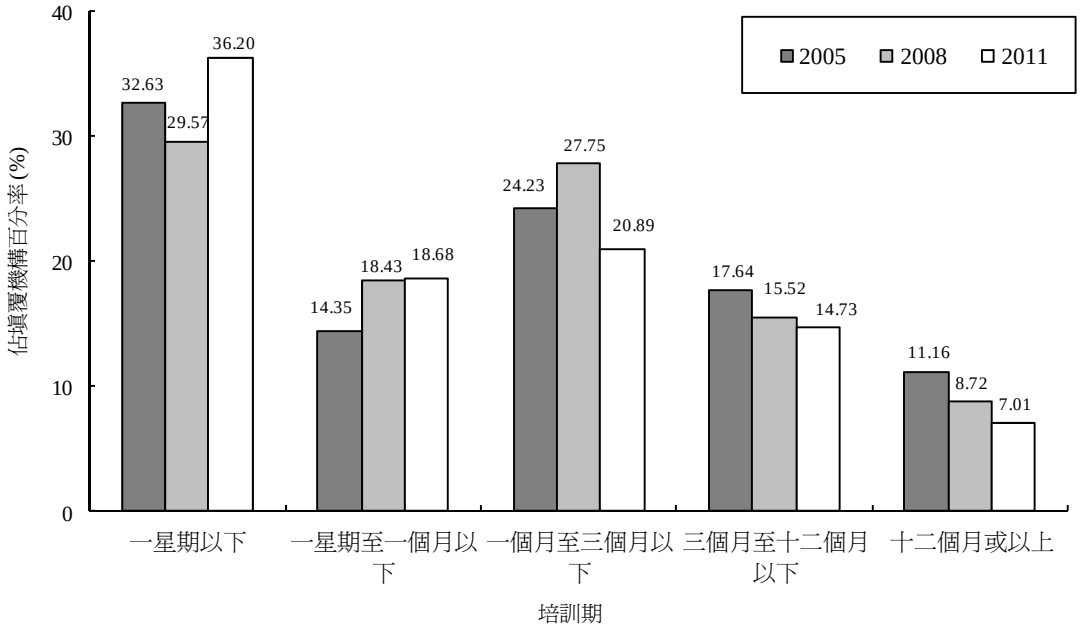
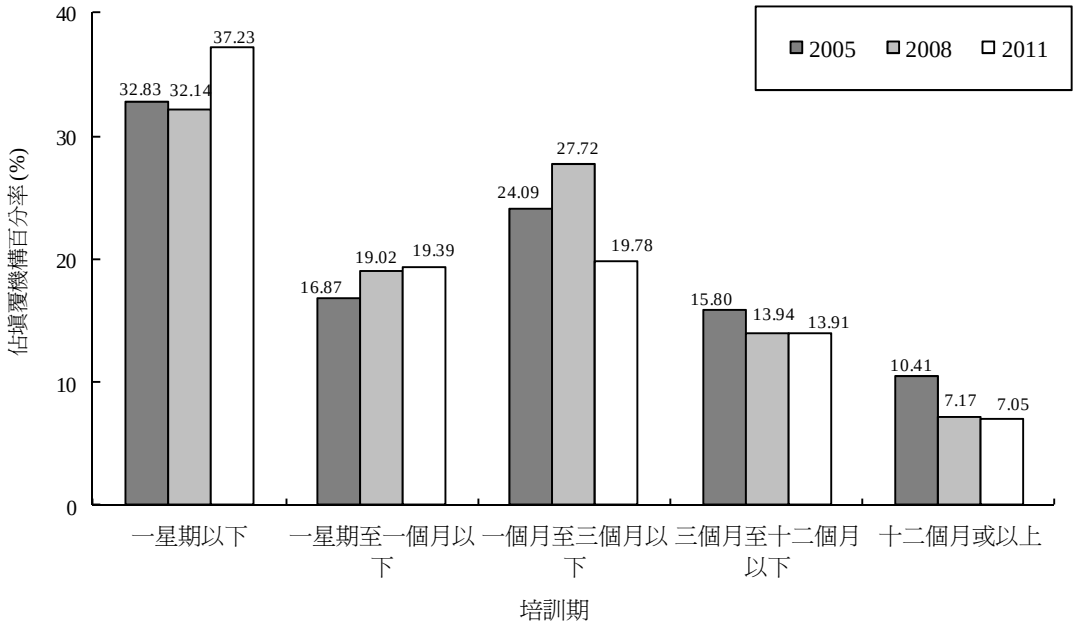


圖 22.2：機構屬意督導人員的培訓期



趨勢分析：屬意的培訓頻密程度

160. 與過往兩次調查（2005 年及 2008 年）結果相若，大部分機構屬意管理及督導人員修讀「每星期一次」的培訓課程。此外，亦有愈來愈多受訪機構表示會選擇「一次過」的培訓課程。有關詳情載列於圖 23.1 及圖 23.2。

圖 23.1：機構屬意管理人員的上課次數

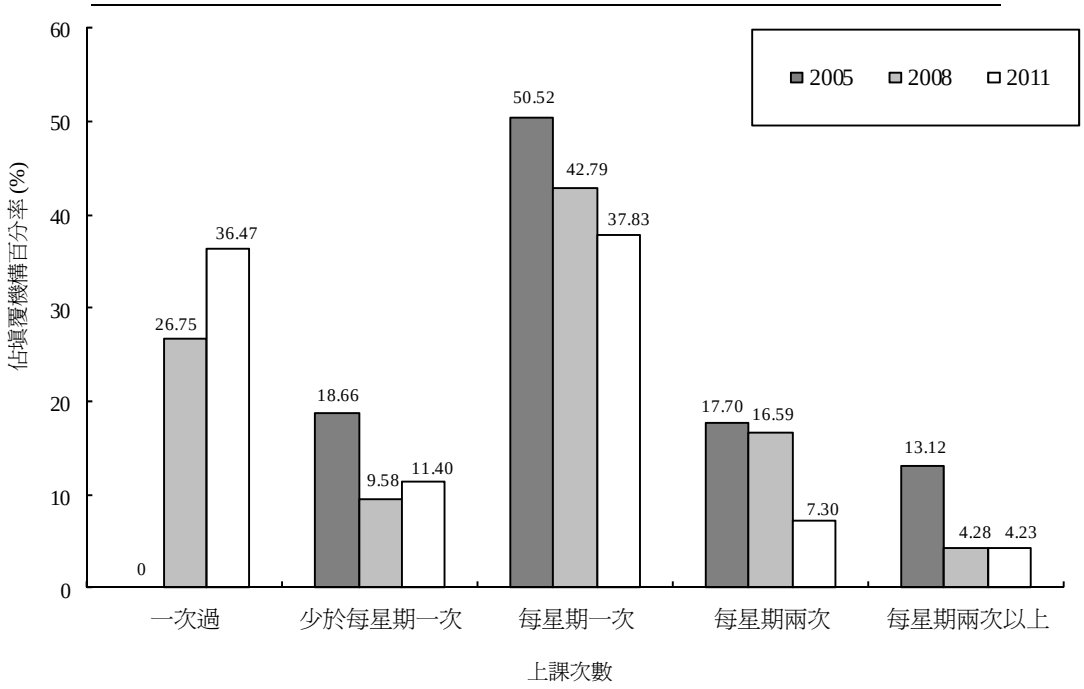
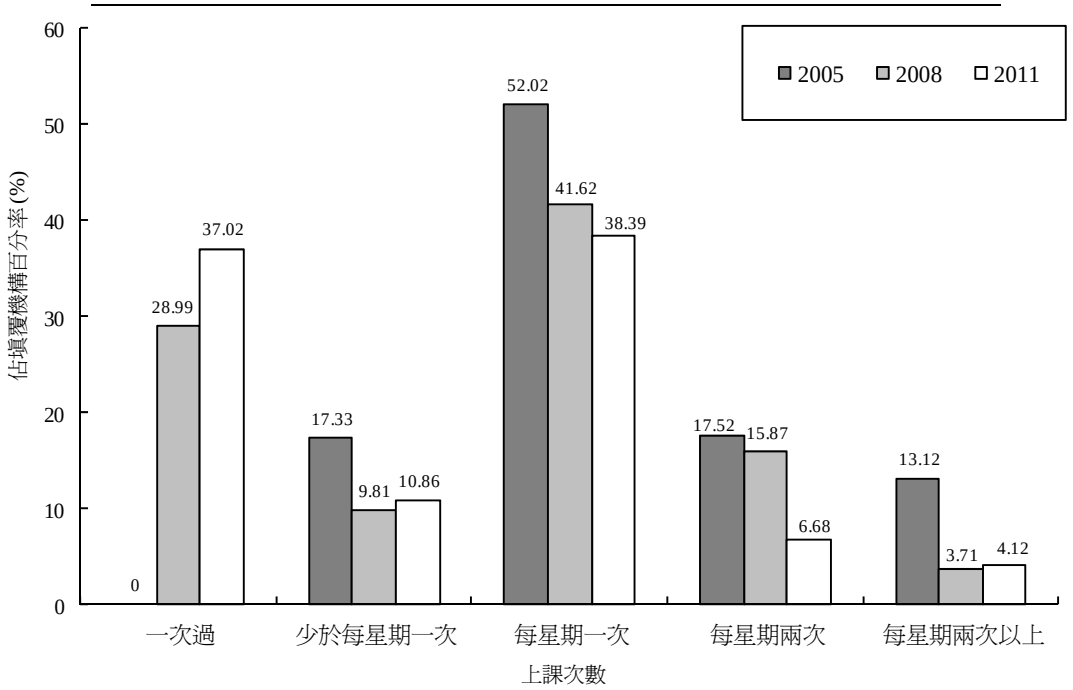


圖 23.2：機構屬意督導人員的上課次數



趨勢分析：屬意的週內上課日子

161. 如圖 24.1 及圖 24.2 所示，屬意管理培訓課程於「平日」進行的機構數目，大幅減少約 10%。此外，亦有愈來愈多受訪機構表示會選擇「平日與週末混合」的管理培訓課程。

圖 24.1：機構屬意管理人員的週內上課日子

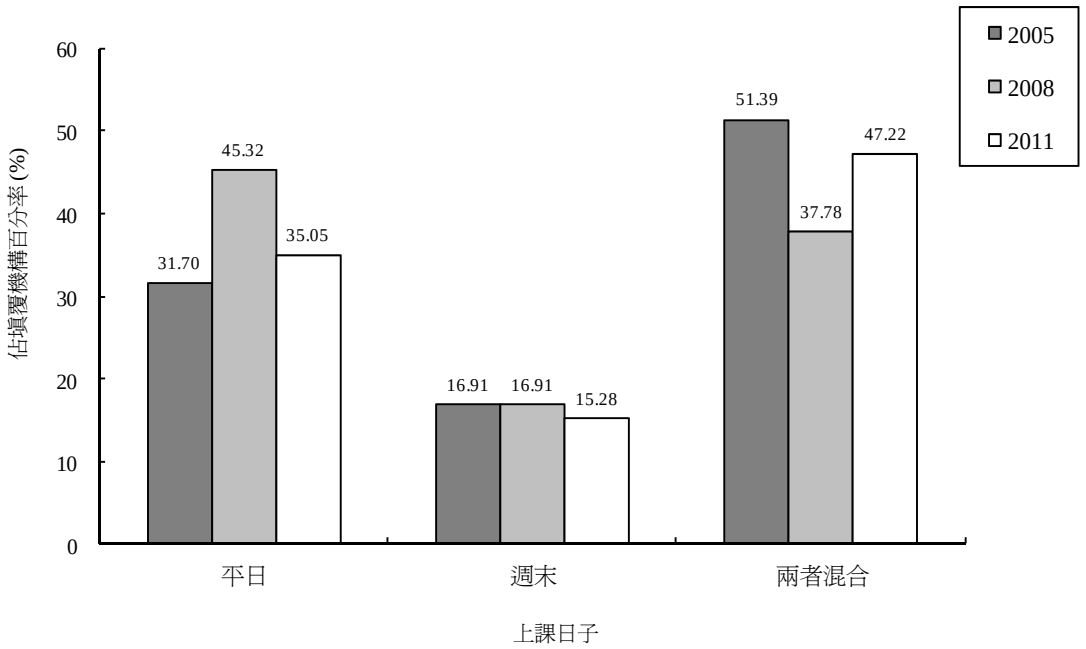
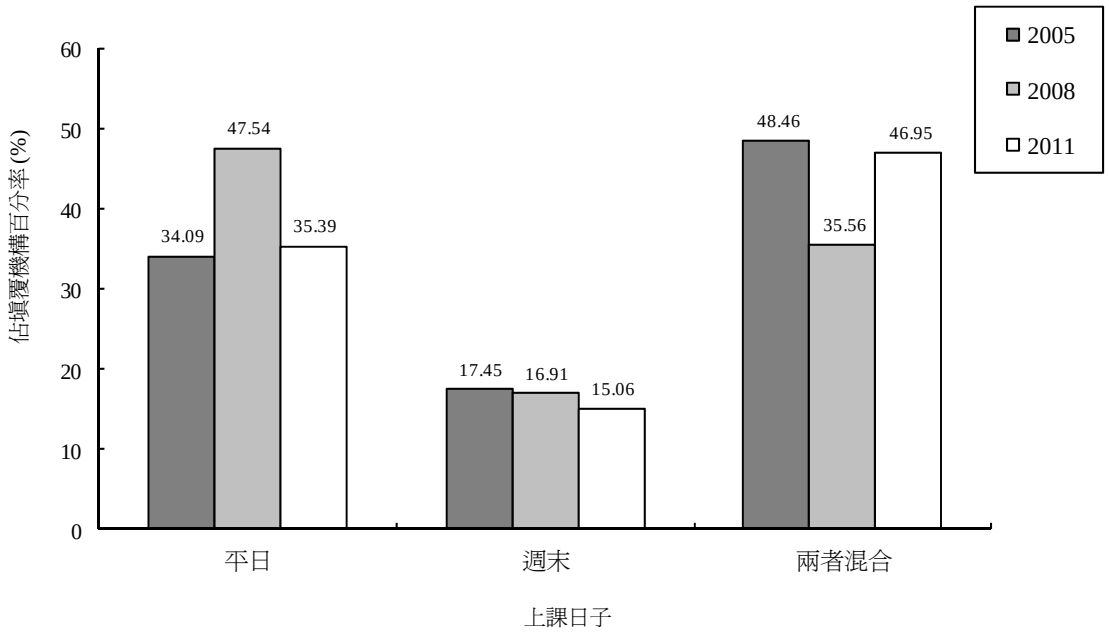


圖 24.2：機構屬意督導人員的週內上課日子



趨勢分析：屬意的培訓時間

162. 如圖 25.1 及圖 25.2 所示，屬意員工「下班後」上課的機構數目有所減少，但仍是最多機構的首選。此外，選取於辦公時間內及下班後「兩者混合」的機構數目則有上升的趨勢。

圖 25.1：機構屬意管理人員的培訓時間

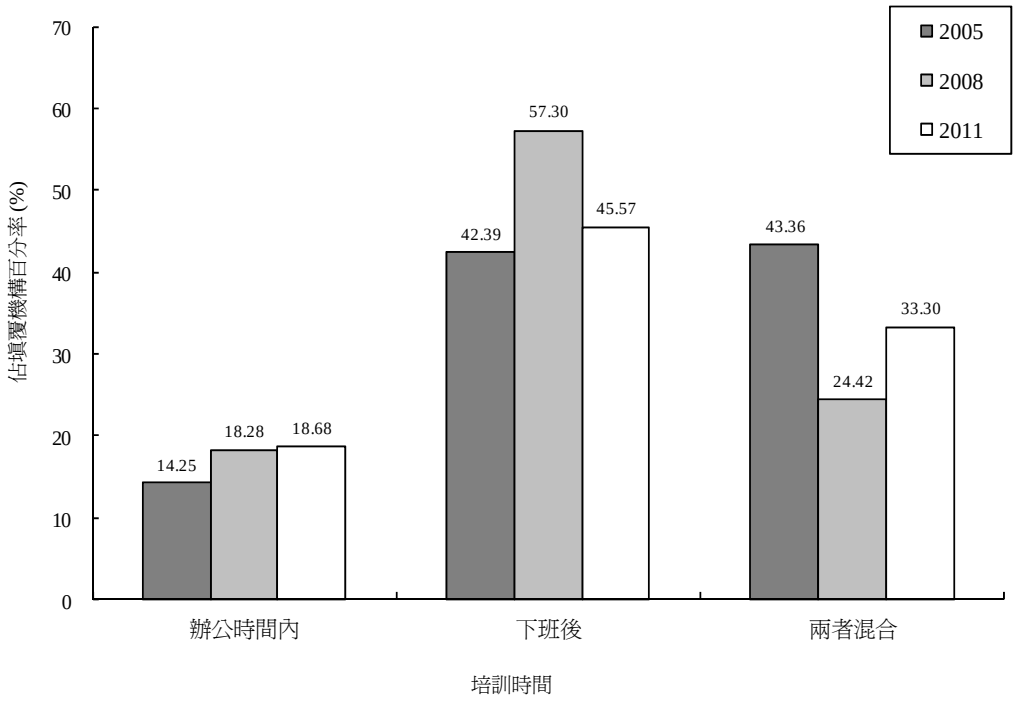
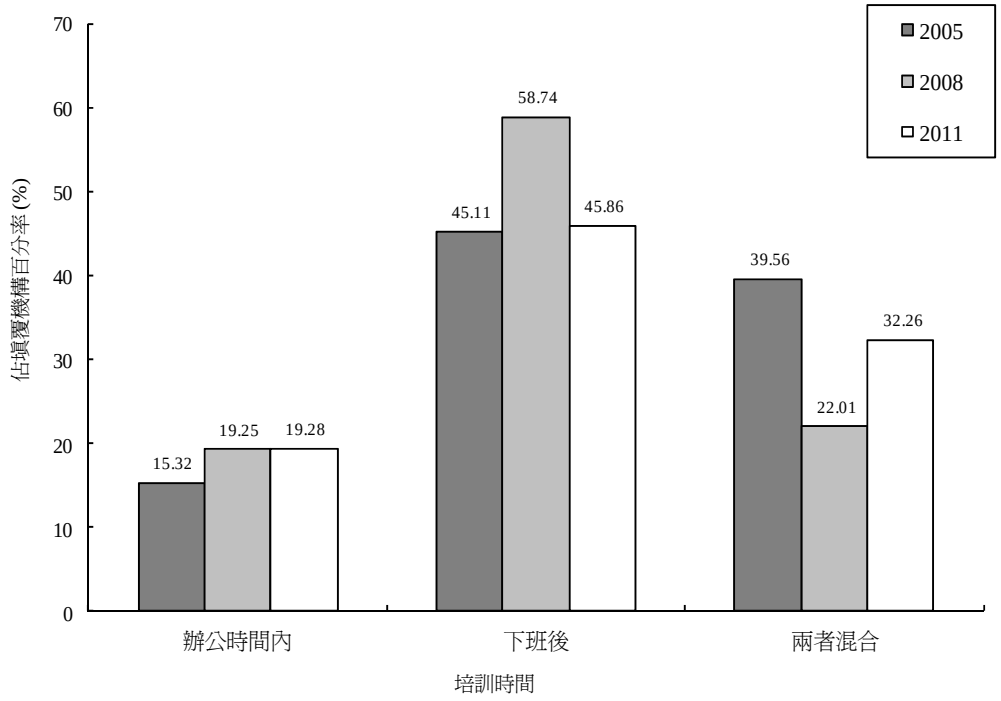


圖 25.2：機構屬意督導人員的培訓時間



趨勢分析：屬意的授課語言

163. 如圖 26.1 及圖 26.2 所示，過去三次調查中（2005 年、2008 年及 2011 年），「粵語」及「雙語（粵語／英語）」仍是最多機構選取的授課語言，而選擇「粵語」者亦有上升趨勢，更於 2011 年錄得明顯增幅。

圖 26.1：機構屬意的管理人員培訓授課語言

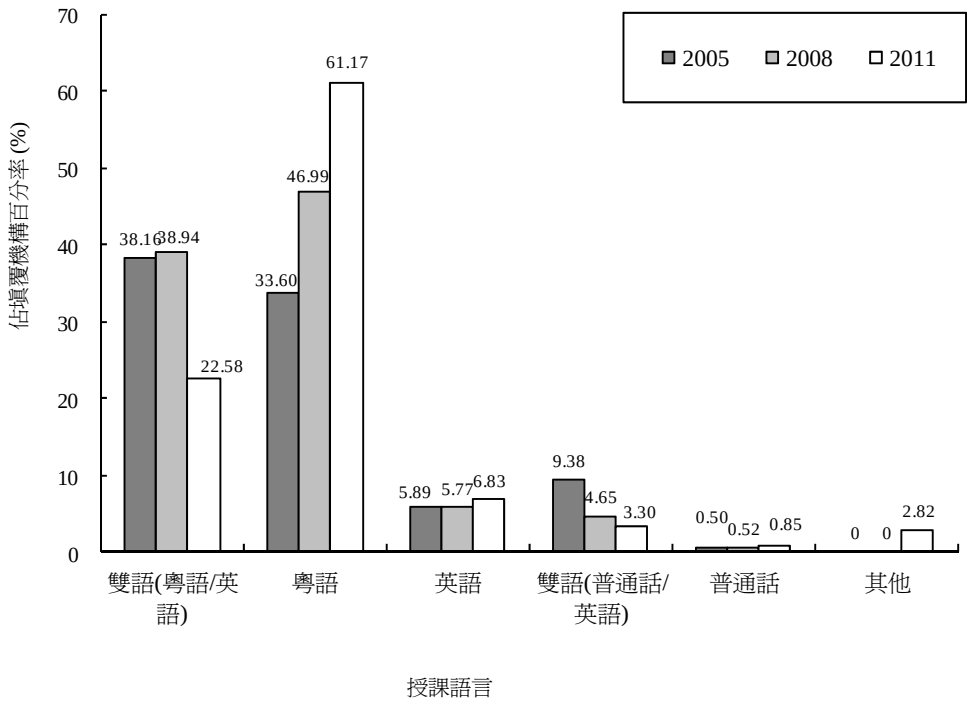
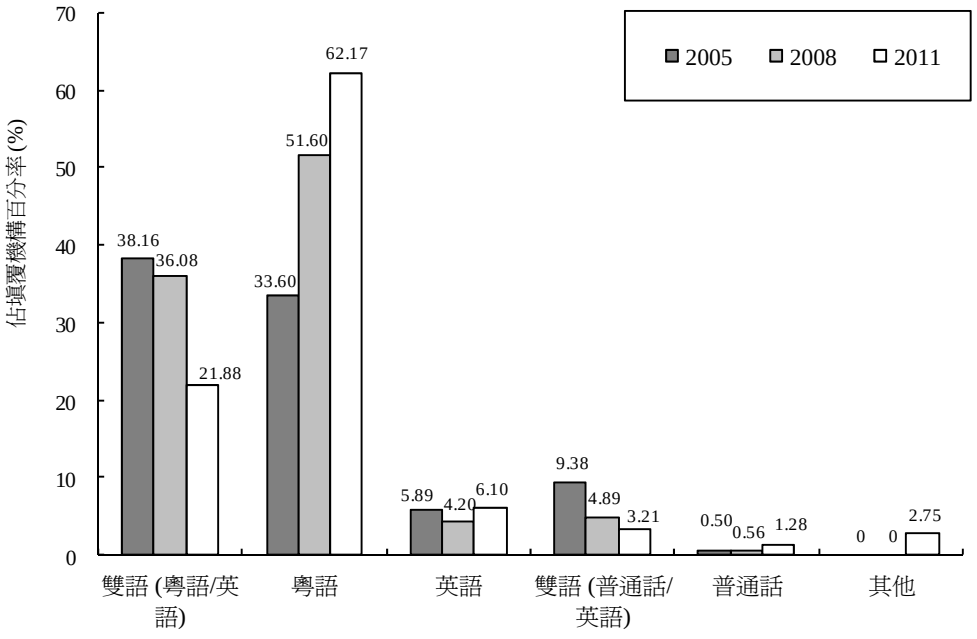


圖 26.2：機構屬意的督導人員培訓授課語言



趨勢分析：屬意的進修方式

164. 「由管理人員從旁指導來學習管理技巧」及「小組培訓」繼續成爲最熱門的進修方式，而「遙距學習」及「利用機構內設學習資源中心自修」則仍屬最冷門。

圖 27.1：機構屬意管理人員的進修方式

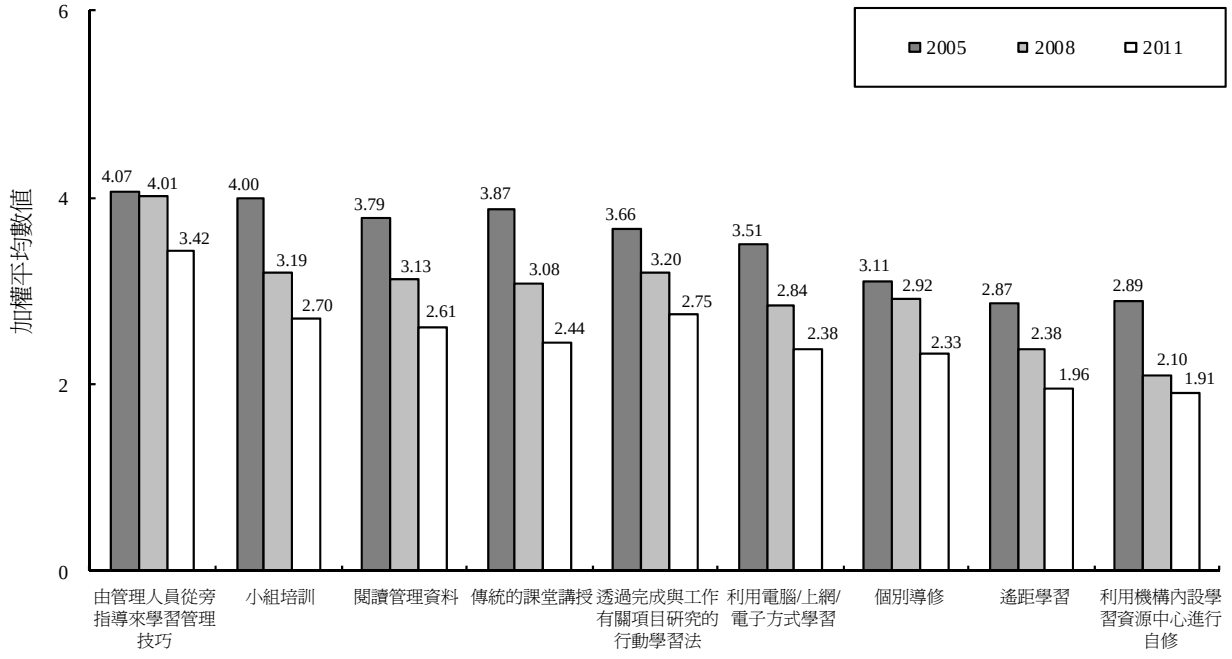
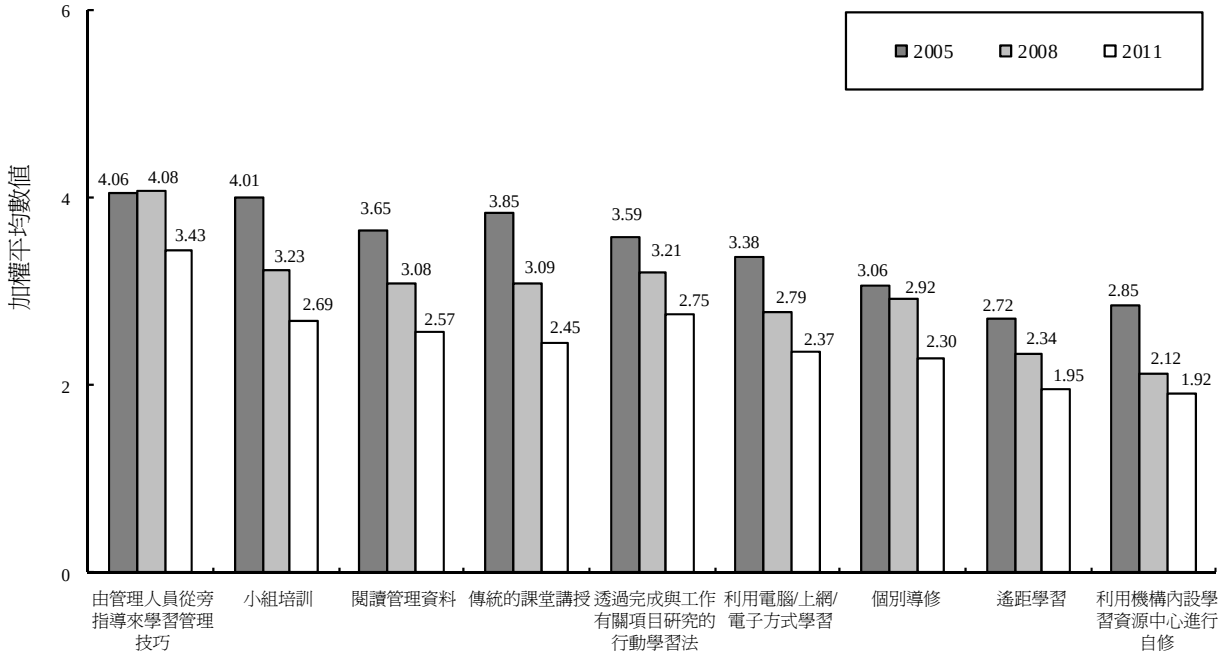


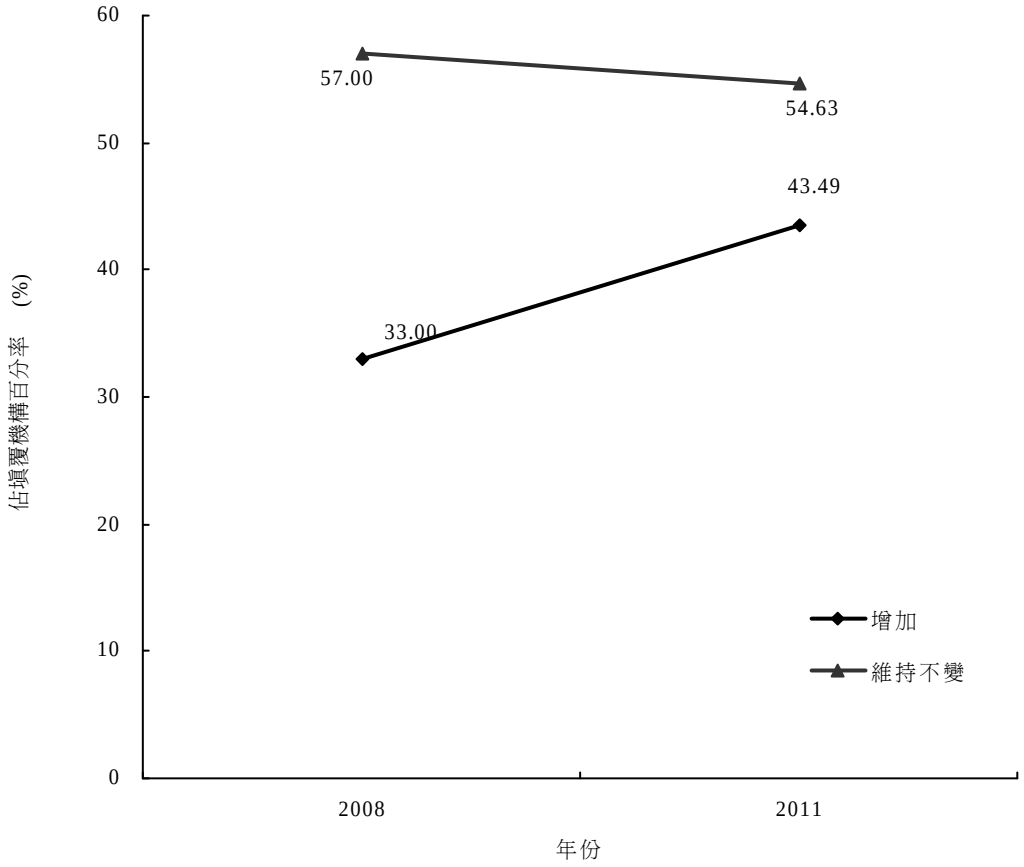
圖 27.2：機構屬意督導人員的進修方式



趨勢分析：員工培訓／發展經費預算趨勢

165. 與三年前比較的員工培訓／發展經費預算趨勢見圖 28。填覆機構之中逾四成（43.49%）表示預算有所增加，而 54.63%則維持不變。

圖 28：與三年前比較的培訓經費預算趨勢



第五章：結論

166. 本委員會初步分析是次調查結果後，決定成立焦點小組，由各行業商會提名代表及中小型企業從業員出任成員（見**附錄5**）。某些課題或未能循結構化的調查方式收集意見，焦點小組可補充此項功能。小組已討論過調查結果，並提出一些觀察意見。委員會其後審視小組的意見，並擬訂結論和建議。

主要管理才能

167. 調查發現，本港管理及督導人員所需的首十項主要才能如下：

- 「溝通技巧」；
- 「中文（普通話及商業書寫技巧）」；
- 「人際關係技巧」；
- 「團隊合作和建立團隊」；
- 「英語（講、寫）」；
- 「危機管理」；
- 「對責任的承擔」；
- 「對人對事善於分析」；
- 「訓練與輔導下屬」；
- 「解決困難及作出決定」。

168. 管理及督導人員所需的首十項主要才能全部相同。焦點小組認爲，管理及督導人員的工作要求差距縮窄，是因爲中小企的組織架構趨向精簡。然而，委員會認爲，只透過監督下屬來執行督導工作這種看法，早已過時。今時今日，機構要求督導人員具備更高層次的技巧，需要透過訓練與輔導及建立團隊來領導下屬；此外還須提升工作範疇，業務營運上更要具策略性思維，跳出傳統框框，分析人和事、解決困難及作出決定。培訓機構也許需要制訂「銜接」課程，以培訓督導人員處理更複雜的職務。

169. 這次調查顯示，「溝通技巧」連續於過去三次調查中獲評爲本港督導人員的首要主要才能。焦點小組認爲，與溝通相關的語言和人際關係技巧居於主要才能前列，也許反映出掌握這些才能可爲機構帶來即時利益，例如具說服力的客戶演說能爲公司取得業務進帳，所以受到重視，委員會亦同意這種看法。不過，要熟習這些技巧，操練、實習和見識是進步的要訣，但中小型企業的員工卻缺乏時間和機會參與這種模式的培訓。

管理培訓

170. 調查發現，逾七成填覆機構在聘任／晉升管理及督導人員之前不會爲他們提供管理培訓。此外，近六成機構表示沒有爲新聘管理及督導人員提供職內培訓，而逾六成機構表示未來三年不會爲這些人員提供管理培訓。

171. 委員會認同焦點小組的看法，這種現象反映出中小企的培訓經費預算／資源較爲緊絀。小組認爲，很多中小企正處於成立初期，培訓並非其當前要務。此外，這些企業多認爲，員工入職前應已裝備好，所以在「購買」人才或「培養」人才之間，傾向選擇前者。小組認爲，中小企挽留幹練員工的能力遜於大型企業，流失幹練員工極爲可惜。爲減少人手流動的影響，中小企的僱主或會改聘資歷較低的人員，認爲這些僱員的市場價值較低，應該較爲安於現狀，並只爲他們提供僅足應付現職的培訓，較少考慮員工的事業發展。人手不足是另一掣肘，令僱主難以讓員工參與外間培訓。

172. 焦點小組認爲，儘管中小企認識到激勵員工是管理／督導培訓的一項目的，但經費預算／資源可能會限制他們承擔這類培訓，委員會亦同意這一點。

173. 委員會認爲，與技能訓練相比，管理／督導培訓較爲概念化，並非立見成效。中小企寧可投放較多資源於技能訓練；避免爲他人作嫁衣裳，或許是其中原因。中小企僱主要檢討這種心態，認識管理／督導培訓能符合其長遠利益。委員會建議，如能將員工培訓結合其他挽留人才措施，避免人力資源損失，這種投資可帶來更高回報。

174. 焦點小組認爲，由直屬主管指導下屬，是務實的做法，且與工作較爲相關，是最適合中小企的培訓模式；若適時推行，有和睦的關係和明確指導，應具成效，委員會亦同意這觀點。

175. 中小企並未善用甚或忽略一些現行的培訓方法，如網上學習等。僱主傾向認爲，員工如能主動及自發進修，應能善用任何培訓途徑，無需僱主參與。本會認爲，爲了機構及員工個人的長遠利益，僱主應該鼓勵員工持續學習；爲此，僱主應首先改變本身對培訓文化的心態。

176. 委員會認爲應該引入創新學習模式，配合中小企的工作環境。可以考慮面授及網上學習的混合方式，對學員較具彈性。單元形式的專題學習範疇，一般會於課程完結及成績評核後頒授學歷，較爲適合中小企。本會認爲，由於中小企的培訓經費有限，應採用其認爲最合用的學習模式。

177. 焦點小組觀察到部分年輕人（例如社會所稱的「八十後」）的工作態度和行爲未如理想，僱主對投放資源培訓他們亦有猶疑，因而造成惡性循環，委員會同意此點。不過，這是社會問題多於培訓問題。管理及督導人員須認識怎樣指導年輕一代，培訓機構應審

視自己可否在這方面協助這些人員。

178. 委員會認爲，中小企應該探索新機會，提升員工的管理／督導才能。行業商會既代表業界的集體利益，業界應多與其聯繫；行業商會亦應代表業界與培訓機構合作，設計適合中小企的課程。

179. 焦點小組認爲政府的支援有助提升中小企的競爭力，委員會亦同意。政府可在培訓範疇給予支援，「持續進修基金」及「中小企業培訓基金」是其中例子。政府繼續營運現有計劃及推出新計劃，將會受到中小企歡迎。

180. 委員會認爲，中小企雖已有多個途徑表達訴求，本調查報告可令政府關注這類企業的管理及督導培訓，讓企業得益。

181. 委員會相信，透過調查研究以及焦點小組所收集的意見和建議，應該能爲所有持份者提供啓示和指引。

第六章：建議

182. 根據調查結果及焦點小組的討論，委員會爲各方持份者擬訂了一些建議。

183. 給政府的建議：

- 制訂具前瞻性的政策和策略，協助商界提供管理培訓；
- 培養本港僱員終身學習的意識；
- 加強與不同持份者的伙伴關係，包括行業商會、僱主、專業團體及培訓機構，以提供具成效的培訓課程；
- 考慮擴展「持續進修基金」的覆蓋範圍及恢復運作「中小企業培訓基金」，以確保滿足培訓需要；
- 分配更多資源及支援予本地培訓機構，例如職業訓練局及其他大專院校的附屬學院，以提供可以扶助中小企業務及有利香港整體發展的課程。

184. 給僱主的建議：

- 投放更多資源及經費預算於管理培訓，並給假培訓；
- 與行業商會合作
  - 在商會代表的業界提倡須持續學習的意識，令行業持續增長；
  - 尋求協同效益，整體提升學習價值；
  - 徵詢相關行業商會及專業團體的意見，制訂適合業界的培訓課程；
- 探討各種具成本效益的培訓方式，靈活安排學習時間和地點；例如培訓管理人員成爲導師，以支援培訓下屬，其他包括「由管理人員從旁指導來學習管理技巧」、「小組培訓」、切合中小企需要與工作相關個案研究；
- 考慮工作性質、要求及所需才能，規劃員工發展課程；
- 長線展望員工發展，並結合其他挽留和激勵幹練員工的措施，確保人力投資帶來理想回報。

185. 給員工的建議：

- 瞭解工作要求不斷轉變，以及管理及督導方面的性質日趨複雜；

- 瞭解學習管理及督導技巧的機會和途徑，以助個人發展；

- 瞭解各類學習可帶來的有形回報（例如學歷）及無形回報；

- 瞭解改善管理及督導技巧對於勞資雙方均有裨益。

186. 給培訓機構的建議：

- 根據本調查報告與行業商會及／或個別中小企合作，按特定需要設計課程，助這些企業的管理及督導人員提升主要才能。此外，進一步擴展顧問服務，探討可與培訓互相配合的策略，爲企業提供全面的方案。

職業訓練局
管理及督導訓練委員會
委員名單

（2011 年 4 月至 2012 年 3 月）

	提名機構
主席	
鄭羅蕙芬女士	（獨立人士）
委員	
陳偉文先生	（香港青年工業家協會）
何世柏教授	（獨立人士）
關祐發先生	（一間專業學會*）
林翠華女士	（香港總商會）
劉嘉華先生	（香港中華總商會）
劉健華博士	（一間中小型機構商會*）
廖善成先生	（香港美國商會）
盧金榮博士	（香港中華廠商聯合會）
麥潔儀女士 （至 2011 年 12 月 7 日）	（香港僱主聯合會）
麥偉明博士	（一間大學教育資助委員會院校*）
吳克儉先生 SBS, JP	（一間專業學會*）
譚天放先生	（香港工業總會）
黃熾森教授	（一間大學教育資助委員會院校*）
楊長華女士	（香港資訊科技商會）
何貴益先生	（公務員事務局公務員培訓處代表）
祁志純女士	（職業訓練局執行幹事代表）
秘書	
李慶偉先生	（職業訓練局）

** 由相關團體／協會提名代表輪流擔任委員，現屆代表來自：*

專業學會－

- *香港人力資源管理學會　（吳克儉先生 SBS, JP）*
- *培訓專業學會　（關祐發先生）*

一間中小型機構商會－

- *香港中小型企業總商會　（劉健華博士）*

大學教育資助委員會院校－

- *香港中文大學　（黃熾森教授）*
- *香港理工大學　（麥偉明博士）*

管理及督導訓練委員會

職權範圍

1. 確定業內的人力需求，包括收集、分析相關的人力和學生／學員統計數字，以及關於社會經濟、科技及人力市場發展的資料。

2. 評估及研究本業的人力供求是否平衡。

3. 就發展業內專業教育及訓練設施應付人力需求，向職業訓練局提供意見。

4. 向香港專業教育學院（IVE）及高峰進修學院（PEAK）提供管理課程發展方向及策略的建議。

5. 對香港專業教育學院及高峰進修學院相關學科的課程策劃、課程發展及質素保證制度提供意見。

6. 擬訂本業主要職務的工作範圍，界定所需的技能、知識及訓練。

7. 建議本業主要職務訓練方案，訂定每種技能所需的訓練期。

8. 對技術評估、技能測驗及證書頒發制度提供意見，以確定從業員、學徒及見習員的技能水平。

9. 對主要行業範疇舉辦技能比賽提供意見，以推廣管理督導培訓和派員參加國際賽事。

10. 與僱主、僱主聯會、工會、專業團體、訓練及教育機構、政府部門等聯絡，以發展與推廣管理督導培訓事宜。

11. 爲本業舉辦有關管理督導培訓的研討會與會議。

12. 對宣傳委員會工作及局方管理督導培訓課程事宜提供意見。

13. 每年向局方提交委員會工作報告，以及相關學科課程發展策略建議。

14. 根據《職業訓練局條例》第 7 條，負責局方所委派的其他工作。

職業訓練局

2011 年管理及督導人員
未來三年管理才能及訓練需求調查

工作小組

黃熾森教授 （召集人）

鄭羅蕙芬女士

何世柏教授

關祐發先生

麥偉明博士

吳克儉先生 SBS, JP

李慶偉先生 （秘書）

管理及督導訓練委員會
2011 年度人力調查工作小組

職權範圍

(i) 計劃調查範圍及抽樣方法；

(ii) 設計調查問卷及有關文件；

(iii) 監察執行實地調查工作；

(iv) 根據調查結果，提供有關培訓需求之意見；

(v) 制定建議；及

(vi) 提供有關編製調查報告之意見。

職業訓練局

管理及督導訓練委員會

2011 年管理及督導人員
未來三年管理才能及訓練需求調查

焦點小組

歐子聲先生	（香港鞋業(1970)總會有限公司）
陳國威先生	（香港中小型企業總商會）
鄺永銓先生	（香港僱主聯合會）
林翠華女士	（香港總商會）
梁慧珠女士	（香港資訊科技商會）
梁廣泉先生	（香港工業總會）
李炳洪先生	（香港航運物流協會有限公司）
楊全盛先生	（香港中小型企業總商會）
嚴志明先生	（香港青年工業家協會）

2011 年管理及督導人員
未來三年管理才能及訓練需求調查

各行業的抽樣範圍及抽樣方法

員工數目	製造業		水、電、氣體燃料業		建造業		零售批發及出入口業	
	機構數目	抽樣數目	機構數目	抽樣數目	機構數目	抽樣數目	機構數目	抽樣數目
10-19	896	16	15	3	1,111	20	8,414	151
20-49	575	17	9	4	700	21	4,029	121
50-99	135	14	4	4	189	19	723	72
總計	**1,606**	**47**	**28**	**11**	**2,000**	**60**	**13,166**	**344**

員工數目	食肆及酒店業		運輸、倉庫、通訊業		金融、保險、地產及商業服務業		社區、社會及個人服務業	
	機構數目	抽樣數目	機構數目	抽樣數目	機構數目	抽樣數目	機構數目	抽樣數目
10-19	2,436	44	1,911	34	3,004	54	2,031	37
20-49	1,628	49	1,138	34	1,854	56	1,237	37
50-99	643	64	267	27	425	43	666	67
總計	**4,707**	**157**	**3,316**	**95**	**5,283**	**153**	**3,934**	**141**

職業訓練局

管理及督導訓練委員會

2011 年管理及督導人員
未來三年管理才能及訓練需求調查

管理才能描述

管理才能		描述
1/	對人對事善於分析	- 能分析形勢、認清重點和找出原因，客觀地處理問題。
2/	營商智慧	- 對可能影響業務、機構的政策、趨勢、資料等瞭如指掌。
3/	變革管理	- 對變革敏感、樂觀、正面，並能適應機構運作上的改變。
4/	創造力	- 以富創意又可行的方法，處理各項事務及困難。
5/	危機管理	- 發展推行危機應對策略、業務重整計劃及步驟。
6/	處理衝突	- 能預計衝突出現，適時處理，找出解決困難的方法。
7/	授權	- 將日常及重要工作、決策等清楚授權下屬執行，並信賴下屬可以完成交託的工作。
8/	策劃及組織能力	- 善於編排工作的優先次序及制定有效的時間表，提升個人及團隊的工作效率。
9/	解決困難及作出決定	- 善於處理問題及勇於承擔責任，並能在職權範圍內當機立斷。
10/	重視品質	- 致力提供優質產品及服務，應付機構內外客戶的需要。
11/	風險管理	- 拓展新領域時，能預測及接受風險、計算成功及失敗。

管理才能		描述
12/ 對責任的承擔	-	可靠，不會推卸責任。
13/ 策略性思考	-	理性、有系統地計劃、解決困難及作出決策。
14/ 訓練與輔導下屬	-	主動與下屬建立良好關係，改善其工作能力，了解其情況並協助他們解決困難。
15/ 溝通技巧	-	清晰地表達自己的觀點，同時亦能專注地聆聽別人的意見。
16/ 影響力	-	善用各種技巧去改變他人的觀點，將阻力轉化成支持。
17/ 人際關係技巧	-	能與別人有效溝通，積極建立良好關係。
18/ 激勵他人	-	了解各人所長及興趣，善加利用；激勵員工勉力工作。
19/ 談判技巧	-	面對內外困難時仍能有技巧地磋商；在不影響彼此關係的情況下，輕易化解分歧，達成共識。
20/ 團隊合作和建立團隊	-	讓其他人參與工作；建立工作團隊，有一致的目標，令成員感到受尊重。
21/ 體諒別人／理解他人處境	-	了解工作夥伴的長處和短處，能設身處地，激勵和推動他人。
22/ 樂於協助他人發揮所長	-	欣賞他人才華，了解他們的長處和短處，能準確估計各人的處事方式。
23/ 中文（普通話及商業書寫技巧）	-	普通話流暢，並具有良好的中文商業書寫技巧。
24/ 英語（講、寫）	-	英語講、寫流暢。
25/ 日文（講、寫）	-	日文講、寫流暢。
26/ 法文（講、寫）	-	法文講、寫流暢。
27/ 西班牙文（講、寫）	-	西班牙文講、寫流暢。
28/ 其他語言	-	善於講寫上述以外的其他語言。

	管理才能		描述
29/	資訊科技知識及應用	-	具備所需資訊科技知識及技能，並有效應用在工作上。
30/	互聯網市場推廣	-	具備所需互聯網市場推廣知識及技能。
31/	國際經驗及知識	-	擁有在國際機構或國際環境工作所獲得之經驗及知識，並能有效地運用於其工作上。
32/	跨文化認知（如內地）／處理文化差異	-	明白不同文化之差異，能與不同文化背景的人合作。
33/	進入中國市場的法律和規條限制	-	熟悉中國內地市場的法規／限制，協助發展中國內地市場。
34/	在中國內地的營商常規	-	熟悉中國內地常見的貿易慣例。
35/	逆境智商	-	充分了解逆境，並有能力克服困難。
36/	商業道德	-	明白其行業或其專業的道德守則，並予以遵守。
37/	關心和照顧客戶需要	-	與客戶保持緊密聯繫，認清客戶需要，提供適當服務。
38/	情緒智商	-	能適當地表達憤怒情緒，不會訴諸暴力，懂得爲他人設想。
39/	指導、訓練及講解技巧	-	能在個別接觸、小組或大型場合有效地運用講解技巧。
40/	正直誠實	-	廣獲信賴，爲人坦誠可靠。
41/	自我改進	-	不斷努力，積極求進。
42/	自我管理（如：時間管理、判別工作優先次序等）	-	在工作與個人生活之間保持平衡，善用時間，優次有序。
43/	壓力處理	-	了解壓力成因，並能有效地應付、控制和消減壓力。
44/	本地人力資源有關法律	-	熟悉本地人力資源有關法律如：反歧視、平等機會方面的法律。

CONFIDENTIAL **WHEN ENTERED WITH DATA**	**填入數據後即成** **機密文件**

職業訓練局

管理及督導訓練委員會

二〇一一年管理及督導人員
未來三年管理才能及訓練需求調查

問卷

Rec. Type	Survey Code	Industry Code	Establishment No.	Enumerators No.	Editor's No.	Check Digit	No. of Employees Covered by the Questionnaire
1	**2** **7**						
1	2 3	4 5 6 7 8 9	1 1 1 1 1 1 0 1 2 3 4 5	1 1 6 7	1 1 8 9	2 2 2 0 1 2	2 2 2 2 2 3 4 5 6 7

機構名稱：_____

地址：_____

_____

成立年份：_____

主要業務性質： (請 ✓ 一項)

☐ 製造　☐ 零售批發及出入口　☐ 社區、社會及個人服務

☐ 水、電、氣體燃料　☐ 運輸、倉庫、通訊　☐ 食肆及酒店

☐ 建造　☐ 金融、保險、地產及商業服務　☐ 其他（請註明）：_____

總辦事處地點：(請 ✓ 一項)

☐ 香港　☐ 中國內地　☐ 美國　☐ 歐洲　☐ 日本

☐ 其他亞洲國家（請註明）：_____　☐ 其他地方（請註明）：_____

聯絡資料

聯絡人姓名：_____ (28–47)

職位：_____

電話：_____ (48–55) - _____ (56–63)　圖文傳真：_____

電郵：_____ (64–98)

*第一部分：**未來三年香港**管理及督導人員主要培訓需求*

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

管理才能

- ☐ 8 對人對事善於分析
- ☐ 9 營商智慧
- ☐ 10 變革管理
- ☐ 11 創造力
- ☐ 12 危機管理
- ☐ 13 處理衝突
- ☐ 14 授權
- ☐ 15 策劃及組織能力
- ☐ 16 解決困難及作出決定
- ☐ 17 重視品質
- ☐ 18 風險管理
- ☐ 19 對責任的承擔
- ☐ 20 策略性思考

工作間人際技巧

- ☐ 21 訓練與輔導下屬
- ☐ 22 溝通技巧
- ☐ 23 影響力
- ☐ 24 人際關係技巧
- ☐ 25 激勵他人
- ☐ 26 談判技巧
- ☐ 27 團隊合作和建立團隊
- ☐ 28 體諒別人／理解他人處境
- ☐ 29 樂於協助他人發揮所長

語言及資訊科技能力

- ☐ 30 中文（普通話及商業書寫技巧）
- ☐ 31 英語（講、寫）
- ☐ 32 日文（講、寫）
- ☐ 33 法文（講、寫）
- ☐ 34 西班牙文（講、寫）
- ☐ 35 其他語言（請註明）：_____
- ☐ 36 資訊科技知識及應用
- ☐ 37 互聯網市場推廣

世界視野及有關中國的知識

- ☐ 38 國際經驗及知識
- ☐ 39 跨文化認知（如內地）／處理文化差異
- ☐ 40 進入中國市場的法律和規條限制
- ☐ 41 在中國內地的營商常規

其他才能

- ☐ 42 逆境智商
- ☐ 43 商業道德
- ☐ 44 關心和照顧客戶需要
- ☐ 45 情緒智商
- ☐ 46 指導、訓練及講解技巧
- ☐ 47 正直誠實
- ☐ 48 自我改進
- ☐ 49 自我管理（如：時間管理、判別工作優先次序等）
- ☐ 50 壓力處理
- ☐ 51 本地人力資源有關法律

其他（請註明）：

- ☐ 52 (1) _____
- ☐ 53 (2) _____
- ☐ 54 (3) _____

毋須填寫 ☐ 55 ☐ 56 ☐ 57

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

管理才能

- ☐ 58 對人對事善於分析
- ☐ 59 營商智慧
- ☐ 60 變革管理
- ☐ 61 創造力
- ☐ 62 危機管理
- ☐ 63 處理衝突
- ☐ 64 授權
- ☐ 65 策劃及組織能力
- ☐ 66 解決困難及作出決定
- ☐ 67 重視品質
- ☐ 68 風險管理
- ☐ 69 對責任的承擔
- ☐ 70 策略性思考

工作間人際技巧

- ☐ 71 訓練與輔導下屬
- ☐ 72 溝通技巧
- ☐ 73 影響力
- ☐ 74 人際關係技巧
- ☐ 75 激勵他人
- ☐ 76 談判技巧
- ☐ 77 團隊合作和建立團隊
- ☐ 78 體諒別人／理解他人處境
- ☐ 79 樂於協助他人發揮所長

語言及資訊科技能力

- ☐ 80 中文（普通話及商業書寫技巧）
- ☐ 81 英語（講、寫）
- ☐ 82 日文（講、寫）
- ☐ 83 法文（講、寫）
- ☐ 84 西班牙文（講、寫）
- ☐ 85 其他語言（請註明）：_____
- ☐ 86 資訊科技知識及應用
- ☐ 87 互聯網市場推廣

世界視野及有關中國的知識

- ☐ 88 國際經驗及知識
- ☐ 89 跨文化認知（如內地）／處理文化差異
- ☐ 90 進入中國市場的法律和規條限制
- ☐ 91 在中國內地的營商常規

其他才能

- ☐ 92 逆境智商
- ☐ 93 商業道德
- ☐ 94 關心和照顧客戶需要
- ☐ 95 情緒智商
- ☐ 96 指導、訓練及講解技巧
- ☐ 97 正直誠實
- ☐ 98 自我改進
- ☐ 99 自我管理（如：時間管理、判別工作優先次序等）
- ☐ 100 壓力處理
- ☐ 101 本地人力資源有關法律

其他（請註明）：

- ☐ 102 (1) _____
- ☐ 103 (2) _____
- ☐ 104 (3) _____

毋須填寫 ☐ 105

1.3 *原因*

下列因素可能影響了閣下在 1.1 及 1.2 的選擇。請以 1 至 6 的數字，反映每項因素的重要性。

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

	督導人員／前線管理人員	**中級管理人員／部門主管**
a) 外判工作	⌊⌋ 106	⌊⌋ 107
b) 科技／工序轉變	⌊⌋ 108	⌊⌋ 109
c) 市場競爭	⌊⌋ 110	⌊⌋ 111
d) 業務重新定位	⌊⌋ 112	⌊⌋ 113
e) 業務擴充／發展	⌊⌋ 114	⌊⌋ 115
f) 不斷改善效率及效益	⌊⌋ 116	⌊⌋ 117
g) 文化差異	⌊⌋ 118	⌊⌋ 119
h) 吸引及挽留人才	⌊⌋ 120	⌊⌋ 121
i) 香港政策及條例的轉變	⌊⌋ 122	⌊⌋ 123
j) 中國內地政策及條例的轉變	⌊⌋ 124	⌊⌋ 125
k) 其他（請註明）：_____	⌊⌋ 126	⌊⌋ 127

毋須填寫 ⌊⌋ 128

第二部分：<u>未來三年香港以外地方的管理及督導人員主要培訓需求</u>

2.1 是否有附屬業務於香港以外的地方運作? （請以 ✓ 表示）

- ☐ 中國內地 (129)
- ☐ 越南 (130)
- ☐ 印尼 (131)
- ☐ 俄羅斯 (132)
- ☐ 韓國 (133)
- ☐ 其他國家／地區(請註明)：_____ (134)
- ☐ 沒有**（請到第三部分）** (135)

2.2 貴機構的主要業務地點（可選擇多項）：

- ☐ 香港 (136)
- ☐ 中國內地 (137)
- ☐ 越南 (138)
- ☐ 印尼 (139)
- ☐ 俄羅斯 (140)
- ☐ 韓國 (141)
- ☐ 其他國家／地區(請註明)：_____ (142)

2.3 貴機構的主要業務性質（可 ✓ 超過一項）：

	<u>香港</u>	<u>香港以外地方</u>
金融服務（四傳統支柱產業之一）	☐ (143)	☐ (144)
旅遊（四傳統支柱產業之一）	☐ (145)	☐ (146)
貿易及物流（四傳統支柱產業之一）	☐ (147)	☐ (148)
工商業支援及專業服務（四傳統支柱產業之一）	☐ (149)	☐ (150)
醫療（六項優勢產業之一）	☐ (151)	☐ (152)
環保（六項優勢產業之一）	☐ (153)	☐ (154)
檢測及認證（六項優勢產業之一）	☐ (155)	☐ (156)
教育（六項優勢產業之一）	☐ (157)	☐ (158)
創新科技（六項優勢產業之一）	☐ (159)	☐ (160)
文化及創意產業（六項優勢產業之一）	☐ (161)	☐ (162)
其他（請註明）：_____	☐ (163)	☐ (164)

<u>毋須填寫</u> ☐ (165) ☐ (166) ☐ (167)

2.4 貴機構員工的數目：

香港業務的所有級別員工 168 172

香港業務的管理／督導級別員工 173 177

香港以外地方業務的所有級別員工 178 182

香港以外地方業務的管理／督導級別員工 183 187

2.5 過往十二個月內，貴機構的離職員工人數：

香港業務的所有級別員工 188 191

香港業務的管理／督導級別員工 192 195

香港以外地方業務的所有級別員工 196 199

香港以外地方業務的管理／督導級別員工 200 203

2.6 香港業務中，

香港以外地方的督導人員／前線管理人員所佔比例 204 206 %

香港以外地方的中級管理人員／部門主管所佔比例 207 209 %

2.7 香港以外地方的業務中，

香港的督導人員／前線管理人員所佔比例 210 212 %

香港的中級管理人員／部門主管所佔比例 213 215 %

<u>毋須填寫</u> 216 217 218 219 220

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

<u>管理才能</u>

- ☐ 221 對人對事善於分析
- ☐ 222 營商智慧
- ☐ 223 變革管理
- ☐ 224 創造力
- ☐ 225 危機管理
- ☐ 226 處理衝突
- ☐ 227 授權
- ☐ 228 策劃及組織能力
- ☐ 229 解決困難及作出決定
- ☐ 230 重視品質
- ☐ 231 風險管理
- ☐ 232 對責任的承擔
- ☐ 233 策略性思考

<u>工作間人際技巧</u>

- ☐ 234 訓練與輔導下屬
- ☐ 235 溝通技巧
- ☐ 236 影響力
- ☐ 237 人際關係技巧
- ☐ 238 激勵他人
- ☐ 239 談判技巧
- ☐ 240 團隊合作和建立團隊
- ☐ 241 體諒別人／理解他人處境
- ☐ 242 樂於協助他人發揮所長

<u>語言及資訊科技能力</u>

- ☐ 243 中文（普通話及商業書寫技巧）
- ☐ 244 英語（講、寫）
- ☐ 245 日文（講、寫）
- ☐ 246 法文（講、寫）
- ☐ 247 西班牙文（講、寫）
- ☐ 248 其他語言（請註明）：_____
- ☐ 249 資訊科技知識及應用
- ☐ 250 互聯網市場推廣

<u>世界視野及有關中國的知識</u>

- ☐ 251 國際經驗及知識
- ☐ 252 跨文化認知（如內地）／處理文化差異
- ☐ 253 進入中國市場的法律和規條限制
- ☐ 254 在中國內地的營商常規

<u>其他才能</u>

- ☐ 255 逆境智商
- ☐ 256 商業道德
- ☐ 257 關心和照顧客戶需要
- ☐ 258 情緒智商
- ☐ 259 指導、訓練及講解技巧
- ☐ 260 正直誠實
- ☐ 261 自我改進
- ☐ 262 自我管理（如：時間管理、判別工作優先次序等）
- ☐ 263 壓力處理
- ☐ 264 本地人力資源有關法律

<u>其他（請註明）</u>：

- ☐ 265 (1) _____
- ☐ 266 (2) _____
- ☐ 267 (3) _____

<u>毋須填寫</u> ☐ 268

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

管理才能

- ☐ 269 對人對事善於分析
- ☐ 270 營商智慧
- ☐ 271 變革管理
- ☐ 272 創造力
- ☐ 273 危機管理
- ☐ 274 處理衝突
- ☐ 275 授權
- ☐ 276 策劃及組織能力
- ☐ 277 解決困難及作出決定
- ☐ 278 重視品質
- ☐ 279 風險管理
- ☐ 280 對責任的承擔
- ☐ 281 策略性思考

工作間人際技巧

- ☐ 282 訓練與輔導下屬
- ☐ 283 溝通技巧
- ☐ 284 影響力
- ☐ 285 人際關係技巧
- ☐ 286 激勵他人
- ☐ 287 談判技巧
- ☐ 288 團隊合作和建立團隊
- ☐ 289 體諒別人／理解他人處境
- ☐ 290 樂於協助他人發揮所長

語言及資訊科技能力

- ☐ 291 中文（普通話及商業書寫技巧）
- ☐ 292 英語（講、寫）
- ☐ 293 日文（講、寫）
- ☐ 294 法文（講、寫）
- ☐ 295 西班牙文（講、寫）
- ☐ 296 其他語言（請註明）：_____
- ☐ 297 資訊科技知識及應用
- ☐ 298 互聯網市場推廣

世界視野及有關中國的知識

- ☐ 299 國際經驗及知識
- ☐ 300 跨文化認知（如內地）／處理文化差異
- ☐ 301 進入中國市場的法律和規條限制
- ☐ 302 在中國內地的營商常規

其他才能

- ☐ 303 逆境智商
- ☐ 304 商業道德
- ☐ 305 關心和照顧客戶需要
- ☐ 306 情緒智商
- ☐ 307 指導、訓練及講解技巧
- ☐ 308 正直誠實
- ☐ 309 自我改進
- ☐ 310 自我管理（如：時間管理、判別工作優先次序等）
- ☐ 311 壓力處理
- ☐ 312 本地人力資源有關法律

其他（請註明）：

- ☐ 313 (1) _____
- ☐ 314 (2) _____
- ☐ 315 (3) _____

毋須填寫 ☐ 316

2.10 *原因*

下列因素可能影響了閣下在 2.8 及 2.9 的選擇。請以 1 至 6 的數字，反映每項因素的重要性。

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

	督導人員／前線管理人員	**中級管理人員／部門主管**
a) 外判工作	⌊⌋ 317	⌊⌋ 318
b) 科技／工序轉變	⌊⌋ 319	⌊⌋ 320
c) 市場競爭	⌊⌋ 321	⌊⌋ 322
d) 業務重新定位	⌊⌋ 323	⌊⌋ 324
e) 業務擴充／發展	⌊⌋ 325	⌊⌋ 326
f) 不斷改善效率及效益	⌊⌋ 327	⌊⌋ 328
g) 文化差異	⌊⌋ 329	⌊⌋ 330
h) 吸引及挽留人才	⌊⌋ 331	⌊⌋ 332
i) 香港政策及條例的轉變	⌊⌋ 333	⌊⌋ 334
j) 中國內地政策及條例的轉變	⌊⌋ 335	⌊⌋ 336
k) 其他（請註明）：_____	⌊⌋ 337	⌊⌋ 338

毋須填寫 ⌊⌋ 339

第三部分： 管理及督導人員未來的訓練取向及需求

請“✓”適當方格。

	督導人員／前線管理人員	中級管理人員／部門主管
3.1 貴機構的現職管理及督導人員，有否在受僱貴機構／晉升至現職位前接受管理培訓？		
有	☐ 340	☐ 341
沒有	☐ 342	☐ 343
3.2 貴機構會否安排上級／高級管理人員爲新聘用的管理／督導人員提供在職培訓？		
會，在職培訓期一般爲:		
少於一星期	☐ 344	☐ 345
一星期至少於兩星期	☐ 346	☐ 347
兩星期至少於四星期	☐ 348	☐ 349
四星期或以上	☐ 350	☐ 351
不會	☐ 352	☐ 353
3.3 **未來三年**，貴機構會否爲現職管理及督導人員提供管理培訓？		
會	☐ 354	☐ 355
不會	☐ 356	☐ 357
3.4 貴機構（或母公司）於**未來三年**有否管理培訓計劃？		
有，會定期安排培訓	☐ 358	☐ 359
有，會間中安排培訓	☐ 360	☐ 361
沒有	☐ 362	☐ 363

毋須填寫 ☐ 364 ☐ 365 ☐ 366 ☐ 367

	督導人員／前線管理人員	中級管理人員／部門主管

3.5 **未來三年**，貴機構（或母公司）會否有下列管理培訓資源？（可 ✓ 超過一項）**（除特別註明外，請跳答 3.8 題）**

培訓經費預算（**請續答 3.6 及 3.7 題**）	☐ 368	☐ 369
培訓部門／組	☐ 370	☐ 371
自設培訓中心	☐ 372	☐ 373
自設培訓資源中心（備有書刊、錄影帶等）供職員在工餘或辦公時間內學習	☐ 374	☐ 375
內聯網學習資源	☐ 376	☐ 377
全職培訓人員	☐ 378	☐ 379
兼職培訓人員	☐ 380	☐ 381
與其他機構合辦培訓課程	☐ 382	☐ 383
僱用外間管理培訓人員	☐ 384	☐ 385
出版內部培訓通訊	☐ 386	☐ 387
其他（請註明）：_____	☐ 388	☐ 389
沒有 （**請跳答 3.9 題**）	☐ 390	☐ 391

3.6 訓練及發展經費預算佔全年薪酬開支總額**(以未來三年平均計)**的比例：　☐☐☐ % (392–394)

3.7 與**過去三年**比較，訓練及發展經費預算將會：

增加	☐ 395
減少	☐ 396
維持不變	☐ 397

毋須填寫 ☐☐☐ (398–400)

	督導人員／ 前線管理人員	中級管理人員／ 部門主管

3.8 **未來三年**，貴機構（或母公司）會如何安排管理培訓？（可 ✓ 超過一項）**（請跳答 3.10 題）**

由機構自辦管理培訓	☐ 401	☐ 402
資助員工修讀外間課程	☐ 403	☐ 404
其他（請註明）：_____	☐ 405	☐ 406

3.9 貴機構（或母公司）於**未來三年**不會安排任何管理培訓的原因是（可 ✓ 超過一項）：

培訓資源不足	☐ 407	☐ 408
不認爲管理培訓有價值	☐ 409	☐ 410
人手不足，無法派遣職員接受訓練	☐ 411	☐ 412
不認爲員工值得訓練	☐ 413	☐ 414
已有足夠受過良好訓練的員工	☐ 415	☐ 416
成本因素	☐ 417	☐ 418
其他（請註明）：_____	☐ 419	☐ 420

3.10 如貴機構（或母公司）將會自辦管理培訓，模式會是：

在職培訓	☐ 421	☐ 422
職外培訓	☐ 423	☐ 424
以上兩者	☐ 425	☐ 426

毋須填寫 ☐ 427 ☐ 428 ☐ 429

	督導人員／ 前線管理人員	中級管理人員／ 部門主管
3.11 貴機構（或母公司）將會資助管理／督導人員修讀管理課程，獲資助的課程會是：（可 ✓ 超過一項）		
外間日間課程	☐ 430	☐ 431
外間夜間課程	☐ 432	☐ 433
本地實習	☐ 434	☐ 435
海外實習／課程	☐ 436	☐ 437
3.12 如貴機構（或母公司）將會資助管理／督導人員修讀管理課程，資助模式會是：		
准許他們於辦公時間內修讀	☐ 438	☐ 439
只爲他們繳付或發還學費	☐ 440	☐ 441
兩者都會	☐ 442	☐ 443
3.13 **未來三年**， 貴機構會傾向選擇下列那一種管理培訓安排？（請 ✓ 最適當的方格）		
A) 培訓種類：		
可獲正式學歷資格的課程	☐ 444	☐ 445
複修／增修課程	☐ 446	☐ 447
研習班／研討會	☐ 448	☐ 449
供專業資格持有人修讀的持續發展課程	☐ 450	☐ 451
其他（請註明）：_____	☐ 452	☐ 453
B) 每項培訓的期限：		
一星期以下	☐ 454	☐ 455
一星期至一個月以下	☐ 456	☐ 457
一個月至三個月以下	☐ 458	☐ 459
三個月至十二個月以下	☐ 460	☐ 461
十二個月或以上	☐ 462	☐ 463

毋須填寫 ☐ 464 ☐ 465 ☐ 466 ☐ 467

	督導人員／ 前線管理人員	中級管理人員／ 部門主管
C) 每項培訓的上課次數：		
一次性	☐ 468	☐ 469
少於每星期一次	☐ 470	☐ 471
每星期一次	☐ 472	☐ 473
每星期兩次	☐ 474	☐ 475
每星期兩次以上	☐ 476	☐ 477
D) 每週接受培訓的日子：		
平日	☐ 478	☐ 479
週末	☐ 480	☐ 481
兩者混合	☐ 482	☐ 483
E) 培訓時間：		
辦公時間內	☐ 484	☐ 485
下班後	☐ 486	☐ 487
兩者混合	☐ 488	☐ 489
F) 培訓所採用的語言		
粵語	☐ 490	☐ 491
普通話	☐ 492	☐ 493
英語	☐ 494	☐ 495
雙語（粵語／英語）	☐ 496	☐ 497
雙語（普通話／英語）	☐ 498	☐ 499
其他（請註明）：_____	☐ 500	☐ 501

毋須填寫 ☐ 502 ☐ 503 ☐ 504 ☐ 505

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

會採用的機會：

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

	督導人員／前線管理人員	**中級管理人員／部門主管**
閱讀管理資料	506	507
傳統的課堂講授	508	509
小組培訓	510	511
利用機構內設學習資源中心進行自修	512	513
透過完成與工作有關項目研究的行動學習法	514	515
遙距學習	516	517
利用電腦／上網／電子方式學習	518	519
個別導修	520	521
由管理人員從旁指導，學習管理技巧	522	523
其他（請註明）：_____	524	525

3.15 過往十二個月內，貴機構（或母公司）爲每位**管理人員**提供的培訓日數平均爲：

☐ 526 完全沒有　☐ 527 少於一天　☐ 528 一天至三天　☐ 529 超過三天至五天　☐ 530 五天以上

3.16 過往十二個月內，貴機構（或母公司）爲每位**督導人員**提供的培訓日數平均爲：

☐ 531 完全沒有　☐ 532 少於一天　☐ 533 一天至三天　☐ 534 超過三天至五天　☐ 535 五天以上

3.17 貴機構（或母公司）提供有關文化差異培訓的情況：

	督導人員／前線管理人員	**中級管理人員／部門主管**
過往十二個月內，貴機構（或母公司）曾接受有關文化差異培訓的員工人數	536 539	540 543
未來三年，貴機構（或母公司）計劃提供有關文化差異培訓的員工人數 (每年)	544 547	548 551

毋須填寫 552 553 554 555

3.18 閣下認爲政府或有關組織應怎樣協助／支援管理及督導人員的訓練？
(可 ✓ 超過一項）

	督導人員／前線管理人員	中級管理人員／部門主管
提供資助金予機構	☐ 556	☐ 557
提供免費／資助的培訓課程	☐ 558	☐ 559
給予培訓意見	☐ 560	☐ 561
其他（請註明）：_____	☐ 562	☐ 563

3.19 閣下曾否申請由政府資助的「中小企業培訓基金」？

有	☐ 564
沒有	☐ 565
不知道有此資助計劃	☐ 566

3.20 負責發展和提高本港工商界的管理效能是**高峰進修學院**成立的目的之一。
閣下有否接觸過有關該學院資料／消息／宣傳訊息？

☐ 567 有 **（請續答第 3.21 題）**　　☐ 568 沒有**（請跳答第 3.22 題）**

3.21 請選出接觸這些資料／消息／宣傳訊息的途徑。(可選多於一項）

☐ 569 直接郵寄	☐ 570 該學院派員探訪
☐ 571 推廣研討會	☐ 572 職業講座
☐ 573 展覽	☐ 574 職業訓練局網址
☐ 575 該學院網址	☐ 576 電郵
☐ 577 報刊雜誌廣告／特刊	☐ 578 新聞稿
☐ 579 專業團體通訊	☐ 580 其他（請註明）：_____

毋須填寫 ☐ 581 ☐ 582 ☐ 583 ☐ 584

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

有用程度：

1 = 完全沒有用　2 = 不大有用　3 = 有用　4 = 非常有用

對貴機構？ ☐ 585

對香港特區政府？ ☐ 586

對本地教育及訓練機構？ ☐ 587

對人力資源／人事／培訓專業人員？ ☐ 588

- 全卷完 -

閣下是否希望透過電郵獲通知是次訓練需求調查報告已刊出？

☐ 是 589　　☐ 否 590

多謝合作

毋須填寫 ☐☐ 591 592

Annex

Key Statistical Tables

附件

主要統計表

Table 9.1 : No. of Firms with Business Operations Outside Hong Kong by Principal Line of Business

表9.1：香港以外的附屬業務分佈情況

Principal Line of Business 主要業務	Employment Size 員工人數	The mainland of China 中國內地		Vietnam 越南		Indonesia 印尼		Russia 俄國		South Korea 南韓		Other countries or regions 其他地區		No. of Response 回覆		No Response 沒有回覆		Total 總數
		No. of Response 回覆數目	% 百分比	No. of Response 回覆數目	% 百分比	No. of Response 回覆數目	% 百分比	No. of Response 回覆數目	% 百分比	No. of Response 回覆數目	% 百分比	No. of Response 回覆數目	% 百分比	No. 數目	% 百分比	No. 數目	% 百分比	
Manufacturing 製造	10-19	312	100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	312	34.02	605	65.98	917
	20-49	292	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	292	41.36	414	58.64	706
	50-99	53	100.00	0	0.00	0	0.00	0	0.00	0	0.00	33	62.26	53	25.73	153	74.27	206
	Total 總數	***657***	***100.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***33***	***5.02***	***657***	*35.92*	***1,172***	*64.08*	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0	0.00	10	100.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	-	0	-	0	-	0	-	0	-	0	-	0	0.00	1	100.00	1
	Total 總數	***0***	***-***	***0***	***-***	***0***	***-***	***0***	***-***	***0***	***-***	***0***	***-***	***0***	*0.00*	***11***	*100.00*	***11***
Construction 建造	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0	0.00	622	100.00	622
	20-49	99	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	99	13.34	643	86.66	742
	50-99	20	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	20	11.24	158	88.76	178
	Total 總數	***119***	***100.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***119***	*7.72*	***1,423***	*92.28*	***1,542***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	1,068	95.02	0	0.00	0	0.00	0	0.00	55	4.89	255	22.69	1,124	22.13	3,955	77.87	5,079
	20-49	721	78.28	0	0.00	0	0.00	0	0.00	0	0.00	234	25.41	921	27.02	2,488	72.98	3,409
	50-99	114	68.26	0	0.00	0	0.00	0	0.00	0	0.00	63	37.72	167	33.87	326	66.13	493
	Total 總數	***1,903***	***86.03***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***55***	***2.49***	***552***	***24.95***	***2,212***	*24.63*	***6,769***	*75.37*	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0	0.00	1,495	100.00	1,495
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0	0.00	1,433	100.00	1,433
	50-99	10	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	10	2.13	459	97.87	469
	Total 總數	***10***	***100.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***10***	*0.29*	***3,387***	*99.71*	***3,397***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	168	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	168	15.77	897	84.23	1,065
	20-49	123	78.85	0	0.00	0	0.00	0	0.00	0	0.00	89	57.05	156	20.31	612	79.69	768
	50-99	81	89.01	0	0.00	19	20.88	0	0.00	19	20.88	10	10.99	91	34.47	173	65.53	264
	Total 總數	***372***	***89.64***	***0***	***0.00***	***19***	***4.58***	***0***	***0.00***	***19***	***4.58***	***99***	***23.86***	***415***	*19.79*	***1,682***	*80.21*	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	144	46.30	0	0.00	0	0.00	0	0.00	0	0.00	167	53.70	311	19.26	1,304	80.74	1,615
	20-49	133	57.33	0	0.00	0	0.00	0	0.00	0	0.00	99	42.67	232	15.50	1,265	84.50	1,497
	50-99	20	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	20	4.72	404	95.28	424
	Total 總數	***297***	***52.75***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***266***	***47.25***	***563***	*15.92*	***2,973***	*84.08*	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0	0.00	1,241	100.00	1,241
	20-49	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	33	100.00	33	3.20	999	96.80	1,032
	50-99	0	-	0	-	0	-	0	-	0	-	0	-	0	0.00	513	100.00	513
	Total 總數	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***33***	***100.00***	***33***	*1.18*	***2,753***	*98.82*	***2,786***
All 整體	10-19	1,692	88.36	0	0.00	0	0.00	0	0.00	55	2.87	422	22.04	1,915	15.90	10,129	84.10	12,044
	20-49	1,368	78.94	0	0.00	0	0.00	0	0.00	0	0.00	455	26.26	1,733	18.08	7,854	81.92	9,587
	50-99	298	82.55	0	0.00	19	5.26	0	0.00	19	5.26	106	29.36	361	14.17	2,187	85.83	2,548
	Total 總數	***3,358***	***83.76***	***0***	***0.00***	***19***	***0.47***	***0***	***0.00***	***74***	***1.85***	***983***	***24.52***	***4,009***	*16.58*	***20,170***	*83.42*	***24,179***

Table 9.2 : Locations of Major Business Activities

表9.2：主要業務地點分佈情況

Principal Line of Business 主要業務	Employment Size 員工人數	Hong Kong 香港		The mainland of China 中國內地		Vietnam 越南		Indonesia 印尼		Russia 俄國		South Korea 南韓		Other countries or regions 其他地區		Total 總數
		No. of Response 回覆數目	%	No. of Response 回覆數目	%	No. of Response 回覆數目	%	No. of Response 回覆數目	%	No. of Response 回覆數目	%	No. of Response 回覆數目	%	No. of Response 回覆數目	%	
Manufacturing 製造	10-19	257	82.37	144	46.15	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	312
	20-49	190	65.07	136	46.58	0	0.00	0	0.00	0	0.00	0	0.00	34	11.64	292
	50-99	53	100.00	33	62.26	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	53
	Total 總數	***500***	***76.10***	***313***	***47.64***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***34***	***5.18***	***657***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	0	0	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0	0	-	0	-	0	-	0	-	0	-	0	-	0
	Total 總數	***0***	***0***	***0***	***-***	***0***	***-***	***0***	***-***	***0***	***-***	***0***	***-***	***0***	***-***	***0***
Construction 建造	10-19	0	0	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	66	66.67	33	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	99
	50-99	20	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	20
	Total 總數	***86***	***72.27***	***33***	***27.73***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***119***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	891	79.27	298	26.51	0	0.00	0	0.00	0	0.00	55	4.89	166	14.77	1,124
	20-49	756	82.08	343	37.24	0	0.00	0	0.00	0	0.00	0	0.00	123	13.36	921
	50-99	124	74.25	30	17.96	0	0.00	0	0.00	0	0.00	0	0.00	33	19.76	167
	Total 總數	***1,771***	***80.06***	***671***	***30.33***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***55***	***2.49***	***322***	***14.56***	***2,212***
Restaurants and Hotels 食肆及酒店	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	10	100.00	10	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	10
	Total 總數	***10***	***100.00***	***10***	***100.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***10***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	112	66.67	168	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	168
	20-49	156	100.00	33	21.15	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	156
	50-99	91	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	91
	Total 總數	***359***	***86.51***	***201***	***48.43***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***415***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	199	63.99	55	17.68	0	0.00	0	0.00	0	0.00	0	0.00	167	53.70	311
	20-49	133	57.33	66	28.45	0	0.00	0	0.00	0	0.00	0	0.00	66	28.45	232
	50-99	20	100.00	10	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	20
	Total 總數	***352***	***62.52***	***131***	***23.27***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***233***	***41.39***	***563***
Community, Social and Personal Services 社區、社會及個人服務	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	33	100.00	33
	50-99	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	Total 總數	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***33***	***100.00***	***33***
All 整體	10-19	1,459	76.19	665	34.73	0	0.00	0	0.00	0	0.00	55	2.87	333	17.39	1,915
	20-49	1,301	75.07	611	35.26	0	0.00	0	0.00	0	0.00	0	0.00	256	14.77	1,733
	50-99	318	88.09	83	22.99	0	0.00	0	0.00	0	0.00	0	0.00	33	9.14	361
	Total 總數	***3,078***	***76.78***	***1,359***	***33.90***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***55***	***1.37***	***622***	***15.52***	***4,009***

Table 9.3M : Percentages of Expatriate Middle Managers in the HK Operations by Principal Line of Business by Employment Size

表9.3M：在香港業務中香港以外地方的中級管理人員比例

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1% 少於1%		10% or below 10% 或以下		20% or below 20% 或以下		50% or below 50% 或以下		Above 50% 50% 以上		No. of No Response 沒有回覆		Total 總數
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	312	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	312
	20-49	258	88.36%	34	11.64%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	292
	50-99	53	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	53
	Total 總數	***623***	***94.82%***	***34***	***5.18%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***657***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	-	0	-	0	-	0	-	0	0.00%	0	0.00%	0
	20-49	0	-	0	-	0	-	0	-	0	0.00%	0	0.00%	0
	50-99	0	-	0	-	0	-	0	-	0	0.00%	0	0.00%	0
	Total 總數	***0***	***-***	***0***	***-***	***0***	***-***	***0***	***-***	***0***	***0.00%***	***0***	***0.00%***	***0***
Construction 建造	10-19	0	-	0	-	0	-	0	-	0	0.00%	0	0.00%	0
	20-49	66	66.67%	0	0.00%	33	33.33%	0	0.00%	0	0.00%	0	0.00%	99
	50-99	20	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	20
	Total 總數	***86***	***72.27%***	***0***	***0.00%***	***33***	***27.73%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***119***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	847	75.36%	112	9.96%	0	0.00%	165	14.68%	0	0.00%	0	0.00%	1,124
	20-49	587	63.74%	112	12.16%	99	10.75%	67	7.27%	0	0.00%	56	6.08%	921
	50-99	114	68.26%	43	25.75%	10	5.99%	0	0.00%	0	0.00%	0	0.00%	167
	Total 總數	***1,548***	***69.98%***	***267***	***12.07%***	***109***	***4.93%***	***232***	***10.49%***	***0***	***0.00%***	***56***	***2.53%***	***2,212***
Restaurants and Hotels 食肆及酒店	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00%	0	0.00%	0	0.00%	10	100.00%	0	0.00%	0	0.00%	10
	Total 總數	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***10***	***100.00%***	***0***	***0.00%***	***0***	***0.00%***	***10***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	168	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	168
	20-49	67	42.95%	56	35.90%	33	21.15%	0	0.00%	0	0.00%	0	0.00%	156
	50-99	38	41.76%	10	10.99%	43	47.25%	0	0.00%	0	0.00%	0	0.00%	91
	Total 總數	***273***	***65.78%***	***66***	***15.90%***	***76***	***18.31%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***415***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	110	35.37%	56	18.01%	0	0.00%	0	0.00%	55	17.68%	90	28.94%	311
	20-49	199	85.78%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33	14.22%	232
	50-99	10	50.00%	10	50.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	20
	Total 總數	***319***	***56.66%***	***66***	***11.72%***	***0***	***0.00%***	***0***	***0.00%***	***55***	***9.77%***	***123***	***21.85%***	***563***
Community, Social and Personal Services 社區、社會及個人服務	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	33	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33
	50-99	0	-	0	-	0	-	0	-	0	-	0	-	0
	Total 總數	***33***	***100.00%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***33***
All 整體	10-19	1,437	75.04%	168	8.77%	0	0.00%	165	8.62%	55	2.87%	90	4.70%	1,915
	20-49	1,210	69.82%	202	11.66%	165	9.52%	67	3.87%	0	0.00%	89	5.14%	1,733
	50-99	235	65.10%	63	17.45%	53	14.68%	10	2.77%	0	0.00%	0	0.00%	361
	Total 總數	***2,882***	***71.89%***	***433***	***10.80%***	***218***	***5.44%***	***242***	***6.04%***	***55***	***1.37%***	***179***	***4.46%***	***4,009***

Table 9.3S : Percentages of Expatriate Middle Managers in the HK Operations by Principal Line of Business by Employment Size

表9.3S：在香港業務中香港以外地方的督導人員比例

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1% 少於1%		10% or below 10% 或以下		20% or below 20% 或以下		50% or below 50% 或以下		Above 50% 50% 以上		No. of No Response 沒有回覆		Total 總數
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %*	
Manufacturing 製造	10-19	256	82.05%	56	17.95%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	312
	20-49	258	88.36%	34	11.64%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	292
	50-99	53	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	53
	Total 總數	***567***	***86.30%***	***90***	***13.70%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***657***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	-	0	-	0	-	0	-	0	0.00%	0	0.00%	0
	20-49	0	-	0	-	0	-	0	-	0	0.00%	0	0.00%	0
	50-99	0	-	0	-	0	-	0	-	0	0.00%	0	0.00%	0
	Total 總數	***0***	***-***	***0***	***-***	***0***	***-***	***0***	***-***	***0***	***0.00%***	***0***	***0.00%***	***0***
Construction 建造	10-19	0	-	0	-	0	-	0	-	0	0.00%	0	0.00%	0
	20-49	66	66.67%	33	33.33%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	99
	50-99	20	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	20
	Total 總數	***86***	***72.27%***	***33***	***27.73%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***119***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	902	80.25%	56	4.98%	166	14.77%	0	0.00%	0	0.00%	0	0.00%	1,124
	20-49	654	71.01%	145	15.74%	33	3.58%	33	3.58%	0	0.00%	56	6.08%	921
	50-99	114	68.26%	43	25.75%	0	0.00%	10	5.99%	0	0.00%	0	0.00%	167
	Total 總數	***1,670***	***75.50%***	***244***	***11.03%***	***199***	***9.00%***	***43***	***1.94%***	***0***	***0.00%***	***56***	***2.53%***	***2,212***
Restaurants and Hotels 食肆及酒店	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00%	0	0.00%	0	0.00%	10	100.00%	0	0.00%	0	0.00%	10
	Total 總數	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***10***	***100.00%***	***0***	***0.00%***	***0***	***0.00%***	***10***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	168	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	168
	20-49	123	78.85%	0	0.00%	0	0.00%	0	0.00%	33	21.15%	0	0.00%	156
	50-99	39	42.86%	19	20.88%	0	0.00%	33	36.26%	0	0.00%	0	0.00%	91
	Total 總數	***330***	***79.52%***	***19***	***4.58%***	***0***	***0.00%***	***33***	***7.95%***	***33***	***7.95%***	***0***	***0.00%***	***415***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	55	17.68%	56	18.01%	0	0.00%	55	17.68%	55	17.68%	90	28.94%	311
	20-49	166	71.55%	0	0.00%	33	14.22%	0	0.00%	0	0.00%	33	14.22%	232
	50-99	10	50.00%	10	50.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	20
	Total 總數	***231***	***41.03%***	***66***	***11.72%***	***33***	***5.86%***	***55***	***9.77%***	***55***	***9.77%***	***123***	***21.85%***	***563***
Community, Social and Personal Services 社區、社會及個人服務	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	33	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33
	50-99	0	-	0	-	0	-	0	-	0	-	0	-	0
	Total 總數	***33***	***100.00%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***33***
All 整體	10-19	1,381	72.11%	168	8.77%	166	8.67%	55	2.87%	55	2.87%	90	4.70%	1,915
	20-49	1,300	75.01%	212	12.23%	66	3.81%	33	1.90%	33	1.90%	89	5.14%	1,733
	50-99	236	65.37%	72	19.94%	0	0.00%	53	14.68%	0	0.00%	0	0.00%	361
	Total 總數	***2,917***	***72.76%***	***452***	***11.27%***	***232***	***5.79%***	***141***	***3.52%***	***88***	***2.20%***	***179***	***4.46%***	***4,009***

Table 9.4M : Percentages of HK Middle Managers in the Operations Outside Hong Kong by Principal Line of Business by Employment Size

表9.4M：在香港以外地方的業務中香港中級管理人員比例

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1% 少於1%		10% or below 10% 或以下		20% or below 20% 或以下		50% or below 50% 或以下		Above 50% 50% 以上		No. of No Response 沒有回覆		Total 總數
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	167	53.53%	112	35.90%	33	10.58%	0	0.00%	0	0.00%	0	0.00%	312
	20-49	190	65.07%	68	23.29%	0	0.00%	34	11.64%	0	0.00%	0	0.00%	292
	50-99	43	81.13%	10	18.87%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	53
	Total 總數	***400***	***60.88%***	***190***	***28.92%***	***33***	***5.02%***	***34***	***5.18%***	***0***	***0.00%***	***0***	***0.00%***	***657***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	-	0	-	0	-	0	-	0	0.00%	0	0.00%	0
	20-49	0	-	0	-	0	-	0	-	0	0.00%	0	0.00%	0
	50-99	0	-	0	-	0	-	0	-	0	0.00%	0	0.00%	0
	Total 總數	***0***	***-***	***0***	***-***	***0***	***-***	***0***	***-***	***0***	***0.00%***	***0***	***0.00%***	***0***
Construction 建造	10-19	0	-	0	-	0	-	0	-	0	0.00%	0	0.00%	0
	20-49	66	66.67%	0	0.00%	0	0.00%	33	33.33%	0	0.00%	0	0.00%	99
	50-99	10	50.00%	10	50.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	20
	Total 總數	***76***	***63.87%***	***10***	***8.40%***	***0***	***0.00%***	***33***	***27.73%***	***0***	***0.00%***	***0***	***0.00%***	***119***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	578	51.42%	290	25.80%	55	4.89%	34	3.02%	167	14.86%	0	0.00%	1,124
	20-49	323	35.07%	255	27.69%	99	10.75%	99	10.75%	89	9.66%	56	6.08%	921
	50-99	117	70.06%	30	17.96%	0	0.00%	10	5.99%	10	5.99%	0	0.00%	167
	Total 總數	***1,018***	***46.02%***	***575***	***25.99%***	***154***	***6.96%***	***143***	***6.46%***	***266***	***12.03%***	***56***	***2.53%***	***2,212***
Restaurants and Hotels 食肆及酒店	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00%	0	0.00%	0	0.00%	10	100.00%	0	0.00%	0	0.00%	10
	Total 總數	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***10***	***100.00%***	***0***	***0.00%***	***0***	***0.00%***	***10***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	112	66.67%	0	0.00%	56	33.33%	0	0.00%	0	0.00%	0	0.00%	168
	20-49	33	21.15%	56	35.90%	33	21.15%	0	0.00%	34	21.79%	0	0.00%	156
	50-99	39	42.86%	10	10.99%	33	36.26%	9	9.89%	0	0.00%	0	0.00%	91
	Total 總數	***184***	***44.34%***	***66***	***15.90%***	***122***	***29.40%***	***9***	***2.17%***	***34***	***8.19%***	***0***	***0.00%***	***415***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	165	53.05%	56	18.01%	0	0.00%	0	0.00%	0	0.00%	90	28.94%	311
	20-49	165	71.12%	34	14.66%	0	0.00%	0	0.00%	0	0.00%	33	14.22%	232
	50-99	10	50.00%	10	50.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	20
	Total 總數	***340***	***60.39%***	***100***	***17.76%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***123***	***21.85%***	***563***
Community, Social and Personal Services 社區、社會及個人服務	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	33	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33
	50-99	0	-	0	-	0	-	0	-	0	-	0	-	0
	Total 總數	***33***	***100.00%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***0***	***0.00%***	***33***
All 整體	10-19	1,022	53.37%	458	23.92%	144	7.52%	34	1.78%	167	8.72%	90	4.70%	1,915
	20-49	810	46.74%	413	23.83%	132	7.62%	166	9.58%	123	7.10%	89	5.14%	1,733
	50-99	219	60.66%	70	19.39%	33	9.14%	29	8.03%	10	2.77%	0	0.00%	361
	Total 總數	***2,051***	***51.16%***	***941***	***23.47%***	***309***	***7.71%***	***229***	***5.71%***	***300***	***7.48%***	***179***	***4.46%***	***4,009***

Table 9.4S： Percentages of HK Supervisors in the Operations Outside HK by Principal Line of Business by Employment Size

表9.4S：在香港以外地方的業務中香港督導人員比例

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1% 少於1%		10% or below 10% 或以下		20% or below 20% 或以下		50% or below 50% 或以下		Above 50% 50% 以上		No Response 沒有回覆		Total 總數
		in No.	*in %*	*in No.*	*in %*	*in No.*	*in %*	*in No.*	*in %*	*in No.*	*in %*	*in No.*	*in %*	
Manufacturing 製造	10-19	167	53.53	89	28.53	0	0.00	0	0.00	56	17.95	0	0.00	312
	20-49	191	65.41	68	23.29	0	0.00	0	0.00	33	11.30	0	0.00	292
	50-99	53	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	53
	Total 總數	***411***	62.56	***157***	23.90	***0***	0.00	***0***	0.00	***89***	13.55	***0***	0.00	***657***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	-	0	-	0	-	0	-	0	-	0	-	0
	Total 總數	***0***	-	***0***	-	***0***	-	***0***	-	***0***	-	***0***	-	***0***
Construction 建造	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	99	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	99
	50-99	20	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	20
	Total 總數	***119***	100.00	***0***	0.00	***0***	0.00	***0***	0.00	***0***	0.00	***0***	0.00	***119***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	889	79.09	167	14.86	34	3.02	34	3.02	0	0.00	0	0.00	1,124
	20-49	479	52.01	254	27.58	66	7.17	0	0.00	66	7.17	56	6.08	921
	50-99	114	68.26	53	31.74	0	0.00	0	0.00	0	0.00	0	0.00	167
	Total 總數	***1,482***	67.00	***474***	21.43	***100***	4.52	***34***	1.54	***66***	2.98	***56***	2.53	***2,212***
Restaurants and Hotels 食肆及酒店	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	0	0.00	10	100.00	0	0.00	0	0.00	10
	Total 總數	***0***	0.00	***0***	0.00	***0***	0.00	***10***	100.00	***0***	0.00	***0***	0.00	***10***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	112	66.67	0	0.00	56	33.33	0	0.00	0	0.00	0	0.00	168
	20-49	33	21.15	56	35.90	0	0.00	0	0.00	67	42.95	0	0.00	156
	50-99	39	42.86	10	10.99	0	0.00	42	46.15	0	0.00	0	0.00	91
	Total 總數	***184***	44.34	***66***	15.90	***56***	13.49	***42***	10.12	***67***	16.14	***0***	0.00	***415***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	165	53.05	56	18.01	0	0.00	0	0.00	0	0.00	90	28.94	311
	20-49	165	71.12	34	14.66	0	0.00	0	0.00	0	0.00	33	14.22	232
	50-99	10	50.00	10	50.00	0	0.00	0	0.00	0	0.00	0	0.00	20
	Total 總數	***340***	60.39	***100***	17.76	***0***	0.00	***0***	0.00	***0***	0.00	***123***	21.85	***563***
Community, Social and Personal Services 社區、社會及個人服務	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	33	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	33
	50-99	0	-	0	-	0	-	0	-	0	-	0	-	0
	Total 總數	***33***	100.00	***0***	0.00	***0***	0.00	***0***	0.00	***0***	0.00	***0***	0.00	***33***
All 整體	10-19	1,333	69.61	312	16.29	90	4.70	34	1.78	56	2.92	90	4.70	1,915
	20-49	1,000	57.70	412	23.77	66	3.81	0	0.00	166	9.58	89	5.14	1,733
	50-99	236	65.37	73	20.22	0	0.00	52	14.40	0	0.00	0	0.00	361
	Total 總數	***2,569***	64.08	***797***	19.88	***156***	3.89	***86***	2.15	***222***	5.54	***179***	4.46	***4,009***

Table 9.5M: Management Training for Middle Managers Before Appointment/Promotion by Principal Line of Business by Employment Size

表9.5M：現職管理人員在受僱／晉升前接受管理培訓情況

Principal Line of Business 主要業務	Employment Size 員工人數	Received Management training before appointment/promotion 在受僱／晉升前有接受管理培訓		Haven't Received Management training before appointment/promotion 在受僱／晉升前沒有接受管理培訓		No. of No Response 沒有回覆		Total 總數
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	123	13.41	794	86.59	0	0.00	917
	20-49	337	47.73	369	52.27	0	0.00	706
	50-99	29	14.08	177	85.92	0	0.00	206
	Total 總數	***489***	***26.74***	***1,340***	***73.26***	***0***	0.00	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	0	0.00	10
	20-49	0	-	0	-	0	-	0
	50-99	1	100.00	0	0.00	0	0.00	1
	Total 總數	***6***	***54.55***	***5***	***45.45***	***0***	0.00	***11***
Construction 建造	10-19	209	33.60	413	66.40	0	0.00	622
	20-49	278	37.47	464	62.53	0	0.00	742
	50-99	93	52.25	85	47.75	0	0.00	178
	Total 總數	***580***	***37.61***	***962***	***62.39***	***0***	0.00	***1,542***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	1,027	20.22	4,019	79.13	33	0.65	5,079
	20-49	765	22.44	2,644	77.56	0	0.00	3,409
	50-99	206	41.78	287	58.22	0	0.00	493
	Total 總數	***1,998***	***22.25***	***6,950***	***77.39***	***33***	0.37	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	201	26.34	562	73.66	0	0.00	763
	20-49	255	17.79	1,178	82.21	0	0.00	1,433
	50-99	258	55.01	211	44.99	0	0.00	469
	Total 總數	***714***	***26.79***	***1,951***	***73.21***	***0***	0.00	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	425	39.91	640	60.09	0	0.00	1,065
	20-49	347	45.18	388	50.52	33	4.30	768
	50-99	140	53.03	124	46.97	0	0.00	264
	Total 總數	***912***	***43.49***	***1,152***	***54.94***	***33***	1.57	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	255	15.79	1,360	84.21	0	0.00	1,615
	20-49	412	27.52	1,085	72.48	0	0.00	1,497
	50-99	210	49.53	214	50.47	0	0.00	424
	Total 總數	***877***	***24.80***	***2,659***	***75.20***	***0***	0.00	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	450	36.26	791	63.74	0	0.00	1,241
	20-49	424	42.44	575	57.56	0	0.00	999
	50-99	373	72.71	140	27.29	0	0.00	513
	Total 總數	***1,247***	***45.30***	***1,506***	***54.70***	***0***	0.00	***2,753***
All 整體	10-19	2,695	23.82	8,584	75.88	33	0.29	11,312
	20-49	2,818	29.50	6,703	70.16	33	0.35	9,554
	50-99	1,310	51.41	1,238	48.59	0	0.00	2,548
	Total 總數	***6,823***	***29.14***	***16,525***	***70.58***	***66***	0.28	***23,414***

Table 9.5S: Management Training for Supervisors Before Appointment/Promotion by Principal Line of Business by Employment Size

表9.5S：現職督導人員在受僱／晉升前接受管理培訓情況

Principal Line of Business 主要業務	Employment Size 員工人數	Received Management training before appointment/promotion 在受僱／晉升前有接受管理培訓		Haven't Received Management training before appointment/promotion 在受僱／晉升前沒有接受管理培訓		No. of No Response 沒有回覆		Total 總數
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	123	13.41	794	86.59	0	0.00	917
	20-49	270	38.24	436	61.76	0	0.00	706
	50-99	19	9.22	187	90.78	0	0.00	206
	Total 總數	***412***	***22.53***	***1,417***	***77.47***	***0***	0.00	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	0	0.00	10
	20-49	0	N.A.	0	N.A.	0	-	0
	50-99	1	100.00	0	0.00	0	0.00	1
	Total 總數	***6***	***54.55***	***5***	***45.45***	***0***	0.00	***11***
Construction 建造	10-19	209	33.60	413	66.40	0	0.00	622
	20-49	278	37.47	464	62.53	0	0.00	742
	50-99	93	52.25	85	47.75	0	0.00	178
	Total 總數	***580***	***37.61***	***962***	***62.39***	***0***	0.00	***1,542***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	972	19.14	4,074	80.21	33	0.65	5,079
	20-49	732	21.47	2,677	78.53	0	0.00	3,409
	50-99	206	41.78	287	58.22	0	0.00	493
	Total 總數	***1,910***	***21.27***	***7,038***	***78.37***	***33***	0.37	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	168	11.67	1,272	88.33	0	0.00	1,440
	20-49	222	15.49	1,211	84.51	0	0.00	1,433
	50-99	258	55.01	211	44.99	0	0.00	469
	Total 總數	***648***	***19.39***	***2,694***	***80.61***	***0***	0.00	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	313	29.39	752	70.61	0	0.00	1,065
	20-49	347	45.18	388	50.52	33	4.30	768
	50-99	150	56.82	114	43.18	0	0.00	264
	Total 總數	***810***	***38.63***	***1,254***	***59.80***	***33***	1.57	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	256	15.85	1,359	84.15	0	0.00	1,615
	20-49	379	25.32	1,118	74.68	0	0.00	1,497
	50-99	200	47.17	224	52.83	0	0.00	424
	Total 總數	***835***	***23.61***	***2,701***	***76.39***	***0***	0.00	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	340	28.67	846	71.33	0	0.00	1,186
	20-49	414	40.12	618	59.88	0	0.00	1,032
	50-99	373	72.71	140	27.29	0	0.00	513
	Total 總數	***1,127***	***41.27***	***1,604***	***58.73***	***0***	0.00	***2,731***
All 整體	10-19	2,386	19.99	9,515	79.73	33	0.29	11,934
	20-49	2,642	27.56	6,912	72.10	33	0.35	9,587
	50-99	1,300	51.02	1,248	48.98	0	0.00	2,548
	Total 總數	***6,328***	***26.29***	***17,675***	***73.43***	***66***	0.28	***24,069***

Table 9.6M: On-the-job Training by Immediate Supervisor for Middle Managers by Principal Line of Business by Employment Size

表9.6M：爲新聘用的管理人員提供在職培訓情況

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1 week 少於一星期		1 week - less than 2 weeks 一星期至少於兩星期		2 weeks - less than 4 weeks 兩星期至少於四星期		4 weeks or more 四星期或以上		No training 不會提供培訓		Total 總數
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	111	12.10	145	15.81	90	9.81	0	0.00	571	62.27	917
	20-49	168	23.80	33	4.67	101	14.31	78	11.05	326	46.18	706
	50-99	0	0.00	0	0.00	33	16.02	20	9.71	153	74.27	206
	Total 總數	***279***	***15.25***	***178***	***9.73***	***224***	***12.25***	***98***	***5.36***	***1,050***	***57.41***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	0	0.00	5	50.00	5	50.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00	1
	Total 總數	***0***	***0.00***	***0***	***0.00***	***5***	***45.45***	***6***	***54.55***	***0***	***0.00***	***11***
Construction 建造	10-19	56	9.00	65	10.45	55	8.84	124	19.94	322	51.77	622
	20-49	122	16.44	99	13.34	0	0.00	157	21.16	364	49.06	742
	50-99	53	29.78	20	11.24	20	11.24	10	5.62	75	42.13	178
	Total 總數	***231***	***14.98***	***184***	***11.93***	***75***	***4.86***	***291***	***18.87***	***761***	***49.35***	***1,542***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	914	18.11	336	6.66	89	1.76	399	7.91	3,308	65.56	5,046
	20-49	516	15.14	310	9.09	244	7.16	411	12.06	1,928	56.56	3,409
	50-99	50	10.14	93	18.86	40	8.11	103	20.89	207	41.99	493
	Total 總數	***1,480***	***16.54***	***739***	***8.26***	***373***	***4.17***	***913***	***10.20***	***5,443***	***60.83***	***8,948***
Restaurants and Hotels 食肆及酒店	10-19	33	4.33	111	14.55	0	0.00	56	7.34	563	73.79	763
	20-49	43	3.00	76	5.30	100	6.98	121	8.44	1,093	76.27	1,433
	50-99	71	15.14	30	6.40	83	17.70	30	6.40	255	54.37	469
	Total 總數	***147***	***5.52***	***217***	***8.14***	***183***	***6.87***	***207***	***7.77***	***1,911***	***71.71***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	68	6.38	168	15.77	113	10.61	179	16.81	537	50.42	1,065
	20-49	100	13.61	179	24.35	0	0.00	90	12.24	366	49.80	735
	50-99	62	23.48	29	10.98	10	3.79	64	24.24	99	37.50	264
	Total 總數	***230***	***11.14***	***376***	***18.22***	***123***	***5.96***	***333***	***16.13***	***1,002***	***48.55***	***2,064***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	111	6.87	221	13.68	0	0.00	234	14.49	1,049	64.95	1,615
	20-49	198	13.23	145	9.69	33	2.20	221	14.76	900	60.12	1,497
	50-99	20	4.72	63	14.86	63	14.86	116	27.36	162	38.21	424
	Total 總數	***329***	***9.30***	***429***	***12.13***	***96***	***2.71***	***571***	***16.15***	***2,111***	***59.70***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	220	17.73	0	0.00	55	4.43	174	14.02	792	63.82	1,241
	20-49	266	26.63	134	13.41	0	0.00	202	20.22	397	39.74	999
	50-99	80	15.59	50	9.75	9	1.75	254	49.51	120	23.39	513
	Total 總數	***566***	***20.56***	***184***	***6.68***	***64***	***2.32***	***630***	***22.88***	***1,309***	***47.55***	***2,753***
All 整體	10-19	1,513	13.41	1,046	9.27	407	3.61	1,171	10.38	7,142	63.32	11,279
	20-49	1,413	14.84	976	10.25	478	5.02	1,280	13.44	5,374	56.44	9,521
	50-99	336	13.19	285	11.19	258	10.13	598	23.47	1,071	42.03	2,548
	Total 總數	***3,262***	***13.97***	***2,307***	***9.88***	***1,143***	***4.90***	***3,049***	***13.06***	***13,587***	***58.19***	***23,348***

Table 9.6S: On-the-job Training by Immediate Supervisor for Supervisors by Principal Line of Business by Employment Size

表9.6S：爲新聘用的督導人員提供在職培訓情況

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1 week 少於一星期		1 week - less than 2 weeks 一星期至少於兩星期		2 weeks - less than 4 weeks 兩星期至少於四星期		4 weeks or more 四星期或以上		No training 不會提供培訓		Total 總數
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	111	12.10	145	15.81	90	9.81	0	0.00	571	62.27	917
	20-49	168	23.80	33	4.67	101	14.31	78	11.05	326	46.18	706
	50-99	0	0.00	33	16.02	0	0.00	20	9.71	153	74.27	206
	Total 總數	***279***	***15.25***	***211***	***11.54***	***191***	***10.44***	***98***	***5.36***	***1,050***	***57.41***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	0	0.00	5	50.00	5	50.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00	1
	Total 總數	***0***	***0.00***	***0***	***0.00***	***5***	***45.45***	***6***	***54.55***	***0***	***0.00***	***11***
Construction 建造	10-19	56	9.00	65	10.45	55	8.84	124	19.94	322	51.77	622
	20-49	122	16.44	99	13.34	0	0.00	157	21.16	364	49.06	742
	50-99	63	35.39	20	11.24	10	5.62	20	11.24	65	36.52	178
	Total 總數	***241***	***15.63***	***184***	***11.93***	***65***	***4.22***	***301***	***19.52***	***751***	***48.70***	***1,542***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	803	15.91	401	7.95	89	1.76	344	6.82	3,409	67.56	5,046
	20-49	450	13.20	399	11.70	277	8.13	355	10.41	1,928	56.56	3,409
	50-99	50	10.14	103	20.89	30	6.09	103	20.89	207	41.99	493
	Total 總數	***1,303***	***14.56***	***903***	***10.09***	***396***	***4.43***	***802***	***8.96***	***5,544***	***61.96***	***8,948***
Restaurants and Hotels 食肆及酒店	10-19	33	2.29	56	3.89	56	3.89	56	3.89	1,239	86.04	1,440
	20-49	43	3.00	43	3.00	133	9.28	121	8.44	1,093	76.27	1,433
	50-99	71	15.14	60	12.79	53	11.30	30	6.40	255	54.37	469
	Total 總數	***147***	***4.40***	***159***	***4.76***	***242***	***7.24***	***207***	***6.19***	***2,587***	***77.41***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	68	6.38	168	15.77	113	10.61	235	22.07	481	45.16	1,065
	20-49	100	13.61	179	24.35	0	0.00	90	12.24	366	49.80	735
	50-99	62	23.48	39	14.77	10	3.79	64	24.24	89	33.71	264
	Total 總數	***230***	***11.14***	***386***	***18.70***	***123***	***5.96***	***389***	***18.85***	***936***	***45.35***	***2,064***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	56	3.47	221	13.68	0	0.00	234	14.49	1,104	68.36	1,615
	20-49	198	13.23	145	9.69	33	2.20	221	14.76	900	60.12	1,497
	50-99	20	4.72	63	14.86	53	12.50	116	27.36	172	40.57	424
	Total 總數	***274***	***7.75***	***429***	***12.13***	***86***	***2.43***	***571***	***16.15***	***2,176***	***61.54***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	220	18.55	0	0.00	55	4.64	174	14.67	737	62.14	1,186
	20-49	266	25.78	101	9.79	66	6.40	202	19.57	397	38.47	1,032
	50-99	90	17.54	60	11.70	19	3.70	234	45.61	110	21.44	513
	Total 總數	***576***	***21.09***	***161***	***5.90***	***140***	***5.13***	***610***	***22.34***	***1,244***	***45.55***	***2,731***
All 整體	10-19	1,347	11.32	1,056	8.87	463	3.89	1,172	9.85	7,863	66.07	11,901
	20-49	1,347	14.10	999	10.46	610	6.38	1,224	12.81	5,374	56.25	9,554
	50-99	356	13.97	378	14.84	175	6.87	588	23.08	1,051	41.25	2,548
	Total 總數	***3,050***	***12.71***	***2,433***	***10.14***	***1,248***	***5.20***	***2,984***	***12.43***	***14,288***	***59.53***	***24,003***

Table 9.7M: Management Training for Middle Managers in the Next Three Years by Principal Line of Business by Employment Size

表9.7M：未來三年機構會爲管理人員提供管理培訓的情況

Principal Line of Business 主要業務	Employment Size 員工人數	Will Provide Management Training for Existing Managers 機構會爲管理人員提供管理培訓		Will Not Provide Management Training for Existing Managers 機構不會爲管理人員提供管理培訓		No. of No Response 沒有回覆		Total 總數
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	200	21.81	717	78.19	0	0.00	917
	20-49	380	53.82	326	46.18	0	0.00	706
	50-99	62	30.10	144	69.90	0	0.00	206
	Total 總數	***642***	***35.10***	***1,187***	***64.90***	***0***	***0.00***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	0	0.00	10
	20-49	0	-	0	-	0	-	0
	50-99	1	100.00	0	0.00	0	0.00	1
	Total 總數	***6***	***54.55***	***5***	***45.45***	***0***	***0.00***	***11***
Construction 建造	10-19	332	53.38	290	46.62	0	0.00	622
	20-49	290	39.08	452	60.92	0	0.00	742
	50-99	103	57.87	75	42.13	0	0.00	178
	Total 總數	***725***	***47.02***	***817***	***52.98***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	1,068	21.03	3,978	78.32	33	0.65	5,079
	20-49	1,163	34.12	2,246	65.88	0	0.00	3,409
	50-99	226	45.84	267	54.16	0	0.00	493
	Total 總數	***2,457***	***27.36***	***6,491***	***72.27***	***33***	***0.37***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	222	29.10	541	70.90	0	0.00	763
	20-49	352	24.56	1,081	75.44	0	0.00	1,433
	50-99	258	55.01	211	44.99	0	0.00	469
	Total 總數	***832***	***31.22***	***1,833***	***68.78***	***0***	***0.00***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	438	41.13	627	58.87	0	0.00	1,065
	20-49	425	55.34	310	40.36	33	4.30	768
	50-99	155	58.71	99	37.50	10	3.79	264
	Total 總數	***1,018***	***48.55***	***1,036***	***49.40***	***43***	***2.05***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	482	29.85	1,133	70.15	0	0.00	1,615
	20-49	465	31.06	1,032	68.94	0	0.00	1,497
	50-99	197	46.46	227	53.54	0	0.00	424
	Total 總數	***1,144***	***32.35***	***2,392***	***67.65***	***0***	***0.00***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	450	36.26	791	63.74	0	0.00	1,241
	20-49	611	61.16	388	38.84	0	0.00	999
	50-99	383	74.66	130	25.34	0	0.00	513
	Total 總數	***1,444***	***52.45***	***1,309***	***47.55***	***0***	***0.00***	***2,753***
All 整體	10-19	3,197	28.26	8,082	71.45	33	0.29	11,312
	20-49	3,686	38.58	5,835	61.07	33	0.35	9,554
	50-99	1,385	54.36	1,153	45.25	10	0.39	2,548
	Total 總數	***8,268***	***35.31***	***15,070***	***64.36***	***76***	***0.32***	***23,414***

Table 9.7S: Management Training for Supervisors in the Next Three Years by Principal Line of Business by Employment Size

表9.7S：未來三年機構會爲督導人員提供管理培訓的情況

Principal Line of Business 主要業務	Employment Size 員工人數	Will Provide Management Training for Existing Managers 機構會爲管理人員提供管理培訓		Will Not Provide Management Training for Existing Managers 機構不會爲管理人員提供管理培訓		No. of No Response 沒有回覆		Total 總數
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	200	21.81	717	78.19	0	0.00	917
	20-49	346	49.01	360	50.99	0	0.00	706
	50-99	62	30.10	144	69.90	0	0.00	206
	Total 總數	***608***	***33.24***	***1,221***	***66.76***	***0***	***0.00***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	0	0.00	10
	20-49	0	-	0	-	0	-	0
	50-99	1	100.00	0	0.00	0	0.00	1
	Total 總數	***6***	***54.55***	***5***	***45.45***	***0***	***0.00***	***11***
Construction 建造	10-19	332	53.38	290	46.62	0	0.00	622
	20-49	346	46.63	396	53.37	0	0.00	742
	50-99	113	63.48	65	36.52	0	0.00	178
	Total 總數	***791***	***51.30***	***751***	***48.70***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	1,078	21.22	3,968	78.13	33	0.65	5,079
	20-49	1,163	34.12	2,246	65.88	0	0.00	3,409
	50-99	246	49.90	247	50.10	0	0.00	493
	Total 總數	***2,487***	***27.69***	***6,461***	***71.94***	***33***	***0.37***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	334	23.19	1,106	76.81	0	0.00	1,440
	20-49	352	24.56	1,081	75.44	0	0.00	1,433
	50-99	258	55.01	211	44.99	0	0.00	469
	Total 總數	***944***	***28.25***	***2,398***	***71.75***	***0***	***0.00***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	438	41.13	627	58.87	0	0.00	1,065
	20-49	425	55.34	310	40.36	33	4.30	768
	50-99	155	58.71	99	37.50	10	3.79	264
	Total 總數	***1,018***	***48.55***	***1,036***	***49.40***	***43***	***2.05***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	482	29.85	1,133	70.15	0	0.00	1,615
	20-49	465	31.06	1,032	68.94	0	0.00	1,497
	50-99	197	46.46	227	53.54	0	0.00	424
	Total 總數	***1,144***	***32.35***	***2,392***	***67.65***	***0***	***0.00***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	450	37.94	736	62.06	0	0.00	1,186
	20-49	577	55.91	455	44.09	0	0.00	1,032
	50-99	383	74.66	130	25.34	0	0.00	513
	Total 總數	***1,410***	***51.63***	***1,321***	***48.37***	***0***	***0.00***	***2,731***
All 整體	10-19	3,319	27.81	8,582	71.91	33	0.28	11,934
	20-49	3,674	38.32	5,880	61.33	33	0.34	9,587
	50-99	1,415	55.53	1,123	44.07	10	0.39	2,548
	Total 總數	***8,408***	***34.93***	***15,585***	***64.75***	***76***	***0.32***	***24,069***

Table 9.8M: Management Training Plan for Middle Managers in the Next Three Years by Principal Line of Business by Employment Size

表9.8M：未來三年機構爲管理人員安排管理培訓的計劃

Principal Line of Business 主要業務	Employment Size 員工人數	Regularly Provide 培訓定期安排		Occasionally Provide 培訓間中安排		Will No Provide 不會安排		No. of No Response 沒有回覆數目		Total 總數
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	33	3.60	167	18.21	717	78.19	0	0.00	917
	20-49	101	14.31	279	39.52	326	46.18	0	0.00	706
	50-99	10	4.85	42	20.39	154	74.76	0	0.00	206
	Total 總數	***144***	***7.87***	***488***	***26.68***	***1,197***	***65.45***	***0***	***0.00***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	5	50.00	5	50.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	1	100.00	0	0.00	0	0.00	1
	Total 總數	***0***	***0.00***	***6***	***54.55***	***5***	***45.45***	***0***	***0.00***	***11***
Construction 建造	10-19	101	16.24	175	28.14	346	55.63	0	0.00	622
	20-49	178	23.99	168	22.64	396	53.37	0	0.00	742
	50-99	10	5.62	93	52.25	75	42.13	0	0.00	178
	Total 總數	***289***	***18.74***	***436***	***28.27***	***817***	***52.98***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	202	3.98	810	15.95	4,034	79.43	33	0.65	5,079
	20-49	189	5.54	753	22.09	2,467	72.37	0	0.00	3,409
	50-99	63	12.78	183	37.12	247	50.10	0	0.00	493
	Total 總數	***454***	***5.06***	***1,746***	***19.44***	***6,748***	***75.14***	***33***	***0.37***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	56	7.34	111	14.55	596	78.11	0	0.00	763
	20-49	100	6.98	219	15.28	1,114	77.74	0	0.00	1,433
	50-99	104	22.17	134	28.57	231	49.25	0	0.00	469
	Total 總數	***260***	***9.76***	***464***	***17.41***	***1,941***	***72.83***	***0***	***0.00***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	34	3.19	348	32.68	683	64.13	0	0.00	1,065
	20-49	212	27.60	213	27.73	310	40.36	33	4.30	768
	50-99	73	27.65	38	14.39	143	54.17	10	3.79	264
	Total 總數	***319***	***15.21***	***599***	***28.56***	***1,136***	***54.17***	***43***	***2.05***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	55	3.41	204	12.63	1,356	83.96	0	0.00	1,615
	20-49	244	16.30	221	14.76	1,032	68.94	0	0.00	1,497
	50-99	83	19.58	94	22.17	247	58.25	0	0.00	424
	Total 總數	***382***	***10.80***	***519***	***14.68***	***2,635***	***74.52***	***0***	***0.00***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	120	9.67	385	31.02	736	59.31	0	0.00	1,241
	20-49	235	23.52	343	34.33	421	42.14	0	0.00	999
	50-99	219	42.69	129	25.15	165	32.16	0	0.00	513
	Total 總數	***574***	***20.85***	***857***	***31.13***	***1,322***	***48.02***	***0***	***0.00***	***2,753***
All 整體	10-19	601	5.31	2,205	19.49	8,473	74.90	33	0.29	11,312
	20-49	1,259	13.18	2,196	22.99	6,066	63.49	33	0.35	9,554
	50-99	562	22.06	714	28.02	1,262	49.53	10	0.39	2,548
	Total 總數	***2,422***	***10.34***	***5,115***	***21.85***	***15,801***	***67.49***	***76***	***0.32***	***23,414***

Table 9.8S: Management Training Plan for Supervisors in the Next Three Years by Principal Line of Business by Employment Size

表9.8S：未來三年機構爲督導人員安排管理培訓的計劃

Principal Line of Business 主要業務	Employment Size 員工人數	Regularly Provide 培訓定期安排		Occasionally Provide 培訓間中安排		Will No Provide 不會安排		No. of No Response 沒有回覆數目		Total 總數
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	33	3.60	167	18.21	717	78.19	0	0.00	917
	20-49	67	9.49	313	44.33	326	46.18	0	0.00	706
	50-99	10	4.85	42	20.39	154	74.76	0	0.00	206
	Total 總數	***110***	***6.01***	***522***	***28.54***	***1,197***	***65.45***	***0***	***0.00***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	5	50.00	5	50.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	1	100.00	0	0.00	0	0.00	1
	Total 總數	***0***	***0.00***	***6***	***54.55***	***5***	***45.45***	***0***	***0.00***	***11***
Construction 建造	10-19	101	16.24	175	28.14	346	55.63	0	0.00	622
	20-49	178	23.99	168	22.64	396	53.37	0	0.00	742
	50-99	10	5.62	103	57.87	65	36.52	0	0.00	178
	Total 總數	***289***	***18.74***	***446***	***28.92***	***807***	***52.33***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	202	3.98	820	16.14	4,024	79.23	33	0.65	5,079
	20-49	222	6.51	720	21.12	2,467	72.37	0	0.00	3,409
	50-99	73	14.81	193	39.15	227	46.04	0	0.00	493
	Total 總數	***497***	***5.53***	***1,733***	***19.30***	***6,718***	***74.80***	***33***	***0.37***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	56	3.89	111	7.71	1,273	88.40	0	0.00	1,440
	20-49	100	6.98	219	15.28	1,114	77.74	0	0.00	1,433
	50-99	104	22.17	134	28.57	231	49.25	0	0.00	469
	Total 總數	***260***	***7.78***	***464***	***13.88***	***2,618***	***78.34***	***0***	***0.00***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	34	3.19	348	32.68	683	64.13	0	0.00	1,065
	20-49	212	27.60	213	27.73	310	40.36	33	4.30	768
	50-99	73	27.65	38	14.39	143	54.17	10	3.79	264
	Total 總數	***319***	***15.21***	***599***	***28.56***	***1,136***	***54.17***	***43***	***2.05***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	55	3.41	204	12.63	1,356	83.96	0	0.00	1,615
	20-49	244	16.30	221	14.76	1,032	68.94	0	0.00	1,497
	50-99	83	19.58	94	22.17	247	58.25	0	0.00	424
	Total 總數	***382***	***10.80***	***519***	***14.68***	***2,635***	***74.52***	***0***	***0.00***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	120	10.12	330	27.82	736	62.06	0	0.00	1,186
	20-49	235	22.77	310	30.04	487	47.19	0	0.00	1,032
	50-99	209	40.74	129	25.15	175	34.11	0	0.00	513
	Total 總數	***564***	***20.65***	***769***	***28.16***	***1,398***	***51.19***	***0***	***0.00***	***2,731***
All 整體	10-19	601	5.04	2,160	18.10	9,140	76.59	33	0.28	11,934
	20-49	1,258	13.12	2,164	22.57	6,132	63.96	33	0.34	9,587
	50-99	562	22.06	734	28.81	1,242	48.74	10	0.39	2,548
	Total 總數	***2,421***	***10.06***	***5,058***	***21.01***	***16,514***	***68.61***	***76***	***0.32***	***24,069***

Table 9.9M: Resources for Management Training for Middle Managers in the Next Three Years by Principal Line of Business by Employment Size

表9.9M：未來三年機構爲管理人員提供的管理培訓資源

Principal Line of Business 主要業務	Employment Size 員工人數	Training budget 培訓經費預算		Training department / section 培訓部門／組		In-company training centre 自設培訓中心		In-company learning resources centres 自設培訓資源中心		In-company intranet learning site 內聯網學習資訊		Full-time trainer(s) 全職培訓人員		Part-time trainer(s) 兼職培訓人員		Joint training programmes with other companies 與其他機構合辦培訓課程		Use of external management trainers 僱用外間管理培訓人員		Publishing in-house training newsletter 出版內部培訓通訊		Others 其他		None 沒有培訓資源		No Response 沒有回覆	Total 總數
		in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比		
Manufacturing 製造	10-19	56	6.11	33	3.60	89	9.71	0	0.00	56	6.11	89	9.71	55	6.00	144	15.70	56	6.11	56	6.11	0	0.00	739	80.59	0	917
	20-49	100	14.16	110	15.58	0	0.00	33	4.67	33	4.67	0	0.00	33	4.67	0	0.00	77	10.91	101	14.31	34	4.82	393	55.67	0	706
	50-99	10	5.10	10	5.10	0	0.00	0	0.00	0	0.00	0	0.00	33	16.84	0	0.00	0	0.00	0	0.00	0	0.00	143	72.96	10	206
	Total 總數	***166***	***9.13***	***153***	***8.41***	***89***	***4.89***	***33***	***1.81***	***89***	***4.89***	***89***	***4.89***	***121***	***6.65***	***144***	***7.92***	***133***	***7.31***	***157***	***8.63***	***34***	***1.87***	***1,275***	***70.09***	***10***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	5	50.00	0	0.00	0	0.00	5	50.00	0	10
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	0
	50-99	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	1
	Total 總數	***1***	***9.09***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***1***	***9.09***	***5***	***45.45***	***0***	***0.00***	***0***	***0.00***	***5***	***45.45***	***0***	***11***
Construction 建造	10-19	122	19.61	0	0.00	56	9.00	0	0.00	0	0.00	65	10.45	0	0.00	55	8.84	34	5.47	0	0.00	55	8.84	324	52.09	0	622
	20-49	123	16.58	122	16.44	0	0.00	0	0.00	0	0.00	0	0.00	33	4.45	112	15.09	0	0.00	33	4.45	0	0.00	497	66.98	0	742
	50-99	20	11.24	43	24.16	0	0.00	10	5.62	0	0.00	10	5.62	10	5.62	30	16.85	43	24.16	10	5.62	0	0.00	75	42.13	0	178
	Total 總數	***265***	***17.19***	***165***	***10.70***	***56***	***3.63***	***10***	***0.65***	***0***	***0.00***	***75***	***4.86***	***43***	***2.79***	***197***	***12.78***	***77***	***4.99***	***43***	***2.79***	***55***	***3.57***	***896***	***58.11***	***0***	***1,542***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	534	10.58	224	4.44	56	1.11	56	1.11	0	0.00	0	0.00	56	1.11	66	1.31	112	2.22	0	0.00	90	1.78	4,076	80.78	33	5,079
	20-49	189	5.54	133	3.90	33	0.97	33	0.97	0	0.00	11	0.32	33	0.97	76	2.23	276	8.10	67	1.97	0	0.00	2,690	78.91	0	3,409
	50-99	93	18.86	103	20.89	50	10.14	10	2.03	40	8.11	40	8.11	10	2.03	20	4.06	20	4.06	73	14.81	10	2.03	214	43.41	0	493
	Total 總數	***816***	***9.12***	***460***	***5.14***	***139***	***1.55***	***99***	***1.11***	***40***	***0.45***	***51***	***0.57***	***99***	***1.11***	***162***	***1.81***	***408***	***4.56***	***140***	***1.56***	***100***	***1.12***	***6,980***	***78.01***	***33***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	0	0.00	111	14.55	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	56	7.34	0	0.00	0	0.00	0	0.00	596	78.11	0	763
	20-49	0	0.00	77	5.37	0	0.00	0	0.00	0	0.00	99	6.91	66	4.61	33	2.30	100	6.98	33	2.30	10	0.70	1,081	75.44	0	1,433
	50-99	85	18.12	50	10.66	20	4.26	10	2.13	0	0.00	20	4.26	10	2.13	20	4.26	53	11.30	10	2.13	10	2.13	241	51.39	0	469
	Total 總數	***85***	***3.19***	***238***	***8.93***	***20***	***0.75***	***10***	***0.38***	***0***	***0.00***	***119***	***4.47***	***76***	***2.85***	***109***	***4.09***	***153***	***5.74***	***43***	***1.61***	***20***	***0.75***	***1,918***	***71.97***	***0***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	112	10.52	0	0.00	0	0.00	56	5.26	90	8.45	0	0.00	0	0.00	0	0.00	0	0.00	146	13.71	90	8.45	773	72.58	0	1,065
	20-49	201	27.35	145	19.73	0	0.00	34	4.63	146	19.86	89	12.11	0	0.00	56	7.62	34	4.63	146	19.86	0	0.00	400	54.42	33	768
	50-99	87	32.95	53	20.08	33	12.50	10	3.79	43	16.29	10	3.79	20	7.58	33	12.50	20	7.58	20	7.58	0	0.00	124	46.97	0	264
	Total 總數	***400***	***19.38***	***198***	***9.59***	***33***	***1.60***	***100***	***4.84***	***279***	***13.52***	***99***	***4.80***	***20***	***0.97***	***89***	***4.31***	***54***	***2.62***	***312***	***15.12***	***90***	***4.36***	***1,297***	***62.84***	***33***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	55	3.41	110	6.81	55	3.41	55	3.41	55	3.41	55	3.41	56	3.47	55	3.41	55	3.41	55	3.41	0	0.00	1,339	82.91	0	1,615
	20-49	344	22.98	112	7.48	56	3.74	0	0.00	99	6.61	56	3.74	33	2.20	211	14.09	155	10.35	2	0.13	0	0.00	930	62.12	0	1,497
	50-99	127	29.95	54	12.74	11	2.59	11	2.59	20	4.72	44	10.38	1	0.24	53	12.50	73	17.22	53	12.50	10	2.36	267	62.97	0	424
	Total 總數	***526***	***14.88***	***276***	***7.81***	***122***	***3.45***	***66***	***1.87***	***174***	***4.92***	***155***	***4.38***	***90***	***2.55***	***319***	***9.02***	***283***	***8.00***	***110***	***3.11***	***10***	***0.28***	***2,536***	***71.72***	***0***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	110	8.86	55	4.43	55	4.43	65	5.24	0	0.00	0	0.00	0	0.00	0	0.00	10	0.81	0	0.00	55	4.43	901	72.60	0	1,241
	20-49	380	38.04	111	11.11	66	6.61	33	3.30	0	0.00	34	3.40	0	0.00	131	13.11	74	7.41	0	0.00	67	6.71	454	45.45	0	999
	50-99	178	34.70	129	25.15	20	3.90	30	5.85	20	3.90	39	7.60	20	3.90	139	27.10	89	17.35	0	0.00	115	22.42	100	19.49	0	513
	Total 總數	***668***	***24.26***	***295***	***10.72***	***141***	***5.12***	***128***	***4.65***	***20***	***0.73***	***73***	***2.65***	***20***	***0.73***	***270***	***9.81***	***173***	***6.28***	***0***	***0.00***	***237***	***8.61***	***1,455***	***52.85***	***0***	***2,753***
All 整體	10-19	989	8.77	533	4.73	311	2.76	232	2.06	201	1.78	209	1.85	167	1.48	376	3.33	272	2.41	257	2.28	290	2.57	8,753	77.60	33	11,312
	20-49	1,337	14.04	810	8.51	155	1.63	133	1.40	278	2.92	289	3.04	198	2.08	619	6.50	716	7.52	382	4.01	111	1.17	6,445	67.69	33	9,554
	50-99	601	23.68	442	17.42	134	5.28	81	3.19	123	4.85	163	6.42	104	4.10	296	11.66	298	11.74	166	6.54	145	5.71	1,164	45.86	10	2,548
	Total 總數	***2,927***	***12.54***	***1,785***	***7.65***	***600***	***2.57***	***446***	***1.91***	***602***	***2.58***	***661***	***2.83***	***469***	***2.01***	***1,291***	***5.53***	***1,286***	***5.51***	***805***	***3.45***	***546***	***2.34***	***16,362***	***70.11***	***76***	***23,414***

Table 9.9S: Resources for Management Training for Supervisorsin the Next Three Yearsby Principal Line of Business by Employment Size

表9.9S：未來三年機構爲督導人員提供的管理培訓資源

Principal Line of Business 主要業務	Employment Size 員工人數	Training budget 培訓經費預算		Training department / section 培訓部門／組		In-company training centre 自設培訓中心		In-company learning resources centres 自設培訓資源中心		In-company intranet learning site 內聯網學習資訊		Full-time trainer(s) 全職培訓人員		Part-time trainer(s) 兼職培訓人員		Joint training programmes with other companies 與其他機構合辦培訓課程		Use of external management trainers 僱用外間管理培訓人員		Publishing in-house training newsletter 出版內部培訓通訊		Others 其他		None 沒有培訓資源		No Response 沒有回覆	Total 總數
		in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比	in No. 數目	in % 百分比		
Manufacturing 製造	10-19	56	6.11	89	9.71	145	15.81	56	6.11	0	0.00	33	3.60	111	12.10	144	15.70	56	6.11	56	6.11	0	0.00	739	80.59	0	917
	20-49	100	14.16	110	15.58	0	0.00	33	4.67	33	4.67	0	0.00	33	4.67	0	0.00	77	10.91	101	14.31	34	4.82	393	55.67	0	706
	50-99	10	5.10	10	5.10	0	0.00	0	0.00	0	0.00	0	0.00	33	16.84	0	0.00	0	0.00	0	0.00	0	0.00	143	72.96	10	206
	Total 總數	***166***	***9.13***	***209***	***11.49***	***145***	***7.97***	***89***	***4.89***	***33***	***1.81***	***33***	***1.81***	***177***	***9.73***	***144***	***7.92***	***133***	***7.31***	***157***	***8.63***	***34***	***1.87***	***1,275***	***70.09***	***10***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	5	50.00	0	0.00	0	0.00	5	50.00	0	10
	20-49	0	N.A.	0	N.A.	0	N.A.	0	N.A.	0	N.A.	0	N.A.	0	N.A.	0	N.A.	0	N.A.	0	N.A.	0	N.A.	0	N.A.	0	0
	50-99	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	1
	Total 總數	***1***	***9.09***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***1***	***9.09***	***5***	***45.45***	***0***	***0.00***	***0***	***0.00***	***5***	***45.45***	***0***	***11***
Construction 建造	10-19	122	19.61	0	0.00	0	0.00	56	9.00	0	0.00	121	19.45	0	0.00	55	8.84	34	5.47	56	9.00	55	8.84	324	52.09	0	622
	20-49	123	16.58	122	16.44	0	0.00	0	0.00	0	0.00	0	0.00	33	4.45	112	15.09	0	0.00	33	4.45	0	0.00	497	66.98	0	742
	50-99	20	11.24	43	24.16	0	0.00	10	5.62	0	0.00	0	0.00	10	5.62	30	16.85	43	24.16	10	5.62	0	0.00	75	42.13	0	178
	Total 總數	***265***	***17.19***	***165***	***10.70***	***0***	***0.00***	***66***	***4.28***	***0***	***0.00***	***121***	***7.85***	***43***	***2.79***	***197***	***12.78***	***77***	***4.99***	***99***	***6.42***	***55***	***3.57***	***896***	***58.11***	***0***	***1,542***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	534	10.58	280	5.55	56	1.11	111	2.20	0	0.00	56	1.11	56	1.11	66	1.31	112	2.22	0	0.00	90	1.78	4,076	80.78	33	5,079
	20-49	189	5.54	133	3.90	33	0.97	33	0.97	0	0.00	11	0.32	33	0.97	76	2.23	276	8.10	67	1.97	0	0.00	2,690	78.91	0	3,409
	50-99	93	18.86	103	20.89	50	10.14	10	2.03	40	8.11	40	8.11	10	2.03	20	4.06	20	4.06	73	14.81	10	2.03	214	43.41	0	493
	Total 總數	***816***	***9.12***	***516***	***5.77***	***139***	***1.55***	***154***	***1.72***	***40***	***0.45***	***107***	***1.20***	***99***	***1.11***	***162***	***1.81***	***408***	***4.56***	***140***	***1.56***	***100***	***1.12***	***6,980***	***78.01***	***33***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	0	0.00	56	3.89	0	0.00	0	0.00	0	0.00	56	3.89	56	3.89	56	3.89	56	3.89	0	0.00	0	0.00	1,272	88.33	0	1,440
	20-49	0	0.00	77	5.37	0	0.00	0	0.00	0	0.00	99	6.91	66	4.61	33	2.30	100	6.98	33	2.30	10	0.70	1,081	75.44	0	1,433
	50-99	85	18.12	50	10.66	20	4.26	10	2.13	0	0.00	20	4.26	10	2.13	20	4.26	53	11.30	10	2.13	10	2.13	241	51.39	0	469
	Total 總數	***85***	***2.54***	***183***	***5.48***	***20***	***0.60***	***10***	***0.30***	***0***	***0.00***	***175***	***5.24***	***132***	***3.95***	***109***	***3.26***	***209***	***6.25***	***43***	***1.29***	***20***	***0.60***	***2,594***	***77.62***	***0***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	112	10.52	0	0.00	0	0.00	56	5.26	90	8.45	0	0.00	0	0.00	0	0.00	0	0.00	146	13.71	90	8.45	773	72.58	0	1,065
	20-49	201	27.35	145	19.73	0	0.00	34	4.63	146	19.86	89	12.11	0	0.00	56	7.62	34	4.63	146	19.86	0	0.00	400	54.42	33	768
	50-99	87	32.95	53	20.08	33	12.50	10	3.79	43	16.29	10	3.79	20	7.58	33	12.50	20	7.58	20	7.58	0	0.00	124	46.97	0	264
	Total 總數	***400***	***19.38***	***198***	***9.59***	***33***	***1.60***	***100***	***4.84***	***279***	***13.52***	***99***	***4.80***	***20***	***0.97***	***89***	***4.31***	***54***	***2.62***	***312***	***15.12***	***90***	***4.36***	***1,297***	***62.84***	***33***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	55	3.41	110	6.81	55	3.41	55	3.41	55	3.41	0	0.00	56	3.47	55	3.41	55	3.41	55	3.41	0	0.00	1,339	82.91	0	1,615
	20-49	344	22.98	112	7.48	56	3.74	0	0.00	99	6.61	56	3.74	33	2.20	211	14.09	155	10.35	2	0.13	0	0.00	930	62.12	0	1,497
	50-99	127	29.95	54	12.74	11	2.59	11	2.59	20	4.72	44	10.38	1	0.24	53	12.50	73	17.22	53	12.50	10	2.36	267	62.97	0	424
	Total 總數	***526***	***14.88***	***276***	***7.81***	***122***	***3.45***	***66***	***1.87***	***174***	***4.92***	***100***	***2.83***	***90***	***2.55***	***319***	***9.02***	***283***	***8.00***	***110***	***3.11***	***10***	***0.28***	***2,536***	***71.72***	***0***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	110	9.27	55	4.64	55	4.64	65	5.48	0	0.00	0	0.00	0	0.00	0	0.00	10	0.84	0	0.00	55	4.64	846	71.33	0	1,186
	20-49	380	36.82	111	10.76	66	6.40	33	3.20	0	0.00	34	3.29	0	0.00	131	12.69	74	7.17	0	0.00	67	6.49	487	47.19	0	1,032
	50-99	178	34.70	129	25.15	20	3.90	30	5.85	20	3.90	39	7.60	20	3.90	129	25.15	89	17.35	0	0.00	115	22.42	100	19.49	0	513
	Total 總數	***668***	***24.46***	***295***	***10.80***	***141***	***5.16***	***128***	***4.69***	***20***	***0.73***	***73***	***2.67***	***20***	***0.73***	***260***	***9.52***	***173***	***6.33***	***0***	***0.00***	***237***	***8.68***	***1,433***	***52.47***	***0***	***2,731***
All 整體	10-19	989	8.31	590	4.96	311	2.61	399	3.35	145	1.22	266	2.24	279	2.34	376	3.16	328	2.76	313	2.63	290	2.44	9,374	78.77	33	11,934
	20-49	1,337	13.99	810	8.48	155	1.62	133	1.39	278	2.91	289	3.02	198	2.07	619	6.48	716	7.49	382	4.00	111	1.16	6,478	67.80	33	9,587
	50-99	601	23.68	442	17.42	134	5.28	81	3.19	123	4.85	153	6.03	104	4.10	286	11.27	298	11.74	166	6.54	145	5.71	1,164	45.86	10	2,548
	Total 總數	***2,927***	***12.20***	***1,842***	***7.68***	***600***	***2.50***	***613***	***2.55***	***546***	***2.28***	***708***	***2.95***	***581***	***2.42***	***1,281***	***5.34***	***1,342***	***5.59***	***861***	***3.59***	***546***	***2.28***	***17,016***	***70.92***	***76***	***24,069***

Table 9.10: Proportion of Training Budget to Average Annual Payroll in the Next Three Years by Principal Line of Business by Employment Size

表9.10：未來三年訓練及發展經費預算平均佔全年薪酬開支總額比例

Principal Line of Business 主要業務	Employment Size 員工人數	Proportion of Training Budget to Average Annual Payroll 訓練及發展經費預算平均佔全年薪酬開支比例												No Response 沒有回覆		Total 總數
		1%		2% - 3%		4% - 5%		6% - 7%		10%		15%				
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	0	0.00	0	0.00	0	0.00	0	0.00	56	0.01	0	0.00	0	0.00	56
	20-49	100	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	100
	50-99	0	0.00	0	0.00	0	0.00	0	0.00	10	100.00	0	0.00	0	0.00	10
	Total 總數	***100***	60.24	***0***	0.00	***0***	0.00	***0***	0.00	***66***	39.76	***0***	0.00	***0***	0.00	***166***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00	0	0.00	1
	Total 總數	***0***	0.00	***0***	0.00	***0***	0.00	***0***	0.00	***1***	100.00	***0***	0.00	***0***	0.00	***1***
Construction 建造	10-19	0	0.00	0	0.00	122	100.00	0	0.00	0	0.00	0	0.00	0	0.00	122
	20-49	0	0.00	67	54.47	56	45.53	0	0.00	0	0.00	0	0.00	0	0.00	123
	50-99	0	0.00	0	0.00	20	100.00	0	0.00	0	0.00	0	0.00	0	0.00	20
	Total 總數	***0***	0.00	***67***	25.28	***198***	74.72	***0***	0.00	***0***	0.00	***0***	0.00	***0***	0.00	***265***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	144	26.97	224	41.95	111	20.79	0	0.00	55	10.30	0	0.00	0	0.00	534
	20-49	89	47.09	0	0.00	67	35.45	0	0.00	0	0.00	0	0.00	33	17.46	189
	50-99	53	56.99	20	21.51	10	10.75	0	0.00	10	10.75	0	0.00	0	0.00	93
	Total 總數	***286***	35.05	***244***	29.90	***188***	23.04	***0***	0.00	***65***	7.97	***0***	0.00	***33***	4.04	***816***
Restaurants and Hotels 食肆及酒店	10-19	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	55	64.71	20	23.53	10	11.76	0	0.00	0	0.00	0	0.00	0	0.00	85
	Total 總數	***55***	64.71	***20***	23.53	***10***	11.76	***0***	0.00	***0***	0.00	***0***	0.00	***0***	0.00	***85***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	56	50.00	56	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	112
	20-49	0	0.00	56	27.86	0	0.00	33	16.42	56	27.86	0	0.00	56	27.86	201
	50-99	19	21.84	0	0.00	49	56.32	0	0.00	19	21.84	0	0.00	0	0.00	87
	Total 總數	***75***	18.75	***112***	28.00	***49***	12.25	***33***	8.25	***75***	18.75	***0***	0.00	***56***	14.00	***400***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	0	0.00	0	0.00	0	0.00	0	0.00	55	100.00	0	0.00	0	0.00	55
	20-49	33	9.59	99	28.78	179	52.03	0	0.00	0	0.00	0	0.00	33	9.59	344
	50-99	21	16.54	10	7.87	20	15.75	0	0.00	33	25.98	10	7.87	33	25.98	127
	Total 總數	***54***	10.27	***109***	20.72	***199***	37.83	***0***	0.00	***88***	16.73	***10***	1.90	***66***	12.55	***526***
Community, Social and Personal Services 社區、社會及個人服務	10-19	0	0.00	55	50.00	0	0.00	55	50.00	0	0.00	0	0.00	0	0.00	110
	20-49	67	17.63	68	17.89	211	55.53	0	0.00	34	8.95	0	0.00	0	0.00	380
	50-99	30	16.85	88	49.44	50	28.09	0	0.00	10	5.62	0	0.00	0	0.00	178
	Total 總數	***97***	14.52	***211***	31.59	***261***	39.07	***55***	8.23	***44***	6.59	***0***	0.00	***0***	0.00	***668***
All 整體	10-19	200	20.22	335	33.87	233	23.56	55	5.56	166	16.78	0	0.00	0	0.00	989
	20-49	289	21.62	290	21.69	513	38.37	33	2.47	90	6.73	0	0.00	122	9.12	1,337
	50-99	178	29.62	138	22.96	159	26.46	0	0.00	83	13.81	10	1.66	33	5.49	601
	Total 總數	***667***	22.79	***763***	26.07	***905***	30.92	***88***	3.01	***339***	11.58	***10***	0.34	***155***	5.30	***2,927***

Table 9.11: Comparison of the Training Budget of the Next Three Years to the Last Three Years by Principal Line of Business by Employment Size

表9.11：未來三年與過去三年訓練及發展經費預算的比較

Principal Line of Business 主要業務	Employment Size 員工人數	Comparison of the Training Budget to the Last Three Years 訓練及發展經費預算與過去三年的比較						No Response 沒有回覆		Total 總數
		Increased 增加		Decreased 減少		Remain Unchanged 維持不變				
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	0	0.00	0	0.00	56	100.00	0	0.00	56
	20-49	33	33.00	0	0.00	67	67.00	0	0.00	100
	50-99	0	0.00	0	0.00	10	100.00	0	0.00	10
	Total 總數	***33***	***19.88***	***0***	***0.00***	***133***	***80.12***	***0***	***0.00***	***166***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	-	0	-	0	-	0	-	0
	20-49	0	-	0	-	0	-	0	-	0
	50-99	1	100.00	0	0.00	0	0.00	0	0.00	1
	Total 總數	***1***	***100.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***1***
Construction 建造	10-19	89	72.95	0	0.00	33	27.05	0	0.00	122
	20-49	0	0.00	0	0.00	123	100.00	0	0.00	123
	50-99	10	50.00	0	0.00	10	50.00	0	0.00	20
	Total 總數	***99***	***37.36***	***0***	***0.00***	***166***	***62.64***	***0***	***0.00***	***265***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	168	31.46	55	10.30	311	58.24	0	0.00	534
	20-49	122	64.55	0	0.00	67	35.45	0	0.00	189
	50-99	20	21.51	0	0.00	73	78.49	0	0.00	93
	Total 總數	***310***	***37.99***	***55***	***6.74***	***451***	***55.27***	***0***	***0.00***	***816***
Restaurants and Hotels 食肆及酒店	10-19	0	-	0	-	0	-	0	-	0
	20-49	0	-	0	-	0	-	0	-	0
	50-99	34	40.00	0	0.00	51	60.00	0	0.00	85
	Total 總數	***34***	***40.00***	***0***	***0.00***	***51***	***60.00***	***0***	***0.00***	***85***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	0	0.00	0	0.00	112	100.00	0	0.00	112
	20-49	112	55.72	0	0.00	89	44.28	0	0.00	201
	50-99	40	45.98	0	0.00	47	54.02	0	0.00	87
	Total 總數	***152***	***38.00***	***0***	***0.00***	***248***	***62.00***	***0***	***0.00***	***400***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	55	100.00	0	0.00	0	0.00	0	0.00	55
	20-49	112	32.56	0	0.00	232	67.44	0	0.00	344
	50-99	63	49.61	0	0.00	64	50.39	0	0.00	127
	Total 總數	***230***	***43.73***	***0***	***0.00***	***296***	***56.27***	***0***	***0.00***	***526***
Community, Social and Personal Services 社區、社會及個人服務	10-19	110	100.00	0	0.00	0	0.00	0	0.00	110
	20-49	245	64.47	0	0.00	135	35.53	0	0.00	380
	50-99	59	33.15	0	0.00	119	66.85	0	0.00	178
	Total 總數	***414***	***61.98***	***0***	***0.00***	***254***	***38.02***	***0***	***0.00***	***668***
All 整體	10-19	422	42.67	55	5.56	512	51.77	0	0.00	989
	20-49	624	46.67	0	0.00	713	53.33	0	0.00	1,337
	50-99	227	37.77	0	0.00	374	62.23	0	0.00	601
	Total 總數	***1,273***	***43.49***	***55***	***1.88***	***1,599***	***54.63***	***0***	***0.00***	***2,927***

Table 9.12M: Provision of Management Training for Managers by Principal Line of Business by Employment Size

表9.12M：未來三年機構爲管理人員提供的管理培訓安排

Principal Line of Business 主要業務	Employment Size 員工人數	Type of Training will be provided 提供的管理培訓安排						Total 總數
		Organising in-company management training 自辦管理培訓		Sponsoring managemnt staff to attend external programmes 資助員工修讀外間課程		Others 其他		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	178	100.00	89	50.00	0	0.00	178
	20-49	211	67.41	178	56.87	67	21.41	313
	50-99	20	37.74	33	62.26	0	0.00	53
	Total 總數	***409***	***75.18***	***300***	***55.15***	***67***	***12.32***	***544***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	5	100.00	0	0.00	5
	20-49	0	N.A.	0	N.A.	0	N.A.	0
	50-99	1	100.00	1	100.00	0	0.00	1
	Total 總數	***1***	***16.67***	***6***	***100.00***	***0***	***0.00***	***6***
Construction 建造	10-19	99	33.22	298	100.00	0	0.00	298
	20-49	66	26.94	212	86.53	0	0.00	245
	50-99	73	70.87	50	48.54	0	0.00	103
	Total 總數	***238***	***36.84***	***560***	***86.69***	***0***	***0.00***	***646***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	390	40.21	682	70.31	10	1.03	970
	20-49	319	44.37	476	66.20	67	9.32	719
	50-99	186	66.67	120	43.01	53	19.00	279
	Total 總數	***895***	***45.48***	***1,278***	***64.94***	***130***	***6.61***	***1,968***
Restaurants and Hotels 食肆及酒店	10-19	167	100.00	56	33.53	0	0.00	167
	20-49	252	71.59	167	47.44	33	9.38	352
	50-99	123	53.95	168	73.68	0	0.00	228
	Total 總數	***542***	***72.56***	***391***	***52.34***	***33***	***4.42***	***747***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	146	50.00	258	88.36	0	0.00	292
	20-49	302	90.15	213	63.58	0	0.00	335
	50-99	121	86.43	88	62.86	0	0.00	140
	Total 總數	***569***	***74.19***	***559***	***72.88***	***0***	***0.00***	***767***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	276	100.00	166	60.14	0	0.00	276
	20-49	267	50.00	399	74.72	69	12.92	534
	50-99	127	80.89	147	93.63	10	6.37	157
	Total 總數	***670***	***69.29***	***712***	***73.63***	***79***	***8.17***	***967***
Community, Social and Personal Services 社區、社會及個人服務	10-19	120	35.29	175	51.47	55	16.18	340
	20-49	289	53.03	512	93.94	0	0.00	545
	50-99	198	50.38	268	68.19	75	19.08	393
	Total 總數	***607***	***47.50***	***955***	***74.73***	***130***	***10.17***	***1,278***
All 整體	10-19	1,376	54.47	1,729	68.45	65	2.57	2,526
	20-49	1,706	56.06	2,157	70.88	236	7.76	3,043
	50-99	849	62.70	875	64.62	138	10.19	1,354
	Total 總數	***3,931***	***56.78***	***4,761***	***68.77***	***439***	***6.34***	***6,923***

Table 9.12S: Provision of Management Training for Supervisors by Principal Line of Business by Employment Size

表9.12S：未來三年機構爲督導人員提供的管理培訓安排

Principal Line of Business 主要業務	Employment Size 員工人數	Type of Training will be provided 提供的管理培訓安排						Total 總數
		Organising in-company management training 自辦管理培訓		Sponsoring managemnt staff to attend external programmes 資助員工修讀外間課程		Others 其他		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	122	68.54	89	50.00	0	0.00	178
	20-49	211	67.41	178	56.87	67	21.41	313
	50-99	20	37.74	33	62.26	0	0.00	53
	Total 總數	***353***	***64.89***	***300***	***55.15***	***67***	***12.32***	***544***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	5	100.00	0	0.00	5
	20-49	0	-	0	-	0	-	0
	50-99	1	100.00	1	100.00	0	0.00	1
	Total 總數	***1***	***16.67***	***6***	***100.00***	***0***	***0.00***	***6***
Construction 建造	10-19	99	33.22	298	100.00	0	0.00	298
	20-49	66	26.94	212	86.53	0	0.00	245
	50-99	73	70.87	50	48.54	0	0.00	103
	Total 總數	***238***	***36.84***	***560***	***86.69***	***0***	***0.00***	***646***
Wholesale, Retail and Import/ Export Trades 零售批發及出入口	10-19	390	40.21	682	70.31	10	1.03	970
	20-49	352	48.96	443	61.61	67	9.32	719
	50-99	196	70.25	110	39.43	53	19.00	279
	Total 總數	***938***	***47.66***	***1,235***	***62.75***	***130***	***6.61***	***1,968***
Restaurants and Hotels 食肆及酒店	10-19	112	66.67	112	66.67	0	0.00	168
	20-49	252	71.59	167	47.44	33	9.38	352
	50-99	123	53.95	168	73.68	0	0.00	228
	Total 總數	***487***	***65.11***	***447***	***59.76***	***33***	***4.41***	***748***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	146	50.00	258	88.36	0	0.00	292
	20-49	302	90.15	213	63.58	0	0.00	335
	50-99	121	86.43	88	62.86	0	0.00	140
	Total 總數	***569***	***74.19***	***559***	***72.88***	***0***	***0.00***	***767***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	276	100.00	111	40.22	0	0.00	276
	20-49	267	50.00	399	74.72	69	12.92	534
	50-99	127	80.89	147	93.63	10	6.37	157
	Total 總數	***670***	***69.29***	***657***	***67.94***	***79***	***8.17***	***967***
Community, Social and Personal Services 社區、社會及個人服務	10-19	120	35.29	175	51.47	55	16.18	340
	20-49	289	53.03	512	93.94	0	0.00	545
	50-99	208	52.93	258	65.65	75	19.08	393
	Total 總數	***617***	***48.28***	***945***	***73.94***	***130***	***10.17***	***1,278***
All 整體	10-19	1,265	50.06	1,730	68.46	65	2.57	2,527
	20-49	1,739	57.15	2,124	69.80	236	7.76	3,043
	50-99	869	64.18	855	63.15	138	10.19	1,354
	Total 總數	***3,873***	***55.94***	***4,709***	***68.01***	***439***	***6.34***	***6,924***

Table 9.13M: Reasons for Not Arranging Management Training for Managers by Principal Line of Business by Employment Size

表9.13M：不擬爲管理人員安排管理培訓的原因

Principal Line of Business 主要業務	Employment Size 員工人數	Reasons for Not Arranging Management Training 不擬安排管理培訓的原因														Total 總數
		Lack of resources for training 培訓資源不足		Does not believe in the value of management training 不認爲管理培訓有價值		Not able to release staff for training 手人不足，無法派遣職員接受訓練		Does not consider staff worth training 不認爲員工值得培訓		Has sufficient well-trained staff already 已有足夠受過良好訓練的員工		Cost constraints 經費限制		Others 其他		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	146	19.76	112	15.16	279	37.75	56	7.58	258	34.91	168	22.73	112	15.16	739
	20-49	78	19.85	34	8.65	0	0.00	0	0.00	135	34.35	112	28.50	68	17.30	393
	50-99	34	23.78	0	0.00	44	30.77	0	0.00	80	55.94	53	37.06	10	6.99	143
	Total 總數	***258***	***20.24***	***146***	***11.45***	***323***	***25.33***	***56***	***4.39***	***473***	***37.10***	***333***	***26.12***	***190***	***14.90***	***1,275***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	0	0.00	5	100.00	0	0.00	0	0.00	0	0.00	0	0.00	5
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	Total 總數	***0***	***0.00***	***0***	***0.00***	***5***	***100.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***5***
Construction 建造	10-19	89	27.47	0	0.00	90	27.78	33	10.19	89	27.47	33	10.19	56	17.28	324
	20-49	123	24.75	0	0.00	121	24.35	0	0.00	310	62.37	65	13.08	0	0.00	497
	50-99	0	0.00	65	86.67	10	13.33	0	0.00	0	0.00	10	13.33	0	0.00	75
	Total 總數	***212***	***23.66***	***65***	***7.25***	***221***	***24.67***	***33***	***3.68***	***399***	***44.53***	***108***	***12.05***	***56***	***6.25***	***896***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	722	17.96	334	8.31	1,107	27.53	278	6.91	734	18.25	724	18.01	524	13.03	4,021
	20-49	965	35.87	199	7.40	552	20.52	143	5.32	886	32.94	697	25.91	241	8.96	2,690
	50-99	73	34.11	10	4.67	40	18.69	10	4.67	71	33.18	40	18.69	20	9.35	214
	Total 總數	***1,760***	***25.42***	***543***	***7.84***	***1,699***	***24.53***	***431***	***6.22***	***1,691***	***24.42***	***1,461***	***21.10***	***785***	***11.34***	***6,925***
Restaurants and Hotels 食肆及酒店	10-19	220	36.91	165	27.68	253	42.45	55	9.23	0	0.00	254	42.62	34	5.70	596
	20-49	210	19.43	132	12.21	275	25.44	221	20.44	55	5.09	254	23.50	99	9.16	1,081
	50-99	91	37.76	20	8.30	50	20.75	40	16.60	50	20.75	70	29.05	10	4.15	241
	Total 總數	***521***	***27.16***	***317***	***16.53***	***578***	***30.14***	***316***	***16.48***	***105***	***5.47***	***578***	***30.14***	***143***	***7.46***	***1,918***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	145	18.76	56	7.24	89	11.51	0	0.00	203	26.26	259	33.51	168	21.73	773
	20-49	100	25.00	0	0.00	67	16.75	34	8.50	233	58.25	67	16.75	0	0.00	400
	50-99	54	43.55	10	8.06	20	16.13	0	0.00	40	32.26	30	24.19	10	8.06	124
	Total 總數	***299***	***23.05***	***66***	***5.09***	***176***	***13.57***	***34***	***2.62***	***476***	***36.70***	***356***	***27.45***	***178***	***13.72***	***1,297***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	255	19.04	256	19.12	380	28.38	0	0.00	425	31.74	167	12.47	5	0.37	1,339
	20-49	66	7.36	199	22.19	123	13.71	46	5.13	464	51.73	99	11.04	33	3.68	897
	50-99	92	35.80	53	20.62	30	11.67	0	0.00	69	26.85	63	24.51	20	7.78	257
	Total 總數	***413***	***16.57***	***508***	***20.38***	***533***	***21.38***	***46***	***1.85***	***958***	***38.43***	***329***	***13.20***	***58***	***2.33***	***2,493***
Community, Social and Personal Services 社區、社會及個人服務	10-19	253	28.08	143	15.87	274	30.41	0	0.00	198	21.98	252	27.97	0	0.00	901
	20-49	155	34.14	66	14.54	78	17.18	33	7.27	111	24.45	110	24.23	34	7.49	454
	50-99	10	11.11	20	22.22	20	22.22	0	0.00	30	33.33	10	11.11	20	22.22	90
	Total 總數	***418***	***28.93***	***229***	***15.85***	***372***	***25.74***	***33***	***2.28***	***339***	***23.46***	***372***	***25.74***	***54***	***3.74***	***1,445***
All 整體	10-19	1,830	21.04	1,066	12.26	2,477	28.48	422	4.85	1,907	21.92	1,857	21.35	899	10.34	8,698
	20-49	1,697	26.47	630	9.83	1,216	18.96	477	7.44	2,194	34.22	1,404	21.90	475	7.41	6,412
	50-99	354	30.94	178	15.56	214	18.71	50	4.37	340	29.72	276	24.13	90	7.87	1,144
	Total 總數	***3,881***	***23.88***	***1,874***	***11.53***	***3,907***	***24.04***	***949***	***5.84***	***4,441***	***27.32***	***3,537***	***21.76***	***1,464***	***9.01***	***16,254***

Table 9.13S: Reasons for Not Arranging Management Training for Supervisors by Principal Line of Business by Employment Size

表9.13S：不擬爲督導人員安排管理培訓的原因

Principal Line of Business 主要業務	Employment Size 員工人數	Reasons for Not Arranging Management Training 不擬安排管理培訓的原因														Total 總數
		Lack of resources for training 培訓資源不足		Does not believe in the value of management training 不認爲管理培訓有價值		Not able to release staff for training 手人不足，無法派遣職員接受訓練		Does not consider staff worth training 不認爲員工值得培訓		Has sufficient well-trained staff already 已有足夠受過良好訓練的員工		Cost constraints 經費限制		Others 其他		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	146	19.76	168	22.73	279	37.75	56	7.58	258	34.91	168	22.73	112	15.16	739
	20-49	78	19.85	34	8.65	0	0.00	0	0.00	135	34.35	112	28.50	68	17.30	393
	50-99	34	23.78	0	0.00	44	30.77	0	0.00	80	55.94	53	37.06	10	6.99	143
	Total 總數	***258***	***20.24***	***202***	***15.84***	***323***	***25.33***	***56***	***4.39***	***473***	***37.10***	***333***	***26.12***	***190***	***14.90***	***1,275***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	0	0.00	5	100.00	0	0.00	0	0.00	0	0.00	0	0.00	5
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	Total 總數	***0***	***0.00***	***0***	***0.00***	***5***	***100.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***5***
Construction 建造	10-19	89	27.47	0	0.00	90	27.78	33	10.19	89	27.47	33	10.19	56	17.28	324
	20-49	123	24.75	0	0.00	121	24.35	0	0.00	310	62.37	65	13.08	0	0.00	497
	50-99	0	0.00	65	86.67	10	13.33	0	0.00	0	0.00	10	13.33	0	0.00	75
	Total 總數	***212***	***23.66***	***65***	***7.25***	***221***	***24.67***	***33***	***3.68***	***399***	***44.53***	***108***	***12.05***	***56***	***6.25***	***896***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	722	17.96	334	8.31	1,051	26.14	278	6.91	734	18.25	780	19.40	524	13.03	4,021
	20-49	965	35.87	199	7.40	519	19.29	143	5.32	853	31.71	697	25.91	241	8.96	2,690
	50-99	83	38.79	10	4.67	40	18.69	10	4.67	71	33.18	30	14.02	20	9.35	214
	Total 總數	***1,770***	***25.56***	***543***	***7.84***	***1,610***	***23.25***	***431***	***6.22***	***1,658***	***23.94***	***1,507***	***21.76***	***785***	***11.34***	***6,925***
Restaurants and Hotels 食肆及酒店	10-19	386	30.35	331	26.02	365	28.69	110	8.65	200	15.72	254	19.97	67	5.27	1,272
	20-49	210	19.43	132	12.21	275	25.44	221	20.44	55	5.09	254	23.50	99	9.16	1,081
	50-99	91	37.76	20	8.30	50	20.75	40	16.60	40	16.60	80	33.20	10	4.15	241
	Total 總數	***687***	***26.48***	***483***	***18.62***	***690***	***26.60***	***371***	***14.30***	***295***	***11.37***	***588***	***22.67***	***176***	***6.78***	***2,594***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	145	18.76	56	7.24	89	11.51	0	0.00	203	26.26	259	33.51	168	21.73	773
	20-49	100	25.00	0	0.00	67	16.75	34	8.50	233	58.25	67	16.75	0	0.00	400
	50-99	64	51.61	10	8.06	20	16.13	0	0.00	40	32.26	20	16.13	10	8.06	124
	Total 總數	***309***	***23.82***	***66***	***5.09***	***176***	***13.57***	***34***	***2.62***	***476***	***36.70***	***346***	***26.68***	***178***	***13.72***	***1,297***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	255	19.04	256	19.12	380	28.38	0	0.00	425	31.74	167	12.47	5	0.37	1,339
	20-49	66	7.36	199	22.19	123	13.71	46	5.13	464	51.73	99	11.04	33	3.68	897
	50-99	92	35.80	53	20.62	30	11.67	0	0.00	69	26.85	63	24.51	20	7.78	257
	Total 總數	***413***	***16.57***	***508***	***20.38***	***533***	***21.38***	***46***	***1.85***	***958***	***38.43***	***329***	***13.20***	***58***	***2.33***	***2,493***
Community, Social and Personal Services 社區、社會及個人服務	10-19	253	29.91	143	16.90	219	25.89	0	0.00	198	23.40	197	23.29	0	0.00	846
	20-49	188	38.60	66	13.55	111	22.79	33	6.78	111	22.79	143	29.36	34	6.98	487
	50-99	10	11.11	20	22.22	20	22.22	0	0.00	30	33.33	10	11.11	20	22.22	90
	Total 總數	***451***	***31.69***	***229***	***16.09***	***350***	***24.60***	***33***	***2.32***	***339***	***23.82***	***350***	***24.60***	***54***	***3.79***	***1,423***
All 整體	10-19	1,996	21.42	1,288	13.82	2,478	26.59	477	5.12	2,107	22.61	1,858	19.94	932	10.00	9,319
	20-49	1,730	26.84	630	9.78	1,216	18.87	477	7.40	2,161	33.53	1,437	22.30	475	7.37	6,445
	50-99	374	32.69	178	15.56	214	18.71	50	4.37	330	28.85	266	23.25	90	7.87	1,144
	Total 總數	***4,100***	***24.25***	***2,096***	***12.40***	***3,908***	***23.11***	***1,004***	***5.94***	***4,598***	***27.19***	***3,561***	***21.06***	***1,497***	***8.85***	***16,908***

Table 9.14M: Mode of In-company Management Training for Managers by Principal Line of Business by Employment Size

表9.14M：機構屬意爲管理人員的提供的自辦管理培訓方式

Principal Line of Business 主要業務	Employment Size 員工人數	Mode of In-company Management Training 自辦管理培訓方式						No Response 沒有回覆		Total 總數
		On-the-job management training 在職培訓		Off-the-job management training 職外培訓		Both 兩者混合				
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	425	46.35	224	24.43	212	23.12	56	6.11	917
	20-49	447	63.31	102	14.45	157	22.24	0	0.00	706
	50-99	188	91.26	0	0.00	18	8.74	0	0.00	206
	Total 總數	***1,060***	***57.96***	***326***	***17.82***	***387***	***21.16***	***56***	***3.06***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	1	100.00	0	0.00	1
	Total 總數	***5***	***45.45***	***5***	***45.45***	***1***	***9.09***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***388***	***62.38***	***56***	***9.00***	***178***	***28.62***	***0***	***0.00***	***622***
	20-49	442	59.57	112	15.09	188	25.34	0	0.00	742
	50-99	40	22.47	10	5.62	128	71.91	0	0.00	178
	Total 總數	***870***	***56.42***	***178***	***11.54***	***494***	***32.04***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	3,229	63.58	560	11.03	1,202	23.67	88	1.73	5,079
	20-49	1,922	56.38	665	19.51	788	23.12	34	1.00	3,409
	50-99	247	50.10	50	10.14	196	39.76	0	0.00	493
	Total 總數	***5,398***	***60.10***	***1,275***	***14.20***	***2,186***	***24.34***	***122***	***1.36***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	399	52.29	198	25.95	166	21.76	0	0.00	763
	20-49	848	59.18	122	8.51	429	29.94	34	2.37	1,433
	50-99	282	60.13	40	8.53	147	31.34	0	0.00	469
	Total 總數	***1,529***	***57.37***	***360***	***13.51***	***742***	***27.84***	***34***	***1.28***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	550	51.64	202	18.97	280	26.29	33	3.10	1,065
	20-49	446	58.07	66	8.59	223	29.04	33	4.30	768
	50-99	152	57.58	29	10.98	83	31.44	0	0.00	264
	Total 總數	***1,148***	***54.74***	***297***	***14.16***	***586***	***27.94***	***66***	***3.15***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	993	61.49	111	6.87	511	31.64	0	0.00	1,615
	20-49	845	56.45	230	15.36	367	24.52	55	3.67	1,497
	50-99	146	34.43	63	14.86	195	45.99	20	4.72	424
	Total 總數	***1,984***	***56.11***	***404***	***11.43***	***1,073***	***30.35***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	779	62.77	55	4.43	407	32.80	0	0.00	1,241
	20-49	490	49.05	68	6.81	441	44.14	0	0.00	999
	50-99	230	44.83	69	13.45	204	39.77	10	1.95	513
	Total 總數	***1,499***	***54.45***	***192***	***6.97***	***1,052***	***38.21***	***10***	***0.36***	***2,753***
All 整體	10-19	6,768	59.83	1,411	12.47	2,956	26.13	177	1.56	11,312
	20-49	5,440	56.94	1,365	14.29	2,593	27.14	156	1.63	9,554
	50-99	1,285	50.43	261	10.24	972	38.15	30	1.18	2,548
	Total 總數	***13,493***	***57.63***	***3,037***	***12.97***	***6,521***	***27.85***	***363***	***1.55***	***23,414***

Table 9.14S: Mode of In-company Management Training for Supervisors by Principal Line of Business by Employment Size

表9.14S：機構屬意爲督導人員的提供的自辦管理培訓方式

Principal Line of Business 主要業務	Employment Size 員工人數	Mode of In-company Management Training 自辦管理培訓方式						No Response 沒有回覆		Total 總數
		On-the-job management training 在職培訓		Off-the-job management training 職外培訓		Both 兩者混合				
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	425	46.35	224	24.43	212	23.12	56	6.11	917
	20-49	481	68.13	68	9.63	157	22.24	0	0.00	706
	50-99	188	91.26	0	0.00	18	8.74	0	0.00	206
	Total 總數	***1,094***	***59.81***	***292***	***15.97***	***387***	***21.16***	***56***	***3.06***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	0	0.00	0	0.00	10
	20-49	0	N.A.	0	N.A.	0	N.A.	0	N.A.	0
	50-99	0	0.00	0	0.00	1	100.00	0	0.00	1
	Total 總數	***5***	***45.45***	***5***	***45.45***	***1***	***9.09***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***388***	***62.38***	***56***	***9.00***	***178***	***28.62***	***0***	***0.00***	***622***
	20-49	442	59.57	112	15.09	188	25.34	0	0.00	742
	50-99	40	22.47	10	5.62	128	71.91	0	0.00	178
	Total 總數	***870***	***56.42***	***178***	***11.54***	***494***	***32.04***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	3,285	64.68	504	9.92	1,202	23.67	88	1.73	5,079
	20-49	1,955	57.35	632	18.54	788	23.12	34	1.00	3,409
	50-99	257	52.13	50	10.14	186	37.73	0	0.00	493
	Total 總數	***5,497***	***61.21***	***1,186***	***13.21***	***2,176***	***24.23***	***122***	***1.36***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	709	49.24	398	27.64	333	23.13	0	0.00	1,440
	20-49	848	59.18	122	8.51	429	29.94	34	2.37	1,433
	50-99	282	60.13	40	8.53	147	31.34	0	0.00	469
	Total 總數	***1,839***	***55.03***	***560***	***16.76***	***909***	***27.20***	***34***	***1.02***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	550	51.64	202	18.97	280	26.29	33	3.10	1,065
	20-49	446	58.07	66	8.59	223	29.04	33	4.30	768
	50-99	152	57.58	29	10.98	83	31.44	0	0.00	264
	Total 總數	***1,148***	***54.74***	***297***	***14.16***	***586***	***27.94***	***66***	***3.15***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	993	61.49	111	6.87	511	31.64	0	0.00	1,615
	20-49	845	56.45	230	15.36	367	24.52	55	3.67	1,497
	50-99	146	34.43	63	14.86	195	45.99	20	4.72	424
	Total 總數	***1,984***	***56.11***	***404***	***11.43***	***1,073***	***30.35***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	779	65.68	0	0.00	407	34.32	0	0.00	1,186
	20-49	523	50.68	68	6.59	441	42.73	0	0.00	1,032
	50-99	230	44.83	69	13.45	204	39.77	10	1.95	513
	Total 總數	***1,532***	***56.10***	***137***	***5.02***	***1,052***	***38.52***	***10***	***0.37***	***2,731***
All 整體	10-19	7,134	59.78	1,500	12.57	3,123	26.17	177	1.48	11,934
	20-49	5,540	57.79	1,298	13.54	2,593	27.05	156	1.63	9,587
	50-99	1,295	50.82	261	10.24	962	37.76	30	1.18	2,548
	Total 總數	***13,969***	***58.04***	***3,059***	***12.71***	***6,678***	***27.75***	***363***	***1.51***	***24,069***

Table 9.15M : Preferred Type of Programmes Sponsored to Managers by Principal Line of Business by Employment Size

表9.15M：機構屬意資助管理人員的接受管理培訓的課程類型

Principal Line of Business 主要業務	Employment Size 員工人數	Type of Programmes 課程類型								Total 總數
		External management day programmes 外間日間課程		External management evening programmes 外間夜間課程		Local attachments 本地實習		Overseas attachments / programmes 海外實習／課程		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	201	23.34	637	73.98	145	16.84	0	0.00	861
	20-49	254	35.98	504	71.39	101	14.31	0	0.00	706
	50-99	128	62.14	134	65.05	64	31.07	0	0.00	206
	Total 總數	***583***	***32.88***	***1,275***	***71.91***	***310***	***17.48***	***0***	***0.00***	***1,773***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	1	100.00	0	0.00	0	0.00	1
	Total 總數	***5***	***45.45***	***6***	***54.55***	***0***	***0.00***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***355***	***57.07***	***289***	***46.46***	***89***	***14.31***	***0***	***0.00***	***622***
	20-49	198	26.68	521	70.22	144	19.41	0	0.00	742
	50-99	30	16.85	168	94.38	20	11.24	0	0.00	178
	Total 總數	***583***	***37.81***	***978***	***63.42***	***253***	***16.41***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1,434	28.73	3,702	74.17	980	19.64	111	2.22	4,991
	20-49	1,206	35.73	2,249	66.64	619	18.34	132	3.91	3,375
	50-99	239	48.48	274	55.58	83	16.84	53	10.75	493
	Total 總數	***2,879***	***32.50***	***6,225***	***70.27***	***1682***	***18.99***	***296***	***3.34***	***8,859***
Restaurants and Hotels 食肆及酒店	10-19	366	47.97	309	40.50	310	40.63	0	0.00	763
	20-49	705	50.39	630	45.03	661	47.25	0	0.00	1,399
	50-99	264	56.29	187	39.87	154	32.84	0	0.00	469
	Total 總數	***1,335***	***50.74***	***1,126***	***42.80***	***1125***	***42.76***	***0***	***0.00***	***2,631***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	460	44.57	684	66.28	146	14.15	56	5.43	1,032
	20-49	390	53.06	444	60.41	145	19.73	90	12.24	735
	50-99	121	45.83	133	50.38	50	18.94	20	7.58	264
	Total 總數	***971***	***47.81***	***1,261***	***62.09***	***341***	***16.79***	***166***	***8.17***	***2,031***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	405	25.08	1,415	87.62	89	5.51	55	3.41	1,615
	20-49	632	43.83	1,083	75.10	257	17.82	90	6.24	1,442
	50-99	185	45.79	291	72.03	41	10.15	43	10.64	404
	Total 總數	***1,222***	***35.31***	***2,789***	***80.58***	***387***	***11.18***	***188***	***5.43***	***3,461***
Community, Social and Personal Services 社區、社會及個人服務	10-19	647	52.14	572	46.09	351	28.28	55	4.43	1,241
	20-49	574	57.46	624	62.46	363	36.34	0	0.00	999
	50-99	308	61.23	343	68.19	90	17.89	69	13.72	503
	Total 總數	***1,529***	***55.74***	***1,539***	***56.11***	***804***	***29.31***	***124***	***4.52***	***2,743***
All 整體	10-19	3,873	34.78	7,613	68.37	2110	18.95	277	2.49	11,135
	20-49	3,959	42.13	6,055	64.43	2290	24.37	312	3.32	9,398
	50-99	1,275	50.64	1,531	60.80	502	19.94	185	7.35	2,518
	Total 總數	***9,107***	***39.51***	***15,199***	***65.94***	***4902***	***21.27***	***774***	***3.36***	***23,051***

Table 9.15S : Preferred Type of Programmes Sponsored to Supervisors by Principal Line of Business by Employment Size

表9.15S：機構屬意資助督導人員的接受管理培訓的課程類型

Principal Line of Business 主要業務	Employment Size 員工人數	Type of Programmes 課程類型								Total 總數
		External management day programmes 外間日間課程		External management evening programmes 外間夜間課程		Local attachments 本地實習		Overseas attachments / programmes 海外實習／課程		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	201	23.34	637	73.98	145	16.84	0	0.00	861
	20-49	288	40.79	504	71.39	101	14.31	0	0.00	706
	50-99	95	46.12	134	65.05	64	31.07	0	0.00	206
	Total 總數	***584***	***32.94***	***1,275***	***71.91***	***310***	***17.48***	***0***	***0.00***	***1,773***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	1	100.00	0	0.00	0	0.00	1
	Total 總數	***5***	***45.45***	***6***	***54.55***	***0***	***0.00***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***355***	***57.07***	***289***	***46.46***	***89***	***14.31***	***0***	***0.00***	***622***
	20-49	198	26.68	521	70.22	144	19.41	0	0.00	742
	50-99	30	16.85	168	94.38	20	11.24	0	0.00	178
	Total 總數	***583***	***37.81***	***978***	***63.42***	***253***	***16.41***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1,434	28.73	3,702	74.17	980	19.64	111	2.22	4,991
	20-49	1,206	35.73	2,249	66.64	652	19.32	99	2.93	3,375
	50-99	249	50.51	284	57.61	73	14.81	43	8.72	493
	Total 總數	***2,889***	***32.61***	***6,235***	***70.38***	***1705***	***19.25***	***253***	***2.86***	***8,859***
Restaurants and Hotels 食肆及酒店	10-19	623	44.98	619	44.69	421	30.40	0	0.00	1,385
	20-49	705	50.39	630	45.03	661	47.25	0	0.00	1,399
	50-99	254	54.16	177	37.74	154	32.84	0	0.00	469
	Total 總數	***1,582***	***48.63***	***1,426***	***43.84***	***1236***	***38.00***	***0***	***0.00***	***3,253***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	516	50.00	684	66.28	146	14.15	0	0.00	1,032
	20-49	390	53.06	444	60.41	179	24.35	90	12.24	735
	50-99	121	45.83	133	50.38	50	18.94	20	7.58	264
	Total 總數	***1,027***	***50.57***	***1,261***	***62.09***	***375***	***18.46***	***110***	***5.42***	***2,031***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	405	25.08	1,415	87.62	89	5.51	55	3.41	1,615
	20-49	632	43.83	1,117	77.46	257	17.82	56	3.88	1,442
	50-99	185	45.79	291	72.03	41	10.15	43	10.64	404
	Total 總數	***1,222***	***35.31***	***2,823***	***81.57***	***387***	***11.18***	***154***	***4.45***	***3,461***
Community, Social and Personal Services 社區、社會及個人服務	10-19	647	54.55	517	43.59	351	29.60	55	4.64	1,186
	20-49	607	58.82	624	60.47	363	35.17	0	0.00	1,032
	50-99	308	61.23	343	68.19	90	17.89	49	9.74	503
	Total 總數	***1,562***	***57.41***	***1,484***	***54.54***	***804***	***29.55***	***104***	***3.82***	***2,721***
All 整體	10-19	4,186	35.77	7,868	67.24	2221	18.98	221	1.89	11,702
	20-49	4,026	42.69	6,089	64.56	2357	24.99	245	2.60	9,431
	50-99	1,242	49.32	1,531	60.80	492	19.54	155	6.16	2,518
	Total 總數	***9,454***	***39.97***	***15,488***	***65.49***	***5070***	***21.44***	***621***	***2.63***	***23,651***

Table 9.16M: Preferred Mode of Sponsorship for Managers to Attend Management Training by Principal Line of Business by Employment Size

表9.16M：機構屬意資助管理人員的修讀管理培訓的課程的方式

Principal Line of Business 主要業務	Employment Size 員工人數	Mode of Sponsorship 資助方式								Total 總數
		Release them during office hours 准許他們於辦公時間內修讀		Just pay or reimburse their course fees 只爲他們繳付或發還學費		Both 兩者都會		No Response 沒有回覆		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	168	18.32	446	48.64	247	26.94	56	6.11	917
	20-49	77	10.91	202	28.61	371	52.55	56	7.93	706
	50-99	74	35.92	30	14.56	102	49.51	0	0.00	206
	Total 總數	***319***	***17.44***	***678***	***37.07***	***720***	***39.37***	***112***	***6.12***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	5	50.00	5	50.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	1	100.00	0	0.00	1
	Total 總數	***0***	***0.00***	***5***	***45.45***	***6***	***54.55***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***99***	***15.92***	***179***	***28.78***	***344***	***55.31***	***0***	***0.00***	***622***
	20-49	10	1.35	311	41.91	421	56.74	0	0.00	742
	50-99	0	0.00	30	16.85	148	83.15	0	0.00	178
	Total 總數	***109***	***7.07***	***520***	***33.72***	***913***	***59.21***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	659	12.97	2,694	53.04	1638	32.25	88	1.73	5,079
	20-49	422	12.38	1,608	47.17	1311	38.46	68	1.99	3,409
	50-99	116	23.53	161	32.66	216	43.81	0	0.00	493
	Total 總數	***1,197***	***13.33***	***4,463***	***49.69***	***3165***	***35.24***	***156***	***1.74***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	34	4.46	275	36.04	454	59.50	0	0.00	763
	20-49	208	14.52	352	24.56	839	58.55	34	2.37	1,433
	50-99	141	30.06	120	25.59	208	44.35	0	0.00	469
	Total 總數	***383***	***14.37***	***747***	***28.03***	***1501***	***56.32***	***34***	***1.28***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	146	13.71	437	41.03	393	36.90	89	8.36	1,065
	20-49	67	8.72	332	43.23	336	43.75	33	4.30	768
	50-99	40	15.15	166	62.88	58	21.97	0	0.00	264
	Total 總數	***253***	***12.06***	***935***	***44.59***	***787***	***37.53***	***122***	***5.82***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	111	6.87	923	57.15	581	35.98	0	0.00	1,615
	20-49	326	21.78	608	40.61	508	33.93	55	3.67	1,497
	50-99	31	7.31	164	38.68	209	49.29	20	4.72	424
	Total 總數	***468***	***13.24***	***1,695***	***47.94***	***1298***	***36.71***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	374	30.14	329	26.51	538	43.35	0	0.00	1,241
	20-49	143	14.31	371	37.14	485	48.55	0	0.00	999
	50-99	110	21.44	145	28.27	238	46.39	20	3.90	513
	Total 總數	***627***	***22.78***	***845***	***30.69***	***1261***	***45.80***	***20***	***0.73***	***2,753***
All 整體	10-19	1,591	14.06	5,288	46.75	4200	37.13	233	2.06	11,312
	20-49	1,253	13.11	3,784	39.61	4271	44.70	246	2.57	9,554
	50-99	512	20.09	816	32.03	1180	46.31	40	1.57	2,548
	Total 總數	***3,356***	***14.33***	***9,888***	***42.23***	***9651***	***41.22***	***519***	***2.22***	***23,414***

Table 9.16S: Preferred Mode of Sponsorship for Supervisors to Attend Management Training by Principal Line of Business by Employment Size

表9.16S：機構屬意資助督導人員的修讀管理培訓的課程的方式

Principal Line of Business 主要業務	Employment Size 員工人數	Mode of Sponsorship 資助方式								Total 總數
		Release them during office hours 准許他們於辦公時間內修讀		Just pay or reimburse their course fees 只爲他們繳付或發還學費		Both 兩者都會		No Response 沒有回覆		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	224	24.43	390	42.53	247	26.94	56	6.11	917
	20-49	77	10.91	202	28.61	371	52.55	56	7.93	706
	50-99	74	35.92	63	30.58	69	33.50	0	0.00	206
	Total 總數	***375***	***20.50***	***655***	***35.81***	***687***	***37.56***	***112***	***6.12***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	5	50.00	5	50.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	1	100.00	0	0.00	1
	Total 總數	***0***	***0.00***	***5***	***45.45***	***6***	***54.55***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***99***	***15.92***	***179***	***28.78***	***344***	***55.31***	***0***	***0.00***	***622***
	20-49	10	1.35	311	41.91	421	56.74	0	0.00	742
	50-99	0	0.00	30	16.85	148	83.15	0	0.00	178
	Total 總數	***109***	***7.07***	***520***	***33.72***	***913***	***59.21***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	659	12.97	2,638	51.94	1694	33.35	88	1.73	5,079
	20-49	421	12.35	1,619	47.49	1301	38.16	68	1.99	3,409
	50-99	126	25.56	161	32.66	206	41.78	0	0.00	493
	Total 總數	***1,206***	***13.43***	***4,418***	***49.19***	***3201***	***35.64***	***156***	***1.74***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	289	20.07	420	29.17	676	46.94	55	3.82	1,440
	20-49	208	14.52	352	24.56	839	58.55	34	2.37	1,433
	50-99	141	30.06	120	25.59	208	44.35	0	0.00	469
	Total 總數	***638***	***19.09***	***892***	***26.69***	***1723***	***51.56***	***89***	***2.66***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	146	13.71	437	41.03	393	36.90	89	8.36	1,065
	20-49	67	8.72	332	43.23	336	43.75	33	4.30	768
	50-99	40	15.15	166	62.88	58	21.97	0	0.00	264
	Total 總數	***253***	***12.06***	***935***	***44.59***	***787***	***37.53***	***122***	***5.82***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	111	6.87	923	57.15	581	35.98	0	0.00	1,615
	20-49	326	21.78	641	42.82	475	31.73	55	3.67	1,497
	50-99	31	7.31	164	38.68	209	49.29	20	4.72	424
	Total 總數	***468***	***13.24***	***1,728***	***48.87***	***1265***	***35.77***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	319	26.90	329	27.74	538	45.36	0	0.00	1,186
	20-49	143	13.86	438	42.44	451	43.70	0	0.00	1,032
	50-99	110	21.44	145	28.27	238	46.39	20	3.90	513
	Total 總數	***572***	***20.94***	***912***	***33.39***	***1227***	***44.93***	***20***	***0.73***	***2,731***
All 整體	10-19	1,847	15.48	5,321	44.59	4478	37.52	288	2.41	11,934
	20-49	1,252	13.06	3,895	40.63	4194	43.75	246	2.57	9,587
	50-99	522	20.49	849	33.32	1137	44.62	40	1.57	2,548
	Total 總數	***3,621***	***15.04***	***10,065***	***41.82***	***9809***	***40.75***	***574***	***2.38***	***24,069***

Table 9.17M: Preferred Type of Management Training for Managers by Principal Line of Business by Employment Size

表9.17M：機構屬意管理人員選擇的管理培訓的種類

Principal Line of Business 主要業務	Employment Size 員工人數	Type of Management Training 培訓種類												Total 總數
		Courses leading to formal qualifications 可獲正式學歷資格的課程		Refresher / upgrading courses 複修／增修課程		Workshops / seminars 研習班／研討會		Continuing development programmes 供專業資格持有人修讀的持續發展課程		Others 其他		No Response 沒有回覆		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	313	34.13	200	21.81	168	18.32	180	19.63	0	0.00	56	6.11	917
	20-49	212	30.03	123	17.42	180	25.50	67	9.49	34	4.82	90	12.75	706
	50-99	80	38.83	44	21.36	19	9.22	63	30.58	0	0.00	0	0.00	206
	Total 總數	***605***	***33.08***	***367***	***20.07***	***367***	***20.07***	***310***	***16.95***	***34***	***1.86***	***146***	***7.98***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	0	0.00	0	0.00	5	50.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1
	Total 總數	***6***	***54.55***	***0***	***0.00***	***0***	***0.00***	***5***	***45.45***	***0***	***0.00***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***190***	***30.55***	***167***	***26.85***	***0***	***0.00***	***265***	***42.60***	***0***	***0.00***	***0***	***0.00***	***622***
	20-49	422	56.87	132	17.79	99	13.34	89	11.99	0	0.00	0	0.00	742
	50-99	40	22.47	53	29.78	65	36.52	20	11.24	0	0.00	0	0.00	178
	Total 總數	***652***	***42.28***	***352***	***22.83***	***164***	***10.64***	***374***	***24.25***	***0***	***0.00***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1,760	34.65	871	17.15	1311	25.81	882	17.37	111	2.19	144	2.84	5,079
	20-49	1,352	39.66	474	13.90	984	28.86	499	14.64	33	0.97	67	1.97	3,409
	50-99	177	35.90	70	14.20	156	31.64	90	18.26	0	0.00	0	0.00	493
	Total 總數	***3,289***	***36.62***	***1415***	***15.76***	***2451***	***27.29***	***1,471***	***16.38***	***144***	***1.60***	***211***	***2.35***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	332	43.51	88	11.53	233	30.54	110	14.42	0	0.00	0	0.00	763
	20-49	610	42.57	175	12.21	472	32.94	132	9.21	0	0.00	44	3.07	1,433
	50-99	164	34.97	81	17.27	80	17.06	114	24.31	20	4.26	10	2.13	469
	Total 總數	***1,106***	***41.50***	***344***	***12.91***	***785***	***29.46***	***356***	***13.36***	***20***	***0.75***	***54***	***2.03***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	438	41.13	56	5.26	336	31.55	90	8.45	56	5.26	89	8.36	1,065
	20-49	303	39.45	10	1.30	321	41.80	101	13.15	0	0.00	33	4.30	768
	50-99	80	30.30	49	18.56	72	27.27	63	23.86	0	0.00	0	0.00	264
	Total 總數	***821***	***39.15***	***115***	***5.48***	***729***	***34.76***	***254***	***12.11***	***56***	***2.67***	***122***	***5.82***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	622	38.51	267	16.53	447	27.68	279	17.28	0	0.00	0	0.00	1,615
	20-49	288	19.24	312	20.84	555	37.07	287	19.17	0	0.00	55	3.67	1,497
	50-99	188	44.34	60	14.15	40	9.43	116	27.36	0	0.00	20	4.72	424
	Total 總數	***1,098***	***31.05***	***639***	***18.07***	***1042***	***29.47***	***682***	***19.29***	***0***	***0.00***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	394	31.75	320	25.79	274	22.08	198	15.95	55	4.43	0	0.00	1,241
	20-49	388	38.84	180	18.02	343	34.33	78	7.81	0	0.00	10	1.00	999
	50-99	215	41.91	50	9.75	188	36.65	30	5.85	20	3.90	10	1.95	513
	Total 總數	***997***	***36.22***	***550***	***19.98***	***805***	***29.24***	***306***	***11.12***	***75***	***2.72***	***20***	***0.73***	***2,753***
All 整體	10-19	4,054	35.84	1969	17.41	2769	24.48	2,009	17.76	222	1.96	289	2.55	11,312
	20-49	3,575	37.42	1406	14.72	2954	30.92	1,253	13.11	67	0.70	299	3.13	9,554
	50-99	945	37.09	407	15.97	620	24.33	496	19.47	40	1.57	40	1.57	2,548
	Total 總數	***8,574***	***36.62***	***3782***	***16.15***	***6343***	***27.09***	***3,758***	***16.05***	***329***	***1.41***	***628***	***2.68***	***23,414***

Table 9.17S: Preferred Type of Management Training for Supervisors by Principal Line of Business by Employment Size

表9.17S：機構屬意督導人員選擇的管理培訓的種類

Principal Line of Business 主要業務	Employment Size 員工人數	Type of Management Training 培訓種類												Total 總數
		Courses leading to formal qualifications 可獲正式學歷資格的課程		Refresher / upgrading courses 複修／增修課程		Workshops / seminars 研習班／研討會		Continuing development programmes 供專業資格持有人修讀的持續發展課程		Others 其他		No Response 沒有回覆		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	369	40.24	144	15.70	224	24.43	124	13.52	0	0.00	56	6.11	917
	20-49	212	30.03	157	22.24	146	20.68	67	9.49	34	4.82	90	12.75	706
	50-99	80	38.83	44	21.36	19	9.22	63	30.58	0	0.00	0	0.00	206
	Total 總數	***661***	***36.14***	***345***	***18.86***	***389***	***21.27***	***254***	***13.89***	***34***	***1.86***	***146***	***7.98***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	0	0.00	0	0.00	5	50.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1
	Total 總數	***6***	***54.55***	***0***	***0.00***	***0***	***0.00***	***5***	***45.45***	***0***	***0.00***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***190***	***30.55***	***167***	***26.85***	***0***	***0.00***	***265***	***42.60***	***0***	***0.00***	***0***	***0.00***	***622***
	20-49	422	56.87	132	17.79	99	13.34	89	11.99	0	0.00	0	0.00	742
	50-99	40	22.47	53	29.78	75	42.13	10	5.62	0	0.00	0	0.00	178
	Total 總數	***652***	***42.28***	***352***	***22.83***	***174***	***11.28***	***364***	***23.61***	***0***	***0.00***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1,760	34.65	926	18.23	1311	25.81	827	16.28	111	2.19	144	2.84	5,079
	20-49	1,385	40.63	507	14.87	1073	31.48	344	10.09	33	0.97	67	1.97	3,409
	50-99	197	39.96	70	14.20	166	33.67	60	12.17	0	0.00	0	0.00	493
	Total 總數	***3,342***	***37.21***	***1503***	***16.74***	***2550***	***28.39***	***1,231***	***13.71***	***144***	***1.60***	***211***	***2.35***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	445	30.90	308	21.39	322	22.36	310	21.53	0	0.00	55	3.82	1,440
	20-49	576	40.20	175	12.21	506	35.31	132	9.21	0	0.00	44	3.07	1,433
	50-99	144	30.70	101	21.54	100	21.32	94	20.04	20	4.26	10	2.13	469
	Total 總數	***1,165***	***34.86***	***584***	***17.47***	***928***	***27.77***	***536***	***16.04***	***20***	***0.60***	***109***	***3.26***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	438	41.13	56	5.26	392	36.81	34	3.19	56	5.26	89	8.36	1,065
	20-49	303	39.45	10	1.30	321	41.80	101	13.15	0	0.00	33	4.30	768
	50-99	80	30.30	59	22.35	72	27.27	53	20.08	0	0.00	0	0.00	264
	Total 總數	***821***	***39.15***	***125***	***5.96***	***785***	***37.43***	***188***	***8.97***	***56***	***2.67***	***122***	***5.82***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	622	38.51	323	20.00	447	27.68	223	13.81	0	0.00	0	0.00	1,615
	20-49	288	19.24	345	23.05	555	37.07	254	16.97	0	0.00	55	3.67	1,497
	50-99	188	44.34	60	14.15	40	9.43	116	27.36	0	0.00	20	4.72	424
	Total 總數	***1,098***	***31.05***	***728***	***20.59***	***1042***	***29.47***	***593***	***16.77***	***0***	***0.00***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	384	32.38	330	27.82	274	23.10	198	16.69	0	0.00	0	0.00	1,186
	20-49	421	40.79	190	18.41	343	33.24	68	6.59	0	0.00	10	0.97	1,032
	50-99	205	39.96	70	13.65	178	34.70	30	5.85	20	3.90	10	1.95	513
	Total 總數	***1,010***	***36.98***	***590***	***21.60***	***795***	***29.11***	***296***	***10.84***	***20***	***0.73***	***20***	***0.73***	***2,731***
All 整體	10-19	4,213	35.30	2254	18.89	2970	24.89	1,986	16.64	167	1.40	344	2.88	11,934
	20-49	3,607	37.62	1516	15.81	3043	31.74	1,055	11.00	67	0.70	299	3.12	9,587
	50-99	935	36.70	457	17.94	650	25.51	426	16.72	40	1.57	40	1.57	2,548
	Total 總數	***8,755***	***36.37***	***4227***	***17.56***	***6663***	***27.68***	***3,467***	***14.40***	***274***	***1.14***	***683***	***2.84***	***24,069***

Table 9.18M: Preferred Duration of Management Training for Managers by Principal Line of Business by Employment Size

表9.18M：機構屬意管理人員參與的管理培訓項目的限期

Principal Line of Business 主要業務	Employment Size 員工人數	Duration of Management Training 管理培訓項目的限期												Total 總數
		Less than 1 week 一星期以下		1 week - less than 1 month 一星期至一個月以下		1 month - less than 3 months 一個月至三個月以下		3 months - less than 12 months 三個月至十二個月以下		12 months or more 十二個月或以上		No Response 沒有回覆		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	200	21.81	112	12.21	292	31.84	202	22.03	55	6.00	56	6.11	917
	20-49	247	34.99	133	18.84	102	14.45	90	12.75	44	6.23	90	12.75	706
	50-99	91	44.17	38	18.45	34	16.50	33	16.02	10	4.85	0	0.00	206
	Total 總數	***538***	***29.41***	***283***	***15.47***	***428***	***23.40***	***325***	***17.77***	***109***	***5.96***	***146***	***7.98***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	5	50.00	0	0.00	5	50.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	1	100.00	0	0.00	0	0.00	0	0.00	1
	Total 總數	***0***	***0.00***	***5***	***45.45***	***1***	***9.09***	***5***	***45.45***	***0***	***0.00***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***291***	***46.78***	***186***	***29.90***	***0***	***0.00***	***89***	***14.31***	***56***	***9.00***	***0***	***0.00***	***622***
	20-49	210	28.30	243	32.75	189	25.47	100	13.48	0	0.00	0	0.00	742
	50-99	63	35.39	75	42.13	10	5.62	10	5.62	10	5.62	10	5.62	178
	Total 總數	***564***	***36.58***	***504***	***32.68***	***199***	***12.91***	***199***	***12.91***	***66***	***4.28***	***10***	***0.65***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1,890	37.21	814	16.03	890	17.52	939	18.49	402	7.91	144	2.84	5,079
	20-49	1,024	30.04	685	20.09	868	25.46	467	13.70	298	8.74	67	1.97	3,409
	50-99	219	44.42	33	6.69	131	26.57	80	16.23	30	6.09	0	0.00	493
	Total 總數	***3,133***	***34.88***	***1532***	***17.06***	***1889***	***21.03***	***1,486***	***16.55***	***730***	***8.13***	***211***	***2.35***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	199	26.08	420	55.05	111	14.55	33	4.33	0	0.00	0	0.00	763
	20-49	494	34.47	198	13.82	509	35.52	155	10.82	33	2.30	44	3.07	1,433
	50-99	255	54.37	90	19.19	50	10.66	64	13.65	0	0.00	10	2.13	469
	Total 總數	***948***	***35.57***	***708***	***26.57***	***670***	***25.14***	***252***	***9.46***	***33***	***1.24***	***54***	***2.03***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	336	31.55	112	10.52	201	18.87	237	22.25	146	13.71	33	3.10	1,065
	20-49	300	39.06	201	26.17	110	14.32	34	4.43	90	11.72	33	4.30	768
	50-99	87	32.95	53	20.08	54	20.45	40	15.15	30	11.36	0	0.00	264
	Total 總數	***723***	***34.48***	***366***	***17.45***	***365***	***17.41***	***311***	***14.83***	***266***	***12.68***	***66***	***3.15***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	571	35.36	199	12.32	367	22.72	257	15.91	221	13.68	0	0.00	1,615
	20-49	707	47.23	138	9.22	408	27.25	189	12.63	0	0.00	55	3.67	1,497
	50-99	81	19.10	106	25.00	125	29.48	92	21.70	0	0.00	20	4.72	424
	Total 總數	***1,359***	***38.43***	***443***	***12.53***	***900***	***25.45***	***538***	***15.21***	***221***	***6.25***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	691	55.68	177	14.26	165	13.30	88	7.09	120	9.67	0	0.00	1,241
	20-49	342	34.23	235	23.52	156	15.62	169	16.92	87	8.71	10	1.00	999
	50-99	179	34.89	120	23.39	119	23.20	75	14.62	10	1.95	10	1.95	513
	Total 總數	***1,212***	***44.02***	***532***	***19.32***	***440***	***15.98***	***332***	***12.06***	***217***	***7.88***	***20***	***0.73***	***2,753***
All 整體	10-19	4,178	36.93	2025	17.90	2026	17.91	1,850	16.35	1000	8.84	233	2.06	11,312
	20-49	3,324	34.79	1833	19.19	2342	24.51	1,204	12.60	552	5.78	299	3.13	9,554
	50-99	975	38.27	515	20.21	524	20.57	394	15.46	90	3.53	50	1.96	2,548
	Total 總數	***8,477***	***36.20***	***4373***	***18.68***	***4892***	***20.89***	***3,448***	***14.73***	***1642***	***7.01***	***582***	***2.49***	***23,414***

Table 9.18S: Preferred Duration of Management Training for Supervisors by Principal Line of Business by Employment Size

表9.18S：機構屬意督導人員參與的管理培訓項目的限期

Principal Line of Business 主要業務	Employment Size 員工人數	Duration of Management Training 管理培訓項目的限期												Total 總數
		Less than 1 week 一星期以下		1 week - less than 1 month 一星期至一個月以下		1 month - less than 3 months 一個月至三個月以下		3 months - less than 12 months 三個月至十二個月以下		12 months or more 十二個月或以上		No Response 沒有回覆		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	312	34.02	56	6.11	236	25.74	202	22.03	55	6.00	56	6.11	917
	20-49	280	39.66	100	14.16	102	14.45	90	12.75	44	6.23	90	12.75	706
	50-99	100	48.54	29	14.08	34	16.50	33	16.02	10	4.85	0	0.00	206
	Total 總數	***692***	***37.83***	***185***	***10.11***	***372***	***20.34***	***325***	***17.77***	***109***	***5.96***	***146***	***7.98***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	5	50.00	0	0.00	5	50.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	1	100.00	0	0.00	0	0.00	0	0.00	1
	Total 總數	***0***	***0.00***	***5***	***45.45***	***1***	***9.09***	***5***	***45.45***	***0***	***0.00***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***291***	***46.78***	***186***	***29.90***	***0***	***0.00***	***89***	***14.31***	***56***	***9.00***	***0***	***0.00***	***622***
	20-49	210	28.30	243	32.75	189	25.47	100	13.48	0	0.00	0	0.00	742
	50-99	73	41.01	75	42.13	0	0.00	10	5.62	10	5.62	10	5.62	178
	Total 總數	***574***	***37.22***	***504***	***32.68***	***189***	***12.26***	***199***	***12.91***	***66***	***4.28***	***10***	***0.65***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1,979	38.96	769	15.14	880	17.33	905	17.82	402	7.91	144	2.84	5,079
	20-49	1,024	30.04	741	21.74	812	23.82	467	13.70	298	8.74	67	1.97	3,409
	50-99	229	46.45	33	6.69	121	24.54	80	16.23	30	6.09	0	0.00	493
	Total 總數	***3,232***	***35.99***	***1543***	***17.18***	***1813***	***20.19***	***1,452***	***16.17***	***730***	***8.13***	***211***	***2.35***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	454	31.53	643	44.65	200	13.89	33	2.29	55	3.82	55	3.82	1,440
	20-49	494	34.47	231	16.12	476	33.22	155	10.82	33	2.30	44	3.07	1,433
	50-99	275	58.64	70	14.93	50	10.66	64	13.65	0	0.00	10	2.13	469
	Total 總數	***1,223***	***36.59***	***944***	***28.25***	***726***	***21.72***	***252***	***7.54***	***88***	***2.63***	***109***	***3.26***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	336	31.55	168	15.77	201	18.87	181	17.00	146	13.71	33	3.10	1,065
	20-49	300	39.06	201	26.17	110	14.32	34	4.43	90	11.72	33	4.30	768
	50-99	87	32.95	53	20.08	64	24.24	30	11.36	30	11.36	0	0.00	264
	Total 總數	***723***	***34.48***	***422***	***20.12***	***375***	***17.88***	***245***	***11.68***	***266***	***12.68***	***66***	***3.15***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	571	35.36	254	15.73	312	19.32	257	15.91	221	13.68	0	0.00	1,615
	20-49	707	47.23	138	9.22	408	27.25	189	12.63	0	0.00	55	3.67	1,497
	50-99	81	19.10	106	25.00	125	29.48	92	21.70	0	0.00	20	4.72	424
	Total 總數	***1,359***	***38.43***	***498***	***14.08***	***845***	***23.90***	***538***	***15.21***	***221***	***6.25***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	636	53.63	177	14.92	165	13.91	88	7.42	120	10.12	0	0.00	1,186
	20-49	342	33.14	268	25.97	156	15.12	169	16.38	87	8.43	10	0.97	1,032
	50-99	179	34.89	120	23.39	119	23.20	75	14.62	10	1.95	10	1.95	513
	Total 總數	***1,157***	***42.37***	***565***	***20.69***	***440***	***16.11***	***332***	***12.16***	***217***	***7.95***	***20***	***0.73***	***2,731***
All 整體	10-19	4,579	38.37	2258	18.92	1994	16.71	1,760	14.75	1055	8.84	288	2.41	11,934
	20-49	3,357	35.02	1922	20.05	2253	23.50	1,204	12.56	552	5.76	299	3.12	9,587
	50-99	1,024	40.19	486	19.07	514	20.17	384	15.07	90	3.53	50	1.96	2,548
	Total 總數	***8,960***	***37.23***	***4666***	***19.39***	***4761***	***19.78***	***3,348***	***13.91***	***1697***	***7.05***	***637***	***2.65***	***24,069***

Table 9.19M: Preferred Frequency of Management Training for Managers by Principal Line of Business by Employment Size

表9.19M：機構屬意管理人員參與的管理培訓項目的頻密度

Principal Line of Business 主要業務	Employment Size 員工人數	Preferred Frequency of Management Training 屬意的管理培訓項目頻密度												Total 總數
		One-off 一次性		Less than once a week 少於每星期一次		Once a week 每星期一次		Twice a week 每星期兩次		More than twice a week 每星期兩次以上		No Response 沒有回覆		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	145	15.81	167	18.21	437	47.66	112	12.21	0	0.00	56	6.11	917
	20-49	237	33.57	100	14.16	269	38.10	10	1.42	0	0.00	90	12.75	706
	50-99	43	20.87	81	39.32	48	23.30	34	16.50	0	0.00	0	0.00	206
	Total 總數	***425***	***23.24***	***348***	***19.03***	***754***	***41.22***	***156***	***8.53***	***0***	***0.00***	***146***	***7.98***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	0	0.00	10	100.00	0	0.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00	0	0.00	1
	Total 總數	***0***	***0.00***	***0***	***0.00***	***10***	***90.91***	***1***	***9.09***	***0***	***0.00***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***156***	***25.08***	***0***	***0.00***	***266***	***42.77***	***144***	***23.15***	***56***	***9.00***	***0***	***0.00***	***622***
	20-49	309	41.64	56	7.55	199	26.82	89	11.99	89	11.99	0	0.00	742
	50-99	73	41.01	0	0.00	85	47.75	10	5.62	0	0.00	10	5.62	178
	Total 總數	***538***	***34.89***	***56***	***3.63***	***550***	***35.67***	***243***	***15.76***	***145***	***9.40***	***10***	***0.65***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1,757	34.59	446	8.78	2073	40.82	548	10.79	111	2.19	144	2.84	5,079
	20-49	1,124	32.97	209	6.13	1744	51.16	121	3.55	144	4.22	67	1.97	3,409
	50-99	179	36.31	104	21.10	160	32.45	30	6.09	20	4.06	0	0.00	493
	Total 總數	***3,060***	***34.07***	***759***	***8.45***	***3977***	***44.28***	***699***	***7.78***	***275***	***3.06***	***211***	***2.35***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	343	44.95	222	29.10	198	25.95	0	0.00	0	0.00	0	0.00	763
	20-49	529	36.92	176	12.28	618	43.13	33	2.30	33	2.30	44	3.07	1,433
	50-99	205	43.71	80	17.06	134	28.57	30	6.40	10	2.13	10	2.13	469
	Total 總數	***1,077***	***40.41***	***478***	***17.94***	***950***	***35.65***	***63***	***2.36***	***43***	***1.61***	***54***	***2.03***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	392	36.81	56	5.26	438	41.13	56	5.26	34	3.19	89	8.36	1,065
	20-49	401	52.21	100	13.02	168	21.88	33	4.30	33	4.30	33	4.30	768
	50-99	87	32.95	20	7.58	73	27.65	74	28.03	10	3.79	0	0.00	264
	Total 總數	***880***	***41.96***	***176***	***8.39***	***679***	***32.38***	***163***	***7.77***	***77***	***3.67***	***122***	***5.82***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	548	33.93	311	19.26	477	29.54	112	6.93	167	10.34	0	0.00	1,615
	20-49	673	44.96	203	13.56	533	35.60	33	2.20	0	0.00	55	3.67	1,497
	50-99	123	29.01	63	14.86	154	36.32	63	14.86	1	0.24	20	4.72	424
	Total 總數	***1,344***	***38.01***	***577***	***16.32***	***1164***	***32.92***	***208***	***5.88***	***168***	***4.75***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	691	55.68	67	5.40	318	25.62	55	4.43	110	8.86	0	0.00	1,241
	20-49	334	33.43	110	11.01	291	29.13	101	10.11	153	15.32	10	1.00	999
	50-99	189	36.84	99	19.30	165	32.16	20	3.90	20	3.90	20	3.90	513
	Total 總數	***1,214***	***44.10***	***276***	***10.03***	***774***	***28.11***	***176***	***6.39***	***283***	***10.28***	***30***	***1.09***	***2,753***
All 整體	10-19	4,032	35.64	1269	11.22	4217	37.28	1,027	9.08	478	4.23	289	2.55	11,312
	20-49	3,607	37.75	954	9.99	3822	40.00	420	4.40	452	4.73	299	3.13	9,554
	50-99	899	35.28	447	17.54	819	32.14	262	10.28	61	2.39	60	2.35	2,548
	Total 總數	***8,538***	***36.47***	***2670***	***11.40***	***8858***	***37.83***	***1,709***	***7.30***	***991***	***4.23***	***648***	***2.77***	***23,414***

Table 9.19S: Preferred Frequency of Management Training for Supervisors by Principal Line of Business by Employment Size

表9.19S：機構屬意督導人員參與的管理培訓項目的頻密度

Principal Line of Business 主要業務	Employment Size 員工人數	Preferred Frequency of Management Training 屬意的管理培訓項目頻密度												Total 總數
		One-off 一次性		Less than once a week 少於每星期一次		Once a week 每星期一次		Twice a week 每星期兩次		More than twice a week 每星期兩次以上		No Response 沒有回覆		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	145	15.81	111	12.10	493	53.76	112	12.21	0	0.00	56	6.11	917
	20-49	237	33.57	100	14.16	269	38.10	10	1.42	0	0.00	90	12.75	706
	50-99	43	20.87	81	39.32	48	23.30	34	16.50	0	0.00	0	0.00	206
	Total 總數	***425***	***23.24***	***292***	***15.97***	***810***	***44.29***	***156***	***8.53***	***0***	***0.00***	***146***	***7.98***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	0	0.00	10	100.00	0	0.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0	N.A.	0
	50-99	0	0.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	1
	Total 總數	***0***	***0.00***	***1***	***9.09***	***10***	***90.91***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***156***	***25.08***	***0***	***0.00***	***266***	***42.77***	***144***	***23.15***	***56***	***9.00***	***0***	***0.00***	***622***
	20-49	309	41.64	56	7.55	199	26.82	89	11.99	89	11.99	0	0.00	742
	50-99	83	46.63	0	0.00	75	42.13	10	5.62	0	0.00	10	5.62	178
	Total 總數	***548***	***35.54***	***56***	***3.63***	***540***	***35.02***	***243***	***15.76***	***145***	***9.40***	***10***	***0.65***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1,791	35.26	446	8.78	2095	41.25	492	9.69	111	2.19	144	2.84	5,079
	20-49	1,167	34.23	199	5.84	1711	50.19	121	3.55	144	4.22	67	1.97	3,409
	50-99	189	38.34	104	21.10	150	30.43	30	6.09	20	4.06	0	0.00	493
	Total 總數	***3,147***	***35.04***	***749***	***8.34***	***3956***	***44.05***	***643***	***7.16***	***275***	***3.06***	***211***	***2.35***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	653	45.35	222	15.42	510	35.42	0	0.00	0	0.00	55	3.82	1,440
	20-49	529	36.92	176	12.28	651	45.43	0	0.00	33	2.30	44	3.07	1,433
	50-99	215	45.84	90	19.19	124	26.44	20	4.26	10	2.13	10	2.13	469
	Total 總數	***1,397***	***41.80***	***488***	***14.60***	***1285***	***38.45***	***20***	***0.60***	***43***	***1.29***	***109***	***3.26***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	392	36.81	56	5.26	438	41.13	56	5.26	34	3.19	89	8.36	1,065
	20-49	401	52.21	100	13.02	168	21.88	33	4.30	33	4.30	33	4.30	768
	50-99	87	32.95	20	7.58	73	27.65	74	28.03	10	3.79	0	0.00	264
	Total 總數	***880***	***41.96***	***176***	***8.39***	***679***	***32.38***	***163***	***7.77***	***77***	***3.67***	***122***	***5.82***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	548	33.93	311	19.26	477	29.54	112	6.93	167	10.34	0	0.00	1,615
	20-49	673	44.96	203	13.56	533	35.60	33	2.20	0	0.00	55	3.67	1,497
	50-99	133	31.37	63	14.86	144	33.96	63	14.86	1	0.24	20	4.72	424
	Total 總數	***1,354***	***38.29***	***577***	***16.32***	***1154***	***32.64***	***208***	***5.88***	***168***	***4.75***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	636	53.63	67	5.65	318	26.81	55	4.64	110	9.27	0	0.00	1,186
	20-49	334	32.36	110	10.66	324	31.40	101	9.79	153	14.83	10	0.97	1,032
	50-99	189	36.84	99	19.30	165	32.16	20	3.90	20	3.90	20	3.90	513
	Total 總數	***1,159***	***42.44***	***276***	***10.11***	***807***	***29.55***	***176***	***6.44***	***283***	***10.36***	***30***	***1.10***	***2,731***
All 整體	10-19	4,321	36.21	1213	10.16	4607	38.60	971	8.14	478	4.01	344	2.88	11,934
	20-49	3,650	38.07	944	9.85	3855	40.21	387	4.04	452	4.71	299	3.12	9,587
	50-99	939	36.85	458	17.97	779	30.57	251	9.85	61	2.39	60	2.35	2,548
	Total 總數	***8,910***	***37.02***	***2615***	***10.86***	***9241***	***38.39***	***1,609***	***6.68***	***991***	***4.12***	***703***	***2.92***	***24,069***

Table 9.20M: Preferred Day of the Week of Management Training for Managers by Principal Line of Business by Employment Size

表9.20M：機構屬意管理人員週內的培訓時段

Principal Line of Business 主要業務	Employment Size 員工人數	Preferred Day of the Week of Management Training 屬意的週內培訓時段								Total 總數
		During weekdays 平日		During weekends 週末		Combination of the above 兩者混合		No Response 沒有回覆		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	146	15.92	224	24.43	491	53.54	56	6.11	917
	20-49	270	38.24	68	9.63	278	39.38	90	12.75	706
	50-99	81	39.32	30	14.56	95	46.12	0	0.00	206
	Total 總數	***497***	***27.17***	***322***	***17.61***	***864***	***47.24***	***146***	***7.98***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	1	100.00	0	0.00	1
	Total 總數	***5***	***45.45***	***5***	***45.45***	***1***	***9.09***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***334***	***53.70***	***166***	***26.69***	***122***	***19.61***	***0***	***0.00***	***622***
	20-49	243	32.75	88	11.86	411	55.39	0	0.00	742
	50-99	85	47.75	0	0.00	93	52.25	0	0.00	178
	Total 總數	***662***	***42.93***	***254***	***16.47***	***626***	***40.60***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1,792	35.28	811	15.97	2332	45.91	144	2.84	5,079
	20-49	1,306	38.31	752	22.06	1284	37.67	67	1.97	3,409
	50-99	270	54.77	40	8.11	183	37.12	0	0.00	493
	Total 總數	***3,368***	***37.50***	***1603***	***17.85***	***3799***	***42.30***	***211***	***2.35***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	255	33.42	122	15.99	386	50.59	0	0.00	763
	20-49	442	30.84	121	8.44	826	57.64	44	3.07	1,433
	50-99	262	55.86	20	4.26	177	37.74	10	2.13	469
	Total 總數	***959***	***35.98***	***263***	***9.87***	***1389***	***52.12***	***54***	***2.03***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	460	43.19	112	10.52	460	43.19	33	3.10	1,065
	20-49	322	41.93	123	16.02	290	37.76	33	4.30	768
	50-99	88	33.33	53	20.08	123	46.59	0	0.00	264
	Total 總數	***870***	***41.49***	***288***	***13.73***	***873***	***41.63***	***66***	***3.15***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	483	29.91	165	10.22	967	59.88	0	0.00	1,615
	20-49	401	26.79	208	13.89	833	55.64	55	3.67	1,497
	50-99	61	14.39	93	21.93	250	58.96	20	4.72	424
	Total 總數	***945***	***26.73***	***466***	***13.18***	***2050***	***57.98***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	396	31.91	219	17.65	626	50.44	0	0.00	1,241
	20-49	380	38.04	78	7.81	531	53.15	10	1.00	999
	50-99	125	24.37	80	15.59	298	58.09	10	1.95	513
	Total 總數	***901***	***32.73***	***377***	***13.69***	***1455***	***52.85***	***20***	***0.73***	***2,753***
All 整體	10-19	3,871	34.22	1824	16.12	5384	47.60	233	2.06	11,312
	20-49	3,364	35.21	1438	15.05	4453	46.61	299	3.13	9,554
	50-99	972	38.15	316	12.40	1220	47.88	40	1.57	2,548
	Total 總數	***8,207***	***35.05***	***3578***	***15.28***	***11057***	***47.22***	***572***	***2.44***	***23,414***

Table 9.20S: Preferred Day of the Week of Management Training for Supervisors by Principal Line of Business by Employment Size

表9.20S：機構屬意督導人員週內的培訓時段

Principal Line of Business 主要業務	Employment Size 員工人數	Preferred Day of the Week of Management Training 屬意的週內培訓時段								Total 總數
		During weekdays 平日		During weekends 週末		Combination of the above 兩者混合		No Response 沒有回覆		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	202	22.03	168	18.32	491	53.54	56	6.11	917
	20-49	270	38.24	68	9.63	278	39.38	90	12.75	706
	50-99	81	39.32	30	14.56	95	46.12	0	0.00	206
	Total 總數	***553***	***30.24***	***266***	***14.54***	***864***	***47.24***	***146***	***7.98***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	1	100.00	0	0.00	1
	Total 總數	***5***	***45.45***	***5***	***45.45***	***1***	***9.09***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***334***	***53.70***	***166***	***26.69***	***122***	***19.61***	***0***	***0.00***	***622***
	20-49	243	32.75	88	11.86	411	55.39	0	0.00	742
	50-99	85	47.75	0	0.00	93	52.25	0	0.00	178
	Total 總數	***662***	***42.93***	***254***	***16.47***	***626***	***40.60***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1,736	34.18	867	17.07	2332	45.91	144	2.84	5,079
	20-49	1,339	39.28	752	22.06	1251	36.70	67	1.97	3,409
	50-99	280	56.80	40	8.11	173	35.09	0	0.00	493
	Total 總數	***3,355***	***37.36***	***1659***	***18.47***	***3756***	***41.82***	***211***	***2.35***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	489	33.96	234	16.25	662	45.97	55	3.82	1,440
	20-49	442	30.84	121	8.44	826	57.64	44	3.07	1,433
	50-99	262	55.86	20	4.26	177	37.74	10	2.13	469
	Total 總數	***1,193***	***35.70***	***375***	***11.22***	***1665***	***49.82***	***109***	***3.26***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	460	43.19	112	10.52	460	43.19	33	3.10	1,065
	20-49	322	41.93	123	16.02	290	37.76	33	4.30	768
	50-99	88	33.33	43	16.29	133	50.38	0	0.00	264
	Total 總數	***870***	***41.49***	***278***	***13.26***	***883***	***42.11***	***66***	***3.15***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	483	29.91	165	10.22	967	59.88	0	0.00	1,615
	20-49	401	26.79	208	13.89	833	55.64	55	3.67	1,497
	50-99	61	14.39	93	21.93	250	58.96	20	4.72	424
	Total 總數	***945***	***26.73***	***466***	***13.18***	***2050***	***57.98***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	396	33.39	164	13.83	626	52.78	0	0.00	1,186
	20-49	413	40.02	78	7.56	531	51.45	10	0.97	1,032
	50-99	125	24.37	80	15.59	298	58.09	10	1.95	513
	Total 總數	***934***	***34.20***	***322***	***11.79***	***1455***	***53.28***	***20***	***0.73***	***2,731***
All 整體	10-19	4,105	34.40	1881	15.76	5660	47.43	288	2.41	11,934
	20-49	3,430	35.78	1438	15.00	4420	46.10	299	3.12	9,587
	50-99	982	38.54	306	12.01	1220	47.88	40	1.57	2,548
	Total 總數	***8,517***	***35.39***	***3625***	***15.06***	***11300***	***46.95***	***627***	***2.61***	***24,069***

Table 9.21M: Preferred Session Time of Management Training for Managers by Principal Line of Business by Employment Size

表9.21M：機構屬意管理人員參與管理培訓項目的時間

Principal Line of Business 主要業務	Employment Size 員工人數	Preferred Session Time of Management Training 屬意管理培訓項目的時間								Total 總數
		During office hours 辦公時間內		After office hours 下班後		Combination of the above 兩者混合		No Response 沒有回覆數目		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	56	6.11	494	53.87	311	33.91	56	6.11	917
	20-49	101	14.31	314	44.48	201	28.47	90	12.75	706
	50-99	52	25.24	59	28.64	95	46.12	0	0.00	206
	Total 總數	***209***	***11.43***	***867***	***47.40***	***607***	***33.19***	***146***	***7.98***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	10	100.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	1	100.00	0	0.00	0	0.00	1
	Total 總數	***0***	***0.00***	***11***	***100.00***	***0***	***0.00***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***222***	***35.69***	***145***	***23.31***	***255***	***41.00***	***0***	***0.00***	***622***
	20-49	33	4.45	354	47.71	355	47.84	0	0.00	742
	50-99	65	36.52	20	11.24	93	52.25	0	0.00	178
	Total 總數	***320***	***20.75***	***519***	***33.66***	***703***	***45.59***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1,192	23.47	2485	48.93	1258	24.77	144	2.84	5,079
	20-49	519	15.22	1914	56.15	909	26.66	67	1.97	3,409
	50-99	166	33.67	214	43.41	113	22.92	0	0.00	493
	Total 總數	***1,877***	***20.90***	***4613***	***51.36***	***2280***	***25.39***	***211***	***2.35***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	0	0.00	397	52.03	366	47.97	0	0.00	763
	20-49	307	21.42	440	30.70	642	44.80	44	3.07	1,433
	50-99	191	40.72	91	19.40	177	37.74	10	2.13	469
	Total 總數	***498***	***18.69***	***928***	***34.82***	***1185***	***44.47***	***54***	***2.03***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	258	24.23	493	46.29	281	26.38	33	3.10	1,065
	20-49	223	29.04	256	33.33	256	33.33	33	4.30	768
	50-99	111	42.05	70	26.52	83	31.44	0	0.00	264
	Total 總數	***592***	***28.23***	***819***	***39.06***	***620***	***29.57***	***66***	***3.15***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	167	10.34	981	60.74	467	28.92	0	0.00	1,615
	20-49	190	12.69	741	49.50	511	34.13	55	3.67	1,497
	50-99	54	12.74	195	45.99	155	36.56	20	4.72	424
	Total 總數	***411***	***11.62***	***1917***	***54.21***	***1133***	***32.04***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	253	20.39	450	36.26	538	43.35	0	0.00	1,241
	20-49	144	14.41	381	38.14	464	46.45	10	1.00	999
	50-99	70	13.65	165	32.16	268	52.24	10	1.95	513
	Total 總數	***467***	***16.96***	***996***	***36.18***	***1270***	***46.13***	***20***	***0.73***	***2,753***
All 整體	10-19	2,148	18.99	5455	48.22	3476	30.73	233	2.06	11,312
	20-49	1,517	15.88	4400	46.05	3338	34.94	299	3.13	9,554
	50-99	709	27.83	815	31.99	984	38.62	40	1.57	2,548
	Total 總數	***4,374***	***18.68***	***10670***	***45.57***	***7798***	***33.30***	***572***	***2.44***	***23,414***

Table 9.21S: Preferred Session Time of Management Training for Supervisors by Principal Line of Business by Employment Size

表9.21S：機構屬意督導人員參與管理培訓項目的時間

Principal Line of Business 主要業務	Employment Size 員工人數	Preferred Session Time of Management Training 屬意管理培訓項目的時間								Total 總數
		During office hours 辦公時間內		After office hours 下班後		Combination of the above 兩者混合		No Response 沒有回覆數目		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	112	12.21	494	53.87	255	27.81	56	6.11	917
	20-49	101	14.31	314	44.48	201	28.47	90	12.75	706
	50-99	52	25.24	92	44.66	62	30.10	0	0.00	206
	Total 總數	***265***	***14.49***	***900***	***49.21***	***518***	***28.32***	***146***	***7.98***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	0	0.00	10	100.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	1	100.00	0	0.00	0	0.00	1
	Total 總數	***0***	***0.00***	***11***	***100.00***	***0***	***0.00***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***222***	***35.69***	***145***	***23.31***	***255***	***41.00***	***0***	***0.00***	***622***
	20-49	33	4.45	354	47.71	355	47.84	0	0.00	742
	50-99	65	36.52	20	11.24	93	52.25	0	0.00	178
	Total 總數	***320***	***20.75***	***519***	***33.66***	***703***	***45.59***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1,192	23.47	2485	48.93	1258	24.77	144	2.84	5,079
	20-49	519	15.22	1914	56.15	909	26.66	67	1.97	3,409
	50-99	176	35.70	204	41.38	113	22.92	0	0.00	493
	Total 總數	***1,887***	***21.01***	***4603***	***51.25***	***2280***	***25.39***	***211***	***2.35***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	255	17.71	709	49.24	421	29.24	55	3.82	1,440
	20-49	307	21.42	440	30.70	642	44.80	44	3.07	1,433
	50-99	191	40.72	91	19.40	177	37.74	10	2.13	469
	Total 總數	***753***	***22.53***	***1240***	***37.10***	***1240***	***37.10***	***109***	***3.26***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	258	24.23	493	46.29	281	26.38	33	3.10	1,065
	20-49	223	29.04	256	33.33	256	33.33	33	4.30	768
	50-99	111	42.05	70	26.52	83	31.44	0	0.00	264
	Total 總數	***592***	***28.23***	***819***	***39.06***	***620***	***29.57***	***66***	***3.15***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	167	10.34	981	60.74	467	28.92	0	0.00	1,615
	20-49	190	12.69	741	49.50	511	34.13	55	3.67	1,497
	50-99	54	12.74	195	45.99	155	36.56	20	4.72	424
	Total 總數	***411***	***11.62***	***1917***	***54.21***	***1133***	***32.04***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	198	16.69	450	37.94	538	45.36	0	0.00	1,186
	20-49	144	13.95	414	40.12	464	44.96	10	0.97	1,032
	50-99	70	13.65	165	32.16	268	52.24	10	1.95	513
	Total 總數	***412***	***15.09***	***1029***	***37.68***	***1270***	***46.50***	***20***	***0.73***	***2,731***
All 整體	10-19	2,404	20.14	5767	48.32	3475	29.12	288	2.41	11,934
	20-49	1,517	15.82	4433	46.24	3338	34.82	299	3.12	9,587
	50-99	719	28.22	838	32.89	951	37.32	40	1.57	2,548
	Total 總數	***4,640***	***19.28***	***11038***	***45.86***	***7764***	***32.26***	***627***	***2.61***	***24,069***

Table 9.22M: Preferred Medium of Instruction of Management Training for Managers by Principal Line of Business by Employment Size

表9.22M：機構屬意管理人員參與管理培訓項目的授課語言

Principal Line of Business 主要業務	Employment Size 員工人數	Preferred Medium of Instruction 屬意的授課語言														Total 總數
		Cantonese 粵語		Putonghua 普通話		English 英語		Bilingual (Cantonese / English) 雙語 (粵語／英語)		Bilingual (Putonghua / English) 雙語 (普通話／英語)		Others 其他		No Response 沒有回覆		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	492	53.65	0	0.00	56	6.11	223	24.32	90	9.81	0	0.00	56	6.11	917
	20-49	303	42.92	0	0.00	0	0.00	190	26.91	0	0.00	123	17.42	90	12.75	706
	50-99	163	79.13	0	0.00	10	4.85	33	16.02	0	0.00	0	0.00	0	0.00	206
	Total 總數	***958***	***52.38***	***0***	***0.00***	***66***	***3.61***	***446***	***24.38***	***90***	***4.92***	***123***	***6.72***	***146***	***7.98***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	10	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00	0	0.00	0	0.00	1
	Total 總數	***10***	***90.91***	***0***	***0.00***	***0***	***0.00***	***1***	***9.09***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***443***	***71.22***	***0***	***0.00***	***56***	***9.00***	***123***	***19.77***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***622***
	20-49	610	82.21	0	0.00	10	1.35	122	16.44	0	0.00	0	0.00	0	0.00	742
	50-99	115	64.61	0	0.00	0	0.00	63	35.39	0	0.00	0	0.00	0	0.00	178
	Total 總數	***1,168***	***75.75***	***0***	***0.00***	***66***	***4.28***	***308***	***19.97***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2,950	58.08	56	1.10	369	7.27	1068	21.03	256	5.04	236	4.65	144	2.84	5,079
	20-49	2,033	59.64	33	0.97	212	6.22	842	24.70	156	4.58	66	1.94	67	1.97	3,409
	50-99	246	49.90	0	0.00	53	10.75	154	31.24	10	2.03	30	6.09	0	0.00	493
	Total 總數	***5,229***	***58.22***	***89***	***0.99***	***634***	***7.06***	***2064***	***22.98***	***422***	***4.70***	***332***	***3.70***	***211***	***2.35***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	708	92.79	0	0.00	0	0.00	55	7.21	0	0.00	0	0.00	0	0.00	763
	20-49	1,081	75.44	0	0.00	0	0.00	253	17.66	55	3.84	0	0.00	44	3.07	1,433
	50-99	418	89.13	0	0.00	10	2.13	31	6.61	0	0.00	0	0.00	10	2.13	469
	Total 總數	***2,207***	***82.81***	***0***	***0.00***	***10***	***0.38***	***339***	***12.72***	***55***	***2.06***	***0***	***0.00***	***54***	***2.03***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	606	56.90	0	0.00	168	15.77	258	24.23	0	0.00	0	0.00	33	3.10	1,065
	20-49	355	46.22	0	0.00	135	17.58	189	24.61	0	0.00	56	7.29	33	4.30	768
	50-99	49	18.56	33	12.50	49	18.56	93	35.23	10	3.79	30	11.36	0	0.00	264
	Total 總數	***1,010***	***48.16***	***33***	***1.57***	***352***	***16.79***	***540***	***25.75***	***10***	***0.48***	***86***	***4.10***	***66***	***3.15***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	994	61.55	0	0.00	199	12.32	422	26.13	0	0.00	0	0.00	0	0.00	1,615
	20-49	711	47.49	33	2.20	99	6.61	411	27.45	122	8.15	66	4.41	55	3.67	1,497
	50-99	196	46.23	0	0.00	20	4.72	168	39.62	0	0.00	20	4.72	20	4.72	424
	Total 總數	***1,901***	***53.76***	***33***	***0.93***	***318***	***8.99***	***1001***	***28.31***	***122***	***3.45***	***86***	***2.43***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	911	73.41	0	0.00	110	8.86	220	17.73	0	0.00	0	0.00	0	0.00	1,241
	20-49	669	66.97	43	4.30	34	3.40	145	14.51	64	6.41	34	3.40	10	1.00	999
	50-99	259	50.49	0	0.00	10	1.95	224	43.66	10	1.95	0	0.00	10	1.95	513
	Total 總數	***1,839***	***66.80***	***43***	***1.56***	***154***	***5.59***	***589***	***21.39***	***74***	***2.69***	***34***	***1.24***	***20***	***0.73***	***2,753***
All 整體	10-19	7,114	62.89	56	0.50	958	8.47	2369	20.94	346	3.06	236	2.09	233	2.06	11,312
	20-49	5,762	60.31	109	1.14	490	5.13	2152	22.52	397	4.16	345	3.61	299	3.13	9,554
	50-99	1,446	56.75	33	1.30	152	5.97	767	30.10	30	1.18	80	3.14	40	1.57	2,548
	Total 總數	***14,322***	***61.17***	***198***	***0.85***	***1600***	***6.83***	***5288***	***22.58***	***773***	***3.30***	***661***	***2.82***	***572***	***2.44***	***23,414***

Table 9.22S: Preferred Medium of Instruction of Management Training for Supervisors by Principal Line of Business by Employment Size

表9.22S：機構屬意督導人員參與管理培訓項目的授課語言

Principal Line of Business 主要業務	Employment Size 員工人數	Preferred Medium of Instruction 屬意的授課語言														Total 總數
		Cantonese 粵語		Putonghua 普通話		English 英語		Bilingual (Cantonese / English) 雙語 (粵語／英語)		Bilingual (Putonghua / English) 雙語 (普通話／英語)		Others 其他		No Response 沒有回覆		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	548	59.76	56	6.11	0	0.00	167	18.21	90	9.81	0	0.00	56	6.11	917
	20-49	303	42.92	0	0.00	0	0.00	190	26.91	0	0.00	123	17.42	90	12.75	706
	50-99	163	79.13	0	0.00	10	4.85	33	16.02	0	0.00	0	0.00	0	0.00	206
	Total 總數	***1,014***	***55.44***	***56***	***3.06***	***10***	***0.55***	***390***	***21.32***	***90***	***4.92***	***123***	***6.72***	***146***	***7.98***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	10	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00	0	0.00	0	0.00	1
	Total 總數	***10***	***90.91***	***0***	***0.00***	***0***	***0.00***	***1***	***9.09***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***443***	***71.22***	***0***	***0.00***	***56***	***9.00***	***123***	***19.77***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***622***
	20-49	610	82.21	0	0.00	10	1.35	122	16.44	0	0.00	0	0.00	0	0.00	742
	50-99	115	64.61	0	0.00	0	0.00	63	35.39	0	0.00	0	0.00	0	0.00	178
	Total 總數	***1,168***	***75.75***	***0***	***0.00***	***66***	***4.28***	***308***	***19.97***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2,950	58.08	56	1.10	314	6.18	1123	22.11	256	5.04	236	4.65	144	2.84	5,079
	20-49	2,043	59.93	33	0.97	212	6.22	832	24.41	156	4.58	66	1.94	67	1.97	3,409
	50-99	246	49.90	0	0.00	53	10.75	154	31.24	10	2.03	30	6.09	0	0.00	493
	Total 總數	***5,239***	***58.33***	***89***	***0.99***	***579***	***6.45***	***2109***	***23.48***	***422***	***4.70***	***332***	***3.70***	***211***	***2.35***	***8,981***
Restaurants and Hotels 食肆及酒店	10-19	1,275	88.54	55	3.82	0	0.00	55	3.82	0	0.00	0	0.00	55	3.82	1,440
	20-49	1,081	75.44	0	0.00	0	0.00	253	17.66	55	3.84	0	0.00	44	3.07	1,433
	50-99	428	91.26	0	0.00	0	0.00	31	6.61	0	0.00	0	0.00	10	2.13	469
	Total 總數	***2,784***	***83.30***	***55***	***1.65***	***0***	***0.00***	***339***	***10.14***	***55***	***1.65***	***0***	***0.00***	***109***	***3.26***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	606	56.90	0	0.00	168	15.77	258	24.23	0	0.00	0	0.00	33	3.10	1,065
	20-49	355	46.22	0	0.00	135	17.58	189	24.61	0	0.00	56	7.29	33	4.30	768
	50-99	59	22.35	33	12.50	49	18.56	83	31.44	10	3.79	30	11.36	0	0.00	264
	Total 總數	***1,020***	***48.64***	***33***	***1.57***	***352***	***16.79***	***530***	***25.27***	***10***	***0.48***	***86***	***4.10***	***66***	***3.15***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	994	61.55	0	0.00	199	12.32	422	26.13	0	0.00	0	0.00	0	0.00	1,615
	20-49	711	47.49	33	2.20	99	6.61	411	27.45	122	8.15	66	4.41	55	3.67	1,497
	50-99	206	48.58	0	0.00	10	2.36	168	39.62	0	0.00	20	4.72	20	4.72	424
	Total 總數	***1,911***	***54.04***	***33***	***0.93***	***308***	***8.71***	***1001***	***28.31***	***122***	***3.45***	***86***	***2.43***	***75***	***2.12***	***3,536***
Community, Social and Personal Services 社區、社會及個人服務	10-19	856	72.18	0	0.00	110	9.27	220	18.55	0	0.00	0	0.00	0	0.00	1,186
	20-49	702	68.02	43	4.17	34	3.29	145	14.05	64	6.20	34	3.29	10	0.97	1,032
	50-99	259	50.49	0	0.00	10	1.95	224	43.66	10	1.95	0	0.00	10	1.95	513
	Total 總數	***1,817***	***66.53***	***43***	***1.57***	***154***	***5.64***	***589***	***21.57***	***74***	***2.71***	***34***	***1.24***	***20***	***0.73***	***2,731***
All 整體	10-19	7,682	64.37	167	1.40	847	7.10	2368	19.84	346	2.90	236	1.98	288	2.41	11,934
	20-49	5,805	60.55	109	1.14	490	5.11	2142	22.34	397	4.14	345	3.60	299	3.12	9,587
	50-99	1,476	57.93	33	1.30	132	5.18	757	29.71	30	1.18	80	3.14	40	1.57	2,548
	Total 總數	***14,963***	***62.17***	***309***	***1.28***	***1469***	***6.10***	***5267***	***21.88***	***773***	***3.21***	***661***	***2.75***	***627***	***2.61***	***24,069***

Table 9.23M: Average Weighted Scores of Likeliness of Learning Approaches for Managers by Principal Line of Business by Employment Size

表9.23M：機構屬意爲培訓管理人員而採用的管理學習方式評分

Principal Line of Business 主要業務	Employment Size 員工人數	Average Weighted Scores of Likeliness of Learning Approaches 各類管理學習方式平均分										Total 總數
		Reading management material 閱讀管理資料	Traditional classroom lectures 傳統的課堂講授	Small group training 小組培訓	Self-learning using company learning resources centre 利用機構內設學習資源中心進行自修	Action learning through work-related projects 透過完成與工作有關項目研究的行動學習法	Distance-learning 遙距學習	Computer-based/ Web-based learning/ E-learning 利用電腦／上網／電子方式學習	Individual tutored learning 個別導修	Mentoring/ coaching 由管理人員從旁指導，學習管理技巧	Others 其他	
Manufacturing 製造	10-19	2.46	2.44	2.25	1.67	3.17	2.22	2.84	2.37	3.35	1.00	917
	20-49	3.14	2.52	3.03	2.57	3.28	2.29	2.46	2.72	3.73	0.00	706
	50-99	2.58	2.34	1.76	1.44	2.31	1.90	2.39	1.98	3.06	1.00	206
	Total 總數	***2.74***	***2.46***	***2.50***	***1.99***	***3.12***	***2.21***	***2.64***	***2.46***	***3.46***	***1.00***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	1.50	1.50	1.50	1.50	2.50	1.50	1.50	1.50	1.50	0.00	10
	20-49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0
	50-99	4.00	2.00	4.00	4.00	5.00	5.00	4.00	1.00	6.00	0.00	1
	Total 總數	***1.73***	***1.55***	***1.73***	***1.73***	***2.73***	***1.82***	***1.73***	***1.45***	***1.91***	***0.00***	***11***
Construction 建造	***10-19***	***4.04***	***3.53***	***3.06***	***2.40***	***3.63***	***1.78***	***3.08***	***2.06***	***3.08***	***0.00***	***622***
	20-49	2.80	3.13	3.50	2.39	3.79	2.39	2.96	3.11	3.92	0.00	742
	50-99	3.76	2.94	3.60	3.39	4.10	1.93	2.27	2.86	4.01	0.00	178
	Total 總數	***3.41***	***3.27***	***3.33***	***2.51***	***3.76***	***2.09***	***2.93***	***2.66***	***3.59***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2.50	2.22	2.40	1.69	2.80	1.82	2.17	2.33	3.32	2.98	4,936
	20-49	2.37	2.15	2.62	1.59	2.34	1.87	2.26	2.23	2.91	2.25	3,409
	50-99	3.06	3.09	3.26	1.99	2.80	2.15	2.67	2.15	3.45	0.00	493
	Total 總數	***2.48***	***2.24***	***2.53***	***1.67***	***2.62***	***1.86***	***2.23***	***2.28***	***3.17***	***2.70***	***8,838***
Restaurants and Hotels 食肆及酒店	10-19	2.10	1.81	2.35	1.51	2.42	1.72	1.65	1.79	3.43	0.00	763
	20-49	1.91	1.97	2.16	1.64	2.33	1.48	2.05	2.10	3.76	0.00	1,433
	50-99	2.83	2.46	3.08	2.17	3.29	2.10	2.39	2.40	3.77	1.00	469
	Total 總數	***2.12***	***2.01***	***2.37***	***1.70***	***2.53***	***1.66***	***2.00***	***2.06***	***3.66***	***1.00***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	2.74	2.14	2.25	2.14	2.55	1.82	2.31	1.95	3.09	3.52	1,065
	20-49	2.86	2.88	3.32	2.60	3.13	2.48	2.80	2.51	3.53	0.00	768
	50-99	3.95	3.45	3.76	2.77	4.28	3.32	3.69	3.85	4.30	0.00	264
	Total 總數	***2.94***	***2.57***	***2.83***	***2.39***	***2.98***	***2.25***	***2.67***	***2.39***	***3.40***	***3.52***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	2.53	2.43	2.43	2.00	2.58	2.00	2.37	2.03	3.01	4.00	1,615
	20-49	2.31	2.27	2.82	1.93	2.39	1.93	2.47	2.14	3.81	0.00	1,442
	50-99	3.26	3.12	2.73	2.18	3.19	2.23	2.77	3.06	3.69	2.33	414
	Total 總數	***2.52***	***2.45***	***2.63***	***1.99***	***2.57***	***2.00***	***2.46***	***2.20***	***3.42***	***3.22***	***3,471***
Community, Social and Personal Services 社區、社會及個人服務	10-19	2.51	2.95	2.98	2.06	2.53	1.98	2.37	2.77	3.56	2.00	1,241
	20-49	2.82	2.51	3.55	1.83	2.60	2.07	2.30	2.27	4.35	1.00	999
	50-99	3.70	3.68	3.95	2.31	3.06	2.29	2.82	2.84	3.70	1.00	513
	Total 總數	***2.84***	***2.93***	***3.37***	***2.02***	***2.65***	***2.07***	***2.43***	***2.60***	***3.87***	***1.43***	***2,753***
All 整體	10-19	2.58	2.38	2.48	1.85	2.76	1.89	2.30	2.25	3.27	2.80	11,169
	20-49	2.47	2.34	2.83	1.89	2.62	1.96	2.38	2.33	3.52	1.89	9,499
	50-99	3.28	3.07	3.23	2.25	3.21	2.27	2.72	2.70	3.70	1.43	2,538
	Total 總數	***2.61***	***2.44***	***2.70***	***1.91***	***2.75***	***1.96***	***2.38***	***2.33***	***3.42***	***2.39***	***23,206***

Table 9.23S: Average Weighted Scores of Likeliness of Learning Approaches for Supervisors by Principal Line of Business by Employment Size

表9.23S：機構屬意爲培訓督導人員而採用的管理學習方式評分

Principal Line of Business 主要業務	Employment Size 員工人數	Average Weighted Scores of Likeliness of Learning Approaches 各類管理學習方式平均分										Total 總數
		Reading management material 閱讀管理資料	Traditional classroom lectures 傳統的課堂講授	Small group training 小組培訓	Self-learning using company learning resources centre 利用機構內設學習資源中心進行自修	Action learning through work-related projects 透過完成與工作有關項目研究的行動學習法	Distance-learning 遙距學習	Computer-based/ Web-based learning/ E-learning 利用電腦／上網／電子方式學習	Individual tutored learning 個別導修	Mentoring/ coaching 由管理人員從旁指導，學習管理技巧	Others 其他	
Manufacturing 製造	10-19	2.21	2.50	2.25	1.73	3.11	2.28	2.78	2.31	3.23	1.00	917
	20-49	3.05	2.42	2.94	2.47	3.19	2.15	2.46	2.57	3.63	N.A.	706
	50-99	2.42	2.34	1.76	1.44	2.31	1.58	1.91	1.98	3.06	1.00	206
	Total 總數	***2.56***	***2.45***	***2.46***	***1.98***	***3.05***	***2.15***	***2.56***	***2.38***	***3.37***	***1.00***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	1.50	1.50	1.50	1.50	2.50	1.50	1.50	1.50	1.50	N.A.	10
	20-49	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	0
	50-99	4.00	2.00	4.00	4.00	5.00	5.00	4.00	1.00	6.00	N.A.	1
	Total 總數	***1.73***	***1.55***	***1.73***	***1.73***	***2.73***	***1.82***	***1.73***	***1.45***	***1.91***	***N.A.***	***11***
Construction 建造	***10-19***	***4.04***	***3.53***	***3.33***	***2.62***	***3.85***	***1.78***	***3.08***	***1.79***	***3.35***	***N.A.***	***622***
	20-49	2.80	3.21	3.50	2.39	3.79	2.39	2.96	3.11	3.84	N.A.	742
	50-99	3.76	2.94	3.88	3.62	4.32	1.93	2.27	2.58	4.29	N.A.	178
	Total 總數	***3.41***	***3.31***	***3.47***	***2.63***	***3.88***	***2.09***	***2.93***	***2.52***	***3.69***	***N.A.***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2.42	2.23	2.38	1.71	2.81	1.82	2.19	2.32	3.33	3.68	4,936
	20-49	2.35	2.16	2.64	1.67	2.33	1.83	2.22	2.18	2.94	2.25	3,409
	50-99	3.06	3.17	3.22	2.01	2.82	2.19	2.71	2.13	3.53	N.A.	493
	Total 總數	***2.43***	***2.26***	***2.53***	***1.71***	***2.62***	***1.84***	***2.23***	***2.26***	***3.19***	***3.02***	***8,838***
Restaurants and Hotels 食肆及酒店	10-19	2.33	2.17	2.19	1.80	2.48	1.93	2.01	2.08	3.49	N.A.	1,385
	20-49	1.88	1.97	2.13	1.64	2.33	1.46	2.05	2.08	3.76	N.A.	1,433
	50-99	2.80	2.42	3.08	2.17	3.29	2.10	2.39	2.38	3.77	1.00	469
	Total 總數	***2.20***	***2.12***	***2.29***	***1.78***	***2.53***	***1.75***	***2.08***	***2.12***	***3.64***	***1.00***	***3,287***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	2.74	2.14	2.25	2.14	2.55	1.82	2.31	1.95	3.09	3.52	1,065
	20-49	2.82	2.83	3.32	2.60	3.13	2.48	2.80	2.51	3.53	N.A.	768
	50-99	3.92	3.45	3.76	2.77	4.28	3.32	3.69	3.85	4.30	N.A.	264
	Total 總數	***2.91***	***2.56***	***2.83***	***2.39***	***2.98***	***2.25***	***2.67***	***2.39***	***3.40***	***3.52***	***2,097***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	2.53	2.43	2.43	2.00	2.58	2.00	2.37	2.03	3.01	4.00	1,615
	20-49	2.30	2.31	2.81	1.97	2.43	1.97	2.46	2.18	3.80	N.A.	1,442
	50-99	3.23	3.09	2.72	2.15	3.17	2.21	2.74	3.03	3.66	2.00	414
	Total 總數	***2.52***	***2.46***	***2.62***	***2.00***	***2.59***	***2.01***	***2.45***	***2.21***	***3.42***	***3.06***	***3,471***
Community, Social and Personal Services 社區、社會及個人服務	10-19	2.48	2.90	2.98	1.93	2.50	2.02	2.34	2.75	3.63	N.A.	1,186
	20-49	2.75	2.40	3.50	1.67	2.45	1.93	2.19	2.13	4.37	1.00	1,032
	50-99	3.70	3.78	3.91	2.31	3.02	2.29	2.80	2.84	3.64	1.00	513
	Total 總數	***2.81***	***2.88***	***3.35***	***1.90***	***2.58***	***2.04***	***2.37***	***2.53***	***3.91***	***1.00***	***2,731***
All 整體	10-19	2.53	2.40	2.45	1.87	2.76	1.91	2.31	2.23	3.31	3.22	11,736
	20-49	2.44	2.34	2.83	1.90	2.60	1.92	2.35	2.29	3.52	1.89	9,532
	50-99	3.26	3.09	3.23	2.27	3.22	2.25	2.68	2.66	3.72	1.32	2,538
	Total 總數	***2.57***	***2.45***	***2.69***	***1.92***	***2.75***	***1.95***	***2.37***	***2.30***	***3.43***	***2.53***	***23,806***

Table 9.24M: Average Number of Training Days Per Manager Provided in the Last Twelve Months by Principal Line of Business by Employment Size

表9.24M：過去十二個月機構爲每位管理人員提供培訓平均日數

Principal Line of Business 主要業務	Employment Size 員工人數	Average Number of Training Days Provided 提供培訓平均日數										Total 總數
		None 完全沒有		Less than 1 day 少於一天		1 day - 3 days 一天至三天		More than 3 days - 5 days 超過三天至五天		More than 5 days 超過五天		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	683	74.48	0	0.00	145	15.81	56	6.11	33	3.60	917
	20-49	360	50.99	34	4.82	135	19.12	101	14.31	76	10.76	706
	50-99	144	69.90	0	0.00	19	9.22	0	0.00	43	20.87	206
	Total 總數	***1,187***	***64.90***	***34***	***1.86***	***299***	***16.35***	***157***	***8.58***	***152***	***8.31***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	0	0.00	5	50.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	1
	Total 總數	***5***	***45.45***	***0***	***0.00***	***5***	***45.45***	***0***	***0.00***	***1***	***9.09***	***11***
Construction 建造	***10-19***	***233***	***37.46***	***56***	***9.00***	***155***	***24.92***	***33***	***5.31***	***145***	***23.31***	***622***
	20-49	397	53.50	33	4.45	179	24.12	0	0.00	133	17.92	742
	50-99	65	36.52	33	18.54	30	16.85	10	5.62	40	22.47	178
	Total 總數	***695***	***45.07***	***122***	***7.91***	***364***	***23.61***	***43***	***2.79***	***318***	***20.62***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	3,163	63.37	224	4.49	982	19.68	178	3.57	444	8.90	4,991
	20-49	2,370	69.52	175	5.13	509	14.93	122	3.58	233	6.83	3,409
	50-99	153	31.03	94	19.07	116	23.53	40	8.11	90	18.26	493
	Total 總數	***5,686***	***63.94***	***493***	***5.54***	***1607***	***18.07***	***340***	***3.82***	***767***	***8.62***	***8,893***
Restaurants and Hotels 食肆及酒店	10-19	562	73.66	0	0.00	34	4.46	111	14.55	56	7.34	763
	20-49	1,069	74.60	11	0.77	134	9.35	76	5.30	143	9.98	1,433
	50-99	225	47.97	60	12.79	50	10.66	51	10.87	83	17.70	469
	Total 總數	***1,856***	***69.64***	***71***	***2.66***	***218***	***8.18***	***238***	***8.93***	***282***	***10.58***	***2,665***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	640	60.09	0	0.00	280	26.29	0	0.00	145	13.62	1,065
	20-49	399	56.04	0	0.00	56	7.87	34	4.78	223	31.32	712
	50-99	93	35.23	0	0.00	112	42.42	19	7.20	40	15.15	264
	Total 總數	***1,132***	***55.46***	***0***	***0.00***	***448***	***21.95***	***53***	***2.60***	***408***	***19.99***	***2,041***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	993	61.49	89	5.51	222	13.75	167	10.34	144	8.92	1,615
	20-49	845	58.60	56	3.88	287	19.90	99	6.87	155	10.75	1,442
	50-99	165	39.86	20	4.83	84	20.29	30	7.25	115	27.78	414
	Total 總數	***2,003***	***57.71***	***165***	***4.75***	***593***	***17.08***	***296***	***8.53***	***414***	***11.93***	***3,471***
Community, Social and Personal Services 社區、社會及個人服務	10-19	682	54.96	110	8.86	275	22.16	0	0.00	174	14.02	1,241
	20-49	320	32.03	67	6.71	236	23.62	76	7.61	300	30.03	999
	50-99	90	17.54	20	3.90	119	23.20	110	21.44	174	33.92	513
	Total 總數	***1,092***	***39.67***	***197***	***7.16***	***630***	***22.88***	***186***	***6.76***	***648***	***23.54***	***2,753***
All 整體	10-19	6,961	62.02	479	4.27	2098	18.69	545	4.86	1141	10.17	11,224
	20-49	5,760	61.00	376	3.98	1536	16.27	508	5.38	1263	13.37	9,443
	50-99	935	36.84	227	8.94	530	20.88	260	10.24	586	23.09	2,538
	Total 總數	***13,656***	***58.85***	***1082***	***4.66***	***4164***	***17.94***	***1313***	***5.66***	***2990***	***12.89***	***23,205***

Table 9.24S: Average Number of Training Days Per Supervisor Provided in the Last Twelve Months by Principal Line of Business by Employment Size

表9.24S：過去十二個月機構爲每位督導人員提供培訓平均日數

Principal Line of Business 主要業務	Employment Size 員工人數	Average Number of Training Days Provided 提供培訓平均日數										Total 總數
		None 完全沒有		Less than 1 day 少於一天		1 day - 3 days 一天至三天		More than 3 days - 5 days 超過三天至五天		More than 5 days 超過五天		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	683	74.48	0	0.00	201	21.92	33	3.60	0	0.00	917
	20-49	393	55.67	34	4.82	168	23.80	68	9.63	43	6.09	706
	50-99	134	65.05	10	4.85	19	9.22	0	0.00	43	20.87	206
	Total 總數	***1,210***	***66.16***	***44***	***2.41***	***388***	***21.21***	***101***	***5.52***	***86***	***4.70***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	0	0.00	5	50.00	0	0.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	1
	Total 總數	***5***	***45.45***	***0***	***0.00***	***5***	***45.45***	***0***	***0.00***	***1***	***9.09***	***11***
Construction 建造	***10-19***	***177***	***28.46***	***0***	***0.00***	***99***	***15.92***	***89***	***14.31***	***257***	***41.32***	***622***
	20-49	430	57.95	33	4.45	123	16.58	0	0.00	156	21.02	742
	50-99	65	36.52	33	18.54	30	16.85	10	5.62	40	22.47	178
	Total 總數	***672***	***43.58***	***66***	***4.28***	***252***	***16.34***	***99***	***6.42***	***453***	***29.38***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	3,197	64.06	335	6.71	815	16.33	200	4.01	444	8.90	4,991
	20-49	2,380	69.82	132	3.87	509	14.93	122	3.58	266	7.80	3,409
	50-99	153	31.03	104	21.10	116	23.53	50	10.14	70	14.20	493
	Total 總數	***5,730***	***64.43***	***571***	***6.42***	***1440***	***16.19***	***372***	***4.18***	***780***	***8.77***	***8,893***
Restaurants and Hotels 食肆及酒店	10-19	1,183	85.42	0	0.00	90	6.50	56	4.04	56	4.04	1,385
	20-49	1,069	74.60	0	0.00	145	10.12	66	4.61	153	10.68	1,433
	50-99	215	45.84	60	12.79	70	14.93	51	10.87	73	15.57	469
	Total 總數	***2,467***	***75.05***	***60***	***1.83***	***305***	***9.28***	***173***	***5.26***	***282***	***8.58***	***3,287***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	640	60.09	0	0.00	224	21.03	56	5.26	145	13.62	1,065
	20-49	399	56.04	0	0.00	56	7.87	34	4.78	223	31.32	712
	50-99	103	39.02	33	12.50	69	26.14	19	7.20	40	15.15	264
	Total 總數	***1,142***	***55.95***	***33***	***1.62***	***349***	***17.10***	***109***	***5.34***	***408***	***19.99***	***2,041***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	993	61.49	89	5.51	222	13.75	167	10.34	144	8.92	1,615
	20-49	878	60.89	56	3.88	320	22.19	66	4.58	122	8.46	1,442
	50-99	185	44.69	10	2.42	94	22.71	20	4.83	105	25.36	414
	Total 總數	***2,056***	***59.23***	***155***	***4.47***	***636***	***18.32***	***253***	***7.29***	***371***	***10.69***	***3,471***
Community, Social and Personal Services 社區、社會及個人服務	10-19	627	52.87	55	4.64	330	27.82	0	0.00	174	14.67	1,186
	20-49	320	31.01	100	9.69	202	19.57	110	10.66	300	29.07	1,032
	50-99	90	17.54	20	3.90	129	25.15	100	19.49	174	33.92	513
	Total 總數	***1,037***	***37.97***	***175***	***6.41***	***661***	***24.20***	***210***	***7.69***	***648***	***23.73***	***2,731***
All 整體	10-19	7,505	63.65	479	4.06	1986	16.84	601	5.10	1220	10.35	11,791
	20-49	5,869	61.94	355	3.75	1523	16.07	466	4.92	1263	13.33	9,476
	50-99	945	37.23	270	10.64	527	20.76	250	9.85	546	21.51	2,538
	Total 總數	***14,319***	***60.15***	***1104***	***4.64***	***4036***	***16.95***	***1317***	***5.53***	***3029***	***12.72***	***23,805***

Table 9.25M: Assistance/Support the HKSAR Government and Related Organisations Should Provide in Promoting Management Training to Managers by Principal Line of Business by Employment Size

表9.25M：機構認爲政府或有關組織應提供的協助／支援以鼓勵培訓管理人員

Principal Line of Business 主要業務	Employment Size 員工人數	Assistance/Support Should be Provided 應提供的協助／支援								Total 總數
		Provide funding to companies 提供資助金予機構		Offer free / subsidised training courses 提供免費／資助的培訓課程		Provide training advice 給予培訓意見		Others 其他		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	548	63.65	805	93.50	202	23.46	0	0.00	861
	20-49	435	61.61	595	84.28	211	29.89	34	4.82	706
	50-99	158	76.70	153	74.27	95	46.12	0	0.00	206
	Total 總數	***1,141***	***64.35***	***1553***	***87.59***	***508***	***28.65***	***34***	***1.92***	***1,773***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	5	50.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	1	100.00	1	100.00	0	0.00	0	0.00	1
	Total 總數	***6***	***54.55***	***6***	***54.55***	***5***	***45.45***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***389***	***62.54***	***322***	***51.77***	***343***	***55.14***	***0***	***0.00***	***622***
	20-49	320	43.13	653	88.01	134	18.06	0	0.00	742
	50-99	168	94.38	138	77.53	40	22.47	0	0.00	178
	Total 總數	***877***	***56.87***	***1113***	***72.18***	***517***	***33.53***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2,628	52.08	4055	80.36	1838	36.42	312	6.18	5,046
	20-49	2,014	59.66	2836	84.00	807	23.90	33	0.98	3,376
	50-99	289	59.83	347	71.84	103	21.33	0	0.00	483
	Total 總數	***4,931***	***55.37***	***7238***	***81.28***	***2748***	***30.86***	***345***	***3.87***	***8,905***
Restaurants and Hotels 食肆及酒店	10-19	233	30.54	454	59.50	322	42.20	0	0.00	763
	20-49	616	42.99	1048	73.13	320	22.33	33	2.30	1,433
	50-99	190	42.32	335	74.61	178	39.64	10	2.23	449
	Total 總數	***1,039***	***39.28***	***1837***	***69.45***	***820***	***31.00***	***43***	***1.63***	***2,645***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	604	56.71	920	86.38	224	21.03	56	5.26	1,065
	20-49	314	42.72	413	56.19	224	30.48	122	16.60	735
	50-99	170	64.39	191	72.35	93	35.23	0	0.00	264
	Total 總數	***1,088***	***52.71***	***1524***	***73.84***	***541***	***26.21***	***178***	***8.62***	***2,064***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	653	40.43	1359	84.15	203	12.57	0	0.00	1,615
	20-49	847	58.74	963	66.78	166	11.51	33	2.29	1,442
	50-99	167	40.34	331	79.95	117	28.26	0	0.00	414
	Total 總數	***1,667***	***48.03***	***2653***	***76.43***	***486***	***14.00***	***33***	***0.95***	***3,471***
Community, Social and Personal Services 社區、社會及個人服務	10-19	681	54.88	1076	86.70	198	15.95	0	0.00	1,241
	20-49	701	70.17	832	83.28	314	31.43	44	4.40	999
	50-99	338	67.20	453	90.06	214	42.54	0	0.00	503
	Total 總數	***1,720***	***62.71***	***2361***	***86.07***	***726***	***26.47***	***44***	***1.60***	***2,743***
All 整體	10-19	5,741	51.15	8996	80.16	3335	29.72	368	3.28	11,223
	20-49	5,247	55.62	7340	77.81	2176	23.07	299	3.17	9,433
	50-99	1,481	59.29	1949	78.02	840	33.63	10	0.40	2,498
	Total 總數	***12,469***	***53.85***	***18285***	***78.97***	***6351***	***27.43***	***677***	***2.92***	***23,154***

Table 9.25S: Assistance/Support the HKSAR Government and Related Organisations Should Provide in Promoting Management Training to Supervisors by Principal Line of Business by Employment Size

表9.25S：機構認爲政府或有關組織應提供的協助／支援以鼓勵培訓督導人員

Principal Line of Business 主要業務	Employment Size 員工人數	Assistance/Support Should be Provided 應提供的協助／支援								Total 總數
		Provide funding to companies 提供資助金予機構		Offer free / subsidised training courses 提供免費／資助的培訓課程		Provide training advice 給予培訓意見		Others 其他		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	548	63.65	805	93.50	202	23.46	0	0.00	861
	20-49	435	61.61	595	84.28	211	29.89	34	4.82	706
	50-99	158	76.70	153	74.27	95	46.12	0	0.00	206
	Total 總數	***1,141***	***64.35***	***1553***	***87.59***	***508***	***28.65***	***34***	***1.92***	***1,773***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	5	50.00	0	0.00	10
	20-49	0	-	0	-	0	-	0	-	0
	50-99	1	100.00	1	100.00	0	0.00	0	0.00	1
	Total 總數	***6***	***54.55***	***6***	***54.55***	***5***	***45.45***	***0***	***0.00***	***11***
Construction 建造	***10-19***	***299***	***48.07***	***356***	***57.23***	***399***	***64.15***	***0***	***0.00***	***622***
	20-49	320	43.13	653	88.01	134	18.06	0	0.00	742
	50-99	158	88.76	148	83.15	40	22.47	0	0.00	178
	Total 總數	***777***	***50.39***	***1157***	***75.03***	***573***	***37.16***	***0***	***0.00***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2,738	54.26	4000	79.27	1783	35.33	312	6.18	5,046
	20-49	2,014	59.66	2836	84.00	807	23.90	33	0.98	3,376
	50-99	299	61.90	357	73.91	93	19.25	0	0.00	483
	Total 總數	***5,051***	***56.72***	***7193***	***80.77***	***2683***	***30.13***	***345***	***3.87***	***8,905***
Restaurants and Hotels 食肆及酒店	10-19	578	41.73	964	69.60	444	32.06	0	0.00	1,385
	20-49	616	42.99	1048	73.13	320	22.33	33	2.30	1,433
	50-99	190	42.32	335	74.61	178	39.64	10	2.23	449
	Total 總數	***1,384***	***42.36***	***2347***	***71.84***	***942***	***28.83***	***43***	***1.32***	***3,267***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	604	56.71	920	86.38	224	21.03	56	5.26	1,065
	20-49	314	42.72	413	56.19	224	30.48	122	16.60	735
	50-99	160	60.61	201	76.14	93	35.23	0	0.00	264
	Total 總數	***1,078***	***52.23***	***1534***	***74.32***	***541***	***26.21***	***178***	***8.62***	***2,064***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	653	40.43	1359	84.15	203	12.57	0	0.00	1,615
	20-49	847	58.74	963	66.78	166	11.51	33	2.29	1,442
	50-99	167	40.34	341	82.37	107	25.85	0	0.00	414
	Total 總數	***1,667***	***48.03***	***2663***	***76.72***	***476***	***13.71***	***33***	***0.95***	***3,471***
Community, Social and Personal Services 社區、社會及個人服務	10-19	681	57.42	1021	86.09	198	16.69	0	0.00	1,186
	20-49	734	71.12	865	83.82	314	30.43	44	4.26	1,032
	50-99	338	67.20	453	90.06	214	42.54	0	0.00	503
	Total 總數	***1,753***	***64.42***	***2339***	***85.96***	***726***	***26.68***	***44***	***1.62***	***2,721***
All 整體	10-19	6,106	51.79	9430	79.98	3458	29.33	368	3.12	11,790
	20-49	5,280	55.78	7373	77.89	2176	22.99	299	3.16	9,466
	50-99	1,471	58.89	1989	79.62	820	32.83	10	0.40	2,498
	Total 總數	***12,857***	***54.13***	***18792***	***79.11***	***6454***	***27.17***	***677***	***2.85***	***23,754***

Table 9.26: Knowing about the Institute of Professional Education and Knowledge (PEAK) by Principal Line of Business by Employment Size

表9.26：對高峰進修學院的認識

Principal Line of Business 主要業務	Employment Size 員工人數	Come across any materials/ news/ publicity messages 有否接觸過有關該學院資料／消息／宣傳訊息				Total 總數
		Yes 有		No 沒有		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	90	9.81	827	90.19	917
	20-49	0	0.00	706	100.00	706
	50-99	52	25.24	154	74.76	206
	Total 總數	***142***	***7.76***	***1687***	***92.24***	***1,829***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	50.00	5	50.00	10
	20-49	0	-	0	-	0
	50-99	0	0.00	1	100.00	1
	Total 總數	***5***	***45.45***	***6***	***54.55***	***11***
Construction 建造	***10-19***	***66***	***10.61***	***556***	***89.39***	***622***
	20-49	177	23.85	565	76.15	742
	50-99	0	0.00	178	100.00	178
	Total 總數	***243***	***15.76***	***1299***	***84.24***	***1,542***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	679	13.46	4367	86.54	5,046
	20-49	176	5.16	3233	94.84	3,409
	50-99	60	12.17	433	87.83	493
	Total 總數	***915***	***10.23***	***8033***	***89.77***	***8,948***
Restaurants and Hotels 食肆及酒店	10-19	55	3.82	1385	96.18	1,440
	20-49	235	16.40	1198	83.60	1,433
	50-99	135	28.78	334	71.22	469
	Total 總數	***425***	***12.72***	***2917***	***87.28***	***3,342***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	145	13.62	920	86.38	1,065
	20-49	156	21.22	579	78.78	735
	50-99	30	11.36	234	88.64	264
	Total 總數	***331***	***16.04***	***1733***	***83.96***	***2,064***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	199	12.32	1416	87.68	1,615
	20-49	221	15.33	1221	84.67	1,442
	50-99	93	21.93	331	78.07	424
	Total 總數	***513***	***14.74***	***2968***	***85.26***	***3,481***
Community, Social and Personal Services 社區、社會及個人服務	10-19	219	17.65	1022	82.35	1,241
	20-49	110	10.66	922	89.34	1,032
	50-99	89	17.35	424	82.65	513
	Total 總數	***418***	***15.00***	***2368***	***85.00***	***2,786***
All 整體	10-19	1,458	12.19	10498	87.81	11,956
	20-49	1,075	11.32	8424	88.68	9,499
	50-99	459	18.01	2089	81.99	2,548
	Total 總數	***2,992***	***12.47***	***21011***	***87.53***	***24,003***

Table 9.27: Activities/Media Sources about the Institute of Professional Education and Knowledge (PEAK) by Principal Line of Business by Employment Size

表9.27：接觸高峰進修學院資料／消息／宣傳訊息的途徑

Principal Line of Business 主要業務	Employment Size 員工人數	Activities/Media Sources 接觸資料／消息／宣傳訊息的途徑																								Total 總數
		Direct mailing 直接郵寄		Visit by PEAK staff 學院派員探訪		Promotion seminars 推廣研討會		Career talks 職業講座		Exhibitions 展覽		VTC web site 職業網址		PEAK web site 學院網址		Email 電郵		Advertisements special supplements on journals etc 報刊雜誌廣告／特刊		Press releases 新聞稿		Newsletters of professional bodies 專業團體通訊		Others 其他		
		in No. 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	*in No.* 數目	*in %* 百分比	
Manufacturing 製造	10-19	0	0.00	0	0.00	34	37.78	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	56	62.22	0	0.00	0	0.00	0	0.00	90
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	9	17.31	0	0.00	0	0.00	0	0.00	0	0.00	33	63.46	0	0.00	0	0.00	10	19.23	0	0.00	10	19.23	0	0.00	52
	Total 總數	***9***	***6.34***	***0***	***0.00***	***34***	***23.94***	***0***	***0.00***	***0***	***0.00***	***33***	***23.24***	***0***	***0.00***	***0***	***0.00***	***66***	***46.48***	***0***	***0.00***	***10***	***7.04***	***0***	***0.00***	***142***
Electricity, Gas, Water 水、電、氣體燃料	10-19	5	100.00	0	0.00	5	100.00	5	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	5
	20-49	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	50-99	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	Total 總數	***5***	***100.00***	***0***	***0.00***	***5***	***100.00***	***5***	***100.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***5***
Construction 建造	***10-19***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***10***	***15.15***	***10***	***15.15***	***56***	***84.85***	***0***	***0.00***	***0***	***0.00***	***66***
	20-49	55	31.07	0	0.00	0	0.00	0	0.00	0	0.00	33	18.64	0	0.00	55	31.07	88	49.72	56	31.64	0	0.00	0	0.00	177
	50-99	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
	Total 總數	***55***	***22.63***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***33***	***13.58***	***0***	***0.00***	***65***	***26.75***	***98***	***40.33***	***112***	***46.09***	***0***	***0.00***	***0***	***0.00***	***243***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	112	16.49	0	0.00	0	0.00	0	0.00	0	0.00	167	24.59	0	0.00	167	24.59	288	42.42	167	24.59	55	8.10	56	8.25	679
	20-49	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	110	62.50	88	50.00	33	18.75	0	0.00	176
	50-99	10	16.67	0	0.00	10	16.67	10	16.67	0	0.00	20	33.33	10	16.67	20	33.33	0	0.00	0	0.00	0	0.00	10	16.67	60
	Total 總數	***122***	***13.33***	***0***	***0.00***	***10***	***1.09***	***10***	***1.09***	***0***	***0.00***	***187***	***20.44***	***10***	***1.09***	***187***	***20.44***	***398***	***43.50***	***255***	***27.87***	***88***	***9.62***	***66***	***7.21***	***915***
Restaurants and Hotels 食肆及酒店	10-19	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	55	100.00	55
	20-49	101	42.98	0	0.00	0	0.00	0	0.00	0	0.00	34	14.47	0	0.00	0	0.00	66	28.09	0	0.00	0	0.00	34	14.47	235
	50-99	21	15.56	0	0.00	0	0.00	44	32.59	0	0.00	0	0.00	0	0.00	11	8.15	20	14.81	0	0.00	40	29.63	20	14.81	135
	Total 總數	***122***	***28.71***	***0***	***0.00***	***0***	***0.00***	***44***	***10.35***	***0***	***0.00***	***34***	***8.00***	***0***	***0.00***	***11***	***2.59***	***86***	***20.24***	***0***	***0.00***	***40***	***9.41***	***109***	***25.65***	***425***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	56	38.62	0	0.00	0	0.00	0	0.00	56	38.62	0	0.00	0	0.00	56	38.62	89	61.38	0	0.00	0	0.00	0	0.00	145
	20-49	0	0.00	0	0.00	0	0.00	0	0.00	33	21.15	89	57.05	0	0.00	33	21.15	34	21.79	0	0.00	0	0.00	0	0.00	156
	50-99	0	0.00	0	0.00	0	0.00	0	0.00	10	33.33	0	0.00	10	33.33	0	0.00	10	33.33	0	0.00	0	0.00	0	0.00	30
	Total 總數	***56***	***16.92***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***99***	***29.91***	***89***	***26.89***	***10***	***3.02***	***89***	***26.89***	***133***	***40.18***	***0***	***0.00***	***0***	***0.00***	***0***	***0.00***	***331***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	0	0.00	0	0.00	56	28.14	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	55	27.64	55	27.64	0	0.00	88	44.22	199
	20-49	33	14.93	0	0.00	0	0.00	0	0.00	0	0.00	89	40.27	33	14.93	0	0.00	66	29.86	0	0.00	0	0.00	0	0.00	221
	50-99	10	10.75	0	0.00	0	0.00	0	0.00	0	0.00	43	46.24	0	0.00	0	0.00	40	43.01	10	10.75	0	0.00	0	0.00	93
	Total 總數	***43***	***8.38***	***0***	***0.00***	***56***	***10.92***	***0***	***0.00***	***0***	***0.00***	***132***	***25.73***	***33***	***6.43***	***0***	***0.00***	***161***	***31.38***	***65***	***12.67***	***0***	***0.00***	***88***	***17.15***	***513***
Community, Social and Personal Services 社區、社會及個人服務	10-19	0	0.00	0	0.00	0	0.00	55	25.11	0	0.00	0	0.00	0	0.00	0	0.00	109	49.77	0	0.00	0	0.00	55	25.11	219
	20-49	33	30.00	33	30.00	33	30.00	33	30.00	33	30.00	33	30.00	33	30.00	33	30.00	77	70.00	43	39.09	43	39.09	33	30.00	110
	50-99	0	0.00	0	0.00	0	0.00	0	0.00	10	11.24	20	22.47	39	43.82	29	32.58	10	11.24	10	11.24	29	32.58	10	11.24	89
	Total 總數	***33***	***7.89***	***33***	***7.89***	***33***	***7.89***	***88***	***21.05***	***43***	***10.29***	***53***	***12.68***	***72***	***17.22***	***62***	***14.83***	***196***	***46.89***	***53***	***12.68***	***72***	***17.22***	***98***	***23.44***	***418***
All 整體	10-19	173	11.87	0	0.00	95	6.52	60	4.12	56	3.84	167	11.45	0	0.00	233	15.98	607	41.63	278	19.07	55	3.77	254	17.42	1,458
	20-49	222	20.65	33	3.07	33	3.07	33	3.07	66	6.14	278	25.86	66	6.14	121	11.26	441	41.02	187	17.40	76	7.07	67	6.23	1,075
	50-99	50	10.89	0	0.00	10	2.18	54	11.76	20	4.36	116	25.27	59	12.85	60	13.07	90	19.61	20	4.36	79	17.21	40	8.71	459
	Total 總數	***445***	***14.87***	***33***	***1.10***	***138***	***4.61***	***147***	***4.91***	***142***	***4.75***	***561***	***18.75***	***125***	***4.18***	***414***	***13.84***	***1138***	***38.03***	***485***	***16.21***	***210***	***7.02***	***361***	***12.07***	***2,992***

Table 9.28: Average Weighted Scores of Usefulness of the Survey for Different Stakeholders by Principal Line of Business by Employment Size

表9.28：機構認爲此調查對不同持分者有用程度評分

Principal Line of Business 主要業務	Employment Size 員工人數	No. of Responsed Establishments 回覆機構數目	Types of Stakeholders 持分者類別			
			To your organisation 對受訪機構	To the HKSAR Government 對香港政府	To local educational and training institutions / organisations 對本地教育及訓練機構	To the human resources / personnel / training professionals 對人力資源／人事／培訓專業人員
Manufacturing 製造	10-19	917	2.18	2.56	2.84	2.80
	20-49	706	1.93	2.41	2.44	2.44
	50-99	206	2.05	2.04	2.35	2.47
	Total 總數	***1,829***	***2.07***	***2.44***	***2.63***	***2.63***
Electricity, Gas, Water 水、電、氣體燃料	10-19	10	1.00	2.00	1.50	1.50
	20-49	0	0.00	0.00	0.00	0.00
	50-99	1	1.00	2.00	3.00	2.00
	Total 總數	***11***	***1.00***	***2.00***	***1.64***	***1.55***
Construction 建造	***10-19***	***622***	***2.34***	***2.52***	***2.77***	***2.91***
	20-49	742	2.35	2.53	2.67	2.70
	50-99	178	2.66	2.58	3.00	3.25
	Total 總數	***1,542***	***2.38***	***2.53***	***2.75***	***2.85***
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	5,046	1.92	2.26	2.52	2.50
	20-49	3,409	1.99	2.53	2.72	2.65
	50-99	493	2.10	2.49	2.53	2.53
	Total 總數	***8,948***	***1.96***	***2.37***	***2.60***	***2.56***
Restaurants and Hotels 食肆及酒店	10-19	1,440	2.19	2.47	2.63	2.63
	20-49	1,433	2.30	2.30	2.62	2.63
	50-99	469	2.42	2.55	2.74	2.81
	Total 總數	***3,342***	***2.27***	***2.41***	***2.64***	***2.66***
Transport, Storage and Communications 運輸、儲存及通訊	10-19	1,065	1.89	2.46	2.57	2.48
	20-49	735	2.04	2.48	2.49	2.52
	50-99	264	2.27	2.64	2.61	2.70
	Total 總數	***2,064***	***1.99***	***2.49***	***2.55***	***2.52***
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	1,615	1.97	2.61	2.71	2.75
	20-49	1,442	2.04	2.35	2.51	2.57
	50-99	424	2.21	2.64	2.68	2.59
	Total 總數	***3,481***	***2.03***	***2.51***	***2.63***	***2.66***
Community, Social and Personal Services 社區、社會及個人服務	10-19	1,241	1.99	2.51	2.82	2.62
	20-49	1,032	2.14	2.65	2.91	2.86
	50-99	513	2.23	2.86	2.79	2.94
	Total 總數	***2,786***	***2.09***	***2.63***	***2.85***	***2.77***
All 整體	10-19	11,956	2.01	2.41	2.63	2.61
	20-49	9,499	2.09	2.47	2.65	2.64
	50-99	2,548	2.26	2.59	2.67	2.74
	Total 總數	***24,003***	***2.06***	***2.45***	***2.64***	***2.63***