



# Manpower Update Report

## Tourism Industry

---

# 2019

---

Hotel, Catering and Tourism Training Board

## **ACKNOWLEDGEMENT**

The Hotel, Catering and Tourism Training Board (HOTB) would like to express gratitude to tourism industry experts who participated as focus group members and contributed precious time and valuable insights on the various manpower issues as well as aspects of the industry. Their inputs are an integral part of this report.

<b>Contents</b>	
<b>Introduction</b>	<b>1</b>
Background Objectives	
<b>Methodology</b>	<b>3</b>
Overview Selection of Focus Group Participants Data Analysis Limitations	
<b>Key Findings</b>	<b>4</b>
<b>Recommendations</b>	<b>9</b>
<b>Appendix</b>	<b>14</b>
Number of Vacancy Advertisements of Popular Recruitment Sources (3rd quarter 2017 to 2nd quarter 2018) (a) by Job Levels (b) by Branches (c) by Monthly Salary Ranges (d) by Qualification Requirements	

# Introduction

## Background

The HOTB of the Vocational Training Council (VTC) is appointed by the Hong Kong Special Administrative Region (HKSAR) Government to be responsible for, among other duties, determining the manpower situation and training needs of the hospitality industry which encompasses the hotel, catering and tourism sub sectors.

Following a rationalisation exercise in 2017, a new approach for conducting manpower survey is adopted to enhance the effectiveness and better reflect the dynamics of the industry's manpower

situation.

The new approach is to conduct full manpower survey for each industry once every four years, supplemented by periodic information updates through focus group and desk research.

The HOTB completed a full manpower survey on the tourism industry in 2016. Two manpower update reports will be prepared during the period between 2016 and 2019. The HOTB conducted a focus group meeting of the tourism industry on 10 January 2019 to collect views about the latest manpower situation and training needs from

industry practitioners. Desk research had also been performed to capture recruitment information including job vacancies of principal jobs, salary offered and qualification requirements in the industry for the period from July 2017 to June 2018.

This is the first manpower update report of the tourism industry which mainly covers the findings obtained from the aforementioned focus group meeting, supplemented by the information acquired from the desk research for reference purpose.

## Objectives

The objectives of this manpower update report of the tourism industry are to understand the following issues of the industry:

- (i) Latest trends and developments;
- (ii) Manpower demand and training needs;
- (iii) Recruitment difficulties; and
- (iv) Suggestions on easing manpower shortage.

---

# Methodology

## Overview

With reference to the 2016 full manpower survey, this update report further constructs the qualitative descriptions of the recent developments of the industry through a focus group interview supplemented quantitatively by a desk research, i.e. vacancy advertisements collected from July 2017 to June 2018.

The focus group meeting was intended to collect experts' perspectives on the tourism industry's manpower market with a view to reflect the latest trends of the industry's manpower and training needs. Focus group members were selected from the tourism industry with trusted knowledge of manpower situation and good knowledge of the industry. To enhance the efficiency in collecting views, the size of the focus group was limited to seven persons.

The information of the desk research, consisting of vacancy advertisements, monthly salary ranges offered by employers, and academic qualification required, was obtained on a quarterly basis from major recruitment channels commonly used by the general public. An integrated database was developed from various sources of data, such as the Hong Kong Government and advertising agencies. The information collected was consolidated annually.

## Selection of Focus Group Participants

The target participants of the focus group represented the tourism industry comprising of airlines, travel and ticketing agents, plus the Meetings, Incentives, Conventions and Exhibitions (MICE) sector.

## Data Analysis

The focus group meeting was designed to cover a range of issues such as the latest industry trends and developments, the manpower situation and training needs of principal jobs in the industry, and recruitment difficulties encountered. The meeting was recorded and transcribed to facilitate analysis.

For the desk research, over 1,300 recruitment records were collected during the research period. Mapping was made with the list of related companies under the Hong Kong Standard Industrial Classification for removal of any duplicated records. An overview of manpower demand, monthly salary offered and education requirements could therefore be acquired.

After the above qualitative and quantitative analysis, the findings and recommendations were augmented and endorsed by the HOTB.

## Limitations

Different from the extensive quantitative manpower survey performed in 2016, the update report aims to discover these emerging themes in the manpower development of the industry. The employment trends and behavior; recruitment difficulties; insights and observations from the stakeholders' experience were captured through this focus group and desk research. While the update report has adopted the

qualitative approach of focus group discussion which covered a controlled selection of stakeholders, it might not be generalised for the entire population. Desk research that gathered information of job vacancies from advertisements in major recruitment websites and the Labour Department, also might not be exhaustive for a complete quantitative analysis. The data collected was also snapshots of a particular point in time during the report period and was only used as reference supplementary to the observations of the focus group.

---

# Key Findings

## Factors Affecting the Development of the Industry

---

### Latest Trends

#### Background

A sound tourism industry is fundamental to economic prosperity as well as social and cultural developments. With a change of lifestyle, easy access to digital service and budget-travel tools and means, travelling has become more accessible and affordable. In 2018, the total visitor arrivals of Hong Kong was over 65 million, an increase of 11.4% as compared with those of 2017. Overnight arrivals increased by nearly five per cent, and the number of visitors from long-haul markets with higher spending power also recorded

a steady growth.

After several years of consolidation, the tourism industry of Hong Kong has regained growth with concerted efforts of the Government and industry partners, coupled with improvement in the external environment, the tourism industry has regained growth. The HKSAR Government spares no efforts in sustaining the healthy development of this important pillar industry. With a view to promote our diverse culture with Hong Kong characteristics, and attract more high-spending overnight visitors from target markets, an additional government funding allocation of around HK\$353 million enables the Hong Kong Tourism Board to step up promotion of Hong

Kong's image as a premier tourism destination. In furthering the implementation of the Development Blueprint for Hong Kong's Tourism Industry issued in 2017, the Government continues to roll out initiatives for encouraging the development of more thematic tourism products; providing training subsidies for practitioners to strengthen manpower training and tourism service quality; and promulgating smart tourism in Hong Kong for enhancing visitors' travelling experience.

### Fuelling Opportunities

As supported in the Outline Development Plan for the Greater Bay Area announced by the Mainland, Hong Kong is to be developed into an international tourism hub and a core demonstration zone for multi-destination tourism. The Greater Bay Area concept is expected to facilitate business and travelling among the Belt and Road countries and Bay Area cities, and will enhance collaboration for developing multi-destination tourism products and itineraries.

The improvement in flight connection between other Asian and emerging countries and the Mainland may divert some transit visitors from Hong Kong. However, with the commissioning of the Guangzhou-Shenzhen-Hong Kong Express Rail Link Hong Kong Section and the Hong Kong-Zhuhai-Macau Bridge, wider choices and varied mix of transportation modes are available. Connectivity is greatly

enhanced and travelling time is significantly reduced between Hong Kong and the Mainland cities. Older people, families and people with disabilities can travel with more options. Fly-rail-cruise combo facilitates leisure and business movements. Hong Kong's strategic role in attracting leisure and business travel to the region is strengthened.

With the future expansion and enhancement of tourist attractions, convention and exhibition facilities and the third airport runway system, the higher capacity of these facilities will cater for more business and leisure arrivals. A positive and healthy industry outlook is generally expected.

### Manpower

Better access to digital information and popularity of e-commerce ease trips planning and booking. Travelling has become more frequent and thereby increased the need for tourism related jobs.

Manpower shortage continues to be a critical issue. It has become more common for industry practitioners to outsource part of their operations such as ticketing operations and customer service centres to other countries with lower labour costs and better foreign language skills. For effective cost, service and manpower resources control and management, airline operators may choose to hire ground service operators for handling passenger

and baggage handling, ticketing, flight dispatch, weight and balance, flight coordination, ramp handling and cabin cleaning.

Technological advancements spur the demand of manpower for e-commerce and mobile apps development, user-experience design, interactive digital support, digital marketing and social media management, big data mining and analytics, etc. Artificial intelligence and automation have released manpower in handling routine and repetitive manual tasks, answering general customer enquiries and providing support; however, extending value-added service, solving complaints of a complex nature, and selling of complicated products with a human touch are still irreplaceable at the current stage.

There is always a need for the human element especially in a service industry. Some kind of human support will still be required for certain customers like a nearby support desk for non-supervised check-in / baggage handling units at airports.

Traditional posts such as experienced and creative-minded travel consultants, and empathetic airline crew are still in need. Meanwhile, manpower for setting up and managing the exhibition/conference venues, and attending to on-site issues are lacking.

## Technology

At the end of 2017, the Government funding of the Pilot Information Technology Development Matching Fund Scheme for Travel Agents has benefited over 100 small- and medium-sized travel agents to enhance the travel agents' company website, setting up online booking and customer care system, developing mobile Apps and social media platforms etc.

According to the aforementioned Development Blueprint, developing smart tourism is one of the four key strategies. Using smart technology in enhancing visitors' travel experience, providing tourist facilitation services, as well as encouraging the trade to leverage on smart technology to enhance service would be the implementation goals these years.

With increased popularity of digital communications, B2C (Business to Customer) mode of operations is taking over the traditional scene. Likewise, customers have rapidly embraced digital shopping as multiple e-platforms are available for them to raise enquiries and to book tourism related products and services directly with the providers. With the growth of using online travel agents, it is noted that the number and size of brick-and-mortar travel and related service operators will be trimmed and head towards online operations.

Automation of service is definitely a trend. At airport terminals, significant passenger throughput is enabled by automation resulting in contactless service ranging from check-in, immigration/customs clearance and seating arrangements. Not

only will the range and diversity of the products and services offered be gradually changing, the scale and the presence of certain operating units in the industry will be altered. Yet, sufficient hardware and software including space, infrastructure and peripherals support are required for seamless integration for full-fledged automation before releasing the respective manpower support. Customers of the MICE business are always expecting enhanced value from organisers. Other than elevating users' experience throughout the event life cycle via online business platforms, the MICE sector customises digital interactive multimedia applications for organisers and exhibitors. High sensitivity in formulating innovative and creative propositions leveraging on technologies would be the trend.

Targeting at existing and potential customers, a tourism business can harness its marketing and promotion strategies, manage customers enquiries, synchronise orders, sell products and service via digital platforms. Manpower can be diverted to focus on extending niche products and personalised customer service to stand out in the highly competitive environment.

### Regulations

The Travel Industry Bill has been passed in March 2017 to establish the Travel Industry Authority and a legislative framework for the licensing and regulation of travel agents, tourist guides and tour escorts. The setting up of the new regulatory regime would assist in strengthening trade regulation and safeguarding the rights and interests of

visitors in the near future.

## Future Manpower Demand

Whilst technology leads to vanishing of certain posts which are of a routine, repetitive and manual nature (e.g. baggage handling staff and reservation agents etc.), it creates new posts based on intellectual tasks such as user experience designers, digital marketing specialists and mobile apps developers etc.

Manpower for riding on technology, transforming big data into actionable insights with content relevancy and commerce effectiveness will be required. Though in-depth knowledge on information technology is not critical, possessing a positive and inquisitive mind to explore new horizons in enhancing industry quality and customers' total experience with technologies and automation will be required.

The human element for providing value-added and customised service, exchanging details on complicated products and complex arrangements are often priorities in customer-oriented industries. Whether these valued elements are to be incorporated in digital applications, or displayed during real person interactions, will continue to be in demand.

# Recruitment Difficulties

The existing manpower is unable to meet the current and future industry demand. Industry personnel has been facing the following challenges in recruiting and retaining employees:

## Limited manpower supply

An overall decline of the young population, higher education attainment and the ageing population aggravate the manpower shortage problem. In particular, only a scarce supply of personnel who is experienced and well-versed with industry products/service for development of seamless automation and digital applications is available.

Skills mismatch is often the case in that entrants may not possess the personality and required skills for a people's industry. Willing to learn and explore the composites of the industry as well as to handle demanding guests with a positive service attitude and empathetic mindset are major pre-requisites to stay on the scene.

## Standard requirements

International regulations and industry standards may preclude interested candidates to join the sector. The airline

companies have to abide by stipulations on physical heights for cabin crew staff; and core skills such as the interpersonal skills and required language proficiency can hardly be compromised.

## Work Environment

Young people do not prefer to work long hours, on shifts, over the weekends or under short notice of rostering as these affect their life quality and social engagements.

On the other hand, customers are knowledgeable and know their rights. Presenting a positive attitude and pleasant temperament, and communicating tactfully with customers at all times may be challenging to some new comers of the industry. New recruits may not consider careers which are people- and service-oriented as their first choice.

## Keen Competition

Industry talent with the required personality traits, and the appropriate level of interpersonal and language skills will be easily attracted to join other service sectors with competitive remuneration packages and working environment.

## Desk research findings

The desk research shows some 1,300 vacancy advertisements (Full-time: around 98%; Part-time: around 2%) of the tourism

industry were placed during the period from July 2017 to June 2018. In line with the findings of the 2016 full manpower survey, the majority of the vacancy advertisements was recorded for the supervisory and operative levels (around 83% of the total full-time advertisements). For the Airline Companies branch, the major posts demanded for the front-end are Cabin Attendant / Crew whereas the back-end requires Human Resources / Training Officer and Account / Sales / Marketing Executive and similar posts. For the Travel Agents and Airline Ticket Agents branch, the major posts demanded are noted as follows: (i) Travel Consultant;

(ii) Account Executive / Sales Executive / Marketing Officer and similar posts; and (iii) Accounting Clerk / General Cashier. Details of the number of vacancy advertisements of popular recruitment media by job levels, branches, monthly salary and education requirements are at Appendices (a), (b), (c) and (d).

---

# RECOMMENDATIONS

## Training Needs

To meet the future development of the industry, it is considered essential for manpower training to focus on the following:

### Pre-employment

In a fast-changing business environment, the training courses of vocational institutions need to embrace the industry's needs and requirements. Collaboration in development of training curriculum and syllabus for capturing the updated knowledge and current practice employed by the industry would be deemed

necessary. An open communication platform between the employers and the institutes will enable timely industry input.

Incorporating workplace learning and assessment in the training curriculum will help to streamline students' classroom learning and workplace training as training tasks could be designed and assessed by the employers.

Tangible experience at a real-life working environment with real time workplace assessment enables immediate feedback for improvement and saves training hours. Workplace assessment as a mandatory graduation

requirement motivates achievement. Expectation gaps between the students and employers are minimised and in turn will encourage retention. Employers' initiated projects, secondary school learning experiences such as Applied Learning and Other Learning Experience are highly supported.

Sufficient time for putting into practice the theoretical knowledge learnt at training institutes would be deemed appropriate. A minimum of three- to six-month internship at the workplace enables a relatively thorough duration by applying the learnt knowledge in real-life problems on a continual basis.

### In-service

Customers are increasingly global, knowledgeable and are well aware of their rights and privileges. Exceeding their expectations and delivering meaningful experiences by industry practitioners will be vital for engaging customers. The industry practitioners have to be equipped with the most up-to-date knowledge, industry regulations and be creative and resourceful in offering competitive service.

Technology should be given high

priority when developing the workforce. In a people's industry, possessing a customer-centric mind set, whilst being able to capture the essence of the industry and to conceptualise those into practical technological input for optimising customer experience and profits will be of vital importance.

With strong attachment to the digital world, the younger generations are not prone to sharpening their people skills. Soft skills including customer service, interpersonal, communication and language skills continue to be of high importance in this industry. Team work ranks highly important at a tourism workplace where diverse nationalities, cultural and age groups are intermingling.

Industry practitioners and instructional staff need to upgrade themselves with robust and updated knowledge. The push and pull factors are both necessary to encourage self-upgrading. Some industry operators would require staff to receive minimum training hours for fulfilling Key Performance Indicators which are tied with salary increments and promotion.

Rest time, roster arrangements and limited resources are considerations for deploying staff to receive training on- or off- site. On-line self-learning provides flexibility but requires an appropriate mind set to upgrade themselves and the corresponding return for their efforts has to be in place. Encouragement and support from the Government and employers must be available to instil an appropriate attitude towards industry training.

## **Suggestions on easing the manpower shortage problem**

The following suggestions were proposed to ease the problem:

### **Partnering Industry with Institutes**

- (i) To maximise the exposure of school students to the different industry sub-sectors as early as possible would increase the likelihood of the youngsters to join the industry after graduation. Experiential visits to front-end operations at aircraft cabins, airline caterers, ground handling, travel agencies, exhibition and convention centres may arouse interest among the young people in

drawing their career paths towards the industry.

- (ii) It is noted that school teachers and career masters may not have access to real life situation of the industry. To facilitate better understanding of the industry situation, industry practitioners could be invited to teach and share their real-life experiences with teachers and students at the education institutes in order to bestow them with up-to-date practical industry knowledge.
- (iii) To increase the provision of practical exposure through industry placement and internship of vocational education programmes. Employers can also make reference to the assessment results for identifying suitable candidates for their establishments.
- (iv) To customise coaching and mentoring scheme for new recruits would enable better retention results.

### **Image enhancement**

Collaboration amongst industry stakeholders in building a

professional image of the industry is regarded as an important element to address the manpower challenge. The Government should spearhead to launch industry-wide marketing and publicity campaigns for enhancing the professional image of the industry and for educating the public of the intrinsic value of customer service and the importance of this lucrative economic catalyst.

Publicity efforts and engagement activities should be geared towards influencers of entrants to the industry such as parents, school masters/teachers and career masters. They should be exposed to the wide array of training activities which enrich youths' horizons and the promising career prospects of the industry. Liaising with Key Opinion Leaders (KOLs) for promotion on different social media may inspire youngsters to join the industry.

### Cross-Generational Leadership

Employees nowadays expect transparency, recognition, fast-track promotion, empowerment and engagement in their workplace. Supervisory and management staff should receive

training on creating a corporate culture for embracing a multi-generation workforce.

Government support for recruitment and retention is enlisted in the following areas:

- (i) For implementing IT training and infrastructural support, in particular for SMEs, retirees or start-ups to work from home with support of high-speed internet and digital tools;
- (ii) For enhancing work-incentive transport subsidies for attracting workforce to work at the airport and outer islands tourism related establishments;
- (iii) Liaising with the employers to consider extending the retirement age and re-engaging fit and capable retirees. Training support on new digital applications, marketing skills, changing industry products and service knowledge are required to upskill and reskill this pool of experienced manpower; and
- (iv) Dollar-for-dollar matching fund to support local travel agencies which are willing to recruit retired travel

consultants or similar quality industry staff.

- (v) Sourcing of the most needed front-end labours with appropriate measures having regard to the relevant factors of the society as well as stakeholders' concerns.

**Number of Vacancy Advertisements of Recruitment Sources  
from 3rd Quarter 2017 to 2nd Quarter 2018 by Job Levels**

**Full-time**

Sector	Managerial	Supervisory	Operative	Secretarial and Others	Total
Airline Companies	97	214	66	4	<b>381</b>
Travel Agents and Airline Ticket Agents	120	366	482	9	<b>977</b>
<b>Total</b>	<b>217</b>	<b>580</b>	<b>548</b>	<b>13</b>	<b>1,358</b>

**Part-time**

Sector	Managerial	Supervisory	Operative	Secretarial and Others	Total
Airline Companies	0	0	3	0	<b>3</b>
Travel Agents and Airline Ticket Agents	0	0	27	0	<b>27</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>30</b>

(Full-time and Part-time)

**Total:** 1,388

**Number of Full-time Vacancy Advertisements of Popular Recruitment Sources of Principal Jobs  
from the 3rd Quarter 2017 to 2nd Quarter 2018 by Branches**

<b>Job Level</b>	<b>Principal Job</b>	<b>Airline Companies</b>	<b>Travel Agents and Airline Ticket Agents</b>	<b>Total</b>
Managerial	Director of Personnel and Training/ Director of Human Resources	1	0	<b>1</b>
	Director of Public Relations/ Public Relations Manager	4	2	<b>6</b>
	EDP Manager/ Computer Systems Manager/ Information Systems Service Manager	3	0	<b>3</b>
	Executive Director/ General Manager/ Proprietor/ Partner/ Managing Director	7	5	<b>12</b>
	Financial Controller/ Accountant	5	21	<b>26</b>
	Manager/ Operations Manager/ Area Manager	9	14	<b>23</b>
	Marketing Manager/ Director of Sales/ Convention Manager/ Event Manager	5	17	<b>22</b>
	Personnel Manager/ Personnel and Training Manager/ Human Resources Manager/ Training Manager	11	4	<b>15</b>
	Sales Manager/ Business Manager/ Tour Manager/ Customer Services Manager/ Business Development Manager	10	36	<b>46</b>
	Meeting, Incentives, Conventions and Exhibitions related Director/ Manager	0	3	<b>3</b>
	Others (Managerial Level)	42	18	<b>60</b>
<b>Sub-total</b>		<b>97</b>	<b>120</b>	<b>217</b>
Supervisory	Account Executive/ Sales Executive/ Marketing Officer/ Group Sales Co-ordinator/ Assistant Sales Manager/ Assistant Sales Supervisor	20	122	<b>142</b>
	Accounting Supervisor/ Officer (e.g. accounts payable/ receivable/ inventory/ audit/ credit/ accounting/ paymaster/ cashier/ general cashier)	11	20	<b>31</b>
	Airport Manager/ Officer/ Traffic Manager/ Officer/ Crew Manager/ Officer/ Senior Purser/ Purser/ Customer Relations/ Manager/ Officer	14	0	<b>14</b>
	EDP Supervisor/ Officer/ System Analyst	10	2	<b>12</b>
	Personnel Officer/ Training Officer/ Human Resources Officer	29	8	<b>37</b>
	Planning Supervisor/ Officer	3	1	<b>4</b>
	Reservations Supervisor/ Officer	2	11	<b>13</b>
	Sales Supervisor/ Officer	2	2	<b>4</b>
Ticketing Supervisor/ Officer	0	24	<b>24</b>	

Job Level	Principal Job	Airline Companies	Travel Agents and Airline Ticket Agents	Total
	Analyst	19	18	37
	Operation Supervisor/ Officer/ Tour Supervisor/ Officer	0	43	43
	Meeting, Incentives, Conventions and Exhibitions Supervisor/ Officer	0	1	1
	Others (Supervisory Level)	104	114	218
<b>Sub-total</b>		<b>214</b>	<b>366</b>	<b>580</b>
Operative	Accounting Clerk/ General Cashier	10	79	89
	General Office Clerk/ Personnel Clerk/ Training Clerk/ Sales Clerk/ Control Clerk/ Human Resources Clerk	3	34	37
	Reservations Agent	2	0	2
	Sales Representative/ Marketing Executive	8	28	36
	Statistical Clerk/ Operation Clerk	0	14	14
	Cabin Attendant/ Crew	20	1	21
	Ground Hostess/ Ground Crew/ Ground Services Staff	2	0	2
	Information Counter Staff/ Customer Services Staff	0	1	1
	Operations Officer/ Flight Dispatching Officer	2	0	2
	Airline Reservation and/ or Ticketing Clerk	1	3	4
	Travel Agency Clerk/ Reservation and/ or Ticketing Clerk	0	18	18
	Visa Clerk	0	1	1
	Sightseeing Guide/ Tourist Guide (Inbound)	0	9	9
	Tour Escort/ Escort Guide (Outbound)	0	14	14
	Travel Consultant	0	123	123
	Meeting, Incentives, Conventions and Exhibitions Coordinator	0	2	2
	Coach Driver	0	8	8
	Others (Operative)	18	147	165
<b>Sub-total</b>		<b>66</b>	<b>482</b>	<b>548</b>
Secretarial and Others	Executive Secretary/ Secretary/ Typist	4	9	13
<b>Sub-total</b>		<b>4</b>	<b>9</b>	<b>13</b>
<b>Total</b>		<b>381</b>	<b>977</b>	<b>1,358</b>

**Number of Part-time Vacancy Advertisements of Popular Recruitment Sources of Principal Jobs  
from the 3rd Quarter 2017 to 2nd Quarter 2018 by Branches**

<b>Job Level</b>	<b>Principal Job</b>	<b>Airline Companies</b>	<b>Travel Agents and Airline Ticket Agents</b>	<b>Total</b>
Operative	Accounting Clerk/ General Cashier	3	5	<b>8</b>
	General Office Clerk/ Personnel Clerk/ Training Clerk/ Sales Clerk/ Control Clerk/ Human Resources Clerk	0	3	<b>3</b>
	Sales Representative/ Marketing Executive	0	1	<b>1</b>
	Information Counter Staff/ Customer Services Staff	0	1	<b>1</b>
	Tour Escort/ Escort Guide (Outbound)	0	2	<b>2</b>
	Travel Consultant	0	2	<b>2</b>
	Others (Clerical/ Operative)	0	14	<b>14</b>
<b>Total</b>		<b>3</b>	<b>28</b>	<b>31</b>

**Number of Full-Time Vacancy Advertisements from Popular Recruitment Sources from 3rd Quarter 2017 to 2nd Quarter 2018 by Monthly Salary Ranges**

<b>Sector</b>	<b>Job Level</b>	<b>&lt; \$10,000</b>	<b>\$10K - \$15K</b>	<b>\$15K - \$20K</b>	<b>\$20K - \$30K</b>	<b>\$30K - \$40K</b>	<b>\$40K - \$60K</b>	<b>&gt; \$60K</b>	<b>Unspecified</b>	<b>Total</b>
Airline Companies	Managerial	0	0	0	0	1	0	0	96	<b>97</b>
	Supervisory	0	6	1	1	0	0	0	206	<b>214</b>
	Operative	0	2	3	0	0	0	0	61	<b>66</b>
	Secretarial and Others	0	0	0	0	0	0	0	4	<b>4</b>
<b>Sub-total</b>		<b>0</b>	<b>8</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>367</b>	<b>381</b>
Travel Agents and Airline Ticket Agents	Managerial	0	3	0	1	1	0	0	115	<b>120</b>
	Supervisory	1	18	6	3	0	0	0	338	<b>366</b>
	Operative	20	94	14	6	1	1	0	346	<b>482</b>
	Secretarial and Others	0	2	0	0	0	0	0	7	<b>9</b>
<b>Sub-total</b>		<b>21</b>	<b>117</b>	<b>20</b>	<b>10</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>806</b>	<b>977</b>
<b>Total</b>		<b>21</b>	<b>125</b>	<b>24</b>	<b>11</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1,173</b>	<b>1,358</b>

**Number of Full-Time Vacancy Advertisement from Popular Recruitment Sources from 3rd Quarter 2017 to 2nd Quarter 2018 by Qualification Requirements**

Sector	Job Level	Post Graduate	University Degree	Sub-Degree	Diploma or Certificate	Upper Secondary	Lower Secondary	Primary	No Requirements	Unspecified	Total
Airline Companies	Managerial	0	88	3	0	2	0	0	0	4	97
	Supervisory	0	135	46	2	22	0	0	0	9	214
	Operative	0	9	15	5	24	0	0	0	13	66
	Secretarial and Others	0	4	0	0	0	0	0	0	0	4
<b>Sub-total</b>		<b>0</b>	<b>236</b>	<b>64</b>	<b>7</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>381</b>
Travel Agents and Airline Ticket Agents	Managerial	0	61	22	6	15	0	0	0	16	120
	Supervisory	0	119	95	16	108	0	0	0	28	366
	Operative	0	26	62	34	285	18	8	7	42	482
	Secretarial and Others	0	2	2	2	1	0	0	0	2	9
<b>Sub-total</b>		<b>0</b>	<b>208</b>	<b>181</b>	<b>58</b>	<b>409</b>	<b>18</b>	<b>8</b>	<b>7</b>	<b>88</b>	<b>977</b>
<b>Total</b>		<b>0</b>	<b>444</b>	<b>245</b>	<b>65</b>	<b>457</b>	<b>18</b>	<b>8</b>	<b>7</b>	<b>114</b>	<b>1,358</b>