

REPORT ON
2019 SURVEY OF THE MANAGERIAL
COMPETENCY PROFILE AND MANAGEMENT
TRAINING NEEDS OF MANAGERS AND SUPERVISORS

2019 年度管理及督導人員
管理才能及訓練需求調查報告

Management and Supervisory Training Board
Vocational Training Council

職業訓練局
管理及督導訓練委員會

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The Management and Supervisory Training Board would like to express its gratitude to all the respondents of the sampled establishments for providing valuable information in the survey.

The Training Board also highly appreciates the contribution of the Working Party on Manpower Survey in providing valuable insights into the survey findings and recommendations.

Definition of Terms

Managers	“Managers” refer to the middle managers and/ or department heads who are responsible for the day-to-day operation of a major function or department of the establishment such as personnel, training, finance, IT, marketing and production, etc.
Supervisors	“Supervisors” refer to the front-line supervisors in an establishment who 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.

鳴謝

承蒙受訪機構鼎力支持，提供寶貴資料，人力調查工作方可順利完成，管理及督導訓練委員會（本會）特此鳴謝。

本會亦非常感激人力調查工作小組就調查結果及建議提供寶貴意見。

詞彙釋義

管理人員

管理人員指中層管理人員及／或部門主管，負責機構的主要職能或部門的日常運作（如：人事、培訓、財務、資訊科技、市場推廣和生產等）。

督導人員

督導人員指機構內的前線督導人員，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。

I. Executive Summary

Background

1.1 The Management and Supervisory Training Board (Training Board) conducted a survey from July to September 2019. This report presents the survey findings of the update on managerial competency and management training needs of managers and supervisors for different industry sectors.

Survey Coverage

1.2 The survey covered a sample of 1 042 randomly selected SMEs from a population of 30 874 establishments which employed 10 to 99 employees in nine major business sectors, as follows:

- (a) Manufacturing;
- (b) Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities;
- (c) Construction;
- (d) Import/ Export, Wholesale and Retail Trades;
- (e) Accommodation and Food Service Activities;
- (f) Transportation, Storage, Postal and Courier Services;
- (g) Information and Communications;
- (h) Financing, Insurance, Real Estate, Professional and Business Services; and
- (i) Public Administration, Social and Personal Services.

Methodology

1.3 The survey follows the sampling plan designed by the Vocational Training Council (VTC). A stratified random sampling method is adopted to draw 1 042 sampled establishments from the Hong Kong Standard Industrial Classification list of the Census and Statistics Department (C&SD) of the HKSAR Government. The selected samples completed a questionnaire which comprised three parts: (i) manpower figures of the establishments, (ii) training needs of managers and supervisors, and (iii) training plan and provisions. The data collection and enumeration processes were closely monitored and data was verified to ensure data quality. The overall response rate was 87.0% after enumeration.

Findings and Major Observations

Number of Establishments

1.4 The survey covered a total of 30 874 establishments, which employed 10 to 99 employees, in nine business sectors. Details of the number of establishments by business sectors are shown in Table 1.1. The top three business sectors with the highest number of establishments were “Import/ Export, Wholesale and Retail Trades” (9 563, 31.0%), “Financing, Insurance, Real Estate, Professional and Business Services” (6 025, 19.5%) and “Accommodation and Food Service Activities” (4 314, 14.0%). Around 88.7% of the establishments were in the employment size of “10 – 49”.

Table 1.1: Number of Establishments by Business Sector and by Employment Size

Business Sector	Employment Size			Total (%)
	10 – 19	20 - 49	50 - 99	
1. Manufacturing	627	148	171	946 (3.1)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	17	10	2	29 (0.1)
3. Construction	1 563	1 059	234	2 856 (9.3)
4. Import/ Export, Wholesale and Retail Trades	5 722	3 010	831	9 563 (31.0)
5. Accommodation and Food Service Activities	2 572	1 232	510	4 314 (14.0)
6. Transportation, Storage, Postal and Courier Services	1 113	551	247	1 911 (6.2)
7. Information and Communications	478	623	99	1 200 (3.9)
8. Financing, Insurance, Real Estate, Professional and Business Services	3 246	2 108	671	6 025 (19.5)
9. Public Administration, Social and Personal Services	2 085	1 239	706	4 030 (13.1)
Total (%)	17 423 (56.4)	9 980 (32.3)	3 471 (11.2)	30 874 (100)

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

Managers and Supervisors of Establishment

1.5 Among employees engaged in the SMEs, 19.8% were managers and supervisors. There were 9 353 managers and supervisors left or retired while 8 039 were newly recruited in the past 12 months from the reference date of the survey (i.e. 1 July 2019). Inadequate manpower of managers and supervisors happened across different business sectors over the year.

1.6 SMEs encountered different difficulties during the recruitment of managers and supervisors, such as “Remuneration Package Not Attractive”, “Long Working Hours” and “Insufficient Trained/ Qualified Manpower in the Related Disciplines in the Market”. These factors greatly hindered the talent recruitment.

Key Managerial Competencies of Managers and Supervisors

1.7 Top 10 key competencies for training of managers and supervisors in the next two years were identified. Among the top 10 key competencies, it was found that 9 skills were the common key competencies for training of both managers and supervisors, as listed below:

- (1) *Analytical Skills*
- (2) *Crisis Management*
- (3) *Resource Management*
- (4) *Communication Skills*
- (5) *Quality Management*
- (6) *Talent Development*
- (7) *Problem Solving and Decision Making*

- (8) *Business Ethics*
- (9) *Self Management*

1.8 The only difference was found on the 10th competency which was “Partnership Management” for managers and “Relationship Management” for supervisors.

1.9 Among those emerging skills’ options in this Survey, “Resource Management”, “Talent Development”, “Partnership Management” and “Relationship Management”, entered as one of the top ten competencies. However, the technological knowledge and IT skills (i.e. “Digital Marketing” and “Emerging Technology Awareness and Application”), as well as the world vision knowledge (i.e. “Global Mindset” and “Regulatory Compliance”) did not rank high among the key competencies for SMEs in the Survey.

Management Training

Existing Training Arrangement

1.10 SMEs did not provide much training to management under the existing arrangement. Only 37.8% of the SMEs had their managers and supervisors trained before appointment/promotion, 37.7% provided on-the-job training to newly recruited/ promoted managers and supervisors. 24.9% provided training for the existing managers and supervisors other than on-the-job training.

Training Provisions

1.11 Most of the SMEs expected the managers and supervisors should be well-trained before appointment, therefore they did not/ would not put many training resources for the management. Cost constraints would also be a critical issue among SMEs for training up of talents with limited resources and under tight operation schedule.

1.12 Among those establishments which will have training provisions for managers and supervisors in the next two years, “On-the-job Training”, “Sponsoring Staff to Attend External Management Training Programmes” and “Providing In-house Management Training” would be their preferable training options. However, it was noted that specific business sectors would have particular type of training preferred that fit for their work pattern.

Preferred Training Plan

1.13 SMEs in various business sectors preferred to adopt different training approaches for managers and supervisors, e.g. “Self-learning using Internal Training Resources/ Materials”, “Continuing Development Programmes for Maintaining Professional Qualifications” and “Mentoring/ Coaching”. Training was preferred to be in bilingual (i.e. in Cantonese and English). The training should be short, with average annual training hours per employee for less than 27 hours, and it should be held in weekdays. The above training arrangements were consistently preferred by most SMEs as in the past surveys.

Business Environment for SMEs

1.14 In view of the China-US friction, social unrest in Hong Kong and outbreak of the novel coronavirus during 2019-2020, the economic situation in Hong Kong would remain weak in the near term. However, SMEs are agile, and can adapt the market change more effectively with less budget challenge than large corporations. Other than **capturing the business opportunities** from the Belt and Road Initiative, as well as the Development of Greater Bay Area for different cross-border collaboration, flow of talents among cities and knowledge exchange can also enhance business transformation. In addition, different **social-cultural** changes are currently affecting the workplace, e.g. aging workforce, cross generation in the workplace, emerging new work pattern, etc. SMEs should be aware of these changes which may help manage the dynamic pool of talents, embrace their differences, and make the good use of their competences in driving the business. The **application of internet and social media, big data, and emerging technologies** (e.g. VR and AR) could also facilitate the communication with stakeholders, enhance customers' experience and business operation.

Recommendations

1.15 The key recommendations important to stakeholders concerning the manpower and training needs of managers and supervisors are highlighted below:

Employers

- (i) To enhance employees' awareness on the latest business environment proactively, plan and arrange appropriate training for managerial staff to acquire relevant key competencies required, especially those identified in the Survey, in order to meet their ever-changing business operation and development requirements.
- (ii) To absorb young talents and foster a cross generation workforce in the operation for effective business operation as well as for business re-engineering and/ or transformation, with networking/ team building sessions to be arranged.
- (iii) To release managerial staff to equip themselves for required skills and competencies in low seasons.
- (iv) To foster e-learning/ online training, adopt advanced technology and interactive platforms to enhance their human resources operations, and make good use of the applicable government subsidy for relevant training.

Managers and Supervisors

- (v) To always be aware of the ever-changing job requirements and equip themselves with the key competencies and emerging skills for work and career development required regardless of the volatile economic environment.

- (vi) To keep abreast with the technological development and be adaptive to the socio-cultural changes in the society in order to work and communicate with different stakeholders effectively.
- (vii) To acquire workplace coaching skills for performance and succession through self/e-learning as well as classroom training, especially recommended for those who are owner-managers of SMEs.
- (viii) To access to different companies proactively via online platforms, by connecting their portfolio to any career advancement opportunities in the workplace.

Training Providers

- (ix) To partner with trade associations and/ or SMEs to offer tailor-made training programmes on the key competencies required for respective industries, so as to address their specific training needs.
- (x) To offer more bite-sized training programmes to trainees with busy work schedule, and make use of online platforms for training delivery in view of their effectiveness and increasing popularity nowadays.
- (xi) To make good use of the applicable government subsidy and, if appropriate, partner with trade associations for developing relevant training programmes.

Government

- (xii) To formulate policy and strategy proactively to facilitate the business community in providing management training.
- (xiii) To advocate the redesign of work for aging workforce.
- (xiv) To promote lifelong learning and provide more resources for employers, trade associations and training providers for staff training.

Remarks:

Recognising the uncertainties emerge from the existing economic and social environment (e.g. social unrests in Hong Kong and the outbreak of novel coronavirus during 2019 to 2020), the survey report has incorporated the above factors which might affect the interpretation of the results. Readers are also alerted to interpret the survey findings with caution as these factors might affect the employment situation in Hong Kong. The Training Board will keep in view on the change of the competency requirement before the conduct of the next survey.

II. Introduction

Background

2.1 The Management and Supervisory Training Board (Training Board) of the Vocational Training Council (VTC) is established, among other functions, to assess the managerial competency requirement and identify training needs of managers and supervisors for different industry sectors. The Training Board comprises members nominated by trade associations, professional bodies, education/ training institutions and government departments. The membership list and mission of the Training Board and the membership list of the 2019 working party of manpower survey are listed in *Appendices 1, 2 and 3* respectively.

2.2 The “Survey of the Managerial Competency Profile and Management Training Needs of Managers and Supervisors” (‘the Survey’), is conducted once every four years starting from 2019.

2.3 Data of the Survey was collected from **July to September 2019**, with the reference date on 1 July 2019. This report provides an update on managerial competency and management training needs of managers and supervisors for different business sectors.

Objectives

2.4 The objectives of the Survey are:

- (a) To assess the managerial competencies mostly required by managers and supervisors in small and medium enterprises (SMEs).
- (b) To identify SMEs’ training plans/ arrangements, preferences on modes of training and other training concerns in relation to managerial training to managers and supervisors.

Survey Coverage

2.5 By adopting the stratified random sampling methods, the Survey covered a sample of 1 042 randomly selected SMEs from a population of 30 874 establishments, which employed 10 to 99 employees in nine major business sectors recorded on the central registrar of the C&SD. Major business sectors covered in the Survey are listed below:

- (a) Manufacturing;
- (b) Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities;
- (c) Construction;
- (d) Import/ Export, Wholesale and Retail Trades;
- (e) Accommodation and Food Service Activities;
- (f) Transportation, Storage, Postal and Courier Services;
- (g) Information and Communications;
- (h) Financing, Insurance, Real Estate, Professional and Business Services; and
- (i) Public Administration, Social and Personal Services.

III. Methodology

Sample Design

3.1 Based on the Hong Kong Standard Industrial Classification list from the C&SD, the VTC designed the sampling plan and selected sampled establishments by adopting the stratified random sampling method to carry out the fieldwork. Out of a population of 30 874 establishments, 1 042 establishments were selected from the Central Register of Establishments (CRE)¹ of the C&SD. The breakdown of samples (by business sector) is shown in Table 3.1 below.

Table 3.1: Number of Sampled Establishments by Business Sector

Business Sector	No. of Sampled Establishments
1. Manufacturing	31
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	9
3. Construction	83
4. Import/ Export, Wholesale and Retail Trades	295
5. Accommodation and Food Service Activities	159
6. Transportation, Storage, Postal and Courier Services	64
7. Information and Communications	39
8. Financing, Insurance, Real Estate, Professional and Business Services	194
9. Public Administration, Social and Personal Services	168
Total	1 042

Questionnaire Design

3.2 Survey data was collected through the use of a structured questionnaire. The questionnaire is comprised of three parts, as follows:

- (a) Part I focused on collecting the number of managers and supervisors of the establishments, as well as the difficulties encountered/ expected when recruiting managers and supervisors.
- (b) Part II sought views from respondents on the training needs (i.e. Competency requirement) of managers and supervisors in the next two years and the rationale behind the given views.
- (c) Part III gathered information on training provisions, training plan and preferred training arrangement for managers and supervisors.

3.3 The survey documents including a cover letter, sample questionnaire and explanatory notes are given in *Appendices 4A, 4B and 4C*.

¹ The C&SD maintains a computerised CRE which contains information relating to some 400 000 active establishments in Hong Kong. Information kept in the CRE is updated on a quarterly basis through feedback from various surveys of the department and administrative returns from relevant government departments.

Data Collection Method

3.4 The data collection was carried out from **July to September 2019**. A survey pack was given to each invited establishment. The respondents of the establishments were asked to provide relevant survey data at the time of the survey with the reference date on **1 July 2019**. During the fieldwork period, enumerators assisted the respondents to complete the questionnaire through phone calls or on-site visits.

3.5 Various measures were taken to assure the quality of the data collection process. These included prior fieldwork preparation, thorough training of fieldwork staff, monitoring of the fieldwork execution, measures to increase the response rate, checking of the completed questionnaires, double data entry and validation of the collected data.

Data Analysis

3.6 Among the 1 042 sampled establishments, 656 were valid cases² and 571 were successfully enumerated, giving an effective response rate³ of 87.0%. Taking into account (i) the satisfactory response rate of individual business sectors and (ii) the grossing-up of sample results based on statistically-grounded method, it could be concluded that the survey findings presented in this report contributed to a significant level of representativeness of respective business sectors.

3.7 Only effective responses from establishments with employment size between 10 and 99 were reported in this report. Highlights of the survey findings and the analysis of managerial competency and management training needs are reported in Section IV and Section V, followed by the recommendations in Section VI.

² The remaining cases were regarded as invalid cases. Invalid cases refer to those sampled establishments with suspended operation, closed, etc.

³ Effective response rate refers to number of establishments successfully enumerated divided by number of valid cases.

IV. Survey Findings

A. Managers and Supervisors of Establishment

Number of Establishments

4.1 The survey covered a total of 30 874 establishments in nine major business sectors. Details of the number of establishments in different business sectors are shown in Table 4.1. As a whole, 88.7% of the establishments were in the employment size of “10 – 49”. The top three business sectors with the highest number of establishments were “Import/ Export, Wholesale and Retail Trades” (9 563, 31.0%), “Financing, Insurance, Real Estate, Professional and Business Services” (6 025, 19.5%) and “Accommodation and Food Service Activities” (4 314, 14.0%).

Table 4.1: Number of Establishments by Business Sector and by Employment Size

Business Sector	Employment Size			Total (%)
	10 - 19	20 - 49	50 - 99	
1. Manufacturing	627	148	171	946 (3.1)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	17	10	2	29 (0.1)
3. Construction	1 563	1 059	234	2 856 (9.3)
4. Import/ Export, Wholesale and Retail Trades	5 722	3 010	831	9 563 (31.0)
5. Accommodation and Food Service Activities	2 572	1 232	510	4 314 (14.0)
6. Transportation, Storage, Postal and Courier Services	1 113	551	247	1 911 (6.2)
7. Information and Communications	478	623	99	1 200 (3.9)
8. Financing, Insurance, Real Estate, Professional and Business Services	3 246	2 108	671	6 025 (19.5)
9. Public Administration, Social and Personal Services	2 085	1 239	706	4 030 (13.1)
Total (%)	17 423 (56.4)	9 980 (32.3)	3 471 (11.2)	30 874 (100)

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

Number of Managers and Supervisors

4.2 The survey revealed that as at 1 July 2019, there were a total of 754 019 persons employed by the SMEs of the nine major business sectors, of which 149 603 (19.8%) were managers or supervisors. The percentage of managers and supervisors in the “Import/ Export, Wholesale and Retail Trades” sector (23.6%) was the highest. The number of managers and supervisors by business sector are shown in Table 4.2.

Table 4.2: Number of Managers and Supervisors by Business Sector

Business Sector	Total No. of Employees	No. of Managers and Supervisors (%)
1. Manufacturing	23 268	3 841 (16.5)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	626	120 (19.2)
3. Construction	63 403	12 772 (20.1)
4. Import/ Export, Wholesale and Retail Trades	211 577	49 851 (23.6)
5. Accommodation and Food Service Activities	108 796	15 557 (14.3)
6. Transportation, Storage, Postal and Courier Services	49 036	9 449 (19.3)
7. Information and Communications	31 047	6 763 (21.8)
8. Financing, Insurance, Real Estate, Professional and Business Services	148 355	30 105 (20.3)
9. Public Administration, Social and Personal Services	117 911	21 145 (17.9)
Total	754 019	149 603 (19.8)

Turnover of Managers and Supervisors in the Past 12 Months

4.3 The survey found that the total number of managers and supervisors who left, retired and were newly recruited in the past 12 months (i.e. from 1.7.2018 to 30.6.2019) were 8 949, 404 and 8 039 respectively, with details as shown in Table 4.3. In general, the number of managers and supervisors who left or retired were greater than that of the newly recruited.

Table 4.3: Turnover of Managers and Supervisors in the Past 12 Months

Business Sector	No. of Managers and Supervisors		
	Left the Establishment (excluding retirees)	Retired	Newly Recruited
1. Manufacturing	61	0	40
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	5	0	5
3. Construction	700	19	996
4. Import/ Export, Wholesale and Retail Trades	2 004	38	1 574
5. Accommodation and Food Service Activities	1 602	136	1 519
6. Transportation, Storage, Postal and Courier Services	965	37	819

Business Sector	No. of Managers and Supervisors		
	Left the Establishment (excluding retirees)	Retired	Newly Recruited
7. Information and Communications	365	0	327
8. Financing, Insurance, Real Estate, Professional and Business Services	2 307	68	2 041
9. Public Administration, Social and Personal Services	940	106	718
Total	8 949	404	8 039

4.4 The survey revealed that as shown in Table 4.4, the total percentage of establishments with the number of outgoing managers and supervisors greater than that of the newly recruited was 4.4%, where the highest percentage was found in the “Information and Communications” sector (11.3%).

Table 4.4: Establishments with More Outgoing Managers and Supervisors than Newly Recruited in the Past 12 Months

Business Sector	No. of Establishments	Establishments with More Outgoing Managers and Supervisors than Newly Recruited (%)
1. Manufacturing	946	21 (2.2)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	29	-
3. Construction	2 856	143 (5.0)
4. Import/ Export, Wholesale and Retail Trades	9 563	300 (3.1)
5. Accommodation and Food Service Activities	4 314	142 (3.3)
6. Transportation, Storage, Postal and Courier Services	1 911	83 (4.3)
7. Information and Communications	1 200	135 (11.3)
8. Financing, Insurance, Real Estate, Professional and Business Services	6 025	321 (5.3)
9. Public Administration, Social and Personal Services	4 030	217 (5.4)
Total	30 874	1 362 (4.4)

Recruitment Difficulties Encountered in the Past 12 Months

4.5 As shown in Table 4.5, only 16% of the establishments had recruitment of employees at the two levels in the past 12 months. 8.5% of the establishments encountered difficulties in recruiting managers and supervisors while 7.5% had no recruitment difficulties. Among those 2 612 establishments which encountered recruitment difficulties, the proportion was relatively higher in the “Financing, Insurance, Real Estate, Professional and Business Services” sector (13.1%) and the “Accommodation and Food Service Activities” sector (12.5%).

Table 4.5: Recruitment of Managers and Supervisors in the Past 12 Months

Business Sector	No. of Establishments	Had No Recruitment (%)	Had Recruitment and No Difficulties (%)	Had Recruitment and Encountered Difficulties (%)
1. Manufacturing	946	(94.6)	(2.1)	(3.3)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	29	(82.8)	(10.3)	(6.9)
3. Construction	2 856	(90.4)	(1.3)	(8.3)
4. Import/ Export, Wholesale and Retail Trades	9 563	(88.7)	(4.1)	(7.2)
5. Accommodation and Food Service Activities	4 314	(76.4)	(11.1)	(12.5)
6. Transportation, Storage, Postal and Courier Services	1 911	(84.9)	(10.6)	(4.5)
7. Information and Communications	1 200	(78.1)	(11.2)	(10.8)
8. Financing, Insurance, Real Estate, Professional and Business Services	6 025	(75.5)	(11.4)	(13.1)
9. Public Administration, Social and Personal Services	4 021	(88.5)	(8.8)	(2.7)
Total (%)	30 865 (100)	25 940 (84.0)	2 313 (7.5)	2 612 (8.5)

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

4.6 Reasons for the recruitment difficulties in the past 12 months are shown in Table 4.6. Detailed breakdown of the survey results by business sector are given in *Appendix 5*.

Table 4.6: Reasons for Recruitment Difficulties Encountered by Establishments in the Past 12 Months
(No. of Establishments: 2 612)

Reasons for Recruitment Difficulties	Establishments which Encountered Relevant Recruitment Difficulties			
	Employment Size			Total (%)
	10 - 19	20 - 49	50 - 99	
1. Remuneration Package Not Attractive	441	909	383	1 733 (66.3)
2. Long Working Hours	167	382	277	826 (31.6)
3. Insufficient Trained/ Qualified Manpower in the Related Disciplines in the Market	302	331	172	805 (30.8)
4. Unsatisfactory Working Environment/ Location	143	148	216	507 (19.4)
5. Limited Career Prospects	134	169	63	366 (14.0)
6. Candidates Preferred Other Working Mode	0	134	20	154 (5.9)
7. Competition for Manpower from Other Cities/ Countries	0	34	1	35 (1.3)

Note: Some establishments encountered more than one recruitment difficulty.

4.7 Overall speaking, the top three major reasons for recruitment difficulty encountered by those 2 612 establishments were “Remuneration Package Not Attractive” (66.3%), “Long Working Hours” (31.6%) and “Insufficient Trained/ Qualified Manpower in the Related Disciplines in the Market” (30.8%). Analysed by employment size, “Unsatisfactory Working Environment/ Location” became one of the top three major reasons for establishments in the employment size of “50-99”. Some business sectors which had comparatively higher percentage of establishments encountered difficulties than other business sectors are highlighted below:

Business Sector	Difficulties Encountered
Import/ Export, Wholesale and Retail Trades	<ul style="list-style-type: none"> Insufficient Trained/ Qualified Manpower in the Related Disciplines in the Market Unsatisfactory Working Environment/ Location
Accommodation and Food Service Activities	<ul style="list-style-type: none"> Remuneration Package Not Attractive Long Working Hours
Transportation, Storage, Postal and Courier Services	<ul style="list-style-type: none"> Long Working Hours
Financing, Insurance, Real Estate, Professional and Business Services	<ul style="list-style-type: none"> Insufficient Trained/ Qualified Manpower in the Related Disciplines in the Market
Public Administration, Social and Personal Services	<ul style="list-style-type: none"> Remuneration Package Not Attractive Long Working Hours

4.8 At the time of the survey, 92.9% of the sampled establishments anticipated that the total manpower would stay at current level in the next two years. Details of the anticipated manpower, the expected turnover of managers and supervisors, the recruitment plan and the strategies to tackle the recruitment difficulties in the next two years are given in *Appendix 5*.

4.9 In general, in addition to increasing salary and enhancing benefits, automation, re-engineering of business process and implementing apprenticeship/ internship were also the preferable strategies that establishments would adopt to tackle the expected recruitment difficulties in the next two years.

Establishments' View about Extension of Retirement Age on Resolving the Problem of Recruitment Difficulties

4.10 The survey revealed that 39.0% of the establishments considered that extending the retirement age of managers and supervisors could help resolve the problem of recruitment difficulties, of which 47.6% of the establishments were in the employment size of "50-99". A relatively higher percentage was recorded in the "Manufacturing" sector (56.7%), "Financing, Insurance, Real Estate, Professional and Business Services" sector (49.6%) and "Accommodation and Food Service Activities" sector (42.5%). Table 4.7 shows the survey results by business sector and by employment size.

Table 4.7: Establishments Considered that Extending the Retirement Age of Managers and Supervisors could Help Resolve the Problem of Recruitment Difficulties

Business Sector	No. of Establishments	Employment Size			Total (%)
		10-19	20-49	50-99	
1. Manufacturing	946	462	0	74	536 (56.7)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	29	6	3	0	9 (31.0)
3. Construction	2 856	267	541	109	917 (32.1)
4. Import/ Export, Wholesale and Retail Trades	9 563	2 004	909	442	3 355 (35.1)
5. Accommodation and Food Service Activities	4 314	1 230	379	223	1 832 (42.5)
6. Transportation, Storage, Postal and Courier Services	1 911	426	200	108	734 (38.4)
7. Information and Communications	1 200	0	133	60	193 (16.1)
8. Financing, Insurance, Real Estate, Professional and Business Services	6 025	1 410	1 244	332	2 986 (49.6)
9. Public Administration, Social and Personal Services	4 030	655	523	304	1 482 (36.8)
Total (%)	30 874	6 460 (37.1)	3 932 (39.4)	1 652 (47.6)	12 044 (39.0)

B. Training Needs of Managers and Supervisors in the Next Two Years

Operation in Hong Kong

Key Competencies for Managers and Supervisors

4.11 Table 4.8 shows a list of 24 key competencies provided in the survey questionnaire. Establishments were invited to choose ten of them which they regarded as most important for the training of managers and supervisors in the next two years.

Table 4.8: Key Competencies for Training of Managers and Supervisors in the Next Two Years

Management Skills	
1.	Analytical Skills
* 2.	Business Continuity Management
3.	Business Ethics
* 4.	Business Process Re-engineering
5.	Crisis Management
* 6.	Design Thinking
* 7.	Entrepreneurship
* 8.	Partnership Management
9.	Problem Solving and Decision Making
10.	Quality Management
* 11.	Relationship Management
* 12.	Resource Management
* 13.	Talent Development
14.	Team Building
15.	Training and Presentation Skills
Personal and Language Skills	
16.	Communication Skills
17.	Negotiation Skills
18.	Self Management
19.	Chinese (Putonghua and Business Writing Skills)
20.	English (Spoken and Written)
Technological Knowledge and IT Skills	
* 21.	Digital Marketing
* 22.	Emerging Technology Awareness and Application
World Vision Knowledge	
* 23.	Global Mindset
* 24.	Regulatory Compliance

* Competency considered as an emerging skill's option in the 2019 Survey

4.12 The overall ranking of the top ten key competencies for the training of managers and supervisors in the next two years across all the business sectors are shown in Table 4.9, Figure 4.1 and 4.2. The top nine key competencies for both managers and supervisors were identical but with minor variations in the ranking, while the 10th competency for both levels were different. Four competencies which were considered as emerging skills' options in the 2019 Survey were found among the top ten key competencies, viz "Resource Management", "Talent Development", "Partnership Management" and "Relationship Management".

Table 4.9: Overall Ranking of Top Ten Key Competencies for Training of Managers and Supervisors in the Next Two Years

Overall Ranking of Top Ten Key Competencies for Training of Managers	Overall Ranking of Top Ten Key Competencies for Training of Supervisors
1. Analytical Skills	1. Analytical Skills
2. Crisis Management	2. Communication Skills
* 3. Resource Management	3. Crisis Management
4. Communication Skills	* 4. Resource Management
5. Quality Management	5. Quality Management
* 6. Talent Development	6. Problem Solving and Decision Making
7. Problem Solving and Decision Making	* 7. Talent Development
8. Business Ethics	8. Self Management
9. Self Management	9. Business Ethics
* 10. Partnership Management	* 10. Relationship Management

* Competency considered as an emerging skill's option in the 2019 Survey

Figure 4.1: Overall Ranking of Top Ten Key Competencies for Training of Managers in the Next Two Years

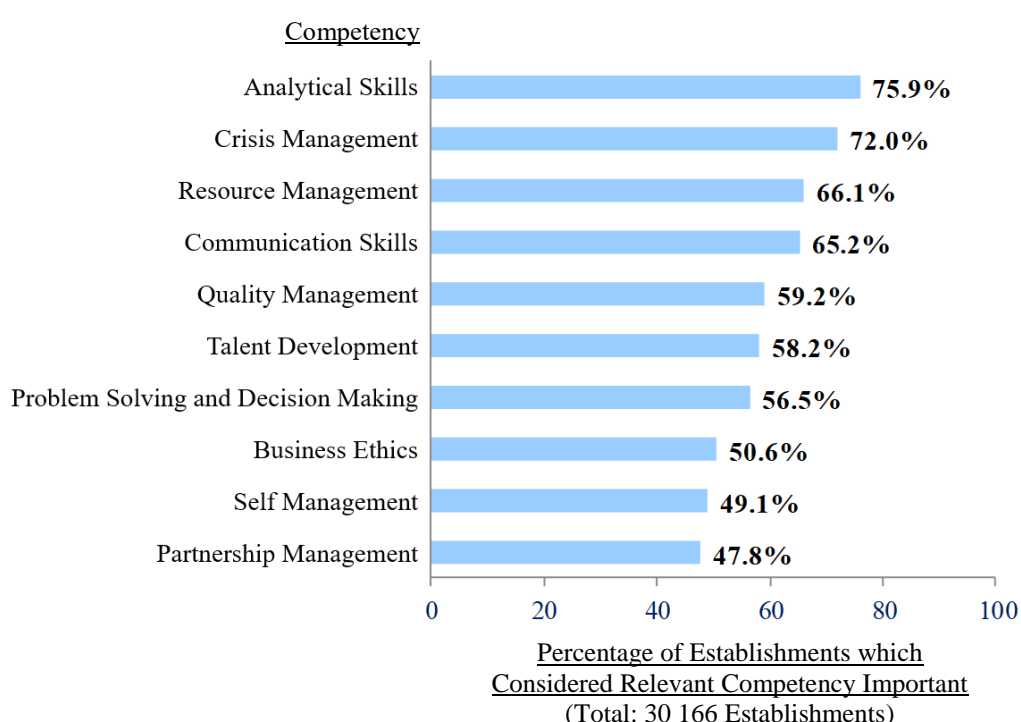
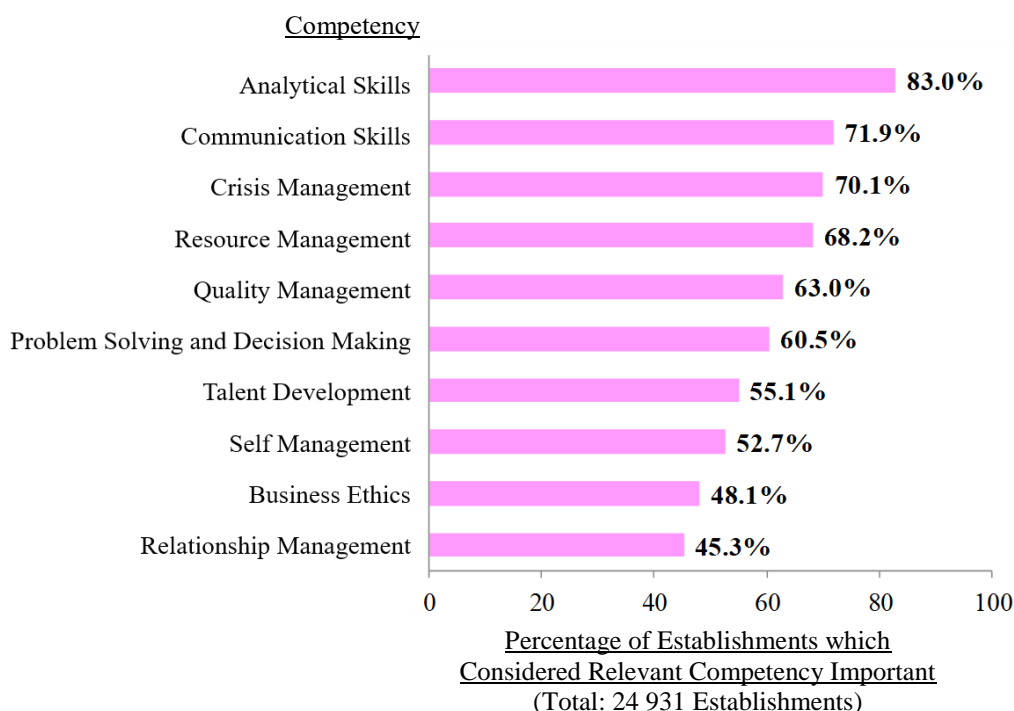


Figure 4.2: Overall Ranking of Top Ten Key Competencies for Training of Supervisors in the Next Two Years



4.13 The top ranked key competency for managers and supervisors of different business sectors are shown in Table 4.10.

Table 4.10: Top Ranked Key Competency for Training of Managers and Supervisors in the Next Two Years by Business Sector

Business Sector	Top Ranked Key Competency	
	For Managers	For Supervisors
1. Manufacturing	Analytical Skills	Communication Skills
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	Business Ethics; Problem Solving and Decision Making	Business Ethics
3. Construction	Analytical Skills	Problem Solving and Decision Making
4. Import/ Export, Wholesale and Retail Trades	Analytical Skills	Analytical Skills
5. Accommodation and Food Service Activities	Quality Management	Communication Skills
6. Transportation, Storage, Postal and Courier Services	Communication Skills	Analytical Skills
7. Information and Communications	Crisis Management	Crisis Management
8. Financing, Insurance, Real Estate, Professional and Business Services	Crisis Management	Analytical Skills
9. Public Administration, Social and Personal Services	Analytical Skills	Communication Skills

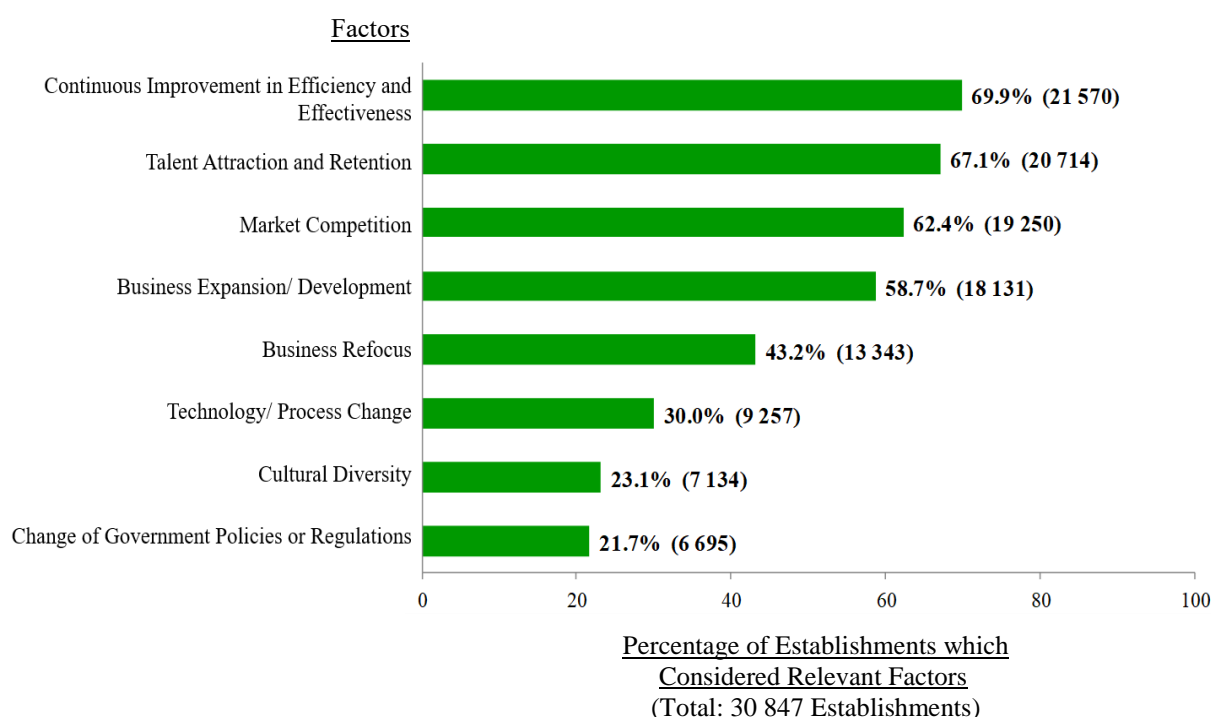
4.14 Some competencies were not ranked in the **overall** top ten but were ranked in the top ten under respective business sectors are listed below:

Business Sector	Competency for Managers	Competency for Supervisors
Manufacturing	<ul style="list-style-type: none"> Relationship Management Team Building 	<ul style="list-style-type: none"> Business Continuity Management Design Thinking
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	<ul style="list-style-type: none"> Business Continuity Management Relationship Management Team Building Training and Presentation Skills Entrepreneurship Business Process Re-engineering Design Thinking 	<ul style="list-style-type: none"> Business Continuity Management Partnership Management Team Building Training and Presentation Skills Entrepreneurship Business Process Re-engineering Design Thinking
Construction	<ul style="list-style-type: none"> Business Continuity Management Team Building 	<ul style="list-style-type: none"> Business Continuity Management Partnership Management Team Building
Import/ Export, Wholesale and Retail Trades	-	<ul style="list-style-type: none"> Team Building
Accommodation and Food Service Activities	-	-
Transportation, Storage, Postal and Courier Services	<ul style="list-style-type: none"> Business Continuity Management Team Building Training and Presentation Skills 	<ul style="list-style-type: none"> Business Continuity Management Partnership Management
Information and Communications	<ul style="list-style-type: none"> Business Continuity Management Relationship Management Team Building Training and Presentation Skills 	<ul style="list-style-type: none"> Business Continuity Management Training and Presentation Skills
Financing, Insurance, Real Estate, Professional and Business Services	<ul style="list-style-type: none"> Business Continuity Management Relationship Management 	<ul style="list-style-type: none"> Partnership Management
Public Administration, Social and Personal Services	<ul style="list-style-type: none"> Business Continuity Management 	<ul style="list-style-type: none"> Business Continuity Management Partnership Management Negotiation Skills

4.15 The ranking of all 24 key competencies by business sector are given in **Appendix 5**.

4.16 Factors affecting the establishments' choice of the key competencies required for training of managers and supervisors in the next two years are shown in Figure 4.3. Over half of the establishments indicated that “Continuous Improvement in Efficiency and Effectiveness” (69.9%), “Talent Attraction and Retention” (67.1%), “Market Competition” (62.4%) and “Business Expansion/ Development” (58.7%) were their consideration factors. Detailed breakdown of the survey results by business sector are given in *Appendix 5*.

Figure 4.3: Factors Affecting the Establishments' Choice of the Key Competencies Required for Training of Managers and Supervisors in the Next Two Years



Note: Some establishments considered more than one factor.

4.17 Factors affecting the key competencies required for managers and supervisors in the next two years varied slightly among various business sectors. Some comparatively influential factors for specific business sectors are highlighted below:

Business Sector	Influential Factors
Manufacturing	<ul style="list-style-type: none"> Talent Attraction and Retention
Construction	<ul style="list-style-type: none"> Talent Attraction and Retention
Transportation, Storage, Postal and Courier Services	<ul style="list-style-type: none"> Market Competition
Information and Communications	<ul style="list-style-type: none"> Talent Attraction and Retention Market Competition
Financing, Insurance, Real Estate, Professional and Business Services	<ul style="list-style-type: none"> Business Expansion/ Development

Operation outside Hong Kong

4.18 In general, 7 635 (24.7%) out of 30 874 establishments had operation outside Hong Kong, with distribution as shown in Table 4.11. The top three business sectors with the highest percentage were “Information and Communications” (57.7%), “Import/ Export, Wholesale and Retail Trades” (40.5%) and “Transportation, Storage, Postal and Courier Services” (30.8%).

Table 4.11: Number of Establishments with Operation outside Hong Kong

Business Sector	No. of Establishments	Establishments with Operation outside Hong Kong (%)
1. Manufacturing	946	175 (18.5)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	29	2 (6.9)
3. Construction	2 856	335 (11.7)
4. Import/ Export, Wholesale and Retail Trades	9 563	3 876 (40.5)
5. Accommodation and Food Service Activities	4 314	409 (9.5)
6. Transportation, Storage, Postal and Courier Services	1 911	589 (30.8)
7. Information and Communications	1 200	692 (57.7)
8. Financing, Insurance, Real Estate, Professional and Business Services	6 025	1 435 (23.8)
9. Public Administration, Social and Personal Services	4 030	122 (3.0)
Total	30 874	7 635 (24.7)

4.19 The manpower distribution of the managers and supervisors of those 7 635 establishments are given in *Appendix 5*.

4.20 On the whole, 2 272 (29.8%) out of those 7 635 establishments will provide training to the managers and supervisors for the operation outside Hong Kong, with distribution as shown in Table 4.12. The top three business sectors with the highest percentage were “Accommodation and Food Service Activities” (72.1%), “Information and Communications” (59.1%) and “Financing, Insurance, Real Estate, Professional and Business Services” (38.2%).

Table 4.12: Number of Establishments which Provide Training to Managers and Supervisors for Operation outside Hong Kong

Business Sector	No. of Establishments with Operation outside Hong Kong	Establishments which Provide Training to Managers and Supervisors for Operation outside Hong Kong (%)
1. Manufacturing	175	11 (6.3)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	2	-
3. Construction	335	-
4. Import/ Export, Wholesale and Retail Trades	3 876	880 (22.7)
5. Accommodation and Food Service Activities	409	295 (72.1)
6. Transportation, Storage, Postal and Courier Services	589	129 (21.9)
7. Information and Communications	692	409 (59.1)
8. Financing, Insurance, Real Estate, Professional and Business Services	1 435	548 (38.2)
9. Public Administration, Social and Personal Services	122	-
Total	7 635	2 272 (29.8)

4.21 Some establishments indicated that other competencies such as knowledge of products, logistics, marketing, local laws and demands, etc. were also important to the managers and supervisors for the operation outside Hong Kong.

C. Training Plan and Provisions

Existing Arrangement

Management Training before Appointment or Promotion

4.22 In general, 11 673 (37.8%) out of 30 874 establishments had their managers and supervisors engaged in management training before appointment or promotion as shown in Table 4.13 and 4.14. Business sectors recorded with a higher percentage were “Information and Communications” (62.4%) and “Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities” (51.7%), while the percentage was higher for the establishments in the employment size of “50-99” (51.3%).

Table 4.13: Establishments with Managers and Supervisors Engaged in Management Training before Appointment or Promotion by Business Sector

Business Sector	No. of Establishments	Establishments with Managers and Supervisors Engaged in Management Training before Appointment or Promotion (%)
1. Manufacturing	946	231 (24.4)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	29	15 (51.7)
3. Construction	2 856	1 241 (43.5)
4. Import/ Export, Wholesale and Retail Trades	9 563	3 132 (32.8)
5. Accommodation and Food Service Activities	4 314	1 343 (31.1)
6. Transportation, Storage, Postal and Courier Services	1 911	736 (38.5)
7. Information and Communications	1 200	749 (62.4)
8. Financing, Insurance, Real Estate, Professional and Business Services	6 025	2 669 (44.3)
9. Public Administration, Social and Personal Services	4 030	1 557 (38.6)
Total	30 874	11 673 (37.8)

Table 4.14: Establishments with Managers and Supervisors Engaged in Management Training before Appointment or Promotion by Employment Size

Employment Size of Establishments	No. of Establishments	Establishments with Managers and Supervisors Engaged in Management Training before Appointment or Promotion (%)
10-19	17 423	5 769 (33.1)
20-49	9 980	4 123 (41.3)
50-99	3 471	1 781 (51.3)
Total	30 874	11 673 (37.8)

On-the-job Training

4.23 11 619 (37.6%) out of 30 874 establishments provided on-the-job training to newly recruited/ promoted managers and supervisors as shown in Table 4.15 and 4.16. The corresponding percentage was higher for the “Information and Communications” sector (71.8%) and lower for the “Manufacturing” sector (24.4%), while the percentage was higher for the establishments in the employment size of “50-99” (52.1%).

Table 4.15: Establishments which Provided On-the-job Training to Newly Recruited or Promoted Managers and Supervisors by Business Sector

Business Sector	No. of Establishments	Establishments which Provided On-the-job Training (%)
1. Manufacturing	946	231 (24.4)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	29	15 (51.7)
3. Construction	2 856	1 165 (40.8)
4. Import/ Export, Wholesale and Retail Trades	9 563	3 087 (32.3)
5. Accommodation and Food Service Activities	4 314	1 240 (28.7)
6. Transportation, Storage, Postal and Courier Services	1 911	978 (51.2)
7. Information and Communications	1 200	861 (71.8)
8. Financing, Insurance, Real Estate, Professional and Business Services	6 025	2 179 (36.2)
9. Public Administration, Social and Personal Services	4 030	1 863 (46.2)
Total	30 874	11 619 (37.6)

Table 4.16: Establishments which Provided On-the-job Training to Newly Recruited or Promoted Managers and Supervisors by Employment Size

Employment Size of Establishments	No. of Establishments	Establishments which Provided On-the-job Training (%)
10-19	17 423	5 721 (32.8)
20-49	9 980	4 090 (41.0)
50-99	3 471	1 808 (52.1)
Total	30 874	11 619 (37.6)

4.24 For those 11 619 establishments which provided on-the-job training to newly recruited/ promoted managers and supervisors, the average on-the-job training hours per employee are shown in Table 4.17. Overall speaking, 25.6% of those establishments provided “Less than 9 Hours” training and 45.1% provided “9 Hours – Less than 27 Hours” training.

4.25 Analysed by business sector and the average training hours provided, a relatively higher percentage was recorded in “Information and Communications” (43.0%) for “Less than 9 Hours”, “Manufacturing” (75.8%) and “Accommodation and Food Service Activities” (72.3%) for “9 Hours – Less than 27 Hours”, and “Import/ Export, Wholesale and Retail Trades” (20.2%) for “45 Hours or Above”.

Table 4.17: Average On-the-job Training Hours per Employee Provided by Establishments for Managers and Supervisors

Business Sector	No. of Establishments which Provided On-the-job Training	Less than 9 Hours (%)	9 Hours– Less than 27 Hours (%)	27 Hours– Less than 45 Hours (%)	45 Hours or Above (%)
1. Manufacturing	231	(15.2)	(75.8)	-	(9.1)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	15	-	(100)	-	-
3. Construction	1 165	(13.1)	(61.6)	(25.2)	-
4. Import/ Export, Wholesale and Retail Trades	3 087	(29.1)	(32.9)	(17.8)	(20.2)
5. Accommodation and Food Service Activities	1 240	(17.9)	(72.3)	(3.0)	(6.8)
6. Transportation, Storage, Postal and Courier Services	978	(32.4)	(40.4)	(21.8)	(5.4)
7. Information and Communications	861	(43.0)	(18.4)	(23.3)	(15.3)
8. Financing, Insurance, Real Estate, Professional and Business Services	2 179	(12.2)	(62.0)	(22.2)	(3.6)
9. Public Administration, Social and Personal Services	1 863	(38.4)	(28.0)	(20.7)	(12.9)
Total	11 619	(25.6)	(45.1)	(18.6)	(10.6)

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

Other Form of Training

4.26 7 682 (24.9%) out of 30 874 establishments provided other form of training (other than on-the-job training) to the existing managers and supervisors as shown in Table 4.18 and 4.19, with a relatively lower percentage recorded for the “Accommodation and Food Service Activities” sector (7.8%), while the percentage was higher for the establishments in the employment size of “50-99” (41.6%).

Table 4.18: Establishments which Provided Other Form of Training (Other than On-the-job Training) for Existing Managers and Supervisors by Business Sector

Business Sector	No. of Establishments	Establishments which Provided Other Form of Training (%)
1. Manufacturing	946	221 (23.4)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	29	15 (51.7)
3. Construction	2 856	1 050 (36.8)
4. Import/ Export, Wholesale and Retail Trades	9 563	2 071 (21.7)
5. Accommodation and Food Service Activities	4 314	338 (7.8)
6. Transportation, Storage, Postal and Courier Services	1 911	704 (36.8)
7. Information and Communications	1 200	386 (32.2)
8. Financing, Insurance, Real Estate, Professional and Business Services	6 025	1 645 (27.3)
9. Public Administration, Social and Personal Services	4 030	1 252 (31.1)
Total	30 874	7 682 (24.9)

Table 4.19: Establishments which Provided Other Form of Training (Other than On-the-job Training) for Existing Managers and Supervisors by Employment Size

Employment Size of Establishments	No. of Establishments	Establishments which Provided Other Form of Training (%)
10-19	17 423	2 911 (16.7)
20-49	9 980	3 326 (33.3)
50-99	3 471	1 445 (41.6)
Total	30 874	7 682 (24.9)

4.27 For those 7 682 establishments, other forms of training (other than on-the-job training) provided to the existing managers and supervisors are shown in Table 4.20. 65.8% of those establishments provided in-house management training, 43.7% sponsored employees to attend external management training programmes and 15.2% provided e-learning.

4.28 Analysed by business sector, the proportion which provided in-house management training was relatively higher for “Accommodation and Food Service Activities” (91.7%) and the proportion which sponsored employees to attend external management training programmes was higher for “Information and Communications” (62.2%).

Table 4.20: Other Forms of Training Provided by Establishments for Existing Managers and Supervisors

Business Sector	No. of Establishments which Provided Other Form of Training	Provide In-house Management Training (%)	Sponsor Employees to Attend External Management Training Programmes (%)	E-learning (%)
1. Manufacturing	221	(74.7)	(40.7)	-
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	15	(100)	(60.0)	-
3. Construction	1 050	(68.5)	(36.5)	-
4. Import/ Export, Wholesale and Retail Trades	2 071	(62.9)	(46.0)	(24.8)
5. Accommodation and Food Service Activities	338	(91.7)	(36.7)	(8.6)
6. Transportation, Storage, Postal and Courier Services	704	(73.4)	(46.3)	(24.0)
7. Information and Communications	386	(69.7)	(62.2)	(13.5)
8. Financing, Insurance, Real Estate, Professional and Business Services	1 645	(56.0)	(42.4)	(10.4)
9. Public Administration, Social and Personal Services	1 252	(66.5)	(42.7)	(18.5)
Total	7 682	(65.8)	(43.7)	(15.2)

Note: Some establishments provided more than one form of training.

4.29 23 192 (75.1%) out of 30 874 establishments did not provide other form of training (other than on-the-job training) for the existing managers and supervisors as shown in Table 4.21. Of which, 22.1% was due to “Cost Constraints”, 13.5% was due to “Lack of Resources for Training” and 73.8% indicated that they “Has Sufficient Well-trained Staff Already”.

Table 4.21: Reasons for Not Providing Other Form of Training (Other than On-the-job Training) for Existing Managers and Supervisors

Business Sector	No. of Establishments which did not Provide Other Form of Training	Cost Constraints (%)	Lack of Resources for Training (%)	Has Sufficient Well-trained Staff Already (%)
1. Manufacturing	725	(6.2)	(15.2)	(77.2)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	14	-	-	(100)
3. Construction	1 806	(24.7)	(13.5)	(74.8)
4. Import/ Export, Wholesale and Retail Trades	7 492	(22.8)	(15.8)	(69.4)
5. Accommodation and Food Service Activities	3 976	(27.4)	(12.7)	(70.9)
6. Transportation, Storage, Postal and Courier Services	1 207	(39.6)	(19.1)	(55.8)
7. Information and Communications	814	(49.5)	(12.0)	(50.5)
8. Financing, Insurance, Real Estate, Professional and Business Services	4 380	(10.2)	(14.2)	(87.3)
9. Public Administration, Social and Personal Services	2 778	(18.2)	(5.1)	(81.5)
Total	23 192	(22.1)	(13.5)	(73.8)

Note: Some establishments indicated more than one reason. Other reasons of minor significance (i.e. indicated by less than 0.5% of the establishments in total) are not shown in the table.

Arrangement in the Next Two Years

Training Provisions

4.30 7 893 (25.6%) out of 30 874 establishments will have training provisions for managers and supervisors in the next two years as shown in Table 4.22. The corresponding percentage was higher for “Information and Communications” (50.1%), while lower for “Manufacturing” (7.1%) and “Accommodation and Food Service Activities” (6.4%).

Table 4.22: Number of Establishments with Training Provisions for Managers and Supervisors in the Next Two Years

Business Sector	No. of Establishments	Establishments with Training Provisions (%)
1. Manufacturing	946	67 (7.1)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	29	8 (27.6)
3. Construction	2 856	712 (24.9)
4. Import/ Export, Wholesale and Retail Trades	9 563	2 434 (25.5)
5. Accommodation and Food Service Activities	4 314	277 (6.4)
6. Transportation, Storage, Postal and Courier Services	1 911	695 (36.4)
7. Information and Communications	1 200	601 (50.1)
8. Financing, Insurance, Real Estate, Professional and Business Services	6 025	1 847 (30.7)
9. Public Administration, Social and Personal Services	4 030	1 252 (31.1)
Total	30 874	7 893 (25.6)

4.31 For those 7 893 establishments, detailed breakdown of their training provisions in the next two years in proportion to the average annual payroll and in comparison with that of last year are given in *Appendix 5*.

4.32 On the other hand, for those 22 981 (74.4%) establishments without training provisions for managers and supervisors in the next two years, their reasons are shown in Table 4.23. Of which, 20.4% was due to “Cost Constraints”, 11.7% was due to “Lack of Resources for Training” and 76.7% claimed that they “Has Sufficient Well-trained Staff Already”.

Table 4.23: Reasons of Establishments without Training Provisions for Managers and Supervisors in the Next Two Years

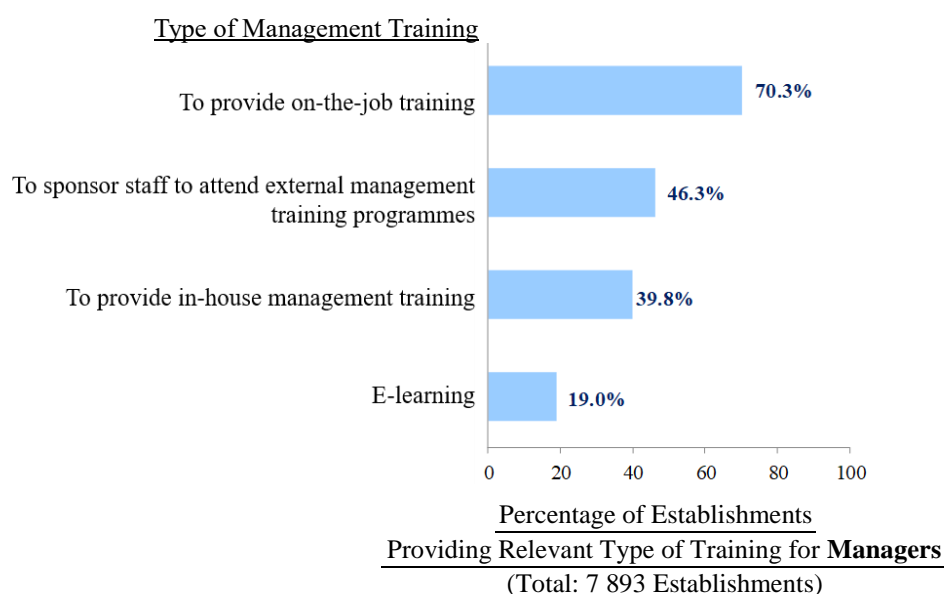
Business Sector	No. of Establishments without Training Provisions	Cost Constraints (%)	Lack of Resources for Training (%)	Has Sufficient Well-trained Staff Already (%)
1. Manufacturing	879	(5.1)	(12.5)	(82.4)
2. Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities	21	-	(52.4)	(100)
3. Construction	2 144	(15.7)	(9.4)	(85.4)
4. Import/ Export, Wholesale and Retail Trades	7 129	(24.5)	(16.0)	(68.0)
5. Accommodation and Food Service Activities	4 037	(27.0)	(12.0)	(71.8)
6. Transportation, Storage, Postal and Courier Services	1 216	(38.7)	(15.0)	(60.7)
7. Information and Communications	599	(31.4)	(3.3)	(68.6)
8. Financing, Insurance, Real Estate, Professional and Business Services	4 178	(5.9)	(9.3)	(93.2)
9. Public Administration, Social and Personal Services	2 778	(20.6)	(5.1)	(81.1)
Total	22 981	(20.4)	(11.7)	(76.7)

Note: Some establishments indicated more than one reason.

Training Plan

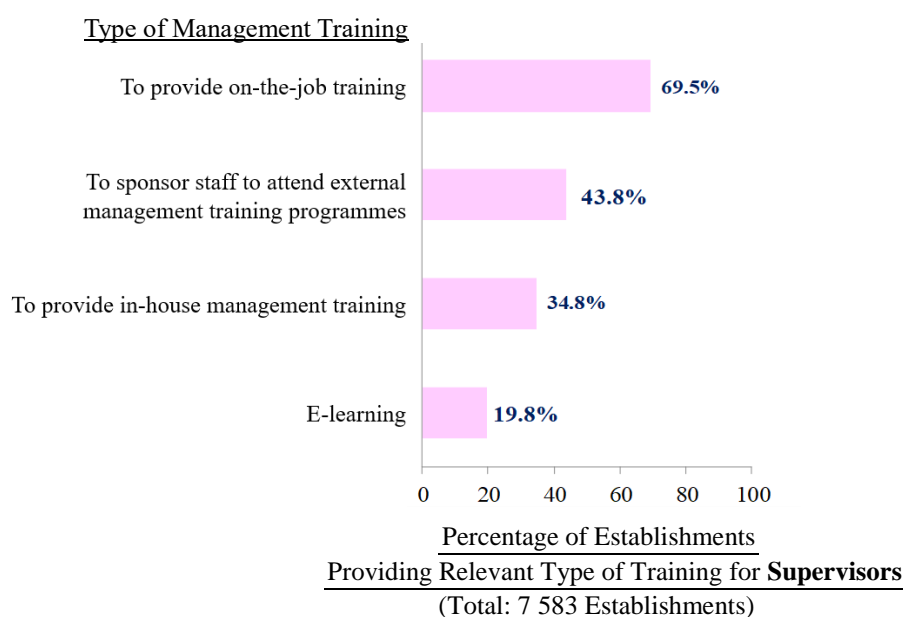
4.33 The type of management training to be provided by those establishments for managers and supervisors in the next two years are shown in Figure 4.4 and 4.5. Detailed breakdown of the survey results by business sector are given in *Appendix 5*.

Figure 4.4: Type of Management Training to be Provided by Establishments for Managers in the Next Two Years



Note: Some establishments will provide more than one type of management training.

Figure 4.5: Type of Management Training to be Provided by Establishments for Supervisors in the Next Two Years



Note: Some establishments will provide more than one type of management training.

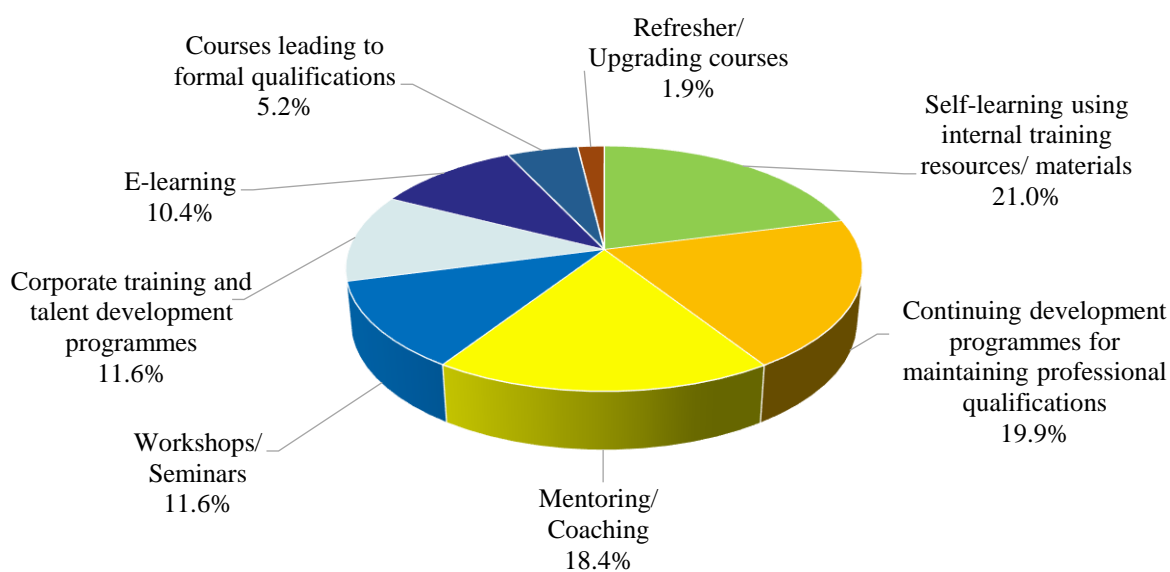
4.34 The training plan for managers and supervisors varied slightly among various business sectors. Particular type of training was relatively preferred by specific business sectors, which are highlighted below:

Business Sector	Particular Type of Training Preferred
Manufacturing	• On-the-job Training
Construction	• In-house Management Training
Accommodation and Food Service Activities	• E-learning
Public Administration, Social and Personal Services	• Sponsor Staff to Attend External Management Training Programmes

Preferred Training Approach

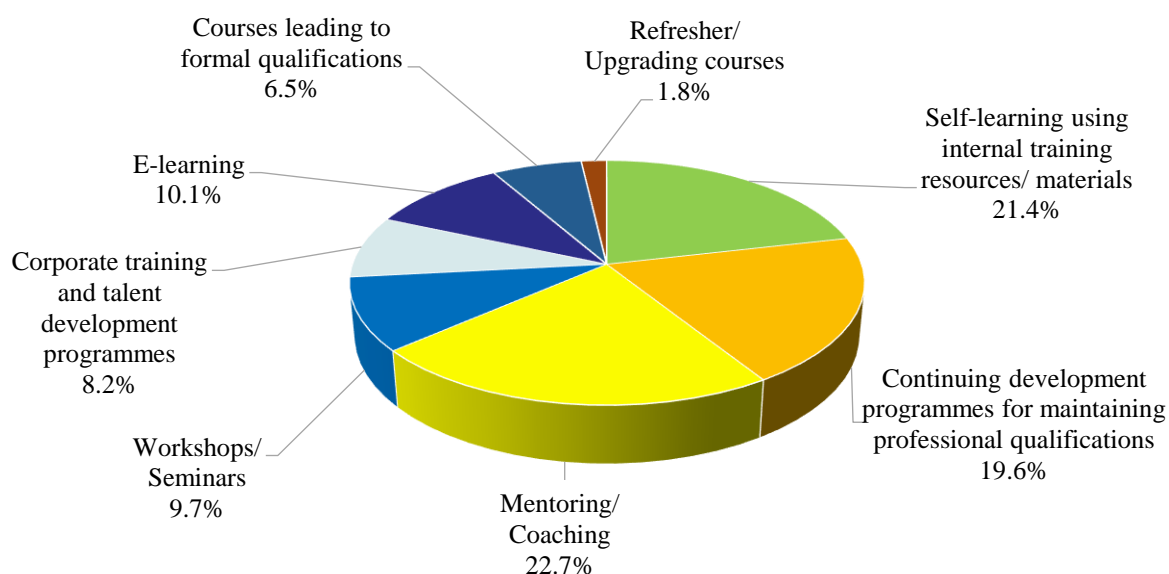
4.35 Among those establishments which will have training provisions in the next two years, the preferred training approach for managers and supervisors are shown in Figure 4.6 and 4.7. Detailed breakdown of the survey results by business sector are given in *Appendix 5*.

Figure 4.6: Preferred Training Approach for Managers in the Next Two Years



Establishments with Training Provisions for **Managers** in the Next Two Years
(Total: 7 893 Establishments)

Figure 4.7: Preferred Training Approach for Supervisors in the Next Two Years



Establishments with Training Provisions for **Supervisors** in the Next Two Years
(Total: 7 583 Establishments)

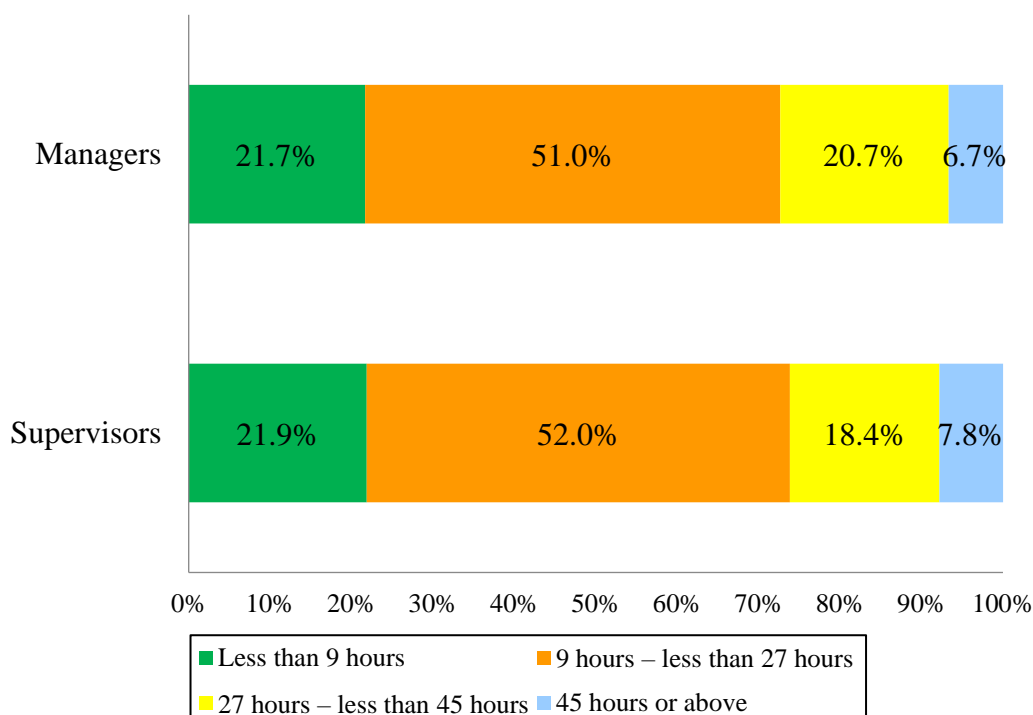
4.36 The preferred training approach for managers and supervisors varied slightly among various business sectors. Some training approaches were relatively preferable by specific business sectors, which are highlighted below:

Business Sector	Preferred Training Approach
Manufacturing	<ul style="list-style-type: none"> Corporate Training and Talent Development Programmes
Construction	<ul style="list-style-type: none"> Continuing Development Programmes for Maintaining Professional Qualifications
Accommodation and Food Service Activities	<ul style="list-style-type: none"> Mentoring/ Coaching
Transportation, Storage, Postal and Courier Services	<ul style="list-style-type: none"> Self-learning using Internal Training Resources/ Materials
Information and Communications	<ul style="list-style-type: none"> Workshops/ Seminars (for Managers) Mentoring/ Coaching (for Supervisors)

Preferred Average Annual Training Hours per Employee

4.37 Among those establishments which will have training provisions in the next two years, the preferred average annual training hours per employee for managers and supervisors are shown in Figure 4.8. Detailed breakdown of the survey results by business sector are given in *Appendix 5*.

Figure 4.8: Preferred Average Annual Training Hours per Employee for Managers and Supervisors in the Next Two Years



Establishments with Training Provisions for Managers and Supervisors in the Next Two Years
(Total: 7 893 Establishments for Managers;
Total: 7 583 Establishments for Supervisors)

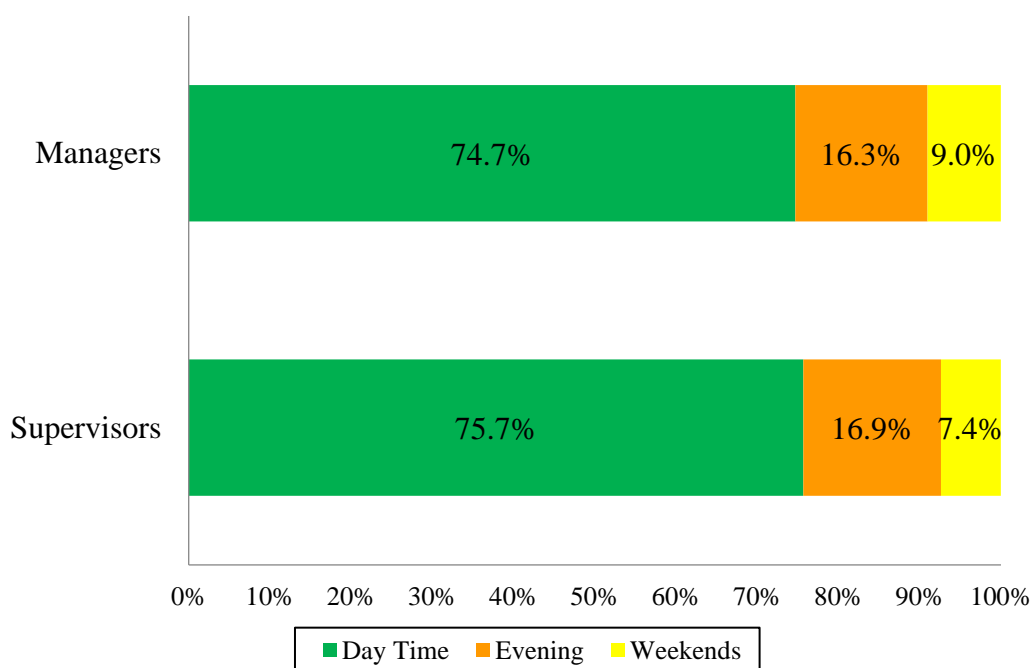
Note: Total percentage may not be equal to 100% due to rounding.

4.38 Analysed by business sectors, a higher proportion of establishments in “Manufacturing” preferred average annual training hours per employee of “Less than 9 Hours” for their managers and supervisors. On the other hand, a comparatively higher proportion of establishments in “Import/ Export, Wholesale and Retail Trades” preferred “45 Hours or Above” for their managers as compared with other business sectors.

Preferred Training Time

4.39 Among those establishments which will have training provisions in the next two years, the preferred training time for managers and supervisors are shown in Figure 4.9. Detailed breakdown of the survey results by business sector are given in *Appendix 5*.

Figure 4.9: Preferred Training Time for Managers and Supervisors in the Next Two Years



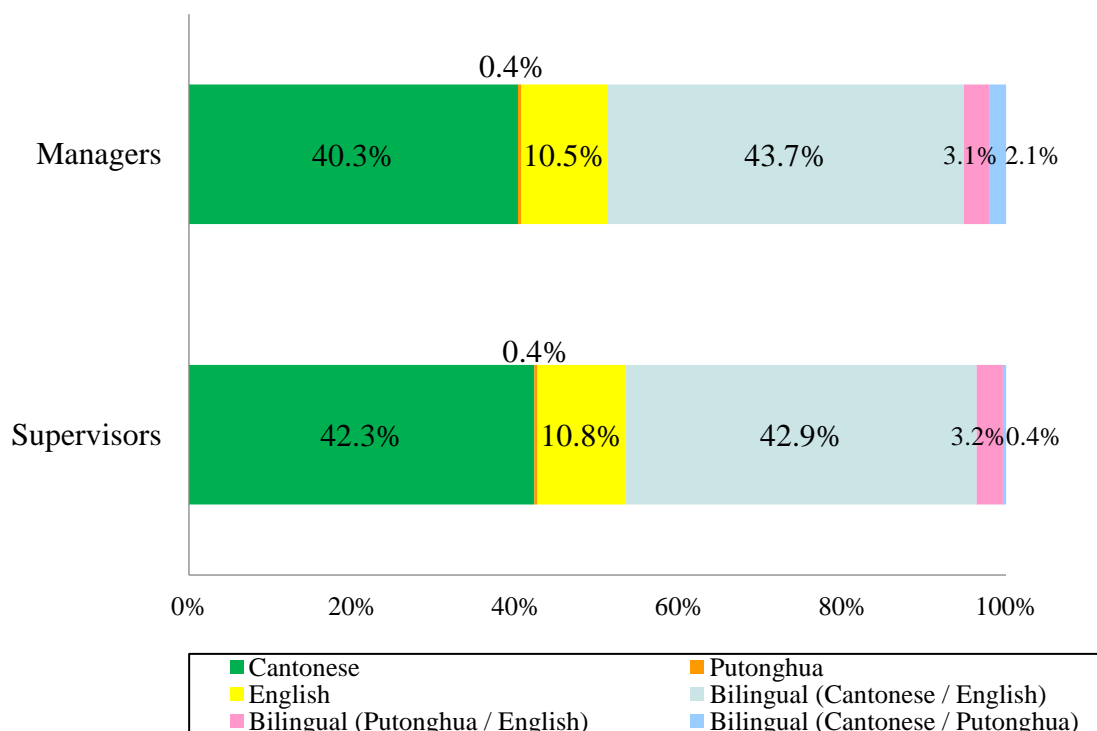
Establishments with Training Provisions for Managers and Supervisors in the Next Two Years
(Total: 7 893 Establishments for Managers;
Total: 7 583 Establishments for Supervisors)

4.40 Analysed by business sectors, all establishments in “Accommodation and Food Service Activities” preferred “Day Time” training. The proportion of preferring “Evening” training was relatively higher for “Construction” and “Information and Communications”. The proportion of preferring “Weekends” training was comparatively higher for “Financing, Insurance, Real Estate, Professional and Business Services” as compared with other business sectors.

Preferred Medium of Instruction

4.41 Among those establishments which will have training provisions in the next two years, the preferred medium of instruction for managers and supervisors are shown in Figure 4.10. Detailed breakdown of the survey results by business sector are given in *Appendix 5*.

Figure 4.10: Preferred Medium of Instruction for Managers and Supervisors in the Next Two Years



Establishments with Training Provisions for Managers and Supervisors in the Next Two Years

(Total: 7 893 Establishments for Managers;

Total: 7 583 Establishments for Supervisors)

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

Awareness and Application of the Reindustrialisation and Technology Training Programme (RTTP)

4.42 The survey revealed that 87.9% of the establishments had not heard of or applied for the Reindustrialisation and Technology Training Programme (RTTP) before. Only 11.9% had heard of it and 0.2% had applied for it before.

V. Analysis of Managerial Competency and Management Training Needs

A. Business Environment for Small and Medium-sized Enterprises (SMEs)

5.1 Due to the turbulent change in the global and local environment, as well as the increasing application of digitalisation in business, the market conditions in Hong Kong has changed rapidly. It brings out both challenges and opportunities for SMEs. The management of SMEs not only have to capture the business opportunities, meet the challenges, but also have to manage people with the required competence to cope with the dynamic business environment. A brief review on the major factors currently affecting the business environment in Hong Kong and their impact on the competency requirements of management, especially those for SMEs, is summarised in the ensuing paragraphs below.

Economic Perspective

(a) Factors Affecting the Local Economy of Hong Kong

Economic Growth Rate

5.2 According to the figures released by the Government of the Hong Kong Special Administrative Region (HKSAR)¹, Hong Kong's Gross Domestic Product (GDP) contracted by 1.2% in real terms for 2019 as a whole, as compared to the 2.9% growth in 2018. By taking into account the factors of China-US friction, social unrest in 2019 as well as the spread of the novel coronavirus infection in early 2020, domestic consumption and investment sentiments were hindered. The Hong Kong economy is forecast to grow by -1.5% to 0.5% in 2020.

Employment Situation

5.3 The labour market was under pressure during 2019, with the unemployment rate rose to 3.0% as a whole. Due to the recent social unrest in Hong Kong since June 2019 and the outbreak of novel coronavirus, the unfavourable business environment has further worsen the labour market in different sectors especially retail, accommodation, catering, tourism and import/ export industries in the coming year.

Flexibility in Business Model

5.4 Facing with the ongoing political turmoil in Hong Kong, outbreak of novel coronavirus, and the anticipated downturn of local economy, the sustainability of business in such a difficult time would largely depend on how flexible the enterprise can do and how well its contingency plan can work to tackle the situation. In general, SMEs are agile and can adapt the market change more effectively with less budget challenge than large corporations.

(b) Mainland Factor

Belt and Road Initiative (B&R)/ Development of Greater Bay Area (GBA)

5.5 In recent years, the Government actively supports and contributes in **Belt and Road² ('B&R')**, by riding on our distinctive strengths and positions in different perspectives. The Government not only enhances policy co-ordination, establishes partnership and coordination for B&R in the region, but also provides support to facilitate corporations to run their businesses there. For instance, the Government supports Hong Kong Trade Development Council (HKTDC) in exploring any opportunities arising from the B&R overseas Economic and Trade Co-operation Zones for Hong Kong corporations³. The **development of Greater Bay Area ('GBA')** also deepens the cooperation amongst Guangdong, Hong Kong and Macau, and leverages the strengths of the three places. The GBA brings in new business opportunities for local companies to enter into the Mainland. Flow of talents among cities and knowledge exchange are also advocated.

Socio-cultural Perspective

(c) Demographic changes in the workforce

5.6 Ageing population around the world continues to grow at an unprecedented rate. According to the "Hong Kong Population Projections for 2017-2066"⁴, population ageing is expected to continue in Hong Kong. The number of elderly persons will increase from 1.16 million (16.6% of the total population) in 2016 to 2.37 million (31.1% of the total population) in 2036. The labour force will shrink from 3.67 million (58.9% of the total population) in 2020 to 3.13 million (49.6% of the total population) in 2066. It indicates that the workforce will be even tighter, and the society has to be prepared for accommodating the aging workforce.

(d) Cross Generation Workplace

5.7 There are mix of generations in the workplace. The working style of most seniors is traditional, cautious and stable, while the young generations are innovative and versatile. Both groups of talents possess their unique strengths, managers and supervisors should manage the dynamic pool of talents, embrace their differences, and make the good use of their competences in driving the business. Talent development and entrepreneurship programme for new entrants becomes popular among corporations.

(e) Emerging New Work Pattern

5.8 There is a global change in the work pattern nowadays. Work-life balance has been appealing to the younger generations or working mother. They will prefer part-time job, flexible working hours, or seasonal work, instead of engaging in a full-time job. A leisure workplace environment with relaxing dress code becomes popular⁵.

Technological Perspective

(f) Internet and Social Media

5.9 The application of internet and social media enhances the communication flow and knowledge exchange all over the world. It has changed the way we live and drive for business innovation. Sharing of information is now easy and speedy. The application of social media, e.g. WhatsApp, WeChat, LinkedIn, Instagram etc., become popular. Companies can make use of these platforms to enhance the communication at work. They can also market their products/ services in an instantly, boundless, and innovative way.

5.10 The Government has also invested in promotion of IT by launching the “Innovation and Technology Fund (ITF)”⁶, which supports the companies to upgrade their technological level and introduce innovative ideas to their business, e.g. “Reindustrialisation and Technology Training Programme (RTTP)”⁷.

(g) Development and Application of Virtual Reality (VR) / Augmented Reality (AR)

5.11 AR and VR, not only can facilitate product testing, it changes the customer experience drastically. AR/ VR can also be applied in employee training, which reduces the travelling time and human efforts in conducting the training session. Training can thus be conducted anywhere at anytime.

(h) Big Data

5.12 Big data provides insights to companies about the demographics of customers, and their buying behaviors. This facilitates the promotion to target groups, and strategic planning for new products/ services. On the other hand, data opens up the opportunities for talents. Right talents with required skills can be more easily identified online and globally.

Sources:

1. [Key Economic and Social Indicators released by the Census and Statistics Department in February 2020](#)
2. [The Chief Executive’s Policy Address, 2018](#)
3. [The Chief Executive’s Policy Address, 2019](#)
4. [Hong Kong population projections for 2017-2066, released on 8 September 2017](#)
5. Relaxing dress code, [Human Resources Online Net](#), April 2019
6. [Innovation and Technology Fund \(ITF\) administered by the Innovation and Technology Commission](#)
7. [Reindustrialisation and Technology Training Programme \(RTTP\) under the ITF](#)

B. Major Observations from the Survey

5.13 The 2019 Survey collected market information on managerial competency and management training needs of managers and supervisors of SMEs for different business sectors. Major observations from the Survey are consolidated below.

Managers and Supervisors of Establishment

5.14 Among employees engaged in the SMEs, one-fifth (19.8%) were managers and supervisors. There were 9 353 managers and supervisors left or retired while 8 039 were newly recruited in the past 12 months. Inadequate manpower of managers and supervisors happened across different business sectors over the year.

5.15 The major reasons of difficulties encountered by SMEs in the recruitment of managers and supervisors were “Remuneration Package Not Attractive”, “Long Working Hours” and “Insufficient Trained/ Qualified Manpower in the Related Disciplines in the Market”. These factors greatly hindered the recruitment of talents in the workplace.

5.16 The vast majority (87.0%) of the SMEs would have no plan in recruiting managers and supervisors in the next 2 years.

Key Managerial Competencies of Managers and Supervisors

5.17 Among the top 10 key competencies for training of managers and supervisors in the next 2 years, it was found that the following 9 skills were the common key competencies for training of both managers and supervisors:

- (1) *Analytical Skills*
- (2) *Crisis Management*
- (3) *Resource Management*
- (4) *Communication Skills*
- (5) *Quality Management*
- (6) *Talent Development*
- (7) *Problem Solving and Decision Making*
- (8) *Business Ethics*
- (9) *Self Management*

5.18 The only difference was found on the 10th competency which was “Partnership Management” for managers and “Relationship Management” for supervisors.

5.19 “Resource Management”, “Talent Development”, “Partnership Management” and “Relationship Management”, which were considered as the emerging skills’ options in the 2019 Survey, were rated as the top 10 key competencies.

5.20 It was noted that “Crisis Management”, “Communication Skills” and “Problem Solving and Decision Making” were consistently ranked as the common key competencies for training of managers and supervisors from the past surveys to the present ones.

5.21 The advanced technology was not so well adopted by SMEs. The technological knowledge and IT skills (i.e. “Digital Marketing” and “Emerging Technology Awareness and Application”), as well as the world vision knowledge (i.e. “Global Mindset” and “Regulatory Compliance”) did not rank high among the key competencies for SMEs in the Survey.

Management Training

Existing Training Arrangement

5.22 SMEs did not provide much training to management under the existing business arrangement. Only slightly more than one-third of the SMEs had their managers and supervisors trained before appointment/promotion (37.8%), and/or provided on-the-job training to newly recruited/promoted managers and supervisors (37.6%). Less than a quarter provided training for the existing managers and supervisors other than on-the-job training (24.9%).

Training Provisions

5.23 The SMEs did not/ would not put as many training resources for managers and supervisors, as they expected the managers and supervisors should already be well-trained before appointment. Cost constraints would also be a critical issue among SMEs for training up of talents with limited resources and under tight operation schedule.

5.24 Among those establishments which will have training provisions for managers and supervisors in the next two years, “On-the-job Training”, “Sponsoring Staff to Attend External Management Training Programmes” and “Providing In-house Management Training” would be their preferable training options.

Preferred Training Plan

5.25 Different training approaches would be adopted for managers and supervisors across industries, for instance, by providing internal training materials for self-learning, attending continuing development programmes for professional qualifications, mentoring/ coaching were most preferable.

5.26 A vast majority preferred the training to be short, with the average annual training hours per employee for less than 27 hours and the training should be held in weekdays. Such training arrangements were consistently preferred by most SMEs as in the past surveys.

5.27 The Survey revealed that preferred training plan varied slightly among various business sectors due to its work nature of the industry.

Government Funding

5.28 The Government provided different funding scheme for SMEs to enhance their business operation. Around 12% of the respondents heard of or applied for “Reindustrialisation and Technology Training Programme (RTTP)” before.

Remarks:

Recognising the economic uncertainties emerge from time to time on both external and domestic fronts, in particular the recent social unrests in Hong Kong and the outbreak of novel coronavirus, readers are alerted to interpret the survey findings with caution as these factors might affect the employment situation in Hong Kong. The Training Board will keep in view on the change of the competency requirement before the conduct of the next survey.

VI. Recommendations

6.1 Based on the survey findings and observations, and having considered the factors of the business environment for SMEs, a list of recommendations is drawn up for the consideration of the different stakeholders, including employers, employees, training providers, and the government.

Employers

6.2 The employers may consider to

- (i) enhance employees' awareness by proactively share with them the latest business environment and the factors affecting the operations, employees can then be prepared for the ever-changing business operations;
- (ii) plan for talent development programme by taking the competencies requirement into consideration, especially for the training of 'Analytical Skills', 'Crisis Management', 'Resource Management' and "Communication Skills", which ranked high in the competency list from this survey;
- (iii) arrange training that can well fit for the needs and operation of companies and staff such as e-learning/ online training, mentoring/ coaching, bite-sized training programme on weekends, small group training as well as job related cases studies, etc.;
- (iv) release their managerial staff to attend relevant training including seminars, company visit or experience sharing sessions organised by trade associations, especially in low seasons etc.;
- (v) arrange networking sessions/ team building activities for the mix generation of workforce to enhance communication and employees' engagement to drive the business;
- (vi) absorb young and innovative talents in the market to explore and implement the adoption of advanced technology in the workplace for business re-engineering and/ or transformation;
- (vii) adopt the use of interactive platform (e.g. LinkedIn) for online recruitment, where HR can identify right talents for corporations with required skills; and
- (viii) make use of the Reindustrialisation and Technology Training Programme (RTTP) funding to enhance the HR operations, e.g. Cloud-Based Human Resources Management System, Gamification (HR operations like recruitment, employee engagement, learning and development may be gamified in the future), etc.

Managers and Supervisors

6.3 The managers and supervisors are encouraged to

- (i) be well prepared for the ever-changing job requirements, and emerging skills required under the business transformation, despite how volatile the economic environment will be;
- (ii) be sensitive about the technological development in the world, adopt the change and make use of the distinctive edge of the new move to enhance the business operation and communication with different stakeholders;
- (iii) be aware of the socio-cultural change in the society and be accommodative, which helps to understand the current behaviours and work pattern of employees from different age groups and backgrounds, in particular of the younger generations, for effective communication and coaching;
- (iv) equip with the competencies required by the companies, especially 'Analytical Skills', 'Crisis Management', 'Resource Management' and "Communication Skills", which ranked high in the competency list from this survey;
- (v) acquire workplace coaching skills for performance and succession through self/e-learning as well as classroom training, especially recommended for those who are owner-managers of SMEs;
- (vi) be aware of and comply with relevant statutory requirements such as data privacy ordinance, cyber security requirements etc.; and
- (vii) access to different companies proactively, by connecting their portfolio to any opportunities for career advancement.

Training Providers

6.4 The training providers should

- (i) partner with trade associations and/ or individual SMEs proactively to tailor make training programmes on the mostly required skills of SMEs' managers and supervisors as identified in this survey for respective industries;
- (ii) offer more bite-sized training programmes to meet the needs of trainees with time constraint for training;
- (iii) make use of online platforms for training delivery in view of their effectiveness and increasing popularity nowadays;
- (iv) study the training needs of trainees with different backgrounds and provide tailor-made training programmes for specific groups;

- (v) offer training/ workshops on different hot topics in the workplace, such as ‘Cross Generation Intelligence’, ‘Change Management’, ‘Talent Development’, ‘Entrepreneurship Development’, ‘Big Data’, ‘Data Security’, etc.; and
- (vi) make good use of the government’s subsidy for developing relevant training programmes for different industries.

Government

6.5 The Government is recommended to

- (i) formulate policy and strategy proactively to facilitate the business community in providing management training;
- (ii) advocate the redesign of work for our aging workforce and promote lifelong learning in addressing skills gap for the ever-changing business operation;
- (iii) extend the scope and coverage of the subsidies provided to local companies as well as trade associations for staff training and to increase the promotion of relevant funding programmes to the employers and training providers;
- (iv) offer more resources and support to education and training providers to offer training programmes that could sustain the businesses of SMEs and the betterment of Hong Kong as a whole; and
- (v) provide more resources/ information to SMEs to capture the opportunities brought by ‘B&R’ initiative and development of ‘GBA’ and technology development for sustainable growth of businesses.

I. 報告摘要

背景

1.1 管理及督導訓練委員會（本會）於 2019 年 7 月至 9 月期間進行了一項調查，此報告旨在收集及反映不同行業的管理及督導人員所需的管理才能及培訓需求，為業界提供更新資料。

調查範圍

1.2 是次調查從以下九大行業 30 874 間僱用 10 至 99 名員工的中小企之中，隨機抽選 1 042 間作為調查樣本：

- (a) 製造；
- (b) 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動；
- (c) 建造；
- (d) 進出口貿易、批發及零售；
- (e) 住宿及膳食服務；
- (f) 運輸、倉庫、郵政及速遞服務；
- (g) 資訊及通訊；
- (h) 金融、保險、地產、專業及商用服務；以及
- (i) 公共行政、社會及個人服務。

調查方法

1.3 是次調查乃是按職業訓練局設計的抽樣細則進行，以分層隨機方法抽樣，從香港特區政府統計處的《香港標準行業分類》名單中，抽取 1 042 個樣本機構。本會邀請獲選機構填寫一份問卷，內容包括三個主要部分：(i) 機構的僱員人數、(ii) 管理及督導人員的培訓需求，以及 (iii) 培訓計劃和撥備。數據收集和訪問過程受到嚴格監控，數據亦經過驗證以確保質量。成功受訪機構的總回覆率為 87.0%。

調查結果及觀察所得

機構數目

1.4 調查涵蓋 9 個行業共 30 874 間機構，每間機構僱用 10 至 99 名員工不等，表 1.1 列出按行業劃分的機構數目。涵蓋最多機構數目的首三大行業，按次序為「進出口貿易、批發及零售」（共 9 563 間，佔 31.0%），「金融、保險、地產、專業及商用服務」（共 6 025 間，佔 19.5%），以及「住宿及膳食服務」（共 4 314 間，佔 14.0%）。涵蓋機構中約 88.7% 的僱員人數為 10 至 49 人。

表 1.1：機構數目（按行業及僱員人數劃分）

行業	僱員人數			總計 (%)
	10 - 19	20 - 49	50 - 99	
1. 製造	627	148	171	946 (3.1)
2. 電力、燃氣、自來水供應； 污水處理、廢棄物管理及污 染防治活動	17	10	2	29 (0.1)
3. 建造	1 563	1 059	234	2 856 (9.3)
4. 進出口貿易、批發及零售	5 722	3 010	831	9 563 (31.0)
5. 住宿及膳食服務	2 572	1 232	510	4 314 (14.0)
6. 運輸、倉庫、郵政及速遞服 務	1 113	551	247	1 911 (6.2)
7. 資訊及通訊	478	623	99	1 200 (3.9)
8. 金融、保險、地產、專業及 商用服務	3 246	2 108	671	6 025 (19.5)
9. 公共行政、社會及個人服務	2 085	1 239	706	4 030 (13.1)
總計 (%)	17 423 (56.4)	9 980 (32.3)	3 471 (11.2)	30 874 (100)

註：由於四捨五入，總百分比不一定等於 100%。

機構的管理及督導人員

1.5 中小企僱用的員工中，管理及督導人員佔 19.8%。於調查基準日（即 2019 年 7 月 1 日）之前的 12 個月內，共有 9 353 名管理及督導人員離職或退休，而新招聘的管理及督導人員有 8 039 名，不同行業於調查期內均遇到管理及督導人員不足的情況。

1.6 中小企在招聘管理及督導人員時遇到不同困難，例如「薪酬福利不吸引」、「工作時間長」和「市場缺乏具相關訓練／資歷的人才」等，這些因素均大大阻礙機構吸納人才。

管理及督導人員所需的主要管理才能

1.7 調查發現，在未來兩年管理及督導人員最需要培訓的十大主要才能之中，以下九項屬管理人員和督導人員共通的需要：

- (1) 分析能力
- (2) 危機管理
- (3) 資源管理
- (4) 溝通技巧
- (5) 品質管理
- (6) 人才發展
- (7) 解決困難及作出決定
- (8) 商業道德
- (9) 自我管理

1.8 兩者所需的十大主要才能之中，唯一的分別在於第十項：管理人員需要「伙伴關係管理」能力，而督導人員則較需要「關係管理」技巧。

1.9 就著是次調查提供的新興才能選項中，「資源管理」、「人才發展」、「伙伴關係管理」，以及「關係管理」均晉身十大主要才能之列。然而技術知識及資訊科技能力（即「數碼營銷」和「新興技術的認識及應用」）以及世界視野的知識（即「全球化思維」和「合規監管」）等主要才能在是次調查中，對中小企而言則排名不算太高。

管理培訓

現行培訓安排

1.10 在現行安排下，中小企並沒有為管理層提供大量培訓。只有37.8%的中小企表示其管理及督導人員在受聘或獲晉升前曾接受管理培訓；37.7%表示有為新聘任或剛升任的管理及督導人員提供在職培訓。除在職培訓外，24.9%表示有為在職管理及督導人員提供其他培訓。

培訓撥備

1.11 然而，大多數中小企指望管理及督導人員在受聘之前應已接受充分培訓，因此他們未有／不打算為管理層投放大量培訓資源。受制於有限的資源和緊湊的運作流程，成本因素亦是中小企在培訓人才時所面對的一個關鍵問題。

1.12 對於未來兩年內有預留撥備培訓管理及督導人員的機構而言，「在職培訓」、「資助員工修讀外間的管理培訓課程」及「提供機構自辦的管理培訓」均是比較合適的培訓類型。而部分特定行業會因應各自不同的工作模式而選擇其認為最合適的培訓類型。

合適的培訓計劃

1.13 各行業的中小企會為管理及督導人員選用不同的合適培訓方式，例如「利用機構的內部培訓資源／教材進行自修」、「供專業資格持有人修讀的持續發展課程」及「由管理人員從旁指導，學習管理技巧」。大部分中小企均認為培訓宜以雙語（廣東話和英語）進行。而培訓時數宜短，平均每名員工每年培訓時數以少於27小時較為合適，培訓亦適宜於平日進行。以上有關的培訓安排，亦是在過往調查中大部分中小企一貫認為合適的安排。

中小企的營商環境

1.14 在 2019 至 2020 年，香港受著中美經貿摩擦、社會動盪及新型冠狀病毒爆發的影響，短期內經濟將繼續疲弱。但中小企與大型的企業相比，營運則較為靈活。它不但能迅速適應市場變化，在財政上所面對的挑戰相對較小。中小企既可以**把握**由「一帶一路」倡議及粵港澳大灣區發展而衍生的**商機**，人才流動及知識交流的頻繁，亦有助中小企業業務轉型。此外，目前**社會文化**的轉變為職場帶來了不同的衝擊，例如勞動力老齡化、工作間跨代合作、新興的工作模式等。中小企應洞察有關轉變並加以利用，有助管理各種的人才。欣賞僱員間的差異，好好善用他們的專長和能力，以推動業務發展。企業更可利用**互聯網**、**社交媒體**、**大數據分析**及其他**新興科技**（如虛擬實境、擴增實境等），促進與持份者的溝通，優化顧客體驗和業務營運。

建議

1.15 就著管理及督導人員的培訓需求，對持份者尤其重要的建議如下：

僱主

- (i) 主動提升僱員對最新行業動態及營商環境的認知，為管理人員計劃及安排培訓，增進所需的重要才能，特別是那些在是次調查中企業視為重要的相關才能，這有助促進業務營運和發展。
- (ii) 吸納年輕人才並推動跨代工作團隊，以促進營運效率、業務重組和／或轉型；並適時舉辦活動以增強同事之間的聯繫，建立團隊精神。
- (iii) 鼓勵管理人員可利用行業淡季的時期進修，持續學習，以提升所需技能。
- (iv) 加強電子化學習／網上培訓，採用先進科技和互動平台，加強人力資源管理，並好好運用政府資助，讓僱員接受相關培訓。

管理及督導人員

- (v) 在不斷變化的經濟環境中，應留意著工作要求的轉變，掌握所需的重要才能及新興技能，有助事業發展。

- (vi) 緊貼科技發展，適應社會文化轉變，以便與不同的持份者緊密合作和溝通。
- (vii) 利用自學、電子化學習及課堂培訓等途徑，獲取職場指導技能，以優化績效表現及承傳管理技巧。此建議對身兼管理人員的企業東主尤其重要。
- (viii) 利用網上平台主動接觸並了解不同公司的人才需求，以抓緊事業發展機遇。

培訓機構

- (ix) 與行業協會及／或中小企攜手合作，針對各行業所需的重要才能，提供度身定造的培訓計劃，以解決行業特定的培訓需求。
- (x) 為日常工作繁重的學員提供更多時數相對較短的培訓課程，以方便安排上課，並善用功效顯著和日益普及的網上平台進行培訓。
- (xi) 運用政府資助，並適時與行業協會合作制定相關的培訓課程。

政府

- (xii) 宜主動制定政策和策略，鼓勵企業提供管理培訓。
- (xiii) 提倡重新設計工作流程或模式，以應對勞動力老齡化。
- (xiv) 鼓勵終身學習，並為僱主、行業協會及培訓機構撥出更多資源作為培訓員工之用。

備註：

有鑒於目前經濟和社會環境正面對不確定因素（例如在 2019 至 2020 年間於香港出現的社會動盪和新型冠狀病毒爆發等），此調查報告已考慮上述可能影響結果詮釋的因素。但由於有關因素仍可能繼續影響香港就業情況，在此謹提醒讀者審慎詮釋調查結果。本會將繼續密切留意管理才能要求的變化以便進行下一個調查。

II. 緒論

背景

2.1 管理及督導訓練委員會（下稱本會）隸屬職業訓練局，職權範圍包括評估企業對僱員管理能力的要求，並確定不同行業對管理及督導人員的培訓需求。本會委員由各大行業商會、專業團體、教育培訓機構及政府部門提名出任。本會的委員名單、使命，以及 2019 年人力調查工作小組委員名單分別載於 **附錄 1、2 及 3**。

2.2 由 2019 年起，本會每四年進行一次「管理及督導人員管理才能及訓練需求調查」（簡稱「調查」）。

2.3 是次調查於 **2019 年 7 月至 9 月** 期間進行，收集數據的基準日為 2019 年 7 月 1 日。此報告旨在就著不同行業對管理及督導人員的管理才能要求及訓練需求，提供更新資料。

調查目的

2.4 是次調查目的如下：

- (a) 評估中小企的管理及督導人員普遍需要的管理才能；
- (b) 探究中小企的培訓計劃、培訓安排、認為最合適的培訓方式，及有關於管理及督導人員培訓的各種考量。

調查範圍

2.5 是次調查採用分層隨機抽樣方法，範圍包括香港特區政府統計處「機構單位記錄庫」中，從九大主要行業 30 874 間僱用 10 至 99 名員工的中小企之中，隨機抽選 1 042 間作為調查樣本。調查涵蓋的主要行業如下：

- (a) 製造；
- (b) 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動；
- (c) 建造；
- (d) 進出口貿易、批發及零售；
- (e) 住宿及膳食服務；
- (f) 運輸、倉庫、郵政及速遞服務；
- (g) 資訊及通訊；
- (h) 金融、保險、地產、專業及商用服務；以及
- (i) 公共行政、社會及個人服務。

III. 調查方法

抽樣方式

3.1 職業訓練局根據政府統計處的《香港標準行業分類》名單，設計抽樣細則，並採用分層隨機方法抽樣，由政府統計處「機構單位記錄庫」¹ 的 30 874 間機構中，隨機抽選 1 042 間接受調查。抽樣機構數目（按行業劃分）如表 3.1 所示。

表 3.1：抽樣機構數目（按行業劃分）

行業	抽樣機構數目
1. 製造	31
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	9
3. 建造	83
4. 進出口貿易、批發及零售	295
5. 住宿及膳食服務	159
6. 運輸、倉庫、郵政及速遞服務	64
7. 資訊及通訊	39
8. 金融、保險、地產、專業及商用服務	194
9. 公共行政、社會及個人服務	168
總計	1 042

問卷設計

3.2 本會採用有系統的問卷形式收集調查數據。問卷分為以下三個部分：

- (a) 第一部分主要收集機構內管理及督導人員的數目，以及在招聘管理及督導人員時遇到或預期遇到的困難。
- (b) 第二部分收集受訪者對未來兩年管理及督導人員培訓需求（即才能要求）的看法，以及背後的原因。
- (c) 第三部分收集機構在管理及督導人員的培訓資源分配、培訓計劃以及認為最合適的培訓安排。

3.3 調查文件包括邀請信、問卷及問卷附註，分別載於**附錄 4A、4B 及 4C**。

¹ 政府統計處備有一個電腦化的「機構單位記錄庫」，載有本港約 40 萬個活躍機構單位的資料，並根據政府統計處各項統計調查的結果，以及有關政府部門的行政紀錄，按季更新。

數據收集方法

3.4 本會於 2019 年 7 月至 9 月收集數據，期間向每間獲邀參與調查的機構送遞一套調查文件，邀請受訪機構以 2019 年 7 月 1 日為基準日提供相關資料。在實地調查期間，調查員以電話或現場訪問形式，協助受訪機構填寫問卷。

3.5 本會採取多項措施，確保收集調查數據的質素，當中包括：調查前的準備工作、給予調查人員全面培訓、監察調查工作進度、採取措施提高回覆率、核對填妥的問卷、重複輸入數據以求準確，以及核實所得資料。

資料分析

3.6 在 1,042 個抽樣機構中，有 656 間屬有效抽樣²，成功受訪機構共 571 間，有效回覆率³為 87.0%。基於以下因素：(i) 各行業的回覆率均令人滿意；以及 (ii) 樣本結果可運用統計學方式倍大，本會總結本報告所載的調查結果可有效地反映行業的情況。

3.7 本報告僅涵蓋僱用 10 至 99 名員工的機構的有效回覆。調查結果重點，以及管理才能及訓練需求分析，分別載於第四章及第五章；而第六章則詳述建議內容。

² 剔除有效的抽樣機構後，其餘均視為無效的抽樣(當中包括暫停營業或已結業的抽樣機構。)

³ 有效回覆率是指成功受訪的機構數目除以有效抽樣的機構數目。

IV. 調查結果

A. 機構的管理及督導人員

機構數目

4.1 是次調查涵蓋九大主要行業的 30 874 間機構，按行業及僱員人數劃分的機構數目詳見於表 4.1。整體而言，僱用 10 至 49 名員工的機構佔機構總數的 88.7%。而機構數目最多的首三大行業，按次序為「進出口貿易、批發及零售」（共 9 563 間，佔 31.0%），「金融、保險、地產、專業及商用服務」（共 6 025 間，佔 19.5%），以及「住宿及膳食服務」（共 4 314 間，佔 14.0%）。

表 4.1：機構數目（按行業及僱員人數劃分）

行業	僱員人數			總計 (%)
	10 - 19	20 - 49	50 - 99	
1. 製造	627	148	171	946 (3.1)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	17	10	2	29 (0.1)
3. 建造	1 563	1 059	234	2 856 (9.3)
4. 進出口貿易、批發及零售	5 722	3 010	831	9 563 (31.0)
5. 住宿及膳食服務	2 572	1 232	510	4 314 (14.0)
6. 運輸、倉庫、郵政及速遞服務	1 113	551	247	1 911 (6.2)
7. 資訊及通訊	478	623	99	1 200 (3.9)
8. 金融、保險、地產、專業及商用服務	3 246	2 108	671	6 025 (19.5)
9. 公共行政、社會及個人服務	2 085	1 239	706	4 030 (13.1)
總計 (%)	17 423 (56.4)	9 980 (32.3)	3 471 (11.2)	30 874 (100)

註：由於四捨五入，總百分比不一定等於 100%。

管理及督導人員數目

4.2 調查結果顯示於 2019 年 7 月 1 日，九大主要行業的中小企共僱用 754 019 名員工，其中 149 603 人（19.8%）屬管理及督導人員；當中以「進出口貿易、批發及零售」業的管理及督導人員比例最高，佔僱員人數的 23.6%。按行業劃分的管理及督導人員人數詳見於表 4.2。

表 4.2：管理及督導人員人數（按行業劃分）

行業	僱員人數	管理及督導人員人數 (%)
1. 製造	23 268	3 841 (16.5)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	626	120 (19.2)
3. 建造	63 403	12 772 (20.1)
4. 進出口貿易、批發及零售	211 577	49 851 (23.6)
5. 住宿及膳食服務	108 796	15 557 (14.3)
6. 運輸、倉庫、郵政及速遞服務	49 036	9 449 (19.3)
7. 資訊及通訊	31 047	6 763 (21.8)
8. 金融、保險、地產、專業及商用服務	148 355	30 105 (20.3)
9. 公共行政、社會及個人服務	117 911	21 145 (17.9)
總計	754 019	149 603 (19.8)

過去 12 個月管理及督導人員的流動率

4.3 調查發現，於調查基準日之前的 12 個月內（即 2018 年 7 月 1 日至 2019 年 6 月 30 日），離職、退休及新招聘的管理及督導人員分別為 8 949 人、404 人及 8 039 人，詳細數字如表 4.3 所示。離職及退休的管理及督導人員人數，一般較新招聘的人數為多。

表 4.3：過去 12 個月管理及督導人員的流動率

行業	管理及督導人員人數		
	離職(不包括退休)	退休	新招聘
1. 製造	61	0	40
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	5	0	5
3. 建造	700	19	996
4. 進出口貿易、批發及零售	2 004	38	1 574
5. 住宿及膳食服務	1 602	136	1 519
6. 運輸、倉庫、郵政及速遞服務	965	37	819
7. 資訊及通訊	365	0	327
8. 金融、保險、地產、專業及商用服務	2 307	68	2 041
9. 公共行政、社會及個人服務	940	106	718
總計	8 949	404	8 039

4.4 離職及退休的管理及督導人員人數較新招聘的人數為多的機構佔整體的 4.4%，如表 4.4 所示；而「資訊及通訊」業當中有 11.3% 的機構出現這種情況，是比例最高的一個行業。

表 4.4：過去 12 個月離任的管理及督導人員較新招聘人數為多的機構數目

行業	機構數目	離職及退休的管理及督導人員人數較新招聘的人數為多的機構數目 (%)
1. 製造	946	21 (2.2)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	29	-
3. 建造	2 856	143 (5.0)
4. 進出口貿易、批發及零售	9 563	300 (3.1)
5. 住宿及膳食服務	4 314	142 (3.3)
6. 運輸、倉庫、郵政及速遞服務	1 911	83 (4.3)
7. 資訊及通訊	1 200	135 (11.3)
8. 金融、保險、地產、專業及商用服務	6 025	321 (5.3)
9. 公共行政、社會及個人服務	4 030	217 (5.4)
總計	30 874	1 362 (4.4)

過去 12 個月管理及督導人員的招聘困難

4.5 如表 4.5 所示，於調查基準日之前的 12 個月內，只有 16% 的機構曾經招聘管理及督導人員；當中 8.5% 在招聘時遇到困難；只有 7.5% 沒有招聘困難。在 2 612 間遇到招聘困難的機構當中，以從事「金融、保險、地產、專業及商用服務」（佔 13.1%）和「住宿及膳食服務」（佔 12.5%）兩個行業的比例相對較高。

表 4.5：過去 12 個月管理及督導人員的招聘

行業	機構數目	沒有招聘 (%)	招聘沒有困難 (%)	招聘遇到困難 (%)
1. 製造	946	(94.6)	(2.1)	(3.3)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	29	(82.8)	(10.3)	(6.9)
3. 建造	2 856	(90.4)	(1.3)	(8.3)
4. 進出口貿易、批發及零售	9 563	(88.7)	(4.1)	(7.2)
5. 住宿及膳食服務	4 314	(76.4)	(11.1)	(12.5)

行業	機構數目	沒有招聘 (%)	招聘 沒有困難 (%)	招聘 遇到困難 (%)
6. 運輸、倉庫、郵政及速遞服務	1 911	(84.9)	(10.6)	(4.5)
7. 資訊及通訊	1 200	(78.1)	(11.2)	(10.8)
8. 金融、保險、地產、專業及商用服務	6 025	(75.5)	(11.4)	(13.1)
9. 公共行政、社會及個人服務	4 021	(88.5)	(8.8)	(2.7)
總計 (%)	30 865 (100)	25 940 (84.0)	2 313 (7.5)	2 612 (8.5)

註：由於四捨五入，總百分比不一定等於 100%。

4.6 表 4.6 列出機構遇到招聘困難的原因。按行業劃分的詳細分項數字載於附錄 5。

表 4.6：過去 12 個月機構遇到招聘困難的原因
(機構總數：2 612)

招聘困難的原因	遇到有關招聘困難的機構			
	僱員人數			總計 (%)
	10 - 19	20 - 49	50 - 99	
1. 薪酬福利不吸引	441	909	383	1 733 (66.3)
2. 工作時間長	167	382	277	826 (31.6)
3. 市場缺乏具相關訓練／資歷的人才	302	331	172	805 (30.8)
4. 對工作環境／地點不滿意	143	148	216	507 (19.4)
5. 局限的職業發展前景	134	169	63	366 (14.0)
6. 應徵者屬意其他工作模式	0	134	20	154 (5.9)
7. 與其他城市／國家競爭人才	0	34	1	35 (1.3)

註：部分機構遇到多於一種招聘困難。

4.7 總體而言，該 2 612 間機構遇到招聘困難的三大原因，按次序分別為「薪酬福利不吸引」(66.3%)，「工作時間長」(31.6%) 以及「市場缺乏具相關訓練／資歷的人才」(30.8%)。而按僱員人數分析，「對工作環境／地點不滿意」則是僱用 50 至 99 名員工的機構所遇到招聘困難的三大原因之一。與其他行業相比，有些行業的機構遇到下列招聘困難的百分比相對其他行業為高：

行業	招聘困難
進出口貿易、批發及零售	<ul style="list-style-type: none"> • 市場缺乏具相關訓練／資歷的人才 • 對工作環境／地點不滿意
住宿及膳食服務	<ul style="list-style-type: none"> • 薪酬福利不吸引 • 工作時間長
運輸、倉庫、郵政及速遞服務	<ul style="list-style-type: none"> • 工作時間長
金融、保險、地產、專業及商用服務	<ul style="list-style-type: none"> • 市場缺乏具相關訓練／資歷的人才
公共行政、社會及個人服務	<ul style="list-style-type: none"> • 薪酬福利不吸引 • 工作時間長

4.8 調查期間， 92.9%的機構預測未來兩年內的整體人力將維持在現有水平。**附錄 5** 載有未來兩年的人力預測、管理及督導人員的預計流動率、招聘計劃，以及應對招聘困難的策略等詳細資料。

4.9 總體而言，除提升薪酬及福利外，自動化、重新設計業務流程，以及採納學徒／實習職位，均是企業在未來兩年應對招聘困難時傾向採用的解決策略。

機構就延長退休年齡能否解決招聘困難的觀點

4.10 調查顯示，39.0%的機構認為延長管理及督導人員的退休年齡有助解決招聘困難問題；當中 47.6%乃是僱用 50 至 99 名員工之機構。在「製造」(56.7%)、「金融、保險、地產、專業及商用服務」(49.6%)和「住宿及膳食服務」(42.5%)三個行業中，認為延長管理及督導人員的退休年齡有助解決招聘困難問題的機構百分比相對較高。按行業和僱員人數劃分的調查結果詳見於表 4.7。

表 4.7：認為延長管理及督導人員退休年齡有助解決招聘困難的機構

行業	機構 數目	僱員人數			總計 (%)
		10-19	20-49	50-99	
1. 製造	946	462	0	74	536 (56.7)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	29	6	3	0	9 (31.0)
3. 建造	2 856	267	541	109	917 (32.1)
4. 進出口貿易、批發及零售	9 563	2 004	909	442	3 355 (35.1)
5. 住宿及膳食服務	4 314	1 230	379	223	1 832 (42.5)
6. 運輸、倉庫、郵政及速遞服務	1 911	426	200	108	734 (38.4)
7. 資訊及通訊	1 200	0	133	60	193 (16.1)
8. 金融、保險、地產、專業及商用服務	6 025	1 410	1 244	332	2 986 (49.6)
9. 公共行政、社會及個人服務	4 030	655	523	304	1 482 (36.8)
總計 (%)	30 874	6 460 (37.1)	3 932 (39.4)	1 652 (47.6)	12 044 (39.0)

B. 來兩年管理及督導人員的培訓需求

本地業務

管理及督導人員所需的主要才能

4.11 表 4.8 列出調查問卷中包括的 24 項主要才能，機構從中選出十項未來兩年管理及督導人員最需要培訓的主要才能。

表 4.8：未來兩年管理及督導人員需要培訓的主要才能

管理才能	
1.	分析能力
* 2.	業務持續性管理
3.	商業道德
* 4.	重新設計業務流程
5.	危機管理
* 6.	設計思維
* 7.	企業家精神
* 8.	伙伴關係管理
9.	解決困難及作出決定
10.	品質管理
* 11.	關係管理
* 12.	資源管理
* 13.	人才發展
14.	建設團隊
15.	培訓及演講技巧
個人及語言能力	
16.	溝通技巧
17.	談判技巧
18.	自我管理
19.	中文（普通話及商業書寫技巧）
20.	英語（講、寫）
技術知識及資訊科技能力	
* 21.	數碼營銷
* 22.	新興技術的認識及應用
世界視野的知識	
* 23.	全球化思維
* 24.	合規監管

* 在是次調查中被視為新興技能的才能選項。

4.12 綜合各行業所有機構的選擇，未來兩年管理及督導人員最需要培訓的十大主要才能的整體排名如表 4.9、圖 4.1 和 4.2 所示。管理人員和督導人員最需要培訓的首九項主要才能大致相同，只是排名略有差異；然而兩者的第十項則有不同。在是次調查中有四項被視為新興技能的才能選項，即「資源管理」、「人才發展」、「伙伴關係管理」及「關係管理」，均晉身十大主要才能之列。

表 4.9：未來兩年管理及督導人員最需要培訓的十大主要才能的整體排名

管理人員最需要培訓的十大主要才能的整體排名	督導人員最需要培訓的十大主要才能的整體排名
1. 分析能力	1. 分析能力
2. 危機管理	2. 溝通技巧
* 3. 資源管理	3. 危機管理
4. 溝通技巧	* 4. 資源管理
5. 品質管理	5. 品質管理
* 6. 人才發展	6. 解決困難及作出決定
7. 解決困難及作出決定	* 7. 人才發展
8. 商業道德	8. 自我管理
9. 自我管理	9. 商業道德
* 10. 伙伴關係管理	* 10. 關係管理

* 在是次調查中被視為新興技能的才能選項。

圖 4.1：未來兩年管理人員最需要培訓的十大主要才能的整體排名

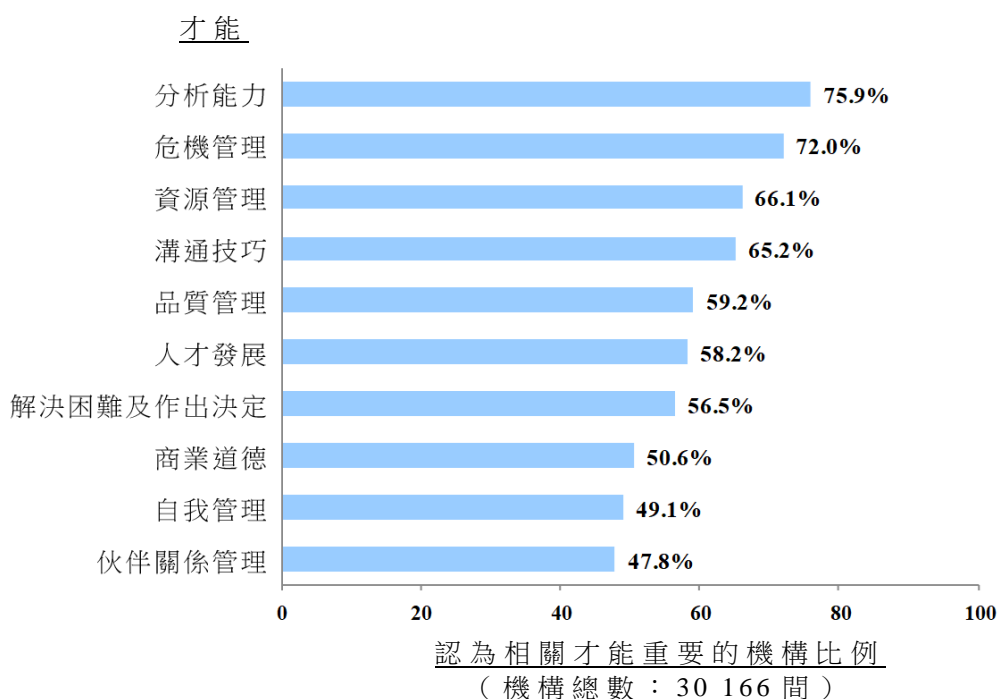
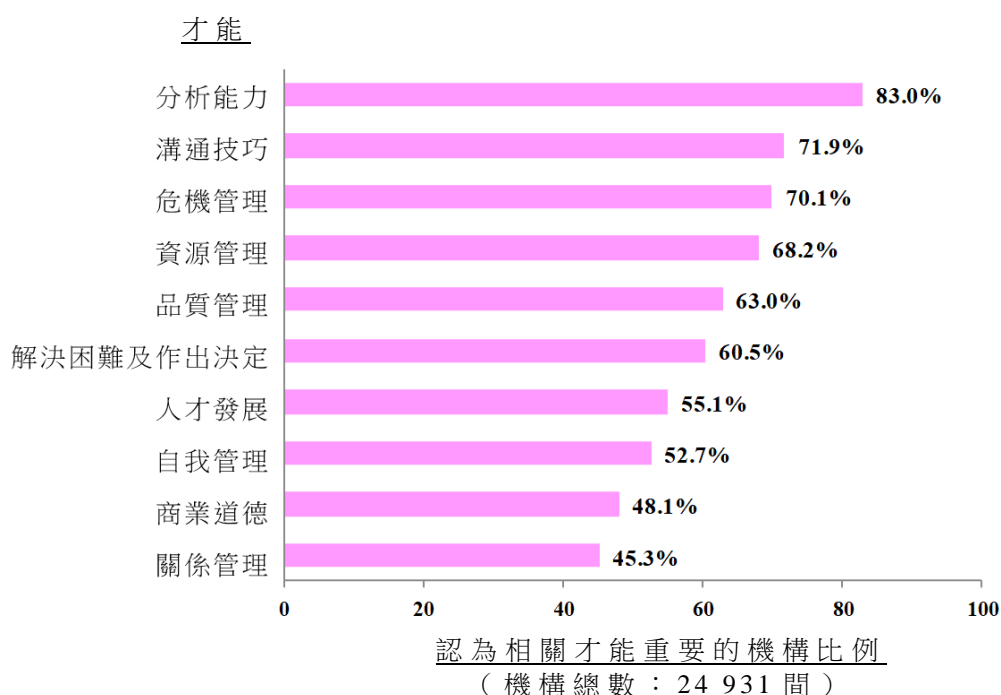


圖 4.2：未來兩年督導人員最需要培訓的十大主要才能的整體排名



4.13 管理及督導人員排名首位最需要培訓的主要才能，按不同行業劃分如表 4.10 所示。

表 4.10：未來兩年管理及督導人員排名首位
最需要培訓的主要才能（按行業劃分）

行業	排名首位的主要才能	
	管理人員	督導人員
1. 製造	分析能力	溝通技巧
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	商業道德； 解決困難及作出決定	商業道德
3. 建造	分析能力	解決困難及作出決定
4. 進出口貿易、批發及零售	分析能力	分析能力
5. 住宿及膳食服務	品質管理	溝通技巧
6. 運輸、倉庫、郵政及速遞服務	溝通技巧	分析能力
7. 資訊及通訊	危機管理	危機管理
8. 金融、保險、地產、專業及商用服務	危機管理	分析能力
9. 公共行政、社會及個人服務	分析能力	溝通技巧

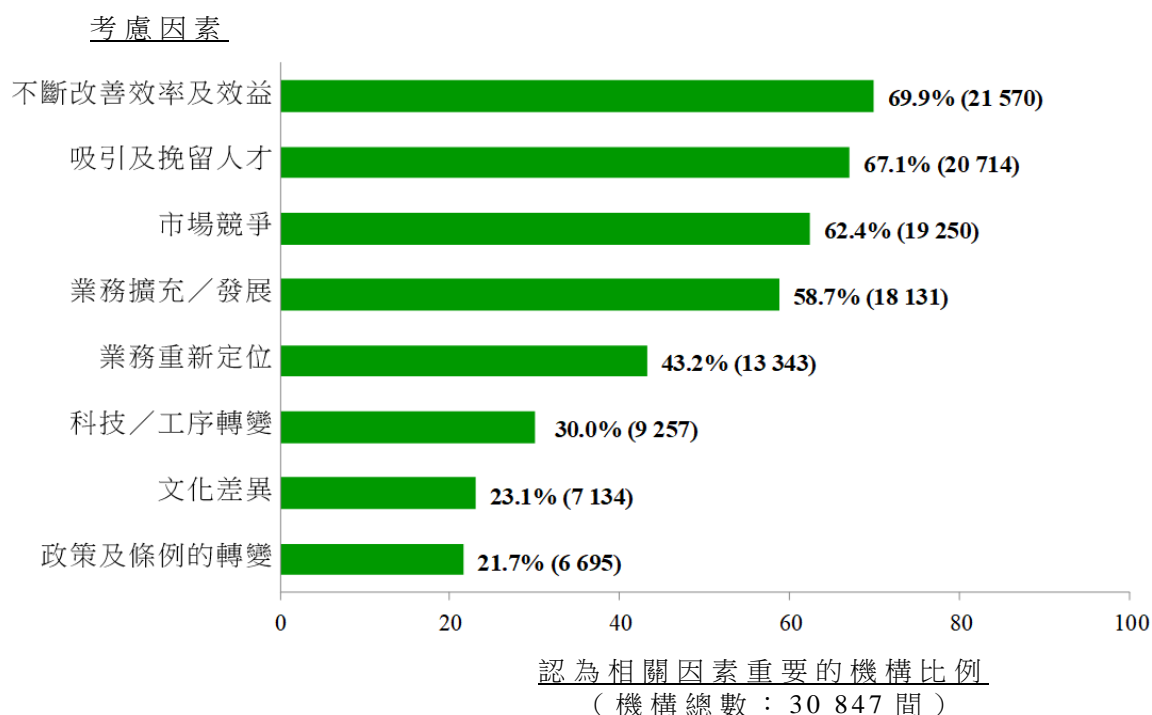
4.14 以下列出未有出現在**整體**十大排名之內，但出現在各自行業首十大的主要才能：

行業	管理人員 所需的主要才能	督導人員 所需的主要才能
製造	<ul style="list-style-type: none"> • 關係管理 • 建設團隊 	<ul style="list-style-type: none"> • 業務持續性管理 • 設計思維
電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	<ul style="list-style-type: none"> • 業務持續性管理 • 關係管理 • 建設團隊 • 培訓及演講技巧 • 企業家精神 • 重新設計業務流程 • 設計思維 	<ul style="list-style-type: none"> • 業務持續性管理 • 伙伴關係管理 • 建設團隊 • 培訓及演講技巧 • 企業家精神 • 重新設計業務流程 • 設計思維
建造	<ul style="list-style-type: none"> • 業務持續性管理 • 建設團隊 	<ul style="list-style-type: none"> • 業務持續性管理 • 伙伴關係管理 • 建設團隊
進出口貿易、批發及零售	-	<ul style="list-style-type: none"> • 建設團隊
住宿及膳食服務	-	-
運輸、倉庫、郵政及速遞服務	<ul style="list-style-type: none"> • 業務持續性管理 • 建設團隊 • 培訓及演講技巧 	<ul style="list-style-type: none"> • 業務持續性管理 • 伙伴關係管理
資訊及通訊	<ul style="list-style-type: none"> • 業務持續性管理 • 關係管理 • 建設團隊 • 培訓及演講技巧 	<ul style="list-style-type: none"> • 業務持續性管理 • 培訓及演講技巧
金融、保險、地產、專業及商用服務	<ul style="list-style-type: none"> • 業務持續性管理 • 關係管理 	<ul style="list-style-type: none"> • 伙伴關係管理
公共行政、社會及個人服務	<ul style="list-style-type: none"> • 業務持續性管理 	<ul style="list-style-type: none"> • 業務持續性管理 • 伙伴關係管理 • 談判技巧

4.15 全數 24 項主要才能按行業劃分的排名載於**附錄 5**。

4.16 機構在決定未來兩年管理及督導人員有哪些主要才能需要培訓時，所考慮的因素如圖 4.3 所示。超過半數機構表示「不斷改善效率及效益」(69.9%)、「吸引及挽留人才」(67.1%)、市場競爭(62.4%)，以及「業務擴充／發展」(58.7%)是主要考慮因素。按行業劃分的詳細分項數字載於**附錄 5**。

圖 4.3：機構在決定未來兩年管理及督導人員需要培訓的主要才能時所考慮的因素



註：部分機構考慮多於一種因素。

4.17 機構在決定未來兩年管理及督導人員有哪些主要才能需要培訓時，所考慮的因素在不同行業之間略有不同。以下是對於個別行業相對重要的考慮因素：

行業	考慮因素
製造	• 吸引及挽留人才
建造	• 吸引及挽留人才
運輸、倉庫、郵政及速遞服務	• 市場競爭
資訊及通訊	• 吸引及挽留人才 • 市場競爭
金融、保險、地產、專業及商用服務	• 業務擴充／發展

香港以外業務

4.18 在調查涵蓋的 30 874 間機構中，7 635 間（24.7%）有在香港以外地方經營業務，按行業分布如表 4.11 所示；當中比例最高的三大行業，按次序為「資訊及通訊」（57.7%），「進出口貿易、批發及零售」（40.5%）和「運輸、倉庫、郵政及速遞服務」（30.8%）。

表 4.11：在香港以外地方有業務的機構數目

行業	機構數目	在香港以外地方有業務的機構(%)
1. 製造	946	175 (18.5)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	29	2 (6.9)
3. 建造	2 856	335 (11.7)
4. 進出口貿易、批發及零售	9 563	3 876 (40.5)
5. 住宿及膳食服務	4 314	409 (9.5)
6. 運輸、倉庫、郵政及速遞服務	1 911	589 (30.8)
7. 資訊及通訊	1 200	692 (57.7)
8. 金融、保險、地產、專業及商用服務	6 025	1 435 (23.8)
9. 公共行政、社會及個人服務	4 030	122 (3.0)
總計	30 874	7 635 (24.7)

4.19 該 7 635 間機構的管理及督導人員的人力分布載於附錄 5。

4.20 在該 7 635 間機構之中，有 2 272 間（29.8%）會為管理及督導人員提供培訓，按行業分布如表 4.12 所示；當中比例最高的三大行業，按次序為「住宿及膳食服務」（72.1%），「資訊及通訊」（59.1%）以及「金融、保險、地產、專業及商用服務」（38.2%）。

**表 4.12：有為香港以外地方的管理及督導人員
提供培訓的機構數目**

行業	在香港以外有業務的機構數目	有為香港以外地方的管理及督導人員提供培訓的機構(%)
1. 製造	175	11 (6.3)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	2	-
3. 建造	335	-
4. 進出口貿易、批發及零售	3 876	880 (22.7)
5. 住宿及膳食服務	409	295 (72.1)
6. 運輸、倉庫、郵政及速遞服務	589	129 (21.9)
7. 資訊及通訊	692	409 (59.1)
8. 金融、保險、地產、專業及商用服務	1 435	548 (38.2)
9. 公共行政、社會及個人服務	122	-
總計	7 635	2 272 (29.8)

4.21 部分機構指出，其他才能如產品知識、物流、市場營銷、當地法律和需要等，對於負責香港以外業務的管理及督導人員也十分重要。

C. 培訓計劃與撥備

現行安排

職前管理培訓

4.22 在調查涵蓋的 30 874 間機構中，有 11 673 間（37.8%）的管理及督導人員在受聘或獲晉升前曾接受管理培訓，如表 4.13 和 4.14 所示。管理及督導人員接受職前培訓比例較高的行業為「資訊及通訊」（62.4%）以及「電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動」（51.7%）。而就企業規模而言，僱員人數介乎 50 至 99 人的機構之中，其管理及督導人員曾接受職前培訓的機構的比例則較高（51.3%）。

**表 4.13：管理及督導人員曾接受職前管理培訓的機構
（按行業劃分）**

行業	機構數目	管理及督導人員在受聘或獲晉升前曾接受職前管理培訓的機構(%)
1. 製造	946	231 (24.4)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	29	15 (51.7)
3. 建造	2 856	1 241 (43.5)
4. 進出口貿易、批發及零售	9 563	3 132 (32.8)
5. 住宿及膳食服務	4 314	1 343 (31.1)
6. 運輸、倉庫、郵政及速遞服務	1 911	736 (38.5)
7. 資訊及通訊	1 200	749 (62.4)
8. 金融、保險、地產、專業及商用服務	6 025	2 669 (44.3)
9. 公共行政、社會及個人服務	4 030	1 557 (38.6)
總計	30 874	11 673 (37.8)

**表 4.14：管理及督導人員曾接受職前管理培訓的機構
（按僱員人數劃分）**

機構的僱員人數	機構數目	管理及督導人員在受聘或獲晉升前曾接受職前管理培訓的機構(%)
10-19	17 423	5 769 (33.1)
20-49	9 980	4 123 (41.3)
50-99	3 471	1 781 (51.3)
總計	30 874	11 673 (37.8)

在職培訓

4.23 在調查涵蓋的 30 874 間機構中，有 11 619 間（37.6%）有為新聘任或剛升任的管理及督導人員提供在職培訓，如表 4.15 和 4.16 所示。機構提供在職培訓比例較高的行業為「資訊及通訊」（71.8%）；而「製造」業的比例則較低（24.4%）。就企業規模而言，僱員人數介乎 50 至 99 人的機構之中，有提供在職培訓的比例相對較高（52.1%）。

**表 4.15：有為新聘任或剛升任的管理及督導人員
提供在職培訓的機構（按行業劃分）**

行業	機構數目	有提供在職培訓的機構(%)
1. 製造	946	231 (24.4)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	29	15 (51.7)
3. 建造	2 856	1 165 (40.8)
4. 進出口貿易、批發及零售	9 563	3 087 (32.3)
5. 住宿及膳食服務	4 314	1 240 (28.7)
6. 運輸、倉庫、郵政及速遞服務	1 911	978 (51.2)
7. 資訊及通訊	1 200	861 (71.8)
8. 金融、保險、地產、專業及商用服務	6 025	2 179 (36.2)
9. 公共行政、社會及個人服務	4 030	1 863 (46.2)
總計	30 874	11 619 (37.6)

**表 4.16：有為新聘任或剛升任的管理及督導人員
提供在職培訓的機構（按僱員人數劃分）**

機構的僱員人數	機構數目	有提供在職培訓的機構(%)
10-19	17 423	5 721 (32.8)
20-49	9 980	4 090 (41.0)
50-99	3 471	1 808 (52.1)
Total	30 874	11 619 (37.6)

4.24 在有為新聘任或剛升任的管理及督導人員提供在職培訓的 11 619 間機構中，平均每名員工的在職培訓時數如表 4.17 所示。當中 25.6% 提供少於 9 小時的在職培訓，而 45.1% 則提供 9 至 27 小時的在職培訓。

4.25 按行業及機構提供的平均培訓時數分析，比例上「資訊及通訊」業（43.0%）的機構較多提供少於 9 小時的在職培訓；「製造」業（75.8%）及「住宿及膳食服務」業（72.3%）的機構則大多提供 9 至 27 小時的在職培訓；而「進出口貿易、批發及零售」業（20.2%）的機構就偏向提供 45 小時或以上的在職培訓。

**表 4.17：機構為管理及督導人員提供在職培訓的時數
（平均每名員工）**

行業	有為管理及督導人員提供在職培訓的機構數目	少於 9 小時 (%)	9 小時至 27 小時 (%)	27 小時至少於 45 小時 (%)	45 小時或以上 (%)
1. 製造	231	(15.2)	(75.8)	-	(9.1)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	15	-	(100)	-	-
3. 建造	1 165	(13.1)	(61.6)	(25.2)	-
4. 進出口貿易、批發及零售	3 087	(29.1)	(32.9)	(17.8)	(20.2)
5. 住宿及膳食服務	1 240	(17.9)	(72.3)	(3.0)	(6.8)
6. 運輸、倉庫、郵政及速遞服務	978	(32.4)	(40.4)	(21.8)	(5.4)
7. 資訊及通訊	861	(43.0)	(18.4)	(23.3)	(15.3)
8. 金融、保險、地產、專業及商用服務	2 179	(12.2)	(62.0)	(22.2)	(3.6)
9. 公共行政、社會及個人服務	1 863	(38.4)	(28.0)	(20.7)	(12.9)
總計	11 619	(25.6)	(45.1)	(18.6)	(10.6)

註：由於四捨五入，總百分比不一定等於 100%。

其他形式的培訓

4.26 在調查涵蓋的 30 874 間機構中，有 7 682 間（24.9%）除了為現職的管理及督導人員提供在職培訓以外，尚有提供其他形式的培訓，如表 4.18 和 4.19 所示。當中以「住宿及膳食服務」業的機構有提供其他形式培訓的比例相對較少（7.8%）。就企業規模而言，僱員人數介乎 50 至 99 人的機構之中，有提供其他形式培訓的比例則相對較高（41.6%）。

**表 4.18：除在職培訓以外，有為現職管理及督導人員
提供其他形式培訓的機構數目（按行業劃分）**

行業	機構數目	有提供其他形式培訓的機構(%)
1. 製造	946	221 (23.4)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	29	15 (51.7)
3. 建造	2 856	1 050 (36.8)
4. 進出口貿易、批發及零售	9 563	2 071 (21.7)
5. 住宿及膳食服務	4 314	338 (7.8)
6. 運輸、倉庫、郵政及速遞服務	1 911	704 (36.8)
7. 資訊及通訊	1 200	386 (32.2)
8. 金融、保險、地產、專業及商用服務	6 025	1 645 (27.3)
9. 公共行政、社會及個人服務	4 030	1 252 (31.1)
總計	30 874	7 682 (24.9)

**表 4.19：除在職培訓以外，有為現職管理及督導人員
提供其他形式培訓的機構數目（按僱員人數劃分）**

機構的僱員人數	機構數目	有提供其他形式培訓的機構(%)
10-19	17 423	2 911 (16.7)
20-49	9 980	3 326 (33.3)
50-99	3 471	1 445 (41.6)
總計	30 874	7 682 (24.9)

4.27 有為現職管理及督導人員提供其他形式培訓的 7 682 間機構（在職培訓除外）如表 4.20 所示；當中 65.8%的機構提供自辦的管理培訓，43.7%資助員工修讀外間的管理培訓課程，而 15.2%則提供電子化學習。

4.28 按行業分析，「住宿及膳食服務」業的機構比例上較多提供自辦的管理培訓（91.7%），而「資訊及通訊」業的機構則較多資助員工修讀外間的管理培訓課程（62.2%）。

表 4.20：機構為現職管理及督導人員提供的其他形式培訓（在職培訓除外）

行業	有提供其他形式培訓的機構數目	提供自辦的管理培訓 (%)	資助員工修讀外間的管理培訓課程 (%)	電子化學習 (%)
1. 製造	221	(74.7)	(40.7)	-
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	15	(100)	(60.0)	-
3. 建造	1 050	(68.5)	(36.5)	-
4. 進出口貿易、批發及零售	2 071	(62.9)	(46.0)	(24.8)
5. 住宿及膳食服務	338	(91.7)	(36.7)	(8.6)
6. 運輸、倉庫、郵政及速遞服務	704	(73.4)	(46.3)	(24.0)
7. 資訊及通訊	386	(69.7)	(62.2)	(13.5)
8. 金融、保險、地產、專業及商用服務	1 645	(56.0)	(42.4)	(10.4)
9. 公共行政、社會及個人服務	1 252	(66.5)	(42.7)	(18.5)
總計	7 682	(65.8)	(43.7)	(15.2)

註：部分機構提供多於一種形式的培訓。

4.29 在調查涵蓋的 30 874 間機構中，有 23 192 間（75.1%）並未有為現職管理及督導人員提供其他形式的培訓（在職培訓除外），原因如表 4.21 所示；當中 22.1%的機構基於「成本因素」，13.5%礙於「培訓資源不足」，而 73.8%則表示「已有足夠受過良好訓練的員工」。

表 4.21：機構未有為現職管理及督導人員提供其他形式的培訓（在職培訓除外）的原因

行業	未有為現職 管理及督導 人員提供其 他形式的培 訓的機構	成本因素 (%)	培訓資源 不足 (%)	已有足夠受 過良好訓練 的員工 (%)
1. 製造	725	(6.2)	(15.2)	(77.2)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	14	-	-	(100)
3. 建造	1 806	(24.7)	(13.5)	(74.8)
4. 進出口貿易、批發及零售	7 492	(22.8)	(15.8)	(69.4)
5. 住宿及膳食服務	3 976	(27.4)	(12.7)	(70.9)
6. 運輸、倉庫、郵政及速遞服務	1 207	(39.6)	(19.1)	(55.8)
7. 資訊及通訊	814	(49.5)	(12.0)	(50.5)
8. 金融、保險、地產、專業及商用服務	4 380	(10.2)	(14.2)	(87.3)
9. 公共行政、社會及個人服務	2 778	(18.2)	(5.1)	(81.5)
總計	23 192	(22.1)	(13.5)	(73.8)

註：部分機構指出多於一種原因，此表未有列出其他代表性較低（即比例少於機構總數 0.5%）的原因。

未來兩年的安排

培訓撥備

4.30 在調查涵蓋的 30 874 間機構中，有 7 893 間（25.6 %）有為管理及督導人員在未來兩年的培訓作撥備，如表 4.22 所示。按行業分析，比例上「資訊及通訊」業（50.1%）的機構較多有安排培訓撥備，而「製造」業（7.1%）及「住宿及膳食服務」業（6.4%）的機構則相對較少。

表 4.22：在未來兩年有為管理及督導人員作培訓撥備的機構數目

行業	機構數目	有為管理及督導人員作培訓撥備的機構 (%)
1. 製造	946	67 (7.1)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	29	8 (27.6)
3. 建造	2 856	712 (24.9)
4. 進出口貿易、批發及零售	9 563	2 434 (25.5)
5. 住宿及膳食服務	4 314	277 (6.4)
6. 運輸、倉庫、郵政及速遞服務	1 911	695 (36.4)
7. 資訊及通訊	1 200	601 (50.1)
8. 金融、保險、地產、專業及商用服務	6 025	1 847 (30.7)
9. 公共行政、社會及個人服務	4 030	1 252 (31.1)
總計	30 874	7 893 (25.6)

4.31 有關該 7 893 間機構「未來兩年的培訓撥備佔每年平均薪酬開支的百分比」，以及「未來兩年的培訓撥備與過去一年的比較」等詳細分項數字，均載於附錄 5。

4.32 另一方面，其餘 22 981 間（74.4 %）在未來兩年沒有為管理及督導人員作培訓撥備的機構，原因如表 4.23 所示。當中 20.4%的機構基於「成本因素」，11.7%礙於「培訓資源不足」，而 76.7%則表示「已有足夠受過良好訓練的員工」。

表 4.23：機構沒有在未來兩年為管理及督導人員作培訓撥備的原因

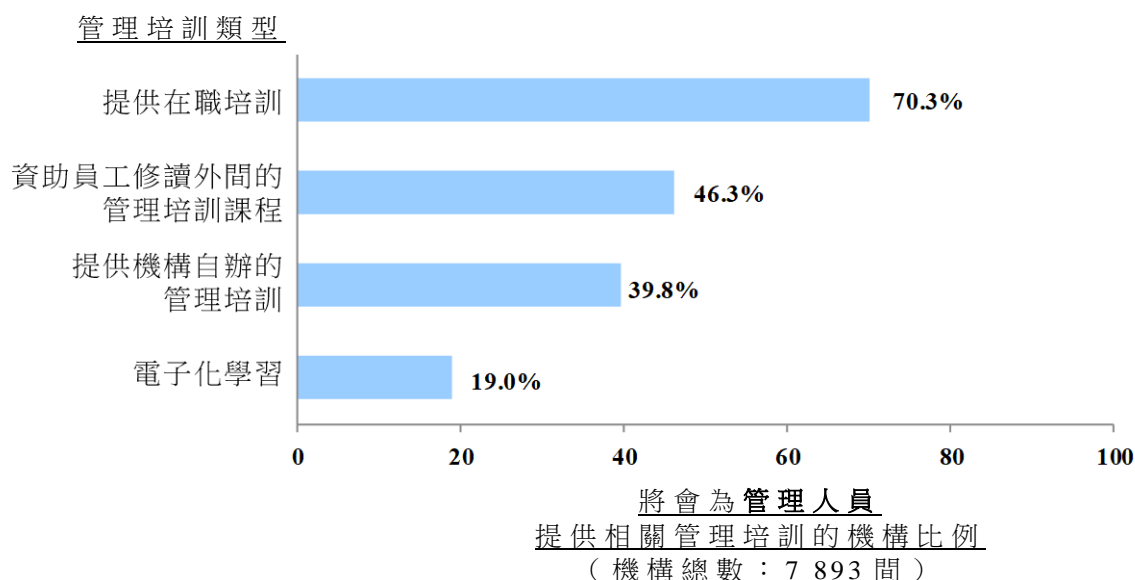
行業	沒有 培訓撥備的 機構數目	成本因素 (%)	培訓資源 不足 (%)	已有足夠 受過良好 訓練的員工 (%)
1. 製造	879	(5.1)	(12.5)	(82.4)
2. 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	21	-	(52.4)	(100)
3. 建造	2 144	(15.7)	(9.4)	(85.4)
4. 進出口貿易、批發及零售	7 129	(24.5)	(16.0)	(68.0)
5. 住宿及膳食服務	4 037	(27.0)	(12.0)	(71.8)
6. 運輸、倉庫、郵政及速遞服務	1 216	(38.7)	(15.0)	(60.7)
7. 資訊及通訊	599	(31.4)	(3.3)	(68.6)
8. 金融、保險、地產、專業及商用服務	4 178	(5.9)	(9.3)	(93.2)
9. 公共行政、社會及個人服務	2 778	(20.6)	(5.1)	(81.1)
總計	22 981	(20.4)	(11.7)	(76.7)

註：部分機構指出多於一種原因。

培訓計劃

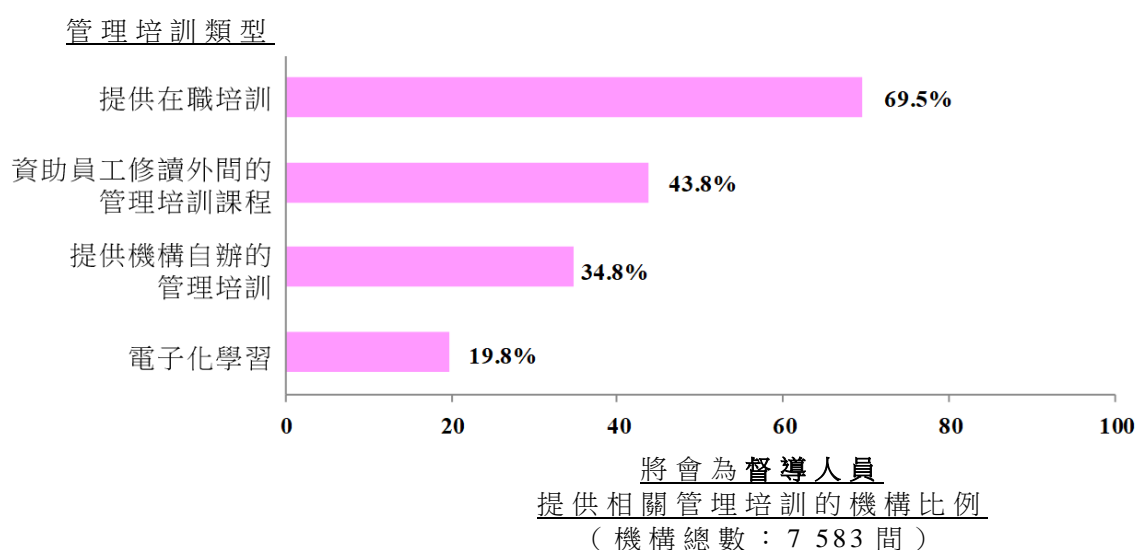
4.33 那些在未來兩年有為管理及督導人員作培訓撥備的機構，它們將會提供的管理培訓類型如圖 4.4 和 4.5 所示。按行業劃分調查結果的詳細分項數字載於 **附錄 5**。

圖 4.4：機構在未來兩年為管理人員提供的管理培訓類型



註：部分機構將會提供多於一種類型的管理培訓

圖 4.5：機構在未來兩年為督導人員提供的管理培訓類型



註：部分機構將會提供多於一種類型的管理培訓

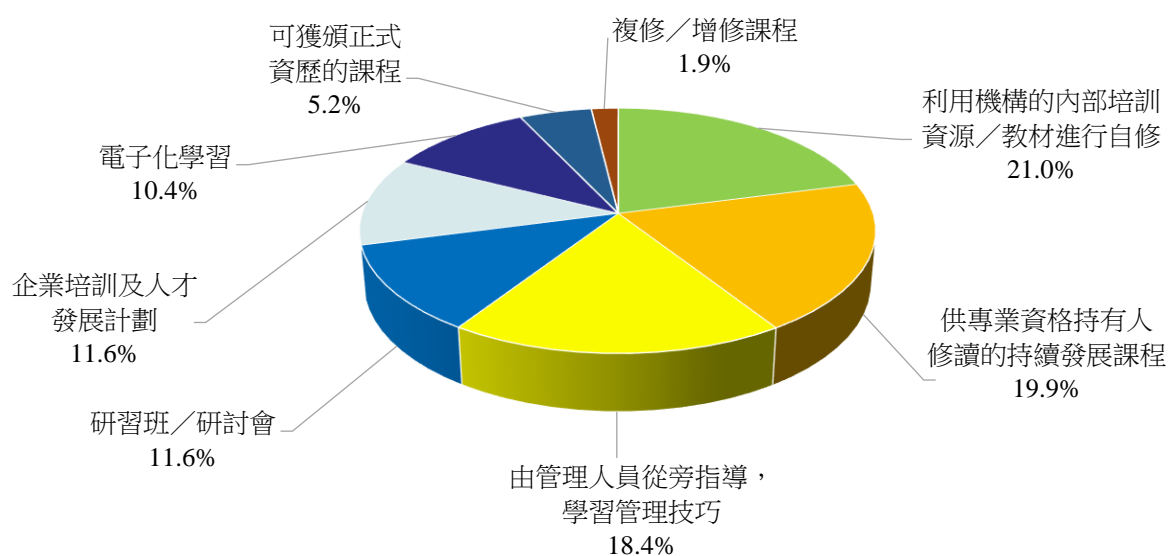
4.34 不同行業對管理及督導人員的培訓計劃略有不同。某些培訓類型對於部分行業來說相對較為合適，重點如下：

行業	較為合適的培訓類型
製造	• 在職培訓
建造	• 機構自辦的管理培訓
住宿及膳食服務	• 電子化學習
公共行政、社會及個人服務	• 資助員工修讀外間的管理培訓課程

合適的培訓方式

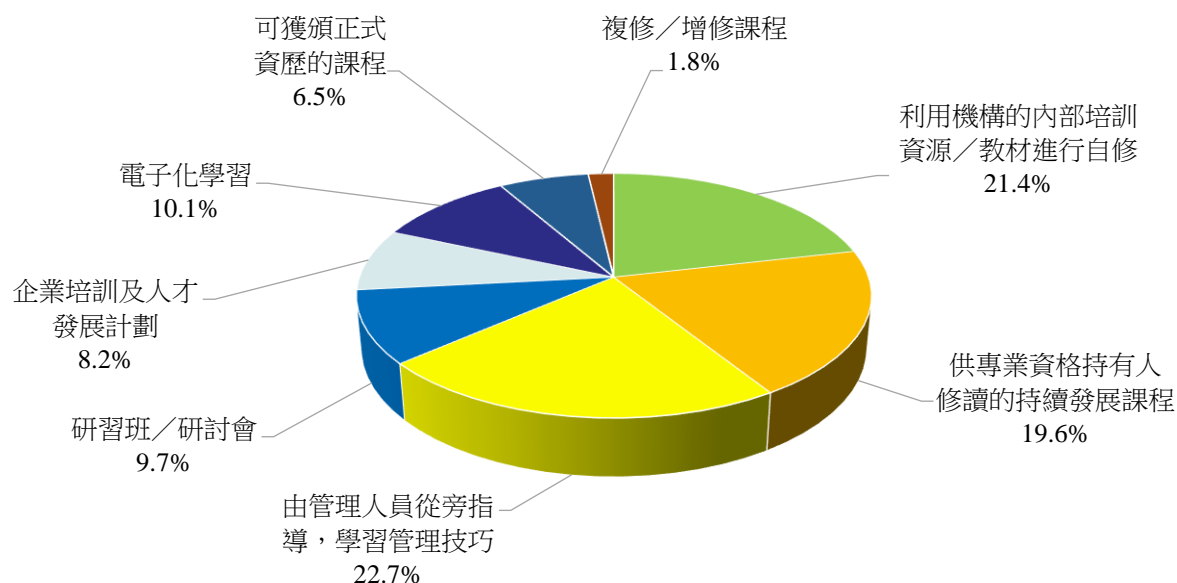
4.35 在未來兩年有為管理及督導人員作培訓撥備的機構，它們認為較合適的培訓方式如圖 4.6 和 4.7 所示。按行業劃分調查結果的詳細分項數字載於 **附錄 5**。

圖 4.6：未來兩年管理人員的合適培訓方式



未來兩年有為**管理人員**作培訓撥備的機構
(機構總數：7 893 間)

圖 4.7：未來兩年督導人員的合適培訓方式



未來兩年有為督導人員作培訓撥備的機構
(機構總數：7 583 間)

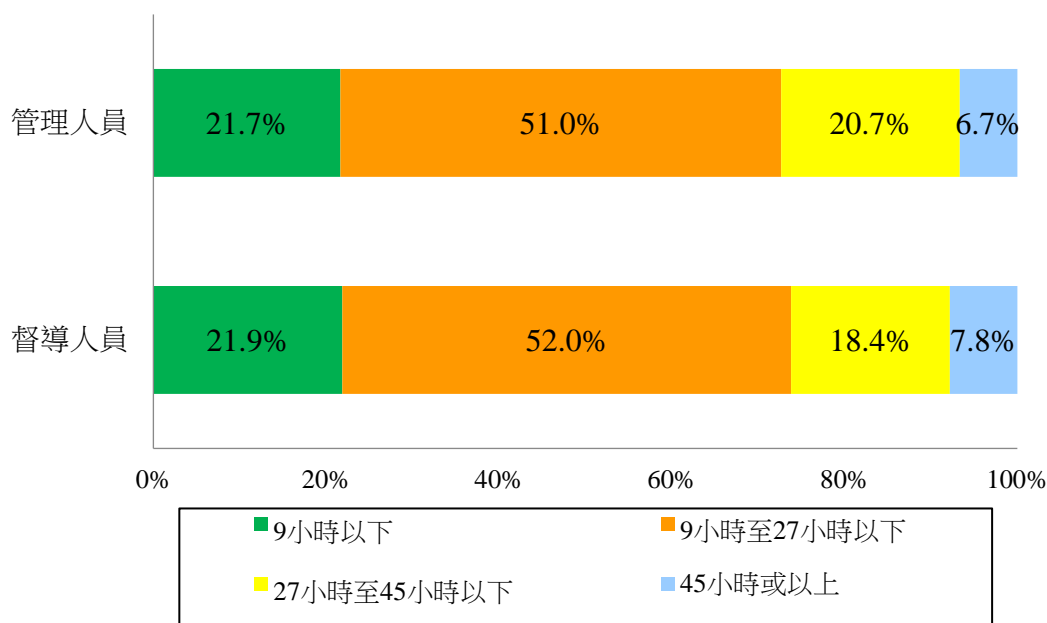
4.36 不同行業認為合適的培訓方式略有不同。某些培訓方式對於部分行業來說相對較為合適，重點如下：

行業	較為合適的培訓方式
製造	• 企業培訓及人才發展計劃
建造	• 供專業資格持有人修讀的持續發展課程
住宿及膳食服務	• 由管理人員從旁指導，學習管理技巧
運輸、倉庫、郵政及速遞服務	• 利用機構的內部培訓資源／教材進行自修
資訊及通訊	• 研習班／研討會(管理人員) • 由管理人員從旁指導，學習管理技巧(督導人員)

合適的培訓時數

4.37 在未來兩年有為管理及督導人員作培訓撥備的機構，它們認為每名僱員每年平均的合適培訓時數如圖 4.8 所示。按行業劃分調查結果的詳細分項數字載於 **附錄 5**。

圖 4.8：未來兩年每名管理及督導人員
每年平均的合適培訓時數



未來兩年有為管理及督導人員作培訓撥備的機構
(有管理人員的機構總數：7 893 間；
有督導人員的機構總數：7 583 間)

註：由於四捨五入，總百分比不一定等於 100%。

4.38 按行業分析，「製造」業的機構認為每名管理及督導人員每年平均接受「9 小時以下」的培訓為之合適的比例較高；而「進出口貿易、批發及零售」業的機構則認為「45 小時或以上」的培訓較為合適。

合適的培訓時段

4.39 在未來兩年有為管理及督導人員作培訓撥備的機構，它們認為合適的培訓時段如圖 4.9 所示。按行業劃分調查結果的詳細分項數字載於 *附錄 5*。

圖 4.9：未來兩年管理及督導人員的合適培訓時段



未來兩年有為管理及督導人員作培訓撥備的機構

(有管理人員的機構總數：7 893 間；

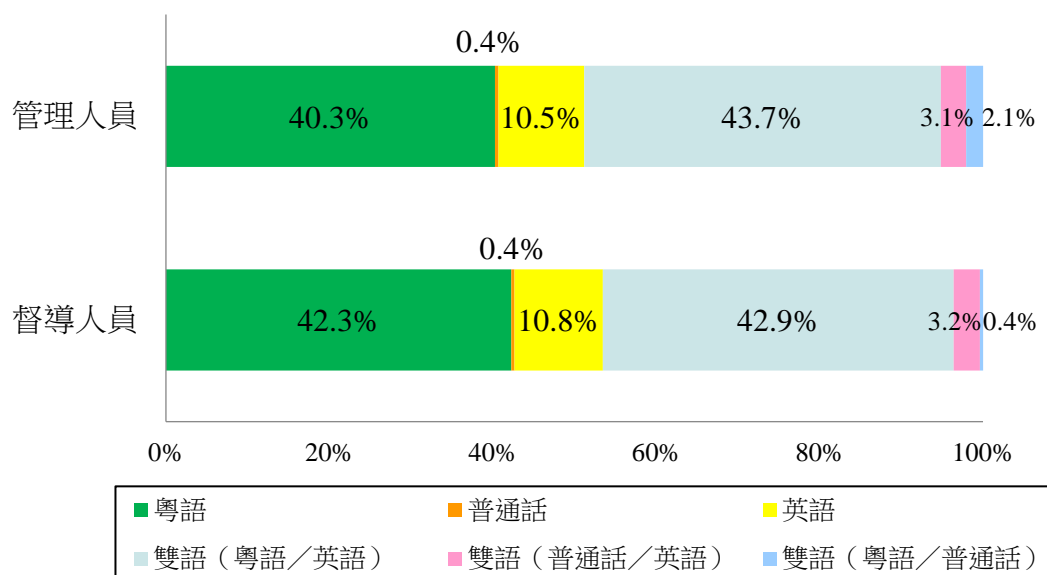
有督導人員的機構總數：7 583 間)

4.40 按行業分析，所有「住宿及膳食服務」的機構均認為日間培訓合適。與其他行業相比，「建造」和「資訊及通訊」的機構比例上較多認為夜間培訓合適；「金融、保險、地產、專業及商用服務」的機構認為週末時段的培訓相對較為適合。

合適的培訓語言

4.41 在未來兩年有為管理及督導人員作培訓撥備的機構，它們認為合適的培訓語言如圖 4.10 所示。按行業劃分調查結果的詳細分項數字載於 **附錄 5**。

圖 4.10：未來兩年管理及督導人員的合適培訓語言



未來兩年有為管理及督導人員作培訓撥備的機構

(有管理人員的機構總數：7 893 間；

有督導人員的機構總數：7 583 間)

註：由於四捨五入，總百分比不一定等於 100%。

對「再工業化及科技培訓計劃」的認知和申請

4.42 調查發現 87.9%的機構從未聽過或未申請過「再工業化及科技培訓計劃」，11.9%有聽過及 0.2%曾申請過該計劃。

V. 管理才能及管理培訓需求分析

A. 中小企營商環境

5.1 隨著本地及全球環境的不穩和商業活動日趨數碼化，香港市場也因而產生了急劇的變化。對中小企而言，此等變化既帶來挑戰，也締造了機遇。中小企的管理層不僅要抓緊商機、面對挑戰，還應妥善管理和培訓具有相關才能的僱員，方可應對瞬息萬變的營商環境。以下各段概述當前影響香港營商環境的主要因素，以及其如何影響僱主對管理人員的才能要求，特別是那些對中小企息息相關的才能要求。

經濟方面

(a) 影響香港本地經濟的因素

經濟增長

5.2 根據香港特區政府公布的數字¹，相對於 2018 年的 2.9% 增長，2019 年香港的本地生產總值（GDP）整體實質下跌 1.2%。由於中美經貿摩擦、2019 年社會動盪，以及 2020 年初新型冠狀病毒爆發的影響，本地消費和投資意欲受到嚴重打擊，預測 2020 年香港經濟實質增長介乎 -1.5% 至 0.5%。

就業情況

5.3 2019 年勞動力市場受壓，全年失業率升至 3.0%。由於香港自 2019 年 6 月起經歷社會動盪，以及新型冠狀病毒的爆發，不利的營商環境進一步拖累 2020 年不同行業的勞動力市場，尤其是零售、住宿、餐飲、旅遊和進出口行業。

商業模式的靈活彈性

5.4 面對香港持續的政治動盪、新型冠狀病毒的爆發，以及預期本地經濟將繼續低迷，在如此困境下，業務能否持續發展將主要視乎企業的靈活彈性和施行應變計劃的能力。總體而言，與大型的企業相比，中小企營運較為靈活，不但能迅速適應市場變化，在財政預算上所面對的挑戰相對也較小。

(b) 內地因素

「一帶一路」倡議／粵港澳大灣區發展

5.5 近年香港特區政府利用香港在不同層面的獨特優勢和地位，積極支持「一帶一路」²倡議，並作出貢獻。政府不僅加強政策上的協調，與「一帶一路」地區建立和協調伙伴關係，還為在有關地區開展業務的香港企業提供支援。例如，政府大力支持香港貿易發展局為香港企業探索「一帶一路海外經濟貿易合作區」的營商機遇³。另一邊廂，**粵港澳大灣區的發展**不但深化粵港澳之間的衷誠合作，企業更可充分利用三地的各自優勢。大灣區為香港企業打入內地市場帶來無限商機，促進城市間的人才流動和知識交流。

社會文化方面

(c) 勞動人口變化

5.6 全球正面臨前所未有急促的人口老齡化。根據《香港人口推算2017-2066》⁴資料顯示，預計香港人口將持續老化：65歲及以上長者人數將從2016年的116萬（佔總人口的16.6%）增加至2036年的237萬（佔總人口的31.1%）。勞動人口推算將從2020年的367萬（佔總人口的58.9%）降至2066年的313萬（佔總人口的49.6%）。以上數字顯示勞動力將日益緊張，社會必須為適應勞動人口老齡化作好準備。

(d) 工作間跨代合作

5.7 工作間由不同年齡層的員工組成，年長一輩的作風通常較為傳統、謹慎、工作穩定；而年輕一代則較具創意及多才多藝。兩代人才各有優點，管理及督導人員應懂得管理各種人才資源，欣賞僱員間的差異，好好善用他們的專長和能力，以推動業務發展。為新入職員工提供人才培訓和企業家精神計劃，在企業間也越來越普遍。

(e) 新興的工作模式

5.8 全球正見證著工作模式的轉變：年輕人及在職媽媽一向憧憬工作與生活之間的平衡。他們屬意兼職、彈性上班時間或季節性工作，而非全職工作。休閒的工作環境及著裝也成為趨勢⁵。

科技方面

(f) 互聯網及社交媒體

5.9 互聯網和社交媒體促進全球溝通和知識交流，也改變了我們的生活方式，推動業務創新。分享資訊現在輕而易舉；社交媒體應用程式，如 WhatsApp、微信、LinkedIn、Instagram 等也非常普遍。企業可利用這些平台強化同事間的溝通，還可突破地域等限制，以即時、創新的方式，向目標客戶群推廣產品和服務。

5.10 政府更藉著成立「創新及科技基金」⁶，促進資訊科技上的投資，該基金鼓勵企業提升技術水平，並把創新思維引入業務之中，如「再工業化及科技培訓計劃」⁷。

(g) 虛擬實境／擴增實境的開發和應用

5.11 虛擬實境和擴增實境不僅可用於產品測試，更能徹底改變客戶體驗。虛擬實境和擴增實境也適用於員工培訓，不但節省交通時間，更減少舉行培訓所需的人力。從此，員工隨時隨地也可接受培訓。

(h) 大數據分析

5.12 大數據讓企業對客戶的背景資料及購物行為有更深入的了解，促進針對目標客戶群的推廣，有助新產品／服務的策略規劃。另一方面，數據也為企業吸納人才開闢新渠道：全球具有相關技能的合適人才，均可在網上輕鬆搜尋得到。

資料來源：

1. [政府統計處於 2020 年 2 月公布的主要經濟和社會統計指標](#)
2. [香港行政長官 2018 年施政報告](#)
3. [香港行政長官 2019 年施政報告](#)
4. [《香港人口推算 2017-2066》\(2017 年 9 月 8 日公布\)](#)
5. 放鬆衣著要求，[Human Resources Online.net](#) (2019 年 4 月)
6. [創新及科技基金 \(由創新科技署管理\)](#)
7. [再工業化及科技培訓計劃 \(創新及科技基金下的資助計劃\)](#)

B. 調查結果的綜合重點

5.13 是次調查收集有關不同行業中小企對管理及督導人員的管理才能要求及培訓需求的市場資訊。調查結果的綜合重點如下：

機構的管理及督導人員

5.14 在中小企僱用的員工中，約五分之一（19.8%）為管理及督導人員。於調查基準日之前的 12 個月內，共有 9 353 名管理及督導人員離職或退休，而新招聘的管理及督導人員則只有 8 039 名，不同行業於調查期內均遇到管理及督導人員不足的情況。

5.15 中小企在招聘管理及督導人員時，遇到困難的主要原因包括「薪酬福利不吸引」、「工作時間長」和「市場缺乏具相關訓練／資歷的人才」，這些因素均大大阻礙機構吸納人才。

5.16 大多數中小企（87.0%）在未來兩年內沒有招聘管理及督導人員的計劃。

管理及督導人員的主要才能

5.17 受訪機構認為，在未來兩年管理及督導人員最需要培訓的十大主要才能中，以下九項屬管理人員和督導人員共通的需要：

- (1) 分析能力
- (2) 危機管理
- (3) 資源管理
- (4) 溝通技巧
- (5) 品質管理
- (6) 人才發展
- (7) 解決困難及作出決定
- (8) 商業道德
- (9) 自我管理

5.18 唯一的分別在於第十項：管理人員需要「伙伴關係管理」才能，而督導人員則需要「關係管理」才能。

5.19 是次調查提供的新興才能選項，包括「資源管理」、「人才發展」、「伙伴關係管理」，以及「關係管理」，均晉身十大主要才能之列。

5.20 在過去及是次調查結果中，「危機管理」、「溝通技巧」和「解決困難及作出決定」這三項才能，一如以往均獲選為管理及督導人員需要培訓的共通主要才能。

5.21 中小企並未廣泛採用先進科技；技術知識及資訊科技能力（即「數碼營銷」和「新興技術的認識及應用」）和世界視野的知識（即「全球化思維」和「合規監管」）等主要才能在是次調查中都排名相對不算太高。

管理培訓

現行培訓安排

5.22 在現行安排下，中小企並沒有為管理層提供大量培訓。只有略多於三分之一的中小企表示其管理及督導人員在受聘或獲晉升前曾接受管理培訓（37.8%），和／或有為新聘任或剛升任的管理及督導人員提供在職培訓（37.6%）；除在職培訓外，少於四分之一的中小企表示有為在職管理及督導人員提供其他形式的培訓（24.9%）。

培訓撥備

5.23 大多數中小企指望管理及督導人員在受聘之前應已接受充分培訓，因此未有／不打算為培訓管理層投放大量資源。受制於有限的資源和緊湊的運作流程，成本因素亦是中小企在培訓人才時所面對的一個關鍵問題。

5.24 對於未來兩年內有預留撥備培訓管理及督導人員的機構而言，「在職培訓」、「資助員工修讀外間的管理培訓課程」及「提供機構自辦的管理培訓」均屬比較合適的培訓類型。

合適的培訓計劃

5.25 不同行業的中小企在培訓管理及督導人員時，傾向選用不同的方式，例如「利用機構的內部培訓資源／教材進行自修」、「供專業資格持有人修讀的持續發展課程」及「由管理人員從旁指導，學習管理技巧」均屬較為合適的方式。

5.26 絕大多數中小企認為培訓時數宜短，平均每名員工每年培訓時數以少於 27 小時較為合適，培訓亦適宜於平日進行。以上培訓安排與過往調查中大部分中小企一貫認為合適的安排相約。

5.27 調查顯示，由於行業性質有異，僱主會因應各自不同的工作模式而選擇其認為最合適的培訓類型。

政府資助

5.28 政府為中小企提供不同的資助計劃，以優化業務運作。約 12% 的受訪機構表示曾聽聞或申請過「再工業化及科技培訓計劃」。

備註：

有鑒於經濟和社會環境不時面對不確定因素，尤其於香港出現的社會動盪和新型冠狀病毒爆發等，有關因素仍可能繼續影響香港就業情況，在此謹提醒讀者審慎詮釋調查結果。本會將於進行下一次調查之前，會留意僱主對才能要求的變化。

VI. 建議

6.1 基於調查結果及觀察所得，並考慮到中小企的營商環境，本會作出以下一系列建議，供包括僱主、僱員、培訓機構及政府在內的不同持份者考慮。

僱主

6.2 僱主可考慮：

- (i) 主動與員工分享最新行業動態及影響經營環境的因素，從而提升僱員對行業及企業的認知，為瞬息萬變的業務營運作好準備；
- (ii) 考慮行業相關才能要求以規劃人才發展計劃，尤其著重「分析能力」、「危機管理」、「資源管理」和「溝通技巧」的才能培訓。此等項目乃為是次調查中獲選為管理及督導人員最需要培訓的主要才能；
- (iii) 安排切合員工需要和企業運作模式的培訓，例如「電子化學習／網上培訓」、「由管理人員從旁指導，學習管理技巧」、「週末短時數培訓課程」、「小組培訓」，以及「與工作相關的個案分析」等；
- (iv) 尤其在行業淡季，鼓勵管理層參加培訓，包括研討會、企業探訪、由行業協會主辦的經驗分享會等；
- (v) 為跨代員工舉辦人際網絡聚會／團隊建設活動，以增強員工間溝通，有利推動業務發展時的參與；
- (vi) 吸納勞動市場上的年輕創意人才，以探索及採用先進科技，進行業務重整和／或轉型；
- (vii) 利用互動平台（例如 LinkedIn）進行網上招聘，有利人力資源部門尋找具有合適技能的人才；以及
- (viii) 利用「再工業化及科技培訓計劃」的資助，提升人力資源運作，例如雲端人力資源管理系統、遊戲化（如招聘、培養員工投入度、學習和技能發展等）。

管理及督導人員

6.3 本會鼓勵管理及督導人員：

- (i) 在動盪不穩的經濟環境中，應留意職位要求的變化，以及業務轉型所需的新興技能，隨時作好準備；
- (ii) 緊貼全球科技發展，主動引入新科技，並利用獨有優勢來優化業務營運，增強與不同持份者的溝通；
- (iii) 了解社會文化的變化，宜保持開放寬容態度，有助了解不同年齡層和背景的僱員，尤其年輕人的特質和工作模式，以便坦誠溝通和作出指導；
- (iv) 學習企業所需的才能，尤其是「分析能力」、「危機管理」、「資源管理」和「溝通技巧」(此等項目均於是次調查中獲選為管理及督導人員最需要的主要才能)；
- (v) 利用自學、電子化學習及課堂培訓等途徑，獲取職場所需的技能，用以優化績效表現及承傳管理技巧(此建議對身兼管理人員的企業東主尤其重要)；
- (vi) 了解並遵守相關的法定要求，例如資料隱私條例，網絡安全要求等；以及
- (vii) 利用網上平台主動了解不同公司的背景，以便將履歷與各公司的人才需求作出配對，抓緊事業發展機遇。

培訓機構

6.4 培訓機構宜：

- (i) 與行業協會和／或個別中小企積極合作，度身訂造培訓計劃，重點針對是次調查所確立的管理及督導人員所需才能；
- (ii) 為日常工作繁重的學員提供更多培訓時數相對較短的課程，以方便安排上課；
- (iii) 善用功效顯著和日益普及的網上平台進行培訓；
- (iv) 研究不同背景學員的培訓需求，並為特定學員群提供度身訂造的培訓課程；
- (v) 舉辦與職場不同熱門話題相關的培訓班／工作坊，例如「職場跨代共融」、「變化管理」、「人才開發」、「企業家精神發展計劃」、「大數據」、「數據安全」等；以及

- (vi) 運用政府資助，為不同行業制定相關的培訓課程。

政府

6.5 本會建議政府：

- (i) 宜主動制定政策和策略，鼓勵企業提供管理培訓；
- (ii) 鼓勵重新設計工作流程或模式，以應對勞動力老齡化；並提倡終身學習，以收窄因業務營運不斷變化而產生的技能差距；
- (iii) 擴大向本地企業和行業協會提供的員工培訓資助範圍，並向僱主和培訓機構加強推廣相關資助計劃；
- (iv) 向教育和培訓機構提供更多資源和支援，舉辦培訓課程以協助中小企持續發展業務，並為整個香港的社會進步作出貢獻；以及
- (v) 為中小企提供更多資源／資訊以掌握「一帶一路」倡議、粵港澳大灣區，以及先進科技發展等，為業務持續發展帶來的各種機遇。

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**Membership List of the
Management and Supervisory Training Board
(April 2019 to March 2020)**

Chairlady:

Ms CHAN Shuk-han, Christina (ad personam)

Members:

Dr CHEUNG Tsz-king, Eleanor	(nominated by a major professional institution)
Mr CHIU Chi-kie, Philip	(nominated by the Employers' Federation of Hong Kong)
Mr FONG Tim-fai, Jonathan	(nominated by the Chinese General Chamber of Commerce)
Mr HUI Man-chun, Terrence	(nominated by the Federation of Hong Kong Industries)
Mr IP Wah-shun, Barry	(nominated by a major professional institution)
Dr IUN Sio-kun, Joyce	(nominated by a local education/training institution)
Mr LAM Kwok-leung, Peter, JP	(nominated by a major SME trade association)
Dr LAM Tak-ming	(nominated by a local education/training institution)
Mr LEE Chi-keung	(nominated by the Hong Kong General Chamber of Commerce)
Ms LEUNG Yuk-ling, Eva	(nominated by the Hong Kong Chinese Enterprises Association)
Mr SIN Nga-yan, Benedict	(nominated by the Hong Kong Young Industrialists Council)
Dr WAN Tak-fai, Danny	(nominated by the Chinese Manufacturers' Association of Hong Kong)
Ms WILSON, Virginia	(nominated by the American Chamber of Commerce in Hong Kong)
Dr WONG Wai-hung, Ellis	(ad personam)
Mr LAU Kwan-ip, Recerio	(representing the Civil Service Training and Development Institute, Civil Service Bureau)
Mr WONG Siu-kan, Ken	(representing the Executive Director of Vocational Training Council)

Secretary:

Ms LAU Wing-chi, Gigi (Vocational Training Council)

**管理及督導訓練委員會
委員名單
(2019年4月至2020年3月)**

主席：

陳淑嫻女士 (獨立人士)

委員：

張紫荊博士 (主要專業協會提名)

趙志基先生 (香港僱主聯合會提名)

方添輝先生 (香港中華總商會提名)

許文俊先生 (香港工業總會提名)

葉華信先生 (主要專業協會提名)

阮少娟博士 (本地教育／訓練機構提名)

林國良先生，JP (主要中小型企業商會提名)

林德明博士 (本地教育／訓練機構提名)

李志強先生 (香港總商會提名)

梁玉玲女士 (香港中國企業協會提名)

冼雅恩先生 (香港青年工業家協會提名)

尹德輝博士 (香港中華廠商聯合會)

Ms WILSON, Virginia (香港美國商會提名)

黃偉鴻博士 (獨立人士)

劉君業先生 (公務員事務局公務員培訓處代表)

黃少勤先生 (職業訓練局執行幹事代表)

秘書：

劉詠芝女士 (職業訓練局)

**Mission of the
Management and Supervisory Training Board**

1. To assess the managerial competency requirement and identify training needs of managers and supervisors for different industry sectors.
2. To advise on strategies for the development of management and supervisory training for different industry sectors.
3. To advise on the provision of appropriate upgrading training for the in-service personnel.
4. To forge links with various sectors and provide a platform for them to exchange and sharing of their good practices.

管理及督導訓練委員會的使命

1. 評估不同行業對管理才能的要求，並確定業內管理及督導人員的培訓需要。
2. 就不同行業發展管理及督導人員培訓的策略提供建議。
3. 就如何為在職僱員安排合適的技能提升培訓提供建議。
4. 與各行業緊密聯繫，並建立平台讓業界交流及分享成功個案及經驗。

**Membership List of the
2019 Working Party on Manpower Survey**

Dr LAU Kin-wah, Kevin, JP (Convener)

Mr CHIU Chi-kie, Philip (Members)

Dr KO Chi-chung, Stephen

Ms LEUNG Yuk-ling, Eva

Mr LI Chi-ming, David

Mr LAU Kwan-ip, Recerio

Ms LAU Wing-chi, Gigi (Secretary)

管理及督導訓練委員會
2019 年人力調查工作小組委員名單

劉健華博士, JP (召集人)

趙志基先生 (委員)

高志忠博士

梁玉玲女士

李志明先生

劉君業先生

劉詠芝女士 (秘書)

Headquarters (Industry Partnership) 總辦事處(行業合作)
30F, Billion Plaza II, 10 Cheung Yue Street, Cheung Sha Wan, Kowloon, Hong Kong
香港九龍長沙灣長裕街10號億京廣場2期30樓
www.vtc.edu.hk

Telephone No 電話

Facsimile No 傳真

Our Reference 本局檔號

Your Reference 來函檔號

13th June 2019

Dear Sir/Madam,

**2019 Survey of the Managerial Competency Profile and
Management Training Needs of Managers and Supervisors**

The **Management and Supervisory Training Board** (the Training Board) of the Vocational Training Council (VTC), appointed by the Chief Executive of the Hong Kong Special Administrative Region (HKSAR), is responsible for matters pertaining to management and supervisory training in Hong Kong. In order to collect relevant information for formulating recommendations on future management training for managers and supervisors, the Training Board will conduct the captioned survey **from July to August 2019**. I am writing to enlist your help by providing the relevant information to the survey and your co-operation would be much appreciated.

I enclose the following documents for your reference and completion:

- (a) The Questionnaire; and
- (b) Explanatory Notes (Appendix A).

The VTC has appointed **MOV Data Collection Center Ltd. (MOV)** to assist in conducting the above survey. During the survey period, the enumerator of **MOV** will contact your establishment for the survey and answer the questions you may have. If necessary, visit will be made to your establishment to assist in completing and collecting the questionnaire. Alternatively, you may return the copy of the completed questionnaire to MOV via fax (3900 1122) or email (vtc@mov.com.hk).

I wish to assure you that the information provided will be handled **in strict confidence** and published on aggregate basis without reference to individual establishments.

The Survey Report will be uploaded onto the VTC website after completion of the survey. Should you have any queries, please do not hesitate to contact the following hotline during 9:30 a.m. to 6:00 p.m. from Monday to Friday:

- ✧ For matters regarding completion and return of questionnaire(s), please contact Ms. Polly CHAN of **MOV** at 3900 1176.
- ✧ In case you want to approach VTC directly, please contact Mr. Edward CHAN of **VTC Manpower Survey (Statistical Team)** at 3907 6716.

Yours faithfully,

A handwritten signature in black ink, appearing to be 'Christina Chan', written over a circular stamp.

(CHAN Shuk-zhan, Christina)
Chairman

Management and Supervisory Training Board

Encl.

Headquarters (Industry Partnership) 總辦事處(行業合作)
30F, Billion Plaza II, 10 Cheung Yue Street, Cheung Sha Wan, Kowloon, Hong Kong
香港九龍長沙灣長裕街10號億京廣場2期30樓
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Telephone No 電話

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Your Reference 來函檔號



執事先生／女士：

二零一九年管理及督導人員
管理才能及訓練需求調查

職業訓練局(VTC)屬下**管理及督導訓練委員會**(訓練委員會)由香港特別行政區行政長官委任，負責就管理及督導訓練事宜提供意見。本會將於 **2019年7月至8月期間** 進行調查，蒐集有關**管理才能及訓練需求**的最新資料，並按此為管理及督導人員的未來訓練制訂適當建議。謹代表訓練委員會致函，懇請 貴機構惠予合作提供相關資料，以便進行上述調查。

茲夾附下述文件，供 貴機構參閱及填寫：

- (1) 調查問卷；及
- (2) 附註（附錄 A）。

VTC已委託**米奧特資料搜集中心有限公司**<米奧特>協助進行是次調查。調查期間，**米奧特**的統計員將聯絡 貴機構進行訪問及解答相關問題。如有需要，統計員會造訪貴機構協助填寫並收回已填妥的問卷。貴機構亦可將完成的問卷，以傳真（3900 1122）或電郵（vtc@mov.com.hk）交回米奧特。

調查所得的資料將**絕對保密**，局方在發表報告時，只會公布合計數字，不會提及個別機構情況。

調查報告將於調查完結後上載本局網頁。如對調查有任何查詢，請於星期一至五上午九時半至下午六時聯絡以下人士：

- ✧ 如欲查詢有關填寫及寄回問卷事宜，請與**米奧特公司**陳寶儀小姐聯絡（電話：3900 1176）。
- ✧ 如希望直接與 VTC 聯絡，請致電 **VTC 人力調查（統計組）**陳兆銘先生（電話：3907 6716）。

管理及督導訓練委員會主席
（陳淑嫻）

二〇一九年六月十三日
附件



CONFIDENTIAL WHEN ENTERED WITH DATA	填 入 數 據 後 即 成 機 密 文 件
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VOCATIONAL TRAINING COUNCIL
職 業 訓 練 局

**The 2019 Survey of the Managerial Competency Profile and
Management Training Needs of Managers and Supervisors**
2019年 管理及督導人員管理才能及訓練需求調查

The Survey aims to collect information about the competency and training needs for the managers and supervisors of your establishment which are used for formulating overall recommendations for management and supervisory training in Hong Kong. Please provide the information of your establishment by answering the questionnaire. Thank you.
是次調查旨在蒐集貴機構在管理才能及訓練方面的需求，並按此為香港整體管理及督導人員的訓練提出適當的建議。懇請 貴機構撥冗填寫問卷。多謝合作。

Establishment Information

機構資料

PRINCIPAL LINE OF BUSINESS:

主要業務性質

(For official use)

Industry Code _____

- | | |
|--|--|
| <input type="checkbox"/> Manufacturing
製造 | <input type="checkbox"/> Transportation, Storage, Postal and Courier Services
運輸、倉庫、郵政及速遞服務 |
| <input type="checkbox"/> Electricity, gas and water supply; sewerage, waste management and remediation activities
電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動 | <input type="checkbox"/> Information and Communications
資訊及通訊 |
| <input type="checkbox"/> Construction
建造 | <input type="checkbox"/> Financing, insurance, real estate, professional and business services
金融、保險、地產、專業及商用服務 |
| <input type="checkbox"/> Import/export, wholesale and retail trades
進出口貿易、批發及零售 | <input type="checkbox"/> Public administration, social and personal services
公共行政、社會及個人服務 |
| <input type="checkbox"/> Accommodation and food service activities
住宿及膳食服務 | <input type="checkbox"/> Others , please specify
其他，請註明 : _____ |

Details of Contact Person*

聯絡人資料*

NAME OF PERSON TO CONTACT: _____
聯 絡 人 姓 名

POSITION: _____
職 位

TEL. NO. : _____
電 話

FAX NO. : _____
圖 文 傳 真

E-MAIL : _____
電 郵

* The information provided will be used for the purpose of this and subsequent surveys.
所提供資料將用作是次及日後調查之用。

Please use the following definition when answering the questionnaire

請按照下列的定義回答問卷中的問題

Managers refer to the **middle managers and/or department heads** who are responsible for the day-to-day operation of a major function or department of the establishment such as personnel, training, finance, IT, marketing and production, etc.
管理人員指中層管理人員及／或部門主管，負責機構的主要職能或部門的日常運作（如：人事、培訓、財務、資訊科技、市場推廣和生產等）。

Supervisors refer to the **front-line supervisors** in an establishment who 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.

督導人員指機構內的前線督導人員，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。

Part I Manpower of the Establishment

第一部份 機構人力概況

1.1 Please fill in the number of manpower figures of your establishment.

請填寫下列 貴機構的人力數字。

(a) As at 1 July 2019

在 2019 年 7 月 1 日

(i) Total number of persons engaged
僱員總人數

(ii) Number of **Managers and Supervisors**
管理及督導人員數目

(b) In the past 12 months

過去 12 個月內

(i) Number of **Managers and Supervisors** who
left your establishment (Excluding retirees)
管理及督導人員離職的數目
(不包括退休僱員人數)

(ii) Number of retired **Managers and Supervisors**
管理及督導人員退休的數目

(iii) Number of new recruits for **Managers and Supervisors**
新聘**管理及督導人員**的數目

(c) In the next 2 years

未來 2 年內

(i) Expected number of **Managers and Supervisors** to be retired
即將退休的**管理及督導人員**數目

(ii) Expected number of internal promotion/
new recruits for Managers and
Supervisors in order to cope with new
business development or replacement of
retirees
預計內部晉升／新聘的**管理及督導人員**
數目（以配合業務發展、接替即將
退休僱員等）

(iii) What will be the total number of persons
engaged you anticipate at your
establishment?
貴機構預測未來僱員總人數將會

☐ Increase 增加

☐ Decrease 減少

☐ Stay at current level 保持不變

1.2 Are there any difficulties your establishment encountered/expected when recruiting **Managers and Supervisors**?
貴機構在招聘**管理及督導人員**方面有否遇到／預計到任何困難？

(a) In the past 12 months
過去 12 個月內

- ☐ No recruitment was taken place
未有招聘
- ☐ Recruitment was taken place and the difficulties encountered were :
(You may tick "✓" more than one box)
有招聘，所遇到的困難是：
(可剔 "✓" 選多於一項)
- ☐ (i) Remuneration package not attractive
薪酬福利不吸引
- ☐ (ii) Long working hours
工作時間長
- ☐ (iii) Candidates preferred other working mode
(e.g. home office, flexible working hours, etc.)
應徵者屬意其他工作模式 (如：在家辦公、彈性工作時間等)
- ☐ (iv) Unsatisfactory working environment/
location
對工作環境／地點不滿意
- ☐ (v) Insufficient trained/qualified manpower in
the related disciplines in the market
市場缺乏具相關訓練／資歷的人才
- ☐ (vi) Limited career prospects
局限的職業發展前景
- ☐ (vii) Competition for manpower from other
cities/countries
與其他城市／國家競爭人才
- ☐ (viii) Others (Please specify) :
其他 (請註明) :

(b) In the next 2 years
未來 2 年內

- ☐ No recruitment plan
沒有計劃招聘
- ☐ Expect to encounter difficulties. The strategies of your
establishment pursuing to meet the recruitment needs are :
(You may tick "✓" more than one box)
預計有困難，解決的策略如下：
(可剔 "✓" 選多於一項。)
- ☐ (i) Increasing salary and enhancing benefits
提升薪酬及福利
- ☐ (ii) Re-engineering of business process
(e.g. streamline workflow, etc.)
重新設計業務流程 (如：簡化工作流程等)
- ☐ (iii) Automation
自動化
- ☐ (iv) Outsourcing
外判工作
- ☐ (v) Implementing apprenticeship/internship
採納學徒／實習職位
- ☐ (vi) Hiring Mainland talents/professionals
招聘內地專才
- ☐ (vii) Hiring overseas talents/professionals
招聘海外專才
- ☐ (viii) Others (Please specify) :
其他 (請註明) :

☐ Recruitment was taken place without encountering any
difficulties
在招聘中沒有遇上困難

☐ Expect no difficulties will be encountered
預計招聘中不會遇上困難

1.3 Does your establishment consider that extending the retirement age of **Managers and Supervisors** can help resolve the problem of
recruitment difficulties?

貴機構認為延長**管理及督導人員**的退休年齡會否有助於解決招聘困難的問題？

☐ Yes 會 ☐ No 不會

Part II - Training Needs of Managers and Supervisors in the Next Two Years

第二部份 – 未來兩年管理及督導人員主要培訓需求

A) Operation in Hong Kong

在香港的業務

2.1 Please choose TEN (10) from the list of competencies below that you regard as most important to train **Managers and Supervisors for the next two years** by ticking “√” the box against each.

請細閱下列才能項目，選出“√”十項未來兩年管理及督導人員最為需要培訓的項目。

Managers 管理人員	Supervisors 督導人員	Competencies (Please see Appendix A for the definition of each competency) 才能 (有關每項才能的定義，請參閱附錄 A)
Management Skills 管理才能		
<input type="checkbox"/>	<input type="checkbox"/>	1. Analytical Skills 分析能力
<input type="checkbox"/>	<input type="checkbox"/>	2. Business Continuity Management 業務持續性管理
<input type="checkbox"/>	<input type="checkbox"/>	3. Business Ethics 商業道德
<input type="checkbox"/>	<input type="checkbox"/>	4. Business Process Re-engineering 重新設計業務流程
<input type="checkbox"/>	<input type="checkbox"/>	5. Crisis Management 危機管理
<input type="checkbox"/>	<input type="checkbox"/>	6. Design Thinking 設計思維
<input type="checkbox"/>	<input type="checkbox"/>	7. Entrepreneurship 企業家精神
<input type="checkbox"/>	<input type="checkbox"/>	8. Partnership Management (e.g. partnership with business members) 伙伴關係管理 (如：與業務成員的伙伴關係)
<input type="checkbox"/>	<input type="checkbox"/>	9. Problem Solving and Decision Making 解決困難及作出決定
<input type="checkbox"/>	<input type="checkbox"/>	10. Quality Management 品質管理
<input type="checkbox"/>	<input type="checkbox"/>	11. Relationship Management (e.g. relationship with customers) 關係管理 (如：與客戶的關係)
<input type="checkbox"/>	<input type="checkbox"/>	12. Resource Management 資源管理
<input type="checkbox"/>	<input type="checkbox"/>	13. Talent Development 人才發展
<input type="checkbox"/>	<input type="checkbox"/>	14. Team Building (e.g. to create a diverse and inclusive workplace) 建設團隊 (如：創建一個多元化和包容性的工作環境)
<input type="checkbox"/>	<input type="checkbox"/>	15. Training and Presentation Skills 培訓及演講技巧
Personal and Language Skills 個人及語言能力		
<input type="checkbox"/>	<input type="checkbox"/>	16. Communication Skills 溝通技巧
<input type="checkbox"/>	<input type="checkbox"/>	17. Negotiation Skills 談判技巧
<input type="checkbox"/>	<input type="checkbox"/>	18. Self Management (e.g. time management, emotion management, job prioritisation, lifelong learning, etc.) 自我管理 (如：時間管理、情緒管理、判別工作優先次序、終身學習等)
<input type="checkbox"/>	<input type="checkbox"/>	19. Chinese (Putonghua and Business Writing Skills) 中文 (普通話及商業書寫技巧)
<input type="checkbox"/>	<input type="checkbox"/>	20. English (Spoken and Written) 英語 (講、寫)
Technological Knowledge and IT Skills 技術知識及資訊科技能力		
<input type="checkbox"/>	<input type="checkbox"/>	21. Digital Marketing (via website, social media, mobile application, etc.) 數碼營銷 (如透過網站、社交媒體、手機應用程式等電子平台)
<input type="checkbox"/>	<input type="checkbox"/>	22. Emerging Technology Awareness and Application (e.g. digital literacy, virtual reality, augmented reality, etc.) 新興技術的認識及應用 (如：數位素養、虛擬實境、擴增實境等)
<input type="checkbox"/>	<input type="checkbox"/>	Others (Please specify) 其他 (請註明): _____
World Vision Knowledge 世界視野的知識		
<input type="checkbox"/>	<input type="checkbox"/>	23. Global Mindset (e.g. Belt and Road Initiative, Development of Greater Bay Area, etc.) 全球化思維 (如：「一帶一路」倡議、粵港澳大灣區發展等)
<input type="checkbox"/>	<input type="checkbox"/>	24. Regulatory Compliance (e.g. data privacy, cyber security, etc.) 合規監管 (如：數據隱私、網絡安全等)
Others (please specify) 其他 (請註明):		
<input type="checkbox"/>	<input type="checkbox"/>	(i) _____
<input type="checkbox"/>	<input type="checkbox"/>	(ii) _____
<input type="checkbox"/>	<input type="checkbox"/>	(iii) _____

2.2 Please indicate whether the following factors have affected your choice of answers in Question 2.1 (Please tick “✓”)
請指出下列因素有否影響 貴機構在第 2.1 題的選擇。(請剔 “✓” 選)

	Yes 有	No 沒有
(a) Technology/Process Change 科技／工序轉變	<input type="checkbox"/>	<input type="checkbox"/>
(b) Market Competition 市場競爭	<input type="checkbox"/>	<input type="checkbox"/>
(c) Business Refocus 業務重新定位	<input type="checkbox"/>	<input type="checkbox"/>
(d) Business Expansion/ Development 業務擴充／發展	<input type="checkbox"/>	<input type="checkbox"/>
(e) Continuous Improvement in Efficiency and Effectiveness 不斷改善效率及效益	<input type="checkbox"/>	<input type="checkbox"/>
(f) Cultural Diversity 文化差異	<input type="checkbox"/>	<input type="checkbox"/>
(g) Talent Attraction and Retention 吸引及挽留人才	<input type="checkbox"/>	<input type="checkbox"/>
(h) Change of Government Policies or Regulations (including the Mainland, Hong Kong and other countries) 政策及條例的轉變（包括中國內地、香港及其他國家）	<input type="checkbox"/>	<input type="checkbox"/>
(i) Others (Please specify): 其他（請註明）: _____	<input type="checkbox"/>	<input type="checkbox"/>

B) Operation outside Hong Kong
香港以外地方的業務

2.3 (a) Does your establishment have **operation outside Hong Kong as at 1 July 2019?**
在 2019 年 7 月 1 日，貴機構在香港以外地方有沒有業務？

☐ Yes 有 ☐ No 沒有 → Please go to question 3.1 請跳至第 3.1 題

(b) Please provide the manpower figures for the **operation outside Hong Kong.**
請填寫貴機構在香港以外地方業務的人力數字。

(i) Total number of persons engaged is:
僱員總人數為：

- ☐ 1 – 49
☐ 50 – 99
☐ ≥ 100

(ii) Total number of **Managers and Supervisors** is:
管理及督導人員數目為：

- ☐ 1 – 9
☐ 10 – 49
☐ ≥ 50

2.4 (a) Will your establishment provide training to the **Managers and Supervisors for the operations outside Hong Kong?**
貴機構會否提供培訓予香港以外地方的管理及督導人員？

☐ Yes 有 ☐ No 沒有 → Please go to question 3.1 請跳至第 3.1 題

(b) Besides the competencies you selected for question 2.1, are there any other competencies that you regard as most important to train **Managers and Supervisors for the operations outside Hong Kong for the next two years?**
除了你於第 2.1 題內所選出的才能項目外，有沒有其他才能項目是香港以外地方的管理及督導人員最為需要培訓的？

(i) Managers
管理人員

- ☐ No 沒有
☐ Yes (please specify) 有（請註明）：

- (i) _____
(ii) _____
(iii) _____

(ii) Supervisors
督導人員

- ☐ No 沒有
☐ Yes (please specify) 有（請註明）：

- (i) _____
(ii) _____
(iii) _____

Part III - Training Resources Allocation and Training Plan

第三部份 – 培訓資源分配及培訓計劃

A) Existing Arrangement

現行安排

- 3.1 Did your existing **Managers and Supervisors** engage in management training **before they were appointed/ promoted to this level** in your establishment?

貴機構的現職**管理及督導人員**，有否在受僱貴機構／晉升至現時職位前接受管理培訓？

☐ No 沒有 ☐ Yes 有

- 3.2 (a) Did your establishment provide on-the-job training (i.e., by means of practicing the actual job at the workplace) to the **newly recruited/promoted Managers and Supervisors**?

貴機構有否為**新聘用／剛升任的管理及督導人員**提供在職培訓（即是於工作間內實習工作）？

☐ No 沒有 ☐ Yes 有

- ▶ (b) Please indicate the average training hours per employee.
請指出平均每位員工的培訓時數。

- ☐ Less than 9 hours 9 小時以下
☐ 9 hours – less than 27 hours 9 小時至 27 小時以下
☐ 27 hours – less than 45 hours 27 小時至 45 小時以下
☐ 45 hours or above 45 小時或以上

- 3.3 (a) Did your establishment provide any training for the **existing Managers and Supervisors**, other than on-the-job training?

除在職培訓外，貴機構有否提供其他培訓給**現職管理及督導人員**？

☐ No 沒有

- ▶ (b) Please provide the reason(s).
(You may tick “√” more than one box)
請提供原因。（可剔“√”選多於一項）

- ☐ (i) Cost constraints
成本因素
☐ (ii) Lack of resources for training (e.g. unable to release staff for training due to manpower constraints)
培訓資源不足（如：由於人手有限，無法派遣員工接受培訓。）
☐ (iii) Has sufficient well-trained staff already
已有足夠受過良好訓練的員工
☐ (iv) Others (please specify):
其他(請註明)：

☐ Yes 有

- ▶ (c) Please indicate the details of training. (You may tick “√” more than one box)
請指出培訓的詳情。（可剔“√”選多於一項）

- ☐ (i) Provided in-house management training (i.e., by means of case studies, role playing, simulation, or custom made training sessions for staff, etc., outside the workplace)
提供機構自辦的管理培訓（即是於工作間外以個案研究、角色扮演、模擬訓練、或機構為員工安排的自訂課堂等進行培訓）
☐ (ii) Sponsored employees to attend external management training programmes
資助員工修讀外間的管理培訓課程
☐ (iii) E-learning (e.g. online training)
電子化學習（如：網上培訓）
☐ (iv) Others (please specify):
其他(請註明)：

B) Arrangement in the Next 2 Years

未來兩年內的安排

Training Resources Allocation

培訓資源分配

- 3.4 (a) Will your establishment provide training resources for the **Managers and Supervisors in the next 2 years?**
貴機構會否於未來兩年為管理及督導人員提供培訓資源？

☐ Yes 有 ☐ No 沒有

- (b) Please provide the reason(s). (You may tick “√” more than one box)
請提供原因。(可剔“√”選多於一項)

- ☐ (i) Cost constraints
成本因素
- ☐ (ii) Lack of resources for training (e.g. unable to release staff for training due to manpower constraints)
培訓資源不足(如:由於人手有限,無法派遣員工接受培訓。)
- ☐ (iii) Has sufficient well-trained staff already
已有足夠受過良好訓練的員工
- ☐ (iv) Others (please specify):
其他(請註明): _____

► Please go to question 3.8 請跳至第 3.8 題

- 3.5 The training and development budget of your establishment in the **next 2 years:**
貴機構於未來 2 年的訓練及發展經費預算：

- (a) It will be in a proportion to the average annual payroll of:
將會佔全年薪酬開支總額(以未來 2 年平均計)的：

- ☐ < 1%
☐ 1% - 2%
☐ > 2%
☐ Unknown 未知

- (b) When compared with last year, it will:
與過去一年比較將會：

- ☐ Increase 增加
☐ Decrease 減少
☐ Remain unchanged 維持不變
☐ Unknown 未知

Training Plan

培訓計劃

- 3.6 How would your establishment provide management training **in the next 2 years?** (You may tick “√” more than one box)
貴機構於未來兩年會如何提供管理培訓？(可剔“√”選多於一項)

	Managers 管理人員	Supervisors 督導人員
(i) To provide on-the-job training 提供在職培訓	<input type="checkbox"/>	<input type="checkbox"/>
(ii) To provide in-house management training 提供機構自辦的管理培訓	<input type="checkbox"/>	<input type="checkbox"/>
(iii) To sponsor staff to attend external management training programmes 資助員工修讀外間的管理培訓課程	<input type="checkbox"/>	<input type="checkbox"/>
(iv) E-learning (e.g. online training) 電子化學習(如:網上培訓)	<input type="checkbox"/>	<input type="checkbox"/>
(v) Others (please specify): 其他(請註明): _____	<input type="checkbox"/>	<input type="checkbox"/>

3.7 Which of the following arrangement for management training **in the next 2 years** would your establishment **prefer**?
未來兩年，貴機構會優先考慮下列哪一種管理培訓安排？

(a) Preferred Training Approach 合適的培訓方式

- | | Managers
管理人員 | Supervisors
督導人員 |
|--|--------------------------|--------------------------|
| (i) Corporate training and talent development programmes 企業培訓及人才發展計劃 | <input type="checkbox"/> | <input type="checkbox"/> |
| (ii) Self-learning using internal training resources/materials
利用機構的內部培訓資源／教材進行自修 | <input type="checkbox"/> | <input type="checkbox"/> |
| (iii) Mentoring/ Coaching 由管理人員從旁指導，學習管理技巧 | <input type="checkbox"/> | <input type="checkbox"/> |
| (iv) E-learning 電子化學習 | <input type="checkbox"/> | <input type="checkbox"/> |
| (v) Workshops/ Seminars 研習班／研討會 | <input type="checkbox"/> | <input type="checkbox"/> |
| (vi) Refresher/ Upgrading courses 複修／增修課程 | <input type="checkbox"/> | <input type="checkbox"/> |
| (vii) Continuing development programmes for maintaining professional qualifications
供專業資格持有人修讀的持續發展課程 | <input type="checkbox"/> | <input type="checkbox"/> |
| (viii) Courses leading to formal qualifications (e.g. award bearing courses)
可獲頒正式資歷的課程（如：學歷頒授課程） | <input type="checkbox"/> | <input type="checkbox"/> |
| (ix) Others (please specify):
其他（請註明）：_____ | <input type="checkbox"/> | <input type="checkbox"/> |

(b) Preferred average annual training hours per employee
合適的培訓時數（平均每位員工每年計）

- | | Managers
管理人員 | Supervisors
督導人員 |
|--|--------------------------|--------------------------|
| (i) Less than 9 hours 9 小時以下 | <input type="checkbox"/> | <input type="checkbox"/> |
| (ii) 9 hours – less than 27 hours 9 小時至 27 小時以下 | <input type="checkbox"/> | <input type="checkbox"/> |
| (iii) 27 hours – less than 45 hours 27 小時至 45 小時以下 | <input type="checkbox"/> | <input type="checkbox"/> |
| (iv) 45 hours or above 45 小時或以上 | <input type="checkbox"/> | <input type="checkbox"/> |

(c) Preferred Training Time 合適的培訓時段

- | | Managers
管理人員 | Supervisors
督導人員 |
|-------------------|--------------------------|--------------------------|
| (i) Day time 日間 | <input type="checkbox"/> | <input type="checkbox"/> |
| (ii) Evening 夜間 | <input type="checkbox"/> | <input type="checkbox"/> |
| (iii) Weekends 週末 | <input type="checkbox"/> | <input type="checkbox"/> |

(d) Preferred Medium of Instruction 合適的培訓語言

- | | Managers
管理人員 | Supervisors
督導人員 |
|---|--------------------------|--------------------------|
| (i) Cantonese 粵語 | <input type="checkbox"/> | <input type="checkbox"/> |
| (ii) Putonghua 普通話 | <input type="checkbox"/> | <input type="checkbox"/> |
| (iii) English 英語 | <input type="checkbox"/> | <input type="checkbox"/> |
| (iv) Bilingual (Cantonese / English) 雙語（粵語／英語） | <input type="checkbox"/> | <input type="checkbox"/> |
| (v) Bilingual (Putonghua / English) 雙語（普通話／英語） | <input type="checkbox"/> | <input type="checkbox"/> |
| (vi) Bilingual (Cantonese / Putonghua) 雙語（粵語／普通話） | <input type="checkbox"/> | <input type="checkbox"/> |
| (vii) Others (please specify) 其他（請註明）：_____ | <input type="checkbox"/> | <input type="checkbox"/> |

3.8 Has your establishment ever heard of or applied for the **Reindustrialisation and Technology Training Programme (RTTP)** * which has been launched by the HKSAR government since August 2018?
貴機構有否曾聽聞或申請由香港特別行政區政府於 2018 年 8 月推出的再工業化及科技培訓計劃*？

☐ No 沒有 ☐ Yes, have **heard of** before 有所聽聞 ☐ Yes, have **applied for** before 曾經申請

* RTTP is a funding programme under the Technology Talent Scheme that aims at subsidising local companies on a 2:1 matching basis to train their staff in advanced technologies, especially those related to "Industry 4.0" (Official website: rtp.vtc.edu.hk/en).

再工業化及科技培訓計劃是在科技專才培育計劃下的一個資助計劃，旨在以 2 : 1 的配對形式資助本地企業人員接受高端科技培訓，尤其是與「工業 4.0」有關的培訓（官方網站：rtp.vtc.edu.hk/tc）。

End of Questionnaire. Thank You for Your Co-operation.
問卷完，多謝合作。

**The 2019 Survey of the Managerial Competency Profile and
Management Training Needs of Managers and Supervisors**
2019年管理及督導人員管理才能及訓練需求調查

Explanatory Notes

附 註

Definition

定義

1. Managers

管理人員

Managers refer to the **middle managers and/or department heads** who are responsible for the day-to-day operation of a major function or department of the establishment such as personnel, training, finance, IT, marketing and production, etc.

管理人員指中層管理人員及／或部門主管，負責機構的主要職能或部門的日常運作（如：人事、培訓、財務、資訊科技、市場推廣和生產等）。

2. Supervisors

督導人員

Supervisors refer to the **front-line supervisors** in an establishment who 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.

督導人員指機構內的前線督導人員，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。

Part I - Manpower of the Establishment

第一部份 - 機構人力概況

3. Question 1.1 (a) – Total number of persons engaged

問題 1.1 (a) —— 僱員總人數

Please fill in the total number of persons engaged as at 1 July 2019. The employees include all those under Hong Kong company's payroll, disregarding whether the employees are deployed to work in other places (including the Mainland).

請填寫 貴機構於2019年7月1日僱用的僱員總數。僱員包括 貴公司在香港人事編制內的所有僱員，不論是否有派駐往其他地方工作（包括中國內地）。

4. Question 1.1 (b) – Number of Managers and Supervisors

問題 1.1 (b) —— 管理及督導人員數目

Please fill in the total number of full-time* Managers and Supervisors as at 1 July 2019.

請填上在2019年7月1日全職管理及督導人員的數目。

** Full-time staff usually refers to those who are employed under a continuous contract. An employee who has been employed continuously by the same employer for four weeks or more, with at least 18 hours worked in each week, is regarded as being employed under a continuous contract.*

全職僱員通常是指僱員受僱於連續性僱傭合約。僱員連續被同一僱主僱用四周或以上而每週不少於工作18小時，應視受僱於連續性僱傭合約。

Part II - Training Needs of Managers and Supervisors in the Next Two Years

第二部份 – 未來兩年管理及督導人員主要培訓需求

5. Question 2.1 – Training Needs of Managers and Supervisors

問題 2.1 —— 管理及督導人員主要培訓需求

Definition of competencies under Question 2.1

問題2.1內對才能的描述。

Code 編號	Competency 才能	Definition 描述
Management Skills 管理才能		
1	Analytical Skills 分析能力	Analyse the situation, identify the key elements, pinpoint the cause and deal with the issue or problem objectively. 分析形勢、認清重點、找出原因並客觀地處理問題。
2	Business Continuity Management 業務持續性管理	Identify potential risks and its impacts, develop business and continuity recovery plans to enhance the risk prevention capabilities of the organisation. 識別潛在的危機和相關影響，制訂業務和持續性的恢復計劃，以提高企業的風險防範能力。
3	Business Ethics 商業道德	Understand and comply with the principles and rules about what is morally right and wrong in his/her business and profession. 明白其行業或其專業的道德守則，並予以遵守。
4	Business Process Re-engineering 重新設計業務流程	Rethink and redesign the business processes and workflows, so as to optimise its performance, quality and speed of services. 重新思考和設計業務及工作流程，以提升業績、服務質素和速度。
5	Crisis Management 危機管理	Develop and implement strategic crisis response. 發展及推行危機應對策略。
6	Design Thinking 設計思維	Adopt innovative/transdisciplinary thinking approach to solve complex problems and difficulties from the stakeholder's perspective. 從持份者的需求出發，運用創新／跨學科思維，去解決複雜問題及困難。
7	Entrepreneurship 企業家精神	Capable and willing to develop, organise and manage a new business project. 有能力而且願意開發、組織和管理新的企業項目。
8	Partnership Management 伙伴關係管理	Build cooperative partnerships with business members, so as to work together to achieve the goals of the organisation. 與公司的業務成員建立合作夥伴關係，共同努力以實現公司目標。
9	Problem Solving and Decision Making 解決困難及作出決定	Good at tackling problems and make decisions within his/her own authority. 善於處理問題，並能在職權範圍內當機立斷作出決定。
10	Quality Management 品質管理	Dedicated to providing the highest quality products and services which meet the needs and requirements of internal and external customers. 致力提供優質產品及服務，應付機構內外客戶的需要。
11	Relationship Management 關係管理	Build a strong relationship between the organisation and its customers, and provide caring service. 與客戶建立緊密的關係，提供貼心服務。
12	Resource Management 資源管理	Plan, deploy, schedule and allocate resources to tasks when and where they are needed. 按時間和地點的需要，作出計劃、部署、編排和分配資源。
13	Talent Development 人才發展	Drive talent management strategies and programmes to identify, develop and retain talent to meet the current and future organisational needs. 為滿足公司目前和未來的需求，推動人才管理策略和計劃，以識別、培養和留住人才。
14	Team Building 建設團隊	Involve others and build teams in which others feel valued and with common goals, so as to create a diverse and inclusive workplace. 與其他人一同參與工作，建立工作團隊，讓成員感到備受尊重，並持共同目標，以創建一個多元化和包容性的工作環境。

Code 編號	Competency 才能	Definition 描述
15	Training and Presentation Skills 培訓及演講技巧	Effective in a variety of formal presentation settings, e.g. one-to-one, small and large groups etc. 能在個別接觸、小組或大型場合有效地運用演講技巧。
Personal and Language Skills 個人及語言能力		
16	Communication Skills 溝通技巧	Deliver the ideas clearly and listen attentively to the comments of others in return. 清晰地表達自己的觀點，同時專注地聆聽別人的意見。
17	Negotiation Skills 談判技巧	Settle the differences with different stakeholders tactfully to minimise noise and win concession without damaging relationships. 有技巧地與不同持份者化解分歧，在維持彼此關係的情況下，贏取讓步並達成共識
18	Self Management (e.g. time management, emotion management, job prioritisation, lifelong learning, etc.) 自我管理（如：時間管理、情緒管理、判別工作優先次序、終身學習等）	Maintain a conscious balance between work and personal life, properly manage one's emotions, use his/her time effectively and efficiently by concentrating his/her efforts on the more important priorities, and keep on learning in order to achieve one's goals. 在工作與個人生活之間保持平衡，妥善地管理個人情緒，善用時間，優次有序，並不斷學習以實現個人目標。
19	Chinese (Putonghua and Business Writing Skills) 中文（普通話及商業書寫技巧）	Good in speaking Putonghua and writing Chinese business correspondences. 普通話流暢，並具有良好的中文商業書寫技巧。
20	English (Spoken and Written) 英語（講、寫）	Good in both spoken and written English. 英語講、寫流暢。
Technological Knowledge and IT Skills 技術知識及資訊科技能力		
21	Digital Marketing (via website, social media, mobile application, etc.) 數碼營銷（如透過網站、社交媒體、手機應用程式等電子平台）	Possess knowledge and skills of digital marketing to enhance the communication with customers for product/service promotion. 具備有關數碼營銷的知識及技能，加強與客戶的溝通，有助產品／服務促銷。
22	Emerging Technology Awareness and Application (e.g. digital literacy, virtual reality, augmented reality, etc.) 新興技術的認識及應用（如：數位素養、虛擬實境、擴增實境等）	Monitor emerging technology trends and developments so as to evaluate their relevance, viability, sustainability and potential value to the business, and properly apply them to enhance work efficiency. 留意新興技術的趨勢和發展，以評估它們對業務的相關性，可行性，可持續性和潛在價值，並適當地應用相關技術以提升工作效率。
World Vision Knowledge 世界視野的知識		
23	Global Mindset (e.g. Belt and Road Initiative, Development of Greater Bay Area, etc.) 全球化思維（如：「一帶一路」倡議、粵港澳大灣區發展等）	Aware of the diversity across different cultures and markets, and be able to adopt the best business practice in the organisation. 洞察不同文化和市場的多樣性，並能夠將最佳的業務發展方向應用在機構當中。
24	Regulatory Compliance (e.g. data privacy, cyber security, etc.) 合規監管（如：數據隱私、網絡安全等）	Ensure that the business and its products/services comply with all relevant laws, regulations, codes and standards. 確保公司業務及其產品/服務符合所有相關法例，法規，守則及標準。

Table T1: Reasons for Recruitment Difficulties Encountered by Establishments in the Past 12 Months

表 T1：機構在過去 12 個月遇到招聘困難的原因

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目 [#]	Remuneration Package Not Attractive 薪酬福利不吸引	Long Working Hours 工作時間長	Candidates Preferred Other Working Mode 應徵者屬意其他工作模式	Unsatisfactory Working Environment/ Location 對工作環境／地點不滿意	Insufficient Trained/ Qualified Manpower in the Related Disciplines in the Market 市場缺乏具相關訓練／資歷的人才	Limited Career Prospects 局限的職業發展前景	Competition for Manpower from Other Cities/ Countries 與其他城市／國家競爭人才
Manufacturing 製造	10-19	-	-	-	-	-	-	-	-
	20-49	-	-	-	-	-	-	-	-
	50-99	31	67.7%	32.3%	-	67.7%	67.7%	-	-
	Total 總數	31	67.7%	32.3%	-	67.7%	67.7%	-	-
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	-	-	-	-	-	-	-	-
	20-49	-	-	-	-	-	-	-	-
	50-99	2	-	100%	-	100%	-	-	-
	Total 總數	2	-	100%	-	100%	-	-	-
Construction 建造	10-19	-	-	-	-	-	-	-	-
	20-49	132	100%	-	25.0%	-	-	-	-
	50-99	105	28.6%	41.0%	19.0%	49.5%	41.0%	31.4%	-
	Total 總數	237	68.4%	18.1%	22.4%	21.9%	18.1%	13.9%	-
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	201	33.3%	-	-	66.7%	66.7%	66.7%	-
	20-49	358	50.0%	9.5%	28.2%	28.5%	59.5%	-	9.5%
	50-99	130	46.9%	6.9%	-	40.0%	30.0%	22.3%	-
	Total 總數	689	44.6%	6.2%	14.7%	41.8%	56.0%	23.7%	4.9%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	207	100%	-	-	4.3%	-	-	-
	20-49	203	66.5%	99.5%	-	0.5%	-	33.0%	-
	50-99	129	100%	76.7%	-	-	-	-	-
	Total 總數	539	87.4%	55.8%	-	1.9%	-	12.4%	-
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	-	-	-	-	-	-	-	-
	20-49	28	100%	35.7%	-	35.7%	64.3%	-	-
	50-99	58	67.2%	100%	-	-	50.0%	-	-
	Total 總數	86	77.9%	79.1%	-	11.6%	54.7%	-	-
Information and Communications 資訊及通訊	10-19	-	-	-	-	-	-	-	-
	20-49	129	100%	24.8%	-	-	-	-	-
	50-99	-	-	-	-	-	-	-	-
	Total 總數	129	100%	24.8%	-	-	-	-	-
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	335	49.9%	49.9%	-	-	50.1%	-	-
	20-49	337	70.3%	10.4%	-	10.1%	29.7%	30.0%	-
	50-99	118	61.9%	22.0%	-	66.9%	16.9%	0.8%	0.8%
	Total 總數	790	60.4%	28.9%	-	14.3%	36.5%	12.9%	0.1%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	-	-	-	-	-	-	-	-
	20-49	69	100%	100%	-	1.4%	-	1.4%	-
	50-99	40	75.0%	75.0%	-	25.0%	50.0%	-	-
	Total 總數	109	90.8%	90.8%	-	10.1%	18.3%	0.9%	-
Overall 整體	10-19	743	59.4%	22.5%	-	19.2%	40.6%	18.0%	-
	20-49	1,256	72.4%	30.4%	10.7%	11.8%	26.4%	13.5%	2.7%
	50-99	613	62.5%	45.2%	3.3%	35.2%	28.1%	10.3%	0.2%
	Total 總數	2,612	66.3%	31.6%	5.9%	19.4%	30.8%	14.0%	1.3%

Some establishments encountered more than one recruitment difficulty
部分機構遇到多於一種招聘困難

Table T2: Anticipated Manpower in the Next Two Years

表 T2： 未來兩年的人力預測

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	Increase 增加	Decrease 減少	Stay at Current Level 保持不變
Manufacturing 製造	10-19	627	5.7%	-	94.3%
	20-49	148	-	-	100%
	50-99	171	11.7%	-	88.3%
	Total 總數	946	5.9%	-	94.1%
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、 廢棄物管理及污染防治活動	10-19	17	-	-	100%
	20-49	10	-	-	100%
	50-99	2	-	-	100%
	Total 總數	29	-	-	100%
Construction 建造	10-19	1,563	13.5%	-	86.5%
	20-49	1,059	-	-	100%
	50-99	234	38.9%	-	61.1%
	Total 總數	2,856	10.6%	-	89.4%
Import/Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	5,722	3.5%	4.1%	92.4%
	20-49	3,010	4.5%	1.5%	94.1%
	50-99	831	3.5%	1.1%	95.4%
	Total 總數	9,563	3.8%	3.0%	93.2%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	2,572	10.3%	0.3%	89.3%
	20-49	1,232	11.1%	0.7%	88.1%
	50-99	510	9.4%	-	90.6%
	Total 總數	4,314	10.4%	0.4%	89.2%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	1,113	6.0%	-	94.0%
	20-49	551	3.3%	-	96.7%
	50-99	247	12.6%	-	87.4%
	Total 總數	1,911	6.1%	-	93.9%
Information and Communications 資訊及通訊	10-19	478	-	-	100%
	20-49	623	10.3%	-	89.7%
	50-99	99	10.1%	10.1%	79.8%
	Total 總數	1,200	6.2%	0.8%	93.0%
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	3,246	2.1%	-	97.9%
	20-49	2,108	14.2%	-	85.8%
	50-99	671	7.2%	0.1%	92.7%
	Total 總數	6,025	6.9%	-	93.1%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	2,085	-	-	100%
	20-49	1,239	2.7%	-	97.3%
	50-99	706	8.4%	2.7%	89.0%
	Total 總數	4,030	2.3%	0.5%	97.2%
Overall 整體	10-19	17,423	4.9%	1.4%	93.7%
	20-49	9,980	6.9%	0.5%	92.6%
	50-99	3,471	9.7%	1.1%	89.2%
	Total 總數	30,874	6.1%	1.1%	92.9%

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

由於四捨五入，總百分比不一定等於 100%

Table T3: Expected Turnover of Managers and Supervisors in the Next Two Years

表 T3： 未來兩年預計進出的管理及督導人員

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	Expected Number of Managers and Supervisors 預計的管理及督導人員人數	
			To be Retired 即將退休	Internal Promotion/ New Recruits 內部晉升／新聘
Manufacturing 製造	10-19	627	34	35
	20-49	148	0	0
	50-99	171	0	21
	Total 總數	946	34	56
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、 廢棄物管理及污染防治活動	10-19	17	0	0
	20-49	10	0	0
	50-99	2	0	0
	Total 總數	29	0	0
Construction 建造	10-19	1,563	0	133
	20-49	1,059	0	0
	50-99	234	204	414
	Total 總數	2,856	204	547
Import/Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	5,722	335	801
	20-49	3,010	72	205
	50-99	831	20	20
	Total 總數	9,563	427	1,026
Accommodation and Food Service Activities 住宿及膳食服務	10-19	2,572	132	134
	20-49	1,232	19	3
	50-99	510	97	183
	Total 總數	4,314	248	320
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	1,113	0	193
	20-49	551	36	36
	50-99	247	24	20
	Total 總數	1,911	60	249
Information and Communications 資訊及通訊	10-19	478	0	135
	20-49	623	64	129
	50-99	99	0	10
	Total 總數	1,200	64	274
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	3,246	0	235
	20-49	2,108	103	398
	50-99	671	103	217
	Total 總數	6,025	206	850
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	2,085	0	0
	20-49	1,239	110	481
	50-99	706	155	332
	Total 總數	4,030	265	813
Overall 整體	10-19	17,423	501	1,666
	20-49	9,980	404	1,252
	50-99	3,471	603	1,217
	Total 總數	30,874	1,508	4,135

Table T4: Recruitment of Managers and Supervisors in the Next Two Years

表 T4：未來兩年管理及督導人員的招聘

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	No Recruitment Plan 沒有計劃招聘	Expected No Recruitment Difficulties 預計沒有招聘困難	Expected to Encounter Recruitment Difficulties 預計有招聘困難
Manufacturing 製造	10-19	627	89.0%	5.6%	5.4%
	20-49	148	100%	-	-
	50-99	171	81.9%	-	18.1%
	Total 總數	946	89.4%	3.7%	6.9%
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	17	100%	-	-
	20-49	10	100%	-	-
	50-99	2	-	-	100%
	Total 總數	29	93.1%	-	6.9%
Construction 建造	10-19	1,563	86.5%	13.5%	-
	20-49	1,059	90.7%	-	9.3%
	50-99	234	38.9%	16.2%	44.9%
	Total 總數	2,856	84.1%	8.7%	7.1%
Import/Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	5,722	88.9%	4.1%	7.0%
	20-49	3,010	91.8%	2.3%	5.9%
	50-99	831	72.1%	13.5%	14.4%
	Total 總數	9,563	88.4%	4.3%	7.3%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	2,572	84.5%	5.2%	10.3%
	20-49	1,232	88.2%	-	11.8%
	50-99	510	58.0%	11.0%	31.0%
	Total 總數	4,314	82.5%	4.4%	13.2%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	1,113	82.6%	17.4%	-
	20-49	551	98.2%	-	1.8%
	50-99	247	87.4%	-	12.6%
	Total 總數	1,911	87.7%	10.2%	2.1%
Information and Communications 資訊及通訊	10-19	478	100%	-	-
	20-49	623	79.1%	15.7%	5.1%
	50-99	99	100%	-	-
	Total 總數	1,200	89.2%	8.2%	2.7%
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	3,246	94.8%	4.2%	1.0%
	20-49	2,108	74.7%	17.2%	8.1%
	50-99	671	76.3%	3.3%	20.4%
	Total 總數	6,025	85.7%	8.6%	5.6%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	2,085	100%	-	-
	20-49	1,239	80.1%	14.4%	5.6%
	50-99	697	83.2%	12.5%	4.3%
	Total 總數	4,021	90.9%	6.6%	2.5%
Overall 整體	10-19	17,423	90.4%	5.4%	4.2%
	20-49	9,980	85.9%	7.1%	7.0%
	50-99	3,462	73.2%	9.1%	17.7%
	Total 總數	30,865	87.0%	6.4%	6.6%

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

由於四捨五入，總百分比不一定等於 100%

Table T5: Strategies of Establishments to Tackle the Expected Difficulties in Recruiting Managers and Supervisors in the Next Two Years

表 T5：機構在未來兩年應對招聘管理及督導人員的預期困難的策略

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目 [#]	Increasing Salary and Enhancing Benefits 提升薪酬及福利	Re-engineering of Business Process 重新設計業務流程	Automation 自動化	Outsourcing 外判工作	Implementing Apprenticeship/ Internship 採納學徒／實習職位	Hiring Mainland Talents/ Professionals 招聘內地專才	Hiring Overseas Talents/ Professionals 招聘海外專才
Manufacturing 製造	10-19	34	100%	100%	-	-	-	-	-
	20-49	-	-	-	-	-	-	-	-
	50-99	31	100%	-	67.7%	-	-	-	-
	Total 總數	65	100%	52.3%	32.3%	-	-	-	-
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	-	-	-	-	-	-	-	-
	20-49	-	-	-	-	-	-	-	-
	50-99	2	-	100%	-	100%	-	-	-
	Total 總數	2	-	100%	-	100%	-	-	-
Construction 建造	10-19	-	-	-	-	-	-	-	-
	20-49	99	100%	-	100%	-	-	-	-
	50-99	105	68.6%	19.0%	9.5%	50.5%	41.0%	-	-
	Total 總數	204	83.8%	9.8%	53.4%	26.0%	21.1%	-	-
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	402	100%	-	33.3%	-	-	-	-
	20-49	178	75.8%	19.1%	19.1%	-	43.3%	-	19.1%
	50-99	120	100%	16.7%	-	16.7%	16.7%	-	-
	Total 總數	700	93.9%	7.7%	24.0%	2.9%	13.9%	-	4.9%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	265	100%	-	-	-	-	-	25.3%
	20-49	145	93.8%	-	-	6.2%	-	-	-
	50-99	158	100%	-	-	-	-	-	18.4%
	Total 總數	568	98.4%	-	-	1.6%	-	-	16.9%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	-	-	-	-	-	-	-	-
	20-49	10	100%	100%	-	100%	-	-	-
	50-99	31	100%	93.5%	-	-	-	-	-
	Total 總數	41	100%	95.1%	-	24.4%	-	-	-
Information and Communications 資訊及通訊	10-19	-	-	-	-	-	-	-	-
	20-49	32	100%	-	-	-	-	-	-
	50-99	-	-	-	-	-	-	-	-
	Total 總數	32	100%	-	-	-	-	-	-
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	33	100%	-	-	-	-	-	-
	20-49	170	80.0%	-	-	20.0%	-	-	-
	50-99	137	85.4%	0.7%	-	-	13.1%	0.7%	0.7%
	Total 總數	340	84.1%	0.3%	-	10.0%	5.3%	0.3%	0.3%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	-	-	-	-	-	-	-	-
	20-49	69	100%	1.4%	-	1.4%	-	1.4%	-
	50-99	30	66.7%	33.3%	-	-	-	-	-
	Total 總數	99	89.9%	11.1%	-	1.0%	-	1.0%	-
Overall 整體	10-19	734	100%	4.6%	18.3%	-	-	-	9.1%
	20-49	703	87.8%	6.4%	18.9%	7.7%	11.0%	0.1%	4.8%
	50-99	614	89.4%	13.4%	5.0%	12.2%	13.2%	0.2%	4.9%
	Total 總數	2,051	92.6%	7.8%	14.5%	6.3%	7.7%	0.1%	6.4%

Some establishments will adopt more than one strategy
部分機構會採用多於一種應對策略

Table T6: Ranking of Key Competencies for Training of Managers in the Next Two Years

表 T6： 未來兩年管理人員需要培訓的主要才能排名

Competency 才能	Business Sector 行業									
	Overall 整體	Manufacturing 製造	Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、 自來水供應； 污水處理、 廢棄物管理及 污染防治活動	Construction 建造	Import/ Export, Wholesale and Retail Trades 進出口貿易、 批發及零售	Accommodation and Food Service Activities 住宿及膳食服務	Transportation, Storage, Postal and Courier Services 運輸、倉庫、 郵政及速遞服務	Information and Communications 資訊及通訊	Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、 地產、專業及 商用服務	Public Administration, Social and Personal Services 公共行政、社會 及個人服務
Analytical Skills 分析能力	1 (75.9%)	1 (91.7%)	2 (89.7%)	1 (88.4%)	1 (83.9%)	4 (67.1%)	5 (60.4%)	3 (72.7%)	4 (64.2%)	1 (80.5%)
Crisis Management 危機管理	2 (72.0%)	8 (51.0%)	4 (79.3%)	2 (84.7%)	2 (75.6%)	5 (66.0%)	2 (71.3%)	1 (89.3%)	1 (73.0%)	4 (59.9%)
Resource Management 資源管理	3 (66.1%)	7 (55.3%)	2 (89.7%)	5 (75.2%)	3 (69.2%)	3 (70.7%)	3 (62.5%)	15 (33.7%)	2 (68.4%)	6 (58.5%)
Communication Skills 溝通技巧	4 (65.2%)	3 (72.0%)	-	7 (59.4%)	4 (68.2%)	2 (72.9%)	1 (71.7%)	5 (63.2%)	11 (48.0%)	2 (76.4%)
Quality Management 品質管理	5 (59.2%)	2 (78.2%)	3 (82.8%)	3 (76.6%)	8 (54.2%)	1 (76.4%)	7 (58.7%)	11 (44.1%)	9 (49.9%)	7 (56.4%)
Talent Development 人才發展	6 (58.2%)	4 (63.2%)	5 (51.7%)	9 (53.1%)	5 (64.0%)	6 (50.8%)	16 (32.8%)	13 (39.5%)	6 (56.0%)	3 (74.7%)
Problem Solving and Decision Making 解決困難及作出決定	7 (56.5%)	11 (42.8%)	1 (100%)	4 (75.5%)	6 (57.3%)	9 (47.4%)	4 (60.6%)	2 (73.6%)	5 (59.6%)	10 (43.4%)
Business Ethics 商業道德	8 (50.6%)	9 (49.0%)	1 (100%)	11 (48.2%)	10 (47.0%)	10 (37.5%)	11 (52.1%)	8 (48.9%)	3 (64.9%)	9 (52.7%)
Self Management 自我管理	9 (49.1%)	10 (44.7%)	-	12 (39.7%)	7 (55.2%)	8 (48.1%)	13 (47.0%)	4 (70.7%)	14 (37.7%)	8 (54.5%)
Partnership Management 伙伴關係管理	10 (47.8%)	17 (24.9%)	2 (89.7%)	6 (59.5%)	9 (49.0%)	7 (49.3%)	9 (55.3%)	22 (18.5%)	8 (50.1%)	11 (43.2%)
Business Continuity Management 業務持續性管理	11 (46.6%)	13 (34.9%)	7 (31.0%)	8 (56.8%)	13 (41.9%)	14 (23.6%)	6 (59.9%)	9 (46.6%)	7 (55.2%)	5 (59.5%)
Relationship Management 關係管理	12 (42.4%)	5 (61.3%)	6 (37.9%)	16 (36.0%)	11 (45.0%)	11 (30.3%)	14 (33.7%)	6 (53.5%)	10 (49.2%)	13 (38.6%)
Team Building 建設團隊	13 (40.9%)	6 (57.1%)	5 (51.7%)	10 (48.3%)	12 (44.7%)	12 (29.2%)	10 (53.6%)	10 (46.0%)	12 (38.9%)	16 (30.9%)
Negotiation Skills 談判技巧	14 (34.5%)	15 (31.5%)	-	14 (37.7%)	14 (39.0%)	13 (24.6%)	15 (32.9%)	18 (29.4%)	18 (29.5%)	12 (42.7%)
Training and Presentation Skills 培訓及演講技巧	15 (31.0%)	21 (7.2%)	8 (20.7%)	15 (37.5%)	16 (30.3%)	15 (20.6%)	8 (57.4%)	7 (52.4%)	20 (27.3%)	15 (32.0%)
Entrepreneurship 企業家精神	16 (29.0%)	18 (12.4%)	9 (6.9%)	13 (37.9%)	17 (25.8%)	18 (13.0%)	12 (49.1%)	12 (42.8%)	13 (38.5%)	18 (24.2%)
Digital Marketing 數碼營銷	17 (27.4%)	20 (11.3%)	-	21 (12.4%)	15 (34.5%)	17 (17.5%)	21 (18.0%)	14 (38.3%)	19 (28.9%)	14 (33.1%)
Business Process Re-engineering 重新設計業務流程	18 (20.6%)	14 (32.9%)	6 (37.9%)	20 (14.3%)	18 (25.0%)	21 (8.5%)	17 (32.3%)	24 (14.4%)	21 (21.9%)	21 (18.7%)
Regulatory Compliance 合規監管	19 (20.0%)	-	-	17 (20.8%)	19 (20.7%)	22 (7.8%)	22 (17.0%)	19 (28.3%)	16 (36.0%)	24 (9.9%)
Design Thinking 設計思維	20 (19.9%)	12 (39.8%)	6 (37.9%)	18 (17.8%)	20 (19.1%)	20 (8.7%)	18 (27.5%)	16 (33.3%)	22 (17.0%)	17 (26.9%)
Global Mindset 全球化思維	21 (18.6%)	23 (2.3%)	-	22 (11.5%)	22 (18.1%)	23 (3.8%)	19 (24.7%)	17 (29.7%)	15 (36.4%)	23 (10.4%)
Emerging Technology Awareness and Application 新興技術的認識及應用	22 (17.1%)	22 (3.3%)	-	19 (17.0%)	23 (16.5%)	24 (1.0%)	24 (8.0%)	20 (20.2%)	17 (35.0%)	22 (14.9%)
English (Spoken and Written) 英語（講、寫）	23 (14.7%)	19 (12.1%)	-	23 (5.8%)	21 (18.2%)	19 (11.1%)	20 (19.3%)	21 (19.4%)	23 (10.3%)	20 (19.7%)
Chinese (Putonghua and Business Writing Skills) 中文（普通話及商業書寫技巧）	24 (10.8%)	16 (25.3%)	-	24 (0.4%)	24 (6.6%)	16 (18.1%)	23 (10.9%)	23 (17.1%)	24 (6.7%)	19 (20.3%)

(%) Percentage of responding establishments which considered training relevant competency as important
認為需要培訓有關才能的回覆機構的百分率

Competency considered as an emerging skill's option in the 2019 Survey
在是次調查中被視為新興技能的才能選項

Table T7: Ranking of Key Competencies for Training of Supervisors in the Next Two Years

表 T7： 未來兩年督導人員需要培訓的主要才能排名

Competency 才能	Business Sector 行業									
	Overall 整體	Manufacturing 製造	Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、 自來水供應； 污水處理、 廢棄物管理及 污染防治活動	Construction 建造	Import/ Export, Wholesale and Retail Trades 進出口貿易、 批發及零售	Accommodation and Food Service Activities 住宿及膳食服務	Transportation, Storage, Postal and Courier Services 運輸、倉庫、 郵政及速遞服務	Information and Communications 資訊及通訊	Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、 地產、專業及 商用服務	Public Administration, Social and Personal Services 公共行政、社會 及個人服務
Analytical Skills 分析能力	1 (83.0%)	3 (87.7%)	7 (51.7%)	3 (80.5%)	1 (88.2%)	4 (72.9%)	1 (82.9%)	2 (81.4%)	1 (85.1%)	3 (77.1%)
Communication Skills 溝通技巧	2 (71.9%)	1 (96.6%)	-	7 (60.6%)	2 (73.3%)	1 (83.4%)	2 (81.1%)	6 (59.5%)	6 (56.1%)	1 (87.4%)
Crisis Management 危機管理	3 (70.1%)	6 (59.6%)	4 (72.4%)	5 (78.6%)	4 (69.0%)	5 (63.3%)	4 (76.4%)	1 (83.9%)	2 (75.1%)	4 (58.5%)
Resource Management 資源管理	4 (68.2%)	5 (65.9%)	3 (82.8%)	2 (81.1%)	3 (70.8%)	3 (80.5%)	3 (79.8%)	14 (35.8%)	4 (62.3%)	5 (56.2%)
Quality Management 品質管理	5 (63.0%)	2 (91.1%)	2 (89.7%)	4 (79.3%)	6 (60.3%)	2 (82.6%)	8 (55.1%)	10 (41.8%)	7 (55.9%)	7 (55.8%)
Problem Solving and Decision Making 解決困難及作出決定	6 (60.5%)	4 (68.5%)	6 (62.1%)	1 (84.2%)	5 (62.1%)	8 (52.1%)	7 (63.7%)	3 (73.9%)	5 (58.4%)	11 (41.1%)
Talent Development 人才發展	7 (55.1%)	13 (29.1%)	7 (51.7%)	11 (47.5%)	7 (58.9%)	7 (55.0%)	15 (30.0%)	16 (30.7%)	8 (52.3%)	2 (81.9%)
Self Management 自我管理	8 (52.7%)	9 (50.7%)	-	13 (35.1%)	8 (58.3%)	6 (56.8%)	9 (51.3%)	4 (71.5%)	13 (43.4%)	6 (56.2%)
Business Ethics 商業道德	9 (48.1%)	8 (51.2%)	1 (93.1%)	10 (49.9%)	14 (39.2%)	9 (41.9%)	5 (69.4%)	8 (53.0%)	3 (68.7%)	15 (30.5%)
Relationship Management 關係管理	10 (45.3%)	11 (33.9%)	5 (65.5%)	12 (47.1%)	9 (49.7%)	10 (38.6%)	13 (41.0%)	5 (60.1%)	10 (49.0%)	16 (30.2%)
Business Continuity Management 業務持續性管理	11 (44.7%)	10 (35.9%)	6 (62.1%)	9 (51.3%)	11 (41.3%)	13 (31.6%)	6 (66.5%)	9 (49.6%)	11 (46.9%)	8 (48.1%)
Partnership Management 伙伴關係管理	12 (43.3%)	14 (21.2%)	2 (89.7%)	6 (63.7%)	12 (39.4%)	11 (37.2%)	10 (48.1%)	23 (15.8%)	9 (49.3%)	9 (46.8%)
Team Building 建設團隊	13 (43.0%)	17 (14.7%)	7 (51.7%)	8 (52.3%)	10 (47.5%)	12 (36.5%)	11 (44.7%)	12 (40.3%)	12 (44.9%)	14 (33.0%)
Negotiation Skills 談判技巧	14 (35.1%)	12 (31.2%)	-	16 (27.6%)	13 (39.3%)	14 (27.5%)	12 (41.3%)	17 (29.4%)	16 (31.2%)	10 (43.9%)
Digital Marketing 數碼營銷	15 (28.8%)	-	-	21 (8.6%)	15 (36.4%)	16 (17.8%)	19 (22.6%)	13 (39.9%)	17 (29.3%)	12 (38.5%)
Training and Presentation Skills 培訓及演講技巧	16 (28.0%)	19 (7.3%)	5 (65.5%)	14 (29.7%)	16 (28.4%)	19 (14.1%)	16 (28.3%)	7 (58.1%)	19 (26.5%)	13 (33.4%)
Entrepreneurship 企業家精神	17 (22.3%)	22 (1.6%)	8 (44.8%)	17 (26.6%)	19 (18.7%)	18 (14.3%)	14 (37.5%)	11 (41.2%)	18 (26.9%)	21 (18.8%)
Regulatory Compliance 合規監管	18 (20.6%)	-	-	20 (14.7%)	18 (21.1%)	23 (5.3%)	20 (16.5%)	18 (26.8%)	14 (42.0%)	23 (8.0%)
English (Spoken and Written) 英語（講、寫）	19 (19.5%)	16 (17.8%)	-	22 (7.5%)	17 (22.8%)	17 (16.4%)	17 (24.9%)	19 (22.2%)	23 (15.6%)	18 (26.7%)
Design Thinking 設計思維	20 (19.1%)	7 (58.6%)	9 (37.9%)	15 (29.2%)	21 (16.8%)	21 (10.6%)	22 (8.8%)	15 (33.4%)	22 (16.5%)	20 (21.0%)
Business Process Re-engineering 重新設計業務流程	21 (19.0%)	15 (20.0%)	10 (6.9%)	19 (17.6%)	20 (18.5%)	20 (11.4%)	18 (23.2%)	24 (8.8%)	21 (19.7%)	16 (30.2%)
Emerging Technology Awareness and Application 新興技術的認識及應用	22 (17.3%)	21 (4.8%)	-	18 (17.7%)	22 (16.3%)	24 (2.5%)	23 (8.3%)	20 (20.2%)	15 (31.4%)	22 (17.1%)
Global Mindset 全球化思維	23 (13.8%)	18 (8.9%)	-	23 (7.3%)	23 (14.8%)	22 (7.0%)	21 (10.8%)	20 (20.2%)	20 (24.3%)	24 (6.0%)
Chinese (Putonghua and Business Writing Skills) 中文（普通話及商業書寫技巧）	24 (13.1%)	20 (5.5%)	-	24 (1.8%)	24 (13.5%)	15 (22.6%)	24 (4.8%)	22 (19.8%)	24 (5.9%)	19 (26.2%)

(%) Percentage of responding establishments which considered training relevant competency as important
認為需要培訓有關才能的回覆機構的百分率

Competency considered as an emerging skill's option in the 2019 Survey
在是次調查中被視為新興技能的才能選項

Table T8: Factors Affecting the Establishments' Choice of the Key Competencies Required for Training of Managers and Supervisors in the Next Two Years

表 8 : 影響機構選擇未來兩年管理及督導人員所需主要才能的因素

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目 [#]	Technology/ Process Change 科技／工序轉變	Market Competition 市場競爭	Business Refocus 業務重新定位	Business Expansion/ Development 業務擴充／發展	Continuous Improvement in Efficiency and Effectiveness 不斷改善效率及效益	Cultural Diversity 文化差異	Talent Attraction and Retention 吸引及挽留人才	Change of Government Policies or Regulations 政策及條例的轉變
Manufacturing 製造	10-19	627	11.2%	79.3%	26.2%	31.9%	62.7%	-	94.4%	5.4%
	20-49	148	69.6%	69.6%	100%	100%	100%	30.4%	69.6%	-
	50-99	171	43.9%	23.4%	56.1%	62.6%	49.7%	-	62.6%	56.7%
	Total 總數	946	26.2%	67.7%	43.1%	48.1%	66.2%	4.8%	84.8%	13.8%
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、 廢棄物管理及污染防治活動	10-19	17	35.3%	100%	100%	100%	-	-	100%	64.7%
	20-49	10	70.0%	70.0%	70.0%	70.0%	100%	-	100%	-
	50-99	2	100%	100%	100%	100%	100%	-	100%	-
	Total 總數	29	51.7%	89.7%	89.7%	89.7%	41.4%	-	100%	37.9%
Construction 建造	10-19	1,563	23.7%	43.1%	45.2%	48.0%	47.6%	4.4%	74.2%	17.2%
	20-49	1,059	54.5%	73.9%	58.2%	58.5%	61.3%	26.1%	61.4%	19.6%
	50-99	234	48.3%	95.7%	37.2%	56.8%	65.0%	20.5%	87.2%	17.9%
	Total 總數	2,856	37.1%	58.8%	49.3%	52.6%	54.1%	13.7%	70.5%	18.2%
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	5,722	33.9%	64.9%	38.0%	47.4%	72.5%	26.3%	64.9%	33.4%
	20-49	3,010	27.7%	61.3%	55.7%	59.2%	64.3%	25.0%	70.5%	27.8%
	50-99	831	53.2%	65.2%	51.6%	76.5%	84.6%	20.2%	72.1%	34.9%
	Total 總數	9,563	33.6%	63.8%	44.8%	53.7%	71.0%	25.4%	67.3%	31.7%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	2,572	6.5%	62.4%	31.1%	50.9%	59.7%	6.5%	49.3%	-
	20-49	1,232	14.9%	57.9%	52.1%	68.8%	78.0%	43.0%	93.7%	5.6%
	50-99	510	28.4%	71.4%	22.4%	71.0%	96.3%	22.4%	50.4%	3.7%
	Total 總數	4,314	11.5%	62.1%	36.0%	58.4%	69.2%	18.8%	62.1%	2.1%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	1,113	47.1%	70.4%	49.9%	64.7%	58.8%	38.2%	64.8%	35.1%
	20-49	551	54.8%	78.4%	62.8%	54.1%	73.5%	18.7%	51.7%	24.9%
	50-99	247	27.9%	84.2%	74.5%	74.5%	35.6%	29.1%	77.7%	43.7%
	Total 總數	1,911	46.8%	74.5%	56.8%	62.9%	60.1%	31.4%	62.7%	33.3%
Information and Communications 資訊及通訊	10-19	478	42.9%	99.8%	28.7%	28.9%	57.1%	42.9%	71.8%	0.2%
	20-49	623	36.9%	74.0%	84.3%	94.9%	73.7%	36.3%	94.7%	26.0%
	50-99	99	40.4%	50.5%	89.9%	100%	69.7%	70.7%	100%	40.4%
	Total 總數	1,200	39.6%	82.3%	62.6%	69.0%	66.8%	41.8%	86.0%	16.9%
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	3,246	30.0%	65.0%	42.2%	77.2%	71.1%	17.6%	51.6%	20.6%
	20-49	2,108	47.3%	55.7%	33.3%	72.9%	87.0%	20.9%	74.5%	30.6%
	50-99	671	34.3%	65.3%	41.1%	74.7%	81.1%	21.2%	64.1%	33.5%
	Total 總數	6,025	36.6%	61.8%	39.0%	75.4%	77.8%	19.1%	61.0%	25.5%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	2,085	6.5%	53.0%	43.5%	52.5%	78.2%	16.0%	74.2%	6.4%
	20-49	1,239	15.9%	54.6%	28.5%	46.7%	67.2%	51.9%	61.3%	15.0%
	50-99	706	44.8%	29.3%	31.3%	35.4%	72.4%	32.2%	76.9%	29.9%
	Total 總數	4,030	16.1%	49.4%	36.8%	47.7%	73.8%	29.9%	70.7%	13.2%
Overall 整體	10-19	17,423	25.2%	63.0%	39.2%	54.3%	67.1%	18.8%	63.3%	19.6%
	20-49	9,980	34.4%	62.1%	50.3%	64.2%	72.5%	30.2%	72.6%	22.5%
	50-99	3,471	41.3%	59.8%	43.2%	65.5%	76.2%	24.2%	70.1%	29.7%
	Total 總數	30,874	30.0%	62.4%	43.2%	58.7%	69.9%	23.1%	67.1%	21.7%

Some establishments considered more than one factor
部分機構考慮多於一種因素

Table T9: Distribution of Managers and Supervisors for Operation outside Hong Kong

表 T9：在香港以外地方業務的管理及督導人員分布

Business Sector 行業	Employment Size of Operation outside HK 香港以外地方 業務僱員人數	Number of Establishments 機構數目	Number of Managers and Supervisors 管理及督導人員人數		
			1-9	10-49	>=50
Manufacturing 製造	1-49	130	-	-	-
	50-99	44	74.3%	-	-
	>=100	1	-	25.1%	0.6%
	Total 總數	175	74.3%	25.1%	0.6%
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、 廢棄物管理及污染防治活動	1-49	0	-	-	-
	50-99	2	-	-	-
	>=100	0	-	100%	-
	Total 總數	2	-	100%	-
Construction 建造	1-49	335	40.0%	-	-
	50-99	0	60.0%	-	-
	>=100	0	-	-	-
	Total 總數	335	100%	-	-
Import/Export, Wholesale and Retail Trades 進出口貿易、批發及零售	1-49	1,757	33.2%	-	-
	50-99	1,711	7.0%	10.3%	-
	>=100	408	5.2%	33.9%	10.5%
	Total 總數	3,876	45.3%	44.1%	10.5%
Accommodation and Food Service Activities 住宿及膳食服務	1-49	28	6.8%	-	-
	50-99	266	-	16.4%	-
	>=100	115	-	48.7%	28.1%
	Total 總數	409	6.8%	65.0%	28.1%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	1-49	459	69.3%	-	-
	50-99	111	3.7%	17.0%	-
	>=100	19	4.9%	1.9%	3.2%
	Total 總數	589	77.9%	18.8%	3.2%
Information and Communications 資訊及通訊	1-49	210	28.9%	-	-
	50-99	292	-	7.1%	-
	>=100	190	1.4%	35.1%	27.5%
	Total 總數	692	30.3%	42.2%	27.5%
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	1-49	891	57.4%	2.4%	-
	50-99	207	4.7%	7.0%	-
	>=100	337	0.1%	4.9%	23.5%
	Total 總數	1,435	62.1%	14.4%	23.5%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	1-49	21	17.2%	-	-
	50-99	101	-	82.8%	-
	>=100	0	-	-	-
	Total 總數	122	17.2%	82.8%	-
Overall 整體	1-49	3,831	38.0%	0.5%	-
	50-99	2,734	9.1%	10.7%	-
	>=100	1,070	3.2%	24.7%	14.0%
	Total 總數	7,635	50.2%	35.8%	14.0%

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

由於四捨五入，總百分比不一定等於 100%

Table T10: Training Provisions for Managers and Supervisors to the Average Annual Payroll in the Next Two Years

表 T10：機構在未來兩年為管理及督導人員提供的培訓撥備佔每年平均薪酬開支的百分比

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	< 1%	1% - 2%	> 2%	Unknown 未知
Manufacturing 製造	10-19	36	-	97.2%	-	2.8%
	20-49	-	-	-	-	-
	50-99	31	-	67.7%	-	32.3%
	Total 總數	67	-	83.6%	-	16.4%
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	6	100%	-	-	-
	20-49	-	-	-	-	-
	50-99	2	100%	-	-	-
	Total 總數	8	100%	-	-	-
Construction 建造	10-19	405	-	-	-	100%
	20-49	199	17.1%	33.2%	-	49.7%
	50-99	108	64.8%	35.2%	-	-
	Total 總數	712	14.6%	14.6%	-	70.8%
Import/Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	1,071	25.0%	18.8%	-	56.2%
	20-49	956	22.2%	17.3%	7.1%	53.5%
	50-99	407	9.3%	43.0%	-	47.7%
	Total 總數	2,434	21.3%	22.2%	2.8%	53.7%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	143	46.9%	53.1%	-	-
	20-49	19	94.7%	-	-	5.3%
	50-99	115	41.7%	-	25.2%	33.0%
	Total 總數	277	48.0%	27.4%	10.5%	14.1%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	293	66.2%	-	11.6%	22.2%
	20-49	333	70.0%	19.5%	-	10.5%
	50-99	69	13.0%	17.4%	27.5%	42.0%
	Total 總數	695	62.7%	11.1%	7.6%	18.6%
Information and Communications 資訊及通訊	10-19	205	-	100%	-	-
	20-49	327	19.3%	29.7%	-	51.1%
	50-99	69	-	43.5%	14.5%	42.0%
	Total 總數	601	10.5%	55.2%	1.7%	32.6%
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	374	-	54.0%	-	46.0%
	20-49	1,194	17.0%	36.2%	-	46.8%
	50-99	279	25.8%	28.3%	-	45.9%
	Total 總數	1,847	14.9%	38.6%	-	46.5%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	478	2.1%	56.1%	-	41.8%
	20-49	362	14.4%	46.4%	11.9%	27.3%
	50-99	412	32.5%	17.0%	2.4%	48.1%
	Total 總數	1,252	15.7%	40.4%	4.2%	39.7%
Overall 整體	10-19	3,011	18.1%	32.8%	1.1%	48.0%
	20-49	3,390	24.0%	29.3%	3.3%	43.4%
	50-99	1,492	25.0%	28.5%	4.6%	42.0%
	Total 總數	7,893	22.0%	30.5%	2.7%	44.9%

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

由於四捨五入，總百分比不一定等於 100%

Table T11: Comparison of Training Provisions for Managers and Supervisors in the Next Two Years with Last Year
 表 T11：機構在未來兩年為管理及督導人員提供的培訓撥備與過去一年的比較

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	Increase 增加	Decrease 減少	Remain Unchanged 維持不變	Unknown 未知
Manufacturing 製造	10-19	36	-	-	97.2%	2.8%
	20-49	-	-	-	-	-
	50-99	31	67.7%	-	-	32.3%
	Total 總數	67	31.3%	-	52.2%	16.4%
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	6	-	-	-	100%
	20-49	-	-	-	-	-
	50-99	2	-	-	100%	-
	Total 總數	8	-	-	25.0%	75.0%
Construction 建造	10-19	405	-	-	-	100%
	20-49	199	50.3%	-	-	49.7%
	50-99	108	26.9%	-	73.1%	-
	Total 總數	712	18.1%	-	11.1%	70.8%
Import/Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	1,071	-	6.3%	50.0%	43.8%
	20-49	956	-	-	60.6%	39.4%
	50-99	407	2.5%	-	35.9%	61.7%
	Total 總數	2,434	0.4%	2.8%	51.8%	45.1%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	143	46.9%	-	53.1%	-
	20-49	19	-	-	94.7%	5.3%
	50-99	115	25.2%	-	41.7%	33.0%
	Total 總數	277	34.7%	-	51.3%	14.1%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	293	-	-	77.8%	22.2%
	20-49	333	-	-	89.5%	10.5%
	50-99	69	14.5%	-	58.0%	27.5%
	Total 總數	695	1.4%	-	81.4%	17.1%
Information and Communications 資訊及通訊	10-19	205	-	-	-	100%
	20-49	327	-	-	68.8%	31.2%
	50-99	69	-	-	58.0%	42.0%
	Total 總數	601	-	-	44.1%	55.9%
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	374	26.7%	-	54.8%	18.4%
	20-49	1,194	-	-	55.6%	44.4%
	50-99	279	10.4%	-	63.8%	25.8%
	Total 總數	1,847	7.0%	-	56.7%	36.3%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	478	-	-	58.2%	41.8%
	20-49	362	9.1%	-	63.5%	27.3%
	50-99	412	4.6%	2.4%	49.5%	43.4%
	Total 總數	1,252	4.2%	0.8%	56.9%	38.2%
Overall 整體	10-19	3,011	5.5%	2.2%	45.1%	47.2%
	20-49	3,390	3.9%	-	59.4%	36.7%
	50-99	1,492	9.9%	0.7%	49.4%	40.1%
	Total 總數	7,893	5.7%	1.0%	52.0%	41.3%

Note: Total percentage may not be equal to 100% due to rounding
 由於四捨五入，總百分比不一定等於 100%

Table T12: Type of Management Training to be Provided by Establishments for Managers in the Next Two Years

表 T12：機構在未來兩年將會為管理人員提供的管理培訓類型

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目 [#]	To Provide On- the-job Training 提供在職培訓	To Provide In- house Management Training 提供機構自辦 的管理培訓	To Sponsor Staff to Attend External Management Training 資助員工 修讀外間 的管理培訓課程	E-learning 電子化學習
Manufacturing 製造	10-19	36	100%	2.8%	2.8%	-
	20-49	-	-	-	-	-
	50-99	31	67.7%	32.3%	100%	-
	Total 總數	67	85.1%	16.4%	47.8%	-
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、 廢棄物管理及污染防治活動	10-19	6	100%	100%	-	-
	20-49	-	-	-	-	-
	50-99	2	100%	100%	-	-
	Total 總數	8	100%	100%	-	-
Construction 建造	10-19	405	83.2%	67.2%	67.2%	-
	20-49	199	66.8%	83.4%	16.6%	-
	50-99	108	16.7%	26.9%	90.7%	-
	Total 總數	712	68.5%	65.6%	56.6%	-
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	1,071	68.8%	50.0%	43.7%	6.3%
	20-49	956	82.3%	36.3%	38.9%	24.8%
	50-99	407	59.5%	43.0%	24.3%	20.1%
	Total 總數	2,434	72.6%	43.4%	38.6%	15.9%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	143	93.7%	93.7%	100%	93.7%
	20-49	19	100%	-	-	-
	50-99	115	100%	25.2%	16.5%	41.7%
	Total 總數	277	96.8%	58.8%	58.5%	65.7%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	293	77.8%	11.6%	33.8%	11.6%
	20-49	333	39.3%	-	40.5%	59.8%
	50-99	69	97.1%	14.5%	55.1%	2.9%
	Total 總數	695	61.3%	6.3%	39.1%	33.8%
Information and Communications 資訊及通訊	10-19	205	100%	-	-	-
	20-49	327	38.8%	51.1%	70.3%	9.8%
	50-99	69	100%	-	-	14.5%
	Total 總數	601	66.7%	27.8%	38.3%	7.0%
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	374	81.6%	-	45.5%	0.3%
	20-49	1,194	63.8%	58.2%	36.1%	11.6%
	50-99	279	39.4%	33.7%	80.6%	3.9%
	Total 總數	1,847	63.7%	42.7%	44.7%	8.1%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	478	100%	14.0%	56.1%	70.1%
	20-49	362	60.2%	48.6%	72.7%	18.5%
	50-99	412	63.6%	47.3%	62.1%	25.5%
	Total 總數	1,252	76.5%	35.0%	62.9%	40.5%
Overall 整體	10-19	3,011	81.9%	34.8%	47.2%	19.0%
	20-49	3,390	64.2%	45.8%	43.2%	19.9%
	50-99	1,492	60.7%	36.5%	51.3%	17.3%
	Total 總數	7,893	70.3%	39.8%	46.3%	19.0%

Some establishments will provide more than one type of management training
部分機構將會提供多於一種類型的管理培訓

Table T13: Type of Management Training to be Provided by Establishments for Supervisors in the Next Two Years

表 T13：機構在未來兩年將會為督導人員提供的管理培訓類型

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目 [#]	To Provide On-the-job Training 提供在職培訓	To Provide In-house Management Training 提供機構自辦的管理培訓	To Sponsor Staff to Attend External Management Programmes 資助員工修讀外間的管理培訓課程	E-learning 電子化學習
Manufacturing 製造	10-19	36	100%	2.8%	2.8%	-
	20-49	-	-	-	-	-
	50-99	31	67.7%	32.3%	100%	-
	Total 總數	67	85.1%	16.4%	47.8%	-
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	6	100%	100%	-	-
	20-49	-	-	-	-	-
	50-99	2	100%	-	100%	100%
	Total 總數	8	100%	75.0%	25.0%	25.0%
Construction 建造	10-19	272	75.0%	100%	100%	-
	20-49	199	66.8%	83.4%	16.6%	-
	50-99	108	34.3%	35.2%	82.4%	-
	Total 總數	579	64.6%	82.2%	68.0%	-
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	1,004	60.1%	19.9%	33.3%	20.0%
	20-49	956	85.9%	36.3%	38.9%	24.8%
	50-99	407	59.5%	36.9%	29.2%	20.1%
	Total 總數	2,367	70.4%	29.4%	34.9%	22.0%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	143	46.9%	46.9%	6.3%	93.7%
	20-49	19	100%	-	-	-
	50-99	115	100%	25.2%	16.5%	41.7%
	Total 總數	277	72.6%	34.7%	10.1%	65.7%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	293	77.8%	11.6%	33.8%	11.6%
	20-49	333	39.3%	19.8%	40.5%	39.9%
	50-99	69	97.1%	14.5%	55.1%	2.9%
	Total 總數	695	61.3%	15.8%	39.1%	24.3%
Information and Communications 資訊及通訊	10-19	205	100%	-	-	-
	20-49	327	48.6%	41.3%	70.3%	9.8%
	50-99	69	100%	14.5%	14.5%	14.5%
	Total 總數	601	72.0%	24.1%	39.9%	7.0%
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	374	99.5%	0.3%	27.0%	0.3%
	20-49	1,194	63.8%	58.2%	36.1%	11.6%
	50-99	279	39.4%	36.9%	80.6%	3.9%
	Total 總數	1,847	67.4%	43.3%	41.0%	8.1%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	401	100%	-	66.8%	66.8%
	20-49	329	56.2%	43.5%	79.9%	20.4%
	50-99	412	66.0%	37.6%	57.5%	25.5%
	Total 總數	1,142	75.1%	26.1%	67.3%	38.5%
Overall 整體	10-19	2,734	77.6%	21.3%	39.6%	23.3%
	20-49	3,357	65.8%	46.2%	43.6%	18.1%
	50-99	1,492	62.7%	33.8%	51.6%	17.4%
	Total 總數	7,583	69.5%	34.8%	43.8%	19.8%

Some establishments will provide more than one type of management training
部分機構將會提供多於一種類型的管理培訓

Table T14: Preferred Training Approach for Managers in the Next Two Years

表 T14： 未來兩年管理人員的合適培訓方式

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	Corporate Training and Talent Development Programmes 企業培訓及人才發展計劃	Self-learning Using Internal Training Resources/ Materials 利用機構的內部培訓資源／教材進行自修	Mentoring/ Coaching 由管理人員從旁指導，學習管理技巧	E-learning 電子化學習	Workshops/ Seminars 研習班／研討會	Refresher/ Upgrading Courses 複修／增修課程	Continuing Development Programmes for Maintaining Professional Qualifications 供專業資格持有人修讀的持續發展課程	Courses Leading to Formal Qualifications 可獲頒正式資歷的課程（如：學歷頒授課程）
Manufacturing 製造	10-19	36	97.2%	2.8%	-	-	-	-	-	-
	20-49	-	-	-	-	-	-	-	-	-
	50-99	31	32.3%	-	-	-	-	67.7%	-	-
	Total 總數	67	67.2%	1.5%	-	-	-	31.3%	-	-
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	6	-	-	-	-	-	-	100%	-
	20-49	-	-	-	-	-	-	-	-	-
	50-99	2	-	-	-	-	-	-	-	100%
	Total 總數	8	-	-	-	-	-	-	75.0%	25.0%
Construction 建造	10-19	405	-	32.8%	-	-	-	-	67.2%	-
	20-49	199	-	33.2%	-	-	33.2%	16.6%	17.1%	-
	50-99	108	-	-	8.3%	9.3%	-	17.6%	47.2%	17.6%
	Total 總數	712	-	27.9%	1.3%	1.4%	9.3%	7.3%	50.1%	2.7%
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	1,071	6.3%	50.0%	6.3%	18.8%	6.3%	-	6.3%	6.3%
	20-49	956	17.7%	18.3%	32.4%	10.5%	7.1%	-	7.1%	6.9%
	50-99	407	17.4%	22.9%	4.9%	21.1%	9.3%	2.2%	19.7%	2.5%
	Total 總數	2,434	12.6%	33.0%	16.3%	15.9%	7.1%	0.4%	8.8%	5.9%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	143	46.9%	-	53.1%	-	-	-	-	-
	20-49	19	-	100%	-	-	-	-	-	-
	50-99	115	25.2%	-	41.7%	16.5%	-	-	16.5%	-
	Total 總數	277	34.7%	6.9%	44.8%	6.9%	-	-	6.9%	-
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	293	-	77.8%	22.2%	-	-	-	-	-
	20-49	333	10.5%	-	19.5%	39.9%	-	-	19.8%	10.2%
	50-99	69	-	68.1%	-	14.5%	-	14.5%	2.9%	-
	Total 總數	695	5.0%	39.6%	18.7%	20.6%	-	1.4%	9.8%	4.9%
Information and Communications 資訊及通訊	10-19	205	-	-	-	-	100%	-	-	-
	20-49	327	19.6%	39.1%	10.1%	-	-	-	31.2%	-
	50-99	69	-	-	42.0%	43.5%	-	-	-	14.5%
	Total 總數	601	10.6%	21.3%	10.3%	5.0%	34.1%	-	17.0%	1.7%
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	374	-	9.6%	36.4%	26.7%	-	-	27.0%	0.3%
	20-49	1,194	19.5%	2.9%	8.4%	5.7%	27.5%	-	24.9%	11.1%
	50-99	279	10.4%	23.3%	3.9%	-	6.8%	-	49.1%	6.5%
	Total 總數	1,847	14.2%	7.4%	13.4%	9.1%	18.8%	-	29.0%	8.2%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	478	-	-	86.0%	14.0%	-	-	-	-
	20-49	362	21.3%	20.7%	9.1%	-	-	-	48.9%	-
	50-99	412	7.0%	4.6%	9.7%	-	30.8%	14.6%	21.8%	11.4%
	Total 總數	1,252	8.5%	7.5%	38.7%	5.4%	10.1%	4.8%	21.3%	3.8%
Overall 整體	10-19	3,011	5.6%	31.0%	25.1%	12.2%	9.0%	-	14.8%	2.3%
	20-49	3,390	17.1%	14.7%	16.0%	8.9%	13.6%	1.0%	21.9%	6.9%
	50-99	1,492	11.3%	15.0%	10.5%	10.4%	12.3%	8.0%	25.4%	7.1%
	Total 總數	7,893	11.6%	21.0%	18.4%	10.4%	11.6%	1.9%	19.9%	5.2%

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

由於四捨五入，總百分比不一定等於 100%

Table T15: Preferred Training Approach for Supervisors in the Next Two Years

表 T15： 未來兩年督導人員的合適培訓方式

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	Corporate Training and Talent Development Programmes 企業培訓及人才發展計劃	Self-learning Using Internal Training Resources/ Materials 利用機構的內部培訓資源／教材進行自修	Mentoring/ Coaching 由管理人員從旁指導，學習管理技巧	E-learning 電子化學習	Workshops/ Seminars 研習班／研討會	Refresher/ Upgrading Courses 複修／增修課程	Continuing Development Programmes for Maintaining Professional Qualifications 供專業資格持有人修讀的持續發展課程	Courses Leading to Formal Qualifications 可獲頒正式資歷的課程（如：學歷頒授課程）
Manufacturing 製造	10-19	36	97.2%	2.8%	-	-	-	-	-	-
	20-49	-	-	-	-	-	-	-	-	-
	50-99	31	32.3%	-	67.7%	-	-	-	-	-
	Total 總數	67	67.2%	1.5%	31.3%	-	-	-	-	-
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	6	-	-	-	-	-	-	-	100%
	20-49	-	-	-	-	-	-	-	-	-
	50-99	2	-	-	-	-	-	-	100%	-
	Total 總數	8	-	-	-	-	-	-	25.0%	75.0%
Construction 建造	10-19	272	-	-	-	-	-	-	100%	-
	20-49	199	-	33.2%	-	-	33.2%	16.6%	-	17.1%
	50-99	108	-	-	34.3%	9.3%	-	17.6%	38.9%	-
	Total 總數	579	-	11.4%	6.4%	1.7%	11.4%	9.0%	54.2%	5.9%
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	1,004	-	53.3%	13.3%	20.0%	6.7%	-	-	6.7%
	20-49	956	7.0%	21.9%	32.4%	10.5%	7.1%	-	7.1%	14.0%
	50-99	407	12.8%	22.9%	7.1%	21.1%	7.1%	2.2%	24.3%	2.5%
	Total 總數	2,367	5.0%	35.4%	20.0%	16.3%	6.9%	0.4%	7.1%	8.9%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	143	-	46.9%	53.1%	-	-	-	-	-
	20-49	19	-	100%	-	-	-	-	-	-
	50-99	115	-	25.2%	41.7%	16.5%	-	-	16.5%	-
	Total 總數	277	-	41.5%	44.8%	6.9%	-	-	6.9%	-
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	293	-	77.8%	22.2%	-	-	-	-	-
	20-49	333	10.5%	-	19.5%	39.9%	-	-	-	30.0%
	50-99	69	-	40.6%	-	14.5%	-	-	2.9%	42.0%
	Total 總數	695	5.0%	36.8%	18.7%	20.6%	-	-	0.3%	18.6%
Information and Communications 資訊及通訊	10-19	205	-	-	100%	-	-	-	-	-
	20-49	327	19.6%	39.1%	10.1%	-	-	-	31.2%	-
	50-99	69	-	-	27.5%	58.0%	-	-	-	14.5%
	Total 總數	601	10.6%	21.3%	42.8%	6.7%	-	-	17.0%	1.7%
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	374	-	9.6%	36.4%	26.7%	-	-	27.0%	0.3%
	20-49	1,194	19.5%	2.9%	8.4%	5.7%	27.5%	-	30.5%	5.5%
	50-99	279	10.4%	23.3%	3.9%	-	10.0%	-	52.3%	-
	Total 總數	1,847	14.2%	7.4%	13.4%	9.1%	19.3%	-	33.1%	3.6%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	401	-	-	100%	-	-	-	-	-
	20-49	329	20.4%	22.8%	-	-	-	3.0%	53.8%	-
	50-99	412	7.0%	2.4%	7.3%	-	35.4%	16.7%	21.8%	9.2%
	Total 總數	1,142	8.4%	7.4%	37.7%	-	12.8%	6.9%	23.4%	3.3%
Overall 整體	10-19	2,734	1.3%	31.7%	37.2%	11.0%	2.5%	-	13.6%	2.7%
	20-49	3,357	13.9%	15.8%	15.1%	9.0%	13.8%	1.3%	21.2%	9.9%
	50-99	1,492	8.0%	15.1%	13.1%	11.1%	13.6%	6.5%	26.8%	5.8%
	Total 總數	7,583	8.2%	21.4%	22.7%	10.1%	9.7%	1.8%	19.6%	6.5%

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

由於四捨五入，總百分比不一定等於 100%

Table T16: Preferred Average Annual Training Hours per Employee for Managers in the Next Two Years
 表 T16： 未來兩年管理人員的合適培訓時數（平均每位員工每年計）

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	Less than 9 Hours 9 小時以下	9 Hours – Less than 27 Hours 9 小時至 27 小時以下	27 Hours – Less than 45 Hours 27 小時至 45 小時以下	45 Hours or Above 45 小時或以上
Manufacturing 製造	10-19	36	97.2%	2.8%	-	-
	20-49	-	-	-	-	-
	50-99	31	32.3%	67.7%	-	-
	Total 總數	67	67.2%	32.8%	-	-
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	6	-	100%	-	-
	20-49	-	-	-	-	-
	50-99	2	-	100%	-	-
	Total 總數	8	-	100%	-	-
Construction 建造	10-19	405	32.8%	50.4%	16.8%	-
	20-49	199	16.6%	16.6%	66.8%	-
	50-99	108	9.3%	73.1%	17.6%	-
	Total 總數	712	24.7%	44.4%	30.9%	-
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	1,071	31.3%	50.0%	18.7%	-
	20-49	956	17.4%	31.7%	21.8%	29.2%
	50-99	407	17.7%	49.9%	17.7%	14.7%
	Total 總數	2,434	23.5%	42.8%	19.7%	13.9%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	143	-	53.1%	46.9%	-
	20-49	19	-	94.7%	-	5.3%
	50-99	115	41.7%	16.5%	16.5%	25.2%
	Total 總數	277	17.3%	40.8%	31.0%	10.8%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	293	22.2%	66.2%	-	11.6%
	20-49	333	29.7%	50.5%	19.8%	-
	50-99	69	-	30.4%	42.0%	27.5%
	Total 總數	695	23.6%	55.1%	13.7%	7.6%
Information and Communications 資訊及通訊	10-19	205	100%	-	-	-
	20-49	327	-	49.2%	41.0%	9.8%
	50-99	69	-	85.5%	-	14.5%
	Total 總數	601	34.1%	36.6%	22.3%	7.0%
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	374	9.1%	63.9%	27.0%	-
	20-49	1,194	24.5%	58.4%	17.1%	-
	50-99	279	-	80.6%	19.4%	-
	Total 總數	1,847	17.7%	62.9%	19.4%	-
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	478	27.8%	70.1%	2.1%	-
	20-49	362	-	60.8%	27.3%	11.9%
	50-99	412	9.2%	50.0%	36.2%	4.6%
	Total 總數	1,252	13.7%	60.8%	20.6%	5.0%
Overall 整體	10-19	3,011	31.2%	52.8%	14.8%	1.1%
	20-49	3,390	17.4%	47.2%	24.9%	10.5%
	50-99	1,492	11.9%	56.0%	22.9%	9.2%
	Total 總數	7,893	21.7%	51.0%	20.7%	6.7%

Note: Total percentage may not be equal to 100% due to rounding
 由於四捨五入，總百分比不一定等於 100%

Table T17: Preferred Average Annual Training Hours per Employee for Supervisors in the Next Two Years

表 T17： 未來兩年督導人員的合適培訓時數（平均每位員工每年計）

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	Less than 9 Hours 9 小時以下	9 Hours – Less than 27 Hours 9 小時至 27 小時以下	27 Hours – Less than 45 Hours 27 小時至 45 小時以下	45 Hours or Above 45 小時或以上
Manufacturing 製造	10-19	36	97.2%	2.8%	-	-
	20-49	-	-	-	-	-
	50-99	31	32.3%	67.7%	-	-
	Total 總數	67	67.2%	32.8%	-	-
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	6	-	100%	-	-
	20-49	-	-	-	-	-
	50-99	2	-	100%	-	-
	Total 總數	8	-	100%	-	-
Construction 建造	10-19	272	-	75.0%	-	25.0%
	20-49	199	16.6%	16.6%	66.8%	-
	50-99	108	9.3%	73.1%	17.6%	-
	Total 總數	579	7.4%	54.6%	26.3%	11.7%
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	1,004	33.4%	53.4%	13.2%	-
	20-49	956	17.4%	31.7%	21.8%	29.2%
	50-99	407	17.7%	49.9%	17.9%	14.5%
	Total 總數	2,367	24.2%	44.0%	17.5%	14.3%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	143	-	53.1%	46.9%	-
	20-49	19	-	94.7%	-	5.3%
	50-99	115	41.7%	16.5%	16.5%	25.2%
	Total 總數	277	17.3%	40.8%	31.0%	10.8%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	293	22.2%	66.2%	-	11.6%
	20-49	333	29.7%	50.5%	19.8%	-
	50-99	69	-	30.4%	42.0%	27.5%
	Total 總數	695	23.6%	55.1%	13.7%	7.6%
Information and Communications 資訊及通訊	10-19	205	100%	-	-	-
	20-49	327	-	49.2%	41.0%	9.8%
	50-99	69	-	85.5%	-	14.5%
	Total 總數	601	34.1%	36.6%	22.3%	7.0%
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	374	17.9%	55.1%	27.0%	-
	20-49	1,194	24.5%	64.0%	11.5%	-
	50-99	279	-	83.9%	16.1%	-
	Total 總數	1,847	19.5%	65.2%	15.3%	-
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	401	33.2%	66.8%	-	-
	20-49	329	-	56.8%	30.1%	13.1%
	50-99	412	21.1%	43.0%	31.3%	4.6%
	Total 總數	1,142	19.3%	55.3%	20.0%	5.4%
Overall 整體	10-19	2,734	30.7%	54.5%	11.0%	3.7%
	20-49	3,357	17.6%	48.7%	23.1%	10.6%
	50-99	1,492	15.2%	54.6%	21.0%	9.1%
	Total 總數	7,583	21.9%	52.0%	18.4%	7.8%

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

由於四捨五入，總百分比不一定等於 100%

Table T18: Preferred Training Time for Managers in the Next Two Years

表 T18： 未來兩年管理人員的合適培訓時段

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	Day time 日間	Evening 夜間	Weekends 週末
Manufacturing 製造	10-19	36	100%	-	-
	20-49	-	-	-	-
	50-99	31	67.7%	-	32.3%
	Total 總數	67	85.1%	-	14.9%
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	6	100%	-	-
	20-49	-	-	-	-
	50-99	2	100%	-	-
	Total 總數	8	100%	-	-
Construction 建造	10-19	405	49.6%	50.4%	-
	20-49	199	100%	-	-
	50-99	108	17.6%	43.5%	38.9%
	Total 總數	712	58.8%	35.3%	5.9%
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	1,071	75.0%	25.0%	-
	20-49	956	81.4%	10.6%	8.1%
	50-99	407	95.3%	4.7%	-
	Total 總數	2,434	80.9%	15.9%	3.2%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	143	100%	-	-
	20-49	19	100%	-	-
	50-99	115	100%	-	-
	Total 總數	277	100%	-	-
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	293	77.8%	-	22.2%
	20-49	333	70.3%	29.7%	-
	50-99	69	58.0%	42.0%	-
	Total 總數	695	72.2%	18.4%	9.4%
Information and Communications 資訊及通訊	10-19	205	-	100%	-
	20-49	327	78.6%	21.4%	-
	50-99	69	100%	-	-
	Total 總數	601	54.2%	45.8%	-
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	374	72.7%	0.3%	27.0%
	20-49	1,194	75.1%	13.7%	11.1%
	50-99	279	53.4%	10.8%	35.8%
	Total 總數	1,847	71.4%	10.6%	18.1%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	478	83.9%	-	16.1%
	20-49	362	100%	-	-
	50-99	412	62.1%	11.4%	26.5%
	Total 總數	1,252	81.4%	3.8%	14.9%
Overall 整體	10-19	3,011	69.4%	22.5%	8.1%
	20-49	3,390	81.0%	12.8%	6.2%
	50-99	1,492	71.0%	11.5%	17.5%
	Total 總數	7,893	74.7%	16.3%	9.0%

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

由於四捨五入，總百分比不一定等於 100%

Table T19: Preferred Training Time for Supervisors in the Next Two Years

表 T19：未來兩年督導人員的合適培訓時段

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	Day time 日間	Evening 夜間	Weekends 週末
Manufacturing 製造	10-19	36	100%	-	-
	20-49	-	-	-	-
	50-99	31	67.7%	-	32.3%
	Total 總數	67	85.1%	-	14.9%
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	6	100%	-	-
	20-49	-	-	-	-
	50-99	2	100%	-	-
	Total 總數	8	100%	-	-
Construction 建造	10-19	272	25.0%	75.0%	-
	20-49	199	100%	-	-
	50-99	108	17.6%	43.5%	38.9%
	Total 總數	579	49.4%	43.4%	7.3%
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	1,004	80.0%	20.0%	-
	20-49	956	81.4%	10.6%	8.1%
	50-99	407	95.3%	4.7%	-
	Total 總數	2,367	83.2%	13.6%	3.3%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	143	100%	-	-
	20-49	19	100%	-	-
	50-99	115	100%	-	-
	Total 總數	277	100%	-	-
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	293	77.8%	-	22.2%
	20-49	333	70.3%	29.7%	-
	50-99	69	58.0%	42.0%	-
	Total 總數	695	72.2%	18.4%	9.4%
Information and Communications 資訊及通訊	10-19	205	-	100%	-
	20-49	327	78.6%	21.4%	-
	50-99	69	100%	-	-
	Total 總數	601	54.2%	45.8%	-
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	374	72.7%	0.3%	27.0%
	20-49	1,194	75.1%	19.3%	5.5%
	50-99	279	56.6%	10.8%	32.6%
	Total 總數	1,847	71.8%	14.2%	14.0%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	401	100%	-	-
	20-49	329	100%	-	-
	50-99	412	62.1%	11.4%	26.5%
	Total 總數	1,142	86.3%	4.1%	9.5%
Overall 整體	10-19	2,734	71.6%	22.3%	6.1%
	20-49	3,357	80.8%	14.9%	4.3%
	50-99	1,492	71.6%	11.5%	16.9%
	Total 總數	7,583	75.7%	16.9%	7.4%

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

由於四捨五入，總百分比不一定等於 100%

Table T20: Preferred Medium of Instruction for Managers in the Next Two Years

表 T20： 未來兩年管理人員的合適培訓語言

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	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)	Bilingual (Cantonese / Putonghua) 雙語 (粵語 / 普通話)
Manufacturing 製造	10-19	36	2.8%	-	-	97.2%	-	-
	20-49	-	-	-	-	-	-	-
	50-99	31	100%	-	-	-	-	-
	Total 總數	67	47.8%	-	-	52.2%	-	-
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	6	100%	-	-	-	-	-
	20-49	-	-	-	-	-	-	-
	50-99	2	-	-	-	100%	-	-
	Total 總數	8	75.0%	-	-	25.0%	-	-
Construction 建造	10-19	405	16.8%	-	-	50.4%	-	32.8%
	20-49	199	50.3%	-	-	16.6%	33.2%	-
	50-99	108	74.1%	-	-	25.9%	-	-
	Total 總數	712	34.8%	-	-	37.2%	9.3%	18.7%
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	1,071	56.3%	-	-	43.7%	-	-
	20-49	956	29.2%	-	3.6%	67.3%	-	-
	50-99	407	22.4%	-	12.0%	58.2%	4.9%	2.5%
	Total 總數	2,434	40.0%	-	3.4%	55.4%	0.8%	0.4%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	143	-	-	93.7%	-	-	6.3%
	20-49	19	94.7%	-	-	5.3%	-	-
	50-99	115	41.7%	-	41.7%	-	16.5%	-
	Total 總數	277	23.8%	-	65.7%	0.4%	6.9%	3.2%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	293	66.2%	-	-	33.8%	-	-
	20-49	333	69.7%	-	10.5%	19.8%	-	-
	50-99	69	13.0%	-	14.5%	44.9%	27.5%	-
	Total 總數	695	62.6%	-	6.5%	28.2%	2.7%	-
Information and Communications 資訊及通訊	10-19	205	100%	-	-	-	-	-
	20-49	327	10.1%	9.8%	-	80.1%	-	-
	50-99	69	43.5%	-	27.5%	29.0%	-	-
	Total 總數	601	44.6%	5.3%	3.2%	46.9%	-	-
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	374	54.0%	-	0.3%	45.7%	-	-
	20-49	1,194	22.3%	-	36.0%	36.1%	5.6%	-
	50-99	279	7.9%	-	10.4%	59.1%	18.6%	3.9%
	Total 總數	1,847	26.5%	-	24.9%	41.5%	6.4%	0.6%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	478	56.1%	-	-	43.9%	-	-
	20-49	362	57.7%	-	-	42.3%	-	-
	50-99	412	44.9%	-	9.5%	45.6%	-	-
	Total 總數	1,252	52.9%	-	3.1%	44.0%	-	-
Overall 整體	10-19	3,011	51.4%	-	4.5%	39.4%	-	4.7%
	20-49	3,390	33.5%	0.9%	14.7%	46.9%	3.9%	-
	50-99	1,492	33.2%	-	13.0%	45.0%	7.4%	1.4%
	Total 總數	7,893	40.3%	0.4%	10.5%	43.7%	3.1%	2.1%

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

由於四捨五入，總百分比不一定等於 100%

Table T21: Preferred Medium of Instruction for Supervisors in the Next Two Years

表 T21： 未來兩年督導人員的合適培訓語言

Business Sector 行業	Employment Size 僱員人數	Number of Establishments 機構數目	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）	Bilingual (Cantonese / Putonghua) 雙語（粵語／普通話）
Manufacturing 製造	10-19	36	2.8%	-	-	97.2%	-	-
	20-49	-	-	-	-	-	-	-
	50-99	31	100%	-	-	-	-	-
	Total 總數	67	47.8%	-	-	52.2%	-	-
Electricity, Gas and Water Supply; Sewerage, Waste Management and Remediation Activities 電力、燃氣、自來水供應；污水處理、廢棄物管理及污染防治活動	10-19	6	100%	-	-	-	-	-
	20-49	-	-	-	-	-	-	-
	50-99	2	-	-	-	100%	-	-
	Total 總數	8	75.0%	-	-	25.0%	-	-
Construction 建造	10-19	272	25.0%	-	-	75.0%	-	-
	20-49	199	50.3%	-	-	16.6%	33.2%	-
	50-99	108	91.7%	-	-	8.3%	-	-
	Total 總數	579	46.1%	-	-	42.5%	11.4%	-
Import/ Export, Wholesale and Retail Trades 進出口貿易、批發及零售	10-19	1,004	60.1%	-	-	39.9%	-	-
	20-49	956	29.2%	-	3.6%	67.3%	-	-
	50-99	407	24.6%	-	9.8%	58.2%	4.9%	2.5%
	Total 總數	2,367	41.5%	-	3.1%	54.1%	0.8%	0.4%
Accommodation and Food Service Activities 住宿及膳食服務	10-19	143	-	-	93.7%	-	-	6.3%
	20-49	19	94.7%	-	-	5.3%	-	-
	50-99	115	41.7%	-	41.7%	-	16.5%	-
	Total 總數	277	23.8%	-	65.7%	0.4%	6.9%	3.2%
Transportation, Storage, Postal and Courier Services 運輸、倉庫、郵政及速遞服務	10-19	293	66.2%	-	-	33.8%	-	-
	20-49	333	69.7%	-	10.5%	19.8%	-	-
	50-99	69	13.0%	-	14.5%	44.9%	27.5%	-
	Total 總數	695	62.6%	-	6.5%	28.2%	2.7%	-
Information and Communications 資訊及通訊	10-19	205	100%	-	-	-	-	-
	20-49	327	10.1%	9.8%	-	80.1%	-	-
	50-99	69	43.5%	-	27.5%	29.0%	-	-
	Total 總數	601	44.6%	5.3%	3.2%	46.9%	-	-
Financing, Insurance, Real Estate, Professional and Business Services 金融、保險、地產、專業及商用服務	10-19	374	54.0%	-	0.3%	45.7%	-	-
	20-49	1,194	22.3%	-	36.0%	36.1%	5.6%	-
	50-99	279	11.1%	-	10.4%	55.9%	18.6%	3.9%
	Total 總數	1,847	27.0%	-	24.9%	41.0%	6.4%	0.6%
Public Administration, Social and Personal Services 公共行政、社會及個人服務	10-19	401	66.8%	-	-	33.2%	-	-
	20-49	329	53.5%	-	-	46.5%	-	-
	50-99	412	49.8%	-	9.5%	40.8%	-	-
	Total 總數	1,142	56.8%	-	3.4%	39.8%	-	-
Overall 整體	10-19	2,734	56.6%	-	4.9%	38.1%	-	0.3%
	20-49	3,357	32.9%	1.0%	14.9%	47.3%	4.0%	-
	50-99	1,492	37.1%	-	12.4%	41.8%	7.4%	1.4%
	Total 總數	7,583	42.3%	0.4%	10.8%	42.9%	3.2%	0.4%

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

由於四捨五入，總百分比不一定等於 100%