

**REPORT ON THE 2008 SURVEY OF  
THE MANAGERIAL COMPETENCY PROFILE AND  
MANAGEMENT TRAINING NEEDS OF  
MANAGERS AND SUPERVISORS IN THE NEXT THREE YEARS**

**2008 年管理及督導人員**

**未來三年管理才能及訓練需求**

**調查報告**

**Committee on Management and Supervisory Training**

**Vocational Training Council**

**職業訓練局**

**管理及督導訓練委員會**

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# VOCATIONAL TRAINING COUNCIL

## COMMITTEE ON MANAGEMENT AND SUPERVISORY TRAINING

### 2008 Survey of the Managerial Competency Profile and Management Training Needs of Managers and Supervisors in the Next Three Years

#### Executive Summary

#### **Introduction**

1. In the last quarter of 2008, the Committee on Management and Supervisory Training (CMST) conducted a survey on small and medium enterprises (SMEs) employing 10 to 99 people to study the managerial competency profile, and the current and anticipated management development needs of managers and supervisors working in and outside Hong Kong for the next three years.

#### **Purpose of the Survey**

2. The field work of this survey was conducted in November 2008 with the assistance of the Census and Statistics Department. The survey aimed at (i) assessing the managerial competencies of managers and supervisors working in SMEs in the next three years; (ii) identifying SMEs' training plans/arrangements, preferences on modes of training and other training concerns in relation to managerial training to managers and supervisors. The survey would provide useful information for management, training providers, institutions, and trade associations to formulate courses to tackle the identified management training needs.

3. Compared with previous surveys, a few changes were introduced into the present one. Firstly, in view that more and more Hong Kong firms have set up operations outside Hong Kong, this survey collected additional information on the managerial competencies mostly required by managers and supervisors working in operations outside Hong Kong, which were no longer confined to those in the Chinese Mainland. Secondly, this survey also looked into the issues concerning the amount of time spent on training, training expenditure and the type of assistance/support that the HKSAR Government should provide. At the same time, some questions were simplified to release the burden of respondents.

#### **Coverage of the Survey**

4. The survey covered a sample of 1,002 randomly selected SMEs from a population of 32,297 which employed 10 to 99 employees in eight major business sectors. These sectors were: Manufacturing; Electricity, Gas and Water; Construction; Wholesale, Retail and Import/Export Trades; Transport, Storage and Communication; Finance, Insurance, Real Estates and Business Services; Community, Social and Personal Services; and Restaurants and Hotels.

## Analysis of Findings

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

5. The respondents were asked to choose 10 out of the 39 competencies that they regarded as the most important for managers and supervisors in the next three years.

6. Table 1 presents the rankings of the key competencies. Eight of the top ten key competencies, and eight of the ten least important competencies of managers and supervisors were regarded by the respondents as identical. It shows that the responding companies considered that the competencies required for managers and supervisors were quite similar.

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

Rank	Managers	%	Rank	Supervisors	%
1	Crisis management	51.98	1	Communication skills	57.40
2	Coaching and counselling	46.59	2	Team work and team building	53.35
3	Communication skills	44.21	3	English (spoken and written)	47.94
4	Team work and team building	44.09	4	Interpersonal skills	46.89
5	English (spoken and written)	42.17	5	Sense of accountability	46.32
6	Business acumen	41.40	6	Coaching and counselling	45.57
7	Interpersonal skills	40.12	7	Problem solving and decision making	45.39
8	Chinese (Putonghua and business writing skills)	39.31	8	Crisis management	44.29
9	Sense of accountability	38.54	9	Chinese (Putonghua and business writing skills)	44.73
10	Planning and organising skills	38.19	10	Analytical in approach to people and problems	41.40
11	Analytical in approach to people and problems	37.76	11	Dealing with conflict	36.24
12	Problem solving and decision making	34.88	12	Planning and organising skills	35.49
13	Dealing with conflict	34.39	13	Customer concern	30.45
14	Risks management	32.78	14	Quality conscious/quality minded	28.68
15	Change management	30.63	15	Self management (e.g. time management, prioritisation, etc.)	26.63
16	Strategic thinking	26.87	16	Business acumen	22.77
17	Customer concern	23.88	17	Risks management	21.75
18	International exposure and knowledge	22.38	18	International exposure and knowledge	19.46
19	AQ (Adversity Quotient)	21.53	19	Stress management	19.32
20	EI (Emotional Intelligence)	20.29	20	EI (Emotional Intelligence)	18.50
21	Quality conscious/quality minded	20.10	21	Instructional, training and presentation skills	18.35
22	Stress management	19.94	22	Business ethics	18.30
23	Trade practices in the Chinese Mainland	19.80	23	IT knowledge and application	17.76
24	Creativity and innovation	19.10	24	AQ (Adversity Quotient)	16.59
25	Business ethics	18.63	25	Negotiation skills	16.01
26	Self management (e.g. time management, prioritisation, etc.)	18.48	26	Creativity and innovation	15.92
27	Instructional, training and presentation skills	18.35	27	Integrity and trust	15.55
28	IT knowledge and application	18.18	28	Change management	15.42
29	Laws and regulatory restrictions for access to the Chinese Mainland's market	18.07	29	Trade practices in the Chinese Mainland	15.04
30	Motivating others	17.73	30	Strategic thinking	13.87
31	Negotiation skills	17.07	31	Self improvement	13.35
32	Delegation	16.14	32	Laws and regulatory restrictions for access to the Chinese Mainland's market	13.17
33	Integrity and trust	11.60	33	Motivating others	13.06
34	Zealous in developing talent/potential in others	11.41	34	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	12.09
35	Self improvement	10.73	35	Understanding of others/empathy	11.75
36	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	10.62	36	Zealous in developing talent/potential in others	10.29
37	Understanding of others/empathy	10.37	37	Delegation	9.08
38	Influencing skills	8.07	38	Influencing skills	5.58
39	Other languages	1.10	39	Other languages	1.52

% = percentage of responding companies

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

7. Among the top ten key competencies, “*crisis management*” was considered as core (i.e. by over 50% of the respondents) for managers while “*communication skills*” and “*team work and team building*” were regarded as core competencies for supervisors.

8. On the other hand, some competencies which should be essential for managers and supervisors were ranked very low in this study. For example, “*motivating others*”, “*self improvement*”, “*zealous in developing talent/potential in others*” and “*influencing skills*” were ranked the lowest ten for both groups. It may imply that employers in general value more on business competence than people skills.

9. Compared with the findings in the 2005 Survey, “*crisis management*” was ranked higher for both managers and supervisors in this survey. Besides, “*English (spoken and written)*” was also regarded as more important for both groups than it was in 2005. “*Chinese (Putonghua and business writing skills)*” was chosen by about 40% of responding companies as a key competency for managers and supervisors. Even though English is gaining increasing importance for managers and supervisors, this finding reiterates the importance of Chinese and Putonghua.

10. Two competencies – “*crisis management*” and “*coaching and counselling*” were chosen as key competencies for managers of all eight sectors. “*Team work and team building*” was chosen by seven sectors as a key competency for managers.

11. For supervisors, “*team work and team building*” and “*sense of accountability*” were identified as key competencies for all eight sectors. “*Communication skills*” and “*problem solving and decision making*” were chosen as key competencies by seven sectors.

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

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

13. As shown in Table 2, the rankings of reasons for managers and supervisors were almost identical.

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

Reasons	Managers		Supervisors	
	Rank	Average Weighted Scores	Rank	Average Weighted Scores
Market Competition	1	4.60	1	4.50
Continuous Improvement	2	4.28	2	4.22
Business Expansion/Development	3	3.68	4	3.52
Talent Attraction & Retention	4	3.66	3	3.54
Change of Government Policies or Regulations in Hong Kong	5	3.51	5	3.34
Change of Government Policies or Regulations in the Chinese Mainland	6	3.40	6	3.28
Business Refocus	7	3.31	7	3.19
Cultural Diversity	8	2.91	9	2.82
Technology/Process Change	9	2.89	8	2.89
Outsourcing	10	1.98	10	1.96

14. The top four reasons were: “market competition”, “continuous improvement”, “business expansion/development” and “talent attraction and retention”.


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

15. The survey indicated that the respondents expected managers and supervisors working outside Hong Kong to have moderately similar competencies. As shown in Table 3, seven of the ten key competencies and five of the ten least important competencies were the same among the two groups. Some differences in expectations for the two groups were noted.

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

Rank	Managers	%	Rank	Supervisors	%
1	Crisis management	57.72	1	Coaching and counselling	57.78
2	Business acumen	47.99	2	Communication skills	55.30
3	Coaching and counselling	40.88	3	Team work and team building	52.33
4	Sense of accountability	39.90	4	Sense of accountability	45.93
5	English (spoken and written)	39.31	5	Crisis management	45.81
6	Risks management	39.16	6	English (spoken and written)	45.19
7	Planning and organising skills	38.74	7	Dealing with conflict	45.09
8	Interpersonal skills	37.41	8	Planning and organising skills	43.85
9	Communication skills	37.28	9	Quality conscious/quality minded	42.61
10	Dealing with conflict	37.18	10	Analytical in approach to people and problems	41.09
11	Team work and team building	36.34	11	Problem solving and decision making	40.40
12	Analytical in approach to people and problems	34.71	12	Interpersonal skills	40.30
13	Quality conscious/quality minded	34.14	13	Chinese (Putonghua and business writing skills)	31.41
14	Trade practices in the Chinese Mainland	32.99	14	International exposure and knowledge	29.10
15	Problem solving and decision making	32.91	15	Integrity and trust	28.66
16	Change management	30.86	16	Self management (e.g. time management, prioritisation, etc.)	24.52
17	Strategic thinking	30.17	17	Business ethics	24.08
18	International exposure and knowledge	29.44	18	Trade practices in the Chinese Mainland	22.91
19	Laws and regulatory restrictions for access to the Chinese Mainland's market	28.74	19	Cross cultural awareness/managing diversity	22.35
20	Cross cultural awareness/managing diversity	26.99	20	Stress management	21.77
21	Business ethics	26.86	21	Instructional, training and presentation skills	17.68
22	Chinese (Putonghua and business writing skills)	26.65	21	IT knowledge and application	17.68
23	Instructional, training and presentation skills	21.53	23	Laws and regulatory restrictions for access to the Chinese Mainland's market	17.31
24	Integrity and trust	21.42	24	Change management	17.27
25	Stress management	20.65	25	Risks management	16.76
26	Delegation	18.70	26	Customer concern	16.65
27	Creativity and innovation	17.74	27	Negotiation skills	15.74
28	Customer concern	16.07	28	AQ (Adversity Quotient)	15.11
29	Emotional Intelligence	15.02	29	Self improvement	14.96
30	AQ (Adversity Quotient)	14.44	30	Emotional Intelligence	14.86
31	Negotiation skills	14.33	31	Business acumen	14.44
32	Motivating others	13.70	32	Understanding of others/empathy	14.20
33	Self management (e.g. time management, prioritisation, etc.)	12.07	33	Motivating others	12.59
34	Self improvement	12.03	34	Creativity and innovation	11.60
35	IT knowledge and application	10.88	35	Strategic thinking	9.84
36	Understanding of others/empathy	7.47	36	Delegation	9.37
37	Zealous in developing talent/potential in others	6.67	37	Zealous in developing talent/potential in others	8.81
38	Influencing skills	4.48	38	Influencing skills	5.37
39	Other languages	1.38	39	Other languages	1.57

% = percentage of responding companies

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

16. For example, “*business acumen*”, “*risks management*” and “*interpersonal skills*” were considered as key competencies for managers but not supervisors. The first two competencies were actually ranked much lower for supervisors. “*Team work and team building*”, “*quality conscious/quality minded*” and “*analytical in approach to people and problems*” were rated as key competencies to supervisors but not to managers.

17. Comparing with their counterparts in Hong Kong, managers outside Hong Kong were expected to possess two key competencies – “*risks management*” and “*dealing with conflict*”. On the other hand, compared with the findings on supervisors of Hong Kong, supervisors outside Hong Kong were expected to possess key competencies of “*dealing with conflict*”, “*planning and organising skills*” and “*quality conscious/quality minded*”.

18. In general, “*trade practices in the Chinese Mainland*”, “*laws and regulatory restrictions for access to the Chinese Mainland’s market*” and “*cross cultural awareness/managing diversity*” were considered to be more important for managers and supervisors outside Hong Kong.

19. Two competencies – “*crisis management*” and “*English (spoken and written)*” were chosen as key competencies for managers in five of the six sectors<sup>(1)</sup>. For supervisors, two competencies – “*coaching and counselling*” and “*dealing with conflict*” were considered as key competencies by all six sectors.

<sup>(1)</sup> Two of the eight sectors do not have data for SME respondents with operations outside Hong Kong, viz. “Electricity, Gas and Water” and “Restaurants and Hotels”.

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

20. As shown in Table 4, the rankings of the reasons for both managers and supervisors were very alike, except that “*business refocus*” and “*technology/process change*” and “*cultural diversity*” were in different orders.

21. The rankings of reasons in and outside Hong Kong were quite similar. “*Market competition*” was regarded as the most important reason affecting the choice of competencies for managers and supervisors in and outside Hong Kong. In this study, most business operations outside Hong Kong are located in the Chinese Mainland. So “*change of Government policies or regulations in the Chinese Mainland*” was considered by the respondents as an important factor affecting their choice of competencies for managers/supervisors outside Hong Kong. But for the case of Hong Kong, local policy change was not ranked as an important factor affecting the choice of competencies.



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

Reasons	Managers		Supervisors	
	Rank	Average Weighted Scores	Rank	Average Weighted Scores
Market Competition	1	4.59	1	4.58
Change of Government Policies or Regulations in the Chinese Mainland	2	4.52	2	4.44
Continuous Improvement	3	4.31	3	4.34
Business Expansion/Development	4	3.93	4	3.82
Talent Attraction & Retention	5	3.67	5	3.51
Business Refocus	6	3.53	7	3.42
Cultural Diversity	7	3.44	6	3.45
Technology/Process Change	8	3.33	8	3.32
Change of Government Policies or Regulations in Hong Kong	9	3.21	9	3.23
Outsourcing	10	2.34	10	2.37

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

22. For the findings concerning business operations outside Hong Kong, the data regarding the Chinese Mainland were extracted for analysis.

23. The rankings of the key competencies of managers alongside those of supervisors in the Chinese Mainland are presented in Table 5, seven competencies (“*crisis management*”, “*sense of accountability*”, “*coaching and counseling*”, “*planning and organising skills*”, “*English (spoken and written)*”, “*dealing with conflict*” and “*team work and team building*”) were ranked as top ten for both managers and supervisors.

24. Comparing with the findings in the 2005 Survey, “*crisis management*”, “*business acumen*” and “*risks management*” were ranked much higher for managers. As for supervisors, “*team work and team building*”, “*crisis management*”, “*planning and organising skills*” and “*analytical in approach to people and problems*” were regarded as much more important than they were in 2005.

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

Rank	Managers	%	Rank	Supervisors	%
1	Crisis management	59.84	1	Communication skills	58.77
2	Business acumen	52.27	2	Coaching and counselling	58.15
3	Sense of accountability	42.39	3	Team work and team building	50.70
4	Coaching and counselling	40.81	4	Dealing with conflict	49.27
5	Risks management	38.70	5	Crisis management	47.79
6	Planning and organising skills	38.60	6	Sense of accountability	45.60
7	English (spoken and written)	38.45	7	English (spoken and written)	42.44
8	Dealing with conflict	37.75	8	Planning and organising skills	41.82
9	Team work and team building	37.20	9	Analytical in approach to people and problems	41.11
10	Interpersonal skills	36.74	10	Problem solving and decision making	40.39
11	Communication skills	36.67	11	Quality conscious/quality minded	39.58
12	Quality conscious/quality minded	34.26	12	Interpersonal skills	38.54
13	Analytical in approach to people and problems	33.68	13	Integrity and trust	30.10
14	Strategic thinking	31.98	14	Chinese (Putonghua and business writing skills)	28.60
15	Trade practices in the Chinese Mainland	31.78	15	International exposure and knowledge	25.61
16	Change management	30.78	16	Trade practices in the Chinese Mainland	23.86
17	Problem solving and decision making	29.77	17	Self management (e.g. time management, prioritisation, etc.)	23.76
18	Laws and regulatory restrictions for access to the Chinese Mainland market	28.54	18	Business ethics	23.46
19	International exposure and knowledge	27.89	19	Stress management	20.21
20	Business ethics	26.76	20	Instructional, training and presentation skills	19.81
21	Instructional, training and presentation skills	24.45	21	Risks management	18.97
22	Chinese (Putonghua and business writing skills)	24.10	22	Laws and regulatory restrictions for access to the Chinese Mainland market	18.83
23	Integrity and trust	22.50	23	Cross cultural awareness/managing diversity	17.69
24	Cross cultural awareness/managing diversity	22.42	24	IT knowledge and application	17.15
25	Stress management	21.55	25	Customer concern	16.36
26	Creativity and innovation	18.03	26	Negotiation skills	16.14
27	Delegation	16.75	27	Change management	15.57
28	Customer concern	15.05	28	Self management (e.g. time management, prioritisation, etc.)	15.00
29	Emotional Intelligence	14.65	29	Business acumen	14.11
30	Negotiation skills	14.42	30	Understanding of others/empathy	14.06
31	AQ (Adversity Quotient)	11.99	31	Emotional Intelligence	13.59
32	Self management (e.g. time management, prioritisation, etc.)	11.96	32	Motivating others	13.40
33	Motivating others	11.81	33	AQ (Adversity Quotient)	13.22
34	IT knowledge and application	10.68	34	Creativity and innovation	11.97
35	Self improvement	9.41	35	Zealous in developing talent/potential in others	9.70
36	Zealous in developing talent/potential in others	6.92	36	Strategic thinking	9.28
37	Understanding of others/empathy	4.94	37	Delegation	8.66
38	Influencing skills	3.16	38	Influencing skills	4.34
39	Other languages	0.83	39	Other languages	1.65

% = percentage of responding companies

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

## Management Training Situation in Hong Kong

25. The survey found that over half of the managers and supervisors (57.57% and 59.28% respectively) had not received any management training before they were appointed or promoted to their present levels (Figure 1). The survey also revealed that less than half of the companies would provide management training to existing managers (45.21%) and supervisors (42.81%) in the next three years (Figure 2). The situation is slightly better for the newly recruited. More than half of the newly recruited managers (52.22%) and supervisors (52.29%) would be provided with on-the-job training. It also drew the Committee's attention that only about 40% of the companies had training plans for their managers/supervisors in the next three years.

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

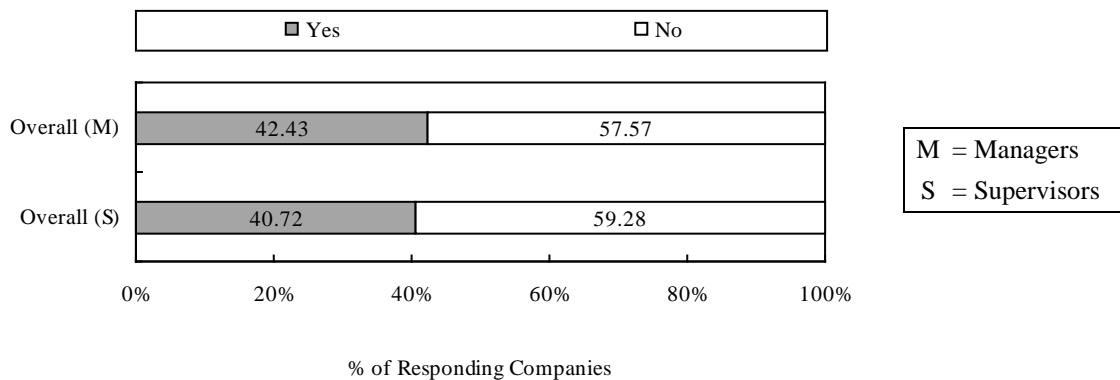
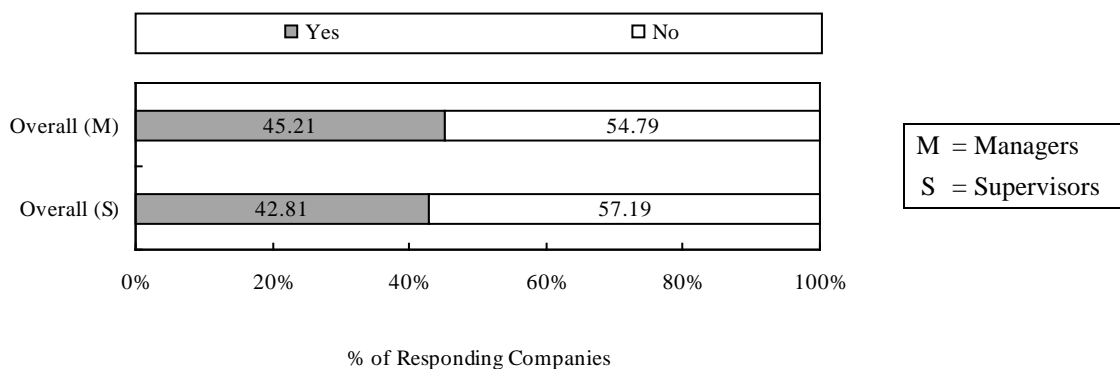


Figure 2:  
Distribution of Companies Providing Management Training to  
Managers and Supervisors in the Next Three Years

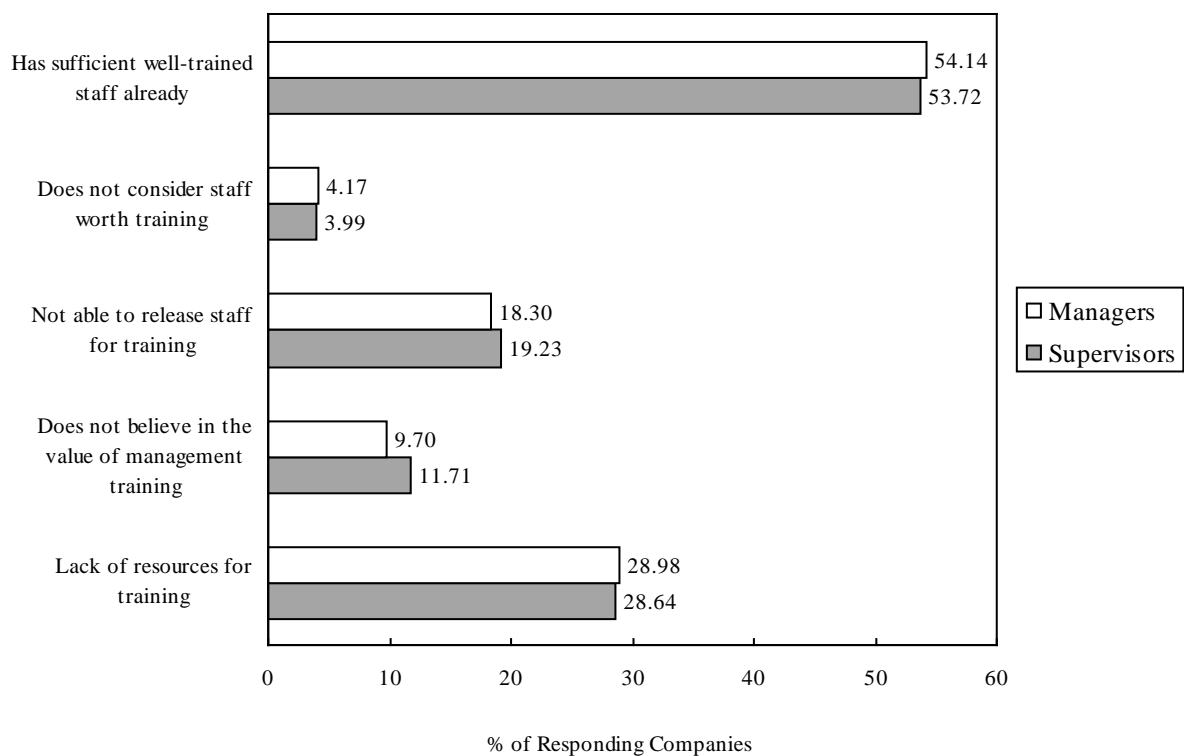


26. "Training budget" was still the most common training resources. Among those companies with training budget, about 40% would allocate no more than 1% of average annual payroll for training. About 57% of responding companies would freeze their training provision. Only about 33% of companies indicated that they had increased the training budget. The findings may reflect that most companies worried about the future development and inclined to adopt discreet financial planning.

27. With regard to those companies that would arrange management training, a large percentage of companies would adopt “*in-company programmes*” (64.9% for managers and 62.96% for supervisors). In addition, most respondents preferred “*on-the-job management training*”.

28. For companies not going to provide management training in the next three years, Figure 3 showed that the main reasons were “*having sufficient well-trained staff*” and “*lack of resources for training*”.

Figure 3:  
Reasons for Not Arranging Management Training for  
Managers and Supervisors in the Next Three Years



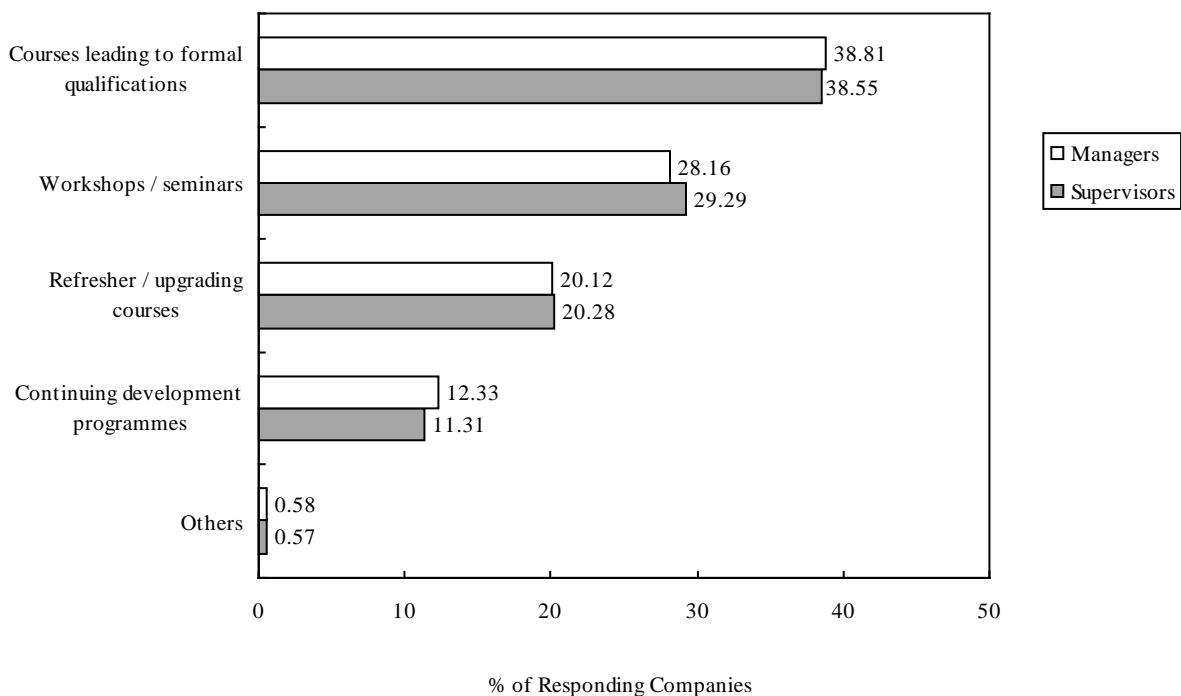
29. Regarding the type of programmes they preferred to sponsor, the majority of responding companies chose to sponsor their managers and supervisors to attend “*external management evening programmes*” (over 60%).

30. Nearly 30% of the respondents would be willing to “*release their staff during office hours*” and at the same time “*pay or reimburse them for the fees paid*”. On top of this 30%, about 45% of the responding companies would be willing to just “*pay or reimburse*” their staff for the course fees they have paid.

### Management Training Preferences in the Next Three Years

31. Figure 4 indicated that the most preferred type of management training for both managers and supervisors was “*courses leading to formal qualifications*” followed by “*workshops and seminars*”. Management training programmes last for “*less than one week*” were most preferred (close to one third of the respondents). Only about 8% of the respondents would consider programmes that last for “*12 months or more*”.

Figure 4:  
Preferred Types of Management Training for  
Managers and Supervisors in the Next Three Years



32. Most respondents (about 40%) preferred programmes that meet “*once a week*”. “*One-off*” mode also received quite a lot of support (close to 30% of respondents). About 50% of the companies preferred their managers and supervisors to attend management training “*during weekdays*”. Most companies preferred their managers and supervisors to attend management training programmes that are conducted “*after office hours*” (over 50%) or “*both during and after office hours*” (over 20%).

33. Most of the respondents (about 50%) preferred “*Cantonese*” as the medium of instruction. Programmes conducted in solely “*English*” or “*Putonghua*” were still unpopular.

34. With regard to the training methodologies, “*mentoring/coaching*” was the most preferred approach, followed by “*small group training*” and “*action learning through work-related projects*”.

### ***Management Training on Cultural Differences***

35. Companies were asked to indicate the extent to which their staff had received training on cultural diversity. Only about 6% and 4% of responding companies had provided this kind of training to their managers and supervisors respectively. Besides, only a few respondents planned to provide this kind of training to their managers (about 7%) and supervisors (about 5%) in the coming three years.

### ***Assistance/Support from HKSAR Government***

36. Over two-third of the respondents preferred the Government or related organisations to offer free/subsidised training courses.

### ***Trends of the Management Training Requirements of Companies Operating in Hong Kong***

37. Relevant data collected for the last two surveys (in 2001 and 2005) of a similar nature were extracted and compared with those gathered in this survey.

38. There was considerable increase in the number of respondents who had recruited/promoted managers and supervisors “*with prior management training*” in this survey.

39. Similar to the findings of the previous surveys (2001 and 2005), most companies preferred “*on-the-job management training*” though the number of companies choosing “*off-the-job management training*” was on a rise.

40. A significant drop of resources allocation for management training in the next three years was noted in 2008, especially for the provision of training budget.

41. In 2008, more companies would not arrange management training to managers and supervisors owing to “*having sufficient well-trained staff already*” and “*lack of resources for training*”.

42. More companies would sponsor their staff for management training by “*just paying or reimbursing their course fees*” and fewer companies would prefer “*releasing their staff during office hours*”.

43. Similar to the 2005 survey, respondents were still concerned whether the management training for their managers and supervisors would “*lead to formal qualifications*”. Furthermore, the demand on “*refresher/upgrading courses*” was on a rise.

44. Consistent patterns for the preferred duration of management training programmes for managers and supervisors were noted. Most of the respondents preferred programmes that last for “*less than one week*” to those last for “*one to less than three months*”.

45. Similar to the last two surveys in 2001 and 2005, the option “*once a week*” was chosen as the most preferred frequency of management training. In addition, “*one-off*” training was also a popular choice.

46. In 2008, more companies preferred to have management training “*during weekdays*”. A downward trend was noted in the number of companies choosing programmes conducted on “*both weekdays and weekends*”.

47. An increase in preference for training programmes conducted “*after office hours*” was noted. There was a significant drop of companies choosing management training programmes that are conducted “*during and after office hours*”.

48. “*Cantonese*” has overtaken “*Cantonese/English*” as the most preferred medium of instruction for management training in 2008.

49. “*Mentoring/coaching*” and “*small group training*” remained as the most preferred learning approaches for management training. In 2008, “*action learning through work-related projects*” has become more popular than before.

## **Major Recommendations**

50. The Committee strongly recommends the HKSAR Government and training providers to consider the following measures to support the sustainable development of Hong Kong SMEs:

- ◆ The HKSAR Government should take advantage of the implementation of Supplements to Closer Economic Partnership Arrangement (CEPA) and also make reference to the recommendations given by the Task Force on Economic Challenges for materialising the development of the educational services.
- ◆ The HKSAR Government should take substantive measures to encourage enterprises adopting information technology in business innovation and collaboration through the provision of online seminars for SMEs owners / business leaders.
- ◆ The HKSAR Government should promote talents development through the provision of SME Training Fund for employers with limited training budget allocation as compared with large enterprises to chart out structured external vocational and professional training for their top talents.
- ◆ The leading vocational education and training providers including Vocational Training Council (VTC) should continue to develop and maintain a reliable and user-friendly SME exchange platform on providing comprehensive and integrated support of management training provision.

51. Other major recommendations of the Committee are summarised below:

- (a) ***Levels of Provision of Management Training for Managers and Supervisors***
- (i) To recommend management and employers/trade associations making long term commitment on training provision.
  - (ii) To be proactive in distributing the training needs and competency profiles identified in this report to staff concerned.
  - (iii) To develop the workforce by considering the top ranking competencies affirmed during course development and delivery.
  - (iv) To encourage the use of funding schemes offered by the Government in providing management training.



(b) ***Approaches to Provide Training on Competency Areas Needed by Managers and Supervisors***

- (i) To recognise training needs for managers working in Hong Kong which enable them to enhance adaptability to the changing environment.
- (ii) To provide training for staff working in the Chinese Mainland to tackle with integration and assimilation of trade practice with regional differences and cultural diversity.
- (iii) To plan training of staff at supervisory level working outside Hong Kong by optimising personal attributes to support the operations.
- (iv) To promote learning culture in organisation for long term staff development and flexible allocation of human capital.

(c) ***Approaches for Organisations to Enhance Management Competency***

- (i) To adopt the module accumulation approach on programme development in responding to the evolving needs of lifelong learners and other members in the training community.
- (ii) To seek advice from trade experts and academic professionals on the development of trade specific modules.
- (iii) To consider the development of training programmes that may lead to formal qualifications to provide articulation pathways for learners.
- (iv) To adopt mentoring/coaching, small group training as well as action learning approaches in meeting the needs of SMEs.
- (v) To equip staff at managerial level as trainers/mentors/counsellors to support the training and development functions of their companies under the evolving business operations.
- (vi) To design training in coping with cultural diversity including the building up of global cultural competence and sustained communication network for regional operations, especially for the trades with regional variety such as restaurants and hotels sector.
- (vii) To forge closer relationship with working partners in the Chinese Mainland, especially in the Pearl River Delta region (PRD) in programme planning and development under economic and cultural integration.

(d) ***Provision of Management Training and Development***

- (i) To advise the senior management of local SMEs:
- to plan for staff development programmes at different levels by considering the needs and job natures of respective functions after determining the order of necessity of providing training to update the competency profile;
  - to explore other possible ways of training provision including in-house and tailor-made training programmes to achieve better cost-effectiveness, flexibility and suitability;
  - to better leverage virtual training techniques to reinforce the existing competency training practices and promote better communication;
  - to be proactive in managing their human capital by making more investment in employee training and reviewing the budget with staff concerned periodically to meet the upcoming challenges.
- (ii) To advise the Government:
- to be proactive in devising forward-looking policy and strategy to encourage collaborative efforts from supply and demand sides of the training community in maximising and leveraging our collective community capital;
  - to put more effort in forging the training network and strengthening partnership with various stakeholders including trade associations, employers, labour unions, professional bodies, training bodies and public organisations;
  - to put more effort in promoting the details and operations of various funding schemes such as Continuing Education Fund (CEF) and SME Development Fund (SDF) to local SMEs;
  - to consider the further expansion of scope and amount of subvention to the funding schemes with simplified application procedures by undertaking periodic review to ensure the appropriateness of scheme operations;
  - to allocate more resources and support in providing customised and market-driven business supporting service through government funded bodies such as Vocational Training Council (VTC) and other extension arms of tertiary educational institutions;

- to consider simplifying the course accreditation process to make it less costly for training providers to obtain quality-assured status for their courses and as a result to benefit the SMEs by providing them quality training at affordable costs.
- to encourage the collaborative efforts from professional bodies and training providers in devising standards of qualifications in relation to management and supervisory perspectives as a supportive measure for the sustainable manpower development in Hong Kong.

(e) ***Future Surveys***

- (i) To provide up-to-date information and traceable guidance on assessing managerial competency profile and management and development training needs of managers and supervisors in the light of globalisation and economic and cross cultural integration to industries, the Committee recommends that the existing practice of conducting manpower and training needs surveys for managers and supervisor at intervals of 2 to 3-year should be continued.
- (ii) To enable the Committee to closely monitor the latest trends of organisational development and operations for the detection of emerging competency profiles, and to be responsive in making timely and appropriate recommendations accordingly, smaller-scale studies employing methodologies such as focus groups and online surveys should be carried out from time to time if deemed necessary, and funds should be made available.

## PART I

### INTRODUCTION

#### 1.1 The Committee

The Committee on Management and Supervisory Training (CMST) of the Vocational Training Council is established, among other functions, to advise on the manpower development and training needs of managers and supervisors and to make recommendations on measures to enhance the quality of the workforce in management and supervisory areas. The CMST comprises members nominated by professional bodies, trade associations, education/training institutions and government departments. The membership list and terms of reference of the CMST are listed in **Appendices 1 and 2** respectively.

#### 1.2 Purpose of the Survey

The field work of this survey was conducted with the assistance of the Census and Statistics Department in November 2008. The survey aimed at (i) assessing the managerial competencies mostly required by managers and supervisors in small and medium enterprises (SMEs) in the next three years; (ii) identifying SMEs' training plans/arrangements, preferences on modes of training and other training concerns in relation to managerial and supervisory training. The survey findings would provide useful information for management, training providers, institutions, and trade associations to formulate courses to tackle the identified management training needs.

Compared with similar surveys conducted in 2001 and 2005, a few changes were introduced into the present survey. Firstly, in view that more and more Hong Kong firms have set up operations outside Hong Kong, this survey collected additional information on the managerial competencies mostly required by managers and supervisors working in operations outside Hong Kong, which were no longer confined to those in the Chinese Mainland. Secondly, this survey also looked into the issues concerning the amount of time spent on training, training expenditure and the type of assistance/support that the HKSAR Government should provide. At the same time, some questions were simplified to release the burden of respondents.

#### 1.3 Data Collection

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

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

- (ii) Part II sought views from respondents having business operations outside Hong Kong on key competencies mostly required by managers and supervisors working outside Hong in the next three year, as well as the rationale behind the given views.
- (iii) Part III gathered the training preferences and requirements in the areas of managerial/ supervisory training and development in the next three years.

A copy of the survey questionnaire is in **Appendix 5**.

#### 1.4 Coverage of the Survey

The survey covered a sample of 1,002 SMEs randomly selected from a population of 32,297 SMEs which employed 10 to 99 employees in eight major business sectors. These sectors were:

- (i) Manufacturing
- (ii) Electricity, Gas and Water
- (iii) Construction
- (iv) Wholesale, Retail and Import/Export Trades
- (v) Transport, Storage and Communication
- (vi) Financing, Insurance, Real Estate and Business Services
- (vii) Community, Social and Personal Services
- (viii) Restaurants and Hotels

Companies with less than 10 employees were not covered as experience from previous surveys showed that managers and supervisors of these establishments were mostly owner managers and sole proprietors.

The sample selection plan is shown in **Appendix 6**. The survey achieved an effective response rate of about 92%. The analysis of responses is given in **Appendix 7**. The survey data of the sample have been statistically grossed up to provide an overall picture.

#### 1.5 Presentation of Survey Findings

For comparison with similar surveys conducted by the CMST in 2001 and 2005, only effective responses from firms with employment size of 10 or more were reported in this report for the sake of consistency.

Highlights of the survey findings are reported in Part II and Part III, followed by the Recommendations in Part IV.

## PART II

### MANAGERIAL COMPETENCIES

#### 2.1 Method of Analysis

The first two parts in the questionnaire collected respondents' views on key competencies mostly required for managers and supervisors working in and outside Hong Kong. These two parts listed 39 competencies that covered knowledge, skills and attitudes generally required in management. The list was developed by the Working Party on the Survey after making reference to the Managerial Capability Framework published by the Management Development Centre of Hong Kong (the predecessor of the Institute of Professional Education And Knowledge) and related surveys of the Hong Kong Institute of Human Resource Management. The definitions of the competencies are provided in **Appendix 8**.

Respondents were asked to choose 10 out of 39 competencies that they considered the most important. For easier identification on the most predominant competencies, the competencies were ranked and presented in tabular form in accordance with the percentage scored in descending order. The top ten competencies receiving the highest percentages were labelled 'key competencies' that were considered to be the most important competencies in the next three years by the majority of respondents.

In relation to the list of competencies, a list of 10 reasons leading to the choice of key competencies was developed by the Working Party. The respondents were asked to rate the reasons that they considered responsible for their choice of the key competencies. A rating scheme (on a scale of 1 – 6, where 1 = very low, 2 = low, 3 = below average, 4 = above average, 5 = high and 6 = very high) was adopted to indicate the level of importance that they attribute to these reasons. A weighted average score for each reason was then worked out and ranked in descending order of importance.

The results concerning competencies of Hong Kong managers and supervisors will first be discussed, followed by those working outside Hong Kong.

#### 2.2 Limitations and Interpretation

When comparing the percentages between this and previous surveys, readers should note that the use of a new questionnaire may be the cause of any observed differences. Firstly, 5 new competencies were added to the 35 competencies used in the 2005 Survey while two competencies in the 2005 Survey were merged into one in this Survey. Other things being equal, the same competency would be chosen by a lower percentage of respondents since more choices were available. Secondly, in the previous survey, apart from the managerial competencies for Hong Kong, companies were asked to consider managerial competencies for the Chinese Mainland. However, in this survey, companies were asked to consider the competencies for managers/supervisors working outside Hong Kong, which were not confined to the Chinese Mainland. Since the coverage was expanded, the findings in this

survey may reflect geographic and cultural differences which might not be considered in the previous survey.

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

Table 2.3 presents the rankings of the key competencies of managers alongside those of supervisors. In addition, the percentages of the competencies chosen are presented in descending order. Eight out of the top ten key competencies, and eight out of the ten least important competencies of managers and supervisors were identical. It showed that the responding companies considered that the competencies required for managers and supervisors were quite similar.

“*Business acumen*” and “*planning and organising skills*” were ranked in the top ten competencies for managers but not for supervisors. However, for the latter, actually similar percentages of responding companies chose it as one of the ten most important competencies for both groups. The only significant difference regarding the key competencies required for managers and supervisors was “*business acumen*”, which was ranked much lower for supervisors. Over 40% of responding companies considered it as a key competency required for managers but only about 23% of responding companies chose it as a key competency required for supervisors. This finding may be attributed to the different expectations for managers and supervisors. There tends to be higher expectations for managers to explore business opportunities and give directions on business developments. Supervisors may need to strengthen the competency of “*business acumen*” if they wish to pursue higher ranks.

Although “*problem solving and decision making*” and “*analytical in approach to people and problems*” were on the top ten list of supervisors but not managers, they were ranked quite high in both groups.

Among the key competencies, “*crisis management*” was considered as core (i.e., by over 50% of the respondents) for managers while “*communication skills*” and “*team work and team building*” were considered as core for supervisors. Since very few choices had achieved the 50% benchmark, it showed that respondents had quite diverse views on the core competencies required for both managers and supervisors. Considering that a variety of competencies are required by managers and supervisors, multi-faceted training which covers more areas may be more suitable than those which only focus on a few competencies.

Comparing with the findings in the 2005 Survey, “*crisis management*” was ranked higher for both groups in this survey. Perhaps the economic downturn and the severe business environment make it more important for managers and supervisors to have quick response to crisis and wisdom for business recovery. Besides, the ranking of “*English (spoken and written)*” was higher in both groups in this survey. The economic globalisation may explain the increasing importance of English, which is still considered by many people as the most commonly-used international language.

On the other hand, “*self-management*”, one of the top ten of both groups in 2005, was no longer considered so important by the respondents. The implementation of comprehensive management system in companies (e.g. various kinds of monitoring and progress reporting systems), which allows employees of different levels to keep checked on the work progress, may have lowered the significance of “*self-management*” to managers and supervisors.

For managers, “*coaching and counselling*” and “*communication skills*” remained on the top three. For supervisors, only “*communication skills*” was still ranked as top three. Other top-three competencies in 2005, “*sense of responsibility*”<sup>\*</sup> and “*customer concern*” were ranked much lower than before.

(\*The choice “*sense of responsibility*” was renamed as “*sense of accountability*” in this survey.)

Five competencies – “*strategic thinking*”, “*influencing skills*”, “*other languages*”, “*laws and regulatory restrictions for access to the Chinese Mainland’s market*” and “*trade practices in the Chinese Mainland*” were added in this survey. All of them were not considered really important, especially “*influencing skills*” and “*other languages*” which were considered as the two least important competencies for both managers and supervisors. Some competencies which should be essential for managers and supervisors were also ranked very low. For example, “*motivating others*” and “*zealous in developing talent/potential in others*” were ranked the lowest ten for both groups. It might imply that employers in general value more on business competence than people skills.

“*Chinese (Putonghua and business writing skills)*” (formally “*Putonghua*”) was chosen by about 40% of responding companies as a key competency for managers and supervisors. It was ranked much higher when compared with 2005. Even though English is gaining increasing importance for managers and supervisors, this finding reiterates the importance of Chinese and Putonghua.

Although the Government commits to develop the creative industry, “*creativity and innovation*” was ranked very low for both managers and supervisors. It implied that the development for creative industry might still have a long way to go.



Table 2.3  
Key Competency Ranking of Managers and Supervisors  
in the Next Three Years in Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Crisis management	51.98	1	Communication skills	57.40
2	Coaching and counselling	46.59	2	Team work and team building	53.35
3	Communication skills	44.21	3	English (spoken and written)	47.94
4	Team work and team building	44.09	4	Interpersonal skills	46.89
5	English (spoken and written)	42.17	5	Sense of accountability	46.32
6	Business acumen	41.40	6	Coaching and counselling	45.57
7	Interpersonal skills	40.12	7	Problem solving and decision making	45.39
8	Chinese (Putonghua and business writing skills)	39.31	8	Crisis management	45.29
9	Sense of accountability	38.54	9	Chinese (Putonghua and business writing skills)	44.73
10	Planning and organising skills	38.19	10	Analytical in approach to people and problems	41.40
11	Analytical in approach to people and problems	37.76	11	Dealing with conflict	36.24
12	Problem solving and decision making	34.88	12	Planning and organising skills	35.49
13	Dealing with conflict	34.39	13	Customer concern	30.45
14	Risks management	32.78	14	Quality conscious/quality minded	28.68
15	Change management	30.63	15	Self management (e.g. time management, prioritisation, etc.)	26.63
16	Strategic thinking	26.87	16	Business acumen	22.77
17	Customer concern	23.88	17	Risks management	21.75
18	International exposure and knowledge	22.38	18	International exposure and knowledge	19.46
19	AQ (Adversity Quotient)	21.53	19	Stress management	19.32
20	EI (Emotional Intelligence)	20.29	20	EI (Emotional Intelligence)	18.50
21	Quality conscious/quality minded	20.10	21	Instructional, training and presentation skills	18.35
22	Stress management	19.94	22	Business ethics	18.30
23	Trade practices in the Chinese Mainland	19.80	23	IT knowledge and application	17.76
24	Creativity and innovation	19.10	24	AQ (Adversity Quotient)	16.59
25	Business ethics	18.63	25	Negotiation skills	16.01
26	Self management (e.g. time management, prioritisation, etc.)	18.48	26	Creativity and innovation	15.92
27	Instructional, training and presentation skills	18.35	27	Integrity and trust	15.55
28	IT knowledge and application	18.18	28	Change management	15.42
29	Laws and regulatory restrictions for access to the Chinese Mainland's market	18.07	29	Trade practices in the Chinese Mainland	15.04
30	Motivating others	17.73	30	Strategic thinking	13.87
31	Negotiation skills	17.07	31	Self improvement	13.35
32	Delegation	16.14	32	Laws and regulatory restrictions for access to the Chinese Mainland's market	13.17
33	Integrity and trust	11.60	33	Motivating others	13.06
34	Zealous in developing talent/potential in others	11.41	34	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	12.09
35	Self improvement	10.73	35	Understanding of others/empathy	11.75
36	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	10.62	36	Zealous in developing talent/potential in others	10.29
37	Understanding of others/empathy	10.37	37	Delegation	9.08
38	Influencing skills	8.07	38	Influencing skills	5.58
39	Other languages	1.10	39	Other languages	1.52

no of responded cases (statistically grossed up): 21,217

% = percentage of responding companies

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

## 2.4 Key Competencies of Managers and Supervisors in the Next Three Years in Hong Kong by Business Sector

The rankings of the key competencies for managers and supervisors of the eight different sectors in Hong Kong are listed in the same manner as in Table 2.3. Some competencies were found to be trade-specific. Although management training is usually regarded as generic training, training providers should adjust the training programmes by emphasising trade-specific competencies for different sectors so as to achieve better training outcomes.

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

As shown in Table 2.4.1, seven of the ten key competencies and five of the ten least important competencies were the same in both groups. “*Communication skills*” and “*coaching and counselling*” were rated as core competencies for supervisors while no competency was rated as core for managers.

“*Dealing with conflict*”, “*risks management*” and “*business acumen*” were regarded as top ten competencies for managers but not supervisors. These findings re-affirm that there are higher expectations for managers to tackle uncertainty and difficult situations. On the other hand, supervisors were expected to have “*sense of accountability*”, and be competent in “*problem solving and decision making*” and “*team work and team building*”.

The key competencies chosen for the two groups in this sector were quite similar to the general findings across all sectors. Comparing with Table 2.3, “*trade practices in the Chinese Mainland*” was ranked higher in the manufacturing sector. This finding is consistent with the general presumption since most companies in the manufacturing sector have major business activities in the Chinese Mainland.

When compared with the survey in 2005, “*English (written and spoken)*” has become much more important to both managers and supervisors while the importance of “*IT knowledge and application*” and “*quality conscious/quality minded*” dropped significantly in both groups.

Table 2.4.1  
Competency Ranking of Managers and Supervisors in the  
Manufacturing Sector in Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	English (spoken and written)	49.91	1	Communication skills	63.36
2	Communication skills	48.68	2	Coaching and counselling	52.62
3	Coaching and counselling	47.98	3	Chinese (Putonghua and business writing skills)	48.35
3	Crisis management	47.98	4	Sense of accountability	46.33
5	Analytical in approach to people and problems	46.23	5	Problem solving and decision making	44.87
6	Chinese (Putonghua and business writing skills)	42.98	6	Team work and team building	44.39
7	Dealing with conflict	41.14	7	English (spoken and written)	43.58
8	Risks management	40.88	8	Crisis management	41.73
9	Business acumen	38.42	9	Analytical in approach to people and problems	39.23
10	Interpersonal skills	34.39	10	Interpersonal skills	35.11
11	Change management	34.12	11	Dealing with conflict	33.82
12	Problem solving and decision making	31.67	12	Quality conscious/quality minded	33.25
13	Trade practices in the Chinese Mainland	29.47	13	Customer concern	30.27
14	AQ (Adversity Quotient)	27.98	14	Instructional, training and presentation skills	27.20
15	Strategic thinking	27.54	15	Trade practices in the Chinese Mainland	26.96
16	EI (Emotional Intelligence)	26.40	16	Planning and organising skills	25.67
17	Customer concern	25.61	17	Business acumen	23.08
18	Planning and organising skills	25.44	18	Self management (e.g. time management, prioritisation, etc.)	20.74
19	International exposure and knowledge	25.26	19	IT knowledge and application	20.42
20	Sense of accountability	23.95	20	Stress management	19.61
21	Negotiation skills	20.88	21	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	17.43
22	Team work and team building	20.09	22	AQ (Adversity Quotient)	16.38
23	Laws and regulatory restrictions for access to the Chinese Mainland's market	19.47	22	Change management	16.38
24	Instructional, training and presentation skills	18.51	24	EI (Emotional Intelligence)	16.30
25	Business ethics	16.32	25	Motivating others	15.82
26	Delegation	15.70	26	Self improvement	15.50
27	IT knowledge and application	14.91	27	Business ethics	15.01
28	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	14.56	28	Risks management	13.72
29	Stress management	12.72	29	Integrity and trust	12.67
30	Self management (e.g. time management, prioritisation, etc.)	12.54	30	Laws and regulatory restrictions for access to the Chinese Mainland's market	12.35
30	Motivating others	12.54	30	International exposure and knowledge	12.35
32	Quality conscious/quality minded	12.02	32	Creativity and innovation	11.78
33	Understanding of others/empathy	10.53	33	Understanding of others/empathy	11.54
34	Integrity and trust	8.16	34	Strategic thinking	10.98
35	Influencing skills	7.28	35	Zealous in developing talent/potential in others	6.78
36	Self improvement	6.67	36	Delegation	6.38
37	Creativity and innovation	5.79	37	Negotiation skills	5.08
38	Zealous in developing talent/potential in others	2.89	38	Influencing skills	0.00
39	Other languages	0.00	38	Other languages	0.00

no of responded cases (statistically grossed up): 1,348

% = percentage of responding companies

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

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

Since only a few companies in this sector were covered in the survey, the findings in this sector were subject to greater sampling variation and could only serve as preliminary reference.

As shown in Table 2.4.2, many competencies had the same rankings. In general, competencies chosen by over one-third of the respondents were similar for both groups. “*Coaching and counselling*”, “*team work and team building*”, “*crisis management*”, “*dealing with conflict*”, “*interpersonal skills*” and “*motivating others*” were considered as core competencies required by managers. Apart from “*motivating others*”, the other five competencies were also rated as core competencies required for supervisors. In addition to these five competencies, “*sense of accountability*”, “*Chinese (Putonghua and business writing skills)*”, “*IT knowledge and application*” and “*self improvement*” were also chosen by over 50% respondents as competencies mostly required for supervisors.

Comparing with the general findings across sectors, “*dealing with conflict*” and “*IT knowledge and application*” were considered more important to managers and supervisors in this sector. “*Motivating others*” and “*self improvement*” were also ranked higher for managers and supervisors in this sector respectively.

“*Integrity and trust*” was rated as a core competency for managers and supervisors in the 2005 Survey. However, in this survey, no respondents chose it as one of the ten most important competencies for both groups. “*Business ethics*”, which was ranked the most important competency for managers in 2005, was also not chosen by any respondents as a key competency required for managers.

Table 2.4.2  
Competency Ranking of Managers and Supervisors in the  
Electricity, Gas and Water Sector in Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Coaching and counselling	100.00	1	Dealing with conflict	100.00
1	Team work and team building	100.00	1	Coaching and counselling	100.00
3	Crisis management	66.67	3	Crisis management	66.67
3	Dealing with conflict	66.67	3	Sense of accountability	66.67
3	Interpersonal skills	66.67	3	Interpersonal skills	66.67
3	Motivating others	66.67	3	Team work and team building	66.67
7	Analytical in approach to people and problems	33.33	3	Chinese (Putonghua and business writing skills)	66.67
7	Business acumen	33.33	3	IT knowledge and application	66.67
7	Change management	33.33	3	Self improvement	66.67
7	Planning and organising skills	33.33	10	Analytical in approach to people and problems	33.33
7	Quality conscious/quality minded	33.33	10	Business acumen	33.33
7	Sense of accountability	33.33	10	Change management	33.33
7	Communication skills	33.33	10	Planning and organising skills	33.33
7	Understanding of others/empathy	33.33	10	Problem solving and decision making	33.33
7	Zealous in developing talent/potential in others	33.33	10	Quality conscious/quality minded	33.33
7	Chinese (Putonghua and business writing skills)	33.33	10	Communication skills	33.33
7	English (spoken and written)	33.33	10	Business ethics	33.33
7	IT knowledge and application	33.33	10	Customer concern	33.33
7	Customer concern	33.33	10	Instructional, training and presentation skills	33.33
7	EI (Emotional Intelligence)	33.33	20	Creativity and innovation	0.00
7	Instructional, training and presentation skills	33.33	20	Delegation	0.00
7	Negotiation skills	33.33	20	Risks management	0.00
23	Creativity and innovation	0.00	20	Strategic thinking	0.00
23	Delegation	0.00	20	Influencing skills	0.00
23	Problem solving and decision making	0.00	20	Motivating others	0.00
23	Risks management	0.00	20	Negotiation skills	0.00
23	Strategic thinking	0.00	20	Understanding of others/empathy	0.00
23	Influencing skills	0.00	20	Zealous in developing talent/potential in others	0.00
23	Other languages	0.00	20	English (spoken and written)	0.00
23	International exposure and knowledge	0.00	20	Other languages	0.00
23	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	0.00	20	International exposure and knowledge	0.00
23	Laws and regulatory restrictions for access to the Chinese Mainland's market	0.00	20	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	0.00
23	Trade practices in the Chinese Mainland	0.00	20	Laws and regulatory restrictions for access to the Chinese Mainland's market	0.00
23	AQ (Adversity Quotient)	0.00	20	Trade practices in the Chinese Mainland	0.00
23	Business ethics	0.00	20	AQ (Adversity Quotient)	0.00
23	Integrity and trust	0.00	20	EI (Emotional Intelligence)	0.00
23	Self improvement	0.00	20	Integrity and trust	0.00
23	Self management (e.g. time management, prioritisation, etc.)	0.00	20	Self management (e.g. time management, prioritisation, etc.)	0.00
23	Stress management	0.00	20	Stress management	0.00

no of responded cases (statistically grossed up): 4

% = percentage of responding companies

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

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

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Five of the ten key competencies and seven of the ten least important competencies were shared by managers and supervisors (Table 2.4.3). Four competencies were chosen as core competencies for each group but only “*team work and team building*” was shared by both groups. For managers, other three core competencies were “*coaching and counselling*”, “*crisis management*” and “*problem solving and decision making*”. For supervisors, the other core competencies were “*sense of accountability*”, “*interpersonal skills*” and “*communication skills*”.

Among various business sectors, more different views regarding the competencies required for managers and supervisors were noted in the construction sector. “*Crisis management*” and “*risks management*” ranked in top ten for managers were ranked much lower for supervisors. These findings are consistent with general perceptions that managers should share greater responsibility in handling crisis and hardship. Besides, “*interpersonal skills*” and “*communication skills*” on the top ten list of supervisors were rated far less important to managers. It was considered important for managers to be “*analytical in approach to people and problems*”, be proficient in “*Chinese (Putonghua and business writing skills)*” and be able to “*dealing with conflict*”. Supervisors were expected to have the competencies of “*quality conscious/quality minded*”, “*customer concern*” and “*self management*”.

In contrast to other sectors, “*English (spoken and written)*” was ranked lower in the construction sector for both managers and supervisors. “*Business acumen*”, “*interpersonal skills*” and “*communication skills*” were ranked much lower for managers in this sector than managers in general. “*Sense of accountability*” was considered more important to managers and supervisors in this sector. The concern on safety issues may explain why “*sense of accountability*” was considered more important in the construction sector.

In the 2005 Survey, “*communication skills*” was regarded as a core competency for managers. But in this survey, its importance to managers decreased significantly. The importance of “*instructional, training and presentation skills*” for managers and supervisors also dropped.

Table 2.4.3  
Competency Ranking of Managers and Supervisors in the  
Construction Sector in Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Coaching and counselling	64.98	1	Sense of accountability	75.57
2	Team work and team building	61.71	2	Team work and team building	71.16
3	Crisis management	59.90	3	Interpersonal skills	53.52
4	Problem solving and decision making	52.78	4	Communication skills	53.04
5	Sense of accountability	47.71	5	Coaching and counselling	49.23
6	Risks management	46.50	6	Planning and organising skills	45.29
7	Planning and organising skills	44.93	7	Problem solving and decision making	44.46
8	Analytical in approach to people and problems	42.15	8	Quality conscious/quality minded	43.27
9	Chinese (Putonghua and business writing skills)	40.82	9	Customer concern	41.84
10	Dealing with conflict	36.84	10	Self management (e.g. time management, prioritisation, etc.)	41.60
11	English (spoken and written)	36.23	11	Analytical in approach to people and problems	37.78
12	Interpersonal skills	35.39	12	Chinese (Putonghua and business writing skills)	37.66
13	Business acumen	33.21	13	Dealing with conflict	35.52
14	Change management	31.64	14	Crisis management	34.56
15	Quality conscious/quality minded	29.95	14	English (spoken and written)	34.56
16	Customer concern	29.83	16	Risks management	28.37
17	Motivating others	28.14	17	Self improvement	21.81
18	IT knowledge and application	28.02	18	Negotiation skills	19.79
19	Strategic thinking	27.05	19	IT knowledge and application	18.95
20	Business ethics	22.83	20	Motivating others	16.57
21	Self management (e.g. time management, prioritisation, etc.)	20.29	20	Integrity and trust	16.57
22	Instructional, training and presentation skills	18.24	22	Business ethics	16.09
23	Communication skills	17.87	23	Instructional, training and presentation skills	14.54
24	Zealous in developing talent/potential in others	17.75	24	EI (Emotional Intelligence)	13.95
25	Negotiation skills	17.15	25	Understanding of others/empathy	13.35
26	Delegation	14.61	26	Stress management	12.63
27	Self improvement	13.29	27	Strategic thinking	12.40
28	AQ (Adversity Quotient)	12.80	28	Zealous in developing talent/potential in others	10.37
29	Understanding of others/empathy	10.14	29	Business acumen	9.06
30	EI (Emotional Intelligence)	9.18	29	Change management	9.06
30	Creativity and innovation	9.18	29	International exposure and knowledge	9.06
32	International exposure and knowledge	5.19	32	Creativity and innovation	7.87
33	Influencing skills	3.99	33	AQ (Adversity Quotient)	7.51
33	Integrity and trust	3.99	34	Influencing skills	7.27
35	Stress management	3.62	35	Delegation	6.08
36	Other languages	0.00	36	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	3.93
36	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	0.00	37	Other languages	0.00
36	Laws and regulatory restrictions for access to the Chinese Mainland's market	0.00	37	Laws and regulatory restrictions for access to the Chinese Mainland's market	0.00
36	Trade practices in the Chinese Mainland	0.00	37	Trade practices in the Chinese Mainland	0.00

no of responded cases (statistically grossed up): 839

% = percentage of responding companies

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

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

As presented in Table 2.4.4, nine out of the ten key competencies and eight out of the ten least important competencies were identical for managers and supervisors. Although different core competencies were identified for the two groups (with “*crisis management*” and “*communication skills*” being core competencies for managers and supervisors respectively), both groups placed these competencies at very high ranks. These findings revealed that the competencies required for managers and supervisors were quite similar in this sector.

The most prominent difference noted for the competencies required by managers and supervisors was the ranking of “*business acumen*”. It was ranked much higher for managers. Meanwhile, being competent in “*problem solving and decision making*” was considered more important to supervisors than to managers.

The key competencies identified in this sector were also similar to the general findings across sectors. “*Trade practices in the Chinese Mainland*” and “*laws and regulatory restrictions for access to the Chinese Mainland’s market*” were ranked higher in this sectors than in general. The increasing business co-operations across the borders may explain these findings.

Comparing with the survey in 2005, “*self management*” was rated far less important in this survey. As mentioned before, it may be attributed to the implementation of various kinds of monitoring/reporting systems which allows the companies to rely less on self management of individual staff members.



Table 2.4.4  
Competency Ranking of Managers and Supervisors in the  
Wholesale, Retail and Import/Export Sector in Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Crisis management	55.85	1	Communication skills	56.99
2	Coaching and counselling	48.81	2	Interpersonal skills	49.42
3	Business acumen	46.16	3	Crisis management	48.81
4	Team work and team building	41.26	4	English (spoken and written)	47.86
5	Interpersonal skills	41.16	5	Team work and team building	47.19
6	English (spoken and written)	40.63	6	Coaching and counselling	46.83
7	Communication skills	39.34	7	Chinese (Putonghua and business writing skills)	46.39
8	Chinese (Putonghua and business writing skills)	39.12	8	Problem solving and decision making	44.50
9	Planning and organising skills	39.04	9	Sense of accountability	43.25
10	Sense of accountability	38.65	10	Planning and organising skills	39.21
11	Analytical in approach to people and problems	36.38	11	Analytical in approach to people and problems	38.02
12	Problem solving and decision making	35.90	12	Dealing with conflict	30.83
13	Risks management	35.05	13	Quality conscious/quality minded	27.03
14	Change management	34.86	14	Self management (e.g. time management, prioritisation, etc.)	26.42
15	Trade practices in the Chinese Mainland	29.20	15	Risks management	24.94
16	Dealing with conflict	28.62	16	International exposure and knowledge	24.51
17	Laws and regulatory restrictions for access to the Chinese Mainland's market	27.61	17	Customer concern	24.18
18	International exposure and knowledge	26.98	18	Business acumen	24.10
19	Strategic thinking	24.73	19	Stress management	22.51
20	Quality conscious/quality minded	22.87	20	Trade practices in the Chinese Mainland	22.47
21	IT knowledge and application	22.51	21	IT knowledge and application	20.86
22	AQ (Adversity Quotient)	21.03	22	Laws and regulatory restrictions for access to the Chinese Mainland's market	18.48
23	Creativity and innovation	20.64	23	Negotiation skills	17.74
24	Self management (e.g. time management, prioritisation, etc.)	19.59	24	AQ (Adversity Quotient)	17.52
25	Instructional, training and presentation skills	18.98	25	Instructional, training and presentation skills	17.49
26	EI (Emotional Intelligence)	16.93	26	Change management	15.75
27	Customer concern	16.86	27	Creativity and innovation	15.72
28	Stress management	16.58	28	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	15.20
29	Negotiation skills	16.49	29	Business ethics	14.33
30	Business ethics	15.81	30	Strategic thinking	14.24
31	Motivating others	15.01	31	EI (Emotional Intelligence)	13.21
32	Delegation	14.23	32	Self improvement	12.14
33	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	11.71	33	Integrity and trust	11.61
34	Zealous in developing talent/potential in others	10.04	34	Motivating others	11.33
35	Self improvement	9.09	35	Understanding of others/empathy	10.49
36	Influencing skills	8.88	36	Zealous in developing talent/potential in others	9.77
37	Understanding of others/empathy	8.81	37	Delegation	8.35
38	Integrity and trust	8.44	38	Influencing skills	3.24
39	Other languages	0.55	39	Other languages	1.75

no of responded cases (statistically grossed up): 8,972

% = percentage of responding companies

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

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

Table 2.4.5 shows that only six of the ten key competencies and five of the ten least important competencies for managers and supervisors were common. “*Business acumen*” and “*crisis management*” were rated as core competencies for managers while “*team work and team building*”, “*English (spoken and written)*” and “*coaching and counselling*” were considered as core competencies for supervisors.

Three competencies on the top ten list of managers – “*business acumen*”, “*risks management*” and “*strategic thinking*” were ranked much lower for supervisors. On the other hand, four key competencies for supervisors – “*analytical in approach to people and problems*”, “*problem solving and decision making*”, “*sense of accountability*” and “*Chinese (Putonghua and business writing skills)*” were considered far less important to managers. These findings revealed that the competencies required for the two groups were not that alike.

Compared with other sectors, managers in this sector were expected to be competent in “*risks management*” and “*strategic thinking*” while “*sense of accountability*” and “*Chinese (Putonghua and business writing skills)*” were considered less important to managers in this sector. “*Interpersonal skills*” which was considered as a key competency for managers and supervisors in general was not regarded as a key competency for the two groups in this sector.

It was also noted that the significance of “*interpersonal skills*” and “*IT knowledge and application*” for managers and supervisors had decreased a lot in comparison with the findings of the 2005 Survey.

Table 2.4.5  
Competency Ranking of Managers and Supervisors in the  
Transport, Storage and Communication Sector in Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Business acumen	60.04	1	Team work and team building	62.43
2	Crisis management	57.96	2	English (spoken and written)	53.77
3	Dealing with conflict	48.02	3	Coaching and counselling	50.63
4	Risks management	45.27	4	Communication skills	49.86
5	Team work and team building	40.03	5	Crisis management	49.37
6	Strategic thinking	39.83	6	Dealing with conflict	47.28
6	Coaching and counselling	39.83	7	Analytical in approach to people and problems	43.37
8	Communication skills	38.01	8	Problem solving and decision making	40.85
9	Planning and organising skills	37.94	9	Sense of accountability	40.29
10	English (spoken and written)	35.33	10	Chinese (Putonghua and business writing skills)	38.90
11	Trade practices in the Chinese Mainland	31.77	11	Planning and organising skills	33.31
12	Laws and regulatory restrictions for access to the Chinese Mainland's market	30.69	12	Business acumen	31.63
13	Change management	28.95	13	Self management (e.g. time management, prioritisation, etc.)	28.56
14	Stress management	27.54	14	Interpersonal skills	26.82
15	AQ (Adversity Quotient)	26.86	15	Delegation	26.19
16	International exposure and knowledge	26.53	16	Quality conscious/quality minded	25.70
17	Interpersonal skills	26.19	17	EI (Emotional Intelligence)	24.93
18	Customer concern	24.85	18	Creativity and innovation	22.63
19	Analytical in approach to people and problems	24.71	19	Trade practices in the Chinese Mainland	20.67
20	Negotiation skills	24.04	20	Integrity and trust	19.55
21	Sense of accountability	23.51	21	Laws and regulatory restrictions for access to the Chinese Mainland's market	19.27
22	EI (Emotional Intelligence)	23.24	22	Stress management	18.37
23	Motivating others	21.96	23	Self improvement	17.95
24	Creativity and innovation	20.62	24	International exposure and knowledge	17.67
25	Chinese (Putonghua and business writing skills)	20.15	25	Business ethics	16.83
26	Business ethics	19.01	26	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	16.69
27	Self improvement	18.67	27	Risks management	15.15
28	Problem solving and decision making	16.12	28	Customer concern	14.59
29	IT knowledge and application	16.05	29	Negotiation skills	14.32
30	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	13.16	30	Change management	13.06
31	Delegation	13.16	31	Strategic thinking	12.29
32	Self management (e.g. time management, prioritisation, etc.)	13.03	32	Zealous in developing talent/potential in others	10.68
33	Integrity and trust	12.96	32	AQ (Adversity Quotient)	10.68
34	Instructional, training and presentation skills	11.01	34	Motivating others	10.06
35	Quality conscious/quality minded	8.46	35	IT knowledge and application	9.78
36	Understanding of others/empathy	3.36	36	Instructional, training and presentation skills	9.29
36	Other languages	3.36	37	Influencing skills	8.80
38	Zealous in developing talent/potential in others	2.89	38	Other languages	3.49
39	Influencing skills	1.34	39	Understanding of others/empathy	2.09

no of responded cases (statistically grossed up): 1,875

% = percentage of responding companies

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

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

As shown in Table 2.4.6, eight of the ten key competencies and seven of the ten least important competencies for managers and supervisors were identical. “*Team work and team building*” and “*communication skills*” were rated as core competencies for both managers and supervisors. In addition to these competencies, “*English (spoken and written)*” and “*problem solving and decision making*” were also regarded as core competencies for supervisors.

Among the 39 competencies, “*coaching and counselling*” and “*dealing with conflict*” were considered more important to managers than to supervisors. “*Interpersonal skills*” and “*sense of accountability*” were considered more important to supervisors than to managers. These findings may imply that the roles played by managers and supervisors in the sector were quite different. Supervisors in this sector may have more front-line works which makes it important for them to have good “*interpersonal skills*”.

Comparing with other business sectors, “*team work and team building*” and “*English (spoken and written)*” were considered more important to managers and supervisors in this sector respectively. “*Sense of accountability*” and “*interpersonal skills*” were considered less important to managers in this sector.

In the 2005 Survey, “*customer concern*” was a core competency for supervisors. But in this survey, it was quite surprising to find that this competency was ranked much lower. In fact, it is quite contrary to general perceptions on this sector.

Table 2.4.6  
Competency Ranking of Managers and Supervisors in the  
Finance, Insurance, Real Estate and Business Services Sector in Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Team work and team building	58.79	1	English (spoken and written)	56.47
2	Communication skills	52.07	2	Problem solving and decision making	54.89
3	Crisis management	49.90	3	Communication skills	54.80
4	English (spoken and written)	49.65	4	Team work and team building	53.05
5	Planning and organising skills	45.18	5	Sense of accountability	47.56
6	Chinese (Putonghua and business writing skills)	43.42	6	Analytical in approach to people and problems	46.62
7	Analytical in approach to people and problems	42.23	7	Crisis management	44.79
8	Coaching and counselling	40.30	8	Chinese (Putonghua and business writing skills)	41.78
9	Problem solving and decision making	40.18	9	Interpersonal skills	40.27
10	Dealing with conflict	38.29	10	Planning and organising skills	34.61
11	Business acumen	35.47	11	Risks management	34.32
11	Risks management	35.47	12	Dealing with conflict	34.28
13	Strategic thinking	32.14	13	Coaching and counselling	32.78
14	Business ethics	31.90	14	International exposure and knowledge	28.09
15	Sense of accountability	29.64	15	Business acumen	27.20
16	Interpersonal skills	29.27	16	Customer concern	26.02
17	Customer concern	29.03	17	Business ethics	25.61
18	Change management	27.88	18	Change management	24.14
19	Stress management	26.94	19	Strategic thinking	23.94
20	EI (Emotional Intelligence)	25.01	20	Negotiation skills	23.53
21	Delegation	21.69	21	Integrity and trust	23.13
22	International exposure and knowledge	19.35	22	EI (Emotional Intelligence)	22.56
23	AQ (Adversity Quotient)	18.98	23	IT knowledge and application	22.48
24	Integrity and trust	18.25	24	Self management (e.g. time management, prioritisation, etc.)	22.19
25	Instructional, training and presentation skills	17.67	25	AQ (Adversity Quotient)	20.36
26	Creativity and innovation	16.61	26	Stress management	19.87
27	IT knowledge and application	15.83	27	Instructional, training and presentation skills	18.49
28	Zealous in developing talent/potential in others	15.25	28	Quality conscious/quality minded	17.47
29	Negotiation skills	14.60	29	Self improvement	15.11
30	Motivating others	13.61	30	Laws and regulatory restrictions for access to the Chinese Mainland's market	10.91
31	Self management (e.g. time management, prioritisation, etc.)	13.28	31	Creativity and innovation	10.10
32	Trade practices in the Chinese Mainland	11.28	32	Understanding of others/empathy	9.65
33	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	11.15	33	Trade practices in the Chinese Mainland	8.71
34	Quality conscious/quality minded	10.70	34	Influencing skills	8.35
35	Laws and regulatory restrictions for access to the Chinese Mainland's market	9.92	35	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	7.21
36	Self improvement	8.77	36	Zealous in developing talent/potential in others	5.99
37	Understanding of others/empathy	5.58	37	Motivating others	5.62
38	Influencing skills	5.37	38	Delegation	4.93
39	Other languages	0.41	39	Other languages	0.41

no of responded cases (statistically grossed up): 2,752

% = percentage of responding companies

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

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

As shown in Table 2.4.7, eight of the ten key competencies and seven of the ten least important competencies were shared between managers and supervisors. “*Communication skills*” was ranked as a core competency for both groups. For managers, “*sense of accountability*” and “*crisis management*” were also considered as core competencies. For supervisors, “*team work and team building*”, “*analytical in approach to people and problems*”, “*interpersonal skills*” and “*Chinese (Putonghua and business writing skills)*” were considered as core competencies as well.

Managers were expected to have better “*planning and organising skills*” and be more competent in “*coaching and counselling*”. For supervisors, they were expected to focus on “*customer concern*” and be competent in “*problem solving and decision making*”.

Comparing with the general findings across sectors, some competencies were found to be trade-specific. “*Creativity and innovation*” was ranked much higher for both groups in this sector. “*Stress management*” was considered more important to managers in this sector. On the other hand, “*business acumen*” was ranked much lower for managers and supervisors in this sector. The unique nature of work of this sector may explain the differences.

“*English (spoken and written)*” has become much more important to managers and supervisors in this sector when compared with the findings in the 2005 Survey.

Table 2.4.7  
Competency Ranking of Managers and Supervisors in the  
Community, Social and Personal Services Sector in Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Communication skills	57.14	1	Communication skills	59.66
2	Sense of accountability	54.64	2	Team work and team building	53.80
3	Crisis management	50.50	3	Analytical in approach to people and problems	53.49
4	Interpersonal skills	49.89	4	Interpersonal skills	52.62
5	English (spoken and written)	48.99	5	Chinese (Putonghua and business writing skills)	51.13
6	Analytical in approach to people and problems	43.85	6	English (spoken and written)	48.15
7	Planning and organising skills	41.95	7	Crisis management	45.22
8	Chinese (Putonghua and business writing skills)	39.92	8	Customer concern	44.81
9	Coaching and counselling	39.49	9	Sense of accountability	44.40
10	Team work and team building	36.94	10	Problem solving and decision making	38.39
11	Dealing with conflict	33.88	11	Planning and organising skills	35.82
12	Stress management	29.09	12	Coaching and counselling	34.74
13	Creativity and innovation	28.31	13	Self management (e.g. time management, prioritisation, etc.)	33.81
14	Self management (e.g. time management, prioritisation, etc.)	27.15	14	Dealing with conflict	32.53
15	AQ (Adversity Quotient)	25.77	15	Creativity and innovation	26.36
16	EI (Emotional Intelligence)	24.99	16	Instructional, training and presentation skills	26.31
17	Problem solving and decision making	23.82	17	Motivating others	22.92
18	Change management	22.96	18	EI (Emotional Intelligence)	22.87
19	International exposure and knowledge	22.44	19	Quality conscious/quality minded	22.30
20	Business acumen	21.75	20	IT knowledge and application	21.89
21	Customer concern	21.62	21	Stress management	20.86
22	Motivating others	19.77	22	AQ (Adversity Quotient)	19.63
23	Strategic thinking	19.46	23	Business ethics	17.83
24	Quality conscious/quality minded	18.86	24	Understanding of others/empathy	17.52
25	Negotiation skills	18.00	25	International exposure and knowledge	15.42
26	Instructional, training and presentation skills	17.82	26	Integrity and trust	15.31
27	IT knowledge and application	16.75	27	Change management	14.90
28	Business ethics	16.44	28	Self improvement	11.51
29	Understanding of others/empathy	16.40	29	Laws and regulatory restrictions for access to the Chinese Mainland's market	11.15
30	Risks management	16.14	30	Business acumen	11.10
31	Integrity and trust	16.01	30	Strategic thinking	11.00
32	Delegation	15.41	30	Risks management	11.00
33	Self improvement	15.36	33	Negotiation skills	10.64
34	Zealous in developing talent/potential in others	12.08	34	Zealous in developing talent/potential in others	10.38
35	Influencing skills	11.83	35	Delegation	9.30
36	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	9.62	36	Influencing skills	8.27
37	Laws and regulatory restrictions for access to the Chinese Mainland's market	9.54	37	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	5.86
38	Trade practices in the Chinese Mainland	6.78	38	Trade practices in the Chinese Mainland	4.52
39	Other languages	1.73	39	Other languages	1.54

no of responded cases (statistically grossed up): 2,713

% = percentage of responding companies

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

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

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As presented in Table 2.4.8, seven of the ten key competencies and seven of the ten least important competencies were identical. Three core competencies – “*team work and team building*”, “*interpersonal skills*” and “*communication skills*” were shared between managers and supervisors. For supervisors, three other competencies were rated as core. They were “*coaching and counselling*”, “*dealing with conflict*” and “*sense of accountability*”.

“*Chinese (Putonghua and business writing skills)*”, “*crisis management*” and especially “*business acumen*” were considered more important to managers. “*Dealing with conflict*”, “*quality conscious/quality minded*” and “*English (spoken and written)*” were regarded as key competencies for supervisors.

For the restaurants and hotels sector, “*crisis management*” was not considered as important as it was to managers and supervisors in other sectors though it was still regarded as one of the key competencies. “*IT knowledge and application*” was also less significant than it was in other sectors. On the other hand, “*customer concern*” was evaluated to be more important to managers and supervisors in this sector.

The competencies required in this sector are quite stable over time, except that “*English (spoken and written)*” has become much more important comparing with the findings in the 2005 Survey.



Table 2.4.8  
Competency Ranking of Managers and Supervisors in the  
Restaurants and Hotels Sector in Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Team work and team building	53.45	1	Team work and team building	66.88
2	Interpersonal skills	51.72	2	Communication skills	62.35
3	Communication skills	50.76	3	Interpersonal skills	55.60
4	Coaching and counselling	49.80	4	Coaching and counselling	54.65
5	Sense of accountability	45.03	5	Dealing with conflict	53.89
5	Chinese (Putonghua and business writing skills)	45.03	6	Sense of accountability	50.36
7	Problem solving and decision making	44.20	7	Customer concern	49.64
8	Business acumen	43.60	8	Problem solving and decision making	47.66
9	Customer concern	41.03	9	Quality conscious/quality minded	44.56
10	Crisis management	37.69	10	English (spoken and written)	43.05
11	Dealing with conflict	37.39	11	Chinese (Putonghua and business writing skills)	41.02
12	English (spoken and written)	35.43	12	Analytical in approach to people and problems	39.24
13	Analytical in approach to people and problems	34.30	13	Crisis management	37.21
14	Quality conscious/quality minded	29.83	14	Business ethics	27.80
15	Planning and organising skills	28.18	15	EI (Emotional Intelligence)	27.60
16	Strategic thinking	27.31	16	Planning and organising skills	26.65
17	Change management	25.84	17	Self management (e.g. time management, prioritisation, etc.)	22.92
18	Motivating others	25.36	18	Business acumen	22.48
19	Instructional, training and presentation skills	22.15	19	Integrity and trust	20.14
20	Risks management	21.97	20	Understanding of others/empathy	18.59
21	EI (Emotional Intelligence)	21.10	21	Zealous in developing talent/potential in others	17.63
22	Delegation	20.23	22	Motivating others	17.55
23	Stress management	19.37	23	Instructional, training and presentation skills	16.96
24	Understanding of others/empathy	19.19	24	Creativity and innovation	15.09
25	Zealous in developing talent/potential in others	18.71	25	AQ (Adversity Quotient)	14.02
26	AQ (Adversity Quotient)	18.19	26	Risks management	12.83
27	Self management (e.g. time management, prioritisation, etc.)	17.33	27	Negotiation skills	12.23
28	Creativity and innovation	16.37	28	Self improvement	10.52
29	Business ethics	15.85	29	Stress management	9.69
30	Integrity and trust	14.46	30	Change management	9.17
31	Negotiation skills	14.24	31	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	8.94
32	International exposure and knowledge	11.94	32	Influencing skills	8.90
33	Influencing skills	10.59	33	Delegation	8.02
34	Self improvement	9.73	34	Strategic thinking	7.90
35	Cross cultural awareness (e.g. the Chinese Mainland)/managing diversity	7.60	35	International exposure and knowledge	5.52
36	IT knowledge and application	6.77	36	IT knowledge and application	2.50
37	Trade practices in the Chinese Mainland	4.47	37	Other languages	1.95
38	Other languages	2.56	38	Laws and regulatory restrictions for access to the Chinese Mainland's market	0.79
39	Laws and regulatory restrictions for access to the Chinese Mainland's market	0.43	38	Trade practices in the Chinese Mainland	0.79

no of responded cases (statistically grossed up): 2,714

% = percentage of responding companies

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

## 2.5 Key Competencies Chosen by Various Business Sectors in Hong Kong

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

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

Table 2.5.1 lists the numbers of times each competency was being chosen as a key competency for managers in the eight business sectors. Two competencies – “*crisis management*” and “*coaching and counselling*” were chosen as key competencies for managers by all eight sectors. The table also shows that “*crisis management*” and “*coaching and counselling*” were rated as core competencies in five and two sectors respectively.

Compared with the 2005 Survey, “*coaching and counselling*” remained as a key competency for all eight sectors. “*Crisis management*” has gained more importance. The global financial downturn may contribute to its increasing importance. Language abilities – “*Chinese (Putonghua and business writing skills)*” and “*English (spoken and written)*” were regarded as much more important than before. “*Team work and team building*”, “*communication skills*”, “*interpersonal skills*”, “*business acumen*”, “*dealing with conflict*” and “*planning and organising skills*” were regarded as key competencies as they were in 2005. “*Sense of responsibility*” and “*problem solving and decision making*”, which were considered as key competencies in 2005, were no longer as important as before. These changes in the competency requirement for managers and supervisors do serve as reference for the design of training programmes.

Table 2.5.1  
Ranking of the Key Competencies Chosen for Managers  
in Hong Kong by Various Sectors

Rank	Managers	Number of Business Sectors	
		Ranked it within the Top 10	Ranked it with a Majority (Over 50%)
1	Crisis management	8	5
2	Coaching and counselling	8	2
3	Team work and team building	7	4
4	Communication skills	6	3
5	Chinese (Putonghua and business writing skills)	6	0
6	Interpersonal skills	5	2
7	Business acumen	5	1
8	Dealing with conflict	5	1
9	English (spoken and written)	5	0
10	Planning and organising skills	5	0

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

Similar analysis was conducted for supervisors and the results are presented in Table 2.5.2. “*Team work and team building*” and “*sense of accountability*” were regarded as key competencies for all sectors. The former and the latter were identified as core competencies by six and three sectors respectively.

Comparing with the findings in the 2005 Survey, most of the key competencies were similar. However, “*problem solving and decision making*” and “*English (spoken and written)*” were considered more important than they were in 2005. It may imply that supervisors are expected to be more independent and more actively involved in decision making. “*Customer concern*”, “*self management*” and “*dealing with conflict*” were losing their significance to supervisors.

Table 2.5.2  
Ranking of the Key Competencies Chosen for Supervisors  
in Hong Kong by Various Sectors

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

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

To understand the reasons leading to the choice of key competencies, respondents were also asked the rationale behind their choices by ranking the reasons on a 6-point scale (1-least important; 6-most important). A weighted average of the ratings was calculated for each reason. Based on the weighted average ratings, the reasons were then ranked in descending order as in Table 2.6.

The rankings of the reasons were almost identical in the two groups, except that “*business expansion/development*” was considered more important than “*talent attraction and retention*” to managers, while the rationales came in reverse order to supervisors.

“*Market competition*”, “*continuous improvement*” and “*business expansion/development*” were regarded as the most important reasons leading to both groups’ choices of key competencies. “*Cultural diversity*”, “*technology/process change*” and “*outsourcing*” were evaluated as the least important factors.

To reduce the burden of respondents, the reasons available for choosing in this survey were changed and simplified. Therefore it is not possible to compare the findings in this survey with those in the past.

Table 2.6  
 Ranking of Reasons for Choice of Key Competencies  
 for Managers and Supervisors in Hong Kong

Reasons	Managers		Supervisors	
	Rank	Average Weighted Scores	Rank	Average Weighted Scores
Market Competition	1	4.60	1	4.50
Continuous Improvement	2	4.28	2	4.22
Business Expansion/Development	3	3.68	4	3.52
Talent Attraction & Retention	4	3.66	3	3.54
Change of Government Policies or Regulations in Hong Kong	5	3.51	5	3.34
Change of Government Policies or Regulations in the Chinese Mainland	6	3.40	6	3.28
Business Refocus	7	3.31	7	3.19
Cultural Diversity	8	2.91	9	2.82
Technology/Process Change	9	2.89	8	2.89
Outsourcing	10	1.98	10	1.96

## 2.7 Key Competencies of Managers and Supervisors in the Next Three Years for Business Operations Outside Hong Kong

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As shown in Table 2.7, seven of the ten key competencies and five of the ten least important competencies were the same among the two groups. For managers, “*crisis management*” was rated as a core competency. For supervisors, three competencies – “*coaching and counselling*”, “*communication skills*” and “*team work and team building*” were evaluated as core competencies. The findings revealed that the competencies considered important to managers and supervisors were not that similar.

“*Business acumen*”, “*risks management*” and “*interpersonal skills*” were considered as key competencies for managers but not supervisors. The first two competencies were actually ranked much lower for supervisors.

“*Team work and team building*”, “*quality conscious/quality minded*” and “*analytical in approach to people and problems*” were rated as key competencies for supervisors but not managers though they were also ranked quite high for managers. In addition, “*self management*” was rated much higher for supervisors.

Comparing with the findings on managers in Hong Kong (please refer to Table 2.3), managers working outside Hong Kong were expected to have similar competencies. “*Crisis management*” was rated as a core competency for both managers in and outside Hong Kong. “*Risks management*” and “*dealing with conflict*” were considered to be more important to managers outside Hong Kong. “*Team work and team building*” and “*Chinese (Putonghua and business writing skills)*”, key competencies required by managers in Hong Kong, were regarded as less significant for managers outside Hong Kong.

For supervisors, there were also some noted differences between those in and outside Hong Kong. Among the three core competencies for supervisors outside Hong Kong, only “*communication skills*” was regarded as a core competency for both supervisors in and outside Hong Kong. Besides, supervisors outside Hong Kong were expected to possess three key competencies – “*dealing with conflict*”, “*planning and organising skills*” and “*quality conscious/quality minded*”. Three key competencies for supervisors in Hong Kong – “*problem solving and decision making*”, “*interpersonal skills*” and “*Chinese (Putonghua and business writing skills)*” were deemed less important to supervisors outside Hong Kong.

“*Trade practices in the Chinese Mainland*”, “*laws and regulatory restrictions for access to the Chinese Mainland’s market*” and “*cross cultural awareness/managing diversity*” were considered to be more important to managers and supervisors working outside Hong Kong. The findings are understandable since most operations outside Hong Kong being studied are located in the Chinese Mainland and it is more likely for those operations outside Hong Kong to have employees from different countries.

Table 2.7  
Key Competency Ranking of Managers and Supervisors in the Next Three Years  
for Business Operations Outside Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Crisis management	57.72	1	Coaching and counselling	57.78
2	Business acumen	47.99	2	Communication skills	55.30
3	Coaching and counselling	40.88	3	Team work and team building	52.33
4	Sense of accountability	39.90	4	Sense of accountability	45.93
5	English (spoken and written)	39.31	5	Crisis management	45.81
6	Risks management	39.16	6	English (spoken and written)	45.19
7	Planning and organising skills	38.74	7	Dealing with conflict	45.09
8	Interpersonal skills	37.41	8	Planning and organising skills	43.85
9	Communication skills	37.28	9	Quality conscious/quality minded	42.61
10	Dealing with conflict	37.18	10	Analytical in approach to people and problems	41.09
11	Team work and team building	36.34	11	Problem solving and decision making	40.40
12	Analytical in approach to people and problems	34.71	12	Interpersonal skills	40.30
13	Quality conscious/quality minded	34.14	13	Chinese (Putonghua and business writing skills)	31.41
14	Trade practices in the Chinese Mainland	32.99	14	International exposure and knowledge	29.10
15	Problem solving and decision making	32.91	15	Integrity and trust	28.66
16	Change management	30.86	16	Self management (e.g. time management, prioritisation, etc.)	24.52
17	Strategic thinking	30.17	17	Business ethics	24.08
18	International exposure and knowledge	29.44	18	Trade practices in the Chinese Mainland	22.91
19	Laws and regulatory restrictions for access to the Chinese Mainland's market	28.74	19	Cross cultural awareness/managing diversity	22.35
20	Cross cultural awareness/managing diversity	26.99	20	Stress management	21.77
21	Business ethics	26.86	21	Instructional, training and presentation skills	17.68
22	Chinese (Putonghua and business writing skills)	26.65	21	IT knowledge and application	17.68
23	Instructional, training and presentation skills	21.53	23	Laws and regulatory restrictions for access to the Chinese Mainland's market	17.31
24	Integrity and trust	21.42	24	Change management	17.27
25	Stress management	20.65	25	Risks management	16.76
26	Delegation	18.70	26	Customer concern	16.65
27	Creativity and innovation	17.74	27	Negotiation skills	15.74
28	Customer concern	16.07	28	AQ (Adversity Quotient)	15.11
29	Emotional Intelligence	15.02	29	Self improvement	14.96
30	AQ (Adversity Quotient)	14.44	30	Emotional Intelligence	14.86
31	Negotiation skills	14.33	31	Business acumen	14.44
32	Motivating others	13.70	32	Understanding of others/empathy	14.20
33	Self management (e.g. time management, prioritisation, etc.)	12.07	33	Motivating others	12.59
34	Self improvement	12.03	34	Creativity and innovation	11.60
35	IT knowledge and application	10.88	35	Strategic thinking	9.84
36	Understanding of others/empathy	7.47	36	Delegation	9.37
37	Zealous in developing talent/potential in others	6.67	37	Zealous in developing talent/potential in others	8.81
38	Influencing skills	4.48	38	Influencing skills	5.37
39	Other languages	1.38	39	Other languages	1.57

no of responded cases (statistically grossed up): 5,290

% = percentage of responding companies

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

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

The rankings of the key competencies for managers and supervisors are listed by sectors. Since no data was available for the sector of electricity, gas, and water and the sector of restaurants and hotels, the following paragraphs will only discuss six business sectors with a focus on comparing the findings with Hong Kong managers and supervisors.

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

As shown in Table 2.8.1, seven of the key competencies and four of the least important competencies were shared among managers and supervisors. There were three core competencies for managers and six core competencies for supervisors. Among these competencies, only two – “*analytical in approach to people and problems*” and “*coaching and counselling*” were regarded as core for both groups.

Three key competences for managers – “*business acumen*”, “*risks management*” and “*quality conscious/quality minded*” were ranked less important to supervisors. Three key competencies for supervisors – “*planning and organising skills*”, “*problem solving and decision making*” and “*team work and team building*” were not regarded as very important to managers.

Managers working in and outside Hong Kong shared very similar competencies (see Table 2.4.1), except that “*Chinese (Putonghua and business writing skills)*” was regarded as far less important while “*quality conscious/quality minded*” was considered far more important to managers outside Hong Kong.

The key competencies required by supervisors in and outside Hong Kong were quite similar too. Eight of the ten key competencies were shared among them. Despite the similarity, “*planning and organising skills*” and “*dealing with conflict*” were considered as key competencies for supervisors outside Hong Kong but not for their counterparts in Hong Kong. Key competencies for Hong Kong supervisors – “*sense of accountability*” and “*Chinese (Putonghua and business writing skills)*” were not considered as key competencies for supervisors outside Hong Kong. In fact, “*Chinese (Putonghua and business writing skills)*” was one of the ten least important competencies for supervisors outside Hong Kong.



Table 2.8.1  
Competency Ranking of Managers and Supervisors in the  
Manufacturing Sector Outside Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Analytical in approach to people and problems	70.14	1	Communication skills	78.78
2	Interpersonal skills	58.27	2	Planning and organising skills	72.66
3	Coaching and counselling	51.08	3	Analytical in approach to people and problems	70.14
4	Communication skills	48.92	4	Crisis management	66.55
4	English (spoken and written)	48.92	5	Coaching and counselling	62.95
6	Crisis management	48.56	6	Dealing with conflict	51.08
7	Business acumen	47.84	7	English (spoken and written)	48.92
8	Risks management	44.96	8	Problem solving and decision making	47.84
9	Dealing with conflict	41.73	9	Interpersonal skills	40.29
9	Quality conscious/quality minded	41.73	10	Team work and team building	39.21
11	AQ (Adversity Quotient)	39.57	11	Sense of accountability	36.69
11	Business ethics	39.57	12	Motivating others	35.97
13	International exposure and knowledge	36.69	13	Quality conscious/quality minded	29.86
14	Customer concern	33.45	13	IT knowledge and application	29.86
14	Sense of accountability	33.45	13	Self improvement	29.86
16	Strategic thinking	33.09	16	Customer concern	27.34
16	Trade practices in the Chinese Mainland	33.09	17	Business acumen	23.74
18	Team work and team building	29.86	18	Instructional, training and presentation skills	21.58
18	Stress management	29.86	19	Risks management	17.99
20	Problem solving and decision making	23.74	19	Zealous in developing talent/potential in others	17.99
21	Planning and organising skills	21.58	19	Cross cultural awareness/managing diversity	17.99
22	Laws and regulatory restrictions for access to the Chinese Mainland's market	18.71	19	Trade practices in the Chinese Mainland	17.99
23	Change management	17.99	23	International exposure and knowledge	15.47
23	Creativity and innovation	17.99	23	AQ (Adversity Quotient)	15.47
23	Delegation	17.99	23	Business ethics	15.47
23	Cross cultural awareness/managing diversity	17.99	26	Integrity and trust	15.11
27	Self management (e.g. time management, prioritisation, etc.)	15.47	27	Negotiation skills	11.87
27	Instructional, training and presentation skills	15.47	27	Understanding of others/empathy	11.87
29	Zealous in developing talent/potential in others	11.87	27	Self management (e.g. time management, prioritisation, etc.)	11.87
30	Chinese (Putonghua and business writing skills)	7.19	30	Chinese (Putonghua and business writing skills)	7.19
31	Emotional Intelligence	3.24	31	Laws and regulatory restrictions for access to the Chinese Mainland's market	3.60
32	Influencing skills	0.00	31	Stress management	3.60
32	Motivating others	0.00	33	Emotional Intelligence	3.24
32	Negotiation skills	0.00	34	Change management	0.00
32	Understanding of others/empathy	0.00	34	Creativity and innovation	0.00
32	Other languages	0.00	34	Delegation	0.00
32	IT knowledge and application	0.00	34	Strategic thinking	0.00
32	Integrity and trust	0.00	34	Influencing skills	0.00
32	Self improvement	0.00	34	Other languages	0.00

no of responded cases (statistically grossed up): 328

% = percentage of responding companies

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

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

As shown in Table 2.8.2, seventeen and eighteen core competencies were identified for managers and supervisors respectively. Among these core competencies, “*Chinese (Putonghua and business writing skills)*” was chosen by 100% respondents as a key competency for both groups. However, about half of the core competencies for managers were not chosen by any respondents as key competencies for supervisors. Similar findings were noted regarding the core competencies for supervisors. Since only a small proportion of responding companies in the construction sector have business operations outside Hong Kong, it is believed that the findings may be subject to greater sampling variation.

Comparing with Hong Kong managers in the construction sector (Table 2.4.3), the key competencies for managers outside Hong Kong were quite different. Five key competencies for Hong Kong managers were not chosen by any respondents for managers outside Hong Kong. As mentioned before, due to sampling limitation, the findings may not be very representative.

The key competencies required for supervisors in and outside Hong Kong were more similar than that of managers. Eight key competencies were shared among supervisors in and outside Hong Kong.

Table 2.8.2  
Competency Ranking of Managers and Supervisors in the  
Construction Sector Outside Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Chinese (Putonghua and business writing skills)	100.00	1	Chinese (Putonghua and business writing skills)	100.00
1	English (spoken and written)	100.00	1	Quality conscious/quality minded	100.00
1	Cross cultural awareness/managing diversity	100.00	3	Analytical in approach to people and problems	50.00
4	Crisis management	50.00	3	Change management	50.00
4	Quality conscious/quality minded	50.00	3	Crisis management	50.00
4	Risks management	50.00	3	Dealing with conflict	50.00
4	Sense of accountability	50.00	3	Planning and organising skills	50.00
4	Influencing skills	50.00	3	Problem solving and decision making	50.00
4	Motivating others	50.00	3	Coaching and counselling	50.00
4	Negotiation skills	50.00	3	Communication skills	50.00
4	Team work and team building	50.00	3	Interpersonal skills	50.00
4	Laws and regulatory restrictions for access to the Chinese Mainland's market	50.00	3	Negotiation skills	50.00
4	Trade practices in the Chinese Mainland	50.00	3	English (spoken and written)	50.00
4	Business ethics	50.00	3	IT knowledge and application	50.00
4	Emotional Intelligence	50.00	3	Cross cultural awareness/managing diversity	50.00
4	Instructional, training and presentation skills	50.00	3	Trade practices in the Chinese Mainland	50.00
4	Self improvement	50.00	3	Customer concern	50.00
18	Analytical in approach to people and problems	0.00	3	Self management (e.g. time management, prioritisation, etc.)	50.00
18	Business acumen	0.00	19	Business acumen	0.00
18	Change management	0.00	19	Creativity and innovation	0.00
18	Creativity and innovation	0.00	19	Delegation	0.00
18	Dealing with conflict	0.00	19	Risks management	0.00
18	Delegation	0.00	19	Sense of accountability	0.00
18	Planning and organising skills	0.00	19	Strategic thinking	0.00
18	Problem solving and decision making	0.00	19	Influencing skills	0.00
18	Strategic thinking	0.00	19	Motivating others	0.00
18	Coaching and counselling	0.00	19	Team work and team building	0.00
18	Communication skills	0.00	19	Understanding of others/empathy	0.00
18	Interpersonal skills	0.00	19	Zealous in developing talent/potential in others	0.00
18	Understanding of others/empathy	0.00	19	Other languages	0.00
18	Zealous in developing talent/potential in others	0.00	19	International exposure and knowledge	0.00
18	Other languages	0.00	19	Laws and regulatory restrictions for access to the Chinese Mainland's market	0.00
18	IT knowledge and application	0.00	19	AQ (Adversity Quotient)	0.00
18	International exposure and knowledge	0.00	19	Business ethics	0.00
18	AQ (Adversity Quotient)	0.00	19	Emotional Intelligence	0.00
18	Customer concern	0.00	19	Instructional, training and presentation skills	0.00
18	Integrity and trust	0.00	19	Integrity and trust	0.00
18	Self management (e.g. time management, prioritisation, etc.)	0.00	19	Self improvement	0.00
18	Stress management	0.00	19	Stress management	0.00

no of responded cases (statistically grossed up): 66

% = percentage of responding companies

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

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

As shown in Table 2.8.3, there were eight common key competencies for managers and supervisors. Besides, five least important competencies were also shared by both groups. Two different core competencies were identified for each group. For managers, they were “*crisis management*” and “*business acumen*”. These two competencies were regarded as far less important to supervisors. For supervisors, the two core competencies were “*coaching and counselling*” and “*communication skills*”, which were also considered as key competencies required for managers.

“*Self management*” and “*IT knowledge and application*” were ranked much lower for managers than for supervisors.

Comparing with managers in Hong Kong (see Table 2.4.4), managers outside Hong Kong were expected to possess key competencies of “*risks management*”, “*dealing with conflict*” and “*quality conscious/quality minded*”. Key competences for Hong Kong managers – “*interpersonal skills*”, “*team work and team building*” and especially “*Chinese (Putonghua and business writing)*” were considered less important to managers outside Hong Kong.

With regard to supervisors, supervisors outside Hong Kong were expected to have “*quality conscious/quality minded*” and be competent in “*dealing with conflict*”. These competencies were not considered as key competencies for supervisors in Hong Kong. On the other hand, two key competencies for Hong Kong supervisors – “*problem solving and decision making*” and “*Chinese (Putonghua and business writing skills)*” were not regarded as key competencies for supervisors outside Hong Kong though they were ranked quite high. The competencies required for supervisors in and outside Hong Kong were more alike than that of managers.

Table 2.8.3  
Competency Ranking of Managers and Supervisors in the  
Wholesale, Retail and Import/Export Sector Outside Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Crisis management	60.29	1	Coaching and counselling	55.98
2	Business acumen	51.38	2	Communication skills	53.52
3	Planning and organising skills	41.53	3	Team work and team building	49.22
4	Risks management	40.68	4	English (spoken and written)	45.88
5	Coaching and counselling	40.48	5	Sense of accountability	45.14
6	Sense of accountability	40.40	6	Planning and organising skills	44.73
7	Communication skills	37.76	7	Crisis management	43.72
8	Dealing with conflict	37.18	8	Quality conscious/quality minded	43.03
9	Quality conscious/quality minded	36.36	9	Interpersonal skills	42.10
10	English (spoken and written)	36.17	10	Dealing with conflict	41.47
11	Interpersonal skills	35.70	11	Problem solving and decision making	39.04
12	Trade practices in the Chinese Mainland	35.56	12	Analytical in approach to people and problems	38.08
13	Team work and team building	33.00	13	Chinese (Putonghua and business writing skills)	33.34
14	Change management	32.26	14	Integrity and trust	31.04
15	Analytical in approach to people and problems	31.85	15	International exposure and knowledge	28.96
16	Laws and regulatory restrictions for access to the Chinese Mainland's market	31.11	16	Self management (e.g. time management, prioritisation, etc.)	26.72
17	Problem solving and decision making	30.61	17	Business ethics	24.01
18	Strategic thinking	28.91	18	Stress management	23.24
19	International exposure and knowledge	28.80	19	Trade practices in the Chinese Mainland	22.39
20	Integrity and trust	26.16	20	Cross cultural awareness/managing diversity	21.98
21	Business ethics	26.13	21	Instructional, training and presentation skills	19.27
22	Cross cultural awareness/managing diversity	24.89	22	IT knowledge and application	18.56
23	Chinese (Putonghua and business writing skills)	24.56	23	Laws and regulatory restrictions for access to the Chinese Mainland's market	17.93
24	Delegation	20.93	24	Risks management	17.74
25	Stress management	20.49	25	Negotiation skills	16.97
26	Instructional, training and presentation skills	20.19	25	Change management	16.97
27	Creativity and innovation	16.67	27	Understanding of others/empathy	16.48
28	Negotiation skills	15.90	28	Customer concern	16.18
29	Emotional Intelligence	15.76	29	AQ (Adversity Quotient)	15.82
30	Customer concern	15.24	30	Self improvement	15.66
31	Motivating others	13.50	31	Emotional Intelligence	14.97
32	AQ (Adversity Quotient)	12.93	32	Business acumen	13.33
33	Self management (e.g. time management, prioritisation, etc.)	12.13	33	Creativity and innovation	11.61
34	IT knowledge and application	11.91	34	Motivating others	11.58
35	Self improvement	11.36	35	Delegation	11.52
36	Understanding of others/empathy	8.99	36	Strategic thinking	9.88
37	Zealous in developing talent/potential in others	5.78	37	Zealous in developing talent/potential in others	9.42
38	Influencing skills	3.77	38	Influencing skills	7.12
39	Other languages	1.82	39	Other languages	1.15

no of responded cases (statistically grossed up): 3,830

% = percentage of responding companies

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

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

The key competencies required for managers and supervisors were only moderately alike. As shown in Table 2.8.4, the two groups shared seven key competencies. For the ten least important competencies, there were only five in common. The respondents identified four core competencies for managers and eight core competencies for supervisors. Among these core competencies, “*coaching and counselling*” and “*sense of accountability*” were shared by both groups.

“*Strategic thinking*”, “*business acumen*”, “*stress management*” and “*crisis management*” were considered as key competencies for managers but not for supervisors. The first three competencies were actually rated far less important to supervisors. Apart from those key competencies shared with managers, supervisors were expected to possess other key competencies – “*analytical in approach to people and problems*”, “*integrity and trust*” and “*quality conscious/quality minded*”. These competencies, especially “*quality conscious/quality minded*” were considered less significant to managers.

“*Risks management*”, “*English (spoken and written)*” and “*planning and organising skills*” were rated as key competencies for managers in Hong Kong (see Table 2.4.5). However, less than a quarter of respondents considered them as key competencies for managers outside Hong Kong. Some key competencies for managers outside Hong Kong like “*sense of accountability*”, “*business ethics*”, “*stress management*” and “*problem solving and decision making*” were less expected for managers in Hong Kong. The difference of importance was most significant for “*business ethics*”.

“*Integrity and trust*”, “*quality conscious/quality minded*” and “*business ethics*” were expected to be key competencies for supervisors outside Hong Kong. But these competencies, in particular “*business ethics*” were relatively less important to supervisors in Hong Kong. Language proficiency, both “*English (spoken and written)*” and “*Chinese (Putonghua and business writing skills)*”, and “*crisis management*” were less expected for supervisors outside Hong Kong than for supervisors in Hong Kong.

Comparing with other sectors outside Hong Kong, “*strategic thinking*” and “*business ethics*” were considered particularly important to managers and supervisors in this sector respectively. More training programmes should be developed to cater for the training need in these areas.

Table 2.8.4  
Competency Ranking of Managers and Supervisors in the  
Transport, Storage and Communication Sector Outside Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Strategic thinking	84.04	1	Coaching and counselling	92.40
1	Business acumen	84.04	2	Team work and team building	74.52
3	Coaching and counselling	69.95	3	Communication skills	70.72
4	Crisis management	56.34	4	Dealing with conflict	67.30
5	Sense of accountability	54.93	5	Sense of accountability	64.64
6	Team work and team building	48.36	6	Analytical in approach to people and problems	57.03
7	Business ethics	43.66	7	Integrity and trust	51.71
8	Stress management	38.97	8	Problem solving and decision making	50.95
8	Communication skills	38.97	9	Quality conscious/quality minded	47.91
10	Dealing with conflict	36.15	9	Business ethics	47.91
10	Problem solving and decision making	36.15	11	Crisis management	41.83
12	Analytical in approach to people and problems	31.46	12	Interpersonal skills	32.70
13	Zealous in developing talent/potential in others	30.99	13	English (spoken and written)	26.62
14	Negotiation skills	25.35	14	Motivating others	25.48
15	International exposure and knowledge	24.88	15	Trade practices in the Chinese Mainland	22.81
15	Risks management	24.88	15	Self management	22.81
15	Integrity and trust	24.88	17	Emotional Intelligence	19.01
15	Laws and regulatory restrictions for access to the Chinese Mainland's market	24.88	17	Self improvement	19.01
19	Self management (e.g. time management, prioritisation, etc.)	23.47	19	Chinese (Putonghua and business writing skills)	16.73
19	Delegation	23.47	20	International exposure and knowledge	16.35
21	IT knowledge and application	20.66	20	Laws and regulatory restrictions for access to the Chinese Mainland's market	16.35
22	Change management	20.19	20	Strategic thinking	16.35
23	Motivating others	15.96	20	Self management (e.g. time management, prioritisation, etc.)	16.35
23	English (spoken and written)	15.96	24	Other languages	12.93
23	Chinese (Putonghua and business writing skills)	15.96	24	Negotiation skills	12.93
26	Self improvement	15.49	26	Delegation	12.55
26	Instructional, training and presentation skills	15.49	26	Zealous in developing talent/potential in others	12.55
26	AQ (Adversity Quotient)	15.49	26	Cross cultural awareness/managing diversity	12.55
26	Quality conscious/quality minded	15.49	29	IT knowledge and application	7.60
30	Interpersonal skills	9.39	29	Instructional, training and presentation skills	7.60
30	Trade practices in the Chinese Mainland	9.39	31	Understanding of others/empathy	3.80
32	Planning and organising skills	4.69	32	Business acumen	0.00
33	Creativity and innovation	0.00	32	Change management	0.00
33	Influencing skills	0.00	32	Creativity and innovation	0.00
33	Understanding of others/empathy	0.00	32	Planning and organising skills	0.00
33	Other languages	0.00	32	Risks management	0.00
33	Cross cultural awareness/managing diversity	0.00	32	Influencing skills	0.00
33	Customer concern	0.00	32	AQ (Adversity Quotient)	0.00
33	Emotional Intelligence	0.00	32	Customer concern	0.00

no of responded cases (statistically grossed up): 446

% = percentage of responding companies

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

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

As shown in Table 2.8.5, managers and supervisors had six key competencies and seven least competencies in common. Six and seven core competencies were identified for managers and supervisors respectively. Among these core competencies, two were common for both groups. They were “*English (spoken and written)*” and “*team work and team building*”.

When the key competencies for managers outside Hong Kong were compared with their Hong Kong counterparts (Table 2.4.6), four key competencies for managers outside Hong Kong were not found for managers in Hong Kong. They were “*interpersonal skills*”, “*cross cultural awareness/managing diversity*”, “*international exposure and knowledge*” and “*instructional, training and presentation skills*”. On the other hand, “*communication skills*”, “*crisis management*”, “*risks management*” and “*coaching and counselling*” were regarded as less important to managers outside Hong Kong than to their Hong Kong counterparts.

Seven key competencies were shared by supervisors in and outside Hong Kong. Besides, responding companies expected supervisors outside Hong Kong to have key competencies of “*international exposure and knowledge*”, “*dealing with conflict*” and “*coaching and counselling*”.

“*International exposure and knowledge*” was considered more important to managers and supervisors in this sector than to managers and supervisors in general (see Table 2.5).



Table 2.8.5  
Competency Ranking of Managers and Supervisors in the  
Finance, Insurance, Real Estate and Business Services Sector Outside Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Problem solving and decision making	66.74	1	Team work and team building	78.17
2	English (spoken and written)	57.39	2	International exposure and knowledge	60.09
3	Interpersonal skills	55.43	3	Communication skills	57.98
4	Analytical in approach to people and	51.96	4	Dealing with conflict	57.51
5	Chinese (Putonghua and business writing)	50.22	5	English (spoken and written)	51.88
5	Team work and team building	50.22	6	Sense of accountability	51.17
7	Planning and organising skills	49.78	7	Coaching and counselling	50.94
8	Cross cultural awareness/managing	44.57	8	Problem solving and decision making	49.77
9	International exposure and knowledge	42.39	8	Analytical in approach to people and	49.77
10	Instructional, training and presentation	40.43	10	Planning and organising skills	47.65
11	Communication skills	39.13	11	Crisis management	46.48
12	Change management	38.91	12	Chinese (Putonghua and business writing)	36.15
13	Crisis management	37.39	13	Quality conscious/quality minded	35.45
13	Risks management	37.39	14	Trade practices in the Chinese Mainland	30.28
15	Dealing with conflict	36.74	15	Business acumen	29.81
16	Sense of accountability	32.83	16	Laws and regulatory restrictions for access	28.40
17	Trade practices in the Chinese Mainland	25.87	17	Interpersonal skills	26.06
18	Coaching and counselling	25.43	17	Change management	26.06
19	Strategic thinking	23.91	19	Stress management	25.82
20	Creativity and innovation	22.83	20	Emotional Intelligence	22.07
21	Laws and regulatory restrictions for access	20.65	21	AQ (Adversity Quotient)	18.31
22	Emotional Intelligence	20.22	22	Cross cultural awareness/managing	18.08
23	Self improvement	18.70	23	Risks management	16.67
24	Quality conscious/quality minded	18.26	24	Instructional, training and presentation	14.79
24	Business acumen	18.26	25	Creativity and innovation	11.97
26	Motivating others	16.74	26	Business ethics	10.33
27	Customer concern	11.74	27	Strategic thinking	10.09
28	Business ethics	9.57	27	Negotiation skills	10.09
28	AQ (Adversity Quotient)	9.57	29	Integrity and trust	7.98
28	Influencing skills	9.57	30	Self management (e.g. time management,	7.75
31	Delegation	7.17	30	Understanding of others/empathy	7.75
31	Stress management	7.17	32	Customer concern	4.69
31	Self management (e.g. time management,	7.17	33	Motivating others	2.35
34	Integrity and trust	0.00	33	Self improvement	2.35
34	IT knowledge and application	0.00	35	IT knowledge and application	0.00
34	Other languages	0.00	35	Other languages	0.00
34	Zealous in developing talent/potential in	0.00	35	Zealous in developing talent/potential in	0.00
34	Understanding of others/empathy	0.00	35	Influencing skills	0.00
34	Negotiation skills	0.00	35	Delegation	0.00

no of responded cases (statistically grossed up): 460

% = percentage of responding companies

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

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

Similar to the case for the construction sector, only a few companies being studied belong to this category. So the results could only serve as preliminary findings.

As shown in table 2.8.6, managers and supervisors in this sector had nine key competencies in common. Seven core competencies were identified for each group and six of them were common. The findings suggest that the competencies expected for both groups were very similar.

Five key competencies required for managers outside Hong Kong were not found for their counterparts in Hong Kong (see Table 2.4.7). These competencies which were less significant to Hong Kong managers were “*creativity and innovation*”, “*customer concern*”, “*cross cultural awareness/managing diversity*”, “*dealing with conflict*” and “*business ethics*”. On the other hand, “*communication skills*”, “*sense of accountability*”, “*analytical in approach to people and problems*”, “*Chinese (Putonghua and business writing skills)*” and “*planning and organising skills*” were considered less important to managers outside Hong Kong. “*Communication skills*”, which was regarded as a key competency by most sectors was actually ranked as one of the least important competencies for this category.

The expectations on competencies required for supervisors in and outside Hong Kong were quite different. Only five key competencies were shared by them. “*Creativity and innovation*”, “*coaching and counselling*”, “*cross cultural awareness/managing diversity*”, “*business ethics*”, “*change management*” and “*dealing with conflicts*” were considered as key competencies for supervisors outside Hong Kong but not their counterparts in Hong Kong. Comparing with supervisors in Hong Kong, supervisors outside Hong Kong were less expected to possess the following competencies – “*communication skills*”, “*analytical in approach to people and problems*”, “*Chinese (Putonghua and business writing skills)*”, “*English (spoken and written)*” and “*problem solving and decision making*”.

There was a marked difference concerning the competency of “*creativity and innovation*”. Although it was ranked as a core competency for managers and supervisors in this sector, it was considered far less important to managers and supervisors in general.

Table 2.8.6  
Competency Ranking of Managers and Supervisors in the  
Community, Social and Personal Services Sector Outside Hong Kong

Rank	Managers	%	Rank	Supervisors	%
1	Crisis management	84.25	1	Team work and team building	62.50
2	Creativity and innovation	68.50	2	Crisis management	60.63
2	Team work and team building	68.50	3	Creativity and innovation	54.38
4	Coaching and counselling	58.27	3	Sense of accountability	54.38
5	Customer concern	52.76	3	Coaching and counselling	54.38
6	Cross cultural awareness/managing diversity	50.39	3	Cross cultural awareness/managing diversity	54.38
6	English (spoken and written)	50.39	3	Customer concern	54.38
8	Dealing with conflict	49.61	8	Business ethics	48.13
9	Business ethics	42.52	9	Change management	45.63
10	Interpersonal skills	41.73	9	Dealing with conflict	45.63
11	Quality conscious/quality minded	34.65	9	Interpersonal skills	45.63
11	Sense of accountability	34.65	12	Quality conscious/quality minded	41.88
13	Planning and organising skills	33.86	13	English (spoken and written)	33.75
13	IT knowledge and application	33.86	14	Planning and organising skills	33.13
13	Stress management	33.86	14	Self management (e.g. time management, prioritisation, etc.)	33.13
16	AQ (Adversity Quotient)	25.98	16	Stress management	26.88
17	Business acumen	23.62	16	Integrity and trust	26.88
17	Change management	23.62	16	IT knowledge and application	26.88
17	Understanding of others/empathy	23.62	16	Risks management	26.88
17	Chinese (Putonghua and business writing skills)	23.62	20	Communication skills	25.00
21	Motivating others	15.75	21	AQ (Adversity Quotient)	20.63
21	Negotiation skills	15.75	22	Strategic thinking	18.75
21	Trade practices in the Chinese Mainland	15.75	23	Business acumen	12.50
21	Integrity and trust	15.75	23	Problem solving and decision making	12.50
25	Problem solving and decision making	7.87	23	Chinese (Putonghua and business writing skills)	12.50
25	Strategic thinking	7.87	23	Trade practices in the Chinese Mainland	12.50
25	Zealous in developing talent/potential in others	7.87	23	Emotional Intelligence	12.50
25	International exposure and knowledge	7.87	28	Self improvement	6.25
25	Laws and regulatory restrictions for access to the Chinese Mainland's market	7.87	28	Instructional, training and presentation skills	6.25
25	Emotional Intelligence	7.87	28	Laws and regulatory restrictions for access to the Chinese Mainland's market	6.25
25	Self improvement	7.87	28	International exposure and knowledge	6.25
25	Self management (e.g. time management, prioritisation, etc.)	7.87	28	Understanding of others/empathy	6.25
25	Communication skills	7.87	28	Motivating others	6.25
25	Risks management	7.87	28	Analytical in approach to people and problems	6.25
35	Analytical in approach to people and problems	0.00	35	Delegation	0.00
35	Delegation	0.00	35	Influencing skills	0.00
35	Influencing skills	0.00	35	Negotiation skills	0.00
35	Other languages	0.00	35	Zealous in developing talent/potential in others	0.00
35	Instructional, training and presentation skills	0.00	35	Other languages	0.00

no of responded cases (statistically grossed up): 160

% = percentage of responding companies

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

## 2.9 Key Competencies Chosen by Various Business Sectors Outside Hong Kong

The numbers of times each competency was ranked within the ten key competencies in the six sectors are discussed in the following paragraphs.

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

As shown in Table 2.9.1, “*crisis management*” and “*English (spoken and written)*” were ranked as key competencies for five sectors.

For managers in Hong Kong, “*crisis management*” and “*coaching and counselling*” were chosen by all the eight sectors as key competencies. The global financial problem may explain why “*crisis management*” was most frequently chosen as a key competency for both managers in and outside Hong Kong. In addition, “*dealing with conflict*”, “*sense of accountability*” and “*cross cultural awareness/managing diversity*” were chosen by more sectors as key competencies for managers outside Hong Kong.

Table 2.9.1  
Ranking of the Key Competencies Chosen for Managers  
by Various Sectors Outside Hong Kong

Rank	Managers	Number of Business Sectors	
		Ranked it within the Top 10	Ranked it with a Majority (Over 50%)
1	Crisis management	5	4
2	English (spoken and written)	5	3
3	Coaching and counselling	4	3
4	Dealing with conflict	4	0
5	Team work and team building	3	2
6	Sense of accountability	3	2
7	Business acumen	3	2
8	Interpersonal skills	3	2
9	Cross cultural awareness/managing diversity	3	2
10	Communication skills	3	0

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

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Similar analysis was also conducted for supervisors. The results are presented in Table 2.9.2. “*Coaching and counselling*” and “*dealing with conflict*” were regarded as key competencies for all six sectors.

Findings concerning key competencies were similar for supervisors in and outside Hong Kong. Yet, some differences were noted. “*Dealing with conflict*” and “*planning and organising skills*” were considered as key competencies by more sectors outside Hong Kong. “*Interpersonal skills*” and “*Chinese (Putonghua and business writing skills)*” were regarded by fewer sectors outside Hong Kong as key competencies.

Table 2.9.2  
Ranking of the Key Competencies Chosen for Supervisors  
by Various Sectors Outside Hong Kong

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Rank	Supervisors	Number of Business Sectors	
		Ranked it within the Top 10	Ranked it with a Majority (Over 50%)
1	Coaching and counselling	6	6
2	Dealing with conflict	6	4
3	Communication skills	5	5
4	Team work and team building	5	3
5	Crisis management	4	3
6	Sense of accountability	4	3
7	Analytical in approach to people and problems	4	3
8	Planning and organising skills	4	2
9	Problem solving and decision making	4	2
10	English (spoken and written)	4	2

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

The reasons why responding companies chose their key competencies were ranked in descending order based on the average ratings of importance (1-least important; 6-most important). The findings were shown in Table 2.10 in the same way as previous analysis for Hong Kong (see Table 2.6). The rankings of the reasons for managers and supervisors were very alike, except that “*business refocus*” and “*technology/process change*” and “*cultural diversity*” were in different orders. The following discussion will focus on comparing the findings in and outside Hong Kong.

The ranking of reasons in and outside Hong Kong were quite similar. “*Market competition*” was regarded as the most important reason affecting the choice of competencies for managers and supervisors in and outside Hong Kong. Also, “*continuous improvement*” was considered as an important factor leading to the choices in and outside Hong Kong.

However, geographic difference was noted regarding “*change of Government policies or regulations in Hong Kong/the Chinese Mainland*”. In this study, most business operations outside Hong Kong are located in the Chinese Mainland. Respondents considered that “*change of Government policies or regulations in the Chinese Mainland*” was an important factor affecting their choice of competencies. On the other hand, for the case of Hong Kong, local policy change was not ranked as an important factor affecting the choice of competencies. The stable policy of the Hong Kong Government may allow the companies to have less concern on policy changes.

Table 2.10  
 Ranking of Reasons for Choice of Key Competencies  
 for Managers and Supervisors Outside Hong Kong

Reasons	Managers		Supervisors	
	Rank	Average Weighted Scores	Rank	Average Weighted Scores
Market Competition	1	4.59	1	4.58
Change of Government Policies or Regulations in the Chinese Mainland	2	4.52	2	4.44
Continuous Improvement	3	4.31	3	4.34
Business Expansion/Development	4	3.93	4	3.82
Talent Attraction & Retention	5	3.67	5	3.51
Business Refocus	6	3.53	7	3.42
Cultural Diversity	7	3.44	6	3.45
Technology/Process Change	8	3.33	8	3.32
Change of Government Policies or Regulations in Hong Kong	9	3.21	9	3.23
Outsourcing	10	2.34	10	2.37

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

For the findings concerning business operations outside Hong Kong, the data regarding the Chinese Mainland were extracted. The rankings of the key competencies of managers alongside those of supervisors in the Chinese Mainland are presented in Table 2.11.

Seven competencies were considered as key competencies for both managers and supervisors in the Chinese Mainland. Six least important competencies were shared by both groups too. “*Risks management*”, “*interpersonal skills*” and in particular “*business acumen*”, were considered to be more important to managers. “*Communication skills*”, “*analytical in approach to people and problems*” and “*problem solving and decision making*” were rated more important to supervisors.

Comparing with the findings in the 2005 Survey, the importance of some competencies has changed significantly. “*Crisis management*”, “*business acumen*” and “*risks management*” were ranked much higher for managers than there were in 2005. The change was most obvious for “*risks management*”, which used to be one of the least important competencies for managers. In addition, “*communication skills*” and “*quality conscious/quality minded*” and “*problem solving and decision making*” have dropped their significance to managers.


As for supervisors, “*team work and team building*”, “*crisis management*”, “*planning and organising skills*” and “*analytical in approach to people and problems*” were regarded as much more important than they were in 2005. “*Quality conscious/quality minded*”, “*integrity and trust*”, “*self management*” and “*customer concern*” were considered far less important than before. The first two competencies were actually regarded as core competencies in 2005. These findings suggested that the training needs for managers and supervisors were quite different from before. Training programmes which are proven to be effective in the past may not work well at present. Training providers should be alert of the change in training needs.



Table 2.11  
Key Competency Ranking of Managers and Supervisors  
in the Next Three Years in the Chinese Mainland

Rank	Managers	%	Rank	Supervisors	%
1	Crisis management	59.84	1	Communication skills	58.77
2	Business acumen	52.27	2	Coaching and counselling	58.15
3	Sense of accountability	42.39	3	Team work and team building	50.70
4	Coaching and counselling	40.81	4	Dealing with conflict	49.27
5	Risks management	38.70	5	Crisis management	47.79
6	Planning and organising skills	38.60	6	Sense of accountability	45.60
7	English (spoken and written)	38.45	7	English (spoken and written)	42.44
8	Dealing with conflict	37.75	8	Planning and organising skills	41.82
9	Team work and team building	37.20	9	Analytical in approach to people and problems	41.11
10	Interpersonal skills	36.74	10	Problem solving and decision making	40.39
11	Communication skills	36.67	11	Quality conscious/quality minded	39.58
12	Quality conscious/quality minded	34.26	12	Interpersonal skills	38.54
13	Analytical in approach to people and problems	33.68	13	Integrity and trust	30.10
14	Strategic thinking	31.98	14	Chinese (Putonghua and business writing skills)	28.60
15	Trade practices in the Chinese Mainland	31.78	15	International exposure and knowledge	25.61
16	Change management	30.78	16	Trade practices in the Chinese Mainland	23.86
17	Problem solving and decision making	29.77	17	Self management (e.g. time management, prioritisation, etc.)	23.76
18	Laws and regulatory restrictions for access to the Chinese Mainland market	28.54	18	Business ethics	23.46
19	International exposure and knowledge	27.89	19	Stress management	20.21
20	Business ethics	26.76	20	Instructional, training and presentation skills	19.81
21	Instructional, training and presentation skills	24.45	21	Risks management	18.97
22	Chinese (Putonghua and business writing skills)	24.10	22	Laws and regulatory restrictions for access to the Chinese Mainland market	18.83
23	Integrity and trust	22.50	23	Cross cultural awareness/managing diversity	17.69
24	Cross cultural awareness/managing diversity	22.42	24	IT knowledge and application	17.15
25	Stress management	21.55	25	Customer concern	16.36
26	Creativity and innovation	18.03	26	Negotiation skills	16.14
27	Delegation	16.75	27	Change management	15.57
28	Customer concern	15.05	28	Self improvement	15.00
29	Emotional Intelligence	14.65	29	Business acumen	14.11
30	Negotiation skills	14.42	30	Understanding of others/empathy	14.06
31	AQ (Adversity Quotient)	11.99	31	Emotional Intelligence	13.59
32	Self management (e.g. time management, prioritisation, etc.)	11.96	32	Motivating others	13.40
33	Motivating others	11.81	33	AQ (Adversity Quotient)	13.22
34	IT knowledge and application	10.68	34	Creativity and innovation	11.97
35	Self improvement	9.41	35	Zealous in developing talent/potential in others	9.70
36	Zealous in developing talent/potential in others	6.92	36	Strategic thinking	9.28
37	Understanding of others/empathy	4.94	37	Delegation	8.66
38	Influencing skills	3.16	38	Influencing skills	4.34
39	Other languages	0.83	39	Other languages	1.65

% = percentage of responding companies

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

## PART III

### MANAGEMENT TRAINING

#### 3.1 Introduction

In addition to managerial competencies, the survey also studied the management training arrangement and preferences of managers and supervisors in the next three years.

Responding companies were asked a set of questions related to the provision of and preferences on management training. Those companies, which indicated that they did not have any resource of management training, were further asked about the reason(s) behind.

Relevant data collected in this survey and in the last two surveys (in 2001 and 2005) were further examined to make a trend analysis.

#### 3.2 Percentages of Managers and Supervisors Who Received Training Prior to Appointment/Promotion to Their Positions

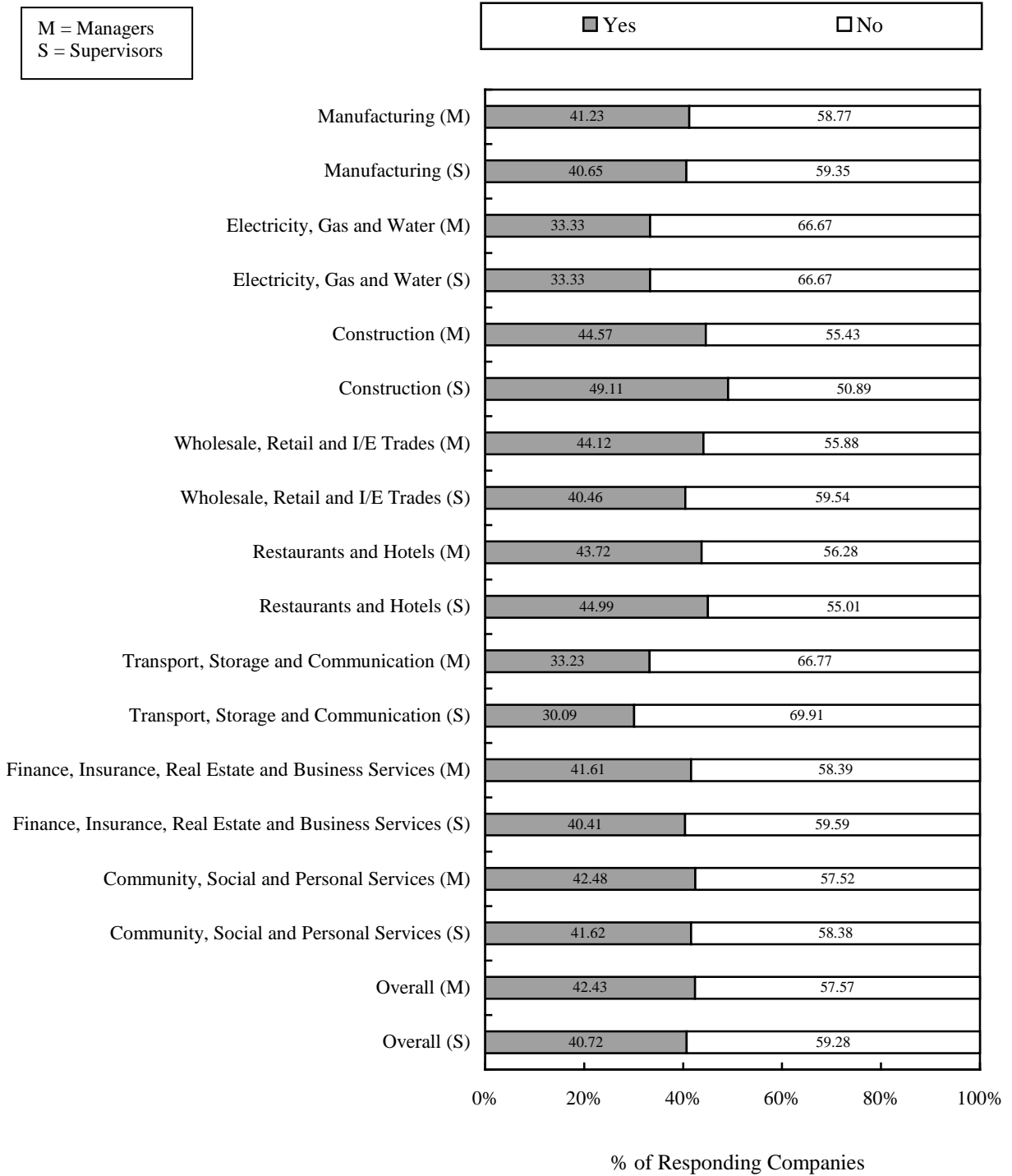
The survey depicted that over half of the managers and supervisors (57.57% and 59.28% respectively) have not had any management training before they were appointed or promoted to their present levels. In other words, only 42.43% of managers and 40.72% of supervisors had received management training (see Figure 3.2).

In the 2005 survey, only 27.46% of managers and 22.30% of supervisors had received management training before they were appointed or promoted to their present levels.

Compared with the figures of 2005, a higher proportion of staff strength had received management training before appointment or promotion revealed more demanding criteria of recruitment would be imposed to working population.

Variation across sectors was noticeable and considerable as shown in Figure 3.2 below. Among the 8 sectors, the transport, storage and communication and electricity, gas and water sectors had the lowest proportion of staff received management training prior to their appointments (less than 34%). The other six sectors are a little bit better, but still a majority of their staff reported not receiving any training before assignment to the present positions.

Figure 3.2:  
Distribution of Companies Recruiting Managers and Supervisors  
With Prior Management Training by Sector



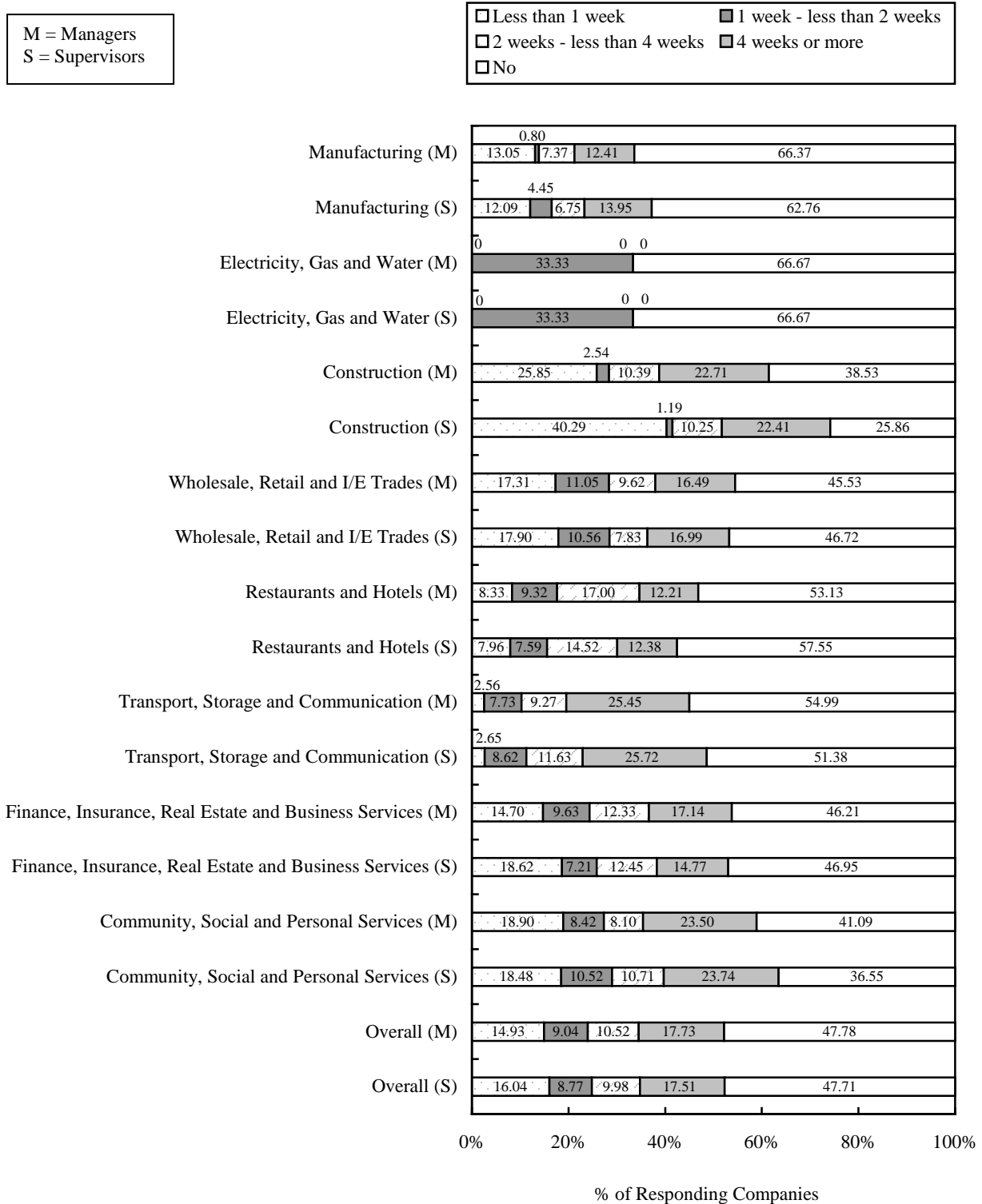
### 3.3 Provision of On-the Job Training to Newly Recruited Managers and Supervisors by Immediate Supervisors and Higher Level Managers

The Survey indicated that more than half of the newly recruited managers (52.22%) and supervisors (52.29%) will be provided with on-the-job training (Figure 3.3).

For the responding companies which would provide on-the-job training to newly recruited managers and supervisors, they preferred the duration of training *4 weeks or more*, then *less than 1 week*.

There are several sectoral differences in the provision of on-the-job training to new recruits. The manufacturing and electricity, gas and water sectors preferred not to provide on-the-job training after appointment (over 60%). The restaurants and hotels and transport, storage and communication sectors were not any better (over 50%). In contrast, the construction sector demonstrated a strong preference on providing on-the-job training to new recruits (over 60%).

Figure 3.3:  
Distribution of Companies Providing On-the-job Training to  
Newly Recruited Managers and Supervisors by Sector



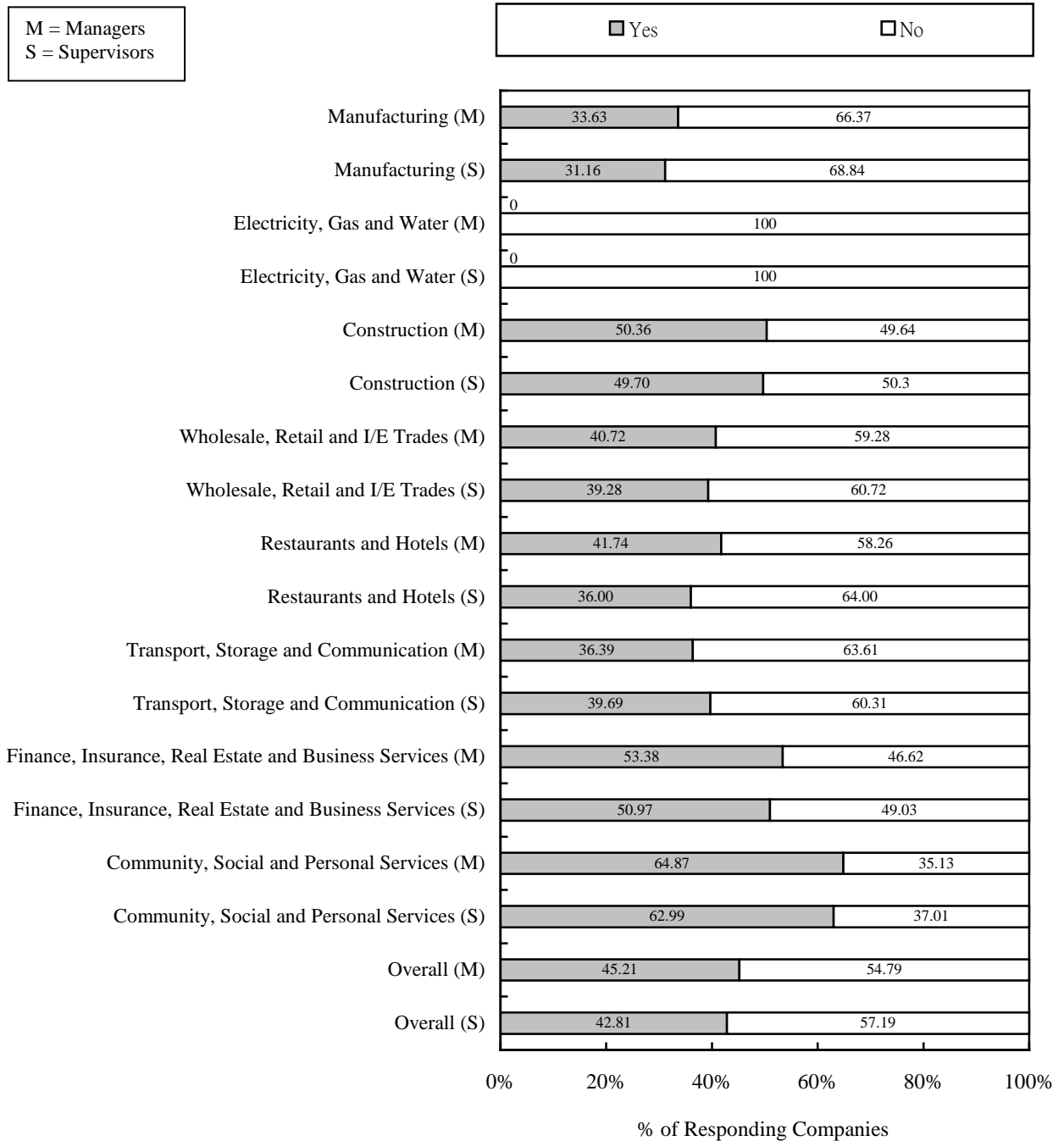
### 3.4 Provision of Management Training to Existing Managers and Supervisors in the Next 3 Years

The survey indicated that less than half of the companies would provide management training to existing managers (45.21%) and supervisors (42.81%) in the next three years (Figure 3.4). This situation was improved significantly as compared with the figures of 2005 (just about one third of the companies would provide management training to existing staff) which interpreted management training to be more important in talent management and retention.

Similar findings were observed as stated in Section 3.2, over half of the managers and supervisors (54.79% and 57.19% respectively) would not have any provision of management training.

For the electricity, gas and water sector, all responding companies demonstrated that no management training would be provided to existing managers and supervisors. The companies of the manufacturing sector (over 66%) deemed not to think management training as an essential measure for business development which was consistent with the finding in 2005. In addition, the wholesale, retail and import/export trades, restaurants and hotels and transport, storage and communication sectors showed less interest in providing training for managers and supervisors than other sectors (over 58%).

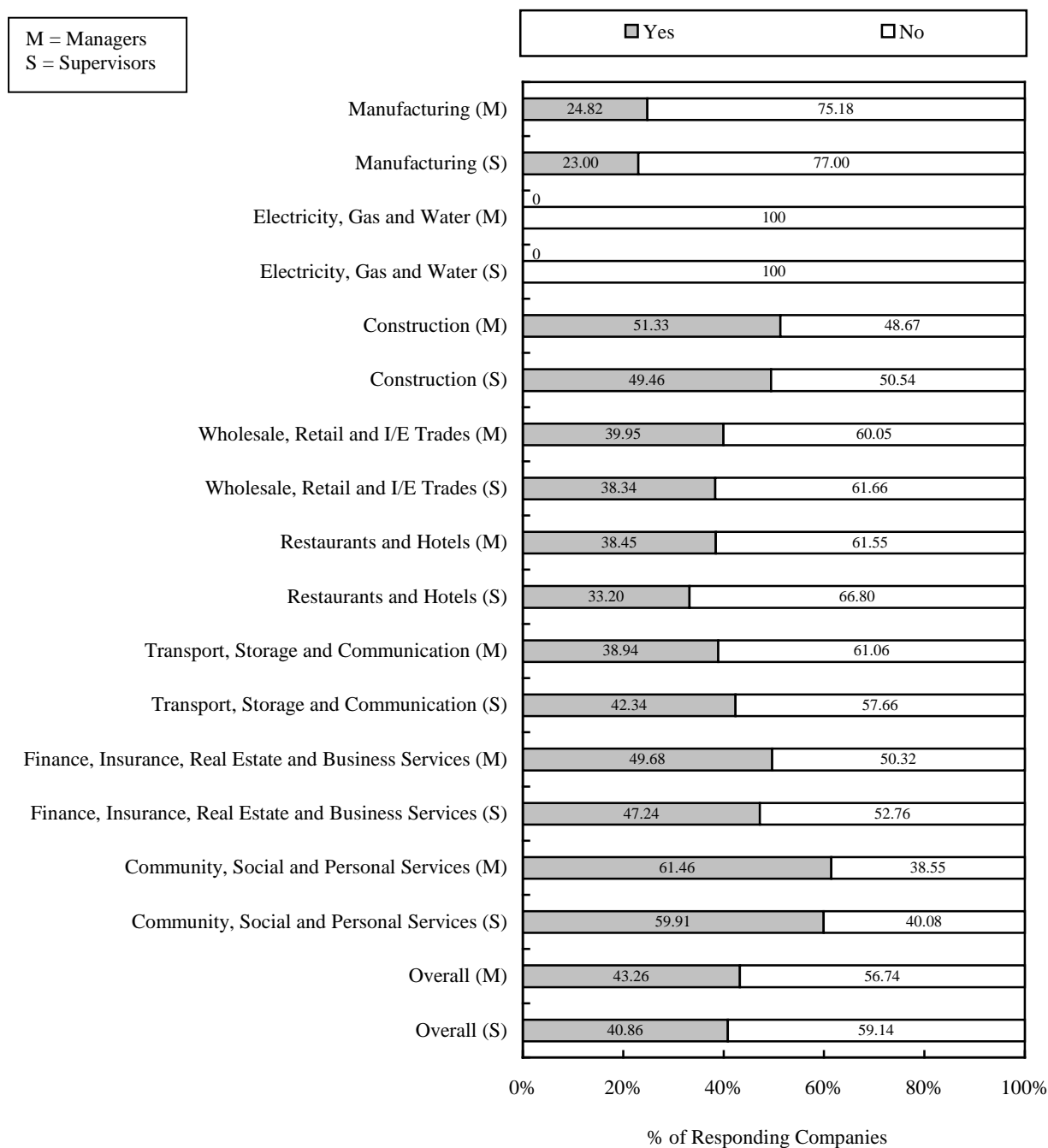
Figure 3.4:  
Distribution of Companies Providing Management Training to  
Existing Managers and Supervisors in the Next Three Years by Sector



### 3.5 Availability of Management Training Plans in the Next Three Years

Only about 40% of the companies reported to arrange training plan for their staff as shown in Figure 3.5.1. Across the sectors, the community, social, and personal services and finance, insurance, real estate, and business services remained the two most aggressive sectors when compared with the 2005 survey.

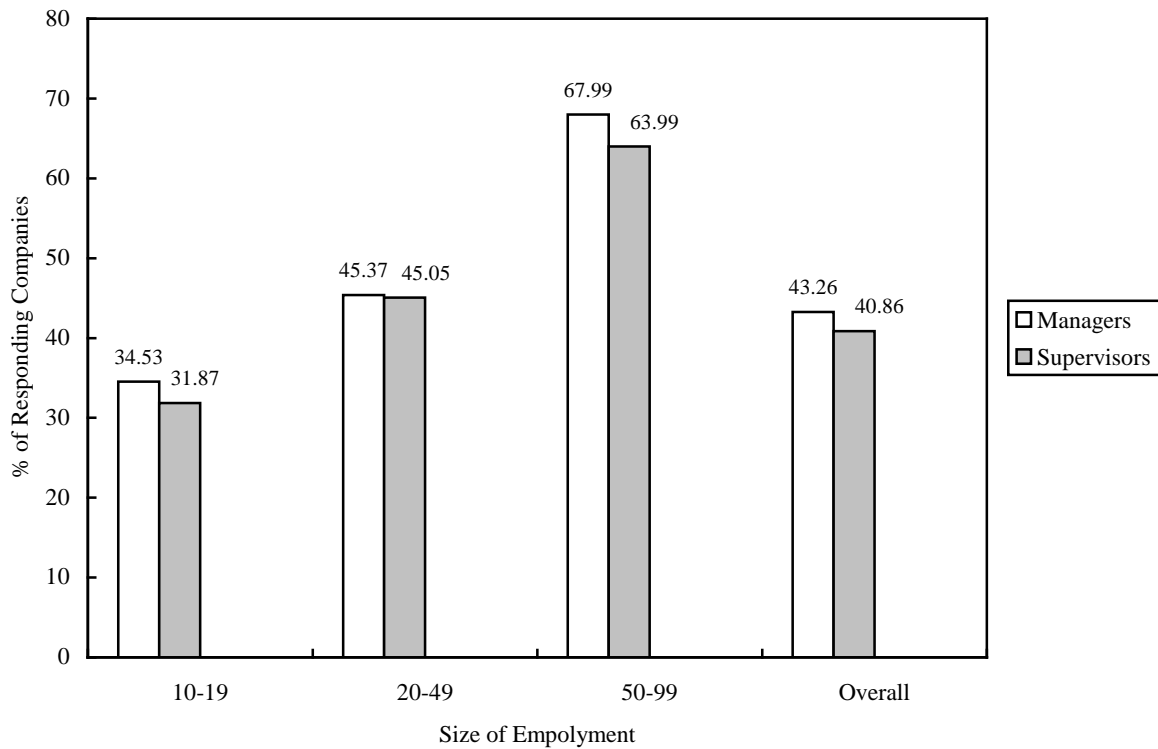
Figure 3.5.1:  
Distribution of Companies Having Management Training Plan to  
Managers and Supervisors in the Next Three Years by Sector





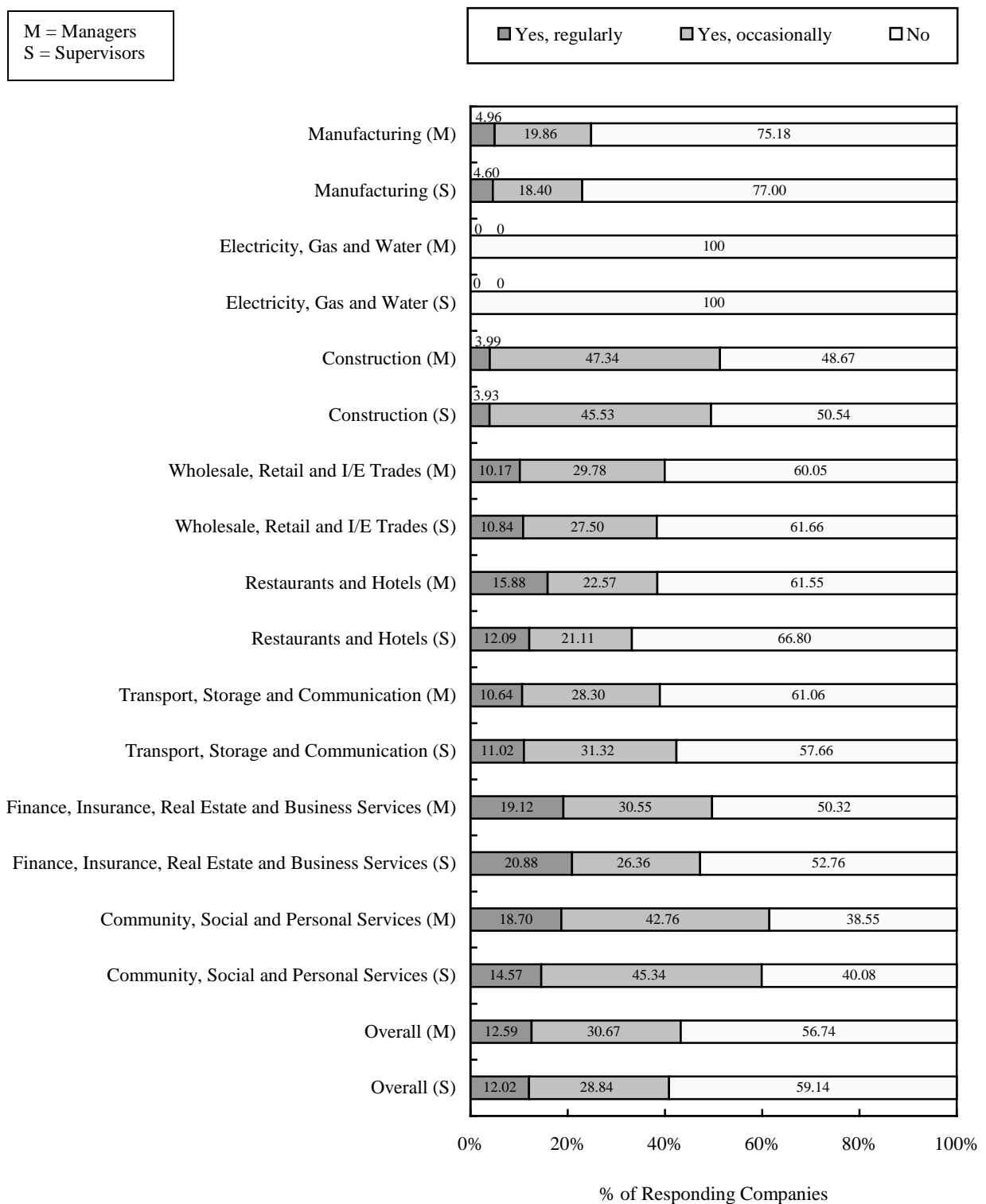
The provision of training was also studied across different company sizes (Figure 3.5.2). It was found that larger firms are more likely than smaller firms to provide training. More than 60% of the firms with a size between 50 to 99 employees reported that they would provide management training plan.

Figure 3.5.2:  
Distribution of Companies Having Management Training Plan to  
Managers and Supervisors in the Next Three Years by Size of Employment



Among the firms that would provide management training, most would arrange training occasionally to staff (over twofold for the digit of providing management training regularly). Results were shown in Figure 3.5.3.

Figure 3.5.3:  
Arrangement of Management Training Plan to Managers and Supervisors  
in the Next Three Years by Sector

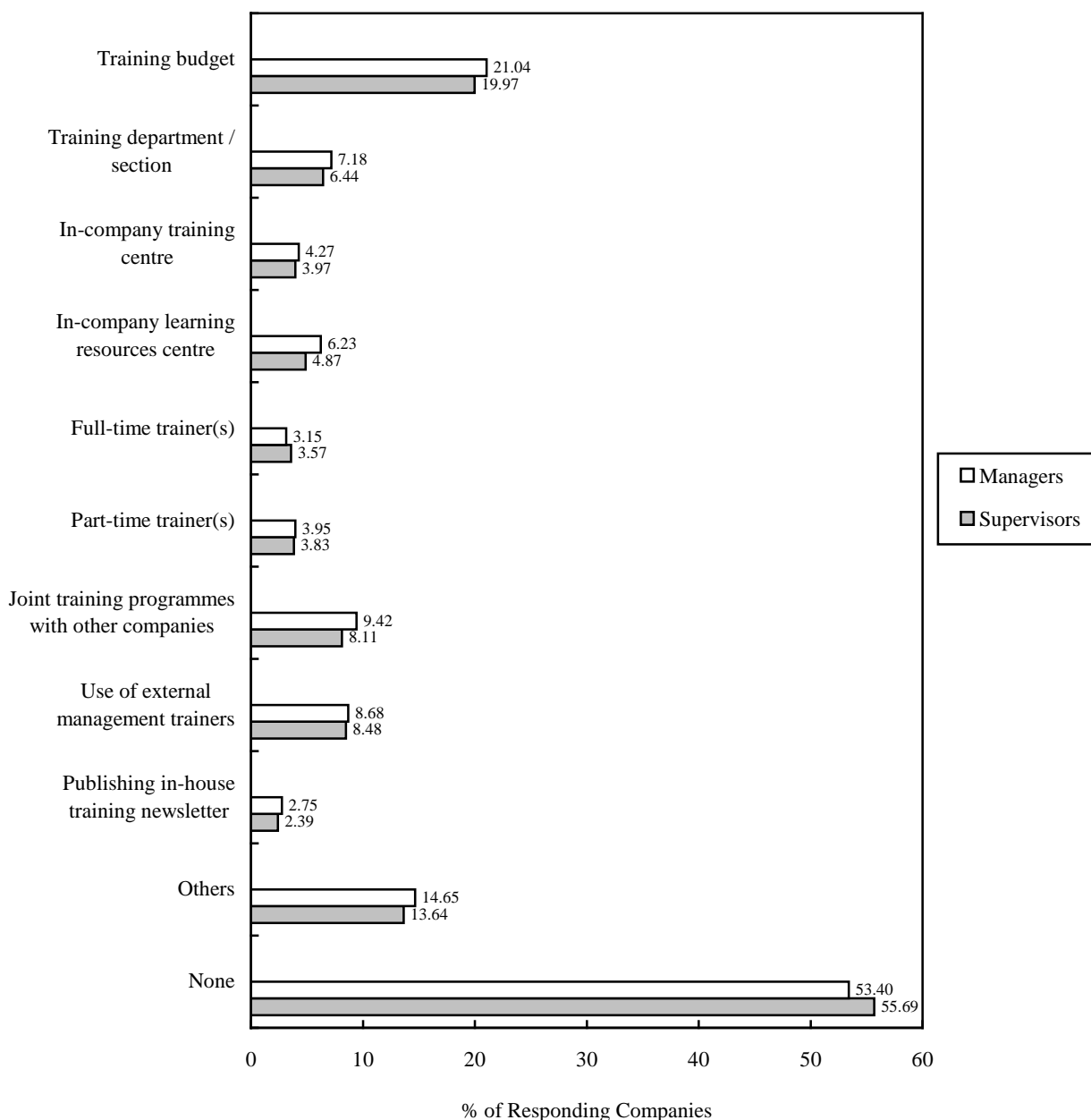


### 3.6 Resources for Management Training in the Next Three Years

Companies were then asked to indicate from a list of ten resources of management training they would have in the next 3 years. Results are presented in Figure 3.6. *Training budget* was the most popular resource chosen (about 20%), other resources such as *joint training programmes with other companies*, *use of external management trainers*, *training department/section* were indicated as preferred resources for the provision of management training.

They were reluctant to have their own *training and resources centre*, *part-time and full-time training staff* and *training newsletter*.

Figure 3.6:  
Resources for Management Training in the Next Three Years

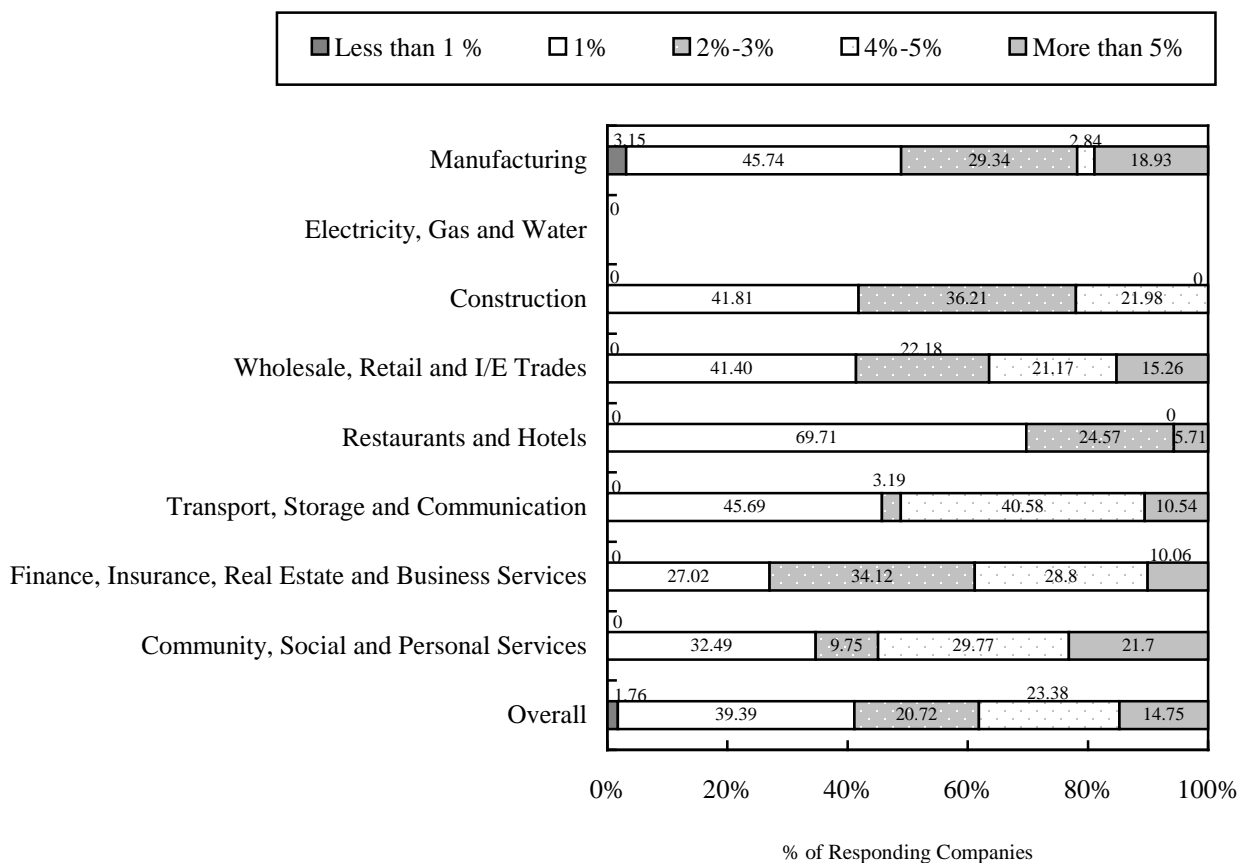


### 3.7 Training and Development Budget

Companies that would allocate various forms of resources to support the provision of management training were required to indicate the proportion of training budget with respect to average annual payroll in the next 3 years. Results are presented in Figure 3.7

Over 41% of the responding companies would allocate up to 1% of average annual payroll as training budget. About 44% of the companies would spend 2% to 5% of annual payroll for training and development. Surprisingly, there will be about 14.75% of companies which would allocate 5% or more of average annual payroll for training. These findings depict a huge market opportunity for training providers.

Figure 3.7  
Proportion of Training Budget with Respect to Average Annual Payroll  
in the Next Three Years

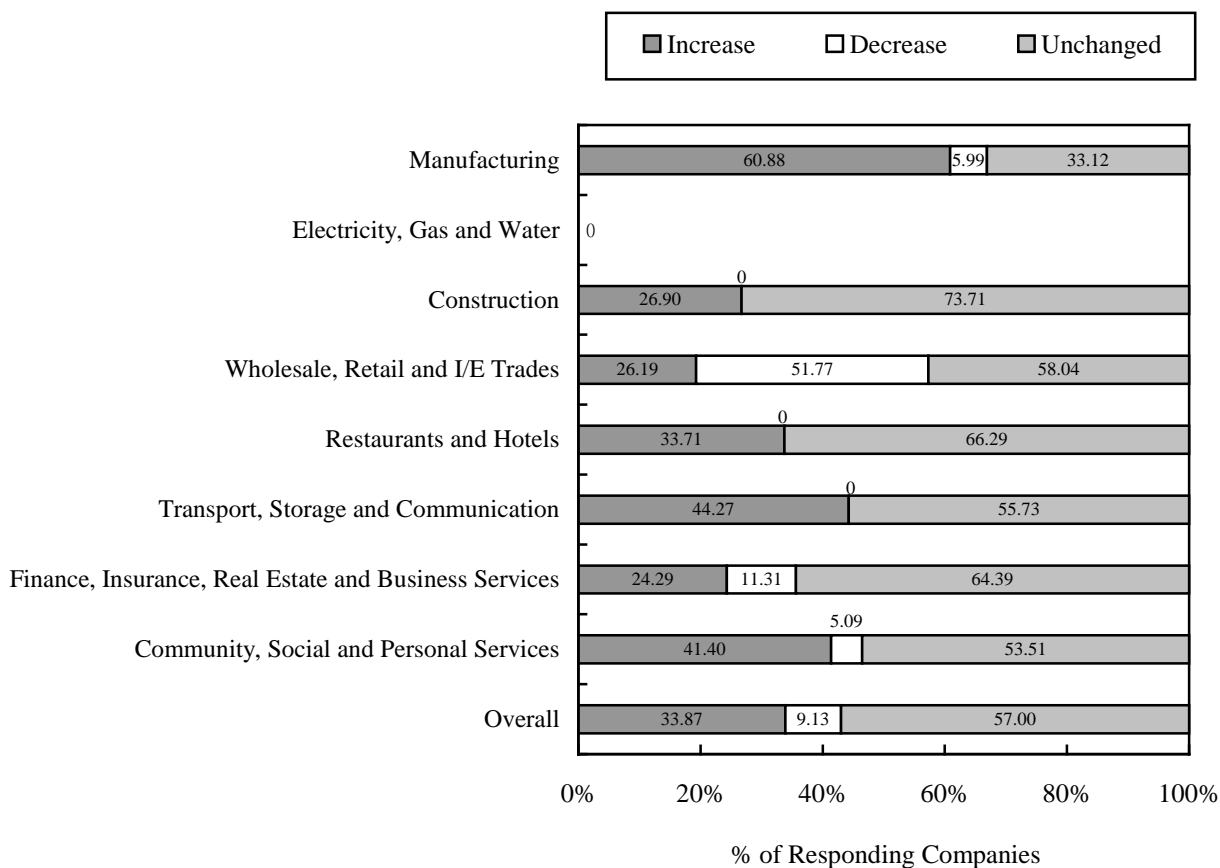


### 3.8 Outlook for Training and Development Budget

Companies that would have provision on training and development budget were then asked to make comparison with the past 3 years. About 57% of responding companies would freeze their training provision which demonstrated their discreet concerns on future development. Results were presented in Figure 3.8. On the other hand, about 33% of companies indicated an increment on training budget which implied a viable development to in-service training sectors for the upcoming years.

Sectoral difference was observed from high proportion of companies (over 60%) of the manufacturing sector that would increase the training budget while depicting an intense demand of management training in manufacturing industries.

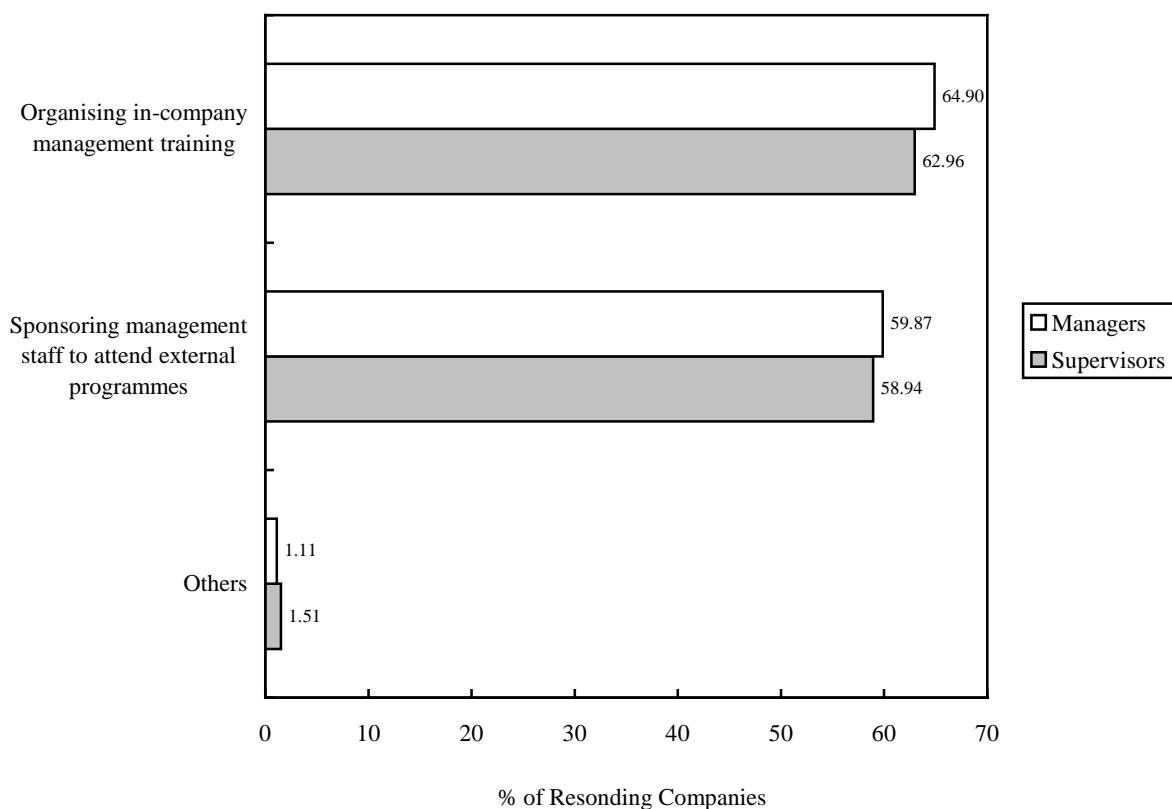
Figure 3.8:  
Comparison of Training Budget Over the Past Three Years



### 3.9 Types of Management Training to be Organised

For the companies with resources allocation on management training, they were then asked to indicate how they would arrange their training programmes among different choices (Figure 3.9.1). Similar to the findings of the 2005 Survey, a large percentage of companies would adopt *in-company management training programmes* (over 62 %).

Figure 3.9.1:  
Types of Management Training to be Arranged to Managers and Supervisors  
in the Next Three Years

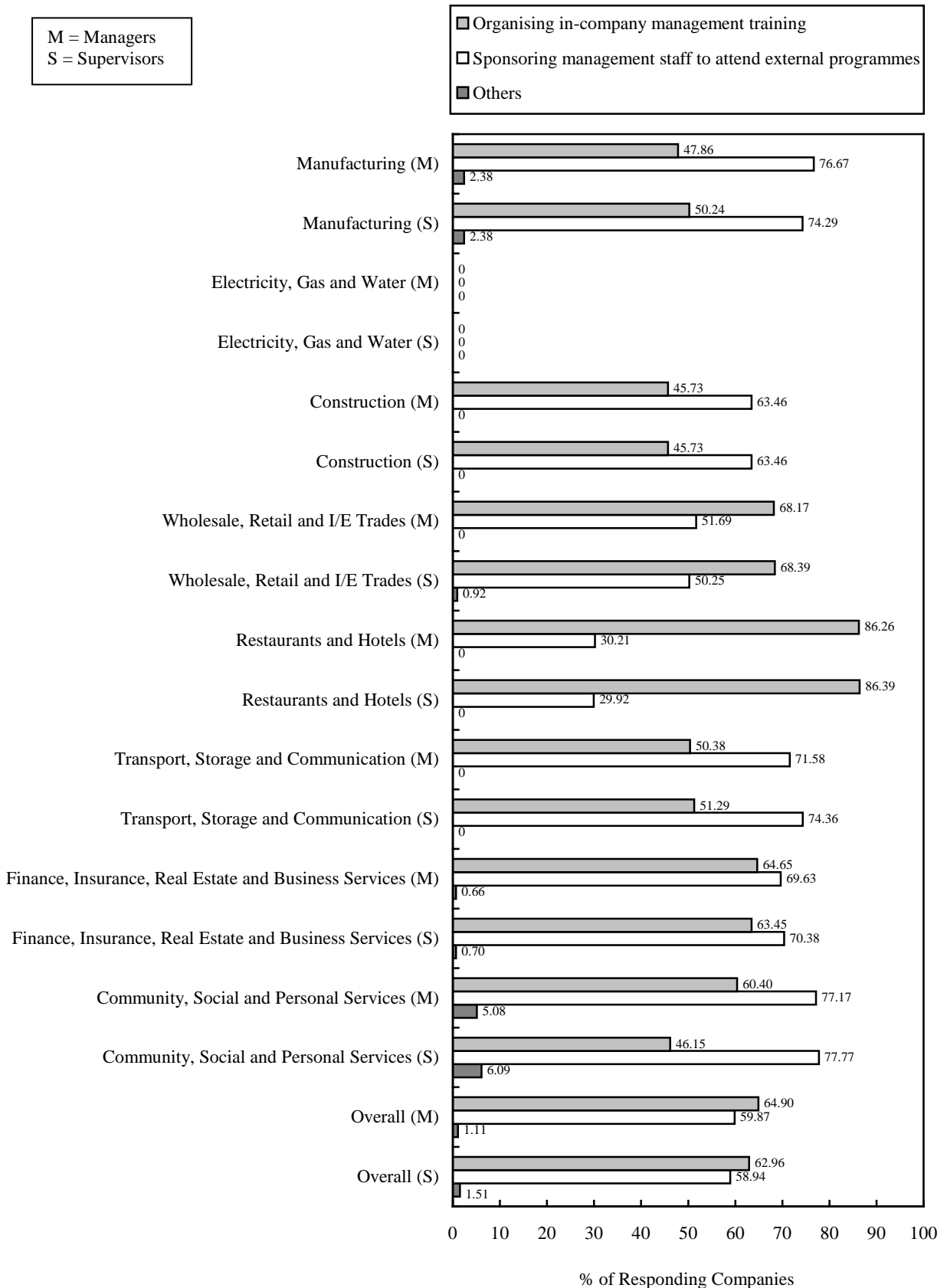


There are several significant sectoral differences in preferred training programmes (Figure 3.9.2). The manufacturing, construction, transport, storage and communication and community, social and personal services sectors preferred more on *external programmes*.

The finance, insurance, real estate, and business services sector also preferred *external programmes*, but to a much lesser extent.

In contrast, the wholesale, retail and I/E trades and restaurants and hotels sectors preferred overwhelmingly *in-company programmes*.

Figure 3.9.2:  
 Distribution of Types of Management Training to be Arranged to  
 Managers and Supervisors by Sector in the Next Three Years

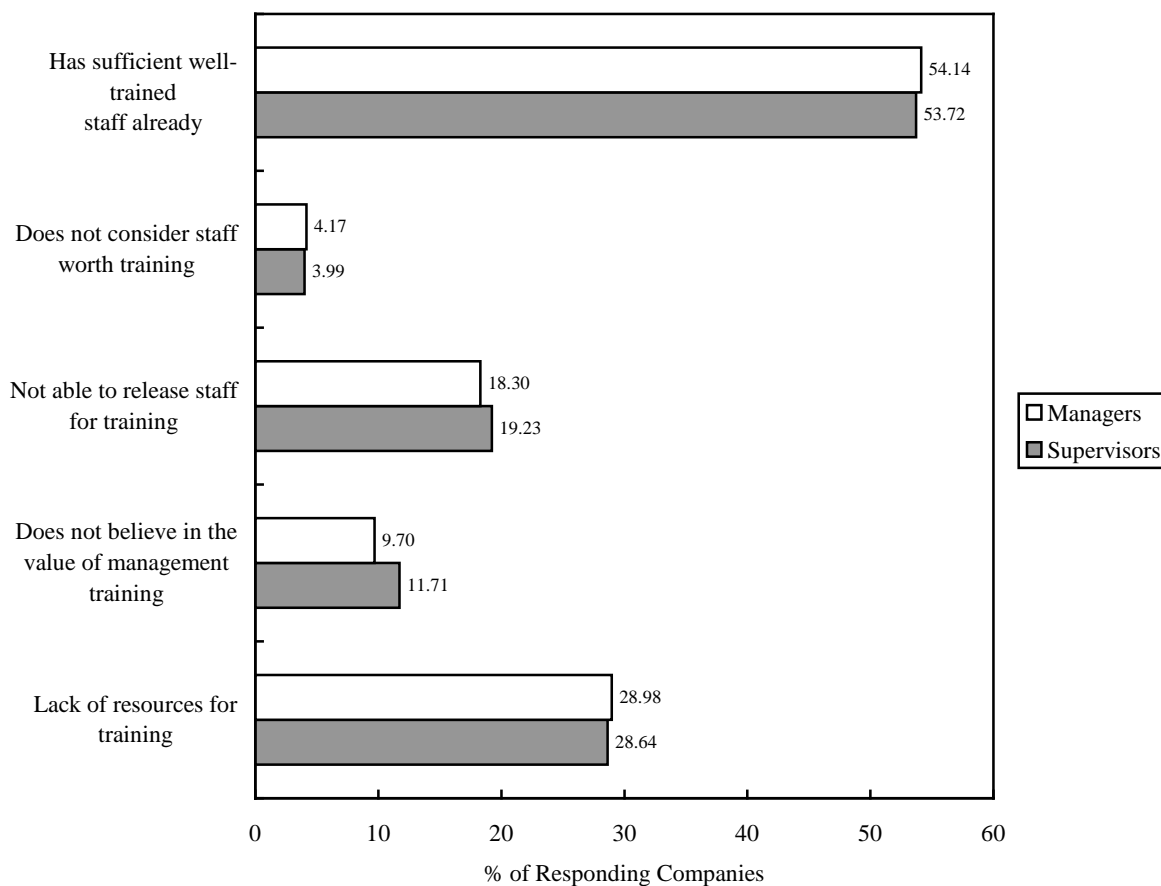


### 3.10 Reasons for Not Arranging Management Training

Companies that indicated they would not allocate resources for management training in the next 3 years were then asked for the reasons (Figure 3.10). Over half of the companies explained to *have sufficient well-trained staff*. The other two common reasons were *lack of resources for training* (over 28%) and *not being able to release staff for training* due to manpower constraints (close to 19%).

It was encouraging to know that just a low proportion of companies found *not believe in the value of management training* (close to 10%) and *not consider staff worth training* as reasons (below 5%).

Figure 3.10:  
Reasons for not Arranging Management Training for  
Managers and Supervisors in the Next Three Years

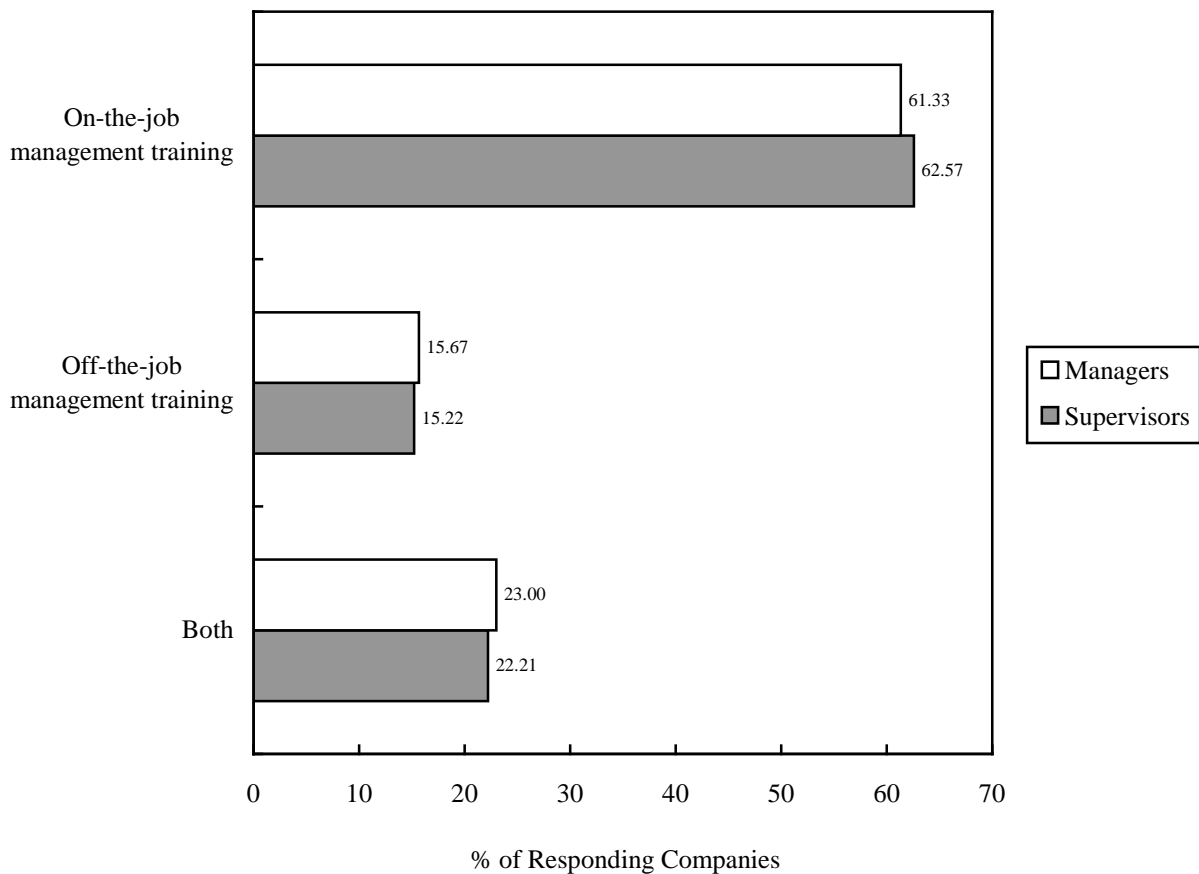




### 3.11 Modes of In-company Training Provided

As shown in Figure 3.11.1, *on-the-job management training*, i.e. providing hands-on, practical training or instructions during normal working hours, is preferred by over 60% of the respondents. About 15% of the companies would use *off-the-job management training*.

Figure 3.11.1:  
Modes of In-Company Training Provided to  
Managers and Supervisors in the Next Three Years



More than one-third of companies preferred dual mode of training in the community, social and personal services sectors which unveiled the fact that flexible training mode would be more demanding due to the evolving job requirements. Detailed results were shown in Figure 3.11.2.

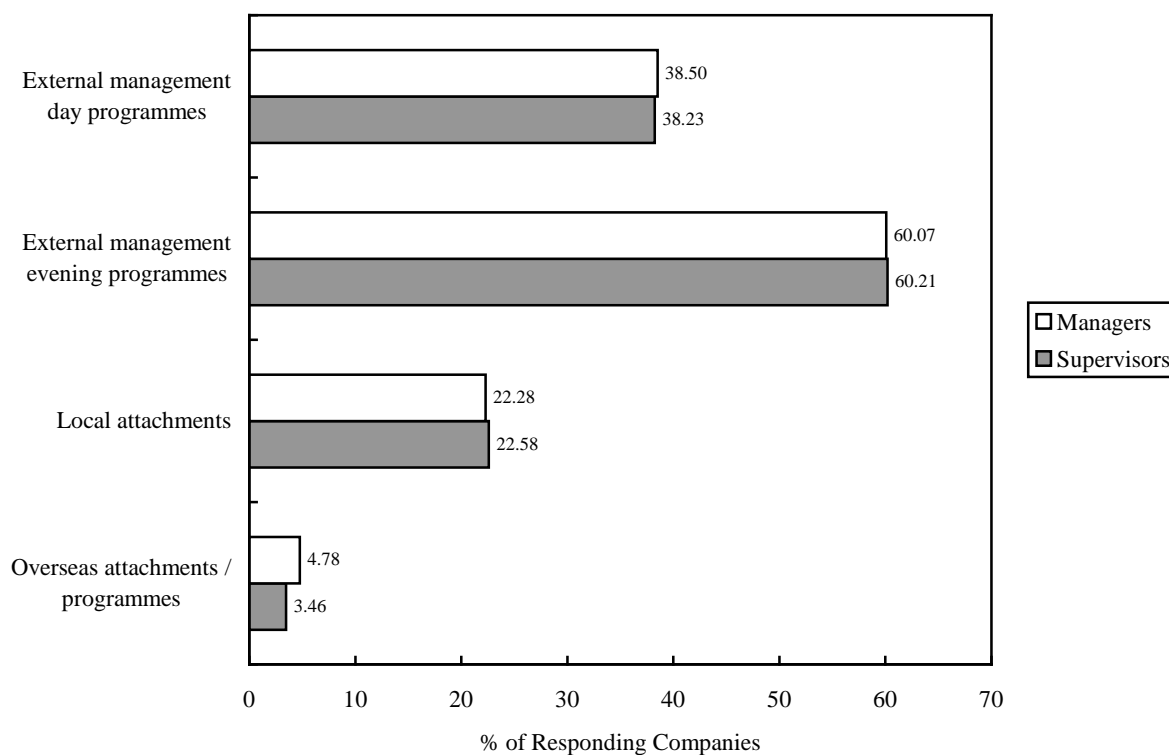
Figure 3.11.2:  
Distribution of the Modes of In-Company Training Provided to  
Managers and Supervisors by Sector in the Next Three Years



### 3.12 Sponsorship to Management training programmes

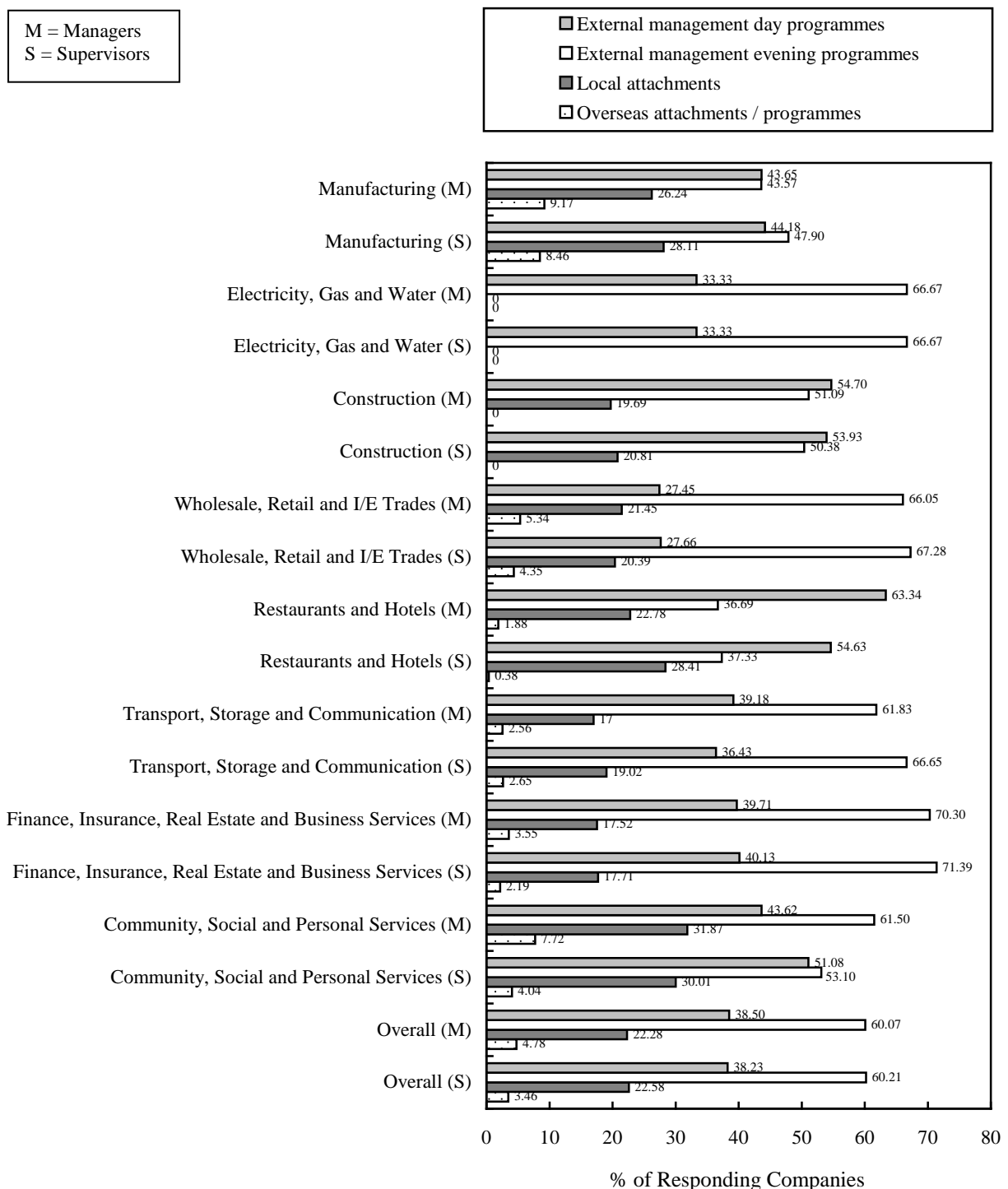
For the companies committed to sponsor staff to attend management training programmes, they were asked to indicate their preferences on the types of programmes intended. The majority of the companies would be willing to sponsor their managers and supervisors to attend *external management evening programmes* (over 60%). Results are shown in Figure 3.12.1.

Figure 3.12.1:  
Preferred Types of Training Programmes to be Provided to  
Managers and Supervisors in the Next Three Years



In considering the sectoral differences across industries, companies from the restaurants and hotels and construction industries were more willing to adopt *external day programmes* (over 50%). On the other hand, the community, social and personal services and manufacturing and restaurants and hotels sectors were more likely to consider *local attachments* for their employees. The sector of electricity, gas, and water would consider not necessary to provide any *local and overseas attachments/overseas programmes* for staff. Results are shown in Figure 3.12.2.

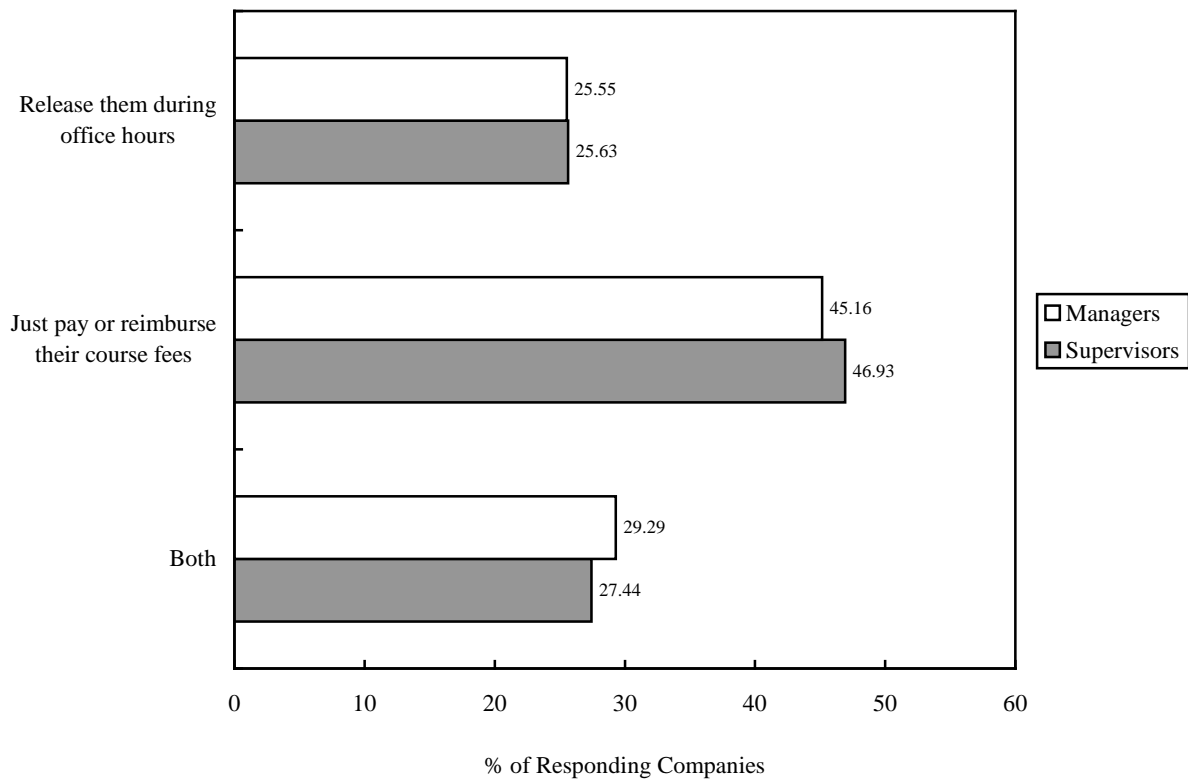
Figure 3.12.2:  
Distribution of Preferred Types of Training Programmes to be Provided to Managers and Supervisors by Sector in the Next Three Years



### 3.13 Ways of Sponsorship

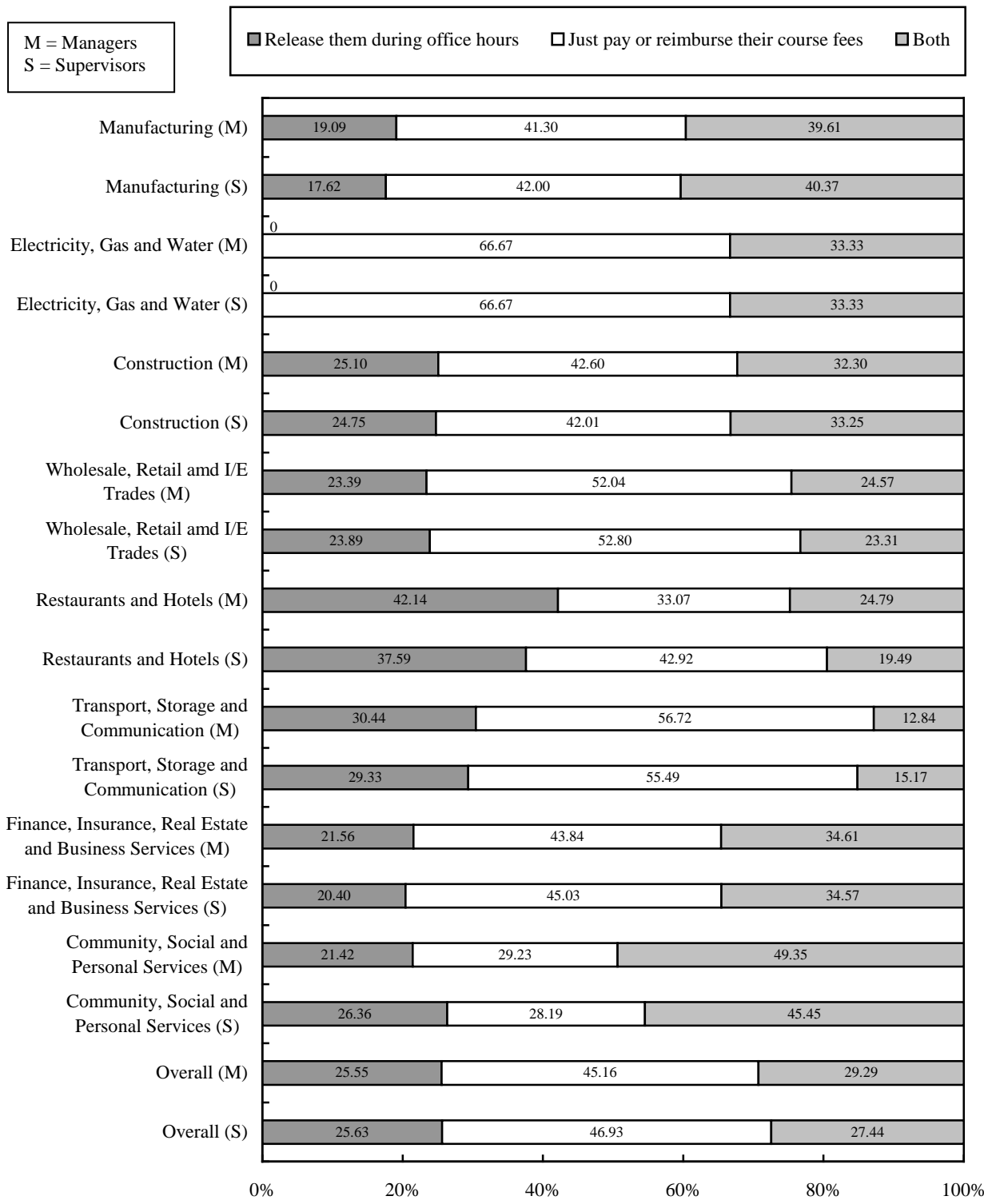
Findings in Figure 3.13.1 presents that the most popular ways of sponsorship for staff training would be *pay or reimbursement for course fees* (over 45%). Supervisors in the restaurants and hotels sector were more likely than managers to receive this kind of sponsorship (Figure 3.13.2).

Figure 3.13.1:  
Ways of Sponsoring Managers and Supervisors to Management Training Courses in the Next Three Years



Among all the sectors, the electricity, gas, and water sector was the most generous, as all the responding companies in this sector would sponsor their staff either in terms of money or both (released time and money).

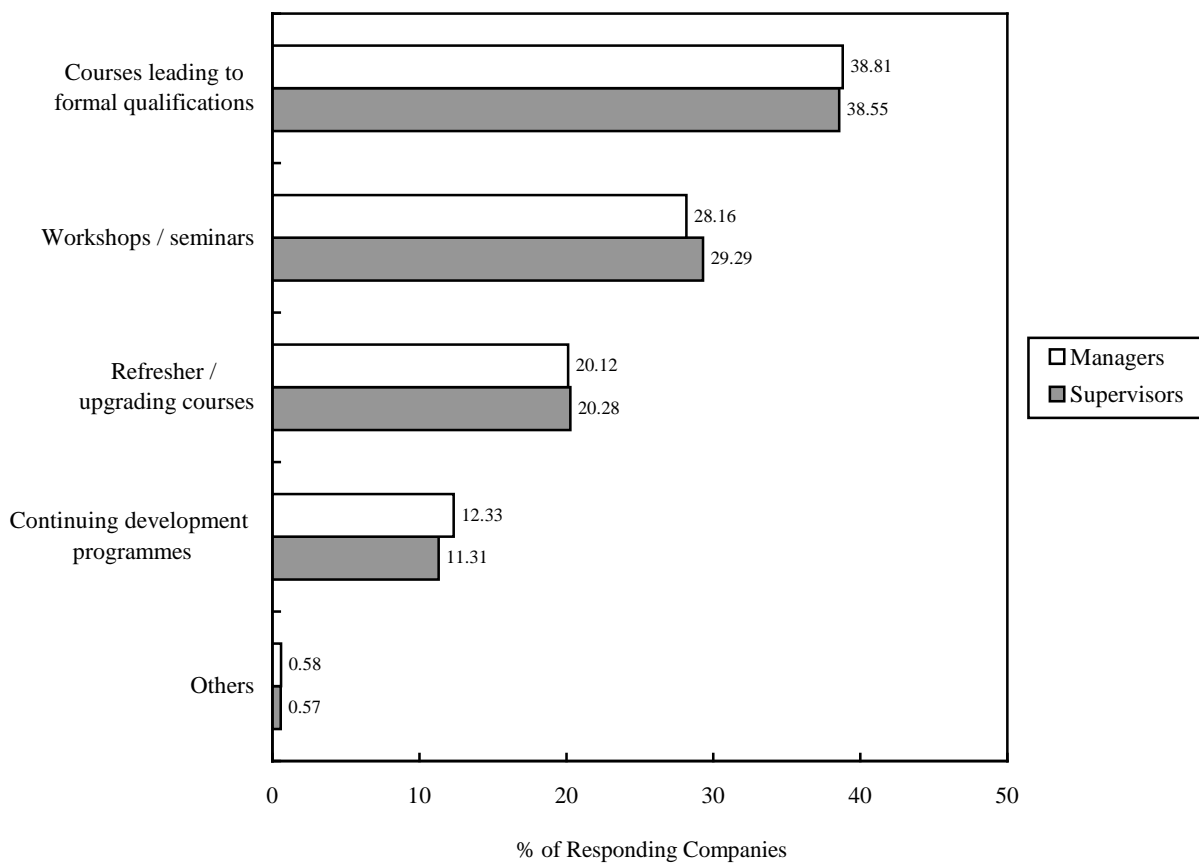
Figure 3.13.2:  
Distribution in Ways of Sponsorship by Sector  
in the Next Three Years



### 3.14 Preferred Scheme of Management Training

Figure 3.14 depicts that the most preferred type of training was the programmes that *lead to formal qualification* (close to 40%). In addition, quite a lot of the companies also chose *workshops or seminars* (close to 30%). There were about 10% of companies which recognised the importance *continuing development programmes* for acquiring job competencies that might introduce a new trend of course development for training providers.

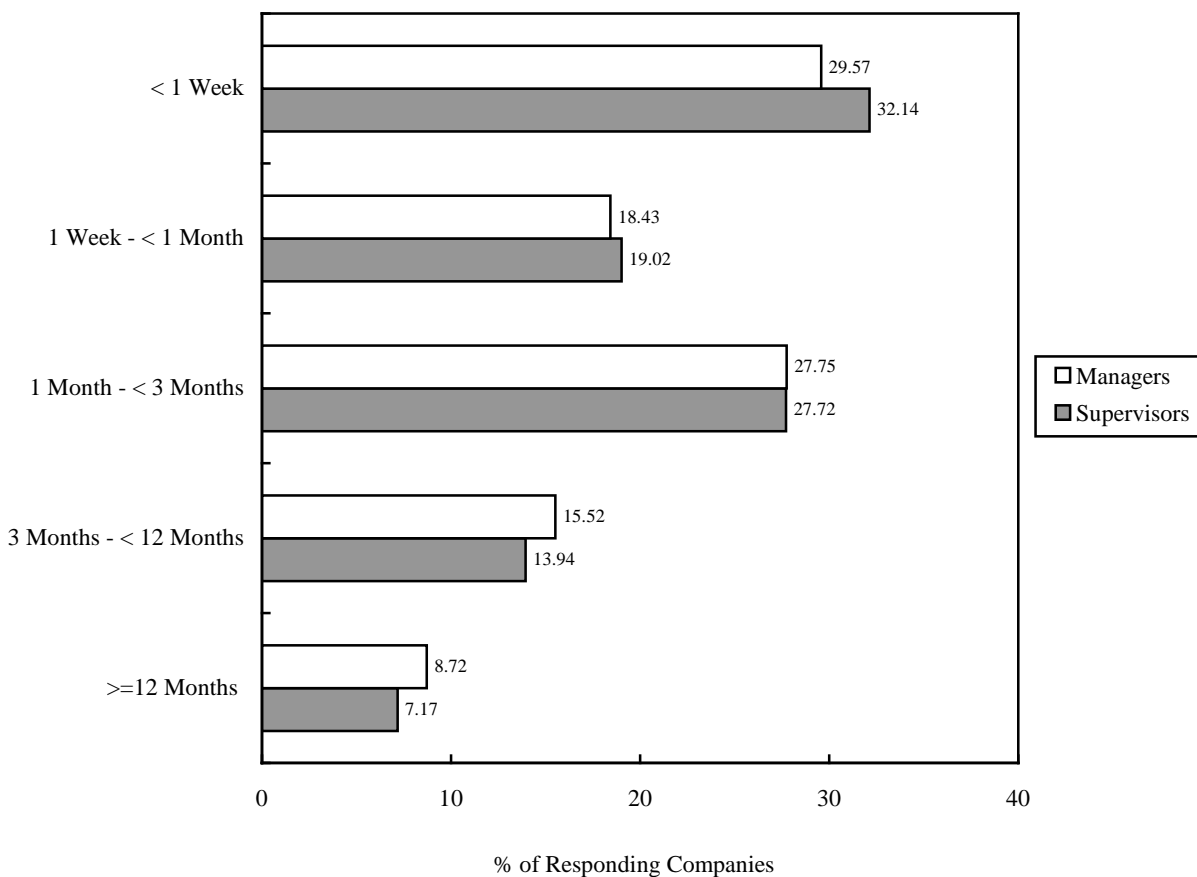
Figure 3.14:  
Preferred Scheme of Management Training



### 3.15 Preferred Duration of Management Training Programme

As shown in Figure 3.15, similar outcomes were noted as compared with the 2005 survey that programmes with duration *shorter than one week* was the most preferred arrangement (about 30%). The next preferred arrangement was programmes with duration *between one to three months* (about 27%). Only about 8% of the respondents would consider the programmes *longer twelve months..*

Figure 3.15:  
Preferred Duration of Management Training Programme for  
Managers and Supervisors in the Next Three Years

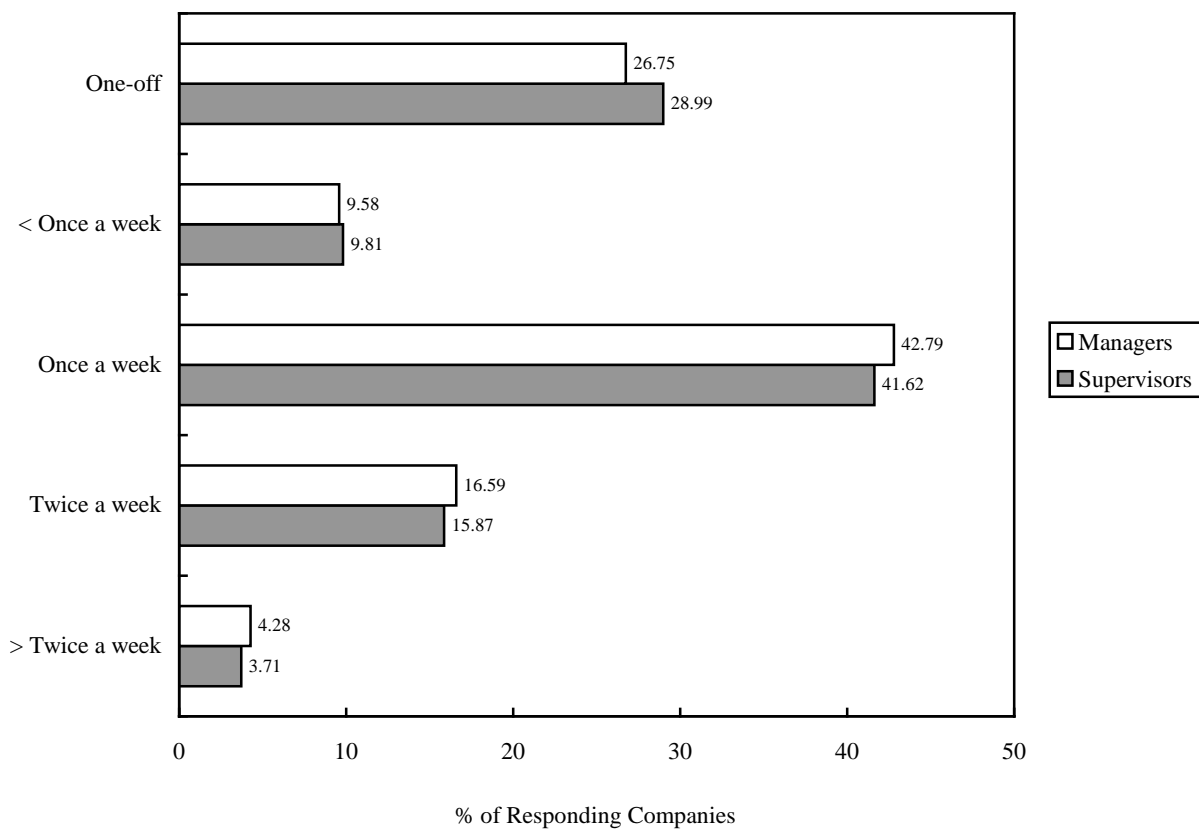




### 3.16 Preferred Frequency of Management Training Meetings

Programmes that meet *once a week* received overwhelming support. As shown in Figure 3.16, over 40% of the respondents preferred this mode. *One-off* mode training was another option welcomed by a quarter of respondents. Other choices received support from less than 20% of the respondents.

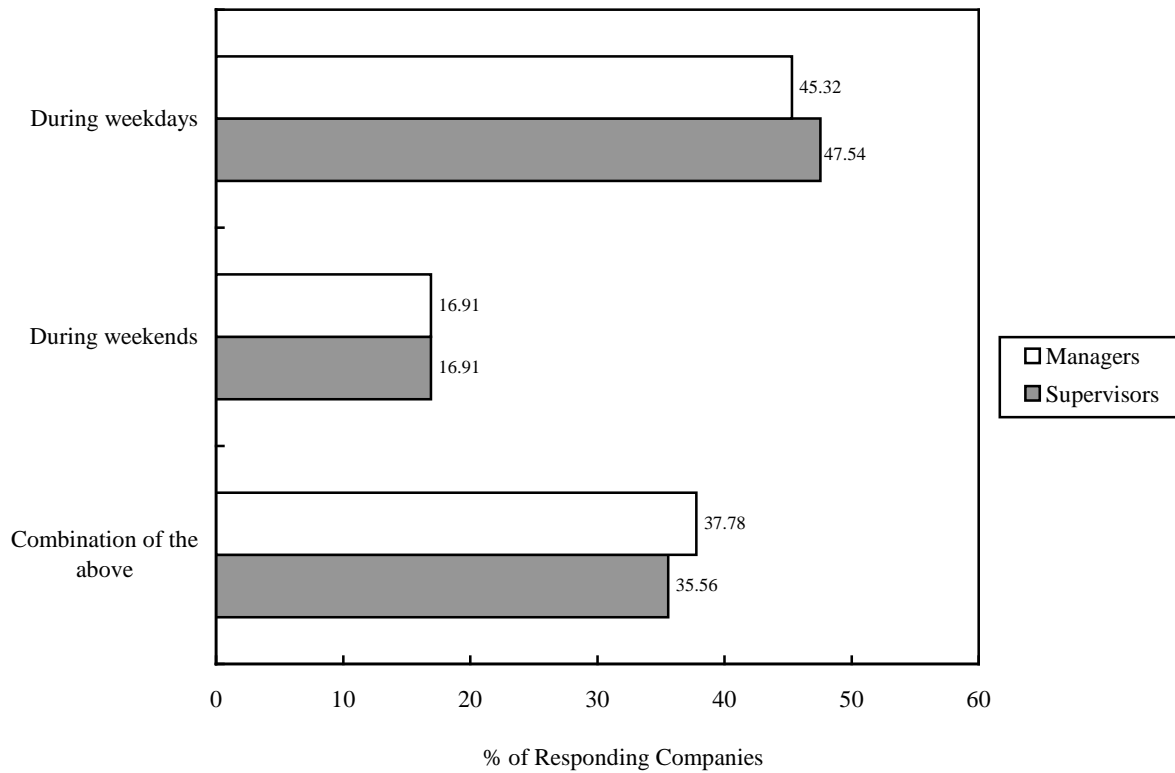
Figure 3.16:  
Preferred Frequency of Management Training for  
Managers and Supervisors in the Next Three Years



### 3.17 Preferred Days in the Week for Management Training

About half of the respondents preferred programmes held *during weekdays* while another one-third would select both *weekdays and weekends* (Figure 3.17).

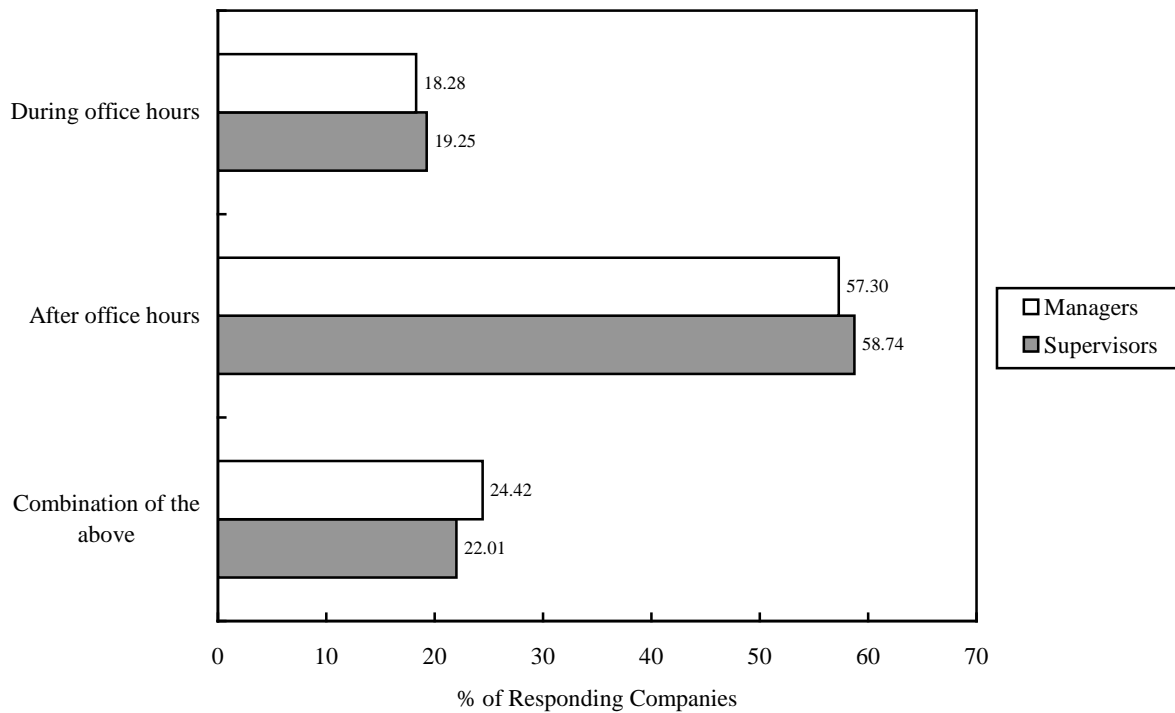
Figure 3.17:  
Preferred Days in the Week for Management Training to  
Managers and Supervisors in the Next Three Years



### 3.18 Preferred Meeting Time for Management Training

Training sessions to be conducted *after office hours* received overwhelming support from managers and supervisors. As shown in Figure 3.18, over 50% of the respondents preferred this mode.

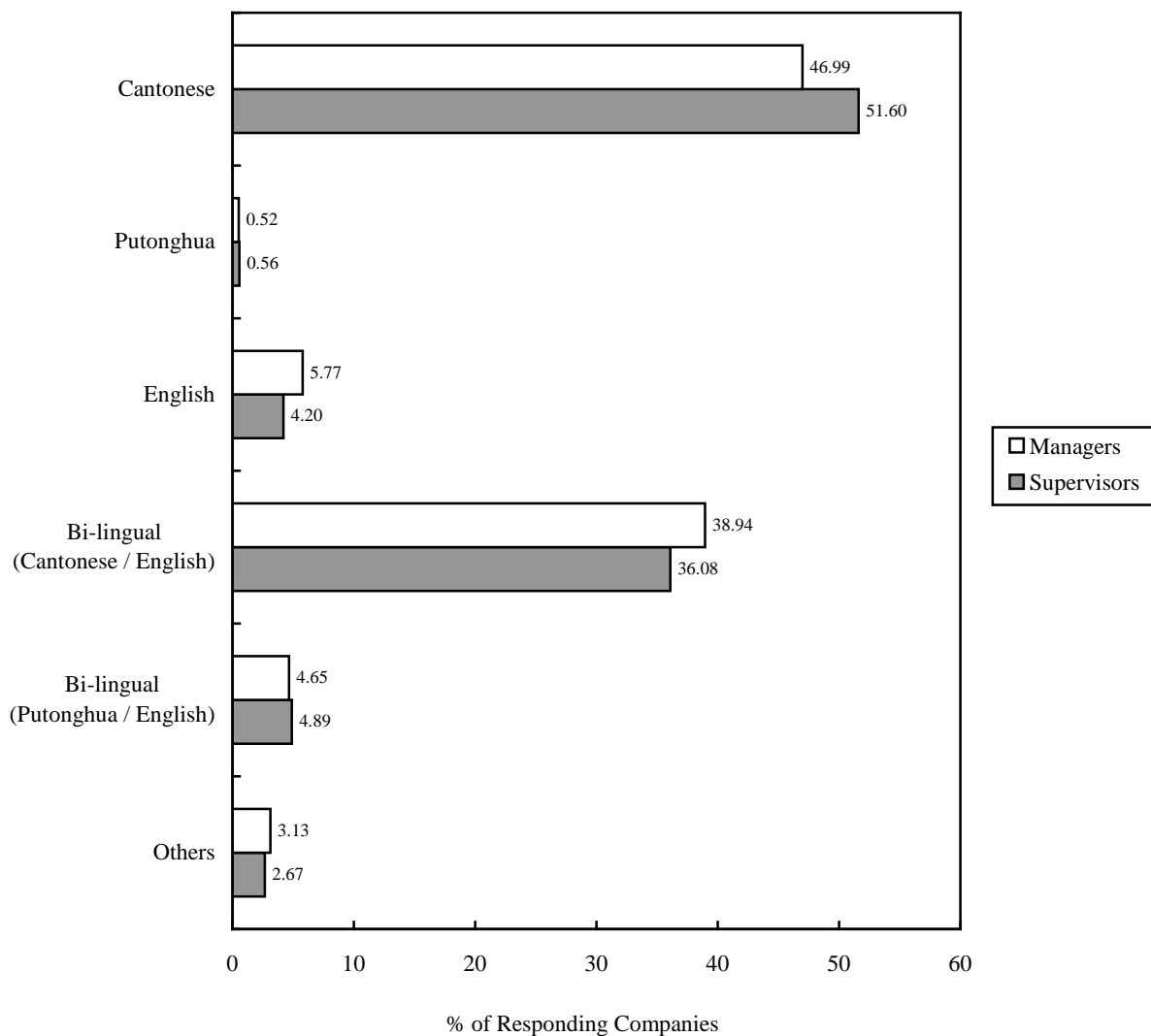
Figure 3.18:  
Preferred Meeting Time of Management Training for  
Managers and Supervisors in the Next Three Years



### 3.19 Preferred Medium of Instruction of Management Training

Unlike the findings in the 2005 survey, people switched their option from *bi-lingual* mode of study to *Cantonese*. As shown in Figure 3.19, about half of the respondents would choose *Cantonese* as the sole medium of instruction of management training. Programmes conducted in solely *English* or *Putonghua* were still unpopular for the majority.

Figure 3.19:  
Preferred Medium of Instruction for Management Training to  
Managers and Supervisors in the Next Three Years

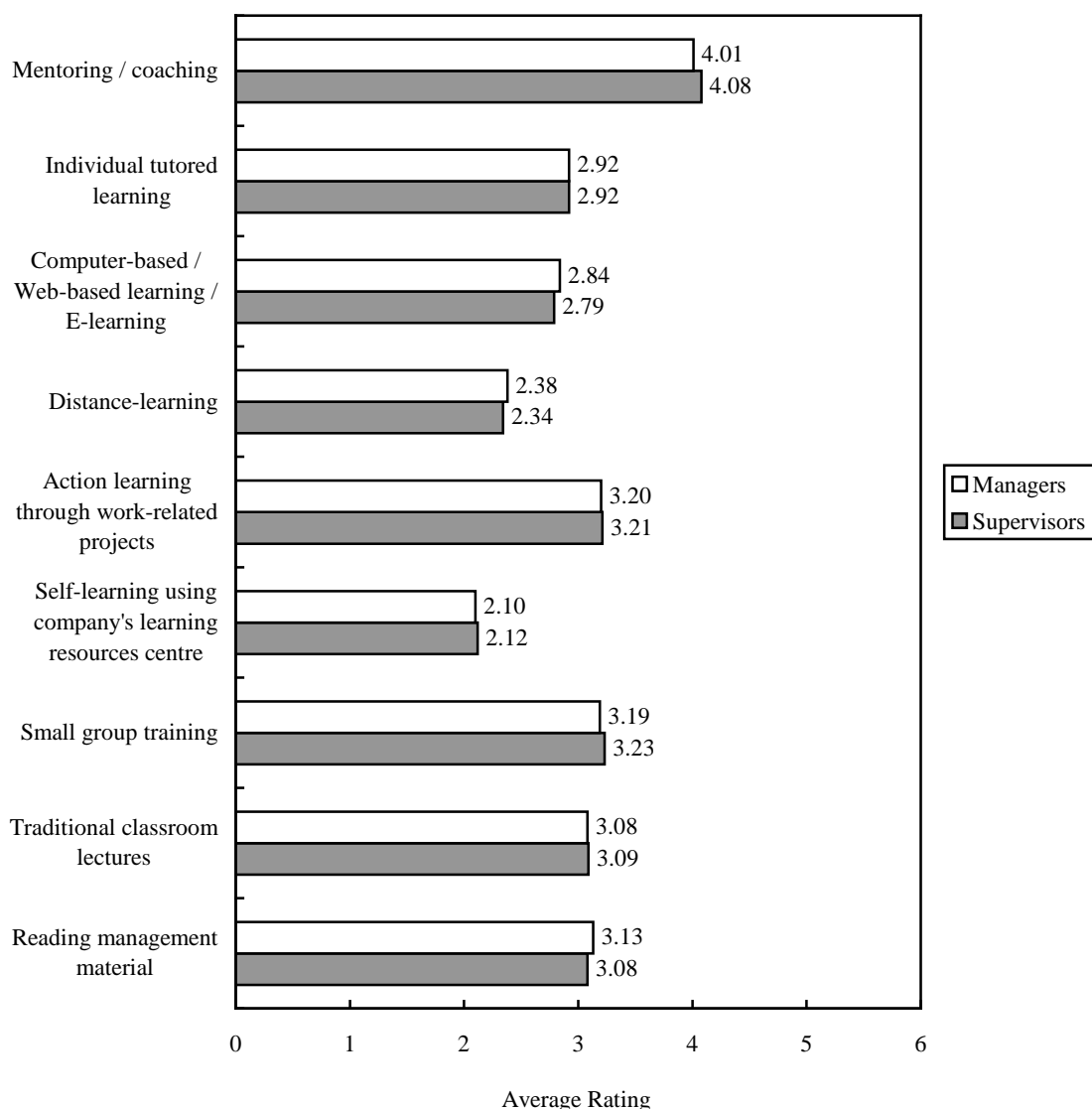


### 3.20 Preference of Learning Approaches for Management Training

Responding companies were asked to indicate their preferences on several learning approaches on a rating scale (1-most unlikely; 6-most likely). The answers for managers and supervisors were almost the same. *Mentoring/coaching* was the most preferred approach, followed by *small group training* and *action learning through work-related projects* which provided clues for arranging management training. Results are shown in Figure 3.20.

The relatively less preferred approaches included *individual tutored learning*, *computer-based/Web-based learning/E-learning*, *distance learning* and *self-learning using company learning resources centre*. It is worthwhile to note that the rating of learning modes for *individual tutored learning*, *computer-based/web-based learning/E-learning* dropped below 3 which signifies an alarm of independent learning.

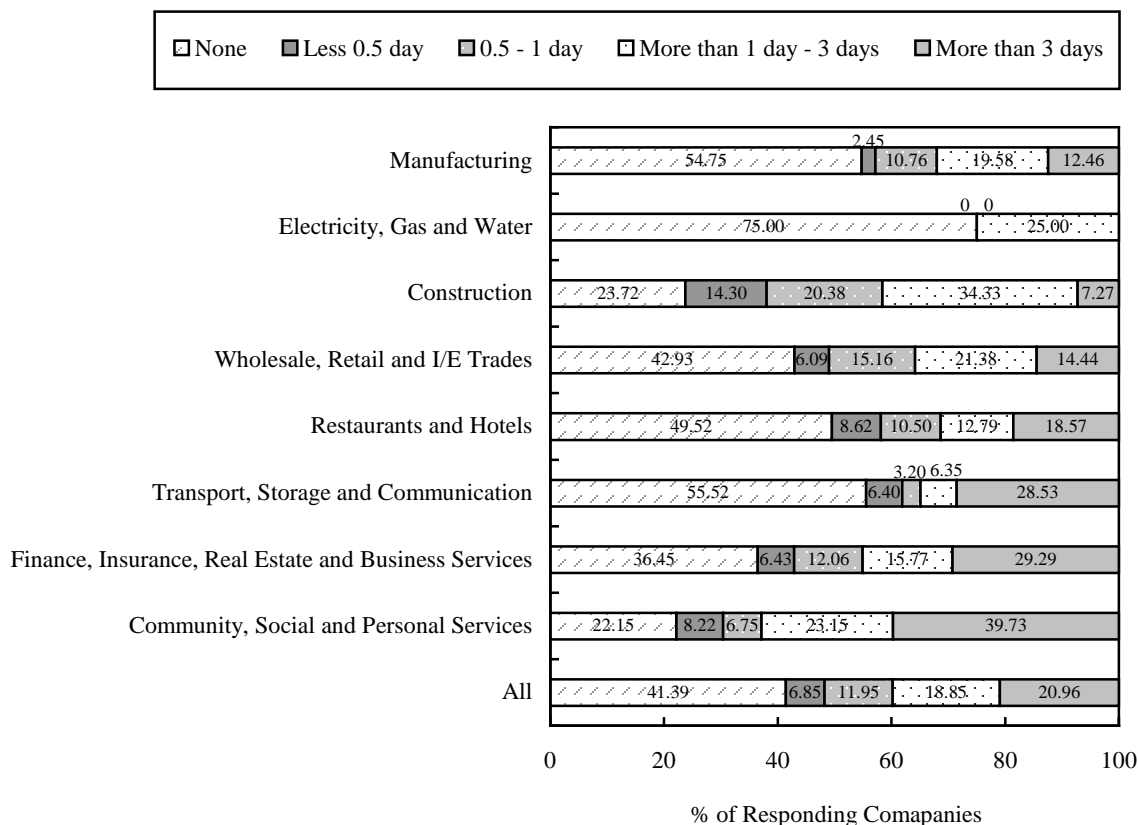
Figure 3.20:  
Preference of Learning Approaches for Management Training  
in the Next Three Years



### 3.21 Training Sessions Provided to Managers and Supervisors

About 60% of responding companies had provided training to managers and supervisors. In addition, for the companies that had training provided, about one-third of them offered training for *more than 3 days*. Results are shown in Figure 3.21.

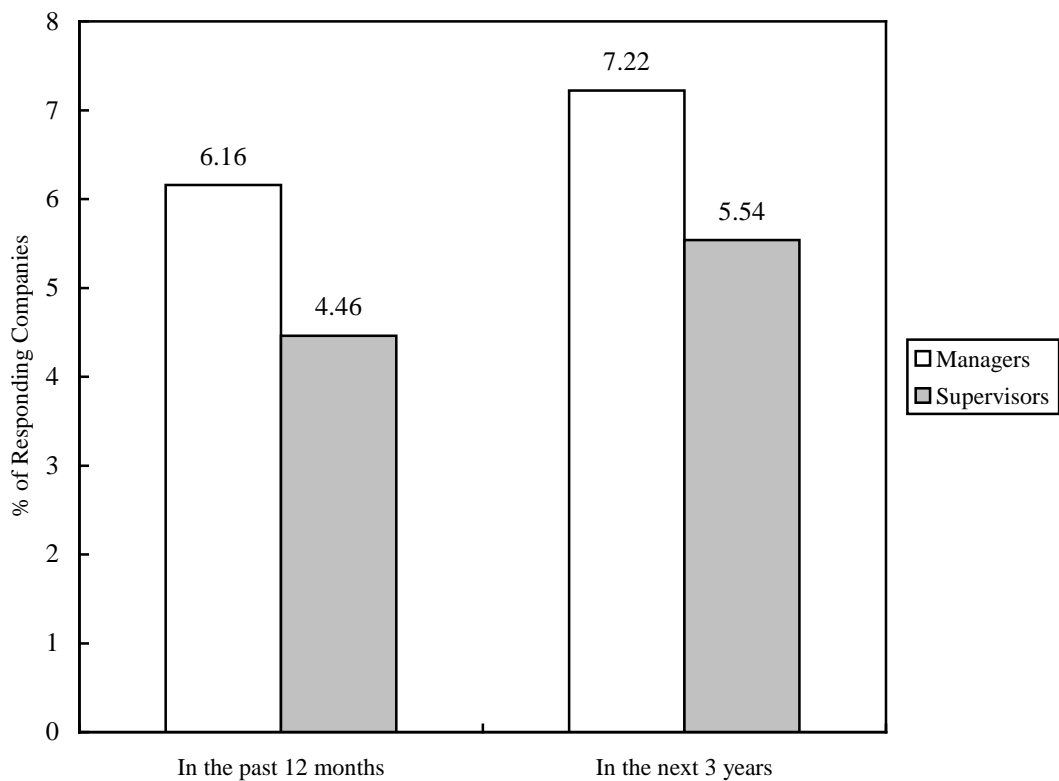
Figure 3.21:  
Training Sessions provided to Managers and Supervisors



### 3.22 Management Training on Cultural Diversity

Companies were asked to indicate the extent of training on cultural diversity received by their staff. They were also asked to indicate the extent of which their staff would receive such training in the next 3 years. The findings as shown in Figure 3.22 depict that only about 6% of managers and 4% of supervisors had received such training. About 7% and 5% of companies planned to give such training to their managers and supervisors respectively in the coming 3 years (per annum).

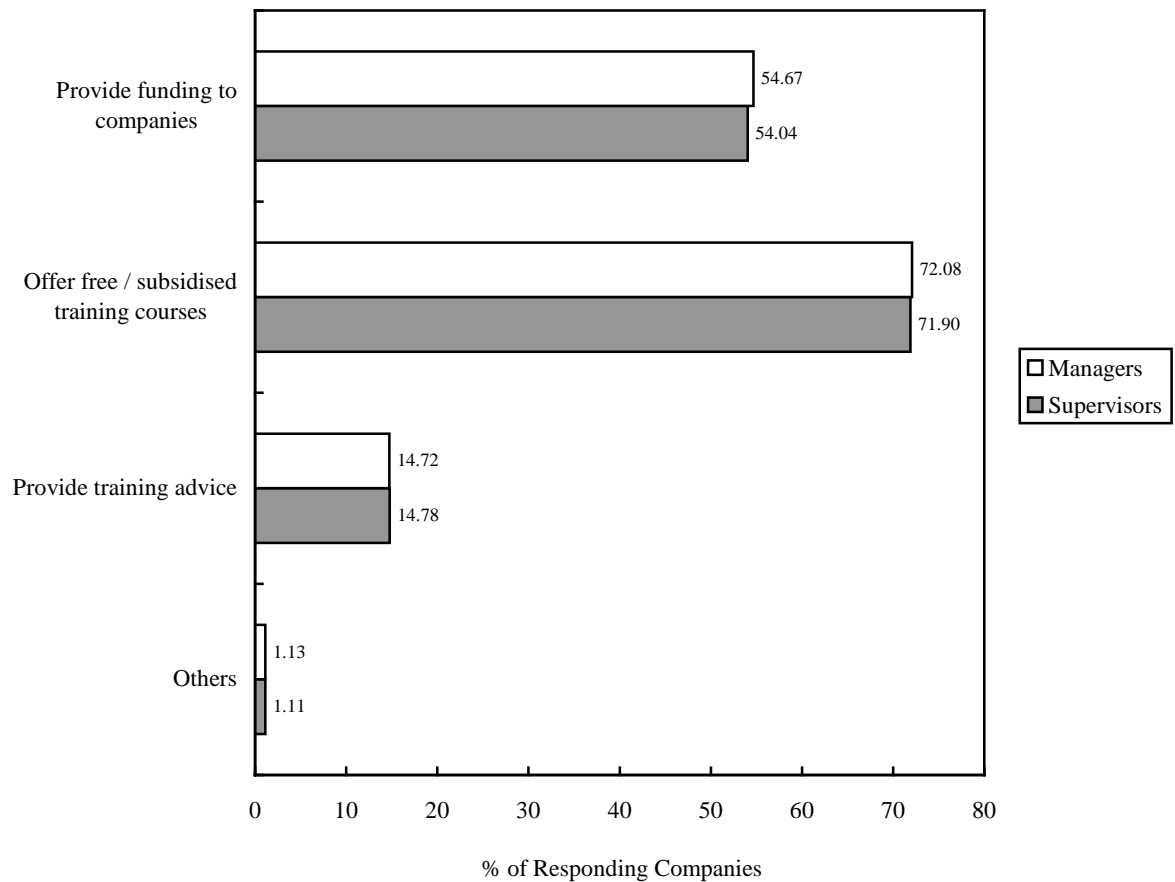
Figure 3.22:  
Management Training on Cultural Diversity



### 3.23 Assistance/Support from HKSAR Government

Companies were enquired about the type of assistances/supports to be provided by the Government in promoting training of managers and supervisors. As indicated in the Figure 3.23, over two-third of respondents would prefer the Government or related organisations to take initiative to offer training courses instead of just providing direct subvention to companies.

Figure 3.23:  
Assistance/Support from HKSAR Government





### 3.24 Trends of Management Training Requirements by Companies Operating in Hong Kong

Relevant data collected in the last two surveys (in 2001 and 2005) of similar nature were extracted for the following trend analysis. These trends would provide some indications on the current management training situation and requirements.

Figures 3.24.1a and 3.24.1b below depicted that there was a rebound in the number of respondents who had recruited managers and supervisors with prior management training.

Figure 3.24.1a:  
Trend of Companies Recruiting Managers With or Without Prior Management Training

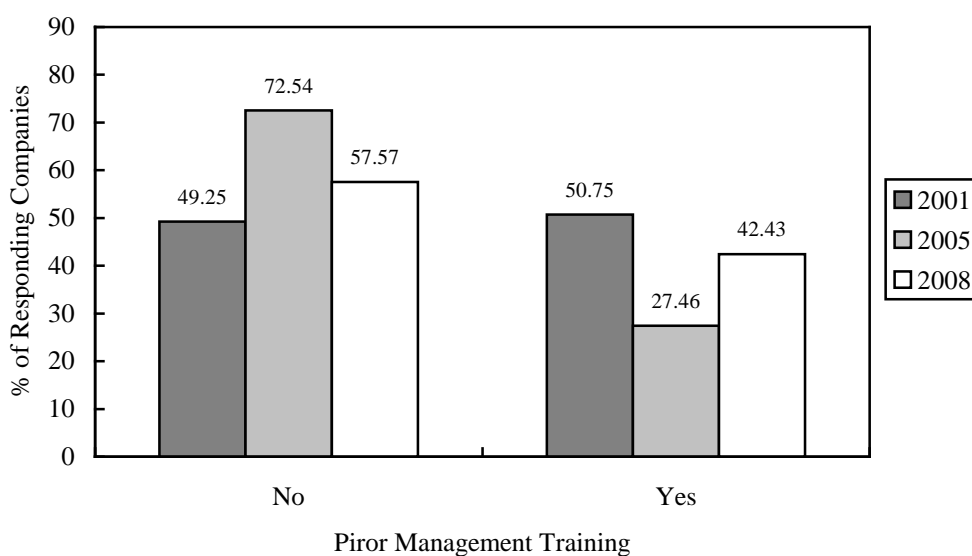
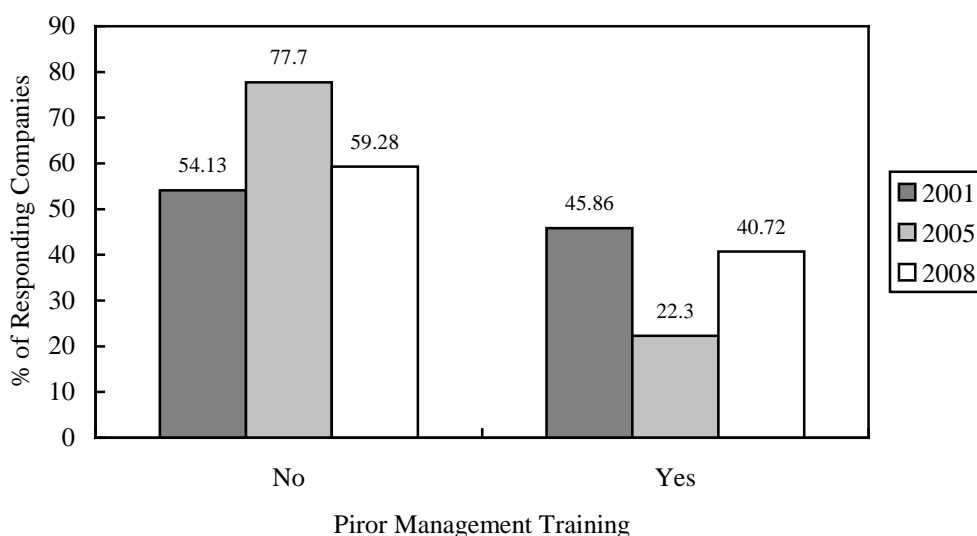


Figure 3.24.1b:  
Trend of Companies Recruiting Supervisors With or Without Prior Management Training



In 2008, more companies indicated that they would provide management training to their managers and supervisors than in 2005. However, the figures were still lower than 2001. Details are shown in Figures 3.24.2a and 3.24.2b.

Figure 3.24.2a:  
Trend of Companies Providing Management Training to Managers

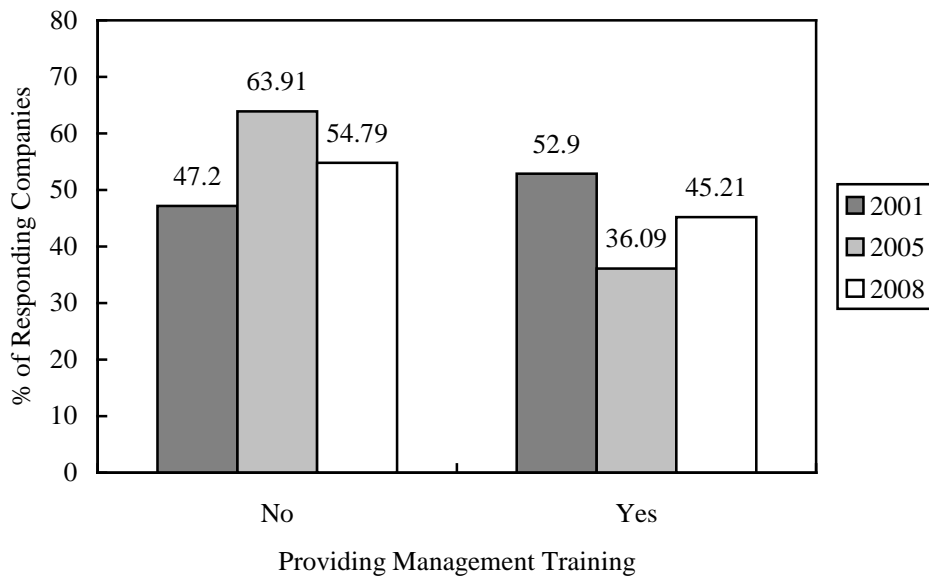
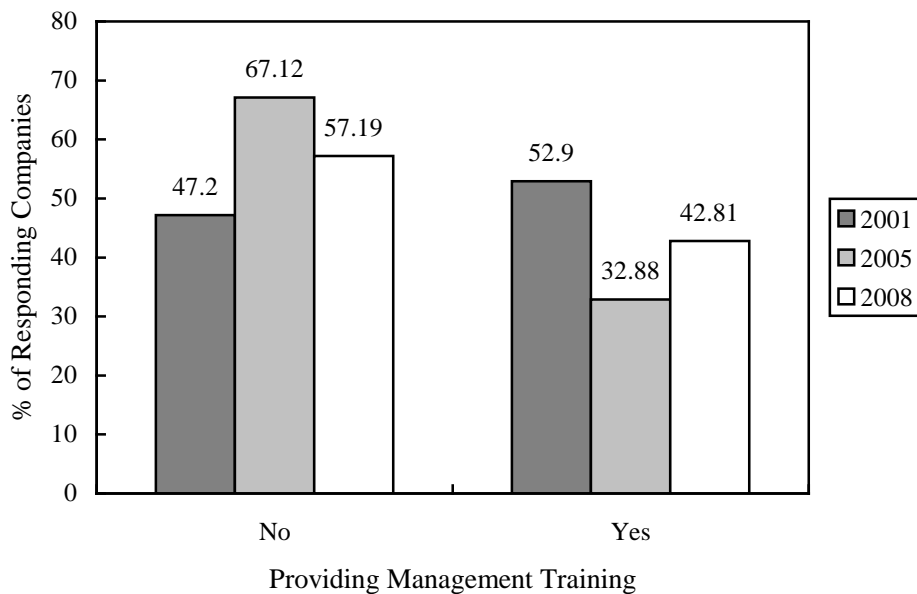


Figure 3.24.2b:  
Trend of Companies Providing Management Training to Supervisors

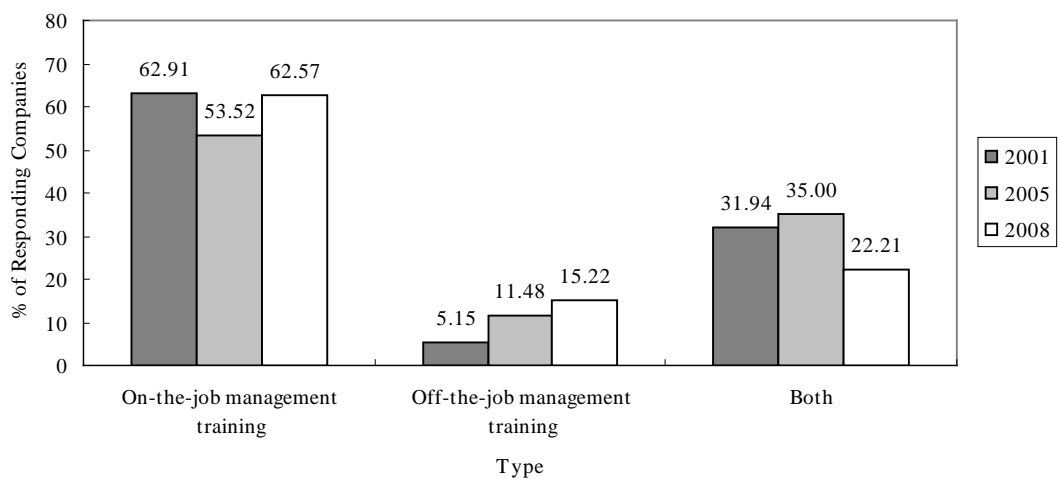


In 2008, though the majority of companies still preferred *on-the-job management training*, more companies would consider providing *off-the-job management training*. Details are shown in Figures 3.24.3a and 3.24.3b.

Figure 3.24.3a:  
Trend of Types of In-company Management Training for Managers



Figure 3.24.3b  
Trend of Types of In-company Management Training for Supervisors



In 2008, there were significant decreases in the resources allocated to training as compared with 2001 to 2005. In addition to the trimming of *training budget*, responding companies were reluctant to maintain their own *training centres* and *training staff*. Details are shown in Figures 3.24.4a and 3.24.4b.

Figure 3.24.4a:  
Trend of Resources for Management Training for Managers

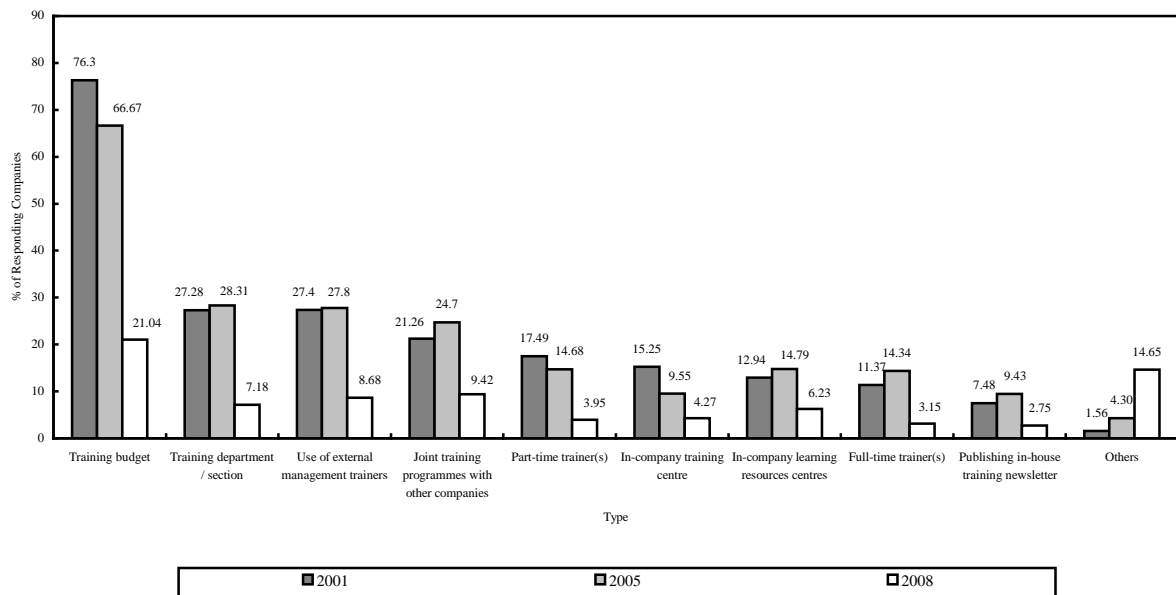
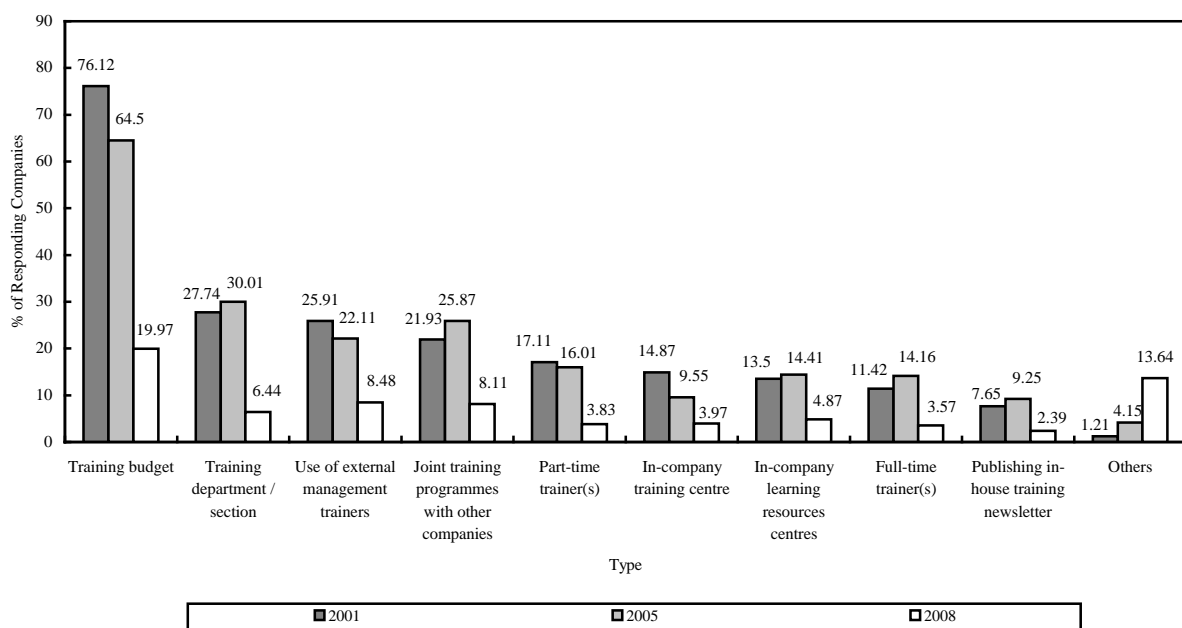


Figure 3.24.4b:  
Trend of Resources for Management Training for Supervisors

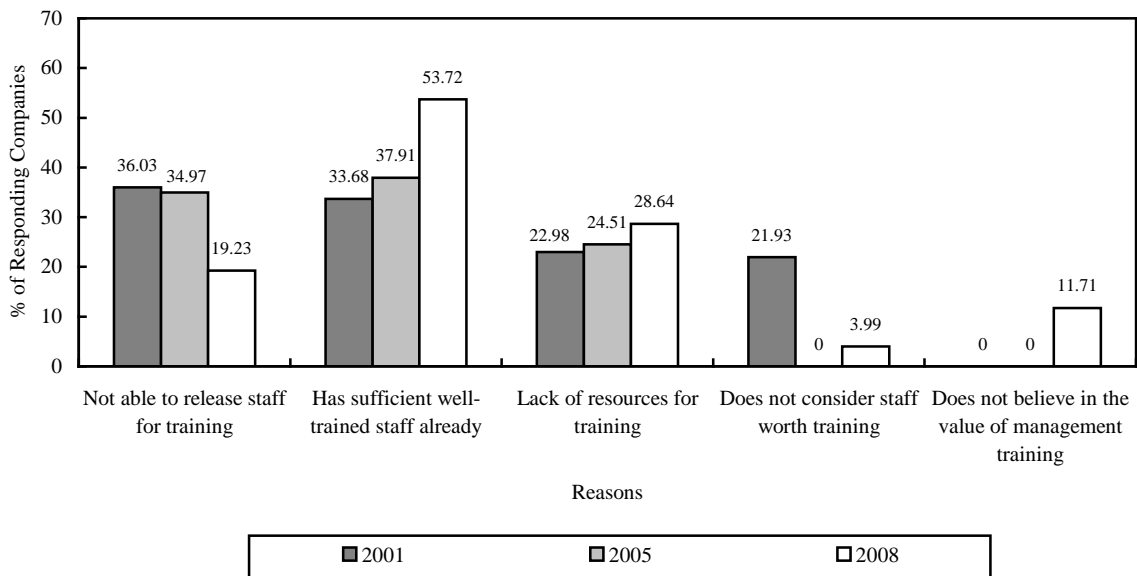


In 2008, there were a small portion of responding companies had negative attitude about the *worthiness* and *value* of management training to staff. Furthermore, the reason of *owning sufficient well-trained staff already* was still the option for the majority. On the other hand, it was encouraging that the reason of *not being able to release staff for training* was on declining trend. Details are given in Figures 3.24.5a and 3.24.5b.

Figure 3.24.5a:  
Trend of Reasons for Not Arranging Management Training for Managers



Figure 3.24.5b:  
Trend of Reasons for Not Arranging Management Training for Supervisors



There was a rising trend for companies to sponsor staff training by *releasing their staff during office hours* and *paying or reimbursing their course fees* in 2008 respectively. Moreover, there was a significant drop in doing *both*. (Figure 3.24.6a and Figure 3.24.6b)

Figure 3.24.6a:  
Trend of Ways of Sponsoring Managers to Management Training Courses

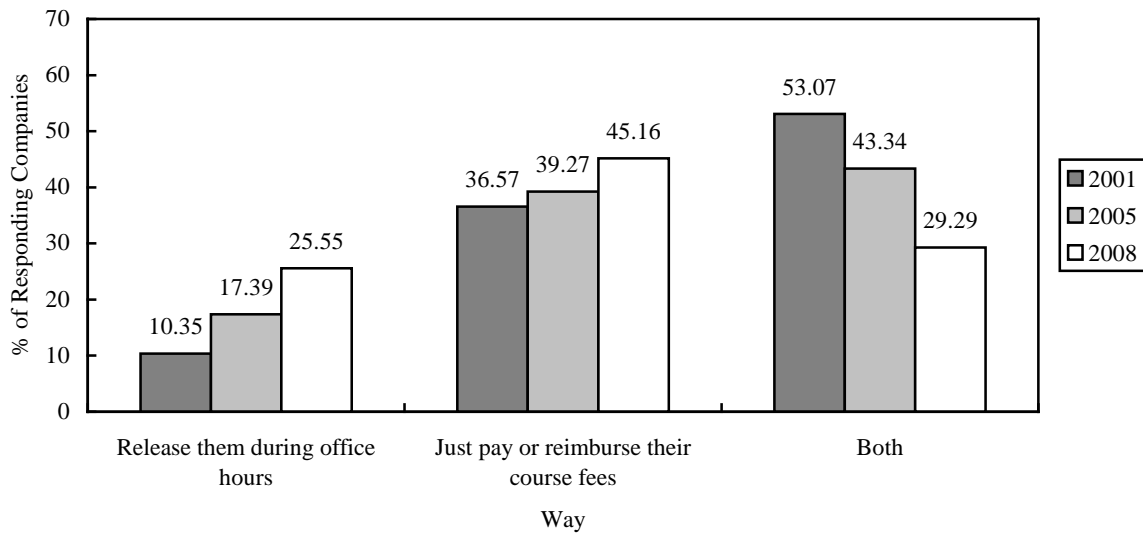
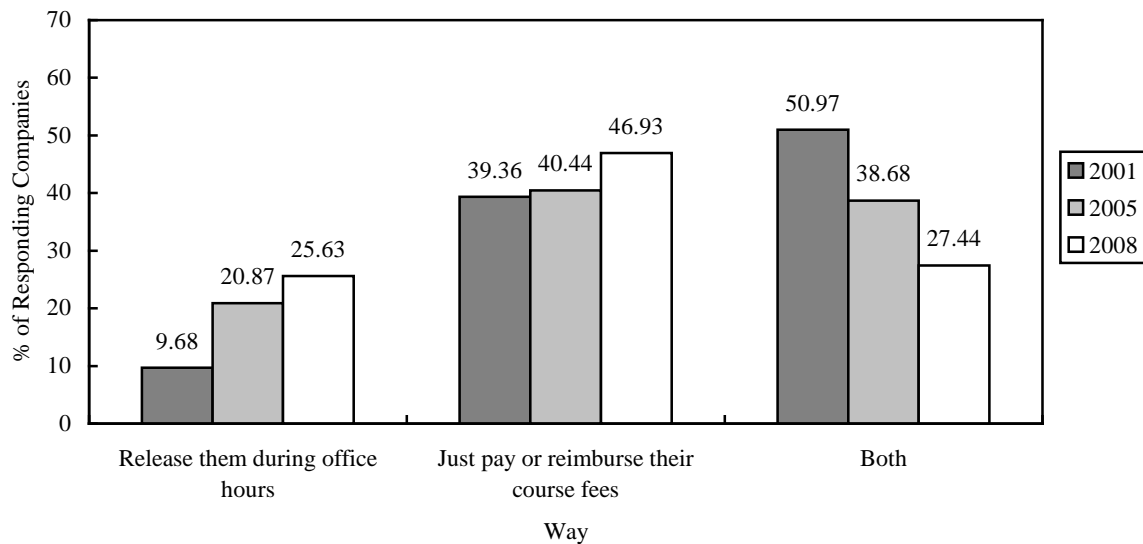


Figure 3.24.6b:  
Trend of Ways of Sponsoring Supervisors to Management Training Courses



The option of taking *courses leading to formal qualifications* was still the most popular choice for managers and supervisors. Furthermore, there was an impending demand on *refresher/upgrading courses*. (Figure 3.24.7a and Figure 3.24.7b)

Figure 3.24.7a:  
Trend of Preferred Types of Management Training for Managers

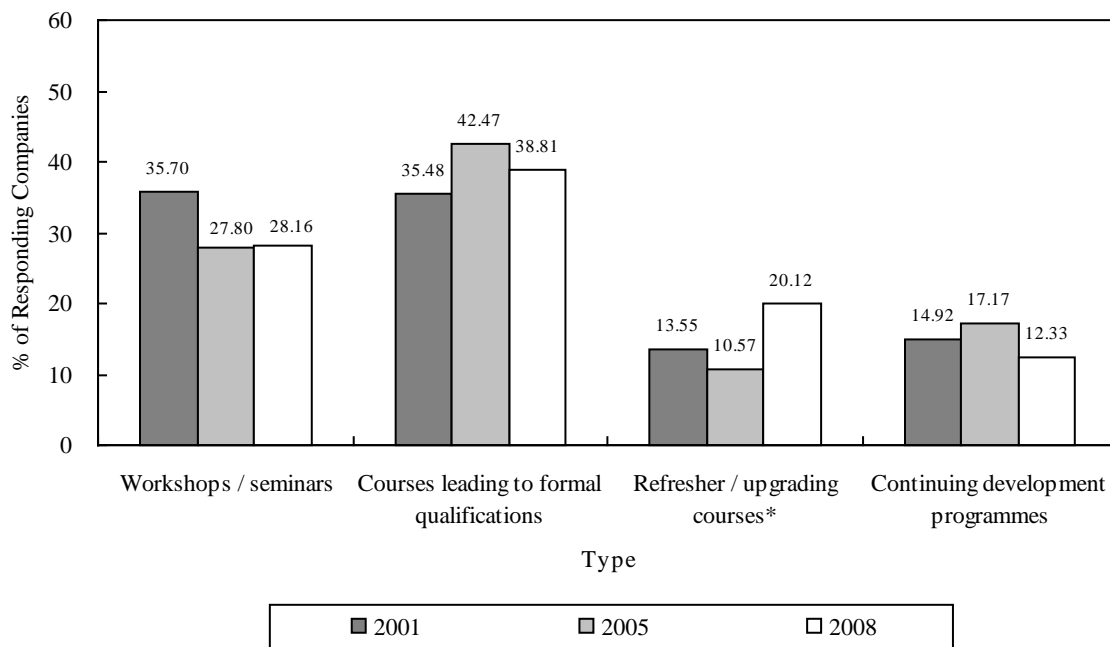
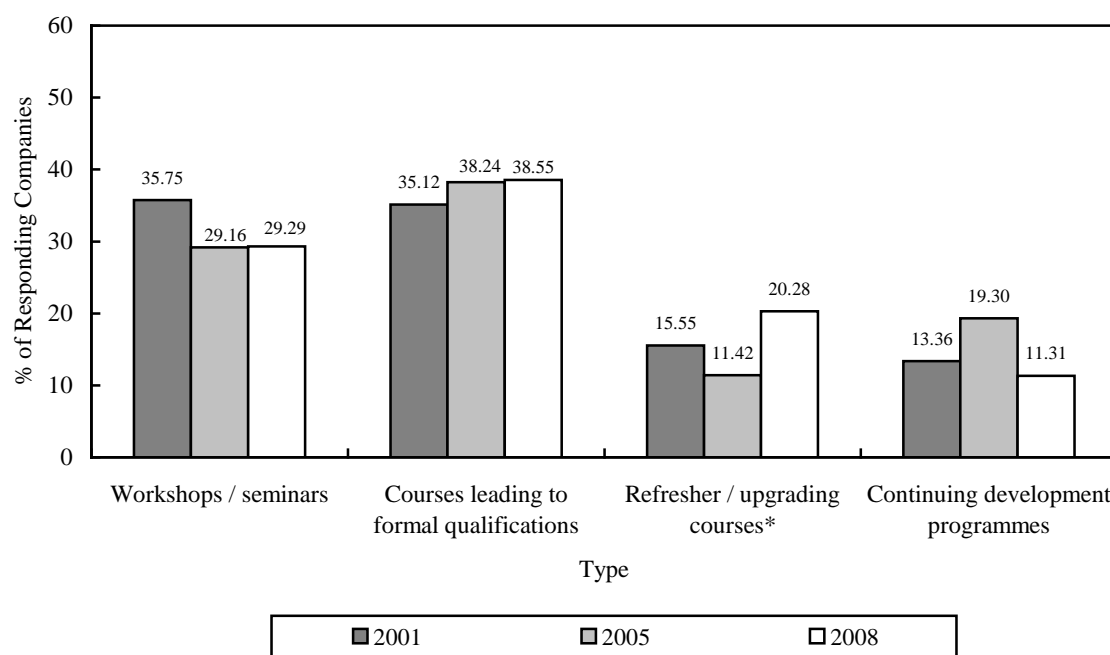


Figure 3.24.7b:  
Trend of Preferred Types of Management Training for Supervisors



\* In the 2008 Survey, this choice was amended from “refresher/upgrading courses without leading to formal qualifications” to “refresher/upgrading courses”.

Companies have indicated their preferences on training arrangement of *less than one week* then *one to less than three months* which were similar to 2005. Companies were more reluctant to arrange training for *three to less than 12 months* as compared with 2001 to 2005. Details are shown in Figures 3.24.8a and 3.24.8b.

Figure 3.24.8a:  
Trend of Preferred Duration of Management Training Programme for Managers

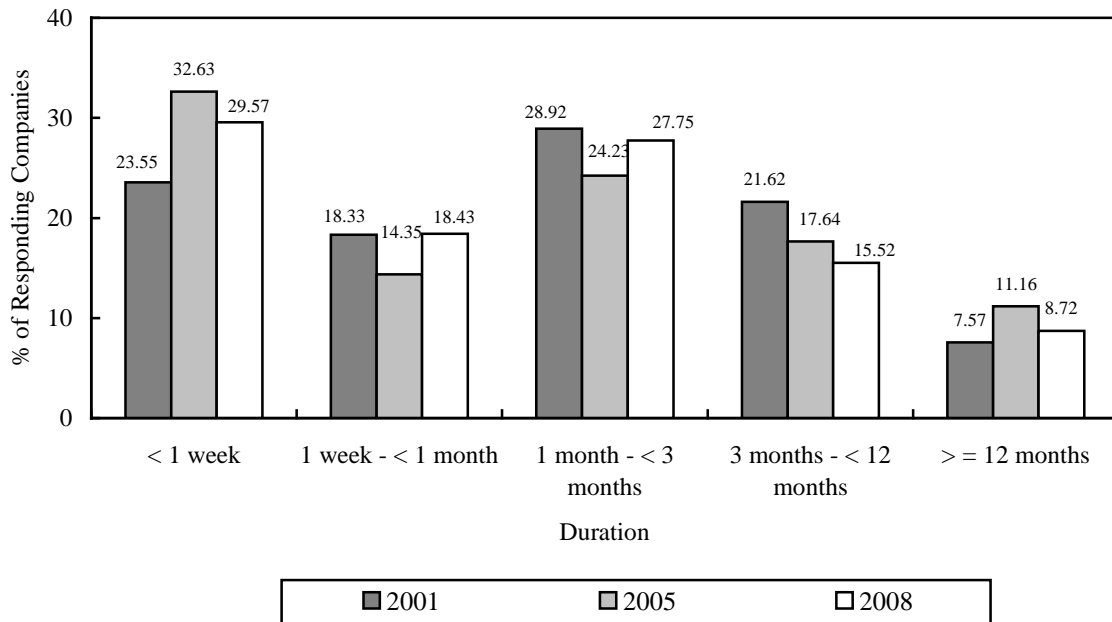
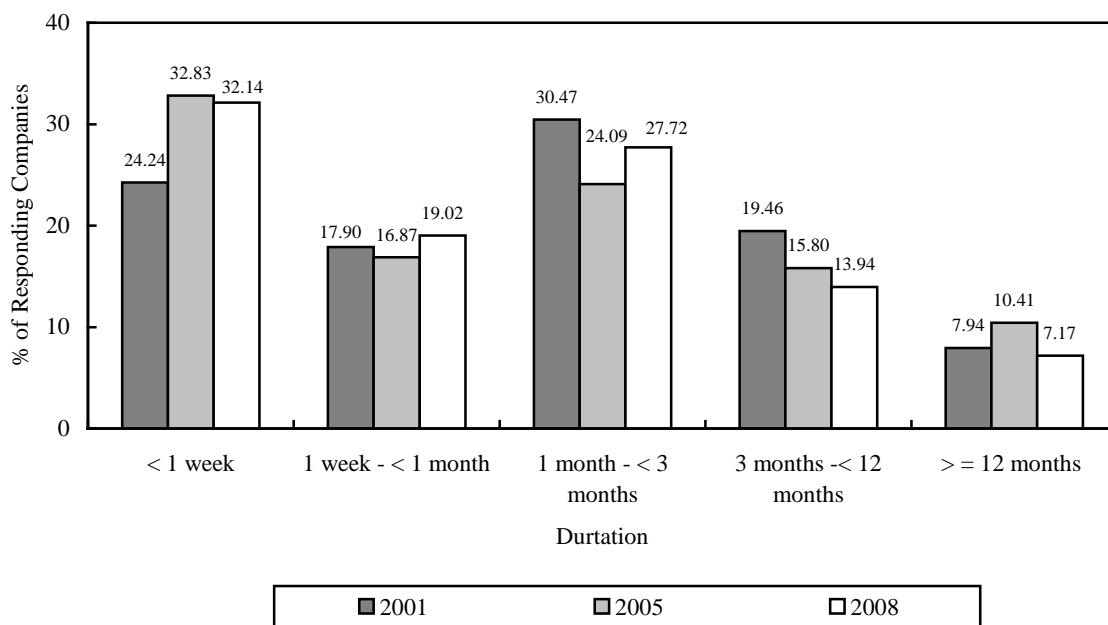


Figure 3.24.8b:  
Trend of Preferred Duration of Management Training Programme for Supervisors





Similar to the last two surveys in 2001 and 2005, most companies would prefer the frequency of management training for *once a week* for their managers and supervisors. In addition, there was a considerable number of companies indicated *one-off* training to be their preferred choice. Details are shown in Figures 3.24.9a and 3.24.9b.

Figure 3.24.9a:  
Trend of Preferred Frequency of Management Training for Managers

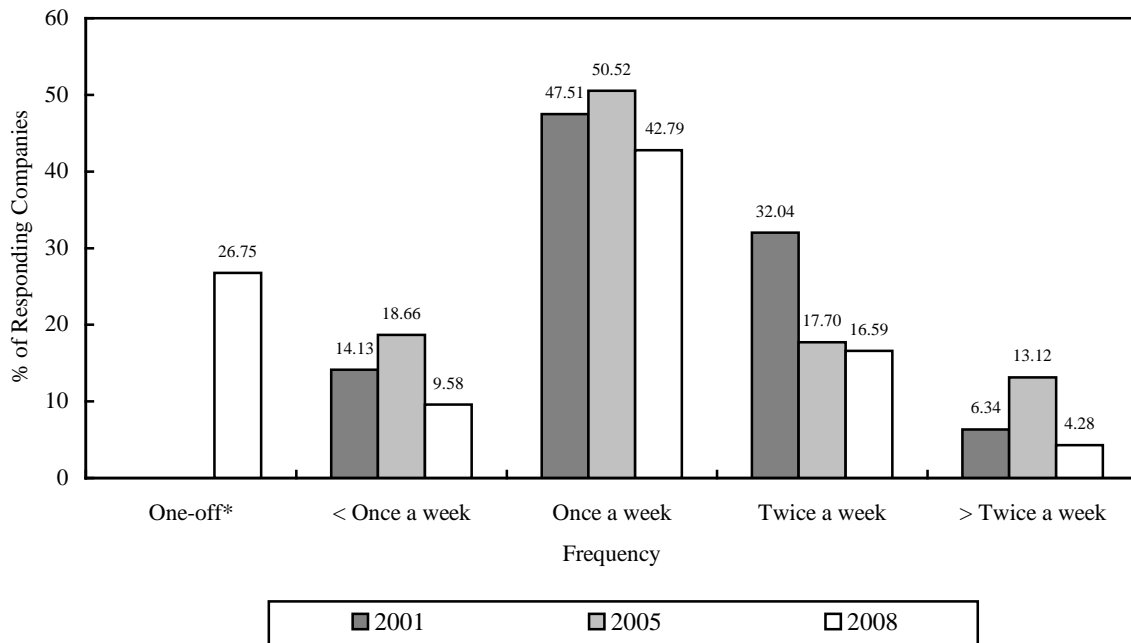
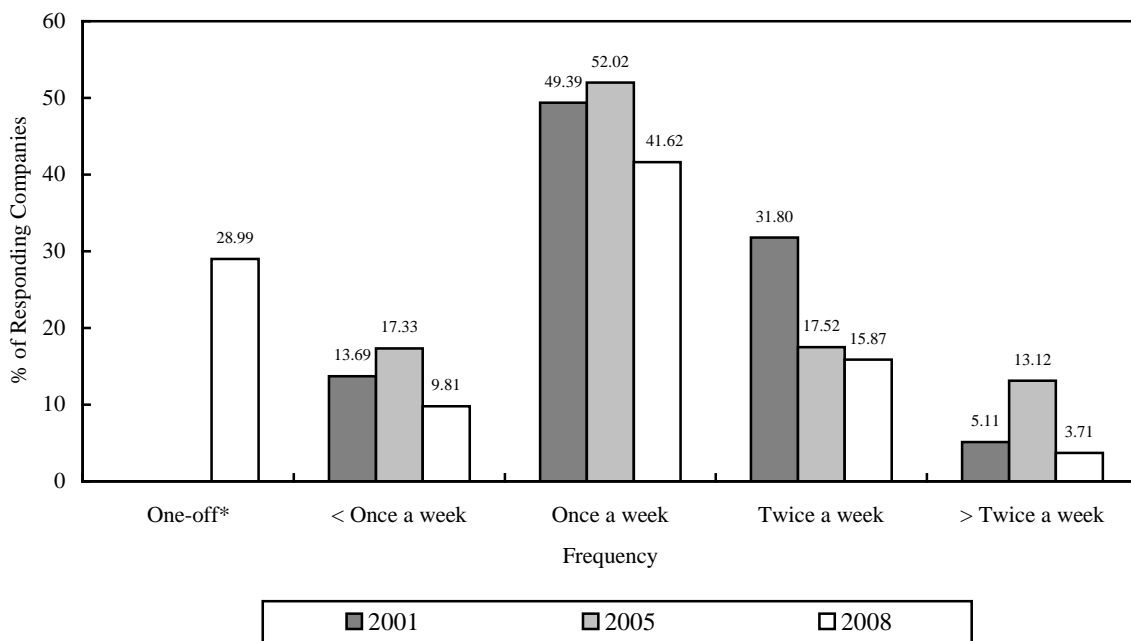


Figure 3.24.9b:  
Trend of Preferred Frequency of Management Training for Supervisors



\* Choice which was not available in 2001 and 2005.

In 2008, more responding companies preferred to have management training *during weekdays*. In addition, there was a significant drop in doing *both*. (Figure 3.24.10a and Figure 3.24.10b)

Figure 3.24.10a:  
Trend of Preferred Days of Management Training for Managers

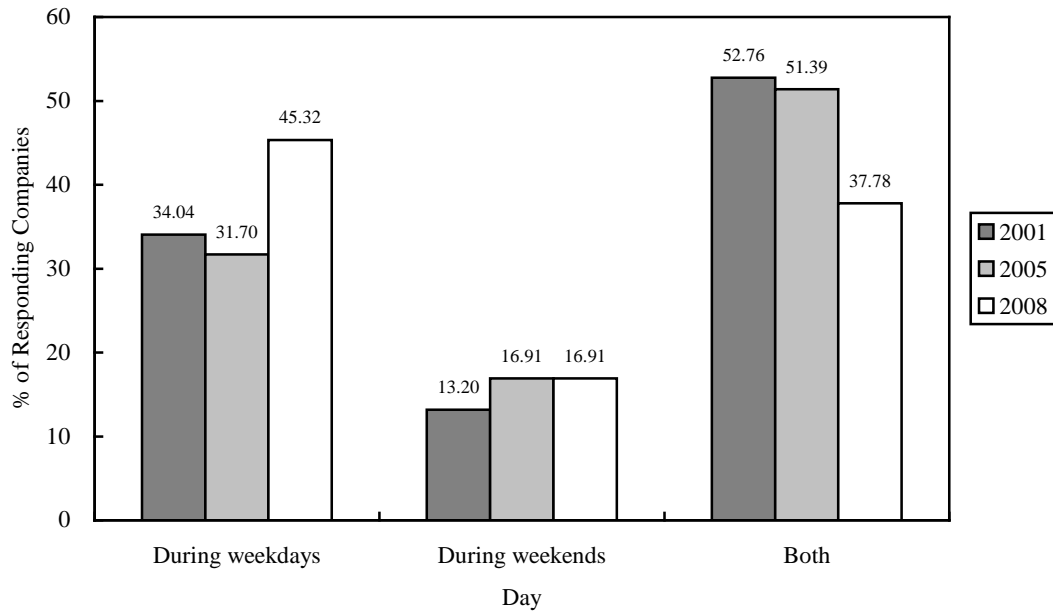
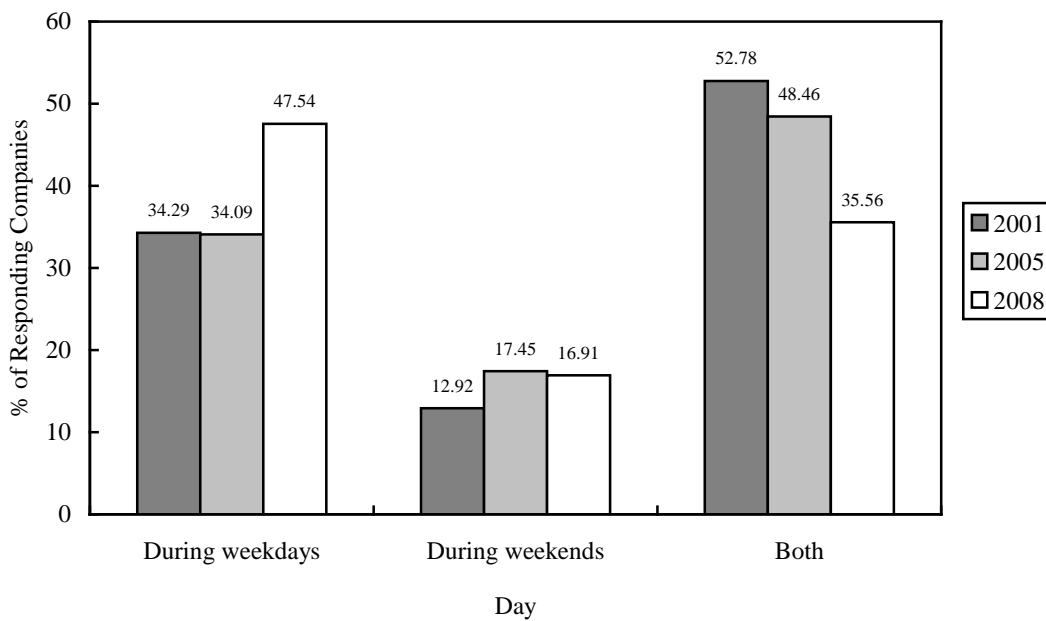


Figure 3.24.10b:  
Trend of Preferred Days of Management Training for Supervisors



There was an upward trend of having training sessions *after office hours*. Correspondingly, there was a downward trend for doing *both*. (Figure 3.24.11a and Figure 3.24.11b)

Figure 3.24.11a:  
Trend of Preferred Meeting Time of Management Training for Managers

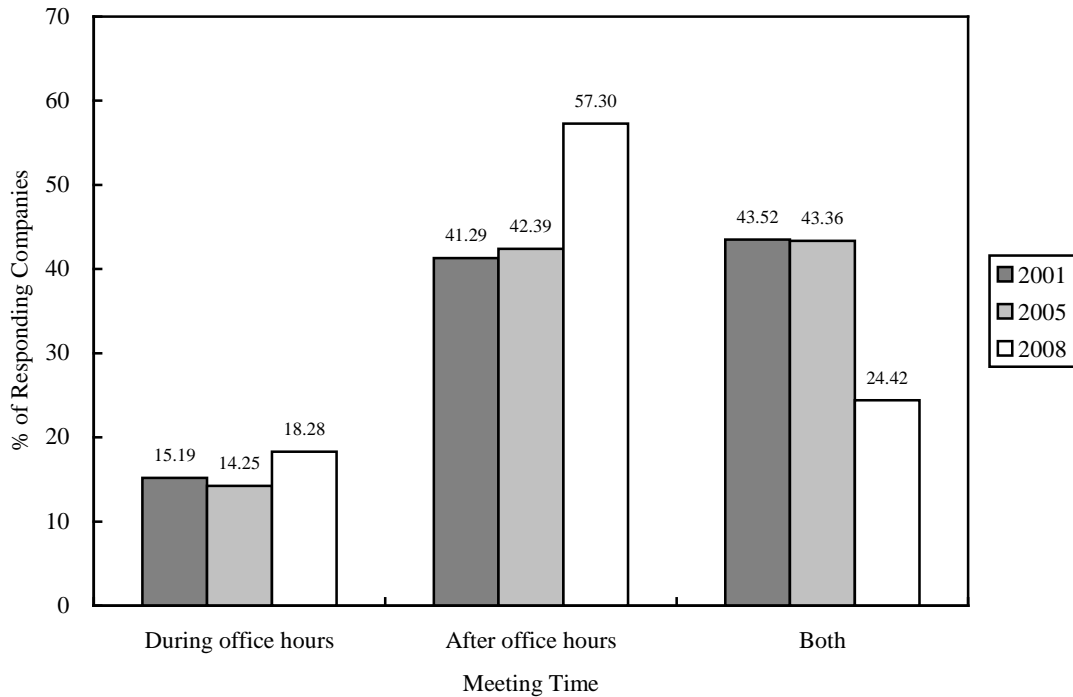
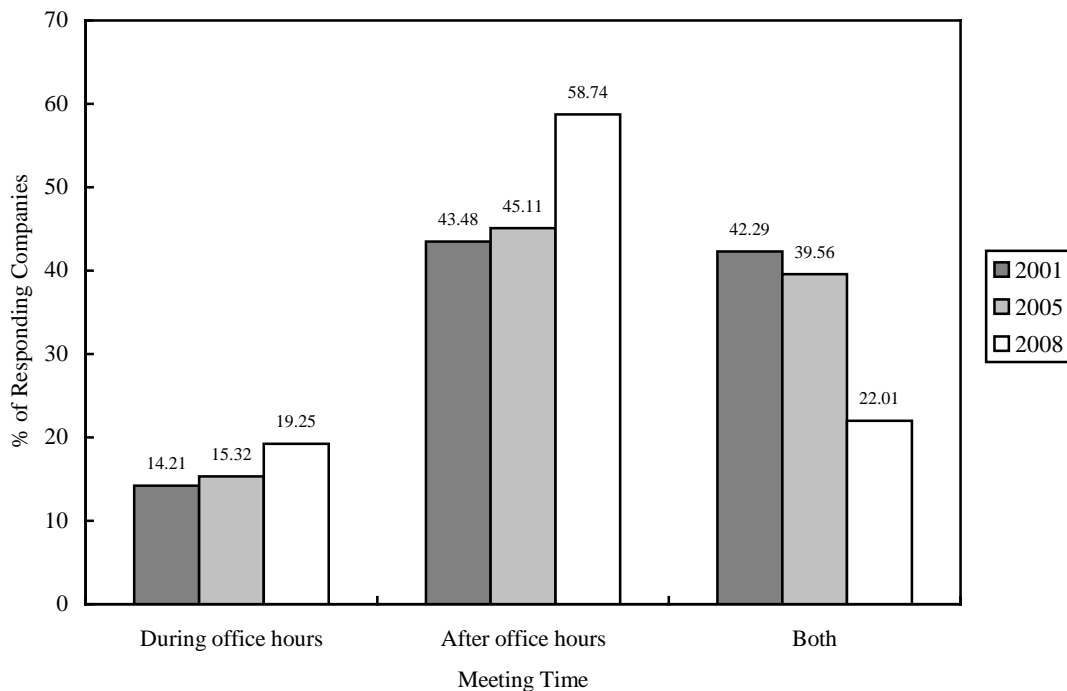


Figure 3.24.11b:  
Trend of Preferred Meeting Time of Management Training for Supervisors



In the three surveys in 2001, 2005 and 2008, *Cantonese/English* and *Cantonese* still demonstrated their dominance on the preference of medium of instruction for management training for managers and supervisors. In addition, the preference of *Cantonese* was on the rising trend. (Figure 3.24.12a and Figure 3.24.12b)

Figure 3.24.12a:  
Trend of Preferred Medium of Instruction of Management Training for Managers

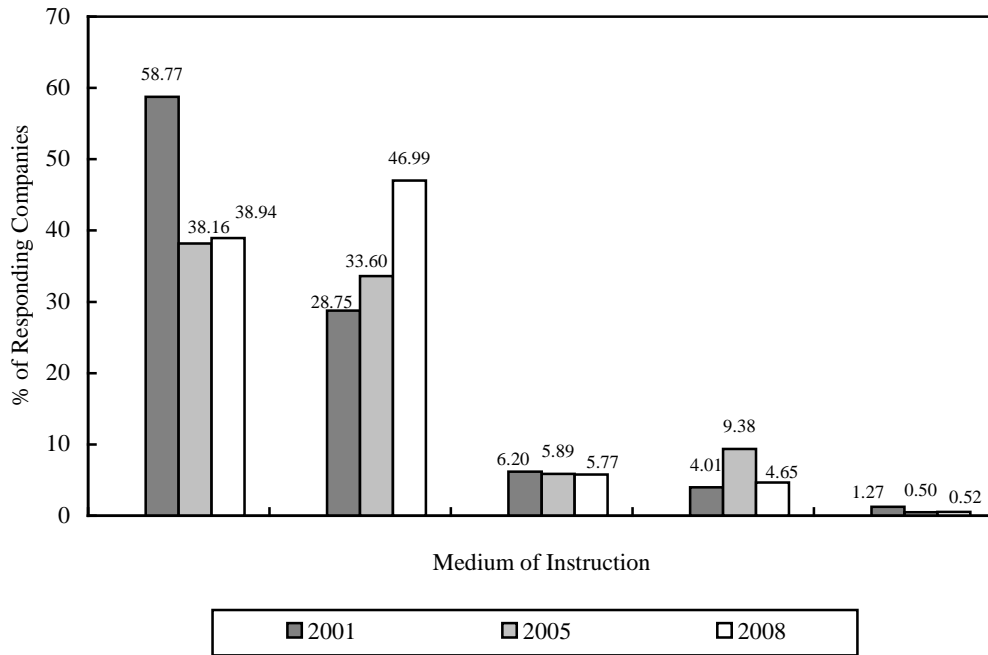
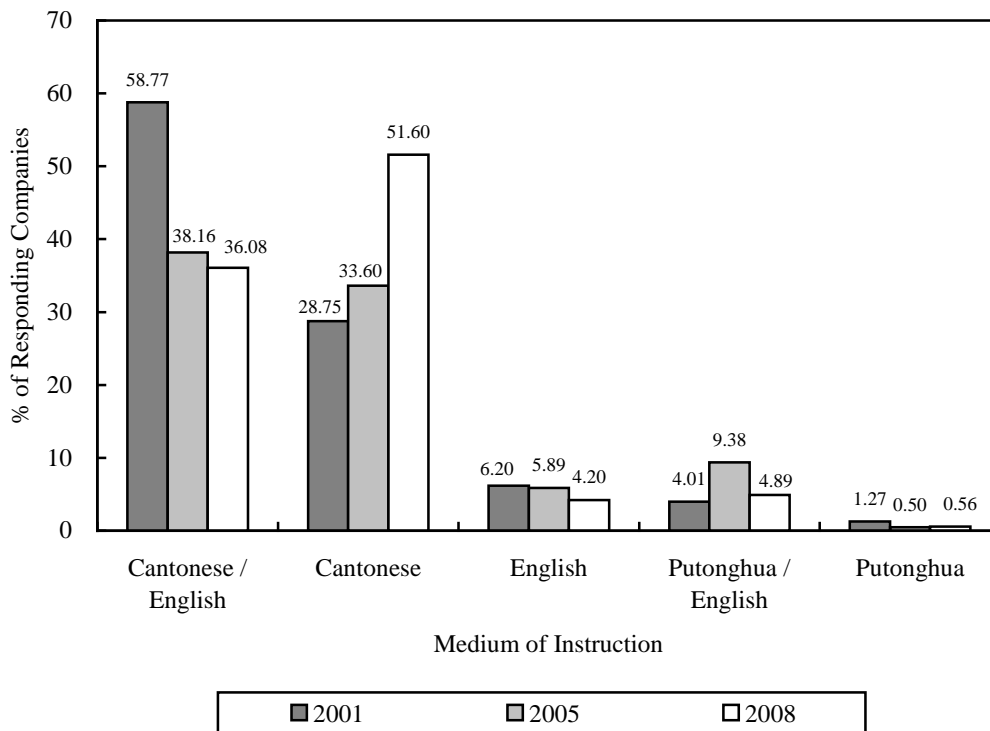


Figure 3.24.12b:  
Trend of Preferred Medium of Instruction of Management Training for Supervisors



*Mentoring/coaching* and *small group training* continued to be considered the most preferred learning approaches for management training for both managers and supervisors. *Distance-learning* and *self-learning using company learning resource centre* were the least preferred. In 2008, the learning approach of *action learning through work-related projects* became one of the most preferred options for managers and supervisors. (Figure 3.23.13a and Figure 3.23.13b).

Figure 3.24.13a:  
Trend of Preference of Learning Approaches for Management Training  
for Manager

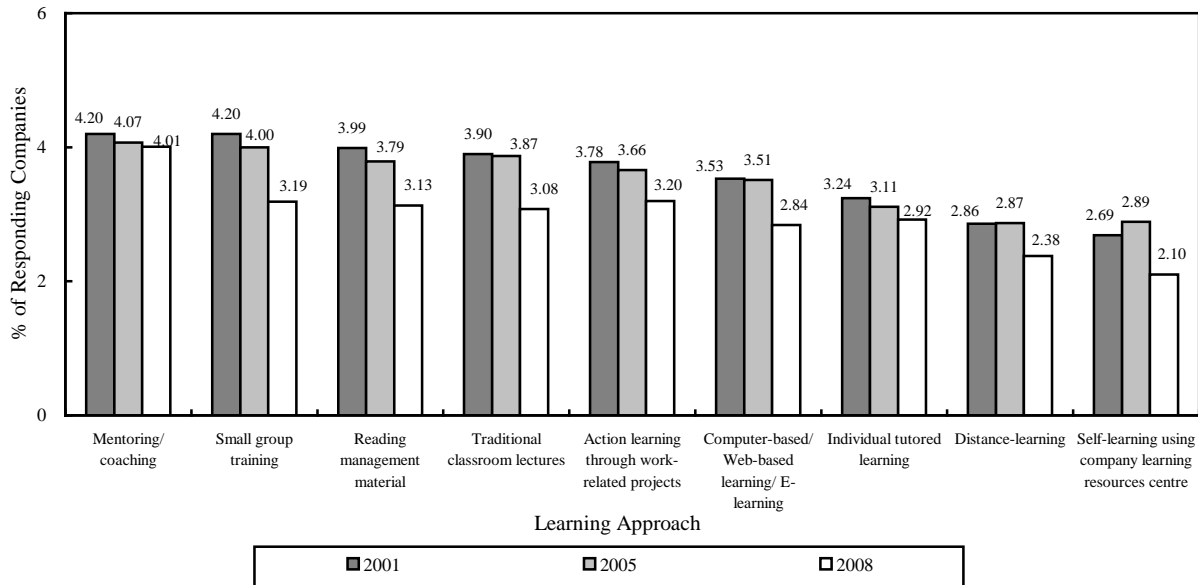
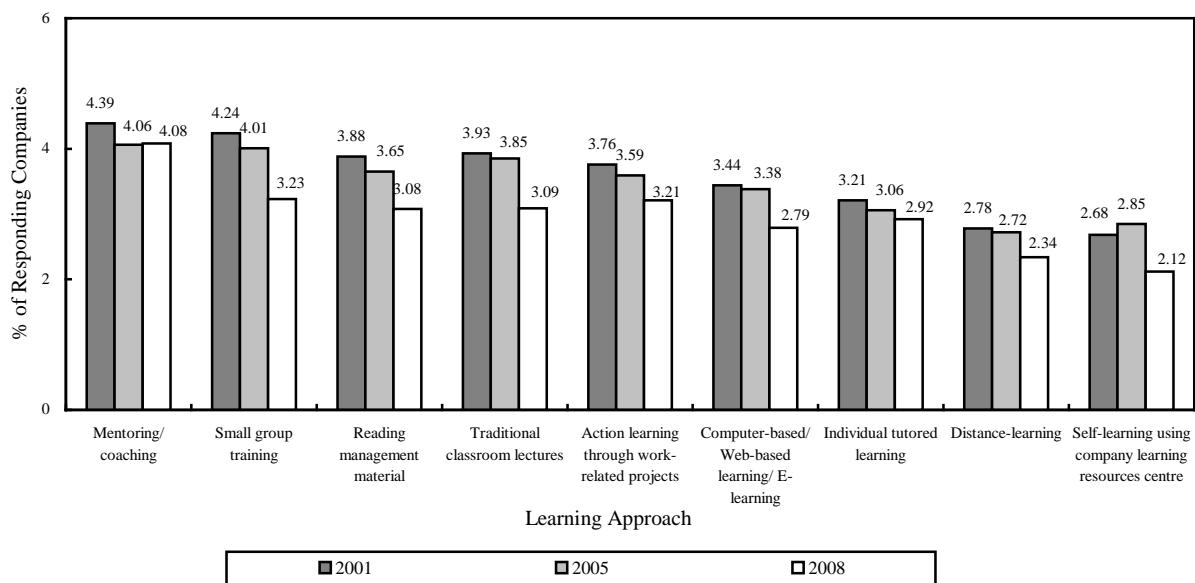


Figure 3.24.13b:  
Trend of Preference of Learning Approaches for Management Training  
for Supervisors



## PART IV

### SURVEY RECOMMENDATION

#### 4.1 Measures to Support the Sustainable Development of Hong Kong SMEs

To materialise the development of the educational services, the Committee strongly recommends the HKSAR Government to utilise the advantage of the implementation of Supplements to Closer Economic Partnership Arrangement (CEPA) and make reference to the recommendations made by the Task Force on Economic Challenges in 2008.

In view of the survey findings that many SMEs did not offer managerial training owing to inadequate training budget, the Committee suggests the Government taking the lead to encourage enterprises adopting information technology in their daily operations and developing e-training kits which are more cost-effective. Meanwhile, the Committee also recommends the Government to resume the operation of SME Training Fund so that SMEs could provide structured and professional training to their staff despite limited resources.

At the same time, leading vocational training providers including Vocational Training Council (VTC) could contribute to talent development by devising and maintaining a reliable and user-friendly SME exchange platform. The platform could serve as comprehensive and integrated support of management training and enable employers to enhance the competitiveness of their workforce in the changing market.

#### 4.2 Level of Provision of Management Training for Managers and Supervisors

The 2008 survey found there were still less than half of managers and supervisors having received management training prior to their appointment or promotion. However, the situation was improved since 2005. The Committee recommends the employers and corresponding trade associations in Hong Kong to consider taking a proactive role to promote management training to managers and supervisors which can in turn building up competitive advantages for viable business operations.

The employers and employer/trade associations should consider every endeavor to promote the awareness of training and encourage commitment to make provision on it. It is worthwhile for the employer organisations to consider establishing strategic partnership with local training providers in developing training programmes to meet the training needs of specific industry.

Local training providers should also help disseminate the market needs for competencies identified and be accorded with higher priorities in this survey. The collaborative efforts should enable all stakeholders to channel their resources into these areas in achieving synergy to serve the market better. In addition, the HKSAR Government is taking the initiatives and positive measures by providing funding e.g. the Continuing Education Fund (CEF) as to promote and foster a culture of lifelong learning in the community.

### 4.3 Competencies Identified

The economic environment of Hong Kong is now undergoing a radical restructuring amid the global economic slowdown. However, the medium and longer-term economic prospects for Hong Kong remain promising. It is encouraging to note that the HKSAR Government is working closely with the private sector to escalate its efforts in upholding the viability and competitiveness of the economy to complement the vibrant developments in the Chinese Mainland.

To ensure the agility of regaining growth momentum during economic recovery, Hong Kong needs to transform the economy towards knowledge-based, high value-added activities; to reinforce its roles as an international financial centre and leading business hub; and to further strengthen its economic integration with the Chinese Mainland, especially the strategic positioning in the Pearl River Delta (PRD).

The managers working in Hong Kong are now confronting daunting challenges of the current financial crisis, including the pressures for retrenchment and downsizing in staffing. They should prepare to seize the chance of economic reform due to the unwinding of global trade imbalances, to which Hong Kong will have to adjust and adapt quickly with enhanced ability in dealing with uncertainty that can be demonstrated by the identified competencies of “*crisis management*”, “*team work and team building*”, “*business acumen*” and “*planning and organising skills*”.

According to the survey findings, eight out of ten key competencies of managers and supervisors were identical. The similarity of competency requirements of managers and supervisors depicts the more demanding competency requirements to be imposed for supervisors in cohesive team operations. Not surprisingly, the competencies of “*problem solving and decision making*” and “*analytical in approach to people and problems*” are treated more important for supervisors than managers with the emphasis on personal judgment and evaluation.

Training that helps develop competencies of managers and supervisors working in Hong Kong is generally applicable to their counterparts working in the Chinese Mainland. However, there are also competencies that employers consider particularly important to their managerial staff working across the border. Training providers may note that relatively speaking, in the Chinese Mainland, “*risk management*” and “*dealing with conflict*” are considered more important to managers but these competencies are not found on the “top ten” list of Hong Kong. “*Dealing with conflict*” is more in need for supervisors working in the Chinese Mainland than for their counterparts in Hong Kong. (See Tables 2.3 and 2.11)

In the process of globalisation, the managers working in the Chinese Mainland are expected to play a proactive role to support the accelerating paces of opening up of the Chinese economy by transforming themselves into mobilised workforce in dealing with uncertainties and assimilation of working practices which can be reflected by the competencies “*risk management*”, “*dealing with conflict*” and “*quality conscious*” identified.

#### 4.4 Enhancing Managerial Competency

As compared with the 2005 Survey, employers are becoming more open and aggressive to make training provision by releasing their staff to attend relevant management training courses during office hours and paying or reimbursing their course fees.

In the last survey (2005), 17.4% of responding companies indicated that they were prepared to “*release their managers to attend training during office hours*”; and 20.87% of these companies said they were prepared to do so for their supervisors. On the other hand, 39.3% of managers and 40.4% of supervisors would be reimbursed for the course fees of their training. In the current survey, the respective percentages of “*releasing their staff to attend training during office hours*” are growing to about 25.6% for both managers and supervisors. In addition, about 45.2% and 46.9% of managers and supervisors were indicated to have reimbursement for the course fees respectively. The Committee believes that the rising trends can be interpreted as a signal from employers who are becoming more willing to provide training for their staff.

As the management training that “*leads to formal qualifications*” is still first ranked among different options (about 38.8% and 38.6% for managers and supervisors respectively). The second ranked option is “*workshops/seminars*” with respective percentages of 28.2% and 29.3%, programme that with shorter duration tends to be more preferable to those that last over a longer period. Training providers should take into account these preferences in formulating course plan and curriculum design. The adoption of modular approach and intensive mode of course delivery appears to be the optimum combination to meet the increasing expectation of stakeholders.

The survey depicted that the learning approach of “*mentoring/coaching*” was rated as the most popular choice, followed by “*small group training*”. The high ranking of “*coaching and counseling*” as stated in the list of competency for managers and supervisor reinforces the need for and the potential of developing managers (and to a lesser extent for supervisors) into mentors/coaches/counsellors to support the training and development functions of their companies. The “*action learning through work-related projects*” replaced traditional classroom lectures as the third popular choice. The indicated preference demonstrates a strong demand in the learning approaches with personal interaction and group dynamics. However, the self-learning approaches including “*computer-based/Web-based learning/E-learning*”, “*distance learning and self-learning using company learning resources*” are less likely to be adopted by the majority due to the stringent requirement of self-initiative and motivation.

Over the years, Hong Kong industries are taking proactive role in developing and enriching intimate relationships with working partners in the Chinese Mainland to gain an edge in the market and outperform competitors located around the world. The signing the Closer Economic Partnership Agreement (CEPA) serves as a good example of support under which Hong Kong companies and professionals can access the markets of Chinese Mainland easier. As a result, it may introduce tremendous and sustainable opportunities for training community to provide training in tackling with cultural diversity by establishing strategic partnership with the local partners in the Chinese Mainland. Besides, training providers may make reference to the findings in this survey on identifying skills gaps for aligning learning activities and development plans to meet the market needs.



#### 4.5 Messages to the Management Training Community

The survey indicates that there is an impending need to narrow down the gap in the level of competency of managers and supervisors between Hong Kong and the Chinese Mainland to meet the upcoming challenges arising from globalisation. Moreover, it may induce a substantial training demand to be addressed in the coming few years. In that sense, the training providers should review the training needs in the market from time to time and identify/develop new training programmes for the business community.

To strengthen partnership with various stakeholders including trade associations, employers, labour unions, professional bodies, training bodies and public organisations, the HKSAR Government will continue to take the lead in devising forward-looking policy and to encourage collaborative efforts from the training community in providing training to suit the industry needs.

Funding schemes such as Continuing Education Fund (CEF) and SME Development Fund (SDF) offered by the Government render assistance in both direct and indirect ways to support the sustainable development of local SMEs in general or SMEs in specific sectors, and also upgrade the overall quality of workforce in Hong Kong. The Government may reconsider the provision of SME Training Fund which can serve as an incentive in reinforcing the evolving training needs of SMEs with substantive supports for local SMEs with limited resources allocated in providing training for managers and supervisors. Furthermore, the Government is committed to provide more resources in customised and in-service training through government funded bodies such as Vocational Training Council (VTC) and other extension arms of tertiary educational institutions.

With the increasing popularity for CEF, more and more people can be benefited from taking training courses with assured quality. However, the Committee recommends that the HKSAR Government consider extending the scope and amount of subvention to the funding schemes with simplified application procedures to ensure the sustainability of pursuing lifelong learning for managers and supervisors.

The Qualifications Framework (QF) officially launched in May 2008 is undoubtedly a positive measure in responding to the market needs. It provides the training community a cross-sectoral hierarchy with well-defined standards of qualifications and clear indication of the articulation pathways between them, the QF also enables people to set clear and achievable goals and direction for obtaining quality-assured qualifications. To strengthen the industries' leading role in the development of training, Specification of Competency Standards (SCS) are formulated by different stakeholders such as trade associations, worker unions, professional bodies, etc. The SCS comprises the competency standards required at various levels. These competency standards represent the benchmarks for the skills, knowledge and attributes required to perform a job at a certain level. In view of this, training providers will be able to design training programmes with reference to the SCS that would help learners achieve the specific competency standards. With the implementation of the QF, training providers can speed up their course development and lower the development cost to meet the industry needs and assure the quality of their training. The training provider could provide a learning pathway by adoption of module accumulation approach for

articulation into higher professional qualifications. These qualifications could be divided into modules which enables a flexible learning model with multi-entries and multi-exits to meet the needs of a wide range of in-service practitioners at various job levels.

The training community should also keep track on the progress of materialisation on the recommendations made by the Task Force on Economic Challenges of the Government in 2008 to support the development of educational services in Hong Kong, which is an identified economic area with comparative advantages and greater development potential by forging Hong Kong as an educational hub in the region.

In the long run, collaborative efforts should be sought from professional bodies and training providers with the participation from Government in devising a cross-sectoral hierarchy in relation to management and supervisory perspectives for the sustainable manpower development in Hong Kong so that individuals are able to pursue lifelong learning according to their own roadmaps.

#### 4.6 The Way forward

In order to provide traceable record and up-to-date information to industries in formulating strategies of manpower development, the Committee recommends that the existing practice of conducting manpower and training needs surveys for managers and supervisor at intervals of 2 to 3 years should be continued. However, to enable the Committee to stay responsive in making timely and appropriate recommendations to the fast-evolving economy and changing requirement of business operations, smaller scale studies employing methodologies such as focus groups and online surveys should be carried out from time to time as deemed necessary, and funds should be made available.

# 職業訓練局

## 管理及督導訓練委員會

### 2008 年管理及督導人員 未來三年管理才能及訓練需求調查

#### 報告書摘要

#### 引言

1. 管理及督導訓練委員會於 2008 年最後一季進行調查，研究本港境內外的管理及督導人員現時及未來三年的管理才能及訓練需要，對象為僱用 10 至 99 名員工的中小型企業。

#### 調查目的

2. 在政府統計處協助下，實地調查工作於 2008 年 11 月進行。調查旨在 (i) 評估未來三年中小型企業管理及督導人員所需的管理才能；(ii) 確定這些企業的培訓計劃／安排、屬意的培訓模式，以及與管理和督導訓練相關的培訓問題。調查結果會為管理人員、培訓機構、院校及行業商會提供有用資料，以便編排管理課程，滿足所得知的培訓需求。

3. 與過往進行的同類調查相比，是次調查內容有些微修改。首先，由於愈來愈多本港機構在港外地區開設業務，因此，是次調查額外收集港外地區管理及督導人員所需的管理才能，不再只局限於內地人員。第二，是次調查亦探討了有關培訓時間、培訓開支，以及香港特區政府應提供的協助／支援方式等問題。與此同時，亦簡化了若干問題，以減輕填覆機構的負擔。

#### 調查範圍

4. 是次調查從八大行業 32,297 間僱用 10 至 99 名員工的中小型企業中，以隨機抽樣方式選取了 1,002 間機構。這些機構分佈於下列行業：製造；水、電、氣體燃料；建造；零售批發及出入口；運輸、倉庫、通訊；金融、保險、地產及商業服務；社區、社會及個人服務；食肆及酒店。

## 調查結果分析

### 未來三年本港管理及督導人員所需主要才能


5. 填覆機構需在 39 項才能中，選出 10 項其認為本港管理及督導人員於未來三年最為需要的才能。

6. 表 1 列出管理及督導人員所需主要才能排名。兩組人員首 10 項主要才能和末 10 項才能，均有 8 項相同。由此可見，填覆機構認為管理及督導人員所需才能相若。

表 1：未來三年香港管理及督導人員所需主要才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	危機管理	51.98	1	溝通技巧	57.40
2	訓練與輔導下屬	46.59	2	團隊合作和建立團隊	53.35
3	溝通技巧	44.21	3	英語（講、寫）	47.94
4	團隊合作和建立團隊	44.09	4	人際關係技巧	46.89
5	英語（講、寫）	42.17	5	對責任的承擔	46.32
6	營商智慧	41.40	6	訓練與輔導下屬	45.57
7	人際關係技巧	40.12	7	解決困難及作出決定	45.39
8	中文（普通話及商業書寫技巧）	39.31	8	危機管理	45.29
9	對責任的承擔	38.54	9	中文（普通話及商業書寫技巧）	44.73
10	策劃及組織能力	38.19	10	對人對事善於分析	41.40
11	對人對事善於分析	37.76	11	處理衝突	36.24
12	解決困難及作出決定	34.88	12	策劃及組織能力	35.49
13	處理衝突	34.39	13	關心和照顧客戶需要	30.45
14	風險管理	32.78	14	重視品質	28.68
15	變革管理	30.63	15	自我管理（如：時間管理、判別工作優先次序等）	26.63
16	策略性思考	26.87	16	營商智慧	22.77
17	關心和照顧客戶需要	23.88	17	風險管理	21.75
18	國際經驗及知識	22.38	18	國際經驗及知識	19.46
19	逆境智商	21.53	19	壓力處理	19.32
20	情緒智商	20.29	20	情緒智商	18.50
21	重視品質	20.10	21	指導、訓練及講解技巧	18.35
22	壓力處理	19.94	22	商業道德	18.30
23	在中國內地的營商常規	19.80	23	資訊科技知識及應用	17.76
24	創造力	19.10	24	逆境智商	16.59
25	商業道德	18.63	25	談判技巧	16.01
26	自我管理（如：時間管理、判別工作優先次序等）	18.48	26	創造力	15.92
27	指導、訓練及講解技巧	18.35	27	正直誠實	15.55
28	資訊科技知識及應用	18.18	28	變革管理	15.42
29	進入中國市場的法律和規條限制	18.07	29	在中國內地的營商常規	15.04
30	激勵他人	17.73	30	策略性思考	13.87
31	談判技巧	17.07	31	自我改進	13.35
32	授權	16.14	32	進入中國市場的法律和規條限制	13.17
33	正直誠實	11.60	33	激勵他人	13.06
34	樂於協助他人發揮所長	11.41	34	跨文化認知（如內地）／處理文化差異	12.09
35	自我改進	10.73	35	體諒別人／理解他人處境	11.75
36	跨文化認知（如內地）／處理文化差異	10.62	36	樂於協助他人發揮所長	10.29
37	體諒別人／理解他人處境	10.37	37	授權	9.08
38	影響力	8.07	38	影響力	5.58
39	其他語言	1.10	39	其他語言	1.52

百分率= 佔填覆機構百分率

 核心才能（即獲過半數填覆機構選取）

7. 10項主要才能中，「危機管理」被視為管理人員的核心才能（即有逾50%的機構填選）；「溝通技巧」和「團隊合作和建立團隊」則被視為督導人員的核心才能。

8. 另一方面，某些一向被視為管理及督導人員必備的才能，在是次調查中排名極低，如「激勵他人」、「自我改進」、「樂於協助他人發揮所長」和「影響力」在兩組人員中，均排於末10名，可見僱主一般重視商業才能多於人際技巧。

9. 與2005年調查結果相比，是次調查中，「危機管理」在兩組人員中均取得較高排名；此外，「英語（講、寫）」在兩組人員中亦被視為較重要。「中文（普通話及商業書寫技巧）」獲大約40%的機構選為兩組人員的主要才能。雖然英語對管理及督導人員愈來愈重要，但是次調查結果重新肯定中文和普通話的重要性。

10. 「危機管理」及「訓練與輔導下屬」兩項，在八大行業中獲選為管理人員所需的主要才能。七個行業選擇「團隊合作和建立團隊」為管理人員所需的主要才能。

11. 督導人員方面，「團隊合作和建立團隊」和「對責任的承擔」是八大行業共同選出的主要才能。「溝通技巧」和「解決困難及作出決定」亦獲七個行業選為主要才能。

### 選取本港管理及督導人員所需主要才能的原因

12. 除才能外，人力調查工作小組亦訂立了可能影響機構填選主要才能的10個原因供機構選擇，機構需就該些原因的重要性進行評分。

13. 誠如表2所示，填選兩組人員所需主要才能原因的排序大致相同。

表 2：影響機構選取所需主要才能的原因排名

原因	管理人員		督導人員	
	排名	加權平均分	排名	加權平均分
市場競爭	1	4.60	1	4.50
不斷改善	2	4.28	2	4.22
業務擴充／發展	3	3.68	4	3.52
吸引及挽留人才	4	3.66	3	3.54
香港政策及條例的轉變	5	3.51	5	3.34
中國內地政策及條例的轉變	6	3.40	6	3.28
業務重新定位	7	3.31	7	3.19
文化差異	8	2.91	9	2.82
科技／工序轉變	9	2.89	8	2.89
外判工作	10	1.98	10	1.96

14. 首四個原因分別是「市場競爭」、「不斷改善」、「業務擴充／發展」及「吸引及挽留人才」。

### 未來三年港外管理及督導人員所需主要才能

15. 調查顯示，機構預期港外業務的管理及督導人員具備類似才能。誠如表 3 所示，兩個組別中，十大主要才能中有 7 項相同，而最末十項才能有 5 項相同。惟兩個組別所需才能，亦有若干差別。

表 3：未來三年香港以外管理及督導人員所需主要才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	危機管理	57.72	1	訓練與輔導下屬	57.78
2	營商智慧	47.99	2	溝通技巧	55.30
3	訓練與輔導下屬	40.88	3	團隊合作和建立團隊	52.33
4	對責任的承擔	39.90	4	對責任的承擔	45.93
5	英語（講、寫）	39.31	5	危機管理	45.81
6	風險管理	39.16	6	英語（講、寫）	45.19
7	策劃及組織能力	38.74	7	處理衝突	45.09
8	人際關係技巧	37.41	8	策劃及組織能力	43.85
9	溝通技巧	37.28	9	重視品質	42.61
10	處理衝突	37.18	10	對人對事善於分析	41.09
11	團隊合作和建立團隊	36.34	11	解決困難及作出決定	40.40
12	對人對事善於分析	34.71	12	人際關係技巧	40.30
13	重視品質	34.14	13	中文（普通話及商業書寫技巧）	31.41
14	在中國內地的營商常規	32.99	14	國際經驗及知識	29.10
15	解決困難及作出決定	32.91	15	正直誠實	28.66
16	變革管理	30.86	16	自我管理（如：時間管理、判別工作優先次序等）	24.52
17	策略性思考	30.17	17	商業道德	24.08
18	國際經驗及知識	29.44	18	在中國內地的營商常規	22.91
19	進入中國市場的法律和規條限制	28.74	19	跨文化認知／處理文化差異	22.35
20	跨文化認知／處理文化差異	26.99	20	壓力處理	21.77
21	商業道德	26.86	21	指導、訓練及講解技巧	17.68
22	中文（普通話及商業書寫技巧）	26.65	21	資訊科技知識及應用	17.68
23	指導、訓練及講解技巧	21.53	23	進入中國市場的法律和規條限制	17.31
24	正直誠實	21.42	24	變革管理	17.27
25	壓力處理	20.65	25	風險管理	16.76
26	授權	18.70	26	關心和照顧客戶需要	16.65
27	創造力	17.74	27	談判技巧	15.74
28	關心和照顧客戶需要	16.07	28	逆境智商	15.11
29	情緒智商	15.02	29	自我改進	14.96
30	逆境智商	14.44	30	情緒智商	14.86
31	談判技巧	14.33	31	營商智慧	14.44
32	激勵他人	13.70	32	體諒別人／理解他人處境	14.20
33	自我管理（如：時間管理、判別工作優先次序等）	12.07	33	激勵他人	12.59
34	自我改進	12.03	34	創造力	11.60
35	資訊科技知識及應用	10.88	35	策略性思考	9.84
36	體諒別人／理解他人處境	7.47	36	授權	9.37
37	樂於協助他人發揮所長	6.67	37	樂於協助他人發揮所長	8.81
38	影響力	4.48	38	影響力	5.37
39	其他語言	1.38	39	其他語言	1.57

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

16. 「營商智慧」、「風險管理」及「人際關係技巧」被視為管理人員的主要才能，但不適用於督導人員。對於督導人員，「營商智慧」和「風險管理」這兩項才能的排名偏低。「團隊合作和建立團隊」、「重視品質」及「對人對事善於分析」被選為督導人員的主要才能，但不適用於管理人員。

17. 與香港管理人員的調查結果相比，填覆機構期望在港外地區工作的管理人員具備兩大才能－「風險管理」和「處理衝突」。另一方面，與香港督導人員的調查結果相比，機構期望港外地區之督導人員具備「處理衝突」、「策劃及組織能力」和「重視品質」這三項主要才能。

18. 「在中國內地的營商常規」、「進入中國市場的法律和規條限制」及「跨文化認知／處理文化差異」普遍被視為對港外地區管理及督導人員較重要。

19. 「危機管理」及「英語（講、寫）」兩項，在 6 個行業<sup>(1)</sup>中獲 5 個行業選為管理人員所需的主要才能。6 個行業均認為督導人員需要「訓練與輔導下屬」和「處理衝突」兩大才能。

<sup>(1)</sup> 八大行業中，兩個行業並無港外地區業務的中小企填覆機構，該兩個行業為「水、電、氣體燃料」及「食肆及酒店」。

### **選取港外管理及督導人員所需主要才能的原因**

20. 根據表 4 所示，評定管理及督導人員所需才能的原因排序相似，只有「業務重新定位」、「科技／工序轉變」及「文化差異」之次序不同。

21. 香港與港外地區填選管理及督導人員所需才能的原因排序頗相似。「市場競爭」被視為影響機構填選主要才能的最重要原因。是次調查涵蓋的受訪機構的港外業務，大多位於中國內地，他們認為「中國內地政策及條例的轉變」是影響他們填選才能的重要因素；本港方面，本地政策改變對機構填選主要才能的影響不大。

表 4：影響選取港外地區管理及督人員所需主要才能的原因排名

原因	管理人員		督導人員	
	排名	加權平均分	排名	加權平均分
市場競爭	1	4.59	1	4.58
中國內地政策及條例的轉變	2	4.52	2	4.44
不斷改善	3	4.31	3	4.34
業務擴充／發展	4	3.93	4	3.82
吸引及挽留人才	5	3.67	5	3.51
業務重新定位	6	3.53	7	3.42
文化差異	7	3.44	6	3.45
科技／工序轉變	8	3.33	8	3.32
香港政策及條例的轉變	9	3.21	9	3.23
外判工作	10	2.34	10	2.37

### 未來三年中國內地管理及督導人員所需主要才能

22. 本會從港外地區業務的調查結果中，抽出有關中國內地的數據作為分析。

23. 表 5 顯示中國內地管理及督導人員所需主要才能的排名，有 7 項（「危機管理」、「對責任的承擔」、「訓練與輔導下屬」、「策劃及組織能力」、「英語（講、寫）」、「處理衝突」和「團隊合作和建立團隊」）於兩組人員所需才能中，均名列十大。

24. 與 2005 年調查結果相比，「危機管理」、「營商智慧」及「風險管理」對管理人員的重要性，遠高於該年的調查結果。「團隊合作和建立團隊」、「危機管理」、「策劃及組織能力」和「對人對事善於分析」對督導人員的重要性，亦遠高於當年的調查結果。



表 5：未來三年中國內地管理及督導人員所需主要才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	危機管理	59.84	1	溝通技巧	58.77
2	營商智慧	52.27	2	訓練與輔導下屬	58.15
3	對責任的承擔	42.39	3	團隊合作和建立團隊	50.70
4	訓練與輔導下屬	40.81	4	處理衝突	49.27
5	風險管理	38.70	5	危機管理	47.79
6	策劃及組織能力	38.60	6	對責任的承擔	45.60
7	英語（講、寫）	38.45	7	英語（講、寫）	42.44
8	處理衝突	37.75	8	策劃及組織能力	41.82
9	團隊合作和建立團隊	37.20	9	對人對事善於分析	41.11
10	人際關係技巧	36.74	10	解決困難及作出決定	40.39
11	溝通技巧	36.67	11	重視品質	39.58
12	重視品質	34.26	12	人際關係技巧	38.54
13	對人對事善於分析	33.68	13	正直誠實	30.10
14	策略性思考	31.98	14	中文（普通話及商業書寫技巧）	28.60
15	在中國內地的營商常規	31.78	15	國際經驗及知識	25.61
16	變革管理	30.78	16	在中國內地的營商常規	23.86
17	解決困難及作出決定	29.77	17	自我管理（如：時間管理、判別工作優先次序等）	23.76
18	進入中國市場的法律和規條限制	28.54	18	商業道德	23.46
19	國際經驗及知識	27.89	19	壓力處理	20.21
20	商業道德	26.76	20	指導、訓練及講解技巧	19.81
21	指導、訓練及講解技巧	24.45	21	風險管理	18.97
22	中文（普通話及商業書寫技巧）	24.10	22	進入中國市場的法律和規條限制	18.83
23	正直誠實	22.50	23	跨文化認知／處理文化差異	17.69
24	跨文化認知／處理文化差異	22.42	24	資訊科技知識及應用	17.15
25	壓力處理	21.55	25	關心和照顧客戶需要	16.36
26	創造力	18.03	26	談判技巧	16.14
27	授權	16.75	27	變革管理	15.57
28	關心和照顧客戶需要	15.05	28	自我改進	15.00
29	情緒智商	14.65	29	營商智慧	14.11
30	談判技巧	14.42	30	體諒別人／理解他人處境	14.06
31	逆境智商	11.99	31	情緒智商	13.59
32	自我管理（如：時間管理、判別工作優先次序等）	11.96	32	激勵他人	13.40
33	激勵他人	11.81	33	逆境智商	13.22
34	資訊科技知識及應用	10.68	34	創造力	11.97
35	自我改進	9.41	35	樂於協助他人發揮所長	9.70
36	樂於協助他人發揮所長	6.92	36	策略性思考	9.28
37	體諒別人／理解他人處境	4.94	37	授權	8.66
38	影響力	3.16	38	影響力	4.34
39	其他語言	0.83	39	其他語言	1.65

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

## 香港的管理培訓情況

25. 調查顯示，超過半數的管理及督導人員（分別為 57.57% 及 59.28%）在受僱或晉升至現職前，並未接受任何管理培訓(圖 1)。調查又顯示，少於半數的機構未來三年會為現職管理人員及督導人員提供管理培訓（分別為 45.21% 及 42.81%）(圖 2)。新入職者的情況較佳，逾半數新聘的管理人員及督導人員可獲提供職內培訓（分別為 52.22% 及 52.29%）。本會注意到，只有四成機構計劃於未來三年為管理及督導人員制訂管理培訓計劃。

圖 1：

僱請/晉升曾受培訓管理及督導人員的機構分佈情況

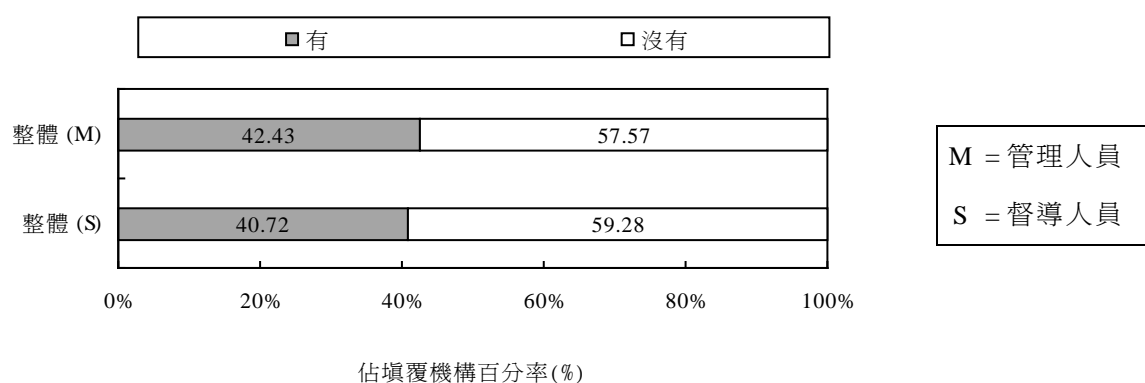
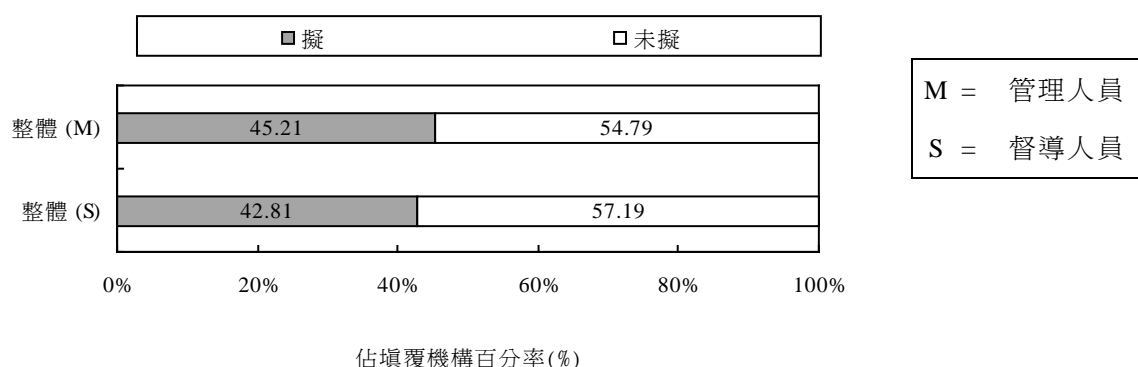


圖 2：

未來三年擬為管理及督導人員提供培訓的機構分布情況

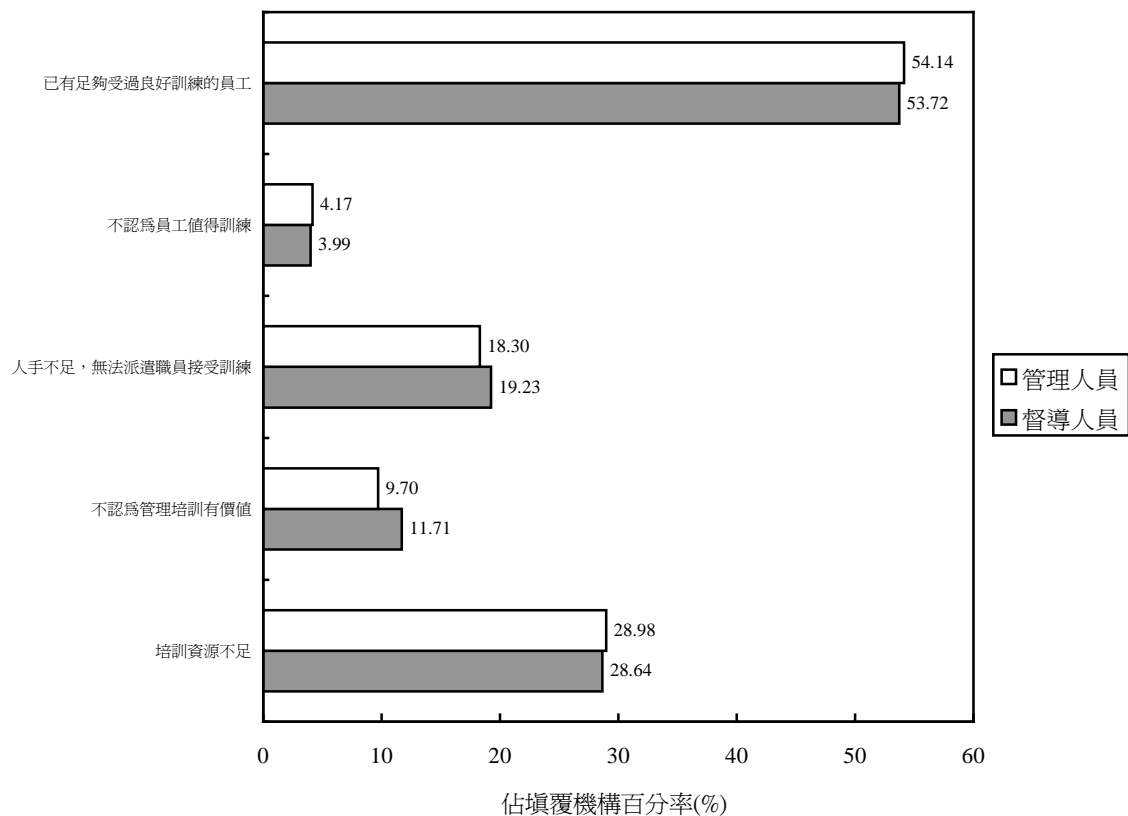


26. 「培訓經費預算」是最多機構選用的培訓資源。設有培訓經費預算的機構中，約 40% 機構的培訓經費不多於全年平均薪酬支出的 1%。約 57% 機構將凍結其培訓經費。只有 33% 機構表示會增加培訓預算。結果或反映大部分機構憂慮未來發展，財務規劃傾向保守。

27. 安排管理培訓的機構中，大部分機構採用「機構內部培訓」(64.9%管理人員及 62.96%督導人員)。此外，大部分機構選擇「職內管理培訓」。

28. 表示在未來三年不會分配管理培訓資源的機構，主要原因分別是「已有足夠受過良好訓練的員工」及「培訓資源不足」，詳見圖 3。

圖 3: 未來三年不擬安排管理培訓的原因



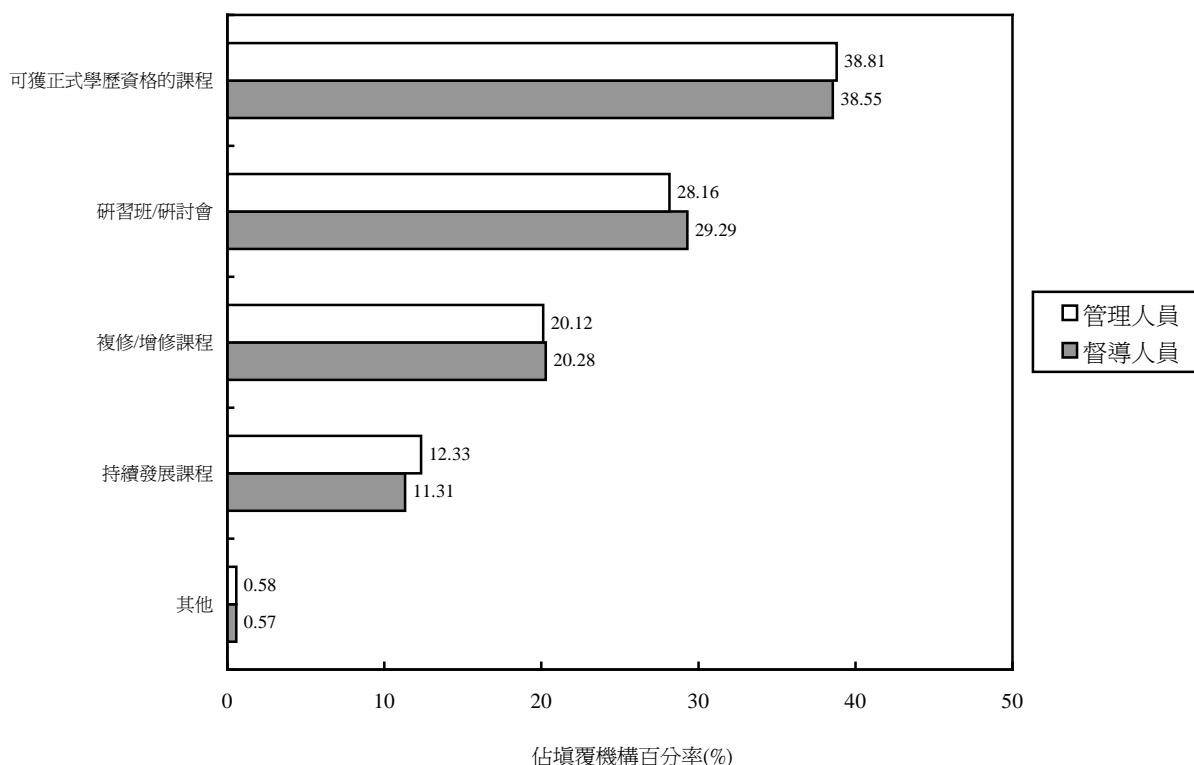
29. 資助員工修讀管理培訓課程的機構，大部分屬意資助管理及督導人員修讀「外間夜間課程」(逾 60%)。

30. 近三成機構會「准許他們(員工)於辦公時間內修讀」及同時「為他們繳付或發還學費」。除此之外，約有 45%機構只願意「為他們繳付或發還學費」。

## 未來三年機構屬意的管理培訓種類

31. 圖 4 顯示，最多機構屬意的培訓種類為「可獲正式學歷資格的課程」，其次是「研習班／研討會」。「一星期以下」的管理培訓課程最受歡迎(接近三分之一機構填選)。只有 8%機構考慮「十二個月或以上」的課程。

圖 4：機構屬意未來三年管理及督導人員的管理培訓種類



32. 大部分機構(約 40%)屬意「每星期一次」上課的課程。亦有相當多(接近三分之一)的機構選擇「一次性」的課程，。約半數機構屬意其管理及督導人員「平日」上課，大部分機構則認為上課時間宜在「下班後」(超過 50%)或「辦公時間內及下班後兩者混合」(超過 20%)。

33. 大部分填覆機構(約 50%)屬意以「粵語」為授課語言。純以「英語」或「普通話」授課的課程，仍然未獲大多數僱主歡迎。

34. 最多機構屬意的學習方式為「由管理人員從旁指導，學習管理技巧」；其次為「小組培訓」及「透過完成與工作有關項目研究的行動學習法」。

### **有關文化差異的管理培訓**

35. 是次調查要求機構填報員工曾接受有關文化差異培訓的情況。只有分別大約 6% 和 4% 的機構曾提供這類培訓給管理人員和督導人員。此外，在未來三年，只有少數機構擬為管理人員(約 7%)及督導人員(約 5%)提供這類培訓。

### **香港特區政府提供的協助／支援**

36. 超過三分之二的機構期望政府或有關機構提供免費/資助培訓課程。

### **本港機構對管理培訓的需求趨向**

37. 本會抽取過去兩次調查(2001 年及 2005 年)的相關資料，以便與本次調查結果作比較。

38. 是次調查中，填報管理及督導人員受聘/晉升前「曾接受管理培訓」的機構數目大為上升。

39. 與過往的調查結果(2001 年及 2005 年)相若，大部分機構屬意「職內培訓」，但考慮提供「職外培訓」的機構數目上升了。

40. 2008 年的調查顯示，未來三年投放於管理培訓的資源大幅下跌，特別是培訓經費。

41. 2008 年，較多機構以「已有足夠受過良好訓練的員工」及「培訓資源不足」為由，選擇不為管理及督導人員安排管理培訓。

42. 資助員工培訓方面，較多機構選擇「為他們繳付或發還學費」，較少機構選擇「准許他們於辦公時間內修讀」。

43. 機構仍然關注管理及督導人員是否修讀「可獲正式學歷資格的課程」，與 2005 年的調查結果類似。此外，「複修/增修課程」的需求亦日增。

44. 機構所屬意的管理培訓課程修讀期仍然不變。大部分機構屬意「一星期以下」多於「一個月至三個月以下」的課程。

45. 與 2001 及 2005 年的調查結果類似，大多數機構屬意管理及督導人員修讀「每星期一次」的培訓課程。此外，亦有不少機構選擇「一次過」的培訓課程。
46. 2008 年，較多機構選擇於「平日」進行管理培訓。選擇「平日與週末兩者混合」上課的機構數目呈下跌趨勢。
47. 屬意上課時間為「下班後」的機構，數目有上升趨勢；選擇「辦公時間內與下班後兩者混合」的機構數目，則明顯有下降趨勢。
48. 2008 年，「粵語」取代「雙語(粵語/英語)」成為最多機構選擇的管理培訓授課語言。
49. 「由管理人員從旁指導，學習管理技巧」及「小組培訓」仍是機構最樂意為管理及督導人員選取的學習方式。2008 年，「透過完成與工作有關項目研究的行動學習法」的方式較以往受歡迎。

## 主要建議

50. 本會建議香港特區政府及培訓機構應考慮以下措施，支持香港中小企持續發展：

- ◆ 香港特區政府應利用推行《更緊密經貿關係(CEPA)安排補充協議》的機會，並參考經濟機遇委員會的建議，落實發展教育服務。
- ◆ 香港特區政府應採取實質措施，透過為中小企僱主/商界領袖提供網上研討會，鼓勵企業採用資訊科技，推動業務創新及合作。
- ◆ 相比於大企業，某些機構的培訓資源有限，香港特區政府應透過提供「中小企業培訓基金」，推動人才發展，為頂尖人才在職業及專業範疇提供有系統的外間培訓。
- ◆ 職業訓練局等大型職業教育培訓機構應繼續發展可靠及方便用戶的中小企交流平台，提供全面的綜合管理培訓支援。

51. 本會其他主要建議概述如下：

*(a) 為管理及督導人員提供管理培訓*

- (i) 建議管理人員及僱主/行業商會為培訓作長期承擔。
- (ii) 積極發佈本報告書確認的培訓及才能需求資訊予有關員工。
- (iii) 在課程發展及授課方面，考慮按報告確認的主要才能培訓人才。
- (iv) 鼓勵善用政府的資助計劃，為員工提供管理培訓。

*(b) 為管理及督導人員提供培訓的方向*

- (i) 認清本地管理人員的培訓需求，協助他們提高對環境轉變的適應能力。
- (ii) 為於中國內地工作的員工提供培訓，融合及同化兩地商業常規，應付地域及文化上的差異。
- (iii) 為於港外地區工作的督導人員規劃培訓，提升個人素質，支援業務運作。

- (iv) 於機構內推動學習文化，有利長期的人力發展，並可靈活分配人力資源。

(c) **機構提升管理才能的方法**

- (i) 採用單元儲修模式發展課程，回應終身學習人士及培訓社群的需求轉變。
- (ii) 就發展特定行業的課程單元，徵詢行業專家及學術權威人士的意見。
- (iii) 考慮發展頒發正式資歷的培訓課程，為進修人士提供銜接階梯。
- (iv) 採用輔導、小組及行動學習形式，滿足中小企的需求。
- (v) 栽培管理層人員成為導師/培訓師/輔導師，配合業務環境演變，支援機構內的培訓及發展工作。
- (vi) 在設計培訓方案時，可考慮加入如何培訓具有國際視野的全方位人才及建構有效的跨地域溝通網絡，以支援需顧及地域文化差異的行業（如食肆及酒店業）發展。
- (vii) 在經濟及文化融合的前提下，就課程規劃及發展與內地成協作伙伴，尤其與珠江三角洲，建立更緊密關係。

(d) **提供管理培訓及發展**

- (i) 為本地中小企高層管理人員提供意見：
  - 釐定培訓的優先次序，考慮各職務的需要及工作性質，在不同層面規劃員工發展課程，更新員工的才能；
  - 發掘其他可行的培訓方法，包括公司內部及度身訂造培訓課程，使培訓工作更具成本效益、靈活及適切；
  - 善用網上培訓的科技，鞏固現有的人才培訓方法及加強溝通；
  - 積極管理人力資源，增加資源作僱員培訓，定期檢討有關員工的培訓預算，應付未來的挑戰。



(ii) 為政府提供意見：

- 積極制訂前瞻性政策及策略，鼓勵培訓社群內的供求雙方合作，善用社群的共有資源；
- 加強建立培訓網絡，加強與不同持份者的伙伴關係，包括行業商會、僱主、工會、專業團體、培訓機構及公共機構；
- 加強向本地中小企宣傳各項資助計劃的詳情及運作，例如「持續進修基金」及「中小企業發展支援基金」；
- 考慮進一步擴大資助計劃的範圍及增加資助金額，簡化申請手續，並作定期檢討，確保計劃運作得宜；
- 增加對政府資助機構的資源與援助，如職業訓練局及其他大專院校的附屬學院，以提供特別設計及市場導向的業務支援服務；
- 考慮簡化課程評審程序，讓培訓機構能以較低成本為本身的課程取得質素保證，從而讓中小企可以受惠，以可負擔的成本得到優質的培訓。
- 鼓勵專業團隊與培訓機構合作，制訂管理及督導人員的資歷標準，支援香港在未來的持續人力發展。

(e) **未來調查**

- (i) 隨着全球一體化，經濟與文化趨向融合，本會建議繼續採用現行做法，每兩至三年為管理及督導人員進行人力及訓練需求調查，以便向業界提供可追溯的紀錄和最新資料，用作指引，評估有關人員的管理才能，以及他們對管理及發展的培訓需求。
- (ii) 緊貼及監察機構的最新發展和運作，並於發現新的才能需求之際提出適時和恰當的建議，本會建議應按需要不時進行小規模調查，如採用焦點小組調查及網上調查等方法，當局並應提供資源支援有關工作。

# 第一章

## 緒論

### 1.1 管理及督導訓練委員會

職業訓練局成立管理及督導訓練委員會，目的是負責就管理及督導人才的人力發展和培訓需要提供意見，並就如何提升這方面的人才質素提出建議。本會委員由專業團體、行業商會、教育／培訓機構及政府部門提名。委員名單及職權範圍分別載於**附錄1及2**。

### 1.2 調查目的

在政府統計處協助下，實地調查工作於2008年11月進行。調查旨在(i) 評估未來三年中小型企業管理及督導人員所需的管理才能；(ii) 確定這些企業的培訓計劃／安排、屬意的培訓模式，以及與管理和督導訓練相關的培訓問題。調查結果會為管理人員、培訓機構、院校及行業商會提供有用資料，以便制訂管理課程，滿足所發現的培訓需求。

與2001年及2005年進行的同類調查相比，是次調查內容有些微修改。首先，由於愈來愈多本港機構在港外地區開設業務，因此，是次調查額外收集港外地區管理及督導人員所需的管理才能，不再只局限於內地人員。第二，是次調查亦探討了有關培訓時間、培訓開支，以及香港特區政府應提供的協助／支援方式等問題。與此同時，亦簡化了若干問題，以減輕填覆機構的負擔。

### 1.3 資料收集

是次調查所用的問卷包括四部分，首頁收集填覆機構的基本分類資料，其後為問卷主要內容：

- (i) 第一部分收集填覆者（機構的行政人員／經理／東主）對未來三年本港管理及督導人員所需主要才能的意見，並說明提出這些意見的原因。
- (ii) 第二部分要求在港外地區開設業務的機構，就未來三年港外地區管理及督導人員需要的主要才能提供意見，並說明提出這些意見的原因。

- (iii) 第三部分收集機構就未來三年對管理/督導培訓與發展的取向和需求的意見。

問卷載於**附錄5**。

#### 1.4 調查範圍

是次調查從八個主要行業共32,297間的中小型企業中，以隨機抽樣方式選取了1,002間。這些中小企機構僱用的員工數目在10至99名以內，分佈於以下行業：

- (i) 製造
- (ii) 水、電、氣體燃料
- (iii) 建造
- (iv) 零售批發及出入口
- (v) 運輸、倉庫、通訊
- (vi) 金融、保險、地產及商業服務
- (vii) 社區、社會及個人服務
- (viii) 食肆及酒店

過去調查顯示，少於10名員工的機構東主或獨資經營者，大多會兼任管理及督導人員，因此，是次調查並不包括這些機構。

抽樣方法載於**附錄6**。調查的有效回應率約為92%，有關分析載於**附錄7**。本會根據抽樣所得的調查資料以統計學方式推算，以反映整體狀況。

#### 1.5 調查報告

為方便與本會2001年及2005年進行的同類調查作比較，是次調查報告只收集10名僱員或以上機構的有效回應，以確保分析一致。

調查結果要點載於第二章及第三章，本會建議載於第四章。

## 第二章

### 管理才能

#### 2.1 分析方法

在問卷首兩部分，機構需填覆未來三年對本港及港外地區管理及督導人員主要才能的意見；這兩部分均列出包括一般管理所需的知識、技巧及態度等39項才能。才能一覽表由調查工作小組參考香港管理專業發展中心（高峰進修學院的前身）出版的《管理才能評估方案》，以及香港人力資源管理學會進行的相關調查後定出。各項才能的定義載於**附錄8**。

填覆者需在39項才能中，選出10項最為重要的。為便於找出最主要的管理才能，各項才能按所得百分率高低表列名次。百分率最高的首10項才能，會列作「主要才能」，亦即大部分填覆機構視為未來三年最重要的管理才能。

調查工作小組又在問卷中，列出可能影響填覆者選取主要才能的10項因素。填覆者需以1至6的數字，反映每項因素的重要性：1=極低，2=低，3=中下，4=中上，5=高，6=極高。每項因素均會計算出一加權平均分，然後按分數高低依次排序。

本章會先討論香港管理及督導人員所需才能的調查結果，隨後再討論港外地區的相關調查結果。

#### 2.2 調查結果的局限及詮釋

比較是次與過去調查結果時，如發現有較明顯差異，可能是由於是次調查採用了新的問卷。首先，2005年的調查有35項才能，是次調查新增了5項才能，並把上次調查的其中兩項才能合併為一項。假若其他因素維持不變，由於有較多選擇，同一項才能獲機構選取的百分率，將會因而下降。第二，在過往調查中，受訪機構除評估本港所需的管理才能外，亦需評估內地所需的管理才能。不過，是次調查要求機構評估港外地區管理／導督人員所需管理才能，不只限於內地。由於調查範圍擴大，因此所得結果可反映地理及文化差異的影響，而這是過往調查未能反映的。

## 2.3 未來三年本港管理及督導人員所需主要才能

表2.3按百分率由高至低列出管理及督導人員的主要才能排名。兩組人員首10項主要才能和末10項才能，均有8項相同。由此可見，機構認為管理及督導人員所需才能相若。

「營商智慧」和「策劃及組織能力」列為管理人員所需的首10項主要才能，但不適用於督導人員。不過，後者獲百分率相若的機構視為兩組人員10項最重要的才能之一。兩組人員所需的主要才能唯一最顯著的分別是「營商智慧」，在督導人員的才能中排名偏低，超過40%的機構視此為管理人員所需的主要才能，但只有23%的機構視此為督導人員所需的主要才能，原因可能是填覆機構對管理人員和督導人員有不同期望，他們傾向較期望管理人員負責探討商機和提供業務發展方向；督導人員如欲晉升，可能需要加強「營商智慧」。

雖然「解決困難及作出決定」和「對人對事善於分析」被列入督導人員十大才能名單之內，卻不適用於管理人員；不過，這兩項才能在兩組人員中均排名頗高。

管理及督導人員10項主要才能中，「危機管理」被視為管理人員的核心才能（即有逾50%的機構填選）；「溝通技巧」和「團隊合作和建立團隊」則被視為督導人員的核心才能。由於獲超過50%機構填選的才能佔極少數，顯示機構對管理及督導人員所需核心才能看法頗不一致。由於管理及督導人員需要具備多方面的才能，涵蓋範圍較廣的多元培訓課程，可能比只著重某幾項才能的課程更為適切。

與2005年調查結果相比，是次調查中，「危機管理」在兩組人員中均取得較高排名。在經濟走下坡和嚴峻的營商環境下，管理及督導人員能夠迅速回應危機，運用智慧使業務復蘇，可能更為重要。此外，是次調查中，「英語（講、寫）」在兩組人員中均取得較高排名。全球經濟一體化或可解釋英語愈來愈受重視的原因，英語仍被許多人視為最常用的國際語言。

另一方面，在2005年調查中，「自我管理」被視為兩組人員首10項主要才能之一，但今年已不再被視為那麼重要。機構實施全面管理系統（如各種監察及工作進度報告機制）後，可檢查不同職級員工的工作進度，可能降低了「自我管理」的重要性。

對於管理人員，「訓練與輔導下屬」和「溝通技巧」的排名，仍然維持三甲之列。對於督導人員，只有「溝通技巧」仍然維持三甲之列。2005年調查中位列三甲的其餘兩項才能：「責任感\*」和「關心和照顧客戶需要」，在是次調查中，排名遠低於上次調查。

(\*是次調查把「責任感」這項選擇修訂為「對責任的承擔」。)

是次調查新增的五項才能：「策略性思考」、「影響力」、「其他語言」、「進入中國市場的法律和規條限制」和「在中國內地的營商常規」，均不被視為非常重要，其中「影響力」和「其他語言」兩項才能對於管理及督導人員更被視為最不重要。至於某些一直被視為管理及督導人員必備的才能，亦排名極低，如「激勵他人」和「樂於協助他人發揮所長」在兩組人員中，均排於末 10 名，可見僱主一般重視商業才能多於人際技巧。

「中文（普通話及商業書寫技巧）」獲大約 40% 的機構選為管理及督導人員的主要才能，排名遠高於 2005 年的調查。雖然英語對兩組人員愈來愈重要，但是次調查結果則重新肯定中文和普通話的重要。

儘管政府致力發展創意產業，但「創造力」在管理及督導人員中，排名極低，意味著創意產業的發展路途仍然遙遠。

表 2.3  
未來三年本港管理及督導人員主要才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	危機管理	51.98	1	溝通技巧	57.40
2	訓練與輔導下屬	46.59	2	團隊合作和建立團隊	53.35
3	溝通技巧	44.21	3	英語（講、寫）	47.94
4	團隊合作和建立團隊	44.09	4	人際關係技巧	46.89
5	英語（講、寫）	42.17	5	對責任的承擔	46.32
6	營商智慧	41.40	6	訓練與輔導下屬	45.57
7	人際關係技巧	40.12	7	解決困難及作出決定	45.39
8	中文（普通話及商業書寫技巧）	39.31	8	危機管理	45.29
9	對責任的承擔	38.54	9	中文（普通話及商業書寫技巧）	44.73
10	策劃及組織能力	38.19	10	對人對事善於分析	41.40
11	對人對事善於分析	37.76	11	處理衝突	36.24
12	解決困難及作出決定	34.88	12	策劃及組織能力	35.49
13	處理衝突	34.39	13	關心和照顧客戶需要	30.45
14	風險管理	32.78	14	重視品質	28.68
15	變革管理	30.63	15	自我管理（如：時間管理、判別工作優先次序等）	26.63
16	策略性思考	26.87	16	營商智慧	22.77
17	關心和照顧客戶需要	23.88	17	風險管理	21.75
18	國際經驗及知識	22.38	18	國際經驗及知識	19.46
19	逆境智商	21.53	19	壓力處理	19.32
20	情緒智商	20.29	20	情緒智商	18.50
21	重視品質	20.10	21	指導、訓練及講解技巧	18.35
22	壓力處理	19.94	22	商業道德	18.30
23	在中國內地的營商常規	19.80	23	資訊科技知識及應用	17.76
24	創造力	19.10	24	逆境智商	16.59
25	商業道德	18.63	25	談判技巧	16.01
26	自我管理（如：時間管理、判別工作優先次序等）	18.48	26	創造力	15.92
27	指導、訓練及講解技巧	18.35	27	正直誠實	15.55
28	資訊科技知識及應用	18.18	28	變革管理	15.42
29	進入中國市場的法律和規條限制	18.07	29	在中國內地的營商常規	15.04
30	激勵他人	17.73	30	策略性思考	13.87
31	談判技巧	17.07	31	自我改進	13.35
32	授權	16.14	32	進入中國市場的法律和規條限制	13.17
33	正直誠實	11.60	33	激勵他人	13.06
34	樂於協助他人發揮所長	11.41	34	跨文化認知（如內地）／處理文化差異	12.09
35	自我改進	10.73	35	體諒別人／理解他人處境	11.75
36	跨文化認知（如內地）／處理文化差異	10.62	36	樂於協助他人發揮所長	10.29
37	體諒別人／理解他人處境	10.37	37	授權	9.08
38	影響力	8.07	38	影響力	5.58
39	其他語言	1.10	39	其他語言	1.52

填覆機構數目（經統計學方式推算後）: 21,217

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

## 2.4 未來三年本港各行業管理及督導人員所需主要才能

本港八個不同行業管理及督導人員的主要才能排名，將如表2.3所示方式列出。調查發現，有某些才能是行業特定所需。雖然管理訓練通常被視為通才訓練，但培訓機構應針對不同行業所需的特定才能而調整課程，務求取得更佳培訓效果。

### 2.4.1 未來三年本港製造業管理及督導人員的主要才能

從表 2.4.1 可見，業內管理及督導人員首 10 項主要才能中，有 7 項相同；而最末的 10 項才能，則有 5 項相同。「溝通技巧」和「訓練與輔導下屬」被評為督導人員的核心才能，但並無一項被評為管理人員的核心才能。

「處理衝突」、「風險管理」和「營商智慧」被視為管理人員首 10 項主要才能，但不適用於督導人員。這些結果再次肯定，填覆機構較期望管理人員有能力處理不明朗和困難的處境；另一方面，業內機構普遍期望督導人員具備「對責任的承擔」及「團隊合作和建立團隊」的能力。

業內兩組人員所需的 10 項主要才能，與所有行業的結果大致相同。與表 2.3 比較，「在中國內地的營商常規」這項才能在製造業排名較高。由於業內大部分機構的主要業務均設於中國內地，因此，調查結果與一般推測相符。

與 2005 年調查相比，「英語（講、寫）」對管理及督導人員愈來愈重要，但「資訊科技知識及應用」和「注重品質」對兩組人員的重要性大幅下降。



表2.4.1  
本港製造業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	英語（講、寫）	49.91	1	溝通技巧	63.36
2	溝通技巧	48.68	2	訓練與輔導下屬	52.62
3	訓練與輔導下屬	47.98	3	中文(普通話及商業書寫技巧)	48.35
3	危機管理	47.98	4	對責任的承擔	46.33
5	對人對事善於分析	46.23	5	解決困難及作出決定	44.87
6	中文(普通話及商業書寫技巧)	42.98	6	團隊合作和建立團隊	44.39
7	處理衝突	41.14	7	英語（講、寫）	43.58
8	風險管理	40.88	8	危機管理	41.73
9	營商智慧	38.42	9	對人對事善於分析	39.23
10	人際關係技巧	34.39	10	人際關係技巧	35.11
11	變革管理	34.12	11	處理衝突	33.82
12	解決困難及作出決定	31.67	12	重視品質	33.25
13	在中國內地的營商常規	29.47	13	關心和照顧客戶需要	30.27
14	逆境智商	27.98	14	指導、訓練及講解技巧	27.20
15	策略性思考	27.54	15	在中國內地的營商常規	26.96
16	情緒智商	26.40	16	策劃及組織能力	25.67
17	關心和照顧客戶需要	25.61	17	營商智慧	23.08
18	策劃及組織能力	25.44	18	自我管理(如:時間管理、判別工作優先次序等)	20.74
19	國際經驗及知識	25.26	19	資訊科技知識及應用	20.42
20	對責任的承擔	23.95	20	壓力處理	19.61
21	談判技巧	20.88	21	跨文化認知(如內地)／處理文化差異	17.43
22	團隊合作和建立團隊	20.09	22	逆境智商	16.38
23	進入中國市場的法律和規條限制	19.47	22	變革管理	16.38
24	指導、訓練及講解技巧	18.51	24	情緒智商	16.30
25	商業道德	16.32	25	激勵他人	15.82
26	授權	15.70	26	自我改進	15.50
27	資訊科技知識及應用	14.91	27	商業道德	15.01
28	跨文化認知(如內地)／處理文化差異	14.56	28	風險管理	13.72
29	壓力處理	12.72	29	正直誠實	12.67
30	自我管理(如:時間管理、判別工作優先次序等)	12.54	30	進入中國市場的法律和規條限制	12.35
30	激勵他人	12.54	30	國際經驗及知識	12.35
32	重視品質	12.02	32	創造力	11.78
33	體諒別人／理解他人處境	10.53	33	體諒別人／理解他人處境	11.54
34	正直誠實	8.16	34	策略性思考	10.98
35	影響力	7.28	35	樂於協助他人發揮所長	6.78
36	自我改進	6.67	36	授權	6.38
37	創造力	5.79	37	談判技巧	5.08
38	樂於協助他人發揮所長	2.89	38	影響力	0.00
39	其他語言	0.00	38	其他語言	0.00

填覆機構數目（經統計學方式推算後）: 1,348

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

#### 2.4.2 未來三年本港水、電、氣體燃料業管理及督導人員的主要才能

是次調查只訪問了業內幾間機構，而且樣本的參差較大，調查結果會受到影響。所以，是次調查結果只能作初步參考。

從表 2.4.2 可見，多項才能取得相同排名。大致上有逾三分之一的填覆機構為兩組人員選取類似的才能。「訓練與輔導下屬」、「團隊合作和建立團隊」、「危機管理」、「處理衝突」、「人際關係技巧」及「激勵他人」被視為管理人員所需的核心才能。除「激勵他人」一項外，其餘五項才能同時被評為督導人員所需的核心才能。此外，「對責任的承擔」、「中文（普通話及商業書寫技巧）」、「資訊科技知識及應用」和「自我改進」獲半數以上的機構選為督導人員所需才能。

與其他行業的結果相比，「處理衝突」和「資訊科技知識及應用」被視為對業內管理及督導人員較重要。「激勵他人」和「自我改進」亦分別在業內管理及督導人員中有較高排名。

在 2005 年調查中，「正直誠實」被評為管理及督導人員的核心才能，但在是次調查中，未被選入兩組人員 10 項最重要的才能。2005 年時，被選為管理人員最重要才能的「商業道德」，在是次調查中亦未被任何機構填選。

表 2.4.2  
本港水、電、氣體燃料業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	訓練與輔導下屬	100.00	1	處理衝突	100.00
1	團隊合作和建立團隊	100.00	1	訓練與輔導下屬	100.00
3	危機管理	66.67	3	危機管理	66.67
3	處理衝突	66.67	3	對責任的承擔	66.67
3	人際關係技巧	66.67	3	人際關係技巧	66.67
3	激勵他人	66.67	3	團隊合作和建立團隊	66.67
7	對人對事善於分析	33.33	3	中文（普通話及商業書寫技巧）	66.67
7	營商智慧	33.33	3	資訊科技知識及應用	66.67
7	變革管理	33.33	3	自我改進	66.67
7	策劃及組織能力	33.33	10	對人對事善於分析	33.33
7	重視品質	33.33	10	營商智慧	33.33
7	對責任的承擔	33.33	10	變革管理	33.33
7	溝通技巧	33.33	10	策劃及組織能力	33.33
7	體諒別人／理解他人處境	33.33	10	解決困難及作出決定	33.33
7	樂於協助他人發揮所長	33.33	10	重視品質	33.33
7	中文（普通話及商業書寫技巧）	33.33	10	溝通技巧	33.33
7	英語（講、寫）	33.33	10	商業道德	33.33
7	資訊科技知識及應用	33.33	10	關心和照顧客戶需要	33.33
7	關心和照顧客戶需要	33.33	10	指導、訓練及講解技巧	33.33
7	情緒智商	33.33	20	創造力	0.00
7	指導、訓練及講解技巧	33.33	20	授權	0.00
7	談判技巧	33.33	20	風險管理	0.00
23	創造力	0.00	20	策略性思考	0.00
23	授權	0.00	20	影響力	0.00
23	解決困難及作出決定	0.00	20	激勵他人	0.00
23	風險管理	0.00	20	談判技巧	0.00
23	策略性思考	0.00	20	體諒別人／理解他人處境	0.00
23	影響力	0.00	20	樂於協助他人發揮所長	0.00
23	其他語言	0.00	20	英語（講、寫）	0.00
23	國際經驗及知識	0.00	20	其他語言	0.00
23	跨文化認知（如內地）／處理文化差異	0.00	20	國際經驗及知識	0.00
23	進入中國市場的法律和規條限制	0.00	20	跨文化認知（如內地）／處理文化差異	0.00
23	在中國內地的營商常規	0.00	20	進入中國市場的法律和規條限制	0.00
23	逆境智商	0.00	20	在中國內地的營商常規	0.00
23	商業道德	0.00	20	逆境智商	0.00
23	正直誠實	0.00	20	情緒智商	0.00
23	自我改進	0.00	20	正直誠實	0.00
23	自我管理（如：時間管理、判別工作優先次序等）	0.00	20	自我管理（如：時間管理、判別工作優先次序等）	0.00
23	壓力處理	0.00	20	壓力處理	0.00

填覆機構數目（經統計學方式推算後）：4

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

### 2.4.3 未來三年本港建造業管理及督導人員的主要才能

業內管理及督導人員首10項主要才能中，有5項相同；而最末10項才能，則有7項相同（見表 2.4.3）。4項才能獲選為兩組人員的核心才能，但只有「團隊合作和建立團隊」是兩組人員相同的核心才能。對於管理人員，其餘3項核心才能為「訓練與輔導下屬」、「危機管理」和「解決困難及作出決定」。對於督導人員，其他核心才能為「對責任的承擔」、「人際關係技巧」和「溝通技巧」。

在各行業中，以建造業對兩組人員所需才能有較不同的看法。「危機管理」和「風險管理」被選為管理人員首10項才能，但對督導人員而言，這兩項才能排名卻低很多。調查結果符合普遍看法，認為管理人員應在處理危機和困難時承擔較大責任。此外，「人際關係技巧」和「溝通技巧」入選督導人員十大才能，但卻被評為對管理人員不大重要。機構認為管理人員需「對人對事善於分析」，具備良好「中文（普通話及商業書寫技巧）」能力，並懂得「處理衝突」；督導人員則應具備「注重品質」、「關心和照顧客戶需要」及「自我管理」這些才能。

相對於其他行業，「英語（講、寫）」在建造業兩組人員中，排名較低。對建造業的管理人員來說，「營商智慧」、「人際關係技巧」和「溝通技巧」的重要性，較其他行業的管理人員為低；「對責任的承擔」則被視為對業內管理及督導人員較重要。建造業關注安全問題，或可解釋為何「對責任的承擔」在業內較受重視。


2005年的調查中，「溝通技巧」被視為管理人員的核心才能，但在是次調查中，它對管理人員的重要性銳減；「指導、訓練及講解技巧」對管理及督導人員的重要性亦下降。

表 2.4.3  
本港建造業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	訓練與輔導下屬	64.98	1	對責任的承擔	75.57
2	團隊合作和建立團隊	61.71	2	團隊合作和建立團隊	71.16
3	危機管理	59.90	3	人際關係技巧	53.52
4	解決困難及作出決定	52.78	4	溝通技巧	53.04
5	對責任的承擔	47.71	5	訓練與輔導下屬	49.23
6	風險管理	46.50	6	策劃及組織能力	45.29
7	策劃及組織能力	44.93	7	解決困難及作出決定	44.46
8	對人對事善於分析	42.15	8	重視品質	43.27
9	中文（普通話及商業書寫技巧）	40.82	9	關心和照顧客戶需要	41.84
10	處理衝突	36.84	10	自我管理（如：時間管理、判別工作優先次序等）	41.60
11	英語（講、寫）	36.23	11	對人對事善於分析	37.78
12	人際關係技巧	35.39	12	中文（普通話及商業書寫技巧）	37.66
13	營商智慧	33.21	13	處理衝突	35.52
14	變革管理	31.64	14	危機管理	34.56
15	重視品質	29.95	14	英語（講、寫）	34.56
16	關心和照顧客戶需要	29.83	16	風險管理	28.37
17	激勵他人	28.14	17	自我改進	21.81
18	資訊科技知識及應用	28.02	18	談判技巧	19.79
19	策略性思考	27.05	19	資訊科技知識及應用	18.95
20	商業道德	22.83	20	激勵他人	16.57
21	自我管理（如：時間管理、判別工作優先次序等）	20.29	20	正直誠實	16.57
22	指導、訓練及講解技巧	18.24	22	商業道德	16.09
23	溝通技巧	17.87	23	指導、訓練及講解技巧	14.54
24	樂於協助他人發揮所長	17.75	24	情緒智商	13.95
25	談判技巧	17.15	25	體諒別人／理解他人處境	13.35
26	授權	14.61	26	壓力處理	12.63
27	自我改進	13.29	27	策略性思考	12.40
28	逆境智商	12.80	28	樂於協助他人發揮所長	10.37
29	體諒別人／理解他人處境	10.14	29	營商智慧	9.06
30	情緒智商	9.18	29	變革管理	9.06
30	創造力	9.18	29	國際經驗及知識	9.06
32	國際經驗及知識	5.19	32	創造力	7.87
33	影響力	3.99	33	逆境智商	7.51
33	正直誠實	3.99	34	影響力	7.27
35	壓力處理	3.62	35	授權	6.08
36	其他語言	0.00	36	跨文化認知（如內地）／處理文化差異	3.93
36	跨文化認知（如內地）／處理文化差異	0.00	37	其他語言	0.00
36	進入中國市場的法律和規條限制	0.00	37	進入中國€市場的法律和規條限制	0.00
36	在中國內地的營商常規	0.00	37	在中國內地的營商常規	0.00

填覆機構數目（經統計學方式推算後）：839

百分率= 佔填覆機構百分率

 核心才能（即獲過半數填覆機構選取）

#### 2.4.4 未來三年本港零售批發及出入口業管理及督導人員的主要才能

從表2.4.4可見，業內管理及督導人員10項主要才能中，有9項相同；而最末10項才能，則有8項相同。雖然兩組人員所需核心才能不同（「危機管理」和「溝通技巧」分別被視為管理人員及督導人員的核心才能），但這些核心才能在兩組人員中，均排名極高。調查結果顯示，業內對管理及督導人員所需才能大致相同。

調查發現，業內兩組人員所需才能最主要的分別，是「營商智慧」的排名，這項才能在管理人員中排名較高。此外，機構認為「解決困難及作出決定」的能力對督導人員較管理人員更重要。

業內所需主要才能與其他行業的調查結果亦大致相同。「在中國內地的營商常規」和「進入中國市場的法律規條限制」在業內的排名，高於其他行業。跨境業務合作日增或可解釋此調查結果。

在是次調查中，「自我管理」的重要性遠低於 2005 年的調查。如上文所述，原因可能是機構實施各種監察／匯報機制，較少了倚賴個別員工的自我管理才能。

表 2.4.4  
本港零售批發及出入口業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	危機管理	55.85	1	溝通技巧	56.99
2	訓練與輔導下屬	48.81	2	人際關係技巧	49.42
3	營商智慧	46.16	3	危機管理	48.81
4	團隊合作和建立團隊	41.26	4	英語（講、寫）	47.86
5	人際關係技巧	41.16	5	團隊合作和建立團隊	47.19
6	英語（講、寫）	40.63	6	訓練與輔導下屬	46.83
7	溝通技巧	39.34	7	中文（普通話及商業書寫技巧）	46.39
8	中文（普通話及商業書寫技巧）	39.12	8	解決困難及作出決定	44.50
9	策劃及組織能力	39.04	9	對責任的承擔	43.25
10	對責任的承擔	38.65	10	策劃及組織能力	39.21
11	對人對事善於分析	36.38	11	對人對事善於分析	38.02
12	解決困難及作出決定	35.90	12	處理衝突	30.83
13	風險管理	35.05	13	重視品質	27.03
14	變革管理	34.86	14	自我管理（如：時間管理、判別工作優先次序等）	26.42
15	在中國內地的營商常規	29.20	15	風險管理	24.94
16	處理衝突	28.62	16	國際經驗及知識	24.51
17	進入中國市場的法律和規條限制	27.61	17	關心和照顧客戶需要	24.18
18	國際經驗及知識	26.98	18	營商智慧	24.10
19	策略性思考	24.73	19	壓力處理	22.51
20	重視品質	22.87	20	在中國內地的營商常規	22.47
21	資訊科技知識及應用	22.51	21	資訊科技知識及應用	20.86
22	逆境智商	21.03	22	進入中國市場的法律和規條限制	18.48
23	創造力	20.64	23	談判技巧	17.74
24	自我管理（如：時間管理、判別工作優先次序等）	19.59	24	逆境智商	17.52
25	指導、訓練及講解技巧	18.98	25	指導、訓練及講解技巧	17.49
26	情緒智商	16.93	26	變革管理	15.75
27	關心和照顧客戶需要	16.86	27	創造力	15.72
28	壓力處理	16.58	28	跨文化認知（如內地）／處理文化差異	15.20
29	談判技巧	16.49	29	商業道德	14.33
30	商業道德	15.81	30	策略性思考	14.24
31	激勵他人	15.01	31	情緒智商	13.21
32	授權	14.23	32	自我改進	12.14
33	跨文化認知（如內地）／處理文化差異	11.71	33	正直誠實	11.61
34	樂於協助他人發揮所長	10.04	34	激勵他人	11.33
35	自我改進	9.09	35	體諒別人／理解他人處境	10.49
36	影響力	8.88	36	樂於協助他人發揮所長	9.77
37	體諒別人／理解他人處境	8.81	37	授權	8.35
38	正直誠實	8.44	38	影響力	3.24
39	其他語言	0.55	39	其他語言	1.75

填覆機構數目（經統計學方式推算後）：8,972

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

#### 2.4.5 未來三年本港運輸、倉庫、通訊業管理及督導人員的主要才能

如表2.4.5所示，業內管理及督導人員首10項主要才能中，只有6項相同；而最末10項才能，亦只有5項相同。「營商智慧」及「危機管理」被評為管理人員的核心才能；「團隊合作和建立團隊」、「英語（講、寫）」及「訓練與輔導下屬」則被視為督導人員的核心才能。

管理人員的十大才能名單中，「營商智慧」、「風險管理」及「策略性思考」在督導人員中排名低很多。另外，4項督導人員的主要才能：「對人對事善於分析」、「解決困難及作出決定」、「對責任的承擔」和「中文（普通話及商業書寫技巧）」被視為對管理人員不甚重要。調查結果顯示兩組人員所需才能不一。

與其他行業相比，機構期望業內管理人員有「風險管理」和「策略性思考」的能力，而「對責任的承擔」和「中文（普通話及商業書寫技巧）」被視為對管理人員不甚重要。其他行業的管理及督導人員均視「人際關係技巧」為主要才能，但是運輸、倉庫、通訊業的情況並不如此。

與2005年調查結果相比，「人際關係技巧」和「資訊科技知識及應用」對管理及督導人員的重要性銳減。



表 2.4.5  
本港運輸、倉庫、通訊業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	營商智慧	60.04	1	團隊合作和建立團隊	62.43
2	危機管理	57.96	2	英語（講、寫）	53.77
3	處理衝突	48.02	3	訓練與輔導下屬	50.63
4	風險管理	45.27	4	溝通技巧	49.86
5	團隊合作和建立團隊	40.03	5	危機管理	49.37
6	策略性思考	39.83	6	處理衝突	47.28
6	訓練與輔導下屬	39.83	7	對人對事善於分析	43.37
8	溝通技巧	38.01	8	解決困難及作出決定	40.85
9	策劃及組織能力	37.94	9	對責任的承擔	40.29
10	英語（講、寫）	35.33	10	中文（普通話及商業書寫技巧）	38.90
11	在中國內地的營商常規	31.77	11	策劃及組織能力	33.31
12	進入中國市場的法律和規條限制	30.69	12	營商智慧	31.63
13	變革管理	28.95	13	自我管理（如：時間管理、判別工作優先次序等）	28.56
14	壓力處理	27.54	14	人際關係技巧	26.82
15	逆境智商	26.86	15	授權	26.19
16	國際經驗及知識	26.53	16	重視品質	25.70
17	人際關係技巧	26.19	17	情緒智商	24.93
18	關心和照顧客戶需要	24.85	18	創造力	22.63
19	對人對事善於分析	24.71	19	在中國內地的營商常規	20.67
20	談判技巧	24.04	20	正直誠實	19.55
21	對責任的承擔	23.51	21	進入中國市場的法律和規條限制	19.27
22	情緒智商	23.24	22	壓力處理	18.37
23	激勵他人	21.96	23	自我改進	17.95
24	創造力	20.62	24	國際經驗及知識	17.67
25	中文（普通話及商業書寫技巧）	20.15	25	商業道德	16.83
26	商業道德	19.01	26	跨文化認知（如內地）／處理文化差異	16.69
27	自我改進	18.67	27	風險管理	15.15
28	解決困難及作出決定	16.12	28	關心和照顧客戶需要	14.59
29	資訊科技知識及應用	16.05	29	談判技巧	14.32
30	跨文化認知（如內地）／處理文化差異	13.16	30	變革管理	13.06
31	授權	13.16	31	策略性思考	12.29
32	自我管理（如：時間管理、判別工作優先次序等）	13.03	32	樂於協助他人發揮所長	10.68
33	正直誠實	12.96	32	逆境智商	10.68
34	指導、訓練及講解技巧	11.01	34	激勵他人	10.06
35	重視品質	8.46	35	資訊科技知識及應用	9.78
36	體諒別人／理解他人處境	3.36	36	指導、訓練及講解技巧	9.29
36	其他語言	3.36	37	影響力	8.80
38	樂於協助他人發揮所長	2.89	38	其他語言	3.49
39	影響力	1.34	39	體諒別人／理解他人處境	2.09

填覆機構數目（經統計學方式推算後）：1,875

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

#### 2.4.6 未來三年本港金融、保險、地產及商業服務業 管理及督導人員的主要才能

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如表2.4.6所示，業內管理及督導人員的首10項主要才能中，有8項相同；而末10項才能，則有7項相同。「團隊合作和建立團隊」及「溝通技巧」被評為兩組人員的核心才能。此外，「英語（講、寫）」和「解決困難及作出決定」亦被視為督導人員的核心才能。

在39項才能中，「訓練與輔導下屬」及「處理衝突」對管理人員較重要；而「人際關係技巧」及「對責任的承擔」則對督導人員較重要。調查結果意味業內管理及督導人員所扮演的角色頗不同。由於業內督導人員需要負責較多的前線工作，因此具有良好的「人際關係技巧」對他們很重要。

與其他行業相比，「團隊合作和建立團隊」及「英語（講、寫）」分別被評為對業內管理及督導人員較重要；「對責任的承擔」及「人際關係技巧」則對業內管理人員相對較不重要。

在2005年調查中，「關心和照顧客戶需要」是督導人員的核心才能，但是次調查卻出乎意料地發現，這項才能的排名大幅下跌。此調查結果與普遍人士對該行業的看法頗為相反。

表2.4.6

## 本港金融、保險、地產及商業服務業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	團隊合作和建立團隊	58.79	1	英語（講、寫）	56.47
2	溝通技巧	52.07	2	解決困難及作出決定	54.89
3	危機管理	49.90	3	溝通技巧	54.80
4	英語（講、寫）	49.65	4	團隊合作和建立團隊	53.05
5	策劃及組織能力	45.18	5	對責任的承擔	47.56
6	中文（普通話及商業書寫技巧）	43.42	6	對人對事善於分析	46.62
7	對人對事善於分析	42.23	7	危機管理	44.79
8	訓練與輔導下屬	40.30	8	中文（普通話及商業書寫技巧）	41.78
9	解決困難及作出決定	40.18	9	人際關係技巧	40.27
10	處理衝突	38.29	10	策劃及組織能力	34.61
11	營商智慧	35.47	11	風險管理	34.32
11	風險管理	35.47	12	處理衝突	34.28
13	策略性思考	32.14	13	訓練與輔導下屬	32.78
14	商業道德	31.90	14	國際經驗及知識	28.09
15	對責任的承擔	29.64	15	營商智慧	27.20
16	人際關係技巧	29.27	16	關心和照顧客戶需要	26.02
17	關心和照顧客戶需要	29.03	17	商業道德	25.61
18	變革管理	27.88	18	變革管理	24.14
19	壓力處理	26.94	19	策略性思考	23.94
20	情緒智商	25.01	20	談判技巧	23.53
21	授權	21.69	21	正直誠實	23.13
22	國際經驗及知識	19.35	22	情緒智商	22.56
23	逆境智商	18.98	23	資訊科技知識及應用	22.48
24	正直誠實	18.25	24	自我管理（如：時間管理、判別工作優先次序等）	22.19
25	指導、訓練及講解技巧	17.67	25	逆境智商	20.36
26	創造力	16.61	26	壓力處理	19.87
27	資訊科技知識及應用	15.83	27	指導、訓練及講解技巧	18.49
28	樂於協助他人發揮所長	15.25	28	重視品質	17.47
29	談判技巧	14.60	29	自我改進	15.11
30	激勵他人	13.61	30	進入中國市場的法律和規條限制	10.91
31	自我管理（如：時間管理、判別工作優先次序等）	13.28	31	創造力	10.10
32	在中國內地的營商常規	11.28	32	體諒別人／理解他人處境	9.65
33	跨文化認知（如內地）／處理文化衝突	11.15	33	在中國內地的營商常規	8.71
34	重視品質	10.70	34	影響力	8.35
35	進入中國市場的法律和規條限制	9.92	35	跨文化認知（如內地）／處理文化衝突	7.21
36	自我改進	8.77	36	樂於協助他人發揮所長	5.99
37	體諒別人／理解他人處境	5.58	37	激勵他人	5.62
38	影響力	5.37	38	授權	4.93
39	其他語言	0.41	39	其他語言	0.41

填覆機構數目（經統計學方式推算後）：2,752

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

#### 2.4.7 未來三年本港社區、社會及個人服務業管理及督導人員的主要才能

如表2.4.7所示，業內管理及督導人員首10項主要才能中，有8項相同；而最末10項才能，則有7項相同。「溝通技巧」被評為兩組人員的核心才能。「對責任的承擔」和「危機管理」被視為管理人員的核心才能。「團隊合作和建立團隊」、「對人對事善於分析」、「人際關係技巧」及「中文（普通話及商業書寫技巧）」則被視為督導人員的核心才能。

機構期望管理人員有較佳的「策劃及組織能力」，及較善於「訓練與輔導下屬」；同時，期望督導人員重視「關心和照顧客戶需要」，並擁有「解決困難及作出決定」的能力。

與各行業的調查結果相比，可見個別行業需要某些特定才能。「創造力」在業內兩組人員中，排名遠高於其他行業，而「壓力處理」對業內管理人員較重要。另一方面，「營商智慧」在業內管理及督導人員中，排名遠低於其他行業。這個行業獨特的工作性質或可解釋這些差別。

與 2005 年調查結果相比，「英語（講、寫）」對業內管理及督導人員愈來愈重要。


表2.4.7

## 本港社區、社會及個人服務業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	溝通技巧	57.14	1	溝通技巧	59.66
2	對責任的承擔	54.64	2	團隊合作和建立團隊	53.80
3	危機管理	50.50	3	對人對事善於分析	53.49
4	人際關係技巧	49.89	4	人際關係技巧	52.62
5	英語（講、寫）	48.99	5	中文（普通話及商業書寫技巧）	51.13
6	對人對事善於分析	43.85	6	英語（講、寫）	48.15
7	策劃及組織能力	41.95	7	危機管理	45.22
8	中文（普通話及商業書寫技巧）	39.92	8	關心和照顧客戶需要	44.81
9	訓練與輔導下屬	39.49	9	對責任的承擔	44.40
10	團隊合作和建立團隊	36.94	10	解決困難及作出決定	38.39
11	處理衝突	33.88	11	策劃及組織能力	35.82
12	壓力處理	29.09	12	訓練與輔導下屬	34.74
13	創造力	28.31	13	自我管理（如：時間管理、判別工作優先次序等）	33.81
14	自我管理（如：時間管理、判別工作優先次序等）	27.15	14	處理衝突	32.53
15	逆境智商	25.77	15	創造力	26.36
16	情緒智商	24.99	16	指導、訓練及講解技巧	26.31
17	解決困難及作出決定	23.82	17	激勵他人	22.92
18	變革管理	22.96	18	情緒智商	22.87
19	國際經驗及知識	22.44	19	重視品質	22.30
20	營商智慧	21.75	20	資訊科技知識及應用	21.89
21	關心和照顧客戶需要	21.62	21	壓力處理	20.86
22	激勵他人	19.77	22	逆境智商	19.63
23	策略性思考	19.46	23	商業道德	17.83
24	重視品質	18.86	24	體諒別人／理解他人處境	17.52
25	談判技巧	18.00	25	國際經驗及知識	15.42
26	指導、訓練及講解技巧	17.82	26	正直誠實	15.31
27	資訊科技知識及應用	16.75	27	變革管理	14.90
28	商業道德	16.44	28	自我改進	11.51
29	體諒別人／理解他人處境	16.40	29	進入中國市場的法律和規條限制	11.15
30	風險管理	16.14	30	營商智慧	11.10
31	正直誠實	16.01	30	策略性思考	11.00
32	授權	15.41	30	風險管理	11.00
33	自我改進	15.36	33	談判技巧	10.64
34	樂於協助他人發揮所長	12.08	34	樂於協助他人發揮所長	10.38
35	影響力	11.83	35	授權	9.30
36	跨文化認知（如內地）／處理文化差異	9.62	36	影響力	8.27
37	進入中國市場的法律和規條限制	9.54	37	跨文化認知（如內地）／處理文化差異	5.86
38	在中國內地的營商常規	6.78	38	在中國內地的營商常規	4.52
39	其他語言	1.73	39	其他語言	1.54

填覆機構數目（經統計學方式推算後）：2,713

百分率= 佔填覆機構百分率

 核心才能（即獲過半數填覆機構選取）

#### 2.4.8 未來三年本港食肆及酒店業管理及督導人員的主要才能

如表2.4.8所示，業內管理及督導人員首10項主要才能中，有7項相同；而最末10項才能，亦有7項相同。兩組人員有3項核心才能重疊：「團隊合作和建立團隊」、「人際關係技巧」及「溝通技巧」。另有3項才能被評為督導人員的核心才能：「訓練與輔導下屬」、「處理衝突」及「對責任的承擔」。

「中文（普通話及商業書寫技巧）」、「危機管理」、「營商智慧」對管理人員較重要，其中「營商智慧」尤其重要。「處理衝突」、「重視品質」及「英語（講、寫）」則被視為督導人員的主要才能。

雖然「危機管理」亦被視為食肆及酒店業的主要才能之一，但對業內管理及督導人員來說，其重要性不及其他行業。相比其他行業，「資訊科技知識及應用」亦較不重要。另一方面，「關心和照顧客戶需要」對業內兩組人員則較為重要。

與2005年調查結果相比，除了「英語（講、寫）」愈來愈重要外，業內對管理及督導人員才能的需求並無大變動。

表2.4.8  
本港食肆及酒店業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	團隊合作和建立團隊	53.45	1	團隊合作和建立團隊	66.88
2	人際關係技巧	51.72	2	溝通技巧	62.35
3	溝通技巧	50.76	3	人際關係技巧	55.60
4	訓練與輔導下屬	49.80	4	訓練與輔導下屬	54.65
5	對責任的承擔	45.03	5	處理衝突	53.89
5	中文（普通話及商業書寫技巧）	45.03	6	對責任的承擔	50.36
7	解決困難及作出決定	44.20	7	關心和照顧客人需要	49.64
8	營商智慧	43.60	8	解決困難及作出決定	47.66
9	關心和照顧客人需要	41.03	9	重視品質	44.56
10	危機管理	37.69	10	英語（講、寫）	43.05
11	處理衝突	37.39	11	中文（普通話及商業書寫技巧）	41.02
12	英語（講、寫）	35.43	12	對人對事善於分析	39.24
13	對人對事善於分析	34.30	13	危機管理	37.21
14	重視品質	29.83	14	商業道德	27.80
15	策劃及組織能力	28.18	15	情緒智商	27.60
16	策略性思考	27.31	16	策劃及組織能力	26.65
17	變革管理	25.84	17	自我管理（如：時間管理、判別工作優先次序等）	22.92
18	激勵他人	25.36	18	營商智慧	22.48
19	指導、訓練及講解技巧	22.15	19	正直誠實	20.14
20	風險管理	21.97	20	體諒別人／理解他人處境	18.59
21	情緒智商	21.10	21	樂於協助他人發揮所長	17.63
22	授權	20.23	22	激勵他人	17.55
23	壓力處理	19.37	23	指導、訓練及講解技巧	16.96
24	體諒別人／理解他人處境	19.19	24	創造力	15.09
25	樂於協助他人發揮所長	18.71	25	逆境智商	14.02
26	逆境智商	18.19	26	風險管理	12.83
27	自我管理（如：時間管理、判別工作優先次序等）	17.33	27	談判技巧	12.23
28	創造力	16.37	28	自我改進	10.52
29	商業道德	15.85	29	壓力處理	9.69
30	正直誠實	14.46	30	變革管理	9.17
31	談判技巧	14.24	31	跨文化認知（如內地）／處理文化差異	8.94
32	國際經驗及知識	11.94	32	影響力	8.90
33	影響力	10.59	33	授權	8.02
34	自我改進	9.73	34	策略性思考	7.90
35	跨文化認知（如內地）／處理文化差異	7.60	35	國際經驗及知識	5.52
36	資訊科技知識及應用	6.77	36	資訊科技知識及應用	2.50
37	在中國內地的營商常規	4.47	37	其他語言	1.95
38	其他語言	2.56	38	進入中國市場的法律和規條限制	0.79
39	進入中國市場的法律和規條限制	0.43	38	在中國內地的營商常規	0.79

填覆機構數目（經統計學方式推算後）：2,714

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

## 2.5 香港各行業選取的主要才能

本部分表列每項才能在八大行業中，獲填選為管理／督導人員主要才能的次數，並提出討論。

### 2.5.1 香港各行業選取管理人員的主要才能

表 2.5.1 載列每項才能在八大行業中，獲選為管理人員主要才能的次數。「危機管理」及「訓練與輔導下屬」兩項才能，獲八大行業選為主要才能。從該表可見，「危機管理」及「訓練和輔導下屬」亦分別獲 5 個行業及兩個行業選為核心才能。

與 2005 年調查結果相比，「訓練與輔導下屬」仍獲八大行業選為主要才能，而「危機管理」則愈來愈受重視，可能是全球經濟衰退所致。語言能力方面：「中文（普通話及商業書寫技巧）」和「英語（講、寫）」亦日益重要。「團隊合作和建立團隊」、「溝通技巧」、「人際關係技巧」、「營商智慧」、「處理衝突」和「策劃及組織能力」一如 2005 年的調查，仍然被視為主要才能。但 2005 年被視為主要才能的「責任感」和「解決困難及作出決定」，已不再那麼重要。各行業對管理及督導人員才能需求的轉變，可作為設計培訓課程的參考。

表 2.5.1  
香港各行業管理人員主要才能的排名

排名	管理人員	行業數目	
		填選為十大才能	逾半數機構填選
1	危機管理	8	5
2	訓練與輔導下屬	8	2
3	團隊合作和建立團隊	7	4
4	溝通技巧	6	3
5	中文（普通話及商業書寫技巧）	6	0
6	人際關係技巧	5	2
7	營商智慧	5	1
8	處理衝突	5	1
9	英語（講、寫）	5	0
10	策劃及組織能力	5	0



## 2.5.2 香港各行業選取督導人員的主要才能

是次調查亦對督導人員進行同類分析，有關結果載於表 2.5.2。「團隊合作和建立團隊」和「對責任的承擔」獲所有行業視為主要才能，分別獲 6 個和 3 個行業選為核心才能。

督導人員所需的主要才能與 2005 年調查結果相若。不過，「解決困難及作出決定」和「英語（講、寫）」比 2005 年時重要。由此可見，填覆機構期望督導人員更獨立和更積極參與決定。「關心和照顧客戶需要」、「自我管理」及「處理衝突」對督導人員的重要性逐漸下降。

表 2.5.2  
香港各行業督導人員主要才能的排名

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

## 2.6 香港機構填選主要才能的原因

為了解機構填選主要才能的原因，問卷亦要求他們以1（最不重要）至6（最重要）評定每項原因的重要性。每項原因均會計算出加權平均值，表2.6按加權平均值高低，依次排列各項原因。

填選管理人員所需才能方面，「業務擴充／發展」的影響較大，排名在「吸引及挽留人才」之前（但在督導人員的才能排名榜上，此兩項原因之排序則相反）。除此以外，影響填選兩組人員所需才能原因，排序大致相同。

「市場競爭」和「業務擴充／發展」被視為影響機構填選兩組人員主要才能的首要因素。「文化差異」、「科技／工序轉變」及「外判工作」的因素被評為最不重要。

為減輕填覆機構的負擔，是次調查修改和簡化了填選原因，因此，難以將過往和是次調查結果相比。

表 2.6  
影響機構選取香港管理及督導人員主要才能的原因排序

原因	管理人員		督導人員	
	排序	加權平均分	排序	加權平均分
市場競爭	1	4.60	1	4.50
不斷改善	2	4.28	2	4.22
業務擴充／發展	3	3.68	4	3.52
吸引及挽留人才	4	3.66	3	3.54
香港政策及條例的轉變	5	3.51	5	3.34
中國內地政策及條例的轉變	6	3.40	6	3.28
業務重新定位	7	3.31	7	3.19
文化差異	8	2.91	9	2.82
科技／工序轉變	9	2.89	8	2.89
外判工作	10	1.98	10	1.96

## 2.7 未來三年香港以外業務管理及督導人員的主要才能

如表 2.7 所示，兩組人員的 10 項主要才能，有 7 項相同，而末 10 項才能，則有 5 項相同。「危機管理」被選為管理人員的核心才能。「訓練與輔導下屬」、「溝通技巧」及「團隊合作和建立團隊」3 項，被選為督導人員的核心才能。調查結果顯示，管理及督導人員所需的重要才能並不相同。

「營商智慧」、「風險管理」及「人際關係技巧」被視為管理人員的主要才能，但不適用於督導人員。而「營商智慧」和「風險管理」於督導人員所需才能中排名偏低。

「團隊合作和建立團隊」、「重視品質」及「對人對事善於分析」被選為督導人員的主要才能，但不適用於管理人員（雖然排名亦頗高）。此外，「自我改進」對督導人員較重要。

與香港管理人員的調查結果相比（請參考表 2.3），填覆機構期望在港外地區工作的管理人員具備相若才能。「危機管理」被選為兩地管理人員的核心才能。「風險管理」和「處理衝突」對港外地區管理人員較重要；而香港管理人員選取了「團隊合作和建立團隊」及「中文（普通話及商業書寫技巧）」為主要才能，但對港外地區管理人員較為次要。

兩地督導人員所需才能亦有若干顯著差別。港外地區督導人員的 3 項核心才能中，只有「溝通技巧」一項亦被視為香港督導人員的核心才能。此外，機構期望港外地區督導人員具備「處理衝突」、「策劃及組織能力」和「重視品質」3 項主要才能。至於香港督導人員的 3 項主要才能，「解決困難及作出決定」、「人際關係技巧」和「中文（普通話及商業書寫技巧）」，似乎對港外地區督導人員較為次要。

「在中國內地的營商常規」、「進入中國市場的法律和規條限制」及「跨文化認知／處理文化差異」對港外地區管理及督導人員較重要。調查結果可以理解，因為受訪機構的在港外經營的業務，大多設於中國內地，機構的僱員很可能來自不同國家。

表 2.7  
未來三年港外地區業務管理及督導人員主要才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	危機管理	57.72	1	訓練與輔導下屬	57.78
2	營商智慧	47.99	2	溝通技巧	55.30
3	訓練與輔導下屬	40.88	3	團隊合作和建立團隊	52.33
4	對責任的承擔	39.90	4	對責任的承擔	45.93
5	英語（講、寫）	39.31	5	危機管理	45.81
6	風險管理	39.16	6	英語（講、寫）	45.19
7	策劃及組織能力	38.74	7	處理衝突	45.09
8	人際關係技巧	37.41	8	策劃及組織能力	43.85
9	溝通技巧	37.28	9	重視品質	42.61
10	處理衝突	37.18	10	對人對事善於分析	41.09
11	團隊合作和建立團隊	36.34	11	解決困難及作出決定	40.40
12	對人對事善於分析	34.71	12	人際關係技巧	40.30
13	重視品質	34.14	13	中文（普通話及商業書寫技巧）	31.41
14	在中國內地的營商常規	32.99	14	國際經驗及知識	29.10
15	解決困難及作出決定	32.91	15	正直誠實	28.66
16	變革管理	30.86	16	自我管理（如：時間管理、判別工作優先次序等）	24.52
17	策略性思考	30.17	17	商業道德	24.08
18	國際經驗及知識	29.44	18	在中國內地的營商常規	22.91
19	進入中國市場的法律和規條限制	28.74	19	跨文化認知／處理文化差異	22.35
20	跨文化認知／處理文化差異	26.99	20	壓力處理	21.77
21	商業道德	26.86	21	指導、訓練及講解技巧	17.68
22	中文（普通話及商業書寫技巧）	26.65	21	資訊科技知識及應用	17.68
23	指導、訓練及講解技巧	21.53	23	進入中國市場的法律和規條限制	17.31
24	正直誠實	21.42	24	變革管理	17.27
25	壓力處理	20.65	25	風險管理	16.76
26	授權	18.70	26	關心和照顧客戶需要	16.65
27	創造力	17.74	27	談判技巧	15.74
28	關心和照顧客戶需要	16.07	28	逆境智商	15.11
29	情緒智商	15.02	29	自我改進	14.96
30	逆境智商	14.44	30	情緒智商	14.86
31	談判技巧	14.33	31	營商智慧	14.44
32	激勵他人	13.70	32	體諒別人／理解他人處境	14.20
33	自我管理（如：時間管理、判別工作優先次序等）	12.07	33	激勵他人	12.59
34	自我改進	12.03	34	創造力	11.60
35	資訊科技知識及應用	10.88	35	策略性思考	9.84
36	體諒別人／理解他人處境	7.47	36	授權	9.37
37	樂於協助他人發揮所長	6.67	37	樂於協助他人發揮所長	8.81
38	影響力	4.48	38	影響力	5.37
39	其他語言	1.38	39	其他語言	1.57

填覆機構數目（經統計學方式推算後）：5,290

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

## 2.8 未來三年港外地區各行業管理及督導人員所需主要才能

本部分列出各行業管理及督導人員的主要才能排名。由於未能獲得水、電、氣體燃料業和食肆及酒店業的有關資料，因此，下文只討論6個行業，並集中與香港管理及督導人員的調查結果比較。

### 2.8.1 未來三年港外地區製造業管理及督導人員的主要才能

如表 2.8.1 所示，業內兩組人員有 7 項主要才能相同，而最不重要的才能，則有 4 項相同。被視為管理人員與督導人員的核心才能分別有 3 項和 6 項，而其中只有「對人對事善於分析」及「訓練與輔導下屬」兩項，同被視為兩組人員的核心才能。

管理人員的 3 項主要才能：「營商智慧」、「風險管理」及「重視品質」，但對督導人員則屬次要。而督導人員的 3 項主要才能：「策劃及組織能力」、「解決困難及作出決定」和「團隊合作和建立團隊」，對管理人員的重要性較低。

對於港外地區的管理人員，「中文（普通話及商業書寫技巧）」較為次要，「重視品質」則較為重要；除此以外，兩地管理人員所需才能極為相似（見表 2.4.1）。

兩地督導人員所需主要才能亦大致相若，10 項主要才能中，有 8 項相同。儘管如此，「策劃及組織能力」和「處理衝突」被視為港外地區督導人員的主要才能，卻不適用於香港督導人員。香港督導人員的主要才能：「對責任的承擔」和「中文（普通話及商業書寫技巧）」，對港外地區督導人員亦不適用。事實上，「中文（普通話及商業書寫技巧）」是港外地區督導人員 10 項最不重要的才能之一。

表 2.8.1  
港外地區製造業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	對人對事善於分析	70.14	1	溝通技巧	78.78
2	人際關係技巧	58.27	2	策劃及組織能力	72.66
3	訓練與輔導下屬	51.08	3	對人對事善於分析	70.14
4	溝通技巧	48.92	4	危機管理	66.55
4	英語（講、寫）	48.92	5	訓練與輔導下屬	62.95
6	危機管理	48.56	6	處理衝突	51.08
7	營商智慧	47.84	7	英語（講、寫）	48.92
8	風險管理	44.96	8	解決困難及作出決定	47.84
9	處理衝突	41.73	9	人際關係技巧	40.29
9	重視品質	41.73	10	團隊合作和建立團隊	39.21
11	逆境智商	39.57	11	對責任的承擔	36.69
11	商業道德	39.57	12	激勵他人	35.97
13	國際經驗及知識	36.69	13	重視品質	29.86
14	關心和照顧客戶需要	33.45	13	資訊科技知識及應用	29.86
14	對責任的承擔	33.45	13	自我改進	29.86
16	策略性思考	33.09	16	關心和照顧客戶需要	27.34
16	在中國內地的營商常規	33.09	17	營商智慧	23.74
18	團隊合作和建立團隊	29.86	18	指導、訓練及講解技巧	21.58
18	壓力處理	29.86	19	風險管理	17.99
20	解決困難及作出決定	23.74	19	樂於協助他人發揮所長	17.99
21	策劃及組織能力	21.58	19	跨文化認知／處理文化差異	17.99
22	進入中國市場的法律和規條限制	18.71	19	在中國內地的營商常規	17.99
23	變革管理	17.99	23	國際經驗及知識	15.47
23	創造力	17.99	23	逆境智商	15.47
23	授權	17.99	23	商業道德	15.47
23	跨文化認知／處理文化差異	17.99	26	正直誠實	15.11
27	自我管理（如：時間管理、判別工作優先次序等）	15.47	27	談判技巧	11.87
27	指導、訓練及講解技巧	15.47	27	體諒別人／理解他人處境	11.87
29	樂於協助他人發揮所長	11.87	27	自我管理（如：時間管理、判別工作優先次序等）	11.87
30	中文（普通話及商業書寫技巧）	7.19	30	中文（普通話及商業書寫技巧）	7.19
31	情緒智商	3.24	31	進入中國市場的法律和規條限制	3.60
32	影響力	0.00	31	壓力處理	3.60
32	激勵他人	0.00	33	情緒智商	3.24
32	談判技巧	0.00	34	變革管理	0.00
32	體諒別人／理解他人處境	0.00	34	創造力	0.00
32	其他語言	0.00	34	授權	0.00
32	資訊科技知識及應用	0.00	34	策略性思考	0.00
32	正直誠實	0.00	34	影響力	0.00
32	自我改進	0.00	34	其他語言	0.00

填覆機構數目（經統計學方式推算後）：328

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

## 2.8.2 未來三年港外地區建造業管理及督導人員的主要才能

從表 2.8.2 可見，被選為業內管理人員及督導人員所需的核心才能，分別有 17 項和 18 項，其中「中文（普通話及商業書寫技巧）」獲全部機構選為兩組人員的主要才能。不過，管理人員的核心才能中，約半數未獲填選為督導人員的主要才能。督導人員的核心才能亦發現相若調查結果。由於受訪的建造業機構中，只有少部分在港外地區經營業務，因此，調查結果可能受抽樣範圍影響而出現較大偏差。

與香港建造業管理人員相比（表 2.4.3），港外地區管理人員所需的主要才能並不相同。香港管理人員所需的 5 項主要才能，未獲填選為港外地區管理人員的主要才能。如上文所述，由於取樣的限制，調查結果未必很具代表性。

相對來說，香港和港外地區督導人員所需的主要才能較相若，兩者有 8 項主要才能相同。



表2.8.2  
港外地區建造業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	中文（普通話及商業書寫技巧）	100.00	1	中文（普通話及商業書寫技巧）	100.00
1	英語（講、寫）	100.00	1	重視品質	100.00
1	跨文化認知／處理文化差異	100.00	3	對人對事善於分析	50.00
4	危機管理	50.00	3	變革管理	50.00
4	重視品質	50.00	3	危機管理	50.00
4	風險管理	50.00	3	處理衝突	50.00
4	對責任的承擔	50.00	3	策劃及組織能力	50.00
4	影響力	50.00	3	解決困難及作出決定	50.00
4	激勵他人	50.00	3	訓練與輔導下屬	50.00
4	談判技巧	50.00	3	溝通技巧	50.00
4	團隊合作和建立團隊	50.00	3	人際關係技巧	50.00
4	進入中國市場的法律和規條限制	50.00	3	談判技巧	50.00
4	在中國內地的營商常規	50.00	3	英語（講、寫）	50.00
4	商業道德	50.00	3	資訊科技知識及應用	50.00
4	情緒智商	50.00	3	跨文化認知／處理文化差異	50.00
4	指導、訓練及講解技巧	50.00	3	在中國內地的營商常規	50.00
4	自我改進	50.00	3	關心和照顧客戶需要	50.00
18	對人對事善於分析	0.00	3	自我管理（如：時間管理、判別工作優先次序等）	50.00
18	營商智慧	0.00	19	營商智慧	0.00
18	變革管理	0.00	19	創造力	0.00
18	創造力	0.00	19	授權	0.00
18	處理衝突	0.00	19	風險管理	0.00
18	授權	0.00	19	對責任的承擔	0.00
18	策劃及組織能力	0.00	19	策略性思考	0.00
18	解決困難及作出決定	0.00	19	影響力	0.00
18	策略性思考	0.00	19	激勵他人	0.00
18	訓練與輔導下屬	0.00	19	團隊合作和建立團隊	0.00
18	溝通技巧	0.00	19	體諒別人／理解他人處境	0.00
18	人際關係技巧	0.00	19	樂於協助他人發揮所長	0.00
18	體諒別人／理解他人處境	0.00	19	其他語言	0.00
18	樂於協助他人發揮所長	0.00	19	國際經驗及知識	0.00
18	其他語言	0.00	19	進入中國市場的法律和規條限制	0.00
18	資訊科技知識及應用	0.00	19	逆境智商	0.00
18	國際經驗及知識	0.00	19	商業道德	0.00
18	逆境智商	0.00	19	情緒智商	0.00
18	關心和照顧客戶需要	0.00	19	指導、訓練及講解技巧	0.00
18	正直誠實	0.00	19	正直誠實	0.00
18	自我管理（如：時間管理、判別工作優先次序等）	0.00	19	自我改進	0.00
18	壓力處理	0.00	19	壓力處理	0.00

填覆機構數目（經統計學方式推算後）：66

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

### 2.8.3 未來三年港外地區零售批發及出入口業管理及督導人員的主要才能

從表 2.8.3 可見，業內管理及督導人員有 8 項相同的主要才能；排行最末的才能亦有 5 項相同。每組人員各有兩項不同的核心才能。「危機管理」和「營商智慧」被視為管理人員的核心才能，但這兩項才能對督導人員較次要。至於督導人員的兩項核心才能：「訓練與輔導下屬」及「溝通技巧」，亦是管理人員所需的主要才能。

「自我管理」和「資訊科技知識及應用」對管理人員的重要性，遠低於對督導人員。

與香港管理人員比較（見表 2.4.4），機構期望港外地區管理人員具備的主要才能為「危機管理」、「處理衝突」及「重視品質」；而香港管理人員的主要才能：「人際關係技巧」、「團隊合作和建立團隊」、「中文（普通話及商業書寫技巧）」，對港外地區管理人員較不重要，尤其是後者。


至於督導人員方面，機構期望港外地區督導人員能「重視品質」和懂得「處理衝突」，但這些卻不被視為香港督導人員的主要才能。另外，香港督導人員的兩項主要才能：「解決困難及作出決定」和「中文（普通話及商業書寫技巧）」，即使排名頗高，卻不被視為港外地區督導人員的主要才能。可以說，兩地督導人員所需才能較相若，而兩地管理人員所需才能不盡相同。

表2.8.3  
港外地區零售批發及出入口業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	危機管理	60.29	1	訓練與輔導下屬	55.98
2	營商智慧	51.38	2	溝通技巧	53.52
3	策劃及組織能力	41.53	3	團隊合作和建立團隊	49.22
4	風險管理	40.68	4	英語（講、寫）	45.88
5	訓練與輔導下屬	40.48	5	對責任的承擔	45.14
6	對責任的承擔	40.40	6	策劃及組織能力	44.73
7	溝通技巧	37.76	7	危機管理	43.72
8	處理衝突	37.18	8	重視品質	43.03
9	重視品質	36.36	9	人際關係技巧	42.10
10	英語（講、寫）	36.17	10	處理衝突	41.47
11	人際關係技巧	35.70	11	解決困難及作出決定	39.04
12	在中國內地的營商常規	35.56	12	對人對事善於分析	38.08
13	團隊合作和建立團隊	33.00	13	中文（普通話及商業書寫技巧）	33.34
14	變革管理	32.26	14	正直誠實	31.04
15	對人對事善於分析	31.85	15	國際經驗及知識	28.96
16	進入中國市場的法律和規條限制	31.11	16	自我管理（如：時間管理、判別工作優先次序等）	26.72
17	解決困難及作出決定	30.61	17	商業道德	24.01
18	策略性思考	28.91	18	壓力處理	23.24
19	國際經驗及知識	28.80	19	在中國內地的營商常規	22.39
20	正直誠實	26.16	20	跨文化認知／處理文化差異	21.98
21	商業道德	26.13	21	指導、訓練及講解技巧	19.27
22	跨文化認知／處理文化差異	24.89	22	資訊科技知識及應用	18.56
23	中文（普通話及商業書寫技巧）	24.56	23	進入中國市場的法律和規條限制	17.93
24	授權	20.93	24	風險管理	17.74
25	壓力處理	20.49	25	談判技巧	16.97
26	指導、訓練及講解技巧	20.19	25	變革管理	16.97
27	創造力	16.67	27	體諒別人／理解他人處境	16.48
28	談判技巧	15.90	28	關心和照顧客戶需要	16.18
29	情緒智商	15.76	29	逆境智商	15.82
30	關心和照顧客戶需要	15.24	30	自我改進	15.66
31	激勵他人	13.50	31	情緒智商	14.97
32	逆境智商	12.93	32	營商智慧	13.33
33	自我管理（如：時間管理、判別工作優先次序等）	12.13	33	創造力	11.61
34	資訊科技知識及應用	11.91	34	激勵他人	11.58
35	自我改進	11.36	35	授權	11.52
36	體諒別人／理解他人處境	8.99	36	策略性思考	9.88
37	樂於協助他人發揮所長	5.78	37	樂於協助他人發揮所長	9.42
38	影響力	3.77	38	影響力	7.12
39	其他語言	1.82	39	其他語言	1.15

填覆機構數目（經統計學方式推算後）：3,830

百分率= 佔填覆機構百分率

 核心才能（即獲過半數填覆機構選取）

#### 2.8.4 未來三年港外地區運輸、倉庫、通訊業管理及督導人員的主要才能

業內管理及督導人員所需主要才能只有部分相同。從表 2.8.4 可見，兩組人員有7 項主要才能相同。至於最末的10項才能，只有5 項相同。填覆機構認為管理人員所需核心才能有4項，督導人員則有8項，其中「訓練與輔導下屬」和「對責任的承擔」為兩組人員相同的核心才能。

「策略性思考」、「營商智慧」、「壓力處理」和「危機管理」被視為管理人員的主要才能，但不適用於督導人員。事實上，前三項才能對督導人員的重要性偏低。除了與管理人員相同的主要才能外，機構亦期望督導人員具備其他主要才能，包括「對人對事善於分析」、「正直誠實」及「重視品質」，但這些才能，尤其是「重視品質」，對管理人員重要性不高。

「風險管理」、「英語（講、寫）」和「策劃及組織能力」被評為香港管理人員的主要才能（見表 2.4.5），不過，少於四分之一的機構認為港外地區管理人員須具備這些主要才能。某些被視為港外地區管理人員的主要才能，如「對責任的承擔」、「商業道德」、「壓力處理」和「解決困難及作出決定」，對香港管理人員卻不那麼重要，而當中最明顯的差異是「商業道德」。

機構期望港外地區督導人員具備「正直誠實」、「重視品質」及「商業道德」的主要才能，但這些才能，尤其是「商業道德」，對香港督導人員重要性較低。語言能力方面，「英語（講、寫）」和「中文（普通話及商業書寫技巧）」對香港督導人員較重要，對港外地區督導人員則屬次要。

與其他港外地區行業相比，「策略性思考」和「商業道德」對業內管理人員及督導人員特別重要。因此，應發展更多合適的培訓課程，以應付這方面的培訓需求。

表 2.8.4  
港外地區運輸、倉庫、通訊業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	策略性思考	84.04	1	訓練與輔導下屬	92.40
1	營商智慧	84.04	2	團隊合作和建立團隊	74.52
3	訓練與輔導下屬	69.95	3	溝通技巧	70.72
4	危機管理	56.34	4	處理衝突	67.30
5	對責任的承擔	54.93	5	對責任的承擔	64.64
6	團隊合作和建立團隊	48.36	6	對人對事善於分析	57.03
7	商業道德	43.66	7	正直誠實	51.71
8	壓力處理	38.97	8	解決困難及作出決定	50.95
8	溝通技巧	38.97	9	重視品質	47.91
10	處理衝突	36.15	9	商業道德	47.91
10	解決困難及作出決定	36.15	11	危機管理	41.83
12	對人對事善於分析	31.46	12	人際關係技巧	32.70
13	樂於協助他人發揮所長	30.99	13	英語（講、寫）	26.62
14	談判技巧	25.35	14	激勵他人	25.48
15	國際經驗及知識	24.88	15	在中國內地的營商常規	22.81
15	風險管理	24.88	15	自我管理（如：時間管理、判別工作優先次序等）	22.81
15	正直誠實	24.88	17	情緒智商	19.01
15	進入中國市場的法律和規條限制	24.88	17	自我改進	19.01
19	自我管理（如：時間管理、判別工作優先次序等）	23.47	19	中文（普通話及商業書寫技巧）	16.73
19	授權	23.47	20	國際經驗及知識	16.35
21	資訊科技知識及應用	20.66	20	進入中國市場的法律和規條限制	16.35
22	變革管理	20.19	20	策略性思考	16.35
23	激勵他人	15.96	20	壓力處理	16.35
23	英語（講、寫）	15.96	24	其他語言	12.93
23	中文（普通話及商業書寫技巧）	15.96	24	談判技巧	12.93
26	自我改進	15.49	26	授權	12.55
26	指導、訓練及講解技巧	15.49	26	樂於協助他人發揮所長	12.55
26	逆境智商	15.49	26	跨文化認知／處理文化差異	12.55
26	重視品質	15.49	29	資訊科技知識及應用	7.60
30	人際關係技巧	9.39	29	指導、訓練及講解技巧	7.60
30	在中國內地的營商常規	9.39	31	體諒別人／理解他人處境	3.80
32	策劃及組織能力	4.69	32	營商智慧	0.00
33	創造力	0.00	32	變革管理	0.00
33	影響力	0.00	32	創造力	0.00
33	體諒別人／理解他人處境	0.00	32	策劃及組織能力	0.00
33	其他語言	0.00	32	風險管理	0.00
33	跨文化認知／處理文化差異	0.00	32	影響力	0.00
33	關心和照顧客戶需要	0.00	32	逆境智商	0.00
33	情緒智商	0.00	32	關心和照顧客戶需要	0.00

填覆機構數目（經統計學方式推算後）:446

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

## 2.8.5 未來三年港外地區金融、保險、地產及商業服務業 管理及督導人員的主要才能

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從表 2.8.5可見，業內管理及督導人員有6項主要才能相同；最不重要的才能，則有7項相同。管理人員的核心才能有6項，督導人員的核心才能有7項，其中兩項相同，分別為「英語（講、寫）」及「團隊合作和建立團隊」。

比較香港與港外地區管理人員的才能時發現(表2.4.6)，4項被評為港外地區管理人員的主要才能：「人際關係技巧」、「跨文化認知／處理文化差異」、「國際經驗及知識」和「訓練與輔導下屬」，並不適用於香港管理人員。相反，「溝通技巧」、「危機管理」、「風險管理」及「訓練與輔導下屬」對香港管理人員頗為重要，但對於港外地區管理人員則屬次要。

兩地督導人員的主要才能有 7 項相同。此外，填覆機構期望港外地區督導人員具備「國際經驗及知識」、「處理衝突」和「訓練與輔導下屬」這些主要才能。

與其他行業比較，「國際經驗及知識」對業內兩組人員較重要，此項才能對其他行業則屬次要（見表 2.5）。

表 2.8.5  
港外地區金融、保險、地產及商業服務業  
管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	解決困難及作出決定	66.74	1	團隊合作和建立團隊	78.17
2	英語（講、寫）	57.39	2	國際經驗及知識	60.09
3	人際關係技巧	55.43	3	溝通技巧	57.98
4	對人對事善於分析	51.96	4	處理衝突	57.51
5	中文（普通話及商業書寫技巧）	50.22	5	英語（講、寫）	51.88
5	團隊合作和建立團隊	50.22	6	對責任的承擔	51.17
7	策劃及組織能力	49.78	7	訓練與輔導下屬	50.94
8	跨文化認知／處理文化差異	44.57	8	解決困難及作出決定	49.77
9	國際經驗及知識	42.39	8	對人對事善於分析	49.77
10	指導、訓練及講解技巧	40.43	10	策劃及組織能力	47.65
11	溝通技巧	39.13	11	危機管理	46.48
12	變革管理	38.91	12	中文（普通話及商業書寫技巧）	36.15
13	危機管理	37.39	13	重視品質	35.45
13	風險管理	37.39	14	在中國內地的營商常規	30.28
15	處理衝突	36.74	15	營商智慧	29.81
16	對責任的承擔	32.83	16	進入中國市場的法律和規條限制	28.40
17	在中國內地的營商常規	25.87	17	人際關係技巧	26.06
18	訓練與輔導下屬	25.43	17	變革管理	26.06
19	策略性思考	23.91	19	壓力處理	25.82
20	創造力	22.83	20	情緒智商	22.07
21	進入中國市場的法律和規條限制	20.65	21	逆境智商	18.31
22	情緒智商	20.22	22	跨文化認知／處理文化差異	18.08
23	自我改進	18.70	23	風險管理	16.67
24	重視品質	18.26	24	指導、訓練及講解技巧	14.79
24	營商智慧	18.26	25	創造力	11.97
26	激勵他人	16.74	26	商業道德	10.33
27	關心和照顧客戶需要	11.74	27	策略性思考	10.09
28	商業道德	9.57	27	談判技巧	10.09
28	逆境智商	9.57	29	正直誠實	7.98
28	影響力	9.57	30	自我管理（如：時間管理、判別工作優先次序等）	7.75
31	授權	7.17	30	體諒別人／理解他人處境	7.75
31	壓力處理	7.17	32	關心和照顧客戶需要	4.69
31	自我管理（如：時間管理、判別工作優先次序等）	7.17	33	激勵他人	2.35
34	正直誠實	0.00	33	自我改進	2.35
34	資訊科技知識及應用	0.00	35	資訊科技知識及應用	0.00
34	其他語言	0.00	35	其他語言	0.00
34	樂於協助他人發揮所長	0.00	35	樂於協助他人發揮所長	0.00
34	體諒別人／理解他人處境	0.00	35	影響力	0.00
34	談判技巧	0.00	35	授權	0.00

填覆機構數目（經統計學方式推算後）:460

百分率= 佔填覆機構百分率

核心才能（即獲過半數填覆機構選取）

## 2.8.6 未來三年港外地區社區、社會及個人服務業 管理及督導人員的主要才能

與建造業情況相若，由於只有數間受訪機構屬於為社區、社會及個人服務業，因此，是次調查結果只能作初步參考。

如表 2.8.6 所示，業內管理及督導人員的主要才能有 9 項相同。兩組人員各有 7 項核心才能，其中 6 項相同。調查結果顯示，兩組人員所需才能極為相同。

港外地區管理人員所需的 5 項主要才能，並不適用於香港管理人員(見表 2.4.7)，這些對香港管理人員較為次要的才能為「創造力」、「關心和照顧客戶需要」、「跨文化認知／處理文化差異」、「處理衝突」及「商業道德」。另一方面，「溝通技巧」、「對責任的承擔」、「對人對事善於分析」、「中文（普通話及商業書寫技巧）」和「策劃及組織能力」對港外地區管理人員較為次要。至於被大多數行業視為主要才能的「溝通技巧」，卻被視為業內最不重要的才能之一。

機構對兩地督導人員需具備才能的看法差異頗大，兩者只有 5 項主要才能相同。「創造力」、「訓練與輔導下屬」、「跨文化認知／處理文化差異」、「商業道德」、「變革管理」及「處理衝突」被視為港外地區督導人員的主要才能，但不適用於香港督導人員。與香港督導人員比較，港外地區的督導人員對「溝通技巧」、「對人對事善於分析」、「中文（普通話及商業書寫技巧）」、「英語（講、寫）」和「解決困難及作出決定」的才能需求比較低。

業界對「創造力」的看法與其他行業有顯著分別，雖然「創造力」被視為業內兩組人員的核心才能，但對其他行業則屬次要。



表2.8.6  
港外地區社區、社會及個人服務業管理及督導人員的才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	危機管理	84.25	1	團隊合作和建立團隊	62.50
2	創造力	68.50	2	危機管理	60.63
2	團隊合作和建立團隊	68.50	3	創造力	54.38
4	訓練與輔導下屬	58.27	3	對責任的承擔	54.38
5	關心和照顧客戶需要	52.76	3	訓練與輔導下屬	54.38
6	跨文化認知／處理文化差異	50.39	3	跨文化認知／處理文化差異	54.38
6	英語（講、寫）	50.39	3	關心和照顧客戶需要	54.38
8	處理衝突	49.61	8	商業道德	48.13
9	商業道德	42.52	9	變革管理	45.63
10	人際關係技巧	41.73	9	處理衝突	45.63
11	重視品質	34.65	9	人際關係技巧	45.63
11	對責任的承擔	34.65	12	重視品質	41.88
13	策劃及組織能力	33.86	13	英語（講、寫）	33.75
13	資訊科技知識及應用	33.86	14	策劃及組織能力	33.13
13	壓力處理	33.86	14	自我管理（如：時間管理、判別工作優先次序等）	33.13
16	逆境智商	25.98	16	壓力處理	26.88
17	營商智慧	23.62	16	正直誠實	26.88
17	變革管理	23.62	16	資訊科技知識及應用	26.88
17	體諒別人／理解他人處境	23.62	16	風險管理	26.88
17	中文（普通話及商業書寫技巧）	23.62	20	溝通技巧	25.00
21	激勵他人	15.75	21	逆境智商	20.63
21	談判技巧	15.75	22	策略性思考	18.75
21	在中國內地的營商常規	15.75	23	營商智慧	12.50
21	正直誠實	15.75	23	解決問題及作出決定	12.50
25	解決問題及作出決定	7.87	23	中文（普通話及商業書寫技巧）	12.50
25	策略性思考	7.87	23	在中國內地的營商常規	12.50
25	樂於協助他人發揮所長	7.87	23	情緒智商	12.50
25	國際經驗及知識	7.87	28	自我改進	6.25
25	進入中國市場的法律和規條限制	7.87	28	指導、訓練及講解技巧	6.25
25	情緒智商	7.87	28	進入中國市場的法律和規條限制	6.25
25	自我改進	7.87	28	國際經驗及知識	6.25
25	自我管理（如：時間管理、判別工作優先次序等）	7.87	28	體諒別人／理解他人處境	6.25
25	溝通技巧	7.87	28	激勵他人	6.25
25	風險管理	7.87	28	對人對事善於分析	6.25
35	對人對事善於分析	0.00	35	授權	0.00
35	授權	0.00	35	影響力	0.00
35	影響力	0.00	35	談判技巧	0.00
35	其他語言	0.00	35	樂於協助他人發揮所長	0.00
35	指導、訓練及講解技巧	0.00	35	其他語言	0.00

填覆機構數目（經統計學方式推算後）:160

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

## 2.9 港外地區各行業選取的主要才能

下文將會討論各項才能在 6 個行業中，獲選為十大主要才能的次數。

### 2.9.1 港外地區各行業選取管理人員的主要才能

如表 2.9.1 所示，「危機管理」及「英語（講、寫）」獲 5 個行業選為主要才能。

「危機管理」及「訓練與輔導下屬」同樣獲八大行業選為香港管理人員的主要才能。「危機管理」均獲填選為兩地管理人員的主要才能，全球金融問題或可解釋其中原因。此外，「處理衝突」、「對責任的承擔」及「跨文化認知／處理文化差異」亦獲較多行業選為港外地區管理人員的主要才能。

表 2.9.1  
港外地區各行業選取管理人員主要才能的排名

排名	管理人員	行業數目	
		填選為 十大才能	逾半數機構 填選
1	危機管理	5	4
2	英語（講、寫）	5	3
3	訓練與輔導下屬	4	3
4	處理衝突	4	0
5	團隊合作和建立團隊	3	2
6	對責任的承擔	3	2
7	營商智慧	3	2
8	人際關係技巧	3	2
9	跨文化認知／處理文化差異	3	2
10	溝通技巧	3	0

## 2.9.2 港外地區各行業選取督導人員的主要才能

本會亦對督導人員的調查結果進行了同樣分析，結果載於表2.9.2。「訓練與輔導下屬」及「處理衝突」被所有6個行業視為主要才能。

調查結果顯示，香港及港外地區督導人員的主要才能相若，不過，亦有某些不同。「處理衝突」和「策劃及組織能力」獲較多港外地區行業視為主要才能；而「人際關係技巧」和「中文（普通話及商業書寫技巧）」則較少被港外地區行業視為主要才能。

表2.9.2  
港外地區各行業選取督導人員主要才能的排名

排名	督導人員	行業數目	
		填選為 十大才能	逾半數機構 填選
1	訓練與輔導下屬	6	6
2	處理衝突	6	4
3	溝通技巧	5	5
4	團隊合作和建立團隊	5	3
5	危機管理	4	3
6	對責任的承擔	4	3
7	對人對事善於分析	4	3
8	策劃及組織能力	4	2
9	解決困難及作出決定	4	2
10	英語（講、寫）	4	2

## 2.10 影響機構選取港外地區香港管理及督導人員主要才能的原因

本會將機構填選主要才能的原因按其重要性顯示，以所得平均分由高至低排列（1-最不重要；6-最重要）。分析方法與前文香港各行業情況的方法相同（見表2.6），有關結果載於表2.10。除「業務重新定位」、「科技／工序轉變」及「文化差異」外，影響管理及督導人員所需才能的原因排序大致相同。下文集中比較兩地的調查結果。

兩地對管理及督導人員所需才能的排序原因頗類同。「市場競爭」被視為影響機構填選兩組人員所需主要才能的最重要原因，而「不斷改善」亦是另一重要因素。

不過，「香港／中國內地政策及條例的轉變」這項因素，反映出地理上的差異。是次調查涵蓋的受訪機構在港外地區經營的業務，大多位於中國內地，他們認為「中國內地政策及條例的轉變」對他們填選才能有重要影響。另一方面，本地政策改變對香港機構填選才能的影響不大。或許香港政府穩定的政策，令機構較少關注這方面的轉變。

表 2.10  
影響選取港外地區管理及督人員所需主要才能的原因

原因	管理人員		督導人員	
	排序	加權平均分	排序	加權平均分
市場競爭	1	4.59	1	4.58
中國內地政策及條例的轉變	2	4.52	2	4.44
不斷改善	3	4.31	3	4.34
業務擴充／發展	4	3.93	4	3.82
吸引及挽留人才	5	3.67	5	3.51
業務重新定位	6	3.53	7	3.42
文化差異	7	3.44	6	3.45
科技／工序轉變	8	3.33	8	3.32
香港政策及條例的轉變	9	3.21	9	3.23
外判工作	10	2.34	10	2.37

## 2.11 未來三年中國內地管理及督導人員的主要才能

本部分從港外地區業務的調查結果中，抽出有關中國內地的數據。表 2.11 列出中國內地管理及督導人員主要才能的排名。

有 7 項才能同被視為中國內地管理及督導人員所需的主要才能；最不重要的才能中，亦有 6 項相同。「風險管理」、「人際關係技巧」及尤其是「營商智慧」，對管理人員較重要；而「溝通技巧」、「對人對事善於分析」和「解決困難及作出決定」，則對督導人員較重要。

與 2005 年調查結果相比，管理人員的某幾項才能的重要性有顯著改變。「危機管理」、「營商智慧」及「風險管理」的重要性遠高於當年的調查結果，其中以「風險管理」的改變最明顯，過往這項才能被視為是管理人員最不重要的才能之一。此外，「溝通技巧」、「重視品質」和「解決困難及作出決定」對管理人員的重要性亦下降。

至於督導人員的才能，與 2005 年的調查結果相比，「團隊合作和建立團隊」、「危機管理」和「策劃及組織能力」變得較為重要，但「重視品質」、「正直誠實」、「自我管理」及「關心和照顧客戶需要」，卻不及以往重要。事實上，前兩項才能在 2005 年的調查中被視為核心才能。這些調查結果顯示，管理及督導人員的培訓需求與過往不同。過往行之有效的培訓課程，現已不一定繼續適用。培訓機構應注意有關改變。

表2.11  
未來三年中國內地管理及督導人員所需主要才能排名

排名	管理人員	百分率	排名	督導人員	百分率
1	危機管理	59.84	1	溝通技巧	58.77
2	營商智慧	52.27	2	訓練與輔導下屬	58.15
3	對責任的承擔	42.39	3	團隊合作和建立團隊	50.70
4	訓練與輔導下屬	40.81	4	處理衝突	49.27
5	風險管理	38.70	5	危機管理	47.79
6	策劃及組織能力	38.60	6	對責任的承擔	45.60
7	英語（講、寫）	38.45	7	英語（講、寫）	42.44
8	處理衝突	37.75	8	策劃及組織能力	41.82
9	團隊合作和建立團隊	37.20	9	對人對事善於分析	41.11
10	人際關係技巧	36.74	10	解決困難及作出決定	40.39
11	溝通技巧	36.67	11	重視品質	39.58
12	重視品質	34.26	12	人際關係技巧	38.54
13	對人對事善於分析	33.68	13	正直誠實	30.10
14	策略性思考	31.98	14	中文（普通話及商業書寫技巧）	28.60
15	在中國內地的營商常規	31.78	15	國際經驗及知識	25.61
16	變革管理	30.78	16	在中國內地的營商常規	23.86
17	解決困難及作出決定	29.77	17	自我管理（如：時間管理、判別工作優先次序等）	23.76
18	進入中國市場的法律和規條限制	28.54	18	商業道德	23.46
19	國際經驗及知識	27.89	19	壓力處理	20.21
20	商業道德	26.76	20	指導、訓練及講解技巧	19.81
21	指導、訓練及講解技巧	24.45	21	風險管理	18.97
22	中文（普通話及商業書寫技巧）	24.10	22	進入中國市場的法律和規條限制	18.83
23	正直誠實	22.50	23	跨文化認知／處理文化差異	17.69
24	跨文化認知／處理文化差異	22.42	24	資訊科技知識及應用	17.15
25	壓力處理	21.55	25	關心和照顧客戶需要	16.36
26	創造力	18.03	26	談判技巧	16.14
27	授權	16.75	27	變革管理	15.57
28	關心和照顧客戶需要	15.05	28	自我改進	15.00
29	情緒智商	14.65	29	營商智慧	14.11
30	談判技巧	14.42	30	體諒別人／理解他人處境	14.06
31	逆境智商	11.99	31	情緒智商	13.59
32	自我管理（如：時間管理、判別工作優先次序等）	11.96	32	激勵他人	13.40
33	激勵他人	11.81	33	逆境智商	13.22
34	資訊科技知識及應用	10.68	34	創造力	11.97
35	自我改進	9.41	35	樂於協助他人發揮所長	9.70
36	樂於協助他人發揮所長	6.92	36	策略性思考	9.28
37	體諒別人／理解他人處境	4.94	37	授權	8.66
38	影響力	3.16	38	影響力	4.34
39	其他語言	0.83	39	其他語言	1.65

百分率= 佔填覆機構百分率

■ 核心才能（即獲過半數填覆機構選取）

## 第三章

### 管理培訓情況

#### 3.1 引言

除管理才能外，調查內容亦涵蓋未來三年機構屬意的管理培訓安排。

機構需填覆一系列問題，內容有關管理培訓安排及屬意的管理培訓方式等；如機構表示沒有管理培訓資源，亦需說明原因。

本會將是次調查與過往兩次調查（2001年及2005年）的資料作進一步研究，以便分析趨勢。

#### 3.2 管理及督導人員在受僱／晉升至現職前曾接受培訓的比率

調查顯示，超過半數的管理及督導人員（分別為57.57% 及59.28%）在受僱或晉升至現職前，並沒有接受任何管理培訓。換言之，曾接受培訓的管理人員及督導人員，分別只有42.43%和40.72%（見圖3.2）。

2005年調查時，只有27.46% 的管理人員及22.30% 的督導人員在受僱或晉升至現職前曾接受管理培訓。

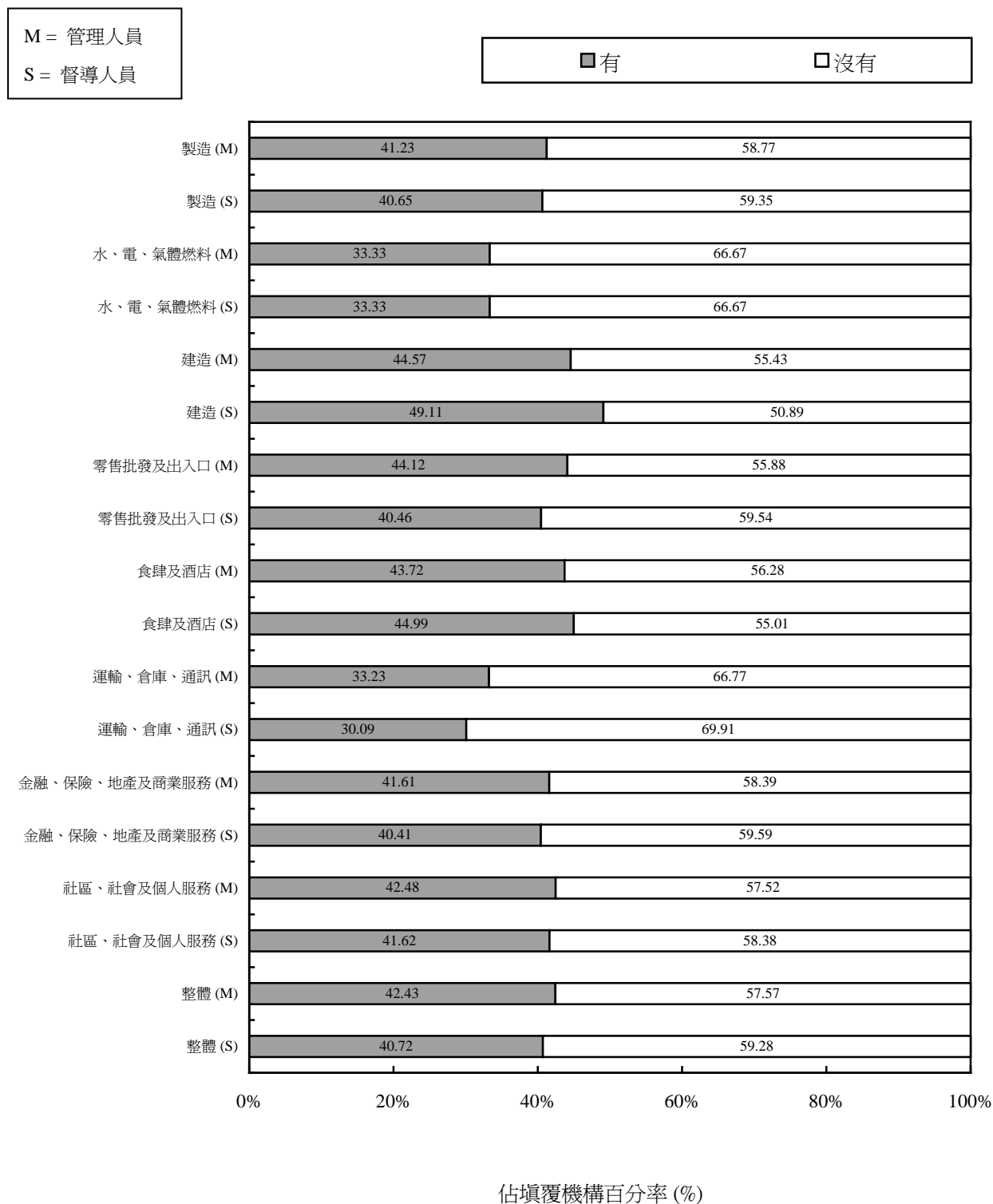
與2005年調查數字相比，已有較多人員受僱前曾接受管理培訓，可見在職人士日後會面對較嚴格的招聘要求。

如下圖3.2所示，各行業在這方面有顯著差異。在八大行業中，以運輸、倉庫、通訊業及水、電、氣體燃料業（逾66%）有最多員工未接受過職前管理培訓。雖然其餘6個行業的情況略好，但仍有大部分員工在上任前未受過管理培訓。



圖 3.2

各行業管理及督導人員受僱／晉升現職前的管理培訓分布情況



### 3.3 直屬主管及管理高層為新聘管理及督導人員提供職內培訓的情況

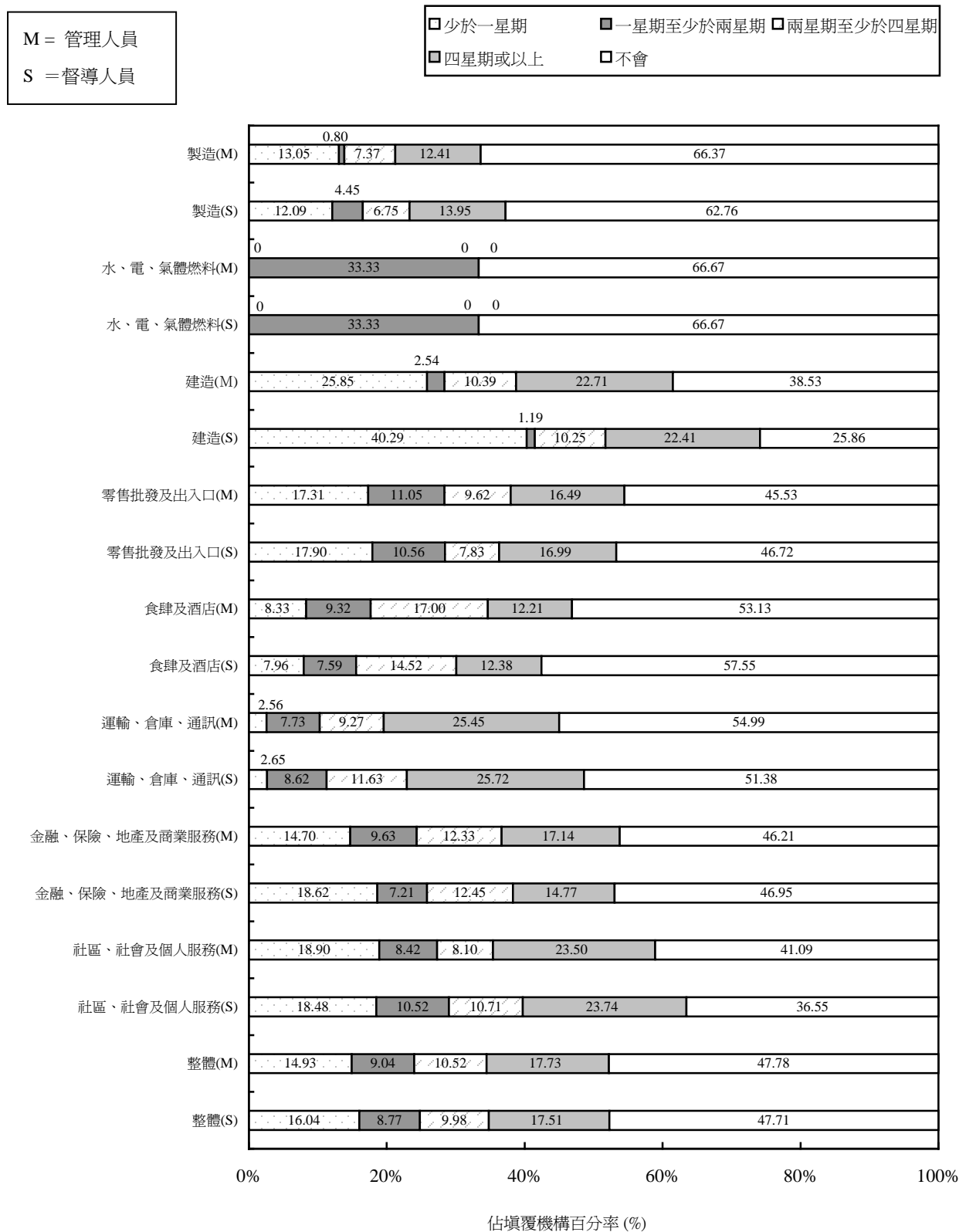
調查顯示，逾半數新聘的管理人員(52.22%)及督導人員(52.29%) 會獲提供職內培訓(圖 3.3)。

會為新聘員工提供職內培訓的填覆機構屬意「四星期或以上」的培訓，其次為「少於一星期」的培訓。

對於為新聘員工提供職內培訓，各行業有不同意見。製造業及水、電、氣體燃料業的機構並沒打算為員工提供職內培訓(超過60%)；食肆及酒店業和運輸、倉庫、通訊業機構的意願亦不大(超過50%)。相對來說，建造業較樂意為新員工提供職內培訓(超過60%)。

圖 3.3

各行業為新聘管理及督導人員提供職內培訓的分布情況



### 3.4 未來三年機構為現職管理及督導人員提供管理培訓的情況

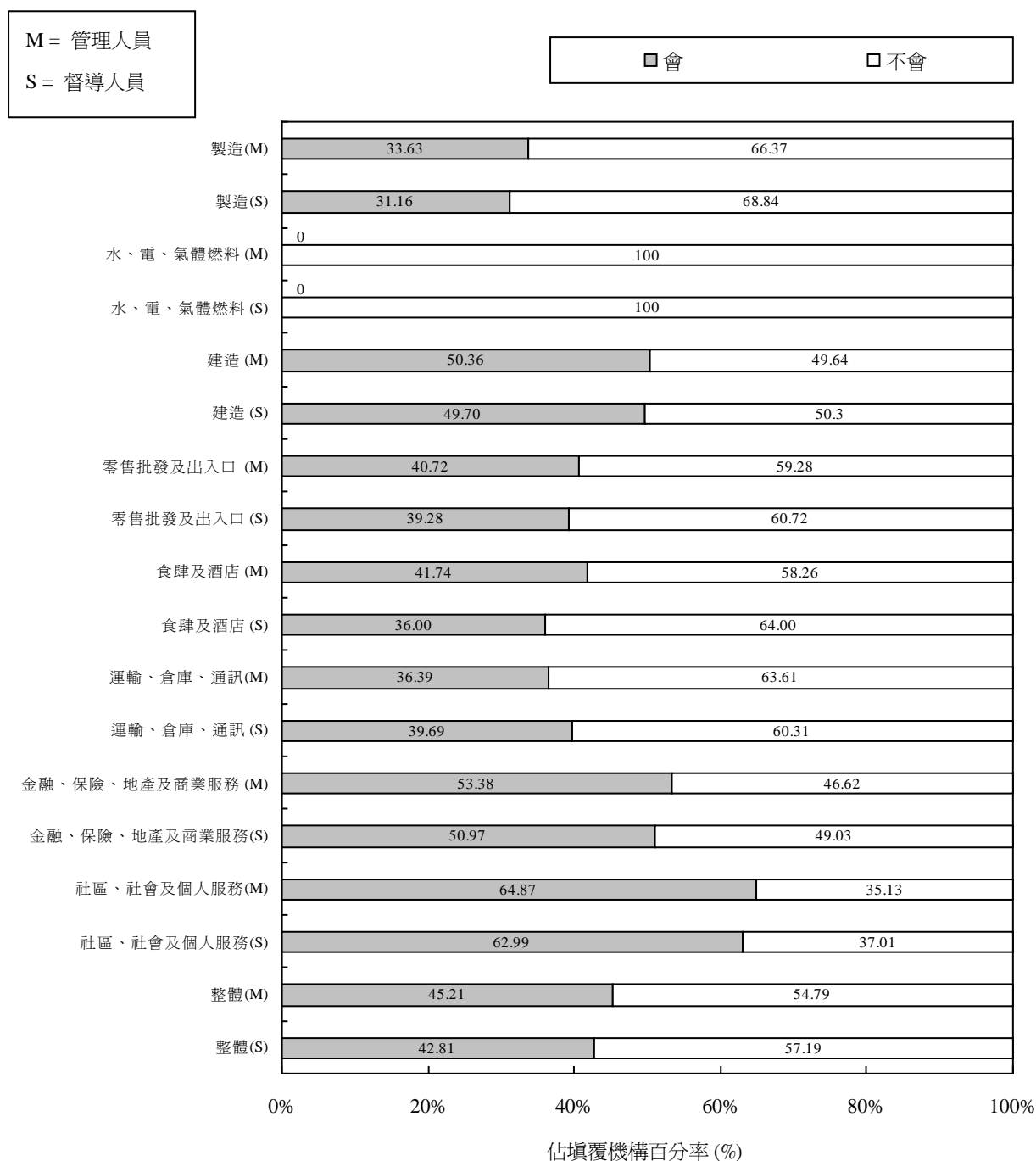
調查顯示，少於半數的機構未來三年會為現職管理人員（45.21%）及督導人員（42.81%）提供管理培訓（圖3.4）。與2005年的調查數字相比（只有約三分之一的機構會為員工提供管理培訓），情況已顯著改善，可見管理培訓對吸引及挽留人才較前重要。

與3.2 段所述的調查結果相若，逾半數管理及督導人員（比率分別為54.79% 及57.19%）不會獲提供管理培訓。

水、電、氣體燃料業的所有機構均表示不會為現有管理及督導人員提供管理培訓。製造業的機構（逾60%）並不認為管理培訓是業務發展的必要措施，調查結果與2005年一致。此外，與其他行業相比，零售批發及出入口業、食肆及酒店業和運輸、倉庫、通訊業（逾58%）對提供管理培訓的關注偏低。

圖 3.4

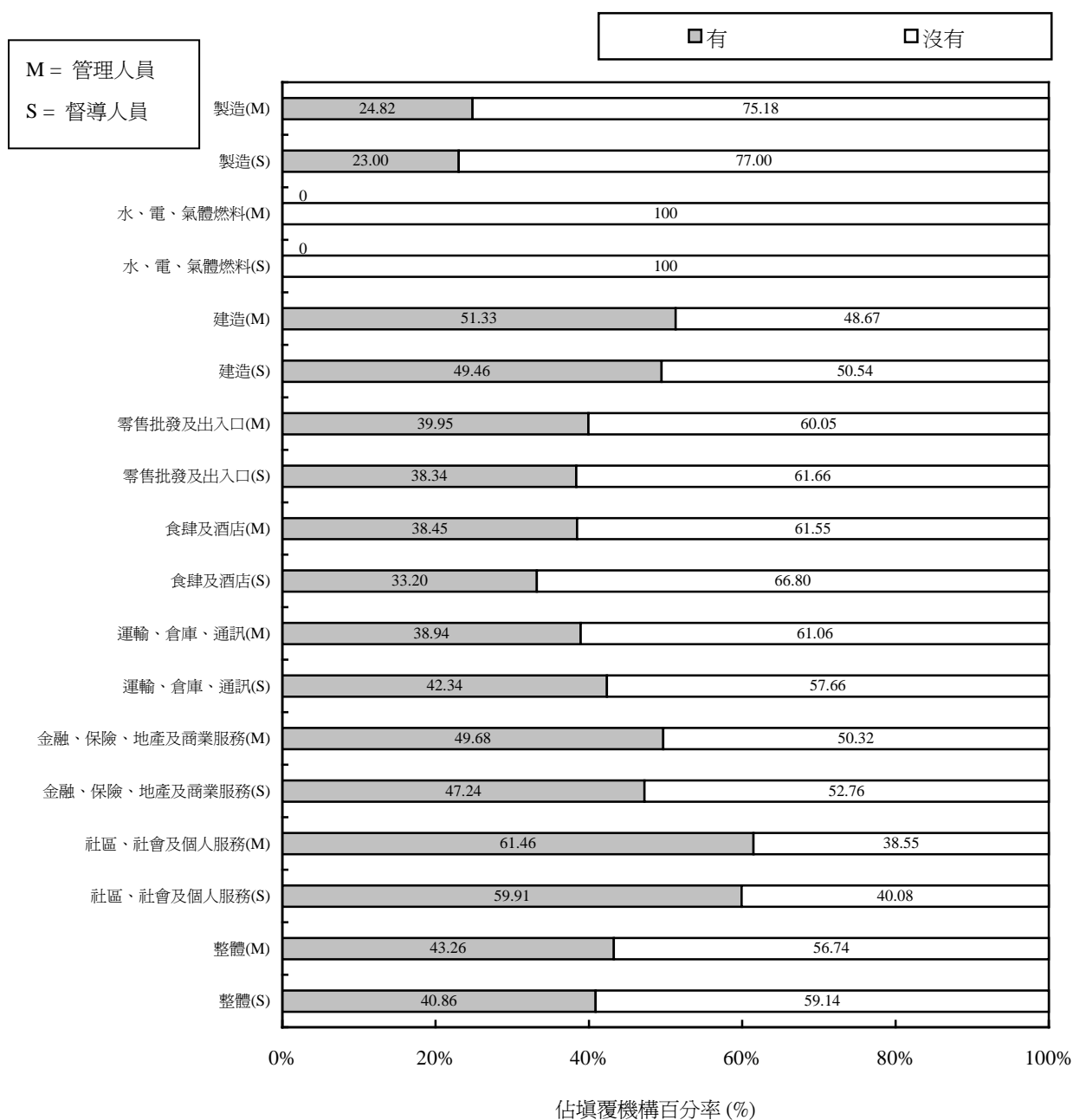
未來三年各行業為現有管理及督導人員提供管理培訓的分布情況



### 3.5 未來三年機構安排管理培訓計劃的情況

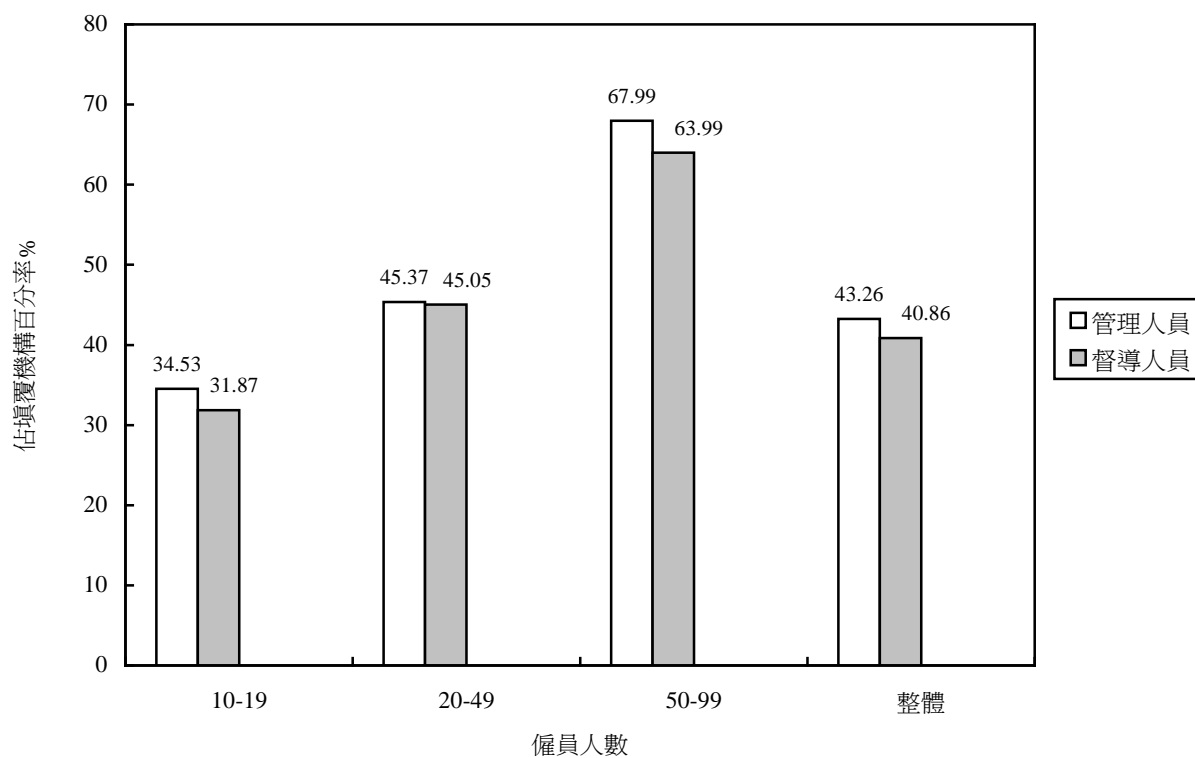
如圖3.5.1 所示，只有約40%的機構表示會為員工安排培訓計劃。與2005年調查相比，社區、社會及個人服務業和金融、保險、地產及商業服務業在這項安排上，仍然在各行業中表現最為積極。

圖 3.5.1  
未來三年各行業為管理及督導人員  
安排管理培訓計劃的分布情況



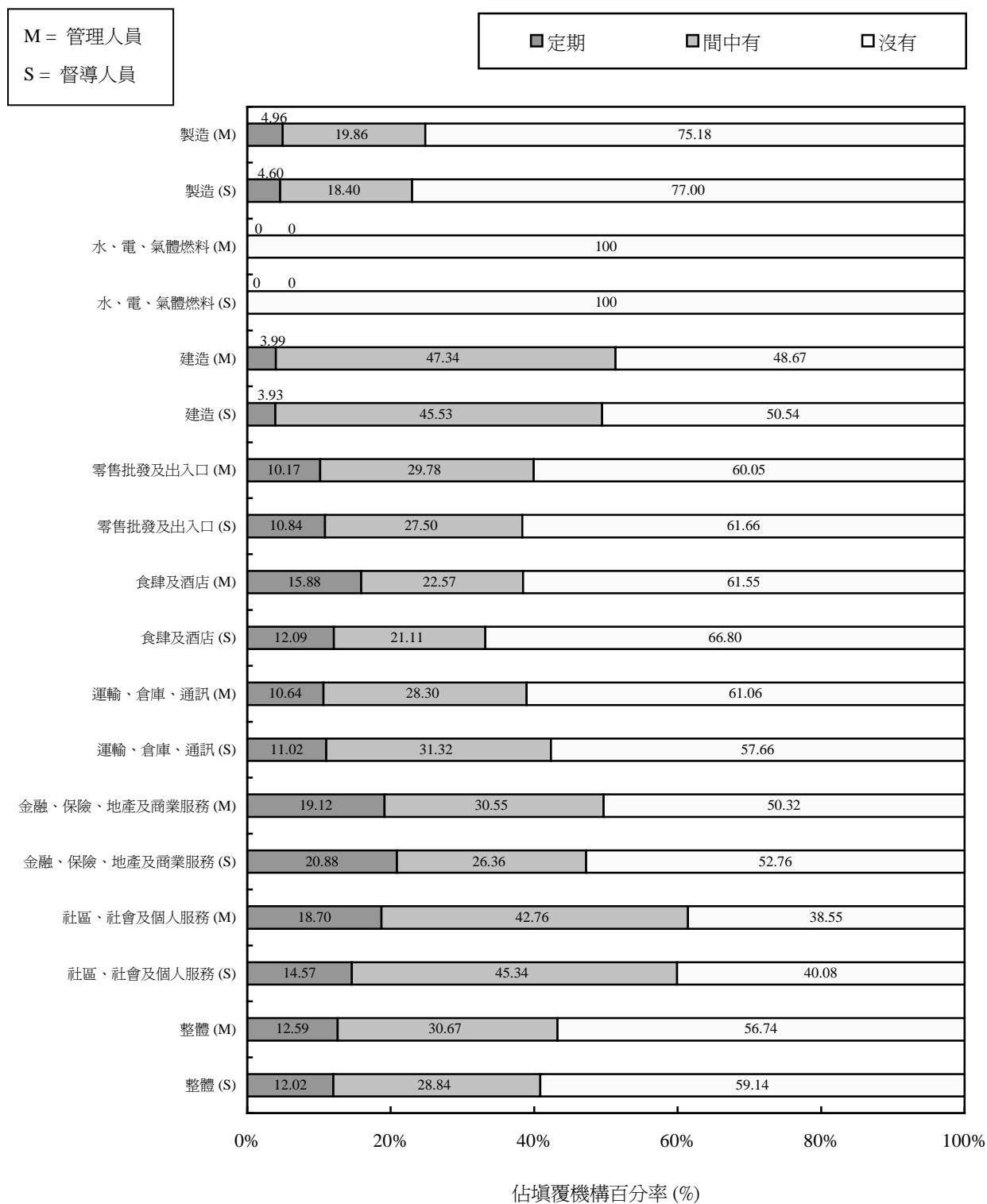
調查亦分析機構規模與提供培訓的關係（圖3.5.2）。結果顯示，大機構比較願意為員工提供培訓。僱員人數介乎50至99人的機構中，超過60%表示會為員工提供管理培訓。

圖 3.5.2  
未來三年將為管理及督導人員  
安排管理培訓計劃的機構分布情況（按僱員人數劃分）



有意提供管理培訓的機構中，大部分只會間中為僱員安排培訓（數目比定期安排培訓的機構超逾兩倍）。有關結果載於圖3.5.3。

圖 3.5.3  
未來三年各行業為管理及督導人員安排管理培訓計劃的情況



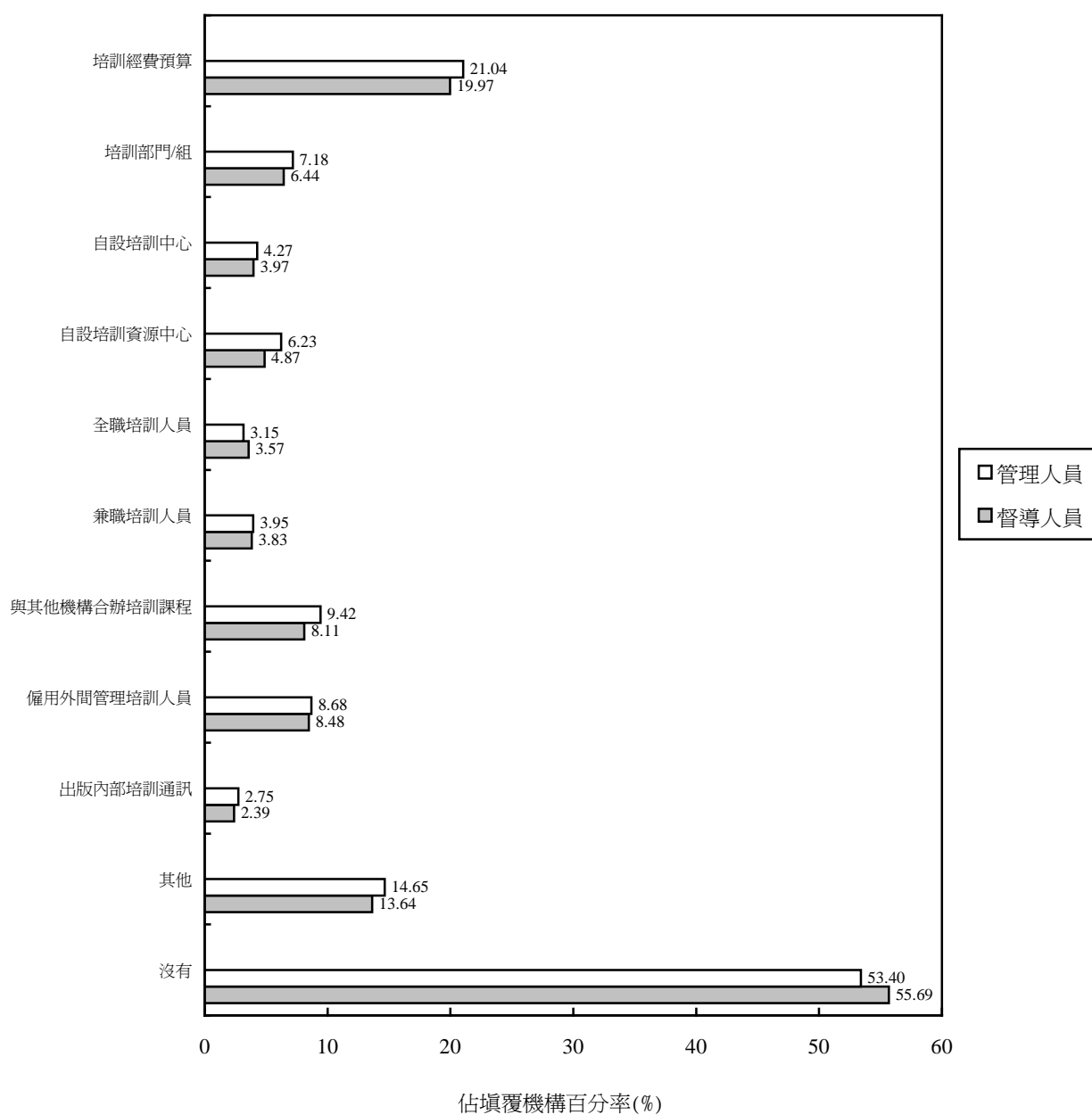


### 3.6 未來三年管理培訓資源

是次調查亦要求機構從10項管理培訓資源中，選出未來三年會使用的資源。所得結果列載於圖3.6。「培訓經費預算」是最多機構（約20%）選用的資源，其他如「與其他機構合辦培訓課程」、「僱用外間培訓人員」和「培訓部門／組」，亦是機構屬意的管理培訓資源。

大部份機構都不願意自設「培訓及資源中心」、僱用「兼職和全職培訓人員」及「出版內部培訓通訊」。

圖 3.6  
未來三年管理培訓資源

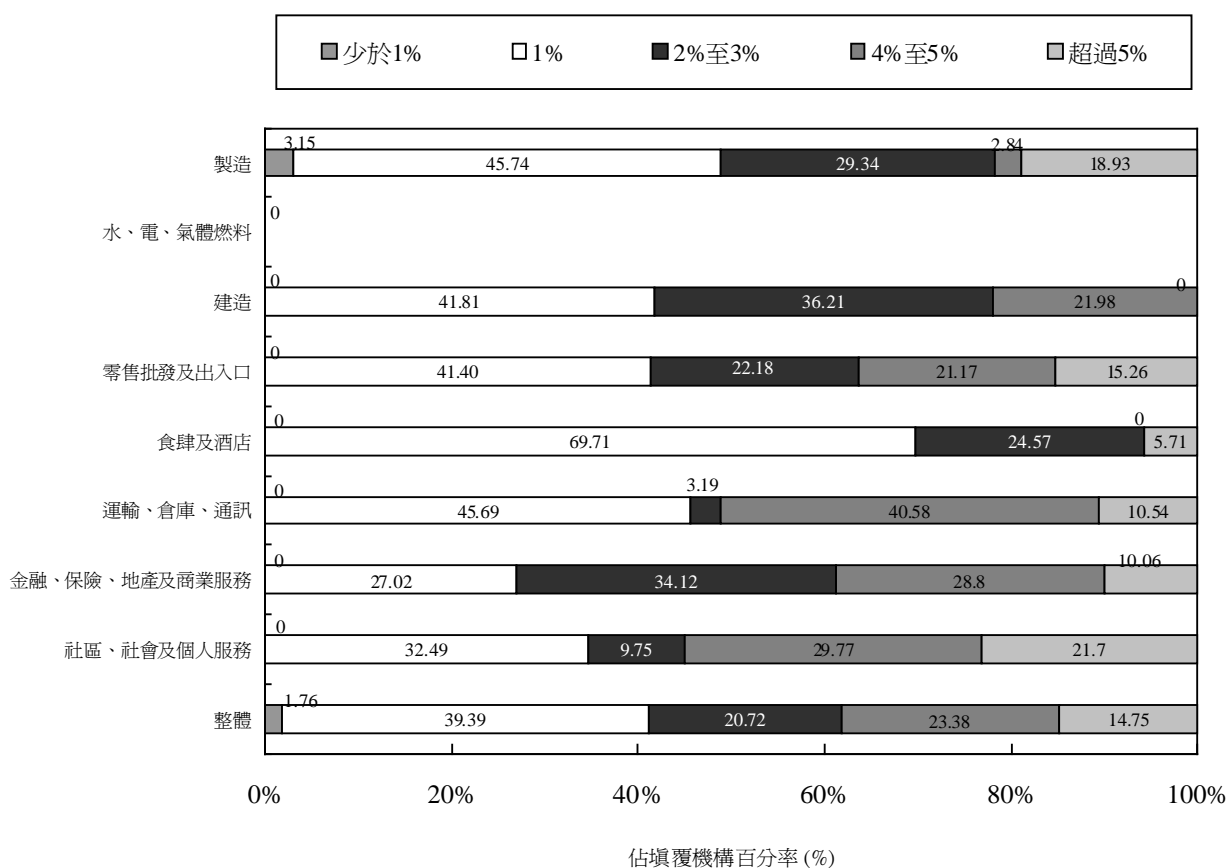


### 3.7 訓練及發展經費預算

有意使用各種資源提供管理培訓的機構，亦需填寫未來三年訓練及發展經費在全年平均薪酬支出中所佔的比例。有關結果載於圖3.7。

逾41%機構的訓練及發展經費預算，佔全年平均薪酬支出達1%。約44% 機構的訓練及發展經費預算，佔全年平均薪酬支出的2%至5%。出乎意料的是，約有14.75%的機構撥作培訓用途的經費，佔全年平均薪酬支出的5%或以上。這些結果顯示，培訓機構有極大的市場機會。

圖 3.7  
未來三年各行業的訓練及發展經費預算  
佔全年平均薪酬支出的比例

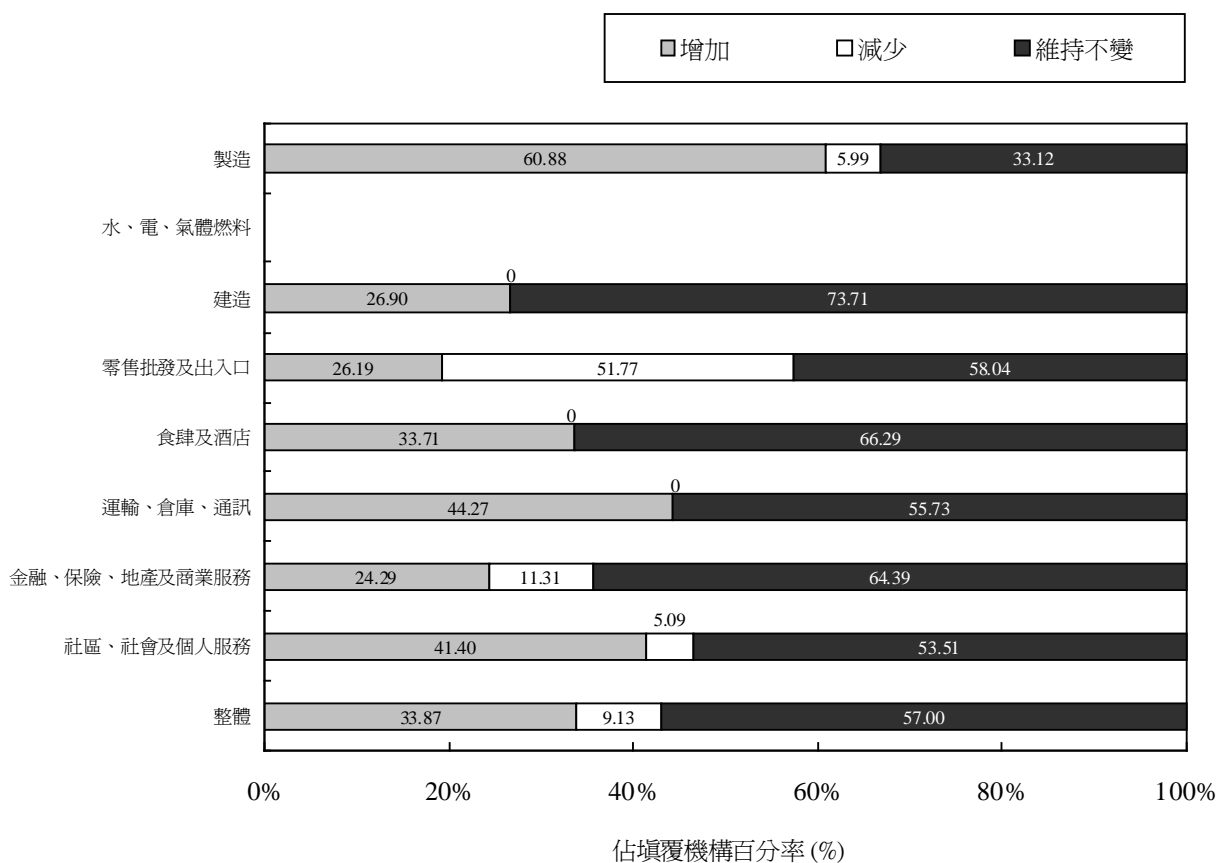


### 3.8 訓練及發展經費預算

是次調查亦要求有為訓練及發展經費作撥備的機構，比較過往三年的情況。約57% 的填覆機構會凍結培訓經費，可見他們會審慎考慮未來的培訓發展。有關結果載於圖3.8。另一方面，約有33% 的機構表示會增加培訓經費，意味著在業培訓業界未來會有發展機會。

各行業在這方面意見不一，製造業的大多數機構（逾60%）會增加培訓經費，可見該行業的管理培訓需求極大。

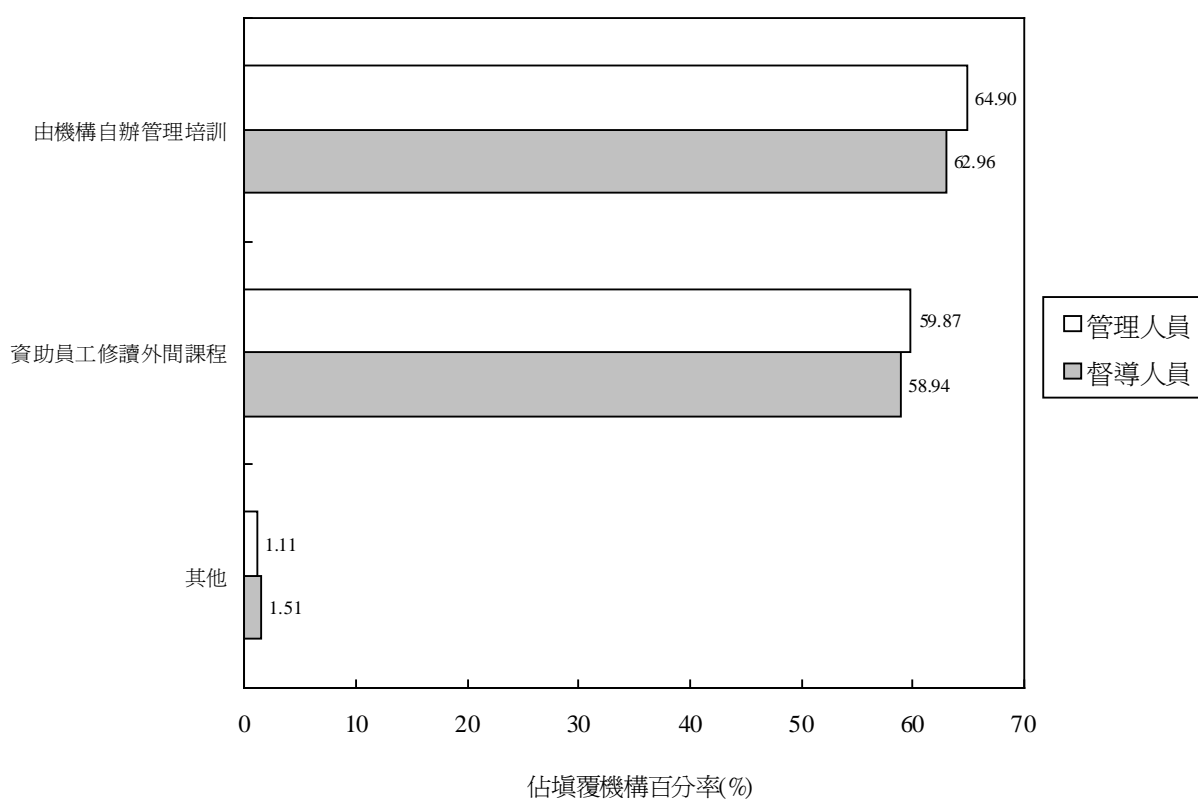
圖 3.8  
與過往三年的訓練及發展經費比較



### 3.9 將會舉辦的管理培訓種類

是次調查亦請提供管理培訓資源的機構，填寫如何安排培訓課程（圖3.9.1）。與2005年的調查結果相同，大部分機構（逾62%）會採用「自辦管理培訓課程」。

圖 3.9.1  
未來三年為管理及督導人員安排的管理培訓種類

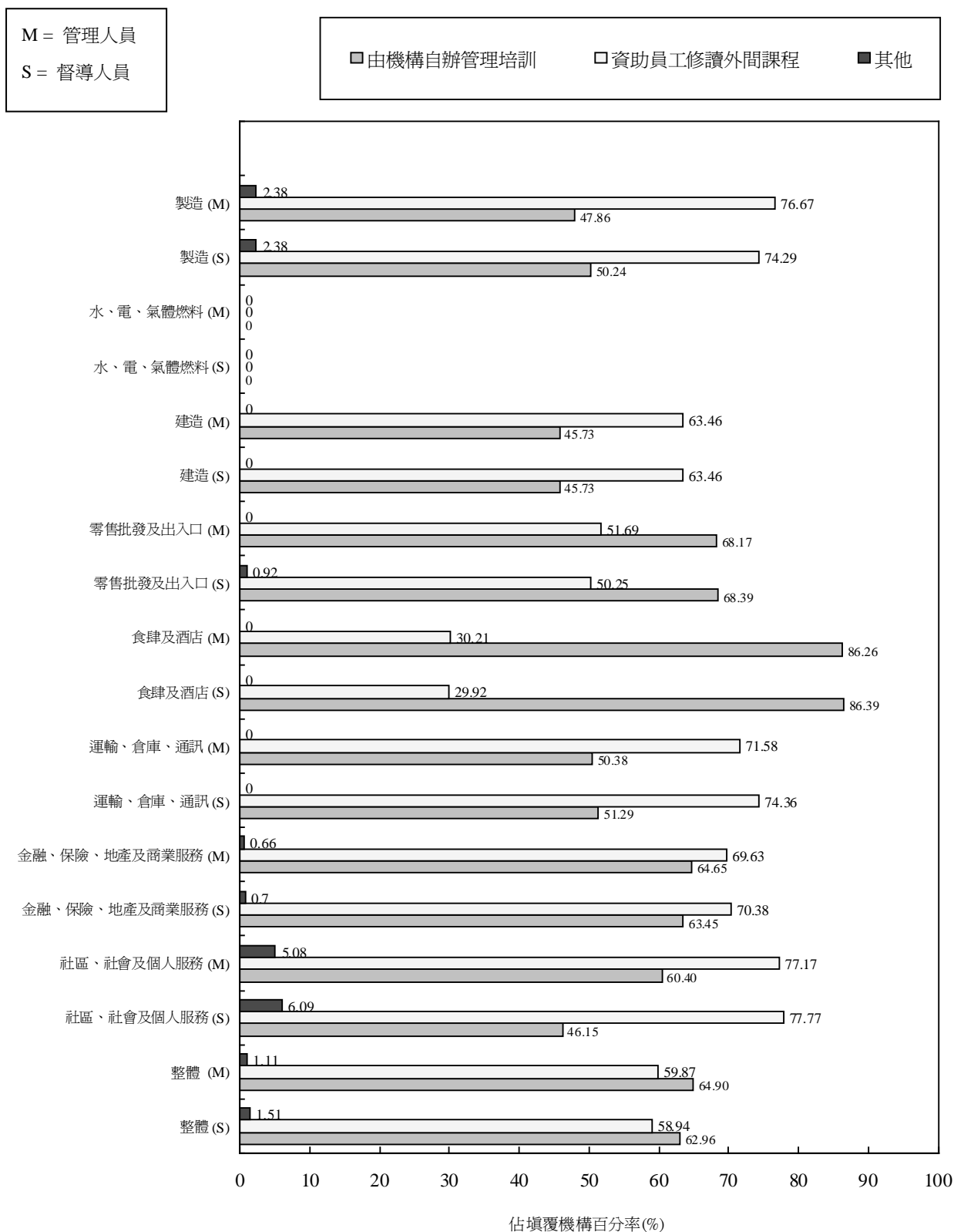


各行業屬意的培訓課程在幾方面有明顯差異（圖3.9.2）。較屬意「外間課程」的行業包括：製造業；建造業；運輸、倉庫、通訊業；社區、社會及個人服務業。

雖然金融、保險、地產及商業服務業亦屬意「外間課程」，但比率低很多。

相反，零售批發及出入口業和食肆及酒店業極屬意「由機構自辦管理培訓」。

圖 3.9.2  
未來三年各行業為管理及督導人員  
安排管理培訓種類的分布情況

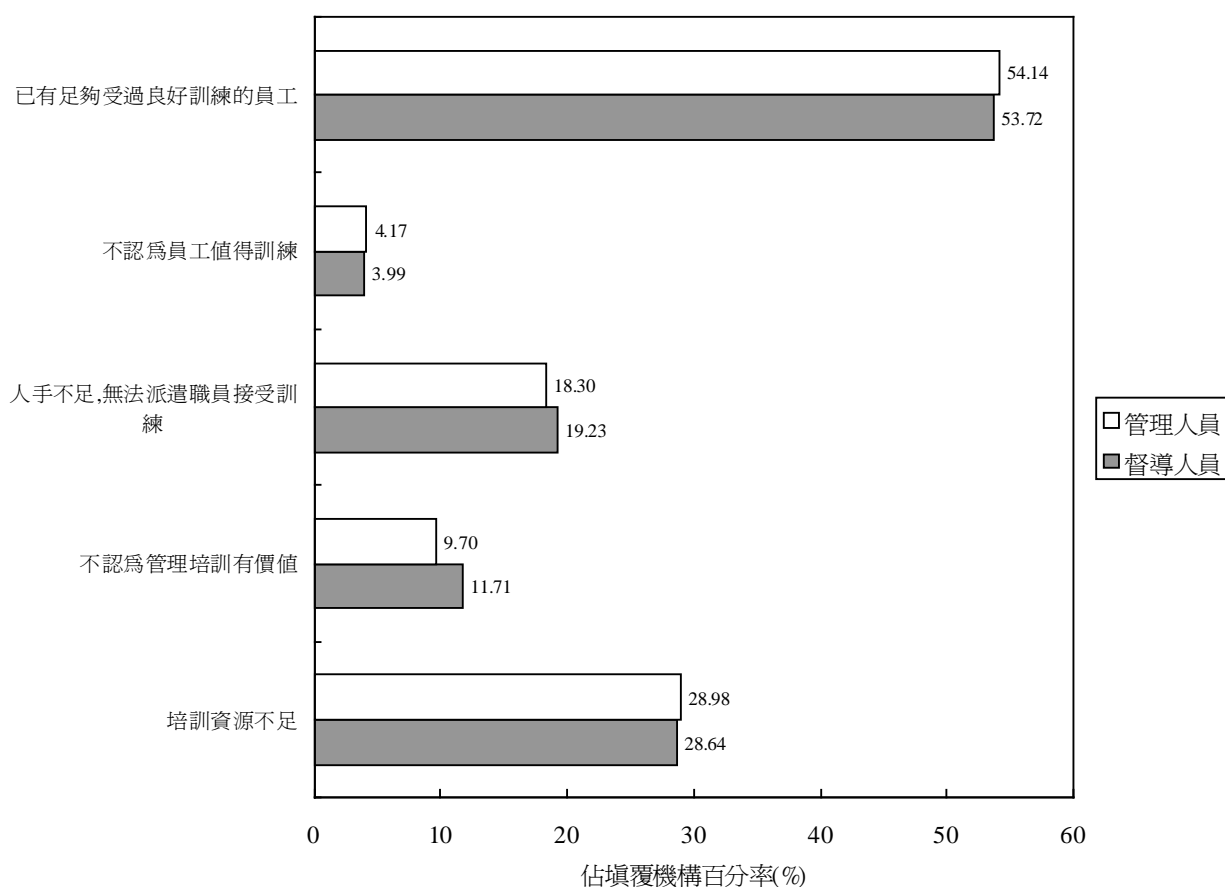


### 3.10 未有安排管理培訓的原因

調查亦請表示未來三年不會分配管理培訓資源的機構，說明其中原因（圖3.10）。逾半數機構的原因是「已有足夠受過良好訓練的員工」，其次為「培訓資源不足」（逾28%）及「人手不足，無法派遣職員接受訓練」（接近 19%）。

令人鼓舞的是，只有少部分機構填報「不認為管理培訓有價值」（接近10%）和「不認為員工值得訓練」（少於5%）為原因。

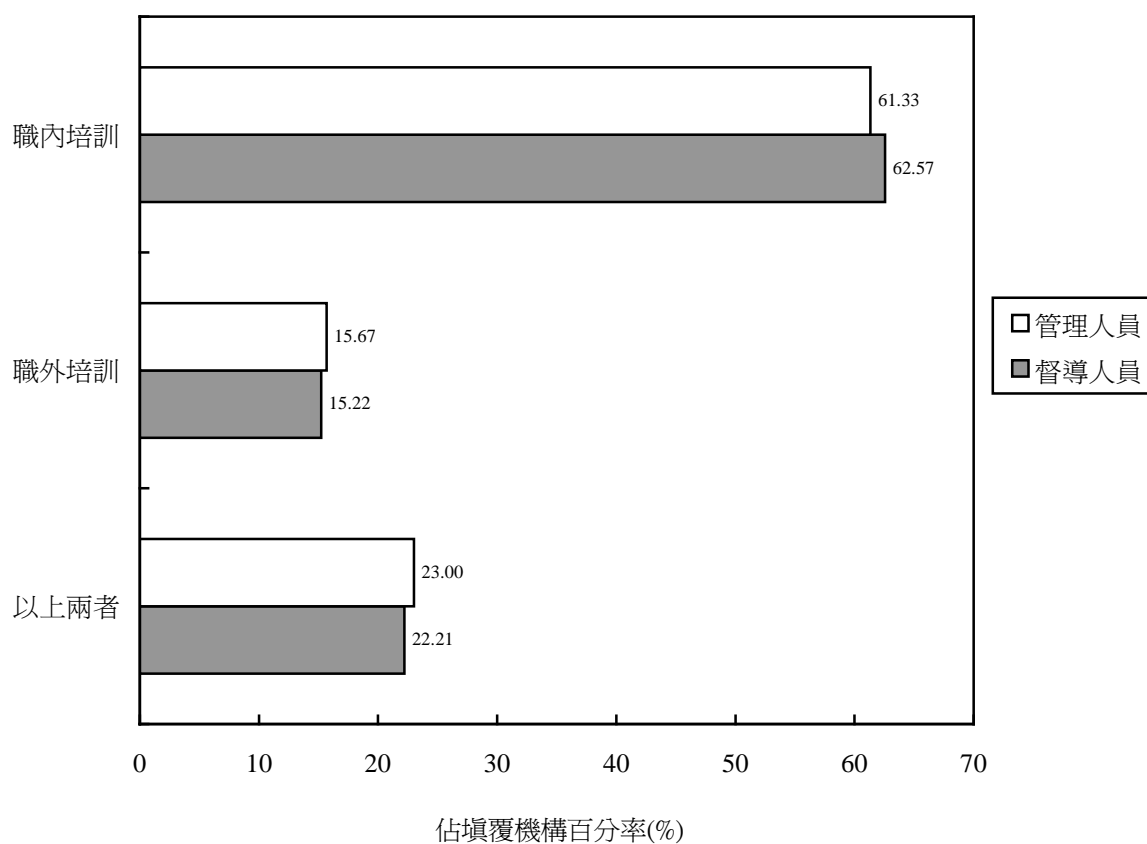
圖 3.10  
未來三年不擬為管理及導督人員安排管理培訓的原因



### 3.11 機構自辦管理培訓的模式

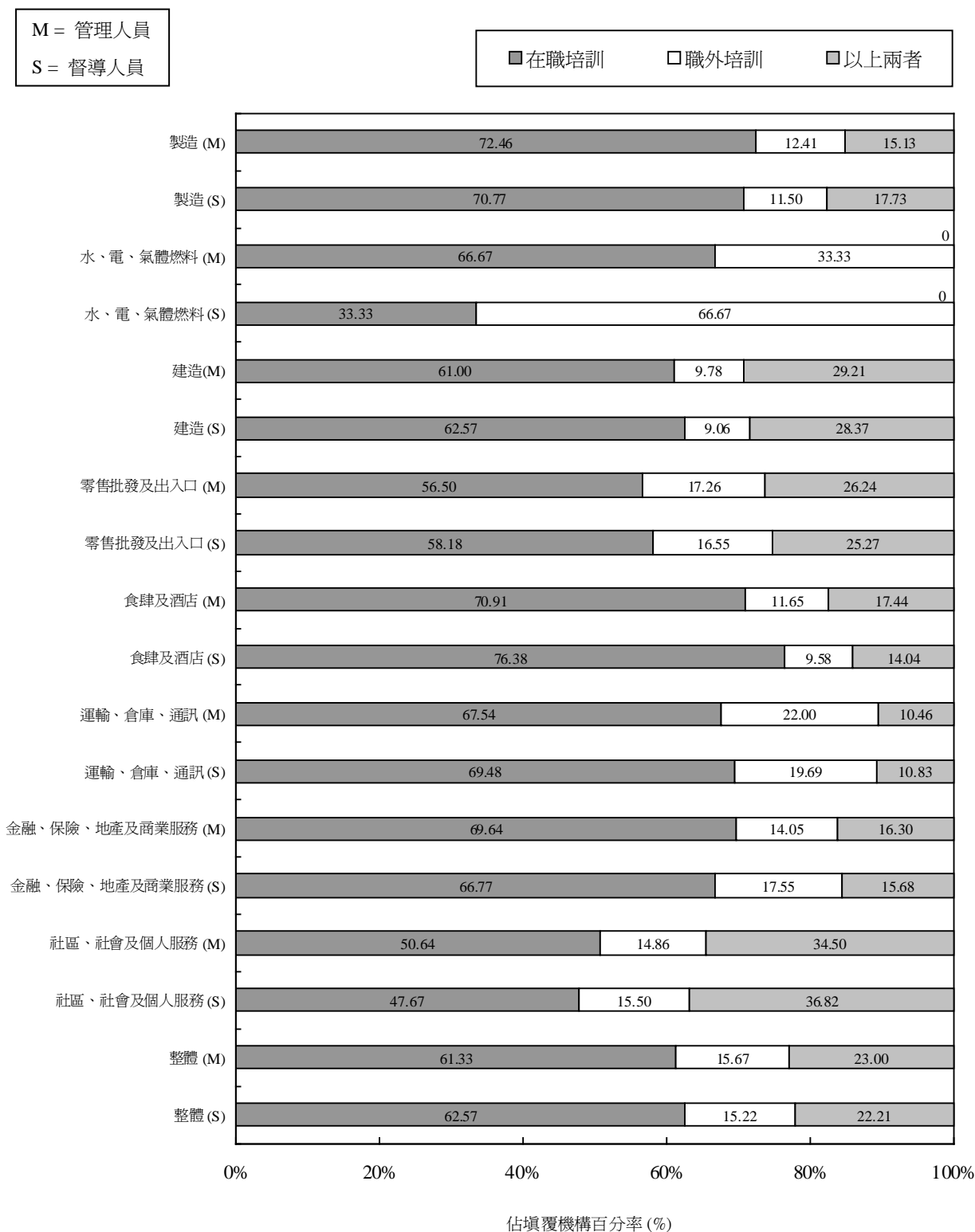
如圖3.11.1所示，逾60%的填覆機構屬意「職內培訓」（於正常辦公時間內提供實務訓練／指導）。約有15%的機構會採用「職外培訓」方式。

圖 3.11.1  
未來三年機構自辦管理培訓計劃的模式



社區、社會及個人服務業超過三分之一的機構屬意混合培訓模式，由此可見，工作要求不斷轉變，導致機構對靈活的培訓模式需求較大。調查結果詳見圖3.11.2。

圖 3.11.2  
未來三年各行業  
自辦管理培訓計劃不同模式的分布情況

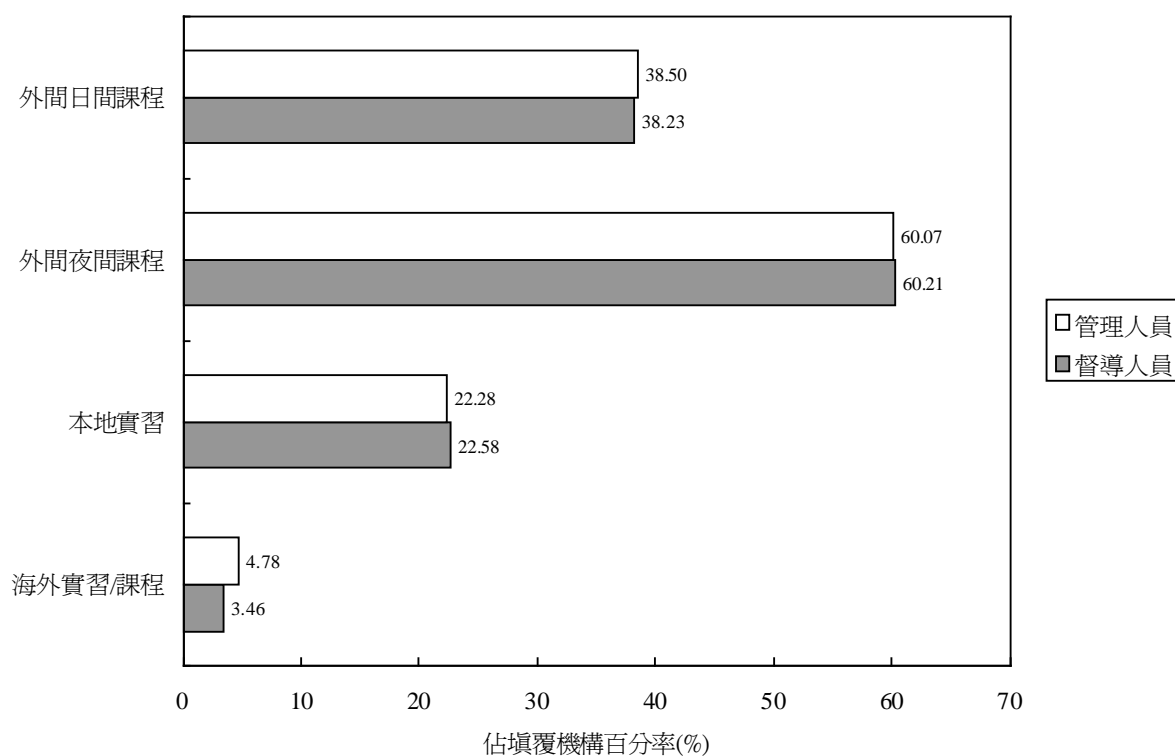




### 3.12 管理培訓課程的資助

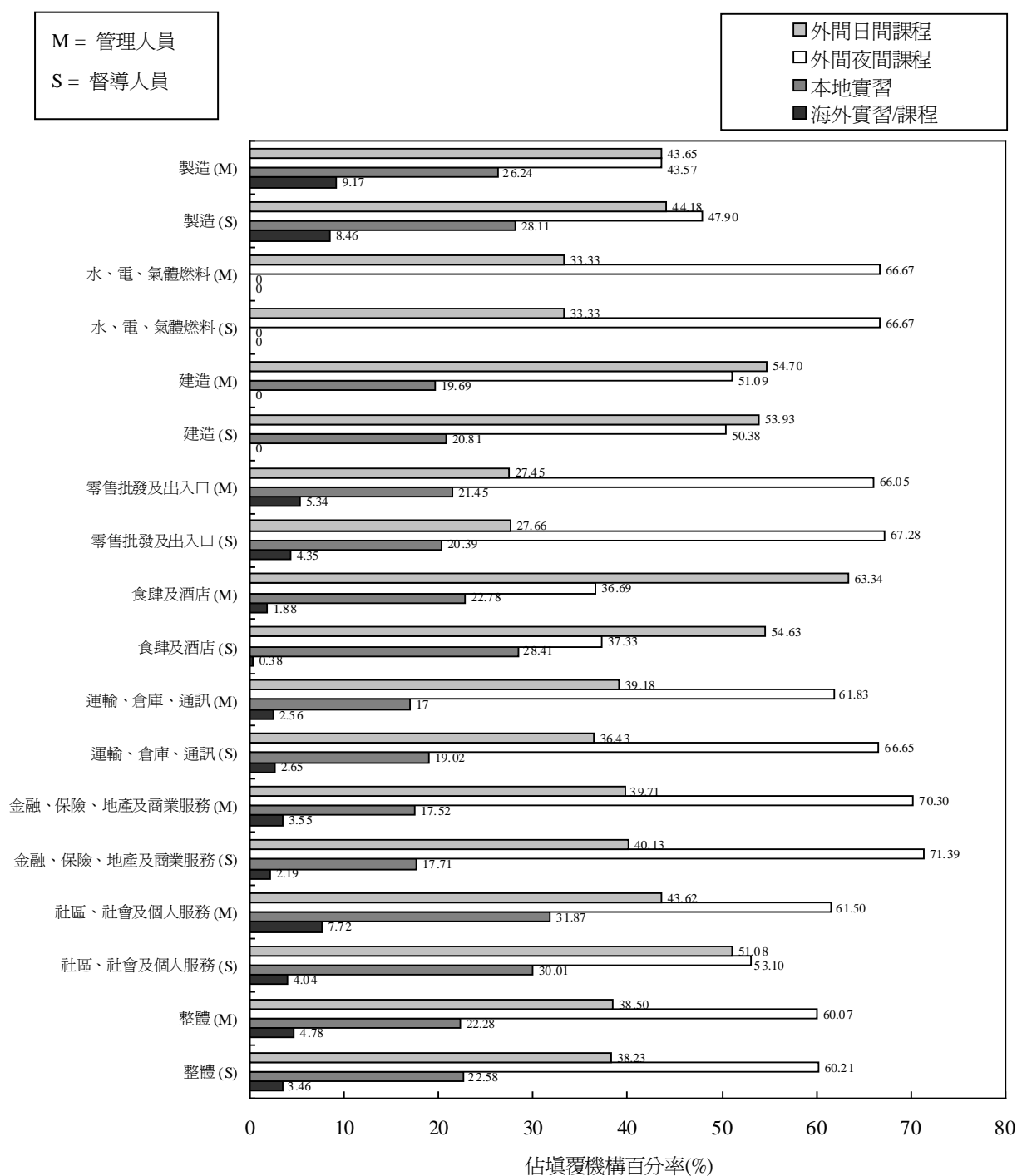
願意資助員工修讀管理培訓課程的機構，亦需表示他們屬意的課程種類。大部分機構願意資助管理及督導人員修讀「外間夜間課程」（逾60%）。所得結果載於圖3.12.1。

圖 3.12.1  
未來三年機構屬意為管理及督導人員提供培訓課程種類



各行業在這方面有不同意見，食肆及酒店業和建造業的機構，較願意採用「外間日間課程」（逾50%）。社區、社會及個人服務業和食肆及酒店業則較屬意資助員工接受「本地實習」。水、電、氣體燃料業認為不需要為員工提供「本地實習」及「海外實習／課程」。有關結果載於圖3.12.2。

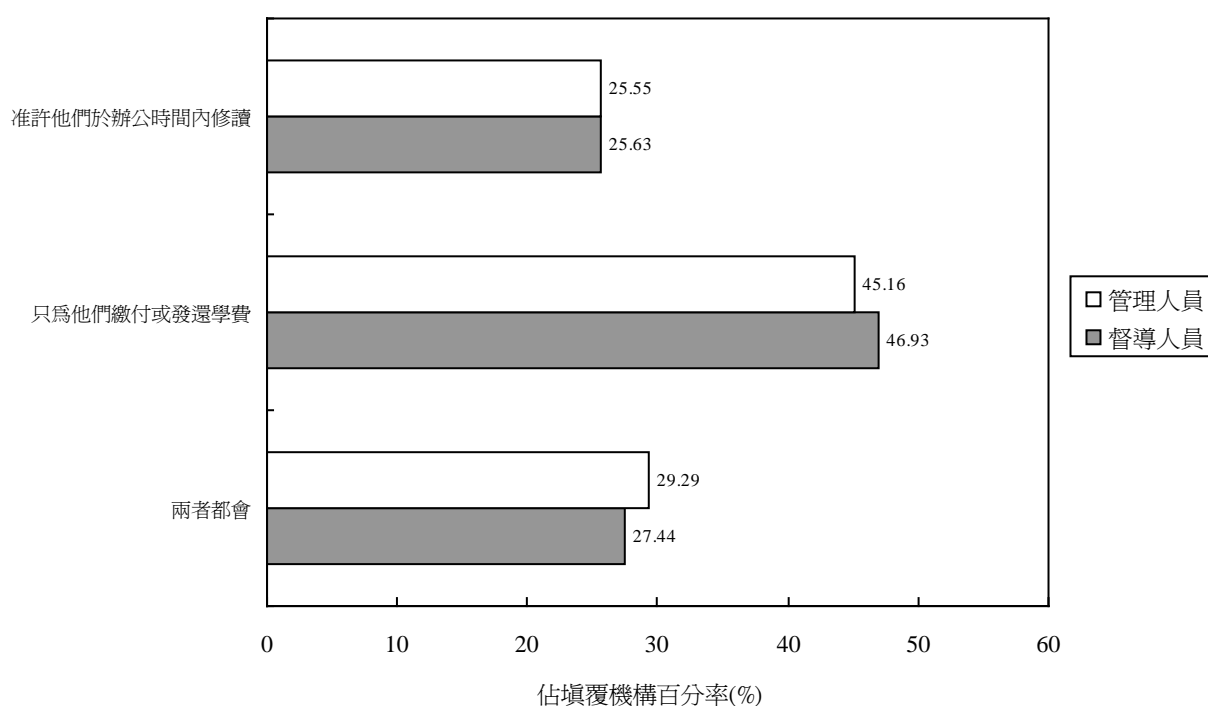
圖 3.12.2  
未來三年機構屬意為管理及督導人員  
提供培訓課程種類的分布情況



### 3.13 資助管理及督導人員修讀管理培訓課程方式

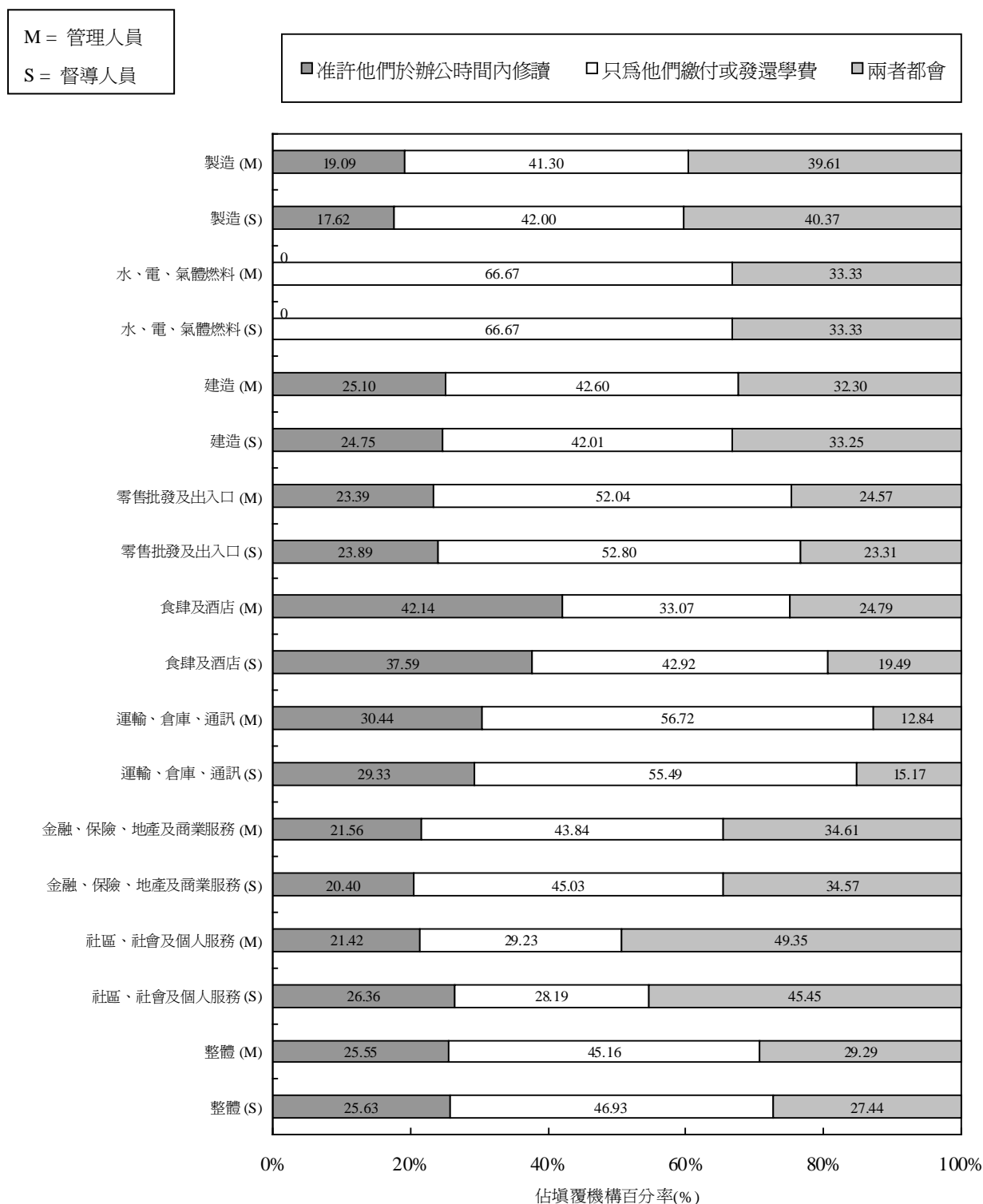
從圖3.13.1的調查結果可見，各類資助模式，以「只為他們繳付或發還學費」最受為普遍（逾45%）。此外，兩組人員的於各個行業情況大致相同，食肆及酒店業的督導人員接受這種資助模式較管理人員更為普遍。（見圖3.13.2）。

圖 3.13.1  
未來三年資助管理及督導人員  
修讀管理培訓課程的方式



在所有行業中，以水、電、氣體燃料業最為慷慨，因為業內所有填覆機構均會資助員工學費，或同時資助學費和給予准許於辦公時間內上課。

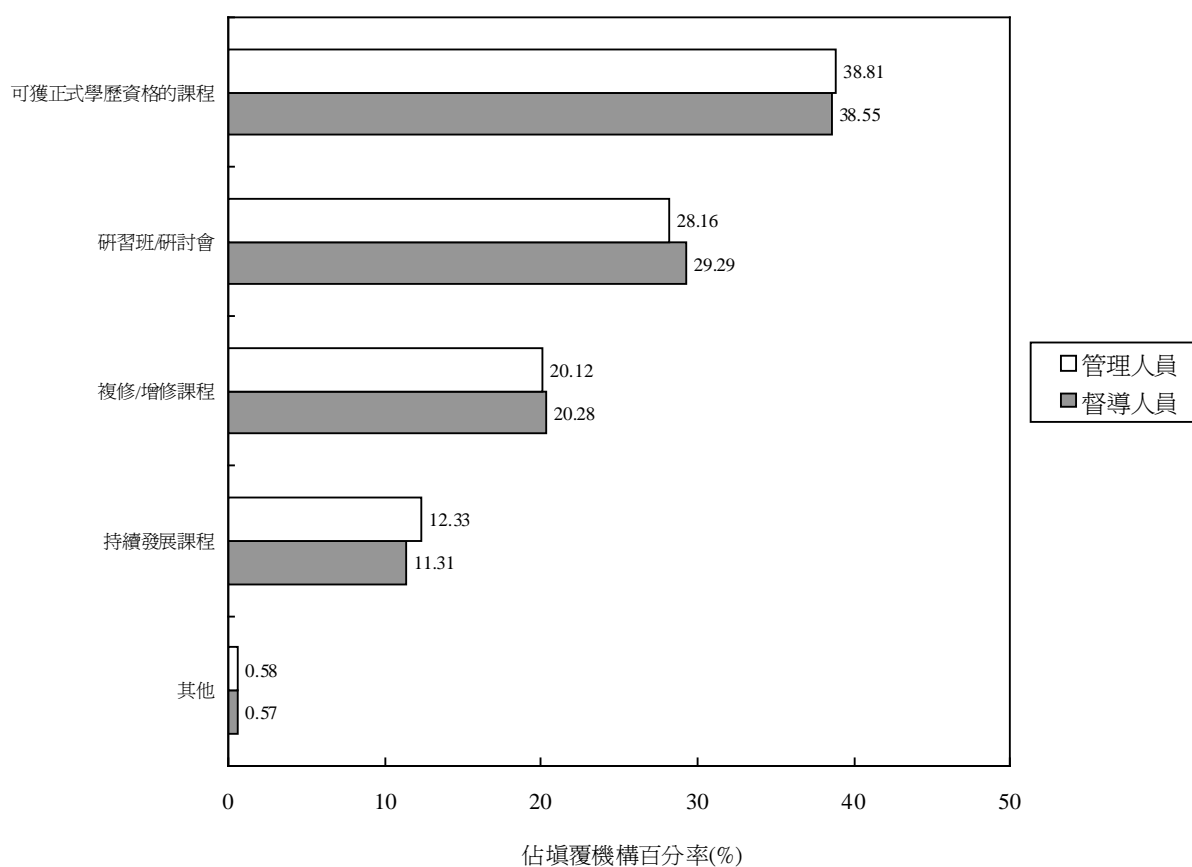
圖 3.13.2  
未來三年各行業資助員工  
修讀管理培訓課程的方式分布情況



### 3.14 屬意的管理培訓種類

圖3.14顯示，最多機構屬意的培訓種類為「可獲正式學歷資格的課程」（接近40%）。此外，亦有頗多機構選擇「研習班／研討會」（接近30%）。約10%的機構認同「持續發展課程」對員工學習工作技能的重要，對培訓機構而言，這可能是課程發展的一項新趨勢。

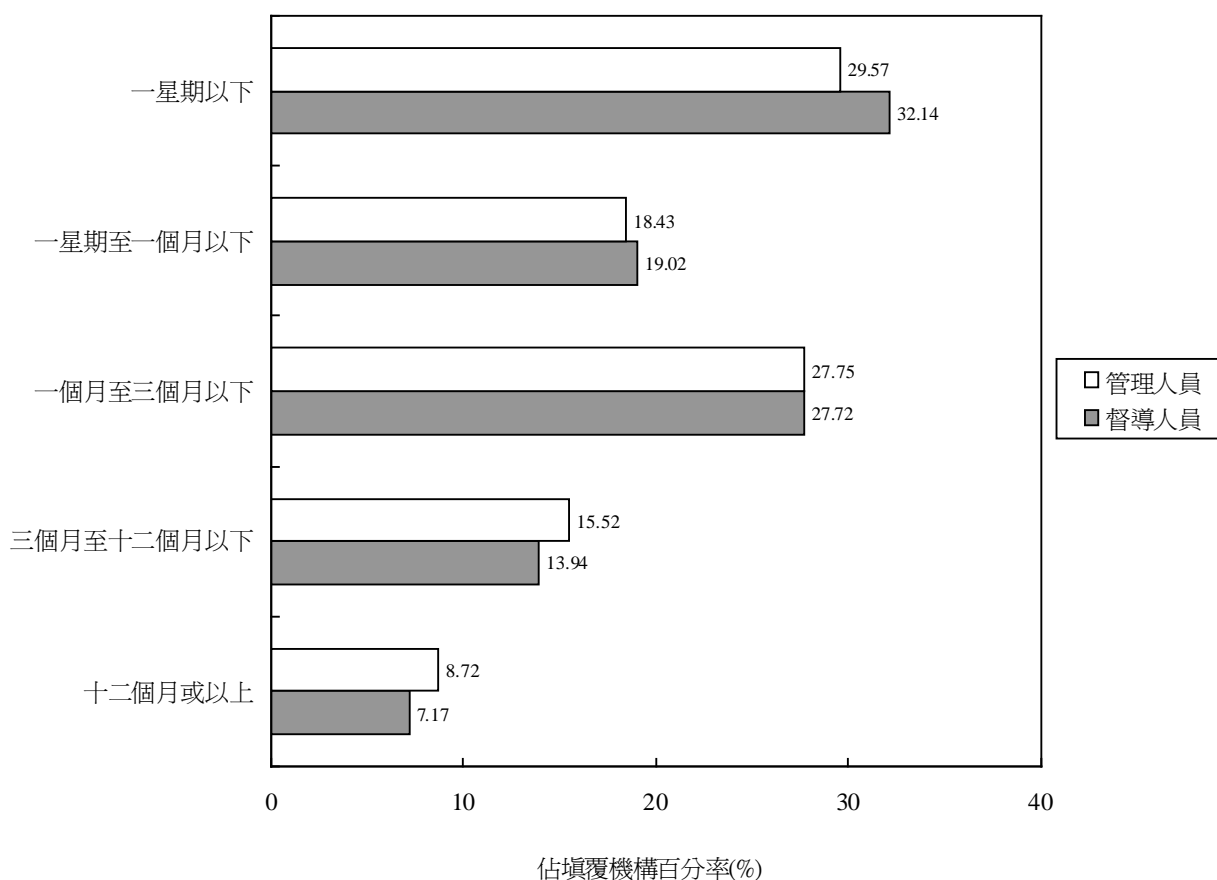
圖 3.14  
機構屬意的管理培訓種類



### 3.15 管理培訓課程的屬意修讀期

如圖3.15所示，是次調查結果與2005年相若，「一星期以下」的課程最受僱主歡迎（約30%），其次為「一個月至三個月以下」（約27%）。只有約8% 的機構會考慮「十二個月或以上」的課程。

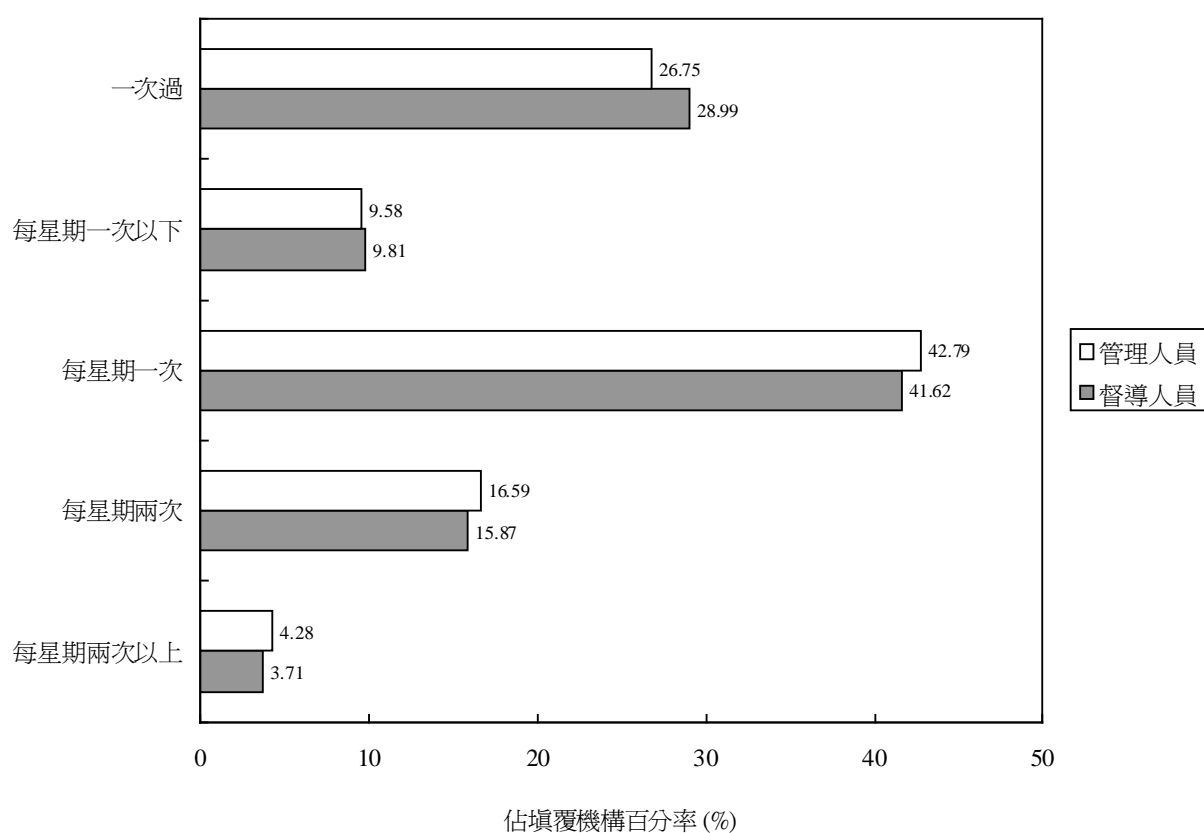
圖 3.15  
未來三年管理培訓課程的屬意修讀期



### 3.16 屬意的上課次數

「每星期一次」的管理培訓課程得到最多填覆機構支持，如圖3.16 所示，超過40%的機構填選。另一受歡迎的選擇是「一次過」上課，有四分之一的機構填選。選擇其他上課次數的機構較少，比率均在20%以下。

圖 3.16  
未來三年管理及督導人員  
屬意的上課次數

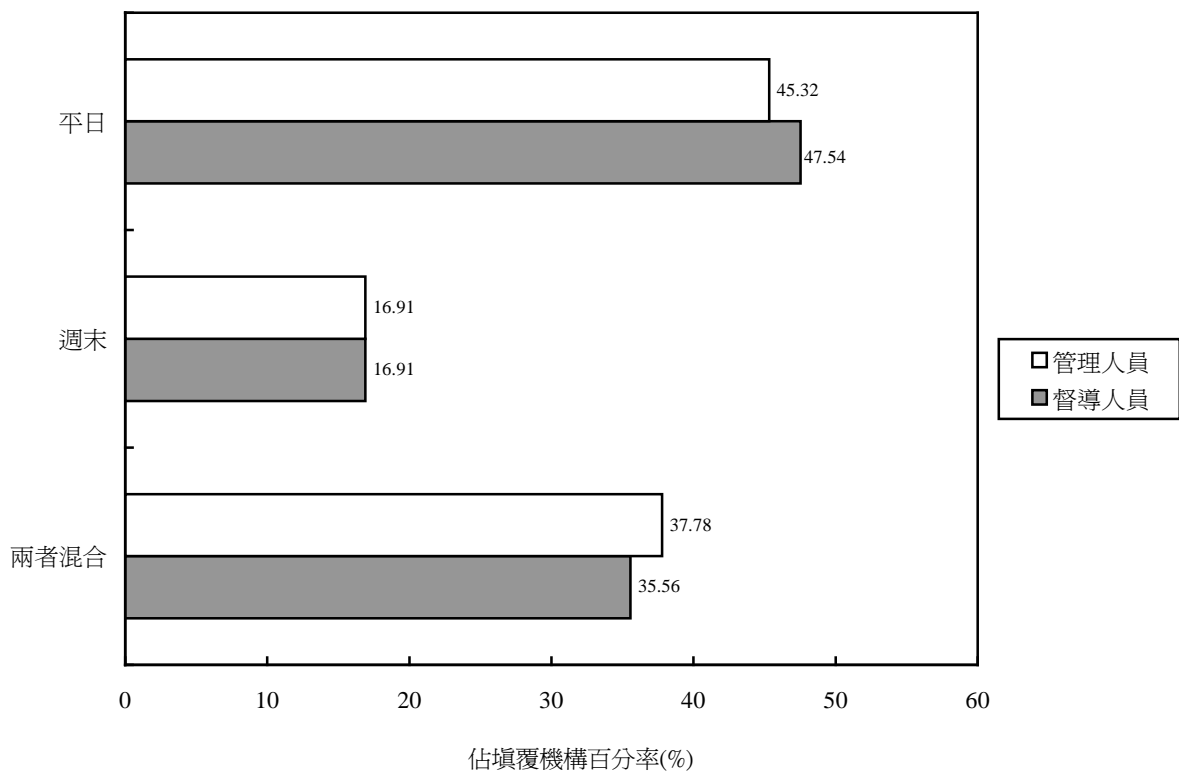


### 3.17 管理培訓課程屬意的週內上課日子

約半數機構屬意在「平日」上課，另有三分之一的機構選擇「平日與週末兩者混合」(圖3.17)。

圖 3.17

未來三年管理培訓課程屬意的週內上課日子

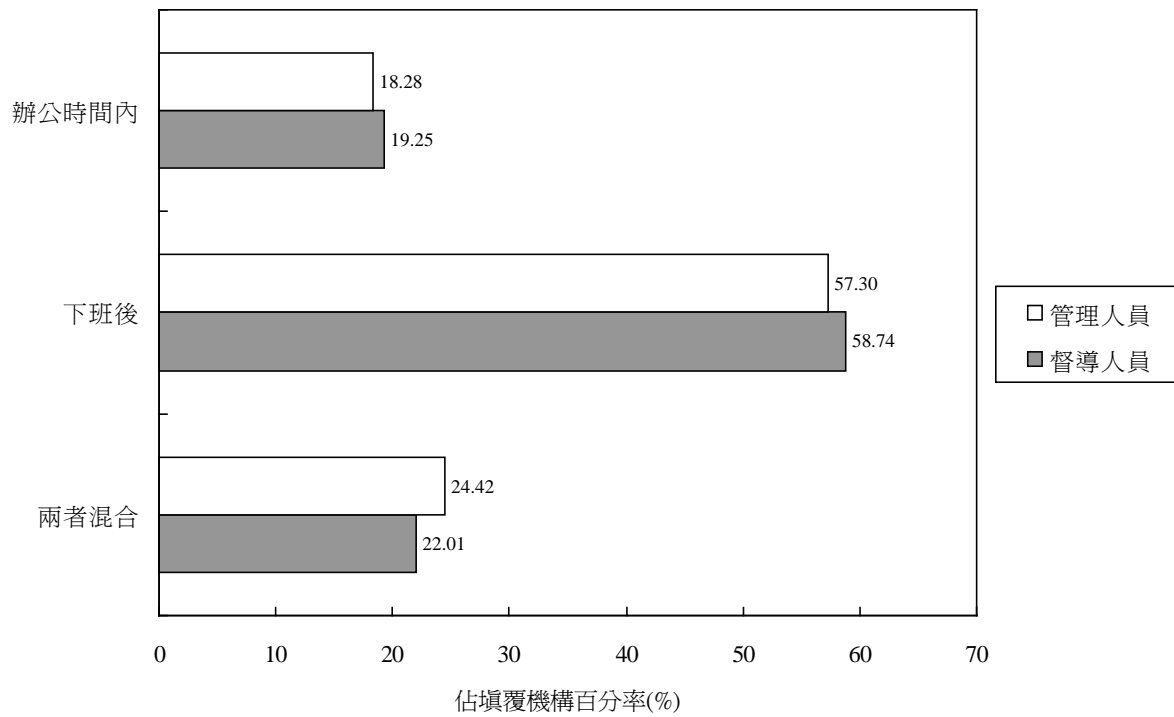




### 3.18 管理培訓課程屬意的上課時間

最多僱主屬意管理及督導人員在「下班後」上課。如圖3.18所示，逾50%的機構選擇這個上課時間。

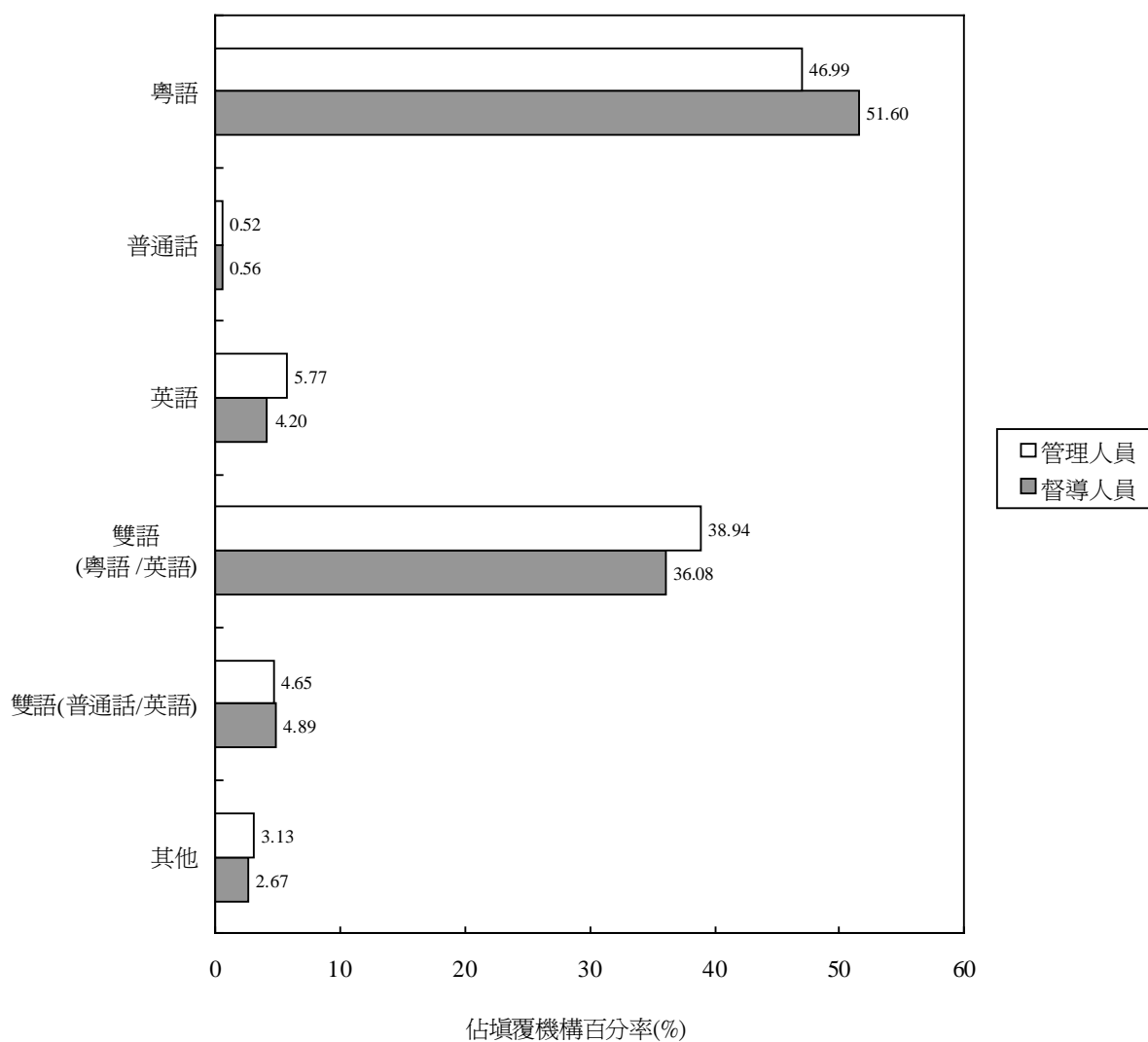
圖 3.18  
未來三年培訓課程屬意的上課時間



### 3.19 管理培訓課程屬意的授課語言

調查結果顯示，僱主屬意的授課語言由2005年的「雙語」改為「今的粵語」。如圖3.19所示，約半數機構會選擇「粵語」作為唯一授課語言。純以「英語」或「普通話」授課的課程，仍然未獲大多數僱主歡迎。

圖 3.19  
未來三年管理培訓課程屬意的授課語言

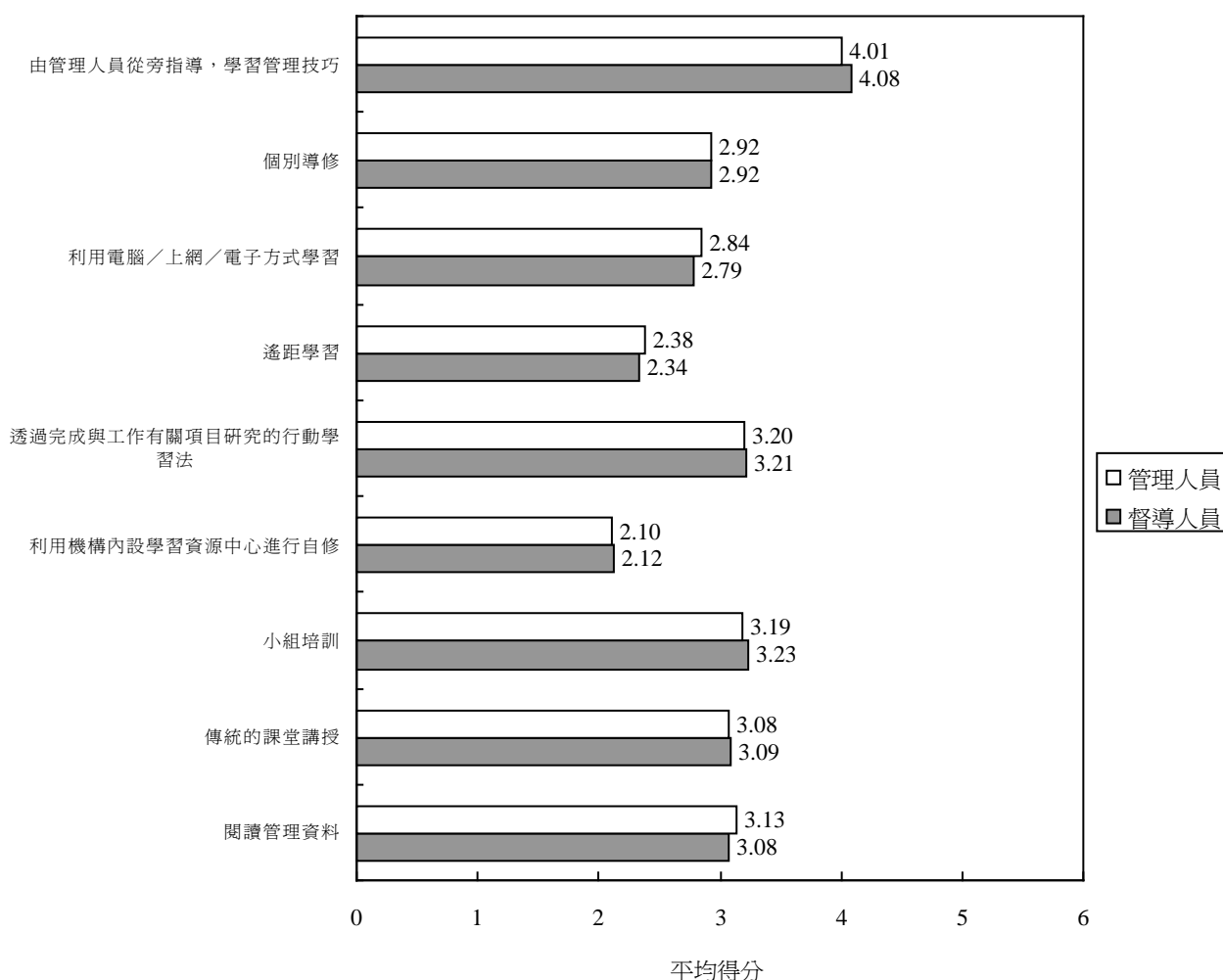


### 3.20 管理培訓課程屬意的學習方式

填覆機構須對採取多種學習方式的意向評級（1-完全沒機會採用; 6-很有機會採用），以顯示屬意的學習方式。結果顯示，機構認為管理及督導人員宜採用的學習方式大致相同。最多機構屬意的學習方式為「由管理人員從旁指導，學習管理技巧」；其次為「小組培訓」及「相關工作項目的行動學習法」。調查結果可作為機構安排管理培訓的參考。有關結果載於圖3.20。

較少機構選擇的學習方式包括「個別導修」、「利用電腦／上網／電子方式學習」、「遙距學習」及「利用機構內設學習資源中心進行自修」。值得注意的是，「個別導修」和「利用電腦／上網／電子方式學習」的評分下跌至3分以下，可見獨立學習的方式已響起警號。

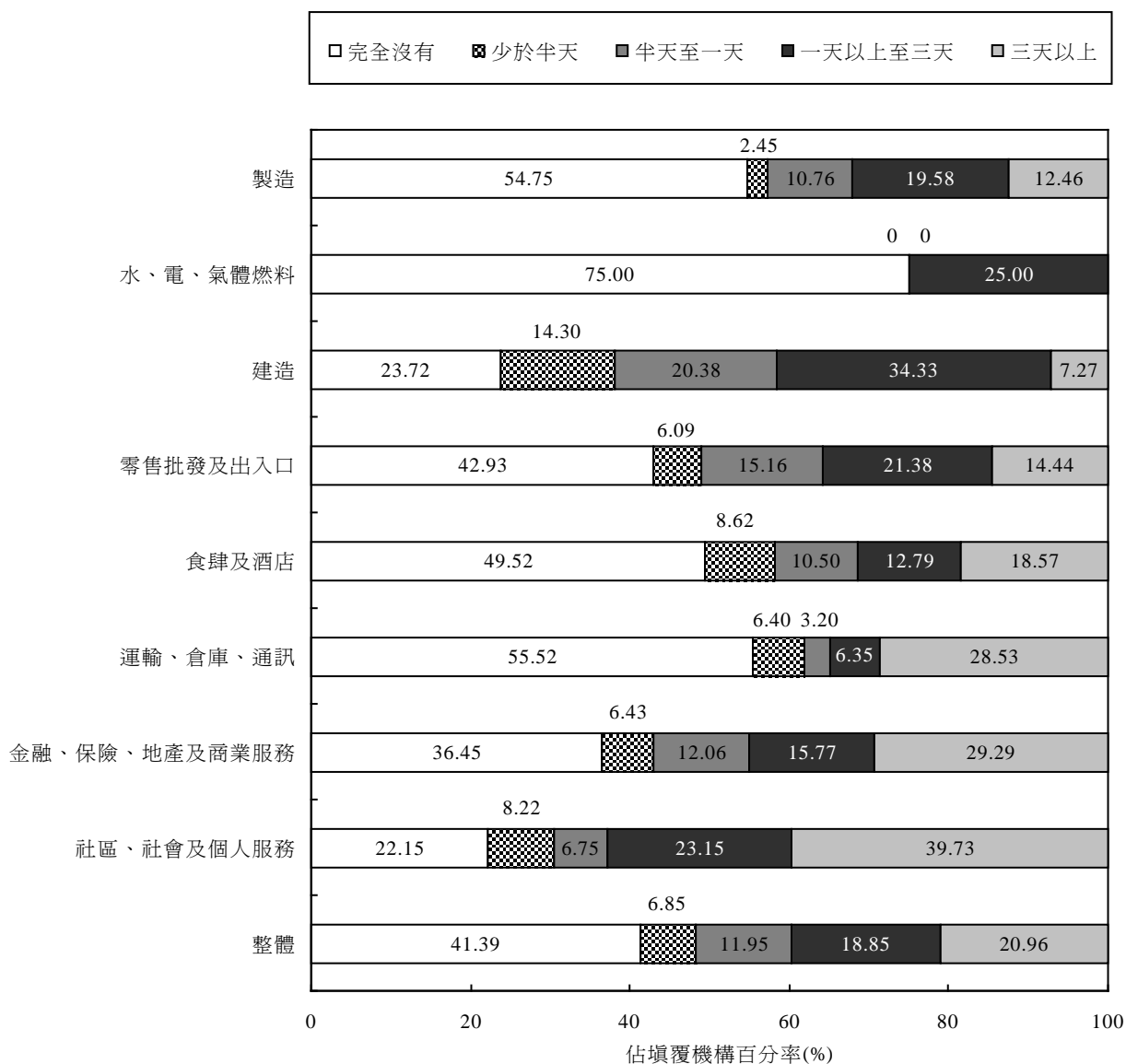
圖 3.20  
未來三年管理培訓課程屬意的學習方式



### 3.21 為管理及督導人員提供的培訓日數

約60% 的填覆機構曾向管理及督導人員提供培訓，其中約三分之一的機構所提供的培訓日數為「三天以上」。有關結果載於圖3.21。

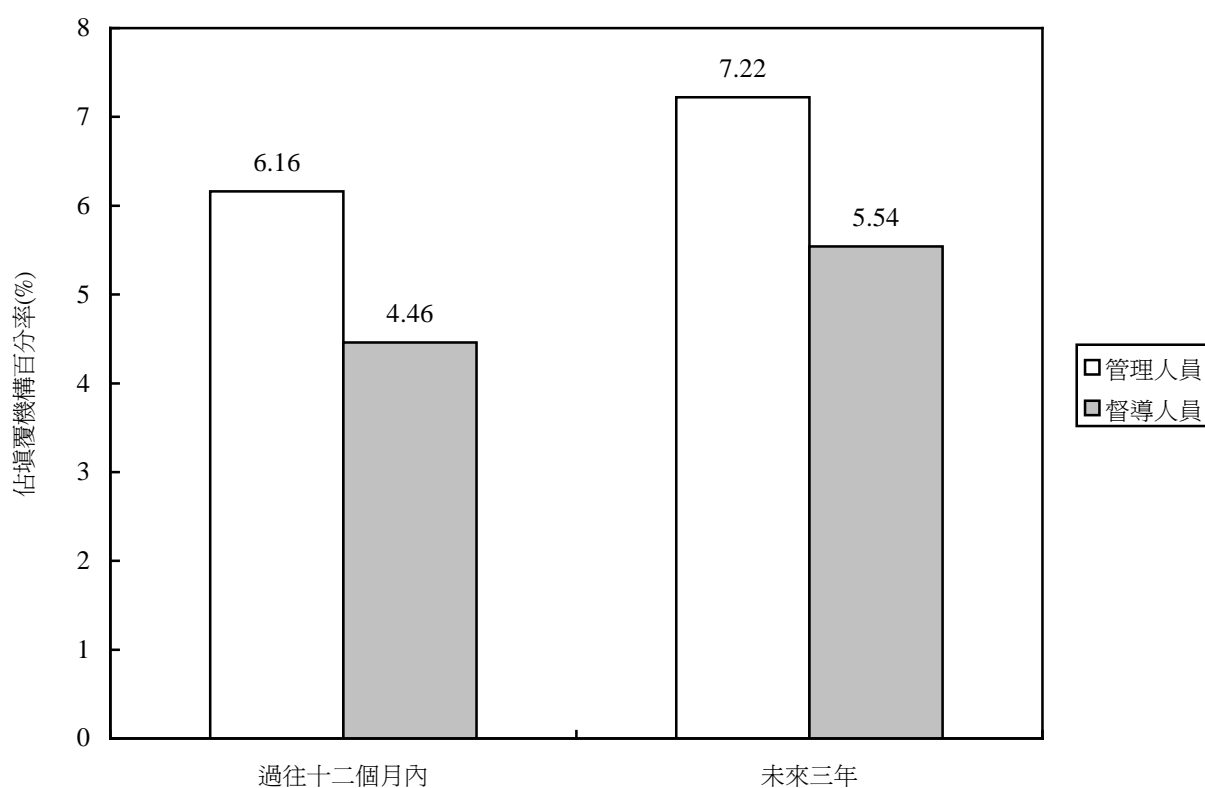
圖 3.21  
為管理及督導人員提供的培訓日數



### 3.22 有關文化差異的管理培訓

是次調查要求機構填報員工曾接受有關文化差異培訓的情況，與及未來三年將會接受這類培訓的員工數目。如圖3.22的調查結果所示，曾接受文化差異培訓的管理人員和督導人員，分別只有大約 6% 和4%。在未來三年，擬為管理人員和督導人員提供這類培訓的機構，分別約有7%和5%。

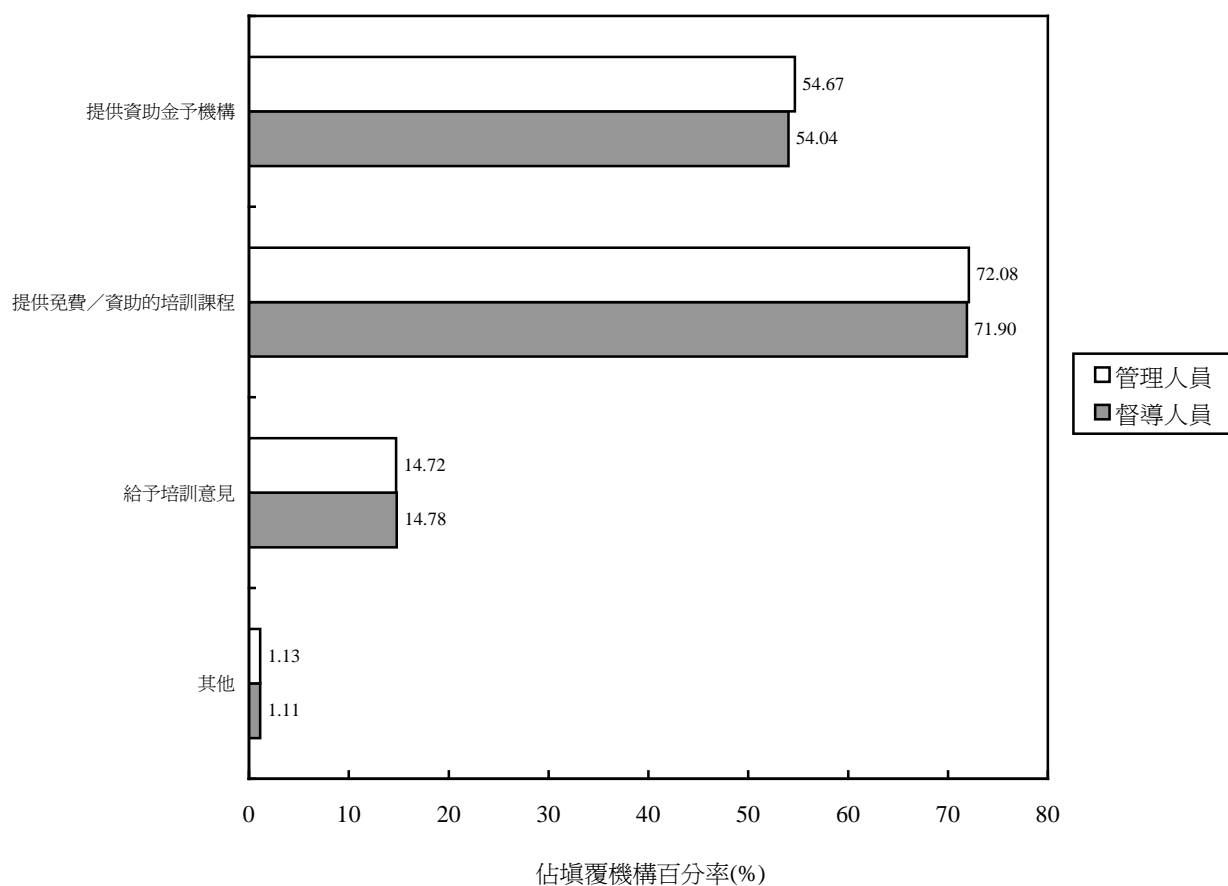
圖 3.22  
有關文化差異的管理培訓



### 3.23 對香港特區政府協助／支援管理及督導人員培訓的期望

問卷亦查詢機構屬意的政府協助／支援方式。如圖3.23所示，超過三分之二的機構期望政府或有關機構主動提供培訓課程，而不是只直接提供資助。

圖 3.23  
對香港特區政府協助／支援管理及督導人員培訓的期望



### 3.24 本港機構對管理培訓的需求趨向

本會抽取過去兩次調查（2001年及2005年）的相關資料，與是次調查作下列趨勢分析。這些趨勢可在某程度上反映現時的管理培訓情況和需求。

從圖 3.24.1a 及 3.24.1b 可見，僱用曾接受管理培訓員工的機構，數目回升。

圖 3.24.1a  
機構僱用曾/未受訓的管理人員趨勢

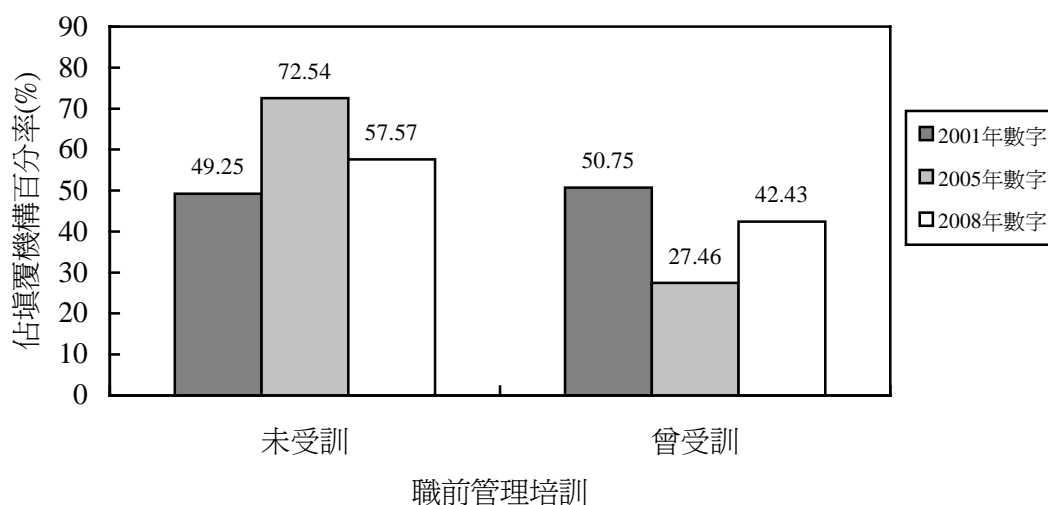
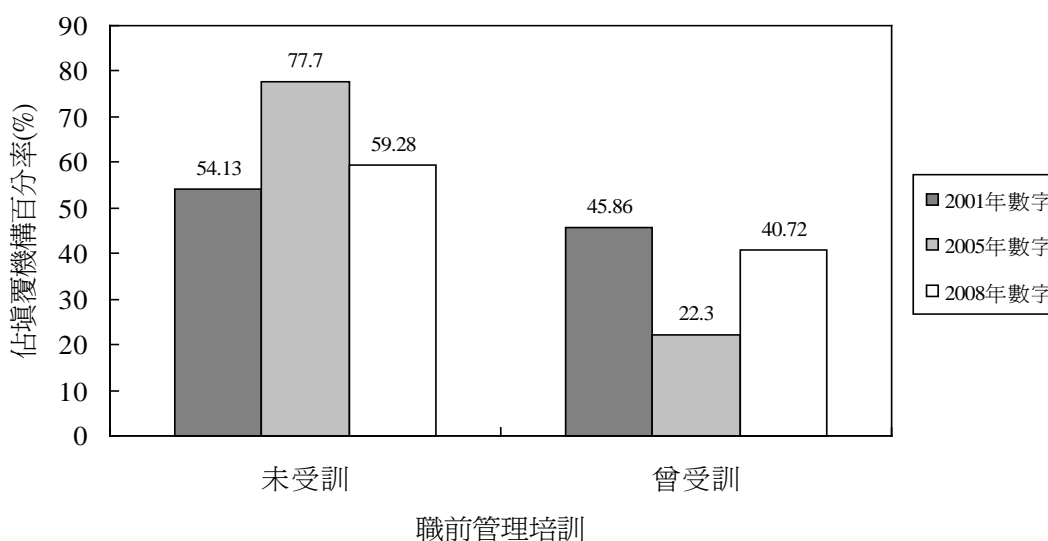


圖 3.24.1b  
機構僱用曾/未受訓的督導人員趨勢



相比於2005年，2008年有較多機構表示會為管理及督導人員提供管理培訓，但數字仍然低於2001年。有關詳情載列於圖 3.24.2a 及 3.24.2b。

圖 3.24.2a  
機構為管理人員提供管理培訓的趨勢

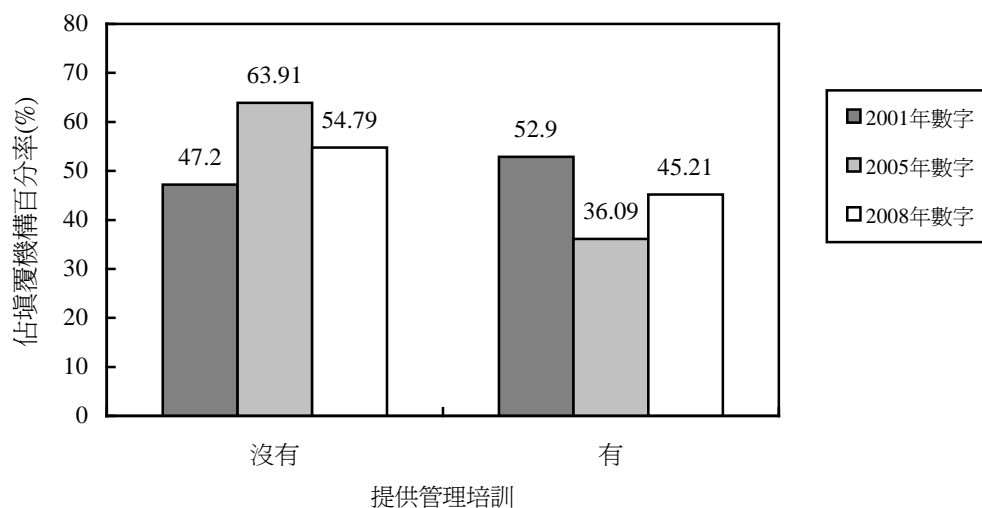
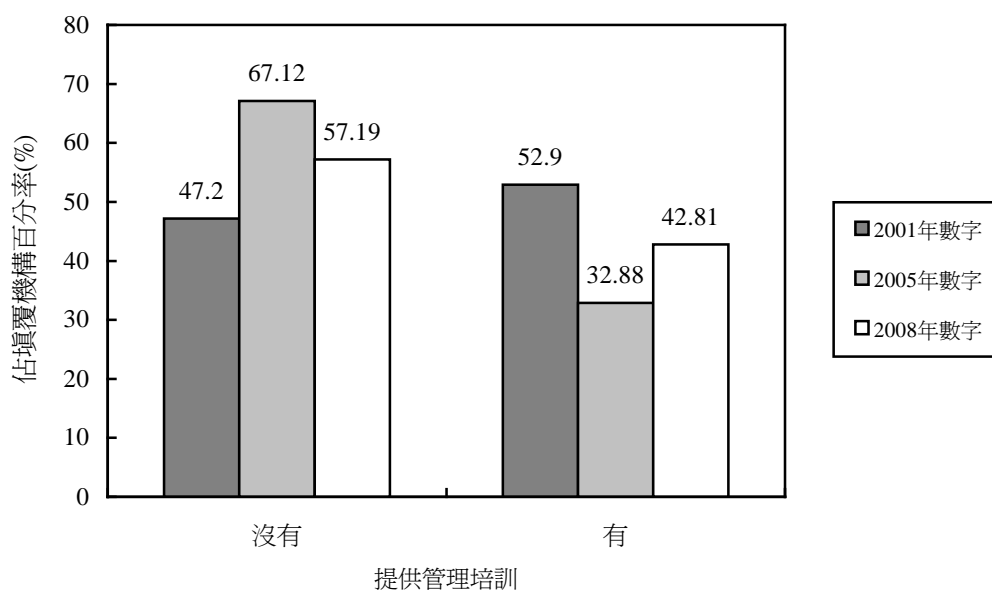


圖 3.24.2b  
機構為督導人員提供管理培訓的趨勢





在 2008年調查中，雖然大部分機構仍屬意「職內培訓」，但考慮提供「職外培訓」的機構已較前為多。有關詳情載列於圖 3.24.3a 及3.24.3b。

圖 3.24.3a  
機構為管理人員  
自辦管理培訓計劃種類的趨勢

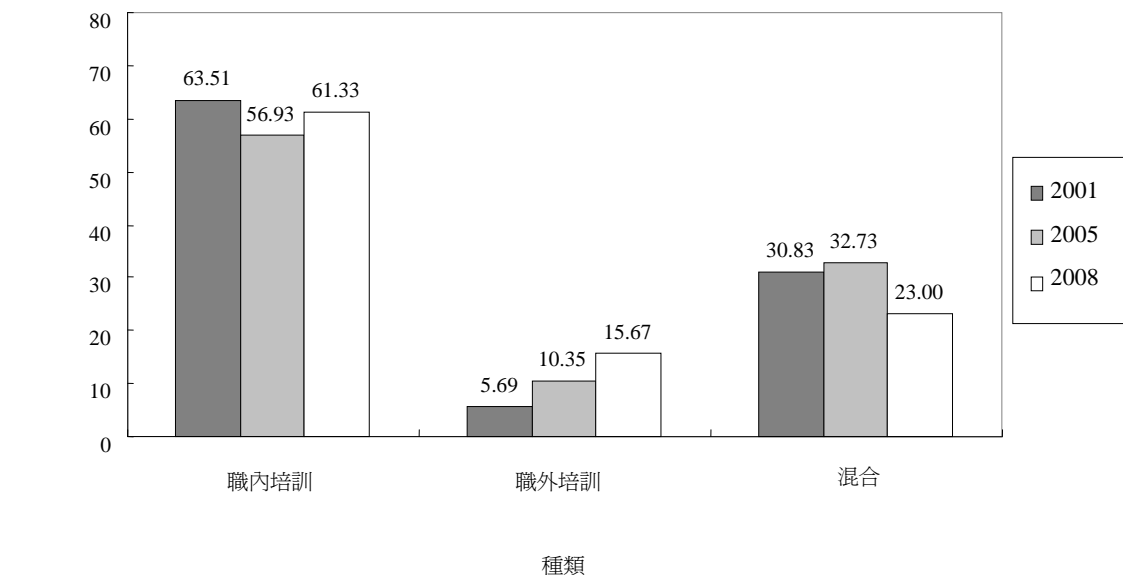
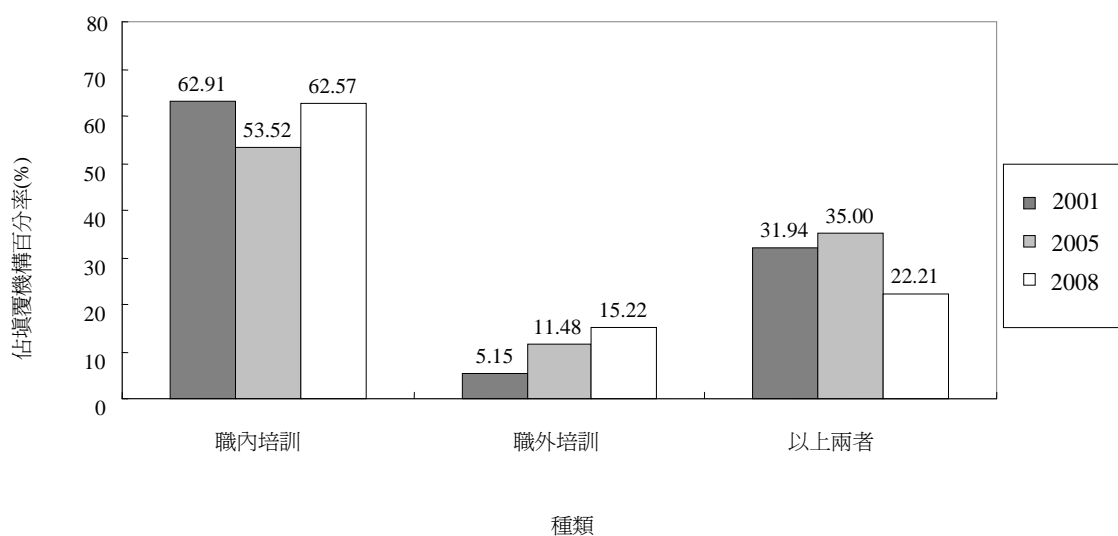


圖 3.24.3b  
機構為督導人員  
自辦管理培訓計劃種類的趨勢



與2001年及2005年調查相比，2008年機構的培訓資源顯著減少。除了削減「培訓經費預算」，填覆機構亦不願意維持自設的「培訓中心」和僱用「培訓人員」。有關詳情載列於圖3.24.4a及3.24.4b。

圖 3.24.4a  
為管理人員提供培訓資源的趨勢

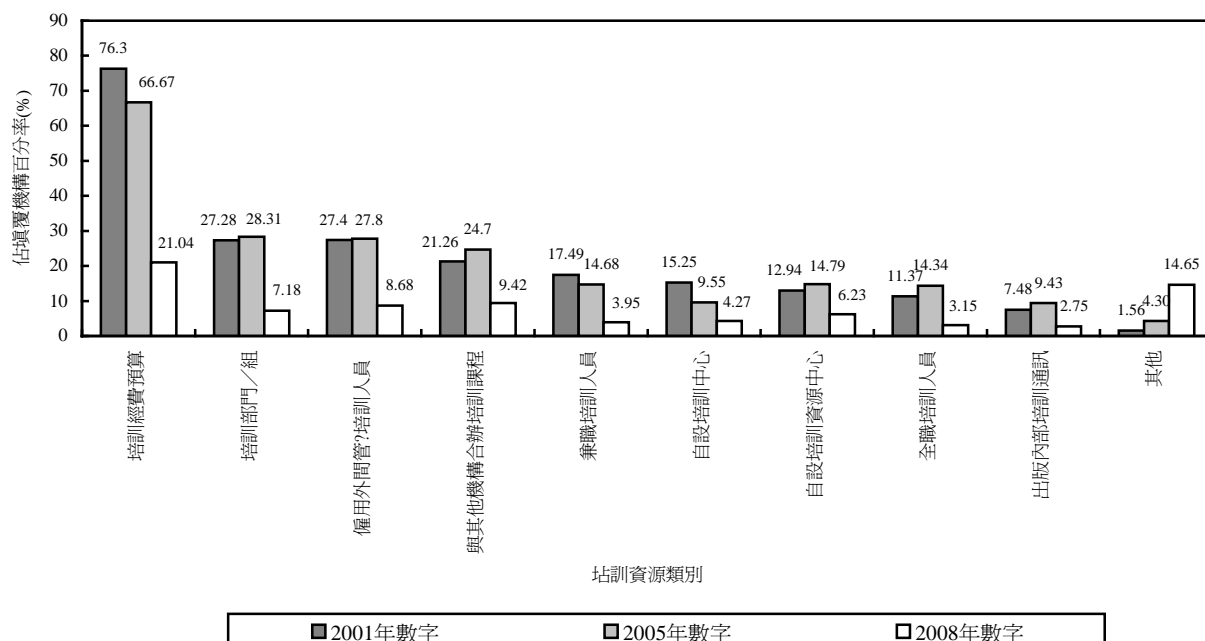
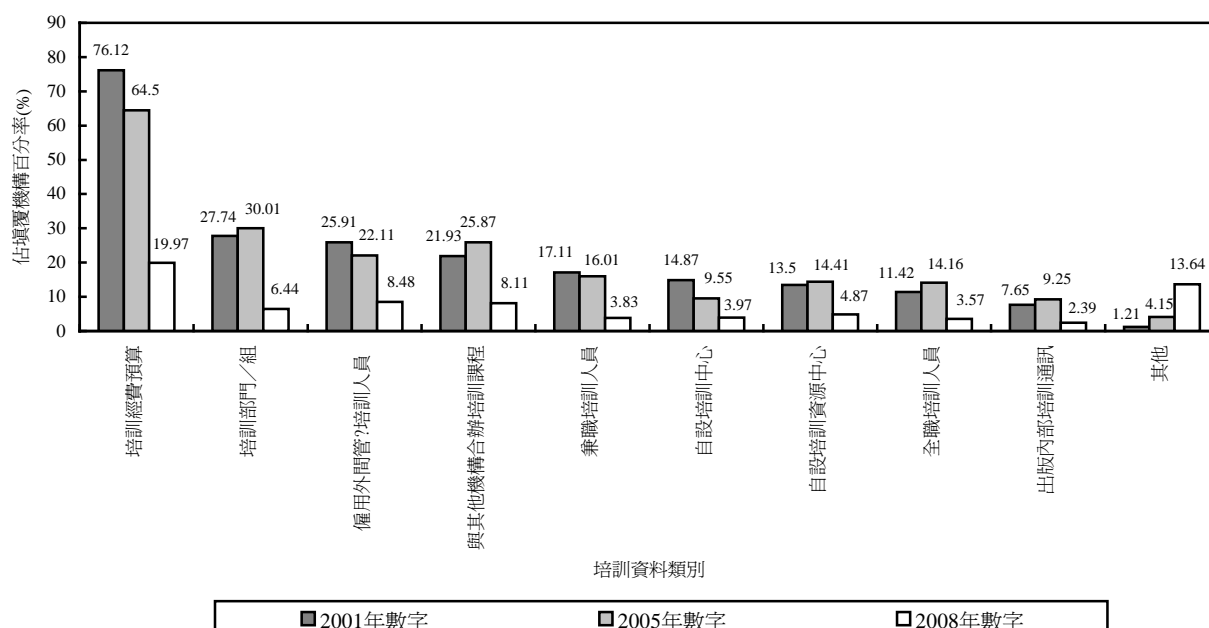


圖 3.24.4b  
為督導人員提供培訓資源的趨勢



在2008年，只有少數機構對於員工是否值得培訓以至培訓的用處持負面態度，而選擇不提供培訓的機構，大部分原因仍然是「已有足夠受過良好訓練的員工」。另一方面，值得鼓舞的是，「無法派遣職員接受訓練」這個原因有下降趨勢，情況令人鼓舞。有關詳情載列於3.24.5a 及3.24.5b。

圖 3.24.5a  
沒有為管理人員安排管理培訓的原因

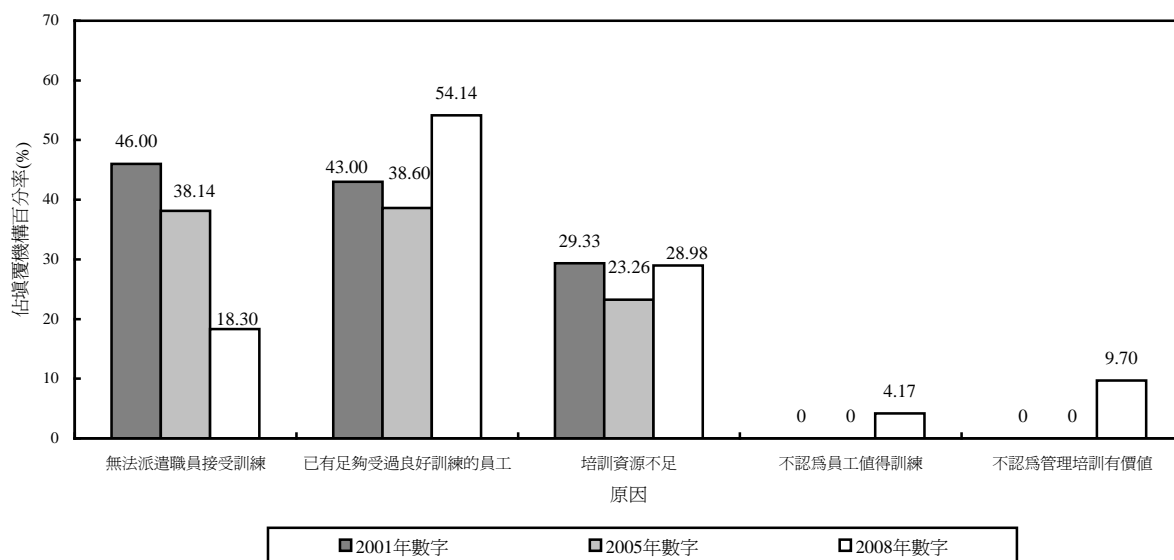
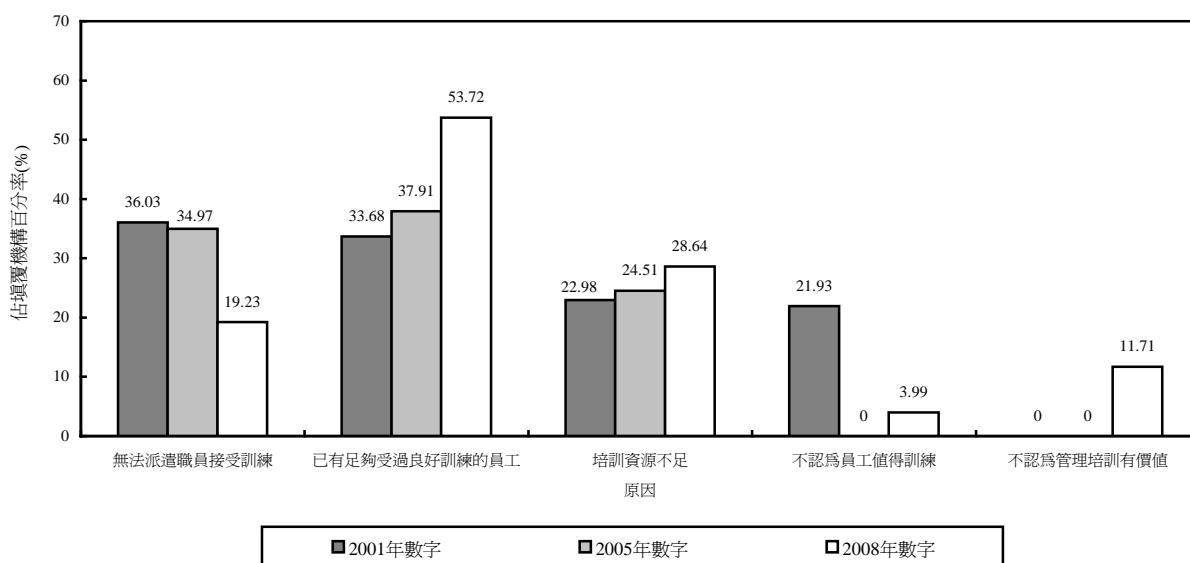


圖 3.24.5b  
沒有為督導人員安排管理培訓的原因



在資助員工受訓方面，選擇「准許他們於辦公時間內修讀」及「只為他們繳付或發還學費」這兩種方式的機構，在2008年均有上升趨勢，但採用「兩者都會」的資助方式，則顯著減少。（見圖3.24.6a 及 3.24.6b）。

圖 3.24.6a  
為管理人員提供資助方式的趨勢

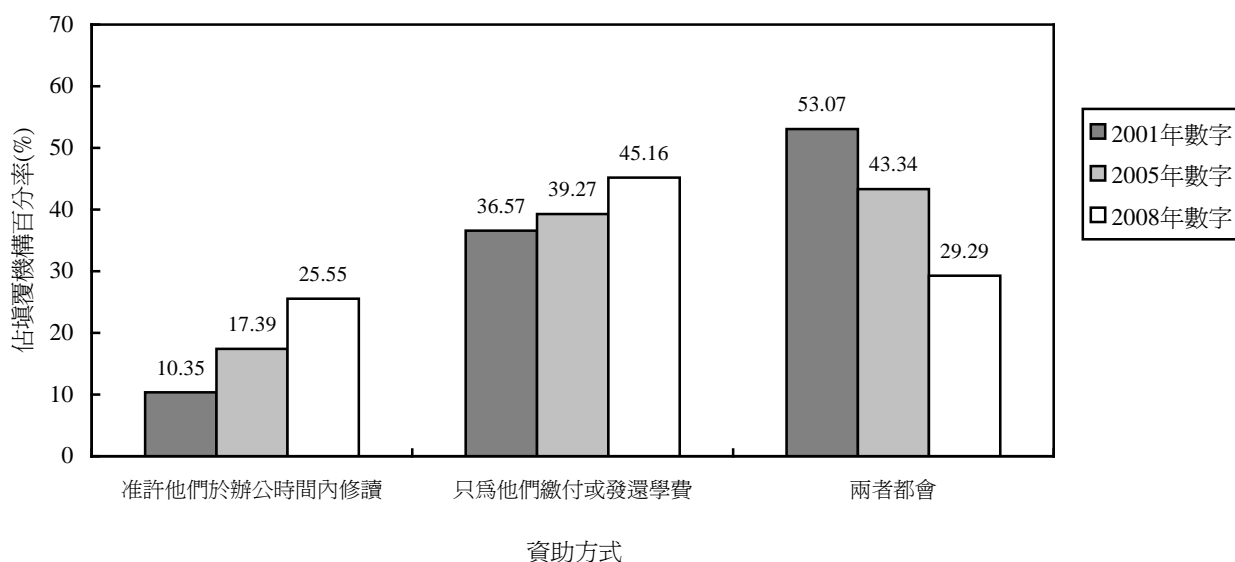
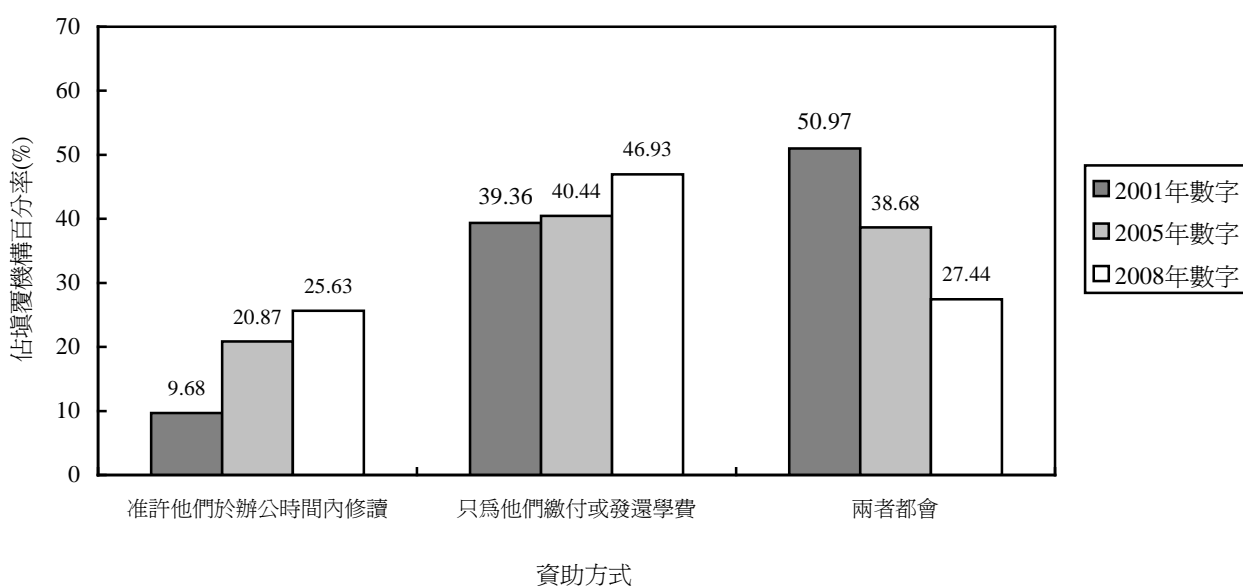


圖 3.24.6b  
為督導人員提供資助方式的趨勢



「可獲正式學歷資格的課程」，無論對管理及督導人員，仍是最受機構歡迎的培訓種類，而對「複修／增修課程」的需求，亦急切上升。（圖3.24.7a 及 3.24.7b）。

圖 3.24.7a  
管理人員屬意修讀的培訓課程種類趨勢

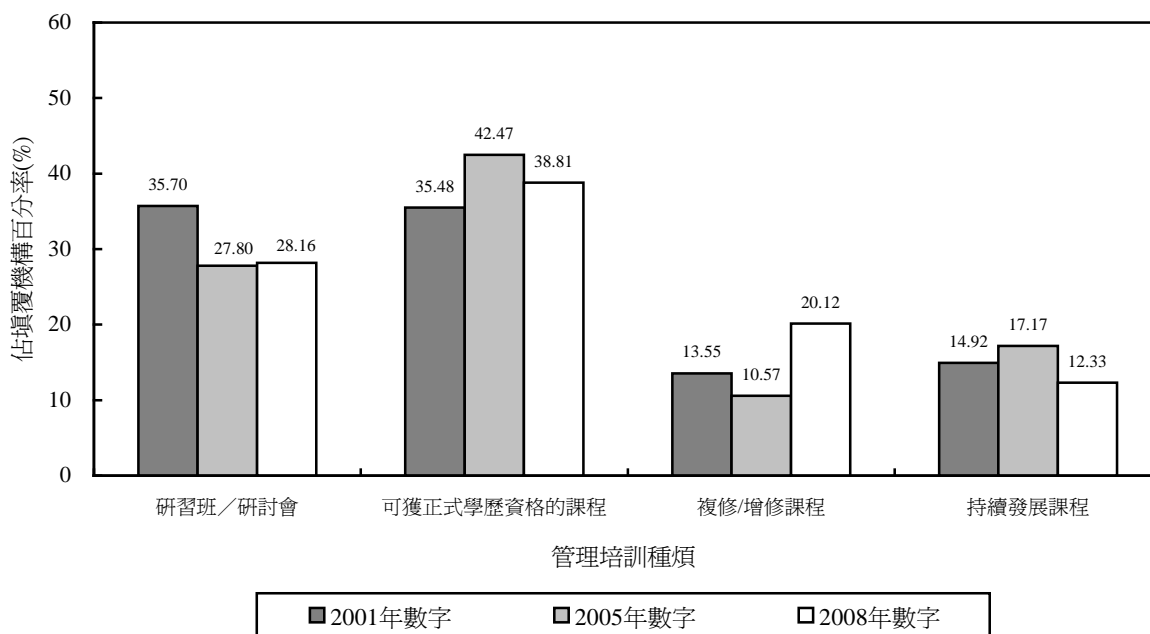
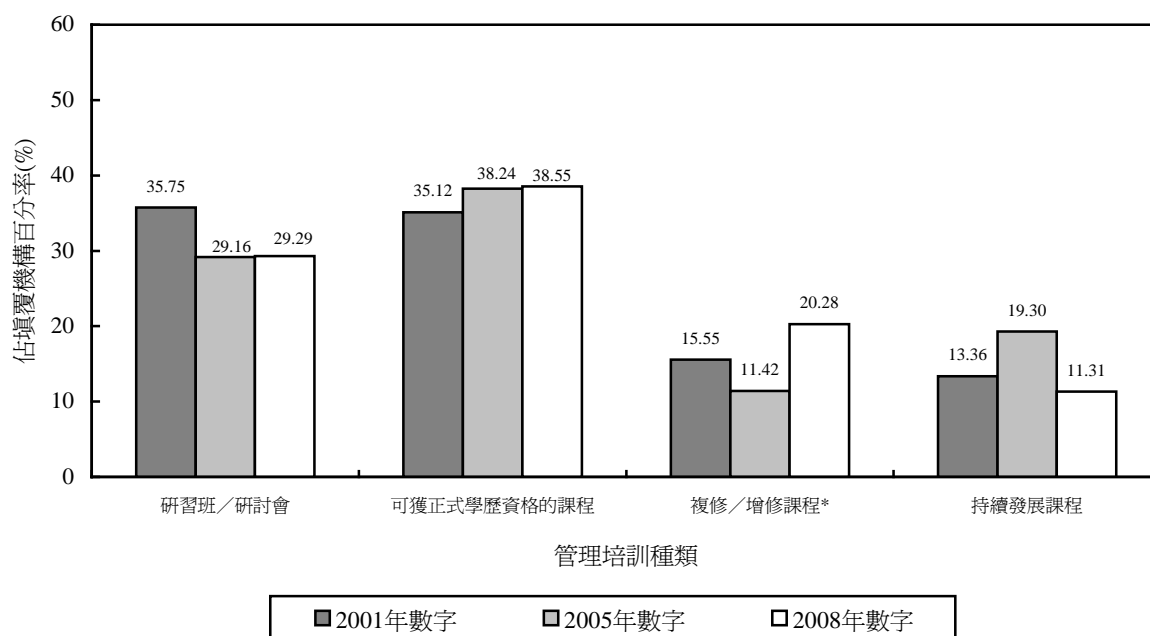


圖 3.24.7b  
督導人員屬意修讀的培訓課程種類趨勢



\* 2008年調查把選項「不獲正式學歷資格的複修／增修課程」修訂為「複修／增修課程」。

調查結果與2005年相若，機構較屬意「一星期以下」的培訓安排，然後是「一個月至三個月以下」。與2001年及2005年調查相比，機構較不願意選擇「三個月至十二個月以下」的培訓安排。有關詳情載列於圖3.24.8a 及 3.24.8b。

圖 3.24.8a

管理人員屬意有的受訓期趨勢

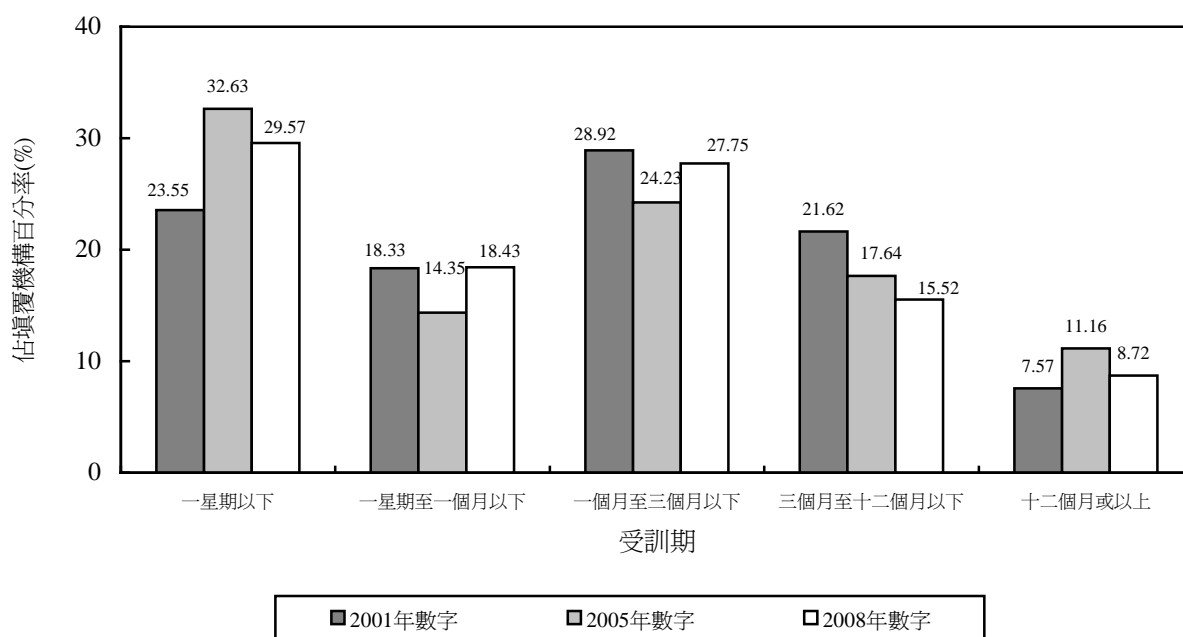
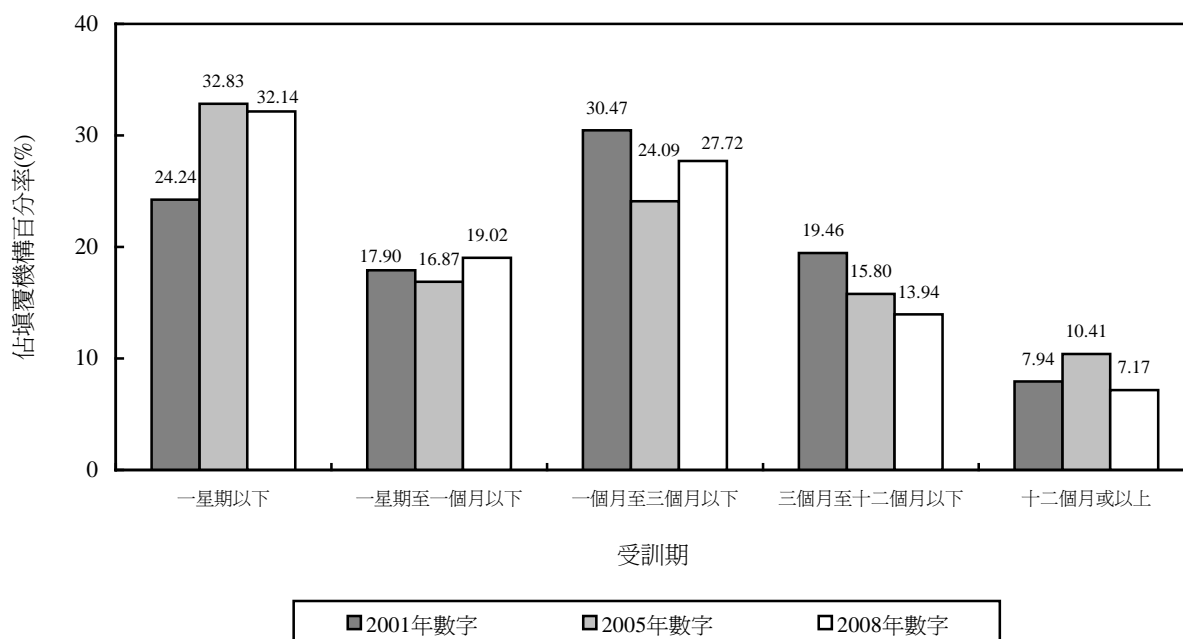


圖 3.24.8b

督導人員屬意有的受訓期趨勢



與過去兩次調查結果（2001 年及 2005年）相若，大多數機構屬意管理及督導人員修讀「每星期一次」的培訓課程。此外，亦有不少機構選擇「一次過」的培訓課程。有關詳情載列於圖3.24.9a 及 3.24.9b。

圖 3.24.9a  
管理人員屬意有的上課次數

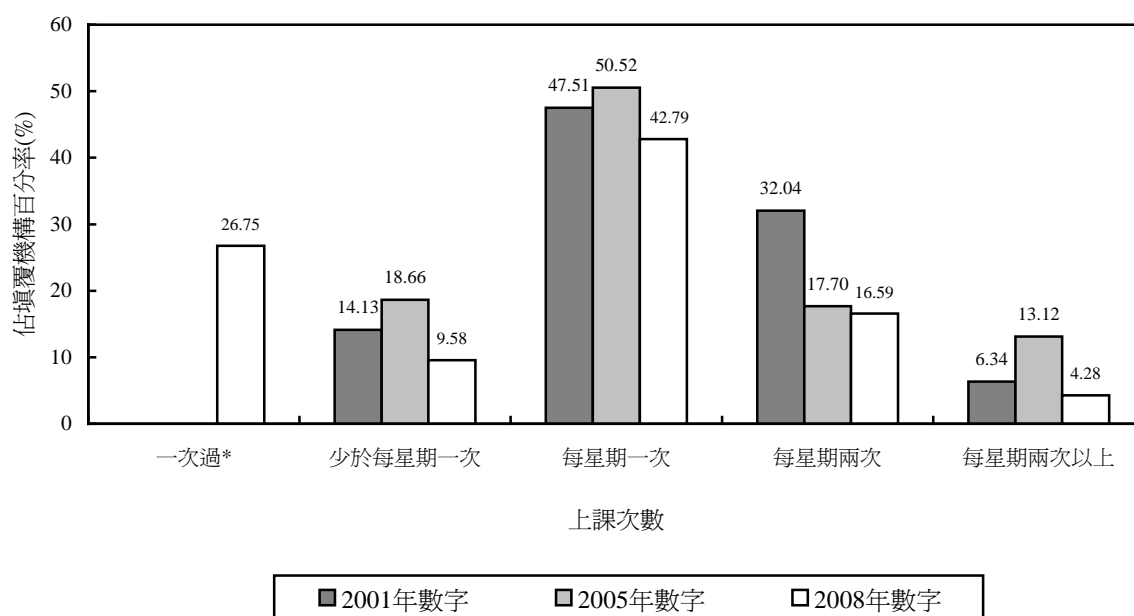
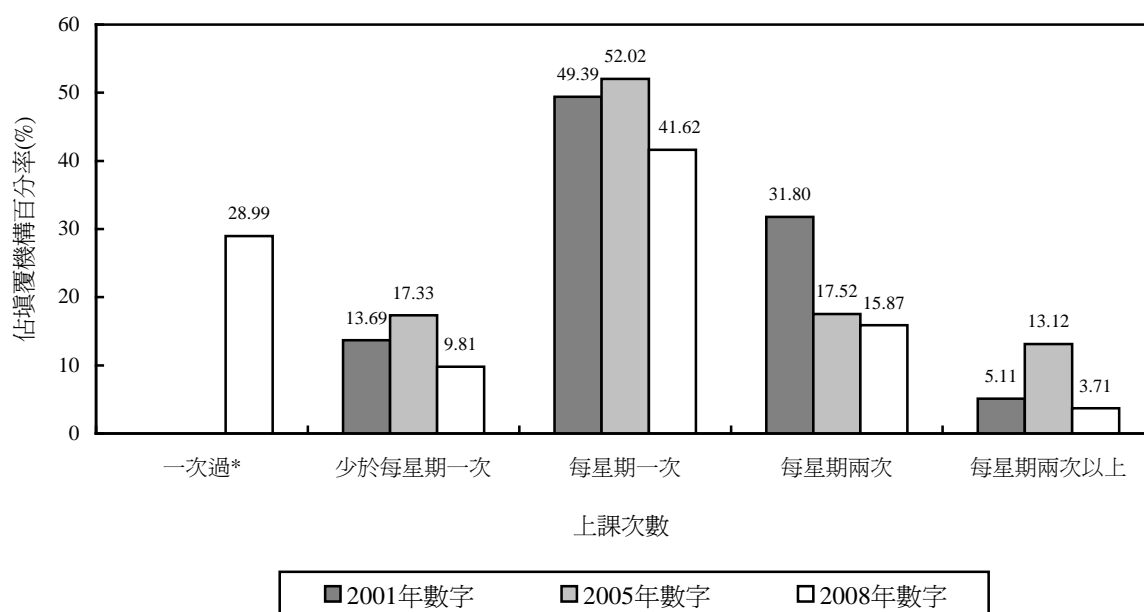


圖 3.24.9b  
督導人員屬意有的上課次數



\*為2001年及 2005年沒有提供的選項

在 2008年的調查中，有較多機構屬意管理培訓課程於「平日」進行，而屬意「平日與週末兩者混合」的機構數目，大幅減少。（見圖3.24.10a 及 3.24.10b）。

圖 3.24.10a  
管理人員屬意的週內上課日子

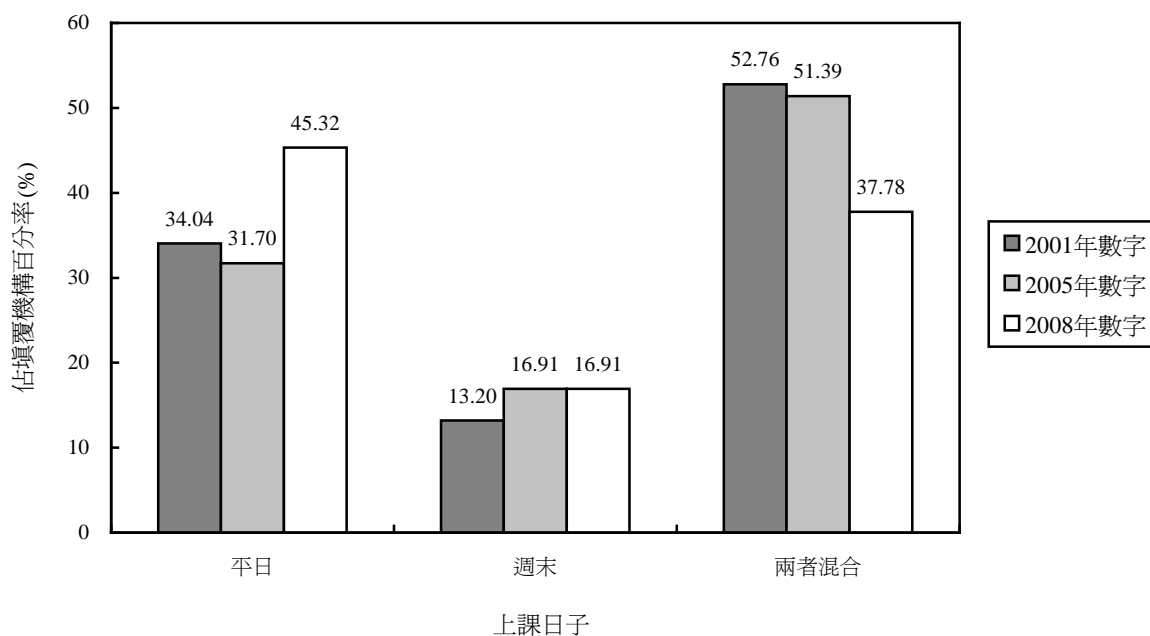
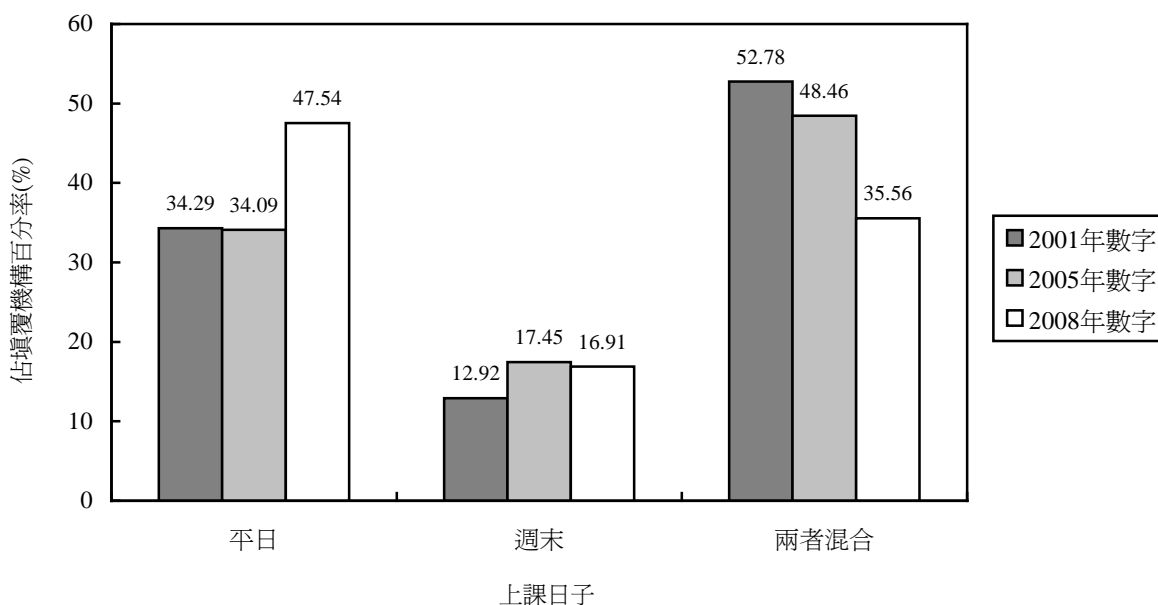


圖 3.24.10b  
督導人員屬意的週內上課日子





屬意員工「下班後」上課的機構數目，有上升趨勢；選擇「辦公時間內與下班後兩者混合」的機構數目，則有下降趨勢。（見圖 3.24.11a 及 3.24.11b）。

圖 3.24.11a  
管理人員屬意的上課時間趨勢

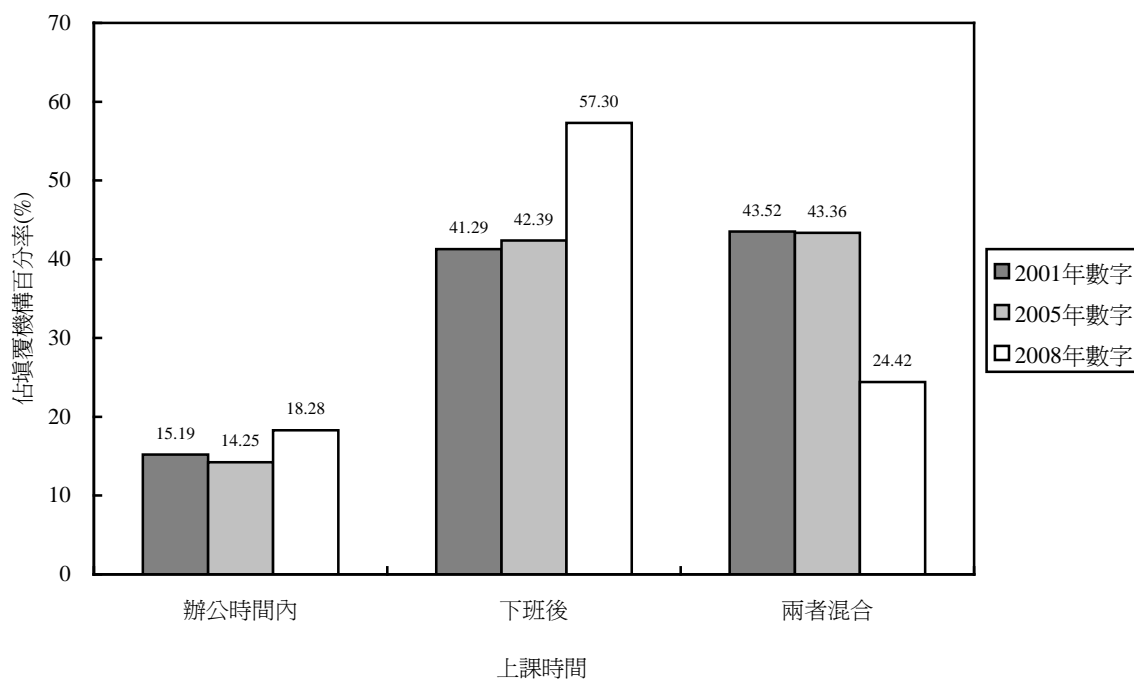
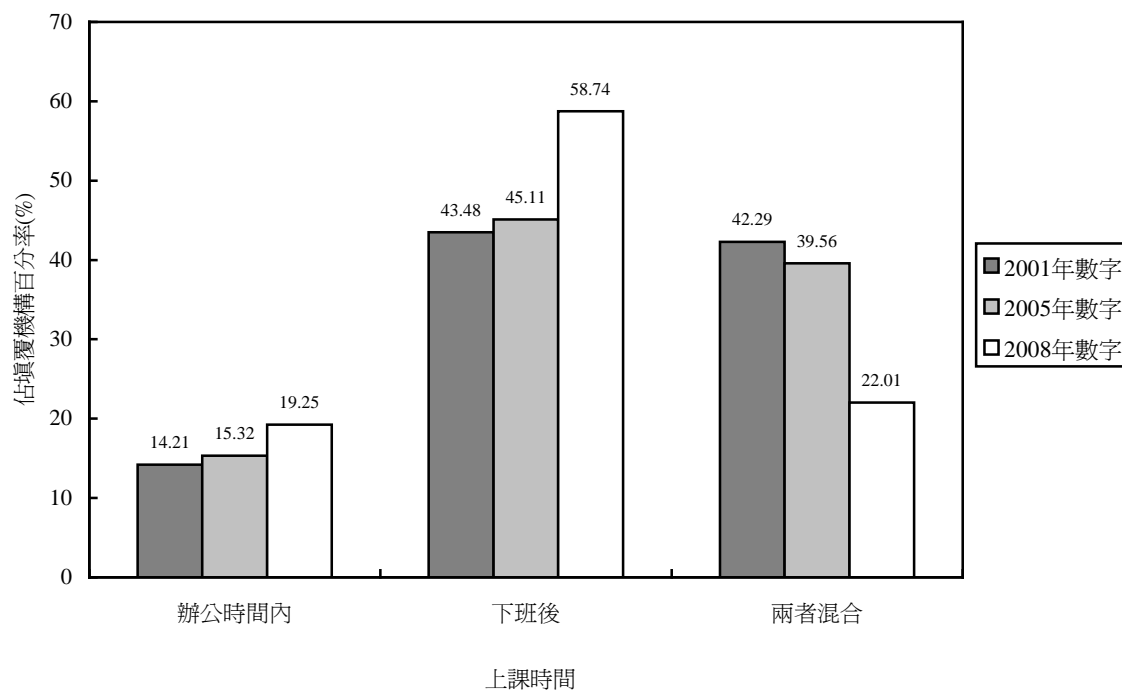


圖 3.24.11b  
督導人員屬意的上課時間趨勢



在三次調查中（2001年、2005年及2008年），「粵語／英語」和「粵語」仍然是機構最樂意選取的授課語言，而選擇「粵語」者亦有上升趨勢。（見圖3.24.12a 及3.24.12b）。

圖 3.24.12a

管理人員培訓課程屬意的授課語言趨勢

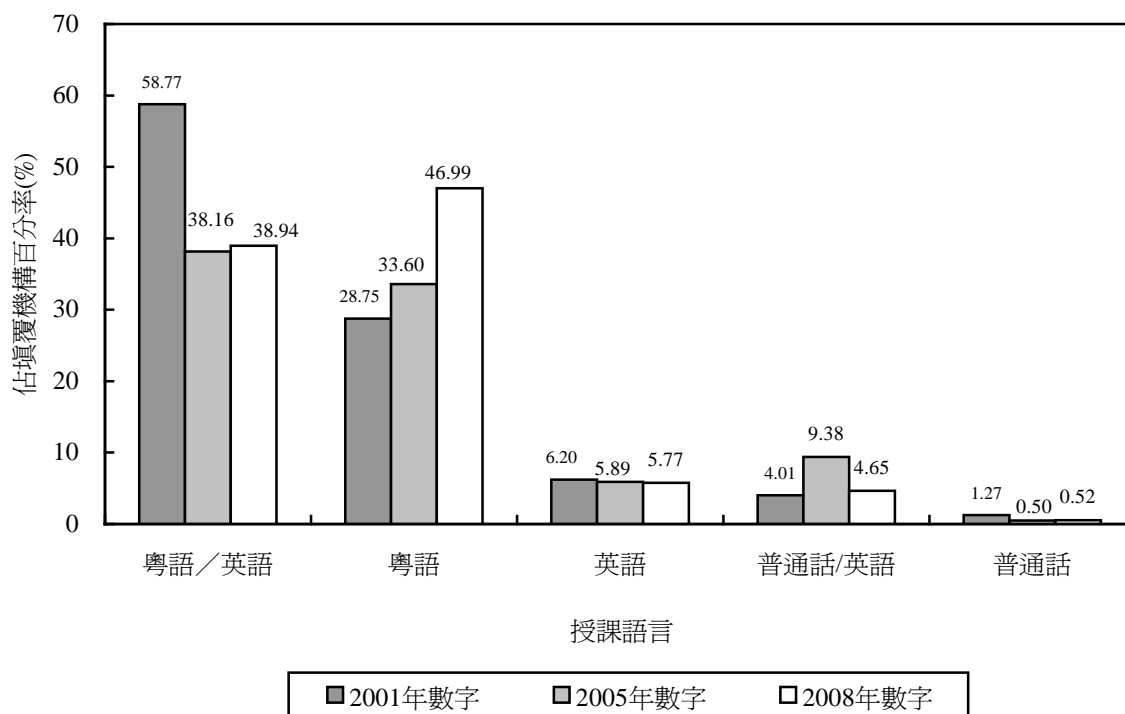
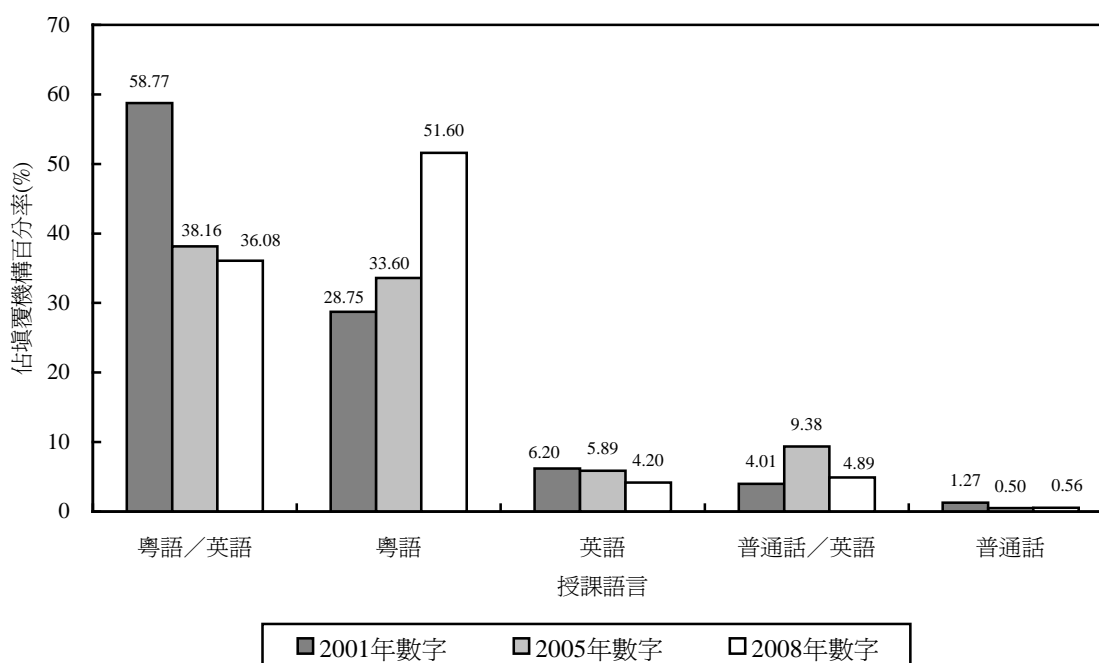


圖 3.24.12b

督導人員培訓課程屬意的授課語言趨勢



「由管理人員從旁指導，學習管理技巧」及「小組培訓」仍是機構最樂意選取的學習方式，而「遙距學習」及「利用機構內設學習資源中心自修」，則屬最少機構選取。在2008年調查中，「相關工作項目的行動學習法」是機構最樂意選取的學習方式之一。（見圖3.23.13a 及3.23.13b）。

圖 3.24.13a  
管理人員屬意採用的學習方式趨勢

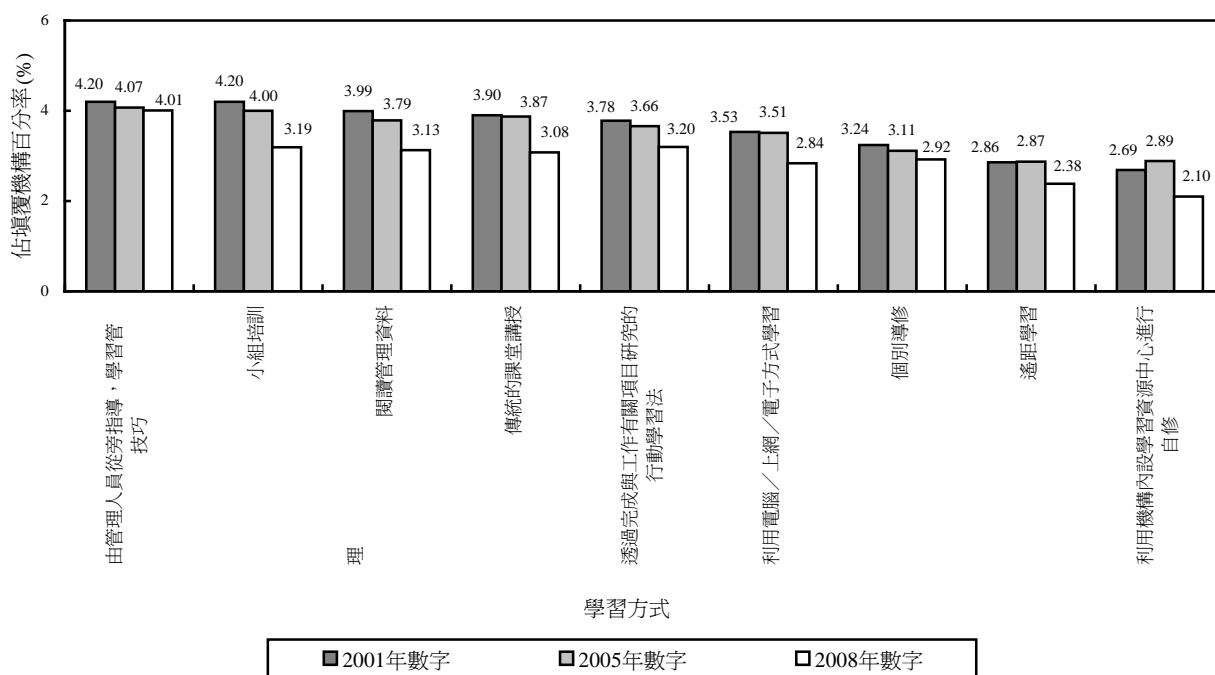
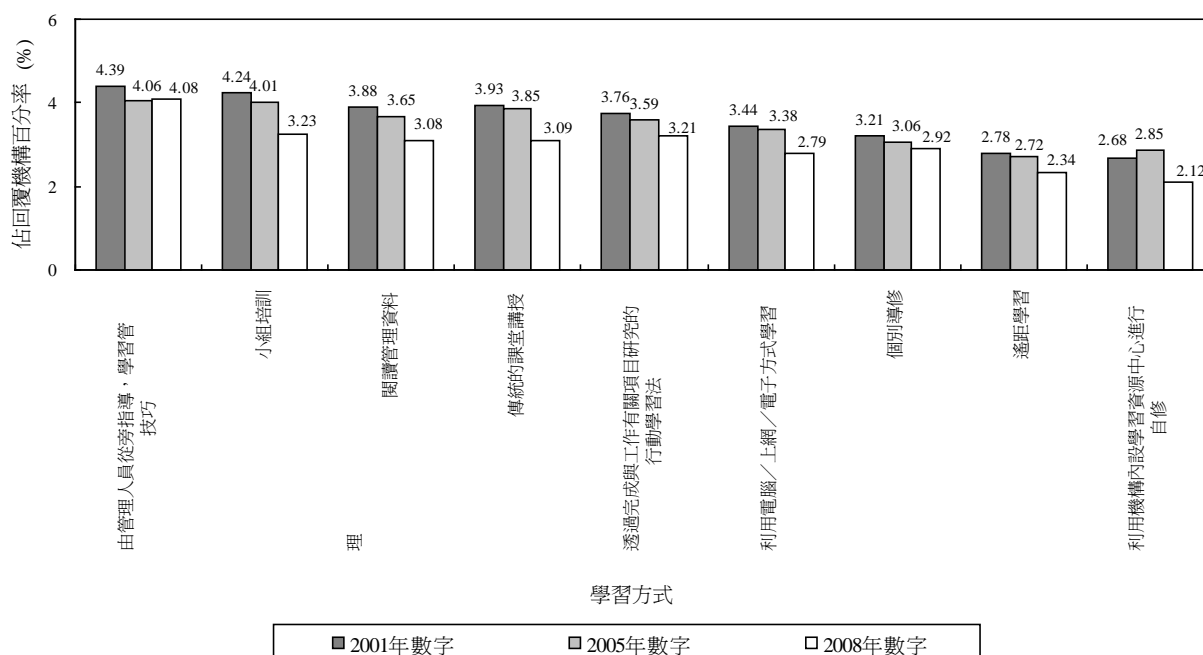


圖 3.24.13b  
督導人員屬意採用的學習方式趨勢



## 第四章

### 建議

#### 4.1 支持中小企持續發展

本會建議香港特區政府利用與中國內地簽定「更緊密經貿關係安排」的優勢，及參考 2008 年「經濟機遇委員會」提出的建議，落實發展教育服務。

在本次調查中，很多中小企填覆沒有提供管理培訓的原因，主要是缺乏培訓經費。因此，本會建議特區政府牽頭，鼓勵企業提高商務上的資訊科技運用，並發展電子培訓教材，以減低企業提供培訓課程的成本。本會亦建議特區政府恢復「中小企業培訓基金」，讓更多中小企在有限的資源下，仍能為員工提供有系統的專業培訓。

與此同時，包括職業訓練局在內的職業培訓機構，應協助發展人才。培訓機構可透過研發及維持可靠、操作簡易的溝通平台予中小企業，作為對管理培訓的全面完善支援，讓僱主能在不斷轉變的經濟環境下，仍能因時制宜，為員工安排合適的培訓計劃，提高工作團隊的競爭力。

#### 4.2 為管理及督導人員提供管理培訓的情況

從2008年的調查可見，在受僱或晉升前曾接受管理培訓的管理及督導人員，仍然少於半數。不過，情況自2005年起得到改善。本會大力建議香港僱主及有關的行業商會考慮扮演積極角色，向管理及督導人員推廣管理培訓意識，從而為業務締造競爭優勢。

僱主及僱主聯會／行業商會須竭力提高機構的管理培訓意識，並鼓勵他們在培訓方面作出承擔。僱主組織值得考慮與本地培訓機構組成策略伙伴，合作發展培訓課程，以配合特定行業的培訓需要。

本地培訓機構亦應協助發放是次調查結果的資訊，讓業界了解市場所需及參考本調查發現的重要才能，以便持份各方投放培訓資源，協力滿足市場需求。此外，香港特區政府正採取各項政策和積極的措施，透過提供資助（如「持續進修基金」），向社會推廣和促進終身學習的文化。

### 4.3 所需管理才能

在全球經濟衰退的大氣候下，香港的經濟環境正進行急劇轉型，但中、長期的經濟前景，仍保持樂觀。令人鼓舞的是，香港特區政府正與私營機構緊密合作，加強維持本港經濟的活力和競爭力，以配合內地經濟的蓬勃發展。

為確保在經濟復蘇時能迅速重拾發展勢頭，香港需要變革，邁向知識型和高增值活動型經濟、鞏固作為國際金融中心及重要商業樞紐的角色、進一步強化與內地的經濟融合，尤其需要配合珠江三角洲的策略性定位。

目前的金融危機，正為香港的管理人員帶來重大挑戰，包括要面對縮減業務規模及人手的壓力。他們應預備抓緊全球貿易失衡後回穩而衍生的經濟改革機會，而且，為處理不明朗的情況，香港必須發揮更強能力，迅速調整和適應，從而顯示香港管理人員具備「危機管理」、「團隊合作和建立團隊」、「營商智慧」和「策劃及組織能力」這些所需才能。

調查結果顯示，管理及督導人員的10項主要才能，有8項相同。管理及督導人員所需才能相若，可見督導人員將面對較嚴格的才能要求，要求他們對團隊發揮凝聚力。難怪重視個人判斷力及分析力的「解決困難及作出決定」和「對人對事善於分析」兩項才能，被視為對督導人員較重要，對管理人員則屬次要。

調查發現，有助發展本地管理及督導人員才能的培訓，通常亦適用於內地員工，但僱主亦認為某些才能對派駐內地的管理人員特別重要。培訓機構可能發現，「危機管理」及「處理衝突」被視為對內地管理人員較重要，但並不在香港管理人員「十大才能名單」之內。「處理衝突」這項才能，對內地督導人員比香港督導人員來得重要（見表2.3及2.11）。

在全球一體化的進程中，中國經濟的拓展步伐急速，預期內地管理人員可扮演積極的支援角色，挺立於工作團隊中，透過處理不明朗的情況及融合作業常規，反映出他們具備「風險管理」、「處理衝突」和「重視品質」這些所需才能。

### 4.4 提升管理才能

與2005年調查比較，僱主為員工提供培訓的態度愈趨開放和積極，准許僱員於辦公時間內修讀相關管理培訓課程，並為他們支付或發還課程費用。

上次調查（2005年）時，有17.4% 的受訪機構表示會「准許管理人員於辦公時間內接受訓練」， 20.8% 的機構表示會為督導人員作同一安排。另外，有39.3% 的管理人員和40.4%的督導人員可獲發還培訓課程費用。在是次調查中，「准許

員工於辦公時間內接受訓練」在管理及督導人員的百分率均升至約25.6%。此外，約45.2%的管理人員和46.9%的督導人員可獲發還培訓課程費用。本會認為可理解為僱主愈來愈願意為員工提供培訓。

「可獲正式學歷資格的課程」仍是眾多管理培訓課程中的首選（約38.8%的受訪機構屬意管理人員修讀，約38.6% 受訪機構屬意督導人員修讀）。「研習班／研討會」名列第二，為管理人員及督導人員選擇此方式的機構分別有28.2% 及29.3% ；而短期課程亦比長期課程受歡迎。培訓機構策劃課程及設計課程內容時，亦應考慮這些選擇。單元式的課程設計，配合密集的授課方式，看來最為理想，可以滿足各個界別不斷提高的要求。

調查顯示，「由管理人員從旁指導，學習管理技巧」，仍被視為最受歡迎的學習方式，其次是「小組培訓」。「訓練與輔導下屬」在管理及督導人員所需才能名單中排行甚前，再次印證有需要亦有可能把管理人員（督導人員較次要）栽培成導師／培訓師／輔導師，以支援機構的培訓發展工作。「相關工作項目的行動學習法」取代傳統的「課堂講授」，升至第三位。從機構屬意的培訓模式，可見著重互動和小組動力的學習方式，需求極大。至於自學方式，包括「利用電腦／上網／電子方式學習」、「遙距學習」及「利用機構內設學習資源中心進行自修」，由於極需自發性和學習動機，機構大多不會採用。

過去多年，本港各行各業一直積極與內地工作伙伴建立緊密合作關係，務求在市場上取得優勢，超越世界各地的競爭對手。簽訂《更緊密經貿關係安排》便是很好的例證，讓本港機構和專業人才更容易進入內地市場。有關安排亦為培訓業界締造可持續發展的良機，透過與派駐內地的同業結為策略性伙伴，提供處理文化差異的培訓。此外，培訓機構亦可參考是次調查結果，確定兩地人員的技能差距，以便調校進修課程和發展計劃，滿足市場需要。

#### 4.5 調查結果對管理培訓業界的意義

調查結果顯示，實有迫切需要拉近兩地管理及督導人員在管理才能方面的差距，以應付全球一體化帶來的挑戰。再者，未來數年亦可能要應付由此衍生的龐大培訓需求。因此，培訓機構須不時檢討市場需要，為工商界開展新的培訓課程。

為鞏固與行業商會、僱主、工會、專業團體、培訓機構及公營機構的伙伴關係，香港特區政府會繼續牽頭制訂前瞻性的政策，並鼓勵培訓機構協力，以滿足業界需求。

政府的資助計劃，如「持續進修基金」及「中小企業發展支援基金」，以直接和間接方式支援本地一般或特定行業的中小型企業持續發展，並提升本港整體人力

質素。政府可重新考慮提供「中小企業培訓基金」，以此作為動力，增援企業應付不斷轉變的培訓需求，對只能分配有限培訓資源的本地中小型企業給予實質支持。再者，政府可致力透過資助機構，如職業訓練局及其他大專院校附屬學院，投放更多資源以提供適切的在職培訓。

隨著「持續進修基金」日益普及，愈來愈多人可修讀有質素保證的培訓課程，從中受惠。不過，本會建議香港特區政府考慮擴大資助計劃的覆蓋範圍和增加資助額，並簡化申請程序，以確保管理及督導人員持續終身學習。

2008年5月正式推行的「資歷架構」，無疑是一項回應市場需求的積極措施。「資歷架構」不但為培訓機構提供跨界別的資歷級別制度，釐清業界的資歷要求及指出明確的銜接途徑，亦有助市民訂立清晰可行的目標和方向，以獲取有質素保證的資歷。為鞏固業界在培訓發展的領導地位，不同行業已蒐集了行業商會、勞工團體及專業團體的意見，制定《能力標準說明》。《能力標準說明》的內容，包括各級別所需的才能標準，亦即是執行某一級別職務所需的技能、知識和表現。因此，培訓機構設計課程時，可參考《能力標準說明》以協助學員達到特定的技術水平。「資歷架構」推行後，培訓機構可加速課程發展及減低發展成本，以配合業界需求，並確保培訓質素。培訓機構可將課程設計成單元儲修模式，銜接更高專業資歷，提供進修途徑。這些資歷可以單元劃分，以便採用多入學點及多結業點的靈活進修方式，廣泛配合不同職級從業員的需求。

政府成立經濟機遇委員會，於2008年曾就支援本港教育服務發展提出建議，培訓業界亦須留意政府落實有關建議的進度。教育服務現已被納入經濟範疇，具有競爭優勢和較大發展潛力，可把香港打造成區域教育樞紐。

長遠來說，專業團體和培訓機構應攜手合作，並在政府的參與下，就管理及督導人員所需的管理才能，共同制訂跨界別的資歷級別制度，以促進香港的持續人力發展，讓個別人士可按本身的進修路向，致力終身學習。

#### 4.6 未來路向

為了向業界提供可追溯的紀錄和最新資料，以便制訂人力發展策略，本會建議繼續採用現行做法，每兩至三年為管理及督導人員進行人力及訓練需求調查。不過，為使本會能因應瞬息萬變的經濟環境及業務需求，作出適時和恰當的建議，應按需要不時進行小規模調查，如採用焦點小組調查及網上調查等，當局亦應提供資源進行有關工作。

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**Committee on Management and Supervisory Training**  
**Membership List (2009-10)**

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Nominated by:

(on ad personam basis)

Members:

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(The Employers' Federation of Hong Kong)

Mr Roy FUNG Kim-sang

(The Hong Kong Institute of Human  
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Dr Florence HO Hau-ching

(The American Chamber of Commerce in  
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Prof Alfred HO Sai-pak

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Ms Eva KWONG Pui-han

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(The International Institute of Management)



Representing:

Mr Ronald HO Kwai-yick

(representing the Civil Service Training and  
Development Institute, Civil Service Bureau)

Ms Susanna CHAN Sau-Ching

(The Executive Director of the Vocational  
Training Council)

Secretary:

Mr Angus Lam Chi-piu

(Vocational Training Council)

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管理及督導訓練委員會  
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鄭羅蕙芬女士 (獨立人士)

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陳秀青女士	(職業訓練局執行幹事代表)

秘書：

林之彪先生 (職業訓練局)

**Terms of Reference of**

**The Committee on Management and Supervisory Training**

1. To determine the manpower demand of the industry, including the collection and analysis of relevant manpower and student/trainee statistics and information on socio-economic, technological and labour market developments.
2. To assess and review whether the manpower supply for the industry matches with the manpower demand.
3. To recommend to the Vocational Training Council the development of management and supervisory training facilities to meet the assessed manpower demand.
4. To advise the Hong Kong Institute of Vocational Education (IVE) and the Institute of Professional Education And Knowledge (PEAK) on the direction and strategic development of the relevant disciplines.
5. To advise on the course planning, curriculum development and quality assurance systems of the IVE and the PEAK in the relevant disciplines.
6. To prescribe job specifications for the principal jobs in the industry defining the skills, knowledge and training required.
7. To advise on training programmes for the principal jobs in the industry specifying the time a trainee needs to spend on each skill element.
8. To tender advice in respect of skill assessments, trade tests and certification for in-service workers, apprentices and trainees, for the purpose of ascertaining that the specified skill standards have been attained.
9. To advise on the conduct of skill competitions in key trades in the industry for the promotion of management and supervisory training as well as participation in international competitions.
10. To liaise with relevant bodies on matters pertaining to the development and promotion of management and supervisory training in the industry, including employers, employers' associations, trade unions, professional institutions, training and educational institutions and government departments.
11. To organize seminars/conferences/symposia on management and supervisory training for the industry.
12. To advise on the publicity relating to the activities of the Committee and relevant management and supervisory training programmes of the VTC.
13. To submit to the Council an annual report on the Committee's work and its recommendations on the strategies for programmes in the relevant disciplines.
14. To undertake any other functions delegated by the Council in accordance with Section 7 of the Vocational Training Council Ordinance.

## 管理及督導訓練委員會

### 職權範圍

1. 確定業內的人力需求，包括收集、分析相關的人力和學生／學員統計數字，以及關於社會經濟、科技及人力市場發展的資料。
2. 評估及研究本業的人力供求是否平衡。
3. 就發展業內專業教育及訓練設施應付人力需求，向職業訓練局提供意見。
4. 就管理課程發展方向及策略，向香港專業教育學院（IVE）及高峰進修學院（PEAK）提出建議。
5. 就香港專業教育學院及高峰進修學院相關學科的課程策劃、課程發展及質素保證制度提供意見。
6. 擬訂本業主要職務的工作範圍，界定所需的技能、知識及訓練。
7. 建議本業主要職務訓練方案，訂定每種技能所需的訓練期。
8. 對技術評估、技能測驗及證書頒發制度提供意見，以確定從業員、學徒及見習員的技能水平。
9. 就本業主要行業舉辦技能比賽提供意見，以推廣專業教育與訓練和派員參加國際賽事。
10. 就管理及督導訓練的發展與推廣事宜，與僱主、僱主聯會、工會、專業團體、訓練及教育機構、政府部門等聯絡。
11. 為本業舉辦有關管理及督導訓練的研討會與會議。
12. 就業內訓練委員會的工作、有關職訓局專業教育及訓練課程的宣傳事宜提供意見。
13. 每年向局方呈交訓練委員會工作報告，以及相關學科課程發展策略建議。
14. 根據《職業訓練局條例》第 7 條，負責局方所委派的其他工作。

**Vocational Training Council**  
**Committee on Management and Supervisory Training**  
**Working Party on 2008 Manpower Survey**

Prof WONG Chi-sum (Convener)

Dr David HO Chi-shing

Prof Alfred HO Sai-pak

Ms Eva KWONG Pui-han

Ms Stella LEE Wai-fun

Dr MAK Wai-ming

Mr Sam CHEUNG Wai-ming (Secretary)

職業訓練局  
管理及督導訓練委員會  
2008 年人力調查工作小組委員名單

黃熾森教授 (召集人)

何志盛博士

何世柏教授

鄭配嫻女士

李慧芬女士

麥偉明博士

張偉明先生 (秘書)

**Terms of Reference of**  
**The Working Party on 2008 Manpower Survey**

- (i) To devise the sampling frame for the survey;
- (ii) To design the survey questionnaire and documents;
- (iii) To monitor the implementation of the survey fieldwork;
- (iv) To advise on the training requirements in the light of survey findings;
- (v) To formulate recommendations; and
- (vi) To advise on the compilation of the survey report

管理及督導訓練委員會  
2008 年度人力調查工作小組

職權範圍

- (i) 計劃調查範圍及抽樣方法；
- (ii) 設計調查問卷及有關文件；
- (iii) 監察實地調查工作之執行；
- (iv) 根據調查結果，就培訓需要提供意見；
- (v) 制定建議；及
- (vi) 就調查報告之編製提供意見。





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

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

<p><b><u>Management Skills</u></b></p> <p><input type="checkbox"/> 8 Analytical in Approach to People and Problems</p> <p><input type="checkbox"/> 9 Business Acumen</p> <p><input type="checkbox"/> 10 Change Management</p> <p><input type="checkbox"/> 11 Creativity and Innovation</p> <p><input type="checkbox"/> 12 Crisis Management</p> <p><input type="checkbox"/> 13 Dealing with Conflict</p> <p><input type="checkbox"/> 14 Delegation</p> <p><input type="checkbox"/> 15 Planning and Organising Skills</p> <p><input type="checkbox"/> 16 Problem Solving and Decision Making</p> <p><input type="checkbox"/> 17 Quality Conscious/ Quality Minded</p> <p><input type="checkbox"/> 18 Risks Management</p> <p><input type="checkbox"/> 19 Sense of Accountability</p> <p><input type="checkbox"/> 20 Strategic Thinking</p> <p><b><u>Interpersonal Skills for the Workplace</u></b></p> <p><input type="checkbox"/> 21 Coaching and Counselling</p> <p><input type="checkbox"/> 22 Communication Skills</p> <p><input type="checkbox"/> 23 Influencing Skills</p> <p><input type="checkbox"/> 24 Interpersonal Skills</p> <p><input type="checkbox"/> 25 Motivating Others</p> <p><input type="checkbox"/> 26 Negotiation Skills</p> <p><input type="checkbox"/> 27 Team Work and Team Building</p> <p><input type="checkbox"/> 28 Understanding of Others/ Empathy</p> <p><input type="checkbox"/> 29 Zealous in Developing Talent/ Potential in Others</p>	<p><b><u>Language and IT Skills</u></b></p> <p><input type="checkbox"/> 30 Chinese (Putonghua and Business Writing Skills)</p> <p><input type="checkbox"/> 31 English (Spoken and Written)</p> <p><input type="checkbox"/> 32 Other Languages (please specify): _____</p> <p><input type="checkbox"/> 33 IT Knowledge and Application</p> <p><b><u>World Vision and China-related Knowledge</u></b></p> <p><input type="checkbox"/> 34 International Exposure and Knowledge</p> <p><input type="checkbox"/> 35 Cross Cultural Awareness (e.g. the Chinese Mainland) / Managing Diversity</p> <p><input type="checkbox"/> 36 Laws and Regulatory Restrictions for Access to the Chinese Mainland's Market</p> <p><input type="checkbox"/> 37 Trade Practices in the Chinese Mainland</p> <p><b><u>Other Competencies</u></b></p> <p><input type="checkbox"/> 38 AQ (Adversity Quotient)</p> <p><input type="checkbox"/> 39 Business Ethics</p> <p><input type="checkbox"/> 40 Customer Concern</p> <p><input type="checkbox"/> 41 EI (Emotional Intelligence)</p> <p><input type="checkbox"/> 42 Instructional, Training and Presentation Skills</p> <p><input type="checkbox"/> 43 Integrity and Trust</p> <p><input type="checkbox"/> 44 Self Improvement</p> <p><input type="checkbox"/> 45 Self Management (e.g. time management, prioritisation, etc.)</p> <p><input type="checkbox"/> 46 Stress Management</p> <p><b><u>Others</u></b> (please specify) :</p> <p><input type="checkbox"/> 47 (1) _____</p> <p><input type="checkbox"/> 48 (2) _____</p> <p><input type="checkbox"/> 49 (3) _____</p>
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1.2 Please go through the following list of competencies that cover the skills, knowledge, and attitudes generally required in management. Choose **TEN (10)** that you regard as **most important to train MIDDLE MANAGERS/DEPARTMENT HEADS for the NEXT THREE YEARS IN HONG KONG** by ticking '✓' the box against each.

<p><b><u>Management Skills</u></b></p> <p><input type="checkbox"/> 53 Analytical in Approach to People and Problems</p> <p><input type="checkbox"/> 54 Business Acumen</p> <p><input type="checkbox"/> 55 Change Management</p> <p><input type="checkbox"/> 56 Creativity and Innovation</p> <p><input type="checkbox"/> 57 Crisis Management</p> <p><input type="checkbox"/> 58 Dealing with Conflict</p> <p><input type="checkbox"/> 59 Delegation</p> <p><input type="checkbox"/> 60 Planning and Organising Skills</p> <p><input type="checkbox"/> 61 Problem Solving and Decision Making</p> <p><input type="checkbox"/> 62 Quality Conscious/ Quality Minded</p> <p><input type="checkbox"/> 63 Risks Management</p> <p><input type="checkbox"/> 64 Sense of Accountability</p> <p><input type="checkbox"/> 65 Strategic Thinking</p> <p><b><u>Interpersonal Skills for the Workplace</u></b></p> <p><input type="checkbox"/> 66 Coaching and Counselling</p> <p><input type="checkbox"/> 67 Communication Skills</p> <p><input type="checkbox"/> 68 Influencing Skills</p> <p><input type="checkbox"/> 69 Interpersonal Skills</p> <p><input type="checkbox"/> 70 Motivating Others</p> <p><input type="checkbox"/> 71 Negotiation Skills</p> <p><input type="checkbox"/> 72 Team Work and Team Building</p> <p><input type="checkbox"/> 73 Understanding of Others/ Empathy</p> <p><input type="checkbox"/> 74 Zealous in Developing Talent/ Potential in Others</p>	<p><b><u>Language and IT Skills</u></b></p> <p><input type="checkbox"/> 75 Chinese (Putonghua and Business Writing Skills)</p> <p><input type="checkbox"/> 76 English (Spoken and Written)</p> <p><input type="checkbox"/> 77 Other Languages (please specify): _____</p> <p><input type="checkbox"/> 78 IT Knowledge and Application</p> <p><b><u>World Vision and China-related Knowledge</u></b></p> <p><input type="checkbox"/> 79 International Exposure and Knowledge</p> <p><input type="checkbox"/> 80 Cross Cultural Awareness (e.g. the Chinese Mainland) / Managing Diversity</p> <p><input type="checkbox"/> 81 Laws and Regulatory Restrictions for Access to the Chinese Mainland's Market</p> <p><input type="checkbox"/> 82 Trade Practices in the Chinese Mainland</p> <p><b><u>Other Competencies</u></b></p> <p><input type="checkbox"/> 83 AQ (Adversity Quotient)</p> <p><input type="checkbox"/> 84 Business Ethics</p> <p><input type="checkbox"/> 85 Customer Concern</p> <p><input type="checkbox"/> 86 EI (Emotional Intelligence)</p> <p><input type="checkbox"/> 87 Instructional, Training and Presentation Skills</p> <p><input type="checkbox"/> 88 Integrity and Trust</p> <p><input type="checkbox"/> 89 Self Improvement</p> <p><input type="checkbox"/> 90 Self Management (e.g. time management, prioritisation, etc.)</p> <p><input type="checkbox"/> 91 Stress Management</p> <p><b><u>Others</u></b> (please specify) :</p> <p><input type="checkbox"/> 92 (1) _____</p> <p><input type="checkbox"/> 93 (2) _____</p> <p><input type="checkbox"/> 94 (3) _____</p>
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1.3 *The Rationale Behind*

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

	<u>Supervisors/ Front-line managers</u>	<u>Middle managers/ Dept. heads</u>
a) Outsourcing	<input type="text"/> 96	<input type="text"/> 97
b) Technology/Process Change	<input type="text"/> 98	<input type="text"/> 99
c) Market Competition	<input type="text"/> 100	<input type="text"/> 101
d) Business Refocus	<input type="text"/> 102	<input type="text"/> 103
e) Business Expansion/Development	<input type="text"/> 104	<input type="text"/> 105
f) Continuous Improvement	<input type="text"/> 106	<input type="text"/> 107
g) Cultural Diversity	<input type="text"/> 108	<input type="text"/> 109
h) Talent Attraction & Retention	<input type="text"/> 110	<input type="text"/> 111
i) Change of Government Policies or Regulations in Hong Kong	<input type="text"/> 112	<input type="text"/> 113
j) Change of Government Policies or Regulations in the Chinese Mainland	<input type="text"/> 114	<input type="text"/> 115
k) Others (please specify) : _____	<input type="text"/> 116	<input type="text"/> 117

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**Part II : Training Needs of Managers & Supervisors in the Next Three Years in the OPERATIONS OUTSIDE HONG KONG**

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

- 119 The Chinese Mainland  
 120 Vietnam  
 121 Indonesia  
 122 Other South East Asian Countries (please specify: \_\_\_\_\_ )  
 123 Others (please specify: \_\_\_\_\_ )  
 124 No (*Please go to Part III*)

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

- 125 Hong Kong  
 126 The Chinese Mainland  
 127 Vietnam  
 128 Indonesia  
 129 Other South East Asian Countries (please specify: \_\_\_\_\_ )  
 130 Others (please specify: \_\_\_\_\_ )

2.3 What are the major business activities? (You may tick ‘✓’ more than one box)

	<u>HK</u>	<u>Outside HK</u>
Marketing / Sales	<input type="checkbox"/> 131	<input type="checkbox"/> 132
Design	<input type="checkbox"/> 133	<input type="checkbox"/> 134
Import / Export	<input type="checkbox"/> 135	<input type="checkbox"/> 136
Financial Control / Accounting	<input type="checkbox"/> 137	<input type="checkbox"/> 138
Retailing	<input type="checkbox"/> 139	<input type="checkbox"/> 140
Manufacturing	<input type="checkbox"/> 141	<input type="checkbox"/> 142
Purchasing	<input type="checkbox"/> 143	<input type="checkbox"/> 144
Others (please specify: _____ )	<input type="checkbox"/> 145	<input type="checkbox"/> 146

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2.4 How many employees are there in your operations?

In Hong Kong operations

150				154

In the operations outside Hong Kong

155				159

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

In Hong Kong

160				163

Outside Hong Kong

164				167

2.6 In the Hong Kong operations, what are the percentages of  
Outside Hong Kong supervisors/ front-line managers

168				170

 %

Outside Hong Kong middle managers/ department heads

171				173

 %

2.7 In the operations outside Hong Kong, what are the percentages of  
Hong Kong supervisors/ front-line managers

174				176

 %

Hong Kong middle managers/ department heads

177				179

 %

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180	181	182	183	184

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

<p><b>Management Skills</b></p> <p><input type="checkbox"/> 185 Analytical in Approach to People and Problems</p> <p><input type="checkbox"/> 186 Business Acumen</p> <p><input type="checkbox"/> 187 Change Management</p> <p><input type="checkbox"/> 188 Creativity and Innovation</p> <p><input type="checkbox"/> 189 Crisis Management</p> <p><input type="checkbox"/> 190 Dealing with Conflict</p> <p><input type="checkbox"/> 191 Delegation</p> <p><input type="checkbox"/> 192 Planning and Organising Skills</p> <p><input type="checkbox"/> 193 Problem Solving and Decision Making</p> <p><input type="checkbox"/> 194 Quality Conscious/ Quality Minded</p> <p><input type="checkbox"/> 195 Risks Management</p> <p><input type="checkbox"/> 196 Sense of Accountability</p> <p><input type="checkbox"/> 197 Strategic Thinking</p> <p><b>Interpersonal Skills for the Workplace</b></p> <p><input type="checkbox"/> 198 Coaching and Counselling</p> <p><input type="checkbox"/> 199 Communication Skills</p> <p><input type="checkbox"/> 200 Influencing Skills</p> <p><input type="checkbox"/> 201 Interpersonal Skills</p> <p><input type="checkbox"/> 202 Motivating Others</p> <p><input type="checkbox"/> 203 Negotiation Skills</p> <p><input type="checkbox"/> 204 Team Work and Team Building</p> <p><input type="checkbox"/> 205 Understanding of Others/ Empathy</p> <p><input type="checkbox"/> 206 Zealous in Developing Talent/ Potential in Others</p>	<p><b>Language and IT Skills</b></p> <p><input type="checkbox"/> 207 Chinese (Putonghua and Business Writing Skills)</p> <p><input type="checkbox"/> 208 English (Spoken and Written)</p> <p><input type="checkbox"/> 209 Other Languages (please specify): _____</p> <p><input type="checkbox"/> 210 IT Knowledge and Application</p> <p><b>World Vision and China-related Knowledge</b></p> <p><input type="checkbox"/> 211 International Exposure and Knowledge</p> <p><input type="checkbox"/> 212 Cross Cultural Awareness (e.g. the Chinese Mainland) / Managing Diversity</p> <p><input type="checkbox"/> 213 Laws and Regulatory Restrictions for Access to the Chinese Mainland's Market</p> <p><input type="checkbox"/> 214 Trade Practices in the Chinese Mainland</p> <p><b>Other Competencies</b></p> <p><input type="checkbox"/> 215 AQ (Adversity Quotient)</p> <p><input type="checkbox"/> 216 Business Ethics</p> <p><input type="checkbox"/> 217 Customer Concern</p> <p><input type="checkbox"/> 218 EI (Emotional Intelligence)</p> <p><input type="checkbox"/> 219 Instructional, Training and Presentation Skills</p> <p><input type="checkbox"/> 220 Integrity and Trust</p> <p><input type="checkbox"/> 221 Self Improvement</p> <p><input type="checkbox"/> 222 Self Management (e.g. time management, prioritisation, etc.)</p> <p><input type="checkbox"/> 223 Stress Management</p> <p><b>Others</b> (please specify) :</p> <p><input type="checkbox"/> 224 (1) _____</p> <p><input type="checkbox"/> 225 (2) _____</p> <p><input type="checkbox"/> 226 (3) _____</p>
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2.9 Please go through the following list of competencies that cover the skills, knowledge, and attitudes generally required in management. Choose **TEN (10)** that you regard as **most important to train MIDDLE MANAGERS/DEPARTMENT HEADS for the NEXT THREE YEARS IN THE OPERATIONS OUTSIDE HONG KONG** by ticking '✓' the box against each.

<p><b><u>Management Skills</u></b></p> <p><input type="checkbox"/> 228 Analytical in Approach to People and Problems</p> <p><input type="checkbox"/> 229 Business Acumen</p> <p><input type="checkbox"/> 230 Change Management</p> <p><input type="checkbox"/> 231 Creativity and Innovation</p> <p><input type="checkbox"/> 232 Crisis Management</p> <p><input type="checkbox"/> 233 Dealing with Conflict</p> <p><input type="checkbox"/> 234 Delegation</p> <p><input type="checkbox"/> 235 Planning and Organising Skills</p> <p><input type="checkbox"/> 236 Problem Solving and Decision Making</p> <p><input type="checkbox"/> 237 Quality Conscious/ Quality Minded</p> <p><input type="checkbox"/> 238 Risks Management</p> <p><input type="checkbox"/> 239 Sense of Accountability</p> <p><input type="checkbox"/> 240 Strategic Thinking</p> <p><b><u>Interpersonal Skills for the Workplace</u></b></p> <p><input type="checkbox"/> 241 Coaching and Counselling</p> <p><input type="checkbox"/> 242 Communication Skills</p> <p><input type="checkbox"/> 243 Influencing Skills</p> <p><input type="checkbox"/> 244 Interpersonal Skills</p> <p><input type="checkbox"/> 245 Motivating Others</p> <p><input type="checkbox"/> 246 Negotiation Skills</p> <p><input type="checkbox"/> 247 Team Work and Team Building</p> <p><input type="checkbox"/> 248 Understanding of Others/ Empathy</p> <p><input type="checkbox"/> 249 Zealous in Developing Talent/ Potential in Others</p>	<p><b><u>Language and IT Skills</u></b></p> <p><input type="checkbox"/> 250 Chinese (Putonghua and Business Writing Skills)</p> <p><input type="checkbox"/> 251 English (Spoken and Written)</p> <p><input type="checkbox"/> 252 Other Languages (please specify): _____</p> <p><input type="checkbox"/> 253 IT Knowledge and Application</p> <p><b><u>World Vision and China-related Knowledge</u></b></p> <p><input type="checkbox"/> 254 International Exposure and Knowledge</p> <p><input type="checkbox"/> 255 Cross Cultural Awareness (e.g. the Chinese Mainland) / Managing Diversity</p> <p><input type="checkbox"/> 256 Laws and Regulatory Restrictions for Access to the Chinese Mainland's Market</p> <p><input type="checkbox"/> 257 Trade Practices in the Chinese Mainland</p> <p><b><u>Other Competencies</u></b></p> <p><input type="checkbox"/> 258 AQ (Adversity Quotient)</p> <p><input type="checkbox"/> 259 Business Ethics</p> <p><input type="checkbox"/> 260 Customer Concern</p> <p><input type="checkbox"/> 261 EI (Emotional Intelligence)</p> <p><input type="checkbox"/> 262 Instructional, Training and Presentation Skills</p> <p><input type="checkbox"/> 263 Integrity and Trust</p> <p><input type="checkbox"/> 264 Self Improvement</p> <p><input type="checkbox"/> 265 Self Management (e.g. time management, prioritisation, etc.)</p> <p><input type="checkbox"/> 266 Stress Management</p> <p><b><u>Others</u></b> (please specify) :</p> <p><input type="checkbox"/> 267 (1) _____</p> <p><input type="checkbox"/> 268 (2) _____</p> <p><input type="checkbox"/> 269 (3) _____</p>
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2.10 *The Rationale Behind*

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

	<u>Supervisors/ Front-line managers</u>	<u>Middle managers/ Dept. heads</u>
a) Outsourcing	<input type="text"/> 271	<input type="text"/> 272
b) Technology/Process Change	<input type="text"/> 273	<input type="text"/> 274
c) Market Competition	<input type="text"/> 275	<input type="text"/> 276
d) Business Refocus	<input type="text"/> 277	<input type="text"/> 278
e) Business Expansion/Development	<input type="text"/> 279	<input type="text"/> 280
f) Continuous Improvement	<input type="text"/> 281	<input type="text"/> 282
g) Cultural Diversity	<input type="text"/> 283	<input type="text"/> 284
h) Talent Attraction & Retention	<input type="text"/> 285	<input type="text"/> 286
i) Change of Government Policies or Regulations in Hong Kong	<input type="text"/> 287	<input type="text"/> 288
j) Change of Government Policies or Regulations in the Chinese Mainland	<input type="text"/> 289	<input type="text"/> 290
k) Others (please specify) : _____	<input type="text"/> 291	<input type="text"/> 292

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	<u>Supervisors/ Front-line managers</u>	<u>Middle managers/ Dept. heads</u>
3.8 How would your company (or your parent company) provide management training <b>in the next 3 years?</b> (You may tick '✓' more than one box.)		
Organising in-company management training	<input type="checkbox"/> 353	<input type="checkbox"/> 354
Sponsoring management staff to attend external programmes	<input type="checkbox"/> 355	<input type="checkbox"/> 356
Others (please specify) : _____	<input type="checkbox"/> 357	<input type="checkbox"/> 358
<i>(Please go to question 3.10 )</i>		
3.9 Reason(s) for your company (or your parent company) not provide management training <b>in the next 3 years</b> : (You may tick '✓' more than one box.)		
Lack of resources for training	<input type="checkbox"/> 359	<input type="checkbox"/> 360
Does not believe in the value of management training	<input type="checkbox"/> 361	<input type="checkbox"/> 362
Will not be able to release staff for training due to manpower constraints	<input type="checkbox"/> 363	<input type="checkbox"/> 364
Does not consider staff worth training	<input type="checkbox"/> 365	<input type="checkbox"/> 366
Has sufficient well-trained staff already	<input type="checkbox"/> 367	<input type="checkbox"/> 368
Others (please specify) : _____	<input type="checkbox"/> 369	<input type="checkbox"/> 370
3.10 If your company (or your parent company) is going to provide in-company management training, which mode of training will your company prefer?		
On-the-job management training	<input type="checkbox"/> 371	<input type="checkbox"/> 372
Off-the-job management training	<input type="checkbox"/> 373	<input type="checkbox"/> 374
Both of the above	<input type="checkbox"/> 375	<input type="checkbox"/> 376

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377 378 379

<u>Supervisors/ Front-line managers</u>	<u>Middle managers/ Dept. heads</u>
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3.11 If your company (or your parent company) is going to sponsor the management staff to attend management training programmes, which type of programmes will your company prefer to sponsor? (You may tick '✓' more than one box.)

- |  |                                 |                                 |
|--|---------------------------------|---------------------------------|
| External management day programmes     | <input type="checkbox"/><br>380 | <input type="checkbox"/><br>381 |
| External management evening programmes | <input type="checkbox"/><br>382 | <input type="checkbox"/><br>383 |
| Local attachments                      | <input type="checkbox"/><br>384 | <input type="checkbox"/><br>385 |
| Overseas attachments/ programmes       | <input type="checkbox"/><br>386 | <input type="checkbox"/><br>387 |

3.12 If your company (or parent company) is going to sponsor the management staff to attend management training programmes, your company will prefer to:

- |   |                                 |                                 |
|---|---------------------------------|---------------------------------|
| Release them during office hours        | <input type="checkbox"/><br>388 | <input type="checkbox"/><br>389 |
| Just pay or reimburse their course fees | <input type="checkbox"/><br>390 | <input type="checkbox"/><br>391 |
| Do both                                 | <input type="checkbox"/><br>392 | <input type="checkbox"/><br>393 |

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

A) Preferred Type :

- |   |                                 |                                 |
|---|---------------------------------|---------------------------------|
| Courses leading to formal qualifications                                      | <input type="checkbox"/><br>394 | <input type="checkbox"/><br>395 |
| Refresher/ upgrading courses  | <input type="checkbox"/><br>396 | <input type="checkbox"/><br>397 |
| Workshops/ seminars   | <input type="checkbox"/><br>398 | <input type="checkbox"/><br>399 |
| Continuing development programmes for maintaining professional qualifications | <input type="checkbox"/><br>400 | <input type="checkbox"/><br>401 |
| Others (please specify) : _____   | <input type="checkbox"/><br>402 | <input type="checkbox"/><br>403 |

B) Preferred Duration per Arrangement :

- |                                |                                 |                                 |
|--------------------------------|---------------------------------|---------------------------------|
| Less than 1 week               | <input type="checkbox"/><br>404 | <input type="checkbox"/><br>405 |
| 1 week – less than 1 month     | <input type="checkbox"/><br>406 | <input type="checkbox"/><br>407 |
| 1 month – less than 3 months   | <input type="checkbox"/><br>408 | <input type="checkbox"/><br>409 |
| 3 months – less than 12 months | <input type="checkbox"/><br>410 | <input type="checkbox"/><br>411 |
| 12 months or more              | <input type="checkbox"/><br>412 | <input type="checkbox"/><br>413 |

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

Likeliness scale :

1 = most unlikely

2 = unlikely

3 = probably unlikely

4 = probably likely

5 = quite likely

6 = most likely

	<u>Supervisors/ Front-line managers</u>	<u>Middle managers/ Dept. heads</u>
Reading management material	□ 456	□ 457
Traditional classroom lectures	□ 458	□ 459
Small group training	□ 460	□ 461
Self-learning using company's learning resources centre	□ 462	□ 463
Action learning through work-related projects	□ 464	□ 465
Distance-learning	□ 466	□ 467
Computer-based/ Web-based learning/ E-learning	□ 468	□ 469
Individual tutored learning	□ 470	□ 471
Mentoring/ coaching	□ 472	□ 473
Others (please specify) : _____	□ 474	□ 475

3.15 The average number of training days per **manager/supervisor** that your company has provided funding for during the last 12 months :

None  
476

<0.5 day  
477

0.5 day – 1 day  
478

More than 1 day – 3 days  
479

More than 3 days  
480

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

	<u>Supervisors/ Front-line managers</u>	<u>Middle managers/ Dept. heads</u>
In the past 12 months	□   □   □   □ 481   484	□   □   □   □ 485   488
In the next 3 years (per annum)	□   □   □   □ 489   492	□   □   □   □ 493   496

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497 498 499 500

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

	<u>Supervisors/ Front-line managers</u>	<u>Middle managers/ Dept. heads</u>
Provide funding to companies	<input type="checkbox"/> 501	<input type="checkbox"/> 502
Offer free/ subsidised training courses	<input type="checkbox"/> 503	<input type="checkbox"/> 504
Provide training advice	<input type="checkbox"/> 505	<input type="checkbox"/> 506
Others (please specify) : _____	<input type="checkbox"/> 507	<input type="checkbox"/> 508

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

Yes	<input type="checkbox"/> 509
No	<input type="checkbox"/> 510
Never heard of	<input type="checkbox"/> 511

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

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

- 512 Yes (*Please answer question 3.20*)       513 No (*Please go to question 3.21*)

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

- |   |  |
|---|--|
| <input type="checkbox"/> 514 Direct mailing   | <input type="checkbox"/> 515 Visits by PEAK Staff            |
| <input type="checkbox"/> 516 Promotion seminars   | <input type="checkbox"/> 517 Career talks                    |
| <input type="checkbox"/> 518 Exhibitions  | <input type="checkbox"/> 519 VTC web site                    |
| <input type="checkbox"/> 520 PEAK web site  | <input type="checkbox"/> 521 Email                           |
| <input type="checkbox"/> 522 Advertisements/ special supplements on journals, magazines and newspaper | <input type="checkbox"/> 523 Press releases                  |
| <input type="checkbox"/> 524 Newsletter of professional bodies  | <input type="checkbox"/> 525 Others (please specify) : _____ |

For Official Use Only :  526     527     528     529



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

Usefulness scale:

1 = not useful at all

2 = not too useful

3 = useful

4 = most useful

To your organisation?

  
530

To the HKSAR Government?

  
531

To local educational and training institutes/ organisations?

  
532

To the human resources/ personnel/ training professionals?

  
533

**- End of questionnaire -**

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

Yes  
534

No  
535

**THANK YOU VERY MUCH!**

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536 537

<b>CONFIDENTIAL</b> WHEN ENTERED WITH DATA	填入數據後即成 機密文件
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職業訓練局

管理及督導訓練委員會

二〇〇八年管理及督導人員  
未來三年管理才能及訓練需求調查

問卷

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

機構名稱： \_\_\_\_\_

地址： \_\_\_\_\_  
\_\_\_\_\_

成立年份： \_\_\_\_\_

主要業務性質：（請 ✓ 一項）

- |                                   |  |   |
|-----------------------------------|--|---|
| <input type="checkbox"/> 製造       | <input type="checkbox"/> 零售批發及出入口      | <input type="checkbox"/> 社區、社會及個人服務     |
| <input type="checkbox"/> 水、電、氣體燃料 | <input type="checkbox"/> 運輸、倉庫、通訊      | <input type="checkbox"/> 食肆及酒店          |
| <input type="checkbox"/> 建造       | <input type="checkbox"/> 金融、保險、地產及商業服務 | <input type="checkbox"/> 其他（請註明）： _____ |

總辦事處地點：（請 ✓ 一項）

- |   |                               |   |                             |                             |
|---|-------------------------------|---|-----------------------------|-----------------------------|
| <input type="checkbox"/> 香港                 | <input type="checkbox"/> 中國內地 | <input type="checkbox"/> 美國               | <input type="checkbox"/> 歐洲 | <input type="checkbox"/> 日本 |
| <input type="checkbox"/> 其他亞洲國家（請註明）： _____ |                               | <input type="checkbox"/> 其他地方（請註明）： _____ |                             |                             |

聯絡人姓名： \_\_\_\_\_  
28 47

職位： \_\_\_\_\_

電話： \_\_\_\_\_ - \_\_\_\_\_ 圖文傳真： \_\_\_\_\_  
48 55 56 63

電郵： \_\_\_\_\_  
64 98

## 第一部分：未來三年香港管理及督導人員主要培訓需求

1.1 請細閱下列包括技巧、知識及態度等才能項目，選出(✓)十項未來三年香港的督導人員／前線管理人員最爲需要培訓的項目。

<p><b>管理才能</b></p> <p><input type="checkbox"/> 8 對人對事善於分析</p> <p><input type="checkbox"/> 9 營商智慧</p> <p><input type="checkbox"/> 10 變革管理</p> <p><input type="checkbox"/> 11 創造力</p> <p><input type="checkbox"/> 12 危機管理</p> <p><input type="checkbox"/> 13 處理衝突</p> <p><input type="checkbox"/> 14 授權</p> <p><input type="checkbox"/> 15 策劃及組織能力</p> <p><input type="checkbox"/> 16 解決困難及作出決定</p> <p><input type="checkbox"/> 17 重視品質</p> <p><input type="checkbox"/> 18 風險管理</p> <p><input type="checkbox"/> 19 對責任的承擔</p> <p><input type="checkbox"/> 20 策略性思考</p> <p><b>工作間人際技巧</b></p> <p><input type="checkbox"/> 21 訓練與輔導下屬</p> <p><input type="checkbox"/> 22 溝通技巧</p> <p><input type="checkbox"/> 23 影響力</p> <p><input type="checkbox"/> 24 人際關係技巧</p> <p><input type="checkbox"/> 25 激勵他人</p> <p><input type="checkbox"/> 26 談判技巧</p> <p><input type="checkbox"/> 27 團隊合作和建立團隊</p> <p><input type="checkbox"/> 28 體諒別人／理解他人處境</p> <p><input type="checkbox"/> 29 樂於協助他人發揮所長</p>	<p><b>語言及資訊科技能力</b></p> <p><input type="checkbox"/> 30 中文（普通話及商業書寫技巧）</p> <p><input type="checkbox"/> 31 英語（講、寫）</p> <p><input type="checkbox"/> 32 其他語言（請註明）：_____</p> <p><input type="checkbox"/> 33 資訊科技知識及應用</p> <p><b>世界視野及有關中國的知識</b></p> <p><input type="checkbox"/> 34 國際經驗及知識</p> <p><input type="checkbox"/> 35 跨文化認知（如內地）／處理文化差異</p> <p><input type="checkbox"/> 36 進入中國市場的法律和規條限制</p> <p><input type="checkbox"/> 37 在中國內地的營商常規</p> <p><b>其他才能</b></p> <p><input type="checkbox"/> 38 逆境智商</p> <p><input type="checkbox"/> 39 商業道德</p> <p><input type="checkbox"/> 40 關心和照顧客戶需要</p> <p><input type="checkbox"/> 41 情緒智商</p> <p><input type="checkbox"/> 42 指導、訓練及講解技巧</p> <p><input type="checkbox"/> 43 正直誠實</p> <p><input type="checkbox"/> 44 自我改進</p> <p><input type="checkbox"/> 45 自我管理（如：時間管理、判別工作優先次序等）</p> <p><input type="checkbox"/> 46 壓力處理</p> <p><b>其他（請註明）：</b></p> <p><input type="checkbox"/> 47 (1) _____</p> <p><input type="checkbox"/> 48 (2) _____</p> <p><input type="checkbox"/> 49 (3) _____</p>
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 50 51 52

1.2 請細閱下列包括技巧、知識及態度等才能項目，選出(✓) 十項未來三年香港的中級管理人員／部門主管最爲需要培訓的項目。

<p><b>管理才能</b></p> <p><input type="checkbox"/> 53 對人對事善於分析</p> <p><input type="checkbox"/> 54 營商智慧</p> <p><input type="checkbox"/> 55 變革管理</p> <p><input type="checkbox"/> 56 創造力</p> <p><input type="checkbox"/> 57 危機管理</p> <p><input type="checkbox"/> 58 處理衝突</p> <p><input type="checkbox"/> 59 授權</p> <p><input type="checkbox"/> 60 策劃及組織能力</p> <p><input type="checkbox"/> 61 解決困難及作出決定</p> <p><input type="checkbox"/> 62 重視品質</p> <p><input type="checkbox"/> 63 風險管理</p> <p><input type="checkbox"/> 64 對責任的承擔</p> <p><input type="checkbox"/> 65 策略性思考</p> <p><b>工作間人際技巧</b></p> <p><input type="checkbox"/> 66 訓練與輔導下屬</p> <p><input type="checkbox"/> 67 溝通技巧</p> <p><input type="checkbox"/> 68 影響力</p> <p><input type="checkbox"/> 69 人際關係技巧</p> <p><input type="checkbox"/> 70 激勵他人</p> <p><input type="checkbox"/> 71 談判技巧</p> <p><input type="checkbox"/> 72 團隊合作和建立團隊</p> <p><input type="checkbox"/> 73 體諒別人／理解他人處境</p> <p><input type="checkbox"/> 74 樂於協助他人發揮所長</p>	<p><b>語言及資訊科技能力</b></p> <p><input type="checkbox"/> 75 中文（普通話及商業書寫技巧）</p> <p><input type="checkbox"/> 76 英語（講、寫）</p> <p><input type="checkbox"/> 77 其他語言（請註明）：_____</p> <p><input type="checkbox"/> 78 資訊科技知識及應用</p> <p><b>世界視野及有關中國的知識</b></p> <p><input type="checkbox"/> 79 國際經驗及知識</p> <p><input type="checkbox"/> 80 跨文化認知（如內地）／處理文化差異</p> <p><input type="checkbox"/> 81 進入中國市場的法律和規條限制</p> <p><input type="checkbox"/> 82 在中國內地的營商常規</p> <p><b>其他才能</b></p> <p><input type="checkbox"/> 83 逆境智商</p> <p><input type="checkbox"/> 84 商業道德</p> <p><input type="checkbox"/> 85 關心和照顧客戶需要</p> <p><input type="checkbox"/> 86 情緒智商</p> <p><input type="checkbox"/> 87 指導、訓練及講解技巧</p> <p><input type="checkbox"/> 88 正直誠實</p> <p><input type="checkbox"/> 89 自我改進</p> <p><input type="checkbox"/> 90 自我管理（如：時間管理、判別工作優先次序等）</p> <p><input type="checkbox"/> 91 壓力處理</p> <p><b>其他（請註明）：</b></p> <p><input type="checkbox"/> 92 (1) _____</p> <p><input type="checkbox"/> 93 (2) _____</p> <p><input type="checkbox"/> 94 (3) _____</p>
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### 1.3 原因

下列因素可能影響了閣下在 1.1 及 1.2 的選擇。請以 1 至 6 的數字，反映每項因素的重要性。

重要性：

1 = 極低 2 = 低 3 = 中下 4 = 中上 5 = 高 6 = 極高

	督導人員／ 前線管理人員	中級管理人員／ 部門主管
a) 外判工作	<input type="text"/> 96	<input type="text"/> 97
b) 科技／工序轉變	<input type="text"/> 98	<input type="text"/> 99
c) 市場競爭	<input type="text"/> 100	<input type="text"/> 101
d) 業務重新定位	<input type="text"/> 102	<input type="text"/> 103
e) 業務擴充／發展	<input type="text"/> 104	<input type="text"/> 105
f) 不斷改善	<input type="text"/> 106	<input type="text"/> 107
g) 文化差異	<input type="text"/> 108	<input type="text"/> 109
h) 吸引及挽留人才	<input type="text"/> 110	<input type="text"/> 111
i) 香港政策及條例的轉變	<input type="text"/> 112	<input type="text"/> 113
j) 中國內地政策及條例的轉變	<input type="text"/> 114	<input type="text"/> 115
k) 其他（請註明）： _____	<input type="text"/> 116	<input type="text"/> 117

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118

## 第二部分：未來三年香港以外地方的管理及督導人員主要培訓需求

2.1 是否有附屬業務於香港以外的地方運作？（請以 ✓ 表示）

- 中國內地  
119
- 越南  
120
- 印尼  
121
- 其他東南亞國家（請註明）： \_\_\_\_\_  
122
- 其他地區（請註明）： \_\_\_\_\_  
123
- 沒有（請到第三部份）  
124

2.2 貴機構的主要業務地點（可選擇多項）：

- 香港  
125
- 中國內地  
126
- 越南  
127
- 印尼  
128
- 其他東南亞國家（請註明）： \_\_\_\_\_  
129
- 其他地區（請註明）： \_\_\_\_\_  
130

2.3 貴機構的主要業務性質（可 ✓ 超過一項）：

	香港	香港以外 地方
市場推廣／銷售	<input type="checkbox"/> 131	<input type="checkbox"/> 132
設計	<input type="checkbox"/> 133	<input type="checkbox"/> 134
進口／出口	<input type="checkbox"/> 135	<input type="checkbox"/> 136
財務／會計	<input type="checkbox"/> 137	<input type="checkbox"/> 138
零售	<input type="checkbox"/> 139	<input type="checkbox"/> 140
製造	<input type="checkbox"/> 141	<input type="checkbox"/> 142
採購	<input type="checkbox"/> 143	<input type="checkbox"/> 144
其他（請註明）： _____	<input type="checkbox"/> 145	<input type="checkbox"/> 146

毋須填寫

147    148    149

2.4 貴機構員工的數目：

香港業務

□ □ □ □ □  
150 154

香港以外地方的業務

□ □ □ □ □  
155 159

2.5 過往十二個月內，貴機構的離職員工人數：

香港

□ □ □ □ □  
160 163

香港以外的地方

□ □ □ □ □  
164 167

2.6 香港業務中，

香港以外地方的督導人員／前線管理人員所佔比例

□ □ □ □ %  
168 170

香港以外地方的中級管理人員／部門主管所佔比例

□ □ □ □ %  
171 173

2.7 香港以外地方的業務中，

香港的督導人員／前線管理人員所佔比例

□ □ □ □ %  
174 176

香港的中級管理人員／部門主管所佔比例

□ □ □ □ %  
177 179

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□ □ □ □ □  
180 181 182 183 184

2.8 請細閱下列包括技巧、知識及態度等才能項目，選出(✓)十項未來三年香港以外地方的督導人員／前線管理人員最爲需要培訓的項目。

<p><b>管理才能</b></p> <p><input type="checkbox"/> 185 對人對事善於分析</p> <p><input type="checkbox"/> 186 營商智慧</p> <p><input type="checkbox"/> 187 變革管理</p> <p><input type="checkbox"/> 188 創造力</p> <p><input type="checkbox"/> 189 危機管理</p> <p><input type="checkbox"/> 190 處理衝突</p> <p><input type="checkbox"/> 191 授權</p> <p><input type="checkbox"/> 192 策劃及組織能力</p> <p><input type="checkbox"/> 193 解決困難及作出決定</p> <p><input type="checkbox"/> 194 重視品質</p> <p><input type="checkbox"/> 195 風險管理</p> <p><input type="checkbox"/> 196 對責任的承擔</p> <p><input type="checkbox"/> 197 策略性思考</p> <p><b>工作間人際技巧</b></p> <p><input type="checkbox"/> 198 訓練與輔導下屬</p> <p><input type="checkbox"/> 199 溝通技巧</p> <p><input type="checkbox"/> 200 影響力</p> <p><input type="checkbox"/> 201 人際關係技巧</p> <p><input type="checkbox"/> 202 激勵他人</p> <p><input type="checkbox"/> 203 談判技巧</p> <p><input type="checkbox"/> 204 團隊合作和建立團隊</p> <p><input type="checkbox"/> 205 體諒別人／理解他人處境</p> <p><input type="checkbox"/> 206 樂於協助他人發揮所長</p>	<p><b>語言及資訊科技能力</b></p> <p><input type="checkbox"/> 207 中文（普通話及商業書寫技巧）</p> <p><input type="checkbox"/> 208 英語（講、寫）</p> <p><input type="checkbox"/> 209 其他語言（請註明）：_____</p> <p><input type="checkbox"/> 210 資訊科技知識及應用</p> <p><b>世界視野及有關中國的知識</b></p> <p><input type="checkbox"/> 211 國際經驗及知識</p> <p><input type="checkbox"/> 212 跨文化認知（如內地）／處理文化差異</p> <p><input type="checkbox"/> 213 進入中國市場的法律和規條限制</p> <p><input type="checkbox"/> 214 在中國內地的營商常規</p> <p><b>其他才能</b></p> <p><input type="checkbox"/> 215 逆境智商</p> <p><input type="checkbox"/> 216 商業道德</p> <p><input type="checkbox"/> 217 關心和照顧客戶需要</p> <p><input type="checkbox"/> 218 情緒智商</p> <p><input type="checkbox"/> 219 指導、訓練及講解技巧</p> <p><input type="checkbox"/> 220 正直誠實</p> <p><input type="checkbox"/> 221 自我改進</p> <p><input type="checkbox"/> 222 自我管理（如：時間管理、判別工作優先次序等）</p> <p><input type="checkbox"/> 223 壓力處理</p> <p><b>其他（請註明）：</b></p> <p><input type="checkbox"/> 224 (1) _____</p> <p><input type="checkbox"/> 225 (2) _____</p> <p><input type="checkbox"/> 226 (3) _____</p>
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2.9 請細閱下列包括技巧、知識及態度等才能項目，選出(✓)十項未來三年香港以外地方的中級管理人員／部門主管最爲需要培訓的項目。

<p><b>管理才能</b></p> <p><input type="checkbox"/> 228 對人對事善於分析</p> <p><input type="checkbox"/> 229 營商智慧</p> <p><input type="checkbox"/> 230 變革管理</p> <p><input type="checkbox"/> 231 創造力</p> <p><input type="checkbox"/> 232 危機管理</p> <p><input type="checkbox"/> 233 處理衝突</p> <p><input type="checkbox"/> 234 授權</p> <p><input type="checkbox"/> 235 策劃及組織能力</p> <p><input type="checkbox"/> 236 解決困難及作出決定</p> <p><input type="checkbox"/> 237 重視品質</p> <p><input type="checkbox"/> 238 風險管理</p> <p><input type="checkbox"/> 239 對責任的承擔</p> <p><input type="checkbox"/> 240 策略性思考</p> <p><b>工作間人際技巧</b></p> <p><input type="checkbox"/> 241 訓練與輔導下屬</p> <p><input type="checkbox"/> 242 溝通技巧</p> <p><input type="checkbox"/> 243 影響力</p> <p><input type="checkbox"/> 244 人際關係技巧</p> <p><input type="checkbox"/> 245 激勵他人</p> <p><input type="checkbox"/> 246 談判技巧</p> <p><input type="checkbox"/> 247 團隊合作和建立團隊</p> <p><input type="checkbox"/> 248 體諒別人／理解他人處境</p> <p><input type="checkbox"/> 249 樂於協助他人發揮所長</p>	<p><b>語言及資訊科技能力</b></p> <p><input type="checkbox"/> 250 中文（普通話及商業書寫技巧）</p> <p><input type="checkbox"/> 251 英語（講、寫）</p> <p><input type="checkbox"/> 252 其他語言（請註明）：_____</p> <p><input type="checkbox"/> 253 資訊科技知識及應用</p> <p><b>世界視野及有關中國的知識</b></p> <p><input type="checkbox"/> 254 國際經驗及知識</p> <p><input type="checkbox"/> 255 跨文化認知（如內地）／處理文化差異</p> <p><input type="checkbox"/> 256 進入中國市場的法律和規條限制</p> <p><input type="checkbox"/> 257 在中國內地的營商常規</p> <p><b>其他才能</b></p> <p><input type="checkbox"/> 258 逆境智商</p> <p><input type="checkbox"/> 259 商業道德</p> <p><input type="checkbox"/> 260 關心和照顧客戶需要</p> <p><input type="checkbox"/> 261 情緒智商</p> <p><input type="checkbox"/> 262 指導、訓練及講解技巧</p> <p><input type="checkbox"/> 263 正直誠實</p> <p><input type="checkbox"/> 264 自我改進</p> <p><input type="checkbox"/> 265 自我管理（如：時間管理、判別工作優先次序等）</p> <p><input type="checkbox"/> 266 壓力處理</p> <p><b>其他（請註明）：</b></p> <p><input type="checkbox"/> 267 (1) _____</p> <p><input type="checkbox"/> 268 (2) _____</p> <p><input type="checkbox"/> 269 (3) _____</p>
--	---

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## 2.10 原因

下列因素可能影響了閣下在 2.8 及 2.9 的選擇。請以 1 至 6 的數字，反映每項因素的重要性。

重要性：

1 = 極低 2 = 低 3 = 中下 4 = 中上 5 = 高 6 = 極高

	督導人員／ 前線管理人員	中級管理人員／ 部門主管
a) 外判工作	<input type="text"/> 271	<input type="text"/> 272
b) 科技／工序轉變	<input type="text"/> 273	<input type="text"/> 274
c) 市場競爭	<input type="text"/> 275	<input type="text"/> 276
d) 業務重新定位	<input type="text"/> 277	<input type="text"/> 278
e) 業務擴充／發展	<input type="text"/> 279	<input type="text"/> 280
f) 不斷改善	<input type="text"/> 281	<input type="text"/> 282
g) 文化差異	<input type="text"/> 283	<input type="text"/> 284
h) 吸引及挽留人才	<input type="text"/> 285	<input type="text"/> 286
i) 香港政策及條例的轉變	<input type="text"/> 287	<input type="text"/> 288
j) 中國內地政策及條例的轉變	<input type="text"/> 289	<input type="text"/> 290
k) 其他（請註明）： _____	<input type="text"/> 291	<input type="text"/> 292

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293

**第三部分： 管理及督導人員未來的訓練取向及需求**

請“✓”適當方格。

	<u>督導人員／ 前線管理人員</u>	<u>中級管理人員／ 部門主管</u>
3.1 貴機構的現職管理及督導人員，有否在受僱貴機構／晉升至現職位前接受管理培訓？		
有	<input type="checkbox"/> 294	<input type="checkbox"/> 295
沒有	<input type="checkbox"/> 296	<input type="checkbox"/> 297
3.2 貴機構會否安排上級／高級管理人員為新聘用的管理／督導人員提供在職培訓？		
會，在職培訓期一般為：		
少於一星期	<input type="checkbox"/> 298	<input type="checkbox"/> 299
一星期至少於兩星期	<input type="checkbox"/> 300	<input type="checkbox"/> 301
兩星期至少於四星期	<input type="checkbox"/> 302	<input type="checkbox"/> 303
四星期或以上	<input type="checkbox"/> 304	<input type="checkbox"/> 305
不會	<input type="checkbox"/> 306	<input type="checkbox"/> 307
3.3 未來三年，貴機構會否為現職管理及督導人員提供管理培訓？		
會	<input type="checkbox"/> 308	<input type="checkbox"/> 309
不會	<input type="checkbox"/> 310	<input type="checkbox"/> 311
3.4 貴機構（或母公司）於未來三年有否管理培訓計劃？		
有，會定期安排培訓	<input type="checkbox"/> 312	<input type="checkbox"/> 313
有，會間中安排培訓	<input type="checkbox"/> 314	<input type="checkbox"/> 315
沒有	<input type="checkbox"/> 316	<input type="checkbox"/> 317

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318

  
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320

  
321

3.5 未來三年，貴機構（或母公司）會否有下列管理培訓資源？（可  超過一項）

- |                                       |                                 |                                 |
|---------------------------------------|---------------------------------|---------------------------------|
| 培訓經費預算（請續答 3.6 及 3.7 題）               | <input type="checkbox"/><br>322 | <input type="checkbox"/><br>323 |
| 培訓部門／組                                | <input type="checkbox"/><br>324 | <input type="checkbox"/><br>325 |
| 自設培訓中心                                | <input type="checkbox"/><br>326 | <input type="checkbox"/><br>327 |
| 自設培訓資源中心（備有書刊、錄影帶等）<br>供職員在工餘或辦公時間內學習 | <input type="checkbox"/><br>328 | <input type="checkbox"/><br>329 |
| 全職培訓人員                                | <input type="checkbox"/><br>330 | <input type="checkbox"/><br>331 |
| 兼職培訓人員                                | <input type="checkbox"/><br>332 | <input type="checkbox"/><br>333 |
| 與其他機構合辦培訓課程                           | <input type="checkbox"/><br>334 | <input type="checkbox"/><br>335 |
| 僱用外間管理培訓人員                            | <input type="checkbox"/><br>336 | <input type="checkbox"/><br>337 |
| 出版內部培訓通訊                              | <input type="checkbox"/><br>338 | <input type="checkbox"/><br>339 |
| 其他（請註明）：_____                         | <input type="checkbox"/><br>340 | <input type="checkbox"/><br>341 |
| 沒有（請回答 3.9 題）                         | <input type="checkbox"/><br>342 | <input type="checkbox"/><br>343 |

3.6 訓練及發展經費預算佔全年薪酬開支總額(以未來三年平均計)的比例：

				%
344	345	346	347	

3.7 與過去三年比較，訓練及發展經費預算將會：

- |      |                                 |
|------|---------------------------------|
| 增加   | <input type="checkbox"/><br>347 |
| 減少   | <input type="checkbox"/><br>348 |
| 維持不變 | <input type="checkbox"/><br>349 |

毋須填寫

350	351	352

督導人員／  
前線管理人員

中級管理人員／  
部門主管

3.8 未來三年，貴機構（或母公司）會如何安排管理培訓？（可 ✓ 超過一項）

由機構自辦管理培訓

  
353  
354

資助員工修讀外間課程

  
355  
356

其他（請註明）：\_\_\_\_\_

  
357  
358

（請回答 3.10 題）

3.9 貴機構（或母公司）於未來三年不會安排任何管理培訓的原因是（可 ✓ 超過一項）：

培訓資源不足

  
359  
360

不認為管理培訓有價值

  
361  
362

人手不足，無法派遣職員接受訓練

  
363  
364

不認為員工值得訓練

  
365  
366

已有足夠受過良好訓練的員工

  
367  
368

其他（請註明）：\_\_\_\_\_

  
369  
370

3.10 如貴機構（或母公司）將會自辦管理培訓，模式會是：

在職培訓

  
371  
372

職外培訓

  
373  
374

以上兩者

  
375  
376

毋須填寫

  
377  
378  
379

<u>督導人員／ 前線管理人員</u>	<u>中級管理人員／ 部門主管</u>
-------------------------	-------------------------

3.11 如貴機構（或母公司）將會資助管理／督導人員修讀管理課程，獲資助的課程會是：（可  超過一項）

外間日間課程	<input type="checkbox"/> 380	<input type="checkbox"/> 381
外間夜間課程	<input type="checkbox"/> 382	<input type="checkbox"/> 383
本地實習	<input type="checkbox"/> 384	<input type="checkbox"/> 385
海外實習／課程	<input type="checkbox"/> 386	<input type="checkbox"/> 387

3.12 如貴機構（或母公司）將會資助管理／督導人員修讀管理課程，資助模式會是：

准許他們於辦公時間內修讀	<input type="checkbox"/> 388	<input type="checkbox"/> 389
只為他們繳付或發還學費	<input type="checkbox"/> 390	<input type="checkbox"/> 391
兩者都會	<input type="checkbox"/> 392	<input type="checkbox"/> 393

3.13 未來三年，貴機構會傾向選擇下列那一種管理培訓安排？（請  最適當的方格）

A) 培訓種類：

可獲正式學歷資格的課程	<input type="checkbox"/> 394	<input type="checkbox"/> 395
複修／增修課程	<input type="checkbox"/> 396	<input type="checkbox"/> 397
研習班／研討會	<input type="checkbox"/> 398	<input type="checkbox"/> 399
供專業資格持有人修讀的持續發展課程	<input type="checkbox"/> 400	<input type="checkbox"/> 401
其他（請註明）：_____	<input type="checkbox"/> 402	<input type="checkbox"/> 403

B) 每項培訓的期限：

一星期以下	<input type="checkbox"/> 404	<input type="checkbox"/> 405
一星期至一個月以下	<input type="checkbox"/> 406	<input type="checkbox"/> 407
一個月至三個月以下	<input type="checkbox"/> 408	<input type="checkbox"/> 409
三個月至十二個月以下	<input type="checkbox"/> 410	<input type="checkbox"/> 411
十二個月或以上	<input type="checkbox"/> 412	<input type="checkbox"/> 413

毋須填寫                  
414    415    416    417

<u>督導人員／ 前線管理人員</u>	<u>中級管理人員／ 部門主管</u>
-------------------------	-------------------------

C) 每項培訓的上課次數：

- |         |                                 |                                 |
|---------|---------------------------------|---------------------------------|
| 一次性     | <input type="checkbox"/><br>418 | <input type="checkbox"/><br>419 |
| 少於每星期一次 | <input type="checkbox"/><br>420 | <input type="checkbox"/><br>421 |
| 每星期一次   | <input type="checkbox"/><br>422 | <input type="checkbox"/><br>423 |
| 每星期兩次   | <input type="checkbox"/><br>424 | <input type="checkbox"/><br>425 |
| 每星期兩次以上 | <input type="checkbox"/><br>426 | <input type="checkbox"/><br>427 |

D) 每週接受培訓的日子：

- |      |                                 |                                 |
|------|---------------------------------|---------------------------------|
| 平日   | <input type="checkbox"/><br>428 | <input type="checkbox"/><br>429 |
| 週末   | <input type="checkbox"/><br>430 | <input type="checkbox"/><br>431 |
| 兩者混合 | <input type="checkbox"/><br>432 | <input type="checkbox"/><br>433 |

E) 培訓時間：

- |       |                                 |                                 |
|-------|---------------------------------|---------------------------------|
| 辦公時間內 | <input type="checkbox"/><br>434 | <input type="checkbox"/><br>435 |
| 下班後   | <input type="checkbox"/><br>436 | <input type="checkbox"/><br>437 |
| 兩者混合  | <input type="checkbox"/><br>438 | <input type="checkbox"/><br>439 |

F) 培訓所採用的語言

- |               |                                 |                                 |
|---------------|---------------------------------|---------------------------------|
| 粵語            | <input type="checkbox"/><br>440 | <input type="checkbox"/><br>441 |
| 普通話           | <input type="checkbox"/><br>442 | <input type="checkbox"/><br>443 |
| 英語            | <input type="checkbox"/><br>444 | <input type="checkbox"/><br>445 |
| 雙語（粵語／英語）     | <input type="checkbox"/><br>446 | <input type="checkbox"/><br>447 |
| 雙語（普通話／英語）    | <input type="checkbox"/><br>448 | <input type="checkbox"/><br>449 |
| 其他（請註明）：_____ | <input type="checkbox"/><br>450 | <input type="checkbox"/><br>451 |

毋須填寫                  
452    453    454    455

3.14 請指出貴機構有多大機會在未來三年採用下列管理學習方式？  
(請在每個方格填上 1 至 6 的數字)

會採用的機會：

1 = 完全沒有機會    2 = 沒有機會    3 = 不大有機會  
4 = 可能有機會    5 = 有機會    6 = 很有機會

	督導人員/ 前線管理人員	中級管理人員/ 部門主管
閱讀管理資料	<input type="text"/> 456	<input type="text"/> 457
傳統的課堂講授	<input type="text"/> 458	<input type="text"/> 459
小組培訓	<input type="text"/> 460	<input type="text"/> 461
利用機構內設學習資源中心進行自修	<input type="text"/> 462	<input type="text"/> 463
透過完成與工作有關項目研究的行動學習法	<input type="text"/> 464	<input type="text"/> 465
遙距學習	<input type="text"/> 466	<input type="text"/> 467
利用電腦/上網/電子方式學習	<input type="text"/> 468	<input type="text"/> 469
個別導修	<input type="text"/> 470	<input type="text"/> 471
由管理人員從旁指導，學習管理技巧	<input type="text"/> 472	<input type="text"/> 473
其他（請註明）： _____	<input type="text"/> 474	<input type="text"/> 475

3.15 過往十二個月內，貴機構為每位管理/督導人員提供的培訓日數平均為：

完全沒有     少於半天     半天至一天     超過一天至三天     三天以上  
476                      477                      478                      479                      480

3.16 貴機構（或母公司）提供有關文化差異培訓的情況：

	督導人員/ 前線管理人員	中級管理人員/ 部門主管
過往十二個月內，貴機構（或母公司）曾接受有關文化差異培訓的員工人數	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 481                      484	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 485                      488
未來三年，貴機構（或母公司）計劃提供有關文化差異培訓的員工人數（每年）	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 489                      492	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 493                      496

毋須填寫                  
497                      498                      499                      500





3.21 請指出此類調查對下列範疇的有用程度：(請在每個方格填上 1 至 4 的數字)

有用程度：

1 = 完全沒有用    2 = 不大有用    3 = 有用    4 = 非常有用

對貴機構？

  
530

對香港特區政府？

  
531

對本地教育及訓練機構？

  
532

對人力資源／人事／培訓專業人員？

  
533

- 全卷完 -

閣下是否希望透過電郵獲通知是次訓練需求調查報告已刊出？

是  
534

否  
535

多謝合作

毋須填寫

  
536  
537

**2008 Survey of the Managerial Competency Profiles and Management Training Needs  
of Managers and Supervisors in the Next Three Years**

**Sampling Coverage & Sampling Plan**

<b>Employment Size</b>	<b>All Sectors</b>		
	No. of Companies in Population	Proposed No. of Companies in Sample	Sampling Fraction
10-19	18 679	378	2%
20-49	10 597	321	3%
50-99	3 021	303	10%
<b>Total</b>	<b>32 297</b>	<b>1 002</b>	<b>3.1%</b>

<b>Employment Size</b>	<b>Manufacturing</b>		<b>Electricity, Gas &amp; Water</b>		<b>Construction</b>	
	No. of Companies in Population	Proposed No. of Companies in Sample	No. of Companies in Population	Proposed No. of Companies in Sample	No. of Companies in Population	Proposed No. of Companies in Sample
10-19	1 146	23	5	5	1 063	21
20-49	822	26	1	1	696	21
50-99	206	21	-	-	194	19
<b>Total</b>	<b>2 174</b>	<b>70</b>	<b>6</b>	<b>6</b>	<b>1 953</b>	<b>61</b>

<b>Employment Size</b>	<b>Wholesales, Retail &amp; Import/Export Trades</b>		<b>Restaurants &amp; Hotels</b>		<b>Transport, Storage &amp; Communication</b>	
	No. of Companies in Population	Proposed No. of Companies in Sample	No. of Companies in Population	Proposed No. of Companies in Sample	No. of Companies in Population	Proposed No. of Companies in Sample
10-19	8 315	166	2 077	42	1 451	29
20-49	3 915	118	1 387	42	894	27
50-99	756	76	529	53	211	21
<b>Total</b>	<b>12 986</b>	<b>360</b>	<b>3 993</b>	<b>137</b>	<b>2 556</b>	<b>77</b>

<b>Employment Size</b>	<b>Financing, Insurance, Real Estate &amp; Business Services</b>		<b>Community, Social &amp; Personal Services</b>	
	No. of Companies in Population	Proposed No. of Companies in Sample	No. of Companies in Population	Proposed No. of Companies in Sample
10-19	2 622	52	2 000	40
20-49	1 646	49	1 236	37
50-99	418	42	707	71
<b>Total</b>	<b>4 686</b>	<b>143</b>	<b>3 943</b>	<b>148</b>

二〇〇八管理及督導人員  
未來三年管理才能及訓練需求調查

## 抽樣範圍及抽樣方法

員工數目	所有行業		
	機構數目	抽樣數目	抽樣分數
10-19	18 679	378	2%
20-49	10 597	321	3%
50-99	3 021	303	10%
<b>總計</b>	<b>32 297</b>	<b>1 002</b>	<b>3.1%</b>

員工數目	製造		水、電、氣體燃料		建造	
	機構數目	抽樣數目	機構數目	抽樣數目	機構數目	抽樣數目
10-19	1 146	23	5	5	1 063	21
20-49	822	26	1	1	696	21
50-99	206	21	-	-	194	19
<b>Total</b>	<b>2 174</b>	<b>70</b>	<b>6</b>	<b>6</b>	<b>1 953</b>	<b>61</b>

員工數目	零售批發及出入口		食肆及酒店		運輸、儲存、通訊	
	機構數目	抽樣數目	機構數目	抽樣數目	機構數目	抽樣數目
10-19	8 315	166	2 077	42	1 451	29
20-49	3 915	118	1 387	42	894	27
50-99	756	76	529	53	211	21
<b>Total</b>	<b>12 986</b>	<b>360</b>	<b>3 993</b>	<b>137</b>	<b>2 556</b>	<b>77</b>

員工數目	金融、保險、房地產及商業服務		社區、社會及個人服務	
	機構數目	抽樣數目	機構數目	抽樣數目
10-19	2 622	52	2 000	40
20-49	1 646	49	1 236	37
50-99	418	42	707	71
<b>Total</b>	<b>4 686</b>	<b>143</b>	<b>3 943</b>	<b>148</b>

**2008 Survey of the Managerial Competency Profiles  
and Management Training Needs of  
Managers and Supervisors in the Next Three Years**

**Analysis of Result of Enumeration**

<b>Results \ Branch</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Total</b>
Closed	1			1		1			3
Moved, Address cannot be Located / Untraceable	2		6	3	6	2	2	1	22
Non-contact	7		2	27	14	5	12	10	77
Not Engaged in Specified Trade	8	1	18	54	13	8	16	19	137
Refusal	4	1	3	21	3	3	18	5	58
Registered Office / Corresponding Address				1	1	1	1		4
Response	47	4	29	248	99	56	93	108	684
Temporary Ceased	1		3	5	1	1	1	5	17
<b>Total</b>	<b>70</b>	<b>6</b>	<b>61</b>	<b>360</b>	<b>137</b>	<b>77</b>	<b>143</b>	<b>148</b>	<b>1002</b>

Branch 1 : Manufacturing

Branch 2 : Electricity, Gas & Water

Branch 3 : Construction

Branch 4 : Wholesales, Retail & Import/Export Trades

Branch 5 : Restaurants & Hotels

Branch 6 : Transport, Storage & Communications

Branch 7 : Finance, Insurance, Real Estate & Business Services

Branch 8 : Community, Social & Personal Services

**2008 二〇〇八管理及督導人員  
未來三年管理才能及訓練需求調查**

**整體機構數目分析**

訪問結果 \ 行業	1	2	3	4	5	6	7	8	總數
停業	1			1		1			3
已搬遷／地址不詳	2		6	3	6	2	2	1	22
無法聯絡	7		2	27	14	5	12	10	77
沒有從事有關行業	8	1	18	54	13	8	16	19	137
拒絕回覆	4	1	3	21	3	3	18	5	58
註冊辦事處				1	1	1	1		4
回覆	47	4	29	248	99	56	93	108	684
暫時停業	1		3	5	1	1	1	5	17
<b>總數</b>	<b>70</b>	<b>6</b>	<b>61</b>	<b>360</b>	<b>137</b>	<b>77</b>	<b>143</b>	<b>148</b>	<b>1002</b>

行業 1：製造

行業 2：水、電、氣體燃料

行業 3：建造

行業 4：零售批發及出入口

行業 5：食肆及酒店

行業 6：運輸、儲存、通訊

行業 7：金融、保險、房地產及商業服務

行業 8：社區、社會及個人服務

**Vocational Training Council  
Committee on Management and Supervisory Training**

**2008 Survey of the Management Competency Profile and Management Training Needs  
of Managers and Supervisors in the Next Three Years**

**Definition of Managerial Competency**

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

<u>Managerial Competency</u>	<u>Definition</u>
11/ Risks Management <sup>#3</sup>	- Is able to anticipate risk, enters new areas after analysing the situation but accepting that risks are unavoidable, and calculated the odds of failure or success.
12/ Sense of Accountability <sup>#4</sup>	- Doesn't shirk personal accountability and can be relied on.
13/ Strategic Thinking <sup>*</sup>	- Is able to use systematic and rational methods in planning, problem-solving and decision-making.
14/ Coaching and Counselling	- Initiates contact with subordinates to improve their performance and helps them with empathy to overcome difficult situations.
15/ Communication Skills	- Delivers his or her ideas clearly and listens attentively to the comments of others in return.
16/ Influencing Skills <sup>*</sup>	- Is proficient in the use of various kinds of techniques to change the views of the others; able to transform resistance into support.
17/ Interpersonal Skills	- Relates well to all kinds of people, and builds constructive and effective relationships.
18/ Motivating Others	- Understands each person's capabilities and interests and uses this knowledge to get the best out of him/her, creates a climate in which people want to do their best.
19/ Negotiation Skills	- Negotiates skillfully in tough situations with both internal and external groups, settles differences with minimum noise and wins concession without damaging relationships.
20/ Team Work and Team Building <sup>#5</sup>	- Involves others and builds teams in which others feel valued and which have shared goals.
21/ Understanding of Others/Empathy	- Is aware of the strengths and weaknesses of work partners, predicts what others will do across different situations and motivates and drives people to behave as they do.
22/ Zealous in Developing Talent/Potential in Others	- Is a good judge of talent, articulates the strengths and limitations of people; and accurately projects what people are likely to do across a variety of situations.
23/ Chinese (Putonghua and Business Writing Skills) <sup>#6</sup>	- Is good in speaking Putonghua and writing Chinese business correspondences.



<u>Managerial Competency</u>	<u>Definition</u>
24/ English (Spoken and Written)	- Is good in both spoken and written English.
25/ Other Languages *	- Is good in speaking and writing languages other than English and Chinese.
26/ IT Knowledge and Application	- Has the required IT knowledge and skills, able to apply to the job effectively.
27/ International Exposure and Knowledge	- Has the experience of working in and knowledge about international organisations or environment; is able to apply them in his/her job effectively.
28/ Cross Cultural Awareness (e.g. the Chinese Mainland)/Managing Diversity #7	- Is aware of the cultural differences among people and works well with people of different backgrounds.
29/ Laws and Regulatory Restrictions for Access to the Chinese Mainland's Market *	- Is knowledgeable on the laws and regulatory restrictions in the Chinese Mainland; can help the organisation to develop its business in the Chinese Mainland's market.
30/ Trade Practices in the Chinese Mainland *	- Understands the common practices of trading in the Chinese Mainland.
31/ AQ (Adversity Quotient)	- Understands adversity well and is able to surmount it.
32/ Business Ethics	- Understands and complies with the principles and rules about what is morally right and wrong in his/her business and profession.
33/ Customer Concern	- Identifies customers' needs and ensures that they receive the service they require; keeps in close contact with customers.
34/ EI (Emotional Intelligence) #8	- Is able to express anger appropriately without resorting to violence, demonstrates concerned and considerate behaviour towards others.
35/ Instructional, Training and Presentation Skills	- Is effective in a variety of formal presentation settings, e.g. one-to-one, small and large groups etc.
36/ Integrity and Trust	- Is widely trusted and is seen as a direct, truthful individual.
37/ Self Improvement	- Is personally committed to and actively works towards continuously improving him/herself.

## Managerial Competency

## Definition

- |  |   |  |
|--|---|--|
| 38/ Self Management (e.g. time management, prioritisation, etc.) | - | Maintains a conscious balance between work and personal life, and uses his/her time effectively and efficiently by concentrating his/her efforts on the more important priorities. |
| 39/ Stress Management  | - | Understands the causes of stress, and then copes with, controls and reduces it in the most effective way.  |

\* Newly added items in the 2008 Survey

#1 Equivalent to *Implementing Change* in the 2005 Survey

#2 Strengthened from *Planning Skills* in the 2005 Survey

#3 Equivalent to *Willingness to Take Calculated Risks* in the 2005 Survey

#4 Equivalent to *Sense of Responsibility* in the 2005 Survey

#5 Revised by combining *Team Building* and *Team Spirit* in the 2005 Survey

#6 Strengthened from *Putonghua* in the 2005 Survey

#7 Revised from *Knowledge of Value, Culture, Habits of the Mainland* in the 2005 Survey

#8 Equivalent to *EQ (Emotional Quotient)* in the 2005 Survey

職業訓練局  
管理及督導訓練委員會

二〇〇八管理及督導人員未來三年管理才能需求及訓練調查

管理才能及表現描述

<u>管理才能</u>	<u>描述</u>
1/ 對人對事善於分析	- 能分析形勢、認清重點和找出原因，客觀地處理問題。
2/ 營商智慧	- 對可能影響業務、機構的政策、趨勢、資料等瞭如指掌。
3/ 變革管理 #1	- 對變革敏感、樂觀、正面，並能適應機構運作上的改變。
4/ 創造力	- 以富創意又可行的方法，處理各項事務及困難。
5/ 危機管理	- 發展推行危機應對策略、業務重整計劃及步驟。
6/ 處理衝突	- 能預計衝突出現，適時處理，找出解決困難的方法。
7/ 授權	- 將日常及重要工作、決策等清楚授權下屬執行，並信賴下屬可以完成交託的工作。
8/ 策劃及組織能力 #2	- 善於編排工作的優先次序及制定有效的時間表，提升個人及團隊的工作效率。
9/ 解決困難及作出決定	- 善於處理問題及勇於承擔責任，並能在職權範圍內當機立斷。
10/ 重視品質	- 致力提供優質產品及服務，應付機構內外客戶的需要。
11/ 風險管理 #3	- 拓展新領域時，能預測及接受風險、計算成功及失敗。
12/ 對責任的承擔 #4	- 可靠，不會推卸責任。
13/ 策略性思考 *	- 理性、有系統地計劃、解決困難及作出決策。

管理才能	描述
14/ 訓練與輔導下屬	- 主動與下屬建立良好關係，改善其工作能力，了解其情況並協助他們解決困難。
15/ 溝通技巧	- 清晰地表達自己的觀點，同時亦能專注地聆聽別人的意見。
16/ 影響力 *	- 善用各種技巧去改變他人的觀點，將阻力轉化成支持。
17/ 人際關係技巧	- 能與別人有效溝通，積極建立良好關係。
18/ 激勵他人	- 了解各人所長及興趣，善加利用；激勵員工勉力工作。
19/ 談判技巧	- 面對內外困難時仍能技巧地磋商；在不影響彼此關係的情況下，輕易化解分歧，達成共識。
20/ 團隊合作和建立團隊 #5	- 讓其他人參與工作；建立工作團隊，有一致的目標，令成員感到受尊重。
21/ 體諒別人／理解他人處境	- 了解工作夥伴的長處和短處，能設身處地，激勵和推動他人。
22/ 樂於協助他人發揮所長	- 欣賞他人才華，了解他們的長處和短處，能準確估計各人的處事方式。
23/ 中文（普通話及商業書寫技巧）#6	- 普通話流暢，並具有良好的中文商業書寫技巧。
24/ 英語（講、寫）	- 英語講、寫流暢。
25/ 其他語言 *	- 善於講寫中文及英語以外的其他語言。
26/ 資訊科技知識及應用	- 具備所需資訊科技知識及技能，並有效應用在工作上。
27/ 國際經驗及知識	- 擁有在國際機構或國際環境工作所獲得之經驗及知識，並能有效地運用於其工作上。

管理才能	描述
28/ 跨文化認知（如內地） ／處理文化差異 #7	- 明白不同文化之差異，能與不同文化背景的人合作。
29/ 進入中國市場的法律和 規條限制 *	- 熟悉中國內地市場的法規／限制，協助發展中國內地市場。
30/ 在中國內地的營商常規 *	- 熟悉中國內地常見的貿易慣例。
31/ 逆境智商	- 充分了解逆境，並有能力克服困難。
32/ 商業道德	- 明白其行業或其專業的道德守則，並予以遵守。
33/ 關心和照顧客戶需要	- 與客戶保持緊密聯繫，認清客戶需要，提供適當服務。
34/ 情緒智商	- 能適當地表達憤怒情緒，不會訴諸暴力，懂得為他人設想。
35/ 指導、訓練及講解技巧	- 能在個別接觸、小組或大型場合有效地運用講解技巧。
36/ 正直誠實	- 廣獲信賴，為人坦誠可靠。
37/ 自我改進	- 不斷努力，積極求進。
38/ 自我管理（如：時間管 理、判別工作優先次序 等）	- 在工作與個人生活之間保持平衡，善用時間，優次有序。
39/ 壓力處理	- 了解壓力成因，並能有效地應付、控制和消滅壓力。

\* 2008 年人力調查新增的選項

#1 相等於 2005 年人力調查的「推行改革」

#2 相等於 2005 年人力調查的「策劃技巧」

#3 相等於 2005 年人力調查的「願意承擔預計的風險」

#4 相於 2005 年人力調查的「責任感」

#5 演化自 2005 年人力調查的「建立團隊」及「團隊精神」

#6 演化自 2005 年人力調查的「普通話」

#7 演化自 2005 年人力調查的「對內地價值、文化、習慣的認識」

Table 9.1 : Distribution of Business Operations (as a Subsidiary) outside Hong Kong by Principal Line of Business by Employment Size

表9.1：香港以外地方的附屬業務分佈情況

Principal Line of Business 主要業務	Employment Size 員工人數	The Chinese Mainland 中國內地		Vietnam 越南		Indonesia 印尼		Other South East Asian Countries 其他東南亞國家		Others 其他地區		No 沒有		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	176	22.28%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	614	77.72%	790
	20-49	83	23.25%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	274	76.75%	357
	50-99	69	34.33%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	132	65.67%	201
	<b>Total 總數</b>	<b>328</b>	<b>24.33%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>1015</b>	<b>75.30%</b>	<b>1348</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	100.00%	3
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	100.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>4</b>	<b>100.00%</b>	<b>4</b>
Construction 建造	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	417	100.00%	417
	20-49	33	10.86%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	271	89.14%	304
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33	27.97%	85	72.03%	118
	<b>Total 總數</b>	<b>33</b>	<b>3.93%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>33</b>	<b>3.93%</b>	<b>773</b>	<b>92.13%</b>	<b>839</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1652	37.13%	150	3.37%	33	0.74%	183	4.11%	59	1.33%	2647	59.50%	4449
	20-49	1727	46.63%	0	0.00%	0	0.00%	169	4.56%	235	6.34%	1944	52.48%	3704
	50-99	268	32.72%	33	4.03%	42	5.13%	62	7.57%	33	4.03%	551	67.28%	819
	<b>Total 總數</b>	<b>3647</b>	<b>40.65%</b>	<b>183</b>	<b>2.04%</b>	<b>75</b>	<b>0.84%</b>	<b>414</b>	<b>4.61%</b>	<b>327</b>	<b>3.64%</b>	<b>5142</b>	<b>57.31%</b>	<b>8972</b>
Restaurants and Hotels 食肆及酒店	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1330	100.00%	1330
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	948	100.00%	948
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	436	100.00%	436
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>2714</b>	<b>100.00%</b>	<b>2714</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	100	9.99%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	901	90.01%	1001
	20-49	316	43.83%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	405	56.17%	721
	50-99	30	19.61%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	123	80.39%	153
	<b>Total 總數</b>	<b>446</b>	<b>23.79%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>1429</b>	<b>76.21%</b>	<b>1875</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	101	7.59%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1229	92.41%	1330
	20-49	217	21.72%	34	3.40%	33	3.30%	67	6.71%	0	0.00%	748	74.87%	999
	50-99	108	25.53%	0	0.00%	0	0.00%	10	2.36%	0	0.00%	315	74.47%	423
	<b>Total 總數</b>	<b>426</b>	<b>15.48%</b>	<b>34</b>	<b>1.24%</b>	<b>33</b>	<b>1.20%</b>	<b>77</b>	<b>2.80%</b>	<b>0</b>	<b>0.00%</b>	<b>2292</b>	<b>83.28%</b>	<b>2752</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	33	2.96%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1081	97.04%	1114
	20-49	44	4.12%	0	0.00%	0	0.00%	0	0.00%	33	3.09%	990	92.78%	1067
	50-99	50	9.40%	0	0.00%	0	0.00%	10	1.88%	10	1.88%	482	90.60%	532
	<b>Total 總數</b>	<b>127</b>	<b>4.68%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>10</b>	<b>0.37%</b>	<b>43</b>	<b>1.58%</b>	<b>2553</b>	<b>94.10%</b>	<b>2713</b>
All 整體	10-19	2062	19.76%	150	1.44%	33	0.32%	183	1.75%	59	0.57%	8222	78.80%	10434
	20-49	2420	29.87%	34	0.42%	33	0.41%	236	2.91%	268	3.31%	5576	68.83%	8101
	50-99	525	19.57%	33	1.23%	42	1.57%	82	3.06%	76	2.83%	2124	79.19%	2682
	<b>Total 總數</b>	<b>5007</b>	<b>23.60%</b>	<b>217</b>	<b>1.02%</b>	<b>108</b>	<b>0.51%</b>	<b>501</b>	<b>2.36%</b>	<b>403</b>	<b>1.90%</b>	<b>15922</b>	<b>75.04%</b>	<b>21217</b>

Table 9.2 : Locations of Major Business Activities by Principal Line of Business by Employment Size

表9.2：主要業務地點的分佈情況

Principal Line of Business 主要業務	Employment Size 員工人數	Hong Kong 香港		The Chinese Mainland 中國內地		Vietnam 越南		Indonesia 印尼		Other South East Asian Countries 其他東南亞國家		Others 其他地區		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	176	100.00%	50	28.41%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	176
	20-49	83	100.00%	83	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	83
	50-99	69	100.00%	50	72.46%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	69
	<b>Total 總數</b>	<b>328</b>	<b>100.00%</b>	<b>183</b>	<b>55.79%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>328</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Construction 建造	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	33	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33
	50-99	33	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33
	<b>Total 總數</b>	<b>66</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>66</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1802	100.00%	918	50.94%	150	8.32%	33	1.83%	83	4.61%	59	3.27%	1802
	20-49	1760	100.00%	768	43.64%	0	0.00%	0	0.00%	68	3.86%	166	9.43%	1760
	50-99	268	100.00%	152	56.72%	0	0.00%	0	0.00%	43	16.04%	43	16.04%	268
	<b>Total 總數</b>	<b>3830</b>	<b>100.00%</b>	<b>1838</b>	<b>47.99%</b>	<b>150</b>	<b>3.92%</b>	<b>33</b>	<b>0.86%</b>	<b>194</b>	<b>5.07%</b>	<b>268</b>	<b>7.00%</b>	<b>3830</b>
Restaurants and Hotels 食肆及酒店	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	100	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	100
	20-49	316	100.00%	232	73.42%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	316
	50-99	30	100.00%	20	66.67%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	30
	<b>Total 總數</b>	<b>446</b>	<b>100.00%</b>	<b>252</b>	<b>56.50%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>446</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	101	100.00%	101	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	101
	20-49	251	100.00%	99	39.44%	0	0.00%	33	13.15%	67	26.69%	0	0.00%	251
	50-99	108	100.00%	20	18.52%	0	0.00%	0	0.00%	10	9.26%	0	0.00%	108
	<b>Total 總數</b>	<b>460</b>	<b>100.00%</b>	<b>220</b>	<b>47.83%</b>	<b>0</b>	<b>0.00%</b>	<b>33</b>	<b>7.17%</b>	<b>77</b>	<b>16.74%</b>	<b>0</b>	<b>0.00%</b>	<b>460</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	33	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33
	20-49	77	100.00%	34	44.16%	0	0.00%	0	0.00%	0	0.00%	33	42.86%	77
	50-99	50	100.00%	10	20.00%	0	0.00%	0	0.00%	10	20.00%	10	20.00%	50
	<b>Total 總數</b>	<b>160</b>	<b>100.00%</b>	<b>44</b>	<b>27.50%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>10</b>	<b>6.25%</b>	<b>43</b>	<b>26.88%</b>	<b>160</b>
All 整體	10-19	2212	100.00%	1069	48.33%	150	6.78%	33	1.49%	83	3.75%	59	2.67%	2212
	20-49	2520	100.00%	1216	48.25%	0	0.00%	33	1.31%	135	5.36%	199	7.90%	2520
	50-99	558	100.00%	252	45.16%	0	0.00%	0	0.00%	63	11.29%	53	9.50%	558
	<b>Total 總數</b>	<b>5290</b>	<b>100.00%</b>	<b>2537</b>	<b>47.96%</b>	<b>150</b>	<b>2.84%</b>	<b>66</b>	<b>1.25%</b>	<b>281</b>	<b>5.31%</b>	<b>311</b>	<b>5.88%</b>	<b>5290</b>

Table 9.3HK : Major Business Activities of the Hong Kong Operations by Principal Line of Business by Employment Size

表9.3HK：香港業務的主要業務性質

Principal Line of Business 主要業務	Employment Size 員工人數	Marketing / Sales 市場推廣／銷售		Design 設計		Import / Export 進口／入口		Financial control / Accounting 財務／會計		Retailing 零售		Manufacturing 製造		Purchasing 採購		Others 其他		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	66	37.50%	33	18.75%	93	52.84%	60	34.09%	0	0.00%	176	100.00%	43	24.43%	0	0.00%	176
	20-49	33	39.76%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	83	100.00%	0	0.00%	0	0.00%	83
	50-99	59	85.51%	0	0.00%	19	27.54%	50	72.46%	9	13.04%	69	100.00%	9	13.04%	0	0.00%	69
	<b>Total 總數</b>	<b>158</b>	<b>48.17%</b>	<b>33</b>	<b>10.06%</b>	<b>112</b>	<b>34.15%</b>	<b>110</b>	<b>33.54%</b>	<b>9</b>	<b>2.74%</b>	<b>328</b>	<b>100.00%</b>	<b>52</b>	<b>15.85%</b>	<b>0</b>	<b>0.00%</b>	<b>328</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Construction 建造	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	33	100.00%	0	0.00%	0	0.00%	33	100.00%	0	0.00%	0	0.00%	0	0.00%	33	100.00%	33
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33	100.00%	33
	<b>Total 總數</b>	<b>33</b>	<b>50.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>33</b>	<b>50.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>66</b>	<b>100.00%</b>	<b>66</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	759	42.12%	150	8.32%	1652	91.68%	709	39.35%	100	5.55%	50	2.77%	700	38.85%	0	0.00%	1802
	20-49	781	44.38%	380	21.59%	1625	92.33%	799	45.40%	203	11.53%	67	3.81%	649	36.88%	0	0.00%	1760
	50-99	155	57.84%	39	14.55%	259	96.64%	156	58.21%	33	12.31%	0	0.00%	103	38.43%	0	0.00%	268
	<b>Total 總數</b>	<b>1695</b>	<b>44.26%</b>	<b>569</b>	<b>14.86%</b>	<b>3536</b>	<b>92.32%</b>	<b>1664</b>	<b>43.45%</b>	<b>336</b>	<b>8.77%</b>	<b>117</b>	<b>3.05%</b>	<b>1452</b>	<b>37.91%</b>	<b>0</b>	<b>0.00%</b>	<b>3830</b>
Restaurants and Hotels 食肆及酒店	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	100	100.00%	100
	20-49	50	15.82%	0	0.00%	0	0.00%	84	26.58%	0	0.00%	0	0.00%	0	0.00%	316	100.00%	316
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	30	100.00%	30
	<b>Total 總數</b>	<b>50</b>	<b>11.21%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>84</b>	<b>18.83%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>446</b>	<b>100.00%</b>	<b>446</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	0	0.00%	51	50.50%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	50	49.50%	101
	20-49	118	47.01%	118	47.01%	0	0.00%	117	46.61%	0	0.00%	50	19.92%	34	13.55%	133	52.99%	251
	50-99	0	0.00%	0	0.00%	0	0.00%	34	31.48%	0	0.00%	0	0.00%	0	0.00%	74	68.52%	108
	<b>Total 總數</b>	<b>118</b>	<b>25.65%</b>	<b>169</b>	<b>36.74%</b>	<b>0</b>	<b>0.00%</b>	<b>151</b>	<b>32.83%</b>	<b>0</b>	<b>0.00%</b>	<b>50</b>	<b>10.87%</b>	<b>34</b>	<b>7.39%</b>	<b>257</b>	<b>55.87%</b>	<b>460</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	33	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33	100.00%	33
	20-49	10	12.99%	34	44.16%	0	0.00%	10	12.99%	0	0.00%	0	0.00%	10	12.99%	77	100.00%	77
	50-99	20	40.00%	0	0.00%	0	0.00%	10	20.00%	0	0.00%	0	0.00%	0	0.00%	50	100.00%	50
	<b>Total 總數</b>	<b>63</b>	<b>39.38%</b>	<b>34</b>	<b>21.25%</b>	<b>0</b>	<b>0.00%</b>	<b>20</b>	<b>12.50%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>10</b>	<b>6.25%</b>	<b>160</b>	<b>100.00%</b>	<b>160</b>
All 整體	10-19	858	38.79%	234	10.58%	1745	78.89%	769	34.76%	100	4.52%	226	10.22%	743	33.59%	183	8.27%	2212
	20-49	1025	40.67%	532	21.11%	1625	64.48%	1043	41.39%	203	8.06%	200	7.94%	693	27.50%	559	22.18%	2520
	50-99	234	41.94%	39	6.99%	278	49.82%	250	44.80%	42	7.53%	69	12.37%	112	20.07%	187	33.51%	558
	<b>Total 總數</b>	<b>2117</b>	<b>40.02%</b>	<b>805</b>	<b>15.22%</b>	<b>3648</b>	<b>68.96%</b>	<b>2062</b>	<b>38.98%</b>	<b>345</b>	<b>6.52%</b>	<b>495</b>	<b>9.36%</b>	<b>1548</b>	<b>29.26%</b>	<b>929</b>	<b>17.56%</b>	<b>5290</b>



Table 9.3OHK : Major Business Activities of the Operations outside Hong Kong by Principal Line of Business by Employment Size

表9.3OHK：香港以外地方業務的主要業務性質

Principal Line of Business 主要業務	Employment Size 員工人數	Marketing / Sales 市場推廣／銷售		Design 設計		Import / Export 進口／入口		Financial control / Accounting 財務／會計		Retailing 零售		Manufacturing 製造		Purchasing 採購		Others 其他		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	176	100.00%	0	0.00%	0	0.00%	176
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	83	100.00%	0	0.00%	0	0.00%	83
	50-99	9	13.04%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	69	100.00%	0	0.00%	0	0.00%	69
	<b>Total 總數</b>	<b>9</b>	<b>2.74%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>328</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>328</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Construction 建造	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33	100.00%	0	0.00%	0	0.00%	33
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33	100.00%	33
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>33</b>	<b>50.00%</b>	<b>0</b>	<b>0.00%</b>	<b>33</b>	<b>50.00%</b>	<b>66</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	150	8.32%	250	13.87%	425	23.58%	109	6.05%	100	5.55%	1386	76.91%	309	17.15%	50	2.77%	1802
	20-49	270	15.34%	132	7.50%	416	23.64%	67	3.81%	102	5.80%	1408	80.00%	215	12.22%	0	0.00%	1760
	50-99	62	23.13%	82	30.60%	96	35.82%	0	0.00%	0	0.00%	216	80.60%	30	11.19%	33	12.31%	268
	<b>Total 總數</b>	<b>482</b>	<b>12.58%</b>	<b>464</b>	<b>12.11%</b>	<b>937</b>	<b>24.46%</b>	<b>176</b>	<b>4.60%</b>	<b>202</b>	<b>5.27%</b>	<b>3010</b>	<b>78.59%</b>	<b>554</b>	<b>14.46%</b>	<b>83</b>	<b>2.17%</b>	<b>3830</b>
Restaurants and Hotels 食肆及酒店	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	50	50.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	50	50.00%	100
	20-49	50	15.82%	0	0.00%	0	0.00%	34	10.76%	0	0.00%	0	0.00%	0	0.00%	282	89.24%	316
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	30	100.00%	30
	<b>Total 總數</b>	<b>100</b>	<b>22.42%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>34</b>	<b>7.62%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>362</b>	<b>81.17%</b>	<b>446</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	0	0.00%	51	50.50%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	50	49.50%	101
	20-49	34	13.55%	84	33.47%	0	0.00%	50	19.92%	0	0.00%	67	26.69%	10.6348	4.24%	100	39.84%	251
	50-99	0	0.00%	0	0.00%	0	0.00%	34	31.48%	0	0.00%	0	0.00%	0	0.00%	74	68.52%	108
	<b>Total 總數</b>	<b>34</b>	<b>7.39%</b>	<b>135</b>	<b>29.35%</b>	<b>0</b>	<b>0.00%</b>	<b>84</b>	<b>18.26%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>224</b>	<b>48.70%</b>	<b>460</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	33	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33	100.00%	33
	20-49	10	12.99%	0	0.00%	0	0.00%	10	12.99%	0	0.00%	0	0.00%	10	12.99%	77	100.00%	77
	50-99	30	60.00%	0	0.00%	0	0.00%	10	20.00%	0	0.00%	0	0.00%	0	0.00%	30	60.00%	50
	<b>Total 總數</b>	<b>73</b>	<b>45.63%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>20</b>	<b>12.50%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>10</b>	<b>6.25%</b>	<b>140</b>	<b>87.50%</b>	<b>160</b>
All 整體	10-19	233	10.53%	301	13.61%	425	19.21%	109	4.93%	100	4.52%	1562	70.61%	309	13.97%	183	8.27%	2212
	20-49	364	14.44%	216	8.57%	416	16.51%	161	6.39%	102	4.05%	1591	63.13%	225	8.93%	459	18.21%	2520
	50-99	101	18.10%	82	14.70%	96	17.20%	44	7.89%	0	0.00%	285	51.08%	30	5.38%	200	35.84%	558
	<b>Total 總數</b>	<b>698</b>	<b>13.19%</b>	<b>599</b>	<b>11.32%</b>	<b>937</b>	<b>17.71%</b>	<b>314</b>	<b>5.94%</b>	<b>202</b>	<b>3.82%</b>	<b>3438</b>	<b>64.99%</b>	<b>564</b>	<b>10.66%</b>	<b>842</b>	<b>15.92%</b>	<b>5290</b>

**Table 9.4M : Percentage of Overseas Managers in the Hong Kong Operations  
by Principal Line of Business by Employment Size**

**表9.4M：香港以外地方的管理人員在香港業務中所佔比例**

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1%		1% - 5%		6% - 10%		More than 10%		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	126	71.59%	50	0.41%	0	0.00%	0	0.00%	176
	20-49	83	100.00%	0	1.20%	0	0.00%	0	0.00%	83
	50-99	69	100.00%	0	1.45%	0	0.00%	0	0.00%	69
	<b>Total 總數</b>	<b>278</b>	<b>84.76%</b>	<b>50</b>	<b>0.26%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>328</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Construction 建造	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	33	100.00%	0	3.03%	0	0.00%	0	0.00%	33
	50-99	33	100.00%	0	3.03%	0	0.00%	0	0.00%	33
	<b>Total 總數</b>	<b>66</b>	<b>100.00%</b>	<b>0</b>	<b>1.52%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>66</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1710	95.37%	50	0.05%	33	1.84%	0	0.00%	1793
	20-49	1519	86.31%	76	0.05%	0	0.00%	165	9.38%	1760
	50-99	228	85.07%	30	0.32%	0	0.00%	10	3.73%	268
	<b>Total 總數</b>	<b>3457</b>	<b>90.47%</b>	<b>156</b>	<b>0.02%</b>	<b>33</b>	<b>0.86%</b>	<b>175</b>	<b>4.58%</b>	<b>3821</b>
Restaurants and Hotels 食肆及酒店	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	100	100.00%	0	1.00%	0	0.00%	0	0.00%	100
	20-49	282	89.24%	0	0.28%	34	10.76%	0	0.00%	316
	50-99	30	100.00%	0	3.33%	0	0.00%	0	0.00%	30
	<b>Total 總數</b>	<b>412</b>	<b>92.38%</b>	<b>0</b>	<b>0.21%</b>	<b>34</b>	<b>7.62%</b>	<b>0</b>	<b>0.00%</b>	<b>446</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	101	100.00%	0	0.99%	0	0.00%	0	0.00%	101
	20-49	251	100.00%	0	0.40%	0	0.00%	0	0.00%	251
	50-99	74	68.52%	34	0.63%	0	0.00%	0	0.00%	108
	<b>Total 總數</b>	<b>426</b>	<b>92.61%</b>	<b>34</b>	<b>0.20%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>460</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	33	100.00%	0	3.03%	0	0.00%	0	0.00%	33
	20-49	77	100.00%	0	1.30%	0	0.00%	0	0.00%	77
	50-99	50	100.00%	0	2.00%	0	0.00%	0	0.00%	50
	<b>Total 總數</b>	<b>160</b>	<b>100.00%</b>	<b>0</b>	<b>0.63%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>160</b>
All 整體	10-19	2070	93.96%	50	0.04%	33	1.50%	0	0.00%	2203
	20-49	2245	89.09%	76	0.04%	34	1.35%	165	6.55%	2520
	50-99	484	86.74%	64	0.16%	0	0.00%	10	1.79%	558
	<b>Total 總數</b>	<b>4799</b>	<b>90.87%</b>	<b>240</b>	<b>0.02%</b>	<b>67</b>	<b>1.27%</b>	<b>175</b>	<b>3.31%</b>	<b>5281</b>

**Table 9.4S : Percentage of Overseas Supervisors in the Hong Kong Operations  
by Principal Line of Business by Employment Size**

**表9.4S：香港以外地方的督導人員在香港業務中所佔比例**

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1%		1% - 5%		6% - 10%		More than 10%		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	126	71.59%	0	0.00%	0	0.00%	50	28.41%	176
	20-49	83	100.00%	0	0.00%	0	0.00%	0	0.00%	83
	50-99	69	100.00%	0	0.00%	0	0.00%	0	0.00%	69
	<b>Total 總數</b>	<b>278</b>	<b>84.76%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>50</b>	<b>15.24%</b>	<b>328</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Construction 建造	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	33	100.00%	0	0.00%	0	0.00%	0	0.00%	33
	50-99	33	100.00%	0	0.00%	0	0.00%	0	0.00%	33
	<b>Total 總數</b>	<b>66</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>66</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1760	98.16%	33	1.84%	0	0.00%	0	0.00%	1793
	20-49	1485	84.38%	126	7.16%	116	6.59%	33	1.88%	1760
	50-99	248	92.54%	10	3.73%	0	0.00%	10	3.73%	268
	<b>Total 總數</b>	<b>3493</b>	<b>91.42%</b>	<b>169</b>	<b>4.42%</b>	<b>116</b>	<b>3.04%</b>	<b>43</b>	<b>1.13%</b>	<b>3821</b>
Restaurants and Hotels 食肆及酒店	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	100	100.00%	0	0.00%	0	0.00%	0	0.00%	100
	20-49	282	89.24%	0	0.00%	34	10.76%	0	0.00%	316
	50-99	30	100.00%	0	0.00%	0	0.00%	0	0.00%	30
	<b>Total 總數</b>	<b>412</b>	<b>92.38%</b>	<b>0</b>	<b>0.00%</b>	<b>34</b>	<b>7.62%</b>	<b>0</b>	<b>0.00%</b>	<b>446</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	101	100.00%	0	0.00%	0	0.00%	0	0.00%	101
	20-49	251	100.00%	0	0.00%	0	0.00%	0	0.00%	251
	50-99	108	100.00%	0	0.00%	0	0.00%	0	0.00%	108
	<b>Total 總數</b>	<b>460</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>460</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	33	100.00%	0	0.00%	0	0.00%	0	0.00%	33
	20-49	77	100.00%	0	0.00%	0	0.00%	0	0.00%	77
	50-99	50	100.00%	0	0.00%	0	0.00%	0	0.00%	50
	<b>Total 總數</b>	<b>160</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>160</b>
All 整體	10-19	2120	96.23%	33	1.50%	0	0.00%	50	2.27%	2203
	20-49	2211	87.74%	126	5.00%	150	5.95%	33	1.31%	2520
	50-99	538	96.42%	10	1.79%	0	0.00%	10	1.79%	558
	<b>Total 總數</b>	<b>4869</b>	<b>92.20%</b>	<b>169</b>	<b>3.20%</b>	<b>150</b>	<b>2.84%</b>	<b>93</b>	<b>1.76%</b>	<b>5281</b>

**Table 9.5M : Percentage of Hong Kong Managers in the Operations outside Hong Kong  
by Principal Line of Business by Employment Size**

**表9.5M：香港的管理人員在香港以外地方的業務中所佔比例**

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1%		1% - 5%		6% - 10%		More than 10%		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	116	65.91%	60	34.09%	0	0.00%	0	0.00%	176
	20-49	83	100.00%	0	0.00%	0	0.00%	0	0.00%	83
	50-99	50	72.46%	10	14.49%	0	0.00%	9	13.04%	69
	<b>Total 總數</b>	<b>249</b>	<b>75.91%</b>	<b>70</b>	<b>21.34%</b>	<b>0</b>	<b>0.00%</b>	<b>9</b>	<b>2.74%</b>	<b>328</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Construction 建造	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	33	100.00%	0	0.00%	0	0.00%	33
	50-99	33	100.00%	0	0.00%	0	0.00%	0	0.00%	33
	<b>Total 總數</b>	<b>33</b>	<b>50.00%</b>	<b>33</b>	<b>50.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>66</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1060	59.12%	566	31.57%	67	3.74%	100	5.58%	1793
	20-49	854	49.48%	639	37.02%	200	11.59%	33	1.91%	1726
	50-99	168	62.69%	90	33.58%	10	3.73%	0	0.00%	268
	<b>Total 總數</b>	<b>2082</b>	<b>54.98%</b>	<b>1295</b>	<b>34.20%</b>	<b>277</b>	<b>7.31%</b>	<b>133</b>	<b>3.51%</b>	<b>3787</b>
Restaurants and Hotels 食肆及酒店	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	100	100.00%	0	0.00%	0	0.00%	0	0.00%	100
	20-49	249	78.80%	33	10.44%	34	10.76%	0	0.00%	316
	50-99	0	0.00%	30	100.00%	0	0.00%	0	0.00%	30
	<b>Total 總數</b>	<b>349</b>	<b>78.25%</b>	<b>63</b>	<b>14.13%</b>	<b>34</b>	<b>7.62%</b>	<b>0</b>	<b>0.00%</b>	<b>446</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	50	49.50%	0	0.00%	0	0.00%	51	50.50%	101
	20-49	217	86.45%	34	13.55%	0	0.00%	0	0.00%	251
	50-99	88	81.48%	0	0.00%	10	9.26%	10	9.26%	108
	<b>Total 總數</b>	<b>355</b>	<b>77.17%</b>	<b>34</b>	<b>7.39%</b>	<b>10</b>	<b>2.17%</b>	<b>61</b>	<b>13.26%</b>	<b>460</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	0	0.00%	0	0.00%	0	0.00%	33	100.00%	33
	20-49	43	55.84%	34	44.16%	0	0.00%	0	0.00%	77
	50-99	30	75.00%	0	0.00%	0	0.00%	10	25.00%	40
	<b>Total 總數</b>	<b>73</b>	<b>48.67%</b>	<b>34</b>	<b>22.67%</b>	<b>0</b>	<b>0.00%</b>	<b>43</b>	<b>28.67%</b>	<b>150</b>
All 整體	10-19	1326	60.19%	626	28.42%	67	3.04%	184	8.35%	2203
	20-49	1446	58.17%	773	31.09%	234	9.41%	33	1.33%	2486
	50-99	369	67.34%	130	23.72%	20	3.65%	29	5.29%	548
	<b>Total 總數</b>	<b>3141</b>	<b>59.98%</b>	<b>1529</b>	<b>29.20%</b>	<b>321</b>	<b>6.13%</b>	<b>246</b>	<b>4.70%</b>	<b>5237</b>

**Table 9.5S : Percentage of Hong Kong Supervisors in the Operations outside Hong Kong  
by Principal Line of Business by Employment Size**

**表9.5S：香港的督導人員在香港以外地方的業務中所佔比例**

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1%		1% - 5%		6% - 10%		More than 10%		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	93	52.84%	83	47.16%	0	0.00%	0	0.00%	176
	20-49	83	100.00%	0	0.00%	0	0.00%	0	0.00%	83
	50-99	59	85.51%	10	14.49%	0	0.00%	0	0.00%	69
	<b>Total 總數</b>	<b>235</b>	<b>71.65%</b>	<b>93</b>	<b>28.35%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>328</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Construction 建造	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	33	100.00%	0	0.00%	0	0.00%	33
	50-99	0	0.00%	0	0.00%	0	0.00%	33	100.00%	33
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>33</b>	<b>50.00%</b>	<b>0</b>	<b>0.00%</b>	<b>33</b>	<b>50.00%</b>	<b>66</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1260	70.27%	383	21.36%	0	0.00%	150	8.37%	1793
	20-49	1201	69.58%	442	25.61%	33	1.91%	50	2.90%	1726
	50-99	188	70.15%	70	26.12%	0	0.00%	10	3.73%	268
	<b>Total 總數</b>	<b>2649</b>	<b>69.95%</b>	<b>895</b>	<b>23.63%</b>	<b>33</b>	<b>0.87%</b>	<b>210</b>	<b>5.55%</b>	<b>3787</b>
Restaurants and Hotels 食肆及酒店	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	100	100.00%	0	0.00%	0	0.00%	0	0.00%	100
	20-49	249	78.80%	33	10.44%	34	10.76%	0	0.00%	316
	50-99	20	66.67%	10	33.33%	0	0.00%	0	0.00%	30
	<b>Total 總數</b>	<b>369</b>	<b>82.74%</b>	<b>43</b>	<b>9.64%</b>	<b>34</b>	<b>7.62%</b>	<b>0</b>	<b>0.00%</b>	<b>446</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	50	49.50%	0	0.00%	0	0.00%	51	50.50%	101
	20-49	217	86.45%	34	13.55%	0	0.00%	0	0.00%	251
	50-99	98	90.74%	10	9.26%	0	0.00%	0	0.00%	108
	<b>Total 總數</b>	<b>365</b>	<b>79.35%</b>	<b>44</b>	<b>9.57%</b>	<b>0</b>	<b>0.00%</b>	<b>51</b>	<b>11.09%</b>	<b>460</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	33	100.00%	0	0.00%	0	0.00%	0	0.00%	33
	20-49	43	55.84%	0	0.00%	34	44.16%	0	0.00%	77
	50-99	40	100.00%	0	0.00%	0	0.00%	0	0.00%	40
	<b>Total 總數</b>	<b>116</b>	<b>77.33%</b>	<b>0</b>	<b>0.00%</b>	<b>34</b>	<b>22.67%</b>	<b>0</b>	<b>0.00%</b>	<b>150</b>
All 整體	10-19	1536	69.72%	466	21.15%	0	0.00%	201	9.12%	2203
	20-49	1793	72.12%	542	21.80%	101	4.06%	50	2.01%	2486
	50-99	405	73.91%	100	18.25%	0	0.00%	43	7.85%	548
	<b>Total 總數</b>	<b>3734</b>	<b>71.30%</b>	<b>1108</b>	<b>21.16%</b>	<b>101</b>	<b>1.93%</b>	<b>294</b>	<b>5.61%</b>	<b>5237</b>

**Table 9.6M : Management Training for Managers Prior to Appointment/Promotion  
by Principal Line of Business by Employment Size**

**表9.6M：管理人員接受職前管理訓練的情況**

Principal Line of Business 主要業務	Employment Size 員工人數	Yes 有		No 無		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	249	36.03%	442	63.97%	691
	20-49	166	46.50%	191	53.50%	357
	50-99	100	49.75%	101	50.25%	201
	<b>Total 總數</b>	<b>515</b>	<b>41.23%</b>	<b>734</b>	<b>58.77%</b>	<b>1249</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	2
	20-49	1	100.00%	0	0.00%	1
	<b>Total 總數</b>	<b>1</b>	<b>33.33%</b>	<b>2</b>	<b>66.67%</b>	<b>3</b>
Construction 建造	10-19	220	52.76%	197	47.24%	100
	20-49	96	31.58%	208	68.42%	304
	50-99	53	49.53%	54	50.47%	107
	<b>Total 總數</b>	<b>369</b>	<b>44.57%</b>	<b>459</b>	<b>55.43%</b>	<b>828</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1703	41.56%	2395	58.44%	4098
	20-49	1634	45.78%	1935	54.22%	3569
	50-99	403	49.81%	406	50.19%	809
	<b>Total 總數</b>	<b>3740</b>	<b>44.12%</b>	<b>4736</b>	<b>55.88%</b>	<b>8476</b>
Restaurants and Hotels 食肆及酒店	10-19	439	41.85%	610	58.15%	1049
	20-49	344	39.77%	521	60.23%	865
	50-99	230	57.07%	173	42.93%	403
	<b>Total 總數</b>	<b>1013</b>	<b>43.72%</b>	<b>1304</b>	<b>56.28%</b>	<b>2317</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	150	17.63%	701	82.37%	851
	20-49	286	42.18%	392	57.82%	678
	50-99	123	80.39%	30	19.61%	153
	<b>Total 總數</b>	<b>559</b>	<b>33.23%</b>	<b>1123</b>	<b>66.77%</b>	<b>1682</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	371	29.01%	908	70.99%	1279
	20-49	467	46.75%	532	53.25%	999
	50-99	286	67.61%	137	32.39%	423
	<b>Total 總數</b>	<b>1124</b>	<b>41.61%</b>	<b>1577</b>	<b>58.39%</b>	<b>2701</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	369	37.65%	611	62.35%	980
	20-49	372	36.58%	645	63.42%	1017
	50-99	329	63.03%	193	36.97%	522
	<b>Total 總數</b>	<b>1070</b>	<b>42.48%</b>	<b>1449</b>	<b>57.52%</b>	<b>2519</b>
All 整體	10-19	3501	37.38%	5866	62.62%	9367
	20-49	3366	43.21%	4424	56.79%	7790
	50-99	1524	58.21%	1094	41.79%	2618
	<b>Total 總數</b>	<b>8391</b>	<b>42.43%</b>	<b>11384</b>	<b>57.57%</b>	<b>19775</b>

**Table 9.6S : Management Training for Supervisors Prior to Appointment/Promotion  
by Principal Line of Business by Employment Size**

**表9.6S：督導人員接受職前管理訓練的情況**

Principal Line of Business 主要業務	Employment Size 員工人數	Yes 有		No 無		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	249	36.03%	442	63.97%	691
	20-49	166	46.50%	191	53.50%	357
	50-99	100	49.75%	101	50.25%	201
	<b>Total 總數</b>	<b>515</b>	<b>41.23%</b>	<b>734</b>	<b>58.77%</b>	<b>1249</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	2
	20-49	1	100.00%	0	0.00%	1
	<b>Total 總數</b>	<b>1</b>	<b>33.33%</b>	<b>2</b>	<b>66.67%</b>	<b>3</b>
Construction 建造	10-19	220	52.76%	197	47.24%	100
	20-49	96	31.58%	208	68.42%	304
	50-99	53	49.53%	54	50.47%	107
	<b>Total 總數</b>	<b>369</b>	<b>44.57%</b>	<b>459</b>	<b>55.43%</b>	<b>828</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1703	41.56%	2395	58.44%	4098
	20-49	1634	45.78%	1935	54.22%	3569
	50-99	403	49.81%	406	50.19%	809
	<b>Total 總數</b>	<b>3740</b>	<b>44.12%</b>	<b>4736</b>	<b>55.88%</b>	<b>8476</b>
Restaurants and Hotels 食肆及酒店	10-19	439	41.85%	610	58.15%	1049
	20-49	344	39.77%	521	60.23%	865
	50-99	230	57.07%	173	42.93%	403
	<b>Total 總數</b>	<b>1013</b>	<b>43.72%</b>	<b>1304</b>	<b>56.28%</b>	<b>2317</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	150	17.63%	701	82.37%	851
	20-49	286	42.18%	392	57.82%	678
	50-99	123	80.39%	30	19.61%	153
	<b>Total 總數</b>	<b>559</b>	<b>33.23%</b>	<b>1123</b>	<b>66.77%</b>	<b>1682</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	371	29.01%	908	70.99%	1279
	20-49	467	46.75%	532	53.25%	999
	50-99	286	67.61%	137	32.39%	423
	<b>Total 總數</b>	<b>1124</b>	<b>41.61%</b>	<b>1577</b>	<b>58.39%</b>	<b>2701</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	369	37.65%	611	62.35%	980
	20-49	372	36.58%	645	63.42%	1017
	50-99	329	63.03%	193	36.97%	522
	<b>Total 總數</b>	<b>1070</b>	<b>42.48%</b>	<b>1449</b>	<b>57.52%</b>	<b>2519</b>
All 整體	10-19	3501	37.38%	5866	62.62%	9367
	20-49	3366	43.21%	4424	56.79%	7790
	50-99	1524	58.21%	1094	41.79%	2618
	<b>Total 總數</b>	<b>8391</b>	<b>42.43%</b>	<b>11384</b>	<b>57.57%</b>	<b>19775</b>

**Table 9.7M : On-the-job Training for Newly Recruited Managers  
by Principal Line of Business by Employment Size**

**表9.7M：新入職管理人員的在職培訓情況**

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1 week 少於一星期		1 week - less than 2 weeks 一星期至少於兩星期		2 weeks - less than 4 weeks 兩星期至少於四星期		4 weeks or more 四星期或以上		No training 不會提供培訓		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	100	14.47%	0	0.00%	50	7.24%	50	7.24%	491	71.06%	691
	20-49	33	9.24%	0	0.00%	33	9.24%	66	18.49%	225	63.03%	357
	50-99	30	14.93%	10	4.98%	9	4.48%	39	19.4%	113	56.22%	201
	<b>Total 總數</b>	<b>163</b>	<b>13.05%</b>	<b>10</b>	<b>0.80%</b>	<b>92</b>	<b>7.37%</b>	<b>155</b>	<b>12.41%</b>	<b>829</b>	<b>66.37%</b>	<b>1249</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	100.00%	2
	20-49	0	0.00%	1	100.00%	0	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>33.33%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>2</b>	<b>66.67%</b>	<b>3</b>
Construction 建造	10-19	117	28.06%	11	2.64%	0	0.00%	102	24.46%	187	44.84%	417
	20-49	43	14.14%	0	0.00%	43	14.14%	86	28.29%	132	43.42%	304
	50-99	54	50.47%	10	9.35%	43	40.19%	0	0.00%	0	0.00%	107
	<b>Total 總數</b>	<b>214</b>	<b>25.85%</b>	<b>21</b>	<b>2.54%</b>	<b>86</b>	<b>10.39%</b>	<b>188</b>	<b>22.71%</b>	<b>319</b>	<b>38.53%</b>	<b>828</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	400	9.76%	383	9.35%	443	10.81%	727	17.74%	2145	52.34%	4098
	20-49	896	25.11%	444	12.44%	319	8.94%	471	13.2%	1439	40.32%	3569
	50-99	171	21.14%	110	13.60%	53	6.55%	200	24.72%	275	33.99%	809
	<b>Total 總數</b>	<b>1467</b>	<b>17.31%</b>	<b>937</b>	<b>11.05%</b>	<b>815</b>	<b>9.62%</b>	<b>1398</b>	<b>16.49%</b>	<b>3859</b>	<b>45.53%</b>	<b>8476</b>
Restaurants and Hotels 食肆及酒店	10-19	83	7.91%	43	4.10%	166	15.82%	147	14.01%	610	58.15%	1049
	20-49	10	1.16%	83	9.60%	198	22.89%	106	12.25%	468	54.1%	865
	50-99	100	24.81%	90	22.33%	30	7.44%	30	7.44%	153	37.97%	403
	<b>Total 總數</b>	<b>193</b>	<b>8.33%</b>	<b>216</b>	<b>9.32%</b>	<b>394</b>	<b>17%</b>	<b>283</b>	<b>12.21%</b>	<b>1231</b>	<b>53.13%</b>	<b>2317</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	0	0.00%	100	11.75%	50	5.88%	100	11.75%	601	70.62%	851
	20-49	33	4.87%	10	1.47%	66	9.73%	275	40.56%	294	43.36%	678
	50-99	10	6.54%	20	13.07%	40	26.14%	53	34.64%	30	19.61%	153
	<b>Total 總數</b>	<b>43</b>	<b>2.56%</b>	<b>130</b>	<b>7.73%</b>	<b>156</b>	<b>9.27%</b>	<b>428</b>	<b>25.45%</b>	<b>925</b>	<b>54.99%</b>	<b>1682</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	152	11.88%	101	7.90%	101	7.90%	167	13.06%	758	59.27%	1279
	20-49	161	16.12%	95	9.51%	212	21.22%	154	15.42%	377	37.74%	999
	50-99	84	19.86%	64	15.13%	20	4.73%	142	33.57%	113	26.71%	423
	<b>Total 總數</b>	<b>397</b>	<b>14.70%</b>	<b>260</b>	<b>9.63%</b>	<b>333</b>	<b>12.33%</b>	<b>463</b>	<b>17.14%</b>	<b>1248</b>	<b>46.21%</b>	<b>2701</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	77	7.86%	50	5.10%	84	8.57%	309	31.53%	460	46.94%	980
	20-49	260	25.57%	68	6.69%	100	9.83%	163	16.03%	426	41.89%	1017
	50-99	139	26.63%	94	18.01%	20	3.83%	120	22.99%	149	28.54%	522
	<b>Total 總數</b>	<b>476</b>	<b>18.90%</b>	<b>212</b>	<b>8.42%</b>	<b>204</b>	<b>8.10%</b>	<b>592</b>	<b>23.5%</b>	<b>1035</b>	<b>41.09%</b>	<b>2519</b>
All 整體	10-19	929	9.92%	688	7.34%	894	9.54%	1602	17.1%	5254	56.09%	9367
	20-49	1436	18.43%	701	9%	971	12.46%	1321	16.96%	3361	43.15%	7790
	50-99	588	22.46%	398	15.20%	215	8.21%	584	22.31%	833	31.82%	2618
	<b>Total 總數</b>	<b>2953</b>	<b>14.93%</b>	<b>1787</b>	<b>9.04%</b>	<b>2080</b>	<b>10.52%</b>	<b>3507</b>	<b>17.73%</b>	<b>9448</b>	<b>47.78%</b>	<b>19775</b>



**Table 9.7S : On-the-job Training for Newly Recruited Supervisors  
by Principal Line of Business by Employment Size**

**表9.7S : 新入職督導人員的在職培訓情況**

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1 week 少於一星期		1 week - less than 2 weeks 一星期至少於兩星期		2 weeks - less than 4 weeks 兩星期至少於四星期		4 weeks or more 四星期或以上		No training 不會提供培訓		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	100	12.66%	50	6.33%	49	6.20%	83	10.51%	508	64.30%	790
	20-49	33	9.24%	0	0.00%	33	9.24%	66	18.49%	225	63.03%	357
	50-99	30	14.93%	10	4.98%	9	4.48%	39	19.40%	113	56.22%	201
	<b>Total 總數</b>	<b>163</b>	<b>12.09%</b>	<b>60</b>	<b>4.45%</b>	<b>91</b>	<b>6.75%</b>	<b>188</b>	<b>13.95%</b>	<b>846</b>	<b>62.76%</b>	<b>1348</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	100.00%	2
	20-49	0	0.00%	1	100.00%	0	0.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>33.33%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>2</b>	<b>66.67%</b>	<b>3</b>
Construction 建造	10-19	230	55.16%	0	0.00%	0	0.00%	102	24.46%	85	20.38%	417
	20-49	43	14.14%	0	0.00%	43	14.14%	86	28.29%	132	43.42%	304
	50-99	65	55.08%	10	8.47%	43	36.44%	0	0.00%	0	0.00%	118
	<b>Total 總數</b>	<b>338</b>	<b>40.29%</b>	<b>10</b>	<b>1.19%</b>	<b>86</b>	<b>10.25%</b>	<b>188</b>	<b>22.41%</b>	<b>217</b>	<b>25.86%</b>	<b>839</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	384	8.83%	383	8.81%	309	7.11%	777	17.87%	2496	57.39%	4349
	20-49	1013	27.35%	444	11.99%	353	9.53%	520	14.04%	1374	37.10%	3704
	50-99	191	23.32%	110	13.43%	33	4.03%	210	25.64%	275	33.58%	819
	<b>Total 總數</b>	<b>1588</b>	<b>17.90%</b>	<b>937</b>	<b>10.56%</b>	<b>695</b>	<b>7.83%</b>	<b>1507</b>	<b>16.99%</b>	<b>4145</b>	<b>46.72%</b>	<b>8872</b>
Restaurants and Hotels 食肆及酒店	10-19	116	8.72%	43	3.23%	166	12.48%	147	11.05%	858	64.51%	1330
	20-49	10	1.05%	83	8.76%	198	20.89%	106	11.18%	551	58.12%	948
	50-99	90	20.64%	80	18.35%	30	6.88%	83	19.04%	153	35.09%	436
	<b>Total 總數</b>	<b>216</b>	<b>7.96%</b>	<b>206</b>	<b>7.59%</b>	<b>394</b>	<b>14.52%</b>	<b>336</b>	<b>12.38%</b>	<b>1562</b>	<b>57.55%</b>	<b>2714</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	0	0.00%	100	11.75%	50	5.88%	100	11.75%	601	70.62%	851
	20-49	33	5.31%	20	3.22%	99	15.94%	265	42.67%	204	32.85%	621
	50-99	10	6.54%	20	13.07%	40	26.14%	53	34.64%	30	19.61%	153
	<b>Total 總數</b>	<b>43</b>	<b>2.65%</b>	<b>140</b>	<b>8.62%</b>	<b>189</b>	<b>11.63%</b>	<b>418</b>	<b>25.72%</b>	<b>835</b>	<b>51.38%</b>	<b>1625</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	253	19.02%	0	0.00%	101	7.59%	167	12.56%	809	60.83%	1330
	20-49	161	16.67%	129	13.35%	212	21.95%	120	12.42%	344	35.61%	966
	50-99	84	22.16%	64	16.89%	20	5.28%	108	28.50%	103	27.18%	379
	<b>Total 總數</b>	<b>498</b>	<b>18.62%</b>	<b>193</b>	<b>7.21%</b>	<b>333</b>	<b>12.45%</b>	<b>395</b>	<b>14.77%</b>	<b>1256</b>	<b>46.95%</b>	<b>2675</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	127	13.54%	50	5.33%	134	14.29%	217	23.13%	410	43.71%	938
	20-49	170	19.61%	102	11.76%	66	7.61%	263	30.33%	266	30.68%	867
	50-99	100	29.15%	74	21.57%	30	8.75%	30	8.75%	109	31.78%	343
	<b>Total 總數</b>	<b>397</b>	<b>18.48%</b>	<b>226</b>	<b>10.52%</b>	<b>230</b>	<b>10.71%</b>	<b>510</b>	<b>23.74%</b>	<b>785</b>	<b>36.55%</b>	<b>2148</b>
All 整體	10-19	1210	12.09%	626	6.26%	809	8.08%	1593	15.92%	5769	57.65%	10007
	20-49	1463	18.83%	779	10.03%	1004	12.92%	1426	18.36%	3096	39.86%	7768
	50-99	570	23.27%	368	15.03%	205	8.37%	523	21.36%	783	31.97%	2449
	<b>Total 總數</b>	<b>3243</b>	<b>16.04%</b>	<b>1773</b>	<b>8.77%</b>	<b>2018</b>	<b>9.98%</b>	<b>3542</b>	<b>17.51%</b>	<b>9648</b>	<b>47.71%</b>	<b>20224</b>

**Table 9.8M : Management Training for Managers in the Next Three Years  
by Principal Line of Business by Employment Size**

**表 9.8M：未來三年機構為管理人員提供管理培訓的情況**

Principal Line of Business 主要業務	Employment Size 員工人數	Yes 會		No 不會		Total 總數
		No.	%	No.	%	
Manufacturing 製造	10-19	150	21.71%	541	78.29%	691
	20-49	132	36.97%	225	63.03%	357
	50-99	138	68.66%	63	31.34%	201
	<b>Total 總數</b>	<b>420</b>	<b>33.63%</b>	<b>829</b>	<b>66.37%</b>	<b>1249</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	2
	20-49	0	0.00%	1	100.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>	<b>100.00%</b>	<b>3</b>
Construction 建造	10-19	135	32.37%	282	67.63%	417
	20-49	185	60.86%	119	39.14%	304
	50-99	97	90.65%	10	9.35%	107
	<b>Total 總數</b>	<b>417</b>	<b>50.36%</b>	<b>411</b>	<b>49.64%</b>	<b>828</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1353	33.28%	2714	66.77%	4065
	20-49	1512	42.36%	2057	57.64%	3569
	50-99	574	70.95%	235	29.05%	809
	<b>Total 總數</b>	<b>3438</b>	<b>40.72%</b>	<b>5005</b>	<b>59.28%</b>	<b>8443</b>
Restaurants and Hotels 食肆及酒店	10-19	479	45.66%	570	54.34%	1049
	20-49	245	28.32%	620	71.68%	865
	50-99	243	60.30%	160	39.70%	403
	<b>Total 總數</b>	<b>967</b>	<b>41.74%</b>	<b>1350</b>	<b>58.26%</b>	<b>2317</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	150	17.63%	701	82.37%	851
	20-49	379	55.90%	299	44.10%	678
	50-99	83	54.25%	70	45.75%	153
	<b>Total 總數</b>	<b>612</b>	<b>36.39%</b>	<b>1070</b>	<b>63.61%</b>	<b>1682</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	592	48.09%	639	51.91%	1231
	20-49	504	50.45%	495	49.55%	999
	50-99	320	75.65%	103	24.35%	423
	<b>Total 總數</b>	<b>1415</b>	<b>53.38%</b>	<b>1236</b>	<b>46.62%</b>	<b>2651</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	496	50.61%	484	49.39%	980
	20-49	665	65.39%	352	34.61%	1017
	50-99	473	90.61%	49	9.39%	522
	<b>Total 總數</b>	<b>1634</b>	<b>64.87%</b>	<b>885</b>	<b>35.13%</b>	<b>2519</b>
All 整體	10-19	3354	36.12%	5932	63.88%	9286
	20-49	3622	46.50%	4168	53.50%	7790
	50-99	1928	73.64%	690	26.36%	2618
	<b>Total 總數</b>	<b>8903</b>	<b>45.21%</b>	<b>10789</b>	<b>54.79%</b>	<b>19692</b>

**Table 9.8S : Management Training for Supervisors in the Next Three Years  
by Principal Line of Business by Employment Size**

**表 9.8S : 未來三年機構為督導人員提供管理培訓的情況**

Principal Line of Business 主要業務	Employment Size 員工人數	Yes 有		No 無		Total 總數
		No.	%	No.	%	
Manufacturing 製造	10-19	150	18.99%	640	81.01%	790
	20-49	132	36.97%	225	63.03%	357
	50-99	138	68.66%	63	31.34%	201
	<b>Total 總數</b>	<b>420</b>	<b>31.16%</b>	<b>928</b>	<b>68.84%</b>	<b>1348</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	2
	20-49	0	0.00%	1	100.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>	<b>100.00%</b>	<b>3</b>
Construction 建造	10-19	135	32.37%	282	67.63%	417
	20-49	185	60.86%	119	39.14%	304
	50-99	97	82.20%	21	17.80%	118
	<b>Total 總數</b>	<b>417</b>	<b>49.70%</b>	<b>422</b>	<b>50.30%</b>	<b>839</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1303	30.20%	3015	69.88%	4315
	20-49	1596	43.09%	2108	56.91%	3704
	50-99	574	70.09%	245	29.91%	819
	<b>Total 總數</b>	<b>3472</b>	<b>39.28%</b>	<b>5367</b>	<b>60.72%</b>	<b>8839</b>
Restaurants and Hotels 食肆及酒店	10-19	479	36.02%	851	63.98%	1330
	20-49	245	25.84%	703	74.16%	948
	50-99	253	58.03%	183	41.97%	436
	<b>Total 總數</b>	<b>977</b>	<b>36.00%</b>	<b>1737</b>	<b>64.00%</b>	<b>2714</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	150	17.63%	701	82.37%	851
	20-49	412	66.34%	209	33.66%	621
	50-99	83	54.25%	70	45.75%	153
	<b>Total 總數</b>	<b>645</b>	<b>39.69%</b>	<b>980</b>	<b>60.31%</b>	<b>1625</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	592	46.18%	690	53.82%	1282
	20-49	471	48.76%	495	51.24%	966
	50-99	276	72.82%	103	27.18%	379
	<b>Total 總數</b>	<b>1338</b>	<b>50.97%</b>	<b>1287</b>	<b>49.03%</b>	<b>2625</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	504	53.73%	434	46.27%	938
	20-49	555	64.01%	312	35.99%	867
	50-99	294	85.71%	49	14.29%	343
	<b>Total 總數</b>	<b>1353</b>	<b>62.99%</b>	<b>795</b>	<b>37.01%</b>	<b>2148</b>
All 整體	10-19	3312	33.37%	6614	66.63%	9926
	20-49	3596	46.29%	4172	53.71%	7768
	50-99	1715	70.03%	734	29.97%	2449
	<b>Total 總數</b>	<b>8622</b>	<b>42.81%</b>	<b>11519</b>	<b>57.19%</b>	<b>20141</b>

**Table 9.9M Management Training Plan for Managers in the Next Three Years  
by Principal Line of Business by Employment Size**

**表9.9M：未來三年機構為管理人員安排管理培訓的計劃**

Principal Line of Business 主要業務	Employment Size 員工人數	Regularly Provide 定期安排		Occasionally Provide 間中安排		Will Not Provide 不會安排		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	0	0.00%	100	14.47%	591	85.53%	691
	20-49	33	9.24%	99	27.73%	225	63.03%	357
	50-99	29	14.43%	49	24.38%	123	61.19%	201
	<b>Total 總數</b>	<b>62</b>	<b>4.96%</b>	<b>248</b>	<b>19.86%</b>	<b>939</b>	<b>75.18%</b>	1249
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0.00%	0.00%	2	100.00%	2
	20-49	0	0.00%	0.00%	0.00%	1	100.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>3</b>	<b>100.00%</b>	3
Construction 建造	10-19	0	0.00%	153	36.69%	264	63.31%	417
	20-49	0	0.00%	185	60.86%	119	39.14%	304
	50-99	33	30.84%	54	50.47%	20	18.69%	107
	<b>Total 總數</b>	<b>33</b>	<b>3.99%</b>	<b>392</b>	<b>47.34%</b>	<b>403</b>	<b>48.67%</b>	828
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	201	4.95%	1053	25.91%	2814	69.24%	4064
	20-49	463	12.97%	1108	31.05%	1998	55.98%	3569
	50-99	196	24.23%	354	43.76%	259	32.01%	809
	<b>Total 總數</b>	<b>859</b>	<b>10.17%</b>	<b>2514</b>	<b>29.78%</b>	<b>5070</b>	<b>60.05%</b>	8443
Restaurants and Hotels 食肆及酒店	10-19	132	12.58%	347	33.08%	570	54.34%	1049
	20-49	126	14.57%	43	4.97%	696	80.46%	865
	50-99	110	27.30%	133	33.00%	160	39.70%	403
	<b>Total 總數</b>	<b>368</b>	<b>15.88%</b>	<b>523</b>	<b>22.57%</b>	<b>1426</b>	<b>61.55%</b>	2317
Transport, Storage and Communication 運輸、儲存及通訊	10-19	50	5.88%	100	11.75%	701	82.37%	851
	20-49	66	9.73%	336	49.56%	276	40.71%	678
	50-99	63	41.18%	40	26.14%	50	32.68%	153
	<b>Total 總數</b>	<b>179</b>	<b>10.64%</b>	<b>476</b>	<b>28.30%</b>	<b>1027</b>	<b>61.06%</b>	1682
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	102	8.28%	508	41.23%	622	50.49%	1232
	20-49	298	29.83%	155	15.52%	546	54.65%	999
	50-99	108	25.53%	148	34.99%	167	39.48%	423
	<b>Total 總數</b>	<b>507</b>	<b>19.12%</b>	<b>810</b>	<b>30.55%</b>	<b>1334</b>	<b>50.32%</b>	2651
Community, Social and Personal Services 社區、社會及個人服務	10-19	159	16.22%	304	31.02%	517	52.76%	980
	20-49	103	10.13%	519	51.03%	395	38.84%	1017
	50-99	209	40.04%	254	48.66%	59	11.30%	522
	<b>Total 總數</b>	<b>471</b>	<b>18.70%</b>	<b>1077</b>	<b>42.76%</b>	<b>971</b>	<b>38.55%</b>	2519
All 整體	10-19	643	6.92%	2564	27.61%	6080	65.47%	9287
	20-49	1089	13.98%	2445	31.39%	4256	54.63%	7790
	50-99	748	28.57%	1032	39.42%	838	32.01%	2618
	<b>Total 總數</b>	<b>2479</b>	<b>12.59%</b>	<b>6040</b>	<b>30.67%</b>	<b>11173</b>	<b>56.74%</b>	19692

**Table 9.9S : Management Training Plan for Managers in the Next Three Years  
by Principal Line of Business by Employment Size**

**表9.9S：未來三年機構為管理人員安排管理培訓的計劃**

Principal Line of Business 主要業務	Employment Size 員工人數	Regularly Provide 定期安排		Occasionally Provide 間中安排		Will Not Provide 不會安排		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	0	0.00%	100	12.66%	690	87.34%	790
	20-49	33	9.24%	99	27.73%	225	63.03%	357
	50-99	29	14.43%	49	24.38%	123	61.19%	201
	<b>Total 總數</b>	<b>62</b>	<b>4.60%</b>	<b>248</b>	<b>18.40%</b>	<b>1038</b>	<b>77.00%</b>	<b>1348</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	2	100.00%	2
	20-49	0	0.00%	0	0.00%	1	100.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>	<b>100.00%</b>	<b>3</b>
Construction 建造	10-19	0	0.00%	153	36.69%	264	63.31%	417
	20-49	0	0.00%	185	60.86%	119	39.14%	304
	50-99	33	27.97%	44	37.29%	41	34.75%	118
	<b>Total 總數</b>	<b>33</b>	<b>3.93%</b>	<b>382</b>	<b>45.53%</b>	<b>424</b>	<b>50.54%</b>	<b>839</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	200	4.63%	1002	23.22%	3114	72.15%	4316
	20-49	562	15.17%	1075	29.02%	2067	55.80%	3704
	50-99	196	23.93%	354	43.22%	269	32.84%	819
	<b>Total 總數</b>	<b>958</b>	<b>10.84%</b>	<b>2431</b>	<b>27.50%</b>	<b>5450</b>	<b>61.66%</b>	<b>8839</b>
Restaurants and Hotels 食肆及酒店	10-19	132	9.92%	347	26.09%	851	63.98%	1330
	20-49	126	13.29%	43	4.54%	779	82.17%	948
	50-99	70	16.06%	183	41.97%	183	41.97%	436
	<b>Total 總數</b>	<b>328</b>	<b>12.09%</b>	<b>573</b>	<b>21.11%</b>	<b>1813</b>	<b>66.80%</b>	<b>2714</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	50	5.88%	100	11.75%	701	82.37%	851
	20-49	66	10.63%	369	59.42%	186	29.95%	621
	50-99	63	41.18%	40	26.14%	50	32.68%	153
	<b>Total 總數</b>	<b>179</b>	<b>11.02%</b>	<b>509</b>	<b>31.32%</b>	<b>937</b>	<b>57.66%</b>	<b>1625</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	152	11.88%	456	35.63%	672	52.50%	1280
	20-49	298	30.85%	122	12.63%	546	56.52%	966
	50-99	98	25.86%	114	30.08%	167	44.06%	379
	<b>Total 總數</b>	<b>548</b>	<b>20.88%</b>	<b>692</b>	<b>26.36%</b>	<b>1385</b>	<b>52.76%</b>	<b>2625</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	93	9.91%	378	40.30%	467	49.79%	938
	20-49	110	12.69%	412	47.52%	345	39.79%	867
	50-99	110	32.07%	184	53.64%	49	14.29%	343
	<b>Total 總數</b>	<b>313</b>	<b>14.57%</b>	<b>974</b>	<b>45.34%</b>	<b>861</b>	<b>40.08%</b>	<b>2148</b>
All 整體	10-19	627	6.32%	2536	25.55%	6761	68.13%	9924
	20-49	1195	15.38%	2305	29.67%	4268	54.94%	7768
	50-99	599	24.46%	968	39.53%	882	36.01%	2449
	<b>Total 總數</b>	<b>2421</b>	<b>12.02%</b>	<b>5809</b>	<b>28.84%</b>	<b>11911</b>	<b>59.14%</b>	<b>20141</b>

Table 9.10M : Resources of Management Training for Managers in the Next Three Years by Principal Line of Business by Employment Size

表9.10M：未來三年機構為管理人員提供的管理培訓資源

Principal Line of Business 主要業務	Employment Size 員工人數	Training budget 培訓經費預算		Training department / section 培訓部門／組		In-company training centre 自設培訓中心		In-company learning resources centres 自設培訓資源中心		Full-time trainer(s) 全職培訓人員		Part-time trainer(s) 兼職培訓人員		Joint training programmes with other companies 與其他機構合辦培訓課程		Use of external management trainers 僱用外間管理培訓人員		Publishing in-house training newsletter 出版內部培訓通訊		Others 其他		None 沒有		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	
Manufacturing 製造	10-19	100	14.47%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	50	7.24%	541	78.29%	691
	20-49	99	27.73%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33	9.24%	0	0.00%	0	0.00%	225	63.03%	357
	50-99	118	58.71%	39	19.40%	10	4.98%	20	9.95%	19	9.45%	19	9.45%	20	9.95%	29	14.43%	10	4.98%	10	4.98%	63	31.34%	201
	<b>Total 總數</b>	<b>317</b>	<b>25.38%</b>	<b>39</b>	<b>3.12%</b>	<b>10</b>	<b>0.80%</b>	<b>20</b>	<b>1.60%</b>	<b>19</b>	<b>1.52%</b>	<b>19</b>	<b>1.52%</b>	<b>20</b>	<b>1.60%</b>	<b>62</b>	<b>4.96%</b>	<b>10</b>	<b>0.80%</b>	<b>60</b>	<b>4.80%</b>	<b>829</b>	<b>66.37%</b>	<b>1249</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	100.00%	2
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	100.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>	<b>100.00%</b>	<b>3</b>
Construction 建造	10-19	102	24.46%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	84	20.14%	231	55.40%	417
	20-49	109	35.86%	0	0.00%	33	10.86%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33	10.86%	0	0.00%	43	14.14%	119	39.14%	304
	50-99	54	50.47%	0	0.00%	11	10.28%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	10	9.35%	0	0.00%	33	30.84%	10	9.35%	107
	<b>Total 總數</b>	<b>265</b>	<b>32.00%</b>	<b>0</b>	<b>0.00%</b>	<b>44</b>	<b>5.31%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>43</b>	<b>5.19%</b>	<b>0</b>	<b>0.00%</b>	<b>160</b>	<b>19.32%</b>	<b>360</b>	<b>43.48%</b>	<b>828</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	650	15.99%	50	1.23%	100	2.46%	59	1.45%	0	0.00%	150	3.69%	259	6.37%	200	4.92%	0	0.00%	343	8.44%	2713	66.74%	4065
	20-49	565	15.98%	145	4.10%	100	2.83%	151	4.27%	34	0.96%	194	5.49%	151	4.27%	217	6.14%	101	2.86%	647	18.30%	1955	55.30%	3535
	50-99	286	35.35%	186	22.99%	43	5.32%	111	13.72%	76	9.39%	88	10.88%	106	13.10%	169	20.89%	63	7.79%	128	15.82%	225	27.81%	809
	<b>Total 總數</b>	<b>1501</b>	<b>17.85%</b>	<b>381</b>	<b>4.53%</b>	<b>243</b>	<b>2.89%</b>	<b>321</b>	<b>3.82%</b>	<b>110</b>	<b>1.31%</b>	<b>432</b>	<b>5.14%</b>	<b>516</b>	<b>6.14%</b>	<b>586</b>	<b>6.97%</b>	<b>164</b>	<b>1.95%</b>	<b>1118</b>	<b>13.30%</b>	<b>4893</b>	<b>58.19%</b>	<b>8409</b>
Restaurants and Hotels 食肆及酒店	10-19	49	4.67%	100	9.53%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	99	9.44%	33	3.15%	50	4.77%	330	31.46%	521	49.67%	1049
	20-49	76	8.79%	43	4.97%	0	0.00%	109	12.60%	0	0.00%	0	0.00%	43	4.97%	109	12.60%	43	4.97%	70	8.09%	620	71.68%	865
	50-99	40	9.93%	133	33.00%	40	9.93%	30	7.44%	60	14.89%	10	2.48%	20	4.96%	70	17.37%	20	4.96%	90	22.33%	150	37.22%	403
	<b>Total 總數</b>	<b>165</b>	<b>7.12%</b>	<b>276</b>	<b>11.91%</b>	<b>40</b>	<b>1.73%</b>	<b>139</b>	<b>6.00%</b>	<b>60</b>	<b>2.59%</b>	<b>10</b>	<b>0.43%</b>	<b>162</b>	<b>6.99%</b>	<b>212</b>	<b>9.15%</b>	<b>113</b>	<b>4.88%</b>	<b>490</b>	<b>21.15%</b>	<b>1291</b>	<b>55.72%</b>	<b>2317</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	50	5.88%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	50	5.88%	0	0.00%	0	0.00%	0	0.00%	50	5.88%	701	82.37%	851
	20-49	220	32.45%	99	14.60%	66	9.73%	109	16.08%	66	9.73%	33	4.87%	33	4.87%	0	0.00%	43	6.34%	93	13.72%	266	39.23%	678
	50-99	30	20.98%	10	6.99%	10	6.99%	10	6.99%	10	6.99%	10	6.99%	20	13.99%	10	6.99%	0	-	53	37.06%	50	34.97%	143
	<b>Total 總數</b>	<b>300</b>	<b>17.94%</b>	<b>109</b>	<b>6.52%</b>	<b>76</b>	<b>4.55%</b>	<b>119</b>	<b>7.12%</b>	<b>76</b>	<b>4.55%</b>	<b>93</b>	<b>5.56%</b>	<b>53</b>	<b>3.17%</b>	<b>10</b>	<b>0.60%</b>	<b>43</b>	<b>2.57%</b>	<b>196</b>	<b>11.72%</b>	<b>1017</b>	<b>60.83%</b>	<b>1672</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	203	16.52%	101	8.22%	203	16.52%	151	12.29%	51	4.15%	0	0.00%	201	16.35%	100	8.14%	0	0.00%	236	19.20%	588	47.84%	1229
	20-49	334	33.43%	175	17.52%	97	9.71%	77	7.71%	64	6.41%	60	6.01%	198	19.82%	165	16.52%	53	5.31%	101	10.11%	495	49.55%	999
	50-99	94	24.80%	108	28.50%	20	5.28%	30	7.92%	74	19.53%	10	2.64%	74	19.53%	40	10.55%	30	7.92%	98	25.86%	103	27.18%	379
	<b>Total 總數</b>	<b>631</b>	<b>24.20%</b>	<b>384</b>	<b>14.73%</b>	<b>320</b>	<b>12.27%</b>	<b>258</b>	<b>9.90%</b>	<b>189</b>	<b>7.25%</b>	<b>70</b>	<b>2.69%</b>	<b>473</b>	<b>18.14%</b>	<b>305</b>	<b>11.70%</b>	<b>83</b>	<b>3.18%</b>	<b>435</b>	<b>16.69%</b>	<b>1186</b>	<b>45.49%</b>	<b>2607</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	243	24.80%	53	5.41%	83	8.47%	116	11.84%	0	0.00%	33	3.37%	160	16.33%	53	5.41%	83	8.47%	160	16.33%	484	49.39%	980
	20-49	337	33.14%	50	4.92%	0	0.00%	177	17.40%	70	6.88%	67	6.59%	218	21.44%	295	29.01%	33	3.24%	201	19.76%	352	34.61%	1017
	50-99	364	71.09%	114	22.27%	20	3.91%	70	13.67%	94	18.36%	50	9.77%	243	47.46%	134	26.17%	10	1.95%	50	9.77%	49	9.57%	512
	<b>Total 總數</b>	<b>944</b>	<b>37.62%</b>	<b>217</b>	<b>8.65%</b>	<b>103</b>	<b>4.11%</b>	<b>363</b>	<b>14.47%</b>	<b>164</b>	<b>6.54%</b>	<b>150</b>	<b>5.98%</b>	<b>621</b>	<b>24.75%</b>	<b>482</b>	<b>19.21%</b>	<b>126</b>	<b>5.02%</b>	<b>411</b>	<b>16.38%</b>	<b>885</b>	<b>35.27%</b>	<b>2509</b>
All 整體	10-19	1397	15.05%	304	3.27%	386	4.16%	326	3.51%	51	0.55%	233	2.51%	719	7.74%	386	4.16%	133	1.43%	1253	13.50%	5781	62.27%	9284
	20-49	1740	22.43%	512	6.60%	296	3.82%	623	8.03%	234	3.02%	354	4.56%	643	8.29%	852	10.99%	273	3.52%	1155	14.89%	4033	52.00%	7756
	50-99	986	38.61%	590	23.10%	154	6.03%	271	10.61%	333	13.04%	187	7.32%	483	18.91%	462	18.09%	133	5.21%	462	18.09%	650	25.45%	2554
	<b>Total 總數</b>	<b>4123</b>	<b>21.04%</b>	<b>1406</b>	<b>7.18%</b>	<b>836</b>	<b>4.27%</b>	<b>1220</b>	<b>6.23%</b>	<b>618</b>	<b>3.15%</b>	<b>774</b>	<b>3.95%</b>	<b>1845</b>	<b>9.42%</b>	<b>1700</b>	<b>8.68%</b>	<b>539</b>	<b>2.75%</b>	<b>2870</b>	<b>14.65%</b>	<b>10464</b>	<b>53.40%</b>	<b>19594</b>

Table 9.10S : Resources of Management Training for Supervisors in the Next Three Years by Principal Line of Business by Employment Size

表9.10S：未來三年機構為督導人員提供的管理培訓資源

Principal Line of Business 主要業務	Employment Size 員工人數	Training budget 培訓經費預算		Training department / section 培訓部門／組		In-company training centre 自設培訓中心		In-company learning resources centres 自設培訓資源中心		Full-time trainer(s) 全職培訓人員		Part-time trainer(s) 兼職培訓人員		Joint training programmes with other companies 與其他機構合辦培訓課程		Use of external management trainers 僱用外間管理培訓人員		Publishing in-house training newsletter 出版內部培訓通訊		Others 其他		None 沒有		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	100	12.66%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	50	6.33%	640	81.01%	790
	20-49	99	27.73%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33	9.24%	0	0.00%	0	0.00%	225	63.03%	357
	50-99	118	58.71%	39	19.40%	10	4.98%	20	9.95%	19	9.45%	19	9.45%	20	9.95%	29	14.43%	10	4.98%	10	4.98%	63	31.34%	201
	<b>Total 總數</b>	<b>317</b>	<b>23.52%</b>	<b>39</b>	<b>2.89%</b>	<b>10</b>	<b>0.74%</b>	<b>20</b>	<b>1.48%</b>	<b>19</b>	<b>1.41%</b>	<b>19</b>	<b>1.41%</b>	<b>20</b>	<b>1.48%</b>	<b>62</b>	<b>4.60%</b>	<b>10</b>	<b>0.74%</b>	<b>60</b>	<b>4.45%</b>	<b>928</b>	<b>68.84%</b>	<b>1348</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	100.00%	2
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	100.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>	<b>100.00%</b>	<b>3</b>
Construction 建造	10-19	102	24.46%	0	0.00%	0	-	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	84	20.14%	231	55.40%	417
	20-49	109	35.86%	0	0.00%	33	10.86%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33	10.86%	0	0.00%	43	14.14%	119	39.14%	304
	50-99	54	45.76%	0	0.00%	11	9.32%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	10	8.47%	0	0.00%	33	27.97%	21	17.80%	118
	<b>Total 總數</b>	<b>265</b>	<b>31.59%</b>	<b>0</b>	<b>0.00%</b>	<b>44</b>	<b>5.24%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>43</b>	<b>5.13%</b>	<b>0</b>	<b>0.00%</b>	<b>160</b>	<b>19.07%</b>	<b>371</b>	<b>44.22%</b>	<b>839</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	600	13.90%	50	1.16%	100	2.32%	59	1.37%	0	0.00%	150	3.48%	259	6.00%	200	4.63%	0	-	343	7.95%	3014	69.83%	4316
	20-49	666	18.15%	144	3.92%	134	3.65%	117	3.19%	101	2.75%	228	6.21%	185	5.04%	284	7.74%	134	3.65%	647	17.63%	1990	54.22%	3670
	50-99	286	34.92%	196	23.93%	53	6.47%	121	14.77%	76	9.28%	88	10.74%	106	12.94%	169	20.63%	63	7.69%	128	15.63%	235	28.69%	819
	<b>Total 總數</b>	<b>1552</b>	<b>17.63%</b>	<b>390</b>	<b>4.43%</b>	<b>287</b>	<b>3.26%</b>	<b>297</b>	<b>3.37%</b>	<b>177</b>	<b>2.01%</b>	<b>466</b>	<b>5.29%</b>	<b>550</b>	<b>6.25%</b>	<b>653</b>	<b>7.42%</b>	<b>197</b>	<b>2.24%</b>	<b>1118</b>	<b>12.70%</b>	<b>5239</b>	<b>59.50%</b>	<b>8805</b>
Restaurants and Hotels 食肆及酒店	10-19	49	3.68%	100	7.52%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	99	7.44%	33	2.48%	50	3.76%	330	24.81%	802	60.30%	1330
	20-49	76	8.02%	43	4.54%	0	0.00%	109	11.50%	0	0.00%	0	0.00%	43	4.54%	109	11.50%	43	4.54%	70	7.38%	703	74.16%	948
	50-99	50	11.47%	143	32.80%	40	9.17%	30	6.88%	70	16.06%	10	2.29%	20	4.59%	70	16.06%	20	4.59%	90	20.64%	173	39.68%	436
	<b>Total 總數</b>	<b>175</b>	<b>6.45%</b>	<b>286</b>	<b>10.54%</b>	<b>40</b>	<b>1.47%</b>	<b>139</b>	<b>5.12%</b>	<b>70</b>	<b>2.58%</b>	<b>10</b>	<b>0.37%</b>	<b>162</b>	<b>5.97%</b>	<b>212</b>	<b>7.81%</b>	<b>113</b>	<b>4.16%</b>	<b>490</b>	<b>18.05%</b>	<b>1678</b>	<b>61.83%</b>	<b>2714</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	50	5.88%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	50	5.88%	0	0.00%	0	0.00%	0	0.00%	50	5.88%	701	82.37%	851
	20-49	253	40.74%	99	15.94%	66	10.63%	109	17.55%	66	10.63%	66	10.63%	33	5.31%	0	0.00%	43	6.92%	93	14.98%	176	28.34%	621
	50-99	30	20.98%	10	6.99%	10	6.99%	10	6.99%	10	6.99%	10	6.99%	20	13.99%	10	6.99%	0	0.00%	53	37.06%	50	34.97%	143
	<b>Total 總數</b>	<b>333</b>	<b>20.62%</b>	<b>109</b>	<b>6.75%</b>	<b>76</b>	<b>4.71%</b>	<b>119</b>	<b>7.37%</b>	<b>76</b>	<b>4.71%</b>	<b>126</b>	<b>7.80%</b>	<b>53</b>	<b>3.28%</b>	<b>10</b>	<b>0.62%</b>	<b>43</b>	<b>2.66%</b>	<b>196</b>	<b>12.14%</b>	<b>927</b>	<b>57.40%</b>	<b>1615</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	203	15.86%	51	3.98%	153	11.95%	101	7.89%	51	3.98%	0	0.00%	201	15.70%	100	7.81%	0	0.00%	236	18.44%	639	49.92%	1280
	20-49	334	34.58%	175	18.12%	97	10.04%	77	7.97%	64	6.63%	60	6.21%	164	16.98%	165	17.08%	53	5.49%	68	7.04%	495	51.24%	966
	50-99	94	28.06%	98	29.25%	20	5.97%	30	8.96%	74	22.09%	10	2.99%	74	22.09%	30	8.96%	30	8.96%	64	19.10%	103	30.75%	335
	<b>Total 總數</b>	<b>631</b>	<b>24.45%</b>	<b>324</b>	<b>12.55%</b>	<b>270</b>	<b>10.46%</b>	<b>208</b>	<b>8.06%</b>	<b>189</b>	<b>7.32%</b>	<b>70</b>	<b>2.71%</b>	<b>439</b>	<b>17.01%</b>	<b>295</b>	<b>11.43%</b>	<b>83</b>	<b>3.22%</b>	<b>368</b>	<b>14.26%</b>	<b>1237</b>	<b>47.93%</b>	<b>2581</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	250	26.65%	20	2.13%	50	5.33%	33	3.52%	50	5.33%	33	3.52%	127	13.54%	70	7.46%	0	0.00%	134	14.29%	434	46.27%	938
	20-49	278	32.06%	50	5.77%	0	0.00%	101	11.65%	60	6.92%	34	3.92%	152	17.53%	262	30.22%	33	3.81%	160	18.45%	302	34.83%	867
	50-99	204	59.48%	74	21.57%	20	5.83%	60	17.49%	74	21.57%	10	2.92%	124	36.15%	94	27.41%	0	-	50	14.58%	49	14.29%	343
	<b>Total 總數</b>	<b>732</b>	<b>34.08%</b>	<b>144</b>	<b>6.70%</b>	<b>70</b>	<b>3.26%</b>	<b>194</b>	<b>9.03%</b>	<b>184</b>	<b>8.57%</b>	<b>77</b>	<b>3.58%</b>	<b>403</b>	<b>18.76%</b>	<b>426</b>	<b>19.83%</b>	<b>33</b>	<b>1.54%</b>	<b>344</b>	<b>16.01%</b>	<b>785</b>	<b>36.55%</b>	<b>2148</b>
All 整體	10-19	1354	13.64%	221	2.23%	303	3.05%	193	1.94%	101	1.02%	233	2.35%	686	6.91%	403	4.06%	50	0.50%	1227	12.36%	6463	65.12%	9924
	20-49	1815	23.47%	511	6.61%	330	4.27%	513	6.63%	291	3.76%	388	5.02%	577	7.46%	886	11.46%	306	3.96%	1081	13.98%	4011	51.86%	7734
	50-99	836	34.91%	560	23.38%	164	6.85%	271	11.32%	323	13.49%	147	6.14%	364	15.20%	412	17.20%	123	5.14%	428	17.87%	694	28.98%	2395
	<b>Total 總數</b>	<b>4005</b>	<b>19.97%</b>	<b>1292</b>	<b>6.44%</b>	<b>797</b>	<b>3.97%</b>	<b>977</b>	<b>4.87%</b>	<b>715</b>	<b>3.57%</b>	<b>768</b>	<b>3.83%</b>	<b>1627</b>	<b>8.11%</b>	<b>1701</b>	<b>8.48%</b>	<b>479</b>	<b>2.39%</b>	<b>2736</b>	<b>13.64%</b>	<b>11168</b>	<b>55.69%</b>	<b>20053</b>

**Table 9.11 : Proportion of Training and Development Budget to Average Payroll in the Next Three Years  
by Principal Line of Business by Employment Size**

**表9.11：訓練及發展經費預算佔未來三年平均全年薪酬開支總額的比例**

Principal Line of Business 主要業務	Employment Size 員工人數	< 1%		1%		2% - 3%		4% - 5%		> 5%		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	0	0.00%	50	50.00%	50	50.00%	0	0.00%	0	0.00%	100
	20-49	0	0.00%	66	66.67%	33	33.33%	0	0.00%	0	0.00%	99
	50-99	10	8.47%	29	24.58%	10	8.47%	9	7.63%	60	50.85%	118
	<b>Total 總數</b>	<b>10</b>	<b>3.15%</b>	<b>145</b>	<b>45.74%</b>	<b>93</b>	<b>29.34%</b>	<b>9</b>	<b>2.84%</b>	<b>60</b>	<b>18.93%</b>	<b>317</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Construction 建造	10-19	0	0.00%	0	0.00%	51	50.00%	51	50.00%	0	0.00%	102
	20-49	0	0.00%	76	100.00%	0	0.00%	0	0.00%	0	0.00%	76
	50-99	0	0.00%	21	38.89%	33	61.11%	0	0.00%	0	0.00%	54
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>97</b>	<b>41.81%</b>	<b>84</b>	<b>36.21%</b>	<b>51</b>	<b>21.98%</b>	<b>0</b>	<b>0.00%</b>	<b>232</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	0	0.00%	283	43.54%	267	41.08%	50	7.69%	50	7.69%	650
	20-49	0	0.00%	194	34.52%	0	0.00%	235	41.81%	133	23.67%	562
	50-99	0	0.00%	139	50.36%	63	22.83%	30	10.87%	44	15.94%	276
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>616</b>	<b>41.40%</b>	<b>330</b>	<b>22.18%</b>	<b>315</b>	<b>21.17%</b>	<b>227</b>	<b>15.26%</b>	<b>1488</b>
Restaurants and Hotels 食肆及酒店	10-19	0	0.00%	49	100.00%	0	0.00%	0	0.00%	0	0.00%	49
	20-49	0	0.00%	43	56.58%	33	43.42%	0	0.00%	0	0.00%	76
	50-99	0	0.00%	30	60.00%	10	20.00%	0	0.00%	10	20.00%	50
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>122</b>	<b>69.71%</b>	<b>43</b>	<b>24.57%</b>	<b>0</b>	<b>0.00%</b>	<b>10</b>	<b>5.71%</b>	<b>175</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	0	0.00%	50	100.00%	0	0.00%	0	0.00%	0	0.00%	50
	20-49	0	0.00%	83	34.16%	0	0.00%	127	52.26%	33	13.58%	243
	50-99	0	0.00%	10	50.00%	10	50.00%	0	0.00%	0	0.00%	20
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>143</b>	<b>45.69%</b>	<b>10</b>	<b>3.19%</b>	<b>127</b>	<b>40.58%</b>	<b>33</b>	<b>10.54%</b>	<b>313</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	0	0.00%	51	33.33%	0	0.00%	102	66.67%	0	0.00%	153
	20-49	0	0.00%	76	26.21%	129	44.48%	34	11.72%	51	17.59%	290
	50-99	0	0.00%	10	15.63%	44	68.75%	10	15.63%	0	0.00%	64
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>137</b>	<b>27.02%</b>	<b>173</b>	<b>34.12%</b>	<b>146</b>	<b>28.80%</b>	<b>51</b>	<b>10.06%</b>	<b>507</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	50	14.58%	60	17.49%	33	9.62%	167	48.69%	33	9.62%	343
	20-49	0	0.00%	76	26.48%	0	0.00%	77	26.83%	134	46.69%	287
	50-99	10	3.09%	174	53.70%	60	18.52%	40	12.35%	40	12.35%	324
	<b>Total 總數</b>	<b>60</b>	<b>6.29%</b>	<b>310</b>	<b>32.49%</b>	<b>93</b>	<b>9.75%</b>	<b>284</b>	<b>29.77%</b>	<b>207</b>	<b>21.70%</b>	<b>954</b>
All 整體	10-19	50	3.46%	543	37.53%	401	27.71%	370	25.57%	83	5.74%	1447
	20-49	0	0.00%	614	37.60%	195	11.94%	473	28.97%	351	21.49%	1633
	50-99	20	2.21%	413	45.58%	230	25.39%	89	9.82%	154	17.00%	906
	<b>Total 總數</b>	<b>70</b>	<b>1.76%</b>	<b>1570</b>	<b>39.39%</b>	<b>826</b>	<b>20.72%</b>	<b>932</b>	<b>23.38%</b>	<b>588</b>	<b>14.75%</b>	<b>3986</b>



**Table 9.12 : Comparison of the Training and Development Budget of the Next Three Years to the Last Three Years  
by Principal Line of Business by Employment Size**

**表9.12：未來三年與過去三年訓練及發展經費預算的比較**

Principal Line of Business 主要業務	Employment Size 員工人數	Increased 增加		Decreased 減少		Remain Unchanged 維持不變		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	100	100.00%	0	0.00%	0	0.00%	100
	20-49	33	33.33%	0	0.00%	66	66.67%	99
	50-99	60	50.85%	19	16.10%	39	33.05%	118
	<b>Total 總數</b>	<b>193</b>	<b>60.88%</b>	<b>19</b>	<b>5.99%</b>	<b>105</b>	<b>33.12%</b>	<b>317</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Construction 建造	10-19	51	50.00%	0	0.00%	51	50.00%	102
	20-49	10	13.16%	0	0.00%	66	86.84%	76
	50-99	0	0.00%	0	0.00%	54	100.00%	54
	<b>Total 總數</b>	<b>61</b>	<b>26.29%</b>	<b>0</b>	<b>0.00%</b>	<b>171</b>	<b>73.71%</b>	<b>232</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	150	23.08%	184	28.31%	316	48.62%	650
	20-49	184	28.05%	67	10.21%	405	61.74%	656
	50-99	83	29.02%	0	0.00%	203	70.98%	286
	<b>Total 總數</b>	<b>417</b>	<b>26.19%</b>	<b>251</b>	<b>15.77%</b>	<b>924</b>	<b>58.04%</b>	<b>1592</b>
Restaurants and Hotels 食肆及酒店	10-19	49	100.00%	0	0.00%	0	0.00%	49
	20-49	0	0.00%	0	0.00%	76	100.00%	76
	50-99	10	20.00%	0	0.00%	40	80.00%	50
	<b>Total 總數</b>	<b>59</b>	<b>33.71%</b>	<b>0</b>	<b>0.00%</b>	<b>116</b>	<b>66.29%</b>	<b>175</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	0	0.00%	0	0.00%	50	100.00%	50
	20-49	133	54.73%	0	0.00%	110	45.27%	243
	50-99	10	33.33%	0	0.00%	20	66.67%	30
	<b>Total 總數</b>	<b>143</b>	<b>44.27%</b>	<b>0</b>	<b>0.00%</b>	<b>180</b>	<b>55.73%</b>	<b>323</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	0	0.00%	0	0.00%	203	100.00%	203
	20-49	102	31.48%	68	20.99%	154	47.53%	324
	50-99	44	59.46%	0	0.00%	30	40.54%	74
	<b>Total 總數</b>	<b>146</b>	<b>24.29%</b>	<b>68</b>	<b>11.31%</b>	<b>387</b>	<b>64.39%</b>	<b>601</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	133	38.78%	0	0.00%	210	61.22%	343
	20-49	204	57.63%	33	9.32%	117	33.05%	354
	50-99	94	27.33%	20	5.81%	230	66.86%	344
	<b>Total 總數</b>	<b>431</b>	<b>41.40%</b>	<b>53</b>	<b>5.09%</b>	<b>557</b>	<b>53.51%</b>	<b>1041</b>
All 整體	10-19	483	32.26%	184	12.29%	830	55.44%	1497
	20-49	666	36.43%	168	9.19%	994	54.38%	1828
	50-99	301	31.49%	39	4.08%	616	64.44%	956
	<b>Total 總數</b>	<b>1450</b>	<b>33.87%</b>	<b>391</b>	<b>9.13%</b>	<b>2440</b>	<b>57.00%</b>	<b>4281</b>

**Table 9.13M : Provision of Management Training for Managers in the Next Three Years  
by Principal Line of Business by Employment Size**

**表9.13M : 未來三年機構為管理人員提供的管理培訓安排**

Principal Line of Business 主要業務	Employment Size 員工人數	Organising in-company management training 自辦管理培訓		Sponsoring management staff to attend external programmes 資助員工修讀外間課程		Others 其他		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	100	66.67%	100	66.67%	0	0.00%	150
	20-49	33	25.00%	132	100.00%	0	0.00%	132
	50-99	68	49.28%	90	65.22%	10	7.25%	138
	<b>Total 總數</b>	<b>201</b>	<b>47.86%</b>	<b>322</b>	<b>76.67%</b>	<b>10</b>	<b>2.38%</b>	<b>420</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Construction 建造	10-19	51	27.42%	135	72.58%	0	0.00%	186
	20-49	109	58.92%	76	41.08%	0	0.00%	185
	50-99	54	55.67%	86	88.66%	0	0.00%	97
	<b>Total 總數</b>	<b>214</b>	<b>45.73%</b>	<b>297</b>	<b>63.46%</b>	<b>0</b>	<b>0.00%</b>	<b>468</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	943	69.75%	593	43.86%	0	0.00%	1352
	20-49	1070	66.29%	873	54.09%	0	0.00%	1614
	50-99	407	69.69%	369	63.18%	0	0.00%	584
	<b>Total 總數</b>	<b>2420</b>	<b>68.17%</b>	<b>1835</b>	<b>51.69%</b>	<b>0</b>	<b>0.00%</b>	<b>3550</b>
Restaurants and Hotels 食肆及酒店	10-19	430	81.44%	98	18.56%	0	0.00%	528
	20-49	212	86.53%	142	57.96%	0	0.00%	245
	50-99	243	96.05%	70	27.67%	0	0.00%	253
	<b>Total 總數</b>	<b>885</b>	<b>86.26%</b>	<b>310</b>	<b>30.21%</b>	<b>0</b>	<b>0.00%</b>	<b>1026</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	0	0.00%	150	100.00%	0	0.00%	150
	20-49	252	61.17%	243	58.98%	0	0.00%	412
	50-99	83	80.58%	83	80.58%	0	0.00%	103
	<b>Total 總數</b>	<b>335</b>	<b>50.38%</b>	<b>476</b>	<b>71.58%</b>	<b>0</b>	<b>0.00%</b>	<b>665</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	438	63.39%	507	73.37%	0	0.00%	691
	20-49	285	56.55%	349	69.25%	0	0.00%	504
	50-99	250	80.65%	192	61.94%	10	3.23%	310
	<b>Total 總數</b>	<b>973</b>	<b>64.65%</b>	<b>1048</b>	<b>69.63%</b>	<b>10</b>	<b>0.66%</b>	<b>1505</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	270	54.44%	280	56.45%	83	16.73%	496
	20-49	364	54.74%	588	88.42%	0	0.00%	665
	50-99	353	74.63%	393	83.09%	0	0.00%	473
	<b>Total 總數</b>	<b>987</b>	<b>60.40%</b>	<b>1261</b>	<b>77.17%</b>	<b>83</b>	<b>5.08%</b>	<b>1634</b>
All 整體	10-19	2232	62.82%	1863	52.43%	83	2.34%	3553
	20-49	2325	61.88%	2403	63.96%	0	0.00%	3757
	50-99	1458	74.46%	1283	65.53%	20	1.02%	1958
	<b>Total 總數</b>	<b>6015</b>	<b>64.90%</b>	<b>5549</b>	<b>59.87%</b>	<b>103</b>	<b>1.11%</b>	<b>9268</b>

**Table9.13S : Provision of Management Training for Supervisors in the Next Three Years  
by Principal Line of Business by Employment Size**

**表9.13S : 未來三年機構為督導人員提供的管理培訓安排**

Principal Line of Business 主要業務	Employment Size 員工人數	Organising in-company management training 自辦管理培訓		Sponsoring management staff to attend external programmes 資助員工修讀外間課程		Others 其他		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	100	66.67%	100	66.67%	0	0.00%	150
	20-49	33	25.00%	132	100.00%	0	0.00%	132
	50-99	78	56.52%	80	57.97%	10	7.25%	138
	<b>Total 總數</b>	<b>211</b>	<b>50.24%</b>	<b>312</b>	<b>74.29%</b>	<b>10</b>	<b>2.38%</b>	<b>420</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Construction 建造	10-19	51	27.42%	135	72.58%	0	0.00%	186
	20-49	109	58.92%	76	41.08%	0	0.00%	185
	50-99	54	55.67%	86	88.66%	0	0.00%	97
	<b>Total 總數</b>	<b>214</b>	<b>45.73%</b>	<b>297</b>	<b>63.46%</b>	<b>0</b>	<b>0.00%</b>	<b>468</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	893	68.59%	593	45.55%	0	0.00%	1302
	20-49	1152	67.21%	857	50.00%	33	1.93%	1714
	50-99	417	71.40%	359	61.47%	0	0.00%	584
	<b>Total 總數</b>	<b>2462</b>	<b>68.39%</b>	<b>1809</b>	<b>50.25%</b>	<b>33</b>	<b>0.92%</b>	<b>3600</b>
Restaurants and Hotels 食肆及酒店	10-19	430	81.44%	98	18.56%	0	0.00%	528
	20-49	212	86.53%	142	57.96%	0	0.00%	245
	50-99	253	96.20%	70	26.62%	0	0.00%	263
	<b>Total 總數</b>	<b>895</b>	<b>86.39%</b>	<b>310</b>	<b>29.92%</b>	<b>0</b>	<b>0.00%</b>	<b>1036</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	0	0.00%	150	100.00%	0	0.00%	150
	20-49	285	64.04%	276	62.02%	0	0.00%	445
	50-99	73	70.87%	93	90.29%	0	0.00%	103
	<b>Total 總數</b>	<b>358</b>	<b>51.29%</b>	<b>519</b>	<b>74.36%</b>	<b>0</b>	<b>0.00%</b>	<b>698</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	438	63.39%	507	73.37%	0	0.00%	691
	20-49	252	53.50%	316	67.09%	0	0.00%	471
	50-99	216	81.20%	182	68.42%	10	3.76%	266
	<b>Total 總數</b>	<b>906</b>	<b>63.45%</b>	<b>1005</b>	<b>70.38%</b>	<b>10</b>	<b>0.70%</b>	<b>1428</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	104	20.63%	371	73.61%	83	16.47%	504
	20-49	331	58.58%	445	78.76%	0	0.00%	565
	50-99	194	65.99%	244	82.99%	0	0.00%	294
	<b>Total 總數</b>	<b>629</b>	<b>46.15%</b>	<b>1060</b>	<b>77.77%</b>	<b>83</b>	<b>6.09%</b>	<b>1363</b>
All 整體	10-19	2016	57.42%	1954	55.65%	83	2.36%	3511
	20-49	2374	63.19%	2244	59.73%	33	0.88%	3757
	50-99	1285	73.64%	1114	63.84%	20	1.15%	1745
	<b>Total 總數</b>	<b>5675</b>	<b>62.96%</b>	<b>5312</b>	<b>58.94%</b>	<b>136</b>	<b>1.51%</b>	<b>9013</b>

Table 9.14M : Reasons for Not Arranging Management Training for Managers by Principal Line of Business by Employment Size

表9.14M：沒有為管理人員安排管理培訓的原因

Principal Line of Business 主要業務	Employment Size 員工人數	Lack of resources for training 培訓資源不足		Does not believe in the value of management training 不認為管理培訓有價值		Not able to release staff for training 手人不足，無法派遣職員接受訓練		Does not consider staff worth training 不認為員工值得培訓		Has sufficient well-trained staff already 已有足夠受過良好訓練的員工		Others 其他		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	332	61.37%	50	9.24%	83	15.34%	0	0.00%	209	38.63%	0	0.00%	541
	20-49	67	29.78%	10	4.44%	66	29.33%	0	0.00%	75	33.33%	50	22.22%	225
	50-99	0	0.00%	0	-	10	15.87%	0	0.00%	63	100.00%	0	0.00%	63
	<b>Total 總數</b>	<b>399</b>	<b>48.13%</b>	<b>60</b>	<b>7.24%</b>	<b>159</b>	<b>19.18%</b>	<b>0</b>	<b>0.00%</b>	<b>347</b>	<b>41.86%</b>	<b>50</b>	<b>6.03%</b>	<b>829</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	1	50.00%	1	50.00%	1	50.00%	0	0.00%	2
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	100.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>33.33%</b>	<b>1</b>	<b>33.33%</b>	<b>1</b>	<b>33.33%</b>	<b>1</b>	<b>33.33%</b>	<b>3</b>
Construction 建造	10-19	136	58.87%	51	22.08%	51	22.08%	0	0.00%	84	36.36%	11	4.76%	231
	20-49	66	55.46%	33	27.73%	66	55.46%	0	0.00%	10	8.40%	10	8.40%	119
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	10	100.00%	0	0.00%	10
	<b>Total 總數</b>	<b>202</b>	<b>56.11%</b>	<b>84</b>	<b>23.33%</b>	<b>117</b>	<b>32.50%</b>	<b>0</b>	<b>0.00%</b>	<b>104</b>	<b>28.89%</b>	<b>21</b>	<b>5.83%</b>	<b>360</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	766	28.23%	250	9.21%	401	14.78%	284	10.47%	1495	55.11%	0	0.00%	2713
	20-49	594	30.38%	33	1.69%	394	20.15%	0	0.00%	1177	60.20%	67	3.43%	1955
	50-99	30	13.33%	53	23.56%	50	22.22%	10	4.44%	132	58.67%	0	0.00%	225
	<b>Total 總數</b>	<b>1390</b>	<b>28.41%</b>	<b>336</b>	<b>6.87%</b>	<b>845</b>	<b>17.27%</b>	<b>294</b>	<b>6.01%</b>	<b>2804</b>	<b>57.31%</b>	<b>67</b>	<b>1.37%</b>	<b>4893</b>
Restaurants and Hotels 食肆及酒店	10-19	116	22.26%	49	9.40%	133	25.53%	0	0.00%	256	49.14%	0	0.00%	521
	20-49	76	12.26%	33	5.32%	184	29.68%	0	0.00%	403	65.00%	0	0.00%	620
	50-99	50	33.33%	0	0.00%	20	13.33%	0	0.00%	70	46.67%	10	6.67%	150
	<b>Total 總數</b>	<b>242</b>	<b>18.75%</b>	<b>82</b>	<b>6.35%</b>	<b>337</b>	<b>26.10%</b>	<b>0</b>	<b>0.00%</b>	<b>729</b>	<b>56.47%</b>	<b>10</b>	<b>0.77%</b>	<b>1291</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	167	23.82%	0	0.00%	267	38.09%	0	0.00%	417	59.49%	0	0.00%	701
	20-49	100	37.59%	50	18.80%	0	0.00%	33	12.41%	166	62.41%	0	0.00%	266
	50-99	10	20.00%	0	0.00%	10	20.00%	0	0.00%	40	80.00%	0	0.00%	50
	<b>Total 總數</b>	<b>277</b>	<b>27.24%</b>	<b>50</b>	<b>4.92%</b>	<b>277</b>	<b>27.24%</b>	<b>33</b>	<b>3.24%</b>	<b>623</b>	<b>61.26%</b>	<b>0</b>	<b>0.00%</b>	<b>1017</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	202	34.35%	135	22.96%	33	5.61%	0	0.00%	185	31.46%	83	14.12%	588
	20-49	93	18.79%	84	16.97%	10	2.02%	33	6.67%	352	71.11%	0	0.00%	495
	50-99	64	62.14%	9	8.74%	10	9.71%	0	0.00%	39	37.86%	0	0.00%	103
	<b>Total 總數</b>	<b>359</b>	<b>30.27%</b>	<b>228</b>	<b>19.22%</b>	<b>53</b>	<b>4.47%</b>	<b>33</b>	<b>2.78%</b>	<b>576</b>	<b>48.57%</b>	<b>83</b>	<b>7.00%</b>	<b>1186</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	50	10.33%	100	20.66%	50	10.33%	0	0.00%	284	58.68%	50	10.33%	484
	20-49	93	26.42%	66	18.75%	66	18.75%	66	18.75%	177	50.28%	0	0.00%	352
	50-99	20	40.82%	9	18.37%	10	20.41%	9	18.37%	20	40.82%	0	0.00%	49
	<b>Total 總數</b>	<b>163</b>	<b>18.42%</b>	<b>175</b>	<b>19.77%</b>	<b>126</b>	<b>14.24%</b>	<b>75</b>	<b>8.47%</b>	<b>481</b>	<b>54.35%</b>	<b>50</b>	<b>5.65%</b>	<b>885</b>
All 整體	10-19	1769	30.60%	635	10.98%	1019	17.63%	285	4.93%	2931	50.70%	144	2.49%	5781
	20-49	1089	27.00%	309	7.66%	786	19.49%	132	3.27%	2360	58.52%	128	3.17%	4033
	50-99	174	26.77%	71	10.92%	110	16.92%	19	2.92%	374	57.54%	10	1.54%	650
	<b>Total 總數</b>	<b>3032</b>	<b>28.98%</b>	<b>1015</b>	<b>9.70%</b>	<b>1915</b>	<b>18.30%</b>	<b>436</b>	<b>4.17%</b>	<b>5665</b>	<b>54.14%</b>	<b>282</b>	<b>2.69%</b>	<b>10464</b>

Tabl9.14S : Reasons for Not Arranging Managment Training for Supervisors by Principal Line of Business by Employment Size

表9.14S：沒有為督導人員安排管理培訓的原因

Principal Line of Business 主要業務	Employment Size 員工人數	Lack of resources for training 培訓資源不足		Does not believe in the value of management training 不認為管理培訓有價值		Not able to release staff for training 手人不足，無法派遣職員接受訓練		Does not consider staff worth training 不認為員工值得培訓		Has sufficient well-trained staff already 已有足夠受過良好訓練的員工		Others 其他		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	381	59.53%	100	15.63%	83	12.97%	50	7.81%	209	32.66%	0	0.00%	640
	20-49	67	29.78%	10	4.44%	66	29.33%	0	0.00%	75	33.33%	50	22.22%	225
	50-99	0	0.00%	0	0.00%	10	15.87%	0	0.00%	63	100.00%	0	0.00%	63
	<b>Total 總數</b>	<b>448</b>	<b>48.28%</b>	<b>110</b>	<b>11.85%</b>	<b>159</b>	<b>17.13%</b>	<b>50</b>	<b>5.39%</b>	<b>347</b>	<b>37.39%</b>	<b>50</b>	<b>5.39%</b>	<b>928</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	1	50.00%	0	0.00%	1	50.00%	1	50.00%	0	0.00%	2
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	100.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>33.33%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>33.33%</b>	<b>1</b>	<b>33.33%</b>	<b>1</b>	<b>33.33%</b>	<b>3</b>
Construction 建造	10-19	136	58.87%	51	22.08%	102	44.16%	0	0.00%	135	58.44%	11	4.76%	231
	20-49	66	55.46%	33	27.73%	66	55.46%	0	0.00%	10	8.40%	10	8.40%	119
	50-99	0	0.00%	0	0.00%	0	0.00%	0	0.00%	21	100.00%	11	52.38%	21
	<b>Total 總數</b>	<b>202</b>	<b>54.45%</b>	<b>84</b>	<b>22.64%</b>	<b>168</b>	<b>45.28%</b>	<b>0</b>	<b>0.00%</b>	<b>166</b>	<b>44.74%</b>	<b>32</b>	<b>8.63%</b>	<b>371</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	867	28.77%	350	11.61%	451	14.96%	234	7.76%	1695	56.24%	50	1.66%	3014
	20-49	495	24.87%	33	1.66%	395	19.85%	0	0.00%	1277	64.17%	67	3.37%	1990
	50-99	30	12.77%	53	22.55%	50	21.28%	10	4.26%	142	60.43%	0	0.00%	235
	<b>Total 總數</b>	<b>1392</b>	<b>26.57%</b>	<b>436</b>	<b>8.32%</b>	<b>896</b>	<b>17.10%</b>	<b>244</b>	<b>4.66%</b>	<b>3114</b>	<b>59.44%</b>	<b>117</b>	<b>2.23%</b>	<b>5239</b>
Restaurants and Hotels 食肆及酒店	10-19	165	20.57%	148	18.45%	182	22.69%	0	0.00%	438	54.61%	83	10.35%	802
	20-49	76	10.81%	66	9.39%	184	26.17%	0	0.00%	436	62.02%	50	7.11%	703
	50-99	83	47.98%	0	0.00%	53	30.64%	0	0.00%	60	34.68%	10	5.78%	173
	<b>Total 總數</b>	<b>324</b>	<b>19.31%</b>	<b>214</b>	<b>12.75%</b>	<b>419</b>	<b>24.97%</b>	<b>0</b>	<b>0.00%</b>	<b>934</b>	<b>55.66%</b>	<b>143</b>	<b>8.52%</b>	<b>1678</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	167	23.82%	50	7.13%	317	45.22%	0	0.00%	317	45.22%	0	0.00%	701
	20-49	100	56.82%	10	5.68%	0	0.00%	33	18.75%	66	37.50%	0	0.00%	176
	50-99	10	20.00%	0	0.00%	10	20.00%	0	0.00%	40	80.00%	0	0.00%	50
	<b>Total 總數</b>	<b>277</b>	<b>29.88%</b>	<b>60</b>	<b>6.47%</b>	<b>327</b>	<b>35.28%</b>	<b>33</b>	<b>3.56%</b>	<b>423</b>	<b>45.63%</b>	<b>0</b>	<b>0.00%</b>	<b>927</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	202	31.61%	135	21.13%	33	5.16%	0	0.00%	236	36.93%	83	12.99%	639
	20-49	126	25.45%	84	16.97%	10	2.02%	33	6.67%	319	64.44%	0	0.00%	495
	50-99	64	62.14%	9	8.74%	10	9.71%	0	0.00%	39	37.86%	0	0.00%	103
	<b>Total 總數</b>	<b>392</b>	<b>31.69%</b>	<b>228</b>	<b>18.43%</b>	<b>53</b>	<b>4.28%</b>	<b>33</b>	<b>2.67%</b>	<b>594</b>	<b>48.02%</b>	<b>83</b>	<b>6.71%</b>	<b>1237</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	50	11.52%	100	23.04%	50	11.52%	0	0.00%	284	65.44%	0	0.00%	434
	20-49	93	30.79%	66	21.85%	66	21.85%	66	21.85%	127	42.05%	0	0.00%	302
	50-99	20	40.82%	9	18.37%	10	20.41%	19	38.78%	10	20.41%	0	0.00%	49
	<b>Total 總數</b>	<b>163</b>	<b>20.76%</b>	<b>175</b>	<b>22.29%</b>	<b>126</b>	<b>16.05%</b>	<b>85</b>	<b>10.83%</b>	<b>421</b>	<b>53.63%</b>	<b>0</b>	<b>0.00%</b>	<b>785</b>
All 整體	10-19	1968	30.45%	935	14.47%	1218	18.85%	285	4.41%	3315	51.29%	227	3.51%	6463
	20-49	1023	25.50%	302	7.53%	787	19.62%	132	3.29%	2310	57.59%	178	4.44%	4011
	50-99	207	29.83%	71	10.23%	143	20.61%	29	4.18%	375	54.03%	21	3.03%	694
	<b>Total 總數</b>	<b>3198</b>	<b>28.64%</b>	<b>1308</b>	<b>11.71%</b>	<b>2148</b>	<b>19.23%</b>	<b>446</b>	<b>3.99%</b>	<b>6000</b>	<b>53.72%</b>	<b>426</b>	<b>3.81%</b>	<b>11168</b>

**Table 9.15M : Mode of In-company Management Training for Managers  
by Principal Line of Business by Employment Size**

**表9.15M：機構為管理人員自辦管理培訓的形式**

Principal Line of Business 主要業務	Employment Size 員工人數	On-the-job management training 在職培訓		Off-the-job management training 職外培訓		Both 兩者混合		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	598	86.54%	93	13.46%	0	0.00%	691
	20-49	216	60.50%	42	11.76%	99	27.73%	357
	50-99	91	45.27%	20	9.95%	90	44.78%	201
	<b>Total 總數</b>	<b>905</b>	<b>72.46%</b>	<b>155</b>	<b>12.41%</b>	<b>189</b>	<b>15.13%</b>	<b>1249</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	1	50.00%	1	50.00%	0	0.00%	2
	20-49	1	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>2</b>	<b>66.67%</b>	<b>1</b>	<b>33.33%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	215	58.74%	33	9.02%	118	32.24%	366
	20-49	185	60.86%	43	14.14%	76	25.00%	304
	50-99	74	69.16%	0	0.00%	33	30.84%	107
	<b>Total 總數</b>	<b>474</b>	<b>61.00%</b>	<b>76</b>	<b>9.78%</b>	<b>227</b>	<b>29.21%</b>	<b>777</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2572	63.27%	784	19.29%	709	17.44%	4065
	20-49	1798	51.33%	579	16.53%	1126	32.14%	3503
	50-99	363	44.87%	83	10.26%	363	44.87%	809
	<b>Total 總數</b>	<b>4733</b>	<b>56.50%</b>	<b>1446</b>	<b>17.26%</b>	<b>2198</b>	<b>26.24%</b>	<b>8377</b>
Restaurants and Hotels 食肆及酒店	10-19	786	74.93%	164	15.63%	99	9.44%	1049
	20-49	634	73.29%	66	7.63%	165	19.08%	865
	50-99	223	55.33%	40	9.93%	140	34.74%	403
	<b>Total 總數</b>	<b>1643</b>	<b>70.91%</b>	<b>270</b>	<b>11.65%</b>	<b>404</b>	<b>17.44%</b>	<b>2317</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	618	72.62%	183	21.50%	50	5.88%	851
	20-49	435	64.16%	167	24.63%	76	11.21%	678
	50-99	83	54.25%	20	13.07%	50	32.68%	153
	<b>Total 總數</b>	<b>1136</b>	<b>67.54%</b>	<b>370</b>	<b>22.00%</b>	<b>176</b>	<b>10.46%</b>	<b>1682</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	808	70.57%	185	16.16%	152	13.28%	1145
	20-49	744	74.47%	117	11.71%	138	13.81%	999
	50-99	212	54.50%	54	13.88%	123	31.62%	389
	<b>Total 總數</b>	<b>1764</b>	<b>69.64%</b>	<b>356</b>	<b>14.05%</b>	<b>413</b>	<b>16.30%</b>	<b>2533</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	520	53.06%	93	9.49%	367	37.45%	980
	20-49	461	45.33%	226	22.22%	330	32.45%	1017
	50-99	290	56.53%	54	10.53%	169	32.94%	513
	<b>Total 總數</b>	<b>1271</b>	<b>50.64%</b>	<b>373</b>	<b>14.86%</b>	<b>866</b>	<b>34.50%</b>	<b>2510</b>
All 整體	10-19	6118	66.87%	1536	16.79%	1495	16.34%	9149
	20-49	4474	57.92%	1240	16.05%	2010	26.02%	7724
	50-99	1336	51.88%	271	10.52%	968	37.59%	2575
	<b>Total 總數</b>	<b>11928</b>	<b>61.33%</b>	<b>3047</b>	<b>15.67%</b>	<b>4473</b>	<b>23.00%</b>	<b>19448</b>

**Table 9.15S : Mode of In-company Management Training for Supervisors  
by Principal Line of Business by Employment Size**

**表9.15S：機構為督導人員自辦管理培訓的形式**

Principal Line of Business 主要業務	Employment Size 員工人數	On-the-job management training 在職培訓		Off-the-job management training 職外培訓		Both 兩者混合		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	647	81.90%	93	11.77%	50	6.33%	790
	20-49	216	60.50%	42	11.76%	99	27.73%	357
	50-99	91	45.27%	20	9.95%	90	44.78%	201
	<b>Total 總數</b>	<b>954</b>	<b>70.77%</b>	<b>155</b>	<b>11.50%</b>	<b>239</b>	<b>17.73%</b>	<b>1348</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	0	0.00%	2
	20-49	1	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>1</b>	<b>33.33%</b>	<b>2</b>	<b>66.67%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	266	63.79%	33	7.91%	118	28.30%	417
	20-49	185	60.86%	43	14.14%	76	25.00%	304
	50-99	74	62.71%	0	0.00%	44	37.29%	118
	<b>Total 總數</b>	<b>525</b>	<b>62.57%</b>	<b>76</b>	<b>9.06%</b>	<b>238</b>	<b>28.37%</b>	<b>839</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2822	65.38%	834	19.32%	660	15.29%	4316
	20-49	1899	52.20%	545	14.98%	1194	32.82%	3638
	50-99	383	46.76%	73	8.91%	363	44.32%	819
	<b>Total 總數</b>	<b>5104</b>	<b>58.18%</b>	<b>1452</b>	<b>16.55%</b>	<b>2217</b>	<b>25.27%</b>	<b>8773</b>
Restaurants and Hotels 食肆及酒店	10-19	1067	80.23%	164	12.33%	99	7.44%	1330
	20-49	750	79.11%	66	6.96%	132	13.92%	948
	50-99	256	58.72%	30	6.88%	150	34.40%	436
	<b>Total 總數</b>	<b>2073</b>	<b>76.38%</b>	<b>260</b>	<b>9.58%</b>	<b>381</b>	<b>14.04%</b>	<b>2714</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	618	72.62%	183	21.50%	50	5.88%	851
	20-49	428	68.92%	117	18.84%	76	12.24%	621
	50-99	83	54.25%	20	13.07%	50	32.68%	153
	<b>Total 總數</b>	<b>1129</b>	<b>69.48%</b>	<b>320</b>	<b>19.69%</b>	<b>176</b>	<b>10.83%</b>	<b>1625</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	808	67.56%	236	19.73%	152	12.71%	1196
	20-49	678	70.19%	150	15.53%	138	14.29%	966
	50-99	188	54.49%	54	15.65%	103	29.86%	345
	<b>Total 總數</b>	<b>1674</b>	<b>66.77%</b>	<b>440</b>	<b>17.55%</b>	<b>393</b>	<b>15.68%</b>	<b>2507</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	487	51.92%	83	8.85%	368	39.23%	938
	20-49	328	37.83%	203	23.41%	336	38.75%	867
	50-99	200	61.73%	44	13.58%	80	24.69%	324
	<b>Total 總數</b>	<b>1015</b>	<b>47.67%</b>	<b>330</b>	<b>15.50%</b>	<b>784</b>	<b>36.82%</b>	<b>2129</b>
All 整體	10-19	6715	68.24%	1628	16.54%	1497	15.21%	9840
	20-49	4485	58.23%	1166	15.14%	2051	26.63%	7702
	50-99	1275	53.21%	241	10.06%	880	36.73%	2396
	<b>Total 總數</b>	<b>12475</b>	<b>62.57%</b>	<b>3035</b>	<b>15.22%</b>	<b>4428</b>	<b>22.21%</b>	<b>19938</b>

**Table 9.16M : Type of Management Training Programmes to be Sponsored to Managers  
by Principal Line of Business by Employment Size**

**表9.16M：資助管理人員接受管理培訓的課程類型**

Principal Line of Business 主要業務	Employment Size 員工人數	External management day programmes 外間日間課程		External management evening programmes 外間夜間課程		Local attachments 本地實習		Overseas attachments / programmes 海外實習／課程		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	283	44.15%	259	40.41%	166	25.90%	49	7.64%	641
	20-49	115	33.14%	199	57.35%	66	19.02%	0	0.00%	347
	50-99	121	60.20%	60	29.85%	80	39.80%	60	29.85%	201
	<b>Total 總數</b>	<b>519</b>	<b>43.65%</b>	<b>518</b>	<b>43.57%</b>	<b>312</b>	<b>26.24%</b>	<b>109</b>	<b>9.17%</b>	<b>1189</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	0	0.00%	0	0.00%	2
	20-49	1	100.00%	0	0.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>1</b>	<b>33.33%</b>	<b>2</b>	<b>66.67%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	187	51.09%	248	67.76%	33	9.02%	0	0.00%	366
	20-49	208	68.42%	106	34.87%	66	21.71%	0	0.00%	304
	50-99	30	28.04%	43	40.19%	54	50.47%	0	0.00%	107
	<b>Total 總數</b>	<b>425</b>	<b>54.70%</b>	<b>397</b>	<b>51.09%</b>	<b>153</b>	<b>19.69%</b>	<b>0</b>	<b>0.00%</b>	<b>777</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	893	22.24%	2612	65.06%	843	21.00%	150	3.74%	4015
	20-49	1018	29.06%	2412	68.86%	617	17.61%	242	6.91%	3503
	50-99	375	46.35%	493	60.94%	326	40.30%	53	6.55%	809
	<b>Total 總數</b>	<b>2286</b>	<b>27.45%</b>	<b>5517</b>	<b>66.05%</b>	<b>1786</b>	<b>21.45%</b>	<b>445</b>	<b>5.34%</b>	<b>8327</b>
Restaurants and Hotels 食肆及酒店	10-19	560	55.17%	395	41.78%	142	13.99%	0	0.00%	1015
	20-49	703	81.27%	218	25.20%	278	32.14%	0	0.00%	865
	50-99	183	45.41%	193	47.89%	100	24.81%	43	10.67%	403
	<b>Total 總數</b>	<b>1446</b>	<b>63.34%</b>	<b>806</b>	<b>36.69%</b>	<b>520</b>	<b>22.78%</b>	<b>43</b>	<b>1.88%</b>	<b>2283</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	351	41.25%	550	64.63%	134	15.75%	0	0.00%	851
	20-49	225	33.19%	387	57.08%	132	19.47%	33	4.87%	678
	50-99	83	54.25%	103	67.32%	20	13.07%	10	6.54%	153
	<b>Total 總數</b>	<b>659</b>	<b>39.18%</b>	<b>1040</b>	<b>61.83%</b>	<b>286</b>	<b>17.00%</b>	<b>43</b>	<b>2.56%</b>	<b>1682</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	590	53.93%	726	66.36%	185	16.91%	0	0.00%	1094
	20-49	225	22.52%	738	73.87%	181	18.12%	44	4.40%	999
	50-99	157	44.23%	257	72.39%	63	17.75%	43	12.11%	355
	<b>Total 總數</b>	<b>972</b>	<b>39.71%</b>	<b>1721</b>	<b>70.30%</b>	<b>429</b>	<b>17.52%</b>	<b>87</b>	<b>3.55%</b>	<b>2448</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	371	39.89%	512	55.05%	317	34.09%	50	5.38%	930
	20-49	453	44.54%	637	62.64%	313	30.78%	100	9.83%	1017
	50-99	249	48.54%	364	70.96%	154	30.02%	40	7.80%	513
	<b>Total 總數</b>	<b>1073</b>	<b>43.62%</b>	<b>1513</b>	<b>61.50%</b>	<b>784</b>	<b>31.87%</b>	<b>190</b>	<b>7.72%</b>	<b>2460</b>
All 整體	10-19	3235	36.29%	5304	59.50%	1820	20.42%	249	2.79%	8914
	20-49	2948	38.22%	4697	60.89%	1653	21.43%	419	5.43%	7714
	50-99	1198	47.15%	1513	59.54%	797	31.37%	249	9.80%	2541
	<b>Total 總數</b>	<b>7381</b>	<b>38.50%</b>	<b>11514</b>	<b>60.07%</b>	<b>4270</b>	<b>22.28%</b>	<b>917</b>	<b>4.78%</b>	<b>19169</b>



**Table 9.16S : Type of Management Training Programmes to be Sponsored to Supervisors  
by Principal Line of Business by Employment Size**

**表9.16S：資助督導人員接受管理培訓的課程類型**

Principal Line of Business 主要業務	Employment Size 員工人數	External management day programmes 外間日間課程		External management evening programmes 外間夜間課程		Local attachments 本地實習		Overseas attachments / programmes 海外實習／課程		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	333	45.00%	358	48.38%	216	29.19%	49	6.62%	740
	20-49	115	33.14%	199	57.35%	66	19.02%	0	0.00%	347
	50-99	121	60.20%	60	29.85%	80	39.80%	60	29.85%	201
	<b>Total 總數</b>	<b>569</b>	<b>44.18%</b>	<b>617</b>	<b>47.90%</b>	<b>362</b>	<b>28.11%</b>	<b>109</b>	<b>8.46%</b>	<b>1288</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	0	0.00%	0	0.00%	2
	20-49	1	100.00%	0	0.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>1</b>	<b>33.33%</b>	<b>2</b>	<b>66.67%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	187	51.09%	248	67.76%	33	9.02%	0	0.00%	366
	20-49	208	68.42%	106	34.87%	66	21.71%	0	0.00%	304
	50-99	30	25.42%	43	36.44%	65	55.08%	0	0.00%	118
	<b>Total 總數</b>	<b>425</b>	<b>53.93%</b>	<b>397</b>	<b>50.38%</b>	<b>164</b>	<b>20.81%</b>	<b>0</b>	<b>0.00%</b>	<b>788</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	843	19.76%	2863	67.11%	843	19.76%	150	3.52%	4266
	20-49	1185	32.88%	2480	68.81%	583	16.18%	175	4.86%	3604
	50-99	375	45.79%	503	61.42%	346	42.25%	53	6.47%	819
	<b>Total 總數</b>	<b>2403</b>	<b>27.66%</b>	<b>5846</b>	<b>67.28%</b>	<b>1772</b>	<b>20.39%</b>	<b>378</b>	<b>4.35%</b>	<b>8689</b>
Restaurants and Hotels 食肆及酒店	10-19	560	44.34%	544	43.07%	241	19.08%	0	0.00%	1263
	20-49	703	74.16%	218	23.00%	361	38.08%	0	0.00%	948
	50-99	183	41.97%	226	51.83%	150	34.40%	10	2.29%	436
	<b>Total 總數</b>	<b>1446</b>	<b>54.63%</b>	<b>988</b>	<b>37.33%</b>	<b>752</b>	<b>28.41%</b>	<b>10</b>	<b>0.38%</b>	<b>2647</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	301	35.37%	600	70.51%	134	15.75%	0	0.00%	851
	20-49	208	33.49%	380	61.19%	165	26.57%	33	5.31%	621
	50-99	83	54.25%	103	67.32%	10	6.54%	10	6.54%	153
	<b>Total 總數</b>	<b>592</b>	<b>36.43%</b>	<b>1083</b>	<b>66.65%</b>	<b>309</b>	<b>19.02%</b>	<b>43</b>	<b>2.65%</b>	<b>1625</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	590	51.53%	777	67.86%	185	16.16%	0	0.00%	1145
	20-49	259	26.81%	705	72.98%	181	18.74%	10	1.04%	966
	50-99	123	39.55%	247	79.42%	63	20.26%	43	13.83%	311
	<b>Total 總數</b>	<b>972</b>	<b>40.13%</b>	<b>1729</b>	<b>71.39%</b>	<b>429</b>	<b>17.71%</b>	<b>53</b>	<b>2.19%</b>	<b>2422</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	495	55.74%	386	43.47%	234	26.35%	50	5.63%	888
	20-49	437	50.40%	504	58.13%	286	32.99%	34	3.92%	867
	50-99	130	40.12%	214	66.05%	104	32.10%	0	0.00%	324
	<b>Total 總數</b>	<b>1062</b>	<b>51.08%</b>	<b>1104</b>	<b>53.10%</b>	<b>624</b>	<b>30.01%</b>	<b>84</b>	<b>4.04%</b>	<b>2079</b>
All 整體	10-19	3309	34.75%	5778	60.69%	1886	19.81%	249	2.62%	9521
	20-49	3116	40.69%	4592	59.96%	1708	22.30%	252	3.29%	7658
	50-99	1045	44.24%	1396	59.10%	818	34.63%	176	7.45%	2362
	<b>Total 總數</b>	<b>7470</b>	<b>38.23%</b>	<b>11766</b>	<b>60.21%</b>	<b>4412</b>	<b>22.58%</b>	<b>677</b>	<b>3.46%</b>	<b>19541</b>

**Table 9.17M : Mode of Sponsoring Management Training for Manager  
by Principal Line of Business by Employment Size**

**表9.17M：資助管理人員接受管理培訓的方式**

Principal Line of Business 主要業務	Employment Size 員工人數	Release them during office hours 准許他們於 辦公時間內修讀		Just pay or reimburse their course fees 只為他們繳付 或發還學費		Both 兩者都會		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	83	12.95%	276	43.06%	282	43.99%	641
	20-49	115	33.14%	132	38.04%	100	28.82%	347
	50-99	29	14.43%	83	41.29%	89	44.28%	201
	<b>Total 總數</b>	<b>227</b>	<b>19.09%</b>	<b>491</b>	<b>41.30%</b>	<b>471</b>	<b>39.61%</b>	<b>1189</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	0	0.00%	2
	20-49	0	0.00%	0	0.00%	1	100.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>2</b>	<b>66.67%</b>	<b>1</b>	<b>33.33%</b>	<b>3</b>
Construction 建造	10-19	85	23.22%	146	39.89%	135	36.89%	366
	20-49	99	32.57%	119	39.14%	86	28.29%	304
	50-99	11	10.28%	66	61.68%	30	28.04%	107
	<b>Total 總數</b>	<b>195</b>	<b>25.10%</b>	<b>331</b>	<b>42.60%</b>	<b>251</b>	<b>32.30%</b>	<b>777</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1184	29.49%	2238	55.74%	593	14.77%	4015
	20-49	594	16.96%	1827	52.16%	1082	30.89%	3503
	50-99	170	21.01%	268	33.13%	371	45.86%	809
	<b>Total 總數</b>	<b>1948</b>	<b>23.39%</b>	<b>4333</b>	<b>52.04%</b>	<b>2046</b>	<b>24.57%</b>	<b>8327</b>
Restaurants and Hotels 食肆及酒店	10-19	395	38.92%	389	38.33%	231	22.76%	1015
	20-49	437	50.52%	233	26.94%	195	22.54%	865
	50-99	130	32.26%	133	33.00%	140	34.74%	403
	<b>Total 總數</b>	<b>962</b>	<b>42.14%</b>	<b>755</b>	<b>33.07%</b>	<b>566</b>	<b>24.79%</b>	<b>2283</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	383	45.01%	368	43.24%	100	11.75%	851
	20-49	109	16.08%	503	74.19%	66	9.73%	678
	50-99	20	13.07%	83	54.25%	50	32.68%	153
	<b>Total 總數</b>	<b>512</b>	<b>30.44%</b>	<b>954</b>	<b>56.72%</b>	<b>216</b>	<b>12.84%</b>	<b>1682</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	233	21.30%	354	32.36%	507	46.34%	1094
	20-49	228	22.82%	590	59.06%	181	18.12%	999
	50-99	74	19.02%	144	37.02%	171	43.96%	389
	<b>Total 總數</b>	<b>535</b>	<b>21.56%</b>	<b>1088</b>	<b>43.84%</b>	<b>859</b>	<b>34.61%</b>	<b>2482</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	154	16.56%	293	31.51%	483	51.94%	930
	20-49	169	16.62%	376	36.97%	472	46.41%	1017
	50-99	204	39.77%	50	9.75%	259	50.49%	513
	<b>Total 總數</b>	<b>527</b>	<b>21.42%</b>	<b>719</b>	<b>29.23%</b>	<b>1214</b>	<b>49.35%</b>	<b>2460</b>
All 整體	10-19	2517	28.24%	4066	45.61%	2331	26.15%	8914
	20-49	1751	22.70%	3780	49.00%	2183	28.30%	7714
	50-99	638	24.78%	827	32.12%	1110	43.11%	2575
	<b>Total 總數</b>	<b>4906</b>	<b>25.55%</b>	<b>8673</b>	<b>45.16%</b>	<b>5624</b>	<b>29.29%</b>	<b>19203</b>

**Table9.17S : Mode of Sponsoring Management Training for Supervisors  
by Principal Line of Business by Employment Size**

**表9.17S：資助督導人員接受管理培訓的方式**

Principal Line of Business 主要業務	Employment Size 員工人數	Release them during office hours 准許他們於 辦公時間內修讀		Just pay or reimburse their course fees 只為他們繳付 或發還學費		Both 兩者都會		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	83	11.22%	326	44.05%	331	44.73%	740
	20-49	115	33.14%	132	38.04%	100	28.82%	347
	50-99	29	14.43%	83	41.29%	89	44.28%	201
	<b>Total 總數</b>	<b>227</b>	<b>17.62%</b>	<b>541</b>	<b>42.00%</b>	<b>520</b>	<b>40.37%</b>	<b>1288</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	0	0.00%	2
	20-49	0	0.00%	0	0.00%	1	100.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>2</b>	<b>66.67%</b>	<b>1</b>	<b>33.33%</b>	<b>3</b>
Construction 建造	10-19	85	23.22%	146	39.89%	135	36.89%	366
	20-49	99	32.57%	119	39.14%	86	28.29%	304
	50-99	11	9.32%	66	55.93%	41	34.75%	118
	<b>Total 總數</b>	<b>195</b>	<b>24.75%</b>	<b>331</b>	<b>42.01%</b>	<b>262</b>	<b>33.25%</b>	<b>788</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1235	28.95%	2422	56.77%	609	14.28%	4266
	20-49	661	18.34%	1878	52.11%	1065	29.55%	3604
	50-99	180	21.98%	288	35.16%	351	42.86%	819
	<b>Total 總數</b>	<b>2076</b>	<b>23.89%</b>	<b>4588</b>	<b>52.80%</b>	<b>2025</b>	<b>23.31%</b>	<b>8689</b>
Restaurants and Hotels 食肆及酒店	10-19	395	31.27%	637	50.44%	231	18.29%	1263
	20-49	437	46.10%	316	33.33%	195	20.57%	948
	50-99	163	37.39%	183	41.97%	90	20.64%	436
	<b>Total 總數</b>	<b>995</b>	<b>37.59%</b>	<b>1136</b>	<b>42.92%</b>	<b>516</b>	<b>19.49%</b>	<b>2647</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	333	41.57%	368	45.94%	100	12.48%	801
	20-49	109	17.55%	413	66.51%	99	15.94%	621
	50-99	20	13.07%	93	60.78%	40	26.14%	153
	<b>Total 總數</b>	<b>462</b>	<b>29.33%</b>	<b>874</b>	<b>55.49%</b>	<b>239</b>	<b>15.17%</b>	<b>1575</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	233	20.35%	405	35.37%	507	44.28%	1145
	20-49	228	23.60%	557	57.66%	181	18.74%	966
	50-99	40	11.59%	144	41.74%	161	46.67%	345
	<b>Total 總數</b>	<b>501</b>	<b>20.40%</b>	<b>1106</b>	<b>45.03%</b>	<b>849</b>	<b>34.57%</b>	<b>2456</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	288	32.43%	183	20.61%	417	46.96%	888
	20-49	136	15.69%	343	39.56%	388	44.75%	867
	50-99	124	38.27%	60	18.52%	140	43.21%	324
	<b>Total 總數</b>	<b>548</b>	<b>26.36%</b>	<b>586</b>	<b>28.19%</b>	<b>945</b>	<b>45.45%</b>	<b>2079</b>
All 整體	10-19	2652	28.00%	4489	47.40%	2330	24.60%	9471
	20-49	1785	23.31%	3758	49.07%	2115	27.62%	7658
	50-99	567	23.66%	917	38.27%	912	38.06%	2396
	<b>Total 總數</b>	<b>5004</b>	<b>25.63%</b>	<b>9164</b>	<b>46.93%</b>	<b>5357</b>	<b>27.44%</b>	<b>19525</b>

**Table 9.18M : Preferred Type of Management Training for Managers  
by Principal Line of Business by Employment Size**

**表9.18M：管理人員宜有的管理培訓種類**

Principal Line of Business 主要業務	Employment Size 員工人數	Courses leading to formal qualifications 可獲正式學歷資格的課程		Refresher / upgrading courses 複修/增修課程		Workshops / seminars 研習班/研討會		Continuing development programmes 供專業資格持有人修讀的持續發展課程		Others 其他		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	183	28.55%	43	6.71%	232	36.19%	183	28.55%	0	0.00%	641
	20-49	99	28.53%	116	33.43%	132	38.04%	0	0.00%	0	0.00%	347
	50-99	83	43.46%	9	4.71%	89	46.60%	0	0.00%	10	5.24%	191
	<b>Total 總數</b>	<b>365</b>	<b>30.96%</b>	<b>168</b>	<b>14.25%</b>	<b>453</b>	<b>38.42%</b>	<b>183</b>	<b>15.52%</b>	<b>10</b>	<b>0.85%</b>	<b>1179</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	2	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2
	20-49	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>3</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	135	36.89%	51	13.93%	136	37.16%	44	12.02%	0	0.00%	366
	20-49	195	64.14%	33	10.86%	33	10.86%	43	14.14%	0	0.00%	304
	50-99	0	0.00%	64	59.81%	43	40.19%	0	0.00%	0	0.00%	107
	<b>Total 總數</b>	<b>330</b>	<b>42.47%</b>	<b>148</b>	<b>19.05%</b>	<b>212</b>	<b>27.28%</b>	<b>87</b>	<b>11.20%</b>	<b>0</b>	<b>0.00%</b>	<b>777</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1614	40.20%	876	21.82%	1092	27.20%	383	9.54%	50	1.25%	4015
	20-49	1392	40.92%	561	16.49%	1102	32.39%	347	10.20%	0	0.00%	3402
	50-99	360	44.50%	181	22.37%	228	28.18%	40	4.94%	0	0.00%	809
	<b>Total 總數</b>	<b>3366</b>	<b>40.92%</b>	<b>1618</b>	<b>19.67%</b>	<b>2422</b>	<b>29.44%</b>	<b>770</b>	<b>9.36%</b>	<b>50</b>	<b>0.61%</b>	<b>8226</b>
Restaurants and Hotels 食肆及酒店	10-19	248	27.04%	214	23.34%	356	38.82%	99	10.80%	0	0.00%	917
	20-49	311	35.95%	149	17.23%	296	34.22%	109	12.60%	0	0.00%	865
	50-99	263	65.26%	20	4.96%	100	24.81%	20	4.96%	0	0.00%	403
	<b>Total 總數</b>	<b>822</b>	<b>37.62%</b>	<b>383</b>	<b>17.53%</b>	<b>752</b>	<b>34.42%</b>	<b>228</b>	<b>10.43%</b>	<b>0</b>	<b>0.00%</b>	<b>2185</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	283	35.33%	218	27.22%	150	18.73%	150	18.73%	0	0.00%	801
	20-49	177	26.50%	199	29.79%	99	14.82%	143	21.41%	50	7.49%	668
	50-99	83	54.25%	40	26.14%	20	13.07%	10	6.54%	0	0.00%	153
	<b>Total 總數</b>	<b>543</b>	<b>33.48%</b>	<b>457</b>	<b>28.18%</b>	<b>269</b>	<b>16.58%</b>	<b>303</b>	<b>18.68%</b>	<b>50</b>	<b>3.08%</b>	<b>1622</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	387	35.37%	134	12.25%	371	33.91%	202	18.46%	0	0.00%	1094
	20-49	438	44.29%	285	28.82%	80	8.09%	186	18.81%	0	0.00%	989
	50-99	128	37.10%	20	5.80%	157	45.51%	40	11.59%	0	0.00%	345
	<b>Total 總數</b>	<b>953</b>	<b>39.25%</b>	<b>439</b>	<b>18.08%</b>	<b>608</b>	<b>25.04%</b>	<b>428</b>	<b>17.63%</b>	<b>0</b>	<b>0.00%</b>	<b>2428</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	293	31.51%	210	22.58%	277	29.78%	150	16.13%	0	0.00%	930
	20-49	499	49.07%	314	30.88%	77	7.57%	127	12.49%	0	0.00%	1017
	50-99	149	29.62%	60	11.93%	244	48.51%	50	9.94%	0	0.00%	503
	<b>Total 總數</b>	<b>941</b>	<b>38.41%</b>	<b>584</b>	<b>23.84%</b>	<b>598</b>	<b>24.41%</b>	<b>327</b>	<b>13.35%</b>	<b>0</b>	<b>0.00%</b>	<b>2450</b>
All 整體	10-19	3145	35.88%	1746	19.92%	2614	29.82%	1211	13.81%	50	0.57%	8766
	20-49	3112	40.99%	1657	21.82%	1819	23.96%	955	12.58%	50	0.66%	7593
	50-99	1066	42.45%	394	15.69%	881	35.09%	160	6.37%	10	0.40%	2511
	<b>Total 總數</b>	<b>7323</b>	<b>38.81%</b>	<b>3797</b>	<b>20.12%</b>	<b>5314</b>	<b>28.16%</b>	<b>2326</b>	<b>12.33%</b>	<b>110</b>	<b>0.58%</b>	<b>18870</b>

**Table 9.18S : Preferred Type of Management Training for Supervisors  
by Principal Line of Business by Employment Size**

**表9.18S：督導人員宜有的管理培訓種類**

Principal Line of Business 主要業務	Employment Size 員工人數	Courses leading to formal qualifications 可獲正式學歷資格的課程		Refresher / upgrading courses 複修／增修課程		Workshops / seminars 研習班／研討會		Continuing development programmes 供專業資格持有人修讀的持續發展課程		Others 其他		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	183	26.52%	93	13.48%	232	33.62%	232	33.62%	0	0.00%	690
	20-49	99	29.38%	116	34.42%	132	39.17%	0	0.00%	0	0.00%	337
	50-99	83	45.86%	9	4.97%	89	49.17%	0	0.00%	10	5.52%	181
	<b>Total 總數</b>	<b>365</b>	<b>30.22%</b>	<b>218</b>	<b>18.05%</b>	<b>453</b>	<b>37.50%</b>	<b>232</b>	<b>19.21%</b>	<b>10</b>	<b>0.83%</b>	<b>1208</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	2	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2
	20-49	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>3</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	135	42.86%	51	16.19%	136	43.17%	44	13.97%	0	0.00%	315
	20-49	195	64.14%	33	10.86%	33	10.86%	43	14.14%	0	0.00%	304
	50-99	0	0.00%	75	63.56%	43	36.44%	0	0.00%	0	0.00%	118
	<b>Total 總數</b>	<b>330</b>	<b>44.78%</b>	<b>159</b>	<b>21.57%</b>	<b>212</b>	<b>28.77%</b>	<b>87</b>	<b>11.80%</b>	<b>0</b>	<b>0.00%</b>	<b>737</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1848	44.18%	742	17.74%	1143	27.32%	483	11.55%	50	1.20%	4183
	20-49	1476	44.70%	511	15.48%	1269	38.43%	247	7.48%	0	0.00%	3302
	50-99	370	45.18%	191	23.32%	218	26.62%	40	4.88%	0	0.00%	819
	<b>Total 總數</b>	<b>3694</b>	<b>44.48%</b>	<b>1444</b>	<b>17.39%</b>	<b>2630</b>	<b>31.67%</b>	<b>770</b>	<b>9.27%</b>	<b>50</b>	<b>0.60%</b>	<b>8304</b>
Restaurants and Hotels 食肆及酒店	10-19	248	24.80%	364	36.40%	405	40.50%	99	9.90%	49	4.90%	1000
	20-49	344	36.29%	149	15.72%	346	36.50%	109	11.50%	0	0.00%	948
	50-99	170	38.99%	86	19.72%	160	36.70%	20	4.59%	0	0.00%	436
	<b>Total 總數</b>	<b>762</b>	<b>31.96%</b>	<b>599</b>	<b>25.13%</b>	<b>911</b>	<b>38.21%</b>	<b>228</b>	<b>9.56%</b>	<b>49</b>	<b>2.06%</b>	<b>2384</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	317	42.21%	234	31.16%	100	13.32%	150	19.97%	0	0.00%	751
	20-49	177	29.45%	242	40.27%	99	16.47%	93	15.47%	0	0.00%	601
	50-99	93	60.78%	30	19.61%	20	13.07%	10	6.54%	0	0.00%	153
	<b>Total 總數</b>	<b>587</b>	<b>39.00%</b>	<b>506</b>	<b>33.62%</b>	<b>219</b>	<b>14.55%</b>	<b>253</b>	<b>16.81%</b>	<b>0</b>	<b>0.00%</b>	<b>1505</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	438	45.63%	134	13.96%	371	38.65%	202	21.04%	0	0.00%	960
	20-49	489	51.69%	285	30.13%	114	12.05%	68	7.19%	0	0.00%	946
	50-99	94	42.15%	10	4.48%	157	70.40%	40	17.94%	0	0.00%	223
	<b>Total 總數</b>	<b>1021</b>	<b>47.96%</b>	<b>429</b>	<b>20.15%</b>	<b>642</b>	<b>30.16%</b>	<b>310</b>	<b>14.56%</b>	<b>0</b>	<b>0.00%</b>	<b>2129</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	200	23.87%	220	26.25%	318	37.95%	150	17.90%	0	0.00%	838
	20-49	350	40.37%	280	32.30%	110	12.69%	127	14.65%	0	0.00%	867
	50-99	110	36.07%	50	16.39%	144	47.21%	20	6.56%	0	0.00%	305
	<b>Total 總數</b>	<b>660</b>	<b>32.84%</b>	<b>550</b>	<b>27.36%</b>	<b>572</b>	<b>28.46%</b>	<b>297</b>	<b>14.78%</b>	<b>0</b>	<b>0.00%</b>	<b>2010</b>
All 整體	10-19	3371	38.57%	1838	21.03%	2705	30.95%	1360	15.56%	99	1.13%	8739
	20-49	3131	42.86%	1616	22.12%	2103	28.78%	687	9.40%	0	0.00%	7306
	50-99	920	41.16%	451	20.18%	831	37.18%	130	5.82%	10	0.45%	2235
	<b>Total 總數</b>	<b>7422</b>	<b>40.60%</b>	<b>3905</b>	<b>21.36%</b>	<b>5639</b>	<b>30.85%</b>	<b>2177</b>	<b>11.91%</b>	<b>109</b>	<b>0.60%</b>	<b>18280</b>

**Table 9.19M : Preferred Duration of Management Training for Managers  
by Principal Line of Business by Employment Size**

**表9.19M：管理人員宜有的訓練期**

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1 week 一星期以下		1 week - less than 1 month 一星期至一個月以下		1 month - less than 3 months 一個月至三個月以下		3 months - less than 12 months 三個月至十二個月以下		12 months or more 十二個月或以上		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	132	20.59%	150	23.40%	243	37.91%	50	7.80%	66	10.30%	641
	20-49	132	38.04%	116	33.43%	99	28.53%	0	0.00%	0	0.00%	347
	50-99	39	20.42%	92	48.17%	60	31.41%	0	0.00%	0	0.00%	191
	<b>Total 總數</b>	<b>303</b>	<b>25.70%</b>	<b>358</b>	<b>30.36%</b>	<b>402</b>	<b>34.10%</b>	<b>50</b>	<b>4.24%</b>	<b>66</b>	<b>5.60%</b>	<b>1179</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	1	50.00%	0	0.00%	0	0.00%	1	50.00%	2
	20-49	0	0.00%	0	0.00%	1	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>33.33%</b>	<b>1</b>	<b>33.33%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>33.33%</b>	<b>3</b>
Construction 建造	10-19	153	41.80%	0	0.00%	77	21.04%	136	37.16%	0	0.00%	366
	20-49	109	35.86%	33	10.86%	53	17.43%	109	35.86%	0	0.00%	304
	50-99	54	50.47%	10	9.35%	43	40.19%	0	0.00%	0	0.00%	107
	<b>Total 總數</b>	<b>316</b>	<b>40.67%</b>	<b>43</b>	<b>5.53%</b>	<b>173</b>	<b>22.27%</b>	<b>245</b>	<b>31.53%</b>	<b>0</b>	<b>0.00%</b>	<b>777</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1183	29.10%	653	16.06%	1418	34.88%	577	14.19%	234	5.76%	4065
	20-49	1083	31.52%	703	20.46%	804	23.40%	585	17.03%	261	7.60%	3436
	50-99	251	31.41%	150	18.77%	207	25.91%	137	17.15%	54	6.76%	799
	<b>Total 總數</b>	<b>2517</b>	<b>30.33%</b>	<b>1506</b>	<b>18.14%</b>	<b>2429</b>	<b>29.27%</b>	<b>1299</b>	<b>15.65%</b>	<b>549</b>	<b>6.61%</b>	<b>8300</b>
Restaurants and Hotels 食肆及酒店	10-19	345	35.71%	226	23.40%	346	35.82%	0	0.00%	49	5.07%	966
	20-49	210	24.28%	228	26.36%	417	48.21%	0	0.00%	10	1.16%	865
	50-99	100	24.81%	80	19.85%	73	18.11%	90	22.33%	60	14.89%	403
	<b>Total 總數</b>	<b>655</b>	<b>29.32%</b>	<b>534</b>	<b>23.90%</b>	<b>836</b>	<b>37.42%</b>	<b>90</b>	<b>4.03%</b>	<b>119</b>	<b>5.33%</b>	<b>2234</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	334	41.70%	134	16.73%	50	6.24%	100	12.48%	183	22.85%	801
	20-49	182	27.25%	109	16.32%	133	19.91%	167	25.00%	77	11.53%	668
	50-99	40	26.14%	10	6.54%	30	19.61%	63	41.18%	10	6.54%	153
	<b>Total 總數</b>	<b>556</b>	<b>34.28%</b>	<b>253</b>	<b>15.60%</b>	<b>213</b>	<b>13.13%</b>	<b>330</b>	<b>20.35%</b>	<b>270</b>	<b>16.65%</b>	<b>1622</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	404	36.93%	101	9.23%	336	30.71%	202	18.46%	51	4.66%	1094
	20-49	137	13.85%	119	12.03%	364	36.80%	268	27.10%	101	10.21%	989
	50-99	84	24.35%	10	2.90%	103	29.86%	20	5.80%	128	37.10%	345
	<b>Total 總數</b>	<b>625</b>	<b>25.74%</b>	<b>230</b>	<b>9.47%</b>	<b>803</b>	<b>33.07%</b>	<b>490</b>	<b>20.18%</b>	<b>280</b>	<b>11.53%</b>	<b>2428</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	360	38.71%	194	20.86%	0	0.00%	260	27.96%	116	12.47%	930
	20-49	70	6.88%	332	32.65%	264	25.96%	134	13.18%	217	21.34%	1017
	50-99	214	42.54%	50	9.94%	150	29.82%	50	9.94%	39	7.75%	503
	<b>Total 總數</b>	<b>644</b>	<b>26.29%</b>	<b>576</b>	<b>23.51%</b>	<b>414</b>	<b>16.90%</b>	<b>444</b>	<b>18.12%</b>	<b>372</b>	<b>15.18%</b>	<b>2450</b>
All 整體	10-19	2911	32.84%	1459	16.46%	2470	27.86%	1325	14.95%	700	7.90%	8865
	20-49	1923	25.21%	1640	21.50%	2135	27.99%	1263	16.56%	666	8.73%	7627
	50-99	782	31.27%	402	16.07%	666	26.63%	360	14.39%	291	11.64%	2501
	<b>Total 總數</b>	<b>5616</b>	<b>29.57%</b>	<b>3501</b>	<b>18.43%</b>	<b>5271</b>	<b>27.75%</b>	<b>2948</b>	<b>15.52%</b>	<b>1657</b>	<b>8.72%</b>	<b>18993</b>

**Table 9.19S : Preferred Duration of Management Training for Supervisors  
by Principal Line of Business by Employment Size**

**表9.19S：督導人員宜有的訓練期**

Principal Line of Business 主要業務	Employment Size 員工人數	Less than 1 week 一星期以下		1 week - less than 1 month 一星期至 一個月以下		1 month - less than 3 months 一個月至 三個月以下		3 months - less than 12 months 三個月至 十二個月以下		12 months or more 十二個月或以上		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	132	17.84%	233	31.49%	259	35.00%	83	11.22%	33	4.46%	740
	20-49	132	38.04%	116	33.43%	99	28.53%	0	0.00%	0	0.00%	347
	50-99	39	20.42%	92	48.17%	60	31.41%	0	0.00%	0	0.00%	191
	<b>Total 總數</b>	<b>303</b>	<b>23.71%</b>	<b>441</b>	<b>34.51%</b>	<b>418</b>	<b>32.71%</b>	<b>83</b>	<b>6.49%</b>	<b>33</b>	<b>2.58%</b>	<b>1278</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	1	50.00%	1	50.00%	0	0.00%	0	0.00%	2
	20-49	0	0.00%	0	0.00%	1	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>33.33%</b>	<b>2</b>	<b>66.67%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	153	41.80%	0	0.00%	128	34.97%	85	23.22%	0	0.00%	366
	20-49	109	35.86%	66	21.71%	53	17.43%	76	25.00%	0	0.00%	304
	50-99	75	63.56%	10	8.47%	33	27.97%	0	0.00%	0	0.00%	118
	<b>Total 總數</b>	<b>337</b>	<b>42.77%</b>	<b>76</b>	<b>9.64%</b>	<b>214</b>	<b>27.16%</b>	<b>161</b>	<b>20.43%</b>	<b>0</b>	<b>0.00%</b>	<b>788</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1284	29.75%	619	14.34%	1552	35.96%	627	14.53%	234	5.42%	4316
	20-49	1217	34.41%	787	22.25%	837	23.66%	367	10.38%	329	9.30%	3537
	50-99	261	32.26%	140	17.31%	207	25.59%	147	18.17%	54	6.67%	809
	<b>Total 總數</b>	<b>2762</b>	<b>31.89%</b>	<b>1546</b>	<b>17.85%</b>	<b>2596</b>	<b>29.97%</b>	<b>1141</b>	<b>13.17%</b>	<b>617</b>	<b>7.12%</b>	<b>8662</b>
Restaurants and Hotels 食肆及酒店	10-19	593	48.85%	226	18.62%	346	28.50%	0	0.00%	49	4.04%	1214
	20-49	243	25.63%	278	29.32%	417	43.99%	0	0.00%	10	1.05%	948
	50-99	100	22.94%	163	37.39%	83	19.04%	70	16.06%	20	4.59%	436
	<b>Total 總數</b>	<b>936</b>	<b>36.03%</b>	<b>667</b>	<b>25.67%</b>	<b>846</b>	<b>32.56%</b>	<b>70</b>	<b>2.69%</b>	<b>79</b>	<b>3.04%</b>	<b>2598</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	384	47.94%	50	6.24%	50	6.24%	184	22.97%	133	16.60%	801
	20-49	142	23.24%	142	23.24%	83	13.58%	167	27.33%	77	12.60%	611
	50-99	30	19.61%	10	6.54%	30	19.61%	73	47.71%	10	6.54%	153
	<b>Total 總數</b>	<b>556</b>	<b>35.53%</b>	<b>202</b>	<b>12.91%</b>	<b>163</b>	<b>10.42%</b>	<b>424</b>	<b>27.09%</b>	<b>220</b>	<b>14.06%</b>	<b>1565</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	404	35.28%	101	8.82%	387	33.80%	202	17.64%	51	4.45%	1145
	20-49	171	17.89%	152	15.90%	332	34.73%	200	20.92%	101	10.56%	956
	50-99	84	27.91%	10	3.32%	103	34.22%	20	6.64%	84	27.91%	301
	<b>Total 總數</b>	<b>659</b>	<b>27.44%</b>	<b>263</b>	<b>10.95%</b>	<b>822</b>	<b>34.22%</b>	<b>422</b>	<b>17.57%</b>	<b>236</b>	<b>9.83%</b>	<b>2402</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	461	51.91%	144	16.22%	0	0.00%	250	28.15%	33	3.72%	888
	20-49	80	9.23%	316	36.45%	220	25.37%	100	11.53%	151	17.42%	867
	50-99	134	41.36%	30	9.26%	90	27.78%	50	15.43%	20	6.17%	324
	<b>Total 總數</b>	<b>675</b>	<b>32.47%</b>	<b>490</b>	<b>23.57%</b>	<b>310</b>	<b>14.91%</b>	<b>400</b>	<b>19.24%</b>	<b>204</b>	<b>9.81%</b>	<b>2079</b>
All 整體	10-19	3411	36.01%	1374	14.51%	2723	28.75%	1431	15.11%	533	5.63%	9472
	20-49	2094	27.66%	1857	24.53%	2042	26.97%	910	12.02%	668	8.82%	7571
	50-99	723	31.00%	455	19.51%	606	25.99%	360	15.44%	188	8.06%	2332
	<b>Total 總數</b>	<b>6228</b>	<b>32.14%</b>	<b>3686</b>	<b>19.02%</b>	<b>5371</b>	<b>27.72%</b>	<b>2701</b>	<b>13.94%</b>	<b>1389</b>	<b>7.17%</b>	<b>19375</b>

**Table9.20M : Preferred Frequency of Management Training for Managers  
by Principal Line of Business by Employment Size**

**表9.20M：管理人員宜有的上課次數**

Principal Line of Business 主要業務	Employment Size 員工人數	One-off 一次性		Less than once a week 少於每星期一次		Once a week 每星期一次		Twice a week 每星期兩次		More than twice a week 每星期兩次以上		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	132	20.59%	83	12.95%	260	40.56%	133	20.75%	33	5.15%	641
	20-49	99	28.53%	66	19.02%	149	42.94%	1	0.29%	32	9.22%	347
	50-99	39	19.40%	50	24.88%	30	14.93%	73	36.32%	9	4.48%	201
	<b>Total 總數</b>	<b>270</b>	<b>22.71%</b>	<b>199</b>	<b>16.74%</b>	<b>439</b>	<b>36.92%</b>	<b>207</b>	<b>17.41%</b>	<b>74</b>	<b>6.22%</b>	<b>1189</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	2	100.00%	0	0.00%	0	0.00%	2
	20-49	0	0.00%	0	0.00%	1	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	0	0.00%	62	16.94%	253	69.13%	51	13.93%	0	0.00%	366
	20-49	132	43.42%	0	0.00%	152	50.00%	10	3.29%	10	3.29%	304
	50-99	64	59.81%	0	0.00%	0	0.00%	43	40.19%	0	0.00%	107
	<b>Total 總數</b>	<b>196</b>	<b>25.23%</b>	<b>62</b>	<b>7.98%</b>	<b>405</b>	<b>52.12%</b>	<b>104</b>	<b>13.38%</b>	<b>10</b>	<b>1.29%</b>	<b>777</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1150	28.29%	333	8.19%	1913	47.06%	519	12.77%	150	3.69%	4065
	20-49	1043	30.36%	78	2.27%	1521	44.27%	550	16.01%	244	7.10%	3436
	50-99	264	33.04%	140	17.52%	257	32.17%	104	13.02%	34	4.26%	799
	<b>Total 總數</b>	<b>2457</b>	<b>29.60%</b>	<b>551</b>	<b>6.64%</b>	<b>3691</b>	<b>44.47%</b>	<b>1173</b>	<b>14.13%</b>	<b>428</b>	<b>5.16%</b>	<b>8300</b>
Restaurants and Hotels 食肆及酒店	10-19	164	16.98%	125	12.94%	446	46.17%	231	23.91%	0	0.00%	966
	20-49	286	33.06%	99	11.45%	414	47.86%	66	7.63%	0	0.00%	865
	50-99	60	14.89%	83	20.60%	170	42.18%	90	22.33%	0	0.00%	403
	<b>Total 總數</b>	<b>510</b>	<b>22.83%</b>	<b>307</b>	<b>13.74%</b>	<b>1030</b>	<b>46.11%</b>	<b>387</b>	<b>17.32%</b>	<b>0</b>	<b>0.00%</b>	<b>2234</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	318	39.70%	0	0.00%	300	37.45%	183	22.85%	0	0.00%	801
	20-49	192	28.74%	33	4.94%	216	32.34%	194	29.04%	33	4.94%	668
	50-99	30	19.61%	10	6.54%	63	41.18%	40	26.14%	10	6.54%	153
	<b>Total 總數</b>	<b>540</b>	<b>33.29%</b>	<b>43</b>	<b>2.65%</b>	<b>579</b>	<b>35.70%</b>	<b>417</b>	<b>25.71%</b>	<b>43</b>	<b>2.65%</b>	<b>1622</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	302	27.61%	102	9.32%	454	41.50%	236	21.57%	0	0.00%	1094
	20-49	171	17.29%	162	16.38%	389	39.33%	166	16.78%	101	10.21%	989
	50-99	84	23.66%	40	11.27%	157	44.23%	64	18.03%	10	2.82%	355
	<b>Total 總數</b>	<b>557</b>	<b>22.85%</b>	<b>304</b>	<b>12.47%</b>	<b>1000</b>	<b>41.02%</b>	<b>466</b>	<b>19.11%</b>	<b>111</b>	<b>4.55%</b>	<b>2438</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	276	29.68%	194	20.86%	294	31.61%	116	12.47%	50	5.38%	930
	20-49	86	8.46%	102	10.03%	525	51.62%	226	22.22%	78	7.67%	1017
	50-99	194	38.57%	60	11.93%	170	33.80%	59	11.73%	20	3.98%	503
	<b>Total 總數</b>	<b>556</b>	<b>22.69%</b>	<b>356</b>	<b>14.53%</b>	<b>989</b>	<b>40.37%</b>	<b>401</b>	<b>16.37%</b>	<b>148</b>	<b>6.04%</b>	<b>2450</b>
All 整體	10-19	2342	26.42%	899	10.14%	3922	44.24%	1469	16.57%	233	2.63%	8865
	20-49	2009	26.34%	540	7.08%	3367	44.15%	1213	15.90%	498	6.53%	7627
	50-99	735	29.16%	383	15.19%	847	33.60%	473	18.76%	83	3.29%	2521
	<b>Total 總數</b>	<b>5086</b>	<b>26.75%</b>	<b>1822</b>	<b>9.58%</b>	<b>8136</b>	<b>42.79%</b>	<b>3155</b>	<b>16.59%</b>	<b>814</b>	<b>4.28%</b>	<b>19013</b>



**Table 9.20S : Preferred Frequency of Management Training for Supervisors  
by Principal Line of Business by Employment Size**

**表9.20S：督導人員宜有的上課次數**

Principal Line of Business 主要業務	Employment Size 員工人數	One-off 一次性		Less than once a week 少於每星期一次		Once a week 每星期一次		Twice a week 每星期兩次		More than twice a week 每星期兩次以上		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	215	29.05%	50	6.76%	342	46.22%	100	13.51%	33	4.46%	740
	20-49	99	28.53%	66	19.02%	149	42.94%	1	0.29%	32	9.22%	347
	50-99	39	19.40%	50	24.88%	30	14.93%	73	36.32%	9	4.48%	201
	<b>Total 總數</b>	<b>353</b>	<b>27.41%</b>	<b>166</b>	<b>12.89%</b>	<b>521</b>	<b>40.45%</b>	<b>174</b>	<b>13.51%</b>	<b>74</b>	<b>5.75%</b>	<b>1288</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	2	100.00%	0	0.00%	0	0.00%	2
	20-49	0	0.00%	0	0.00%	1	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	0	0.00%	62	16.94%	304	83.06%	0	0.00%	0	0.00%	366
	20-49	132	43.42%	0	0.00%	152	50.00%	10	3.29%	10	3.29%	304
	50-99	75	63.56%	0	0.00%	0	0.00%	43	36.44%	0	0.00%	118
	<b>Total 總數</b>	<b>207</b>	<b>26.27%</b>	<b>62</b>	<b>7.87%</b>	<b>456</b>	<b>57.87%</b>	<b>53</b>	<b>6.73%</b>	<b>10</b>	<b>1.27%</b>	<b>788</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1250	28.96%	383	8.87%	2014	46.66%	519	12.03%	150	3.48%	4316
	20-49	1160	32.80%	78	2.21%	1421	40.18%	634	17.92%	244	6.90%	3537
	50-99	317	39.18%	107	13.23%	247	30.53%	104	12.86%	34	4.20%	809
	<b>Total 總數</b>	<b>2727</b>	<b>31.48%</b>	<b>568</b>	<b>6.56%</b>	<b>3682</b>	<b>42.51%</b>	<b>1257</b>	<b>14.51%</b>	<b>428</b>	<b>4.94%</b>	<b>8662</b>
Restaurants and Hotels 食肆及酒店	10-19	313	25.78%	224	18.45%	446	36.74%	231	19.03%	0	0.00%	1214
	20-49	319	33.65%	99	10.44%	464	48.95%	66	6.96%	0	0.00%	948
	50-99	93	21.33%	93	21.33%	220	50.46%	30	6.88%	0	0.00%	436
	<b>Total 總數</b>	<b>725</b>	<b>27.91%</b>	<b>416</b>	<b>16.01%</b>	<b>1130</b>	<b>43.49%</b>	<b>327</b>	<b>12.59%</b>	<b>0</b>	<b>0.00%</b>	<b>2598</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	318	39.70%	0	0.00%	250	31.21%	233	29.09%	0	0.00%	801
	20-49	152	24.88%	33	5.40%	199	32.57%	194	31.75%	33	5.40%	611
	50-99	20	13.07%	10	6.54%	73	47.71%	40	26.14%	10	6.54%	153
	<b>Total 總數</b>	<b>490</b>	<b>31.31%</b>	<b>43</b>	<b>2.75%</b>	<b>522</b>	<b>33.35%</b>	<b>467</b>	<b>29.84%</b>	<b>43</b>	<b>2.75%</b>	<b>1565</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	302	26.38%	102	8.91%	454	39.65%	287	25.07%	0	0.00%	1145
	20-49	272	28.45%	95	9.94%	355	37.13%	133	13.91%	101	10.56%	956
	50-99	84	27.01%	40	12.86%	123	39.55%	54	17.36%	10	3.22%	311
	<b>Total 總數</b>	<b>658</b>	<b>27.28%</b>	<b>237</b>	<b>9.83%</b>	<b>932</b>	<b>38.64%</b>	<b>474</b>	<b>19.65%</b>	<b>111</b>	<b>4.60%</b>	<b>2412</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	243	27.36%	278	31.31%	284	31.98%	83	9.35%	0	0.00%	888
	20-49	86	9.92%	102	11.76%	442	50.98%	193	22.26%	44	5.07%	867
	50-99	134	41.36%	30	9.26%	100	30.86%	50	15.43%	10	3.09%	324
	<b>Total 總數</b>	<b>463</b>	<b>22.27%</b>	<b>410</b>	<b>19.72%</b>	<b>826</b>	<b>39.73%</b>	<b>326</b>	<b>15.68%</b>	<b>54</b>	<b>2.60%</b>	<b>2079</b>
All 整體	10-19	2641	27.88%	1099	11.60%	4096	43.24%	1453	15.34%	183	1.93%	9472
	20-49	2220	29.32%	473	6.25%	3183	42.04%	1231	16.26%	464	6.13%	7571
	50-99	762	32.40%	330	14.03%	793	33.72%	394	16.75%	73	3.10%	2352
	<b>Total 總數</b>	<b>5623</b>	<b>28.99%</b>	<b>1902</b>	<b>9.81%</b>	<b>8072</b>	<b>41.62%</b>	<b>3078</b>	<b>15.87%</b>	<b>720</b>	<b>3.71%</b>	<b>19395</b>

**Table 9.21M : Preferred Days of the Week of Management Training for Managers  
by Principal Line of Business by Employment Size**

**表9.21M：管理人員每週宜上課的日子**

Principal Line of Business 主要業務	Employment Size 員工人數	During weekdays 平日		During weekends 週末		Combination of the above 兩者混合		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	159	23.01%	399	57.74%	83	12.01%	641
	20-49	131	36.69%	116	32.49%	100	28.01%	347
	50-99	89	44.28%	0	0.00%	112	55.72%	201
	<b>Total 總數</b>	<b>379</b>	<b>30.34%</b>	<b>515</b>	<b>41.23%</b>	<b>295</b>	<b>23.62%</b>	<b>1189</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	1	50.00%	1	50.00%	2
	20-49	1	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>1</b>	<b>33.33%</b>	<b>1</b>	<b>33.33%</b>	<b>1</b>	<b>33.33%</b>	<b>3</b>
Construction 建造	10-19	135	32.37%	67	16.07%	164	39.33%	366
	20-49	142	46.71%	66	21.71%	96	31.58%	304
	50-99	21	19.63%	33	30.84%	53	49.53%	107
	<b>Total 總數</b>	<b>298</b>	<b>35.99%</b>	<b>166</b>	<b>20.05%</b>	<b>313</b>	<b>37.80%</b>	<b>777</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2112	51.52%	652	15.91%	1301	31.74%	4066
	20-49	1390	38.95%	512	14.35%	1534	42.98%	3436
	50-99	223	27.56%	148	18.29%	438	54.14%	809
	<b>Total 總數</b>	<b>3725</b>	<b>43.95%</b>	<b>1312</b>	<b>15.48%</b>	<b>3273</b>	<b>38.61%</b>	<b>8310</b>
Restaurants and Hotels 食肆及酒店	10-19	588	56.05%	149	14.20%	229	21.83%	966
	20-49	521	60.23%	86	9.94%	258	29.83%	865
	50-99	230	57.07%	20	4.96%	153	37.97%	403
	<b>Total 總數</b>	<b>1339</b>	<b>57.79%</b>	<b>255</b>	<b>11.01%</b>	<b>640</b>	<b>27.62%</b>	<b>2234</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	351	41.25%	233	27.38%	217	25.50%	801
	20-49	415	61.21%	133	19.62%	130	19.17%	678
	50-99	83	54.25%	20	13.07%	50	32.68%	153
	<b>Total 總數</b>	<b>849</b>	<b>50.48%</b>	<b>386</b>	<b>22.95%</b>	<b>397</b>	<b>23.60%</b>	<b>1632</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	504	39.41%	101	7.90%	489	38.23%	1094
	20-49	346	34.63%	217	21.72%	436	43.64%	999
	50-99	40	9.46%	108	25.53%	207	48.94%	355
	<b>Total 總數</b>	<b>890</b>	<b>32.95%</b>	<b>426</b>	<b>15.77%</b>	<b>1132</b>	<b>41.91%</b>	<b>2448</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	527	53.78%	33	3.37%	370	37.76%	930
	20-49	517	50.84%	33	3.24%	467	45.92%	1017
	50-99	109	20.88%	94	18.01%	310	59.39%	513
	<b>Total 總數</b>	<b>1153</b>	<b>45.77%</b>	<b>160</b>	<b>6.35%</b>	<b>1147</b>	<b>45.53%</b>	<b>2460</b>
All 整體	10-19	4376	46.72%	1635	17.45%	2854	30.47%	8865
	20-49	3463	44.45%	1163	14.93%	3021	38.78%	7647
	50-99	795	30.37%	423	16.16%	1323	50.53%	2541
	<b>Total 總數</b>	<b>8634</b>	<b>43.66%</b>	<b>3221</b>	<b>16.29%</b>	<b>7198</b>	<b>36.40%</b>	<b>19053</b>

**Table 9.21S : Preferred Days of the Week of Management Training for Supervisors  
by Principal Line of Business by Employment Size**

**表9.21S：督導人員每週宜上課的日子**

Principal Line of Business 主要業務	Employment Size 員工人數	During weekdays 平日		During weekends 週末		Combination of the above 兩者混合		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	258	34.86%	399	53.92%	83	11.22%	740
	20-49	131	37.75%	116	33.43%	100	28.82%	347
	50-99	89	44.28%	0	0.00%	112	55.72%	201
	<b>Total 總數</b>	<b>478</b>	<b>37.11%</b>	<b>515</b>	<b>39.98%</b>	<b>295</b>	<b>22.90%</b>	<b>1288</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	1	50.00%	0	0.00%	1	50.00%	2
	20-49	1	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>2</b>	<b>66.67%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>33.33%</b>	<b>3</b>
Construction 建造	10-19	186	50.82%	67	18.31%	113	30.87%	366
	20-49	142	46.71%	66	21.71%	96	31.58%	304
	50-99	21	17.80%	44	37.29%	53	44.92%	118
	<b>Total 總數</b>	<b>349</b>	<b>44.29%</b>	<b>177</b>	<b>22.46%</b>	<b>262</b>	<b>33.25%</b>	<b>788</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2262	52.41%	752	17.42%	1302	30.17%	4316
	20-49	1457	41.19%	528	14.93%	1552	43.88%	3537
	50-99	223	27.23%	138	16.85%	458	55.92%	819
	<b>Total 總數</b>	<b>3942</b>	<b>45.46%</b>	<b>1418</b>	<b>16.35%</b>	<b>3312</b>	<b>38.19%</b>	<b>8672</b>
Restaurants and Hotels 食肆及酒店	10-19	786	64.74%	199	16.39%	229	18.86%	1214
	20-49	604	63.71%	86	9.07%	258	27.22%	948
	50-99	290	66.51%	20	4.59%	126	28.90%	436
	<b>Total 總數</b>	<b>1680</b>	<b>64.67%</b>	<b>305</b>	<b>11.74%</b>	<b>613</b>	<b>23.60%</b>	<b>2598</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	401	50.06%	183	22.85%	217	27.09%	801
	20-49	365	58.78%	93	14.98%	163	26.25%	621
	50-99	83	54.25%	20	13.07%	50	32.68%	153
	<b>Total 總數</b>	<b>849</b>	<b>53.90%</b>	<b>296</b>	<b>18.79%</b>	<b>430</b>	<b>27.30%</b>	<b>1575</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	555	48.47%	101	8.82%	489	42.71%	1145
	20-49	380	39.34%	217	22.46%	369	38.20%	966
	50-99	40	12.86%	98	31.51%	173	55.63%	311
	<b>Total 總數</b>	<b>975</b>	<b>40.26%</b>	<b>416</b>	<b>17.18%</b>	<b>1031</b>	<b>42.57%</b>	<b>2422</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	518	58.33%	0	0.00%	370	41.67%	888
	20-49	351	40.48%	83	9.57%	433	49.94%	867
	50-99	90	27.78%	74	22.84%	160	49.38%	324
	<b>Total 總數</b>	<b>959</b>	<b>46.13%</b>	<b>157</b>	<b>7.55%</b>	<b>963</b>	<b>46.32%</b>	<b>2079</b>
All 整體	10-19	4967	52.44%	1701	17.96%	2804	29.60%	9472
	20-49	3431	45.20%	1189	15.66%	2971	39.14%	7591
	50-99	836	35.39%	394	16.68%	1132	47.93%	2362
	<b>Total 總數</b>	<b>9234</b>	<b>47.54%</b>	<b>3284</b>	<b>16.91%</b>	<b>6907</b>	<b>35.56%</b>	<b>19425</b>

**Table 9.22M : Preferred Session Time of Management Training for Managers  
by Principal Line of Business by Employment Size**

**表9.22M：管理人員適宜上課的時間**

Principal Line of Business 主要業務	Employment Size 員工人數	During office hours 辦公時間內		After office hours 下班後		Combination of the above 兩者混合		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	149	23.24%	492	76.76%	0	0.00%	641
	20-49	66	19.02%	280	80.69%	1	0.29%	347
	50-99	28	13.93%	70	34.83%	103	51.24%	201
	<b>Total 總數</b>	<b>243</b>	<b>20.44%</b>	<b>842</b>	<b>70.82%</b>	<b>104</b>	<b>8.75%</b>	<b>1189</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	0	0.00%	2
	20-49	1	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>1</b>	<b>33.33%</b>	<b>2</b>	<b>66.67%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	84	22.95%	180	49.18%	102	27.87%	366
	20-49	33	10.86%	218	71.71%	53	17.43%	304
	50-99	0	0.00%	87	81.31%	20	18.69%	107
	<b>Total 總數</b>	<b>117</b>	<b>15.06%</b>	<b>485</b>	<b>62.42%</b>	<b>175</b>	<b>22.52%</b>	<b>777</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	692	17.02%	2704	66.52%	669	16.46%	4065
	20-49	643	18.71%	1777	51.72%	1016	29.57%	3436
	50-99	133	16.44%	313	38.69%	363	44.87%	809
	<b>Total 總數</b>	<b>1468</b>	<b>17.67%</b>	<b>4794</b>	<b>57.69%</b>	<b>2048</b>	<b>24.65%</b>	<b>8310</b>
Restaurants and Hotels 食肆及酒店	10-19	247	25.57%	588	60.87%	131	13.56%	966
	20-49	205	23.70%	326	37.69%	334	38.61%	865
	50-99	120	29.78%	163	40.45%	120	29.78%	403
	<b>Total 總數</b>	<b>572</b>	<b>25.60%</b>	<b>1077</b>	<b>48.21%</b>	<b>585</b>	<b>26.19%</b>	<b>2234</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	50	6.24%	567	70.79%	184	22.97%	801
	20-49	165	24.34%	460	67.85%	53	7.82%	678
	50-99	20	13.07%	113	73.86%	20	13.07%	153
	<b>Total 總數</b>	<b>235</b>	<b>14.40%</b>	<b>1140</b>	<b>69.85%</b>	<b>257</b>	<b>15.75%</b>	<b>1632</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	269	24.59%	538	49.18%	287	26.23%	1094
	20-49	134	13.41%	734	73.47%	131	13.11%	999
	50-99	20	5.63%	168	47.32%	167	47.04%	355
	<b>Total 總數</b>	<b>423</b>	<b>17.28%</b>	<b>1440</b>	<b>58.82%</b>	<b>585</b>	<b>23.90%</b>	<b>2448</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	134	14.41%	459	49.35%	337	36.24%	930
	20-49	220	21.63%	514	50.54%	283	27.83%	1017
	50-99	70	13.65%	164	31.97%	279	54.39%	513
	<b>Total 總數</b>	<b>424</b>	<b>17.24%</b>	<b>1137</b>	<b>46.22%</b>	<b>899</b>	<b>36.54%</b>	<b>2460</b>
All 整體	10-19	1625	18.33%	5530	62.38%	1710	19.29%	8865
	20-49	1467	19.18%	4309	56.35%	1871	24.47%	7647
	50-99	391	15.39%	1078	42.42%	1072	42.19%	2541
	<b>Total 總數</b>	<b>3483</b>	<b>18.28%</b>	<b>10917</b>	<b>57.30%</b>	<b>4653</b>	<b>24.42%</b>	<b>19053</b>

Table 9.22S : Preferred Session Time of Management Training for Supervisors  
by Principal Line of Business by Employment Size

表9.22S：督導人員適宜上課的時間

Principal Line of Business 主要業務	Employment Size 員工人數	During office hours 辦公時間內		After office hours 下班後		Combination of the above 兩者混合		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	149	20.14%	541	73.11%	50	6.76%	740
	20-49	66	19.02%	280	80.69%	1	0.29%	347
	50-99	28	13.93%	70	34.83%	103	51.24%	201
	<b>Total 總數</b>	<b>243</b>	<b>18.87%</b>	<b>891</b>	<b>69.18%</b>	<b>154</b>	<b>11.96%</b>	<b>1288</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	0	0.00%	2
	20-49	1	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>1</b>	<b>33.33%</b>	<b>2</b>	<b>66.67%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	84	22.95%	180	49.18%	102	27.87%	366
	20-49	33	10.86%	218	71.71%	53	17.43%	304
	50-99	0	0.00%	98	83.05%	20	16.95%	118
	<b>Total 總數</b>	<b>117</b>	<b>14.85%</b>	<b>496</b>	<b>62.94%</b>	<b>175</b>	<b>22.21%</b>	<b>788</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	742	17.19%	3005	69.62%	569	13.18%	4316
	20-49	676	19.11%	1928	54.51%	933	26.38%	3537
	50-99	133	16.24%	313	38.22%	373	45.54%	819
	<b>Total 總數</b>	<b>1551</b>	<b>17.89%</b>	<b>5246</b>	<b>60.49%</b>	<b>1875</b>	<b>21.62%</b>	<b>8672</b>
Restaurants and Hotels 食肆及酒店	10-19	296	24.38%	787	64.83%	131	10.79%	1214
	20-49	288	30.38%	326	34.39%	334	35.23%	948
	50-99	120	27.52%	236	54.13%	80	18.35%	436
	<b>Total 總數</b>	<b>704</b>	<b>27.10%</b>	<b>1349</b>	<b>51.92%</b>	<b>545</b>	<b>20.98%</b>	<b>2598</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	50	6.24%	567	70.79%	184	22.97%	801
	20-49	165	26.57%	370	59.58%	86	13.85%	621
	50-99	20	13.07%	123	80.39%	10	6.54%	153
	<b>Total 總數</b>	<b>235</b>	<b>14.92%</b>	<b>1060</b>	<b>67.30%</b>	<b>280</b>	<b>17.78%</b>	<b>1575</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	269	23.49%	589	51.44%	287	25.07%	1145
	20-49	168	17.39%	701	72.57%	97	10.04%	966
	50-99	20	6.43%	158	50.80%	133	42.77%	311
	<b>Total 總數</b>	<b>457</b>	<b>18.87%</b>	<b>1448</b>	<b>59.79%</b>	<b>517</b>	<b>21.35%</b>	<b>2422</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	184	20.72%	317	35.70%	387	43.58%	888
	20-49	187	21.57%	497	57.32%	183	21.11%	867
	50-99	60	18.52%	104	32.10%	160	49.38%	324
	<b>Total 總數</b>	<b>431</b>	<b>20.73%</b>	<b>918</b>	<b>44.16%</b>	<b>730</b>	<b>35.11%</b>	<b>2079</b>
All 整體	10-19	1774	18.73%	5988	63.22%	1710	18.05%	9472
	20-49	1584	20.87%	4320	56.91%	1687	22.22%	7591
	50-99	381	16.13%	1102	46.66%	879	37.21%	2362
	<b>Total 總數</b>	<b>3739</b>	<b>19.25%</b>	<b>11410</b>	<b>58.74%</b>	<b>4276</b>	<b>22.01%</b>	<b>19425</b>

Table 9.23M : Preferred Medium of Instruction of Management Training for Managers by Principal Line of Business by Employment Size

表9.23M：管理人員宜用的授課語言

Principal Line of Business 主要業務	Employment Size 員工人數	Cantonese 粵語		Putonghua 普通話		English 英語		Bi-lingual (Cantonese / English) 雙語 (粵語 / 英語)		Bi-lingual (Putonghua / English) 雙語 (普通話 / 英語)		Others 其他		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	343	53.51%	0	0.00%	49	7.64%	216	33.70%	33	5.15%	0	0.00%	641
	20-49	131	37.75%	0	0.00%	66	19.02%	149	42.94%	0	0.00%	1	0.29%	347
	50-99	88	43.78%	0	0.00%	0	0.00%	113	56.22%	0	0.00%	0	0.00%	201
	<b>Total 總數</b>	<b>562</b>	<b>47.27%</b>	<b>0</b>	<b>0.00%</b>	<b>115</b>	<b>9.67%</b>	<b>478</b>	<b>40.20%</b>	<b>33</b>	<b>2.78%</b>	<b>1</b>	<b>0.08%</b>	<b>1189</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	2	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2
	20-49	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>3</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	231	63.11%	0	0.00%	0	0.00%	135	36.89%	0	0.00%	0	0.00%	366
	20-49	261	85.86%	0	0.00%	33	10.86%	10	3.29%	0	0.00%	0	0.00%	304
	50-99	31	28.97%	0	0.00%	0	0.00%	76	71.03%	0	0.00%	0	0.00%	107
	<b>Total 總數</b>	<b>523</b>	<b>67.31%</b>	<b>0</b>	<b>0.00%</b>	<b>33</b>	<b>4.25%</b>	<b>221</b>	<b>28.44%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>777</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	1746	42.95%	0	0.00%	200	4.92%	1710	42.07%	250	6.15%	159	3.91%	4065
	20-49	1262	36.38%	99	2.85%	170	4.90%	1537	44.31%	318	9.17%	83	2.39%	3469
	50-99	295	36.46%	0	0.00%	0	0.00%	444	54.88%	50	6.18%	20	2.47%	809
	<b>Total 總數</b>	<b>3303</b>	<b>39.59%</b>	<b>99</b>	<b>1.19%</b>	<b>370</b>	<b>4.43%</b>	<b>3691</b>	<b>44.24%</b>	<b>618</b>	<b>7.41%</b>	<b>262</b>	<b>3.14%</b>	<b>8343</b>
Restaurants and Hotels 食肆及酒店	10-19	692	71.64%	0	0.00%	50	5.18%	214	22.15%	10	1.04%	0	0.00%	966
	20-49	700	80.92%	0	0.00%	0	0.00%	132	15.26%	33	3.82%	0	0.00%	865
	50-99	280	69.48%	0	0.00%	10	2.48%	113	28.04%	0	0.00%	0	0.00%	403
	<b>Total 總數</b>	<b>1672</b>	<b>74.84%</b>	<b>0</b>	<b>0.00%</b>	<b>60</b>	<b>2.69%</b>	<b>459</b>	<b>20.55%</b>	<b>43</b>	<b>1.92%</b>	<b>0</b>	<b>0.00%</b>	<b>2234</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	601	75.03%	0	0.00%	50	6.24%	100	12.48%	50	6.24%	0	0.00%	801
	20-49	283	41.74%	0	0.00%	44	6.49%	275	40.56%	0	0.00%	76	11.21%	678
	50-99	93	60.78%	0	0.00%	10	6.54%	40	26.14%	10	6.54%	0	0.00%	153
	<b>Total 總數</b>	<b>977</b>	<b>59.87%</b>	<b>0</b>	<b>0.00%</b>	<b>104</b>	<b>6.37%</b>	<b>415</b>	<b>25.43%</b>	<b>60</b>	<b>3.68%</b>	<b>76</b>	<b>4.66%</b>	<b>1632</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	387	35.37%	0	0.00%	100	9.14%	506	46.25%	51	4.66%	50	4.57%	1094
	20-49	247	24.72%	0	0.00%	179	17.92%	507	50.75%	33	3.30%	33	3.30%	999
	50-99	114	32.11%	0	0.00%	64	18.03%	138	38.87%	30	8.45%	9	2.54%	355
	<b>Total 總數</b>	<b>748</b>	<b>30.56%</b>	<b>0</b>	<b>0.00%</b>	<b>343</b>	<b>14.01%</b>	<b>1151</b>	<b>47.02%</b>	<b>114</b>	<b>4.66%</b>	<b>92</b>	<b>3.76%</b>	<b>2448</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	434	46.67%	0	0.00%	33	3.55%	453	48.71%	0	0.00%	10	1.08%	930
	20-49	546	53.69%	0	0.00%	43	4.23%	302	29.70%	10	0.98%	116	11.41%	1017
	50-99	200	38.99%	0	0.00%	0	0.00%	263	51.27%	10	1.95%	40	7.80%	513
	<b>Total 總數</b>	<b>1180</b>	<b>47.97%</b>	<b>0</b>	<b>0.00%</b>	<b>76</b>	<b>3.09%</b>	<b>1018</b>	<b>41.38%</b>	<b>20</b>	<b>0.81%</b>	<b>166</b>	<b>6.75%</b>	<b>2460</b>
All 整體	10-19	4436	50.04%	0	0.00%	482	5.44%	3334	37.61%	394	4.44%	219	2.47%	8865
	20-49	3431	44.67%	99	1.29%	535	6.97%	2912	37.92%	394	5.13%	309	4.02%	7680
	50-99	1101	43.33%	0	0.00%	84	3.31%	1187	46.71%	100	3.94%	69	2.72%	2541
	<b>Total 總數</b>	<b>8968</b>	<b>46.99%</b>	<b>99</b>	<b>0.52%</b>	<b>1101</b>	<b>5.77%</b>	<b>7433</b>	<b>38.94%</b>	<b>888</b>	<b>4.65%</b>	<b>597</b>	<b>3.13%</b>	<b>19086</b>

Table 9.23S : Preferred Medium of Instruction of Management Training for Supervisors by Principal Line of Business by Employment Size

表9.23S : 督導人員宜用的授課語言

Principal Line of Business 主要業務	Employment Size 員工人數	Cantonese 粵語		Putonghua 普通話		English 英語		Bi-lingual (Cantonese / English) 雙語 (粵語 / 英語)		Bi-lingual (Putonghua / English) 雙語 (普通話 / 英語)		Others 其他		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	475	64.19%	0	0.00%	49	6.62%	183	24.73%	33	4.46%	0	0.00%	740
	20-49	131	37.75%	0	0.00%	66	19.02%	149	42.94%	0	0.00%	1	0.29%	347
	50-99	88	43.78%	0	0.00%	0	0.00%	113	56.22%	0	0.00%	0	0.00%	201
	<b>Total 總數</b>	<b>694</b>	<b>53.88%</b>	<b>0</b>	<b>0.00%</b>	<b>115</b>	<b>8.93%</b>	<b>445</b>	<b>34.55%</b>	<b>33</b>	<b>2.56%</b>	<b>1</b>	<b>0.08%</b>	<b>1288</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	2	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2
	20-49	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>3</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	282	77.05%	0	0.00%	0	0.00%	84	22.95%	0	0.00%	0	0.00%	366
	20-49	294	96.71%	0	0.00%	0	0.00%	10	3.29%	0	0.00%	0	0.00%	304
	50-99	42	35.59%	0	0.00%	0	0.00%	76	64.41%	0	0.00%	0	0.00%	118
	<b>Total 總數</b>	<b>618</b>	<b>78.43%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>170</b>	<b>21.57%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>788</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2096	48.56%	0	0.00%	50	1.16%	1761	40.80%	250	5.79%	159	3.68%	4316
	20-49	1462	40.95%	99	2.77%	170	4.76%	1404	39.33%	352	9.86%	83	2.32%	3570
	50-99	335	40.90%	10	1.22%	0	0.00%	414	50.55%	40	4.88%	20	2.44%	819
	<b>Total 總數</b>	<b>3893</b>	<b>44.72%</b>	<b>109</b>	<b>1.25%</b>	<b>220</b>	<b>2.53%</b>	<b>3579</b>	<b>41.11%</b>	<b>642</b>	<b>7.38%</b>	<b>262</b>	<b>3.01%</b>	<b>8705</b>
Restaurants and Hotels 食肆及酒店	10-19	940	77.43%	0	0.00%	50	4.12%	214	17.63%	10	0.82%	0	0.00%	1214
	20-49	783	82.59%	0	0.00%	0	0.00%	132	13.92%	33	3.48%	0	0.00%	948
	50-99	363	83.26%	0	0.00%	10	2.29%	63	14.45%	0	0.00%	0	0.00%	436
	<b>Total 總數</b>	<b>2086</b>	<b>80.29%</b>	<b>0</b>	<b>0.00%</b>	<b>60</b>	<b>2.31%</b>	<b>409</b>	<b>15.74%</b>	<b>43</b>	<b>1.66%</b>	<b>0</b>	<b>0.00%</b>	<b>2598</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	601	75.03%	0	0.00%	50	6.24%	50	6.24%	100	12.48%	0	0.00%	801
	20-49	226	36.39%	0	0.00%	44	7.09%	275	44.28%	0	0.00%	76	12.24%	621
	50-99	93	60.78%	0	0.00%	10	6.54%	40	26.14%	10	6.54%	0	0.00%	153
	<b>Total 總數</b>	<b>920</b>	<b>58.41%</b>	<b>0</b>	<b>0.00%</b>	<b>104</b>	<b>6.60%</b>	<b>365</b>	<b>23.17%</b>	<b>110</b>	<b>6.98%</b>	<b>76</b>	<b>4.83%</b>	<b>1575</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	387	33.80%	0	0.00%	100	8.73%	506	44.19%	51	4.45%	101	8.82%	1145
	20-49	281	29.09%	0	0.00%	145	15.01%	507	52.48%	33	3.42%	0	0.00%	966
	50-99	114	36.66%	0	0.00%	30	9.65%	138	44.37%	20	6.43%	9	2.89%	311
	<b>Total 總數</b>	<b>782</b>	<b>32.29%</b>	<b>0</b>	<b>0.00%</b>	<b>275</b>	<b>11.35%</b>	<b>1151</b>	<b>47.52%</b>	<b>104</b>	<b>4.29%</b>	<b>110</b>	<b>4.54%</b>	<b>2422</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	385	43.36%	0	0.00%	0	0.00%	503	56.64%	0	0.00%	0	0.00%	888
	20-49	530	61.13%	0	0.00%	43	4.96%	234	26.99%	10	1.15%	50	5.77%	867
	50-99	130	40.12%	0	0.00%	0	0.00%	164	50.62%	10	3.09%	20	6.17%	324
	<b>Total 總數</b>	<b>1045</b>	<b>50.26%</b>	<b>0</b>	<b>0.00%</b>	<b>43</b>	<b>2.07%</b>	<b>901</b>	<b>43.34%</b>	<b>20</b>	<b>0.96%</b>	<b>70</b>	<b>3.37%</b>	<b>2079</b>
All 整體	10-19	5168	54.56%	0	0.00%	299	3.16%	3301	34.85%	444	4.69%	260	2.74%	9472
	20-49	3708	48.64%	99	1.30%	468	6.14%	2711	35.56%	428	5.61%	210	2.75%	7624
	50-99	1165	49.32%	10	0.42%	50	2.12%	1008	42.68%	80	3.39%	49	2.07%	2362
	<b>Total 總數</b>	<b>10041</b>	<b>51.60%</b>	<b>109</b>	<b>0.56%</b>	<b>817</b>	<b>4.20%</b>	<b>7020</b>	<b>36.08%</b>	<b>952</b>	<b>4.89%</b>	<b>519</b>	<b>2.67%</b>	<b>19458</b>

Table 9.24M : Average Weighted Scores of Likelihood of Learning Approaches to Be Adopted for Managers in the Next Three Years by Principal Line of Business by Employment Size

表9.24 M：管理人員在未來三年採用各種管理學習方式的可能性

Principal Line of Business 主要業務	Employment Size 員工人數	No. of Firms 回覆機構 數目	Reading management material 閱讀管理資料	Traditional classroom lectures 傳統的課堂 講授	Small group training 小組培訓	Self-learning using company learning resources centre 利用機構內設 學習資源中心 進行自修	Action learning through work-related projects 透過完成與 工作有關項目 研究的行動 學習法	Distance-learning 遙距學習	Computer-based / Web-based learning/ E-learning 利用電腦/ 上網/ 電子方式學習	Individual tutored learning 個別導修	Mentoring / coaching 由管理人員 從旁指導， 學習管理技巧	Others 其他
Manufacturing 製造	10-19	691	2.96	2.91	2.75	1.86	3.06	2.58	3.32	3.52	4.11	NA
	20-49	357	2.95	2.39	2.20	1.65	2.77	1.93	3.37	2.38	3.22	NA
	50-99	201	2.51	2.55	2.70	1.99	2.79	1.74	2.28	3.21	3.23	NA
	<b>Total 總數</b>	<b>1,249</b>	<b>2.88</b>	<b>2.71</b>	<b>2.59</b>	<b>1.82</b>	<b>2.93</b>	<b>2.26</b>	<b>3.17</b>	<b>3.14</b>	<b>3.72</b>	<b>NA</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	1	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	3.00	NA
	20-49	1	1.00	1.00	6.00	1.00	1.00	1.00	1.00	1.00	1.00	NA
	<b>Total 總數</b>	<b>2</b>	<b>1.00</b>	<b>1.00</b>	<b>3.50</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>NA</b>
Construction 建造	10-19	417	3.31	2.82	2.66	1.48	4.12	2.57	2.90	2.78	4.08	NA
	20-49	304	3.24	3.31	3.18	2.26	3.61	2.21	2.49	3.03	4.32	NA
	50-99	107	3.60	2.27	2.21	1.91	2.61	1.50	2.28	2.08	2.31	6.00
	<b>Total 總數</b>	<b>828</b>	<b>3.32</b>	<b>2.93</b>	<b>2.79</b>	<b>1.82</b>	<b>3.74</b>	<b>2.30</b>	<b>2.67</b>	<b>2.78</b>	<b>3.94</b>	<b>6.00</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	3,956	2.77	3.07	3.15	1.90	2.98	2.38	2.53	2.72	3.98	NA
	20-49	3,536	3.17	3.19	3.23	1.83	3.31	2.53	2.96	2.93	3.94	NA
	50-99	809	3.36	3.41	3.73	2.61	3.54	2.79	3.33	3.19	4.23	NA
	<b>Total 總數</b>	<b>8,301</b>	<b>3.00</b>	<b>3.15</b>	<b>3.24</b>	<b>1.94</b>	<b>3.18</b>	<b>2.48</b>	<b>2.79</b>	<b>2.85</b>	<b>3.99</b>	<b>NA</b>
Restaurants and Hotels 食肆及酒店	10-19	1,049	3.19	2.65	3.28	2.07	3.07	1.96	2.29	3.12	4.75	NA
	20-49	865	2.66	2.27	3.56	2.21	2.95	1.55	1.85	2.77	4.54	NA
	50-99	403	3.68	3.21	3.70	2.49	3.40	2.27	2.61	3.83	4.89	NA
	<b>Total 總數</b>	<b>2,317</b>	<b>3.08</b>	<b>2.61</b>	<b>3.46</b>	<b>2.19</b>	<b>3.08</b>	<b>1.86</b>	<b>2.18</b>	<b>3.12</b>	<b>4.69</b>	<b>NA</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	701	2.59	2.50	2.67	1.81	2.83	1.81	2.62	2.33	3.95	NA
	20-49	578	3.42	4.06	3.28	2.31	4.13	2.29	3.17	3.07	4.40	NA
	50-99	153	3.67	3.45	3.71	2.13	4.37	2.33	2.59	3.84	4.89	NA
	<b>Total 總數</b>	<b>1,432</b>	<b>3.04</b>	<b>3.23</b>	<b>3.02</b>	<b>2.05</b>	<b>3.52</b>	<b>2.06</b>	<b>2.84</b>	<b>2.79</b>	<b>4.23</b>	<b>NA</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	1,279	3.45	3.25	3.21	2.76	3.17	2.50	3.05	2.94	3.63	NA
	20-49	966	3.91	2.93	3.10	2.11	2.96	3.07	3.66	2.74	4.13	NA
	50-99	345	3.91	4.14	3.48	2.97	4.29	3.35	4.21	3.53	4.20	NA
	<b>Total 總數</b>	<b>2,590</b>	<b>3.68</b>	<b>3.25</b>	<b>3.21</b>	<b>2.55</b>	<b>3.24</b>	<b>2.83</b>	<b>3.43</b>	<b>2.94</b>	<b>3.90</b>	<b>NA</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	754	3.15	2.96	2.96	2.42	3.27	2.68	3.00	2.98	3.01	NA
	20-49	817	2.94	3.54	3.37	2.40	2.82	2.04	2.69	2.97	3.91	NA
	50-99	333	3.55	3.83	3.79	2.45	3.37	2.41	3.05	2.80	3.73	NA
	<b>Total 總數</b>	<b>1,904</b>	<b>3.13</b>	<b>3.37</b>	<b>3.28</b>	<b>2.42</b>	<b>3.09</b>	<b>2.36</b>	<b>2.88</b>	<b>2.94</b>	<b>3.52</b>	<b>NA</b>
All 整體	10-19	8,848	2.97	2.97	3.07	2.06	3.09	2.35	2.70	2.85	3.95	NA
	20-49	7,424	3.19	3.12	3.22	2.02	3.22	2.37	2.91	2.88	4.05	NA
	50-99	2,351	3.48	3.42	3.54	2.50	3.55	2.55	3.11	3.29	4.14	6.00
	<b>Total 總數</b>	<b>18,623</b>	<b>3.13</b>	<b>3.08</b>	<b>3.19</b>	<b>2.10</b>	<b>3.20</b>	<b>2.38</b>	<b>2.84</b>	<b>2.92</b>	<b>4.01</b>	<b>6.00</b>



Table 9.24S : Average Weighted Scores of Likelihood of Learning Approaches to Be Adopted for Supervisors in the Next Three Years by Principal Line of Business by Employment Size

表9.24S：督導人員在未來三年採用各種管理學習方式的可能性

Principal Line of Business 主要業務	Employment Size 員工人數	No. of Firms 回覆機構 數目	Reading management material 閱讀管理資料	Traditional classroom lectures 傳統的課堂 講授	Small group training 小組培訓	Self-learning using company learning resources centre 利用機構內設 學習資源中心 進行自修	Action learning through work-related projects 透過完成與 工作有關項目 研究的行動 學習法	Distance-learning 遙距學習	Computer-based / Web-based learning / E-learning 利用電腦/ 上網/ 電子方式學習	Individual tutored learning 個別導修	Mentoring / coaching 由管理人員 從旁指導， 學習管理技巧	Others 其他
Manufacturing 製造	10-19	691	2.89	2.84	2.75	1.90	3.01	2.58	3.32	3.37	4.07	NA
	20-49	357	2.95	2.39	2.20	1.65	2.68	1.93	3.28	2.38	3.41	NA
	50-99	201	2.51	2.55	2.70	1.99	2.79	1.74	2.28	3.21	3.23	NA
	<b>Total 總數</b>	<b>1249</b>	<b>2.84</b>	<b>2.67</b>	<b>2.59</b>	<b>1.85</b>	<b>2.88</b>	<b>2.26</b>	<b>3.14</b>	<b>3.06</b>	<b>3.74</b>	<b>NA</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	1	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	4.00	NA
	20-49	1	1.00	1.00	6.00	1.00	1.00	1.00	1.00	1.00	1.00	NA
	<b>Total 總數</b>	<b>2</b>	<b>1.00</b>	<b>1.00</b>	<b>3.50</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.50</b>	<b>NA</b>
Construction 建造	10-19	417	2.86	3.43	2.90	1.48	4.12	2.17	2.45	3.27	4.16	NA
	20-49	304	3.24	3.31	3.18	2.26	3.61	2.21	2.49	3.03	4.53	NA
	50-99	107	3.50	2.27	2.58	1.91	2.61	1.50	2.28	2.46	2.78	6.00
	<b>Total 總數</b>	<b>828</b>	<b>3.08</b>	<b>3.23</b>	<b>2.96</b>	<b>1.82</b>	<b>3.74</b>	<b>2.10</b>	<b>2.44</b>	<b>3.08</b>	<b>4.12</b>	<b>6.00</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	3956	2.76	3.08	3.21	1.93	2.96	2.36	2.50	2.70	4.09	NA
	20-49	3536	3.11	3.14	3.36	1.84	3.33	2.45	2.88	2.91	4.04	NA
	50-99	809	3.36	3.47	3.88	2.73	3.61	2.71	3.32	3.28	4.47	NA
	<b>Total 總數</b>	<b>8301</b>	<b>2.96</b>	<b>3.14</b>	<b>3.34</b>	<b>1.97</b>	<b>3.18</b>	<b>2.43</b>	<b>2.74</b>	<b>2.84</b>	<b>4.11</b>	<b>NA</b>
Restaurants and Hotels 食肆及酒店	10-19	1049	3.05	2.65	3.28	2.07	3.16	1.96	2.20	3.12	4.70	NA
	20-49	865	2.66	2.27	3.56	2.21	2.95	1.55	1.82	2.77	4.65	NA
	50-99	403	3.66	3.33	3.70	2.46	3.69	2.27	2.59	3.86	4.75	NA
	<b>Total 總數</b>	<b>2317</b>	<b>3.01</b>	<b>2.63</b>	<b>3.46</b>	<b>2.19</b>	<b>3.18</b>	<b>1.86</b>	<b>2.12</b>	<b>3.12</b>	<b>4.69</b>	<b>NA</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	701	2.59	2.50	2.62	1.81	2.83	1.81	2.62	2.33	4.02	NA
	20-49	578	3.42	4.06	3.28	2.31	4.13	2.29	3.17	3.07	4.40	NA
	50-99	153	3.54	3.52	3.71	2.13	4.30	2.33	2.59	3.84	4.89	NA
	<b>Total 總數</b>	<b>1432</b>	<b>3.03</b>	<b>3.24</b>	<b>3.00</b>	<b>2.05</b>	<b>3.51</b>	<b>2.06</b>	<b>2.84</b>	<b>2.79</b>	<b>4.27</b>	<b>NA</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	1279	3.47	3.28	3.24	2.76	3.20	2.53	3.08	2.92	3.61	NA
	20-49	966	3.77	2.97	3.10	2.11	2.92	2.86	3.66	2.84	4.14	NA
	50-99	345	3.91	3.97	3.31	3.00	4.23	3.35	4.16	3.42	4.17	NA
	<b>Total 總數</b>	<b>2590</b>	<b>3.64</b>	<b>3.25</b>	<b>3.20</b>	<b>2.55</b>	<b>3.23</b>	<b>2.76</b>	<b>3.44</b>	<b>2.96</b>	<b>3.88</b>	<b>NA</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	754	3.21	2.95	2.96	2.42	3.30	2.68	2.99	2.91	3.06	NA
	20-49	817	2.92	3.55	3.39	2.38	2.78	2.07	2.66	2.97	3.91	NA
	50-99	333	3.31	3.56	3.64	2.65	3.23	2.14	2.90	2.71	3.73	NA
	<b>Total 總數</b>	<b>1904</b>	<b>3.11</b>	<b>3.31</b>	<b>3.26</b>	<b>2.44</b>	<b>3.06</b>	<b>2.32</b>	<b>2.83</b>	<b>2.90</b>	<b>3.54</b>	<b>NA</b>
All 整體	10-19	8848	2.94	3.00	3.11	2.08	3.09	2.33	2.66	2.85	4.00	NA
	20-49	7424	3.14	3.10	3.28	2.02	3.22	2.31	2.86	2.88	4.13	NA
	50-99	2351	3.43	3.40	3.56	2.57	3.59	2.48	3.07	3.31	4.21	6.00
	<b>Total 總數</b>	<b>18623</b>	<b>3.08</b>	<b>3.09</b>	<b>3.23</b>	<b>2.12</b>	<b>3.21</b>	<b>2.34</b>	<b>2.79</b>	<b>2.92</b>	<b>4.08</b>	<b>6.00</b>

**Table 9.25 : Average Number of Training Days Provided to Managers/Supervisors in the Last Twelve Months  
by Principal Line of Business by Employment Size**

**表9.25：過去十二月管理及督導人員接受培訓的平均日數**

Principal Line of Business 主要業務	Employment Size 員工人數	None 完全沒有		Less than 0.5 day 少於半天		0.5 day - 1 day 半天至一天		More than 1 day - 3 days 超過一天至三天		More than 3 days 三天以上		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	442	55.95%	0	0.00%	50	6.33%	149	18.86%	149	18.86%	790
	20-49	193	54.06%	33	9.24%	65	18.21%	66	18.49%	0	0.00%	357
	50-99	103	51.24%	0	0.00%	30	14.93%	49	24.38%	19	9.45%	201
	<b>Total 總數</b>	<b>738</b>	<b>54.75%</b>	<b>33</b>	<b>2.45%</b>	<b>145</b>	<b>10.76%</b>	<b>264</b>	<b>19.58%</b>	<b>168</b>	<b>12.46%</b>	<b>1348</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	3	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3
	20-49	0		0	0.00%	0	0.00%	1	100.00%	0	0.00%	1
	<b>Total 總數</b>	<b>3</b>	<b>75.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>25.00%</b>	<b>0</b>	<b>0.00%</b>	<b>4</b>
Construction 建造	10-19	136	32.61%	11	2.64%	84	20.14%	135	32.37%	51	12.23%	417
	20-49	53	17.43%	76	25.00%	33	10.86%	132	43.42%	10	3.29%	304
	50-99	10	8.47%	33	27.97%	54	45.76%	21	17.80%	0	0.00%	118
	<b>Total 總數</b>	<b>199</b>	<b>23.72%</b>	<b>120</b>	<b>14.30%</b>	<b>171</b>	<b>20.38%</b>	<b>288</b>	<b>34.33%</b>	<b>61</b>	<b>7.27%</b>	<b>839</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2289	51.45%	250	5.62%	734	16.50%	817	18.36%	359	8.07%	4449
	20-49	1420	38.34%	253	6.83%	553	14.93%	785	21.19%	693	18.71%	3704
	50-99	143	17.46%	43	5.25%	73	8.91%	316	38.58%	244	29.79%	819
	<b>Total 總數</b>	<b>3852</b>	<b>42.93%</b>	<b>546</b>	<b>6.09%</b>	<b>1360</b>	<b>15.16%</b>	<b>1918</b>	<b>21.38%</b>	<b>1296</b>	<b>14.44%</b>	<b>8972</b>
Restaurants and Hotels 食肆及酒店	10-19	802	60.30%	132	9.92%	99	7.44%	231	17.37%	66	4.96%	1330
	20-49	429	45.25%	82	8.65%	116	12.24%	66	6.96%	255	26.90%	948
	50-99	113	25.92%	20	4.59%	70	16.06%	50	11.47%	183	41.97%	436
	<b>Total 總數</b>	<b>1344</b>	<b>49.52%</b>	<b>234</b>	<b>8.62%</b>	<b>285</b>	<b>10.50%</b>	<b>347</b>	<b>12.79%</b>	<b>504</b>	<b>18.57%</b>	<b>2714</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	768	76.72%	100	9.99%	50	5.00%	0	0.00%	83	8.29%	1001
	20-49	243	33.70%	10	1.39%	0	0.00%	66	9.15%	402	55.76%	721
	50-99	30	19.61%	10	6.54%	10	6.54%	53	34.64%	50	32.68%	153
	<b>Total 總數</b>	<b>1041</b>	<b>55.52%</b>	<b>120</b>	<b>6.40%</b>	<b>60</b>	<b>3.20%</b>	<b>119</b>	<b>6.35%</b>	<b>535</b>	<b>28.53%</b>	<b>1875</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	555	41.73%	134	10.08%	84	6.32%	151	11.35%	406	30.53%	1330
	20-49	384	38.44%	33	3.30%	154	15.42%	199	19.92%	229	22.92%	999
	50-99	64	15.13%	10	2.36%	94	22.22%	84	19.86%	171	40.43%	423
	<b>Total 總數</b>	<b>1003</b>	<b>36.45%</b>	<b>177</b>	<b>6.43%</b>	<b>332</b>	<b>12.06%</b>	<b>434</b>	<b>15.77%</b>	<b>806</b>	<b>29.29%</b>	<b>2752</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	350	31.42%	0	0.00%	50	4.49%	110	9.87%	604	54.22%	1114
	20-49	202	18.93%	183	17.15%	33	3.09%	344	32.24%	305	28.58%	1067
	50-99	49	9.21%	40	7.52%	100	18.80%	174	32.71%	169	31.77%	532
	<b>Total 總數</b>	<b>601</b>	<b>22.15%</b>	<b>223</b>	<b>8.22%</b>	<b>183</b>	<b>6.75%</b>	<b>628</b>	<b>23.15%</b>	<b>1078</b>	<b>39.73%</b>	<b>2713</b>
All 整體	10-19	5345	51.23%	627	6.01%	1151	11.03%	1593	15.27%	1718	16.47%	10434
	20-49	2924	36.09%	670	8.27%	954	11.78%	1659	20.48%	1894	23.38%	8101
	50-99	512	19.09%	156	5.82%	431	16.07%	747	27.85%	836	31.17%	2682
	<b>Total 總數</b>	<b>8781</b>	<b>41.39%</b>	<b>1453</b>	<b>6.85%</b>	<b>2536</b>	<b>11.95%</b>	<b>3999</b>	<b>18.85%</b>	<b>4448</b>	<b>20.96%</b>	<b>21217</b>

**Table 9.26M : Assistance/Support the HKSAR Government and Related Organisations Should Provide in Promoting Management Training to Managers by Principal Line of Business by Employment Size**

**表9.26M：政府或有關組織應提供予管理人員的管理培訓協助／支援**

Principal Line of Business 主要業務	Employment Size 員工人數	Provide funding to companies 提供資助金予機構		Offer free / subsidised training courses 提供免費／資助的培訓課程		Provide training advice 給予培訓意見		Others 其他		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	359	51.95%	415	60.06%	50	7.24%	0	0.00%	691
	20-49	215	60.22%	292	81.79%	84	23.53%	0	0.00%	357
	50-99	171	85.07%	162	80.60%	10	4.98%	0	0.00%	201
	<b>Total 總數</b>	<b>745</b>	<b>59.65%</b>	<b>869</b>	<b>69.58%</b>	<b>144</b>	<b>11.53%</b>	<b>0</b>	<b>0.00%</b>	<b>1249</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	0	0.00%	0	0.00%	2
	20-49	0	0.00%	1	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	77	18.47%	333	79.86%	118	28.30%	0	0.00%	417
	20-49	129	42.43%	218	71.71%	66	21.71%	0	0.00%	304
	50-99	53	49.53%	74	69.16%	33	30.84%	0	0.00%	107
	<b>Total 總數</b>	<b>259</b>	<b>31.28%</b>	<b>625</b>	<b>75.48%</b>	<b>217</b>	<b>26.21%</b>	<b>0</b>	<b>0.00%</b>	<b>828</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2589	63.96%	2554	63.09%	267	6.60%	50	1.24%	4048
	20-49	1858	52.06%	2521	70.64%	496	13.90%	0	0.00%	3569
	50-99	550	67.99%	675	83.44%	126	15.57%	0	0.00%	809
	<b>Total 總數</b>	<b>4997</b>	<b>59.30%</b>	<b>5750</b>	<b>68.24%</b>	<b>889</b>	<b>10.55%</b>	<b>50</b>	<b>0.59%</b>	<b>8426</b>
Restaurants and Hotels 食肆及酒店	10-19	348	33.17%	768	73.21%	148	14.11%	0	0.00%	1049
	20-49	219	25.32%	706	81.62%	169	19.54%	76	8.79%	865
	50-99	200	49.63%	333	82.63%	30	7.44%	43	10.67%	403
	<b>Total 總數</b>	<b>767</b>	<b>33.10%</b>	<b>1807</b>	<b>77.99%</b>	<b>347</b>	<b>14.98%</b>	<b>119</b>	<b>5.14%</b>	<b>2317</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	435	51.12%	617	72.50%	117	13.75%	0	0.00%	851
	20-49	474	69.91%	320	47.20%	93	13.72%	0	0.00%	678
	50-99	103	72.03%	123	86.01%	20	13.99%	10	6.99%	143
	<b>Total 總數</b>	<b>1012</b>	<b>60.53%</b>	<b>1060</b>	<b>63.40%</b>	<b>230</b>	<b>13.76%</b>	<b>10</b>	<b>0.60%</b>	<b>1672</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	454	37.99%	943	78.91%	185	15.48%	0	0.00%	1195
	20-49	695	69.57%	682	68.27%	139	13.91%	33	3.30%	999
	50-99	255	60.28%	316	74.70%	88	20.80%	0	0.00%	423
	<b>Total 總數</b>	<b>1404</b>	<b>53.65%</b>	<b>1941</b>	<b>74.17%</b>	<b>412</b>	<b>15.74%</b>	<b>33</b>	<b>1.26%</b>	<b>2617</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	569	61.18%	696	74.84%	320	34.41%	0	0.00%	930
	20-49	648	63.72%	894	87.91%	193	18.98%	0	0.00%	1017
	50-99	299	58.28%	463	90.25%	129	25.15%	10	1.95%	513
	<b>Total 總數</b>	<b>1516</b>	<b>61.63%</b>	<b>2053</b>	<b>83.46%</b>	<b>642</b>	<b>26.10%</b>	<b>10</b>	<b>0.41%</b>	<b>2460</b>
All 整體	10-19	4831	52.61%	6328	68.91%	1205	13.12%	50	0.54%	9183
	20-49	4238	54.40%	5634	72.32%	1240	15.92%	109	1.40%	7790
	50-99	1631	62.75%	2146	82.57%	436	16.78%	63	2.42%	2599
	<b>Total 總數</b>	<b>10700</b>	<b>54.67%</b>	<b>14108</b>	<b>72.08%</b>	<b>2881</b>	<b>14.72%</b>	<b>222</b>	<b>1.13%</b>	<b>19572</b>

**Table 9.26S : Assistance/Support the HKSAR Government and Related Organisations Should Provide in Promoting Management Training to Supervisors by Principal Line of Business by Employment Size**

**表9.26S : 政府或有關組織應提供予督導人員的管理培訓協助/支援**

Principal Line of Business 主要業務	Employment Size 員工人數	Provide funding to companies 提供資助金予機構		Offer free / subsidised training courses 提供免費/資助的培訓課程		Provide training advice 給予培訓意見		Others 其他		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
		Manufacturing 製造	10-19	458	57.97%	465	58.86%	100	12.66%	
	20-49	215	60.22%	292	81.79%	84	23.53%	0	0.00%	357
	50-99	171	85.07%	162	80.60%	10	4.98%	0	0.00%	201
	<b>Total 總數</b>	<b>844</b>	<b>62.61%</b>	<b>919</b>	<b>68.18%</b>	<b>194</b>	<b>14.39%</b>	<b>0</b>	<b>0.00%</b>	<b>1348</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	2	100.00%	0	0.00%	0	0.00%	2
	20-49	0	0.00%	1	100.00%	0	0.00%	0	0.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>
Construction 建造	10-19	77	18.47%	333	79.86%	118	28.30%	0	0.00%	417
	20-49	129	42.43%	218	71.71%	66	21.71%	0	0.00%	304
	50-99	53	44.92%	85	72.03%	33	27.97%	0	0.00%	118
	<b>Total 總數</b>	<b>259</b>	<b>30.87%</b>	<b>636</b>	<b>75.80%</b>	<b>217</b>	<b>25.86%</b>	<b>0</b>	<b>0.00%</b>	<b>839</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	2739	63.71%	2755	64.08%	317	7.37%	50	1.16%	4299
	20-49	1908	51.51%	2623	70.82%	512	13.82%	0	0.00%	3704
	50-99	560	68.38%	695	84.86%	136	16.61%	0	0.00%	819
	<b>Total 總數</b>	<b>5207</b>	<b>59.02%</b>	<b>6073</b>	<b>68.84%</b>	<b>965</b>	<b>10.94%</b>	<b>50</b>	<b>0.57%</b>	<b>8822</b>
Restaurants and Hotels 食肆及酒店	10-19	497	37.37%	949	71.35%	197	14.81%	0	0.00%	1330
	20-49	219	23.10%	789	83.23%	169	17.83%	76	8.02%	948
	50-99	150	34.40%	366	83.94%	30	6.88%	43	9.86%	436
	<b>Total 總數</b>	<b>866</b>	<b>31.91%</b>	<b>2104</b>	<b>77.52%</b>	<b>396</b>	<b>14.59%</b>	<b>119</b>	<b>4.38%</b>	<b>2714</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	485	56.99%	567	66.63%	117	13.75%	0	0.00%	851
	20-49	457	73.59%	313	50.40%	126	20.29%	0	0.00%	621
	50-99	113	79.02%	113	79.02%	10	6.99%	10	6.99%	143
	<b>Total 總數</b>	<b>1055</b>	<b>65.33%</b>	<b>993</b>	<b>61.49%</b>	<b>253</b>	<b>15.67%</b>	<b>10</b>	<b>0.62%</b>	<b>1615</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	505	40.53%	943	75.68%	185	14.85%	0	0.00%	1246
	20-49	662	68.53%	649	67.18%	139	14.39%	33	3.42%	966
	50-99	235	62.01%	316	83.38%	54	14.25%	0	0.00%	379
	<b>Total 總數</b>	<b>1402</b>	<b>54.11%</b>	<b>1908</b>	<b>73.64%</b>	<b>378</b>	<b>14.59%</b>	<b>33</b>	<b>1.27%</b>	<b>2591</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	543	57.89%	704	75.05%	327	34.86%	0	0.00%	938
	20-49	481	55.48%	777	89.62%	176	20.30%	0	0.00%	867
	50-99	190	56.89%	314	94.01%	60	17.96%	10	2.99%	334
	<b>Total 總數</b>	<b>1214</b>	<b>56.76%</b>	<b>1795</b>	<b>83.92%</b>	<b>563</b>	<b>26.32%</b>	<b>10</b>	<b>0.47%</b>	<b>2139</b>
All 整體	10-19	5304	53.72%	6718	68.04%	1361	13.79%	50	0.51%	9873
	20-49	4071	52.41%	5662	72.89%	1272	16.37%	109	1.40%	7768
	50-99	1472	60.58%	2051	84.40%	333	13.70%	63	2.59%	2430
	<b>Total 總數</b>	<b>10847</b>	<b>54.04%</b>	<b>14431</b>	<b>71.90%</b>	<b>2966</b>	<b>14.78%</b>	<b>222</b>	<b>1.11%</b>	<b>20071</b>

Table 9.27 - Previous Application for the SME Training Fund by Principal Line of Business by Employment Size

表9.27 - 機構曾否申請「中小企業培訓基金」

Principal Line of Business 主要業務	Employment Size 員工人數	Yes 有		No 沒有		Never heard of 不知道有此資助計劃		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	33	4.18%	526	66.58%	231	29.24%	790
	20-49	0	0.00%	231	64.71%	126	35.29%	357
	50-99	10	4.98%	98	48.76%	93	46.27%	201
	<b>Total 總數</b>	<b>43</b>	<b>3.19%</b>	<b>855</b>	<b>63.43%</b>	<b>450</b>	<b>33.38%</b>	<b>1348</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	1	33.33%	2	66.67%	0	0.00%	3
	20-49	0	0.00%	1	100.00%	0	0.00%	1
	<b>Total 總數</b>	<b>1</b>	<b>25.00%</b>	<b>3</b>	<b>75.00%</b>	<b>0</b>	<b>0.00%</b>	<b>4</b>
Construction 建造	10-19	0	0.00%	231	55.40%	186	44.60%	417
	20-49	96	31.58%	109	35.86%	99	32.57%	304
	50-99	33	27.97%	85	72.03%	0	0.00%	118
	<b>Total 總數</b>	<b>129</b>	<b>15.38%</b>	<b>425</b>	<b>50.66%</b>	<b>285</b>	<b>33.97%</b>	<b>839</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	433	9.73%	2931	65.88%	1085	24.39%	4449
	20-49	494	13.34%	2150	58.05%	1060	28.62%	3704
	50-99	79	9.65%	616	75.21%	124	15.14%	819
	<b>Total 總數</b>	<b>1006</b>	<b>11.21%</b>	<b>5697</b>	<b>63.50%</b>	<b>2269</b>	<b>25.29%</b>	<b>8972</b>
Restaurants and Hotels 食肆及酒店	10-19	0	0.00%	918	69.02%	412	30.98%	1330
	20-49	43	4.54%	686	72.36%	219	23.10%	948
	50-99	83	19.04%	250	57.34%	103	23.62%	436
	<b>Total 總數</b>	<b>126</b>	<b>4.64%</b>	<b>1854</b>	<b>68.31%</b>	<b>734</b>	<b>27.04%</b>	<b>2714</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	166	16.58%	734	73.33%	101	10.09%	1001
	20-49	169	23.44%	502	69.63%	50	6.93%	721
	50-99	0	0.00%	133	86.93%	20	13.07%	153
	<b>Total 總數</b>	<b>335</b>	<b>17.87%</b>	<b>1369</b>	<b>73.01%</b>	<b>171</b>	<b>9.12%</b>	<b>1875</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	153	11.50%	758	56.99%	419	31.50%	1330
	20-49	100	10.01%	713	71.37%	186	18.62%	999
	50-99	20	4.73%	339	80.14%	64	15.13%	423
	<b>Total 總數</b>	<b>273</b>	<b>9.92%</b>	<b>1810</b>	<b>65.77%</b>	<b>669</b>	<b>24.31%</b>	<b>2752</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	50	4.49%	804	72.17%	260	23.34%	1114
	20-49	10	0.94%	847	79.38%	210	19.68%	1067
	50-99	10	1.88%	452	84.96%	70	13.16%	532
	<b>Total 總數</b>	<b>70</b>	<b>2.58%</b>	<b>2103</b>	<b>77.52%</b>	<b>540</b>	<b>19.90%</b>	<b>2713</b>
All 整體	10-19	836	8.01%	6904	66.17%	2694	25.82%	10434
	20-49	912	11.26%	5239	64.67%	1950	24.07%	8101
	50-99	235	8.76%	1973	73.56%	474	17.67%	2682
	<b>Total 總數</b>	<b>1983</b>	<b>9.35%</b>	<b>14116</b>	<b>66.53%</b>	<b>5118</b>	<b>24.12%</b>	<b>21217</b>

**Table 9.28 : Knowing about the Institute of Professional Education and Knowledge  
by Principal Line of Business by Employment Size**

**表9.28：對高峰進修學院的認識**

Principal Line of Business 主要業務	Employment Size 員工人數	Yes 有		No 沒有		Total 總數
		No. 回覆數目	%	No. 回覆數目	%	
Manufacturing 製造	10-19	50	6.33%	740	93.67%	790
	20-49	98	27.45%	259	72.55%	357
	50-99	19	9.45%	182	90.55%	201
	<b>Total 總數</b>	<b>167</b>	<b>12.39%</b>	<b>1181</b>	<b>87.61%</b>	<b>1348</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	3	100.00%	3
	20-49	0	0.00%	1	100.00%	1
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>4</b>	<b>100.00%</b>	<b>4</b>
Construction 建造	10-19	51	12.23%	366	87.77%	417
	20-49	10	3.29%	294	96.71%	304
	50-99	20	16.95%	98	83.05%	118
	<b>Total 總數</b>	<b>81</b>	<b>9.65%</b>	<b>758</b>	<b>90.35%</b>	<b>839</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	651	14.63%	3798	85.37%	4449
	20-49	482	13.01%	3222	86.99%	3704
	50-99	164	20.02%	655	79.98%	819
	<b>Total 總數</b>	<b>1297</b>	<b>14.46%</b>	<b>7675</b>	<b>85.54%</b>	<b>8972</b>
Restaurants and Hotels 食肆及酒店	10-19	10	0.75%	1320	99.25%	1330
	20-49	198	20.89%	750	79.11%	948
	50-99	93	21.33%	343	78.67%	436
	<b>Total 總數</b>	<b>301</b>	<b>11.09%</b>	<b>2413</b>	<b>88.91%</b>	<b>2714</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	100	9.99%	901	90.01%	1001
	20-49	99	13.73%	622	86.27%	721
	50-99	10	6.54%	143	93.46%	153
	<b>Total 總數</b>	<b>209</b>	<b>11.15%</b>	<b>1666</b>	<b>88.85%</b>	<b>1875</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	253	19.02%	1077	80.98%	1330
	20-49	53	5.31%	946	94.69%	999
	50-99	103	24.35%	320	75.65%	423
	<b>Total 總數</b>	<b>409</b>	<b>14.86%</b>	<b>2343</b>	<b>85.14%</b>	<b>2752</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	100	8.98%	1014	91.02%	1114
	20-49	144	13.50%	923	86.50%	1067
	50-99	74	13.91%	458	86.09%	532
	<b>Total 總數</b>	<b>318</b>	<b>11.72%</b>	<b>2395</b>	<b>88.28%</b>	<b>2713</b>
All 整體	10-19	1215	11.64%	9219	88.36%	10434
	20-49	1084	13.38%	7017	86.62%	8101
	50-99	483	18.01%	2199	81.99%	2682
	<b>Total 總數</b>	<b>2782</b>	<b>13.11%</b>	<b>18435</b>	<b>86.89%</b>	<b>21217</b>

Table 9.29 : Activities/Media Sources about the Institute of Professional Education and Knowledge by Principal Line of Business by Employment Size

表9.29：接觸高峰進修學院的途徑

Principal Line of Business 主要業務	Employment Size 員工人數	Direct mailing 直接郵寄		Visit by PEAK staff 學院派員探訪		Promotion seminars 推廣研討會		Career talks 職業講座		Exhibitions 展覽		VTC web site 職業		PEAK web site 學院網址		Email 電郵		Advertisements/ special supplements 報刊雜誌廣告 ／特刊		Press releases 新聞稿		Newletters of professional bodies 專業團體通訊		Others 其他		Total 總數
		No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	No. 回覆 數目	%	
Manufacturing 製造	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	50	100.00%	0	0.00%	0	0.00%	0	0.00%	50
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	98	100.00%	0	0.00%	0	0.00%	0	0.00%	98
	50-99	0	0.00%	0	0.00%	0	0.00%	9	47.37%	9	47.37%	9	47.37%	9	47.37%	10	52.63%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	19
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>9</b>	<b>5.39%</b>	<b>9</b>	<b>5.39%</b>	<b>9</b>	<b>5.39%</b>	<b>9</b>	<b>5.39%</b>	<b>10</b>	<b>5.99%</b>	<b>148</b>	<b>88.62%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>167</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
	<b>Total 總數</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
Construction 建造	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	51	100.00%	0	0.00%	0	0.00%	51	100.00%	0	0.00%	0	0.00%	0	0.00%	51
	20-49	10	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	10
	50-99	10	50.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	10	50.00%	10	50.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	20
	<b>Total 總數</b>	<b>20</b>	<b>24.69%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>61</b>	<b>75.31%</b>	<b>10</b>	<b>12.35%</b>	<b>0</b>	<b>0.00%</b>	<b>61</b>	<b>75.31%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>81</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	100	15.36%	0	0.00%	0	0.00%	0	0.00%	51	7.83%	200	30.72%	200	30.72%	0	0.00%	400	61.44%	100	15.36%	100	15.36%	50	7.68%	651
	20-49	33	6.85%	0	0.00%	0	0.00%	0	0.00%	1	0.21%	201	41.70%	134	27.80%	34	7.05%	313	64.94%	0	0.00%	66	13.69%	34	7.05%	482
	50-99	43	26.22%	33	20.12%	10	6.10%	10	6.10%	10	6.10%	10	6.10%	53	32.32%	34	20.73%	44	26.83%	0	0.00%	0	0.00%	0	0.00%	164
	<b>Total 總數</b>	<b>176</b>	<b>12.60%</b>	<b>33</b>	<b>2.36%</b>	<b>10</b>	<b>0.72%</b>	<b>10</b>	<b>0.72%</b>	<b>62</b>	<b>4.44%</b>	<b>411</b>	<b>29.42%</b>	<b>387</b>	<b>27.70%</b>	<b>68</b>	<b>4.87%</b>	<b>757</b>	<b>54.19%</b>	<b>100</b>	<b>7.16%</b>	<b>166</b>	<b>11.88%</b>	<b>84</b>	<b>6.01%</b>	<b>1397</b>
Restaurants and Hotels 食肆及酒店	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	10	100.00%	0	0.00%	0	0.00%	0	0.00%	10
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	66	33.33%	33	16.67%	0	0.00%	132	66.67%	0	0.00%	0	0.00%	0	0.00%	198
	50-99	10	10.75%	0	0.00%	20	21.51%	0	0.00%	0	0.00%	10	10.75%	0	0.00%	0	0.00%	30	32.26%	10	10.75%	0	0.00%	33	35.48%	93
	<b>Total 總數</b>	<b>10</b>	<b>3.32%</b>	<b>0</b>	<b>0.00%</b>	<b>20</b>	<b>6.64%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>76</b>	<b>25.25%</b>	<b>33</b>	<b>10.96%</b>	<b>0</b>	<b>0.00%</b>	<b>172</b>	<b>57.14%</b>	<b>10</b>	<b>3.32%</b>	<b>0</b>	<b>0.00%</b>	<b>33</b>	<b>10.96%</b>	<b>301</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	50	50.00%	0	0.00%	50	50.00%	100	100.00%	50	50.00%	0	0.00%	0	0.00%	100
	20-49	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	33	33.33%	0	0.00%	99	100.00%	0	0.00%	0	0.00%	0	0.00%	99
	50-99	10	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	10
	<b>Total 總數</b>	<b>10</b>	<b>4.78%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>50</b>	<b>23.92%</b>	<b>33</b>	<b>15.79%</b>	<b>50</b>	<b>23.92%</b>	<b>199</b>	<b>95.22%</b>	<b>50</b>	<b>23.92%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>209</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	51	20.16%	50	19.76%	101	39.92%	0	0.00%	51	20.16%	51	20.16%	253
	20-49	20	37.74%	0	0.00%	10	18.87%	0	0.00%	0	0.00%	0	0.00%	10	18.87%	0	0.00%	0	0.00%	43	81.13%	0	0.00%	0	0.00%	53
	50-99	29	28.16%	0	0.00%	0	0.00%	0	0.00%	10	9.71%	10	9.71%	64	62.14%	0	0.00%	30	29.13%	0	0.00%	0	0.00%	0	0.00%	103
	<b>Total 總數</b>	<b>49</b>	<b>11.98%</b>	<b>0</b>	<b>0.00%</b>	<b>10</b>	<b>2.44%</b>	<b>0</b>	<b>0.00%</b>	<b>10</b>	<b>2.44%</b>	<b>10</b>	<b>2.44%</b>	<b>125</b>	<b>30.56%</b>	<b>50</b>	<b>12.22%</b>	<b>131</b>	<b>32.03%</b>	<b>43</b>	<b>10.51%</b>	<b>51</b>	<b>12.47%</b>	<b>51</b>	<b>12.47%</b>	<b>409</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	50	50.00%	50	50.00%	100
	20-49	34	23.61%	34	23.61%	0	0.00%	67	46.53%	33	22.92%	34	23.61%	66	45.83%	33	22.92%	10	6.94%	10	6.94%	0	0.00%	0	0.00%	144
	50-99	20	27.03%	34	45.95%	10	13.51%	0	0.00%	10	13.51%	10	13.51%	0	0.00%	20	27.03%	0	0.00%	20	27.03%	0	0.00%	0	0.00%	74
	<b>Total 總數</b>	<b>54</b>	<b>16.98%</b>	<b>68</b>	<b>21.38%</b>	<b>10</b>	<b>3.14%</b>	<b>67</b>	<b>21.07%</b>	<b>43</b>	<b>13.52%</b>	<b>44</b>	<b>13.84%</b>	<b>66</b>	<b>20.75%</b>	<b>53</b>	<b>16.67%</b>	<b>10</b>	<b>3.14%</b>	<b>30</b>	<b>9.43%</b>	<b>50</b>	<b>15.72%</b>	<b>50</b>	<b>15.72%</b>	<b>318</b>
All 整體	10-19	100	7.60%	0	0.00%	0	0.00%	0	0.00%	51	3.88%	301	22.89%	251	19.09%	100	7.60%	712	54.14%	150	11.41%	201	15.29%	151	11.48%	1315
	20-49	97	8.95%	34	3.14%	10	0.92%	67	6.18%	34	3.14%	301	27.77%	276	25.46%	67	6.18%	652	60.15%	53	4.89%	66	6.09%	34	3.14%	1084
	50-99	122	25.26%	67	13.87%	40	8.28%	19	3.93%	39	8.07%	59	12.22%	136	28.16%	64	13.25%	114	23.60%	30	6.21%	0	0.00%	33	6.83%	483
	<b>Total 總數</b>	<b>319</b>	<b>11.07%</b>	<b>101</b>	<b>3.50%</b>	<b>50</b>	<b>1.73%</b>	<b>86</b>	<b>2.98%</b>	<b>124</b>	<b>4.30%</b>	<b>661</b>	<b>22.94%</b>	<b>663</b>	<b>23.00%</b>	<b>231</b>	<b>8.02%</b>	<b>1478</b>	<b>51.28%</b>	<b>233</b>	<b>8.08%</b>	<b>267</b>	<b>9.26%</b>	<b>218</b>	<b>7.56%</b>	<b>2882</b>

**Table 9.30 : Average Weighted Scores of Usefulness of the Survey  
by Principal Line of Business by Employment Size**

**表9.30：對此調查的有用程度的意見**

Principal Line of Business 主要業務	Employment Size 員工人數	No. of Firms 回覆機構 數目	To your organisation 對受訪機構	To the HKSAR Government 對香港政府	To local educational and training institutions / organisations 對本地教育 及訓練機構	To the human resources / personnel / training professionals 對人力資源/ 人事/培訓 專業人員
Manufacturing 製造	10-19	790	1.72	2.40	2.66	2.41
	20-49	357	1.74	2.37	2.63	2.60
	50-99	201	1.89	2.74	2.74	2.47
	<b>Total 總數</b>	<b>1348</b>	<b>1.75</b>	<b>2.44</b>	<b>2.67</b>	<b>2.47</b>
Electricity, Gas and Water 水、電、氣體燃料	10-19		1.67	2.67	3.00	2.67
	20-49	1	2.00	2.00	3.00	3.00
	<b>Total 總數</b>	<b>4</b>	<b>1.75</b>	<b>2.50</b>	<b>3.00</b>	<b>2.75</b>
Construction 建造	10-19	417	2.30	2.97	3.12	3.00
	20-49	304	2.14	2.72	2.83	3.01
	50-99	118	2.54	2.72	2.90	2.45
	<b>Total 總數</b>	<b>839</b>	<b>2.28</b>	<b>2.85</b>	<b>2.98</b>	<b>2.93</b>
Wholesale, Retail and Import/Export Trades 零售批發及出入口	10-19	4449	2.03	2.62	2.83	2.52
	20-49	3704	2.30	2.73	2.98	2.77
	50-99	819	2.11	2.52	2.79	2.76
	<b>Total 總數</b>	<b>8972</b>	<b>2.15</b>	<b>2.66</b>	<b>2.89</b>	<b>2.65</b>
Restaurants and Hotels 食肆及酒店	10-19	1330	1.94	2.81	2.85	2.69
	20-49	948	1.97	2.55	2.66	2.34
	50-99	436	2.37	2.50	3.07	2.93
	<b>Total 總數</b>	<b>2714</b>	<b>2.02</b>	<b>2.67</b>	<b>2.82</b>	<b>2.61</b>
Transport, Storage and Communication 運輸、儲存及通訊	10-19	1001	1.93	2.70	2.73	2.55
	20-49	721	2.31	2.67	2.83	2.65
	50-99	153	1.87	2.67	2.87	2.41
	<b>Total 總數</b>	<b>1875</b>	<b>2.07</b>	<b>2.69</b>	<b>2.78</b>	<b>2.58</b>
Finance, Insurance, Real Estate and Business Services 金融、保險、房地產及商業服務	10-19	1330	2.04	2.71	3.04	2.81
	20-49	999	2.32	2.69	2.81	2.65
	50-99	423	2.10	2.63	2.78	2.33
	<b>Total 總數</b>	<b>2752</b>	<b>2.15</b>	<b>2.69</b>	<b>2.91</b>	<b>2.68</b>
Community, Social and Personal Services 社區、社會及個人服務	10-19	1114	2.01	2.53	2.81	2.67
	20-49	1067	2.34	2.89	2.83	2.85
	50-99	532	1.93	2.83	2.86	2.71
	<b>Total 總數</b>	<b>2713</b>	<b>2.12</b>	<b>2.73</b>	<b>2.83</b>	<b>2.75</b>
All 整體	10-19	10434	2.00	2.65	2.85	2.61
	20-49	8101	2.24	2.70	2.87	2.71
	50-99	2682	2.10	2.63	2.85	2.66
	<b>Total 總數</b>	<b>21217</b>	<b>2.10</b>	<b>2.67</b>	<b>2.85</b>	<b>2.65</b>