



Manpower Update Report

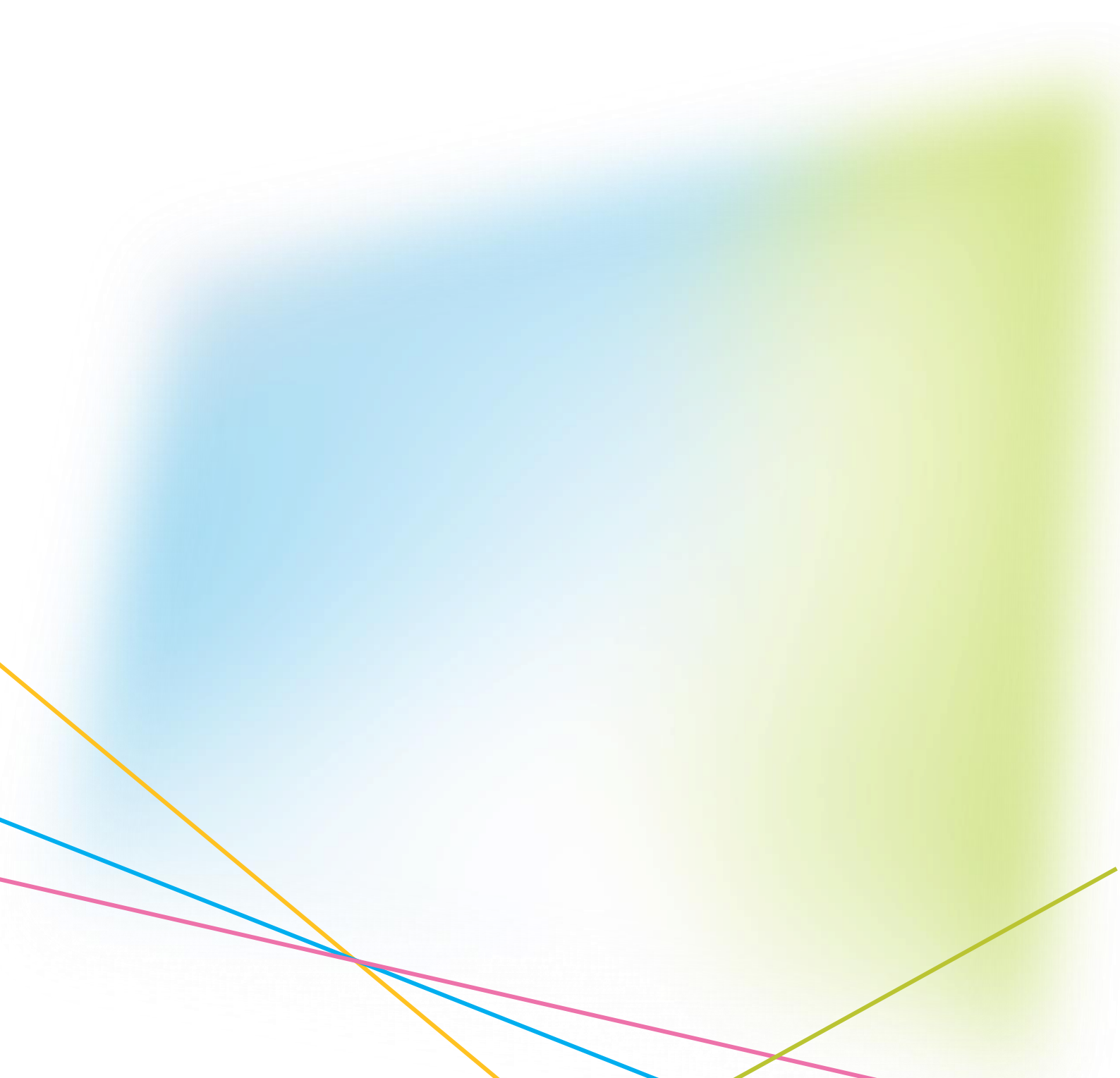
Hotel Industry

2022



ACKNOWLEDGEMENT

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Introduction

Background

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

manpower demand, and recommending to the VTC the development of vocational and professional education and training (VPET) facilities to meet the assessed training needs.

A new approach for collecting manpower information is adopted to enhance the effectiveness and better reflect the dynamics of the manpower situation.

Under the new approach, one full manpower survey is conducted every four

years, and is supplemented by two manpower updates. The HOTB completed its latest manpower survey on hotel industry in 2018 while two manpower updates would be conducted in 2021 and 2022.

The 2022 manpower information update comprises:

(a) a focus group meeting of the hotel industry was conducted on 7 March 2022 via online to collect the views of industry experts on the latest developments in the industry, manpower and training needs, recruitment difficulties, and measures to tackle the challenges the industry faces; and

(b) desk research performed throughout the year from December 2020 to November 2021 to capture recruitment information as well as analysing job advisements including job vacancies of principal jobs, academic qualifications requirement, salary offered in the hotel industry.

Objectives

The objectives of this manpower update report of the hotel industry are:

- (i) to examine the latest trends and developments;
- (ii) to identify the manpower demand and training needs;
- (iii) to explore recruitment difficulties;

- (iv) and to recommend measures to meet the training needs and to ease the problem of manpower shortage.

Methodology

Overview

With reference to the 2018 full manpower survey, this update report further constructs the qualitative descriptions of the recent developments of the industry through a focus group meeting, supplemented by making reference to some quantitative data of recruitment advertisements from desk research.

Focus Group Meeting

Focus group members were selected from the hotel industry with trusted knowledge of manpower situation and understanding of the industry. To enhance the efficiency in collecting views, the size of the focus group was scheduled for six persons with the final number of participants as four due to various issues caused by the COVID-19 pandemic on the date of the meeting.

During the focus group meeting, participants discussed on topics supported by the HOTB via the Working Party on Manpower Survey of the Hotel Industry under it. The discussions at the meeting were recorded and transcribed to facilitate analysis.

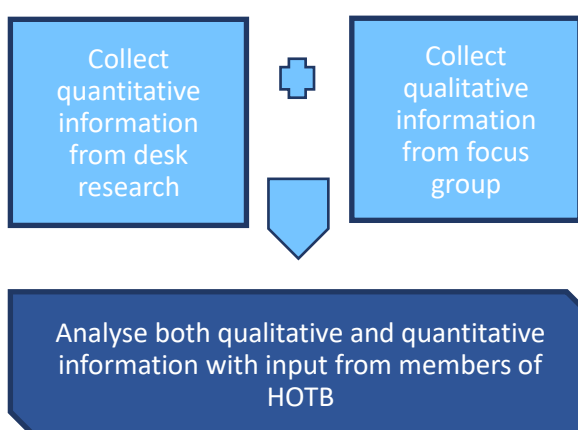
Desk Research

Manpower information of the desk research was obtained throughout the

aforementioned period. An employment information system was developed to capture the relevant recruitment data consisting of vacancy advertisements, monthly salary ranges and academic qualifications required from major online recruitment portals and the Labour Department. Over 13,500 recruitment records were collected during the research period and served as indicative information of the job market trend. The list of related companies under the Hong Kong Standard Industrial Classification was mapped to remove duplicated records.

Data Analysis

The analysis consists of the following three steps:



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

Limitations

Different from the extensive quantitative manpower survey performed in 2018, this update report aims to discover the emerging themes in the manpower development of the industry. The employment trends and behaviour, recruitment difficulties, insights and observations from the stakeholders' experience were captured through this focus group and desk research. While the update report has adopted the qualitative approach of focus group discussion which covered a controlled selection of stakeholders, it might not be generalised to the entire population. Desk research that gathered information of job vacancies from advertisements in major recruitment websites and the Labour Department, also might not be exhaustive without reference to any historical data, those were used as reference supplementary to the observations of the focus group.

Findings

Factors Affecting Development of the Industry

Battling in Dire Straits

The plight of the COVID-19 pandemic has made inroads into almost every industry globally but the hospitality sector has been particularly hard hit. Locally, the tourism industry was adversely impacted for over two years, first by the social incidents and then the pandemic. Various border control points and stringent quarantine measures led to a sharp drop in the number of visitors, resulting in a total of around 91,000 inbound visitors in 2021, a drop of 97.4% year-on-year, and 99.9% when comparing to 2018 before the social incidents and the pandemic happened. Since the outbreak of the pandemic, the Hong Kong Government had subsidised eligible hotels with several rounds of funding via the 'Hotel Sector Support Scheme'; however, with banned incoming flights and room booking cancellations under the fifth wave of the pandemic with its unexpected arrival in the end of 2021, the hotel business was drained. To counter the collapse of international arrivals, the major hotel business had to turn to providing mandatory quarantine service as Designated Quarantine Hotel (DQH) or Community Isolation Facility (CIF), as well as to continue with the staycations, daycations and extended stay programmes. Hotel room occupancy dropped to 32% in

March 2020, gradually improved thereafter and reaching over 50% with patronage by local guests and accommodation provided to travellers under mandatory quarantine. As the COVID-19 pandemic eased in the 2nd and 3rd Quarters of 2021, the hotel room occupancy had increased to over 70% from August to December 2021 while the room occupancy has dropped to 59% in March 2022 due to the fifth wave of the pandemic. With the widespread of the pandemic before the Chinese New Year, the tightened social distancing measures and seating capacity limits, the planned hotel food and beverage business was dampened drastically.

Facing unforeseeable pandemic-related challenges, service units and functional departments could only operate as necessary or with limited service and shortened hours. With unpredictable business volume ahead, all recruitment, including part-time and casual staff, were frozen and only a minimal staff level was maintained. While some employees were unfit to be vaccinated as required, others were being infected with the virus, were close contacts of infected persons or could not leave specified premises which were under compulsory testing, rendering them unable to report duty. Even being offered above-market premium wages, suitable

replacement staff could not be easily hired under short notice due to the perpetual scarce supply of industry manpower. Some of those who could report duty were deployed to take up duties in different departments performing unfamiliar tasks and to remain on the safe side, in split teams. Some hoteliers had made use of the low business and unsteady manpower period to renovate, restructure and rebrand their business to strengthen future revenue drivers. For others, it would be a dilemma to maintain payroll costing with profit balance and to fully ride on the business opportunities with under par manpower available. Staff had to deal with guest complaints on having to wait in long queues to check-in and out, slow housekeeping service, unmet requests etc. Under stress, the service quality would inevitably be undermined, and the resultant vicious cycle had placed some hotel operators in a tight corner. Budgeting and profits had to be tuned downwards since the overall business did not recover as quickly as expected. Though the mindset should focus on positive thinking, the management must be realistic and devise contingency plans to prepare for vigorous and unexpected changes.

Navigating the unpredictable

With gaps of business profits to fill under a lean manpower structure, and unknown setbacks which may arise from the COVID-19 variants, even when the borders are re-opened and travelling resumes, challenges would still exist and the road to full industry

recovery could be lengthy. However, it is not all gloom and doom as the Government and industry stakeholders have always been supportive to ensure the sustainability and growth of the hotel and related industries. Apart from ongoing key infrastructures and leisure-related initiatives, in the Chief Executive's 2021 Policy Address, a proposed Culture, Sports and Tourism Bureau is to be established which aims to attract business, tourism and sports related events that put Hong Kong on the world stage. Hong Kong Tourism Board's Work Plan will, in the short-term boost domestic consumption, including "Holiday at Home". In the middle to long term, it will partner with cities in the Greater Bay Area (GBA) to fuel cultural and multi-destination tourism, creating a smart travel experience. As mass vaccination against the virus is rolling out in different countries, economies are welcoming back business and leisure travellers. When business from international travellers and local spenders continues to gather momentum, coupled with Hong Kong's strategic role in the GBA, the battered hotel sector should be able to spring back gradually.

Technology

Clientele nowadays are increasingly accustomed to technological integration in their hotel experience and expect speedy, seamless and personalised service. Digital solutions have penetrated into every facet of the hotel business to enhance the guest experience and bottom line. The pandemic has served as a catalyst to

hasten wider technological applications in reducing human touch points as well as easing staff shortage issues. Remote check-ins and check-outs via dedicated apps well suited staycation guests who could skip long queues at the lobbies, AI Concierge and delivery robots provide 24/7 real-time responses to general enquiries and requests, robot sanitisers and smart design air purifiers offer high indoor air quality without interruptions, VR tours for inspecting rooms and function venues engage potential guests. At the back end, customer data analysis uncovers insight for online marketing and strengthens loyalty programmes. Face-to-face interactions would undoubtedly provide a more comprehensive job matching analysis, and during the pandemic period, online recruitment interviews and assessment tests served as effective alternatives.

Organisational culture influences the pace, breadth and depth of digital transformation. While some employees are comfortable to work by tapping on digital devices, others would only use simple and common communications technologies like Zoom and WhatsApp but prefer to complete familiar tasks by adhering to the usual work practices and therefore broke or delayed the full integration of the digitalisation chain. Technologies and automation assisted in streamlining work where time and efforts could be redirected to enhance customer service and business profits. Moreover, innovative self-service technologies and robots project an updated brand image; however, the hotel industry

remains a people industry and human interaction could not be fully replaced by digital tools. Comparing with programmed responses, an authentic smile and sincere human exchanges enrich guest experience. Some patrons would still prefer customised and personalised service rather than having the dishes to be prepared and served completely by robots. The hotel sector is preparing to fully unleash the digitalisation potential, but the level of 'high-tech' and 'low-touch' would depend on the hotel branding, staff and guest profiles, as well as prudent ROI analysis where profit margins are still low.

Manpower Demand

Tight manpower has been a longstanding issue in the hotel business. Though the local unemployment rate has remained high (the overall unemployment rate for the period January 2022 to March 2022 was 5% while the unemployment rate of the 'retail, accommodation and food services sectors' of the same period was 8.9%) and despite the depressing economic situation, the participants indicated that the ongoing vacancies at 5-10% of the full-strength of employees could hardly be filled all year round. Housekeeping attendants, cooks, food and beverage service staff, stewarding and administrative staff were always lacking no matter how creative or resourceful the recruitment efforts were. Some new entrants could not identify with the hospitality culture, while some generations were not tech-savvy, and these

newcomers soon tendered resignations. Casual and part-time service staff, especially those who had been fully vaccinated, were in strong demand but could not be easily found.

Gearing up the tech stack could help ease the manpower shortage problem to a certain extent. Applying technologies and automation may result in less dependency on service staff in some operational and administrative functions. However, in a people-centric industry, the hospitality spirit and human empathy would remain as the core components to fulfill the industry's values and objectives and could only be materialised by those who have a passion for the industry. An agile and dynamic workforce mastering a robust skillset of key industry capabilities grounded on hospitality elements, and displaying enthusiasm and endurance to navigate the ebbs and flows of the shifting environment will be required to lead the hotel industry to higher realms.

Desk Research

Overall numbers of job vacancies advertisements

Comparing to the Manpower Update Report in 2021, the overall percentage of full-time job vacancies advertisements increased by 146% while that of the part-time vacancies increased by 153%. Among the increase in the full-time vacancies by job level, the most obvious growth was recorded in 'Administrative and

Others' and 'Supervisory and Technician' levels with an increase of 238.7% and 192.6% respectively as compared to 2021. The growth of hotel industry job advertisements may be due to the eased situation of the pandemic with low infection rate from around the 2nd to the 4th Quarters in 2021 which drove up the manpower demand during that period.

For details, please refer to Appendix (a).

Principle Jobs

The top five principal jobs in 2022 are basically similar to those of 2021, but the order of most of those were changed. The highest number of full-time recruitment advertisements by descending order of percentages in 2022 is as follows:

Principal Job	2022	2021
1 Front Office Clerk/ Receptionist; Guest Service Officer/Guest Service Agent; Front Desk Agent; Guest Relations Officer; Welcome Host; Executive Floor Agent; Business Centre Officer	9.4%	5.7%* (was ranked 3 rd in 2021)
2 Engineering Craftsman	7.9%	8.9%* (was ranked 1 st in 2021)

Principal Job	2022	2021
3 Room Attendant; Room Services Butler; Floor Attendant; Housekeeping Clerk; Order-Taker; Co-Ordinator (Housekeeping)	7.3%	6.3%* (was ranked 2 nd in 2021)
4 Waiter/Waitress	5.2%	4.9%* (same ranking in 2021)
5 Reservation Clerk; Guest Services Ambassador/Agent /Assistant	4.2%	2.2%

**Principal jobs which were also in top five in 2021 - 'Cleaner; Dishwasher; Kitchen Helper; Steward/Pantry Helper; Houseman; Yardman; General Staff (Kitchen/Restaurant)' are not included in the top five category in this round.*

For details, please refer to Appendix (b).

Qualification Requirements

Excluding the vacancies advertisements with unspecified requirements on employees' academic qualifications, the qualification requirements are similar to those in 2021. 41.6% of the advertisements in this research period specified 'Upper Secondary' education requirement, an increase of 0.3

percentage point comparing to 2021. 40.4% of the advertisements required Diploma / Certificate / Apprenticeship or above levels in this research period while around 41.1% was noted in 2021. In addition, the most obvious increase (up by 2.8 percentage points) was recorded for the requirement of 'Sub-Degree / Higher Diploma / Higher Certificate' qualifications.

Furthermore, 7.7% of the job advertisements specified 'No Requirement' on academic qualification in this round of desk research, a growth of 2.5 percentage points comparing to that of 2021 (5.2%).

For details, please refer to Appendix (c).

Monthly Salary Ranges

Excluding the advertisements with the salary unspecified, the mean of salary range offered by the employers in the advertisements had slightly shifted to a higher end comparing to 2021. 52.2% of the advertisements offered monthly salary from \$15k to \$30k, an increase of 1.1 percentage points comparing to that of 2021 (51.1%).

For details, please refer to Appendix (d).

Training Needs

Under the new normal and increasingly competitive industry arena, it is considered necessary to update and upgrade industry knowledge and skills as follows:

In-service Practitioners and Educators

a. Compliance and regulations –

- Updated training on the evolving anti-pandemic and social distancing regulations, health, safe and hygiene requirements and respective standard operating procedures.

b. Trade Skills –

- Familiarisation and trade skills training programmes for the new hires and transferees to new departments and sister hotels. For new entrants, customer service skills coupled with training on languages and cultures of the expected visitor mix when business resumes.
- Application of updated and emerging industry skills and knowledge according to the massive shifts of demands and needs of internal and external customers.
- Customised refresher training to consolidate knowledge retention and skills upgrading for seasoned

employees.

- Progression and succession training to retain quality manpower.

c. Smart Technologies –

- Holistic Smart concept approach to facilitate workload and observe service standards for inexperienced and less tech-savvy frontline staff.
- Social media platforms management and online marketing and sales techniques to grow audience engagement and sales.
- Data-driven cloud-based technologies for enhanced customer service and profits.

d. Generic Skills –

- Staff engagement activities and positive reinforcement training should be awarded priorities during periods of uncertainties.
- Effective motivation, leadership, team building and coaching skills for the supervisory level staff to guide the inexperienced entrants.
- Empathetic customer service and diplomatic communication skills to manage both online and offline platforms to tackle knowledgeable and experienced guests.

Pre-employment

- a. Young digital natives can easily master technologically supported operations. Aspirational young talents therefore are eager to reach the management suite at a much faster pace than the conventional route where accumulating years of work experience for moving a few steps upwards would seem unappealing to them. Workplace learning to integrate the classroom teachings with authentic guests and colleagues handling scenarios assist to bridge the expectation gap of fast track promotion in reality.
- b. Interpersonal skills, EQ and the patience to tackle problems with an investigative mindset, treasuring challenges as personal development opportunities are qualities to be mastered by the young people.
- c. Peer culture on using online communication tools may not be appropriate for the business world setting. Students should be trained to observe online communications etiquette, e.g. turn on the camera and respond appropriately during online meetings, interviews and presentations.
- d. Future-ready graduates should be groomed to possess a globalized vision and equipped with readiness to explore manpower exchange and

career opportunities besides the local market.

Recruitment Challenges

With the pandemic lingering on for over two years, budgeting and profits have to be scaled down thereby limiting staff recruitment and extension of staff contracts in the meantime. As witnessed from mid- to end-2021 when business ramped up, competition for staff at all levels was keen. It is expected that when normalcy returns, more hotel and tourism-related projects will gradually be realised locally and in nearby regions, the challenge to entice talents to fill job openings in the local and overseas properties will resurge. Possible factors of recruitment and retention difficulties are summarised below:

Keen competition

- a. Participants noted that the turnaround time for having a replacement on board took about one month longer than before and candidates for interviews or finalists now have a higher frequency of turning down appointments and offers. Whether for front- or back-of-the-house employees, those who left one hotel establishment could easily secure a job at another hotel or other industries within a short period of time. Huge bonus, fringe benefits

and training opportunities used to be attractive factors for recruiting and retaining hotel employees. However, in recent years the bonus was not as attractive as before and rather than being hinged by fringe benefits and waiting for long term development within the same hotel, capable staff would change to jobs with immediate returns.

- b. With the overall shortage of young talents due to societal and demographic changes, job offers to entice these talents with higher salaries, immediate leadership roles and better working environments were available. Young, tech-savvy people with customer service skills and language abilities were sought after within the hospitality industry such as chained restaurants and event and exhibition organisations. Other client-facing industries such as property management, serviced apartments, banking and finance, medical services and retailing attracted Front Office staff whose skills and experience were readily transferrable. Manpower of food and beverage departments who were either furloughed or dismissed during the pandemic would take the low-rental opportunity to start up their own small-scale business in specialty food and beverage merchandising riding on previous experience and connections.

Entrants shortfall

- a. The hard hit sectors of the pandemic caused the prospective students to be more hesitant to enroll in the related programmes. Students were noted to have decreased in the hotel, catering, tourism industries and graduates might not necessarily enter the industries. Whilst graduates of certificate and diploma programmes would be more likely to join the industry, graduates of higher qualifications or those with less financial burden would tend to articulate to further studies instead of joining the industry. Some students might drop out from those training programmes due to employment and change of study interests, as well as personal and family matters related to the pandemic. Due to the weak economic environment and unfavourable industry conditions as well as aspiration for continuous study under the pandemic, parents would prefer their children to pursue full-time long programmes instead of working. The lowering number of students was one of the major hindering factors for supplying a sufficient pool of graduates to the industry continuously. However, in the longer term when the overall situation has recovered, the industry should be able to regain its attractiveness as a career choice for the new generation.

Life goals

- a. Nowadays with more articulation pathways to higher education and abundant career choices locally and overseas, young people would weigh whether the job offers would complement their life values and styles before accepting. Employers who would value their life priorities and provide the flexibility to match their work-life schedules, embrace fast career advancement and/or opportunities at local or overseas properties would be worthwhile factors to accept an employment. Moreover, the rising group of talents may consider varied life experiences with stimulation such as working overseas, self-employment, free-lance projects would build up a more persuasive resume rather than one with limited job experience obtained in a conventional manner. For some, part-time and short-term employment would provide them with more freedom and flexibility to pursue life goals and personal interests than could otherwise.

highly respectable profession. Furthermore, with the reshaping of the industry after the pandemic blow and having regard to health and safety concerns, parents and graduates may reconsider the risks in choosing hotel careers despite the upward mobility and global development prospects those entail.

Industry image

- a. Although the remuneration package has improved and workload has been eased with technology-assisted options, the service image of the industry may not resonate with the general public's mindset that it is a

Recommendations

To meet the future developments of the industry, it is considered essential for the government, educators, business trainers, employers and employees to provide suitable manpower training and measures to ease manpower shortages in the following areas:

Government

- a. Identify appropriate youths' idols and KOLs and lead industry-wide image re-energising campaigns to generate public interest and respect for the hospitality culture and the contributions of the industry. It would take time and continuous efforts to change the mindset of the public and prompt actions have to be taken so as to avoid the manpower gap expected in five to ten years' time.
- b. Facilitate the wider adoption of technologies with funding and ease of application. Groom home-grown specialists to support varied scales of operations in embracing the required technologies for upkeeping competitiveness.
- c. Subsidise formal education for skills and knowledge of industry basis for the rank-and-file newcomers from other industries while receiving on-the-job training.
- d. Put together scholarships and distinguished service awards with industry associations as a sign of recognition to encourage talents to commit to and grow in the industry.
- e. Encourage the vocational students to stay in the industry by improving partnered traineeship and post-graduating schemes benefiting both the employers and students.
- f. Engage prospective talents at their early age with interesting activities focusing on the positive aspects of the industry by injecting additional resources for schools, vocational institutes and youth associations.
- g. Import the appropriate amount of necessary labour after prudent consideration and balancing all social and economic factors for persistently unfilled vacancies such as housekeeping and janitor employees.

Educators and Trainers

- a. With more face-to-face interactions returning, update concerned parties with industry safety and well-being benchmarks for maintaining a safe

- and hygienic working and service environment.
- b. Expand horizons on international hotel practices and trends such as embracing hotel environmental, social and governance (ESG) requirements for implementation.
 - c. Arrange training and workshops for up-to-date and forward-looking smart technologies for different levels of staff. Capture those technologies in progress and in the pipeline by soliciting input from suitable technological experts and start-ups talents from the Hong Kong Cyberport, the Hong Kong Science Park as well as trade associations. However, technology as an enabler should be underpinned by industry basics with learning outcomes relevant and contributory to industry needs.
 - d. Tailor responsive and custom-made training activities once a need or change in the industry has arisen. Swift revisions on training contents to match industry changes while offsetting the need for a comprehensive training package.
 - e. Maintain close communication between the industry and training institutions. Build a solid foundation of the basic industry and technological skills for immediate workplace application.
 - f. Tune the mindset of students and youths to be positive in combatting challenges and ad hoc situations in today's fast-paced, volatile working environment with lean teams. Develop an attitude to learn and improve from problem solving experience.
 - g. Develop a steady line of instant communication between the training instructors and the mentors would ensure timely and continuous feedback to assist future talents land and ease smoothly into the dynamic workplace.

Employers

- a. Cultivate a positive employer branding for higher talent acquisition and retention rather than triggering the vicious cycle of increased salary to attract employees.
- b. Be compassionate and accommodating especially with frontline staff such as being flexible in work planning and scheduling under stressful times. Introduce an award system to appraise the middle-level industry practitioners for their contributions in leading and coaching the internship trainees and newcomers of the industry.
- c. Recognise and award quality performers and build learning and

growing opportunities for retaining talents. Construct realistic and transparent promotional and training pathways to equip potential staff to attain higher prospects. Industrial attachments, intra-properties and overseas relocation programmes improves staff retention and saves recruitment resources.

- d. Collaborate with reputable vocational training institutions for customising transitional training including cross-sectoral, upskilling, and reskilling programmes training to refuel the unemployed hospitality industry personnel to fill existing vacancies.
- e. Tackle reduced manpower with job sharing with similar employment benefits as full-time staff.
- f. Maintain networking of ex-colleagues for rehiring. Ride on placement and recruitment platforms of reputable training institutions for liaising alumni, graduates and trainees for filling job vacancies and engaging them with industry activities on a continuous basis.
- g. Provide trainees with a supportive work environment that can both recognise and enhance their capacity. Maintain a buddy system and provide orientations, gatherings, and recognitions. New

generations aspire to be valued by contributing to the organisational goals. Engage the young people with new challenges under guidance with prompt feedback.

- h. Provide industry attachment to familiarise the teachers and leaders of schools, vocational institutes and youth associations on the modern management systems and improved industry working environment. Impress them through interactions with exemplary industry personnel, in particular young leaders and highflyers.

Employees

- a. Take a proactive stance and ride on employers' support and various government funding schemes to acquire new competencies and multi-skills.
- b. Stimulate thought-provoking personal growth and creativity via active participation in industry exchanges and attachment activities, image building projects, skills accreditation exercises and trade competitions.
- c. Assist trainees and young entrants to address skills gaps and ease them into the industry by coaching and mentoring them with customized workplace learning initiatives and immediate feedback.

**Number of Online Job Advertisements of Recruitment Sources
from Dec 2020 to Nov 2021 by Branch by Job Level**

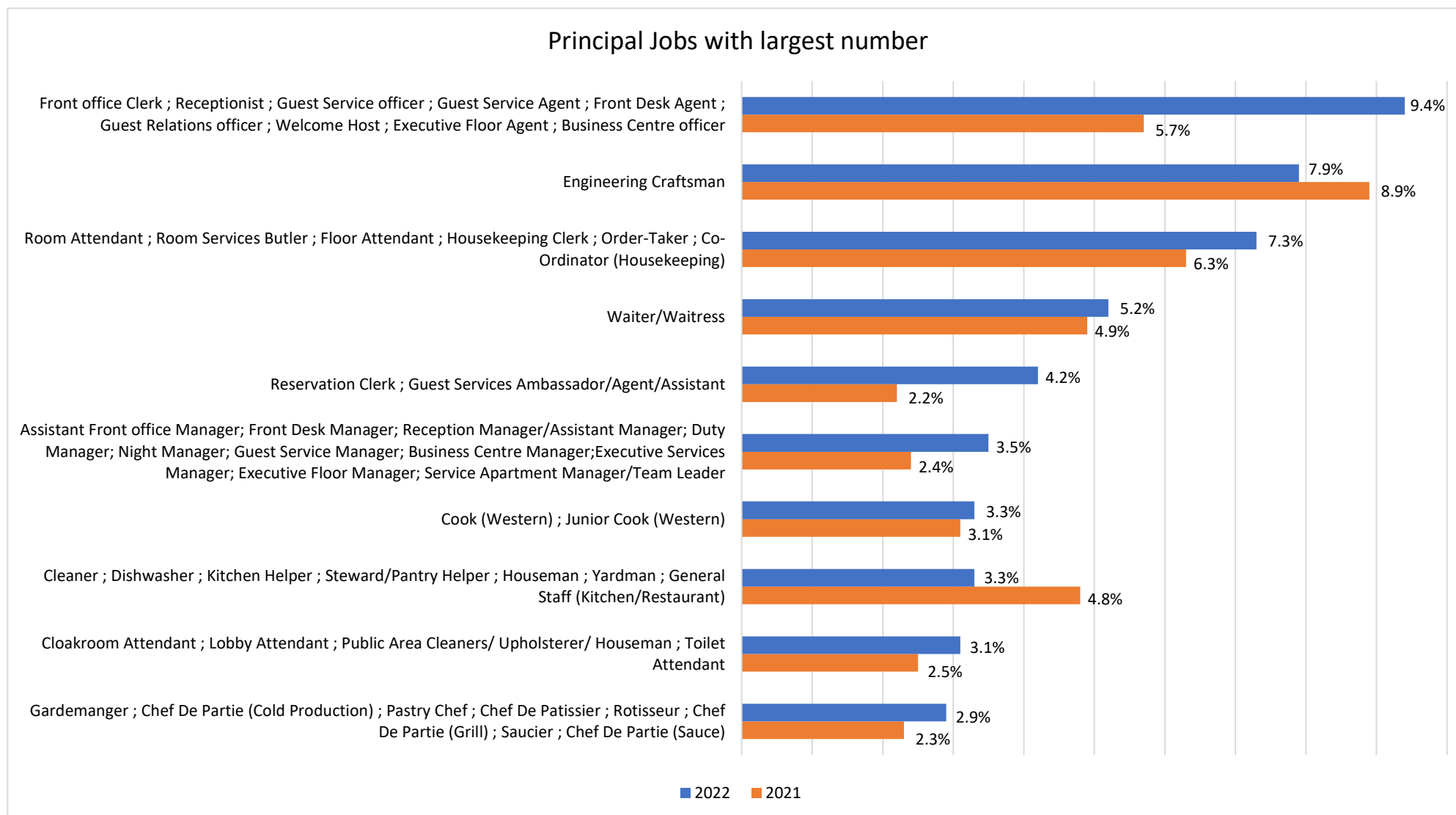
Full-time					
Job Level^	Managerial and Professional	Supervisory and Technician	Craft and Operative	Administrative and Others	Comparing 2022 to 2021 (Total no. of ads by Branch)*
Hotels	6.9%	35.6%	54.8%	2.7%	↑ 146%
Comparing 2022 to 2021 (Total no. of ads by Job Level)*	↑ 74.95%	↑ 192.56%	↑ 130.54%	↑ 238.68%	

Part-time					
Job Level^	Managerial and Professional	Supervisory and Technician	Craft and Operative	Administrative and Others	Comparing 2022 to 2021 (Total no. of ads by Branch)*
Hotels	0	11.0%	86.0%	3.0%	↑ 153%
Comparing 2022 to 2021 (Total no. of ads by Job Level)*	↑ No Change	↑ 450%	↑ 133.33%	↑ 350%	

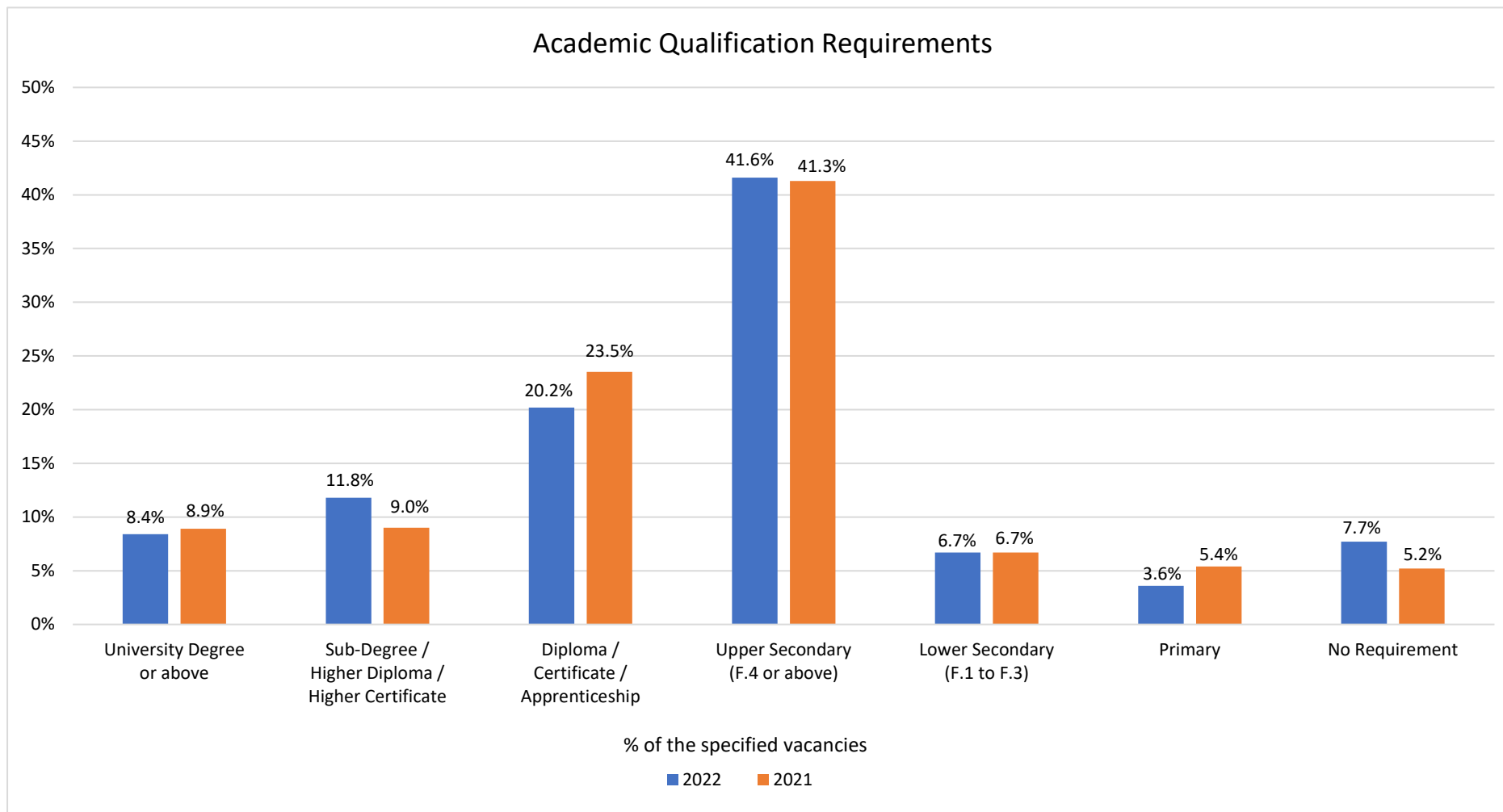
Comparing 2022 to 2021
Full-time and Part-time %: ↑ 145.96%

Remark:
 ^ The calculation of percentage of advertisements for 2022 :
 (No. of advertisements of particular job level/ Total no. of advertisements in Full-time or Part-time) x 100%
 *Method of comparing 2022 to 2021 :
 - Period of data collection in 2021 : from December 2019 to November 2020.

Number of Full-time Online Job Advertisements of Popular Recruitment Sources of Principal Jobs
from Dec 2020 to Nov 2021



**Number of Full-time Online Job Advertisements of Popular Recruitment Sources
from Dec 2020 to Nov 2021 by Academic Qualification Requirements**



Number of Full-time Online Job Advertisements of Popular Recruitment Sources
from Dec 2020 to Nov 2021 by Monthly Salary Ranges

