



Manpower Update Report

Transport and Logistics Industry

2021

Transport and Logistics Training Board

ACKNOWLEDGEMENT

The Transport and Logistics Training Board (TLTB) would like to thank the members of the focus groups who contributed their time and insights on the manpower situation of the Transport and Logistics (TL) Industry in the focus group meetings. The TLTB would also like to express gratitude to CPJobs and CTgoodjobs who shared with us their database of job vacancies. The views of focus group members and information from major recruitment websites formed an integral part of this report.

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Introduction

Background

The Transport and Logistics Training Board (TLTB) of the Vocational Training Council (VTC) is appointed by the Government of the HKSAR. According to its Terms of Reference, the TLTB is responsible for determining manpower demand of the industry, 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 in the various industries. Under the new approach, one full manpower survey is conducted every four years, and this is supplemented by two manpower updates. The TLTB completed its latest manpower survey in 2018. This 2021 Manpower Update Report is the first manpower update of the industry.

The 2021 manpower update comprises:

- (a) focus group meetings getting 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 analysing job advisements including qualifications, experience and skills required by the principal jobs of the industry.

Objectives

The objectives of the manpower update are to:

- (i) examine the latest trends and developments of the industry;
- (ii) explore the job market situation and training needs;
- (iii) identify the recruitment challenges; and
- (iv) 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 of the TL industry, this update report aims to provide qualitative descriptions of the recent development of the industry through focus group meetings, supplemented by some quantitative data of recruitment advertisements obtained from desk research.

Focus Group

Two focus groups were formed through engagement of industry experts from the following branches:

1. Freight Transport
 - (i) Warehousing & Cold Storage
 - (ii) Trucking & Container Haulage
 - (iii) Air Cargo Handling Terminals
 - (iv) Air Freight Transport
 - (v) Forwarding Agent
 - (vi) Stevedoring Services
 - (vii) Couriers (International)
 - (viii) Sea Freight Transport
 - (ix) Ship Management & Chartering
 - (x) E-commerce

2. Passenger Transport
 - (i) Railway
 - (ii) Public bus
 - (iii) Taxi
 - (iv) Public light bus
 - (v) Local ferry
 - (vi) River vessel
 - (vii) Airlines

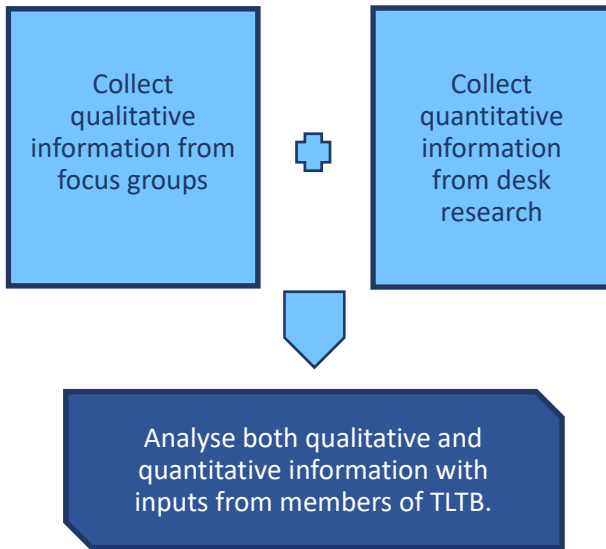
Two focus group meetings were conducted on 6 and 8 January 2021. The participants had in-depth discussions on topics selected by the Working Party on Manpower Survey of the TLTB. The discussions at the meetings were recorded and transcribed to facilitate analysis. In addition, two telephone interviews were conducted on 11 January 2021 with industry experts who were unable to attend the focus group meetings mentioned above.

Desk Research

An employment information system was developed to capture the relevant recruitment data from major online recruitment portals including CPJobs and CTgoodjobs. Recruitment advertisements related to the TL Industry were collected between Quarter 4 of 2019 and Quarter 3 of 2020. After de-duplication and a mapping process based on the company list under the Hong Kong Standard Industrial Classification, 6 177 records relevant to the TL Industry were identified.

Data Analysis

The analysis consists of the following three steps:



Limitations

As this is not a full manpower survey, the findings and recommendations drawn from the focus groups are more qualitative in nature, and the report mainly focuses on the manpower trends. The information of job advertisements was collected from major recruitment websites and the Labour Department. Other channels, such as newspapers, industry referrals, and head hunting for senior positions were not covered. Since the data collected is a snapshot of a particular period without reference to any historical data, this can only serve as reference information supplementary to the findings from the focus groups and should not be compared directly with the manpower figures recorded in full surveys.

Findings

Factors Affecting the Development of the Industry

Impact of the COVID-19 Pandemic

The pandemic has posed great challenges to the operation of both freight transport and passenger transport sectors in Hong Kong. Since the outbreak of the coronavirus, freight transport has been facing detrimental factors such as disrupted supply lines and ambiguity with respect to the rules and regulations for mobility of goods. Passenger transport has also been negatively impacted by the

reduced frequency of commuting and traveling owing to working-from-home practice and global travel restrictions. Among various kinds of transportation, air transport is most hard hit by the pandemic with a drastic decrease in passenger volume.

On the other hand, freight transport sector sees opportunities from the growth of e-commerce. Online shopping has never been so popular in Hong Kong and the advantages of online shopping have even magnified amid the pandemic. Some

companies have swiftly expanded their businesses through online channels in response to increasing acceptance of e-commerce during the pandemic. As a result, supply chains have sped up digitalisation throughout the industry. Logistics companies need to review their workflows to meet with the changes in service requirements arising from e-commerce, e.g. increase of small-parcel shipments and growing demand for last mile delivery services.

Revolution of Operations with New Technologies

Fast-accelerating technological innovations help the industry to revolutionise operations and boost efficiency. Many TL companies are employing new technologies in different aspects. With Internet of Things (IoT) and digital technologies that support real-time data sharing and device-to-device communication, transactions can be self-completed via logistics e-platforms, number of passengers on board can be monitored in real time, goods can also be easily traced during the course of delivery.

Taking advantage of Big Data and Artificial Intelligence (AI), predictive maintenance and trade volume forecast become feasible. Companies will also benefit in a massive way when business data is standardised and digitalised across the logistics and supply chain. To stay competitive, companies need to make investment in new technologies. Talents are also required to keep pace with latest technologies and stay ahead of the

technological transition.

Intensifying Competition from the Greater Bay Area and Southeast Asian Countries

The Greater Bay Area (GBA) development has prompted for integration of logistics hubs in the region. On the one hand, such integration can no doubt introduce more collaboration opportunities between Hong Kong and mainland China in terms of air cargo logistics, ground transportation and warehousing services. On the other hand, competition from nearby cities will pose a substantial threat to Hong Kong as an entrepot and weaken its positioning as a super connector with mainland China. Some multinational companies may start considering other GBA cities like Shenzhen as a warehouse centre as these cities have the competitive edges of lower labour costs and rental payments while sharing the same cargo catchment area as Hong Kong.

Economies in Southeast Asia, such as Vietnam, are also posing challenges to Hong Kong due to similar positioning as a regional hub and logistics centre for global trade as well as relocation of manufacturing operations from mainland China to emerging markets in this region. Consequently, foreign companies may consider office relocation to a Southeast Asian country and job opportunities could be lost due to Hong Kong's weakening position.

As for passenger transport, the Hong

Kong International Airport is also facing keen competition from airports in other GBA cities and other Southeast Asian countries who have continuously improved their infrastructure and global connectivity.

Regulatory Changes

In response to the policy direction of the International Civil Aviation Organisation (ICAO), the Hong Kong government will implement a more stringent 100% security screening on air cargo effective from June 2021. This will inevitably increase the operating costs of logistics companies. Airlines and outstations also change regulations from time to time. Hence, TL talents are now required to work flexibly, demonstrate resilience to changing operational requirements and continually improve their knowledge and skillsets.

Rising Customer Expectation

Owing to increasing popularity of online shopping, the business model of many freight transport companies has shifted from B2B to B2C. In other words, these

companies need to deal with a large number of individual customers who usually expect speedy and transparent delivery services. There is a need for them to improve services from all aspects to meet with growing demand for customer experience and delivery time.

Passenger transport companies are also facing similar challenges as the passengers nowadays value customer experience. They expect more than just a ride and hope the services throughout the trip are worth every penny they spend.

New Infrastructure

River trade companies have lost a significant number of passengers since the launch of the Hong Kong-Zhuhai-Macao Bridge (HZMB) in late 2018. As the HZMB provides a convenient and economic alternative to those who do not live in the vicinity of Hong Kong-Macao piers, the shift of passengers from river transport to land transport seems to be irreversible. River trade operators may need to scale down their businesses, both in terms of manpower and capacity of their fleet, to achieve break-even.

Manpower Demand

Focus Groups

With reference to the trends and latest development of the industry, views of the focus groups on the anticipated manpower changes were solicited. According to the observations of focus group members,

except airlines and river vessel companies which are most hard hit by the pandemic, most TL companies have not adjusted their staffing level significantly. Principal jobs related to frontline cargo/passenger operation and technical/engineering support, especially those of junior/operative level, are still in high

demand.

Looking forward, the aviation sector may take a longer time to recover as the traveling habit of people may change after the pandemic. The river trade sector will continue to face a difficult operating environment due to the loss of passengers to other land transport alternatives.

Continued booming of e-commerce and the development of new MTR lines may drive the need for additional manpower but the growth is expected to be moderate as the companies will be very prudent in controlling their operating costs. It is also believed that there will be increasing needs for multi-skilled talents with global

mindset who can adapt well to fast changing environments.

Members from passenger transport sector also considered that the problem of ageing workforce would persist or become even worse. The situation of local vessel employees, vehicle/rail engineering staff, taxi and public light bus drivers are especially alarming as a large proportion of them are beyond the age of 60 or even 65. It is also difficult for these jobs to attract new blood as they tend to be physically demanding, have long/irregular working hours and the remunerations are not appealing too.

Desk Research Findings with Reference to the Last Manpower Survey

Out of some 6,000 entries of recruitment advertisement captured in desk research, respective top five principal jobs with the highest number of recruitment advertisements for freight transport and passenger transport sectors were identified. Below are the top five lists for the two sectors with reference to the principal jobs with most vacancies reported in the 2018 Manpower Survey.

Freight transport

	Top Five Principal Jobs with most job advertisements (desk research)	Top Five Principal Jobs with most vacancies (2018 Manpower Survey)
1	Frontline Cargo Operation (Clerical/Craftsman/Operative) (32.4%)	Frontline Cargo Operation (Clerical/Craftsman/Operative) (45.9%)
2	Frontline Cargo Operation (Executive/Supervisory) (13.6%)	Frontline Cargo Operation (Executive/Supervisory) (2.4%)
3	Sales & Customer Service (Executive/Supervisory) (11.3%)	Sales & Customer Service (Clerical/Craftsman/Operative) (1.9%)
4	Sales & Customer Service (Managerial) (10.4%)	Fleet Operation and Management (Clerical/Craftsman/Operative) (1.2%)
5	Technical/Engineering Support (Managerial) (5.5%)	Technical/Engineering Support (Clerical/Craftsman/Operative) (1.1%)

Passenger transport

	Top Five Principal Jobs with most job advertisements (desk research)	Top Five Principal Jobs with most vacancies (2018 Manpower Survey)
1	Frontline Passenger Operation (Clerical/Craftsman/ Operative) (2.3%)	Frontline Passenger Operation (Clerical/Craftsman/ Operative) (23.8%)
2	Technical/Engineering Support (Managerial) (2.2%)	Frontline Passenger Operation (Executive/Supervisory) (2.1%)
3	Frontline Passenger Operation (Executive/Supervisory) (2.1%)	Technical/Engineering Support (Executive/Supervisory) (2.4%)
4	Technical/Engineering Support (Clerical/Craftsman/ Operative) (1.8%)	Fleet Operation and Management (Clerical/Craftsman/ Operative) (2.4%)
5	Frontline Passenger Operation (Managerial) (0.8%)	Technical/Engineering Support (Clerical/Craftsman/ Operative) (2.2%)

Findings from desk research coincide with the views of focus groups that Frontline Cargo/Passenger Operation and Technical/Engineering Support, in particular those of operative level, are the most in-demand jobs. In general, jobs with most vacancies identified in the 2018 Manpower Survey also continue to be in demand in recent years.

Descriptions of the above principal jobs and other findings of desk research are given in Annex 1.

Training Needs

Essential skills/attributes

Essential skills/attributes suggested by focus group members include the following:

- (i) knowledge of new technologies (like data analytics, artificial intelligence)
- (ii) marketing skills (including techniques for promotion via social media and other internet platforms)
- (iii) risk management and regulatory compliance
- (iv) communication skills
- (v) self-management skills (e.g. time

management, self-motivation, multi-tasking)

Based on the essential skills advised by focus group members, frequencies of appearance of relevant key words were checked against the recruitment advertisements captured from desk research. Some skills/attributes were found to be required by a number of jobs across different scopes.

	Skills/attributes *
1	Communication skills (14.4%)
2	Self-motivation (14.3%)

3	Teamwork (8.4%)
4	Data analytics/analysis (2.8%)
5	Time management (1.7%)
6	Multi-tasking (1.6%)
7	Computer literacy (1.2%)
8	Risk management (0.7%)

* The percentages in the brackets denote the percentages of job advertisements with respective skill/attribute requirements

Training Required by the Industry

More robust continuous training on digitalisation and business intelligence

To cope with technology innovations, both pre-employment and on-the-job training is required to increase the digital literacy of employees. Digitalisation has transformed the position of freight transport companies as one-stop service providers, offering global solutions from container and bulk cargo movement to supply chain management and last mile delivery. The industry has to embrace a magnitude of technology innovations to facilitate internal and external communications and increase the speed of decision making to retain customers. Therefore, employees are expected to harness e-platform skills and stay abreast of new technologies, such as IoT, AI, big data analytics and even blockchain to enhance their work competencies.

Multidisciplinary skills to be fostered in undergraduate programmes and at workplace

The continuous transformation of the industry requires industry talents to have diversified multidisciplinary skills, including supply chain management, marketing, language skills and other soft skills that will allow them to cut across cultures. Automation of processes in the industry has facilitated the provision of value-added global solution services to customers. It is important for TL companies not only to strive for success in meeting the functional needs of customers, but also offer enhanced customer experience driven by new technologies, such as fast payment, real-time tracking, last mile delivery, etc. Talents also need to build up marketing and communication skills to better adapt to the shift from B2B to B2C business model.

Not only freight transport sector, passenger transport sector is also transforming and requires talents with interdisciplinary knowledge. With the introduction of more new technologies like Electric Power Steering system on vehicles, pilot electric ferries serving in-harbour routes, engineering staff of rail, vehicle and vessel companies who are mechanical based need to broaden their knowledge in electronic engineering and IT so that they would be able to support daily operations and/or maintenance works.

The industry also sees a short-supply of talents who possess knowledge in some professional service areas, such as IT, finance, legal advice, etc. For example, many e-commerce companies have joined forces with IT and finance companies to

facilitate placing order and tracking logistics information on their apps; contract logistics need to be handled by a legal professional to specify comprehensive course of actions but the task does not necessarily require advanced legal knowledge. Therefore, it will be beneficial to introduce some interdisciplinary training to existing TL-related programmes.

Safety and security training to be strengthened

As mentioned by a few members, some basic safety and security related pre-job

training is indeed provided according to the government regulations. However, in-depth on-the-job training is lacking. Extra safety and security training, to be provided either by the employer or an external training institution, is preferred. This kind of on-the-job training will help to strengthen employees' awareness towards safety and security at the workplace and minimise the risks of accidents. Driving/navigation attitude of the drivers/coxswains should also be strengthened as they are responsible for the lives of many passengers.

Recruitment Challenges

While a few sub-sectors hard hit by the COVID-19 Pandemic are having excessive manpower, many TL employers still have difficulties in attracting talents to replace the ageing workforce. Opinions of the focus groups shed light on some of the possible factors causing the recruitment difficulties.

Preference of the young generation

In view of the difficulty in recruiting frontline/operative staff, in particular those so-called "blue collar" positions, there is a huge demand for young blood to join the industry. Some members have observed a general reluctance to become TL workforce among younger talents, who are mostly under the impression that the

industry is dull, obsolete and labour intensive. It is true that the younger generation tends to pursue novelty, diversity and healthy work-life-balance in the workplace. They seek flexibility in their roles that allow them to thrive outside of work. Therefore, it is important for employers to consider ways to attract and retain the young talents. There is room to increase the appeal of a TL career by introducing new technologies (e.g., augmented reality, virtual reality, robotics, etc.) to help to make their work more enjoyable and create a healthy work-life balance at the workplace.

Competition for multi-disciplinary talents

Immerse technological changes have

boosted up employer's expectation towards talents in the workplace. They expect graduates to have domain specific education background as well as skills in crossover disciplines, such as data analytics, marketing, customer service, etc. However, talents equipped with these skills may also appeal to other industries. In the absence of more attractive remuneration and benefits as well as a comprehensive career path, the industry is unlikely to attract talents.

Pre-employment and on-the-job training requirements

Air cargoes and local vessel companies have seen particular difficulty in recruiting frontline or operational level workers. Firstly, frontline or operational level workers are required to do physical work and work on shift by job nature. Secondly, the workplace is usually located in the airport or other remote areas. Part-

time workers are not a feasible alternative as some frontline or operational roles strictly require workers to fulfil certain pre-job training requirements (e.g. DG certificates). The maritime sector also requires employees working on board the vessels to hold relevant certificates and qualifications. These additional requirements further weaken the attractiveness of the industry to young people.

Vehicle servicing providers also encounter difficulties in recruiting and retaining talents as it takes about four years for an apprentice to complete the apprenticeship training. Due to increasing application of electronic devices/components on vehicles, a vehicle mechanics need to keep enriching his knowledge in electronic engineering. The need for continuous upskilling may also discourage people from joining the industry.

RECOMMENDATIONS

To attract talent and to meet the future development of the industry, the following measures involving the joint efforts of the Government, training institutions, employers and employees are recommended:

Government

To encourage more new blood to join the industry after graduation, Life Planning Education of secondary school students should be strengthened. More activities/programmes can be organised in collaboration with trade associations and

training institutions to offer earlier exposure of students to the industry as a way to change its image from a low skill, labour-intensive industry to a rapidly growing and evolving one that employs advanced technologies and offers promising career development opportunities.

More incentive schemes can also be introduced to encourage industry companies to speed up technology innovations and automation of operations, so as to reduce the pressure of these companies in recruiting those hard-to-fill frontline and operational level positions.

For existing subsidy schemes, say the Maritime and Aviation Internship Scheme and Professional Training and Examination Refund Scheme under the Maritime and Aviation Training Fund, the Government may consider streamlining relevant application and/or reimbursement procedures to reduce the administrative work of participating companies and encourage further utilisation of the scheme.

Considering that “Frontline Cargo Operation (Clerical/Craftsman/Operative)” is the most in-demand job and is hard to recruit new blood, the Government may encourage training institutions to offer relevant employee retraining programmes to help those unemployed or who wish to change jobs to take up these posts. Necessary resources and sufficient training places should also be set aside to support the implementation of these programmes.

Training Institution

Existing TL-related training programmes should be reviewed to incorporate more elements that will help to meet the demand for new technology applications and multidisciplinary skills. User-level knowledge in relevant professional areas

like IT and finance will also be useful.

As shift work arrangement is common in the industry, mode of training for in-service employees may also be reviewed to encourage participation and arouse interest, e.g., online resources, role plays for sales training, case studies and experience sharing sessions. Training institutions can also bring in more high technologies to enhance learning experience, e.g., using immersed VR technology to simulate real life scenarios at workplace. As knowledge transfer works best in real workplace environment, training institution may collaborate with industry organisations to offer more workplace experiences to students/trainees.

More in-depth training can be offered to in-service workers on safety and security as well as risk management as most mandatory training tends to be elementary.

As the new generation is considered weak in communication skills, self-discipline and teamwork as some of them are over-protected by the parents and some over-rely on internet platforms for external communication. Training institutions may consider embedding relevant soft skills training in their programmes to cultivate trainees/students with these skills at an earlier stage.

To enhance students’ readiness to work in the TL industry, training institutions may also incorporate training relevant to TL professional qualifications/licenses in their programmes and assist students in obtaining those qualifications (e.g. DG

Awareness certificate or forklift license) before graduation.

Employer

More promotions can be done to arouse public awareness on the developments of the industry and its contribution. By focusing on new technology adoption and industry transformation, such promotions may help to trigger the interest of students and young talents in pursuing a career in the industry.

The industry can also collaborate with their partners in the GBA and identify more opportunities, such as exchange programmes, job placements and site visits, for local talents to gain exposure to new technology applications and development of logistics hubs in the region.

Employers can support training institutions' pre-employment training by providing internship/placement opportunities, allowing students of full-time TL-related programmes to have more exposure to real-life work situations and better understand the career prospects offered by the industry. They may also explore the feasibility of joining the Earn and Learn Scheme so as to attract new blood by offering them a guaranteed salary and a clear career progression pathway.

To encourage employees to upgrade their skills and knowledge through in-service training, employers may consider introducing facilitation measures to their

employees. For example, they may release their staff members to attend training during office hours, subsidise the course fees or invite training providers to deliver training at the workplaces.

As many young employees tend to prefer a wide range of work scope when they join a company, employers may consider offering more variety of work experiences to new talents through job rotation. Better career planning can also help these young talents to visualise their career path and develop an aspiration to stay in the industry.

Employers should also review the remuneration packages offered to employees from time to time to ensure they are competitive in the job market.

Employee

To fully benefit from a career in the industry, employees should be prepared to develop a multidisciplinary skill set and acquire knowledge of new technologies in order to keep pace with the industry developments.

For employees who work in the freight transport sector, they should also develop a global mindset and the capabilities to work across cultures. This will help them better adapt to challenges in their jobs as freight transport companies are transforming to a B2C business model and evolving to global solution service providers.

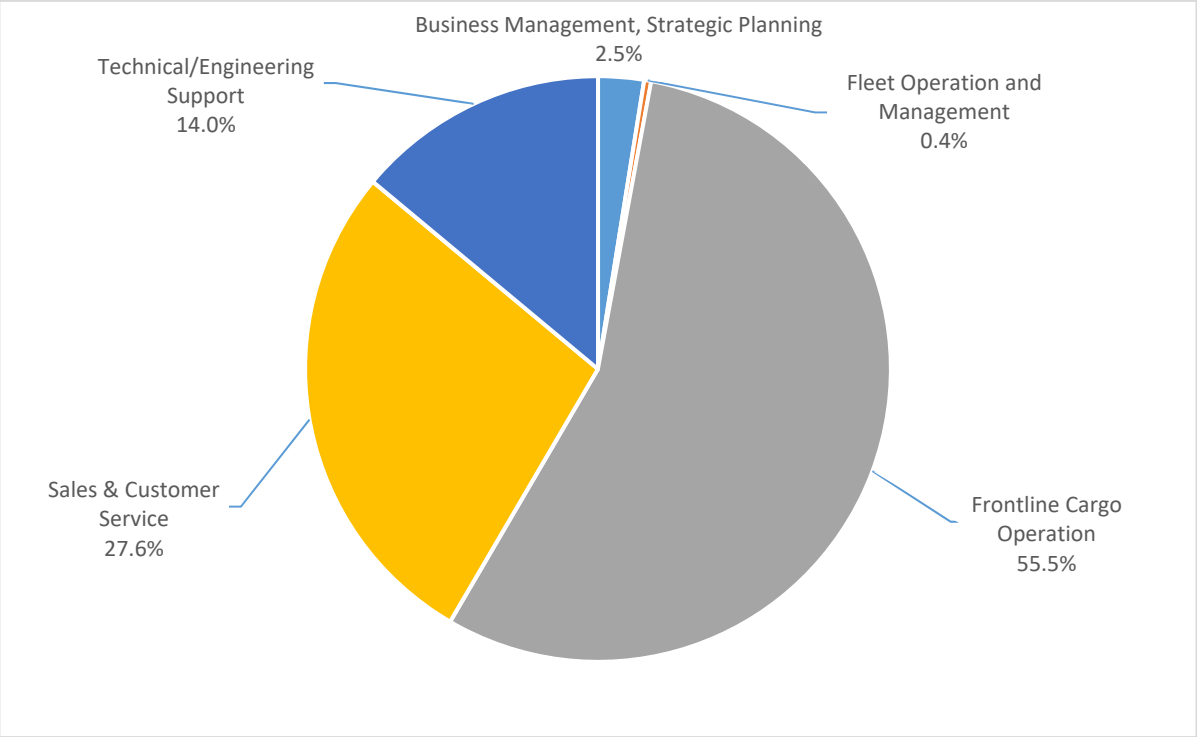
They should also have the mindset of

lifelong learning as the TL industry is fast changing and they need to keep up with the latest development of the industry. They are encouraged to make use of the subsidies provided by the Government to learn new skills.

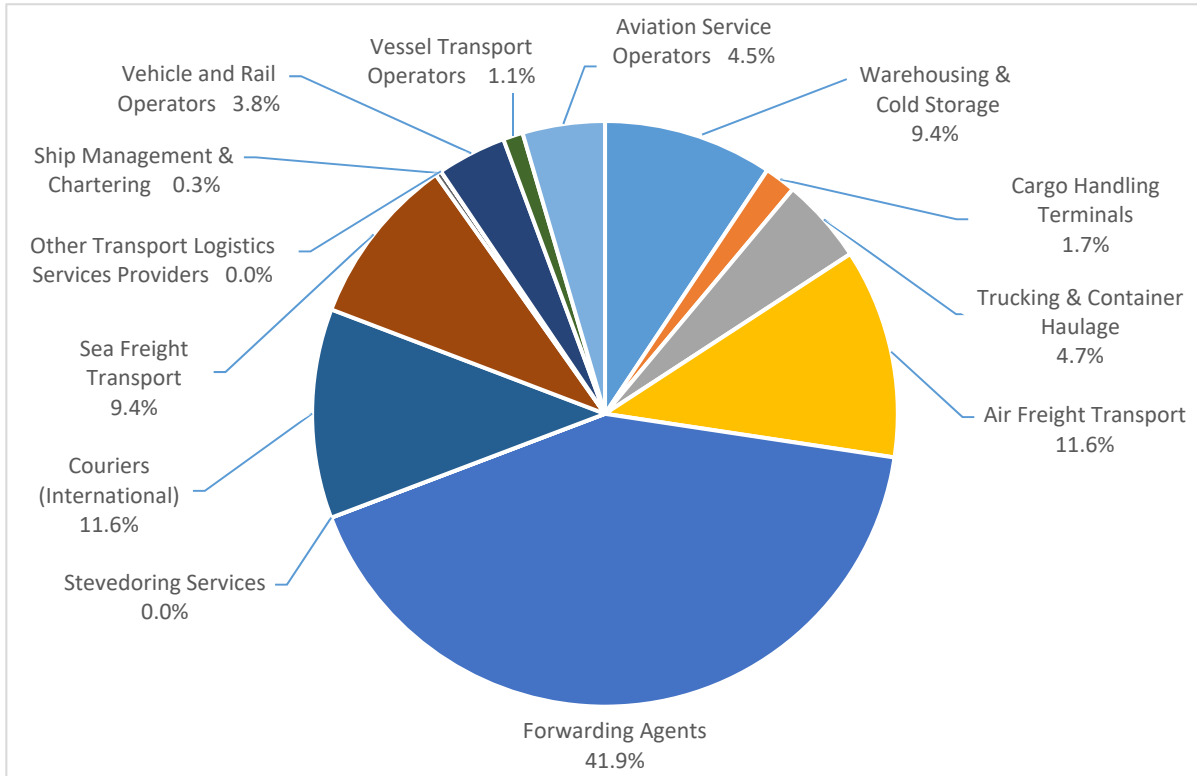
Findings of Desk Research

Since the use of online recruitment portals is only one of the recruitment channels, number of recruitment advertisements captured during the desk research period (i.e. Q4 of 2019 to Q3 of 2020) is presented as supplementary information for reference only. The salary distribution of recruitment advertisements would not be presented here as most advertisements (over 93%) did not state the salary.

Distribution of Recruitment Advertisements across Job Scopes (Q4/2019 to Q3/2020)



Distribution of Recruitment Advertisements across Industry Branches (Q4/2019 to Q3/2020)



Distribution of Recruitment Advertisements by Principal Job (Q4/2019 to Q3/2020)

	Job Title	%
1	Frontline Cargo Operation (Freight transport, Clerical/Craftsman/Operative)	32.4%
2	Frontline Cargo Operation (Freight transport, Executive/Supervisory)	13.6%
3	Sales & Customer Service (Freight transport, Executive/Supervisory)	11.3%
4	Sales & Customer Service (Freight transport, Managerial)	10.4%
5	Technical/ Engineering Support (Freight transport, Managerial)	5.5%
6	Sales & Customer Service (Freight transport, Clerical/Craftsman/Operative)	4.4%
7	Frontline Cargo Operation (Freight transport, Managerial)	4.2%
8	Frontline Passenger Operation (Passenger transport, Clerical/Craftsman/Operative)	2.4%
9	Technical/ Engineering Support (Freight transport, Executive/Supervisory)	2.3%
10	Technical/ Engineering Support (Passenger transport, Managerial)	2.2%
11	Frontline Passenger Operation (Passenger transport, Executive/Supervisory)	2.1%
12	Technical/ Engineering Support (Passenger transport, Clerical/Craftsman/Operative)	1.8%
13	Technical/ Engineering Support (Freight transport, Clerical/Craftsman/Operative)	1.4%
14	Business Management, Strategic Planning (Freight transport, Managerial)	1.4%
15	Frontline Passenger Operation (Passenger transport, Managerial)	0.8%
16	Sales & Customer Service (Passenger transport, Executive/Supervisory)	0.8%
17	Business Management, Strategic Planning (Freight transport, Executive/Supervisory)	0.8%
18	Technical/ Engineering Support (Passenger transport, Executive/Supervisory)	0.8%
19	Sales & Customer Service (Passenger transport, Managerial)	0.5%
20	Fleet Operation and Management (Freight transport, Executive/Supervisory)	0.2%
21	Business Management, Strategic Planning (Freight transport, Clerical/Craftsman/Operative)	0.2%
22	Sales & Customer Service (Passenger transport, Clerical/Craftsman/Operative)	0.2%
23	Business Management, Strategic Planning (Passenger transport, Managerial)	0.1%
24	Fleet Operation and Management (Freight transport, Managerial)	0.1%
25	Fleet Operation and Management (Freight transport, Clerical/ Craftsman/Operative)	0.1%
26	Business Management, Strategic Planning (Passenger transport, Executive/Supervisory)	<0.1%
27	Fleet Operation and Management (Passenger transport, Managerial)	0%
28	Fleet Operation and Management (Passenger transport, Executive/Supervisory)	0%
29	Business Management, Strategic Planning (Passenger transport, Clerical/Craftsman/ Operative)	0%
30	Fleet Operation and Management (Passenger transport, Clerical/Craftsman/Operative)	0%

Note: As some advertisements required the candidates to support air, sea and land transport operations at the same time and some advertisements did not provide sufficient information, further classification of the principal jobs by air/sea/land transport was not feasible in this desk research exercise.

Education Requirements by Principal Job (Q4/2019 to Q3/2020)

Job Level	Principal Job	Post Graduate	University Degree	Sub-Degree/ Higher Diploma/ Higher Certificate	Diploma/ Certificate/ Apprenticeship	Upper Secondary (F.4 or above)	Lower Secondary (F.1 to F.3) or below	Unspecified	Grand Total
I. Freight Transport									
Managerial	Business Management, Strategic Planning	-	55	-	1	3	-	25	84
	Fleet Operation and Management	-	2	-	-	3	-	-	5
	Frontline Cargo Operation	1	121	16	32	17	-	71	258
	Sales & Customer Service	9	314	53	61	58	-	149	644
	Technical/ Engineering Support	-	215	36	5	17	-	63	336
Sub-total		10	707	105	99	98	0	308	1,327
Executive/ Supervisory	Business Management, Strategic Planning	1	28	5	2	-	-	13	49
	Fleet Operation and Management	-	7	2	-	2	-	4	15
	Frontline Cargo Operation	3	105	96	224	164	4	243	839
	Sales & Customer Service	2	194	86	102	103	-	210	697
	Technical/ Engineering Support	-	82	13	16	13	-	16	140
Sub-total		6	416	202	344	282	4	486	1,740
Clerical/ Craftsman/ Operative	Business Management, Strategic Planning	-	11	-	-	-	-	3	14
	Fleet Operation and Management	-	-	-	2	-	-	2	4
	Frontline Cargo Operation	-	59	51	440	788	73	591	2,002
	Sales & Customer Service	-	47	24	65	78	-	58	272
	Technical/ Engineering Support	-	16	20	11	27	4	12	90
Sub-total		0	133	95	518	893	77	666	2,382
II. Passenger Transport									
Managerial	Business Management, Strategic Planning	-	4	-	-	-	-	3	7
	Fleet Operation and Management	-	-	-	-	-	-	-	-
	Frontline Passenger Operation	-	16	7	1	3	3	22	52
	Sales & Customer Service	-	13	1	-	1	-	13	28
	Technical/ Engineering Support	2	59	9	-	3	2	63	138
Sub-total		2	92	17	1	7	5	101	225
Executive/ Supervisory	Business Management, Strategic Planning	-	1	-	-	-	-	1	2
	Fleet Operation and Management	-	-	-	-	-	-	-	-
	Frontline Passenger Operation	2	22	12	29	27	1	39	132
	Sales & Customer Service	-	10	1	21	5	-	14	51
	Technical/ Engineering Support	-	17	11	-	1	1	19	49
Sub-total		2	50	24	50	33	2	73	234
Clerical/ Craftsman/ Operative	Business Management, Strategic Planning	-	-	-	-	-	-	-	-
	Fleet Operation and Management	-	-	-	-	-	-	-	-
	Frontline Passenger Operation	-	4	9	23	28	21	61	146
	Sales & Customer Service	-	-	5	-	3	2	4	14
	Technical/ Engineering Support	-	1	6	17	6	12	67	109
Sub-total		0	5	20	40	37	35	132	269
Grand total		20	1,403	463	1,052	1,350	123	1,766	6,177

Note: Recruitment advertisements with lower education requirement may have other professional qualifications requirements

Experience Requirements by Principal Job (Q4/2019 to Q3/2020)

Job Level	Principal Job	0 Year / No requirement	1-2 Years	3-4 Years	5-6 Years	7-8 Years	Over 8 Years	Unspecified	Grand Total	
I. Freight Transport										
Managerial	Business Management, Strategic Planning	-	-	24	14	2	3	41	84	
	Fleet Operation and Management		-	-	1	-	3	1	5	
	Frontline Cargo Operation		21	30	51	24	30	102	258	
	Sales & Customer Service		57	88	139	47	36	277	644	
	Technical/ Engineering Support		24	38	77	15	39	143	336	
Sub-total		0	102	180	282	88	111	564	1,327	
Executive/ Supervisory	Business Management, Strategic Planning	-	11	8	5	1	-	24	49	
	Fleet Operation and Management		-	4	2	-		9	15	
	Frontline Cargo Operation		15	198	129	66		6	425	839
	Sales & Customer Service		15	174	106	34		1	367	697
	Technical/ Engineering Support		1	21	34	8		-	76	140
Sub-total		31	404	281	115	8	0	901	1,740	
Clerical/ Craftsman/ Operative	Business Management, Strategic Planning	-	2	1	-	-	-	11	14	
	Fleet Operation and Management		-	1	-	-		3	4	
	Frontline Cargo Operation		121	654	67	17		-	1,143	2,002
	Sales & Customer Service		5	97	15	2		1	152	272
	Technical/ Engineering Support		9	20	6	4		-	51	90
Sub-total		137	773	88	23	1	0	1,360	2,382	
II. Passenger Transport										
Managerial	Business Management, Strategic Planning	-	-	-	-	-	1	6	7	
	Fleet Operation and Management		-	-	-	-	-	-	-	
	Frontline Passenger Operation		4	2	10	-	4	32	52	
	Sales & Customer Service		-	-	5	2	-	21	28	
	Technical/ Engineering Support		15	1	21	8	3	90	138	
Sub-total		0	19	3	36	10	8	149	225	
Executive/ Supervisory	Business Management, Strategic Planning	-	-	1	-	-	-	1	2	
	Fleet Operation and Management		-	-	-			-	-	
	Frontline Passenger Operation		7	21	10			3	91	132
	Sales & Customer Service		-	17	6			-	28	51
	Technical/ Engineering Support		-	4	6			5	3	31
Sub-total		7	42	23	8	0	3	151	234	
Clerical/ Craftsman/ Operative	Business Management, Strategic Planning	-	-	-	-	-	-	-	-	
	Fleet Operation and Management		-	-	-	-		-	-	
	Frontline Passenger Operation		13	17	1	9		106	146	
	Sales & Customer Service		-	6	-	-		8	14	
	Technical/ Engineering Support		1	25	2	4		77	109	
Sub-total		14	48	3	13	0	0	191	269	
Grand total		189	1,388	578	477	107	122	3,316	6,177	

Descriptions of Principal Jobs

I. Job Levels

Job Level	Description
Managerial	Head (deputy included) of a department or section of an establishment responsible for getting jobs done of the prescribed area of responsibilities by sub-ordinates according to the company policy, goals and objectives.
Executive/Supervisory	Mainly assist the managerial level in carrying out the prescribed area of responsibilities. Usually are involved in supervision of the work of the junior level on the spot.
Clerical/Craftsman/Operative	Work under supervision and characterised by office job duties or physical job duties with technical requirements, or to receive/handle/distribute document/cargo.

II. Job Scopes

1. Business Management, Strategic Planning

The upper level of an establishment in charge of the formulation of strategies, setting of guidelines, targets and steering of performance of the overall business of the establishment. Specifically:

- Business management - Assess the business potential and resources required for developing the business. Ensure the establishment, its business partners and contractors work together and in line with the company goal. Formulate performance indices for the establishment and monitor the progress of the establishment in reaching the target; adjust the policy/strategy if necessary.
- Strategy planning - Establish the local/regional/global operating strategy (such as strategic alliance) for the establishment. Design and develop strategy for logistics solutions that can be offered by the establishment.
- Technology & technique - Assess the current technology and technique in operating the establishment and set policy for introduction/enhancement of new(er) technology and technique.

2. Fleet Operation and Management

The operating arm of an establishment in charge of maximising the asset/fleet of the establishment. Specifically:

- Fleet management - Manage a fleet to offer a regular/scheduled/liner or irregular/chartered/tramp service; and design/develop the routing pattern according to senior management's decision. Decide on the timing and (sub-)contractors for maintaining the fleet.
- Fleet acquisition & utilisation - Order/purchase/charter-in/ leasing arrangement for the fleet.

Also deal with sales/ charter-out/leasing out/disposal/suspension/laid up of the fleet when applicable. Control/allocate space of the fleet where applicable.

- Contractors & suppliers - Select and supervise the services provided by (sub-)contractors & suppliers (such as through tendering mechanisms) for maintaining the fleet.

3. Sales & Customer Service

The operating arm of an establishment in charge of finding out needs of customers, securing the business and serving customers. Specifically:

- Sales & marketing - Assess the market/customers demand/ needs and competition environment; recommend and implement sales target, customer relationship strategy, marketing strategy and pricing strategy etc.
- Customer service - The business process from initial enquiry, booking, baggage services to arrangement of shipments / tickets, and the related procedure and documentation.

4. Frontline Cargo / Passenger Operation

The operating arm of an establishment in charge of arranging cargo shipments/passenger transportation according to the needs of customers, specifically:

- Space - Schedule cargo/fleet movements according to space/traffic allocated/conditions.
- Logistics arrangement - Operation processes in receiving, storing, distributing, releasing of cargoes/tickets and related processes where applicable.
- Contractors & suppliers - Select and supervise the services provided by (sub-)contractors & suppliers for cargo operation/passenger service.
- Safety & security - Ensure the operation is in compliance with mandatory and internal/external requirements.

5. Technical/Engineering Support

The operating arm of an establishment in charge of technical service. Specifically:

- Machinery & equipment - Establish technical indicators and management system for the operation of machinery and equipment.
- Contractors & suppliers - Select and supervise the services provided by (sub-)contractors & suppliers for machinery and equipment.
- Safety & security - Ensure the operation of machinery and equipment is in compliance with mandatory and in-house requirements.