

HKIHRM Training Needs Survey

香港人力資源管理學會
培訓需求調查



Background Information

調查背景

About the survey 調查背景:

An annual survey conducted by HKIHRM since 1999
自1999年開始每年進行此調查

Objective 調查目的:

Identify training needs in general as well as the most popular training topics during the year.

調查目的是確定一般的培訓需求及熱門的培訓項目

In 2006 survey 2006年調查:

110 companies employing 150,967 staff in total completed and returned the questionnaire

110間共聘用150,967名僱員的企業填妥並交回問卷

Survey Findings

調查結果

Training Topics

培訓項目

Top 5 most important training topics to Senior Management

對高層管理員工最重要的5項培訓項目

	2003	2004	2005	2006
1.	Strategic Planning 策略計劃	Strategic Planning 策略計劃	Strategic Planning 策略計劃	Strategic Planning 策略計劃
2.	Change Management 應變管理	Performance Management 績效管理	People Management 員工管理	People Management / Leadership 員工管理 / 領導才能
3.	Stress Handling 壓力處理	People Management 員工管理	Performance Management 績效管理	Change Management 變革管理
4.	Risk / Crisis Management 風險／危機管理	Change Management 變革管理	Change Management 變革管理	Risk / Crisis Management 風險／危機管理
5.	Organization Development 機構發展	Risk / Crisis Management 風險／危機管理	Risk / Crisis Management 風險／危機管理	Performance Management 績效管理

Top 5 most important training topics to Middle Management

對中層管理員工最重要的5項培訓項目

	2003	2004	2005	2006
1.	Presentation Skills 演講技巧	People Management 員工管理	People Management 員工管理	People Management / Leadership 員工管理 / 領導才能
2.	General Management Skills 基本管理技巧	Performance Management 績效管理	Performance Management 績效管理	Performance Management 績效管理
3.	Effective Problem Solving Skills 有效的解題技巧	Problem Solving 解決問題技巧	Problem Solving 解決問題技巧	Communication Skills 溝通技巧
4.	Change Management 應變管理	Presentation Skills 演講技巧	Presentation Skills 演講技巧	Presentation Skills 演講技巧
5.	Supervisory Management 監督管理	Communication Skills 溝通技巧	Time Management 時間管理	Resolving Conflict / Negotiation Skills 化解矛盾 / 談判技巧

Top 5 most important training topics to Supervisors

對督導職級員工最重要的5項培訓項目

	2003	2004	2005	2006
1.	Supervisory Management 監督管理	Communication Skills 溝通技巧	Basic Supervisory Management 基本督導管理	Communication Skills 溝通技巧
2.	Stress Handling 壓力處理	Basic Supervisory Management 基本督導管理	Communication Skills 溝通技巧	Basic Supervisory Management 基本督導管理
3.	Effective Problem Solving Skills 有效解決問題技巧	Interpersonal Skills 人際關係技巧	Interpersonal Skills 人際關係技巧	Interpersonal Skills 人際關係技巧
4.	Basic Interpersonal Skills for Associates 基礎人際關係技巧	Written English 英文寫作能力	Time Management 時間管理	Priorities / Time Management 優先次序 / 時間管理
5.	Resolving Conflict / Negotiation Skills 化解矛盾 / 談判技巧	Spoken English 英文口語	Written English 英文寫作能力	Written English 英文寫作能力

Top 5 most important training topics to Frontline Staff

對前線員工最重要的5項培訓項目

	2003	2004	2005	2006
1.	English Language Comprehension 英語能力	Communication Skills 溝通技巧	Communication Skills 溝通技巧	Communication Skills 溝通技巧
2.	Basic Interpersonal Skills 基礎人際關係技巧	General Computer Skills 一般電腦操作技巧	General Computer Skills 一般電腦操作技巧	Interpersonal Skills 人際關係技巧
3.	Putonghua Comprehension 普通話能力	Spoken English 英文口語	Interpersonal Skills 人際關係技巧	Spoken English 英文口語
4.	Stress Handling 壓力處理	Interpersonal Skills 人際關係技巧	Spoken English 英文口語	General Computer Skills 一般電腦操作技巧
5.	General Computer Skills 一般電腦操作技巧	Written English & Putonghua 英文寫作能力及普通話	Putonghua 普通話	Written English / Emotional Intelligence (EQ) & Stress Handling 英文寫作能力及情緒智商 / 壓力處理

The most important training topics to different staff levels in 2006

2006年各職級員工首項最重要的培訓項目(按行業計算 by business sector)

Staff level 職級 Industry 行業	Senior management 高層管理人員	Middle management / professional 中層管理/專業員工	Supervisory / officer 督導職級員工/主任	Frontline / clerical / secretarial 前線/文職/秘書級別員工
Business Services / Professional Services 商業服務 / 專業服務	People Management / Leadership 員工管理/領導才能	Presentation Skills 演講技巧	Communication Skills & Creativity / Innovation 溝通技巧及 創意/創新	Priorities / Time Management 優先/時間管理
Community / Social / Personal Services 社區/社會/個人服務	Risk / Crisis Management 風險/危機管理	People Management / Leadership 員工管理/領導才能	Supervisory Management / Communication Skills 督導管理及溝通技巧	Communication Skills 溝通技巧
Construction / Property Development / Real Estate 建築/物業發展/房地產	Strategic Planning 策略計劃	Performance Management & Project Management 績效管理及項目管理	Interpersonal Skills 人際關係技巧	Interpersonal Skills 人際關係技巧
Financial Services / Banking / Insurance 金融服務/銀行/保險	Strategic Planning 策略計劃	People Management / Leadership 員工管理/領導才能	Supervisory Management 督導管理	Communication Skills 溝通技巧
Manufacturing 製造業	People Management / Leadership 員工管理/領導才能	People Management / Leadership & Performance Management 員工管理/領導才能及 績效管理	Communication Skills 溝通技巧	Communication Skills 溝通技巧
Retail 零售業	People Management / Leadership 員工管理/領導才能	People Management / Leadership 員工管理/領導才能	Communication Skills 溝通技巧	Communication Skills 溝通技巧
Transport / Services allied to Transport (storage) 運輸/運輸相關服務(倉儲)	People Management / Leadership 員工管理/領導才能	People Management / Leadership 員工管理/領導才能	Interpersonal Skills 人際關係技巧	Emotional Intelligence (EQ) / Stress Handling 情緒智商/壓力處理
Wholesale, Import / Export, Trading 批發/進出口/貿易	Change Management 變革管理	Problem Solving / Decision Making 解決問題 / 決策技巧	Communication Skills 溝通技巧	Communication Skills 溝通技巧

Survey Findings

調查結果

Investment on Training

培訓投資



Training budget in 2006

2006年培訓開支預算

- 80% of the companies surveyed indicated that they have a training budget

80%的受訪機構表示設有培訓預算

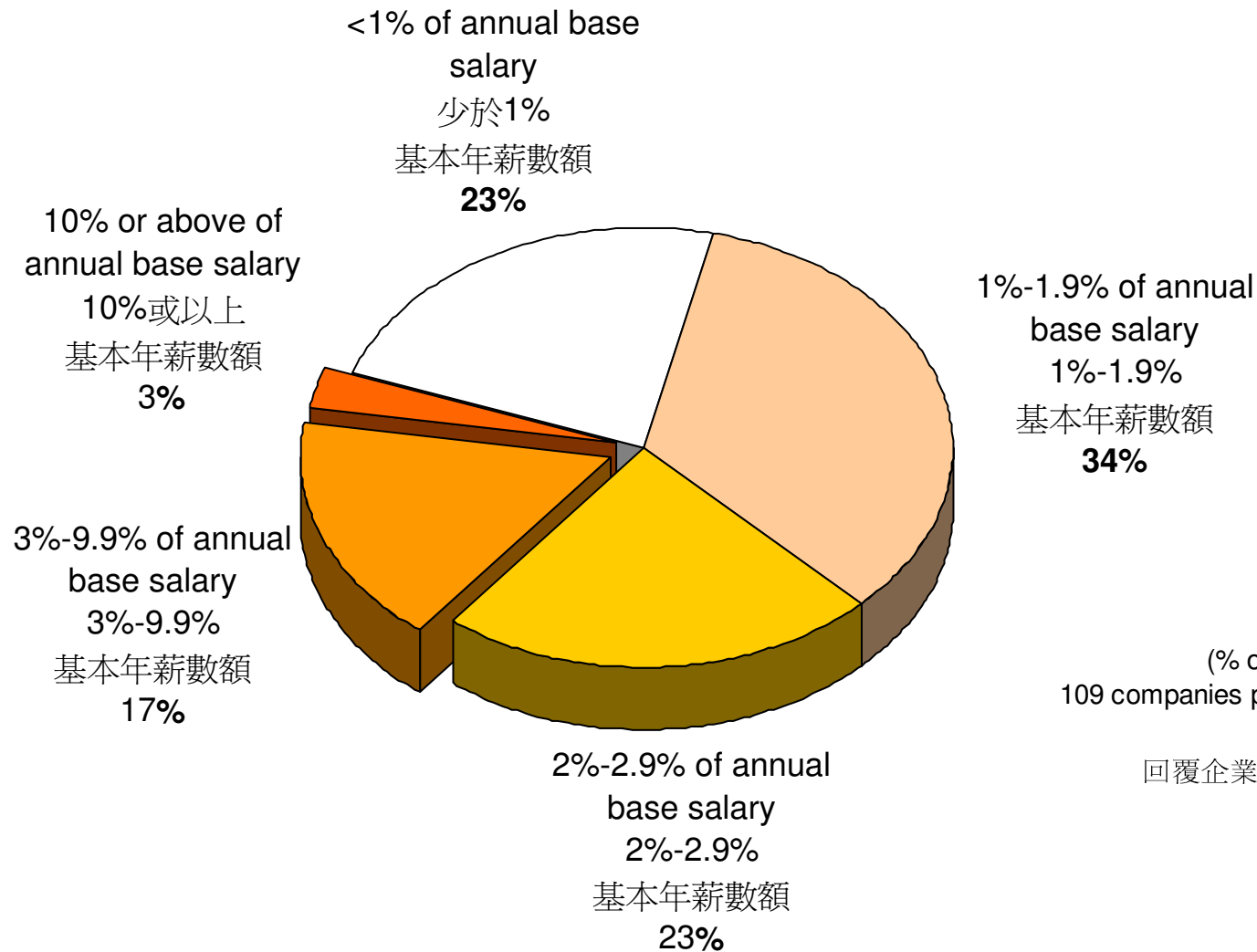
- On average, the proportion of training budget to total annual base salary is 2.1% in 2006

今年，培訓預算佔整體基本年薪平均為2.1%



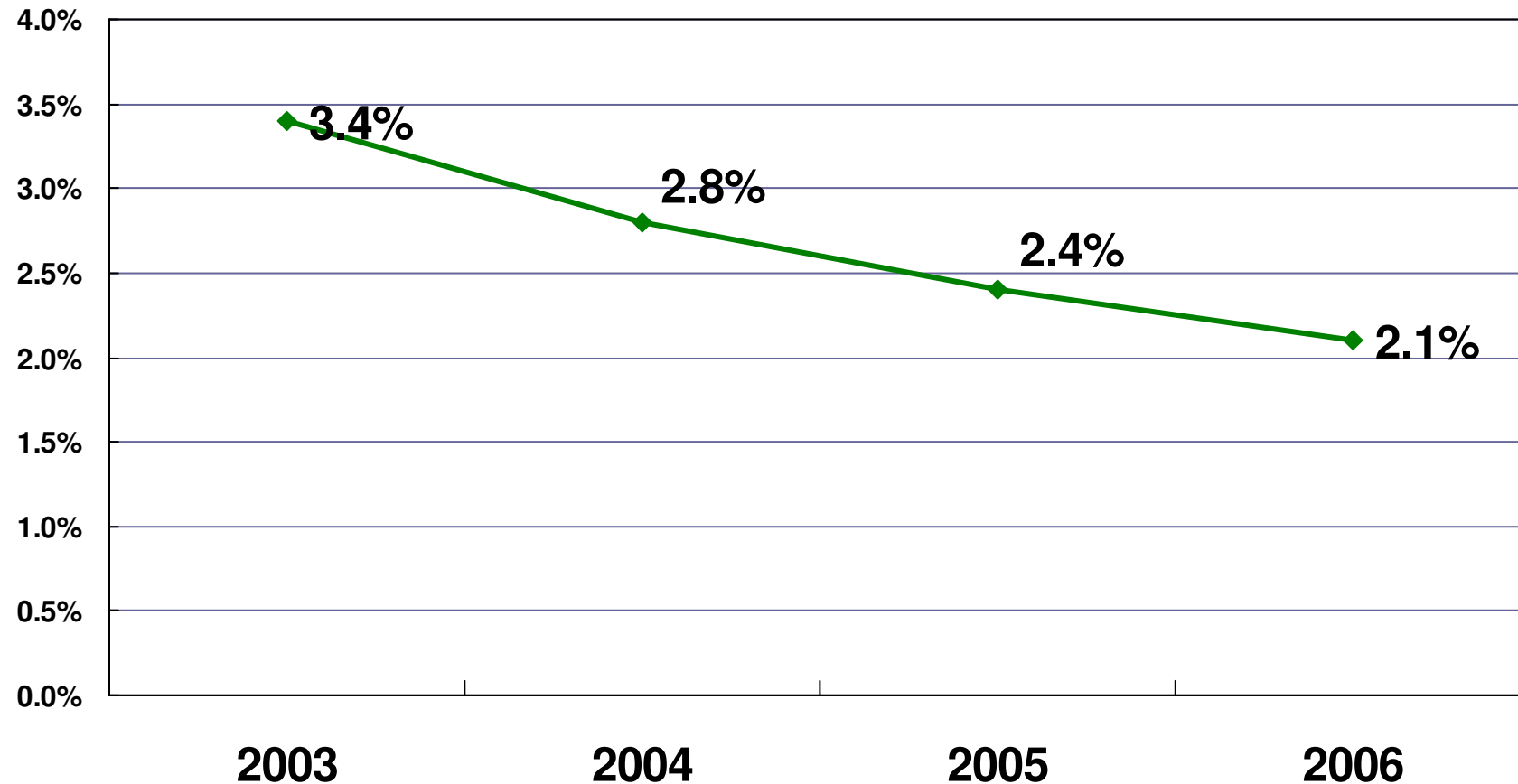
Training budget as a % of total annual base salary

培訓預算（以整體基本年薪百分比計算）



Trend of Training Budget (Year 2003 – 2006)

培訓預算開支趨勢 (2003年至2006年)



Training budget as a % of total annual base salary
培訓預算 (以整體基本年薪百分比計算)



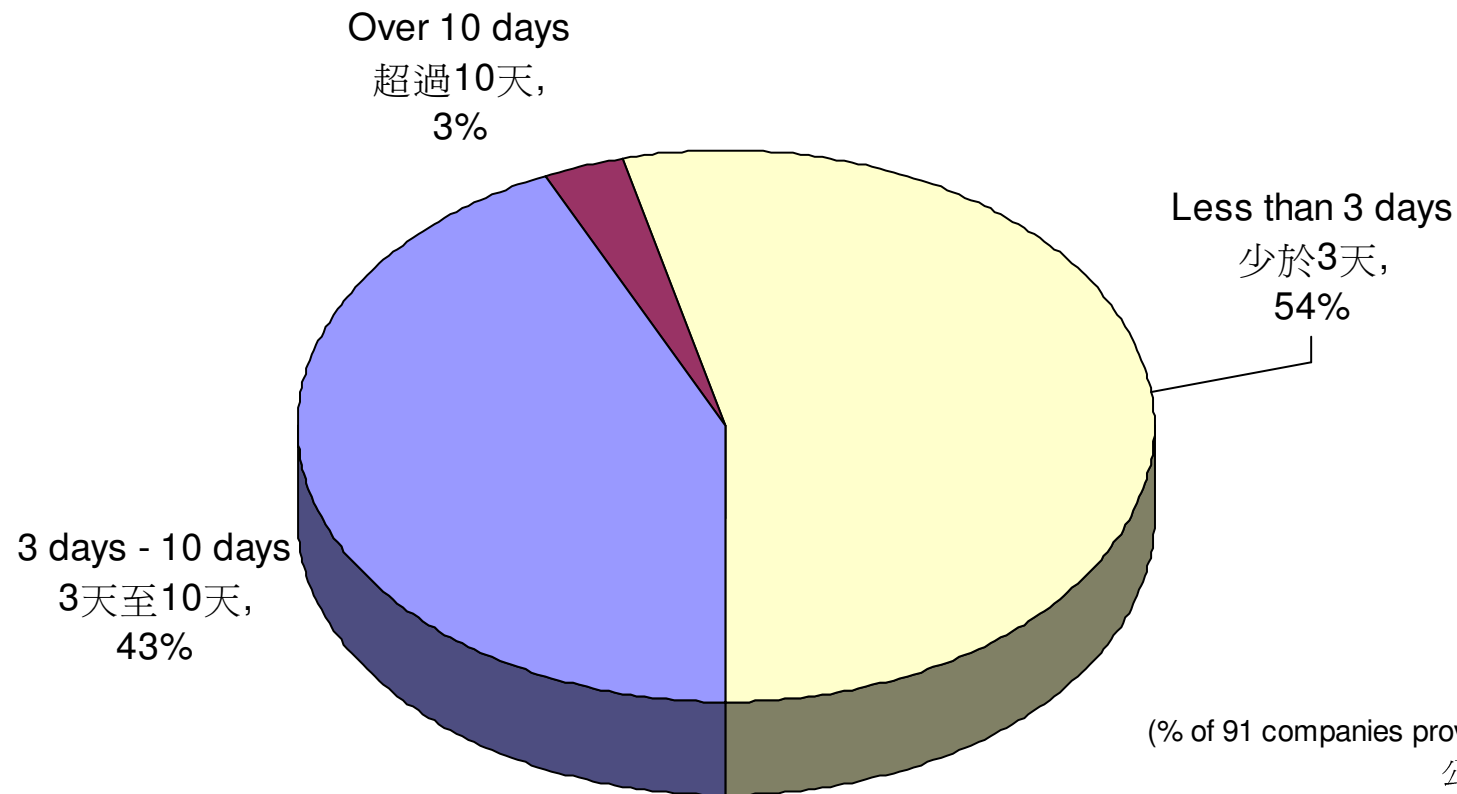
Average number of training days

平均培訓日數

- The average number of training days is newly captured in 2006 survey.
學會首次於2006年的調查中收集有關企業平均培訓日數數據。
- As a whole, the average number of training days per employee per annum is 3.1 days.
整體而言，平均每位僱員全年的培訓日數為3.1日。

Average number of training days

平均培訓日數



(% of 91 companies providing data,
公司百分比,
回覆企業數目: 91間)



Thank You

謝謝!

