

## HUMAN RESOURCES IN THE MICE INDUSTRY 澳門會展業人力資源專題報導

# 澳門會展業人力資源調查報告

## REPORT ON THE SURVEY OF HUMAN RESOURCES WITH THE MICE INDUSTRY IN MACAU

澳門會議展覽業協會  
MACAO CONVENTION & EXHIBITION ASSOCIATION

### 1. 引言 Introduction

會展產業是一項高增值和高附加價值的產業，能創造各階層及不同教育程度人仕的就業機會並且可以間接帶動如酒店、航空公司、餐飲、公關廣告、交通、旅遊業等相關產業的發展，有助經濟成長。

MICE is the one of high value and value-added industry. It provides job opportunities to sectors of various academic levels, and facilitates the economic growth, as well as the developments of related industries, such as hotel, airline companies, food and beverages, marketing and promotion entities, transportations and tourism.

澳門是亞洲著名的旅遊休閒城市，又以中西文化交流馳名於世。澳門每年舉辦的多項節日盛事如澳門藝術節、國際音樂節、國際龍舟賽、高爾夫球公開賽、國際煙花比賽匯演和格蘭披治大賽車，加上博彩娛樂業的蓬勃發展。都使澳門成為一個舉辦國際會議理想之處。

Macau, along with the global reputation of her Eastern and Western cultural mix, has been distinguished as the city in Asia for her relaxed sight seeing and tour. Various festivals and events held annually, such as Arts, Music, International Dragon Boat Competition, Gulf Open Champion-

ship, International Fireworks Competition and Grand Prix, plus the booming Gaming industry, suggest that Macau is one of the ideal places to conduct international conventions.

但是會展業在澳門的發展只是一個新興行業，還在起步發展的階段，距離成熟期尚有一段距離。在硬體和軟體上都發現有不足之處。其中比較困難又急切的是人力資源不足的問題，倘若期望澳門會展產業未來會有良好發展的話，則人力資源的有效規劃和開發是非常重要的。

In Macau, the MICE industry is at her budding stage and is quite a distance from maturity. The hardware and software to support the growth have been identified with deficiencies, especially in the area of the immediately needed and necessary human resources. As such, in order for Macau to have a healthy growth and well established MICE industry, it is utmost important to have effective planning and farming on human resources.

本會以問卷方式，訪問本會會員以取得真實的資料和數字加以綜合分析。以統計方法表示會展業人力結構、所存在的人力資源困難。最後反映業界對政府政策上的期待。

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The Macau Convention and Exhibition Association (MCEA) has interviewed her members via questionnaires to find out facts and data to put up a comprehensive analysis. With statistical figures, identifies the structure and difficulties encountered in the manpower aspect of the present MICE industry. After all, appeal to the Government on policies that the industry is earnestly expecting.

### 2. 會展業及其人力資源的定義及研究對象

The MICE industry and the definition on Human Resources, and Samplings for the Survey

#### 2.1 會展業及其人力資源的定義

The MICE industry and the definition on Human Resources

- 會展產業「MICE」指的是一般會議（Meetings）、獎勵旅遊（Incentives）、大型會議（Conventions）與展覽（Exhibitions）。

- MICE is the acronym for Meetings, Incentives, Conventions, and Exhibitions

- 會展業的人力資源是業界內的勞動者  
Laborer or work force participating is the human resources within the MICE industry.

#### 2.2 研究對象 Samplings for the Survey

- 會展產業協會的五十位成員。  
The 50 members of the MCEA.

#### 2.3 受訪者的代表性

The representative of the Samplings

- 會展產業協會的五十位成員已涵蓋了80%以上的澳門會展業界

The 50 Members of the MCEA engage 80% of the participants within the MICE industry in Macau

### 3. 研究目的 Objectives of the Survey

- 了解目前會展業界人力資源狀況
- To find out the present situations of the human resources in the MICE industry
- 了解及分析目前會展業界所面對的人力資源問題
- To find out and analyse the existing problems encountered in regard to the human resources of the MICE industry
- 建議政府相關扶助政策
- To put up relevant recommendations on the supporting policies to the Authorities to consider.

### 4. 研究結果 Results of the Survey

#### 4.1 受訪公司資料

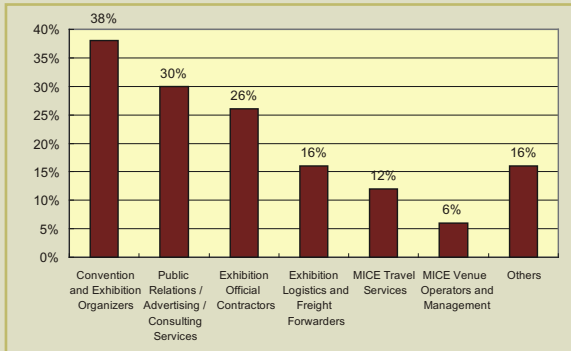
Information on Companies interviewed

##### 4.1.1 受訪公司的業務構成

Structure on business scopes of Companies interviewed

本研究成功以問卷訪問了五十個會展協會成員。以多選形式選擇該公司所涵蓋的業務範圍。其中涉及如會展組織商及會展搭建設計服務，分別佔38%及26%。

The survey covers satisfactory interviews with 50 MCEA members via questionnaires which allow interviewees to select more than one choice to closely identify their business scopes. Out of these 50 responses, 38% and 26% are Convention and Exhibition Organizers and Exhibition Official Contractors respectively.

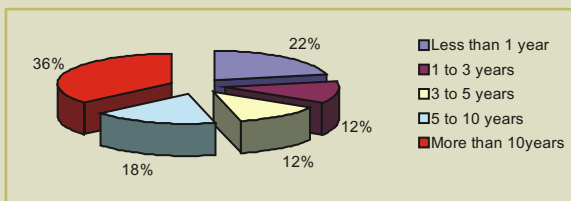


圖表 1: 受訪公司所相關業務圖  
Fig. 1: Business profile of Companies interviewed.

#### 4.1.2 受訪公司及其存續時間之關係

Time horizons on the establishments of the Companies interviewed

受訪公司在澳門從事會展業務的時間，集中在一年以下及十年以上的組群，分別有22%及36%。Of those companies interviewed, in terms of years in the MICE operations, the clusters for less than one year and over ten years are 22% and 36% respectively.



圖表 2: 受訪公司相對其存續時間圖  
Fig 2: Time horizons on the establishments of Companies interviewed

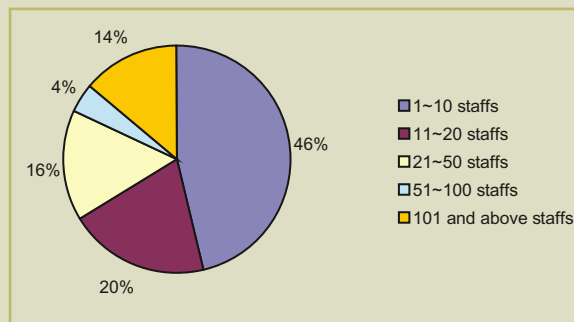
#### 4.1.3 受訪公司人數結構

Number of employees of Companies interviewed

受訪公司的僱員人數分佈並不平均，以1-10人及10-20人的組群佔大部份達66%。而這兩個組群可

以被界定為中小企業，所以在會展業界中，中小企是主要的組成。

Number of employees of those companies interviewed is not an even distribution. Companies with less than 10 and having 10 -20 employees are the 2 clusters that represent 66% of the respondents. As such, these 2 clusters, defined as SMEs (Small and Medium Enterprises), are the two major players in the MICE industry.



圖表 3: 受訪公司人數結構  
Fig. 3: Pie Chart on the number of employee of those Companies interviewed.

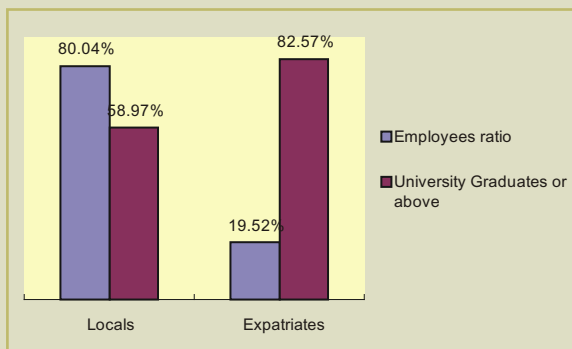
#### 4.1.4 受訪公司人力來源和學歷概況

Overview on the origins and the associated academic levels of employees of those Companies interviewed.

受訪公司中的本地僱員中，只有差不多六成有大學或以上學位。相對地外地僱員中達有八成的比例。而受訪公司本地僱員與外地僱員的平均比為八對二。

Out of those companies interviewed, with an average ratio of 80:20 locals to expatriates, only barely 60% local employees versus 80% expatriates are university graduates or above.

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圖表4: 受訪公司僱員來源及其學歷分佈圖  
Fig. 4: Bar Chart on the origins and the associated academic levels of employees of those Companies interviewed

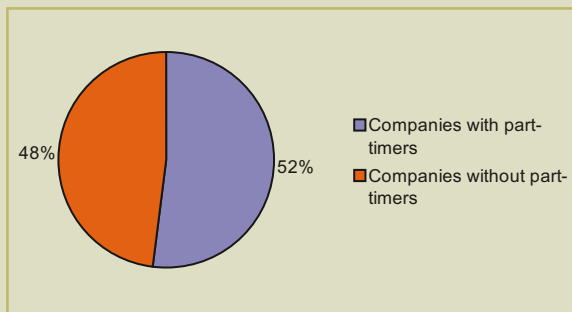
### 4.2 受訪公司的人力資料

Employee profiles of those Companies interviewed

#### 4.2.1 受訪公司聘用兼職員工情況 Overview on the part-timers of those Companies interviewed

在僱用兼職員工方面，由本調查顯示有一半的受訪公司已經有聘兼職員工。

Per data collected from this survey, it is cleared that 50% of those companies interviewed employ part-time staffs.

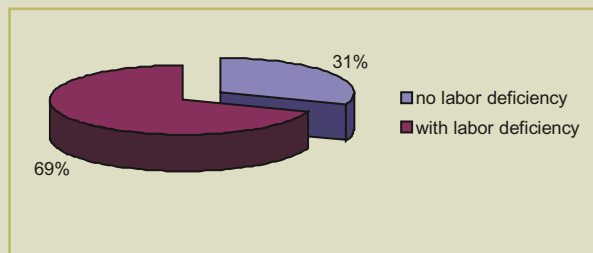


圖表5: 受訪公司有否聘用兼職員工之比例圖  
Fig. 5: Pie chart on Companies interviewed with and without part-timer staffs

#### 4.2.2 受訪公司人力資源不足情況 Overview on the labor deficiency of those Companies interviewed

在受訪公司中有差不多七成的公司有人力資源不足的問題。

Per data collected from the survey, close to 70% of the Companies interviewed have labor deficiency.



圖表6: 受訪公司人力資源情況  
Fig 6: Pie Chart on the labor deficiency of those Companies interviewed

#### 4.2.3 在未來5年內，是否需要增加僱員數目以配合發展的回應 Responses on the necessity to increase number of employees in the coming five years to cope with the growth.

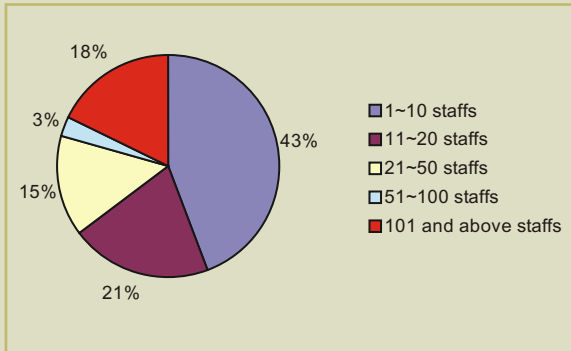
調查中50間公司中，在未來5年內，需要增加僱員的有49間。不需要增加僱員的只有1間。

Per data collected, in the coming 5 years, 49, except 1, of those companies interviewed have the need for additional employees.

#### 4.2.4 在回應有人力資源不足的公司中的人數結構 Number of employees of those Companies interviewed having labor deficiency

在人力資源不足的公司組群中，以僱員人數介乎1-20人之間的公司為主達64%

It is 64% of those companies interviewed having labor deficiency are having 1-20 employees.

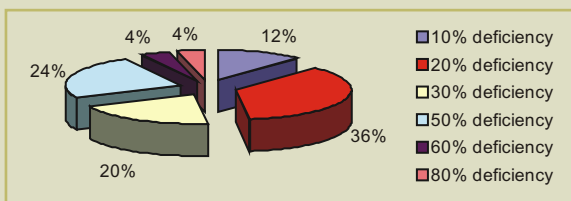


圖表 7: 人力資源不足的公司中的人數結構圖  
Fig. 7: Number of employees of those Companies interviewed having labor deficiency

#### 4.2.5 受訪公司人力資源不足率結構

The rates of labor deficiency of those Companies interviewed.

受訪公司中在人力資源不足的公司組群中，佔68%的公司表示人力資源不足率介乎20% ~ 50%。It is 68% of those companies interviewed having labor deficiency are having a shortage rate of ranging from 20% to 50%.



圖表 8: 受訪公司人力資源不足率圖  
Fig 8: Rates of labor deficiency of those Companies interviewed.

#### 4.3 受訪公司的人力資源困難

Difficulties on manpower of those Companies interviewed

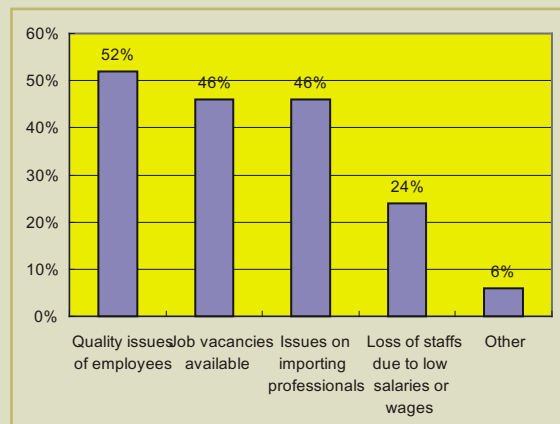
##### 4.3.1 受訪公司的人力資源困難的類別

The factors composing the difficulties on man-

power of those Companies interviewed.

調查結果顯示人員素質問題、職位短缺(有工無人做)、專業人才外勞輸入問題及薪酬偏低導致員工流失，分別是52%，46%，46%及24%。其他困難的影響較小。

The survey indicates that quality issues of employees, job vacancies available (candidates not willing to apply), issues on importing professionals, and loss of Staffs due to low salaries or wages encompass 52%, 46%, 46% and 24% respectively. Other factors leading to the difficulties are having minor impact on the concern.



圖表 9: 受訪公司曾遇過或現在遇到的人力資源問題分佈圖  
Fig 9: Factors encountered or presently facing on manpower of those Companies interviewed.

#### 4.3.2 2007年業界各工種僱員數目與期望增聘僱員數目比較

Comparison on the number of duties and the expected increments on these Positions within the industry for the year 2007. Employees of various job

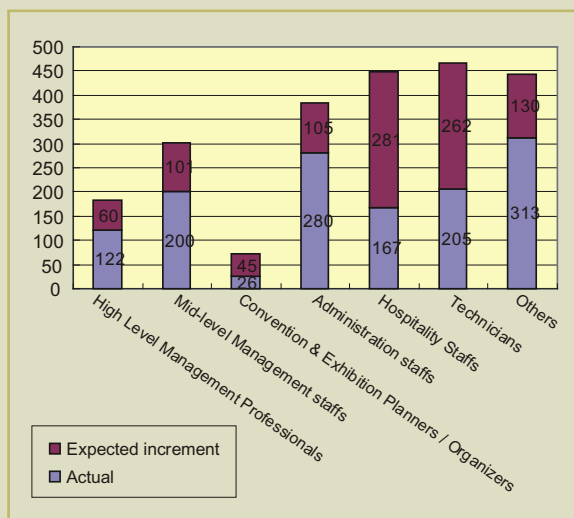
在2007年業界各工種〔分別是高級專業管理人員，中層管理人員，會展設計師，文職人員，會

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展接待員（含司機），技術人員及短期僱員）的僱員分佈如下，2007年第一季僱員合共有1,439人。

For the first quarter of year 2007, the total number of employees is 1439. This covers various positions of the industry, such as high level management professionals, mid-level management staffs, convention and exhibition planners / organizers, administration staffs, hospitality staffs (including chauffeurs), technicians and temporary staffs.

	實際人數 Actual 2007 第一季 1 <sup>st</sup> Qtr. 2007	期望增聘人數 Expected increment 2007 第四季 4 <sup>th</sup> Qtr. 2007
短期勞務人員 Short term work force	126	1015



圖表 10: 2007年會展業長期僱員需求圖  
Fig 10: Permanent staff requirements of MICE, year 2007.

### 4.3.3 未來五年內每年增聘長期及短期僱員統計

Forecast on the additional annual permanent and short term staffs within the coming 5 years.

未來五年內，受訪公司計劃增聘的長期及短期僱員，已顯示在圖11中。

In the coming 5 years, Figure 11 indicates the scheduled additional hiring on the permanent and short term staffs of those companies interviewed.



圖表 11: 受訪公司對各類僱員的總需求圖  
Fig 11: Overall demand on various positions of those Companies interviewed

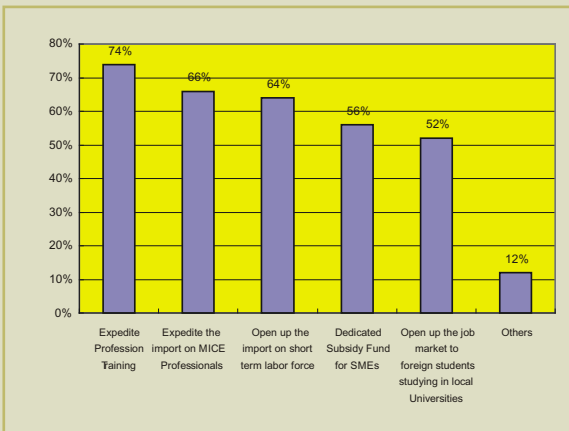
### 4.4 受訪公司對政府政策上的建議的統計

Statistics on the proposed policies to the Government from those Companies interviewed.

政府在政策上對業界的扶助，大部份落在問卷所提出的選項內。而有12%有其他的建議。

Regarding the Government policies in assisting the industry, other than most of them have been set out

in the questionnaire, there are 12% of the respondents have other recommendations.



圖表 12: 受訪公司曾遇過或現在遇到的人力資源問題分佈圖

Fig. 12: Distributions on issues encountered or presently facing on human resources of those Companies interviewed.

## 5 研究結果分析

### Analysis on the Results of the Survey

#### 5.1 澳門會展業前景樂觀

The future of the MICE industry in Macau is optimistic

由圖2顯示，受訪公司中存續時間介乎1至3年之間佔總體的34%。由於博彩業蓬勃，旅遊業興旺，地理位置優越和中央政府及特區政府支持，投資者及業界對澳門會展業前景樂觀。吸引了本地和外的投資者投入本澳發展。

As indicated in Fig. 2, 34% of the companies interviewed have been in business for 1 to 3 years. Due to the flourish in the Gaming industry, thrive in tourism, geographic preponderance, and the supports from the SAR and Central Government, both

investors and the trade are optimistic on the future of the MICE industry. Further, all these factors do attract both the local and foreign investors to participate the development of Macau.

#### 5.2 會展業界業務處於起步階段

The business operations of MICE is at the mid of the infancy stage

受訪公司中業務涵蓋的範圍包括會展組織服務及會展搭建設計服務的比例較少，顯示業界服務尚處於起步階段。由圖1可知

Fig. 1 indicates that the trade is at the mid of the infancy stage. Among those companies interviewed, services in convention and exhibition organizing are relatively minimal.

會展專業業務 Exhibition Professional services	佔受訪公司之百分比 % on Companies interviewed
會展組織商 Organizer	38%
會展公關、廣告、諮詢、翻譯等服務 Public Relations, Advertising, Consulting, Translations, etc.	30%
會展搭建設計服務 Booth Set-up Design	26%
會展物流運輸 Logistics and Transportations	16%
會展旅遊服務 Tour and traveling	12%
會展場館經營及管理 Facilities Operations and Administrations	6%
其他 Others	16%

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而會展業下游業務或相關業務，受訪公司兼有提供。未形成專業分工的態勢。

Also, the downstream and relative services within MICE are not categorized in the fashion of professionals. It is only those companies interviewed providing the services on ad hoc basis.

### 5.3 人力資源困難 Difficulties with the Manpower

#### 5.3.1 人力資源不足影響會展業

The impact of deficiency in manpower on the MICE

有52%的受訪公司已聘用兼職員工，而有達差不多有七成的受訪公司有人力資源不足的問題。顯示會展產業在發展期間，難以在本地人力市場中補充其業務發展的需要。

There are 52% of those companies interviewed engaged in hiring part-timers, and close to 70% of these companies are facing the labor shortage issue. This spells out that during the course of the development in MICE, the local labor supplies cannot satisfy the demands for growth in operations.

#### 5.3.2 規模較小的公司較難爭取人才

Smaller scale companies are relatively hard to strive for proper abilities.

在人力資源不足的公司組群中，以小企為主要構成達64%(參考圖7)。由於公司規模較小，企業實力較弱。即使存續時較長，亦難與其他產業如博彩業競爭。在圖9中，有因薪酬偏低導致員工流失的公司達14%，其中僱員在1至20人之間的公司，就佔大約六成。公司不但要尋求人才人力，也必須使原有員工不致流失。

Among those companies that are having labor shortage, 64% are SMEs (refer to Figure 7). Though these companies have been established for a while,

yet, due to smaller in scale, it is not easy to compete with the other industries, such as the Gaming industry. From Fig. 9, there are 14% of the companies interviewed losing employees due to low salaries; and 60% of these companies are having employees of 1 to 20. For these companies, they are not just looking for abilities and manpower, but also need to retain employees.

#### 5.3.3 本地人力市場的質和量困擾業界

The quality and quantity of the local labor market puzzle the trade

由圖9得知，業界的主要人力資源問題是人員素質問題(佔52%)，職位短缺(有工無人做)(佔46%)及專業人才外勞輸入問題(佔46%)。本地的人力資源有限，有經驗的僱員不夠，有職位空缺，卻不易有人填補。而會展業為一新興行業，本地人才素質參差。因此亦未能提供會展專才為業界所用。根據本調查，受訪公司所需要的僱員是多種多樣的。計有：

英文人才，商業翻譯人員，設計師，文職，銷售人員，媒介策劃員，搭建技工，倉庫工人，服務生，出納員，會計，中層管理人員，項目統籌，項目主任。

As indicated in Figure 9, with regard to human resources of the trade, the focusing issues are qualities of staffs (52%), job vacancies available (candidates not willing to apply) (46%), and the import of professionals (46%). Though MICE is a burgeoning industry, yet, due to the existing nature of the local labor market, such as limited in supply, lack of experience, openings not easily being filled, and uneven abilities, the local labor market cannot

provide the necessary expertise for the trade. Per survey, the required capacities on staffs of those companies interviewed are various, they are, English proficient personnel, professional interpreters, designers, administrators, sales, media planners, erection technicians, warehouse workers, waiters, cashiers, accountants, mid-level manage-

ments, project organizers, and project directors.

## 5.4 人力資源需求趨勢

The trend of the demand on Manpower

### 5.4.1 目前業界人力資源嚴重不足

Existing labor deficiency in the Industry

由圖10可知，2007年中有

From Fig. 10, it indicates that for the Year 2007,

	實際人數 Actual Headcount (2007年第一季) (1st Qtr, 2007)	期望增聘人數 Forecast demand on additional Headcount (2007年第四季) (4th Qtr, 2007)	增幅 Increments
短期僱員 Temporary staffs	126	1015	9.06 倍 / Times
會展設計師 Convention and Exhibition Planners/ Organizers	26	45	2.73 倍 / Times
會展接待員 Hospitality Staffs (含司機) (including Chuffers)	167	281	2.68 倍 / Times
技術人員 Technical staffs	205	262	2.28倍 / Times
中層管理人員 Mid-level Managements	200	101	1.51倍 / Times
高級專業管理人員 High level Management Professionals	122	60	1.49倍 / Times
其他 Others	313	130	1.42倍 / Times
文職 Administrative staffs	280	105	1.38倍 / Times

而未來五年各工種需求人數如下：

and the demand of manpower in the coming 5 years for the following positions:

每年增聘人數 Employees increased annually	高級專業管理人員 High level Management Professionals	中層管理人員 Mid-level Managements	會展設計師 Convention and Exhibition Planners / Organizers	文職人員 Administrative staffs	會展接待人員(含司機) Hospitality Staffs (including Chuffers)	技術人員 Technical staffs	其他人員 Others	短期僱員 Temporary staffs
1st Qtr, 2007 (Actual)	122	200	26	280	167	205	313	126

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每年贈聘人數 Employees increased annually	高級專業管理人員 High level Management Professionals	中層管理人員 Mid-level Managements	會展設計師 Convention and Exhibition Planners / Organizers	文職人員 Administrative staffs	會展接待人員(含司機) Hospitality Staffs (including Chuffers)	技術人員 Technical staffs	其他人員 Others	短期僱員 Temporary staffs
4th Qtr, 2007	60	101	45	105	281	262	130	1015
Year 2008	78	139	66	123	293	293	75	1788
Year 2009	68	133	62	127	412	345	80	1699
Year 2010	81	144	64	135	436	366	83	1941
Year 2011	88	167	78	149	455	440	85	2045

以上各種人員都是將現在同種人員數目翻一翻都不能滿足業界期望的。

The expectations from the trade still cannot be satisfied even double the size on the above positions.

#### 5.4.2 未來二年內會展業各類人力資源需求激增

The demand on various positions for MICE shall proliferate in the coming 2 years

根據調查結果，業界在未來兩年在各類工種的人力資源需求激增。無論是專業性強的或是技術性的工種都有倍數增長。見下表

Per survey with details stated in the following table, for the trade, the demand on the various positions, both specialists and technicians, shall proliferate in multiples for the coming two years

	2007年實際僱員人數 1 <sup>st</sup> Qtr, 2007 No. of Actual Employees	2008年期望僱員人數 Year 2008 Expected No. of Employees	增幅 Increments
短期僱員 Temporary staffs	126	2929	23.2 倍 / Times
會展設計師 Convention and Exhibition Planners/ Organizers	26	137	5.3 倍 / Times
會展接待員 Hospitality Staffs (含司機) (including Chauffeurs)	167	741	4.4 倍 / Times
技術人員 Technical staffs	205	760	3.7 倍 / Times

	2007年實際僱員人數 1 <sup>st</sup> Qtr, 2007 No. of Actual Employees	2008年期望僱員人數 Year 2008 Expected No. of Employees	增幅 Increments
中層管理人員 Mid-level Managements	200	440	2.2倍 / Times
高級專業管理人員 High level Management Professionals	122	260	2.1倍 / Times
文職 Administrative staff	280	508	1.8倍 / Times
其他 Others	313	518	1.7倍 / Times

如何產生這大量的人才和人力，對政府和業界都是很大的挑戰。

It is a big challenge to both the Government and the trade on how to cope with these enormous demands in terms of the capacities in abilities and the associated manpower.

#### 5.4.3 未來五年人力資源需求走勢

The trend on the demand of manpower for the coming 5 years

根據圖11中的數據，可以得到以下表格

The following tabulation comes from the data in Figure 11

年份 Year	2007年 第一季 1st Qtr., 2007	2007年 末 Year end of 2007	2008年 Year 2008	2009年 Year 2009	2010年 Year 2010	2011年 Year 2011
短期僱員 Temporary staffs	126	1,141	2,929	4,628	6,569	8,614
期望增加人數 Expected additional employees		1,015	1,788	1,699	1,941	2,045
增長率 Rate of increment		805%	156.7%	58%	41.94%	31.13%
長期僱員 Long term employees	1,313	2,297	3,364	4,591	5,900	7,362
期望增加人數 Expected additional employees		984	1,067	1,227	1,309	1,462
增長率 Rate of increment		74.94%	46.45%	36.47%	28.51%	24.78%

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在未來五年間，如果順利增加僱員至滿足期望，則到2年後業界人數就要翻一番，而五年後又再多翻一番。平均每年有高達40%的高速增長，才達到總計15,976人的目的。

If the positions could be filled as expected during the coming 5 years, then, the manpower for the trade has to be doubled by the end of the second year, and double again by the end of the fifth year. In order to achieve the goal to have a total manpower of 15,976, the annual average increment should not be less than a 40% growth.

### 5.5 業界的訴求明顯

Appeal from the Trade is obvious

受訪公司對政府的期望各有不同，由圖12反映，可知基本上業界的期望是以下五項

The expectations to the Government from those companies interviewed vary. Yet, as indicated in Figure 12, it is clear that the expectations from the trade are basically the 5 areas stated as follows,

建議 Recommendations	支持率 Petition Ratio
加快人才培訓 Expedite Profession Training	74%
加快會展專才引進 Expedite the import on MICE Professionals	66%
開放短期勞務輸入 Open up the import on short term labor force	64%
專項資金扶助中小企 Dedicated subsidy fund for SMEs	56%
放寬在澳門留學的外地大學生留澳實習 Open up the job market to foreign students studying in the local Universities	52%

### 5. 建議 Recommendations

由上面的分析，澳門會展業在剛發展的階段，對人力資源有質與量的需要。業界以

- 加快人才培訓
- 加快會展專才引進
- 開放短期勞務輸入
- 專項資金扶助中小企
- 放寬在澳門留學的外地大學生留澳實習

五項為主要訴求，期望政府積極支持。使得業界有優良的發展環境及條件

As per analysis of above, MICE in Macau is at her budding stage, and in order to provide an optimum environment and condition for development, with respect to the demand on the human resources, both quality and quantity wise, the trade does expect the Government to actively support the 5 areas stated as follows,

- Expedite Profession Training
- Expedite the import on MICE Professionals
- Open up the import on short term labor force
- Dedicated subsidy fund for SMEs
- Open up the job market to foreign students studying in local Universities

#### 5.1 加快人才培訓 Expedite Profession Training

政府銳意振興經濟，發展多元產業。定位本澳為旅遊會展中心，以創造價值和大量的就業機會。而澳門會展業的未來是一片樂觀，只是大部份會展公司是中小企。這些中小企業難以以內部培訓來滿足業界對人才質與量的需求。由於會展是可以配合政府經濟發展藍圖的高增值及具備全球化潛力的產業。政府可以

- 儘快製定会展業人才培訓計劃，以厚植本地業界

實力

- ○ 投放資金聘請國際或本地的專家導師培訓本地會展從業者
- ○ 與本地高等學府提供課程，積極培育專業人才  
The Government has been actively promoting the economy with multifaceted industries, and position tourism and MICE to be the prevailing direction to creat value and employment opportunities. The future of the MICE industry in Macau is optimistic, yet, most of the players in the trade are SMEs which are lack of internal resouceres to incubate the necessary work force to cope with the demands. Since MICE is the industry of high value and vested with the globalized potential, and could go hand in hand with the Government in her economic development blue print, as such, the Government could,
- ○ Expedite laying out the training plan for the MICE profession to enrich the potence of the trade.
- ○ Put in funds to hire local or international renown experts to train up all local participants with the MICE
- ○ Provide courses via local high level educational institutions to actively train up professionals

## 5.2 加快會展專才引進

Expedite the import on MICE Professionals

由於近年會展場地的不斷增加而澳門國際化過程迅速，正如本調查報告顯示每年人力資源需求都有平均三成的增長。在幾年之中，只在本地培養有以上各項素質的專才，正所謂“十年樹木，百年樹人”，因時間的限制，未能滿足業界急時之

需。

Along with the continuous additions in exhibition facilities and the acceleration in the globalization process of Macau, plus the survey indicates on the 30% average demand growth rate of the work force, for the past few years and as the legendary saying that “maturity takes decades”, the locally incubated expertise cannot satisfy the immediate needs of the MICE demands.

在國際上的專才可以用歐美國家的專業標準來輸入。政府加快這些專才引進，可以解決當前發展的需要。而因這些專業人士以他們的才能與實務經驗，將提升本地業界和從業者的水平。

In order to cope with the existing needs for the growth, Government can follow the European and North American standards to expedite the import of international experts. With the capacities and practical experiences, these experts shall elevate the ability levels of the trade and the participants within.

## 5.3 開放短期勞務輸入

Open up the import on short term labor force

由於本地經常居住人口只有五十多萬，而因博彩娛樂業令就業重新分佈。正如調查顯示，會展業需要大量而且多樣的兼職僱員。在目前的情況下，本地的人力市場難以滿足業界的需要。

Due to the fact that the gaming industry has realigned the employment profile among the local 500,000 permanent residents, as well as indicated by the survey, the MICE industry engages quite a high volume of multifaceted part timers, the existing local labor force could hardly satisfy the needs of the trade.

政府在政策層面上對業界的支支持，可以是開

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放短期勞務輸入。會展業所需要的非編制內僱員即兼職僱員的多寡是與業界的旺淡季有關。此政策不但有切合業界的特性需求而且讓業界因有一個相對大的人力市場而得到益處。

The short term labor force requirements for MICE are seasonal. As such, if the Government could put up supporting policies of allowing the import on short term work forces, the trade would definitely benefit from this mass supply and suit the demand cycles.

### 5.4 放寬在澳門留學的外地大學生留澳實習

Open up the Job Market to Foreign Students studying in the Local Universities

在外地有留學生畢業後留在本地實習的制度，以善用大學或高等教育機構所培養的人才，利用市場機制來篩選當地所需要的人力。不但直接有利於當地的各項發展，而且將優秀人才留下，成為優厚的人力資本。

In overseas, there are polices allowing foreign students to practice after university graduation. These policies do benefit directly on various local developments, as expertises achieved from the high level education and training are being well utilised, elitists could be kept within via the market economy mechanism, and as a result, build up a high quality and strong human resources capacity.

本澳大專院校近年在國內拓大招生，有不少國內優秀的中學生因為本澳能提供與國際接軌的教育而來澳就讀。這些國內學生的優點如下

- 在國內有根基，如懂普通話及其鄉土方言、熟悉國內民情
- 在澳門三、四年後，在澳培養出專業及態度比

較熟悉澳門，如政府概況，風土人情和廣府話

- 就業比較熱衷、一般保持積極及專注的態度，而其他國家的留學生的情形也很類似

In recent years, high level education institutions have been recruiting students from mainland China. There are lots of excellent secondary gradutes coming over to Macau to further thier stuiies of which are having global exposures. These students are having edges stated as follows,

- Have establishments in mainland China, speaking Mandarine and certain local dialects, plus knowing the country well
- Professional ethics and attitude could be developed after 3 to 4 years in Macau
- Getting famier with Macua, such as the Government, local culture and speaking Cantonese
- Attitudes toward employment are enthusiastic, aggressive and devoted.

The situations of foreign students from other countries are qutie similar.

如果政府能讓留學的外地大學生留澳實習，本地會展業也蒙優惠。能方便的在本地人力市場中，吸收既熟悉本澳又熟悉其他地方的高文化和素質的人才。

Should the Government allow foreign students attending universities to stay in Macauu to practice, other than absorbing these localised foreigners with high education and quality for the local labor market, our MICE shall benifit from this policy. 