

得人才者得顧客

If you draw talent, you draw customers

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議會多年來一直竭力幫助旅行社招攬人才。

For many years, the TIC has striven to help travel agents attract talent.

旅行社全都知，吸引顧客，然後留住顧客，對業務增長很重要。可是，旅行社並非全都知，吸引人才，然後留住人才，對業務增長同樣重要。怎樣吸引並留住最優秀的人才，旅行社要自行決定，但議會在這些年來，倒費了不少周章來幫它們填補職位空缺。

網上服務

由二零零一年起，議會網站(www.tichk.org)就已設有專門欄目，以供旅行社張貼招聘廣告，而且不收分文。在今年六月隨機選擇的一天，議會網站有九百四十一個職位空缺(已扣除重複者)，來自一百二十六家旅行社，即平均每家旅行社有七點五個空缺。這些張貼了廣告的旅行社，規模大小俱全，可見這項服務甚受歡迎。

至於那些職位空缺，粗略可分為四類。所有空缺之中，接近一半(百分之四十八點三)需要旅遊專門知識或資格，如旅遊顧問、票務主任等。領隊及導遊的空缺佔總數的四分之一(百分之二十五)，接著是與旅遊部份相關的工作，如市場推廣、客戶服務等(百分之十八點四)，其餘就是後勤職位，如文員、資訊科技員等(百分之八點三)。

議會另有一項網上服務，在二零零六年推出，幫助旅行社與領隊及導遊相互配對。這項服務比較複雜，需要領隊證及導遊證的持有人先在議會網站登記簡歷，提供他們熟悉的市場、懂得的語言以及年資等資料。登記了簡歷後，旅行社就可以按這些條件來搜尋合適的人選，然後直接聯絡他們。

同樣在今年六月隨機選擇的一天，議會網站有

All travel agents know the importance of attracting, and then retaining, customers in order to grow their business. But not all of them know that it is no less important to attract, and then retain, talent in order to grow their business. Whereas it is up to individual travel agents to decide how they like to attract and retain the best talent, the TIC has been doing quite a lot over the years to help them fill their vacancies.

Online services

Since 2001, the TIC website (www.tichk.org) has devoted a special section to recruitment advertisements posted by travel agents - without charging any fees. On a randomly selected day in June 2014, there were 941 vacancies (duplicates excluded) from 126 travel agents, or an average of 7.5 vacancies per travel agent. Those travel agents which posted their advertisements were of all kinds of size, showing the popularity of this service with them.

As for those vacancies, they may be roughly divided into four categories. Close to half (48.3%) of all vacancies belonged to the category which required travel expertise or qualifications, such as travel consultants and ticketing officers. Tour escort and tourist guide vacancies accounted for one quarter (25.0%) of the total, followed by semi-travel-related jobs such as marketing and customer services (18.4%), and back-office positions such as clerks and IT technicians (8.3%).

There is another online service, launched in 2006, to help match travel agents with tour escorts and tourist guides. This service is more complicated, and requires Tour Escort and Tourist Guide Pass holders to register their profiles on the TIC website by providing information on the markets they are familiar with, the languages they know, and the number of years of experience they have. After the profiles are registered, travel agents can search for suitable candidates by means of these criteria and then contact them directly.

Also on a randomly selected day in June 2014, there were 2,417 profiles registered by Tour Escort Pass holders, with 1,149 escorts (47.5%) having conducted outbound tours before. As for Tourist

領隊證持有人所登記的二千四百一十七份簡歷，其中一千一百四十九人(百分之四十七點五)有帶外遊團的經驗。至於導遊證持有人方面，則有六百六十五人登記了簡歷，其中四百六十四人(百分之七十)有帶團經驗。雖然登記了的簡歷為數甚多，但這項服務的成效卻難以判斷，因為議會無從得悉旅行社能否藉此招聘領隊或導遊。

離線支援

這幾年旅遊業相當興旺，不僅香港如此，鄰近地方也都一樣，因此本地業界的人才非常吃香，令旅行社難以招聘足夠人手。

為了評估旅行社的招聘需要，議會於二零一二年七月做了一次問卷調查，並在分析過旅行社的回應後，決定與香港工會聯合會合作，為旅行社舉辦招聘日。於是議會首個「旅行社招聘日」在同年十月十九日舉行，地點是工聯會的油麻地訓練中心，共有十九家旅行社參加，提供了二百七十個職位。

首次舉辦招聘日取得成功，議會於是在去年七月二十七日獨力舉辦另一個招聘日，地點則改在香港金域假日酒店，共有二十八家旅行社設置攤位，打算招聘人手以填補約三百八十個空缺。今年計劃舉辦兩個招聘日，其一已於六月二十一日在大本型商場舉行(見「議會簡報」)，其二則訂於八月二十三日在香港專業教育學院(黃克競)舉行。

業界不僅需要經驗豐富的老手，還要年輕人加入，以瞭解新一代出入境旅客的要求。議會深明這個道理，因此由去年開始，在香港理工大學、理大旅遊管理學院，以及香港專業教育學院(黃克競)酒店、服務及旅遊學系所舉辦的就業展覽上，都設置了攤位，向求職的學生派發載有旅行社職位空缺資料的單張。今年三月和四月，議會再次參加了理大和香港專業教育學院(黃克競)的就業展覽，旅行社更可借用議會的攤位和學生交談(見「議會簡報」)。

雖然議會以不同方式協助旅行社延攬人才，但旅行社成功與否，卻要視乎好些因素，如薪酬福利條件、工作性質與前景、行業形象、香港的失業率等等，不一而足。旅行社真的想人才加盟，顯然要把人才和業務視作同等重要才行。☞

Guide Pass holders, a total of 665 guides registered their profiles and 464 of them had tour-guiding experience (70.0%). Despite the large number of registered profiles, the efficacy of this service is difficult to determine since the TIC can hardly know whether travel agents can recruit tour escorts or tourist guides through it.

Offline assistance

Because of the boom in the travel and tourism industry during the past few years, not only in Hong Kong but also in neighbouring places, there has been a strong demand for local talent of the industry, with the result that travel agents have had difficulty recruiting enough staff.

To assess the recruitment needs of travel agents, the TIC conducted a questionnaire survey in July 2012, and after analysing their responses, decided to jointly organise a recruitment day for travel agents with The Hong Kong Federation of Trade Unions (HKFTU). Thus the TIC's first Recruitment Day for Travel Agents was held on 19 October 2012 at the HKFTU's training centre in Yau Ma Tei, with 19 travel agents taking part and 270 job opportunities on offer.

Given the success of its first recruitment day, the TIC organised another one on its own on 27 July 2013 at the Holiday Inn Golden Mile Hong Kong, where 28 travel agents set up their booths in an effort to fill about 380 of their vacancies. This year, two recruitment days have been planned, with one already held on 21 June at the shopping mall Domain (see "Council Bulletin") and the other scheduled for 23 August at the Hong Kong Institute of Vocational Education (IVE) (Haking Wong).

Apart from experienced old hands, the industry also needs young people to join so as to grasp the needs of a new generation of outbound travellers and inbound visitors. With this well in mind, the TIC began last year to set up a booth at the career days organised by The Hong Kong Polytechnic University (PolyU), its School of Hotel and Tourism Management and the Department of Hotel, Service and Tourism Studies of IVE (Haking Wong) so that information leaflets about job vacancies in travel agents could be distributed to job-seeking students. This year, the TIC also took part in the career days held by PolyU and IVE (Haking Wong) in March and April, and travel agents could even make use of its booth to talk with the students (see "Council Bulletin").

Although the TIC has helped travel agents look for talent in various ways, whether they can succeed or not depends on a host of factors: the remuneration package, the nature and prospects of the job, the image of the industry, unemployment in Hong Kong, to name just a few. If travel agents really want to attract talent, it is evident that they need to attach as much importance to talent as to their business. ☞