

SURVEY OF OCCUPATIONAL AND SKILLS SHORTAGES

In top business enterprises in Metro-Manila

Background

This report presents the highlights of results of the *Survey of Occupational and Skills Shortages* conducted by the *Bureau of Labor and Employment Statistics (BLES)* from April to July 2008 covering large business enterprises based in Metro Manila. A total of 667 enterprises participated in this survey out of the 829 initial samples selected or a response rate of 80.5%. The samples were drawn through stratified simple random sampling from the *2007 List of Top 5,000 Corporations in the Philippines* as compiled by the *Securities and Exchange Commission (SEC)*. The survey reference period was 2007.

Survey Highlights

Respondents Profile

Majority (68.3% or 455) of the respondents were engaged in service-producing activities mostly in wholesale and retail trade (24.5%) and real estate, insurance, renting and business activities (10.7%). The industry sector comprised 29.9% of the total respondents - most of them in manufacturing (16.2%) while only a small fraction (1.8%) were involved in activities related to agriculture, fishery and forestry.

By employment size, the respondents were dominated by medium-sized enterprises with 50 to 199 workers (40.4%) and large-sized enterprises with 200 or more workers (30.0%). The rest were classified as small-sized enterprises with 20 to 49 workers (18.2%) and micro-enterprises with less than 20 workers (11.0%).

More than half (57.2%) of the respondents reported the existence of job openings or vacancies in their firms in 2007. Nearly four in every five respondents (79.3%) considered said vacancies as "hard to fill" or those that had presented them with "recruitment difficulties". This proportion was observed more pronounced in electricity, gas and water supply (90.9%), construction (89.5%), and private health and social services (85.7%).

TABLE 1 – Respondents’ Employment Profile, Large Enterprises in Metro-Manila: 2007

Major Industry/Employment Size	Total Respondents	With Vacancy				Without Vacancy	
		Total		Hard-to-Fill		No.	%
		No.	%	No.	%		
ALL RESPONDENTS	667	381	57.1	302	79.3	286	42.9
INDUSTRY							
Agriculture, Fishery & Forestry	12	7	58.3	4	57.1	5	41.7
Industry	200	87	43.5	72	82.8	113	56.5
Mining and Quarrying	21	11	52.4	8	72.7	10	47.6
Manufacturing	109	46	42.2	37	80.4	63	57.8
Electricity, Gas & Water Supply	23	11	47.8	10	90.9	12	52.2
Construction	47	19	40.4	17	89.5	28	59.6
Services	455	287	63.1	226	78.7	168	36.9
Wholesale & Retail Trade	163	85	52.1	69	81.2	78	47.9
Hotels & Restaurants	46	38	82.6	30	78.9	8	17.4
Transport, Storage & Communications	45	30	66.7	23	76.7	15	33.3
Financial Intermediation	53	41	77.4	33	80.5	12	22.6
Real Estate, Renting & Business Activities	71	40	56.3	31	77.5	31	43.7
Health & Social Services	19	14	73.7	12	85.7	5	26.3
Private Education	21	18	85.7	15	83.3	3	14.3
Other Community, Social & Personal Service Activities	37	21	56.8	13	61.9	16	43.2
EMPLOYMENT SIZE							
Less than 20 Workers	74	16	21.9	13	81.2	58	78.1
20 – 49 Workers	121	53	43.8	35	66.0	68	56.2
50 – 199 Workers	270	162	60.2	124	76.5	1078	39.8
200 More or Workers	202	150	74.0	130	87.2	52	26.0

Source: Bureau of Labor and Employment Statistics, Survey of Occupational and Skills shortages.

Reasons Why Vacancies Were Hard to Fill

Table 2 provides an understanding of why these occupations were perceived as “hard to fill”. The shortage of applicants with the right competencies for the job was cited as the foremost challenge (45.0%) followed by the lack of applicant’s work experience (21.5%) and expectation of high salary (16.4%). Other reasons cited were: competition from overseas employment (4.8%); lack of professional license/TESDA certification (2.8%); and location or work schedule problems (2.1%). In extreme cases (3.1%), hard-to-fill occupations simply mean the actual absence of job applicant.

TABLE 2 – Reasons Why Vacancies Were Hard To Fill, Large Enterprises in Metro-Manila: 2007

Reason	Number	Percent Share (%)
ALL REASONS	958	100.0
Lack of competency	431	45.0
Lack of work experience	206	21.5
High asking salary	157	16.4
Qualified applicants preferred overseas jobs	46	4.8
Lack professional license/TESDA certification	27	2.8
Job location/Work schedule problem	20	2.1
No applicant for the job	30	3.1
Other reasons/No Responses	41	4.3

Source: Bureau of Labor and Employment Statistics, Survey of Occupational and Skills shortages.

HARD TO FILL OCCUPATIONS AND SKILLS

A total of 133 specific occupation titles (3-digit PSOC) were listed in this survey as “hard to fill” for the reasons cited above. This figure corresponds to 5,837 vacant positions. The list was dominated by three occupation groups, namely: managers, managing proprietors and supervisors (23.3%), professionals (23.3%), and technical and associate professionals (21.1%). The rest were classified as clerks (9.0%), service workers (3.0%), trades and related workers (10.5%), plant and machine operators and assemblers (6.8%) and laborers and unskilled workers (2.1%).

To compare the degree of recruitment difficulties within and across occupation groups, four (4) lists were prepared. In each list the occupations were sorted in descending order according to the following criteria: (1) volume of vacancies; (2) volume of applicants; (3) median duration of recruitment; and (4) number of applicants per 10 vacancies. From the four listings, the top occupation titles for each occupation group were extracted. These include occupations that consistently appeared at the top 20 in all of the four lists.

Managers, Managing Proprietors and Supervisors

One clear message from the survey is the importance of managers and supervisors in the success of any organization. Today, many employers viewed managers with a broader base of skills such as planning in anticipating changing consumer tastes, knowledge of products and consumer behavior, social skills and inter-personal communication, and human relations skills for effective staff management.

In identifying the “hard to fill” occupations, managers and supervisors received the second highest mention among major occupation groups. In particular, difficulties were encountered in recruiting managers with qualifications and strong background on sales and marketing, financial administration and research and development as can be gleaned from Table 3.

TABLE 3 - Top 5 Hard to fill Occupations, Managers, Managing Proprietors and Supervisors Large Enterprises in Metro Manila: 2007

Occupation Title	Number of Vacancies	Number of Applicants	Median Duration of Recruitment (in months)	Number of Applicants Per 10 Vacancies
1. Sales and marketing managers	138	484	9.0	35
2. Finance and administration managers	81	445	6.5	55
3. Sales supervisors wholesale trade	42	467	10.0	111
4. Production supervisors and general foremen	39	235	7.0	60
5. Research and development managers	18	71	12.5	39

Source: Bureau of Labor and Employment Statistics, Survey of Occupational and Skills shortages.

Professionals

The recruitment process for professional workers was regarded by most respondents as the most difficult to manage. The survey listed a total of 32 occupational titles under professional workers as “hard to fill” of which the top 15 are shown in Table 4.

The list was dominated by IT professionals (systems analysts and designers, computer programmers, computer engineers); engineers (electrical, civil, mechanical, industrial); and health workers (medical doctors, pharmacists, medical technologists).

Finding of the survey highlights the increasing application of information technology in all areas of work not only in production but also in services. It, likewise, paid particular attention on recruitment difficulties for engineers of various types in many sectors particularly in utility companies, construction, manufacturing and transport, storage and communications.

For health workers, the concerns are the shortage of pharmacists and the small number of applicants for medical doctors because of applicant's expectation of higher salary.

Recruitment difficulties likewise occurred in a diverse group of professionals that includes accountants and auditors, architects; geologists and geophysicist; HRD professionals; and authors, journalist and other writers.

TABLE 4 - Top 15 Hard to Fill Occupations, Professionals in Large Enterprises in Metro Manila: 2007

Occupation Title	Number of Vacancies	Number of Applicants	Median Duration of Recruitment (in months)	Number of Applicants Per 10 Vacancies
1. Systems analyst and designers	210	1,180	8.0	56
2. Accountant and auditors	164	928	8.0	57
3. Electrical engineers	147	1,338	9.5	91
4. Civil engineers	87	440	6.5	51
5. Mechanical engineers	84	232	6.5	28
6. Computer programmers	83	969	8.0	117
7. HRD professionals	75	369	5.0	49
8. Pharmacists	29	20	8.5	7
9. Medical technologists	30	134	7.0	45
10. Architects	22	265	2.0	120
11. Industrial engineers	21	195	5.0	93
12. Geologists and geophysicist	20	61	9.0	31
13. Authors, journalist and other Writers	11	99	9.0	90
14. Medical doctors	8	9	10.0	11
15. Computer engineers and related professionals	7	45	9.0	64

Source: Bureau of Labor and Employment Statistics, Survey of Occupational and Skills shortages.

Other Occupations

The number of “hard to fill” vacancies for technical and associate professionals were relatively modest compared managers and professional workers. The top 5 on the list were computer equipment operators; safety health and quality inspectors; ship and aircraft controllers and technicians; computer assistants; and medical equipment operators.

In contrast, numerically large vacancies were reported for call center agents in the business process outsourcing (BPO) industry. Recruitment difficulties occurred despite the large number of applicants for the job – an average of 46 applicants per 10 vacancies. The same can be noted for cashiers and ticket clerks.

In the case of for skill-based workers, only a limited number of “hard to fill” occupations were captured in the survey. Foremost in the list are lineman, line installers and cable splicers, welders and flamecutters, heavy trucks and lorry drivers, and crane hoist and related plant operators.

TABLE 5 - Top Hard to Fill Occupations, Technical and Associate Professionals, Clerks, Trades and Related Workers and Plant Machine Operators and Assemblers in Large Enterprises in Metro Manila: 2007

Occupation Title	Number of Vacancies	Number of Applicants	Median Duration of Recruitment (in months)	Number of Applicants Per 10 Vacancies
Technical and Associate Professionals				
1. Computer equipment operators	66	161	3.0	24
2. Safety, health and quality inspectors	57	355	5.5	62
3. Ship and aircraft controllers and technicians	39	30	4.0	8
4. Computer assistants	34	173	4.0	51
5. Medical equipment operators	33	93	4.0	51
Clerks				
1. Call center agents	1,220	5,650	7.5	46
2. Cashiers and ticket clerks	568	2,095	4.0	36
Trade and Related Workers				
1. Lineman, line Installers and cable splicers	304	1,002	9.5	33
2. Welders and flamecutters	85	122	6.5	14
Plant Machine Operators and Assemblers				
1. Heavy truck and lorry drivers	42	47	2.5	11
2. Crane, hoist and related plant operators	5	11	4.0	22

Source: Bureau of Labor and Employment Statistics, Survey of Occupational and Skills shortages.

Two Forms of “Hard to Fill” Occupations

On the overall, “hard to fill” occupations can be classified under two broad categories: (1) occupations with ***few applicants*** reflecting supply shortage and (2) occupations ***with large applicants*** reflecting the problem of job and skills mismatch.

Occupations with few applicants clearly depict a situation where not enough professional or skill graduates are available to fill all the jobs being created in the labor market. This holds true for a number of occupations such as pharmacists, ship and aircraft controllers and technicians, maritime transport supervisors and heavy truck and lorry drivers.

Also included in this category are 8 occupation titles which have fewer than 15 applicants per 10 vacancies as shown in table 6.

Table 6 - Hard to Fill Occupations with Few Applicants, Large Enterprises in Metro Manila: 2007

Occupation Title	No. of Vacancies	No. of Applicants	No. of Applicants Per 10 Vacancies	Median Duration of Recruitment (in Months)
1. Pharmacists	29	20	7	8.5
2. Ship and Aircraft Controllers and Technicians	39	30	8	4.0
3. Machinery Mechanics and Fitters	19	16	8	12.0
4. Production Managers in Agriculture, Fishery and Forestry	11	9	8	7.5
5. Maritime transport supervisors	3	3	10	4.0
6. Heavy Truck and Lorry Drivers	42	47	11	2.5
7. Medical Doctors	8	9	11	10.0
8. Motor vehicle mechanics	10	11	11	4.5
9. Building and related electricians	9	10	11	4.0
10. Well drillers and borers	5	6	12	5.0
11. Air transport service supervisor	11	14	13	8.5
12. Welders and Flamecutters	85	122	14	6.5

Source: Bureau of Labor and Employment Statistics, Survey of Occupational and Skills shortages.

Of greater importance is the second category which consists of occupations where the number of applicants is disproportionately large in relation to the number of vacancies.

Amid the large number of applicants, employers continued to experience recruitment difficulties because many do not have the specific skills or area of specialization that can match the qualifications employers are looking for.

The mismatch between jobs and skills often occurred on account of the shortcomings of the educational system that failed to keep up with the changing skills demand in the labor market as well as the inadequacy of labor market information that can guide parents and students on career choices that will ensure good jobs after graduation

Survey results revealed the presence of 18 occupation titles in the “hard to fill” list with applicant to vacancy ratio exceeding 100 applicants per 10 vacancies. Beyond this is another list that contains 33 occupations with applicant to vacancy ratio exceeding 50 applicants per 10 vacancies. Some of these occupations are listed in Table 7. As expected the list includes call center agents and computer programmers. Also of interest is the inclusion of electrical engineers, architects, accountants and auditors in the list.

Table 7 – Selected Hard to Fill Occupations with Large Number of Applicants, Large Enterprises in Metro Manila: 2007

Occupation Title	No. of Vacancies	No. of Applicants	No. of Applicants Per 10 Vacancies	Median Duration of Recruitment (in Months)
Managers, Proprietors and Supervisors				
1. Operation managers in construction	7	150	214	11.5
2. Supply distribution managers	52	3	173	8.0
Professionals				
1. Computer programmers	83	969	117	8.9
2. Electrical Engineers	147	1,338	91	9.5
3. System analyst and designers	210	1,189	56	8.0
4. Architects	22	265	120	2.0
5. Accountants and auditors	164	928	57	8.0
Technicians, and Associate Professionals				
1. Technical and commercial representatives	285	1,661	58	4.0
2. Administrative secretaries	59	434	74	5.5
3. Safety, health and quality inspectors	57	433	74	5.5
Clerks				
1. Stock clerks	37	1,024	277	6.5
2. Receptionist and information clerks (call center agents)	1,220	5,650	46	7.5
3. Cashiers and ticket clerks	37	1,024	277	6.5
Trade and Related Workers				
1. Linemen, line installers and cable splicers	304	1,002	33	9.5

Source: Bureau of Labor and Employment Statistics, Survey of Occupational and Skills shortages.

List of Easy-to-Fill Occupations

As a general rule, easy-to-fill occupations are characterized by a large pool of applicants competing for few vacant positions. This type of vacancy was present in three of every five respondents (60.4% or 230) with reported job openings in 2007. This proportion was reported highest in mining and quarrying (72.7%), agriculture, fishery and forestry (71.4%) and hotels and restaurants (71.1%).

More specifically, a total of 7,566 vacancies were identified in this survey as "easy to fill". This figure is represented by 144 occupation titles. Said vacancies consisted largely (63.9%) of occupations below the levels of managers and professionals. Table 9 shows for each major occupation group the top occupations perceived by respondents as "easy to fill".

Receptionists and information clerks garnered the biggest number of applicants (29,529) followed by waiters, waitresses and bartenders (8,452) and cooks (5,135). Other occupations with notable number of applicants were Accounting and bookkeeping clerks (2,894), Debt collectors and related workers (2,280), Linemen, line installers and cable splicers (1,618) and Helpers and cleaners in offices, hotels and other establishments (743).

TABLE 8 - Distribution of Respondents with Easy-to-Fill Occupations by Industry in Top Enterprises in Metro-Manila: 2007

Sector/Industry	Total Samples	With Vacancy			
		Total		Easy-to-Fill	
		No.	%	No.	%
ALL SECTORS	667	381	57.2	230	60.4
AGRICULTURE, FISHERY & FORESTRY	12	7	58.3	5	71.4
INDUSTRY	200	87	43.7	59	67.8
Mining and Quarrying	21	11	52.4	8	72.7
Manufacturing	109	46	42.6	30	65.2
Electricity, Gas & Water Supply	23	11	47.8	6	54.5
Construction	47	19	40.4	7	36.8
SERVICES	455	287	63.1	172	60.3
Wholesale & Retail Trade	163	85	52.1	46	54.1
Hotels & Restaurants	46	38	82.6	27	71.1
Transport, Storage & Communications	45	30	66.7	19	63.3
Financial Intermediation	53	41	77.4	27	65.9
Real Estate, Renting & Business Services	71	40	56.3	24	60.0
Health & Social Services	19	14	73.7	8	57.1
Private Education	21	18	85.7	11	61.1
Other Community, Social & Personal Service Activities	37	21	56.8	12	57.1

Source: Bureau of Labor and Employment Statistics, Labor Turnover Survey.

Professional Nurses: a shortage or surplus?

Of interest to note is the inclusion of professional nurses in the list of “easy to fill” occupation. A closer examination of the data revealed that this occupational title also appeared in the list of “hard to fill” occupation. Comparing the two data sets will confirm the existence of the “surplus” of nurses as there were more respondents who listed nurses “as easy to fill” than those who classified them as “hard to fill”.

Occupation Title	Easy to Fill		Hard to Fill	
	Vacancies	Applicants	Vacancies	Applicants
Professional Nurses	119	946	54	44

TABLE 9 - Top 10 Easy to Fill Occupations in Top Enterprises in Metro-Manila: 2007

Occupation Title	Number of Vacancies	Number of Applicants	Vacancy-Applicant Ratio
Managers, Managing Proprietors and Supervisors			
1. Sales and marketing managers	62	265	43
2. Operations in restaurants and hotels	39	47	12
Professionals			
1. Professional Nurses	119	946	79
2. College, university and higher education teaching professionals	128	223	17
Technical and Associate Professionals			
1. Technical and commercial sales representatives	346	2,900	84
2. Administrative secretaries	103	886	86
3. Electrical engineering technicians	50	261	52
Clerks			
1. Receptionists and information clerks	1,098	29,529	269
2. Accounting and bookkeeping clerks	341	2,894	85
3. Debt collectors and related workers	218	2,280	105
Service Workers			
1. Waiters, waitresses and bartenders	1,346	8,452	63
2. Cooks	590	5,135	87
Trades and Related Workers			
Linemen, line installers and cable splicers	206	1,618	79
Aircraft engine mechanics and fitters	140	300	21
Plant and Machine and Assemblers			
1. Car, taxi and van drivers	91	1,053	116
2. Machine-tool operators	158	198	13
Laborers and Unskilled Workers			
1. Helpers and cleaners in offices, hotels and other establishments	130	743	57
2. Domestic helpers and cleaners	37	213	58

Source: Bureau of Labor and Employment Statistics, Labor Turnover Survey.

Educational Requirement

As a minimum educational qualification, the majority (89.7% or 859) of the hard-to-fill occupations required their applicants to have a college degree. Only few occupations needed college undergraduates (4.5%), high school graduates/undergraduates (2.6%) and technical/vocational graduates (2.2%). Fewer still (1.0%) were positions that required a post graduate degree – most of them managerial positions.

TABLE 5 - Minimum Educational Qualification of Hard-to-Fill Occupations in Large Enterprises in Metro-Manila: 2007

Level	Number	Percent Share (%)
ALL TYPES	958	100.0
Post graduate	9	1.0
College graduate	859	89.7
College undergraduate	43	4.5
High school graduate/undergraduate	25	2.6
Technical/Vocational graduate	21	2.2

Source: Bureau of Labor and Employment Statistics, Labor Turnover Survey.

Years of Work Experience

Work experience ranked second to education as the most important qualifications of applicants in hard-to-fill occupations. Applicants with years of relevant work experience were preferred in about nine of every ten occupations (85.3%). The duration or length of work experience varies from 1 to 2 years (53.5%) to 3 to 5 years (27.7%) or more than 5 years (4.1%).

TABLE 6 - Minimum Years of Work Experience Required for Hard-to-Fill Occupations in Large Enterprises in Metro-Manila: 2007

Years Required	Number	Percent Share (%)
TOTAL	958	100.0
None	133	13.9
1 to 2 years	513	53.5
3 to 5 years	265	27.7
More than 5 years	39	4.1
No response	8	0.8

Source: Bureau of Labor and Employment Statistics, Labor Turnover Survey.

Starting Salary

Majority of the responses (46.6%) to the query on starting salary of hard-to-fill occupations were considered as confidential or restricted. For those occupations whose information were provided, more than one-fourth (28.2%) had a starting monthly salary rate of P10,000 to P29,999. About one-fifth (20.9%) were less than P10,000 while fewer than 5% (4.3%) were with attractive rates ranging from P30,000 and over.

TABLE 7 - Starting Monthly Salary Rate of Hard-to-Fill Occupations in Large Enterprises in Metro-Manila: 2007

Salary Range (₱)	Number	Percent Share (%)
Total	958	100.0
5,000–9,999	201	20.9
10,000 –29,999	271	28.2
30,000 and over	41	4.3
Confidential/No response	445	46.6

Source: Bureau of Labor and Employment Statistics, Labor Turnover Survey.

Hiring Practices

Mode of Sourcing the Right Worker

The manner by which firms announce their job vacancies matters a lot in attracting the best talents available in the market. For this reason, most enterprises often resort to various modes of recruitment practices that range from the simple such as posting vacancy announcements outside the firm's premises to the most expensive such as outsourcing the task to talent agencies.

TABLE 10 - Modes of Recruitment in Large Enterprises in Metro-Manila: 2007

Mode of Recruitment	Number	Percent Share (%)
TOTAL	667	a
Classified ads	384	58.1
Word of mouth/Network of relatives/friends	347	52.5
Job board postings	319	48.3
Posting in schools	178	26.9
Jobs fair	170	25.7
Private Recruitment Agency	137	20.7
Public Employment Office (PESO)	74	11.2
Phil-Jobnet	22	3.3
Labor Unions	8	1.2

a Multiple responses allowed.

Source: Bureau of Labor and Employment Statistics, Labor Turnover Survey.

Placement of classified ads in newspapers is by far the most popular practice of announcing vacancies. This is favored by more than one-half (58.1%) of the respondents. Recruitment by “word of mouth” or through network of relatives and friends (52.5%) ranked close second followed by posting in the internet or job boards (48.3%). Other modes of recruitment include the following: posting in schools (26.9%); participations in jobs fair (25.7%); outsourcing to private talent agencies (20.7%); reporting of vacancies to Public Employment Offices or PESOs (11.2%); posting in the Phil-Jobnet (3.3%); and through the labor unions (1.2%).

School Preference

A large proportion (612 or 91.9%) of the respondents does not have a school preference in sourcing new recruits. Only a handful (8.1% or 54) of the respondents expressed their biased on this matter. Their top five choices were University of the Philippines (UP), Dela Salle University (DLSU), Ateneo de Manila University (ADMU), University of Santo Tomas (UST) and Mapua Institute of Technology. The next five choices were Polytechnic University of the Philippines (PUP), St. Scholastica’s College, Technological University of the Philippines (TUP), Assumption College and Pamantasan ng Lungsod ng Maynila (PLM).

**TABLE 11 - School Preference in Recruiting New Staff
in Large Enterprises in Metro-Manila: 2007**

School	Number	Percent Share (%)
TOTAL	667	100.0
With No School Preference	613	91.9
With School Preference	54	8.1
University of the Philippines	35	5.3
Dela Salle University	34	5.1
Ateneo de Manila University	27	4.1
University of Santo Tomas	17	2.6
Mapua Institute of Technology	11	1.7
Polytechnic University of the Philippines	9	1.4
St. Scholastica’s College	5	0.8
Technological University of the Philippines	5	0.8
Assumption College	4	0.6
Pamantasan ng Lungsod ng Maynila	4	0.6

Source: Bureau of Labor and Employment Statistics, Labor Turnover Survey.

Perception of Employers on the Job Readiness of Applicants

The respondents were asked to rate the job readiness of applicants using a list of attributes/skills that can describe the quality of the available pool of applicants in the labor market. Each item was ranked in the following order of categorization: poor, average and very good.

Survey results indicate that one in every five respondents (21.1%) rated their job applicants as "poor" in English proficiency. Also high in the "poor" list were writing skills (13.6%) and computing skills (11.2%).

On the other hand, one in every four respondents (26.3%) rated their applicants as "very good" in terms of practical knowledge of the job. Also high in this list were analytical thinking (23.2%), computer skills (22.4%) and verbal skills (20.2%).

Survey respondents, likewise, have high regards on the "soft skills" of the job applicants. In particular, "very good" scores of above 20.0% were noted in the following traits: job motivation/disposition (27.8%), self-confidence (24.2%), and ability to fill out application form correctly (21.9%).

TABLE 12 - Perception of Employers on Job Readiness of Applicants in Large Enterprises in Metro-Manila: 2007

Trait	Total Responses	Poor		Average		Very Good	
		No.	%	No.	%	No.	%
Hard Skills							
1. Verbal skill	659	62	9.4	464	70.4	133	20.2
2. English proficiency	625	132	21.1	396	63.4	97	15.5
3. Analytical thinking/ reasoning skill	638	71	11.1	419	65.7	148	23.2
4. Writing skill	610	83	13.6	427	70.0	100	16.4
5. Computing skill	591	66	11.2	432	73.1	93	15.7
6. Computer skill	608	30	4.9	442	72.7	136	22.4
7. Practical knowledge of the job	655	49	7.5	434	66.3	172	26.3
8. Previous work-related experience	653	47	7.2	476	72.9	130	19.9
Soft Skills							
9. Self-confidence	654	55	8.4	441	67.4	158	24.2
10. Motivation/disposition	655	45	6.9	428	65.3	182	27.8
11. Personal appearance	650	27	4.2	505	77.7	118	18.2
12. Ability to fill out application form correctly	649	45	6.9	462	71.2	142	21.9

Source: Bureau of Labor and Employment Statistics, Labor Turnover Survey.