

# **NATIONAL LABOUR MARKET SURVEY 2017:**

**A Guide to Employment Opportunities in Jamaica**



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## MESSAGE FROM THE HONOURABLE MINISTER



This 2017 National Labour Market Survey appropriately complements the efforts by the Government to reshape the Jamaican labour market to foster economic growth and development. It provides evidence-based research from industry level about the quantity and quality of human capital in the Jamaican marketplace, as well as training and educational efforts to bridge the gap between demand and supply of requisite skills.

As the Ministry with responsibility for the well being of Persons with Disability (PwDs), this study also investigates the level and prospects for employment of PwDs. The publication examines the level of technology in the workplace and how this influences existing and future training needs. It also looks at the demand for new jobs and plans for business expansion. The Survey is therefore a valuable reference tool for informed decision-making and sound planning at the micro and macro socio-economic levels. It will prove useful to policymakers, employers, trade unionists, educators, curriculum planners, students and other professionals engaged in the management and development of human resources.

As Minister of Labour and Social Security, I welcome this publication because it challenges every Jamaican to recognize that the future of our society and economy requires us to confront issues relating to training and employability, such as workforce development, maximization of technology, social dialogue, workplace diversity, as well as the implications of a rapidly ageing population.

These imperatives are consistent with the overall mandate and on-going commitment of the Ministry and the Government to promote a responsive and competitive labour market, deliver effective social protection programmes for the vulnerable and promote a national culture of productivity within the Decent Work Agenda.

Labour market reform will help to position our human resources in a judicious manner to produce goods and services competitively. Labour market reform will promote closer public- private cooperation and more pro-active actions. This reform supports the Vision 2030 Development objective to make Jamaica “the place of choice to live, work, raise families and do business.”

I challenge readers therefore, to use the knowledge from this evidence-based report to formulate appropriate responses, policies and actions in the ongoing struggle for sustained, sustainable and inclusive growth and prosperity. The Ministry is indebted to the hard-working and responsible employers who participated in this Survey. I must express my deep appreciation, also to the staff of Market Research Limited for their tireless efforts in gathering, analyzing and

presenting the information in this most valuable publication. The Ministry therefore aims to strengthen its research efforts and capabilities to better inform and position the Jamaican workforce and workplaces to take advantage of options and opportunities for growth and development.

A handwritten signature in dark ink, appearing to read 'Shahine Robinson', with a long horizontal flourish extending to the right.

Honourable Shahine Robinson, MP

Minister of Labour and Social security

March 2017

## MESSAGE FROM THE PERMANENT SECRETARY



With the ever changing labour market and economy in Jamaica, timely and relevant labour market information becomes critical for decision making. This is crucial for career development, locating employment opportunities and sourcing skilled workers. It is also important for amending policies to change or create new educational and training programmes, to meet the demands of the labour market.

The Ministry is therefore proud to present its third National Labour Market Survey (2017), which offers a wealth of information on employment opportunities, growing industries, training needs and use of technology. The information from this Study is particularly important at this time, given the high unemployment rate for youth (14-24 years) which was 32.4% in the last quarter of 2016. High unemployment is also pervasive among Persons with Disabilities (PwDs), hence this Survey is a useful source of information for them.

The Study also examines areas relating to other policies of the Ministry. With the Ministry's drive towards promoting an efficient and productive labour market, the labour legislation was amended in 2014 to accommodate flexible work arrangements. The National Labour Market Survey (2017) therefore investigates the level and types of flexible work arrangements in the workplace, as it is critical to measure these indicators periodically to drive policies.

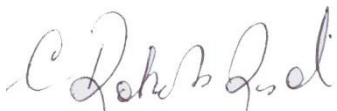
As the Ministry works to efficiently provide labour market information, it has to ensure that data is available at your fingertips through its national Labour Market Information System (LMIS). For example, this Study along with other labour market information from the Ministry, such as data from Work permit, Industrial Relations, Occupational, Safety and Health, Overseas Employment and Social Protection Programmes are available on the LMIS website.

The Ministry recognizes that in order to enhance the LMIS to efficiently deliver information, all stakeholders have to be aware of the System. Through evidenced-based data from this Study, the level of awareness among employers was ascertained. The Ministry has also partnered with the Jamaica Library Service (JLS) to ensure that students, jobseekers and other users can access labour market information via the internet in all parish and community libraries across the island. During 2016, over 130 staff of the JLS were trained in promoting and assisting jobseekers and students in use of the LMIS to source labour market information and find jobs.

The role of the LMIS is also essential to creating access to employment. Just over 4,000 new jobseekers registered on the LMIS website in 2016. The Electronic Labour Exchange, which is the job placement arm of the LMIS, was able to place approximately 1,000 in jobs.

Access to employment is also being facilitated through the Ministry's Overseas Employment Programme, through which over 16,000 Jamaicans were placed. Regional employment opportunities are also accessed through the Ministry, via the Caribbean Single Market and Economy (CSME). The Ministry is presently working with the CSME to further extend the LMIS so that labour market information, including availability of jobs in other member states can be accessed by Jamaicans.

During this fiscal year, the Ministry will work to disseminate the findings of the National Labour Market Survey (2017) to all stakeholders island-wide. This will be carried out concurrently with the promotion of the LMIS. The Ministry will continue to provide information on the LMIS website through regular updates of several pages, namely: Labour Market Intelligence, Education and Training, Career Development and the Skills Bank. In addition, the System will be further enhanced to be more user friendly.



Permanent Secretary  
Ministry of Labour and Social Security Jamaica  
April 2017



## Acknowledgement

The Ministry of Labour and Social Security extends gratitude to the Jamaican business community for taking the time out of their very busy schedule to participate in this study. The Ministry acknowledges the hard working staff of the Market Research Services Limited and the Planning, Research and Monitoring Unit of the Ministry, who stuck to the task of ensuring that the research was adequately carried out. We also extend thanks to the editing team of the Ministry for their invaluable input in finalizing this report. This research would not have been possible without the financial contribution made by the Inter-American Development Bank (IDB) and for this the Ministry is very grateful.

## About The Ministry of Labour and Social Security (MLSS)

The Labour Division of the Ministry commenced operations in 1938 as an Employment Bureau. The Bureau was the first official response to growing unemployment, which was spreading throughout Jamaica during that period. The relationship between employer and employee at the time was one of master and servant. This gave rise to grave economic disparities within the population as most persons received low wages and had poor living and working conditions. In response to a need for social programmes, which catered to all sections of the population, a planning team was established in the Ministry to develop a Social Security Scheme. The Ministry obtained technical assistance from the International Labour Organization (ILO) to develop proposals for this Scheme. The National Insurance Act was passed in 1965 and became effective April 4, 1966. When the Scheme was established, it undertook the liabilities of the Sugar Workers' Pension Scheme. The Social Security Division of the Ministry evolved from this as programmes were added to address the needs of vulnerable groups within the society. The Ministry of Labour and Social Security is still concerned with matters affecting individuals in their capacity as workers, employers and members of the country's labour force. These matters include occupational safety, employment promotion, access to labour market information, providing social protection benefits, work permit services and promotion of a productivity culture. For more information visit [www.mlss.gov.jm](http://www.mlss.gov.jm)

## Executive Summary

In 2016, the Ministry of Labour and Social Security (MLSS) commissioned Market Research Services Limited (MRSL) to conduct a National Labour Market Survey (NLMS). The need for this study was driven by the recognition of the importance of ensuring that there is adequate and reliable information on the required skills and competencies of the work force. The study involved a survey of representatives of firms randomly selected from across all industry groups island-wide. A total of 660 firms participated in the survey.

The key findings of the survey were:

### 1. Human Capital

- 1.1 Firms which participated employed an average of 105 workers. Large firms reported employing an average of 426 workers, medium firms averaged 72 workers, while small and micro firms averaged 17 workers<sup>1</sup>. The Service industries were among the largest employers of workers.
- 1.2 Workers from participating firms were predominantly employed on a full time basis (80%) and consisted of marginally more males (52%).
- 1.3 The majority of workers were relatively young, ranging between age 25 to 44 years of age (58%).
- 1.4 Of the workers between the ages of 18 to 24 years, those just out of university (16%) were among the least employed. Persons 55 years and older were also among the least employed.
- 1.5 The largest single group of workers in firms was skilled workers who possessed more than just a secondary level education.
- 1.6 Ten percent (10%) of firms employed Persons with Disabilities (PwDs). These workers were placed in unskilled positions in production and services (33%) and also in skilled positions (30%).
- 1.7 Less than 1% of the workers in the participating firms were foreigners.

### 2. Training & Technology

- 2.1 The majority of firms (70%) used technology either in the form of desktop computers, laptops, tablets or smart phones.
- 2.2 Internet use was also extensive, with 97% of firms reporting that they use the internet for their organizations' purposes.
- 2.3 The majority (72%) of firms reported training staff in the year 2015.
- 2.4 Training was given to just about all staff categories<sup>2</sup>. However, there was greatest emphasis on Skilled Workers in production or services.
- 2.5 The training needs of the organization were typically identified by Managers (72%).

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<sup>1</sup>Large firms employ 150 or more employees. Medium-sized firms 50 to 149 employees, while micro and small sized enterprises have less than 50 employees.

<sup>2</sup> Worker categories include "Professional/Technical", "Managerial", "Skilled Workers in Production and Services" and "Unskilled Workers in Production and Services".

2.6 Forty three percent (43%) of all firms surveyed reported that they assessed requirements for training on a regular basis.

2.7 Firms anticipated that their future training needs would focus mainly on the job functions (74%) of their employees rather than be general in nature. These will vary from firm to firm and could include training to learn a new system or software to be implemented, among other specific tasks. In addition to these main areas, training in behavioural skills such as commitment, responsibility and critical thinking will be undertaken.

### **3. Demand Assessment**

3.1 Most firms were optimistic about their business' prospects, with 67% indicating plans to expand their operations in the next three (3) to five (5) years.

3.2 The majority of firms reported that they were engaged in a number of activities designed to grow and improve the quality of products and services they offered (82%).

3.3 Most firms (65%) also anticipated the need to hire more staff, as a result of their short to medium term business outlook.

3.4 Demand will be greatest for Skilled Workers in production and services (72%).

3.5 Approximately 31% of firms could not readily identify any emerging occupations or skills for their firm in the future. Among firms that could, technical areas including Computer Technology, Advance Technological Skills and Management Information System were the most frequently mentioned (10%).

3.6 The most important attribute that firms looked for when hiring was knowledge and skills specific to the position (79%). More than half of the firms surveyed (55%) required persons who were responsible and committed, while close to half (47%) looked for prior work experience.

3.7 Lack of work experience (32%), under qualified applicants (26%) and bad impression of applicants during interviews (20%) were the top three difficulties firms encountered during the hiring process.

There are several strategies that can be adopted to improve efficiency and productivity in the work place. These include having access to a reliable source of labour market information, which is critical in narrowing skill gaps in the labour market. Flexible work arrangements can also be used to improve efficiency and productivity. This section therefore investigates the awareness of the Labour Market Information System (LMIS) and use of flexible work arrangement.

### **4. Awareness & Use of the Labour Market Information System (LMIS)**

4.1 Just over one third of firms interviewed indicated that they were aware of the LMIS, however most remained unaware (65%). The majority (64%) of those who were aware have visited the website.

## **5. Flexible Work Arrangement**

5.1 Thirty-seven per cent (37%) of firms were engaged in flexible work arrangements. Firms in Transport, Storage and Communication (66%), Community, Social and Personal Services (55%), Health and Social work (47%) and Hotels and Restaurant Services (43%), were among the main users of flexible work arrangements.

## Chapter 1: Introduction

In 2016, the Ministry of Labour and Social Security (MLSS) commissioned Market Research Services Limited (MRSL) to conduct a National Labour Market Survey (NLMS). The need for this study was driven by the recognition of the importance of ensuring that there is adequate and reliable information on the fit between the skills and competencies of the workforce and the requirements of employers. There was also the concern of a mismatch between the availability of and the demand for skills. This has negatively impacted the level of unemployment and productivity in the workplace. These situations have conditioned the need for periodic labour market surveys that will have the benefit of constantly updating the critical needs of the marketplace and serve as a guide to potential employees as to what areas of their education to focus on.

Labour market surveys of this kind also serve another very important purpose, that of providing information that can guide labour market policies in human resources, career paths, employment creation, investment decisions and education development. They also assist in narrowing the gap between skills and competencies offered and those in real demand. There is a clear recognition that such labour market surveys are of tremendous importance and value to national development and employment creation, hence providing a solid basis for economic growth and enhanced competitiveness in this environment.

### **Objectives of the Study**

The objectives of the study were to:

- 1. ESTABLISH AND MEASURE THE QUANTITY AND QUALITY OF HUMAN CAPITAL IN THE JAMAICAN MARKET PLACE**
  - Ascertain the distribution of workers by key demographics, educational attainment, occupation, skill type and work experience;
  - The categories of staff who are outsourced by the establishment;
  - The methods used to recruit new staff; and
  - The criteria used to select successful candidates.
- 2. EXAMINE THE EXTENT TO WHICH TECHNOLOGY IS USED IN THE WORKPLACE AND HOW ITS USE IMPACTS THE DEMAND FOR WORKERS AND TRAINING**
  - Identify the types of technology being used in various industries;
  - Examine how the introduction of technology has conditioned the acquisition of and the retention of new workers;
  - Determine where skills gaps exist and what the key training needs are within each industry type; and
  - Examine what training programmes currently exist within organizations and the extent to which they are used.

**3. EXAMINE THE DEMAND FOR NEW JOBS BY INDUSTRIES**

- Determine investment plans of firms in industry groupings, including intentions to expand existing operations;
- Examine the types of occupations and skills that are projected to expand and contract over the next 2 years;
- Identify areas of employment opportunities in industries that could be explored in the Jamaican environment;
- Determine what key training needs will be required to address these opportunities;
- Determine where vacancies exist within the establishments, relative to specific skills; and
- Examine the extent to which new staff are recruited and hired, based on the ability of the firm to afford these new staff.

**4. EXAMINE OTHER FACTORS (CHALLENGES) APART FROM WAGES FACED BY EMPLOYERS IN OBTAINING THE REQUISITE SKILLS NEEDED TO FILL VACANCIES AND THE ROLE OF RECRUITING AND TRAINING AGENCIES IN HELPING TO ADDRESS THESE NEEDS**

- Identify factors that negatively impact the ability to fill positions within establishments;
- Determine the extent to which employers experience difficulty in recruiting appropriate staff to fill vacancies;
- Probe the extent to which the lack of skills and competencies within certain categories of workers contribute to this;
- Seek to ascertain from employers what they perceive to be the main causes of skill deficiencies and to probe the consequences of these deficiencies; and
- Probe the extent to which employers attach a value to education and training institutions in bridging the gaps between the demand and supply of the requisite skills.

## Chapter 2: Survey Methodology

### 2.1 Methodology of the NLMS

The NLMS was carried out by way of a survey methodology involving interviews with 660 firms across the island during the months of July 2016 to November 2016. A structured questionnaire was used to gather and record the data in the field (See LMIS website [www.lmis.gov.jm](http://www.lmis.gov.jm)).

#### 2.1.1 The Sample

The sampling plan was designed to ensure a nationally representative sample and included:

**Sample Size:** A total sample size of 800 registered firms was determined for the study population. This was in accordance with the Terms of Reference (TOR) supplied for this study. Such a sample size typically yields a margin of error of approximately – or + 3.5% at the 95% degree of confidence.

**Sample Source:** The source for this sample was MRSL's database of firms established across the island. The sample was supported by other sources such as the Companies Office of Jamaica and the Jamaica Yellow Pages. The total population of micro/small, medium and large firms island-wide was estimated to be in the region of 40,000 to 50,000.

**Sample Method:** Quota sampling was the method used to determine the sample size of firms by industry groups and location. This method ensured that the sample size within each sample unit was large enough to facilitate analysis of the data by the variables of industry groups and location. Sampling proportionate to population size was not used, as the overall sample size was not large enough to facilitate analysis by these variables.

**Achieved Sample:** In the final analysis, a total sample of 660 firms was successfully surveyed.

Table 1: Intended and Achieved Sample

Sample Unit	Target Sample Size	Achieved Sample
<b>Firm Size (number of employees):</b>		
• Large firms (150+ employees)	240	130
• Mid size firms (50 to 149 employees)	240	88
• Small and medium-sized enterprises (less than 50 employees)	320	442
<b>Parish:</b>		
• KSA	287	333
• St. Catherine	98	53
• Clarendon (May Pen)	40	41
• Manchester	50	21
• St. Elizabeth (Santa Cruz, Black River)	42	10
• St. James (Montego Bay)	71	64
• Westmoreland (Negril)	31	29
• Hanover (Lucea)	20	17
• St. Ann (Ocho Rios, St. Anns Bay, Runaway Bay, Discovery		



Sample Unit	Target Sample Size	Achieved Sample
Bay)	60	42
• Trelawny (Falmouth, Duncans)	15	9
• St. Thomas (Morant Bay)	29	24
• St. Mary (Port Maria, Oracabessa, Highgate)	33	10
• Portland (Port Antonio)	24	7
Industry Group:		
• Agriculture, Forestry, Fishing, Mining & Quarry	60	32
• Manufacturing	62	81
• Electricity, Gas, Water Supply	60	25
• Construction	62	48
• Wholesale & Retail Trade, Repair of Motor Vehicles & Personal household goods	62	126
• Hotels & Restaurants	62	65
• Transport, Storage & Communication	62	44
• Financial Intermediation (Banking, Intermediation)	62	46
• Real Estate, Renting & Organization Activities	62	29
• Government	60	27
• Education	62	36
• Health & Social Work	62	36
• Community, Social & Personal Services	62	65
<b>Total</b>	<b>800</b>	<b>660</b>

### 2.1.2 Data Collection and Quality Control

The data was collected by way of a combination of face-to-face and telephone interviews with targeted respondents. The respondents included Chief Executive Officers (CEOs)/Firm Owners/General Managers, Human Resource (HR) Managers/HR Directors and Administrative Directors/Office Managers/Operations Managers. These individuals were identified in firms as having the information required to successfully complete the survey.

The data was collected by a team of Researchers from MRSL. Data Collectors worked directly under supervision by MRSL and were each required to participate in a training seminar over two days to ensure they fully understood the specifications for data collection. A team of approximately 30 Data Collectors worked on the study.

A structured questionnaire was the tool used to gather and record the data in the field. The final questionnaire was developed from the combined efforts of the entire research team, including members of MLSS and MRSL.

A number of different strategies were employed throughout the life of the study to ensure the quality of the data collected. These included:

- On-going checks of questionnaires completed by fieldworkers by the MRSL's internal project team.
- Call backs to a random selection of respondents to verify and check the data recorded in the questionnaire.
- Continuous dialogue with the field team to check their schedules and interview completion reports.

### **2.1.3 Data Processing and Analysis**

The data was processed and analysed internally by MRSL's processing unit. There were a number of steps involved in the processing of the data. These included:

- i) Coding and editing of each questionnaire in preparation for data entry.
- ii) Controlled data entry that would ensure that Data Entry Clerks did not skip any fields that required data.
- iii) Thirty percent (30%) validation of data entered.
- iv) Checking the database for consistency and editing, where necessary. These checks were done internally by MRSL.
- v) The industry groups for which less than a statistically acceptable full sample size of 30 was obtained were grouped as "Others" in order to allow for analysis of companies within these groups (note: analysis of a subsample of less than 30 is not recommended as some statistical procedures would not have been feasible on such sample sizes). The specific industry groups classified as "Others" throughout this report included:
  - i) Electricity/Gas/Water Supply
  - ii) Government
  - iii) Real Estate/Renting/Organization Activities

### **2.1.4 Limitations and Challenges**

The researchers encountered some challenges during data collection that impacted the completion of the survey. These included:

1. Unwillingness of selected firms to participate due to the length of the survey instrument and a general lack of interest in the survey topic.
2. Respondent fatigue in completing questionnaire which took an average of 45 to 60 minutes. This led to multiple visits in order to complete an interview with a single respondent.
3. Respondents were unable and/or unwilling to give the detailed information required to provide answers to the questions needed to measure gaps in available skills and required skills. This resulted in a higher than desired level of non-response to these key questions and ultimately a smaller sample base from which the analysis of these questions was done.
4. Significant delays in the completion of study due to the protracted time for data collection and data analysis.

## Chapter 3: Employment and Socio-economic Trends in Jamaica

### 3.1 Labour Force, Employment, Unemployment and Informality

The Jamaican labour force has been trending upwards since 2011, arising from an increase in the working age population and labour force participation rate. In 2016, the labour force was 1,355,500, compared to 1,248,500 in 2011<sup>3</sup>. The latest statistics in 2016 showed that the total unemployment rate was 12.9 % and 32.4 % for youth (14-24 years). These were the lowest figures since 2011. However, despite this decline, the level of youth unemployment is still a cause for concern.

Over the years employment fluctuated for most industries, however figures for the Hotels and Restaurants Services industry recorded a steady growth. The latest annual statistics showed that the sector grew by 9.5% in 2015<sup>4</sup>. Another industry which registered large growth in 2015 was Real Estate, Renting and Business Activities (14.4 %). A number of economic activities took place for these sectors which led to employment growth. For instance, employment in the Hotels and Restaurants Services sector was positively impacted by the influx of the Spanish chain hotels. In the case of Real Estate, Renting and Business Activities, employment was bolstered by activities relating to Business Process Outsourcing.

In terms of employment, the lead industry, Wholesale and Retail, Repair of Motor Vehicles and Equipment accounted for 20.0% of the employed labour force in 2015. This was also the largest sector in the economy, contributing 17.6% to GDP<sup>5</sup>. However, a large segment of persons employed in the informal sector belonged to the Wholesale and Retail etc. In 2015, 35.5% of persons employed in the informal sector were from this industry<sup>6</sup>. Total employment in the informal sector was 447,316 or 39.3% of the labour force, while for the formal sector it was 451,539 or 39.7 %<sup>7</sup>.

#### 3.1.1 Poverty Distribution

Poverty is an indicator of unemployment. The latest poverty statistics indicated that, approximately 540,000 or 20.0% Jamaicans were living below the poverty line in 2014. The incidence of poverty was greatest in the Rural Areas (24.9%), followed by Other Towns (16.2%) then the Kingston Metropolitan Area (15.3%)<sup>8</sup>.

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<sup>3</sup> <http://statinja.gov.jm/>.

<sup>4</sup> Economic and Social Survey Jamaica (2015). PIOJ.

<sup>5</sup> Ibid.

<sup>6</sup> According to STATIN the definition considers non-agricultural activities which comprise:

- Own-account workers and employers who own informal enterprises;
- Employees working in enterprises with nine (9) or less employees;
- Contributing family members; and
- Employees in jobs with no National Insurance Scheme (NIS) deducted from their wage.

<sup>7</sup> Labour Force Survey (2015). STATIN.

<sup>8</sup> Jamaica Survey of Living Conditions (2014).

### **3.1.2 Distribution of Workers**

Jamaican workers are mostly engaged in the Service Sector, which accounted for approximately 67.8% of the employed labour force in 2015<sup>9</sup>. The Service Sector also made up the largest segment of the economy, with approximately 79.3% of the total real value added GDP for fiscal year 2015<sup>10</sup>. The latest figures (2015) on the distribution of Jamaican workers by category showed that Professionals, Senior Officials and Technicians was the largest group (22.9 %), followed by Service Workers and Shops and Market Sales Workers (20.0 %).

### **3.1.3 Supply of Labour – Output of Secondary, Post-Secondary and Tertiary Institutions**

Jamaica's labour force is supplied by graduates from 166 secondary schools, HEART Trust/NTA, 40 local colleges, universities etc. Figures released in 2016 revealed that 34,486 students sat the CSEC examinations<sup>11</sup>. However, only 8,699 or 25.2% attained five (5) or more subjects including Mathematics and English, which would allow them to matriculate into the working world<sup>12</sup>. When disaggregated by gender, the data indicated that girls out performed boys, with 64.1% of the total who attained five (5) or more subjects being girls. In addition, the performance of students varied based on subject categories. The Business subjects had the highest average pass rate with 81.6%, followed by Technical/Vocational (78.9%), Arts (67.5%) and Sciences (55.2%).

In terms of output from post secondary institutions, 60,862 students graduated in 2016. Females accounted for 30,725 or 50.5% of the total number of graduates<sup>13</sup>. Graduates were mainly from the areas of Craftsmen, Production Process and Operating Personnel (24.7%), Secretarial and Other Commercial Personnel (23.7%), Computing (21%) and Cooks, Waiters and Other Hotel Personnel (18.2%).

Data from 40 tertiary institutions indicated that 15,145 persons graduated in 2016. Females accounted for 70% of the total output. Over 50% of the graduates pursued courses to obtain jobs as Managers/Administrators (30%), Teachers (13.3%), Miscellaneous Occupations<sup>14</sup> (8%) and Social Scientists (7.5%)<sup>15</sup>.

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<sup>9</sup> Economic and Social Survey Jamaica (2015). PIOJ.

<sup>10</sup> Ibid.

<sup>11</sup> Ministry of Education Statistics Unit.

<sup>12</sup> Ibid

<sup>13</sup> Compiled from data supplied by Police Academy, HEART Trust/NTA, Technical High, Vocational/Agricultural Schools and Other selected Training Institutions.

<sup>14</sup> Includes training in Early Childhood Care, Practical Nursing, Health Services, Assessors Training and other customized programmes.

<sup>15</sup> Compiled from data supplied by the University of the West Indies, University of Technology and other Tertiary Institutions.

## Chapter 4: Detailed Findings of 2016 NLMS

### 4.1 Overview of the Firms Surveyed

Of the 660 firms interviewed, 428 (65%) were Limited Liability Companies and 442 (67%) were Micro/Small Sized enterprises. On average, they were in existence for over 20 years. A total of 126 (19%) operated in the Wholesale/Retail Industry. The sample was drawn from across the island, including the capital (50%), urban parishes (38%) and rural parishes (12%)<sup>16</sup>.

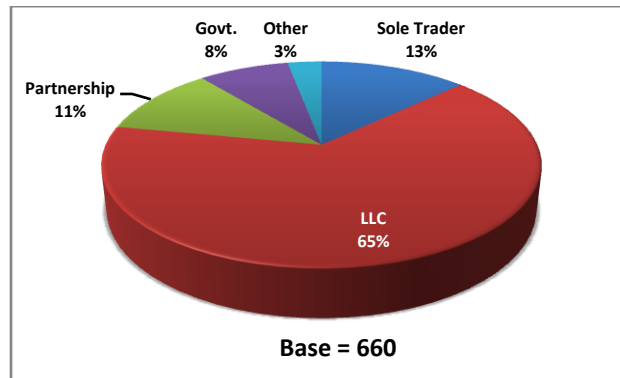


Figure 1: Legal Status of the firms

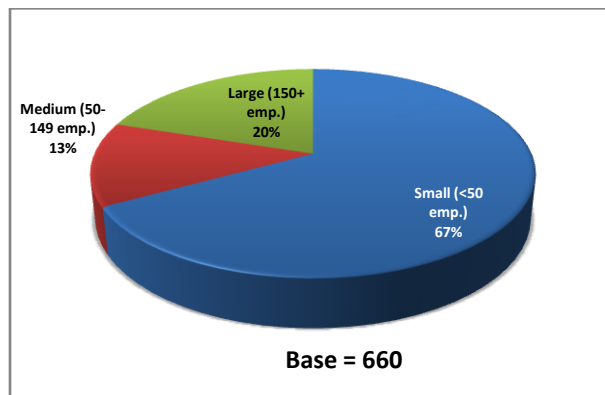


Figure 2: Size of firms

<sup>16</sup>For the purpose of this study, the parishes were grouped into capital, urban and rural parishes: Capital (Kingston and St. Andrew), Urban (St. Catherine, St. James, Westmoreland, St. Ann, Manchester and Clarendon) and Rural (Portland, St. Thomas, St. Mary, Trelawny, Hanover and St. Elizabeth).

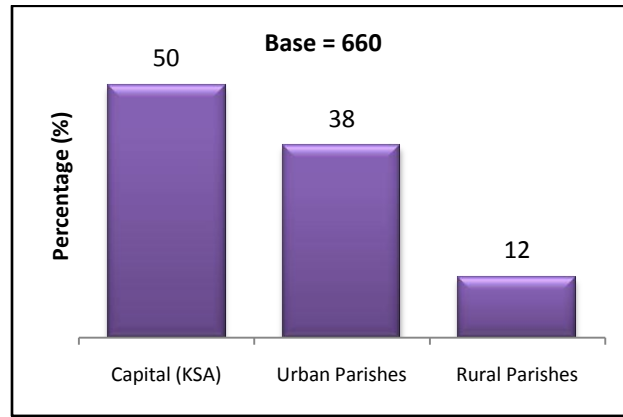


Figure 3: Area (region) distribution of the firms



Figure 4: Industry of firms

The primary informants were the HR Managers (32%), followed by Administrative Managers/Operations Managers (29%). The heads of the firms were mostly males (57%).

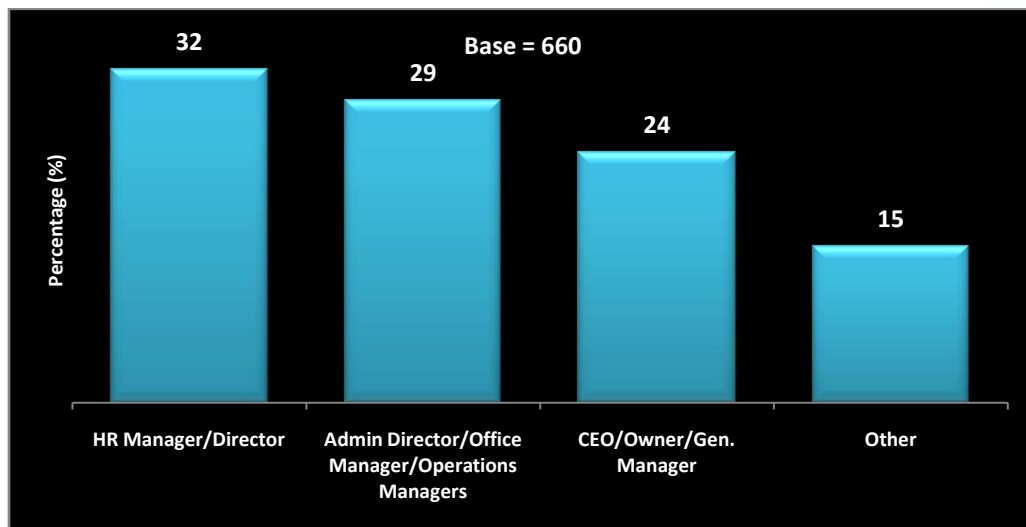


Figure 5: Position of persons interviewed

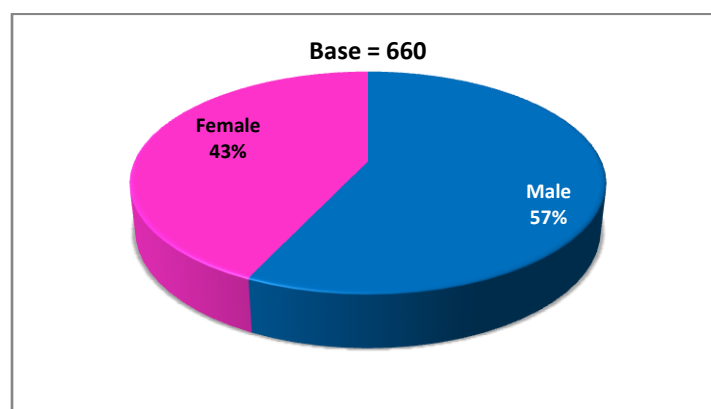


Figure 6: Sex of head of firms

## 4.2 The Historical (Past 24 months trends) & Current Situation

### 4.2.1 Human Capital

#### 4.2.1.1 *Firm Size*

The total number of workers employed by the 660 firms in the sample was 69,364 persons. Large firms reported employing an average of 426 workers, medium firms averaged 72 workers while small and micro firms employed an average of 17 workers (See Figure 7). Firms in the sample employed an average of 105 workers across all categories and types. On average, the Hotels and Restaurant Services industry employed more persons per firm than any other industry in this study. The industry employed an average of 197 workers per firm or 19% of the total number of workers employed by the sample (See Figure 8).

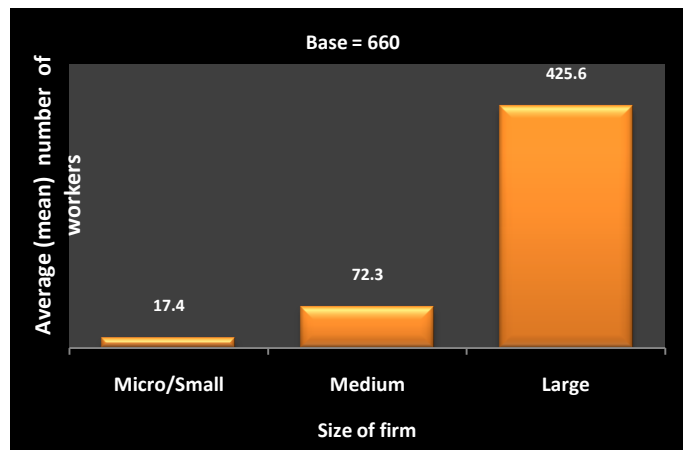


Figure 7: Average number of workers by size of firms

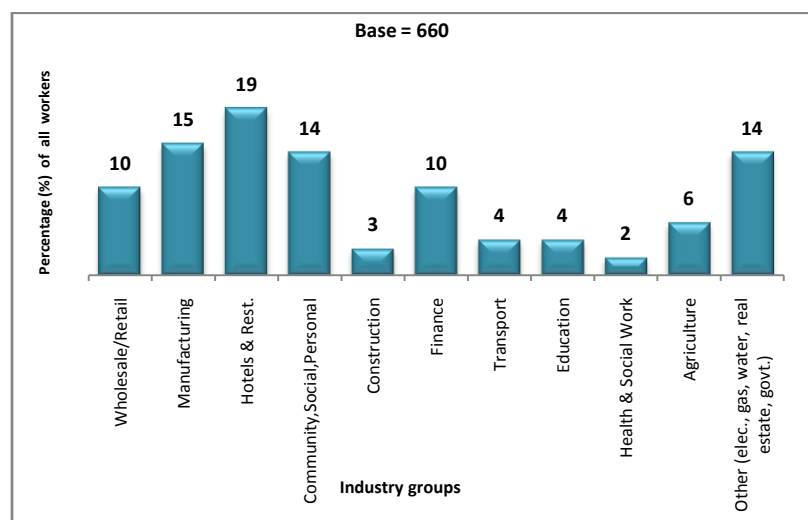


Figure 8: Distribution of workers in the sample by industry group



#### 4.2.1.2 Workers by Sex, Employment Status and Origin

Firms in the sample employed slightly more males (52.2%) than females (See Figure 9). As shown in Figure 10, workers were mostly employed full time, that is, working in excess of 30 hours per week (80.2%), followed by part-time (16.8%) and seasonally (3%). Nearly all the workers were locals (99.7%), with less than 1 percent (0.33%) being foreigners (See Figure 11). This translates to approximately 69,178 workers from the sample who are locals compared to 208 foreigners. As shown in Figure 12, less than one percent of all workers (0.196%, n=136) across the sample were persons with disabilities (PWDs).

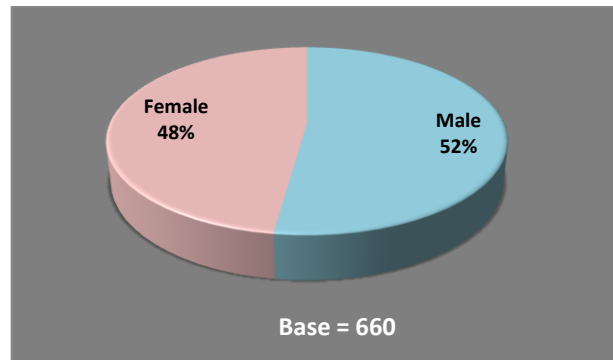


Figure 9: Distribution of workers by gender

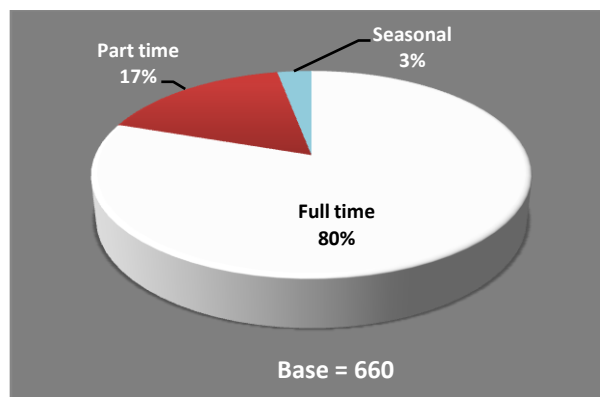


Figure 10: Distribution of workers by types of employment

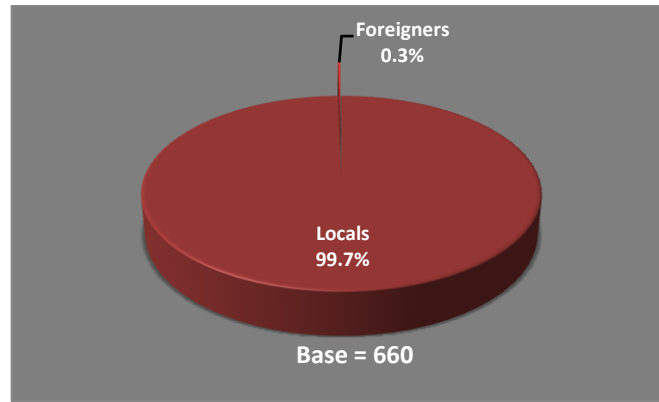


Figure 11: Distribution of workers by citizenship

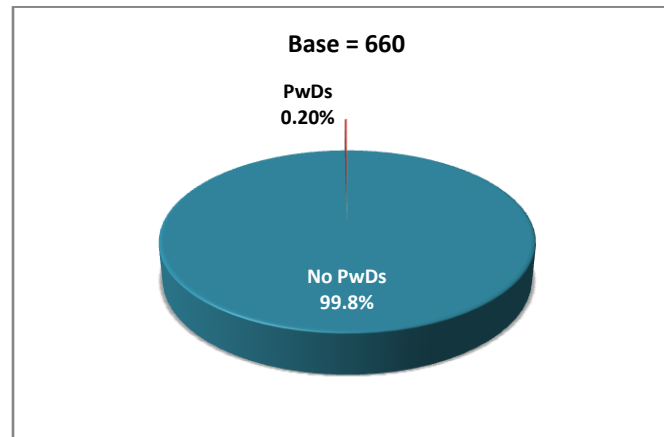


Figure 12: Distribution of workers with and without disabilities

#### 4.2.1.3 Workers by Age

Firms employed persons across each age spectrum, including those just out of school and close to retirement. The vast majority (91%) employed persons within their staff complement aged 25-34 years. Workers in the 35-44 years age cohort were employed by 89% of the firms, persons 45-54 years were employed by 73%, while youth (18-24 years) were found in 71%. Forty eight percent (48%) of firms employed persons aged 55-64 years while 21% reported employing persons near or at retirement age, 65+ years (See Figure 13).

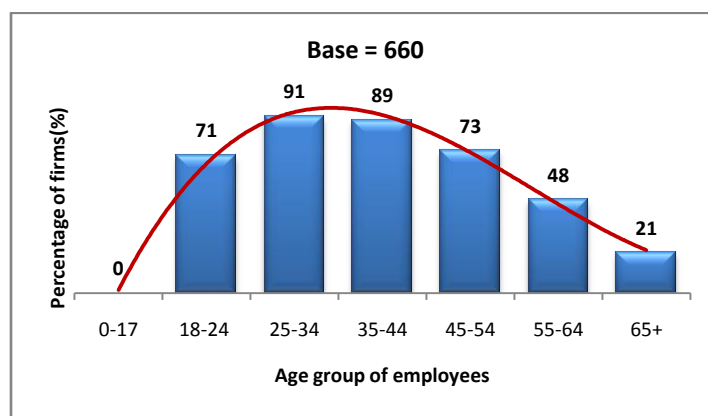


Figure 13: Percentage of firms that employ persons by age groups

More than half (58%) the population of the employed labour force among the firms surveyed were in the combined age group of 25-44 years and close to 80% were within the combined age group of 25-54 years (See Figure 14). These findings are consistent with the national averages reported by STATIN, October 2016 (Source: statinja.gov.jm, See Figure 15).

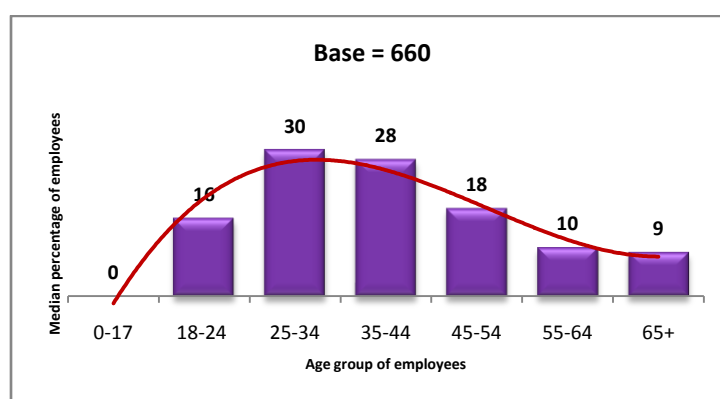


Figure 14: Proportion of employees that fall within the respective age groups.

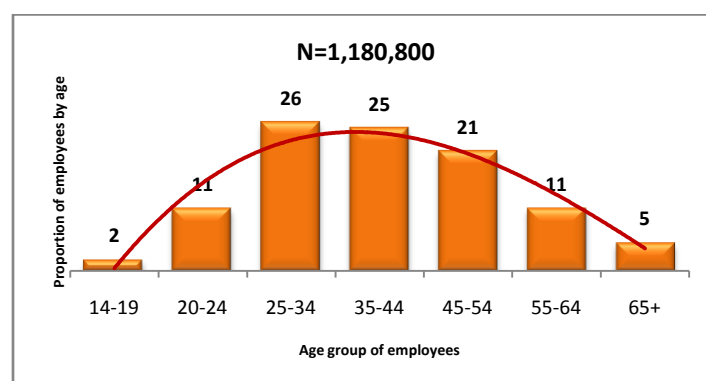


Figure 15: Employed Labour Force by age group as at October 2016 (Source: STATIN)

#### 4.2.1.4 Categories of Workers Employed

For the purpose of this study, four (4) categories of workers were identified and used to provide a measure of the different types of workers employed by firms (See Appendix II). These categories focused primarily on the level of skill (including education) normally required by each worker:

- a) Unskilled Workers in Production and Services
- b) Skilled Workers in Production and Services
- c) Managers
- d) Professional/Technical

Emphasis was placed on skills, as one of the key objectives of this study was to provide guidance to educational and training institutions in terms of the areas of focus based on the needs of firms. Persons with Disabilities (PwDs) were treated as a group in order to obtain detailed findings on this category of workers which would not otherwise be feasible. Persons with Disabilities were of particular interest in view of MLSS' mandate to ensure equal opportunities for all workers.

Ten per cent (10%) of firms reported employing PwDs (See Figure 16). Nearly all firms in the sample (91%) reported employing Skilled Workers in Production and Services. Similarly, 90% employed Managerial workers, while 73% employed Unskilled Workers in Production and Services. Workers at the Professional/Technical level were employed by 63% of firms.

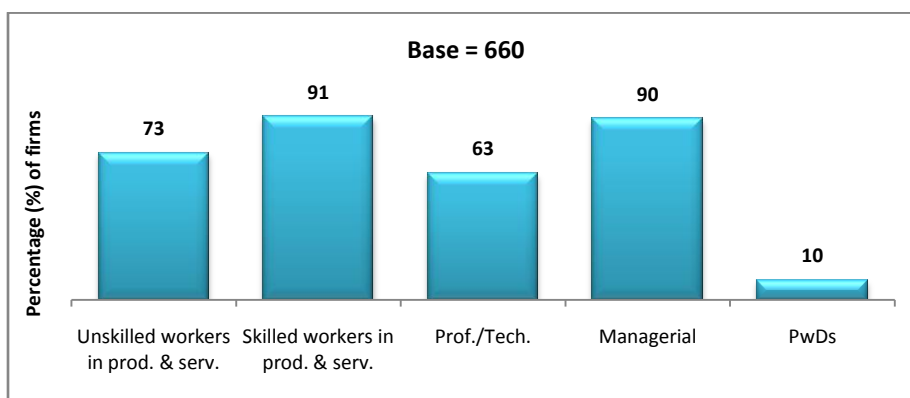


Figure 16: Proportion of firms hiring specific categories of workers and PwDs

Respondents were asked to indicate the percentage of workers within the different worker categories that they employ. The largest number of workers fell within the Skilled Workers in Production and Services category, recording an average of 33% (n=23,121) of all workers employed across all the 660 firms. This was followed by Unskilled Workers with 26% (n=18,312). Professional/Technical workers accounted for 22% (n=15,329), while 14% (n=9,850) were Managerial staff. (See Figure 17).

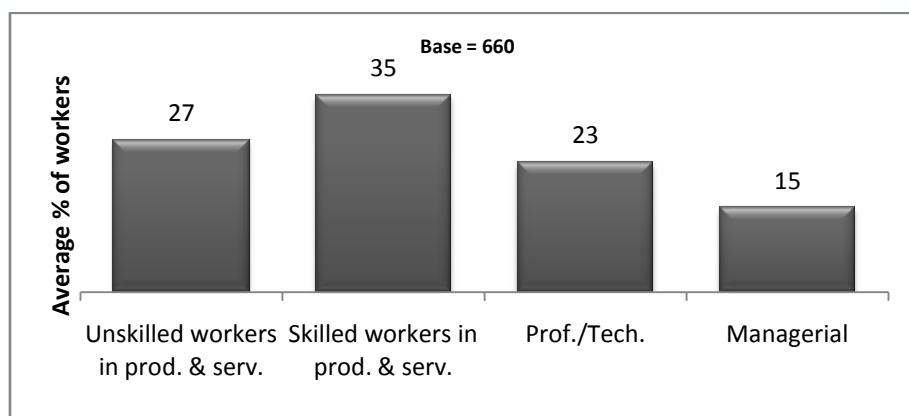


Figure 17: Average proportion of workers employed within specific worker categories and PwDs

#### 4.2.1.5 The Employment of Foreigners & Persons with Disabilities

It should be recalled that PwDs accounted for less than 1% of workers on average. It is interesting to note that 14.9% of firms that hire PwDs also hire foreigners. This suggests that these firms were willing to hire a diverse pool of employees. Table 2 shows that employers in the Hotels & Restaurants industry (15.3%) were most likely to hire foreigners, followed by Health and Social Work (8.3%) and Government (7.4%).

Table 2: Description of firms that hire foreigners

Description of firms	Base	Percentage of firms that hire foreigners
<b>Firms that hire PwDs</b>	67	<b>14.9%</b>
<b>Industry of firm that hire foreigners:</b>		
Agriculture, Forestry, Mining & Quarry	32	3.1%
Manufacturing	80	6.2%
Construction	48	2.0%
Wholesale & Retail Trade, Repair of Motor Vehicles & Personal Household Goods	126	0.7%
<b>Hotels &amp; Restaurant</b>	65	<b>15.3%</b>
Transport, Storage & Communication	44	4.5%
Financial Intermediation	47	4.2%
Education	36	2.7%
Health & Social Work	36	8.3%
Community, Social & Personal Services	65	6.1%
Electricity, Gas, Water Supply	25	4.0%
Real Estate, Renting & Organisation Activities	36	-
Government	27	7.4%

One third (33%) of firms that reported employing PwDs (n=67 or 10%), indicated that these workers were Unskilled Workers in Production and Services area, while 30% indicated Skilled Workers in Production and Services area. Fifteen percent (15%) of firms also reported that PwDs working in their organizations were Professional/Technical, while 19% said these workers fell in the Managerial category (See Figure 18: Positions held by PwDs).

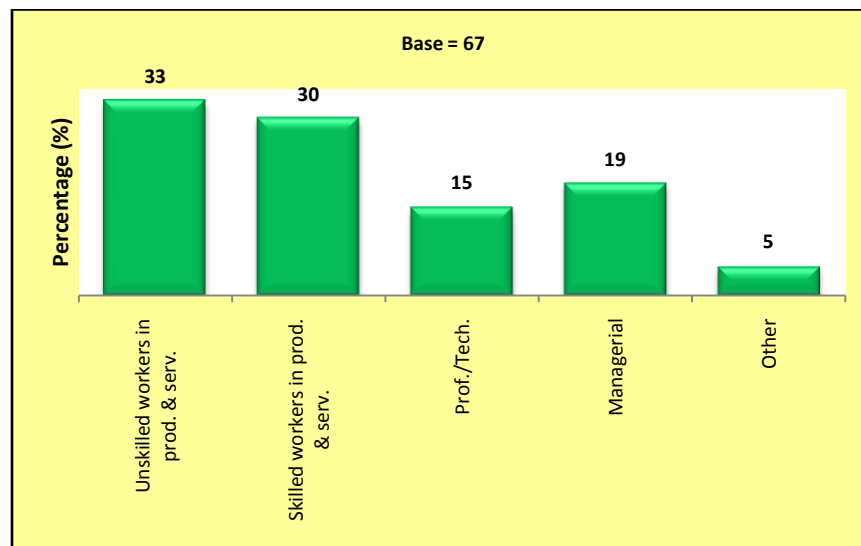


Figure 18: Positions held by PwDs

In terms of industries, Government was the most prominent employer of PwDs (See Figure 18: Positions held by PwDs). This was followed by firms in the Community, Social & Personal Care (15%) and Hotels and Restaurant Services (14%) industries. While the sample of Government institutions was relatively small (n=27), it was deemed important to look at this segment separately in order to gain real insights into the employment opportunities for PwDs.

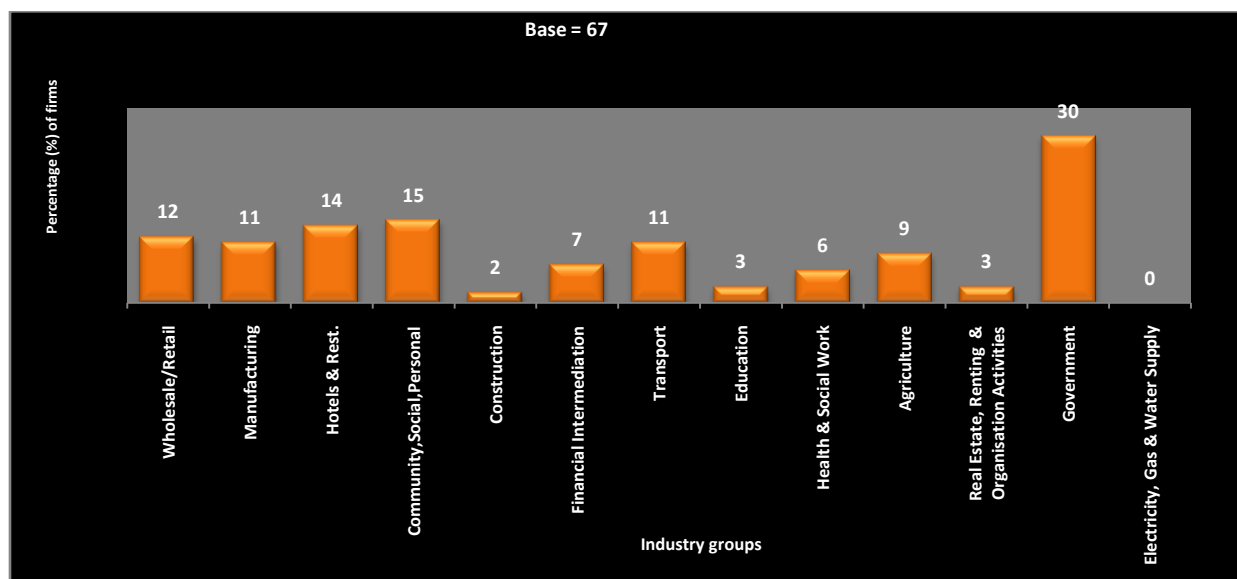


Figure 19: Industry groups of firms that employ PwDs

#### 4.2.1.6 Age of Workers by Industries

As indicated earlier, youths (18-24 years) were hired by 71% of the firms. Youths were hired by nearly 90% of firms in the Manufacturing sector and 79% from Construction (See Table 3). Persons 55-64 years were primarily engaged in the Agricultural sector (63%), followed by Manufacturing (61%). The largest group of persons employed in the Wholesale and Retail Trade, Repair of Motor Vehicles and Personal Household Goods (88%), fell in the 25-34 age cohort. This was also true for the other sectors, with the exception of Manufacturing, Real Estate, Renting & Business Activities and Education (See Table 3).

**Table 3: Distribution of workers by age across industry groups**

Industry of Firm	Base	Age Group of Workers Employed					
		18-24	25-34	35-44	45-54	55-64	65+
Agriculture, Forestry, Mining & Quarry	32	66%	88%	88%	69%	63%	25%
Manufacturing	80	88%	94%	95%	80%	61%	33%
Construction	48	79%	92%	85%	67%	35%	17%
Wholesale & Retail Trade, Repair of Motor Vehicles & Personal Household Goods	126	68%	88%	84%	70%	38%	21%
Hotels & Restaurant	65	77%	95%	89%	72%	46%	20%
Transport, Storage & Communication	44	77%	93%	91%	77%	46%	11%
Financial Intermediation	47	72%	98%	94%	77%	53%	9%
Education	36	44%	89%	92%	86%	58%	14%
Health & Social Work	36	56%	86%	75%	69%	39%	25%
Community, Social & Personal Services	65	69%	95%	92%	68%	45%	26%
Electricity, Gas & Water Supply	25	76%	92%	84%	80%	24%	16%
Real Estate, Renting & Business Activities	36	52%	72%	93%	55%	52%	17%
Government	27	78%	100%	96%	89%	85%	22%

#### 4.2.1.7 Categories of Workers by Types of Employment and Industry

It should be recalled that 80% of all workers were hired on a full time basis. Managerial Staff were employed only on a full time basis by 86% of the firms. Professional/Technical workers were next with 75%, followed by Skilled Workers in Production and Services (71%) and Unskilled Workers in Production and Services (59%). In terms of being employed only on a part-time basis, Unskilled Workers in Production and Services figured prominently, with 16% of firms mentioning this type of arrangement. Persons with disabilities were employed only on a part-time basis by 13% of the firms (See Figure 20: Terms of employment of different categories of workers).

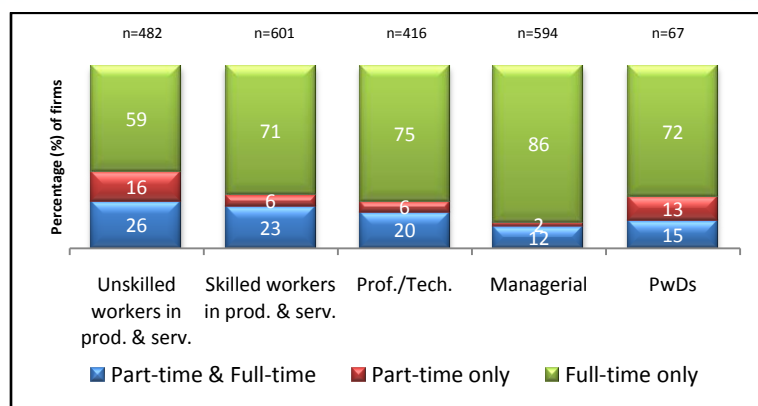


Figure 20: Terms of employment of different categories of workers

Overall, Skilled Workers were among the most featured categories of workers employed by firms. Table 4 shows that establishments from Manufacturing (100%), Hotels and Restaurants (95%), Transport, Storage and Communication (93%), Health and Social Work (92%), Wholesale etc. (91%) and Community, Social etc. (89%) mostly employed Skilled Workers. Managers were hired mostly by firms in Government (100%), Real Estate, Renting & Business Activities (97%), Financial Intermediation (96%) industries. The level of employment of Professional/Technical workers was greatest in Government (90%) and Financial Intermediation (87%) sectors. Unskilled Workers were mostly featured among firms in the Construction (83%), Hotel and Restaurant (82%) and Government (82%) industries.

Table 4: Categories of workers employed within industries

Industry of Firm	Category of Workers Employed					# of firms
	Professional/ Technical	Managerial	Skilled Workers	Unskilled Workers	PwDs	
Agriculture, Forestry, Mining & Quarry	59%	91%	88%	75%	9%	32
Manufacturing	73%	94%	100%	78%	11%	80
Construction	69%	92%	90%	83%	2%	48
Wholesale & Retail Trade, Repair of Motor Vehicles & Personal Household Goods	43%	89%	91%	75%	12%	126
Hotels & Restaurant	49%	88%	95%	82%	14%	65
Transport, Storage & Communication	73%	93%	93%	71%	11%	44
Financial Intermediation	87%	96%	83%	59%	7%	47
Education	64%	83%	83%	59%	7%	36
Health & Social Work	69%	67%	92%	61%	6%	36
Community, Social & Personal Services	62%	88%	89%	65%	15%	65
Gas, Electricity & Water Supply	52%	88%	96%	64%	-	25
Real Estate, Renting & Business Activities	72%	97%	90%	66%	3%	29
Government	90%	100%	89%	82%	30%	27



#### 4.2.1.8 Salaries across Worker Categories and Industries

The number of firms that opted not to respond to this question was relatively high (28%), resulting in a total of 474 firms that responded. Care should therefore be taken when interpreting these results which should be used for direction only and not projection to national. Gross monthly salaries varied by category of staff, as well as industry. Professional/Technical workers attracted the highest salaries. The average and most common gross monthly salaries reported by firms were:

**Table 5: Average and most common monthly salary by worker category**

Worker Category	Average (median) gross monthly salary:	Most Frequent Monthly Salary (Mode)	Salary Range	# of firms
Professional/Technical	JA\$120,000	\$100,000	Min \$40,000 Max \$500,000	250
Managerial	JA\$120,000	\$100,000	Min \$35,000 Max \$500,000	387
Skilled Workers	JA\$60,000	\$50,000	Min \$20,000 <sup>*1</sup> Max \$350,000	416
Unskilled Workers in Production & Services	JA\$36,000	\$40,000	Min \$12,000 <sup>*2</sup> Max \$80,000	291
Persons with Disabilities	JA\$50,000*	\$30,000*	Min \$20,000 <sup>*3</sup> Max \$300,000	24

**\*Note:** The information above is based on a reduced sample due to refusals to provide this information. In the case of PwDs, 43 of the 67 companies that reported employing PwDs refused to answer the question.

<sup>\*1, 2, 3</sup> Note: These persons include part-time workers.

Firms in the industry group Electricity, Gas & Water Supply were paid the highest salaries.

Table 6: Average and most common salary by industry

Industries	Average (median) gross monthly salary:	Most Frequent Monthly Salary (Mode)
Agriculture, Forestry, Mining & Quarry	\$100,000	\$150,000
Manufacturing	\$140,000	\$60,000*
Construction	\$150,000	\$100,000*
Wholesale & Retail Trade, Repair of Motor Vehicles & Personal household goods	\$130,000	\$80,000
Hotels & Restaurant	\$108,000	\$120,000
Transport, Storage & Communication	\$115,000	\$40,000*
Financial Intermediation	\$130,000	\$120,000*
Education	\$120,000	\$80,000*
Health & Social Work	\$100,000	\$90,000*
Community, Social & Personal Services	\$100,000	\$100,000
Electricity, Gas & Water Supply	\$190,000	\$80,000*
Real Estate, Rent & Business Activities	\$150,000	\$100,000
Government	\$127,500	\$125,000

*\*Due to relatively small sample sizes, multiple modes exist so the smallest value is reported above.*

#### 4.2.1.9 Extent of Outsourcing

Less than half of the sample outsourced workers (43%). Firms mostly outsourced Professional/Technical workers (27%), followed by Skilled Workers in Production and Services (14%). Eight percent (8%) outsourced services provided by Unskilled Workers in Production and Service, while 5% outsourced Managerial services (See Figure 21).

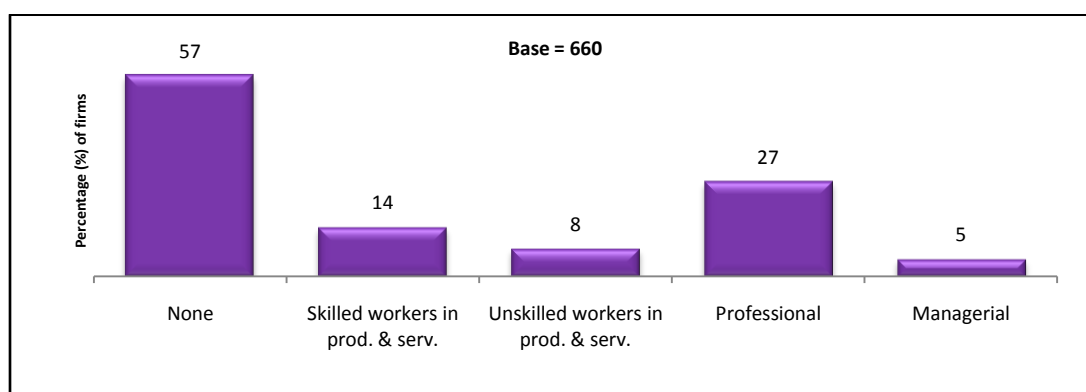


Figure 21: Extent of outsourcing of specific categories of workers by firms

#### 4.2.2 Reported Vacancies in the past 24 months (2014/16)

Most companies (490 or 74%) indicated that they had at least one vacancy in the past 24 months. Forty eight percent (48%) of all firms reported positions with job openings for Skilled Workers in Production and Services. Vacancies for Unskilled Workers in Production and Services (30%) were also common, as well as those for Professional/Technical

(30%). Twenty three percent (23%) reported vacancies in Managerial positions. Less than 1% (n=2) of firms had vacancies for Persons with Disabilities in the past 24 months (See Figure 22).

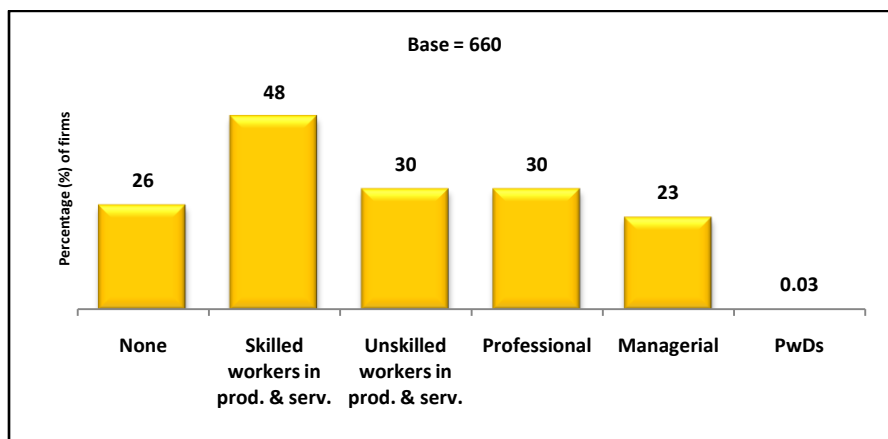


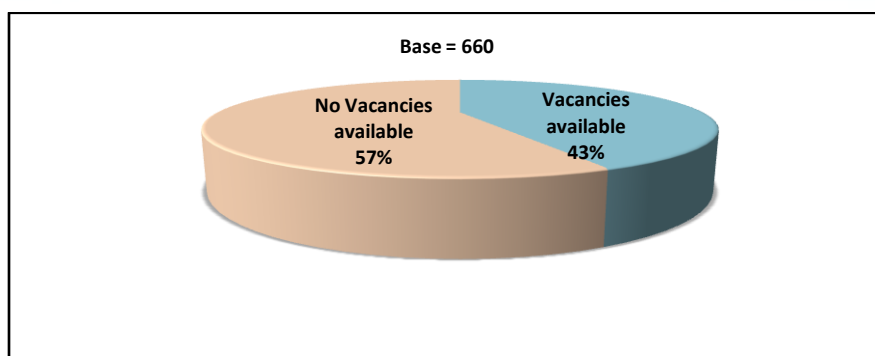
Figure 22: Vacancies within specific categories in the past 24 months

Some specific job functions for Managers, Technicians, Professionals and Customer Service workers which were vacant during the period 2014 to 2016, included (in no order or priority):

Vacant Job Positions 2014/2016	
Accountants	Scientific Manager
Internal Auditor	Production Manager
Digital Marketing Manager	Business Manager
Senior Treasury Manager	Office Manager
IT Technician	Sales Manager
Computer Technician	Administrative Manager
Legal Consultant	Legal Manager
Human Resource Manager	Civil Engineer
Electrical Engineer	Maintenance Engineer
Mechanical Engineer	Pest Control Officer
Customer Care Workers	

#### 4.2.2.1 Opportunities for Employment

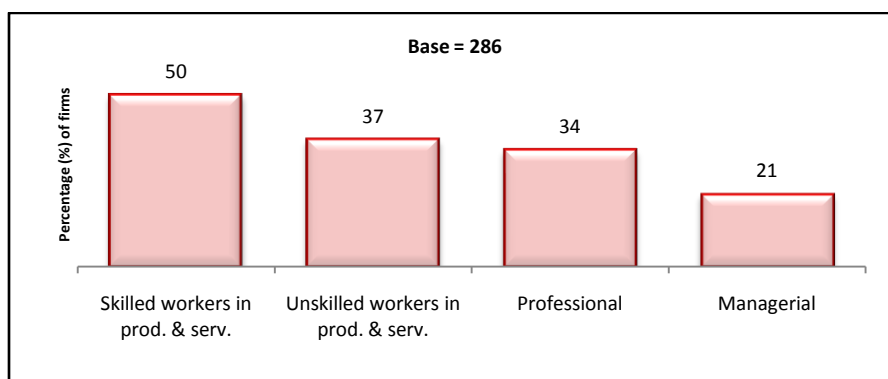
Fifty seven percent of firms (57%) filled the vacancies that were available in their organizations during the course of the past 24 months. These firms reported that they no longer had vacancies at the time of the survey. However, the fact that there were 43% remaining at the time of the survey speaks to employment opportunities.



**Figure 23: Percentage of firms with job opportunities in 2016**

The two firms that reported vacancies for PwDs in the past 24 months also reported that those vacancies were still available at the time of the interview. Among the 43% (n=286) of firms with vacancies remaining at the time of the interview, only one firm, approximately 0.3% (n=1) said that PwDs would be considered for vacancies that they were available. This firm was from the Education industry.

Fifty percent (50%) of firms that had vacancies remaining in 2016 reported that these were mainly for Skilled positions, 37% for Unskilled positions, 34% for Professional/Technical and 21% for Managerial positions (See Figure 24).



**Figure 24: Categories of work for which opportunities for employment existed**

Interestingly, while only one (1) vacancy was mentioned for PwDs, 55% of firms with vacancies were prepared to consider employing PwDs. In this regard, the greatest opportunities for employment existed for PwDs with physical challenges, as more than half of these firms highlighted physical impairment as the form of disability that they would accept. Opportunities for PwDs with physical impairment were mostly found in Skilled Work in Production and Services (66%), followed by Professional/Technical areas (61%). The hearing impaired were mostly considered for Unskilled Work in Production and Services (41%) and visually impaired for Managerial positions (21%). Very little opportunity existed for the mentally impaired (See Figure 25).

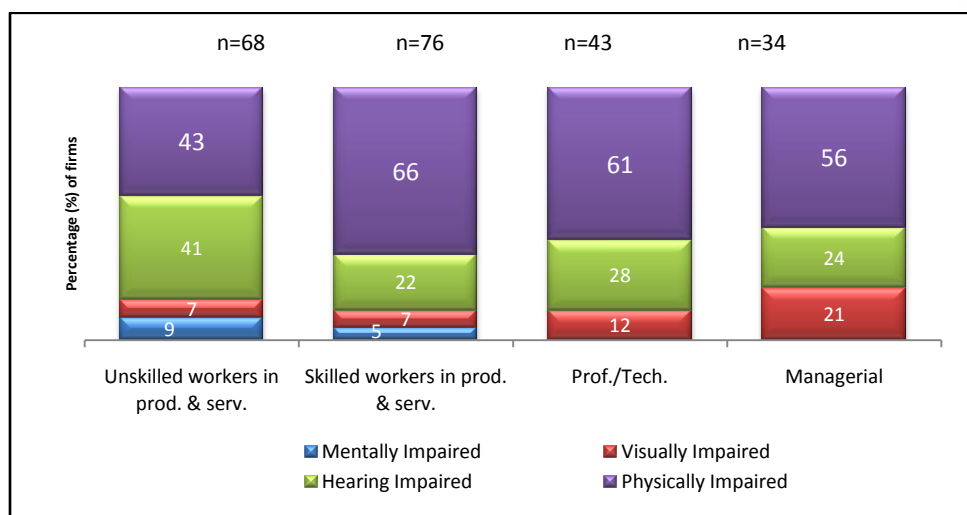


Figure 25: Employment opportunities for PwDs by types of disability

#### 4.2.2.2 Difficulties and Attributes Considered in Hiring Staff 2014/2016

Lack of work experience (32%), under-qualified applicants (26%) and bad impression of applicants during interviews (20%) were the top three difficulties firms encountered during the hiring process. Lack of work experience was a particular challenge for firms in the industries of Hotels and Restaurant Services (49%), Transport, Storage and Communication (40%) and Construction (39%). Firms in Manufacturing (37%), Construction (36%) and Transport, Storage and Communication (31%) were primarily those encountering challenges with under-qualified applicants. Persons who gave a bad impression during the interview process were mainly encountered by businesses from Financial Intermediation (38%), Hotels and Restaurant Services (29%) and Wholesale, Retail Trade and Repairs (28%). The table below shows these results in detail and highlights the industries that reported experiencing specific challenges more than others.

Table 7: Difficulties faced when hiring staff

Difficulties	Total	Agriculture	Manufacturing	Construction	Trade & Repairs	Hotels & Rest.	Transport, Storage, Comm.	Financial Intermediation	Education	Health & Social Work	Community, Social & Pers. Service	Other
<b>Base→</b>	<b>489</b>	<b>32</b>	<b>81</b>	<b>48</b>	<b>126</b>	<b>65</b>	<b>44</b>	<b>46</b>	<b>36</b>	<b>36</b>	<b>65</b>	<b>81</b>
Lack of work experience	32%	33%	32%	39%	32%	49%	40%	24%	12%	14%	34%	30%
Under-qualified applicants	26%	7%	37%	36%	24%	27%	31%	22%	19%	18%	28%	26%
Bad impression during interview	20%	19%	23%	10%	28%	29%	11%	38%	4%	5%	20%	12%
Compensation demands	18%	19%	27%	10%	11%	18%	26%	14%	27%	14%	22%	18%
Over-qualified applicants	13%	4%	18%	10%	20%	11%	11%	-	-	18%	14%	17%
Lack of reliable information on qualification and experience	10%	11%	10%	3%	11%	16%	14%	11%	4%	5%	10%	9%
Shortage of required skill in Jamaica	9%	7%	15%	13%	6%	4%	11%	11%	4%	9%	2%	12%
None	21%	19%	7%	23%	22%	13%	11%	22%	46%	50%	20%	23%

When prompted, one (1) in every four (4) firms interviewed (25%), reported that they opted not to hire staff although they needed to and this choice was driven by their inability to afford doing so. As seen in Figure 26, firms that chose not to hire because of lack of financial resources were primarily those in Education (39%), Construction (31%) and Wholesale & Retail (31%).

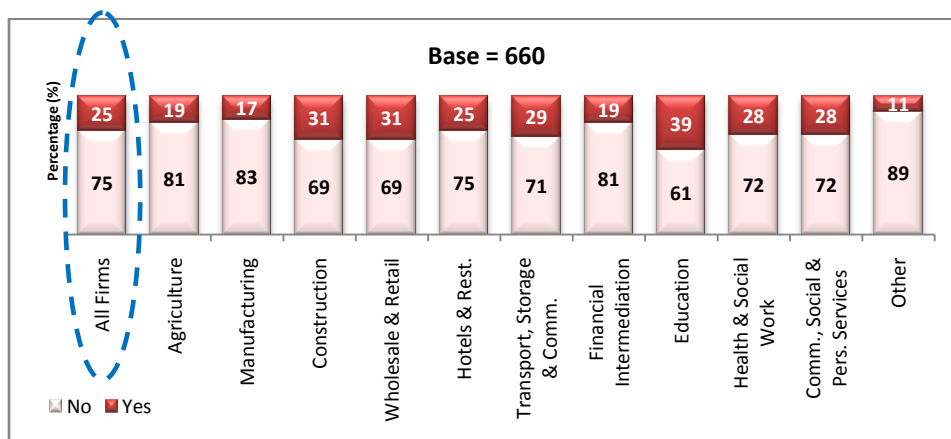


Figure 26: Firms that chose to or not to hire due to affordability.

Employers looked for a number of different key attributes when hiring workers. The most important factor was knowledge and skills specific to the position (79%). More than half of the firms surveyed (55%) required persons who were responsible and committed, while close to half (47%) looked for prior work experience. Other attributes highlighted were:

- General and basic skills in reading, writing & numeracy 32%
- Level of formal education attained 28%
- Physical appearance 20%
- References and letters of recommendation 9%
- Wage & salary expectations 9%
- Attitude 4%

The newspaper (44%) was the principal medium used to advertise vacancies. As noted in Figure 27, other common sources for advertising included informal networks<sup>17</sup> (40%), internal database/records (18%), employment websites (13%), universities and colleges (11%) and skills training institutions (13%).

<sup>17</sup> Informal network included friends, acquaintances and colleagues.

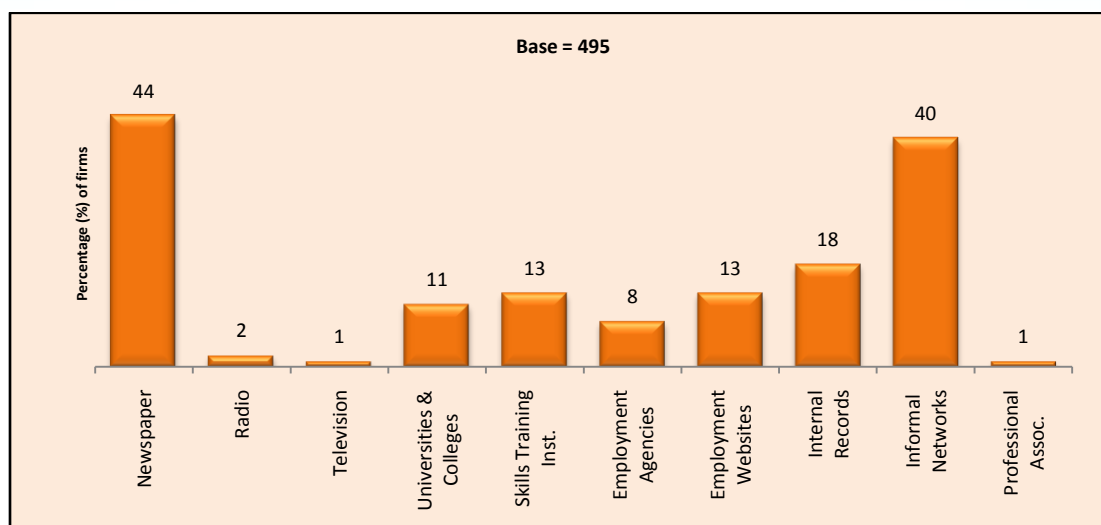


Figure 27: Sources for advertising vacancies

There was a clear relationship between skills required and the sources used for advertising vacancies. Firms typically relied on the formal media when seeking to fill the more “white collar” positions, such as Professional/Technical and Managerial staff. They relied on informal networks when seeking to fill “blue collar” positions such as Skilled and Unskilled Workers in Production and Services (Figure 28).

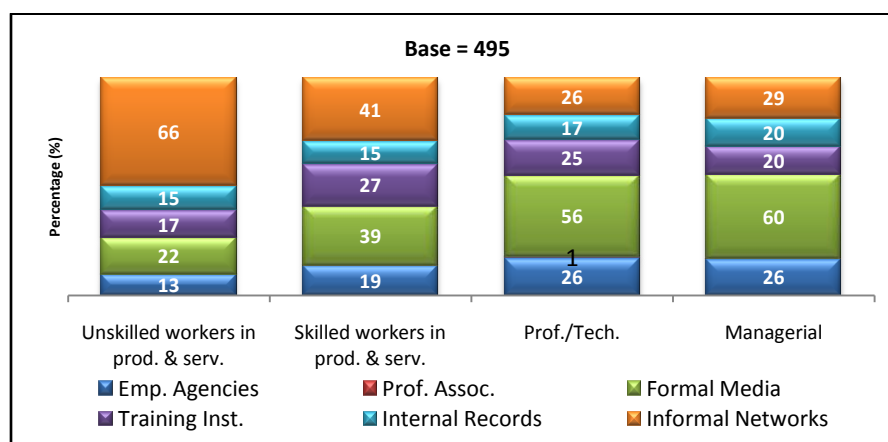


Figure 28: Sources for advertising vacancies for specific worker category

### 4.3 Use of Technology & Internet in Firms

The majority of firms surveyed (70%) reported using technology either in the form of desktop computers, laptops, tablets or smart phones for their organizations' purposes. Among these, 55% used technology on a daily basis, 4% most days and 8% rarely (See Figure 29).

Nearly all firms (90%) used desktop computers daily, while just about half used smart phones (50%) and laptops (55%). Tablets were used daily by one in every four firms and represent the least relied on form of technology (See Figure 29).

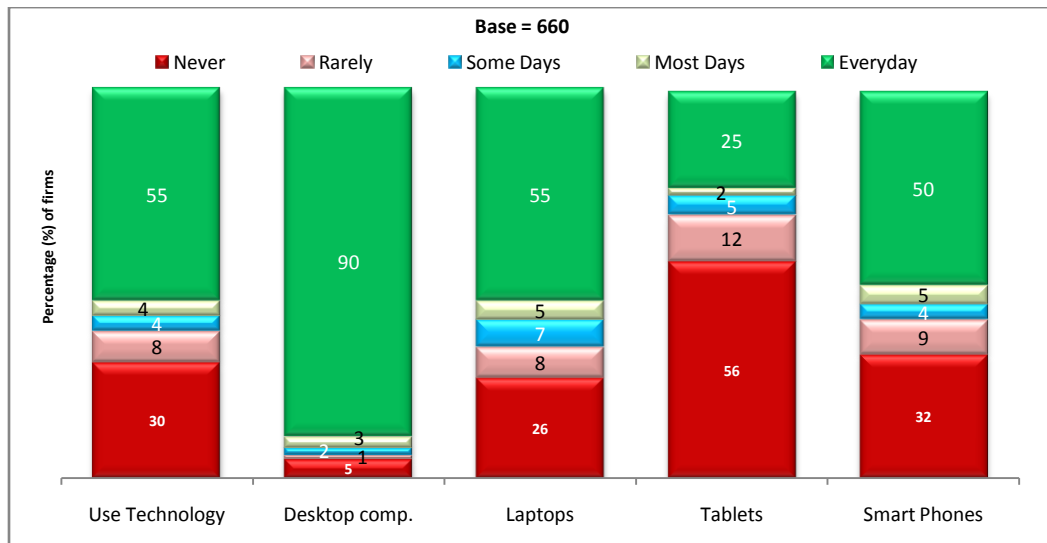
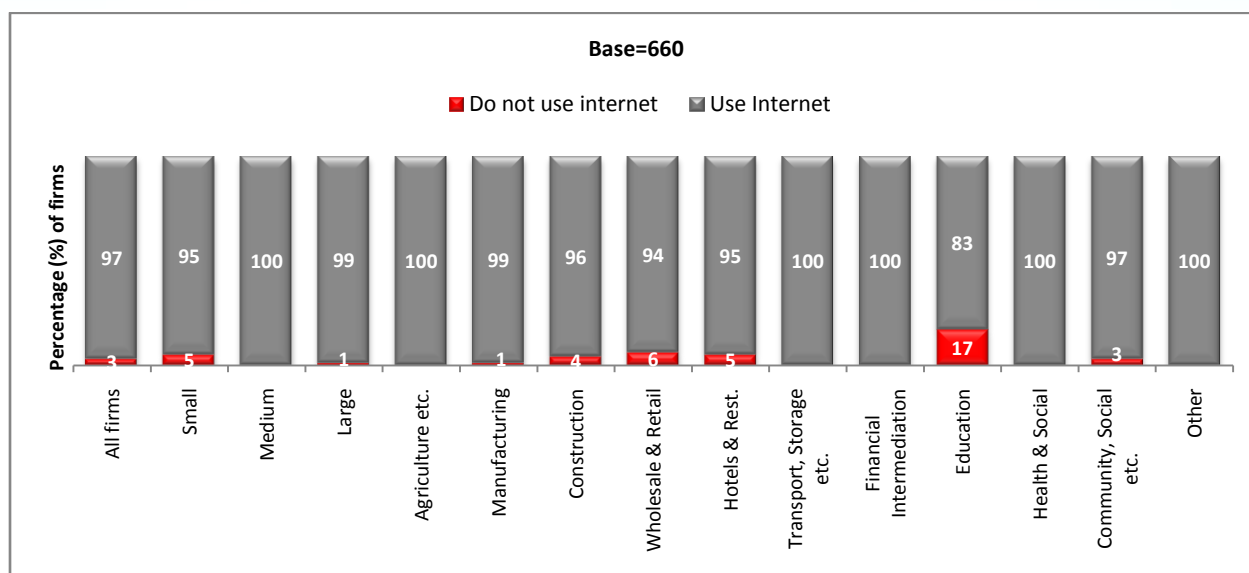


Figure 29: Frequency of Use of Technology by Types of Devices

Internet use was also quite extensive, with 97% of respondents indicating its usage. Non-use of internet was predominantly among small firms, with 5% indicating that they did not use the internet for their organizations' purposes. Figure 30 shows that non-use of Internet service was highest in the Education sector (17%).

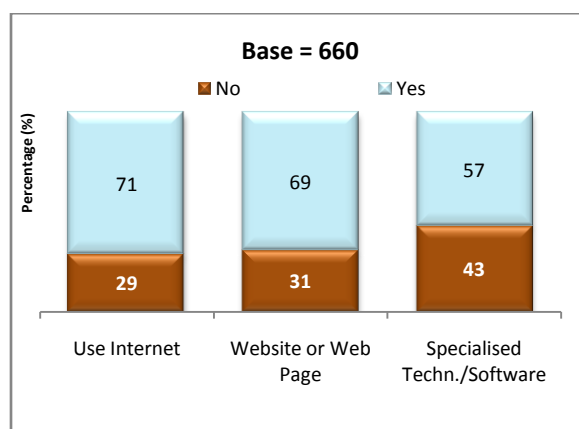
Although most firms (n=640) used internet, the average number of workers who used the internet across all these firms was 30 persons. Keeping in mind that the average number of workers across all firms in the sample is 105 persons, this represents internet usage by approximately 29% of workers employed by firms.





**Figure 30: Internet use in organizations by size of firm and industry**

The majority of firms (77%) reported using the internet for business, that is, the buying and/or selling of goods or services. Close to seven (7) out of every ten (10) firms (69%) also had a website or web page and 57% reported using specialized technology and software (excluding Microsoft Office Suite) for aspects of their firm's operations (See Figure 31). As shown in Figure 32, the use of specialized technology was especially common among firms in the Financial Intermediation industry (80%).



**Figure 31: Use of internet, website and specialized technology**

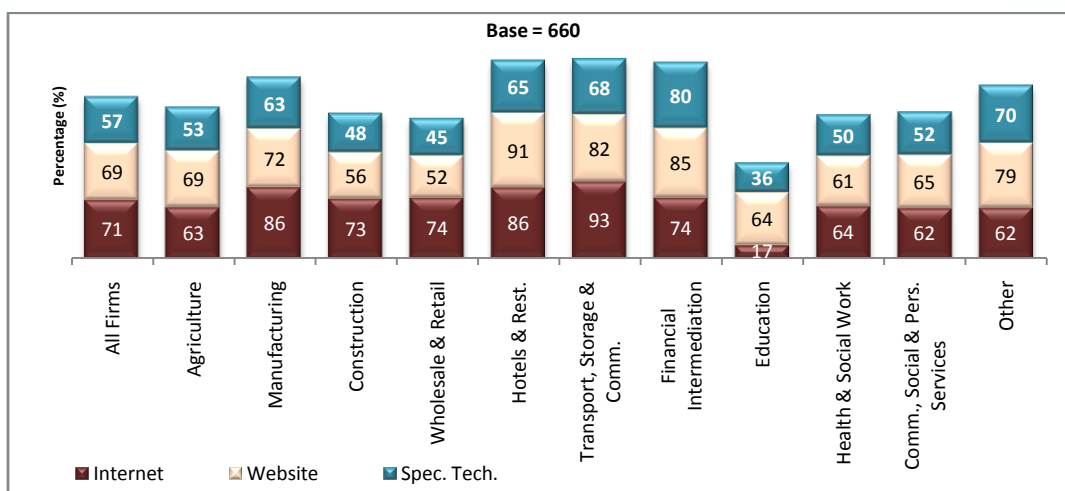


Figure 32: Use of internet, website and specialized technology by industry

#### 4.3.1 Impact of Technology Use on Hiring Staff

Just over half (55%) of firms reported that the use of specialized technology impacted their ability to find qualified staff, but a significant proportion (45%) said there was likely to be no impact on their organization (Figure 33).

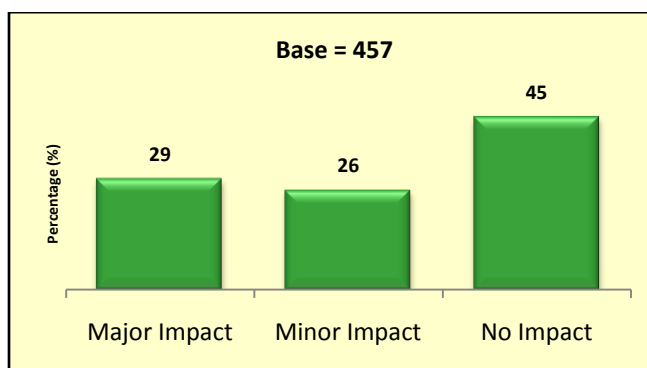


Figure 33: Impact level of specialized technology on finding qualified staff

The use of specialized technology was most likely to negatively impact medium (38%) and large (35%) firms. This was based on the inability to find qualified persons to operate specialized equipment. Technology was also likely to negatively impact hiring qualified staff in businesses from Transport, Storage & Communication (39%), Health & Social Work (36%), Construction (35%), Manufacturing (26%) and Community, Social & Personal Services (29%).

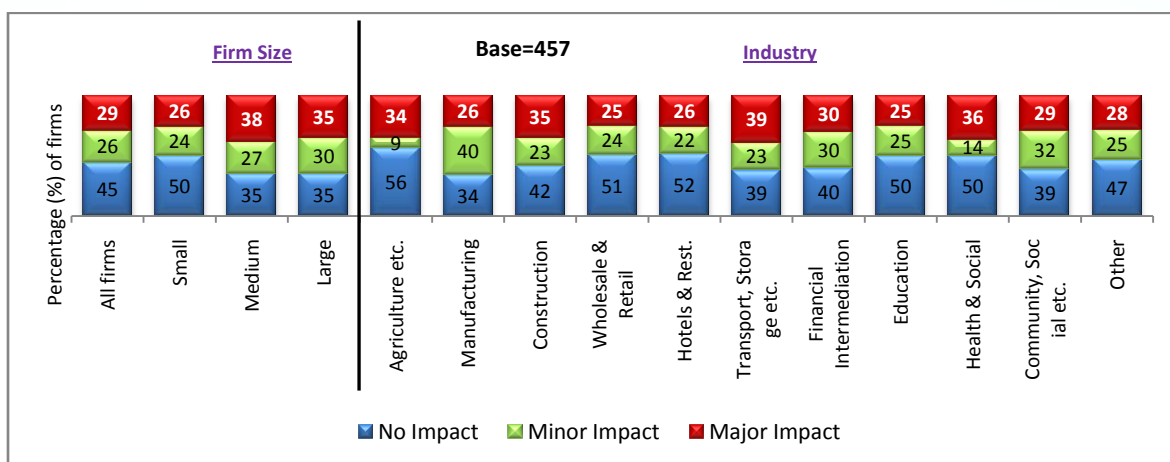


Figure 34: Impact of specialized technology in finding qualified staff by size of firm and industry

#### 4.3.2 Impact of Machinery, Equipment and Tools on Hiring Staff

Just about half of the firms surveyed reported that the machinery, equipment and tools used did not impact their organizations' ability to hire staff. The number of staff needed and the skills required were also not affected. However, the remaining 50% were impacted negatively (See Figure 35).

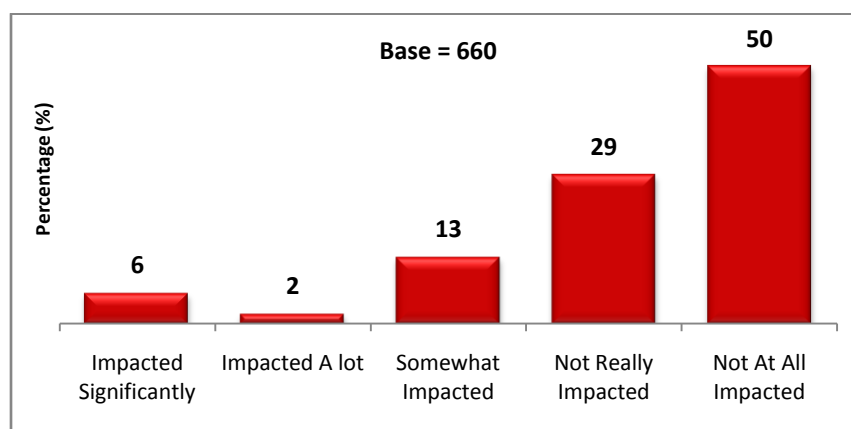


Figure 35: Impact of equipment and machinery on ability to hire skilled workers required

## 4.4 Assessment and Types of Training Needs

The training needs of the organizations were typically identified by Managers (72%), followed by HR Departments (29%) and Supervisors (21%). Other persons with this responsibility included Business Owners, other Employees as well as external Consultants (See Figure 36).

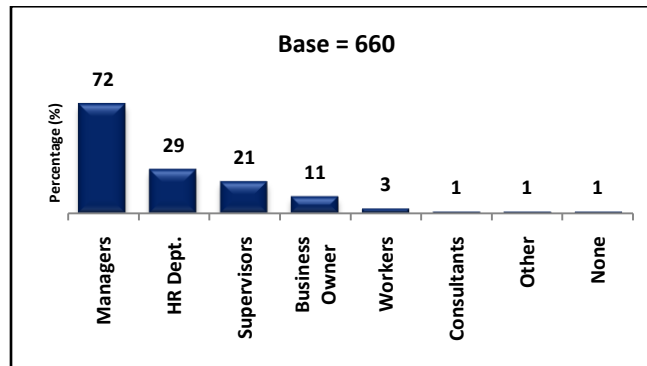


Figure 36: Staff members responsible to identify training needs in the organization

Forty three percent (43%) of all firms surveyed reported that they assessed requirements for training on a regular basis or at specific intervals. Assessment for more than half was either based on performance or the introduction of new equipment or software. The majority of firms that employed Professional/Technical (75%) and PwDs (55%) conduct regular assessment of training needs, compared to less than 50% for the other categories of workers (See Figure 37).

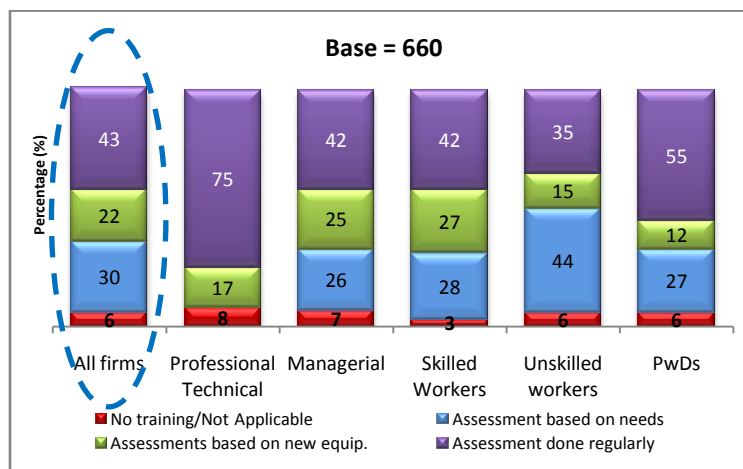


Figure 37: Assessment of training needs by staff category and frequency

The majority (72%) of firms reported training staff in the year 2015 and just about all staff categories received training. Greatest emphasis was placed on training Skilled Workers in Production and Services (54%). Figure 38 shows that 38% also trained Managerial staff, 32% Technical/Professional staff and 30% Unskilled Workers in Production and Services. 2% trained PwDs and 28% reported no training.

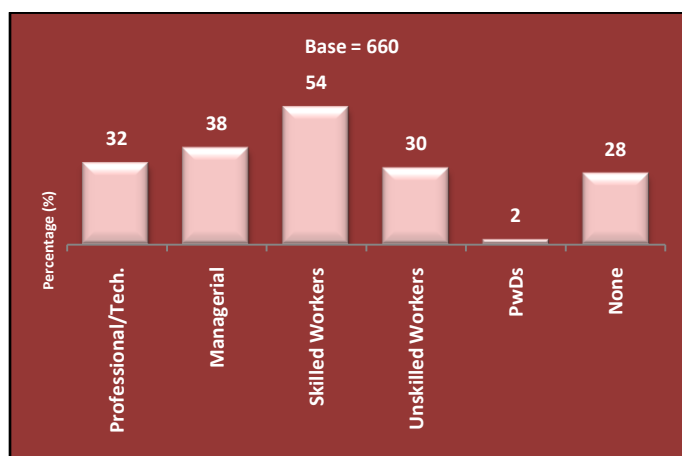


Figure 38: Worker category that received training in 2015

Just over half of the firms interviewed indicated that they relied on internal and external sources for the training of their workers in the year 2015. Thirty percent (30%) relied only on internal sources while 19% on external sources (See Figure 39).

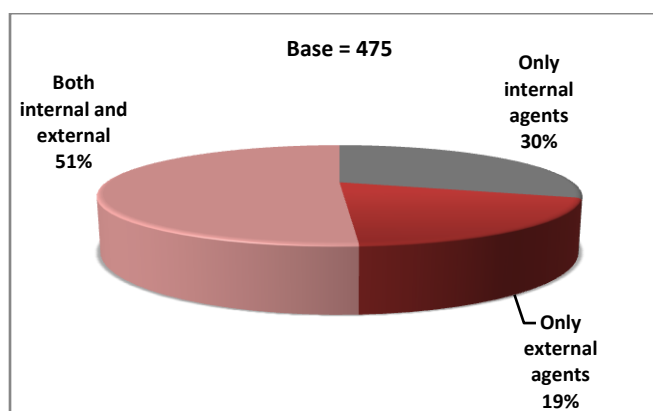


Figure 39: Sources for staff training in 2015

Training was mainly focused on the job/occupational needs of the staff (74%) and training around new systems, software and technology that were introduced (51%). Job/occupational needs included:

- Writing skills
- General insurance training
- Testing lubricants
- Secretarial skills
- Audit Clerk
- Decorating
- Marketing skills
- Chemical mixing
- Child Care & Protection

In addition to these main areas, training in behavioural skills such as commitment, responsibility and critical thinking were also delivered to staff in 41% of firms interviewed and training in basic skills such as reading, writing and numeracy in 11% of firms (Figure 40).

In terms of the on-going training needs, respondents highlighted the need for on the job specific training (64%), due to the introduction of new systems and technology (54%) and behavioural skills training (46%). With regards to on-going job specific training, these are determined on a needs basis following assessments of staff and their performance on the job.

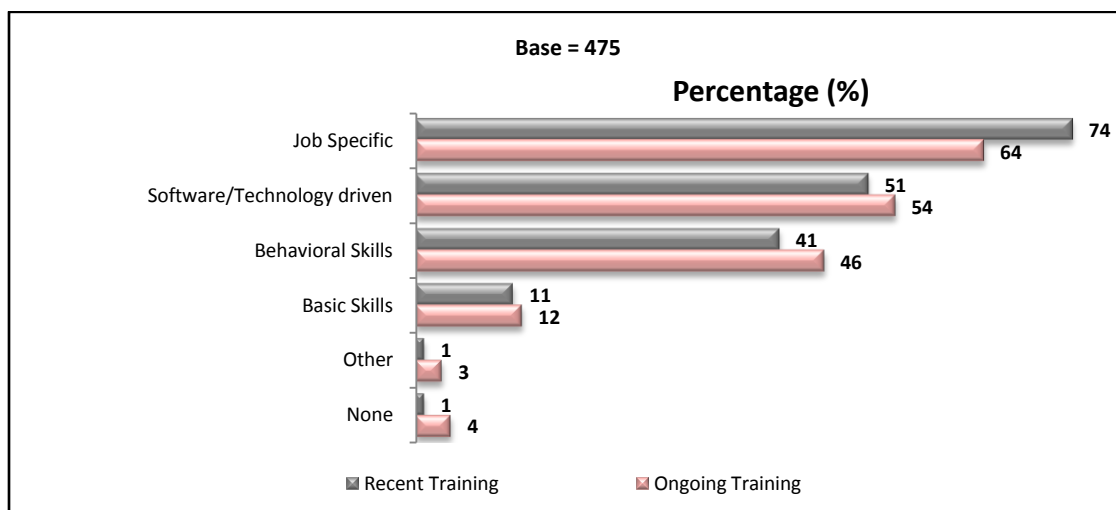


Figure 40: Areas of recent and ongoing training

Firms in the Hotels and Restaurants industry were primarily those highlighting the need for ongoing training in job specific areas and behavioural skills. The skills most frequently cited by this group of respondents were Pastry Making, Customer Service and Team Building. Those in Construction (65%), Financial Intermediation (64%), Transport, Storage and Communication (63%) and Manufacturing (60%) were mostly interested in Software/Technology training on an on-going basis.

**Table 8: Areas of on-going training needs among firms by industry group**

On-Going Training Required	Total	Agriculture	Manufacturing	Construction	Trade & Repairs	Hotels & Rest.	Transport, Storage, Comm.	Financial Intermediation	Education	Health & Social Work	Community, Social & Pers. Service	Other
<b>Base→</b>	<b>475</b>	<b>27</b>	<b>57</b>	<b>26</b>	<b>74</b>	<b>49</b>	<b>35</b>	<b>39</b>	<b>30</b>	<b>21</b>	<b>49</b>	<b>68</b>
<b>Job Specific</b>	64%	63%	65%	57%	65%	74%	60%	69%	60%	48%	61%	65%
<b>Basic Skills</b>	12%	7%	9%	15%	15%	12%	17%	10%	10%	10%	14%	10%
<b>Software/Technology</b>	54%	44%	60%	65%	51%	53%	63%	64%	50%	33%	59%	47%
<b>Behavioural Skills – Responsibility, Commitment, Critical Thinking.</b>	46%	41%	54%	42%	47%	69%	43%	39%	33%	57%	37%	38%

Nearly all firms (95%) in the sample anticipated training needs for their staff in the next three (3) to five (5) years. These needs were most likely to be job/occupational specific (62%) and due to the introduction of new systems, software and technology (57%). Of significant demand will be behavioural skills training (45%). Approximately 14% highlighted training in basic skills (reading, writing and numeracy). Other areas mentioned included:

- *Marketing skills*
- *Product knowledge and awareness*
- *Safety/first aid*
- *Food handling*
- *Customer service*

When asked to indicate the specific areas in their firms in which training will be needed by their staff, a range of different areas was highlighted. These were more specific to skills in the organization and included Practical Experience and Customer Service (See Table 9).

**Table 9: Specific areas in which training is needed**

Training Needs			
<b>Practical experience</b>	14%	<b>Accounting skills</b>	1%
<b>Customer service</b>	13%	<b>Personal care</b>	1%
<b>Skills training</b>	9%	<b>Telecommunication</b>	1%
<b>Behavioural skills</b>	5%	<b>Mechanic</b>	1%
<b>Work Ethics</b>	5%	<b>Business skills</b>	1%
<b>Critical thinking/reasoning</b>	4%	<b>Leadership skills</b>	1%

Training Needs			
Communication skills	4%	Customized training	1%
Technical skills	4%	Construction	1%
People skills	3%	Childcare	1%
Academic	3%	Landscaping/horticulture	1%
Technology skills	3%	Mechanical Engineering	1%
Hospitality skills	2%	Other	2%

#### 4.4.1 Quantity and Quality of Education & Training Institutions

Workers received training from many different institutions. However, HEART Trust/NTA, University of Technology (UTECH) and University of the West Indies (UWI) were the predominant suppliers of staff training (See Figure 42). Other institutions from which training were widely received included University College of the Caribbean (UCC) and Northern Caribbean University (NCU).

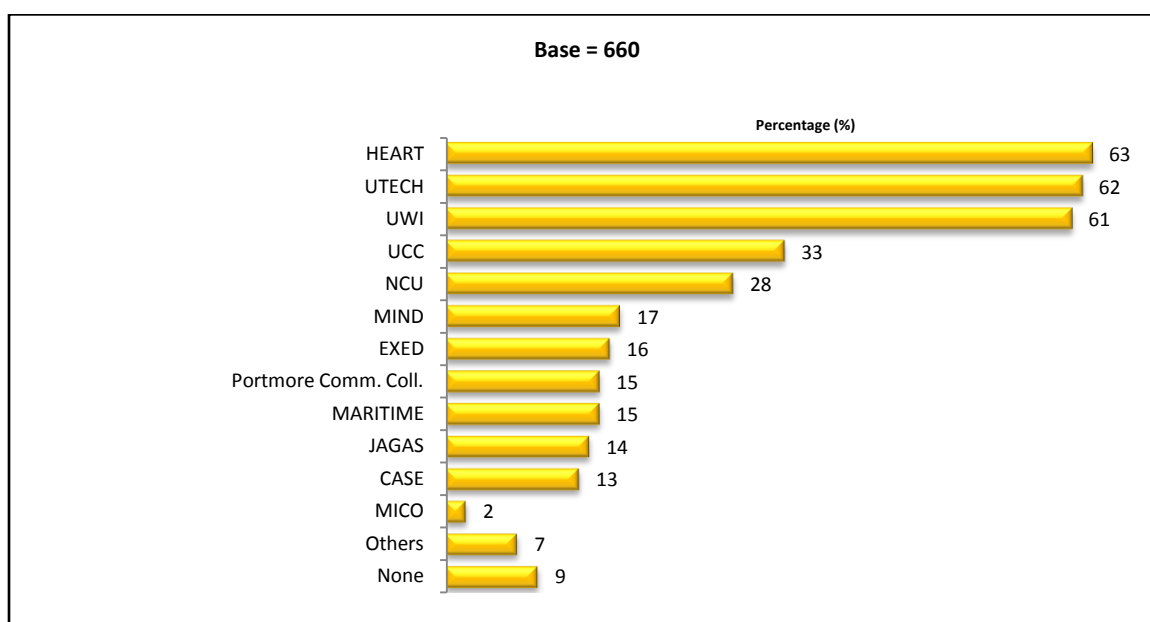
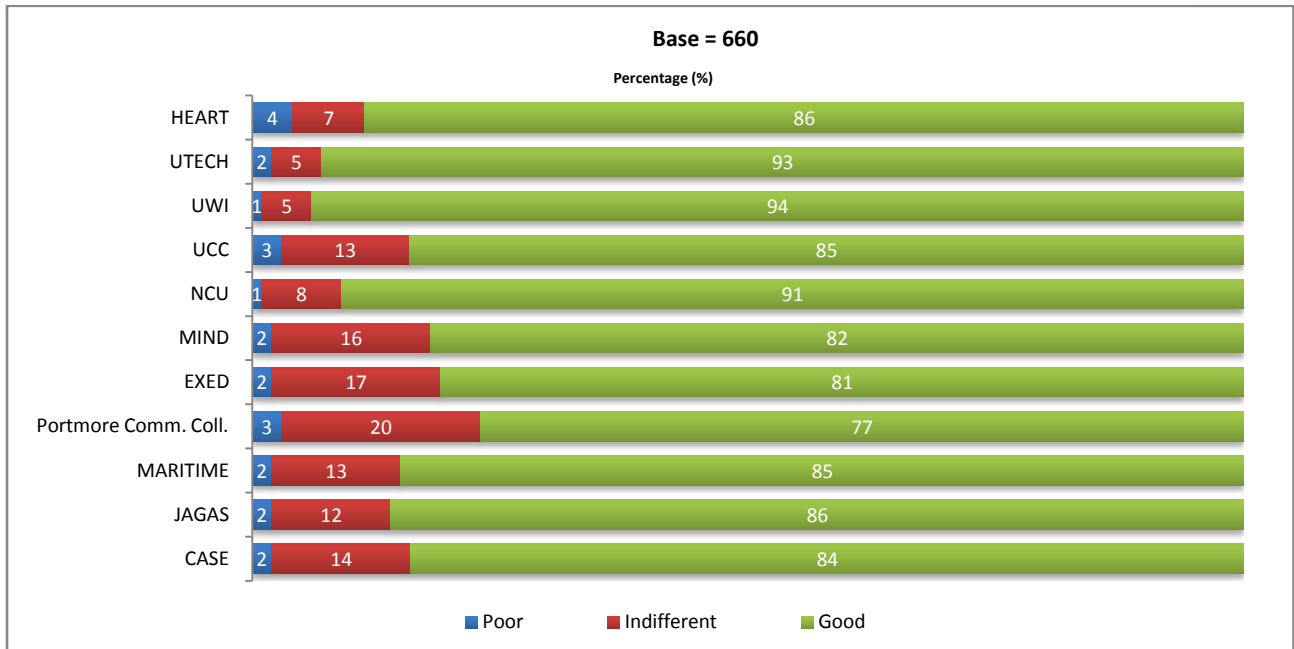


Figure 41: Education and training institutions which supply workers

Overall, the quality of training received was perceived to be good. Figure 40 shows that UWI (94%) received the highest ratings from employers for good quality staff, followed closely by UTECH (93%) which edged NCU (91%).





**Figure 42: Views/perception of the quality of training offered by training institutions**

## 4.5 The Future Outlook of Firms

### 4.5.1 Plans for Expansion of Businesses

The majority of employers (82%) reported that they were engaged in a number of activities designed to grow and improve their organization. Of particular note were reports of efforts to improve the quality of products and services that they offered. Seventy seven percent (77%) also reported that they have engaged in strategies to grow their customer base and 65% said they improved the efficiency of their establishments through the use of technology (Figure 43).

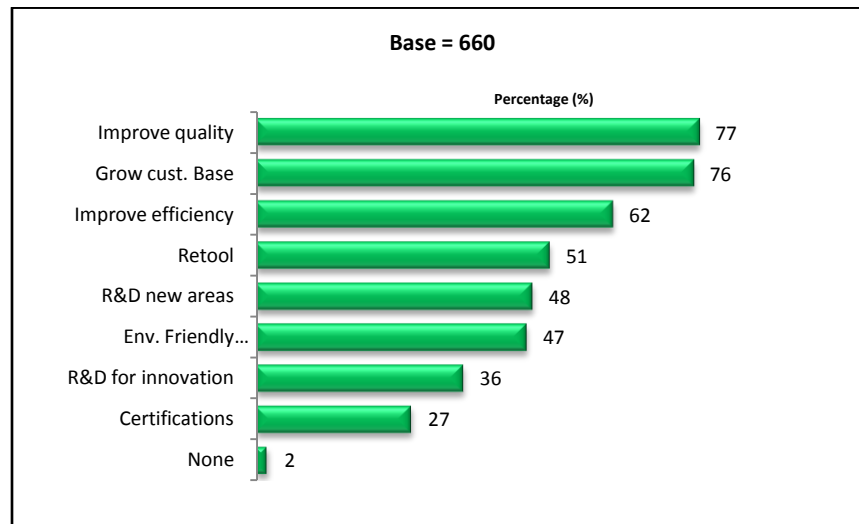


Figure 43: Current activities of the firm

Most firms were optimistic about their business prospects, with 67% indicating plans to expand their operations in the next three (3) to five (5) years (Figure 44).

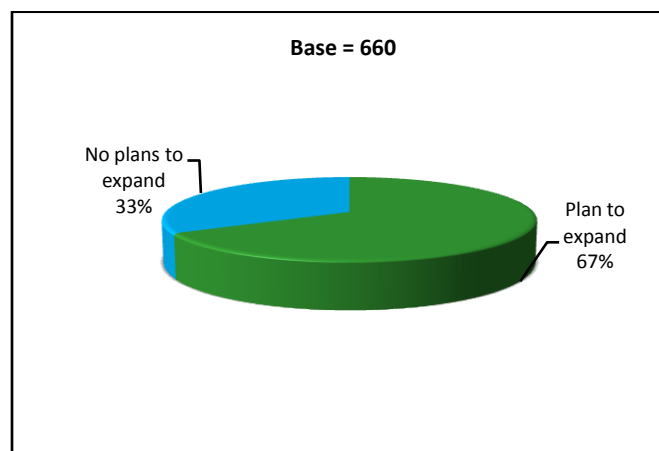


Figure 44: Expansion Plans short to mid term

There were no differences in optimism noted in relation to the size of firms. However, employers operating in the industries of Financial Intermediation (79%), Electricity, Gas & Water Supply (76%), Community, Social and Personal Services (74%), Real Estate, Renting & Business Activities (72%) and Construction (71%) were the most optimistic about the prospects for their organization (Figure 45). These firms reported that they have plans for expansion in the short to medium term.

Expansion plans among firms in the Energy Supply and Construction industries is understandable as these industries have been reported to be poised for growth. While there have been reports of staff cuts and redundancies in the Financial Intermediation industry, it should be noted that many have also been growing or expanding their operations through the use of technology. Expansion therefore does not automatically mean a growth in employment opportunities in some sectors.

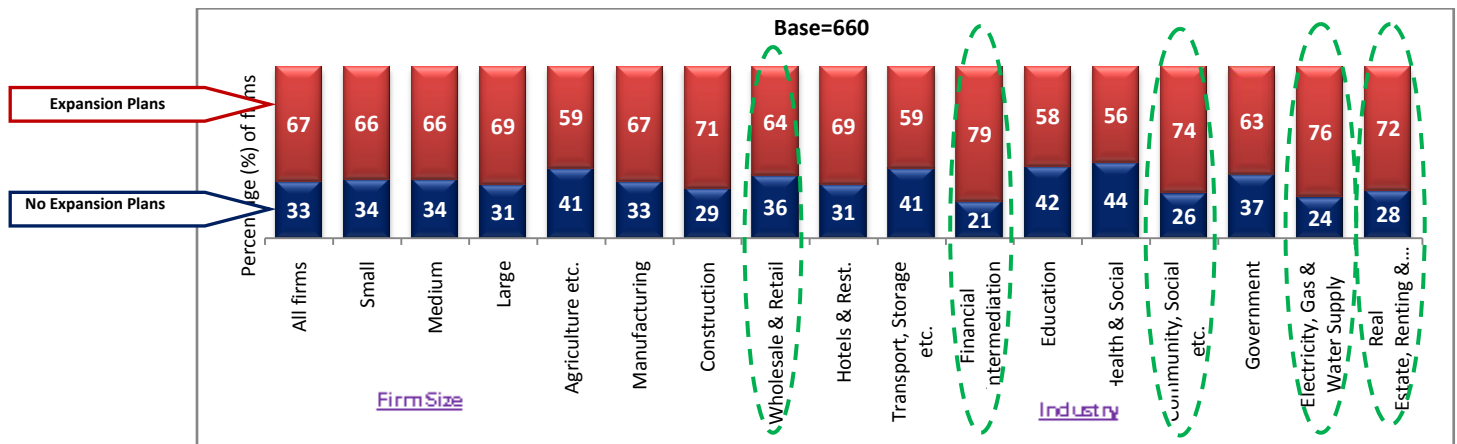


Figure 45: Expansion Plans short to medium term by size of firm and industry.

#### 4.5.2 Plans for Increasing and Reducing Staff in 3-5 years

Most employers (65%) were also expected to hire more staff as a result of their short to medium term business outlook (See Figure 46).

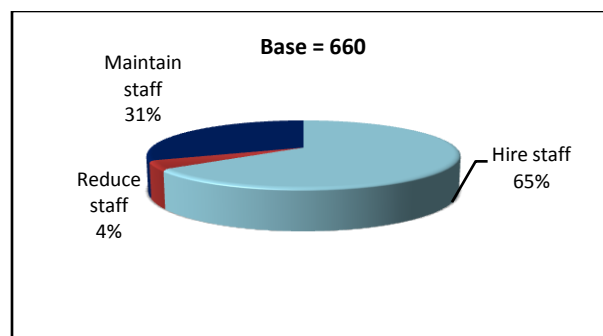


Figure 46: Anticipated changes in number of workers

The majority (88%) will only seek workers from the local labour market. Approximately 1% will source some workers from overseas markets, while 11% indicated that they will seek workers both locally and overseas (See Figure 46).

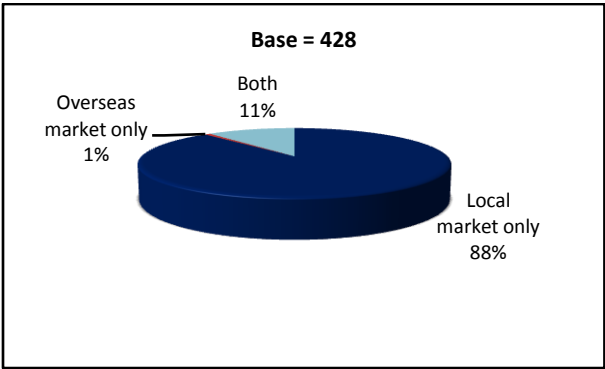


Figure 47: Target sources for labour in the short term

More than half of the employers across all industries except Transport, Storage and Communication and Education reported that they intended to hire staff in the short term. It can be recalled that there were vacancies currently in 43% of firms. Job prospects in the short term were most likely to be provided by firms in the industries of Electricity, Gas & Water Supply (specifically alternative energy solution firms) and Community, Social & Personal Care. It should be recalled that firms in these industries were frequently profiled among those that anticipate expansion.

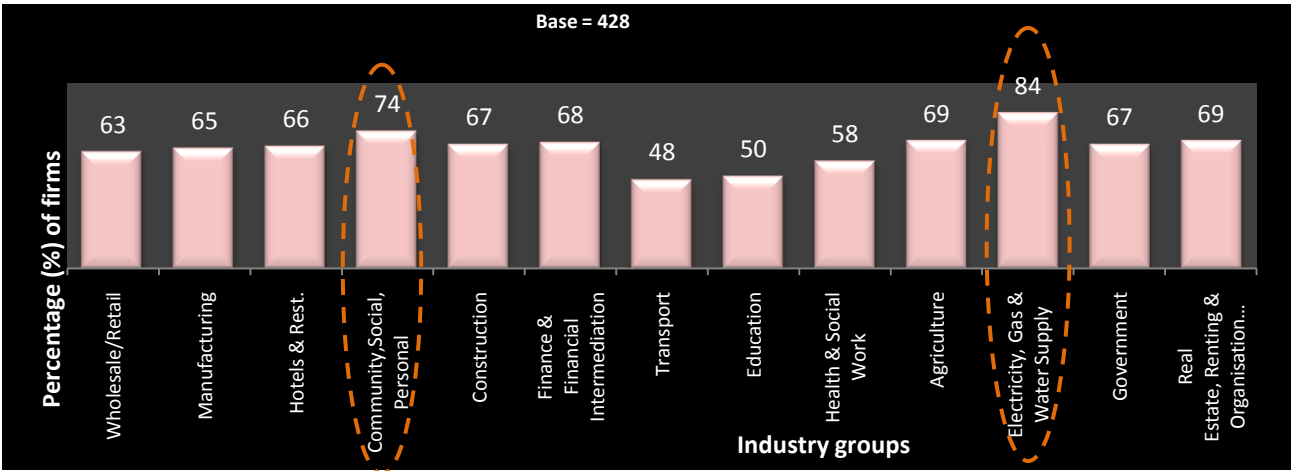


Figure 48: Job prospects in the short term by industry groups

4.5.3 Anticipated Change in the Demand for Worker by Categories and PwDs

As indicated by 72% of the employers, demand will be greatest for Skilled Workers in Production and Services. However, demand for other types of workers will also be high, with 45% of firms reporting that they intended to hire Professional/Technical workers, 37% planned to hire additional Managerial staff and 30% Unskilled Workers in Production and Services (See Figure 49). Respondents were hard pressed to specify the job functions that they

anticipated to increase in the short to medium term as their expansion plans were not yet finalized. However, among the firms that had a better grasp of their likely needs, a range of different job functions were mentioned. Those identified by 10 or more firms in the sample, included mainly those in the Skilled Worker categories. However, 11% also mentioned that they will increase Technical workers, such as Mechanical Engineers, IT Networking Technicians, Operations Managers and workers with Advanced Computer Skills to address the technological and specialized software needs of the firm. Other areas include Sales & Marketing, Customer Service Representatives and Accountants.

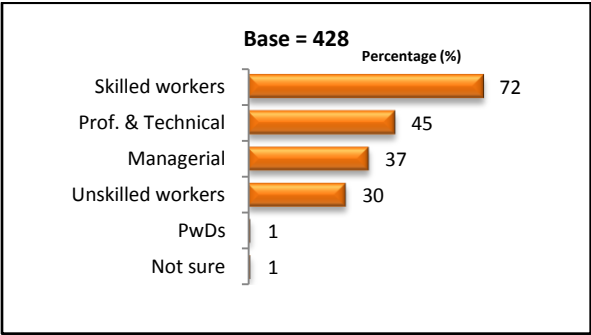


Figure 49: Job prospects by worker category

Firms that anticipated hiring more PwDs in the short term (1% - n=5), expect that they will hire persons to fill the positions of Customer Service Representatives, Managers, Line Operators, Administrators and Technical Staff.

4.5.4 Expectations for Job Cuts in 3 years

Figure 50 shows that employers who anticipated a reduction in their staff (4%), mostly highlighted Unskilled Workers (52%) as those likely to face job cuts. This was followed by Skilled Workers.

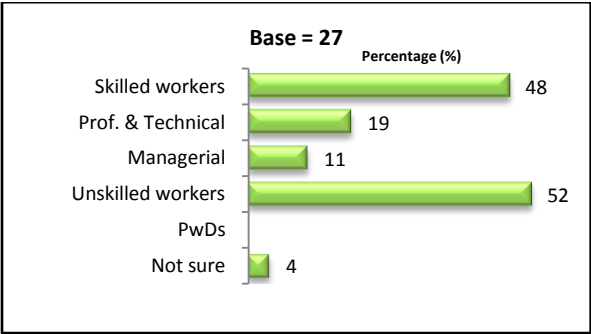


Figure 50: Staff level likely to be reduced in the short term

The specific job functions likely to experience greatest cuts were Field and Factory workers such as Grounds Men, 33% (n=9). Skilled Workers, specifically Machine Operators can also anticipate job cuts among firms that plan to cut staff, 19% (n=5). Eleven percent (11%, n=3) of these firms also anticipate cutting Clerks and Administrators. Twenty two percent (22%, n=6), remained unsure of what job functions would be cut.

#### **4.5.5 Expectations for Future Jobs**

Future occupations were an area of interest for the MLSS. As such, one important component of the study was to determine the expected new occupations or skills in organizations. Approximately 31% of firms could not readily identify any new occupations or skills for their firm in the future. As seen below, among firms that could, the most frequently mentioned job functions/skills highlighted were Computer Technology/New Technological Skills (11%) and Technical Workers (10%). The technical workers included those with a strong technical background such as Mechanical Engineers. These findings are consistent with the expected growth of the Information & Communication Technology (ICT) Industry as well as Renewable Energy. Below are the list of skills and occupations frequently mentioned:

- *New Technological Skills (11%)*
  - *Digital Marketing*
  - *Digital Analysts*
  - *Data Mining*
  - *Online Marketing*
- *Technical workers (10%)*
  - *Mechanical Engineers*
- *Skilled workers (8% - unspecified)*
- *Computer Technology (8%)*
  - *Programmers*
  - *Web Design*
- *Managers (7%)*
  - *Operations*
  - *Human Resources*
  - *Diversity*
  - *Project*
- *Sales and marketing (7%)*
- *Customer service representatives (6%)*
- *Accounting staff (4%)*
- *Professionals (3%)*
  - *Consultants*
  - *Internal Auditors*
- *Clerical workers (3%)*

Occupations and skills that firms believed will become obsolete were also explored. Most firms said none (82%), while another 4% remained unsure. These firms did not seem convinced that there will be need for any major changes in the way they operated. They were therefore unable to state the skills and occupations required. Where occupations were identified however, these primarily included Clerks and Administrative Assistants (4%), Accountants (2%) and Unskilled Workers, unspecified (2%).

4.6 Flexible Work Arrangement in firms

Most employers (63%) did not engage in flexible work arrangements with their employees (See Figure 51).

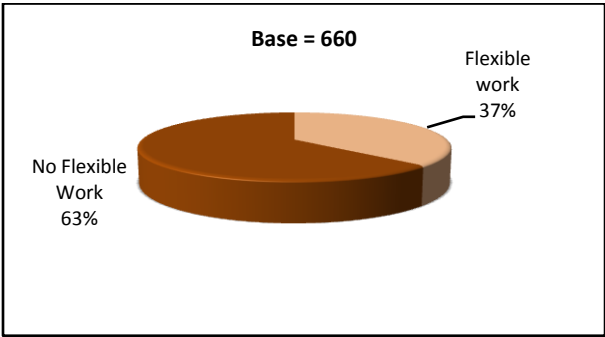


Figure 51: Proportion of firms that engage in flexible work arrangements

Firms in just about all the industry groups engaged in flexible work arrangements with their workers. However, firms in Transport, Storage and Communication (66%), Community, Social and Personal Services (55%), Health and Social work (47%) and Hotels and Restaurant Services (43%), were among the main users of flexible work arrangements (See Figure 52).

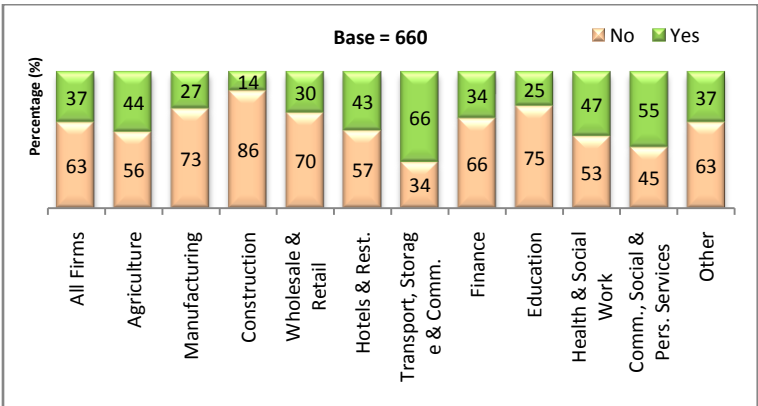


Figure 52: Proportion of firms that engage in flexible work arrangements by industry

Three quarter (75%) of firms that engaged in flexible work arrangements did so with Skilled Workers in Production and Services. Just below half (48%) implemented these arrangements with their Managerial workers, 46% with Unskilled Workers in Production and Services and 42% with Professional/Technical staff. Less than one percent made such arrangements for PwDs (See Figure 53).

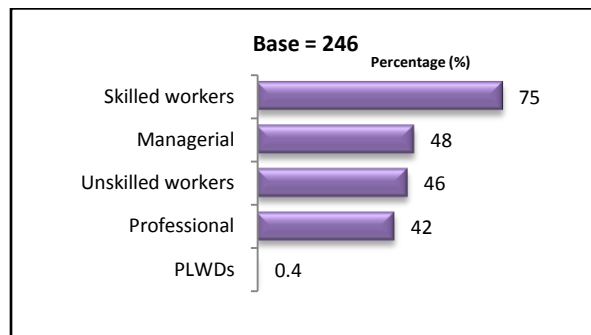


Figure 53: Category of staff in firms with flexible work arrangements

As seen in Figure 54, flexi-time was also the most common type of arrangement<sup>18</sup>. Of all firms with flexible work arrangements, 10% implemented flexi-time and 7% job sharing.

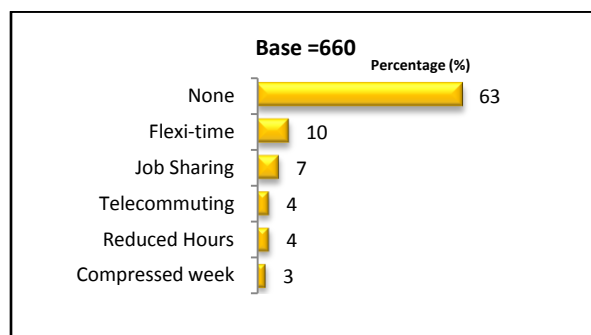


Figure 54: Extent and types of flexible work arrangements

<sup>18</sup> See Appendix II for definitions of types of flexible work arrangements.



## 4.7 Perception and Awareness of the Labour Market Information System (LMIS)

Just over a third of firms (35%) mentioned that they were aware of the LMIS (Figure 55). This result indicates that there needs to be greater level of promotion of the LMIS to employers.

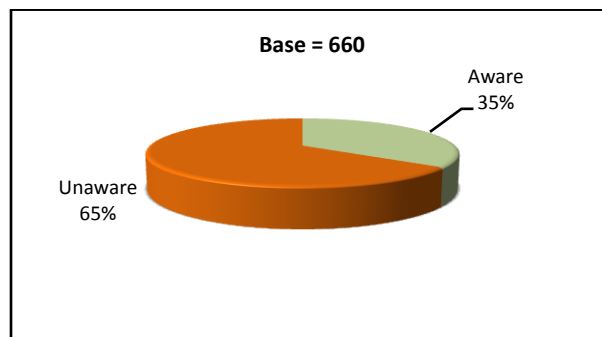


Figure 55: Awareness of LMIS

As shown in Figure 55 most of companies that were aware of the website visited it (64%).

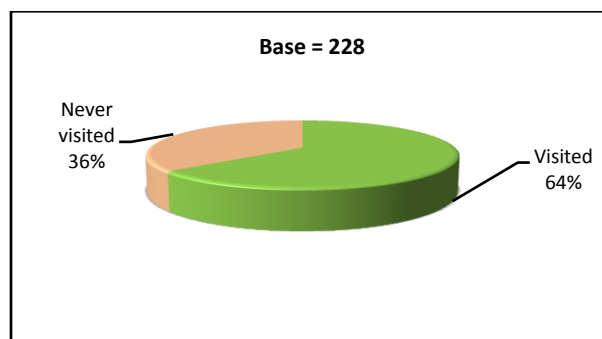


Figure 56: Level of visitations to the LMIS

Awareness of the LMIS was strongest among firms in the industries of Transport, Storage and Communication (48%), Agriculture, Forestry, Mining (47%) and Hotels and Restaurant Services (45%). Firms in Education (22%) and Construction (23%) were least aware of the LMIS. It is also important to recall that firms from the Education industry were the least users of computer technology.

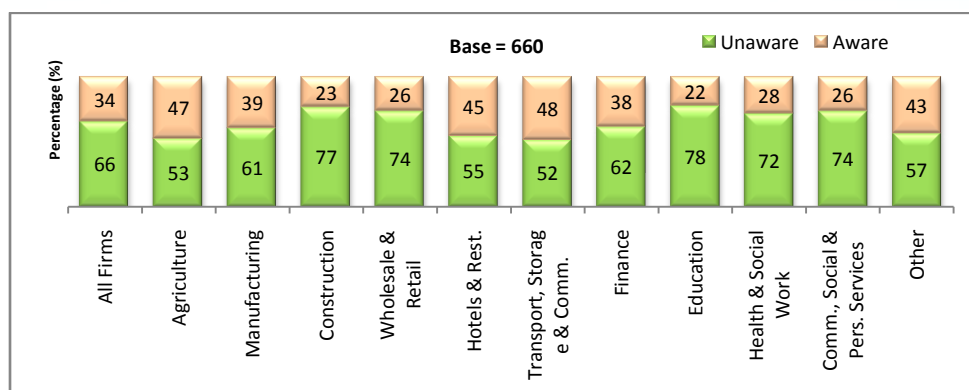


Figure 57: Awareness of LMIS by industry

Firms that visited the website (n=146) did so mainly for general research and information (66%). Twenty seven percent (27%) visited in search of Skilled Workers, while 14% did so in order to post a vacancy within their organization.

After information about the benefits to be derived from the use of LMIS was presented to respondents, the vast majority (77%) reported that they would be interested in the system.<sup>19</sup> However, close to 20% expressed no interest in the website and the remaining 5% were indifferent.

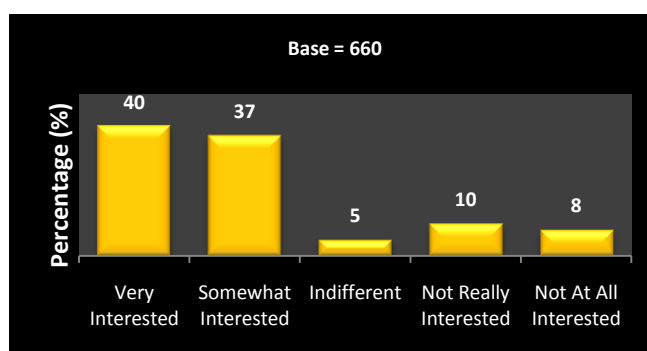


Figure 58: Interest in the LMIS

Interest in the LMIS was driven mainly by curiosity about what it has to offer (26%), but also because it was considered a resourceful option (18%). Respondents also said it would be a good medium to source Technical Workers (16%) and to provide access to Professional skills (12%). Those who expressed a lack of interest in the LMIS suggested reasons such as no need for its services (35%) and access to own internal resources (24%).

<sup>19</sup> See Appendix for information on the LMIS.

Firms that were aware of the website, but have never visited (n=82), said they had no special reasons for not doing so (26%). However, 23% said they never had an opportunity to visit the website, 15% relied on other sources for their information needs. Nine percent (9%) said the LMIS was not their first source for recruiting, while 7% equally said they were too busy or are not interested in doing so.

Other reasons for never visiting the website included:

- *Not currently employing workers* 5%
- *Its outside of my area/department* 2%
- *Don't know* 5%

## Chapter 5: Conclusion & Recommendations

The 2017 National Labour Market Survey (NLMS) has highlighted a number of key findings about the Jamaican labour market. While some of the findings represent confirmation of what is already known, others have unearthed new findings.

The Hotel & Restaurant Services has the potential to provide the greatest opportunity for growth in the labour market. Not only was this sector the only one that recorded growth in 2016, it was also the sector that employed the largest number of persons on average according to the NLMS. This suggests that increases in the number of firms within this sector could also result in an increase in the growth in the labour force.

Although the study clearly highlights technology as being an important resource for firms, the survey also points out that human capital remains an important resource for organizations in Jamaica. This is observed by the extent to which firms continue to rely on a full time labour force (80%), comprising almost only Jamaicans (99.7%). This result is of interest to the Ministry, especially as it relates to issues of Work Permit.

Efforts by the MLSS to promote Persons with Disabilities (PwDs) as employable appear to have reaped some benefits, with 10% of firms employing PwDs. Persons with Disabilities employed by firms are also assigned job functions across the spectrum of the different work categories, including from the highest level of Professional Technical to Unskilled Workers in Production and Services. These firms appeared to be focused on the individuals' capabilities rather than their disabilities, a key message and aim of the MLSS programme.

Firms continue to encounter some degree of difficulty when seeking to fill vacancies in their organizations. This is indicated by close to 80% of firms that reported facing difficulties filling vacancies in 2015. The greatest challenge was a lack of experience, as well as finding qualified workers to fill vacancies in the organization which were predominantly Skilled Workers in Production and Services. Such workers usually require at least a secondary level education and are hired to assume Administrative and Clerical positions as well as Supervisory positions in firms. Availability of financial resources to hire staff when needed is also another important factor that impacts a firm's ability to fill vacancies.

These difficulties speak to some dissonance between the training being received by the labour force and the needs of organizations. As firms continue to look to institutions such as HEART Trust/NTA, University of the West Indies and University of Technology for human capital, it will be imperative for these institutions to gain an understanding of the factors that have led to such dissonance and the shortage of qualified workers. The survey highlights to some extent the future anticipated training needs of firms and may be used as a guide by these institutions to develop market driven training programmes. Such a programme must feature job/role specific training and include in a very significant and

meaningful way the use of technology (general and specific to the roles/job) as well as training in behavioural skills covering responsibility, commitment, work ethics and professionalism in the work place.

However, this alone will not solve the challenges being encountered by firms. It would appear that firms are reluctant to employ an inexperienced work force. This has been identified as the number one challenge they face and further by the fact that they tend to employ individuals at the age where some years of work experience should have been gained. While there may also be need for a renewed thinking by employers, this demand also suggests a need for institutions to consistently include Internships and other work experience programmes as a key component of the training and education programme. Participation in an internship programme should be ensured before an individual may be considered a graduate of the institution and someone who is ready for the workplace.

The direction seems very clear and ought to include:

1. Efforts by the MLSS to encourage employers to renew their thinking when seeking workers for the work place. This renewed thinking must take into consideration staff as an investable asset to be honed and nurtured for a long lasting relationship, including providing opportunities for them to learn on the job.
2. Efforts by training institutions to ensure that their programmes equip individuals for the workplace to such an extent that there is easier transition from school to work. Training programmes should also prepare workers to deliver a service focused on commitment and longevity of service to the employer. This is to ensure that employers are encouraged to invest in their employees through further training and development.
3. Partnerships between the MLSS and training institutions in these efforts in order to ensure a cohesive, well thought out, robust and all embracing programme designed to ensure the best fit between the Jamaican labour force and employers.
4. Partnerships between the MLSS, education and training institutions, employers and other social partners to develop and build a model for a sustainable work force.
5. Promotion of use of the LMIS as a useful and valuable resource. This ought to involve strategies to increase the levels of awareness of the LMIS as a first step to encouraging greater use. Strategies to promote the LMIS should include effective broadcasting or communication to potential users including employers and workers about the features and benefits of the LMIS.

## APPENDICES

## APPENDIX I – LIST OF ACRONYMS

<b>CASE:</b>	-	College of Agriculture, Science and Education
<b>CMI:</b>	-	Caribbean Maritime Institute
<b>ESSJ</b>		Economic and Social Survey of Jamaica
<b>EXED:</b>	-	Excelsior Community College
<b>HEART Trust/NTA:</b>		The Human Employment and Resource Training/National Training Agency
<b>ILO</b>		International Labour Organization
<b>JAGAS:</b>	-	Jamaica-German Automotive School
<b>MIND:</b>	-	Management Institute for National Development
<b>LMIS</b>		Labour Market Information System
<b>MLSS:</b>	-	Ministry of Labour & Social Security
<b>MRSL:</b>	-	Market Research Services Ltd.
<b>NCU:</b>	-	Northern Caribbean University
<b>NLMS:</b>	-	National Labour Market Survey
<b>PCC:</b>	-	Portmore Community College
<b>PwDs:</b>	-	Persons with Disabilities
<b>R&amp;D</b>		Research and Development
<b>STATIN:</b>	-	Statistical Institute of Jamaica
<b>UCC:</b>	-	University College of the Caribbean
<b>UTECH:</b>	-	University of Technology
<b>UWI:</b>	-	University of the West Indies

## APPENDIX II – TABLE OF DEFINITION OF TERMS USED IN THE REPORT

TECHNICAL TERM	DEFINITION
<b><i>Professional/Technical</i></b>	<p>These workers perform tasks involving complex problem solving, decision-making and creativity based on extensive theoretical and technical, procedural and factual knowledge in a specialize field<sup>20</sup>. The tasks performed by workers with higher skill level in this category include: conducting research and analysis; developing concepts, theories and operational methods; advising on or applying existing knowledge related to Physical Sciences, Mathematics, Engineering and Technology, Life Sciences, Medical and Health Services, Social Sciences and Humanities; and teaching the theory and practice of one (1) or more disciplines at different educational and skill levels<sup>21</sup>.</p> <p>These workers usually require tertiary level education in a specialized area. They may even require a licence to operate.</p> <p>Workers with lower skills perform tasks which include ensuring compliance with health, safety and related regulations; preparing detail estimation of quantities and cost of materials and labour required for specific projects; coordinating, supervising and controlling the activities of other workers; and performing technical functions in support of professionals<sup>22</sup>.</p> <p>Qualifications include certification, following secondary education. In some cases extensive work experience and prolonged on-the-job training may substitute for formal education<sup>23</sup>.</p>
<b><i>Managerial</i></b>	<p>These workers plan, direct, coordinate and evaluate the overall activities of the enterprises, as well as formulate and review polices laws, rules and regulations of their organization.</p> <p>Their tasks include: formation and advising on polices, laws, budget and regulations of organization; establishing objectives and standards; formulating and evaluating programmes, policies and procedure for their implementation; ensuring that appropriate systems and procedures are developed and implemented to provide budgetary control authorizing material, human and financial resources; monitoring and evaluating performance of the organization; ensuring compliance with health and safety requirements; planning and directing daily operations; and representing and negotiating on behalf of their organization<sup>24</sup>.</p> <p>Managers usually require tertiary level education.</p>
<b><i>Skilled Workers in Production and Services</i></b>	<p>These workers typically perform tasks such as operating machinery and electronic equipment; driving vehicles; maintenance and repair of electrical and mechanical equipment; and manipulation, ordering and storage of information<sup>25</sup>. They also have the ability to read information such as safety instructions, to make written records of work completed and to accurately perform simple arithmetical calculations<sup>26</sup>. Some skills require relatively advance literacy and numeracy skills</p>

<sup>20</sup> International Standard Classification of Occupation (2008)

<sup>21</sup> Ibid

<sup>22</sup> Ibid

<sup>23</sup> Ibid

<sup>24</sup> Jamaica Standard Occupation Classification (2015)

<sup>25</sup> Ibid

<sup>26</sup> Ibid



	as well as good interpersonal skills <sup>27</sup> . Qualifications for these workers include secondary education, vocational training and on-the-job training.
<b><i>Unskilled Workers in Production and Services</i></b>	Workers within this category perform simple and routine, physical or manual tasks <sup>28</sup> . They may use hand-held tools such as shovels or simple electrical equipment such as vacuum cleaner. Some of the tasks performed include: cleaning, digging, lifting and carrying materials by hand; sorting, storing and assembling goods by hand; operating non-motorized vehicles; and picking fruits and vegetables. Many workers in this category require physical strength and endurance. Basic skills in literacy and numeracy may be required.
<b><i>Persons with disabilities</i></b>	Individuals who are either visually impaired, hearing impaired, mentally or physically challenged.
<b>Flexible Work Arrangements</b>	
<b><i>Job Sharing</i></b>	Requires that two or more individuals share one position or set of duties in which case the salary and benefits are usually allocated according to hours worked.
<b><i>Compressed Work Week</i></b>	Involves the completion of a 40-hour work week in fewer days. Typically, employees have a 10-hour work day for four days and a three day weekend.
<b><i>Staggered or Dispersed Hours</i></b>	Involves a dispersal of employee arrival and departure times ranging anywhere from 15 minutes to two hours.
<b><i>Flexi-time</i></b>	Involves a traditional 40 hour work week where full time employees can alter the times at which they start and end the work day. However, there is a core time during which all employees are expected to be at work during the day.
<b><i>Tele-commuting</i></b>	Allows employees to conduct some of their work from a location outside of the company, usually from home. This option allows firms to reduce overhead costs such as utilities.
<b><i>Reduced Hours</i></b>	Allows employees to work fewer than the typical 40-hour work week. It provides employees with the opportunity to pursue further education or training and attend to family matters while earning a salary.
<b>Job Classification</b>	
<b><i>Full time job:</i></b>	Works in excess of 30 hours per week
<b><i>Part time job:</i></b>	Works 30 hours or less per week

<sup>27</sup> Ibid

<sup>28</sup> Ibid



## APPENDIX III – THE LMIS EXPLAINED

### What is the Labour Market Information System (LMIS)

The objective of the national Labour Market Information System (LMIS) is to facilitate access to:

- Employment opportunities by jobseekers;
- Labour market information and intelligence for Students, Guidance and Career Counselors, Planners, Policy Makers, Curriculum Developers etc; and
- A skilled and competent workforce by employers/investors.

This is carried out through the following services:

- The provision of Labour Market Intelligence (LMI) and information which identifies employment opportunities in terms of the type of occupations and skills which are required by the labour market, career options and training information for curriculum development;
- A job placement facility, namely the Electronic Labour Exchange (ELE) which matches skills required by employers with those of jobseekers;
- A Skills Bank which is a database of certified skills in Jamaica; and
- Career Development Services which include workshops for jobseekers and students where information on labour market trends, job readiness and retention skills are disseminated. Jobseekers are also assisted with résumé writing, job search and interviewing techniques.

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