



Establishment Survey Report 2017

(March edition)

Labour Market Information and Research Division
Department of Employment
Ministry of Labour and Human Resources

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Foreword

The Labour Market Information and Research Division of the Department of Employment, Ministry of Labour and Human Resources is pleased to release the fourth Establishment Survey Report 2017. The statistics collected are based on the survey conducted from 21st January to 19th February 2017 by 30 enumerators (university graduates), 10 supervisors and 3 regional field coordinators to oversee the survey process.

The survey is an effort of the Ministry to help understand the current scenario of potential sectors (Tourism, Hydropower, Manufacturing and Mining) across the country at a given point of time. Moreover, it also helps comprehend the various challenges faced by these sectors restricting their growth.

It is hoped that the report will serve as a useful tool to evaluate development policies and programs in both formal and informal sectors which provide a major indicator on the current employment status that would facilitate employment promotion.

We would like to extend our sincere gratitude to all the representatives of the business communities and individuals who participated in the survey.

We would also welcome valuable comments and suggestions for further improvement of the report in future.

Director General
Department of Employment and Human Resources
Ministry of Labour and Human Resources

SECTION 1: INTRODUCTION

The Labour Market Information and Research Division of the Department of Employment, Ministry of Labour and Human Resources conducted the Establishment Survey 2017 from 21st January to 19th February 2017 by 30 university graduates as enumerators, 10 supervisors and 3 regional field coordinators (officials from the Ministry) to oversee the survey process.

The survey is an effort of the Ministry to help understand the current scenario of potential sectors (Tourism, Hydropower, Manufacturing and Mining) across the country at a given point of time. Moreover, it also helps comprehend the various challenges faced by these sectors restricting their growth and job readiness.

1. Objectives of Establishment Survey 2017:

- a. To study potential sectors of employment in Bhutan by their characteristics (organization type, economic activity and nature of employment)
- b. To study the Employers general business and recent and future hiring.
- c. To study the prevalence of Internal Service Rules in private sector.

2. Definitions

- a. **Establishment** means an economic unit, generally at a single physical location, where business is conducted or where services or industrial operations are performed. It is usually engaged in one predominant type of economic activity.
- b. **Main Activity** refers to the specific activity performed by the establishment. (e.g. manufacture of incense)
- c. **Type of Legal Organization**
 - i. **Individual Proprietorship:** An owner who fully owns his business with full legal rights.

- ii. Partnership: A business or an entity owned by two individuals of same nationality for the production of goods or services with common goals.
- iii. Private Limited Company: A private company registered under the Companies Act of the Kingdom of Bhutan 2000. (e.g. Bhutan Brewery Private Limited.).
- iv. Public Limited Company: Government own some percentage (51%) of share in a company. (e.g. Penden Cement Authority Limited)
- v. Co-operative Society: Association of united persons voluntarily to meet their common economic need and aspirations through a jointly owned and effective governed enterprise. (e.g. Gosarling Sanam Nyamlay Tshogdey)

d. Occupation

Occupation is the type of work, trade or profession performed by the person during the survey period.

3. Category of Establishment

It is defined based on the employment size and the amount of investment made as per the license issued by the Ministry of Economic Affairs as follows:

- i. For an establishment to be categorized as “cottage”, if its employment size is less than 5 employees and its investment less than Nu. 1 million.
- ii. For an establishment to be categorized as “small”, its employment size should be around 5-19 and its investment should be around Nu. 1-10 million.
- iii. An establishment is considered to be “medium” if it has about 20-99 employees working under it and its investment estimates to around Nu. 10-100 million.

- iv. An establishment with 100 or more employees and whose investment was more than Nu. 100 million is considered to be a “large” industry.

4. Survey Coverage

The Establishment Survey 2017 covered 1,717 establishments from potential sectors (Hydropower, Tourism, Mining and Manufacturing) in all the trade regions and in all 20 Dzongkhags.

5. Methodology

For Establishment Survey 2017 the methodology adopted was the non-probability sampling called the purposive sampling. The list of business establishments for Hydropower, Tourism, Mining and Manufacturing sectors, along with the category of establishments (small, medium and large) were provided by the Ministry of Economic Affairs. The establishments’ potential for employment were selected for the survey. The data was collected over face to face interview with the Human Resource Manager/CEO of the company using tablets online. The questionnaire consists of three parts – Identification, Employment and Human Resource Development.

6. Limitation of survey

Although the survey covered all 20 Dzongkhags, survey team were not able to get responses from some companies/establishment due to change in addresses (contact number and location) and few did not respond to our survey questionnaire despite repeated visits. The survey is limited to four sector only (Tourism, Hydropower, Manufacturing and Mining).

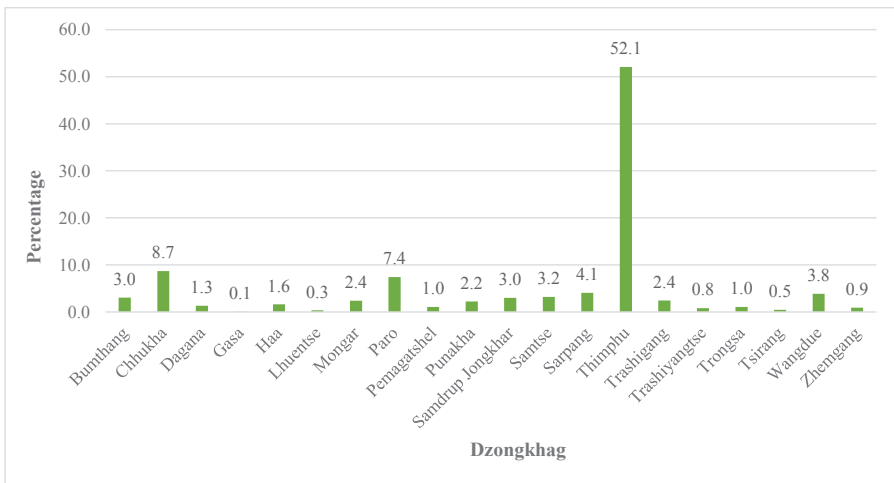
SECTION 2: SUMMARY FINDINGS

1.0 Establishment details

1.1 Location of establishments

The responses were collected from 1,717 Establishments across 20 Dzongkhags in the country. Of the total surveyed establishments 52.1% were located in Thimphu Dzongkhag followed by Chukha with 8.7% and Paro (7.4%). Chart 1 shows the number of establishments distributed by Dzongkhags in the country.

Chart 1: Percentage of establishments covered by dzongkhag



Thimphu trade region covered more than half (67.2%) of total establishments for the survey followed by Phuentsholing trade region with 11.9% and the least being Samdrup Jongkhar trade region (4%) (chart 2). Distribution of establishments by area in the figure shows that 88.2% were in urban and 11.8% in rural areas (chart 3).

From 1,717 establishments covered in the survey, 69% were from the tourism sector followed by Manufacturing (27%) and the least being the Hydropower sector with 0.6% (table 1).

Chart 2: Percentage distribution of establishments by trade region

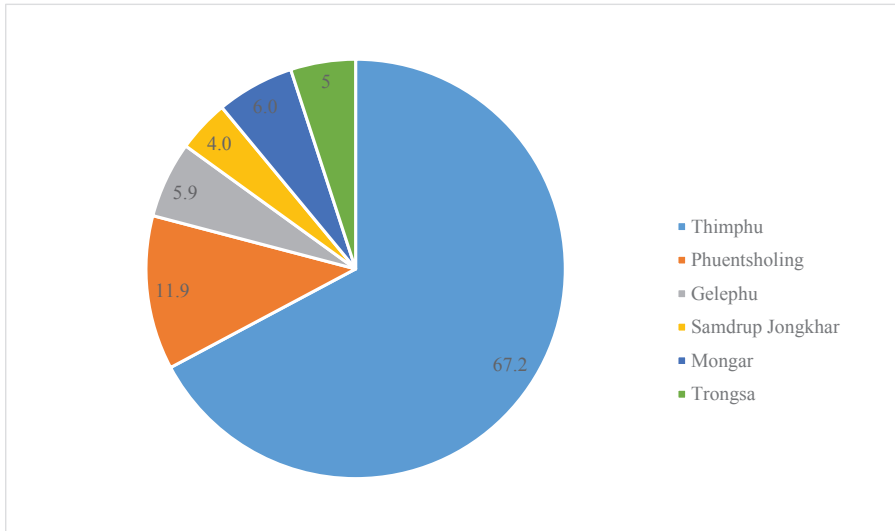


Chart 3: Percentage distribution of establishments by area

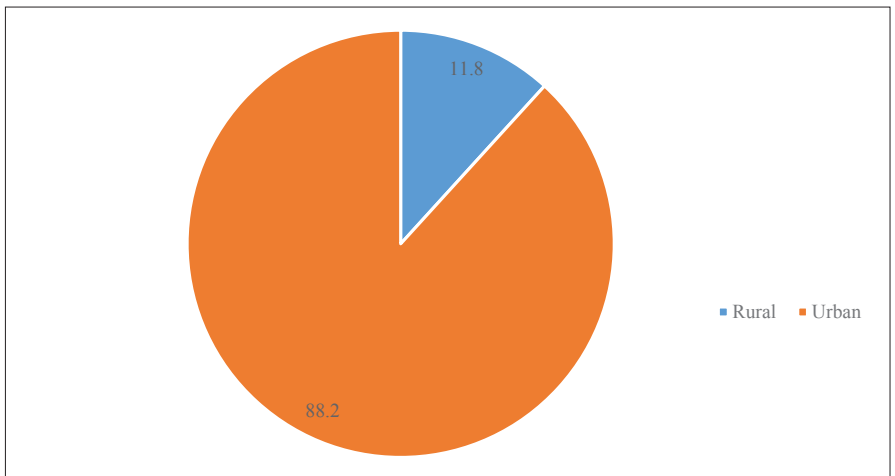


Table 1: Establishments covered by sector

Sector	Number	%
Tourism	1,185	69.0
Hydropower	12	0.7
Manufacturing	463	27.0
Mining	57	3.3
Total	1,717	100

1.2 Establishments with major economic activity

The major economic classification covered in the survey shows that 41.6% were engaged in administration and support category, while 27.2% in accommodation and food followed by manufacturing at 26.4% (table 2).

Table 2: Establishments covered by major economic activity

Major Economic Activity	Total	%
Agriculture and Forestry	16	0.9
Mining and Quarrying	49	2.9
Manufacturing	453	26.4
Electricity and Gas Supply	14	0.8
Wholesale & Retail Trade	1	0.1
Accommodation and Food	467	27.2
Information and Communications	1	0.1
Administration and Support	715	41.6
Arts and Entertainments	1	0.1
Total	1,717	100

1.3 Category of establishments

Majority of the establishments covered during the survey were categorized under the cottage establishments (53.3%) of which 40% were from Thimphu trade region, small establishments comprising of 35.9% and 21.9% were from Thimphu trade region, medium establishments comprising of 9.8% and large establishments with only 2% and 1.1% were from Phuentsholing trade region (table 3).

Table 3: Establishments by trade region and category

Trade Region	Category				Total
	Cottage	Small	Medium	Large	
Thimphu	686	376	86	6	1,154
Phuentsholing	27	94	64	19	204
Gelephu	53	41	6	1	101
Samdrup Jongkhar	25	35	4	5	69
Mongar	68	30	3	2	103
Trongsa	39	40	6	1	86
Total	898	616	169	34	1,717

Majority of the establishments covered during the survey were from Tourism sector (69%) of which cottage (40.9%) followed by small (23.4%), Manufacturing sector (27%) of which cottage (11.2%) followed by small (10.6%) and the hydropower with 0.7% (table 4).

Table 4: Establishments by sector and category

Sector	Category				Total
	Cottage	Small	Medium	Large	
Tourism	702	402	79	2	1,185
Hydropower	1	0	3	8	12
Manufacturing	193	182	65	23	463
Mining	2	32	22	1	57
Total	898	616	169	34	1,717

1.4 Establishments with type of legal organization

The type of legal organization showed 91.6% were owned as an individual proprietorship, 3.5% partnership, 2.6% private limited company, 1.7% public limited company and 0.6% were co-operative society (table 5).

Table 5: Establishments by type of legal organization

Type of legal organization	Number	%
Individual Proprietorship	1,572	91.6
Partnership	60	3.5
Private Limited Company	45	2.6
Public Limited Company	29	1.7
Co-operative Society	11	0.6
Total	1,717	100.0

1.5 Business expansion plan

When asked whether they had plan to expand the businesses, more than 51.5% (884) of the establishments surveyed indicated that they had plan for expansion, cottage establishments (48.4%), small establishments (38.7%), medium establishments (11.0%) and large establishments (1.9%). The following table provides the corresponding data on expansion plan by sector.

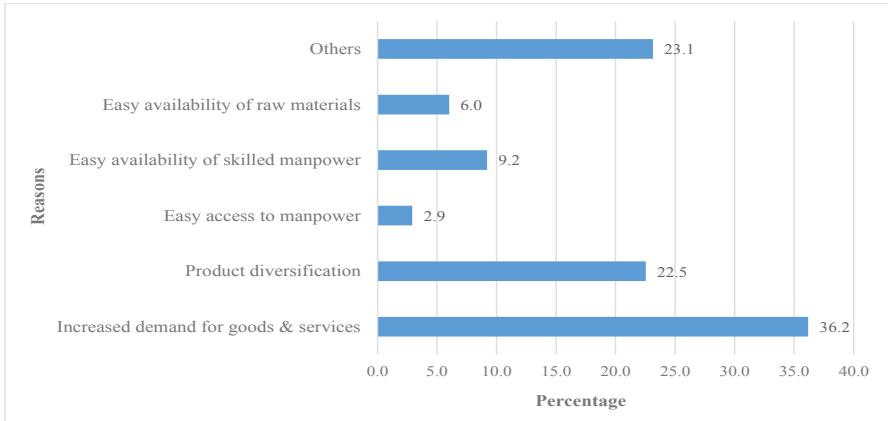
Table 6: Percentage distribution of establishments with expansion plan by category and sector

Category	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Cottage	34.2	0.0	14.0	0.2	48.4
Small	22.6	0.0	13.8	2.3	38.7
Medium	5.5	0.0	4.5	0.9	11.0
Large	0.2	0.2	1.5	0.0	1.9
Total	62.6	0.2	33.8	3.4	100.0

The establishments with plans for expansion of their businesses provided the following reasons.

- Increased demand for goods and services (36.2%)
- Product diversification (22.5%)
- Easy availability of skilled manpower (9.2%)
- Easy availability of raw materials (6%)
- Easy access to manpower (2.9%)
- Others (23.1%)

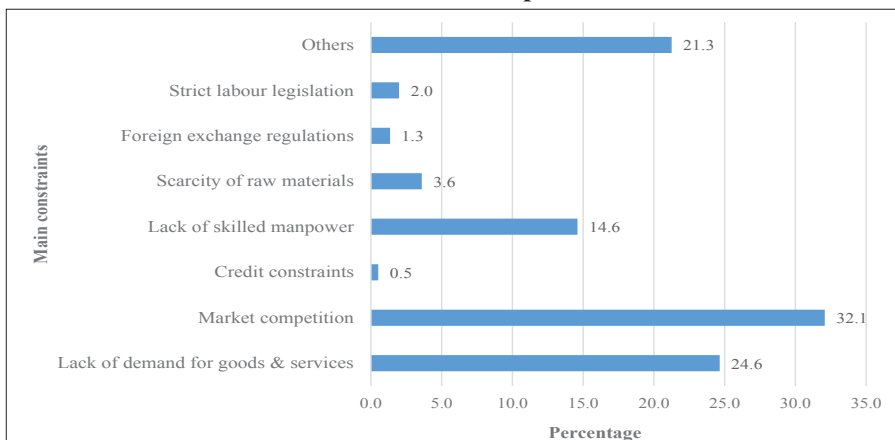
Chart 4: Reasons for business expansion plan



Of the 48.5% (833) establishments who had no plan to expand their businesses the following reasons were highlighted as some of the constraints

- Market competition (32.1%)
- Lack of demand for goods and services (24.6%)
- Lack of skilled manpower (14.6%)
- Scarcity of raw materials (3.6%)
- Strict labour legislation (2%)
- Foreign exchange regulations (1.3%)
- Credit constraints (0.5%)
- Others (21.3%)

Chart 5: Main constraints for business expansion



1.6 Internal Service Rule (ISR)

The businesses which operated with five or more employees were asked whether the establishments had internal service rule or not. It was stated that 47.6% (818) of surveyed establishments or businesses had five or more employees and 46.3% (379) did not have internal service rule in place.

The establishments having five or more employees responded on whether the firm had ISR or not is depicted in table 7 (yes/no).

Table 7: Does the establishment maintain ISR? (yes/no) by category

Category	Yes (%)	No (%)	Total (%)
Small	33.6	41.7	75.2
Medium	16.4	4.3	20.7
Large	3.8	0.4	4.2
Total	53.8	46.2	100.0

2.0 Establishments response to workforce characteristics and job readiness

2.1 Difficulty finding qualified job applicants

The survey documented that 79.4% (1,364) of the establishments surveyed had reported having no difficulty finding qualified applicants during the past one year. While 20.6% (353) of the establishments or employers surveyed reported of having experienced difficulty finding qualified applicants. The establishments experienced difficulty finding qualified applicants in the past one year are given below by category and sector in table 8 and major economic activity and sector in table 9.

Table 8: Establishments difficulty finding qualified applicants by category and sector.

Category	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Cottage	21.0	0.3	14.7	0.0	36.0
Small	24.1	0.0	16.1	4.5	44.8
Medium	6.2	0.3	6.5	1.7	14.7
Large	0.3	1.1	2.8	0.3	4.5
Total	51.6	1.7	40.2	6.5	100.0

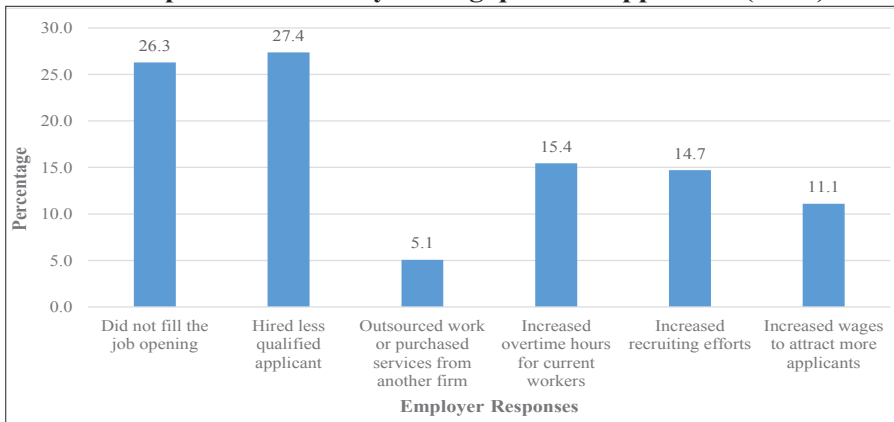
Table 9: Establishments difficulty finding qualified applicants by Major economic activity and sector.

Major economic activity	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Agriculture and Forestry	0.0	0.0	0.6	0.0	0.6
Mining and Quarrying	0.0	0.0	0.0	5.4	5.4
Manufacturing	0.6	0.3	38.8	1.1	40.8
Electricity and Gas Supply	0.0	1.4	0.6	0.0	2.0
Accommodation and Food Service Activities	46.5	0.0	0.0	0.0	46.5
Information and Communications	0.0	0.0	0.3	0.0	0.3
Arts, Entertainment and Recreation	4.5	0.0	0.0	0.0	4.5
Total	51.6	1.7	40.2	6.5	100.0

As a result, some employers (27.4%) settled for hiring a less qualified applicant, while others (26.3%) simply left the job unfilled. Other responses include.

- 5.1% outsourced work or purchased services from another firm;
- 15.4% increased overtime hours for current workers;
- 14.7% increased recruiting efforts; and
- 11.1% increased wages to attract more applicants.

Chart 6: Response to difficulty finding qualified applicants (skills)



2.2 Unfilled job opening in the past one year

From 1,717 establishments surveyed, 563 (32.8%) establishments were not able to fill in the job opening in the past one year. For the 26.3% of the job opening that were left unfilled by major occupation, 30.6% were in Services and Sales Workers, 17.6% in Elementary Occupations and 16.9% in Craft and Related Trades Workers as depicted in chart 7.

As shown in chart 8, of the total unfilled job openings, 55.1% were in tourism sector followed by 34.6% in manufacturing, mining 6.4% and the least being in hydropower with 3.9%.

Chart 7: Unfilled job opening by major occupation

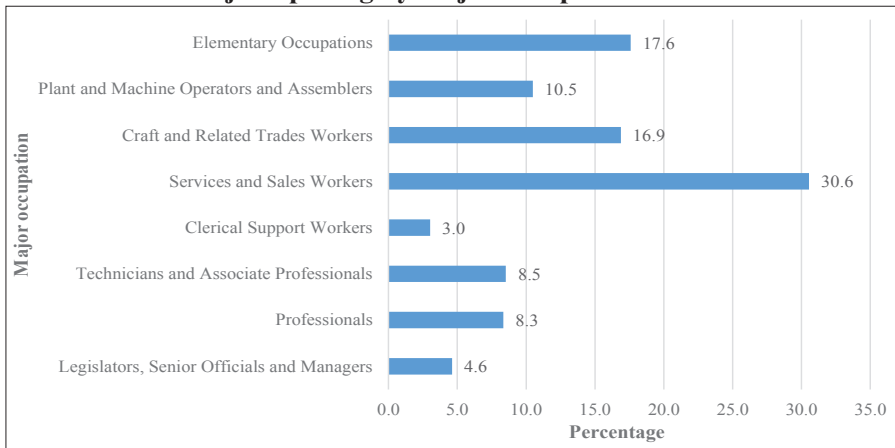
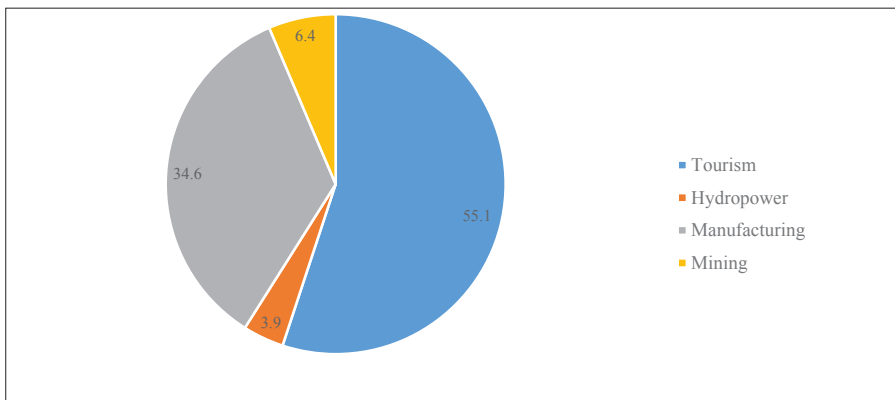
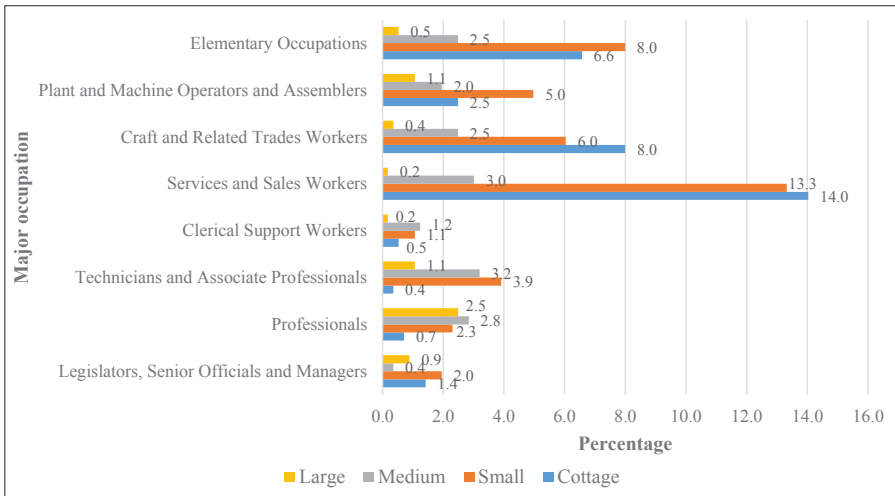


Chart 8: Percentage distribution of unfilled job opening by sector



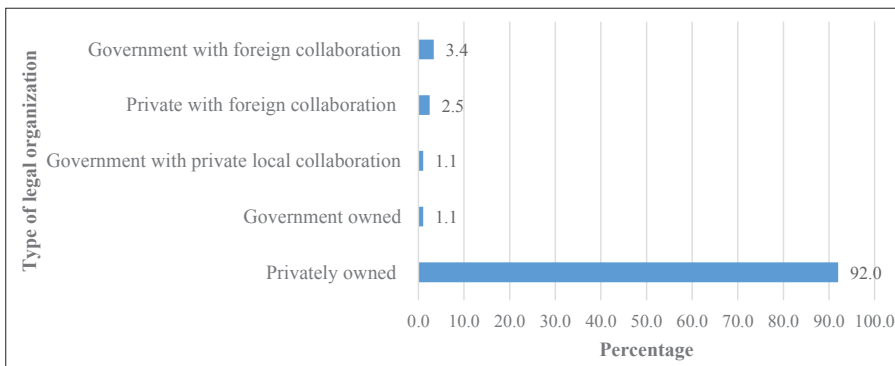
Of the total unfilled job opening by category of establishments in the past one year, 41.6% were in small, 34.1% in cottage, 17.6% in medium and 6.7% in large as shown in chart 9.

Chart 9: Unfilled job opening by category of establishment



The unfilled job opening by type of legal organization shows that 85.7% (491) establishments were in individual proprietorship, 5.6% in partnership, 4.9% in private limited company, 3.7% in public limited company and 0.2% in co-operative society as shown in chart 10.

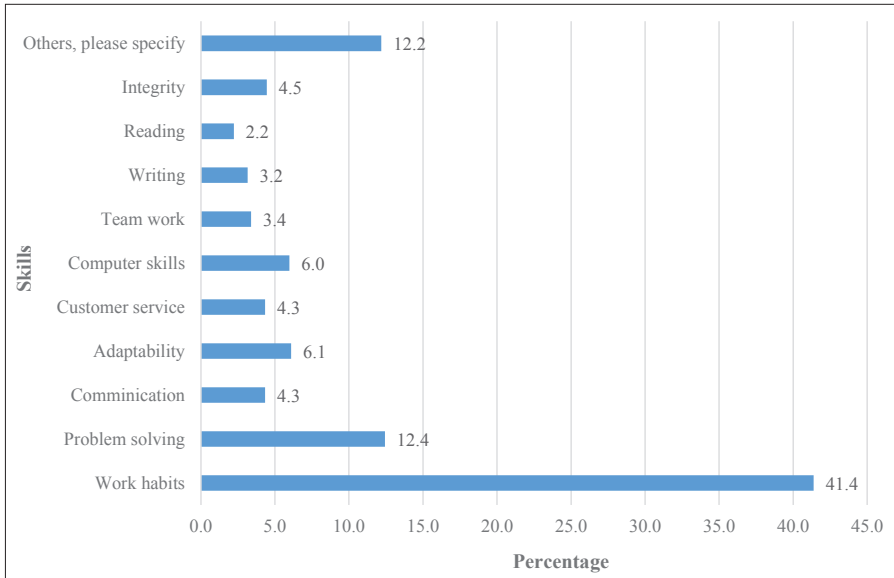
Chart 10: Unfilled job opening by type of legal organization



2.3 Difficulty finding job applicants with skills

About half (49.7%) of the employers or the establishments surveyed expressed difficulty in finding specific skills or non-skills in the job applicants in the past one year. 41.4% stated that they were not able to get the non-skills, more of character related with applicants such as good work habits and for soft skills with problem solving skill (12.4%) as shown in chart 11.

Chart 11: Percentage distribution of difficulty finding employees with skills



3.0 Existing employees

3.1 National and foreign workers

The total Bhutanese workers in Tourism, Manufacturing and Mining sector has increased to 20,205 in 2016 from 19,562 in 2015, however in hydropower it decreased by (-782) and also for female workers it declined by 306. The overall foreign workers has also increased to 3,316 in 2016 from 3,188 in 2015, however the female foreign workers decreased by 186 as shown in chart 12.

Of the total workforce 67.2% (Bhutanese and Foreign workers) worked for the privately owned establishments or companies, Government with foreign

collaboration (11.9%), Government owned (10.7%) and the least in Private with foreign collaboration (4.1%) as shown in 10.

Chart 12: Number of existing Bhutanese and Foreign workers (2015 -2016)

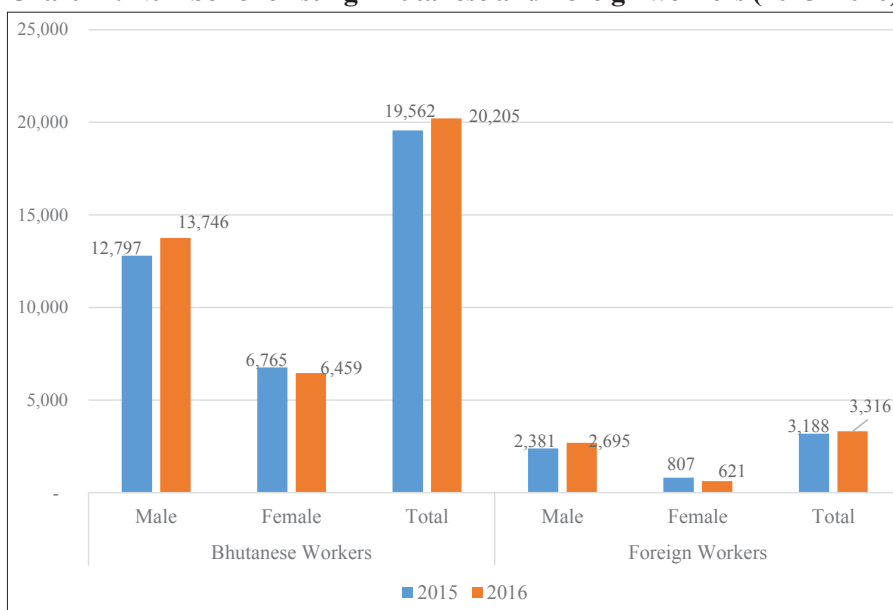


Table 10: Percentage distribution of Bhutanese and foreign employees by type of ownership and gender as on 31 December 2016

Type of Ownership	Bhutanese			Foreign Workers			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Privately owned	41.7	23.7	65.4	60.5	17.9	78.4	44.3	22.9	67.2
Government owned	9.6	2.9	12.5	0.1	0.0	0.1	8.3	2.4	10.7
Government with private local collaboration	5.1	1.5	6.6	2.4	0.0	2.4	4.7	1.2	6.0
Private with foreign collaboration	2.5	1.5	4.0	4.9	0.3	5.2	2.8	1.3	4.1
Government with foreign collaboration	9.2	2.4	11.6	13.4	0.5	13.9	9.8	2.1	11.9
Total	68.0	32.0	100.0	81.3	18.7	100.0	69.9	30.1	100.0

Table 11 depicts the nature of employment, where majority of the employees were categorized as regular paid employees, Bhutanese regular paid employees constitutes of 81.7% and foreign workers constitutes of 71.8%.

Table 11: Percentage distribution of Bhutanese and foreign employees by nature of employment and gender as on 31 December 2016

Nature of Employment	Bhutanese			Foreign Workers			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Proprietor	4.9	2.4	7.3	0.5	0.1	0.6	4.2	2.1	6.3
Regular paid employee	56.9	26.4	83.3	61.5	10.3	71.8	57.5	24.2	81.7
Casual paid employee	5.8	2.4	8.1	19.2	8.3	27.5	7.7	3.2	10.8
Family worker	0.6	0.7	1.3	0.1	0.1	0.2	0.5	0.7	1.1
Total	68.0	32.0	100.0	81.3	18.7	100.0	69.9	30.1	100.0

Table 12 depicts employment by establishment category for – Bhutanese (large - 41.8%, medium - 26.9%, small - 21.2% and cottage - 10.1%) and foreign workers (large - 34.8%, medium - 35.0%, small - 26.2% and cottage - 4.0%).

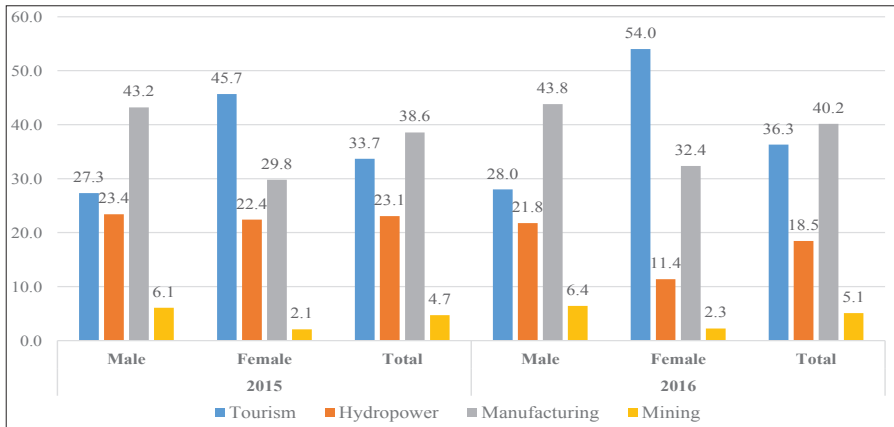
Table 12: Percentage distribution of Bhutanese and foreign workers by establishment category and gender as on 31 December 2016

Category	Bhutanese			Foreign Workers		
	Male	Female	Total	Male	Female	Total
Cottage	6.1	4.0	10.1	3.4	0.6	4.0
Small	12.8	8.4	21.2	20.0	6.2	26.2
Medium	16.0	10.9	26.9	29.8	5.2	35.0
Large	33.1	8.7	41.8	28.1	6.7	34.8
Total	68.0	32.0	100.0	81.3	18.7	100.0

3.2 Bhutanese employment

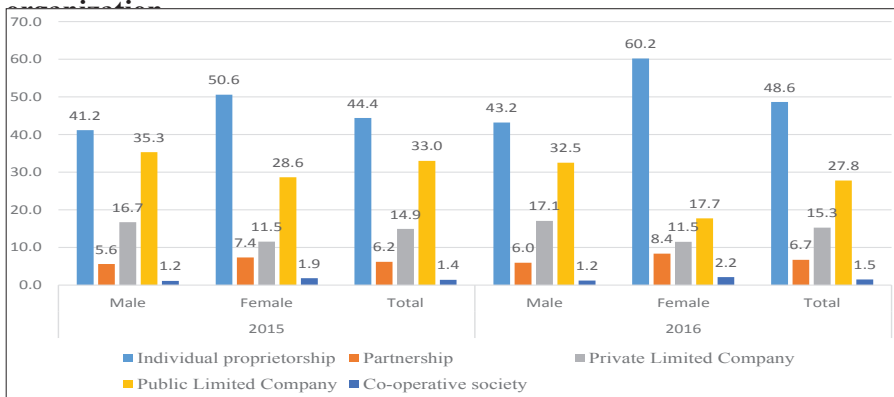
Chart 13 shows that the overall Bhutanese workers increased by 643 (3.2%), sector-wise increased were Tourism (11.4%), Manufacturing (7.6%) and Mining (11.5%), however in the hydropower it has declined (-17.3%).

Chart 13: Percentage distribution of Bhutanese workers by sector (2015-2016)



The individual proprietorship for Bhutanese female has increased from 50.6% in 2015 to 60.2% in 2016. And simultaneously, the individual proprietorship for male also increased from 41.2% in 2015 to 43.2% in 2016. The overall individual proprietorship increased from 44.4% in 2015 to 48.6% in 2016 as shown in chart 14.

Chart 14: Percentage distribution of Bhutanese workers by type of legal organization



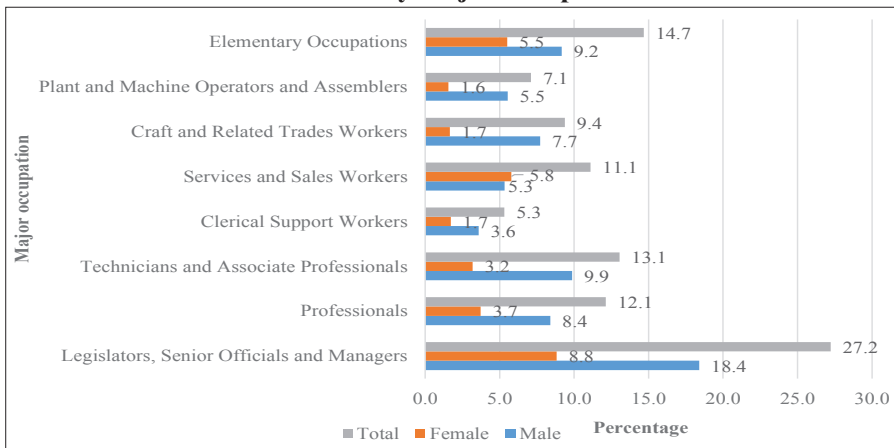
The Bhutanese working in the privately owned establishments or companies increased to 65.4% in 2016 from 60.5% in 2015, concurrently for male and female. However overall percentage of Bhutanese working in Government owned companies, Government with foreign collaboration and Private with foreign collaboration has declined from 2015 to 2016 as shown in table 13.

Table 13: Percentage distribution of Bhutanese workers by type of ownership and gender (2015 – 2016)

Type of ownership	2015			2016		
	Male	Female	Total	Male	Female	Total
Privately owned	38.5	21.9	60.5	41.7	23.7	65.4
Government owned	10.1	3	13.1	9.6	2.9	12.5
Government with private local collaboration	5	1.3	6.4	5.1	1.5	6.6
Private with foreign collaboration	2.4	1.7	4.1	2.5	1.5	4
Government with foreign collaboration	9.4	6.6	16	9.2	2.4	11.6
Total	65.4	34.6	100	68	32	100

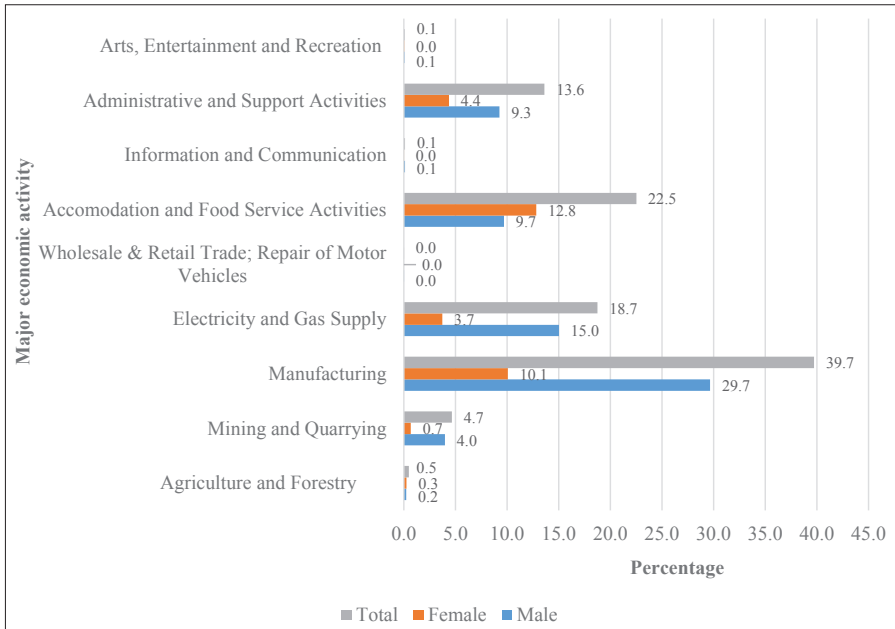
Of the 20,205 Bhutanese workforce, 27.2% (male 18.4% and female 8.8%) were working as legislators, senior officials and managers occupational group followed by 14.7% (male 9.2% and female 5.5%) in elementary occupations and 5.3% (male 3.6% and female 1.7%) in the clerical support workers occupations as shown in chart 15.

Chart 15: Bhutanese workers by major occupation



Of the total Bhutanese worker, 39.7% (male 29.7% and female 10.1%) were working in manufacturing and production followed by 22.5% (male 12.8% and female 9.7%) in accomodation and food services activities etc. as shown in chart 16.

Chart 16: Bhutanese workers by major economic activity



3.3 Foreign Workers

Chart 17 shows the overall foreign workers in the country in 2015 and 2016. Most of the male foreign workers were working in manufacturing sector. There has been an overall increase in number of foreign workers in Tourism (20), Mining (69) and hydropower (222) except in manufacturing (-183).

Chart 17: Foreign workers by sector (2015-2016)

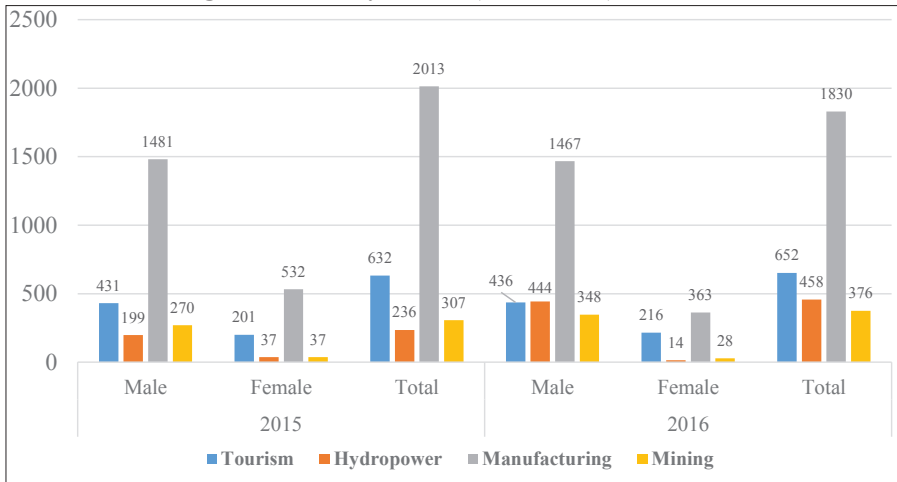
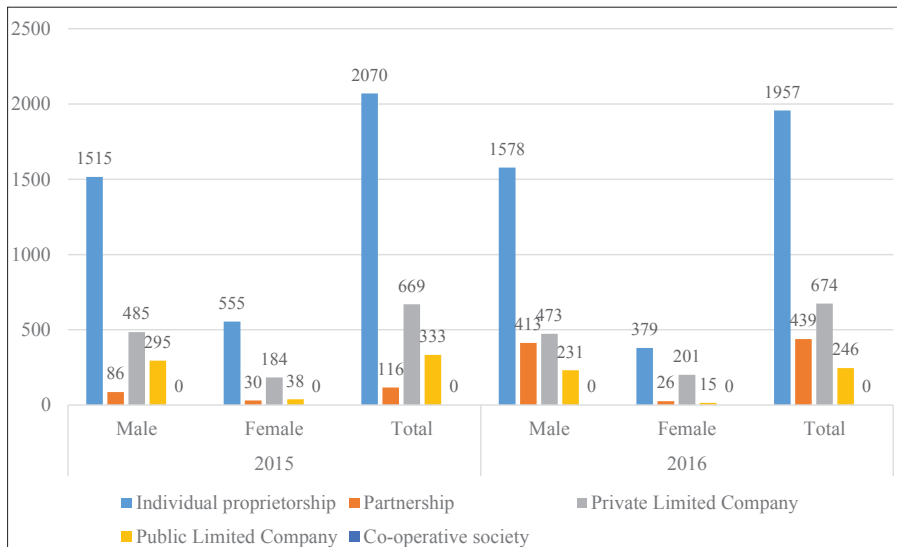


Chart 18 shows that the majority of foreign workers worked under the individual proprietorship however the number has decreased (-113), followed by public limited company (-87) in 2016. The partnership category increased and private limited company increased by 323 and 5 respectively in 2016.

Chart 18: Number of foreign workers by type of ownership (2015-2016)



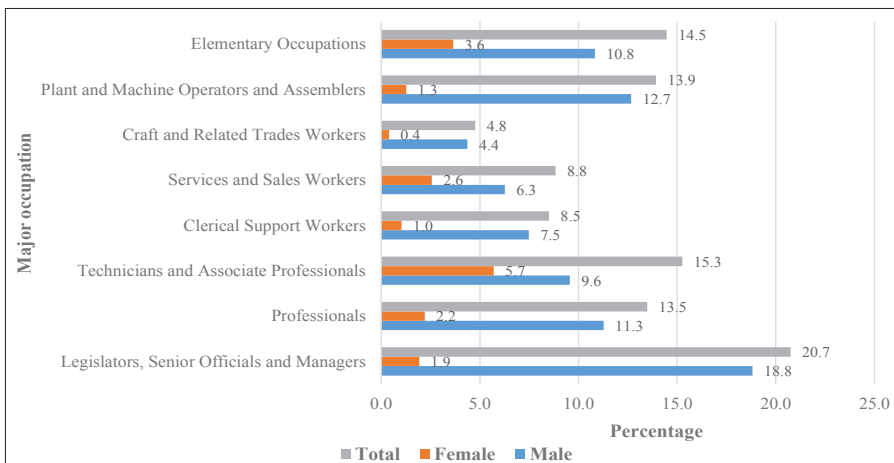
The percentage of foreign workers had declined in the privately owned establishments or companies, Government owned companies, Government with private local collaboration and Private with foreign collaboration. However the overall Government with foreign collaboration which has increased to 13.9% in 2016 from 7.5% in 2015 as shown in table 14.

Table 14: Percentage distribution of foreign workers by type of ownership and gender (2015 – 2016)

Type of ownership	2015			2016		
	Male	Female	Total	Male	Female	Total
Privately owned	60.6	23.1	83.8	60.5	17.9	78.4
Government owned	0.2	0	0.2	0.1	0	0.1
Government with private local collaboration	2.5	0	2.5	2.4	0	2.4
Private with foreign collaboration	5.1	1	6.1	4.9	0.3	5.2
Government with foreign collaboration	6.3	1.2	7.5	13.4	0.5	13.9
Total	74.7	25.3	100	81.3	18.7	100

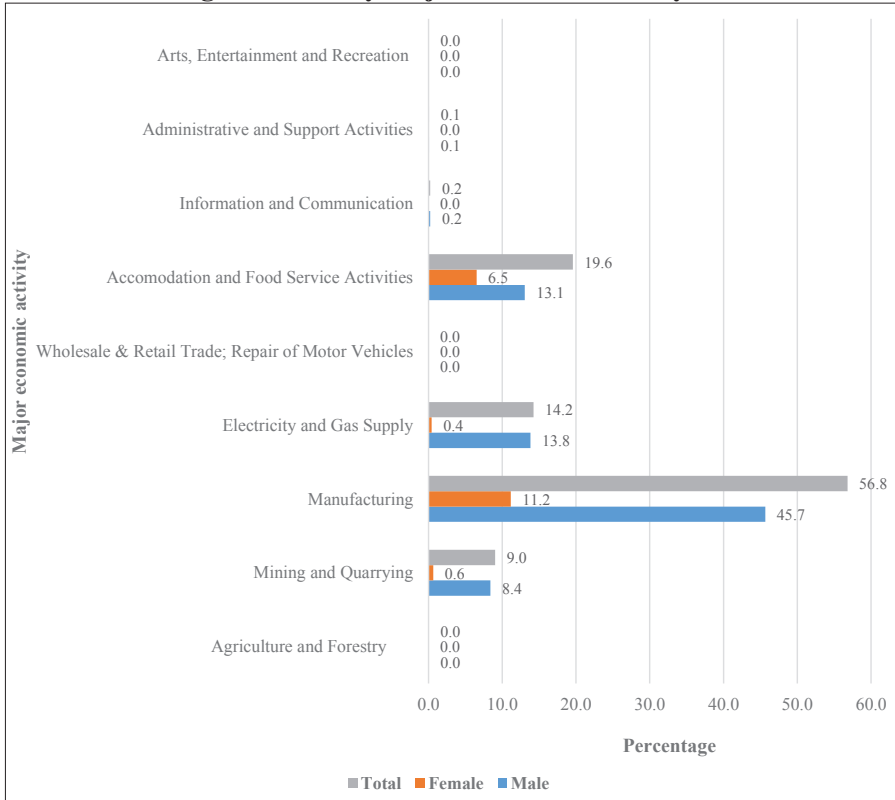
Of the 3,316 foreign workers in the country, 20.7% (male 18.8% and female 1.9%) were working as legislators, senior officials and managers followed by 15.3% (male 9.6% and female 0.4%) in technicians and associate professional occupations and 4.8% (male 4.4% and female 1.7%) in the clerical support workers occupations as shown in chart 19.

Chart 19: Foreign workers by major occupation



More than half (56.8%) of the foreign workers (male 45.7% and female 6.5%) were working in manufacturing and production followed by 19.6% (male 13.1% and female 9.7%) in accommodation and food services activities as shown in chart 20.

Chart 20: Foreign workers by major economic activity



4.0 Workforce job related skills and Training

4.1 Sponsored classroom training, workshops or seminars

Majority of surveyed establishments did not provide or pay for any classroom training, workshops or seminars for any employees during the past one year, however only 10.7% sponsored it. Of the 184 establishments that sponsored training in the past one year, tourism industry constituted

59.8%, manufacturing (31%), mining (5.4%) and hydropower (3.8%). The corresponding data on category of establishments is given in table 15.

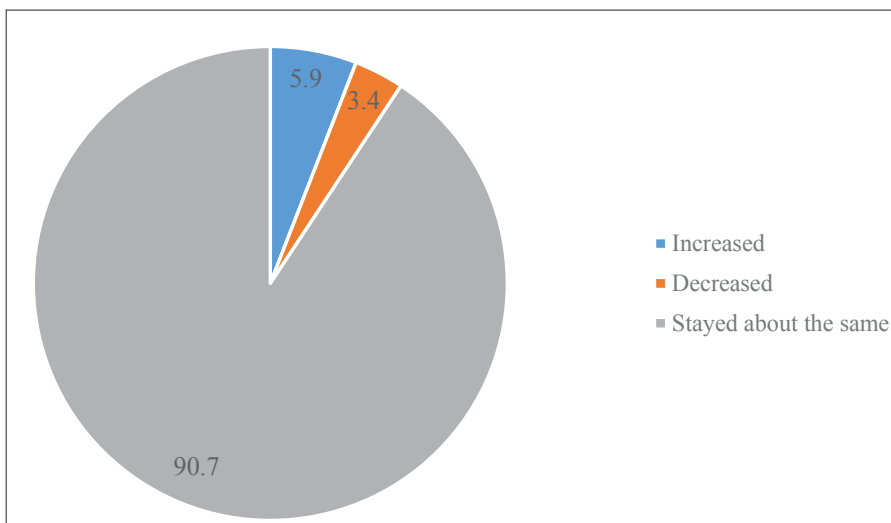
Table 15: Training sponsored by establishment category and sector

Category	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Cottage	13.6	0.0	2.7	0.0	16.3
Small	29.3	0.0	9.8	2.2	41.3
Medium	16.3	0.5	10.3	3.3	30.4
Large	0.5	3.3	8.2	0.0	12.0
Total	59.8	3.8	31.0	5.4	100.0

4.2 Skills required for job

When asked whether in the past one year the percentage of the employees who have received classroom training, workshops or seminars increased, decreased or stayed about the same, majority (90.7%) of employers or establishments surveyed indicated that the employee skills required had stayed the same. A very small minority, only 5.9% said these skills have increased and 3.4% said these skills have decreased.

Chart 21: Percentage of skills training for employees in the past one year



4.3 On-the-Job-Training (OJT)

11.7% of the total surveyed employers or establishments provided on-the-job training in the past one year. Table 16 shows the data on OJT by category of establishments and sector.

Table 16: Establishments provided On-the-Job Training (OJT) by category and sector

Category	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Cottage	11.9	0.0	8.5	0.0	20.4
Small	25.9	0.0	7.0	4.0	36.8
Medium	17.9	0.5	10.4	3.5	32.3
Large	1.0	2.5	6.5	0.5	10.4
Total	56.7	3.0	32.3	8.0	100.0

4.4 Primary training provider utilized

A very small minority (5.9%) of the surveyed establishments stated that in the past one year, percentage of their employees who received classroom training, workshops or seminars increased have utilized the services of primary training provider.

For the utilization of primary training provider, more than half (58.8%) of the employers preferred in-house staff training (tourism-35.3%, hydropower-2.9%, manufacturing-15.7% and mining-4.9%) than to ex-country training (4.9%). Sector wise utilization of the primary training provider is also given in chart 22.

It was indicated from the survey that most of the companies funded (79.4%) the training of employees, 20% government funded, 1% donor funded (includes funds from international and other private/non-government organizations) and the sector wise data on funding is provided in chart 23.

61.8% of the employers were very satisfied and 38.2% somewhat satisfied with the training obtained for their employees from the primary training provider as shown in chart 24.

Chart 22: Percentage utilization of primary training provider by increased training

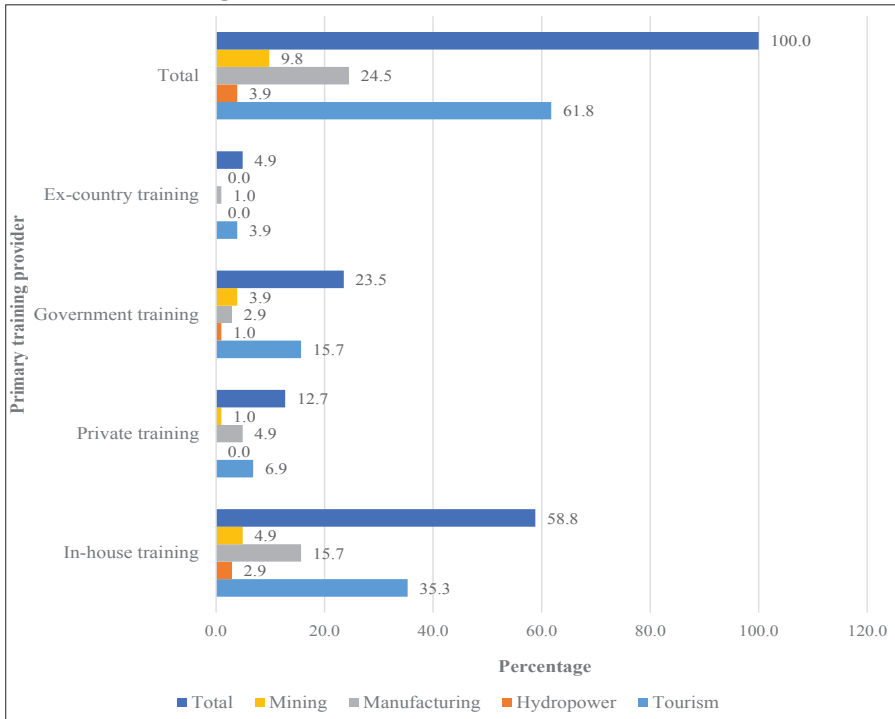


Chart 23: Source of funding for training

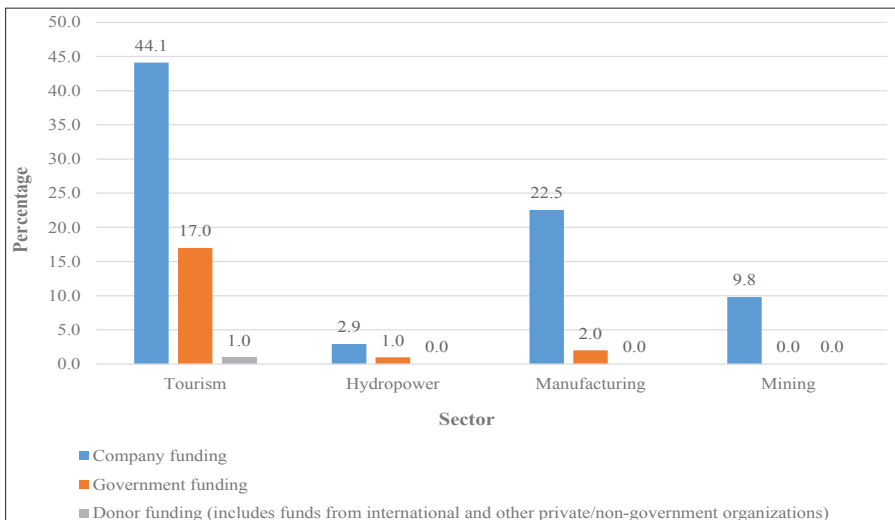
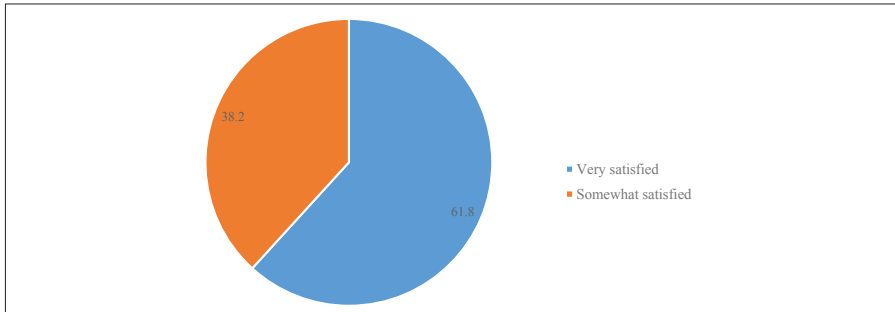


Chart 24: Percentage distribution of employers' satisfaction level with the primary training provider



5.0 Human resource requirements

In order to obtain some awareness of strategic hiring activities, the employers or establishments were asked to project or forecast their firms or establishments need for major occupation and various educational level of their employees in the next three years.

Employers were asked to forecast for variety of employee occupations from elementary, clerical support to professional occupations (chart 25), educational level (chart 26) and for sector (chart 27).

Chart 25: Establishments projected need over the next three years by major occupation

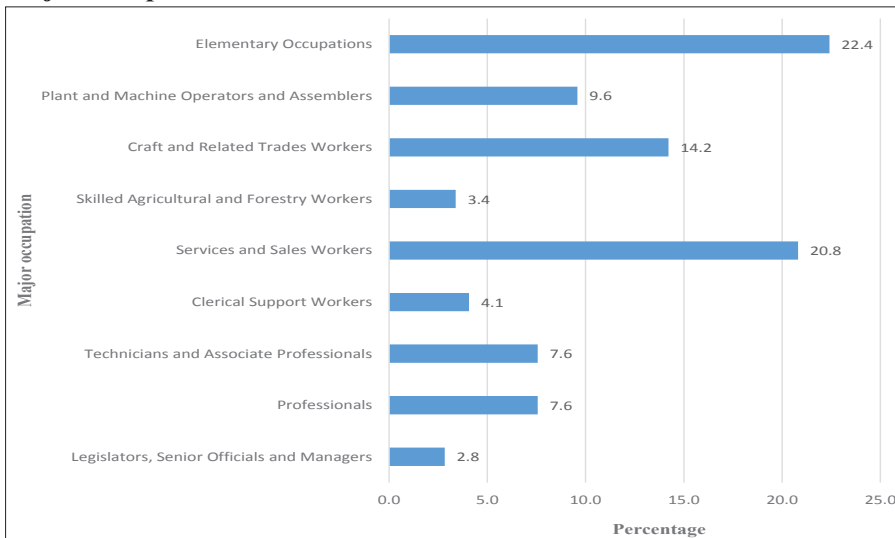


Chart 26: Establishments projected need over the next three years by education level

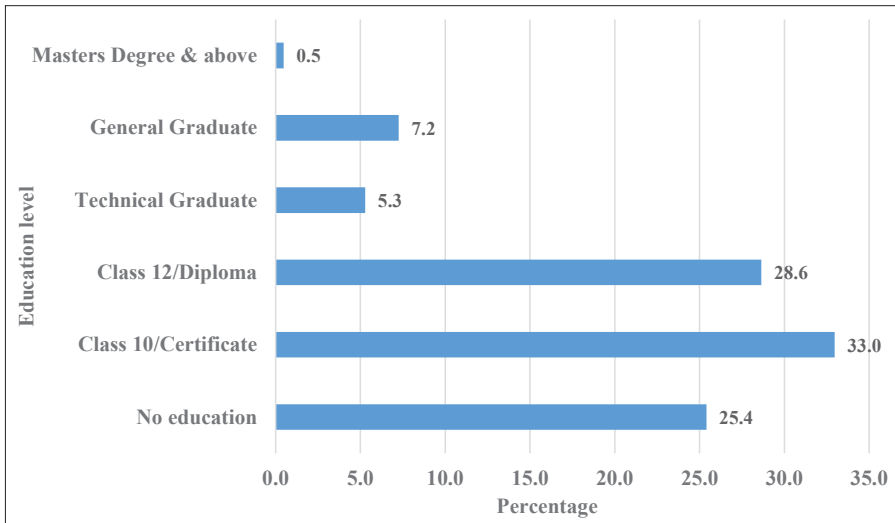
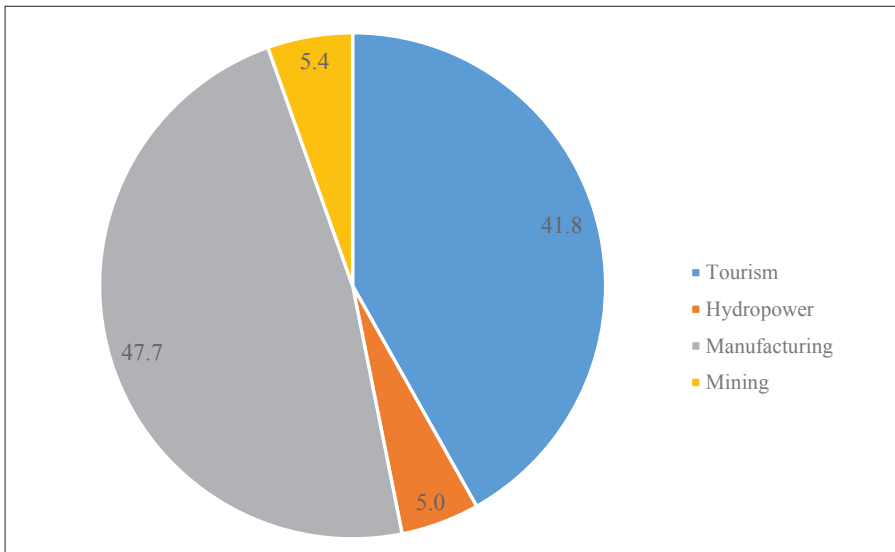


Chart 27: Establishments projected need over the next three years by sector



SECTION 3: ESTABLISHMENT SURVEY REPORT -2017 (STATISTICAL TABLES)

Chapter 1: Establishments details

Table 1.0: Establishments by type of legal organization and category

Type of legal organization	Category				Total
	Cottage	Small	Medium	Large	
Individual Proprietorship	874	578	114	6	1,572
Partnership	22	19	16	3	60
Private Limited Company	0	10	22	13	45
Public Limited Company	1	4	12	12	29
Co-operative Society	1	5	5	0	11
Total	898	616	169	34	1,717

Table 1.1: Establishments by type of ownership and category

Type of ownership	Category				Total
	Cottage	Small	Medium	Large	
Privately Owned	891	604	140	18	1,653
Government owned	0	1	8	6	15
Government with private local collaboration	5	10	7	3	25
Private with foreign collaboration	2	0	12	3	17
Government with foreign collaboration	0	1	2	4	7
Total	898	616	169	34	1,717

Table 1.2: Establishments by trade region and category

Trade Region	Category				Total
	Cottage	Small	Medium	Large	
Thimphu	686	376	86	6	1,154
Phuentsholing	27	94	64	19	204
Gelephu	53	41	6	1	101
Samdrup Jongkhar	25	35	4	5	69
Mongar	68	30	3	2	103
Trongsa	39	40	6	1	86
Total	898	616	169	34	1,717

Table 1.3: Establishments by trade region and type of legal organization

Trade Region	Organization					Total
	Individual proprietorship	Partnership	Private Limited Company	Public Limited Company	Co-operative society	
Thimphu	1,091	44	7	8	4	1,154
Phuentsholing	154	7	32	10	1	204
Gelephu	95	3	0	3	0	101
Samdrup Jongkhar	59	2	4	2	2	69
Mongar	96	1	0	3	3	103
Trongsa	77	3	2	3	1	86
Total	1,572	60	45	29	11	1,717

Table 1.4: Establishments by trade region and type of ownership

Trade Region	Ownership					Total
	Privately owned	Govt. owned	Govt. with private local collaboration	Private with foreign collaboration	Govt. with foreign collaboration	
Thimphu	1,124	3	16	8	3	1,154
Phuentsholing	188	5	3	8	0	204
Gelephu	97	3	1	0	0	101
Samdrup Jongkhar	66	1	2	0	0	69
Mongar	96	2	3	0	2	103
Trongsa	82	1	0	1	2	86
Total	1,653	15	25	17	7	1,717

Table 1.5: Establishments by trade region and sector

Trade Region	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Thimphu	915	3	216	20	1,154
Phuentsholing	66	2	111	25	204
Gelephu	65	1	29	6	101
Samdrup Jongkhar	39	0	27	3	69
Mongar	46	3	52	2	103
Trongsa	54	2	28	2	86
Total	1,185	11	463	58	1,717

Table 1.6: Establishments by sector and category

Sector	Category				Total
	Cottage	Small	Medium	Large	
Tourism	702	402	79	2	1,185
Hydropower	1	0	3	8	12
Manufacturing	193	182	65	23	463
Mining	2	32	22	1	57
Total	898	616	169	34	1,717

Table 1.7: Establishments by major economic activity and category

Major Economic Activity	Category				Total
	Cottage	Small	Medium	Large	
Agriculture and Forestry	12	3	1	0	16
Mining and Quarrying	2	26	20	1	49
Manufacturing	181	186	63	23	453
Electricity and Gas Supply	0	1	5	8	14
Wholesale & Retail Trade; Repair of Motor Vehicles	1	0	0	0	1
Accommodation and Food Service Activities	175	222	68	2	467
Information and Communica- tion	0	0	1	0	1
Administrative and Support Activities	527	178	10	0	715
Arts, Entertainment and Recreation	0	0	1	0	1
Total	898	616	169	34	1,717

Table 1.9: Establishment by dzongkhag and type of ownership

Dzongkhag	Ownership					Total
	Privately Owned	Govt. owned	Govt. with private local collaboration	Private with foreign collaboration	Govt. with foreign collaboration	
Bumthang	50	1	0	1	0	52
Chhukha	138	3	2	6	0	149
Dagana	21	1	1	0	0	23
Gasa	1	0	0	0	0	1
Haa	28	0	0	0	0	28
Lhuentse	6	0	0	0	0	6
Mongar	39	1	1	0	0	41
Paro	125	0	0	2	0	127
Pema Gatshel	16	1	1	0	0	18
Punakha	35	0	0	3	0	38
Samdrup Jongkhar	50	0	1	0	0	51
Samtse	50	2	1	2	0	55
Sarpang	68	2	0	0	0	70
Thimphu	874	2	15	2	1	894
Trashigang	39	1	1	0	1	42
Trashi Yangtse	12	0	1	0	1	14
Trongsa	16	0	0	0	2	18
Tsirang	8	0	0	0	0	8
Wangdue	61	1	1	1	2	66
Zhemgang	16	0	0	0	0	16
Total	1,653	15	25	17	7	1,717

Table 1.10: Establishments by dzongkhags and sector

Dzongkhag	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Bumthang	34	0	18	0	52
Chhukha	63	2	77	7	149
Dagana	16	1	3	3	23
Gasa	0	0	1	0	1
Haa	9	0	19	0	28
Lhuentse	2	0	4	0	6
Mongar	23	1	17	0	41
Paro	91	0	34	2	127
Pema Gatshel	7	0	11	0	18
Punakha	29	0	9	0	38
Samdrup Jongkhar	32	0	16	3	51
Samtse	3	0	34	18	55
Sarpang	42	0	25	3	70
Thimphu	753	1	134	6	894
Trashigang	17	1	22	2	42
Trashi Yangtse	4	1	9	0	14
Trongsa	11	2	3	2	18
Tsirang	7	0	1	0	8
Wangdue	33	3	19	11	66
Zhemgang	9	0	7	0	16
Total	1,185	12	463	57	1,717

Table 1.11: Establishments by dzongkhags and sector - Rural

Dzongkhag	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Bumthang	9	0	7	0	16
Chhukha	6	2	5	3	16
Dagana	2	1	1	0	4
Gasa	0	0	1	0	1
Haa	0	0	1	0	1
Lhuentse	1	0	4	0	5
Mongar	4	0	8	0	12
Paro	2	0	0	0	2
Pema Gatshel	2	0	8	0	10
Punakha	13	0	5	0	18
Samdrup Jongkhar	1	0	2	0	3
Samtse	0	0	10	6	16
Sarpang	0	0	4	2	6
Thimphu	10	0	26	3	39
Trashigang	5	0	8	1	14
Trashi Yangtse	0	0	5	0	5
Trongsa	1	0	0	1	2
Wangdue	12	1	10	6	29
Zhemgang	0	0	3	0	3
Total	68	4	108	22	202

Table 1.12: Establishments by dzongkhags and sector - Urban

Dzongkhag	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Bumthang	25	0	11	0	36
Chhukha	57	0	72	4	133
Dagana	14	0	2	3	19
Haa	9	0	18	0	27
Lhuentse	1	0	0	0	1
Mongar	19	1	9	0	29
Paro	89	0	34	2	125
Pema Gatshel	5	0	3	0	8
Punakha	16	0	4	0	20
Samdrup Jongkhar	31	0	14	3	48
Samtse	3	0	24	12	39
Sarpang	42	0	21	1	64
Thimphu	743	0	108	4	855
Trashigang	12	1	14	1	28
Trashigang	4	1	4	0	9
Trongsa	10	2	3	1	16
Tsirang	7	0	1	0	8
Wangdue	21	2	9	5	37
Zhemgang	9	0	4	0	13
Total	1,117	7	355	36	1,515

Table 1.13: Establishments by dzongkhag and category

Dzongkhag	Category				Total
	Cottage	Small	Medium	Large	
Bumthang	16	33	3	0	52
Chhukha	16	74	45	14	149
Dagana	16	6	0	1	23
Gasa	1	0	0	0	1
Haa	14	14	0	0	28
Lhuentse	4	2	0	0	6
Mongar	28	11	1	1	41
Paro	64	48	14	1	127
Pema Gatshel	9	6	1	2	18
Punakha	12	13	13	0	38
Samdrup Jongkhar	16	29	3	3	51
Samtse	11	20	19	5	55
Sarpang	30	34	6	0	70
Thimphu	570	273	48	3	894
Trashigang	24	16	2	0	42
Trashi Yangtse	12	1	0	1	14
Trongsa	11	3	3	1	18
Tsirang	7	1	0	0	8
Wangdue	25	28	11	2	66
Zhemgang	12	4	0	0	16
Total	898	616	169	34	1,717

Table 1.14: Establishments by dzongkhag and category – Rural

Dzongkhag	Category				Total
	Cottage	Small	Medium	Large	
Bumthang	9	7	0	0	16
Chhukha	2	8	4	2	16
Dagana	2	1	0	1	4
Gasa	1	0	0	0	1
Haa	0	1	0	0	1
Lhuentse	3	2	0	0	5
Mongar	8	4	0	0	12
Paro	1	0	1	0	2
Pema Gatshel	7	2	1	0	10
Punakha	5	5	8	0	18
Samdrup Jongkhar	1	2	0	0	3
Samtse	4	5	7	0	16
Sarpang	0	5	1	0	6
Thimphu	15	19	4	1	39
Trashigang	7	6	1	0	14
Trashi Yangtse	4	1	0	0	5
Trongsa	0	1	1	0	2
Tsirang	0	0	0	0	0
Wangdue	9	14	5	1	29
Zhemgang	2	1	0	0	3
Total	80	84	33	5	202

Table 1.15: Establishments by dzongkhag and category –Urban

Dzongkhag	Category				Total
	Cottage	Small	Medium	Large	
Bumthang	7	26	3	0	36
Chhukha	14	66	41	12	133
Dagana	14	5	0	0	19
Gasa	0	0	0	0	0
Haa	14	13	0	0	27
Lhuentse	1	0	0	0	1
Mongar	20	7	1	1	29
Paro	63	48	13	1	125
Pema Gatshel	2	4	0	2	8
Punakha	7	8	5	0	20
Samdrup Jongkhar	15	27	3	3	48
Samtse	7	15	12	5	39
Sarpang	30	29	5	0	64
Thimphu	555	254	44	2	855
Trashigang	17	10	1	0	28
Trashigang	8	0	0	1	9
Trongsa	11	2	2	1	16
Tsirang	7	1	0	0	8
Wangdue	16	14	6	1	37
Zhemgang	10	3	0	0	13
Total	818	532	136	29	1,515

Table 1.18: Establishments by major economic activity and category –Rural

Major Economic Activity	Category				Total
	Cottage	Small	Medium	Large	
Agriculture and Forestry	5	2	0	0	7
Mining and Quarrying	1	10	10	0	21
Manufacturing	44	46	12	1	103
Electricity and Gas Supply	0	0	0	4	4
Wholesale & Retail Trade; Repair of Motor Vehicles	0	0	0	0	0
Accommodation and Food Service Activities	24	22	10	0	56
Information and Communication	0	0	0	0	0
Administrative and Support Activities	6	4	0	0	10
Arts, Entertainment and Recreation	0	0	1	0	1
Total	80	84	33	5	202

Table 1.19: Establishments by major economic activity and category –Urban

Major Economic Activity	Category				Total
	Cottage	Small	Medium	Large	
Agriculture and Forestry	7	1	1	0	9
Mining and Quarrying	1	16	10	1	28
Manufacturing	137	140	51	22	350
Electricity and Gas Supply	0	1	5	4	10
Wholesale & Retail Trade; Repair of Motor Vehicles	1	0	0	0	1
Accommodation and Food Ser- vice Activities	151	200	58	2	411
Information and Communication	0	0	1	0	1
Administrative and Support Activities	521	174	10	0	705
Arts, Entertainment and Recreation	0	0	0	0	0
Total	818	532	136	29	1,515

Table 1.20: Establishments by major economic activity and area

Main Activity	Area		
	Rural	Urban	Total
Agriculture and Forestry	7	9	16
Mining and Quarrying	21	28	49
Manufacturing	103	350	453
Electricity and Gas Supply	4	10	14
Wholesale & Retail Trade	0	1	1
Accommodation and Food	56	411	467
Information and Communications	0	1	1
Administration and Support	10	705	715
Arts and Entertainments	1	0	1
Total	202	1,515	1,717

Table 1.21: Establishments with expansion plan by trade region and sector

Trade region	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Thimphu	433	0	147	11	591
Phuentsholing	30	1	63	13	107
Gelephu	34	0	17	4	55
Samdrup Jongkhar	10	0	14	1	25
Mongar	21	1	38	0	60
Trongsa	25	0	20	1	46
Total	553	2	299	30	884

Table 1.22: Establishments with expansion plan by category and sector

Category	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Cottage	302	0	124	2	428
Small	200	0	122	20	342
Medium	49	0	40	8	97
Large	2	2	13	0	17
Total	553	2	299	30	884

Table 1.23: Establishments with expansion plan by major economic activity and sector

Major Economic Activity	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Agriculture and Forestry	0	0	8	0	8
Mining and Quarrying	0	0	0	26	26
Manufacturing	3	0	289	4	296
Electricity and Gas Supply	0	2	1	0	3
Accommodation and Food Service Activities	243	0	0	0	243
Administrative and Support Service Activities	306	0	1	0	307
Arts, Entertainment and Recreation	1	0	0	0	1
Total	553	2	299	30	884

Table 1.24: Establishments with expansion plan by type of legal organization and sector

Organization	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Individual proprietor	524	0	259	23	806
Partnership	23	1	8	4	36
Private Limited Company	5	0	19	1	25
Public Limited Company	1	1	7	1	10
Co-operative society	0	0	6	1	7
Total	553	2	299	30	884

Table 1.25: Establishments with expansion plan by type of ownership and sector

Ownership	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Privately owned	544	0	283	27	854
Government owned	0	1	4	0	5
Government with private collaboration	3	0	8	2	13
Private with foreign collaboration	6	0	4	1	11
Government with foreign collaboration	0	1	0	0	1
Total	553	2	299	30	884

Table 1.26: Establishments without expansion plan by trade region and sector

Trade region	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Thimphu	482	4	69	8	563
Phuentsholing	36	1	48	12	97
Gelephu	31	1	12	2	46
Samdrup Jongkhar	29	0	13	2	44
Mongar	25	2	14	2	43
Trongsa	29	2	8	1	40
Total	632	10	164	27	833

Table 1.27: Establishments without expansion plan by category and sector

Category	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Cottage	400	1	69	0	470
Small	202	0	60	12	274
Medium	30	3	25	14	72
Large	0	6	10	1	17
Total	632	10	164	27	833

Table 1.28: Establishments without expansion plan by major economic activity and sector

Major Economic Activity	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Agriculture and Forestry	0	0	8	0	8
Mining and Quarrying	0	0	0	23	23
Manufacturing	0	1	152	4	157
Electricity and Gas S	0	9	2	0	11
Wholesale & Retail Trade	0	0	1	0	1
Accommodation and Food	224	0	0	0	224
Information and Communications	0	0	1	0	1
Administrative and Su	408	0	0	0	408
Total	632	10	164	27	833

Table 1.29: Establishments without expansion plan by type of legal organization and sector

Organization	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Individual proprietor	607	1	137	21	766
Partnership	19	0	4	1	24
Private Limited Company	4	0	13	3	20
Public Limited Company	2	9	6	2	19
Co-operative society	0	0	4	0	4
Total	632	10	164	27	833

Table 1.30: Establishments without expansion plan by type of ownership and sector

Ownership	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Privately owned	622	1	150	26	799
Government owned	1	5	4	0	10
Government with private collaboration	7	0	4	1	12
Private with foreign collaboration	1	0	5	0	6
Government with foreign collaboration	1	4	1	0	6
Total	632	10	164	27	833

Table 1.31: Establishments with ISR by trade region

Trade region	Number	%
Thimphu	200	45.5
Phuentsholing	124	28.2
Gelephu	46	10.5
Samdrup Jongkhar	15	3.4
Mongar	13	3.0
Trongsa	42	9.5
Total	440	100.0

Table 1.32: Establishments with ISR by sector

Sector	Number	%
Tourism	238	54.1
Hydropower	11	2.5
Manufacturing	158	35.9
Mining	33	7.5
Total	440	100.0

Table 1.33: Establishments with ISR by category

Category	Number	%
Small	275	62.5
Medium	134	30.5
Large	31	7.0
Total	440	100.0

Table 1.34: Establishments with ISR by major economic activity

Major economic activity	Number	%
Agriculture and Forestry	1	0.2
Mining and Quarrying	28	6.4
Manufacturing	160	36.4
Electricity and Gas Supply	13	3.0
Accommodation and Food Service Activities	180	40.9
Information and Communication	0	0.0
Administrative and Support Service Activities	58	13.2
Arts, Entertainment and Recreation	0	0.0
Total	440	100.0

Table 1.35: Establishments with ISR by type of legal organization

Organization	Number	%
Individual proprietor	342	77.7
Partnership	28	6.4
Private Limited Company	37	8.4
Public Limited Company	26	5.9
Co-operative society	7	1.6
Total	440	100.0

Table 1.36: Establishments with ISR by type of ownership

Ownership	Number	%
Privately owned	391	88.9
Government owned	15	3.4
Government with private collaboration	14	3.2
Private with foreign collaboration	14	3.2
Government with foreign collaboration	6	1.4
Total	440	100.0

Table 1.37: Establishments without ISR by type region

Trade region	Number	%
Thimphu	268	70.7
Phuentsholing	53	14.0
Gelephu	2	0.5
Samdrup Jongkhar	29	7.7
Mongar	22	5.8
Trongsa	5	1.3
Total	379	100.0

Table 1.38: Establishments without ISR by sector

Sector	Number	%
Tourism	245	64.6
Hydropower	0	0.0
Manufacturing	112	29.6
Mining	22	5.8
Total	379	100.0

Table 1.39: Establishments without ISR by category

Category	Number	%
Small	341	90.2
Medium	35	9.3
Large	3	0.8
Total	379	100.0

Table 1.40: Establishments without ISR by major economic activity

Major economic activity	Number	%
Agriculture and Forestry	3	0.8
Mining and Quarrying	19	5.0
Manufacturing	112	29.6
Electricity and Gas Supply	1	0.3
Accommodation and Food Service Activities	112	29.6
Information and Communications	1	0.3
Administrative and Support Service Activities	130	34.3
Arts, Entertainment and Recreation	1	0.3
Total	379	100.0

Table 1.41: Establishments without ISR by type of legal organization

Organization	Number	%
Individual proprietor	356	93.9
Partnership	10	2.6
Private Limited Company	8	2.1
Public Limited Company	2	0.5
Co-operative society	3	0.8
Total	379	100.0

Table 1.42: Establishments without ISR by type of ownership

Ownership	Number	%
Privately owned	371	97.9
Government owned	0	0.0
Government with private collaboration	6	1.6
Private with foreign collaboration	1	0.3
Government with foreign collaboration	1	0.3
Total	379	100.0

Chapter 2: Employment

Table 2.0: Employment by sector, nationality and gender as on 31 December 2016

Sector	Bhutanese			Foreign Workers			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Tourism	3,848	3,488	7,336	436	216	652	4,284	3,704	7,988
Hydropower	2,993	735	3,728	444	14	458	3,437	749	4,186
Manufacturing	6,023	2,090	8,113	1,467	363	1,830	7,490	2,453	9,943
Mining	882	146	1,028	348	28	376	1,230	174	1,404
Total	13,746	6,459	20,205	2,695	621	3,316	16,441	7,080	23,521

Table 2.1: Employment by type of ownership, nationality and gender as on 31 December 2016

Type of Ownership	Bhutanese			Foreign Workers			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Privately owned	8,417	4,798	13,215	2,006	594	2,600	10,423	5,392	15,815
Government owned	1,944	576	2,520	4	0	4	1,948	576	2,524
Government with private local collaboration	1,032	294	1,326	78	0	78	1,110	294	1,404
Private with foreign collaboration	501	302	803	161	11	172	662	313	975
Government with foreign collaboration	1,852	489	2,341	446	16	462	2,298	505	2,803
Total	1,3746	6,459	20,205	2,695	621	3,316	16,441	7,080	23,521

Table 2.2: Employment by type of legal organization, nationality and gender as on 31 December 2016

Type of Legal organization	Bhutanese			Foreign Workers			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Individual proprietorship	5,939	3,888	9,827	1,578	379	1,957	7,517	4,267	11,784
Partnership	822	540	1,362	413	26	439	1,235	566	1,801
Private Limited Company	2,347	745	3,092	473	201	674	2,820	946	3,766
Public Limited Company	4,471	1,146	5,617	231	15	246	4,702	1,161	5,863
Co-operative society	167	140	307	0	0	0	167	140	307
Total	13,746	6,459	20,205	2,695	621	3,316	16,441	7,080	23,521

Table 2.3: Employment by major economic activity, nationality and gender as on 31 december 2016

Major economic activity	Bhutanese			Foreign Workers			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Agriculture and Forestry	47	52	99	1	0	1	48	52	100
Mining and Quarrying	804	136	940	278	21	299	1,082	157	1,239
Manufacturing	5,993	2,035	8,028	1,514	370	1,884	7,507	2,405	9,912
Electricity and Gas Supply	3,035	753	3,788	458	14	472	3,493	767	4,260
Wholesale & Retail Trade; Repair of Motor Vehicles	3	0	3	0	0	0	3	0	3
Accommodation and Food Service Activities	1,960	2,589	4,549	433	216	649	2,393	2,805	5,198
Information and Communication	22	3	25	8	0	8	30	3	33
Administrative and Support Activities	1,870	882	2,752	2	0	2	1,872	882	2,754
Arts, Entertainment and Recreation	12	9	21	1	0	1	13	9	22
Total	13,746	6,459	20,205	2,695	621	3,316	16,441	7,080	23,521

Table 2.4: Employment by nature, nationality and gender as on 31 December 2016

Nature of Employment	Bhutanese			Foreign Workers			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Proprietor	982	488	1,470	16	3	19	998	491	1,489
Regular paid employee	11,488	5,344	16,832	2,039	341	2,380	13,527	5,685	19,212
Casual paid employee	1,164	476	1,640	638	274	912	1,802	750	2,552
Family worker	112	151	263	2	3	5	114	154	268
Total	13,746	6,459	20,205	2,695	621	3,316	16,441	7,080	23,521

Table 2.5: Bhutanese workers by establishment category, employment nature and gender as on 31 December 2016

Category	Proprietor		Regular paid employee			Casual paid employee			Family worker			Total		
	Male	Female	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Cottage	529	298	541	403	944	107	9	116	52	93	145	1,229	803	2,032
Small	361	159	1,913	1,428	3,341	263	53	316	57	56	113	2,594	1,696	4,290
Medium	87	29	3,009	2,073	5,082	131	105	236	3	2	5	3,230	2,209	5,439
Large	5	2	6,025	1,440	7,465	663	309	972	0	0	0	6,693	1,751	8,444
Total	982	488	11,488	5,344	16,832	1,164	476	1,640	112	151	263	13,746	6,459	20,205

Table 2.6: Foreign workers by establishment category, employment nature and gender as on 31 December 2016

Category	Proprietor		Regular paid employee			Casual paid employee			Family worker			Total			
	Male	Female	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Cottage	2	0	2	107	17	124	3	4	7	0	0	0	112	21	133
Small	7	1	8	551	165	716	104	37	141	2	3	5	664	206	870
Medium	3	1	4	659	104	763	325	68	393	0	0	0	987	173	1,160
Large	4	1	5	722	55	777	206	165	371	0	0	0	932	221	1,153
Total	16	3	19	2,039	341	2,380	638	274	912	2	3	5	2,695	621	3,316

Table 2.7: Bhutaneese workers by major occupation, employment nature, and gender as on 31 December 2016

Major occupation	Proprietor		Regular paid employee		Casual paid employee		Family worker		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Legislators, Senior Officials and Managers	509	249	2,622	1,436	546	58	41	41	82	1,784	5,502
Professionals	46	22	1,601	708	50	18	0	5	5	1,697	2,450
Technicians and Associate Professionals	29	9	1,903	424	60	211	1	1	2	1,993	2,638
Clerical Support Workers	67	27	589	302	58	15	13	4	17	727	1,075
Services and Sales Workers	120	88	828	971	98	41	30	68	98	1,076	2,244
Craft and Related Trades Workers	46	13	1,426	309	84	10	5	2	7	1,561	1,895
Plant and Machine Operators and Assemblers	61	18	932	278	127	19	1	0	1	1,121	1,436
Elementary Occupations	104	62	1,587	916	141	104	21	30	51	1,853	2,965
Total	982	488	11,488	5,344	1,164	476	112	151	263	13,746	20,205

Table 2.8: Foreign workers by major occupation, employment nature, and gender as on 31 December 2016

Major occupation	Proprietor			Regular paid employee			Casual paid employee			Family worker			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	Legislators, Senior Officials and Managers	5	2	7	498	54	552	119	6	125	2	2	4	624	64
Professionals	0	0	0	230	58	288	144	15	159	0	0	0	374	73	447
Technicians and Associate Professionals	1	0	1	182	15	197	134	174	308	0	0	0	317	189	506
Clerical Support Workers	1	0	1	174	27	201	73	7	80	0	0	0	248	34	282
Services and Sales Workers	3	0	3	177	69	246	28	15	43	0	1	1	208	85	293
Craft and Related Trades Workers	1	0	1	99	1	100	45	12	57	0	0	0	145	13	158
Plant and Machine Operators and Assemblers	1	1	2	375	17	392	44	24	68	0	0	0	420	42	462
Elementary Occupations	4	0	4	304	100	404	51	21	72	0	0	0	359	121	480
Total	16	3	19	2,039	341	2,380	638	274	912	2	3	5	2,695	621	3,316

Table 2.9: Bhutanese and Foreign workers by trade region and gender as on 31 December 2016

Region	Bhutanese		Foreign Workers		Total	
	Male	Female	Male	Female	Male	Female
Thimphu	6,039	3,637	342	25	6,381	3,662
Phuentsholing	4,974	1,535	1,646	506	6,620	2,041
Gelephu	419	254	151	40	570	294
Samdrup Jongkhar	1,019	365	1,384	49	1,174	414
Mongar	597	262	349	1	946	263
Trongsa	698	406	1,104	0	750	406
Total	13,746	6,459	20,205	621	16,441	7,080

Table 2.10: Bhutanese workers by trade region, employment nature and gender as on 31 December 2016

Trade region	Proprietor			Regular paid employ- ee			Casual paid em- ployee			Family worker			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Thimphu	735	351	1086	4848	3180	8,028	401	61	462	55	45	100	6039	3637	9676
Phuentsholing	92	40	132	4530	1241	5,771	346	251	597	6	3	9	4974	1535	6509
Gelephu	19	17	36	347	200	547	42	12	54	11	25	36	419	254	673
Samdrup Jongkhar	41	27	68	957	307	1,264	8	5	13	13	26	39	1019	365	1384
Mongar	42	23	65	505	178	683	23	13	36	27	48	75	597	262	859
Trongsa	53	30	83	301	238	539	344	134	478	0	4	4	698	406	1104
Total	982	488	1,470	11,488	5,344	16,832	1,164	476	1,640	112	151	0	13,746	6,459	20,205

Table 2.11: Foreign workers by trade region, employment nature and gender as on 31 December 2016

Trade region	Proprietor		Regular paid employee		Casual paid employee		Family worker		Total				
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female			
Thimphu	3	2	269	22	291	70	1	71	0	0	342	25	367
Phuentsholing	8	1	1140	247	1,387	496	256	752	2	2	1646	506	2152
Gelephu	0	0	128	24	152	23	16	39	0	0	151	40	191
Samdrup Jongkhar	4	0	118	47	165	33	1	34	0	1	155	49	204
Mongar	1	0	347	1	348	1	0	1	0	0	349	1	350
Trongsa	0	0	37	0	37	15	0	15	0	0	52	0	52
Total	16	3	2,039	341	2,380	638	274	912	2	3	2,695	621	3,316

Table 2.12: Bhutanese workers by sector, employment nature and gender as on 31 December 2016

Sector	Proprietor		Regular paid employee			Casual paid employee			Family worker			Total		
	Male	Female	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	
Tourism	706	398	1104	2723	2917	5,640	328	39	367	91	134	0	3848	7336
Hydropower	0	1	2569	583	3,152	424	151	575	0	0	0	0	2993	3728
Manufacturing	252	86	338	5366	1709	7,075	388	278	666	17	17	34	6023	8113
Mining	24	3	27	830	135	965	24	8	32	4	0	4	882	146
Total	982	488	1,470	11,488	5,344	16,832	1,164	476	1,640	112	151	38	13,746	20,205

Table 2.13: Foreign workers by sector, employment nature and gender as on 31 December 2016

Sector	Proprietor			Regular paid employee			Casual paid employee			Family worker			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	Tourism	10	2	12	386	175	561	38	36	74	2	3	5	436	216
Hydropower	0	0	0	429	14	443	15	0	15	0	0	0	444	14	458
Manufacturing	6	1	7	1004	139	1,143	457	223	680	0	0	0	1467	363	1830
Mining	0	0	0	220	13	233	128	15	143	0	0	0	348	28	376
Total	16	3	19	2,039	341	2,380	638	274	912	2	3	5	2,695	621	3,316

Table 2.14: Bhutaneese workers by major economic activity, employment nature and gender as on 31 December 2016

Major economic activity	Proprietor			Regular paid employee			Casual paid employee			Family worker			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	Agriculture and Forestry	7	5	12	22	12	34	17	33	50	1	2	3	47	52
Mining and Quarrying	18	3	21	758	125	883	24	8	32	4	0	4	804	136	940
Manufacturing	248	82	330	5,362	1,693	7,055	369	245	614	14	15	29	5,993	2,035	8,028
Electricity and Gas Supply	2	0	2	2,607	602	3,209	426	151	577	0	0	0	3,035	753	3,788
Wholesale & Retail Trade; Repair of Motor Vehicles	1	0	1	0	0	0	0	0	0	2	0	2	3	0	3
Accommodation and Food Service Activities	203	163	366	1,657	2,279	3,936	35	32	67	65	115	180	1,960	2,589	4,549
Information and Commu- nication	1	1	2	21	2	23	0	0	0	0	0	0	22	3	25
Administrative and Sup- port Activities	502	234	736	1,051	624	1,675	293	7	300	24	17	41	1,870	882	2,752
Arts, Entertainment and Recreation	0	0	0	10	7	17	0	0	0	2	2	4	12	9	21
Total	982	488	1,470	11,488	5,344	16,832	1,164	476	1,640	112	151	263	13,746	6,459	20,205

Table 2.15: Foreign workers by major economic activity, employment nature and gender as on 31 December 2016

Major economic activity	Proprietor		Regular paid employee		Casual paid employee		Family worker		Total				
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female			
	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total			
Agriculture and Forestry	0	0	1	0	1	0	0	0	1	0	1		
Mining and Quarrying	0	0	150	6	156	128	15	143	0	0	278	21	299
Manufacturing	6	1	1,051	146	1,197	457	223	680	0	0	1,514	370	1,884
Electricity and Gas Supply	0	0	443	14	457	15	0	15	0	0	458	14	472
Wholesale & Retail Trade; Repair of Motor Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	0
Accommodation and Food Service Activities	10	2	383	175	558	38	36	74	2	3	433	216	649
Information and Communication	0	0	8	0	8	0	0	0	0	0	8	0	8
Administrative and Support Activities	0	0	2	0	2	0	0	0	0	0	2	0	2
Arts, Entertainment and Recreation	0	0	1	0	1	0	0	0	0	0	1	0	1
Total	16	3	2,039	341	2,380	638	274	912	2	3	2,695	621	3,316

Table 2.16: Bhutanese workers by type of legal organization, employment nature and gender as on 31 December 2016

Type of legal organization	Proprietor			Regular paid employee			Casual paid employee			Family worker			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Individual proprietorship	880	454	1,334	4,500	3,200	7,700	453	84	537	106	150	256	5,939	3,888	9,827
Partnership	77	19	96	708	478	1,186	31	42	73	6	1	7	822	540	1,362
Private Limited Company	17	3	20	2,177	580	2,757	153	162	315	0	0	0	2,347	745	3,092
Public Limited Company	2	0	2	3,942	966	4,908	527	180	707	0	0	0	4,471	1,146	5,617
Co-operative society	6	12	18	161	120	281	0	8	8	0	0	0	167	140	307
Total	982	488	1,470	11,488	5,344	16,832	1,164	476	1,640	112	151	263	13,746	6,459	20,205

Table 2.17: Foreign workers by type of legal organization, employment nature and gender as on 31 December 2016

Type of legal organization	Proprietor			Regular paid employee			Casual paid employee			Family worker			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Individual proprietorship	10	2	12	1,146	270	1,416	420	104	524	2	3	5	1,578	379	1,957
Partnership	2	1	3	397	21	418	14	4	18	0	0	0	413	26	439
Private Limited Company	4	0	4	324	35	359	145	166	311	0	0	0	473	201	674
Public Limited Company	0	0	0	172	15	187	59	0	59	0	0	0	231	15	246
Co-operative society	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	16	3	19	2,039	341	2,380	638	274	912	2	3	5	2,695	621	3,316

Table 2.18: Bhutaneese workers by type of ownership, employment nature and gender as on 31 December 2016

Type of ownership	Proprietor		Regular paid employee			Casual paid employee			Family worker			Total			
	Male	Female	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Privately owned	966	483	1,449	6,704	3,868	10,572	639	296	935	108	151	259	8,417	4,798	13,215
Government owned	1	0	1	1,853	558	2,411	90	18	108	0	0	0	1,944	576	2,520
Government with private local collaboration	9	3	12	927	262	1,189	92	29	121	4	0	4	1,032	294	1,326
Private with foreign collaboration	5	2	7	492	300	792	4	0	4	0	0	0	501	302	803
Government with foreign collaboration	1	0	1	1,512	356	1,868	339	133	472	0	0	0	1,852	489	2,341
Total	982	488	1,470	11,488	5,344	16,832	1,164	476	1,640	112	151	263	13,746	6,459	20,205

Table 2.19: Foreign workers by type of ownership, employment nature and gender as on 31 December 2016

Type of ownership	Proprietor		Regular paid employee			Casual paid employee			Family worker			Total			
	Male	Female	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Privately owned	9	2	11	1,448	324	1,772	547	265	812	2	3	5	2,006	594	2,600
Government owned	0	0	0	4	0	4	0	0	0	0	0	0	4	0	4
Government with private local collaboration	0	0	0	56	0	56	22	0	22	0	0	0	78	0	78
Private with foreign collaboration	6	1	7	101	1	102	54	9	63	0	0	0	161	11	172
Government with foreign collaboration	1	0	1	430	16	446	15	0	15	0	0	0	446	16	462
Total	16	3	19	2,039	341	2,380	638	274	912	2	3	5	2,695	621	3,316

Chapter 3: Human Resource Requirements

Table 3.0: Establishments having difficulty finding qualified applicants in past one year by trade region and sector

Trade region	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Thimphu	63	3	35	6	107
Phuentsholing	21	0	44	10	75
Gelephu	39	0	13	2	54
Samdrup Jongkhar	10	0	16	2	28
Mongar	12	1	20	2	35
Trongsa	37	2	14	1	54
Total	182	6	142	23	353

Table 3.1: Establishments having difficulty finding qualified applicants in past one year by category and sector

Category	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Cottage	74	1	52	0	127
Small	85	0	57	16	158
Medium	22	1	23	6	52
Large	1	4	10	1	16
Total	182	6	142	23	353

Table 3.2: Establishments having difficulty finding qualified applicants in past one year by major economic activity and sector

Major economic activity	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Agriculture and Forestry	0	0	2	0	2
Mining and Quarrying	0	0	0	19	19
Manufacturing	2	1	137	4	144
Electricity and Gas Supply	0	5	2	0	7
Accommodation and Food Service Activities	164	0	0	0	164
Information and Communications	0	0	1	0	1
Arts, Entertainment and Recreation	16	0	0	0	16
Total	182	6	142	23	353

Table 3.3: Establishments having difficulty finding qualified applicants in past one year by type of legal organization and sector

Organization	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Individual proprietorship	174	1	121	16	312
Partnership	8	1	2	3	14
Private Limited Company	0	0	14	2	16
Public Limited Company	0	4	5	1	10
Co-operative society	0	0	0	1	1
Total	182	6	142	23	353

Table 3.4: Establishments having difficulty finding qualified applicants in past one year by type of ownership and sector

Ownership	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Privately owned	180	1	133	20	334
Government owned	0	0	3	0	3
Government with private local collaboration	0	0	2	3	5
Private with foreign collaboration	2	0	4	0	6
Government with foreign collaboration	0	5	0	0	5
Total	182	6	142	23	353

Table 3.5: Establishments did not have difficulty finding qualified applicants in past one year by trade region and sector

Trade region	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Thimphu	852	1	181	13	1,047
Phuentsholing	45	2	67	15	129
Gelephu	26	1	16	4	47
Samdrup Jongkhar	29	0	11	1	41
Mongar	34	2	32	0	68
Trongsa	17	0	14	1	32
Total	1,003	6	321	34	1,364

Table 3.6: Establishments did not have difficulty finding qualified applicants for past one year by category and sector

Category	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Cottage	628	0	141	2	771
Small	317	0	125	16	458
Medium	57	2	42	16	117
Large	1	4	13	0	18
Total	1,003	6	321	34	1,364

Table 3.7: Establishments did not have difficulty finding qualified applicants for past one year by major economic activity and sector

Major economic activity	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Agriculture and Forestry	0	0	14	0	14
Mining and Quarrying	0	0	0	30	30
Manufacturing	1	0	304	4	309
Electricity and Gas Supply	0	6	1	0	7
Repair of Motor Vehicles	0	0	1	0	1
Accommodation and Food Service Activities	303	0	0	0	303
Administrative	698	0	1	0	699
Arts, Entertainment and Recreation	1	0	0	0	1
Total	1,003	6	321	34	1,364

Table 3.8: Establishments did not have difficulty finding qualified applicants for past one year by type of legal organization and sector

Organization	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Individual proprietorship	957	0	275	28	1,260
Partnership	34	0	10	2	46
Private Limited Company	9	0	18	2	29
Public Limited Company	3	6	8	2	19
Co-operative society	0	0	10	0	10
Total	1,003	6	321	34	1,364

Table 3.9: Establishments did not have difficulty finding qualified applicants for past one year by type of legal organization and sector

Trade region	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Privately owned	986	0	300	33	1,319
Government owned	1	6	5	0	12
Government with private local collaboration	10	0	10	0	20
Private with foreign collaboration	5	0	5	1	11
Government with foreign collaboration	1	0	1	0	2
Total	1,003	6	321	34	1,364

Table 3.10: Unfilled job opening in past one year by major occupation and trade region

Major occupation	Trade region						Total
	Thimphu	Phuentsholing	Gelephu	Samdrup Jongkhar	Mongar	Trongsa	
Legislators, Senior Officials and Managers	12	5	2	2	2	3	26
Professionals	12	20	1	4	7	4	48
Technicians and Associate Professionals	15	14	2	2	3	13	49
Clerical Support Workers	8	5	1	0	1	2	17
Services and Sales Workers	53	23	52	10	13	25	176
Craft and Related Trades Workers	30	23	9	10	14	11	97
Plant and Machine Operators and Assemblers	10	20	21	0	3	5	59
Elementary Occupations	29	23	11	5	12	21	101
Total	169	133	99	33	55	84	573

Table 3.11: Unfilled job opening in past one year by major occupation and sector

Major occupation	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Legislators, Senior Officials and Managers	15	1	9	1	26
Professionals	15	8	20	5	48
Technicians and Associate Professionals	24	4	13	8	49
Clerical Support Workers	14	1	1	1	17
Services and Sales Workers	173	0	3	0	176
Craft and Related Trades Workers	2	2	89	4	97
Plant and Machine Operators and Assemblers	21	4	20	14	59
Elementary Occupations	52	2	43	4	101
Total	316	22	198	37	573

Table 3.12: Unfilled job opening in past one year by major economic activity and major occupation

Major economic activity	Major occupation								Total
	Legislators, Senior Officials and Managers	Professionals	Technicians and Associate Professionals	Clerical Support Workers	Services and Sales Workers	Craft and Related Trades Workers	Plant and Machine Operators and Assemblers	Elementary Occupations	
Agriculture and Forestry	0	0	0	0	0	0	0	2	2
Mining and Quarrying	1	5	8	1	0	4	12	2	33
Manufacturing	10	18	13	1	3	92	18	44	199
Electricity and Gas Supply	1	9	4	1	0	0	5	1	21
Accommodation and Food Service Activities	10	8	24	13	167	1	17	52	292
Information and Communication	0	1	0	0	0	0	3	0	4
Administrative and Support Service Activity	4	7	0	1	6	0	4	0	22
Total	26	48	49	17	176	97	59	101	573

Table 3.13: Unfilled job opening in past one year by major occupation and type of legal organization

Major occupation	Organization					Total
	Individual proprietorship	Partnership	Private Limited Company	Public Limited Company	Co-operative society	
Legislators, Senior Officials and Managers	17	3	3	3	0	26
Professionals	21	9	12	6	0	48
Technicians and Associate Professionals	38	2	4	5	0	49
Clerical Support Workers	14	2	0	1	0	17
Services and Sales Workers	170	5	1	0	0	176
Craft and Related Trades Workers	91	1	3	2	0	97
Plant and Machine Operators and Assemblers	47	6	3	3	0	59
Elementary Occupations	93	4	2	1	1	101
Total	491	32	28	21	1	573

Table 3.14: Unfilled job opening in past one year by major occupation and type of ownership

Major occupation	Type ownership					Total
	Privately owned	Government owned	Government with private local collaboration	Private with foreign collaboration	Government with foreign collaboration	
Legislators, Senior Officials and Managers	22	0	3	0	1	26
Professionals	30	2	0	8	8	48
Technicians and Associate Professionals	42	2	0	1	4	49
Clerical Support Workers	14	1	0	1	1	17
Services and Sales Workers	175	0	0	1	0	176
Craft and Related Trades Workers	95	1	0	1	0	97
Plant and Machine Operators and Assemblers	53	0	1	1	4	59
Elementary Occupations	97	0	2	1	1	101
Total	528	6	6	14	19	573

Table 3.15: Establishments having difficulty finding qualified applicants in past one year by skills and sector

Skills	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Work habits	182	6	142	23	353
Problem solving	57	1	43	5	106
Communication	24	0	12	1	37
Adaptability	32	0	16	4	52
Customer service	25	0	11	1	37
Computer skills	27	0	19	5	51
Team work	20	0	7	2	29
Writing	16	0	10	1	27
Reading	9	0	9	1	19
Integrity	26	0	10	2	38
Others	72	0	12	20	104
Total	490	7	291	65	853

Table 3.16: Establishments having difficulty finding qualified applicants in past one year by skills and category

Skills	Category				Total
	Cottage	Small	Medium	Large	
Work habits	127	158	52	16	353
Problem solving	43	43	13	7	106
Communication	17	15	5	0	37
Adaptability	21	25	6	0	52
Customer service	16	15	5	1	37
Computer skills	20	23	8	0	51
Team work	12	15	2	0	29
Writing	12	10	5	0	27
Reading	7	8	4	0	19
Integrity	18	15	3	2	38
Others	36	36	12	20	104
Total	329	363	115	46	853

Table 3.17: Establishments having difficulty finding qualified applicants in past one year by skills and type of legal organization

Skills	Organization					Total
	Individual proprietorship	Partnership	Private Limited Company	Public Limited Company	Co-operative society	
Work habits	312	14	16	10	1	353
Problem solving	96	1	7	2	0	106
Communication	34	1	2	0	0	37
Adaptability	48	2	2	0	0	52
Customer service	33	2	2	0	0	37
Computer skills	47	2	1	0	1	51
Team work	27	1	1	0	0	29
Writing	24	1	2	0	0	27
Reading	18	1	0	0	0	19
Integrity	34	1	2	0	1	38
Others	84	0	20	0	0	104
Total	757	26	55	12	3	853

Table 3.18: Establishments having difficulty finding qualified applicants in past one year by skills and type of ownership

Skills	Ownership					Total
	Privately owned	Govt. owned	Government with private local collaboration	Private with foreign collaboration	Government with foreign collaboration	
Work habits	334	3	5	6	5	353
Problem solving	103	1	0	2	0	106
Communication	36	0	0	1	0	37
Adaptability	50	0	1	1	0	52
Customer service	35	0	1	1	0	37
Computer skills	48	0	2	1	0	51
Team work	28	0	0	1	0	29
Writing	26	0	0	1	0	27
Reading	19	0	0	0	0	19
Integrity	37	0	1	0	0	38
Others	104	0	0	0	0	104
Total	820	4	10	14	5	853

Table 3.19: Establishments having difficulty finding qualified applicants in past one year by skills and trade region

Skills	Trade region						Total
	Thimphu	Phuentsholing	Gelephu	Samdrup Jongkhar	Mongar	Trongsa	
Work habits	107	75	54	28	35	54	353
Problem solving	16	23	32	17	10	8	106
Communication	7	12	10	0	6	2	37
Adaptability	10	11	19	1	3	8	52
Customer service	4	9	14	1	4	5	37
Computer skills	3	9	23	3	10	3	51
Team work	2	6	10	0	6	5	29
Writing	2	9	9	1	6	0	27
Reading	1	6	5	0	7	0	19
Integrity	6	3	8	9	1	11	38
Others	0	24	36	32	0	12	104
Total	158	187	220	92	88	108	853

Table 3.20: Establishments with increased training in past one year by trade region and sector

Trade region	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Thimphu	74	3	16	4	97
Phuentsholing	10	2	26	3	41
Gelephu	10	1	4	1	16
Samdrup Jongkhar	0	0	3	2	5
Mongar	10	0	7	0	17
Trongsa	6	1	1	0	8
Total	110	7	57	10	184

Table 3.21: Establishments with increased training in past one year by category and sector

Category	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Cottage	25	0	5	0	30
Small	54	0	18	4	76
Medium	30	1	19	6	56
Large	1	6	15	0	22
Total	110	7	57	10	184

Table 3.22: Establishments with increased training in past one year by type of legal organization and sector

Organization	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Individual proprietor	95	0	33	7	135
Partnership	11	0	3	0	14
Private Limited Company	3	0	9	1	13
Public Limited Company	1	7	9	1	18
Co-operative society	0	0	3	1	4
Total	110	7	57	10	184

Table 3.23: Establishments with increased training in past one year by type of ownership and sector

Type of ownership	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Privately owned	103	0	42	9	154
Government owned	0	4	7	0	11
Government with private local collaboration	1	0	5	1	7
Private with foreign collaboration	5	0	3	0	8
Government with foreign collaboration	1	3	0	0	4
Total	110	7	57	10	184

Table 3.24: Establishments need for training in past one year by trade region

Trade region	Increased	Decreased	Stayed about same	Total
Thimphu	44	19	1,091	1,154
Phuentsholing	36	4	164	204
Gelephu	6	5	90	101
Samdrup Jongkhar	5	22	42	69
Mongar	4	6	93	103
Trongsa	7	2	77	86
Total	102	58	1,557	1,717

Table 3.25: Establishments need for training in past one year by sector

Sector	Increased	Decreased	Stayed about same	Total
Tourism	63	30	1,092	1,185
Hydropower	4	1	7	12
Manufacturing	25	25	413	463
Mining	10	2	45	57
Total	102	58	1,557	1,717

Table 3.26: Establishments need for training in past one year by category

Category	Increased	Decreased	Stayed about same	Total
Cottage	12	26	860	898
Small	41	24	551	616
Medium	35	7	127	169
Large	14	1	19	34
Total	102	58	1,557	1,717

Table 3.27: Establishments need for training in past one year by type of legal organization

Organization	Increased	Decreased	Stayed about same	Total
Individual proprietor	74	50	1,448	1,572
Partnership	8	1	51	60
Private Limited Company	11	4	30	45
Public Limited Company	8	1	20	29
Co-operative society	1	2	8	11
Total	102	58	1,557	1,717

Table 3.24: Establishments need for training in past one year by type of ownership

Ownership	Increased	Decreased	Stayed about same	Total
Privately owned	91	55	1,507	1,653
Government owned	5	2	8	15
Government with private local collaboration	1	0	24	25
Private with foreign collaboration	4	1	12	17
Government with foreign collaboration	1	0	6	7
Total	102	58	1,557	1,717

Table 3.29: Establishments training in past one year by trade region and reason

Reason	Trade region						Total
	Thimphu	Phuentsholing	Gelephu	Samdrup Jongkhar	Mongar	Trongsa	
Promote personal/career development	36	18	5	3	4	7	73
Improve output quality	23	24	5	4	4	4	64
Develop a more flexible and versatile workforce	17	11	1	3	0	2	34
Changes in technology	6	12	1	0	0	2	21
Improve worker productivity	14	26	5	3	4	5	57
Changes in work organization	6	7	0	0	0	1	14
Improve employee morale	9	13	3	1	1	3	30
Change in products/services	7	8	2	0	0	2	19
Keep up with competitors	11	20	4	0	2	4	41
Legal requirements	0	3	0	2	0	1	6
Develop positive attitudes and work habits	13	6	2	4	0	2	27
New hires did not have necessary skills	15	25	5	0	0	5	50
Total	157	173	33	20	15	38	436

Table 3.30: Establishments with increased training in past one year by trade region and primary training provider

Trade region	Primary training provider				Total
	In-house training	Private training	Government training	Ex-country training	
Thimphu	24	6	10	4	44
Phuentsholing	27	4	5	0	36
Gelephu	2	1	2	1	6
Samdrup Jongkhar	2	2	1	0	5
Mongar	3	0	1	0	4
Trongsa	2	0	5	0	7
Total	60	13	24	5	102

Table 3.31: Establishments with increased training in past one year by sector and primary training provider

Sector	Primary training provider				Total
	In-house training	Private training	Government training	Ex-country training	
Tourism	36	7	16	4	63
Hydropower	3	0	1	0	4
Manufacturing	16	5	3	1	25
Mining	5	1	4	0	10
Total	60	13	24	5	102

Table 3.32: Establishments with increased training in past one year by category and primary training provider

Category	Primary training provider				Total
	In-house training	Private training	Government training	Ex-country training	
Cottage	4	2	3	3	12
Small	21	6	14	0	41
Medium	26	1	6	2	35
Large	9	4	1	0	14
Total	60	13	24	5	102

Table 3.33: Establishments with increased training in past one year by type of organization and primary training provider

Total	In-house training	Private training	Government training	Ex-country training	Total
Individual proprietor	43	9	20	2	74
Partnership	5	0	1	2	8
Private Limited Company	6	4	1	0	11
Public Limited Company	5	0	2	1	8
Co-operative society	1	0	0	0	1
Total	60	13	24	5	102

Table 3.34: Establishments with increased training in past one year by type of ownership and primary training provider

Type of ownership	In-house training	Private training	Government training	Ex-country training	Total
Privately owned	51	13	23	4	91
Government owned	4	0	0	1	5
Government with private local collaboration	1	0	0	0	1
Private with foreign collaboration	4	0	0	0	4
Government with foreign collaboration	0	0	1	0	1
Total	60	13	24	5	102

Table 3.35: Establishments with increased training in past one year by trade region and source of funding

Trade region	Company funding	Government funding	Donor funding*	Total
Thimphu	36	7	1	44
Phuentsholing	34	2	0	36
Gelephu	3	3	0	6
Samdrup Jongkhar	4	1	0	5
Mongar	2	2	0	4
Trongsa	2	5	0	7
Total	81	20	1	102

*Includes funds from international and other private/non-government organizations

Table 3.36: Establishments with increased training in past one year by sector and source of funding

Category	Company funding	Government funding	Donor funding*	Total
Tourism	45	17	1	63
Hydropower	3	1	0	4
Manufacturing	23	2	0	25
Mining	10	0	0	10
Total	81	20	1	102

*Includes funds from international and other private/non-government organizations

Table 3.37: Establishments with increased training in past one year by category and source of funding

Category	Company funding	Government funding	Donor funding*	Total
Cottage	9	3	0	12
Small	27	14	0	41
Medium	32	2	1	35
Large	13	1	0	14
Total	81	20	1	102

*Includes funds from international and other private/non-government organizations

Table 3.38: Establishments with increased training in past one year by type of legal organization and source of funding

Type of legal organization	Company funding	Government funding	Donor funding*	Total
Individual proprietor	55	18	1	74
Partnership	7	1	0	8
Private Limited Company	11	0	0	11
Public Limited Company	7	1	0	8
Co-operative society	1	0	0	1
Total	81	20	1	102

*Includes funds from international and other private/non-government organizations

Table 3.39: Establishments with increased training in past one year by type of ownership and source of funding

Type of ownership	Company funding	Government funding	Donor funding*	Total
Privately owned	71	19	1	91
Government owned	4	1	0	5
Government with private local collaboration	1	0	0	1
Private with foreign collaboration	4	0	0	4
Government with foreign collaboration	1	0	0	1
Total	81	20	1	102

*Includes funds from international and other private/non-government organizations

Table 3.40: Establishments projected need over the next three years by major occupation and sector

Major Occupations	Sector				Total
	Tourism	Hydropower	Manufacturing	Mining	
Legislators, Senior Officials and Managers	48	2	47	11	108
Professionals	77	40	155	16	288
Technicians and Associate Professionals	98	121	337	20	576
Clerical Support Workers	136	0	10	9	155
Services and Sales Workers	763	3	21	5	792
Skilled Agricultural and Forestry Workers	0	0	129	0	129
Craft and Related Trades Workers	9	9	516	7	541
Plant and Machine Operators and Assemblers	92	16	130	127	365
Elementary Occupations	370	0	471	12	853
Total	1,593	191	1,816	207	3,807

Table 3.41: Establishments projected need over the next three years by major occupation and trade region

Major Occupation	Trade region						Total
	Thimphu	Phuentsholing	Gelephu	Samdrup Jongkhar	Mongar	Trongsa	
Legislators, Senior Officials and Managers	44	14	5	2	11	32	108
Professionals	91	130	45	5	11	6	288
Technicians and Associate Professionals	108	390	19	10	25	24	288
Clerical Support Workers	105	13	4	3	19	11	155
Services and Sales Workers	444	89	121	9	53	76	792
Skilled Agricultural and Forestry Workers	129	0	0	0	0	0	129
Craft and Related Trades Workers	190	153	66	31	54	47	541
Plant and Machine Operators and Assemblers	167	144	15	5	6	28	365
Elementary Occupations	448	166	78	33	61	67	853
Total	1,726	1,099	353	98	240	291	3,807

Table 3.42: Establishments projected need over the next three years by education level and trade region

Education level	Thimphu	Phuentsholing	Gelephu	Samdrup Jongkhar	Mongar	Trongsa	Trongsa
No education	450	232	101	54	64	66	967
Class 10/Certificate	655	209	152	28	79	132	1255
Class 12/Diploma	417	429	79	8	74	83	1090
Technical Graduate	39	135	6	8	12	1	201
General Graduate	164	82	15	0	8	7	276
Master Degree & above	1	12	0	0	3	2	18
Total	1726	1099	353	98	240	291	3807

Table 3.43: Establishments projected need over the next three years by education level and category

Education level	Cottage	Small	Medium	Large	Total
No education	406	393	153	15	967
Class 10/Certificate	371	523	326	35	1255
Class 12/Diploma	223	273	455	139	1090
Technical Graduate	8	27	70	96	201
General Graduate	88	82	79	27	276
Master Degree & above	0	2	12	4	18
Total	1096	1300	1095	316	3807

Table 3.44: Establishments projected need over the next three years by education level and type of ownership

Education level	Individual proprietorship	Partnership	Private Limited Company	Public Limited Company	Co-operative society	Total
No education	901	13	46	5	2	967
Class 10/Certificate	1097	54	32	14	58	1255
Class 12/Diploma	513	106	313	116	42	1090
Technical Graduate	62	10	22	105	2	201
General Graduate	170	31	51	22	2	276
Master Degree & above	1	5	12	0	0	18
Total	2744	219	476	262	106	3807

Annexure: Establishment Survey 2017 Questionnaire

ESTABLISHMENT SURVEY - 2017

(Tourism, Hydropower, Manufacturing and Mining sector)

<p>Confidentiality: Data obtained from this survey will solely be meant for research purposes and shall be kept confidential at all times.</p>	<p>Sir/Madam, The Ministry of Labour and Human Resources is conducting the Establishment Survey for the purpose of formulating labour and employment policies. Therefore, the Ministry would like to request all the respondents to extend kind cooperation to the surveyors.</p>
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PART I - IDENTIFICATION AND MAIN CHARACTERISTICS

A. IDENTIFICATION

A1. Name of the Establishment:.....

A2. Dzongkhag Code:

A3. Name of Town/Area:.....

A4. Name of the Proprietor:.....

A5. Contact No. (Office):

A6. Contact 1.

Contact 2.

Name:.....

Name:.....

Designation:.....

Designation:.....

Contact No.:.....

Contact No.:.....

Email id.....

Email id.....

B. MAIN ACTIVITY

(The principle activity is identified by the activity which generates the highest income)

B1. Specify the main activity in detail.....

B2. Does the Establishment have secondary activity (Yes/No?)

B3. How many secondary activities does the establishment have?

B4. Specify the secondary activities in detail

(a.).....

(b.).....

(c.).....

C. ORGANIZATIONAL STATUS

C1. Category of Establishment

Tourism

Hydropower

Manufacturing

Mining

C2. Type of legal organization: (tick)

Individual proprietorship

Partnership

Private Limited Company

Public Limited Company

Co-operative society

C3. Type of ownership: (tick)

Privately owned

Government owned

Government with private local collaboration

Private with foreign collaboration

Government with foreign collaboration

C4. Year of commencement of operations:

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C5. Number of months in operation per year:

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C6. Does the establishment have a parent company? (Yes / No)

C7. If yes, location of parent company

Name of the Parent Company.....

Dzongkhag:.....

PART II – EMPLOYMENT

1. Number of persons engaged.

1.0	Employment as at	Bhutanese		Non Bhutanese		Total	
		Male	Female	Male	Female	Male	Female
1.1	31st December, 2015						
1.2	31st December, 2016						
Total							

2. Number of persons engaged at 31 December, 2016 by Nature of Employment.

2.0	Nature of Employment	Bhutanese		Non Bhutanese		Total	
		Male	Female	Male	Female	Male	Female
2.1	Working Proprietors/Partners						
2.2	Regular Paid Employees						
2.3	Casual Paid Employees						
2.4	Family and other worker						
Total							

3. Number of persons engaged at 31 December, 2016 by specific occupation.

Sl. No.	Specific Occupation	ISCO	Bhutanese		Non Bhutanese		Total	
			Male	Female	Male	Female	Male	Female
Total								

PART III - HUMAN RESOURCE DEVELOPMENT

4. During the past one (1) year, did you have any difficulty finding qualified applicants (right skill & right education level) for any of the jobs you were trying to fill? (Yes/No)

(If No. Go to Q.4.6)

4.1 Of the following options, how did your establishment respond to difficulty of finding qualified applicants? (Tick 3 most appropriate)

- Did not fill the job opening
- Hired a less qualified applicant
- Outsourced work or purchased services from another firm
- Increased overtime hours for current workers
- Increased recruiting efforts
- Increased wages to attract more applicants

4.2 What kind of occupations were difficult to find during the past one (1) year?

Sl. No.	Specific Occupation	ISCO
	Total	

4.3 In the past one (1) year, how much difficulty has your establishment had finding employees with the following soft skills? “Very Difficult, Somewhat difficult or No Difficult?”

- Work habits
- Problem solving
- Communication
- Adaptability
- Customer service
- Computer skills
- Team work
- Writing Reading
- Integrity
- Others

4.4 Which of the following has resulted from your establishment’s difficulty finding qualified applicants?

- It reduced your establishment’s productions output or sales
- Your establishment was prevented from expanding its facilities
- Your establishment was prevented from developing new products or services
- Others

4.5 During the past one (1) year, has your establishment experienced Very difficult, Somewhat Difficulty or No Difficulty with entry-level workers demonstrating skills?

- Speaking so others can understand
- Listening actively
- Reading with understanding
- Observing critically
- Cooperating with others
- Resolving conflict and negotiating
- Solving problems and making decisions
- Taking responsibility for learning
- Using information and communications technology
- Interacting well with customers
- Others

4.6 In the next three (3) years, what kind of occupations will your establishment require?

Sl. No.	Enter Specific occupations	ISCO	Education Level	Number
Total				

4.7 In the past one (1) year, have the skills required to adequately perform your establishments primary, front-line or support service jobs increased, decreased or stayed about the same?

- Increased
- Decreased
- Stayed about the same

4.8 Did your establishment provide or pay for any classroom training, workshops or seminars for any employees during the past one (1) year? (Yes/No)

(If ‘No’, go to Q. 4.10)

4.9 For each of these types of employees, approximately what percentage received classroom training, workshops or seminars during the past one (1) year?

- Professional occupations
- Marketing and Sales occupations
- Agricultural, forestry, fishing and related occupations
- Managerial and administrative occupations
- Technical and paraprofessional occupations
- Service occupations
- Production, construction, operation, maintenance and material handling occupations
- Clerical and administrative occupations

4.10 Approximately what percent of your current employees would you say need further education or training in order to reach the current level of productivity and competence that your establishment needs?

4.11 During the past one (1) year, has the percentage of your employees who have received classroom training, workshops or seminars increased, decreased or stayed about the same?

- Increased
- Decreased
- Stayed about the same

4.12 If you had an increase in trainings, which of the following are the reasons for the increase during the past one (1) year? (Limit to 5)

- To promote the personal or career development of employees
- Need to improve the quality of output
- To develop a more flexible and versatile workforce
- Changes in technology
- Need to improve worker productivity
- Changes in products or services you provide
- To keep up with competitors
- Legal requirements to increase training
- To help employees develop more positive attitudes and work habits
- New hires did not have necessary skills

4.13 Which of the training provider has your establishment utilized for your training and educational needs during the past one (1) year? (Tick the primary training institute utilized)

- In-house training
- Private training institutes
- Government training institutes
- Ex-country training institutes

4.14 Source of funding for the training.

- Company funding
- Government funding
- Donor funding (includes funds from international and other private/non-government organizations)

4.15 How satisfied are you or were you with the training that you have obtained for your employees from that primary provider?

- Very satisfied
- Somewhat satisfied

4.16 Did your establishment provide specific on-the-job training in the past one (1) year? (Yes/No)

4.17 What percentages of your Establishment's current jobs require each of the following education levels? The answers should total 100 %.(e.g. 75% of your jobs require a Bachelor's Degree and 25% require some diploma).

- No education
- Class X/Certificate
- Class XII/Diploma
- Technical Graduates
- General Graduates
- Master's Degree & above

4.18 Do you have plans to expand your establishment? (Yes/No)

(If 'No', go to Q. 4.20)

4.19 What are the main reasons for future expansion?

- Increased demand for goods and services
- Product diversification
- Easy access to credit facilities
- Easy availability of skilled manpower
- Easy availability of raw materials
- Others

4.20 What are the main constraints to expansion?

- Lack of demand for goods and services
- Market competition
- Credit constraints
- Lack of skilled manpower
- Scarcity of raw materials
- Foreign exchange regulations
- Strict labour legislation
- Others

5.1 Does the establishment have Internal Service Rule (ISR)? (Yes/No)

(Ask only if the establishment has 5 or more employees)