



OCCUPATIONAL FRAMEWORK

SECTION N: ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES

DIVISION 78: EMPLOYMENT ACTIVITIES

First Printing 2022

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Ministry of Human Resources

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ABSTRACT

An Occupational Framework (OF) is the outcome of an Occupational Analysis that identify the competencies within the work scope of an occupational area. It is used to analyse the competency requirement for skilled human resources within a specific industrial sector. The development of the Occupational Structure is a preliminary process in developing the relevant National Occupational Skills Standard (NOSS). The NOSS in turn will be developed to be used as the basis to conduct skills training and certification of competent workforce. This OF is developed for the Employment Activities sector; which is based on the Malaysia Standard Industrial Classification (MSIC) 2008 under Section N: Administrative and Support Service Activities; Division 78: Employment Activities; Group 781: Activities of Employment Placement Agencies; 782: Temporary Employment Agency Activities; and 783: Other Human Resources Provision. This document is divided into five chapters. The first two chapters being the introduction and industrial overview highlighted the definition and scope of the sector; the current analysis of the local sector and its skilled worker requirements; as well as the government bodies and agencies that supporting the growth of the industry. The third chapter explained the methodology used during the OF development, which is a mixed-method using both qualitative and quantitative analysis. The qualitative analysis consists of documents review and Focus Group Discussion (FGD) sessions, whereas the quantitative analysis used a survey instrument. Workshops for the FGD were held to get a better understanding of the organisational structure, job titles and main activities of the specified positions. The FGD that involved seven (7) industry experts were accomplished through brainstorming sessions to achieve the deliverables of this OF, namely the Occupational Structure (OS), Occupational Responsibilities (OR) and Occupational Descriptions (OD). It also identifies the jobs in demand, critical jobs, competencies in demand, jobs relevant to technology and industrial revolution, and the emerging skills. The final chapters presented the findings of the OF from the analysis of FGD and survey. These findings will in turn be the basis of reference for the development of the NOSS document. The NOSS will serve not only as a reference of skills standards for certification but also as a guide to developing the skills training curriculum. The total number of job areas identified within the main job areas is 9 with 43 job titles. A total of 10 job titles were identified as relevant to the current industrial revolution and 4 job titles are classified as critical jobs in the Employment Activities sector.

ABSTRAK

Kerangka Pekerjaan adalah hasil Analisis Pekerjaan untuk mengenalpasti skop kerja bidang pekerjaan dari segi kecekapan. Ia digunakan untuk menganalisa keperluan kecekapan sumber manusia untuk sektor ini. Pembangunan Kerangka Pekerjaan adalah proses awal dalam membangunkan Standard Kemahiran Pekerjaan Kebangsaan (SKPK) yang berkaitan. SKPK pula akan dibangunkan untuk digunakan sebagai asas untuk menjalankan latihan kemahiran dan pensijilan tenaga kerja yang kompeten. Kerangka Pekerjaan yang dibangunkan ini merangkumi aktiviti pekerja dan ianya adalah berdasarkan Piawaian Klasifikasi Industri Malaysia (MSIC) 2008 Seksyen N: Aktiviti Pentadbiran dan Khidmat Sokongan; Bahagian 78: Aktiviti Pekerjaan; Kumpulan 781: Aktiviti Agensi Penempatan Pekerjaan; 782: Aktiviti Agensi Pekerjaan Sementara; dan 783: Penyediaan Sumber Manusia Lain. Dokumen ini dibahagikan kepada lima bab, dua bab pertama menjadi pengenalan dan gambaran industri yang menjelaskan definisi dan skop sektor, analisis semasa sektor tempatan dan keperluan pekerja mahir, badan-badan kerajaan serta agensi yang terlibat yang menyokong pertumbuhan industri berkaitan. Bab ketiga menerangkan metodologi yang digunakan dalam pembangunan Kerangka Pekerjaan yang merangkumi kedua-dua analisis kualitatif dan kuantitatif. Metodologi kualitatif melibatkan analisis dokumen berkaitan dan sesi perbincangan fokus berkumpulan, manakala analisis kuantitatif melibatkan penggunaan instrumen kaji selidik. Bengkel perbincangan fokus berkumpulan diadakan untuk mendapatkan pemahaman yang lebih baik mengenai struktur organisasi, tajuk pekerjaan dan aktiviti utama jawatan yang ditentukan. Perbincangan tersebut melibatkan tujuh (7) ahli panel pakar industri yang berbincang untuk mencapai penemuan kajian seperti struktur pekerjaan, tajuk pekerjaan, kompetensi yang diperlukan dan bidang kerja kritikal. Bab-bab terakhir akan membentangkan penemuan Kerangka Pekerjaan yang diterjemahkan ke dalam Struktur Pekerjaan, Tahap Kompetensi dan Bidang Kerja Kritikal. Penemuan ini akan menjadi asas rujukan untuk pembangunan dokumen SKPK. SKPK akan bertindak bukan sahaja sebagai rujukan piawaian kemahiran untuk pensijilan tetapi juga sebagai panduan untuk membangunkan kurikulum latihan kemahiran. Jumlah bidang perjawatan utama yang dikenalpasti adalah 9 dengan 43 tajuk pekerjaan. Sejumlah 10 pekerjaan yang dikenal pasti berkaitan dengan teknologi dan Revolusi Industri dan 4 pekerjaan diklasifikasikan sebagai pekerjaan kritikal dalam sektor ini.

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ABBREVIATION

4IR	Fourth Industrial Revolution
AI	Artificial Intelligence
DKM/ MSD	Diploma Kemahiran Malaysia/ Malaysian Skills Diploma
DLKM/ MSAD	Diploma Lanjutan Kemahiran Malaysia/ Malaysian Skills Advanced Diploma
DOSM	Department of Statistics Malaysia
DSD	Department of Skills Development
FGD	Focus Group Discussion
HRD Corp	Human Resource Development Corporation
HOPS	Holiday Placement for Student
ILMIA	Institute for Labour Market Information and Analysis
ILO	International Labour Organisation
IMP3	Third Industrial Master Plan
ISIC	International Standard Industrial Classification of All Economic Activities
JKKP	Jabatan Keselamatan dan Kesihatan Pekerjaan
JPPM	Jabatan Perhubungan Perusahaan Malaysia
JTM	Jabatan Tenaga Manusia
KDN	Kementerian Dalam Negeri
KKM	Kementerian Kesihatan Malaysia
KKMM	Ministry of Communications and Multimedia/ Kementerian Komunikasi

dan Multimedia Malaysia

LFPR	Labour Forces Participation Rate
MAMA	Malaysia Maid Employees Association
MASCO	Malaysia Standard Classification of Occupations
MCMC	Malaysian Communications and Multimedia Commission
MDEC	Malaysia Digital Economy Corporation
MEF	Malaysian Employers Federation
MIDA	Malaysian Investment Development Authority
MITI	Ministry of International Trade and Industry
MOHR	Ministry of Human Resources
MOSQF	Malaysia Occupational Skills Qualification Framework
MSCS	Malaysian Skills Certification System
MSIC	Malaysia Standard Industrial Classification
NACE	National Association of Colleges and Employers
NIOSH	National Institute for Occupational Safety & Health
NOSS	National Occupational Skills Standard
OA	Occupational Analysis
OD	Occupational Description
OF	Occupational Framework
OR	Occupational Responsibility
OS	Occupational Structure

PAE/ APS	Private Employment Agency/ Agensi Pekerjaan Swasta
PTPK	Perbadanan Tabung Pembangunan Kemahiran/ Skills Development Fund Corporation
PUSMA	Pertubuhan Kebangsaan Sumber Manusia Malaysia
SKM	Sijil Kemahiran Malaysia/ Malaysian Skills Certificate
SKM 1	Sijil Kemahiran Malaysia Tahap 1/ Malaysian Skills Certificate Level 1
SKM 2	Sijil Kemahiran Malaysia Tahap 2/ Malaysian Skills Certificate Level 2
SKM 3	Sijil Kemahiran Malaysia Tahap 3/ Malaysian Skills Certificate Level 3
SOCISO / PERKESO	Social Security Organisation/ Pertubuhan Keselamatan Sosial
SPKM	Sistem Persijilan Kemahiran Malaysia
UER	Unemployment Rate
WIM	Written Instructional Materials

GLOSSARY

Blue Collar Workers	Workers in various non-office settings
Competency in Demand	Refers to the ability in performing the tasks efficiently according to the industry requirements.
Critical Job	Jobs in demand but hard to fill and are always short of supply due to the nature of the jobs which require certain skills set.
Domestic Workers	Workers who perform in or for a private household or households.
Emerging Skills	Skills predicted to be imperative to the industry in the near future, based on the recent development, trend or study
Filled Job	Paid employees (full-time and part-time), exclude individual proprietors and business partners, unpaid family workers and employees on unpaid leave.
Jobs	Total labour required by establishments to produce goods and services at a given point of time, which is comprised of filled job and vacancies.
Job Created	Jobs created in organisation which were not previously available, including newly created services schemes, job create for the promotion of existing employees and increase in the number of jobs from existing structure.
Job Demand and Supply	Refer to job vacancy registration and active job seekers.
Job Description	Defined as a summary that provides an overview that explains the type of work and daily tasks performed by a particular position.
Job in Demand	Indicates the job titles that are important in the smooth running of the main operations of the particular sector.
Job Title	Defined as the name of a particular job in an organization.
Knowledge	Defined as the body of information that can be used to perform a task.
Labour Demand	The labour required by establishments to produce goods and services at a given point in time.
License A	Recruit and place local job seeker within Malaysia. Paid up capital-RM50,000.00 with security deposit of RM5,000.00.

License B	Recruit and place local job seeker within Malaysia. Recruit and place job seeker within Malaysia and endorse to oversea. Recruit and place foreign domestic workers into Malaysia. Paid up capital-RM100,000.00 with security deposit of RM100,000.00.
License C	Recruit and place local job seeker within Malaysia. Recruit and place job seeker within Malaysia and endorse to oversea. Recruit and place foreign domestic workers into Malaysia. Recruit and place foreign job seekers. Paid up capital RM250,000.00 with security deposit of RM250,000.00.
Low-skilled	Defined as a person who performs simple, routine and unsystematic tasks that typically require the use of hand tools or with physical energy whether light or heavy.
Malaysian Occupational Skills Qualification Framework	Describes and breakdowns an occupational skill into eight competency levels.
Malaysian Skills Certification System	Skill and work-based certification system in Malaysia that is achieved through assessment and training.
Occupation	Defined as a set of jobs whose main tasks and obligations are characterised by a high degree of similarity.
Occupational Framework	Document serves as the foundation for creating occupational standards, particularly in the Employment Activities sector.
Occupational Analysis	Process considers industry requirements as well as studies of relevant occupational structures.
Skills	Defined as the ability to carry out the tasks and duties of a given job.
Skilled	Defined as a person who has acquired the full knowledge and qualifications necessary to carry out a job or skill in carrying out a major task.
Semi-skilled	Defined as a person who has been appointed to carry out a limited number of functions or operations but has not yet acquired the comprehensive skills and knowledge required for a particular field of craft or occupation.
Vacancies	Unfilled jobs which are ready to be filled. Employers are actively seeking candidates including advertising vacancies, issuing notices and

registering with employment agencies as well as conducting interviews to select candidates to fill in the vacancies.

CHAPTER I

INTRODUCTION

1.1 Introduction

This chapter is the introductory section of the Occupational Framework (OF) and includes a preview of the context's background, the problem statement, objectives of the study, scope of study, significance of study, and the chronological arrangement of each chapter.

1.2 Research Background

The Employment Activities sector is one of the service industries that plays an important role in the job market by matching the right candidates with the right employers and ensuring that both parties are satisfied with the outcome. The companies that run employment activities is called Private Employment Agencies (PEA) are incorporated under the Companies Act 2016 (Act 777). Under the Laws of Malaysia, PEA is licensed to conduct employment or recruiting activities under the Act 246, Private Employment Agencies Act 1981 (PEA 1981) for Peninsular Malaysia, Sabah and Sarawak. This act goes into effect on February 19, 1981, to monitor the activities of all PEA in Malaysia.

However, the act was amended as the Private Employment Agencies (Amendment) Act 2017 (“**Amendments**”) and came into force on 1 February 2018. The Amendments has introduced many new changes and provisions, with the aims of better regulating the activities of private employment agencies and protecting job seekers from being exploited by such agencies. Generally, the objectives of the Amendment are:

- a) Improve and modernize legislation related to Private Employment Agency (PEA) in line with current requirements;
- b) Clarifying the application of this act covering the recruitment of foreign workers and foreign domestic servants; and
- c) Strengthen enforcement activities to avoid exploitation of workers by agencies.

Before engaging in employment or recruiting activities, PEA must obtain a licence from the Department of Labour (*Jabatan Tenaga Kerja*). No one may engage in employment unless a licence has been issued under this Act. Anyone who violates the Act commits an offence and faces a fine of up to two hundred thousand ringgit or imprisonment for up to three years, or both. The type of licence to apply for is determined by the type of employment activity to be carried out, and the details for each category of licence are as follows:

Table 1.1: License Category of Private Employment Agencies

Category of License	Scope of Activities	Paid Up Capital	Security Deposit
<i>License A</i>	Recruit and place local job seeker within Malaysia.	RM50,000	RM5,000
<i>License B</i>	1) Recruit and place local job seeker within Malaysia. 2) Recruit and place job seeker within Malaysia and endorse to oversea. 3) Recruit and place foreign domestic workers into Malaysia.	RM100,000	RM100,000
<i>License C</i>	1) Recruit and place local job seeker within Malaysia. 2) Recruit and place job seeker within Malaysia and endorse to oversea. 3) Recruit and place foreign domestic workers into Malaysia. 4) Recruit and place foreign job seekers.	RM250,000	RM250,000

According to the Department of Labour (Annual Report, 2020) there are 1,016 registered PEA in Malaysia holding different types of licenses. The department reported that 246 PEAs are holding the A license, 312 under B license and 458 under C license, respectively. The distribution of PEA is shown in Figure 1.1.

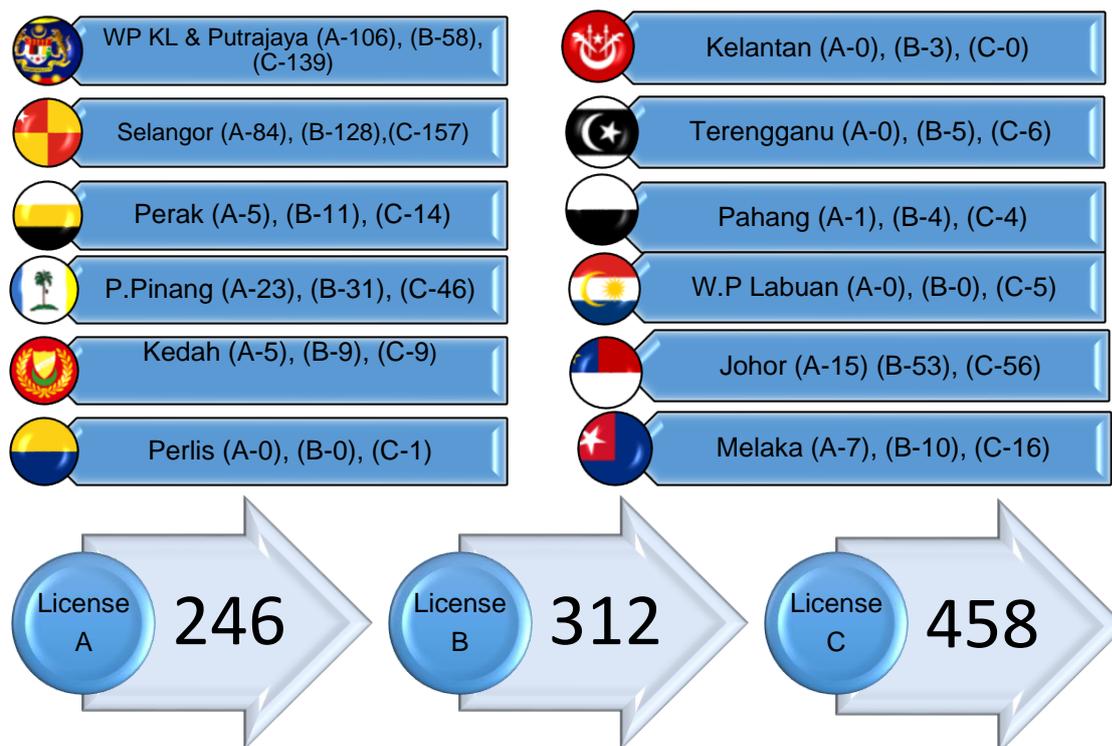


Figure 1.1: Distribution of Private Employment Agencies in Malaysia

Source: Department of Labour Annual Report 2020

According to SOCSO's active contributors' database, as of April 2022, there are 14,820 local citizens and 2,356 foreigners working with PEA in Malaysia at various job positions and levels. This demonstrates the importance of this sector in the labour market, and how a proper occupational structure, as reflected in this OF, would improve the sector's effectiveness. The occupational structure is established based on industry-specific tasks and job titles, which correspond to competency levels commensurate with the task's level of complexity, knowledge, and autonomy.

The information in the OF document will also serve as a guide for industry participants in identifying available jobs within this occupation sector in order to create the appropriate organizational chart in their respective companies as well as the fundamental reference for developing National Occupational Skills Standard (NOSS).

1.3 Problem Statement

An Occupational Framework (OF) is a comprehensive document on a specific Occupational Structure (OS) that describes tier-based job areas and job titles within an industry in Malaysia. The development of this OF is based on the Malaysia Standard Industrial Classification (MSIC) 2008, produced by the Department of Statistics Malaysia (DOSM). Under MSIC 2008, Section N: Administrative and Support Services Activities, Division 78 is focusing on the Employment Activities. This division consists of three (3) groups, firstly the Group 781 – Activities of Employment Placement Agencies, secondly the Group 82 – Temporary Employment Agency Activities and finally, Group 783 – Other Human Resources Provision.

A job refers to a set of duties and obligations performed by a person within a specific context (MASCO, 2020). An occupation is defined as a set of related jobs across work settings whose main tasks and obligations are characterised by a high degree of similarity (MASCO, 2020). Thus, an occupation represents a broader understanding than a job does. There are many jobs available in any economic sector that require different sets of competencies due to the varied nature of the work, and managing and determining the requirements to perform the job would be difficult. Therefore, the OF articulates the work scope of a job title of an occupation area in terms of competencies requirement and in-demand competency for the industry. The OF is the preliminary process that takes place before the development of the NOSS, the document that focused on the detail competencies of labour. To date, thirty-nine (39) OF has been developed yet for the Employment Activities sector. However, prior to the development of OF, there is only two (2) NOSS have been established for the Employment Activities sector which are N781-001-5:2017 Career Guidance Management (Level 5) and N781-001-4:2027 Career Guidance Services (Level 4).

Hence, the development of this OF is critical as it serves as the fundamental reference for revising the existing NOSS and the development of additional NOSS. This is essential due to the current trend in the demand and supply of labour, which requires the identification of critical jobs, required competencies, and jobs relevant to the advancement of technology and industrial revolution. All of these factors may influence the occupational landscape, hence demanding the revisiting and updating of the existing NOSS based on the new OS that will be developed in this OF. This also underlines the need for research into the overall OS and

available career paths in the Employment Activities sector.

1.4 Objectives of Study

The objectives of the study are as below:

- a) To identify job areas, job titles and relevant competency level to establish Occupational Structure (OS) for the Employment Activities sector based on MSIC 2008;
- b) To establish Occupational Responsibilities (OR) that outline the main work activities and tasks for each job titles;
- c) To establish Occupational Descriptions (OD) for each job title in demand based on the proposed OS for the Employment Activities sector;
- d) To identify the critical jobs titles in the Employment Activities sector;
- e) To identify the competency in demand in the Employment Activities sector;
- f) To propose job titles related to the current national technology and industrial revolution for the Employment Activities sector; and
- g) To identify emerging skills for the Employment Activities sector.

In order to maintain the practicality and the usefulness of the research, it must meet the aforementioned objectives. To ensure rigour and reliability, a mixed method approach is used, which includes document review, focus group discussions, and a survey. Nonetheless, the primary input comes from an industry expert panel comprised of representatives from various Employment Agencies and relevant agencies.

1.5 Scope of Study

The scope of the study refers to the identification of occupational areas, job titles, competencies level for each job title, critical jobs, occupational responsibilities and occupational descriptions based on the economic activities listed under the MSIC 2008 document, in specific the Employment Activities sector under Division N78. This study also considers the current national technology and industrial revolution to identify emerging skills that will be shaped by the future direction of the country's industrial revolution. Furthermore, the study is limited to the occupation being practiced within Malaysia only; whilst taking note of certain local establishment that follows their parent companies' international practices.

1.6 Significance of Study

Due to the emerging demand and expanding job market for Employment Activities in Malaysia, developing OF for this sector, specifically for N78 section, provides the sector with a broad framework of the occupational scope and critical job areas and job titles within this sector. The framework captures the consensus opinion of a representative group of employers, subject matter experts, and expert workers on the key job functions and competencies that an individual would need to demonstrate in order to be successful in a given occupation, as well as the underlying knowledge and skills deemed critical to the development of those competencies. Individual employers who use the frameworks retain the right to modify them to meet their specific needs, so the OF should be regarded as a starting point.

Additionally, this OF will be the reference in developing the NOSS and it will also enrich the Malaysia Standard Classification of Occupations (MASCO 2020).

1.7 Structure of Chapters

This chapter concludes with a brief overview of the overall study which includes:

a) Chapter 1 Introduction

Provides the rationale of the study by giving the research background, problem statement, research objectives, research scope, significance of study and overview of the major contents within this OF.

b) Chapter 2 Literature Review

Demonstrate the Malaysian Skills Certification System (MSCS) ecosystem before elaborating on Occupational Framework, the elements and the importance of the framework as well as the description of MSIC 2008 and Malaysian Occupational Skills Qualification Framework (MOSQF). An overview of the current industry and market situation are discussed followed by the sector comparison with selected countries. The elements of technology and industrial revolution are briefly introduced. It also then, examines the prevailing stakeholders including the government agencies and regulatory bodies, government legislation, industry associations and professional bodies to the Employment Activities sector.

c) Chapter 3 Methodology

Explains the research approach and design deployed for sampling, data collection, research instruments and justification towards achieving the objectives of the study.

d) Chapter 4 Findings

Analyses the results obtained from the research methodology deployed in Chapter 3 that are consistent with the research objectives outlined in Chapter 1.

e) Chapter 5 Discussion, Recommendations and Conclusion

Concludes the overall research findings and provides recommendations that include the input from the industry experts. The chapter hence wraps up the study on the OF for the Employment Activities sector.

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

This chapter examines the current state of the Employment Activities and other relevant matters around this occupation sector that are important to be included in this document. It began by discussing the brief overview of National Skills Development Act 2006 (Act 652) which provides for the implementation of Malaysian Skills Certification System or *Sistem Persijilan Kemahiran Malaysia* (MSCS or SPKM), ecosystem in which Occupational Framework (OF) is part of the whole system. Following to that, more detailed of OF background will be explained, including its components and importance. This is followed by the Malaysia Standard Industrial Classification (MSIC) 2008, which serves as the foundation for the scope of this OF. The discussion then moved on to the introduction of Malaysia Occupational Skill Qualification Framework (MOSQF) descriptors before expanding on National Occupational Skill Standard (NOSS) and reviewing its relevance to the current OF of Employment Activities. The chapter continues with an examination of the industry and conduct a market analysis, as well as a comparison of Malaysia and a few other countries. The relationship between technology, the industrial revolution, and occupation is also discussed.

2.2 National Skills Development Act 2006 (Act 652)

The National Skills Development Act (Act 652) is officially gazetted on 29th June 2006 to function as an Act to promote, through skills training, the development and improvement of a person's abilities, which are needed for vocation; and to provide for other matters connected therewith. In another word, the Act functions as a national legislation to initiate, develop, and

implement the standard for skills and training development in Malaysia. Conversely, this Act serves as an impetus for the implementation of MSCS, in which Department of Skills Development (DSD) is the sole agency mandated to initiate, manage, and monitor all processes and procedures implemented under MSCS.

Under the MSCS, there are six (6) processes in place to serve a common goal in contributing to the development of trained labour skills in Malaysia. The system includes the skills needs as driven and required by the industries, development of four public documents which are 1. Occupational Framework (OF), 2. National Occupational Skills Standard (NOSS), 3. Written Instruction Materials (WIM), 4. Questions and Assessments, and followed by 5. implementation of the training at industries and training institutes and finally, 6. Reviewing the industry needs. Please refer to the following Figure 2.1, for the complete cycle of the MSCS discussed.



Figure 2.1: Malaysian Skills Certification System

As part of the MSCS, OF is one of the core processes that is contributing to the national agenda under the Act 652. This leads to the significance of OF development in many key various sectors, including for employment activities.

2.3 Occupational Framework (OF)

The Occupational Framework (OF) is a document that outlines an occupational structure for a specific industry in Malaysia, including occupational areas and the available job titles within

the occupation areas. It was first developed in 2016, and it covers a wide range of industries involving supply and demand from small, medium, and large businesses. Previously, OF was known as Occupational Analysis (OA) based on the Malaysia Third Industrial Master Plan from 2005 to 2016 (IMP3) that were produced by the DSD. The OA process considers industry requirements as well as studies of relevant occupational structures. However, due to the Department of Statistics' (DOSM) shift on industrial code entities, a more comprehensive document involving specific elements is required, which reflects on the OF.

2.3.1 Elements of Occupational Framework

The elements in the OF consists of Occupational Structure (OS), Occupational Responsibilities (OR) and Occupational Descriptions (OD). The aggregate distribution of occupations in the organization, classified according to skill level, economic function, or social status, is referred to as occupational structure. It illustrates the occupational areas and career paths for a particular profession. The OR, on the other hand, is a structured and factual statement of a job's functions and objectives. OD includes the summary of the main job's function based on the OR, job level, and competencies associated with the specific job title.

In summary, OF addresses labour market needs by providing a helicopter view of the work scope of specific occupational areas from a larger-scale perspective, where applicable in Malaysia.

2.3.2 The Importance of Occupational Framework

A meticulously planned, precise and accurate OF will serve as a reliable source of information. Among the insights considered necessary in OF development besides the OS, OR and OD are; (1) jobs in demand, (2) critical jobs (3) competency in demand, (4) jobs relevant to national technology advancement and industrial revolution, and (5) emerging skills.

Job in demand indicates the job titles that are important in the smooth running of the main operations of the Employment Activities sector; whereas critical jobs are jobs title in demand in the respective sectors that are hard to fill due to several reasons including the shortage of supply or require workers with a certain level of skills in performing the tasks. Among the factors such as legislative requirements, global trades, and the introduction of new processes and emerging technologies, are said to be causing this shortage. Competency in

demand reflects on the ability in performing the tasks efficiently according to the industry requirements. In addition, it also involved behavioural traits required by the industry or organization, such as knowledge and attitude.

On the other hand, emerging skills are skills predicted to be imperative to the industry in the near future, based on the recent development, trend or study. The emerging skills are generally associated with the rapid change of technological advancement and industrial revolution. Thus, the need to identify these five (5) relevant points is necessary for fulfilling the industry's requirements and also for OF development.

Overall, in developing the OF, few documents are used in guiding the structure of the process. The classification of an OF is produced based on the MSIC 2008 issued by DOSM. The document is a governed field classification that aims to restructure the industry sector to be in line with the national and international standards as a whole. Later, the disclosed OF report will be one of the references in developing the NOSS for related industries. The following section highlight the Malaysia Standard Industrial Classification (MSIC) 2008 and associated information in the Employment Activities sector.

2.4 Malaysia Standard Industrial Classification (MSIC) 2008

The MSIC 2008 is a classification of all economic activities in Malaysia. It adapts the International Standard Industrial Classification of All Economic Activities (ISIC) Revision 4 released in December 2006, with the required adjustments to fit the national standard. The MSIC 2008 supersedes the MSIC 2000 that referred to International Standard Industrial Classification (ISIC) Revision 3, published by the United Nations Statistics Division. In addition, the primary goal of MSIC is to create a set of activities by categories. It can be used together and report statistics based on relevant economic activities. Then the industries are constructed by grouping units with universal primary activity based on predefined similarity criteria.

2.4.1 MSIC Overview

The MSIC 2008 is structured by different levels reflecting each respective industry. The categories stated are illustrated as per Table 2.1 below.

Table 2.1: Categories of Economic Activities based on MSIC 2008

Category	Codes
Section	A
Division	01
Group	011
Class	0111
Item	01111

In general, a "Section" denotes by a single alphabetical letter represent the industry. It will be followed by "Division" with a two-digit code in which a Section may have more than one Divisions. Further, more detailed categories are reflected by the "Group" with a three-digit code and broken down into "Class" (four-digit) and "Item" (five-digit). Overall, in Malaysia, the whole structure of the classification based on MSIC 2008 portrays in Table 2.2 below.

Table 2.2: Summary Framework of MSIC 2008 in Malaysia

Category	Total
Sections	21
Divisions	88
Groups	238
Classes	423
Items	1,174

2.4.2 Scope of Occupational Framework Based on MSIC 2008 – Employment Activities

Based on the MSIC 2008 classification, the scope of the Employment Activities classifies under Section N. In this section, there is one Division involve; N78 – Employment Activities. Under Division 78, there are three (3) major groups of activities that can be further divided into collectively three (3) classes.

Table 2.3 below, presents the summary of scope based on the hierarchy of section, division, and groups.

Table 2.3: Summary of Scope Based on MSIC Section, Division and Group

Category	Code	Description
Section	N	Administrative and Support Service Activities
Division	78	Employment Activities
Group	781	Activities of employment placement agencies
	782	Temporary employment agency activities
	783	Other human resources provision

Source: MSIC 2008

Meanwhile, Table 2.4 describes the scope further based on the respective section, division, group, class, and item.

Table 2.4: Description of Scope Based on MSIC Section, Division, Group, Class and Item

Category	Code	Description
SECTION	N	Administrative and Support Service Activities
DIVISION	78	Employment Activities
GROUP	781	Activities of employment placement agencies
<i>Class</i>	7810	Activities of employment placement agencies Excludes: activities of personal theatrical or artistic agents or agencies
<i>Item</i>	78100	Activities of employment placement agencies Includes: (a) listing employment vacancies and referring or placing applicants for employment, where the individuals referred or placed are not employees of the employment agencies (b) personnel search, selection referral and placement activities, including executive placement and search activities (c) activities of casting agencies and bureaus, such as theatrical casting agencies (d) activities of on-line employment placement agencies
GROUP	782	Temporary employment agency activities
<i>Class</i>	7820	Temporary employment agency activities
<i>Item</i>	78200	Temporary employment agency activities Includes: supplying workers to clients' businesses for

Category	Code	Description
		limited periods of time to temporarily replace or supplement the working force of the client, where the individuals provided are employees of the temporary help service unit but do not provide direct supervision of their employees at the clients' work sites, provision of human resources to temporarily replace or supplement the workforce of the client
GROUP	783	Other human resources provision
<i>Class</i>	7830	Other human resources provision Excludes: (a) provision of human resources functions together with supervision or running of the business, see the class in the respective economic activity of that business (b) provision of human resources to temporarily replace or supplement the workforce of the client, see 78200
<i>Item</i>	78300	Provision of human resources for client businesses

Source: MSIC 2008

2.5 Malaysian Occupational Skills Qualification Framework (MOSQF)

MOSQF describes and breakdowns an occupational skill into eight (8) competency levels. Each competency level corresponds to different level of complexity, knowledge and autonomy required to demonstrate the competence commensurate to that level's knowledge, experience and versatility in application as depicted in the Table 2.5 below.

Table 2.5: Malaysian Occupational Skills Qualification Framework (MOSQF) Chart

Level	Level Descriptors
8	Achievement at this level reflects the ability to develop original understanding and extend a sub-area of knowledge or professional practice. It reflects the ability to address problematic situations that involve many complexes, interacting factors through initiating, designing and undertaking research, development or strategic activities. It involves the exercise of broad autonomy, judgement and leadership in sharing responsibility for the development of a field of work or knowledge, or for creating substantial professional or organisational change. It also reflects a critical understanding of relevant theoretical and methodological perspectives and how they affect the field of knowledge or work.
7	Achievement at this level reflects the ability to reformulate and use relevant understanding, methodologies and approaches to address problematic situations that involve many interacting factors. It includes taking responsibility for planning and developing courses of action that initiate or underpin substantial change or development, as well as exercising broad autonomy and judgment. It also reflects an understanding of theoretical and relevant methodological perspectives, and how they affect their sub-area of study or work.
6	Achievement at this level reflects the ability to refine and use relevant understanding, methods and skills to address complex problems that have limited definition. It includes taking responsibility for planning and developing courses of action that are able to underpin substantial change or development, as well as exercising broad autonomy and judgment. It also reflects an understanding of different perspectives, approaches or schools of thought and the theories that underpin them.
5	Achievement at this level reflects the ability to identify and use relevant understanding, methods and skills to address broadly-defined, complex problems. It includes taking responsibility for planning and developing courses of action as

Level	Level Descriptors
	well as exercising autonomy and judgment within broad parameters. It also reflects the understanding of different perspectives, approaches or schools of thought and the reasoning behind them.
4	Achievement at this level reflects the ability to identify and use relevant understanding, methods and skills to address problems that are well defined but complex and non-routine. It includes taking responsibility for overall courses of action as well as exercising autonomy and judgment within fairly broad parameters. It also reflects the understanding of different perspectives or approaches within a sub-area of study or work.
3	Achievement at this level reflects the ability to identify and use relevant understanding, methods and skills to complete tasks and address problems that are well defined with a measure of complexity. It includes taking responsibility for initiating and completing tasks and procedures as well as exercising autonomy and judgments within limited parameters. It also reflects awareness of different perspectives or approaches within a sub-area of study or work.
2	Achievement at this level reflects the ability to select and use relevant knowledge, ideas, skills and procedures to complete well-defined tasks and address straightforward problems. It includes taking responsibility for completing tasks and procedures and exercising autonomy and judgment subject to overall direction or guidance.
1	Achievement at this level reflects the ability to use relevant knowledge, skills and procedures to complete routine and predictable tasks that include responsibility for completing tasks and procedures subject to direction or guidance.

2.6 National Occupational Skills Standard (NOSS)

National Occupational Skills Standard (NOSS) is a document that outlines the competency required of an employee working in Malaysia at a certain level of employment and the pathway to achieving the competency. It is gazetted as Part IV of the National Skills Development Act 652. NOSS is developed by a group of industry experts and practitioners who carry out the job based on the needs of the industry. It serves as the main reference in the implementation of the Malaysia Skills Certification System (MSCS). Consequently, the performance of industry workers and trainees will be assessed based on NOSS prior to the conferment MSCS's requirement and NOSS Relevant to MSIC 2008 Section N, Division 78.

Currently, there are **two (2)** National Occupational Skills Standards (NOSS) developed by the Department of Skills Development (DSD) that are associated with the MSIC 2008 Section N, Division 78 Employment Activities (see Table 2.6).

Table 2.6: NOSS relevant to MSIC 2008 Section N, Division 78, Recruitment Activities

MSIC Group	MSIC Group Corresponding NOSS/ Level		
N78 Employment Activities	N781-001-5:2017	Career Guidance Management (13-06-2017)	L5
	N781-001-4:2017	Career Guidance Services (13-06-2017)	L4

Source: Standard Registry version 24 June 2021, DSD

An OF would include a comprehensive Occupational Structure that depicts job areas and job titles relevant to a specific sector, and would thus serve as the primary source for the subsequent development of NOSS for that sector. As a result, it is expected that the aforementioned NOSS will be reviewed following the completion of the Employment Activities OF. As the workforce extends, job titles in the OF that are not currently covered by the NOSS will need to be created.

2.7 Industry and Market Analysis

Industry and market analysis are important in comprehending current industry dynamics in relation to market needs. The knowledge from this is imperative in developing strategies for industry growth, such as workforce requirements, workforce development, training

requirements and market players' business decisions. This section examines the Employment Activities sector's recent growth and employment statistics to provide insight.

2.7.1 Employment Activities

The COVID-19 pandemic spread around the world in 2020, posing unprecedented challenges to the global economy and labour market recovery. Nonetheless, the country's economic outlook has shown improvement as it enters the endemic phase. Employer applications for local and non-citizen employment are expected to increase, and this is where employment activities, particularly by Private Employment Agencies, will take place.

2.7.2 Employment Statistics

This section will discuss the employment statistics from two angles. Firstly, is to introduce the segregation of the Malaysian employment economic activity based on labour supply and demand reported by the Department of Statistics Malaysia (DOSM). Having known that, secondly, the discussion will explore further into the Employment Activities by looking at the sector's workforce participation for the past two years.

a) Labour Supply

Based on International Labour Organisation (ILO), statistics on labour supply refer to data on the population (actually or potentially) providing the labour input needed in the economy, that is, data on the employed, the unemployed and persons outside the labour force. According to DOSM, for year 2021, the number of labour force in Malaysia increased by 0.8 per cent to record 15.8 million persons (2020: 15.7 million persons). The improvement was due to the rising of employed persons as well as the unemployed persons. In the meantime, labour force participation rate (LFPR) in 2021 went up by 0.2 percentage points to 68.6 per cent as compared 68.4 per cent in the preceding year.

Table 2.7: Labour force: employed and unemployed, 2020 and 2021

Description	Unit	2020	2021
Labour Force	000 persons	15,667.7	15,797.2
Employed Persons	000 persons	14,956.7	15,064.2
Labour Force Participation Rate	%	68.4	68.6
Outside Labour Force	000 persons	7,225.5	7,221.5
Unemployed	000 persons	711.0	733.0
Unemployment Rate	%	4.5	4.6

Source: Labour Force Survey Report 2021, DOSM

In 2021, there were 15.1 million employed persons (2020: 15.0 million persons), went up by 0.7 per cent as compared to the previous year. From the perspective of economic sector, two-third of the employed persons or 64.9 per cent were concentrated in Services sector. This was followed by Manufacturing (16.6%) and Agriculture (10.3%) sectors. In addition, employed persons in the Construction and Mining & Quarrying sectors constituted 7.7 per cent and 0.5 per cent respectively.

Table 2.8: Employed persons by sector, 2020 and 2021

Description	Unit	2020	2021
Agriculture	000 persons	1,566.0	1,550.0
Mining and Quarrying	000 persons	82.2	81.9
Manufacturing	000 persons	2,498.0	2,501.4
Construction	000 persons	1,173.4	1,159.6
Services	000 persons	9,637.1	9,771.3
Total	000 persons	14,956.7	15,064.2

Source: Labour Force Survey Report 2021, DOSM

From the perspective of skill level of employed persons in 2021, semi-skilled category made up the majority of employed persons with 57.7 per cent or 8.7 million persons. This was followed by skilled category at 4.4 million persons (29.6%) and low-skilled category at 1.9 million persons (12.7%) in 2021.

Table 2.9: Employed Persons by Skill, 2020 and 2021

Description	Unit	2020	2021
Skilled	000 persons	4,223.3	4,455.0
Semi-skilled	000 persons	8,953.1	8,693.9
Low-skilled	000 persons	1,780.3	1,915.2
Total	000 persons	14,956.7	15,064.2

Source: Labour Force Survey Report 2021, DOSM

b) Labour Demand

As stated in International Labour Organization (ILO), statistics on labour demand refer to the users and uses of the labour input, that is, data on the enterprises creating employment, vacancies, jobs, productivity, etc. In the case of Malaysia, the information on labour demand can be referred to Quarterly Employment Statistics, published by DOSM. The statistics are based on economic activity which is published can be classified by four (4) types of categories namely jobs, filled jobs, vacancies and job created as Figure 2.2.

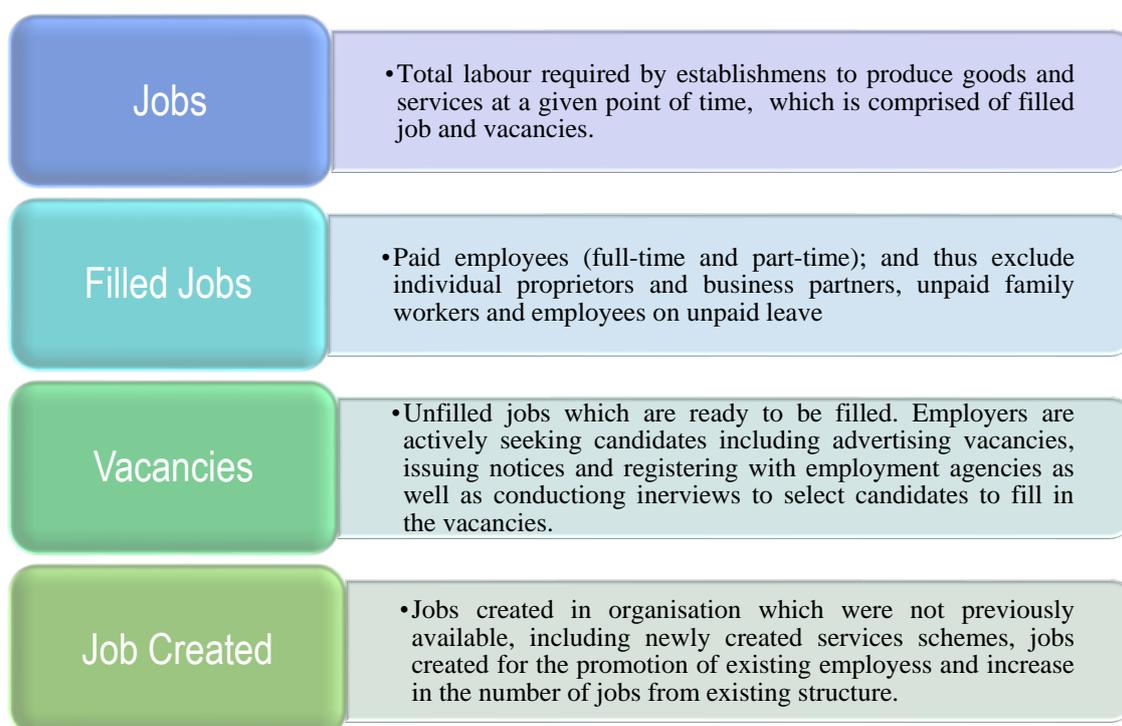


Figure 2.2: Concepts and definitions of the statistics on labour demand based on Quarterly Employment Statistics, DOSM

The statistics is further defined by skilled categories of Malaysia Standard Classification of Occupation (MASCO) 2020. MASCO 2020 is a national benchmark for the classification of occupations in the employment structure of the country. Table 2.10 depicts how the major group of occupations are classified based on the three (3) levels of skilled category.

Table 2.10: Major Group of Occupation Based on Level of Skilled Category

Skilled Category	Major Groups
Skilled	Managers Professionals Technicians and associate professionals
Semi-skilled	Clerical support workers Service and sales workers Skilled agricultural, forestry, livestock and fishery workers Craft and related trades workers Plant and machine operators and assemblers
Low-skilled	Elementary occupations

In 2021 as shown in Table 2.11, labour demand as measured by the number of jobs in the economic sector rose 0.9 per cent to record 8.5 million number of jobs in the economy. Number of filled jobs was recorded at 8.3 million in 2021. As for jobs opening in the economy, vacancies went up by 4.4 per cent from 2020 to 183.6 thousand in 2021. Jobs created during 2021 were 69.5 thousand as against 73.3 thousand in the preceding year.

Table 2.11: Jobs, Filled Jobs, Vacancies and Job Created, 2020 and 2021

Description	Unit	2020	2021
Jobs	000 persons	8,457.1	8,530.7
Filled jobs	000 persons	8,281.2	8,347.1
Vacancies	000 persons	175.9	183.6
Jobs created	000 persons	69.5	73.3

Source: Employment Statistics, Second Quarter of 2022, DOSM

Looking at labour demand by skill level (see Table 2.12), the number of jobs in skilled and semi-skilled categories went up in 2021 as against a year ago. Meanwhile, the number of jobs in low-skilled categories was lower comparing to 2020. The majority of jobs were in semi-skilled category which accounted for 62.3 per cent or 5.3 million persons in 2021. There are five (5) types of occupations in this category namely Clerical Support workers; Service and Sales workers; skilled Agricultural, Forestry, Livestock, and Fisheries workers; Craft and related Trades workers; as well as Plant and Machine Operators and Assemblers. Meanwhile, skilled jobs comprised a share of 24.7 per cent or 2.1 million persons in 2021. Three (3) types of occupation were categorised as skilled jobs namely Managers; Professionals; and Technicians and Associates Professional.

Table 2.12: Jobs by skills, 2020 and 2021

Description	Unit	2020	2021
Skilled	000 persons	2,065.5	2,109.9
Semi-skilled	000 persons	5,278.7	5,311.7
Low-skilled	000 persons	1,112.9	1,109.1
Total	000 persons	8,457.1	8,530.7

Source: Employment Statistics, Second Quarter of 2022, DOSM

In terms of filled job (see Table 2.13), skilled and semi-skilled workers showed slight increment in 2021 as compared to 2020. However, low-skilled workers plummeted a bit by 1 per cent in 2021.

Table 2.13: Filled Jobs by Skill, 2020 and 2021

Description	Unit	2020	2021
Skilled	000 persons	2,024.9	2,066.9
Semi-skilled	000 persons	5,180.5	5,209.0
Low-skilled	000 persons	1,075.8	1,071.1
Total	000 persons	8,281.2	8,347.1

Source: Employment Statistics, Second Quarter of 2022, DOSM

Table 2.14 displays the open positions based on skill level. Job openings at all levels of employment increased slightly, but not significantly.

Table 2.14: Vacancies by skill, 2020 and 2021

Description	Unit	2020	2021
Skilled	000 persons	40.5	42.9
Semi-skilled	000 persons	98.2	102.7
Low-skilled	000 persons	37.2	38.0
Total	000 persons	175.9	183.6

Source: Employment Statistics, Second Quarter of 2022, DOSM

Finally, the number of jobs created in 2020 and 2021 increased for semi-skilled and low-skilled workers while decreasing for skilled workers.

Table 2.15: Jobs created by skill, 2020 and 2021

Description	Unit	2020	2021
Skilled	000 persons	25.3	20.8
Semi-skilled	000 persons	42.4	43.0
Low-skilled	000 persons	5.5	5.7
Total	000 persons	73.3	69.5

Source: Employment Statistics, Second Quarter of 2022, DOSM

2.7.4 Establishment and Growth of Employment Activities

The following sub-sections discuss the economic contribution of employment activity. It highlights the overall statistics on workforce participation.

Employment Activities falls under the services sector. According to Department of Statistics, Malaysia, the latest availability of statistics for employment activities is for year 2017 based on Annual Economic Statistics Administrative and Support Services, 2018 (reference year 2017).

As illustrates in Table 2.16, the value added of this activity was RM0.9 billion for the year 2017, increased 8.1 per cent annually from 2015. In terms of number of persons engaged, there were 16,305 persons engaged in this activity during 2017 (2015: 15,482 persons). Meanwhile, the salaries & wages paid amounted to RM456.6 million in 2017 from RM372.8 billion in 2015. In addition, there are 2,661 establishment related to Employment activities in 2015 (2010: 1,184 establishment) as stated in Economic Census 2016 (reference year 2015).

Table 2.16: Statistics of Employment Activities, 2015 and 2017

Description	Unit	2015	2017
Value of gross output	RM '000	1,643,944	1,954,020
Value of intermediate input	RM '000	835,917	1,009,972
Value added	RM '000	808,027	944,047
Total number of persons engaged	Persons	15,482	16,305
Salaries & wages paid	RM '000	372,821	456,560
Number of establishments	Number	2,661	n.a.

Source: Annual Economic Statistics Administrative and Support Services 2018, DOSM

On the other hand, based on Annual Economic Survey 2018 for reference year 2017, there are 9.6 million persons engaged (2015: 8.7 million) in the overall economy (see Table 2.18). The Services sector accounted for 5.2 million persons (2015: 4.8 million) or 53.7 per cent from overall persons during the year. As part of Services sector, Administrative and Support Services comprised of 3.8 per cent or 194.0 thousand persons engaged in 2021 as compared to 173.7 thousand persons in 2015. During 2017, there were 16,305 persons engaged in the Employment activities which grew 2.6 per cent annually as against 15,482 persons engaged in 2015.

Table 2.17: Persons engaged in Employment Activities, 2015 and 2017

Description	Unit	2015	2017
Employment Activities	Persons	15,482	16,305
Administrative and Support Services	Persons	173,692	194,008
Services	Persons	4,795,721	5,168,613
Total	Persons	8,732,238	9,616,700

Source: Annual Economic Statistics Administrative and Support Services 2018, DOSM

The graph in Figure 2.5 below depicts that around 64 per cent of the workers in this sector are aged between 30 years old and below. Correspondingly, about 22 per cent of total workers aged between 31 to 40 years old and on the other hand, only about 14 per cent of the workers is aged between 41 years old and above.

Additionally, looking at value added of Administrative and support services in 2021 was RM8.7 billion (2020: RM10.8 billion), declined 19.1 per cent from the preceding year. This activity contributed 1.1 per cent to Services sector or 0.6 per cent to overall economy during the reference year.

Table 2.18: Gross Domestic Product (GDP), 2020 and 2021

Description	Unit	2020	2021
Administrative and support services	RM Million	10,848	8,773
Business services	RM Million	40,887	36,756
Services	RM Million	776,361	791,068
Total GDP	RM Million	1,345,144	1,386,738

Source: Annual National Accounts 2015-2021, DOSM

Characteristics of Persons Engaged for Employment Activities

Based on information available from Social Security Organisation (SOCSO), the graph in Figure 2.3 below depicts that around 64 per cent of the workers in this sector Employment Activities are aged between 30 years old and below. Correspondingly, about 22 per cent of total workers aged between 31 to 40 years old and on the other hand, only about 14 per cent of the workers is aged between 41 years old and above.

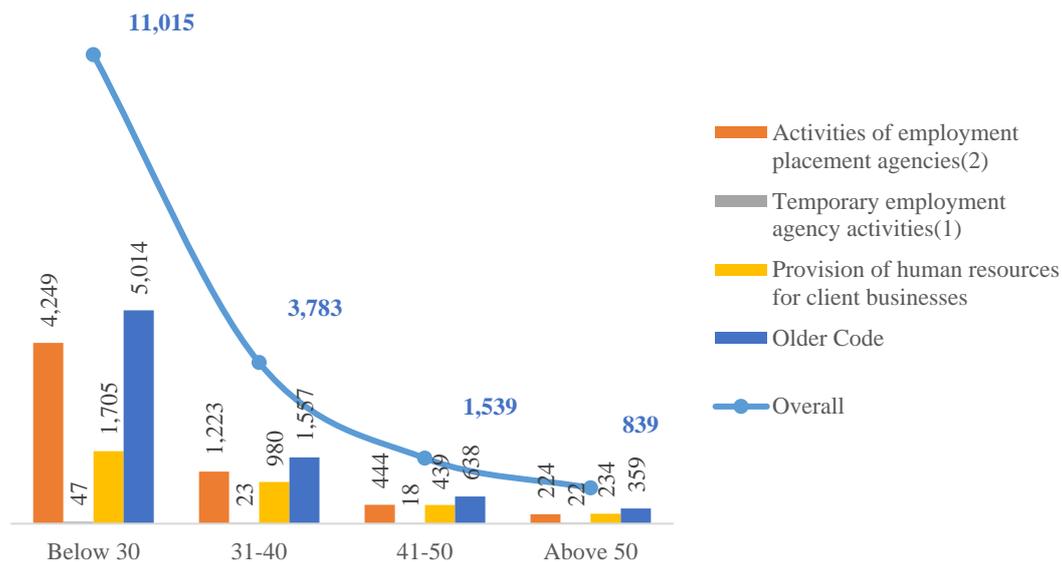


Figure 2.3: Persons Engaged for Employment Activities by gender, 2020
Source: Social Security Organisation (SOCSO)

Based on the presented graph in Figure 2.4, in the category of Activities of employment placement agencies, 49 per cent of the local workers are male whereas only 39 per cent are female workers. Additionally, for foreign worker, the record shows that 88 per cent of them are male and the rest are female workers.

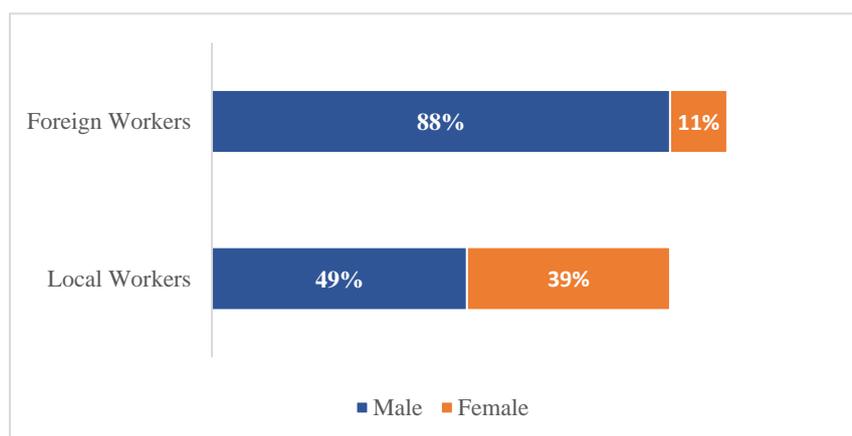


Figure 2.4: Persons Engaged for Employment Activities by gender, 2020
Source: Social Security Organisation (SOCSO)

For the Temporary employment agencies activities category, for local workers, 36 per cent of them are male and 63 per cent of the workers are female whereas for the foreign worker, 100 per cent of them are male workers (see Figure 2.5).

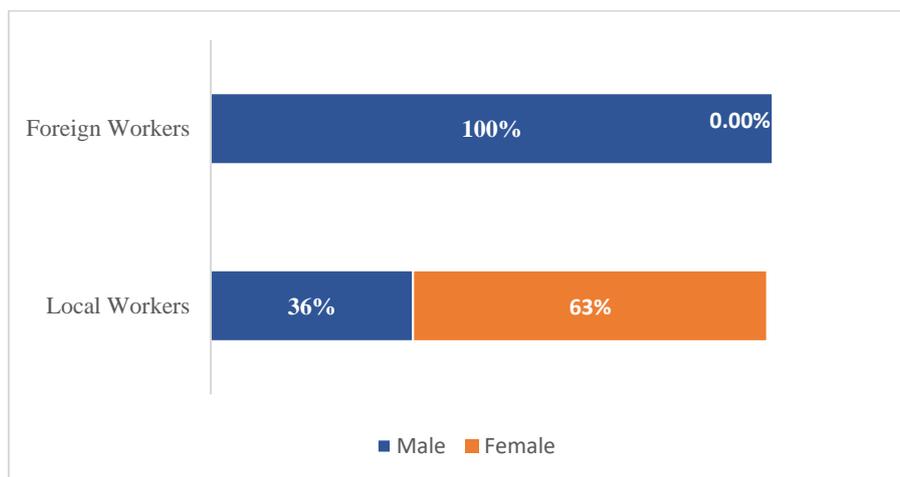


Figure 2.5: Persons Engaged for Temporary Employment Agencies Activities by Gender and Local and Foreign Workers

Source: Social Security Organisation (SOCSO)

For the category of Provision of human resources for client businesses, there are 61 per cent male and 34 per cent female workers for local and 82 per cent of foreign worker are male and 18 per cent of the workers are female (see Figure 2.6).

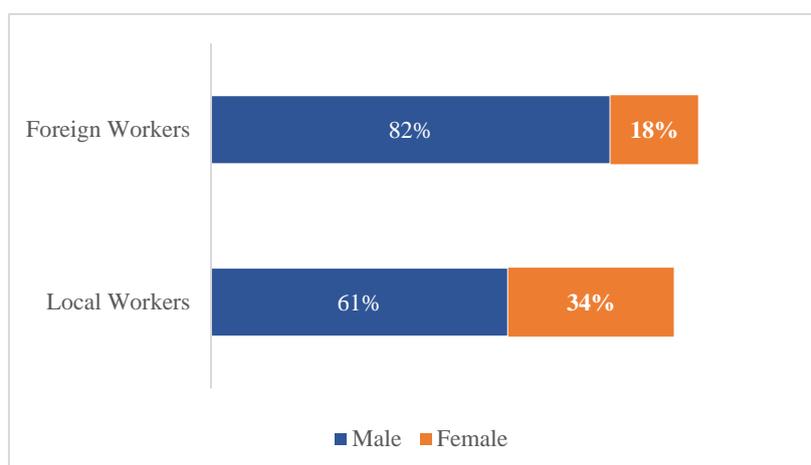


Figure 2.6: Persons Engaged for Provision of Human Resources for Client Businesses by Gender and Local and Foreign Workers

Source: Social Security Organisation (SOCSO)

Table 2.19 shows that 273 employers are Corporations, 20 are Partnerships, 81 are Sole Proprietors/ Individual Business, and the remaining are from various forms of establishment. Around 83 per cent of the workers in corporation are local work force whereas there are around 17 per cent foreign work force are hired by the corporations. For the partnership establishments, 39 per cent of the total work force are foreigner and 61 per cent are local workers. Comparatively, for sole proprietor or individual business, 99 per cent of the work force are local and beside that, other type of establishment recorded 100 per cent of the workers hired are local.

Table 2.19: Type of Establishment in Employment Activities Sector, 2020

Type of Establishment	Employers	Local Work Force	Foreign work Force
Corporation	273	10,787	2,227
Partnership	20	158	103
Sole Proprietor / Individual Business	81	3,735	26
Others	6	140	0

Source: Social Security Organisation (SOCSO)

2.8 Occupational Comparison Between Malaysia and Selected Countries

This section provides an overview of various countries' employment activities. The countries selected are United States of America and European countries. The selections of these countries are based on the availability of data to the particular country.

2.8.1 United States of America

The United States of America is credited with establishing the first recruitment consultancy. With the growth of the Industrial Revolution in the 18th and 19th centuries, there were significant changes in terms of finding manpower support in terms of recruiting large numbers of recruits to work in the mechanised agriculture, transportation, and manufacturing industries. The United States of America began to transition from a manual labour-based economy to one dominated by industry and machine-based manufacturers.

John Gabbitas and his business partner Thring founded one of the first recorded recruiting firms, Gabbitas, in 1873. Gabbitas Educational Consultants is the current name of this company. Other recruitment firms followed, providing both domestic and factory workers, with Alfred Marks establishing his iconic recruitment brand in 1919. Europe lagged behind, but the American staffing industry forged ahead, with Fred Winslow establishing his Engineering Agency in 1893 and Katharine Felton responding to the construction industry's problems in staffing building projects following the 1906 San Francisco earthquake. The end of World War II provided an opportunity for entrepreneurs to seek out the limited number of highly skilled, primarily male, individuals and match them with the huge demand for growth in both infrastructure and, of course, business, and thus an industry was born.

The Great Resignation, also known as the Big Quit and the Great Reshuffle, is an ongoing economic trend that began in early 2021 when employees voluntarily resigned from their jobs in large numbers. Wage stagnation due to rising living costs, long-term job dissatisfaction, safety concerns from the COVID-19 pandemic, and a desire to work for companies with better remote-working policies are all possible causes. Some economists compared the Great Resignation to a general strike. The "Great Resignation" era has hit the global market, causing a paradigm shift from an employer-driven market to an employee-driven market, increasing the demand for using a recruitment agency due to the difficulty of on-boarding the right candidate with the right attitude and skillset to their organisation.

According to National Employment Matrix published by U.S. Bureau of Labor Statistics, there are 153,533.8 thousand jobs in the United States for year 2020 (Table 2.20). As for employment activities, this activity employs 3,062.6 thousand people, or 2.3 per cent of the total workforce in the Services sector.

Table 2.20: Number of Employment in United States of America

Industry	Number of Job / Employment (thousand)
Agriculture	1,500.8
Mining	573.1
Construction	7,269.4
Manufacturing	12,178.9
Services	132,011.6
Total Employment	153,533.8

Source: U.S. Bureau of Labor Statistics ([https:// data.bls.gov](https://data.bls.gov))

2.8.2 The European Countries

According to Eurostat Statistics, there were 70.5 thousand enterprises in the European Union, EU-28 operating in the employment activities sector (Division 78) in 2012. They employed 4.4 million people, accounting for 3.3 per cent of the non-financial business economy (Sections B to J, L to N, and Division 95) workforce and one-third (33.2%) of the total number of people employed in administrative and support services (Section N). In 2012, these enterprises in the EU-28's employment activities sector generated European Rate (EUR) 116.0 billion in value added, accounting for 1.9 per cent of the non-financial business economy total or more than a quarter (27.4%) of the administrative and support services total.

It is important to note that many people employed by employment agencies work odd hours, part-time, or on temporary contracts. For some, this flexibility allows them to balance work and personal obligations, whereas for others, working for an employment agency is a necessity, and their employment may be described as precarious in nature. The statistics presented in Table 2.21 pertain to head counts of persons employed, and as such, the information presented is likely to overstate the volume of labour input, as not all of those employed by employment agencies work on a regular, full-time basis. Similarly, per head productivity measures such as apparent labour productivity is influenced by the prevalence of part-time or temporary work, and the low levels of productivity commonly observed in this sector should be viewed in this context.

In 2012, the apparent labour productivity ratio of the EU-28's employment activities sector was EUR 26.0 thousand of added value per person employed, well below the non-financial business economy average of EUR 46.2 thousand per person employed and some EUR 6.0 thousand lower than the average for administrative and support services overall.

Table 2.21: Key indicators, employment activities (NACE Division 78), 2012: Eurostat

Country	Number of enterprises	Number of persons employed	Value added
	(thousand)		(EURO million)
IEU-28	70.5	4 440.2	116 000.0
Belgium	1.5	160.9	5 748.6
Bulgaria	0.4	8.0	62.0
Czech Republic	1.4	59.4	6 17.1

Country	Number of enterprises	Number of persons employed	Value added
	(thousand)		(EURO million)
Denmark	1.0	23.9	1,027.7
Germany	7.6	933.3	23 659.3
Estonia	0.5	8.4	141.4
Ireland	1.0	28.7	1,037.0
Greece	0.2	2.1	40.8
Spain	2.7	154.8	2 86 1.4
France	8.3	885.7	23 395.5
Croatia	0.1	6.1	48.0
Italy	1.2	215.3	5 897.8
Cyprus	0.1	1.1	27.8
Latvia	0.4	3.4	42.5
Lithuania	0.3	6.8	93.9
Luxembourg	0.1	10.7	262.3
Hungary	1.2	55.7	507.4
Malta	-	2.4	35.4
Netherlands	11.2	557.2	8 204.6
Austria	1.1	80.6	3 048.8
Poland	2.9	109.5	1 186.1
Portugal	0.5	85.8	1,010.5
Romania	1.8	39.8	250.9
Slovenia (')	0.2	6.1	124.3
Slovakia	0.2	19.9	223.3
Finland	1.3	49.6	1,457.4
Sweden	3.8	105.7	3 175.5
United Kingdom	19.3	8 19.2	316 12.4
Norway	1.6	50.7	3 147.6
Switzerland	0.9	12.3	1 157.2

Sources:

https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Archive:Employment_activities_statistics_-_NACE_Rev._2

2.9 Relevancy of National Technology Advancement with Employment Activities

Malaysia's government recently announced the National Fourth Industrial Revolution (4IR) Policy, which will take effect in 2021. The widespread adoption of current national industrial revolution technologies will accelerate the growth of the digital economy, with the goal of transforming Malaysia into a high-tech nation by 2030. The current national industrial

revolution refers to the disruptive transformation of industries as a result of the use of emerging technology. It is distinguished by new technology that is fusing the physical, digital, and biological worlds, having an impact on all disciplines, industries, and the economy. The current national industrial revolution policy focuses on four (4) areas for society, business, and government. The thrusts are as follows: 1. equip the people with current national industrial revolution-related knowledge and skillsets; 2. create a nation with connectivity through the development of digital infrastructure; 3. provide appropriate rules for flexibility in adapting to technological changes; and finally, 4. accelerate innovation and adoption of current national industrial revolution technology.

The thrusts would be implemented based on the government's identification of 16 strategies, 32 national initiatives, and 60 sectorial initiatives. The deployment of current national industrial revolution technologies will be concentrated on ten (10) key economic sectors and six (6) supporting sectors (Source: National 4IR Policy, 2021). The main pillars of the national industrial revolution have been identified as nine technological pillars that can support the deployment and optimization of other technologies. The nine pillars of technologies are described in Table 2.22 below.

Table 2.22: The Nine (9) Pillars of Industrial Revolution

No	Pillars of Industrial Revolution	Description
1.	Autonomous Robots	Coordinated and automated actions of robots to complete tasks intelligently, with minimal human input.
2.	Big Data Analysis	The analysis of ever-larger volumes of data. Circulation, collection, and analysis of information is a necessity because it supports productivity growth based on a real-time decision-making process
3.	Cloud Computing	Storing and accessing data and programs over the Internet instead of your computer's hard drive.
4.	Internet of Things	All machines and systems connected to the main system can collect, exchange and save massive volumes of information in a

No	Pillars of Industrial Revolution	Description
	(IoT)	completely autonomous way and without the need for human intervention.
5.	Additive Manufacturing (3D printing)	Use in prototyping, design iteration and small-scale production and often described as “rapid prototyping” - produce the desired components faster, more flexibly and more precisely than ever before.
6.	System Integration	The process of linking together different computing systems and software applications physically or functionally to act as a coordinated whole via the Internet of Things (IoT).
7.	Cyber-Security	With the increased connectivity and use of standard communications protocols, the need to protect critical industrial systems and manufacturing lines from cybersecurity threats is increasing.
8.	Augmented Reality	Augmented-reality-based systems support a variety of services, such as selecting parts in a warehouse and sending repair instructions over mobile devices - providing workers with real-time information to improve decision making and work procedures.
9.	Simulation	Simulations will leverage real-time data to mirror the physical world in a virtual model, which can include machines, products, and humans. This allows operators to test and optimize the machine settings for the next product in line in the virtual world before the physical changeover, thereby driving down machine setup times and increasing quality

Source: Ministry of International Trade and Industry

At present, the implementation of the Fourth National Industrial Revolution Policy (IR 4.0) Advance technology has undoubtedly altered the employment landscape. Work is changing in response of digitalization, automation, and the emergence of new technologies. These technologies and their predecessors have already shifted the composition of the

Malaysian workforce away from repetitive tasks and toward tasks requiring creative thinking, social intelligence, and the ability to adapt to new situations. Digitization, automation, and the industrial revolution will increasingly take over even the dynamic, interpersonal tasks that computers have struggled to automate in the earlier days. These forces are likely to have a profound impact on the Malaysian economy: half of Malaysia's occupation are at high risk of automation.

2.10 Key Stakeholders

Any person, group, organisation, or society at large with an interest in the Employment activities is referred to as a stakeholder. They will also be able to influence the sector or be affected by any actions, goals, and policies emanating from the sector in particular or the economic environment in general. Government agencies, regulatory bodies, industry associations, professional bodies, and training institutes are among the stakeholders in Malaysia's employment activities sector.

2.10.1 Government Agencies and Regulatory Bodies

Table 2.23 provides information on the government agencies and regulatory bodies related to the Employment activities.

Table 2.23: Government Agencies and Regulatory Bodies

No	Organizations	Overview, Roles, Functions and Responsibilities
1	Prime Minister's Department of Malaysia	<p>Functions:</p> <ul style="list-style-type: none"> i. Transforming public service delivery system by improving the governance quality, efficiency and competency to be more effective, responsive and integrity; ii. Formulating the Government policies as well as coordinating Government decision implementations through various Ministries and agencies functions; iii. Organizing Government Official Ceremonies including the National's Protocol Ceremony, Award Ceremony for Federal Orders, State's Leader Visits and International Conferences;

No	Organizations	Overview, Roles, Functions and Responsibilities
		<ul style="list-style-type: none"> iv. Strengthening of strategic cooperation between the Federal Government and the states of Sabah and Sarawak; v. Standardization of the implementation and administration of Islamic law and related matters; vi. Safety policy to complement the current national policies; vii. Government's Development Policy, Strategy, Program and Project; viii. Socio-Economic Development Planning Policy, Strategy and Program; ix. Enhancing Federal Government assets management such as Federal Common Use Buildings, Federal Resort Houses and quarters in conducive and comfortable environment; and x. Special Tasks at the highest level involving the national's interest comprising of the functions of different ministries as decided through main Government's meetings.
2.	Ministry of Human Resources (MOHR)	<p>The Ministry of Human Resources (MOHR) is a ministry under the Government of Malaysia that is responsible for skills development, labour, occupational safety and health, trade unions, industrial relations, industrial court, labour market information and analysis, social security. It carries the vision to become a leader in the human resources development and management of the country.</p>
3.	Ministry of Home Affairs (KDN)	<ul style="list-style-type: none"> i. Maintain safety and public order; ii. Manage immigration and foreign workers affairs; iii. Rehabilitation and implementation of punishment; iv. Manage registry affairs; v. Eradicate drug distribution and addiction; vi. Management of volunteers; vii. Management of societies; viii. Border control; ix. Regulate publication materials and control of quranic texts; and x. Regulate film publication and distribution.

No	Organizations	Overview, Roles, Functions and Responsibilities
4.	Malaysian Investment Development Authority (MIDA)	Government principal investment promotion agency for the development of the manufacturing and service sector in Malaysia.
5.	Ministry of International Trade and Industry (MITI)	<ul style="list-style-type: none"> i. Planning, enacting and implementing policies for investment, industrial development and foreign trade; ii. Drafting industrial development policies and strategies; iii. Drafting and promoting bilateral and multilateral trade relations and regional trade cooperation; iv. Planning and promoting the development of Malaysia's export performance in the international market; v. Plan, coordinate and monitor the development of small and medium enterprises; vi. Develop and improve management, supervision and entrepreneurship skills in general for the private sector and specifically for Bumiputera; and vii. Ensuring that the country gets maximum benefits from manufacturing institutions.
6.	Ministry of Communications and Multimedia Malaysia (KKMM)	<ul style="list-style-type: none"> i. To develop, coordinate and monitor implementation of the ICT strategic plan and assess the impact of ICT programmes in the ministry and its departments/ agencies; ii. To ensure the planning and implementation of ICT programmes of the ministry and its departments/ agencies are in accordance with the direction of ICT development in the public sector; iii. To strengthen ICT policies and organisational structure to achieve effectiveness and efficiency of ICT services; iv. To plan, coordinate and carry out ICT procurement for the ministry and its departments/ agencies; v. To develop, maintain and strengthen application systems to improve governance efficiency of the ministry;

No	Organizations	Overview, Roles, Functions and Responsibilities
		<ul style="list-style-type: none"> vi. To coordinate, monitor and implement the electronic government application and promote smart partnership initiatives in the ministry and its departments/ agencies; vii. To develop, maintain and update the content of the ministry's official portal/ website and coordinate development of its departments'/ agencies' portals/ website; viii. To develop, maintain and strengthen the capabilities of the LAN/ WAN/ internet at the ministry and its departments/ agencies; ix. To monitor, strengthen and improve ICT security to ensure continuity of service in the ministry and its departments/ agencies; x. To plan, maintain and upgrade ICT facilities according to the needs of users in the ministry and its department/ agencies; xi. To provide technical support and advisory services relating to the implementation of ICT in the ministry and its departments/ agencies; and xii. To plan and conduct courses and workshops to enhance ICT knowledge and skills among personnel of the ministry and its departments/ agencies.
7.	Malaysian Communications and Multimedia Commission (MCMC)	<ul style="list-style-type: none"> i. Advise the Minister on all matters concerning the national policy objectives for communications and multimedia activities; ii. Implement and enforce the provisions of the communications and multimedia law; iii. Regulate all matters relating to communications and multimedia activities not provided for in the communications and multimedia law; iv. Consider and recommend reforms to the communications and multimedia law; v. Supervise and monitor communications and multimedia activities; vi. Encourage and promote the development of the communications and multimedia industry; vii. Encourage and promote self-regulation in the communications and multimedia industry;

No	Organizations	Overview, Roles, Functions and Responsibilities
		<ul style="list-style-type: none"> viii. Promote and maintain the integrity of all persons licensed or otherwise authorised under the communications and multimedia industry; ix. Render assistance in any form to, and to promote cooperation and coordination amongst, persons engaged in communications and multimedia activities; and x. Carry out any function under any written law as may be prescribed by the Minister by notification published in the Gazette.
8.	Malaysia Digital Economy Corporation (MDEC)	<ul style="list-style-type: none"> i. Focused on accelerating our digital economy growth, ensuring it is inclusive and rewarding for all, focused on the key drivers: empowering Malaysians with Digital Skills, enabling Digitally-Powered Businesses, and driving Digital Sector Investments; and ii. Lead the nation into the new decade as the region's preferred digital economy, contributing almost 20per cent to the country's GDP (highest among ASEAN nations) and 30per cent to ASEAN internet economy.
9.	Department of Statistics Malaysia (DOSM)	<p>Leader of statistical service for universal well-being in propelling statistical of integrity and professional services for cultivating evidence-based decision making.</p> <p>Functions:</p> <ul style="list-style-type: none"> i. Collecting and interpreting statistics for the purpose of formulation or implementation of government policies in whatever fields as needed by the government or for fulfilling the requirements of trade, commerce, industry, agriculture or others; and ii. Disseminating statistics which have been collected or interpretation based on statistics collected, not only to government agencies but also to authorities or persons where the information is useful to them.
10.	Institute of Labour Market Information and Analysis (ILMIA), DOSM	Develop research and provide a centralised labour market database as a basis for analysis of the labour market to support the formulation of national human

No	Organizations	Overview, Roles, Functions and Responsibilities
		resource policies.
11.	Department of Labour Peninsular Malaysia (JTKSM)	<ul style="list-style-type: none"> i. Implement the enforcement of labour laws and international agreements carried out by the department's enforcement officers; ii. Issuance of Labour Permits; iii. Carry out statutory inspections in private sector workplaces to ensure compliance with labour laws; iv. Study, review, enact and draft amendments to labour acts, regulations and orders enforced from time to time; v. Plan and implement labour education programs and promotional activities for the industrial community through meetings, forums, dialogues whether bipartite, tripartite, multitier organizations and related government agencies; vi. Manage, handle and resolve labour complaints; vii. Manage, handle and complete the hearing of labour cases at the Labour Court; viii. Elimination and dealing with sexual harassment in the workplace; ix. Manage the affairs of management services, finance and the implementation of circulars and staffing and financial affairs that are in force; x. Manage employee termination activities; xi. Labour Consultation and Advisory Services; xii. Employment Management of Foreign Workers; xiii. Foreign Workers' Compensation Administration; xiv. Certificate of Eligibility for Housing in the Plantation Sector; and xv. Migrant Anti-Smuggling Investigation and Surveillance.
12.	Department of Labour Sabah (JTK Sabah)	<ul style="list-style-type: none"> i. Implement the enforcement of labour laws and international agreements carried out by the department's enforcement officers; ii. Issuance of Labour Permits; iii. Carry out statutory inspections in private sector workplaces to ensure compliance with labour laws;

No	Organizations	Overview, Roles, Functions and Responsibilities
		<ul style="list-style-type: none"> iv. Study, review, enact and draft amendments to labour acts, regulations and orders enforced from time to time; v. Plan and implement labour education programs and promotional activities for the industrial community through meetings, forums, dialogues whether bipartite, tripartite, multitier organizations and related government agencies; vi. Manage, handle and resolve labour complaints; vii. Manage, handle and complete the hearing of labour cases at the Labour Court; viii. Elimination and dealing with sexual harassment in the workplace; ix. Manage the affairs of management services, finance and the implementation of circulars and staffing and financial affairs that are in force; x. Manage employee termination activities; xi. Labour Consultation and Advisory Services xii. Employment Management of Foreign Workers; xiii. Foreign Workers' Compensation Administration; xiv. Certificate of Eligibility for Housing in the Plantation Sector; and xv. Migrant Anti-Smuggling Investigation and Surveillance.
13.	Department of Labour Sarawak (JTK Sarawak)	<ul style="list-style-type: none"> i. Implement the enforcement of labour laws and international agreements carried out by the department's enforcement officers; ii. Issuance of Labour Permits; iii. Carry out statutory inspections in private sector workplaces to ensure compliance with labour laws; iv. Study, review, enact and draft amendments to labour acts, regulations and orders enforced from time to time; v. Plan and implement labour education programs and promotional activities for the industrial community through meetings, forums, dialogues whether bipartite, tripartite, multitier organizations and related government agencies; vi. Manage, handle and resolve labour complaints;

No	Organizations	Overview, Roles, Functions and Responsibilities
		<ul style="list-style-type: none"> vii. Manage, handle and complete the hearing of labour cases at the Labour Court; viii. Elimination and dealing with sexual harassment in the workplace; ix. Manage the affairs of management services, finance and the implementation of circulars and staffing and financial affairs that are in force; x. Manage employee termination activities; xi. Labour Consultation and Advisory Services; xii. Employment Management of Foreign Workers; xiii. Foreign Workers' Compensation Administration; xiv. Certificate of Eligibility for Housing in the Plantation Sector; and xv. Migrant Anti-Smuggling Investigation and Surveillance.
14.	Department of Trade Union Affairs (JHEKS)	<ul style="list-style-type: none"> i. Enforcing the Trade Union Act 1959 and the Trade Union Regulations 1959; ii. Supervise, direct and generally control all matters relating to Trade Unions in this country; iii. Consider applications for registration of Trade Unions established by employees and employers; iv. Ensure that registered Trade Unions operate in accordance with Trade Union laws, constitutions and regulations of the Trade Union itself; v. Advising the officers and members of the Trade Union on administrative, financial and legal aspects of the Trade Union; and vi. Advising The Minister of Human Resources on laws and policies related to Trade Unions in particular and labour matters in general.
15.	Department of Skills Development (DSD)	<ul style="list-style-type: none"> i. To coordinate and regulate the implementation of skills training to produce K-Workers for the purpose of employment and recognition at national and international levels; and ii. To research and develop job competency standards and expertise to continuously improve the quality of skilled human resources who can contribute to the economic growth of the

No	Organizations	Overview, Roles, Functions and Responsibilities
16.	Department of Industrial Relations Malaysia/ <i>Jabatan Perhubungan Perindustrian Malaysia (JPPM)</i>	<p>country.</p> <ul style="list-style-type: none"> iii. To monitor progress and trends in industrial relations in the country to assist the government to formulate the national industrial relations policy and the national labour policy, in general, and from time to time; iv. To coordinate the relations between employers' and employees' organizations to foster and promote tripartite and cooperative relations between the government, employers and employees in the field of industrial relations; v. To encourage and assist in collective bargaining and joint consultation process at workplaces to motivate practices of self-governance in industry as well as joint negotiations and consultation; vi. To provide conciliation services to prevent and resolve trade disputes as well as industrial action; vii. To provide advisory services to employers, employees, and their respective organization in inculcating healthy and positive industrial relations practices; viii. To resolve disputes arising from employees' representation for reinstatement into their former employment; ix. To deal with recognition claims by trade unions; and x. To assist employees to resolve problems arising from unfair treatment by the employers.
17.	Industrial Court of Malaysia	<ul style="list-style-type: none"> i. To hear and hand down decisions/ awards in industrial disputes referred to it by the Minister or directly by the parties; and ii. To grant cognizance to the collective agreements which have been jointly deposited by the employers/ trade union of employers and trade union of employees.
18.	Manpower Department (JTM)	<ul style="list-style-type: none"> i. To prepare and carry out pre-employment skills training programmes to fulfil the industrial sector needs in Malaysia; and ii. To improve the standard of skills among

No	Organizations	Overview, Roles, Functions and Responsibilities
		workers in the industrial sector.
19.	Department of Occupational Safety and Health (JKKP)	<ol style="list-style-type: none"> i. To study and review the policies and legislations of occupational safety and health; ii. To enforce the following legislations: <ul style="list-style-type: none"> • Occupational Safety and Health Act 1994 and its regulations. • Factories and Machinery Act 1967 and its regulations. • Part of Petroleum Act 1984 (Safety Measures) and its regulations. iii. To conduct research and technical analysis on issues related to occupational safety and health at the workplace; iv. To carry out promotional and publicity programs to employers, workers and the general public to foster and increase the awareness of occupational safety and health; and v. To become a secretariat for the National Council regarding occupational safety and health.
20.	Skills Development Fund Corporation (PTPK)	Planning and managing skills training loan financing authority under the skill fund act (Act 640).
21.	National Institute for Occupational Safety and Health (NIOSH)	<ol style="list-style-type: none"> i. to promote a safe and healthy workplace and workforce in Malaysia; ii. to assist employers and employees to manage OSH in their organisation effectively; iii. to provide Quality Solutions related to OSH issues with a pragmatic approach which are reasonable and practicable; and iv. to conduct Evaluation exercises to ascertain the quality of the persons undergone training at NIOSH.
22.	Human Resources Development Corporation (HRD Corp)	HRD Corp is responsible for driving Malaysia's talent development aspirations through the collection of levy from employers and the funding of training and development programmes for the Malaysian workforce. In recent years we have evolved our mission to also include driving employment and industrial training placements, career coaching and counselling and developing income generating opportunities for Malaysians from a diverse range of skillsets,

No	Organizations	Overview, Roles, Functions and Responsibilities
		backgrounds and capabilities.
23.	Social Security Organisation (SOCSO)	The notion of SOCSO Social Security Protection is based on the concept of joint responsibility through the pooling of resources, sharing of risk and replacement of income. Social security protection is a basic need that must be fulfilled as agreed upon in the International Labour Organisation (ILO) Convention 1952, namely, Convention 102: Minimum Standards for Social Security. In meeting the goal, the main function of SOCSO is to provide social security protection to employees and their dependants through the Employment Injury Scheme and the Invalidity Scheme.
24.	Talent Corporation Malaysia Berhad (Talent Corp)	Malaysia's talent strategy towards becoming a dynamic talent hub.
25.	Immigration Department of Malaysia	<ul style="list-style-type: none"> i. Management Services Division; ii. Finance department; iii. Human resources department; iv. Information Technology & Records Division; v. Expatriate Services Division; vi. Visa, Pass & Permit Section; vii. Integrity Section; viii. Security & Passport Section; ix. Foreign worker section; x. Policy & Strategic Planning Division; xi. Legal Advisory Division; xii. Depot & Detention Management Division; xiii. Intelligence, Special Operations & Analysis Division; xiv. Operations, Investigation & Prosecution Division; xv. ATIPSOM & AMLA Prevention Division; xvi. Malaysian Immigration Academy; and xvii. Kuala Lumpur International Airport.
26.	Foreign Embassies in Malaysia	<ul style="list-style-type: none"> i. Report the entry of workers from their country; ii. Endorse work contract; iii. Passport Renewal; iv. Ensuring that they should be brought for verification of their salary before returning to their homeland; and v. Take care of all their welfare.

No	Organizations	Overview, Roles, Functions and Responsibilities
27.	FOMEMA Sdn. Bhd.	<ul style="list-style-type: none"> i. Medical examination screening; and ii. Monitor health check.
28.	MYEG Services Berhad	Renew Foreign workers and Domestic workers permit.
29.	Foreign Workers Centralized Management System	Integrated solution allows the overall process of working permit foreign and domestic workers.

Overall, knowledge of government agencies and regulatory bodies is beneficial to workers interested in pursuing a career in the relevant industry. At a higher level of competency, such as management, the need to equip themselves in knowledge of these relevant stakeholders is deemed necessary because they will be involved in the decision-making process.

2.10.2 Government Legislations

Table 2.24 below outlines several government legislations to which the Employment Activities sector is subjected.

Table 2.24: Government Legislations

No	Related Acts	Description
1.	Employment Act 1955 (Amendment) Act 2012	Employment Act 1955 is the fundamental legislation that regulates the relationship between employers and employees in private sectors in Malaysia. Effective 1 April 2012, several amendments to Malaysia's Employment Act came into operation. Among the significant changes to the act is the wages threshold for non-manual workers raised from MYR1500 to MYR2000, the new sexual harassment regime, the extension of maternity leave entitlements, notification requirements for a foreign employee's termination of employment and personal liability for officers of corporate entities. Reduce weekly working hours from 48 to 45 hours. However, the implementation of the amended Act 1955 is on January 1 st , 2023.
2.	Weekly Holidays Act 1950 (Act 220)	An Act to provide for a weekly holiday for persons employed in shops, restaurants and theatres.

No	Related Acts	Description
3.	Holidays Act 1951 (Act 369)	An Act to provide for public and bank holidays. a) This Act may be cited as the Holidays Act 1951. b) This Act shall apply to the States of Peninsular Malaysia only.
4.	Workmen's Compensation Act 1952	This Act provides for the compensation payment to an injured employee or worker arising out of and in the course of employment or contracting occupational disease.
5.	Employment Information Act 1953 (Act 159)	This Act authorises the department to request and obtain information and data on the salary, terms of service and conditions of employment from any industry in the private sector.
6.	Children And Young Persons (Employment) (Act 350)	The Children and Young Persons (Employment) Act 1966 ("Act") was passed to regulate any labour of a child or young person. Under the Act, a "child" is a person who is under the age of fifteen years and a "young person" is a person who is fifteen or older, but below the age of eighteen years.
7.	Employment (Restriction) (Superseded by the Employment (Restriction) Act 1968 [Act 796])	An Act to provide for the restriction of employment in certain business activities in Malaysia of non-citizen and the registration of such non-citizens and for matters connected therewith.
8.	Private Employment Agencies Act 1981 (Act 246)	An Act to regulate private employment agencies in Malaysia. This Act may be cited as the Private Employment Agencies Act 1981. (1) This Act shall apply throughout Malaysia. (2) This Act shall not apply to the Federal Government and State Governments.
9.	Employees' Minimum Standards of Housing, Accommodations And Amenities Act 1990 (Act 446)	An Act to prescribe the minimum standards of housing and nurseries for employees and their dependents, accommodations for employees not accompanied by dependents and centralized accommodations, to require employers to allot land for cultivation and grazing in a place of employment, to require employers to provide health, hospital, medical and
10.	Minimum Wages Order (Amendment) 2022	The Minimum Wages Order (Amendment) 2022 came into effect on May 1, 2022, providing for a minimum wage in the City Council or Municipal Council areas is set at RM1, 500 per

No	Related Acts	Description
		<p>month or at RM7.21 per hour for workers paid at the hourly rate. The minimum wages payable to an employee who works in a place of employment in any areas other than the City Council or Municipal Council areas is set at 6 days per week RM57.69, 5 days per week RM69.23 and 4 days per week RM86.54 or at RM7.21 per hour. This order is applicable for workers in all sectors and businesses, but not applicable for domestic workers as defined under Section 2 of the Sarawak Labour Ordinance, Chapter 76. Under the amended order, the minimum wage is the basic wage paid by employers and does not include other payments in cash made by employers for work done by the employees under the service contract.</p>
11.	Minimum Retirement Age Act 2012 (Act 753)	<p>An Act to provide for the minimum retirement age and for any related matters thereto. (1) This Act may be cited as the Minimum Retirement Age Act 2012. (2) This Act comes into operation on a date to be appointed by the Minister by notification in the Gazette and the Minister may appoint different dates for the coming into operation of different provisions of this Act. The retirement age is at 60 years old.</p>
12.	Anti-Trafficking in Persons and Anti-Smuggling of Migrants Act 2007	<p>An Act to prevent and combat trafficking in persons and smuggling of migrants and to provide for matters connected therewith. (1) This Act may be cited as the **Anti-Trafficking in Persons and Anti-Smuggling of Migrants Act 2007. (2) This Act comes into operation on a date to be appointed by the Minister by notification in the Gazette, and the Minister may appoint different dates for the coming into operation of different provisions of this Act.</p>
13.	Pembangunan Sumber Manusia Berhad Act 2001 (HRD Corp)	<p>The PSMB Act 2001 is to provide for the imposition and collection of a human resources development levy to promote the training and development of employees, apprentices and trainees, the establishment and the administration of the Fund by the Corporation and for matters connected therewith. Effective 1 March 2021, Malaysia's Human Resources Development Fund (HRDF, also known as PSMB) has confirmed the expansion of the Pembangunan Sumber Manusia Berhad Act 2001, The expansion implies an increase in the number of employers and industries covered, thus an increase in employees that are eligible for training under HRDF from the current 2.5mn in 2020 to 6.1mn effective March 2021.</p>

No	Related Acts	Description
		In a nutshell, after this expansion, all industries are now covered under HRDF's training except for Federal & State Government, as well as NGOs involved in social welfare activities.
14.	Workers Minimum Standards of Housing and Amenities (Amendment) Act 2019 (Act A1604)	The Workers' Minimum Standards of Housing and Amenities (Amendment) Act 2019 (Act 446), which extends to all employment sectors, providing housing and accommodation for workers.
15.	Ordinan Darurat (Standard Minimum Perumahan, Penginapan Dan Kemudahan Pekerja) (Pindaan) 2021	An ordinance promulgated by the Yang Di-Pertuan Agong pursuant to Clause (2B) of Article 150 of the Federal Constitution.
16.	Personal Data Protection Act 2010	The Personal Data Protection Act 2010 (PDPA) is an Act that regulates the processing of personal data in regard to commercial transactions. It was gazetted in June 2010. The penalty for non-compliance is between RM100k to 500k and/or between 1 to 3 years imprisonment. This Act applies to any person who collects and processes personal data in regard to commercial transactions. In the case where personal data processing is outsourced to a third party, known as the data processor, it is the responsibility of the data user to ensure that the data processor provides sufficient guarantee to protect the personal data from any loss, misuse, modification, unauthorized or accidental access or disclosure, alteration or destruction.
17.	Employees Provident Fund Act 1991	An Act to provide for the law relating to a scheme of savings for employees' retirement and the management of the savings for retirement purposes and matters incidental thereto. The Act ensures employees in the private sector are financially secure after retirement, by enforcing a scheme of compulsory contribution and saving on both the employers and employees within the private sector. Based on rates stipulated in Schedule 3 of the Act, employers need to pay the employee's contribution to EPF every month at rates that differ under certain conditions and circumstances. Types of wages that are subject to EPF represent all monetary remuneration which includes salary, bonus, commission and allowance due under the employees'

No	Related Acts	Description
		contract of service regardless of the frequency of compensation.
18.	Registration Of Businesses Act 1956 (ROBA 1956)	<p>An Act to provide for the registration of businesses. Under the Act as well as the Companies Act 1965, entrepreneurs are required to register their business with the Companies Commission of Malaysia (CCM). Businesses that can be registered under the Act 1956 at the Commission of Companies Malaysia are sole-proprietorships and partnerships. A sole proprietorship is a business owned by a single owner. A partnership is a business owned by two or more people but does not have more than 20 partners. To register, a business must fulfil the following prerequisites:</p> <ul style="list-style-type: none"> a) fulfil Section 2: Interpretation under the Business Registration Act 1956 & Command of Business Registration 1957; b) business owner must be a Malaysian citizen or permanent resident and must be eighteen years old and above, c) The business conducted must operate in Peninsular Malaysia and the Federal Territory of Labuan.
19.	Employees' Social Security Act 1969	<p>An Act to provide social security in certain contingencies and to make provision for certain other matters concerning it. The Act consists of the following divisions: Part I: Preliminary, Part II: Insurability and Contributions, Part III: Benefits, Part IV: Administration, Finance and Audit, Part V: Adjudication of Dispute and Claims, Part VI: Penalties and Part VII: Miscellaneous. The Social Security Organization (SOCSO) is a government agency established to implement and govern the social security schemes as enacted by the Employees' Social Security Act 1969.</p>
20.	Employment Insurance System Act 2017	<p>An Act to provide for the Employment Insurance System administered by the Social Security Organization to provide certain benefits and a re-employment placement programme for insured persons in the event of loss of employment which will promote active labour market policies, and for matters connected therewith.</p>
21.	Income Tax Act 1967	<p>According to the provision under Rule 3, Income Tax (Deduction from Remuneration) Rules 1994 (MTD Rules), the Schedule under Income Tax (Deduction from Remuneration) (Amendment) Rules 2014 is part of the MTD specification. An</p>

No	Related Acts	Description
		employer who uses the computerised payroll system provided by the software provider, developed or customised by the employer should in accordance with computerised calculation specifications to determine, Monthly Tax Deduction (MTD). Inland Revenue Board of Malaysia (IRBM) should review and issue verification/ approval letter to software providers/ employers who comply with MTD specification.

2.10.3 Industry Associations and Professional Bodies

Table 2.25 below provides information on the major industry associations and professional bodies related to Employment Activities.

Table 2.25: Industry Associations and Professional Bodies

No	Organizations	Overview, Roles, Functions and Responsibilities
1.	Malaysian Employers Federation (MEF)	<p>Malaysian Employers Federation (MEF) is the central organization of private-sector employers in Malaysia recognized nationally, regionally and internationally. Established in 1959, MEF promotes and safeguards the rights and interests of employers. MEF provides a forum for consultation and discussion among members on matters of common interest and seeks for the adoption of sound principles and practices of human resource and industrial relations through information, advice, research and information, training and other activities. The Federation achieves its vision and mission through the following core activities and objectives:</p> <ol style="list-style-type: none"> i. representation of members at conciliation and mediation proceedings and proceedings before the Labour and Industrial Courts. ii. provision of advisory/ consultancy services, at all levels. iii. provision of professional training and related activities through the establishment of a MEF Academy. iv. research and development of best practices in all relevant fields. <p>Advocacy and representation of employers' interests and</p>

No	Organizations	Overview, Roles, Functions and Responsibilities
		business needs at national, regional and international fora.
2.	Pertubuhan Kebangsaan Agensi Pekerjaan Swasta Malaysia (PIKAP)	To actively engage with relevant Malaysia government authorities and foreign government to ensure local and foreign employment are benefit to members and public. To work closely with foreign source country employment association to promote employment opportunities in Malaysia.
3.	Development of Human Resources for Rural Area (DHRRA Malaysia)	Worked towards organizing a strong rural and self-reliant community through poverty alleviation and people's empowerment initiatives.
4.	Persatuan Agensi Pekerjaan Malaysia (PAPA)	<ul style="list-style-type: none"> i. Bringing together all employment agencies licensed by the Department of Manpower, Ministry of Human Resources and registered with the Malaysian Immigration Department to recruit and bring in foreign workers including house maids; ii. To cooperate with the Government to ensure that supply of foreign labour is controlled and according to the laws of Malaysia; iii. To create a platform for members to voice their grievances vis-a-vis their business activities and to work for the common benefit of all members; and iv. To discipline members who step out of line whether in their behaviour as member or run their business in a manner which will bring disrepute to the Association in particular and the foreign maid industry in general.
5.	Malaysian Maid Employers Association (MAMA)	<ul style="list-style-type: none"> i. Bringing together all employment agencies licensed by the Department of Manpower, Ministry of Human Resources and registered with the Malaysian Immigration Department to recruit and bring in foreign workers including house maids; ii. To cooperate with the Government to ensure that supply of foreign labour is controlled and according to the laws of Malaysia; iii. To create a platform for members to voice their

No	Organizations	Overview, Roles, Functions and Responsibilities
		<p>grievances vis-a-vis their business activities and to work for the common benefit of all members; and</p> <p>iv. To discipline members who step out of line whether in their behaviour as member or run their business in a manner which will bring disrepute to the Association in particular and the foreign maid industry in general.</p>
6.	Malaysian Institute of Human Resource Management (MIHRM)	<p>i. To lead in the development and promotion of good practices in the field of human resources;</p> <p>ii. To deliver superior quality services to our client's every time, all the time; and</p> <p>iii. To support the national aspiration in Human resources development.</p>
7.	Pertubuhan Kebangsaan Sumber Manusia Malaysia (PUSMA)	<p>i. Improving quality, standard and expertise of the local workforce;</p> <p>ii. Providing Par-excellence services with latest techniques and technology;</p> <p>iii. Reorganize the employment together with the employer;</p> <p>iv. Arranging a career path for workers in the industry;</p> <p>v. Work with employers to restructure staff; and</p> <p>vi. Services after placement.</p>

Industry associations and professional bodies play an important role in highlighting the industry's current needs. Information, such as technological advancements, will create or modify the standard tasks outlined in the Occupational Description. Furthermore, these associations and bodies can contribute to the development of OF, particularly in identifying industry competencies in demand.

2.11 Conclusion

Based on the literature review findings, it is concluded that the Employment activities is regarded as one of the major employability segments within the Malaysian workforce. The various ongoing effort and initiatives carried out as well as the roles undertaken by the key stakeholders showed that the Employment Activities sector will continue to be one of the

dynamics behind the Malaysian economy despite the pandemic challenges currently faced by the country. Hence this Occupational Framework (OF) redefine the Occupational Structure (OS), Occupation Description (OD), competency in demand, and the critical jobs titles within the sector; especially in light of the national fourth industrial revolution policy that will shape the future of the nation. The applied methodology that will deliver the objectives of this OF will be discussed in the following Chapter 3.

CHAPTER III

METHODOLOGY

3.1 Introduction

This chapter gives an overview of the research design and strategies for the data collection to meet the objectives for this Occupational Framework (OF). To fully comprehend the current development of the industry and required future skills for the Employment Activities sector in Malaysia, this study used a systematic research approach that involved a sequence of actions and methods, ranging from document analysis until the finalization of the Occupational Framework document. The methodology is applied to produce deliverables that consist of Occupational Structure (OS), Occupational Responsibilities (OR), Occupation Description (OD), jobs in demand, critical jobs, competency in demand, jobs relevant to the industry and technology revolution as well as the emerging skills.

3.2 Research Approach and Design

It is essential in a study to employ the appropriate research design because it will determine the type of data to be used, data collection technique and sampling method. A research method is referred to as the way that facts are expressed to inform matters under investigation (Abutabenjeh & Jaradat, 2018). Facts can be expressed or presented in three different ways, which are quantitatively, qualitatively or by mixing quantitative and qualitative ways based on the objectives of the subject under investigation (Abutabenjeh & Jaradat, 2018).

In the process of developing the OF for N78: Employment Activities, a mixed-method approach was employed where the methodological and data or source triangulation was used to confirm the emerging findings. Gathering data through multiple methods and from multiple

sources yield a fuller and richer picture of the phenomenon under review. Through triangulation, the research findings will have been supported by several sources of evidence and the credibility of the findings is argued to be more robust (Yin, 2018).

The following Figure 3.1 is the research design illustrating the research approach, data collection methods, data analysis and the expected deliverables from the research conducted to develop this Employment Activities OF.

RESEARCH APPROACH		DATA COLLECTION METHODS	DATA ANALYSIS TECHNIQUES	OUTCOMES
Qualitative	Literature Review	Document Review	Content Analysis	<ul style="list-style-type: none"> • Job Areas • Job Titles • Job in Demand • Critical Jobs • Job Responsibilities • Competency in Demand • Jobs Relevant to Technology and Industrial Revolution • Emerging skills
		Focus Group Discussions with Industry Experts		
Quantitative		Survey	Statistical Analysis	

Figure 3.1: Research Design

The following sections elaborates on the key activities involved following the research design above.

3.2.1 Review of existing literature and baseline information analysis

The main aim for this research is to develop an OF. Preliminary information was gathered through systematic documentation analysis to provide underpinning insight into the industry as well as evidence to support assumptions and arguments. This method necessitates a thorough examination of existing literature as well as reports from relevant official agencies that include both published and unpublished materials, colloquially known as grey literature (Auger, 2017). Grey literature is an important component of a systematic review and adds

value to the review because it is frequently more current than published literature and has less publication bias. Unpublished studies, reports, dissertations, conference papers and abstracts, blog posts, videos, white papers, and governmental research reports are all considered grey literature (Garousi, Felderer, et. al., 2019).

The review searches, identifies, selects, evaluates, and synthesizes research evidence to support the OF document's objectives. This method is intended to provide a macro snapshot of the Employment Activities landscape and outlook, including industry and employment growth, trends, and prospects at the sectoral level.

The research objectives dictated which information sources should be searched. As a result, general searches for Employment Activities were conducted at first. The importance of narrowing the scope to answer the questions underhand grows as the topic of the synthesis becomes more focused. There were three main sources considered in this systematic review:

a) Economic Database

Economic Database is used for obtaining all sorts of statistical information related to labour that is highly relevant to this study. Thus, certain information has been requested from the Department of Statistics Malaysia (DOSM). Information from the Economic Database would provide a snapshot of the current landscape of the Employment Activities sector as well as serve as control figures and base-lining database when assessing the data obtained from the online survey.

b) Databases from other agencies

Databases from both local and international agencies that contained relevant information on the Employment Activities sector were referred. Among the databases applied were:

- i. Department of Skills Development (DSD), Ministry of Human Resource;
- ii. Department of Labour, Ministry of Human Resource;
- iii. Social Security Organization (SOCSSO);
- iv. MYFutureJobs Portal (SOCSSO, Ministry of Human Resources Malaysia);
- v. MySPIKE (Department of Skills Development, Ministry of Human Resources Malaysia);
- vi. O*NET Online (U.S. Department of Labour);
- vii. European Skills/Competences, Qualifications and Occupations (ESCO)

- viii. The Singapore Standard Occupational Classification (SSOC)
- ix. U.S Bureau of Labor Statistics (BLS);
- x. Eurostat (European Commission); and
- xi. Statistics Department of other foreign countries.

These databases were in the form of both online and offline sources. From the listed databases, specific documents and reports were retrieved and reviewed, including:

- i. Monitoring Occupational Shortages: Lessons from Malaysia's Critical Occupations List 2019 by World Bank Group;
- ii. Malaysia Standard Industrial Classification (MSIC) 2008;
- iii. International Standard Industrial Classification of All Economic Activities (ISIC);
- iv. Malaysia Standard Classification of Occupations (MASCO) 2020;
- v. National Employment Matrix (Employment Projections); and
- vi. Employment Activities Statistics (National Association of Colleges and Employers (NACE) Rev. 2).

c) Published Document

A review of relevant scientific publications in the industry was also carried out. Findings from publications are critical in discussing the outcomes of primary data collection.

Information from these three main sources was elaborated in Chapter 2 Literature Review as well as supporting the findings from the analysis; such as the followings:

- i. The sector's economic performance as measured by several macroeconomic indicators such as industry growth and employment statistics;
- ii. The industry outlook as compared to regional and global perspectives;
- iii. The start of technological development in the industry;
- iv. The identification of relevant legislations and stakeholders;
- v. The underlying background of the sector's issues; and
- vi. The support for the findings from data analysis.

3.2.2 Focus Group Discussion with Industry Experts

To achieve the goals of this OF, a series of Focus Group Discussions (FGD) were held with

a group of industry experts who were appointed as development panels. Data was collected from multiple perspectives or collective views simultaneously (Braun & Clarke, 2013) to provide input for and verify the findings of the OF. In other words, the researcher brought a group of people together to discuss in-depth a specific topic. This allows the focus group participants to hear from one another and reflect on their responses as a group. They can also question each other's reasoning for holding a particular viewpoint (Berg, Lune & Lune, 2012). This technique allows the understanding of how members of the group came to certain conclusions, which would not be possible by only conducting one-on-one interviews. During a focus group, an individual may respond in a specific way. Still, as he or she listens to others' responses, he or she may want to qualify or modify a viewpoint that is useful in eliciting a wide range of different responses (Bryman & Buchanan, 2018).

Seven (7) industry experts representing different types of recruitment agency were selected purposively due to their availability to provide a comprehensive and in-depth understanding of the research problem. In the context of this study, there are three (3) conditions for selecting the panels, (1) the selected industry panel directly involved or experienced the phenomenon or event being studied, (2) ability to communicate with researchers, and (3) be prepared to provide information on the experiences they have had (Magilvy & Thomas, 2009). On top of that, the panels should have a minimum of seven (7) years of working experience at the management level in the area under study to ensure rich and reliable data gathering. The list of experts is included in the list of development panel members in **Annex 2: List of Contributors**.

The first FGD section concentrates on the development of the Occupational Structure (OS). It was accomplished through a brainstorming session that included visual and group ideation to identify the occupation areas, job titles, which were then evaluated in terms of their competency level in accordance with the Malaysian Occupational Standard Qualification Framework (MOSQF). The Card Clusters technique was used, in which FGD participants wrote down job titles and then categorized the cards together in order to determine the job level in the overall structure. This technique is especially useful when it is necessary to gather ideas and information quickly and efficiently. It aids in the generation of a plethora of ideas by providing participants with a visual representation that allows them to see relationships between and among facts and ideas. The researchers facilitated the process to ensure that ideation progressed toward the exercise's goal.



Figure 3.2: Card Cluster Brainstorming Technique

During the second FGD, the OS has been reviewed and referred to in the development of the Occupational Responsibilities (OR) and Occupational Description (OD). The researchers facilitated the FGD to encourage dialogue among the panels while also steering the discussions in identifying critical job titles, job titles relevant to the technology and industrial revolution, and relevant industry challenges using semi-structured questions.

Four (4) main semi-structured questions were constructed as follows:

- a) What are the critical jobs for the Employment sector and how to determine them?
- b) What are the relevant job titles that are in line with the technology advancement and industrial revolution?
- c) What are the emerging skills for the Employment Activities sector and what cause them?

- d) What are the issues around the employment sector? Why these happen and how to mitigate them?

Details of the six (6) meetings and FGD workshops with the industry experts organized are listed in table below:

Table 3.1: Occupational Framework Development Workshops Schedule

Date	Venue	Activity
17 – 19 March 2022	Bangi (3 days)	<ul style="list-style-type: none"> • Sourcing for databases and relevant documents • Identification of industry expert panel (FGD participants) • Confirmation of preliminary Literature Review • Research design proposal
15 – 18 April 2022	Shah Alam (4 days, 3 nights)	FGD 1 <ul style="list-style-type: none"> • Development of Occupational Structure and job levelling
2 – 5 Jun 2022	Langkawi (4 days, 3 nights)	FGD 2 <ul style="list-style-type: none"> • Identification of Occupational Responsibilities (OR), Occupational Description (OD) • Construction of survey questionnaire • Validation of survey instrument
24 – 31 July 2022	Shah Alam (4 days, 3 nights)	FGD 3 <ul style="list-style-type: none"> • Survey analysis • Reporting findings
2-4 August 2022	Shah Alam (4 days, 3 nights)	FGD 4 <ul style="list-style-type: none"> • Finalizing and verifying Occupational Framework • Go through Chapter 1, 2, 3 • Distribution of Questionnaire (Survey) • Finalizing OS, OR
2-5 September 2022	Johor Bharu (4 days, 3 nights)	FGD 5 <ul style="list-style-type: none"> • Finalizing and verifying Occupational Framework for final printing

In addition to gathering information for the OF, industry experts were responsible for

verifying and validating all information gathered and analysed from the survey instrument.

3.2.3 Survey Instrument

A quantitative survey was used in addition to the data elicited from the FGD with industry experts and secondary resources to classify the jobs in demand, critical jobs, competency in demand, jobs relevant to the technology and industrial revolution, and emerging skills. The survey also gathered information on issues concerning employment activities.

The instrument used to collect the data was an online questionnaire survey. Close-ended questions with 5-point Likert scales, dichotomous scales, and multiple choice, as well as open-ended questions to capture opinions, were used in the questionnaire to obtain the necessary information to achieve the research objectives. A self-administered questionnaire in the form of a Google Form was deployed, and respondents answered the questions without the intervention of the researcher at any time and from any location within the time frame specified.

To accommodate the respondents' diverse backgrounds, a dual-language approach was used, namely Bahasa Melayu and English. Before being deployed, the questionnaire was face validated by two panels: an academic to validate the structure of the questions, grammar, and translation accuracy, and an industry panel to validate the suitability of the content, including any jargon or terms used. All recommendations have been rectified. The following are the comments from the panel.

- a) To correct spelling of some misspelled words within the questionnaire;
- b) To list down the name of the various states in Malaysia instead of listing the various region of Malaysia; and
- c) To change the scale used in the questionnaire from “Important – Moderate – Low Importance - Not Important - Not Related” to “Very Important – Important – Moderate Important – Low Important – Not Related”.

The survey questionnaire comprises of six (6) sections:

a) Section 1: Demographics Profile of the respondents

This section gathers the demographic background of the respondents such as age, gender, location of the company, years of service in the sector, and current employment group.

b) Section 2: Competency in Demand

This section looks into the overall skill sets required for workers in the industry to perform their current and future job. Another goal of this section is to identify the factors contributing to the skills gap of the current graduates and current workers.

c) Section 3: Jobs in Demand

This section aims to identify which worker categories are in short supply or oversupply. MASCO divides workers into three categories; skilled workers, semi-skilled workers, low-skilled workers. This section also reports the critical job as well as elucidates the factors contributing to the shortage of workers.

d) Section 4: Emerging Skills

This section identifies the emerging skills predicted to be imperative to the industry based on factors leading to the need for such skills.

e) Section 5: Technology and Industrial Revolution

This section tries to determine whether industry players and labour are ready for the industrial revolution. The pillars or technology drivers of the industrial revolution are given and respondents must assess how relevant each aspect is in their field of duty.

f) Section 6: Related Issues

This section explores the industry's most common problems or challenges.

The questionnaire is attached in **Annex 3**.

3.2.4 Sampling strategy and data collection

An appropriate sampling strategy was also considered to ensure the generalizability of the survey results. Because it is possible to be able to reach the entire target population, sampling is the process of obtaining study respondents who serve as representatives of the target population.

The workforce in Malaysian Recruitment Agencies is defined as the target population relevant to the Employment Activities at various levels and positions. Malaysia has 1016 registered Private Employment Agencies (Group: N781) in 2020 (Annual Report 2020, Department of Labour) with a total workforce of approximately 17,176 people, according to SOCSO's active contributors' database, as of April 2022. The workforce is dispersed throughout the country in a variety of Recruitment Agencies establishments. However, this figure excludes temporary employment agencies and other human resource provision, which are classified as Groups N782 and N783, respectively. As a result, the total workforce in the N78 sector is unavailable.

Roscoe's (1975) set of sample size guidelines posits that a sample size greater than 30 but less than 500 is appropriate for most behavioural studies. Roscoe also proposed that if the data set needs to be divided into several subgroups for comparative analysis (e.g., male/female, rural/urban, local/international, etc.), 30 respondents should be considered the minimum for each group. As a result, more than 30 respondents are required for the survey.

The Private Employment Agencies list was compiled using various sources, including the Labour Department's website, SOCSO, and DOSM. An email was sent to each company requesting that all employees complete the questionnaire. They had three weeks to respond to the survey link.

3.3 Data Analysis

Significant data and information were gathered using the methods illustrated in Figure 3.1. above. In development workshops and focus group discussions, the data and information were discussed and analysed.

3.3.1 Content Analysis

The involvement of industry experts ensured that the Occupational Framework was up to date and relevant. In addition to capturing the job titles identified through Card Cluster Brainstorming, FGD was used to further discuss and scrutinise other aspects of OF. The researchers facilitated the discussions in order to elicit information from all members. The entire FGD was recorded and transcribed verbatim. Following that, the data was reviewed and interpreted to generate codes and emerging themes. The findings section was organised around recurring issues and main themes that summarised all participants' responses. The findings were then validated by industry experts to ensure their dependability and accuracy.

3.3.2 Statistical Analysis

The survey data was statistically analysed to generate descriptive result such as average and per centage using Microsoft Excel.

The following were the results of data analysis from the FGD and survey:

- a) Development of Organizational Structure, Occupational Responsibilities and Occupational Descriptions;
- b) Analysis of jobs in demand and critical jobs;
- c) Analysis of competency in demand;
- d) Determination of the jobs relevant to the technology and industrial revolution;
- e) Identification of the emerging skills; and
- f) Identification of issues relevant to the industry.

3.4 Conclusion

This chapter elaborated on the methodology used in the development of the Occupational Framework which is through literature review, survey instrument and FGD sessions with the industry experts. The findings on the Occupational Structure, Occupational Responsibilities and Description and competency in demand as identified by the FGD and industry surveys are presented in the next chapter, Chapter 4 Findings.

CHAPTER IV

FINDINGS

4.1 Introduction

This chapter elaborates the findings from the analysis of data collected during the research work. The findings revolved around the objectives set for the study, namely to produce Occupational Structure (OS), Occupational Responsibilities (OR) and to define the Occupational Descriptions (OD) of each job titles identified from the OS. Additionally, the findings will also determine the jobs in demand and the critical job titles in the industry as well as investigate the competency in demand and job titles pertinent to the technology and industrial revolution. Finally, mapping of OS to the available National Occupational Skills Standard (NOSS) is also presented.

4.2 Findings Analysis

This section provides the findings from the analysis of the document review, the Focus Group Discussions (FGD) with the industry representatives and through the survey with the workers of Employment Activities; to develop the Occupational Framework (OF) for the Employment Activities sector. The discussion of results will cover the three (3) main groups under Division N78 of MSIC 2008; which are:

- 781 Activities of employment placement agencies
- 782 Temporary employment agency activities
- 783 Other human resources provision

The identification of job areas and job titles to produce OS for the Employment Activities sector was obtained through FGD with seven (7) industry representatives during the development workshops.

As for the data related to the jobs in demand, skills in demand, critical job titles, job titles relevant to the technology and industrial revolution as well as emerging skills, they were gathered through the online survey and verified via the FGD. Additionally, issues related to the Employment Activities sector were also discussed, examined and reported.

Finally, the development of OR and OD that described the job responsibilities and the competency set required were determined based on documents review and analysis of the FGD.

4.2.1 Demographic Profile from the survey

The survey received 165 responses. The link to the questionnaire survey was widely disseminated via email to agencies (1, 250 email addresses) in this sector and was provided access from 6 June to 29 August 2022 (3 weeks). As mentioned earlier, Roscoe (1975) recommends a sample size of 30 to less than 500 for most survey research. This means that the number of respondents gathered is representative of the workforce in the Employment Activities sector. Furthermore, the demographic profile reveals that the respondents were well represented by almost all of the occupational groups under Division N78 and were from various Malaysian states. Table 4.1 shows the demographic profile of the respondents.

Table 4.1: Respondents' Demographic Profile

Profile	Item	Quantity	Percentage (%)
Age	Below 20	0	0.0
	20-29	36	21.8
	30-39	47	28.5
	40-49	38	23.0
	Above 50	44	26.7
	TOTAL	165	100
Gender	Male	60	36.4
	Female	105	63.6
	TOTAL	165	100
Location	Johor	12	7.3
	Kedah	2	1.2
	Kelantan	1	0.6
	Melaka	3	1.8
	Negeri Sembilan	2	1.2

Profile	Item	Quantity	Percentage (%)
	Pahang	1	0.6
	Perak	3	1.8
	Perlis	1	0.6
	Pulau Pinang	25	15.2
	Selangor	37	22.4
	Terengganu	0	0
	Sabah	7	4.2
	Sarawak	8	4.8
	Wilayah Persekutuan Kuala Lumpur	62	37.6
	Wilayah Persekutuan Labuan	0	0
	Wilayah Persekutuan Putrajaya	1	0.6
	TOTAL	165	100
Overall numbers of years in the employment activities sector	Below 5 years	40	24.2
	6-10 years	38	23.0
	11-20 years	48	29.1
	21-30 years	29	17.6
	Above 30 years	10	56.1
	TOTAL	165	100
Employment Activities Job Areas	Recruitment	100	60.6
	Human Resource	31	18.8
	Legal	0	0.0
	Finance / Account	5	3.0
	Sales / Customer Service	3	1.8
	Training (Licence B & C)	4	2.4
	Counselling	3	1.8
	Compliance	1	0.6
	Corporate Affairs	2	1.2
	Admin	14	8.5
	IT	2	1.2
TOTAL	165	100	

According to the respondents' demographic data, it is concluded that:

- a) Respondents representing Private Employment Agencies are concentrated in the cities where the majority of businesses are located (Kuala Lumpur, Selangor, Pulau Pinang and Johor).
- b) The majority of respondents have been in the industry for more than 5 years, so they are technically familiar with the Employment Activities ecosystem.
- c) Since recruitment is the foundation of Employment Activities, the large number of respondents (61%) provides valuable insight that will be captured as a result of this survey.

4.3 Occupational Structure (OS)

Occupational Structure (OS) refers to the aggregate distribution of occupations in the organization; classified according to skill level, economic function, or social status. Based on the FGD with the industry representatives, there are altogether 36 job areas in which only nine (9) areas are central to this sector. These job areas are listed as follows: N781: (1) Recruitment, (2) Human Resource, (3) Training (License B & C); N782: (4) Recruitment, (5) Human Resource, (6) Training (License B & C); N783: (7) Human Resource, (8) Training, (9) Consulting. A total of 175 job titles have been identified, in which 43 job titles in the central areas, 4 critical job titles and 21 national technology and industrial revolution-related job titles identified within the Employment Activities sector; all of which will be featured in the OS.

From the OS, the job titles that performed the main functions within the Employment Activities sector will be further deliberated in the following sections, namely 4.4 Occupational Responsibilities, 4.5 Mapping of OS to NOSS, and 4.6 Occupational Description. As for the other job titles that are considered as support functions in Employment Activities (represented by italic fonts in the OS tables), they are still included in the OS as they serve as part of the organizational structure of an Employment Activities establishment as a whole; however, they will not be deliberated further in this OF as their occupations are better represented by other divisions under the Malaysia Standard Industrial Classification (MSIC) 2008.

The OS is presented on the following pages; beginning with Table 4.3 and ending with Table 4.8. The tables also show critical job titles with a single asterisk (*), jobs relevant to technology and the industrial revolution with two asterisks (**), and critical job titles and jobs relevant to technology with a triple asterisk (***). Following that, Table 4.2 provides a quantifiable summary of all job titles in the OS. The OS that reflects job areas under division N78 or the nine (9) central areas can be referred at **Annex 1: OS N78 Central Job Areas**.

Table 4.2: Overall of Job Title in N78: Employment Activities

No.	Occupational Structure (OS)	Total of Job Titles	Total Critical Job Title	Total Job Related to Technology and Industrial Revolution
1.	N781: Activities of employment placement agencies	58	2	6
2.	N782: Temporary employment agency activities	58	2	6
3.	N783: Other human resources provision	59	0	9
	TOTAL	175	4	21

Table 4.3: Occupational Structure Group N781 (1/3)

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES				
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES				
MSIC GROUP	(781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCIES				
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (LICENCE B & C) (Only applicable for Domestic Workers and Blue-Collar Workers)	LEGAL	COMPLIANCE
LEVEL 8	Chief Executive Officer	Chief Executive Officer	NJT	Chief Executive Officer	Chief Executive Officer
LEVEL 7	Director of Recruitment / Operation/ Recruitment Operation/ Chief Operating Officer	Chief People Officer/ Chief Human Resources Officer/ Chief Personnel Officer	NJT	Legal Chief Officer	Chief Operation Officer
LEVEL 6	Recruitment Manager/ Talent Acquisition Manager	Human Resources Manager/ People & Culture Manager**	NJT	Legal Manager/ Legal Counsel	Compliance Manager
LEVEL 5	Talent Acquisition Assistant Manager / Recruitment Assistant Manager/ Head Recruitment/ Recruitment Lead***	Human Resources Assistant Manager/ Personnel Assistant Manager/ Senior Human Resources Executive**	NJT	Legal Assistant	Compliance Assistant Manager
LEVEL 4	Recruitment Executive/ Recruiter/ Recruitment Consultant/ Executive Search/ Career Officer***	Human Resources Executive/ Industry Educator**	Trainer / Training Executive	NJT	Senior Compliance Officer/ Lead Auditor
LEVEL 3	Junior Recruiter**	NJT	Training Officer	NJT	Junior Compliance Officer/ Auditor
LEVEL 2	Talent Sourcer	NJT	NJT	NJT	NJT
LEVEL 1	NJT	NJT	NJT	NJT	NJT

NJT – No Job Title |* Critical Job/ High Demands |** Jobs relevant to technology and industrial revolution |*** Critical Jobs and jobs relevant to technology and industrial revolution

Table 4.3: Occupational Structure Group N781 (2/3)

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES						
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES						
MSIC GROUP	(781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCIES						
AREA LEVEL	FINANCE	SALES	BUSINESS DEVELOPMENT	MARKETING	INFORMATION SYSTEM	ADMINISTRATION	CORPORATE AFFAIRS/ SUSTAINABILITY
LEVEL 8	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer
LEVEL 7	Chief Financial Officer	Directors of Sales	Business Development Director	Director of Marketing	Director of Information Officer/ Head of Transformation/ Information System	NJT	Director of Corporate Affairs / Corporate Social Responsibilities/ Director of Sustainability/ Chief Communication and Sustainability Officer
LEVEL 6	Finance Manager/ Accounts Manager	Sales Manager	Business Development Manager	Marketing Manager	Information Technology / Information System Manager	NJT	Global Sustainability Manager

NJT – No Job Title |* Critical Job/ High Demands |** Jobs relevant to technology and industrial revolution |*** Critical Jobs and jobs relevant to technology and industrial revolution

Table 4.3: Occupational Structure Group N781 (3/3)

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES						
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES						
MSIC GROUP	(781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCIES						
AREA LEVEL	FINANCE	SALES	BUSINESS DEVELOPMENT	MARKETING	INFORMATION SYSTEM	ADMINISTRATION	CORPORATE AFFAIRS/ SUSTAINABILITY
LEVEL 5	Finance Assistant Manager/ Account Assistant Manager	Sales Assistant Manager	Business Development Assistant Manager	Marketing Assistant Manager	Information Technology/ Information System Assistant Manager	NJT	NJT
LEVEL 4	Financial Analyst	Sales Executive	Business Development Executive	Marketing Executive	Information Technology/ Information System Executives/ Information Technology Technician	NJT	NJT
LEVEL 3	Account Receivable/ Payable Executive	Sales Officer	Business Development Officer	Marketing Officer	Information Technology Help Desk	NJT	NJT
LEVEL 2	NJT	NJT	NJT	NJT	NJT	NJT	NJT
LEVEL 1	NJT	NJT	NJT	NJT	NJT	NJT	NJT

NJT – No Job Title |* Critical Job/ High Demands |** Jobs relevant to technology and industrial revolution |*** Critical Jobs and jobs relevant to technology and industrial revolution

Table 4.4: Summary of Job Titles Group N781

SUMMARY OF JOB TITLE FOR (781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCIES									
NO.	JOB AREA	LEVEL							
		1	2	3	4	5	6	7	8
(781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCIES									
1.	RECRUITMENT	NJT	1	1	1	1	1	1	1
2.	HUMAN RESOURCE	NJT	NJT	NJT	1	1	1	1	1
3.	TRAINING (License B & C) (Applicable for Domestic and Blue-Collar Workers)	NJT	NJT	1	1	NJT	NJT	NJT	NJT
4.	LEGAL	NJT	NJT	NJT	NJT	1	1	1	1
5.	COMPLIANCE	NJT	NJT	1	1	1	1	1	1
6.	FINANCE	NJT	NJT	1	1	1	1	1	1
7.	SALES	NJT	NJT	1	1	1	1	1	1
8.	BUSSINESS DEVELOPMENT	NJT	NJT	1	1	1	1	1	1
9.	CUSTOMER SERVICE	NJT	NJT	1	1	1	1	1	1
10.	INFORMATION SYSTEM	NJT	NJT	1	1	1	1	1	1
11.	ADMINISTRATION	NJT	NJT	NJT	NJT	NJT	NJT	NJT	1
12.	CORPORATE AFFAIRS/ SUSTAINABILITY	NJT	NJT	NJT	NJT	NJT	1	1	1

NO.	JOB AREA	LEVEL							
		1	2	3	4	5	6	7	8
1.	IDENTIFIED JOB TITLE (PER LEVEL)	0	1	8	9	9	10	10	11
2.	TOTAL IDENTIFED JOB TITLE	58							
3.	CRITICAL JOB TITLE (PER LEVEL)	0	0	0	1	1	0	0	0
4.	TOTAL CRITICAL JOB TITLES	2							
5.	JOB TITLES RELEVANT TO TECHNOLOGY & INDUSTRIAL REVOLUTION (PER LEVEL)	0	0	1	2	2	1	0	0
6.	TOTAL JOB TITLE RELEVANT TO TECHNOLOGY & INDUSTRIAL REVOLUTION	6							

NJT -NO JOB TITLE

Table 4.5: Occupational Structure Group N782 (1/3)

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES				
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES				
MSIC GROUP	(782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES				
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (LICENCE B & C) <small>(Only applicable to Local Blue-Collar Workers)</small>	LEGAL	COMPLIANCE
LEVEL 8	Chief Executive Officer	Chief Executive Officer	NJT	Chief Executive Officer	Chief Executive Officer
LEVEL 7	Director of Recruitment / Operation/ Recruitment Operation/ Chief Operating Officer	Chief People Officer/ Chief Human Resources Officer/ Chief Personnel Officer	NJT	Legal Chief Officer	Chief Operation Officer
LEVEL 6	Recruitment Manager/ Talent Acquisition Manager	Human Resources Manager/ People & Culture Manager**	NJT	Legal Manager/ Legal Counsel	Compliance Manager
LEVEL 5	Talent Acquisition Assistant Manager / Recruitment Assistant Manager/ Head Recruitment/ Recruitment Lead***	Human Resources Assistant Manager/ Personnel Assistant Manager/ Senior Human Resources Executive**	NJT	Legal Assistant	Compliance Assistant Manager
LEVEL 4	Recruitment Executive/ Recruiter/ Recruitment Consultant/ Executive Search/ Career Officer***	Human Resources Executive/ Industry Educator**	Trainer / Training Executive	NJT	Senior Compliance Officer/ Lead Auditor
LEVEL 3	Junior Recruiter**	NJT	Training Officer	NJT	Junior Compliance Officer/ Auditor
LEVEL 2	Talent Sourcer	NJT	NJT	NJT	NJT
LEVEL 1	NJT	NJT	NJT	NJT	NJT

NJT – No Job Title |* Critical Job/ High Demands |** Jobs relevant to technology and industrial revolution |*** Critical Jobs and jobs relevant to technology and industrial revolution

Table 4.5: Occupational Structure Group N782 (2/3)

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES						
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES						
MSIC GROUP	(782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES						
AREA LEVEL	FINANCE	SALES	BUSINESS DEVELOPMENT	MARKETING	INFORMATION SYSTEM	ADMINISTRATION	CORPORATE AFFAIRS/ SUSTAINABILITY
LEVEL 8	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer
LEVEL 7	Chief Financial Officer	Directors of Sales	Business Development Director	Director of Marketing	Director of Information Officer/ Head of Transformation/ Information System	NJT	Director of Corporate Affairs / Corporate Social Responsibilities/ Director of Sustainability/ Chief Communication and Sustainability Officer
LEVEL 6	Finance Manager/ Accounts Manager	Sales Manager	Business Development Manager	Marketing Manager	Information Technology / Information System Manager	NJT	Global Sustainability Manager

NJT – No Job Title |* Critical Job/ High Demands |** Jobs relevant to technology and industrial revolution |*** Critical Jobs and jobs relevant to technology and industrial revolution

Table 4.5: Occupational Structure Group N782 (3/3)

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES						
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES						
MSIC GROUP	(782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES						
AREA LEVEL	FINANCE	SALES	BUSINESS DEVELOPMENT	MARKETING	INFORMATION SYSTEM	ADMINISTRATION	CORPORATE AFFAIRS/ SUSTAINABILITY
LEVEL 5	Finance Assistant Manager/ Account Assistant Manager	Sales Assistant Manager	Business Development Assistant Manager	Marketing Assistant Manager	Information Technology/ Information System Assistant Manager	NJT	NJT
LEVEL 4	Financial Analyst	Sales Executive	Business Development Executive	Marketing Executive	Information Technology/ Information System Executives/ Information Technology Technician	NJT	NJT
LEVEL 3	Account Receivable/ Payable Executive	Sales Officer	Business Development Officer	Marketing Officer	Information Technology Help Desk	NJT	NJT
LEVEL 2	NJT	NJT	NJT	NJT	NJT	NJT	NJT
LEVEL 1	NJT	NJT	NJT	NJT	NJT	NJT	NJT

NJT – No Job Title |* Critical Job/ High Demands |** Jobs relevant to technology and industrial revolution |*** Critical Jobs and jobs relevant to technology and industrial revolution

Table 4.6: Summary of Job Titles Group N782

SUMMARY OF JOB TITLE FOR (782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES									
NO.	JOB AREA	LEVEL							
		1	2	3	4	5	6	7	8
(782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES									
1.	RECRUITMENT	NJT	1	1	1	1	1	1	1
	HUMAN RESOURCE	NJT	NJT	NJT	1	1	1	1	1
2.	TRAINING (License B & C) (Only Applicable to Local Blue-Collar Workers)	NJT	NJT	1	1	NJT	NJT	NJT	NJT
3.	LEGAL	NJT	NJT	NJT	NJT	1	1	1	1
4.	COMPLIANCE	NJT	NJT	1	1	1	1	1	1
5.	FINANCE	NJT	NJT	1	1	1	1	1	1
6.	SALES	NJT	NJT	1	1	1	1	1	1
7.	BUSSINESS DEVELPOMENT	NJT	NJT	1	1	1	1	1	1
8.	CUSTOMER SERVICE	NJT	NJT	1	1	1	1	1	1
9.	INFORMATION SYSTEM	NJT	NJT	1	1	1	1	1	1
10.	ADMINISTRATION	NJT	NJT	NJT	NJT	NJT	NJT	NJT	1
11.	CORPORATE AFFAIRS/ SUSTAINABILITY	NJT	NJT	NJT	NJT	NJT	1	1	1

NO.	JOB AREA	LEVEL							
		1	2	3	4	5	6	7	8
1.	IDENTIFIED JOB TITLE (PER LEVEL)	0	1	8	9	9	10	10	11
2.	TOTAL IDENTIFED JOB TITLE	58							
3.	CRITICAL JOB TITLE (PER LEVEL)	0	0	0	1	1	0	0	0
4.	TOTAL CRITICAL JOB TITLES	2							
5.	JOB TITLES RELEVANT TO TECHNOLOGY & INDUSTRIAL REVOLUTION (PER LEVEL)	0	0	1	2	2	1	0	0
6.	TOTAL JOB TITLE RELEVANT TO TECHNOLOGY & INDUSTRIAL REVOLUTION	6							

NJT -NO JOB TITLE

Table 4.7: Occupational Structure Group N783 (1/3)

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES				
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES				
MSIC GROUP	(783) OTHER HUMAN RESOURCES PROVISION				
AREA LEVEL	HUMAN RESOURCES	TRAINING	CONSULTING	LEGAL	COMPLIANCE
LEVEL 8	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer
LEVEL 7	Chief People Officer/ Chief Human Resources Officer/ Chief Personnel Officer	Learning Director/ Chief Operating Officer	Consulting Director/ Chief Operating Officer	Legal Chief Officer	Chief Operation Officer
LEVEL 6	Human Resources Manager/ People & Culture Manager**	Training Manager**	Consulting Manager**	Legal Manager/ Legal Counsel	Compliance Manager
LEVEL 5	Human Resources Assistant Manager/ Personnel Assistant Manager**	Human Resources Assistant Manager/ Personnel Assistant Manager**	Senior Human Resources Consultant**	Legal Assistant	Assistant Compliance Manager
LEVEL 4	Human Resources Executive/ Industry Educator**	Human Resources Executive/ Industry Educator**	Human Resources Consultant**	NJT	Senior Compliance Officer/ Lead Auditor
LEVEL 3	NJT	NJT	NJT	NJT	Junior Compliance Officer/ Auditor
LEVEL 2	NJT	NJT	NJT	NJT	NJT
LEVEL 1	NJT	NJT	NJT	NJT	NJT

NJT – No Job Title

* Critical Job/ High Demands

** Jobs relevant to technology and industrial revolution

*** Critical Jobs and jobs relevant to technology and industrial revolution

Table 4.7: Occupational Structure Group N783 (2/3)

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES						
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES						
MSIC GROUP	(783) OTHER HUMAN RESOURCES PROVISION						
AREA LEVEL	FINANCE	SALES	BUSINESS DEVELOPMENT	MARKETING	INFORMATION SYSTEM	ADMINISTRATION	CORPORATE AFFAIRS/ SUSTAINABILITY
LEVEL 8	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer
LEVEL 7	Chief Financial Officer	Directors of Sales	Business Development Director	Director of Marketing	Director of Information Officer/ Head of Transformation/ Information System	NJT	Director of Corporate Affairs/ Corporate Social Responsibilities/ Director of Sustainability/ Chief Communication and Sustainability Officer
LEVEL 6	Finance Manager/ Accounts Manager	Sales Manager	Business Development Manager	Marketing Manager	Information Technology/ Information System Manager	NJT	Global Sustainability Manager

NJT – No Job Title |* Critical Job/ High Demands |** Jobs relevant to technology and industrial revolution |*** Critical Jobs and jobs relevant to technology and industrial revolution

Table 4.7: Occupational Structure Group N783 (3/3)

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES						
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES						
MSIC GROUP	(783) OTHER HUMAN RESOURCES PROVISION						
AREA LEVEL	FINANCE	SALES	BUSINESS DEVELOPMENT	MARKETING	INFORMATION SYSTEM	ADMINISTRATION	CORPORATE AFFAIRS/ SUSTAINABILITY
LEVEL 5	Asst. Finance/ Account Manager	Sales Assistant Manager	Business Development Assistant Manager	Marketing Assistant Manager	Information Technology/ Information System Assistant Manager	NJT	NJT
LEVEL 4	Financial Analyst	Sales Executive	Business Development Executive	Marketing Executive	Information Technology/ Information System Executives/ Information Technology Technician	NJT	NJT
LEVEL 3	Account Receivable/ Payable Executive	Sales Officer	Business Development Officer	Marketing Officer	Information Technology Help Desk	NJT	NJT
LEVEL 2	NJT	NJT	NJT	NJT	NJT	NJT	NJT
LEVEL 1	NJT	NJT	NJT	NJT	NJT	NJT	NJT

NJT – No Job Title |* Critical Job/ High Demands |** Jobs relevant to technology and industrial revolution |*** Critical Jobs and jobs relevant to technology and industrial revolution

Table 4.8: Summary of Job Titles Group N783

SUMMARY OF JOB TITLE FOR (783) OTHER HUMAN RESOURCES PROVISION									
NO.	JOB AREA	LEVEL							
		1	2	3	4	5	6	7	8
(783) OTHER HUMAN RESOURCES PROVISION									
1	HUMAN RESOURCE	NJT	NJT	NJT	1	1	1	1	1
2.	TRAINING	NJT	NJT	NJT	1	1	1	1	1
3.	CONSULTING	NJT	NJT	NJT	1	1	1	1	1
4.	LEGAL	NJT	NJT	NJT	NJT	1	1	1	1
5.	COMPLIANCE	NJT	NJT	1	1	1	1	1	1
6.	FINANCE	NJT	NJT	1	1	1	1	1	1
7.	SALES	NJT	NJT	1	1	1	1	1	1
8.	BUSINESS DEVELOPMENT	NJT	NJT	1	1	1	1	1	1
9.	CUSTOMER SERVICE	NJT	NJT	1	1	1	1	1	1
10.	INFORMATION SYSTEM	NJT	NJT	1	1	1	1	1	1
11.	ADMINISTRATION	NJT	NJT	NJT	NJT	NJT	NJT	NJT	1
12.	CORPORATE AFFAIRS/ SUSTAINABILITY	NJT	NJT	NJT	NJT	NJT	1	1	1

NO.	JOB AREA	LEVEL							
		1	2	3	4	5	6	7	8
1.	IDENTIFIED JOB TITLE (PER LEVEL)	0	0	6	9	10	11	11	12
2.	TOTAL IDENTIFIED JOB TITLE	59							
3.	CRITICAL JOB TITLE (PER LEVEL)	0	0	0	0	0	0	0	0
4.	TOTAL CRITICAL JOB TITLES	0							
5.	JOB TITLES RELEVANT TO TECHNOLOGY & INDUSTRIAL REVOLUTION (PER LEVEL)	0	0	0	3	3	3	0	0
6.	TOTAL JOB TITLE RELEVANT TO TECHNOLOGY & INDUSTRIAL REVOLUTION	9							

NJT -NO JOB TITLE

4.4 Occupational Responsibilities (OR)

The Occupational Responsibilities (OR) describe the main duties of each of the job titles listed under the Occupational Structure (OS), which also corresponds with the particular job's respective area and level. The OR listed in this section may include but are not limited to the OR within the Employment Activities sector. The OR will serve as the future reference for the development of the National Occupational Skills Standard (NOSS) for the Employment Activities occupation under the MSIC 2008, Division N78. (Group: N781, N782 and N783)

The OR are presented on the following pages, from Table 4.9 to Table 4.11.

Table 4.9: Occupational Responsibility (OR) Group N781 (1/6)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCY		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (LICENCE B & C) (Only Applicable for Domestic & Blue-Collar Workers)
LEVEL 8	<p>Chief Executive Officer</p> <ul style="list-style-type: none"> • Creating and developing high quality business strategies and plans ensuring their alignment with short-term and long-term objectives. • Leading and motivating subordinates to advance employee engagement develop a high performing managerial team. • Overseeing all operations support and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission. • Designing high-quality investing decisions to advance the business and increase profits. • Enforcing adherence to legal guidelines and in-house policies to maintain the company's legality and business ethics. • Reviewing financial and non- financial reports to devise solutions or improvements. • Building trust relations with key partners and stakeholders and act as a point of contact for important shareholders. <p>Analysing problematic situations and occurrences and provide solutions to ensure company survival and growth.</p> <ul style="list-style-type: none"> • Maintaining a deep knowledge of the markets and industry of the company. 	<p>Chief Executive Officer</p> <ul style="list-style-type: none"> • Creating and developing high quality business strategies and plans ensuring their alignment with short-term and long-term objectives. • Leading and motivating subordinates to advance employee engagement develop a high performing managerial team. • Overseeing all operations support and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission. • Make high-quality investing decisions to advance the business and increase profits. • Enforcing adherence to legal guidelines and in-house policies to maintain the company's legality and business ethics. • Reviewing financial and non- financial reports to devise solutions or improvements. • Devising solution for financial reports for improvements. 	<p>NJT</p>

Table 4.9: Occupational Responsibility (OR) Group N781 (2/6)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCY		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (Only Applicable for Domestic & Blue- Collar Workers)
LEVEL 7	Director of Recruitment / Operation/ Recruitment Operation/ Chief Operating Officer <ul style="list-style-type: none"> • Setting goal for business growth. • Supporting all business activities are within budget, on schedule and as per the expectation. • Meeting business objectives and the ability to demonstrate exceptional operation management and planning skills. • Overseeing the proper implementation of all the strategies within the business guidelines in every department and works closely with the heads of other departments to ensure that the deadlines are met within the allotted time frame. • Creating the best working environment for employees. • Reviewing working practices efficiency and making changes if required. 	Chief People Officer/ Chief Human Resources Officer/ Chief Personnel Officer <ul style="list-style-type: none"> • Supporting and evaluating HR efforts that effectively communicate and support the company's mission and strategic vision. • Developing HR plans and strategies to support the achievement of the overall business operations objectives. • Functioning as a strategic business advisor to the executive/ senior management of each business unit or specialty group regarding key organizational and management issues. • Working with the company's executive management team to establish a sound plan of management succession that corresponds to the strategy and objectives of the company. • Developing comprehensive strategic recruiting. 	NJT

Table 4.9: Occupational Responsibility (OR) Group N781 (3/6)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCY		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (Only Applicable for Domestic & Blue- Collar Workers)
LEVEL 6	<p>Recruitment Manager/ Talent Acquisition Manager</p> <ul style="list-style-type: none"> • Communicating with clients to get a clear view on their hiring needs and organizational goals. • Analysing into client's company. • Analysing into competitors and market place. • Defining job description and document specifications. • Building long-term client relationships. • Researching and developing recruiting leads. • Developing a sustainable candidate lead strategy. • Managing hiring timelines with client. • Managing the recruiting team. • Meeting the sales target. 	<p>Human Resources Manager/ Chief People & Culture Manager</p> <ul style="list-style-type: none"> • Supporting CHRO initiative and strategies for the overall group. • Putting in place forward-looking strategies and plans to enable the company to attract, motivate and retain our talents. • Supporting the management staff by providing human resources advice, counsel, and decisions; analysing information and applications. • Advising HODS and HR teams on all compensation, rewards, performance management as well as benefits and wellness related issues / queries. • Leading, coaching and inspiring the teams to deliver high quality and timely HR advices to the organization. 	NJT
LEVEL 5	<p>Talent Acquisition/ Assistant Manager / Assistant Recruitment Manager/ Head Recruitment/ Recruitment Lead</p> <ul style="list-style-type: none"> • Executing Recruitment Team performance reviews. • Demonstrating good customer relationships. • Participating in recruitment process. 	<p>Human Resource Assistant Manager/ Personnel Assistant Manager</p> <ul style="list-style-type: none"> • Planning, managing, administers, and supports the HR practice, policies, and programs, along with payroll, ensuring alignment to Corporate HR initiatives, to create a compliant, equitable environment. 	

Table 4.9: Occupational Responsibility (OR) Group N781 (4/6)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCY		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (Only Applicable for Domestic & Blue-Collar Workers)
LEVEL 5	<ul style="list-style-type: none"> Updating recruiting procedures or create new procedures. Supervising the recruiting team. Searching for and enforce new sourcing methods to find candidates. Researching the best job advertising techniques. Providing training to Recruitment team on proper interviewing. Attending career events and job fairs. Meeting KPI. Smoothing out problems within the workplace. Addressing employee and customer concerns. Developing strategies for better workplace efficiency and goal achievement. Liaising between managers, customers and employees. Providing direction to staff. 	<ul style="list-style-type: none"> Acting as the first of point of contact at times for employee questions/ obstacles, ensuring effective resolution, and that information is provided to the right management team member and Corporate HR as needed. Implementing and coordinating effective recruiting and onboarding processes to onboard and retain top talent for the sites, while ensuring employee paperwork is complete and compliant. Executing and maintaining the performance management programs that will measure and develop team members towards the goals of the business and towards their career goals. Demonstrating a Credible Activist to build relationships of trust and integrity within the teams to ensure engaging, fair and compliant employee relations practices are administered based on established policies and practices. Coordinating benefit open-enrolment and wellness activities for the site to enhance employee engagement and the overall long-term productivity. Preparing, coordinates, and maintains employee change forms, employee files, perfect attendance data, disciplinary, data, etc. in an accurate, compliant, and confidential. 	NJT

Table 4.9: Occupational Responsibility (OR) Group N781 (5/6)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCY		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (Only Applicable for Domestic & Blue-Collar Workers)
LEVEL 4	<p>Recruitment Executive/ Recruiter/ Recruitment Consultant/ Executive Search/ Career Officer</p> <ul style="list-style-type: none"> • Discussing with client's hiring manager the skills and other characteristics required of the candidate to be employed or contracted. • Finding/ Sourcing candidates with appropriate skills, and undertaking the necessary formalities according to national or international regulations and requirements. • Matching jobseekers with vacancies. • Identifying prospective candidates using a variety of channels. • Creating a candidate persona for each open position. • Conducting interviews. • Doing references check. • Presenting shortlisted candidates. • Presenting detailed candidate profile summaries. • Attending career events and job fairs. • Posting Job Openings. 	<p>Human Resources Executive/ Industry Educator</p> <ul style="list-style-type: none"> • Facilitating task execution by the HR Specialist. • Providing professional business services related to personnel policies such as employee recruitment or development, occupational analyses and vocational guidance. • Maintaining personnel records and associated human resource information systems. • Studying and analysing jobs performed in an establishment, conducting interviews with workers, supervisors and the Management and writing detailed post, job and occupation descriptions from data obtained. 	<p>Trainer/ Training Executive</p> <ul style="list-style-type: none"> • Training Domestic Workers cleaning, hygiene and cooking. • Establishing and educate staff on cleanliness, tidiness and hygiene standard. • Motivating Domestic workers resolve any issues that's occur in the jobs especially communication. Problems always arise when Domestic Workers cannot understand their employers or the other way around. • Responding to customer complaint and request. • Ensuring compliance with safety and sanitation. • Responsible for ensuring that's the standard and quality of Domestic Workers. • Providing training on how to best handle employer's demand. • Choosing the right training programs (e.g. cooking, new born baby, infant, caregiver).

Table 4.9: Occupational Responsibility (OR) Group N781 (6/6)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCY		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (Only Applicable for Domestic & Blue- Collar Workers)
LEVEL 3	<p>Junior Recruiter</p> <ul style="list-style-type: none"> Assisting the executive recruiter with recruitment duties. Reviewing available positions and candidate requirements. Conducting initial phone screenings. Communicating with candidates and setting up interviews. Contacting candidate references and verifying education validity as required by client Post Job Openings. 	NJT	<p>Training Officer</p> <ul style="list-style-type: none"> Evaluating employee performance to gauge where skills are lacking. Creating training programs to address skill gaps in Domestic Worker. Preparing learning materials for programs. Developing programs for new Domestic Worker. Conducting surveys to gauge the effectiveness of programs. Post arrival and Pre departure program. Researching new teaching methods.
LEVEL 2	<p>Talent Sourcer</p> <ul style="list-style-type: none"> Assisting the hiring team in screening candidate résumés. Managing the résumé database. Formatting candidate profile. 	NJT	NJT
LEVEL 1	NJT	NJT	NJT

Table 4.10: Occupational Responsibility (OR) Group N782 (1/7)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (LICENSE B & C) (Only Applicable for Blue-Collar Workers)
LEVEL 8	<p>Chief Executive Officer</p> <ul style="list-style-type: none"> • Creating and developing high quality business strategies and plans ensuring their alignment with short-term and long-term objectives. • Leading and motivating subordinates to advance employee engagement develop a high performing managerial team. • Overseeing all operations support and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission. • Designing high-quality investing decisions to advance the business and increase profits. • Enforcing adherence to legal guidelines and in-house policies to maintain the company's legality and business ethics. • Reviewing financial and non- financial reports to devise solutions or improvements. • Building trust relations with key partners and stakeholders and act as a point of contact for important shareholders. • Maintaining a deep knowledge of the markets and industry of the company. 	<p>Chief Executive Officer</p> <ul style="list-style-type: none"> • Creating and developing high quality business strategies and plans ensuring their alignment with short-term and long-term objectives. • Leading and motivating subordinates to advance employee engagement develop a high performing managerial team. • Overseeing all operations support and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission. • Making high-quality investing decisions to advance the business and increase profits. • Enforcing adherence to legal guidelines and in-house policies to maintain the company's legality and business ethics. • Reviewing financial and non- financial reports to devise solutions or improvements. • financial reports to devise solutions or improvements. 	NJT

Table 4.10: Occupational Responsibility (OR) Group N782 (2/7)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (Only Applicable for Blue-Collar Workers)
LEVEL 7	<p>Director of Recruitment / Operation/ Recruitment Operation/ Chief Operating Officer</p> <ul style="list-style-type: none"> Setting strategic planning for business growth. Support all business activities are within budget, on schedule and as per the expectation. Meeting business objectives and the ability to demonstrate exceptional operation management and planning skills. Overseeing the proper implementation of all the strategies within the business guidelines in every department and works closely with the heads of other departments to ensure that the deadlines are met within the allotted time frame. Creating the best working environment for employees. Review working practices efficiency and making changes if required. 	<p>Chief People Officer/ Chief Human Resources Officer/ Chief Personnel Officer</p> <ul style="list-style-type: none"> Supporting and evaluating HR efforts that effectively communicate and support the company's mission and strategic vision. Developing HR plans and strategies to support the achievement of the overall business operations objectives. Functioning as a strategic business advisor to the executive/ senior management of each business unit or specialty group regarding key organizational and management issues. Working with the company's executive management team to establish a sound plan of management succession that corresponds to the strategy and objectives of the company. 	NJT
LEVEL 6	<p>Recruitment Manager/ Talent Acquisition Manager***</p> <ul style="list-style-type: none"> Communicating with clients to get a clear view on their hiring needs and organizational goals. Analysing into client's company. Analysing into competitors and market place. 	<p>Human Resources Manager/ Chief People & Culture Manager</p> <ul style="list-style-type: none"> Supporting CHRO initiative and strategies for the overall group. Putting in place forward-looking strategies and plans to enable the company to attract, motivate and retain talents. 	

Table 4.10: Occupational Responsibility (OR) Group N782 (3/7)

OCCUPATIONAL RESPONSIBILITY (OR)			
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (Only Applicable for Blue-Collar Workers)
LEVEL 6	<ul style="list-style-type: none"> Defining job description and document specifications. Building long-term client relationships. Researching and developing recruiting leads. Developing a sustainable candidate lead strategy. Managing hiring timelines with client. Managing the recruiting team. Meeting the sales target. 	<ul style="list-style-type: none"> Supports management by providing human resources advice, counsel, and decisions; analysing information and applications. Advising HODs and HR teams on all compensation, rewards, performance management as well as benefits and wellness related issues / queries. Leading, coaching and inspiring the teams to deliver high quality and timely HR advices to the organization. 	NJT
LEVEL 5	<p>Talent Acquisition/ Assistant Manager / Assistant Recruitment Manager/ Head Recruitment/ Recruitment Lead***</p> <ul style="list-style-type: none"> Executing Recruitment Team performance reviews. Demonstrating good customer relationships. Participating in recruitment process. Updating recruiting procedures or create new procedures. Supervising the recruiting team. Searching for and enforce new sourcing methods to find candidates. Researching the best job advertising techniques. Provide training to Recruitment team on proper interviewing. 	<p>Human Resources Assistant Manager/ Personnel Assistant Manager</p> <ul style="list-style-type: none"> Planning, managing, administers, and supports the HR practice, policies, and programs, along with payroll, ensuring alignment to Corporate HR initiatives, to create a compliant, equitable environment. Acting as the first of point of contact at times for employee questions/ obstacles, ensuring effective resolution, and that information is provided to the right management team member and Corporate HR as needed. Implementing and coordinating effective recruiting and onboarding processes to onboard and retain top talent for the sites, while ensuring employee paperwork is complete and compliant. 	

Table 4.10: Occupational Responsibility (OR) Group N782 (4/7)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (Only Applicable for Blue-Collar Workers)
LEVEL 5	<ul style="list-style-type: none"> • Attending career events and job fairs. • Meeting KPI. • Smoothing out problems within the workplace. • Addressing employee and customer concerns. • Developing strategies for better workplace efficiency and goal achievement. • Liaising between managers, customers, and employees. • Provide direction to staff. 	<ul style="list-style-type: none"> • Executing and maintaining the performance management programs that will measure and develop team members towards the goals of the business and towards their career goals. • Demonstrating a Credible Activist to build relationships of trust and integrity within the teams to ensure engaging, fair and compliant employee relations practices are administered based on established policies and practices. • Coordinating benefit open-enrolment and wellness activities for the site to enhance employee engagement and the overall long-term productivity. • Preparing, coordinating, and maintaining employee change forms, employee files, perfect attendance data, disciplinary, data, etc. in an accurate, compliant, and confidential. 	<p>NJT</p>
LEVEL 4	<p>Recruitment Executive/ Recruiter/ Recruitment Consultant/ Executive Search/ Career Officer</p> <ul style="list-style-type: none"> • Discussing with client's hiring manager the skills and other characteristics required of the candidate to be employed or contracted. • Finding/ Sourcing candidates with appropriate skills, and undertaking the necessary formalities according to national or international regulations and requirements. • Matching jobseekers with vacancies. 	<p>Human Resources Executive/ Industry Educator</p> <ul style="list-style-type: none"> • Facilitating task execution by the HR Specialist. • Providing professional business services related to personnel policies such as employee recruitment or development, occupational analyses and vocational guidance. • Maintaining personnel records and associated human resource information systems. • Studying and analysing jobs performed in an establishment, conducting interviews with workers, 	<p>Trainer/ Training Executive</p> <p>Blue Collar Workers (Contract for Service)</p> <ul style="list-style-type: none"> • Training workers in matching with required soft skills (e.g. attitude, communication and career development) in preparation for interview. • Working with employers to provide on the job training (OJT) skills as per TNA. • Providing regular performance evaluation to employers on workers behaviour, working attendance and productivity.

Table 4.10: Occupational Responsibility (OR) Group N782 (5/7)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (Only Applicable for Blue-Collar Workers)
LEVEL 4	<ul style="list-style-type: none"> • Identify prospective candidates using a variety of channels. • Creating a candidate persona for each open position. • Conduct interviews. • Doing references check. • Presenting shortlisted candidates. • Presenting detailed candidate profile summaries. • Attending career events and job fairs. • Post Job Openings. 	<p>supervisors and the Management and writing detailed post, job and occupation descriptions from data obtained.</p>	<ul style="list-style-type: none"> • Ensuring compliance with company policies, latest Employment Act, ethical code of conduct, health and safety. • Providing regular career guidance services and career management services to workers on issues related to career development and opportunities to ensure retention and stability of workforce. • Motivating workers with opportunity to convert to permanent workers with promotion with good performance. <p>Domestic Workers</p> <ul style="list-style-type: none"> • Training Domestic Workers on Malaysian tradition and culture, conversation language, cleaning, hygiene and cooking. • Establishing and educate staff on discipline, cleanliness, tidiness and hygiene standard. • Motivating Domestic workers resolve any issues that's occur in the jobs especially communication. <p>Problems</p> <ul style="list-style-type: none"> • Responding to customer complaint and request. • Ensuring compliance with Employment Act, ethical code of conduct, health, safety and sanitation. • Responsible for ensuring that's the standard and quality of Domestic Workers. • Providing training on how to best handle employer's demand.

Table 4.10: Occupational Responsibility (OR) Group N782 (6/7)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (Only Applicable for Blue-Collar Workers)
LEVEL 4			<ul style="list-style-type: none"> Choosing the right training programs (e.g. cooking, new-born baby, infant, caregiver).
LEVEL 3	<p>Junior Recruiter</p> <ul style="list-style-type: none"> Assisting the executive recruiter with recruitment duties. Reviewing available positions and candidate requirements. Conducting initial phone screenings. Communicating with candidates and setting up interviews. Contacting candidate references and verifying education validity as required by client Post Job Openings. 	NJT	<p>Training Officer</p> <p>Blue Collar Workers (Contract for Service)</p> <ul style="list-style-type: none"> Training workers in matching with required soft skills (eg. attitude, communication and career development) in preparation for interview Working with employers to provide on the job training (OJT) skills as per TNA Providing regular performance evaluation to employers on workers behaviour, working attendance and productivity Ensuring compliance with company policies, ethical code of conduct, health and safety Providing regular career guidance services and career management services to workers on issues related to career development path and career opportunities to ensure retention and stability of workforce Motivating workers with opportunity to convert to permanent workers with promotion with good performance.

Table 4.10: Occupational Responsibility (OR) Group N782 (7/7)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (Only Applicable for Blue-Collar Workers)
LEVEL 3			Domestic Workers <ul style="list-style-type: none"> • Evaluating employee performance to gauge where skills are lacking. • Creating training programs to address skill gaps in Domestic Worker. • Preparing learning materials for programs. • Developing programs for new Domestic Worker. • Conducting surveys to gauge the effectiveness of programs. • Post arrival and Pre departure program. • Researching new teaching methods.
LEVEL 2	Talent Sourcer <ul style="list-style-type: none"> • Assisting the hiring team in screening candidate résumés. • Managing the résumé database. • Formatting candidate profile. 	NJT	NJT
LEVEL 1	NJT	NJT	NJT

Table 4.11: Occupational Responsibility (OR) Group N783 (1/7)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(783) OTHER HUMAN RESOURCES PROVISION		
AREA LEVEL	HUMAN RESOURCES	TRAINING	CONSULTING
LEVEL 8	<p>Chief Executive Officer</p> <ul style="list-style-type: none"> • Developing high quality business strategies and plans ensuring their alignment with short-term and long-term objectives. • Leading and motivating subordinates to advance employee engagement develop a high performing managerial team. • Overseeing all operations support and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission. • Making high-quality investing decisions to advance the business and increase profits. • Enforcing adherence to legal guidelines and in-house policies to maintain the company's legality and business ethics. • Reviewing financial and non-financial reports to devise solutions or improvements. • Building trust relations with key partners and stakeholders and act as a point of contact for important shareholders. 	<p>Chief Executive Officer</p> <ul style="list-style-type: none"> • Developing high quality business strategies and plans ensuring their alignment with short-term and long-term objectives. • Leading and motivating subordinates to advance employee engagement develop a high performing managerial team. • Overseeing all operations support and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission. • Making high-quality investing decisions to advance the business and increase profits. • Enforcing adherence to legal guidelines and in-house policies to maintain the company's legality and business ethics. • Reviewing financial and non-financial reports to devise solutions or improvements. • Building trust relations with key partners and stakeholders and act as a point of contact for important shareholders. 	<p>Chief Executive Officer</p> <ul style="list-style-type: none"> • Developing high quality business strategies and plans ensuring their alignment with short-term and long-term objectives. • Leading and motivating subordinates to advance employee engagement develop a high performing managerial team. • Overseeing all operations support and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission. • Making high-quality investing decisions to advance the business and increase profits. • Enforcing adherence to legal guidelines and in-house policies to maintain the company's legality and business ethics. • Reviewing financial and non-financial reports to devise solutions or improvements. • Building trust relations with key partners and stakeholders and act as a point of contact for important shareholders.

Table 4.11: Occupational Responsibility (OR) Group N783 (2/7)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(783) OTHER HUMAN RESOURCES PROVISION		
AREA LEVEL	HUMAN RESOURCES	TRAINING	CONSULTING
LEVEL 8	<ul style="list-style-type: none"> Analysing problematic situations and occurrences and provide solutions to ensure company survival and growth. Maintaining a deep knowledge of the markets and industry of the company. 	<ul style="list-style-type: none"> Analysing problematic situations and occurrences and provide solutions to ensure company survival and growth. Maintaining a deep knowledge of the markets and industry of the company. 	<ul style="list-style-type: none"> Analysing problematic situations and occurrences and provide solutions to ensure company survival and growth. Maintaining a deep knowledge of the markets and industry of the company.
LEVEL 7	<p>Chief People Officer/ Chief Human Resources Officer/ Chief Personnel Officer</p> <ul style="list-style-type: none"> Establishing and implement HR efforts that effectively communicate and support the company's mission and strategic vision. Developing HR plans and strategies to support the achievement of the overall business operations objectives. Functioning as a strategic business advisor to the executive/ senior management of each business unit or specialty group regarding key organizational and management issues. Working with the company's executive management team to establish a sound plan of management succession that corresponds to the strategy and objectives of the company. 	<p>Learning Director/ Chief Operating Officer</p> <ul style="list-style-type: none"> Using performance reviews and skills gap analyses to identify training needs. Planning Training program based on needed. Creating and execute learning strategies, activities curriculum and resources and programs. Managing daily, weekly, monthly training and yearly training. Developing and implementing learning strategies and programs Helping managers develop their team members through career pathing. Conducts annual training and development needs assessment. Developing training and development programs and objectives. Administering spending against the departmental budget. 	<p>Consulting Director</p> <ul style="list-style-type: none"> Determining, developing and delivering innovative strategies and tools to target new and current clients. Initiating and centre team efforts to gather, analyse and interpret Data and formulate recommendation and conclusions. Ensuring resources leverage by coordinating with staff scheduling and Project planning. Develop solutions for complex client situations to ensure meeting of goals and objectives and deliver result on time. Perform client interviews on analysis and interpretation of data. Engaging in practice management such as tools, methodologies, people development and proposals. Rendering quality control for engagement team work.

Table 4.11: Occupational Responsibility (OR) Group N783 (3/7)

		OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION		(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION		(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP		(783) OTHER HUMAN RESOURCES PROVISION		
AREA LEVEL	HUMAN RESOURCES	TRAINING	CONSULTING	
LEVEL 7			<ul style="list-style-type: none"> • Reporting on final client status and present to engagement staff to demonstrate factual material command. • Communicate with all client's management levels. • Measuring project progress, client benefits and budget expectations through proprietary tracking tools. 	
LEVEL 6	<p>Human Resources Manager/ Chief People & Culture Manager</p> <ul style="list-style-type: none"> • Supporting CHRO initiative and strategies for the overall group. • Putting in place forward-looking strategies and plans to enable the company to attract, motivate and retain talents. • Supporting the management by providing human resources advice, counsel, and decisions; analysing information and applications. • Advising HODS and HR teams on all compensation, rewards, performance management as well as benefits and wellness related issues / queries. • Leading, coaching and inspiring the teams to deliver high quality and timely HR advices to the organization. 	<p>Training Manager</p> <ul style="list-style-type: none"> • Evaluating programme and identify weaknesses. • Identifying training needs according current programme. • Based on research, planning and implementing training programme that will prepare programme for the next step of their career paths. • Recruiting trainers. • Leading, teaching, onboard and evaluate new trainers. • Making other trainers' schedules. • Building quarterly and annual training program. • Presenting all the technical and supply training requirements. • Encouraging programme for training. • Overseeing employee attendance and performance. • Tracking employee success and progress. 	<p>Consulting Manager</p> <ul style="list-style-type: none"> • Assessing program performance results and trends, benchmarking, and senior leadership presentations that tell the story on impacts and actions in support of the client's savings objectives. • Reviewing of findings and trends, secure client stakeholder buys in, and work with the appropriate client stakeholder teams to implement changes. • Reporting deliverables will include KPI scorecards, benchmarking, POS reporting on optimization and savings opportunities. • Undertaking analysis and share recommendations to improve/ modify existing processes/ systems for clients. • Undertaking Customer Relationship management and contribute in an on-going manner to client interaction by identifying client's priority needs for service and support. 	

Table 4.11: Occupational Responsibility (OR) Group N783 (4/7)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(783) OTHER HUMAN RESOURCES PROVISION		
AREA LEVEL	HUMAN RESOURCES	TRAINING	CONSULTING
LEVEL 6		<ul style="list-style-type: none"> Communicating all the training programme on a timely basis. Preparing and deliver training courses. 	<ul style="list-style-type: none"> Identifying areas to build strategic relationships. Responsible for supporting business development working actively with vertical and sales teams to win new business/ major renewals. Developing innovative proposals for new tools and systems that will promote global scale, automation, simplicity, efficiency, and real business results. Involving in the process from systems design down to country-level rollout and implementation.
LEVEL 5	<p>Human Resources Assistant Manager/ Personnel Assistant Manager</p> <ul style="list-style-type: none"> Planning, manages, administers, and supports the HR practice, policies, and programs, along with payroll, ensuring alignment to Corporate HR initiatives, to create a compliant, equitable environment. Acting as the first of point of contact at times for employee questions/ obstacles, ensuring effective resolution, and that information is provided to the right management team member and Corporate HR as needed. 	<p>Human Resources Assistant Manager/ Personnel Assistant Manager</p> <ul style="list-style-type: none"> Planning, manages, administers, and supports the HR practice, policies, and programs, along with payroll, ensuring alignment to Corporate HR initiatives, to create a compliant, equitable environment. Acting as the first of point of contact at times for employee questions/ obstacles, ensuring effective resolution, and that information is provided to the right management team member and Corporate HR as needed. 	<p>Senior Human Resources Consultant</p> <ul style="list-style-type: none"> Providing expert advice on a range of human resource queries and opportunities arising from within the organisation, in accordance with organisational policy and legislative requirements. Implementing human resource best practice strategies and practices which contribute to the organisations ability to meet identified human resource outcomes. Taking responsibility for the successful and timely completion of human resource related projects and priorities, as allocated. Consulting with organizational stakeholders on the development of policy and HR practices.

Table 4.11: Occupational Responsibility (OR) Group N783 (5/7)

		OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION		(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION		(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP		(783) OTHER HUMAN RESOURCES PROVISION		
AREA LEVEL	HUMAN RESOURCES	TRAINING	CONSULTING	
LEVEL 5	<ul style="list-style-type: none"> Implementing and coordinates effective recruiting and onboarding processes to onboard and retain top talent for the sites, while ensuring employee paperwork is complete and compliant. Coordinating and maintains the performance management programs that will measure and develop team members towards the goals of the business and towards their career goals. Acting as a Credible Activist to build relationships of trust and integrity within the teams to ensure engaging, fair and compliant employee relations practices are administered based on established policies and practices. Coordinating benefit open enrolment and wellness activities for the site to enhance employee engagement and the overall long-term productivity. Preparing, coordinates, and maintains employee change forms, employee files, perfect attendance data, disciplinary data, etc. in an accurate, compliant, and confidential way. 	<ul style="list-style-type: none"> Implementing and coordinates effective recruiting and onboarding processes to onboard and retain top talent for the sites, while ensuring employee paperwork is complete and compliant. Coordinating and maintains the performance management programs that will measure and develop team members towards the goals of the business and towards their career goals. Acting as a Credible Activist to build relationships of trust and integrity within the teams to ensure engaging, fair and compliant employee relations practices are administered based on established policies and practices. Coordinating benefit open enrolment and wellness activities for the site to enhance employee engagement and the overall long-term productivity. Preparing, coordinates, and maintains employee change forms, employee files, perfect attendance data, disciplinary data, etc. in an accurate, compliant, and confidential way. 	<ul style="list-style-type: none"> Assisting with a range of Employment Relations queries and projects, including dispute resolution and disciplinary investigations, and other instances of conflict between unions, staff and management. Undertaking human resource projects which contribute to the building of human resources within the organization. 	

Table 4.11: Occupational Responsibility (OR) Group N783 (6/7)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(783) OTHER HUMAN RESOURCES PROVISION		
AREA LEVEL	HUMAN RESOURCES	TRAINING	CONSULTING
LEVEL 4	<p>Human Resources Executive/ Industry Educator</p> <ul style="list-style-type: none"> Facilitating task execution by the HR Specialist. Providing professional business services related to personnel policies such as employee recruitment or development, occupational analyses and vocational guidance. Maintaining personnel records and associated human resource information systems. Studying and analysing jobs performed in an establishment. Conducting interview with workers, supervisors and the Management and writing detailed post, job and occupation descriptions from data obtained. 	<p>Human Resources Executive/ Industry Educator</p> <ul style="list-style-type: none"> Facilitating task execution by the HR Specialist. Providing professional business services related to personnel policies such as employee recruitment or development, occupational analyses and vocational guidance. Maintaining personnel records and associated human resource information systems. Studying and analysing jobs performed in an establishment. <p>Conducting interview with workers, supervisors and the Management and writing detailed post, job and occupation descriptions from data obtained.</p>	<p>Human Resource Consultant</p> <ul style="list-style-type: none"> Initiating and leading human resource programs and projects. Conducting research through various methods (data collection, surveys etc.) to identify a problematic situation or find the cause. Providing advice and recommendations to HR personnel for resolution of daily issues. Formulate strategic and practical plans to address human resource matters. Assisting in recruiting, training and management of personnel. Devising plans and techniques to drive change and culture management. Assisting in the development and integration of policies. Select and implement suitable HR technology. Helping establish control systems for compliance with business methods and HR practices. Reviewing systems and processes and make modifications to address issues. Refurbishing knowledge of advancements in the field and present new ideas.

Table 4.11: Occupational Responsibility (OR) Group N783 (7/7)

	OCCUPATIONAL RESPONSIBILITY (OR)		
MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(783) OTHER HUMAN RESOURCES PROVISION		
AREA LEVEL	HUMAN RESOURCES	TRAINING	CONSULTING
LEVEL 3	NJT	NJT	NJT
LEVEL 2	NJT	NJT	NJT
LEVEL 1	NJT	NJT	NJT

4.5 Occupational Description (OD)

Occupational Descriptions (OD) describe a structured and factual statement of a specific job function. The OD within this context refers to the job titles in demand that have been identified as important for the operations of the sector. The OD describes the summary of responsibilities, job level, and competency set such as knowledge, skills and attributes particular to the job. In total, there are N781- 58 job titles, N782 – 58 job titles and N783 – 59 job titles.

Occupational Descriptions developed in this OF is as presented in **Annex 4**.

4.6 Jobs in Demand and Critical Jobs

This section provides information on the jobs in demand and the critical jobs in the Employment Activities sector. Jobs in demand are jobs that are required and important in the smooth running of the main operations of the company.

Meanwhile, the critical jobs are jobs in demand but hard to fill and are always short of supply due to the nature of the jobs which require certain skills set. It is sought-after by employers. Sought-after means that demand for a job title exceeds the supply of appropriately qualified workers despite efforts on the part of employers to satisfy their demand and for reasons not easily addressed through changes in employer hiring practices. It is also considered as the strategic occupation of the industry that is critical to the success of the business.

The jobs are divided into three (3) categories of worker skills; namely low-skilled worker (LS), semi-skilled worker (SS) and skilled-worker (S). Based on the DSD eight (8) levels of qualification are identified which is level 1 (low-skilled worker), level 2 and 3 (semi-skilled worker) and level 4 until 8 (skilled-worker).

The jobs in demand based on the category of workers and the corresponding critical jobs for the Employment Activities sector are listed in Table 4.12 below.

Table 4.12: Jobs in Demand and Critical Jobs

No.	Category Of Worker Skills	Jobs In Demand	Critical Jobs
1.	Skilled-worker (Level 4-8)	<ol style="list-style-type: none"> 1. Chief Executive Officer 2. Director of Recruitment / Operation / Recruitment 3. Operation Chief People Officer / Chief Human Resource Officer / Chief Personnel Officer 4. Consulting Director / Chief Operating Officer 5. Recruitment Manager / Talent Acquisition Manager 6. Human Resources Manager / People & Culture Manager 7. Talent Acquisition Assistant Manager / Recruitment Assistant Manager / Head of Recruitment / Recruitment Lead 8. Consulting Manager 9. Human Resource Assistant Manager / Personnel Assistant Manager / Senior Human Resources Executive 10. Senior Human Resources Consultant 11. Recruitment Executive / Recruiter / Recruitment Consultant / Executive Search / Career Officer 	<p style="text-align: center;">N781</p> <ol style="list-style-type: none"> 1. Talent Acquisition Assistant Manager / Recruitment Assistant Manager / Head of Recruitment / Recruitment Lead 2. Recruitment Executive / Recruiter / Recruitment Consultant / Executive Search / Career Officer <p style="text-align: center;">N782</p> <ol style="list-style-type: none"> 1. Talent Acquisition Assistant Manager / Recruitment Assistant Manager / Head of Recruitment / Recruitment Lead 2. Recruitment Executive / Recruiter / Recruitment Consultant / Executive Search / Career Officer <p>*Both Job Titles are available in N781 and N782.</p>

No.	Category Of Worker Skills	Jobs In Demand	Critical Jobs
		12. Human Resources Executive / Industry Educator 13. Human Resources Consultant 14. Trainer / Training Executive 15. Junior Recruiter 16. Training Officer 17. Talent Sourcer	
2.	Semi-skilled Worker (Level 2-3)	1. Training Officer 2. Talent Sourcer 3. Junior Recruiter	No Job Title
3.	Low-skilled Workers (Level 1)	No Job title	No Job Title

From the survey, there are 20 jobs in demand in the main operations of the Employment Activities sector. Across the board, jobs are relatively easy to be filled in although requiring specific skill sets. However, the data also shows that there are two (2) job titles that experienced a shortage in supply, mostly derived from the area of Recruitment.

Additional to the survey, feedback from the FGD has identified the following factors as contributing to the shortage of jobs in demand:

- a) Lack of experience workforce to execute and operate front-end work activities;
- b) Mismatch of qualification, knowledge and required skills to perform the job function;
- c) High salary expectation in which the salary offered is often regarded as not well compensated with the job requirement; and
- d) Job attrition mainly because of competitor's poaching or career change to different role in different industry.

4.7 Competencies in Demand

This section includes the skills/ competency that are in high demand in the Employment Activities sector. Competency in demand reflects the ability to perform tasks efficiently in accordance with industry standards. As shown in Figure 4.1, the competency set is divided into Knowledge, Skills, and Attributes. Knowledge is defined as the body of information that can be used to perform a task. The ability to physically perform an activity or task, which can be developed through training and practise, is referred to as a skill. Attributes are qualities or characteristics that are inherent in or ascribed to someone that are important for the job.

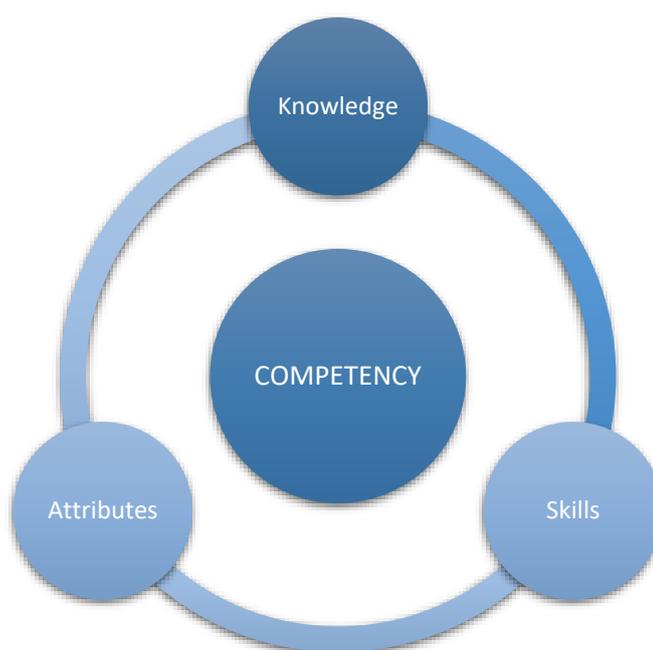


Figure 4.1: Competency Set

Elicited through the FGD and supported by the data analysis from the survey, the competency and its descriptions that are highly important to the Employment Activities sector are illustrated in Table 4.13.

Table 4.13: Competency Skills Description

No.	Competency	Description
KNOWLEDGE		
1.	Policy and Standard Operating Procedure of the organization.	Follow and abide by rules that govern the operation of the organization and those who work for it. This is a procedure specific to the operations of the organisation that describes the activities necessary to complete tasks in accordance with industry regulation, provincial laws and the organisations own standards of running the business.
2.	Rules and Legislation of the industry	Follow and abide by rules and legislation set by the governing bodies and legislators.
3.	Culture Awareness	Being cognizant, observant and conscious of similarities and differences among and between cultural groups as well as their impact on behaviour.
SKILLS		
1.	Customer Orientation	Demonstrate concern for satisfying one's external and/ or internal customers' needs and able to deliver a positive customer service experience.
2.	Time Management	Making the most of the time available with prioritizing, scheduling, task management and delegation in working efficiently.
3.	Communication	Ability to plan and deliver oral and written communication and ensure that information is passed on to others in a way that can be understood and related to.
4.	Entrepreneurship	Being business focused and looking for the opportunity to innovate and improve.
5.	Problem-solving capacity	The ability to use cognition, actions, and attitudes, motives and emotions to cope with situations and problems where there are no available common procedures and solutions.
6.	Information Technology Skills	Ability, knowledge and talents related to the use, administration, development, design, architecture and management of technology to complete tasks.

No.	Competency	Description
7.	Negotiation	Negotiation is a dialogue between two or more people or parties to reach a desire outcome or agree to a common logical solution.
8.	Interpersonal	Ability to communicate include verbal and non-verbal or relating to relationships.
ATTRIBUTES		
1.	Team Work	Ability to and willingness to work cooperatively with others on a team.
2.	Multi-tasking	Being able to execute or fulfil multiple roles or perform more than one task simultaneously, while completing each task assigned.
3.	Professionalism	Competence in conducting tasks expected of a professional.
4.	Attention to Detail	Ability to efficiently allocate cognitive resources to achieve thoroughness and accuracy when accomplishing tasks, no matter how small or large.
5.	Resilience	Ability to keep functioning effectively when under pressure and/ or experiencing rapidly changing or uncertain conditions
6.	Agility	Ability to move, think, understand and act quickly from one task to another as the situation may arise.

The competencies listed in the table above are important to all job in the Employment Activities regardless of the level and job titles. However, the level of importance may differ following the specific functional job responsibilities. Besides the competency in demand, data related to the skills gap and factors contributing to it were also captured through the survey.

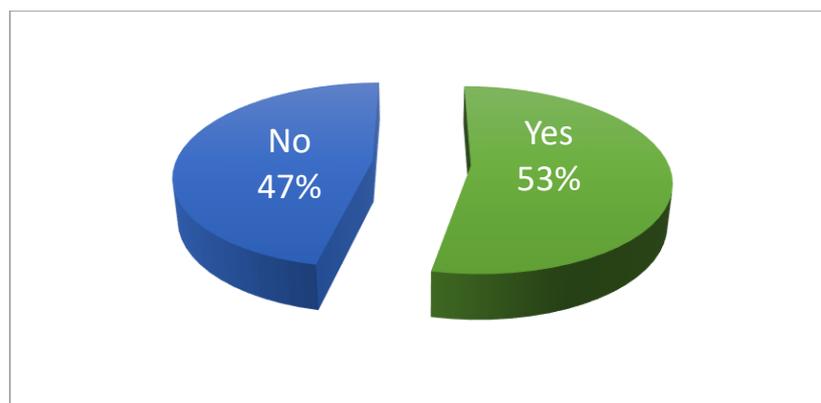


Figure 4.2: Skill Gap

Out of 165 respondents surveyed, 53 per cent of the respondents agreed that the current workers including graduates do not possess the skills and the right abilities required to work in the Employment Activities sector. Lack of initiative, adaptability to changes, passion, and commitment are all examples of attitude issues. Selective work choice is also reflected as an issue that influences the level of competency. In this line of thought, employee attitudes are influenced not only by their personal values, but also by external factors such as a mismatch in job performance expectations between worker and employer. Apart from the attitude factor, education or training mismatch also appears to contribute to the gap between workforce skills and competencies required by the sector. According to the FGD, even if the candidate does not have the relevant education, the skills gap can be minimised through on-the-job training.

4.8 Job relevant to technology and industrial revolution

Given current technology and the industrial revolution, this section estimates the likelihood that the entire occupation will be automated. Technologies relevant to the industrial revolution include those that improve customer interaction and business efficiency. According to the results of the survey, the technological revolution will have an impact on the economic activities of the Employment Activities sector. Out of 165 respondents, 65 per cent agreed that technology would impact the industry landscape, 30 per cent were unsure if technology would impact the industry landscape, and 4 per cent did not believe technology would affect the Employment Activities. Figure 4.3 depicts the distribution.

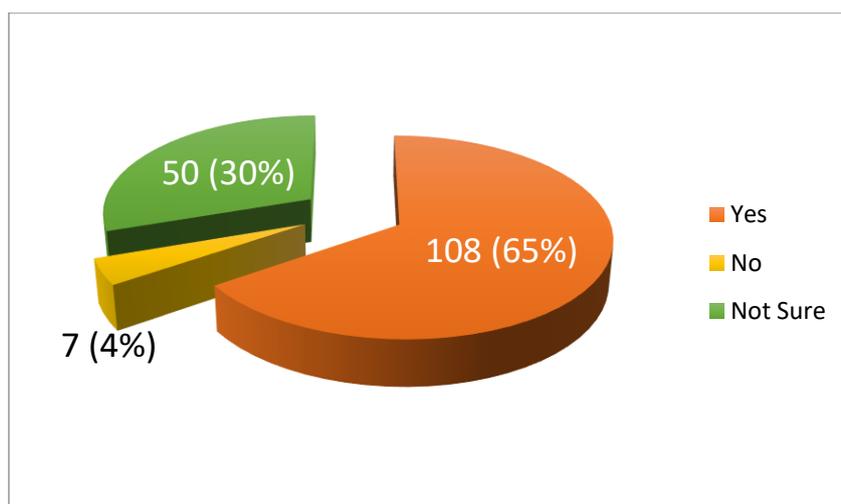


Figure 4.3: The impact of technology on employment activities

In terms of whether technology advancement affects the current job in the Employment Activities sector, the responses showed a similar connotation. 74 per cent of respondents agreed that their job would be affected by the technology, while 21 per cent disagreed and the remaining stated not sure. The distribution is shown in Figure 4.4.

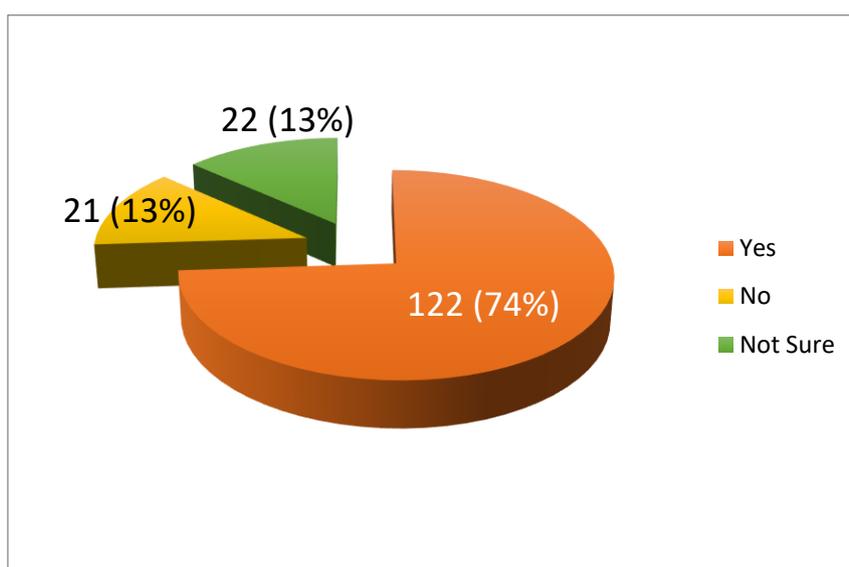


Figure 4.4: The Impact of Technology Advancement on the Current Jobs

However, an important fact to note when participating through focus groups is that the industry will not be able to optimise technology. It will continue to rely on physical labour and personal interaction to provide customers with services. The investment required to embrace technology is prohibitively expensive, particularly for smaller businesses. As a result, most business would only implement some of the fundamental elements of technology, such as the Internet of Things and digital platforms.

The Ministry of International Trade and Industry (MITI) identifies nine (9) critical industrial revolution pillars. The survey data indicates that seven of the nine critical pillars described in Chapter 2 are influencing the job landscape in some way. Table 4.14 illustrates the seven pillars, their elements, and job titles critical to the Employment Activities sector.

Table 4.14: Pillars and Elements of Technology & Industrial Revolution Relevant to Employment Activities Sector

No.	Pillars of Technology and Industrial Revolution	Example of Technology Elements	Job Titles Related to Technology and Industrial Revolution
1.	Internet of Things	E-mail, Websites, social media,	N781, N782 & N783 1. Human Resources / People & Culture Manager 2. Training Manager 3. Consulting Manager 4. Talent Acquisition Assistant Manager/ Recruitment Assistant Manager/ Head Recruitment/ Recruitment Lead. 5. Recruitment Executive/ Recruiter/ Recruitment Consultant/ Executive Search/ Career Officer 6. Senior Human Resources Consultant 7. Junior Recruiter 8. Human Resources Assistant Manager /
2.	Cyber-security	Phishing attacks, Ransomware, DDoS, Point of sale/ payment card attack, Hacking, Data theft.	
3.	System Integration	Recruitment Management System, Applicant Tracking System, Payroll System, Accounting System, Video Interview Tool, Psychometric Assessment.	
4.	Cloud Computing	Storage which is cloud based.	
5.	Simulation	Not relevant unless for 782 & 783 client's has specific training which requires simulation training. Not applicable for N781.	

No.	Pillars of Technology and Industrial Revolution	Example of Technology Elements	Job Titles Related to Technology and Industrial Revolution
6.	Virtual Reality	Virtual Reality is an emerging skill in Malaysia. There has been strong usage especially during the pandemic lockdown for interviews. This trend continues to grow.	Personnel Assistant Manager/ Senior Human Resources Executive 9. Human Resources Executive / Industry Educator, 10. Human Resources Consultant
7.	Big Data Analytics	Customer Data Analysis & Market Segmentation	

The increased demand for technological skills accounts for a variety of factors, including, at a minimum, the lack of physical interaction caused by the pandemic. These changes do not appear to be going away as quickly as the pandemic; instead, Employment Activities companies will continue to accelerate their digitalization efforts. The Employment Activities sector can continually raise service expectations through technology. However, while technology can be a powerful tool for ensuring customer satisfaction, the importance of each opportunity to interact with customers must still be given emphasize. As a result, employees must fully understand that every opportunity to interact with a customer must be executed flawlessly in order to leave a positive long-term impression.

4.9 Emerging Skills

Emerging skills are defined as skills that are predicted to be critical to the industry in the near future based on recent developments, trends, government policy, or research, such as the technology revolution, sustainability issues, and many others. Table 4.15 presents the emerging skills identified as having a significant impact on the future of the Employment Activities sector, as well as the reasons that lead to the requirement of such skills.

Table 4.15: Emerging Skills and Requirement

No	Emerging Skills	Reasons for the Requirement of Emerging Skills
1.	Application on artificial intelligent and virtual reality	<p>Organizations are leveraging on artificial intelligence to keep up with the ever-changing world. There is no denying that artificial intelligence (AI) is redefining industries by providing greater personalization not only to companies but also to users, and it is disrupting how people used to work. AI has also entered the recruiting space, conducting interviews to hire talent. Gecko, for example, is an AI-powered interview platform that uses AI, sentiment analysis, and facial recognition. This video-based evaluation bot is unique in that it can conduct both live and offline interviews. Recruiters create interview questions that can later be replayed for in-depth analysis and review. Not only that, but the platform's AI-powered sentiment analysis engine scans each interview for deep insights into candidate attitude, positivity, and overall sentiment. The bot is designed in such a way that it even emails prospective candidates for interviews. And it will continue to do so until the candidate responds.</p> <p>Although the technology has not widely adopted in Malaysia, but it has already been introduced in other developed countries such as United States of America, Japan, the United Kingdom, etc.</p>

4.10 Issues related to Employment Activities

This section explores the common issues surrounding the Employment Activities sector. Feedback from the FGDs are summarized below.

a) Employee Turnover Rate

Attrition rates in employment agencies can range from 5 to 20 per cent. This varies depending on the size of the businesses. Employees are frequently poached by the end user (client) or another recruitment agency that pays a higher salary/ commission, which causes high attrition in most employment agencies.

b) Remuneration

Most recruiters/ employees are hired from a pool of recent graduates, so the starting salary will be based on the fresh graduate remuneration and work experience. The majority of PEA pay a reasonable base salary plus commission. Based on performance and diligence, the average monthly salary for a junior recruiter with no experience is from RM2,000 onwards. Senior recruiters and those with experience can expect to earn between RM3,500 and RM10,000 per month.

c) Work-life Balance

Work-life balance is difficult to define. The majority of employment agencies work on a strict timetable. As a result, when there is a mass hiring or request to schedule interviews, onboarding, or payroll closing, the employee frequently has to work longer hours or on weekends to ensure that the deadline is met. PEA in N781 - pure recruitment, they normally work during normal business hours and while there may be some weekend work. N782 - As the month comes to an end, outsourcing becomes more intense; overtime, contract staff issues, and other work commitment challenges arise.

d) Business Sustainability

Because of the tough competition and in order to survive, employment agencies must always be adaptable. Most employment agencies, for example, are now required to use People Data Platform, which provides a true assessment of candidates and allows Private Employment Agency (PEA) to confidently make accurate people decisions in real-time. PEA must adapt to automation tools or Artificial Intelligence (AI) in order to

act quickly most of the time in order to be more productive. For example, if a client requests resumes, we must submit them within 4-48 hours or the customer will seek out other companies' services.

e) Building a strong brand

A strong employer brand is becoming increasingly important for PEA. It can assist PEA in attracting and retaining employees. Employers who invest in employer branding have a threefold increase in the likelihood of making a good hire. However, it is never ending process that includes promoting your culture on various platform including social media. It is a never-ending collaborative process that necessitates working on various methods and process.

4.11 Mapping OS to Available NOSS

Table 4.16: Mapping Existing NOSS with OS (N781)

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCY		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (LICENCE B & C) (Only applicable for Domestic Workers and Blue-Collar Workers)
LEVEL 8	Chief Executive Officer	Chief Executive Officer	NJT
LEVEL 7	Director of Recruitment / Operation / Recruitment Operation / Chief Operating Officer	Chief People Officer/ Chief Human Resources Officer/ Chief Personnel Officer	NJT
LEVEL 6	Recruitment Manager/ Talent Acquisition Manager	Human Resources Manager/ Chief People & Culture Manager	NJT
LEVEL 5	Talent Acquisition Assistant Manager / Recruitment Assistant Manager / Head Recruitment / Recruitment Lead Career Guidance Management (N781-001-5:2017) (13-06-2017)	Human Resource Assistant Manager/ Personnel Assistant Manager/ Senior Human Resources Executive	NJT
LEVEL 4	Recruitment Executive / Recruiter / Recruitment Consultant / Executive Search / Career Officer Career Guidance Services (N781-001-4:2017) (13-06-2017)	Human Resources Executive/ Industry Educator	Trainer/ Training Executive
LEVEL 3	Junior Recruiter	NJT	Training Officer
LEVEL 2	Talent Sourcer	NJT	NJT
LEVEL 1	NJT	NJT	NJT

NJT – No Job Title

4.12 Conclusion

This chapter discussed the research findings based on document review, survey as well as discussions with the industry representatives via Focus Group Discussions. Among the major delivery of the findings include the identification of the Occupational Structure (OS) and Occupational Responsibilities (OR) for the Employment Activities sector. The OS and OR not only provide information on the occupation competency, job areas applicable, and skill level based on MOSQF level descriptors, but they also reflect the possible career paths within the Employment Activities sector. The jobs and skills in demand and the specific steps proposed to be taken by various parties to bridge the skills gaps within the industry are also elaborated so that the stakeholders concerned could take the necessary steps to overcome such challenges. The next and final Chapter 5 will further explain on the discussions, recommendations and conclusion based on the overall findings of this OF.

CHAPTER V

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 Discussion

This chapter provides an insight into the discussion of the findings obtained throughout the development of the Occupational Framework for the Employment Activities sector. Overall, N78 there are 36 job areas identified under the Division N78 of MSIC 2008. In summary, there are 175 job titles, 4 critical job titles and 21 jobs relevant to the technology and industrial revolution. Mapping of Occupational Structure (OS) to the available National Occupational Skills Standard (NOSS) is also presented. To date, there have been two (2) NOSS developed for the Employment Activities sector.

The research has accomplished all the research objectives as discussed thoroughly in Chapter 4 and to be concluded in this chapter.

5.1.1 Objective 1: Occupational Structure (OS)

To identify job titles and relevant competency level to establish Occupational Structure (OS) for the Employment Activities Sector Based on the Malaysian Standard Industry Classification (MSIC) 2008.

The findings revealed for N781, a total of 12 job areas, N782, a total of 12 job areas and N783, a total of 12 job areas with overall 175 job titles identified through Focus Group. However, based on the main areas of N78, there are a total of 9 job areas with 43 job titles. These job areas are listed as follows: N781: (1) Recruitment, (2) Human Resource, (3) Training (License B & C); N782: (4) Recruitment, (5) Human Resource, (6) Training

(License B & C); N783: (7) Human Resource, (8) Training, (9) Consulting. Discussions with the industry representatives. In the OS, the job titles are marked if they are either a critical job or a job relevant to the technology and industrial revolution or both. The completed OS is presented in Table 4.3 to Table 4.8.

5.1.2 Objective 2: Occupational Responsibilities (OR)

To establish Occupational Responsibilities (OR) that outline the main activities and tasks for each job titles.

The OR describe the main duties of each of the job titles listed under the OS, which also corresponds with the particular job's respective area and level. The OR listed in this section may include but are not limited to the OR within the Employment Activities sector. The OR will serve as the future reference for the development of the NOSS for the Employment Activities occupation under the MSIC 2008, Division N78. The OR can be referred to in Table 4.15 to Table 4.32.

5.1.3 Objective 3: Occupational Descriptions (OD)

To establish Occupational Descriptions (OD) for each job titles in demand based on the proposed OS for the Employment Activities sector.

The OD for all job titles was obtained from the FGD and related documents analysis. These OD will serve as the main reference for the development of the NOSS which will focus on the detail of required competencies for all job scopes. The OD can be referred to in **Annex 4: Occupational Description**.

5.1.4 Objective 4: Critical Jobs Titles

To identify critical jobs titles in the Employment Activities sector.

The critical job titles were derived from the list of jobs in demand. Based on the FGD and survey, the following are the four (4) critical job titles for the Employment Activities sector:

Table 5.1: The four (4) identified Critical Jobs Tittle in group N781 and N782

NO.	MSIC GROUP	CRITICAL JOB TITLES
1.	N781	Talent Acquisition Assistant Manager / Recruitment Assistant Manager / Head of Recruitment / Recruitment Lead
		Recruitment Executive / Recruiter / Recruitment Consultant / Executive Search / Career Officer
2.	N782	Talent Acquisition Assistant Manager / Recruitment Assistant Manager / Head of Recruitment / Recruitment Lead
		Recruitment Executive / Recruiter / Recruitment Consultant / Executive Search / Career Officer

5.1.5 Objective 5: Competency in Demand

To identify the competency in demand in the Employment Activities Sector.

Through the survey and analysis of relevant documents, the skills in demand for the industry are divided into three (3) as follows:

- a) Knowledge
 - i. Policy and Standard Operating Procedure of the organization.
 - ii. Rules and Legislation of the industry
 - iii. Culture Awareness
- b) Skill
 - i. Customer Orientation
 - ii. Time Management
 - iii. Communication (Speaking, Writing, Language – Bahasa Melayu, English)
 - iv. Entrepreneurship
 - v. Problem-solving capacity
 - vi. Information Technology Skills
 - vii. Negotiation
 - viii. Interpersonal
- c) Attribute (Attitude)
 - i. Team Work
 - ii. Multi-tasking
 - iii. Professionalism
 - iv. Attention to Detail
 - v. Resilience

vi. Agility

The set of competencies listed above is particularly relevant and imperative to the nature of the job in this industry. However, the level of importance of each element varies based on the occupational level and job titles. Also, the competencies are additional to the functional competencies required for a particular job title.

5.1.6 Objective 6: Job Titles Related to the Current National Technology and Industrial Revolution

To Propose job titles related to the current national technology and industrial revolution for the Employment Activities Sector.

According to the survey and confirmed by the FGD, the industrial revolution has impacted the sector by changing how work is done and influencing the customer experience. With the infestation of COVID-19, there is a greater need for automating some of the work processes and business operations in the Employment Activities. Employees are expected to be IT literate and competent at the fundamental skill level, such as using E-mail and being familiar with various social media platforms such as websites, Facebook, and Instagram. This is because the majority of information has been communicated not only through face-to-face meetings but also through digital means. Indeed, many business operations, such as online interviews and online payroll, are now available on virtual platforms. Nonetheless, the industry is still heavily reliant on manpower because human interactions are still the priority in serving customers, and technological advancement plays a role in improving the customer experience.

The following are the elements of technology relevant to the Employment Activities industry:

- a) Internet of Things;
- b) Cyber Security;
- c) System Integration;
- d) Cloud Computing;
- e) Simulation;

- f) Virtual Reality; and
- g) Big Data Analytics.

The job titles relevant to the technology and industrial revolution is listed in **Table 4.14: Pillars and Elements of Technology & Industrial Revolution Relevant to Employment Activities Sector**. These job titles are derived from the OS of all N78 groups.

5.1.7 Objective 7: Emerging Skill

To identify emerging skills for the Employment Activities sector.

Artificial intelligence and virtual reality adoption has been identified as an emerging skill in the Employment Activities sector. It is especially useful for assessments or simulation/ practical training provided by the employment agencies before the workforce is ready for employers.

5.2 Recommendations

The outcome of this OF will be used as a reference for future plans of developing skilled personnel and certifying Malaysians in this sector in order to improve the quality of the local sector and thus boost Malaysia's global competitiveness. When it comes to addressing or mitigating workforce demand and supply, there are several options. It may include establishing and maintaining partnerships with other agencies or departments, as well as educational institutions, in order to increase external talent pools, as well as training existing staff to meet new skill requirements.

Based on the above comments, specific recommendations are listed below:

- a) To continue and streamline NOSS development efforts for sectors in accordance with the findings of this analysis. This includes the creation of NOSS for sectors and sub-sectors that are in high demand but have yet to be developed. Only **two (2)** NOSS are currently available, as indicated by the mapping of OF to NOSS. As a result, more NOSS, particularly for critical jobs, must be developed;

- b) To compliment Malaysia Standard Classification of Occupation (MASCO) with the additional job titles in the Employment Activities;
- c) To continuously promote the use of this OF by industry players in order to effectively improve the career structure of their employees; and
- d) To ensure the efficiency, credibility and professionalism of Employment Agencies (Act 246) under 781, all licenced employment agencies have to undergo the training and certification of the two (2) NOSS developed by the DSD that are associated with the MSIC 2008 section N, Division N78 Employment Activities – N78-001-5:2017 Career Guidance Management (L5) and N78-001-4:2017 Career Guidance Services (L4) prior to the renewal of their annual license.

5.3 Limitation

Several limitations were encountered during the development of this OF. It is critical to address this limitation in order to improve the current OF in the future. Because Employment Activities, particularly Group N781, are governed by relevant legislation, data accessibility is difficult. The majority of the information is considered confidential and not for the general public viewing.

Many industry players did not respond to the survey because many agencies are still not fully operational following the pandemic COVID-19. Despite the fact that the survey link was emailed to almost all agencies, the response rate would be higher if the data was collected in person by visiting the agencies.

5.4 Conclusion

In conclusion, the Occupational Framework is a document that contains a) the Occupational Structure that indicates the job areas, job titles at different levels, classified following the Malaysia Occupational Standard Qualification Framework (MOSQF) Level Descriptors, and b) Occupational Descriptions (OD), c) Occupational Responsibilities (OR) and the Competency set.

This document also highlights the job and competency in demand, critical jobs, emerging skills as well as jobs relevant to the industrial revolution. In addition, the challenges impacting the industry are also discussed. The findings are obtained through various research methods including document analysis, FGD with the industry experts and online surveys. The data were analysed through descriptive and content analysis. The document will be the main reference in the development of the NOSS and in updating MASCO.

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ANNEX 1: OS N78 CENTRAL JOB AREAS

Table 0.1: Occupational Structure Group N781 Central Job Areas

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(781) ACTIVITIES OF EMPLOYMENT PLACEMENT AGENCIES		
AREA LEVEL	RECRUITMENT	HUMAN RESOURCES	TRAINING (LICENCE B & C) <small>(Only applicable for Domestic Workers and Blue-Collar Workers)</small>
LEVEL 8	Chief Executive Officer	Chief Executive Officer	NJT
LEVEL 7	Director of Recruitment / Operation/ Recruitment Operation/ Chief Operating Officer	Chief People Officer/ Chief Human Resources Officer/ Chief Personnel Officer	NJT
LEVEL 6	Recruitment Manager/ Talent Acquisition Manager	Human Resources Manager/ People & Culture Manager**	NJT
LEVEL 5	Talent Acquisition Assistant Manager / Recruitment Assistant Manager/ Head Recruitment/ Recruitment Lead***	Human Resources Assistant Manager/ Personnel Assistant Manager/ Senior Human Resources Executive**	NJT
LEVEL 4	Recruitment Executive/ Recruiter/ Recruitment Consultant/ Executive Search/ Career Officer***	Human Resources Executive/ Industry Educator**	Trainer / Training Executive
LEVEL 3	Junior Recruiter**	NJT	Training Officer
LEVEL 2	Talent Sourcer	NJT	NJT
LEVEL 1	NJT	NJT	NJT

NJT – No Job Title |* Critical Job/ High Demands |** Jobs relevant to technology and industrial revolution |*** Critical Jobs and jobs relevant to technology and industrial revolution

Table 0.2: Occupational Structure Group N782 Central Job Areas

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(782) TEMPORARY EMPLOYMENT AGENCY ACTIVITIES		
AREA	RECRUITMENT	HUMAN RESOURCES	TRAINING (LICENCE B & C) <small>(Only applicable to Local Blue-Collar Workers)</small>
LEVEL			
LEVEL 8	Chief Executive Officer	Chief Executive Officer	NJT
LEVEL 7	Director of Recruitment / Operation/ Recruitment Operation/ Chief Operating Officer	Chief People Officer/ Chief Human Resources Officer/ Chief Personnel Officer	NJT
LEVEL 6	Recruitment Manager/ Talent Acquisition Manager	Human Resources Manager/ People & Culture Manager**	NJT
LEVEL 5	Talent Acquisition Assistant Manager / Recruitment Assistant Manager/ Head Recruitment/ Recruitment Lead***	Human Resources Assistant Manager/ Personnel Assistant Manager/ Senior Human Resources Executive**	NJT
LEVEL 4	Recruitment Executive/ Recruiter/ Recruitment Consultant/ Executive Search/ Career Officer***	Human Resources Executive/ Industry Educator**	Trainer / Training Executive
LEVEL 3	Junior Recruiter**	NJT	Training Officer
LEVEL 2	Talent Sourcer	NJT	NJT
LEVEL 1	NJT	NJT	NJT

NJT – No Job Title |* Critical Job/ High Demands |** Jobs relevant to technology and industrial revolution |*** Critical Jobs and jobs relevant to technology and industrial revolution

Table 0.3: Occupational Structure Group N783 Central Job Areas

MSIC SECTION	(N) ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES		
MSIC DIVISION	(78) EMPLOYMENT ACTIVITIES		
MSIC GROUP	(783) OTHER HUMAN RESOURCES PROVISION		
AREA LEVEL	HUMAN RESOURCES	TRAINING	CONSULTING
LEVEL 8	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer
LEVEL 7	Chief People Officer/ Chief Human Resources Officer/ Chief Personnel Officer	Learning Director/ Chief Operating Officer	Consulting Director/ Chief Operating Officer
LEVEL 6	Human Resources Manager/ People & Culture Manager**	Training Manager**	Consulting Manager**
LEVEL 5	Human Resources Assistant Manager/ Personnel Assistant Manager**	Human Resources Assistant Manager/ Personnel Assistant Manager**	Senior Human Resources Consultant**
LEVEL 4	Human Resources Executive/ Industry Educator**	Human Resources Executive/ Industry Educator**	Human Resources Consultant**
LEVEL 3	NJT	NJT	NJT
LEVEL 2	NJT	NJT	NJT
LEVEL 1	NJT	NJT	NJT

NJT – No Job Title |* Critical Job/ High Demands |** Jobs relevant to technology and industrial revolution |*** Critical Jobs and jobs relevant to technology and industrial revolution

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ANNEX 3: QUESTIONNAIRE

**OCCUPATIONAL FRAMEWORK SURVEY
N78 EMPLOYMENT ACTIVITIES
DEPARTMENT OF SKILLS DEVELOPMENT
MINISTRY OF HUMAN RESOURCES**

*KAJI SELIDIK KERANGKA PEKERJAAN UNTUK
SEKTOR AKTIVITI PEKERJAAN (N78)
JABATAN PEMBANGUNAN KEMAHIRAN
KEMENTERIAN SUMBER MANUSIA*

A. INTRODUCTION / PENGENALAN

In collaboration with the department of Skills Development (DSD), Ministry of Human Resources, the researcher is currently conducting an analysis on the occupational framework of the N78 Employment Activities Sector. From the analysis, the sector framework occupational structure, occupational job title and job description will be summarised for the use of the government, private sectors, investors, employers, employees, educators or any personnel involved either directly or indirectly in this sector.

We would like to extend our heartfelt gratitude upon your cooperation in answering the survey. The survey will be used in field data to conduct a comprehensive analysis of the occupational framework in the sector.

Please fill in where necessary in the form provided. Any recommendation is deeply appreciated. Do advise us if you wish to remain anonymous in your survey response. There will be further communication with survey respondents to verify our findings.

Pihak penyelidik dengan kerjasama Jabatan Pembangunan Kemahiran (JPK), Kementerian Sumber Manusia sedang melakukan analisa kerangka pekerjaan untuk sector aktiviti pekerjaan (N78). Berdasarkan analisa ini, struktur kerangka pekerjaan, tajuk pekerjaan dan deskripsi pekerjaan akan dirumuskan untuk penggunaan kerajaan, sektor swasta, pelabur, majikan, pekerja, pendidik atau kakitangan yang terlibat sama ada secara langsung atau tidak langsung dalam sektor ini.

Kami ingin mengucapkan ribuan terima kasih atas kerjasama anda dalam menjawab tinjauan ini. Tinjauan ini akan digunakan dalam data lapangan untuk melakukan analisis komprehensif mengenai kerangka pekerjaan dalam sektor ini.

Sila isi dimana yang dirasakan perlu pada borang yang disediakan. Sebarang cadangan amat dihargai. Sila maklumkan kepada kami jika anda tidak ingin dikenali dalam respons tinjauan ini. Komunikasi lebih lanjut akan diadakan dengan responden kajian untuk mengesahkan penemuan kami.

B. GENERAL INSTRUCTION

This survey is dedicated for all staff working under the Employment Activities sector. The term Employment Activities is based on the Malaysian Industrial Classification 2008 (MSIC 20080 under “Section N78 Employment Activities”. Under this classification, employment activities refer to the following organization:

- i. 781: Activities of employment placement agencies
- ii. 782: Temporary employment agency activities
- iii. 783: Other human resources provision

This survey contains **six (6) SECTION**. Please attempt all sections, and select/ fill in where applicable / *Kaji selidik ini mengandungi enam (6) BAHAGIAN*. Sila jawab semua bahagian dengan mengisi di mana berkenaan.

C. SURVEY RESPONDENT DETAILS/ BUTIRAN PESERTA KAJI SELIDIK

1. Name (optional)/ *Nama (Pilihan)* : _____

2. Date/ *Tarikh* : _____

SECTION 1: DEMOGRAPHY / BAHAGIAN 1: DEMOGRAFI

3. Age/ *Umur*: *

Mark only one circle.

- Below 20 / *Bawah 20*
- 20 – 29
- 30 – 39
- 40 – 49
- Above 50 / *Atas 50*

4. Gender/ *Jantina*: *

Mark only one circle.

- Male / *Lelaki*
- Female / *Perempuan*

5. Location of your employer activities organization in Malaysia / *Lokasi organisasi aktiviti pekerjaan anda di Malaysia: **

Mark only one circle.

- Johor
- Kedah
- Kelantan
- Melaka
- Negeri Sembilan
- Pahang
- Perak
- Perlis
- Pulau Pinang
- Selangor
- Terengganu
- Sabah
- Sarawak
- Wilayah Persekutuan Kuala Lumpur
- Wilayah Persekutuan Labuan
- Wilayah Persekutuan Putrajaya

6. Overall numbers of years in the employer activities industry / *Keseluruhan tahun perkhidmatan di dalam industri aktiviti pekerjaan: **

Mark only one circle.

- Below 5 years / *Bawah 5 tahun*
- 6 – 10 years / *6 – 10 tahun*
- 11 – 20 years / *11 – 20 tahun*
- 21 – 30 years / *21 – 30 tahun*
- Above 30 years / *Lebih dari 30 tahun*

7. What is your group within the employment activities industry? / *Apakah bidang pekerjaan anda dalam industri aktiviti pekerjaan? **

Mark only one circle.

- Recruitment group

- Human Resource group
- Legal group
- Finance/ Accounts group
- Sales/ Customer Service/ Business Development group
- Training (*License B & C) group
- Counselling group
- Compliance group
- Information System group
- IT group
- Admin group
- Corporate Affairs group

SECTION 2: COMPETENCY IN DEMAND / BAHAGIAN 2: KOMPETENSI DALAM PERMINTAAN

2.1 Based on the experience of your organisation, please indicate how much you consider the following competencies important to perform your job.

2.1.1 Knowledge

Knowledge	Very Important	Important	Moderately Important	Low Importance	Not Relevant
Policy and Standard Operating Procedure					
Rules and Legislation of Employment Activities					
Culture Awareness					

2.1.2 Skills

Knowledge	Very Important	Important	Moderately Important	Low Importance	Not Relevant
Customer Orientation					
Time Management					
Communication					
Entrepreneurship					
Problem- Solving					
Information Technology					
Negotiation					
Interpersonal					

2.1.3 Attribute / Attitude

Knowledge	Very Important	Important	Moderately Important	Low Importance	Not Relevant
Teamwork					
Multi-tasking					
Professionalism					

Attention to Detail					
Resilience					
Agility					

2.1.4 Please state any additional skill that have not been mentioned above, yet relevant to your current job / *Sila nyatakan kemahiran lain yang tidak dinyatakan di atas tetapi berkaitan dengan pekerjaan anda sekarang.**

2.1.5 Based on your answer for QUESTION 2.1, please rate the skill using the following scale (Very Important, Important, Moderate Important, Low Important, Not Related / *Berdasarkan jawapan anda untuk SOALAN 2.1, sila nilai kemahiran tersebut menggunakan skala diberi (Sangat Penting, Penting, Sederhana Penting, Kurang Penting, Tidak Berkaitan)*

2.1.6 Do you think the current graduates/ trainee/ apprentice/ current workers possess the skills required by the industry? / *Adakah anda merasakan graduan/ pelatih/ perantis/ pekerja semasa ini mempunyai kemahiran yang diperlukan oleh industry?**

Mark only one circle.

- Yes/ Ya
- No/ Tidak

2.1.6 What are the reasons for the skills gap (skills possessed by employees that do not match the competencies in demand by the industry)? You may tick more than one where applicable / *Apakah sebab-sebab terdapat jurang kemahiran (kemahiran pekerja yang tidak bertepatan dengan kehendak kemahiran dalam industri)? Anda boleh menandakan lebih dari sekali di mana yang berkenaan.**

- Education or training mismatch / *Ketidaksesuaian Pendidikan atau Latihan*
- Major changes in traditional training and new skills requirements / *Perubahan besar dalam Latihan sedia ada dan keperluan kemahiran baru*
- Attitude (for example, lack of desire to work) / *Sikap (contoh, kurang keinginan untuk bekerja)*
- Misalignment between how job seekers are communicating their skills in their CV / *Salah jajaran antara cara pencari kerja menyampaikan kemahiran mereka dalam CV mereka*
- Employers do not clarify the skills they require in the job specifications in the job advertisement / *Majikan tidak menjelaskan kemahiran yang mereka perlukan dalam spesifikasi pekerjaan yang mereka iklankan.*
- Other / *Lain-lain:* _____

SECTION 3: JOBS IN DEMAND / BAHAGIAN 3: PERMINTAAN TERHADAP PEKERJAAN

3.1 Based on the experience of your organisation, please rate the level of manpower shortage for all the jobs listed / *Sila nilaikan tahap kekurangan tenaga kerja untuk semua pekerjaan yang disenaraikan di dalam organisasi anda. **

	Job Title	High Shortage	Moderate Shortage	Low Shortage
1	Chief Executive Officer			
2	Recruitment Director/ Operation Director/ Recruitment Operation Director/ COO			

	Job Title	High Shortage	Moderate Shortage	Low Shortage
3	Recruitment Manager/ Talent Acquisition Manager/ Staffing Manager			
4	Training Manager			
5	Career Advice Manager			
6	Relocation Manager			
7	Global Sustainability Manager			
8	Marketing Manager/ Customer Relationship Manager			
9	Talent Acquisition Assistant Manager/ Assistant Manager/ Assistant Recruitment Manager/ Head Recruiter/ Team Recruitment			
10	Training Assistant Manager			
11	Counsellor Assistant Manager			
12	Work Permit Manager			
13	Recruitment Executive/ Recruiter/ Recruitment Consultant/ Executive Search Consultant/ Job Placement Officer/ Employment Agents/ Career Officer			
14	Research & Lead General			

	Job Title	High Shortage	Moderate Shortage	Low Shortage
15	Training Executive			
16	Counselling Executive			
17	Human Resources Executive/ Industry Educator			
18	Junior Recruiter			
19	Training Officer			
20	Counselling Officer/ Foreign Hire On-Boarding Specialist			
21	Community Development Social Worker			
22	Sourcer			
23	Work Permit Officer			
24	Trainer			

3.1 State the reason for **HIGH SHORTAGE** in Job in Demand / *Kenalpasti sebab berlaku kekurangan tenaga kerja yang tinggi.*

SECTION 4: EMERGING SKILLS / BAHAGIAN 4: KEMUNCULAN KEMAHIRAN BARU

4.1 Identify future emerging skills that affect the productivity of your current job / *Kenalpasti kemahiran baru di masa hadapan yang mempengaruhi produktiviti pekerjaan anda sekarang.**

4.2 Provide reasons for the requirement of Emerging Skills that you mentioned on your previous answer / *Berikan sebab untuk keperluan Kemahiran Baru Muncul yang anda nyatakan pada jawapan anda sebelum ini. **

4.3 Please add any other comment, recommendation or suggestion / *Sila tambah sebarang komen atau cadangan lain.*

SECTION 5: OCCUPATION RELATED TO TECHNOLOGY / BAHAGIAN 5: KERJA-KERJA YANG BERKAITAN DENGAN TEKNOLOGI

		Yes	No	Not sure
1.	Do you think the IR4.0 would give an impact to the employment activities? / <i>Adakah anda berpendapat Revolusi Industri 4.0 akan memberi kesan kepada aktiviti pekerjaan?*</i>			
2.	Will technology advancement directly affect your current job? / <i>Adakah kemajuan teknologi akan mempengaruhi pekerjaan anda sekarang?*</i>			

Listed below are the types of industrial technology. Rate the level of importance of these technology for your current job? / *Berikut adalah jenis-jenis teknologi industri. Nilaiikan tahap kepentingan teknologi tersebut kepada pekerjaan anda?**

		Very Important	Important	Moderate Important	Low Importance	No Answer
1.	Artificial Intelligence (AI) / Augmented Reality					
2.	Internet of Things (IoT)					
3.	Cloud Computing					
4.	System Integration					
5.	Cybersecurity					

		Very Important	Important	Moderate Important	Low Importance	No Answer
6.	Big Data Analytics (BDA)					
7.	3D Printing					
8.	Autonomous Robots					
9.	Advance Materials and Technologies					

Please add any comment, recommendation or suggestion / *Sila tambah sebarang komen atau cadangan lain.*

SECTION 6: RELATED ISSUES / ISU BERKAITAN

Below are the current issues that need to be addressed for the betterment of the workforce in the Employment activities sector. Do you agree? / *Berikut adalah isu-isu semasa yang perlu dititikberatkan untuk peningkatan sektor aktiviti pekerjaan. Adakah anda bersetuju?**

		Strongly Agree	Agree	Disagree	Strongly Disagree	Not Sure
1.	Insufficient manpower with the required skill / <i>Kekurangan tenaga kerja yang berkemahiran</i>					

		Strongly Agree	Agree	Disagree	Strongly Disagree	Not Sure
	<i>seperti yang diperlukan</i>					
2.	Underpayment of wages / <i>Bayaran gaji yang rendah</i>					
3.	High employment turnover / <i>Kadar pusing ganti pekerja yang tinggi</i>					
4.	Maintaining profitability / <i>Mengekalkan keuntungan</i>					
5.	Technology changes / <i>Perubahan teknologi</i>					
6.	Sustainability of business / <i>Kelestarian perniagaan</i>					
7.	Corporate Social Responsibility					

On behalf of the development team, we would like to thank you for your time and willingness to participate in this survey!

Bagi pihak pasukan penyelidik, kami ingin mengucapkan setinggi terima kasih atas masa dan kesudian anda mengambil bahagian di dalam kaji selidik ini.

ANNEX 4: OCCUPATIONAL DESCRIPTION (OD)

SECTION : (N) Administrative and Support Service Activities

DIVISION : (78) Employment Activities

GROUP : (781) Activities of Employment Placement Agencies

(782) Temporary Employment Agency Activities

(783) Other Human Resources Provision

MSIC SECTION : **N – Administrative and Support Services Activities**
MSIC DIVISION : **N78 - Employment Activities**
 : **N781 – Activities of Employment Placement Agencies**
 : **N782 - Temporary Employment Agency Activities**
 : **N783 - Other Human Resources Provision**
AREA : **Recruitment / Human Resources / Training**
JOB TITLE : **Chief Executive Officer**
LEVEL : **Level 8**

SUMMARY OF RESPONSIBILITIES:

- Strategic Planning involving policies, objectives, or activities of organizations or businesses to ensure continuing operations, to maximize returns on investments, or to increase productivity.
- Coordinating the organization's financial or budget activities to fund operations, maximize investments, or increase efficiency.
- Appointing the department heads or managers and assign or delegate responsibilities to them.
- Analysing operations to evaluate performance of a company or its staff in meeting objectives or to determine areas of potential cost reduction, program improvement, or policy change.
- Preparing budgets for approval, including those for funding or implementation of programs.
- Conferring with board members, organization officials, or staff members to discuss issues, coordinate activities, or resolve problems.
- Implementing corrective action plans to solve organizational or departmental problems.
- Overseeing human resources activities, including the approval of human resource plans or activities, the selection of directors or other high-level staff, or establishment or organization of major departments.
- Negotiating or approving contracts or agreements with suppliers, distributors, federal or state agencies, or other organizational entities.
- Coordinating the development or implementation of budgetary control systems, recordkeeping systems, or other administrative control processes.
- Delivering speeches, writing articles, or presenting information at meetings or conventions to promote services, exchange ideas, or accomplish objectives.
- Interpreting and explaining policies, rules, regulations, or laws to organizations,

government or corporate officials, or individuals.

- Preparing or presenting reports concerning activities, expenses, budgets, government statutes or rulings, or other items affecting businesses or program services.
- Reviewing and analysing legislation, laws, or public policy and recommend changes to promote or support interests of the general population or special groups.
- Administering programs for selection of sites, construction of buildings, or provision of equipment or supplies.
- Directing or conducting studies or research on issues affecting areas of responsibility.
- Directing or coordinating activities of businesses or departments concerned with production, pricing, sales, or distribution of products.
- Delivering presentations to legislative or other government committees regarding policies, programs, or budgets.
- Overseeing or coordinating activities of businesses involved with buying or selling investment products or financial services.
- Conducting or directing investigations or hearings to resolve complaints or violations of laws, or testify at such hearings.
- Directing non-merchandising departments, such as advertising, purchasing, credit, or accounting.
- Preparing bylaws approved by elected officials, and ensure that bylaws are enforced.
- Serving as liaisons between organizations, shareholders, and outside organizations.
- Attending and participating in meetings of municipal councils or council committees.
- Organizing or approving promotional campaigns.
- Nominating citizens to boards or commissions.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management

- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Leadership
- Strategic Planning
- Budgeting
- Business Acumen
- Media Savvy

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : **N – Administrative and Support Services Activities**
MSIC DIVISION : **N78 - Employment Activities**
: **N781 – Activities of Employment Placement Agencies**
: **N782 – Temporary Employment Agency Activities**
AREA : **Recruitment**
JOB TITLE : **Director of Recruitment / Operation / Recruitment**
: **Operation / Chief Operating Officer**
LEVEL : **Level 7**

SUMMARY OF RESPONSIBILITIES:

- Setting the goal for business growth.
- Overseeing that all business activities are within budget, on schedule and as per the expectation.
- Overseeing that all business activities are within budget, on schedule and as per the expectation.
- Overseeing that all business activities are within budget, on schedule and as per the expectation.
- Overseeing the proper implementation of all the strategies within the business guidelines in every department, and works closely with the heads of other departments to ensure that the deadlines are met within the allotted time frame.
- Overseeing the proper implementation of all the strategies within the business guidelines in every department, and works closely with the heads of other departments to ensure that the deadlines are met within the allotted time frame.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity

- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Leadership
- Strategic Planning
- Budgeting
- Business Acumen
- Media Savvy
- Research Capabilities

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N781 – Activities of Employment Placement Agencies
N782 – Temporary Employment Agency Activities
AREA : Recruitment
JOB TITLE : Recruitment Manager/ Talent Acquisition Manager
LEVEL : Level 6

SUMMARY OF RESPONSIBILITIES:

- Researching into client's company.
- Researching into competitors and market place.
- Researching and develop recruiting leads.
- Developing a sustainable candidate lead strategy.
- Managing the recruiting team.
- Meeting the sales target.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Leadership
- Strategic Planning

- Budgeting
- Business Acumen
- Media Savvy
- Research capability

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N781 – Activities of Employment Placement Agencies
 N782 – Temporary Employment Agency Activities
AREA : Recruitment
JOB TITLE : Talent Acquisition Assistant Manager/ Recruitment
 Assistant / Head Recruiter / Recruitment Lead
LEVEL : Level 5

SUMMARY OF JOB RESPONSIBILITIES:

- Conducting Recruitment Team performance reviews.
- Developing good customer relationships.
- Participating in recruitment and dismissal processes.
- Update recruiting procedures or create new procedures.
- Supervising the recruiting team.
- Searching for and enforce new sourcing methods to find job candidates.
- Researching the best job advertising techniques.
- Providing training to Recruitment team on proper interviewing methods.
- Smoothing out problems within the workplace.
- Developing strategies for better workplace efficiency and goal achievement.
- Liaising between managers, customers and employees.
- Providing direction to staff.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship

- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Leadership
- Budgeting
- Media Savvy
- Research Capabilities

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N781 – Activities of Employment Placement Agencies
N782 – Temporary Employment Agency Activities
AREA : Recruitment
JOB TITLE : Recruitment Executive / Recruiter / Recruitment
Consultant / Executive Search Consultant / Career
Officer
LEVEL : Level 4

SUMMARY OF RESPONSIBILITIES:

- Creating a candidate persona for each open position.
- Finding/ Sourcing candidates with appropriate skills, and undertaking the necessary formalities according to national or international regulations and requirements.
- Matching jobseekers with vacancies.
- Presenting detailed candidate profile summaries.
- Presenting shortlisted candidates.
- Conducting confidential interviews.
- Discussing with client’s hiring manager the skills and other characteristics required of the candidate to be employed or contracted.
- Identifying prospective candidates using a variety of channels

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation

- Interpersonal

SKILLS (Functional)

- Media Savvy
- Research Capabilities
- Creative
- Resourceful in finding candidates

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N781 – Activities of Employment Placement Agencies
N782 – Temporary Employment Agency Activities
AREA : Recruitment
JOB TITLE : Junior Recruiter
LEVEL : Level 3

SUMMARY OF RESPONSIBILITIES:

- Contacting candidate references and verifying education requirements.
- Assisting the executive recruiter with recruitment duties.
- Reviewing available positions and candidate requirements.
- Conducting initial phone screenings.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

Not available

ATTRIBUTES (ATTITUDE):

- Teamwork

- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N781 – Activities of Employment Placement Agencies
N782 – Temporary Employment Agency Activities
AREA : Recruitment
JOB TITLE : Talent Sourcer
LEVEL : Level 2

SUMMARY OF RESPONSIBILITIES:

- Assisting the hiring team in screening candidate resumes.
- Managing the résumé database
- Formatting candidate profile

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

Not Available

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : **N – Administrative and Support Services Activities**
MSIC DIVISION : **N78 - Employment Activities**
MSIC GROUP : **N781 – Employment Placement Agency Activities**
N782 – Temporary Employment Agency Activities
AREA : **Human Resource**
JOB TITLE : **Chief People Officer / Chief Human Resources Officer**
LEVEL : **Level 7**

SUMMARY OF RESPONSIBILITIES:

- Managing the strategy and processes related to building and retaining an exceptional team of professionals.
- Ability to roll up their sleeves and execute solutions.
- Optimizing people-centered activities such as hiring, training, professional development, and performance management to ensure these efforts support the company's growth and bottom line.
- Demonstrating ability to attract and hire top talent, with a focus focused on diversity and inclusion as a competitive business advantage. Ability to develop relationships and build communities with an effort to drive engagement and support talent and leadership development initiatives.
- Leveraging talent, this individual can coach the CEO to better utilize his or her capabilities to effect meaningful change as a business leader.
- Ability to connect the work employees do to the corporate mission to make them feel valued and significant. They must take measures to create a welcoming, energizing, and rewarding place to work.
- Understanding the potential of an empowered workforce will be better able to respond to market challenges and ensure that employees thrive in a fast-paced, fast-changing environment. This is where Chief People Officers can make a major contribution.
- Overseeing an organization's people makes good business sense.
- Identifying and recruiting premier new talent, a CPO can enable team members to achieve their highest potential and make a profound impact in the organization. There's no better investment in a company's future.
- Understanding the organization and the potential evolution of the business. As a solutions-oriented change leader with influencing capability, they must develop and align the people strategy with the business strategy.
- Understanding how to use data and technology to drive productivity and forecast

workforce trends.

- Using of artificial intelligence and machine learning is rapidly increasing in sourcing and recruiting along with many other jobs across the organization.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Leadership
- Strategic Planning
- Budgeting
- Business Acumen
- Media Savvy
- Research Capabilities

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism

- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N781 – Employment Placement Agency Activities
 N782 – Temporary Employment Agency Activities
AREA : Human Resource
JOB TITLE : Human Resources Manager / Personal Manager/
LEVEL : Level 6

SUMMARY OF RESPONSIBILITIES:

- Planning, manages, administers, and supports the HR practice, policies, and programs, along with payroll, ensuring alignment to Corporate HR initiatives, to create a compliant, equitable environment.
- Acting as the first point of contact at times for employee questions/ obstacles, ensuring effective resolution, and that information is provided to the right management team member and Corporate HR as needed.
- Acting as a credible Activist to build relationships of trust and integrity within the teams to ensure engaging, fair and compliant employee relations practices are administered based on established policies and practices.
- In Charging in professional in appearance, polished in professional behaviours, assertive/ strong influencer to lead changes within diverse departments.
- Collaborating and team-oriented to create engagement and enhancements within the related department areas.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity

- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Leadership
- Strategic Planning
- Budgeting
- Business Acumen
- Media Savvy
- Research Capabilities

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N781 – Employment Placement Agency Activities
N782 – Temporary Employment Agency Activities
AREA : Human Resource
JOB TITLE : Human Resources Assistant Manager / Personal Assistant
Manager/
LEVEL : Level 5

SUMMARY OF RESPONSIBILITIES:

- Planning, manages, administers, and supports the HR practice, policies, and programs, along with payroll, ensuring alignment to Corporate HR initiatives, to create a compliant, equitable environment.
- Acting as the first point of contact at times for employee questions/ obstacles, ensuring effective resolution, and that information is provided to the right management team member and Corporate HR as needed.
- Acting as a credible Activist to build relationships of trust and integrity within the teams to ensure engaging, fair and compliant employee relations practices are administered based on established policies and practices.
- In Charging in professional in appearance, polished in professional behaviours, assertive/ strong influencer to lead changes within diverse departments.
- Collaborating and team-oriented to create engagement and enhancements within the related department areas.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity

- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Leadership
- Strategic Planning
- Budgeting
- Business Acumen
- Media Savvy
- Research Capabilities

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N781 – Employment Placement Agency Activities
N782 – Temporary Employment Agency Activities
AREA : Human Resource
JOB TITLE : Human Resources Executives / Industry Educator
LEVEL : Level 4

SUMMARY OF RESPONSIBILITIES:

- Carrying out educational programs based on frameworks established by education authorities and governing bodies.
- Organising the organization on committees to identify present and future needs in the education system, and Planning developing and modifying facilities and program.
- Carrying out and assess the needs of a business, implement training and development plans, and facilitate a wide variety of training programs that enhance the effectiveness of the workforce.
- Doing the process of evaluating the work of trainers/ coaches by visiting classrooms, observing teaching methods, reviewing instructional.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Budgeting
- Media Savvy
- Research Capabilities
- Facilitation
- Coaching
- Mentoring

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N781 – Employment Placement Agency Activities
 N782 – Temporary Employment Agency Activities
AREA : Training (Licence B & C)(applicable for Domestic and
 Blue Collar Workers) (Only Applicable for Blue Collar
 Workers)
JOB TITLE : Trainer / Training Executives
LEVEL : Level 4

SUMMARY OF RESPONSIBILITIES:

- Training Domestic Workers cleaning, hygiene and cooking.
- Establish and educate staff on cleanliness, tidiness and hygiene standard.
- Motivating Domestic workers resolve any issues that's occur in the jobs especially communication. Problems always arise when Domestic Workers cannot understand their employers or the other way around.
- Responding to customer complaint and request.
- Ensuring compliance with safety and sanitation.
- Ensuring the responsible of the standard and quality of Domestic Workers.
- Providing training on how to best handle employer's demand.
- Choosing the right training programs (e.g. cooking, newborn baby, infant, caregiver).

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation

- Interpersonal

SKILLS (Functional)

- Leadership
- Budgeting
- Media Savvy
- Research Capabilities
- Facilitation
- Coaching
- Mentoring

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N781 – Employment Placement Agency Activities
N782 – Temporary Employment Agency Activities
AREA : Training (Licence B & C)(Applicable for Domestic and Blue Collar Workers)(Only Applicable for Blue Collar Workers)
JOB TITLE : Trainer Officer
LEVEL : Level 3

SUMMARY OF RESPONSIBILITIES:

- Evaluating employee performance to gauge where skills are lacking.
- Creating training programs to address skill gaps in Domestic Worker.
- Preparing learning materials for programs.
- Developing programs for new Domestic Worker.
- Conducting surveys to gauge the effectiveness of programs.
- Post arrival and Pre departure program.
- Researching new teaching methods.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Leadership
- Budgeting
- Media Savvy
- Research Capabilities
- Facilitation
- Coaching
- Mentoring

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : **N – Administrative and Support Services Activities**
MSIC DIVISION : **N78 - Employment Activities**
MSIC GROUP : **N783 – Other Human Resources Provision**
AREA : **Training**
JOB TITLE : **Learning Director / Chief Operating Officer**
LEVEL : **Level 7**

SUMMARY OF RESPONSIBILITIES:

- Setting the goal for business growth.
- Overseeing that all business activities are within budget, on schedule and as per the expectation.
- Overseeing that all business activities are within budget, on schedule and as per the expectation.
- Overseeing that all business activities are within budget, on schedule and as per the expectation.
- Creating the best working environment for employees.
- Overseeing the proper implementation of all the strategies within the business guidelines in every department, and works closely with the heads of other departments to ensure that the deadlines are met within the allotted time frame.
- Overseeing the proper implementation of all the strategies within the business guidelines in every department, and works closely with the heads of other departments to ensure that the deadlines are met within the allotted time frame.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity

- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Leadership
- Strategic Planning
- Budgeting
- Business Acumen
- Media Savvy
- Research Capabilities

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N783 Others Human Resources Provision
AREA : Training
JOB TITLE : Training Manager
LEVEL : Level 6

SUMMARY OF RESPONSIBILITIES:

- Determining educational programs based on frameworks established by education authorities and governing bodies.
- Representing the organization on committees to identify present and future needs in the education system, and Planning developing and modifying facilities and program.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Leadership
- Strategic Planning
- Budgeting
- Business Acumen
- Media Savvy

- Research Capabilities
- Facilitation
- Coaching
- Mentoring

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N783 Others Human Resources Provision
AREA : Training
JOB TITLE : Training Assistant Manager
LEVEL : Level 5

SUMMARY OF RESPONSIBILITIES:

- Assisting Training Manager in determining educational programs based on frameworks established by education authorities and governing bodies.
- Representing the organization on committees to identify present and future needs in the education system, and Planning developing and modifying facilities and program.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Leadership
- Budgeting
- Media Savvy
- Research Capabilities
- Facilitation

- Coaching
- Mentoring

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N783 Others Human Resources Provision
AREA : Training
JOB TITLE : Trainer / Training Executive
LEVEL : Level 4

SUMMARY OF RESPONSIBILITIES:

- Training and planning the educational programs based on frameworks established by education authorities and governing bodies.
- Organising the organization on committees to identify present and future needs in the education system, and Planning developing and modifying facilities and program.
- Carrying out the process and assess the needs of a business, implement training and development plans, and facilitate a wide variety of training programs that enhance the effectiveness of the workforce.
- Processing of evaluating the work of trainers/ coaches by visiting classrooms, observing teaching methods, reviewing instructional.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Research Capabilities
- Facilitation
- Coaching
- Mentoring

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : **N – Administrative and Support Services Activities**
MSIC DIVISION : **N78 - Employment Activities**
MSIC GROUP : **N783 Others Human Resources Provision**
AREA : **Training**
JOB TITLE : **Training Officer**
LEVEL : **Level 3**

SUMMARY OF RESPONSIBILITIES:

- Carrying out educational programs based on frameworks established by education authorities and governing bodies.
- Organising the organization on committees to identify present and future needs in the education system, and Planning developing and modifying facilities and program.
- Carrying out and assess the needs of a business, implement training and development plans, and facilitate a wide variety of training programs that enhance the effectiveness of the workforce.
- Processing of evaluating the work of trainers/ coaches by visiting classrooms, observing teaching methods, reviewing instructional.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

Not Available

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N783 – Others Human Resources Provision
AREA : Consulting
JOB TITLE : HR Consulting Director / Chief Operating Officer
LEVEL : Level 7

SUMMARY OF RESPONSIBILITIES:

- Determine, develop and deliver innovative strategies and tools to target new and current clients.
- Initiating and center team efforts to gather, analyze and interpret Data and formulate recommendation and conclusions.
- Ensuring resources leverage by coordinating with staff scheduling and Project planning.
- Developing solutions for complex client situations to ensure meeting of goals and objectives and deliver result on time.
- Performing client interviews on analysis and interpretation of data.
- Engaging in practice management such as tools, methodologies, people development and proposals.
- Rendering quality control for engagement of teams' work.
- Reporting on final client status and present to engagement staff to demonstrate factual material command.
- Communicating with all client's management levels.
- Measuring project progress, client benefits and budget expectations through proprietary tracking tools.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication

- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Project Management.
- Cloud Computing
- Leadership
- Strategic Planning
- Budgeting
- Business Acumen
- Media Savvy
- Research Capabilities

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N7 - Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N783 Others Human Resources Provision
AREA : Consulting
JOB TITLE : HR Consulting Manager
LEVEL : Level 6

SUMMARY OF RESPONSIBILITIES:

- Assessing program performance results and trends, benchmarking, and senior leadership presentations that tell the story on impacts and actions in support of the client's savings objectives.
- Reviewing of findings and trends, secure client stakeholder buy in, and work with the appropriate client stakeholder teams to implement changes.
- Reporting deliverables will include KPI scorecards, benchmarking, POS reporting on optimization and savings opportunities.
- Undertaking analysis and share recommendations to improve/ modify existing processes/ systems for clients.
- Undertaking Customer Relationship management and contribute in an on-going manner to client interaction by identifying client's priority needs for service and support.
- Identifying areas to build strategic relationships.
- Responsible for supporting business development working actively with vertical and sales teams to win new business/ major renewals.
- Developing innovative proposals for new tools and systems that will promote global scale, automation, simplicity, efficiency, and real business results.
- Involving in the process from systems design down to country-level rollout and implementation.

KNOWLEDGE:

- Policy and Standard Operating Procedures of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Project Management.
- Cloud Computing
- Leadership
- Strategic Planning
- Budgeting
- Business Acumen
- Media Savvy
- Research Capabilities

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : **N – Administrative and Support Services Activities**
MSIC DIVISION : **N78 - Employment Activities**
MSIC GROUP : **N783 Others Human Resources Provision**
AREA : **Consulting**
JOB TITLE : **Senior HR Consultant**
LEVEL : **Level 5**

SUMMARY OF RESPONSIBILITIES:

- Providing expert advice on a range of human resource queries and opportunities arising from within the organisation, in accordance with organisational policy and legislative requirements.
- Implementing human resource best practice strategies and practices which contribute to the organisations ability to meet identified human resource outcomes.
- Taking responsibility for the successful and timely completion of human resource related projects and priorities, as allocated.
- Consulting with organizational stakeholders on the development of policy and HR practices.
- Assisting with a range of Employment Relations queries and projects, including dispute resolution and disciplinary investigations, and other instances of conflict between unions, staff and management.
- Undertaking human resource projects which contribute to the building of human resources within the organization.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity

- Information Technology
- Negotiation
- Interpersonal

SKILLS (Functional)

- Project Management.
- Cloud Computing
- Leadership
- Strategic Planning
- Budgeting
- Business Acumen
- Media Savvy
- Research Capabilities

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility

MSIC SECTION : N – Administrative and Support Services Activities
MSIC DIVISION : N78 - Employment Activities
MSIC GROUP : N783 Others Human Resources Provision
AREA : Consulting
JOB TITLE : HR Consultant
LEVEL : Level 4

SUMMARY OF RESPONSIBILITIES:

- Initiating and lead human resource programs and projects.
- Conduct research through various methods (data collection, surveys etc.) to identify a problematic situation or find the cause.
- Providing advice and recommendations to HR personnel for resolution of daily issues.
- Formulating strategic and practical plans to address human resource matters.
- Assisting in recruiting, training and management of personnel.
- Devising plans and techniques to drive change and culture management.
- Assisting in the development and integration of policies.
- Selecting and implement suitable HR technology.
- Establishing the control systems for compliance with business methods and HR practices.
- Reviewing systems and processes and make modifications to address issues.
- Refurbishing knowledge of advancements in the field and present new ideas.

KNOWLEDGE:

- Policy and Standard Operating of the organization
- Rules and legislation of the industry
- Culture awareness

SKILLS (General):

- Customer Orientation
- Time Management
- Communication
- Entrepreneurship
- Problem-solving capacity
- Information Technology

- Negotiation
- Interpersonal

SKILLS (Functional)

- Project Management.
- Cloud Computing
- Leadership
- Strategic Planning
- Budgeting
- Business Acumen
- Media Savvy
- Research Capabilities

ATTRIBUTES (ATTITUDE):

- Teamwork
- Multi-tasking
- Professionalism
- Attention to detail
- Resilience
- Agility