

## Contents:

Table of Contents: .....	1
Foreword .....	2
Introduction .....	3
Research Scope and Methodology.....	4-5
Limitations.....	5
Number of establishments covered in the Job Prospecting Exercise by type and ownership.....:	6
Percentage distribution of establishments involved in the Job Prospecting Exercise, 2009.....	6
Number of establishments covered in the Job Prospecting Exercise by Dzongkhag and ownership, 2009 .....	7
Number of establishments covered in the Job Prospecting Exercise by Dzongkhag and type, 2009.....	8
Future skill requirements by major occupational group (2009-2013).....	9
Graphical presentation of future requirements till 2013 by major occupational group, 2009-2013.....	10
Graphical presentation of total male and female required, (2009-2013).....	11
Future skill requirements during the period, 2009 - 2013 .....	12-18
Soft skills.....	19-20
Recommendations.....	21-22
Coverage list .....	23-26

**Foreword:**

The Labour Market Information Division of the Department of Employment under the Ministry of Labour and Human Resources is pleased to release the first issue of Job Prospecting Report.

“Job Prospects” are the range of career opportunities available to a person having a particular combination of skills, knowledge, qualifications etc. For example, Job Prospects for degreed engineers are usually (and presently) good overall especially in the construction sectors. Like wise Arts graduates face a barrage of information these days telling them that employers are finding it difficult to recruit graduates with suitable skills and that there is a skills gap. Graduating with a first degree in Arts is not, it seems enough to guarantee a job within any sector that matches students’ expectations.

The Job Prospecting Report will provide information to the decision makers, the researchers, the HR officials, the students and job seekers on the potentiality of each sector in terms of providing employment to the increasing number of youths. Job Prospecting is a very important tool for the formulation of Human Resource polices.

Finally, the Ministry of Labour and Human Resources wishes to convey its appreciation to all the organizations and individuals who contributed their time and effort to the development of the Job Prospecting Report.

The sector study was funded by the UNDP, whose continued assistance is much appreciated.

The Department will bring out annual publication of the Job Prospecting Report. We would like to invite your valuable comments and suggestions for further improvement of the report.

**Introduction:**

Structural unemployment is caused by changes in the composition of labor supply and demand. It basically emanates from two sources: first, as a result of mismatch between skills needed for available jobs and the skills possessed by those seeking work; and second, geographic mismatch between locations of job openings and job seekers. This kind of distortion is highly evident in the Bhutanese labor market. While shortages of skills are said to be pronounced in some occupations and areas in the country, oversupply of other skills are likewise observed.

Youth unemployment in Bhutan also has a geographical dimension: it is generally higher in urban areas than in rural ones. Limited formal work experience and a lack of general and job-related skills also put young job seekers unemployed. Young people are often at the end of the job queue for the formal labour market because they lack adequate skills and experience, as well as efficient social networks. And skills demanded by the labour market are not matched by the educational product, illustrating the lack of a functioning feedback between educational institutions and the private sector. However, there is a need to tackle the mismatch between the skills offered by this potential workforce and those demanded by potential employers

The Job Prospecting Exercise is a comprehensive sector study of the short- and long-term human resource issues and challenges facing the major sectors in the Bhutanese economy.

The study's in-depth assessment of current and emerging human resource needs and gaps will serve as a foundation to overcome the mismatch of skills and to provide a very high rate of gainful employment.

The main objective for conducting this Job Prospecting Exercise is to:

1. To identify the gaps in critical skills that are in-demand and in-supply.
2. To formulate plans and strategies toward narrowing the skills & competency gaps & generating the right workers required by the sector.
3. To enhance job placement and promote appropriate skills training.

Job vacancy statistics provide information on unmet labour demand. Information on job vacancies is used for business cycle analysis and assessing mismatches on labour markets.

A job vacancy is defined as a paid post that is newly created, unoccupied, or about to become vacant:

- (a) for which the employer is taking active steps and is prepared to take further steps to find a suitable candidate from outside the enterprise concerned; and
- (b) which the employer intends to fill either immediately or within a specific period of time.

**Research Scope and Methodology:**

The approach to the study included desktop research, field visits, interviews and a request for written submissions.

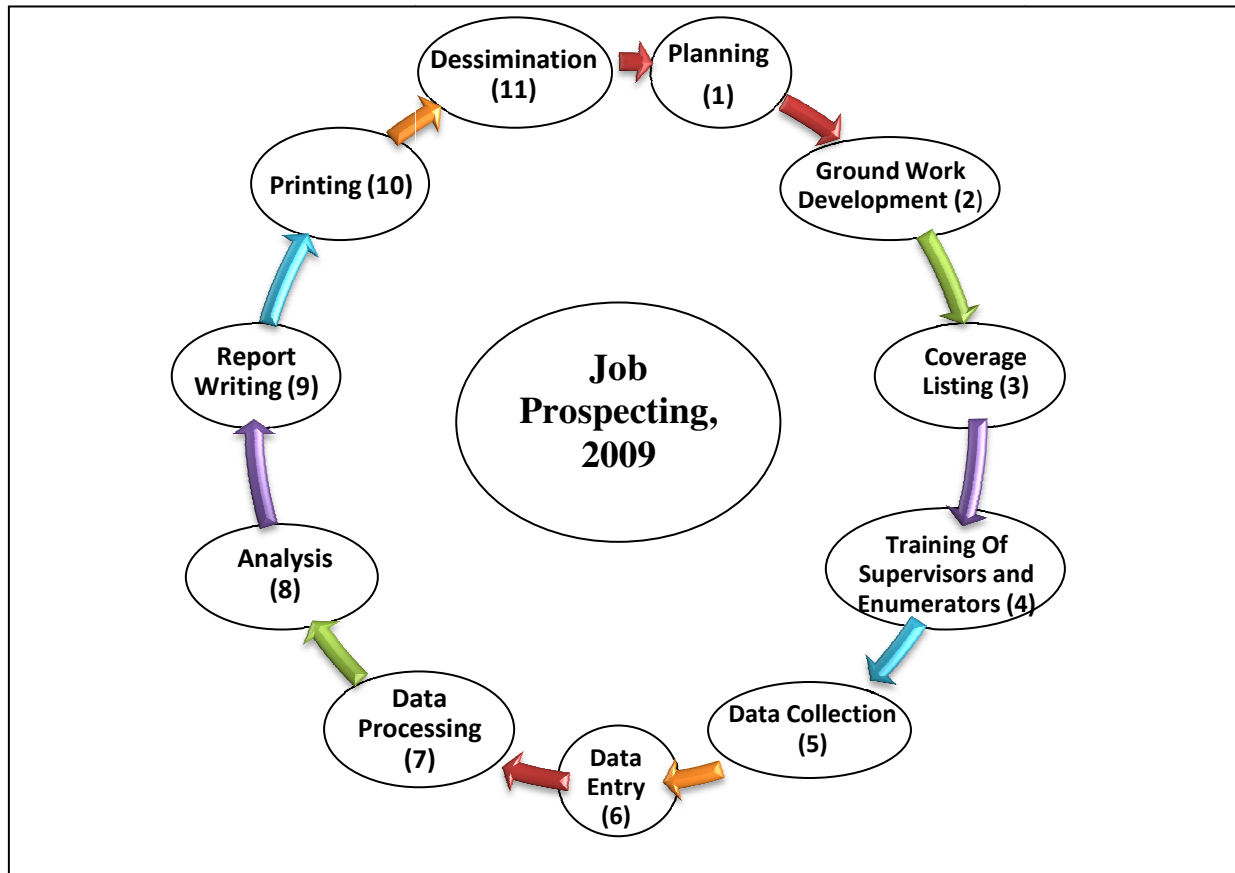
The Desktop Research was conducted utilizing published directories of the Private and Corporate sectors in the form of books. The Field visits and interviews were conducted with key interest groups such as the Manufacturing industries, service sectors etc. The aim of the interviews was to collect information on the future skill requirements during the period 2009-2013.

The study mostly focused on the sectors that were in a position to provide gainful employment. The study also focused on top 15 travel agents, the Class A Construction Companies. The study does not include the financial institutions.

The study involved extensive research activities, including:

- Surveys of 25 Construction companies;
- Surveys of 58 Service sectors including Tourism and Hotels;
- Surveys of 48 Manufacturing Industries

**Process:**



**Limitations:**

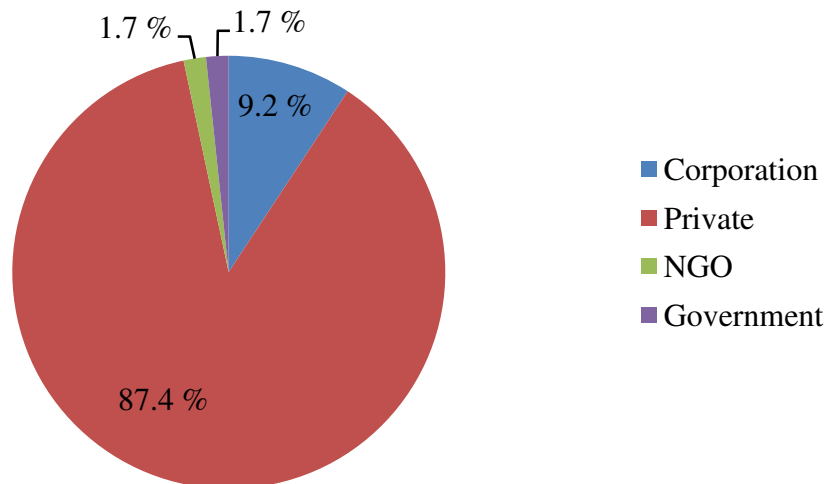
- The Job Prospecting Exercise does not capture the small sectors (which includes all the small/medium private and corporate establishments).
- The study does not capture the petty contractors and the small travel agents and hotels.
- The Job Prospecting Exercise does not capture any of the power sectors.
- Out of the 131 establishments listed in the coverage, only 119 establishments could meet up with our requirements.

**Table 1: Number of establishments covered by type and ownership involved in the Job Prospecting Exercise, 2009:**

Sl.	Type of Establishment	Ownership				Total
		Corporation	Private	NGO's	Government	
1	Agro-based	2	4	0	0	6
2	Forest-based	1	3	0	0	4
3	Mineral-based	1	5	0	1	7
4	Other Industry	4	23	1	1	29
5	Construction	0	25	1	0	26
6	Services	1	36	0	0	37
7	Tourism-related	1	6	0	0	7
8	Personal Services	0	0	0	0	0
9	Repair	0	0	0	0	0
10	Trade	1	1	0	0	2
11	All subclasses	0	1	0	0	1
	<b>Total</b>	<b>11</b>	<b>104</b>	<b>2</b>	<b>2</b>	<b>119</b>

The table above depicts the number of establishment covered in the Job Prospecting Exercise categorized by its type and ownership. Among the total coverage list of 131 establishments only 119 establishments were in a position to meet up with our requirements.

**Percentage distribution of establishments involved in the Job Prospecting Exercise, 2009**



**Table 2: Number of establishments covered in the Job Prospecting Exercise by Dzongkhag and ownership, 2009**

Sl.	Dzongkhag	Ownership				Total
		Corporation	Private	NGO's	Government	
1	Chukha	4	36	0	0	<b>40</b>
2	Haa	0	0	0	0	<b>0</b>
3	Paro	1	6	0	1	<b>8</b>
4	Thimphu	4	43	1	1	<b>49</b>
5	Punakha	0	3	0	0	<b>3</b>
6	Gasa	0	0	0	0	<b>0</b>
7	Wangdue	0	2	0	0	<b>2</b>
8	Bumthang	0	2	0	0	<b>2</b>
9	Trongsa	0	1	0	0	<b>1</b>
10	Zhemgang	0	0	0	0	<b>0</b>
11	Lhuntse	0	0	0	0	<b>0</b>
12	Mongar	0	2	0	0	<b>2</b>
13	Trashigang	0	0	0	0	<b>0</b>
14	Trashiyangtse	0	0	0	0	<b>0</b>
15	Pemagatshel	0	0	0	0	<b>0</b>
16	Samdrup Jongkhar	1	5	0	0	<b>6</b>
17	Samtse	1	2	1	0	<b>4</b>
18	Sarpang	0	2	0	0	<b>2</b>
19	Tsirang	0	0	0	0	<b>0</b>
20	Dagana	0	0	0	0	<b>0</b>
21	Outside Bhutan	0	0	0	0	<b>0</b>
	<b>Total</b>	<b>11</b>	<b>104</b>	<b>2</b>	<b>2</b>	<b>119</b>

The table above depicts the number of establishments covered by Dzongkhag and by Ownership. Thimphu and Chukha Dzongkhag were the main focus of the exercise. Through the ownership status, Private sector contributed the most to the future requirements. From a total of 119 establishments, 104 Private Sectors contributed to our requirements.

**Table 3: Number of establishments covered in the Job Prospecting Exercise by Dzongkhag and type, 2009**

Sl.	Dzongkhag	Type of Establishment											Total
		Agro-based	Forest-based	Minieral-based	Other Industry	Construction	Services	Tourism-related	Personal Services	Repair	Trade	All subclasses	
1	Chukha	4	1	3	21	6	2	0	0	0	2	1	40
2	Haa	0	0	0	0	0	0	0	0	0	0	0	0
3	Paro	0	0	1	0	0	7	0	0	0	0	0	8
4	Thimphu	1	2	0	2	19	18	7	0	0	0	0	49
5	Punakha	0	0	0	0	0	3	0	0	0	0	0	3
6	Gasa	0	0	0	0	0	0	0	0	0	0	0	0
7	Wangdue	0	0	0	0	1	1	0	0	0	0	0	2
8	Bumthang	0	0	0	0	0	2	0	0	0	0	0	2
9	Trongsa	0	0	0	0	0	1	0	0	0	0	0	1
10	Zhemgang	0	0	0	0	0	0	0	0	0	0	0	0
11	Lhuntse	0	0	0	0	0	0	0	0	0	0	0	0
12	Mongar	0	0	0	0	0	2	0	0	0	0	0	2
13	Trashigang	0	0	0	0	0	0	0	0	0	0	0	0
14	Trashiyangtse	0	0	0	0	0	0	0	0	0	0	0	0
15	Pemagatshel	0	0	0	0	0	0	0	0	0	0	0	0
16	Samdrup Jongkhar	0	0	2	4	0	0	0	0	0	0	0	6
17	Samtse	1	0	1	2	0	0	0	0	0	0	0	4
18	Sarpang	0	1	0	0	0	1	0	0	0	0	0	2
19	Tsirang	0	0	0	0	0	0	0	0	0	0	0	0
20	Dagana	0	0	0	0	0	0	0	0	0	0	0	0
21	Outside Bhutan	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>6</b>	<b>4</b>	<b>7</b>	<b>29</b>	<b>26</b>	<b>37</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>119</b>



**Table 4: Future skill requirements by major occupational group (2009-2013)**

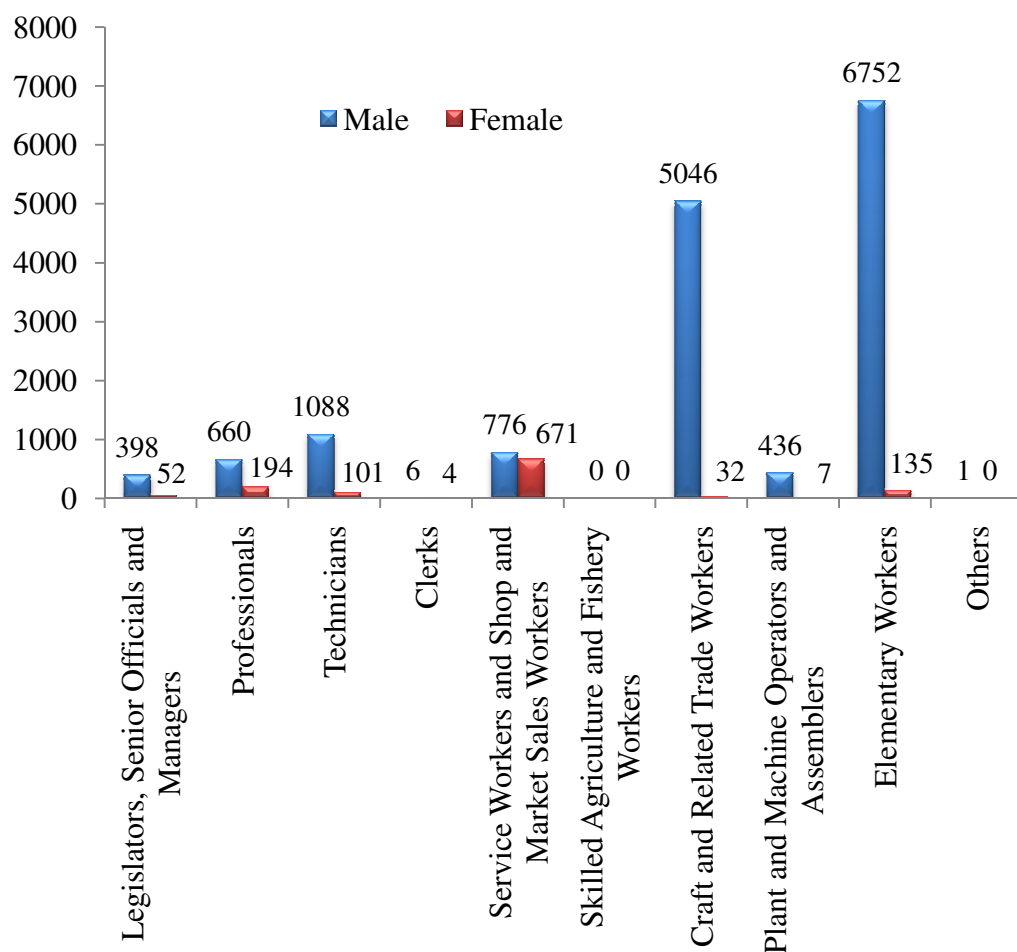
Sl.	Major Occupations	Future Requirements					Total
		2009	2010	2011	2012	2013	
1	Legislators, Senior Officials and Managers	95	84	108	72	91	<b>450</b>
2	Professionals	189	217	154	154	140	<b>854</b>
3	Technicians	162	213	266	272	276	<b>1,189</b>
4	Clerks	4	1	2	1	2	<b>10</b>
5	Service Workers and Shop and Market Sales Workers	306	246	355	242	298	<b>1,447</b>
6	Skilled Agriculture and Fishery Workers	0	0	0	0	0	<b>0</b>
7	Craft and Related Trade Workers	680	1,356	979	978	1,085	<b>5,078</b>
8	Plant and Machine Operators and Assemblers	112	165	68	50	48	<b>443</b>
9	Elementary Workers	1,200	1,339	1,427	1,434	1,487	<b>6,887</b>
10	Others	1	0	0	0	0	<b>1</b>
	<b>Total</b>	<b>2,749</b>	<b>3,621</b>	<b>3,359</b>	<b>3,203</b>	<b>3,427</b>	<b>16,359</b>

### Graphical presentation of future requirements till 2013 by major occupational group, 2009-2013

The figure below presents the future skill requirements during the period 2009 till 2013 segregated by sex. By 2013 there will be a high demand for elementary occupations and craft and related trade workers. Elementary occupations basically include the labourers (skilled/Unskilled), drivers etc and craft and related occupations include the masons, carpenters etc.

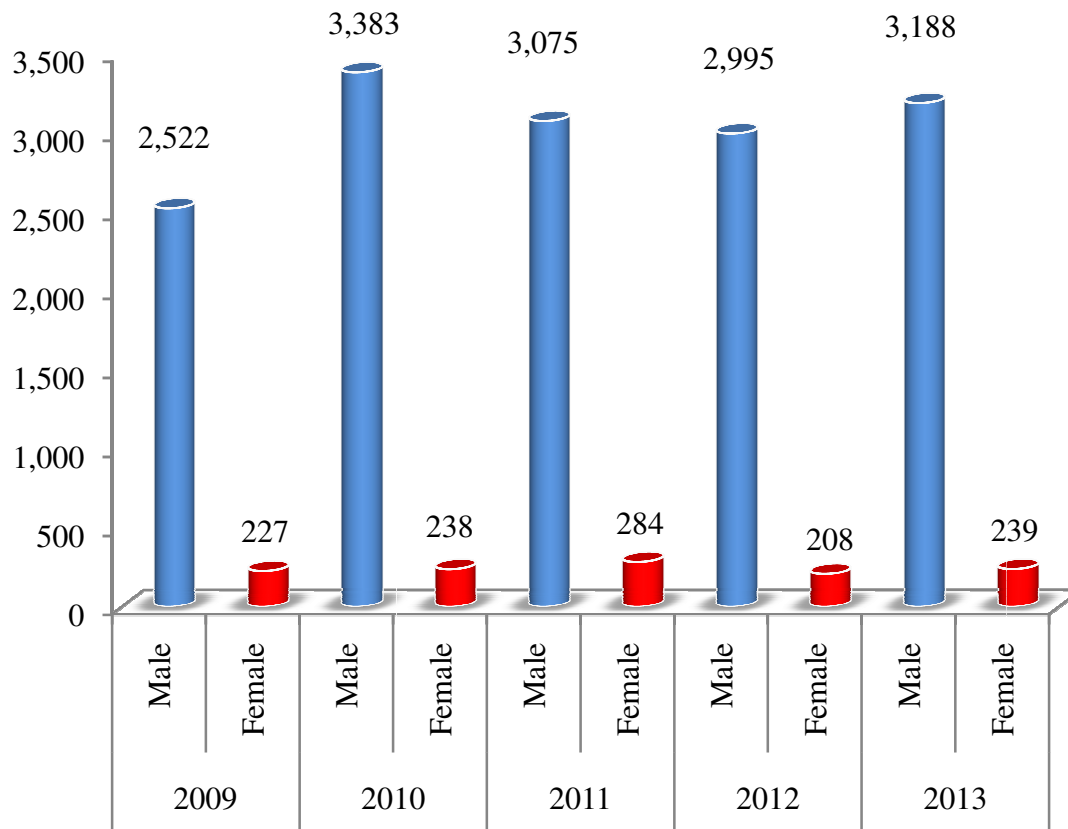
There will also be some requirements for higher managerial level post, professionals and technicians with specific skill requirements.

A total of 15,163 vacancies were recorded for male during the period 2009-2013 and 1,196 vacancies for female.



There were no vacancies recorded for the skilled agriculture and fishery group since the study mostly concentrated in manufacturing industries and the service sectors.

## Graphical presentation of total male and female required, (2009-2013)



Due to the growth of the construction industries and manufacturing industries, there has been a high requirement for male workers in the construction sector and the manufacturing industries. During our interview with the construction companies their requirements were based on three categories:

1. Unskilled Labourer - General site labour with little or no construction qualifications.
2. Skilled Labourer - On-site managers who possess extensive knowledge and experience in their craft or profession.
3. Professionals - Personnel with the greatest educational qualifications, usually graduate degrees, trained to design, manage and instruct the construction process.

Skilled occupations in Bhutan require further education qualification, often in vocational subject areas. These qualifications are either obtained directly after the completion of compulsory education or through “on the job” apprenticeship training.

**Table 5: Future skill requirements during the period (2009-2013)**

Sl.	Occupation	2009	2010	2011	2012	2013	Grand Total	Average Remuneration (In Nu.)
1	Accounts Officer	2	3	2	1	3	11	11,667
2	Accountant	14	18	12	12	8	64	9,336
3	Accounts Teacher	1	6	3	3	3	16	16,745
4	Administrative Officer	5	5	3	3	3	19	9,200
5	Assistant Burner	2	2	2	2	2	10	6,500
6	Assistant Electrical Engineer	7	3	1	0	0	11	9,600
7	Assistant Manager	1	2	2	1	1	7	9,000
8	Assistant Mason	5	6	2	0	0	13	4,000
9	Assistant Mechanical Engineer	8	7	2	0	0	17	9,500
10	Assistant Regional Manager	1	0	0	5	0	6	12,300
11	Assistant Supervisor	0	0	1	0	0	1	5,000
12	Asst. Adm. Officer	1	1	1	1	2	6	10,000
13	Asst. Manager of Electricals	1	0	0	0	0	1	5,800
14	Asst. Manager of Maintenance	1	0	0	0	0	1	5,800
15	Asst. Manager of Production	1	0	0	0	0	1	5,800
16	Auto Mechanic	9	7	4	5	3	28	7,460
17	Bakery	1	2	2	2	2	9	8,000
18	Bar Binder	20	30	35	40	60	185	5,250
19	Bar Tender	3	5	2	2	2	14	3,833
20	Barbed Wire Technician	2	4	5	6	7	24	5,500
21	Barman	0	15	19	4	4	42	5,750
22	Bearing Roll Fitter	1	0	0	0	0	1	5,000
23	Bench Clerk	2	0	0	1	1	4	12,000
24	Bent Saw Master	2	2	1	0	0	5	8,000
25	Bill Collector	0	1	0	0	0	1	5,500
26	Billet Controller	4	4	0	0	0	8	6,000
27	Billet Cutter	8	7	0	0	0	15	4,000
28	Biology Teacher	2	3	3	4	4	16	22,500
29	Blaster	2	3	3	3	3	14	5,000
30	Blending Asst.	0	5	3	2	1	11	5,000
31	Boiler Operator	0	0	2	0	0	2	5,000
32	Brewer	0	1	0	0	0	1	35,000
33	Bull Black Wire Drawing Technician	2	4	5	6	7	24	6,000
34	Burner	1	2	2	1	1	7	7,500
35	Business Mathematics Teacher	2	3	3	3	3	14	17,000

36	Cable Man	2	1	1	0	0	4	4,000
37	Care Taker	0	2	1	0	0	3	5,000
38	Carpenter	187	298	307	317	348	1,457	6,483
39	Cashier	0	1	0	0	0	1	19,000
40	Catering Headperson	2	0	0	0	0	2	5,000
41	Chamber Maid	2	4	0	0	0	6	4,000
42	Charter Accountant	3	0	1	1	0	5	22,333
43	Chef	0	4	3	3	2	12	7,875
44	Chemist	8	10	8	2	3	31	10,500
45	Chemistry Teacher	4	5	3	4	3	19	19,500
46	Chief Cashier	0	1	0	0	0	1	8,750
47	Chief Chemist	0	1	0	0	0	1	12,000
48	Chief Engineer	0	0	1	0	0	1	55,000
49	Chief Mason	0	1	0	0	0	1	7,000
50	Chinese Master Chef	1	1	0	0	0	2	15,000
51	Civil Engineers	39	43	42	46	52	222	23,396
52	Cold Shearing Operatives	0	1	0	0	0	1	4,000
53	Co-Matron	0	1	0	0	0	1	10,000
54	Commerce Teacher	1	5	3	3	3	15	16,667
55	Commercial Manager	1	0	0	0	0	1	25,000
56	Compressor Operator	2	3	3	3	3	14	5,000
57	Computer Operator	1	0	0	0	0	1	6,000
58	Concast Mechanic	0	2	1	1	0	4	5,000
59	Concrete Worker	100	150	150	150	200	750	4,500
60	Conference Coordinator	1	2	2	2	2	9	15,000
61	Consultant	2	2	2	2	2	10	25,000
62	Continental Master Chef	1	1	0	0	0	2	15,000
63	Control Room Operator	2	0	0	0	0	2	5,000
64	Cooks	52	19	35	14	64	184	5,469
65	Co-Warden	0	1	0	0	0	1	10,000
66	Crane Operators	2	10	2	1	0	15	7,750
67	Crank Cutter	0	1	0	0	0	1	10,000
68	Cultural Guides	7	12	16	14	14	63	11,750
69	Customer Service Representative	3	4	2	6	3	18	7,000
70	D.C Drive Technician	2	1	0	0	0	3	5,000
71	Data Manager	0	1	0	0	0	1	10,000
72	Depot Manager	5	0	2	2	2	11	9,500
73	Dinning	4	12	12	13	8	49	5,333
74	Director Finance	0	0	0	1	0	1	40,000

75	Driller	5	5	7	8	7	32	4,150
76	Driver (Medium)	0	3	3	2	5	13	6,500
77	Heavy Vehicle Driver	15	22	23	28	29	117	6,591
78	Light Vehicle Driver	4	6	6	7	7	30	5,599
79	Dy. Hotel Manager	0	0	2	2	2	6	15,000
80	Dzongkha Teacher	1	4	4	3	2	14	13,484
81	Economics Teacher	1	3	2	2	2	10	14,000
82	Electrical Engineers	29	25	15	16	12	97	20,237
83	Electricians	27	40	96	109	108	380	7,107
84	Embossing Operatives	1	0	0	0	0	1	5,000
85	Engineer(software/Hardware)	0	1	0	1	0	2	13,000
86	English Teacher	2	5	6	4	4	21	16,745
87	Excavator Operator	10	15	14	15	14	68	8,667
88	Fabricator (Furniture's)	0	0	2	0	0	2	4,500
89	Finance Manager	4	5	9	4	6	28	18,191
90	Finance Officer	2	4	4	4	4	18	25,000
91	Fine Wire Drawing Technician	1	2	3	4	5	15	5,500
92	Finish Material/Goods Operatives	6	6	0	0	0	12	4,000
93	Fire Man	1	0	1	1	0	3	4,500
94	First Hand	0	2	1	1	0	4	6,500
95	Fitters	6	5	6	4	4	25	5,800
96	Fly Shearing Operatives	0	1	0	0	0	1	4,000
97	Food & BP(Kitchen)	4	4	0	0	0	8	6,000
98	Food & House Keeping Manager	0	1	0	0	0	1	10,000
99	Food Machine Operator	0	1	1	1	0	3	4,500
100	Food Processors	0	2	3	0	0	5	6,240
101	Foreman	0	0	0	0	1	1	6,500
102	Foreman(Electrician)	1	1	1	0	0	3	9,000
103	Foreman(Mechanical)	1	2	1	0	0	4	6,500
104	Form Fabricator	0	1	2	1	0	4	6,000
105	Front Office	6	4	3	5	3	21	5,833
106	Furnace Operator	0	2	0	0	0	2	6,500
107	Gardener	6	9	7	5	3	30	3,750
108	Gas Cutter	0	1	0	0	0	1	5,500
109	General Engineering	4	4	4	4	0	16	6,500
110	General Manager	1	5	3	2	3	14	22,000
111	Geography Teacher	2	3	2	2	2	11	14,990
112	Guide Roll(Controllor)	0	1	1	0	0	2	6,000
113	Gym Instructor	0	2	2	2	2	8	4,500

114	HB Wire Technician	1	2	3	4	5	15	5,500
115	Head Melter	0	1	1	1	0	3	9,000
116	Head of Information & Technology	3	0	0	1	0	4	35,000
117	Head of Legal Section	1	0	0	0	1	2	33,000
118	Helper	5	1	1	1	1	9	4,250
119	High Speed Fine Wire Drawing Operator	1	1	1	0	0	3	6,000
120	History Teacher	3	2	2	2	2	11	14,000
121	Hotel Management Specialist	10	0	20	0	20	50	8,000
122	Hotel Manager	8	3	8	2	7	28	22,333
123	Housekeeping	56	26	65	32	41	220	4,694
124	Human Resource Officer	3	2	1	0	0	6	15,333
125	Indian Master Chef	1	1	0	0	0	2	15,000
126	Industrial Motor Winder	1	0	0	0	0	1	5,300
127	Injector Operatives	1	1	2	0	0	4	6,000
128	Instrumentation Engineer	0	1	0	0	0	1	20,000
129	IT Engineer	4	7	2	5	3	21	11,330
130	JCB Operator	3	4	2	2	2	13	7,000
131	Junior Electrical Engineer	0	1	0	0	0	1	10,000
132	Junior Mechanical Engineer	0	1	0	0	0	1	10,000
133	Junior Operator	3	0	0	0	0	3	4,000
134	Lab Assistant	5	4	1	1	1	12	4,750
135	Lab Technicians	5	1	2	0	2	10	7,000
136	Lama	1	0	0	0	0	1	5,500
137	Lat Threading Operator	0	1	1	1	1	4	8,000
138	Laundry	11	4	19	4	19	57	4,375
139	Library Asst.	0	2	2	2	2	8	7,500
140	Loader	0	0	4	0	0	4	3,000
141	Machine Operator	11	18	12	11	11	63	6,800
142	Maintenance Engineer	0	0	0	0	1	1	11,335
143	Manager	2	0	1	0	0	3	10,083
144	Manager (Administrative)	3	1	1	1	0	6	9,500
145	Manager (mechanical)	0	1	0	0	0	1	28,000
146	Manager (P&A)	0	2	1	1	1	5	11,000
147	Manager (S&M)	0	3	1	1	1	6	11,000
148	Manager (TRTI)	1	0	1	0	1	3	9,500
149	Manager Front Desk	0	1	0	0	0	1	12,000
150	Manager Reservation	0	1	0	0	0	1	12,000
151	Manager(Assistant)	0	1	1	1	1	4	5,000
152	Manager(Production & Quality)	0	1	0	0	0	1	9,000

153	Manager/Engineer	20	22	23	25	25	115	20,000
154	Marketing Manager	3	3	3	0	0	9	15,500
155	Marketing Officer	2	1	0	1	1	5	19,278
156	Mason	281	762	395	386	405	2,229	6,567
157	Material Handling Operatives	10	30	0	0	0	40	4,000
158	Materials Managers	5	4	4	4	4	21	23,800
159	Math's Teacher	0	4	2	1	1	8	16,750
160	Mechanical Engineers	32	22	11	13	11	89	21,286
161	Mechanical Foreman	1	0	0	0	0	1	8,500
162	Mechanical Welder	1	2	1	0	0	4	5,000
163	Mechanics	3	3	1	0	0	7	6,000
164	Melter	0	4	1	1	0	6	8,000
165	Messenger	0	1	0	1	0	2	5,000
166	Metallurgist	2	1	1	0	1	5	14,375
167	Microbiologist	1	0	0	1	0	2	10,000
168	Mill Operator	1	2	1	0	0	4	5,000
169	Mines Foreman	1	0	1	0	0	2	10,000
170	Mining Engineer	2	2	0	0	1	5	18,500
171	Mould Operator	0	3	1	1	0	5	5,750
172	Multi Skilled Technician	1	0	0	0	0	1	7,770
173	Musician	2	2	0	0	0	4	5,000
174	Office Assistant	6	19	12	12	10	59	8,050
175	Operator	5	1	5	2	2	15	5,500
176	Operator Helper	2	10	2	2	0	16	4,250
177	Operator(Finance Officer)	2	4	3	0	0	9	9,000
178	Packing Worker	2	5	2	2	1	12	4,000
179	Painter	11	14	14	14	15	68	6,167
180	Pasting Operator	5	0	3	0	5	13	6,000
181	Personal Secretary	0	1	0	0	0	1	6,000
182	Pharmacist	1	2	0	0	0	3	9,500
183	Physical Instructor	0	0	1	0	0	1	7,770
184	Physics Teacher	2	7	5	4	4	22	20,750
185	Plant Manager	0	1	0	0	0	1	30,000
186	Plant Operator	2	4	4	4	4	18	9,000
187	Plumbers	21	27	21	26	26	121	6,227
188	Press Machine Operator	0	1	0	0	0	1	6,500
189	Principal	1	1	0	0	0	2	36,000
190	Process Worker	5	3	3	0	2	13	3,500
191	Product Specialist	0	0	1	0	0	1	11,335



192	Production Manager	0	1	3	1	1	6	14,000
193	Production Supervisor	2	2	2	2	2	10	7,000
194	Project Engineer	1	1	0	0	0	2	15,000
195	Project Managers	5	5	5	5	5	25	28,333
196	Pump Operator	3	1	0	0	0	4	5,500
197	Pusher Operatives	4	4	2	1	0	11	6,000
198	PVC Cable Wire Operator	1	1	1	1	1	5	10,000
199	Quality Control Officer	1	0	0	0	0	1	8,000
200	Quality Executive	0	1	0	0	0	1	20,000
201	Receptionist	24	16	26	8	26	100	5,136
202	Regional Managers	3	3	3	3	3	15	13,000
203	Reservationist	3	1	2	0	0	6	9,000
204	Riggers	10	20	10	10	0	50	4,500
205	Rob Binder	1	2	2	2	2	9	6,000
206	Rod Bender	10	5	5	5	5	30	5,000
207	Roll Welder	1	1	0	0	0	2	5,000
208	Roller Operator	3	3	2	2	2	12	7,500
209	Roughing Mill Controller	6	4	2	0	0	12	6,000
210	Sales Person	4	18	8	7	7	44	6,200
211	Sawyer	2	2	2	2	2	10	5,000
212	Scrap Collector	5	5	5	5	5	25	4,500
213	Secretary	0	0	0	0	0	0	12,000
214	Security Guard	43	71	71	86	57	328	4,566
215	Senior Bench Clerk	2	0	2	0	1	5	15,000
216	Senior Manager (Finance and Accounts)	0	1	0	0	0	1	29,000
217	Senior Manager (Production of Carbide)	0	0	1	0	0	1	27,000
218	Senior Manager (Production of Silicon )	0	0	1	0	0	1	27,000
219	Senior Manager (Quality Control)	0	0	1	0	0	1	26,000
220	Senior Operator	2	0	0	0	0	2	5,000
221	Service Manager	0	1	0	0	0	1	12,000
222	Shaper-man	2	0	0	0	0	2	5,000
223	Shift Brewer	1	0	1	0	0	2	17,500
224	Shift In charge(CCM)	0	0	1	0	0	1	16,000
225	Shift In charge(Production)	2	0	0	0	0	2	8,500
226	Shotfrerer	2	0	0	0	0	2	12,000
227	Site Accountant	4	5	5	5	5	24	7,000
228	Site Supervisor	6	11	3	7	5	32	6,500

229	Skid Board Operatives	1	1	1	0	0	3	5,000
230	Skilled Labourer	760	797	840	870	912	4,179	3,900
231	Software Engineer	1	1	1	1	0	4	10,000
232	SPA	2	7	4	5	2	20	4,833
233	Sr. Project Engineer	0	0	1	0	0	1	45,000
234	Steward	6	4	1	3	0	14	4,750
235	Store Keeper	6	4	7	7	6	30	5,875
236	Store Manager	1	0	1	0	0	2	25,500
237	Strapping Operatives	20	30	0	0	0	50	3,500
238	Supervisors	20	30	64	66	65	245	8,767
239	Supervisor(Auto Mechanical)	6	6	7	8	10	37	6,250
240	Supervisor (Civil)	6	7	7	8	10	38	6,250
241	Supervisor(Electrical)	0	1	0	0	0	1	7,000
242	System Manager	0	1	2	1	0	4	24,000
243	System/Instrumentation Engineer	1	0	0	0	0	1	15,000
244	Technical Executive	0	1	0	1	0	2	20,000
245	Technician(Electrical)	3	5	5	4	3	20	7,500
246	Teemer Man	1	2	1	0	0	4	4,000
247	Telephone Operator	0	2	1	1	1	5	5,000
248	Tester	2	2	2	2	1	9	4,500
249	Tour Assistant	1	0	0	0	0	1	5,000
250	Tractor Operator	3	3	2	2	2	12	5,000
251	Traffic Officer	6	0	0	0	0	6	9,000
252	Trained Librarian	1	0	0	0	0	1	7,770
253	Trainee Pilot	2	0	0	0	0	2	9,000
254	Trekking Guides	20	24	34	23	26	127	12,667
255	Turner	2	2	1	0	0	5	5,000
256	Unskilled Labourer	380	460	500	495	490	2,325	4,000
257	Waiter/Waitress	65	15	58	26	46	210	4,538
258	Warden/Matron	0	0	2	0	0	2	7,770
259	Welders	5	4	3	3	3	18	5,667
260	Wet Sweeper	8	6	8	7	8	37	3,250
261	Wire Nail Technician	6	10	13	16	18	63	4,900
	<b>Total</b>	<b>2,749</b>	<b>3,621</b>	<b>3,359</b>	<b>3,203</b>	<b>3,427</b>	<b>16,359</b>	

**Soft Skills:**

Soft skills play a vital role for professional success; they help one to excel in the workplace and their importance cannot be denied in this age of information and knowledge. Good soft skill is what's required by every employer at present.

During our interviews with the employers, the most common traits, mentioned by virtually every employer, were:

- ~ Positive work ethic.
- ~ Good attitude.
- ~ Desire to learn and be trained.
- ~ Hard work.
- ~ Consistency.
- ~ No job hopping.

Soft skills "are as important, if not more important, than traditional hard skills to an employer looking to hire -- regardless of industry or job type. This could offer a major breakthrough as educators and training providers seek to develop and cluster training courses to fit business and industry needs.

The Job Prospecting Exercise defined about 71 "soft skills", which employers seek. They are applicable to any field of work, according to the study. Soft skills like personal responsibility, team work and multi-tasking were some of the most important skills that employers usually look for while selecting employees for jobs of any type.

Most of the employers observed that they could find workers who have "hard skills" i.e. the capability to operate machinery or fulfill other tasks, but many potential hires lack the "soft skills" that a company needs.

Through out study we came to know that CEOs and human resource managers or employers are ever ready to hire workers who demonstrate a high level of "soft skills" and then train them for the specific jobs available. The ever-changing impact of technology has given hard-skills-only workers a short shelf life.

Table 6 depicts the various kinds of soft skills required for each occupation during the period 2009-2013.

**Table 6: Soft Skills requirement for the future vacancies**

Sl.	Competencies	Sl.	Personal Values
1	Planning	1	Personal integrity
2	Strategy formation	2	Honesty & commitment to truth
3	Time & task management	3	Trustworthy
4	Budgeting	4	Demonstrates trust
5	Problem solving	5	Sincerity
6	Financial management	6	Personal responsibility
7	Critical thinking	7	Patience
8	Analytic & systematic thinking	8	Devotion
9	Public relations	9	Fairness
10	Customer service	10	Strong sense of self & self-Respect
11	Sales	11	Awareness of personal strengths & weaknesses
12	Marketing	12	Strives towards growing in wisdom
13	Advocacy	13	Has concept of ideal self; Knows what he/she wants to be
14	Supervision	14	Respect for others
15	Implementation	15	Appreciates importance of communication & develops communication skills
16	Administration	<b>Sl.</b>	<b>Work Values</b>
17	Operations	1	Commitment to customer delight & customer care
18	Project management	2	Commitment to work
19	Organizing	3	Commitment to excellence in work
20	Multi-tasking	4	Accountability
21	Decision making	5	Productivity
22	Leadership	6	Flexibility
23	Interpersonal communication	7	Continuous improvement to business practices & processes
24	Facilitation	8	Care & safety of own work environment
25	Monitoring	9	Management of pressure & complexities of work
26	Evaluation	10	Alignment of personal values & company values
27	Testing	11	Personal commitment & voluntary compliance with company values & ethics
28	Troubleshooting	12	Disclosure & transparency
29	Maintenance	<b>Sl.</b>	<b>Team Values</b>
30	Installation	1	Collaboration
31	Design	2	Team work
32	Documentation	3	Satisfying to work with
33	Product delivery	4	Able to communicate & demonstrate own value system
34	Communication skills	5	Commitment to team
		<b>Sl.</b>	<b>Social Values</b>
		1	High degree of social awareness
		2	Preservation of nature
		3	Socially responsible
		4	Contribution to society
		5	Ascertains & reflects

**Recommendations from the Employers:**

1. The Employers raised concerns on the growing number of youth population and expressed that the system of school education does not inculcate basic and soft skills required for a productive workforce, while higher and vocational qualifications do not generate the specialized skills employers require.
2. The Employers also expressed that the Career and Counseling Programmes in schools and colleges should be strengthened so that the youths seeking job are well aware and informed about the current labour market situation and the future requirements.
3. Though the Ministry of Labour and Human Resources focus is much diverted towards unemployment and the increasing number of unemployed youth floating in the labour market, it is also apparent that not enough has been done to develop the skills of young people. Skill mismatch is a major concern in Bhutan now where educated youths acquire skills that are not demanded by the labour market.
4. One approach to tackle the problem of skill mismatch is to combine formal education with work-based training
5. The Employers also suggested that if their employees could also be given short-term vocational trainings like in the Civil Service since continuing vocational training increases the innovation capacity of firms, by allowing workers to upgrade their skills and respond more rapidly to changes in economic conditions.
6. The Bhutanese economy will depend on the skills of its people and how firms and industry support workers to work to the best of their potential. The skills of workers increasingly determine firms' ability to build competitiveness.
7. During the formal/compulsory education, young people in schools should acquire skills that can be used across most occupations and which provide the foundation for their working lives.
8. Bhutan has a very high number of youth population and the main reason for shortage of labour could be either because of not much people with the required skills or there's a mismatch between labour demand and supply.
9. The Ministry of Labour and Human Resources must maintain close contact with the private sector to continuously assess skills demands. The Employment Service Centers also need to advise young people on marketable skills. And it needs to stay in close contact with training institutions. For young people, Employment Service Centers can provide information on different professions, facilitate decision-making on what to study and promote internships. In its turn, the private sector needs to publicize vacancies and provide data to the Department of Employment, Ministry of Labour and Human Resources. This will pay off by saving enterprises the transaction cost of searching for adequately skilled staff.
10. Skills shortages mean much more than vacancies. Even though there are lots of vacancies in the private and corporate sector, most of these vacancies are not occupied. This is mainly due to the lack of right skilled person that the employer is looking for.

11. Being a good worker means having the skills to do the job. When most of us think of skills, we think of job-specific skills such as a mechanic's ability to repair engines or a pilot's ability to fly a plane. Most importantly, soft skills are the skills most sought after by employers. Because most job-specific skills can be easily taught, employers would prefer to hire individuals with the required soft skill, such as adaptability, dependability, and responsibility.
12. The low quality of education, which leads to a general lack of skills, is another cause of youth unemployment
13. One of the ways for overcoming the mismatch of skills is by feeding in the profile needed by the private sector into the curricula of education sector and the vocational training institutes.

## Coverage List

Sl.	Name of the Establishment	Dzongkhag
1	Gangri Tours & Treks	Thimphu
2	Etho Metho Tours and Treks	Thimphu
3	Hotel Druk	Thimphu
4	Hotel Phuntsho Pelri	Thimphu
5	Kelki Higher Secondary School	Thimphu
6	Hotel Kisa	Thimphu
7	Namgay Heritage	Thimphu
8	Jamyang Resort	Thimphu
9	Rinchen Higher S. School	Thimphu
10	Nima Higher S. School	Thimphu
11	Wangchuk Resort	Thimphu
12	Happy Holiday	Thimphu
13	Bhutan Toursim Corporation Ltd	Thimphu
14	Hotel Olathang	Paro
15	Yangphel Tours and Treks	Thimphu
16	Dragon Tours and Treks	Thimphu
17	Tsenden Construction	Thimphu
18	Dhoensum Construction	Thimphu
19	Rabsel Construction	Thimphu
20	Hotel Motithang	Thimphu
21	Hotel Riverview	Thimphu
22	Bhutan Mandala Tours	Thimphu
23	All Bhutan Connection	Thimphu
24	G4S	Thimphu
25	Hotel Jhomolhari	Thimphu
26	Druk Chapchap Construction	Thimphu
27	Rainbow Tours and Treks	Thimphu
28	Bhutan Agro Industries	Thimphu
29	Rinson Construction	Thimphu
30	Druk Sherig Construction	Thimphu
31	Norbu Bhutan Travel Pvt. Ltd	Thimphu
32	Kuenga Higher S. School	Paro
33	Bhutan Resorts Pvt. Ltd.	Paro
34	Samden Choling Resort	Paro
35	Taj Tashi	Thimphu
36	Uman Paro Resort	Paro

37	Druk Air Corporation	Paro
38	NRDCL	Thimphu
39	Terma Linca	Thimphu
40	Zhiwaling Hotel	Paro
41	Royal Thimphu College	Thimphu
42	Dawa Construction	Thimphu
43	Dechen Hill Resort	Paro
44	Welfare Construction	Thimphu
45	Nima Construction	Thimphu
46	Bhutan Builders	Thimphu
47	Druk Seed Corporation	Paro
48	Hotel Holiday Home	Paro
49	Kichu Resort	Paro
50	Bhutan Construction	Thimphu
51	Hotel Wangdicholing	Bumthang
52	Wood Craft Center	Thimphu
53	Barma Chemicals	Samdrup Jongkhar
54	Sherub Reldri Higher S. School	Mongar
55	Zangto Pelri Hotel	Punakha
56	Dragon Nest Resort	Wangdue
57	Sonam Kuenphen Higher S. School	Bumthang
58	Hotel Meri Phuensum	Punakha
59	Yangkhil Resort	Trongsa
60	Damchen Resort	Punakha
61	Ugyen Academy	Punakha
62	Aman Kora Resort	Bumthang
63	Tashi Rosin & Turpentine Factory	Sandrup Jongkhar
64	Gyeltshen Wood Industries	Gelephu
65	Eastern Bhutan Ferro Silicom Pvt. Ltd.	Samdrup Jongkhar
66	Kuendrup Higher S. School	Gelephu
67	Tshering Steel Works	Samdrup Jongkhar
68	SD Eastern Bhutan Coal Company	Samdrup Jongkhar
69	Druk Satair Corporation	Samdrup Jongkhar
70	Wangchuk Hotel	Mongar
71	Mountain Lodge	Bumthang
72	Bhutan Telecom	Thimphu
73	Tashi Infocom Ltd.	Thimphu
74	Bhutan Business Solution	Thimphu
75	Bhutan Center of Excellence	Thimphu



76	IT Park, DIT, MoIC	Thimphu
77	Singye Group of Companies	Thimphu
78	Saint Gobin Ceramic Materials Pvt. Ltd.	Pasakha
79	Bhutan Carbide and Chemicals Ltd.	Pasakha
80	Bhutan Oil Distributors	Phuntsholing
81	Ugyen Ferro Alloys Pvt. Ltd.	Phuntsholing
82	Tashi Engineering Works	Phuntsholing
83	Tashi Commercial Corporation	Phuntsholing
84	Bhutan Wood Pinery Industry	Phuntsholing
85	Yangzom Cement Industry	Samtse
86	Army Welfare Project	Phuntsholing
87	Penden Cement	Samtse
88	Jigme Mining Corporation Ltd.	Samtse
89	Druk Ferro Alloys Ltd.	Phuntsholing
90	Bhutan Fruit Products	Samtse
91	Bhutan Polymers Co. Ltd	Samtse
92	State Trading Corporation of Bhutan Ltd.	Phuntsholing
93	Yarab Pvt. Ltd	Phuntsholing
94	Tashi Beverages	Pasakha
95	K.D. Construction	Phuntsholing
96	Bhutan Concast Pvt. Ltd.	Pasakha
97	Food Corporation of Bhutan	Phuntsholing
98	Druk Cement Compnay Pvt. Ltd.	Phuntsholing
99	Druk Wang Alloy Ltd.	Pasakha
100	Bhutan Brewery Pvt. Ltd	Pasakha
101	K.K. Steel Pvt. Ltd.	Pasakha
102	Bhutan Bitumen Industries Pvt. Ltd.	Phuntsholing
103	Bhutan Polythene Co. Ltd.	Phuntsholing
104	Karma Steel and Wood Industry	Phuntsholing
105	Druk Iron and Steel	Phuntsholing
106	Karma Feeds	Phuntsholing
107	Reldi Higher Secondary School	Phuntsholing
108	Kenpa Pvt. Ltd	Phuntsholing
109	Gaseb Construction	Phuntsholing
110	RSA Pvt. Ltd.	Phuntsholing
111	Marble Cutting and Processing Unit	Phuntsholing
112	Yarkay Group of Companies	Phuntsholing
113	Bhutan Battery	Phuntsholing
114	Lemo Construction	Phuntsholing

115	Bhutan Ferro Alloys Ltd	Phuntsholing
116	T&K Construction	Phuntsholing
117	Quality Gases Pvt. Ltd.	Pasakha
118	Druk Hotel	Phuntsholing
119	Lhojong Construction	Thimphu
120	Rabten Wire Industry	Phuntsholing
121	Lhaki Steel and Rolling Pvt. Ltd.	Pasakha
122	Bhutan Steel Industries Ltd.	Pasakha
123	Bhutan Ferro Industries Ltd.	Pasakha
124	Bhutan Rolling Mills (P) Ltd.	Pasakha
125	JD Construction	Thimphu
126	East West Construction	Thimphu
127	Construction Association of Bhutan	Thimphu
128	Dungkar Construction, Hiring and Auto Center	Thimphu
129	Bhutan Engineering Pvt. Ltd.	Thimphu
130	Singye Construction	Thimphu
131	Lhaki Construction	Thimphu