



| How to manage  
my own skills

# **How to manage my own skills**

## **BG/06/B/F/PP-166-001**

**Leonardo da Vinci**  
**Pilot project**

**Comparative report**

MTÜ SIKSALI ARENDUSSELTS

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## Introduction

The analysis compares the results of surveys carried out in Belgium, Bulgaria, Estonia, and Greece.

The analysis is divided into three sections based on the three different questionnaires:

1. Employers/managers;
2. Employees;
3. Unemployed.

Results that have a label “**Question...**” marked above them, are those that the University of Sofia highlighted as being most important to cover in the comparative analysis.

It must be said that some of the comparisons have been adjusted for we are dealing with different countries where the respondents have understood various questions in their own way. Due to this, some questions were not answered or given a non-valid response. Therefore, doing this analysis the most suitable common way that would be acceptable to all was tried to use. Also it is important to mark that all four countries had different number of respondents and that is why the results might not reflect a completely accurate situation in the target group that was questioned.

All in all, a large-scale work has been done and considering the enormous amount of feedback that was gathered, the implementation of the questioning can be considered very successful.

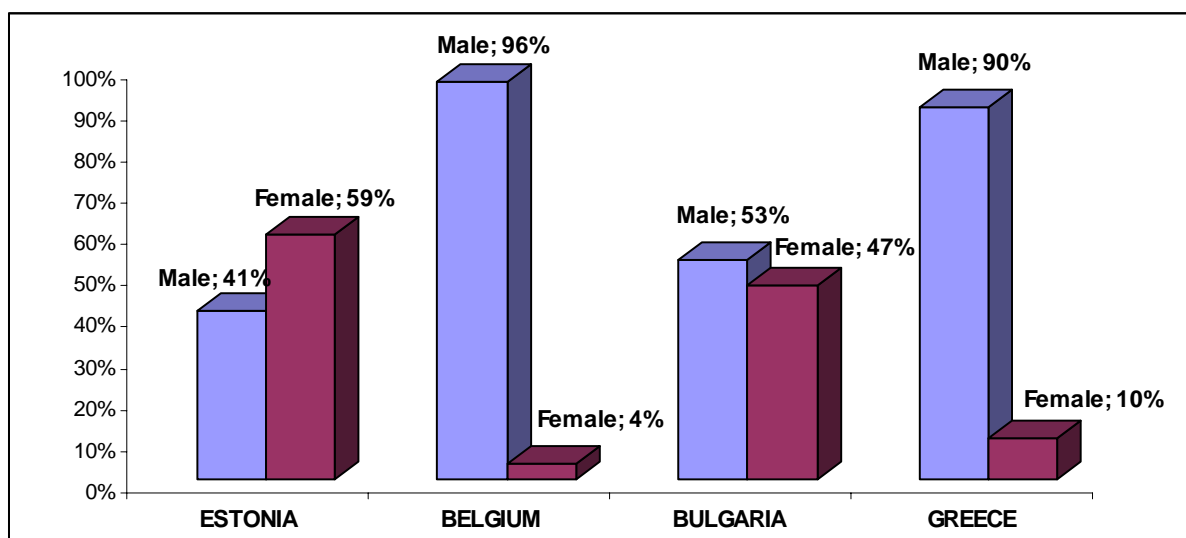


## EMPLOYERS, MANAGERS

The first question required the respondents to evaluate their organization taking into account the number of stars. As this kind of star-system is not that spread in all countries, this question was not answered properly. Therefore, only Bulgaria commented that they questioned 20 organizations with 2-3 stars, 12 organizations with 4-5 stars and also one with 1 star. Greece marked that they questioned 4 organizations with 4-5 stars.

In Bulgaria, the average number of employees was 67, in Belgium 46, and in Estonia 6,3. In Greek results, this number was not expressed. This is probably due to the seasonal character of the job, so there is no certain number of employees throughout a year.

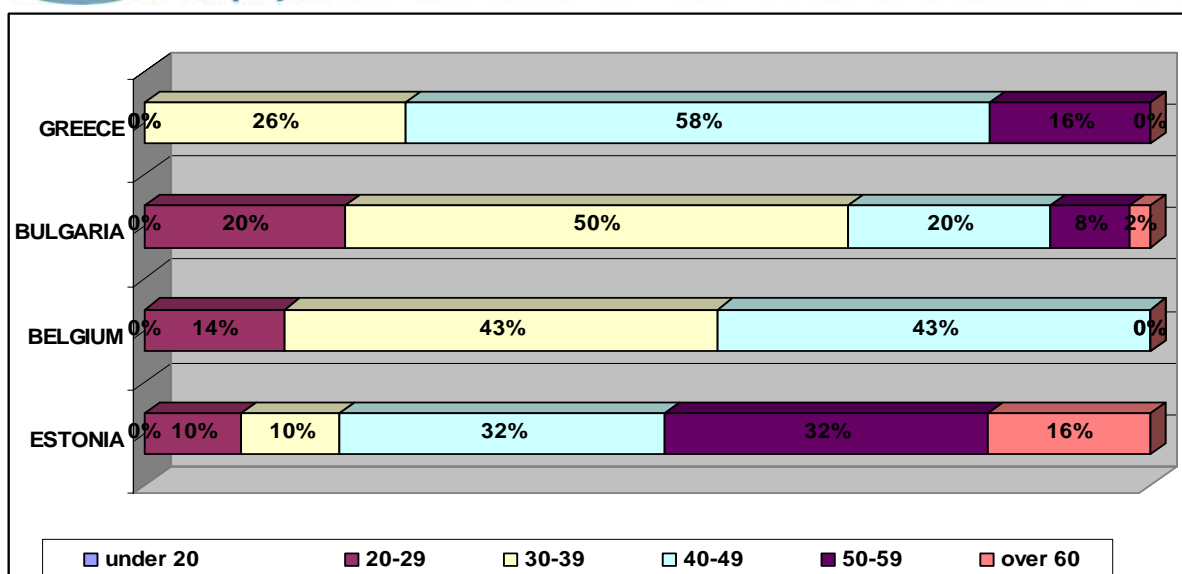
As can be seen in the chart below, male managers/ owners are dominating in Belgium—96% and Greece—90%. It is only in Bulgaria where men and women are almost equally active in the tourism sector. Yet, in Estonia, 59% of employers/ managers are female.



In Greece, Bulgaria, and Belgium, most of the respondents fall into the age category of 30-39 or 40-49; whereas in Estonia in addition to the latter also managers/ employers in the age of 50-59 were represented.



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The longest total working experience was in Greece—20,24 years and within a certain organization 12,63 years. Next, there was Bulgaria with 15,23 year and within an organization 6,05 years. In Estonia the total average working experience was 7,5 years and within a certain organization 6,3 years. This indicates that tourism business is quite young in Estonia.

The most common positions the responded employers/ managers held were:

manager, director	proprietor
owner	receptionist
board member	maitre
expert	

In Belgium and Greece, over half of the employers have college education; whereas more than a half of managers in Estonia—59% and Bulgaria—86% have graduated a university.

Education	ESTONIA	BELGIUM	BULGARIA	GREECE
secondary school	6%	28%	8%	10%
college	34%	58%	6%	66%
university	59%	14%	86%	24%

## Question 4

In total and especially in Estonia and Bulgaria, the most important goal in one's work was **increasing clients' satisfaction** with the total average of **4,92**. Still, in Estonia, Belgium, and Greece **keeping and staying in business**, but also **improving the services' quality** were considered important. On the other hand, employers in Bulgaria and Greece rated **attracting new** clients as a vital goal.

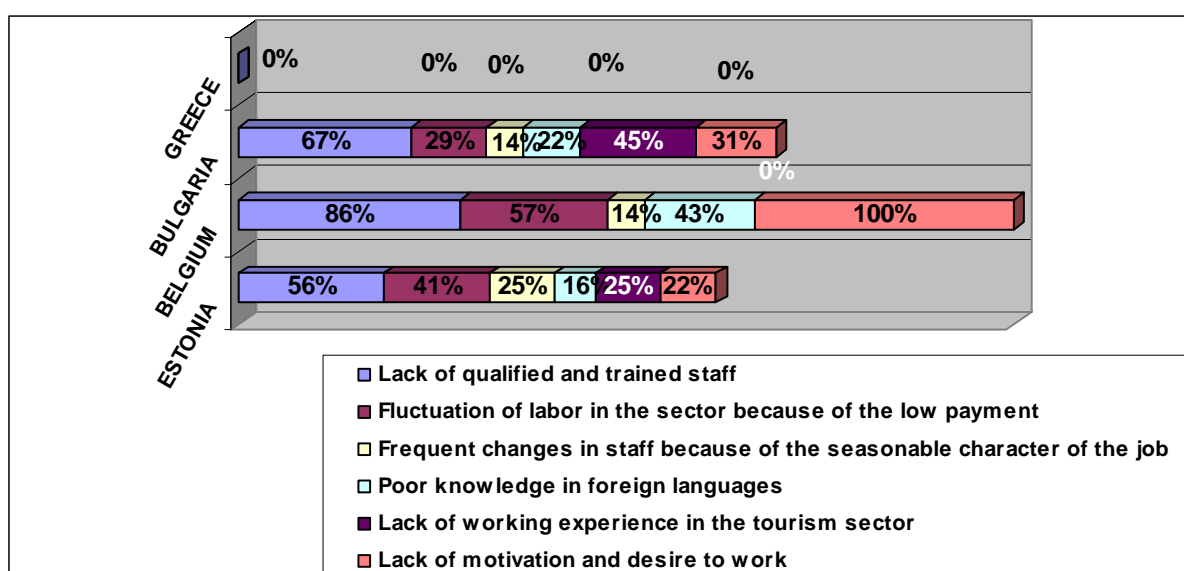


Goals	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
Keeping and staying in business	4,89	4,71	4,76	5	4,84
Attracting new clients	4,74	4,57	4,92	5	4,81
Increasing profit	4,63	4,71	4,79	3,5	4,41
Improving and extending the material basis	4,37	3,86	4,46	2	3,67
Upgrading staff qualifications	4,5	4,5	4,67	3,5	4,29
Increasing the staff satisfaction of their work	4,61	4,43	4,63	4	4,42
Improving the services quality	4,79	4,86	4,87	4,76	4,82
Increasing clients satisfaction	4,79	5	4,92	4,96	4,92
Enlarging the scope of the offered services	4,16	3,71	4,29	3,28	3,86

### Question 5

The majority of managers experience difficulties in hiring and keeping staff, whereas in Greece none of the employers have problems with this.

The main reason for difficulties with staff in the rest of the three countries is the **lack of qualified and trained staff**, which was highlighted by over half of the employers. 41% of managers in Estonia and 57% in Belgium also considered the **fluctuation of labour in this sector because of the low payment**. Almost half of the respondents in Bulgaria gave the **lack of working experience in the tourism sector** as one of the reasons for problems and all of the Belgian employers believed that there is a **lack of motivation and desire to work** among the labour.

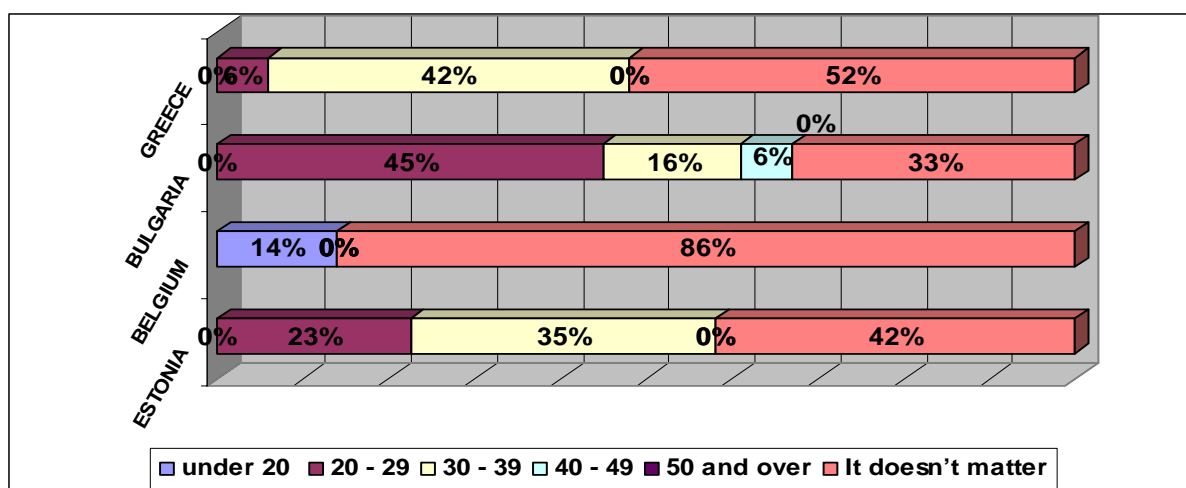




The employers believed that the most difficult is to find staff on the position of:

chef/cook	administrator
maintenance	waiter
barman	manager
roomservice	

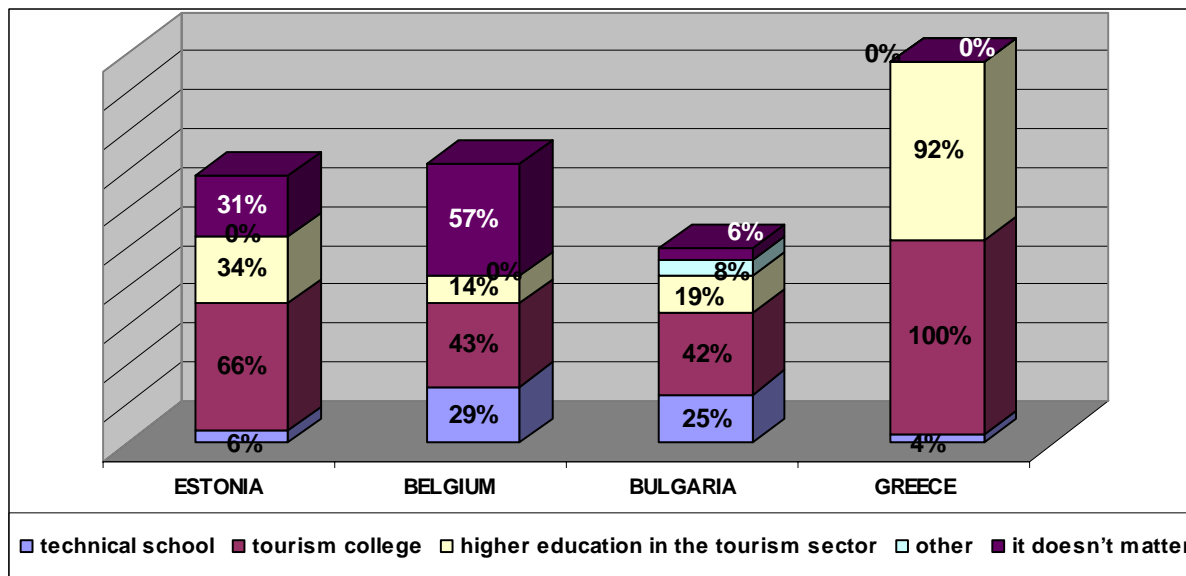
When the employers were asked what kind of employees they would prefer, then for the majority of them in all countries it does not matter whether their staff is female or male. Only in Estonia 17% of managers prefer female and in Bulgaria 12% male employees. More than a half of managers in Greece and Belgium, and 42% in Estonia do not have any age preferences to their staff; whereas almost half of them in Bulgaria would choose workers between the age of 20-29. On the other hand, nearly half of the employers in Greece and 35% of them in Estonia prefers their employees to be aged 30-39 years.



In all four countries, a large group of employers would like their staff to have graduated a tourism college, whereas in Greece 92% of managers prefer their employees to have a higher education in the tourism sector and 57% of them in Belgium say it does not matter what kind of education workers have.



# How to manage my own skills



In total and in each country separately, employers mostly practise **improving working conditions**—total average **4,25**—as an incentive to keep staff and increase its motivation. Other forms varied throughout different countries, as in Estonia the second most popular incentive was using **rests and excursions**; in Belgium it was giving **opportunities for upgrading qualification**, whereas in Bulgaria providing **opportunities for advancement and career development** was widely used by employers and in Greece another popular incentive was using **additional material incentives**.

FORMS OF INCENTIVES	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
Financial recompenses (other than the basic salary)	3,53	2,86	3,47	3	3,22
Additional material incentive (for example, at the end of the year)	3,36	4	3,94	<b>4,14</b>	3,86
Additional gains (for example money for clothes, additional health insurance, etc.)	3	3,57	3,66	2,06	3,07
Rests and excursions	<b>3,88</b>	3,43	2,34	2,1	2,94
<b>Improving working conditions</b>	<b>4,19</b>	<b>4,14</b>	<b>4,06</b>	<b>4,6</b>	<b>4,25</b>
Opportunities for advancement and career development	2,92	3,57	<b>4,06</b>	3,38	3,48
Opportunities for upgrading qualification	4	<b>4,14</b>	3,84	3,28	3,82

## Question 9

Employers in Estonia, Belgium, and Bulgaria consider **communication skills** (total average of **4,5**) as the most important for a successful realization in the tourism sector, whereas in



Greece knowing **foreign languages** is believed to be vital. In Estonia and Bulgaria, **professional skills and knowledge in the particular field** is another important factor. At the same time, **general knowledge and understanding of the profession** is second most valued in Belgium and Greece.

Basic skills and knowledge	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
Communication skills	4,78	4,71	4,8	3,69	4,50
Professional skills and knowledge in the particular field	4,63	4	4,56	2,78	3,99
General knowledge and understanding of the profession	4,53	4,29	4,12	4,45	4,35
Knowledge in history and culture of the region	4,11	3,29	3,5	3,14	3,51
Foreign languages	3,79	3,86	4,41	4,98	4,26
Computer skills	3,79	3	4,1	3,60	3,62

## Question 10

As the table below reflects, all of the given supplementary skills and knowledge were highly rated in all of the four countries. Of course there are minor differences, but in general the results are quite alike.

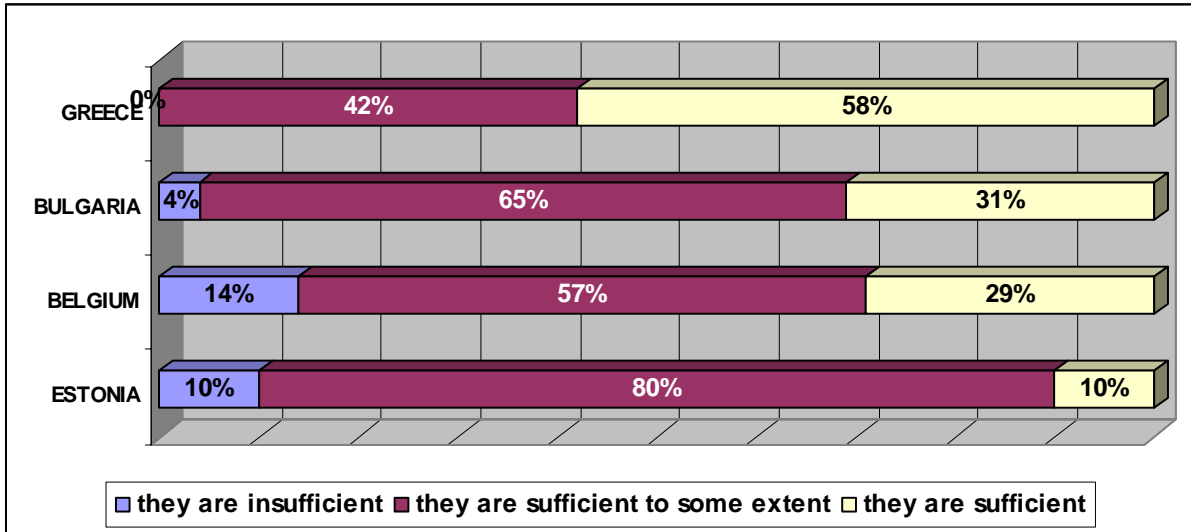
**Problem-solving skills** are mostly appreciated in Estonia, Bulgaria, and Greece, with a total of **4,66**. Yet, in Belgium, equally most important supplementary skills and knowledge are **working in a team** – also important in Greece – as well as **skills for communicating with difficult clients**. In Estonia and Bulgaria, **dealing with stressful and tense situations** and **skills for planning work** are considered vital as well.

Supplementary skills and knowledge	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
Problem-solving skills	4,89	4,57	4,64	4,54	4,66
Dealing with stressful and tense situations	4,67	4,57	4,66	4,5	4,60
Skills for planning work	4,67	4,43	4,64	4,1	4,46
Working in a team	4,63	4,71	4,63	4,52	4,62
Conflict-management skills	4,63	3,71	4,58	4,52	4,36
Skills for communicating with difficult clients	4,53	4,71	4,55	4,06	4,46
Skills for working with clients with specific needs (people with disabilities, etc.)	4,05	3,29	4,45	4,08	3,97

The majority of employers in Bulgaria, Belgium, and Estonia believe that for the achievement of higher results at work the skills which their employees possess are sufficient to some extent, whereas 58% of managers in Greece think the skills are sufficient.

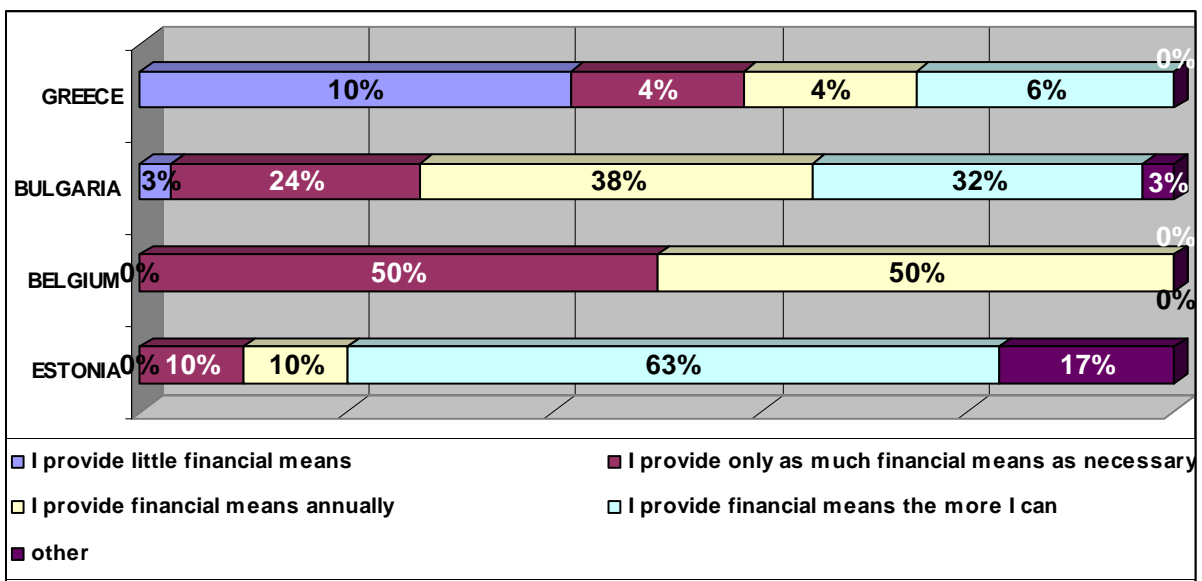


# How to manage my own skills



Employers in Greece are the only ones of whom only a quarter provides financial means for training and retraining their staff, whereas in Estonia—77%, Belgium—86%, and Bulgaria—82% this is done by more than three quarters of the employers.

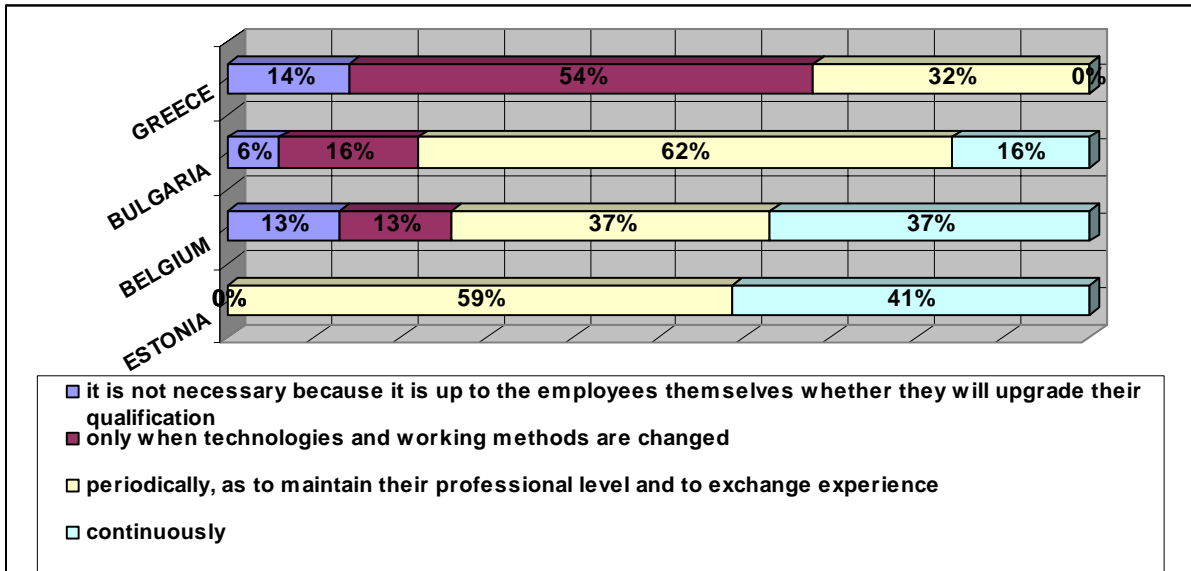
A quarter in Bulgaria and 50% in Belgium of those who finance training their staff provide it only as much financial means as necessary. The other half in Belgium and 38% of those employers in Belgium provide financial mean annually. On the other hand more than a half of managers in Estonia and more than one third of them in Bulgaria try to finance the training and retraining of their staff the more they can.



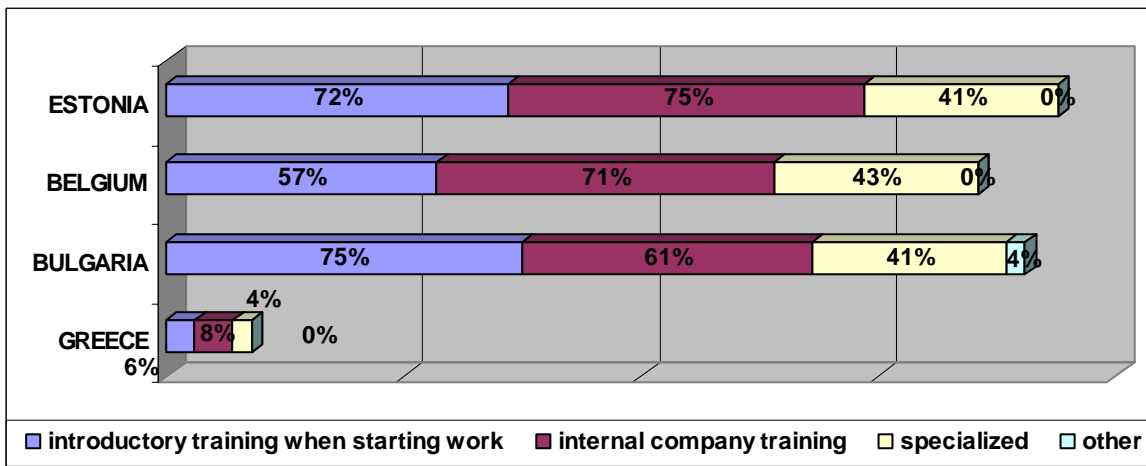


# How to manage my own skills

Providing retraining to staff seems to be necessary mostly in Bulgaria and Estonia, where over half of the employers and also 32% of Greek managers think retraining is needed periodically, as to maintain staff's professional level and to exchange experience. Quite large group of the respondents in Belgium (37%) and Estonia (41%) believe their staff needs retraining continuously.



More than a half of employers in Bulgaria, Belgium, and Estonia practice introductory training when starting work but also internal company training. In addition, nearly half of them also use specialized training. Different forms of training do not seem to be popular in Greece as less than 10% of employers use them.



Enriching knowledge and experience is one of the opportunities of career development mentioned several times in all of the countries, whereas in Belgium, all of the three different



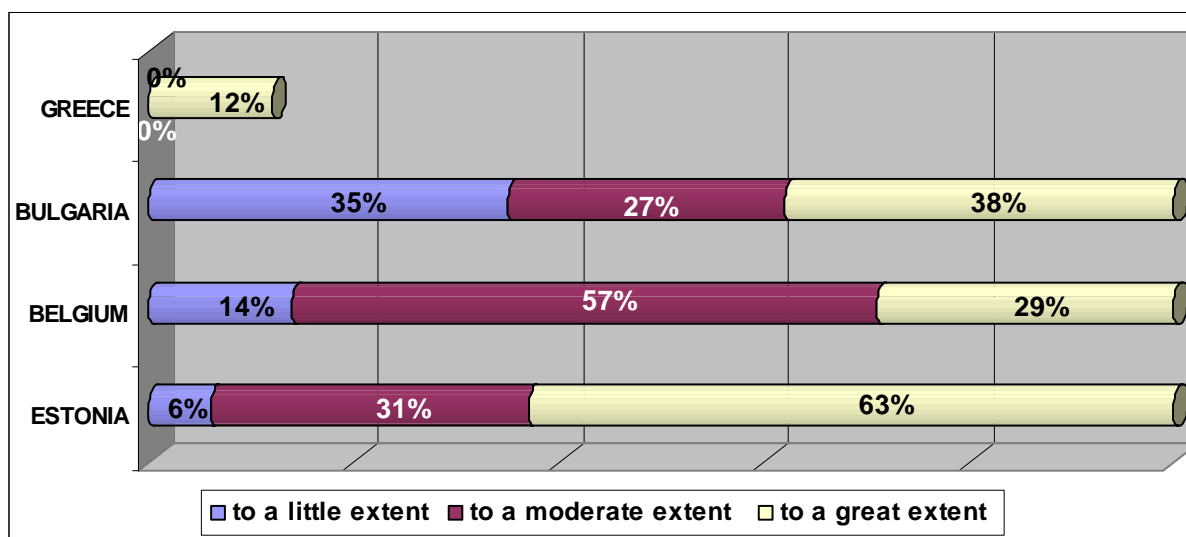
## How to manage my own skills

types of career-making options were considered possible and in Bulgaria, acquiring new and varied skills was the most popular career development opportunity that working in their organization provides to the employers.

Opportunities of career development	ESTONIA	BELGIUM	BULGARIA	GREECE
Hierarchical progress	0%	71%	63%	24%
Enriching knowledge and experience	81%	71%	65%	48%
Acquiring new and varied skills	66%	71%	71%	28%
Other	0%	14%	0%	0%

### Question 17

Almost a third of employers in Estonia and Bulgaria and more than a half in Belgium think it is necessary to develop their professional skills to a moderate extent as to improve their work as a whole; whereas 63% of managers in Estonia believe they need to develop their professional skills to a great extent and in Bulgaria 35% of them would improve their skills to a little extent.



Throughout all four countries the following professional skills are thought to be needed in the work of employers:

accountancy	communication skills
languages	technical skills
leadership/management	stress-management
legislation	organizational skills
customer care	computers



## How to manage my own skills

In total, employers think they need to develop effective business communication skills (with the total average of 4,04). Managers in Estonia, Belgium, and Bulgaria believe that also the skill to motivate staff needs to be developed. But in Greece dealing with stress at work is considered a first-hand managerial skill that needs developing.

Managerial skills	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
Effective business communication	3,82	4,11	3,94	4,28	4,04
Motivating staff	3,77	4,04	4,07	4,17	4,01
Team management and team building	3,72	3	3,82	3,62	3,54
Leadership	3,68	3,14	3,84	3,82	3,62
Business planning	3,56	3	3,96	3,66	3,55
Negotiating	3,47	3	3,9	3,74	3,53
Time planning and time management	3,44	3,96	3,89	3,62	3,73
Problem-solving skills	3,39	3,14	4	4,18	3,68
Conflict management	3,11	3	3,85	4,42	3,60
Dealing with stress at work	3,06	2,57	3,77	4,5	3,48

Nearly all of the employers of Greece and Estonia as well as over half of them in Bulgaria have used the services and consultations by external organizations in the field of human resources management, whereas in Belgium only 14% of managers have done that.

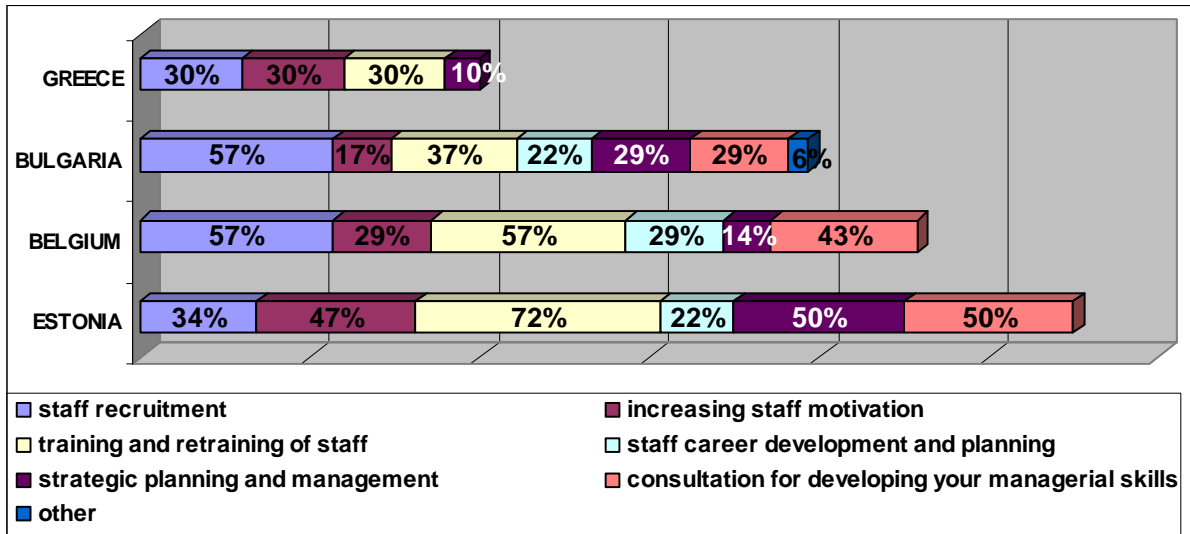
	ESTONIA	BELGIUM	BULGARIA	GREECE
YES	11%	86%	46%	12%
NO	89%	14%	54%	88%

As can be seen from the chart below, the one of the most popular service/ consultation used to achieve better work effectiveness is training and retraining staff—more than half of the employers in Belgium and Estonia prefer that. Staff recruitment would be used by more than half of Bulgarian and Belgian employers. It can be said that using consultation for developing one's managerial skill is quite useful as well, mostly in Belgium and among half of the Estonian employers.

When the result was 0%, it was omitted from the chart for the sake of a more clear overview.



# How to manage my own skills

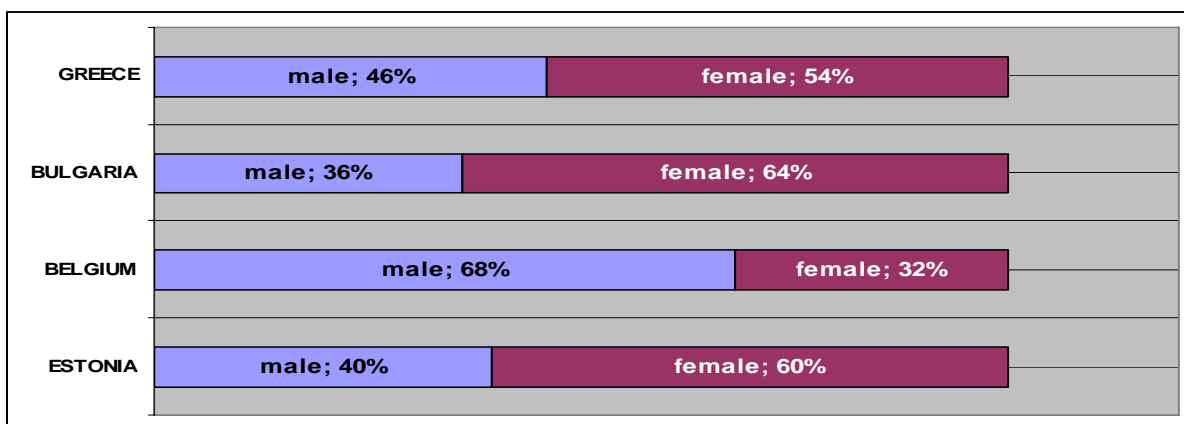


The majority of respondents in Estonia, Belgium, and Bulgaria are interested in the project’s results, but in Greece only 12% of employers wanted to know about the outcomes.

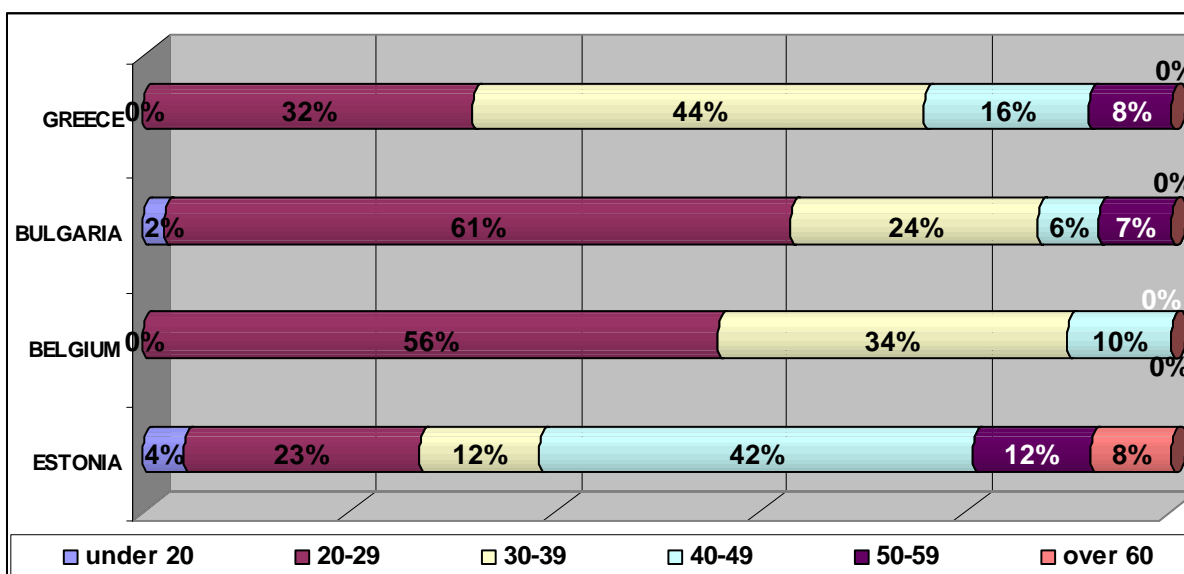


## EMPLOYEES

Over half of the questioned employees in Greece, Bulgaria, and Estonia were female. 68% of Belgian employees were men.



One big age group in Bulgaria and Belgium consisted of employees aged 20-29, whereas in Estonia 42% of the respondents were in the age of 40-49, but in Greece 44% of them were in the age of 30-39 and over one third of the respondents were aged 20-29 years.



The longest average working experience in the tourism sector was that of Greece—13,5 years and within an organization 5,9 years. Following with Estonian 6,5 years (5,9 years within an organization) comes Bulgaria with 5,53 years (within an organization 2,62 years).

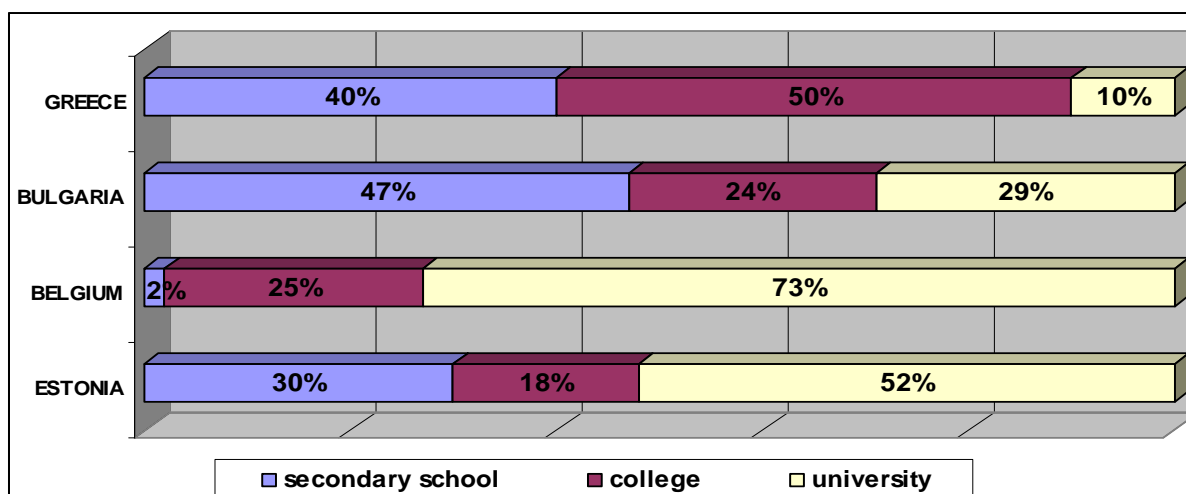
Unfortunately, in Belgium, no valid answer was given to this question.



Positions that the employees had are the following:

landlord/landlady	waiter	chambermaid
sales manager	administrator	F& B
project manager	barman	hotelmanager
chef	front office	

Nearly half of the respondents in Greece and Bulgaria as well as on third in Estonia have only secondary school education; whereas half of the Greek employees and a quarter in Bulgaria and Belgium have college education. On the other hand, almost three quarters of the respondents in Belgium and more than half of them in Estonia have graduated a university.

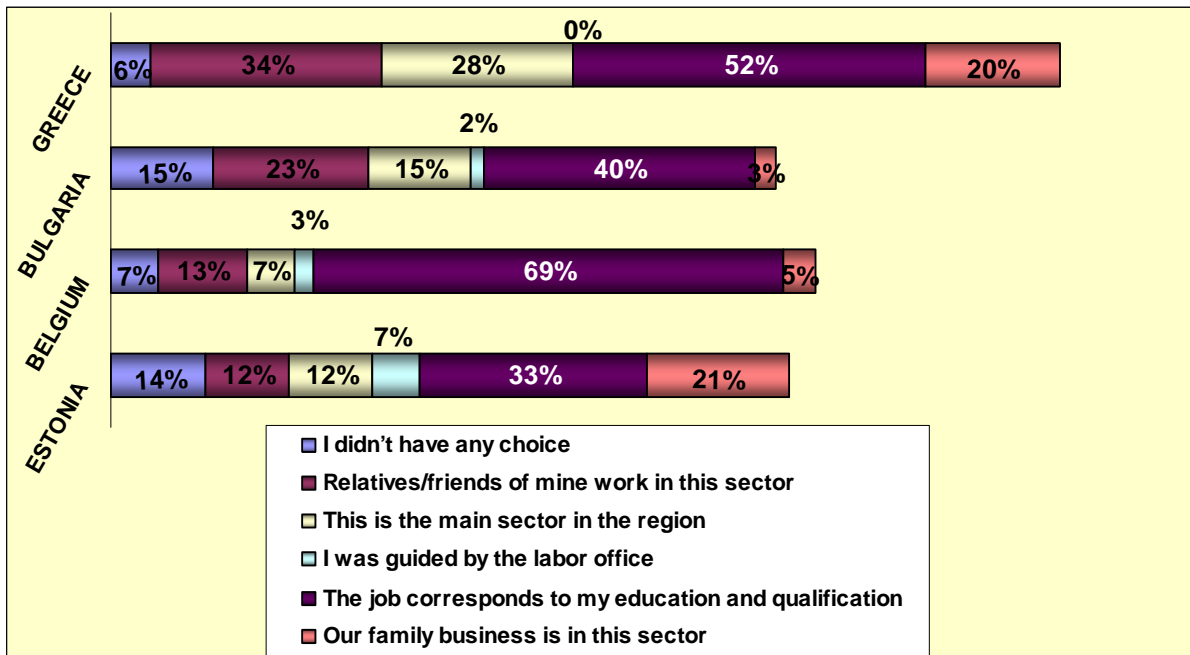


The respondents of different countries had graduated a variety of specialities:

tourism (various)	languages	hotelmanagement
accountant	F&B	kitchen
industry (metal, construction)	agriculture	reception/ front office

### Question 6

In all four countries one of the most popular reason why employees started to work in the tourism sector was because the job corresponded to his/her education and qualification. Another popular aspect among 21% of Estonian and 20% of Greek employees was that their family business is in that sector. In Greece, 34% of employees work in the tourism sector because their relatives/ friends work in this sector.



As can be seen from the table below, most of the employees in Estonia and Greece believe their preliminary expectations about working in the tourism sector were confirmed to a great extent. In Belgium and in Bulgaria expectations were mainly fulfilled to a moderate extent.

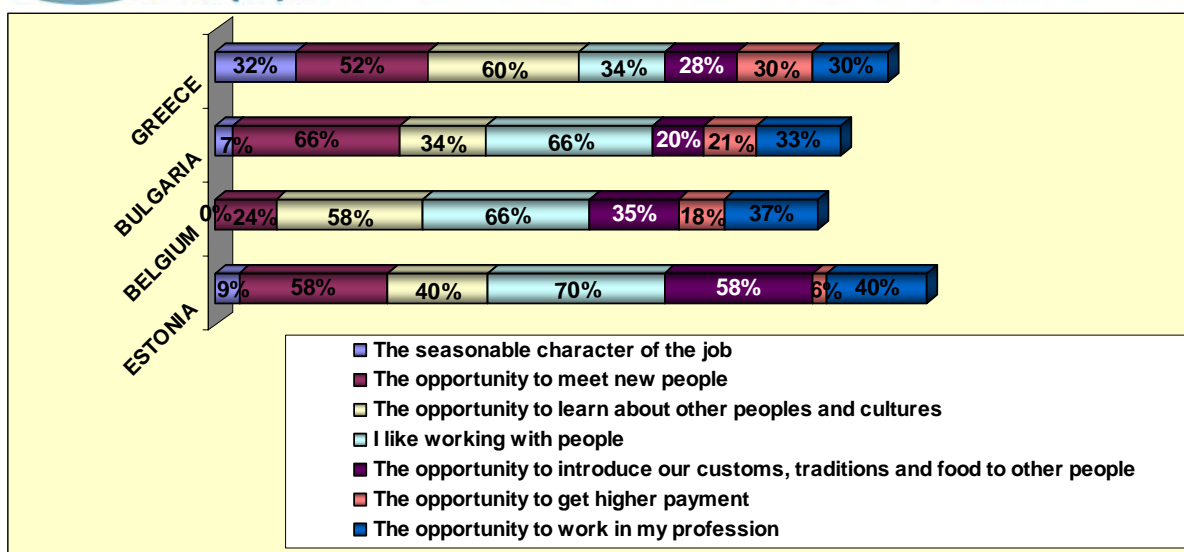
Preliminary expectations confirmed...	ESTONIA	BELGIUM	BULGARIA	GREECE
to a little extent	16%	8%	12%	12%
to a moderate extent	39%	50%	53%	31%
to a great extent	45%	42%	35%	57%

### Question 8

Over half of the employees in Bulgaria, Belgium, and Estonia work in the tourism sector because they like working with people, whereas 60% of Greek and 58% of Belgium employees work there because of the opportunity to learn about other people and cultures. In Greece, Bulgaria, and in Estonia, over half of the respondents also work in the tourism sector in order to introduce one's customs, traditions, and food to other people. The seasonal character of the job was considered important only in Greece—among 32% of respondents.



## How to manage my own skills



In all of the countries, employees are satisfied with **the relations with the colleagues**, for this aspect also had the total average of **4.2**. Another satisfying aspect in Estonia, Belgium, and Bulgaria was the job itself, whereas in Greece the most satisfying factor was the security of the job. As predicted, employees in all countries are most dissatisfied with the **payment**, with the total average of **3.39** out of 5.

Satisfaction with the following	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
The relations with the colleagues	4,47	4,24	3,91	4,18	4,20
The job itself	4,5	4,02	3,81	4,04	4,09
The relations with the management body	4,47	3,76	3,79	4,08	4,03
The opportunity to put into practice my skills and capabilities	4,22	4	3,67	4,00	3,97
The security of the job	4,39	3,55	3,51	4,27	3,93
Working conditions	4,19	3,56	3,64	3,94	3,83
Working hours	4	3,48	3,65	3,61	3,69
The possibilities for advancement and development	4,29	3,37	3,36	3,71	3,68
Payment	3,61	3,08	3,14	3,73	3,39

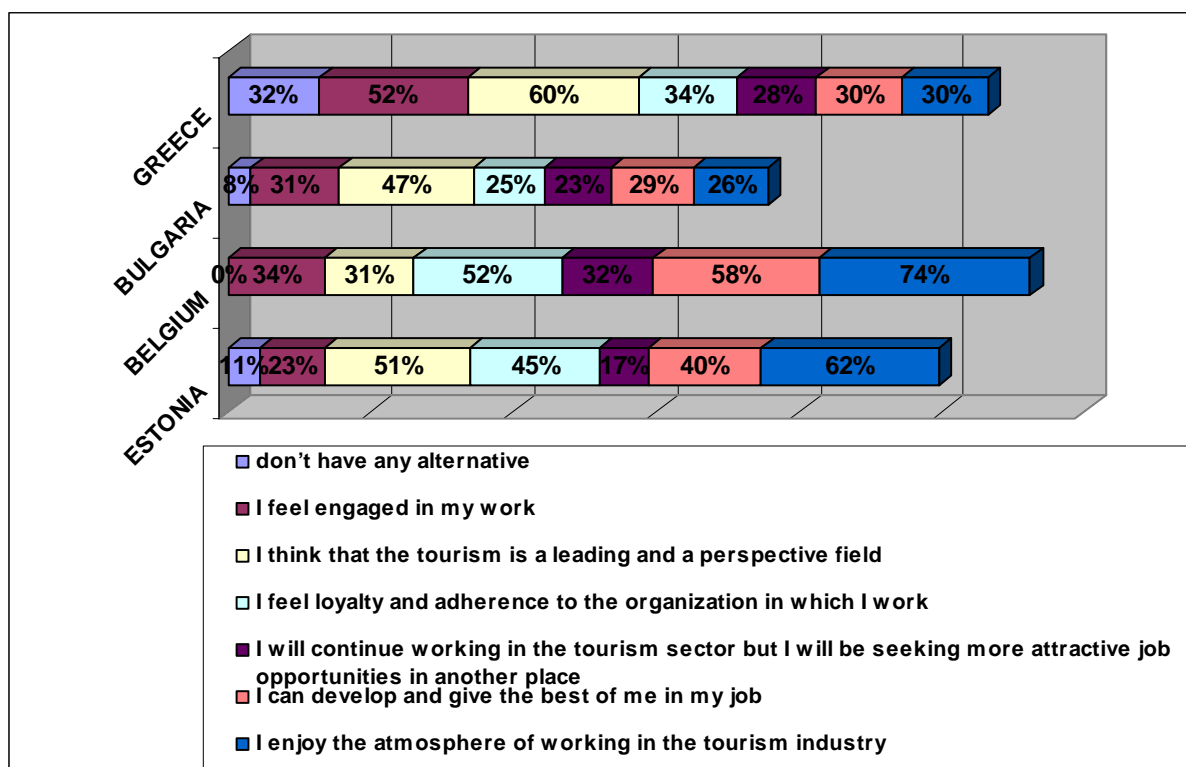
Most of the respondents in 4 countries plan to continue working in the tourism sector, whereas over half of the employees in Estonia and Belgium and a quarter of the Bulgarian respondents want to make a career in this sector. Also a large proportion of these 3 countries plan to work in the tourism sector for at least one year. In Greece it was not specified how long the respondents plan to work in the tourism sector, but this is probably because of this work is only seasonal.



# How to manage my own skills

Will one continue in the TS	ESTONIA	BELGIUM	BULGARIA	GREECE
<b>Yes</b>	100%	92%	96%	98%
a) For this season only	8%	0%	4%	NA
b) At least 6 months	3%	0%	7%	NA
<b>c) At least 1 year</b>	<b>32%</b>	<b>35%</b>	<b>22%</b>	<b>NA</b>
<b>d) I'm planning a career in tourism sector</b>	<b>57%</b>	<b>65%</b>	<b>25%</b>	<b>NA</b>
<b>No</b>	0%	8%	4%	2%

Over half of the Greek and Estonian employees and 47% of Bulgarian workers want to continue working in the tourism sector because they feel this sector is a leading and perspective field. However, more than a half of the respondents of Belgium and Estonia enjoy the atmosphere of working in the tourism industry. 52% of employees in Greece feel engaged to his/her work and 58% of workers in Belgium believe they can develop and give the best of him/her in one's job.



## Question 12

All of the respondents believe they need **communication skills** for a successful realization in the tourism sector—total average was **4,64** out of 5. Secondly, another necessary aspect in Estonia, Belgium, and Greece was **foreign languages** with the total average of **4,53**; whereas,



in Bulgaria the most important skills were computer skills, which was third most important in the total average.

Important for success	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
<b>Communication skills</b>	4,89	4,42	4,55	4,71	4,64
<b>Foreign languages</b>	4,5	4,65	4,44	4,51	4,53
General knowledge and competence	4,39	4,05	4,17	3,66	4,07
Knowledge in history and culture of the region	4,29	3,6	3,78	3,92	3,90
Professional skills and knowledge in the particular field	2,18	4,27	4,24	3,49	3,55
Computer skills	4,17	3,77	4,61	4,41	4,24

### Question 13

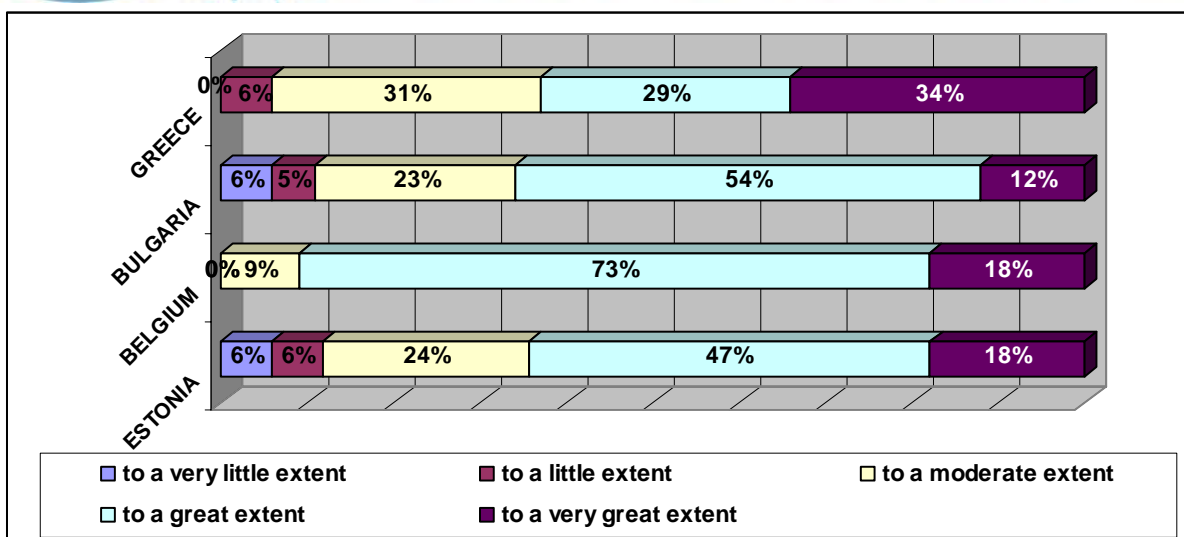
On the whole, it can be seen that **problem-solving skills** (with a total average of **4,53**) are most required for a successful realization in the tourism sector, especially in Belgium and Greece. Yet, in Estonia and Bulgaria **team-work** was the most popular. In addition, **dealing with stressful and tense situations** was also quite highly rated in Belgium, Bulgaria, and Greece. On the other hand, skills of working with clients with specific needs were considered the least important for effective work in the tourism sector.

Supplementary skills and knowledge	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
<b>Working in a team</b>	4,61	4,5	4,57	3,53	4,30
Skills for planning work	4,59	4,37	4,34	4,04	4,34
<b>Problem-solving skills</b>	4,5	4,77	4,46	4,37	4,53
Conflict-management skills	4,5	4,44	4,45	4,29	4,42
Skills for communicating with difficult clients	4,28	4,58	4,34	4,18	4,35
<b>Dealing with stressful and tense situations</b>	4,17	4,58	4,56	4,31	4,41
Skills for working with clients with specific needs (people with disabilities, etc.)	3,78	3,97	4,2	3,78	3,93

More than a half of the employees in Bulgaria (54%) and Belgium (73%), but also 47% of Estonian and almost a third (29%) of Greek workers believe they put their professional skills and competences into practice to a great extent. More than one third of the respondents in Greece are confident they use their skills and competences to a moderate extent (31%) or to a very great extent (34%).



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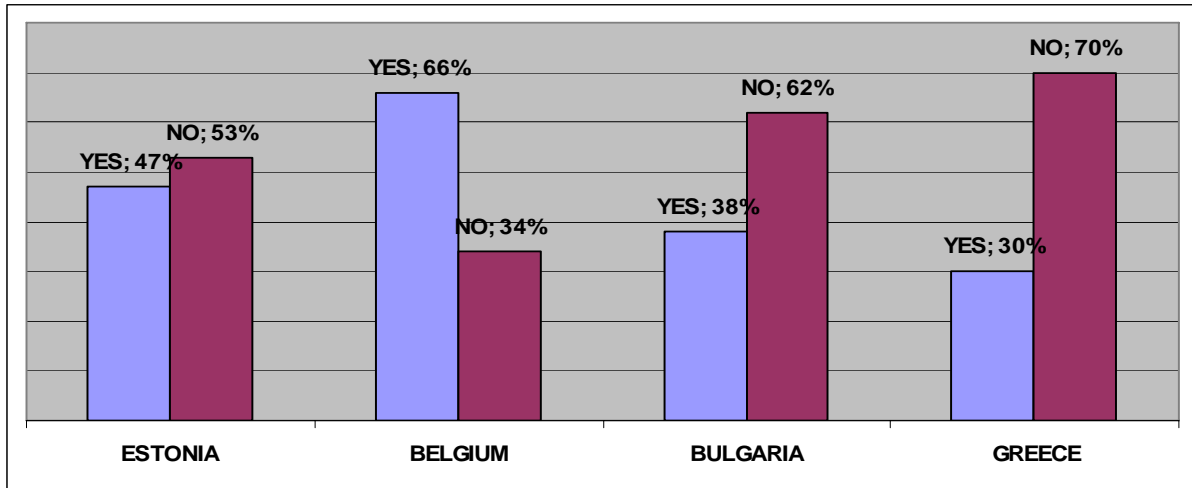
The only common language that is spoken in all four countries by over half of the respondents is English. Second most popular languages were German and French. Due to the fact that we are dealing with different countries that have differently developed throughout the last decade, it is very complicated to compare the level on languages spoken in them. Not to mention the fact that the level „ADVANCED“ has different interpretations among different nations as well as this was an open question where everyone had the opportunity to write what ever came into one’s mind at the moment of answering. Therefore in the table below, only percentages of how many people speak a language are given.

LANGUAGE	ESTONIA	BELGIUM	BULGARIA	GREECE
English	85%	98%	74%	96%
German	45%	90%	-	4%
French	-	90%	5%	36%
Russian	92%	-	19%	-
Spanish	-	50%	9%	-
Italian	-	-	-	34%
Dutch	-	mother tongue	12%	-
Finnish	75%	-	-	-

Over half of the employees in Estonia, Bulgaria, and Greece have not participated in training and re-training courses organized by the institution in which they work. Only in Belgium 66% of the respondents have had somekind of training courses.



# How to manage my own skills



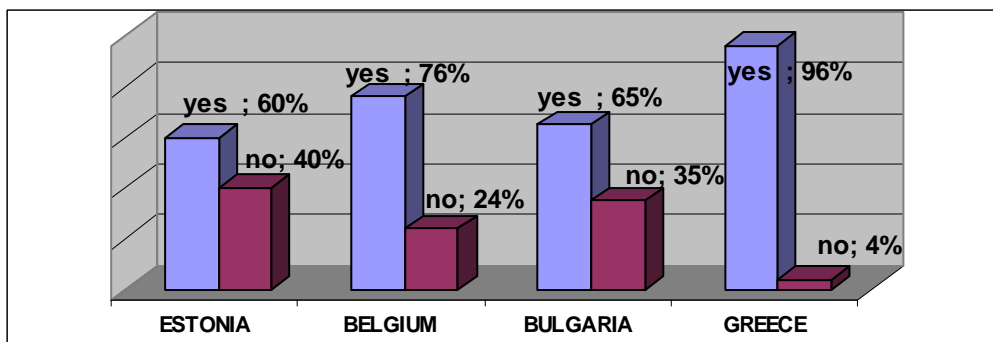
Those who had taken any courses, gave the following examples:

teamwork	sales skills
customer care	technical/ IT training
food hygiene	customer service
languages	IT system
client communication	health & safety

Within a certain organization also following forms of training were used:

study tours abroad	specialised
introductory training	language courses
internal company training	

In all of the countries, the majority of employees believe they have opportunities for advancement and career development.



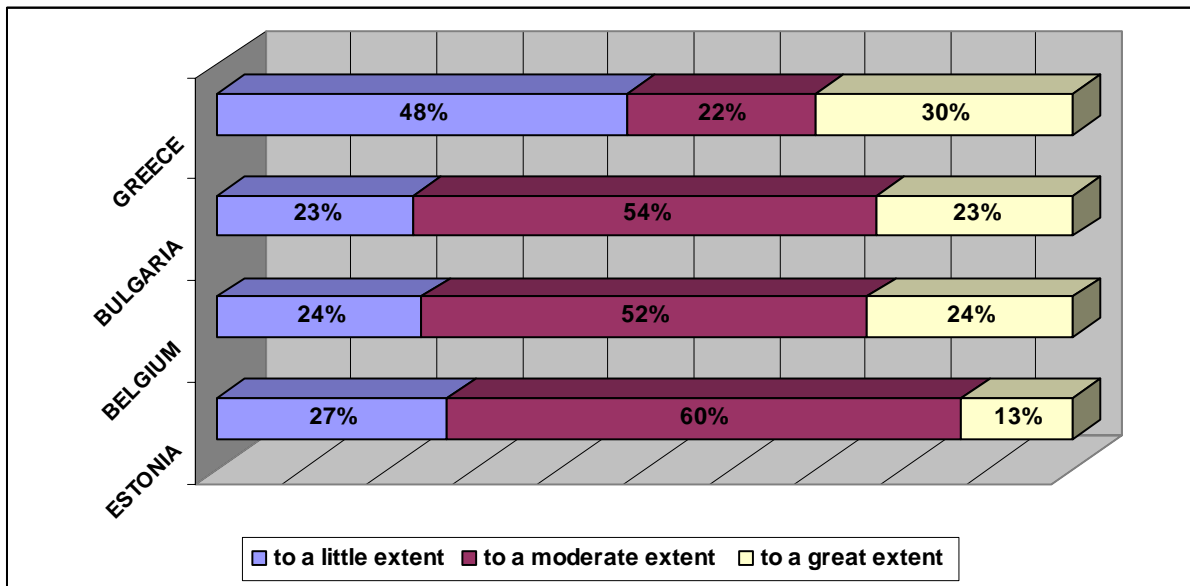
Herewith, the most popular form of progress in all of the countries was enriching knowledge and experience. Acquiring new and varied skills was mostly believed in Estonia—51% and Belgium—48%, whereas in Bulgaria a quarter of respondents and in Greece almost a third of them thought of hierarchical progress.



Opportunities for career development	ESTONIA	BELGIUM	BULGARIA	GREECE
Hierarchical progress	6%	32%	24%	29%
<b>Enriching knowledge and experience</b>	<b>57%</b>	<b>76%</b>	<b>49%</b>	<b>54%</b>
Acquiring new and varied skills	51%	48%	41%	17%
No opportunities	0%	24%	0%	0%

## Question 20

The majority of employees in Bulgaria, Belgium, and Estonia believe they can plan their career development to a moderate extent, whereas 48% of Greek workers think they can do that only to a little extent.

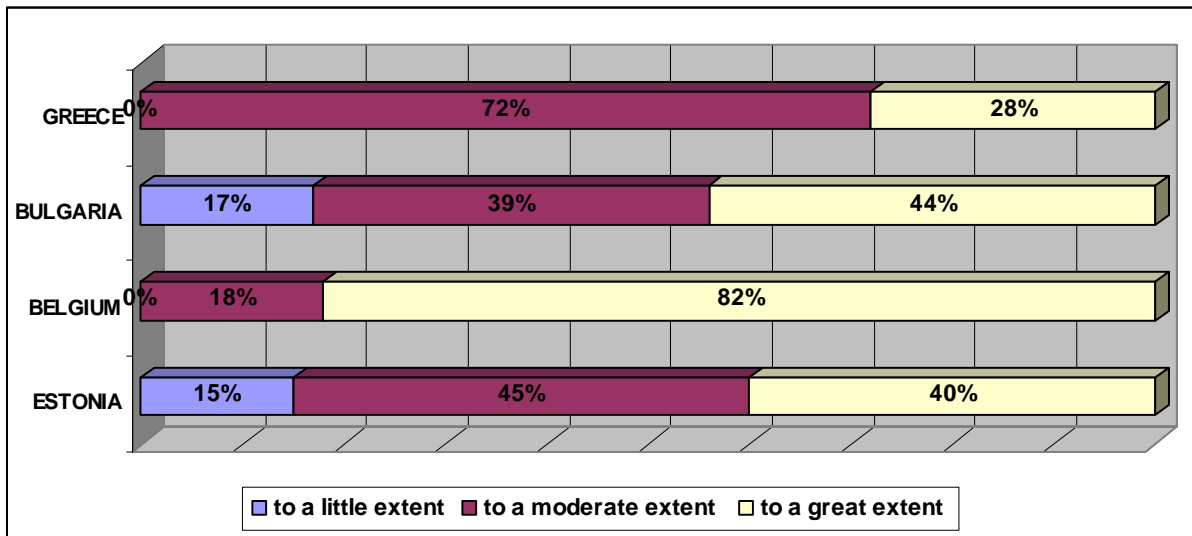


## Question 21

Almost three quarters of Greek and 45% of Estonian employees believe that it is necessary to develop one's professional skills to a moderate extent in order to improve one's work as a whole. On the other hand, 82% of employees in Belgium and almost a half of workers in Bulgaria (44%) and Estonia (40%) think they need to develop their professional skills to a great extent.



# How to manage my own skills

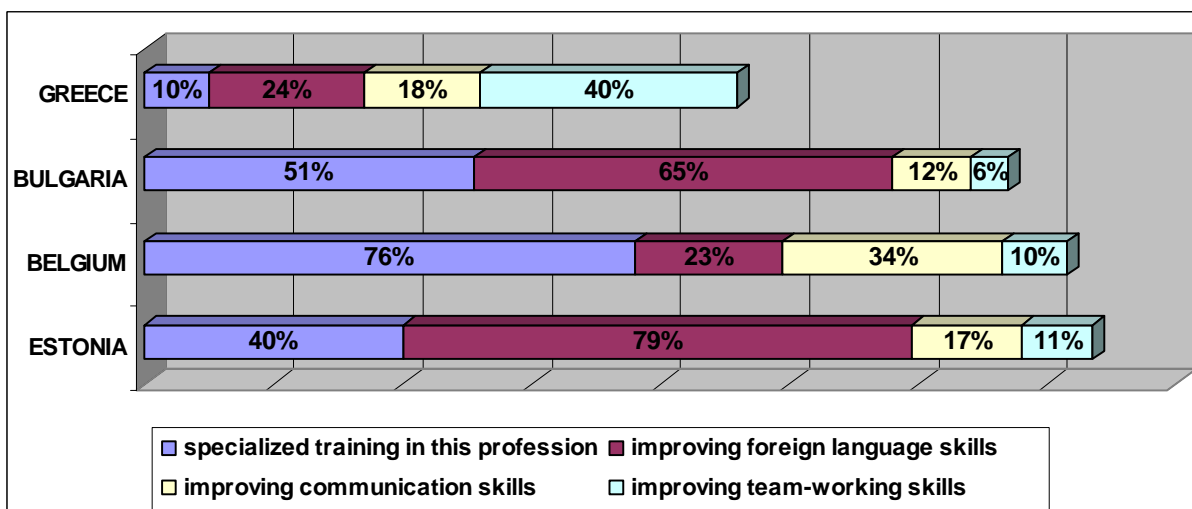


The following forms of training for effective job were suggested:

specialised training in this profession	team working
foreign language skills	sales, marketing
communication	

## Question 23

More than a half of the respondents in Bulgaria (51%), Belgium (76%), and 40% in Estonia think they need specialized training in a certain profession in order to improve one's work. Also, another large majority in Bulgaria (65%) and Estonia (79%) believe they should improve foreign language skills. 40% of workers in Greece, on the other hand, pointed out improving team-work skills.





## How to manage my own skills

As it turns out, employees of all four countries agree that success at work and career development depends on **their own skills and competences**, with a total average of **4,45**. In Estonia and Bulgaria, workers also marked more highly that success depends **personally on one's employer or direct manager**, which was the second most important on the whole with **4,36** point in the total average. It might be highlighted that in Greece all of the given aspect were given five points.

Success at work depends on...	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
Personally your employer or your direct manager	4,17	4,15	4,13	5	4,36
Your own skill and competences	4,13	4,5	4,15	5	4,45
The efforts you put into work	3,93	4,31	4,06	5	4,33
Resources of the organization	3,93	3,73	3,93	5	4,15
Your desires and needs	3,47	4,02	3,71	5	4,05
The policy of the organization about managing and developing human resources	3,29	4,03	3,9	5	4,06

With the exception of Greek employees, in the rest of the countries, most of the employees were interested in the project's results.

	ESTONIA	BELGIUM	BULGARIA	GREECE
<b>yes</b>	94%	100%	86%	38%
<b>no</b>	6%	0%	14%	62%

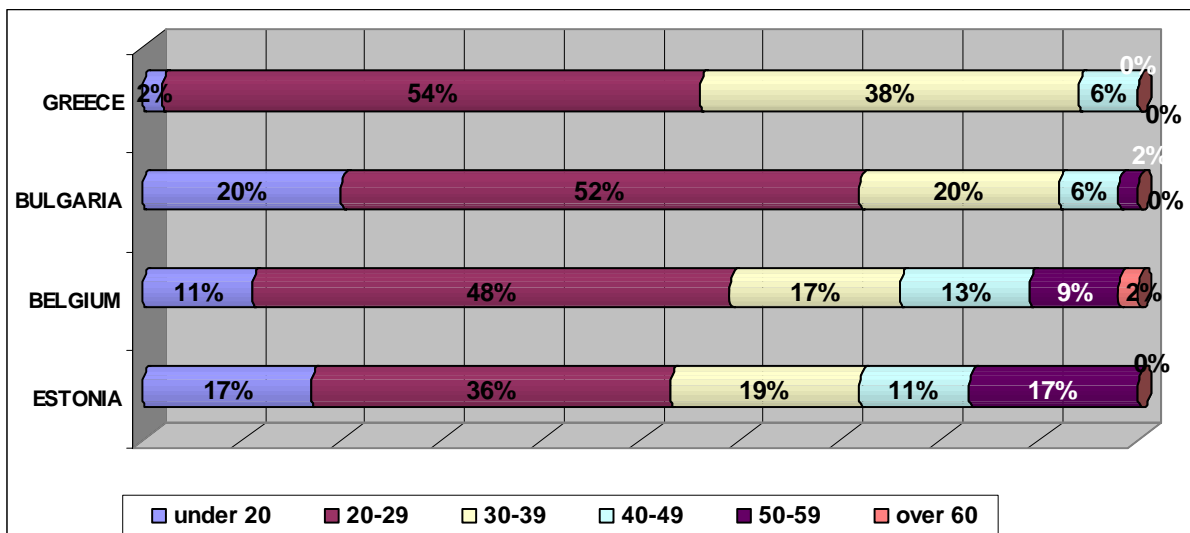


## UNEMPLOYED

The unemployed in Estonia and Bulgaria were mostly female, whereas 70% of the respondents were male. In Greece, the number of questioned unemployed was almost equal.

SEX	ESTONIA	BELGIUM	BULGARIA	GREECE
Male	21%	70%	33%	44%
Female	79%	30%	67%	56%

We can see that more than a half of the unemployed in Greece and Bulgaria, 48% in Belgium, and 36% in Estonia were aged 20-29, probably because this is the most active time of job-seeking and starting to work. The second numerous age group was that of 30-39 years.

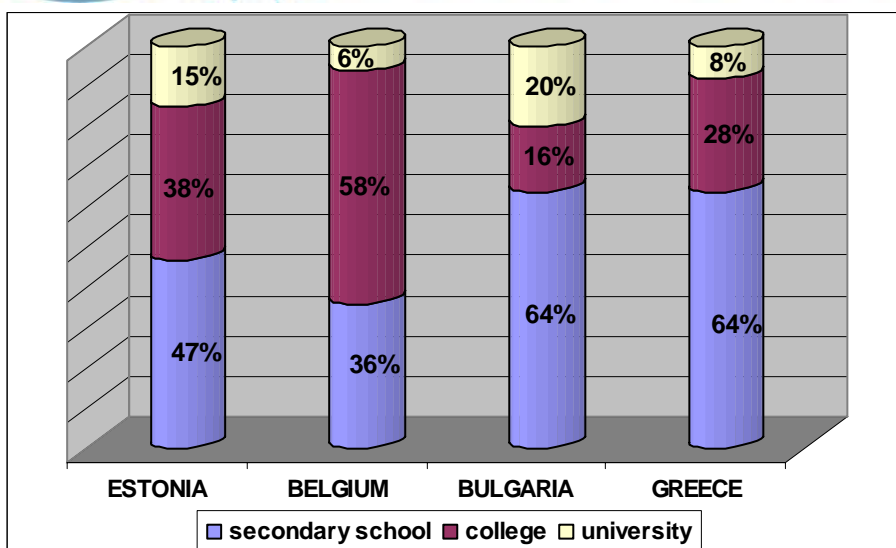


Total average working experience was the longest in Estonia—12 years, following with Greece—7,42 years and then Bulgaria with 5,76 years. Unfortunately, unemployed in Belgium did not give any specifications about their years of working experience.

64% of unemployed in Bulgaria and Greece as well as almost a half of them in Estonia have graduated a secondary school, whereas more than a half of the respondents in Belgium have also a college education. A minority in all four countries have also a university degree.

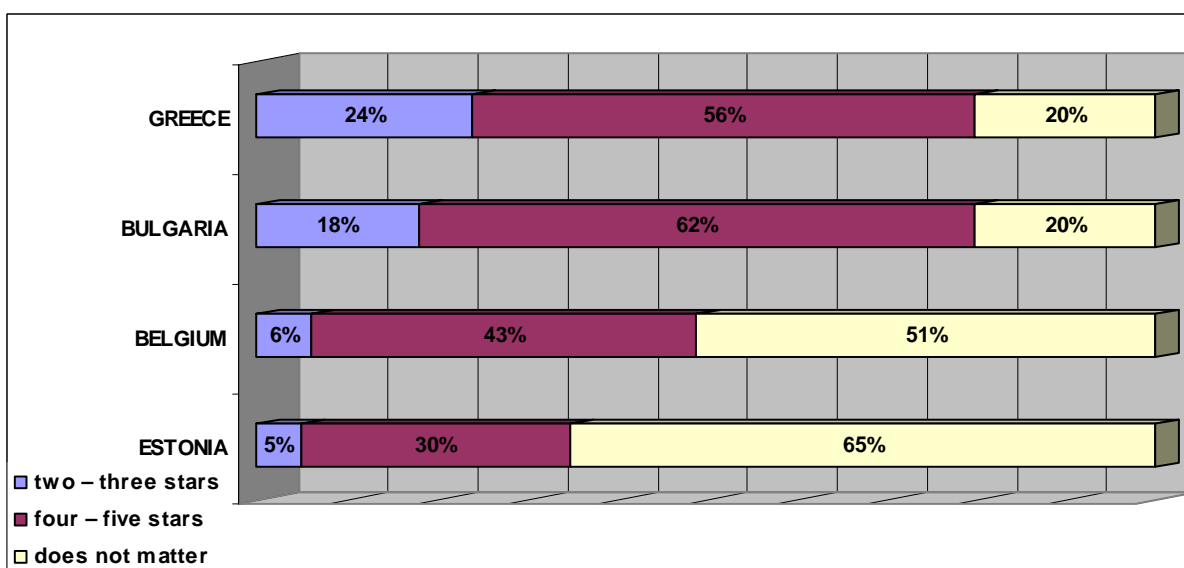


# How to manage my own skills



Starting to work in the tourism sector is the most popular in Bulgaria where 98% of the respondents would search for a job in the tourism sector, whereas in Belgium it was 81% and in Greece 80%. In Estonia only 45% of unemployed would work in the tourism sector.

The majority in Estonia does not have any preferences what kind of organization they would work in. The same goes for half of the Belgium respondents, but the other half—43% of them would prefer a four to five star organization, whereas in Bulgaria and Greece the same situation is among the majority of unemployed.



The main reason people start to work in the tourism sector is because the job corresponds to one's education and qualification—in Belgium 62% and in Estonia 47% and in Bulgaria



54%. Another popular reason was lack of other opportunities for 60% of Greek respondents and for 42% of Estonian respondents. In Bulgaria 21% and in Belgium 19% of unemployed also mentioned that their relatives/ friends work in this sector. For Greece, one important factor is also that tourism is the main sector in the region for 44% of the respondents. Using media advertisements for job-seeking was one of the most popular method in all of the countries (Estonia—74%; Greece—44%; Bulgaria—42%; Belgium—64%). Searching in specialized internet sites was highly-rated in Estonia (77%) and in Belgium (72%). Using guidance by the labour office and the employment service was the most popular method in Greece among 64% of the unemployed and getting information from relatives, friends, acquaintances was often used by 50% of the respondents of Bulgaria.

## Question 10

The unemployed of 4 different countries rated the 9 given aspects differently. As can be seen Estonia and Greece and then Belgium and Bulgaria had somewhat similar results. Herewith two most popular aspects are given.

Aspects to start working in the TS	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
The security of having a job	4,49	3,68	4,44	3,82	4,11
Payment	4,45	3,83	4,54	3,82	4,16
The relations with the colleagues	4,43	4,3	4,27	3,64	4,16
Working conditions	4,31	3,68	4,5	3,78	4,07
The possibilities for progress and development	4,31	4,28	4,46	3,88	4,23
The opportunity to put into practice my skills and capabilities	4,04	4,11	4,1	3,64	3,97
Working hours	4,02	2,83	4,15	3,58	3,65
The job itself	3,96	4,4	4,6	3,60	4,14
The relations with the management body	3,90	4,23	4,4	3,44	3,99

Considering all the four countries, the most popular aspect about starting to work in the tourism sector was **the possibilities for progress and development** with **4,23** as the total average.

As predicted, English is spoken in all of the four countries and among the majority of unemployed. The second most popular language is German, spoken by 38% of Estonian, 45% of Belgian, and 58% of Greek unemployed. French is mostly known in Belgium—among 91% of the respondents, but also in Bulgaria—15% and Greece—24%.



LANGUAGE	ESTONIA	BELGIUM	BULGARIA	GREECE
English	85%	92%	77%	100%
German	38%	45%	-	58%
French	-	91%	15%	24%
Russian	79%	-	15%	-
Dutch	-	mother tongue	17%	-
Spanish	-	9%	-	-
Finnish	17%	-	-	-
Italian	-	8%	-	-
Swedish	6%	-	-	-

## Question 14

In this question two most popular aspects were also picked out according to each country.

	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
Basic skills and knowledge					
Communication skills	4,84	4,55	4,31	4,24	4,49
Foreign languages	4,67	3,94	4,29	4,90	4,45
Professional skills and knowledge in the particular field	4,31	3,85	4,04	4,18	4,10
General knowledge and competence	4,29	3,72	4,51	3,10	3,91
Knowledge in history and culture of the region	4,12	3,02	4,43	3,82	3,85
Computer skills	3,98	3,4	4,1	4,06	3,89

On the whole, the most important aspect considered was **Communication skills** with **4,49** out of 5 points.

## Question 15

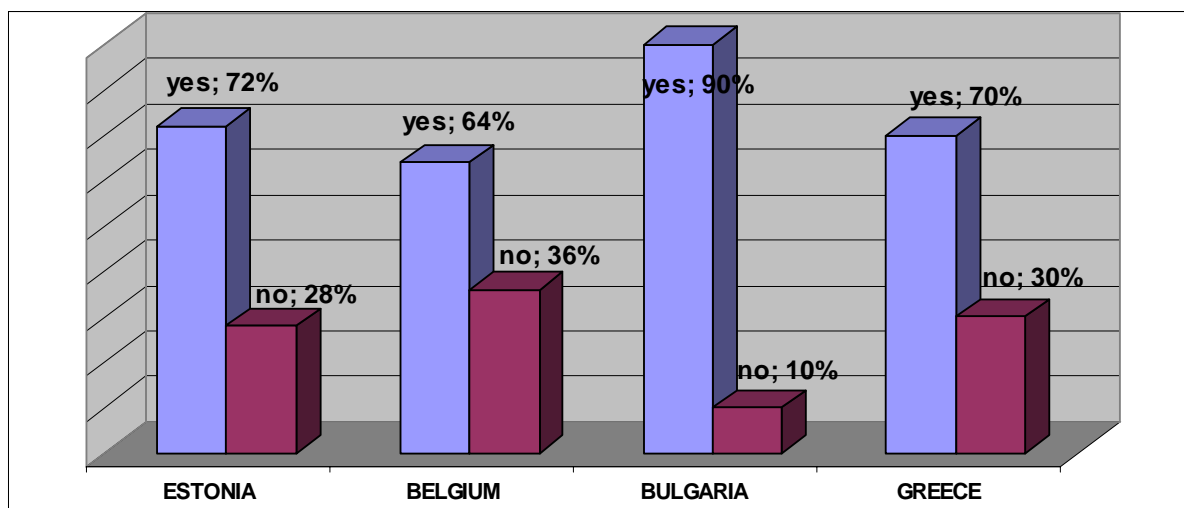
Supplementary skills and knowledge for a successful realization in the tourism sector, the following aspects were pointed out as more important throughout each country.

Supplementary skills and knowledge	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
Skills for communicating with difficult clients	4,75	4,49	4,31	3,88	4,36
Conflict-management skills	4,73	3,98	4,41	3,46	4,15
Skills for management of stressful and tense situations	4,61	4,38	4,51	3,46	4,24
Problem-solving skills	4,61	4,07	4,33	3,46	4,12
Skills for work planning	4,53	4,17	4,41	3,88	4,25
Team work skills	4,51	4,11	4,41	3,94	4,24
Skills for working with clients with specific needs (people with disabilities, etc.)	4,45	4,07	4,41	3,70	4,16

The greatest total average was **4,36** given to **Skills for communicating with difficult clients**.



In all four countries the majority of respondents would participate in training courses to gain skills required in the tourism sector. The unemployed seem to be keen on training themselves in Bulgaria, where 90% of respondents are willing to take part in different courses.



In the following table it can be seen that in Estonia, Belgium, and in Bulgaria most of the unemployed believe that organizations in the tourism sector which are recruiting staff should organize training courses in the tourism sector, whereas in Greece—also in Estonia—over half of the respondents thought specialized training organizations should have this responsibility.

Who should organize...	ESTONIA	BELGIUM	BULGARIA	GREECE
<b>organizations in the tourism sector which are recruiting staff</b>	<b>72%</b>	<b>92%</b>	<b>77%</b>	20%
labor offices	21%	15%	8%	18%
<b>specialized training organizations</b>	<b>60%</b>	47%	42%	<b>58%</b>
vocational training schools	30%	47%	25%	4%
consulting agencies in HR management	8%	25%	19%	0%

When answering the question about to what extent the organizations recruiting staff should offer and provide for training and re-training courses, over half of the respondents of Bulgaria (51%), Belgium (52%), and Estonia (62%) thought that periodically, as to maintain their professional level and to exchange experience. In Greece most of the respondents, that is 66% of them, believed that these training courses should be offered continuously.

Just a small group of people in all of the participated countries believed that training and re-training courses should be provided only when technologies and working methods are changed.



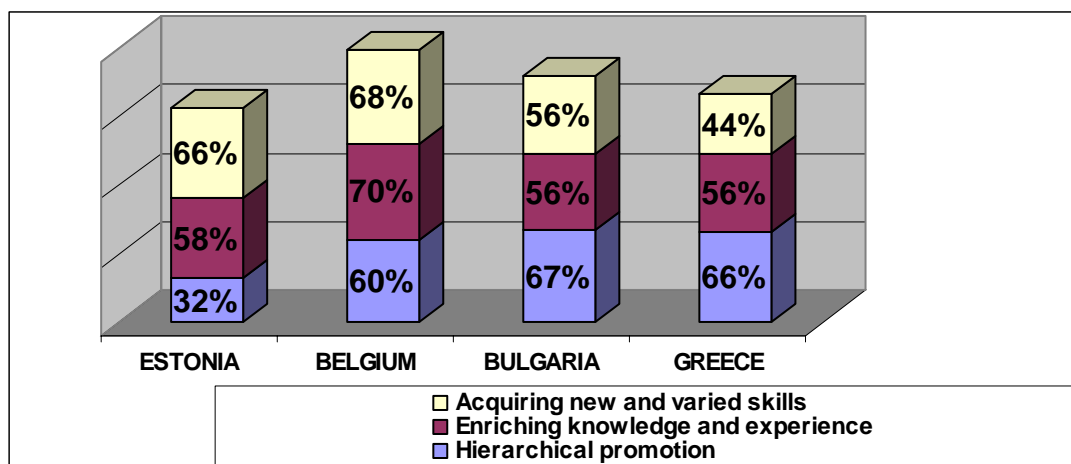
For starting to work in the tourism sector, all the three types of training were highly-rated, but induction training was considered the most necessary in all countries, except in Belgium, where the most popular was internal company training. Specialized training was considered the least necessary in all countries, probably because the respondents expect to have already a specialized training if they start to work on a certain profession. In Estonia, 4% of the respondents also suggested improving foreign language skills.

Form of training	ESTONIA	BELGIUM	BULGARIA	GREECE
Induction training when starting to work	81%	68%	71%	90%
Internal company training	55%	81%	65%	66%
specialized	36%	49%	56%	34%

Most of the unemployed in all four countries think that working in the tourism sector will provide them with opportunities for advancement and professional development.

	ESTONIA	BELGIUM	BULGARIA	GREECE
YES	75%	85%	81%	82%
NO	25%	15%	19%	18%

In addition, in all countries more than a half of those respondents who believed that the tourism industry offers them professional advancement think working in the tourism sector ables them to enrich knowledge and experience. A majority of unemployed in Estonia, Belgium and Bulgaria believes they can acquire new and varied skills, whereas hierarchical promotion was quite highly rated in Belgium, Bulgaria, and Greece.



All of the respondents of different countries believe they need supplementary training to start working in the tourism sector in order to be competitive to other candidates. On the other

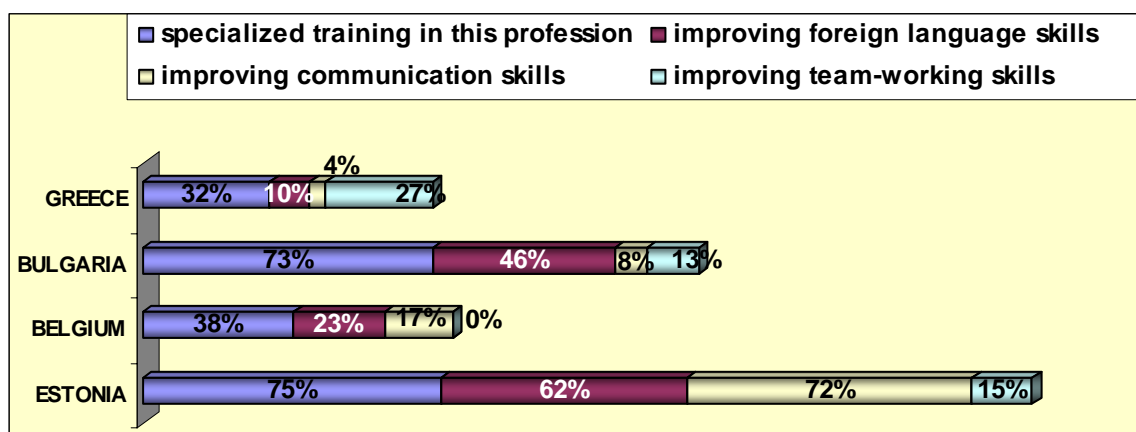


hand, almost half of Belgium—42%—and a quarter of Greek unemployed believe they do not need any kind of training.

Need of supplementary training	ESTONIA	BELGIUM	BULGARIA	GREECE
No, I don't need;	10%	42%	10%	24%
<b>I need as to be competitive to other candidates</b>	<b>73%</b>	<b>51%</b>	<b>55%</b>	<b>70%</b>
I need because this is the only way I can find a job	17%	7%	35%	6%

## Question 24

As can be seen also on the chart, a majority of the unemployed in all four countries believe they need specialized training in a certain profession to find a job in the tourism sector. Also improving foreign language skills is mentioned by over half of the respondents, except in Estonia, where this aspect has only 15%.



To improve their work, unemployed suggested the following professional skills that need development:

language skills	computer skills
communication skills	history
area of guides	

The respondents were asked to suggest what professional skills they need to develop to improve their work. In Bulgaria and in Estonia language skills were pointed out, whereas computer skills in the first and communication skills in the latter were also suggested.



## How to manage my own skills

One's success at work and career depends on...	ESTONIA	BELGIUM	BULGARIA	GREECE	TOTAL AVERAGE
Your own skill and competences	4,43	4	4,43	4,30	4,29
The efforts you put into work	4,24	4,25	4,39	3,90	4,2
The policy of the organization about managing and developing human resources	4,06	3,77	4,16	4,30	4,07
Resources of the organization	3,88	3,3	4,06	4,22	3,87
Personally your employer or your direct manager	3,82	3,62	4,16	3,60	3,8
Your desires and needs	3,78	3,32	4,23	4,26	3,9

The majority of unemployed in Belgium, Estonia, and especially in Bulgaria—94% are interested in the results of the project, whereas in Greece, more than a half of the respondents have no interest in the outcomes.

	ESTONIA	BELGIUM	BULGARIA	GREECE
<b>YES</b>	66%	70%	<b>94%</b>	44%
<b>NO</b>	34%	30%	6%	56%

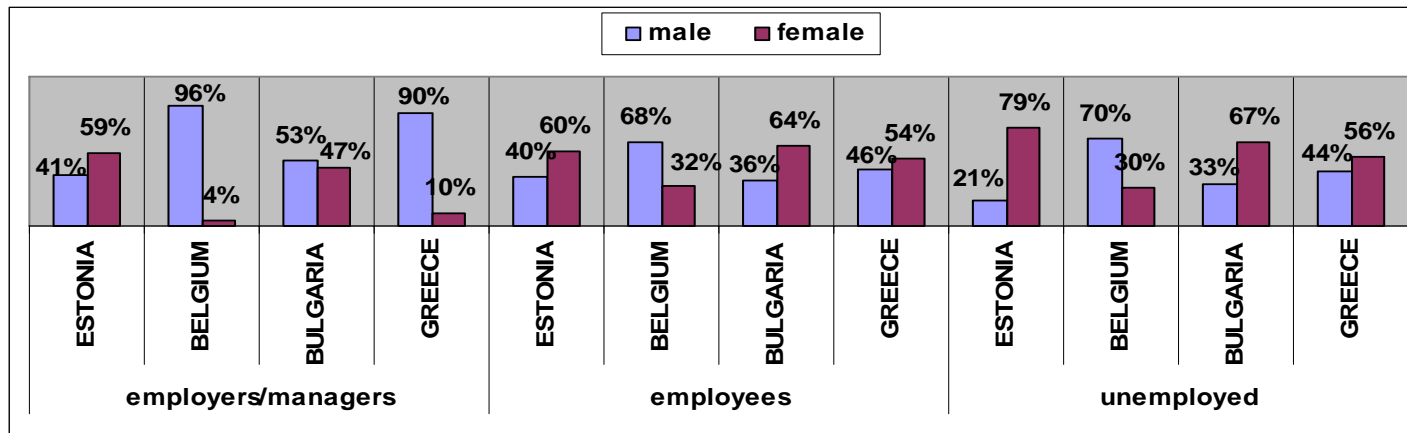


## Comparative analysis between

### 3 different questionnaires

The second part of the analysis consists of comparisons of the questions that occurred in all three questionnaires. Therefore, four comparing analysis are written, each based on the results of the four participating countries. Altogether there were 8 similar questions. Herewith, national reports of Estonia, Greece, and Belgium were also used.

#### 1. Gender



#### Estonia

Most of the employees and unemployed who filled in the questionnaire were female, accordingly then 60% and in the age category of 40-49; and 79% in the age category of 20-29 years, whereas employers/ managers in the tourism sector were mostly male—59% and aged mainly 40-59.



## | How to manage my own skills

### **Belgium**

From the target group of managers, Belgium received 28 valid responses and only one of these was a woman. Over half of the employees and unemployed were male.

### **Bulgaria**

There were almost equally as much male employers/ managers as there were female ones, but in the field of employees and unemployed, female respondents dominated.

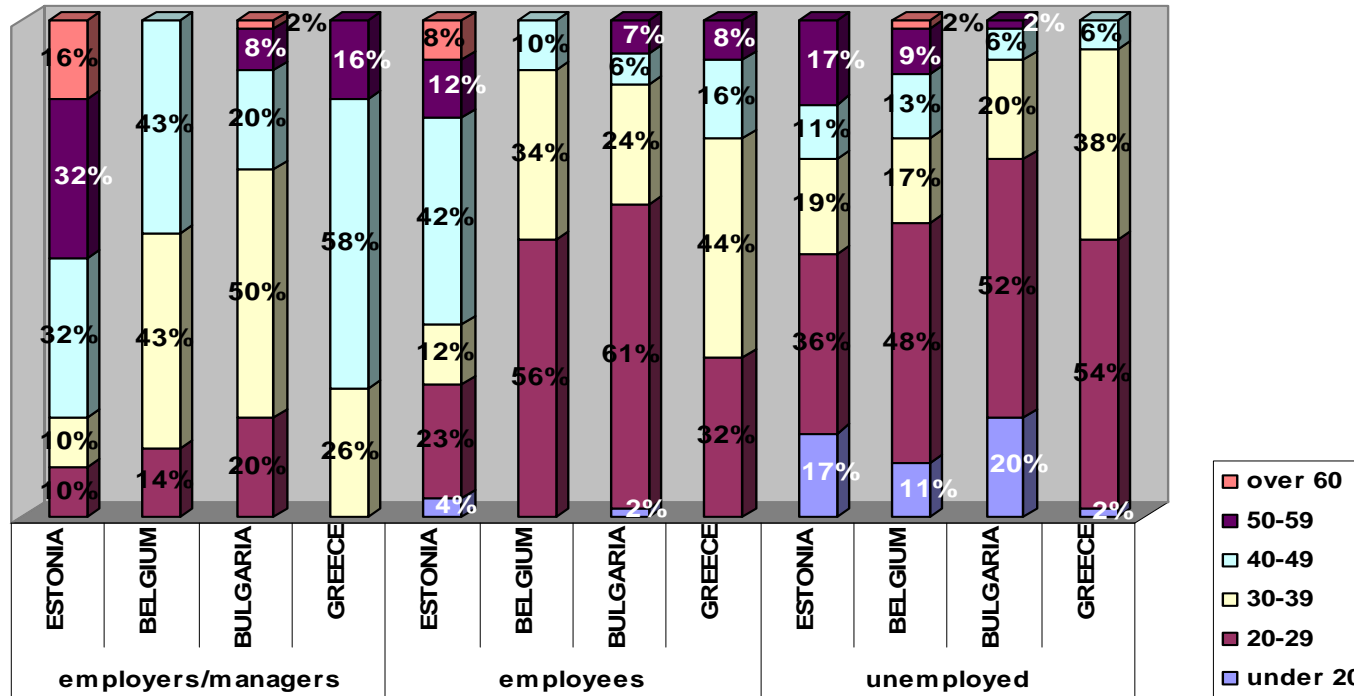
### **Greece**

Firstly we compare how many males and females are in the tourism field and here it is clear that it is dominant by males, the difference of male and female of employees in the tourism industry is not significant however looking at the category of manager/owners the difference between male and female is enormous.



# How to manage my own skills

## 2. Age



### Estonia

Most of the employees and unemployed who filled in the questionnaire were in the age category of 40-49; and 79% in the age category of 20-29 years, whereas employers/ managers in the tourism sector were aged mainly 40-59.



## How to manage my own skills

### **Belgium**

56% of employees and 48% of unemployed are aged between 20 and 29 years, whereas there are equally 43% of employers/ managers aged 30-39 and 40-49 years. A little over one third of employed are 30-39 years old.

### **Bulgaria**

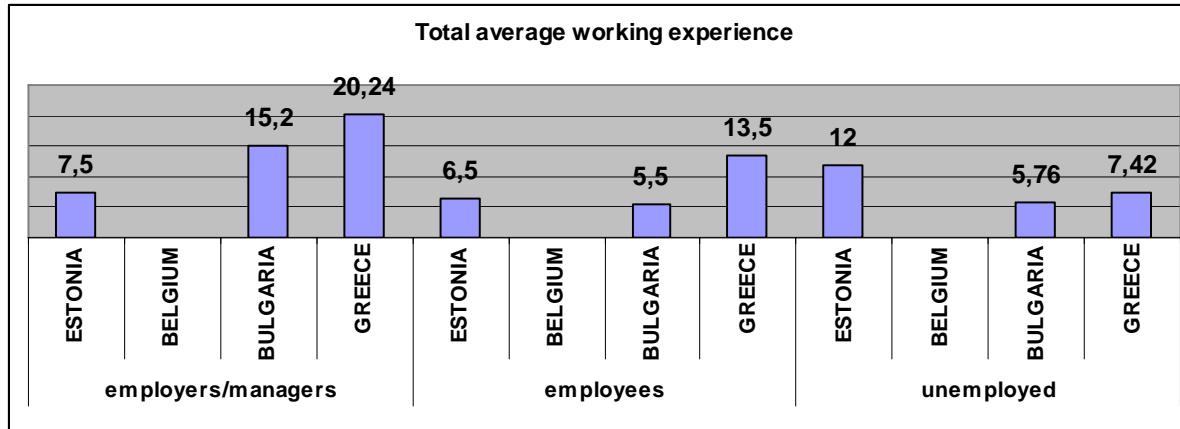
Over half of the employees and unemployed are aged 20-29 years. On the other hand half of the employers and 24% of employees are aged 30-39 years.

### **Greece**

When comparing the ages between the three types the majority of persons are between the ages of 20 to 49, which is when a large proportion finish their schooling and or university and start working in the tourism industry and by the time they reach their fifties the number of employees that remain in the Tourism industry start falling sharply and then only explanation for that is the very high demands placed on people to perform day in day out in a very demanding industry in Greece.



### 3. Total average working experience



#### Estonia

The average working experience in the tourism sector of employers/ managers was 7,5 years, but that of the employees was just one year fewer—6,5 years. The total working experience of unemployed was 12 years, but those 9% of those who had already worked in the tourism sector had the working experience of 2 years.

#### Belgium

Unfortunately in Belgium no specification about its respondents was given.



## | How to manage my own skills

### **Bulgaria**

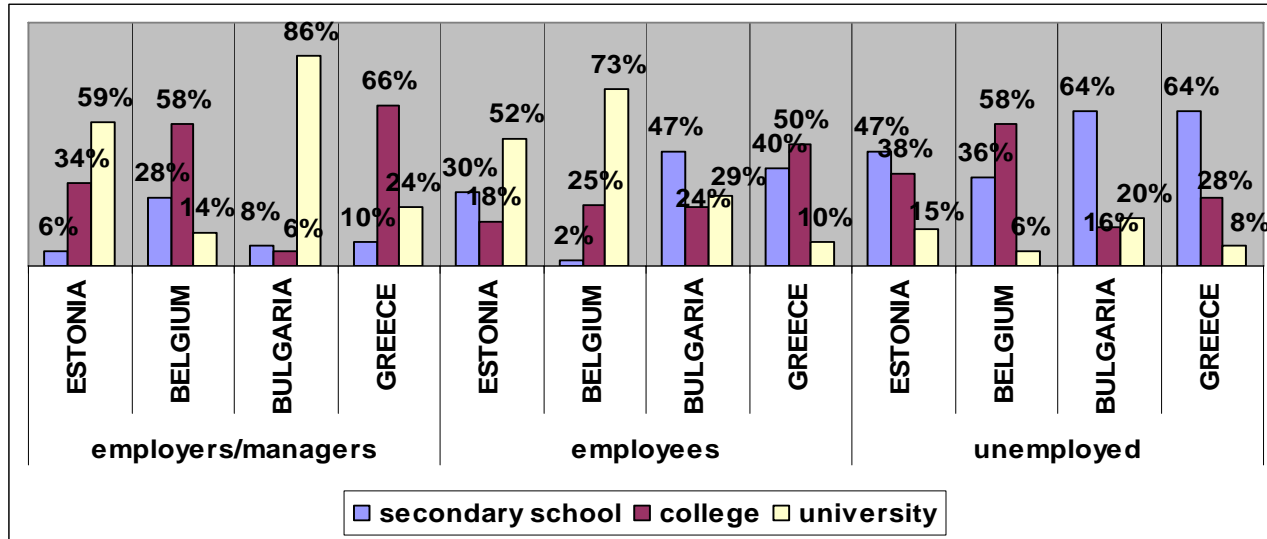
As can be seen, the average working experience of employers/ managers—15,2 years is almost three times longer than that of employees—5,5 years or unemployed—5,76 years.

### **Greece**

Once again the results of working experience differs greatly between the three types with the average number of years of work experience of the unemployed is 7.42 years where as the persons currently employed the average years of work experience is 13.5 years. Owners-managers have 35% more work experience than the average employee with an average work experience of 20.24 years.



#### 4. Education



##### Estonia

The majority of both employers/ managers (59%) and employees (52%) had university education, but most of the unemployed had only secondary school education. A significant number of the respondents among employers/ managers and unemployed had also college/ university, that is then 34% for the first and 38% for the latter ones.

##### Belgium

Quite surprisingly, we can see that 58% of both employers/ managers and unemployed and only a quarter of employees have college education, whereas a majority of employed—73% have graduated university.



## | How to manage my own skills

### **Bulgaria**

Most of the employers/ managers have university education, whereas almost half of the employees and 64% of the unemployed have only secondary school education.

### **Greece**

The education level between the three categories is evident that managers and owners are more educated than employees and the unemployed, the conclusion that we can draw from this is that if you are educated at university or college level the chance of an employee being promoted to management level is far greater than if you only had secondary school education.



**5. To what extent do you think the following are important for a successful professional realization in the tourism sector?**

Herewith, two of the most popular suggested aspects for a successful professional realization in the tourism sector of each country from the three different questionnaires are given.

The most important aspects for a successful professional realization in the tourism sector				
	ESTONIA	BELGIUM	BULGARIA	GREECE
<b>EMPLOYERS/ MANAGERS</b>	Professional skills and knowledge in the particular field	General knowledge and understanding of the profession	Professional skills and knowledge in the particular field	Knowledge in history and culture of the region
	Communication skills	Communication skills	Communication skills	Foreign languages
<b>EMPLOYEES</b>	Communication skills	Communication skills	Communication skills	Communication skills
	Foreign languages	Foreign languages	Computer skills	Foreign languages
<b>UNEMPLOYED</b>	Communication skills	Communication skills	Communication skills	Communication skills
	Foreign languages	Foreign languages	Foreign languages	Foreign languages

**Estonia**

As for the following aspects for a successful realization in the tourism sector, all of the respondents considered communication skills as the most vital aspect. The second most important aspect for employers/ managers was professional skills and knowledge in the particular field, but for employees and unemployed it was foreign languages, which was the least important factor for employers/ managers.



## | How to manage my own skills

### **Belgium**

Both unemployed and managers rate communication as the top need regarding the basic skills, whereas the employees estimate the languages as top development need. The three types of respondents assess an improvement in professional skills as important (rank 3). The computer skills and knowledge about the region are assessed as a much smaller need.

### **Bulgaria**

Communication skills were considered important in all of the three different groups of respondents. Employers/ managers highlighted professional skills and knowledge in the particular field as well and computer skills were appreciated mostly by employees.

### **Greece**

Among all of the respondents foreign languages were believed to be important, whereas communication skills were mainly assessed by employees and unemployed.



**6. To what extent are the following supplementary skills and knowledge important for a successful professional realization in the tourism sector?**

Herewith, two of the most popular suggested supplementary skills and knowledge of each country from the three different questionnaires are given.

The most important supplementary skills and knowledge important for a successful professional realization in the tourism sector				
	<b>ESTONIA</b>	<b>BELGIUM</b>	<b>BULGARIA</b>	<b>GREECE</b>
<b>EMPLOYERS/ MANAGERS</b>	Problem-solving skills	Working in a team	Problem-solving skills	Problem-solving skills
	Dealing with stressful and tense situations	Skills for communicating with difficult clients	Dealing with stressful and tense situations	Working in a team
<b>EMPLOYEES</b>	Skills for planning work	Problem-solving skills	Dealing with stressful and tense situations	Problem-solving skills
	Working in a team	Dealing with stressful and tense situations	Working in a team	Dealing with stressful and tense situations
<b>UNEMPLOYED</b>	Problem-solving skills	Dealing with stressful and tense situations	Problem-solving skills	Skills for planning work
	Conflict-management skills	Skills for communicating with difficult clients	Dealing with stressful and tense situations	Working in a team

**Estonia**

Employers/ managers believe that problem-solving ability are the most vital supplementary skills and knowledge, whereas employees valued teamwork but also skills for planning work; unemployed rated highly the skills for communicating with difficult clients and secondly conflict-management skills.



## | How to manage my own skills

### **Belgium**

As far as the supplementary skills is concerned, being able to cope with difficult clients is rated as at least 4,49 out of 5. The employees rate the ability to solve problems as most important. Stress management belongs to the top three need for all respondent categories.

Another remarkable fact is that the managers rate the need for a better teamwork as important as the need for improving the skills to deal with difficult clients.

### **Bulgaria**

All of the respondents—employers, employees, and unemployed—rated the skill to deal with stressful and tense situations as the most important.

On the other hand employers/ managers and unemployed also mentioned problem-solving skills as quite vital.

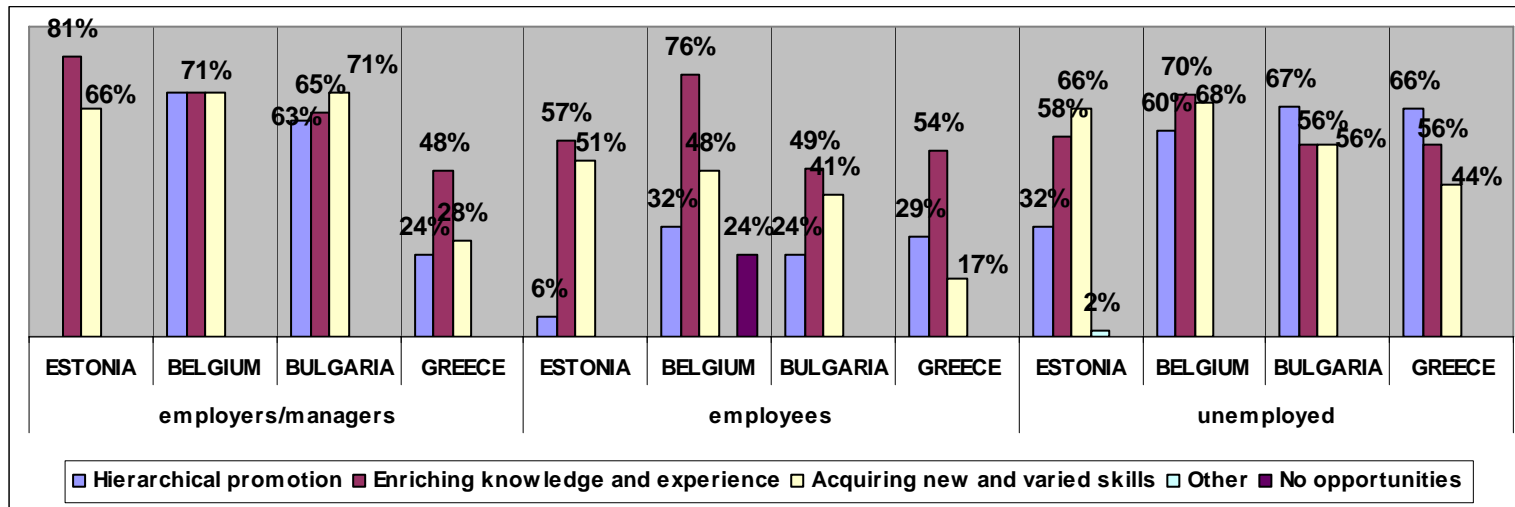
### **Greece**

Employers and employees valued mostly problem-solving skills, whereas unemployed mainly rated teamwork and skills for planning work.



### 7. What opportunities for career development does working in your organization offer you?

Where the result was 0%, it was not marked on the chart in order not to make it too complicated and full of numbers.



#### Estonia

All of the respondents think that their organization mainly offers them opportunities for enriching knowledge and experience (81% of E/M; 57% of E; 58% of U) but also acquiring new and varied skills (66% of E/M; 51% of E; 66% of U). Hierarchical promotion was mostly marked by unemployed (32%).



## | How to manage my own skills

### **Belgium**

More than 70% of the employers, employees, and unemployed believe working in their current organization ables them to enrich knowledge and experience. Most employers and unemployed also think hierarchical promotion is possible at their workplace, whereas only approximately one third of employees believe that. Acquiring new and varied skills was another career development possibility popular among a majority of managers and unemployed.

### **Bulgaria**

Over half of the employers and unemployed believe that their work ables them all of the three types of career development, but less than 50% of employees feel they are provided with the opportunity to enrich knowledge and experience and acquire new and varied skills.

### **Greece**

More than half of both employees and unemployed believe that working in the current organization ables them to enrich knowledge and experience, whereas 66% of unemployed think of hierarchical progress.



**8. Are you interested in project results?**

	employers/ managers				employees				unemployed			
	EST	BEL	BLG	GRE	EST	BEL	BLG	GRE	EST	BEL	BLG	GRE
YES	93%	86%	91%	<b>12%</b>	94%	100%	86%	<b>38%</b>	66%	70%	94%	<b>44%</b>
NO	7%	14%	9%	<b>88%</b>	6%	0%	14%	<b>62%</b>	34%	30%	6%	<b>56%</b>

The majority of all respondents in all four countries are interested in project results, except for Greece where more than a half of all of the respondents had generally no interest in finding out the results of the project.