

# How to manage my own skills

## **How to manage my own skills**

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

**Leonardo da Vinci**

**Pilot project**

**National report, Estonia**

MTÜ SIKSALI ARENDUSSELTS

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# **Tourism Labour Market Research**

***Estonia, March-April 2007***

“How to manage my own skills” project aimed at examining the employment and career opportunities in the tourism sector and the skills required for its realization.

The complete database includes tourism related organizations represented by employees and employers/manager as well as unemployed people in Estonia. Research was compiled using a variety of secondary data sources such as unemployment office listings, tourism membership lists, websites, face to face meetings and promotional materials.

***The sectors represented in the database include:***

- Accommodation
- Food and beverage
- Attractions
- Tourism education
- Travel and Tour operators
- Conferences and Meetings
- Outdoor recreation (sports, ecotourism, and adventure tourism)

***The intent of the survey is to prepare a tourism labour market profile including information on:***

- the degree to which the employer is involved in the tourism industry;
- skills and competences required;
- qualification and requalification programmes and opportunities
- level and structure of employed in this sphere;
- how the business, agencies, and organizations is set up: private for-profit, not-for-profit, public agency;
- the number of employees: full or part-time and season of employment;
- the relative level of employment positions

***Tourism Labour market research can benefit to EU Tourism sector by:***

- providing a clear image of how tourism is contributing to rural communities--direct and indirect economic impacts, social and personal benefits;
- providing the tourism system with an industry employment profile; defining the level and benefits;
- allowing the industry to track changes in tourism employment patterns and recommending improvements and enhancements to the quantity and quality of tourism career opportunities;
- improving access to a diversity of education and training products for tourism professionals;
- improving the level of tourism products and services delivered, based on employers needs;
- improved access to information for decision making at the entrepreneur, organizational, community, and educational levels; and
- supporting the development of new and existing tourism ventures.

The survey in Estonia includes 53 employees; 32 employers/managers, 53 unemployed, the majority of respondents being from rural areas. The Research has been designed as qualitative overview of the tourism sector. Implemented in the framework of "How to manage my own skills" project BG/06/B/F/PP-166 001 funded by programme Leonardo da Vinci of EC.

Survey took place in 3 European counties (Belgium, Bulgaria and Estonia).

Used samples are randomly selected. Implemented survey is not representative. Qualitative elements aims to outline key needs and potential opportunities for future qualification and requalification.

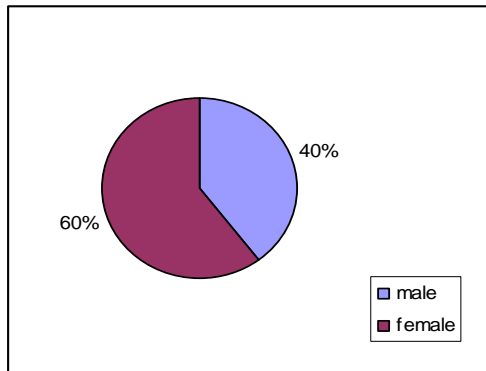
## Employees

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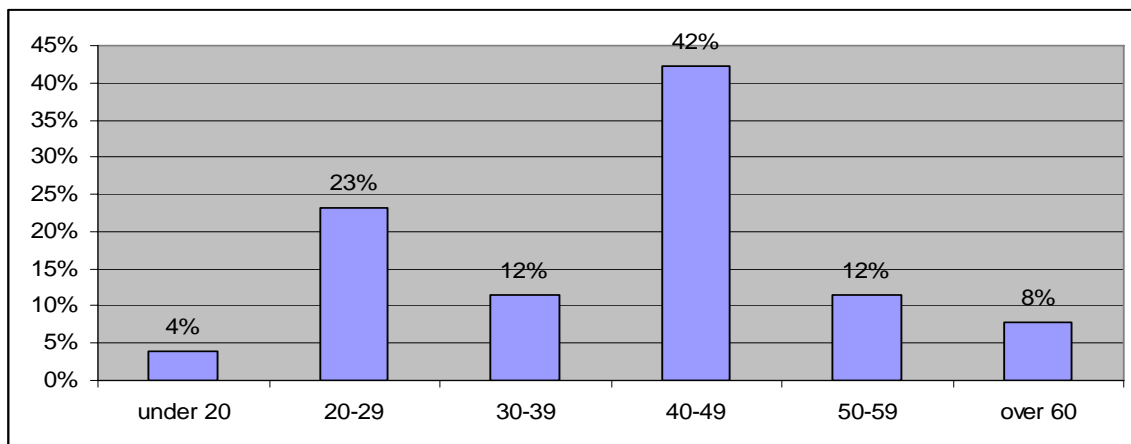
The biggest sample, includes 53 employees.

### Passport of the sample:

There were 53 employees who answered of which 60% were women and 40% were men.



Most of the answered employees were in the age group of 40-49 with 42%, the second numerous age group was 20-29 with 23% and only 4% of them were under 20 years old.



The average working experience in the tourism sector is 6,5 years and within a certain organisation 5,8 years.

The most popular positions that were given:

- a) Landlord/landlady 42%
- b) Sales manager 32%
- c) Project manager 26%

Over half of the employees (52%) had university education and 30% of them had only secondary school education.

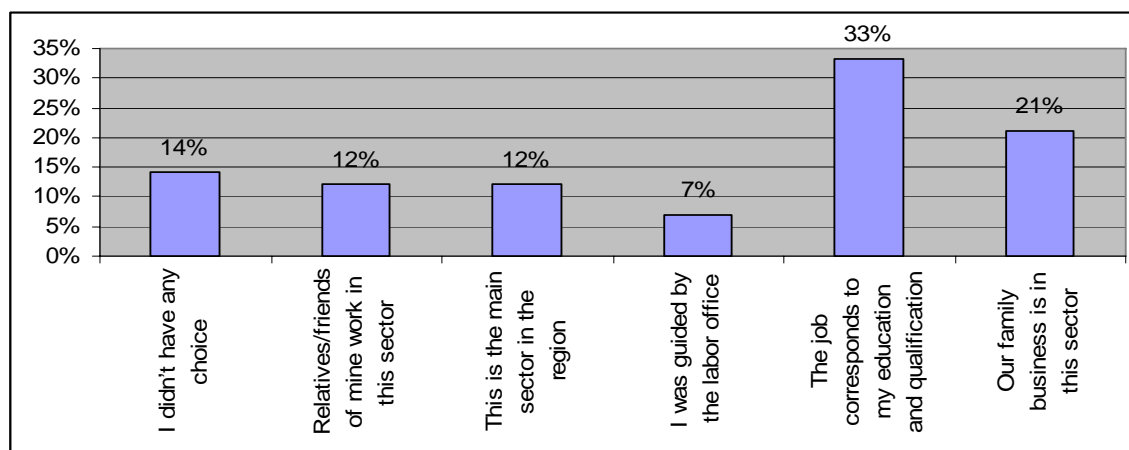
secondary school	30%
college	18%
university	52%

Almost half of them—49%—had graduated a tourism related speciality. 17% of employees had graduated a speciality of an accountant, 15% agriculture. Only 7% had studied languages.

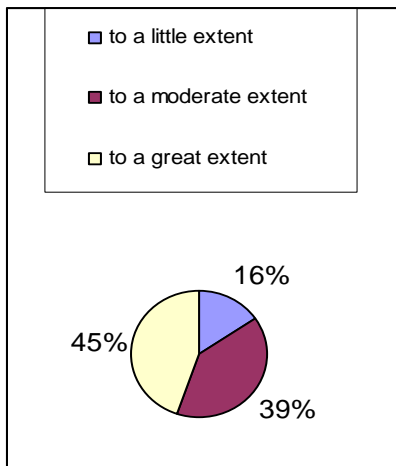
a) Tourism (various)	49%
b) Accountant	17%
c) Agriculture	15%
d) Industry (metal, construction)	12%
e) Languages	7%

**Motivation:**

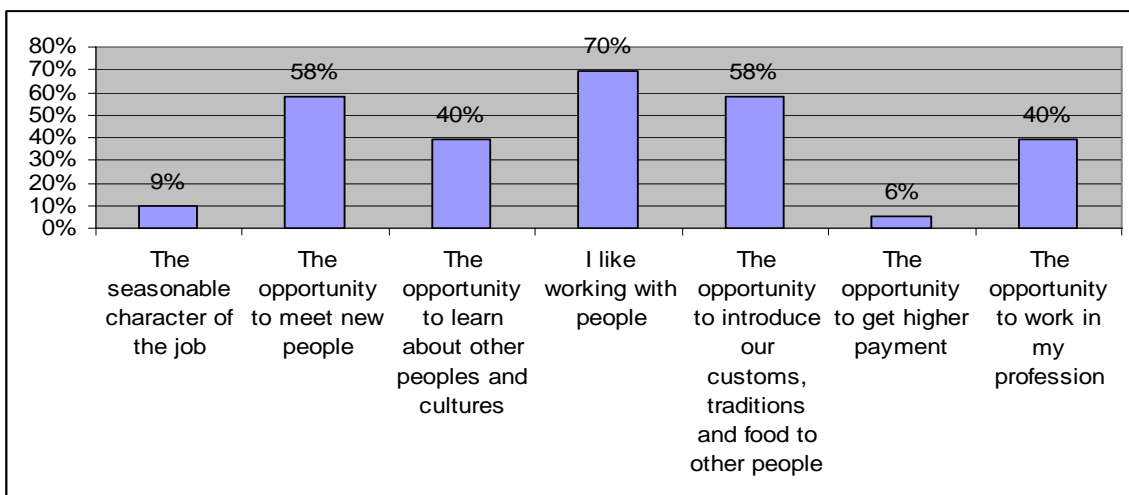
Fortunately most of the respondents with 33% started working in the tourism sector because the job corresponded to his/her education and qualification. 21% of the answered employees had his/her family business in this sector and 14% of them did not have any other choice.



Almost half of the employees—45% answered that their preliminary expectations about working in the tourism sector were confirmed to a great extent and 39% claimed it to have been confirmed to a moderate extent.



The most popular aspect that attracts to work in the tourism sector is that one likes working with people—70%, the opportunity to meet new people and the opportunity to introduce our customs, traditions and food to other people were the second and third most attractive aspects with 58%. 40% of the employees appreciated the opportunity to learn about other people and cultures; the same percentage about the opportunity to work in one's profession.

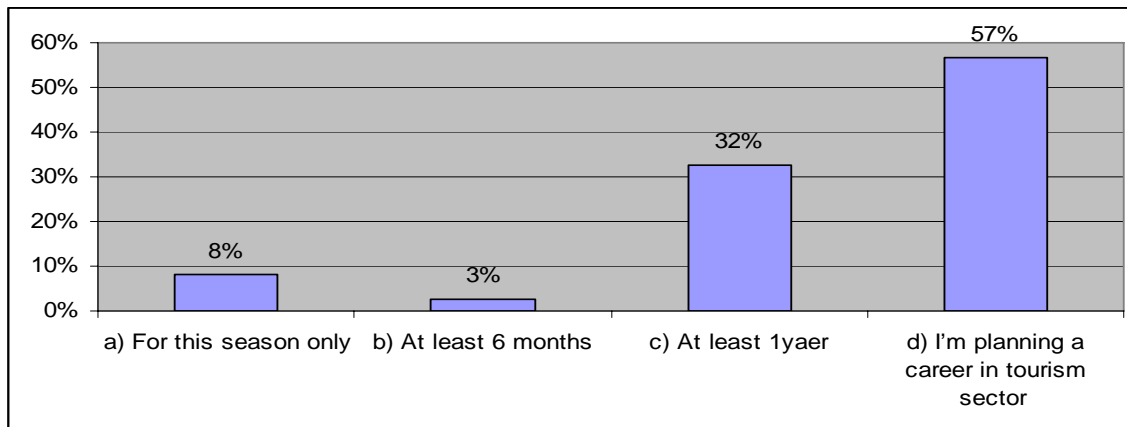


Mostly the employees were satisfied with the work itself, with the management body and with relations with their colleagues. They were the least satisfied with the payment which is no surprise. The aspects are given here in the order of popularity.

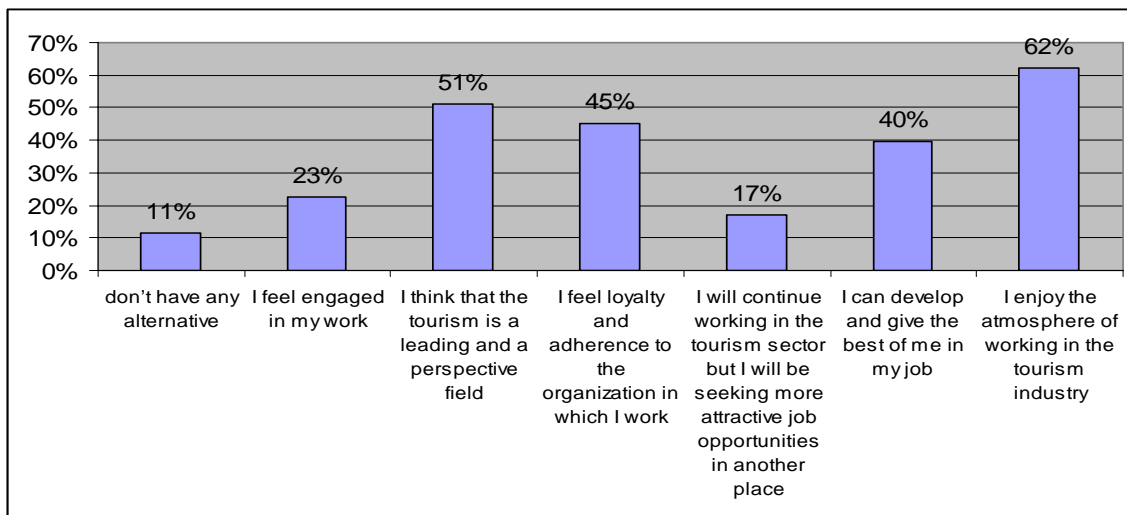
The job itself	4,5
The relations with the management body	4,47
The relations with the colleagues	4,47
The security of the job	4,39
The possibilities for advancement and development	4,29

The opportunity to put into practice my skills and capabilities	4,22
Working conditions	4,19
Working hours	4
Payment	3,61

All of the respondents will continue to work in the tourism sector and 57% of them plan a career in this sector. 32% of the employees plan to work in this sector for at least 1 year.



The respondents keep working in the tourism sector because 62% of them enjoy the working atmosphere of the sector and a little over half of them—51% think tourism is a leading and perspective field as well as 40% feel they can develop and give the best of themselves in their job. However 23% of employees continue to work in this sector because they feel engaged in their work.



## PROFESSIONAL SKILLS AND COMPETENCES

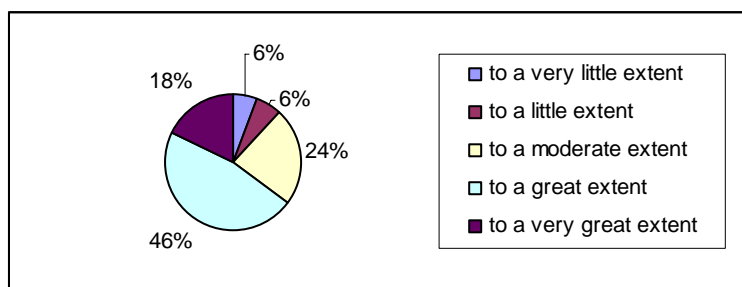
The employees think that communication skills and foreign languages are the most important for a successful realisation in the tourism sector and the least important are professional skills and knowledge in the particular field. The following aspects are in the order of popularity.

Communication skills	4,89
Foreign languages	4,5
General knowledge and competence	4,39
Knowledge in history and culture of the region	4,29
Professional skills and knowledge in the particular field	2,18

For a successful professional realisation also working in a team and skills for planning work are considered to be very important. Quite vital were also problem-solving skills and conflict-management skills with 4,5 points. However skills of working with clients with specific needs were not considered that important.

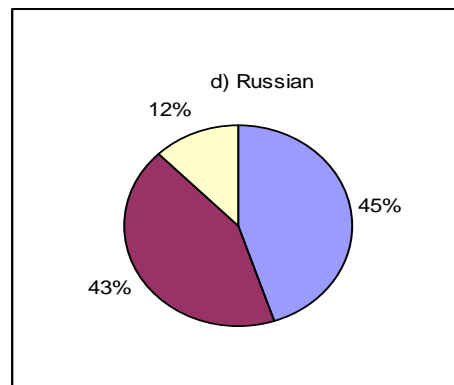
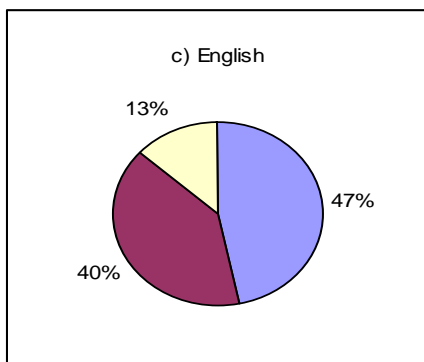
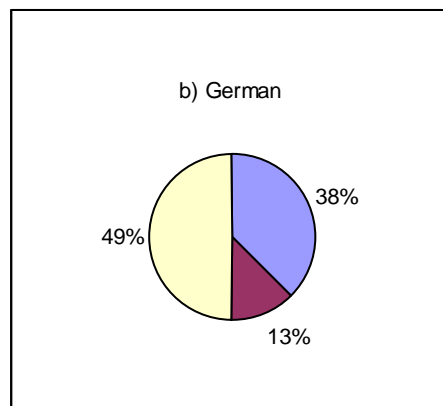
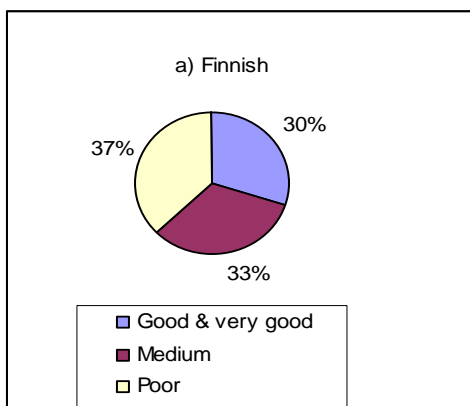
Working in a team	4,61
Skills for planning work	4,59
Problem-solving skills	4,5
Conflict-management skills	4,5
Skills for communicating with difficult clients	4,28
Dealing with stressful and tense situations	4,17
Skills for working with clients with specific needs (people with disabilities, etc.)	3,78

All of the employees use their professional skills and competences, but only 18% put them into practice to a very great extent and a quarter of them (24%) use their skills and competences to a moderate extent; whereas almost half of them (46%) to a great deal.



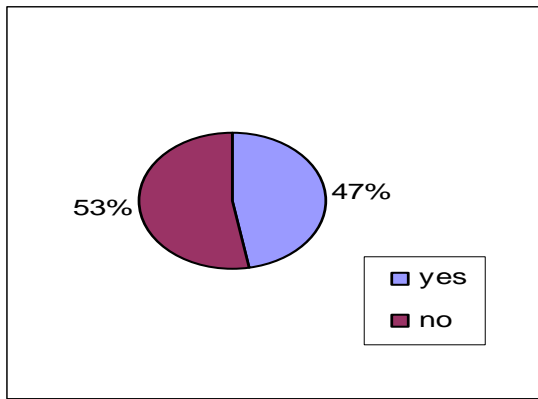
Most of the employees speak English and Russian at a good & very good level, accordingly 47% and 45%. Finnish and German are both spoken at a poor level, accordingly then 37% and 49%.

Language	Level			Sum
	Good & very good	Medium	Poor	
a) Finnish	12	13	15	40
b) German	9	3	12	24
c) English	21	18	6	45
d) Russian	22	21	6	49



## TRAINING AND CAREER DEVELOPMENT

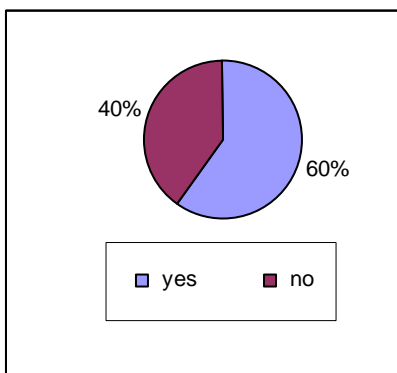
Almost half of the employees—47% had not participated in any training courses organized by their working institution. The reason for this might be also the fact that the institution has not organised any kind of training or re-training courses. Yet, those who had had some form of training gave some examples, which are given below:



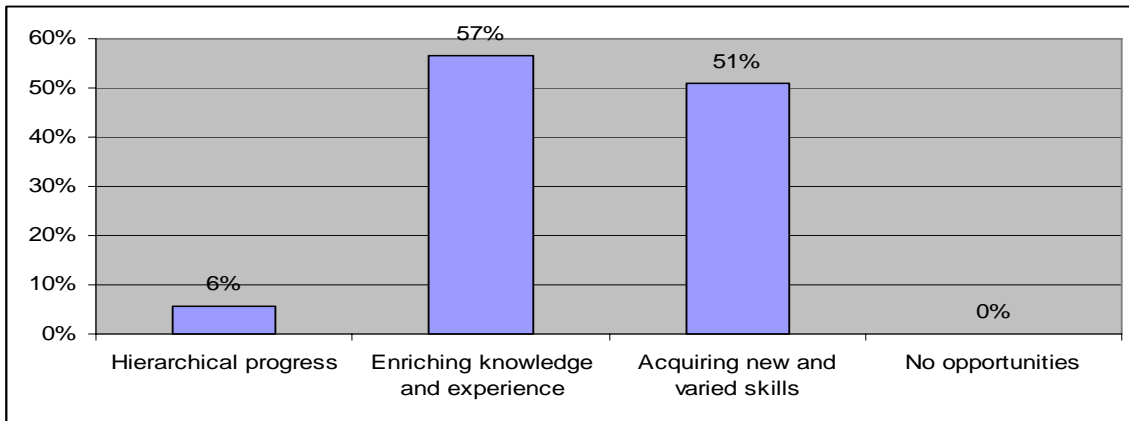
EXAMPLES

a) teamwork	6
b) customer care	6
c) food hygiene	3
d) languages	3

About other forms of training in one's organisation, study tours abroad was also mentioned.

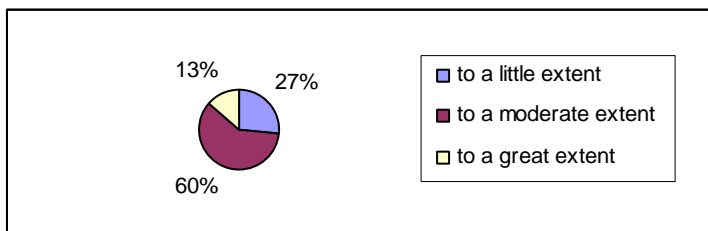


The majority of employees believe they have the chance to develop themselves, as 60% of them think they have opportunities for advancement and to career development. Whereas 57% of employees think their job offers them the opportunity to enrich knowledge and experience, as well as 51% of them believe it gives them new and varied skills. Hierarchical progress is not that stressed here.

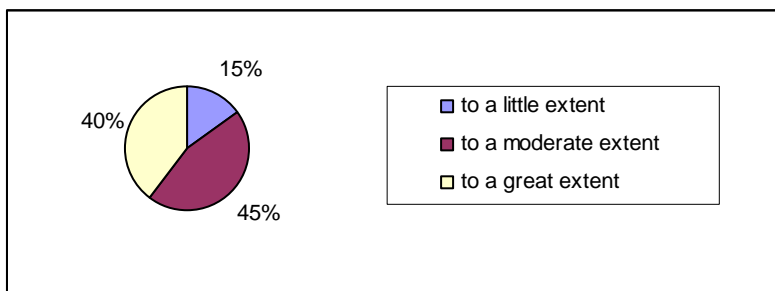


### MANAGEMENT OF OWN SKILLS

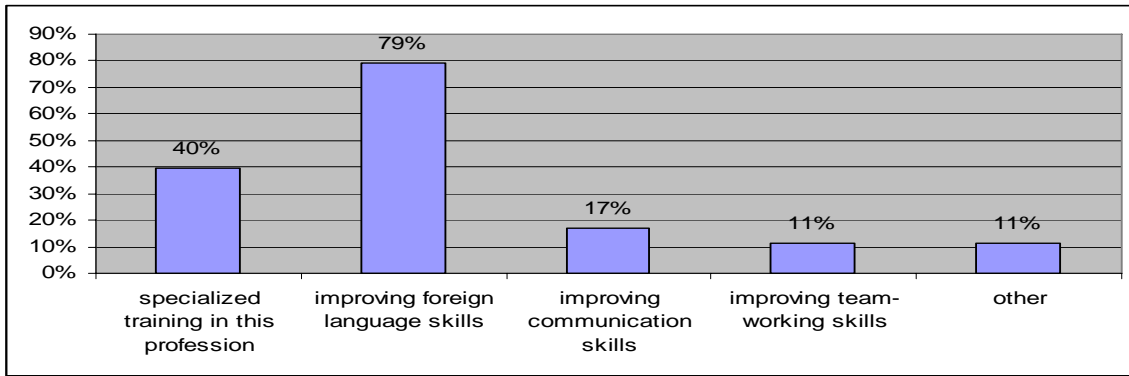
A significant group of employees (60%) plan their career development to a moderate extent and only 13% of them do it to a great extent.



Developing one's professional skills to improve one's work as a whole is also considered important, for 45% of employees thought it necessary to a moderate extent and 40% of them believed it necessary to a great extent. The respondents thought that training courses for languages (15 respondents) and sales, marketing (6 respondents) were needed to perform one's work effectively.



Although 79% of employees think they need to improve foreign language skills to improve one's work, only 17% of them would improve communication skills. Yet great importance was given to specialized training in a certain profession as well, namely 40% of employees. Despite the fact that successful results rely on good cooperation, only 11% of employees would improve team-working skills.



Employees believe that their success at work and career development mainly depends personally on one's employer or direct manager and one's own skills and competences. The least important in this matter was thought to be the policy of the organization about managing and developing human resources. Other aspects had the popularity as follows:

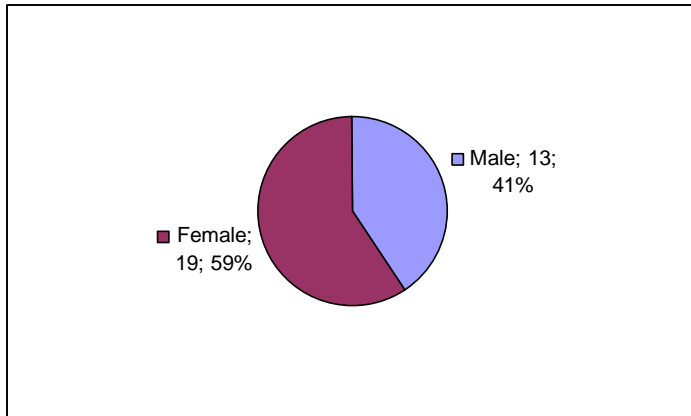
Personally your employer or your direct manager	4,17
Your own skill and competences	4,13
The efforts you put into work	3,93
Resources of the organization	3,93
Your desires and needs	3,47
The policy of the organization about managing and developing human resources	3,29

Almost all of the respondents were interested in project results and only 6% of them were not.

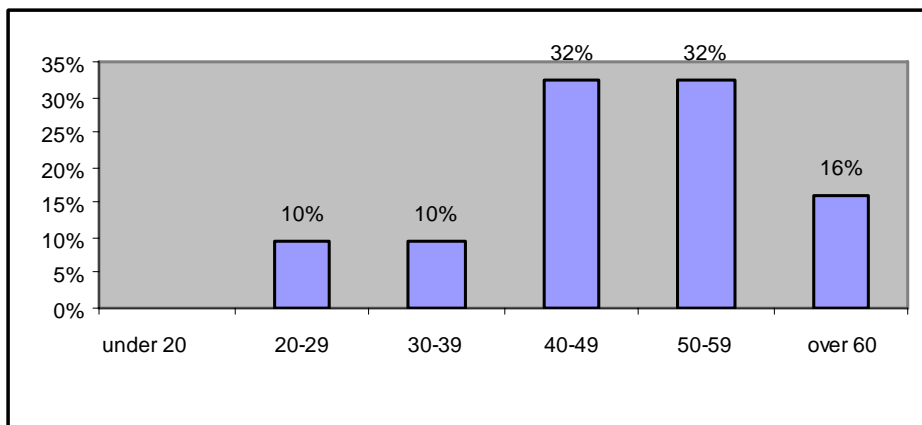
## Employers and Managers in the sphere of Tourism and Hospitality

The sample was focused on small and medium tourism companies, the majority of them located in rural areas.

The sample includes 32 employers/managers, almost 60% of whom were female.



Most of the employees are 40-59 years old.



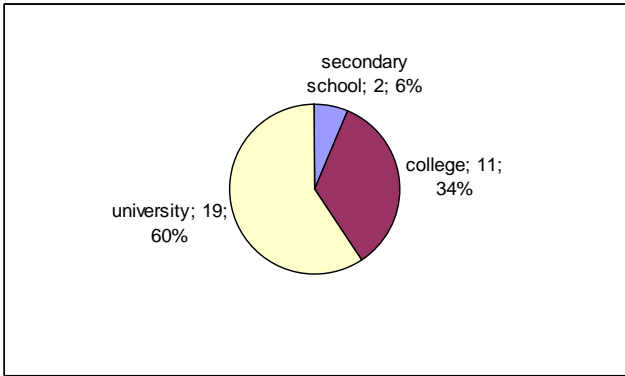
**Working experience** in total is on an average 7,5 years and working experience within the specific organisation is on an average 6,3 years.

Some of the common **positions** are:

a) Manager, director	18
b) Owner	7
c) Board member	4

### **Education**

60% of the respondents have a university degree. Unfortunately most of them have degree in a subject different from those related to the tourism sector.

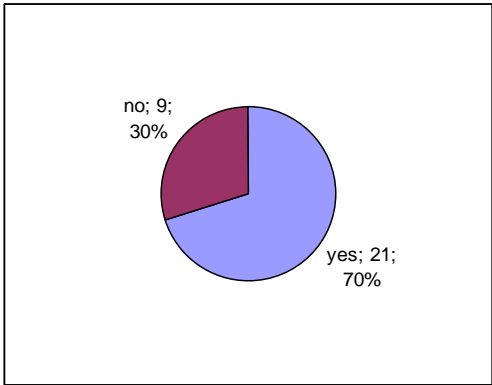


**HUMAN RESOURCES MANAGEMENT**

Answering to the question „To what extent is it important to you to achieve the following goals in your work”, the goals were ranked in the following order:

Keeping and staying in business	4,89
Improving the services quality	4,79
Increasing clients satisfaction	4,79
Attracting new clients	4,74
Increasing profit	4,63
Increasing the staff satisfaction of their work	4,61
Upgrading staff qualifications	4,5
Improving and extending the material basis	4,37
Enlarging the scope of the offered services	4,16

70% of the managers experience difficulties in hiring and keeping staff.



More than half of the employers complain of lack of qualified and trained staff and almost half of them see fluctuation of staff because of low payment as a problem.

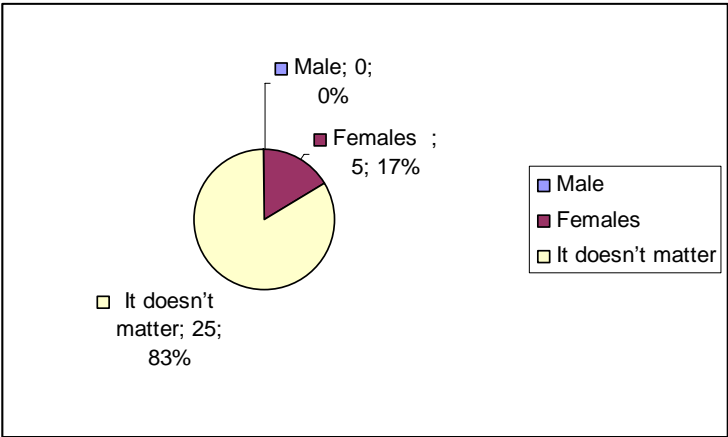
The main problems in hiring and keeping staff, in the order of priority, are:

Lack of qualified and trained staff	56%
Fluctuation of labor in the sector because of the low payment	41%
Frequent changes in staff because of the seasonable character of the job	25%
Lack of working experience in the tourism sector	25%
Lack of motivation and desire to work	22%
Poor knowledge in foreign languages	16%

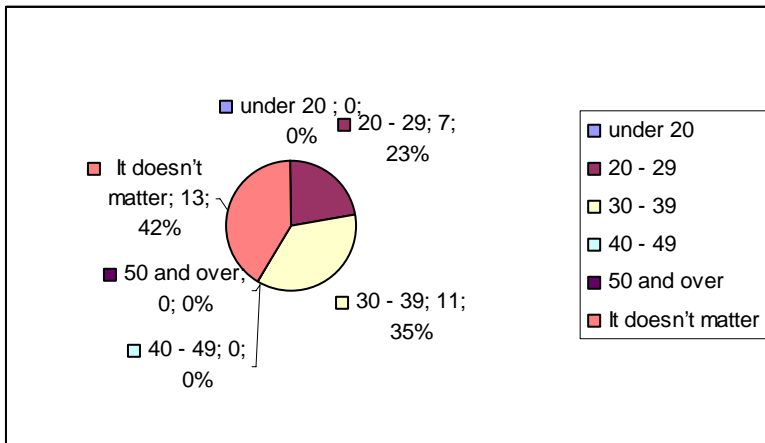
Managers have biggest problems with finding employees in the following positions:

- a) chef/cook
- b) maintenance
- c) barman
- d) roomservice
- e) administrator

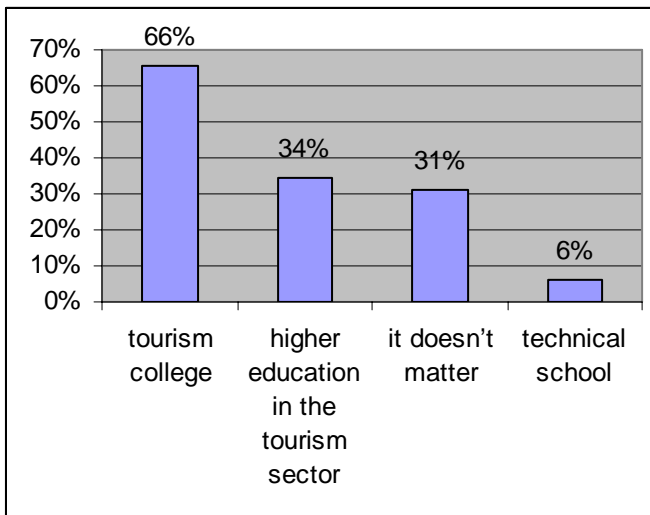
Employers think that the gender of the employees is not important. 83% say it does not matter.



When it's about the age of the employee, again the most popular answer was that it does not matter (over 40%). 35% prefer 30-39 year olds, followed by 20-29 year olds (23%).



Preferred employee has graduated from a tourism college (vocational education) (62%) or has a university degree in tourism (32%). To almost one third the educational background does not matter.



As a conclusion – preferred employee’s gender or age does not really matter, vocational education is required.

Employers use a variety of techniques to keep staff and to increase their motivation. Most preferred are improving working conditions and opportunities for upgrading qualification. The incentives used, in order of popularity, are:

Improving working conditions	4,19
Opportunities for upgrading qualification	4,00
Rests and excursions	3,88
Financial recompenses (other than the basic salary)	3,53
Additional material incentive (for example, at the end of the year)	3,36

Additional gains (for example money for clothes, additional health insurance, etc.)	3,00
Opportunities for advancement and career development	2,92

## PROFESSIONAL SKILLS AND COMPETENCES

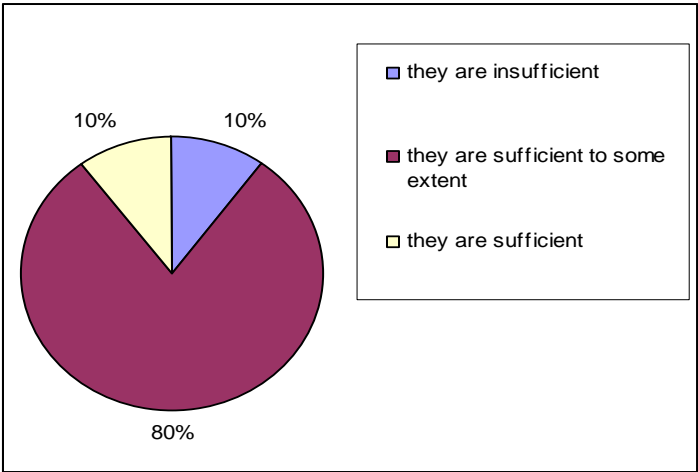
In order of popularity, the following basic skills and knowledge are considered to be important for a successful professional realization in the tourism sector:

Communication skills	4,78
Professional skills and knowledge in the particular field	4,63
General knowledge and understanding of the profession	4,53
Knowledge in history and culture of the region	4,11
Foreign languages	3,79
Computer skills	3,79

The respondents considered the following supplementary skills and knowledge almost evenly important, for all the aspects were given high importance for a successful realisation in the tourism sector. Aspects follow in the order of popularity:

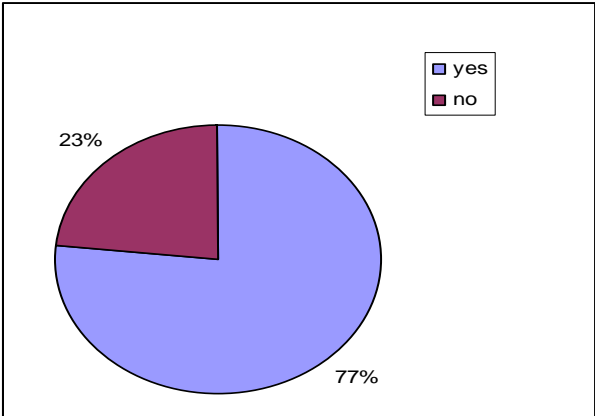
Problem-solving skills	4,89
Dealing with stressful and tense situations	4,67
Skills for planning work	4,67
Working in a team	4,63
Conflict-management skills	4,63
Skills for communicating with difficult clients	4,53
Skills for working with clients with specific needs (people with disabilities, etc.)	4,05

Considering the skills of employees, 80% of the employers/ managers thought the skills were sufficient to some extent, 10% of them thought they were insufficient and the same percentage thought the skills were sufficient.

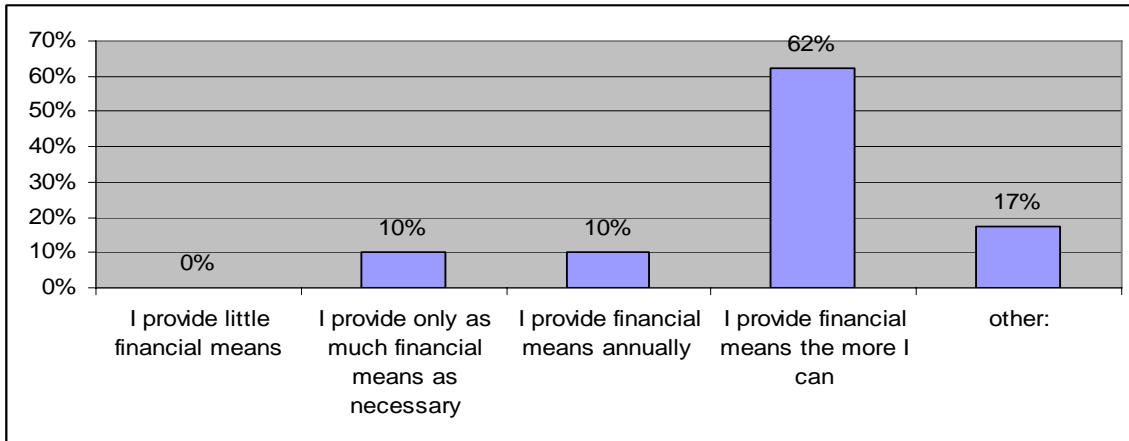


**TRAINING AND DEVELOPMENT**

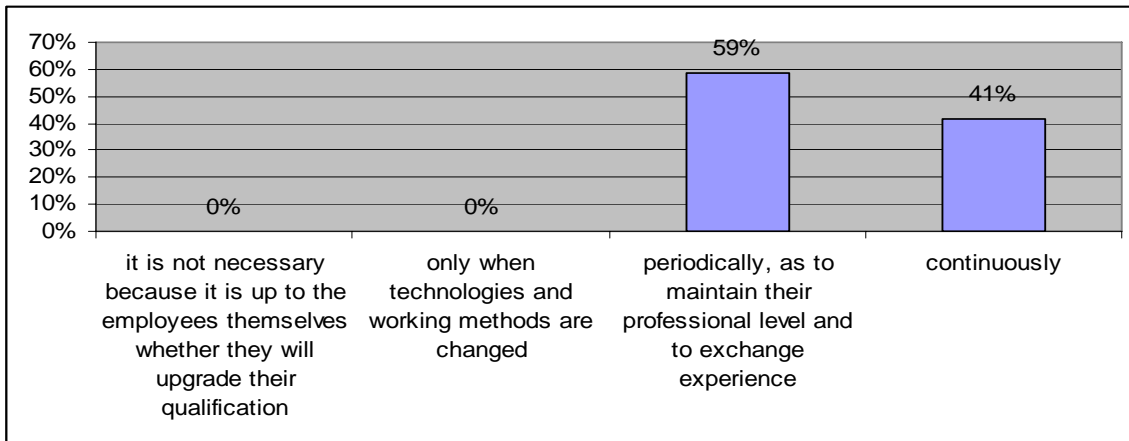
77% of employers/ managers provides financial means to train or retrain one’s staff.



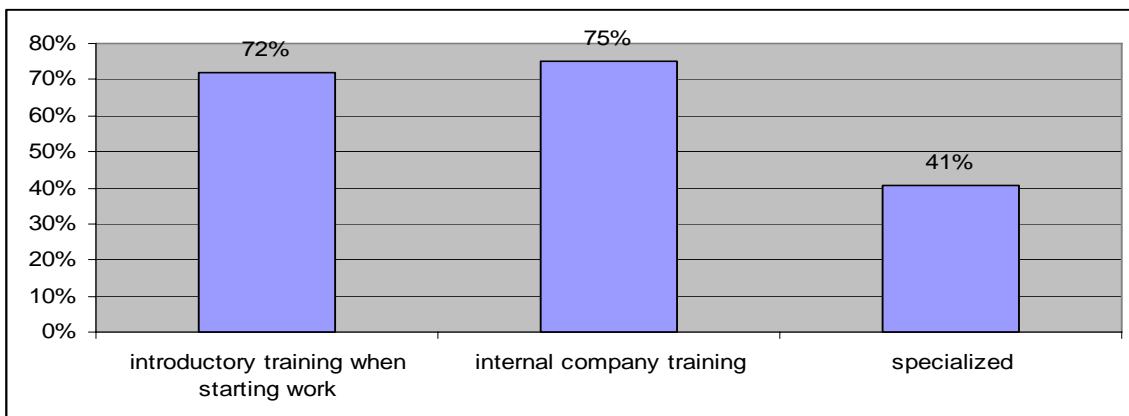
As for the extent to which the employers practice providing financial means for training and retraining, most of them (62%) answered that they provide financial means the more he/ she can, 10% of them provide it as much as necessary and the same percentage provide financial means annually. None of the employers provide little means and 17% of them practice it in other ways which was not specified.



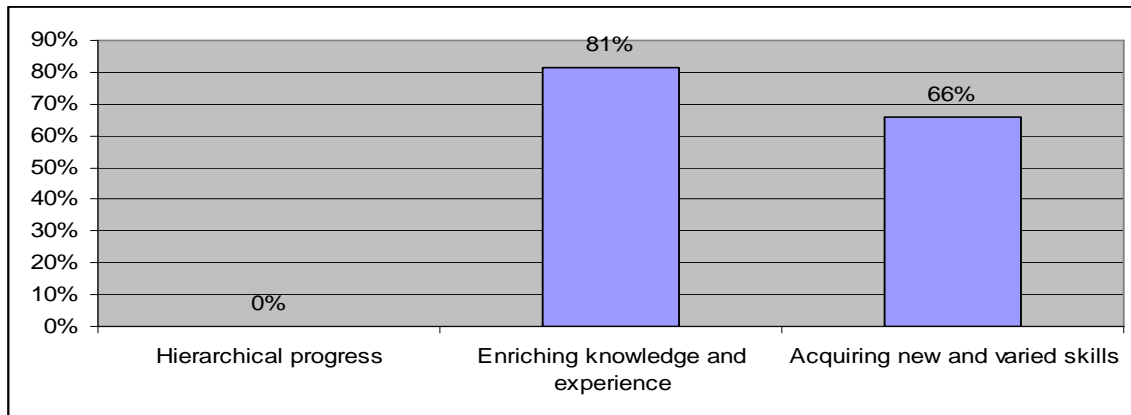
All of the employers considered it necessary to offer retraining courses to staff. 59% of them thought that periodical retraining is necessary and 41% believed that continuous retraining is important.



All of the respondents practice some form of training at their organisation. Most popular were internal company training with 75% and introductory training when starting work with 72%. Specialized training was not considered as important—42%.

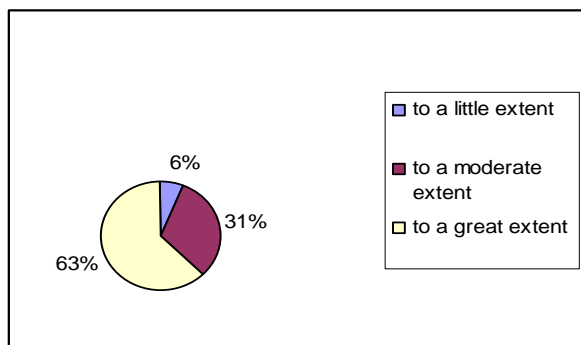


A great majority - 81% of employers said that working in their organisation offers enriching knowledge and experience in the view of career development. Acquiring new and varied skills gained also great popularity—namely 66%.



### MANAGEMENT OF OWN SKILLS

Developing one’s professional skills to improve one’s work as a whole is believed quite vital, as 63% of employers thought it necessary to a great extent and 31% of them considered it necessary to a moderate extent.



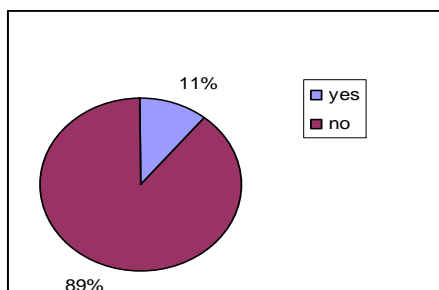
The following professional skills were the most popular ones thought to be necessary in one’s work:

- a) accountancy
- b) languages
- c) leadership/management
- d) legislation
- e) customer care

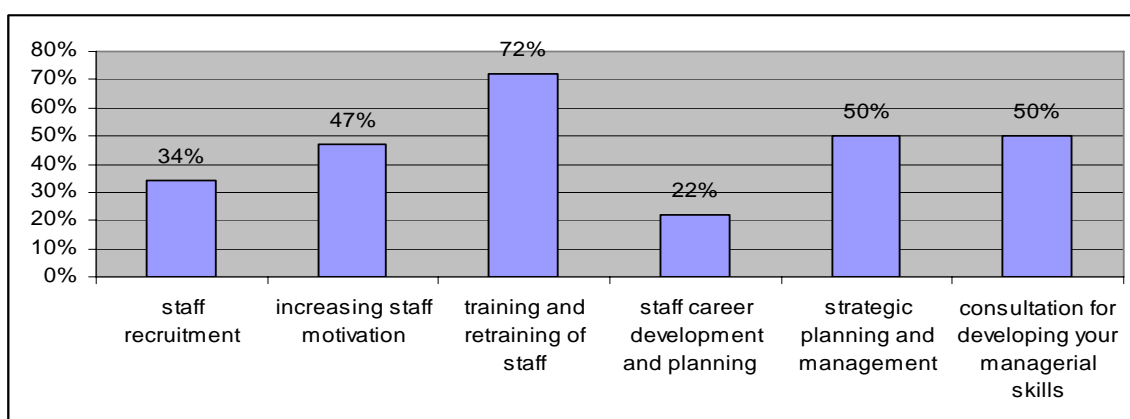
All the given managerial skills were almost given importance of the same kind, whereas effective business communication had the highest place. Following managerial skills are given in the order of popularity:

Effective business communication	3,82
Motivating staff	3,77
Team management and team building	3,72
Leadership	3,68
Business planning	3,56
Negotiating	3,47
Time planning and time management	3,44
Problem-solving skills	3,39
Conflict management	3,11
Dealing with stress at work	3,06

Using the services and consultations by external organisations in the field of human resources management is not that spread in Estonia as only 11% of employers has used them.



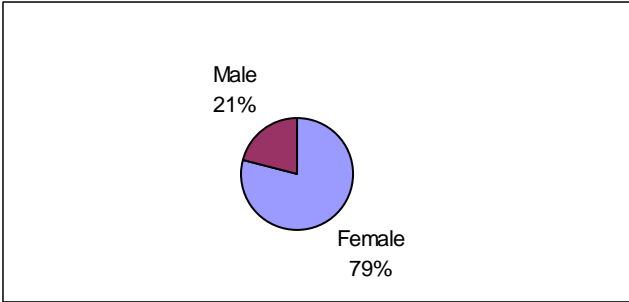
For a better work effectiveness, most employers—72%—are willing to use training and retraining of staff. Half of the respondents would use strategic planning and management or then consultation for developing one’s managerial skills. 47% of employers would increase staff motivation. Staff recruitment or staff career development and planning were not that popular as a way of improving work effectiveness, accordingly 34% and 22%.



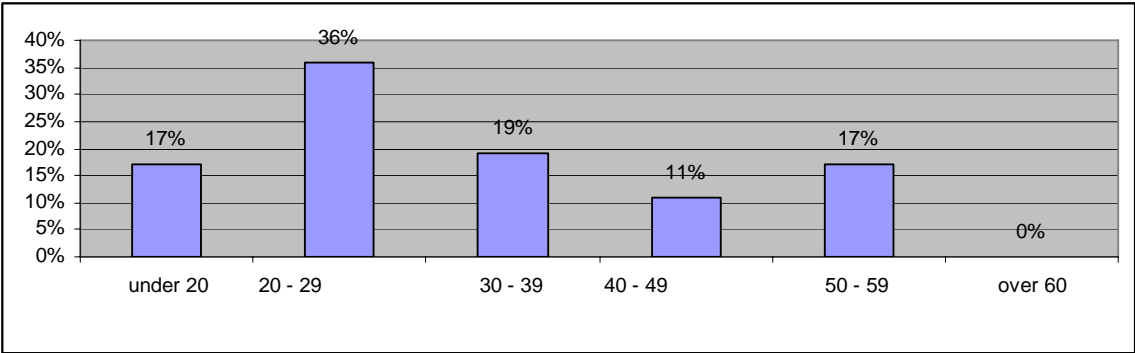
93% of employers were interested in project results and 7% had no interest.

# Unemployed

Alltogether 53 unemployed people filled in the questionaire of whom 21% were male and 79% were female.

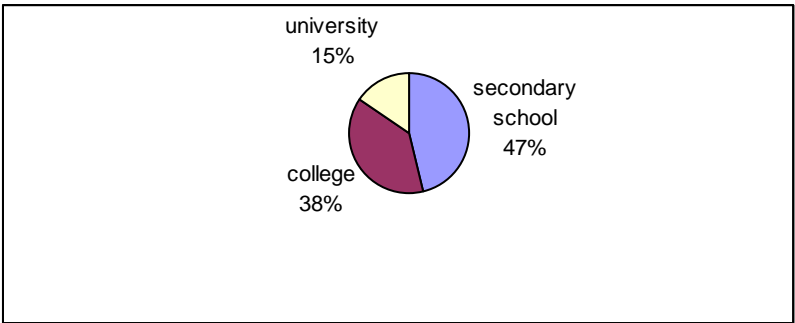


Majority of the respondents were aged 20-29.



The average working experience was 12 years but this strongly varied according to the age.

Almost half of the respondents had only secondary school education, whereas 38% of them had college education and 15% had university education.



The unemployed had mainly graduated a speciality of a sales worker; also commodity research and cookery were represented more than once.

a) sales worker	5
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b) commodity research	2
c) cookery	2
d) economy and management	
e) business transaction	

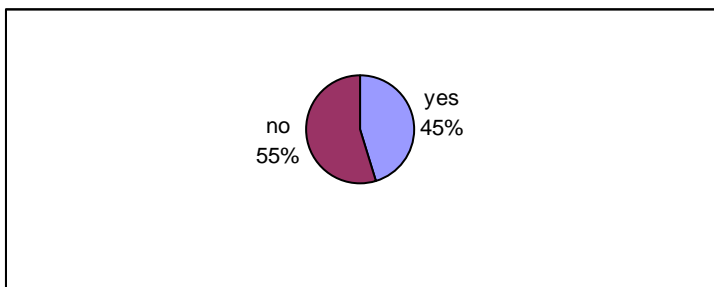
Only 9% of the respondents had worked in the tourism sector before and the most common positions they had held were the following:

- a) service assistant
- b) marketing manager
- c) barmaid
- d) customer attendant
- e) hotel administrator

The average working time in the tourism sector was 2 years.

#### MOTIVATION FOR WORK

Less than half of the responded unemployed would search for a job in the tourism sector.

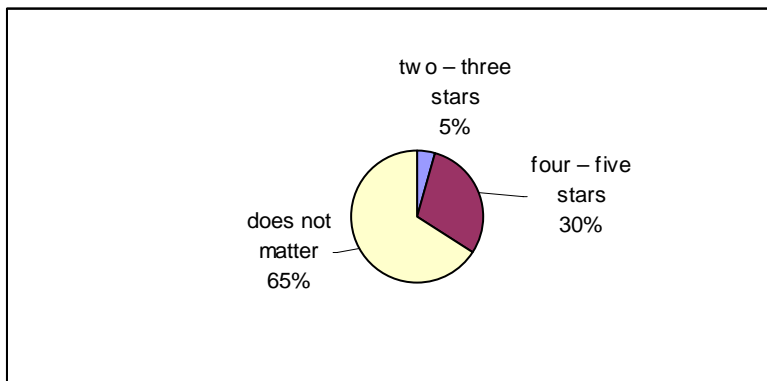


Yet those who would work in the tourism sector would mainly choose the occupation of hotel management or the area related to guides or couriering. The most popular positions were working as a guide, a courier, and also as an administrator.

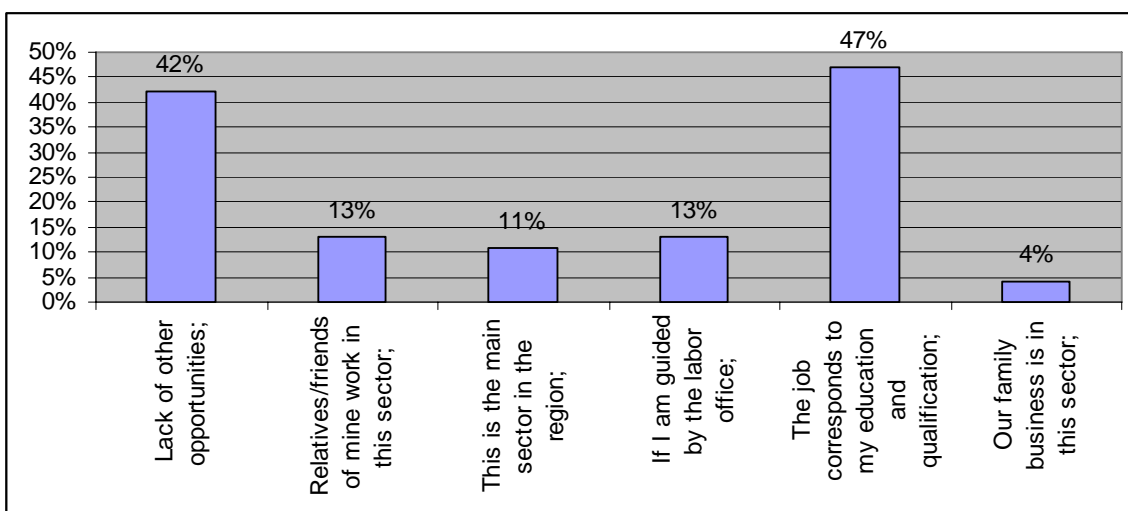
Occupation	Position

a) hotel management 3	a) guide 3
b) area of guides 2	b) courier 3
c) couriers	c) administrator 3
d) dealing with foreigners	d) front-line staff
e) tour organising	e) tour guide

Only 44 people of all the respondents answered what category of organization they prefer. Probably because of the fact that this “star-system” is not that wide-spread in Estonia and this kind of marking does not give an exact understanding of an organization’s quality. Those who did give their preference, 65% do not care what kind of organization they work in, but 30% of the unemployed would choose a four-five star organization.

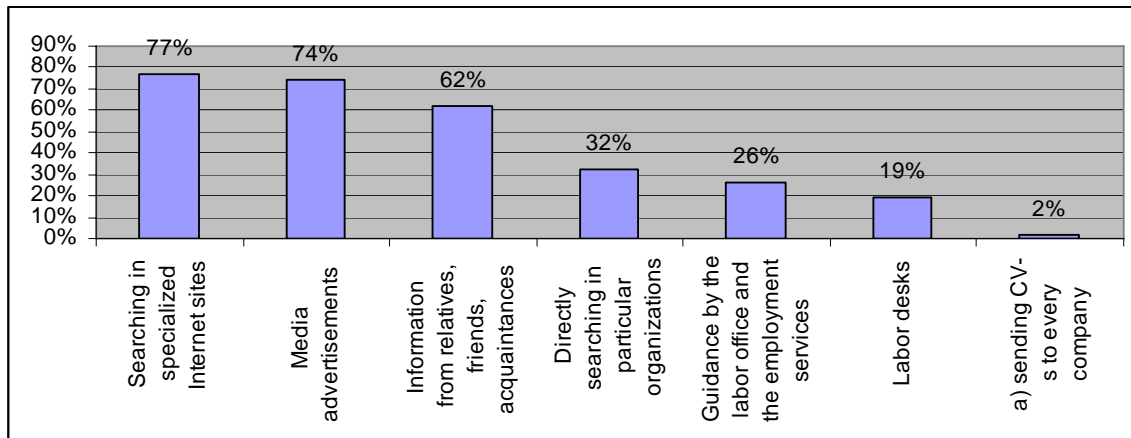


Almost half of the respondents would seek for a job in the tourism sector because it corresponds to one’s education and qualification. Also another major group of them would work in the tourism sector because they do not have any other opportunities.



Among methods of looking for a job, the most popular were searching in specialized Internet sites for 77% and looking media advertisements for 74% of respondents. Asking information from relatives,

friends and acquaintances was quite frequently used as well—62% of unemployed used that. One extra method was suggested also, namely sending CV to every company.



The unemployed considered security of having a job, payment and relations with colleagues as the most important factors for starting to work in the tourism sector. The other aspects were also rated highly and they follow in the order of popularity.

The security of having a job	4,49
Payment	4,45
The relations with the colleagues	4,43
Working conditions	4,31
The possibilities for progress and development	4,31
The opportunity to put into practice my skills and capabilities	4,04
Working hours	4,02
The job itself	3,96
The relations with the management body	3,90

Mainly the respondents speak English and Russian on a medium level, that is 49% and 59%. Yet 42% of the unemployed speak English on a good level and 31% of them speak Russian on a poor level. As can be seen from the table, some of the respondents also speak German, Finnish and Swedish.

Language	Level		
	Good	Medium	Poor

a) English	19	22	4
b) Russian	4	25	13
c) German	0	9	11
d) Finnish	0	2	7
e) Swedish	1	2	0

To be successful in the tourism sector, having good communication skills and knowing foreign languages were considered the most important. A couple of respondents added also quick thinking when he/ she has done something wrong and knowing geography. Herewith the basic skills and knowledge follow in the order of popularity.

Communication skills	4,84
Foreign languages	4,67
Professional skills and knowledge in the particular field	4,31
General knowledge and competence	4,29
Knowledge in history and culture of the region	4,12
Computer skills	3,98
<b>Other:</b>	
a) quick thinking when done something wrong	1,99
b) knowledge of geography	0,18

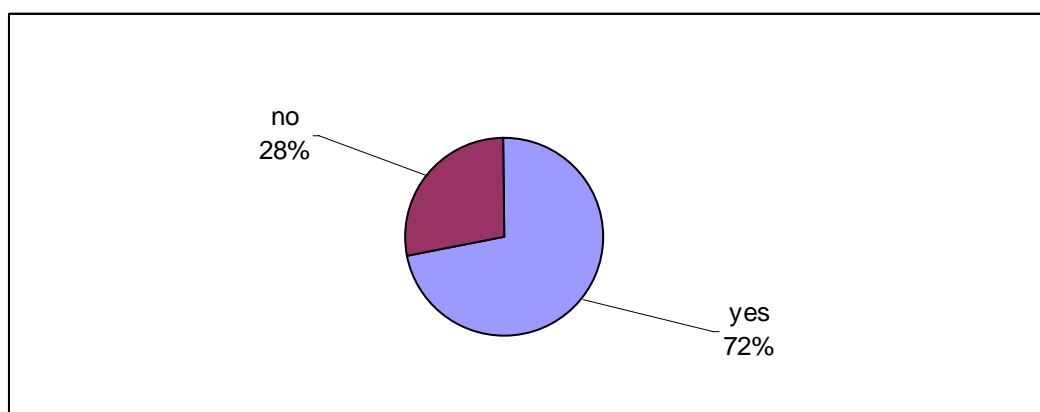
It is quite obvious that all supplementary skills and knowledge are considered necessary and useful for being successful in the tourism sector; therefore all of the given aspects were highly rated. This can be seen from the following table where all the factors are given in the order of popularity.

Skills for communicating with difficult clients	4,75
Conflict-management skills	4,73
Skills for management of stressful and tense situations	4,61
Problem-solving skills	4,61

Skills for work planning	4,53
Team work skills	4,51
Skills for working with clients with specific needs (people with disabilities, etc.)	4,45

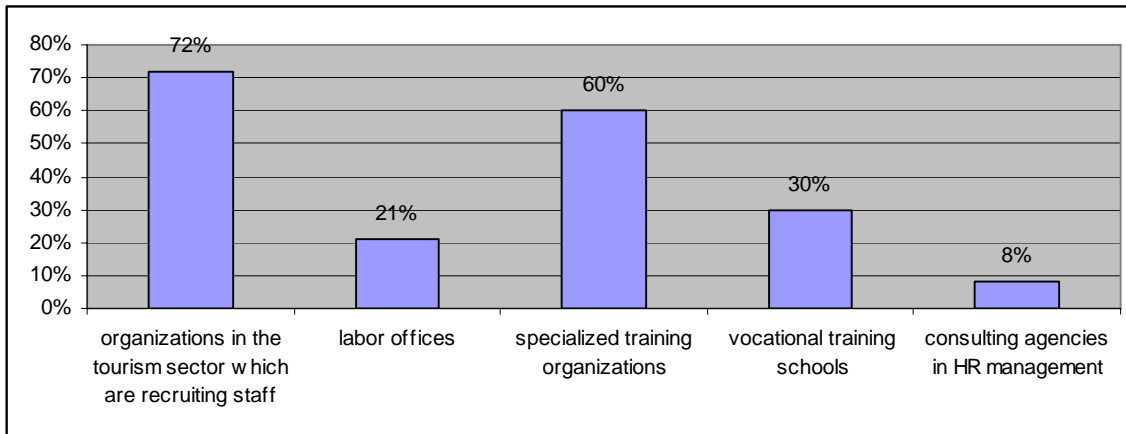
## TRAINING AND CAREER DEVELOPMENT

The unemployed who filled in the questionnaire would be active in learning new skills and developing oneself. This is indicated by the fact that 72% of them would participate in training courses to gain skills required in the tourism sector. The most popular courses would be improving foreign languages and communication.

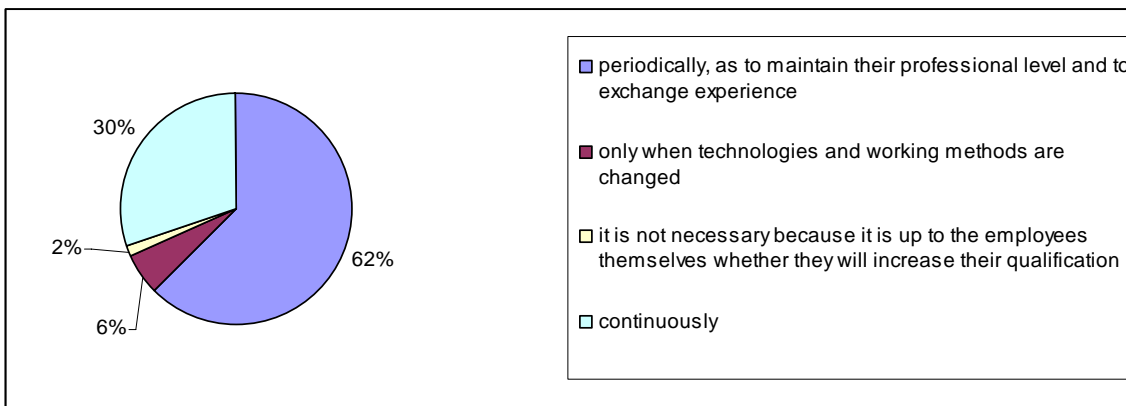


a) foreign languages	10
b) communicating	7
c) related to tourism	5
d) area of guides	3
e) professional courses	2

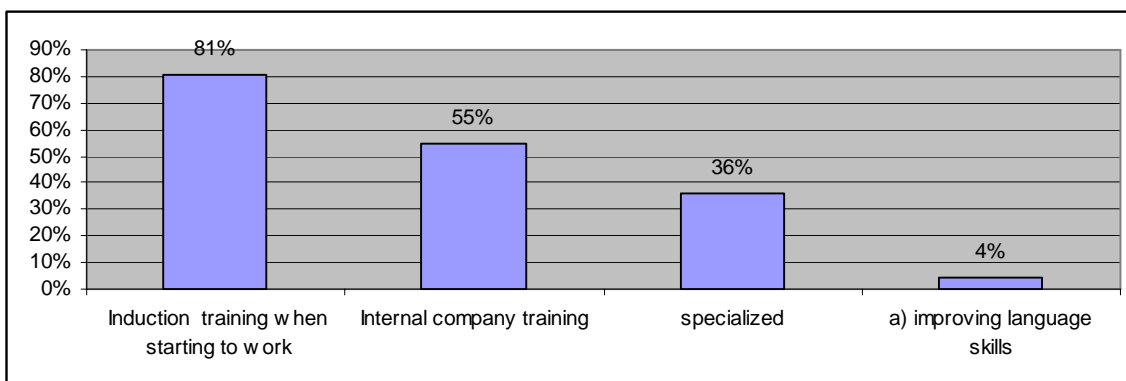
The most obvious answer to the question that who should organize different training courses in the tourism sector were that the organization in the tourism sector which are recruiting staff (72%) and specialized training organizations (60%). Only 30% of the unemployed thought that vocational training schools have the responsibility to do that.



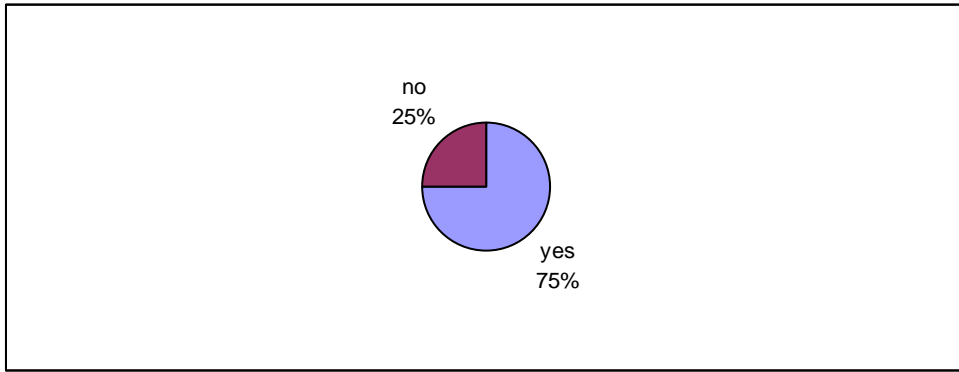
The organizations recruiting staff mentioned above should mainly offer and provide training and re-training course periodically. 30% of unemployed believe they should do it continuously and only 2% of them think these organizations do not need to organize training courses.



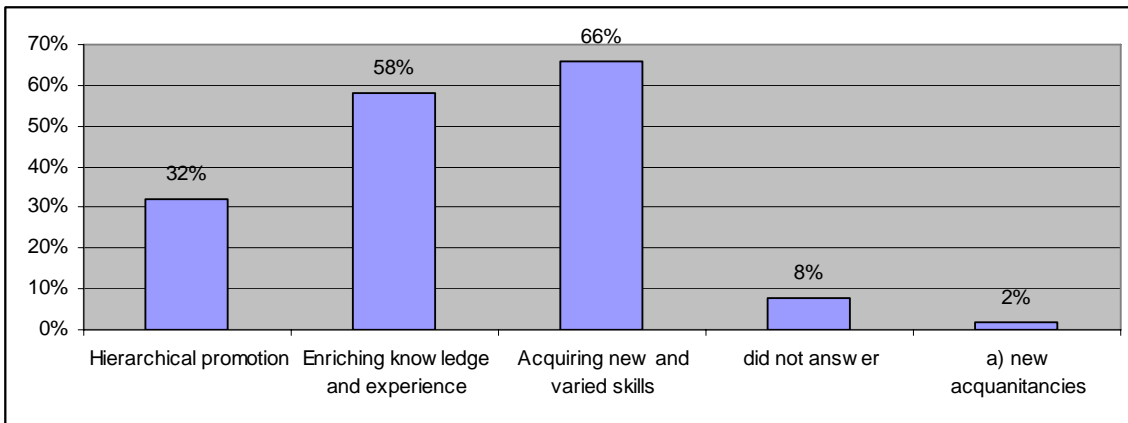
81% of the unemployed thought that induction training is important when starting to work in the tourism sector. Over half of them also believed that internal company training is useful for this. 2 people, that is 4% of unemployed suggested that improving language skills is important as well.



75% of unemployed believe that working in the tourism sector will provide them different opportunities for advancement and professional development.

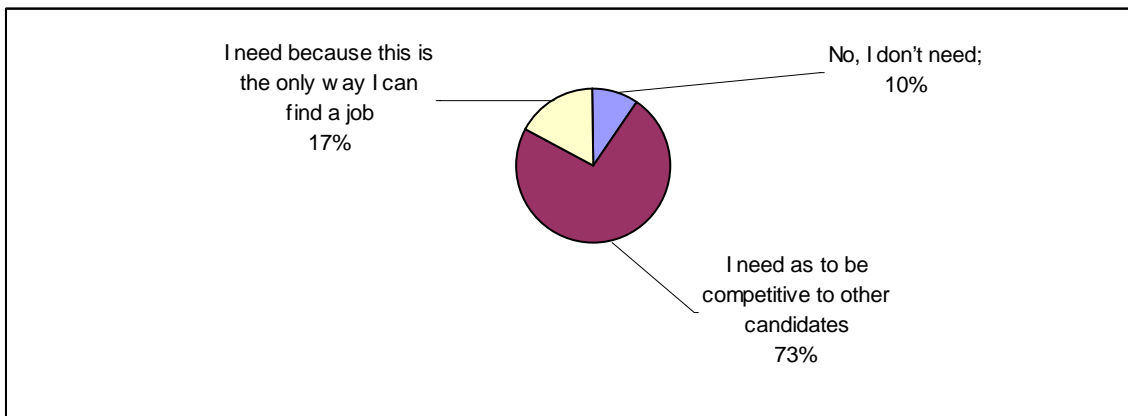


Most of them, that is 66% highlighted acquiring new and varied skills. Also enriching knowledge and experience gained the attention of 58% of unemployed. One person added also acquiring new acquaintances.

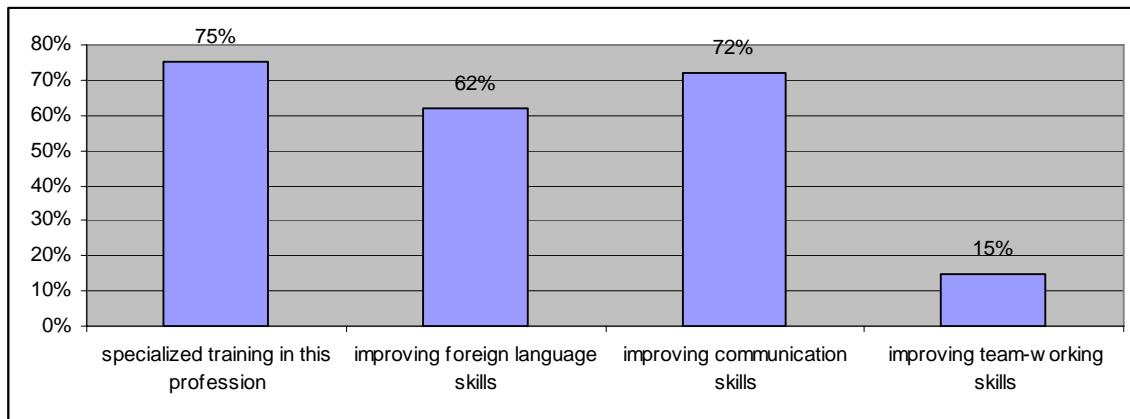


### MANAGEMENT OF OWN SKILLS

Probably because most of those who filled in the questionnaire had not worked in the tourism sector before is the reason why the majority of them (73%) are sure they need supplementary training to start working in the tourism sector as to be competitive in comparison with other candidates. Only 10% of the respondents think they do not need any training.



As can be seen from the following graph, most of the unemployed think they need training courses for improving skills in one's certain profession—75%, communication skills—72%, and foreign language skills—62%. This indicates that communication with other people is considered a very important aspect in working in tourism sector, whereas improving team-working skills was not so highly rated, only 15% of unemployed marked that aspect. It can be suggested because of this that Estonians are quite individualistic people.



The respondents had the chance to suggest what kind of professional skills they need to improve for a more effective work and the answers are given in the order of popularity.

Again, as can be seen, language skills are the most important.

a) language skills	12
b) communication skills	10
c) area of guides	2
d) computer skills	2
e) history	2

The unemployed believe that their success at work mainly depends on their own skills and competences and also on the efforts they put into work. The following aspects were less important, but still necessary. Yet, as can be seen, a few people suggested also fortune and pure luck, getting along with colleagues, and advertising/ promotion as influencing factors.

Your own skill and competences	4,43
The efforts you put into work	4,24
The policy of the organization about managing and developing human resources	4,06
Resources of the organization	3,88

Personally your employer or your direct manager 3,82

Your desires and needs 3,78

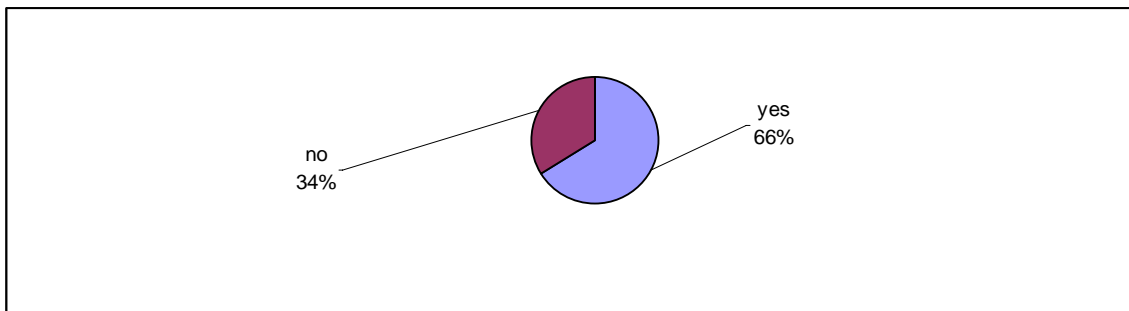
**Other:**

a) fortune and pure luck 0,1

b) getting along with colleagues 0,08

c) advertising/ promotion 0,08

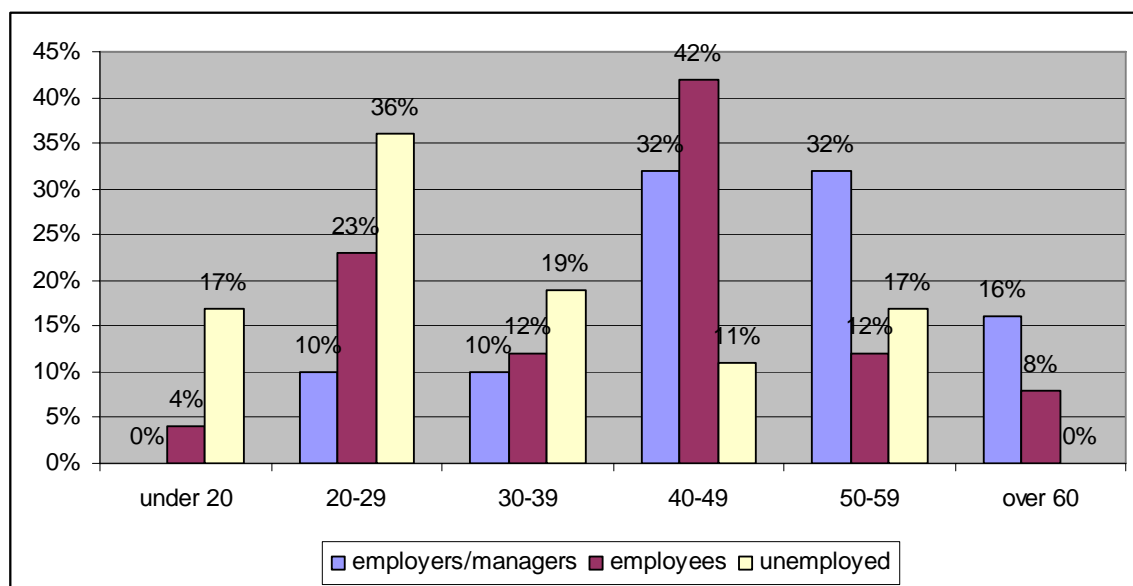
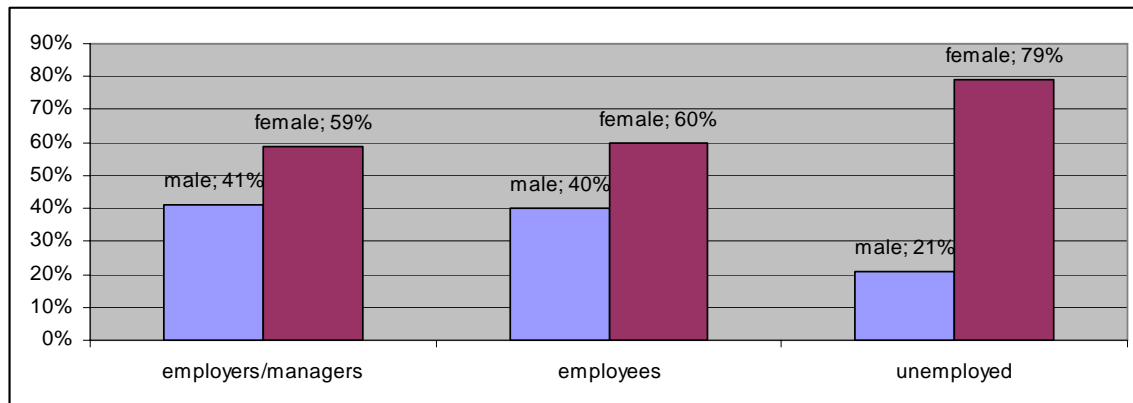
Over half of the unemployed, that is 66% of them were interested in project results, but they were worried about the fact that no contact details were asked in this questionnaire, so there is no possibility to send the results to them.



## COMPARATATIVE ANALYSIS

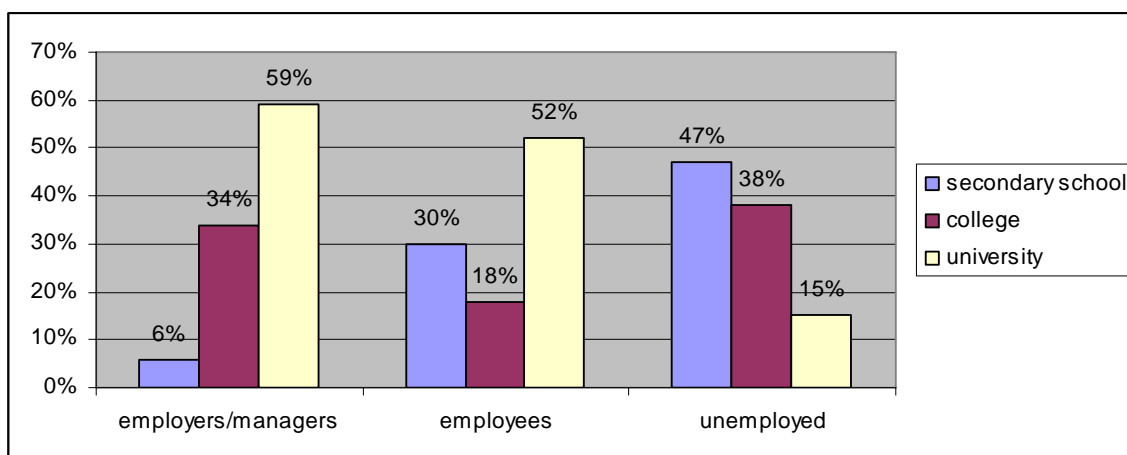
Comparing the results of the questions that occurred in all three questionnaires, the Estonian summary is presented below.

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 female—59% and aged mainly 40-59.



The average working experience in the tourism sector of employers/ managers was 7,5 years, but that of the employees was just on 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.

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.



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.

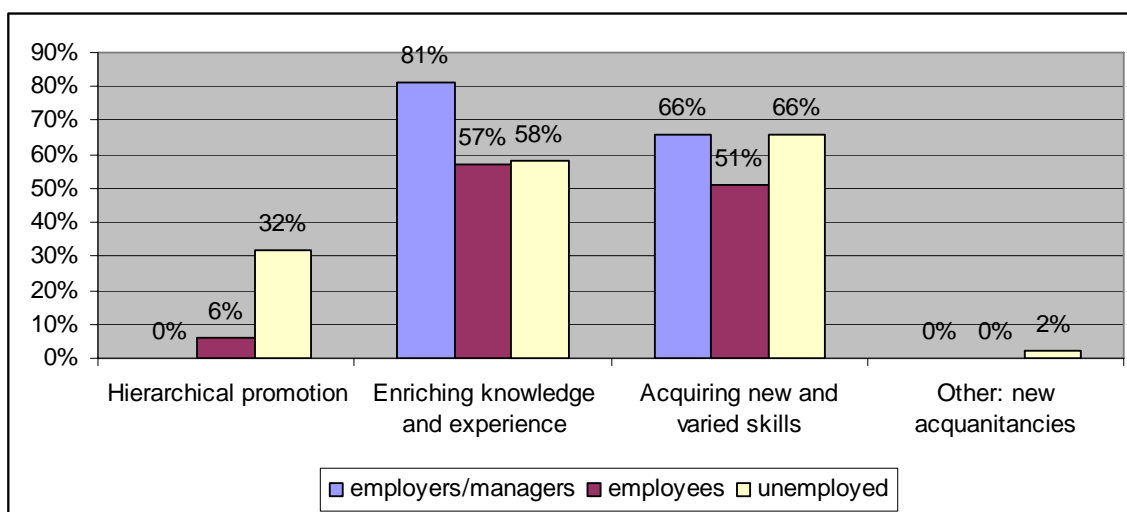
	employers/managers	employees	unemployed
Professional skills and knowledge in the particular field	4,63	2,18	4,31
General knowledge and understanding of the profession	4,53	4,39	4,29
Knowledge in history and culture of the region	4,11	4,29	4,12
<b>Communication skills</b>	<b>4,78</b>	<b>4,89</b>	<b>4,84</b>
Foreign languages	3,79	4,5	4,67
Computer skills	3,79		3,98
Other: quick thinking when done something wrong	0	0	1,99
Other: knowledge of geography	0	0	0,18

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.

	employers/managers	employees	unemployed
Problem-solving skills	4,89	4,5	4,61
Dealing with stressful and tense situations	4,67	4,17	4,61
Skills for planning work	4,67	4,59	4,53

Working in a team	4,63	4,61	4,51
Conflict-management skills	4,63	4,5	4,73
Skills for communicating with difficult clients	4,53	4,28	4,75
Skills for working with clients with specific needs (people with disabilities, etc.)	4,05	3,78	4,45

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%).



The majority of all respondents are interested in project results.

