



How to manage my own skills

How to manage my own skills

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

Leonardo da Vinci

Pilot project

Mitko Stamatov

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Tourism Labour Market Research

Bulgaria, 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 the central and south regions of Bulgaria. Research was compiled using a variety of secondary data sources such as Chambers of Commerce listings, telephone directories, tourism membership lists, websites, face to face meetings and promotional materials.

The sectors represented in the database include:

- Accommodation
- Transportation
- Food and beverage
- Attractions
- Tourism education
- Travel and Tour operators
- Arts, Culture and Entertainment
- 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 Bulgaria includes 140(139) employees; 50(52) employers/managers; unemployed 50(49) all together data base of 240 respondents from several big cities. 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 take place in 3 European counties (Belgium, Bulgaria and Estonia). Implementation of field part last 15 day. (15.03.2007 till end of the month). Tool – face to face interviews with mixed questionnaire (both open and closed questions).

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

The biggest sample, includes 140(139) employees.

Passport of the sample:

Gender: 50 male 88 female

Age:

		Frequency	Percent
Valid	under 20	3	2,2
	20-29	85	61,2
	30-39	33	23,7
	40-49	8	5,8
	50-59	9	6,5
	Total	138	99,3
Missing	System	1	0,7
Total		139	100,0

Most of the employees are young people at the age of 20-29 (61.2%) as well as middle aged 30-39 (23.7%)

Working experience vary from several months (less than 6 months) to 35 years.

Working experience within this organization is from several months to 12 years.

Position

Some of most common positions are waiter 27 respondents; administrator 22; barman and cook 14 each of them; maid 9 and pikolo 5

Education

		Frequency	Percent
Valid	secondary school	65	46,8
	college	33	23,7
	university	41	29,5
	Total	139	100,0

Most of the employees are young people at the age of 20-29 (61.2%) as well as middle aged 30-39 (23.7%) Older employees usually have made a career in the sector and operate as managing bodies or coordinators of department/unit. Average working experience is 5.5 years with very strong variation 36.5 (min 6 months max 35 years) which means that most of the employees have very small work experience. Mean work experience within the same organization is 2.5 years.(min -10months max 12 years).

Almost 30% (29.5%) have university degree. Unfortunately most of them have degree in a subject different from those related to the tourism sector. They take their occupation as a temporarily job. For 32.8% the job corresponds to their education.

Motivation:**The motivation for job in tourism sector:****Two main reasons**

- **social** I didn't have any choice; Relatives/friends of mine work in this sector; This is the main sector in the region; Other – mainly good level of salaries.
- **educational** The job corresponds to my education and qualification

To what extent were your preliminary expectations about working in the tourism sector confirmed

		Frequency	Percent
Valid	to a little extent	17	12,2
	to a moderate extent	73	52,5
	to a great extent	48	34,5
	Total	138	99,3
Missing	System	1	0,7
Total		139	100,0

Respondents declare that social perception for jobs in tourism sector is adequate: 52.5% to a moderate extent and 34.5% to a greater extent. This mean that most of the employee have had a relatively good idea concerning their duties and responsibilities.

In the majority of cases, individuals chose to work in tourism to improve quality of life factors such as living and working in the area of their choice, and having the opportunity to do something that they enjoyed and that meant working with people. A small number of the participants, who had experienced an injury, felt that working in tourism would allow them flexibility to work within their “new capacities”. Motivation varied. Overall tourism was seen as a career of choice instead of one of circumstance.

Individuals reported that tourism had a range of impacts on their quality of life, both positive and negative. Things that improved for individuals included enjoyment of their work, more predictable time allocation, improved social relationships, greater self esteem and sense of control, opportunity to learn new skills and pride of ownership or culture. Things that worsened for individuals included job related stress, particularly for entrepreneurs, for some, a lower income, for those working in the office, a sense of loss at being outdoors or with family.

Working conditions

Payment

Level of payment in the sector is above average in the country. That's why 37% of the employees are satisfied and 5% are very satisfied. All together with neither satisfied nor dissatisfied - 76.1% consider their payment rates as reasonable.

There is no observable dependency/correlation between education and satisfaction from payment. As well as there is no correlation between satisfaction from payment and working experience.

Working conditions as a whole

		Frequency	Percent
Valid	very dissatisfied	3	2,2
	dissatisfied	9	6,5
	not satisfied,not dissatisfied	36	25,9
	satisfied	71	51,1
	very satisfied	18	12,9
	Total	137	99,3
Missing	System	1	0,7
Total		139	100,0

As it's obvious from graphs presented bellow (**Annex 1**) there are approximately 10% of the employees – dissatisfied or very dissatisfied from working conditions; working hours and all related issues. The percentage is consistent for almost all questions concerning working environment. There is no obvious correlation between dissatisfaction and measured variables.

As a conclusion we could say that stimulating factors for employee in to the sphere are:

- Relevantly good payment (above average for the country);
- Interesting work environment (communication with people from different social, cultural and ethnical groups);
- The job itself;
- Good collaboration with colleagues and managing bodies (mostly young people);
- The possibilities for advancement and development
- The security of the job

Negative factors could be classified as:

- Lack of dependency between educational status and position obtained

- Lack of relationship between salary and education/skills obtained from formal educational system
- There are no traditions in the sector; most of the employees have very small working experience (young people who have not obtained specific education)

With relation to all mentioned above 96.4% of employees intend to continue their work in the tourism sector.

Will you continue to work in the tourism sector?

		Frequency	Percent
Valid	yes	134	96,4
	no	5	3,6
	Total	139	100,0

Almost half of them will work in the sector at least 1 year (21,6%) or intend to have a career 46.1% if your answer yes

		Frequency	Percent
Valid	for this season only	5	3,6
	at least 6 month	10	7,2
	at least 1 year	30	21,6
	I'm planning a career in tourism sector	34	24,5
	Total	79	56,8
Missing	System	60	43,2
Total		139	100,0

PROFESSIONAL SKILLS AND COMPETENCES

Employees granted the following range of skills as important for a successful professional realization in the tourism sector.

1.	Communication skills
2.	Professional skills and knowledge in the particular field
3.	Foreign languages
4.	General knowledge and competence
5.	Knowledge in history and culture of the region
6.	Computer skills

To what extent do you put into practice your professional skills and competences?

		Frequency	Percent
Valid	to a very little extent	8	5,8
	to a little extent	7	5,0
	to a moderate extent	31	22,3
	to a great extent	71	51,1
	to a very great extent	16	11,5
	Total	133	95,7
Missing	System	6	4,3
Total		139	100,0

Foreign languages

Very good indication is the fact that 79.1% of the employees use at least one foreign language

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	English	101	72,7	91,8	91,8
	German	1	,7	,9	92,7
	Greek	2	1,4	1,8	94,5
	Spain	1	,7	,9	95,5
	Russian	4	2,9	3,6	99,1
	french	1	,7	,9	100,0
	Total	110	79,1	100,0	
Missing	System	29	20,9		
Total		139	100,0		

Most common language is English, followed by Russian and Greek.

Second foreign language is used by 42.4% of the employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Italian	4	2,9	6,8	6,8
	German	14	10,1	23,7	30,5
	Greek	4	2,9	6,8	37,3

	Turkish	1	,7	1,7	39,0
	Spain	10	7,2	16,9	55,9
	Russian	19	13,7	32,2	88,1
	french	5	3,6	8,5	96,6
	romanian	1	,7	1,7	98,3
	japanese	1	,7	1,7	100,0
	Total	59	42,4	100,0	
Missing	System	80	57,6		
Total		139	100,0		

And third foreign language is used by 7.2% from all employees

Foreign languages

		Frequency	Percent
Valid	Italian	1	,7
	Dutch	1	,7
	Greek	2	1,4
	Spain	1	,7
	Russian	3	2,2
	french	1	,7
	serbian	1	,7
	Total	10	7,2
Missing	System	129	92,8
Total		139	100,0

As a conclusion we could say that almost half of the employees use at least 2 foreign languages. There is no educational policy in that direction. The structure of languages is due to conjuncture factors. The more frequently used languages are the result of formal education institutions.

TRAINING AND CAREER DEVELOPMENT

Have you participated in training and re-training courses organized by the institution in which you work ?

		Frequency	Percent
Valid	yes	51	36,7
	no	84	60,4
	Total	135	97,1
Missing	System	4	2,9
Total		139	100,0

64% from the respondents declare that they have opportunities for advancement and career development. They indicate that „Enriching knowledge and experience” is most common

opportunity, followed by „Acquiring new and varied skills”

MANAGEMENT OF OWN SKILLS

To what extent can you plan your career development?

Career development

		Frequency	Percent
Valid	to a little extent	31	22,3
	to a moderate extent	75	54,0
	to a great extent	31	22,3
	Total	137	98,6
Missing	System	2	1,4
Total		139	100,0

Most of the employees declare that they can plan career perspectives to a moderate extend. 82% think it is necessary to develop professional skills in order to improve their work as a whole. Preferred specialized trainings are as follows:

1. specialized training in this profession, notably
2. improving foreign language skills
3. improving communication skills
4. improving team-working skills

Employers and Managers in the sphere of Tourism and Hospitality

The sample was focused on middle range and above tourist firms. The interviews were made mainly with managers and/or employer/owners of 2-4 stars/category objects. Minimum number of staff was 3 employees; maximum 150. Mean 40.9 employees.

The profile of managers includes

Male 52.9% Female 47.1%

Age

		Frequency	Percent
Valid	20 - 29	10	19,2
	30 - 39	26	50,0
	40 - 49	10	19,2
	50 - 59	4	7,7
	older than 60	1	1,9
	Total	51	98,1
Missing	System	1	1,9
Total		52	100,0

Most of the employers are at the age of 30-39 with mean work experience 15 years and experience in current organization 6 years. Well educated 86.5% with university degree (Methodological lack – it's not clear if they have degree in relevant field).

HUMAN RESOURCES MANAGEMENT

All managers have difficulties in hiring and keeping staff. The main problem is lack of qualified and trained staff and frequent changes in staff because of the seasonable character of the job. Some of them complain from lack of working experience in the tourism sector, as well as lack of motivation and desire to work.

Managers have problems to find employees in following positions – cook; waiter; receptionist. All positions at seasonable character offering only a time job (several months depending on tourist season).

Having the idea to outline the ideal employee we figured out the profile based on several basic characteristics:

Human resource managers think that gender of the employees is not important. 84.6% say it doesn't matter. When it's about the age of the employee – preferable are young people 20-29 followed by 30-39. Some of the managers 32.7% from those answered (33.3% from whole sample) declare that gender doesn't matter

Prefer age

		Frequency	Percent	Valid Percent
Valid	20 - 29	23	44,2	45,1
	30 - 39	8	15,4	15,7
	40 - 49	3	5,8	5,9
	it doesn't matter	17	32,7	33,3
	Total	51	98,1	100,0
Missing	System	1	1,9	
Total		52	100,0	

Preferred employee have degree from tourism college (55.8% from all answers) followed by ones with higher education in tourism sector. Human resource managers prefer college education for most spread job position (the one not requiring specialized high education). University degree in tourism provide specialists regarding management of the sector.

As a conclusion – preferred employee is 20-29 age. No matter of gender. College education or higher is required.

Human resource managers use variety of techniques to keep staff and to increase its motivation. Most preferred are additional material incentive (for example, at the end of the year) and Additional gains (for example money for clothes, additional health insurance, etc.). Sometimes managers use

tools like Financial recompenses (other than the basic salary) and Improving working conditions. A little bit rare stimulus like rests and excursions, opportunities for advancement and career development and opportunities for upgrading qualification are used.

Importance of basic skills and knowledge for a successful professional realization in the tourism sector is undoubted. Managers rated several basic skills and competences defined as most important;

The most important are „Communication skills” and „Professional skills and knowledge in the particular field”. According to managing bodies in tourism sector additionally very important skills and competences include communication in Foreign languages as well as Knowledge in history and culture of the region.

Tables with supplementary skills and knowledge important for a successful realization in the tourism sector could be seen in **Annex 2**.

Common opinion is that the skills possessed by employees are to some extent sufficient for the achievement of higher results at work.

Results at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	they are insufficient	2	3,8	4,2	4,2
	they are sufficient to some extent	31	59,6	64,6	68,8
	they are sufficient	15	28,8	31,3	100,0
	Total	48	92,3	100,0	
Missing	System	4	7,7		
Total		52	100,0		

Entirely satisfied from skills and competences of employed staff are 28.8% of the respondents.

Following the conclusion that most of employers are satisfied from their employees to some extent we asked them for training and career development opportunities they provide.

Provide financial means for training and retraining

		Frequency	Percent	Valid Percent
Valid	yes	40	76,9	81,6
	no	9	17,3	18,4
	Total	49	94,2	100,0
Missing	System	3	5,8	
Total		52	100,0	

Extend of participation

		Frequency	Percent	Valid Percent
Valid	I provide little financial means	1	1,9	2,7
	I provide only as much financial means as necessary	9	17,3	24,3
	I provide financial means annually	14	26,9	37,8
	I provide financial means the more I can	12	23,1	32,4
	Other	1	1,9	2,7
	Total	37	71,2	100,0
	Missing	System	15	28,8
Total		52	100,0	

76.9% of the enterprises provide training and career development opportunities. Half of them provide funding on annual base, other have different requalification schemes and organize trainings and other events as more as the are able.

Retraining courses are provided periodically by 59.6% of the employers. 73.1% provide introductory training when new employees starting their work.

42.6% of the companies provide Internal company trainings by themselves. 30.8% hire specialized external companies.

Career opportunities

According to managers opportunities for career development which companies/organizations offer are focused on following issues:

- possibilities of hierarchical progress
- enriching knowledge and experience
- acquiring new and varied skills

Interviewed managing bodies express the opinion that the following qualification are considered as approximately equivalent (very small variation is observed).

- Business planning
- Negotiating
- Problem-solving skills
- Conflict management
- Effective business communication
- Team management and team building
- Dealing with stress at work
- Time planning and time management
- Motivating staff Leadership

Less than half of employers have used external consulting organization in the field of recourse management.

Used the services and consultations by external organisations

		Frequency	Percent	Valid Percent
Valid	yes	23	44,2	46,0
	no	27	51,9	54,0
	Total	50	96,2	100,0
Missing	System	2	3,8	
Total		52	100,0	

Unemployed

The survey included 49 (50 but 1 partly filled in questionnaire) unemployed people. 32.7% male 66.7% female. Age under 20 -20.4%, 20-29 -51%, age 30-39 – 20.4%. Mean working experience is 5.7 years. Minimum – less than year (several months). Maximum -30 years. 46.5% of them have worked in tourism sector so far. Positions which have been obtained are barman and administrator. The average working experience in tourism sector is 1.5 years.

63.3% have only secondary school education; 16.3% - college; university- 20.4%

Almost all of them would like to find a job in tourism – 95.9%

Category of the organisation

		Frequency	Percent
Valid	two - three stars	9	18,4
	four - five stars	30	61,2
	does not matter	10	20,4
	Total	49	100,0

People are interested in finding an occupation in high quality /four-five stars/organization which provide better working conditions and payment.

The main motivation for searching for a job in tourism sector according to questionnaires is that the job corresponds to education and qualifications.

Methods of job-seeking

Media campaigns and searching in specialized internet web pages as well as information provided by friends and relatives are most common information channels concerning job seeking.

Motivation

Interviewed unemployed people will preferred to find job in tourism sector because of good level of Working conditions, reasonable payment. According to interviewed respondents, working hours and the opportunity to put into practice skills and capabilities are at very good level.

PROFESSIONAL SKILLS AND COMPETENCES

Very good languages level is observed. 89.8% from the sample declare to speak at least one foreign language. 36.7% declare to speak two foreign languages and 6.1% speak three foreign languages.

Most popular languages are English, German and French

Interviewed persons declared that all listed skills and competences are important for a successful professional realization in the tourism sector.

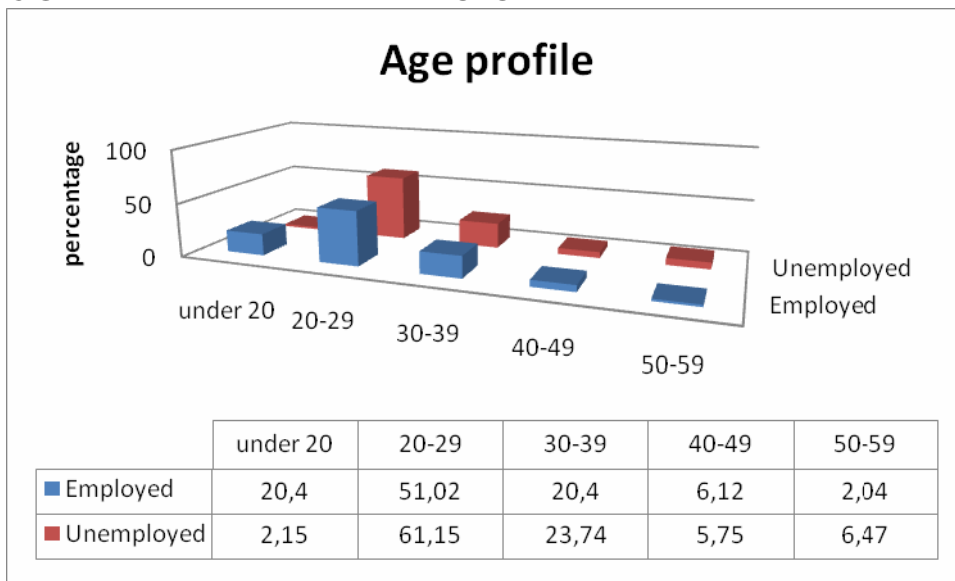
Listed skills are:

- Professional skills and knowledge in the particular field
- General knowledge and competence
- Knowledge in history and culture of the region
- Communication skills
- Foreign languages
- Computer skills

89.6% will participate in training courses to gain skills required in the tourism sector if such are organized. Most appropriate are considered courses organized by organizations in the tourism sector which are recruiting staff and specialized training organizations. Interviewed unemployed people consider that organizations recruiting staff should periodically offer and provide training and re-training courses. In case they are hired in tourism sector 69% of respondents will need introductory training. They preferred these courses to be organized internally by the company. (44.9%).

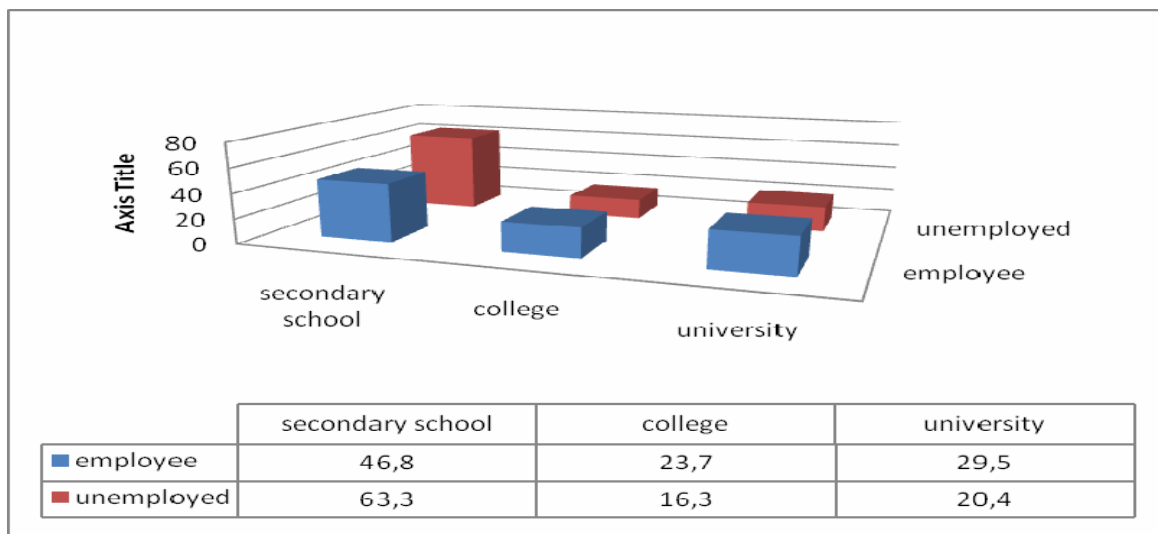
Opportunities in tourism sector – interviewed people express the opinion that there is a good chance for advancement and professional development in tourism sector. They expect it to be a - Hierarchical promotion as well as Enriching knowledge and experience. 90% declare that they need specialized training 55% need it in order to be competitive to the other candidates. 34.7% need it because this is the only way they can find a job.

COMARATATIVE ANALYSIS



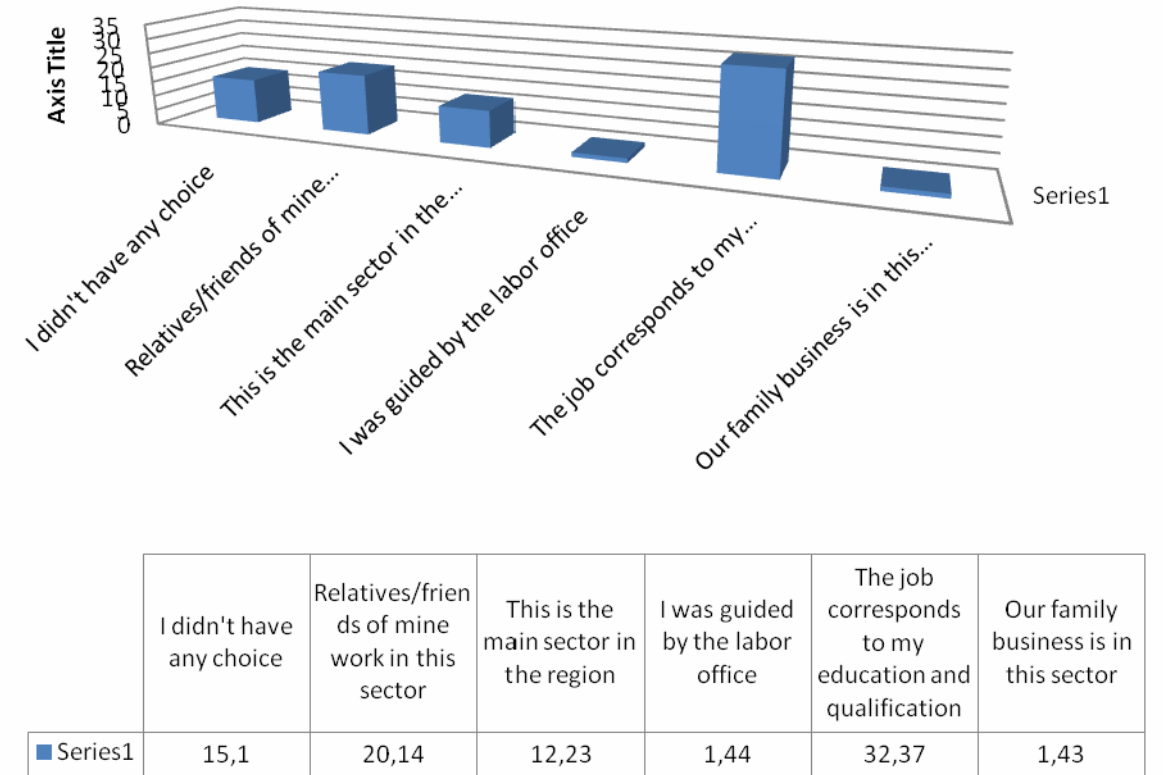
Very strong concurrence of age structure of both groups is observed. The only deviance is concerning youngest group under 20 years old. Seems that younger groups under 20 and 20-29 are preferred in tourism sector. The same situation in the group of unemployed – 2,15% are under 20 years old.

Education

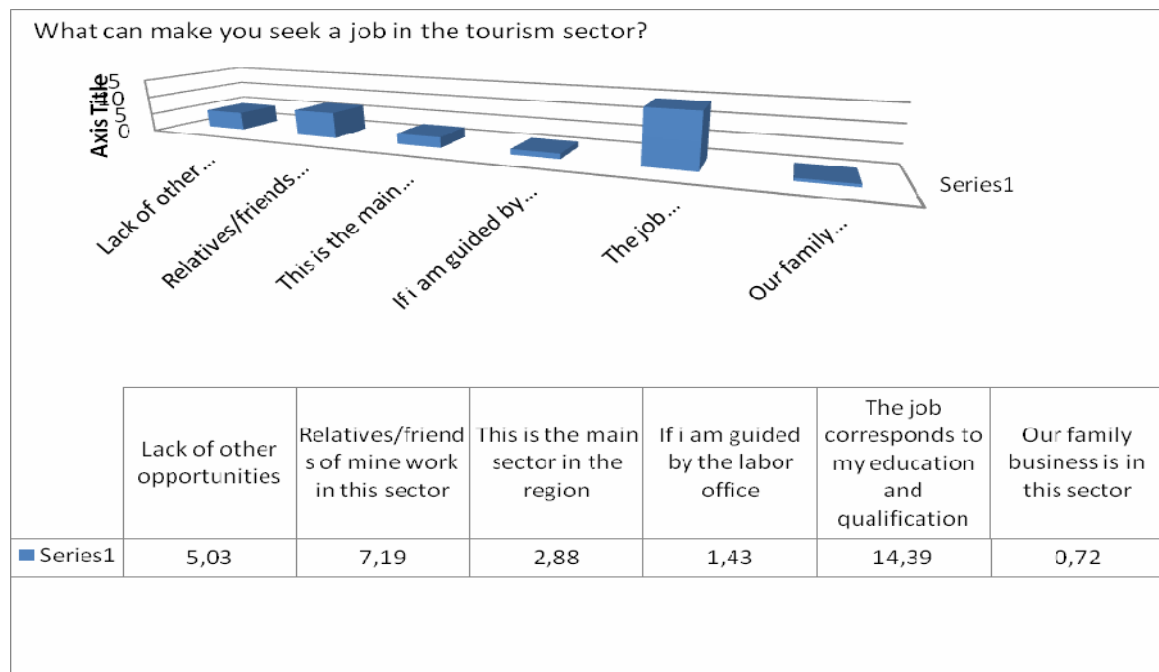


Concerning education both groups (employees and unemployed) have almost similar structure. Employed people have higher educational status – 10% more persons with university degree and almost 10% college education.

What were your reason to start working in this sector?



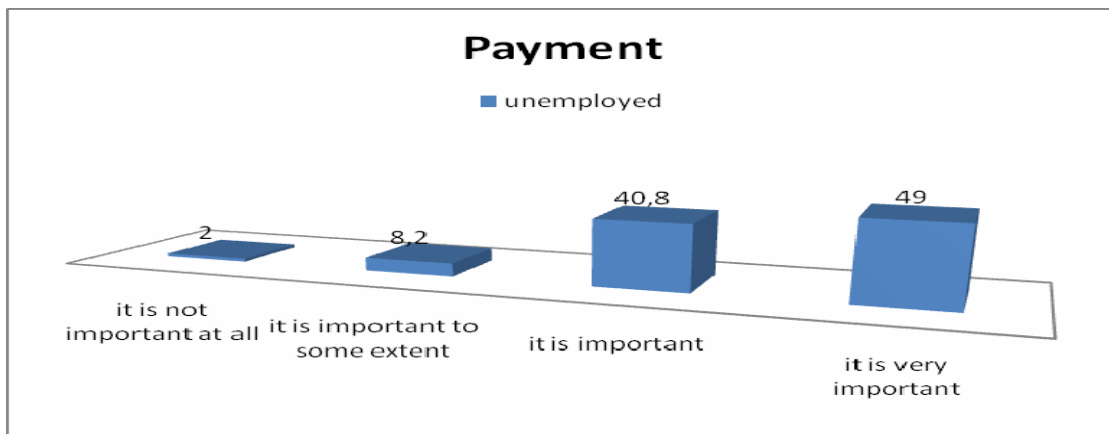
Unemployed



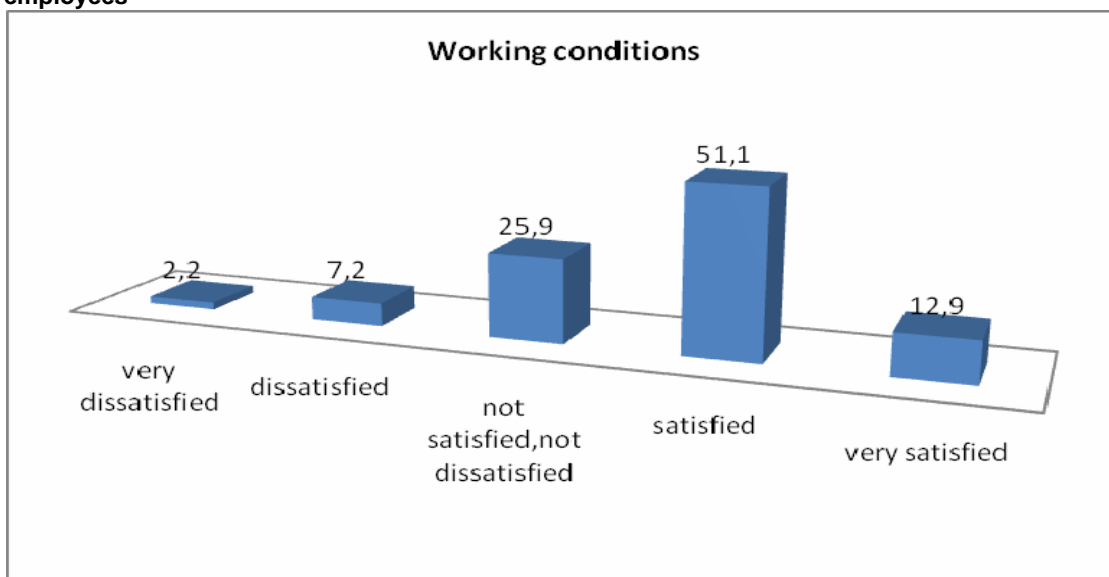
As its obvious from the graphics – employees and unemployed people who intend to look for a job in tourism sector have very similar motives. The main reason is that the job corespond to their education folloved by relatives, friends already working in the sector.

This is opposite of the fact that more than 60% of the unemployed respondents declare they have secondary school degree

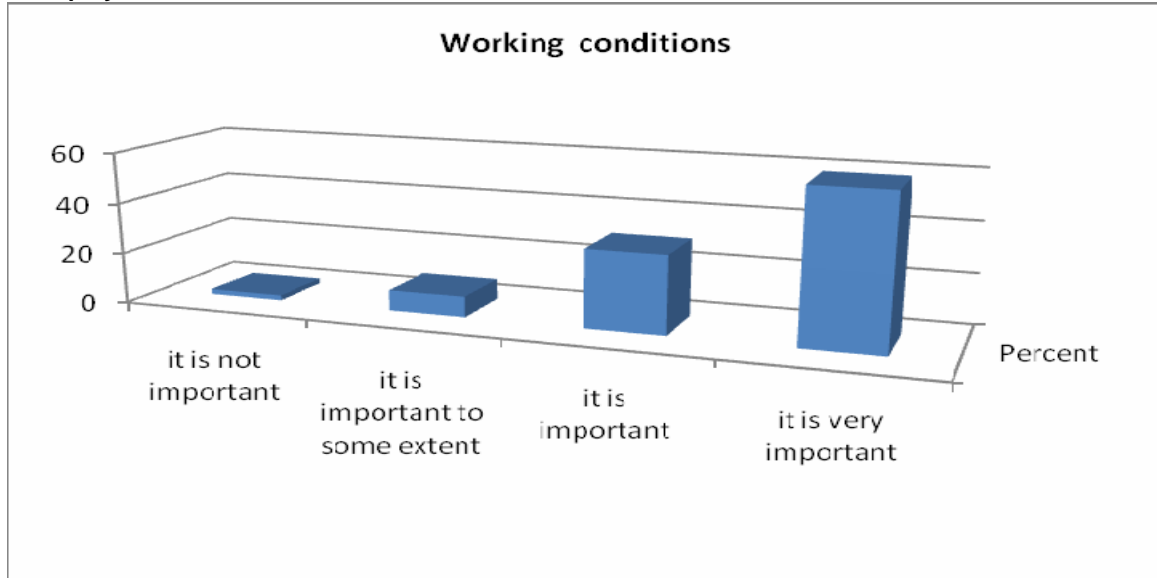
Comparison of employed and unemployed people's opinion about tourism sector issues such as:



employees

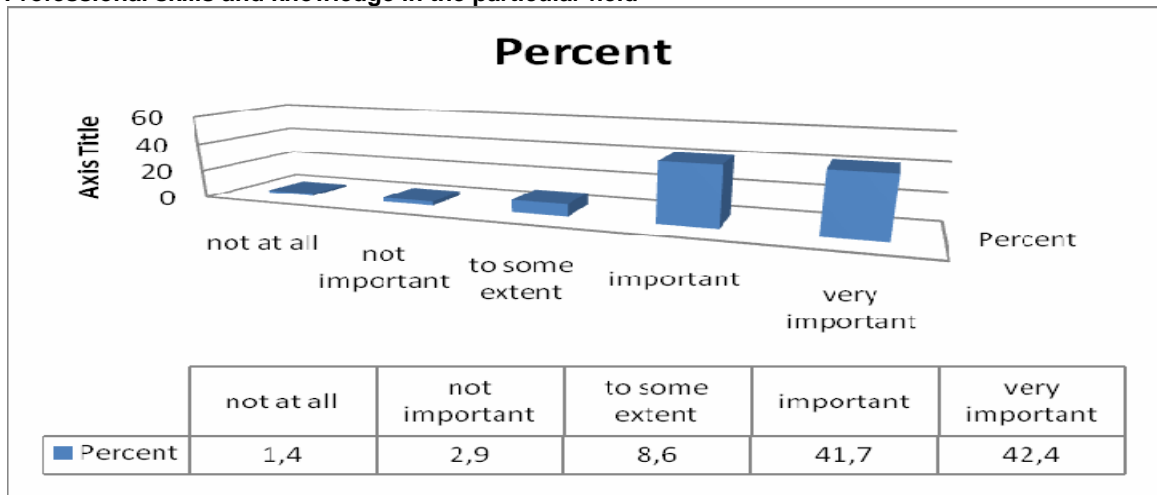


unemployed



The same structure of answers is observed in all issues. As a conclusion we could say that there is strong concurrence between social perception and opinion of people employed in tourism sector.

Professional skills and knowledge in the particular field



Professional skills



Concerning Skills and competences there are no differences in the responses of 3 interviewed groups. Variation is very small – 0.5 -0.7% (less then 1 point deviation). Based on that we could suppose that answers reproduce a social perception of skills and competences required in the sector.

	employers/managers	employees	unemployed
Professional skills and knowledge in the particular field	4.5	4.2	4.3
General knowledge and understanding of the profession	4.1	4.2	4.2
Knowledge in history and culture of the region	3.5	3.7	4
Communication skills	4.8	4.5	4.5
Foreign languages	4.5	4.4	4.4
Computer skills	4.1	3.8	4.1

Following table present the same satiation. There are no differences in the responses of 3 interviewed groups. Variation is very small – 0.5 -0.7% (less then 1 point deviation).

	employers/managers	employees	unemployed
Problem-solving skills	4.6	4.4	4.5
Dealing with stressful and tense situations	4.5	4.5	4.4
Skills for planning work	4.6	4.3	4.4
Working in a team	4.7	4.5	4.3
Conflict-management skills	4.5	4.4	4.3
Skills for communicating with difficult clients	4.5	4.3	4.4
Skills for working with clients with specific needs (people with disabilities, etc.)	4.4	4.1	4.4

FINDINGS

Working in tourism often requires a set of skills and resources that are difficult to obtain and are often inaccessible in rural areas.

The following section outlines some of the recommendations made by individuals who work into tourism sector.

1. Provide an array of training and education programs for individuals to develop the skills and knowledge required for success in core tourism jobs.

The job tasks required from individuals in their day-to-day work are not entry level skills. For individuals who are new to tourism, the lack of knowledge or skills can be intimidating, but can also hinder success and create unnecessary job related stress.

Too often, the tourism training programs that are developed are for entry-level work in hospitality related jobs. The findings of this study suggest that innovative education and training programs are needed to supply management related skills and knowledge in tourism. These programs should be accessible to those who need them, so perhaps on-line, short intensive programs or outreach and mentorship structures would better supply individuals with the training needed for success.

2. Develop materials and structures to support small business development specific to tourism.

The tourism product is the creation of a visitor experience, it is intangible, perishable, and subject to numerous externalities. Those considering developing a business in tourism require industry specific information on how to develop and market this unique product. Individuals in the study also requested the introduction of a mentorship type program to Transitioning into tourism employment help them develop their business, where successful entrepreneurs could assist in answering the types of questions new business owners are experiencing.

3. Ensure individuals in know about and have access to reliable employment counseling services.

Beyond having a place to go to, individuals also need continued access to the programs and services that have enabled success for previous individuals. The individuals in this study used an array of programs and services to make their way into a new career. Transitioning into tourism employment

Annex 1

Working hours

		Frequency	Percent
Valid	very dissatisfied	6	4,3
	dissatisfied	9	6,5
	not satisfied,not dissatisfied	38	27,3
	satisfied	60	43,2
	very satisfied	26	18,7
	Total	139	100,0

Working conditions

		Frequency	Percent
Valid	very dissatisfied	3	2,2
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	not satisfied,not dissatisfied	36	25,9
	satisfied	71	51,1
	very satisfied	18	12,9
	Total	138	99,3
Missing	System	1	,7
Total		139	100,0

The opportunity to put into practise my skills and capabilities

		Frequency	Percent
Valid	very dissatisfied	4	2,9
	dissatisfied	9	6,5
	not satisfied,not dissatisfied	37	26,6
	satisfied	66	47,5
	very satisfied	22	15,8
	Total	138	99,3
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The job itself

		Frequency	Percent
Valid	very dissatisfied	3	2,2
	dissatisfied	7	5,0
	not satisfied,not dissatisfied	29	20,9
	satisfied	72	51,8
	very satisfied	26	18,7
	Total	137	98,6
Missing	System	2	1,4
Total		139	100,0

The relations with the management body

		Frequency	Percent
Valid	very dissatisfied	5	3,6
	dissatisfied	8	5,8
	not satisfied,not dissatisfied	28	20,1
	satisfied	63	45,3
	very satisfied	31	22,3
	Total	135	97,1
Missing	System	4	2,9
Total		139	100,0

The relations with the colleagues

		Frequency	Percent
Valid	very dissatisfied	3	2,2
	dissatisfied	5	3,6
	not satisfied,not dissatisfied	23	16,5
	satisfied	67	48,2
	very satisfied	30	21,6
	Total	128	92,1
Missing	System	11	7,9
Total		139	100,0

The possibilities for advancement and development

		Frequency	Percent
Valid	very dissatisfied	13	9,4
	dissatisfied	14	10,1
	not satisfied,not dissatisfied	37	26,6
	satisfied	55	39,6
	very satisfied	17	12,2
	Total	136	97,8
Missing	System	3	2,2
Total		139	100,0

The security of the job

		Frequency	Percent
Valid	very dissatisfied	8	5,8
	dissatisfied	12	8,6
	not satisfied,not dissatisfied	40	28,8
	satisfied	58	41,7
	very satisfied	20	14,4
	Total	138	99,3
Missing	System	1	,7
Total		139	100,0

Annex 2**Working in a team**

		Frequency	Percent	Valid Percent
Valid	important	14	26,9	27,5
	very important	37	71,2	72,5
	Total	51	98,1	100,0
Missing	System	1	1,9	
Total		52	100,0	

Dealing with stressful and tense situations

		Frequency	Percent	Valid Percent
Valid	important to some extent	1	1,9	2,0
	important	15	28,8	30,0
	very important	34	65,4	68,0
	Total	50	96,2	100,0
Missing	System	2	3,8	
Total		52	100,0	

Problem-solving skills

		Frequency	Percent	Valid Percent
Valid	important	18	34,6	36,0
	very important	32	61,5	64,0
	Total	50	96,2	100,0
Missing	System	2	3,8	
Total		52	100,0	

Conflict-management skills

		Frequency	Percent	Valid Percent
Valid	important	21	40,4	42,0
	very important	29	55,8	58,0
	Total	50	96,2	100,0
Missing	System	2	3,8	
Total		52	100,0	

Skills for working with clients with specific needs

		Frequency	Percent	Valid Percent
Valid	not important	1	1,9	2,0
	important	24	46,2	49,0
	very important	24	46,2	49,0
	Total	49	94,2	100,0
Missing	System	3	5,8	
Total		52	100,0	

Skills for planning work

		Frequency	Percent	Valid Percent
Valid	important to some extent	2	3,8	4,0
	important	14	26,9	28,0
	very important	34	65,4	68,0
	Total	50	96,2	100,0
Missing	System	2	3,8	
Total		52	100,0	