THE QUESTIONNAIRE

The Employers Skills Survey (CYEmployers) is conducted by the Department of Higher Education of the Ministry of Education, Sport, and Youth (MESY), in cooperation with PricewaterhouseCoopers (PwC) Cyprus Limited. CYEmployers is part of a wider project titled "Development of a National Graduate Tracking Mechanism and Design and Implementation of an Employers' Skills Survey" which is included in the Cyprus Recovery and Resilience Plan 2021-2026, funded by the European Commission.

CYEmployers collects data on current and future skill needs in the private sector and in the public and semi-public sectors in Cyprus. Insights from this information will help us **improve the responsiveness of Higher Education in Cyprus to labour market needs.**

To this end, it is important for employers and managers like you, to make your views known.

You are invited to complete an online questionnaire for your **workplace** (if you are an employer in the private sector) or for the **division** (i.e., department, unit, service, agency, centre, commission, office, etc.) **you supervise** (if you are a manager in the public or semi-public sector).

The completion takes approximately **10-12 minutes**. Your participation in the survey is voluntary but very important. Your responses will remain anonymous and will be kept confidential. You may refer to the Informed Consent for more information.

If you require further information about the survey, you can visit the project website.

Thank you in advance for your time and valuable contribution.

A: The Organisation where you work

The questions below ask you about the **Organisation in which you work.** By Organisation we refer to both the headquarters and any other separate workplaces (locations) that are part of the Organisation.

No.	Description
A1.1a (compulsory)	**ASK ALL** How would you classify the Organisation at which you work? [SINGLE RESPONSE] 1. One seeking to make profit 2. A charity or voluntary organisation (i.e., NGO) 3. Other (please specify) _____ 4. Don't know
A1.2a	**ASK ALL**

	What is your job title (main responsibility)? [SINGLE RESPONSE] **For Private Companies:** 1. Human Resource (HR) Manager 2. Owner/ Proprietor 3. President/ Vice President/ Chief Executive Officer (CEO) 4. Partner 5. Director 6. General Manager 7. Manager 8. Other (Please specify)
A1.3 (compuls ory)	**ASK ALL** Does the Organisation at which you work have separate workplaces/locations? [SINGLE RESPONSE] 1. Yes, there are several workplaces/locations within the organisation I work (only in Cyprus) 2. Yes, there are several workplaces/locations within the organisation I work (both in Cyprus and abroad) 3. No
A1.7 (compuls ory)	**IF A1.3 = 1 or 2** As of 1st January 2024, approximately how many people work in your organisation across Cyprus as a whole? *Please include full-time and part-time employees, or owners, but exclude self-employed workers.* It is noted that, part-time employment is defined as people in employment who usually work less than 30 hours per week in their main job. 1-9 10-49 50-249 More than 250 Don't know

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B: **Your workplace**

B1. The questions below ask about **the specific workplace/location in which you usually work** and NOT the whole organisation (in case there are more than one workplaces/locations)

No.	Description
B1.2 (compulsory)	**ASK ALL** Which of the following best describes the business activities undertaken at this workplace/location? *If your organization engages in several business activities, please select the most relevant.* [SINGLE RESPONSE] A. Agriculture, Forestry and Fishing B. Mining and Quarrying C. Manufacturing D. Electricity, Gas, Steam and Air Conditioning Supply E. Water Supply; Sewerage, Waste Management and Remediation Activities F. Construction G. Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles H. Transportation and Storage I. Accommodation and Food Service Activities J. Information and Communication K. Financial and Insurance Activities L. Real Estate Activities M. Professional, Scientific and Technical Activities N. Administrative and Support Service Activities O. Public Administration and Defence; Compulsory Social Security P. Education Q. Human Health and Social Work Activities R. Arts, Entertainment and Recreation S. Other Service Activities T. Activities of Households as Employers U. Activities of Extraterritorial Organisations and Bodies
B1.1	**ASK ALL** You have selected "[ANSWER @ B1.2]" as the most relevant business activity of your workplace/location. Please describe this activity in a few words in the text box below. [OPEN ENDED QUESTION]

B1.3	**ASK ALL**
	Are your products or services primarily sold/offered…?
	[SINGLE RESPONSE]
	1. Locally – within an individual town or local area 2. Nationally 3. EU-wide 4. World-wide 5. Don't know

B2. Workplace size and change over the past year

The following questions ask you about the total number of people working at your workplace/ location and how this number has changed over the past year (i.e., between January 2023 and January 2024).

Please include **all** full-time and part-time staff, as well as any working proprietors or owners, but exclude self-employed people, outside contractors, or agency staff.

It is noted that, part-time employment is defined as people in employment who usually work less than 30 hours per week in their main job.

B1.4 (size band question is compulsory)	**ASK ALL**
	Please provide the total number of employees of your Organisation in January 2024.
	PLEASE PROVIDE YOUR BEST ESTIMATE 1. _____
	If no answer, then show the below question:
	What was the total number of employees in this workplace/location in January 2024?
	Please select the most appropriate size band.
	1. 1 - 4
	2. 5 - 9
	3. 10 - 24
	4. 25 - 49

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	5. 50 - 99 6. 100 - 249 7. More than 250 8. Don't know
B2.1 (size band question is compulsory)	**ASK ALL** Please provide the total number of employees of your Organisation in January 2023. PLEASE PROVIDE YOUR BEST ESTIMATE 1. _____ **If no answer, then show the below question:** How many people were employed at this workplace/location in January 2023? *Please select the most appropriate size band.* 1. 1 - 4 2. 5 - 9 3. 10 - 24 4. 25 - 49 5. 50 - 99 6. 100 - 249 7. More than 250 8. Don't know
B2.2.0 (compulsory)	**ASK IF B1.4 != B2.1 OR B1.4_sizeband = B2.1_sizeband OR IF B1.4_sizeband = 8 OR B2.1_sizeband = 8** Between 1st January 2023 and 1st January 2024, the total number of employees has… [SINGLE RESPONSE] 1. Increased 2. Stayed about the same 3. Decreased

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	4. Don't know

B2.2	**ASK ALL, EXCEPT IF B2.2.0=2**
	
	If there was a change in the number of employees between January 2023 and January 2024, what were the main reasons for the change?
	
	Select all that apply.
	
	[MULTIPLE RESPONES ALLOWED]
	
	  0. No change
	  1. Changes in overall level of demand for workplace's/location's products or services
	  2. Introduction of new products or services
	  3. Implementation of new regulation or law
	  4. Changes to way in which products are produced or services delivered
	  5. Transfers of personnel to other functions of the organisation
	  6. Increased costs of producing goods or delivering services
	  7. COVID-19
	  8. The introduction of new technologies, such as automation
	  9. Changes to the way in which work is organised
	  10. Difficulties in attracting and recruiting staff
	  11. Other (please specify) _____

B1.5	**ASK ALL**
	
	In January 2024, approximately what percentage of employees in this workplace/location were working part-time?
	
	Instructions:
	Part-time employment is defined as people in employment who usually work less than 30 hours per week in their main job.
	
	[SINGLE RESPONSE]
	
	  1. 0%
	  2. 1-10%
	  3. 11-20%
	  4. 21-30%
	  5. 31-40%
	  6. 41-50%
	  7. 51-60%
	  8. 61-70%
	  9. 71-80%
	  10. 81-90%

	11. 91-99% 12. 100% 13. Don't Know

B3. Educational and Occupational characteristics of the workforce at your workplace/location

B3.1	**ASK ALL** What percentage of your workforce have the following as the highest level of qualification? *Please provide your best estimate of the percentage of current employees that have the following as their **highest** level of educational qualification.* *It is noted that, the percentages provided should add up to 100%.*

Education level	%
Have not completed compulsory education	
Compulsory education - lower Secondary Education Apolyterion or equivalent (e.g., Gymnasium)	
Upper Secondary Education Apolyterion or equivalent (e.g., Lyceum/ Technical and Vocational Schools of Education and Training)	
Higher Education degrees (e.g., Certificates, Diplomas, Bachelors, Masters, PhD)	
TOTAL	**100%**

B3.2.0 (compulsory)	Within your workplace/location, are there employees with the following occupations?
	
	 Please select all that apply even if only one person works in the occupation.
	
	 1. Managers
	    Examples include:
	    Chief executives, senior officials and legislators

Administrative and commercial managers
Production and specialised services managers
Hospitality, retail and other services managers

2. Professionals

Examples include:
Science and engineering professionals
Health professionals
Teaching professionals
Business and administration professionals
Information and communications technology professionals
Legal, social and cultural professionals

3. Technicians and Associate Professionals

Examples include:
Science and engineering associate professionals
Health associate professionals
Business and administration associate professionals
Legal, social, cultural and related associate professionals
Information and communications technicians

4. Clerical Support Workers

Examples include:
Customer services clerks
Numerical and material recording clerks
Other clerical support workers

5. Service and Sales Workers

Examples include:
Personal service workers
Sales workers
Personal care workers
Protective services workers

6. Skilled Agricultural, Forestry and Fishery Workers

Examples include:
Market-oriented skilled agricultural workers
Market-oriented skilled forestry, fishery and hunting workers
Subsistence farmers, fishers, hunters and gatherers

7. Craft and Related Trades Workers

Examples include:
Building and related trades workers, excluding electricians
Metal, machinery and related trades workers
Handicraft and printing workers
Electrical and electronic trades workers
Food processing, wood working, garment and other craft and related trades workers

8. Plant and Machine Operators, and Assemblers

Examples include:
Stationary plant and machine operators
Assemblers
Drivers and mobile plant operators

9. Elementary Occupations

Examples include:
Cleaners and helpers
Agricultural, forestry and fishery labourers
Labourers in mining, construction, manufacturing and transport
Food preparation assistants
Street and related sales and service workers
Refuse workers and other elementary workers

B3.2	**ASK ALL**
	
	What percentage of current employees at your workplace/location belong to each of the following occupation categories?
	
	If unsure, please provide your best estimate. Percentages provided should add up to 100.
	
	1. Managers
	    Examples include:
	    Chief executives, senior officials and legislators
	    Administrative and commercial managers
	    Production and specialised services managers
	    Hospitality, retail and other services managers
	2. Professionals
	    Examples include:
	    Science and engineering professionals
	    Health professionals
	    Teaching professionals
	    Business and administration professionals
	    Information and communications technology professionals
	    Legal, social and cultural professionals
	3. Technicians and Associate Professionals
	    Examples include:
	    Science and engineering associate professionals
	    Health associate professionals
	    Business and administration associate professionals
	    Legal, social, cultural and related associate professionals
	    Information and communications technicians
	4. Clerical Support Workers
	    Examples include:
	    Customer services clerks
	    Numerical and material recording clerks
	    Other clerical support workers
	5. Service and Sales Workers
	    Examples include:
	    Personal service workers
	    Sales workers
	    Personal care workers
	    Protective services workers
	6. Skilled Agricultural, Forestry and Fishery Workers
	    Examples include:
	    Market-oriented skilled agricultural workers
	    Market-oriented skilled forestry, fishery and hunting workers
	    Subsistence farmers, fishers, hunters and gatherers
	7. Craft and Related Trades Workers
	    Examples include:
	    Building and related trades workers, excluding electricians
	    Metal, machinery and related trades workers
	    Handicraft and printing workers
	    Electrical and electronic trades workers
	    Food processing, wood working, garment and other craft and related trades workers
	8. Plant and Machine Operators, and Assemblers

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	Stationary plant and machine operators
	Assemblers
	Drivers and mobile plant operators
	9. Elementary Occupations
	    Examples include:
	    Cleaners and helpers
	    Agricultural, forestry and fishery labourers
	    Labourers in mining, construction, manufacturing and transport
	    Food preparation assistants
	    Street and related sales and service workers
	    Refuse workers and other elementary workers

C: Recruitment

The following questions ask about the recruitment of people to work at this workplace/location over the past year, i.e., since 1st January 2023.

No.	Description
C1.0 (compulsory)	Are you aware of/ involved in any way in recruitment at your workplace/location? 1. Yes 2. No
C2.2 (compulsory)	**ASK C1.0 = 1, OTHERS TO D2** When this workplace/ location is looking to recruit new employees, what are the five most important criteria it is looking for? [MULTIPLE ANSWERS ALLOWED – MAXIMUM 5] 1. Possession of relevant hard skills 2. Good soft skills 3. Participation in voluntary work 4. Participation in an internship at this organisation 5. Participation in an internship in another organisation 6. Passion/interest and enthusiasm for the job 7. Digital/IT skills 8. Willingness to acquire new skills 9. Possession of particular qualifications 10. Work experience 11. Having a specific foreign language qualification 12. Don't know 13. Other (please specify) _____
C1.1 (compulsory)	**ASK C1.0 = 1, OTHERS TO D2** Approximately, how many job vacancies have there been at this workplace/location since 1st January 2023? [IF UNSURE, PLEASE PROVIDE YOUR BEST ESTIMATE] *If you had no vacancies, please type zero ("0")* [Write an absolute number] 1. _____

	[IF NO ANSWER IN C1.1] Would you say it was … 1. 1 2. 2 3. 3-5 4. 6-10 5. 11-20 6. 21-30 7. 31-50 8. 51-100 9. Over 100 10. Don't know **IF 0 GO TO SECTION D2; OTHERWISE CONTINUE**
C1.2 (compuls ory)	**IF C1.1 > 0** You have mentioned that during 2023, there were [JOB VACANCIES PROVIDED IN C1.1] job vacancies at this workplace/location. How many of these job vacancies have you had for each of the following occupation categories? [IF UNSURE, PLEASE PROVIDE YOUR BEST ESTIMATE] If you had no vacancies in a specific occupation category, please type zero ("0") [Write an absolute number for each of the following occupations] 1. Managers *Examples include:* Chief executives, senior officials and legislators Administrative and commercial managers Production and specialised services managers Hospitality, retail and other services managers 2. Professionals *Examples include:* Science and engineering professionals Health professionals Teaching professionals Business and administration professionals Information and communications technology professionals Legal, social and cultural professionals 3. Technicians and Associate Professionals *Examples include:* Science and engineering associate professionals Health associate professionals Business and administration associate professionals Legal, social, cultural and related associate professionals Information and communications technicians

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C1.3a	**Hard-to-fill job vacancies** **ASK ALL WITH VACANCIES AT C1.2** Are any of the job vacancies proving hard to fill? 1. Yes 2. No 3. Don't know
C1.3a_selection	**IF C1.3=1 YES (compulsory)**

	Please indicate which job vacancies proved hard to fill from the following occupation categories: List of Occupations from C1.2 **IF C1.3=2/3 THEN GO TO D1**
C2.3	**ALL WITH HARD TO FILL JOB VACANCIES** Have the challenges in filling these job vacancies had any impact on the overall performance of your workplace/location? 1. Yes, a major impact 2. Yes, a minor impact 3. No impact
C2.4	**IF C2.3 = 1 OR 2** This impact has led this workplace/location to… [PLEASE TICK ALL THAT APPLY] 1. Loss of business or orders (PRIVATE SECTOR ONLY) 2. Delay developing new products or services 3. Difficulties meeting set quality standards 4. Higher operating costs 5. Difficulties introducing new working practices, systems and tools 6. Increased workloads for other staff 7. Partial and/or full outsourcing of certain pieces of work 8. Other (please specify)
C1.3b	Are any of the hard-to-fill vacancies a result of a shortage of applicants with the skills, qualifications or experience required to do the job? (Select all that apply) 1. Lack of required skills 2. Lack of required qualifications 3. Lack of experience 4. Don't know
C1.4	**ASK ALL WITH HARD TO FILL JOB VACANCIES AT C1.3a** The following questions explore the reasons for hard-to-fill job vacancies.

	Please choose **only one** of the occupation categories for which you have experienced the most difficulties to fill in job vacancies. **SELECT OCCUPATION** 1. Managers 2. Professionals 3. Technicians and Associate Professionals 4. Clerical Support Workers 5. Service and Sales Workers 6. Skilled Agricultural, Forestry and Fishery Workers 7. Craft and Related Trades Workers 8. Plant and Machine Operators, and Assemblers 9. Elementary Occupations
C1.5	Please write one specific job title in the occupation category "[ANSWER @ C1.4]" that you have found challenging to recruit? _____ INSERT JOB TITLE
C1.6 (compulsory)	What are the main causes of the challenge to fill the job vacancies for the occupation category "[OCCUPATION from C1.4]"? [Multiple answers allowed – select all that apply] 1.Competition from other employers 2.Not enough people interested in doing this type of job 3.Poor employment terms and conditions (e.g., remuneration) offered 4.Limited number of applicants with the required skills 5. Limited number of applicants with the required attitude, motivation or personality to fulfil duties 6. Limited number of applicants generally 7. Limited number of applicants having the required work experience 8. Limited number of applicants having the required academic qualifications 9. Limited number of applicants having the required professional qualifications 10.Poor career progression/lack of prospects 11.Job entails shift work/unsociable hours 12.Work is seasonal or temporary 13.Remote location/poor public transport 14.Other, please specify
C1.7 (compulsory)	Which of the following skills have proven most challenging to identify in interested applicants for the job vacancy in the occupation category "[OCCUPATION from C1.4]"? [MULTIPLE ANSWERS ALLOWED – SELECT ALL THAT APPLY] 1. **DIGITAL SKILLS**

a. Ability for <u>applied use</u> of information and communication technologies (ICT, e.g., text processing, working with tables, retrieve information from the internet, e-mail)

b. Ability for <u>advanced use</u> of information and communication technologies (ICT, e.g., programming, syntax in statistical software)

2. SOFT SKILLS

a. Identifying and solving complex problems

b. Ability to communicate effectively (active listening oral and verbal communication, presentation skills)

c. Teamwork skills (ability to work with others toward a shared goal)

d. Leading others (build team spirit, delegate responsibilities, motivate others, coaching, mentoring)

e. Adapting to changes and new equipment

f. Analytical & critical thinking (Produce thoughts using logic and reasoning in order to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems. Make and defend judgements based on internal evidence and external criteria.)

g. Ability to rapidly acquire new knowledge

h. Think creatively and innovatively (Generate new ideas or combine existing ones to develop innovative, novel solutions)

3. SELF-MANAGEMENT SKILLS

a. Taking a proactive approach

b. Willingness to learn

c. Time management

d. Organising information, object and resources

4. CORE SKILLS

a. Reading and understanding written text <u>in Greek</u>

b. Writing various texts (instructions, guidelines, manuals or reports) <u>in Greek</u>

c. Reading and understanding written text <u>in English</u>

d. Writing various texts (instructions, guidelines, manuals or reports) <u>in English</u>

e. Communicating orally and in written in another language

f. Basic numerical skills (Access, use, interpret, and communicate mathematical information)

g. Advanced numerical or statistical skills (Use of graphical, spatial, statistical and algebraic concepts)

5. MANUAL SKILLS

a. Manual dexterity (for example, to mend, repair, assemble, construct or adjust things)

6. GREEN SKILLS

a. Implementing practices to reduce the use of raw materials, energy, water and limit pollution and waste

7. HARD SKILLS

a. Specialist skills or knowledge needed to perform the role

8. OPERATIONAL SKILLS

	a. Knowledge of how the organisation works **9. Other (Please specify)**
C1.8	**IF C1.7 = 1a OR 1b** Which of the following DIGITAL skills have proven most challenging to identify in interested applicants for the job vacancy in the occupation category "[OCCUPATION from C1.4]"? [Multiple answers allowed] 1.Foundation digital skills – such as turning on devices, typing, changing passwords, connecting to the internet 2.Communicating via email 3.Basic Microsoft Office skills (Word, Excel, PowerPoint, Outlook, etc.) 4.Advanced Microsoft Office skills (Word, Excel, PowerPoint, Outlook, etc.) 5.Completing transactions online 6.Using the internet to find solutions to problems 7.Being safe and legal online – e.g., understanding online risks and threats 8.Animation skills 9.Multimedia production skills 10.Graphic design / design engineering skills (incl. Computer Aided Design [CAD] skills) 11.Building and maintaining IT systems and networks 12.Web development skills 13.Application ("app") programming and development skills 14.Data analysis / analytics / data science skills (using software such as R, SPSS, SAS, SQL, etc.) 15.Artificial Intelligence – Machine Learning 16.Cybersecurity 17.Other skills, please specify:
C1.9	**IF C1.7 = 7a** What specific HARD skills have proven most challenging to identify in interested applicants for the job vacancy in the occupation category "[OCCUPATION from C1.4]"? (Supporting text: Hard skills are the specific knowledge or abilities needed to perform a job) OPEN ENDED QUESTION

D: Recruitment of Recent Graduates

The following questions ask about your experience in recruiting people who have recently graduated (i.e., 2018 or after) from Higher Education (e.g., earning Certificates, Diplomas, Bachelors, Masters or PhD).

No.	Description
D1.1	**ASK ALL** Since January 2023, have you recruited anyone at your workplace/location who has recently graduated from Higher Education Institutions? [SINGLE ANSWER] 1. Yes 2. No **IF D1.1 = 2, GO TO D2**
D1.7	**IF D1.1=1** Did you require Higher Education graduates to have a qualification in a specific field of study? 1. Yes 2. No 3. Don't know
D1.8	**IF D1.7 = 1; OTHERS TO D1.9** In what subject areas (fields of study) did you require recruits to be qualified? [MULTIPLE ANSWERS ALLOWED – SELECT ALL THAT APPLY] 1 Education Science 2 Teacher Training 3 Arts 4 Humanities 5 Languages 6 Social sciences, journalism, and information 7 Psychology 8 Business and administration 9 Law 10 Natural sciences, mathematics and statistics 11 ICT 12 Engineering, manufacturing, construction 13 Architecture and town planning 14 Agriculture, forestry, fisheries, veterinary 15 Medicine, Dental Studies 16 Health

	17 Pharmacy 18 Welfare 19 Services (supportive text is also added for most categories)
D1.9	**ASK IF D1.1 = 1;** Since January 2023 have you recruited Higher Education graduates into jobs which do not require a Higher Education qualification? 1. Yes, we have many Higher Education graduates working in non-graduate jobs 2. Yes, we have some Higher Education graduates working in non-graduate jobs 3. We do not have any Higher Education graduates working in non-graduate jobs 4. Don't know
D1.3	**IF D1.1 = 1** **Recruiting Recent Graduates from Cyprus Higher Education Institutions** Since January 2023, have you recruited recent graduates from Cyprus Higher Education Institutions? *By recent graduates we are referring to employees who have earned a Certificate, Diploma, Bachelor, Master or PhD from Higher Education from 2018 or after.* 1. Yes 2. No 3. Don't know
D1.4	**IF D1.3= 1; OTHERS TO D2** Have these recruits graduated from… [SINGLE RESPONSE ONLY] 1. A university 2. An Institution of Tertiary Education 3. Both 4. Don't know

D1.5	**IF D1.3=1**
	Have these recruits graduated from programs of study at…
	[MULIPLE RESPONSE]
	1. Level 5 (A Diploma or Certificate) 2. Level 6 (A bachelor level degree) 3. Level 7 (A postgraduate degree – Master) 4. Level 8 (A doctorate degree – PhD) 5. Don't know
D1.2 (compuls ory)	Overall, how well prepared for employment were recruits from Cyprus Higher Education Institutions? 1 – Not prepared at all, 2 – Slightly prepared, 3 – Moderately prepared, 4 – Well prepared 5 – Very well prepared,
D1.6	**ASK ALL RECRUITED CYPRUS HIGHER EDUCATION GRADUATES** Please evaluate the level of skills demonstrated by recent graduates from Cyprus Higher Education Institutions that you recruited in the past year on a 7-point scale.

1	2	3	4	5	6	7
Low			Moder ate			High

[MULTIPLE ANSWERS ALLOWED – SELECT ALL THAT APPLY]

1. **DIGITAL SKILLS**
a. Ability for applied use of information and communication technologies (ICT, e.g., text processing, working with tables, retrieve information from the internet, e-mail)
b. Ability for advanced use of information and communication technologies (ICT, e.g., programming, syntax in statistical software)
2. **SOFT SKILLS**
a. Identifying and solving complex problems
b. Ability to communicate effectively (active listening oral and verbal communication, presentation skills)
c. Teamwork skills (ability to work with others toward a shared goal)

	d. Leading others (build team spirit, delegate responsibilities, motivate others, coaching, mentoring)
	    e. Adapting to changes and new equipment
	    f. Analytical & critical thinking (Produce thoughts using logic and reasoning in order to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems. Make and defend judgements based on internal evidence and external criteria.)
	    g. Ability to rapidly acquire new knowledge
	    h. Think creatively and innovatively (Generate new ideas or combine existing ones to develop innovative, novel solutions)
	3. SELF-MANAGEMENT SKILLS
	    a. Taking a proactive approach
	    b. Willingness to learn
	    c. Time management
	    d. Organising information, object and resources
	4. CORE SKILLS
	    a. Reading and understanding written text <u>in Greek</u>
	    b. Writing various texts (instructions, guidelines, manuals or reports) <u>in Greek</u>
	    c. Reading and understanding written text <u>in English</u>
	    d. Writing various texts (instructions, guidelines, manuals or reports) <u>in English</u>
	    e. Communicating orally and in written in another language
	    f. Basic numerical skills (Access, use, interpret, and communicate mathematical information)
	    g. Advanced numerical or statistical skills (Use of graphical, spatial, statistical and algebraic concepts)
	5. MANUAL SKILLS
	    a. Manual dexterity (for example, to mend, repair, assemble, construct or adjust things)
	6. GREEN SKILLS
	    a. Implementing practices to reduce the use of raw materials, energy, water and limit pollution and waste
	7. HARD SKILLS
	    a. Specialist skills or knowledge needed to perform the role
	8. OPERATIONAL SKILLS
	    a. Knowledge of how the organisation works
	9. Other (Please specify)

D2	Traineeships / studentships
D2.1	Since the 1st of January 2023, has your workplace/location provided:

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	[TICK ALL THAT APPLY] 1. A placement, either paid or unpaid, for Higher Education students (enrolled at Universities or Institutions of Tertiary Education) 2. An internship, either paid or unpaid, for Higher Education graduates 3. Any other type of placement? (Please specify) 4. No 5. Not applicable
D2.3	**IF D2.1=1 or 2** Have any of these students or graduates you had on placements or internships been paid whilst working for you? [SINGLE RESPONSE] 1. All 2. Some 3. None
D2.4	**IF D2.1=1 or 2** Since the 1st of January 2023, has your workplace/location taken on as an employee anyone who has been on a placement or internship? [SINGLE RESPONSE] 1. Yes – at the end of their placement or after they finished their education/ course/ degree 2. No 3. Don't know

E: Proficiency of staff

The following questions ask about the proficiency of staff at your workplace/location. We would like to know how many you think are fully proficient at their job. A proficient employee is someone who is able to perform the duties and responsibilities of their respective job at the required level.

No.	Description
E1.1 (compulsory)	What percentage of employees within each occupation category would you consider to be **fully proficient** at their job, i.e., they demonstrate the required level of skills needed to do the job? For example, if all staff in the specific occupation category are fully proficient, you should type "100". **From the following list make available to select only the occupations, answered in question B3.2.0** 1. Managers *Examples include:* Chief executives, senior officials and legislators Administrative and commercial managers Production and specialised services managers Hospitality, retail and other services managers 2. Professionals *Examples include:* Science and engineering professionals Health professionals Teaching professionals Business and administration professionals Information and communications technology professionals Legal, social and cultural professionals 3. Technicians and Associate Professionals *Examples include:* Science and engineering associate professionals Health associate professionals Business and administration associate professionals Legal, social, cultural and related associate professionals Information and communications technicians 4. Clerical Support Workers *Examples include:* Customer services clerks Numerical and material recording clerks Other clerical support workers 5. Service and Sales Workers *Examples include:* Personal service workers Sales workers

	Personal care workers Protective services workers **6. Skilled Agricultural, Forestry and Fishery Workers** *Examples include:* Market-oriented skilled agricultural workers Market-oriented skilled forestry, fishery and hunting workers Subsistence farmers, fishers, hunters and gatherers **7. Craft and Related Trades Workers** *Examples include:* Building and related trades workers, excluding electricians Metal, machinery and related trades workers Handicraft and printing workers Electrical and electronic trades workers Food processing, wood working, garment and other craft and related trades workers **8. Plant and Machine Operators, and Assemblers** *Examples include:* Stationary plant and machine operators Assemblers Drivers and mobile plant operators **9. Elementary Occupations** *Examples include:* Cleaners and helpers Agricultural, forestry and fishery labourers Labourers in mining, construction, manufacturing and transport Food preparation assistants Street and related sales and service workers Refuse workers and other elementary workers
E1.5	**IF E1.1 less than 100 for any of the occupations listed** Does the fact that some of the personnel are not fully proficient has an impact on the overall performance of your workplace/location? 1. A major impact 2. A minor impact 3. No 4. Don't Know
E1.6	**IF E1.5 = 1 or 2; OTHERS TO E1.2** Is the fact that some of the personnel are not fully proficient causing this workplace/location to…? [PLEASE TICK ALL THAT APPLY] 1. Lose business or orders (PRIVATE SECTOR ONLY) 2. Delay developing new products or services 3. Have difficulties meeting set quality standards 4. Have higher operating costs 5. Have difficulties introducing new working practices, systems and tools 6. Experience increased workloads for other staff 7. Partially and/or fully outsource certain pieces of work

	8. Other (please specify)
ASK IF E1.1 less than 100> 0 for any of the occupations listed As you have indicated, not all staff in specific categories of occupations are fully proficient in their jobs. Please select only ONE occupational category for which the lack of proficiency poses the most significant barrier for carrying out every day's work or growth at this location. - **E1.1 SELECTED OCCUPATION**]	
E1.2	**IF E1.1 less than 100 for any of the occupations listed** What are the main reasons for existing staff **not being fully proficient** in the category "[E1.1 SELECTED OCCUPATION]"? [MULTIPLE ANSWERS ALLOWED] 1. The introduction of new products and services 2. The introduction of new policies, procedures and working practices 3. The introduction of new technology (e.g., new systems, new tools) 4. They are new to the role (either because they have recently started the job or have recently been promoted to a higher level role) 5. They have not received the appropriate training 6. Their training is currently only partially completed 7. They have received training, but their performance has not improved sufficiently 8. Unable to recruit staff with the required skills 9. Problems retaining staff 10. Personnel lacks motivation 11. Are there any other reasons? (Please specify:) 12. No particular cause
E1.3 (compulsory)	**IF E1.1 less than 100 for any of the occupations listed** Thinking about the category "[E1.1 SELECTED OCCUPATION]" where existing personnel is **NOT fully proficient**, please indicate which of the following skills they need to improve on? [MULTIPLE ANSWERS ALLOWED] 1. **DIGITAL SKILLS** a. Ability for <u>applied use</u> of information and communication technologies (ICT, e.g., text processing, working with tables, retrieve information from the internet, e-mail)

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b. Ability for <u>advanced use</u> of information and communication technologies (ICT, e.g., programming, syntax in statistical software)

2. **SOFT SKILLS**
   a. Identifying and solving complex problems
   b. Ability to communicate effectively (active listening oral and verbal communication, presentation skills)
   c. Teamwork skills (ability to work with others toward a shared goal)
   d. Leading others (build team spirit, delegate responsibilities, motivate others, coaching, mentoring)
   e. Adapting to changes and new equipment
   f. Analytical & critical thinking (Produce thoughts using logic and reasoning in order to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems. Make and defend judgements based on internal evidence and external criteria.)
   g. Ability to rapidly acquire new knowledge
   h. Think creatively and innovatively (Generate new ideas or combine existing ones to develop innovative, novel solutions)

3. **SELF-MANAGEMENT SKILLS**
   a. Taking a proactive approach
   b. Willingness to learn
   c. Time management
   d. Organising information, object and resources

4. **CORE SKILLS**
   a. Reading and understanding written text <u>in Greek</u>
   b. Writing various texts (instructions, guidelines, manuals or reports) <u>in Greek</u>
   c. Reading and understanding written text <u>in English</u>
   d. Writing various texts (instructions, guidelines, manuals or reports) <u>in English</u>
   e. Communicating orally and in written in another language
   f. Basic numerical skills (Access, use, interpret, and communicate mathematical information)
   g. Advanced numerical or statistical skills (Use of graphical, spatial, statistical and algebraic concepts)

5. **MANUAL SKILLS**
   a. Manual dexterity (for example, to mend, repair, assemble, construct or adjust things)

6. **GREEN SKILLS**
   a. Implementing practices to reduce the use of raw materials, energy, water and limit pollution and waste

7. **HARD SKILLS**

	a. Specialist skills or knowledge needed to perform the role **8. OPERATIONAL SKILLS** a. Knowledge of how the organisation works **9. Other (Please specify)**
E1.9 (compulsory)	**ASK ALL** **Skills Shortages** Over the next five years, do you believe that this workplace/location will experience a shortage of skills? *"Skill shortage" is a genuine lack of adequately skilled individuals available in the accessible labour market with the type of skill being sought and which leads to a difficulty in recruitment.* 1. Yes, I expect a high level of skills shortage 2. Yes, I expect a moderate level of skills shortage 3. Yes, I expect a low level of skills shortage 4. No, I do not expect a skills shortage 5. Don't know
E1.10	**IF E1.9 = 1 or 2 or 3** Regarding what skills do you expect to experience shortages in over the next five years? [OPEN ENDED QUESTION] _____
E1.7 (compulsory)	**ASK ALL** **Over-skilling** To what extent is existing staff at this workplace/location over-skilled? *It is noted that by "over-skilled" we refer to staff who has more advanced skills than those required to do the job. If you are unsure, please give your best estimate.* 0. 0% 1. 1-10% 2. 11-20% 3. 21-30%

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	4. 31-40% 5. 41-50% 6. 51-60% 7. 61-70% 8. 71-80% 9. 81-90% 10. 91-99% 11. 100% 12. Don't Know
E1.8	**ASK ALL** Which occupational category has the largest percentage of over-skilled employees? **Provide as options only the occupations, selected in question B3.2.0**
E1.4	**ASK ALL** ## Skills for the future Thinking about the next five years, what will be the **three most important skills** that current employees at this workplace/location will need to acquire or improve on? Please provide a short description for each skill (in a unique cell below), which will give valuable information to education and training providers to design and offer relevant courses. [Open ended question – maximum 3 allowed]
E1.11	**ASK ALL** Thinking about the next five years, what skills will no longer be required by this workplace/location? [Open ended question]

Would like to receive the report of main findings of this survey when it is published, as well as some initial statistics (prior to the data cleansing and analysis) as soon as the data collection ends?

1. Yes, I would like to receive them

2. No, I don't want to receive them

If "Yes", then collect email:

Please provide us with your email address to ensure that you can be contacted for the above-mentioned actions.

IMPORTANT NOTE: Your email address will be kept separately from your survey responses and will be treated confidentially. Your email address will only be used for contacting you for the above-mentioned actions and NOT for contacting you for the purposes of any other surveys.

Thank you very much for your time and valuable input!

If you have any remaining remarks, please state them here: