



FIERE SKILLS NEEDS ANALYSIS SURVEY BULGARIA 2015



Lifelong Learning Programme

This project has been funded with support from the European Commission.
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Project Number: 540477-LLP-1-2013-IE- GRUNDTVIG-GMP

Executive Summary

The FIERE (Furthering Innovative Entrepreneurial Regions of Europe) project aims to support regional organisations' employees to behave more entrepreneurially and innovatively within their work environment. The primary aim of the FIERE Skill Needs Analysis survey was to identify the skills required by employees and their organisations in order for individual employees to behave more entrepreneurially, innovatively and creatively within their organisations. For instance the survey explored the skills required by the respondents' organisation, the skills that respondents consider as valuable for their role and the specific skills that they considered should be included in the training programme. Furthermore, the survey also determined the level of empowerment that employees have in decision making processes within their organisations and whether organisations encourage individual employees to seek out new opportunities. In Bulgaria, the FIERE survey was administered via an on-line survey tool and coordinated by the Institute for Postgraduate Studies at the University of National and World Economy (IPS). In total 50 responses were collected from 34 organisations of which 62% were from the private sector, followed by public sector organisations (18%), voluntary organisations (15%) and community & enterprise groups (6%). This report addresses a number of key themes including demographics, entrepreneurial background, skills needs analysis and the value and benefit of accreditation of a skills training programme. The key findings from Bulgaria in relation to the demographics section were as follows:

- The average age of respondents employed in public sector organisation is the highest compared to other types of organisations. In private and voluntary organisations the respondents in the age group 21-30 years of age predominate (as in private enterprises this is more valid for female than for male respondents), while in community enterprise groups respondents tend to be in the broad age group 31-50 years of age.
- With respect to their educational background, all of the interviewees hold at least secondary education degree. The predominant part of respondents possess tertiary level of education, while the number of people with secondary education and Ph.D. degree are respectively 10% and 14% of all respondents.

- A general trend that can be identified is that respondents employed in organisations in the public sector tend to be employed in the respective organisation the longest compared to the other types of organisations. Thus the average number of years spent in the respective organisation and in the current job for respondents in public organisations is about 15 years, irrespective of gender specifics.
- In public and private sector organisations the majority of the male respondents are senior executives, while the predominant part of the female respondents are operatives. For voluntary organisations, the majority of male and female respondents are either mid-level manager or operatives, while for community enterprise type of organisations all respondents are senior executives.

The entrepreneurial background section identified past entrepreneurial activity of the employees and the level of freedom and entrepreneurial behaviour within the respondents' organisations. The key findings include:

- The general opinion among respondents was that their organisations encouraged them to look for new opportunities and they were empowered to make their own decisions – this holds true for about 90% of male respondents and for 75% of female respondents.
- The difference in the above percentages provided comes from the fact that female respondents in the public and private sector feel much less encouraged and empowered to be opportunity driven compared to males, on one hand, and in comparison to other types of organisations, on the other.
- Asked to give their opinion whether employees need to be creative and innovative when providing products/services to customers, all respondents gave a positive answer, irrespective of the type of organisation or gender specifics.

The Skills Needs Analysis section helped to build a complete picture of priorities, opinions and preferences in relation to the entrepreneurial skills required for the respondent's role and required by their organisation. Also which skills the respondents felt were important for them to be trained in.

- The skills rated highest by male respondents with respect to whether they were required by their organisations were 'resourceful' and 'a decision maker' (94%), followed closely by 'creative/innovative', 'results driven' and 'passionate about your work' with 89% and 'resilient', 'analytical' and 'self-starter/proactive' with 83%. Female respondents rated highest 'resilient', 'analytical' and 'decisive' with 94%, 'resourceful' and 'a decision maker' with 84% and 'results driven' with 78%.

- With respect to the significance for performing their role in the organisation, male respondents rated the highest 'resourceful' – 94%, 'resilient' and 'results-driven' – 89%, 'creative/innovative' and 'a decision maker' – 83%. Female respondents rate the highest 'analytical' – 97%, 'resilient' – 94%, 'creative/innovative', 'decisive' and 'a decision maker' – 91%.
- Most of the skills were identified by the respondents as either 'very important' or 'important' to be acquired by employees in order to improve the efficiency and effectiveness of their organisation, with a few exceptions:
 - For male respondents the skill 'critical thinking' was considered by 22% as 'neutral', while the same answer has been given for 'resourcefulness' by 17% and for 'goal seeking' and 'persistence' by 11% of the respondents. The skills 'being proactive', 'goal seeking' and 'critical thinking' were considered as 'of little importance' by 11% of the male respondents.
 - For female respondents the skills 'critical thinking' and 'leadership' are considered this time by 16% as 'neutral'. The skills 'leadership', 'being proactive' and 'creativity and innovation' were considered as 'of little importance' by respectively 22%, 19% and 16% of the female respondents.
- Overall the skills listed in the questionnaire were considered as either 'very important' or 'important' by respondents for their organisations as a whole and with respect to the training needs of their organisations' staff in order to improve the organisational efficiency and effectiveness. The highest deviations from the trend mentioned above can be identified in the responses of female interviewees in public sector organisations, who tend to consider some of the skills (such as 'leadership', 'problem solving' and 'being proactive') as 'neutral' or even 'of little importance'. In the private sector organisations the skill 'leadership' stands out as the most 'unpopular' one, again among female respondents.

Most of the respondents were of the opinion that a training programme, packaging the set of skills listed in the questionnaire would benefit their organisations. At the same time 75% thought that the training course being approved by an accredited education organisation was a guarantee for high quality of the training service provided. About 50% of both male and female respondents would prefer the training programme to be delivered in the form of a blended learning (combining workshops and on-line training), as this type of delivery was the most frequent response irrespective of the type of organisation.

In general, male respondents in all types of organisations are more entrepreneurially oriented, with the exception of voluntary organisations where female respondents lead the way. Overall half of the female respondents have not been engaged in setting up an organisation, while two-thirds of male respondents claimed that they had, in some stage of their professional career, started their own organisation. With respect

to the initiation and improvement of goals, products, services, etc., more than half of the respondents, both male and female, in the entire organisation types surveyed claimed that they had participated in the improvement of services and processes. The FIERE skills needs analyses survey will support the development of an entrepreneurial skills training programme which will be delivered in each FIERE partner country during 2015. Each FIERE partner conducted the survey in their region and produced a detailed individual country report which is available on the FIERE website¹. The objective of this report is to provide an overview of the data collected for Bulgaria and to summarise the key findings.

¹ <http://www.fiereproject.eu/>

1. Introduction:

The FIERE survey aimed at identifying the demand for and provision of innovative entrepreneurship skills at a regional level in Bulgaria was carried out by the IPS project team in the Southwest Region (SWR) of the country.

1.1. Region overview

SWR is situated in the western part of Bulgaria, and shares a border with three countries – Greece, Serbia and the FY Republic of Macedonia. It has 20,306 square kilometres of area and is second in size of all the planning regions in Bulgaria. Of all the regions, SWR contains the largest share of the population – 29.2% or 2,128,783 people, 2012 National Statistical Institute (NSI) data. Additionally, it has the highest employment rate of 52.9% (977,5 thousand people) and lowest unemployment in the country of 8.8% (NSI 2012). The major administrative districts are Sofia-city (Bulgaria's capital), Sofia region, Pernik, Kiustendil and Blagoevgrad. This is the most developed region, contributing 48% of Bulgaria's gross domestic product (GDP) of €17,3 bln and gross value added (GVA) of €14,9 bln (2010 Eurostat). It also has the highest GDP per capita of €8,200 compared to the country's average €4,800 (2010 Eurostat). Although SWR is the most advanced Bulgarian region, it lags considerably behind the average innovation development level of other European regions and has considerable intra-regional disparities. In contrast to the high levels of economic activity in the capital Sofia and its vicinity, peripheral areas are lagging behind in their economic development. The region has the lowest age dependency ratio of 44.3% (2012 NSI data). The ageing population and negative natural increase however, remain a problem for the whole country.

SWR has an abundance of natural resources, which are a prerequisite for the development of fundamental economic activities. These include energy production, agriculture and tourism. However, it experiences problems with the high level of environmental pollution. The industrial sector was replaced in importance by the services sector, which currently provides 75% of the GVA in the region due to the abundance of skilled labour and solvent demand. Industry contributes 24% to the GVA with the main industrial sectors being metallurgy, machine building, energy production, chemical and food industries. The presence of agriculture is most limited, compared to the rest of the planning regions in Bulgaria – 1% (NSI 2011).

1.2. General profile of the organisations surveyed

The overall number of organisations surveyed for the purposes of identifying the demand for and provision of innovative entrepreneurship skills in SWR was 34, while the total number of interviewees was 50, providing an average number of people per organisation surveyed of nearly 1.5. The organisations surveyed operate in the following areas of business and activities:

- SME support (general, finance, accounting, law) – 5 organisations;
- Consultancy – 5 organisations;
- Youth support – 4 organisations;
- Higher education – 3 organisations;
- Adult training – 3 organisations;
- Community services – 3 organisations;
- Information and communication technologies – 3 organisations;
- Student career support – 2 organisations;
- Local authority (financial inspection) – 2 organisations;
- Local development – 2 organisations;
- Medical services – 1 organisation;
- Culture, art – 1 organisation.

A summary of the length of time people are working in the organisation and are in their current role in the organisation, as well as the type of role in the organisation they are performing (by gender and type of organisation) can be found in the table below:

1.3 Overview of responses

See overview of responses by sector, business activity and job experience of respondents.

Type of organisation	Quantity	Males	Females
Public sector	6	35% of the male respondents are in the organisation for 24 years and all of them are in their current job for the same amount of years;	17% of the female respondents are in the organisation and in their current job for 32 years;

		<p>65% of the male respondents are in the organisation for 11 years. Of these 50% are in their current job 11 years, and the remaining 50% are in their current job for 8 years;</p> <p>65% of the male respondents are senior executives, 35% are operatives.</p>	<p>33% of the female respondents are in the organisation and in their current job for 25 years;</p> <p>17% of the female respondents are in the organisation and in their current job for 5 years;</p> <p>33% of the female respondents are in the organisation and in their current job for 2 years;</p> <p>17% of the female respondents are senior executives, 83% are operatives.</p>
Voluntary	5	<p>25% of the male respondents are in the organisation for over 5 years and in their current job for 2 years;</p> <p>50% of the male respondents are in the organisation and in their current job for 2 years;</p> <p>25% of the male respondents are in the organisation and in their current job for 1 year;</p> <p>25% of the male respondents are senior executives, 50% are mid-level managers and the remaining 25% are operatives.</p>	<p>100% of the female respondents are in the organisation for 2 years. Of them, 67% are in their current job for 2 years as well, while the remaining 33% are in their current job for 1 year.</p> <p>33% of the female respondents are senior executives and the remaining 67% are mid-level managers.</p>
Community and enterprise	2	No male respondents for this type of organisation.	<p>50% of the female respondents are in the organisation for 18 years and in their current job for 8 years;</p> <p>50% of the female respondents are in the organisation and in their current job for 1 year;</p> <p>100% of the female respondents are senior executives.</p>
Private sector	21	<p>19% of the male respondents are in the organisation for 17 years. Of them, 50% are in their current job for 17 years, while the remaining 50% are in their job for 11 years;</p> <p>9% of the male respondents are in the organisation and in their current job for 10 years;</p>	<p>5% of the female respondents are in the organisation and in their current job for 10 years;</p> <p>5% of the female respondents are in the organisation and in their current job for 9 years;</p> <p>10% of the female respondents are in the organisation and in their</p>

		<p>18% of the male respondents are in the organisation and in their current job for 7 years;</p> <p>9% of the male respondents are in the organisation and in their current job for 5 years;</p> <p>18% of the male respondents are in the organisation for 4 years. Of them, 50% are in their current job for 4 years, while the remaining 50% are in their job for 4 years;</p> <p>9% of the male respondents are in the organisation and in their current job for 3 years;</p> <p>9% of the male respondents are in the organisation and in their current job for 1 year;</p> <p>73% of the male respondents are senior executives and the remaining 27% are operatives.</p>	<p>current job for 8 years;</p> <p>10% of the female respondents are in the organisation and in their current job for 7 years;</p> <p>15% of the female respondents are in the organisation and in their current job for 6 years;</p> <p>5% of the female respondents are in the organisation and in their current job for 4 years;</p> <p>5% of the female respondents are in the organisation and in their current job for 3 years;</p> <p>25% of the female respondents are in the organisation and in their current job for 2 years;</p> <p>20% of the female respondents are in the organisation and in their current job for 1 year;</p> <p>35% of the female respondents are senior executives, 5% are mid-level managers and the remaining 60% are operatives.</p>
Total Orgs surveyed	34		

A general trend that can be identified is that respondents employed in organisations in the public sector tend to be employed in the respective organisation the longest compared to the other types of organisations. Thus the average number of years spent in the respective organisation and in the current job for respondents in public organisations is about 15 years, irrespective of gender specifics. For the other types of organisations these numbers are as follows:

- Voluntary – 2 years in the organisation and 1.5 years in the current job, situation similar for male and female respondents;
- Community enterprise – 10 years in the organisation and 5 years in the current job, situation similar for male and female respondents;
- Private sector – 7 years in the organisation and 6 years in the current job for male respondents, 4 years in the organisation and in the current job for female respondents.

In public and private sector organisations the majority of the male respondents are senior executives, while the predominant part of the female respondents are operatives. For voluntary organisations, the majority of male and female respondents are either mid-level manager or operatives, while for community enterprise type or organisations all respondents are senior executives.

2. Demographics:

[This section refers to survey questions 6, 9, 10, and 11 – sector, gender, age and education]

Age of respondents:

Type Org	Male Respondents						Female Respondents						Total Respondents by age						Overall Total
	15-20	21-30	31-40	41-50	51-60	60+	15-20	21-30	31-40	41-50	51-60	60+	15-20	21-30	31-40	41-50	51-60	60+	
Public Sector	-	-	1	-	2	-	-	1	1	-	4	-	-	1	2	-	6	-	9
Voluntary	-	4	-	-	-	-	-	3	-	-	-	-	-	7	-	-	-	-	7
Comm + Enter	-	-	-	-	-	-	-	-	1	1	-	-	-	-	1	1	-	-	2
Private Sector	-	2	6	1	1	1	-	8	6	3	3	1	-	10	12	4	4	2	32
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	6	7	1	3	1	-	12	8	4	7	1	-	18	15	5	10	2	50

Highest level of education attainment:

Type Org	Male Respondents							Female Respondents							Total Respondents by Qual							Overall Total
	Pri	Sec	Tert	Deg	PGrad	PhD	Oth	Pri	Sec	Tert	Deg	PGrad	PhD	Oth	Pri	Sec	Tert	Deg	PGrad	PhD	Oth	
Public Sector	-	-	3	-	-	-	-	-	-	4	-	-	2	-	-	-	7	-	-	2	-	9
Voluntary	-	1	2	-	-	1	-	-	2	1	-	-	-	-	-	3	3	-	-	1	-	7
Comm + Enter	-	-	-	-	-	-	-	-	-	1	-	-	1	-	-	-	1	-	-	1	-	2
Private Sector	-	1	9	-	-	1	-	-	1	18	-	-	2	-	-	2	27	-	-	3	-	32
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	2	14	-	-	2	-	-	3	24	-	-	5	-	-	5	38	-	-	7	-	50

The average age of respondents employed in public sector organisation is the highest (6 out of 9 respondents are in the age group 51-60 years of age) compared to other types of organisations and this is related to the high duration of peoples' stay in such types of organisations. On the other hand, all respondents in voluntary organisations are in the age group 21-30 years of age and this can be explained with the fact that in such organisations young people can accumulate the necessary working experience needed to successfully integrate in the labour market. In community enterprise organisations respondents tend to be in the broad age group 31-50 years of age, while for private organisations, the respondents between 21 and 30 years of age hold the highest share, as this is more valid for female than for male respondents.

With respect to their educational background, all of the interviewees hold at least secondary education degree. The predominant part of respondents possess tertiary level of education (14 out of 18 for male respondents and 24 out of 32 for female respondents), while the number of people with secondary education and Ph.D. degree are respectively 5 (2 males and 3 females) and 7 (2 males and 5 females).

3. Entrepreneurial background:

Have you personally ever setup/started (tick as many as appropriate)?

Type Org	Male Respondents								Female Respondents								Total Respondents by set-up/started						Overall Total		
	O.B	Club	Soc	Vol	Inrst	Lob	Oth	No	O.B	Club	Soc	Vol	Inrst	Lob	Oth	No	O.B	Club	Soc	Vol	Inrst	Lob		Oth	No
Public Sector	-	1	-	1	-	-	-	1	-	-	1	-	1	-	-	4	-	1	1	1	1	-	-	5	9
Voluntary	-	1	-	1	-	-	-	2	1	1	1	-	-	-	-	-	1	2	1	1	-	-	-	2	7
Comm + Enter	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1	1	-	-	-	-	-	-	1	2
Private Sector	5	1	1	1	-	-	-	3	8	-	1	-	1	-	-	11	13	1	2	1	1	-	-	14	32
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	5	3	1	3	-	-	-	6	10	1	3	-	2	-	-	16	15	4	4	3	2	-	-	22	50

In your current organisation, have you ever initiated/improved?

Type Org	Male Respondents						Female Respondents						Total Respondents by initiated/improved						Overall Total
	Goals	Prods	Servs	Procs	Prcdrs	Oth	Goals	Prods	Servs	Procs	Prcdrs	Oth	Goals	Prods	Servs	Procs	Prcdrs	Oth	
Public Sector	-	1	1	1	-	-	1	-	1	2	2	-	1	1	2	3	2	-	9
Voluntary	1	-	1	1	1	-	1	1	-	1	-	-	2	1	1	2	1	-	7
Comm + Enter	-	-	-	-	-	-	1	-	-	1	-	-	1	-	-	1	-	-	2
Private Sector	2	1	3	3	2	-	3	2	7	5	4	-	5	3	10	8	6	-	32
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	3	2	5	5	3	-	6	3	8	9	6	-	9	5	13	14	9	-	50

In general, male respondents in private as well as in other types of organisations are more active in starting an organisation than female respondents, with the exception of voluntary organisations where female respondents lead the way. Overall 50% of the female respondents have not been engaged in setting up an organisation, while the majority (65%) of male respondents claim that they have, in some stage of their professional career, started their own organisation. This is particularly valid for representative of the private sector, where however, respondents are not engaged only with the establishment of their own private companies, but with setting up clubs, societies and voluntary groups as well.

With respect to the initiation and improvement of goals, products, services, etc., the predominant part (54%) of the respondents, both male and female, in all of the types of organisations surveyed claim that they have participated in the improvement of services and processes and this is due to the fact that the majority of respondents are occupying operative or mid-level manager positions in their organisations. For senior executives it is typical to be involved in the initiation and improvement of more strategic aspects of the operation of their organisations such as goals and this is the case with 18% of the total number of respondents (17% for males and 19 for females).

How entrepreneurial is the organisation?

Does your organisation?

Type Org	Encourage employees look for new opportunities, etc				Empower employees to make own decisions				Do employees need to be creative, etc			
	Male		Female		Male		Female		Male		Female	
	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Public Sector	3	-	3	3	3	-	3	3	3	-	6	-
Voluntary	4	-	3	-	4	-	3	-	4	-	3	-
Comm + Enter	-	-	2	-	-	-	2	-	-	-	2	-
Private Sector	9	2	15	6	10	1	18	3	11	-	21	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total	16	2	23	9	17	1	26	6	18	-	32	-

The general opinion among respondents is that their organisations encourage them to look for new opportunities and they are empowered to make their own decisions – this holds true for about 90% of male respondents and for 75% of female respondents. The difference in the percentages provided comes from the fact that female respondents in the public and private sector feel much less encouraged and empowered to be opportunity driven compared to males, on one hand, and in comparison to other types of organisations, on the other. Asked to give their opinion whether employees need to be creative and innovative when providing products/services to customers, all respondents gave a positive answer, irrespective of the type of organisation or gender specifics.

4. Skills needs analysis:

	<i>Does your organisation require you to be (Q17):</i>										<i>In your opinion ----- do you need to be (Q18):</i>																													
	Public Sector		Voluntary		Comm + Enter		Private Sector		Other		Public Sector		Voluntary		Comm + Enter		Private Sector		Other																					
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female																				
Resourceful	3	-	4	2	4	-	3	-	-	-	2	-	10	1	18	3	-	-	-	-	3	-	4	2	3	1	3	-	-	-	2	-	11	19	2	-	-	-	-	
Resilient	3	-	4	2	4	-	3	-	-	-	2	-	8	3	21	-	-	-	-	-	3	-	4	2	3	1	3	-	-	-	2	-	10	1	21	-	-	-	-	
Open minded	3	-	2	4	4	-	3	-	-	-	2	-	7	4	14	7	-	-	-	-	2	1	4	2	3	1	3	-	-	-	2	-	5	6	15	6	-	-	-	-
Analytical	3	-	5	1	3	1	3	-	-	-	2	-	9	2	20	1	-	-	-	-	2	1	5	1	2	2	3	-	-	-	2	-	8	3	21	-	-	-	-	
Self-confident	3	-	3	3	4	-	3	-	-	-	2	-	7	4	13	8	-	-	-	-	2	1	4	2	4	-	3	-	-	-	2	-	7	4	18	3	-	-	-	-
Self-starter/ proactive	3	-	3	3	4	-	3	-	-	-	1	1	8	3	15	6	-	-	-	-	2	1	3	3	4	-	3	-	-	-	2	-	8	3	16	5	-	-	-	-
Creative/innovative	3	-	3	3	4	-	3	-	-	-	2	-	9	2	15	6	-	-	-	-	2	1	3	3	4	-	3	-	-	-	2	-	9	2	21	-	-	-	-	

Decisive	3	-	5	1	3	1	3	-	-	-	2	-	7	4	20	1	-	-	-	-	2	1	5	1	4	-	3	-	-	-	2	-	8	3	19	2	-	-	-	-
Results driven	3	-	4	2	4	-	3	-	-	-	2	-	9	2	16	5	-	-	-	-	2	1	3	3	4	-	3	-	-	-	2	-	10	1	19	2	-	-	-	-
A leader	2	1	1	5	4	-	3	-	-	-	1	1	7	4	5	16	-	-	-	-	2	1	-	6	4	-	3	-	-	-	2	-	7	4	13	8	-	-	-	-
A manager	2	1	1	5	4	-	3	-	-	-	1	1	7	4	5	16	-	-	-	-	2	1	-	6	4	-	3	-	-	-	2	-	7	4	9	12	-	-	-	-
A decision maker	3	-	4	2	4	-	3	-	-	-	1	1	10	1	19	2	-	-	-	-	2	1	4	2	4	-	3	-	-	-	2	-	9	2	20	1	-	-	-	-
Passionate about your work	3	-	4	2	4	-	3	-	-	-	1	1	9	2	14	7	-	-	-	-	2	1	4	2	4	-	3	-	-	-	2	-	8	3	16	5	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Asked to assess the level of significance of the skills in the table above with respect to whether they are required by their organisations, the majority of respondents expressed a positive opinion about most of the skills. Generally, with the exception of ‘being a manager’ and ‘being a leader’ which by female respondents was not generally seen as something their organisations required them to be (only 31% of females answered positively for these skills), all other types of skills were rated with above 65% positive answers. The skills rated highest by male respondents are ‘resourceful’ and ‘a decision maker’ (94%), followed closely by ‘creative/innovative’, ‘results driven’ and ‘passionate about your work’ with 89% and ‘resilient’, ‘analytical’ and ‘self-starter/proactive’ with 83%. Female respondents rated highest ‘resilient’, ‘analytical’ and ‘decisive’ with 94%, ‘resourceful’ and ‘a decision maker’ with 84% and ‘results driven’ with 78%.

With respect to the significance for performing their role in the organisation, male respondents rate the highest ‘resourceful’ – 94%, ‘resilient’ and ‘results-driven’ – 89%, ‘creative/innovative’ and ‘a decision maker’ – 83%. Female respondents rate the highest ‘analytical’ – 97%, ‘resilient’ – 94%, ‘creative/innovative’, ‘decisive’ and ‘a decision maker’ – 91%. Least popular among male respondents are the skills ‘open minded’ – 56% and ‘analytical’ – 67%, while female respondents are considering as least significant the skills ‘a manager’ – 44% and ‘a leader’ – 56%.

Summary for question 19

In your opinion how important are the following skills in your organization?

Most of the listed skills were identified by the respondents as either ‘very important’ or ‘important’ for their organisations, although there were variations:

- Male respondents – the skills ‘being proactive’, ‘critical thinking’, ‘analytical thinking’ and ‘employee resourcefulness’ are considered by 17% as ‘neutral’, while 6% find the first of the above four skills and 11% found the remaining three skills as ‘of little importance’;

- Female respondents – the skills ‘critical thinking’ and ‘leadership’ are considered by 13% as ‘neutral’, while for ‘being proactive’ and ‘goal seeking’ this percentage is 9%. The skills ‘leadership’ and ‘being proactive’ are considered as ‘of little importance’ by respectively 22% and 16% of the female respondents.

[Question 19] Details of the responses separated by males and females for each of the following sectors:

a) Public sector

	Male Respondents					Female Respondents				
	Very imp.	Important	Neutral	Of little imp.	Not imp.	Very imp.	Important	Neutral	Of little imp.	Not imp.
Self-efficacy	2	1	-	-	-	3	2	1	-	-
Creativity and innovation	2	1	-	-	-	3	1	1	1	-
Being proactive	2	-	1	-	-	1	2	2	1	-
Goal seeking	1	2	-	-	-	2	3	1	-	-
Critical thinking	-	3	-	-	-	2	3	1	-	-
Analytical thinking	1	2	-	-	-	3	3	-	-	-
Problem solving	2	1	-	-	-	3	-	3	-	-
Leadership	-	3	-	-	-	1	-	3	2	-
Persistence	2	1	-	-	-	2	4	-	-	-
Project management	2	1	-	-	-	1	5	-	-	-
Employee resourcefulness	-	3	-	-	-	3	3	-	-	-

b) Voluntary groups

	Male Respondents					Female Respondents				
	Very imp.	Important	Neutral	Of little imp.	Not imp.	Very imp.	Important	Neutral	Of little imp.	Not imp.
Self-efficacy	2	2	-	-	-	2	1	-	-	-
Creativity and innovation	2	2	-	-	-	1	2	-	-	-
Being proactive	3	-	-	1	-	1	2	-	-	-
Goal seeking	2	2	-	-	-	3	-	-	-	-
Critical thinking	2	-	1	1	-	2	-	1	-	-
Analytical thinking	-	2	2	-	-	1	1	1	-	-
Problem solving	1	3	-	-	-	2	1	-	-	-
Leadership	3	1	-	-	-	2	1	-	-	-
Persistence	3	1	-	-	-	3	-	-	-	-
Project management	3	1	-	-	-	3	-	-	-	-
Employee resourcefulness	3	-	1	-	-	2	-	1	-	-

c) Community and Enterprise groups

	Male Respondents					Female Respondents				
	Very imp.	Important	Neutral	Of little imp.	Not imp.	Very imp.	Important	Neutral	Of little imp.	Not imp.
Self-efficacy	-	-	-	-	-	1	1	-	-	-
Creativity and innovation	-	-	-	-	-	-	2	-	-	-
Being proactive	-	-	-	-	-	1	1	-	-	-
Goal seeking	-	-	-	-	-	1	1	-	-	-
Critical thinking	-	-	-	-	-	-	2	-	-	-
Analytical thinking	-	-	-	-	-	-	2	-	-	-
Problem solving	-	-	-	-	-	1	1	-	-	-
Leadership	-	-	-	-	-	1	1	-	-	-
Persistence	-	-	-	-	-	1	1	-	-	-
Project management	-	-	-	-	-	2	-	-	-	-
Employee resourcefulness	-	-	-	-	-	-	2	-	-	-

d) Private sector

	Male Respondents					Female Respondents				
	Very imp.	Important	Neutral	Of little imp.	Not imp.	Very imp.	Important	Neutral	Of little imp.	Not imp.
Self-efficacy	6	5	-	-	-	17	3	-	1	-
Creativity and innovation	5	6	-	-	-	10	10	1	-	-
Being proactive	4	5	2	-	-	9	7	1	4	-
Goal seeking	5	6	-	-	-	6	11	2	1	1
Critical thinking	2	6	2	1	-	10	7	2	1	1
Analytical thinking	4	6	1	-	-	14	7	-	-	-
Problem solving	6	5	-	-	-	17	4	-	-	-
Leadership	2	7	-	2	-	4	11	1	5	-
Persistence	4	7	-	-	-	13	8	-	-	-
Project management	6	3	-	2	-	13	3	1	2	2
Employee resourcefulness	4	5	2	-	-	9	12	-	-	-

Summary for question 20

In your opinion, in order to improve the efficiency and effectiveness of your organization, how important is that employees/volunteers are trained?

Most of the listed skills were identified by the respondents as either 'very important' or 'important' to be acquired by employees in order to improve the efficiency and effectiveness of their organisations, although there again were some variations:

- Male respondents – the skill 'critical thinking' is considered by 22% as 'neutral', while the same answer has been given for 'resourcefulness' by 17% and for 'goal seeking' and 'persistence' by 11% of the respondents. The skills 'being proactive', 'goal seeking' and 'critical thinking' are considered as 'of little importance' by 11% of the male respondents;
- Female respondents – the skills 'critical thinking' and 'leadership' are considered this time by 16% as 'neutral'. The skills 'leadership', 'being proactive' and 'creativity and innovation' are considered as 'of little importance' by respectively 22%, 19% and 16% of the female respondents.

[Question 20] Details of the responses separated by males and females for each of the following sectors:

a) Public sector

	Male Respondents					Female Respondents				
	Very imp.	Important	Neutral	Of little imp.	Not imp.	Very imp.	Important	Neutral	Of little imp.	Not imp.
Self-efficacy	1	2	-	-	-	3	3	-	-	-
Creativity and innovation	1	2	-	-	-	4	-	-	2	-
Being proactive	1	2	-	-	-	3	1	1	1	-
Goal seeking	1	2	-	-	-	2	4	-	-	-
Critical thinking	-	3	-	-	-	4	1	1	-	-
Analytical thinking	1	2	-	-	-	4	2	-	-	-
Problem solving	1	2	-	-	-	3	2	-	1	-
Leadership	2	1	-	-	-	1	-	4	1	-
Persistence	1	2	-	-	-	2	4	-	-	-

Project management	2	1	-	-	-	1	5	-	-	-
Resourcefulness	1	2	-	-	-	4	1	1	-	-

b) Voluntary groups

	Male Respondents					Female Respondents				
	Very imp.	Important	Neutral	Of little imp.	Not imp.	Very imp.	Important	Neutral	Of little imp.	Not imp.
Self-efficacy	3	1	-	-	-	3	-	-	-	-
Creativity and innovation	3	1	-	-	-	2	1	-	-	-
Being proactive	2	1	-	1	-	2	1	-	-	-
Goal seeking	1	1	1	1	-	2	1	-	-	-
Critical thinking	2	-	1	1	-	3	-	-	-	-
Analytical thinking	1	2	1	-	-	1	2	-	-	-
Problem solving	2	2	-	-	-	3	-	-	-	-
Leadership	3	1	-	-	-	3	-	-	-	-
Persistence	3	1	-	-	-	3	-	-	-	-
Project management	4	-	-	-	-	3	-	-	-	-
Resourcefulness	4	-	-	-	-	2	1	-	-	-

c) Community and Enterprise groups

	Male Respondents					Female Respondents				
	Very imp.	Important	Neutral	Of little imp.	Not imp.	Very imp.	Important	Neutral	Of little imp.	Not imp.
Self-efficacy	-	-	-	-	-	-	2	-	-	-
Creativity and innovation	-	-	-	-	-	-	2	-	-	-
Being proactive	-	-	-	-	-	1	-	1	-	-
Goal seeking	-	-	-	-	-	-	2	-	-	-
Critical thinking	-	-	-	-	-	-	1	1	-	-
Analytical thinking	-	-	-	-	-	-	1	-	1	-
Problem solving	-	-	-	-	-	-	2	-	-	-
Leadership	-	-	-	-	-	-	1	1	-	-
Persistence	-	-	-	-	-	1	1	-	-	-
Project management	-	-	-	-	-	2	-	-	-	-

Resourcefulness	-	-	-	-	-	-	2	1	1	1
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d) Private sector

	Male Respondents					Female Respondents				
	Very imp.	Important	Neutral	Of little imp.	Not imp.	Very imp.	Important	Neutral	Of little imp.	Not imp.
Self-efficacy	6	5	-	-	-	15	5	-	1	-
Creativity and innovation	6	4	1	-	-	9	8	1	3	-
Being proactive	4	5	1	1	-	7	9	-	5	-
Goal seeking	4	5	1	1	-	10	10	1	-	-
Critical thinking	3	4	3	1	-	9	9	3	-	-
Analytical thinking	7	4	-	-	-	13	8	-	-	-
Problem solving	8	3	-	-	-	14	7	-	-	-
Leadership	4	5	1	1	-	5	9	-	6	1
Persistence	5	4	2	-	-	9	11	-	1	-
Project management	7	4	-	-	-	8	9	-	3	1
Resourcefulness	5	3	3	-	-	11	9	1	-	-

Overall the skills listed above are considered as either ‘very important’ or ‘important’ by respondents for their organisations as a whole and with respect to the training needs of their organisations’ staff in order to improve the organisational efficiency and effectiveness. The highest deviations from the trend mentioned above can be identified in the responses of female interviewees in public sector organisations, who tend to consider some of the skills (such as ‘leadership’, ‘problem solving’ and ‘being proactive’) as ‘neutral’ or even ‘of little importance’. In the private sector organisations the skill ‘leadership’ stands out as the most ‘unpopular’ one, again among female respondents.

5. Benefit/accreditation:

Type Org	<i>Training programme benefit organisation (Q.21)</i>		<i>Accredited by an approved educational org (Q.22)</i>	
	Male	Female	Male	Female

	Y	N	Y	N	Y	N	Y	N
Public Sector	3	-	5	1	3	-	4	2
Voluntary	4	-	3	-	3	1	3	-
Comm + Enter	-	-	2	-	-	-	1	1
Private Sector	9	2	21	-	8	3	16	5
Other	-	-	-	-	-	-	-	-
Total	16	2	31	1	14	4	24	8

	<i>How should the training programme be delivered (Q.23):</i>																			
	Public Sector				Voluntary				Comm + Enter				Private Sector				Other			
	Male		Female		Male		Female		Male		Female		Male		Female		Male		Female	
	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Series of workshops	-	3	-	6	2	2	1	2	-	-	-	2	3	8	6	15	-	-	-	-
On-line	1	2	1	5	-	4	1	2	-	-	-	2	3	8	11	10	-	-	-	-
Blended learning	1	2	5	1	2	2	3	-	-	-	2	-	7	4	14	7	-	-	-	-
Face to face lectures	1	2	1	5	-	4	1	2	-	-	-	2	-	11	1	20	-	-	-	-
Other	-	3	-	6	-	4	-	3	-	-	-	2	1	10	-	21	-	-	-	-

Most of the respondents are of the opinion that a training programme, packaging the set of skills listed above would benefit their organisations – in fact only 2 of the 18 male and 1 of the 32 female respondents think otherwise. The respondents pointed out that such a training course would contribute to the achievement of organisational objectives and to the improving the effectiveness of the overall working processes in their organisations and be very useful for the training of new and development of current staff.

The responses to the question No 23 were less unanimous. Here about 25% of the male and female respondents are of the opinion that even if the training course is not formally accredited, it can still be useful for their organisations. The remaining 75% think that the training course being approved by an accredited education organisation is a guarantee for high quality of the training service provided.

The way of delivery of the training programme was also an object of differing opinions. About 50% of both male and female respondents would prefer the training programme to be delivered in the form of a blended learning (combining workshops and on-line training), as this type of delivery was the most frequent response irrespective of the type of organisation. The 'series of workshops' option is the favourite

option for 24% of the male and for 15% of the female respondents, while with 'on-line' training the situation is reversed – it is preferred by 19% of the male and 28% of the female respondents. The distribution of responses clearly indicates that face-to-face lectures were the least preferred option.

Overall summary, Bulgaria

The FIERE survey aimed at identifying the demand for and provision of innovative entrepreneurship skills at a regional level in Bulgaria was carried out by the IPS project team in the Southwest Region (SWR) of the country, which is the most developed territory at national level. 34 organisations were surveyed to reach the target of 50 interviews. The distribution of organisations surveyed by type of organisation is as follows: 6 organisations from the public sector, 5 voluntary organisations, 2 community enterprise organisations and 21 private organisations (for profit and not-for-profit). The organisations surveyed covered a broad field of activities – SME support, local authorities, higher education and adult training, local development, community services, information and communication technologies, etc.

Respondents employed in organisations in the public sector tend to be employed in the respective organisation the longest compared to the other types of organisations. In public and private sector organisations the majority of the male respondents are senior executives, while the predominant part of the female respondents are operatives. For voluntary organisations, the majority of male and female respondents are either mid-level manager or operatives, while for community enterprise type or organisations all respondents are senior executives.

The average age of respondents employed in public sector organisation is the highest compared to other types of organisations. On the other hand, all respondents in voluntary organisations are in the age group 21-30 years of age. In community enterprise organisations respondents tend to be in the broad age group 31-50 years of age, while for private organisations, the respondents between 21 and 30 years of age hold the highest share. With respect to their educational background, all of the interviewees hold at least secondary education degree, while 75% of the male and female respondents possess tertiary level of education.

In general, male respondents in all types of organisations are more active in starting an organisation than female respondents, with the exception of voluntary organisations where female respondents lead the way. Overall half of the female respondents have not been engaged in setting up an organisation, while two-thirds of male respondents claim that they have, in some stage of their professional career, started

their own organisation. With respect to the initiation and improvement of goals, products, services, etc., more than half of the respondents, both male and female, in all of the organisation types surveyed claim that they have participated in the improvement of services and processes.

The general opinion among respondents is that their organisations encourage them to look for new opportunities and they are empowered to make their own decisions – this holds true for about 90% of male respondents and for 75% of female respondents. Asked to give their opinion whether employees need to be creative and innovative when providing products/services to customers, all respondents gave a positive answer, irrespective of the type of organisation or gender specifics.

In assessing the level of significance of the skills listed in Q.17 and Q.18 with respect to whether they are required by their organisations, the majority of respondents expressed a positive opinion about most of the skills, with the exception of ‘being a manager’ and ‘being a leader’ which by female respondents was not generally seen as something their organisations required them to be. With respect to the significance for performing their role in the organisation, the skills ‘resilient’, ‘creative/innovative’ and ‘a decision maker’ are rated the highest both by male and female respondents.

Most of the skills listed in the questionnaire (Q.19 and Q.20) were identified by the respondents as either ‘very important’ or ‘important’ for their organisations as a whole and with respect to the training needs of their organisations’ staff in order to improve the organisational efficiency and effectiveness. Exceptions are the skills ‘being proactive’, ‘critical thinking’, ‘goal seeking’ and ‘(employee) resourcefulness’ (male respondents) and ‘critical thinking’, ‘leadership’, ‘being proactive’ and ‘goal seeking’ (female respondents).

Most of the respondents are of the opinion that a training programme, packaging the set of skills listed in Q.19 and Q.20 would benefit their organisations. At the same time 75% think that the training course being approved by an accredited education organisation is a guarantee for high quality of the training service provided. About 50% of both male and female respondents would prefer the training programme to be delivered in the form of a blended learning (combining workshops and on-line training), as this type of delivery was the most frequent response irrespective of the type of organisation.