



FIERE SKILLS NEEDS ANALYSIS SURVEY GREECE 2015



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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 Greece, the FIERE survey was administered by distributing the standard Survey Questionnaires (translated into Greek) to a number of target group institutions' staff (Municipalities, Chambers of Commerce and Industry, Ministries etc.). The process was coordinated by the "AllWeb", the Greek Partner in FIERE. In total 49 responses were collected from 19 organisations.

The organisations contacted are classified as "Public" (9 cases) and "Private" ones (10 cases). The former group includes a variety of types of organisations, such as Ministries, Local Authorities (Municipalities), a State University (in which Administrative only Departments were approached), while the latter group includes Chambers of Commerce and Industry, Professional Associations and affiliated services providing organisations. One such service providing organisation, set up by a consortium of Chambers and Professional Associations also participated in the survey (classified separately as "other private"). In line with the FIERE project conceptualisation and Work Plan agreed, no private profit making companies were considered for the specific survey purposes.

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 Greece in relation to the demographics section were as follows:

- 29 of the respondents work in Public sector organisations and 20 in "private" ones. The number of female respondents is slightly higher than that of male respondents (27 to 22 respectively).
- 30% of the respondents work for the same employer for more than 20 years, while another 45% for less than 10 years.
- 38% have been in the same position (and role) for more than 10 years, while 62% for a shorter period (as short as 1 or 2 years).
- Most of the respondents are between 30 and 50 years old, with the relatively younger ones working mostly in the Public Sector. This does not necessarily reflect the general age distribution of employees in the country's Public sector, but rather the fact that younger

employees were more responsive to the invitation to participate in the survey. This is also related to the observation that these respondents' level of seniority within their organisations is, relatively speaking, lower than in the rest of the organisations' sample.

- Respondents' educational level is relatively high, with 30 out of 49 (16 male and 14 Female) having Post Graduate degrees (25% of them PhDs).

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:

- Almost 60% of the respondents indicated that their organisation "encourages employees to look for new opportunities".
- Furthermore, a slightly lower percentage, but nevertheless quite high (57%), indicated that their organisation "empowers employees to make own decisions".
- Finally, almost without exception, all respondents agree that *"employees need to be creative"*!
- The majority of respondents (63%) indicated that they have some entrepreneurial background, having been involved in setting up a variety of private ventures (in several cases more than one). In particular, only 5 of the 22 Male respondents (in all sectors) indicated lack of such background. The corresponding number for female respondents is higher (48%), while frequency of entrepreneurial background is higher in the so-called "private" sector organisations than the Public ones.
- All respondents have indicated that they have, in their view, "contributed", in various ways and capacities, in their organisations' operations, either internal ones (e.g. settings of goals, revising processes and/or procedures), or in their dealings with their "market" (e.g. "products" and services production and marketing).

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 type of employees' skills that respondents were asked to indicate whether their employer – organization require them to possess, all correspond to "positive" characteristics and therefore it is not surprising that the frequency of positive indications was high (301 positive answers were provided by the 49 respondents, for a total number of 13 different types of skills – an average of approximately 6 answers per respondent).
- The three types of skills that obtained most answers were: 1. "Being resilient", 2. "Being results driven", and 3. "Being analytical". At the other end, those with the least answers (although in most cases higher than 30%), were: *"Being a Leader"*, *"Being self-confident"* and *"Being Open minded"*.

- The content of this last group of skills types needs to be somewhat interpreted. In our view, it probably reflects employees' belief that compliance (or even subordination) with guidelines and directives (especially in the public sector), take precedence to "leadership" and personal evaluation of circumstances and decision making which may be based on the individual's personal assessment of facts and circumstances and, a sense, allow a degree of "subjectiveness".
- Similar rankings emerge when respondents were requested to indicate which types of skills are required for their organization to "perform better". *"Being analytical", "Being proactive", "Being Decisive"* and *"Being a Decision maker"*, emerge as the top priority skills. At the bottom of the ranking: *"Being a Leader", "Being passionate about your work"* and, again, *"Being self-confident"*. With the exception of *"being a leader"*, all types of skills included in the relevant list are considered to be either "Very important" or "Important", by at least 8 out of 10 respondents.
- More than 90% of the respondents indicate that it is important for employees to be trained in 4 of the 11 different types listed, 80% provided similar indications for another 5 types, while only for "Leadership" and "Self-efficacy" the corresponding percentages are lower (49% and 71% respectively).
- All respondents, male and female, in both the Public and the Private sector organisations contacted, agree that training programmes would benefit their organisations. Furthermore, the vast majority seem to prefer such training programmes to be associated with some kind of Accreditation.
- "Blended learning" seems to be the most preferred method for training delivery, followed by periodically organised Workshops.

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 Greece and to summarise the key findings.

¹ <http://www.fiereproject.eu/>

1. Introduction:

- A total number of 19 organisations were contacted and 49 respondents participated in the Greek Part of the FIERE on line Survey.
- The organisations contacted are classified as “Public” (9 cases) and “Private” ones (10 plus one cases). The former group includes a variety of types of organisations, such as Ministries. Local Authorities (Municipalities), a State University (in which Administrative only Departments were approached), while the latter group includes Chambers of Commerce and Industry, Professional Associations and affiliated services providing organisations. One such service providing organisation, set up by a consortium of Chambers and Professional Associations also participated in the survey (classified separately as “other private”).
- In line with the FIERE project conceptualisation and Work Plan agreed, no private profit making companies were considered for the specific survey purposes.
- 29 of the respondents work in Public sector organisations and 20 in “private” ones. The number of female respondents is slightly higher than that of male respondents (27 to 22 respectively).
- 30% of the respondents work for the same employer for more than 20 years, while another 45% for less than 10 years.
- 38% have been in the same position (and role) for more than 10 years, while 62% for a shorter period (as short as 1 or 2 years).

Type of organisation	Number of Organisations	Male respondents	Female respondents
Public sector	9	12	17
Voluntary			
Community and enterprise			
Private sector (Chambers / Professional Associations and associated organisations)	9	9	10
Other “private”	1	1	
Total Orgs contacted	19	22	27

2. Demographics:

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	Total Males	15-20	21-30	31-40	41-50	51-60	Total Females	15-20	21-30	31-40	41-50	51-60	Total	
Public Sector			5	3	4	12			7	8	2	17			12	11	6	29	29
Voluntary																			
Comm + Enter																			
Private Sector			3	4	2	9		1	3	5	1	10		1	6	9	3	19	19
Other "private"				1		1												1	1
Total			8	8	6	22		1	10	13	3	27		1	18	21	9	49	49

Highest level of education attainment:

Type Org	Male Respondents							Female Respondents							Total Respondents by Qualifications level							Overall Total
	Pri	Sec	Tert	Deg	PGrad	PhD	Total Males	Pri	Sec	Tert	Deg	PGrad	PhD	Total Females	Pri	Sec	Tert	Deg	PGrad	PhD	Total	
Public Sector					8	4	12			10		5	2	17			10		13	6	29	29
Voluntary																						
Comm + Enter																						
Private Sector			6		3		9		1	2		6	1	10		1	8		9	1	19	19
Other "private"					1		1														1	1
Total			6		12	4	22		1	12		11	3	27		1	18		22	7	49	49

Comments:

- Most of the respondents are between 30 and 50 years old, with the relatively younger ones working mostly in the Public Sector. This does not necessarily reflect the general age distribution of employees in the country's Public sector, but rather the fact that younger employees were more responsive to the invitation to participate in the survey. This is also related to the observation that these respondents' level of seniority within their organisations is, relatively speaking, lower than in the rest of the organisations' sample.
- Respondents' educational level is relatively high, with 30 out of 49 (16 male and 14 Female) having Post Graduate degrees (25% of them PhDs).

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	8	2					1	2	4	1		2	1		1	9	12	3		2	1		2	11	31
Voluntary																									
Comm + Enter																									
Private Sector	3	3		1	1			3	3	2					3	4	6	5		1	1		3	7	23
Other Private					1		1																2		2
Total	11	5		1	2		2	5	7	3		2	1		4	13	18	8		3	3		6	18	56

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	3	2	11			8	3	2	12			10	6	4	23			18	51
Voluntary																			
Comm + Enter																			
Private Sector			7		5		3	1	6		7		3	1	13			12	29
Other Private	1		1		1								1		1			1	3
Total	4	2	19		14		6	3	18		17		10	5	37			31	83

Comments:

- The majority of respondents (31 out of 49) indicated that they have some entrepreneurial background, having been involved in setting up a variety of private ventures (in several cases more than one). In particular, only 5 of the 22 Male respondents (in all sectors) indicated lack of such background. The corresponding number for female respondents is higher (13 out of 27), while frequency of entrepreneurial background is higher in the so-called “private” sector organisations than the Public ones.
- All respondents have indicated that they have, in their view, “contributed”, in various ways and capacities, in their organisations’ operations, either internal ones (e.g. settings of goals, revising processes and/or procedures), or in their dealings with their “market” (e.g. “products” and services production and marketing).

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	11	1	9	8	8	4	9	8	12		15	2
Voluntary												
Comm + Enter												
Private Sector	4	5	6	4	3	6	7	3	9		10	
Other Private	1											
Total	16	6	15	12	12	10	16	11	22		25	2

Comments:

- Almost 60% of the respondents indicate that their organisation “encourages employees to look for new opportunities”.
- Furthermore, a slightly lower percentage, but nevertheless quite high (28 out of 49), indicated that their organisation “empowers employees to make own decisions”.
- Finally, almost without exception, all respondents agree that ***“employees need to be creative”!***

4. Skills needs analysis

“Does your organization require you to be...”?

Type of skill	YES answers (count)	YES answers (as % of Total answers provided)	YES answers (as % of number of respondents : 49)
Resourceful	24	8.0	49.0
Resilient	32	10.6	65.3
Open minded	15	5.0	30.6
Analytical	31	10.3	63.3
Self-confident	15	5.0	30.6
Self-starter / Proactive	26	8.6	53.1
Creative / Innovative	22	7.3	44.9
Decisive	27	9.0	55.1
Results Driven	32	10.6	65.3
A leader	9	3.0	18.4
A manager	20	6.6	40.8
A decision maker	23	7.7	46.9
Passionate about your work	25	8.3	51.0
Total answers (multiple)	301	100.0	

Comments:

- The type of employees' skills that respondents were asked to indicate whether their employer – organization require them to possess, all correspond to "positive" characteristics and therefore it is not surprising that the frequency of positive indications was high (301 positive answers were provided by the 49 respondents, for a total number of 13 different types of skills – an average of approximately 6 answers per respondent).
- The three types of skills that obtained most answers were: 1. **"Being resilient"**, 2. **"Being results driven"**, and 3. **"Being analytical"**. At the other end, those with the least answers (although in most cases higher than 30%), were: **"Being a Leader"**, **"Being self-confident"** and **"Being Open minded"**.
- The content of this last group of skills types needs to be somewhat interpreted. In our view, it probably reflects employees' belief that compliance (or even subordination) with guidelines and directives (especially in the public sector), take precedence to "leadership" and personal evaluation of circumstances and decision making which may be based on the individual's personal assessment of facts and circumstances and, a sense, allow a degree of subjectiveness.

“In your opinion, to perform in your organization do you need to be....:”

Type of skill	YES answers (count)	YES answers (as % of Total answers)	YES answers (as % of number of respondents: 49)
Resourceful	23	6.7	46.9
Resilient	25	7.3	51.0
Open minded	28	8.1	57.0
Analytical	33	9.6	67.3
Self-confident	23	6.7	46.9
Self-starter / Proactive	33	9.6	67.3
Creative / Innovative	28	8.1	57.1
Decisive	31	9.0	63.3
Results Driven	28	8.1	57.1
A leader	12	3.5	24.5
A manager	25	7.3	51.0
A decision maker	31	9.0	63.3
Passionate about your work	24	7.0	49.0
Total answers (multiple)	344	100.0	

Comments:

- Similar rankings emerge when respondents were requested to indicate which types of skills are required for their organization to “perform better”.

- *“Being analytical”, “Being proactive”, “Being Decisive”* and *“Being a Decision maker”*, emerge as the top priority skills. At the bottom of the ranking: *“Being a Leader”, “Being passionate about your work”* and, again, *“Being self-confident”*.

Summary for question 19

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

Type of skill	Very important	Important	Neutral	Of little importance	Not important at all	Very important or important (as % of Total respondents:49)
Self-efficacy	22	16	10	2		77.6
Creativity & Innovation	15	26	6	3		83.7
Being proactive	24	19	4	3		87.8
Goal seeking	22	21	5	3		87.8
Critical thinking	24	17	8	1		83.7
Analytical thinking	19	21	6	5		81.6
Problem solving	29	18	1	3		95.9
Leadership	11	17	11	6	5	57.1
Persistence	13	26	6	5		79.6
Project Management	17	22	7	4		79.6
Employee resourcefulness	15	23	9	3		77.6

Comments:

With the exception of *“being a leader”*, all types of skills included in the relevant list are considered to be either “Very important” or “Important”, by at least 8 out of 10 respondents.

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?

Type of skills	Very important	Important	Neutral	Of little importance	Not important at all	Very important or important (%)
Self-efficacy	13	22	10	5	3	71.4
Creativity & Innovation	18	24	7	2	2	85.7
Being proactive	11	32	8		2	87.8
Goal seeking	23	22	4	3	1	91.8
Critical thinking	17	23	6	3	4	81.6
Analytical thinking	16	23	7	5	2	79.6
Problem solving	28	21	2		2	100.0
Leadership	6	18	22	3	4	49.0
Persistence	15	31	5	1	1	93.9
Project Management	24	18	7	3	1	93.9
Employee resourcefulness	14	26	6	4	3	81.6

Comments:

- Responses to the question: “In your opinion, in order to improve the efficiency and effectiveness of your organisation’s offering/delivery to its clients, how important is that employees are trained in..”, are consistent with earlier ones, while they highlight the great importance attached to training in general and to training programmes focused on specific type of skills.

- More than 90% of the respondents indicate that it is important for employees to be trained in 4 of the 11 different types listed, 80% provided similar indications for another 5 types, while only for “Leadership” and “Self-efficacy” the corresponding percentages are lower (49% and 71% respectively).

5. Benefit/accreditation:

Type Org	Training programme benefit organisation (Q.21)				Accredited by an approved educational org (Q.22)			
	Male		Female		Male		Female	
	Y	N	Y	N	Y	N	Y	N
Public Sector	11	1	17		11	1	14	3
Voluntary								
Comm + Enter								
Private Sector	9		10		7	2	10	
Other					1			
Total	21	1	27		19	3	24	3

Comments:

- All respondents, male and female, in both the Public and the Private sector organisations contacted, agree that training programmes would benefit their organisations.
- Furthermore, the vast majority seem to prefer such training programmes to be associated with some kind of Accreditation.

	How should the training programme be delivered (Q.23):																
	Public Sector				Voluntary				Comm + Enter		Private Sector		Other				
	Male		Female		Male		Female		Male		Female		Male		Female		
	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	
Series of workshops	6		5									3		2		1	
On-line	1																
Blended learning	5		10										6				
Face to face lectures			2									6		2			
Total	12		17									9		10		1	

Comments:

“Blended learning” seems to be the most preferred method for training delivery, followed by periodically organised Workshops.

