**Middle Management Skills in the Building Sector:**

**Adjustment of the Vocational Education to the Evolution of Company Needs**

Agreement Nº: 2015-1-FR01-KA202-015054

**Intellectual Output O1: Report on the adequacy between skills needed by building companies concerning team leaders / worksite supervisors and available training offer**

**Grid O1-A1.1**

**Analysis of job announcements related to the position of worksite supervisors and team leaders from the qualitative point of view**

**Introduction**

The tasks of the intellectual our no. 1 is to obtain a survey with representative samples of intermediate and functional interfaces in each partner country, situated between VET providers and aimed team leaders and worksite supervisors.

The objective is to know more in-depth and with relevant methods company needs in terms of knowledge, skills and competence, especially transversal and concerning team leaders and worksite supervisors.

Eventually there will be developedadvice on what must be improved in terms of initial and continuing training paths intended to the aimed beneficiary groups and leading to the qualifications of EQF levels 4 and 5.

**Brief presentation of the methodological framework**

The work method is an activity related approach (companies already sensitive on the importance of training must be privileged as interlocutors).

**Step O1-A1.1:** *Analysis of job announcements related to the position of worksite supervisors and team leaders from the qualitative point of view*, to detect what is pointed out in terms of knowledge, skills and competence required and with what frequency (30 job announcements per country: 15 per job profile concerned). 🡪 grid O1-A1.1

**Synthetic presentation of results concerning worksite supervisors**

**(country by country)**

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|  | **WORKSITE SUPERVISOR** |
| **BZB Krefeld / Germany** | Numerous job offers  Internet sources are medium of choice for seeking jobs  Basic threshold: “apprenticeship” successfully passed  Work experience important; often > 5 years  Personal authority required  Need for (travel) flexibility  Increasing demand for foreign language skills (mostly EN)  Good writing skills in German language required (increase of administration and reporting tasks)  Good communication skills required due to communication with stakeholders on all levels  Job announcement often not very detailed: either people know about the expections or about the company  Mostly full time and permanent contracts |
| **IFAPME / Belgium** | Taking over responsibility important  Required formal degree often “engineer” and “bachelor”  Work experience important; often > 5 years  Health & Safety-certificate often formal obligation on site  Good communication skills required due to communication with stakeholders on all levels  Dutch language skills often required due to bilingual country (FR/NL)  Mostly full time contracts  Sometimes 1st work period engaged by employment agency then 2nd phase permanent contract with company  Company car offered as incentive |
| **Warrington Collegiate / UK** | The title “worksite supervisor” has a wide spectre   * Foreman * Worksite supervisor * Site manager   Mostly job announcements are placed via recruitment agencies with little information about position at initial stage of application process |
| **FLC Asturias / Spain** | Very few offers due to the still remaining crisis of the branch cause a small demand by companies  Often newspapers and internet are NOT the medium of choice to look for staff; it is rather more the personal recommendation and the mouth-to-mouth way to attract new staff  Importance of personal interview in finding the right person; explicit asking is essential  Broad work experience required by companies  Only few announcements require academic title for that kind of job |
| **IBE / Poland** | 50 % of job announcement in infrastructure sector  Person is responsible for entire work site and the whole documentation process  Higher education required by companies  Work experience 3 < x < 5 years  Knowledge, skills and competences often not described in a very detailed way  Plan, supervise and coordinate works  Cooperation and communication with stakeholders and subcontractors  Human resource management  Travel flexibility  Salary information seldom; neither for type of contract and extras  Only formally necessary documents required where at stake, the rest by informal steps |
| **CCCA-BTP / France** | Sources for job announcements in newspapers and internet  Work experience appears more important than formal initial training; any kind of diploma accepted from level 3-6 EQF  Very vague description of profiles sought by companies  The more concrete the specialisation the more job details are mentioned  Health & Safety-certificates important  Attitude / behaviour important in terms of   * motivation * representation of company culture * responsibility * communication * flexibility   Often only few contractual information provided  Salary often not mentioned |
| **FORMEDIL / Italy** | Very few announcements found  Not clearly defined positions  Unclear salaries |
| **FLC / Spain** | Job announcement very scarce  Health & Safety training required  Companies search for higher grades  Mostly temporary contracts |
| **CENFIC / Portugal** | Source of announcements nearly fully via internet  Job conditions remain vague  Work experience required often > 5 years  Clear salary structure  Soft skills demanded; technical skills obvious |

**Synthetic presentation of results concerning team leaders**

**(country by country)**

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|  | **TEAM LEADER** |
| **BZB Krefeld / Germany** | Few job offers (reason: 80 hours training compared to 250 for lowest level of worksite supervisor is not a big difference: hence, people go direct for WS)  Internet sources are medium of choice for seeking jobs  Basis threshold “apprenticeship” successfully passed  Work experience important; often > 3 years  Personal authority required  Need for (travel) flexibility  Still a high degree of operational / manual work demanded although some leading functions  Job announcement often not very detailed: either people know about the expections or about the company  Mostly full time and permanent contracts |
| **IFAPME / Belgium** | Worksite organisation and supervision  Responsible for team performance  Ability to read and interprete plans  Health & Safety skills  Customer driven attitude  Work autonomously  Enthusiasm to motivate teams  Not many details about the job contents neither about the salary  Work experience is more desired than diploma |
| **Warrington Collegiate / UK** | The same as “worksite supervisor” but in a less wide spectre |
| **FLC Asturias / Spain** | Hardly any job announcement found |
| **IBE / Poland** | Only limited number of job announcements  IT skills sometimes required by companies  Ability to read and interprete plans  Costs´ estimation  Secondary education required  Work experience 1 < x < 5 years  Team leading skills  Travel flexibility  Working autonomously  Good communication skills  Knowledge, skills and competences often not very detailed described  Contractual information often vague |
| **CCCA-BTP / France** | Sources for job announcements in newspapers and internet  Less annoncements compared to worksite supervisors  Work experience 5 < x < 10 years but also formal fitting required  Vague descriptions of required specialized profils  Technical skills are absolutely necessary, but soft skills are asked for in particular, like   * working autonomously * motivation of staff * problem solving * quality orientation * obey safety rules * dynamic attitude   Often only few contractual information provided  Salary often not mentioned  Ratio of limited/permanent contracts: 50/50 |
| **FORMEDIL / Italy** |  |
| **FLC / Spain** | Less offers for team leaders than for worksite supervisors  No information about salaries by companies  Mostly temporary contracts  Hardly to find any staff for these positions  Work experience more important than formal VET |
| **CENFIC / Portugal** | Mostly vague information about contractual issues  Work experience essential |

**Conculsions**

Having investigated the job market for “worksite supervisors” and “team leaders” in construction within the period from November 2015 to January 2016 in 8 EU-countries (namely: Belgium, France, Germany, Italy, Poland, Portugal and Spain) the resume appears somehow diverse. As the branch faces different stages of economic well-being the job announcements come along alike.

In countries where the economic crisis is still current, the availability of job offers is scarce in general, whereas in particular job offers for “team leader” are less in all countries. One reason for this could be that the effort to formally become “worksite supervisor” is not so much bigger than ´only´ become “team leader” (in Germany for example). Or the spectre of being “worksite supervisor” can range from small scale tasks up to quite complex area of work (as described in the UK explanantions).

Mostly the job announcements are found in the internet; newspapers withdrew from the scene. The information given by companies about the job offered is vague; the like goes for the salaries and other incentives. The conclusion is that the companies anticipate the job seekers to know about the expected tasks and appropriate revenues.

Work experience is necessary in all cases; a solid apprenticeship and/or a basic and certified technical training as a ground for starting a job career was not mentioned explicitedly apart from Germany. An average here is 3-5 years of experience for worksite supervisers and a little less for team leaders. The technical skills are necessary in all cases. The necessity for Health & Safety skills (or certificate) was mentioned in some countries, but is certainly essential in all. But for soft skills and other competences there is an explicit demand like: communication in native and sometimes foreign language, good writing skills for documentation and reporting, good personal attitude, customer orientation, stakeholder orientation, IT skills etc.

Whereas the team leader will still face a part of operational (i.e. physical) work, it appears that the worksite supervisor is the main figure, who is fading away from any manual tasks. The general requirements are the same for worksite supervisors and team leader when it comes to basic technical skills, (travel) flexibility, motivation of teams, H&S skills, authority, responsibility and work experience. The range of some items differs, though. Communicative skills, range of responsibility (and also depth), language skills (in speaking and writing), calculatory abilities and budget keeping competence are more and intensly required, when companies are looking for worksite supervisors.

**ANNEX 1: national questionnaires related to worksite supervisors**

**ANNEX 2: national questionnaires related to team leaders**

**ANNEX 1: national questionnaires related to worksite supervisors**

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| **Country: Germany (BZB Krefeld)** |

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| **Announcements related to the profile of worksite supervisor** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source: https://ec.europa.eu/eures...   Job title as announced:  Polier (m/f) Civil works | * Experienced in civil works * Polier-course successfully finished | * Drivers licence b and car necessary | * Full time contract |
| 1. Source: www.stellenanzeigen.de   Job title as announced:  Werkpolier (m/f)… | * No specific items mentioned | * No specific items mentioned | * No data |
| 1. Source: www.stellenanzeigen.de   Job title as announced:  Polier (m/f) civil works and engineering works | * Successfully finished Polier-course or comparable qualification with work experience * Specific experience in engineer-/high-/civil works and common guidelines; knowledge of public procurement * Experienced in Microsoft Office * Organisational skills, strong authority and dedication towards customers and services * Drivers licence b | * Competence to lead team leaders and other staff * Self-organized conduct of works * Instructing and controlling of subcontractors of medium sized building processes * Adjustment with purchasers, planning staff and public administration in preparing and realizing constructions * Editing of a service-oriented, duely scheduled and high-quality reporting as a basis for calculation | * Long term perspective in well established company * Attractive salary plus additional incentives * Good work atmosphere * Work life balance * Variety of internal further qualifications and training |
| 1. Source: www.stepstone.de   Job title as announced:  Polier (m/f, buildings) | * Minimum Technician, crafts master or Polier * Leading competence * Professional and polite attitude towards customers | * Not specified | * Fair salary over average * Career perspectives in expanding company * Company car, also for private use * Accommodation available for commuters * Safe position in successful company |
| 1. Source: www.stepstone.de   Job title as announced:  Poliere (m/f) | * Successfully finished apprenticeship high buildings technician or crafts master qualification or professional experience in interior works * Knowledge of construction material specific contents * Drivers licence b | * MS Office * Strong communicative skills * Self-determined, problem-solving and cooperative work methods * Good attitude towards customers, colleagues and suppliers | * good salary and comfortable work context * company car, smart phone and tablet * employment not affected by economic cycles * extended further possible * openness for your ideas and personal development |
| 1. Source: www.stepstone.de   Job title as announced:  Polier (m/f) | * Successfully finished apprenticeship * Knowledge of engineer techniques * MS Office * Result and cost oriented attitude * Authority and responsibility * Enthusiasm for consulting and decision taking * High motivation and engagement | * Economic planning required in terms of staff, tools and machinery as well as material * Management of subcontractors * Calculation of measurements and drawings * Health and safety management | * HOCHTIEF: no further details given |
| 1. Source: www.stepstone.de   Job title as announced:  Polier (m/f) high building | * Successfully finished technical apprenticeship * Some years of experience as “Polier” or “Werkpolier” * MS Office * Team cooperation, authority and self-organised work manner | * Conducting works and processes * Editing of services * Human resource planning * Editing basic data for salaries * Support of site manager at contacts to public authorities and customers * Site documentation * Material management * Controlling of subcontractors * Health and safety regulations | * Züblin AG: no further details given |
| 1. Source: www.stepstone.de   Job title as announced:  Polier Road Worker (for Nigeria) | * Successfully finished course Polier or crafts master for road working * Some years of work experience in road working * Technical and specific knowledges * Good English skills | * Leading project teams of Nigerian colleagues * Cost efficient management of staff and machines * Health and safety regulations * Proper communication with all involved staff * Self-organised work on site | * Performance lead salary and country specific add-ons with low tax burden * Interesting job in international team * Accommodation in company owned facilities * Medical treatments in country |
| 1. Source: www.stepstone.de   Job title as announced:  Polier (m/f) interior works | * Successfully finished apprenticeship * Successfully finished course worksite supervisor or equal level qualification | * Team leading competence * Mental authority * Diligence * Keeping schedules * Economic thinking * Technical affinity * Microsoft Office applications * Excellent German language skills, English ones optional | * Performance oriented salary * Holiday extra payment * Optional additional payments * Company car after probation * Offer of continuing training for staff * Perspective for course and certification as technical expert |
| 1. Source: www.stepstone.de   Job title as announced:  Polier civil works and road works for Nigeria | * Successfully finished apprenticeship * Successfully finished course worksite supervisor or crafts master * Some year of work experience * Optional work experience abroad * Technical competence * Good English language competence | * Controlling of technical requirements * Leading teams of Nigerian workers * Cost efficient management of staff and machinery * Controlling of application of H&S regulations * Communication of al levels * Self-organised work on site | * Performance lead salary and country specific add-ons with low tax burden * Interesting work in international team * Accommodation in company owned facilities * Medical treatments in country |
| 1. Source: www.stepstone.de   Job title as announced:  Polier bridges and concrete works for Nigeria | * Successfully finished apprenticeship * Successfully finished course worksite supervisor or skilled technician * Some year of work experience in bridges and concrete works * Optional work experience abroad * Technical competence * Good English language competence | * Building pedestrians bridges with semi-structured elements and concrete technique * Controlling of technical requirements * Leading project teams of Nigerian workers * Cost efficient management of staff and machinery * Controlling of application of H&S regulations * Communication of al levels * Self-organised work on site | * Performance lead salary and country specific add-ons with low tax burden * Interesting work in international team * Accommodation in company owned facilities * Medical treatments in country |
| 1. Source: www.stepstone.de   Job title as announced:  Polier (m/f) high-building | * Successfully finished apprenticeship masonry, reinforced concrete worker or similar * Successfully finished course for worksite supervisor or comparable * Some years of work experience as worksite supervisor high building * Drivers licence b * Use of MS Office * Engaged and motivated attitude in working * Team player and authority | * Realizing planned works * Selection and validation of construction techniques * Design a management of processes on site * Conducting measurements * Support of site managers in all types of contacts * Schedule material demands and supply * Human resource management and sub-contractors * Leading teams * Quality control * Documentation * H&S | * Safe and interesting job * Well balanced payment |
| 1. Source: www.stellenanzeigen.de   Job title as announced:  Polier / Werkpolier (m/f) | * Successfully finished apprenticeship * Successfully finished course for worksite supervisor or crafts master * Drivers licence b * High motivation * Reliability * Strong communication and team player | * Controlling and conduct of works * Controlling of sub-contractors * Orders for material * Measurements * Responsible contact for all stakeholders | * No specific data |
| 1. Source: www.stepstone.de   Job title as announced:  Polier (m/f) international projects | * Some years of work experience as worksite supervisor * Job related travel readiness within mainly the EU but also beyond * Technical skills incl. electronic skills * Team player and dedication towards leading teams * Good foreign language skills (DE, EN) | * Autonomous leading of sites * Team leading on site * Planning, coordination und quality control on perspective * Responsibility for site planning * Controlling of H&S as well as environmental regulations * Interface function between operational site works and site manager | * Good work atmosphere, high team spirit, motivation and creativity * Wide scope for design and decisions amongst other by international courses * Performance oriented salary |
| 1. Source: www.stepstone.de   Job title as announced:  Polier / Werkpolier | * Successfully finished course worksite supervisor / crafts master * Driver´s license b * High motivation * Diligence * Strong communication skills and team player | * Cooperation with site managers * Controlling of works * Controlling of sub-contractors * Material management * Responsible contact for operational works on site | * No details |

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| **Comments and conclusion:**  The main source of jobs is based on internet job offers rather than newspapers, which have been the predominant source for a long time.  Mostly all positions are connected with a successful apprenticeship as the base for the entire job competence. Then the companies require work experience to some extend and a certain degree of personal authority. The fact that individual flexibility is required mirrors the characteristics of the branch with non-locally fixed venues of production (often combined with a drivers licence). Also om this level foreign language competence is a big plus. Good German language skills are necessary due to the high degree of administrative, planning and documentation tasks.  The demanded skills and competences lead to a more administrative and management attitude to the job as well as to operate communicative skills. Often these positions mean being the interface between site management and operative level.  The job offers are sometimes not very detailed. The conclusion is, that either the job seekers know about the company or the reputation and the tasks for worksite supervisors are clear and hence do not have to be explained in the advertisement in detail. |

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| **Country: Belgium (IFAPME)** |

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| **Announcements related to the profile of worksite supervisor** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source:   Vivaldis construct  Job title as announced:  Worksite supervisor | Diploma:  Safety and Security Certificate  Professional experience:  60 months convincing work experience as worksite supervisor | Be able to:  -Work in a sustained working rhythm  -Manage building sites  -Supervise the building site plant, deliveries and reception of goods and machinery  -Organize and coordinate the different trades on the building site  -Workers’ management  -Respect the production’s deadlines  -Dutch language is an advantage | Temporary contract that could be followed by a permanent contract  40 hours / week  Salary: in accordance with 124 joint commission |
| 1. Source: LE FOREM   Job title as announced:  Worksite supervisor | Diploma:  Bachelor or construction engineer or civil engineer  or equivalent  Work experience:  48 moths as worksite supervisor – in buildings construction or civil engineering | In the frame of civil engineering projects, the candidate must be able to:  -Manage and supervise the progress of building sites  -Manage team of workers on the building site  -Manage a project  -Manage a budget  -Manage planning and respect deadlines  -Have good contacts with clients, suppliers and any other contractors  Autonomy  Good managerial capacities  Good coordination abilities  German language is a significant advantage | Full-time contract  Permanent contract |
| 1. Source: FRANKI SA   Job title as announced:    Worksite supervisor in the building industry | Diploma:  construction engineer or civil engineer  Work experience:  Minimum 5 years in a similar function | Function:  Be responsible of work coordination.  Closely linked to the technical direction of the company.  Responsible of the technical, financial and organisational of building sites.  Responsible of about 25 workers.  Responsible of coordination and information with other services  Responsible for costs and deadlines  Quality oriented  Flexibility  Proactivity  Persevering  High sense of responsibility  Initiative spirit  Rigorous  Leadership | Full-time  Permanent contract  Attractive salary  Extra benefits  Company vehicle  Lifelong learning politic  Pleasant working environment |
| 1. Source: Insel via Randstadt   Job title as announced:  Worksite supervisor | Diploma:  Master - construction engineer or civil engineer  Work experience:  Minimum 5 years in the function of worksite supervisor – construction of buildings or civil engineering | Being worksite supervisor, the candidate must be able to accept the financial, technical and administrative responsibilities of the different building sites, which are mostly hospitals and rest homes.  In addition to that, the other tasks will be:  Organisation of building sites and planning  Coordinate and control workers and contractors  Ensure safety and security respect  Collaborate with financial and purchasing departments  Have good contacts with clients and architects  Good relationships with others  Good organisation skills  Leadership  Team spirit  Good analysing capacities in order to read the plans and technical specifications  Proactive  Initiative spirit | Full-time contract  Permanent contract |
| 1. Source: Trendeco   Job title as announced:  Worksite supervisor – specialized in frontage and cladding | Diploma:  Master - construction engineer or civil engineer  Work experience:  Minimum 5 years in the function of worksite supervisor – specialized in wood construction – facing and cladding | Responsibilities:  Carry out preparation and realisation of external carpentry works and frontages  Follow the building sites (3 simultaneously, on average)  Go every day on the building sites  Responsible of workers (3 to 9)  Be responsible of the budget, deadlines, safety and security standards  Regular control of state of progresses  Regular control of work execution  Attend to “acceptance of work” (temporary and final)  Leadership  Candidate must be convinced by energy saving in buildings  Punctual, precise, involved | Full-time contract within a young and dynamic team  Good salary, up to the candidate’s competences  Continuous training on the field |
| 1. Source: SYNERGIE   Job title as announced:  Worksite supervisor | Diploma: Master in construction sector – engineer in construction  Work experience:  60 month experience in buildings construction or in civil engineering structure  60 month in worksite supervising | Passion for buildings’ construction  Results-oriented  Excellent commercial abilities  Rigorous  Proactive  Good IT skills  Languages: Dutch can be an added value | Temporary contract - could be followed by a permanent contract  Full-time (40h/week) |
| 1. Source: LE FOREM   Job title as announced:  Worksite supervisor – Metal work | Diploma: Welder – Metal worker  Work experience:  Min 60 month as worksite supervisor in the field of constructions’ elements manufacture (for construction) | Convincing experience in metal work  Be able to manage small teams  Flexibility  Safety, cleanliness and order are priorities  Sense of responsibilities | Temporary contract - could be followed by a permanent contract within a dynamic team  Full-time (40h/week) |
| 1. Source: LE FOREM   Job title as announced:  Technical worksite supervisor (electricity) | Diploma:  Bachelor  Work experience:  Min 5 to 10 years in a similar function | Responsible of a 10 workers’ team  Assure visits of worksites  Define the needs of the worksite  Organize workers’ planning  Be able to work on the building site if needed (if lack of workers available)  Need to know electricity field very well  Like to work outside  Like human contacts  Real team leader  Team spirit is very important  Dutch knowledge is a big advantage | Long-term mission  Attractive salary  Family environment |
| 1. Source: SERTEC NV   Job title as announced:  Worksite supervisor | Diploma:  Master in construction  Work experience:  Min 3 years’ experience in a similar function | Take care of the project’s planning  Coordinate projects directly in the field  Work in collaboration with project managers  Respect deadlines  Monitor execution quality and security  Take care of interactions between entrepreneurs  Administrative tasks such as: specifications bills, daily reports, state of progress, goods reception  Good communication skills  Abilities to follow the different stakeholders and take the corrective measures if necessary  Meticulous  Strict  Respect procedures  Able to face problems and find suitable solutions  Good knowledge MS Office  Perfect bilingual Dutch / French | Full-time  Permanent contract |
| 1. Source: RANDSTAD   Job title as announced:  Worksite supervisor – roof work | Diploma:  Safety and security certificate  Work experience:  12 month as worksite supervisor in construction industry – metal, wood or roof work | Worksite management  Perfectionist  Meticulous | Full-time  Temporary contract – could lead to a permanent contract  Salary to be discussed – linked to 124 Joint Commission |
| 1. Source: LE FOREM   Job title as announced:  Worksite supervisor | Diploma:  Min bachelor in construction or a 10 years’ experience in the sector  Work experience:  24 month experience in construction industry or civil engineering. Experience within a “4 class\*” company is a serious advantage.  \*Big construction sites with 900.000 € budget | Responsible of the building sites’ preparation and organization  Coordinate and control the activities taking place on your building sites  Good contacts with clients and contractors  Able to facilitate all the interventions on your building sites (foremen, contractors, design offices, …)  Coordinate and control quality and safety activities  Responsibility of contractors (invoicing, performances, …)  Establishment of progress reports  Budget control  Planning  Organization and participation to safety meetings  Organization and participation to internal meetings  Well organized person  Able to anticipate and supervise  Team leadership  Team spirit  Good resistance to stress | Full-time contract  40h00 / week  Permanent contract |
| 1. Source: FORUM JOBS   Job title as announced:  Worksite supervisor – electricity | Diploma:  Technical diploma  Work experience:  Experience as worksite supervisor | Knowledge in low, middle and high tension  Able to read plans  Able to manage and take responsibilities  Well organised  Profitable  Organization and coordination of “electrical installation projects”  Responsible of a team (3 – 10 people)  Responsible of planning and worksite progression  Have regular contacts with colleagues, clients and entrepreneurs  Respect of regulations and safety rules  French and Dutch knowledge | Full-time contract  Competitive salary  Stable job in a growth company |
| 1. Source: BRUNEL   Job title as announced:  Worksite supervisor – public highways | Diploma:  Professional bachelor – public sector oriented  Work experience:  Min 5 years in supervision of public highways (in Belgium) | Workforce implementation  Worksites supervision  Order goods and materials  Follow-up and respect of planning  Ensure safety on the building site  Flexibility  Enjoy team working  French and Dutch knowledge  MS Office | Full-time  40h00/week  Company vehicle  Attractive salary included extra advantages |
| 1. Source: ADDECO   Job title as announced:  Worksite supervisor (tertiary electricity) | Diploma:  Not specified  Work experience:  Min 36 month as worksite leader in electricity | Meet clients in order to determinate the work to be accomplished  Quotations  Order materials  Produce technical sheets to the attention of workers  Control  Follow workers on the building site  Good technical knowledge in electricity  Good commercial contacts  Relevant experience as team leader  Able to prepare a building site and ensure the follow-up  Quality-oriented  Challenges-oriented | Temp  Full-time  Company car  Luncheon voucher  2200€/brut  Could be followed by a permanent contract |
| 1. Source: LE FOREM   Job title as announced:  Worksite supervisor | Diploma:  Professional bachelor  Bachelor in construction or  Industrial engineer  VCA for managers is a main advantage  Work experience:  Min 5 year experience as worksite supervisor – buildings construction or civil engineering | Good knowledge of specification bills, technical specifications, labour laws (lay-off because of bad weather, human resources administration)  Positon with high level of responsibilities  Good sense of organisation  Dynamic  Leadership  Rigorous  Flexible  MS Office and Excel good knowledge | Full-time  40h00/week  Contract as consultant 🡪 could become a permanent contract  Salary according to the candidate’s performances and previous experiences  Company car  Extra month’s bonus  Luncheon voucher  Extra advantages  Company offers career’s advancement |

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| **Comments and conclusion:**  Most requested competences are about team leading and responsibilities taking. Theoretical knowledge is not that explicit probably because the diploma asked in the job offers often concerned engineers and bachelors.  Experience is highly requested (most often, 5 years)  Safety and security certificate is usually requested, as in Belgium, it is necessary in order to work on large building sites (according to legal recommendations for public tenders and companies classifications)  Communication skills and ICT skills are often required as the building site supervisor needs to communicate a lot with the different stakeholders and take part to many administrative aspects.  Many job announcements ask the worksite supervisor to have knowledge in Dutch as it is one of the three national languages (spoken in the North of Belgium). The reason could be that for that kind of construction sites (very wide – public tenders), companies cannot only work in Wallonia 🡪 Dutch requested as building site supervisors need to communicate a lot with the different stakeholders.  As far as contracts are concerned, full-time (that means 40 hours per week) is always required. Most of job announcements offer a permanent contract but sometimes, first with a temporary contract with a temporary employment agency. Some big groups (like Franki) propose a company car and extra-legal advantages. |

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| **Country: United Kingdom (Warrington Collegiate)** |

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| **Announcements related to the profile of worksite supervisor** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source:   Internet  Job title as announced:  Site Supervisor | Experience in supervising site personnel and of ordering materials.  Must hold a site supervisor certificate, SCSC Card, Fork lift licence and driving licence. | Ability to read architectural drawings. Setting out ceilings to design and specification as per architects drawing. | Permanent  No further details provided regarding salary or working conditions. |
| 1. Source:   Internet  Job title as announced:  Site Supervisor | The successful candidate will have worked within the construction sector previously and preferably have brickwork site supervisory experience.  The ideal candidate must have SSSTS or SMSTS and CSCS card.  Other certifications such as First Aid Cert, Asbestos Awareness, Scaffolding Supervisor and PASMA would be advantageous. | The successful candidate must have worked within the construction industry previously. | Permanent  The successful candidate will be based around the North West but may be required to travel to other parts of the UK occasionally.  A competitive salary and the opportunity to work on exciting projects.  Full Time |
| 1. Source:   Internet  Job title as announced:  Site Supervisor | Previous civils / groundsmanship experience is preferred, a structured training programme will be provided to develop the successful applicant into a valued member of the team. | The Site Supervisor role will be fully involved in the planning, construction and delivery of the highest quality sports surfaces across the UK.  The successful applicant will demonstrate a high level of commitment to the role, together with an ability to work with and lead multiple teams to meet the exacting requirements for our customers.  The main duties to the role will involve….  To manage sub-contractors on project,  Ensure SIS health and safety programs are adhered to,  Assist with the construction of the site,  Keep accurate records of all work,  Operate site machines and maintain up to date licences. | The hours may be irregular and involve a significant amount of time working away from home with the possibility of weekend working at peak times.  The salary will be dependent upon the applicants experience and skillset.  A bonus scheme will be used  Travel allowance will be compensated and Health Care offered. |
| 1. Source:   Internet  Job title as announced:  Construction Foreman / Site Manager | The successful applicant will have a proven track record of man management and lateral thinking within the construction industry and be able to demonstrate skills and knowledge. | The organisation is a pumps company who work with the installation of pump chambers and treatment plants.  A manager/foreman is needed to carry out site visits, order parts and keep the team working.  Maintaining on site health and safety. | Salary £25k - £30k  Location – Chesterfield however the work is nationwide where frequent working away is needed with financial rewards.  Full time permanent.  Company van is provided along with a pension. |
| 1. Source:   Internet  Job title as announced:  Site Manager | A degree in an Engineering discipline or equivalent qualification with 10 years’ experience in construction.  Full understanding of the design and installation of process plants is also required as well as IT literate.  Previous experience of working on multi million pound construction projects would be beneficial along with proven ability in tendering procedures.  CITB Site Management Safety certificate holder.  Qualified first aider and CSCS card holder is also a requirement. | As a construction site manager you will work with other internal and external professionals in civil and process plants installations and construction carrying out projects on time, within budget and to clients requirements and quality standards whilst covering all site regularity, safety, health and environmental issues.  The main responsibilities of the role will involve, The management of mechanical, electrical, civil or other contractors on the site.  Managing the tendering process for any site services or hired equipment.  Liaison with and management of suppliers and contractors. | Salary £250 - £350 per day  Location will be Kidderminster, Scotland, wales.  Contract position with duration of 8 – 12 months. |
| 1. Source:   Internet  Job title as announced:  Construction Manager | The ideal candidate will have relevant nuclear experience and come from a build, industrial or facilities background. | The suitable candidate will act as the Technical Authority for construction and lead all on site project construction activities to the approved design. | Salary £350 - £500 per day  Location Barrow but travel as required.  Temporary contract. |
| 1. Source:   Internet  Job title as announced:  Site Supervisor / Construction | Previous experience of Site Supervisory positions.  The candidate must be from a construction background and have carpentry experience. | As the site supervisor you will be responsible for the maintenance and refurbishment of multiple sites. The ideal candidate will be working on the sites themselves and also managing a team to ensure KPI targets are met. | £35,000 - £40,000 per annum  The role is permanent full time |
| 1. Source:   Internet  Job title as announced:  Site Supervisor | Suitable candidates will be able to demonstrate a stable career history working within the Facades industry, you must hold a valid CSCS card. | Reporting to the Project Manager, daily responsibilities include,  Assisting with co-ordinating health and safety on site.  Conducting quality inspections, Supervising sub-contractors and labourers and ensuring all works are carried in accordance to the method statement and risk assessment. | £30,000 - £40,000 per annum including travel benefits.  Permanent Full time position. |
| 1. Source:   Internet  Job title as announced:  Site Supervisor Building Maintenance. | The ideal candidate will be working on the sites themselves.  They will be from a construction background and have previous carpentry experience. | The site supervisor will be responsible for the maintenance and refurbishment of multiple sites.  They will effectively manage a team, be responsible for the up keep of multiple sites and oversee the maintenance and refurbishment of work sites. | £35,000 - £40,000 per annum.  Permanent Full time position. |
| 1. Source:   Internet  Job title as announced:  Site Supervisor | The ideal candidate will come from a trade background and have 5 years’ experience as a supervisor.  The candidate must have the following…  SMSTS / SSSTS  First Aid  5+ Years Site Supervisor  Trade background  Able to read drawings  Well Presented  Good communication skills | The successful applicant will be based on site and report in to the project Manager whilst liaising with the client on progress reports and help resolve any issues on site.  The candidate will be responsible for supervising sub-contractors to ensure assigned work conforms to quality, time and safety requirements. | £18.00 per hour  Temporary full time |
| 1. Source:   Internet  Job title as announced:  Site Supervisor / Foreman | Applicants must have an Asbestos Awareness certificate and a CSCS card as well as substantial site supervising experience.  The applicant needs to be hands on and flexible. | The suitable applicant will be working with a team of steel erectors on site, overseeing the safety and progress of the work. | £15.00 per hour  Temporary full time  This is a 6 week position  Flexible working approach is a must. |
| 1. Source:   Internet  Job title as announced:  Working Foreman | In order to succeed in this role the candidate will be motivated with an excellent track record of building teams, and will possess excellent communication skill.  Multi trade or carpentry experience is required as well as a sound knowledge of health and safety.  Well organised and able to motivate other.  Full clean driving licence is required. | As the working foreman you will supervise teams of trade’s people across Yorkshire whilst being able to assist when necessary. The majority of projects will consist of new build, refurbishment and Fit Out across a number of sectors. | £30,000 - £35,000  A van will be provided and a bonus scheme will be in operation.  Permanent position. |
| 1. Source:   Internet  Job title as announced:  Site Supervisor | SMSTS  NRSWA  CSCS Card  Emergency First Aid | As the site supervisor you will be responsible for supervising sites, you will attend all incoming jobs, scope the area to access what the job will require to complete. This will involve heavy liaison with customers.  You will also be required to order materials for various types of work, conduct regular site audits and spot checks.  Liaise with clients, internal and external stakeholders at all levels. | Salary to be negotiated  Permanent position. |
| 1. Source:   Internet  Job title as announced:  Site Supervisor | Significant experience as a supervisor is required as well as a strong understanding of the NEC ECC contracts.  Good communication skills and able to work well in a team.  Assertive to be able to handle the contractor site team and a clear thinker with strong leadership skills. | Main responsibilities will consist of, checking compliance of the construction works, Liaison with the contractor over health and safety and construction issues, carrying out risk assessments. | Salary negotiable  Full time permanent position with traveling 10% a year. |
| 1. Source:   Internet  Job title as announced:  Site Supervisor | Site Supervisor Experience with a construction background.  Possessing carpentry experience. | The Site Supervisor will be responsible for the maintenance and refurbishment of multiple sites. The ideal candidate will be working on the sites themselves and also managing the team to ensure KPI targets are met. | £35,000 - £40,000  Overtime available  Training offered  Company Vehicle and Fuel Card.  33 days holiday and pension. |

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| **Comments and conclusion**  Site Supervisor titles can vary and range from one of the following…   * Foreman * Worksite Supervisor * Site Manager   However all of the above positions generally require the same qualification and experience.  It is also important to point out that the majority of construction vacancies are advertised via a recruitment agency who will often give very little information about the position at initial advertisement stage, therefore some of the above positions are not as detailed as other. |

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| **Country: SPAIN (FLC-ASTURIAS)** |

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| **Announcements related to the profile of worksite supervisor** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source: Employment website of the Labour Foundation for Construction.   Construyendoempleo.com  Job title as announced:  WORKSITE SUPERVISOR | Minimum 3 to 5 year experience | Knowledge: computer, electrical installations, telecommunications, HVAC, plumbing and sanitation.  Competences: He /she will depend hierarchically on the production manager and the operators will work under his / her responsibility. | Permanent contract  Location: Madrid (Spain)  Travelling within Spain may be required. |
| 1. Source: Employment website of the Labour Foundation for Construction.   Construyendoempleo.com  Job title as announced:  WORKSITE SUPERVISOR | Minimum 5 to 10 year experience | Knowledge in the construction field | Location: Panama  A change of residence during a long period of time is required. |
| 1. Source: Employment website of the Labour Foundation for Construction.   Construyendoempleo.com  Job title as announced:  WORKSITE SUPERVISOR | Minimum 3 to 5 year experience | Not specified | Location: Burgos (Spain)  Temporary contract during the execution of the construction works.  (it could be transformed into a permanent contract) |
| 1. Source: Employment website of the Labour Foundation for Construction.   Construyendoempleo.com  Job title as announced:  WORKSITE SUPERVISOR | Minimum 5 to 10 year experience | Knowledge: Construction projects  Competences: Organisation of the worksite, coordination of the suppliers, security, safety and health, correct execution of the worksite, order and supply management, reception and control of materials and equipment | Location: Madrid (Spain)  Temporary contract during the execution of the construction works. |
| 1. Source: Employment website of the Labour Foundation for Construction.   Construyendoempleo.com  Job title as announced:  WORKSITE SUPERVISOR | More than 10 years of experience required | Knowledge: Related to different types of construction works (inner housing refurbishment), setting-out on-site.  Competences: Control of subcontractors, supervision and control of finishing works and site surveys and measurements. | Location: Ibiza (Spain)  A one year temporary contract is offered. |
| 1. Source: INFOJOBS   Job title as announced:  BUILDING WORKSITE SUPERVISOR | Higher degree in Building and Civil Works (“Grado Superior-Edificación y Obra Civil”).  More than 5 years of experience | Knowledge: Management of Occupational Risk Prevention and Management of Subcontractors  Skills: A crane operator license is required  Competences: He / she will depend hierarchically on the site manager and will be in charge of 1 to 5 workers, undertaking the supervision of their activities. He / she will also be required to carry out and manage activities related to surveying and layout works, control of own staff and subcontractors, safety control measures. | Location: Guipuzcoa (Spain)  Full time employment (split shift schedule) |
| 1. Source: INFOJOBS   Job title as announced:  CIVIL WORKS SITE SUPERVISOR | Compulsory Secondary Education (“Educación Secundaria Obligatoria”)  Minimum 10 years of experience. | Competences: verification and follow-up of the activities executed, monitoring of staff and contractors, reception of delivery notes and invoices, follow-up of technical documentation, reception and verification of materials and equipment.  He / she will be in charge of 6 to 10 workers. | Location: Asturias and Cantabria (Spain)  Full time employment |
| 1. Source: INFOJOBS   Job title as announced:  WORKSITE SUPERVISOR | High school diploma (“Bachillerato”) or Vocational Education diploma (“Formación Profesional”).  Minimum 4 years of experience | Knowledge: Management and negotiation.  Skills: Leadership skills.  Competences: He / she will be in charge of 21 to 50 workers and will be required to verify and check the relevant documentation at the start of each workday of own staff and subcontractors. He / she will also have to control the number of daily working hours, keep a daily production record, take charge of the reception, registration and signing of delivery notes and invoices related to materials, monitoring and control of the worksite (lay-outs, surveys, etc.), application of the technical building code. | Location: Balearic Islands  Temporary contract during the execution of the construction works.  Full-time employment.  Net salary: 27.000-30.000 Euros per year |
| 1. Source: INFOJOBS   Job title as announced:  WORKSITE SUPERVISOR | Minimum 10 years of experience  Basic training in occupational risk prevention in construction (60 hour training) | Knowledge with regard to the execution of construction and civil works.  Competences: He / she will be in charge of 6 to 10 workers. | Location: Seville (Spain)  Temporary contract during the execution of the construction works.  Full-time employment, from 8:00 to 18:00. |
| 1. Source: INFOJOBS   Job title as announced:  BUILDING WORKSITE SUPERVISOR | Vocational Education diploma (Intermediate grade). (“Ciclo Formativo Grado Medio”).  Previous experience is required as a building worksite manager. | Knowledge: Monitoring and follow-up of construction works.  Management of the worksite staff.  Skills: Ability to focus on results in an efficient manner.  Competences: He / she will be in charge of 6 to 10 workers and carry out: the verification and follow-up of the activities executed, monitoring of staff and contractors, reception of delivery notes and invoices, follow-up of technical documentation, reception and verification of materials and equipment. | Location: Mexico  Temporary contract during the execution of the construction works.  Full-time employment  A change of residence is required. |
| 1. Source: Employment website of the National Employment System   Job title as announced:  WORKSITE SUPERVISOR | Minimum 3 years of experience as worksite supervisor.  Accreditation as a forklift driver. | Knowledge: Experience as a forklift driver.  Competences: organization and control of construction works, tools and materials, as well as the supervision of the employees under his / her responsibility. | Location: Badajoz (Spain)  Temporary contract during the execution of the construction works.  Part-time employment  Travelling is required |
| 1. Source: INSERTIA.NET   Job title as announced:  WORKSITE SUPERVISOR | Minimum 8 years of related experience. | Knowledge: Related to urbanisation works.  Skills: Organisational skills, ability to focus efficiently on results and capability to manage teams.  Competences: Ability to achieve the proposed objectives, adequate control and supervision of the construction works. | Location: Madrid (Spain) |
| 1. Source: INSERTIA.NET   Job title as announced:  BUILDING WORKSITE SUPERVISOR | Minimum 3 years of experience  Basic training in occupational risk prevention in construction (60 hour training) | Knowledge: knowledge related to public works will be an asset. | Location: Pontevedra (Spain)  Temporary contract (duration 9 months).  Full time employment  The salary is negotiable |
| 1. Source: INDEED.ES   Job title as announced:  WORKSITE SUPERVISOR | Minimum of approximately 10 years of experience | Knowledge: English (minimum B1 level), experience in civil works; experience in railway works will be considered an asset.  Competences: Ability to develop a flagship project in the Nordic countries. | Geographical mobility is required. |
| 1. Source: Job Portal of the National Employment System   Job title as announced:  BUILDING WORKSITE SUPERVISOR | High level Technical degree in Building and Civil Works.    Minimum 5 years of experience. | Knowledge: Monitoring and follow-up of construction works.  Management of the worksite staff.  Skills: Ability to meet the execution deadlines of the construction works, guaranteeing high quality standards and low costs.  Competences: He / she will report directly to the site manager and will organize and distribute tasks among the site staff, as well as ensure the allocation of technical resources such as machinery and equipment. | Temporary contract  Full time employment |
| 1. Source: Employment Agency of the Labour Foundation for Construction-Asturias     Job title as announced:  WORKSITE SUPERVISOR | 10 years of experience as a worksite supervisor.  Training: Occupational risk prevention for worksite supervisors. | Knowledge and experience: Roof installations and repairs in construction.  Skills: Social skills - the ability to coordinate people and to allocate tasks. | Temporary contract during the execution of the construction works. |

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| **Comments and conclusion**  We have found very few job announcements for this profile (Worksite supervisor) in **Asturias**. This is probably due to the harsh economic crisis that has slowed down the activity of our sector and which has led to a considerable reduction in the number of jobs offered in our region. Furthermore, the construction companies in Asturias don’t usually announce their job offers in newspapers or on employment websites / job portals. They normally use more direct and immediate sources when recruiting these professionals.  The job offer announcements don’t usually mention the **transversal** or **soft skills** required to occupy this type of position in the company. Obviously we will try to identify these skills though the individual interviews and the focus groups with the companies of the construction sector. As you can see, all the job offers for worksite supervisors require **a broad related experience**; only a few of these job announcements require a specific academic qualification. |

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| **Country: Poland (IBE)** |

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| **Announcements related to the profile of worksite supervisor** | | | |
|  | **Diplomas** and **professional experience** required. | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| **Compulsory training** required (in line with norms and regulations). | **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems. |
|  | **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. |
| 1. Source: | • Higher technical education (construction),  • license to manage construction works without limitation in specialty construction and building, and membership in the Chamber of Civil Engineers,  •Driving license. B • Minimum 3 years experience in a managerial position, | Knowledge:  - A knowledge of documentation [deducted from tasks]  - Knowledge of building codes(laws) and other relevant [deducted from tasks]. Skills: • Optimization of the construction budget,  • Organization of site facilities,  • Analysis of the technical documentation and efficiently solve technical problems arising in the course of construction,  • Direct supervision of the execution of works based on the requirements of the contract, technical documentation, schedules and ensuring that the appropriate quality of work.  • Planning and coordination of the work carried out by subcontractors,  • Planning and ordering the means of production and monitoring the timeliness of their deliveries,  • Ensure compliance with health and safety regulations on construction and environmental regulations.  • documenting construction works,  • Collaborate with the investor and the project team. IT and language skills: Soft-skills (non-specific tranferrable): • independence, communication, diligence, punctuality ability to quickly make decisions and solve problems.  • Availability, ability to work under time pressure.  • Skills costing,  • Ability to manage subordinate team work, | Zł 6,000.00 - 8,000.00 zł / month (gross)  Full-time for an indefinite period |
| http://www.infopraca.pl/praca/kierownik-budowy/radom/12541942# |
| Job title as announced: |
| Worksite supervisor |
| 2. Source: | higher education  construction and building qualifications (i.e. licenses) for managing construction works without limitation. | Knowledge:  - knowledge of budgeting (investment process) [deducted]  - The principles of documentation [deducted] Skills: Preparation of budgets, schedules, clearing  - Verification and preparation of documentation, the responsibility for the completeness and accuracy as-built documentation Soft-skills (non-specific tranferrable): | Client offers employment under a contract of employment in the company with a stable position on the market with interesting projects salary in the range from 9000 to 15000 PLN gross, depending on their experience. |
| http://www.infopraca.pl/praca/kierownik-budowy-branza-budowlana/polska/12540292# |
| Job title as announced: |
| Worksite supervisor (construction industry) |
| 3. Source: | • Technical Education (preferred specialty mechanical)  • Driving Cat. B | Skills: • Conduct agreed with the customer regarding the scope of work  • Ongoing monitoring of the quality and scope of works performed at construction site  • Reporting to the needs of employers and investors IT and language skills: Soft-skills (non-specific tranferrable): • Readiness to travel frequently to the installation site in the country and abroad  • Skills of communication and collaboration within the organization and with customers  • Independence in action |  |
| http://www.infopraca.pl/praca/kierownik-inzynier-budowy/rzeszow/12399872# |
| Job title as announced: |
| Worksite supervisor/ Worksite engineer |
| 4. Source: | You're an engineer and you have a building license or are in the process of obtaining them  you have a driving license category B Do you have experience working as a site manager | Skills: Participate in the necessary administrative procedures  You are responsible for the preparation, documentation and collection of individual works  You are responsible for maintaining the schedule and budget assumptions investments  Inventory participate in the construction of new and existing buildings  You are responsible for the coordination of all participants in the construction process  Works closely with the design department IT and language skills: You speak German and Polish Soft-skills (non-specific tranferrable): Are you ready to travel |  |
| http://www.infopraca.pl/praca/kierownik-budowy-mk/warszawa/12575932# |
| Job title as announced: |
| Worksite supervisor |
| 5. Source: | • Higher education - construction  • The license to manage construction works • Minimum 3 years experience | Skills: • Planning, coordinating and controlling all aspects of construction projects at the stage of promotion and execution  • Preparing quantity survey work progress • Coordinating the work of subcontractors  • Supervision and control over the progress of work  • Quantitative Inspection  • Coordinating schedules  • Cost control  • Inspection and documentation of quality • Supervision of safety on the construction site along with conducting relevant documentation in this regard  • Preparation of project reports  • Any assistance required for project implementation Soft-skills (non-specific tranferrable): • Communication skills, diligence, punctuality, | Type of work:  Full-time  Contract type:  For a limited time |
| http://www.infopraca.pl/praca/kierownik-budowy/wroclaw/10815162# |
| Job title as announced: |
| Worksite supervisor |
| 6. Source: | Higher technical education (preferably mechanical or building).  The required construction license. Professional experience in the field of monitoring and / or control assembly of steel structures, pipelines, tanks, apparatus and appliances, carbon steel, low alloy and stainless steel for industrial contracts. | Skills: Performing the work in accordance with the project schedule and requirements of the investor.  Supervise the coordination of subcontractors and settlement of contracts concluded with them.  Working with clients, negotiations with subcontractors and suppliers.  The search for organizational and technical solutions that will improve the course of the contract and will affect the positive result IT and language skills: Soft-skills (non-specific tranferrable): The settings for the achievement of the objective.  Well developed communication skills.  Mobility - the projects implemented in the country and abroad. |  |
| http://www.pracuj.pl/praca/kierownik-budowy-jedlicze,oferta,4315296 |
| Job title as announced: |
| Worksite supervisor |
| 7. Source: | higher education in general construction 2 years experience in a similar role | Skills: supervision and constant control over the correct and timely execution of works  management of materials and equipment for construction  takeoffs and quantity survey works  control of the state health and safety at the site. IT and language skills: welcome good knowledge of English. Soft-skills (non-specific tranferrable): | benefit package |
| http://www.warbud.pl/pl/kariera/dla-profesjonalistow/aktualne-oferty-pracy/inzynier-budowy-w-nowym-saczu |
| Job title as announced: |
| Worksite engineer in Nowy Sacz (Warbud) |
| 8. Source: | higher education in general construction license to manage construction works minimum of 3 years experience as worksite/construction supervisor | Skills: organizing and supervising the implementation of works  supervising successfully by documentation  approving throughputs  management of materials and equipment in the construction process  conducting financial settlements of investments. IT and language skills: communicative knowledge of English. | benefit package |
| http://www.warbud.pl/pl/kariera/dla-profesjonalistow/aktualne-oferty-pracy/kierownik-robot-budowy-jaworzno |
| Job title as announced: |
| Construction supervisor/worksite supervisor - Jaworzno (Warbud) |
| 9. Source: | • higher technical education in the field of plumbing and mechanical  • construction license in the installation specialty 5 years experience in a Site Engineer, Site supervisor, Contract supervisor or similar | Skills: • self-management contract in terms of economic - technical  • oversee the implementation of the works on site in accordance with plans and permits  • supervision of compliance deadlines of works in accordance with the contract and schedule  • constant supervision over the quality of the works, monitoring of faults regulations  • analysis and optimization solutions adopted  • coordinating the work of subcontractors  • preparation of materials acceptance and as-built documentation  • implement and przedmiarów and costing  • preparation work schedule  • entries in the construction log IT and language skills: Soft-skills (non-specific tranferrable): • communication  • organizational skills  • Ability to work under time pressure | telephone, company car |
| http://www.pracawbudownictwie.pl/oferta/tg\_instalacje\_sp\_z\_o\_o/kierownik\_kontraktu\_kierownik\_budowy/287212.html |
| Job title as announced: |
| Contract supervisor (literally - contract manager) / worksite supervisor |
| 10. Source: | Higher education Engineering -energetics Experience in managing multi-million dollar construction project in the energy sector | Knowledge: Skills: a) construction management, among others, energy investments in terms of:  • Monitoring and supervision of the works, supplies and schedules  • Manage staff and subcontractors  • Control over the flow of documentation  • Control and budget planning, together with the Head of Contract  • Monitoring the progress of work in accordance with the law and construction law  • Payment of contractors and outsourced work in accordance with the budget and construction schedule  b) The organization of the construction site, facilities and infrastructure  c) Selection of the necessary staff to supervise the various scopes of work  d) Reporting of progress and negotiations with all parties involved in the project IT and language skills: Soft-skills (non-specific tranferrable): • Ability to make quick decisions, delegation of tasks and setting priorities • Resistance to stress | contract of employment |
| http://www.pracawbudownictwie.pl/oferta/globetek\_sp\_z\_o\_o/kierownik\_budowy\_inwestycji\_energetycznej/286804.html |
| Job title as announced: |
| Worksite supervisor (energy sector investment) |
| 11. Source: | • higher education Profile general construction  • having license to manage construction works without limitation in specialty construction and building a minimum of three years' experience as a construction supervisor with an investment in the field of cubic construction | Skills: • coordination and distribution of work on the assigned area  • planning needs in terms of forces and means of production  • analysis of the solutions for their reasonableness, initiating deployments parts IT and language skills: | medical care in private medical centers and an extensive social (life insurance, ticket to sports and recreational activities) |
| http://skk.erecruiter.pl/Offer.aspx?oid=2312935&cfg=EFB12D77A7854231B9CBCBE6BBCEF89F |
| Job title as announced: |
| Construction supervisor |
| 12. Source: | • higher education construction  • construction license in the specialty construction - building without restrictions  • Driving license. B minimum 5 years of experience in the implementation of cubic objects | Knowledge: Skills: • supervise the quality and timeliness of the work  • participation in the selection of subcontractors and suppliers  • The current cost control IT and language skills: Soft-skills (non-specific tranferrable): • availability, readiness to work in the field |  |
| http://www.pracawbudownictwie.pl/oferta/stalbau\_piotr\_fraczek\_sp\_k/kierownik\_budowy/285757.html |
| Job title as announced: |
| Worksite supervisor |
| 13. Source: | • higher technical education  • construction license experience as a worksite supervisor at the office property (welcome experience in building high-altitude) | Skills: Soft-skills (non-specific tranferrable): • Ability to manage a team | contract of employment, 14 thousand. gross |
| http://www.pracawbudownictwie.pl/oferta/hays\_poland/kierownik\_budowy\_biurowiec/287134.html |
| Job title as announced: |
| Construction supervisor (Office building) |
| 14. Source: | • higher technical education (preferably construction) • having construction license work experience in the construction industry | Skills: Soft-skills (non-specific tranferrable): | contract of employment |
| http://www.pracawbudownictwie.pl/oferta/przedsiebiorstwo\_drobiarskie\_grzegorz\_wyrebski/kierownik\_budowy\_inspektor\_nadzoru\_inwestorskiego/287346.html |
| Job title as announced: |
| Worksite supervisor / Investors supervision inspector |
| 15. Source: | Higher education, specialization: general construction Preferred experience in housing | Knowledge: Skills: • Organize, supervise and control the work forces of their own and subcontractors  • Building business relationships with subcontractors and suppliers  • Perform quantity surveys and estimates for the needs of the work  • Recommending areas of work to be done supervisor  • Keeping order on the site, compliance with health and safety regulations, taking care of corporate and subordinate construction  • Develop schedules and strict compliance  • Reporting on the progress of work in cycles weekly, monthly and quarterly  • Observance of financial discipline and attention to budget execution IT and language skills: Microsoft Office Soft-skills (non-specific tranferrable): • Ability to work in a team • Resistance to stress  • Entrepreneurship, commitment,  availability |  |
| http://www.pracawbudownictwie.pl/oferta/alstal\_grupa\_budowlana\_sp\_z\_o\_o\_sp\_k/kierownik\_budowy/287536.html |
| Job title as announced: |
| Construction supervisor |
| 16. Source: | Technical higher education - construction Minimum 3 years experience in a similar role, particularly in project management on behalf of the general contractor | Knowledge: Skills: • Building and maintaining relationships with customers and other participants in the construction process  • Coordination of the team involved in the project implementation and ongoing support for the engineering staff on matters related to the implementation of the project  • Ongoing management of the project budget  • Supervision of the technical documentation, legal and financial project  • Financial Settlement Project  • Preparation of buildings for acceptance IT and language skills: Soft-skills (non-specific tranferrable): • Analytical skills and logical  • Communication skills  • Results orientation  • The effectiveness and transparency in action and proceeding in accordance with professional ethics | Additional components of remuneration |
| http://www.pracawbudownictwie.pl/oferta/grafton\_recruitment\_polska\_sp\_z\_o\_o/kierownik\_projektu/286653.html |
| Job title as announced: |
| project supervisor (literally - project manager) |
| 17. Source: | • Higher technical education  • Construction license Min. Experience of 5 years experience in similar position | Skills: IT and language skills: Soft-skills (non-specific tranferrable): • Responsibility  • Punctuality  • independence in decision-making  • Ability to work under time pressure  • Ability to work in a team • Interpersonal skills  • Personal culture |  |
| http://www.pracawbudownictwie.pl/oferta/nafibud\_s\_a/kierownik\_kontraktu\_budowy\_nidzica\_warszawa\_olsztyn\_ilawa/284294.html |
| Job title as announced: |
| Contract supervisor (literally - contract manager) / worksite supervisor [Nidzica, Warsaw, Olsztyn, Iława] |
| 18. Source: | • Technical university degree  • construction license | Skills: IT and language skills: • Good knowledge of MS Office, MS Project, and AutoCAD will be an advantage Soft-skills (non-specific tranferrable): • independence  • resistance to stress |  |
| http://www.pracawbudownictwie.pl/oferta/hays\_construction\_property/kierownik\_budowy/281494.html |
| Job title as announced: |
| worksite supervisor |
| 19. Source: | • Higher education - construction or technical profile • Construction license s for managing construction works without limitation in specialty construction and building  • Driving license. B  • license for projects design are welcome Min. 3 - year experience in a similar position | Knowledge: • knowledge of costing Skills: • Planning, directing and supervising the execution of the works, as well as overseeing branżystów  • Taking part in the negotiation process with subcontractors  • Supervision and coordination of subcontracted works  • Perform quantity surveys and estimates for the needs of the work  • Participation in the process of bidding  • Verification of project documentation and applied solutions  • Preparation of subcontractor documentation, cost estimates  • Supervision of compliance with safety rules IT and language skills: Soft-skills (non-specific tranferrable): • Availability  • Resistance to stress | • contract of employment  • the necessary tools to do the job |
| http://www.pracawbudownictwie.pl/oferta/mipron\_sp\_z\_o\_o/kierownik\_budowy/283074.html |
| Job title as announced: |
| worksite supervisor |
| 20. Source: | construction license  driving license  experience in flat construction | Skills: creating the timetables  packeting the tasks for subcontractors  ongoing reporting  supervising   === below indicated tasks planning and organization of construction  Scheduling construction  Bundling works for contractors  cooperation with the purchasing department in negotiations with contractors and suppliers  Current reporting, quality control works and their reception  responsibility for the quality, timing and budget  supervising the observance of construction law and health and safety regulations  conduct formal and legal documentation building Soft-skills (non-specific tranferrable): Multitasking  independence | full time  good salary |
| http://www.pracuj.pl/praca/kierownik-budowy-poznan,oferta,4331652 |
| Job title as announced: |
| worksite supervisor |
| 21. Source: | Higher Education Profile general construction,  license to manage construction works without limitation in specialty construction and building,  a minimum of three years professional experience as a construction supervisor at an investment in the field of cubic construction, | Skills: coordination and distribution of work on the assigned territory,  planning needs in terms of forces and means of production,  analysis of the solutions adopted for their reasonableness, initiating deployments parts.  IT and language skills: | medical care in private medical centers and an extensive social (life insurance, ticket to sports and recreational activities) |
| http://www.pracuj.pl/praca/kierownik-robot-wroclaw,oferta,4319641 |
| Job title as announced: |
| construction supervisor |
| 22. Source: | technical education with an indication of building profile  construction license for managing construction works in the roads specialty and / or bridge without limitations  min. 3 years experience in managing construction projects  experience in managing contracts in the field of infrastructure investment - road and / or bridge | Skills:  === below indicated tasks preparation of documentation related to the investment process coordinate and follow up the implementation of investment projects  to carry out the offer process among contractors in the subordinate investments  contracting subcontractors under the project budget and schedule of investments  control and adherence to the timetable of works and investment budget  Maintaining the list of documentation concerning investments, supervision of its completeness and making live updates of the list Soft-skills (non-specific tranferrable): responsibility and commitment in carrying out assigned tasks |  |
| http://www.pracuj.pl/praca/dyrektor-kontraktu-kierownik-budowy-mazowieckie,oferta,4312887 |
| Job title as announced: |
| Contract director / worksite supervisor |
| 23. Source: | construction license without limitation for managing construction works in the specialty construction and building  higher education construction minimum 5 years of experience in the independent managing construction works as a worksite supervisor experience in the role as project manager for the construction of at least three residential buildings | Skills: project implementation in accordance with project and company standards  schedule controlling Soft-skills (non-specific tranferrable): | stability and attractive conditions of employment; |
| http://www.pracuj.pl/praca/kierownik-budowy-inzynier-kontraktu-bielany-wroclawskie-pow-wroclawski,oferta,4317701 |
| Job title as announced: |
| worksite supervisor - Engineer of the Contract |
| 24. Source: | technical education with an indication of construction profile,  experience in managing contracts for the implementation of residential and commercial investments. | Skills: preparation of the budget and the schedule of investments,  coordination and control of the project / investment projects  carried out under the tender among contractors in the subordinate investments,  contracting subcontractors in accordance with the project and the budget and the schedule of investments,  control and compliance with the work schedule and the investment budget ,  maintenance of a list of documentation concerning investments, supervision of its completeness and making live updates list. Soft-skills (non-specific tranferrable): | competitive salary and necessary tools, |
| http://www.pracuj.pl/praca/kierownik-kontraktu-wroclaw,oferta,4314307 |
| Job title as announced: |
| Contract Manager |
| 25. Source: | Higher technical education  construction license to manage construction works without limitation in specialty construction and building, and  membership in the Chamber of Civil Engineers, Experience in the supervision and coordination of own workers and contractors, | Knowledge: Skills:  === below indicated tasks process management structure and implementation of all phases of the projects carried forward until the entire building investor,  optimization of the budget structure,  organization of facilities construction,  Analysis of the technical documentation and efficiently solve technical problems arising in the course of construction,  direct supervision of the execution of works based on the requirements of the contract, technical documentation, schedules and ensuring that the appropriate quality of work,  planning and coordination of the work carried out by sub-contractors,  planning and ordering the means of production and monitoring the timeliness of their deliveries,  ensuring compliance with the construction of health and safety regulations and environmental laws,  keeping a log building ,  Collaborate with local authorities and utilities providers of media,  Collaborate with the investor and the project team. Soft-skills (non-specific tranferrable): Ability to work in a team (leadership competencies and interpersonal), management and employee motivation,  dynamism in action, independence and commitment and initiative  necessary qualities: determination, attitude, goal steadfastness, determination and self-confidence, self-reliance in solving problems - challenges, negotiating skills. |  |
| http://www.pracuj.pl/praca/kierownik-budowy-slaskie,oferta,4304425 |
| Job title as announced: |
| Contract supervisor (literally - contract manager) |
| 26. Source: | Higher education  construction license to manage construction works without limitation in the road specialty,  Membership of the Regional Chamber of Civil Engineers, Min. 5 years experience in a similar position | Skills: analyze the technical documentation and monitoring of construction  costs, technical and construction practices. IT and language skills: Soft-skills (non-specific tranferrable): | A wide range of training in the framework Skanska University, the opportunity to gain international experience, an attractive benefits package. |
| https://skanska.taleo.net/careersection/2/jobdetail.ftl |
| Job title as announced: |
| Construction supervisor / Specialization roads (Department of Civil Engineering) |
| 27. Source: | Higher education for the electric,  construction license for managing teletechnical sites without limitation, Min. 3 years experience in a similar position, | Knowledge: Skills: Planning, directing and supervising the execution of works for the installation and telecommunication equipment, preparation of as-built documentation, IT and language skills: Soft-skills (non-specific tranferrable): a very good organization of work,  flexibility, | A wide range of training in the framework Skanska University, the opportunity to gain international experience, an attractive benefits package. |
| https://skanska.taleo.net/careersection/2/jobdetail.ftl |
| Job title as announced: |
| Worksite/construction supervisor /specialization teletechnics (Department of Civil Engineering) |
| 28. Source: | Construction - higher education,  License for managing construction works without limitation in the railway (lines, nodes, railway stations)  Membership of the Regional Chamber of Civil Engineers, Min. 5 years experience in a similar position, | Skills: Soft-skills (non-specific tranferrable): skills to manage a team, a very good organization of work |  |
| https://skanska.taleo.net/careersection/2/jobdetail.ftl?lang=pl&job=OBI00002K |
| Job title as announced: |
| Worksite supervisor / specialty railways |

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| **Comments and conclusion**   1. **Job positions indicated** **in the announcements**.  The announcements chosen were corresponding to the indicated profile (i.e. coordinating and supervising construction site). These were most frequently present in job positions named as follows:  pl. *kierownik budowy* – en. ‘worksite supervisor’,  pl. *kierownik robót* – en. ‘construction supervisor’,  pl. *inżynier budowy* (inżynier kontraktu) – en. ‘worksite engineer (engineer of the contract)’,  pl. *kierownik kontraktu* (*dyrektor kontraktu*) – en. ‘contract supervisor (contract director)’, In ca. half of the cases the type of construction (roads, bridges etc.) is indicated, either in the name of the position or in the required licenses and experience. 2. **Comments concerning the terms used**:  * The word ‘*kierownik’* literally means a person that manages or leads. In practice however the person carrying out this function carries out (is responsible for) supervision of the whole worksite. Therefore the translation ‘worksite supervisor’ has been considered most appropriate. * The distinction between ‘*kierownik budowy’* and ‘*kierownik robót’* reflects different scope of responsibilities (although they happen to be used interchangeably). The former means ‘worksite supervisor’, the latter is more problematic. The word ‘*robota’* could be translated as ‘works’ (implying that it is just part of the work on the worksite), however the ‘*kierownik robót’* has many more responsibilities and skills than a team leader/foreman, very often the person is equally high-skilled as the worksite supervisor (however with different specialization). Therefore we proposed a translation of ‘construction supervisor’ which reflects the not-so-big difference between these positions.  1. **Diplomas and professional experience** required. Compulsory training required (in line with norms and regulations).  * All announcements required higher education from the applicants. * Majority of postings required licenses (22 out of 28 analysed), and if they were not required the job positions usually referred to managing contracts or construction supervision. * The experience – in most cases 3-5 years, often on a corresponding function or in similar type of constructions.  1. **Knowledge, skills and competences required**  * Most of the announcement do not indicate directly which ‘specific knowledge or skills’ (technical, legal, those that most closely relate to construction sector) are required. And if they do, this is very fragmented. We find two possible explanations of this: * a. these requirements are covered by education, licenses and experience * b. these can be deducted from the indicated work tasks. Taking this into account, we indicated the work tasks in this column. * The specific knowledge and skills that can be deducted from the analyzed job offers are related to:   + preparing and supervising documentation flow on the worksite (budgeting, accepting reports, legal requirements, technical control etc.);   + planning, supervising and coordination of construction works (incl. assuring on-time execution of schedule, controlling subcontractors, organizing of work of crews, ensuring safety on the site);   + cooperating with different groups of workers and stakeholders, including subcontractors, highly trained specialists, project administration staff, investors, clients). * IT (AutoCAD and MS office) and language skills have often been indicated directly, which indicates that these are probably not covered by education and licenses. * Other competences (non-specific, soft, transferable) were indicated ‘generously’ in the announcements. Below a list of them, starting from the most frequently quoted:   + Work organization (often indicating both own work and teams),   + Communication and team work,   + Autonomy in action,   + Work in stressful conditions/under time pressure,   + Human resources management/managing teams,   + Readiness to travel,   + Less frequently (no more than a few indications) – decisiveness, punctuality and conscientiousness (can be seen as an effect of good work organization), responsibility and engagement in the work, goal orientation, analytic skills, high ethical standards.  1. **Working conditions and contract type**:  * Information about working conditions and type of contract were often not indicated or very general (in 12/38 cases), additionally:   + 3 of 28 announcements indicated height of salary – ranging from 6-15 thousands zł. Gross (approximately €1400-3400)   + 8 of 28 announcements indicated type of contract – full time employment, either for agreed time or without time limitations,   + 10 of 28 announcements indicated other information – concerning company car or phone, additional benefits, necessary tools (sic!) etc.  1. **Other conclusions**:  * The scope of required documents confirming competency is very limited, except for the documents required by law (license, higher education) no specific diplomas or certificates have been required; * In Poland specific skills are initially evaluated based on the presented documents and experience, however it is not clear yet, how (or if) are they assessed in the following stages of recruitment; * Non-specific skills and competences are an important element of the job announcements, however it is not clear what is the reason for that. Possible explanations at this point of analysis: a. candidates lack those skills, b. companies perceive these (selected) skills as very important and stress them that way. This requires further exploration. |

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| **Country: France (CCCA-BTP)** |

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| **Announcements related to the profile of Worksite Supervisor** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Experienced Worksite Supervisor Men/Women (M/W): Casing | No information either on the diploma or on the compulsory training required by the employer.  No specific information on the experience required. | *Main function* is described and a *detailed list of tasks* is given.  *Characteristics of the candidate*: charismatic, organised, excellent technician, good relationship. | Long term contract.  No information on salary.  Big company. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Worksite Supervisor Construction M/W | Secondary School Certificate.  At least a 10 year experience.  Every compulsory technical certificates and health certificate. | A *detailed description of the function and tasks* is given.  Characteristics required: at the same time manager, organiser and administrator. | No information on the work conditions. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Worksite Supervisor Casing M/W | A 2 year Vocational Education leading to the diploma of “Highly Skilled Technician in the Construction Area”, after Secondary School Certificate (EQF level 4) or a Secondary School Certificate (EQF level 4) itself, eventually acquired after a procedure of recognition of professional experience (fr. VAE).  At least a 5 year experience as a Casing worksite manager. | A *short description of the function* is given.  No information of the characteristics of the candidate required. | No information on the work conditions. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Worksite Supervisor Construction M/W | Secondary School Certificate.  At least a 5 year experience. | A *description of the tasks* is given.  Characteristics required: autonomy, perfect technician, team manager, motivated, punctual and rigorous. | No information on the work conditions. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Worksite Supervisor specialised in Renewing and Rehabilitation M/W | Self-made or Highly Skilled Technician (fr. BTS).  At least a 10 year successful experience. | A short *description of the function and tasks* is given.  Characteristics required: autonomous, dynamic, rigorous, good relationship, will to progress. | 40 K€ per year before taxes, negotiation possible.  Immediate long term contract. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Worksite Supervisor specialised in Public Works M/W | Highly Skilled Technician (fr. BTS, EQF level 5) specialised in the Public Works or the first University Degree (Master 1) Public Works. | A short *description of tasks* is given.  No information of the characteristics of the candidate required. | No information on the work conditions. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Worksite Supervisor specialised in Public Works - Canalisations M/W | Highly Skilled Technician (fr. BTS, EQF level 5) specialised in the Public Works or the first University Degree (Master 1) Public Works. | A short *description of tasks* is given (a narrow specialisation required).  No information of the characteristics of the candidate required. | No information on the work conditions. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Worksite Supervisor M/W | No information on the education or training required. | A very short and rough *description of tasks* is given: “new works” or “maintenance”).  Characteristics required from the candidate: will to integrate a dynamic international group with a strong professional culture, taste for effort and concrete results, sense of service and developed relationship, easy integration to an affirmed staff. | No information on the work conditions, but a detailed description of the company (4 000 workers, implemented in France and in the UK). |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Worksite Supervisor Casing M/W | No information on the education or training required.  A successful experience is required. | A relatively detailed *description of tasks* is given, where the management of the human resource is underlined.  Characteristics required from the candidate: taste for challenge, be able to make himself recognised for the investment provided, involvement; capacities of organisation, adaptation, good relationship, positive behaviour and curtesy. | No information on the work conditions, but a short description of the company. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Worksite Supervisor M/W | No information on the education or training required.  A 5 year experience within the similar specialisation (underground works). | A *description of tasks* is given.  Characteristics required from the candidate: capacity of initiative, responsibility and organisation. | No information on the work conditions, but a very detailed description of the company. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” December 2015   *Job title as announced:*  Worksite Supervisor Casing and Finishing M/W | No information on the education or training required.  A 5 year experience within the similar specialisation (underground works). | A *description of tasks* is given.  Characteristics required from the candidate: capacity of initiative, responsibility and organisation. | No information on the work conditions, but a very detailed description of the company. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” December 2015   *Job title as announced:*  Worksite Supervisor Public Works M/W | Highly Skilled Technician (fr. BTS, EQF level 5) specialised in the Public Works or in the Civil Works.  Beginner or having a first experience (from 3 to 5 years). | A short *description of tasks* is given.  Characteristics required from the candidate: team spirit, sense of organisation, respect of objectives, implication concerning security and quality. | No information on the work conditions. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” December 2015   *Job title as announced:*  Worksite Supervisor M/W | Self-made or Highly Skilled Technician (fr. BTS, EQF level 5) in the field of Public Works, Electro-technician or Electro-mechanics.  A first significant and successful experience in the field of rehabilitation of canalisation without trench. | A *description of tasks* and constraints is given.  Characteristics required from the candidate: good physical condition, proven capacities of initiative, responsibility and organisation. | No information on the work conditions. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” December 2015   *Job title as announced:*  Worksite Supervisor M/W | Secondary School Certificate (EQF level 4) or Highly Skilled Technician (fr. BTS, EQF level 5) in the field of Public Works.  A minimum 10 year experience of the similar job. | A *description of tasks* and constraints is given.  Characteristics required from the candidate: good physical condition, proven capacities of initiative, responsibility and organisation. A strong engagement to implement sustainable development, as well as safety and security rules. | No information on the work conditions. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” December 2015   *Job title as announced:*  Worksite Supervisor Piping M/W | A minimum 10 year experience of the similar job in the nuclear environment.  All the certifications necessary to work on a nuclear site are required. | A very detailed *description of tasks* and constraints is given, due to the work foreseen on a nuclear site.  No information on the characteristics required from the candidate. | No information on the work conditions. |
| 1. *Source:* National Employment Office January 2016   *Job title as announced:*  Worksite Supervisor Electric Installations M/W | Self-made or Highly Skilled Technician (fr. BTS, EQF level 5) in the field of Electronics.  At least a 5 year experience in the similar job. | A *description of the hierarchical position and tasks* is given.  Characteristics required from the candidate: sense of organisation, rigor, human relation, sensitiveness on the security and safety at work. | No information on the work conditions. |
| 1. *Source:* National Employment Office January 2016   *Job title as announced:*  Worksite Pilot | Highly Skilled Technician (fr. BTS, EQF level 5) in the field of Electronics.  A 3 to 5 year experience in the similar job. | A brief *description of the tasks* is given.  Characteristics required from the candidate: credibility, technicity, authority and capacity of leading projects in the Construction area. | Permanent contract. |
| 1. *Source:* National Employment Office January 2016   *Job title as announced:*  Worksite Supervisor Construction | Highly Skilled Technician (fr. BTS, EQF level 5) in the field of Thermic Installations.  A 3 to 5 year experience in the similar job. | A relatively detailed *description of the tasks* and of the professional context is given.  Characteristics required from the candidate: available, mastering technics of plumbing at worksites concerning new buildings and renovation, at ease in human contacts and when writing reports, flexibility. | Short term contract – 3 months.  Salary from 13.26 € to 15.00 € per hour (before taxes). |
| 1. *Source:* National Employment Office January 2016   *Job title as announced:*  Worksite Supervisor Construction (Thermic installations sector) | Highly Skilled Technician (fr. BTS, EQF level 5) is desired, but not required.  A 10 year experience in the similar job. | Practically no *description of the tasks* is given.  Characteristics required from the candidate: no information. | Permanent contract.  Salary from 25 000 € to 28 000 € per year (before taxes).  Classified as a highly skilled worker. |
| 1. *Source:* National Employment Office January 2016   *Job title as announced:*  Worksite Supervisor Casing | No information on the initial education.  A 5 to 10 year experience in the similar job.  Professional security and safety certificates. | Practically no *description of the tasks* is given.  Characteristics required from the candidate: no information. | Permanent contract.  Salary of 2 200 € per year (before taxes).  Classified as a technician. |
| 1. *Source:* National Employment Office January 2016   *Job title as announced:*  Worksite Supervisor Electricity | No information on the initial education.  A 5 year experience in the similar job.  Professional security and safety certificates. | Short *description of the tasks* is given, especially concerning technical aspects.  Characteristics required from the candidate: be vigilant concerning safety and security rules. | Permanent contract.  Salary from 1 800 € to 2 500 € per month (before taxes).  Classified as a technician. |
| 1. *Source:* National Employment Office January 2016   *Job title as announced:*  Worksite Supervisor Carpentry (Production and Installation) | No information on the initial education.  A 3 year experience in the similar job.  Professional security and safety certificates. | Practically no *description of the tasks* is given.  Characteristics required from the candidate: be able to respect safety rules, quality, deadlines, costs and contractual engagements. | Permanent contract (big company).  Salary from 2 500 € to 3 000 € per month (before taxes).  Classified as a manager. |
| 1. *Source:* National Employment Office January 2016   *Job title as announced:*  Worksite Supervisor Construction | No information on the initial education.  A 5 year experience in the similar job. | A short *description of the tasks*.  Characteristics required from the candidate: available, mastering technics of plumbing at worksites concerning new buildings and renovation, at ease in human contacts and when writing reports, flexibility. | Permanent contract.  Salary from 2 700 € to 2 900 € per month (before taxes).  Classified as a manager. |

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| **Comments and conclusion**  The analysis of the announcements published in December 2015 and in January 2016 in two main French sources of information on employment (“*Moniteur BTP*” French Daily Newspaper dedicated to the Construction sector and “*Pôle Emploi*” - National French Office for Employment) clearly demonstrates that the employers globally attach much more importance to the professional experience of the candidates than to their Vocational Initial Education, even if this dimension is not totally neglected. In fact, the employers are able to accept any kind of diploma as a basis (from EQF level 3 to EQF level 6), on the condition that the work experience can be considered as sufficient to provide necessary competence.  The announcements generally give detail on the profile of the work supervisors researched. Thus, among 23 job offers analysed:   * Less than a half of them (9) do not bear any specific mention to the speciality researched and remain general. * 5 of them specify that the specialisation “Casing” is researched. * 4 of them concern the speciality “Public Works – Road Construction”. * 5 of them concern the follow other specialities: Electric Installations (2), Thermic Installations (1), Carpentry (1), Renewing and Rehabilitation of Heritage (1).   The more the specialisation is considered as complex, the more details are given within the job offer on the profile researched, on the function itself and the contents.  The experience demanded is, in the majority of cases, relatively important: generally from 5 to 10 years. The employers require solid proves on the tasks accomplished and concrete measures of success. Thus, the job offers, as published, practically not address beginners.  Besides, the employers are relatively precise about compulsory certificates in the field of health and safety at worksites, specific work conditions on the specialised worksites, like nuclear environment, or specific licences enabling applicants to drive engines (specifically for the road construction).  It is also to be mentioned that the employers describe much more in details the attitudes and professional behaviour required then theoretical knowledge, skills and technical competences. They stress that the worksite supervisor must possess, in addition to his/her proven high technical and organisational competence the following characteristics:   * Ability to lead and motivate teams thanks to good relationship. * Ability to adhere to company values and represent a strong professional culture inside and outside the company (“be an ambassador of the company”) thanks to an easy integration to an affirmed staff. * Taste for challenge, dynamism and capacity of anticipation. * Rigor and clarity of the decisions taken, respect of engagements and professional honesty. * Strong personality and capacity to be recognised as a natural team and project leader. * Capacities of organisation, adaptation and positivism. * Autonomy and responsibility by respecting legislative rules in terms of security and safety at work or sustainable development, as well as informal inhabits that can characterise companies with strong history and traditions. * Capacity of professional formal and informal communication with internal and external partners (orally and in writing). * Flexible and open minded, even if respecting rules and customs.   On the other hand, the announcements analysed contain relatively few information on the work conditions proposed and on the profile of the contract. There is a relatively important number of short term contracts, potentially likely to evolve towards permanent contracts. The status proposed vary from “highly skilled worker” to “manager”, with a large predominance of the position of “technician”.  The salary offered is often not mentioned, which would mean that the employers decide to follow the conditions specified within the collective agreement and its salary grid that depends on the level of formal qualification and on the number of years of professional experience. Nevertheless, we observe that the more the sector is narrow or demanding more specialised skills, the more the salary proposed is higher. |

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| **Country: ITALY (Formedil)** |

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| **Announcements related to the profile of worksite supervisor** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source: Construction company   Job title as announced:  Worker, specialized as site supervisor, skilled in management of workers, materials and site equipment, oversees the implementation of activities according to project and contract specifications. In charge of Quality assurance, time scheduling and cost keeping | Experience in this task, especially in managing large building sites (both civil and industrial). Diploma in surveying | He / she knows technical drawing, is able to work autonomously, uses Office programmes to carry out work site accounting; takes initiatives and cooperates, manages one or more teams, has problem solving skills. | Open ended contract |
| 1. Source: web site of temporary work agency   Job title as announced:  on the work site organizes the setting up of interiors, coordinates teams of workers and subcontractors, keeps in touch with customers | Experience in managing building sites of high technical complexity | He / she can deal with agreement issues and economic matters, with customers, draws up reports on work progress;  skilled in human resources management;  has an excellent knowledge of both written and spoken English;  is an expert user of the Office software package and design support software. |  |
| 1. Fonte: temporary work agency   Job title as announced: He / she is in charge of the order and will supervise the building site accounting activities in cooperation with the project managers. |  | He / she manages autonomously the building site and its resources. | Fixed-term contract |
| 1. Source: temporary work agency   Job title as announced:  manages the order, is in charge of building site organization and contractual activity scheduling |  | Good communication and interpersonal skills; technical knowledge corresponding to the required level, is able to take on responsibilities. | Open ended contract |
| 5. Source: temporary work agency  Job title as announced: specialized worker, manages building site, workers, subcontractors. | Diploma in surveying | Experience in this task; willing to relocate |  |
| 6. Source: temporary work agency  Job title as announced:  team leader under the supervision of the building site manager, he / she will supervise construction and facilities activities. | Diploma of Construction and Industry Engineer | Experience in team supervision on building sites; he / she knows technical drawing and has good leadership skills. | Fixed-term contract |
| 7. Source: temporary work agency Job title as announced:  Team leader building worker; manages and coordinates workers and supplies; inspects incoming and outgoing materials, monitors compliance with safety norms. |  | He / she knows materials and work processes, has skills in problem solving and is works task oriented; is used to an operative role that requires to be constantly present on the building site. He / she has experience in managing work teams |  |

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| **Comments and conclusion**  **We could not find many announces. We took into account web sites which are authorized by the Ministry of Labour. From a survey among building schools resulted that these two profiles, even if essential for companies (both small and medium size), are not frequently required only because of the crisis that hit this sector.**  **Building schools offer short specialization training courses for some specific processes and tasks related to these two profiles.**  **In any case from the few announces that we could find, we gather that the tasks of these profiles are not clearly defined. Sometimes they overlap and sometimes their wage level does not correspond to the job and is undersized for the required tasks.** |

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| **Country: SPAIN (FLC Sede)** |

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| **Announcements related to the profile of worksite supervisor** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Worksite supervisor | VT. Building and Civil Works (High technician on organization and control of construction works 2000 hrs) | Project execution control  Control of materials  Planning (production planning)  Coordination of the work  Supplier coordination  Labour organization  Works management  Supervision of human resources  Conflict resolution | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Worksite supervisor | VT. Building and Civil Works  (High technician on organization and control of construction works 2000 hrs) | Project execution control  Control of materials  Planning (production planning)  Coordination of the work  Supplier coordination  Labour organization  Works management  Supervision of human resources  Conflict resolution | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Worksite supervisor | VT. Building and Civil Works  (High technician on organization and control of construction works 2000 hrs) | Project execution control  Control of materials  Planning (production planning)  Coordination of the work  Supplier coordination  Labour organization  Works management  Supervision of human resources  Conflict resolution | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Worksite supervisor | Official Health & Safety training (60 hrs) | Project execution control  Control of materials  Planning (production planning)  Coordination of the work  Supplier coordination  Labour organization  Works management  Supervision of human resources  Conflict resolution | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Worksite supervisor | Official Health & Safety training (60 hrs) | Project execution control  Control of materials  Planning (production planning)  Coordination of the work  Supplier coordination  Labour organization  Works management  Supervision of human resources  Conflict resolution | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Worksite supervisor | VT. Building and Civil Works  (High technician on organization and control of construction works 2000 hrs) | Project execution control  Control of materials  Planning (production planning)  Coordination of the work  Supplier coordination  Labour organization  Works management  Supervision of human resources  Conflict resolution | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Worksite supervisor | Official Health & Safety training (60 hrs) | Project execution control  Control of materials  Planning (production planning)  Coordination of the work  Supplier coordination  Labour organization  Works management  Supervision of human resources  Conflict resolution | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Worksite supervisor | Official Health & Safety training (60 hrs) | Project execution control  Control of materials  Planning (production planning)  Coordination of the work  Supplier coordination  Labour organization  Works management  Supervision of human resources  Conflict resolution | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Worksite supervisor | Official Health & Safety training (60 hrs) | Project execution control  Control of materials  Planning (production planning)  Coordination of the work  Supplier coordination  Labour organization  Works management  Supervision of human resources  Conflict resolution | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Worksite supervisor | Official Health & Safety training (60 hrs) | Project execution control  Control of materials  Planning (production planning)  Coordination of the work  Supplier coordination  Labour organization  Works management  Supervision of human resources  Conflict resolution | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Worksite supervisor | Official Health & Safety training (60 hrs) | Project execution control  Control of materials  Planning (production planning)  Coordination of the work  Supplier coordination  Labour organization  Works management  Supervision of human resources  Conflict resolution | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Worksite supervisor | Official Health & Safety training (60 hrs) | Project execution control  Control of materials  Planning (production planning)  Coordination of the work  Supplier coordination  Labour organization  Works management  Supervision of human resources  Conflict resolution |  |
| 1. Source: Infojobs. Employment webpage   Job title as announced:  Worksite supervisor | VT. Building and Civil Works (Intermediate grade technician on organization and control of construction works 2000 hrs)  Experience on the working position  H&S coordinator (200 hours non-compulsory training) | Financial management  Entrepreneurial spirit  Creativity  Team management (leadership)  Subcontracts management | Without any specification |
| 1. Source: Infojobs. Employment webpage   Job title as announced:  Worksite supervisor | VT. Building and Civil Works  (High technician on organization and control of construction works 2000 hrs)  Official Health & Safety training (60 hrs)  5 years of experience  Crane operator´s card | Supervising works  Setting-out on work site  Staff monitoring  Subcontracts management  H&S measures monitoring | Job or service determined |
| 1. Source: Infojobs. Employment webpage   Job title as announced:  Worksite supervisor | Compulsory Secondary Education  More than 10 years’ experience. | Demonstrable capacity, management implementation costs  Staff monitoring  Subcontracts management  Monitoring and implementation (planning, organization, costs)  Monitoring technical documentation. | Job or service determined |

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| **Comments and conclusion**   * **In the 2015 year there were no offers requiring engineers but it was compulsory for several offers in 2014 – 2012 for the worksite supervisor.** * **In regard H&S training the requirement is to study 60 hours that is the minimum requirement to profiles with responsibility in risk prevention.** * **The offers do not specify if the VT is the medium grade or the superior one (we suppose the higher one).** * **Only 4 of 50 revised offers proposed indefinite contract (so in 15 only 0,5 would be indefinite).**   **NOTE: After checking around 50 offers we selected the 15 in which there were requirements about compulsory training.** |

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| **Country: Portugal (CENFIC)** |

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| **Announcements related to the profile of worksite supervisor** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source: Internet   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de Obras de arte. | - Minimum experience of 5 years in function. | - Proven experience in the management and direction of works of art works;  - Ability to manage a team of Portuguese and expatriates;  - Knowledge and analytical work of art works including bridges, viaducts or tunnels;  - Dynamism, team management, communication, stress resistance;  - International experience will be valued. | - Full-time;  - Remuneration according to experience demonstrated by the candidate. |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de obra. | - Experience in similar functions of construction management. | - Team management - Work preparation - Management of works;  - Proactivity;  - Dynamism;  -sense of responsibility;  - Honesty;  -Interpersonal facility;  - Customer orientation. | -Basic salary + benefits + productivity bonuses;  - Phone and company car or allowance. |
| 1. Source: …………………………………….   Job title as announced:  Encarregado de Obra Civil. | - Minimum education 12 technical-vocational year or frequency university in the area of Engineering preferred;  - Professional experience higher than 5 years in team management functions  - Computer user's perspective: Microsoft Office;  - Spoken and written English (eliminatory factor). | - Responsible and dynamic;  - Interpersonal facility. | - Salary package in accordance with the functions and other perks in force in the company;  - Possibility of career progression. |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de Obra. | - Minimum 10 years of experience in charge; - Ease of reading projects and work plans to be implemented. | - High capacity of negotiation and conflict management; - Rigor, commitment and guidance to the business; - Strong sense of organization, achievement of objectives and deadlines; - Leadership; - Interpersonal skills and team. |  |
| 1. Source: …………………………………….   Job title as announced:  Not available | - 12th grade (preferred) - Technical Course work (preferred); - Minimum 10 years of experience in charge; - Proven experience in the railway works in civil work component (required); - Knowledge depth of materials and construction techniques; - Knowledge of MS Office applications, MS Project, Autocad2D and Outlook; - Ease of reading projects and work plans to be implemented. | - High capacity of negotiation and conflict management; - Rigor, commitment and guidance to the business; - Strong sense of organization, achievement of objectives and deadlines; - Leadership; - Interpersonal skills and teamwork; - Responsibility; - Resilience. | - Pay above average and consistent with demonstrated experience; - Continuous formation; - Integration in a young and dynamic team; - Health insurance and other social benefits. |
| 1. Source: …………………………………….   Job title as announced:  Encarregados de Obra para a África do Sul e Gana. | - Experience of at least six years in building construction (required); - English Language Domain (required); - Experience in reading and interpreting technical drawings of architecture and specialties of engineering projects. | - Ability to manage multidisciplinary and multicultural teams and arbitrate conflicts; - Leadership and organization, sense of responsibility; - Communication skills and negotiation ability to make decisions and handle the pressure. | Not available |
| 1. Source: …………………………………….   Job title as announced:  Encarregado de Obra - Leiria. | - 12th grade (preferred); - Technical Course work (preferred); - Minimum 5 years experience in charge; - Knowledge depth of materials and construction techniques; - Ease of reading projects and work plans to be implemented. | - High capacity of negotiation and conflict management; - Rigor, commitment and guidance to the business; - Strong sense of organization, achievement of objectives and deadlines; - Leadership; - Interpersonal skills and teamwork; - Responsibility. | - Labor contract; - Remuneration compatible with demonstrated experience. |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de Obra. | - Minimum experience of 4 years as Construction Foreman; - Educational attainment level of 12º grade; - Experience in coordinating and monitoring the work fronts (remodeling, drywall, plumbing, painting, carpentry, etc.) ; - Monitoring, supervision and coordination of work, teams and subcontractors. | - Leadership and management team; - High sense of responsibility and organization; - Good understanding and reading projects - Driving license. | Not available |
| 1. Source: …………………………………….   Job title as announced:  Encarregados de Obra - Argélia. | - General in charge of key works in hand (from structure to finishing). | Not available | Not available |
| 1. Source: …………………………………….   Job title as announced:  Encarregado de betão armado. | - Work experience in works of urban renewal; - Minimum experience of 15 years as construction Charge; - Ability to lead and guide all work on the part of the work's structure, including, demolition, excavation, concrete. | - Leadership skills; - Dynamism and high sense of responsibility; - Ability to work autonomously, proactivity and rigor. | Not available |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de Obras. | - Mid-level training - Minimum experience of 10 years as Hydraulic Engineering Officer, (basins and retention dikes, mini dams); - Experience also in construction, earthmoving, paving and infrastructure; - Reading of hydraulic design and construction. | - Excellent team management capacity; - Is valued professional experience in African markets. | - Conditions associated with the role and experience; - Integration into growing business; - Accommodation and travel. |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de Obra. | Not available | - High ability to plan, organize and manage teams, equipment and all the components of a work knowledge of computer user's perspective. | - Good team spirit, communication and relationship, dynamic, sense of organization, responsible, autonomous, assiduous, timely, multipurpose and stress resistance. |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de Obra. | - Angolan nationality and / or residence visa are preferred factors; - Minimum experience of 5 years in this function; - 12th grade; - Proficiency in Portuguese. | - Zealous in compliance with the rules of hygiene and safety at work; - Jealous conservation work equipment and the construction site; - Compliant the stipulated working hours and received guidance; - Contributing to a good working environment. | - Salary package suitable for demonstrated experience. |
| 1. Source: …………………………………….   Job title as announced:  Encarregado de 1ª Construção Civil. | - 12th grade technical course work (preferred); - Minimum professional experience of 10 years Specific experience in civil construction works of buildings and / or commercial spaces and / or industrial parks and / or residential buildings depth knowledge of materials and construction techniques; - Knowledge: MOffice, MSProject, Autocad2D and Outlook; - Easiness in reading the projects and work plans to run; - Age group: 35-45 | - Good interpersonal relationship; - Ability to work in team leadership; - Conflict management capacity; - Business sense; - Resilience and strong sense of responsibility; - Strict fulfillment of timings and objectives Work; - Adaptability and versatility; Organizational capacity and management of timely. | - Full time. |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de Obra. | - Highschool; - English; - MS Office. | Not available | - Full-time. |

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| **Comments and conclusion**  All the job announcements where sourced from the internet and all of them have become available within the last 2 months.  It’s clear that the job conditions are not one of the most stressed items when a company places a job announcement, probably because the level of unemployment during these days in Portugal. It is expected that these professionals – averaging 5 years of experience - will earn close to 1100-1200 € for a month before taxes.  Regarding the prior training courses sought for, there are not many references, mainly because this trade is regarded from the employers point of view as an experience based one, not something that can be teached and learned; this way to look at things is probably the reason not to be stressed on some of the announcements the required soft-skills that are key to the good running of teams. |

**ANNEX 2: national questionnaires related to team leaders**

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| **Country: Germany (BZB Krefeld)** |

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| **Announcements related to the profile of team leader** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source: [www.stellenanzeigen](http://www.stellenanzeigen). monster.de   Job title as announced:  Vorarbeiter (m/f) Asphaltbau | - skilled road worker | * experience in leading small teams * operating common tools and machines * convincing personality * structured and cost conscious way of working | * intensive introduction * long term perspective * good work/salary ratio * good working atmosphere * continuing training * social event in company * online-application |
| 1. Source: www.jaeger-bernburg.de   Job title as announced:  Tiefbaufacharbeiter | - only common facts | - nothing particular | - no data available |
| 1. Source: www.bau-stellen.de   Job title as announced:  Bodenleger (in) / Vorarbeiter (in) | * successful finished apprenticeship + a few year of work experience * basic knowledge in costs aspects and calculation * leading skills, assertiveness and organisational skills * sense of responsibility, reliable und exakt/correct | * leading semi-skilled and skilled workers * taking over quality control, correcting possible defects/mistakes, operative work in case of difficult work * editing accounting documents | * intensive introduction * no data concerning contract and salary |
| 1. Source: www.stellenanzeigen.de   Job title as announced:  Carpenter-team leader | * successfully finished apprenticeship * a few years work experience * inspiring work attitude * reliability * self-organised working | - no data mentioned | - no data mentioned |
| 1. Source: www.stellenanzeigen.de   Job title as announced:  Team leader public works and engineering works | * successful finished apprenticeship * long years of experience in the particular working field * a few year of experience in leading teams * team working abilities and openness to reliability * readiness to work throughout the country, in different shifts and also at weekend * drivers licence b | * professional experience in some areas (specified in the announcement) | * long term perspective in a future oriented company * salary on market average plus attractive add-ons * very good atmosphere in company * work-life-balance * opportunities for internal further qualification and training |
| 1. Source: www.stellenanzeigen.de   Job title as announced:  Team leader reinforced concrete | * successful finished apprenticeship + minimum five years work experience * motivation * self-grounded and systematic thinking * excellent IT knowledges * professional attitude towards customers * drivers licence b * good knowledge of German language; English appreciated * flexibility in work days and place | * installation and maintenance of kathodic corrosion prevention facilities * controlling of subcontractors * coordination of building site and site management * control measurements at new and existing facilities | * expanding company * highly specialized field of work * future oriented branch * perspective for individual extension and deepening of skills |
| 1. Source: www.stellenanzeigen.de   Job title as announced:  Team leader construction department | * successful finished apprenticeship + 3 year job specific work experience – similar like those tought in craft masters courses * 3 years general work experience * Special focus on H&S * Team oriented working | * adjustment of site preparation with site managers * conducting mason´s work and control * other very detailed work descriptions | * structured continuing training perspective * team oriented work culture * attractive salary package plus percentage of surplus * excellent social offers * innovative product strategy |
| 1. Source: www.stepstone.de   Job title as announced:  Team leader / skilled worker | * successful finished apprenticeship in civil works, road worker or sewage worker plus some years of work experience * drivers licence * high willingness to work and flexibility * self organisation and focused working * cooperative attitude in team | * autonomous conducting of tasks and adjustment with site management * controlling of after sales concerning quality of work, keeping schedule and safety at work * Editing of journals and measurements | * modern and attractive contractual framework to let you realize your strengths |
| 1. Source: www.stellenanzeigen.de   Job title as announced:  Vorarbeiter reinforced concrete | * Successfully finished apprenticeship * Minimum 5 years work experience * High motivation * Analytical and conceptual thinking * Drivers licence b * Good German and optional English language skills | * Task to install and maintain kathodic corrosion protection facilities * Controlling of sub-contractors * Coordination of parts of the site * Measurements at new and existing facilities * Excellent IT skills * Good authority and attitude towards customers * Flexibility concerning tasks and places of work sometimes also abroad | * Expanding and successful company * Highly specialized and future leading branch * Continuing training for employees * High degree of bringing in own ideas |
| 1. Source: …………………………………….   Job title as announced:  ……………………………………. |  |  |  |
| 1. Source: …………………………………….   Job title as announced:  ……………………………………. |  |  |  |
| 1. Source: …………………………………….   Job title as announced:  ……………………………………. |  |  |  |
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| **Comments and conclusion**  Job offers for team leaders are more seldom in Germany (therefore not the required 15 job offers found); this is mainly based on the fact that formal certifications for team leaders require 80 hours of additional training, whereas the formal qualification for worksite supervisors is only 120 hours more at 200 hours. Hence, most people have decided in recent year to head directly to worksite supervisor and not to team leader. Team leaders are often pointed out by practical experiences on site and individual requirements by companies.  The job offers for this group is also defined by having personal authority, which is crucial for leading teams. The profiles require flexibility and still a good knowledge of site processes to conduct the operational works and tasks. The companies offer good salary conditions and career perspectives.  The job offers are sometimes not very detailed. The conclusion is, that either the job seekers know about the company or the reputation and the tasks for team leaders are clear and hence do not have to be explained in the advertisement in detail. |

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| **Country: Belgium (IFAPME)** |

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| **Announcements related to the profile of team leader** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source: FOREM   Job title as announced:  Bricklayer Foreman | 120 months as team leader in construction sector (bricklayer) | Knowledge: master earthworks, foundations, drainage, masonry, waterproofing, insulation, formwork, reinforced concrete, conversion work, demolition of walls, openings, stabilization of buildings  Reading plans  Skills: enthusiastic, dynamic, motivated, enjoy working in team, easy communication, good organizational skills, have a practical sense and good resistance to stress  Competences: leading a team of 4 men, tracing the work for the team, being responsible for the team's performances, be in charge of earthworks, foundations, drainage, masonry, waterproofing, insulation, formwork, concrete … | permanent contract – full time  depends of your competences and experience |
| 1. Source: impact interim   Job title as announced:  Electrical team leader. | not specified | Skills: be self-motivated, flexible, autonomous and able to manage a team. Concerned of good quality work, respect safety rules  Competences: achieve complete electrical installation of the site, managing a team of three to ten workers and assign tasks and supervise projects | Temporary contract – full time |
| 1. Source: FOREM   Job title as announced:  Team- leader heating- ventilation | 5 years experience in the field | Competences: manage a team, be responsible for the installation and maintenance of various types of sanitary and heating-ventilation  Skills: multi tasks person, dynamic and autonomous. have the ambition and ability to be promoted in medium term as a supervisor | Permanent contract – full time |
| 1. Source: FOREM   Job title as announced:  team leader in the demolition - machinist | 5 years in the demolition field | Knowledge: very good knowledge of the construction and demolition field  Skills: team management  Competences: control, coordinate, plan the work and ensure the organization, management and monitoring of the site. | Permanent contract – full time |
| 1. Source: Tempo team interim.   Job title as announced:  Electrical Team leader | diploma seventh year of formal vocational education in electricity and automation | Competences: manage and lead a team of four to twenty people. Organize work and plan spots. Give the necessary instructions for the successful completion of the work. Ensure the proper functioning of the safety rules. Read and interpret engineering drawings. Have good computer skills  Good competences in French | Permanent contract – full time  (38h) |
| 1. Source: FOREM   Job title as announced:  formwork team leader | five years of experience in traditional and modular formwork | Competences: oversee and organize the work of the workers on the building site, combine and install the formwork elements  Skills: reliable, serious, reasoned | Permanent contract – full time   * Recognized society * Family company |
| 1. Source: Tempo Team intérim   Job title as announced:  Team Leader | five years of experience like team supervisor – technical diploma in general secondary school – VCA security qualification – certificate of forklift operator | Skills: Manage 4 to 8 people in an enterprise specialized in metal works, Organize et planned the work, issue the necessary directives, to ensure compliance with the applicable rules in safety and security, related to the foreman  Contribute to a good image of the enterprise  Have good communication  Be stress resistant, good flexibility in working time, respect the procedures, good adaptability, accept to travel abroad  Competences: be able to read and interpreted plans, do sketches | Full-time contract of indefinite duration – flexible schedule  (38 h)   * Salary to discuss during the interview |
| 1. Source: Le FOREM   Job title as announced:  Electrical team leader | Experience: experience in industrial and electrical work site fields.  Diploma: Secondary school technical (electricity)  Certificate: electric security BA4, BA5 and security VCA | Skills: Manage a team of electricians, organize and supervise a construction site, communicate the relevant information, give client advices and support, insure the respect of the safety rules and instructions  Knowledge: electric field  Competences: good level in English and very good level in French  Read plans and electric diagrams, good relationship with others, customer-driven attitude, management awareness | Permanent contract – full time  (38 h) |
| 1. Source: Accent interim   Job title as announced:  Team leader for roofers | Experience : management team | Competences: abilities in roofing  Skills: manage the working team instead of the manager, insure the safety on the work site, to take joint decisions | Full-time contract – interim |
| 1. Source: FOREM   Job title as announced:  Team leader for bricklayers | Experience : five years like bricklayer (minimum) | Competences: abilities in masonry of bricks and blocks, manage the work and the bricklayers’ team on few work sites (housing construction, residential buildings and renovation), reading plans, abilities in formwork, reinforcement..  Skills: enthusiastic, serious, ambitious, team spirit and Respect for quality performance | Permanent contract – full time  (38h : 7h30 🡪 16h15) |
| 1. Source: Impact interim   Job title as announced:  Team leader for heating fitters | Experience : team leader | Skills: manage a team of workers, practical man and helpful, be precise, rigorous and serious, sense of observation and organisation, loving team working, enthusiastic, reliable, punctual  Competences: abilities in boilers installation, making cut outs and holes in the walls, installing pipelines, drainage pipes for waste gas, connecting the heating unit to the pipes, installation, testing and commissioning the boilers, diagnose breakdowns and resolve them  Knowledge: electricity | Interim contract with possibility of professional commitment |
| 1. Source: FOREM   Job title as announced:  Team leader for bricklayers | Experience : five years like bricklayer (minimum) on work site  Training in masonry | Competences: manage a team of workers, participate in the construction works, prepare the appropriate materials, manage the distribution works, supervise the construction works, read a plan  Skills: dynamic and be able the manage a team on work site | Permanent contract – Monday on Friday (40h)  Salary: very good |
| 1. Source: Actief interim   Job title as announced:  Team leader in construction | Experience: 120 months like team leader in construction and civil engineering  Qualification: VCA security (operator) | Competences: making masonry work with the team, define the tasks related to the plans and requirements specification, check the compliance of the products related to the technical specification, make the day review of the work, organise de work site, order materials, manage the heritage, issues the directives, safety regulations, control the quality and the progress of work | Full-time contract – interim  With possibility of professional commitment |
| 1. Source: Tempo team interim   Job title as announced:  Team leader for bricklayers | Certification : VCA security and safety  Experience: qualified second level and have an experience like a team manager | Competences: very high level abilities in masonry.  Read plans, manage the work in the team, check the efficiency, reliable | Full-time contract – interim  (40h)  With possibility of professional commitment |
| 1. Source: Impact interim   Job title as announced:  Team leader in welding | Experience: Minimum 5 years of experience like welder | Competences: ensure the day-to-day management in the workshop, the organisation of the welders, control the quality and the progress of works, check the soldering technique, give instructions, check the materials and order it  Skills: should take initiative, be the representative of the society | Full-time contract – interim  With possibility of professional commitment |

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| **Comments and conclusion**  Company needs in terms of knowledge, skills and competence:  The most commonly requested : organize de work site, manage a team of workers, read plans, supervise the construction site, being responsible for the team's performance  Skills: be reliable, be able to take joint decisions, insure the respect of the safety rules and instructions, customer-driven attitude, be stress resistant, autonomous, , enthusiastic, serious, ambitious, enjoy working in teams, communicate easily,  Have practical sense.  Two types of contract proposed: permanent full time contract and interim with possibility of profesional commitment. Not a lot of details about the salary.  The experience is more requested than diploma. |

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| **Country: United Kingdom (Warrington Collegiate)** |

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| **Announcements related to the profile of team leader** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source:   Internet  Job title as announced:  Site Team Leader | Knowledge and experience in the water industry.  IT skills to use mobile field devices.  Certification in Site Safety Management.  CSCS Card.  Full driving licence.  Good communication and organisational skills | Working alongside a site manager / supervisor the successful candidate will be responsible for the day-to-day management of delivery teams and sub-contractors on site.  The site team leader will be expected to carry out the implementation and monitoring of health, safety, quality and performance standards and ensuring all work meets required water industry regulations and AW approved standards.  The team leader will be required to coordinate the day to day labour and complete all site administration duties including safety inspections. | Permanent Full Time  No details have been provided regarding salary or working conditions. |
| 1. Source:   Internet  Job title as announced:  Construction Team Leader | The successful applicant should have appropriate experience in the construction industry with a proven record of successfully delivering building/construction projects up to the value of £5m.  You should have excellent communication and management skills, commercial awareness with strong knowledge of health and safety legislation. | As team leader you will be responsible for managing the construction teams, overseeing and managing multiple projects at once, ensuring all projects are running effectively and efficiently by following the construction programme, ensuring they are completed on time, to budget and finished to the highest quality. | Permanent, full time.  37 hrs per week  Salary £35,662 - £39,267 |
| 1. Source:   Internet  Job title as announced:  Team Leader | Excellent knowledge of previous construction and project work.  Good written and oral presentation.  Must have SMSTS, First Aid, Scaffold awareness and inspection, CSCS Card. | The suitable candidate will support the manager in ensuring contracts are working to agreed budget, objectives and targets.  Good levels of communication between staff are maintained. | £22.96 per hour  No further information is provided about the position. |
| 1. Source:   Internet  Job title as announced:  Construction team leader | The ideal candidate will have previous experience of a team leader. | The team leader will be responsible for supporting the construction operations on a variety of different projects from a compliance / technical aspect.  Responsible for promoting safety, quality and cost effectiveness. | No further information has been provided regarding salary, working hours or conditions. |
| 1. Source:   Internet  Job title as announced:  Site Team Leader | Team leader experience for 3 years but extensive experience of working on a building site.  Diploma / Certificate relevant to the sector.  Black Supervisors Card. | The team leader must be able to demonstrate good time keeping and interpersonal skills.  Organisational skills with the ability to manage staff. | £22.00 per hour  Temporary position for a maximum of 6 months. |
| 1. Source:   Internet  Job title as announced:  Construction Team leader | Experience of over 10 years in the construction sector.  Bachelors Degree in the sector. | This position will involve the team leader managing and monitoring the process of construction for the assigned projects in order to ensure that all phases are completed in a timely and safe manner. | No further information regarding salary has been given, however this position is based in Abu Dhabi.  This is a full time permanent position. |
| 1. Source:   Internet  Job title as announced:  Working Team Leader | A CSCS Card is essential as well as a driving licence.  SSSTS Qualification is essential.  Previous groundwork, brick work and structural alteration experience is essential of at least 8 years. | The job will involve working hands on with a team of men on various sized projects.  The suitable candidate must be able to plan ahead and keep control of plant and materials.  There will also be the requirement to attend management meetings. | Salary negotiable  A small van will be provided and expenses will be paid.  A 3 month probation period will need to be completed before a full time contract is issued.  You must be able to work away from home and carry out weekend work as and when required. |
| 1. Source:   Internet  Job title as announced:  Building Team Leader | The suitable candidate will have had previous experience of managing construction works and experience of managing a budget and construction project for at least 2 years.  They must hold a CSCS card, SMSTS OR SSSTS, IOSH Health and Safety, Full driving licence. | The role will involve liaising with client representatives and overseeing all works on site.  Ensuring all work complies with Health and Safety regulations and work is completed to set deadlines. | Salary will be dependent on experience.  This is a full time permanent role. |
| 1. Source:   Internet  Job title as announced:  Landscape Team Leader | Minimum of two years either in the landscape industry of bricklaying experience.  Full clean driving licence is essential. | Applicants should have experience of leading a team, running a project on time and within budget along with proven experience of quality workmanship in brickwork and paving.  You will be required to motivate and develop staff through training.  Ensuring Health and Safety is adhered to.  You will need to be motivated, enthusiastic and flexible. | £24,000 - £27,000 per annum.  40 hours per week 8am – 5pm  Permanent position  Based outdoors.  4 week paid annual leave. |
| 1. Source:   Internet  Job title as announced:  Team Leader | The suitable candidate must have worked in the construction industry for a minimum of 5 years.  They must have administrative skills and hold a CSCS card, SMSTS Certificate. | The ideal candidate should have sound knowledge of commercial and industrial buildings and ideally experience of steel frames and traditional frames and experience with concrete and timber frame construction would be useful.  The role would suite a strong motivated leader with the ability to prioritise a fast changing workload.  Health and Safety knowledge is useful. | Competitive salary  Fully fuelled and services company car  25 days holiday per year  Pension Scheme.  Permanent position |
| 1. Source:   Internet  Job title as announced:  Senior Consultant / Team Leader | The suitable candidate will already be working within trades and labour opportunities with a strong background in construction. | The role will involve developing the team and liaising with other consultants who already have a strong presence in the construction industry.  You will also be building on the current supplier list. | Competitive basic salary  Company car / Allowance  Subsidised Gym membership  Company mobile phone. |
| 1. Source:   Internet  Job title as announced:  Team Leader | The candidate will have a minimum of 5 years’ experience in a team leading role previously.  The will hold a CSCS Card as a minimum. | The candidate will develop the existing team through training, they will also look at gaps within the current team and be responsible for bridging these by enhancing the skills set within the team.  The candidate will liaise with companies and customers. | Salary negotiable depending on experience.  25 days holiday per year  Expenses paid.  Full time permanent position. |
| 1. Source:   Internet  Job title as announced:  Construction Team Leader | Previous experience of team leading would be advantageous but not essential as training will be provided.  The company is more concerned that the right applicant has worked in the construction industry for at least 5 years and has a good around knowledge of the various trades.  CSCS Card is essential. | Looking for an enthusiastic, energetic individual with a track record of doing a variety of different trades both residential and commercial.  Looking for someone who can drive a team and works well under pressure.  The ability to problem solve is a necessity.  Not afraid of hard work. | £35,000 - £39,000  Company van and fuel card.  25 days holiday  Permanent full time position.  Occasional working away. |
| 1. Source:   Internet  Job title as announced:  Team Leader | The suitable applicant will have a CSCS card and previous experience of managing a large team of staff.  Specialising in carpentry we would require someone who has worked in this industry for a minimum of 10 years and who is familiar with different techniques and equipment. | Producing orders to customer’s specifications, this candidate will need to be able to work under pressure and operate a flexible approach to working hours to meet the needs of the business.  They will need to be organised and professional at all times. | £25,000 per annum  20 days holiday  Full time permanent position  Flexible working must be in operation often working weekends and evenings to meet the demands of the business, over time will be paid. |
| 1. Source:   Internet  Job title as announced:  Construction Team Leader | Previous experience of being in a team leader role is necessary of a minimum of 5 years.  CSCS Card and SMSTS REQUIRED.  Full Clean Driving Licence. | The suitable candidate will have worked in a fast paced construction environment previously and had at least 5 years of team leading experience.  They will have a good all-around knowledge of the various different construction trades and be able to motivate others.  Working to strict deadlines and budgets the candidate must be responsive to changes in working pattern and location. | £35,000 - £39,000 per annum  Full Time Permanent.  Company van provided with fuel card.  Overtime will be expected above normal working hours.  Prepared to work away often at short notice. |

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| **Comments and conclusion**  It is evident that there are not as many roles available for a Team Leader as there are for Supervisor. |

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| **Country: SPAIN (FLC-ASTURIAS)** |

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| **Announcements related to the profile of team leader** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source: Employment website of the Labour Foundation for Construction.   Construyendoempleo.com  Job title as announced:  CONSTRUCTION FOREMAN | Minimum 3 to 5 year experience  Basic training in occupational risk prevention in construction (60 hour training) | Knowledge: Accredited training in occupational risk prevention in construction (60 hour training).  Competences:  Organisation and control of the execution of the activities of the assigned work crew, as well as monitoring the crew’s compliance with health and safety, environmental and quality standards on the worksite. | Location: Bilbao (Spain)  Temporary contract during the execution of the construction works.  Salary according to the collective bargaining agreement. |
| 1. Source: INSERTIA.ES   Job title as announced:  CONSTRUCTION FOREMAN | Minimum 5 years of experience as a construction foreman. | Knowledge: Building and restoration.  Competences: He / she will depend hierarchically on the worksite supervisor and will undertake the following activities: coordination and supervision of the work crew assigned, reception and organization of materials and storage areas, monitoring the compliance with health and safety standards on the worksite on behalf of the assigned work crew, supervision and verification of the processes and results of the activities undertaken by the work crew. | Location: Ibiza (Spain)  Contract with a solid business group in expansion.  The salary is negotiable depending on previous experience. |
| 1. **Source:** …………………………………….   **Job title as announced:**  ……………………………………. |  |  |  |
| 1. **Source:** …………………………………….   **Job title as announced:**  ……………………………………. |  |  |  |
| 1. **Source:** …………………………………….   **Job title as announced:**  ……………………………………. |  |  |  |

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| **Comments and conclusion**  We have had great difficulties finding **recent job announcements** related to the profile of Team leader / Foreman in construction. For example, not even the “**Employment Agency of the Labour Foundation for Construction-Asturias**” has received recent job offers related to these profiles. In our opinion, this is primarily due to the fact that the majority of the construction companies in our region are **small sized**. Thus, the worksite supervisor assumes the management of the **whole staff** working at the worksite.  We will once again try to recompile more information on these profiles through the individual interviews and the focus groups. |

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| **Country: Poland (IBE)** |

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| **Announcements related to the profile of team leader** | | | |
|  | **Diplomas** and **professional experience** required. | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| **Compulsory training** required (in line with norms and regulations). | **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems. |
|  | **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. |
| 1. Source: | • higher technical education  • lack of contraindications for work at heights about 4-5 years of experience in working at heights | Skills: • supervision over the timely execution of tasks in accordance with the agreed timetable  • providing high-quality fulfill the tasks entrusted brigade Soft-skills (non-specific tranferrable): • autonomy within the scope of tasks  • organization of own work and subordinate employees | • contract of employment  • thea necessary tools |
| http://www.pracawbudownictwie.pl/oferta/randstad\_polska/brygadzista\_ds\_wysokich\_napiec/285466.html |
| Job title as announced: |
| Team leader for High voltage |
| 2. Source: | • Technical education  •Driving license. B Experience in a similar position | Skills: • Conducting work in accordance with the material and financial schedule  • Accounting for subcontractors of the work Soft-skills (non-specific tranferrable): • Very good organization of work  • High independence and energy in action  • The focus on the purpose and implementation of the set tasks |  |
| http://www.pracawbudownictwie.pl/oferta/normbud/brygadzista\_monter\_instalacji\_tryskaczowych/287800.html |
| Job title as announced: |
| Team leader - Installation of Sprinkler Fitter |
| 3. Source: | • Driving license. B  • license E or SEP SEP E and D would be an advantage (electrical) • Experience with installation works (electrical and telecommunication) at least 3 years  • Experience in the organization of the work of subordinate brigades and employees | Skills: • Supervision of the work of subordinate employees  • Responsibility of the timeliness of works  • Receiving and checking deliveries of materials for building  • Supervision of compliance with safety rules  • Preparing lists of materials for carrying out the work  • Verification protocols progress of works prepared by contractors  • Reporting to the Project Manager of the advanced work on site Soft-skills (non-specific tranferrable): • Availability and willingness to work across the country | • a contract of employment,  • Basic tools |
| http://www.pracawbudownictwie.pl/oferta/neostrain\_sp\_z\_o\_o/majster\_budowy/285525.html |
| Job title as announced: |
| Construction team leader (Majster) |
| 4. Source: | • vocational education  • Building permission welcome a minimum of 2 years of work on the construction of the implementation of road works | Soft-skills (non-specific tranferrable): • organization and supervision of works in road construction |  |
| http://www.pracawbudownictwie.pl/oferta/richert/majster\_budowy\_brygadzista/285445.html |
| Job title as announced: |
| Construction team leader (Majster/brygadzista) |
| 5. Source: | Welcome education electrical, electronic or telecommunications, or experience of working on such or similar position. or experience in working on this or a similar position. | Soft-skills (non-specific tranferrable): |  |
| http://www.pracawbudownictwie.pl/oferta/inet\_plus/brygadzista\_instalacje\_elektryczne\_i\_teletechniczne/263793.html |
| Job title as announced: |
| Team Leader - electrical and technical installations |
| 6. Source: | experience | Knowledge: Skills: • supervision over the quality and timeliness of works,  • support the construction manager,  • enforcement of safety regulations • knowledge of MS Office  • Ability to costing will be an advantage Soft-skills (non-specific tranferrable): • availability and readiness for business travel event  • responsibility |  |
| http://www.pracawbudownictwie.pl/oferta/nova\_care\_sp\_z\_o\_o/majster\_budowy/286985.html |
| Job title as announced: |
| Construction team leader (Majster) |
| 7. Source: | • the license for network construction, installation and heating equipment, ventilation, gas, water and sewage  • driving license Cat. B  • welcome the power to work at heights professional experience in the field of plumbing, gas installations and general building | Knowledge: Skills: • good service computing environment  • high physical fitness  • welcome to make / ability to read quotes by KNR directory, eg. In the Standard Soft-skills (non-specific tranferrable): • availability (provision of emergency service) | • company car  • Telephone service  • Accommodation in Warsaw |
| http://www.pracawbudownictwie.pl/oferta/electric/kierownik\_prac\_hydrauliczno\_budowlanych\_warszawa/284798.html |
| Job title as announced: |
| Head of hydraulic works construction Warsaw |
| 8. Source: | • welcome vocational education  • Construction license welcome  • graduates or students of technical universities welcome experience | Knowledge: Skills: • organizing the course of construction work  • guiding the work of the brigade working and supervising the ongoing works  • Carrying the load current and qualitatively - quantitative works Soft-skills (non-specific tranferrable): |  |
| http://www.pracawbudownictwie.pl/oferta/p\_h\_u\_alis\_sp\_z\_o\_o/kierownik\_robot\_budowlanych/284422.html |
| Job title as announced: |
| Construction supervisor |
| 9. Source: | minimum of 5 years experience in a similar role in the implementation of construction projects, including the personal supervision of construction brigades 10-20 | Skills: • supervision fulfillment of the section of the works in accordance with the requirements of the contract, technical documentation, schedules and plans the organization of work and with the requirements of the construction law  • supervising the work of construction brigades  • Checking the status of supplies and materials for construction  • Check the quality of work, timeliness, progress of the works and the technical documentation  • ensuring compliance with safety rules, fire. and environmental  • support the construction manager in terms of demobilization site facilities after completion of the investment Soft-skills (non-specific tranferrable): • commitment to work  • Easy networking and teamwork  • communication  • independence in Action  • availability and geographical mobility, readiness for business travel event |  |
| http://www.neeon.pl/1976119-majster-budowy.html |
| Job title as announced: |
| Construction team leader (Majster) |
| 10. Source: | • Driving license. B  • welcome licensed excavator operator  • We welcome driving license c • Experience in earthworks - construction of buried cables, duct,  • Experience with installation works (electrical and telecommunication)  • Experience in managing a group of employees 5-10 people | Knowledge: Skills: • guiding the brigade staff  • duties of master  • trenching, laying of cables, cable infeed into drains telecommunication, construction installation cables in buildings Soft-skills (non-specific tranferrable): • Self-reliance  • guiding the brigade staff |  |
| http://ogloszenia.trojmiasto.pl/praca-zatrudnie/majsterbrygadzista-ogl58498488.html |
| Job title as announced: |
| Team leader (Majster/Brygadzista) |
| 11. Source: | experienced in the management of the working group on large construction sites.  The possibility of hiring the entire brigade. |  | We provide a car, a telephone, a contract of employment, consistent and reliable operation. |
| http://gazetapraca.pl/ogl/2289335/majster%2fbrygadzista |
| Job title as announced: |
| Team leader (Majster/Brygadzista) |
| 12. Source: | • Education Construction (secondary vocational)  • Construction licenses welcome  • Driving license. B • Experience ogólnobudowlane  less than a year | Skills: Soft-skills (non-specific tranferrable): • Ability to manage people | Type of work:  Full-time  Contract type:  For an indefinite period  We offer:  • prospects for professional development  • work in a young, dynamic team  • stable employment conditions - the employment contract  • salary |
| http://www.infopraca.pl/praca/majster-budowy/debica/12555252# |
| Job title as announced: |
| Construction team leader (Majster) |
| 13. Source: | The lecense for network construction, installation and heating equipment, ventilation, gas, water and sewage  The driving license Cat. B + knowledge of the topography of Warsaw  Welcome the license to work at heights  Secondary vocational education professional experience in the field of plumbing, gas installations and general building  Min. 2 years | Skills: Good service computing environment  Welcome: make / ability to read quotes by KNR directory, eg. In the Standard. Soft-skills (non-specific tranferrable): availability (provision of emergency service)  Ability to work in a team and an organization (the construction of) unit overhaul | Type of work:  Full-time  Contract type:  A service contract   We offer:  company car  Telephone business  • Accommodation in Warsaw   We offer very good financial conditions, a variety of tasks and the experience gained, stability of employment |
| http://www.infopraca.pl/praca/kierownik-prac-hydrauliczno-budowlanych-warszawa/02-952-warszawa/12488792# |
| Job title as announced: |
| Head of construction works construction |
| 14. Source: | technical education  Driving license. B experience in the construction industry  Welcome:  experience in the design / installation of aluminum joinery  experience in the design / installation of ventilated elwacji | Skills: measurements on site,  order and settlement of subcontractor work.  the search for optimal technical solutions,  quality control work on site,  creation and implementation schedules,  carrying load  progress reporting  Recognition and arrange a complaint  knowledge of a foreign language  Support programs Excel, Word, AutoCad  ability to read technical drawings |  |
| http://www.infopraca.pl/praca/kierownik-robot-stolarka-aluminiowa-elewacje-wentylowane/poznan/12445192?utm\_source=Indeed&utm\_medium=organic&utm\_campaign=Indeed# |
| Job title as announced: |
| Construction supervisor / aluminum joinery / Ventilated Facades |
| 15. Source: | Technical education  Work experience at least 3 years | Skills: The organization, planning and coordination of work  Direct supervision of construction works based on the requirements of the contract, technical documentation, schedules and work plans  Current control of construction costs  Cooperation with the investor, designers, contractors, suppliers and other business activities  Organisation of supply and protection of supplied materials  Team building workers Soft-skills (non-specific tranferrable): Entrepreneurship, communication and consistency in action  Ability to make independent decisions  Availability and readiness for frequent business trips |  |
| http://www.gowork.pl/praca\_podglad,6159826?utm\_source=Indeed&utm\_medium=organic&utm\_campaign=Indeed |
| Job title as announced: |
| Mounting supervisor, chief of montage works |

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| **Comments and conclusion**   1. **The number of announcements** for positions related to team leaders was very limited. Finding 15 of them, which suited the profile of team leader was difficult. We analyzed the content of announcements for seemingly different positions to find, that team leaders were often looked for under job-position-names indicating high technical skills, not always team leading functions. 2. **Names of the positions.** Team leaders competencies were found under three job-position-names:    * “*Majster*” (meaning highly skilled specialist, originating from German term ‘Meister’ but also ‘supervisor/overseer of laborers’, not to be mistaken with “*Mistrz rzemiosła” –* Master of crafts, which is a distinct category) – 7/15 announcements,    * “*Brygadzista*” (meaning *person leading a brigade*) – 6/15 announcements,    * “*Kierownik/szef prac/robot*” (meaning leader of works) with indication of a narrower field – 5/15 announcements.   In 3/15 cases double names of positions (i.e. “Majster/brygadzista”) were used.  In all cases translation “Team leader” seems suitable.   1. **Required qualifications, education**. Technical education is required, this means secondary vocational education in most cases, but also in a few (2) cases an indication of higher education has been indicated. License for limited construction works was required in 2 cases, in remaining three cases was considered an additional advantage. In almost all cases a driving license is indicated. Often other qualifications relevant for the type of works are indicated – for example license for work on heights, electrical qualifications, operation of excavators (in the sample). 2. **Experience** is always required, however in many variants:    * Often without indication of years (8/15), if indicated than between 1 and 5 years (2 or 3 years in 4/15 cases)    * Usually indication of experience in similar type of work is indicated (11/15) and in some cases this includes specifically indicating experience in leading teams (4/15) – which could indicate that the position names (“Majster”) sometimes need clarification. Additionally, team-leading is often also indicated in required skills. 3. **Required non-specific (transferable) skills**, by number of indications. Below, they are presented with regard to their meaning (if similar meaning, than shown together):    * Most often indicated readiness to travel, mobility (7/15),    * Organization of own work and work of others (6/15) and management of team/team-leading (5/15),    * Autonomy (6/15) and decision making (2/15),    * Working in teams (2/15) and communication skills (2/15),    * Other: engagement in work (2/15), responsibility (1/15), conscientiousness (1/15), goal-oriented (1/15). 4. Most of the announcements do not indicate directly which **‘specific knowledge or skills’** (technical, those that most closely relate to construction sector) are required. And if they do, this is very fragmented. As in the case of worksite supervisor that is because a. these requirements are covered by experience and education and b. these can be deducted from the indicated work tasks. Taking this into account, we also analyzed the work tasks in this point.    * The specific knowledge and skills that can be deducted from the analyzed job offers are related to (in descending order):      + Supervising or managing works (of teams) on construction site (9/15) and planning and organizing work on construction site (6/15);      + Assuring timely and correct realization of work (7/15) and assuring quality of realization (7/15);      + Support for worksite supervisor (5/15);      + Receiving and controlling use of materials (4/15); settlements with subcontractors (4/15); reporting (4/15);      + Assuring safety (4/15);      + Doing technical work (2/15).    * IT (mostly MS office) skills have been indicated directly in some cases (5/15), which indicated they are relevant, but not crucial. It could also mean that in the analyzed positions the scope of required work varies significantly, only in some cases might the computer skills be relevant,    * Technical drawing reading has been a relatively often indicated skill (4/15), however since it is a part of technical education, this might indicate that either it is not always delivered by the education system, or (more probably) not all workers on that position have finished formal education in construction,    * Ability to prepare cost-estimates has been indicated as an additional advantage (2/15), 5. **Working conditions and contract type:**    * 6/15 announcements offered no information about work conditions and contract type,    * 7/15 announcements offered full time employment,    * The height of salary was not indicated in any announcement, in 4/15 ‘attractive salary’ was indicated,    * 4/15 announcements offered company car and phone,    * Some announcements informed about financing travel, per diems and accommodation (3/15), assuring necessary tools (2/15).   **Other conclusions:**   1. It seems possible that team leaders are usually recruited via other means than job announcements, some initial research indicates that they are often creating more or less lasting teams recruited as a whole. The recruitment is strongly based on the trust and prior experience in cooperation. 2. The formal qualifications such as ‘Vocational Diplomas’ are valued only to some extent, it seems that experience and soft skills might be more relevant. |

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| **Country: France (CCCA-BTP)** |

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| **Announcements related to the profile of Team Leader** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Team Leader (M/W): Casing | First professional certificate (EQF level 3), plus certificate in Casing (1 year additional training).  5 year experience in the same specialisation. | Description of tasks and of the dimension and composition of the team to be led. | Short term contract (3 months, renewable).  12.16 € per hour plus odds (meal, transportation fees). |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Team Leader (M/W): Construction | Secondary School Certificate.  5 to 10 years of experience in the same specialisation (thermic installations). | Description of tasks and of the dimension and composition of the team to be led.  Qualities required: autonomous and responsible, able to work with a team. | No information. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Team Leader (M/W): Construction | First professional certificate (EQF level 3).  At least 2 years of experience in the same specialisation (thermic isolation). | Description of tasks and of the dimension and composition of the team to be led.  No information on the qualities required | No information. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” January 2016   *Job title as announced:*  Team Leader (M/W): Casing | No information on the training required.  At least 3 years of experience in the same specialisation (casing). | Description of the function and of the tasks associated.  Qualities required: leading staff, respecting safety rules and deadlines, being confirmed as technician, having a will to succeed. | No information. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” December 2015   *Job title as announced:*  Team Leader (M/W) | Secondary School Certificate (EQF level 4) in the domain of electro-technology.  Minimum 2 years of experience as a team leader in the same specialisation. | Detailed description of tasks in the field concerned (maintenance of thermic installations).  Qualities required: leading staff, respecting safety rules and deadlines, being confirmed as technician, having a will to succeed. | Permanent contract.  Salary to be negotiated. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” December 2015   *Job title as announced:*  Team Leader (M/W): Refrigeration Specialist | Secondary School Certificate (EQF level 4) in the domain of Refrigeration and Fluids.  Minimum 6 years of experience as a team leader in the same specialisation. | Short description of the function and of the tasks associated.  Qualities required: rigor, autonomy and good relationship. | Short term contract (6 months) likely to evolve towards a permanent one.  No information on the salary proposed. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” December 2015   *Job title as announced:*  Team Leader (M/W): Construction | Secondary School Certificate.  Minimum 10 years of experience as a team leader in the same specialisation.  Compulsory certificates in the field of security and safety at work, plus certificate of physical aptitude. | Detailed description of tasks and of the team to be led.  No information on the qualities required. | No information. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” December 2015   *Job title as announced:*  Team Leader (M/W): Piping | No information on the initial training required.  Minimum 5 years of experience as a team leader at a nuclear site.  Compulsory certificates, including nuclear, in the field of security and safety at work, plus certificate of physical aptitude. | A very detailed description of the function, of the tasks to be assigned and of the team to be led, given that there is a matter of a nuclear sector.  No information on the qualities required. | No information. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” December 2015   *Job title as announced:*  Team Leader (M/W): Construction | No information on the initial training required.  Minimum 5 years of similar experience. | Description of the company profile and of the team to be lead, as well as a detailed list of the tasks.  No information on the qualities required. | No information. |
| 1. *Source:* Electronic Specialised Newspaper “Monitor BTP” December 2015   *Job title as announced:*  Team Leader (M/W): Carpentry | Vocational initial training EQF level 3 in Carpentry required.  Minimum 10 to 15 years of similar experience, enabling to master all the operations at the worksite. | Detailed description of the function and of the tasks.  Qualities required: anticipation, strong capacities of team leading, technical expertise, autonomy, sense of service and of quality. | No information. |
| 1. *Source:* National Office for Employment   January 2016  *Job title as announced:*  Team Leader (M/W): Bricklayer | Secondary School Certificate (EQF level 4) in the domain of restoration of heritage and traditional masonry.  Minimum 3 years of experience as a team leader in the same specialisation. | Short description of the function and of the tasks.  Qualities required: be able to read plans, technical competence in restoration of heritage and stone works. | Status of highly skilled worker.  Salary: 12 € per hour minimum, plus odds. |
| 1. *Source:* National Office for Employment   January 2016  *Job title as announced:*  Team Leader (M/W): Electrician | No description of the training required.  Minimum 3 years of experience as a team leader in the same specialisation. | Description of the function and of the tasks.  Qualities required: able to coordinate all the technical tasks, including planning and controlling, ability to respect safety and security rules at worksite, anticipation and good attitude towards unforeseen situations. | Permanent contract.  Status of highly skilled worker.  Salary: 26 000 € - 27 000 € per moths before taxes. |
| 1. *Source:* National Office for Employment   January 2016  *Job title as announced:*  Team Leader (M/W): Casing | No description of the training required.  Minimum 3 years of experience as a team leader in the same specialisation. | No description. | Permanent contract.  Status of highly skilled worker.  Salary: From 11 € to 13 € per hour per moths before taxes. |
| 1. *Source:* National Office for Employment   December 2015  *Job title as announced:*  Team Leader (M/W):Casing | No description of the training required.  Minimum 2 years of experience as a team leader in the same specialisation. | Description of the tasks.  Qualities required: knowledge of different activities, material and tools present at worksite, proved team leading skills, including impulsion of motivation. | Short-term contract (6 months).  Status of specialised worker.  Salary: 17 000 € - 20 000 € per moths before taxes. |
| 1. *Source:* National Office for Employment   December 2015  *Job title as announced:*  Team Leader (M/W): Casing | No description of the training required.  Certificate of ability to drive engines.  Minimum 5 years of experience as a team leader in the same specialisation. | No description. | Permanent contract.  Salary: From 12 € to 14 € per hour per moths before taxes. |
| 1. *Source:* National Office for Employment   December 2015  *Job title as announced:*  Team Leader (M/W): Casing-Road Construction | No description of the training required.  Minimum 5 years of experience as a team leader in the same specialisation. | Very short description. | Very short term contract: one month.  Salary: From 11.98 € to 12.93 € per hour per moths before taxes. |
| 1. *Source:* National Office for Employment   December 2015  *Job title as announced:*  Team Leader (M/W): Roofer | No description of the training required.  Minimum 5 years of experience as a team leader in the same specialisation. | Short description of tasks.  Qualities required: autonomous, rigor, team spirit. | Short-term contract (6 months). |
| 1. *Source:* National Office for Employment   November 2015  *Job title as announced:*  Team Leader (M/W): Electrician specialised in Optical Fibbers | No description of the training required.  Minimum 10 years of experience as a team leader in the same specialisation. | Short description of the function and of the tasks foreseen.  Qualities required: dynamic, well organised, proactive. | Short-term contract (12 months).  Status of highly specialised worker.  Salary: 25 000 € - 35 000 € per moths before taxes. |
| 1. *Source:* National Office for Employment   November 2015  *Job title as announced:*  Team Leader (M/W): Electrician | Vocational initial training EQF level 3 in in the field of Electricity required.  Compulsory certificates enabling the candidate to work with electricity.  Minimum 3 years of experience as a team leader in the same specialisation. | Short description of the function and of the tasks foreseen.  Qualities required: competence in electricity. | Permanent contract.  Status of qualified worker. |
| 1. *Source:* National Office for Employment   October 2015  *Job title as announced:*  Team Leader (M/W): Roofer | Vocational initial training EQF level 3 in in the field of Roofing required.  Minimum 5 years of experience as a team leader in the same specialisation. | Description of the function and of tasks.  Qualities required: consciousness, taste for the work done properly, respect of deadlines. | Permanent contract.  Salary: 2 400 € to 2 600 € per month before taxes. |
| 1. *Source:* National Office for Employment   October 2015  *Job title as announced:*  Team Leader (M/W): Painting | No description of the training required.  Minimum 3 years of experience as a team leader in the same specialisation. | Short description of tasks. | Short-term contract (6 months).  Salary: From 11 € to 12.50 € per hour per moths before taxes. |

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| **Comments and conclusion**  As for the Worksite Supervisors, the announcements published in two main French sources of information on employment (“*Moniteur BTP*” and “*Pôle Emploi*”) concerning Team Leaders were analysed. Given that they were less numerous that the announcements related to the function of Worksite Supervisor, we enlarged our research and selected the announcements published between November 2015 and January 2016. In this case, the analysis demonstrates still much more that the employers attach their main importance to the significance of the professional experience of the candidates compared to their Vocational Initial Education. In fact 11 out of 21 job offers analysed do not contain any reference to the initial education of the potential candidates. When listed, the requirements concern in a balanced manner “Secondary School Professional Certificate” 5EQF Level 4) in the field related to the job (5) and “First Professional Certificate” (5). The professional experience (at least first) is considered as compulsory to apply for the jobs offered, generally from 5 to 10 years. In addition to this, the employers require formal certificates enabling applicants to face worksite situations (related to security and safety).  The announcements generally give some detail on the profile of the team leaders researched and practically none of them concerns “general team leader”. Thus, according to the announcements analysed, the most researched team leaders must possess the following specialisations:   * Casing-bricklaying (6) * Public Works – Road Construction – Piping (3) * Roofing - Carpentry (2) * Electricity – Optical Fibres (2) * Refrigerating (1) * Painting (1)   The profile of the specialisation required, and in particular the tasks foreseen, are generally described within the job offers. On the other hand, the employers do not deliver systematically the description of the function and related technical skills. Even if they regularly mention the necessity of possessing string technical skills related to the job offered, they rather focus the announcement on the “soft skills” the description of which is often relatively detailed (the degree of details increases within the complexity of the specialisation researched). Thus, the employers point particularly out the following soft skills and professional aptitudes of team leaders they intend to recruit:   * Autonomy and responsibility, especially when working with teams. * Aptitude to motivate and valorise staff, within a strong team spirit. * Capacities of anticipation. * Positive attitude regarding unforeseen situations, oriented towards problem solving. * Good relationship. * Capacities to affirm him/herself. * Respect of security and safety rules. * Sense of quality of service by a strict respect of deadlines and prescriptions. * Will to succeed with dynamism and good organisation of work.   On the other hand, the announcements analysed contain few information on the work conditions proposed and on the profile of the contract:   * 8 out of 21 announces concerned do not give any detail either on the nature of the contract proposed or on the salary * 7 out of 21 contracts proposed are short-term contracts (generally from 3 to 6 months, some of them are potentially renewable) * 6 job offers (29% of the announcements analysed) are announced as permanent   The status proposed are generally not specified within the job offers analysed. When they are mentioned, they are defined as “highly skilled worker” or “specialised worker”, which are the terms of the sectoral collective agreement.  The salary proposed follows also the prescriptions of the collective agreement and generally varies from 11 € to 13 € per hour before taxes. This rate is higher as far as more qualified functions are concerned, especially roofers and carpenters. They can be twice higher than the medium salary for highly specialised team leaders in the domains like electricity-optical fibber. |

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| **Country: ITALY (Formedil)** |

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| **Country: SPAIN (FLC Sede)** |

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| **Announcements related to the profile of team leader** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Team leader-Group leader | VT. Building and Civil Works (Intermediate grade technician on organization and control of construction works 2000 hrs)  Official Health & Safety training (60 hrs) | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Responsibility  Initiative | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Team leader-Group leader | Official Health & Safety training (60 hrs) | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Responsibility  Initiative | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Team leader-Group leader | Official Health & Safety training (60 hrs) | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Responsibility  Initiative | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Team leader-Group leader | Official Health & Safety training (60 hrs) | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Responsibility  Initiative | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Team leader-Group leader | Official Health & Safety training (60 hrs) | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Responsibility  Initiative | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Team leader-Group leader | Official Health & Safety training (60 hrs) | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Responsibility  Initiative | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Team leader-Group leader | Official Health & Safety training (60 hrs) | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Responsibility  Initiative | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Team leader-Group leader | Official Health & Safety training (60 hrs) | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Responsibility  Initiative | Contract for specific project or service |
| 1. Source: Construyendoempleo – FLC´s employment webpage   Job title as announced:  Team leader-Group leader | Official Health & Safety training (60 hrs) | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Responsibility  Initiative | Contract for specific project or service |
| 1. Source: Infojobs-Indeed Employment webpage   Job title as announced:  Team leader-Group leader | Official Health & Safety training (60 hrs) | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Health & safety control of the workers under his responsibility.  Minimum experience 5 years  Responsibility  Initiative. | Contract for specific project or service |
| 1. Source: Infojobs. Employment webpage   Job title as announced:  Team leader-Group leader | No specific demands on the job offer | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Health & safety control of the workers under his responsibility.  Minimum experience 5 years  Responsibility  Initiative. | Contract for specific project or service |
| 1. Source: Infojobs. Employment webpage   Job title as announced:  Team leader-Group leader | No specific demands on the job offer | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control.  Health & safety control of the workers under his responsibility.  Minimum experience 5 years  Responsibility  Initiative | Contract for specific project or service |
| 1. Source: Infojobs. Employment webpage   Job title as announced:  Team leader-Group leader | No specific demands on the job offer | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control.  Health & safety control of the workers under his responsibility.  Minimum experience 5 years  Responsibility  Initiative | Contract for specific project or service |
| 1. Source: Infojobs. Employment webpage   Job title as announced:  Team leader-Group leader | No specific demands on the job offer | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Responsibility  Initiative | Contract for specific project or service |
| 1. Source: Infojobs. Employment webpage   Job title as announced:  Team leader-Group leader | No specific demands on the job offer | Staff-team management  Labour organization  Planning (implementation)  Problem-solving capacities  Project implementation control  Responsibility  Initiative | Contract for specific project or service |

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| **Comments and conclusion**   * **Most of the jobs offers for middle management are grouped around profile worksite supervisor. There are very few examples of team leader** * **Without information about salary and all the contracts for specific project or service. (only contract for project).** * **Low supply for this working position. It is most common site supervisor.** * **The experience is better or most important than the education and training.** * **There are lots of offers mixed, I mean , together worksite supervisor and team leader** |

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| **Country: Portugal (CENFIC)** |

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| **Announcements related to the profile of team leader** | | | |
|  | **Diplomas** and **professional experience** required.  **Compulsory training** required (in line with norms and regulations). | Detailed, specialised, factual and **theoretical** **knowledge** specified within the announcement.  **Skills** specified as extent of cognitive and practical aptitude required to size up creative solutions to abstract problems.  **Competences** identified in terms of responsibility and autonomy in the course of his/her professional activities. | Type of **work contract** proposed (permanent or temporary, full time or part time) and **work conditions** (salary and odds). |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de Obra. | Not available | - Organizational skills, communication, integrity and good interpersonal skills; - Autonomy and problem-solving ability; - Proactivity and motivation - Spirit of collaboration and loyalty. | Not available |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de Obra. | - Experience of at least five years in carrying out these functions Up to 45 years; - Driving Licence (mandatory requirement). | - Sense of responsibility; - Dynamic and productive. | - Labor contract; - Wage appropriate to the function and the face of proven experience. |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de Obra. | - Experience of at least five years. | - Dynamic professional with Spirit Team and concern to do finishing work above the average; - Pro-Active and Great work capacity; | Not available |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de Obra na Alemanha. | - Experience in the position; - Speak fluent German (eliminatory factor). | - Management, coordination and supervision teams, but also to work in the work when necessary; - Person in charge. | - Labor contract. |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) Geral. | - Depth knowledge of materials and construction techniques; - Ease of reading the projects and work plans to be implemented; - Computer Knowledge; - With driving license. | - Good interpersonal relationship; - Ability to work in team; - Leadership; - Ability to manage conflict; - Commercial Direction; - Resilience and strong sense of responsibility; - Robust compliance timings and objectives Work; - Adaptability and versatility; - Organizational skills and management of timely. | Not available |
| 1. Source: …………………………………….   Job title as announced:  Chefe de equipa. | - Capacity in Leadership in Construction Projects; - Motivation capacity and team leadership; - Experience in large and small projects; - Proven experience in the preparation and supervision of work; - Knowledge of the French Language (required). | Not available | - Labor contract; - Accommodation and travel. |
| 1. Source: …………………………………….   Job title as announced:  Ajudante de [Encarregado](http://www.net-empregos.com/encarregado/) de Obra. | - Previous experience as team leader. | Not available | - Work contract for 1 year; - Base Salary + Food allowance. |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/) de Obra em Angola. | - Proven track record in civil works and public; - Draft reading knowledge. | - Sense of Responsibility; - Leadership. | - Remuneration compatible. |
| 1. Source: …………………………………….   Job title as announced:  [Encarregado](http://www.net-empregos.com/encarregado/). | - Experience in construction and renovation of residential buildings, offices and hotels (preferred); - Minimum 3 years experience in the function;  - Driving license. | - Experience in leading teams; - Responsibility and Proactivity; - Frequent and timely; - Good work capacity; - Team spirit. | - Remuneration according to demonstrated experience. |
| 1. Source: …………………………………….   Job title as announced:  Chefe de Equipa. | - Proven experience in the position; - Knowledge of the French Language (required). | Not available | - Labor contract; - Accommodation and travel. |
| 1. Source: …………………………………….   Job title as announced:  Encarregado de obra. | - Compulsory education; - Experience least 3 to 5 years depending on; - Driving license. | - Responsible, rigorous, dynamic, proactive and determined; - Diligent and punctual; - Good ability to work and physical; - Team spirit and easy integration into new contexts; - Capacity planning and organization. | - Contract work solid and growing company; - Remuneration in accordance with the presented experience. |
| 1. Source: …………………………………….   Job title as announced:  Encarregado da Construção. | - Minimum qualifications: 9 º grade; - Minimum experience of 1 year. | - Find the necessary information in a document; - Orally convey information clearly and using grammar rules and correct pronunciations. | - Full-time contract during 6 months, EBITDA payment: 625 EUR / month + 5,7 EUR/day for meals. |
| 1. Source: …………………………………….   Job title as announced:  Encarregado/a de Acabamentos na África Ocidental. | - Compulsory education; - Minimum work experience of 5 years in function or the like (preferably in Africa); - Computer skills in the perspective of the user (Word, Excel, PowerPoint, etc.); - Knowledge and project experience of reading; - Good knowledge of English (spoken and written). | - Ability to lead work teams; - Autonomy and sense of responsibility; - Organizational skills, planning and guidance for meeting deadlines; - Good interpersonal and communication relationship skills. | - Remuneration compatible with the experience and function. |
| 1. Source: …………………………………….   Job title as announced:  Chefe de equipas multitarefas. | - Proven experience in the position (over three years); - Training in (preferencialemente); - Ability to read plans related to the execution of the work assigned to him; - Ability to understand, apply and verify the provisions of the specifications; - Ability to set goals and monitor their implementation. | - Organizational skills, communication, integrity and good interpersonal skills; - Autonomy and problem-solving ability; - Proactivity, dynamism and motivation. | - Remuneration compatible with the experience and function. |
| 1. Source: …………………………………….   Job title as announced:  Chefe de equipa em Angola. | - Proven professional experience; - Professional experience in Angola (preferred); - Angolan nationality or Portuguese (with legal visa); - Ability to read and interpret technical drawings of the project; - Ability to understand, apply and verify the provisions of the specifications. | - Excellent leadership skills and team management; - Organizational skills and time management; - Experience in managing crisis and conflict; - Attitude and communication skills; - Accuracy and high sense of responsibility. | - Remuneration compatible with the function. |

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| **Comments and conclusion**  Like the Worksite supervisors, the conditions of the contract are mostly vague, regarding training experience none of the job announcements even mention it.  Some of these items have the same description of the job title as the previous, but this is mainly because there is no big difference in Portuguese, but these are included on the Team Leaders for some details like the needed experience or the work place (many of them are for abroad positions). |

**Resume in general / conclusions:**