# LABOUR MARKET STUDY 2016;CASE STUDY OF LIAISON OFFICE PIRAEUS UNIVERSITY OF APPLIED SCIENCES 

eRA- II:The SynEnergy Forum, 2I-23 September 2016<br>Maria Kaltsogianni, Dr Dimitris Tseles, Dr George Priniotakis.

## PURPOSES OF THE PRESENTATION (I)

- To present the research methodology of the labour market study.
- To present the labour market study results.


## GOALS OF THE LABOUR MARKET STUDY

- To capture the current situation in the Greek Labour Market regarding the specialties of PUAS.
- To examine the evolution by sector, the employers' requirements from PUAS graduates, the absorption records of graduates per profession.

Objectives and Contribution The population of the survey The Research Methodology The questionnaire structure Analysis and Results

## Objectives and Contribution:

- The findings also will be deposited to PUAS so as to utilize appropriately for the revision process of the undergraduate program study curriculum if needed.
- Furthermore, the study's findings contribute to the optimization processes of services that the Liaison Office applies to cover any deficiencies and to better meet the needs of the beneficiaries.
- Research population-the companies that has several times collaborated with Liaison Office of PUAS either to fill vacant positions with qualified employees of the various departments or for participation in events etc.
- Quantitave Research
- Qualitative Insights
- Random sampling
- "Google doc" structured questionnaire answered on line.


## QUESTIONNAIRE STRUCTURE: Company Identity

Personnel Selection Information Working Conditions Perceptions

## COMPANY IDENTJTYY

## When was the

 enterprise founded Up to six months agoMore than 10 years $\quad 58 \quad 78,4 \%$
Country where the company is

Greece $72 \quad 97,3 \%$
Abroad 2 2,7\% registered:

## Type of Business:

- Traditional 7I 95,9\%
- Web-based 3 4,1\%


## Enterprise Ownership Type:

| - Individual Enterprise | I3 | $\mathbf{1 7 , 6 \%}$ |
| :--- | :---: | :---: | :---: |
| - Corporate Enterprise | $\mathbf{6}$ | $\mathbf{8 , 1 \%}$ |
| - General Partnership | 5 | $\mathbf{6 , 8 \%}$ |
| - Limited Partnership | 16 | $\mathbf{2 1 , 6 \%}$ |
| - Limited Liability | 17 | $\mathbf{2 3 \%}$ |
| - Recreation Shipping Company | 0 | $0 \%$ |
| - Anonymous Commercial \& Industrial Company | 14 | $\mathbf{1 8 , 9 \%}$ |
| - Multinational Subsidiary | I | $\mathbf{1 , 4 \%}$ |
| - Independent Enterprise | 0 | $0 \%$ |
| - Member of a Group | 2 | $\mathbf{2 , 7 \%}$ |

## a. Number of workers:

- Up to 5

16 21,6\%

- 5 to $10 \quad 14 \quad 18,9 \%$
- 10 to $20 \quad 17$ 23\%
b. Number of
disabled workers:
- Up to 544 93,6\%
- 5 to 10 I 2,1\%
- 10 to 202 4,3\%

Enterprise Field of activity:

- IT \& Computer Retail 15 20,3\%
- Business Consultants \& Insurance Services 8 10,8\%
- Trade \& Agencies 7 9,5\%
- Telecommunications 3 4,1\%
- Industries 5 6,8\%
- Manufacturers 3 4,1\%
- Finance \& Banking 0 0\%
- Construction 14 I8,9\%
- Accounting Offices 4 5,4\%
- Publishing \& Media 0 0\%
- Tourist Services 2 2,7\%
- Other $13 \quad 17,6 \%$


Which of the services of the Liaison Office have you used?

- Educational Information (Information on Masters, etc.) 10 13,5\%
- Announcements of Internships / Work positions in Greece 64 86,5\%
- Announcements of Internships / Work positions Abroad 2 2,7\%
- Participation in events (Career Days,Workshop Labour Market etc) II 14,9\%
- Other

7
9,5\%

## PERSONNEL SELECTION INFORMATION

- Company Director 36 48,6\%

Who decides to create new work positions?

- Board

23 3I,1\%

- Director of Human Resources 15 20,3\%

Does the nature of your business activities require qualified employees?

- Automation Engineer 26 35,1\%
- Business Administration 37 50\%
- Electrical Engineer 24 32,4\%
- Electronic Engineer I5 20,3\%
- Computer Systems Engineer 29 39,2\%executives need to have at this stage
- Textile Engineer
- Accounting
- Mechanical Engineer
- Civil Engineer

3 4,1\%
34 45,9\%
25 33,8\%
7 9,5\%

- Minimum 0 0\%
- Little $2,7 \%$
- Moderately 14 18,9\%
- Very 27 36,5\%
- Greatly 31 4I,9\%

Would you recruit disabled people on any of these work positions ?

- Yes
- No

12 16,2\%

- Refuse to answer

How hard is it to find the executives you need in today's market?

- Very Easily 4 5,4\%
- Easily 9 12,2\%
- Medium 28 37,8\%
- Difficult 19 25,7\%
- Very Difficult 14 I8,9\%
- Liaison Offices

59
79,7\%

- Employment Agency
- Advertisements in print
- Through clubs

7

- Advertisements on the internet 59
- Competitions
- Friendly Environment
- Other


## How do you search for new executives for your enterprise abroad?

## Through:

The PUAS Career Office


## Which of the following candidate qualifications is more important in order to recruit? (1)

- Degree

| Not at all | 16 | $21,6 \%$ |
| :--- | :---: | :---: |
| Little | 15 | $20,3 \%$ |
| Medium | 30 | $40,5 \%$ |
| A lot | 12 | $16,2 \%$ |
| Too much | 1 | $1,4 \%$ |

- Masters

| Not at all | 14 | $18,9 \%$ |
| :--- | :---: | :---: |
| Little | 12 | $16,2 \%$ |
| Medium | 29 | $39,2 \%$ |
| A lot | 16 | $21,6 \%$ |
| Too much | 3 | $4,1 \%$ |

- Specialized knowledge

| Not at all | 0 | $0 \%$ |
| :--- | ---: | :--- |
| Little | 1 | $1,4 \%$ |
| Medium | 5 | $6,8 \%$ |
| A lot | 42 | $56,8 \%$ |
| Too much | 26 | $35,1 \%$ |

- Professional Experience

| Not at all | 2 | $2,7 \%$ |
| :--- | :---: | :--- |
| Little | 7 | $9,5 \%$ |
| Medium I | 15 | $20,3 \%$ |
| A lot | 28 | $37,8 \%$ |
| Too much | 22 | $29,7 \%$ |

## Which of the following candidate qualifications is more important in order to recruit? (2)

- Sex

| Not at all | 39 | $52,7 \%$ |
| :--- | :--- | ---: |
| Little | 14 | $18,9 \%$ |
| Medium | 10 | $13,5 \%$ |
| A lot | 9 | $12,2 \%$ |
| Too much | 2 | $2,7 \%$ |

- Recommendations

| Not at all | 4 | $5,4 \%$ | Not at all |
| :--- | :---: | ---: | :--- |
| Little | 5 | $6,8 \%$ | Little |
| Medium | 26 | $35,1 \%$ | Medium I |
| A lot | 30 | $40,5 \%$ | A lot |
| Too much | 9 | $12,2 \%$ | Too much |

- PhDs

| 35 | $47,3 \%$ |
| :---: | :---: |
| 20 | $27 \%$ |
| 13 | $17,6 \%$ |
| 6 | $8,1 \%$ |
| 0 | $0 \%$ |

- Age

| Not at all | 11 | $14,9 \%$ |
| :--- | ---: | ---: |
| Little | 16 | $21,6 \%$ |
| Medium | 29 | $39,2 \%$ |
| A lot | 12 | $16,2 \%$ |
| Too much | 6 | $8,1 \%$ |

- Other

Not at all 52,7\%
Little 9,5\%

Medium 20,3\%
A lot 9,5\%
Too much 8,1\%

Do you use human resources

| - No | 30 | $40,5 \%$ |
| :--- | :---: | :---: |
| - Rarely | 21 | $28,4 \%$ |
| - Often | 14 | $18,9 \%$ |
| - Very Often | 6 | $8,1 \%$ |
| - Regularly | 3 | $4,1 \%$ |

Do you think that tertiary institutions produce graduates trained properly for the needs of your enterprise ?

- Minimum 4 5,4\%
- Little
$13 \quad 17,6 \%$
- Moderately 38 5I,4\%
- Very $\quad 14$ I8,9\%
- Great

5 6,8\%

If you believe that graduates of Higher Education have moderate or lower training please specify what you think can be the cause:

- Lack of basic infrastructure in the institutions

27
56
26
13
14
30
12

36,5\%
75,7\%
35,1\%
17,6\%
18,9\%
40,5\%
16,2\%

How do you choose the specialization required for each job?

- Required by Legislation
- According to job specification
- It has been suggested by consultants 3
- Due to previous experience 29
- Other

65

0
13,5\%
87,8\%
4,1\%
10

39,2\%
0\%

Which of the following specializations of PUAS could you potentially employ in your enterprise?

- Automation Engineer
- Business Administration
- Electrical Engineer
- Electronic Engineer
- Computer Systems Engineer
- Textile Engineer
- Accounting
- Mechanical Engineer
- Civil Engineer

28 37,3\%
37 50\%
25 33,3\%
24 32\%
39 52\%
3 4\%
37 49,3\%
27 36\%
11 14,7\%

WORKING CONDJTIONS

Do you have a written manual specifying the responsibilities connected with every job specialty?

| Yes | 50 | 67,6\% |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| - No | 13 | 17,6\% |  |  |  |  |
| No answer | 11 | 14,9\% |  | No | I | 1,4\% |
| Do the duties of each position correspond to the degree of the worker ? |  |  |  | Little | 1 | 1,4\% |
|  |  |  |  | Fair | 9 | 12,2\% |
|  |  |  |  | Very | 46 | 62,2\% |
|  |  |  |  | Great | 17 | 23\% |

Under what kind of contract are the employees of these disciplines recruited?

| - Fixed-term contract | 19 | $25,7 \%$ |
| :--- | ---: | :--- |
| - Permanent contract | 68 | $91,9 \%$ |
| - Project Contract / Freelance | I5 | $20,3 \%$ |
| - Seasonal work | 4 | $5,4 \%$ |
| - Part-time | 3 | $4,1 \%$ |

Are there specific working hours / shifts for all employees of your Enterprise?

|  | Yes | 33 | $86,8 \%$ |
| :---: | :---: | :---: | :---: |
| Automation Engineer | No | 5 | $13,2 \%$ |
| Electrical Engineer | Yes | 27 | $81,8 \%$ |
|  | No | 6 | $18,2 \%$ |
| Electronic Engineer | Yes | 25 | $80,6 \%$ |
|  | No | 9 | $19,4 \%$ |
| Textile Engineer | Yes | 11 | $61,1 \%$ |
|  | No | 7 | $38,9 \%$ |
|  | Yes | 33 | $82,5 \%$ |
|  | No | 7 | $17,5 \%$ |
|  |  |  |  |
| Mechanical Engineer | Yes | 28 | $84,8 \%$ |
|  | No | 5 | $15,2 \%$ |
|  | Yes | 16 | $69,6 \%$ |
| Civil Engineer | No | 7 | $30,4 \%$ |

Are there specific working hours / shifts for all employees of your Enterprise?

Business<br>Administration

Accounting

| Yes | 43 | $93,5 \%$ |
| :--- | :--- | :--- |
| No | 3 | $6,5 \%$ |

Yes 39 92,9\%
No 3 7,I\%

## Place and manner of work :




The personnel salaries follow the branch / individual contracts of employment for graduates of TEI ?

$$
\begin{array}{lll}
\text { Yes } & 58 & 78,4 \% \\
\text { No } & 16 & 21,6 \%
\end{array}
$$

Does any of the work positions require travel within the country and abroad?

$$
\begin{array}{lll}
\text { Yes } & 46 & 62,2 \% \\
\text { No } & 28 & 37,8 \%
\end{array}
$$

## The formal requirements of a job in relation to the guidelines above are :

| Higher Education Graduate | 31 | 91,2\% |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Master | 3 | 8,8\% | Automation |  |
| PhD | 0 | 0\% Au |  |  |
| Procedures to obtain professional certification 1 |  | 35,3\% Aut | Engineer |  |
| Specific training | 12 | 35,3\% E |  |  |
| Foreign Language | 26 | 76,5\% |  |  |
| PC Knowledge | 29 | 85,3\% |  |  |
| Personality characteristics | 28 | 82,4\% |  |  |
| Higher Education Graduate |  |  | 26 | 89,7\% |
| ectrical Master |  |  | 5 | 17,2\% |
|  |  |  | 0 | 0\% |
| Engineer Procedures to obtain professional certification |  |  | on 15 | 51,7\% |
| Specific training |  |  | 12 | 41,4\% |
| Foreign Language |  |  | 20 | 69\% |
| PC Knowledge |  |  | 22 | 75,9\% |
| Personality characteristics |  |  | 21 | 72,4\% |

Higher Education Graduate ..... 24Master
PhD
19,2\%0
Procedures to obtain professional certificationII 42,3\%
Specific training ..... 12 46,2\%
Foreign Language ..... 17 65,4\%
PC Knowledge ..... 21 80,8\%
Personality characteristics 20 76,9\%



Are there in your opinion possibilities for advancement in the following professional fields?

|  |  | No |  | I |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Automation |  | Little |  | 3 |  |
|  |  | Fair |  | 7 |  |
| Engineer |  | A lot |  |  |  |
|  |  | Great |  |  |  |
| No | 0 | 0\% |  |  |  |
| Little | 1 | 2,9\% |  | Elec |  |
| Fair | 8 | 22,9\% |  | Engi |  |
| A lot | 19 | 54,3\% |  | Engi |  |
| Great | 7 | 20\% |  |  |  |
|  |  |  | No |  | I 2\% |
|  |  |  | Little |  | 4 6\% |
| Engineer |  |  | Fair |  | 7 11\% |
| Engineer |  |  | A lot |  | 10 15\% |
|  |  |  | Great |  | 8 12\% |


| No | I | $2,6 \%$ |
| :--- | :--- | :--- |
| Little | 1 | $2,6 \%$ |
| Fair | 9 | $23,1 \%$ |
| A lot | 20 | $51,3 \%$ |
| Great | 8 | $20,5 \%$ |

## Computer Systems <br> Engineer

| No | 4 | $15,4 \%$ |
| :--- | :--- | :--- |
| Little | 8 | $30,8 \%$ |
| Fair | 8 | $30,8 \%$ |
| A lot | 6 | $23,1 \%$ |
| Great | 0 | $0 \%$ |


|  | No |  |  | 0 | 0\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Mechanical | Little |  |  | 4 | II,1\% |
|  | Fair |  |  | 8 | 22,2\% |
| Engineer | A lot |  |  | 19 | 52,8\% |
|  | Great |  |  | 5 | 13,9\% |
| No | 2 | 7,4\% |  |  |  |
| Little | 6 | 22,2\% |  | Civil |  |
| Fair |  | 37\% |  | Engineer |  |
| A lot | 7 | 25,9\% |  |  |  |
| Great | 2 | 7,4\% |  |  |  |
|  |  |  | No |  | 0 0\% |
| Business |  |  | Little |  | 4 6\% |
| Administration |  |  | Fair |  | 15 23\% |
| Administration |  |  | A lot |  | 12 18\% |
|  |  |  | Great |  | 9 14\% |
| No |  | 4,3\% |  |  |  |
| Little |  | 4,3\% |  |  |  |
| Fair |  | 34,8\% |  | Accounting |  |
| A lot |  | 47,8\% |  |  |  |
| Great | 4 | 8,7\% |  |  |  |

# Do you think that the continuous training of workers is necessary? 

|  | No | I | $2,3 \%$ |
| :---: | :--- | :---: | :--- |
| Automation | Little | I | $2,3 \%$ |
| Engineer | Fair | 0 | $0 \%$ |
|  | Very Good | II | $25 \%$ |
|  | Excellent | 31 | $\mathbf{7 0 , 5 \%}$ |


| No | I | $2,6 \%$ |
| :--- | :--- | :--- |
| Little | 0 | $0 \%$ |
| Fair | I | $2,6 \%$ |
| Very Good | 13 | $34,2 \%$ |
| Excellent | 23 | $60,5 \%$ |

Electrical
Engineer

|  | No | I | $2,4 \%$ |
| :---: | :--- | :--- | :---: |
| Electronic | Little | I | $2,4 \%$ |
| Engineer | Fair | 0 | $0 \%$ |
|  | Very Good | 11 | $26,8 \%$ |
|  | Excellent | 28 | $68,3 \%$ |


| No | I | $2,2 \%$ |  |
| :--- | :--- | :--- | :---: |
| Little | I | $2,2 \%$ | Computer Systems |
| Fair | 0 | $0 \%$ | Engineer |
| Very Good | 12 | $26,1 \%$ |  |
| Excellent | 32 | $69,6 \%$ |  |


| No | I | $3,42 \%$ |
| :--- | :--- | :--- |
| Little | I | $3,4 \%$ |
| Fair | 3 | $10,30 \%$ |
| Very Good | 9 | $31 \%$ |
| Excellent | 15 | $51,7 \%$ |


| Civil |  |  |
| :--- | :--- | :--- |
| Engineer |  |  |
|  |  |  |
|  | 0 | $0 \%$ |
|  | 0 | $0 \%$ |
|  | 3 | $10,3 \%$ |
|  | 9 | $31 \%$ |
|  | 17 | $58,6 \%$ |

No

## Mechanical

Engineer

| No | 0 | $0 \%$ |
| :--- | :--- | :---: |
| Little | 0 | $0 \%$ |
| Fair | 1 | $2 \%$ |
| Very Good | 14 | $21 \%$ |
| Excellent | 15 | $23 \%$ |

Textile Engineer

The financial rewards are commensurate with the qualifications of each employee ?

| Minimum | 0 | $0 \%$ |
| :--- | :--- | :--- |
| Little | 2 | $3 \%$ |
| Fair | 14 | $21 \%$ |
| Very | 31 | $47 \%$ |
| Great | 10 | $15 \%$ |

Are you willing to finance the specialization / additional training of workers?

| Yes | 66 | $89,2 \%$ |
| :--- | :--- | :--- |
| No | 8 | $10,8 \%$ |

Do you plan to expand the activity of your business in the near future?

Yes
No
55 78,6\%
I5 21,4\%

## Are there prospects of your business expanding at

 European level? (1)Automation Engineer

| No | 13 | $39,4 \%$ |
| :--- | :--- | :--- |
| Little | 3 | 9,1 |
| Fair | 7 | $21,2 \%$ |
| Very Good | 6 | $18,2 \%$ |
| Excellent | 4 | $12,1 \%$ |


| Electrical | Engineer |  |
| :--- | :--- | :--- |
| No | 12 | $46,2 \%$ |
| Little | 4 | $15,4 \%$ |
| Fair | 6 | $23,1 \%$ |
| Very Good | 1 | $3,8 \%$ |
| Excellent | 3 | $11,5 \%$ |

Electronic Engineer

| No | II $36,7 \%$ |  |
| :--- | :--- | :--- |
| Little | 4 | $13,3 \%$ |
| Fair | 6 | $20 \%$ |
| Very Good | 4 | $13,3 \%$ |
| Excellent | 5 | $16,7 \%$ |

Computer Systems Engineer
No II 28,2\%
Little $\quad 5 \quad$ 12,8\%
Fair 6 15,4\%

Very Good 6 15,4\%
Excellent II 28,2\%

## Are there prospects of your business expanding at

 European level? (2)Textile Engineer

| No | 13 | $59,1 \%$ |
| :--- | :---: | :---: |
| Little | 3 | $13,6 \%$ |
| Fair | 3 | $13,6 \%$ |
| Very Good | 1 | $4,5 \%$ |
| Excellent | 2 | $9,1 \%$ |

Mechanical Engineer

| No | 10 | $33,3 \%$ |
| :--- | :--- | :---: |
| Little | 4 | $13,3 \%$ |
| Fair | 7 | $23,38 \%$ |
| Very Good | 3 | $10 \%$ |
| Excellent | 6 | $20 \%$ |

Business Administration

| No | 9 | $24,3 \%$ |
| :--- | :---: | :---: |
| Little | 5 | $13,5 \%$ |
| Fair | 9 | $24,3 \%$ |
| Very Good | 6 | $16,2 \%$ |
| Excellent | 8 | $21,6 \%$ |

## Are there prospects of your business expanding at European level? (3)

Civil Engineer

| No | 8 | $34,8 \%$ |
| :--- | :--- | :--- |
| Little | 3 | $13 \%$ |
| Fair | 7 | $30,4 \%$ |
| Very Good | 1 | $4,3 \%$ |
| Excellent | 4 | $17,4 \%$ |

Accounting

| $\quad$ No | 10 | $25,6 \%$ |
| :--- | :---: | :--- |
| Little | 5 | $I 2,8 \%$ |
| Fair | III | $28,2 \%$ |
| Very Good | 7 | $I 7,9 \%$ |
| Excellent | 6 | $I 5,4 \%$ |

PERCEPTIONS

Do you think that in the next three years your company's needs will increase in specialized executives ?

| No | 0 | $0 \%$ |
| :--- | :--- | :--- |
| Little | 1 | $1,4 \%$ |
| Fair | 17 | $23 \%$ |
| Very | 37 | $50 \%$ |
| Greatly | 19 | $25,7 \%$ |

How much has the economic crisis affected your enterprise?

| Not at all | 2 | $2,7 \%$ |
| :--- | :---: | :---: |
| Little | 6 | $8,1 \%$ |
| Fair | 33 | $44,6 \%$ |
| A lot | 21 | $28,4 \%$ |
| Greatly | 12 | $16,2 \%$ |

Has the number of employees been altered in your business over the last two years?

| Yes | 57 | $77 \%$ |
| :--- | :--- | :--- |
| No | 17 | $23 \%$ |

## If yes, specify the change of personnel in the following sections: (I)

## Automation Engineer

| Not at all | 9 | $39,1 \%$ |
| :--- | :--- | :---: |
| Little | 5 | $21,7 \%$ |
| Fair | 4 | $17,4 \%$ |
| A lot | 4 | $17,4 \%$ |
| Greatly | 1 | $4,3 \%$ |

Electrical Engineer

| Not at all |  | $5 \quad 20,8 \%$ |  |
| :--- | :--- | ---: | ---: |
| Little |  | 6 | $25 \%$ |
| Fair | 10 |  | $41,7 \%$ |
| A lot |  | $28,3 \%$ |  |
| Greatly |  | 1 | $4,2 \%$ |

Electronic Engineer

Not at all
7 35\%
Little 5 25\%
Fair 5 25\%
A lot 2 10\%
Greatly
I 5\%

# If yes, specify the change of personnel in the following sections: (2) 

Textile Engineer

|  |  |  |
| :--- | ---: | :--- |
| Not at all | 10 | $71,4 \%$ |
| Little | 2 | $14,3 \%$ |
| Fair | 2 | $14,3 \%$ |
| A lot | 0 | $0 \%$ |
| Greatly | 0 | $0 \%$ |

Computer Systems Engineer
Not at all 5
7 22,6\%

Fair
7
22,6\% A lot $\quad 7 \quad \mathbf{2 2 , 6 \%}$
Greatly $5 \quad$ 16,1\%

Mechanical Engineer

| Not at all | $\mathbf{5}$ | $22,7 \%$ |
| :--- | :--- | :--- |
| Little | 3 | $27,6 \%$ |
| Fair | 8 | $36,4 \%$ |
| A lot | 4 | $18,2 \%$ |
| Greatly | 2 | $9,1 \%$ |

Civil Engineer

| Not at all | 6 | $35,3 \%$ |
| :--- | ---: | ---: |
| Little | 3 | $17,6 \%$ |
| Fair | 3 | $17,6 \%$ |
| A lot | 2 | $11,8 \%$ |
| Greatly | 3 | $17,6 \%$ |

## If yes, specify the change of personnel in the following sections: (3)

\author{

Business Administration <br> | Not at all | 2 | $6,3 \%$ |
| :--- | :--- | :--- |
| Little | 9 | $28,1 \%$ |
| Fair | 8 | $25 \%$ |
| A lot | 9 | $28,1 \%$ |
| Greatly | 4 | $12,5 \%$ |

}

Accounting

| Not at all | 4 | $13,8 \%$ |
| :--- | :--- | :---: |
| Little | 8 | $27,6 \%$ |
| Fair | 8 | $27,6 \%$ |
| A lot | 8 | $27,6 \%$ |
| Greatly | I | $3,4 \%$ |

What do you think will be the arithmetic change in the personnel of your business in the coming months regarding the specializations of the T.E.I. ?
a. Increase the number of employees

| Up to 5 | 49 | $76,6 \%$ |
| :--- | :--- | :--- |
| 5 to 10 | 10 | $15,6 \%$ |
| 10 to 20 | 5 | $7,8 \%$ |
| 20 to 50 | 0 | $0 \%$ |
| 50 to 75 | 0 | $0 \%$ |
| More than 75 | 0 | $0 \%$ |

b. Reductions in the number of workers

Up to 5
5 to 10
10 to 20
20 to 50
50 to 75
More than 75

33 82,5\%
4 10\%
3 7,5\%
0 0\%
0 0\%
0 0\%

## What are the criteria for the reduction of personnel?

| Salary / Cost of labor | 13 | $17,6 \%$ |
| :--- | :---: | :--- |
| Effectiveness / efficiency | $\mathbf{6 8}$ | $91,9 \%$ |
| Type of partnership / |  |  |
| working relationship | 20 | $27 \%$ |
| Marital status | 6 | $8,1 \%$ |
| Behavior / personality traits | 61 | $82,4 \%$ |
| Experience | 5 | $6,8 \%$ |
| Other | 6 | $8,1 \%$ |

## CHALLENGES ARE AHEAD!

## Thank you for your attention!

