



# SUPPORT OF SOCIAL DIALOGUE FOR AN EFFECTIVE FUTURE CONSTRUCTION

Social Partner Organisations'  
Capacities for Implementation of  
Social Dialogue in Construction  
Industry in Southeastern EU  
Region

**Bulgaria, Croatia, Cyprus,  
Greece, Hungary, Slovenia**

Key SuSodCo  
Research Findings:  
**4th report**



Co-founded by  
the European Union



**Author: ITPIO, BULGARIA OCTOBER 2020**  
**Contributors: project consortium members**

The SUSODCO Consortium:

The coordinator:

Chamber of Construction and Building Materials Industry of Slovenia (CCIS CCBMIS)

Partners:

The European Federation of Building and Woodworkers (EFBWW)

Federation of Building, Wood and Building Material Workers' Unions (EFEDOSZSZ)

National Federation of Hungarian Building Contractors (EVOSZ)

Trade union of construction industry of Croatia (SGH)

Trade union of construction workers of Slovenia (SDGD)

Institute for training of personnel in international organisations (ITPIO)

Construction, Industry and Water Supply Federation (FCIW Podkrepa)

Bulgarian construction chamber (BCC)

Panhellenic association of engineers contractors of public works (PEDMEDE) Federation of the building contractors associations of Cyprus (OSEOK)

Contact information: [susodco.eu](http://susodco.eu)

*This publication has been prepared in the framework of the project »SUSODCO - SUPPORT OF SOCIAL DIALOGUE FOR AN EFFECTIVE FUTURE CONSTRUCTION, no. VS/2020/0046«, co-funded by the European Union. The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.*

## Contents

▶ 1. Introduction.....	3
▶ 2. Aims and Objectives of the Report.....	4
▶ 3. Target countries and target groups.....	5
▶ 4. Administration of Questionnaires in each participating country .....	6
▶ 5. Results gained.....	8
▶ 6. Comparison and analysis of the results gained .....	9
▶ 7. Overview of Report Results.....	10

## 1.Introduction

The project social dialogue partners in the construction industry mainly from Central (Slovenia, Hungary), South-eastern (Croatia, Bulgaria) and Southern Europe (Cyprus, Greece) members countries willing and committed to collaborating more actively through the proposed consortium, have decided upon the preliminary research, showing common challenges and issues to apply for a new EU-project (SUSODCO), focused on social dialogue topics, which are aimed at reinforcement and capacity building of firstly national sectoral SD and secondly in more active contribution to the ESD. This project focuses on capacity building, promotion, visibility, and mutual recognition and mutual trust of social dialogue partners in the construction industry from Central and Eastern Europe and the South-eastern Member States. In this framework, the SUSODCO project key objective is to equip national sectoral social dialogue partners with missing key capacities that will enable them to be more engaged in sectoral social dialogue and strengthen their operational functions (capacities) on national level, enable their growth, development and active inclusion sectoral ESD activities.

Taking into account that national social dialogue activities require experts' support, and include feedback on national and on best SD practices initiatives, on planning and comparison of concepts used, outcomes, studies, twinning visits, dissemination of project results, on guidance for EU funding tools, etc., the current project aims to gather all the above features and outcomes in one coherent, transparent, updated in terms of content and expertise supportive tool, a special sector web SD platform. The new platform will reflect past and ongoing SD sectoral activities and activities related to other EU initiatives important for the construction sector and strengthen knowledge of historical SD development of the EU and national level. In particular, the platform will facilitate national sectoral social dialogue organisations to cooperate effectively and efficiently in social dialogue, to raise awareness in major issues for the sector, to promote training, to attract members, to invest in capacity building, to create synergies, and eventually to foster social dialogue in future (being equipped for this). Finally, the new platform can also sustain and further disseminate past and ongoing SD sectoral initiatives and projects.

## **2. Aims and Objectives of the Report**

This is a report on the findings on the results of the baseline survey conducted under the WP2, action 2.2.4, by the project partner organisations, based on responses to a self-evaluation questionnaire on the capacity of social partners' organisations in the construction industry for social dialogue. The purpose of the survey is to define the partner' staff capacity (self-evaluation, HRM roadmap of SD partners staff in terms of expertise, profiles, average staff age, lifelong learning courses attended annually, etc.), to define the framework for the activities that are going to be developed under the SUSODCO project and during its implementation phase. The report envisages the results gained by the respondents to the different questions related to n.5 different skills profiles, like Communication, Management, Digital, Network and Advocating, and Dealing with crises. The report provides a complete picture, for each country involved in the project that can be used to define the training path to be designed and then implemented in each participating country.

### **3. Target countries and target groups**

The project addresses 6 EU countries as Bulgaria, Croatia, Cyprus, Greece, Hungary, and Slovenia. The sectoral social partners of the construction industry of the above countries are the key and 1st target group. The project is addressed to all persons and TU organisations directly or indirectly involved in industrial relations and their implementation. The project activities provide also that other European countries - with similar project aim can join the project and will be invited to project events and be included in project dissemination and exploitation activities. The 2nd target group (country representatives of social dialogue committee for the construction industry). The survey, through the delivery of questionnaires, was addressed to:

- Trade unions recipients (Federation of Construction, Industry and Water Supply (FCIW Podkrepa), Bulgaria; Association of the Trade Unions of Construction, Wood and Building Materials Workers (ÉFÉDOSZSZ), Hungary; Trade Union of Construction Industry Workers of Slovenia (SDGD); Trade Union of Construction Industry of Croatia (SGH)
- Employers' organisations recipients (Bulgarian Construction Chamber (BCC); National Federation of Hungarian Building Contractors (EVOSZ); Chamber of Commerce and Industry of Slovenia (CCIS); Federation of the Building Contractors Associations of Cyprus (OSEOK); Panhellenic Association of Engineers Contractors of Public Works (PEDMEDE), Greece)

#### 4. Administration of Questionnaires in each participating country

The project partners carried out special tailor-made desk research to obtain information about the capacity for social dialogue of employers' organisations and trade unions in the construction industry in the 6 project partner countries (Slovenia, Croatia, Hungary, Bulgaria, Cyprus, Greece).

In the desk research, respondents were requested to fill in an online self-evaluation questionnaire using a 5-point Likert scale to indicate their perception of their level of ability in 5 areas, each one including a different number of questions regarding the level of competence (defined as a combination of knowledge, skills, and attitudes).

The areas are 5: Communication Skills (consisting of 10 questions), Management Skills (5 questions), Digital Skills (12 questions), Networking and Advocating Skills (7 questions) and Dealing with Crises (3 questions).

The recipients of the questionnaires in total are:

##### Trade unions

- Federation of Construction, Industry and Water Supply (FCIW Podkrepa) – BG
- Association of the Trade Unions of Construction, Wood and Building Materials Workers (ÉFÉDOSZSZ) – HU
- Trade Union of Construction Industry Workers of Slovenia (SDGD) – SL
- Trade Union of Construction Industry of Croatia (SGH) – HR
- Federation of Independent Trade Unions in Construction (FITUC) – BG
- Union of Autonomous Trade Unions of Croatia – HR
- European Federation of Building and Woodworkers (EFBWW) – EU

##### Employers' organisations

- Bulgarian Construction Chamber (BCC) – BG
- National Federation of Hungarian Building Contractors (EVOSZ) – HU
- Chamber of Construction and Building Materials Industry of Slovenia at the Chamber of Commerce and Industry of Slovenia (CCBMIS - CCIS) – SL
- Federation of the Building Contractors Associations of Cyprus (OSEOK) – CY
- Panhellenic Association of Engineers Contractors of Public Works (PEDMEDE) – GR
- Confederation of Employers and Industrialists in Bulgaria (KRIB) – BG
- Croatian Employers' Association - Construction Employers' Association – HR
- National Association of Entrepreneurs and Employers – HU
- Chamber of Commerce and Industry of Slovenia – SL
- Real Estate Association at Chamber and Commerce and Industry of Slovenia – SL
- Association of Chemical Industries of Slovenia – SL
- Chamber of Crafts and Small Business of Slovenia – SL
- European Construction Industry Federation (FIEC) – EU

***Total No. of respondents – 50 from 20 organisations***

The Methodology followed to implement the survey related to the planned goals of WP2, was based on the delivery of questionnaires to the identified target recipients in all 6 participating countries. The recipients fulfilled online the questionnaires that consist of 28 questions, addressing sectoral social dialogue topics such as key needs on the agenda of negotiations, factors contributing to effective SD, thematic groups of SD, social paritarian funds, pension schemes, undeclared labour, and equal working conditions, priorities in line with the Multiannual Action Programme for the Sectoral European SD of the Construction Industry, strengths and weaknesses of SD, social partners' plans and measures at times of crises and particularly during the COVID-19 pandemic, etc.

The questionnaire combines open-ended questions and multiple-choice questions with predefined answers offering respondents the possibility to choose among several options. For some questions, an optional space was provided to elaborate on the answer. This open part is considered of great importance for this type of survey as it contributes to improving the interpretation of its overall results and provides additional valuable material.



## 5. Results gained

The section shows the results gained from the target recipients by the questionnaire submitted by employers' organisations and trade unions in the construction industry in the 6 project partner countries of 6 EU partner countries. The data here reported, per country, underline the answers gained for each question. This will serve as a baseline for the comparison and analysis of the data gained, to define the skills gaps that currently the organizations involved display.

### **Bulgaria**

For the details of the results gained see Annex 1.

For the details of the results gained see Annex 2.

### **Slovenia**

For the details of the results gained see Annex 1.

For the details of the results gained see Annex 2.

### **Cyprus**

For the details of the results gained see Annex 1.

For the details of the results gained see Annex 2.

### **Croatia**

For the details of the results gained see Annex 1.

For the details of the results gained see Annex 2.

### **Greece**

For the details of the results gained see Annex 1.

For the details of the results gained see Annex 2.

### **Hungary**

For the details of the results gained see Annex 1.

For the details of the results gained see Annex 2.

## **6. Comparison and analysis of the results gained**

In this section, the answers gained through the questionnaires delivered and fulfilled by the target recipients were used to make a comparison of the data between the different skills per partner country. Overall, each country shows to have a different profile and a different assessment of the skills that need to be improved. The analysis and comparison were carried out following an approach based on two distinct levels of analysis (in some cases a third level was also provided) based on the level of depth of the issues relating to the skill in question. In this sense, the first level refers to a more extensive and complete state of learning of the topics dealt with, to respond to a learning need that requires more attention. The second level, on the other hand, refers to the degree of the in-depth study of the issues dealt with, less demanding, and not as detailed as the first one. This last level refers to that category of respondents who already have a fair or sufficient knowledge of the issues of the profile in question, but it is necessary or recommended an in-depth study to increase their knowledge on the topics identified and to improve their professional abilities. The third level, so defined medium level, is in a range between the first and the second, where the learning process and study should be balanced according to the topics and themes covered and their relevance for the job tasks that the respondents have.

**For the details of the comparison of the data for the skills for the 6 countries covered, see Annex 3.**

## 7. Overview of Report Results

All identified skills gaps can be divided into three categories concerning the improvement needed in the respective area and the focus of the capacity building events that will follow:

- **Green** – potential attention for improvement
- **Yellow** – lesser improvement needed
- **Red** – deep and extended improvement needed (to be really addressed in the project)

**The overall results show that some national SD partners have better SD skills than others.**

**Digital skills** gaps have been identified by all partners as follows:

- **Digital content management ability** – 14% in the **red area** and 30% in the **yellow area**, 42% in the **green area**
- **The ability to use Cloud** – 40% in the **red area**, 22% in the **yellow area**, 26% in the **green area**
- In both **Digital marketing ability** and **Knowledge of Google Analytics and Google Ads social network management ability** – 52% in the **red area**, 28% in the **yellow area**, 16% in the **green area**
- **The ability to manage the feedback tools and collaboration tools** – 48% in the **red area**, 36% in the **yellow area**, and 16% in the **green area**
- **Social network management ability** – 18% in the **red area**, 34% in the **yellow area**, and 30% in the **green area**
- **The ability to manage public negative posts** – 18% in the **red area**, 26 in the **yellow area**, and 26% in the **green area**
- **The ability to create and edit digital content in websites, social media, post, e-newsletters, etc.** – 26% in the **red area**, 30% in the **yellow area**, and 32% in the **green area**
- **The ability for development of websites, networks** – 34% in the **red area**, 30% in the **yellow area**, and 24% in the **green area**

For the Communication Skills category gaps were identified in the knowledge of GDPR, with 28% of respondent's answers falling in the red area (low or level of competence or no experience in the area), and 44% in the yellow area (average level of competence). The ability for preparation and implementation of a communication plan and/or strategy was assessed as low by 24% of the respondents and as average by 36%. The public speaking ability needs improvement according to half of the respondents (36% in the yellow area and 14% in the red area). The organizational skills for business events, meetings, etc. were self-assessed as moderately high by 38% (green area), as average by 22% (yellow area), and as low by 4% (red area). The ability for drafting communication texts for various communication channels needs lesser improvement since only 4% have little experience in the area and 24% do have some experience (yellow area). The ability to motivate others is within the yellow area according to 38% of the replies and is assessed as high by more than 50%. The skills for writing articles are moderately high as per 42% of the respondents (green area), average (28%, yellow area), and low (10%, red area).

In the Management Skills category, the ability to manage members' network is appreciated as excellent by 20% of the respondents, as moderately high by 34% (green area), as average by 38% (yellow area), and as low by 8% (red area). The time and stress management ability are self-assessed as excellent by 1/4 of the respondents, as moderately high by 34% (green area), as average by 34% (yellow area), and as low by 8%. The work planning and scheduling ability are in the range of the green area for 34% of the respondents, and in the yellow area for 36%. The knowledge of the sector's legal framework will need considerable attention for 10% of the respondents whose answers fall within the red area, and for 32% with answers within the yellow area, while 40% are with the green area and are liable to potential attention for improvement.

The following skills gaps have been identified within the Networking and Advocating category: Knowledge about EU funding opportunities – 33% in the red area, 34% in the yellow area, and 18% in the green area; Ability for conflict resolution – 4% in the red area, 36% in the yellow area, and 44% in the green area; Ability to attract new members – 10% in the red area, 36% in the yellow area, and 40% in the green area; Negotiation skills – 12% in the red area, 30% in the yellow area, and 38% in the green area.

Gaps in the Dealing with crises category have been identified in respondents' replies to their Knowledge of the legal framework regarding accidents, disasters, crises, etc. where 38% of the answers are within the red area, 30% are in the yellow area, and 16% are in the green area. Some 12% of the respondents evaluate their Capacity to act at times of crises as low (in the red area), 42% of the replies are in the yellow area, and 30% are in the green area. The Capacity to prevent risks has been estimated as low by 12% (red area), average – by 38% (yellow area), and moderately high – 34% (green area).



Chamber of Commerce  
and Industry of Slovenia

Chamber of Construction  
and Building Materials Industry  
of Slovenia - CCBMIS



European Federation  
of Building  
and Woodworkers



КАМАРА НА СТРОИТЕЛИТЕ В БЪЛГАРИЯ  
BULGARIAN CONSTRUCTION CHAMBER



ΠΑΝΕΛΛΗΝΙΑ ΕΝΩΣΗ ΔΙΠΛΩΜΑΤΟΥΧΩΝ  
ΜΗΧΑΝΙΚΩΝ ΕΡΓΟΛΗΠΤΩΝ ΔΗΜΟΣΙΩΝ ΕΡΓΩΝ  
PANHELLENIC ASSOCIATION OF ENGINEERS  
CONTRACTORS OF PUBLIC WORKS



FEDERATION OF THE BUILDING  
CONTRACTORS ASSOCIATIONS OF CYPRUS