T&SNA
TRAINING AND SERVICE
NEEDS ANALYSIS

Acronym: WBC-VMnet

Project title: WBC Virtual Manufacturing Network – Fostering an Integration of the Knowledge Triangle,

Project number: 144684-TEMPUS-2008-RS-JPHES

Date: July 2009,

Location: Kragujevac, Serbia
## Revision Sheet

<table>
<thead>
<tr>
<th>Release No.</th>
<th>Date</th>
<th>Revision Description</th>
</tr>
</thead>
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<tr>
<td>Rev. 1</td>
<td>08/06/2009</td>
<td>The first version of the document structure, done by the project team.</td>
</tr>
<tr>
<td>Rev. 2</td>
<td>19/06/2009</td>
<td>Modifications developed by REDASP</td>
</tr>
<tr>
<td>Rev. 3</td>
<td>02/07/2009</td>
<td>Reviewed by the project coordinator</td>
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<tr>
<td>Rev. 4</td>
<td>09/07/2009</td>
<td>Modifications developed by REDASP</td>
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<tr>
<td>Rev. 5</td>
<td>14/07/2009</td>
<td>Reviewed and modified by the project team</td>
</tr>
<tr>
<td>Rev. 6</td>
<td>17/07/2009</td>
<td>Developed and completed steps 3, 4 and 5 by REDASP</td>
</tr>
<tr>
<td>Rev. 7</td>
<td>17/07/2009</td>
<td>The final version of the proposed document by UKG and REDASP, to be forwarded to other partners for revision and approval.</td>
</tr>
</tbody>
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1. Purpose of T&SNA

The purpose of T&SNA (Training Service Needs Analysis) is a support to implementation of any project which aims at development of human resources, in particular the trainings (but can be applied to service sector as well), and is conducted in the field prior to planning, development and implementation of the programme.

2. Objectives of T&SNA within the project WBC-VMnet

The goal of every T&SNA analysis is to look into future and predict the needs in development of the employed and potentially employed. Based on this information, a company and its managers, are in the position to bring more precise decisions about investing in human resources. On the level of a company, T&SNA analysis should be a regular activity.

The company managers and persons engaged in product and service development, are constantly facing the question: Which knowledge should be developed to enhance competitiveness and efficiency of the company, and which are the particular fields of activities that the company should concentrate on? The answer is that it is not wise to create an ultimate list of required knowledge, skills and services. On the contrary, it is necessary to develop a system which will continuously monitor the changing needs of the company, analyse the results and provide feedback to a flexible and promptly responding environment which includes educational, training and consulting institutions.

This tool is needed by both parties: the company managers and the training institutions providing education and new services.

The goal of T&SNA within this project is to establish the companies' attitudes about various kinds of knowledge, skills and services and identify which ones are necessary for a better efficiency and competitiveness of the company, on the one hand, and to scan the current condition of the available human resources at the labour market, on the other.

The project WBC-VMnet plans the development of an overall regional T&SNA system, with the objective to identify the following needs:

- Company needs for advanced trainings and R/D services in the field of product and process development, applying innovative VM technologies,
- The needs of the labour market, i.e. the unemployed who are registered at the national Employment Service (with the high school and university education) for specific trainings.

The system should include the following:

1. Analysis of the conditions in the companies (in particular sectors, which will be identified for each PC) through:
   - Analysis of the strategic goals of the company
   - Analysis of the organizational and innovative potentials
   - Assessment of their position at the domestic and international markets
   - Analysis of skills and knowledge of the employed in the project development sector
   - Analysis of posts occupied, i.e. the expected competencies of the employees occupying the position, for further development of recommendations by the experts in this field.
2. Research of the existing and required skills of the unemployed (university and high school degree), with the engagement of the National Employment Service, which will improve the balance between the offer and the requirements, and their successful employment.

The project “WBC Virtual Manufacturing Network – Fostering an Integration of the Knowledge Triangle” has the objective to offer the companies and SME in the region efficient and quality trainings and services, within the Cooperative Training Centers (in all 4 countries of the region), in order to improve their innovative potential, knowledge and skills of the employed, and finally the competitiveness at the market.

Concerning the fact that 10 specialized trainings are planned, as well as innovative services for enterprises, it is necessary to develop, prior to that, the regional T&SNA system and a detailed T&SNA analysis of the region. This analysis is very significant for the modern employers, because they need employees with proactive attitudes, innovative and open thinking, dedicated to work and learning. The trainings should be planned in such way to develop the required knowledge and skills and recommended behaviour.

3. Methodology

In accordance with EU recommendations, a valuable overall T&SNA is conducted in five actions.

1. STEP – Identification of the problems generally faced by firms and SMEs in the region, concerning project and process development and their placement at the market.

For that purpose, analysis will use the available documentation about this matter (Internet, reviews and reports by relevant ministries, statistical data, national strategy, etc.). This method will identify SECTORS and within them select the enterprises for collection of data, as well as give the picture of the size and structure of the target group of the unemployed.

For example, the preliminary analysis of the conditions in Serbia, the following sectors have been identified:

- Processing industry (processing of metals, wood, PVC and rubber, production of food, vehicles, etc.)
- Chemical industry
- Energy production
- Environment
- Bio-engineering – Production of medical devices and orthopaedic implants.

Sources of information may be the firms which are recorded in data bases and active on the territory of the region, or else the publications which have already dealt with the issues of a particular sector activities.

The recommendation of the project team is to choose firms and SMEs within the identified sector, which are export oriented and have elements of innovative potentials, because they already comprehend the importance of innovative knowledge and the need for application of new procedures in business management.

This part of the analysis will also present the image of the region concerning the unemployment, especially of the persons with university degree qualifications.

In order to choose samples within the target group of the unemployed, used will be the available documentation (national employment service reports and all relevant documents and publications which have already dealt with the issues of a particular sector activities, the
Internet search, reviews and reports by the relevant ministries, statistical data, national strategies, etc.).

For example, the list of potential professions from the category of the unemployed with the university degree qualifications, and in compliance with the purpose of the project, may include:

- Engineers
- IT engineers
- Technologists
- Economists
- Designers
- Chemists, physicians, etc.

The recommendation is that the project teams from partner countries which are the members of the consortium (Serbia, Croatia, Bosnia and Herzegovina and Montenegro) make an adequate list of professions in their countries.

**Finally, all project teams are to develop detailed modes of defining both samples (enterprises and the unemployed) in their countries.**

2. **STEP** – Data collection in the field within the samples which were chosen and defined in the action 1

To create the picture of the conditions within a certain sector, it is necessary first of all to collect information which will present the current problems.

Methods of data collection:

- Interviews (verbal)
- Polls (questionnaires, e-mail)
- Telephone (short questionnaires as reminders for the interviewer)
- Group dissemination polls (info days, seminars, etc.)

The project plan is to collect about 400 questionnaires for the four countries of the region (Serbia, Croatia, Bosnia and Herzegovina and Montenegro), with the following classification according to the number and types of the data:

1. 100 polls (30 in Serbia, the rest in partner countries)
2. 200 questionnaires (50% for the enterprise and 50% for the National Employment Services)
3. 100 of short informative polls by the phone (for enterprises), in total for all four partner countries.

The first to be contacted are the particular and identified enterprises with the explanation of the purpose and objectives of the research, and emphasizing the advantages of the mutual cooperation regarding trainings and services. Contacted will be the contact person or the person in charge, with whom the date and time of interview/ poll will be appointed.

At the same time, the contact will be established with the authorized branch offices of the National Employment Services of the regions, in order to involve them in the process of data collection from their beneficiaries, i.e. the persons registered as unemployed with university degree qualifications, as identified in the action 1. The objective is to define the existing level of competencies of the unemployed with the university degree, who will use the offered
training programmes to gain the required competencies and improve their employment ability and opportunities.

In order to conduct an efficient and successful data collection aiming at the useful information, QUESTIONNAIRES will be designed and used (which is generally the most frequently used instrument in such researches). The questionnaires will be adjusted to the target groups, i.e. the managers, the employed and the unemployed.

**Proposals for the potential questions and analysis:**

**Collecting data for the environment analysis (the topic for conversation with management):**

This analysis will link the needed trainings and the environment, as well as their position on the market. The questions to be used are:

1. What are your resources and innovative potential?
2. Is the company management willing to finance the necessary trainings for the employees?
3. Which characteristics of the environment influence the quality of work?

**Collecting data for competence analysis (the topic for conversation with the employed, unemployed and some management representatives):**

1. Which competences, knowledge and skills of the employees are required by the employers?
2. To what degree the regular education can provide the required knowledge?
3. Which is the additional knowledge that an employee must have?

**Data about specific trends in the particular sector (the topic for conversation with management). The questions, such as:**

1. Which are the world trends in your sector?
2. Which are the development sectors in the country relevant to your production?
3. What are their advantages and disadvantages?
4. What could stimulate their development?

**What are the existing offers at the education market (the topic for conversation with the employed, unemployed and some management representatives):**

1. Are they informed about the similar trainings in the region?
2. Do the trainings meet your needs and requirements?
3. Why are you not using the existing training?

**At the end, an attempt to define particular training programs for the needs of a concrete company development (the topic for conversation with the management):**

1. Are you planning to introduce new standards?
2. Are you planning to introduce new technologies?
3. Are you planning to penetrate new markets?
4. Which competencies are necessary to achieve such goals?

3. STEP – This action is related to processing data collected through the questionnaires. In order to provide easier computer data processing, a software solution will be developed (data base, i.e. a template for entering data from questionnaires) to process answers from the questionnaires.

This data base will be distributed to the project partners, who will enter the answers from questionnaires directly into it.

Each partner is to forward the project team in Serbia the data base filled with the relevant answers from the questionnaires in their countries.

When all four data bases (from Serbia, Montenegro, Croatia and Bosnia and Herzegovina) are completed and submitted, their contents will be gathered in one centralized data base, in order to conduct an adequate analysis of all collected answers.

The University of Kragujevac and the Regional Economic Development Agency for Sumadija and Pomoravlje – REDASP will be in charge of developing the noted data base and the final analysis for the whole Region.

4. STEP – After REDASP has finished the automatic-statistical answer processing and completed the graphical presentation of the results (tables and graphics), the document will be developed, which will present the Final Narrative Report on the T&SNA Results, for the needs of the four countries of the West Balkans Region.

The report should give the picture of the present condition in domain of development and human resource policies of the companies in the four countries of the Region, as well as their needs and potentials for the future development.

5. STEP – The results and conclusions of the analysis will be the foundation for recommendation of the activities to conduct in order to reach the common measures and strategies in the process of planning education and service programmes of CTC centers, including the following components:

- The list of trainings with the instructions for defining the curriculum
- Recommended teaching methodology (e.g. interactive approach, case study, PP presentations, exercises, etc.)
- The list of services to be offered to enterprises
- Profiles of the service providers and trainers
- Types of trainings for the trainers and service providers (so called pre-trainings).

Particular firms will be offered expert services, such as consulting, specialized services and development projects.

This will be a good foundation for realization of OUTCOME 5.
ANNEX I

QUESTIONNAIRE FOR ENTERPRISES

1. Name of the commercial entity

2. Reg. No. | Tax ID No. | Date of foundation
---|---|---

3. Size
- Small ☐
- Medium ☐
- Large ☐

4. Main office
- Town
- Address

5. Contact
- Phone
- E-mail
- Fax
- Web address

6. Owner
- Director

7. Number of employees
- Men:
- Women:

8. Business
- Code
- Description

9. Main products
a)
b)
c)
d)
e)

10. Market
- Local %
- National %
- Export %

11. Quality standard
- ISO ☐
- HACCP ☐

STRUCTURE OF THE EMPLOYEES – university degree: (number and structure)

<table>
<thead>
<tr>
<th>Age 20 – 30</th>
<th>Age 30 – 40</th>
<th>Age 40 – 50</th>
<th>Over 50</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT engineers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technologists</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economists</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Designers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ANNEX II

ANALYSIS OF THE CURRENT CONDITIONS IN THE ENTERPRISE AND THE ENVIRONMENT

<table>
<thead>
<tr>
<th>First name and family name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of birth</td>
<td></td>
</tr>
<tr>
<td>Qualifications and vocation</td>
<td></td>
</tr>
<tr>
<td>Post occupied/sector</td>
<td></td>
</tr>
<tr>
<td>Length of working experience</td>
<td></td>
</tr>
</tbody>
</table>

Contact | Phone: | Fax: | E-mail:

KEEPING INFORMED AND APPLYING TRENDS IN BUSINESS

1. Are you keeping informed about trends in your field of activities?
   - [ ] Yes
   - [ ] No
   - [ ] I would gladly, but I cannot because: __________________________
     ________________________________________________________________

2. Which are sources of information about trends in your sector and field of activity?
   - [ ] Fairs
   - [ ] Internet
   - [ ] Membership in networks
   - [ ] External consultants
   - [ ] Specialized literature
   - [ ] Institutions (Chamber of Commerce, Development Agencies, Universities)
   - [ ] Other: ______________________________________________________
     ________________________________________________________________

3. What are the trends?

4. Define in % your ability and willingness to apply world trends in your business.
   ______%
## INNOVATIVENESS

5. Which field did you apply innovations during the past 3 years?

- [ ] Products / Services
- [ ] Marketing
- [ ] Technology
- [ ] Organization

6. Which fields are you planning to apply innovations in the next 3 years?

- [ ] Products / Services
- [ ] Marketing
- [ ] Technology
- [ ] Organization

7. Which are the major obstacles in introducing innovations? 

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>Prioritize</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of expert knowledge in the firm</td>
<td>1</td>
</tr>
<tr>
<td>Unavailability of external sources of knowledge (external services)</td>
<td>2</td>
</tr>
<tr>
<td>Lack of funds</td>
<td>3</td>
</tr>
<tr>
<td>Lack of subventions for innovations</td>
<td>4</td>
</tr>
<tr>
<td>Lack of resources for innovative technologies (machines, computers, software)</td>
<td>5</td>
</tr>
</tbody>
</table>

8. Are you informed and involved in international development projects?

- [ ] Yes, I am informed
- [ ] Yes, I am informed and involved
- [ ] No
- [ ] I would gladly, but I cannot because: ________________________________

9. Are you informed and involved in domestic development projects?

- [ ] Yes, I am informed
- [ ] Yes, I am informed and involved
- [ ] No
- [ ] I would gladly, but I cannot because: ________________________________

## REQUIRED COMPETENCIES OF THE EMPLOYEES

10. Do you have problems finding qualified employees?

- [ ] Yes
- [ ] No

11. How do you identify needs for new knowledge and the lack of it?

- [ ] Through analysis of the competencies for realization of the set tasks and degree of individuality in completing the defined plans
- [ ] Through evaluation of the work results and motivation of the employees
- [ ] Through interviews with the employees
- [ ] Interviewing the direct supervisors
- [ ] Observing standards, internal work instructions and other documents

12. Do you note the additional knowledge and skills of the employees?

- [ ] Yes
- [ ] No
- [ ] The firm does not, but I personally do
<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
</tr>
</thead>
</table>
| 13. Do you seek solutions in employing new staff or training your employees? | ☐ Mainly training the employees  
☐ Employing new staff  
☐ Both, depending on the concrete need |
| 14. Which educational and human resource development needs your firm should consider during the next 2-3 years? | ☐ Specialized trainings related to the type of business of the firm?  
☐ Training for applying new technologies:  
  ☐ Advanced CAD modeling  
  ☐ CAM modeling and NC programming  
  ☐ From R/D to virtual manufacturing to the users  
  ☐ R/D of tools for plastic  
  ☐ Concurrent engineering  
  ☐ Development and optimizing of the production processes supported by virtual manufacturing  
  ☐ Industrial design  
  ☐ Bio engineering - applications  
  ☐ Informative seminars about new trends  
  ☐ Project design and management  
  ☐ Business communication and negotiation  
  ☐ Practical business marketing  
  ☐ Learning foreign languages  
  ☐ Introducing new quality certificates, and related trainings  
  ☐ Other: ___________________________________________________  
  ___________________________________________________ |
| IDENTIFYING NEEDS FOR NEW TRAININGS                                      |                                                                                           |
| 15. Are you informed about similar trainings in the Region?               | ☐ Yes, where:________________________________________________________________________ |
|                                                                           |                                                                                           |
| 16. Are they satisfying your needs?                                      | ☐ Yes  
☐ Partially  
☐ No                                                                                 |
| 17. Which training programmes are you applying now, or have already applied? |                                                                                           |
| 18. Which training programmes would you like to apply?                   |                                                                                           |
19. In your opinion, which type of training would be the most useful for your employees?

<table>
<thead>
<tr>
<th>Option</th>
<th>✔️</th>
<th>☐</th>
</tr>
</thead>
<tbody>
<tr>
<td>On job training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lectures/seminars, trainings outside the company</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mentoring (supervised by a consultant)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business mobility (Industrial Fellowship Programme)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other: ______________________</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**IDENTIFYING NEEDS IN THE FIELD OF NEW STANDARDS**

20. Are you planning to introduce new work standards?

<table>
<thead>
<tr>
<th>Option</th>
<th>✔️</th>
<th>☐</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

21. Are new standards needed in your business?

<table>
<thead>
<tr>
<th>Option</th>
<th>✔️</th>
<th>☐</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

22. Which are the specific competencies of the employees related to introduction of new work standards?

**IDENTIFYING NEEDS IN THE FIELD OF PROJECT AND PROCESS DEVELOPMENT**

23. Are you planning your enterprise’s development in the field of application of new technologies, through cooperation with domestic expert teams?

<table>
<thead>
<tr>
<th>Option</th>
<th>✔️</th>
<th>☐</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, how: ______________________</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

24. Which are the specific competencies of the employees related to introduction of new technologies?

**25. Would you send your employees to the trainings about new technologies?**

<table>
<thead>
<tr>
<th>Option</th>
<th>✔️</th>
<th>☐</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

26. How important do you think it is to have specialized literature/software in your business?

<table>
<thead>
<tr>
<th>Option</th>
<th>✔️</th>
<th>☐</th>
<th>☐</th>
<th>☐</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very important</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partially</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not important</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

27. Are you planning to develop new products/services?

<table>
<thead>
<tr>
<th>Option</th>
<th>✔️</th>
<th>☐</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, how often during a year: ______________________</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

28. Which specific competencies are related to development of new products/services?


| 29. Are you planning to enter new markets? | □ Yes, which markets:____________________________________ |
| | □ No |

| 30. Which new competences are related to entering new markets? |  |
### ANNEX III

**NEED ASSESSMENT FOR THE TRAINING OF THE EMPLOYED**

<table>
<thead>
<tr>
<th>First name and family name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of birth</td>
<td></td>
</tr>
<tr>
<td>Qualifications and vocation</td>
<td></td>
</tr>
<tr>
<td>Post occupied/sector</td>
<td></td>
</tr>
<tr>
<td>Length of working experience</td>
<td></td>
</tr>
<tr>
<td>Contact</td>
<td>Phone:</td>
</tr>
</tbody>
</table>

1. Are you keeping informed about trends in your profession?
   - [ ] Yes
   - [ ] No
   - [ ] I would gladly, but I cannot, because: 
   
   [ ] No

2. Which competencies, skills and knowledge should you possess, as required by your employer?

3. How does your employer identify needs for new knowledge of the employees?
   - [ ] Through analysis of the competencies for realization of the set tasks and degree of individuality in completing the defined plans
   - [ ] Through evaluation of the work results and motivation of the employees
   - [ ] Through interviews with the employees
   - [ ] Interviewing the direct supervisors
   - [ ] Observing standards, internal work instructions and other documents

4. Are your additionally acquired knowledge and skills identified by the employer?
   - [ ] Yes
   - [ ] No

5. Does your enterprise or the employer adequately value your new knowledge and skills?
   - [ ] Yes, how: 
   
   [ ] No

6. What knowledge have you gained through informal trainings? List the trainings you have attended?

---

[European Commission TEMPUS logo]
7. Which trainings do you need for your personal and professional development?

- Specialized trainings related to the profession
- Using new technologies:
  - Advanced CAD modeling
  - CAM modeling and NC programming
  - From design to virtual manufacturing to the users
  - Design of tools for plastics
  - Concurrent engineering
  - Development and optimization of the production processes supported by virtual manufacturing
  - Industrial design
  - Bio engineering - applications
- Informative seminars about new trends
- Project design and management
- Business communication and negotiation
- Practical business marketing
- Learning foreign languages
- Introducing new quality certificates, and related trainings
- Other: ___________________________________

8. Are you informed about similar trainings in the Region?

- Yes, where: ___________________________________
- No

9. Which training programmes have you attended at the initiative of your enterprise and when?

10. Which training would be the most useful for you?

- On job training
- Lectures/seminars, trainings outside the company
- Mentoring (supervised by a consultant)
- Business mobility (Industrial Fellowship Programme)
- Other: ___________________________________

11. How important do you think it is to have specialized literature/software in your business?

- Very important
- Partially
- Not important
# ANNEX IV

## NEED ASSESSMENT FOR THE TRAINING OF THE UNEMPLOYED

<table>
<thead>
<tr>
<th>First name and family name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of birth</td>
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</tr>
<tr>
<td>Qualifications and vocation</td>
<td></td>
</tr>
<tr>
<td>Work experience</td>
<td></td>
</tr>
<tr>
<td>Length of registration in the National Employment Service</td>
<td></td>
</tr>
<tr>
<td>Other knowledge, skills and competencies</td>
<td></td>
</tr>
<tr>
<td>Contact</td>
<td>Phone:</td>
</tr>
</tbody>
</table>

1. Are you keeping informed about trends in your profession?  
   - [ ] Yes  
   - [ ] No  
   - [ ] I would gladly but I cannot, because: __________________________

2. Which job and in what type of a company/institution would you like to work?

3. In your opinion, which knowledge, skills and competencies are necessary to get employed?

4. Which additional knowledge have you gained through informal education?  
   Which trainings and when?

5. Which trainings do you need for your personal and professional development?  
   - [ ] Specialized trainings related to the profession  
   - [ ] Using new technologies:  
     - [ ] Advanced CAD modeling  
     - [ ] CAM modeling and NC programming  
     - [ ] From design to virtual manufacturing to the users  
     - [ ] Design of tools for plastics
| 6. Are you informed about similar trainings in the region? | ☐ Yes, where:________________________________________________________________________
|                                                          | ☐ No |
| 7. Have you considered continuation of your education for MA or PhD degree or joining scientific researches at university/institutes? | ☐ Yes, where:________________________________________________________________________
|                                                          | ☐ No |