

**SECTORAL STRATEGIC
APPROACH TO COOPERATE
ON SKILLS IN THE
CONSTRUCTION INDUSTRY
WP2
STATUS QUO AND SECTORAL
SKILLS STRATEGY
D.4. Roadmap and
Action Plan**



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All.Construction

Skills Blueprint for the Construction Industry

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Project Number:

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COOPERATION FOR INNOVATION AND THE EXCHANGE OF GOOD PRACTICES
SECTOR SKILLS ALLIANCES FOR IMPLEMENTING A NEW STRATEGIC APPROACH
("BLUEPRINT") TO SECTORAL COOPERATION ON SKILLS

Project number:

600885-EPP-1-2018-1-ES-EPPKA2-SSA-B

PARTNERSHIP		
VET PROVIDERS	SECTORAL REPRESENTATIVES	COUNTRY
FLC (COORDINATOR)	CNC	SPAIN
IFAPME	CONFÉDÉRATION CONSTRUCTION	BELGIUM
SATAEDU	--	FINLAND
CCCA-BTP	FFB	FRANCE
BZB	ZDB	GERMANY
BFW-NRW		
AKMI	PEDMEDE	GREECE
LIT	--	IRELAND
FORMEDIL	ANCE	ITALY
VSRC	LSA	LITHUANIA
CENFIC	--	PORTUGAL
SCKR	CCIS CCBMIS	SLOVENIA
	BUDOWLANI (TRADE UNION)	POLAND
EU SECTORAL REPRESENTATIVES		
FIEC		
EFBWW		
EBC		

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1. INTRODUCTION

The Construction Blueprint project aims to set up a sustainable Sectoral Alliance between key stakeholders (i.e. European construction sector representatives -both employers' associations and trade unions- and sectoral VET centres), in order to reduce skill gaps between the requirements of the construction industry and sectoral training provision, and to contribute to growth, innovation and competitiveness in the construction industry.

One of the actions that will help to achieve this aim is the establishment of a Sectoral Skills Strategy, which will include a Strategic Action Plan and Roadmap to be deployed during the time period of the Blueprint and beyond its finalization. This roadmap comprises the main strategic measures, activities, milestones and results to be applied to adapt the demand for skills and the current training offer.

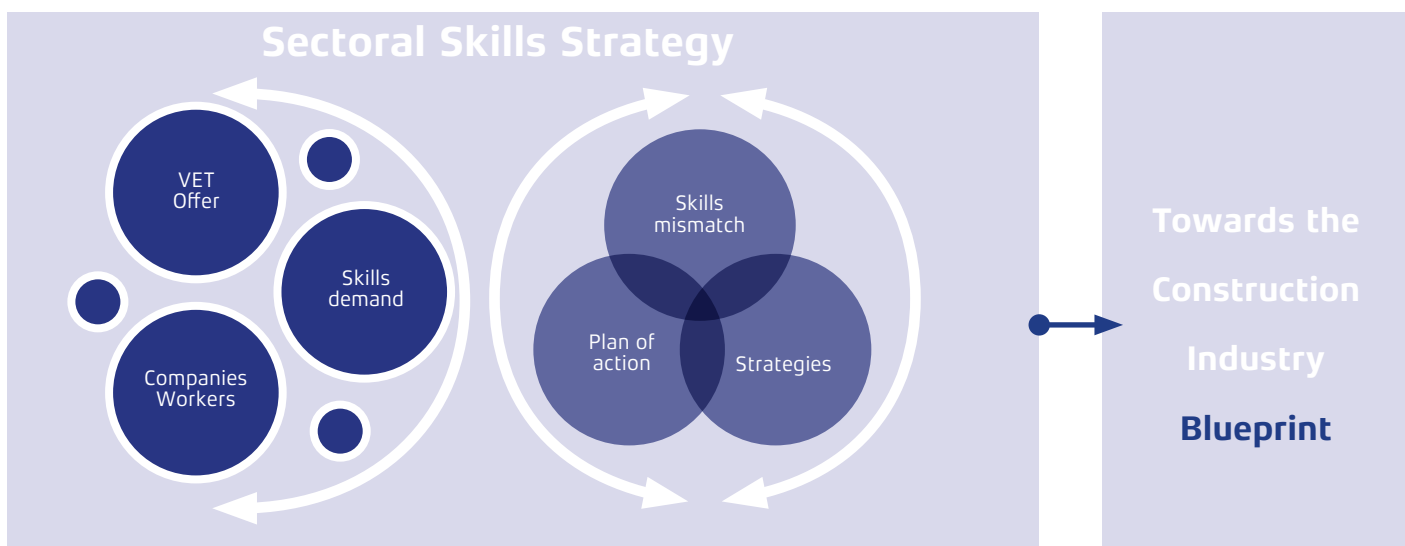
This sectoral skills strategy is therefore intended to support the overall growth strategy of the Construction industry, especially regarding improved matching of companies' needs for skills and the skills provided by training centres.

2. METHODOLOGY

The Sectoral Skills Strategy is the third task of WP2, and it is an extremely important item within the Blueprint, where European organisations play a key role.

In order to develop a sound Sector Skills Strategy to support the objectives of the European growth strategy for the construction industry, its current scenario has been determined by several factors that may to some extent affect the context of skill needs, influencing the current status of qualification frameworks as well as affecting the Vocational Education and Training offered in each country.

In this context, the first two tasks implemented in the project -PESTLE analysis (T2.1) and Status Quo report (T2.2)-, have provided valuable information that was used to define the key elements which shape the creation of the Sector Skills Strategy. therefore, after in-depth analysis of the said documents, and based on the results of both tasks (T1.2 and T2.2) - complemented with internal discussion among European stakeholders- the following Strategic Plan has been defined.



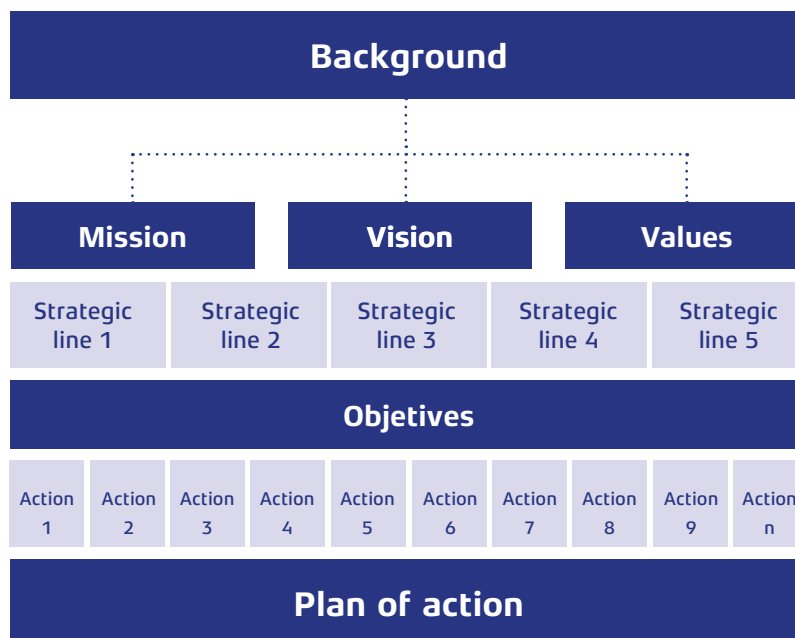
The resulting Sector Skills Strategy will respond to different factors that affect skills requirements, in accordance with the results of the status quo and more particularly the PESTLE analyses. The latter involved more than 70 key stakeholders (6 interviews were carried per country) corresponding to 6 factor types: Political, Economic, Social, Technological, Legal and Environmental, which can impact the construction industry and may in turn affect skill shortages, gaps and mismatches.

It is important to note that PESTLE analysis will be the basis for implementation of the so-called Quintuple Helix model, based in the involvement and interaction of the main market players:

- ▼ Politics: policy and legal framework
- ▼ Education: quality and innovation criteria
- ▼ Economics: market needs
- ▼ Cultural and Social: societal challenges
- ▼ Environment: the ‘natural environment of society’

Consequently, the Quintuple Helix model will be used to fine-tune and deploy the Sector Skills Strategy.

The following picture represents the basis for Strategy development, always taking into account the Blueprint’s main pillars of energy efficiency, a circular economy and digitalisation.



3. MISSION, VISION AND VALUES

It is essential that all strategic plans have a set of objectives which set the direction of their specific programs -whether short, medium or long term-, expressing them in the best possible way for communication both internally (partnerships) and externally (stakeholders). It is therefore necessary that project partners and external entities and individuals keep in mind what a project is doing and implementing, how this is being done, and its goal.

The **mission**, **vision** and **values** will, therefore, help to transmit and make everyone involved understand the purpose and the path to be followed, in order to ensure that everyone is heading towards the same Strategic Plan target.

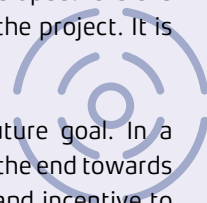


MISSION



The mission is the reason why the Blueprint is developed. It is the core of the 'vision' which is composed of the goals of the project. It is the main aim that is always present in the long term.

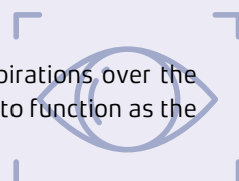
The mission must be absolutely present in the future goal. In a nutshell, it is the image of the project over the long term, the end towards which it is heading, and which serves as the direction and incentive to guide the strategic decisions to be adopted within the consortium.



VISION



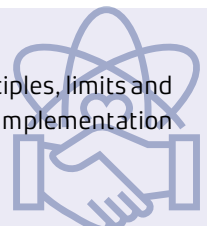
The vision constitutes a statement of project aspirations over the medium or long term, its future image. its purpose is to function as the guide to achieve the desired mission



VALUES



These constitute the code of conduct, priorities, principles, limits and social and ethical criteria that govern the day-to-day implementation of the Sector Skills Strategy and the project



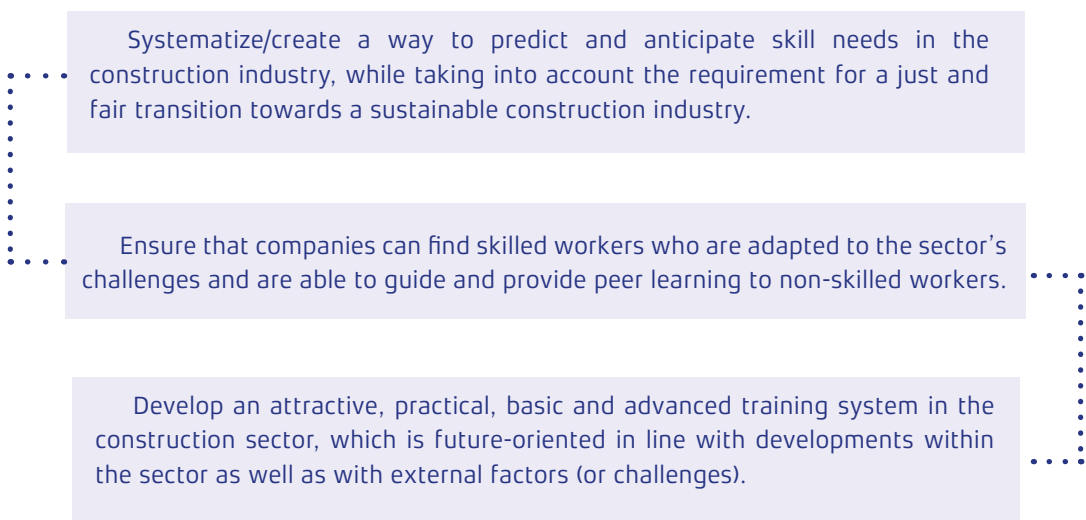
3.1. MISSION

A first proposal for discussion has been reached, defining the Mission of the Blueprint Sector Skills Strategy as follows:

ANTICIPATE SKILL NEEDS AND MATCH TRAINING WITH THEM, WHILE ENSURING LIFELONG LEARNING AND THE ATTRACTIVENESS OF THE CONSTRUCTION INDUSTRY

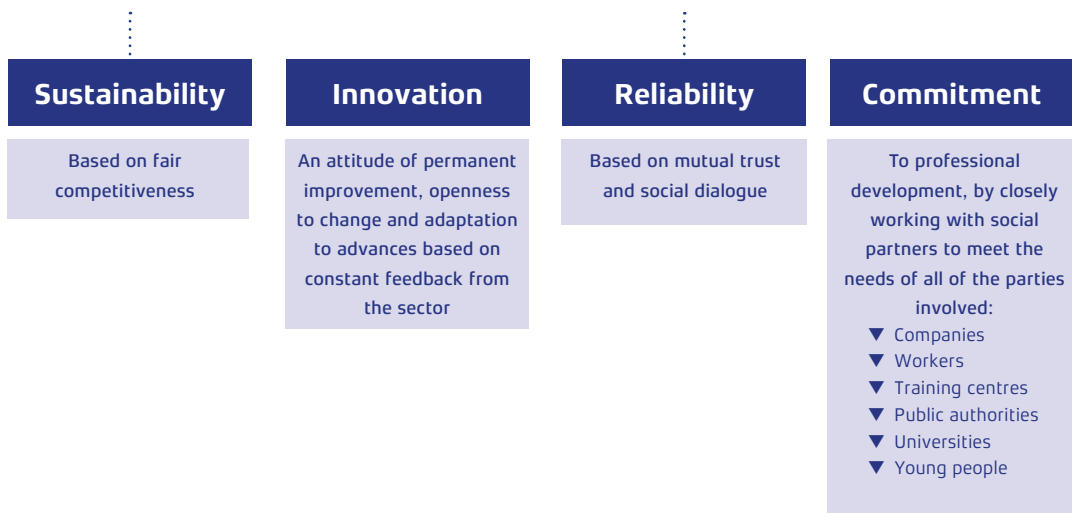
3.2. VISION

The **Vision** has been defined as a series of medium and long-term goals, where the achievement of one leads to the achievement of the subsequent ones:



3.2. VISION

The following Values have been identified for the Construction Blueprint:



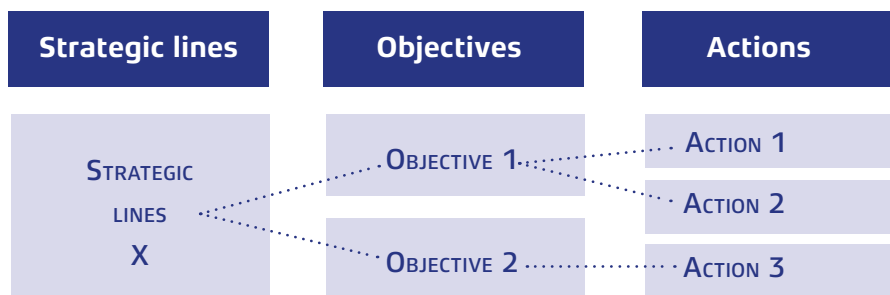
4. STRATEGIC LINES

A series of strategic lines must be defined to prepare any Strategic Plan, in order to achieve its mission, vision and values. These strategic lines are the concrete expression of its aims, and they transform the key factors detected in the previous analysis of the situation.

There is no hierarchical relationship between the strategic lines within a Strategic Plan: all of them are equally important since the results to be achieved in one affect and impact the others.

Now that the Status Quo and Pestle analyses have been completed, and following internal debate among the partners, the current Strategic Action Plan has been based on 5 strategic lines and the Quintuple Helix Model. As previously stated, this model is based on the involvement and interaction of the main market players (Politics, Education, Environment, Economics, and Social), taking advantage of opportunities to make the best use of their talents in a holistic approach.

After the strategic lines had been identified and defined, each one of them was broken down into specific objectives. And finally, different concrete actions and recommendations were defined to respond to these objectives.



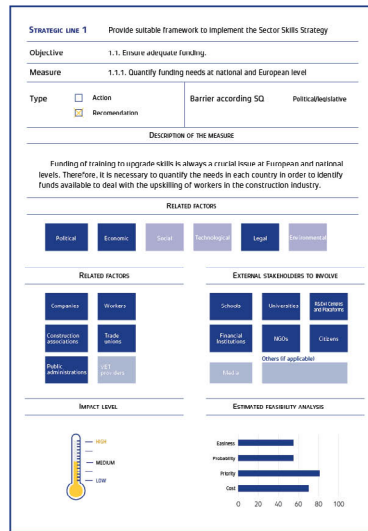
Most of these objectives and actions were programmed to be developed and implemented during the course of the Construction Blueprint project. There are other actions that probably will not be executed in the duration of the Blueprint, even though they are equally important for the construction industry. They will therefore have to be implemented after project finalisation. These actions have been identified as Recommendations that Blueprint countries will implement depending on their own resources.

A detailed factsheet shows all of the relevant aspects for each action and recommendation:



1. Strategic line addressed. Denomination of the related strategic line, expressing its significance and relevance in the context of the Blueprint.
2. Objective/measure. Denomination of the objective and the measure proposed to achieve it.
3. Type and barrier addressed. Specifying if a measure is an action to be carried out or just a recommendation (whose implementation depends on different factors). Establishment of which barrier from the Status Quo it addresses (political/legislative. economic/social. structural. education).
4. Description of the measure. A brief presentation of the action or recommendation.
5. Related factors. These boxes refer to PESTLE factors (Political, Economic, Social, Technological, Legal and Environmental).
6. Target groups. Each action/recommendation may be addressed to one or more target groups, which will be duly indicated in the factsheet.
7. External stakeholders to involve. Indication of external groups whose involvement is needed in the project (Sector Skills Alliance).
8. Level of impact. This is the effect and influence that the implementation of a given action/recommendation would have on the construction industry. Impact may vary in different locations between high, medium or low. (E.g., in terms of health and safety, the impact of an instructions poster displayed in a building site would have little impact, while an advertisement to be shown on prime time TV would probably have more impact).
9. Estimated feasibility analysis. Assessment of the extent to which the action/recommendation is feasible, taking four variables into account: cost, priority, probability and easiness (in a scale from 0 to 100):
 - ▼ Cost = the higher the number, the more expensive the implementation. It would be calculated taking all of the measures into account. For instance, “Fostering the inclusion of digital tools in training programmes (2.5.2)” would not cost the same as “Setting up training programmes for trainers in energy efficiency, digitalisation and the circular economy (2.1.2)”.
 - ▼ Priority = not all the actions have the same degree of urgency to be put into practice: although “promoting the identification of green skills needs in the construction sector (3.1.1)” and “designing and delivering a MOOC to raise awareness among construction workers (3.2.2)” are both important, the first one probably has higher priority. Thus, the higher the number, the higher the priority for implementation.
 - ▼ Probability = the higher the number, the more probable it is that the action will be implemented in the future. A low number would mean low probability of implementation. With a realistic perspective and taking into account all barriers, this element should reflect the extent to which the measure might be finally developed. For instance, although “promoting the economic added value of other axes, as well as including the circular economy, sustainability and energy efficiency (4.3.4)” is a very good measure, its probability of being implemented is almost certainly low.
 - ▼ Easiness = the higher the number, the easier implementation is. If the number is low, this would mean that the action is quite difficult to put into practice. For instance, although “involving female role models in training programmes (5.5.3)” is doubtless a priority, it may be very difficult to implement.

The following image shows the factsheet completed for each action.



The following strategic lines have been identified and defined for the Sector Skills Strategy of the Blueprint:

Sectorial Skills Strategy Strategic lines

POLITICAL

Provide an adequate framework to implement the sectorial skills strategy

EDUCATION

Develop a suitable approach to address skill challenges

ENVIRONMENTAL

Integrate green skills in VET

ECONOMIC

Foster the sector’s transformation, innovation and sustainability

SOCIAL

Make the sector more attractive

Particular attention should be paid to supporting SMEs in all strategic lines

- ▼ **Political.** Provide a suitable framework to implement the Sector Skills Strategy: in order to implement the Sector Skills strategy, it is necessary to have a series of concrete policy measures and actions that support the initiatives proposed in the project, while also ensuring a fair transition of the construction industry. Some of these actions are identified in this document.
- ▼ **Education.** Develop a suitable approach to address skill challenges: skill needs have changed in the construction sector, due to ongoing trends such as the digital transformation, demographic changes and industrialization, etc. In this context, the sector needs to adapt its training and educational approach. That is why the Construction Blueprint will implement a series of practical training actions in order to support the sector move towards a better match between skill demands and training.
- ▼ **Environmental.** Integrate green skills in VET: the development of a ‘greener’ construction industry strongly depends on the improvement of existing skills. It will therefore be necessary

to implement specific initiatives for the integration of green skills in the educational curricula for the construction industry.

- ▼ **Economic.** Foster the sector’s transformation, innovation and sustainability: these are the key elements for the ongoing improvement and updating of the construction industry, so that concrete economic measures should be applied.
- ▼ **Social.** Make the sector more attractive and ensure inclusiveness and a just transition: Several studies predict that the construction industry will run out of skilled workers in the coming years, due to the fact that many will retire, among other factors. It is thus essential to find ways to reach young people in order to show them how attractive the sector is for their professional development. At the same time, the construction industry has a large group of “older workers” and “low-skilled workers”, who will have difficulties in adapting to new required skills and professional qualifications. Future occupational health and safety challenges also need to be embedded in the sectoral skills strategy. Finally, the role and autonomy of national social partners in regulating their labour market needs to be included.

As was pointed out above, a series of objectives and actions has been proposed for each strategic line.

STRATEGIC LINE 1 (POLITICAL)	
PROVIDE A SUITABLE FRAMEWORK FOR IMPLEMENTATION OF THE SECTOR SKILLS STRATEGY	
OBJECTIVES	ACTIONS
1.1. Ensure adequate funding.	1.1.1. Quantify funding needs at national and European levels. 1.1.2 Establish an appropriate financial framework at national level, taking identified funding needs into consideration.
1.2. Lead to political actions to address skill issues.	1.2.1. Permanent ongoing assessment of skill gaps and existing skills. 1.2.2 Develop a long-term plan at national level (Roadmap) with concrete actions, including a special focus on SMEs .
1.3. Ensure cooperation and respect of the role and autonomy of Social Partners.	1.3.1. Create a platform to ensure permanent involvement of social partners.
1.4. Ensure the commitment of all key stakeholders.	1.4.1. Create an alliance with all relevant stakeholders, with special attention to the role of social partners and decision makers.
1.5. Reduce unnecessary administrative burden.	1.5.1. Identify unnecessary administrative obstacles. 1.5.2. Adapt regulatory frameworks in order to remove identified administrative obstacles.
1.6. Ensure a just transition towards a more sustainable and ecological construction industry.	1.6.1. Develop a strategy for a just transition, ensuring that all parties are involved and their opinions are taken into account. 1.6.2. Propose concrete actions at EU and national level to ensure this just transition.
1.7. Take advance from local, regional and national public administration youth programmes (formal education, VET, employment, mobility...).	1.7.1. Promote the virtual tool (SSA Portal) developed by the Construction Blueprint to enhance collaborative work within Sector Skills Alliance members. 1.7.2 Identify solutions to facilitate mobility in Europe.

STRATEGIC LINE 2 (EDUCATION)
 DEVELOP A SUITABLE APPROACH TO ADDRESS SKILL CHALLENGES

OBJECTIVES	ACTIONS
2.1. Identify and map the main skill gaps by key area.	2.1.1. Set up a roadmap aimed at updating the curricula, including strategic measures, milestones and an action plan.
	2.1.2. Set up training programmes for trainers in energy efficiency, digitalization and the circular economy.
	2.1.3 Formulate recommendations on the integration of non-formal competences in the educational system
2.2. Create a skills development plan for the sector.	2.2.1. Investigate the possibility of having organisations that function as intermediary bodies, facilitating encounters between VET providers and construction companies or professionals.
	2.2.2. Establish a systematic communications system between VET representatives and construction representatives (social partners included).
	2.2.3 Promote VET systems' adaptivity, enhancing their flexibility according to market needs and local specificities
2.3. Establish pathways to share resources/good practices available to address skill gaps and challenges.	2.3.1. Create a website to record good practices at a national and regional level.
	2.3.2. Establish a common methodology for sharing good practices effectively, to illustrate and promote initiatives that address skill gaps.
2.4. Encourage and develop training specifically focused on identified skill gaps.	2.4.1. Set up transversal basic training on energy efficiency, digitalization and the circular economy for all construction professions, which could be adapted in each Member State.
	2.4.2. Foster the inclusion of digital tools in training programmes.
	2.4.3. Create / update basic digital and environmental training to upskill currently active sector workers.

STRATEGIC LINE 3 (ENVIROMENTAL)
 INTEGRATE GREEN SKILLS IN VET

OBJECTIVES	ACTIONS
3.1. Define a set of fundamental green skills of the sector which should be promoted.	3.1.1. Promote the identification of needs for green skills in the construction sector.
	3.1.2. Provide guidelines on how to integrate the identified green skills in the VET and H&S curricula.
3.2. Promote 'green culture' with reference to energy efficiency, renewable energy use and the circular economy	3.2.1. Pro-actively get users (construction industry, researchers, SMEs, workers, institutes (VET & HE), social partners...) to assist with updating curricula.
	3.2.2. Design and deliver a MOOC to raise awareness among construction workers and entrepreneurs about new (green) skill drivers: energy efficiency and the circular economy.

STRATEGIC LINE 4 (ECONOMIC)
 FOSTER THE SECTOR'S TRANSFORMATION, INNOVATION AND SUSTAINABILITY

OBJECTIVES	ACTIONS
4.1. Foster awareness-raising of clients for acceptance.	4.1.1. Create awareness-raising campaigns for several target groups, promoting the benefits and outcomes of the project.
	4.1.2. Develop soft skills in training (learning how to promote innovation to clients, workers, institutions and SP).
4.2. Create links between businesses and innovation/R&D centres.	4.2.1. Organise events aimed at facilitating exchange between companies, VET providers and the R&D world.
2.3. Encourage and develop training specifically focused on identified skill gaps.	4.3.1. Promote the economic added value of digitalisation/new technologies for companies.
	4.3.2. Foster financial incentives for digital transition of companies.
	4.3.3. Design and deliver a MOOC to raise awareness among construction workers and employers about digitalization, as a new skills driver.
	4.3.4. Promote the economic added value of other axes, as well as including the circular economy, sustainability and energy efficiency.

STRATEGIC LINE 5 (SOCIAL)
 MAKE THE CONSTRUCTION INDUSTRY MORE ATTRACTIVE

OBJECTIVES	ACTIONS
5.1. Improve and promote sector image	5.1.1. Carry out outreach targeted initiatives for the Construction industry to promote its attractiveness among youngsters, women, migrants and professionals coming from other sectors with relevant skills for new construction activities.
	5.1.2. Foster communication actions to disseminate modern construction profiles, integrating green and digital skills.
	5.1.3. Develop initiatives to retain workers in the sector.
	5.1.4. Conduct communication campaigns targeting each specific group
5.2. Attract and retain young professionals in construction	5.2.1. Promote quality apprenticeship schemes, by identifying, where appropriate, aspects to improve, obstacles that hinder implementation and proposals to overcome them.
	5.2.2. Develop initiatives in connection with guidance for young people as well as teachers and families.
5.3. Further improve occupational health and safety.	5.3.1. Actively promote preventive actions for occupational H&S risks
5.4. Focus support on unskilled and less skilled workers to ensure that they too are able to adapt to the evolution of the labour market	5.4.1. Develop specific training activities/programmes for unskilled and less skilled workers, to upgrade their skills.
	5.4.2. Develop specific training programmes for unskilled and less skilled workers, for whom adaptation to new skills will be difficult or even impossible.
5.5. Promote the inclusion of women in construction.	5.5.1. Promote work-life balance in training schemes and at the workplace
	5.5.2. Promoted gender inclusive recruitment policies
	5.5.3. Involve female role models in training programmes

5. ROADMAP AND ACTION PLAN

The following Action Plan has been proposed to be used as a first step to reach agreements allowing to develop a European strategy for matching skills demand and supply in the construction industry.

Some of the actions proposed will be implemented in the framework of the Blueprint, while others are outside the scope of the project and would require to reach other agreements at the national level in the participating countries as well as the involvement of different external stakeholders.

Strategic lines	Objectives	Actions	TIMELINE			
			To be implemented in Blueprint			Out of Blueprint scope
			2020	2021	2022	
1. Provide an adequate framework to implement the Sectorial Skills Strategy (Political)	1.1. Ensure adequate funding.	1.1.1. Quantify the funding needs both at national and European level.				
		1.1.2 Establish an appropriate financial framework at national level, taking into consideration the identified funding needs.				
	1.2. Lead to political actions to address skill issues.	1.2.1. Carry out a permanent assessment of skill gaps and existing competences.				
		1.2.2 Develop a long-term plan at national level (Roadmap) with concrete actions, including a special focus on SMEs .				
	1.3. Ensure cooperation and respect of the role and autonomy of Social Partners.	1.3.1. Create a platform to ensure permanent involvement of social partners.				
	1.4. Ensure the commitment of all key stakeholders.	1.4.1. Create an alliance with all relevant stakeholders, with special attention to the role of social partners and decision makers.				
	1.5. Reduce unnecessary administrative burden.	1.5.1. Identify unnecessary administrative obstacles.				
		1.5.2. Adapt the regulatory frameworks in order to remove the identified administrative obstacles.				
	1.6. Ensure a just transition towards a more sustainable and ecological construction industry.	1.6.1. Develop a strategy - including concrete actions at EU and national level - towards a just transition ensuring that all parties are involved and their perspectives are taken into account.				
	1.7. Promote best practices from local, regional and national public administrations programmes with a focus on youth (formal education, VET, employment, mobility...).	1.7.1. Promote the virtual tool (SSA Portal) developed by the Construction Blueprint to enhance collaborative work inside the Sector Skills Alliance members.				
		1.7.2 Identify solutions to facilitate mobility in Europe.				

Expected deadline

Continuous development

Strategic lines	Objectives	Actions	TIMELINE			
			To be implemented in Blueprint			Out of Blueprint scope
			2020	2021	2022	
2. Develop a suitable approach to address skill challenges (Education)	2.1. Identify and map the main skill gaps by key area.	2.1.1. Set up a roadmap aimed at updating curricula, including strategic measures, milestones and an action plan				
		2.1.2. Set up training programmes for trainers in energy efficiency, digitalization and circular economy.				
		2.1.3. Formulate recommendations on the integration of non-formal competences in the educational system				
	2.2. Set a skills development plan for the sector.	2.2.1. Investigate the possibility to have organisations acting as intermediary bodies facilitating encounters between VET providers and construction companies or professionals.				
		2.2.2. Establish a systematic dialogue system between VET representatives and construction representatives (social partners included).				
		2.2.3. Promote the adaptiveness of the VET systems enhancing their flexibility according to the market needs and local specificities				
	2.3. Establish pathways to share resources/good practices available to address skill gaps and challenges.	2.3.1. Create a website for collecting good practices at a national and regional level.				
		2.3.2. Establish a common methodology for sharing good practices effectively to illustrate and promote initiatives addressing skill gaps.				
	2.4. Encourage and develop training specifically focused on the identified skill gaps.	2.4.1. Set up transversal basic training on energy efficiency, digitalization and circular economy for all construction professions, which could be adapted in each Member State.				
		2.4.2. Foster the inclusion of digital tools in training programmes.				
		2.4.3. Create / update basic digital and environmental training to upskill the currently active workers in the sector.				

■ Expected deadline

■ Continuous development

Strategic lines	Objectives	Actions	TIMELINE			
			To be implemented in Blueprint			Out of Blueprint scope
			2020	2021	2022	
3. Integrate green skills in VET (Environmental)	3.1. Define a set of fundamental green skills of the sector which should be promoted.	3.1.1. Identify green skills' needs in the construction sector.				
		3.1.2. Provide guidelines on how to integrate the identified green skills in the VET and H&S curricula.				
	3.2. Promote 'green culture' with reference to energy efficiency, renewable energy use, circular economy	3.2.1. Pro-actively get users (construction industry, researchers, SMEs, workers, institutes (VET & HE), social partners...) to assist with updating curricula.				
		3.2.2. Design and deliver MOOCs to raise awareness among construction workers and entrepreneurs about new (green) skills drivers: energy efficiency and circular economy.				

Strategic lines	Objectives	Actions	TIMELINE			
			To be implemented in Blueprint			Out of Blueprint scope
			2020	2021	2022	
4. Foster the sector's transformation, innovation and sustainability (Economic)	4.1. Foster awareness-raising of clients for acceptance.	4.1.1. Create awareness-raising campaigns addressed towards various target groups promoting the benefits and outcomes of the project.				
		4.1.2. Develop soft skills in training (to learn how to promote innovation to clients, workers, institutions, SP).				
	4.2. Create links between businesses and innovation/R&D centres.	4.2.1. Organise events aimed at facilitating the exchange between companies, VET providers and the R&D world.				
	4.3. Promote innovation and digitalization within the construction industry.	4.3.1. Promote the economic added value of digitalisation/new technologies towards companies.				
		4.3.2. Foster financial incentives for digital transition of companies				
		4.3.3. Design and deliver MOOCs to raise awareness among construction workers and employers about digitalization, as a new skills driver.				
		4.3.4. Promote the economic added value of other axes, as well as including circular economy, sustainability and energy efficiency.				

■ Expected deadline

■ Continuous development

Strategic lines	Objectives	Actions	TIMELINE			
			To be implemented in Blueprint			Out of Blueprint scope
			2020	2021	2022	
2. Develop a suitable approach to address skill challenges (Education)	5.1. Improve and promote sector image.	5.1.1. Carry out outreach targeted initiatives for the Construction industry to promote its attractiveness among youngsters, women, migrants and professionals coming from other sectors with relevant skills for new construction activities.			■	
		5.1.2. Foster communication actions to disseminate about the modern construction profiles integrating green and digital skills.	■	■	■	
		5.1.3. Develop initiatives to retain workers in the sector.			■	
		5.1.4. Conduct communication campaigns targeting each specific group			■	
	5.2. Attract and retain young professionals in construction	5.2.1. Promote quality apprenticeships schemes, by identifying, where appropriate, aspects to improve, obstacles that make difficult the implementation and proposals to overcome them.				■
		5.2.2. Develop initiatives related to orientation advice to young people as well as towards teachers and families.			■	
	5.3. Further improve occupational health and safety ³ .	5.3.1. Actively promote preventive training actions as to occupational H&S hazards.	■	■	■	
	5.4. Focus support on non and lower skilled workers to ensure that also they are able to adapt to the evolution of the labour market.	5.4.1. Develop specific training activities/programmes for the non and lower skilled workers to upgrade their skills.	■			
		5.4.2. Develop specific training programmes for non and lower skilled workers for whom the adaptation to new skills will be difficult or even impossible.				■
	5.5. Promote the inclusion of women in construction ⁴ .	5.5.1. Promote work-life balance in trainings and workplace				■
		5.5.2. Promoted gender inclusive recruitment policies			■	
		5.5.3. Involve female role models in training programmes			■	

■ Expected deadline ■ Continuous development

3. This objective and related proposed actions will eventually be updated on the basis of assessment of the results of the EASME tender "Health & Safety Blueprint" also coordinated by the Fundación Laboral de la Construcción and ending in June 2020.

4. This objective and related proposed actions will eventually be updated on the basis of assessment of the results of EU-funded projects targeting women participation in the sector, especially the Erasmus+ project "Women can Build" ending in August 2020 and also coordinated by the Fundación Laboral de la Construcción.

6. ACTION FACTSHEET MODEL

STRATEGIC LINE 1	Provide suitable framework to implement the Sector Skills Strategy												
Objective	1.1. Ensure adequate funding.												
Measure	1.1.1. Quantify funding needs at national and European level												
Type	<input type="checkbox"/> Action <input checked="" type="checkbox"/> Recommendation	Barrier according SQ	Political/legislative										
DESCRIPTION OF THE MEASURE													
<p>Funding of training to upgrade skills is always a crucial issue at European and national levels. Therefore, it is necessary to quantify the needs in each country in order to identify funds available to deal with the upskilling of workers in the construction industry.</p>													
RELATED FACTORS													
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RELATED FACTORS		EXTERNAL STAKEHOLDERS TO INVOLVE											
<div style="display: grid; grid-template-columns: 1fr 1fr; gap: 5px;"> <div style="background-color: #003366; color: white; padding: 5px; border: 1px solid #003366;">Companies</div> <div style="background-color: #003366; color: white; padding: 5px; border: 1px solid #003366;">Workers</div> <div style="background-color: #003366; color: white; padding: 5px; border: 1px solid #003366;">Construction associations</div> <div style="background-color: #003366; color: white; padding: 5px; border: 1px solid #003366;">Trade unions</div> <div style="background-color: #003366; color: white; padding: 5px; border: 1px solid #003366;">Public administrations</div> <div style="background-color: #9999cc; color: white; padding: 5px; border: 1px solid #9999cc;">VET providers</div> </div>		<div style="display: grid; grid-template-columns: 1fr 1fr 1fr; gap: 5px;"> <div style="background-color: #003366; color: white; padding: 5px; border: 1px solid #003366;">Schools</div> <div style="background-color: #003366; color: white; padding: 5px; border: 1px solid #003366;">Universities</div> <div style="background-color: #003366; color: white; padding: 5px; border: 1px solid #003366;">R&D+I Centres and Platforms</div> <div style="background-color: #003366; color: white; padding: 5px; border: 1px solid #003366;">Financial Institutions</div> <div style="background-color: #003366; color: white; padding: 5px; border: 1px solid #003366;">NGOs</div> <div style="background-color: #003366; color: white; padding: 5px; border: 1px solid #003366;">Citizens</div> <div style="background-color: #9999cc; color: white; padding: 5px; border: 1px solid #9999cc;">Media</div> <div style="background-color: #9999cc; color: white; padding: 5px; border: 1px solid #9999cc;">Others (if applicable)</div> </div>											
IMPACT LEVEL		ESTIMATED FEASIBILITY ANALYSIS											
		 <table border="1" style="margin-top: 10px;"> <thead> <tr> <th>Category</th> <th>Value (0-100)</th> </tr> </thead> <tbody> <tr> <td>Easiness</td> <td>55</td> </tr> <tr> <td>Probability</td> <td>55</td> </tr> <tr> <td>Priority</td> <td>80</td> </tr> <tr> <td>Cost</td> <td>70</td> </tr> </tbody> </table>		Category	Value (0-100)	Easiness	55	Probability	55	Priority	80	Cost	70
Category	Value (0-100)												
Easiness	55												
Probability	55												
Priority	80												
Cost	70												



**CONSTRUCTION
BLUEPRINT**

STRATEGIC ACTIONS

STRATEGIC LINE 1
-POLITICAL-

Provide an adequate framework to implement the Sectorial Skills Strategy

Objective 1.1. Ensure adequate funding

Measure 1.1.1. Quantify the funding needs both at national and European level

Type Action
 Recommendation

Barrier according SQ Economic

DESCRIPTION OF THE MEASURE

Training people at the start and all along their work life should not be seen as a cost, but as an investment for a country's long-term economic sustainability. Assessment of the funding needs should be carried out as a starting point to any action and on a regular basis in order to remain up to date.

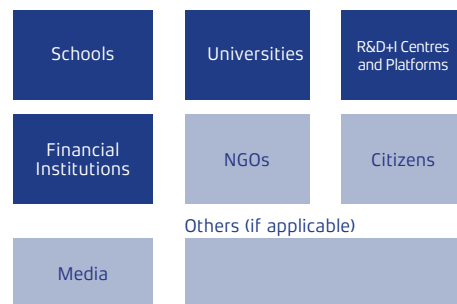
RELATED FACTORS



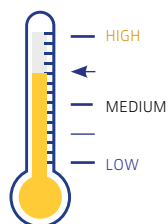
TARGET GROUPS



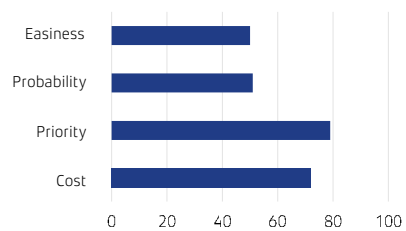
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 1
-POLITICAL-

Provide an adequate framework to implement the Sectorial Skills Strategy

Objective 1.1. Ensure adequate funding

Measure 1.1.2 Establish an appropriate financial framework at national level, taking into consideration the identified funding needs

Type	<input type="checkbox"/> Action <input checked="" type="checkbox"/> Recommendation	Barrier according SQ	Economic
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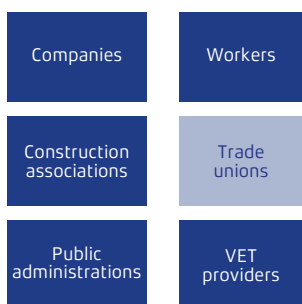
DESCRIPTION OF THE MEASURE

Building on precise quantification of funding needs, public authorities are responsible for creating and implementing a financial framework which is appropriate to address these needs. This work should be done in cooperation with construction stakeholders and updated on a regular basis in order to avoid any disruption in the funding model.

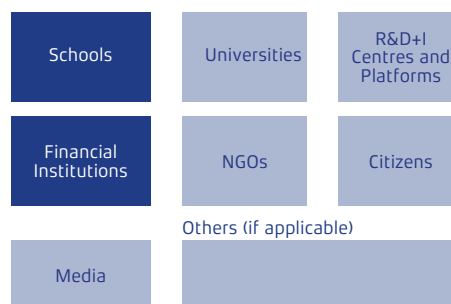
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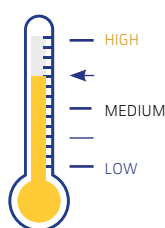
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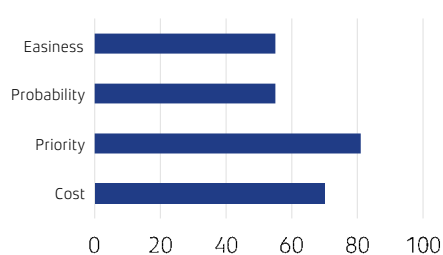
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 1
-POLITICAL-

Provide an adequate framework to implement the Sectorial Skills Strategy

Objective 1.2. Lead to political actions to address skill issues

Measure 1.2.1. Carry out a permanent assessment of skill gaps and existing competences

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Political/Social /Education
	<input type="checkbox"/> Recommendation		

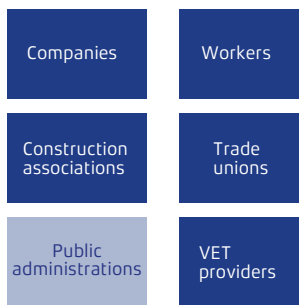
DESCRIPTION OF THE MEASURE

Identifying the competences gaps related to new challenges and the evolution of the industry should constitute a permanent exercise to understand mismatches between the skills offered by the job market and construction companies' needs. This exercise would feed the update of VET training programmes in order to better reflect market reality.

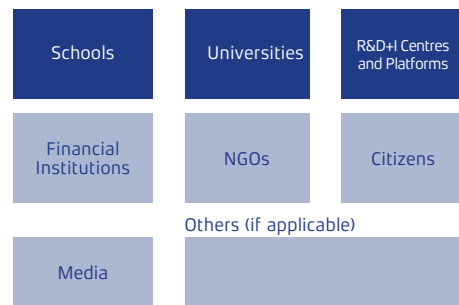
RELATED FACTORS



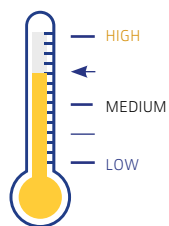
TARGET GROUPS



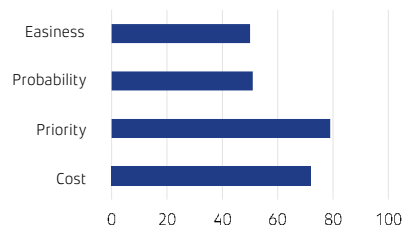
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 1
-POLITICAL-

Provide an adequate framework to implement the Sectorial Skills Strategy

Objective 1.2. Lead to political actions to address skill issues

Measure 1.2.2 Develop a long-term plan at national level (Roadmap) with concrete actions, including a special focus on SMEs

Type Action
 Recommendation

Barrier according SQ Political/ legislative

DESCRIPTION OF THE MEASURE

Building on the precise quantification of the funding needs, public authorities are responsible for implementing a financial framework which is appropriate to address these needs. This work should be done in cooperation with construction stakeholders and updated on a regular basis in order to avoid any disruption in the funding model.

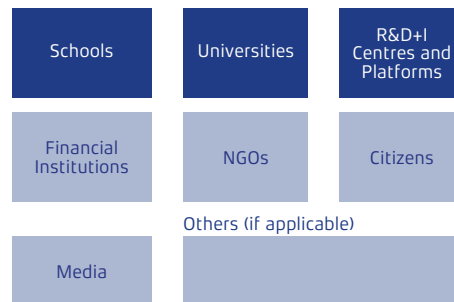
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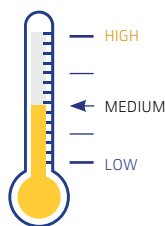
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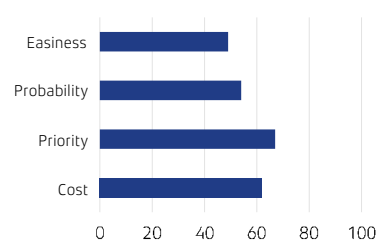
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 1
-POLITICAL-

Provide an adequate framework to implement the Sectorial Skills Strategy

Objective 1.3. Ensure cooperation and respect of the role and autonomy of Social Partners

Measure 1.3.1. Create a platform to ensure permanent involvement of social partners

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Political/ legislative
	<input type="checkbox"/> Recommendation		

DESCRIPTION OF THE MEASURE

National construction Social Partners are the main interlocutors of public authorities. Considering their autonomy in working on legislations and developing joint initiatives, their expertise should be taken into account in the framework of a structured dialogue.

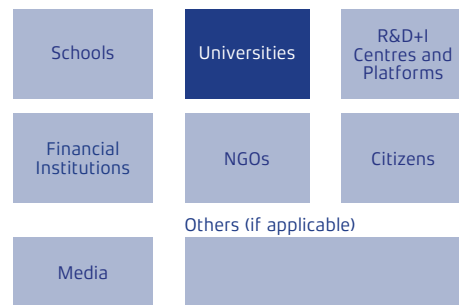
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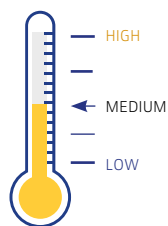
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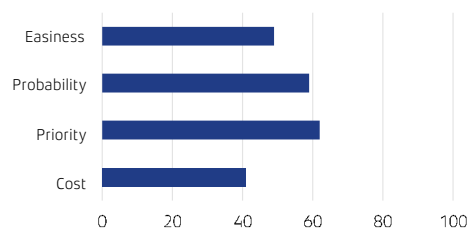
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 1
-POLITICAL-

Provide an adequate framework to implement the Sectorial Skills Strategy

Objective 1.4. Ensure the commitment of all key stakeholders

Measure 1.4.1. Create an alliance with all relevant stakeholders, with special attention to the role of social partners and decision makers

Type



Action



Recommendation

Barrier according SQ

Political/ legislative

DESCRIPTION OF THE MEASURE

Not only construction social partners, but also all stakeholders involved in the construction value chain can have an important role to play in the adaptation of skills to the new needs. All these stakeholders should commit to these positive changes for the sake of the construction industry's long-term sustainability. For that purpose, they need to be brought together in the form of an alliance, which will be structured and flexible at the same time.

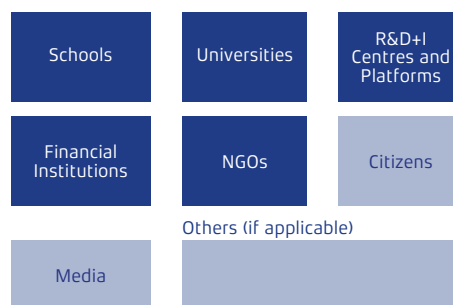
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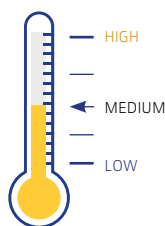
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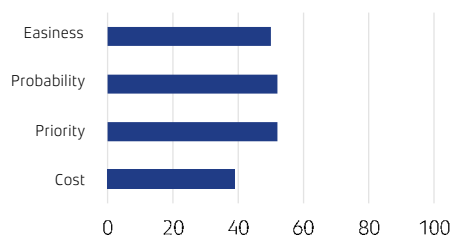
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 1
-POLITICAL- Provide an adequate framework to implement the Sectorial Skills Strategy

Objective 1.5. Reduce unnecessary administrative burden

Measure 1.5.1. Identify unnecessary administrative obstacles

Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Political/ legislative
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DESCRIPTION OF THE MEASURE

It is often a fact that burdensome legislation and/or administrative processes are hindering evolution and change. Identifying such obstacles should be carried out as a starting point to getting rid of them and on a regular basis.

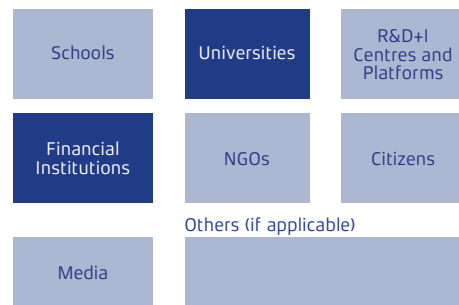
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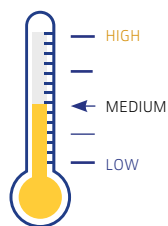
TARGET GROUPS



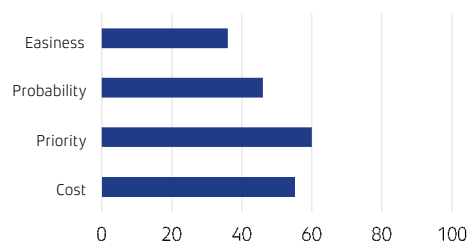
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 1
-POLITICAL-

Provide an adequate framework to implement the Sectorial Skills Strategy

Objective 1.5. Reduce unnecessary administrative burden

Measure 1.5.2. Adapt the regulatory frameworks in order to remove the identified administrative obstacles

Type	<input type="checkbox"/> Action	Barrier according SQ Political/ legislative
	<input checked="" type="checkbox"/> Recommendation	

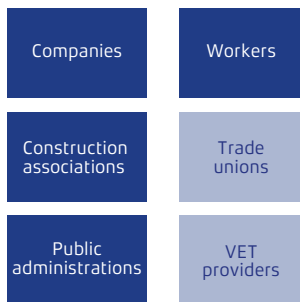
DESCRIPTION OF THE MEASURE

As a logical follow-up of the identification of any obstacle to change, public decision-makers and private stakeholders should work hand in hand in order to remove these problems, either by revising the legislation or adapting the targeted administrative processes

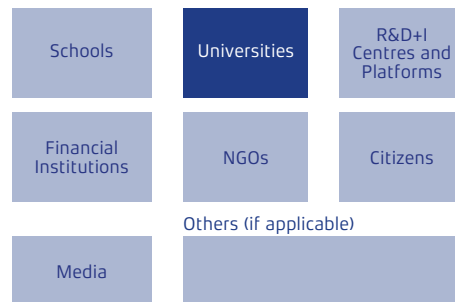
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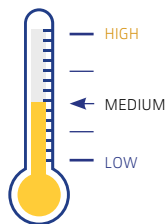
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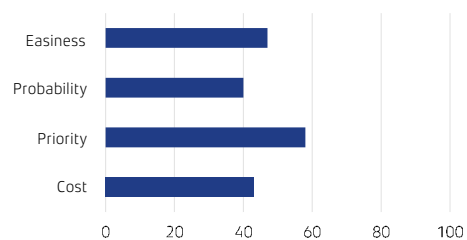
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 1
-POLITICAL- Provide an adequate framework to implement the Sectorial Skills Strategy

Objective 1.6. Ensure a just transition towards a more sustainable and ecological construction industry

Measure 1.6.1. Develop a strategy - including concrete actions at EU and national level - towards a just transition ensuring that all parties are involved and their perspectives are taken into account

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Political/ legislative
	<input type="checkbox"/> Recommendation		Economic

DESCRIPTION OF THE MEASURE

The rapid evolution of the construction industry and the necessary adaptation to new challenges and needs will automatically have an impact on those people or companies for whom it is more difficult to adapt to change (e.g. older workers, SMEs). Therefore, any strategic plan to adapt to these changes should be as inclusive as possible.

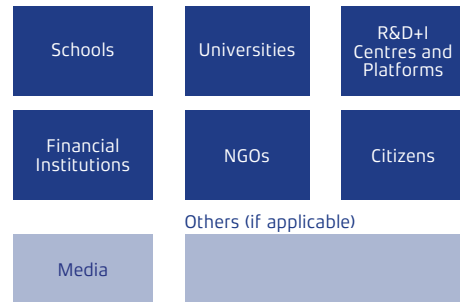
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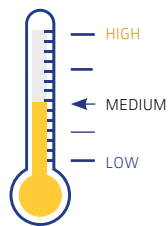
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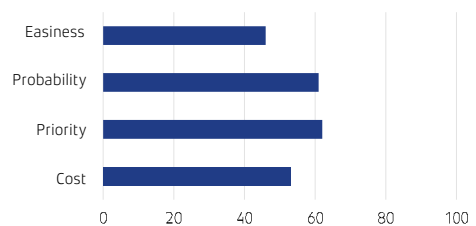
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 1
-POLITICAL-

Provide an adequate framework to implement the Sectorial Skills Strategy

Objective 1.7. Promote best practices from local, regional and national public administrations programmes with a focus on youth (formal education, VET, employment, mobility...)

Measure 1.7.1. Promote the virtual tool (SSA Portal) developed by the Construction Blueprint to enhance collaborative work inside the Sector Skills Alliance members

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Political/ legislative
	<input type="checkbox"/> Recommendation		

DESCRIPTION OF THE MEASURE

In order to ensure the long-term sustainability of this initiative, once identified and invited to join, the Sector Skills Alliance members should be provided concrete opportunities to collaborate together. This will be the role of the SSA Portal (website), and more particularly of the SSA platform (LinkedIn Group).

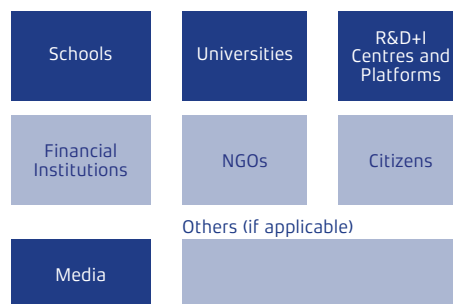
RELATED FACTORS



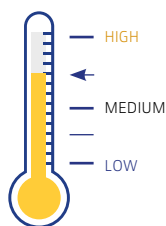
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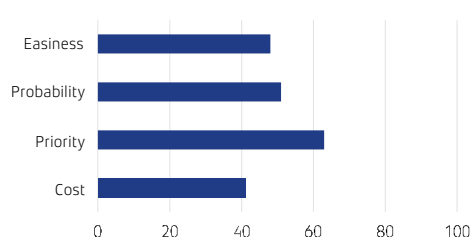
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 1
-POLITICAL- Provide an adequate framework to implement the Sectorial Skills Strategy

Objective 1.7. Promote best practices from local, regional and national public administrations programmes with a focus on youth (formal education, VET, employment, mobility...)

Measure 1.7.2 Identify solutions to facilitate mobility in Europe

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Political/ legislative
	<input type="checkbox"/> Recommendation		

DESCRIPTION OF THE MEASURE

Amongst the various reasons for the current skills mismatches – and more broadly the skills shortages – in the sector is the low rate of mobility of the trainees/apprentices and later on of the workers. Best practices of public programmes aimed at youth mobility should be collected and, where possible, replicated

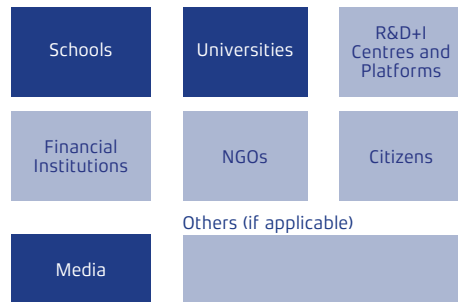
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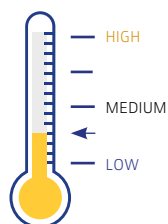
TARGET GROUPS



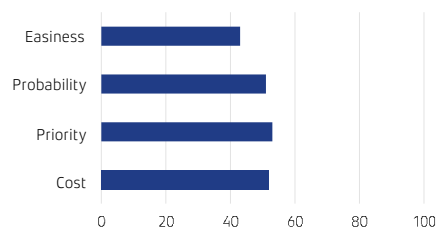
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 2
-EDUCATION-

Develop a suitable approach to address skills challenges

Objective 2.1. Identify and map the main skill gaps by key area

Measure 2.1.1. Set up a roadmap aimed at updating the curricula, including strategic measures, milestones and action plan

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Political/ legislative
	<input type="checkbox"/> Recommendation		Education

DESCRIPTION OF THE MEASURE

Once the main skill gaps have been identified, it would be necessary to establish a roadmap aimed at updating the construction industry training curricula in the EU. This exercise would include the establishment of strategic goals, a clear timeline with milestones to achieve as well as an action plan with the needed activities to carry out.

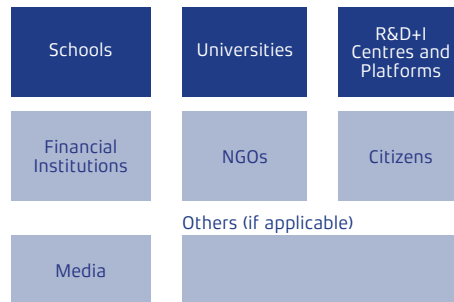
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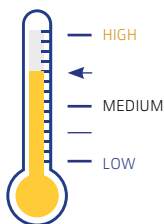
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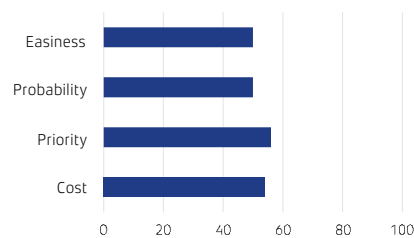
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 2
-EDUCATION-

Develop a suitable approach to address skills challenges

Objective 2.1. Identify and map the main skill gaps by key area

Measure 2.1.2. Set up training programmes for trainers in energy efficiency, digitalisation and circular economy

Type Action
 Recommendation

Barrier according SQ Education

DESCRIPTION OF THE MEASURE

The new challenges in the construction industry will necessarily require training VET construction trainers in competences according to new developments in the fields of energy efficiency, digitalisation and circular economy. This would ensure a high-quality training for workers to fill the skills gap.

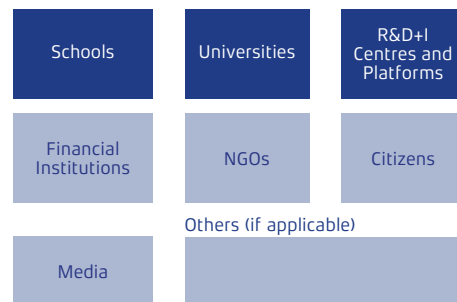
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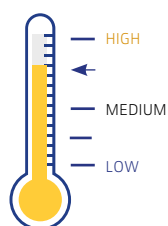
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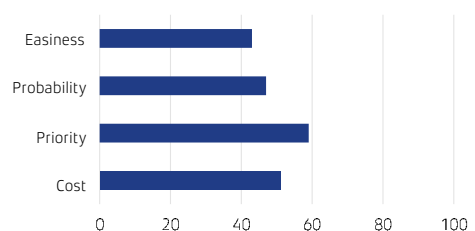
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 2
-EDUCATION-

Develop a suitable approach to address skills challenges

Objective 2.1. Identify and map the main skill gaps by key area

Measure 2.1.3. Formulate recommendations on the integration of non-formal competences in the educational system

Type	<input type="checkbox"/> Action	Barrier according SQ	Political/ legislative
	<input checked="" type="checkbox"/> Recommendation		Education

DESCRIPTION OF THE MEASURE

The skills and competences acquired through non-formal and informal training (i.e. professional experience) should be recognised for those construction workers who own a wide professional experience but lack a formal educational accreditation; therefore, ways to validate these skills and competences will be identified and recommended.

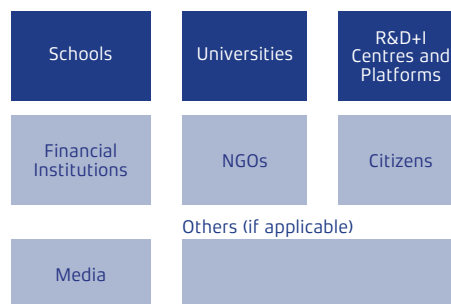
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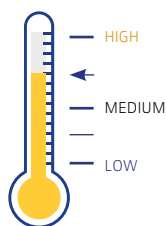
TARGET GROUPS



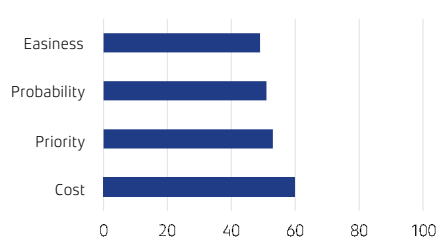
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 2
-EDUCATION-

Develop a suitable approach to address skills challenges

Objective 2.2. Set a skills development plan for the sector

Measure 2.2.1. Investigate the possibility to have organisations acting as intermediary bodies facilitating encounters between VET providers and construction companies or professionals

Type <input type="checkbox"/> Action <input checked="" type="checkbox"/> Recommendation	Barrier according SQ Education
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DESCRIPTION OF THE MEASURE

In order to implement the skilling plan for the sector, cooperation between VET providers and companies & workers is crucial. These encounters should be facilitated by sectoral bodies (social partners, professionals/ business associations and clusters...) when necessary.

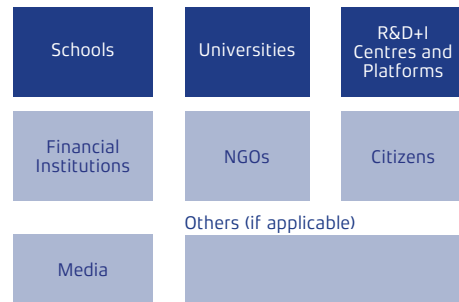
RELATED FACTORS



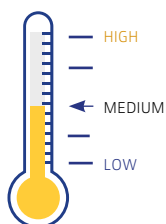
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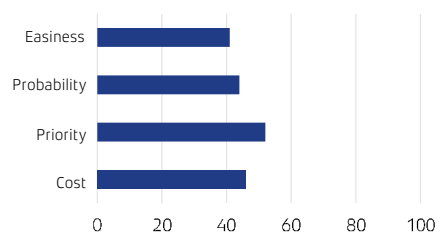
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 2
-EDUCATION-

Develop a suitable approach to address skills challenges

Objective 2.2. Set a skills development plan for the sector

Measure 2.2.2. Establish a systematic dialogue system between VET representatives and construction representatives (social partners included)

Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Political/ Social
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DESCRIPTION OF THE MEASURE

Dialogue between VET providers and construction stakeholders is crucial to ensure that training programmes reflect market needs. Platforms connecting the education and professional construction spheres should be promoted at all levels.

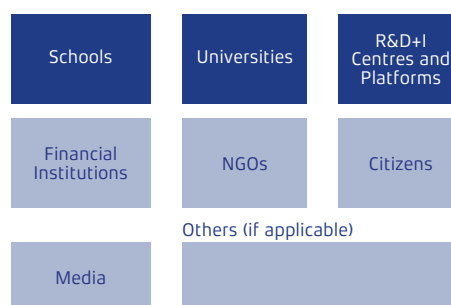
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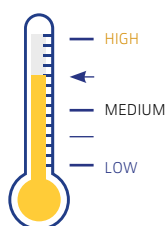
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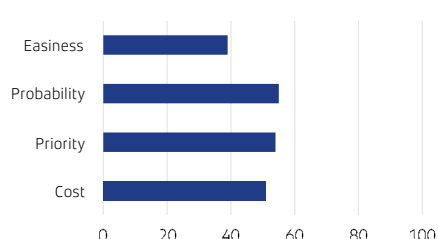
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 2
-EDUCATION-

Develop a suitable approach to address skills challenges

Objective 2.2. Set a skills development plan for the sector

Measure 2.2.3 Promote the adaptiveness of the VET systems enhancing their flexibility according to the market needs and local specificities

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Political/legislative
	<input type="checkbox"/> Recommendation		Education

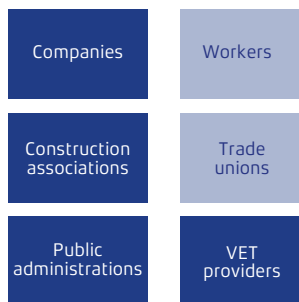
DESCRIPTION OF THE MEASURE

VET systems should have a degree of flexibility that allows them to easily integrate evolutionary market needs as well as local specificities and circumstances (deriving from legislation, local customs, etc.). Thus, measures should be promoted to encourage Public Administrations to make VET systems more flexible.

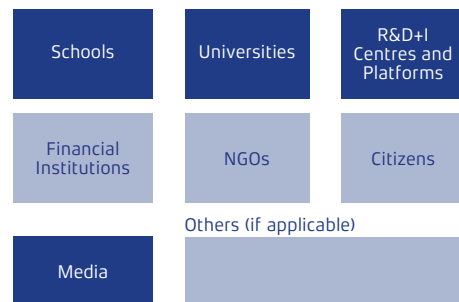
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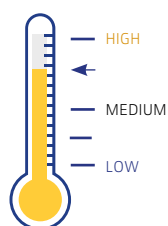
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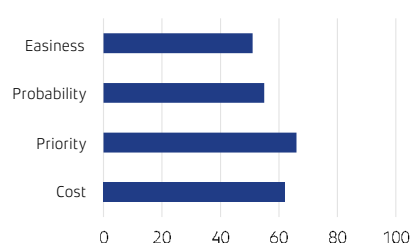
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 2
-EDUCATION-

Develop a suitable approach to address skills challenges

Objective 2.3. Establish pathways to share resources/good practices available to address skill gaps and challenges

Measure 2.3.1. Create a website for collecting good practices at national and regional level

Type Action Recommendation
 Barrier according SQ Education

DESCRIPTION OF THE MEASURE

The website, already created for the project, will serve as a common space, aiming at gathering good practices that are being carried out at different levels to address skill gaps and challenges. This will ease the exchange between stakeholders and increase the potential of replication.

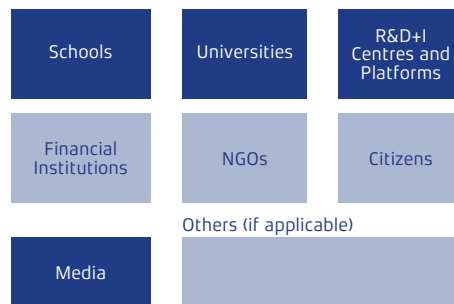
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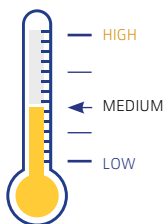
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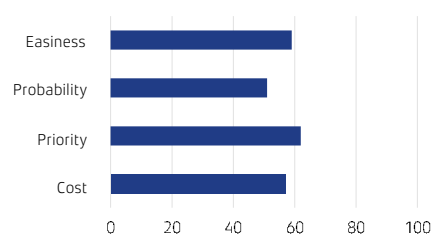
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 2
-EDUCATION-

Develop a suitable approach to address skills challenges

Objective

2.3. Establish pathways to share resources/good practices available to address skill gaps and challenges

Measure

2.3.2. Establish a common European methodology for sharing good practices effectively to illustrate and promote initiatives addressing skill gaps

Type



Action



Recommendation

Barrier according SQ

Education

DESCRIPTION OF THE MEASURE

In order to ensure an effective compilation of good practices, a common methodology needs to be defined. The methodology should include the minimum data required for each gathered practice, as well as any relevant data. The main objective is to establish an ordered and structured collection process, with a homogeneous system despite the diversity of practices.

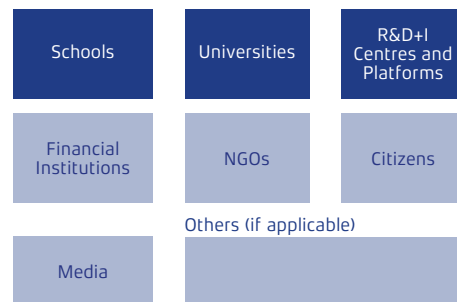
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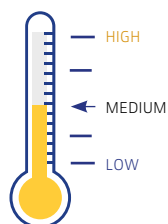
TARGET GROUPS



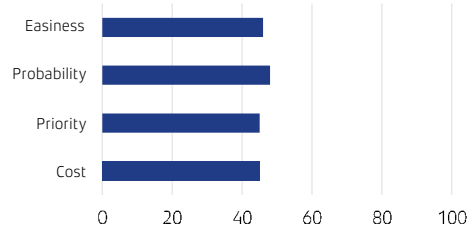
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 2
-EDUCATION-

Develop a suitable approach to address skills challenges

Objective 2.4. Encourage and develop training specifically focused on the identified skill gaps

Measure 2.4.1. Set up transversal basic training on energy efficiency, digitalization and circular economy for all construction professions, which could be adapted in each Member State

Type <input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Education
		Economic/Social

DESCRIPTION OF THE MEASURE

In order to provide basic information and raise awareness in the construction industry, this action aims at providing key concepts and basic knowledge about energy efficiency, digitalization and circular economy in the construction industry. The objective is to increase all construction workers' skills on these issues, no matter their trade or craft. Part of the contents will come from other projects already finished or in motion.

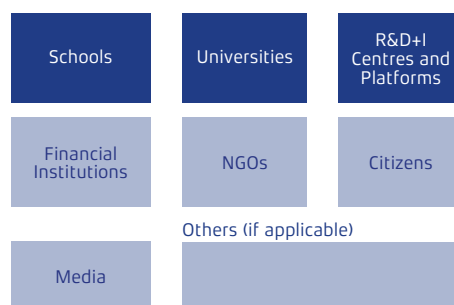
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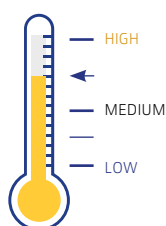
TARGET GROUPS



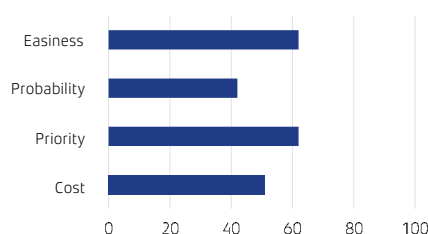
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 2
-EDUCATION-

Develop a suitable approach to address skills challenges

Objective 2.4. Encourage and develop training specifically focused on the identified skill gaps

Measure 2.4.2. Foster the inclusion of digital tools in training programmes

Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Education
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DESCRIPTION OF THE MEASURE

Innovation and digitalisation will not only affect production processes in the construction industry, but also the way of training delivery; suitable innovative training and learning approaches and methodologies should be identified and promoted to integrate the use of ICT tools and Open Educative Resources (OER) in the training activities addressed towards the construction industry workers.

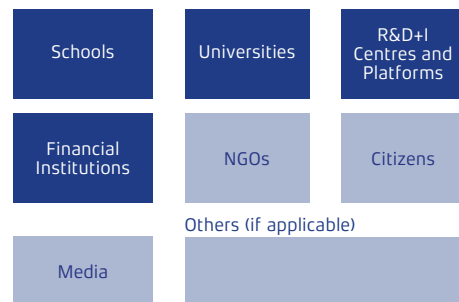
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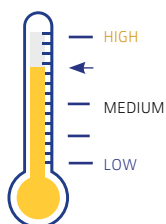
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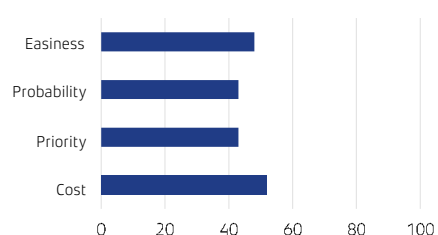
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 2
-EDUCATION-

Develop a suitable approach to address skills challenges

Objective 2.4. Encourage and develop training specifically focused on the identified skill gaps

Measure 2.4.3. Create / update basic digital and environmental training to upskill the currently active workers in the sector

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ Education
	<input type="checkbox"/> Recommendation	

DESCRIPTION OF THE MEASURE

Current VET curricula should be upgraded in order to include digital and environmental topics to satisfy the demands of the construction industry, considering both current and future trends, as well as the resources available. This is especially crucial for current workers that will require upgrading their skills through lifelong training.

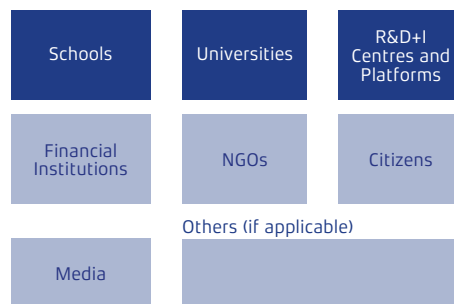
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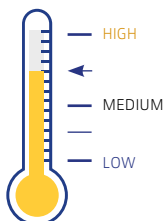
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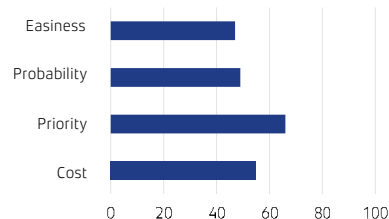
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 3
-ENVIRONMENTAL- Integrate green skills in VET

Objective 3.1. Define a set of fundamental green skills of the sector which should be promoted

Measure 3.1.1. Identify green skills' needs in the construction sector

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Education & Political/ legislative
	<input type="checkbox"/> Recommendation		

DESCRIPTION OF THE MEASURE

Identifying the educational needs related to environmental challenges should constitute a permanent exercise to keep training programmes for construction professionals updated. Requiring exhaustive research efforts from public and private actors, the collected data and evidence will reflect market needs in terms of green competences, often deriving from evolutionary legislation and new clients' demands in the fields of energy efficiency and circular economy.

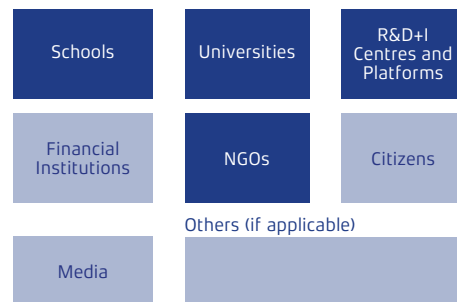
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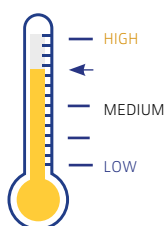
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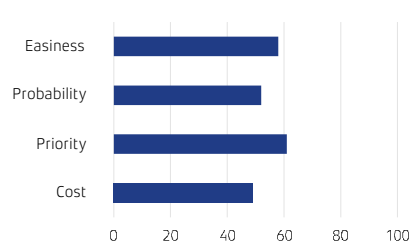
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 3
-ENVIRONMENTAL- Integrate green skills in VET

Objective 3.1. Define a set of fundamental green skills of the sector which should be promoted

Measure 3.1.2. Provide guidelines on how to integrate the identified green skills in the VET and H&S curricula

<p>Type</p> <p><input checked="" type="checkbox"/> Action</p> <p><input type="checkbox"/> Recommendation</p>	<p>Barrier according SQ Political/legislative</p>
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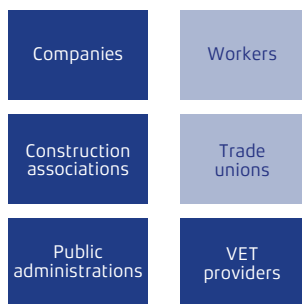
DESCRIPTION OF THE MEASURE

Building on the identification of green skills' needs, it is necessary to draw recommendations on how to translate the results of the empirical research into concrete changes in VET curricula. VET providers require guidelines on how to assimilate the findings on green skills in their current programmes or in new schemes.

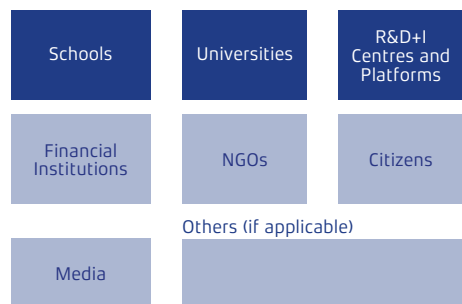
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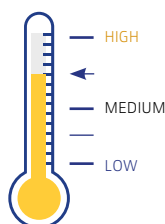
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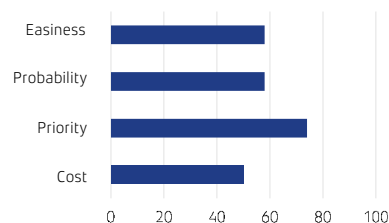
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 3
-ENVIRONMENTAL- Integrate green skills in VET

Objective 3.2. Promote ‘green culture’ with reference to energy efficiency, renewable energy use, circular economy

Measure 3.2.1. Pro-actively get users (construction industry, researchers, SMEs, workers, institutes (VET & HE), social partners...) to assist with updating curricula

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Education, Economic & Political/ legislative
	<input type="checkbox"/> Recommendation		

DESCRIPTION OF THE MEASURE

All construction stakeholders need to be involved in the updating of construction VET curricula in order for the programs to meet the real needs of the market. Initiatives should be carried out to enhance communication and cooperation between employers, workers/apprentices and VET providers.

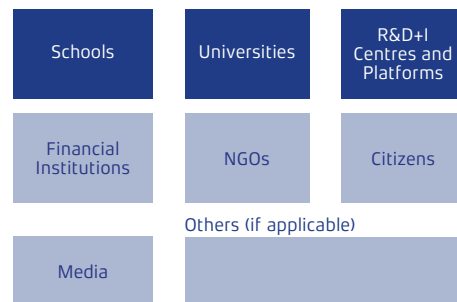
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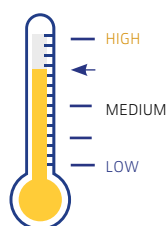
TARGET GROUPS



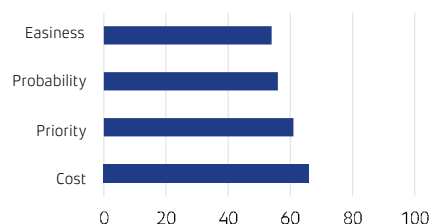
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 3
-ENVIRONMENTAL- Integrate green skills in VET

Objective 3.2. Promote 'green culture' with reference to energy efficiency, renewable energy use, circular economy

Measure 3.2.2. Design and deliver MOOCs to raise awareness among construction workers and entrepreneurs about new (green) skills drivers: energy efficiency and circular economy

Type <input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Education
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DESCRIPTION OF THE MEASURE

Massive Open Online Courses (MOOCs) should be developed with concrete learning output related to green competences. They should be translated in several languages, easy to use and for free in order to reach as many construction professionals as possible. These online courses offer a chance to start learning or to improve one's knowledge on major trends for the construction sector.

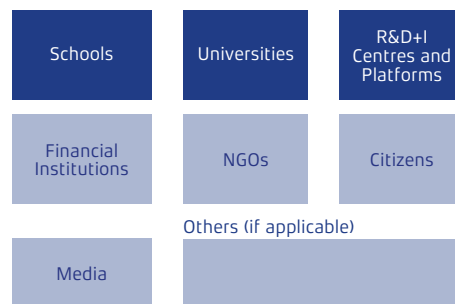
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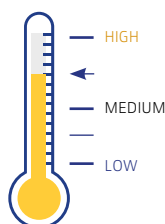
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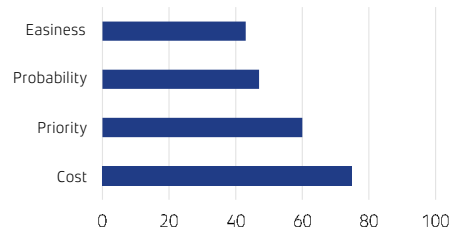
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 4
-ECONOMIC-

Foster the sector's transformation, innovation and sustainability

Objective 4.1. Foster awareness-raising of clients for acceptance

Measure 4.1.1. Create awareness-raising campaigns addressed towards various target groups promoting the benefits and outcomes of the project

Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Economic
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DESCRIPTION OF THE MEASURE

All target groups need specific communication material and content in order to be properly informed of the added-value brought by this revision exercise of the skills panorama in the construction industry. In addition to active and potential workers and entrepreneurs, also the global community, among which clients, must be informed of the technological evolutions and the adaptation of skills and creation of new job profiles in this respect

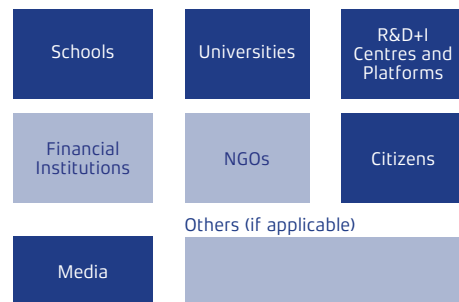
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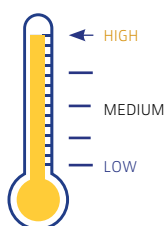
TARGET GROUPS



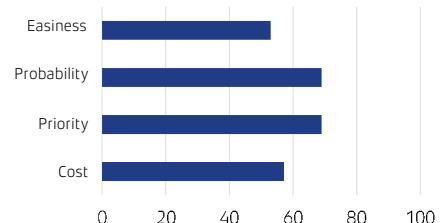
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 4
-ECONOMIC-

Foster the sector's transformation, innovation and sustainability

Objective 4.1. Foster awareness-raising of clients for acceptance

Measure 4.1.2. Develop soft skills in training (to learn how to promote innovation to clients, workers, institutions, SP)

Type	<input type="checkbox"/> Action	Barrier according SQ	Economic
	<input checked="" type="checkbox"/> Recommendation		Education

DESCRIPTION OF THE MEASURE

In addition to digital and green skills, it is necessary to deepen the integration of soft skills transversally across VET curricula. Communication, problem-solving, commercial awareness and marketing abilities are crucial to improve exchanges within the construction value chain as well as to accelerate the modernisation of the built environment.

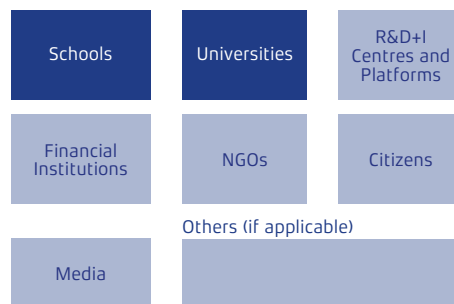
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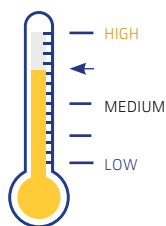
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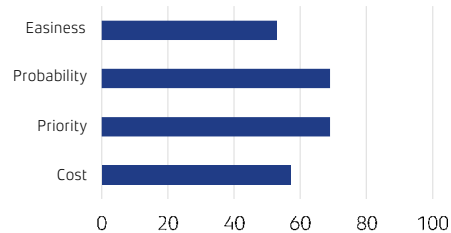
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 4
-ECONOMIC-

Foster the sector's transformation, innovation and sustainability

Objective 4.2. Create links between businesses and innovation/R&D centres;

Measure 4.2.1. Organise events aimed at facilitating the exchange between companies, VET providers and the R&D world

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Economic
	<input type="checkbox"/> Recommendation		Education

DESCRIPTION OF THE MEASURE

To concretely foster innovation in the construction sector, it is essential to create the right opportunities for businesses and innovation actors to actually meet, get to know each other, match their needs and start new collaborations, thus creating a bridge between R&D and the market. The organisation of brokerage events open to all interested stakeholders (private companies, VET providers, R&D centres, etc.) could therefore play a key role in this perspective.

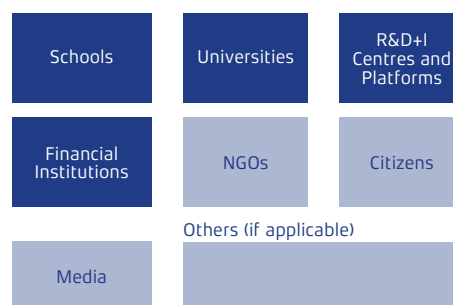
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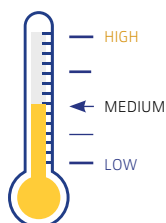
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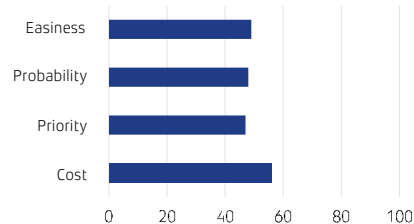
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 4
-ECONOMIC-

Foster the sector's transformation, innovation and sustainability

Objective 4.1. Promote innovation and digitalization within the construction industry

Measure 4.3.1. Promote the economic added value of digitalisation/new technologies towards companies

Type	<input type="checkbox"/> Action	Barrier according SQ	Economic
	<input checked="" type="checkbox"/> Recommendation		Technological

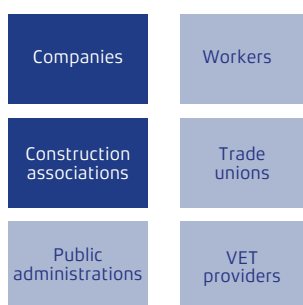
DESCRIPTION OF THE MEASURE

It is fundamental to promote the wide range of economic benefits of digitalisation in construction among construction companies (and especially SMEs), such as enhancing productivity, quality of buildings, safety and working conditions, while reducing at the same time construction costs and risks. This will stimulate businesses to fully embrace the digital transition, and to become more involved in the use of digital tools, technologies and methods applied to construction

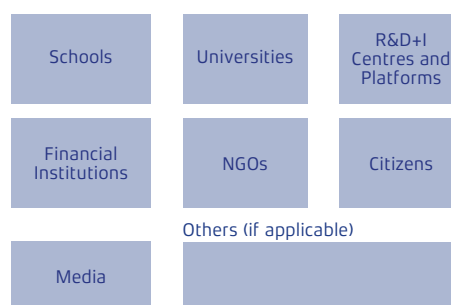
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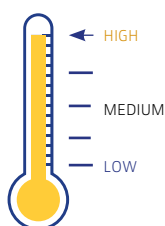
TARGET GROUPS



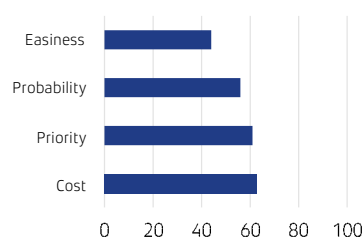
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 4
-ECONOMIC-

Foster the sector's transformation, innovation and sustainability

Objective 4.3. Promote innovation and digitalization within the construction industry

Measure 4.3.2. Foster financial incentives for the digital transition of companies

Type	<input type="checkbox"/> Action	Barrier according SQ	Economic
	<input checked="" type="checkbox"/> Recommendation		Education

DESCRIPTION OF THE MEASURE

Strengthened financial support and incentives are crucial to support the efforts of the construction companies in joining the digital transformation. A supportive European and national financial framework should therefore provide appropriate financial instruments and measures that could mitigate the impact of initial low return on investments, with entry costs sometimes discouraging construction companies (especially SMEs) from fully joining the digital transition, in the absence of adequate support

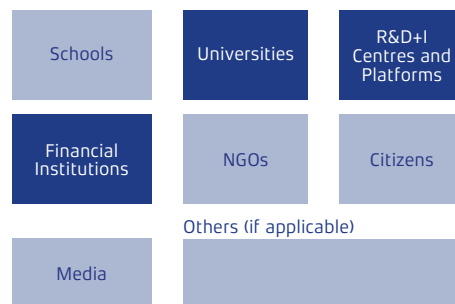
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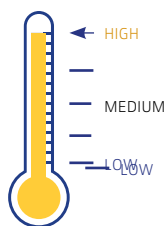
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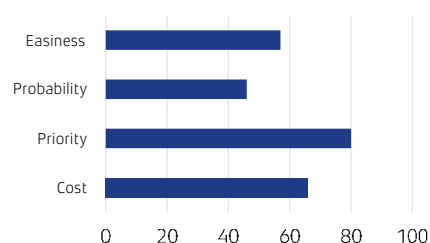
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 4
-ECONOMIC-

Foster the sector's transformation, innovation and sustainability

Objective 4.3. Promote innovation and digitalization within the construction industry;

Measure 4.3.3. Design and deliver MOOCs to raise awareness among construction workers and employers about digitalization, as a new skills driver

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Economic
	<input type="checkbox"/> Recommendation		Education

DESCRIPTION OF THE MEASURE

Quality training on digital skills for the entire construction workforce (employers, workers, mentors and apprentices), is crucial for an industry on the brink of a transformation that is already requiring construction professional to continuously demonstrate new technological capabilities. In this respect, an effective instrument could be the MOOC (Massive Open Online Course), an online course aimed at an unlimited participation and open access via the web, which could thus reach out to all construction professionals interested in enhancing their digital skills

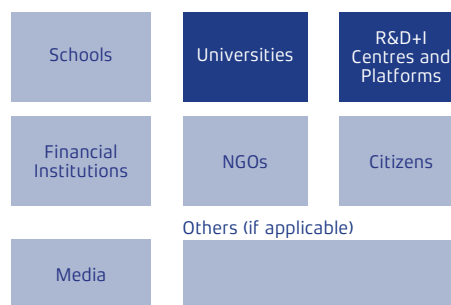
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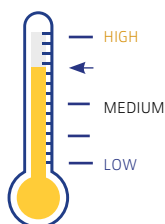
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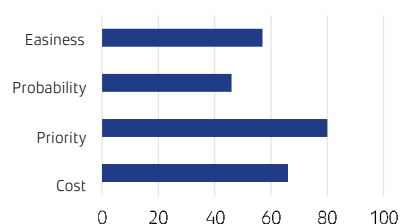
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 4
-ECONOMIC-

Foster the sector's transformation, innovation and sustainability

Objective 4.3. Promote innovation and digitalization within the construction industry

Measure 4.3.4. Promote the economic added value of other axes, such as circular economy, sustainability and energy efficiency;

Type	<input type="checkbox"/> Action <input checked="" type="checkbox"/> Recommendation	Barrier according SQ	Economic
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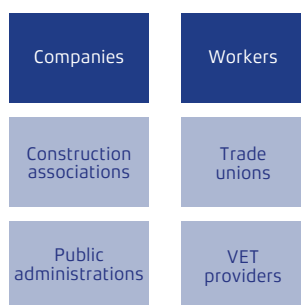
DESCRIPTION OF THE MEASURE

In the perspective of a modernised and integrated construction industry, it should not be forgotten the importance, also in beneficial economic terms, of other axes often associated to digitalisation: energy efficiency, circular economy, renewable energies, etc., all essential to ensure a sustainable, less costly, more productive and healthier built environment.

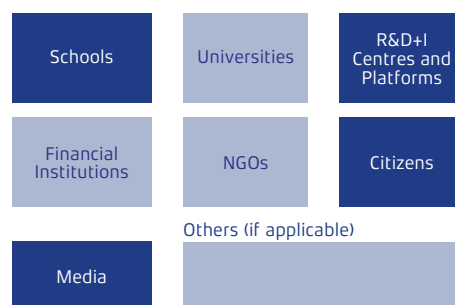
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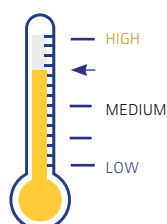
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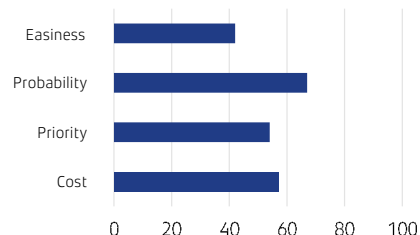
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 5
-SOCIAL-

Make the construction industry more attractive

Objective 5.1. Improve and promote sector image.

Measure 5.1.1. Carry out outreach targeted initiatives for the Construction industry to promote its attractiveness among youngsters, women, migrants and professionals coming from other sectors with relevant skills for new construction activities

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Economic/ Social
	<input type="checkbox"/> Recommendation		Education

DESCRIPTION OF THE MEASURE

Outreaching strategies aimed at promoting the attractiveness of construction professions should be tailored according to the different categories of potential new entrants. These strategies should show the positive aspects of being employed in the construction sector and all the professional career path possibilities in construction.

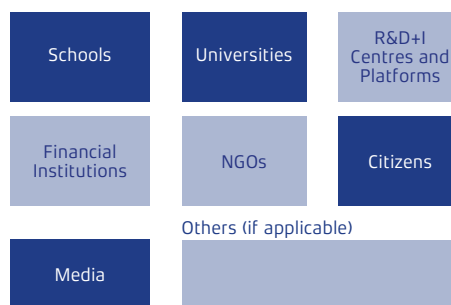
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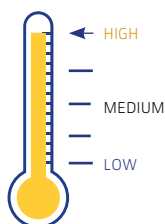
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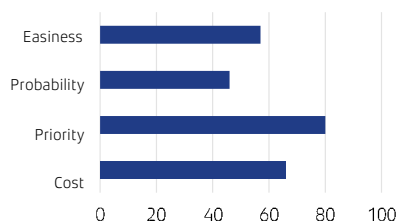
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 5
-SOCIAL- Make the construction industry more attractive

Objective 5.1. Improve and promote sector image

Measure 5.1.2. Foster communication actions to disseminate about the modern construction profiles integrating green and digital skills

Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Economic
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DESCRIPTION OF THE MEASURE

Due to the new energy efficiency requirements, circular economy developments and advancing digitalisation, construction job profiles have (and will) become less burdensome and require high-level skills. This means that professions in construction are becoming more attractive in the job market. The construction sector must make the most of this progress and develop adequate communication campaigns to show these evolutions in the sector.

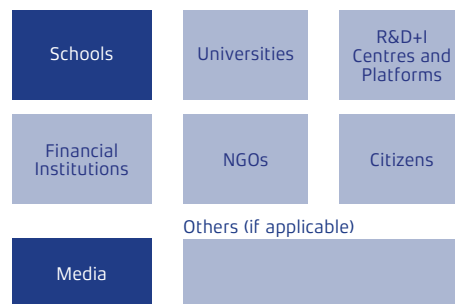
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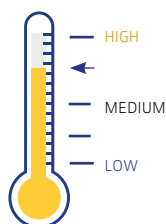
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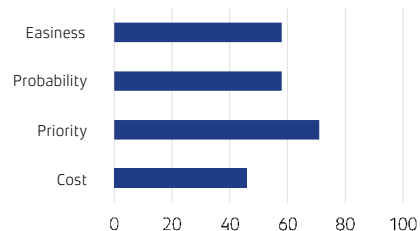
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 5
-SOCIAL-

Make the construction industry more attractive

Objective 5.1. Improve and promote sector image.

Measure 5.1.3. Develop initiatives to retain workers in the sector

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Economic/ Social
	<input type="checkbox"/> Recommendation		

DESCRIPTION OF THE MEASURE

Due to demographic challenges and an ageing workforce more workers-friendly initiatives are required to avoid a loss of talents and retain the workers already active in the sector. Amongst others, it will be key to offer the current workforce up-skilling and re-skilling opportunities, as well as promote work-life balances best practices.

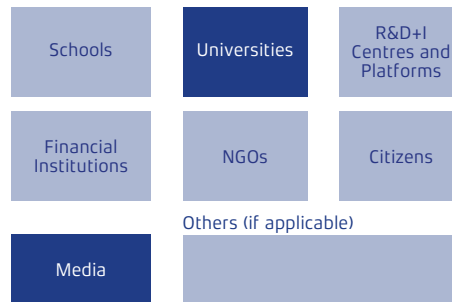
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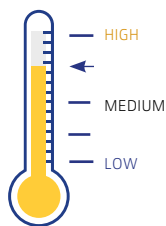
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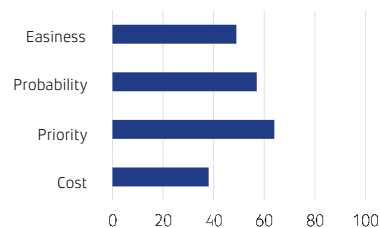
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 5
-SOCIAL-

Make the construction industry more attractive

Objective 5.1. Improve and promote sector image

Measure 5.1.4 Conduct communication campaigns targeting each specific group

Type <input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ Economic & social
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DESCRIPTION OF THE MEASURE

Wider communication campaigns need to be developed to promote the sector’s career paths. This should include the use of social media (Twitter, LinkedIn and Facebook) and target specific groups, especially younger workers and women. The entire value chain must embark on an innovative communication exercise, using the most up-to-date and effective methods of communication, to convince new talent to join the sector.

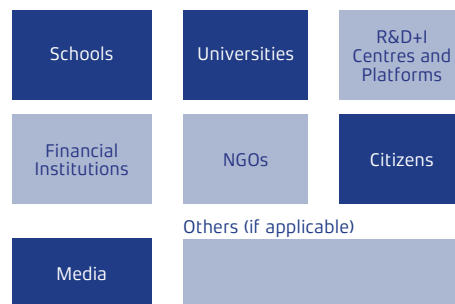
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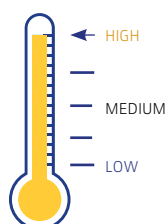
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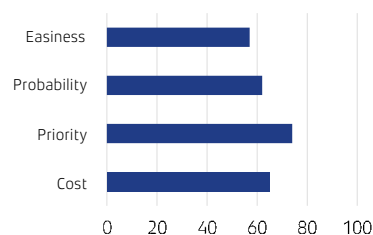
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 5
-SOCIAL-

Make the construction industry more attractive

Objective 5.2 Attract and retain young professionals in construction.

Measure 5.2.1. Promote quality apprenticeships schemes, by identifying, where appropriate, aspects to improve, obstacles that make difficult the implementation and proposals to overcome them

Type	<input type="checkbox"/> Action	Barrier according SQ	Economic/ political & legislative
	<input checked="" type="checkbox"/> Recommendation		

DESCRIPTION OF THE MEASURE

Quality apprenticeships schemes should be developed focusing on quality professional training. Identifying and sharing best practices amongst Member States would be crucial to achieve these objectives.

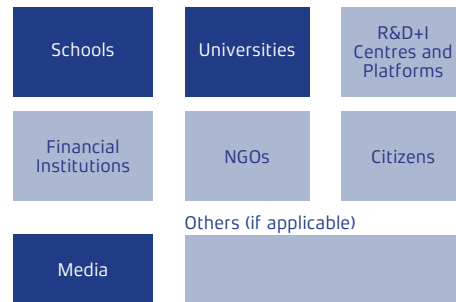
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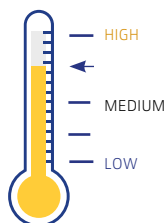
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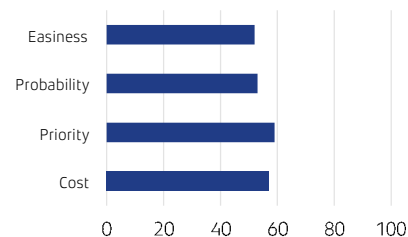
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 5
-SOCIAL- Make the construction industry more attractive

Objective 5.2 Attract and retain young professionals in construction.

Measure 5.2.2. Develop initiatives related to orientation advice to young people as well as towards teachers and families

Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Economic & social
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DESCRIPTION OF THE MEASURE

Concrete initiatives should be developed at the national level at the earliest stage of the formal education to promote the attractiveness of the construction sector. Students, before choosing a specific occupation, should be able to learn about further hiring perspectives and career development in the construction sector. Also, teachers and families need to be targeted by these communication activities, thus they can become promoters of construction jobs towards pupils. Amongst others, initiatives could involve current apprentices as “ambassadors” sharing their own experience, visits to VET centers “open days”, etc.

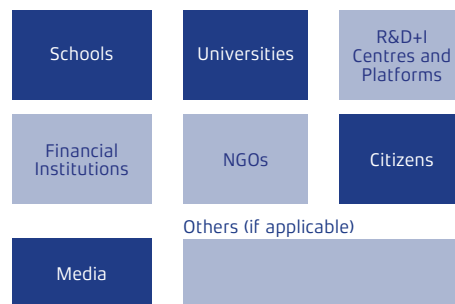
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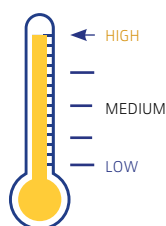
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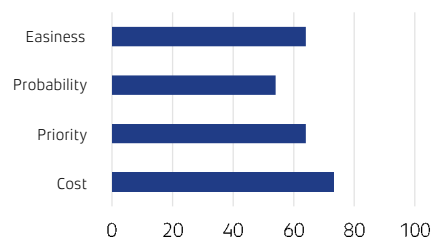
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 5
-SOCIAL-

Make the construction industry more attractive

Objective 5.2 Further improve occupational health and safety

Measure 5.3.1. Actively promote preventive training actions as to occupational H&S hazards

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ Education/ political & legislative
	<input type="checkbox"/> Recommendation	

DESCRIPTION OF THE MEASURE

Disseminate preventive training actions in line with H&S Blueprint project

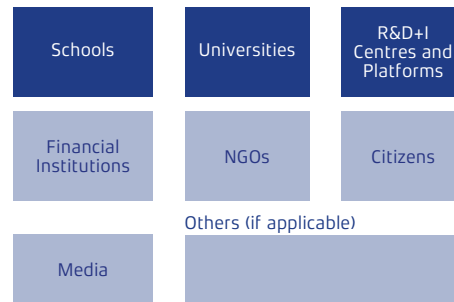
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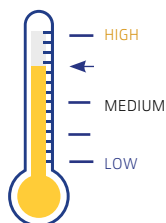
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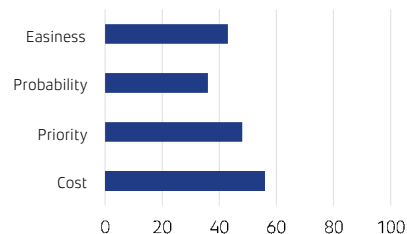
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 5
-SOCIAL-

Make the construction industry more attractive

Objective 5.4. Focus support on non and lower skilled workers to ensure that also they are able to adapt to the evolution of the labour market

Measure 5.4.1. Develop specific training activities/programmes for the non and lower skilled workers to upgrade their skills

Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Economic & social
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DESCRIPTION OF THE MEASURE

Non and lower skilled workers need a specific focus when it comes to training. First of all, actions should guarantee basic training for non-skilled workers at the national level. Once workers own basic skills they can further specialise and upgrade their skills. This crucial upskilling needs to be financially supported.

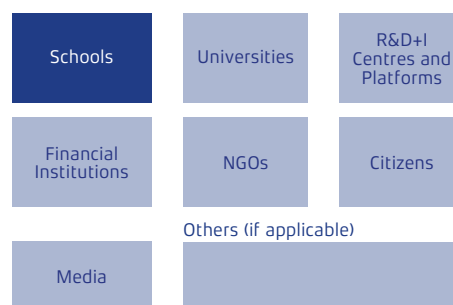
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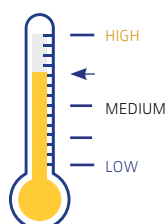
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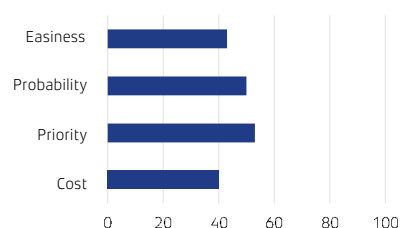
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 5
-SOCIAL-

Make the construction industry more attractive

Objective 5.4. Focus support on non and lower skilled workers to ensure that also they are able to adapt to the evolution of the labour market

Measure 5.4.2. Develop specific training programmes for non and lower skilled workers for whom the adaptation to new skills will be difficult or even impossible

Type	<input type="checkbox"/> Action	Barrier according SQ Education/ political & legislative
	<input checked="" type="checkbox"/> Recommendation	

DESCRIPTION OF THE MEASURE

For certain non and lower skilled workers, acquiring new skills will present higher obstacles to overcome. Training programmes (and related funding) should be designed taking this consideration into account, especially in terms of funding schemes

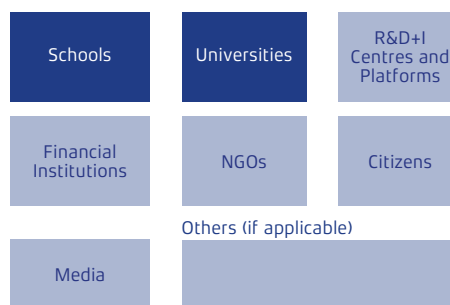
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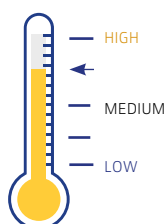
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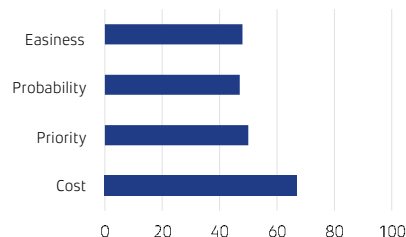
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 5
-SOCIAL-

Make the construction industry more attractive

Objective 5.5 Promote the inclusion of women in construction.

Measure 5.5.1 Promote work-life balance in trainings and workplace

Type <input type="checkbox"/> Action <input checked="" type="checkbox"/> Recommendation	Barrier according SQ Political /legislative
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DESCRIPTION OF THE MEASURE

In order to make the construction industry more attractive (for existing and new workers), best practices on work-life balance in trainings and workplace should be promoted through targeted initiatives towards the construction sector.

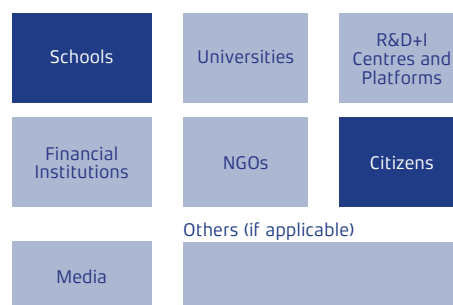
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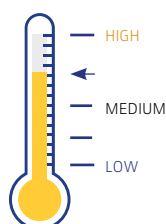
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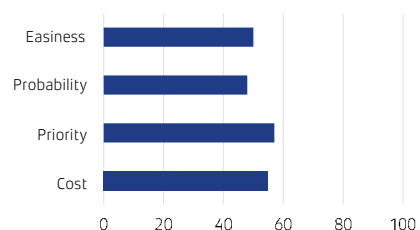
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 5
-SOCIAL-

Make the construction industry more attractive

Objective 5.5 Promote the inclusion of women in construction

Measure 5.5.2 Promote gender inclusive recruitment policies

Type	<input checked="" type="checkbox"/> Action	Barrier according SQ	Economic & Social
	<input type="checkbox"/> Recommendation		

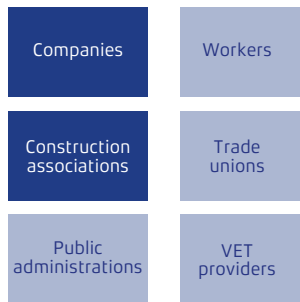
DESCRIPTION OF THE MEASURE

Recruitment policies should be based on transparent procedures, where qualified professional no matter of their gender find employment. Here the exchange of best practices will be helpful.

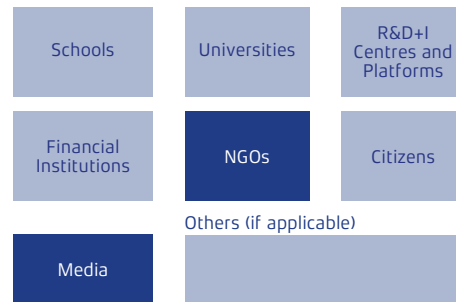
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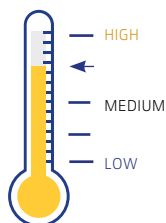
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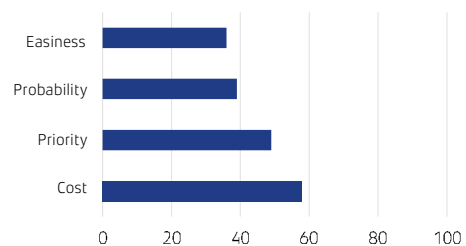
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



STRATEGIC LINE 5
-SOCIAL-

Make the construction industry more attractive

Objective 5.5 Promote the inclusion of women in construction.

Measure 5.5.1 Promote work-life balance in trainings and workplace

Type <input type="checkbox"/> Action <input checked="" type="checkbox"/> Recommendation	Barrier according SQ Political /legislative
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DESCRIPTION OF THE MEASURE

In order to make the construction industry more attractive (for existing and new workers), best practices on work-life balance in trainings and workplace should be promoted through targeted initiatives towards the construction sector.

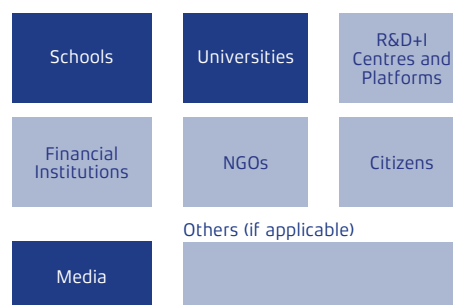
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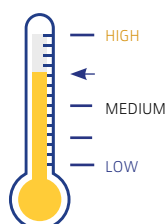
TARGET GROUPS



EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS

