



Program
Uczenie się
przez całe życie

Leonardo da Vinci project

CLOEMC III

Working Materials

**Report of Participants feedback on the
manuals conspectus**

I. Introduction

Scope of knowledge which will be included in manuals M14-M19 was created in two former LdV projects: LdV I titled "Development of new management studies and courses in the field of management in construction for engineers according to the requirements of the European Union" and LdV II titled "Model of professional qualification structure and new methods of promotion, certification and mutual recognition of managerial skills in construction industry according to the EU requirements". The scope should be verified by all partners of the project in order to set up common terminology and detailed description of content-related contents of NEW manuals. Method of work is based on questionnaires and "focus group" technique organized by all partners of the project. This is the reason why questionnaires and this report were made.

II. Template of a questionnaire

LDV CLOEMC III manuals conspectus questionnaire

Manual title:

.....

PARTICIPANT FEEDBACK FORM

1. How interesting / useful are the topics for:

- managers in construction industry	<input type="checkbox"/> very interesting	<input type="checkbox"/> interesting	<input type="checkbox"/> not interesting
- other professionals in construction industry?	<input type="checkbox"/> very interesting	<input type="checkbox"/> interesting	<input type="checkbox"/> not interesting

2. Manual contents (attached):

Is the content related aspect consistent throughout the manual? yes no

Is the importance of the subjects well chosen? yes no

Is the practicability of the subjects appropriate? yes no

Is the clarity and sequence of the material appropriate for participants yes no

3. Relevant subjects I would like to know MORE from the Manual:

.....

.....

.....

.....

.....

.....

4. ANY OTHER COMMENTS? (give your name and e-mail details if you wish to receive more information about the project in future)

.....

.....

.....

III. Tables of contents attached to each questionnaire

M14: DUE-DILIGENCE IN CONSTRUCTION INDUSTRY

TABLE OF CONTENTS

CHAPTER 1

INFORMACJE PODSTAWOWE O PRZEDSIĘBIORSTWIE BUDOWLANYM (SPÓŁCE)

BASIC INFORMATION ABOUT CONSTRUCTION COMPANY

Notarial deed, management board, supervisory board, balance sheet, company estimation methods.

Pierwotna i aktualna umowa Spółki, wykaz Partnerów, zarys historii Spółki, tożsamość dyrektorów i kierownictwa wyższego szczebla, prokurentów doradców, prawników i ekonomistów w celu porównania ich kwalifikacji i doświadczeń do wymogów wynikających z realizacji bieżących i przyszłych kontraktów budowlanych. Zmiany w ostatnich 3 latach, tożsamość członków rady nadzorczej, kwalifikacje i doświadczenia, ew. praca w innych RN, zmiany w kapitale zakładowym Spółki w ostatnich 3 latach. Analiza bilansów z ostatnich trzech lat wraz z opiniami biegłych rewidentów, rachunki zysków i strat, zobowiązania i należności, tabele porównawcze, współpraca z bankami, konkurencyjność ofert bankowych potrzeby kredytowe krótkoterminowe i długoterminowe, terminowość spłat zaciągniętych kredytów, kredyty przeterminowane, obciążenia wyników w okresie ostatnich trzech lat, płynność finansowa przedsiębiorstwa w okresie ostatnich trzech lat.

Metody wycena rynkowej wartości firmy.

CHAPTER 2

TYPY PRZEPROWADZANYCH KONTROLI

Types of the company control organised by authorities,

Kontrole prowadzone przez Urząd Skarbowy, instytucje ubezpieczeniowe (ZUS), inspekcje ochrony środowiska, bezpieczeństwa i ochrony zdrowia, służb pożarniczych, urzędów kontroli pojazdów i urzędzeń technicznych, ochrony środowiska, zalecenia pokontrolne, ich realizacja i koszty z tym związane.

CHAPTER 3

BADANIE DZIAŁALNOŚCI PODSTAWOWEJ SPÓŁKI NA RYNKU KRAJOWYM I ZAGRANICZNYM

Research on the company activities on domestic and international markets

Wykaz najważniejszych budów aktualnie prowadzonych i ich planowana opłacalność; posiadany portfel zleceń na następny rok bądź dwa lata i ich planowana opłacalność, możliwości rozwoju. Stosowanie nowych technologii. Konkurencyjność wobec innych firm budowlanych, ocena udziału i rezultatów w przetargach. Liczba i wartość przetargów wygranych w porównaniu do złożonych ofert, opłacalność zawieranych konsorcjów, współpraca z podwykonawcami, lista solidnych podwykonawców, ocena współpracy z podwykonawcami, rodzaje robót zleczanych, koszty podwykonawstwa w porównaniu do sił własnych

CHAPTER 3

BADANIE ZASOBÓW MATERIALNYCH PRZEDSIĘBIORSTWA

Research on the material resources of the company

Wykaz nieruchomości, dokumenty inwentaryzacji gruntów i nieruchomości, posiadane produkcyjne środki trwałe, specjalistyczny sprzęt budowlany, środki transportu i inne, podatki naliczone, negocjowane i zapłacone od nieruchomości w ostatnich trzech latach.

CHAPTER 4

BADANIE ZASOBÓW OSOBOWYCH PRZEDSIĘBIORSTWA

Research on the labor resources of the company

Struktura zatrudnienia, druk stosowanej standardowej umowy o pracę, regulaminy pracy, indywidualne karty pracy, obowiązki i uprawnienia pracownika, zasady wynagradzania

CHAPTER 5

WPLYW OCHRONY ŚRODOWISKA NA DZIAŁALNOŚĆ FIRMY

Company activities vs. Environmental protection

Czy były naliczane i płacone kary finansowe za korzystanie ze środowiska, jakie są łącznie ponoszone opłaty z tytułu korzystania ze środowiska, czy przedsiębiorstwo posiada certyfikaty ISO serii 14000. Czy zamierza pozyskiwać te certyfikaty w przyszłości,

CHAPTER 6

UBEZPIECZENIA

Insurances

Konkurencyjne wybory ubezpieczycieli, zawarte umowy, okresy ubezpieczeń, czy są stosowane ubezpieczenia od wszystkich ryzyk budowy czy też stosowane są ubezpieczenia od zdarzeń nazwanych, koszty ubezpieczeń, terminy płatności, przyczyny zaistniałych szkód, procedury odszkodowawcze, kwoty i terminy wypłat odszkodowań, porównanie kosztów ubezpieczeń i wypłat z tytułu zaistniałych zdarzeń. opinia o efektywności stosowanych systemów ubezpieczeń.

CHAPTER 7

PODATKI

Taxation systems

CHAPTER 8

TENDENCJE RYNKOWE, PROGNOZY ROZWOJOWE PRZEDSIĘBIORSTWA

Prognoses for the company development

M15: PSYCHOLOGY AND MOTIVATION IN CONSTRUCTION INDUSTRY

TABLE OF CONTENTS

CHAPTER 1

PSYCHOLOGY OF ORGANIZATION AND WORK IN CONSTRUCTION INDUSTRY - BASIC PRINCIPLES

PODSTAWY PSYCHOLOGII I ORGANIZACJI PRACY W PRZEMYŚLE BUDOWLANYM

Organizational effectiveness, Employee – Work adjustment, Work Environment, Job attitudes
Occupational personality, Team dynamics, Job satisfaction, Motivation and Engagement
The role of leadership, Professional development, Organisational Citizenship Behaviors
Counter-productive Work Behaviors, Stress at work, Work-life balance

CHAPTER 2

MOTIVATION THEORY

TEORIA MOTYWACJI

Scientific management, Social relations theory. Adams theory, Maslow theory
ERG theory, McClelland theory, Vroom theory

CHAPTER 3

FINANCIAL MOTIVATION

MOTYWACJA FINANSOWA

Base pay, Bonuses & rewards, Benefits / perks, Profit and gain sharing, Long term incentives

CHAPTER 4

NON-FINANCIAL MOTIVATION

MOTYWACJA NIE -FINANSOWA

The role of management skills, Career paths and promotion, Goal setting, Feedback
Recognition, Procedural and interactional justice

CHAPTER 5

LEADERSHIP IN CONSTRUCTION INDUSTRY

PRZYWÓDZTWO W PRZEMYŚLE BUDOWLANYM

Leadership styles, Management skills, Legitimate power, Reward power
Coercive power, Expert power, Referent power, Proactive influence tactics (appraising, consultation etc.)

CHAPTER 6

TEAM DYNAMICS

ZARZĄDZANIE ZESPOŁAMI LUDZKIMI

Teamwork in construction, Efficient teams, Team Configuration, Facilitating teamwork
Conflict Management

CHAPTER 7

PROFESSIONAL DEVELOPMENT IN CONSTRUCTION INDUSTRY

PODSTAWY ROZWOJU ZAWODOWEGO

Efficient training, Training evaluation, On-the-job training, Induction
Coaching, Mentoring, Knowledge management and knowledge sharing

CHAPTER 8

STRESS AT WORK IN CONSTRUCTION INDUSTRY

ZARZĄDZANIE STRESEM W PRZEMYŚLE BUDOWLANYM

Sources of stress at work, The experience of stress, Cognitive-transactional theory of stress
Coping with stress, Reactive coping, Anticipatory coping
Preventive coping; Pro-active coping

CHAPTER 9

EMPLOYEE WELL-BEING AND WORK-LIFE BALANCE

ŚRODOWISKO PRACY I ZASADA RÓWNOWAŻENIA PRACY I ODPOCZYNKU

Influence of employee well-being on performance, Work-life balance, Flexible working hours
Sabbaticals, Compressed workweeks

CHAPTER 10

RESEARCH RESULTS AND / OR CASE STUDIES (OPTIONALLY)

STUDIA PRZYPADKU

M16: PROFESSIONALISM AND ETHICS IN CONSTRUCTION

2nd draft, Author: Daniel Schmitz and CIOB

TABLE OF CONTENTS

1 Introduction (DARM)

- 1.1 Preamble
- 1.2 Learning Outcomes
- 1.3 Investigation methodology

2 Ethic principles in Construction Industry (CIOB)

- 2.1 Ethics of professionals
- 2.2 Ethics of construction companies and Code of conduct
 - 2.2.1 Management guidelines
 - 2.2.2 Value Management
 - 2.2.3 Guidance to employees
 - 2.2.4 Environmental compatibility
- 2.3 Ethics of Construction Sites (DARM)
(Working conditions on construction sites, Health and Safety, Conflicts of culture on construction sites)
- 2.4 Compliance strategy of Construction Companies

3 Knowledge base, training and competences (CIOB)

(Macro-economical conditions, Principle characteristics of construction industry, Different types of occupational groups in construction industry, Quality demands on construction workers and engineers, General requirements, Sector-specific demands)

3.1. Vocational training systems (DARM)

- 3.1.1. University Education of engineers
- 3.1.2. Mixed ways of education

3.2. Vocational training system of the Partners Countries – PT, PL, BE, DE, UK (ALL)

- 3.2.1. University Education of engineers
- 3.2.2. Mixed ways of education

3.3. Comparison of the vocational training systems (DARM / CIOB)

4 Human Resources Management in Construction companies (DARM)

- 4.1 Basic Principles of Human Resources Management
- 4.2 Lifelong Learning in Construction industry
- 4.3 Professional Development in Construction companies
 - 4.3.1 Training paths
 - 4.3.2 Training methods

5. Multicultural issues in Construction (DARM / CIOB)

(LdV TTC experiences)

6. Case Studies

M17: SUSTAINABILITY IN CONSTRUCTION

2nd draft, Authors: KHK / UMINHO (authors of chapters to be agreed)

TABLE OF CONTENTS

INTRODUCTION

VOORWOORD

Preamble, Learning outcomes, Investigation methodology

CHAPTER 1

HISTORY

GESCHIEDENIS

Before industrialization, our ancestors lived very durably and in harmony with nature, some living in cities but particularly on the countryside. With the rise of industry and later on with the society of consumption, the connection with nature was lost. This book aims to analyze some historical examples of sustainable construction and to examine how they can be implemented in today's contemporary society.

Comparison based on the four elements of 'sustainable building' from historical examples.

What can we learn from history?

CHAPTER 2

MATERIAL USE

MATERIAALGEBRUIK

Our ancestors had no real insulation; even foils were not available. However, they used alternatives such as slates at the start of the wall.

CHAPTER 3

STRUCTURE

STRUCTUUR

Flexible, demountable and lightweight constructions.

The wooden structure of timbered buildings is removable and can move along with the residents. It is also possible to be reused in other buildings.

CHAPTER 4

ORIENTATION

ORIENTATIE

The buildings are mostly oriented toward the sun. A sunny south wall is key.

CHAPTER 5

LAYOUT - USE

INDELING / GEBRUIK

Living rooms on the south - bedroom / storage room on the north

CHAPTER 6

CASE STUDY

CASE STUDY

One or more case studies (ALL)

M18: HEALTH AND SAFETY IN CONSTRUCTION

TABLE OF CONTENTS

CHAPTER 1.

GENERAL INTRODUCTION

WPROWADZENIE

CHAPTER 2

STANDARDS AND LEGAL REGULATIONS RELATED TO SAFETY AND HEALTH

STANDARDY I REGULACJE PRAWNE W ZAKRESIE BIOZ

European directives, national legal regulations, Comparison between ISO 9001, ISO 14000 and OHSAS 18001

CHAPTER 3

DOCUMENTATION AND CERTIFICATION PROCEDURES FOR SAFETY AND HEALTH

PROCEDURY DOKUMENTACJI I CERTYFIKACJI W DZIEDZINIE BIOZ

OHSAS 18001, manuals, procedures.

CHAPTER 4

HEALTH AND SAFETY FOR WORKS AND SERVICES IN CONSTRUCTION

BEZPIECZEŃSTWO I ZDROWIE PODCZAS WYKONYWANIA PRAC I USŁUG

BUDOWLANYCH

General principles of prevention, Involved agents, Duties of the client and project supervisor, Duties of coordinators, Employers' obligations, Workers' obligations, Self-employed person' obligations

CHAPTER 5

SET OF CASE STUDIES

STUDIA PRZYPADKU

(from Partners countries, accidents in construction examples)

M19: MANAGING BUILDING PATHOLOGY & MAINTENANCE
(alternatives title proposal:
“Forensic Engineering in Construction”
or
“Building Defects and Deficiencies Management in Construction”)
2nd draft, Authors: Malcolm Thomas, Trevor Mole and **AEEBC**

TABLE OF CONTENTS

Chapter 1

INTRODUCTION +LEARNING OUTCOMES

Chapter 2 Importance of Building Maintenance

- Building Life Cycle & Maintenance Concepts
- Significance and Context
- Asset Management and Facilities
- Standards and Expectations
- Maintenance Systems

Chapter 3 Maintenance Technology

- Mechanisms of Decay, Failure and Deterioration
- Survey, Investigation and Diagnosis
- Repair Appraisal and Selection

Chapter 4 Planning & Financing

- The Planning Process
- Cost and Financial Management

Chapter 5 Maintenance Information and the Role of IT

- Systems Requirements & Uses
- Standardisation & Data Sources
- Asset Management Systems

Chapter 6 Conservation, Sustainability and Energy Efficiency

- Philosophy
- Improving Energy Efficiency
- Heritage Protection and Conservation

Chapter 7 Case Studies

IV. Results

LDV CLOEMC III manuals conspectus questionnaire results

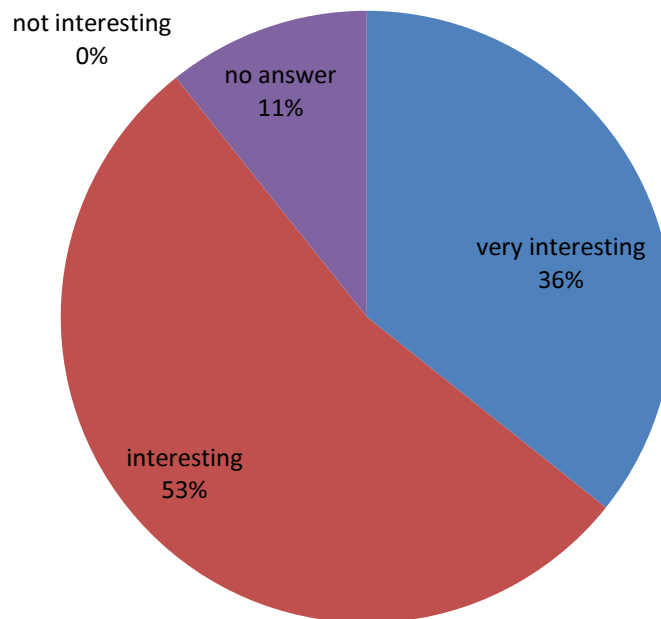
Manual title M14: Due-Diligence in Construction Industry

PARTICIPANT FEEDBACK (28 replies received)

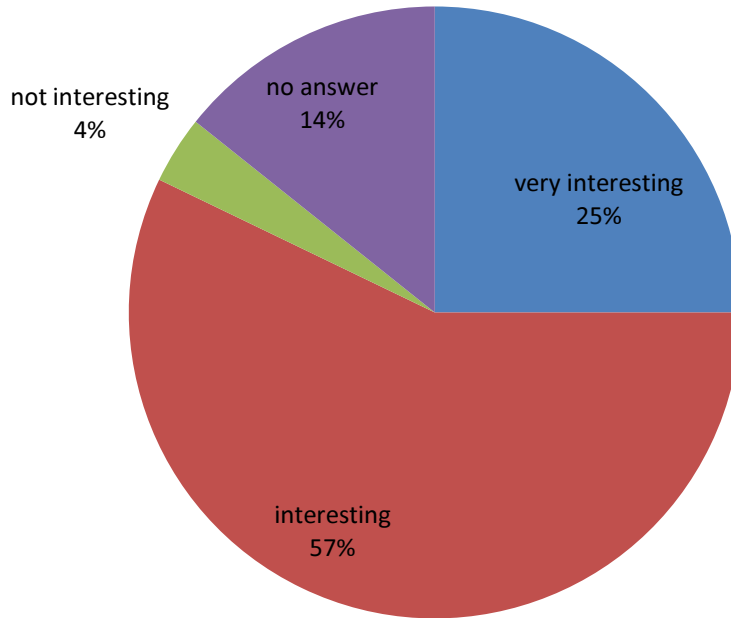
1. How interesting / useful are the topics for:

- managers in construction industry	very interesting 10	interesting 15	not interesting 0	N/A 3
- other professionals in construction industry?	very interesting 7	interesting 16	not interesting 1	N/A 4

M14: How interesting/useful are the topics for managers in construction industry?



M14: How interesting/useful are the topics for other professionals in construction industry?



2. Manual contents

Is the content related aspect consistent throughout the manual?

yes	no	N/A
27	1	0
yes	no	N/A
26	0	2
yes	no	N/A
27	1	0
yes	no	N/A
26	2	0

Is the importance of the subjects well chosen?

Is the practicability of the subjects appropriate?

Is the clarity and sequence of the material appropriate for participants?

3. Relevant subjects I would like to know MORE from the Manual:

Subjects related to:

	replies
Chapter 1	1
Chapter 2	5
Chapter 3	8
Chapter 4	1
Chapter 5	3
Chapter 6	1
Chapter 7	2
Chapter 8	2
Chapter 9	1

4. Further comments:

No comments.

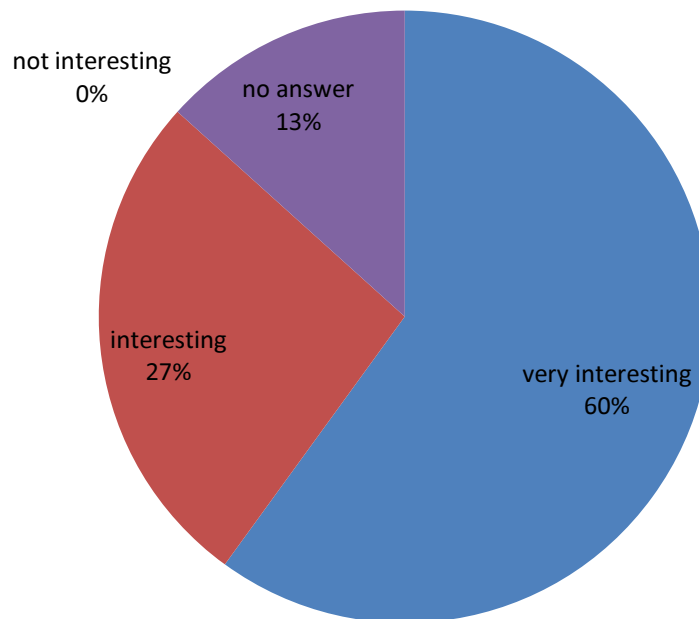
Manual title M15: Psychology and Motivation in Construction Industry

PARTICIPANT FEEDBACK (30 replies received)

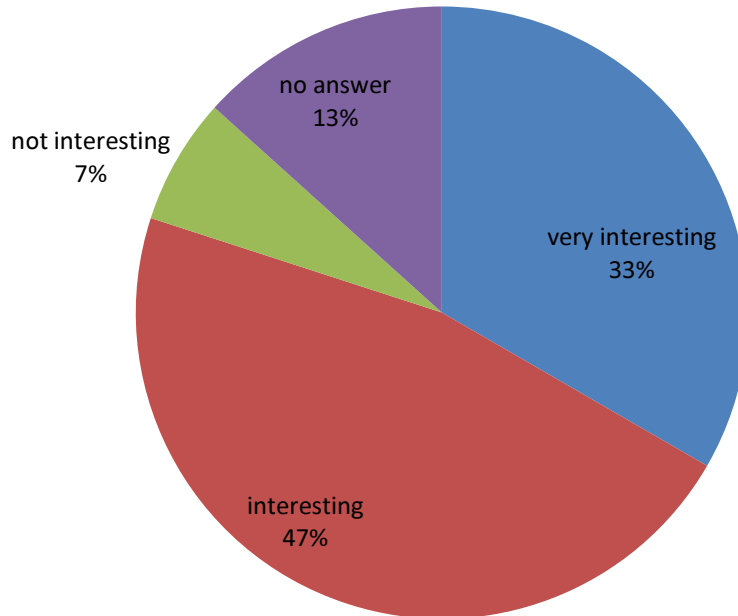
1. How interesting / useful are the topics for:

- managers in construction industry	very interesting 18	interesting 8	not interesting 0	N/A 4
- other professionals in construction industry?	very interesting 10	interesting 14	not interesting 2	N/A 4

M15: How interesting/useful are the topics for managers in construction industry?



M15: How interesting/useful are the topics for other professionals in construction industry?



2. Manual contents

Is the content related aspect consistent throughout the manual?

yes	no	N/A
28	1	1
yes	no	N/A
29	0	1
yes	no	N/A
27	3	0
yes	no	N/A
26	2	2

Is the importance of the subjects well chosen?

Is the practicability of the subjects appropriate?

Is the clarity and sequence of the material appropriate for participants?

3. Relevant subjects I would like to know MORE from the Manual:

- what is the actual situation? how often do we find the possibilities in practice?
- corporate strategy (stress management)
- work-life balance
- leadership

- team dynamics effects on motivation
- future perspective and new approaches
- country comparisons
- intercultural teamwork (2 replies)
- best practice and tendencies
- motivation theories (2 replies)
- stress - especially ergonomics & physical stress
- leadership styles & management skills (2 replies)
- conflict management
- proactive influence tactics
- project organization
- area of conflict between planning and execution
- roles & responsibilities (in a team)
- concerns of construction companies/ communication
- subjects related to:

	replies
Chapter 1	1
Chapter 2	3
Chapter 3	1
Chapter 4	3
Chapter 5	4
Chapter 6	6
Chapter 7	1
Chapter 8	5
Chapter 9	3
Chapter 10	2

4. Further comments:

- please define "construction industry" further
- chapters 5 & 6: differentiate between construction site and office; link with construction industry
- leadership: site manager <--> executive / management board
- one enthusiastic comment with congratulations

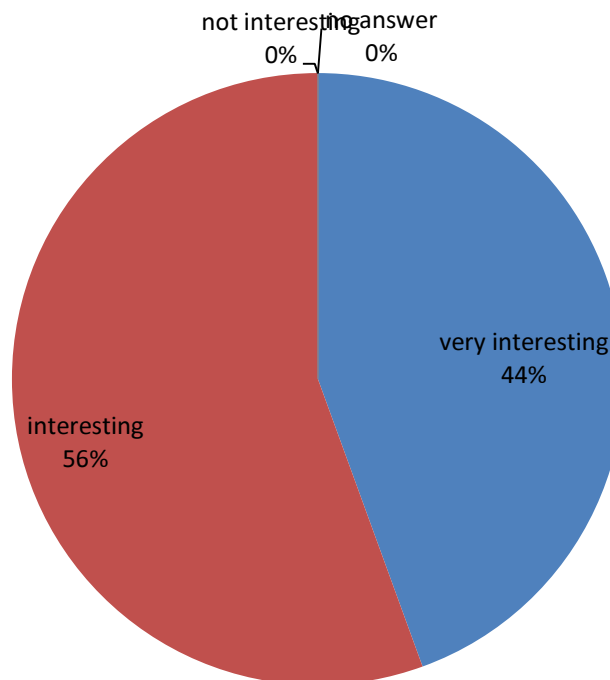
Manual title M16: Ethics and Professionalism in Construction

PARTICIPANT FEEDBACK (9 replies received)

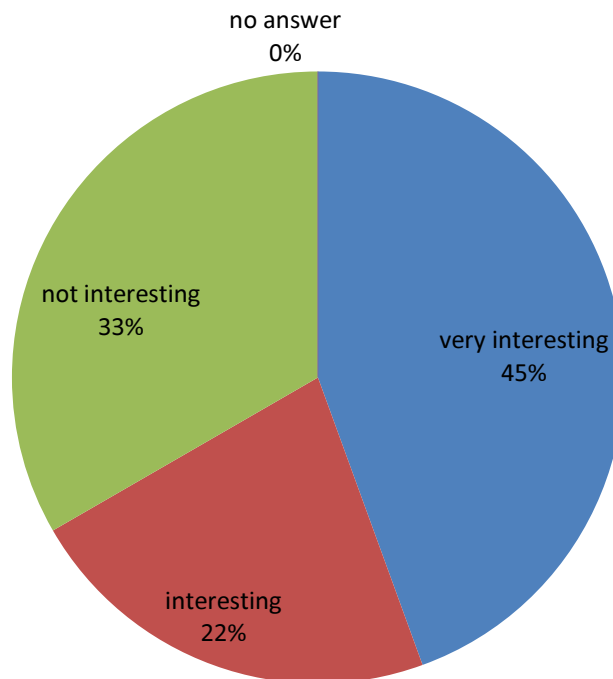
1. How interesting / useful are the topics for

- managers in construction industry	very interesting 4	interesting 5	not interesting 0	N/A 0
- other professionals in construction industry?	very interesting 4	interesting 2	not interesting 3	N/A 0

M16: How interesting/useful are the topics for managers in construction industry?



M16: How interesting/useful are the topics for other professionals in construction industry?



2. Manual contents

Is the content related aspect consistent throughout the manual?

yes	no	N/A
9	0	0

Is the importance of the subjects well chosen?

yes	no	N/A
9	0	0

Is the practicability of the subjects appropriate?

yes	no	N/A
7	1	1

Is the clarity and sequence of the material appropriate for participants?

yes	no	N/A
8	0	1

3a. Relevance of all subjects raised in the Manual:

- Ethics on Construction Site → important for the quality of the execution (installation of reinforcement steel grid e.g.)
- very relevant, especially for managers
- combination of human resources + knowledge is a relevant topic
- the topics are relevant
- important because the construction industry needs new innovations and have a major potential for development
- especially relevant: Stakeholder Management, Lifelong Learning, Professional Development, Competences in Construction Industry, multi-cultural issues
- very interesting for HR department, interesting for managers
- relevant for research and development
- very important: knowledge, qualification, competences and teamwork are leading to a positive project result

3b. Relevant subjects I would like to know MORE from the Manual:

- Stakeholder Management, Lifelong Learning and Talent Management, Encouragement of interdisciplinary work
- Ethics in Construction
- Future prospects, Recommendations, criticism of capitalism
- Professional Development, demands on qualification on construction engineers, multicultural issues
- Human Resources Management in Construction, Multi-cultural issues in Construction
- Qualification of subcontractors, training vs. monotony, development of technology and training of construction worker
- Ethics of construction companies, ethics on construction sites, Lifelong Learning in construction industry
- Lifelong Learning for European construction managers

4. Further comments:

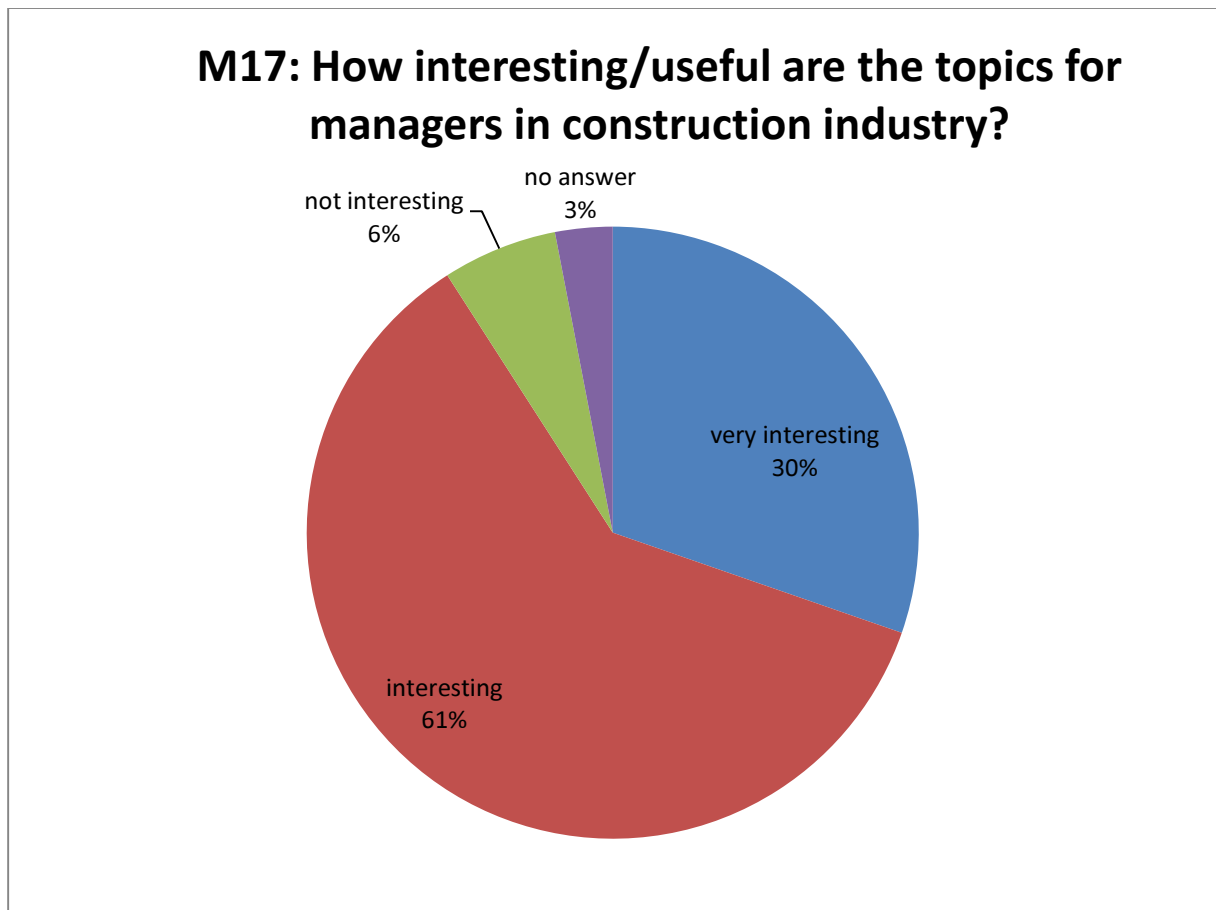
- integration of social aspects and quality management
- Construction site as business in business
- Interaction between client, developer, construction development engineer and construction site manager

Manual title M17: Sustainability in Construction

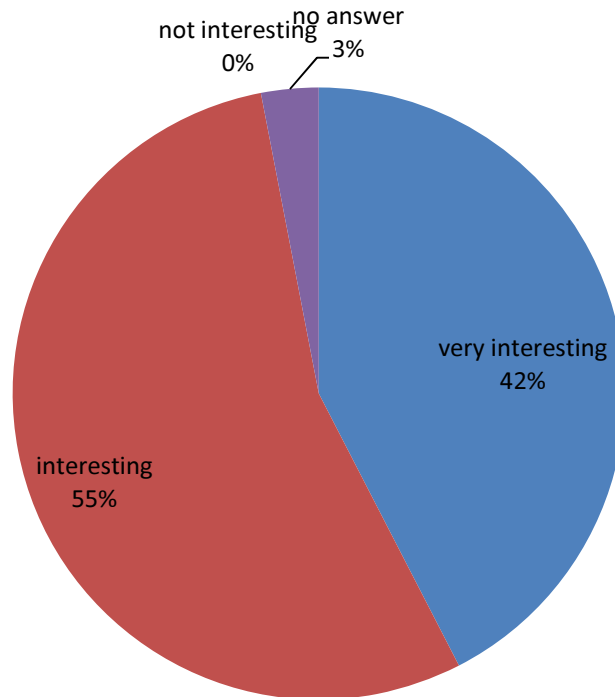
PARTICIPANT FEEDBACK (33 replies received)

1. How interesting / useful are the topics for:

- managers in construction industry	very interesting 10	interesting 20	not interesting 2	N/A 1
- other professionals in construction industry?	very interesting 14	interesting 18	not interesting 0	N/A 1



M17: How interesting/useful are the topics for other professionals in construction industry?



2. Manual contents

Is the content related aspect consistent throughout the manual?

yes	no	N/A
33	0	0
yes	no	N/A
33	0	0
yes	no	N/A
28	1	4
yes	no	N/A
28	1	4

Is the importance of the subjects well chosen?

Is the practicability of the subjects appropriate?

Is the clarity and sequence of the material appropriate for participants?

3. Relevant subjects I would like to know MORE from the Manual:

- Sustainable restoration
- Material use, cradle-to-cradle, benefits of precast structures
- Energy consumption: electricity, water, heating

- There has to be a chapter about energy and wateruse
- subjects related to:

	replies
Chapter 1	1
Chapter 2	3
Chapter 3	2
Chapter 4	5
Chapter 5	3
Chapter 6	2

4. Further comments

No comments.

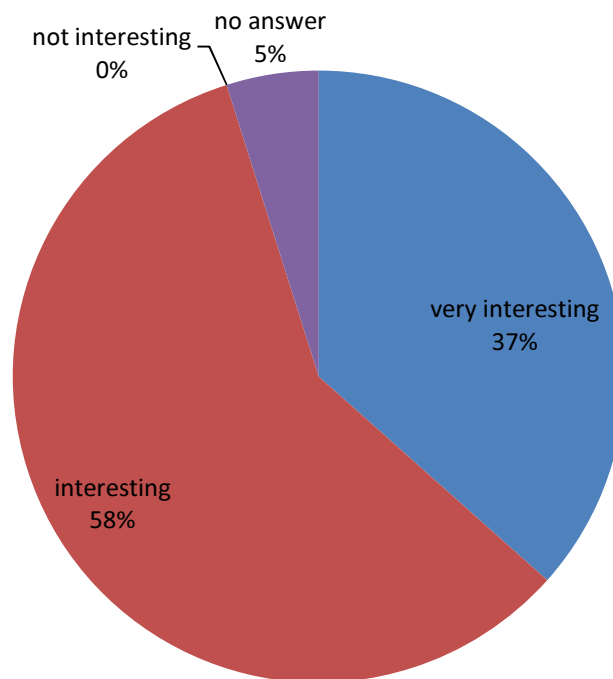
Manual title M18: Health and Safety in Construction

PARTICIPANT FEEDBACK (41 replies received)

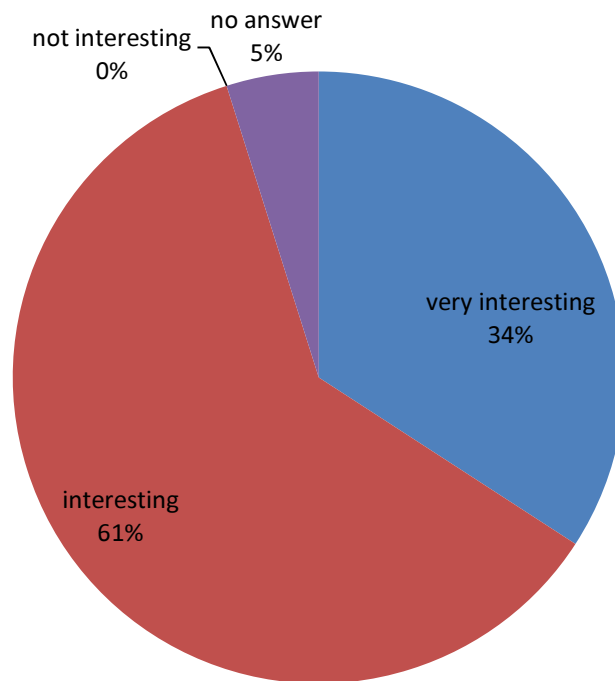
1. How interesting / useful are the topics for:

- managers in construction industry	very interesting 15	interesting 24	not interesting 0	N/A 2
- other professionals in construction industry?	very interesting 14	interesting 25	not interesting 0	N/A 2

M18: How interesting/useful are the topics for managers in construction industry?



M18: How interesting/useful are the topics for other professionals in construction industry?



2. Manual contents

Is the content related aspect consistent throughout the manual?

yes	no	N/A
41	0	0
yes	no	N/A
41	0	0
yes	no	N/A
38	1	2
yes	no	N/A
36	3	2

Is the importance of the subjects well chosen?

Is the practicability of the subjects appropriate?

Is the clarity and sequence of the material appropriate for participants?

3. Relevant subjects I would like to know MORE from the Manual:

Subjects related to:

	replies
Chapter 1	0
Chapter 2	5
Chapter 3	5
Chapter 4	13
Chapter 5	10

4. Further comments

Lack of chapters description.

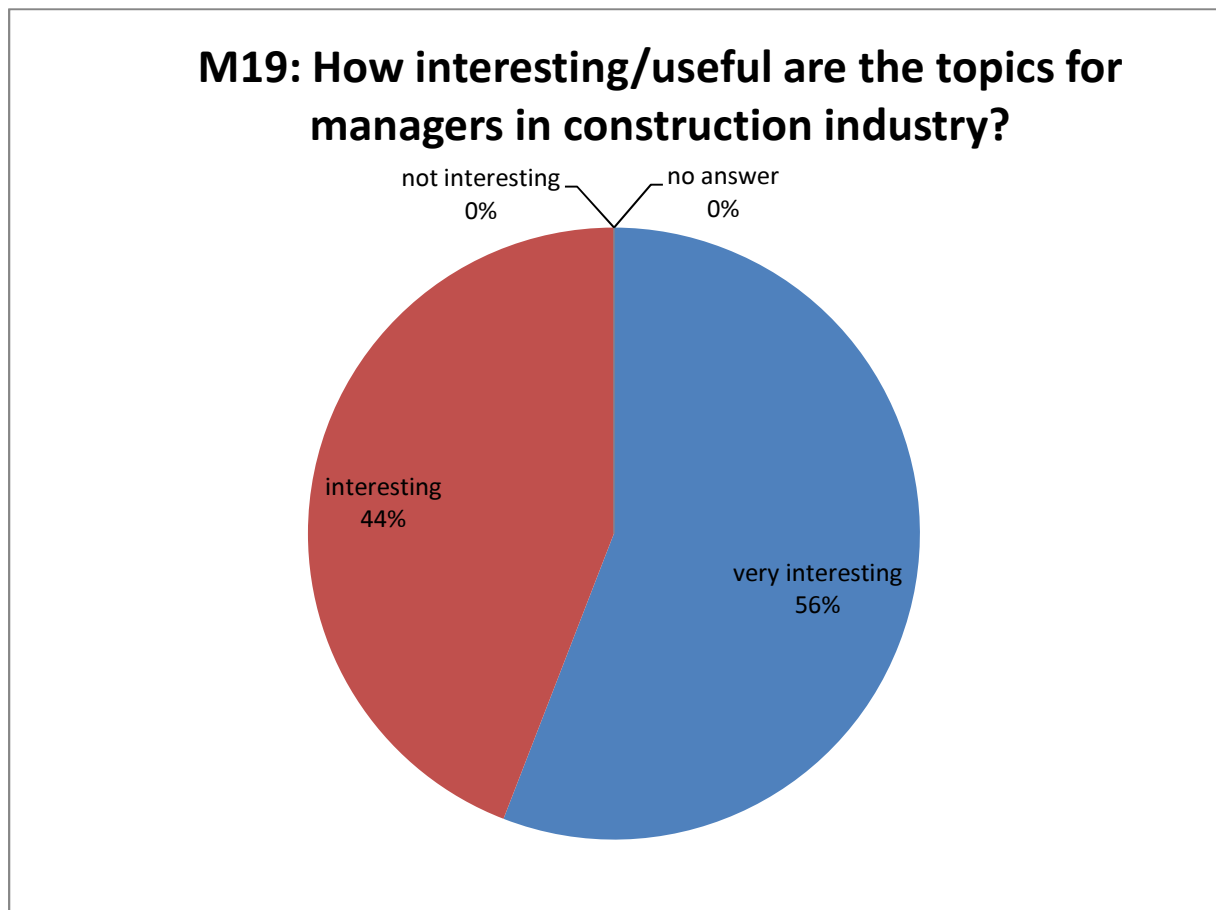
Manual title M19: Pathology in Construction

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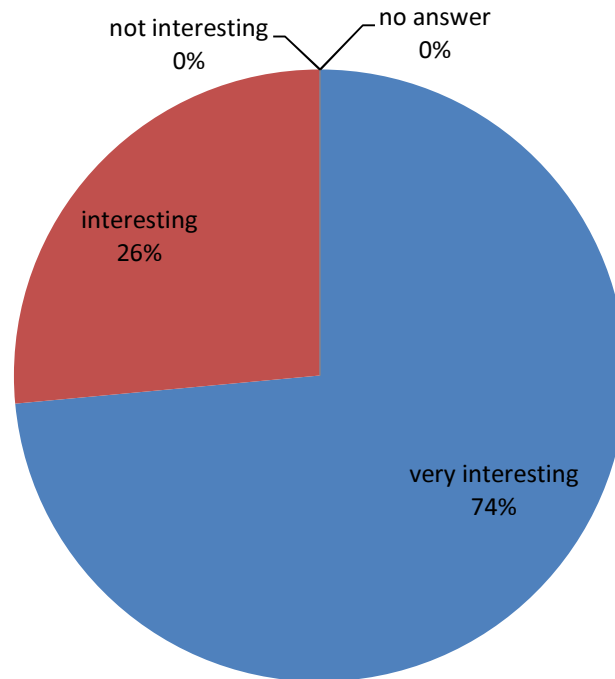
PARTICIPANT FEEDBACK (34 replies received)

1. How interesting / useful are the topics for:

- managers in construction industry	very interesting 19	interesting 15	not interesting 0	N/A 0
- other professionals in construction industry?	very interesting 25	interesting 9	not interesting 0	N/A 0



M19: How interesting/useful are the topics for other professionals in construction industry?



2. Manual contents

Is the content related aspect consistent throughout the manual?

yes	no	N/A
26	0	0

Is the importance of the subjects well chosen?

yes	no	N/A
26	0	0

Is the practicability of the subjects appropriate?

yes	no	N/A
26	0	0

Is the clarity and sequence of the material appropriate for participants?

yes	no	N/A
26	0	0

3. Relevant subjects I would like to know MORE from the Manual:

- The subject matter was considered to be very relevant to the majority of construction managers, but especially so for Building Surveyors /Construction Experts.
- All subjects very relevant to the topic
- All subjects are relevant. European dimension difficult but important
- Who is best placed to undertake the Building Pathology and Professionalism
- BIM + Impact

4. Further comments

The following areas were identified for inclusion in the Manual

(1) Use of innovative technologies in Building Maintenance and Pathology including Building Information Modeling (BIM)

(2) Safety Health & Welfare in Maintenance & Pathology

(3) Management and aftercare of Buildings.

It was acknowledged that these aspects would be addressed in the courseware.

Others:

- Title is perfect!
- As a alternative to the title: "Building Pathology and Maintenance Management"
- Very interesting approach to pathology in construction
- Case studies will be very important – give examples of how things work In the real world

V. Conclusions

Generally, the topics of all manuals have been rated as “interested” and “very interested” for managers and other professionals in construction industry.

Based on the evaluation of the manual contents, each manual can be described by the following statements:

- the content related aspect is consistent throughout the manual
- the importance of the subjects is well chosen
- the practicability of the subjects is appropriate
- the clarity and sequence of the material is appropriate for participants.

Suggestions and comments mentioned in the questionnaires will be used for creating final version of the manual contents.