



2.1 Surveys' and Interviews' Kit M34

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1. Introduction

This kit D2.1 encompasses guidelines for the surveys and interviews. It details the following updated information after its implementation within WP4:

- to whom is each tool targeted at;
- inputs and outputs of the tool;
- steps to be implemented and resources (e.g., online, e-mail, using a software),
- timeframe to use the tool;
- expected number of stakeholders and targets involved.

The kit is produced in the framework of WP2 which covers SAM's forecast methodology development for the assessment of current and future skills in AM. Different tools will be used for the data collection, such as surveys and interviews included in this kit. They will be applied to identify the Professional Profile and general core activities required to exercise the profession.

Implementing Additive Manufacturing (AM)/3D printing effectively requires preparing the coming workers and reskilling the current workforce in order to successfully adopt these technologies. In this sense, it is needed to better anticipate the current and future AM skills needs at manufacturing workplaces in Europe.

SAM's Forecast Methodology is structured into **three scenarios** sequenced in time. During the data collection and feedback phase, the gathered skills' gaps and shortages are framed accordingly:

- **Scenario 1:** Real case, in how far/to which extent skills applied/need to be addressed in less than 1 year. Details and tools used for this scenario are described in kit 2.2.
- **Scenario 2:** Short-term, how relevant will this skill/trend be for the success of your entity area in the less than 3years. Details and tools are described in kit 2.3.
- **Scenario 3:** Foresight scenarios, how relevant will this skill/trend be for the success of your entity area in the future-10 years. Details and tools are described in kit 2.4.

The implementation of these kits for the different scenarios serves as input to the methodology for revising, creating professional profiles and developing skills (WP3) and for the workshops conducted in the AM Observatory (WP4).

2. Target Groups

Five groups are selected as the target for the surveys and interviews to be done along SAM project implementation. Main purpose for each group is explained in the table below. Target groups are related to specific scenarios.

WHO?	SCENARIOS	WHY?
INDUSTRY/EMPLOYERS	3 scenarios.	To find out their future needs regarding AM skills and identify possible future gaps
CURRENT WORKFORCE/ PROFESSIONALS	Scenarios 1 and 2 which are the end users (and here we include the trainees as well)	To find out their needs regarding technological, green, digital and entrepreneurial skills
RESEARCH / TECHNOLOGY CENTERS	Scenarios 2 and 3	To find out which new technologies are appearing, and consequently which skills will be required in the future
TRAINING CENTERS	Scenarios 1 and 2	To map and identify future training offers /practices and challenges
Recruitment Agencies	Scenario 2	To find out labour market job opportunities and employability in AM /3D printing

3. Methodology

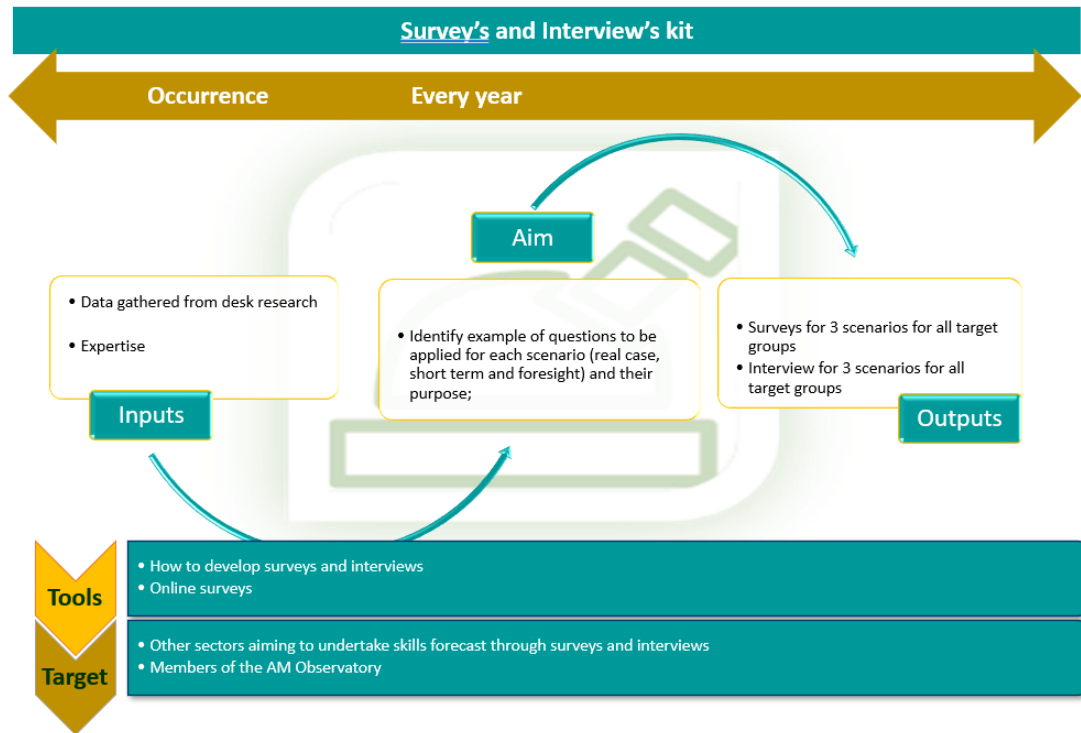


Figure 1 - Methodology applied for the Survey's and Interview's Kit

Surveys are available online in the AM Observatory Platform (https://www.skills4am.eu/amobservatory_opensurvey.html), and the link is distributed by personal emails or use also to be included in newsletters, messages, social media from key AM associations, such as AM-Platform, CECIMO, EPMA, Industry and Qualification Councils, among other networks.

Optionally, it can be distributed as a word file by email or in a printed version to be used mainly in workshops/events. For this purpose, also QR codes are created.

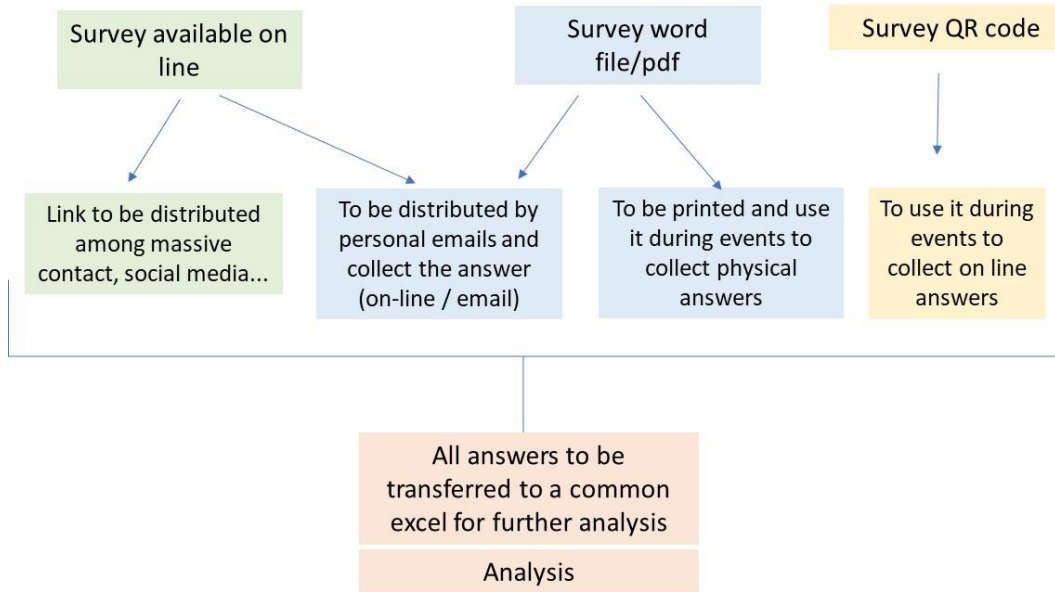


Figure 2 Summary of surveys' implementation methodology

Moreover, a prioritisation exercise has been carried out in order to select key questions to produce shorter survey's versions. These short versions can be applied in internal or external events where industry is present to secure more replies. Tools such as Slido, Mentimeter or similar can be used for ensuring a live interaction and faster collection of responses. Interviews are to be conducted as complementary tools to some specific surveys, when the results are not clear or incomplete.

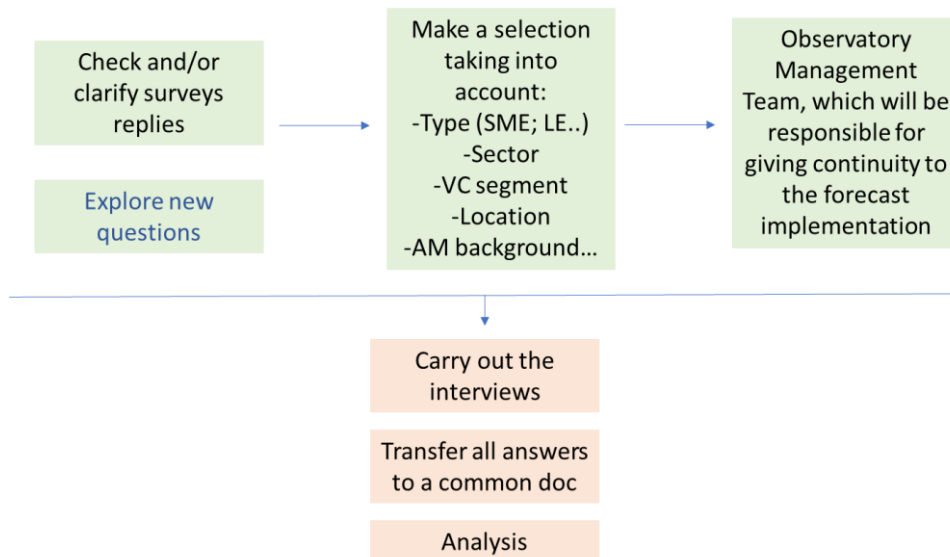


Figure 3- Summary of interviews' implementation methodology

4. AM Professional Profiles

General types of AM profiles are identified in SAM, based on prior market research undertaken by the project consortium, as described below. The list included below is used in the surveys and interviews.

Professional Profile (Roles)	Description
AM Designer (Professionals that are able to design parts optimised for function, cost and manufacture.)	Design AM solutions for specific AM process ensuring and validating that, parts can be made cost-effective and efficiently. Validate specific AM process design projects by verifying requirements for production with engineer as well as process requirements, ensuring liaison with other technical areas to sign of drawings.
AM Process Engineer (Professionals that are able to create the manufacturing process for the efficient production and post-processing of additively manufactured parts.)	Develop and execute Specific AM Process plans including validation of design, implementation, pre and post processing operations, assurance of parts conformity and identification of the causes and the corrective actions of technical production problems; Coordinate the tasks distribution between the operators according to the workplan as well as manage the link between them and the management.
AM Inspector (Professionals that are able to define and carry out inspection of additively manufactured parts)	Carry out quality assessments and inspection of AM parts. Interpret DT and NDT reports
Inspection Technician	Carry out the dimensional inspection of complex geometries of additively manufactured parts to the clients' requirements
NDT Technician	Carry out the safe and reliable non-destructive testing of complex geometry additively manufactured parts.
AM Supervisor	Supervise AM production on shop floor ensuring quality and HSE procedures
AM Coordinator – at the Engineer level	Evaluate manufacturing suitability for customers' requests defining which processes are fit for the request, based on the application, material, design and cost of the part. Coordinate the work with AM team.
Metrology Engineer	Use their comprehensive knowledge of metrology to specify the optimal measurement method to meet the functional and manufacturing requirements of the part
Materials Engineer	Use their comprehensive knowledge of materials to specify the optimal material to meet the functional and manufacturing requirements of the part and implement material handling processes for the entire material life cycle
AM Operator / Technician (Professionals that are able to carry out the safe and reliable production and simple post-processing of additively manufactured parts.)	Operate AM machines, including fitting and setting up, maintenance and specific repairs.

5. AM Skills list

In order to have a common understanding and be able to better understand the skills needs, a preliminary skills list is created. They are divided in 4 different categories (i.e., Technological Entrepreneurial, Digital and Green) as can be seen in table below. After all surveys and interviews are carry out and analyse, the lists will be revised again to be adapted to the skills needs into the three scenarios. Moreover, the ones should be further explored (especially technological ones) in order to detect sector and /or profile specific ones.

Technological	Entrepreneurial	Digital	Green
AM processes	Identify needs and challenging opportunities to create value	Digital data analysis (Artificial intelligence/ machine learning...)	Resource efficiency management
Simulation	Develop creative and purposeful ideas /solutions	Digital data management (big data, statistics...)	Green awareness
Topology optimisation	Visualize future scenarios to help guide effort and action	Ability to think in 3D	Life Cycle Assessment
CAPP (Computer Aided Process Planning) for AM	Assess the impact of ideas, opportunities and actions	Cybersecurity	Eco-Design
Design (CAD Modelling)	Identify and assess individual and group strength and weaknesses	Coding / programming	Green resources
Structural integrity	Be resilient under pressure		Green products
Materials analysis and characterisation	Gather and manage required resources		Reuse/recycling AM Materials and products
Pre-processing & material handling	Develop financial and economic know-how		
Post-processing	Communicate effectively, negotiate and lead		
Destructive and Non-destructive testing	Take the initiative		
Certification and Validation	Prioritise, organise and follow up		
Tolerances/Testing/quality control/metrology	Make decisions dealing with uncertainty, ambiguity and risk		
Environment, health, safety (EHS)	Work with others		
Standardisation	Learn through experience		
Robotics/automation			
Sensing			
AM applications			
AM Equipment Acquisition			
AM machine and feedstock handling			

For the technological and digital skills list, AM experts were consulted. For the Entrepreneurial skills list, the EntreCOMP framework was used as reference. While the “Green Skills and innovation for inclusive growth” document was used as source for the Green skills.

It’s important to highlight that six of Entrepreneurship **skills are references in the Skills Intelligence tool as transversal skills**, namely: communication; team work, customer handling, problem solving, learning, and planning and organisation.

6. Guideline to conduct surveys and interviews to Industry/ Employers

6.1 Survey

The survey targets AM current and potential industrial employers from industry of workers with AM profiles/skills” to find out their needs with regards AM skills and identify possible existing gaps at the different targeted scenarios. The idea is like to know what kind of AM skills the companies look in a candidate taken into account the real case and short-term needs.

-The survey will be available online permanently. Different cut-off days will be fixed to extract the data needed to be analysed. Optionally, it can be distributed as a word file by email or in a printed version to be used in workshops/events.

- The Survey Monkey will be used as preferable tool for implementation. In the case of the short versions, it will be based in tools such as Mentimeter or Slido.

-The stakeholders targeted will be contacted individually by email or by using different dissemination tools such as platforms/associations/entities newsletters, social networks ...

-Expected long survey duration: 5-10 Min

-Expected number of stakeholders involved: 250 for the whole SAM duration

-Data protection: The following message will be included:

The participation in this survey is anonymous and voluntary. By replying to it, you are consenting that SAM project partners process the data collected in conformity with the Contract Agreement signed with the EACEA.

EFW® undertakes to adopt all necessary measures to guarantee the safekeeping of data against any possible abuse or against unauthorized access. For any additional clarification, please contact ewf@ewf.be

6.1.1 Contact / check list

An important step in distributing the surveys is to elaborate a list of contacts with data (i.e. name, entity, address, e-mail and telephone contact) of key AM employers:

-Stakeholders from AM industry both full and associated partners

-Stakeholders from AM industry outside consortium from the primary consortium network

-Other potential stakeholders

In general, industry, including both large companies and SMEs, from several key sectors for AM deployment in Europe¹ (Fig. 4) covering all value chain segments (fig 4). Industrial associations are also welcome to reply as entities reflecting employer’s needs. Replies by other profiles’ (e.g. RTOs, students...) will not be considered.

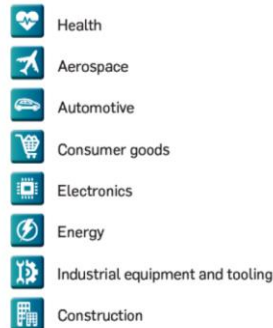


Fig 4. Example of key sectors for AM deployment in Europe



Fig 5. Value chains segments as defined in AM-motion project

This template allows keeping track of the stakeholders who received the invitations to participate and the ones who already have replied. Moreover, it is used for coordination of actions, minimising that a company receives invitations from several consortium members.

Nº	Organisation name	Employers Survey 1	Partner who contacted	Done
1		Invited /not invited		Yes/no

Inputs	Contacts from key AM industries from SAM project’s Partners network and another potential contacts
Output	List of contacts to invite for the survey and control of answers received

6.1.2 Employers Survey sections

The survey is based in the following 2 sections:

Section 1: General info and Background:

¹ Key AM sectors for Europe (AM-motion deliverable D2.1, 2018) http://www.am-motion.eu/images/D2.1_Key_AM_Sectors_for_Europe_.pdf

Its objective is to understand the context, profile and background of the participants in the survey. Which will be essential to interpret the skills in AM and related it with industry needs.

Typical closed questions included in this section:

- Description of the organization; Type, country, sector
- Link of the organization with AM technology: supply position, AM materials, processes used, professional profile background,

Section 2: Profiles and Skills needs

The objective of this section is to identify the skills shortages in AM, using a top-down approach meaning addressing first the required Professional Profiles, Skills and competences. Typical closed questions included in this section:

- Relevance of professional profiles for several scenarios
- AM Knowledge lacking in different scenarios
- Relevant skills required, including those related to Green, digital and entrepreneurial

Survey templates can be found in the different kits 2.2 and 2.3.

6.2 Interview

The interview is designed to explore relevant information in order to support the understanding and analysis of the AM related sector's skills agenda and needs.

People to be interviewed will be mainly selected from the representative's companies' that previously answered the employers' survey. The interview intends to build up on this preliminary data provided and will be based in different AM employer's profiles

For that purpose, some preparatory work needs to be done:

*Analyse the info from the survey received from the candidate

* Select the candidates considering the following:

-At least a representative from each type of company (e.g. SME; Start up; Large company; industrial Association) will be selected.

-All the sectors should be represented

-Consider different types of AM related profiles

-Moreover, variability in terms of countries and gender balance needs also to be taken into consideration.

* Define an estimated duration of the interview: from 30 minutes to 1 hour.

6.2.1 Contact / check list

This template builds on the previous one use for the survey. It allows keeping track of the stakeholders who received the invitations to participate and the ones who already have replied.

Nº	Organisation name	Employers Survey 1 done	Partner who contacted	Interview 1	Partner to carry out the interview	Interview Done
1		Yes/no		Invited/not invited		Yes/no

Inputs	AM employers who replied to the survey, associated partners, other key AM employers
Output	List of contacts to invite for the interview and control of answers received

After checking the companies replying to the survey, and analysing the info to select who of them will be interviewed, the next step is to send the invitations to the selected stakeholders. This is done via email, addressing the person and/or the entity he/she represents.

An interview consent form needs to be sent together with the invitation, to the person who is going to be interviewed and get it back signed prior to the interview.

Invitation text and consent form are included in the different kits.

6.2.2 Employers' interview

Interviews addressing industrial stakeholders are also elaborated. Templates can be found in the kits 2.2 and 2.3. It is designed to explore relevant information in order to support the understanding and analysis of the AM related sector's skills agenda and needs.

People to be interviewed will be mainly selected from the representative's companies' that previously answered the employers' survey. The interview intends to build up on this preliminary data provided and is in different AM employer's profiles.

After checking the companies replying to the survey and analysing the info to select who of them will be interviewed, the next step is to send the invitations to the selected stakeholders. This is done via email, addressing the person and/or the entity he/she represents.

The interview consists in several questions, some of them with some pre-established optional answers. Main topics tackled are:

- Future challenges regarding AM skills and company strategy to meet those challenges
- Experience to find AM skilled professionals and AM profiles
- Evolution of soft skills and AM technical skills
- Evolution of AM trends
- Most suitable training approach according company needs

7. Guideline to conduct surveys and interviews to Research/ Technology Centers

7.1 Survey

The survey targets research and technology centres working with AM to find out new technologies are appearing, and consequently which skills are required. The three scenarios proposed are considered.

-The survey will be available online permanently. Different cut-off days will be fix to extract the data needed to be analysed. Optionally, it can be distributed as a word file by email or in a printed version to be used in workshops/events.

- The Survey Monkey will be used as preferable tool for implementation. In the case of the short versions, it will be based in tools such as Mentimeter or Slido.

-The stakeholders targeted will be contacted individually by email or by using different dissemination tools such as platforms/associations/entities newsletters, social networks ...

-Expected survey duration: 5-8 Min

-Expected number of stakeholders involved: 250 for the whole SAM duration

-Data protection: The following message will be included:

The participation in this survey is anonymous and voluntary. By replying to it, you are consenting that SAM project partners process the data collected in conformity with the Contract Agreement signed with the EACEA.

EFWF® undertakes to adopt all necessary measures to guarantee the safekeeping of data against any possible abuse or against unauthorized access. For any additional clarification, please contact ewf@ewf.be

7.1.1 Contact / check list

An important step in distributing the surveys is to elaborate a list of contacts with data (i.e. name, entity, address, e-mail and telephone contact) of key AM related RTOs, including research centres, universities, technology centres, etc. In general, entities that deal with AM R&D&i.

-Stakeholders from AM RTOs both full and associated partners

-Stakeholders from AM related RTOs outside consortium from the primary consortium network

-Other potential RTOs

This template allows keeping track of the stakeholders who received the invitations to participate and the ones who already have replied. Moreover, it is used for coordination of actions, minimising that a company receives invitations from several consortium members.

Nº	Organisation name	RTOs Survey 1	Partner who contacted	Done
1		Invited /not invited		Yes/no

Inputs	Contacts from key AM industries from SAM project's Partners network and another potential contacts
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Output	List of contacts to invite for the survey and control of answers received
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7.1.2 RTO's Survey sections

The survey is based in the following three sections:

Section 1: General info and Background:

Its objective is to understand the context, profile and background of the participants in the survey. Which will be essential to interpret the skills in AM and related it with industry needs.

Typical closed questions included in this section:

- Description of the organization; type, country, sector
- Link of the organization with AM technology: value chain position, AM materials, processes research on, professional profile background,

Section 2: AM trends and their impact on skills needs

- Sectors and value chain segments in which R&D&I AM activities will be focused
- Relevance of the different AM trends, materials, processes, ICT in R&D&I activities

Survey template can be found in the different kits.

7.2 Interview

Interview addressing research and technology centers is also elaborated. Template can be found in kit 2.3. The interview is designed to explore relevant information in order to support the understanding and analysis of the AM technology trends, upcoming needs and to identify how research activities will involve and reacting it with the skills needs evolution

People to be interviewed will be mainly selected from the representatives of RTOs that previously answered the RTOs' survey. The interview intends to build on this preliminary data provided and will be based in different RTO's profiles

After checking centers replying to the survey and analysing the info to select who of them will be interviewed, the next step is to send the invitations to the selected stakeholders. This is done via email, addressing the person and/or the entity he/she represents.

For that purpose, some preparatory work needs to be done:

*Analyse the info from the survey received from the candidate

* Select the candidates considering the following:

-At least a representative from each type of RTO (e.g. Universities, Technology centers ...) will be selected.

-All the sectors should be represented

-Considering different value chain segments

-Consider different types of AM related profiles

-Moreover, variability in terms of countries and gender balance needs also to be taken into consideration.

* Define an estimated duration of the interview: from 30 minutes to 1 hour.

7.2.1 Contact / check list

This template builds on the previous one use for the survey. It allows keeping track of the stakeholders who received the invitations to participate and the ones who already have replied.

Nº	RTO's name	RTO Survey 1 done	Partner who contacted	Interview 1	Partner to carry out the interview	Interview Done
1		Yes/no		Invited/not invited		Yes/no

Inputs	AM RTOs who replied to the survey, associated RTOs
Output	List of contacts to invite for the interview and control of answers received

After checking the organisations replying to the survey and analysing the information, the next step is to select who of them will be interviewed and to send the invitations to the selected stakeholders. This is done via email, addressing the person and/or the entity he/she represents.

Invitation text and consent form are included in the different kits.

7.2.2 RTO's Interview

Interview template can be found in the different kits.

The interview consists in several questions, some of them with some pre-established optional answers. Main topics tackled are:

- Evolution of AM skills
- Influence of transversal/soft skills
- Relevance of AM trends, materials and process with regards R&D&I activities and required skills
- Best training approaches

8. Guideline to conduct survey and interviews to Training Centers

8.1 Survey

The survey targets training centers (TC) aims to map and identify the current and future training offer, which combined with Industry/employers and Research Centers needs, enables to determine skills gaps. It focuses in scenarios 1 and 2. The idea is to understand and characterize the educational practices concerning Additive Manufacturing training in Europe.

The survey will be available online permanently. Different cut-off days will be fix to extract the data needed to be analysed. Optionally, it can be distributed as a word file by email or in a printed version to be used in workshops/events.

- The Survey Monkey will be used as preferable tool for implementation. In the case of the short versions, it will be based in tools such as Mentimeter or Slido.

-The stakeholders targeted will be contacted individually by email or by using different dissemination tools such as platforms/associations/entities newsletters, social networks ...

-Expected survey duration: around 8-10 minutes

-Expected number of stakeholders involved: 250 for the whole SAM duration

-Data protection: The following message will be included:

The participation in this survey is anonymous and voluntary. By replying to it, you are consenting that SAM project partners process the data collected in conformity with the Contract Agreement signed with the EACEA.

EFW® undertakes to adopt all necessary measures to guarantee the safekeeping of data against any possible abuse or against unauthorized access. For any additional clarification, please contact ewf@ewf.be

8.1.1 Contact / check list

This template allows keeping track of the stakeholders who received the invitations to participate and the ones who already have replied. Moreover, it is used for coordination of actions, minimising that a TC receives invitations from several consortium members.

Nº	TC name	TC Survey 1 done	Partner who contacted	Interview 1	Partner to carry out the interview	Interview Done
1		Yes/no		Invited/not invited		Yes/no

Inputs	AM training centers who replied to the survey, associated TCs
Output	List of contacts to invite for the interview and control of answers received

8.1.2 Training center's Survey sections

The survey is based in the following three sections:

Section 1: General info and Background

Its objective is to understand the context, profile and background of the participants in the survey.

Section 2: Existing training practices

- Type of training provided and sectors target

- Characteristics of the AM or related training offer and technical, entrepreneurial, digital and green skills addressed
- Training and evaluation methods

Section 3: Training needs

- AM related knowledge requested by workers and companies
- Trainees tracking aspects and mechanisms

Guidelines to conduct surveys to current workforce / professionals

9.1 Survey

Survey addressing AM related professionals from different sectors to find out the needs with regards technical skills needs in scenarios 1 and 2 (1 and 3 years respectively). It is created to identify relevant AM skills and new job demanded profiles, which will be translated in future education and training requirements.

-The Survey Monkey will be used as preferable tool for implementation. In the case of the short versions, it will be based in tools such as Mentimeter or Slido.

-The stakeholders targeted will be contacted individually by email or by using different dissemination tools such as platforms/associations/entities newsletters, social networks ...

-Expected long survey duration: 5-10 Min

-Expected number of stakeholders involved: 250 for the whole SAM duration

-Data protection: The following message will be included:

The participation in this survey is anonymous and voluntary. By replying to it, you are consenting that SAM project partners process the data collected in conformity with the Contract Agreement signed with the EACEA.

EFW® undertakes to adopt all necessary measures to guarantee the safekeeping of data against any possible abuse or against unauthorized access. For any additional clarification, please contact ewf@ewf.be

9.1.1 Contact / check list

This template allows keeping track of the stakeholders who received the invitations to participate and the ones who already have replied. Moreover, it is used for coordination of actions, minimising that a company receives invitations from several consortium members.

Nº	Worker/company name	Workers Survey 1	Partner who contacted	Done
1		Invited /not invited		Yes/no

Inputs	Contacts from AM workers/ professional industries from SAM project's Partners network and another potential contacts
Output	List of contacts to invite for the survey and control of answers received

9.1.2 Workforce Survey sections

The survey is based in the following main sections:

Section 1: General info and Background:

Its objective is to understand the profile of the AM professional in the survey.

Section 2: Professional background

- Educational level
- Expertise with regarding AM: Value chain segment, materials, process
- Path followed to acquired AM competences

Section 3: AM skills

- Relevance of skills for the daily basis work
- Expertise with regarding AM: Value chain segment, materials, process
- Path followed to acquire AM competences
- Needed knowledge with regards AM trends
- Valorisation of best training approach

Survey templates can be found in kits 2.2 and 2.3.

Guidelines to conduct surveys to Recruitment Agencies

10.1 Survey

The survey targets Recruitment Agencies to find out labour market job opportunities and employability in AM /3D printing. It is meant to understand and characterize the current labour market job opportunities and Employability towards AM/3D printing in Europe, as this information is important for SAM to adequate the AM/3D Printing training and Skills development to the market needs.

As with other surveys, a prioritisation exercise has been carried out in order to select key questions to produce a shorter version of the survey. The idea is to use this short version in internal or external events addressing training centres and take profit of their presence to get more replies.

-The stakeholders targeted will be contacted individually by email or by using different dissemination tools such as platforms/associations/entities newsletters, social networks ...

-Expected long survey duration: 5 Min

-Data protection: The following message will be included:

The participation in this survey is anonymous and voluntary. By replying to it, you are consenting that SAM project partners process the data collected in conformity with the Contract Agreement signed with the EACEA.

EWF® undertakes to adopt all necessary measures to guarantee the safekeeping of data against any possible abuse or against unauthorized access. For any additional clarification, please contact ewf@ewf.be

10.1.1 Contact / check list

This template allows keeping track of the stakeholders who received the invitations to participate and the ones who already have replied. Moreover, it is used for coordination of actions, minimising that an agency receives invitations from several consortium members.

Nº	Agency name	Survey	Partner who contacted	Done
1		Invited /not invited		Yes/no

Inputs	Contacts from Recruitment agencies from SAM project's Partners network and another potential contacts
Output	List of contacts to invite for the survey and control of answers received

10.1.2 Recruitment Agencies survey sections

The survey is based in two different sections:

-Section 1: General information

- Country
- Need of a dedicated AM job platform

-Section 2: Jobs opportunity and Employability in AM:

- Sectors' demand
- Profiles demanded in polymer and metal materials

Survey template can be found in kit 2.3.