

**Professionalising site managers and team leaders in the specific management**

**of** **building renovation sites in Europe**

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**IO1: Transnational model for the positioning, support and professionalisation of site managers and team leaders for building renovation sites**

**IO1-A2. Identification of the specific skills expected of site managers and team leaders by companies specialising in building renovation.**

**Synthesis of the Field Research findings: France**



Paris, 31 May 2021

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| **Summary**A total of 15 interviews were conducted in French companies by 3 training organisations (BTP CFA Gironde, BTP CFA Loire-Atlantique and *Compagnons du Devoir*). 8 companies interviewed were specialised more specifically in renovation work. 11 of the 15 companies interviewed had between 10 and 29 employees. The interviewees were mainly company owners or their managers. They were interviewed by directors of training organisations or trainers. Each training organisation produced its own synthesis, while the CCCA-BTP coordinated this work and produced the national synthesis.Despite the very different organisations observed, many similarities were found in the professional profiles described and the professional skills expected of site managers and team leaders. At the same time, the interviewees repeatedly stressed that site managers and team leaders are in demand on the labour market and that no single training course itself guarantees their professional performance, without field experience.These "*rare pearls*" are difficult to recruit, as they must have organisational and management qualities as well as technical knowledge. They must also master the interfaces with the other trades present on the renovation sites. Therefore, they must understand the site in a global and complex way, with all its components. The interlocutors consider that considering their experience is fundamental when designing viable courses. They must be personalised, to take fully into account heterogeneous expectations of companies and varied profiles of trainees.According to the profiles and the size of the company, the functions of site management change in terms of their content and their position in the organisation chart. The companies are very different from each other and their path towards eco-renovation or eco-design responds to distinct and varied motivational criteria such as market needs, personal conviction, the desire to diversify a service offer or available human resources. It is also for this reason that it is not very productive to design training offers in the form of "*standard modules*", detached from company profiles, learner profiles and work situations.The professionalization paths to be designed must be in phase with the stakes of these two functions, which are numerous from a technical, managerial and commercial point of view, as well as from the point of view of safety, mastery of schedules, budgets and respect for the rules of the trade. The functions of site manager and team leader constitute a lever for success for renovation sites, requiring great adaptability and agility, making it possible to deal with numerous unforeseen events, which is difficult, if not impossible, to learn in a theoretical way, without first having experienced and then analysed complex professional situations. According to the interviewees, these situations should be the starting and ending point of the professionalization projects for site managers and team leaders specialized in building renovation. The interviewees consider that site managers and team leaders will succeed in their performance in the years to come if each of them is able to put together normative, safety, environmental, technical and financial aspects to see globality instead of considering each aspect separately. Managing the mental load of activities and developing the ability to communicate and make connections are keys to success in these functions. |

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| Questions | **Synthèse des réponses collectées lors des interviews** |
| Question 1:Companies, their activities and partners | In total, 15 interviews were carried out by 3 training organisations (out of 20 initially planned by 4 training organisations). 8 companies interviewed were working solely in building renovation.Size of the companies interviewed :- 10 to 15 employees: 6- 16 to 29 employees: 5- 30 or more employees: 4The larger the company, the more it deals with renovation and new construction.Among the renovation work carried out by the companies interviewed, the following were listed:- renovation (exterior and interior) in private homes (houses)- replacement of materials (with natural materials), including wooden decking and carpentry- traditional masonry- asbestos removal- Insulation and energy renovation work (upgrading)- electrical engineering (upgrading)- renovation of public buildings and outdoor spaces.These companies mentioned significant increases in activity in recent years.All the interviewees were managing directors, generally between 35 and 45 years old (the youngest being 26 and the oldest 58). Only one female manager was interviewed. The interviewees defined themselves as managers who coordinated the different departments, planned and managed the activities as a whole. |
| Question 2: Main developments in the working environment in the building renovation sector in recent years. | The main factors of evolution noted by the companies :- thermal regulations,- the appetite for thermal comfort,- knowledge of new technical solutions, widening of the choice of materials,- the types of work (concrete and wood-framework)- regulations related to accessibility,- safety regulations- technical innovations, but with little impact on operating methods.Consequences :- a more important follow-up of the building sites,- more controls and self-controls,- awareness of the consequences of each act and decision for the smooth running of the site,- the impact on both team management and the production process itself. The impact of the project on the production process itself, as well as on the team management, is obvious: preparation, management, anticipation, orders, temporary work, transport of concrete, etc.What changes in the companies with these trends:- Relation to the comfort of the work with the workers' equipment, quality tools, etc. This makes it possible to obtain a better quality of work. Companies are renewing their machinery and lorries so that employees can enjoy greater daily comfort.- More attention to health and safety: developments in terms of protection, more modern machines and facilities to reduce the number of accidents.- At the same time, the race against time on construction sites leads to malfunctions and, contrary to intentions, affects the quality of some work.- Clients are increasingly aware of the new standards and are becoming more demanding. Companies have to be more and more reactive because the lack of reactivity causes problems. |
| Question 3: Specific role and profile of site managers and team leaders on building renovation sites. | In many cases, the functions of site manager and team leader are quite similar on small sites. Both must be organised, methodical and orderly. It is on large sites that these functions are quite separate.In the companies interviewed, there are also works supervisors who supervise several sites and prepare (sometimes too much so, according to some of the people we spoke to) the work of the site managers and team leaders. The works supervisor manages the administrative aspect of the site: he prepares the site documents, letters, site meetings, reports, etc. He goes to the site once or twice a week to check on the progress of the work. They visit these sites once or twice a week.In addition, new posts are appearing, such as the method manager who ensures the link between the design office, the company workshop and the site. In some companies, the works managers also have a role as business managers and manage the commercial aspects. The managers interviewed consider that site monitoring should be the responsibility of those who manage costs and negotiate with suppliers.**Site manager**He/she is an organiser, an administrator and an operational person on the site, the right-hand man of the company manager. He/she is in contact with the client, the architect and all those involved on the site. He/she is the red thread of the site.He/she has the status of a technician (middle management). He/she manages 1 or 2 team leaders. He/she supervises the day-to-day running of the site and deals with 1st level problems (reported by the team leaders). He/she maintains the motivation of the teams despite the difficult site conditions, must have a very high technical level, know how to manage unexpected and recurrent situations on renovation sites, and ensure the management of the teams' skills at the right time on the site.Before starting a project, he/she must have a theoretical knowledge of the project to better prepare it, and then mentally project himself/herself into its realisation.Main tasks and responsibilities:- He/she intervenes from the outset to understand the site from the start (access to the entire file: planned works, orders, etc.). Visits the site also upstream to transmit all the information gathered from the manager, the client and the architect).- He/she is responsible for optimising time by preparing the site properly.- He/she follows the progress of the site, organises site meetings, manages the interface with the other trades without being the project manager.- He/she is responsible for supervising and communicating with the teams on site, which is essential for the quality of the organisation and the work. Without good communication, there are malfunctions on the sites.- He/she must ensure that his teams are safe.- He/she is the link with the client.- He/she is aware of the financial aspect and the fact that each decision, each problem has an impact on the profitability of the site.**Team leader**In the field, the team leader often works in pairs with a second in command. In addition, on small sites, they often have responsibilities as site managers. The team leader is the first level of responsibility and has the status of a highly qualified worker. The team leader is the operational reference for his team on the site, but he is not the one who manages the complex problems. Nevertheless, he must know how to manage his team and have good interpersonal skills (with his team and with customers).Main roles :- He/she participates in the technical responsibility of the site.- He/she supervises the work of the team (up to 15 workers): he participates in the planning of tasks.- He/she is responsible for reporting.- He/she ensures communication with the managers.- He/she ensures that safety rules are respected and applied (even if there are still too many omissions, especially for tasks of very short duration).In addition, the more responsible and autonomous team leaders can manage orders and supplies.  |

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| Question 4: Work situations where site managers and team leaders have encountered difficulties. | General observation: few purely technical problems, except on very complex sites, were identified. On the other hand, there are problematic situations linked to a lack of transversal skills which appear in work situations, **as the work progresses.****Difficult situations for site managers and team leaders:**- **Communication with clients**: lack of mastery of communication techniques. It is also a problem of posture: a major source of conflict in situations of contact with customers, especially when there is a difference (often seen on renovation sites) between the work prescribed and the work carried out.- **Tensions in relationships** (with work supervisors, manufacturers, workshop managers, customers, etc.): in work situations, site managers and team leaders often pass the buck.- **Managing work situations by being flexible and able to adapt to unexpected cases** (late delivery, absence of workers, etc.). For example, delays on sites generate pressure for team leaders (cascade of delays taken by all the trades). This phenomenon was accentuated during the COVID period and the shortage of materials.**Difficult situations for site managers:**- **Managing the interactions between the different trades** and the problems of phasing between the different interventions. Impact on deadlines, which are increasingly constrained and require the industrialisation of certain processes in work situations.- **Choosing right criteria and right moments to control production and to ensure quality and safety**, to question oneself, to ask for help, to anticipate and to adapt the production process to the quality requirements agreed with clients and with the hierarchy.**Difficult situations for team leaders:**- **Managing absences** (especially those that come at the last minute).- **Management of high-risk professional situations** from a safety point of view (frequent on renovation sites).- **Management of unforeseen events on a daily basis** (of any origin: technical, non-compliant deliveries, malfunctioning interactivity, etc.). |

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| Question 5:Professional performance criteria related to site managers and team leaders at each stage: preparation, execution and quality control of completed works. | **Performance criteria for site managers:*** Ability to respect prices and deadlines.
* Anticipate material and equipment requirements.
* Anticipation of human resource needs according to the objectives and directives defined by the managers.
* Ability to project mentally and anticipate hazards, to organise before starting, to define who does what.
* Ability to validate with the client the work to be done before starting.
* Respect for the phasing of the work, in connection with interactivity on site.
* Ability to organise, control and give responsibility within a collective production framework.
* Good knowledge of and compliance with standards and regulations.
* Ability to impose cleanliness and safety on the site.
* High degree of adaptability to technical and organisational surprises induced by the renovation.
* Good interaction management.
* Ability to negotiate with suppliers (loyalty is important).
* Commercial capacity.
* Ability to assess the financial impact of any action taken on site and of any decision taken.
* Awareness of the specificities of renovation sites: use 3D tools to show them to workers.
* Technical mastery and quality control: measurement indicator of a quality site = Zero after-sales service.

**Performance criteria for team leaders:*** Maintaining cleanliness on site.
* Respecting safety standards on site.
* Management of technical surprises caused by the renovation.
* Ability to motivate staffs and create team cohesion.
* Good vision of the other trades and the different interactions.
* Professional curiosity (particularly useful on renovation sites).
* Ability to organise, control and give responsibility within the team.
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| Question 6:Main technical, managerial and organisational challenges faced by site managers and team leaders. | * The main challenges related to the management and organisation of construction sites concern the **anticipation and adaptation** of site managers and team leaders. Anticipation of the duration of each stage of the project (and of interactions with other trades). Adaptation and reactivity in relation to technical constraints and staff absence constraints.
* **Health and safety on site**: the number one daily problem, even more so in renovation. The need to comply with all safety standards, which requires prior information.
* **Digital skills** are increasingly necessary and used in site management, especially for organising joint work and sharing information.
* **The preparation of the work will have to be better organised and planned**, especially by the team leaders: drawing up a very detailed and better controlled schedule, with forecasts of the human resources needed and the material supply requirements, as this avoids asking too many questions during the execution (particularly important for renovation sites).
* The biggest challenge: **to achieve zero defects**. Use digital technology to get closer to this (e.g. customer relationship management via smartphones to better monitor files and work done, with the insertion of photos for visual quality control).
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| Question 7:The ways in which these challenges are tackled in the companies interviewed. | Experience in the field remains essential for exercising the responsibilities of team leader and site manager and for adapting quickly to unforeseen technical constraints, especially as there are many more hazards in renovation than in new construction.With regard to technical challenges, few companies, even medium-sized ones, have a structured monitoring approach. They generally rely on suppliers and professional organisations in this area.With regard to the digital challenge, skills are gradually being introduced into companies by new young recruits.Specificity of eco-renovation: a specific organisation is necessary, both in terms of drying time, seasonality to be taken into account, technical parameters to be respected, etc. Greater preparation of teams for eco-renovation is required.To face all the challenges, small and medium-sized enterprises rely on their professional organisations for all aspects of monitoring (technical, technological, organisational, human resources management, regulations, etc.). Some acquire appropriate software (e.g. *CRM*) to better manage customer relations, the traceability of work carried out, equipment, etc.Finally, few companies call on external service providers for support in areas in which they do not have sufficient expertise (e.g. communication, anticipation, management). They prefer internal solutions: exchange, discuss, talk to each other to better understand the work situations and find appropriate solutions together. |

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| Question 8:Management and work organisation skills required on renovation sites and concrete work situations. | Examples of tense work situations where management and organisational skills need to be strengthened:- Identify execution defects, discuss them with the teams and undertake corrective measures, in relation to the constraints of the renovation site (putting together professional awareness and constraints of all kinds).- Anticipate and prepare for complex or difficult communication situations: know how to communicate with others (workshop, team, customers, etc.) without skipping a link in the hierarchical chain (to avoid misunderstandings).- Organise work safely and follow the execution plans, by combining management skills and digital skills (a simple check-in on your smartphone can often be enough to anticipate and control better).- Organise the tracing of activities well, using digital technology (e.g. with photos via smartphone, to be communicated to the hierarchy and to customers). |
| Question 9:Main technical challenges and barriers to energy and circular savings faced by site managers and team leaders on building renovation sites (current and future). | For some types of materials, supply management has become very problematic since the global health crisis. It is therefore important to anticipate technical solutions even before knowing the specific situations: this is one of the major differences between renovation and new construction sites.Environment and recycling of waste: the management of skips to be foreseen before the start of the building site (checking availability, setting up, managing rotations), sorting on site, limiting the use of paper, etc. In addition, monitoring and traceability of refrigerants.It is important to live with constraints in this area: it is sometimes difficult to work with environmentally friendly materials because economic constraints may require working with a particular product (e.g. concrete). Furthermore, some architects or other contractors are not always environmentally friendly (always a cost issue). Another challenge is that site managers and team leaders must be sensitive to the fact that materials are not wasted on renovation sites.Asbestos issue: always topical on renovation sites. |
| Question 10:The way in which the companies interviewed are dealing with these challenges. | Actions mentioned by the interlocutors (mainly company managers) that can be envisaged:- Empowering team leaders and site managers on waste management and sorting, organising regulatory monitoring.- Train team leaders and site managers in the approval of asbestos work.- Better understand the different regulatory aspects to know what can be done on site, what is mandatory in terms of standards, etc. To know the problem of the right of withdrawal.- Find innovative solutions, by asking professional organisations for more impact, for example: work on reducing noise pollution and dust emissions, on limiting the waste of materials on the building site, on better recycling of wood scraps (e.g. manufacture of skateboards, supply of boilers with compressed wood chips, manufacture of acoustic partitions with wood scraps). |
| Question 11:Main regulatory and normative challenges and obstacles faced by site managers and team leaders on building renovation sites. | Major regulatory and normative challenges, under the supervision of company managers and works supervisors:- knowledge and application of health and safety rules on building renovation sites- compliance with the Unified Technical Documents (*DTU*) applicable to building renovation,- Regularly following mandatory training courses on health and safety at work (working at height, scaffolding, proximity to electrical voltage, etc.),- Knowledge and application of regulatory, technical and organisational standards related to waste management, including hazardous waste (asbestos),- adequate communication with the teams on site for the proper transmission of instructions, while ensuring that they are properly understood by the workers. |
| Question 12:The way in which the companies interviewed are dealing with these challenges. | The link with suppliers and with professional organisations is fundamental. They are the main vectors of information. The importance of the monitoring procedures put in place, participation in technical days, newsletters, etc. In addition, the sector's inspection offices (such as those set up by the French Building Federation) help to improve the application of standards.All staff are regularly sent on training courses to raise awareness and provide training in health and safety at work. The training must be followed by concrete effects on the site, for example the use of appropriate protection (suits, masks etc.).Implementation, in the company, of specific health and safety protection plans (*PPSPS*), which make it possible to assess occupational risks. The objective is always to reduce work accidents and occupational illnesses on site.On larger sites, there are quality and site reception managers. These people accompany the site managers and team leaders so that they better understand the standards with which they have to work. |

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| Question 13:Specific competences required of site managers and team leaders in relation to health and safety on building renovation sites (current and future). | The management of health and safety on renovation sites is fundamental given their non-standard nature. Acquiring and maintaining skills in this area is a major part of companies' professional development plans.Safety-related skills in particular are not acquired at the start of a career: they are acquired as one goes along, thanks to professional experience.It is not enough to master the standards and regulations alone, but you have to know how to apply them, relying on qualities such as vigilance, listening, good vision of risk situations, ability to anticipate and adapt, as well as mastery of first aid.The most common risks on renovation sites are related to shoring and demolition. To manage these risks, you need to be able to read the structure of the building, to understand it well and to anticipate the associated risks.In addition, communication skills are needed with the teams to impose the wearing of personal protective equipment. In this area, site managers and team leaders can rely on collaboration with organisations responsible for promoting health and safety at work on construction sites (OPPBTP and CARSAT). |
| Question 14: Concrete examples of application in work situations. | Examples of work situations:- Assembling scaffolding: it is necessary to anticipate the use of a crane if the scaffolding has to be moved. This avoids the need for handling (dismantling and reassembling scaffolding) with the inherent risks and fatigue for the workers. Saves time and reduces drudgery.- Ensure that basic hygiene conditions on site are guaranteed, starting with water points and toilets on site.- Ensure safety guarantees for very short tasks: if there is a task that will take 3 hours to complete, there is a safety reflex. On the other hand, if something has to be done very quickly and in a short space of time, workers will be much less sensitive to safety, sometimes with serious consequences (e.g. lack of protective glasses with a risk of taking a shard of glass or metal in the eye and, consequently, losing one's eye). Team leaders deal with such situations on a daily basis. |

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| Question 15: Opinion on the skill level of site managers and team leaders. | The interviewees consider that the technical skills are generally mastered and that the existing job training is sufficient. On the other hand, the missing skills are the so-called transversal ones, and more particularly :- Communication between the various players is the central point to be improved. There is a lack of mastery of communication codes with clients, project managers and architects. It is important to make site managers and team leaders aware of the impact on the company's image when communication is poorly done verbally, in writing or on social networks.- The need for commercial skills, to communicate better with the client, to take better account of his wishes, even if you are not a business manager.- The need to strengthen managerial skills, including optimising time management.- Support to better understand the culture related to the specificity of old buildings: not only the technical aspects, but everything else, including the historical, heritage and even emotional charge (old buildings have a life that must be respected).- Need to reinforce the skills related to prevention and safety on the site: often, the team leaders alert their hierarchy in case of lack of protection on the site but it is not systematic... sometimes, they do not perceive it. Hence the need to involve them upstream of their usual field of intervention (preparation phase), so that they better master the ins and outs of the site.All site managers and team leaders will succeed in their own evolution in the years to come if everyone at their level in the company follows the normative, safety, environmental, technical and financial evolutions (globality instead of seeing each aspect separately). Managing the mental load of activities and developing the ability to communicate are keys to success in these functions. |
| Question 16: Training and professional development for site managers and team leaders likely to suit the best to the particularities of renovation sites. | The interlocutors consider that it is difficult to acquire the expected transversal competences without a relationship with work situations. It is therefore essential to base training on case studies, on a form of learning in project mode, taking into account real-life experiences (learning from situations).Training that is too academic, i.e. too top-down, is not adapted to these audiences, who must immediately perceive how it enables them to become more effective in concrete work situations.We need to be inventive and innovative: why not provide training in coaching mode on site, to better support the people concerned in finding solutions in real situations on site?Engineers can be trained very easily on the Internet, whereas site managers and team leaders, who remain "site fellows", are less likely to do so. In addition, classroom training is nourished by exchanges. The quality of a training course is the sum of the knowledge provided and the exchanges with the colleagues present in the room who follow the training.Need to find a mix: sessions on the site where we will look at a micro-training (30 minutes - short formats). Moreover, it will be necessary to propose a training which would position well the computer tool, with learning platforms, in their right place, in addition to all the other forms of learning (in company and in room, in physical presence).For site workers, tailor-made training is needed, in the spirit of professionalizing support. The notion of modular, standard training must be gradually abandoned in favour of professionalizing, individualized support. For example: an external consultant goes to the company, observes the shortcomings of the site manager or team leader, then trains them according to his observations. Of course, there is the question of the cost and availability of the external consultant, but this is the way forward.Standard training courses should be short and focused:- specific modules at a rate of one to two days per year (updating of knowledge, possibly preceded and/or followed by self-training sections on virtual platforms)- specific modules once or twice a month (acquisition of new knowledge, with upstream/downstream self-training sections on virtual platforms)- avoid evening classes, as the job is physical and tiring. |
| Question 17: The challenges of designing a training course for site managers and team leaders specialising in building renovation. | - Having an initial training in a basic (technical) trade is an essential aspect of becoming a good team leader and site supervisor.- It is important to take into account the professional experience of the learner, future team leader and site manager.- Certification is not necessarily a goal for the company or even for the employee. What counts is the proof of competences (how one can, concretely, demonstrate and assert one's competences: the diploma constitutes the proof of knowledge, but not necessarily of competences which can only be verified in a work situation - OPEN BADGES can be a good idea, but on the condition that they refer to work situations and not simply to knowledge or personal/professional aptitudes/abilities disconnected from the way "fellows" manage on the site, in concrete situations.- New generation foremen and site managers tend to "sell themselves more cheaply elsewhere" once trained. Therefore, it is necessary to design training courses that are adapted not only to the employees, but also to the companies.- The training courses can contain a general core curriculum made up of cross-cutting modules, which can be carried out partly in the company, plus specific expertise modules (depending on the company's needs).- Working on concrete situations, with practical applications is fundamental for the audiences in question (no abstract theory, even in initial training).- Use real situations experienced by the participants, and especially problem situations, with appropriate forms of facilitation. For example, take the time to study the management or safety aspects in specific contexts ("in a company, we don't take the time, we are in the heat of the action and very often we learn on the job when there have been problems"). |
| Question 18: Recruitment procedures and difficulties encountered. | The interviewees confirmed that the majority of recruitment for this type of functions (site managers and team leaders) is done through internal promotion.Other possible sources of recruitment are territorial work integration programmes or recruitment after periods of temporary employment.Criteria: first of all, to demonstrate natural leadership during professional practice. This is more important than technical mastery (which can be acquired during specific training).It is difficult to find site managers and team leaders, beyond internal recruitment. Hence the strategy of hiring workers with potential, observing them, training them as they go along, offering them internal promotions later.The construction sector still faces the problem of attractiveness and building renovation does not benefit from special promotion/recruitment campaigns. No sufficient strategy from the professional federations in this area. |
| Question 19: Practices to meet the professional development needs of site managers and team leaders in building renovation. | To enable site managers and team leaders to master technical developments in the field of renovation, there are:- Monitoring of technical days organised mainly by suppliers.- The tutorial function carried out in the company with EQF level 4 apprentices (means of improving their skills - see how the tutors/apprenticeship supervisors themselves learn through contact with the apprentices).- Informal exchanges between colleagues, or with training centre instructors (in the context of monitoring apprentices in companies).More traditional training actions (courses):- Short modules (1 to 2 days) on advanced techniques or other specific issues (e.g. compulsory training in health and safety at work, *FEEBAT*). The interlocutors note that few team leaders go on training courses to follow training modules that are not compulsory. |
| Question 20: Key skills that site managers and team leaders specialising in building renovation should improve. | Priorities identified:- Site preparation, prior to its start, in connection with the legislative aspects on the theme "Who is responsible for what?" on the site, with the environment, the coordination of the various trades/teams, self-control, anticipation, creation of one's own tools (create and adapt one's own methodology according to the sites (systemic and global approach).- Methods of global organisation and quality control of renovation sites, based on the development of managerial, relational, organisational, logistical, regulatory and other skills and knowledge. Objective: to avoid malfunctions and "non-quality" of processes and "saleable" productions.- Management of health and safety prevention at work on renovation sites, in relation to regulatory requirements, imperatives and the reality of the site.- Management/implementation of energy renovation of old buildings, in relation to regulatory requirements, imperatives and the reality of the site.- Management of the circular economy on renovation sites, in relation to regulatory requirements, imperatives and the reality of the site. Fight against waste on site.- Final quality control by site managers and team leaders and reporting to the hierarchy, based on verification, supervision and communication skills within the teams. |
| Question 21:Knowledge of training offers dedicated to site managers and team leaders specialised in building renovation | The interviewees admit that they have no specific knowledge of such training offers. |

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| **Main conclusions and recommendations for the development of training pathways**We note a consensus among all fifteen companies interviewed in France on both the skills expected of site managers and team leaders and the ways in which they can be acquired. Overall, they consider that site managers and team leaders have a good technical mastery. However, they are not always sufficiently enterprising, autonomous and responsible. It therefore appears that the missing competences are of a transversal nature and manifest themselves in complex work situations where one has to behave as a professional expert capable of combining several types of knowledge and know-how, mainly from experience. The professionals interviewed mainly emphasised the need to strengthen the areas of professionalisation in direct relation to work situations, which could be summarised, in a schematic and non-exhaustive way (examples):

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| *Examples of skills to be activated in situations* | Communication on renovation sites and in companies | Communication with external partners | Managingoccupational health and safety prevention on renovation sites | Managing the circular economy on renovation sites | Quality control of processes on renovation sites |
| *Examples of work situations* |
| Preparing a renovation site |  |  |  |  |  |
| Overall organisation and quality control of renovation sites |  |  |  |  |  |
| Assembly/disassembly of scaffolding.Working at height.Difficult access. |  |  |  |  |  |
| Management & implementation of energy renovation of old buildings |  |  |  |  |  |
| Management of skips, sorting and recycling of waste on site |  |  |  |  |  |
| Quality control of final productions |  |  |  |  |  |

The approach of professionalisation by work situation implies, according to the company managers interviewed, the acquisition of global skills of anticipation and organisation enabling solutions to be found if there are unforeseen situations, for example in the face of supply problems, the absence of workers, technical or safety problems uncovered during the renovation of buildings.In addition, at each stage of the renovation project, it is necessary to work on the relationship with the client and to adapt one's communication and negotiation techniques according to the person one is dealing with, mastering the codes of written and oral expression in front of the client. It is therefore necessary to distinguish between external (e.g. with clients and architects) and internal (e.g. with teams, other trades and management) communication techniques. This requires commercial, negotiation and motivational skills, all with rigour, adaptability and flexibility, with a good understanding of the other participants on the site and the different interactions between the trades.Interviewees also point out a lack of digital skills among many site managers and foremen. For example, there is BIM and Autocad, even if not specific to building renovation, for which site managers and foremen must be able to open, read and interpret a file, while integrating it into their plans: "It is a question of accompanying these people to make them go from the trowel to the laptop. It's not easy, some very good site manager profiles in the field are unable to use computers and yet they are very good professionals. ". This problem refers us to the image of the building trades and the cultural background, where even the middle managers on the site remain very attached to the manual side of their work, with a difficulty in "transforming themselves into management agents".In order to make it clear that IT is an aid and not a constraint, the profile of digital training courses should also be changed: they should be better anchored in concrete work situations and provided by the trainees themselves, to avoid training courses that are disconnected from their concerns, too theoretical and too specific. The people interviewed consider that digital training should start at a low level and gradually increase in power, depending on the individual progress of each participant. This kind of digital training product either does not exist or is very rare and little known.More generally, training courses should provide for orientation/specialisation according to the profile and skills of each individual, taking experience into account. Indeed, the interlocutors stress that almost nobody becomes a site manager or even a team leader (especially on a renovation site) directly after school: at least 3 or 4 years of experience in the field are required. This experience is necessary to learn how to manage stress and the pressure of professional situations on the site: the higher up the hierarchy you go, the greater the pressure. You have to know how to manage your own stress and that of your colleagues, and even be able to decode that of your superiors or clients. But these "tense" situations are also formative and must be included in training/professionalization paths. |

**COMPANIES INTERVIEWED**

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|   | Name, location and profile of the company | Size | Name and profile of the interviewee | M/F |
| 10 to 15 | 16 to 29 | 30 and more |
| 1 | **Habitat Duo**Repair of interiorsInsulation with eco-materials  |   | 1 |   | Co-manager and technical salesman of the company (same person) | M |
| 2 | **SARL Julien MESLIN & Fils** Renovation of old buildings with natural materials  | 1 |   |   | Julien MESLINManaging Director | M |
| 3 | **Bâtiment Associé**Structural work and restoration (full service)  |   |   | 1 | CEO | M |
| 4 | **AMILYS – Blanquefort (33)**Renovation in private homes |   | 1 |   | Vincent MONNIERTechnical Manager | M |
| 5 | **GESSEY –(33)**Masonry, structural work, stone cutting and tiling (renovation and new) |   |   | 1 | Olivier GESSEYCompany Owner | M |
| 6 | **SODECK - Mérignac (33)**Wooden decking and carpentry (new and renovation) |   |   | 1 | Karim EL HARCHIManaging Director | M |
| 7 | **ETRELEC – Blanquefort (33)**Electrical engineering (new and renovation) | 1 |   |   | Marie-Ange GAY-RAMOSDirector General | F |
| 8 | **SOREBA Charpente - Castelnau d'Estretefonds (31)**Building cap (including zinc and wood) | 1 |   |   | Yannick BARBIERManaging Director | M |
| 9 | **SADAC - Saint Nazaire (44)**Traditional masonry, sawing, core drilling of concrete, asbestos removal  |   | 1 |   | Yann Le QuellecManaging Director | M |
| 10 | **FERU TRADITIONS - La Baule & Saint Nazaire (44)**Masonry renovation |   | 1 |   | Stéphane GouarinManaging Director | M |
| 11 | **KAMENO - Saint-Nazaire (44)**Renovation of post-war buildings: compliance with accessibility standards, intervention on the renovation of damaged surfaces | 1 |   |   | Alexis MENORETManaging Director | M |
| 12 | **PIED et PERRAUD - Pornichet (44)**Renovation of carpentry/woodwork/insulation |   | 1 |   | Cédric PiedManaging Director | M |
| 13 | **RAIMOND SAS - Nantes (44)**Building structure (renovation and new) |   |   | 1 | Stéphane RUCKDirector General | M |
| 14 | **Legembre**General contracting | 1 |   |   | Managing Director | M |
| 15 | **DL Menuiserie - Médoc (33)**General contractor / joinery | 1 |   |   | Pierre Antoine CORRUEManaging Director | M |
| TOTAL | 6 | 5 | 4 |   |   |