REPORT ON

Commonest refurbishment processes

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Commonest refurbishment processes report

EU Lifelong Learning Programme 2007-13

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- Bildungszentren des Baugewerbes e.V. (Germany),
- Centro de FormaÇao Professional de Industria da ConstruÇao Civil e Obras Públicas do Sul (Portugal),
- Fundación Laboral de la Construcción (Spain),
- Universitat de València. Instituto Universitario de Investigación Robótica y Tecnologías de la Información y Comunicación (Spain),
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Data show that people with lower level of key competences have up to 1,8 times more probability to be unemployed than those with higher levels. Hence, these unskilled adults lack the necessary "skills" to carry on with higher level of training, a situation that impedes them their requalification which, particularly in developing economies, represents a clear exclusion of them, not only from the education and training system but also from the labour market.

This is the main problem that AR.KEY project intends to deal with: the EU construction industry is a common destination of people from school failure, whose low knowledge base (arithmetic, calculation, etc.), hinders them to learn and perform more complex tasks. This failure dooms, in the best-case scenario, these workers to perform tasks of peonage despite the fact that they could develop competencies of higher responsibility or, in the worst case scenario, to the long-term unemployment.

Thus, this project aims at designing and applying a training system for non-qualified workers from construction industry, in order to improve their mathematical competence and basic competences in science and technology, keys to successfully follow up their training and hence their professional career.

AR.KEY will be organize in learning outcomes using EQF methodology and based on Augmented Reality (AR), which is a live, direct or indirect, view of a physical, realworld environment whose elements are augmented by computer-generated sensory input such as sound, video, graphics or GPS data, enhancing one's current perception of reality. The final application will be available for using on tablets and/or smartphones on markets such as Google Play (ANDROID) or Apple Store (APPLE).

Therefore, the training system aims at improving the professional skills of unskilled workers from the building sector in those productive processes related to the comprehensive refurbishment of a building. For this purpose, the system will be structured in training modules sequenced in a very easy way, being supported by AR as well as other multimedia resources, in order to train students in those key competences necessaries to better understand more complex procedures such as the refurbishment, maintenance and conservation of covers, installations, facades and structures, or the energy restoration (energy efficiency and/or renewable energy systems) of a building.



Introduction

8 WP has been set up to achieve project objectives:



The partnership is formed by 7 partners coming from 5 different countries, experts especially in vocational training in the building industry.

Logo	Coordinator	Country
FUNDACIÓN LABORAL DE LA CONSTRUCCIÓ	www.fundacionlaboral.org N	
Logo	Partners	Country
BID BZB Bildungszentren des Baugewerbes e.V.	www.bzb.de	
Centro de Formação Profissional da Indústria da Construção Civil e Obras Públicas do Sul	www.cenfic.pt	
FORMALONE PER LA FORMAZIONE E L'ADDESTRAMENTO PROFESSIONALE NELL'EDILIZIA	<u>www.formedil.it</u>	
	www.frgtim.ro	
CENTRO EDILE ANDREA PALLADIO DAL 1948	www.centroedilevicenza.it	
irtic (∂₽) Vniversitat dğValència	http://smagris3.uv.es/irtic	
		/



Introduction

To start the work a first step has to be the selection of the productive processes associated with conventional refurbishment as well as those related to energy restoration of buildings (WP2).

Contents

1. Identification of the commonest refurbishment processes

1.1. WP practical information



Figure 1. Timetable, leader and outcome of WP2

1.2. Methodology

The project implements two kinds of activities in order to set up these processes:

A. **Documentary analysis:** analysis of statistics, reports, partners' know-how and the like with the aim of identifying what types of refurbishment and energy restoration activities are carried out most habitually in each country. The following activities have been considering to be analysed:

	Conventional refurbishment	Energy restoration
\checkmark	Modernization of surfaces	 Modernization of heating systems
\checkmark	Previous demolition and internal	 Insulation from outside
	partition wall	 Insulation of windows
\checkmark	Structural elements	 Insulation of roofs
\checkmark	Accessibility and elevators	 Insulation from inside
\checkmark	Replacement of windows	✓ Air conditioning
\checkmark	Electric installations	
\checkmark	Renovation of bathroom	
\checkmark	Renovation of kitchens	
\checkmark	Renovation of roofs	
\checkmark	Renovation of roofs. Non-sloping	
	roofs	
\checkmark	Special field of renovation /	
	modernization	



This first documentary analysis approach was carried out by the **German partner BZB** (the leader of the first) as well as honing by the Spanish partner FLC.

- B. **Focus group:** a focus group has been organized with experts (trainers, professionals, employers, trade unions, public bodies, etc.) in each of the partner countries in order to identify and define, on the basis of the previous analysis, what kinds of processes will be part of the final system.
- 1.3. WP2 tasks and activities



Figure 2. WP2 tasks and activities

2.1. Conventional refurbishment

2.1.1. Modernization of surfaces

One of the most regular and common works are the modernization of the **surfaces**. That means on the one hand painting or wall papering and on the other hand laying of carpet, laminate (artificial floor panels with wooden appearance) parquet floor or natural stone or tiles.



Aim	Regularity	Who
Improvement of decorative	Walls every 5-10 years. Floors:	Skilled Workers: painter, floor
aspects. Not only to be up to	10-20 (more) years.	cover layers, parquet layers,
date but also for the sense of		joiner, tillers
well being.		

Figure 3. WP2 tasks and activities. Modernization of surfaces

2.1.2. Previous demolition and internal partition wall

One almost unavoidable work in the modernization of the building is the relocation of a part of the original construction. So is necessary a previous demolition and relocation of the original walls. That means on the one hand a demolition process of the original walls distribution and on the other hand a new internal partition walls.





Aim	Regularity	Who
Improvement of	Walls every 30-40 years	Skilled Workers: professionals
deconstruction and material	(depending on use).	of deconstruction, bricklayers.
supply aspects. Specially to		
keep the structure safe. But		
not only for that if not		
because of special needs.		

Figure 4. WP2 tasks and activities. Walls

2.1.3. Structural elements

One of the most important previous steps in the refurbishment is the modernization or reparation of the structural elements, pillars or floors (reinforced concrete) for example.



Aim	Regularity	Who
New modern technique and	Structural elements (30 – 40	Skilled Workers: formwork
materials for more safety and	years or more).	operators
durability structures.		

Figure 5. WP2 tasks and activities. Structural elements

2.1.4. Accessibility and elevators

Accessibility solutions are needed specially because the evolution of this concept grown up in the last few years. It means that the majority of these buildings in rehabilitation process would need to have these systems to do comfortable and accessible to everybody. Really often, the old buildings in rehabilitation process didn't had an elevator. In particular those buildings inhabited by the elderly, needs this equipment for a normal stile of life (without external help).





Aim	Regularity	Who
Improvement of decorative	Accessibility every 10-20	Skilled Workers: bricklayers,
aspects. Not only to be up to	years.	electricians (with specific
date (applicable obligation,	Elevators: 10-20 (or more)	training and skills)
depending on the heights of	years.	
the building) but also for the		
sense of well being.		

Figure 6. WP2 tasks and activities. Accessibility

2.1.5. Replacement of windows

Replacement of old windows against new modern up to date windows is a very common refurbishment processes.

Old windows with wooden frame and one pane will be replaced by modern multi pane windows with wooden or aluminium or plastic frames.



Aim	Regularity	Who
Improvement of decorative	30 – 40 years (or longer).	Skilled workers: window
aspects or to get more natural		assembler, joiner (wooden
illumination Improvement of		windows), roofer in case of
sound and thermal insulation.		roof-lights.

Figure 7. WP2 tasks and activities. Windows

2.1.6. Electric installations

Modernization of the electrical installations covering the wiring, sockets and outlets in order to improve the safety of the users and being up to date. Also for decorative and well being (domotic, fire fighting system...) aspects.



Aim	Regularity	Who
Improvement of decorative	20-30 years (one generation)	Skilled workers: electricians
aspects. Not only to be up to		(because of safety)
date but also for the sense of		
well being.		

Figure 8. WP2 tasks and activities. Electric installations



2.1.7. Renovation of bathroom

The renovation of the bathroom is a very common refurbishment processes as well. This often covers the whole installations like bath tub, shower, hand wash basin, the mountings/armatures and finally the renewing of the surfaces like new plaster or tiles.



Aim	Regularity	Who
New modern technique and	20-30 years (one generation)	Skilled workers: Sanitary
water save and energy saving		installer / plumber, tiler,
installations.		plasterer, painter
New decorative and up to		
date techniques.		

Figure 9. WP2 tasks and activities. Bathrooms

2.1.8. Renovation of kitchens

The renovation of the kitchens as well the renovation of bathrooms is very useful and common in the refurbishing projects. This often covers the whole installations like water hitters, new furniture (more capacity furniture), the piping system (with new materials) and finally the renewing of the surfaces like new plaster or tiles.



Aim	Regularity	Who
New modern technique and	20-30 years (one generation)	Skilled workers: Kitchen
water and energy saving		installer / plumber, tiler,
installations.		plasterer, painter
New decorative and up to		
date techniques.		

Figure 10. WP2 tasks and activities. Kitchens



2.1.9. Renovation of roofs

This kind of renovation means replacement of roof coverings like roof tiles. This process is often blended with placement of new thermal insulation.



Aim	Regularity	Who
Maintenance of the roof as a	25-30 years	Skilled worker: Roofer,
protective covering against		Carpenter
climate like rain, snow, wind		
and sun.		
Energy saving aspects in the		
case of improving the		
insulating features of the		
roof.		

Figure 11. WP2 tasks and activities. Roofs (sloping)

2.1.10. Renovation of roofs. Non-sloping roofs

This kind of renovation means replacement of roof coverings like roof tiles. This process is often blended with placement of new thermal insulation.



Aim	Regularity	Who
Maintenance of the cover (non-sloping roof) as a	25-30 years	Skilled worker: Installer of insulation and waterproofing
protective covering against		materials
climate like rain, snow, wind		
and sun.		
Energy saving aspects in the		
case of improving the		
insulating features of the		
cover.		

Figure 12. WP2 tasks and activities. Roofs (non-sloping)



2.1.11. Special field of renovation / modernization

Renovation in the sense of **restoring old (ancient) houses.** This comprises a very special field of renovation, called restoration.



Regularity	Who
-	Skilled workers with additional formal qualifications in the field of restoration in their crafts, e.g. restoration for plastering – painting – masonry etc.

Figure 13. WP2 tasks and activities. (Restoration)

2.1.12. Replacement of dangerous materials

Replacement of hazardous and dangerous materials that may cause health problems like cancer, etc.

Houses of the 1960s and 1970s were often built with insulations and building materials containing dangerous ingredients. For instance, artificial insulations containing asbestos and fibres which cause lung cancer or wooden plaques with formaldehyde.



Aim	Regularity	Who
To decontaminate hazardous	-	Skilled workers like demolition
materials / for health and		experts and construction workers
safety of inhabitants and		with additional formal
third persons in nearer		qualifications in the field of
environment		clearance and decontamination

Figure 14. WP2 tasks and activities. Dangerous materials



2.2. Energy saving restoration

2.2.1. Modernization of heating systems

The modernization of the heating system or the installations of alternative energy using systems are very common procedures when renovating a house.

There are a large variety of possible modernizations in order to save energy and fossil fuels like oil and gas. Whether you replace an old oil heating system against a modern controlled special oil burning system sparing 30-40% fuel or you change from oil to gas fuel. Furthermore you have a lot of possibilities to combine a modern oil or gas heating system with alternative energy using technologies. These alternative technologies are solar heating, geothermal energy system, pellet heating, air heating valves or small block power stations.

Modernization of **oil heating system / change from oil to gas**:





Alternative energy system

Wood pellet heating system (supporting)

Solar heating system



Aim	Regularity	Who
New modern technique to	Every 20-30 years (one	Skilled workers: Sanitary
save energy and water.	generation) / introduction of	installer / plumber / roofer
	new technologies / because	
	of regulations and laws	

Figure 15. WP2 tasks and activities. Heating systems



2.2.2. Insulation from outside

Insulation of the outer shell of houses *from outside, in order to improve* the thermal insulation of the external walls and the roof by special thermal insulation façade systems.



Aim	Regularity	Who
To save energy and for more	Every 20-30 years (one	Skilled workers: Plasterer,
comfort.	generation) / introduction of	Painter
	new technologies / because	
	of regulations and laws	

Figure 16. WP2 tasks and activities. Insulation from outside

2.2.3. Insulation of windows

Improving the insulation of the windows by replacing old windows against up to date windows is a very popular way to enhance the energy saving of a house.



Aim	Regularity	Who	
To save energy and for more Every 20-30 years (one		Skilled workers: window	
comfort.	generation) / introduction of	assembler, Joiner (wooden	
	new technologies / because	windows), Roofer in case of	
	of regulations and laws	roof-lights.	

Figure 17. WP2 tasks and activities. Insulation of windows



2.2.4. Insulation of roofs

To enlarge the dimensions of the insulation or to use new materials of insulation can improve the energy saving very effectively.



Aim	Regularity	Who
To save energy and for more	Every 20-30 years (one	Skilled workers: Roofer,
comfort.	generation) / introduction of	carpenter.
	new technologies / because	
	of regulations and laws	

Figure 18. WP2 tasks and activities. Insulation of roofs

2.2.5. Insulation from inside

Improving of the thermal insulation of the outer shell *from inside*, such as placement of thermal insulation on the external walls, ceilings or roof floors to improve the thermal conditions of the house.



Aim	Regularity	Who
To save energy and for more comfort.	Every 20-30 years (one generation) / introduction of new technologies / because of regulations and laws	Skilled workers: Plasterer, Painter, construction worker

Figure 19. WP2 tasks and activities. Insulation from inside



2.2.6. Air conditioning

Improving of the calculation systems to cool a specific area, such as placement of the air output or the freezeries needed depending on the surface of the building. The air conditioned may be installed by renewable energy as geothermic or solar installations.



Aim	Regularity	Who
To save energy and for more comfort.	Every 20-30 years (one generation) / introduction of new technologies / because of regulations and laws	Skilled workers: Plasterer, Painter, construction worker

Figure 20. WP2 tasks and activities. Air conditioning

3.1. Introduction

Each country carried out a focus group with different aims:

Country	Date	Attendees	Aims
Germany	24/01/14	- Project manager - Internal trainers	 To start the documentary analysis To work out a first draft regarding the commonest refurbishment processes within the building industry
Spain	01/04/14	 Project manager Project technicians Engineering Faculty (UPM) School of Industrial Organization (EOI) National Association of Manufacturers of insulating materials (ANDIMAT) AM Architecture and Urbanism Institute of Construction Science Eduardo Torroja (CSIC) Spanish Association for Quality (AEC) 	 To review the first documentary analysis draft To propose improvements to the first draft To define a first proposal for the perimeter regarding the refurbishment processes that will be subject to inclusion on the final map To start analyzing which key competencies are associated with each process
Italy	24/04/14	- Project managers - Internal trainers	 To apply a questionnaire in order to assess, validate and therefore reinforce the documentary analysis To propose improvements to the documentary analysis
Romania	24/04/14	- Stakeholders	 To apply a questionnaire in order to assess, validate and therefore reinforce the documentary analysis To propose improvements to the documentary analysis
Portugal	01/07/2014	 Trainers and trainees. Qualified workers Technical staff Managers 	 To apply a questionnaire in order to assess, validate and therefore reinforce the documentary analysis To propose improvements to the documentary analysis



3.2. Germany

The partner BZB carried out a focus group to set up an initial documentary analysis regarding the commonest refurbishment processes within the building industry.

The results of this focus group have been reported in the section 2 of this document.

3.2. Spain

This focus group was carried out the 1st of April in the Labour Foundation for Construction headquarters with the attendance of several experts coming from different areas related to building industry.

After project presentation, first thing the experts did during this encounter was to harmonize the nomenclature that was chosen by project team to refer to conventional refurbishment and energy saving restoration. In this regard, they proposed to rename these two categories into two new ones, much more adapted to the building sector reality.



Figure 21. WP2 tasks and activities. Renaming the core concepts

Accordingly, the group deemed necessary to adapt the nomenclature used for denominating each processes defined in the documentary analysis. Also, they proposed some more processes not considered in the first approach.



In this respect, experts proposed the following classification:

	Conventional refurbishment		Renovation and maintenance
\checkmark	Modernization of surfaces	\checkmark	Coating and finishing
~	Previous demolition and internal partition wall	~	Internal walls demolition
\checkmark	Structural elements	\checkmark	Renovation of structures
\mathbf{V}	Accessibility and elevators	\checkmark	Accessibility
\checkmark	Replacement of windows	\checkmark	Goes to energy rehabilitation
\checkmark	Electric installations	\checkmark	Installations and plumbing
\checkmark	Renovation of bathroom	\checkmark	Renovation of bathrooms
\checkmark	Renovation of kitchens	\checkmark	Renovation of kitchens
\checkmark	Renovation of roofs	1	Maintenance and renovation of roofs
\checkmark	Renovation of roofs. Non-sloping roofs		Plaintenance and renovation of foors
V	Special field of renovation / modernization	~	It is not the subject of this project
\checkmark	Replacement of dangerous materials	\checkmark	Replacement of dangerous materials
		\checkmark	Waterproof insulation of drain pipes
		\checkmark	Moistures correction
		\checkmark	Maintenance and renovation of facades
		\checkmark	Internal carpentry

	Energy restoration		Energy rehabilitation
🗸 Mo	dernization of heating systems	\checkmark	Heating systems
🗸 Ins	ulation from outside	\checkmark	Insulation of facades
🗸 Ins	ulation of windows	~	Replacement and insulation of windows
🖌 Ins	ulation of roofs	\checkmark	Insulation of roofs
🗸 Ins	ulation from inside	\checkmark	Insulation from inside
🖌 Air	conditioning	\checkmark	Heating and cooling systems
		\checkmark	Hot water

On the subject of key competences, a discussion was held in order to make out a first list regarding mathematical skills and basic competences in science and technology that may be associated with the building processes previously identified.

	Mathematical skills
\checkmark	Integer numbers
\checkmark	Trigonometry
\checkmark	Fraction numbers
\checkmark	Real numbers
\checkmark	Geometry
\checkmark	Tolerance
\checkmark	Calculus
1	

- ✓ Scales
- Measurements systems

Basic competences in science and technology

- ✓ Science and its utility
- ✓ Scientific knowledge
- Physics, Chemistry, Biology
- Knowledge regarding installation and assembling of systems
- Materials and products properties

Others competencies

- ✓ Oral and written communication
- Search and information management
- Identification and troubleshooting
- Intuition
- Professional ethic
- ✓ Collaborative skills



3.3. Italy

The focus group in Italy (Vicenza) was carried out with the participation of the project managers, (which are also technicians in construction sector), one teacher, two trainers and three trainees. During this group, it was applied a questionnaire (annex 1) that had a double aim:

- To assess, validate and therefore reinforce the documentary analysis
- Propose improvements to the documentary analysis

Q1. Is necessary to include new phases or tasks related Q3. Do the proposed processes meet the demands to the rehabilitation of buildings? 4 3 2 1 29% 43% 43% 43% 3 2 28% 14% COMMENTS \checkmark Construction of plaster walls and ceilings for interior renovation \checkmark Upgrading of the sewage system to the new provisions of the law \checkmark Resolution of any problems due to upward migration of soil moisture Removal of any thermal bridges \checkmark

3.3.1. Results



- ✓ Special field of renovation / modernization: restorer for the recovery of
- \checkmark old/ancient stones and old wood (for reusing them)



- Modernization of heating systems: \checkmark
- \checkmark For installation of geothermic systems: soil drilling operator
- \checkmark For installation of Biomass heating systems: carpenter, welder and bricklayer (for the deposit of pellets)
- \checkmark Air conditioned (probably it would be more correct to use the term "cooling systems"):
 - For installation of geothermic systems: soil drilling operator
 - For installation of domestic wind power systems: welder, crane operator •



3.4. Romania

The focus group in Romania (Timisoara) was carried out with the participation of eight stakeholders. During this group, it was applied a questionnaire (annex 1) that had a double aim:

- To assess, validate and therefore reinforce the documentary analysis
- Propose improvements to the documentary analysis

3.4.1. Results



- Rehabilitation of stone masonry elements , mosaics, monuments, architectural elements
- ✓ Specialized craftsmen in the rehabilitation of historic buildings construction elements
- ✓ Insulation of pipes
- ✓ Fire protection of building elements, protection from noise





- ✓ Specialized craftsmen in the rehabilitation of historic buildings construction elements
- ✓ Electricians, solar installation specialists
- ✓ Fitter thermal and noise insulation, façade and chimney cleaner



3.5. Portugal

The focus group in Portugal (Lisbon) was carried out with the participation of eight professionals: the project managers, qualified construction workers, trainers, trainees and managers. During this group, it was applied a questionnaire (annex 1) that had a double aim:

- To assess, validate and therefore reinforce the documentary analysis
- Propose improvements to the documentary analysis

3.5.1. Results





Senior technical staff in the areas of electrical engineering and mechanical Architects,

Engineers and Real Estate Agents. All specialties as pose have to be used.





COMMENTS

- Training of applicators of new materials used in the coatings, floors, walls and ceilings.
- ✓ Roof coverings. (Flat and sloping plateaus Thermal, other...)
- ✓ Coat of exterior facades ... (ventilated facades)
- ✓ Using frames / glasses with other type of behavior.
- ✓ Thermal and acoustic insulation.
- Electricians and electronic technicians / home automation.
- Control and use of water / rain ... others.
- Regarding vocational framework, the specializations are defined. As the lifelong learning, tracking the evolution of materials, techniques and construction processes the great solution for the sector.

4.Final perimeter

4.1. Introduction

During the 2nd steering meeting that took place in Rome the 7th and 8th of May, project team agreed a final perimeter of refurbishment processes that would be considered within the project, taking into account the results coming from the different focus group carried out in each country. Also, during this encounter the partnership defined the specific tasks related to each processes.

4.2. Perimeter

Renovation and maintenance processes	Tasks that will be addressed		
	Plastering		
Coating and finishing	Painting		
F	Floor laying		
	Tiling		
Internal walls demolition	Collecting materials		
Renovation of structures	Bricklaying		
Nenovation of structures	Stabilize de structure		
	Floor laying		
Renovation of bathrooms	Tiling		
	Sanitary installation (levelling, supports, etc)		
	Dimensioning the pipes		
Waterproof insulation of drain pipes	Material for joining		
	Installation of supports		
Installations and plumbing	Laying pipes		
	Laying wires		
Moistures correction	Painting		
Accessibility	Ramps		
	Laying tiles		
Maintenance and renovation of roofs	Preparing the base for tiling		
	Waterproofing		
	Check the surface		
Maintenance and renovation of facades	Remove the old one		
	Painting		
Internal carpentry	Remove the old door		
	Preparing the sub-frame		



Final perimeter

Energy rehabilitation	Tasks that will be addressed
	Pipes distribution
Heating systems	Supports for system
	Chimney
Hot water	Pipes distribution
Replacement of windows	Remove the old ones
Replacement of windows	Preparing sub-frame for the new ones
Insulation of roofs	Waterproofing
	Insulation
Insulation of facades	Laying the panels
Air-conditioning (heating/cooling)	Pre-installation of the system

The "tasks that will be addressed" mean that the training system will use these tasks as a basic example for teaching trainees key competences. Of course, the difficulty or deepness of these tasks will be adapted taking into account that the main target group are unskilled workers from the building industry. In this regard, the following common tasks will be considered:

Common tasks
Opening channels on walls
Preparing of pastes and mortars grip
Site layout
Application of coverings
Preparing of sub-frame for doors
Preparation of openings for windows
Cutting of ceramic pieces
Use of hand tools
Handling of loads manually
Mounting of supports for installations
Preparing the surface for coating
Placing of insulation material

5.ANNEXES

ANNEX 1. Assessment questionnaire

Taking in account the contents proposal set up in the Documentary Analysis please answer the following questions, by choosing an option between 0-5 (0 for low agreement and 5 for maximum agreement):

Q1. Is necessary to include new phases or tasks related to the rehabilitation of buildings?



Q2. If your answer in the previous question was 3, 4 or 5, please, write them:

Q3. Do the proposed processes meet the demands of this emerging sector (rehabilitation)?					
0	1	2	3	4	5
Q4. May you consider the relationship between the activities of this construction and specialty trades or jobs with which they are associated?					
0	1	2	3	4	5
Q5. What othe	r professionals i	n the constructio	on sector may yo	ou proposed?	

Q6. The emergence of professionals whose specific training lead to rehabilitation or any of the specific phases thereof is required?





Annexes

Q7. Please rate the methods or mechanisms for energy savings and use of the criteria proposed in paragraph 3.2 (Energy Saving Renovation).



Q8. Consider, and rate the relationship between the proper techniques and methods proposed and trades or jobs assigned to them (paragraph 3.2).



Q9. What other professionals in the construction sector could be proposed.

ANNEX 2. Focus group guideline

A guideline is needed to order better the discussion and subsequent analysis. Anyhow, the moderator should try to assure as much as possible the free intervention of the participants. The topics that must be addressed are the following ones:

- Individual presentation of each participant. Short introduction about their professional activity, education, background, and the like.
- AR.KEY project overall presentation.
- Presentation regarding commonest refurbishment processes set up in the documentary analysis.
- Taking into account the proposed processes, fill in the questionnaire along with the participants.
- Joint discussion regarding the proposed processes in order to make suggestions and improvements to the first proposal.
- First discussion in order to start the connection between processes and key competencies.
- Wrap up, conclusions and end of the session.

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