



“Testing & implementation”: Opportunities in the partnership

*EVTA,
October 2010*

***Partnership project CERTICOM II:
From CERTICOM to EUMOVE to a
sustainable partnership for mobility in
Europe***



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EU-MOVE: The European mobility portal for VET

During the work placement, learners put into practice what they have learned during their course. A work placement experience, however, requires more from learners: dealing with customers whilst being able to face and handle the difficulties that might occur in real working life. In other words: being professional! Therefore, by going abroad, learners will undergo a unique and rich experience: A broader vision of their future job and professional sector together with contacts with other cultures and languages! Transnational mobility not only promotes European labour market mobility, it also helps develop an awareness of "European citizenship" and fosters new international skills such as languages and intercultural competence and personal skills.

In the previous years, many mobility projects and related initiatives are carried out. This argues for an approach to build on existing experiences and (infra)structures which are proven to be effective and practices instead of developing new ones. In the CII partnership, synergies are created between the outcomes of projects and experiences and tools of partners are used.

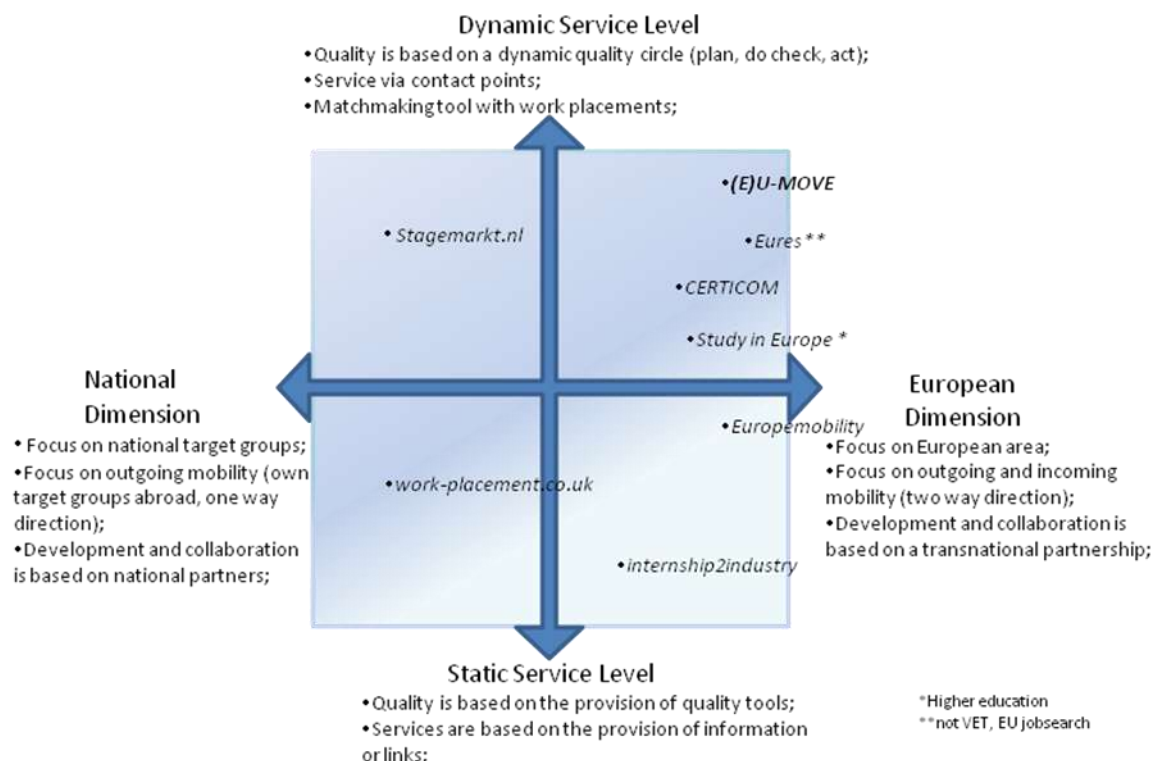
Another reason for the capitalization on existing practices is that they are tested in a specific context and proven to be effective. These outcomes are often risen as a result of an innovative approach to tackle regional, sectoral or national difficulties in mobility. www.eumoveabroad.eu



The Added value of EU Move: European, Sectoral and Dynamic!

What is the difference between EU Move and other existing portals or websites for mobility? Comparing the level of dynamic services and European dimension of EU move and other European and national portals and websites, EU move is built on principles of a dynamic and continuous quality circle. It makes use of national and regional agents/ ambassadors and provides quality work placements and feedback moments for all the actors within two specific sectors: hospitality and care.

The European dimension is not only strengthened by the national agents, but also by the fact that EU move is targeting both outgoing and incoming mobility actions. This is often lacking in national portals and websites, but also in Leonardo da Vinci mobility programmes, which are focusing on outgoing mobility.





The role of the partnership project

The activities started in 2007 with the development of the CERTICOM system. This system is further developed and completely renewed in 2010: EUMOVE! (developed under another LdV programme). Although the development of this new EUMOVE portal was the initiative of EVTA and the Dutch centres of expertise (Kenwerk and KC Handel), the input of the CERTICOM II partners (now called the “EUMOVE agents”) was crucial in the final version of the EUMOVE portal. Where the EUMOVE project as such as focusing on the development of the structure and the integration of intercultural and language tools, the CII project had a completely different focus: Building a sustainable partnership with EUMOVE agents around the portal, as an important guarantee for quality assurance and explore the opportunities for further expansion, improvement and implementation.

Key words/ activities in the CII project are:

- To improve the tools for the mentor in the portal, with a particular focus on the feedback forms;
- To work towards an implementation strategy of the partners in the partnership project;
- To test the mobility portal by potential users;
- To work towards a sustainable structure of partner agents “EUMOVE agents” as an important quality aspect in the EUMOVE portal;
- To work towards a “common environment” of mutual trust to set up mobility actions;
- To work on expansion of the EUMOVE “system” in two ways: other sectors and other agents;
- To work on follow up activities (new project initiatives);
- To work on the marketing and visibility of the EUMOVE portal;

This report is focusing on the results of the testing and monitoring actions during the partnership project.

Good practices from the hospitality sector

During the plenary session in Santa Susanna, Spain, interviews are held with persons who have had real experiences in mobility, but all from different perspectives: A training coordinator, a trainee, a hotel manager (of which hotel is a work placement company) and a mentor in a work placement company.



What is your function in the company?

I am part of the hotel management of a five star hotel resort in Santa Susanna, Spain.

Why do you take foreign trainees?

I think it is good opportunity for both sides, for them to be part of a big hotel like us and for us it is a good opportunity to have new faces and fresh ideas in the company.

What do you have to offer as work placement company?

Basically what we have to offer is the experience to work in a real working environment before they go out and work in the real world.

What is your nicest memory?

Well the nicest memory would be the will of the trainees to learn something new and develop themselves.

Did you have an international experience abroad yourself?

Yes I actually I had to go to Cancun for a couple of months that helped me out to develop myself and to see what the “real thing” was like.

What can be improved in international internships?

I think that the school does a very good job, the only thing I would like to remark is the language of destiny. Take an advantage before they come here and learn a little bit of the language.

What is according to you the difference between a trainee and an employee?

Basically, I think an employee does his job and a trainee comes here with the experience of doing it the best way they can. It is the last part of the school before they really start to work.



Who are you and what are you studying?

I am 22 years old, from the Netherlands and I am studying international business and languages in 'sHertogenbosch. I am in my third year now and I am doing an internship in Spain

Why did you choose for an internship abroad?

I have chosen for an internship abroad, because I would like to have a lot of marketing experience from different countries and I also like to learn about the language and the culture of that country.

What did you expected from an internship abroad?

Before I started my internship, I already knew something about the company, but I really wanted to give my ideas and input to the company and learn how working would be in this company.

Are your expectations during your internship fulfilled?

Yes, completely, the company gave me a lot of opportunities and they wanted to know my opinion as well, so I am really happy with it.

What did it with you personally?

Another view on life, I think I have more an international view now, as I have more experiences with other cultures and languages and I also think I am more grown up now ☺.

What tips do you have for other trainees?

Make sure you are ready to go abroad, Don't do it for somebody else, *do it for yourself*, do it for your experience, for your own life.



Training coordinator

What is your function?

I work as a work placement coordinator in the Zadkine College in Rotterdam, the Netherlands.

Did you have international experiences yourself?

Yes, I have had several international experiences myself. Unfortunately not as a trainee, but as a teacher and work placement coordinator I had the opportunity to go to many places in Europe.

Why should a training centre send trainees abroad?

My main motivation to send students abroad are the students themselves. Because when you see how they come back when they have at least four months of experiences in a foreign country, they come back as totally different persons.

Often, when they go abroad, they go as youngsters and they come back as adults. You can actually see a change in their behavior. They are more mature, more independent and more secure as a person.

What tips do you have for other trainers?

Well I think the main suggestion for other trainers is, that *internationalization starts by persons and not by organizations.*



What is your function in the company?

I am a training coördinator in lloret de mar in a big four star hotel resort.

What is your benefit of trainees?

Well of course, the trainees of nowadays are the future and they could also be our future employees, so they deserve to have good traineeship. So that they can be like us, a good mentor for the future for the next generation of trainees.

What is your best successtory?

The best success story is when a trainee wants to do a traineeship abroad and has a doubt if she/he can make it and then finally at the end they graduate and have a lot of rich experiences.

OK thank you, How are you prepared in being a mentor?

Off course you need certain experiences and the best is to start with a traineeship yourself. In that case you have a mentor as well, where you can learn from. And of course, talk with your students: what they prefer and what their expectations are.

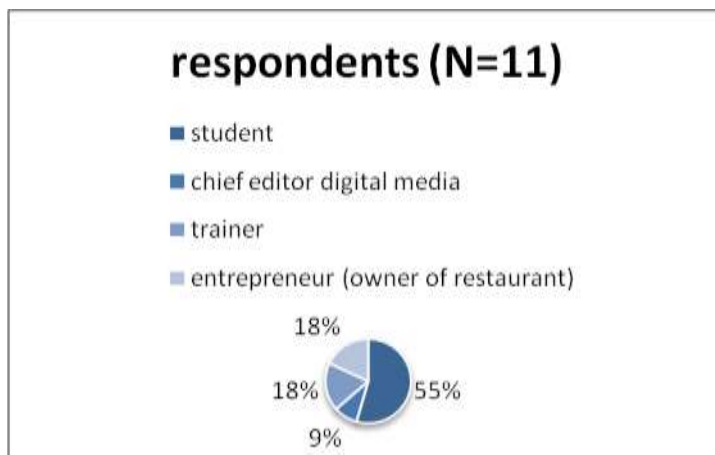
What tip can you give to trainees during their work placement?

The best advice is to see the traineeship as one step. You cannot do everything in one traineeship. Have realistic expectations. There are many extra issues in an internship abroad compared to an internship in your own countries, for example other language and cultures as well.

Testing phase of EUMOVE: by the users

In the original project plan it was the purpose to set up real mobility actions between the training centres. Due to the fact that four countries were not selected for funding, under which three training centres and the promoter, this meant a crucial problem in realizing this objective. Nevertheless, the partnership managed to set out a questionnaire for users to get feedback on the EUMOVE portal. This feedback gave the partnership good qualitative information on how to improve the mobility portal.

The results below reflect the feedback on the first, prototype of the portal. Based on this information and on the feedback of the trainees in annex 2, the partnership has improved the EUMOVE portal.

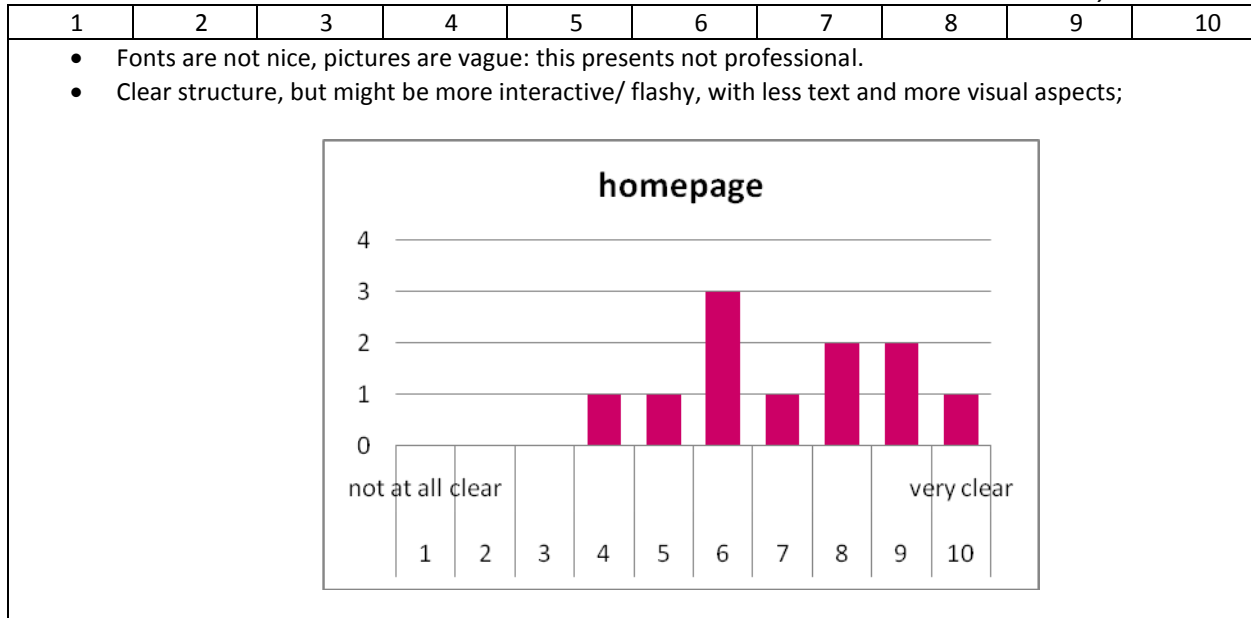


What is your opinion about:

The homepage of the mobility portal

Not at all clear

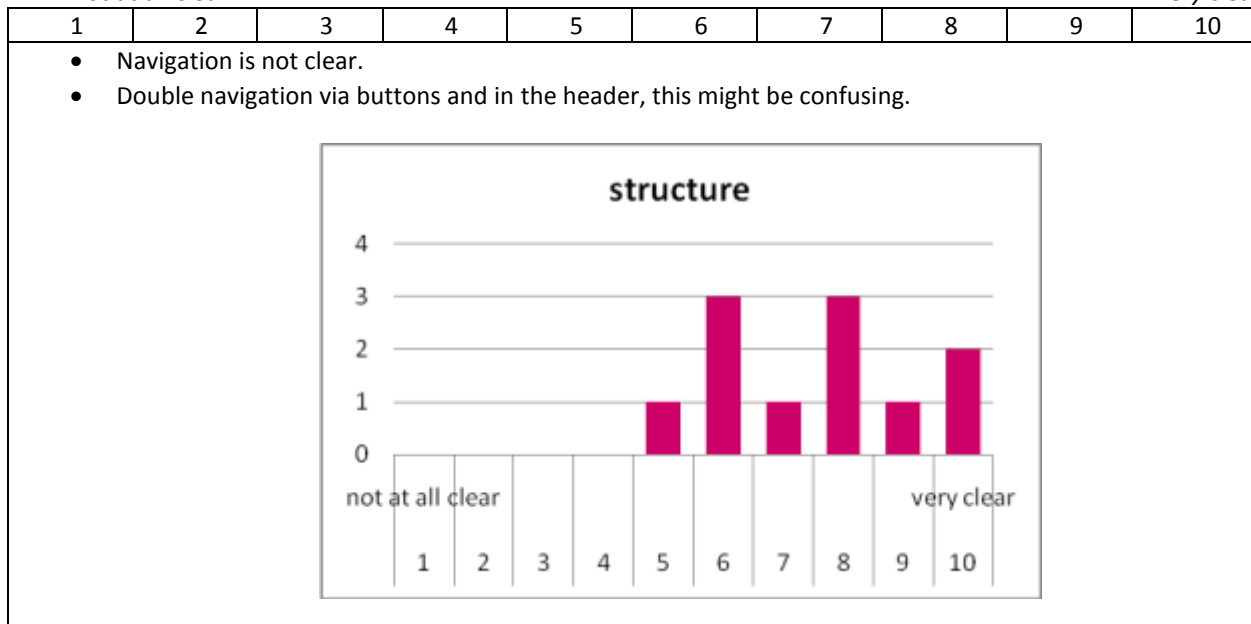
Very clear



The structure (entries per target group, the phases per target group)

Not at all clear

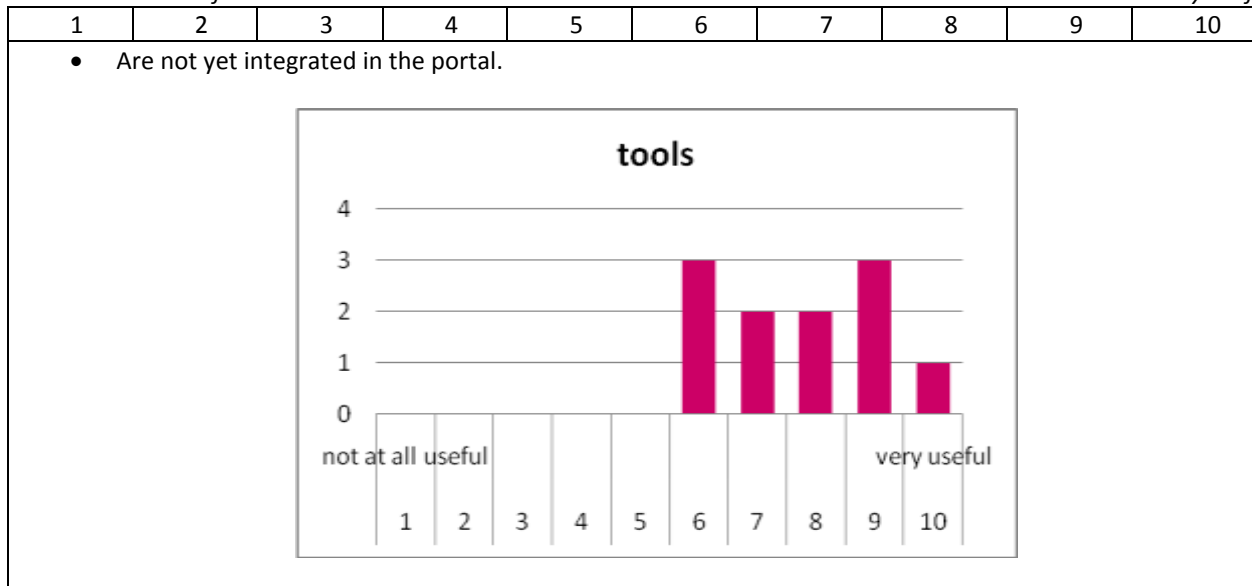
Very clear



The tools which are offered

Not at all useful

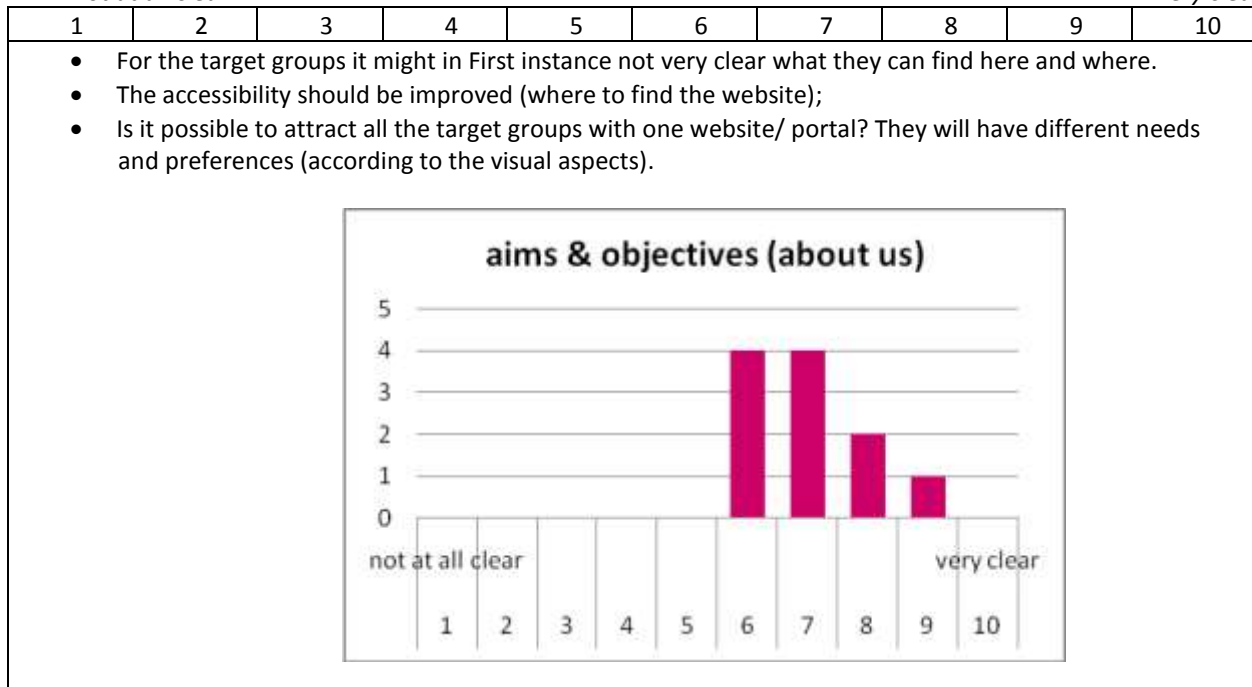
Very useful



The aim and the objectives of the mobility portal (about us)

Not at all clear

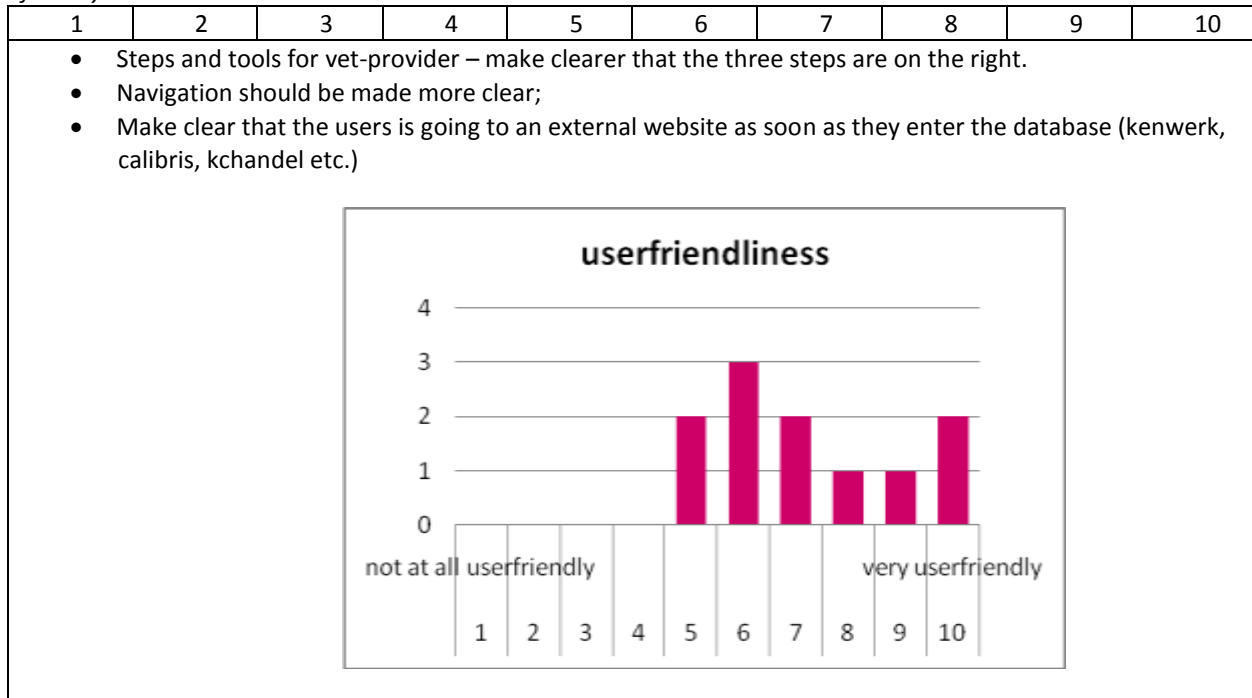
Very clear



The user friendliness (can you find the information/ workplacements easily?)

Not at all user friendly

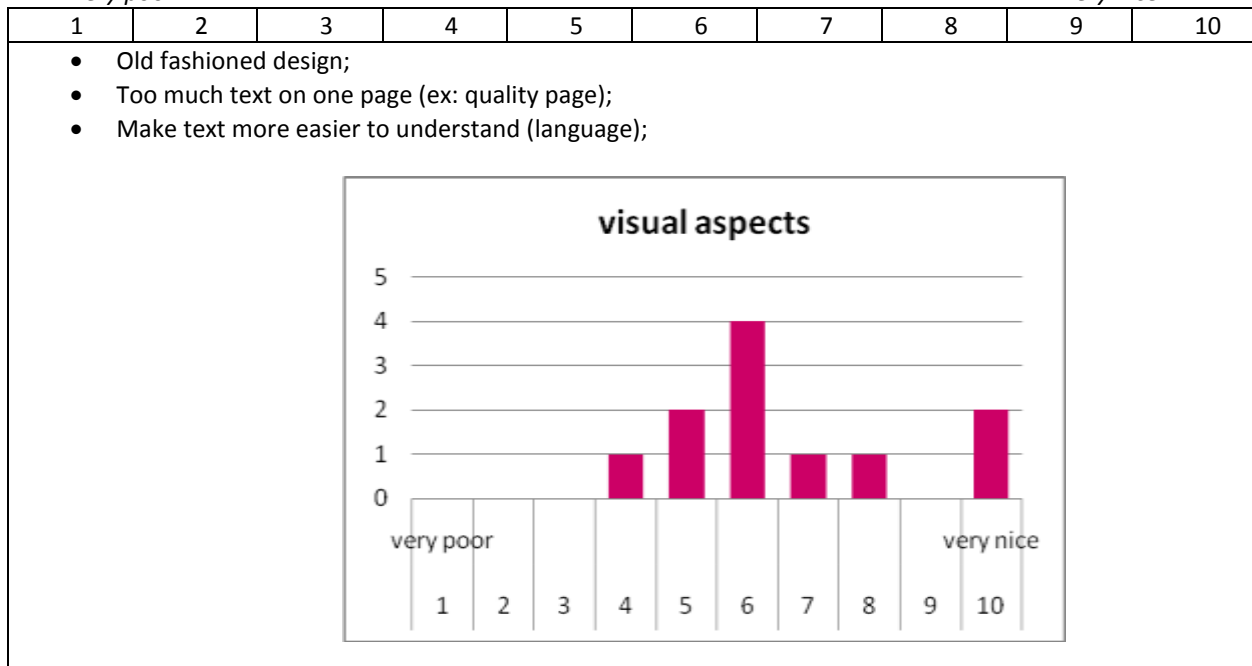
Very user friendly



The visual aspects

Very poor

Very nice



Are there items missing or not relevant in the mobility portal?

Missing items:

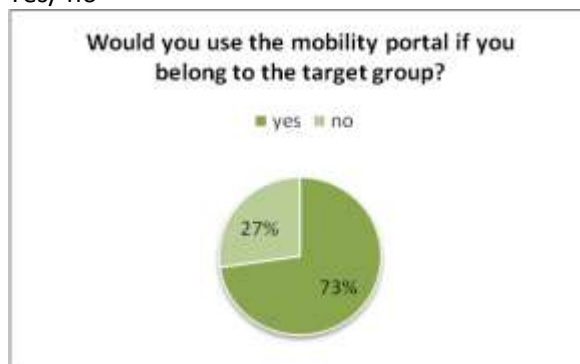
- About: Make link behind logos of partners;
- More experiences of trainees;

Not relevant items:

- Everything which is not focussed on the target groups is not relevant;

If you are one of the target groups of the mobility portal, would you be interested to use the mobility portal?

Yes/ no



If yes, why?

- It looks very interesting and there's a lot of information about it so you feel secure if you were to use mobility portal.
- Can be good to have information from many countries at one homesite.
- To get help about European opportunities;
- To integrate in our training system as a preparation for trainees;
- We believe that this can help us in improving the quality of mobility;
- It can help us as a training centre and our trainees in promoting mobility;
- The portal as such will not directly help us in improving mobility, but it will help us in improving our partnership and setting up collaborations. The portal can support us, but is a mean.

If no, why not?

- Not many news, I think that the target groups are not addressed enough.

The main conclusions drawn from the evaluation based on the prototype of the EUMOVE portal were, that major improvement had to be done in the field of visual aspects, the navigation, used language and focusing on the right target group.



Testing phase of EUMOVE: by the partnership (opportunities for implementation)

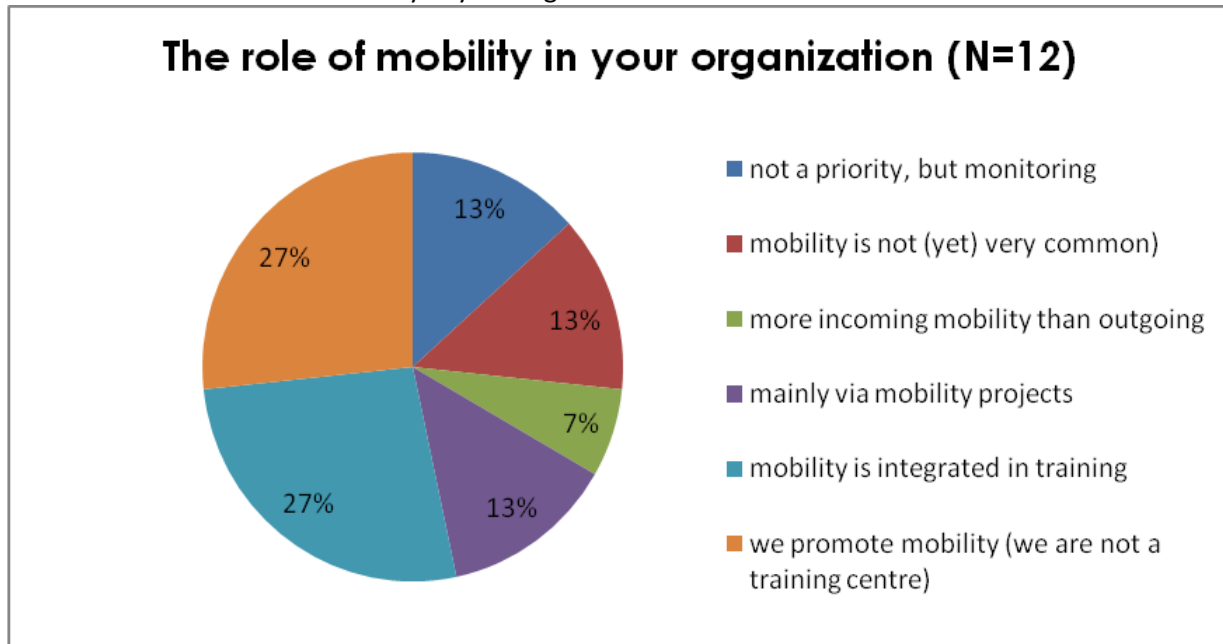
The objective of this part of the testing phase was to follow the progress of mobility activities of the partners and to get more insight in the implementation possibilities of the EUMOVE portal by the partners. By checking out existing experiences on mobility in this partnership, it is possible to see whether the mobility portal can be used in other cases as well.

During the years, the partnership is expanded with more partners (below in pink), like Kenwerk (NL), KcHandel (NL), Calibris (NL) (all three sectoral organisations), Dutch training centres and Lernia (SE). All these partners saw interest in collaborating in the partnership are now part of the “EUMOVE” agents structure. Many of these partners contributed to the partnership throughout the project duration with own resources.

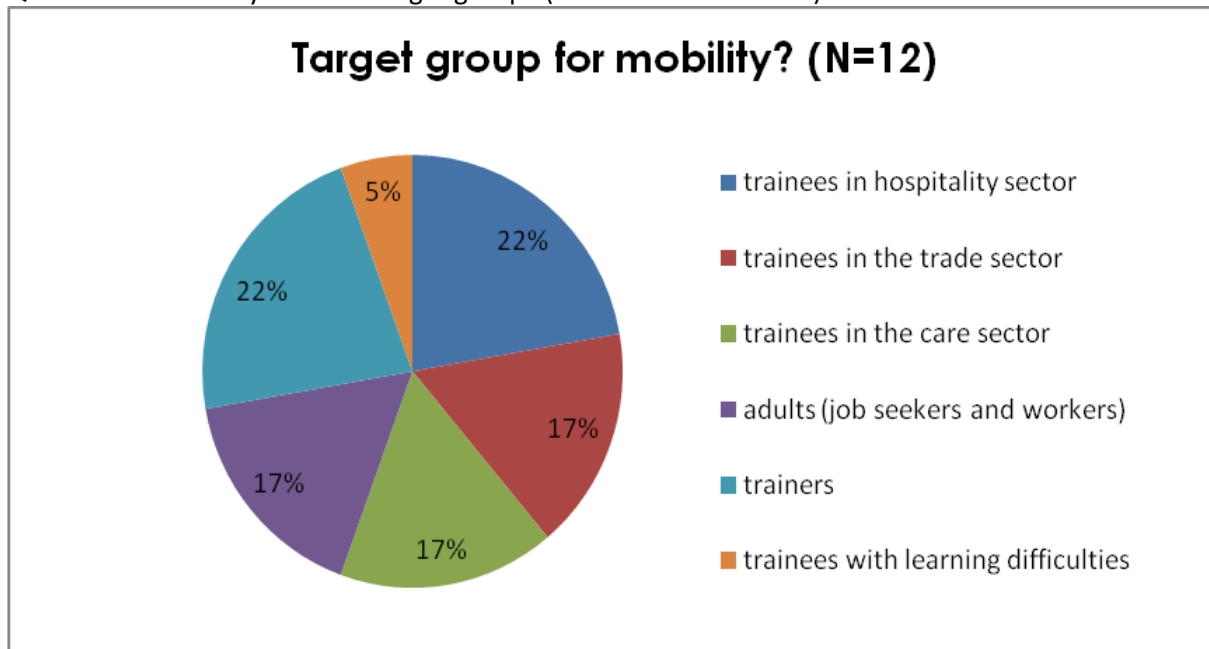
Country	Organisation	Type of organisation
BE	EVTA	European Vocational Training Association
FR	AFPA	VET provider for adult education(core partner in the project)
ES	ANIMAFEST experience	Intermediary organisation for work placements in Spain in the hospitality sector
BE	Horeca Vorming Vlaanderen	Social partner – social Training funds for the hospitality sector in Flanders
IT	NEXT	Consultancy and training org. for human capital development
DE	Internationaler Bund	VET provider
NL	KCH International	Centre of expertise for labour market and VET for the trade sector (core partner in the project)
NL	Kenwerk	Centre of expertise for labour market and VET for the hospitality sector (core partner in the project)
NL	Gilde Opleidingen	VET provider
NL	Zadkine college	VET provider
NL	Calibris	Centre of expertise for labour market and VET for the care sector
SE	Lernia	VET provider workers and adult education

Mobility experiences of the partnership partners

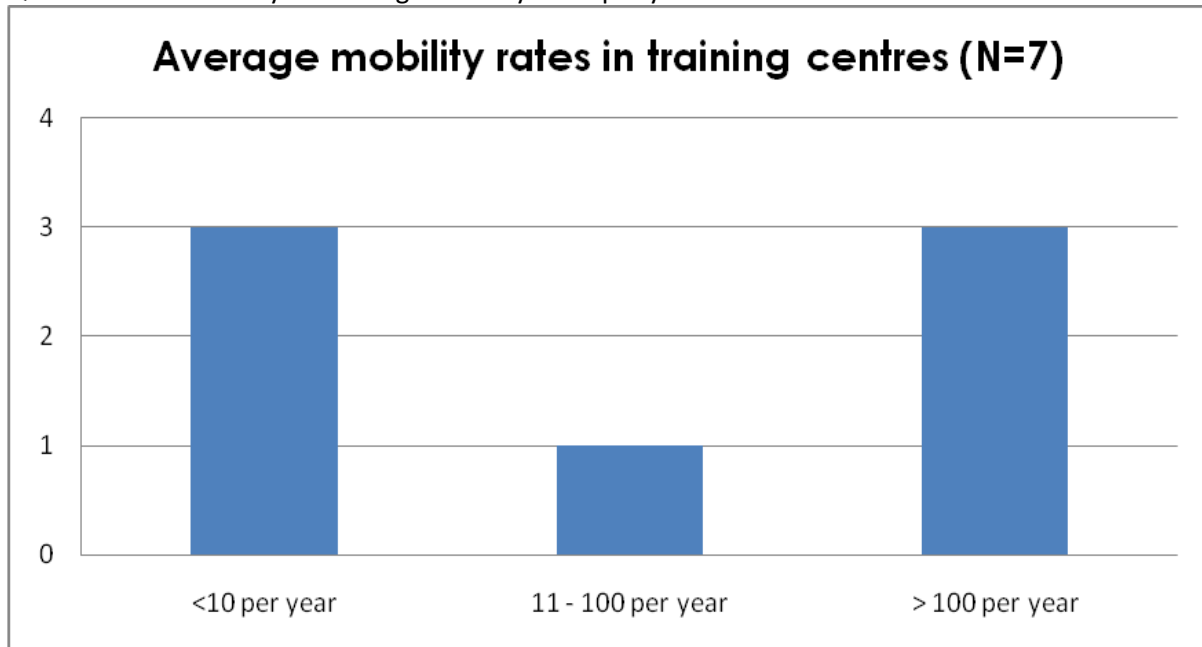
Question 1: What role has mobility in your organization?



Question 2: What is your main target group? (now and in the future)

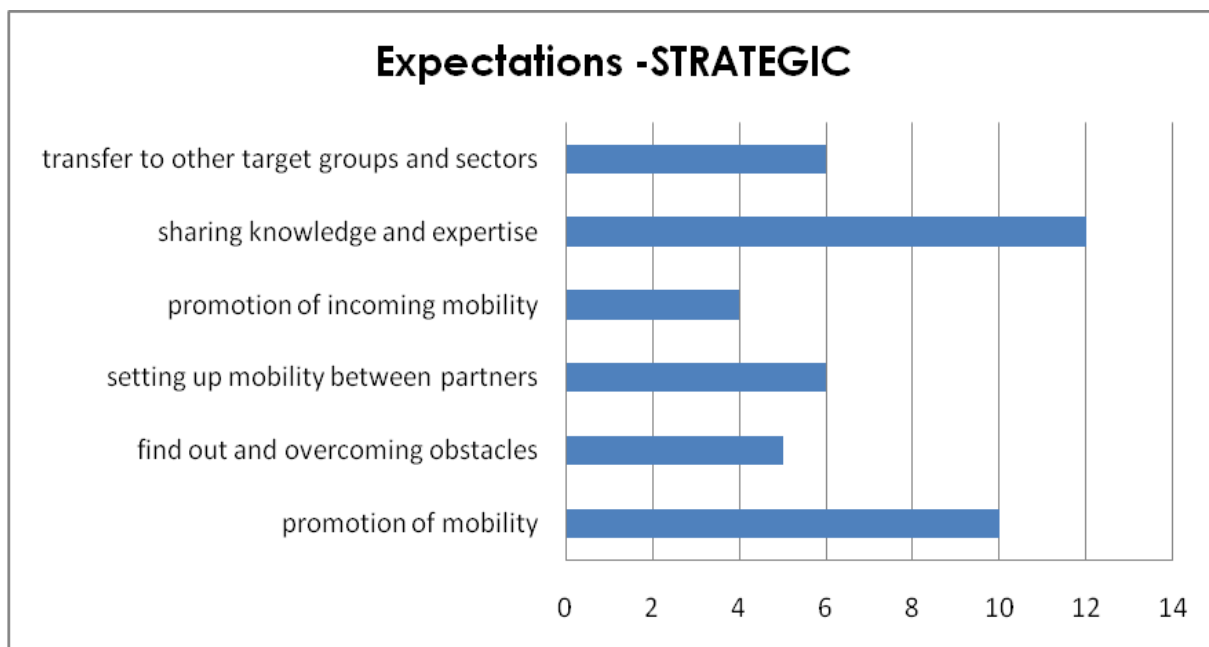
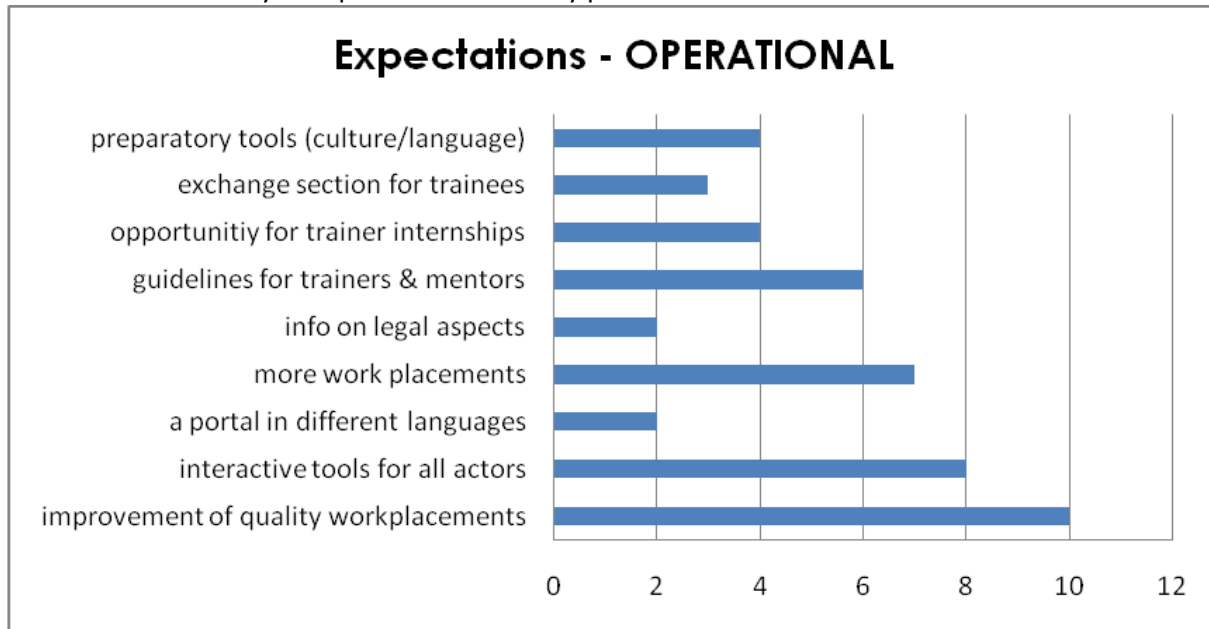


Question 3: What are your average mobility rates per year?

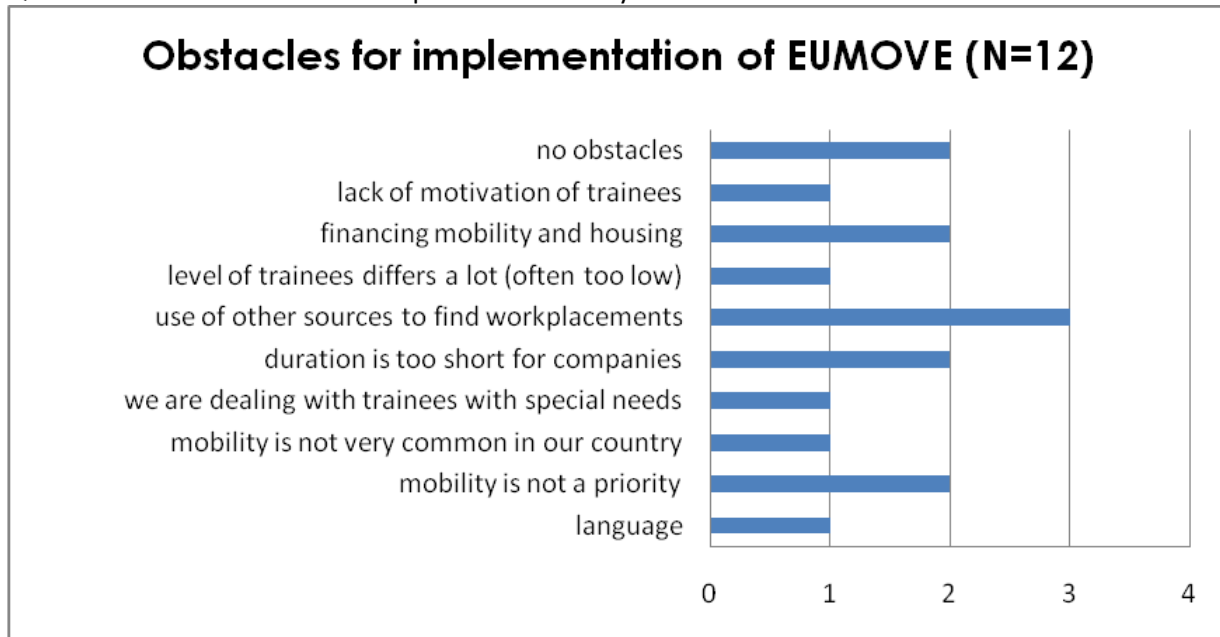


Obstacles and opportunities for the use of the portal

Question 4: What do you expect from a mobility portal?



Question 5: What obstacles for implementation do you see?



Question 6: How do you see your role in using and implementing the EUMOVE portal?





General observations from the testing & implementation phase of the partnership

A lot of practical difficulties rise when organizing mobility actions in practice (duration, financing, language, level of the trainees etc.). This is especially the case when work placements abroad are no structural part of the formal vocational education and training system (DE, BE, FR). In this case, mobility is limited to bilateral projects between partners or single actions. One partner notes that mobility is at this moment not a priority, but they want to monitor what's happening in Europe for the near future (BE).

Trainees in the different sectors are still the most common target group, although a lot of training centres have indicated that they are interested in internships for trainers, in order to prepare themselves better in guiding the trainees in their work placement period abroad.

Where mobility is part of the VET system (NL), it seems that there is no need for a mobility portal, as they use their current contacts and resources (they are already familiar with other infrastructures/ contacts). But in this case partners are interested in the promotion of incoming mobility, with the help of EUMOVE and to see if work placement companies in the Netherlands are willing to receive trainees from abroad. In one country, mobility is not very common, but the partners sees opportunities for mobility for workers and offering the EUMOVE portal as a service for companies in the field of "upskilling" and lifelong learning(SE).

Most of the partners see themselves as an ambassador of EUMOVE: the "EUMOVE agent", even it is difficult for them to implement or use it. They will promote it on events and to other stakeholders in their context. This is an important given for the sustainability of the EMOVE portal. The partners of the users group take "ownership" of the portal and promote it even when the project is finished.

Another important role of the partners is bringing in new companies for work placements and bringing in new partner agents in their country or in other countries (IT, DE, SE, NL, BE). This is also an important role, thinking about the sustainability and expansion of the EUMOVE portal in the future.

Although the portal is started with the hospitality sector, a lot of partners are also interested in other sectors like the trade and care sector (SE, DE, FR, NL). Halfway the project, we contacted the centre of expertise for the care sector to join the users group. The result is that the EUMOVE portal is now not only operational for the hospitality sector, but also for the care, welfare and sports sector!

When speaking about the needs for a mobility portal, the partners have indicated to be mostly interested in more work placements, better work placements (quality) and the availability of common tools for all the actors and not only for trainees. Quality assurance, by providing quality work placements and tools was the primary focus when developing the EUMOVE portal.

At a more strategic level, the partners see the EUMOVE portal as a good opportunity to start the dialog on mobility in their context (national, regional or local level) and to share knowledge and expertise with other partners.



The role of the partners

One of the conclusions of the partnership, is that the EUMOVE portal can help the partners in overcoming some of their obstacles in their context. The way the EUMOVE portal can/ will be implemented is strongly dependant on the position/ type of organization and policy on mobility. This is especially the case with training centres (BE, NL, FR, SE). Where transnational mobility is not a structural element in vocational education and training programmes, or not very common or difficult to realize, mobility stays limited to single actions or projects. Even in this situation, the partners will open up the discussion and create awareness on mobility with the help of the EUMOVE portal.

If the partners doesn't represent a training centre, the partner can play another role in the EUMOVE system (ES, IT, BE, NL,). For example bringing in technical expertise, new work placement companies or other partners.

The mobility portal is a tool which can/ should help partners in finding solutions for the obstacles. Therefore it should be made clear per partner how they see the use and the benefit for them in promoting mobility in their context. The mobility portal should anticipate on these needs of the partners. It is important that depending on the type of organization, formal VET structure, target groups etc., the use and benefits of the mobility portal will differ from partner to partner.

In order to make visible the different roles of a the partners, it is necessary to define who the potential partners are. The potential partners can be defined in terms of direct beneficiaries/ users (trainees, trainers, companies) or indirect beneficiaries/ users (training coordinators, other organizations). For each of these groups, activities in the field of the EUMOVE system can be defined, resulting in the matrix in Annex 1: It shows the possible roles of each of the potential users/ beneficiaries.

It is the objective to get partners on board of the EUMOVE system in the near future, covering all the services and target groups.



The EUMOVE portal: Why should you use it?

An exercise is done with the users group in order to define the common key messages for the EUMOVE portal. Depending on the type of organization, they will have different target groups and stakeholders to involve in the EUMOVE portal. The message of each partner on the potential of the EUMOVE portal will strongly depend on “Who are their main target groups?”. Therefore it is very important to develop a marketing strategy to implement the EU Move concept in Europe.

Therefore an exercise is done to define a common understanding, key messages on the EUMOVE portal: Our common top 3 key messages. It is the objective that the partners define also their personal key messages, which are suitable in their context.

In order to create a common message for stakeholders and potential users of the EUMOVE portal, the following steps are carried out:

Working session, part I:

1. If you had 10 minutes to influence someone about the use of the EUMOVE portal, what would be the 3 most essential items.

Working session, part II:

2. Share your 3 items with your “partner” and make one common top 3.
3. Wall capture: put all the top 3 on the flip chart

Working session, part III:

4. Vote for your personal top 3!
5. The common top 3 is our common understanding about the potential;



List of results and votes:

Key essential	Votes
Quality assurance in work placements for both trainees, trainers, VET providers and companies.	8
EUMOVE helps you step by step in finding a work placement and your preparation.	6
EUMOVE provides easy access to tools to help trainees and trainers	5
Trainees bring a fresh air of ideas	4
EUMOVE is a good preparation for the trainee, VET provider and mentor	3
Access to local/regional/national partners for companies	3
Internationalization = taking part in Europe!	3
Branding :for VET provider and companies	2
The fastest way to find a work placement	1
EUMOVE is up to date	1
EUMOVE helps to improve the employability of young people (CV, better chances)	1
EUMOVE is cost effective for the VET provider	1

ANNEX 1

“Partner matrix” : the different role of the partners and users

Services	TARGET GROUPS OF USERS							Explanation, The EUMOVE partner in the role of....
	DIRECT USERS / beneficiaries					INDIRECT USERS / beneficiaries		
	VET centre		Companies			VET centre	Organisations	
	trainee	trainer	entrepreneur	workers	coach	Teacher or coordinator	National/ regional/ European	
Promotion	X	X	X	X	X	X	X	being ambassadors of the EU Move system and promote the EU Move system in a convincing and sustainable way with expertise and mutual trust on individual, regional, sectoral and national level.
Acquisition of work placement companies	-	X	X	-	-	X	X	being the regional driving force to acquire a restricted number of new companies, to be certified in the EU Move data base for certified work placement companies.
Acquisition of new partners	-	-	-	-	-	X	X	being the regional driving force to acquire new partners as part of the EU Move network. And create sustainability for the EU Move system.
Guidance	-	X	X	X	X	X	X	coaching demand- and result driven with practicalities and solutions concerning the users of the EU Move system
Advice	-	X (train the trainers)	X	-	X	X	X	offering their expertise on mobility issues. The users can and want to implement this advice and want to be part of EU Move network.
EU Projects	-	X	X	-	-	X	X	being experts in a complex environment to develop and organize projects involving regional or national organisations
EU Move portal technical	-	-	-	-	-	-	X	investing in the maintenance of the technical part of the system (database, website)
EU Move portal input	X	X	X	X	X	X	X	investing in the content part of the portal (input, new links, documents etc.)

ANNEX 2 Feedback from trainees, which used the final version of the EUMOVE portal (Oct 2010)

Nb:

- These students gave their spontaneous feedback via a trainer in the partnership and did not belong to the test group which was meant in one of the previous chapters.
- the original feedback was written in Dutch, for the sake of the final report and the partnership, the responses are translated in English.
- As the feedback comes from the trainees, the feedback is only referring to the trainee section of the EUMOVE portal;
- Where possible, actions for improvement are included, set up by the project team.
- Note: In the last phase of the partnership project, most of the actions are taken into account.

Section in the EU MOVE Portal	Feedback from trainees	Actions for improvement
"BEFORE you go abroad"	Clear, good headings, good overview	
<ul style="list-style-type: none"> • Create your own European CV • Examples of motivation letter and CV 	A lot of difficult words in the CV, I couldn't understand everything as a VET trainee. Should be available in Dutch as well;	<i>Revision in easier/ more comprehensible language, less jargon</i>
<ul style="list-style-type: none"> • How to write a good motivation letter 	Content is good. Very practical with the do's and don'ts. Again, a lot of difficult words, it should make it easier for the trainees instead of more difficult. So: Or use easier language or make a translation in Dutch.	<i>Revision in easier/ more comprehensible language, less jargon</i>
"DURING your stay"	Practical! This was more clear by the headings.	
<ul style="list-style-type: none"> • About a portfolio 	Very practical, again don't use difficult jargon/ language	<i>Revision in easier/ more comprehensible language, less jargon</i>
<ul style="list-style-type: none"> • Digital portfolio 	This part has a lot of similarities and overlapping with the "about a portfolio". Maybe merge, in order not to get confused and to read less.	<i>Make one document for the portfolio, with a heading for digital portfolio in this document, so no two separate documents</i>

• Example training plan	There is no link available yet	<i>Check and create link</i>
• Find a workplace	Clear, comprehensible language, good headings, keep it like this! Good that you can see for which sectors you can use this website. Clear information.	
• Checklist how to write a good motivation letter	Overlapping with “BEFORE”, this is already included there. This can be removed here in order not to get confused and to keep it more clear.	<i>Remove overlapping of tools and information, better to create the link back to where to find this information</i>
“AT THE END” of your work placement		
• Evaluation form	Blanco page when clicking on the link	<i>Check and create link, check out also if possible to create online evaluation form;</i>
• Tips for portfolio	This part is already integrated in the “DURING” phase, so not necessary here.	<i>Remove overlapping of tools and information, better to create the link back to where to find this information</i>
• Find a workplace	This part is already integrated in the “DURING” phase, so not necessary here. Put the links in 1 page.	<i>Remove overlapping of tools and information, better to create the link back to where to find this information</i>

-
- In General:**
- The website is difficult to find. It should be reached easier;
 - Too many overlapping in tools (some of the tools are the same in during and after). We prefer to have a shorter page, with less text, than things double, in order not to get confused.
 - Difficult language and jargon: should definitely be easier!
 - Create the link to translate this page in Dutch, or provide translation tool. Sometime it is made more difficult instead of easier, because of the jargon and the aim is to make it easier for the trainees!
 - Nice website, with nice colours and happy looks! Clear heading and nice to visit and read!
- *Via the posters in the training centres, the address **has to** be put under the attention of the trainees. The link will also be available via the website of the partners*
 - *Remove overlapping parts, provide information only once. Maybe better to have one page with all the links and tools in a list, instead of providing it on several pages.*
 - *Revision of English jargon: less text and easier language!*
 - *Provide translation tool and the make them aware that google can make the whole website appear in another language*
-