



MISSION LOCALE
pour l'emploi des jeunes



Good Practices Guide

Lifelong learning in Europe

- good practices

The publication was developed on the basis of compilations prepared by partner institutions from Germany, Belgium, Spain, France and Poland in a partner project carried out under the Leonardo da Vinci programme "Lifelong learning in Europe - good practices".
Project duration: 1 August 2009-31 July 2011



POLAND

Wojewódzki Urząd Pracy w Katowicach
ul. Kościuszki 30, 40-048 Katowice, Polska
<http://www.wup-katowice.pl/>

GERMANY

Heinrich-Vetter-Forschungsinstitut e.V.
für Arbeit und Bildung in der Metropolregion
Rhein Neckar (HVFI) Neckarauer Straße 168-228,
68163 Mannheim, Germany
<http://www.heinrich-vetter-forschungsinstitut.de/>

FRANCE

Mission locale du Douaisis
222 place du Barlet 59500 Douai, France
www.missionlocaledouaisis.com

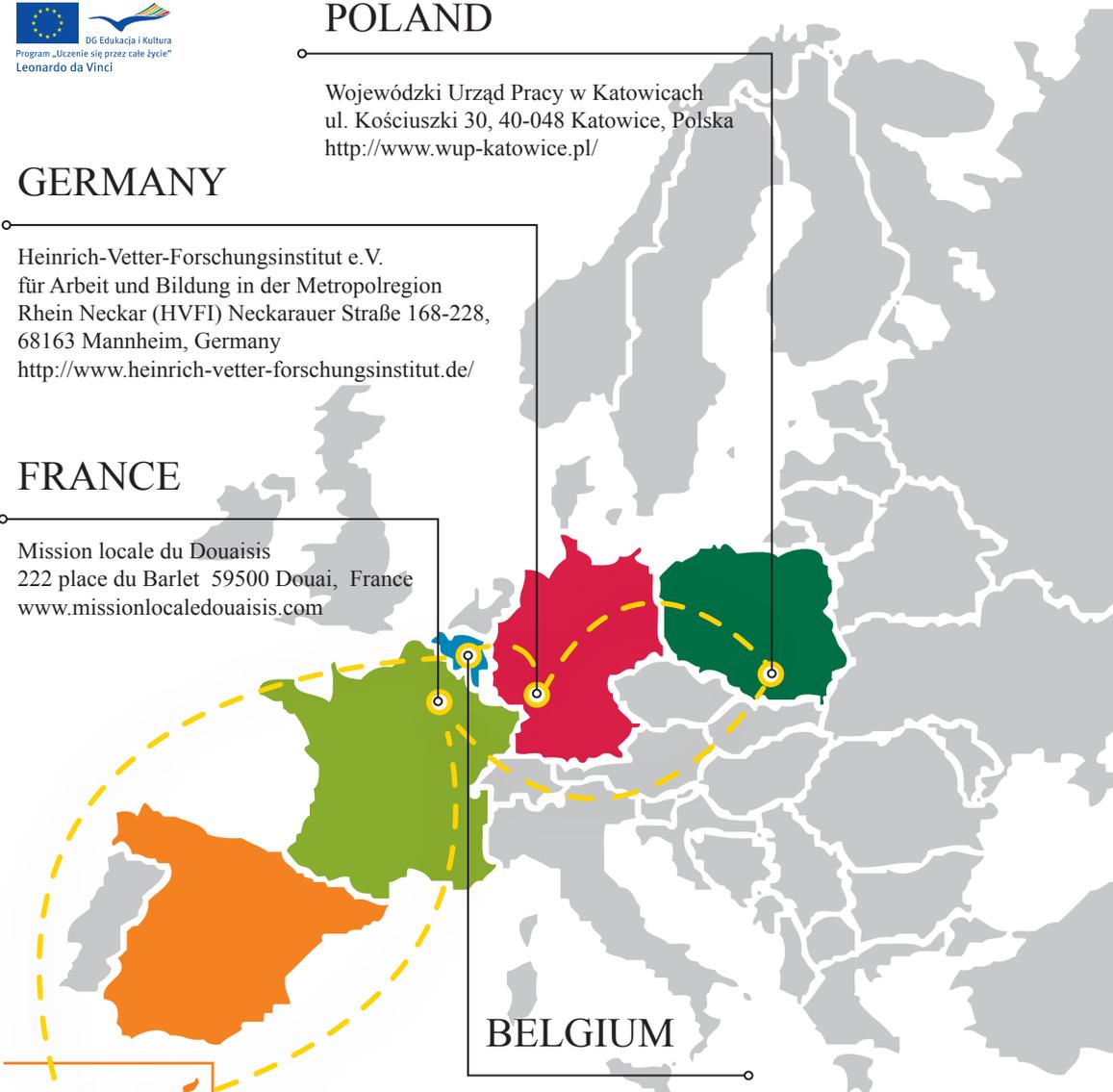
BELGIUM

Le Forem
104, Boulevard Tirou,
6000 Charleroi, Belgique
www.leforem.be

SPAIN

Sociedad de Desarrollo de Santa Cruz de Tenerife
Imeldo Serís Street, 83, 38003 Santa Cruz de Tenerife, Spain
www.sociedad-desarrollo.com

Canary Islands





Good Practices Guide

Lifelong learning in Europe - good practices



The publication was developed on the basis of compilations prepared by partner institutions from Germany, Belgium, Spain, France and Poland in a partner project carried out under the Leonardo da Vinci programme "Lifelong learning in Europe - good practices". Project duration: 1 August 2009-31 July 2011

Title:

Good Practices Guide

“Lifelong learning in Europe - good practices”

Concept and editing:

Participants of the partner project

“Lifelong learning in Europe - good practices”

Project participants:

Representatives from Poland:

Project co-ordinator - Agnieszka Rozmus, Barbara Stanisławska,
Joanna Stokłosa, Jakub Zawadzki, Rafał Rojek, Anna Litwińska

Representatives from Germany:

Prof. Dr. Franz Egle, Prof. Dr. Bernd-Joachim Ertelt, Katrin Lang

Representatives from Belgium:

Sophie Mengoni, Sophie Brizi, Litsa Baiwir, Vincent Lattanzi,
Elisabeth Paccou

Representatives from Spain:

Elena Romero Ruiz, Cristóbal Díaz Jorge, Dolores González Dávila,
Ana Olives Palenzuela, Dolores González Cruz, Álvaro López Peña,
Amparo Mosquera Roquero

Representatives from France:

Fabienne Husson, Noëlle Caffin, Virginie Allard, Marie France Masclet

Publisher:

Wojewódzki Urząd Pracy w Katowicach

ul. Kościuszki 30, 40-048 Katowice

The pictures used in this publication come from the archives of the project participants, partner institutions and the institutions visited during the project.

Graphic design, composition, Desktop Publishing and printing:

DRUKAT Sp. z o.o., ul. Mikołowska 100a, 40-065 Katowice

Translation into English:

LIWO tłumaczenia, ul. Adama 1, 40-467 Katowice

Free publication:

“This project has been funded with support from the European Commission under the Lifelong Learning Programme. The translation was partly funded by the partner project carried out under the Leonardo da Vinci Programme “Lifelong learning in Europe - good practices” and by the Labour Fund. Funded by the Labour Fund, the publication is free. It reflects the views of its authors only, and the European Commission or a national agency cannot be held responsible for its contents or any use which may be made of the information contained therein.”

Katowice 2011

LIST OF CONTENTS

■ INTRODUCTION

About the project.....	5
About the programme	6

■ PARTNER MEETING IN GERMANY (22-29 November 2009, Mannheim, Germany)

Social and economic context	9
Institutions visited during the study visit in Baden-Württemberg from 22 to 29 November 2009.....	12
Description of Heinrich-Vetter-Forschungsinstitut e.V. für Arbeit und Bildung in der Metropolregion Rhein-Neckar (HVFI).....	13
Description of good practices	14
Partners' conclusions from the visit in Germany in the context of innovative solutions applied	18

■ PARTNER MEETING IN BELGIUM (8 – 12 March, Charleroi, Belgium)

Social and economic context	21
Institutions visited during the study visit in the walloon region from 8 till 12 March 2010.....	22
Description of Le Forem.....	24
Description of good practices	27
Partners' conclusions from the visit in Belgium in the context of innovative solutions applied	34

■ PARTNER MEETING IN SPAIN (7 – 11 June 2010, Santa Cruz de Tenerife, Spain)

Social and economic context	37
Institutions visited during the study visit in Tenerife from 7 to 11 June 2010	41
Description of Sociedad de Desarrollo de Santa Cruz de Tenerife.....	43
Description of good practices	44
Partners' conclusions from the visit in Spain in the context of innovative solutions applied	50

■ PARTNER MEETING IN FRANCE
(11-15 October 2010, Douai, France)

Social and economic context	53
Institutions visited during the study visit in Nord Pas de Calais from 11 to 15 October 2010	55
Description of the Mission Locale	57
Description of good practices	59
Partners' conclusions from the visit in France in the context of innovative solutions applied	63

■ PARTNER MEETING IN POLAND
(21-25 March 2011, Katowice, Poland)

Social and economic context	67
Institutions visited during the study visit in the Silesian Voivodeship from 21 to 25 March 2011	70
Description of the Voivodeship Labour Office in Katowice	71
Description of good practices	74
Partners' conclusions from the visit in Poland in the context of innovative solutions applied	81

■ SUMMARY	83
-----------------	----

■ Introduction

ABOUT THE PROJECT

This publication was developed on the basis of compilations prepared by representatives of partner institutions in the project “Lifelong learning in Europe - good practices” implemented under the Leonardo da Vinci programme:

- **The Voivodeship Labour Office in Katowice, Poland, a project coordinator,**
- **Heinrich Vetter Forschungsinstitut e. V. für Arbeit und Bildung in der Metropolregion Rhein-Neckar (The Institute for Research on Labour and Education at the University of Labour Market Studies in Mannheim), a partner from Germany,**
- **Le Forem (The Walloon Office for Professional Training and Employment in Charleroi), a partner from Belgium,**
- **Sociedad Desarrollo de Santa Cruz de Tenerife (The Agency for Local Development in Tenerife), a partner from Spain,**
- **Mission Locale pour l'emploi des jeunes (The Local Mission acting for the employment of the young in Douai), a partner from France.**

The aim of the project was to exchange and transfer the experiences among the partners and describe good practices relating to training methods and their contents, as well as to implement joint projects in future such as projects under the European Social Fund. In the long-term, this project may contribute to increasing training effectiveness.

In the period of the project from 1 August 2009 to 31 July 2011, the participants exchanged their experiences and visited active training establishments that deal with lifelong learning and training programmes for the unemployed, long-term unemployed or job seekers. During the project, partner group meetings were organised in the following places:

- Mannheim, Germany (22-29 November 2009),
- Charleroi, Belgium (8-12 March 2010),
- Santa Cruz de Tenerife, Spain (7-11 June 2010),
- Douai, France (11-15 October 2010),
- Katowice, Poland (21-25 March 2011).

During one-week long study visits in each of the host countries, project participants visited training organisations most actively working on the labour market. A conference summing up the project was held on **25 March 2011** in Katowice, Poland. At the conference, general assumptions of the partner project such as partner countries, objectives, activities and results were presented. In accordance with the arrangements of the partner group, representatives from Germany, France, Belgium, Spain and Poland described good practices of continuous education.

This guide contains the description of partner institutions and visited organisations, as well as the social and economic context of the country and the region. All the organisations were selected carefully by the project partners so that they showed good practices in their countries.

The guide is a valuable source of information for institutions seeking partners for international projects and initiatives that may be funded under the Leonardo da Vinci programme.

ABOUT THE PROGRAMME

The lifelong learning programme consists of four sector programmes:

Comenius: The programme is aimed at people and institutions engaged in education from kindergartens to secondary schools. Students, teachers and entire school communities may have the opportunity to collaborate with partners from other countries participants in the programme;

Erasmus: The programme is aimed primarily at colleges and universities, their students and employees. However, some of the actions may be open for non-academic institutions such as research companies, organisations or institutions collaborating with colleges and universities;

Leonardo da Vinci: The programme finances projects that promote mobility of workers on the European labour market and the implementation of innovative educational solutions aimed at raising professional qualifications;

Grundtvig: The programme contributes to general non-professional education of adults, primarily from disadvantaged groups and those who have impeded access to an educational offer. It is aimed at various organisations dealing with adult education, their students and employees, e.g. the University of the Third Age, Centre for Continuing Learning, foundations, non-profit organisations, libraries, museums, etc.).

The aim of the Leonardo da Vinci programme is to promote mobility of workers on the European labour market and raise the quality and innovativeness of professional education and training. Furthermore, it supports solutions that increase transparency and recognition of professional qualifications in European countries.

Partner projects

Partner projects involve the building of multilateral collaboration on joint problems in the area of education and professional improvement among various institutions such as vocational and technical schools, social, training and counselling partners and entrepreneurs.

Project coordinator
Voivodeship Labour Office
in Katowice
<http://www.wup-katowice.pl>



PARTNER MEETING IN GERMANY

MANNHEIM, GERMANY
22-29 NOVEMBER 2009

Partner project "Lifelong learning in Europe - good practices"
carried out under the Leonardo da Vinci programme



GERMANY

Heinrich-Vetter-Forschungsinstitut e.V.
für Arbeit und Bildung in der Metropolregion
Rhein Neckar (HVFI) Neckarauer Straße 168-228,
68163 Mannheim, Germany
<http://www.heinrich-vetter-forschungsinstitut.de/>

■ Social and economic context

Presentation of the situation in Germany:

Surface area:	357,000 sq km, 6 th biggest country in Europe (http://www.europa-daten.de/Deutschland_Flaeche.htm)
Borders:	Netherlands, France, Switzerland, Austria, Czech Republic, Poland, Denmark
Population:	81,802.3 million inhabitants (2009) (http://www.destatis.de/jetspeed/portal/cms/Sites/destatis/Internet/DE/Navigation/Statistiken/Bevoelkerung/Bevoelkerungsstand/Bevoelkerungsstand.psm1)
Capital of Germany:	Berlin
Official language:	German
Political system:	Parliamentary democracy
States:	16
Municipalities:	11,337
Annual growth rate of the national output:	3.6% (2011); -4.7% (2010), 1.00 (2009) http://www.indexmundi.com/de/deutschland/bruttoinlandsprodukt_(bip)_reale_wachstumsrate.html
Employment rate:	69.4% (2010) (http://www.bundesregierung.de/Content/DE/Archiv16/Artikel/2008/07/2008-07-31-zahl-des-tages.html)
Unemployment rate:	7.6% (2010) (http://www.destatis.de/jetspeed/portal/cms/Sites/destatis/Internet/DE/Content/Statistiken/Arbeitsmarkt/content75/Eckwertetabelle,templateId=renderPrint.psm1)



Map of Germany

<http://dasbinich.files.wordpress.com/2008/02/deutschland-2.gif>



Map of the region around Mannheim

http://www.convention-mrn.com/media/allgemein/mrn_karte_de.jpg

Presentation of the situation in Mannheim:

- Surface area: 144.97 sq km, 2nd biggest city in the state of Baden-Württemberg (<http://www.mannheim.de/sammelordner-seiten/mannheim-einem-blick>)
- Population: 323,794 (2010) (<http://www.mannheim.de/stadt-gestalten/einwohner-migrationshintergrund>)
- Employment rate: nearly 792,000 employees (2010) (<http://www.mannheim.de/wirtschaft-entwickeln/arbeiten-mannheim>)
- Unemployment rate: 6.1% (2010) (http://www.morgenweb.de/region/rhein-neckar-ticker/Mannheimer_Morgen_/18578_Mannheim:_Arbeitslosenquote_wieder_leicht_angestiegen.html)

The city of Mannheim is located in the south-west of Germany, in the state of Baden-Württemberg. Many companies such as big corporations, small and middle enterprises are based in Mannheim, e.g. ABB, BASF, Freudenberg, John Deere, Roche, Duden, Daimler or Siemens. The city of Mannheim stands for creativity and innovation with the example of the automotive (Carl-Benz) and bicycle (“Laufrad”) (Karl Drais) manufacturers.

The important sectors in Mannheim are:

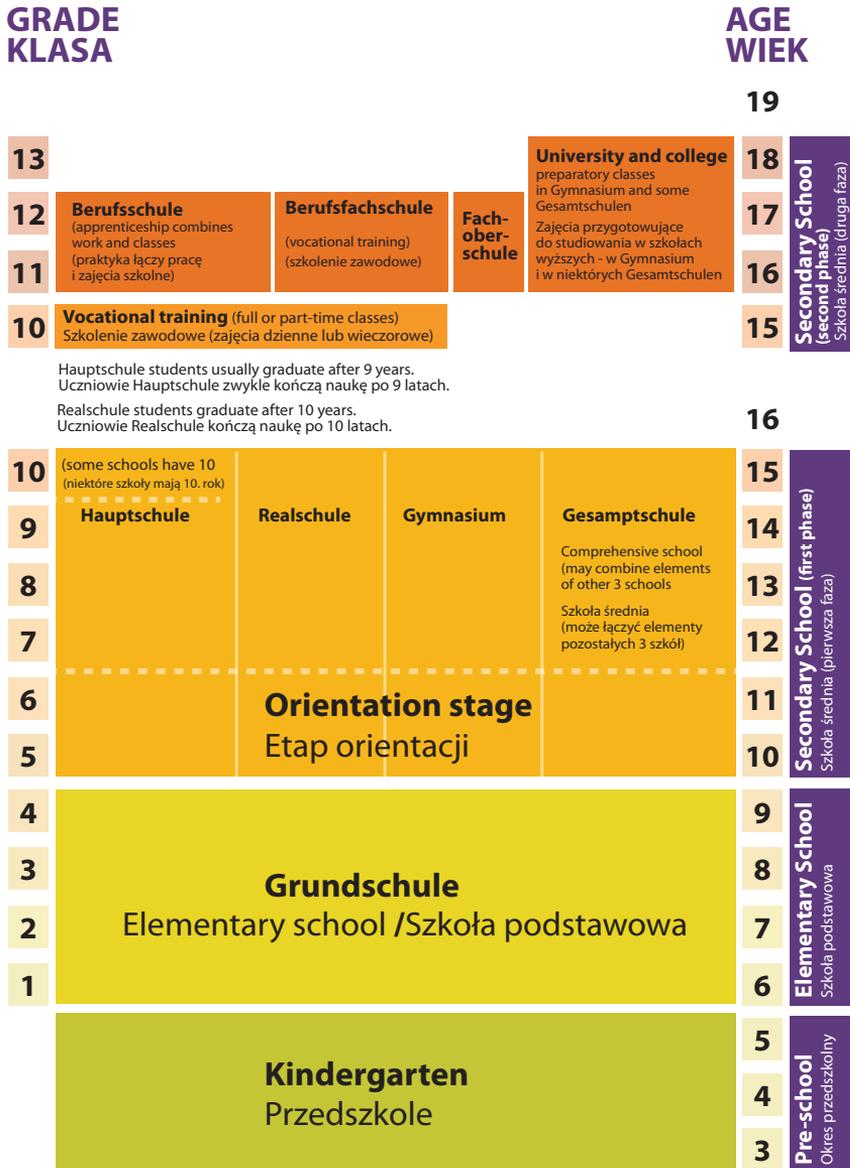
- Automotive
- Biotechnology and life sciences
- Chemistry
- Power and environment
- IT
- Cultural economy and creative economy
- Machinery and plant engineering
- Nanotechnology
- Organic electronics

<http://www.m-r-n.com/start/investieren-wirtschaften/branchenschwerpunkte.html>

The education system of Germany:

The following chart shows the German education system. In 2010/2011, nearly 11,500,000 pupils are in school. (<http://www.destatis.de/jetspeed/portal/cms/Sites/destatis/Internet/DE/Content/Statistiken/BildungForschungKultur/Schulen/Aktuell,templateId=renderPrint.psm1>)

In Germany, attendance is mandatory until 9th grade; before (*Kindergarten*) and after (*Weiterführende Schulen*), it is optional.



http://4.bp.blogspot.com/_cg4V47pkPHs/S8psRlsR_hI/AAAAAAAAABU/O7iZejYreD4/s1600/education.jpg

■ Institutions visited during the study visit in Baden-Württemberg from 22 to 29 November 2010

Name	Address / Website
Bildungsakademie Handwerkskammer Mannheim Rhein-Neckar-Odenwald	 Handwerkskammer Mannheim Rhein-Neckar-Odenwald Gutenbergstraße 49, 68167 Mannheim http://www.hwk-mannheim.de
Internationaler Bund (IB)	 Internationaler Bund Neckarauer Straße 106-116, 68163 Mannheim http://internationaler-bund.de/
Bildungswerk der Hessischen Wirtschaft e. V. (BWHW)	 Bildungswerk der Hessischen Wirtschaft e.V. Emil-von-Behring-Straße 4, 60439 Frankfurt am Main www.bwhw.de
Randstad Deutschland GmbH & Co. KG	 randstad Helfmann-Park 8, 65760 Eschborn, www.randstad.de
Job-Center Mannheim	 JOBCENTERMANNHEIM ² Ifflandstraße 2 -6, 68161 Mannheim www.arbeitsagentur.de
Berufsbildungszentrum BBZ Altenkirchen GmbH & Co. KG Niederlassung: Ludwigshafen	 BBZ ALTENKIRCHEN Konrad-Adenauer-Platz 5, 57610 Altenkirchen http://www.kiry.de
SRH Berufliche Rehabilitation gGmbH	 SRH BERUFLICHE REHABILITATION Bonhoefferstraße 1, 69123 Heidelberg www.bfw-heidelberg.de
Interkulturelles Bildungszentrum Mannheim gGmbH (IKUBIZ)	 ikubiz   H2, 2, 68159 Mannheim, www.ikubiz.de

Arbeitsagentur Mannheim

 **Bundesagentur für Arbeit**
Agentur für Arbeit Mannheim

M 3a, Mannheim, www.arbeitsagentur.de

■ Description of Heinrich-Vetter-Forschungsinstitut e.V. für Arbeit und Bildung in der Metropolregion Rhein-Neckar (HVFI)



Name:	Heinrich-Vetter-Forschungsinstitut e.V. für Arbeit und Bildung in der Metropolregion Rhein-Neckar (HVFI)
Website:	http://www.heinrich-vetter-forschungsinstitut.de/
Address:	Neckarauer Straße 168-228, 68163 Mannheim, Germany
Type of organization:	non-profit organization
Number of employees:	2 employees and 63 members (date of data 2011)
Main activities:	Evaluation of labour market projects
The regional context:	The institute is working very closely with Job-Center, for example the one in Mannheim or with other institutions like the temp work institution Randstad or INGEUS, a private labour market integration company.



In the headquarters of Heinrich-Vetter-Forschungsinstitut e.V. für Arbeit und Bildung in der Metropolregion Rhein-Neckar (HVFI).

■ Description of good practices

Establishment: **BBZ Ludwigshafen GmbH & Co. KG**



ArbeitsVermittlungsOffensive *innovativ*

Website:

<http://www.kiry.de>

Address:

BBZ Altenkirchen GmbH & Co. KG
Konrad-Adenauer-Platz 5, 57610 Altenkirchen
GmbH & Co. KG

Type of organization:

GmbH & Co. KG

Number of employees:

80



Visit in the headquarters of BBZ Altenkirchen GmbH & Co. KG.

AVOI - placement of applicants with Innovative Internet Technology.

Proceeding (connecting website: www.avoi.de):

Procedure 1	The AVOi recruitment consultant phones the employer offering a job. A possible employer is enabled to visually get connected through a secured line (ssl) for an internet presentation of the application profile while discussing all the aspects on the phone.
Procedure 2	...get visually connected with your personal AVOi recruitment consultant...

Procedure 3	Your visual connection is made and your AVOi-recruitment consultant is able to present the applications online while talking to you on the phone
Procedure 4	(I)...the best matching candidate will be selected and presented with his/her personal data. (II)...screen of the AVOi recruitment consultant

Procedure 2



AVOi
Im Auftrag der Agenturen
für Arbeit
Hanau und Frankfurt a.M.

Startseite
Arbeitgeber
Arbeitnehmer
Pressestimmen
Informationsbroschüre
Arbeitgeberstellenenn.
Visuell verbinden
> Team Hanau
> Team Frankfurt a.M.
Impressum

Team Hanau

» Ihr **AVOinnovativ**-Team steht Ihnen zur Verfügung
Mit der folgenden eSurf Telefonbesuch Präsentation betreten Sie einen "virtuellen Raum" im Internet. Während dieser Vorstellung kann kein Zugriff auf Ihre Daten oder Systemressourcen genommen werden. Sie können durch Betätigen des "Schließen" Buttons diesen "Raum" wieder verlassen.

Wir wünschen Ihnen eine spannende Präsentation!

 Petra Simon-Wolf visuell verbinden	 Silke Gärtner visuell verbinden
 Hartmut Kiry [Offline]	 Edith Binkowska [Offline]

Procedure 3



Musterfrau, Sabine
20.09.1979
Musterstrasse 11
63456 Hanau
06181/3008-444
0123/12345678

AVOinnovativ!
Bundesanstalt für Arbeit
Arbeitsamt Hanau
Ein Projekt des Arbeitsamtes Hanau

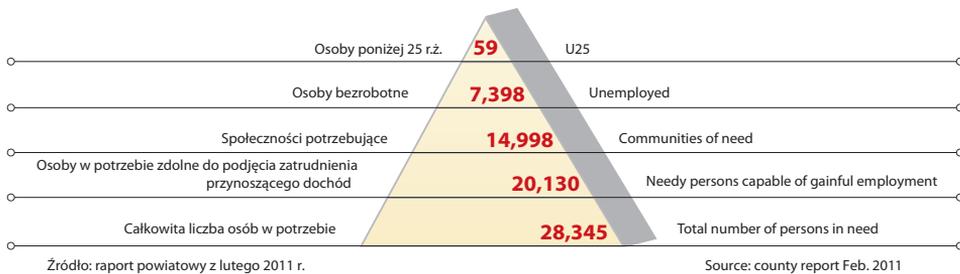
Chat:

Job-Center Mannheim



Website of the institution:	http://www.mannheim.de/wirtschaft-entwickeln/job-center-mannheim
Address:	Job-Center Mannheim, Ifflandstraße 2 -6 68161 Mannheim
Type of organization:	Consortium of the local public Labour Agency and the City of Mannheim according to the Social Act II
Number of employees:	351 (2010)

Key Figures of the Job-Center Mannheim:



Expenditures in 2009:

Unemployment benefit/social welfare:	€ 66.1 Mio.
Accommodation incl. heating:	€ 65.2 Mio.
Total:	€ 131.1 Mio.

Approximately 1 in 11 residents of Mannheim receive money and support from Job-Center.

Process, programme and methods of job training: Helping especially long-term unemployed by a combination of active and activation integration measures.

Strategies for reducing unemployment:

- Access control by MEAS (Mannheim First Application Authority) and the “Returnee” project
- Individual support and consistent demand for own efforts, Job-Center “Young Mannheim” (JUMA)

- Systemic support at the district level: *Hochstätt* integration project
- Decentralized job placement offices: close to both employers and potential employees 9 Mannheim “JobMarts”
- Intensification of placement for older unemployed and tailor-made support “Perspective 50plus”

Strategies of JUMA

- Immediate placement in training or employment => if this is not possible, the applicant is given immediate occupation or qualification (“Jump Plus”)
- “No money without own efforts”
- Geared towards the general labour market
- Individual support, intensive assistance if required (Case Mgmt Rate: 1:6)
- No individual failure by terminating participation, but “changeover” and a new chance at a try-out
- Active help by calling upon the applicant
- Exceptions: Illness, handicap, maternity leave/parental leave

Mannheim JobMarts

- Becoming anchored in the districts’ social and societal infrastructure
- Creation of 9 JobMarts in Mannheim’s districts
- A minimum of 3 job placement agents in each JobMart
- Supporting the citizens when it comes to taking up employment and keeping jobs
- Quick service; “hot” and “cold” acquisition for jobs
- Identification of and placement in jobs for domestic services
- Placement in vacant jobs (service for the unemployed)
- Filling of vacancies (service for employers)
- Infrastructure that is close to both residents and companies
- If placement is not possible: planning of aid and integration strategy
- Free access for everyone: employees and employers



LdV, a group photo, November 2009. In front of the headquarters of Job-Center Mannheim.

■ Partners' conclusions from the visit in Germany in the context of innovative solutions applied

Job-Center Mannheim

- The strategy “no money without own effort” (exceptions: illness, handicap, maternity leave/parental leave).
- Job Börsen
 - Decentralized job placement offices (9 in Mannheim Job Marts: interesting cooperation with churches and small businesses which work in different districts).
 - Job Börsen (job placement, job seeking for future workers) is available for all citizens and employers.
- The project Jump Plus
- Job-Center is dealing with different types of people such as students (looking for internships, work or simply information about the working environment), employees (looking for further education, change of industry), employers (looking for educated workers or talented students) (including workers as well) and not only unemployed people.
- The perfect work they did with young people as the unemployment rate in this group was very low. (The coacher approach was very interesting.)

Berufsbildungszentrum BBZ Altenkirchen GmbH & Co. KG, Niederlassung: Ludwigshafen

- The e-distance tool “AVOI” for placement:
- A very effective tool
 - For job-seekers
- Professional presentation of their profiles
- Direct and quick contact with Human Resources Managers from companies
- Applicant stands out from the crowd
- Increased chance for an interview
 - For employers
- Quick turnout in finding and recruiting a matching candidate
- Time and cost saving recruitment through preselected candidates
- Individual analysis of requirements for the position to be filled

Partner from Germany

**Heinrich-Vetter-Forschungsinstitut e.V. für Arbeit und Bildung
in der Metropolregion Rhein-Neckar (HVFI)
<http://www.heinrich-vetter-forschungsinstitut.de/>**



PARTNER MEETING IN BELGIUM

CHARLEROI, BELGIUM
08-12 MARCH 2010

Partner project "Lifelong learning in Europe - good practices"
carried out under the Leonardo da Vinci programme



BELGIUM

Le Forem
104, Boulevard Tirou,
6000 Charleroi, Belgique
www.leforem.be

■ Social and economic context

Belgium

Surface area:	30,528 sq km
Borders:	Netherlands, Germany, France and Luxemburg
Population:	10,839,905 (SPF Demography, 1 January 2010)
Federal capital:	Brussels
National languages:	French, Dutch and German
Political system:	Constitutional monarchy and parliamentary system
Provinces:	10
Municipalities:	589
Employment rate:	62% (2010) (SPF Economy, Eurostat)
Unemployment rate:	8.4% (2010) (SPF Economy, Eurostat)
Activity rate:	67.7% (SPF Economy, Eurostat)

Since 1993, Belgium is a federal state with three regions (Flanders, Brussels and the Walloon Region) and 3 communities (the Flemish Community, the French-speaking Community and the German-speaking Community) which have their own governments.

Regarding the regional level of policy, competencies of the regions consist in economy, employment and vocational training, agriculture, town and country planning, environment, public works, housing, energy, foreign trade, etc.

The Walloon Region

South part of Belgium (see map)

Surface area:	16,844 sq km (55.2% of the Belgian territory)
Population:	3,498,384 inhabitants (32.3% of the Belgian population), (SPF Demography, 1 January 2010)
Average density:	207.7 inhabitants per sq km (355.1 inhabitants per sq km in Belgium)

The most important sectors are:

- Health and social welfare: 17,3%
- Public sector: 13%
- Manufacturing: 12.9%
- Education: 12.6%
- Business: 1 2.5%
- Industry: a lot of Small and Medium Enterprises (SMEs)

(Source: ONSS 2009T4)

Unemployment rate

(according to the EU harmonised rate, 2010):

- EU 27: 9.7%
- Belgium: 8.4%
- The Walloon Region: 11.5%

Unemployment in Wallonia: a significant rate of young people (especially low-skilled).



Transnational mobility (ONSS, 2009T4):

17% of the Walloon workers are working in one of the two other Belgian Regions (proportion of 12% for the Flemish workers).

45,500 Walloon workers are working in a bordering country (INAMI, 2010T2)

75% in Luxembourg

11% in Germany

1% in France

3% in the Netherlands

Education system in Belgium

- Education is regulated and financed by the three communities.
- Education is compulsory from 6 to 18 year-olds.
- The different stages of education are the same the three communities:
 - Basic education consisting of pre-school (-6) and primary school (6 to 12)
 - Secondary school (12 to 18) with possible options: general education, technical education and vocational education.
 - Higher education (18+), consisting of university degree and vocational high schools (bachelor's degree and master's degree).
- At every stage of your adult life, vocational training can be proposed (adult learning, Vocational training in training centres, apprenticeship,...).
- Credit system for VET (ECVET) and validation of non-formal and informal learning (validation of learning through experience) are promoted.

■ Institutions visited during the Study visit in the wallon region from 08 till 12 march 2010

Name	Address / Website
Le Forem	 Le Forem, 104, Boulevard Tirou, 6000 Charleroi, www.leforem.be
Campus Automobile Skill Centre	 Campus Automobile Skill Centre Route du Circuit 60, B-4970 Francorchamps www.formation-campus-automobile.be campus-automobile.info@forem.be
Forem Formation Polygone de l'eau Skill Centre	 Polygone Skill Centre Rue de Limbourg 41B, B-4800 Verviers www.formation-polygone-eau.be mailto:polygone-eau.info@forem.be

<p>Forem Formation Formalim</p> <p>Skill Centre</p>	 <p>Centre de compétence</p> <p>Formalim Skill Centre, Rue de Limbourg 41B, B-4800 Verviers, www.formation-formalim.be</p>
<p>Forem Formation Pigment</p> <p>Skill Centre</p>	 <p>Centre de compétence</p> <p>Forem Formation Pigment Skill Centre Rue de Quai du Pont Canal 5, B-7110 Strépy-Bracquegnies www.formation-pigments.be , mailto:pigments.info@forem.be</p>
<p>Forem Formation Environnement</p> <p>Skill Centre</p>	 <p>Centre de compétence</p> <p>Forem Formation Environnement Skill Centre Parc Initialis , Rue Pierre et Marie Curie , B-7000 Mons www.formation-environnement.be</p>
<p>Epicuris</p> <p>Skill Centre</p>	 <p>Epicuris Skill Centre Parc d'activité économique Rue de Waremme, 101, B-4530 Villers-le-Bouillet www.formation-epicuris.be , mailto:info@formation-epicuris.be</p>
<p>Technobel</p> <p>Skill Centre</p>	 <p>Technobel Skill Centre Allée des Artisans Lot 48, 19/1, B-5590 Ciney (Z.I. Biron) www.Technobel.be , info@technobel.be</p>
<p>IFAPME – The Walloon Institute for Apprenticeship, Self- employed and SMEs</p>	 <p>IFAPME, Walloon Institute for Apprenticeship, Self-employed and SMEs, Place Albert 1er, 31, 6000 Charleroi, www.ifapme.be</p>
<p>Multitel RESEARCH CENTRE</p>	 <p>Multitel RESEARCH CENTRE Rue Pierre et Marie Curie 2, 7000 Mons, http://www.multitel.be</p>

■ Description of Le FOREM



Le Forem
104, Boulevard Tirou
6000 Charleroi
www.leforem.be

National/regional context

Within the Belgian federal structure, the three regions are in charge of implementing employment and vocational training policies, and each of them hosts its own public employment service.

Cooperation is reinforced between the different regional public employment and vocational training services: VDAB (Flemish Region), Le FOREM (Walloon Region), ADG (German-speaking community of the Walloon Region), Actiris (Brussels Region) and Bruxelles Formation (Brussels Region vocational training service).

In 2007, all these regional organisations decided to create “SYNERJOB”, the Belgian Federation of Public Employment and Training Services, in order to cooperate closely, especially in terms of vacancies exchange and interregional mobility of the workers.

Structure

Le Forem was created by a regional decree (in 1988) which gave it the status of a Class B regional public-interest organization. Specifically, it implies that Le Forem enjoys self-management, which in this case takes the form of a Managing Board, composed of representatives of workers’ organisations and representatives of employers’ organisations.

A management contract is signed by the concerned Minister and the Managing Board alike. The Minister has control power only.

Aims and missions:

- The missions of Le Forem are specifically linked to the guidelines of the “Marshall Plan for Wallonia” (2007) of the regional government including the development of “competitiveness centres” (clustering policy).
- From 2009, it is mainly linked to the “Marshall Plan 2.green” (2009) relying more on eco-efficiency and green technologies.

In order to deliver a maximum-efficient proximity service to its clients, le Forem has been organised on the basis of a decentralized model.

Le Forem’s distribution network involves:

- 11 regional offices for job-search services;
- 9 regional offices for vocational services
- 52 Vocational Training Centres (12 fields)
- 25 Skill Centres (“Centres de compétence”)

- 12 “Carrefours Emploi Formation” (open access information and documentation centres)
- 60 Local Job Houses (“Maisons de l’Emploi”).
- On-line services: available services on <http://www.leforem.be>, including job vacancies search, publication of CVs, advertising of vacancies, information services, jobs and training places abroad
- 2 call centres (information on job vacancies, training programmes, access to services, labour market information services).

Type of organization (public/private)

Le FOREM, the Public Employment and Vocational Training Service (Agency) at a regional level.

Number of employees

In 2010, there were 3,753 Full Time Equivalents (FTE), including job search counsellors, administrative staff and trainers.

Number of trainees

In 2009, there were 43.950 trainees.

It represents 8,333,014 training hours in 2009 delivered by Le FOREM or by subcontracted training operators.

Effectiveness of activities

Le Forem

- Offers **individuals** (unemployed or employed persons) advice, guidance and information services to guarantee support in their job search or in their professional pathway.
- Provides **enterprises** with advice, support and labour market information services on employment and training. It guarantees enterprises access to public aids and financial incentives, HRM consulting, dissemination of their job-vacancies and intermediation.
- Provides **all citizens** from the Walloon Region with training, leading to qualifications, taking into account demands/needs of the labour market.

Effectiveness job training

Le Forem

- Guarantees access for all to information about training organized by other training operators.
- Offers more than **1,000 training courses** in more than **150 occupations** in the 52 training centres. These training courses can be classified in 12 general occupational sectors: office administration, building and timber, management and executive-secretary jobs, hotel- food-catering and tourism, caretaking and security, industrial sector, ICT, languages and communications, management and trade, non-market sector and other care services, quality-security-environment, transport and logistics and so on.

Ambition of job training

The service offer of le Forem covers a wide range of professional fields and sectors, and proposes multiple functioning conditions and tailor-made methods, especially adjusted to varied public (young, adults, unemployed, workers, trainers,...) and situations.

E-learning is also developed. In 2009, 14,320 people have registered for an e-learning training session. Such e-training sessions are notably attended by young women and low-skilled people.

Vocational training centres operate either through in-house management or through partnerships with other employment operators (public and private), in accordance with the training skills needed, the socio-economic situations and the kind of clients. Since 2000, the Walloon Government has giv-

en le Forem the mission to coordinate and develop skill centres, specialized in different economic sectors and certified by regional authorities. These skill centres are excellence centres specialized in vocational training. They are initiated from the association between social partners (employers – trade union) and the vocational training public service.

The main goal is the development of training programmes for jobseekers, workers, pupils, students and professional trainers, with adequate training facilities, high-skilled trainers, innovative equipment and tools, in partnership with economic, academic and professional sectors.

Process, programme and methods of job training

1) Training methods

Le FOREM offers more than 1,000 training courses in more than 150 occupations in the Walloon Region. These activities are organized both in FOREM **training centres** and in **skills centres**, or through partnerships.

Training sessions are delivered with adequate training facilities, high-skilled trainers, highly-innovative equipment and tools (public and private partnership, equipment co-financed by the private sector) on the basis of different methods:

- Classical training
- On-the-job training
- Traineeships into enterprises
- Linguistic traineeship abroad
- E-learning, blended-learning
- Accompanied self-tuition (ICT, languages)
- Seminars, conferences.

2) The “skills validation system”

Le Forem is participating in a partnership involving the delivery of official skills certificates for different target public.

Many employees and jobseekers have skills gained from work but do not hold any certificate as evidence of these skills. The skills validation mechanism is specifically aimed at officially recognising professional knowledge and know-how acquired outside of typical training channels. This recognition is organised by a Skills Validation Consortium bringing together training providers via Validation Centres which organize tests which, when passed, lead to the issuing of Skill Certificates.

See <http://www.cvdc.be/fr/accueil.html>

Description:

- Methodology: People have to address their experience by several means (non-formal): on-the-job training, school, non-formal learning or other;
- Skills Certificates do not tend to replace, but to complete educational certificates (or be a step towards them);
- Target level: employability.

Aims:

- Official certificate recognized by key training operators and regional governments, but also by employers;
- Personal valorisation, reinforcement of professional identity and self-confidence;
- Facilitating access and transitions to further training programs (lifelong learning).

3) General methodology: partnerships with sectors

A partnership process has been built between Le Forem and a professional sectors and federations. Cooperation agreements for vocational training have been concluded with 14 professional economic sectors (construction, technologies industry, transportation, logistics, timber, food in-

dustry, etc.). Furthermore, these professional sectors have been completely included into the skills centres network.

■ Description of good practices

Introduction: The skill centres

<http://www.leforem.be/centres-de-competence.html>

Skill Centres emerged in the Walloon Region in 2000. The desire was to create “new generation” training centres:

- In order to promote and develop quality and creativity;
- Open to all: vocational training for jobseekers, workers and business managers, teachers and students in technical fields;
- With a partnership structure between the public and private sector to integrate all the socio-economic needs in a specific local area;
- Anchored in areas with high potential for development, and to be linked with the economic development of the Walloon Region.

Using their advanced technological tools, the Skill Centres are also at the forefront regarding knowledge, know-how and, above all, innovative engineering.

To be qualified as a “Skill Centre”, each training centre must comply with 10 requests:

Training:

Training is the main task of a Skill Centre. Vocational training provides the skills needed to have an impact on employment: jobseekers, apprentices, workers, students and teachers, and trainers. The Skill Centres offer flexible and tailored educational tools for specific applications such as blended learning training.

Support for integration:

The Skill Centres take part Wallonia strategy to promote employability.

Developing a quality-minded approach:

The implementation of environment standards is an essential task in the daily management of all the activities of the centres.

Support economic development:

Each Skill Centre must have a strong involvement in its socio-economic field, being active in clusters, incubators, technology clusters, etc.

Running a monitoring process based on skills development and training needs:

Always proactive, the Skill Centres remain at the forefront of developments in their field of activity. Such a monitoring process allows them to remain aware of constant changes in skills, jobs and training needs. Therefore, the Skill Centres are continuously adapting their training programmes.

Information and awareness:

Beyond training activities and contacts with industries and professionals, the Skill Centres are also proactive in the field of information and guidance through their attendance in trade fairs, events, seminars, etc., to inform people about changes in skills, jobs and technologies.

Market needs analysis:

The Skill Centres proactively and reactively support businesses and individuals in identifying their skills needs and actions to be implemented.

Research and Development in educational tools:

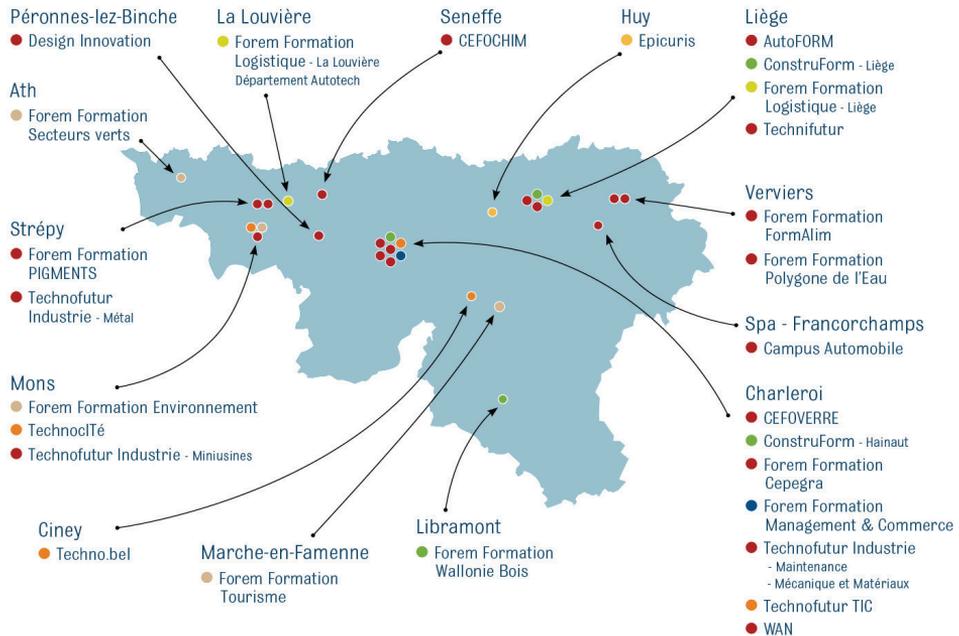
The Skill Centres provide trainings using all relevant tools in their field of activity, technological equipment and modern teaching.

Skills Validation and screening:

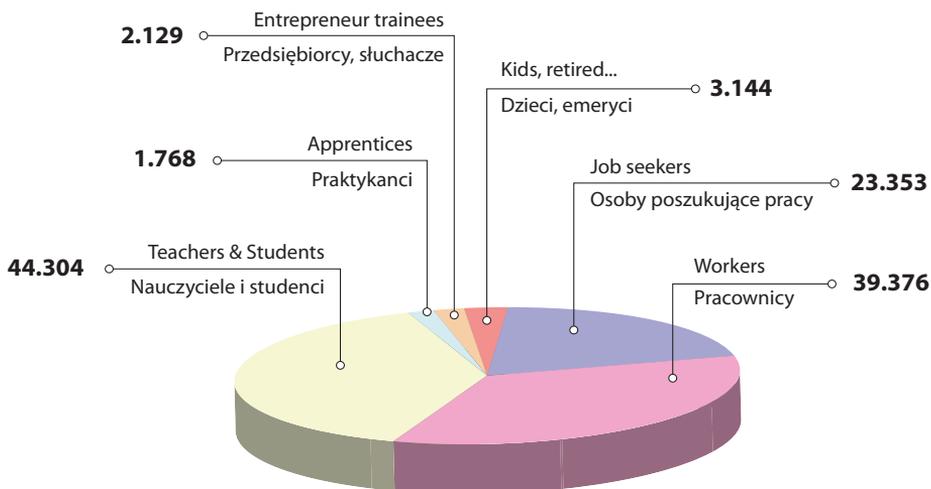
The Skill Centres can deliver skills validation certificates. The objective is to certify that an applicant (trainee, worker, etc.) is a “qualified professional” in a part of a job curriculum (competency unit).

The screening is a specific tool used to identify the skills of a person and position him/her on a job or part of a job.

In 2010, there were **25 officially certified Skill Centres**, covering a wide range of professional branches related to the most advanced industrial fields.



In 2010, as many as 114,074 people were trained in the Skill Centres, which represents 4,973,489 training hours.



CAMPUS AUTOMOBILE - Spa Francorchamps



Route du Circuit 60,
B-4970 Francorchamps
Tel.: +32 (0) 87 / 47 90 60
Fax: +32 (0) 87 / 47 90 61
Website: www.formation-campus-automobile.be
campus-automobile.info@forem.be

Number of employees: +/- 32 (including 13 trainers)

Type of organisation: The Skill Centre in motorsport technologies, eco-technologies and industrial technologies

Through partnerships between Le FOREM, The University of Liege, Institut für Kraftfahrwesen Aachen (IKA), Agoria (professional sector) and the famous Spa-Francorchamps race track, the Skill Centre “Campus Automobile” aims at contributing to the social and economic development in the Walloon Region. Located just outside the Spa-Francorchamps track with a direct access to it, Campus Automobile is ideally positioned to promote meetings and interactions between all actors involved in the automotive industry.



Didactic base at Campus Automobile.

Spread over 5,000 sq m, Campus Automobile has unique infrastructure with advanced and powerful equipment. It is a great training tool for vocational training available to jobseekers, students and teachers, automotive companies as well as all the actors in the world of motorsports.

Main activities and aims:

Created in 2005, Campus Automobile is located within the Spa-Francorchamps race track. It has produced 115,000 technology training hours in 2009. Last year, the training programmes produced 130,000 hours for 1,200 people. Its courses target engineers, technicians and beginners.

Campus Automobile is also active in the industry field, thus contributing to the local social and economic development.

The training courses are offered to businesses and their workers, teachers, students and jobseekers.

Campus Automobile is both a modern technology platform and a resource centre serving local industry and technology partners and schools.

Sport technologies:

Located in the heart of the famous Spa-Francorchamps race track (famous Formula 1 motor-racing), Campus Automobile has gradually developed expertise in logistics and racing support. Specializing in motorsports, it offers a technician level training in motor sports technologies. The training prepares students for careers related to motor sports within a 12-month technical training programme, including 3 months with racing teams. In addition, trainees perform the racing development and maintenance of racing vehicles. The training programme was defined in collaboration with the most experienced professionals and importers in the world of motor sports and is delivered by race-experienced professional trainers.



Campus automobile.

Eco-technologies:

In 2008, Campus Automobile created a training centre for eco-technologies such as hybrid, electric motors, fuel cells, alternative fuels, biofuels, natural gas and hydrogen. This prompted the emergence of various projects such as adapting a racing Lotus to run on CNG, developing a twin electric-engineered Yamaha R6, a new generation of go karts, motorcycles racing on biofuels, etc.

Industrial technologies:

Through its activities, Campus Automobile has also developed industrial skills. These skills are an asset to a wide range of companies which are looking for professional qualifications currently in short supply as well as to jobseekers.

Campus Automobile offers courses in support engineering, welding, maintenance engineering, mechatronics and carbon fibre and laying composites and others. These courses are delivered by experienced professionals on high quality industry-grade equipment.

FOREM Formation Environnement



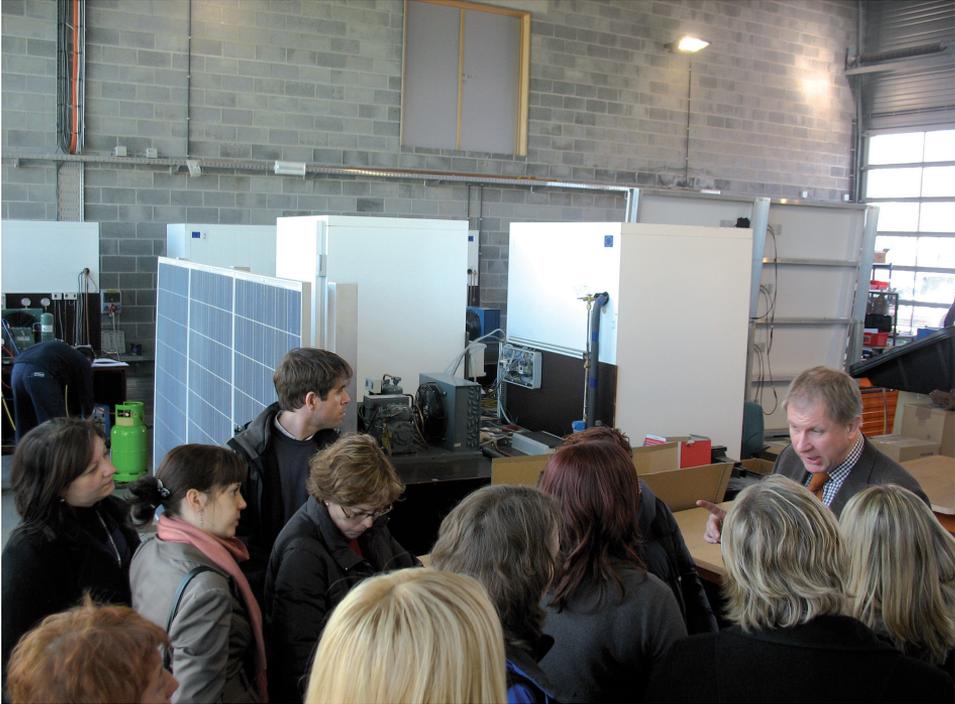
Centre de compétence

Site Initialis de Mons
 Rue Pierre et Marie Curie, 7000 Mons
 Tel.: 065/88.10.20, Fax: 065/88.10.59
 Website: <http://www.formation-environnement.be/>
 E-mail: environnement.info@forem.be

Numbers of employees: +/- 16 (including 10 trainers)

Type of organisation: The Skill Centre in the field of environmental, waste and energy management.

Certified as a Skill Centre since 2005, the ENVIRONNEMENT Centre is based in the “Initialis Park”, a technology and science park located in Mons.



Forem formation environnement.

With both transversal (environmental/sustainable development management) and specific approaches (use of specific eco-technologies), this Skill Centre for Environment Education promotes synergies with the traditional vocational training sectors by offering them short-term development or focused modules (a “modular” approach).

In the Environnement Centre, training programmes are provided for businesses, professionals, teachers, students and jobseekers. In 2010, training production amounted to 71,000 hours for 1,900 people.

To support its training activities, the Environnement Skill Centre as a whole constitutes a “pedagogical tool/pilot” in itself: the building incorporates the principles of bioclimatic architecture, integrates advanced energy technologies (solar energy with power storage, heat pump, heating soil, heat recovery in the extraction of stale air, natural cooling facilities, solar photovoltaic, utilities, etc.). It also uses materials chosen for their low environmental impact such as plastering with clay on limestone blocks, slabs of recycled PVC in the car park, etc.

The Environnement Skill Centre has a usable area of 2,500 sq m:

- A workshop dedicated to heating technologies, including places for standing boilers and slots for wall-hung boilers; the equipment includes a wide range of boilers and burners, ranging from traditional fuels (oil, gas) to more recent ones (wood, pellets, grains, multi-fuel), and various measuring instruments (combustion analyzers, CO, CO₂ flow meters; gas leak busters, tanks, etc.).

- A workshop dedicated to cold air technologies, including refrigeration, air conditioning, air-to-air with energy recovery (simultaneous production of heat and cold power), each consisting of outdoor and indoor units, reversible chillers (air-water) such as recovery groups, pumps with vacuum manifolds; electronic instruments such as thermometers, anemometers, leak detectors,...
- A workshop dedicated to heating and ventilation, including a laboratory and a laboratory thermal vent. The laboratory creates artificial changes in the temperature representative of actual weather conditions. It features a heating system with interchangeable heating elements, a heated floor and a cold ceiling. The laboratory ventilation system integrates all the latest high-tech available.
- The centre also has solar thermal collectors of various types of photovoltaic cell panels (mono- and poly-crystalline), a cogeneration unit, and infrared thermo-graphic equipment. The acquisition of a particle analyzer (measurement of air quality) is also planned.
- A classroom dedicated to the centralized technical management, a classroom lab, a fully equipped conference room with removable walls and a library.

“ECOKIDS”

The ECOKIDS didactic tools have been implemented by the Environnement Skill Centre (in cooperation with an association for the promotion of sciences) in order to promote “green jobs” and sustainable development to the youngest (pupils from primary and secondary schools). This tools aim at making the younger aware of environmental changes and challenges (solar energy, sustainable heat transfer) through practical didactic games.



LdV Group in Mons.

■ Partners' conclusions from the visit in Belgium in the context of innovative solutions applied

Good practices for Belgium: “Campus automobile” and “Environnement Skill Centre”

Common characteristics:

1. Partnership structure: Skill Centres result from the regional governments' “Strategic plan” in order to strongly support and develop activities in the field of vocational training and to match the needs of professional sectors and branch funds. Therefore, the Skill Centres must be tuned to the socio-economic reality and target the fulfilment of needs and demands of the job market.

- Clustering policy: skill centres are located in economic zones and clearly linked to economic activity and sectors
- Synergies between education and vocational training
- Trainers are experts coming from the industrial sector

2. Multiplicity of the public/learners:

Skill Centres have to organize a wide range of training activities to meet various needs and expectations: from entrepreneurs and workers to jobseekers, trainees, apprentices, teachers and students.

3. Advanced methodologies implemented to meet the “Lifelong Learning” approach:

- Monitoring process on future skills and job trends
- Quality management: certification of the centres
- Validation of learning through experience (non-formal and informal knowledge) and certification process

Partner from Belgium
Le Forem
www.leforem.be



SANTA CRUZ
A C T I V A

SPAIN

PARTNER MEETING IN SPAIN

SANTA CRUZ DE TENERIFE, SPAIN
7-11 JUNE 2010

Partner project "Lifelong learning in Europe - good practices"
carried out under the Leonardo da Vinci programme



SPAIN

Sociedad de Desarrollo de Santa Cruz de Tenerife
Imeldo Serís Street, 83, 38003 Santa Cruz de Tenerife, Spain
www.sociedad-desarrollo.com

■ Social and economic context

Surface area:	504,645 sq km
Borders:	Total: 2,013 km
North:	720 km with France and Andorra
West:	1,292 km with Portugal
South:	1 km with Gibraltar
African territories:	19 km with Morocco
Population:	
Mainland Spain:	47,021,031 inhabitants
Canary Islands Region:	2,118,519 inhabitants
Capital:	Madrid
Official national languages:	Spanish Catalan (Catalonia, Valencia and Balearic Islands) Galician (Galicia) Basque (Basque Country)
Political system:	Parliamentary democracy and constitutional monarchy
King of Spain:	Juan Carlos I
Prime Minister:	José Luis Rodríguez Zapatero



Number of regions:
 17 autonomous communities or regions
 2 autonomous cities (Ceuta and Melilla)

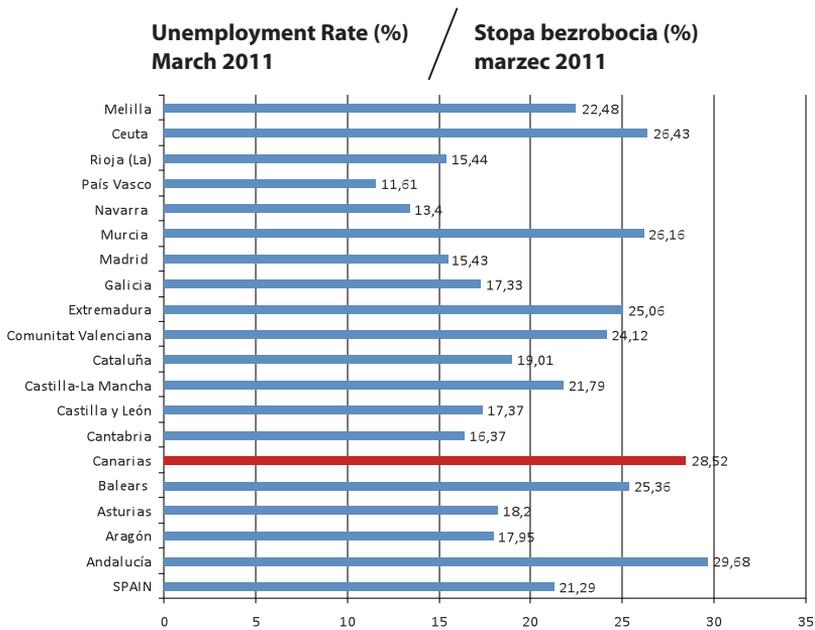


Number of provinces: 52 provinces
 In Canary Islands Region, 2 provinces: Santa Cruz de Tenerife and Las Palmas de Gran Canaria

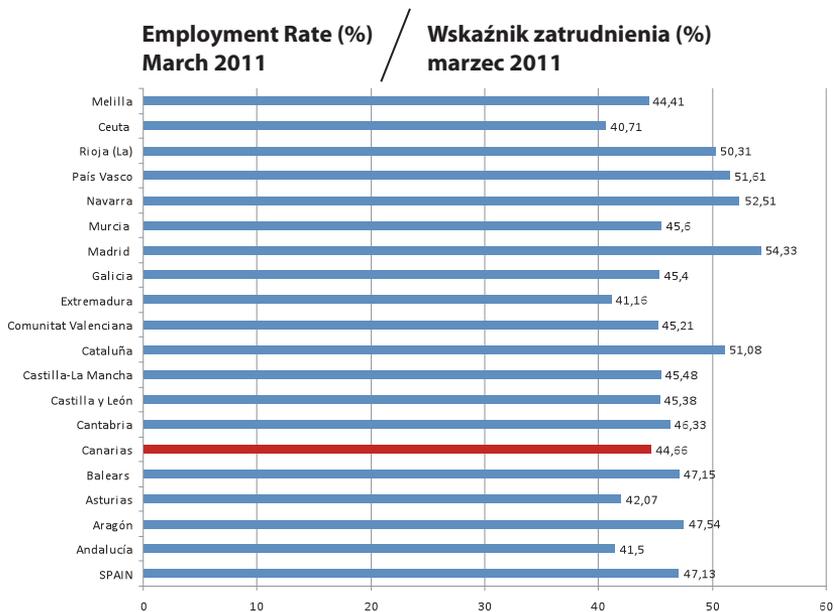
Number of municipalities:
 Spain: 8,114 municipalities
 Canary Islands Region: 84 municipalities
 Tenerife Island: 31 municipalities

Annual Growth Rate:
 Total GDP: \$1,438,356 (2009)
 GDP per capita: \$35,116

Unemployment rate: (%) March 2011:

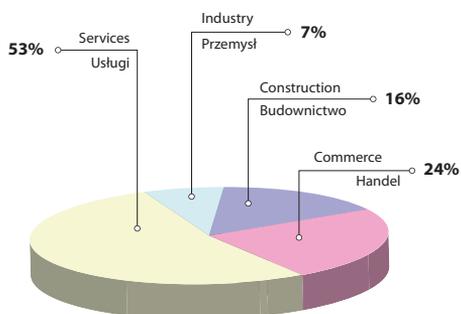


Employment rate: (%) March 2011:

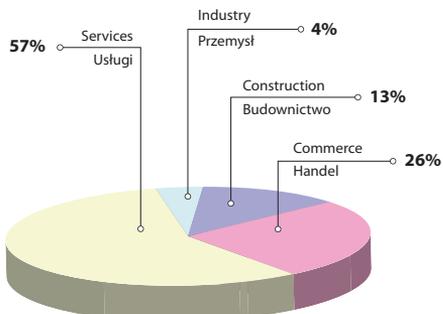


Economic activities: Number of companies

Spain / Hiszpania



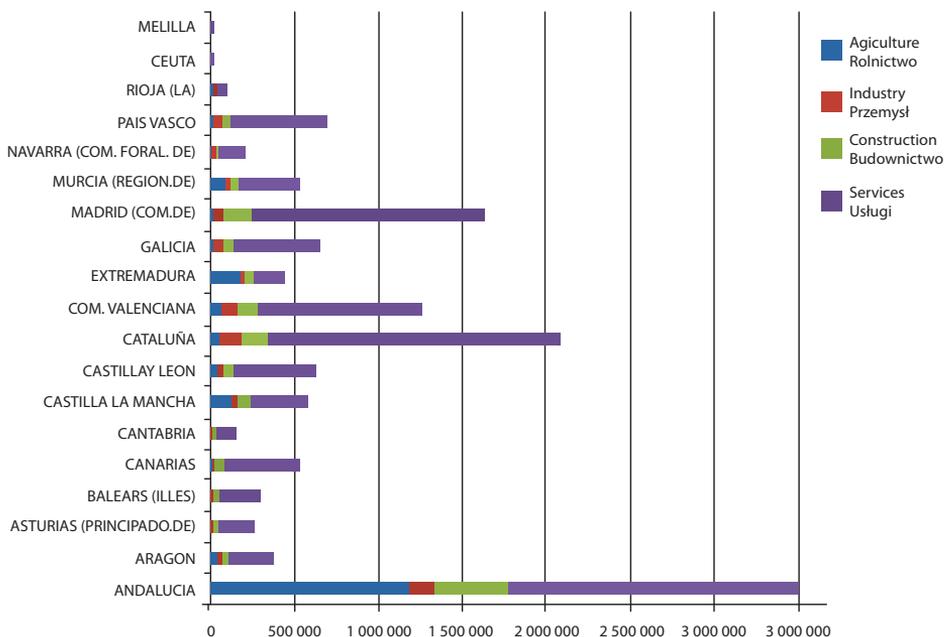
Canary Islands Region / Wyspy Kanaryjskie



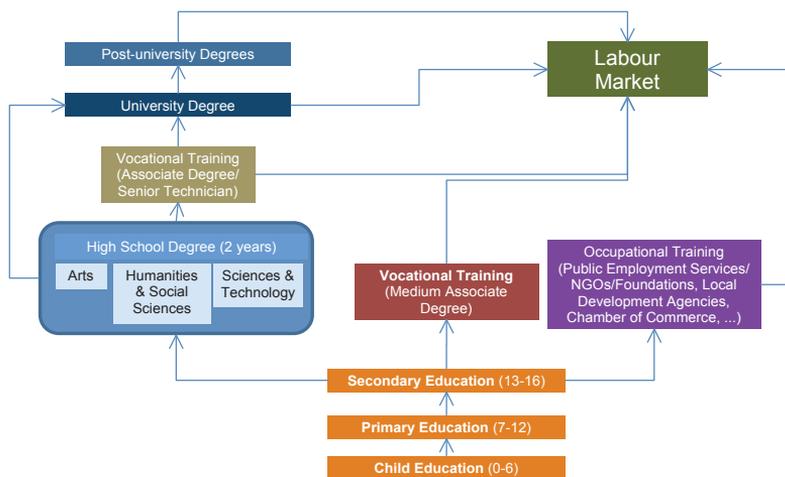
	HISZPANIA
Industry	230 301
Construction	510 243
Commerce	796 815
Services	1 753 904
TOTAL	3 291 263

	Wyspy Kanaryjskie
Industry	5 991
Construction	17 259
Commerce	34 964
Services	77 740
TOTAL	135 954

Contracts by sector in the region



Spanish Educational System



■ Institutions visited during the study visit in Tenerife from 7 to 11 June 2010

Name	Address, website
CNFO LOS REALEJOS	 Centro de Referencia Nacional de Formación Profesional Los Realejos Calle Los Cuartos, 42 38410 Los Realejos Tel.: 922 343 415, fax: 922 353 420 http://www2.gobiernodecanarias.org/empleo/
FEMETE	 FEDERACIÓN PROVINCIAL DE EMPRESARIOS DEL METAL Y MATERIAS TECNOLÓGICAS DE SANTA CRUZ DE TENERIFE C/ Panamá, Nº 3 - Nave 12-L. Edificio Luna - 1º Polígono Costa Sur Barrio Buenos Aires 38009 Santa Cruz Tenerife Tel.: 922 235794, fax: 922 211399 http://fmt-es.com
INSTITUTO CANARIO DE LAS CUALIFICACIONES PROFESIONALES	 INSTITUTO CANARIO DE LAS CUALIFICACIONES PROFESIONALES Avenida Príncipes de España s/n 38071 Santa Cruz de Tenerife Tel.: 922 47 48 28, fax: 922 47 45 67 http://www2.gobiernodecanarias.org/empleo/

<p>ASHOTEL</p>	 <p>ASOCIACIÓN HOTELERA Y EXTRAHOTELERA DE TENERIFE, LA PALMA, LA GOMERA Y EL HIERRO</p> <p>Rambla de Santa Cruz nº 147 1º 38001 Santa Cruz de Tenerife Tel.: 922243988, fax: 922244310 www.ashotel.es</p>
<p>CÁMARA DE COMERCIO</p>	 <p>Plaza la Candelaria nº 1 38003 Santa Cruz de Tenerife Tel.: 922 100 400, fax: 922245 270 www.camaratenerife.com/formacion.cfm</p>
<p>IES PUERTO DE LA CRUZ</p>	 <p>Calle Las Cabezas nº 7 38400 Puerto de la Cruz Santa Cruz de Tenerife Tel.: 922 380 112, fax: 922 381 401 www.iespuertodelacruz.es</p>
<p>SPET</p>	 <p>Calle Alcalde José Emilio García Gómez, 9 38005 Santa Cruz de Tenerife Tel.: 902 321 331, fax: 922 237 876 www.webtenerife.com</p>
<p>SERVICIO CANARIO DE EMPLEO</p>	 <p>Avenida Principes de España s/n 38071 Santa Cruz de Tenerife Tel.: 922 474 600, fax: 922 645 341 http://www2.gobiernodecanarias.org/empleo/</p>
<p>TF INNOVA</p>	 <p>Dirección Insular de Innovación y desarrollo de proyectos. Recinto Ferial Santa Cruz de Tenerife 922 238436 www.tfinnova.es</p>
<p>HOTEL ESCUELA</p>	 <p>Avenida San Sebastian nº 152 Santa Cruz de Tenerife 38005 www.hecansa.com</p>

<p>ESCUELA TALLER ENOTURÍSTICA</p>	 <p>Calle Los Cipreses nº 2 Centro Cultural El Socorro 38292 Tegueste, Tel.: 922 544 503, www.tacovin.com</p>
<p>FUNDACION EMPRESA UNIVERSIDAD DE LA LAGUNA</p>	 <p>Fundación Empresa Universidad de La Laguna</p> <p>Campus Central. Facultad de Educación Avenida de la Trinidad s/n 38071 La Laguna Tel.: 922 319 927, fax: 922 319 197 www.feu.ull.es</p>
<p>SOCIEDAD DE DESARROLLO</p>	 <p>Sociedad de Desarrollo de Santa Cruz de Tenerife S.A.</p> <p>C/ Imeldo Serís, 83 2ª Planta 38003 Santa Cruz de Tenerife Tel.: 922 533 353, fax: 922 532 302 www.sociedad-desarrollo.com</p>

■ Description of Sociedad de Desarrollo de Santa Cruz de Tenerife

Sociedad de Desarrollo de Santa Cruz de Tenerife



Adres:
Imeldo Serís Street, 83
38003 Santa Cruz de Tenerife
Strona internetowa: www.sociedad-desarrollo.com

Sociedad de Desarrollo de Santa Cruz de Tenerife is a public service company owned by the Santa Cruz de Tenerife Town Hall. Its objective is the socio-economic revitalization of the city, the main tool for stimulating economic activity, business, tourism, commerce and external promotion of the municipality. Number of employees: 67 people (March 2011).



Project participants in the headquarters of Sociedad de Desarrollo de Santa Cruz de Tenerife.

The company is divided into different work areas. The Santa Cruz Active department is the area responsible for designing and implementing active employment policies in the city, offering a wide range of services in employment, training and business.

We promote employment policies in the municipality of Santa Cruz de Tenerife. The main target group are unemployed people, young people, social exclusion groups and entrepreneurs.

■ Description of good practices

Centro de Formación Nacional Los Realejos (training centre)

Website of the institution:

<http://www.gobiernodecanarias.org/empleo>

Address:

Calle Los Cuartos, 42
38410 Los Realejos
Tel.: +34 922 343 415
Fax: +34 922 353 420



Type of organization:

Public institution.

The country-wide National Occupational Training network is an important resource for the development of the new organization of occupational training. Each of the centres represents a family or a professional area and specializes in actions related to the same.

The title of the training:

- Teaching Methodology Introduction
- Occupational Trainer
- Local Development Agent
- Open and Distance Learning Methodology
- Educational Media Design
- Evaluation of Training
- Designing of didactic material, printed, audio-visual and multimedia
- Florist
- Installation and maintenance of gardens and green areas
- Support activities in gardening
- Environmental awareness
- Producer of organic vegetables
- Producer of aromatic and medicinal plants
- Tree pruner and restorer

Period of training: All year round

Type of financing of the training: The European Social Fund

The implementation of the training: criteria of recruitment, target group (characteristics of participants), number of trainees in the group, how often the group meets, time of the training, training materials, scenario of training sessions:

- Recruitment: Public Employment Office and directly in the centre
- Unemployed people or employees
- Active people
- For each group 15 participants
- Duration of the training: depends on the course (between 80 and 500 hours)
- Scenario: in the centre and garden
- Training materials: didactic resources and specific materials depending on the course

Evaluation of training:

Continuing evaluation

Through theoretical and practical tests

The general satisfaction of the participants is very high

Effectiveness of the training:

Job insertion in 2010

Education and training field: 40%

Agriculture field: 35%

Validation/certification process of the training:

The participants receive a certificate or diploma (duration, level of theoretical and practical experience and training modules taken). The certificate may be used in full or in part and pre-determine the requirements to be validated in time for the professional certificate.

Description of the guidance/orientation/placement pathway if the training has a connection with them:

The centre does not have established guidance service but all the participants go to the Public Employment Office. Sometimes they have a person for guidance, but not all the year.



Training workshop at Centro de Formación Nacional Los Realejos.

Escuela Taller Enoturística (Wine and Tourism Workshop School)

Website of the institution:

www.teguste.es

Address:

Calle Los Cipreses, 2
Centro Cultural El Socorro
38292 Teguste
Tel: +34 922 343 415



Type of organization:

It is a workshop school granted by the Public Employment Service and Teguste Town Hall.

Number of employees:

39 people (September 2010)
32 trainees – employees
7 teachers

Process, programme and methods of job training. *The preparation of training (identification of training needs, objectives of the training):*



In front of the headquarters of the Wine and Tourism Workshop School in Tegueste.

Main objectives:

- To improve the qualifications and the employment possibilities of jobseekers
- To combine the occupational training as well as work and professional practice

Identification of training needs:

- The Tegueste Town Hall has the priority to activate the wine sector (rural and local development)
- Training projects related with the wine sector: 'Wine and Tourism Workshop School'

Sector:

Agriculture and Tourism

The title of training:

- Wine Routes Expert: to integrate and operate the entire infrastructure related to the wine sector of the island
- Service Wineries Operator: working in the area of the vineyard and winemaking as qualified personnel in the market with a wine structure of winery farms of the island

Period of training:

- 24 months

Type of financing of the training:

The European Social Fund and Tegueste Town Hall

The implementation of the training: criteria of recruitment, target group (characteristics of participants), number of trainees in the group, how often the group meets, time of training, training materials, scenario of training sessions:

- Recruitment: Public Employment Office
- Target Group: young jobseekers under 25 years old, difficult labour insertion groups (priority)
- Number of trainees in the group: 32 participants
- Allowance the first 6 months (€ 9/day)
- *Alternation with work Training:* 18 months, 8 hours/day; 5 days/week (75% of the Inter-professional Minimum Wage with a job contract)
- Scenario: in the centre and in Tegueste
- Training materials: didactic resources and specific materials depending on each speciality

Evaluation of the training:

Continuing evaluation
Through theoretical and practical tests

Effectiveness of training:

In September of 2010, 80% of the participants were inserted into the labour market

Validation/certification process of training:

- The participants will receive a certificate issued by the promoting organization (duration, level of theoretical and practical experience and training modules taken).



Tourist trail in Tegueste: Presentation by the students in the training workshop.

- This certificate may be used in full or in part, and pre-determine the requirements to be validated in time for the professional certificate.
- Participants without official obligatory diploma receive support in obtaining it.

Description of the guidance/orientation/placement pathway if the training has a connection with them:

- Guidance in the job searching process
- Self-Employment Advisory Service
- Individual Training and Insertion Clients' plans: to promote skills that allow them to find and keep a job (actions of presentation, diffusion and promotion of each participant to the companies), company simulation: attitudes and skills for the ideal performance of the work in a practical way and similar to the real labour market.

■ Partners' conclusions from the visit in Spain in the context of innovative solutions applied

- The training fulfils specific needs in different sectors. The training courses are based on specific sectors of activity.
- There is a national network of training centres in cooperation and synergies with companies and public administration.
- Training and specific certification for trainers.
- Training courses are for different target groups: unemployed and workers.
- Training for unemployed and workers is certificated and recognised by the educational system.
- The support for entrepreneurs is very specific, fostering entrepreneurship.
- Training with theoretical and practical work is adequate to ensure an excellent preparation.

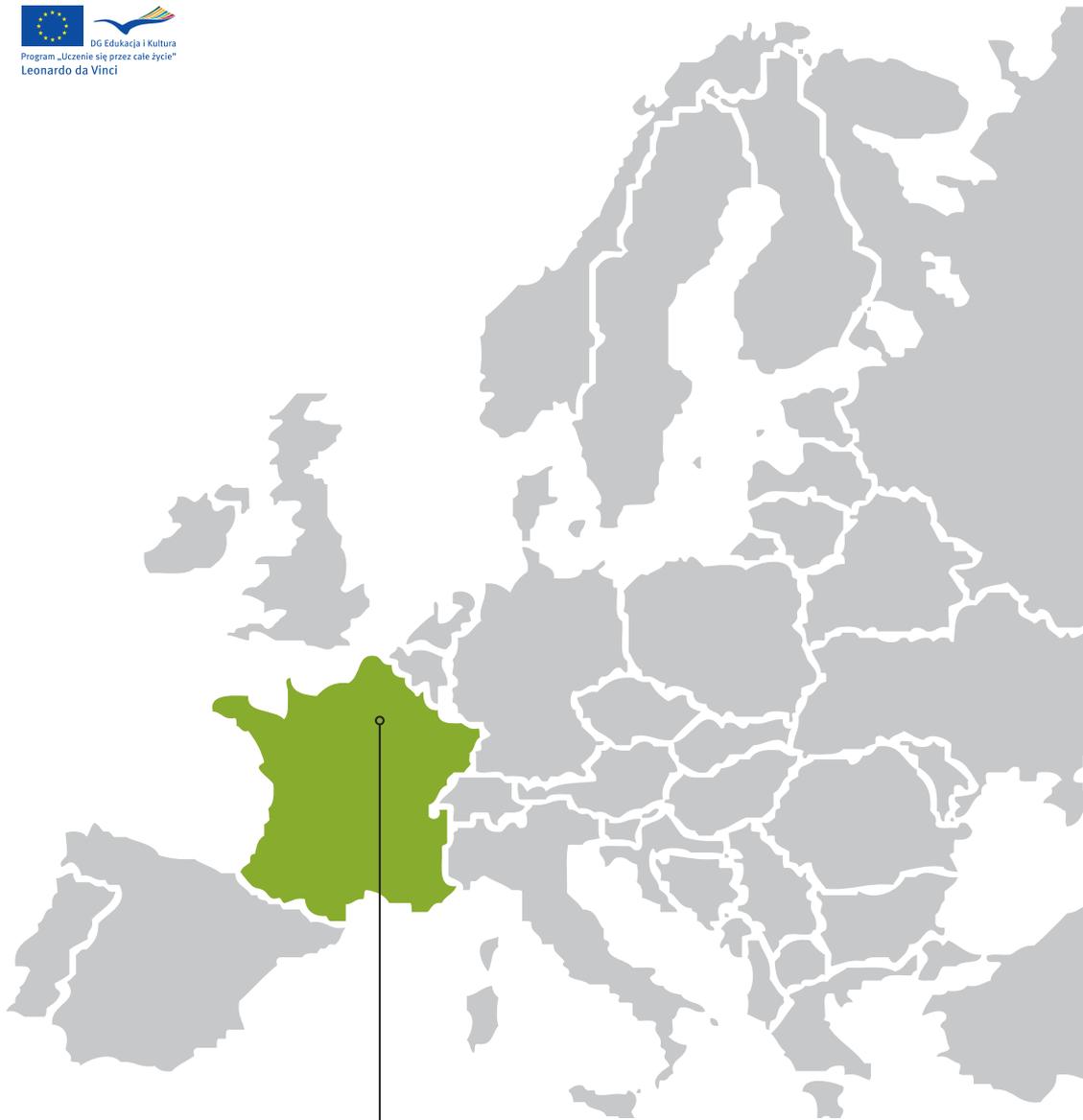
Partner from Spain
Sociedad de Desarrollo de Santa Cruz de Tenerife
www.sociedad-desarrollo.com



PARTNER MEETING IN FRANCE

DOUAI, FRANCE
11-15 OCTOBER 2010

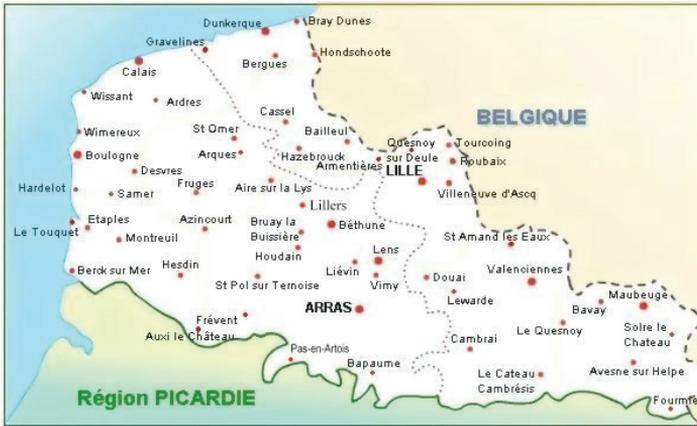
Partner project “Lifelong learning in Europe - good practices”
carried out under the Leonardo da Vinci programme



FRANCE

Mission locale du Douaisis
222 place du Barlet 59500 Douai, France
www.missionlocaledouaisis.com

Social and economic context



Social and economic context of the region Nord Pas de Calais

Surface area:

Nord Pas de Calais:	12,414 sq km
France:	670,922 sq km
France métropolitaine:	547,030 sq km
Douaisis:	476.6 sq km

Population in the region:

Nord Pas de Calais:	4,025,605 inhabitants
---------------------	-----------------------

Municipalities:

France:	36,682
Douaisis:	65

Number of regions:

26

Unemployment rate
in the country and region:

Douaisis:	14.3%
France:	9.3%

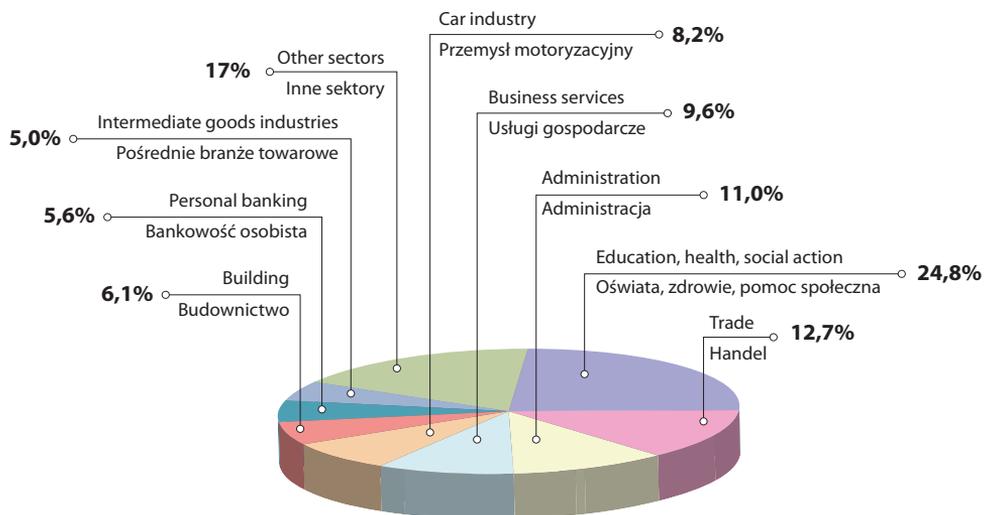
Employment rate
in the country and region:

France:	71.6%
Nord Pas de Calais:	67.1%

The economic and geographical context:

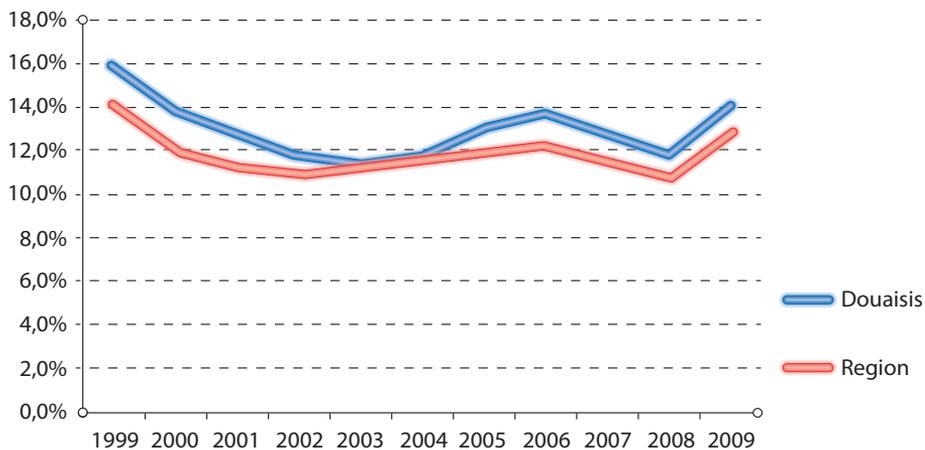
Working population
by sector of activities

Populacja pracująca
wg sektora działalności



Evolution in the unemployment rate
between 1999 and 2009

Zmiany stopy bezrobocia
w latach 1999 - 2009



The educational system in France

Primary and secondary education

- The nursery: 2/3 years old
- The primary school: 6-11 years old
- The middle school: during 4 years
- French General Certificate Secondary Education
- Compulsory education to 16 years old
- The general and technological high school
- The professional high school

Higher education

The post-Bachelor studies following the European system: L.M.D (3-5-8)

- **License degree**
- **Master's degree**
- **Doctorate**

In case of CAP, Bac Pro, BTS, also Engineer Schools trainings take in the enterprise and in the training centre.

2 kind of contracts:

Apprenticeship Contract
Professional Contract

■ Institutions visited during the study visit in Nord Pas de Calais from 11 to 15 October 2010

Name	Address, website
MISSION LOCALE DU DOUAISIS	 <p>MISSION LOCALE pour l'emploi des jeunes dans le Douaisis</p> <p>222 place du Barlet 59500 Douai, Francia missionlocale@mldouaisis.com</p>
INSTEP	 <p>GROUPE instep</p> <p>69 Rue du faubourg d'Arras 59552 Lambres Lez Douai www.douai@instep.fr</p>
RENAULT	 <p>Usine Georges Besse - Route de Cuincy - 59509 Douai Cedex - Francia, http://www.renault.com/fr/groupe/developpement-durable/fiches-sites/pages/douai.aspx</p>

CFA de PROUVY	 <p>Chambres de Métiers et de l'Artisanat Région Nord-Pas de Calais</p> <p>Zone industrielle N°2, avenue Marc Lefrancq - 59309 Valenciennes Cedex, http://www.artisanat-npdc.fr/</p>
ACTIF	 <p>ACTIF centre de formation aux nouvelles technologies</p> <p>36 rue de l'Abreuvoir BP 90036 - 59301 Valenciennes, actifcnt.com</p>
Association „A PETITS PAS” AFIP	 <p>À Petits PAS Terre de Création graine d'écologie...</p> <p>16, rue de Canlers, 62 310 Ruisseauville http://www.apetitspas.net/index.php</p> <p>31 rue principale 62310 Ambricourt, www.afip5962.org</p>
LYCEE AGRICOLE DE WAGONVILLE LEGTA, CFA, CFPPA	 <p>Lycée CFA CFPPA Douai-Wagnonville</p> <p>458 rue Motte Julien bp 90730, 59500 Douai http://www.epl-nord.educagri.fr/</p>
AFPA: Association nationale pour la formation professionnelle des adultes	 <p>Site C, 6 Rue du Molinel, 59169 Cantin http://www.nord-pas-de-calais.afpa.fr/accueil-afpafpr/region-nord-pas-de-calais/l-afpa-la-formation-professionnelle/tous-les-etablissements.html?dep=59&ctr=Cantin</p>
CONSEIL REGIONAL	 <p>151 avenue du Président Hoover, 59555 Lille http://www.nordpasdecalais.fr/</p>

<p>C2RP : Centre Régional de Ressources Pédagogiques et de Développement de la qualité de la formation</p> <p>ARML: Animation Régionale des Missions Locales</p>	 <p>Immeuble le Vendôme - 50, rue Gustave Delory - 59000 Lille http://www.c2rp.fr/</p> 
--	--

■ Description of the “Mission Locale”



Mission Locale du Douaisis
www.missionlocaledouaisis.com
 222 Place du Barlet 59500 Douai, France

Type of organization:
 private, Non-Profit Association

Number of employees:
 75 +1 person who is employed by the Employment Office and +1 by the Hospital Centre

The first mission:
 The mission of the non-profit association, Mission Locale du Douaisis, is to welcome, to inform, to direct and to accompany young people from 16 to 25 years old, out of the school system with or without diplomas. Found across the entire area of Douaisis, the Local Mission works through its headquarters and nine centres open to the public. Within these nine centres, every adviser accompanies a young person throughout his/her entire integration process.

The other three missions:

- To accompany the young towards their social and professional inclusion
- To observe the community and its processes
- To engineer projects in association with our partners.



Project participants in the offices of the Local Mission in Douai.

The Local Mission works within the network with all the partners and communities in the territory such as associations of local authorities, the Employment Agency, the Local Plan for Integration, the General Council, the Regional Council, the Training and Employment State Directory, the Chamber of Commerce, the Federation of Employers and the Group of Employers.

The Local Mission of Douais provides tools which allow for optimizing the employment of young people but also it takes into account problems such as health, accommodation and mobility of young people by collaborating with various local authorities responsible for labour issues.

Activities and departments



Since 2000, over **20,000** young people were accompanied.

Below we present the figures for 2009.

- 2,186 young people accepted
- 7,354 young people accompanied
- 54,179 proposals valued (access to employment, training, housing, health)
- 1,680 people employed (any type of an employment contract)
- 28,554 interviews conducted
- 1,286 people entering training

■ Description of good practices

ACTIF CNT: the training centre for new technologies



Project participants in the headquarters of ACTIF CNT.

Address:

36 rue de l'Abreuvoir
BP 90036 - 59301 Valenciennes
actifcnt.com



Type of organization:

Private. Non-Profit Association

Number of employees:

- Permanent staff: 17
- Outsiders: 2

Process, programmes and methods of job training:

Most of the training programmes are proposed through apprenticeship:

- Theoretical training in the training centre
- Practical training in the centre and in companies

They lead to a national validation or professional certification. Training programmes are organised in a modular way. Recognition of Prior Learning (APL) for all titles. ACTIF offers a range of training inside or outside companies for employees.

Nine qualifications are proposed:

- Technician in computer hardware (Level V)
- Maintenance technician in computer hardware (Level IV)
- Management in maintenance and computer support (Level IV)
- Installer of audio-video and household appliances (Level V)
- Maintenance technician of household appliances (Level IV)
- Technician of electrical appliances (Level IV +)
- Technician of video, audio and multimedia appliances (Level IV)
- Electronic surveillance technician (Level IV)
- Support in after sales services (Level IV)

(Level IV is under High School Diploma, Level V is High School Diploma)

Type of financing:

- Regional Council of Nord Pas-de-Calais
- European Social Fund
- Apprenticeship Fund

The implementation of the training:

The centre welcomes more than 300 young people every year from Level V to Level III. Young people are mainly sent by the Missions Locales. The recruitment criteria vary depending on the training programme but motivation and mobility are the priority. The contents of training are essentially adapted to the key skills required by various job proposals. Depending on the type of the training programme, the duration varies between 650 and 1,200 hours in the training centre during 1 to 2 years (periods in a company included)

Effectiveness of the training:

The insertion rate since the establishment of ACTIF CNT has always been over 70%.

Assistance with monitoring and placement:

ACTIF CNT ensures a follow-up and guidance after training for all the graduates (up to 6 months). The centre places the young people in activities and companies in the area prescribed by the training programmes.

In most cases, to allow for certain mobility it is ensured that all the graduates are proposed a job at the end of the training by the centre.

AFIP: Association of Training and Information for the Development of Initiatives in the Rural Areas



Visiting the AFIP didactic base.

Address: 31 rue principale 62310 Ambricourt
www.afip5962.org

Type of organization: Non-Profit Association

Number of employees: 4

Sector of activity: Forming an association or a company in rural areas in the fields of:

- Organic farming
- Animation
- Culture
- Business
- Crafts

Priority to ethical projects in the field of social and united economy for the sustainable development.

Preparation/identification of training needs:

- objectives of different training courses:
- A seminary with project creators is organised to identify their needs.
- A follow-up is also organised next year.

Training periods:

Two proposals to project creators:

- Gradually over 2 or 3 years in different training modules
- 35 hours in 4 weeks

Types of financing:

- Regional Council, Agency for the Economic Sector
- General Council of the Pas de Calais department

- General Council of the North department
- The European Social Fund to 2009, but they stopped it in 2010 because it required too much administrative time

Programmes and training methods:

The project is at the centre of the training. Animation tools are based on various interactive teaching methods.

Interactive methods:

- Crossing the adjacent areas of sociology, economy and human psychology.
- The carriers of projects are in the heart of apprenticeship.
- Varied tools of animation based on interactive pedagogy.

Objectives:

- To explain the project of a business activity: which are the roots of my project?
- To define the project, the activities and the skills required to establish a company
- To help to create the project in a territory
- To help the trainees at financial, legal and marketing levels

Contents:

Module 1: professional life project (3 days):

- Roots of my project: exercises and exchange
- Obstacles, assets and limits to start up the business
- Skills required to become an entrepreneur

Module 2: creation using methodology and being accompanied: 5 days

- Give a method to advance on one's own
- Work on the viability of the project
- The market study
 - Definition and objectives of the study
 - Identification of the market (users or customers, environment, competition...)
 - Market analysis (environment, offer, request, obstacles, threats and opportunities)
 - Definition of a communication strategy and a commercial policy

Module 3: equipping the project (6 days)

- Business plan
- Accounting and management tools
- Fiscal problems/social and legal choices: what is the best status for my business?

Module 4: specialization (4 days)

How to formalize the presentation of my project:

- Specific skills required for the object of the activity
- Specific and fiscal statutory aspects
- Specific helps and particular modalities
- Insurances connected with the activity

Module 5: evaluation of the training and of the trainees (1 day)

The contents of this module depend on the trainees' projects.

Pedagogy is very pro-active and adapted to exchanges and overviews.

Preparation/identification of training needs; objectives of different training courses:

AFIP organizes a seminary with project creators to identify their needs. A follow-up is also organised next year.

Organization of training:

- Recruitment criteria
- Characteristics of participants
- Number of students per group
- Duration and frequency of a training meeting
- Educational tools
- General contents of training

The training is open to anyone with a priority to the jobseekers, women and people intending to set up their business in social and united economy.

Formation evaluation/results

From 2003 to 2011: 685 project creators

- Successful creations: 107
- Return to employment: 235
- Return for training: 182
- Return to the incubator: 53
- Other: 108

The process of validation/certification of the training:

There is no diploma delivered but a certificate of participation and validation which allows graduate to go to banks and obtain financing.

Assistance with monitoring and placement

- Coaching Course trainees after training
- Follow-up updated every 6 months to measure development
- Accompanying after they have established their business if they want.

■ Partners' conclusions from the visit in France in the context of innovative solutions applied

ABOUT ACTIF

They could visit ACTIF especially for its certification aspect and for its capacity to respond to the labour market needs. The objectives of ACTIF match the labour market needs such as the aim is employability, the work on skills and competencies watching and monitoring the evolution of technological trends in businesses; and accreditation of work-based skills (*Validation des Acquis de l'Expérience*).

The trainees are young jobseekers (trainees or people in the process of dual training/apprenticeship), jobseekers very distant from the LM, workers and people who want to have their informal skills accredited.

It is also very interesting that a lot of the centres are included in the network and a lot of operators and professional sectors are involved in the partnership.

Furthermore, trainees are employed under a course contract during the creation and 98% of them find a job after the training.



LdV Group in Boulogne sur Mer.

ABOUT AFIP

They could visit AFIP especially for the pathway/itinerary for its clients: from registration to work and social insertion; and for the capacity to respond to the labour market needs.

AFIP is an association of training and information for the development of initiatives in rural areas. It has a special training programme aiming to make people aware of the entrepreneurship possibilities. Trainees have the possibility to “test” their free-lancing activity (*pépinière d’entreprise*). It is a very good example of individual guidance in the real-life environment. Their results include the percentage of effective creation of companies, the debt-collection recovery percentage after the creation. It is an interesting idea of promoting enterprise in rural areas.

Partner from France
Mission locale du Douaisis
www.missionlocaledouaisis.com



Wojewódzki Urząd Pracy
w Katowicach

POLAND

PARTNER MEETING IN POLAND

KATOWICE, POLAND
21-25 MARCH 2011

Partner project "Lifelong learning in Europe - good practices"
carried out under the Leonardo da Vinci programme



POLAND

Wojewódzki Urząd Pracy w Katowicach
ul. Kościuszki 30, 40-048 Katowice, Polska
<http://www.wup-katowice.pl/>

■ Social and economic context



The Silesian Voivodeship is located in southern Poland, a country in the heart of Europe that has been a member state of the European Union since 2004. The region's unique position stems from the fact that it is the most industrialised and urbanised area in Poland.

The major employers in the region include Kompania Węglowa, Katowicki Holding Węglowy, Jastrzębska Spółka Węglowa, ArcelorMittal Poland S.A., Metro Group AG, Vattenfall, Elektrobudowa S.A., Grupa Żywiec, Tyskie Browary Książęce S.A, Fiat Auto Poland, General Motors Company and Isuzu Motors Polska. The mining industry remains to affect the situation in the region.

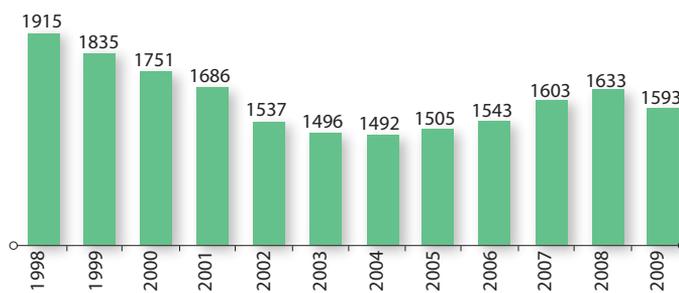
There are 26 still operating mines in Silesia (branches of hard coal mines or branches of mining companies) employ 103,800 people (as of 31.03.2011).

Poland:

Official language	Polish
Capital	Warsaw
Political system	The Republic of Poland is a democratic state under the rule of law. Legislative power is exercised by bicameral parliament consisting of a lower house (Sejm) and an upper house (Senat). Executive power is exercised by President of the Republic of Poland and the Council of Ministers. The judiciary is exercised by courts and tribunals.
Neighbours	Germany, Czech Republic, Slovakia, Ukraine, Belarus, Russia, Lithuania
Surface area	312,683,000 sq km

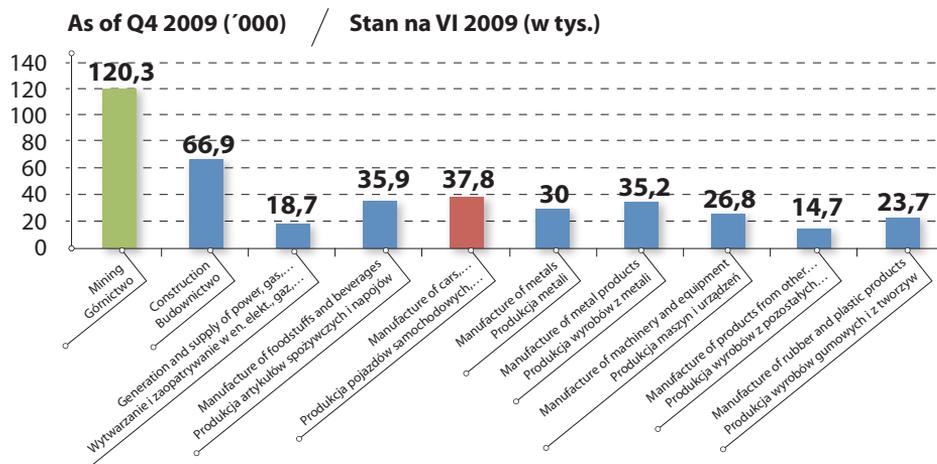
Population	Poland 38,200,000 The Silesian Voivodeship: 4,635,900
Administrative division	A new three-level administrative division came into force on 1 January 1999. It divided Poland into gminas, poviats and 16 voivodeships.
Unemployment rate	Poland: 12.6%; the number of the unemployed in Poland is 2,043,500 The Silesian Voivodeship: 10.4%; the number of the unemployed in the Silesian Voivodeship is 193,900 (as of 30.04.2011)

Employment in the national economy of the Silesian Voivodeship (in thous persons)



Source: Statistical Office in Katowice

Employment in the business sector



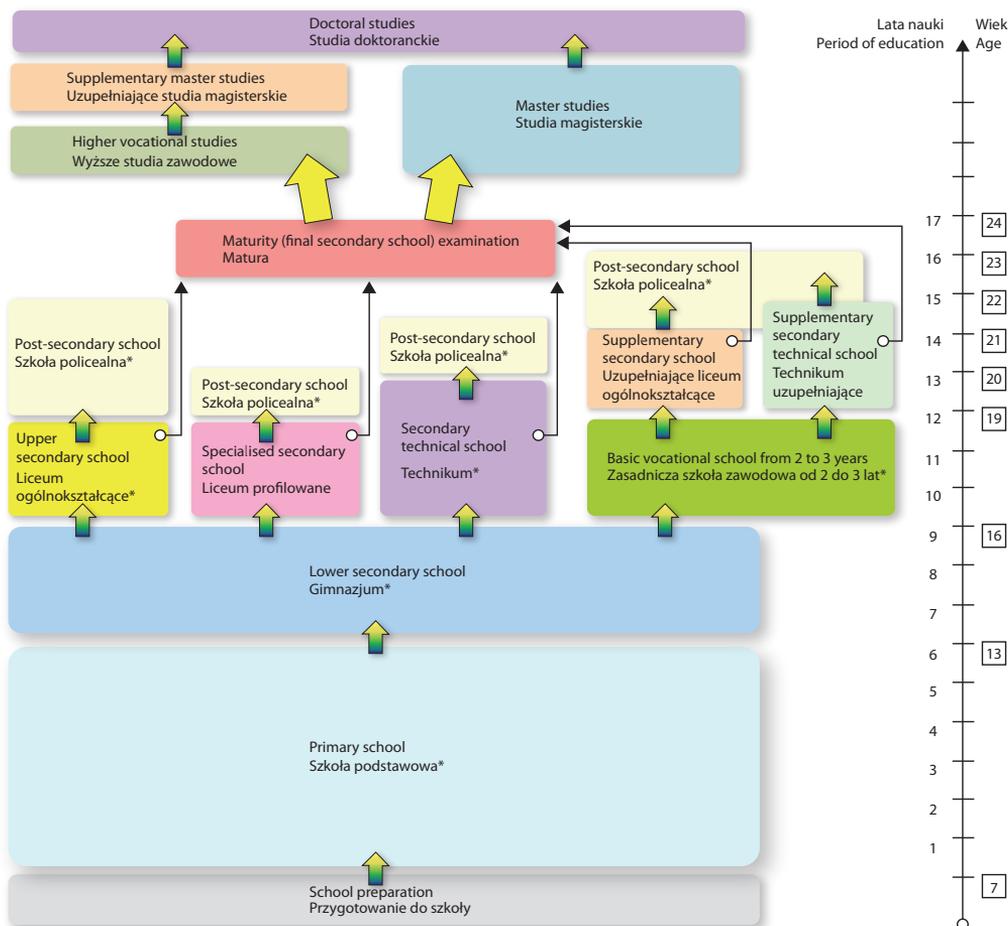
Source: Statistical Office in Katowice

Education system in Poland

Obligatory education and schooling

- 1-year pre-school preparation
- *To 31 August 2011: 6-year-olds*
- *From 1 September 2011: 5-year-olds*
- Education is obligatory at schools
- *Children and adolescents from 7 years old to the graduation from a gymnasium or to 18 years old*
- *Since 1 September 2012, children and adolescents from 6 years old to the graduation from a gymnasium or to 18 years old*
- *Schooling is obligatory from the graduation from a gymnasium to 18 years old*

Education structure in Poland



■ Institutions visited during the study visit in the Silesian Voivodeship from 21 to 25 March 2011

Name	Address, website
Voivodeship Labour Office in Katowice	 Wojewódzki Urząd Pracy w Katowicach Wojewódzki Urząd Pracy w Katowicach, ul. Kościuszki 30, 40-048 Katowice, http://www.wup-katowice.pl/
Powiat Labour Office in Ruda Śląska	 Powiatowy Urząd Pracy , ul. Ballestremów 16, 41-700 Ruda Śląska, http://www.puprudaslaska.pl/
Voluntary Labour Corps	 Ochotnicze Hufce Pracy, ul. Kosynierów 20, 43-300 Bielsko- Biała, http://www.infofirma.pl/ohpbielsko/
University of Bielsko-Biała	 Akademia Techniczno-Humanistyczna, ul. Willowa 2; 43-309 Bielsko-Biała, http://info.ath.bielsko.pl/
ZDZ Vocational Education Centre Katowice	 ZDZ Zakład Doskonalenia Zawodowego, ul. Krasieńskiego 2, 40-952 Katowice, http://www.zdz.katowice.pl/
Chamber of Craft and Small and Medium Enterprise in Katowice	 Izba Rzemieślnicza oraz Małej i Średniej Przedsiębiorczości w Katowicach, Pl. Wolności 12, 40-078 Katowice
Centre of Practical and Continuous Education in Zabrze	 Centrum Kształcenia Praktycznego i Ustawicznego w Zabrze, ul. 3 Maja 95, 41-800 Zabrze, http://www.kcp.zabrze.pl/

<p>Centre of Practical and Education and Professional Improvement in Ruda Śląska</p>	 <p>Centrum Kształcenia Praktycznego i Doskonalenia Zawodowego w Rudzie Śląskiej, ul. Gen. J. Hallera 6, Ruda Śląska 41-709, http://www.ckprsl.pl/</p>
--	---

■ Description of the Voivodeship Labour Office in Katowice

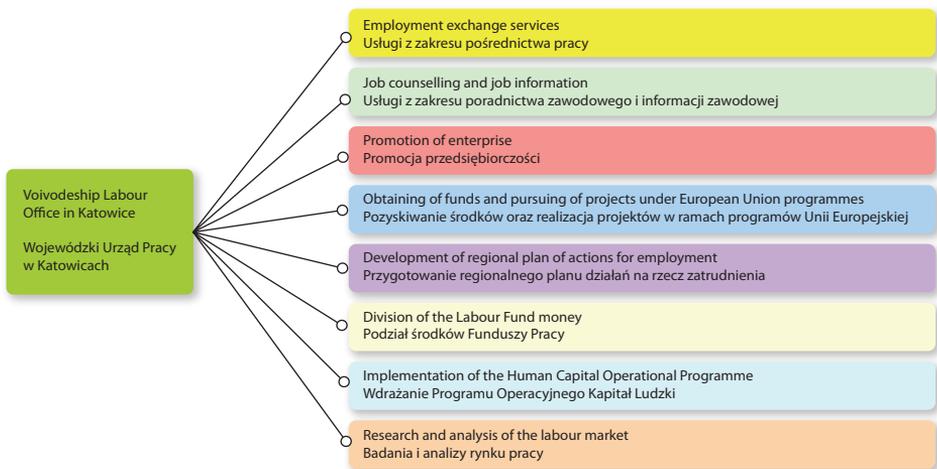


Wojewódzki Urząd Pracy w Katowicach

Address of the institution: Wojewódzki Urząd Pracy w Katowicach, ul. Kościuszki 30, 40-048 Katowice, <http://www.wup-katowice.pl/>.

Formed in 2000, the Voivodeship Labour Office in Katowice is an organisational unit of the Silesian Voivodeship Government that pursues tasks involving the creation of the labour market policies, initiation and support of actions promoting and stimulating the development of the labour market in the Silesian Voivodeship. Number of employees: 233.

Key tasks of the Voivodeship Labour Office in Katowice:



Employment exchange services

Employment exchange services involve the coordination of social security systems, pursuing tasks resulting from the right for free movement of workers among member states of the European Union and countries with which the European Union signed agreements for free movement of people, in particular pursuing tasks resulting from the participation in the EURES network; pursuing tasks of the country-wide employment exchange services having a supra-powiat scope; keeping a register of job agencies; and organising labour fair events.

Job counselling and job information

These services are developed in the Silesian Voivodeship by carrying out methodological activity to raise the quality of employment services and labour market partner institutions that contribute to vocational activation.

Promotion of enterprise

Actions aimed at activation of the unemployed and job seekers to form their own businesses as well as comprehensive assistance and support in establishing and running their own businesses.

Obtaining of funds and pursuing of projects under European Union programmes

EU programmes: PHARE 2000 (pre-accession); PHARE 2001 (pre-accession); the “First Job” programme that led to the creation of Gmina Information Centres; Community Initiative Programme EQUAL; “2006, the European Year for Workers Mobility”; the office’s own projects under IROP, INTERREG IIIA and Leonardo da Vinci (traineeships, exchanges, partner projects); the office’s own projects under the Human Capital Operational Programme. In 2011, the office’s three own projects have been continued:

- “Let us talk! A social dialogue as an effective form of problem solving on the labour market” (an information and promotional project under Submeasure 6.1.1); project budget: PLN 683,030.00,
- “Competencies adjusted to needs” (a training project under Submeasure 7.2.1); project budget: PLN 3,888,926.00,
- “Post-graduate studies: another step towards professionalism” (Submeasure 6.1.2); project budget: PLN 600,000.00.

Development of a regional plan of actions for employment

Since 2004, each year a Regional Plan of Actions for Employment has been developed. It is a planning document prepared on the basis of the assumptions included in the Polish Plan of Actions for Employment and providing basic objectives, priorities and directions of actions on the voivodeship labour market. The document is made in liaison with labour market institutions and partners. The plan receives an opinion by the Voivodeship Employment Council and is approved by the Government of the Silesian Voivodeship.

Division of the Labour Fund money

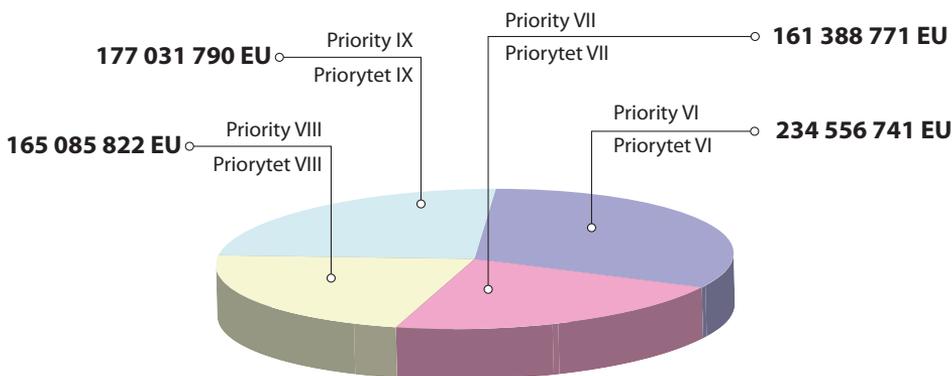
The Labour Fund is the source of financing for active and passive actions undertaken by powiat labour offices. An active action includes programmes pursued to promote employment, alleviate unemployment effects and counteract unemployment. Predominantly, the money is allocated by labour offices to organise intervention works, public works, traineeships, training courses and changes in qualifications by the unemployed, for subsidies and providing additional equipment for work places, and to develop job counselling, IT systems and labour market research. Developed at the regional level by the Voivodeship Labour Office, the criteria for dividing the Labour Fund money for active forms are approved by the Local Assembly of the Silesian Voivodeship. The criteria allow the Voivodeship Labour Office to divide the money for individual powiat governments. In 2010, a total

limit of the Labour Fund money for the Silesian Voivodeship was PLN 392,978,300. In addition, poviats governments may apply for additional money from the Labour Fund allotted by a minister. A total amount of additional Labour Fund money obtained by poviats governments in the Silesian Voivodeship out of the minister's reserves was over PLN 112 million in 2010.

Furthermore, the Labour Fund money is used to pay unemployment benefits which are one of the passive forms. As at the end of December 2010, as many as 27,800 people, i.e. 15.3% of the total number of the people entered to the records had the right to the benefit. In 2010, total expenditure for benefits to the unemployed was PLN 296,741,700.

Implementation of the Human Capital Operational Programme

Total funding of the HCOP in the Silesian Voivodeship for 2007-2013 was EUR 738,062,125, of which an amount of EUR 385,831,423 was allocated for the activities implemented by the Voivodeship Labour Office, which corresponds to 52.3% of the allocation for the region.



HCOP activities implemented by the Voivodeship Labour Office in Katowice: Measure 6.1 Improvement of access to employment and support for professional activity in the region

- Submeasure 6.1.1 Support for the unemployed on the regional labour market
- Submeasure 6.1.2 Support for poviats and voivodeship labour offices in the implementation of the tasks for professional activation of the unemployed in the region
- Submeasure 6.1.3 Improvement of employment ability and increase of the level of professional activity of the unemployed

Measure 6.2 Support and promotion of entrepreneurship and self-employment

Measure 6.3 Local initiatives for the increase of the level of professional activity within the rural areas

Measure 8.1 Developing workforce and enterprises in the region

- Submeasure 8.1.1 Support for the development of professional qualifications and counselling for enterprises



Project participants in the offices of the Voivodeship Labour Office in Katowice.

- Submeasure 8.1.2 Support for adaptation and modernisation processes in the region
- Submeasure 8.1.3 Strengthening local partnership for adaptiveness

Measure 9.3 Popularisation of formal lifelong learning in school forms

Research and analysis of the labour market

Research and analysis of the labour market is an overall compilation that describes the situation on the regional labour market. It aims at observing the labour market and focuses on its statistic and reporting activities as well as analytical and research tasks in the area of unemployment.

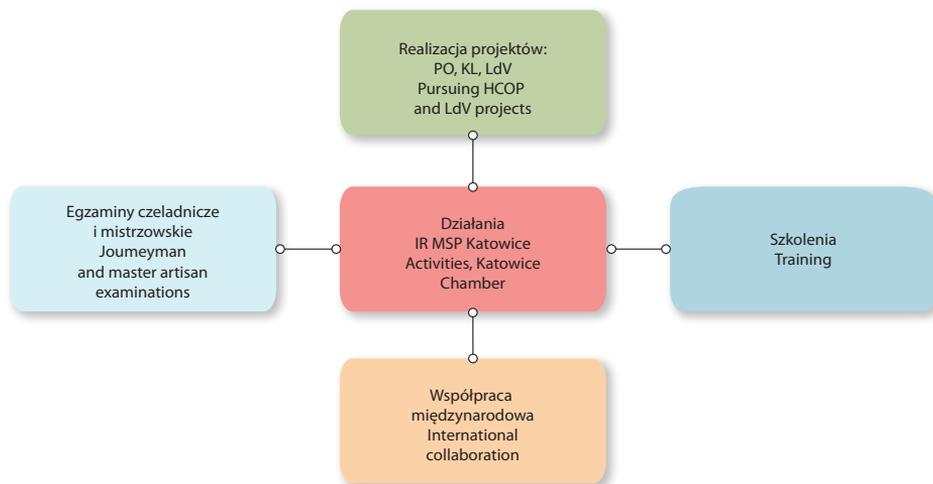
■ Description of good practices

Chamber of Craft and Small and Medium Enterprises in Katowice



Address of the institution: Izba Rzemieśnicza oraz Małej i Średniej Przedsiębiorczości w Katowicach, pl. Wolności 12, 40-078 Katowice.

Created in 1922, the chamber is the oldest and the largest organisation of the economic self-governments in the region. Over 8,000 entrepreneurs embraced in 44 geographical and sector organisations are members of the chamber.



Activities of the Chamber of Craft and Small and Medium Enterprises in Katowice:

Journeyman and master artisan examinations

- Preparing and housing examinations in the qualification titles of a journeyman and master artisan. (Each year, several thousand people take the examinations; about 400 people running their own businesses sit in the examination board.) Journeyman and master artisan diplomas are respected in the European Union member states. In 2010, a journeyman title was granted to 2,397 people and a master artisan title to 252 people.

Training

- Carrying out training courses in 64 craftsman professions. The Katowice chamber organises training sessions and courses for vocational school students and adults.

The largest number of training sessions and courses is organised in the following professions:

- Hairdresser
- Car mechanic
- Baker
- Confectioner
- Jobs in the construction sector such as bricklayer, painter-wallpaper hanger, finishing work technologist
- Car sprayer

In addition, the Chamber of Craft and Small and Medium Enterprises in Katowice carries out courses for adults to allow them to acquire professional qualifications, including:

- Teaching course for vocational training practice instructors
- 1st degree massage with beauty treatment
- Specialist massages (1st and 2nd degree)

International collaboration

- The Katowice chamber collaborates with chambers of craft in France, Germany, Italy and Spain. They work to allow entrepreneurs to participate in foreign trade fair events and prepare joint projects co-financed by the European Union.

Pursuing projects co-funded by the European Union

- Flexibly and Responsibly: Promotion of Good Practices in the Silesian Voivodeship

The aim of the project “Flexibly and Responsibly: Promotion of Good Practices in the Silesian Voivodeship” is to increase the adaptiveness of enterprises in the Silesian Voivodeship by promoting and popularising knowledge of Corporate Social Responsibility and the idea of flexicurity among employers, employees, trade union representatives, employers’ organisations, local governments and other stakeholders in the entire Silesian Voivodeship.

- Diploma Facilitates Success

The project is co-funded by the European Union under the European Social Fund. It is aimed at working people aged 25-64 who want to validate their professional qualifications by obtaining a journeyman or master artisan diploma in the following professions:

- Baker,
- Confectioner,
- Hairdresser, Beautician,
- Carpenter and related crafts,
- Car mechanic,
- Car sprayer,
- Panel beater.

The project includes 25 hours of open consultations which allow the candidate to consolidate his/her knowledge before the journeyman or master artisan examination. Project participants receive professional training materials and any equipment necessary during the examinations. The journeyman or master artisan diplomas received by project participants are translated into English and German.

- Social Dialogue in the Face of Crisis

The Social Dialogue in the Face of Crisis project under HCOP Submeasure 5.5.2 assumes the increase in skills by 270 people who are social dialogue partners such as employees and members of employers’ craft organisations (craft chambers, guilds and cooperatives) and representatives and members of the Independent and Self-Governing Trade Union Solidarity, primarily from three voivodeships, i.e. Silesian, Lesser Poland and Lower Silesian.

- Following Good Practices

The Following Good Practices project is implemented under the Human Capital Operational Programme by the Chamber of Craft and Small and Medium Enterprises in Katowice in partnership with TVP S.A. Branch in Katowice. The project involves the promotion among the Silesian Voivodeship community of the Corporate Social Responsibility concept taking into account economic as well as social, ethical and environmental aspects in business activity. The project aims at finding good CSR practices applied by small and medium enterprises and promoting them by producing and airing 10 episodes of a TV programme. The practices applied at a workplace following the Fair Play Employment model are particularly important. The project provides for carrying out 2 regional conferences and 10 local seminars promoting good CSR practices. The project started on 1 April 2011.

- Professionally Attractive

The Professionally Attractive project is implemented by the Chamber of Craft and Small and Medium Enterprises in Katowice under the Human Capital Operational Programme in partnership with the Crafts Guild in Racibórz. The project is aimed at 150 adult employees from the Silesian Voivodeship. The project may be joined by hairdressers who upon their own initiative are keen to supplement or raise their professional qualifications and by people whose qualifications have



Meeting in the Chamber of Craft and Small and Medium Enterprises in Katowice.

become out-dated to increase their chances on the labour market. The project is to be carried out predominantly among people employed in the micro and small enterprise sector. The project started on 1 September 2009 and will end on 31 August 2011.

- Innovative Design as a Locomotive of the Silesian Economy. A Collaboration Network of Academics and Business

The project, Innovative Design as a Locomotive of the Silesian Economy. A Collaboration Network of Academics and Business, pursued under the Human Capital Operational Programme assumes that there will be activities undertaken to make the SME sector more aware of the advantages connected with design and including an offer of design services into a regional network. The project will involve creating a channel to transfer knowledge from science to business (apprenticeships) and initiating long-lasting bonds and a collaboration network of science and business in the field of design and marketing. Pursued by the University of Economics in Katowice in partnership with the Academy of Fine Arts in Katowice and the Chamber of Craft and Small and Medium Enterprises in Katowice, the project started on 1 April 2010 and will end on 30 March 2012.

- First Shift

The First Shift project is a flagship of the products generated by the Chamber of Craft and Small and Medium Enterprises in Katowice. It offered a chance of employment to people discriminated against on the labour market and promoted the craft-type professional preparation in the whole of Poland. The project was carried out from 1 November 2005 to 30 March 2008 using support obtained from the European Social Fund under the EQUAL Community Initiative.

The Partnership for Development, the First Shift was created by the Chamber of Craft and Small and Medium Enterprises in Katowice with the participation of key partners such the Walerian Panko Centre for Local Government Training Foundation in Support of Local Democracy, the Independent and Self-Governing Trade Union Solidarity of the Silesian and Dąbrowa Region, and the Voivodeship Labour Market in Katowice. Intending to counteract permanent marginalisation and

discrimination on the labour market, the project assumed developing professional paths (training-traineeship-work) for groups particularly exposed to exclusion such as women (90 people out of the 150-person pilot group), the young and graduates, poorly educated unemployed people (i.e. having basic and basic vocational education), long-term unemployed people and employees dismissed under restructuring processes for reasons due to the employer.

An innovative element in the First Shift project was an emphasis put on the vocational training practice. It allowed for active education and faster start on the labour market for people with low vocational skills and low general education. Additionally, the beneficiary's position was strengthened by obtaining a journeyman title following a state examination organised by the Chamber of Craft and Small and Medium Enterprises in Katowice. A journeyman certificate is commonly recognised validation of professional qualifications (in European Union member states as well) that enables the person to obtain master artisan qualifications in a chosen vocation.

Close collaboration among employers' organisations, a trade union, a public institution and a foundation for education and development was unique at the national level. From the very beginning, the project works, planning and assessment were joined by representatives of the groups discriminated against on the labour market (opinion leaders).

Vocational Education Centre in Katowice



Address of the institution: Zakład Doskonalenia Zawodowego w Katowicach, ul. Krasińskiego 2, 40-952 Katowice, <http://www.zdz.katowice.pl/>

The Vocational Education Centre (ZDZ) is the oldest vocational education company in Upper Silesia that originated 85 years ago.

Its basic areas of activity: school system education, course education, career counselling, business counselling, employment exchange and examination boards.

Area of operation: the Silesian Voivodeship. In addition, ZDZ operates on part of the poviats included in the Lesser Poland, Opole and Łódź Voivodeships. There are 33 course centres and nearly 70 non-public schools with a public school status at different levels of education, owned by ZDZ, spread across that area.

Clients

- *INDIVIDUALS*: job seekers, people raising their qualifications, changing their jobs and acquiring education
- *BUSINESS ENTITIES*: institutions, companies
- *LABOUR OFFICES*

Courses

Courses: transport, services, construction, economics, metal treatment, IT, finance and administration, power engineering, tourism and teaching.

Specialist education centres: a teacher skill improvement centre Centrum Doskonalenia Umiejętności Nauczycielskich (CDUN), welder education centres Krajowe Centra Kształcenia Spawaczy in Tychy and Chorzów, a local academy Akademia Lokalna CISCO, an examination centre and laboratories Centrum Egzaminacyjne i Laboratoria ECDL, and earthwork and road work machinery operation courses.



School-system type of education

ZDZ runs nearly 70 non-public schools for young people and adults, all of which have a public school status. They offer education at different levels in lower secondary schools, basic vocational schools, secondary technical schools, supplementary secondary technical schools, upper secondary schools (including three uniformed upper secondary schools), specialised secondary schools, supplementary secondary schools and post-secondary schools.

A wide offer covering nearly 30 fields of education and specialities allows candidates to get a new profession or raise their qualifications in their professions such as general education, bricklayer, hairdresser, technician beautician, technician tourist operator, dietician, IT technician, road engineering technician, paramedic, avionics technician, port and terminal operation technician. ZDZ has well-equipped facilities, including modern lecture rooms and specialist laboratories.

Examination Boards

The centre has its own examination boards:

- The Branch Welding Board,
- The Qualification Board appointed by the Energy Regulatory Office to test qualifications in electrical power or power equipment operation and supervision,
- State Examination Boards for candidates pursuing a professional title and a master artisan title in the profession of bricklayer, hairdresser, shop assistant and short order cook.



The didactic base of ZDZ in Katowice - the workshop of solar installations, air conditioning, ventilating in Chorzów.

Profesja

In 1993, ZDZ set up the Profesja Employment Exchange Office with the task of searching for work places for the unemployed. In 2004, the centre was entered to the employment agency register as an employment exchange agency in Poland with a registration number 723/1a. As part of the services provided by Profesja, employers and job seekers may receive career counselling (entry to the employment agency register as a career counselling agency under the number 723/4).

Silesian School of Management

ZDZ is a founder of the first in Upper Silesia (and eighteenth in Poland) non-public higher school, the General Jerzy Ziętek Silesian School of Management in Katowice.

The school trains its students in the following fields:

- Environmental Protection, undergraduate (engineer) studies
- Computer Science, undergraduate (engineer) studies
- European Studies, undergraduate (bachelor) studies
- Protection of Cultural Assets, undergraduate (bachelor) studies



The didactic base of ZDZ in Katowice - the National Centre of Learning for welders in Chorzów.

- Pedagogy, undergraduate (bachelor) studies, in the Olkusz Campus as well
- Management, undergraduate and graduate (bachelor and supplementary master) studies
- Transport Management and Logistics, undergraduate (bachelor) studies, engineer speciality in Management
- Nursing, undergraduate (bachelor) studies, Health Sciences Campus in Tychy
- Economics undergraduate (bachelor) studies, Żarki Campus

European Projects

A total number of people who used support offered by ZDZ Katowice under 100 projects co-financed by the European Union and state budget was approx. 55,000, primarily the unemployed, employees of restructured sectors threatened with dismissals, people threatened with social exclusion, farmers and household members, teachers, the young, etc.

STRUCTURAL PROGRAMMES

In the new round of structural fund programming of 2007-2013, ZDZ Katowice received co-funding to pursue 35 projects aimed at over 10,000 people. Project beneficiaries that include people representing various social and professional groups such as the unemployed who are professionally passive, people threatened with social exclusion and employees of restructured sectors, are offered career and business counselling, psychological activation workshops, training courses, assistance in finding employment, and subsidies to finance business development.

■ Partners' conclusions from the visit in Poland in the context of innovative solutions applied

Voivodeship Labour Office in Katowice

- Very good information about the labour market analysis.
- A series of actions at the regional level for various target groups on the labour market.
- Active participation in numerous European projects.
- An interesting path for clients (job seekers), from counselling to insertion.

Powiat Labour Office in Ruda Śląska

- Very good work organisation.
- An interesting aspect is an area for children in the office where children of people waiting for a session with a counsellor have good conditions ensured.

Centre of Practical Education and Professional Improvement in Ruda Śląska

- The engagement of a private company, Toyota, in the training process is worth noticing. Training courses are organised for various target groups such as the unemployed, employees and companies. The centre houses examinations.
- Training for various groups. Training is practical and carried out in workshops.

Centre of Practical and Continuous Education in Zabrze

- Very good teaching facilities.

Chamber of Craft and Small and Medium Enterprises in Katowice

Close collaboration with companies. Training is aimed at various target groups such as the unemployed, employees and companies.

Innovative aspect:

- Supporting partnership between small and medium enterprises;
- Supporting an international partnership network;
- Propagating the results of all the training projects, e.g. a fashion show after a sewing course;
- A wide training offer;
- Pursuing numerous projects financed by EU;
- Making the young aware of the possibility of engaging in a small or medium enterprise and of establishing their own business;
- Accreditation of journeyman and master artisan diplomas in 64 craft specialities.

ZDZ Vocational Education Centre Katowice

ZDZ is a well-recognised training company, also outside Poland. It organises training for various groups of clients such as the unemployed, employees and companies. ZDZ carries out numerous training projects as it has proper facilities. In addition, it trains adults in short sessions.

Innovative aspect:

- Teaching facilities are created to imitate a real-life market;
- A wide training offer, from professional training to university education;
- Methodological supervision over training plans;
- Using a mixed funding system, public and private funds;
- Official certification/validation system for professional qualifications;
- A wide scope of activities: training courses, career counselling and examination boards. ZDZ has 400 training programmes;
- Synergy between professional education and school education;
- An integrated network of courses and training programmes in the ZDZ training centres;
- Monitoring new professions and training methods, e.g. CISCO, a training centre, solar and air conditioning system training;
- Innovative tools and methods.

University of Bielsko-Biala

- Promoting and organising international experience exchange for teachers, administrative staff and students. Career counselling for students and good collaboration with businesses;
- The University runs a Career Office in a professional manner;
- Pursuing ERASMUS programmes.

Voluntary Labour Corps

A country-wide network supporting young people against social exclusion.

Innovative aspect:

- Interesting activities for the employment of young people threatened with social exclusion; disseminating values through training and educating;
- Young people can start a professional path proposed by the Voluntary Labour Corps, gain experience and raise their professional qualifications;
- Employment exchange: apprenticeships, short-term and permanent employment;
- Collaboration with families, schools and social assistance services.

Project coordinator:
Voivodeship Labour Office in Katowice
<http://www.wup-katowice.pl/>

■ Summary

The partner project was implemented thanks to the involvement of specific people who were active throughout the entire process: they participated in partner meetings, developed project evaluation documentation, prepared materials for the conference and presented them, and finally compiled this guide.

The project assumed that evaluation should be made at three levels:

- Project participant evaluation relating to individual visits (tool: an evaluation questionnaire);
- Quantitative evaluation (tool: a table that includes the assessment of innovativeness of the activities taken in lifelong learning by a particular country);
- Qualitative evaluation (tool: a table that includes a description of innovative actions taken by a particular country).

Following the analysis of evaluation questionnaires, we may draw conclusions concerning the advantages of the project for the participants and their recommendations on the directions of future actions. All the comments were collected after a partner meeting in a particular country from the participants visiting that host country.

The advantages of the project for the participants:

- The possibility of finding various methods of performing work, new methodologies and projects leading to increased employment
- Participating in interesting experience
- Discovering a new perspective on training and employment; the role of enterprises in a training path
- Finding new ideas that could be implemented in their home country
- The possibility of working in a group and exchanging experiences among partners
- Direct contact with the activities of institutions supporting the unemployed
- Direct observation and meetings with people that enabled the participants to know the institutions
- The projects makes it possible to know numerous institutions in the host country, meet the representatives of the institutions and exchange views
- It is possible to know culture and behaviours of people in another European country
- Knowing points of view of people who use the training support by hearing their opinions directly
- Learning the relationships among various training institutions
- The possibility of seeing how others implement similar ideas
- Knowing different public-private actions

The recommendations on the directions for future actions were analysed continuously and they contributed to the improvement of the important aspects of the project. Using the partners' comments, the coordinator could map out further stages of the project; for instance, each time before departing to the partner meeting participants could present their training needs and which practices relating to continuous education they would like to look at in the host country.

Quantitative and qualitative evaluations were prepared by partner countries after the visit, based on the programme they addressed in the host country. A weekly programme was prepared by each project partner by choosing institutions dealing with lifelong learning that were most active on the local market. All the institutions visited in partner countries (Germany, Belgium, Spain, France and Poland) along with their contact details were listed in this publication. The analysis made on the



Photo from the conference: “Lifelong learning in Europe - good practices” conference at the Faculty of Theology of the University of Silesia.

basis of the quantitative evaluation shows which institutions undertake the most innovative activities. The organisations that received the best scores in terms of innovativeness were described in the guide as well. Owing to the qualitative analysis, we may know the characteristics of innovative tools chosen by the partners and whether it is possible to implement an innovative project in their home country. Partner’s conclusions from the evaluation process are presented in each partner’s compilation.

Thus, the objectives and effects of the project were achieved. The project partners could exchange their experiences and good practices relating to training methods and their subject areas by visiting various institutions in Germany, France, Belgium, Spain and Poland. On 25 March 2011, a conference was held in Katowice, Poland, where good practices in continuous education used in partner countries were presented.

A final stage of the project is this publication along with a DVD disc which show you the scope of the activities taken by partner institutions and the solutions they use (in terms of institutions, methodologies and programmes) to raise the level of knowledge of the people taking part in training. All the countries use various forms of supporting the unemployed and job seekers, which may contribute to their increased attractiveness on the labour market. The guide may inspire others to implement any projects in their countries and to work on international projects as well.

Project coordinator
Voivodeship Labour Office
in Katowice
<http://www.wup-katowice.pl/>