

**Middle Management Skills in the Building Sector:
Adjustment of the Vocational Education to the Evolution of Company Needs**
Agreement Nº: 2015-1-FR01-KA202-015054

**ConstructyVET, 4th Transnational Meeting
Düsseldorf, 22 and 23 March 2017
Minutes, agenda and signature sheets**

Elaborated on 20 th April 2017 Version 1	Approved on xxxxxxxxxx. Version n
--	--------------------------------------

1. List of attendees

P1 - CCCA-BTP-BTP (France)

Paola Bolognini, International Project Researcher
 Marek Lawinski, International Project Manager
 Béatrice Tira, Secretary General, Nouvelle Aquitaine Region
 Tatiana Sare, Translator

P2 - FORMEDIL (Italy)

Rossella Martino, Director & International Project Manager
 Giovanni Carapella, Director & International Project Manager

P3 - CENFIC (Portugal)

Renato Florentino, Project Manager
 Francisco Sanches, International Project Technician

P4 - FLC (Spain)

Javier González, International Project Manager
 Luis Manuel Barrios, International Project Technician
 José Antonio Viejo, Training Director

P5 - FLC Asturias (Spain)

Marta Suarez, International Project Researcher
 Luis Javier Alonso Méndez, Director

P6 - IFAPME (Belgium)

Jacques Wilkin, Director, International Project Researcher
 Laetitia Beckers, International Project Researcher
 Emilie Preud'homme, International Project Researcher

P7 – Warrington Collegiate (UK)

Olwen Dolan, International Project Researcher
 Lee Moorhouse, International Project Technician

P8 – IBE (Poland)

Barbara Przybyska, International Project Researcher

P9 – BZB (Germany)

Frank Bertelmann-Angenendt, International Project Manager
 Thomas Murauer, Director

External evaluator: Sébastien ROUX

2. First day meeting: Wednesday, 22/03/2017

Agenda topic	Level of achievement of the activities and quality of the outcomes produced to day. Qualitative, administrative and financial following-up. (M. Lawinski, CCCA-BTP & S. Roux, Préface)
<u>Progress Review:</u>	
<p>Marek Lawinski presents the mid-term report sent to the French Erasmus+ Agency for the 15 March 2017 and congratulates the partners for their engagement, reactivity and contribution to the project regarding phases 1 and 3. Special thanks to the Work Package leaders 1 (Frank Bertelmann, BZB) and 2 (Luis Manuel Barrios and Javier González, FLC) for their involvement in the production process and in the control of results.</p> <p>Despite some adjustments and delays, the project has been following the contractual work plan without major deviations and the phases 1 and 2 are fully achieved, thanks to the common investment of the partners.</p>	
<u>Main achievements to date:</u>	
<p>The following main achievements were presented within the mid-term report to the French Erasmus+ Agency (in addition to the documents transmitted together with the first report prepared for 15 September 2016):</p> <p>O1/1. Report on the adequacy between skills needed by building companies concerning team leaders / worksite supervisors and available training offer - Analysis of job announcements related to the position of worksite supervisors and team leaders from the qualitative point of view (EN)</p> <p>O1/2. Report on the adequacy between skills needed by building companies concerning team leaders / worksite supervisors and available training offer - Individual interviews and representative focus groups to identify the needs in terms of knowledge, skills and competences related to worksite supervisors and team leaders (EN, FR)</p> <p>O2. Joint methodology for renewed or new contents for initial and continuing training addressing team leaders and worksite supervisors – Definition of learning contents and learning outcomes related to the market valued skills (Final Report).</p> <p>O3. Guidelines for Phase 3: Methods and tools for learning paths intended to team leaders and worksite supervisors in the partner countries.</p> <p>A list of Dissemination Activities, Publications and other Supports of Communication 01.09.2015 – 28.02.2017 has also been transmitted (see annex 2).</p>	
<u>Work Plan updated:</u>	
<p>The Phases 1 & 2 having taken more time than planned initially, the Work Plan had to be adjusted, in order to make up for the delay, even if it has been justified by additional activities and by the necessity to adopt a more realistic scheduling. The updated schedule, enabling the partners to respect all the initial engagements (see annex 1).</p>	
<u>Activities to be improved-decisions:</u>	
<ul style="list-style-type: none"> • <i>Communication and dissemination activities carried out to day are not sufficient at this stage of the project.</i> Initial engagements detailed within the application form concern three main forms of communication, dissemination and valorisation of results: <ul style="list-style-type: none"> (1) <i>Dissemination events (or Infodays)</i> to set up in each partner countries (specific budget allocated to each partner: 100 € per national and 200 € per transnational participant, outside from the partnership, see Annex 3 for details). Therefore, given that several outcomes can be presented to relevant stakeholders (e.g. institutions, social partners, companies, training organisations), it is recommended to <u>plan these events from now</u>. The following documents should be presented as proves of the event: <ul style="list-style-type: none"> - <i>Attendance list,</i> - <i>Agenda of the day,</i> 	

- *Short description of the event (**a model will be proposed by the CCCA-BTP by the end of April 2017**).*

These events can also be combined with some other ones organised by the partners.

A half-day is eligible as a sufficient length of the event.

These events can also be considered as seminars and workshops to validate, by professionals (e.g. social partners) the results achieved to date.

- (2) ***Translation of relevant productions into national languages*** and their diffusion to relevant national stakeholders should be initiated from now. The documents in English can be adapted to specific contexts of each partner (See Annex 3 for EU budget dedicated to translations. Please remember that it represents 75% of effective expenditure).
- (3) ***An updating of the ConstructyVET leaflet is scheduled:*** it will be available by 15 May 2017. At the same time, the Newsletter n. 2 will be published and communicated to the partners for adjustment and diffusion in their specific contexts. **It will be highly recommended to translate both in all the national languages concerned** and to use them as new communication tools.

- ***Financial follow up of the intellectual outputs should correspond better to the effective work load.*** Financial reports sent to the CCCA-BTP highlight that some partners declare less days than effectively dedicated to ConstructyVET. This situation could lead to a non-consumption of the totality of days allotted to the project as equivalent of intellectual outcomes. The partners are invited to follow up very carefully this part of the budget. See Annex 4: Grid updated.

Related documents:

Annex 1: ConstructyVET Updated Schedule (8 March 2017)

Annex 2: List of Dissemination Activities, Publications and other Supports of Communication 01.09.2015 – 28.02.2017

Annex 3: Global initial budget per Partner and Expenditure until 31 December 2016

Annex 4: Intellectual Outcomes: Administrative and Financial Follow Up by Partner (updated 31 December 2016)

Agenda topic	Validation of Phase 2: Usefulness of the Outcomes within each national context and company profiles (M.L. Barrios Espadas & J. Gónzales López, FLC)
--------------	---

Discussion-key points:

All the participants pointed out the high quality of the work done by the FLC. We thanks especially Luis Manuel and Javier for their involvement and efficiency as intellectual and organisational leaders of this Phase 2. Marek highlighted that all the other partners participated in this Phase in a very active way and contributed significantly to the global quality of the final outcome.

The discussion concerned much more the future shape of the planned Learning Units than the content of the Report produced as final outcome of Phase 2. Several participants drew attention to the following issues:

- Not to propose unique, complex and complete training paths (one for worksite supervisors and another one for team leaders), this goal seems not to be compatible with specific objectives of each partner, taking into account the fact that each context and training strategies are different, but rather **customisable learning units** that could be more easily adjustable to specific national needs.
- The proposed learning units must meet the standards that will allow them to be classified according to the **EQF criteria** and to the corresponding NQFs. Within this framework, the complexity of work situations analysis will determine the difference between EQF level 4 (team leader profile) and EQF level 5 (worksite supervisor profile).
- When conceiving definite learning units addressing corresponding EQF levels 4 and 5, the detail of the **assessing criteria** should be simultaneously specified (in line with the results of Phase 2 published within the final document mentioned below).
- Before starting the training process, **initial level of each candidate** should be evaluated in an individual way (supports for such an evaluation are not foreseen within this project).

Conclusions-decisions:

1. The final document of Phase 2, entitled "**Definition of Learning Contents and Learning Outcomes related to the market valued skills gathered by IO1. Training contents for WSS and TL path proposal: Results report**" prepared under the responsibility of the FLC, has been approved by the partners.
2. The partners decided to regroup the Learning Outcomes identified in Phase 2 in **Learning Units** (the majority of which have also been already identified in Phase 2) that must be **relatively small portions**. These **Learning Units are common for both beneficiary groups** (as stated in Phase 2), except for "Management of Human Resources and Team Building" and "Organization and Planning": a **difference will be brought up when analysing work situations** (different complexity according to both different functions).

Related documents:

Annex 5: Final document of Phase 2, entitled "**Definition of Learning Contents and Learning Outcomes related to the market valued skills gathered by IO1. Training contents for WSS and TL path proposal: Results report**" (Version 15 March 2017).

Annex 6: Scheme highlighting **interactivity and interdependence among the concepts used** at the current stage of the project (document prepared after the meeting).

3. Second day meeting: Thursday, 23/03/2017

Agenda topics	Organisation of Phase 3: Methodology of capacity building processes that take into account various profiles of beneficiaries, worksites and companies Plan of action for Phase 3 (R. Martino & G. Carapella, Formedil)
----------------------	--

Discussion-key points:

- The partners underline again that the starting methodological point is the analysis of individual work situations within each learning unit to help assist individual learner in increasing his/her competence (understood as skills and knowledge activated together in concrete work situations).
- Privilege the "work problem solving" approach when building up methodology appropriate to each learning unit identified and to each individual participant.
- The partners also consider that building up competences by adopting "work problem solving" approach implies an identification of individual projects-problems to be solved taking into account concrete contexts and available means (Incl. Specificity and complexity of concrete worksite, technological, legislative and organisational requirements, coactivity at work, etc.).
- The way on how to tackle unforeseen situations should also be considered when proposing appropriate methodology.
- Empiric exchange and "community of practices" can also constitute a relevant methodological component to exploit better work situations as source of learning. This approach can be used beyond physical regrouping of learners and can also be enriched through social media that could give a more permanent character to the learning process envisaged.
- The partners also underline that several methodological solutions already exist and it is necessary to collect them and to communicate them in a coordinated and logical manner, in line with the outcomes of Phase 2.
- Marek stressed the importance of the **experimentation of the learning units with real beneficiary groups**. It is highly recommendable to imagine this experimentation from now, especially concerning the following aspects:
 - What kind of experimentation seems realistic within specific local contexts in terms of training paths?

- What beneficiaries could participate?
- What potential blending of different forms of training/learning (in training centre, in company and e-learning)?
- What training centres will be involved?
- Who will be in charge of the programme and what kind of educational staff will be involved?
- What assessment procedure and assessment criteria to put forward?
- How to evaluate the efficiency of the programmes?

Conclusions-decisions:

1. The activities concerning Worksite Supervisors and Team Leaders will be translated into “**Learning Outcomes**” as needed by companies (cf. Phase 1) and regrouped within “**Learning Units**” each of them bearing specific “**Learning Objectives**” (cf. Phase 2) that demand appropriate “Methods and Tools” (cf. objectives of Phase 3).
2. The “**Learning Units**” must be **short and customisable** (confirmation). They must have relatively **narrow thematic spectrum**. They can inspire from the Learning Units already proposed as outcomes of Phase 2 (confirmation).
3. Methodological approaches will be oriented on individual increase of competence (in terms of autonomy and responsibility), measurable with concrete **assessing criteria**, specific for each learning unit. The **work with experts** is to be planned in Phase 3 to decide on these assessing criteria and on their level of complexity). The experts can come directly from companies.
4. Passive form of learning (pyramidal transmission of knowledge) cannot be adopted as predominant methodological approach within the learning units foreseen.
5. **The grid enabling Formedil to propose a common methodological approach for the learning units envisaged will be finalised by 20 April 2017 and communicated to the partners to collect their feedback before 01 May 2017. Once approved by the partners, this grid will constitute a basis for the work to be carried out by each partner, according to specific instructions that will be given by Formedil in coordination with the CCCA-BTP. Each partner will be asked to finish its work for 30 June 2017 and Formedil will finalise the synthesis before 31 July 2017.**

Annex 7: Instructions on how to fulfil the tasks assigned in Phase 3 (document prepared after the meeting).

Agenda topic (not initially foreseen)	Communication action combined with the next technical meeting (M. Lawinski)
Discussion-key points:	
	<ul style="list-style-type: none"> • Marek proposes, together with Béatrice, to organize the next technical meeting in Bordeaux (FR) and to combine it with a larger communication action being a part of the celebrations of the 30th Anniversary of the Erasmus Programme in France. It is reminded that this proposal meets the necessity to beef up the communication strategy by including professionals and by inviting the French Erasmus+ Agency. • The partners agree and propose to consider this action as “Dissemination event” or “Infoday” also to promote the REFORME network with a slogan like “REFORME: building European construction future” or “Construction in Europe”, even if predominantly French participants could be invited (a more consistent dissemination action will be set up after the project ends, to be combined with the presentation of other projects). • The partners also underline that this operation must be real and concrete, in line with potential other regional events (professional or larger) and involving also end beneficiaries (young people). Therefore, to maintain the operational aspect of the action (like evaluation of the outcomes by professionals), the number of participants must remain “reasonable”. The participants (including young people) must have the opportunity to express themselves and to give testimonies of their activities. • Big companies and company tutors should also be invited. • This action can be co-financed by the budget allotted to the CCCA-BTP, line “Dissemination Events”.

- This action would not have such a span as the REFORME 9th SUMMIT set up in Gallipoli (IT) in 2012. This kind of Summit should be foreseen in October 2018 for example, to valorise ConstructyVET and many other achievements put forward by all the REFORME partners.

Conclusions-decisions:

- (1) The partners will have the opportunity to invite their own participants, but in this case they organise their stay in terms of cost, translation if necessary, programme beyond the event, etc.
- (2) The partners will also have opportunities to present their other European and national projects to different French stakeholders.
- (3) **This meeting will take place on Friday 27 October 2017 in Bordeaux (from 9:30 AM to 1:30 PM). The CCCA-BTP will communicate more details about the event before 30 June 2017, but SAVE THE DATE!**

Agenda topic	Gateway to Phase 4 of the Project (M. Lawinski in collaboration with IBE, PL)
---------------------	---

Discussion-key points:

In absence of Wojciech Stechly (IBE), fully justified, Marek presented some potential links between Phases 3 and 4 of the project foreseeing the evaluation of the future learning units (considered separately or gathered in more consistent training paths) with three approaches:

- Assessing learning outcomes.
- Evaluating company satisfaction in terms of skills & competences provided.
- Measuring the quality of training paths (contents and methodology in relation with learning objectives).

Wojciech transmitted two documents to the participants, set out to start discussing on the model for combined evaluation and recognition of learning outcomes between partners of the project. They were presented briefly by Marek, but no subsequent discussion could be engaged at this stage of the project.

Conclusion-decision:

This topic will be tackled much more in depth in October 2017 during the next technical meeting.

It was pointed out that not only the learning outcomes related to each training unit would be evaluated, but also company satisfaction and the quality of training paths (or learning units).

Annex 8: ConstructyVET Phase 4: Outline and issues for discussion (W. Stechly, IBE).

Annex 9: ConstructyVET Phase 4: Outline of the Model for combined Evaluation and Recognition of Learning Outcomes (very general, first draft, W. Stechly, IBE).

Agenda topic	Evaluation of the meeting (S. Roux)
---------------------	---

Discussion-key points:

Sébastien underlined the importance of the evaluation for the quality of the production process and, therefore, for the outcomes.

The evaluation reports constitute a substantial help for the improvements of the processes set up considering:

- The global management of the project.
- The preparation of the transnational meetings.
- The quality of communication among the partners beyond the transnational meetings.
- The adjustment of the work programme and of the outcomes expected to real situations, opportunities and priorities of each partner.

Annex 10: Evaluation of the Düsseldorf meeting.

Annex 11: Global evaluation of the meetings.



**NEXT TRANSNATIONAL MEETING:
BORDEAUX (FR) – Thursday 26 October 2017 (9 AM – 5 PM)**

Followed by ConstructyVET INFODAY **Friday 27 October 2017** (9:30 AM – 1:30 PM)

Followed by REFORME Meeting **Friday 27 October 2017** (2:30 PM – 6 PM)

Annex I. Meeting Agenda



Wednesday 22 March 2017

14:00	Welcome (BZB)
14:15	<p>Level of achievement of the activities and quality of the outcomes produced to day (M. Lawinski, CCCA-BTP & S. Roux, Préface)</p> <ul style="list-style-type: none">- Feedback from the evaluation of the first interim report (14 09 2016)- Presentation of the second interim report (15 03 2017):<ul style="list-style-type: none">• Qualitative Part• Communication and dissemination activities carried out to day• Financial Part- Work Programme adjusted (Phases 03 & 04)
15:45	Coffee break
16:15	<p>Validation of Phase 2: Usefulness of the outcomes within each national context and company profiles (L.M. Barrios Espadas & Javier Gónzalez López, FLC)</p> <ul style="list-style-type: none">- Presentation of results (15mn)- Exploring the outcomes achieved for national training paths (existing and planned) related to team leaders & worksite supervisors: <i>work in three groups and restitution of results (1h in total)</i>- Final shape of the proposed Common Base for Learning Units and Learning Outcomes (Worksite Supervisors & Team Leaders)
18:00	End
20:00	Social dinner (Düsseldorf Old Town)

Thursday 23 March 2017

9:00	<p>Organisation of Phase 3: Methodology of capacity building processes that take into account various profiles of beneficiaries, worksites and companies (R. Martino & G. Carapella, Formedil)</p> <ul style="list-style-type: none">- Identification of different profiles of beneficiaries- Mapping of the <u>current</u> levers and points of vigilance in terms of methods, publics, organisation of trainings, etc.- Organisation of the experimentation phase with new contents and new methods. <p><i>Work in three groups and restitution of results (3h in total)</i></p>
12:00	<p>Plan of action for Phase 3 (R. Martino & G. Carapella)</p> <ul style="list-style-type: none">- Validation of the common framework and identification of common engagements.- Inputs expected and deadlines.
12:30	Lunch
13:30	<p>Gateway to Phase 4 of the Project (M. Lawinski, CCCA-BTP in collaboration with IBE)</p> <ul style="list-style-type: none">- Links between Phases 2 and 3 on the one hand and Phase 4 on the other hand- Potential common transnational methodology for the combined evaluation:<ul style="list-style-type: none">• Learning outcomes• Company satisfaction• Quality of training paths- Plan of action for the forthcoming months: links with experimentation.
15:30	Qualitative, administrative and financial following-up (S. Roux & M. Lawinski)
16:30	Evaluation of the meeting (S. Roux)
17:00	End

Annex II. List of Participants

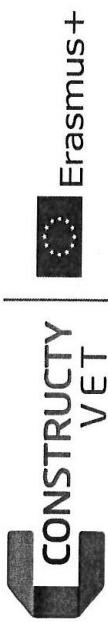
<i>Jacques Wilkin</i>	<i>IFAPME</i>	<i>Liege / Belgium</i>
MARTA E. SÁNCERZ CUMBREAO	FLC - ASTURIAS	<i>odolan@warrington.ac.uk</i>
<i>Olwen Dolan</i>	Warrington Collegiate	<i>Warrington / UK</i>
Lee Moorehouse	Warrington Collegiate	<i>lmoorhouse@warrington.ac.uk</i>
Renato Florentino	CENFIC	<i>renato.florentino@cenic.pt</i>
Francisco Sanchez	CENFIC	<i>francisco.sanches@cenic.pt</i>
Sylwia Walicka	IBE <i>Barbara Przybylska Wojciech Stechly</i>	<i>s.walicka@ibe.edu.pl</i>
FORMEDIL	IBE	<i>w.stechly@ibe.edu.pl</i>
Rossella Martino	FORMEDIL	<i>rossella.martino@formedil.it</i>
Giovanni Carapella	FORMEDIL	<i>giovanni.carapella@formedil.it</i>
Frank Bertelmann-Agenendt	BZB Krefeld	<i>frank.bertelmann@bzb.de</i>
Thomas Murauer	BZB Krefeld	<i>thomas.murauer@bzb.de</i>
Tatiana Sare	CCCA-BTP (Training Center of Toulon)	<i>tatiana.sare@ccca-btp.fr</i>
Beatrice TIRA	CCCA-BTP (Regional Manager of Aquitaine Region)	<i>beatrice.tira@ccca-btp.fr</i>



Funded by the
Erasmus+ Programme
of the European Union



List of Participants



EVENT: 4th Construction Inheritance meeting / project no. 2015-1-FR01-KA202-015054 // **DATE / TIME:** 22nd -23rd of March 2017

ORGANIZATION / PLACE: Bildungszentren des Baugewerbes e.V., Düsseldorf / Germany

Name	Organization	e-mail	Place	Signature
1. Paola Bolognini	CCCA-BTP	paola.bolognini@ccca-btp.fr	Paris / France	
2. Marek Lawinski	CCCA-BTP	marek.lawinski@ccca-btp.fr	Paris / France	
3. Sébastien Roux	CCCA-BTP	contact:preface@sfr.fr	Paris / France	
4. Javier González López	Fundación Laboral de la Construcción	jgonzalez@fundacionlaboral.org	Madrid / Spain	
5. Luis Manuel Barrios Espadas	Fundación Laboral de la Construcción	lbarrios@fundacionlaboral.org	Madrid / Spain	
6. Laetitia Beckers	IFAPME	laetitia.beckers@centreifapme.be	Liege / Belgium	
José A. Alvaro Ruiz	FLC Asturias	J.alvaro@flca.es	Asturias / Spain	
José A. Ureña	FLC Madrid	Funded by the Erasmus+ Programme of the European Union	Madrid	