



EUROPEAN UNION
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This project is implemented through the CENTRAL EUROPE Programme
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<p>Project: <i>ET-struct</i> Work package 4 Leader Topic: Work Package 4 – 1st Draft of the Management Handbook (“ET-Academy”)</p> <p>Date: 22.12.2010 Contact: helena.cvenkel@bsc-kranj.si and domen.beks@bsc-kranj.si</p> <p>Reviewed by Date, time of review</p>	<p>BSC Business Support Centre L.t.d., Kranj C. Staneta Žagarja 37, 4000 Kranj, SI</p> <p>Tel.: +386 4 28 17 230 Fax: +386 4 28 17 249 info@bsc-kranj.si</p> <p>Lead Partner</p>
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1. Introduction to the CENTRAL EUROPE project ET-struct

ET-struct - Economic Educational Territorial-Structure

... connecting educational-training systems to regional economies for regional stability and growth ...

No one could have foreseen in 2000 and 2001 at the time when the EU formulated its Lisbon and Gothenburg goals that there would be a global financial and economic crisis in 2008 that would change many of these ambitious transnational goals and cause widespread uncertainty, especially in the daily lives of European citizens who see their jobs, lives and security under threat.

As new ambitious transnational goals are being formulated and presented (e.g. EU 2020, http://ec.europa.eu/eu2020/index_en.htm) who can predict what will happen in the future?

One thing is certain: regional economies must be in a position to cope with the pressures. They have to be able to react to and predict changing conditions, and they must be able to educate, train and retrain their workforces to meet the challenges.

Individual citizens have to be supported so that they can contribute to their own individual economic security, as well as to the security of the region and in a wider context to a united Europe.

The CENTRAL EUROPE supported project ET-struct aims at supporting regional stability and growth. How?

1. ET-struct will bring together three of the major players that influence regions in permanent management structures: regional politics; regional economy; regional education-training.
2. ET-struct will compile a dynamic inventory of skills and competences needed for CENTRAL EUROPE (*new-skills-for-new-jobs*)
3. ET-struct will develop and pilot on-site and online learning systems to educate, train and retrain regional workforces.

The motto of ET-struct is:

... connecting educational-training systems to regional economies for regional stability and growth ...



Until the end of 2012, 16 partners from 6 EU CENTRAL EUROPE countries, plus a partner from the West-Ukraine will work together towards *regional stability and growth ...*:

- Lead Partner: European Office, Vienna Board of Education (AT)
- Partner 2: Vienna Business Agency (AT)
- Partner 3: Ministry of Education, Science and Culture Mecklenburg-Vorpommern, Schwerin (DE)
- Partner 4: Training and Education Centre of Trade and Industry, Schwerin (DE)
- Partner 5: City of Hranice (CZ)
- Partner 6: Secondary Technical School Hranice (CZ)
- Partner 7: Statutory City of Karviná (CZ)
- Partner 8: The University of Economy in Bydgoszcz (PL)
- Partner 9: Lower Silesian Vocational Information and Teachers Training Centre in Walbrzych (PL)
- Partner 10: BSC - Business Support Centre Ltd Kranj, Regional development agency of Gorenjska region (SI)
- Partner 11: Institute for Adult Education Kocevje (SI)
- Partner 12: Development and Education Centre Novo mesto (SI)
- Partner 13: Modena Formazione (IT)
- Partner 14: CNA Modena - National Confederation of Crafts and Small and Medium-Sized Enterprises, Modena (IT)
- Partner 15: Region of Veneto, Department of Labour (IT)
- Partner 16: ENAIP Veneto Regional Agency of Vocational Training (IT)
- Partner 17: Association of Student-Economists of Zakarpattya (UA)

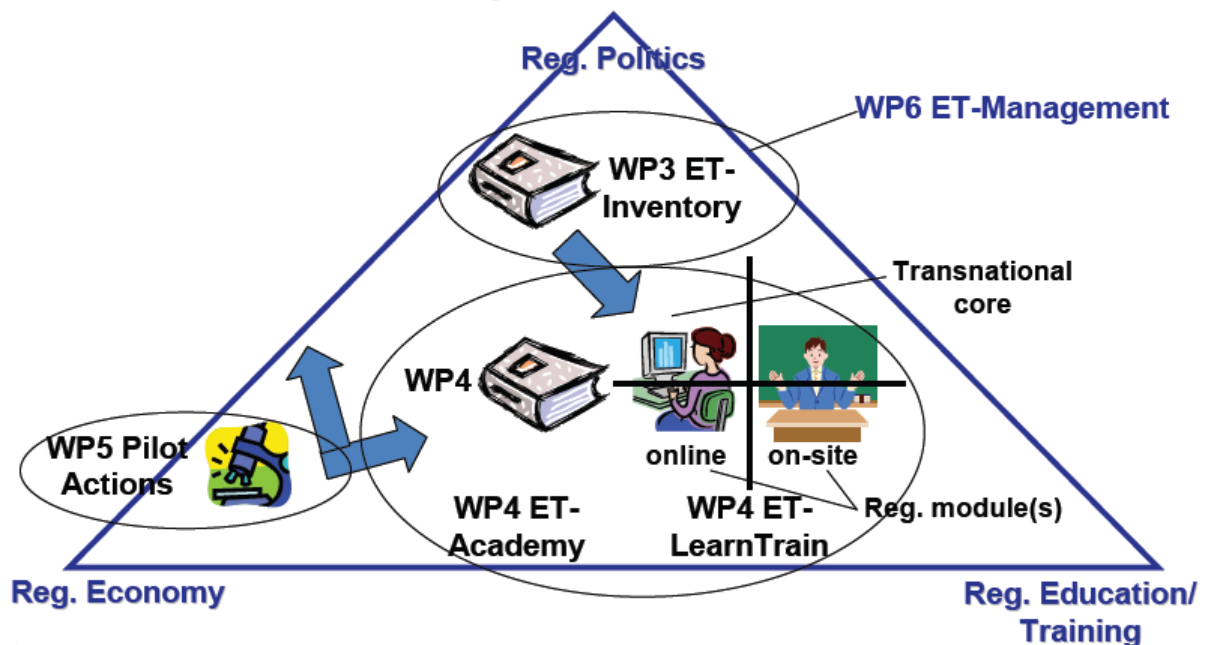
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ET-struct consists of 6 Work Packages (WP):

- WP1: Project management and coordination
- WP2: Communication, knowledge management and dissemination
- WP3: ET-Inventory (thematic WP)
- WP4: ET-Academy and ET-LearnTrain (thematic WP)
- WP5: ET-Pilot Actions (thematic WP)
- WP6: ET-Strategy & Action and ET-Management (thematic WP).

2. The relationship between the ET-struct thematic Work Packages 3, 4, 5 and 6 and their outputs during the project lifetime

ET-struct Project Architecture 2010 - 2012



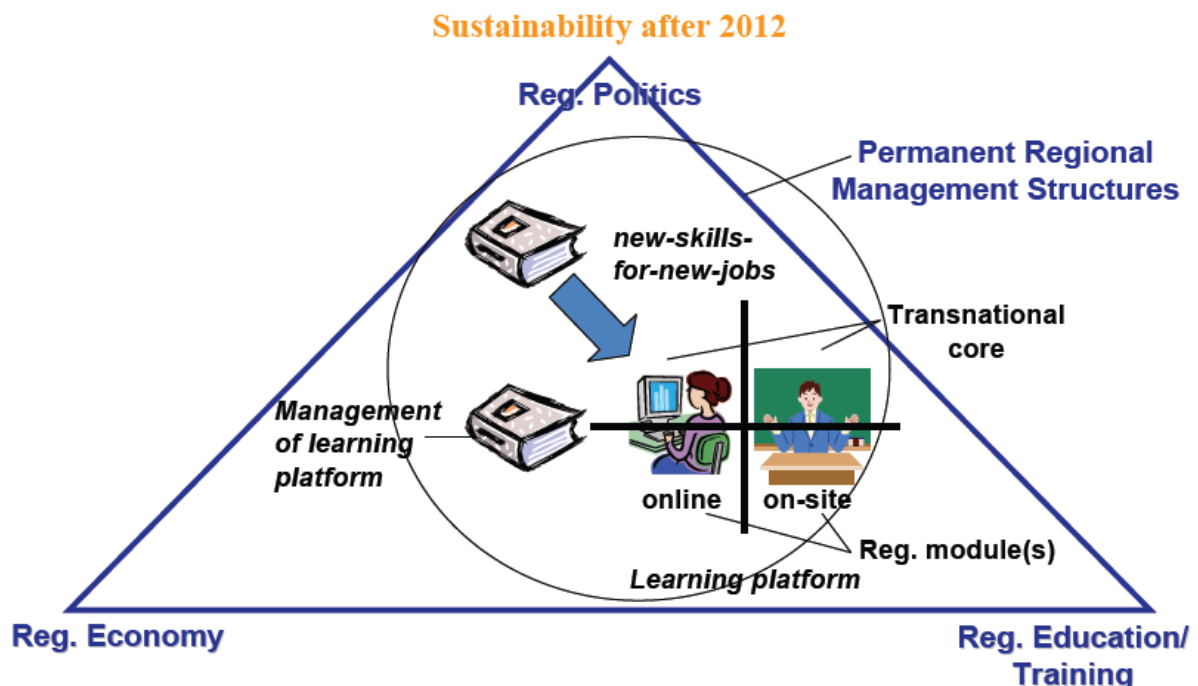
ET-struct Project Architecture 2010 – 2012

During the project lifetime (2010 – 2012) ET-struct will work to achieve the following:

- **Work Package 3** – “ET-Inventory” a transnational inventory which will document the legal framework, statistical data, economic trends, the regional education/training demands and the regional education/training offer in the ET-struct regions. The inventory will predict which new skills will be needed for the changing demands of the regional economies in the ET-struct regions.
- **Work Package 4** – based on “ET-Inventory” a trial learning platform - “ET-LearnTrain” (Transnational Tool) - will be developed and

- implemented which will offer online and on-site training for regional workforces in the *ET-struct* regions.
- This trial learning platform will have two parts:
 - o (1) a transnational core of **online learning/training** modules which will be the same for all *ET-struct* regions (these modules will be written in the *ET-struct* project language - English),
 - o (2) regional **blended learning/training** modules (online and on-site) (written in the national language of the regional project partner (i.e. either DE, or CZ, or IT, or PL, or SI, or UA) with a summary of the module(s) in the *ET-struct* project language – English.
These regional learning/training modules are based on the regional demand for *new-skills-for-new-jobs*.
Technically, the online modules can be accessed on the *ET-struct* homepage www.etstruct.eu, and/or on any other project-related homepage(s).
The on-site modules can be taught at any project-related regional education/training institution.
- A Management Handbook - “ET-Academy” (Transnational Tool) - will be compiled to document the development, the pedagogy, the methodology and the proposed sustainability of the Integrated Content Management System (ICMS) (“ET-LearnTrain”) after project completion.
- **Work Package 5** – two different types of pilot actions will test
 - o 1) in Work Package 4: Pilot Action Type 1 - the effectiveness of the two transnational tools: the trial learning platform (“ET-LearnTrain”) and the Management Handbook (“ET-Academy”) as well as
 - o (2) in Work Package 6: Pilot Action Type 2 - the strategy to set up permanent regional management structures – the joint transnational strategy and action plan (“ET-Strategy & Action”).
- **Work Package 6** – “ET-Management” the development and implementation of permanent regional management structures which will link regional politics to the regional economy (i.e. regional education/training demand) and to the regional education/training offer in the *ET-struct* regions.

3. The sustainability of the project outputs after the project lifetime



After the project lifetime (i.e. in 2013 and afterwards), the project will have set up permanent regional management structures which will link regional politics to the regional economy (i.e. regional education/training demand) and to the regional education/training offer in the *former ET-struct* regions.

Exact details of the stakeholders involved and how these permanent management structures are to be set up, managed, maintained and sustained will be delineated in the concept "ET-Strategy & Action", which will be developed in Work Package 6.

Within these permanent regional management structures there will be mechanisms to predict the changing demands of regional economies (*new-skills-for-new-jobs*).

Based on these predictions there will be ongoing updates of the *trial* learning platforms (*online* and *on-site*) in the *former ET-struct* regions and of the management needed to maintain the *trial* regional learning platforms which were set up during the project lifetime.



4. The purpose of the Management Handbook (“ET-Academy”)

The Management Handbook (“ET-Academy”) documents the development, the pedagogy, the methodology and the proposed sustainability of the learning platform (“ET-LearnTrain”).

As such, “ET-Academy” fulfills a **two-fold purpose**:

- It provides the current ET-*struct* project partners with all the information needed to develop and sustain “ET-LearnTrain”
- It offers other regional stakeholders who are not involved in the ET-*struct* project the opportunity to develop a similar learning platform to meet the needs of their own regional economic situations and the needs of their regional workforces (“added value”).

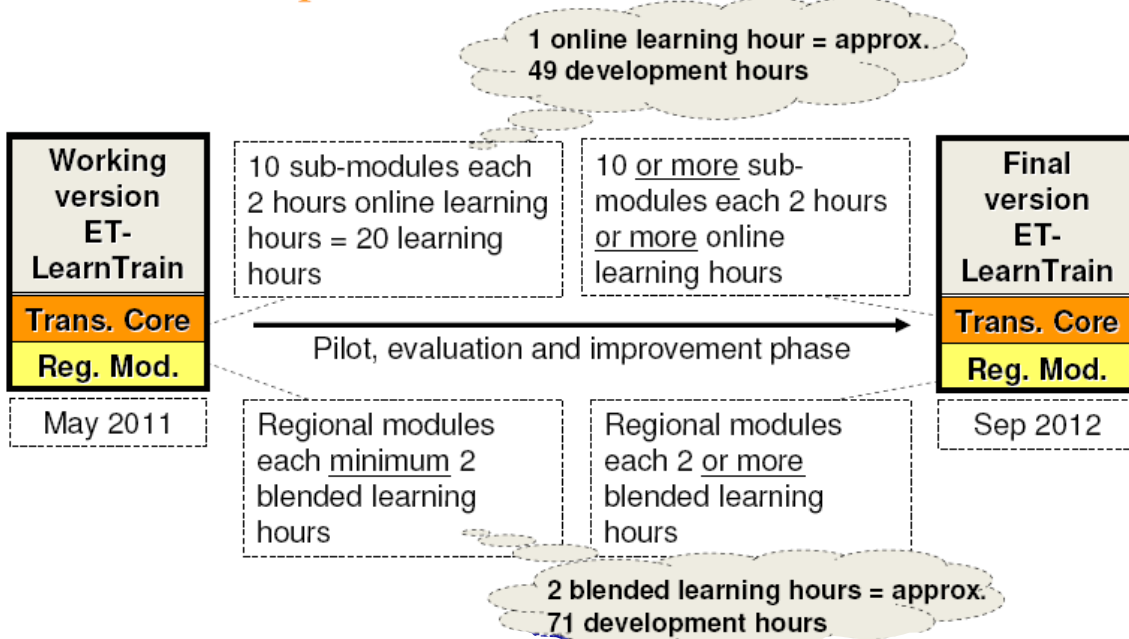
5. The development process of “ET-LearnTrain”

The learning platform “ET-LearnTrain” will have a transnational core of online learning/training modules. These transnational core learning/training modules will be written in English (the ET-*struct* project language). The modules will be valid for all the ET-*struct* regions.

The tool will also incorporate regional blended learning/training modules based on the regional demand for *new-skills-for-new-jobs*.

These regional blended learning/training modules will be written in the regional project partner national language (i.e. either DE, or CZ, or IT, or PL, or SI, or UA) with a summary of the module in the ET-*struct* project language English.

The development of ET-LearnTrain is process-oriented



1. ET-*struct* is a transnational, process-oriented project i.e. the products/outputs are extremely important; at the same time the process to develop and implement these products/outputs is **equally important**.
2. This is the added value of ET-*struct* that the project partners can continue to develop, improve, and increase the products/outcomes **after** the project lifetime because of the "know-how" gained **during** the project lifetime. This is also the basis for the sustainability of the project after project lifetime.
3. The process development of "ET-LearnTrain" can be divided into **two phases**.
4. **Phase 1: Development Phase** (Feb – May 2011 = 4 months). In this phase the partnership gains experience in developing sub-modules for the Transnational Core and their own Regional Modules. In this phase the object is to create a **minimum** product/output (Transnational Core/Regional Modules) that can be piloted/tested/evaluated in the next phase.
For this reason, the requirements for the learning modules has been set at a **minimum** i.e. 2 learning hours.



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5. According to international research approx. 49 development hours¹ are needed to create 1 **online** learning hour.
In other words to create a sub-module with 2 **online** learning hours for the Transnational Core 98 development hours are needed.
6. The same research shows that 2 **blended learning** hours (online and on-site) require 71 development hours i.e. 1 online learning hour = 49 development hours (as above) + 1 on-site learning hour ("ILT" – Instructor-Led Training) requires 22 development hours.
This relationship can however change depending on "how much" online learning and "how much" on-site learning.
7. **1 learning hour** means the time (60 minutes) that the "ET-LearnTrain" client will invest to gain comprehension of the content.
8. **Phase 2: Improvement Phase** (May 2011 – Sep 2012 = 16 months). Based on the feedback from the pilot phase in Work Package 5 the project partners will have almost a year and half to improve their modules and also to increase the length of learning hours.

In order to develop, implement, manage, evaluate and sustain the learning platform "ET-LearnTrain" the Management Handbook ("ET-Academy") will contain the following content:

- 1) The process of deciding on the content of "ET-LearnTrain"
- 2) The process of training project staff to develop "ET-LearnTrain"
- 3) The process of implementing "ET-LearnTrain" in the ET-*struct* partner regions
- 4) The process of piloting and evaluating "ET-LearnTrain"
- 5) The process of improving and expanding "ET-LearnTrain"
- 6) The process of sustaining "ET-LearnTrain"

¹ This figure and the other figures on this page are general, average figures. The actual amount of development time needed to produce one learning hour heavily depends on the content matter that is being developed.



5.1 The process of deciding on the content of “ET-LearnTrain”

The basis for the contents of “ET-LearnTrain” is the “ET-Inventory”, a transnational inventory which documents the legal framework, statistical data, economic trends, the regional education/training demands and the regional education/training offer in the *ET-struct* regions.

The Inventory also predicts the new skills that will be needed for the changing demands of the regional economies in the *ET-struct* regions.

The Inventory was compiled from regional regional surveys that each *ET-struct* partner region carried out.

This is the **fact-finding phase** of “ET-LearnTrain”.

In a first concept for the “ET-LearnTrain”, which was sent to the *ET-struct* partnership the following list of possible modules for the Transnational Core was suggested:

- Entrepreneurship
- Language skills
- Intercultural understanding
- Environment protection, eco-remediation
- Sustainable growth
- Renewable sources of energy
- Elderly care, with the emphasis on e-inclusion, e-health, enhancing workplaces for older employees

In a **brainstorming phase** within the *ET-struct* partnership (e-mail, telephone, Skype) the partnership moved towards concentrating on only one of the above suggested modules: Entrepreneurship.

In an **elaboration phase**, the Work Package Leaders of the *ET-struct* project met to discuss the feedback from the partnership and to decide on the contents of “ET-LearnTrain”.

Again in a brainstorming phase with the Work Package Leaders the decision was taken to suggest to partnership the following content for the Transnational Core.

ET-struct LearnTrain Transnational Core Content

In English for the Target Group 15 – 20 year-olds

2 hours **online** learning per sub-module – level: comprehension

1. ET-struct LearnTrain vocational predisposition test

2. Entrepreneurship in booming sectors in CENTRAL EUROPE

Entrepreneurship sub-modules:

- Sub-mod. 1) How do I establish a company? All about a business plan
- Sub-mod. 2) My human resources
- Sub-mod. 3) All about financing
- Sub-mod. 4) How I do develop a product or service? And how to market it? Quality assurance.
- Sub-mod. 5) The EU and me

Booming sectors in CENTRAL EUROPE sub-modules:

- Sub-mod 6) Renewable sources of energy
- Sub-mod. 7) Health and care
- Sub-mod. 8) ICT
- Sub-mod. 9) Agro-foods
- Sub-mod. 10) Sport and Tourism

1. Target group: young people aged 15-20. Why? The Transnational Core modules are in English. Based on the regional surveys and the “ET-Inventory” we know the educational background of this target group and their level of English.
2. The duration of EACH online sub-module should be two learning hours.
3. The “gateway” to the “ET-LearnTrain” learning platform is a vocational predisposition test which gives the “ET-LearnTrain” client, based on psychological testing, feedback about her/his vocational predisposition. This test will be offered in English as well as in the ET-struct partner languages.
4. When the “ET-LearnTrain” client has taken the test her/his account will be generated on the “ET-LearnTrain” learning platform.
5. The main module in the Transnational Core is Entrepreneurship in booming sectors in CENTRAL EUROPE.
6. It consists of 10 online sub-modules (each online sub-module consists of 2 hours online learning time). The online sub-modules will be written in English (so that 15-20 year-olds can understand). The level of content is: “comprehension”.



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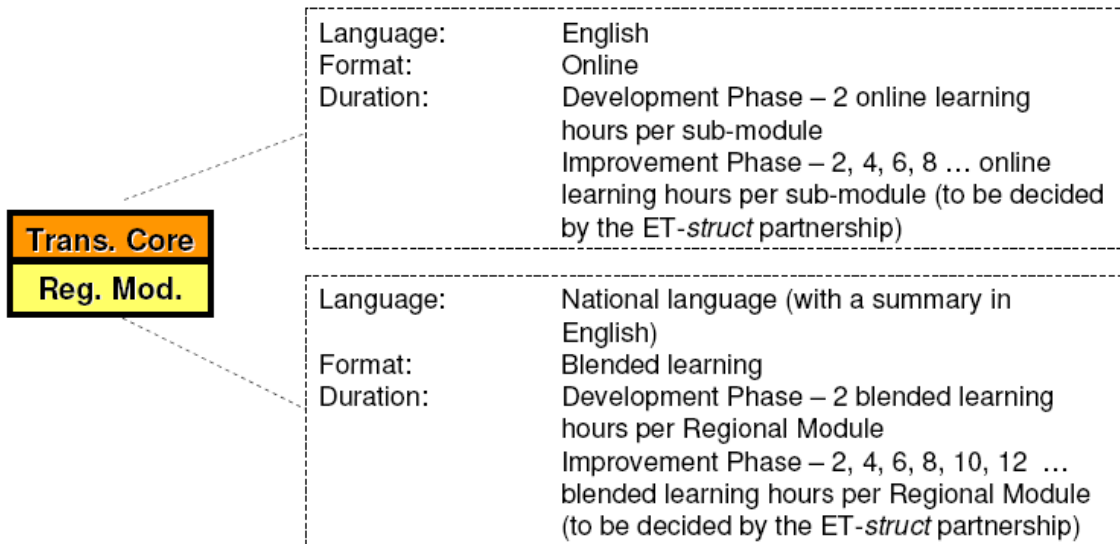


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7. There are five online sub-modules dealing with various aspects of entrepreneurship and five online sub-modules dealing with booming sectors in the *ET-struct* environment.
8. Each *ET-struct* partner region will be asked to develop one of the online sub-modules as well as their own blended learning Regional Module(s) according to a corporate template design in the authoring tool “exelearning” and according to an agreed methodology, didactical approach and roadmap.

The suggestions taken at the Work Package Leaders' Meeting were sent to the *ET-struct* partnership. In a final **decision-making phase** the partnership will decide on the content of “ET-LearnTrain”.

ET-LearnTrain: Transnational Core vs. Regional Modules



- A. The Transnational Core will be in English and will only be available online. (Partner regions of course can decide to offer supporting on-site learning). In the Development Phase the length of a sub-module will be 2 online learning hours. In the Improvement Phase the ET-*struct* partnership will decide on the length of each sub-module (i.e. 2, 4, 6, 8 ... online learning hours) or even decide to increase the number of modules.
- B. The Regional Modules will be in the national language (with a summary in English). These modules will be available in "blended learning" i.e. online and on-site. In the Development Phase of "ET-LearnTrain" the length of Regional Module will be 2 blended learning hours. In the Improvement Phase of "ET-LearnTrain" the ET-*struct* partnership will decide on the average length of a Regional Module to ensure a corporate identity on the "ET-LearnTrain" learning platform (i.e. 2, 4, 6, 8, 10, 12 ... blended learning hours) or even decide to increase the number of Regional Modules.



Again, based on the regional survey and an analysis the “ET-Inventory” each ET-struct partner region decided on a Regional Module or Regional Modules that would prepare and train the regional workforce based on the motto: *new-skills-for-new-jobs*.

The ET-struct partner regions suggest the following Regional Modules:

ET-struct Region	Sector	Regional Module(s)	Target Group(s)
Vienna (AT) Lead Partner & PP2	Healthcare	Intra- and intercultural conflict management / mediation in healthcare	Trainee nurses and healthcare workers
Mecklenburg-Vorpommern Region (DE) PP3 & PP4	Education & Training	Vocational orientation	Pupils (Secondary Education Teachers)
Stredni-Morava Region (CZ) PP5 & PP6	Education & Training	Technical training	Pupils (Secondary Education Teachers)
Moravskoslezsko Region (CZ) PP7			
Kujowsko-Pomorskie Region (PL) PP8			
Dolnoslaskie Region (PL) PP9	Labour market	Social skills for the labour market	Pupils age group 15-10 (Secondary Education Teachers)
Zahodna Slovenija Region (SI) PP10	ICT or Renewable energy		



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Vzhodna Slovenija Region (SI) PP11 & PP12		Social entrepreneurship and intercultural communication	
Emilia-Romagna Region (IT) PP13 & PP14	Renewable energy or Agrofood	Business start up course	
Veneto Region (IT) PP15 & PP16			
Zakarpatska Region (UA) PP17	Tourism	Company development phase or Project cycle management or Communication or Tourism marketing	

5.2. The process of training project staff to develop “ET-LearnTrain”

To be expanded later; will describe the training workshop (methodology, learning to use the authoring tool, the roadmap, etc.)



5.3. The process of implementing “ET-LearnTrain” in the ET-struct partner regions

To be expanded later



5.4. The process of piloting and evaluating “ET-LearnTrain”

To be expanded later



5.5. The process of improving and expanding “ET-LearnTrain”

To be expanded later



5.6. The process of sustaining “ET-LearnTrain”

To be expanded later